



**Water & Sewerage  
Department**

# DIRECTOR'S REPORT

August 19, 2020



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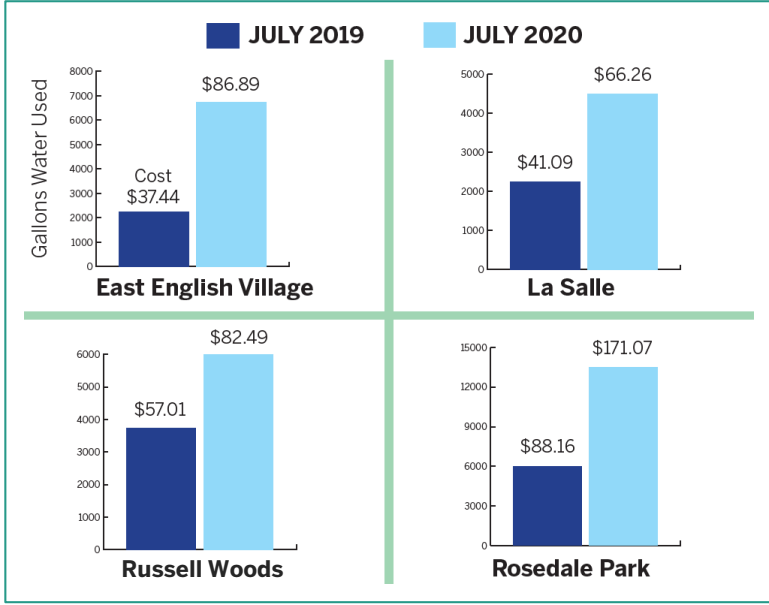
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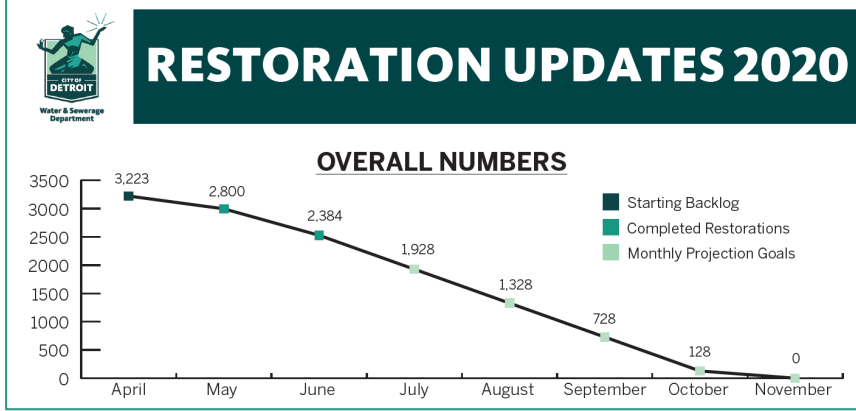
# DIRECTOR'S MESSAGE TO THE BOARD



- While Detroit Water and Sewerage Department (DWSD) has seen **overall water volumes decrease largely due to many commercial customers keeping their employees working remotely during the pandemic, many residential customers are seeing increased bills** due to a combination of working from home and the dry summer.
  - Four accounts from four neighborhoods were pulled where this chart shows the usage and bill increase year-over-year, which DWSD believes is primarily due to more water usage in homes during the pandemic (*drainage charge was removed for the comparison*).
  - The rates changed 3%, and therefore it has minimal impact.
  - Many neighboring suburbs have residents who are seeing increased bills by 40-50% due to increased home water usage, some even doubling due to the amount of people in the home.



- The **Operations team, led by COO Timothy Cavitt, implemented a Service Lines structure, using scorecards as a measurement tool, to improve customer relations and increase effectiveness.**
  - Meter Operations under the direction of two managers: Shirletta Flake and Yolanda O’Quinn.
  - Maintenance & Repair under the leadership of Kenneth Miller.
  - Miss Dig and Lawn & Concrete Restoration led by David Ridgeway (see chart at right that addresses the backlog of restorations).
  - Fleet under the guidance of Marqaiha Welch.
  - All the managers have been promoted from within and have a track record of high performance.





