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TO: Gary Brown, Director
Water and Sewer Department

FROM: David Whitaker, Director 
Legislative Policy Division

DATE: March 22, 2023

RE: Detroit Water and Sewerage Department FY 2023-2024 Budget Analysis

Attached is our analysis regarding the Detroit Water and Sewerage Department Budget for the City's Fiscal Year 2023-2024.

Please be prepared to respond to the questions raised in our analysis during your scheduled hearing on **Thursday, March 23, 2023, at 2 p.m.** We would then appreciate a written response to the questions at your earliest convenience before or after your budget hearing. Please forward a copy of your responses to the Council members, the City Clerk's Office, and the Legislative Policy Division.

Please contact us if you have any questions regarding our analysis. Thank you for your cooperation in this matter.

Attachments:

Issues and questions

First Attachment-Water and Sewerage departments Mayor's proposed FY 2024 budget schedules

Second Attachment-Water and Sewerage Funds FY 2023 and FY 2024 Operating Budgets

Third Attachment-Proposed FY 2024 Budget presentation to the BOWC Finance Comm. On February 21, 2023

Fourth Attachment-BOWC Resolution approving Water and Sewerage Funds' FY 2024 operating budget

Fifth Attachment-December 2022 Financial Review – BOWC Finance Committee

Sixth Attachment-DWSD's responses to LPD's FY 2021 budget review questions

cc: Councilmembers
Auditor General's Office
Istakur Rahman, DWSD Chief Financial Officer
Jay Rising, City of Detroit CFO
Tanya Stoudemire, Chief Deputy CFO-Policy & Administrative Director
Steven Watson, Deputy CFO/Budget Director
Brad Dick, Group Executive/COO
Malik Washington, Mayor's Office

Detroit Water and Sewerage Department

Analysis by the Legislative Policy Division for the City's FY 2023-2024 Budget

The first attachment includes the Mayor's proposed budget for DWSD's Water Fund (Fund 5720) for FY 2024-2027 (pages B48-1 through B48-20). DWSD's FY 2024 proposed total Water Fund budget (revenues equals expenditures) is \$247.7 million, which is \$28.4 million greater than the current total Water Fund budget of \$219.3 million. DWSD's FY 2024 proposed total Water Fund budget comprises of the following:

| Category | FY 2024 Total Proposed Water Fund Budget | Page reference in Section B of proposed Four-Year Financial Plan |
|---|---|---|
| DWSD's Water Fund Operating Budget | \$136,670,200 | B48-7 through 11 |
| DWSD's Water Fund Improvements & Extensions | \$ 83,462,500 | B48 7, 8, 10, & 11 |
| DWSD's Water 2020 Bond Fund | <u>\$ 27,553,800</u> | <i>ditto</i> |
| DWSD's FY 2024 Total Proposed Water Fund Budget | \$247,686,500 | |

The second attachment provides another breakdown of Water Fund's proposed FY 2024 operating budget. The third attachment represents the Water Fund's and Sewerage Fund's proposed total FY 2024 budget that was presented to the Board of Water Commissioners (BOWC) Finance Committee at a public meeting on February 21, 2023. The fourth attachment represents the BOWC resolution dated March 17, 2023 showing the board's approval of the Water Fund's two-year FY 2024 and FY 2025 proposed operating budget.

The first attachment includes the Mayor's proposed budget for DWSD's Sewerage Fund (Fund 5820) for FY 2024-2027 (pages B49-1 through B49-11). DWSD's FY 2024 proposed total Sewerage Fund (revenues equals expenditures) is \$429.4 million, which is \$19.6 million greater than the current total Sewerage Fund budget of \$409.8 million. DWSD's FY 2024 proposed total Sewerage Fund budget comprises of the following:

| Category | FY 2024 Total Proposed Sewerage Fund Budget | Page reference in Section B of proposed Four-Year Financial Plan |
|--|--|---|
| DWSD's Sewerage Fund Operating Budget | \$344,815,500 | B49-6 through 10 |
| DWSD's Sewerage Fund Improvements & Extensions | \$ 62,491,500 | B49-6, 7, 9 & 10 |
| DWSD's Sewerage 2015 Bond Fund | <u>\$ 22,142,900</u> | <i>ditto</i> |
| DWSD's FY 2024 Total Proposed Sewerage Fund Budget | \$429,449,900 | |

The second attachment provides another breakdown of the Sewerage Fund's proposed FY 2024 operating budget. The third attachment represents the Water Fund's and Sewerage Fund's proposed FY 2024 budget that was presented to the BOWC Finance Committee at a public meeting on February 21, 2023. The fourth attachment represents the BOWC resolution dated March 17, 2023 showing the board's approval of the Water Fund's two-year FY 2024 and FY 2025 proposed operating budget.

Below are few highlights from the third attachment (FY 2024 budget presentation made at a public meeting on February 21, 2023) and the fifth attachment (December 2022 Financial Review that was presented to the BOWC Finance Committee on March 1, 2023):

- The Proposed FY 2024 Budget was developed in an inflationary environment with inflation rate at 6.4% for the 12 months ended January 2023 according to U.S. Labor Department data.

- Even in this environment, the goal was to keep rate affordable and at the same time not compromise on service level initiatives. The Budget incorporates expenditures required to operate DWSD's (Water and Sewer) System for FY 24.
- These expenditures become the basis for determining the revenues that are required to fund those expenditures and are termed as "Revenue Requirement".
- This Budget proposes a 3.2% increase in rate revenue and an overall Revenue Requirement decrease of 2% for the System as a whole.
- Overall Revenue Requirement decrease is primarily due to savings of \$35.4 million in pension costs due to the expiration of the Pension Agreement with the City of Detroit effective FY 24.
- Direct departmental expenses are projected to increase at 6.7% primarily due to increase in personnel costs for adding 58 new positions to the Budget necessary to support DWSD's strategic initiatives. Increase is primarily in Operations Division cost centers accounting for 95% of the increase. This strategy of increasing headcount for Operations is in keeping with DWSD's strategic initiative to enhance service levels and reduce backlog in service deliveries.
- DWSD will begin Average Winter Consumption (AWC) methodology to cap Sewer usage for its residential customers effective FY 24.
- DWSD continues to maintain adequate cash reserves to support its Operating and Capital programs.
- DWSD continues to spend down Construction and I&E Cash in support of its Capital Improvement Program.
- There are no plans to issue Bonds to fund any Capital Projects in the immediate future.
- DWSD will continue to pursue State Revolving Fund loans and Grants to the extent projects are eligible for such funding.
- The average age of **Active Residential** receivables has increased by 81 days (28.8%) since June 2022. The change was caused in part by the reclassification of *Detroit Land Bank* homes from the **Residential** customer class to the **Government** customer class. There has been a corresponding reduction in the average age of **Active Government** receivables over the same period.
- The 3-month average collection rate for **Residential** accounts has remained steady in the mid-seventies percentage. By comparison, the pre-pandemic collection rate exceeded 95% as of December 2019.
- DWSD continues to increase Bad Debt allowance due to increasing average age of active residential accounts.

During the FY 2021 budget review, LPD asked if DWSD's management planned to come to City Council for approval of rate increases and budgets. DWSD's management responded by saying no. LPD is attaching our FY 2021 questions and department's responses that provide more detail as why the answer was no as the sixth attachment.

Issues and Questions

LPD raises issues and questions based on our review of the Water Fund budget per the first attachment, specifically pages B48-1 through B48-20 of Section B of the Mayor's proposed FY 2024-2027 Four-Year Financial Plan. In addition, we raise issues and questions based on our review of the Sewerage Fund budget per the first attachment, specifically pages B49-1 through B49-11 of the four-year financial plan.

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 2024 for both the Water

Fund and the Sewer Fund. Please provide which appropriation/cost center the new initiative/request/proposal is impacting in FY 2024.

2. On page B48-4, the Water Fund had 57 vacant positions as of February 10, 2023. Please briefly describe the positions that are vacant and difficulty of filling the vacancies. Also, explain the department's strategy to fill vacant position.
3. On page B48-5, please explain the \$2 million increase in salaries & wages when the budgeted positions for the Water Fund increased 56 positions from 594 in FY 2023 to 650 in FY 2024.
4. On page B48-5, please explain the \$30.5 million increase in professional and contractual services in the Water Fund's FY 2024 budget.
5. On page B48-5, please explain the \$4.9 million decrease in equipment acquisition in the Water Fund's FY 2024 budget.
6. On page B48-5, please explain the \$6.6 million decrease in other expenses in the Water Fund's FY 2024 budget.
7. On page B48-5, please explain the \$11.5 million increase in fixed charges in the Water FY 2024 budget.
8. On page B48-5, please explain the \$1.1 million increase in capital outlays in the Water FY2024 budget.
9. On page B48-6, please explain the \$1.2 million increase in sales & charges for services revenue in the Water Fund's FY 2024 budget.
10. On page B48-6, please explain the \$3.2 increase in miscellaneous receipts in the Water FY2024 budget.
11. On page B48-6, please explain the \$21.1 million increase in revenue from use of assets revenue in the Water Fund's FY 2024 budget.
12. On page B48-7, please explain the \$27.8 million increase in professional & contractual services in the DWSD Water Imp & Ext Fund.
13. On page B48-10, please explain the \$6.7 million decrease in appropriation 20172 DWSD Water Non-Operating Expense, cost center 487111.
14. On page B49-4, please explain the \$2.6 million increase in salaries & wages while budgeted positions increased by 2 positions from 26 positions in FY 2023 to 28 positions in the Sewer Fund's FY 2024 budget.
15. On page B49-4, please explain the \$7.6 million decrease in employee benefits when total budgeted positions increased by 2 positions from 26 positions in FY 2023 to 28 positions in FY 2024. Is the fringe rate expected to decrease in FY 2024?
16. On page B49-4, please explain the \$75.7 million increase in professional & contractual services in the Sewerage Fund's FY 2024 budget.
17. On page B49-4, please explain the \$10.8 million increase in fixed charges in Sewerage Fund's FY 2024 budget.
18. On page B49.4, please explain the \$2.2 million increase in equipment acquisition in the Sewerage Fund's FY 2024 budget.
19. On page B49-4, please explain the \$66 million decrease in other expenses in the Sewerage Fund's FY 2024 budget.
20. On page B49-4, please explain the \$1.1 million increase in capital outlays in the Sewerage Fund FY 2024 budget.

21. On page B49-5, please explain the \$10 million increase in sales & charges for services revenue in the Sewerage Fund's FY 2024 budget.
22. On page B49-5, please explain the \$2.6 million increase in revenues from use of assets in the Sewerage Fund's FY 2024 budget.
23. On page B49-5, please explain the \$22.5 million increase in contribution and transfers in the Sewerage Fund's FY 2024 budget.
24. On page B49-5, please explain the \$15 million decrease in miscellaneous revenue in the Sewerage Fund's FY 2024 budget.
25. On page B49-6, please explain the \$52.9 million increase in professional & contractual services in Sewerage Imp & Ext Fund.
26. Is DWSD planning to use ARPA funds to help residents deal with basement flooding prevention?
27. Please provide an update on DWSD's efforts to get Low Income Household Water Assistance Program (LIHWAP) funds.
28. What amount, if any, does DWSD anticipate receiving from the Federal infrastructure funds?
29. What is the status of the water shutoff moratorium?
30. Please explain the Lifeline Plan and how it impacts the revenue for FY2023 and FY2024.
31. How many residences are enrolled into the Lifeline Plan as February 28, 2023?
32. With current funding, the Lifeline Plan is expected to run through 2024. Is there any movement on DWSD's ability to secure funding to run this program beyond 2024?
33. Please explain the 10/30/50 plan and how it impacts the revenue for FY2023 and FY2024
34. How many residences are enrolled into the 10/30/50 plan as February 28, 2023?
35. Please provide DWSD's retail water and rate hikes for last 5 fiscal years: FY 2019 through FY 2023. What are DWSD's proposed retail water and sewer rate increases for FY 2024?
36. Recently, the Great Lakes Water Authority (GLWA) approved a 2.75% increase for wholesale and wastewater rates for FY 2024. Did this rate increase help to keep the DWSD rate increase for water and sewerage rate increases in FY 2024 low?

SCHEDULE I

Proposed Biennial Budgets for Fiscal Years 2024 and 2025
Water Operating Fund - Fund 5720

| | Fiscal Years | |
|--|------------------------------|------------------------------|
| | 2023-24 | 2024-25 |
| <u>REVENUES</u> | | |
| <u>Operating Revenues</u> | | |
| Commodity Sales | \$ 101,383,800 | \$ 104,883,600 |
| Service Charges | 24,400,700 | 25,280,700 |
| Fireline Charges | 2,102,700 | 2,137,600 |
| Penalties, Fees, Permits and Other Revenue | 4,210,000 | 4,336,300 |
| Total Retail Revenue | 132,097,200 | 136,638,200 |
| Shared Service Revenue | 1,177,500 | 1,177,500 |
| Total Water Operating Revenues | <u>133,274,700</u> | <u>137,815,700</u> |
| <u>Non-Operating Revenues</u> | | |
| GLWA's Share of Legacy Costs | 3,395,500 | 4,173,300 |
| Total Water Operating Fund Revenues | <u>\$ 136,670,200</u> | <u>\$ 141,989,000</u> |
| <u>Expenses</u> | | |
| <u>Departmental (Direct) Expenses</u> | | |
| Administration | \$ 830,200 | \$ 863,400 |
| Operations | 26,225,400 | 27,274,400 |
| Compliance | 10,344,500 | 10,758,300 |
| Finance | 6,866,200 | 7,140,800 |
| Customer Service | 1,688,000 | 1,755,500 |
| Total Departmental (Direct) Expenses | <u>45,954,300</u> | <u>47,792,400</u> |
| <u>Non-Departmental (Indirect) Expenses</u> | | |
| Bad Debt Expense | 13,209,600 | 13,663,800 |
| Wholesale Charges and WRAP | 25,537,200 | 27,011,800 |
| Obligation to GLWA | 33,438,800 | 33,438,800 |
| Post Bifurcation Debt Service | 11,526,400 | 13,106,100 |
| Pension Expense | 4,300,000 | 4,300,000 |
| Series B and C Notes | 1,493,700 | 2,820,700 |
| WRAP Contribution | 858,600 | 889,300 |
| Revenue Financed Capital | 351,600 | (1,033,900) |
| Total Non-Departmental (Indirect) Expenses | <u>90,715,900</u> | <u>94,196,600</u> |
| Total Water Operating Fund Expenses | <u>\$ 136,670,200</u> | <u>\$ 141,989,000</u> |

SCHEDULE II

Proposed Biennial Budgets for Fiscal Years 2024 and 2025
Sewer Operating Fund - Fund 5820

| | Fiscal Years | |
|--|------------------------------|------------------------------|
| | 2023-24 | 2024-25 |
| <u>REVENUES</u> | | |
| <u>Operating Revenue</u> | | |
| Commodity Sales | \$ 122,855,900 | \$ 126,664,400 |
| Service Charges | 15,075,900 | 15,543,300 |
| Drainage Fees/Highway Drainage | 188,981,900 | 194,840,400 |
| Penalties, Fees, Permits and Other Revenue | <u>8,500,000</u> | <u>8,755,000</u> |
| Total Retail Revenue | 335,413,700 | 345,803,100 |
| Shared Service Revenue | <u>1,322,500</u> | <u>1,322,500</u> |
| Total Sewer Operating Revenues | <u>336,736,200</u> | <u>347,125,600</u> |
| <u>Non-Operating Revenues</u> | | |
| GLWA's Share of Legacy Costs | 6,479,300 | 8,228,800 |
| IWC Charges | <u>1,600,000</u> | <u>1,600,000</u> |
| Total Sewer Revenues | <u>\$ 344,815,500</u> | <u>\$ 356,954,400</u> |
| <u>Expenses</u> | | |
| <u>Departmental (Direct) Expenses</u> | | |
| Administration | \$ 932,300 | \$ 969,600 |
| Operations | 27,937,100 | 29,054,600 |
| Compliance | 14,508,600 | 15,088,900 |
| Finance | 9,558,000 | 9,940,300 |
| Customer Service | <u>4,092,200</u> | <u>4,255,900</u> |
| Total Departmental (Direct) Expenses | <u>57,028,200</u> | <u>59,309,300</u> |
| <u>Non-Departmental (Indirect) Expenses</u> | | |
| Bad Debt Expense | 46,403,800 | 48,184,800 |
| Wholesale Charges and WRAP | 196,569,600 | 203,725,800 |
| Obligation to GLWA | 26,271,500 | 26,271,500 |
| Post Bifurcation Debt Service | 5,950,100 | 5,975,900 |
| Pension Expense | 5,700,000 | 5,700,000 |
| Series B and C Notes | 2,489,500 | 4,701,100 |
| Industrial Waste Charges | 1,600,000 | 1,600,000 |
| WRAP Contribution | 1,333,300 | 1,365,600 |
| Revenue Financed Capital | <u>1,469,500</u> | <u>120,400</u> |
| Total Non-Departmental (Indirect) Expenses | <u>287,787,300</u> | <u>297,645,100</u> |
| Total Sewer Operating Fund Expenses | <u>\$ 344,815,500</u> | <u>\$ 356,954,400</u> |



Presentation to BOWC Finance Committee PROPOSED FY 2024 OPERATING BUDGET

March 1, 2023

Budget Considerations

The DWSD Executive Team considered 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.



Current Budget Environment

- The Proposed FY 2024 Budget was developed in an inflationary environment with inflation rate at 6.4% for the 12 months ended January 2023 according to U.S. Labor Department data.
- Even in this environment, the goal was to keep rate affordable and at the same time not compromise on service level initiatives. The Budget incorporates expenditures required to operate DWSD's (Water and Sewer) System for FY 24.
- These expenditures become the basis for determining the revenues that are required to fund those expenditures and are termed as "Revenue Requirement".
- This Budget proposes a 3.2% increase in rate revenue and an overall Revenue Requirement decrease of 2% for the System as a whole.
- Overall Revenue Requirement decrease is primarily due to savings of \$35.4 million in pension costs due to the expiration of the Pension Agreement with the City of Detroit effective FY 24.
- Direct departmental expenses are projected to increase at 6.7% primarily due to increase in personnel costs for adding 58 new positions to the Budget necessary to support DWSD's strategic initiatives.
- DWSD will begin Average Winter Consumption (AWC) methodology to cap Sewer usage for its residential customers effective FY 24.

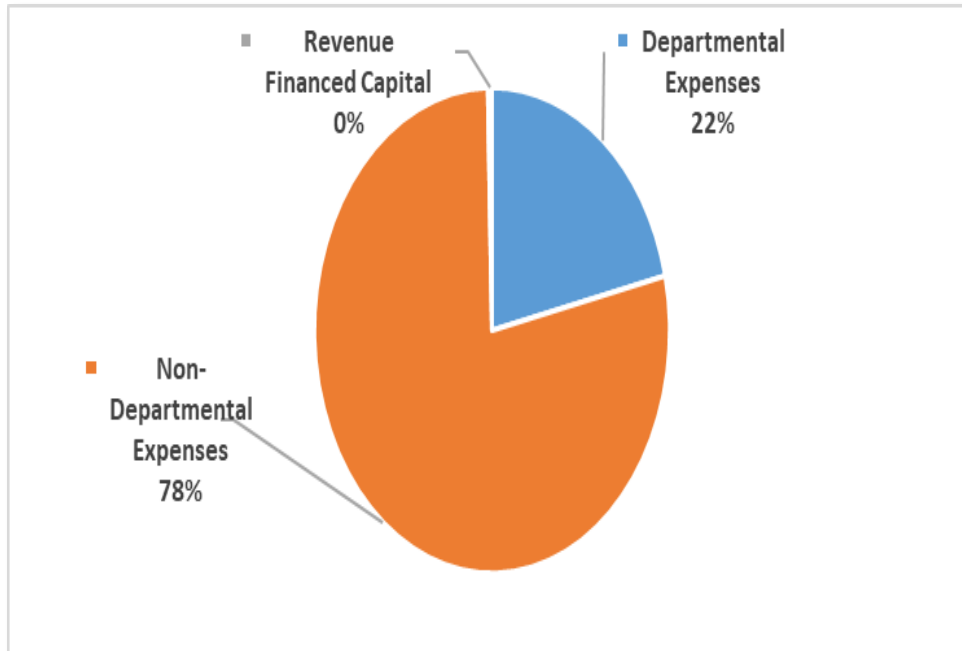


Revenue Requirement (RR) - Systemwide

| Water & Sewer Funds Combined | Approved Budget FY 2023 | Proposed Budget FY 2024 | Change | % Change |
|--------------------------------------|-------------------------|-------------------------|------------------|--------------|
| Revenue Requirement | (millions) | (millions) | (millions) | |
| Departmental Expenses | \$ 96.48 | \$ 102.98 | \$ 6.50 | 6.7% |
| Non-Departmental Expenses | 386.91 | 376.68 | (10.23) | -2.6% |
| Revenue Financed Capital | 7.75 | 1.82 | (5.93) | -76.5% |
| Total Revenue Requirement | \$ 491.14 | \$ 481.49 | \$ (9.65) | -2.0% |
| Revenue Requirement by Fund | | | | |
| Water Fund Total Revenue Requirement | \$ 140.73 | \$ 136.67 | \$ (4.06) | -2.9% |
| Sewer Fund Total Revenue Requirement | 350.41 | 344.82 | (5.59) | -1.6% |
| Total Revenue Requirement | \$ 491.14 | \$ 481.49 | \$ (9.65) | -2.0% |

- Three components make the Revenue Requirement at DWSD.
- It reflects projected annual expenses required to operate the System as a whole.
- Water Fund RR decreased by 2.9% and Sewer Fund RR decreased by 1.6 % with an overall Systemwide decrease of 2% over FY 2023.
- Non-Departmental expenses decreased by 2.6% and RFC decreased by 76.5%.
- Department expenses increased by 6.7%.
- The next couple of slides explain the reasons for these variances.

Revenue Requirement (RR) - Systemwide



- This slide summarizes the projected share of each of the three components of Revenue Requirement.
- Departmental expenses (generally controllable by DWSD) of \$103 million represents only 22% of the total Revenue Requirement.
- Non-Departmental expenses (expenses over which DWSD has very little control) of \$377 million make up 78% of the total Revenue Requirement.

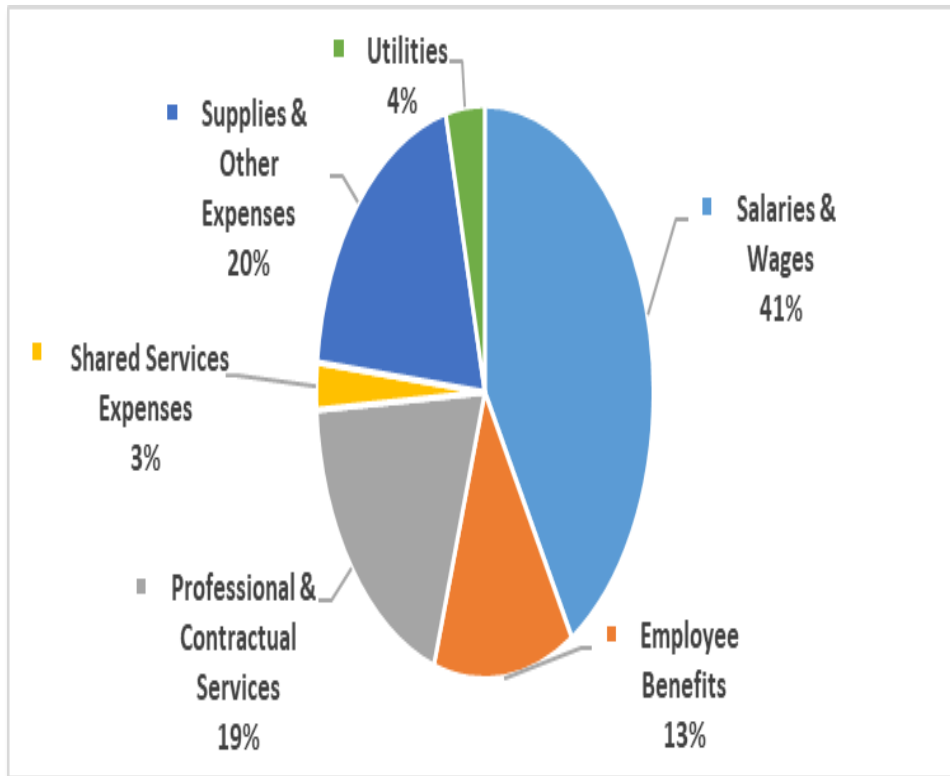


Departmental Expenses

| Water & Sewer Funds Combined | Approved Budget FY 2023 | Proposed Budget FY 2024 | Change | % Change |
|-------------------------------------|----------------------------|----------------------------|----------------|-------------|
| Departmental Expenses | (millions) | (millions) | (millions) | |
| Salaries & Wages | \$ 37.94 | \$ 42.59 | \$ 4.65 | 12.3% |
| Employee Benefits | 13.35 | 13.95 | 0.60 | 4.5% |
| Professional & Contractual Services | 18.71 | 19.68 | 0.97 | 5.2% |
| Shared Services Expenses | 3.86 | 2.73 | (1.14) | -29.4% |
| Supplies & Other Expenses | 19.03 | 20.17 | 1.14 | 6.0% |
| Utilities | 3.58 | 3.86 | 0.28 | 7.8% |
| Total Departmental Expenses | \$ 96.48 | \$ 102.98 | \$ 6.50 | 6.7% |

- Personnel costs - Salaries & Wages and Employee Benefits increased \$5.25 million representing approximately 81% of the total increase of \$6.5 million.
- It also represents 16.8% increase over FY 2023. This increase is mainly due to increase in projected FTE count for FY 24.
- Majority of the increase in FTEs is in Operations to help improve service levels as well as to address back log in service deliverables.