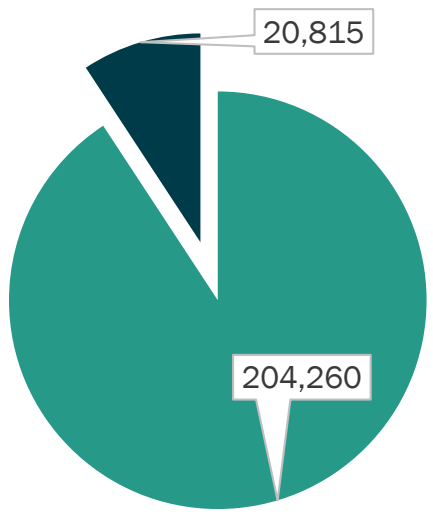
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# Customer Care

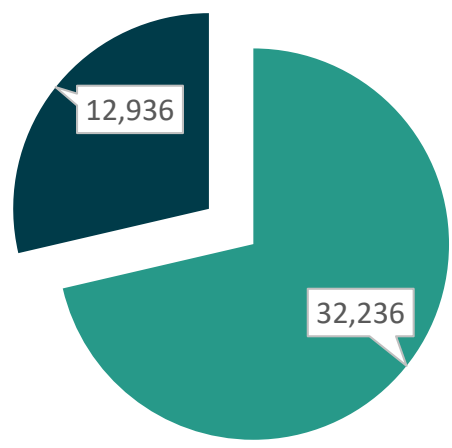
# CUSTOMER CARE: Number of Active Accounts



### Active Residential Accounts



### Active Non-Residential Accounts



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

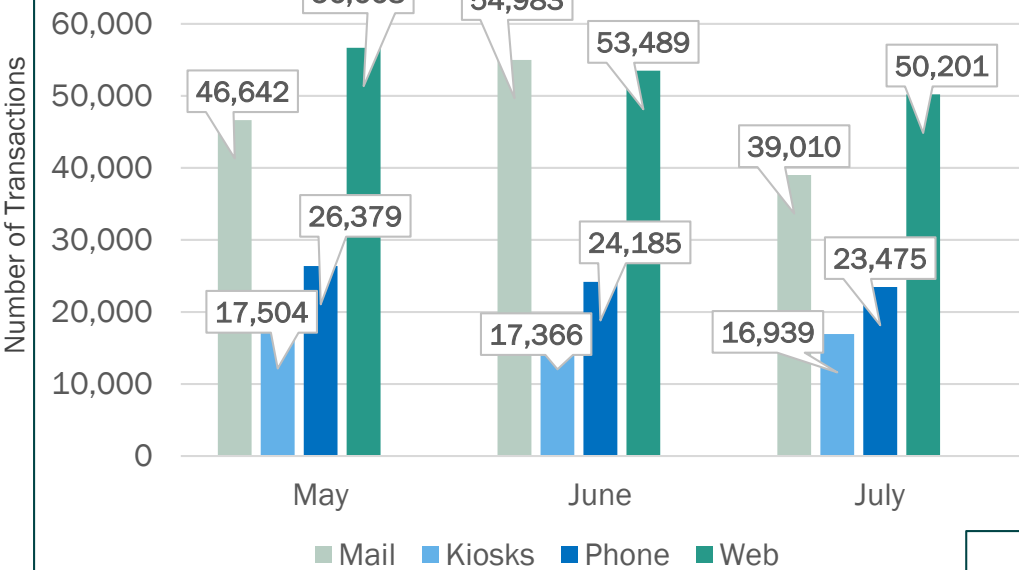
■ Water/Sewerage/Drainage ■ Drainage Only (no water service)