Departmental Expenses



- This slide summarizes the share of the various direct expenses in the Revenue Requirement structure.
- Personnel costs consisting of Salaries & Wages and Benefits make up 54% of the total Departmental expenses budget.
- The increase in personnel costs is primarily due to increase in headcount for FY 24.
- Headcount is projected to increase primarily to support DWSD's strategic initiatives to provide better service delivery and to also to catch up on backlog of service deliverables.

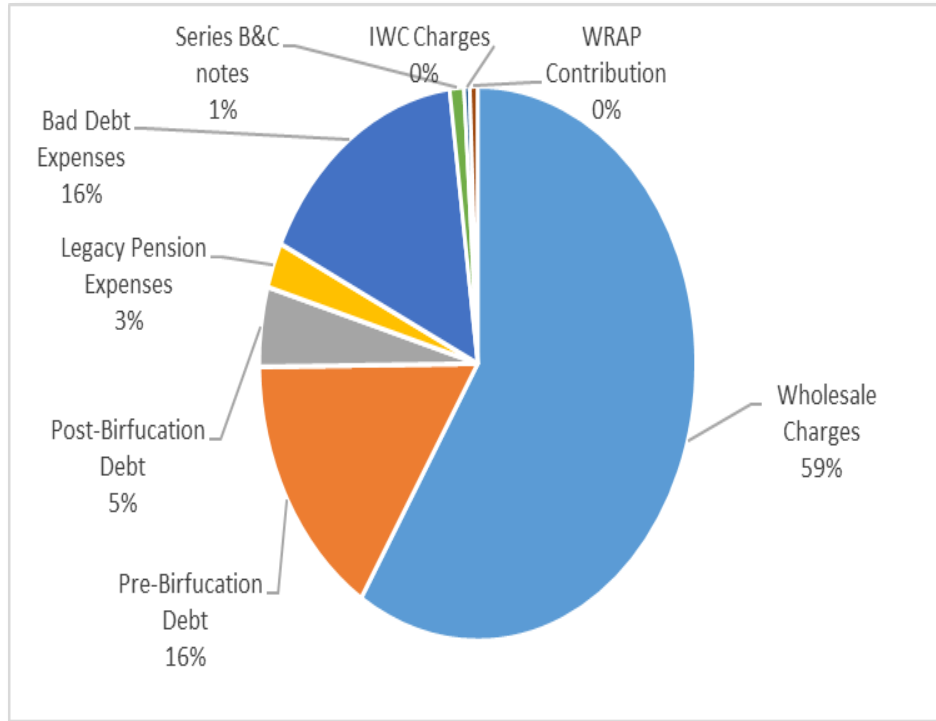
Non-Departmental Expenses



| Water & Sewer Funds Combined | Approved Budget FY 2023 | Proposed Budget FY 2024 | Change | % Change |
|--|----------------------------|----------------------------|-------------------|--------------|
| Non-Departmental Expenses | (millions) | (millions) | (millions) | |
| Wholesale Charges | \$ 214.03 | \$ 222.11 | \$ 8.08 | 3.8% |
| Pre-Bifurcation Debt | 59.71 | 59.71 | - | - |
| Post-Bifurcation Debt | - | 17.48 | 17.48 | 100.0% |
| Legacy Pension Expenses | 45.40 | 10.00 | (35.40) | -78.0% |
| Bad Debt Expenses | 60.03 | 59.61 | (0.42) | -0.7% |
| Series B&C notes | 3.98 | 3.98 | - | - |
| IWC Charges | 1.62 | 1.60 | (0.02) | -1.0% |
| WRAP Contribution | 2.14 | 2.19 | 0.06 | 2.6% |
| Total Non-Departmental Expenses | \$ 386.91 | \$ 376.68 | \$ (10.23) | -2.6% |

- Decrease in Non-Departmental expenses of \$10.2 million is primarily due to decrease in Legacy Pension expense (\$35.4 million) offset by increase in Wholesale Charges (\$8.1 million) and Post-Bifurcation Debt (\$17.5 million).
- Decrease in Legacy pension costs is due to expiration of the Pension Agreement at the end of FY 23 that resulted in savings of \$35.4 million.
- Wholesale Charges increase is due to a change in the method of calculating DWSD's SHARE in GLWA's Revenue Requirement and is based on water demand, including annual volumes and peak periods.
- Post-Bifurcation debt relates to debt issued after bifurcation. In FY 23, these costs were included in Improvement and Extension Budget.

Non-Departmental Expenses



- This slide summarizes the share of each non-departmental expense in the Revenue Requirement structure.
- These expenses represent costs over which DWSD has very little control.
- Wholesale Charges are based on GLWA's Revenue Requirement and makes up 59% of total Non-Departmental costs.
- Pre and Post Bifurcation debt are fixed commitments for DWSD and accounts for 21% of the total.
- Bad Debt is the 3rd largest cost category and accounts for 16% of the total Departmental costs.

How Do We Fund Revenue Requirement?



| Water & Sewer Funds Combined | Approved Budget FY 2023 | Proposed Budget FY 2024 | Change | % Change |
|--|-------------------------|-------------------------|-------------------|---------------|
| Estimated Revenue | (millions) | (millions) | (millions) | |
| Retail Revenue | | | | |
| Rate Revenue | \$ 440.65 | \$ 454.80 | \$ 14.15 | 3.2% |
| Non-Rate Revenue -Fines, Penalties, etc. | 11.54 | 12.71 | 1.17 | 10.1% |
| Total Retail Revenue | \$ 452.19 | \$ 467.51 | \$ 15.33 | 3.4% |
| Non-Retail Revenue | | | | |
| Shared Services Revenue | \$ 2.50 | \$ 2.50 | - | - |
| GLWA Share of Pension and Notes | 34.84 | 9.87 | (24.96) | -71.7% |
| IWC Charges | 1.62 | 1.60 | (0.02) | -1.0% |
| Total Non-Retail Revenue | \$ 38.95 | \$ 13.97 | \$ (24.98) | -64.1% |
| Total Estimated Revenue | \$ 491.14 | \$ 481.49 | \$ (9.65) | -2.0% |

| Water & Sewer Funds Combined | Approved Budget FY 2023 | Proposed Budget FY 2024 | Change | % Change |
|---------------------------------------|-------------------------|-------------------------|-----------------|-------------|
| Rate Revenue Requirement | (millions) | (millions) | (millions) | |
| Total Revenue Requirement | \$ 491.14 | \$ 481.49 | \$ (9.65) | -2.0% |
| Less: Shared Services Revenue | (2.50) | (2.50) | - | - |
| Less: GLWA's share of Pension | (34.84) | (9.87) | 24.96 | -71.7% |
| Less: IWC Charges | (1.62) | (1.60) | 0.02 | -1.0% |
| Less: Non-Rate Revenue | (11.54) | (12.71) | \$ (1.17) | 10.1% |
| Total Rate Revenue Requirement | \$ 440.65 | \$ 454.80 | \$ 14.15 | 3.2% |

RR are funded by **Retail Revenue** (Rate Revenue and Non-Rate Revenue) and **Non-Retail Revenue** (Shared Services Revenue and GLWA's share of Pension).

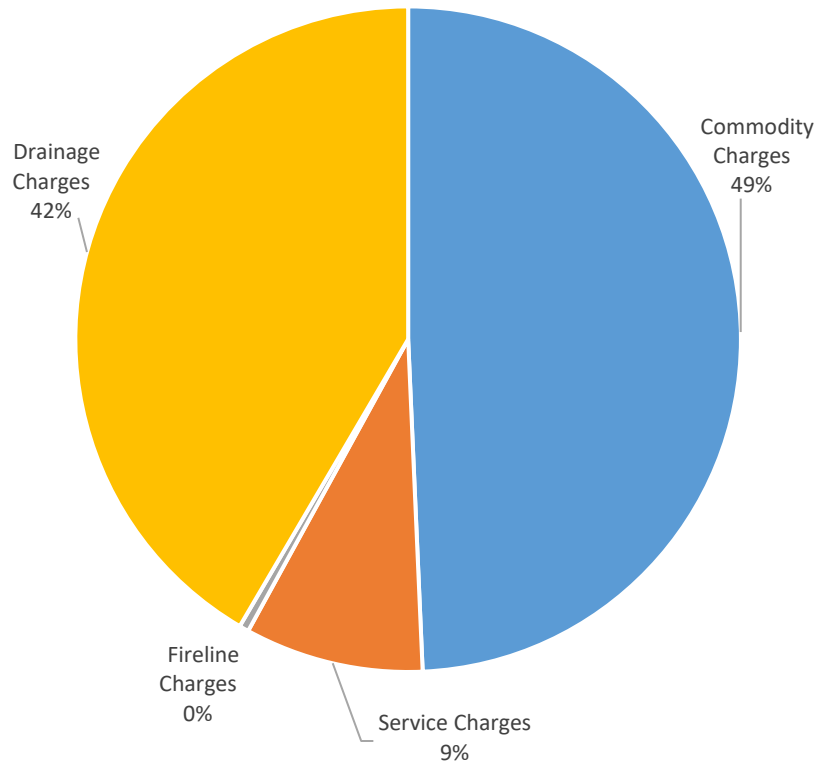


Components of Rate Revenue Requirement

| Water & Sewer Funds Combined | Approved Budget FY 2023 | Proposed Budget FY 2024 | Change | % Change |
|---|----------------------------|----------------------------|-----------------|-------------|
| Estimated Rate Revenue | (millions) | (millions) | (millions) | |
| Commodity Charges | \$ 217.22 | \$ 224.24 | \$ 7.02 | 3.2% |
| Service Charges | 38.19 | 39.48 | 1.29 | 3.4% |
| Fireline Charges | 2.07 | 2.10 | 0.03 | 1.7% |
| Drainage Charges | 183.17 | 188.98 | 5.81 | 3.2% |
| Total Estimated Rate Revenue | \$ 440.65 | \$ 454.80 | \$ 14.15 | 3.2% |
| Estimated Rate Revenue by Fund | | | | |
| Water Fund Rate Revenue Requirement | \$ 123.77 | \$ 127.89 | \$ 4.12 | 3.3% |
| Sewer Fund Rate Revenue Requirement | 316.88 | 326.91 | 10.03 | 3.2% |
| Total Estimated Rate Revenue by Fund | \$ 440.65 | \$ 454.80 | \$ 14.15 | 3.2% |

- Water Fund Rate Revenue requirement is projected to increase by 3.3% and Sewer Fund by 3.2%.
- Overall Rate Revenue Requirement increase is projected at 3.2% except for Private Fireline.
- This chart breaks down Rate Revenue Requirement by revenue categories.

Rate Revenue Requirement



- This slide represents the share of each Rate Revenue source that is required to fund the Revenue Requirement.
- Commodity Charges make up 49% of total Rate Revenue Requirement.
- Drainage Charges make 42% of the total Rate Revenue Requirement.

Volumes and Rates - Water Fund



DETROIT
Water & Sewerage
Department

| Water Fund | Approved Budget FY 2023 | Proposed Budget FY 2024 | Change | % Change |
|---|-------------------------|-------------------------|----------------|-------------|
| Volumetric Charges | | | | |
| Units (Mcf) | | | | |
| Tier 1 Volume (up to 0.6 Mcf) | 844,792 | 845,000 | 208 | 0.0% |
| Tier 1 Volume Rate per Mcf | \$ 25.04 | \$ 25.87 | \$ 0.83 | 3.3% |
| Total Tier 1 Volumetric Charges (millions) | \$ 21.15 | \$ 21.86 | \$ 0.71 | 3.3% |
| Tier 2 Volume (> 0.6Mcf) | 1,713,288 | 1,715,000 | 1,712 | 0.1% |
| Tier 2 Volume Rate per Mcf | \$ 44.92 | \$ 46.37 | \$ 1.45 | 3.2% |
| Total Tier 2 Volumetric Charges (millions) | \$ 76.96 | \$ 79.52 | \$ 2.56 | 3.3% |
| Total Volumetric Charges (millions) | \$ 98.11 | \$ 101.38 | \$ 3.27 | 3.3% |
| Services Charges | | | | |
| Equivalent Units | | | | |
| Customers (Meters) | 191,647 | 192,000 | 353 | 0.2% |
| Service Line Equivalents | 243,907 | 244,000 | 93 | 0.0% |
| Connections Equivalent | 367,978 | 368,000 | 22 | 0.0% |
| Charges per Equivalent Unit per Month | | | | |
| Customers (Meters) | \$ 2.85 | \$ 2.94 | \$ 0.09 | 3.2% |
| Service Line Equivalents | \$ 2.63 | \$ 2.72 | \$ 0.09 | 3.4% |
| Connections Equivalent | \$ 2.12 | \$ 2.19 | \$ 0.07 | 3.3% |
| Rate per 5/8" Equivalent Meter per Month | \$ 7.60 | \$ 7.85 | \$ 0.25 | 3.3% |
| Number of Months | 12 | 12 | 12 | |
| Total Service Charges (millions) | \$ 23.58 | \$ 24.40 | \$ 0.82 | 3.5% |
| Fireline Charges | | | | |
| 6" Equivalent Connections | 2,057 | 2,057 | - | - |
| Rate per 6" Equivalent Unit per Month | \$ 83.80 | \$ 85.18 | \$ 1.38 | 1.6% |
| Number of Months | 12 | 12 | | |
| Total Fireline Charges (millions) | \$ 2.07 | \$ 2.10 | \$ 0.03 | 1.6% |



Volumes and Rates - Sewer Fund

| Sewer Fund | Approved Budget FY 2023 | Proposed Budget FY 2024 | Change | % Change |
|---|-------------------------|-------------------------|-----------------|-------------|
| Volumetric Charges | | | | |
| Units (Mcf) | | | | |
| Residential Average Winter Usage | 946,000 | 946,000 | - | - |
| Non-Residential Volume | 1,203,800 | 1,204,000 | 200 | 0.0% |
| Total Volume | 2,149,800 | 2,150,000 | 200 | 0.0% |
| Sewer Volume Rate per Mcf | \$ 55.40 | \$ 57.14 | \$ 1.74 | 3.1% |
| Total Volumetric Charges (millions) | \$ 119.10 | \$ 122.85 | \$ 3.75 | 3.2% |
| Service Charges | | | | |
| Equivalent Units | | | | |
| Customers (Meters) | 192,000 | 192,000 | - | - |
| Meter & Service Lines | 192,000 | 192,000 | - | - |
| Charges per Equivalent Unit per Month | | | | |
| Customers (Meters) | \$ 2.97 | \$ 3.07 | \$ 0.10 | 3.4% |
| Service Line Equivalents | \$ 3.37 | \$ 3.48 | \$ 0.11 | 3.3% |
| Rate per 5/8" Equivalent Meter per Month | \$ 6.34 | \$ 6.55 | \$ 0.21 | 3.3% |
| Number of Months | 12 | 12 | 12 | |
| Total Service Charges (millions) | \$ 14.60 | \$ 15.08 | \$ 0.48 | 3.3% |
| Drainage Charges | | | | |
| Impervious Acres | 26,461 | 26,363 | (98.00) | -0.4% |
| Rate per Impervious Acre per Month | \$ 678.30 | \$ 695.57 | \$ 17.27 | 2.5% |
| Number of Months | 12 | 12 | | |
| Total Drainage Charges | \$ 215.38 | \$ 220.05 | \$ 4.67 | 2.2% |
| Credits | \$ (32.21) | \$ (31.07) | \$ 1.14 | -3.5% |
| Total Drainage Charges (millions) | \$ 183.17 | \$ 188.98 | \$ 5.81 | 3.2% |



Rate Structure – Water and Sewer Funds

| Water Fund | Approved Budget FY 2023 | Proposed Budget FY 2024 | Change | % Change |
|---|-------------------------|-------------------------|----------|----------|
| Proposed Rates | | | | |
| Volumetric Rate per Mcf | | | | |
| Tier 1 (upto 0.6 Mcf) | \$ 25.04 | \$ 25.87 | \$ 0.83 | 3.3% |
| Tier 2 (> 0.6Mcf) | \$ 44.92 | \$ 46.37 | \$ 1.45 | 3.2% |
| Service Rate/equivalent unit per month | \$ 7.60 | \$ 7.85 | \$ 0.25 | 3.3% |
| Fireline Rate/equivalent unit per month | \$ 83.80 | \$ 85.18 | \$ 1.38 | 1.6% |
| Sewer Fund | | | | |
| Proposed Rates | | | | |
| Volumetric Rate per Mcf | | | | |
| Service Rate/equivalent unit per month | \$ 6.34 | \$ 6.55 | \$ 0.21 | 3.3% |
| Drainage Rate per Billable acre per month | \$ 678.30 | \$ 695.57 | \$ 17.27 | 2.5% |

- Rates are proposed to increase between 3.1% to 3.3% for various categories except for Fireline (1.6%) and Drainage (2.5%).
- These proposed rates are required to meet the Revenue Requirement for the System.



Summary of Revenues and Expenses - Water Fund

| | Approved Budget FY 2023 | Proposed Budget FY 2024 | Change | % Change |
|--|----------------------------|----------------------------|-----------------|---------------|
| Estimated Revenue | | | | |
| Retail Revenue | | | | |
| Commodity Sales | \$ 98.12 | \$ 101.38 | \$ 3.27 | 3.3% |
| Service Charges | 23.58 | 24.40 | 0.82 | 3.5% |
| Firelines | 2.07 | 2.10 | 0.03 | 1.7% |
| Permits, Penalties and Other Revenue | 3.90 | 4.21 | 0.31 | 7.9% |
| Total Retail Revenue | \$ 127.67 | \$ 132.10 | \$ 4.43 | 3.5% |
| Non-Retail Revenue | | | | |
| GLWA Share of Pension and Notes | \$ 12.32 | \$ 3.40 | \$(8.92) | -72.4% |
| Shared Services | 0.75 | 1.18 | 0.43 | 57.0% |
| Total Non-Retail Revenue | \$ 13.07 | \$ 4.57 | \$(8.49) | -65.0% |
| Total Estimated Revenue | \$ 140.73 | \$ 136.67 | \$(4.06) | -2.9% |
| Revenue Requirement | | | | |
| Departmental (Direct) Expense | | | | |
| Administration | \$ 0.97 | \$ 0.83 | \$(0.14) | -14.5% |
| Operations | 24.00 | 26.23 | 2.23 | 9.3% |
| Compliance | 11.15 | 12.03 | 0.88 | 7.9% |
| Finance | 7.21 | 6.87 | (0.34) | -4.8% |
| Total Departmental (Direct) Expense | \$ 43.33 | \$ 45.96 | \$ 2.63 | 6.1% |
| Non-Departmental (Indirect) Expense | 91.05 | 90.36 | (0.68) | -0.7% |
| Revenue Financed Capital | 6.35 | 0.35 | (6.00) | -94.5% |
| Total Revenue Requirement | \$ 140.73 | \$ 136.67 | \$(4.06) | -2.9% |



Summary of Revenues and Expenses - Sewer Fund

| | Approved Budget FY 2023 | Proposed Budget FY 2024 | Change | % Change |
|--|----------------------------|----------------------------|------------------|---------------|
| Estimated Revenue | | | | |
| Retail Revenue | | | | |
| Commodity Sales | \$ 119.10 | \$ 122.86 | \$ 3.76 | 3.2% |
| Service Charges | 14.60 | 15.08 | 0.48 | 3.3% |
| Drainage Fees | 183.17 | 188.98 | 5.81 | 3.2% |
| IWC Charges | 1.62 | - | (1.62) | -100.0% |
| Permits, Penalties and Other Revenue | 7.64 | 8.50 | 0.86 | 11.3% |
| Total Retail Revenue | \$ 326.13 | \$ 335.41 | \$ 9.28 | 2.8% |
| Non-Retail Revenue | | | | |
| GLWA Share of Pension and Notes | \$ 22.52 | \$ 6.48 | \$(16.04) | -71.2% |
| IWC Charges | - | 1.60 | 1.60 | 100.0% |
| Shared Services | 1.75 | 1.32 | (0.43) | -24.4% |
| Total Non-Retail Revenue | \$ 24.27 | \$ 9.40 | \$(14.87) | -61.3% |
| Total Estimated Revenue | \$ 350.41 | \$ 344.82 | \$ (5.59) | -1.6% |
| Revenue Requirement | | | | |
| Departmental (Direct) Expense | | | | |
| Administration | \$ 1.09 | \$ 0.93 | \$ (0.16) | -14.5% |
| Operations | 25.32 | 27.94 | 2.62 | 10.3% |
| Compliance | 17.05 | 18.60 | 1.55 | 9.1% |
| Finance | 9.68 | 9.56 | (0.13) | -1.3% |
| Total Departmental (Direct) Expense | \$ 53.15 | \$ 57.03 | \$ 3.88 | 7.3% |
| Non-Departmental (Indirect) Expense | 295.86 | 286.32 | (9.54) | -3.2% |
| Revenue Financed Capital | 1.40 | 1.47 | 0.07 | 5.1% |
| Total Revenue Requirement | \$ 350.41 | \$ 344.82 | \$ (5.59) | -1.6% |

FTEs – Water and Sewer Funds



| Cost Center | Budget FY 2023 FTE | Proposed Budget FY 2024 FTE | Increase (Decrease) |
|--------------------------------|--------------------------|--------------------------------------|------------------------|
| Chief Exec Officer | 7 | 6 | (1) |
| BOWC | 1 | 1 | - |
| Deputy Director Administration | 5 | - | (5) |
| Field Engineering | 64 | 69 | 5 |
| Facility Operation | 14 | 15 | 1 |
| Storm Water Management | 26 | 28 | 2 |
| Fleet Operation | 18 | 20 | 2 |
| Maintenance & Repairs | 169 | 214 | 45 |
| Meter Operation | 62 | 63 | 1 |
| Lead Service | 3 | 4 | 1 |
| General Counsel | 6 | 9 | 3 |
| Organization Development | 9 | 11 | 2 |
| Information Technology | 34 | 35 | 1 |
| Security | 37 | 34 | (3) |
| Public Affairs | 6 | 6 | - |
| Customer Service | 83 | 88 | 5 |
| Chief Financial Officer | 6 | 5 | (1) |
| Finance (Controller) | 15 | 13 | (2) |
| Procurement | 29 | 26 | (3) |
| Treasury | 4 | 4 | - |
| Budget | 3 | 3 | - |
| Billing & Collection | 18 | 22 | 4 |
| Internal Audit | 1 | 2 | 1 |
| Grand Total | 620 | 678 | 58 |

- FTEs increase by 58 headcount.
- Increase is primarily in Operations Cost Centers accounting for 95% of the increase.
- This strategy of increasing headcount for Operations is in keeping with DWSD's strategic initiative to enhance service levels and reduce backlog in service deliveries.

Next Steps



- DWSD Finance will seek the Finance Committee’s approval of the FY 24 Proposed Operating Budget on **March 1, 2023**, and its recommendation of the Proposed Budget to the full Board for its approval on **March 15, 2023**.
- City Council review of DWSD’s FY 24 Operating Budget on **March 23, 2023**.
- Review and approval of Water and Sewer Rates (including Rates for other services) by Finance Committee on **April 1, 2023**, and its recommendation of the Rates to the full Board for its approval on **April 19, 2023**.
- FY 24 Rates become effective on **July 1, 2023**.



Detroit Water & Sewerage Department

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Resolution, BOWC: 2023-65

File Number: 2023-65

The Board of Water Commissioners for the City of Detroit Water and Sewerage Department **approves the proposed two-year operating budgets for Fiscal Years 2023-24 and 2024-25 for the Water Operating Fund in the amounts of \$136,670,200 and \$141,989,000, respectively, and for the Sewage Disposal Operating Fund in the amounts of \$344,815,500 and \$356,954,400, respectively;** and further authorizes the Director and Chief Financial Officer to take such other action as may be necessary to accomplish the intent of this vote.

Agenda of March 1, 2023 Item

No. 2023-65

Fiscal Year 2024 and Fiscal Year 2025 Water Supply and Sewage Disposal Operating Budgets

TO: The Honorable
Board of Water Commissioners City of
Detroit, Michigan

FROM: Gary Brown, Director
Detroit Water and Sewerage Department

**RE: Resolution Adopting the Biennial Fiscal Year 2024 and Fiscal Year 2025
Operating Budgets for the Water Supply and Sewage Disposal Systems**

MOTION

WHEREAS The Great Lakes Water Authority (“GLWA”) assumed operation of the regional water and sewer systems and the Detroit Water and Sewerage Department (“DWSD”) continued operation of the retail water and sewer systems on January 1, 2016 pursuant to Lease Agreements between GLWA and the City of Detroit dated June 12, 2015.

WHEREAS In accordance with the Lease Agreements, the Detroit Board of Water Commissioners shall adopt a two year (Biennial) operating budget for the Water Supply and Sewage Disposal systems; and

WHEREAS The Fiscal Year 2023-24 and Fiscal Year 2024-25 budgets have been prepared in accordance using the contractual (lease) basis of accounting; and

WHEREAS The budgeted expenses for each such Fiscal Year are equal to the sum of the projected operating expenses and other revenue requirements for the Water Supply System and the Sewage Disposal System for each such Fiscal Year; and

WHEREAS The budgeted annual revenue requirement for the Water Supply System for Fiscal Year 2024 is \$136,670,200 and for Fiscal Year 2025 is \$141,989,000; and

WHEREAS The budgeted annual revenue requirement for the Sewage Disposal System for Fiscal Year

2024 is \$344,815,500 and for Fiscal Year 2025 is \$356,954,400; and

NOW THEREFORE BE IT:

RESOLVED That the Detroit Board of Water Commissioners approves the attached Biennial Budgets for Fiscal Years 2024 and 2025; and be it finally

RESOLVED That the Director, and the Chief Financial Officer are authorized to take such other action as may be necessary to accomplish the intent of this resolution.

I, Marian King-Bell, certify that this is a true copy of Resolution, BOWC No. 2023-65, passed by the Board of Water Commissioners on 3/15/2023.

Aye: 6 -Chairperson Einheuser, Vice Chairperson Blackmon, Commissioner Kinloch, Commissioner Coleman, Commissioner Davis and Commissioner Garcia

Nay: 0

Attest: Marian King-Bell

3/17/2023

Date Certified



December 2022 Financial Review

BOWC Finance Committee

March 1, 2023

December 2022 Highlights

Cash and Investments

- DWSD continues to maintain adequate cash reserves to support its Operating and Capital programs.
- As of December 31, DWSD's Cash and Investments amounted to approximately \$234.4 million (\$125.8 million in the Water Fund and \$108.6 million in the Sewer Fund).
- Operating Cash amounted to \$20.2 million and \$31.7 million in the Water and Sewer Funds, respectively.
- I&E and Construction Cash amounted to \$105.6 million and \$76.9 million for the Water and Sewer Funds, respectively.
- Slide 8 summarizes DWSD's Cash and Investments position by Fund and by Financial Institution since June 2021.
- In addition, Cash @ GLWA amounted to \$17.3 million and \$18.7 million in the Water and Sewer Funds, respectively.

Capital Spending

- DWSD continues to spend down Construction and I&E Cash in support of its Capital Improvement Program.
- There are no plans to issue Bonds to fund any Capital Projects in the immediate future.
- DWSD will continue to pursue State Revolving Fund Loans and Grants to the extent projects are eligible for such funding.

December 2022 Highlights

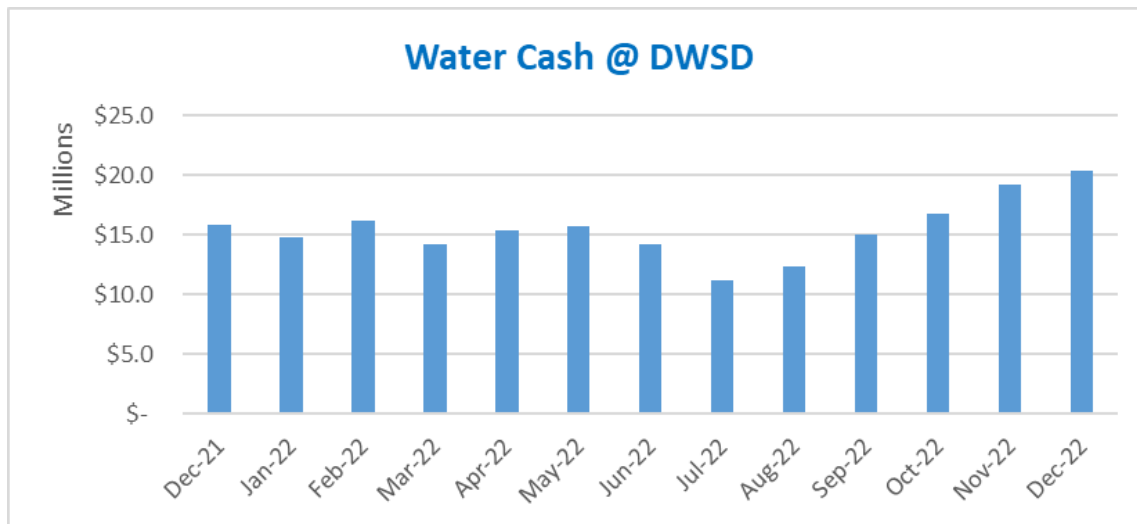
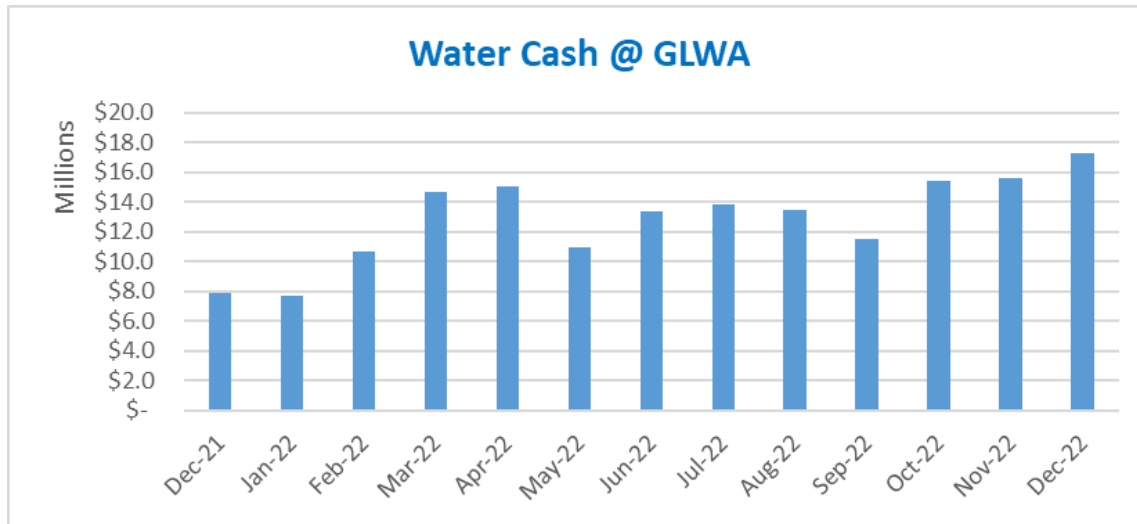
Billing and Collection

- As of December 31, active **Residential** accounts averaged 362 days representing an increase of 19 days compared to October and an increase of 81 days (28.8%) since June 2022.
- The 3-month average collection rate for **Residential** accounts has remained steady in the mid-seventies percentage.
- By comparison, the pre-pandemic collection rate exceeded 95% as of December 2019.
- Drainage only accounts averaged 216 days in receivables compared to 268 days in October.
- Commercial and Industrial accounts averaged 98 and 86 days compared to 84 and 86 days, respectively.
- DWSD continues to increase Bad Debt allowance due to increasing average age of active residential accounts.
- Allowance for Bad Debt increased by approximately \$17.7 million since June 2022 and approximately \$4.9 million over November.
- DWSD anticipates resuming service interruptions on delinquent residential accounts in the near future.

Budget Vs Actual Variance Analysis – 2nd Quarter

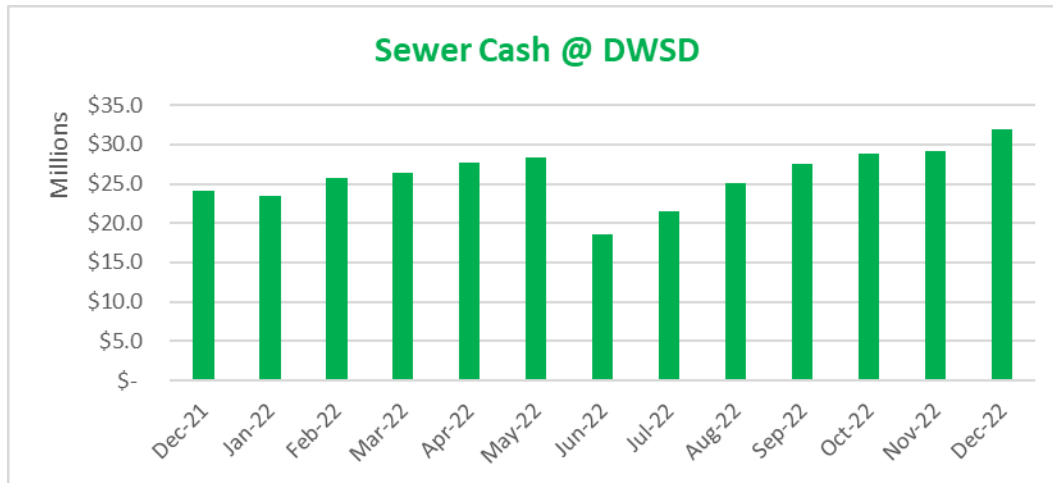
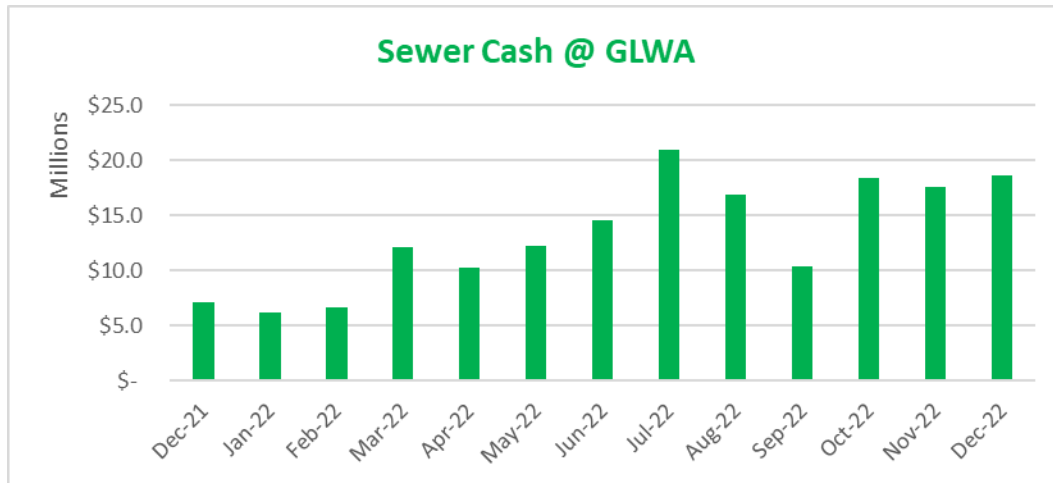
- Explains key variances for Revenues and Expenses for the second quarter of FY 23.

Water Operating Cash



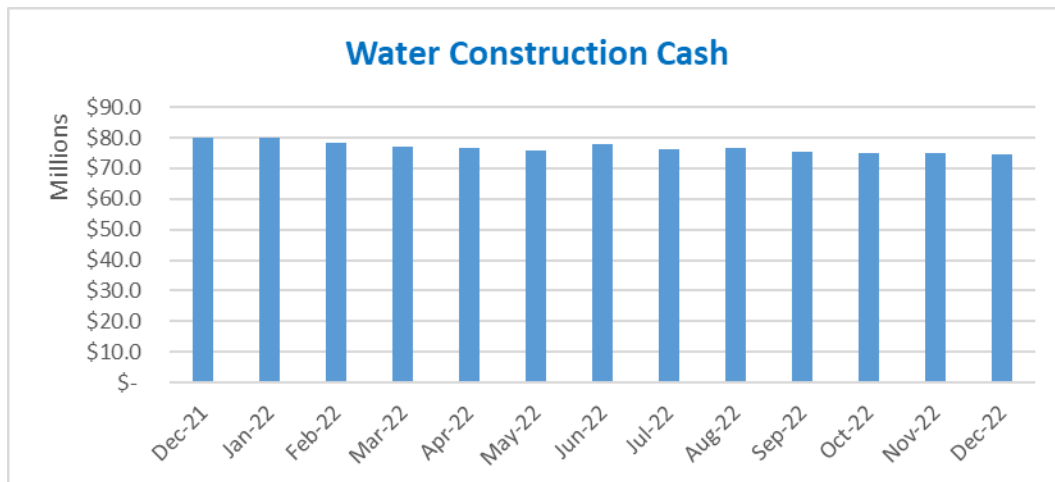
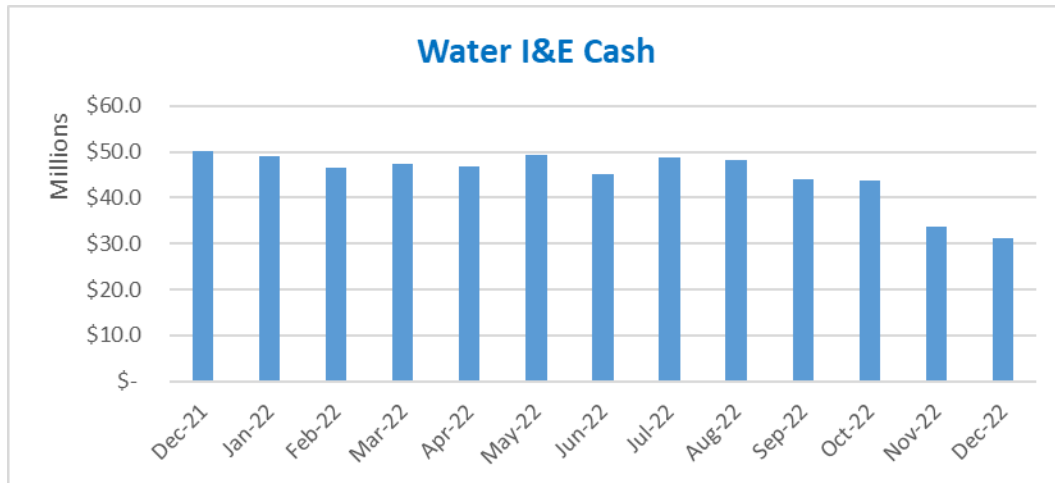
- Total **Cash @ GLWA** amounted to \$17.3 million on December 31st representing an increase of approximately \$1.7 million over the previous month.
- The drop in September's **Cash @ GLWA** balance reflects delayed posting of several days' cash receipts due to the EnQuesta upgrade. All cash receipt postings were brought up to date by the end of October.
- December collection of \$11.8 million exceeded target collection amount for the month by approximately \$1.6 million.
- The Water Operating **Cash @ DWSD** account had \$20.2 million on deposit at the end of December 2022 representing an increase of \$1.0 million over the previous month.

Sewer Operating Cash



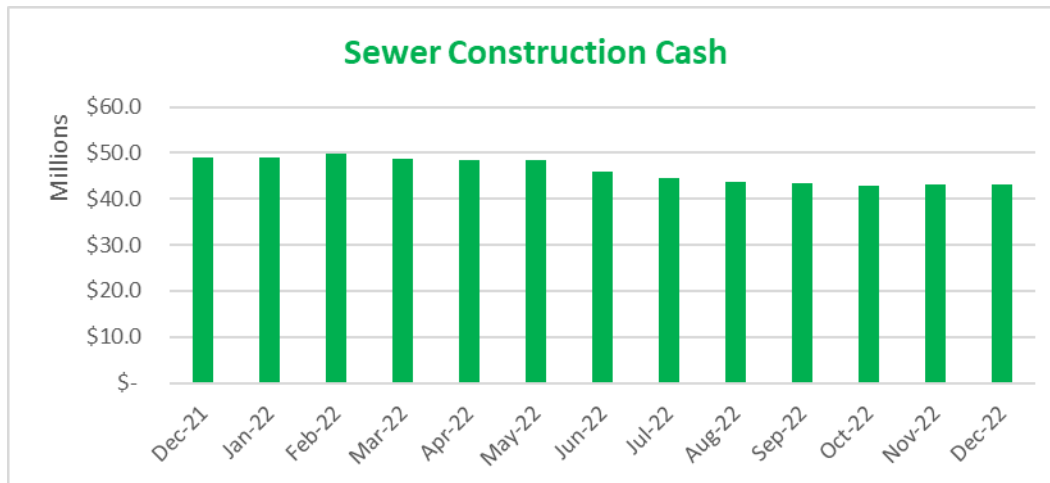
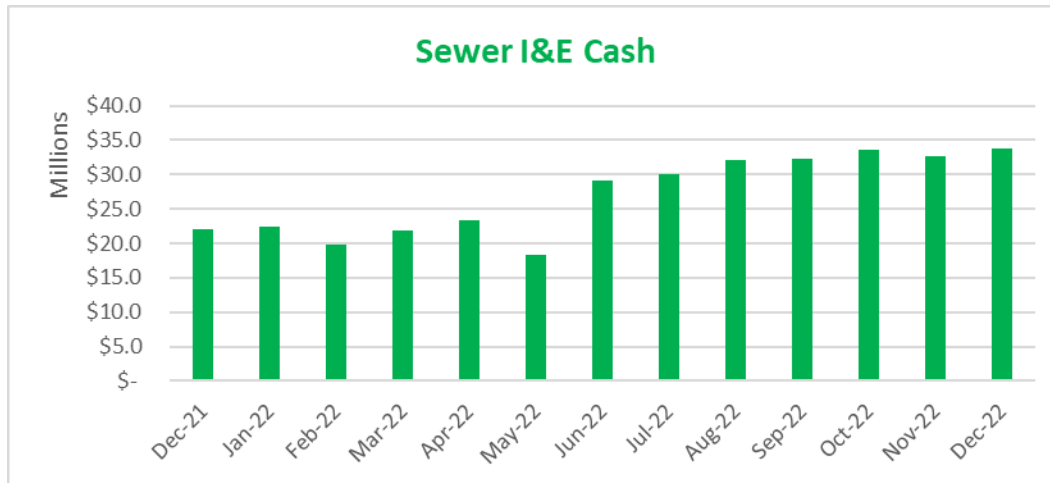
- **Cash @ GLWA** amounted to \$18.7 million at the end of November representing an increase of \$1.2 million from the previous month.
- The drop in the September’s **Cash @ GLWA** balance reflects the delayed posting of several days’ cash receipts due to the EnQuesta upgrade. All cash receipt postings were brought up to date by the end of October.
- December collection of \$24.4 million exceeded target collection amount for the month by approximately \$1.1 million.
- The Sewer Operating **Cash @ DWSD** account had \$31.7 million on deposit at the end of December 2022 representing an increase of \$2.5 million over the previous month.

Water I&E and Construction Cash



- A balance of \$31.2 million was on deposit in the **I&E Cash** account at the end of December representing a reduction of \$2.4 million from the previous month.
- Approximately \$18.8 million was disbursed over the last twelve months from the I&E account.
- Approximately \$5.6 million was disbursed over the last twelve months leaving a balance of \$74.4 million in the **Construction Cash** account as of December 31, 2022.
- There are no plans for the issuance of new bonds in the immediate future.

Sewer I&E and Construction Cash



- A balance of \$33.7 million was on deposit in the **I&E Cash** account at the end of December representing an increase of \$1.0 million from the previous month.
- Approximately \$11.8 million was added to the I&E account over the last twelve months.
- Approximately \$5.8 million was disbursed over the last twelve months leaving a balance of \$43.2 million in the **Construction Cash** account as of December 31, 2022.
- There are no plans for the issuance of new bonds in the immediate future.

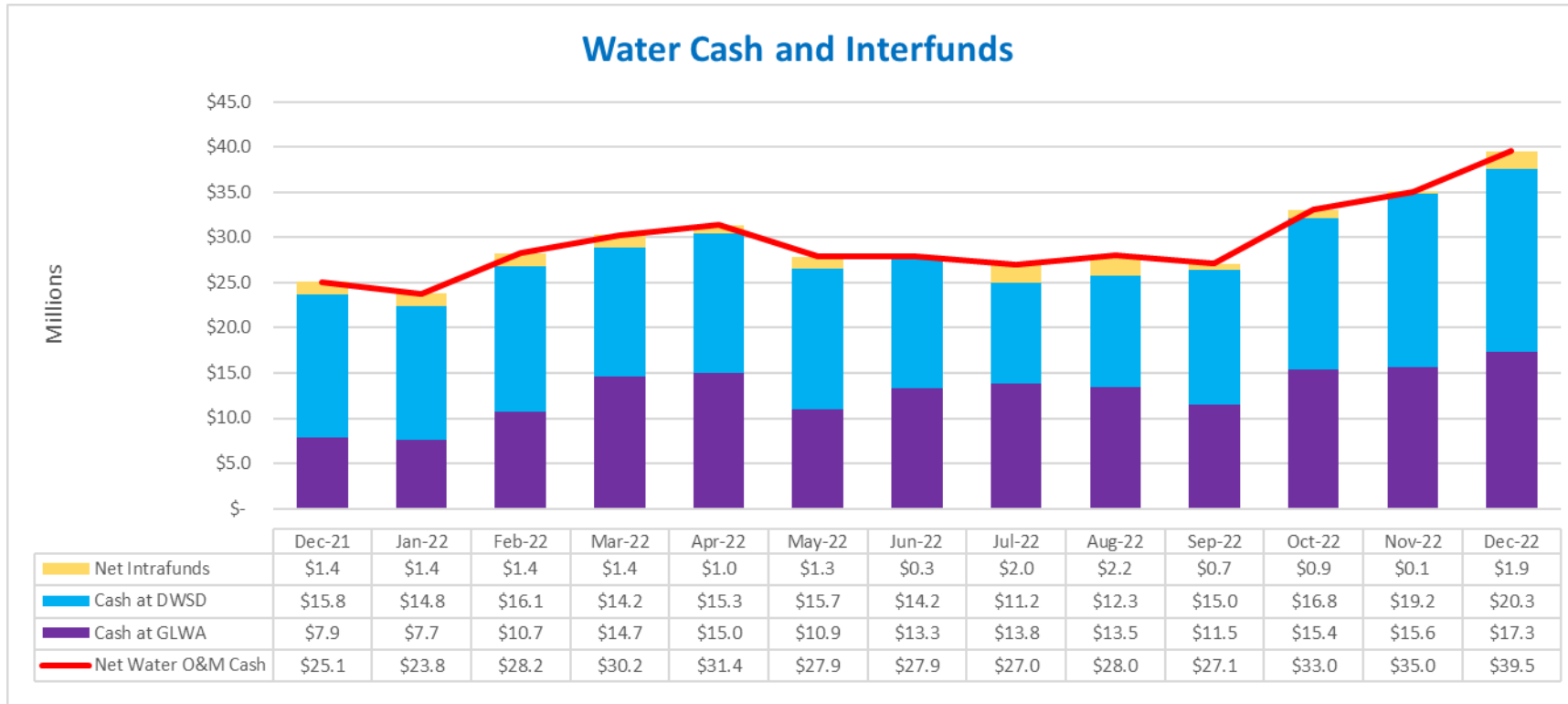
Changes in Cash and Investments @ DWSD (2021 – Present)

(Amounts in thousands)

| | 6/30/2021 | | 6/30/2022 | | 9/30/2022 | | 12/31/2022 | |
|-----------------------------------|-------------------|---------------|-------------------|---------------|-------------------|---------------|-------------------|---------------|
| SUMMARY BY INSTITUTION | | | | | | | | |
| US Bank | \$ 1,530 | 0.6% | \$ 8,339 | 3.6% | \$ 7,358 | 3.1% | \$ 7,624 | 3.3% |
| JP Morgan Chase | 1,919 | 0.8% | 1,716 | 0.7% | 1,749 | 0.7% | 1,785 | 0.8% |
| First Independence | 21,522 | 8.9% | 22,702 | 9.8% | 31,096 | 13.1% | 32,964 | 14.1% |
| Comerica | 215,731 | 89.6% | 19,916 | 8.6% | 24,437 | 10.3% | 31,625 | 13.5% |
| GovMIC | - | 0.0% | 178,186 | 77.2% | 173,541 | 72.9% | 160,409 | 68.4% |
| Total Cash and Investments | \$ 240,701 | 100.0% | \$ 230,858 | 100.0% | \$ 238,181 | 100.0% | \$ 234,407 | 100.0% |
| Water Funds | | | | | | | | |
| Operating | \$ 9,315 | 3.9% | \$ 14,222 | 6.2% | \$ 15,004 | 6.3% | \$ 20,149 | 8.6% |
| Improvement & Extension | 53,920 | 22.4% | 45,113 | 19.5% | 44,283 | 18.6% | 31,209 | 13.3% |
| Construction Pre-Bifurcation | - | 0.0% | - | 0.0% | - | 0.0% | - | 0.0% |
| Construction Series 2013 | - | 0.0% | - | 0.0% | - | 0.0% | - | 0.0% |
| Construction Series 2020A | 87,848 | 36.5% | 77,764 | 33.7% | 75,170 | 31.6% | 74,463 | 31.8% |
| | 151,084 | 62.8% | 137,098 | 59.4% | 134,458 | 56.5% | 125,821 | 53.7% |
| Sewer Funds | | | | | | | | |
| Operating | 12,259 | 5.1% | 18,603 | 8.1% | 27,602 | 11.6% | 31,637 | 13.5% |
| Improvement & Extension | 22,524 | 9.4% | 29,070 | 12.6% | 32,604 | 13.7% | 33,700 | 14.4% |
| Construction Pre-Bifurcation | - | 0.0% | 13 | 0.0% | 8 | 0.0% | 9 | 0.0% |
| Construction Series 2013 | 54,835 | 22.8% | 46,074 | 20.0% | 43,508 | 18.3% | 43,240 | 18.4% |
| | 89,617 | 37.2% | 93,760 | 40.6% | 103,723 | 43.5% | 108,587 | 46.3% |
| Total Cash and Investments | \$ 240,701 | 100.0% | \$ 230,858 | 100.0% | \$ 238,181 | 100.0% | \$ 234,407 | 100.0% |

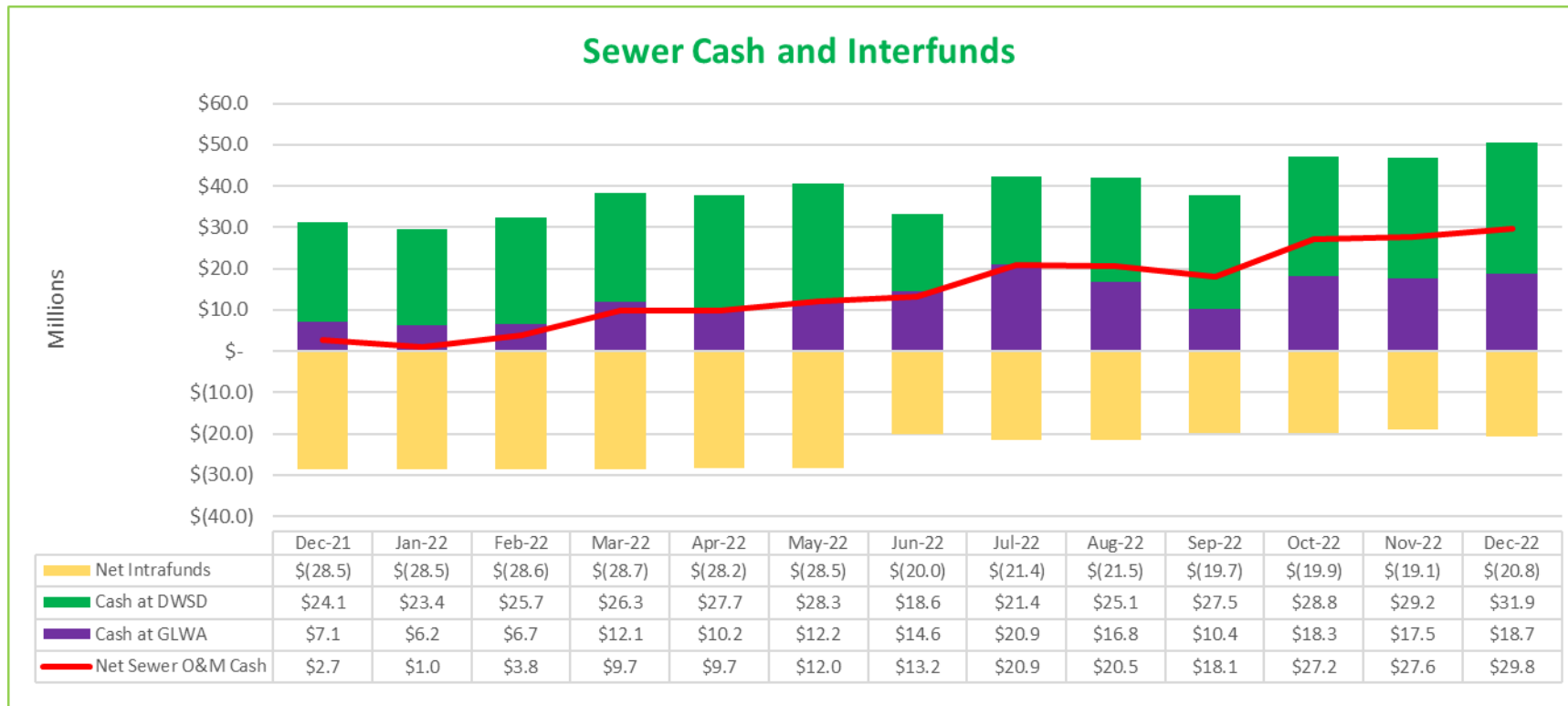
DWSD continues to maintain adequate cash reserves to support Operating and Capital programs.