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

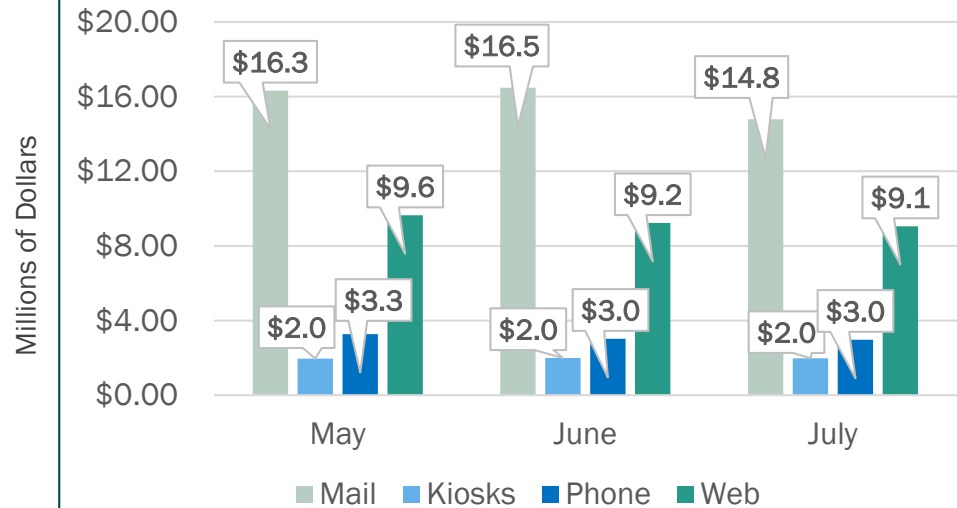
# CUSTOMER CARE: Transactions



### Payment Transactions by Platform Type



### Revenue Collected by Platform Type



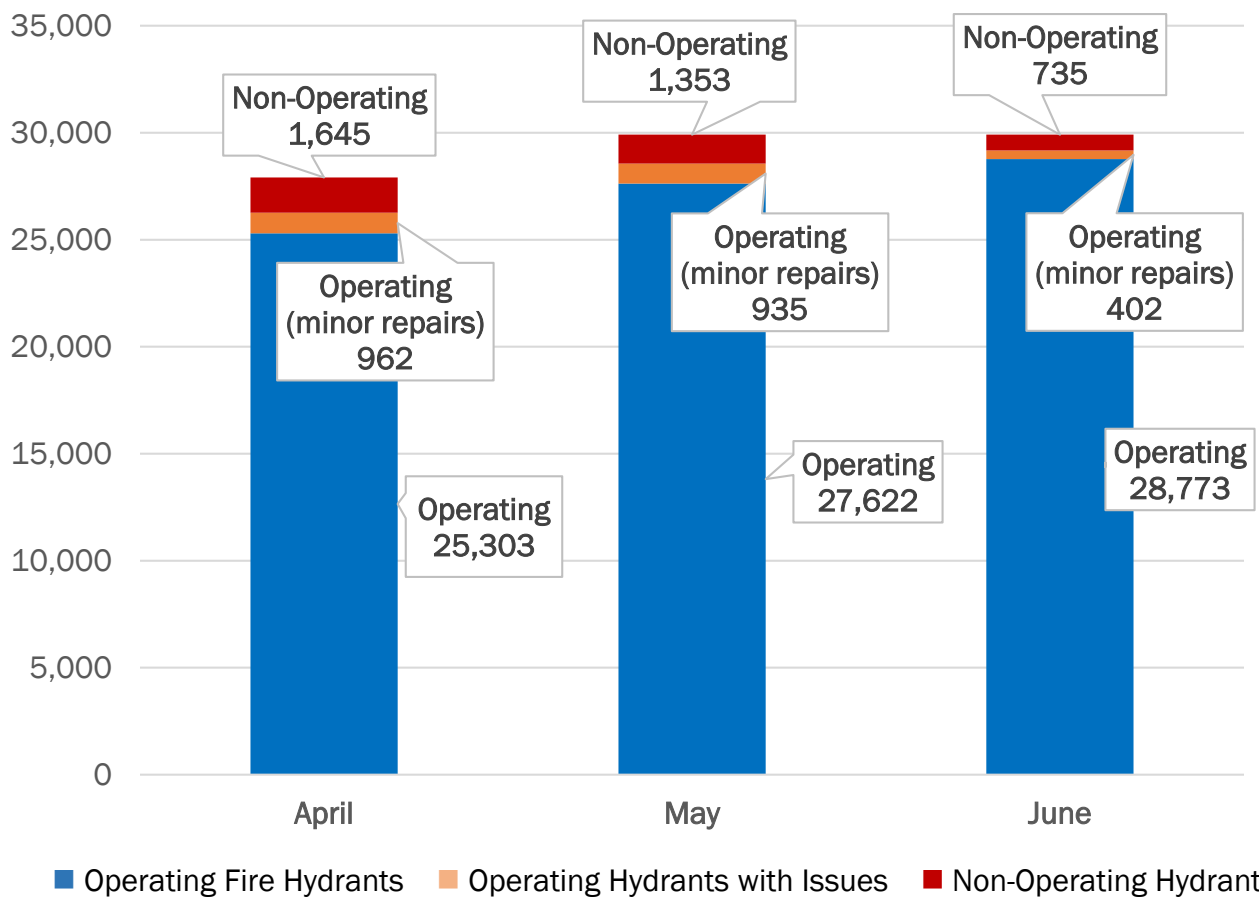
The economic impact of COVID-19 on bill collections is not as severe as the first few months of the pandemic. The department continues to adapt and is offering more services remotely.