Water Combined Operating Cash and Interfund Balances



- The **Net Water Operating Cash and Interfund** balances have grown over the first six months of Fiscal 2023 reflecting budgetary savings.
- November’s **Net Water Operating Cash and Interfund** position amounted to \$39.5 million, representing an increase of \$14.4 million over the past twelve months.

Sewer Combined Operating Cash and Interfund Balances



- Net Sewer **Operating Cash** has steadily improved since accruing a \$50 million shortfall over the first two years following bifurcation.
- November's **Net Sewer Operating Cash and Interfund** position amounted to \$29.8 million, representing an increase of \$27.0 million over the past twelve months.

Historical Accounts Receivable

- The average age of **Active Residential** receivables has increased by 81 days (28.8%) since June 2022. The change was caused in part by the reclassification of *Detroit Land Bank* homes from the **Residential** customer class to the **Government** customer class. There has been a corresponding reduction in the average age of **Active Government** receivables over the same period.

| Sales Class | June 30, 2021 | | | June 30, 2022 | | | December 31, 2022 | | |
|----------------------------------|----------------------|----------------------|------------|----------------------|----------------------|------------|----------------------|----------------------|------------|
| | Sales | Receivables | Days in AR | Sales | Receivables | Days in AR | Sales | Receivables | Days in AR |
| Residential | \$ 16,228,584 | \$ 118,059,548 | 218 | \$ 17,389,839 | \$ 162,666,809 | 281 | \$ 14,179,172 | \$ 171,009,936 | 362 |
| Commercial | 8,168,258 | 30,456,422 | 112 | 9,107,898 | 30,495,851 | 100 | 8,149,763 | 26,594,984 | 98 |
| Industrial | 4,860,341 | 16,951,221 | 105 | 5,198,283 | 14,879,472 | 86 | 5,100,791 | 14,693,290 | 86 |
| Tax Exempt | 571,304 | 3,258,181 | 171 | 669,630 | 3,166,661 | 142 | 708,002 | 2,895,368 | 123 |
| Government | 2,611,085 | 15,121,194 | 174 | 2,628,550 | 21,786,979 | 249 | 5,376,321 | 32,888,047 | 184 |
| Drainage Only | 3,895,026 | 31,851,540 | 245 | 4,027,746 | 32,295,477 | 241 | 3,709,734 | 26,707,558 | 216 |
| Total Active Accounts | \$ 36,334,597 | 215,698,107 | 178 | \$ 39,021,947 | 265,291,250 | 204 | \$ 37,223,782 | 274,789,184 | 221 |
| Inactive Accounts Receivable | | 32,356,774 | | | 35,054,997 | | | 38,837,787 | |
| Total Accounts Receivable | | 248,054,881 | | | 300,346,247 | | | 313,626,971 | |
| Allowance for Doubtful Accounts | | (202,171,655) | | | (233,062,456) | | | (250,844,165) | |
| Net Accounts Receivable | | \$ 45,883,226 | | | \$ 67,283,791 | | | \$ 62,782,806 | |

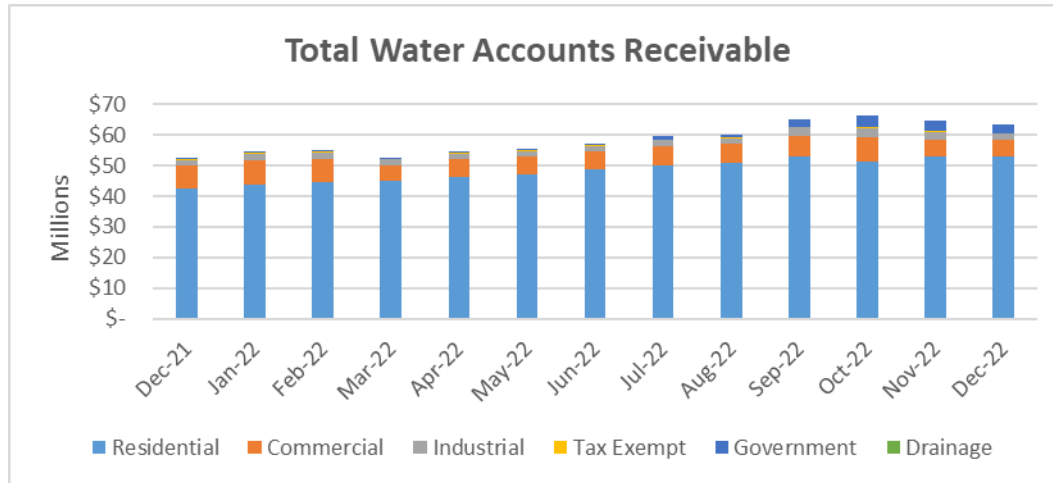
Accounts Receivable Aging

December 31, 2022

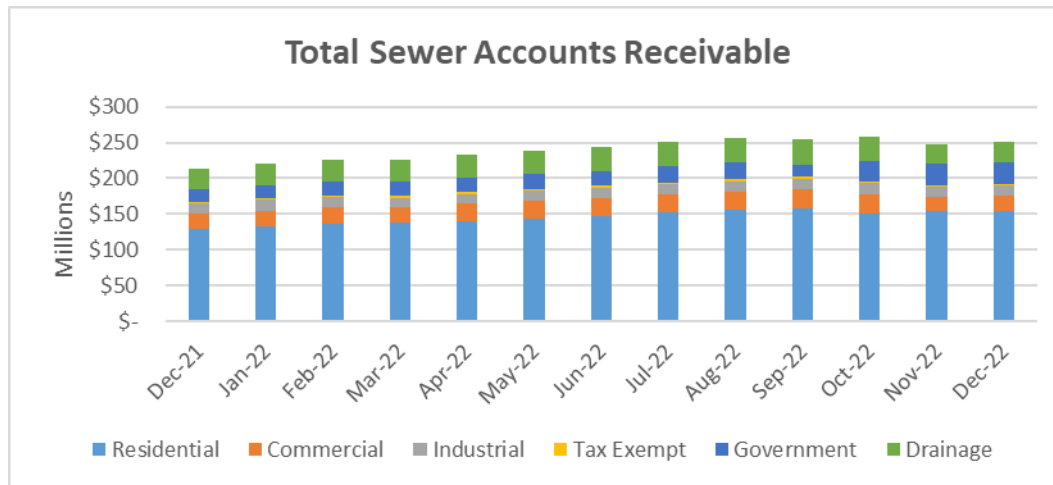
| Sales Class | 0-30 Days | 31-60 Days | 61-90 Days | 91-180 Days | 181-270 Days | 271-360 Days | Over 1 Year | Total Receivables |
|-----------------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|-----------------------|-----------------------|
| Residential | \$ 12,337,777 | \$ 10,518,547 | \$ 8,017,271 | \$ 20,175,682 | \$ 15,753,950 | \$ 14,308,234 | \$ 89,898,475 | \$ 171,009,936 |
| Commercial | 8,563,135 | 1,577,298 | 1,615,135 | 3,485,398 | 2,551,067 | 1,866,199 | 6,936,752 | 26,594,984 |
| Industrial | 4,848,122 | 1,592,093 | 695,953 | 1,581,386 | 900,693 | 714,098 | 4,360,945 | 14,693,290 |
| Tax Exempt | 536,902 | 184,537 | 146,631 | 347,655 | 299,592 | 214,498 | 1,165,552 | 2,895,368 |
| Government | 3,773,550 | 2,949,724 | 2,260,152 | 4,272,944 | 2,475,010 | 2,461,767 | 14,694,901 | 32,888,047 |
| Drainage | 2,375,022 | 1,495,409 | 950,835 | 3,434,030 | 2,124,238 | 2,741,299 | 13,586,726 | 26,707,558 |
| Subtotal - Active Accounts | 32,434,508 | 18,317,607 | 13,685,978 | 33,297,095 | 24,104,549 | 22,306,095 | 130,643,351 | 274,789,184 |
| Inactive | 22,740 | (286,007) | 131,504 | 437,588 | 972,331 | 1,166,690 | 36,392,941 | 38,837,787 |
| Total | \$ 32,457,248 | \$ 18,031,601 | \$ 13,817,482 | \$ 33,734,684 | \$ 25,076,880 | \$ 23,472,784 | \$ 167,036,292 | \$ 313,626,971 |
| % of Total A/R | 10.3% | 5.7% | 4.4% | 10.8% | 8.0% | 7.5% | 53.3% | 100.0% |

- Uncollected accounts receivable are generally carried for five years until the statutory lien expires.
- More than half (53.3%) of the total receivables balance is over one year past due. Approximately \$36.4 million (94%) of **Inactive** accounts are older than one year.
- The valuation of total receivables is offset on the balance sheet by an allowance for doubtful accounts of \$250.8 million. The net carrying value of receivables was \$62.8 million at December 31st.

Accounts Receivable Trends

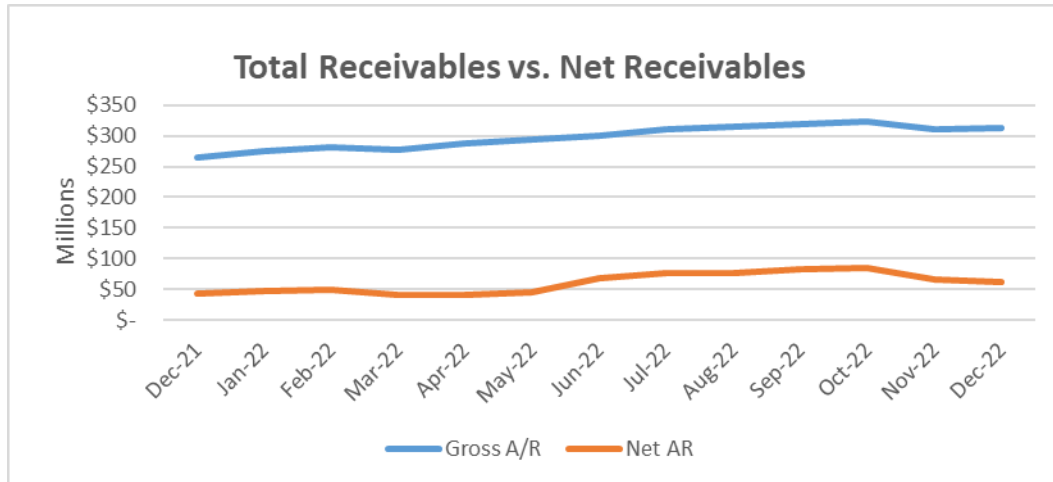
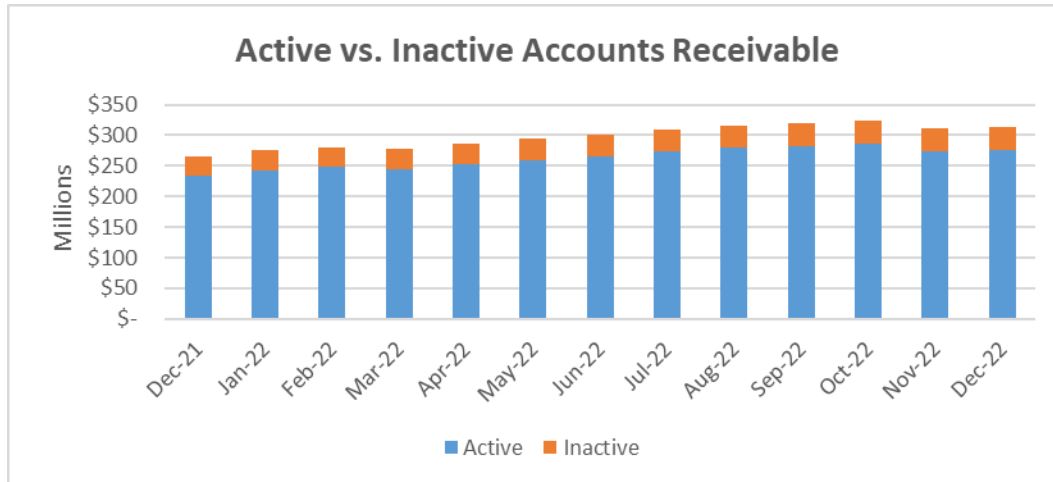


- Total *Water Accounts Receivable* increased \$11.0 million (17.5%) over the past 12 months.
- *Residential Water Accounts Receivable* increased \$10.5 million (19.7%) over the past 12 months. *Nonresidential* account balances have increased approximately \$546,000 over the same period.



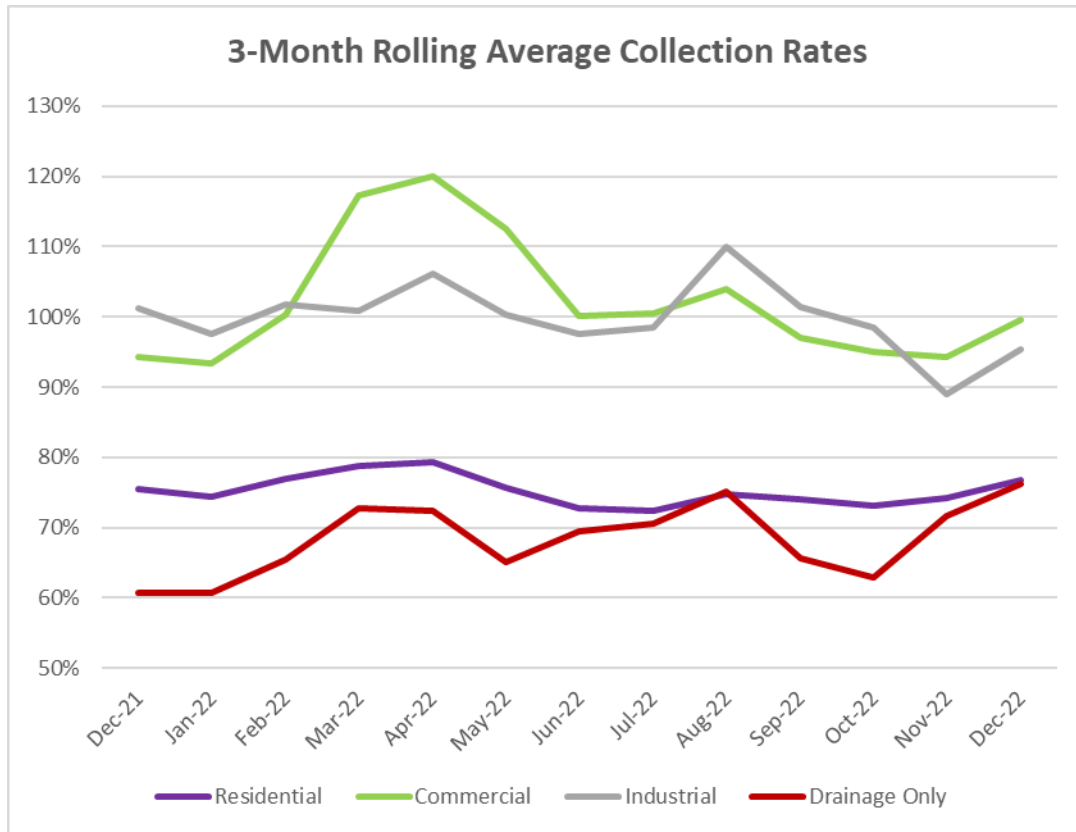
- Total *Sewer Accounts Receivable* have increased \$37.3 million (14.9%) over the past 12 months.
- *Residential Sewer Accounts Receivable* increased \$25.7 million (16.6%) over the past 12 months. *Nonresidential* account balances have increased by \$11.5 million over the same period. Most of the change is attributable to the reclassification of Detroit Land Bank accounts to the **Governmental** customer class.

Accounts Receivable Trends



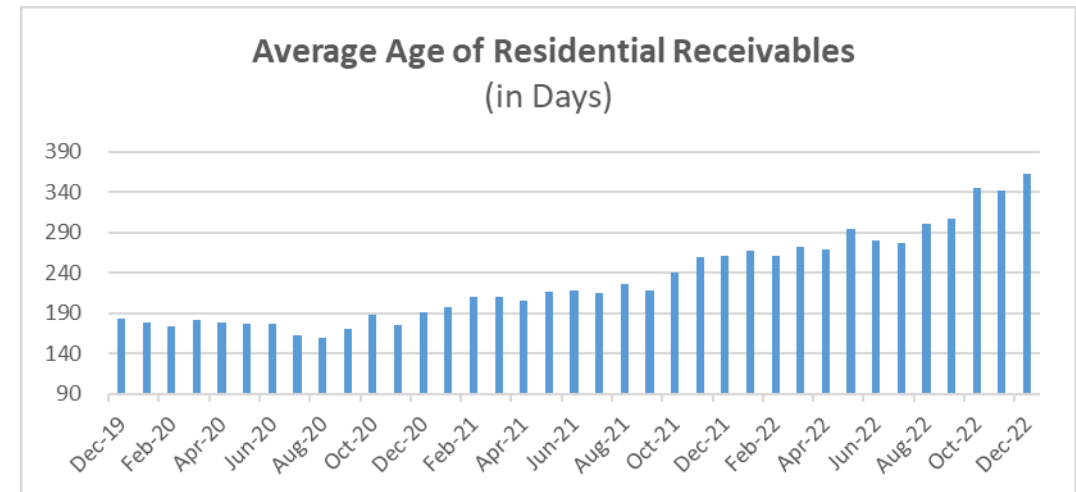
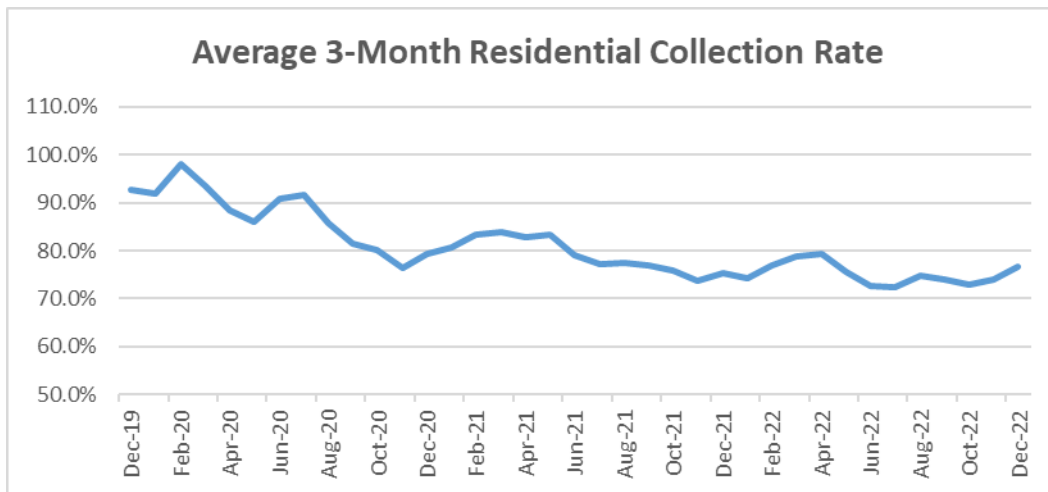
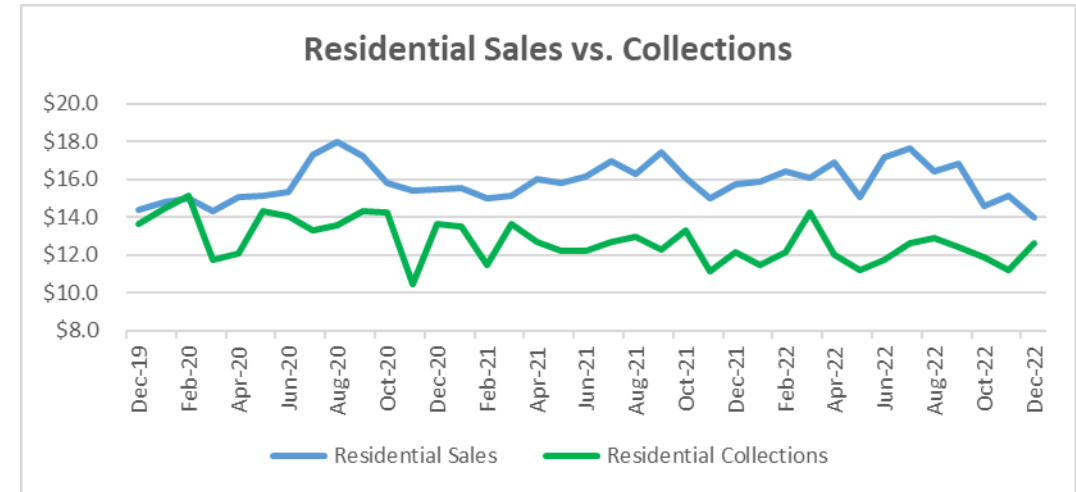
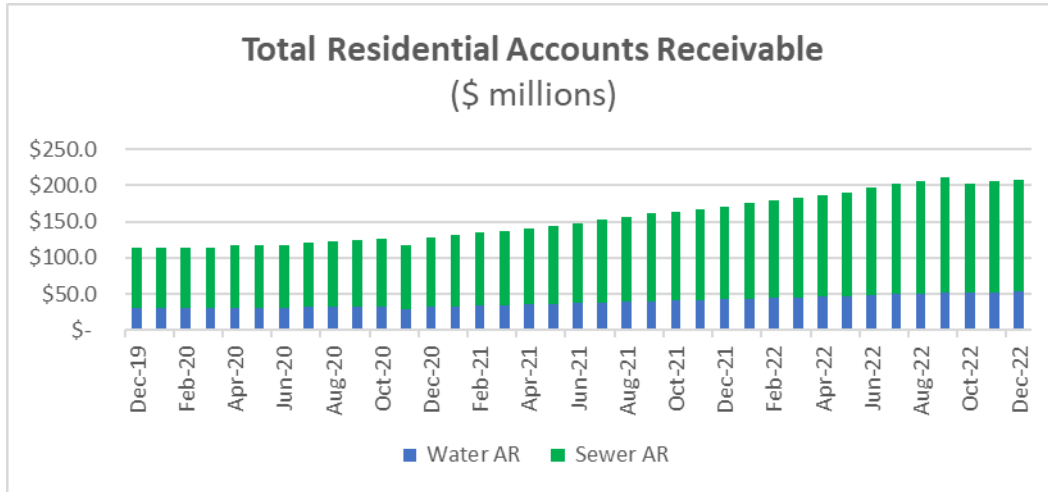
- **Inactive Accounts Receivable** have increased \$6.4 million (16.5%) over the past 12-month period.
- **Non-Residential Accounts** amounting to \$17.8 million were transferred to the Tax Roll and written off in November 2022. Approximately \$7.4 million State of Michigan Highway Drainage receivables have been written off this year.
- *Accounts Receivable net of the Allowance for Doubtful Accounts* has increased by \$2.2 million over the past twelve months.
- The total **Allowance for Doubtful Accounts** amounted to \$250.8 million on December 31st and currently represents 80% of gross accounts receivable.