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# Field Services

# FIELD SERVICES: Fire Hydrant Maintenance

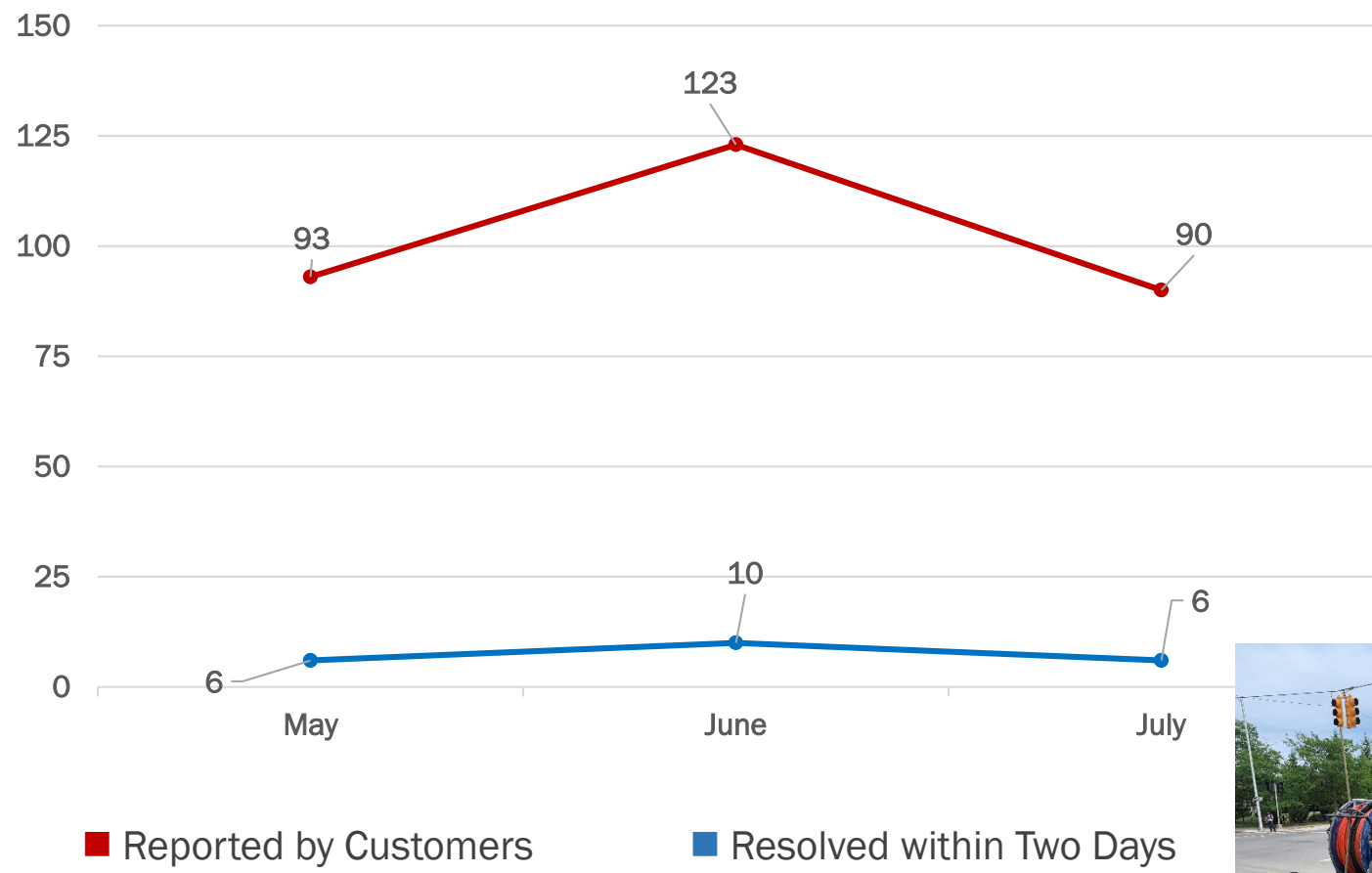


DWSD prioritizes fire hydrant maintenance as a key component of providing essential and exceptional service delivery led by the Maintenance & Repair Service Line in our Operations Group.