Collection Rates

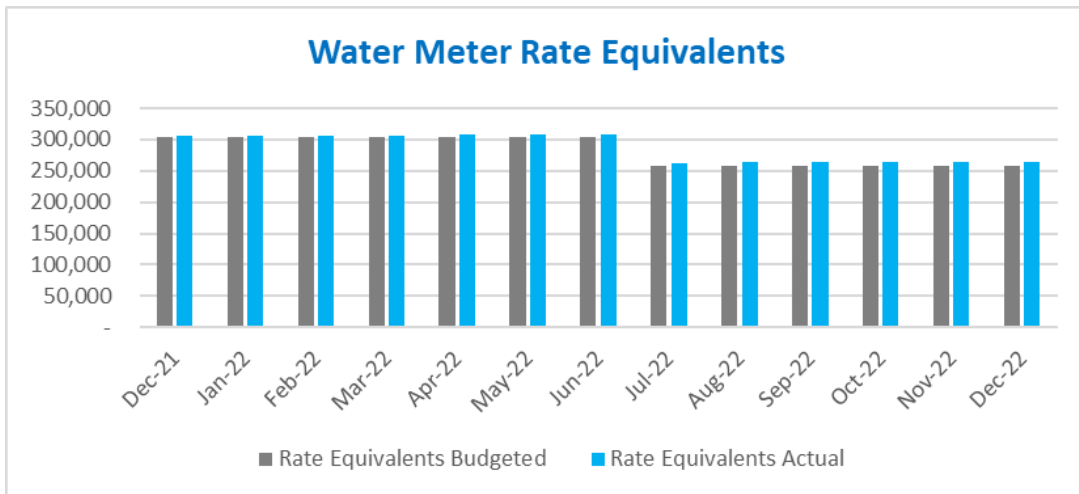
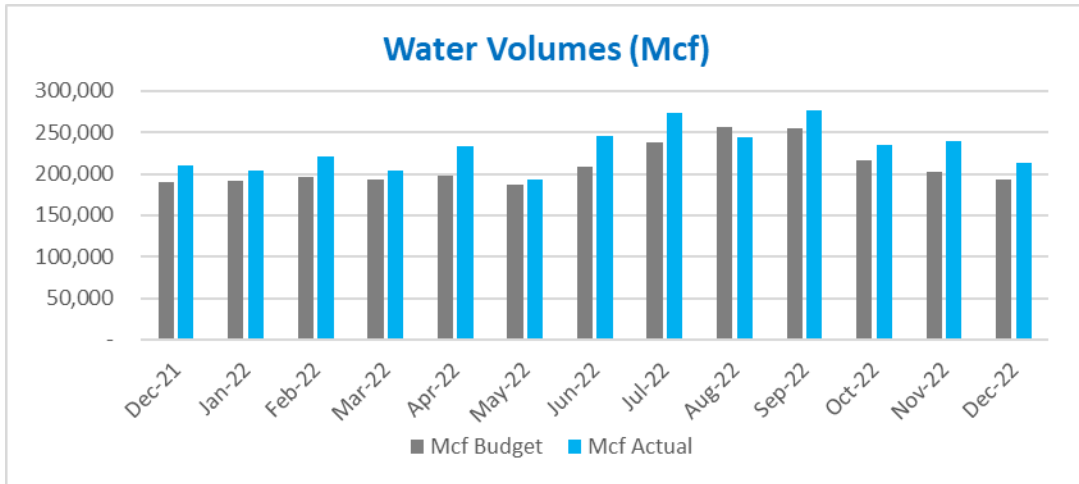


- The general decline in September collection rates reflect both a seasonal trend and a delay in posting month-end cash receipts to accounts receivable. The delayed posting can be attributed to the significant work required to complete the upgrade of the *EnQuesta* billing and collection system. The cash receipts were posted to receivables in October and are now up to date.
- **Residential** collection rates appear to have flattened following significant disruptions caused by the Covid epidemic. Rates have remained at about 75% (+/-5%) throughout the 12-month period shown. Management expects to see improvement later this year as the department resumes service interruptions on delinquent residential accounts.
- Drainage Only collections improved generally in November and December. Following the mailing of notices to customers of the department’s plans to place delinquencies on the tax roll, an additional 500 accounts made payments in the month of November of approximately \$1.0 million.
- The average collection rate for all active accounts was 84.1% for December 2022. The comparable rate was 84.0% for December 2021.

Post-Covid Accounts Receivable Collection Trends

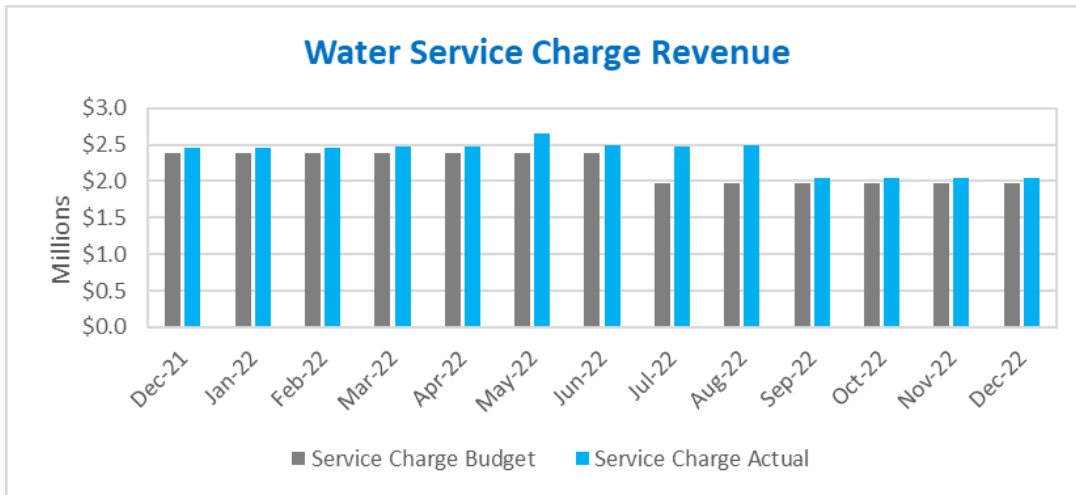
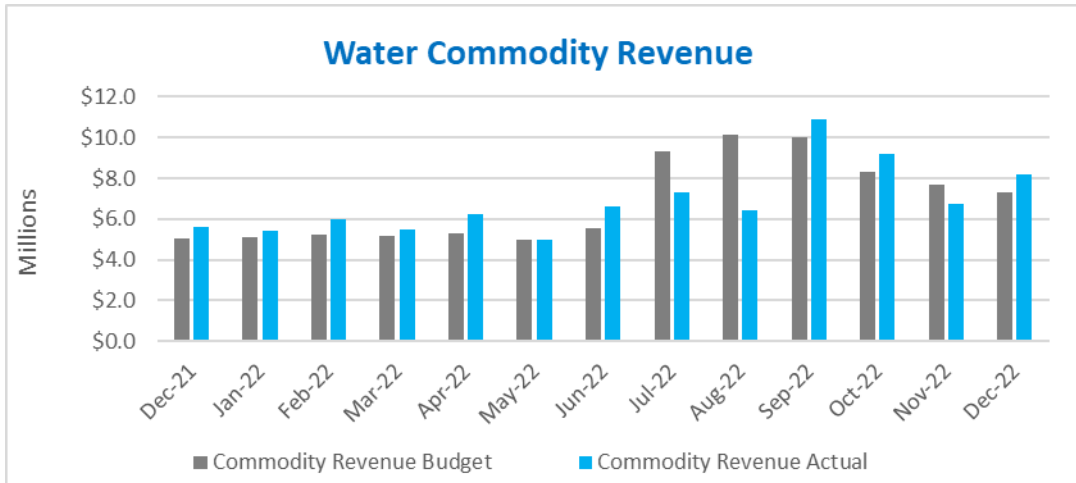


Water Revenue Metrics



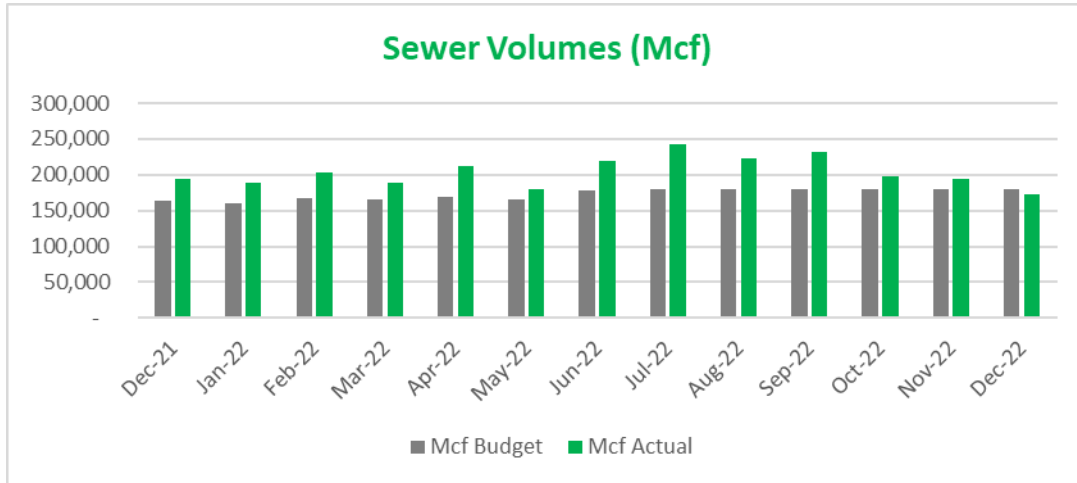
- Year-to-Date *Water Volumes* are trending 8.7% over budget for the first six months of Fiscal 2023. Increases in summer months reflect normal seasonal variability.
- Water Meter Rate Equivalents* equalize all water meters based on the monthly fixed rates assigned to different meter sizes. Total equivalents represent the number of 5/8 inch meters required to generate the same amount of service charge revenue. The relationship between meter sizes and rates changed in Fiscal 2023 resulting in fewer overall meter equivalents.
- Total *Water Meter Rate Equivalents* remained slightly ahead (2.1%) of budgeted levels through the first six months of Fiscal 2023.

Water Revenue Trends

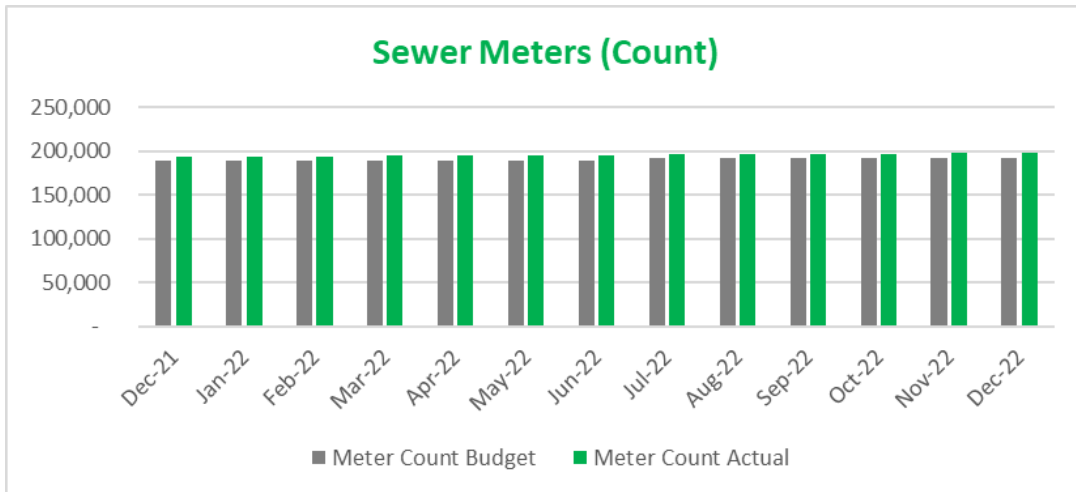


- DWSD completed a *Comprehensive Rate Study* in 2022 which resulted in a significant shift of costs from Sewer operations to Water operations. Those shifts resulted in higher revenue requirements and commodity rates for water consumption that were intended to be implemented in July. That delay in rolling out the new rate structure contributed to negative budget variances in July and August.
- Year-to-date *Commodity Revenues* were approximately \$2.3 million (4.7%) over the straight-line accounting budget. However, when using a seasonally-adjusted budget, *Commodity Revenues* were \$1.4 million below budget. Delayed implementation of FY 2023 rates resulted in \$6.0 million lower revenues. Higher than expected volumes mitigated the loss by \$4.6 million.
- The *2022 Comprehensive Rate Study* also shifted a portion of the water revenue requirement from fixed service charges to volumetric charges. The delay in rolling out the new rate structures contributed to positive budget variances in July and August.
- Year-to-date *Water Service Charge Revenues* were approximately \$1.3 million (11.2%) above budget reflecting slightly higher meter equivalents and delayed rate implementation.

Sewer Revenue Metrics

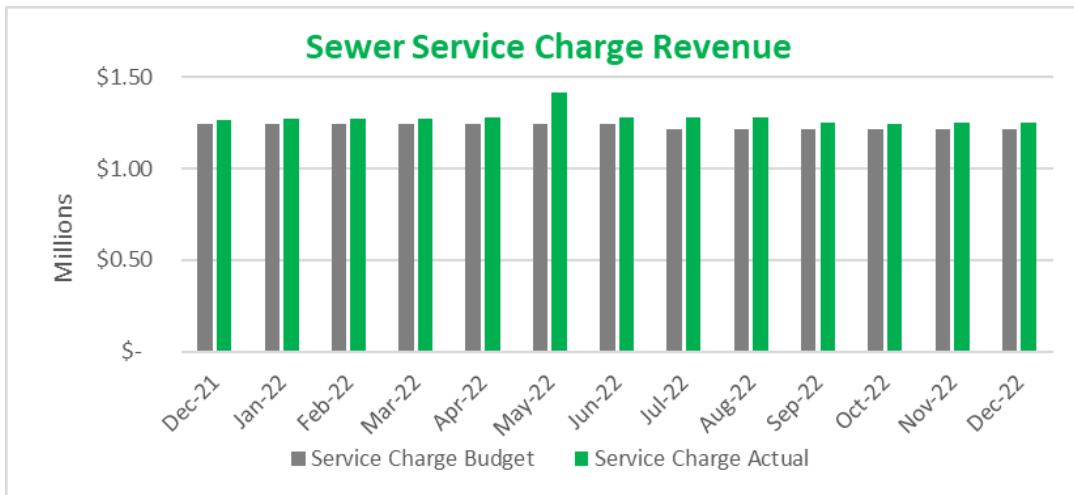
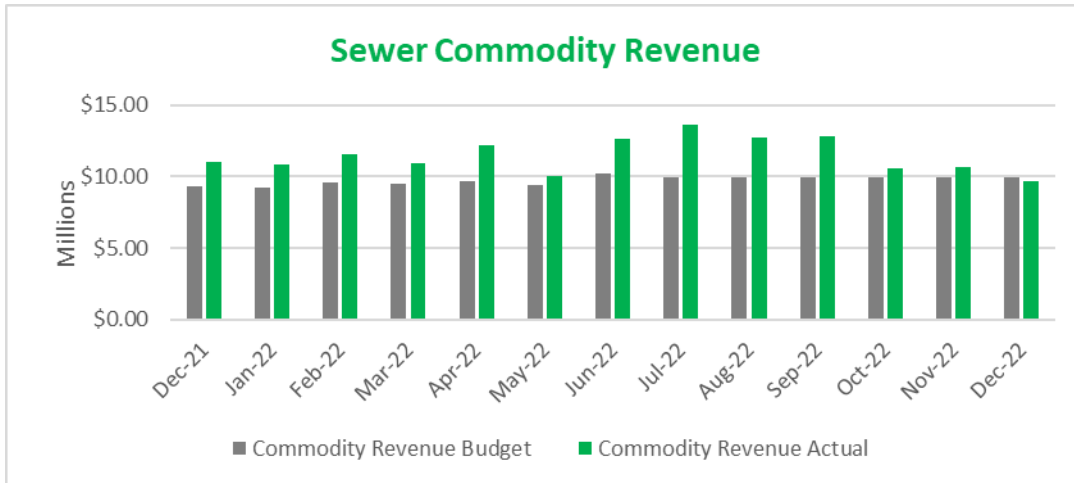


- **Sewer Volumes** exceeded budgeted levels for the first six months of FY 2023 due to delays in implementing volume caps on Residential consumption. Once the caps were incorporated into the monthly billing cycles, billed volumes began tracking at budgeted levels.



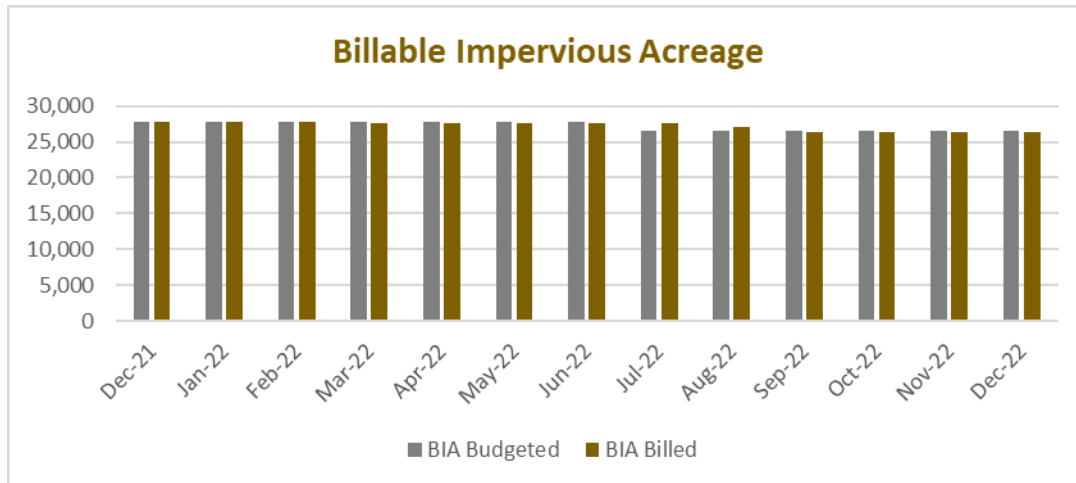
- Actual **Sewer Meter Counts** so far have exceeded budgeted levels in each month of Fiscal 2023. Year to date counts are trending 2.6% ahead of budget estimates.

Sewer Revenue Trends

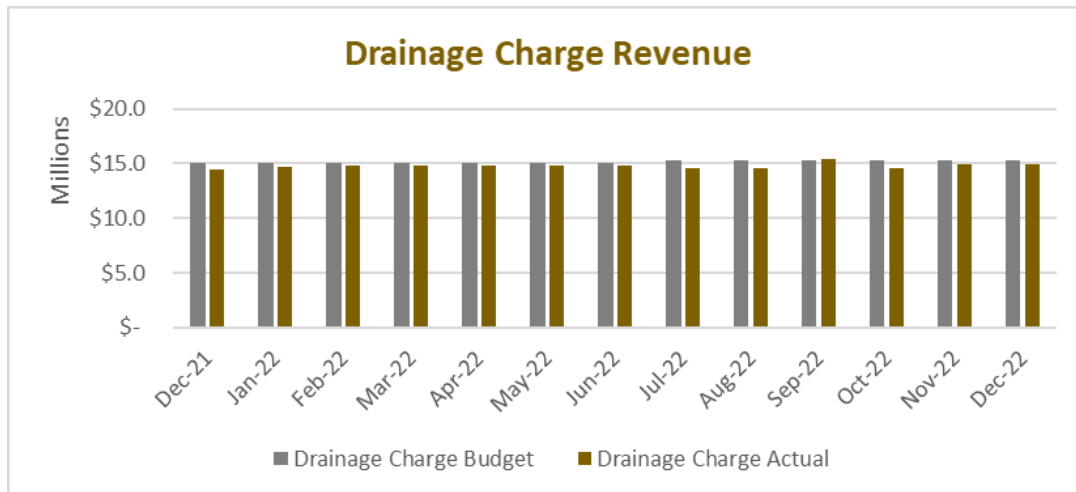


- DWSD completed a *Comprehensive Rate Study* in 2022 which resulted in a significant shift of costs from Sewer operations to Water operations. Those shifts resulted in lower revenue requirements and commodity rates for sewer consumption that were intended to be implemented in July. That delay in rolling out the new rate structure contributed to positive budget variances in July and August.
- Fiscal 2023 year to date **Sewer Commodity Revenues** exceeded budgeted revenues by \$10.4 million (17.5%). The positive variance was driven by delays in implementing volume caps on Residential bills.
- Fiscal 2023 year to date **Sewer Service Charge Revenue** exceeded budget by \$240,000 (3.3%) consistent with positive variances on total meter counts.

Drainage Metrics and Revenues



- Fiscal 2023 year to date **Billed Impervious Acreage** exceeded budget estimates by 1.0%.



- Despite positive BIA variances, Fiscal 2023 year to date **Drainage Charge Revenue** fell short of budget estimates by \$2.7 million (2.9%).

Operating Revenue - Budget vs Actual

| For the Six Months Ended December 31, 2022 | | | | |
|--|------------------|------------------|-----------------|-------------|
| (Amounts in thousands) | | | | |
| | Budget | Actual | Variance | % |
| Water Operating Revenue | | | | |
| Commodity sales | \$ 49,058 | \$ 51,369 | \$ 2,311 | 4.7% |
| Service charges | 11,791 | 13,086 | 1,295 | 11.0% |
| Private firelines | 1,034 | 1,200 | 166 | 16.1% |
| Shared Services | 375 | 248 | (128) | -34.0% |
| Other GLWA reimbursement | 6,158 | 6,056 | (102) | -1.7% |
| Penalties and fees | 1,450 | 1,476 | 26 | 1.8% |
| Miscellaneous | 500 | 102 | (398) | -79.6% |
| Total Operating Revenue | \$ 70,367 | \$ 73,537 | \$ 3,170 | 4.5% |

| For the Six Months Ended December 31, 2022 | | | | |
|--|-------------------|-------------------|-----------------|-------------|
| (Amounts in thousands) | | | | |
| | Budget | Actual | Variance | % |
| Sewer Operating Revenue | | | | |
| Commodity sales | \$ 59,550 | \$ 69,988 | \$ 10,438 | 17.5% |
| Service charges | 7,302 | 7,543 | 240 | 3.3% |
| Drainage charges | 91,587 | 88,893 | (2,694) | -2.9% |
| Industrial waste charges | 808 | 771 | (38) | -4.7% |
| Shared Services | 875 | 578 | (298) | -34.0% |
| Other GLWA reimbursement | 11,260 | 10,993 | (267) | -2.4% |
| Penalties and fees | 3,769 | 3,677 | (93) | -2.5% |
| Miscellaneous | 50 | 426 | 376 | 752.4% |
| Total Operating Revenue | \$ 175,203 | \$ 182,868 | \$ 7,665 | 4.4% |

- The seasonally adjusted budget for *Commodity Sales Revenue* is \$3.7 million greater than the straight-line budget suggesting a modest revenue shortfall for the first six months of FY 2023 on a seasonal basis. The shortfall is attributable to a two-month delay in implementing increased commodity rates for FY 2023 and was mitigated, in part, by positive volume variances of 8.7%.
- *Water Service Charges* exceeded budget by \$1.3 million for the first six months of the fiscal year also reflecting the delay in implementing the proposed rate methodology and positive rate equivalent meter variances of 2.1%. The new rate structure shifts more cost recovery from fixed service charges to volumetric charges.
- *Sewer Commodity Sales* exceeded budget by \$10.4 million (17.5%) due the delayed implementation of the Rate Study and new structures. Volume caps were not implemented until September resulting in higher-than-expected sewer volumes and incremental revenue.
- Even though Billable Impervious Acreage is trending slightly above budget, *Drainage Charge Revenue* was \$2.7 million below budget due to the delay in implementing Fiscal 2023 rates and retroactive engineering adjustments.