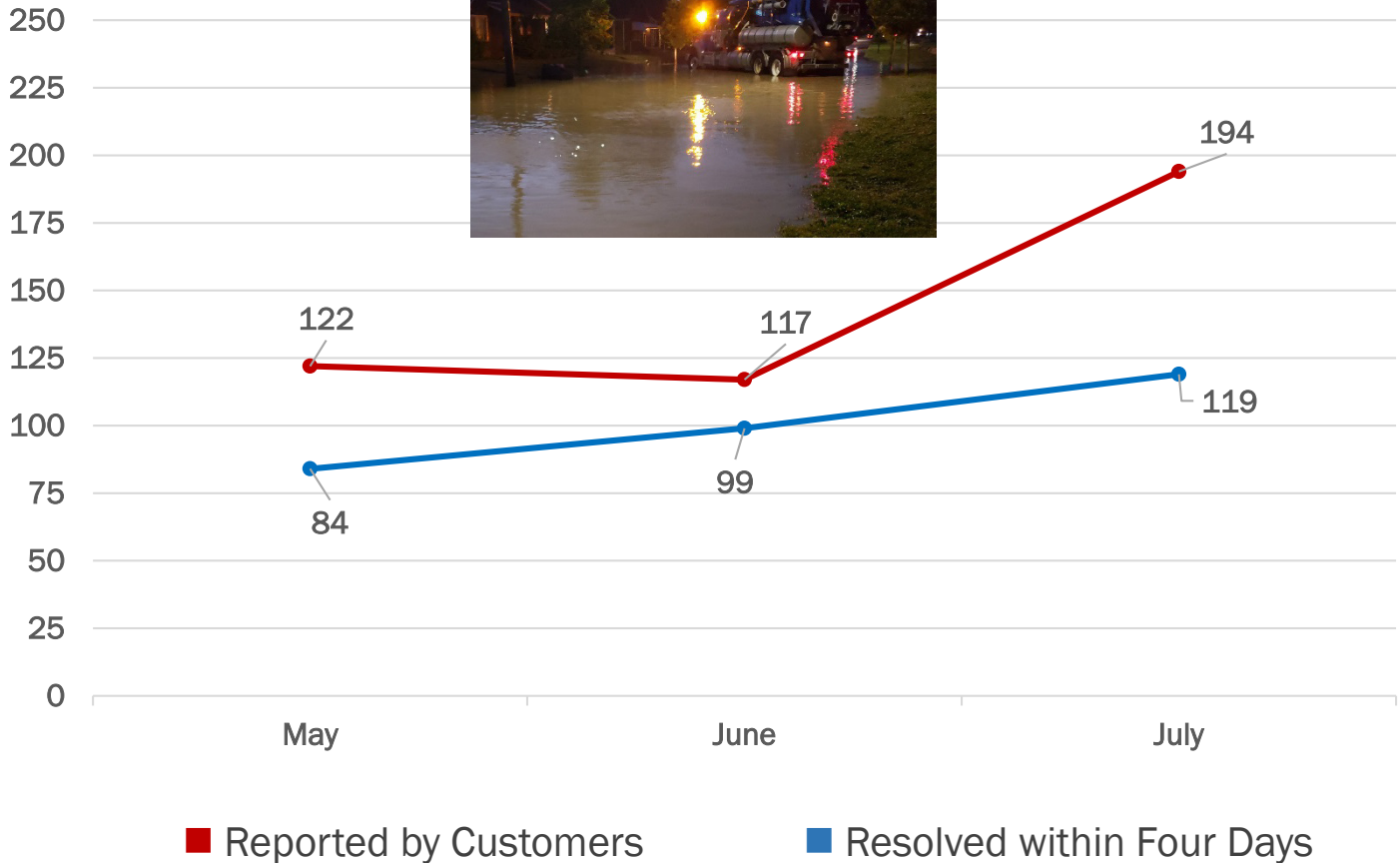


# FIELD SERVICES: Running Water



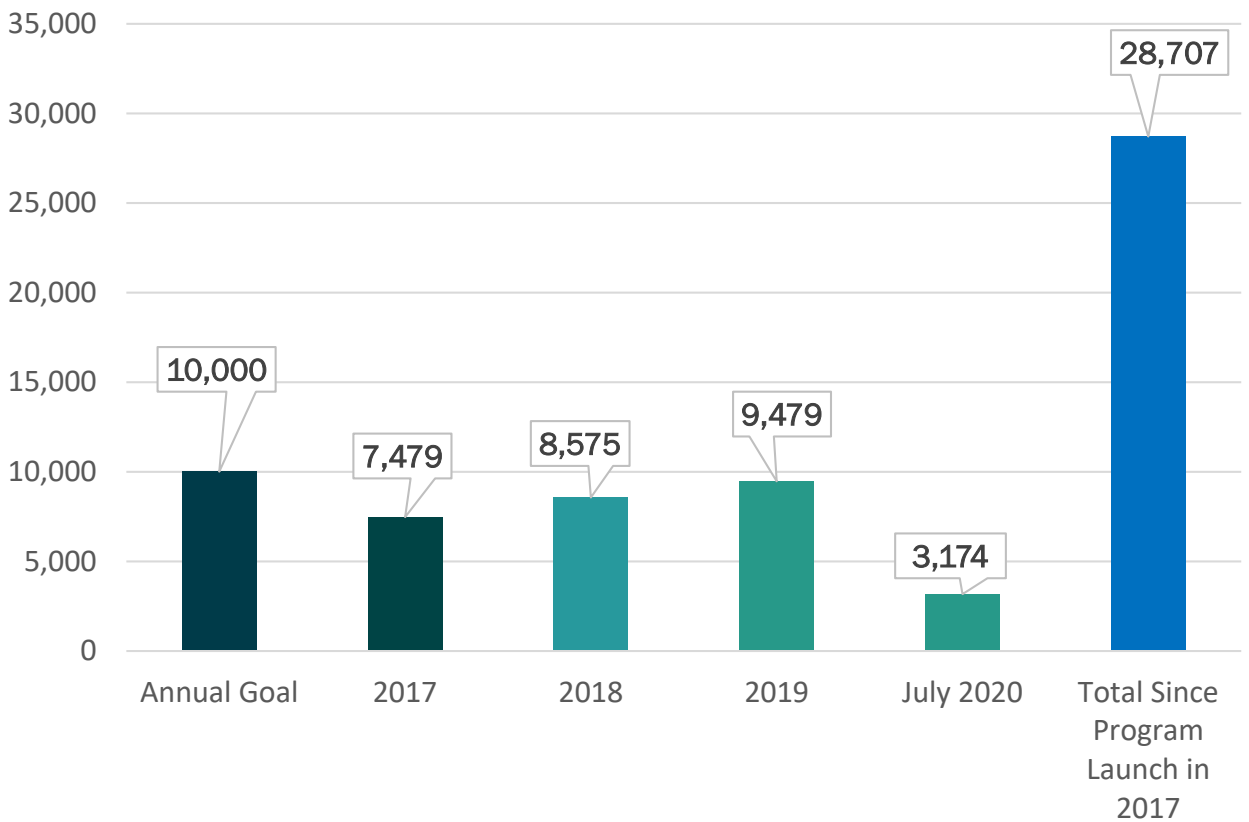
Due to the COVID-19 outbreak with the governor's stay-at-home order and the economic impact resulting in temporary staff furloughs, DWSD continues to prioritize work orders based on customer impact (i.e., number of customers affected).

# FIELD SERVICES: Water Main Breaks



Due to the COVID-19 outbreak, DWSD is prioritizing work orders based on impact to customers. When there is dramatic change in temperature -- hot or cold -- the ground can shift and cause tension on the pipes potentially resulting in water main breaks. We may see this if the 90-degree plus temperatures continue.