Operating Expenses By Appropriation - Budget vs Actual

For the Six Months Ended December 31, 2022

(Amounts in thousands)

| | Budget | Actual | Variance | % |
|--------------------------------------|------------------|------------------|------------------|--------------|
| Combined Departmental Expense | | | | |
| Administration | \$ 1,031 | \$ 1,047 | \$ (15) | -1.5% |
| Operations | 24,662 | 18,211 | 6,451 | 26.2% |
| Stores Inventory | - | (157) | 157 | N/A |
| Compliance | 11,608 | 8,749 | 2,860 | 24.6% |
| Finance | 8,451 | 5,147 | 3,304 | 39.1% |
| Customer Service | 2,493 | 2,355 | 138 | 5.5% |
| Total Departmental | \$ 48,246 | \$ 35,351 | \$ 12,895 | 26.7% |

For the Six Months Ended December 31, 2022

(Amounts in thousands)

| | Budget | Actual | Variance | % |
|---|-------------------|-------------------|-----------------|--------------|
| Combined Nondepartmental Expense | | | | |
| Wholesale charges | \$ 107,822 | \$ 107,752 | \$ 70 | 0.1% |
| Legacy pension expense | 22,700 | 22,700 | - | 0.0% |
| Retail Assistance Program | 1,068 | 1,059 | 9 | 0.9% |
| Bad debt expense | 30,017 | 30,982 | (965) | -3.2% |
| Total Nondepartmental | \$ 161,607 | \$ 162,493 | \$ (885) | -0.5% |

- **Operations** some major variances include:
 - Personnel variances are due to a combination of twenty-nine vacancies (\$1.67 million), offset by overtime charges of approximately \$892K resulting in a net variance of \$779K.
 - Contractual services variances are primarily due to delayed projects such as ITRON (\$498K), seasonal contracts such as as-needed repairs of facilities, grounds, etc. (\$495K); delayed maintenance of vehicles (\$727K); delayed service interruption and restoration services (\$815K).
 - Other operating expense variances are mainly due to Shared Services (\$615K) true up expected in February and Utilities (\$889K) due to decline in usage.
- **Compliance** variances include:
 - Personnel variances due to fourteen vacancies (\$650K).
 - Contractual services and other operating expense variances are primarily due to Shared Services (\$570K); true up expected in February and many IT expenses such as Software maintenance, Telecommunications, Data Communications that are expected at the end of the fiscal year (\$1.2 million).
- **Finance** variances include:
 - Personnel variances due to fifteen vacancies (\$742K).
 - Contractual services variances are primarily due to pending, delayed or canceled projects such as internal audit services, Warehouse Consolidation, Cost Accounting Consultant, PFM Consultant. (\$952K).
 - Other operating expense variance is due to Purchased Services and Shared Services true up expected in February. (\$1.6 million).
- **Bad debt expense** was over budget due to higher-than-expected retail sales for the first six months of the fiscal year.

Operating Expenses By Object - Budget vs Actual

For the Six Months Ended December 31, 2022

(Amounts in thousands)

| | Budget | Actual | Variance | % |
|-----------------------------------|-------------------|-------------------|------------------|-------------|
| Combined Operating Expense | | | | |
| Salaries and Wages | \$ 18,972 | \$ 17,416 | \$ 1,556 | 8.2% |
| Employee Benefits | 29,452 | 28,610 | 842 | 2.9% |
| Contractual Services | 9,355 | 4,708 | 4,646 | 49.7% |
| Supplies | 5,100 | 4,412 | 688 | 13.5% |
| Wholesale Charges | 107,822 | 107,752 | 70 | 0.1% |
| Shared Services | 1,931 | 619 | 1,312 | 67.9% |
| Utilities | 1,793 | 904 | 889 | 49.6% |
| Other Operating | 5,409 | 2,440 | 2,969 | 54.9% |
| Bad Debt Expense | 30,017 | 30,982 | (965) | -3.2% |
| Total Operating | \$ 209,850 | \$ 197,844 | \$ 12,006 | 5.7% |

- **Salaries and Wages** were 8.2% under budget for the first six months due to 65 vacancies across multiple cost centers throughout the quarter. Those savings were offset in part by overages in overtime expenses of approximately \$900K.
- **Employee Benefits** includes legacy pension contribution of \$22.7 million. Some variances due to vacancies across multiple cost centers.
- **Contractual Services, Shared Services, Other Operating and Bad Debt** variances for these categories are explained in the previous slide.

THANK YOU!

Detroit Water & Sewerage Department

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Water & Sewerage
Department

Gary A Brown
Director

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313-267-8000 • gary.brown@detroitmi.gov

TO: Detroit City Council President Brenda Jones
Members of the Detroit City Council
David Whitaker, Director, Legislative Policy Division

FROM: Gary Brown, Director
Thomas Naughton, Chief Financial Officer
Detroit Water and Sewerage Department

DATE: September 27, 2020

RE: Legislative Policy Division's Detroit Water and Sewerage Department FY 2020-2021 REVISED Budget Analysis

This represents the Detroit Water and Sewerage Department's (DWSD) responses to requests from Detroit City Council's Legislative Policy Division (LPD) for information regarding the DWSD's FY2021 Budget on March 13 and July 8, 2020. The City of Detroit Board of Water Commissioners formally approved DWSD's FY2021 and FY2022 budgets on April 15, 2020, after holding the required public hearing. DWSD will make an informational presentation to this Honorable Body regarding the approved budget and answer questions. For your consideration and review in advance of the presentation, our responses to the requests for information from the LPD/City Council are itemized below:

Issues and Questions

1. Please detail the additional reduction of 10 FTEs. What are these positions?

DWSD Response: Additional reduction is composed of the following:

Chief Executive Officer (Increase of one FTE)

+1 Chief Operating Officer

Field Engineering (Reduction of nine FTEs)

-2 Engineers

-4 Inspectors

-2 Engineering Techs

-1 Office Support Specialist

Fleet Operations (Reduction of one FTEs)

-1 Automotive Techs

Field Services (Reduction of six FTEs)

-10 Field Service Technicians

- +1 Professional Administrative Analyst
- +1 Office Support Specialist
- +1 Inspector
- +1 GIS Analyst

Information Technology (Increase of three FTEs)

- +1 IT Director-Applications
- +1 GIS Analyst
- +1 Application Analyst

Chief Financial Officer (Increase of two FTEs)

- +2 Executive Management Team

2. Why are the Water Fund penalties and fees increasing \$2.1 million or 77.6% from the FY 2020 Budget?

DWSD Response: Penalties and Fees budget was increased for FY 2021 based on actual collection experience in FY 2020.

3. Why are Drainage Fees increasing by \$5.7 million for FY 2021?

DWSD Response: The drainage rate increased from \$602 to \$626 per impervious acre. In addition, the transition credits continue to be phased out. Rate increases were offset in part by reductions in impervious acres.

4. What is the Sewerage Fund \$2.6 million Highway Drainage revenue for FY 2021? Why wasn't there a Highway Drainage revenue for FY 2020?

DWSD Response: Highway Drainage revenue is a new category created in FY 2021. It was part of Drainage Fees in FY 2020.

5. What are the plans to amend the FY 2020 and FY 2021 budgets for the fiscal impact of the COVID-19 pandemic once they become known? Please share revised FY 2021 budgets based on the anticipated fiscal impact of the COVID-19 pandemic, if available. (Please note that LPD is submitting a report on the impact of the COVID-19 pandemic on the FY 2020 Water and Sewer Fund financial operations and measures DWSD is undertaking to mitigate the fiscal impact of the pandemic under separate cover.)

DWSD Response: There are no plans yet to amend the FY 2020 and FY 2021 budgets for the fiscal impact of the pandemic. Revised budgets will be shared, when amended.

Responses to Original/Updated Issues and Questions

Issues and Questions

1. In LPD's FY 2020 DWSD budget analysis report, we asked "Does the DWSD plan on coming to City Council for approval of the FY 2020 rates and FY 2020 budget?" DWSD provided the following response:

DWSD Response: DWSD will not seek City Council approval of FY 2020 rates or the FY 2020 and FY 2021 budgets as it is not required to do so. Pursuant to Sec. 7-1202 of the 2012 Detroit City Charter, the Board of Water Commissioners directs the DWSD in the supply of water drainage and sewerage services within the City and establishes the rates to be paid by the owner or occupant of each house or building using water, drainage or sewerage services.¹ Judge Sean Cox's December 15, 2015 Order² (entered in anticipation of the bifurcation of DWSD into a separate regional wholesale system and a Detroit retail operation) reiterated the powers granted to the BOWC under Article 7, Chapter 12. The Court also stated the BOWC rates shall be developed to satisfy the revenue requirements established by the GLWA for water and sewer service as well as the expenses of operating the local water and sewer infrastructure, consistent with the Water and Sewer Services Agreement approved and executed by the City and the Authority.³ Lastly, the Order states in the event the BOWC fails to comply with the requirements of the Water and Sewer Services Agreement with respect to rate-setting, billing, collection and enforcement for the local water and sewer systems, the GLWA may assume that responsibility. DWSD's budget and obligations under the Water and Sewer Services Agreement are based on rates and these matters fall within the purview of the BOWC, only.

Furthermore, the City's Comprehensive Annual Financial Report clearly designates DWSD as an enterprise agency. As such, the Uniform Budgeting and Accounting Act, MCL 141.421 et. seq. does not require DWSD to have its budget approved by City Council.⁴

¹ This charter-mandated power to direct DWSD and establish the retail rates for Detroit customers is separate from its (former) charter-mandated power to set wholesale rates for customers outside the city limits. As a result of the bifurcation of DWSD into a Detroit retail operation governed by the BOWC and a regional wholesale system with a separate governing body (Great Lakes Water Authority), the BOWC no longer sets wholesale rates for customers.

² *United States v City of Detroit, et al*, United States District Court case No. 77-cv-71100-SFC

³ As this Honorable Body is aware, since Detroit is no longer a municipal water and sewerage system that serves more than 40% of the population of the state, Sec. 5e of the Home Rule City Act, requiring the governing body to vote on rates, is inapplicable. (MCL 117.5e)

⁴ "Budget" means a plan of financial operation for a given period of time, including an estimate of all proposed expenditures from the funds of a local unit and the proposed means of financing the expenditures. **Budget does not include . . . (c) An enterprise fund.** (MCL 141.422a)

Lastly, DWSD's revenues are not considered during the City's Revenue Estimating Conference (Sec. 8-213, Detroit City Charter) because DWSD is an enterprise agency that does not require a general fund subsidy.

While this response is not intended to be a formal statement of DWSD's legal position, absent a federal court order or a super-majority vote of an Ad Hoc Root Cause Committee to do so, DWSD will not seek City Council approval for rates or budgets. Rather, DWSD will continue to make informational presentations and comply with the Memorandum of Understanding between DWSD and City Council that requires the Board of Water Commissioners to hold its regular meetings to present/approve the budget and rates during the evening in the community.

If we ask a similar question, "Does the DWSD plan on coming to City Council for approval of the FY 2021 rates and FY 2021 budget?", would the response given last year still applies?

DWSD Response: Yes.

2. Please explain the major proposed capital projects for FY 2021?

DWSD Response:

The major proposed capital projects include water and sewer system improvements in North Rosedale Park (DWS-907 \$18.6Million) and Cornerstone Village (\$26.3 Million). We are also constructing our largest green stormwater infrastructure project to date on Oakman Boulevard between Joy Rd and Tireman, which also includes watermain replacement (PC-801A \$8.7 Million). Major facilities projects include replacement of the roof at the DWSD Central Services Facility located at 6425 Huber (\$7 Million) and rehabilitation of the elevators at the Water Board Building located at 735 Randolph (\$2.1 Million).

3. What are the major initiatives and focus for the DWSD FY 2021 Budget?

DWSD Response: DWSD focused on sound financial management and several strategic initiatives in formulating its FY 2021 Budget: maximizing the useful life of infrastructure assets through preventive maintenance, which will also reduce the number and severity of emergency repairs; identifying and billing the true value of services provided through enhanced or expanded field services and reducing revenue water loss; continuing a capital improvement plan to rehabilitate or replace 1% to 2% of water and sewer lines and implement stormwater management infrastructure; reducing customer financial burden by continuing traditional affordability programs such as WRAP and the toilet replacement

program; and ensuring DWSD complies with the new "Lead and Copper Rule." We are focused on improving customer service through offering a wider variety of options to conduct transactions in a contactless environment and out in the neighborhoods as we reduce our backlog of property restorations.

We are also working collaboratively with Deputy Mayor Conrad Mallet and his team to support the Community Health Corps initiative, which will provide holistic, wraparound services for Detroiters living in extreme poverty and who are not eligible for WRAP or a payment plan. We will continue to apply for and utilize all available dollars through coronavirus relief packages to assist customers who are having difficulty paying their bills and who require minor and major plumbing repairs.

4. How much of the annual \$50 million Lease revenue due to DWSD is being applied to pay debt service in the FY 2021 budget?

DWSD Response: Of the \$50 Million Lease payment from GLWA, DWSD will use \$8.8M to pay Series 2016A, Series 2016B, Series 2020A, Series 2020B, and SRF Water bonds and \$2.2M to pay Series 2018A Sewer bonds.

5. What was the total WRAP/assistance to Detroit customers for FY 2019 and FY 2020 (to date) for the Water and Sewer Funds? How much WRAP assistance is included in DWSD's FY 2021 budget?

DWSD Response: The WRAP assistance provided to Detroit Customers totaled \$1.6M in FY2019 and \$2.6M in FY2020. In FY 2021, DWSD has budgeted a total of \$2M to benefit the WRAP program.

6. How many new residential accounts were added in calendar year 2019? How many residential accounts were deleted in calendar year 2019?

DWSD Response: During 2019, 17,601 residential accounts were added and 17,156 accounts that were active in Jan 2019 are now inactive as of Dec 2019. Accounts remain in our system as inactive accounts and cannot be deleted.

7. How many water shut-offs were there in calendar year 2019?

DWSD Response: There were 27,479 residential and 918 non-residential service interruptions for non-payment in calendar year 2019. Water was restored to all properties pursuant to Governor Whitmer's executive order.

8. How many homeowner water service line replacements were made in calendar year 2019 under the State mandated "Lead & Copper Rule"? How were the costs of the replacements funded?

What was the total cost? What is the number of service line replacements and cost projected for the FY 2021 Budget?

DWSD Response: DWSD currently replaces lead service lines when the watermain is replaced and funds this replacement with the capital improvement program. However, in 2019 DWSD received a \$1,000,000 grant from the Michigan Department of Environment, Great Lakes and Energy (EGLE) for lead service line replacement (LSLR). In 2019, There were a total of 580 LSLR in 2019. Of these, 165 were funded by the EGLE grant. The total cost of services lines replaced was \$2,245,000 of which \$1,245,000 was funded by capital improvement dollars. The costs for lead service lines is included as per linear foot unit amount in the water main replacement contracts as such there is no dedicated budget amount. For the contracts active in FY2021, DWSD estimates there may be 800 to 1,000 lead service lines.

9. What is the FY 2021 revenue budget for fire hydrant maintenance that will be billed to the Detroit Fire Department?

DWSD Response: DWSD does not bill Detroit Fire Department (DFD) for fire hydrant maintenance.

10. How does DWSD's liquidity look for the Sewer Fund at June 30, 2020? What is the amount owed to GLWA as of June 30, 2020 for loans to DWSD?

DWSD Response: At June 30, 2020, the DWSD Sewer Fund had unrestricted cash balances of \$43.4M and \$82.2M in restricted in cash and investments. In addition, the Sewer Fund had a deficit balance of \$10.2M in the Cash Held at GLWA account.

11. Why is the DWSD transitioning the CIPMO contract from the consultant AECOM to in-house staff in Field Engineering? Was AECOM performing satisfactory on the contract? What are the expected savings from this transition?

DWSD Response: It was always DWSD's intent to transition work from the consultant to in house staff as the program was stood up, new business processes were adopted, software implemented, and training of staff is occurring. AECOM has performed satisfactorily on the contract. There is no "expected" savings in the traditional sense due to this transition, ultimately additional staff will be hired to provide those services and any remaining funds will be used to fund the construction of the capital program. Capital investment in the system may result in potential savings due to reduced operations and maintenance costs and payment of claims/settlements associated with the water and sewer infrastructure. In addition, there will always be certain services like design and condition assessment work that will be solicited via a request for proposals

12. What is DWSD's level of vacancies as of June 30, 2020, pre-COVID and post-COVID? Is this due to cost and revenue constraints? What is the impact of the vacancies on maintenance and other DWSD services?

DWSD Response: DWSD had 98 vacancies on June 30, 2020. The number of vacancies cannot be attributed to funding constraints. Certain field operations have high rates of turnover. In addition, DWSD continues to transition a number of functions from contractual services to in-house. Often the timing of these transitions are difficult to forecast. In hiring new employees, the department is frequently constrained by noncompetitive wage and benefit packages.

13. DWSD's April 2020 Review report for the BOWC's Finance Committee reported \$54.2 million in past due accounts receivable over 180 days in April 2020 for residential customers. In the same report the 3 month rolling average collection rate for residential customers was 85%. With such a large amount of old delinquent receivables how it is that DWSD's collection rate is so high? Are the old receivables included in the calculation of the collection rate? If they are not why aren't they written off?

DWSD Response: Rolling Average Collection Rates are determined by dividing the most recent months' collections by the corresponding billed revenue for the same period. A calculated collection rate of 100% would imply that, excluding write-offs, total accounts receivable are neither increasing nor decreasing.

We hope you find the above helpful and informative.

GAB/TN/DNP

cc: Councilmembers
Dave Massaron, Chief Financial Officer
Auditor General's Office
Tanya Stoudemire, Budget Director
Avery Peebles, Mayor's Office

SEWERAGE (49)

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.

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 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.

Operating Programs and Services

- **Wastewater Collection** conveys 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

SEWERAGE (49)

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 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.

Goals, Strategic Priorities and Related City Outcomes

| Goals / Strategic Priorities | Timeframe | Related City Outcome |
|---|-----------------------|-----------------------------------|
| 1. Clean 500 miles of public sewer pipes per year | July 2023 – June 2025 | Efficient & Innovative Operations |

Budget By Service

| Services | FY 2024 Mayor Proposed | FY 2024 Mayor Proposed FTE |
|-----------------------|------------------------|----------------------------|
| Wastewater Collection | \$429,449,900 | 28.0 |
| Total: | \$429,449,900 | 28.0 |

Metrics and Data

| Metrics | Data | Related Goal # |
|---|--------------------|----------------|
| Gallons of stormwater managed by private development through the city ordinance | 32 million gallons | 1 |

Department Name: Sewerage Department - Retail

Department #: 49

Budget Summary:

| | FY2022 Actual | | FY2023 Adopted | | FY2024 Mayor Proposed | |
|---------------------|------------------|---------------------|-------------------|-------------|--------------------------|-------------|
| | General Fund | All Funds | General Fund | All Funds | General Fund | All Funds |
| Total Revenues | - | 395,534,565 | - | 409,817,928 | - | 429,449,900 |
| Total Expenditures | - | 343,851,698 | - | 409,817,928 | - | 429,449,900 |
| Net Tax Cost | - | (51,682,867) | - | - | - | - |

| | FY2025 Forecast | | FY2026 Forecast | | FY2027 Forecast | |
|---------------------|--------------------|-------------|--------------------|-------------|--------------------|-------------|
| | General Fund | All Funds | General Fund | All Funds | General Fund | All Funds |
| Total Revenues | - | 437,727,057 | - | 442,108,337 | - | 446,518,777 |
| Total Expenditures | - | 437,727,057 | - | 442,108,337 | - | 446,518,777 |
| Net Tax Cost | - | - | - | - | - | - |

| Positions (by FTE): | 2/10/2023 Actual | FY2023 Adopted | FY2024 Mayor Proposed | FY2025 Forecast | FY2026 Forecast | FY2027 Forecast |
|------------------------|---------------------|-------------------|--------------------------|--------------------|--------------------|--------------------|
| General Fund | - | - | - | - | - | - |
| Non-General Fund | 25 | 26 | 28 | 28 | 28 | 28 |
| ARPA | - | - | - | - | - | - |
| Total Positions | 25 | 26 | 28 | 28 | 28 | 28 |

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

| Department # - Department Name Summary Category | FY2023 Adopted | FY2024 Mayor Proposed | FY2025 Forecast | FY2026 Forecast | FY2027 Forecast |
|--|--------------------|--------------------------|--------------------|--------------------|--------------------|
| 49 - Sewerage Department - Retail | 409,817,928 | 429,449,900 | 437,727,057 | 442,108,337 | 446,518,777 |
| Salaries & Wages | 20,742,300 | 23,397,900 | 23,865,858 | 24,223,848 | 24,587,210 |
| Employee Benefits | 20,981,900 | 13,390,500 | 13,561,671 | 13,689,565 | 13,802,295 |
| Professional & Contractual Services | 10,594,800 | 86,264,700 | 87,989,994 | 88,869,895 | 89,758,595 |
| Operating Supplies | 5,832,300 | 6,715,200 | 6,849,504 | 6,918,003 | 6,987,184 |
| Operating Services | 5,965,000 | 5,871,300 | 5,988,726 | 6,048,611 | 6,109,094 |
| Fixed Charges | - | 10,760,100 | 10,760,100 | 10,760,100 | 10,760,100 |
| Other Expenses | 344,303,228 | 278,283,700 | 283,849,374 | 286,687,866 | 289,554,745 |
| Capital Outlays | - | 1,148,000 | 1,170,960 | 1,182,670 | 1,194,497 |
| Equipment Acquisition | 1,398,400 | 3,618,500 | 3,690,870 | 3,727,779 | 3,765,057 |
| Grand Total | 409,817,928 | 429,449,900 | 437,727,057 | 442,108,337 | 446,518,777 |

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

| Department # - Department Name Summary Category | FY2023 Adopted | FY2024 Mayor Proposed | FY2025 Forecast | FY2026 Forecast | FY2027 Forecast |
|--|--------------------|--------------------------|--------------------|--------------------|--------------------|
| 49 - Sewerage Department - Retail | 409,817,928 | 429,449,900 | 437,727,057 | 442,108,337 | 446,518,777 |
| Sales & Charges for Services | 318,495,900 | 328,513,700 | 334,868,333 | 338,102,847 | 341,351,728 |
| Revenues from Use of Assets | 74,471,128 | 77,076,800 | 78,522,136 | 79,408,028 | 80,305,754 |
| Fines, Forfeits, & Penalties | 1,750,000 | 1,322,500 | 1,348,950 | 1,375,929 | 1,403,448 |
| Contributions & Transfers | - | 22,536,900 | 22,987,638 | 23,221,533 | 23,457,847 |
| Miscellaneous | 15,100,900 | - | - | - | - |
| Grand Total | 409,817,928 | 429,449,900 | 437,727,057 | 442,108,337 | 446,518,777 |

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

| Department # - Department Name Fund # - Fund Name Summary Category | FY2023 Adopted | FY2024 Mayor Proposed | FY2025 Forecast | FY2026 Forecast | FY2027 Forecast |
|--|--------------------|--------------------------|--------------------|--------------------|--------------------|
| 49 - Sewerage Department - Retail | 409,817,928 | 429,449,900 | 437,727,057 | 442,108,337 | 446,518,777 |
| 5820 - DWSD-R - Sewerage | 350,405,300 | 344,815,500 | 351,496,169 | 355,063,240 | 358,651,329 |
| Salaries & Wages | 20,742,300 | 23,397,900 | 23,865,858 | 24,223,848 | 24,587,210 |
| Employee Benefits | 20,981,900 | 13,390,500 | 13,561,671 | 13,689,565 | 13,802,295 |
| Professional & Contractual Services | 10,594,800 | 11,268,700 | 11,494,074 | 11,609,016 | 11,725,107 |
| Operating Supplies | 5,832,300 | 6,715,200 | 6,849,504 | 6,918,003 | 6,987,184 |
| Operating Services | 5,965,000 | 5,869,900 | 5,987,298 | 6,047,169 | 6,107,638 |
| Fixed Charges | - | 5,950,100 | 5,950,100 | 5,950,100 | 5,950,100 |
| Other Expenses | 284,890,600 | 276,753,700 | 282,288,774 | 285,111,660 | 287,962,777 |
| Equipment Acquisition | 1,398,400 | 1,469,500 | 1,498,890 | 1,513,879 | 1,529,018 |
| 5821 - SDWSD-R Imp & Ext | 44,411,728 | 62,491,500 | 63,645,130 | 64,233,482 | 64,827,717 |
| Professional & Contractual Services | - | 52,854,000 | 53,911,080 | 54,450,191 | 54,994,693 |
| Operating Services | - | 500 | 510 | 515 | 520 |
| Fixed Charges | - | 4,810,000 | 4,810,000 | 4,810,000 | 4,810,000 |
| Other Expenses | 44,411,728 | 1,530,000 | 1,560,600 | 1,576,206 | 1,591,968 |
| Capital Outlays | - | 1,148,000 | 1,170,960 | 1,182,670 | 1,194,497 |
| Equipment Acquisition | - | 2,149,000 | 2,191,980 | 2,213,900 | 2,236,039 |
| 5831 - SDWSD-R Sewerage Bond Fund | 15,000,900 | 22,142,900 | 22,585,758 | 22,811,615 | 23,039,731 |
| Professional & Contractual Services | - | 22,142,000 | 22,584,840 | 22,810,688 | 23,038,795 |
| Operating Services | - | 900 | 918 | 927 | 936 |
| Other Expenses | 15,000,900 | - | - | - | - |
| Grand Total | 409,817,928 | 429,449,900 | 437,727,057 | 442,108,337 | 446,518,777 |

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

| Department # - Department Name Fund # - Fund Name Summary Category | FY2023 Adopted | FY2024 Mayor Proposed | FY2025 Forecast | FY2026 Forecast | FY2027 Forecast |
|--|--------------------|--------------------------|--------------------|--------------------|--------------------|
| 49 - Sewerage Department - Retail | 409,817,928 | 429,449,900 | 437,727,057 | 442,108,337 | 446,518,777 |
| 5820 - DWSD-R - Sewerage | 350,405,300 | 344,815,500 | 351,496,169 | 355,063,240 | 358,651,329 |
| Sales & Charges for Services | 318,495,900 | 328,513,700 | 334,868,333 | 338,102,847 | 341,351,728 |
| Revenues from Use of Assets | 30,059,400 | 14,979,300 | 15,278,886 | 15,584,464 | 15,896,153 |
| Fines, Forfeits, & Penalties | 1,750,000 | 1,322,500 | 1,348,950 | 1,375,929 | 1,403,448 |
| Miscellaneous | 100,000 | - | - | - | - |
| 5821 - SDWSD-R Imp & Ext | 44,411,728 | 62,491,500 | 63,645,130 | 64,233,482 | 64,827,717 |
| Revenues from Use of Assets | 44,411,728 | 62,081,500 | 63,226,930 | 63,806,918 | 64,392,622 |
| Contributions & Transfers | - | 410,000 | 418,200 | 426,564 | 435,095 |
| 5831 - SDWSD-R Sewerage Bond Fund | 15,000,900 | 22,142,900 | 22,585,758 | 22,811,615 | 23,039,731 |
| Revenues from Use of Assets | - | 16,000 | 16,320 | 16,646 | 16,979 |
| Contributions & Transfers | - | 22,126,900 | 22,569,438 | 22,794,969 | 23,022,752 |
| Miscellaneous | 15,000,900 | - | - | - | - |
| Grand Total | 409,817,928 | 429,449,900 | 437,727,057 | 442,108,337 | 446,518,777 |

**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 | FY2023 | FY2024 | FY2025 | FY2026 | FY2027 |
| Appropriation # - Appropriation Name | Adopted | Mayor Proposed | Forecast | Forecast | Forecast |
| Cost Center # - Cost Center Name | | | | | |
| 49 - Sewerage Department - Retail | 409,817,928 | 429,449,900 | 437,727,057 | 442,108,337 | 446,518,777 |
| 5820 - DWSD-R - Sewerage | 350,405,300 | 344,815,500 | 351,496,169 | 355,063,240 | 358,651,329 |
| 20177 - SDWSD-R Administration | 1,090,500 | 932,300 | 951,178 | 963,228 | 975,211 |
| 491001 - SDWSD-R Chief Exec Officer | 901,300 | 729,400 | 744,187 | 753,896 | 763,540 |
| 491601 - SDWSD- R BOWC | 189,200 | 202,900 | 206,991 | 209,332 | 211,671 |
| 20178 - SDWSD-R Operations | 25,321,600 | 27,937,100 | 28,504,741 | 28,877,314 | 29,246,118 |
| 492223 - SDWSD- R Storm Drainage | 2,773,000 | 3,457,800 | 3,528,178 | 3,575,246 | 3,621,756 |
| 492401 - SDWSD-R Deputy Director Administration | 1,707,400 | - | - | - | - |
| 492411 - SDWSD-R Field Engineering | 2,948,700 | 4,637,500 | 4,732,080 | 4,797,641 | 4,862,321 |
| 492421 - SDWSD-R Facility Oper | 4,450,500 | 4,704,100 | 4,798,556 | 4,850,376 | 4,902,399 |
| 492422 - SDWSD-R Fleet Operations | 2,368,700 | 2,613,100 | 2,665,810 | 2,696,747 | 2,727,616 |
| 492431 - SDWSD-R Maint & Repair | 8,063,800 | 9,429,900 | 9,622,407 | 9,757,664 | 9,890,989 |
| 492432 - SDWSD-R Meter Operations | 3,009,500 | 3,094,700 | 3,157,710 | 3,199,640 | 3,241,037 |
| 20179 - SDWSD-R Compliance | 13,518,900 | 14,508,600 | 14,802,068 | 14,982,188 | 15,161,324 |
| 493101 - SDWSD-R General Counsel | 1,052,500 | 1,503,000 | 1,533,327 | 1,551,819 | 1,570,275 |
| 493201 - SDWSD-R Org Development | 830,400 | 966,900 | 986,655 | 1,000,332 | 1,013,792 |
| 493301 - SDWSD-R Info Technology | 8,605,800 | 9,453,600 | 9,644,334 | 9,756,392 | 9,868,160 |
| 493411 - SDWSD-R Compliance-Security | 2,045,100 | 1,677,300 | 1,711,613 | 1,736,566 | 1,761,127 |
| 493421 - SDWSD-R Compliance-Public Affairs | 985,100 | 907,800 | 926,139 | 937,079 | 947,970 |
| 20180 - SDWSD-R Finance | 9,685,000 | 9,558,000 | 9,751,719 | 9,873,711 | 9,994,760 |
| 494001 - SDWSD-R Chief Financial Officer | 2,182,500 | 2,005,300 | 2,045,661 | 2,068,884 | 2,092,129 |
| 494111 - SDWSD-R Finance | 974,000 | 853,900 | 871,397 | 884,588 | 897,562 |
| 494121 - SDWSD-R Procurement | 1,688,500 | 1,508,500 | 1,539,436 | 1,561,855 | 1,583,844 |

**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 | FY2023 | FY2024 | FY2025 | FY2026 | FY2027 |
| Appropriation # - Appropriation Name | Adopted | Mayor Proposed | Forecast | Forecast | Forecast |
| Cost Center # - Cost Center Name | | | | | |
| 494131 - SDWSD-R Treasury | 1,374,700 | 1,134,400 | 1,157,211 | 1,169,880 | 1,182,575 |
| 494151 - SDWSD- R Budget | 199,000 | 203,500 | 207,691 | 210,865 | 213,969 |
| 494161 - SDWSD-R Billing & Collect | 2,951,700 | 3,440,300 | 3,509,894 | 3,552,210 | 3,594,276 |
| 494171 - SDWSD-R Internal Audit | 314,600 | 412,100 | 420,429 | 425,429 | 430,405 |
| 20181 - SDWSD-R Customer Service | 3,530,200 | 4,092,200 | 4,176,419 | 4,240,155 | 4,302,506 |
| 495111 - SDWSD-R Customer Service | 3,530,200 | 4,092,200 | 4,176,419 | 4,240,155 | 4,302,506 |
| 20183 - SDWSD-R Non Operating Expense | 297,259,100 | 287,787,300 | 293,310,044 | 296,126,644 | 298,971,410 |
| 497111 - SDWSD-R Non-Operating Exp | 297,259,100 | 287,787,300 | 293,310,044 | 296,126,644 | 298,971,410 |
| 5821 - SDWSD-R Imp & Ext | 44,411,728 | 62,491,500 | 63,645,130 | 64,233,482 | 64,827,717 |
| 20243 - SDWSD-R Improvement & Extension | 44,411,728 | 62,491,500 | 63,645,130 | 64,233,482 | 64,827,717 |
| 497711 - SDWSD-R Improvement & Extension Swr | 44,411,728 | 62,491,500 | 63,645,130 | 64,233,482 | 64,827,717 |
| 5831 - SDWSD-R Sewerage Bond Fund | 15,000,900 | 22,142,900 | 22,585,758 | 22,811,615 | 23,039,731 |
| 20310 - SDWSDR 2015 Bond | 15,000,900 | 22,142,900 | 22,585,758 | 22,811,615 | 23,039,731 |
| 497800 - SDWSDR Bond 2015 | 15,000,900 | 22,142,900 | 22,585,758 | 22,811,615 | 23,039,731 |
| Grand Total | 409,817,928 | 429,449,900 | 437,727,057 | 442,108,337 | 446,518,777 |

**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 | FY2023 | FY2024 | FY2025 | FY2026 | FY2027 |
| Appropriation # - Appropriation Name | Adopted | Mayor Proposed | Forecast | Forecast | Forecast |
| Cost Center # - Cost Center Name | | | | | |
| 49 - Sewerage Department - Retail | 409,817,928 | 429,449,900 | 437,727,057 | 442,108,337 | 446,518,777 |
| 5820 - DWSD-R - Sewerage | 350,405,300 | 344,815,500 | 351,496,169 | 355,063,240 | 358,651,329 |
| 20184 - SDWSD-R Operating Revenue | 350,405,300 | 344,815,500 | 351,496,169 | 355,063,240 | 358,651,329 |
| 497211 - SDWSD-R Receiving Revenue | 350,405,300 | 344,815,500 | 351,496,169 | 355,063,240 | 358,651,329 |
| 5821 - SDWSD-R Imp & Ext | 44,411,728 | 62,491,500 | 63,645,130 | 64,233,482 | 64,827,717 |
| 20243 - SDWSD-R Improvement & Extension | 44,411,728 | 62,491,500 | 63,645,130 | 64,233,482 | 64,827,717 |
| 497711 - SDWSD-R Improvement & Extension Swr | 44,411,728 | 62,491,500 | 63,645,130 | 64,233,482 | 64,827,717 |
| 5831 - SDWSD-R Sewerage Bond Fund | 15,000,900 | 22,142,900 | 22,585,758 | 22,811,615 | 23,039,731 |
| 20310 - SDWSDR 2015 Bond | 15,000,900 | 22,142,900 | 22,585,758 | 22,811,615 | 23,039,731 |
| 497800 - SDWSDR Bond 2015 | 15,000,900 | 22,142,900 | 22,585,758 | 22,811,615 | 23,039,731 |
| Grand Total | 409,817,928 | 429,449,900 | 437,727,057 | 442,108,337 | 446,518,777 |

**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 | FY2023 | FY2024 | FY2025 | FY2026 | FY2027 |
| Cost Center # - Cost Center Name | Adopted | Mayor Proposed | Forecast | Forecast | Forecast |
| Job Code - Job Title | | | | | |
| 49 - Sewerage Department - Retail | 26 | 28 | 28 | 28 | 28 |
| 5820 - DWSD-R - Sewerage | 26 | 28 | 28 | 28 | 28 |
| 20178 - SDWSD-R Operations | 26 | 28 | 28 | 28 | 28 |
| 492223 - SDWSD- R Storm Drainage | 26 | 28 | 28 | 28 | 28 |
| 501014.Manager | 2 | 2 | 2 | 2 | 2 |
| 501025.Professional Administrative Analyst I | 2 | 2 | 2 | 2 | 2 |
| 501037.Customer Service Specialist II | 4 | 0 | 0 | 0 | 0 |
| 501038.Customer Service Specialist III | 1 | 2 | 2 | 2 | 2 |
| 501048.Customer Service Specialist IV | 0 | 3 | 3 | 3 | 3 |
| 502002.Field Services Director | 0 | 1 | 1 | 1 | 1 |
| 502003.Engineer I | 7 | 4 | 4 | 4 | 4 |
| 502005.Team Leader | 2 | 3 | 3 | 3 | 3 |
| 502011.Inspector I | 3 | 3 | 3 | 3 | 3 |
| 502034.Engineer II | 3 | 2 | 2 | 2 | 2 |
| 502035.Engineer III | 0 | 4 | 4 | 4 | 4 |
| 502038.Engineering Technician III | 1 | 1 | 1 | 1 | 1 |
| 502043.Inspector II | 1 | 1 | 1 | 1 | 1 |
| Grand Total | 26 | 28 | 28 | 28 | 28 |

WATER (48)

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 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.

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

WATER (48)

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.

Operating Programs and Services

- **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.

Goals, Strategic Priorities and Related City Outcomes

| Goals / Strategic Priorities | Timeframe | Related City Outcome |
|---|-----------------------|-----------------------------------|
| 1. Transition to a 50% utilization rate of the Self-Service Customer Portal, for online payments. | July 2023 – June 2025 | Efficient & Innovative Operations |
| 2. Keep fire hydrants in need of repair or replacement below 2% of all hydrants | July 2023 – June 2025 | Efficient & Innovative Operations |
| 3. Replace 5,000 lead service lines per year | July 2023 – June 2025 | Efficient & Innovative Operations |

Budget By Service

| Services | FY 2024 Mayor Proposed | FY 2024 Mayor Proposed FTE |
|--------------------|------------------------|----------------------------|
| Water Distribution | \$247,686,500 | 650.0 |
| Total: | \$247,686,500 | 650.0 |

WATER (48)

Metrics and Data

| Metrics | Data | Related Goal # |
|--|---|----------------|
| Percentage of customers using the Self-Service Customer Portal | 42% payments made online as of July 2022 | 1 |
| Percentage of hydrants in need of repair or replacement | 1.5% of hydrants in need of repair or replacement | 2 |
| Amount billed | Dollars-water revenue | 1 |
| Million gallons of stormwater managed annually | 75 million gallons | 3 |
| Number of lead service lines replaced | To be collected | 3 |

Department Name: Water Department - Retail

Department #: 48

Budget Summary:

| | FY2022 Actual | | FY2023 Adopted | | FY2024 Mayor Proposed | |
|---------------------|------------------|-------------------|-------------------|-------------|--------------------------|-------------|
| | General Fund | All Funds | General Fund | All Funds | General Fund | All Funds |
| Total Revenues | - | 142,782,873 | - | 219,315,200 | - | 247,686,500 |
| Total Expenditures | - | 156,181,866 | - | 219,315,200 | - | 247,686,500 |
| Net Tax Cost | - | 13,398,993 | - | - | - | - |

| | FY2025 Forecast | | FY2026 Forecast | | FY2027 Forecast | |
|---------------------|--------------------|-------------|--------------------|-------------|--------------------|-------------|
| | General Fund | All Funds | General Fund | All Funds | General Fund | All Funds |
| Total Revenues | - | 252,160,274 | - | 254,572,848 | - | 256,997,667 |
| Total Expenditures | - | 252,160,274 | - | 254,572,848 | - | 256,997,667 |
| Net Tax Cost | - | - | - | - | - | - |

| Positions (by FTE): | 2/10/2023 Actual | FY2023 Adopted | FY2024 Mayor Proposed | FY2025 Forecast | FY2026 Forecast | FY2027 Forecast |
|------------------------|---------------------|-------------------|--------------------------|--------------------|--------------------|--------------------|
| General Fund | - | - | - | - | - | - |
| Non-General Fund | 537 | 594 | 650 | 650 | 650 | 650 |
| ARPA | 2 | - | - | - | - | - |
| Total Positions | 539 | 594 | 650 | 650 | 650 | 650 |

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

| Department # - Department Name Summary Category | FY2023 Adopted | FY2024 Mayor Proposed | FY2025 Forecast | FY2026 Forecast | FY2027 Forecast |
|--|--------------------|--------------------------|--------------------|--------------------|--------------------|
| 48 - Water Department - Retail | 219,315,200 | 247,686,500 | 252,160,274 | 254,572,848 | 256,997,667 |
| Salaries & Wages | 17,200,400 | 19,195,400 | 19,579,308 | 19,872,994 | 20,171,092 |
| Employee Benefits | 16,369,100 | 10,563,700 | 10,703,086 | 10,807,235 | 10,899,063 |
| Professional & Contractual Services | 75,390,600 | 105,857,000 | 107,974,140 | 109,053,877 | 110,144,415 |
| Operating Supplies | 4,365,700 | 4,970,500 | 5,069,910 | 5,120,610 | 5,171,817 |
| Operating Services | 5,176,700 | 5,073,600 | 5,175,072 | 5,226,819 | 5,279,087 |
| Fixed Charges | 8,877,000 | 20,403,400 | 20,403,400 | 20,403,400 | 20,403,400 |
| Other Expenses | 84,547,200 | 77,975,300 | 79,534,806 | 80,330,156 | 81,133,459 |
| Capital Outlays | - | 1,147,000 | 1,169,940 | 1,181,639 | 1,193,455 |
| Equipment Acquisition | 7,388,500 | 2,500,600 | 2,550,612 | 2,576,118 | 2,601,879 |
| Grand Total | 219,315,200 | 247,686,500 | 252,160,274 | 254,572,848 | 256,997,667 |

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

| Department # - Department Name Summary Category | FY2023 Adopted | FY2024 Mayor Proposed | FY2025 Forecast | FY2026 Forecast | FY2027 Forecast |
|--|--------------------|--------------------------|--------------------|--------------------|--------------------|
| 48 - Water Department - Retail | 219,315,200 | 247,686,500 | 252,160,274 | 254,572,848 | 256,997,667 |
| Sales & Charges for Services | 126,667,300 | 127,887,200 | 130,444,944 | 133,053,843 | 135,714,919 |
| Revenues from Use of Assets | 64,967,100 | 86,069,000 | 87,612,840 | 88,426,784 | 89,249,401 |
| Fines, Forfeits, & Penalties | 750,000 | 1,177,500 | 1,201,050 | 1,225,071 | 1,249,572 |
| Contributions & Transfers | 25,930,800 | 28,342,800 | 28,909,656 | 29,206,800 | 29,507,077 |
| Miscellaneous | 1,000,000 | 4,210,000 | 3,991,784 | 2,660,350 | 1,276,698 |
| Grand Total | 219,315,200 | 247,686,500 | 252,160,274 | 254,572,848 | 256,997,667 |

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

| Department # - Department Name Fund # - Fund Name Summary Category | FY2023 Adopted | FY2024 Mayor Proposed | FY2025 Forecast | FY2026 Forecast | FY2027 Forecast |
|--|--------------------|--------------------------|--------------------|--------------------|--------------------|
| 48 - Water Department - Retail | 219,315,200 | 247,686,500 | 252,160,274 | 254,572,848 | 256,997,667 |
| 5720 - DWSD-R - Water | 140,733,600 | 136,670,200 | 139,101,188 | 140,471,942 | 141,844,521 |
| Salaries & Wages | 17,200,400 | 19,195,400 | 19,579,308 | 19,872,994 | 20,171,092 |
| Employee Benefits | 16,369,100 | 10,563,700 | 10,703,086 | 10,807,235 | 10,899,063 |
| Professional & Contractual Services | 8,114,100 | 8,407,000 | 8,575,140 | 8,660,888 | 8,747,496 |
| Operating Supplies | 4,365,700 | 4,970,500 | 5,069,910 | 5,120,610 | 5,171,817 |
| Operating Services | 5,166,400 | 5,063,300 | 5,164,566 | 5,216,208 | 5,268,369 |
| Fixed Charges | - | 11,526,400 | 11,526,400 | 11,526,400 | 11,526,400 |
| Other Expenses | 83,164,200 | 76,592,300 | 78,124,146 | 78,905,389 | 79,694,444 |
| Equipment Acquisition | 6,353,700 | 351,600 | 358,632 | 362,218 | 365,840 |
| 5721 - WDWSD-R Imp & Ext | 53,439,800 | 83,462,500 | 84,954,210 | 85,714,982 | 86,483,362 |
| Professional & Contractual Services | 42,136,500 | 69,898,000 | 71,295,960 | 72,008,919 | 72,729,008 |
| Operating Services | 8,500 | 8,500 | 8,670 | 8,757 | 8,845 |
| Fixed Charges | 8,877,000 | 8,877,000 | 8,877,000 | 8,877,000 | 8,877,000 |
| Other Expenses | 1,383,000 | 1,383,000 | 1,410,660 | 1,424,767 | 1,439,015 |
| Capital Outlays | - | 1,147,000 | 1,169,940 | 1,181,639 | 1,193,455 |
| Equipment Acquisition | 1,034,800 | 2,149,000 | 2,191,980 | 2,213,900 | 2,236,039 |
| 5740 - WDWSD-R Water 2020 Bond Fund | 25,141,800 | 27,553,800 | 28,104,876 | 28,385,924 | 28,669,784 |
| Professional & Contractual Services | 25,140,000 | 27,552,000 | 28,103,040 | 28,384,070 | 28,667,911 |
| Operating Services | 1,800 | 1,800 | 1,836 | 1,854 | 1,873 |
| Grand Total | 219,315,200 | 247,686,500 | 252,160,274 | 254,572,848 | 256,997,667 |

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

| Department # - Department Name Fund # - Fund Name Summary Category | FY2023 Adopted | FY2024 Mayor Proposed | FY2025 Forecast | FY2026 Forecast | FY2027 Forecast |
|--|--------------------|--------------------------|--------------------|--------------------|--------------------|
| 48 - Water Department - Retail | 219,315,200 | 247,686,500 | 252,160,274 | 254,572,848 | 256,997,667 |
| 5720 - DWSD-R - Water | 140,733,600 | 136,670,200 | 139,101,188 | 140,471,942 | 141,844,521 |
| Sales & Charges for Services | 126,667,300 | 127,887,200 | 130,444,944 | 133,053,843 | 135,714,919 |
| Revenues from Use of Assets | 12,316,300 | 3,395,500 | 3,463,410 | 3,532,678 | 3,603,332 |
| Fines, Forfeits, & Penalties | 750,000 | 1,177,500 | 1,201,050 | 1,225,071 | 1,249,572 |
| Miscellaneous | 1,000,000 | 4,210,000 | 3,991,784 | 2,660,350 | 1,276,698 |
| 5721 - WDWSD-R Imp & Ext | 53,439,800 | 83,462,500 | 84,954,210 | 85,714,982 | 86,483,362 |
| Revenues from Use of Assets | 52,639,800 | 82,662,500 | 84,138,210 | 84,882,662 | 85,634,396 |
| Contributions & Transfers | 800,000 | 800,000 | 816,000 | 832,320 | 848,966 |
| 5740 - WDWSD-R Water 2020 Bond Fund | 25,141,800 | 27,553,800 | 28,104,876 | 28,385,924 | 28,669,784 |
| Revenues from Use of Assets | 11,000 | 11,000 | 11,220 | 11,444 | 11,673 |
| Contributions & Transfers | 25,130,800 | 27,542,800 | 28,093,656 | 28,374,480 | 28,658,111 |
| Grand Total | 219,315,200 | 247,686,500 | 252,160,274 | 254,572,848 | 256,997,667 |

**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 | FY2023 | FY2024 | FY2025 | FY2026 | FY2027 |
| Appropriation # - Appropriation Name | Adopted | Mayor Proposed | Forecast | Forecast | Forecast |
| Cost Center # - Cost Center Name | | | | | |
| 48 - Water Department - Retail | 219,315,200 | 247,686,500 | 252,160,274 | 254,572,848 | 256,997,667 |
| 5720 - DWSD-R - Water | 140,733,600 | 136,670,200 | 139,101,188 | 140,471,942 | 141,844,521 |
| 20166 - WDWSR-R Administration | 971,300 | 830,200 | 847,005 | 857,735 | 868,404 |
| 481001 - WDWSR-R Chief Exec Officer | 802,600 | 649,500 | 662,664 | 671,309 | 679,896 |
| 481601 - WDWSR- R BOWC | 168,700 | 180,700 | 184,341 | 186,426 | 188,508 |
| 20167 - WDWSR-R Operations | 23,998,200 | 26,225,400 | 26,758,454 | 27,110,063 | 27,457,991 |
| 482223 - WDWSR-R Stormwater Drainage | 851,800 | 1,062,000 | 1,083,615 | 1,098,072 | 1,112,355 |
| 482401 - WDWSR-R Deputy Director Administration | 1,917,400 | - | - | - | - |
| 482411 - WDWSR-R Field Engineering | 3,312,000 | 5,208,400 | 5,314,624 | 5,388,257 | 5,460,900 |
| 482421 - WDWSR-R Facility Oper | 3,962,700 | 4,188,600 | 4,272,708 | 4,318,848 | 4,365,172 |
| 482422 - WDWSR-R Fleet Operations | 2,416,300 | 2,665,900 | 2,719,674 | 2,751,235 | 2,782,726 |
| 482431 - WDWSR-R Maint & Repair | 8,226,600 | 9,620,300 | 9,816,700 | 9,954,693 | 10,090,710 |
| 482432 - WDWSR- R Meter Operations | 3,033,100 | 3,119,500 | 3,183,016 | 3,225,280 | 3,267,009 |
| 482435 - WDWSR-R Lead Service | 278,300 | 360,700 | 368,117 | 373,678 | 379,119 |
| 20168 - WDWSR-R Compliance | 9,695,000 | 10,344,500 | 10,553,876 | 10,683,738 | 10,812,814 |
| 483101 - WDWSR-R General Counsel | 937,300 | 1,338,300 | 1,365,307 | 1,381,774 | 1,398,211 |
| 483201 - WDWSR-R Org Development | 739,700 | 860,800 | 878,384 | 890,558 | 902,538 |
| 483301 - WDWSR-R Info Technology | 5,319,500 | 5,843,500 | 5,961,399 | 6,030,665 | 6,099,754 |
| 483411 - WDWSR-R Compliance-Security | 1,821,000 | 1,493,500 | 1,524,053 | 1,546,267 | 1,568,136 |
| 483421 - WDWSR-R Compliance-Public Affairs | 877,500 | 808,400 | 824,733 | 834,474 | 844,175 |
| 20169 - WDWSR-R Finance | 7,212,600 | 6,866,200 | 7,005,423 | 7,093,815 | 7,181,489 |
| 484001 - WDWSR-R Chief Financial Officer | 1,943,100 | 1,785,500 | 1,821,436 | 1,842,112 | 1,862,807 |
| 484111 - WDWSR-R Finance. | 867,300 | 760,200 | 775,774 | 787,514 | 799,063 |

**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 | FY2023 | FY2024 | FY2025 | FY2026 | FY2027 |
| Appropriation # - Appropriation Name | Adopted | Mayor Proposed | Forecast | Forecast | Forecast |
| Cost Center # - Cost Center Name | | | | | |
| 484121 - WDWSR-R Procurement | 1,503,200 | 1,343,100 | 1,370,644 | 1,390,602 | 1,410,181 |
| 484131 - WDWSR-R Treasury | 1,223,900 | 1,010,200 | 1,030,514 | 1,041,798 | 1,053,103 |
| 484151 - WDWSR- R Budget | 177,200 | 181,300 | 185,036 | 187,866 | 190,633 |
| 484161 - WDWSR-R Billing & Collect | 1,217,400 | 1,418,800 | 1,447,502 | 1,464,954 | 1,482,303 |
| 484171 - WDWSR-R Internal Audit | 280,500 | 367,100 | 374,517 | 378,969 | 383,399 |
| 20170 - WDWSR-R Customer Service | 1,455,900 | 1,688,000 | 1,722,740 | 1,749,028 | 1,774,749 |
| 485111 - WDWSR-R Customer Service. | 1,455,900 | 1,688,000 | 1,722,740 | 1,749,028 | 1,774,749 |
| 20172 - WDWSR-R Non Operating Expense | 97,400,600 | 90,715,900 | 92,213,690 | 92,977,563 | 93,749,074 |
| 487111 - WDWSR-R Non-Operating Exp | 97,400,600 | 90,715,900 | 92,213,690 | 92,977,563 | 93,749,074 |
| 5721 - WDWSR-R Imp & Ext | 53,439,800 | 83,462,500 | 84,954,210 | 85,714,982 | 86,483,362 |
| 20244 - WDWSR-R Improvement & Extension | 53,439,800 | 83,462,500 | 84,954,210 | 85,714,982 | 86,483,362 |
| 487711 - WDWSR-R Improvement & Extension Wtr | 53,439,800 | 83,462,500 | 84,954,210 | 85,714,982 | 86,483,362 |
| 5740 - WDWSR-R Water 2020 Bond Fund | 25,141,800 | 27,553,800 | 28,104,876 | 28,385,924 | 28,669,784 |
| 20334 - WDWSR-R Wtr 2020 Bond Fund | 25,141,800 | 27,553,800 | 28,104,876 | 28,385,924 | 28,669,784 |
| 487801 - WDWSR-R Wtr 2020 Bond Fund | 25,141,800 | 27,553,800 | 28,104,876 | 28,385,924 | 28,669,784 |
| Grand Total | 219,315,200 | 247,686,500 | 252,160,274 | 254,572,848 | 256,997,667 |

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

| Department # - Department Name | | | | | |
|--|--------------------|--------------------|--------------------|--------------------|--------------------|
| Fund # - Fund Name | FY2023 | FY2024 | FY2025 | FY2026 | FY2027 |
| Appropriation # - Appropriation Name | Adopted | Mayor Proposed | Forecast | Forecast | Forecast |
| Cost Center # - Cost Center Name | | | | | |
| 48 - Water Department - Retail | 219,315,200 | 247,686,500 | 252,160,274 | 254,572,848 | 256,997,667 |
| 5720 - DWSD-R - Water | 140,733,600 | 136,670,200 | 139,101,188 | 140,471,942 | 141,844,521 |
| 20173 - WDWSD-R Operating Revenue | 140,733,600 | 136,670,200 | 139,101,188 | 140,471,942 | 141,844,521 |
| 487211 - WDWSD-R Receiving Revenue | 140,733,600 | 136,670,200 | 139,101,188 | 140,471,942 | 141,844,521 |
| 5721 - WDWSD-R Imp & Ext | 53,439,800 | 83,462,500 | 84,954,210 | 85,714,982 | 86,483,362 |
| 20244 - WDWSD-R Improvement & Extension | 53,439,800 | 83,462,500 | 84,954,210 | 85,714,982 | 86,483,362 |
| 487711 - WDWSD-R Improvement & Extension Wtr | 53,439,800 | 83,462,500 | 84,954,210 | 85,714,982 | 86,483,362 |
| 5740 - WDWSD-R Water 2020 Bond Fund | 25,141,800 | 27,553,800 | 28,104,876 | 28,385,924 | 28,669,784 |
| 20334 - WDWSD-R Wtr 2020 Bond Fund | 25,141,800 | 27,553,800 | 28,104,876 | 28,385,924 | 28,669,784 |
| 487801 - WDWSD-R Wtr 2020 Bond Fund | 25,141,800 | 27,553,800 | 28,104,876 | 28,385,924 | 28,669,784 |
| Grand Total | 219,315,200 | 247,686,500 | 252,160,274 | 254,572,848 | 256,997,667 |

**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 | FY2023 | FY2024 | FY2025 | FY2026 | FY2027 |
| Cost Center # - Cost Center Name | Adopted | Mayor Proposed | Forecast | Forecast | Forecast |
| Job Code - Job Title | | | | | |
| 48 - Water Department - Retail | 594 | 650 | 650 | 650 | 650 |
| 5720 - DWSD-R - Water | 594 | 650 | 650 | 650 | 650 |
| 20166 - WDWSR-R Administration | 8 | 7 | 7 | 7 | 7 |
| 481001 - WDWSR-R Chief Exec Officer | 7 | 6 | 6 | 6 | 6 |
| 501003.Chief Operating Officer | 1 | 1 | 1 | 1 | 1 |
| 501025.Professional Administrative Analyst I | 1 | 1 | 1 | 1 | 1 |
| 501031.Office Support Specialist I | 1 | 0 | 0 | 0 | 0 |
| 8653080.Executive Management Team | 2 | 1 | 1 | 1 | 1 |
| 929101.Administrative Special Services Staff I | 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 | 0 | 0 | 0 | 0 |
| 481601 - WDWSR- R BOWC | 1 | 1 | 1 | 1 | 1 |
| 501025.Professional Administrative Analyst I | 1 | 1 | 1 | 1 | 1 |
| 20167 - WDWSR-R Operations | 335 | 385 | 385 | 385 | 385 |
| 482401 - WDWSR-R Deputy Director Administration | 5 | 0 | 0 | 0 | 0 |
| 501014.Manager | 2 | 0 | 0 | 0 | 0 |
| 501025.Professional Administrative Analyst I | 1 | 0 | 0 | 0 | 0 |
| 502002.Field Services Director | 2 | 0 | 0 | 0 | 0 |
| 482411 - WDWSR-R Field Engineering | 64 | 69 | 69 | 69 | 69 |
| 501014.Manager | 3 | 3 | 3 | 3 | 3 |
| 501015.Systems Planning Officer | 0 | 1 | 1 | 1 | 1 |
| 501025.Professional Administrative Analyst I | 2 | 0 | 0 | 0 | 0 |
| 501031.Office Support Specialist I | 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 | FY2023 | FY2024 | FY2025 | FY2026 | FY2027 |
| Cost Center # - Cost Center Name | Adopted | Mayor Proposed | Forecast | Forecast | Forecast |
| Job Code - Job Title | | | | | |
| 501046.Office Support Specialist II | 3 | 3 | 3 | 3 | 3 |
| 501047.Office Support Specialist III | 0 | 3 | 3 | 3 | 3 |
| 501052.Professional Administrative Analyst III | 0 | 1 | 1 | 1 | 1 |
| 502002.Field Services Director | 0 | 1 | 1 | 1 | 1 |
| 502003.Engineer I | 13 | 5 | 5 | 5 | 5 |
| 502005.Team Leader | 4 | 4 | 4 | 4 | 4 |
| 502011.Inspector I | 19 | 17 | 17 | 17 | 17 |
| 502016.Field Services Technician AFSCME I | 0 | 1 | 1 | 1 | 1 |
| 502033.Electrical Instrumentation Control Tech III | 1 | 1 | 1 | 1 | 1 |
| 502034.Engineer II | 5 | 5 | 5 | 5 | 5 |
| 502035.Engineer III | 0 | 5 | 5 | 5 | 5 |
| 502036.Engineer IV | 1 | 5 | 5 | 5 | 5 |
| 502037.Engineering Technician II | 0 | 2 | 2 | 2 | 2 |
| 502038.Engineering Technician III | 3 | 1 | 1 | 1 | 1 |
| 502043.Inspector II | 1 | 4 | 4 | 4 | 4 |
| 502045.Field Service Technician AFSCME IA | 1 | 0 | 0 | 0 | 0 |
| 8653080.Executive Management Team | 4 | 4 | 4 | 4 | 4 |
| 929102.Administrative Special Services Staff II | 2 | 2 | 2 | 2 | 2 |
| 929108.Administrative Special Services Staff III Exempt | 1 | 1 | 1 | 1 | 1 |
| 482421 - WDWSR-R Facility Oper | 14 | 15 | 15 | 15 | 15 |
| 501014.Manager | 0 | 1 | 1 | 1 | 1 |
| 501025.Professional Administrative Analyst I | 1 | 1 | 1 | 1 | 1 |
| 501031.Office Support Specialist I | 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 | FY2023 | FY2024 | FY2025 | FY2026 | FY2027 |
| Cost Center # - Cost Center Name | Adopted | Mayor Proposed | Forecast | Forecast | Forecast |
| Job Code - Job Title | | | | | |
| 501046.Office Support Specialist II | 0 | 1 | 1 | 1 | 1 |
| 502005.Team Leader | 2 | 2 | 2 | 2 | 2 |
| 502015.Maintenance Technician AFSCME | 3 | 4 | 4 | 4 | 4 |
| 502044.Maintenance Technician MBTC | 6 | 4 | 4 | 4 | 4 |
| 929101.Administrative Special Services Staff I | 1 | 2 | 2 | 2 | 2 |
| 482422 - WDWSR-R Fleet Operations | 18 | 20 | 20 | 20 | 20 |
| 501014.Manager | 2 | 1 | 1 | 1 | 1 |
| 501025.Professional Administrative Analyst I | 2 | 1 | 1 | 1 | 1 |
| 501051.Professional Administrative Analyst II | 0 | 1 | 1 | 1 | 1 |
| 502005.Team Leader | 3 | 3 | 3 | 3 | 3 |
| 502030.Automotive Fleet Technician II | 11 | 14 | 14 | 14 | 14 |
| 482431 - WDWSR-R Maint & Repair | 169 | 214 | 214 | 214 | 214 |
| 081008.Complaint Investigator | 0 | 2 | 2 | 2 | 2 |
| 501014.Manager | 2 | 3 | 3 | 3 | 3 |
| 501025.Professional Administrative Analyst I | 4 | 3 | 3 | 3 | 3 |
| 501031.Office Support Specialist I | 0 | 2 | 2 | 2 | 2 |
| 502005.Team Leader | 14 | 16 | 16 | 16 | 16 |
| 502011.Inspector I | 3 | 4 | 4 | 4 | 4 |
| 502016.Field Services Technician AFSCME I | 0 | 134 | 134 | 134 | 134 |
| 502019.Field Services Coordination Specialist | 5 | 7 | 7 | 7 | 7 |
| 502020.Special Projects Technician | 4 | 4 | 4 | 4 | 4 |
| 502040.Field Services Technician Teamsters II | 20 | 22 | 22 | 22 | 22 |
| 502043.Inspector II | 2 | 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 | FY2023 | FY2024 | FY2025 | FY2026 | FY2027 |
| Cost Center # - Cost Center Name | Adopted | Mayor Proposed | Forecast | Forecast | Forecast |
| Job Code - Job Title | | | | | |
| 502045.Field Service Technician AFSCME IA | 6 | 2 | 2 | 2 | 2 |
| 502046.Field Service Technician MBTC IA | 3 | 3 | 3 | 3 | 3 |
| 653080.Executive Management Team | 1 | 0 | 0 | 0 | 0 |
| 81502016.Field Services Technician | 95 | 0 | 0 | 0 | 0 |
| 8653080.Executive Management Team | 10 | 10 | 10 | 10 | 10 |
| 482432 - WDWSO- R Meter Operations | 62 | 63 | 63 | 63 | 63 |
| 501025.Professional Administrative Analyst I | 1 | 1 | 1 | 1 | 1 |
| 501029.Customer Service Specialist I | 1 | 1 | 1 | 1 | 1 |
| 501037.Customer Service Specialist II | 2 | 2 | 2 | 2 | 2 |
| 501038.Customer Service Specialist III | 1 | 1 | 1 | 1 | 1 |
| 502005.Team Leader | 5 | 5 | 5 | 5 | 5 |
| 502015.Maintenance Technician AFSCME | 0 | 1 | 1 | 1 | 1 |
| 502016.Field Services Technician AFSCME I | 0 | 40 | 40 | 40 | 40 |
| 502018.Materials Management Specialist | 1 | 1 | 1 | 1 | 1 |
| 502019.Field Services Coordination Specialist | 2 | 2 | 2 | 2 | 2 |
| 502040.Field Services Technician Teamsters II | 1 | 1 | 1 | 1 | 1 |
| 502045.Field Service Technician AFSCME IA | 11 | 5 | 5 | 5 | 5 |
| 81502016.Field Services Technician | 34 | 0 | 0 | 0 | 0 |
| 8653080.Executive Management Team | 3 | 3 | 3 | 3 | 3 |
| 482435 - WDWSO-R Lead Service | 3 | 4 | 4 | 4 | 4 |
| 502004.GIS Analyst I | 1 | 0 | 0 | 0 | 0 |
| 502005.Team Leader | 0 | 1 | 1 | 1 | 1 |
| 502011.Inspector I | 1 | 2 | 2 | 2 | 2 |
| 8653080.Executive Management Team | 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 | FY2023 | FY2024 | FY2025 | FY2026 | FY2027 |
| Cost Center # - Cost Center Name | Adopted | Mayor Proposed | Forecast | Forecast | Forecast |
| Job Code - Job Title | | | | | |
| 20168 - WDWSR Compliance | 92 | 95 | 95 | 95 | 95 |
| 483101 - WDWSR General Counsel | 6 | 9 | 9 | 9 | 9 |
| 501014.Manager | 1 | 0 | 0 | 0 | 0 |
| 501018.Associate General Counsel I | 0 | 1 | 1 | 1 | 1 |
| 501025.Professional Administrative Analyst I | 0 | 1 | 1 | 1 | 1 |
| 501031.Office Support Specialist I | 0 | 1 | 1 | 1 | 1 |
| 501036.Associate General Counsel II | 1 | 1 | 1 | 1 | 1 |
| 8653080.Executive Management Team | 2 | 3 | 3 | 3 | 3 |
| 929101.Administrative Special Services Staff I | 2 | 1 | 1 | 1 | 1 |
| 929108.Administrative Special Services Staff III Exempt | 0 | 1 | 1 | 1 | 1 |
| 483201 - WDWSR Org Development | 9 | 11 | 11 | 11 | 11 |
| 501008.Organizational Development Director | 1 | 1 | 1 | 1 | 1 |
| 501014.Manager | 3 | 3 | 3 | 3 | 3 |
| 501024.Human Resources Generalist | 3 | 4 | 4 | 4 | 4 |
| 501025.Professional Administrative Analyst I | 2 | 1 | 1 | 1 | 1 |
| 501051.Professional Administrative Analyst II | 0 | 1 | 1 | 1 | 1 |
| 8653080.Executive Management Team | 0 | 1 | 1 | 1 | 1 |
| 483301 - WDWSR Info Technology | 34 | 35 | 35 | 35 | 35 |
| 501007.IT Director | 1 | 1 | 1 | 1 | 1 |
| 501011.IT Manager Applications Delivery | 1 | 1 | 1 | 1 | 1 |
| 501013.IT Manager Customer Service Delivery | 1 | 1 | 1 | 1 | 1 |
| 501014.Manager | 1 | 1 | 1 | 1 | 1 |
| 501016.Applications Analyst I | 7 | 2 | 2 | 2 | 2 |
| 501020.Infrastructure Administrator I | 1 | 0 | 0 | 0 | 0 |

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

| Department # - Department Name | | | | | |
|--|-----------|----------------|-----------|-----------|-----------|
| Fund # - Fund Name | | | | | |
| Appropriation # - Appropriation Name | FY2023 | FY2024 | FY2025 | FY2026 | FY2027 |
| Cost Center # - Cost Center Name | Adopted | Mayor Proposed | Forecast | Forecast | Forecast |
| Job Code - Job Title | | | | | |
| 501025.Professional Administrative Analyst I | 1 | 0 | 0 | 0 | 0 |
| 501030.Service Desk Analyst I | 1 | 0 | 0 | 0 | 0 |
| 501034.Applications Analyst II | 4 | 3 | 3 | 3 | 3 |
| 501035.Applications Analyst III | 1 | 7 | 7 | 7 | 7 |
| 501039.Data Base Administrator II | 1 | 0 | 0 | 0 | 0 |
| 501040.Data Base Administrator III | 1 | 2 | 2 | 2 | 2 |
| 501042.Infrastructure Administrator II | 2 | 2 | 2 | 2 | 2 |
| 501043.Infrastructure Administrator III | 0 | 2 | 2 | 2 | 2 |
| 501044.IT Project Manager II | 1 | 0 | 0 | 0 | 0 |
| 501045.IT Project Manager III | 1 | 2 | 2 | 2 | 2 |
| 501051.Professional Administrative Analyst II | 0 | 1 | 1 | 1 | 1 |
| 501055.Service Desk Analyst II | 4 | 4 | 4 | 4 | 4 |
| 501056.Service Desk Analyst III | 0 | 1 | 1 | 1 | 1 |
| 502004.GIS Analyst I | 2 | 0 | 0 | 0 | 0 |
| 502041.GIS Analyst II | 0 | 3 | 3 | 3 | 3 |
| 8653080.Executive Management Team | 2 | 1 | 1 | 1 | 1 |
| 929107.Administrative Special Services Staff II Exempt | 1 | 1 | 1 | 1 | 1 |
| 483411 - WDWSR-R Compliance-Security | 37 | 34 | 34 | 34 | 34 |
| 501014.Manager | 2 | 2 | 2 | 2 | 2 |
| 501023.Environmental Health Safety Coordinator I | 5 | 5 | 5 | 5 | 5 |
| 501025.Professional Administrative Analyst I | 1 | 1 | 1 | 1 | 1 |
| 502005.Team Leader | 5 | 2 | 2 | 2 | 2 |
| 503003.Security Lieutenant | 1 | 1 | 1 | 1 | 1 |
| 503006.Security Officer | 22 | 22 | 22 | 22 | 22 |

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

| Department # - Department Name | | | | | |
|---|-----------|----------------|-----------|-----------|-----------|
| Fund # - Fund Name | | | | | |
| Appropriation # - Appropriation Name | FY2023 | FY2024 | FY2025 | FY2026 | FY2027 |
| Cost Center # - Cost Center Name | Adopted | Mayor Proposed | Forecast | Forecast | Forecast |
| Job Code - Job Title | | | | | |
| 8653080.Executive Management Team | 1 | 1 | 1 | 1 | 1 |
| 483421 - WDWSR Compliance-Public Affairs | 6 | 6 | 6 | 6 | 6 |
| 501014.Manager | 1 | 1 | 1 | 1 | 1 |
| 501017.Public Affairs Officer | 1 | 1 | 1 | 1 | 1 |
| 501028.Public Affairs Specialist I | 1 | 3 | 3 | 3 | 3 |
| 501053.Public Affairs Specialist II | 2 | 1 | 1 | 1 | 1 |
| 8653080.Executive Management Team | 1 | 0 | 0 | 0 | 0 |
| 20169 - WDWSR Finance | 76 | 75 | 75 | 75 | 75 |
| 484001 - WDWSR Chief Financial Officer | 6 | 5 | 5 | 5 | 5 |
| 501014.Manager | 1 | 0 | 0 | 0 | 0 |
| 501025.Professional Administrative Analyst I | 2 | 0 | 0 | 0 | 0 |
| 501051.Professional Administrative Analyst II | 0 | 1 | 1 | 1 | 1 |
| 8653080.Executive Management Team | 3 | 3 | 3 | 3 | 3 |
| 929108.Administrative Special Services Staff III Exempt | 0 | 1 | 1 | 1 | 1 |
| 484111 - WDWSR Finance. | 15 | 13 | 13 | 13 | 13 |
| 501014.Manager | 3 | 0 | 0 | 0 | 0 |
| 501022.Accountant I | 0 | 2 | 2 | 2 | 2 |
| 501025.Professional Administrative Analyst I | 5 | 5 | 5 | 5 | 5 |
| 501032.Accountant II | 3 | 0 | 0 | 0 | 0 |
| 501051.Professional Administrative Analyst II | 1 | 1 | 1 | 1 | 1 |
| 501052.Professional Administrative Analyst III | 0 | 1 | 1 | 1 | 1 |
| 8653080.Executive Management Team | 2 | 3 | 3 | 3 | 3 |
| 929103.Administrative Special Services Staff III | 1 | 1 | 1 | 1 | 1 |
| 484121 - WDWSR Procurement | 29 | 26 | 26 | 26 | 26 |

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DEPARTMENT 48 - WATER DEPARTMENT - RETAIL**

| Department # - Department Name | | | | | |
|--|-----------|----------------|-----------|-----------|-----------|
| Fund # - Fund Name | | | | | |
| Appropriation # - Appropriation Name | FY2023 | FY2024 | FY2025 | FY2026 | FY2027 |
| Cost Center # - Cost Center Name | Adopted | Mayor Proposed | Forecast | Forecast | Forecast |
| Job Code - Job Title | | | | | |
| 501014.Manager | 2 | 1 | 1 | 1 | 1 |
| 501025.Professional Administrative Analyst I | 3 | 1 | 1 | 1 | 1 |
| 501027.Procurement Specialist I | 1 | 1 | 1 | 1 | 1 |
| 501049.Procurement Specialist II | 0 | 3 | 3 | 3 | 3 |
| 501050.Procurement Specialist III | 9 | 6 | 6 | 6 | 6 |
| 501051.Professional Administrative Analyst II | 0 | 1 | 1 | 1 | 1 |
| 502005.Team Leader | 3 | 3 | 3 | 3 | 3 |
| 502018.Materials Management Specialist | 6 | 6 | 6 | 6 | 6 |
| 8653080.Executive Management Team | 5 | 4 | 4 | 4 | 4 |
| 484131 - WDWS-D Treasury | 4 | 4 | 4 | 4 | 4 |
| 501014.Manager | 1 | 1 | 1 | 1 | 1 |
| 501025.Professional Administrative Analyst I | 3 | 2 | 2 | 2 | 2 |
| 501051.Professional Administrative Analyst II | 0 | 1 | 1 | 1 | 1 |
| 484151 - WDWS-D R Budget | 3 | 3 | 3 | 3 | 3 |
| 501051.Professional Administrative Analyst II | 0 | 2 | 2 | 2 | 2 |
| 8653080.Executive Management Team | 2 | 1 | 1 | 1 | 1 |
| 929103.Administrative Special Services Staff III | 1 | 0 | 0 | 0 | 0 |
| 484161 - WDWS-D R Billing & Collect | 18 | 22 | 22 | 22 | 22 |
| 501014.Manager | 2 | 2 | 2 | 2 | 2 |
| 501025.Professional Administrative Analyst I | 1 | 1 | 1 | 1 | 1 |
| 501037.Customer Service Specialist II | 6 | 6 | 6 | 6 | 6 |
| 501038.Customer Service Specialist III | 5 | 5 | 5 | 5 | 5 |
| 501051.Professional Administrative Analyst II | 1 | 1 | 1 | 1 | 1 |
| 501052.Professional Administrative Analyst III | 0 | 1 | 1 | 1 | 1 |

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

| Department # - Department Name | | | | | |
|---|------------|----------------|------------|------------|------------|
| Fund # - Fund Name | | | | | |
| Appropriation # - Appropriation Name | FY2023 | FY2024 | FY2025 | FY2026 | FY2027 |
| Cost Center # - Cost Center Name | Adopted | Mayor Proposed | Forecast | Forecast | Forecast |
| Job Code - Job Title | | | | | |
| 502005.Team Leader | 1 | 4 | 4 | 4 | 4 |
| 8653080.Executive Management Team | 2 | 2 | 2 | 2 | 2 |
| 484171 - WDWSR Internal Audit | 1 | 2 | 2 | 2 | 2 |
| 501014.Manager | 0 | 1 | 1 | 1 | 1 |
| 501051.Professional Administrative Analyst II | 0 | 1 | 1 | 1 | 1 |
| 8653080.Executive Management Team | 1 | 0 | 0 | 0 | 0 |
| 20170 - WDWSR Customer Service | 83 | 88 | 88 | 88 | 88 |
| 485111 - WDWSR Customer Service. | 83 | 88 | 88 | 88 | 88 |
| 501004.Chief Customer Service Officer | 1 | 1 | 1 | 1 | 1 |
| 501014.Manager | 1 | 2 | 2 | 2 | 2 |
| 501025.Professional Administrative Analyst I | 2 | 2 | 2 | 2 | 2 |
| 501029.Customer Service Specialist I | 40 | 45 | 45 | 45 | 45 |
| 501037.Customer Service Specialist II | 12 | 6 | 6 | 6 | 6 |
| 501038.Customer Service Specialist III | 18 | 15 | 15 | 15 | 15 |
| 501048.Customer Service Specialist IV | 1 | 5 | 5 | 5 | 5 |
| 502005.Team Leader | 5 | 7 | 7 | 7 | 7 |
| 8653080.Executive Management Team | 3 | 5 | 5 | 5 | 5 |
| Grand Total | 594 | 650 | 650 | 650 | 650 |