# FIELD SERVICES: Catch Basin Inspection & Cleaning



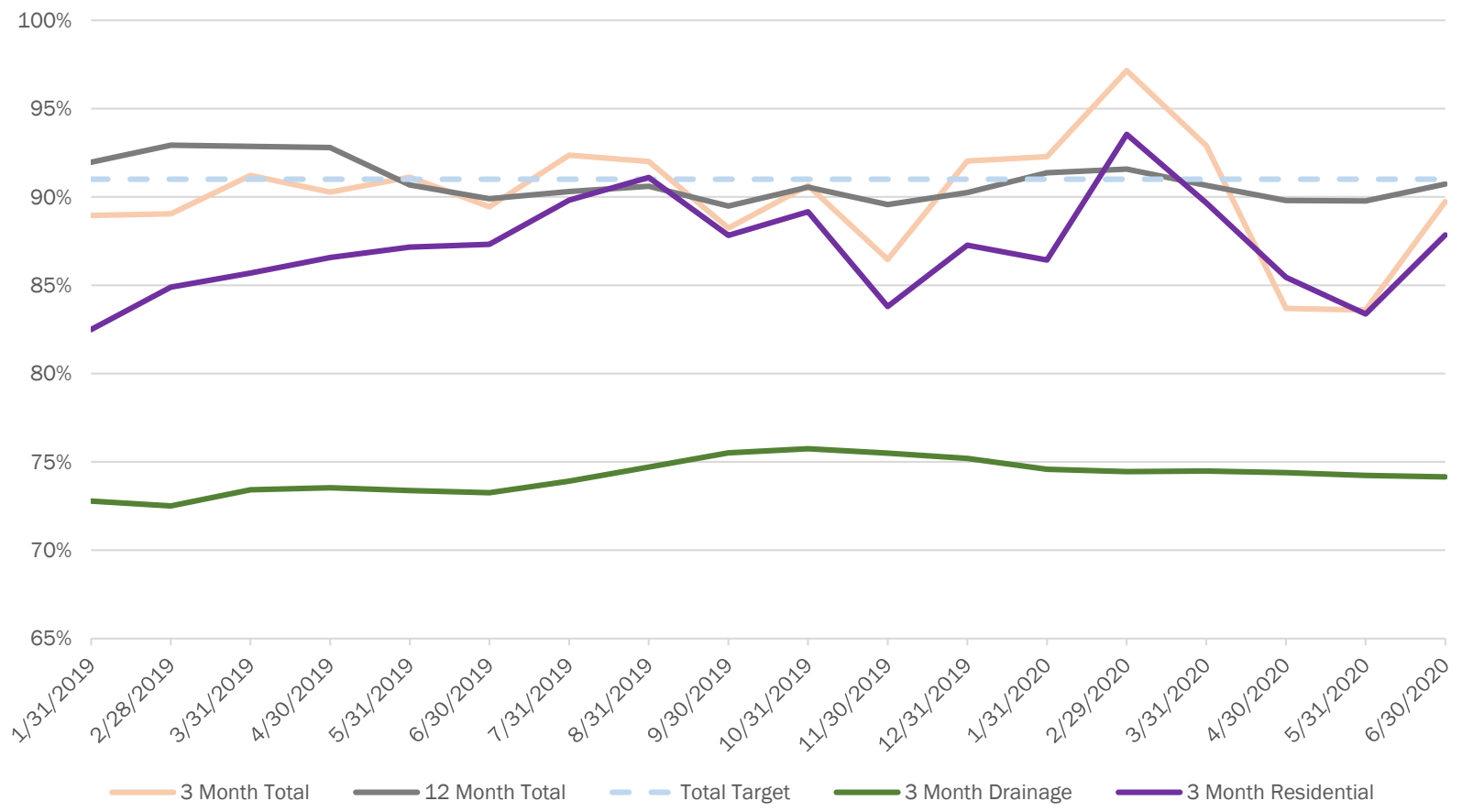
The catch basin inspection and cleaning program launched in 2017. DWSD crews have touched nearly 29,000 of the estimated 90,000 catch basins. The goal is 30,000 by August 2020, which is expected to be achieved.



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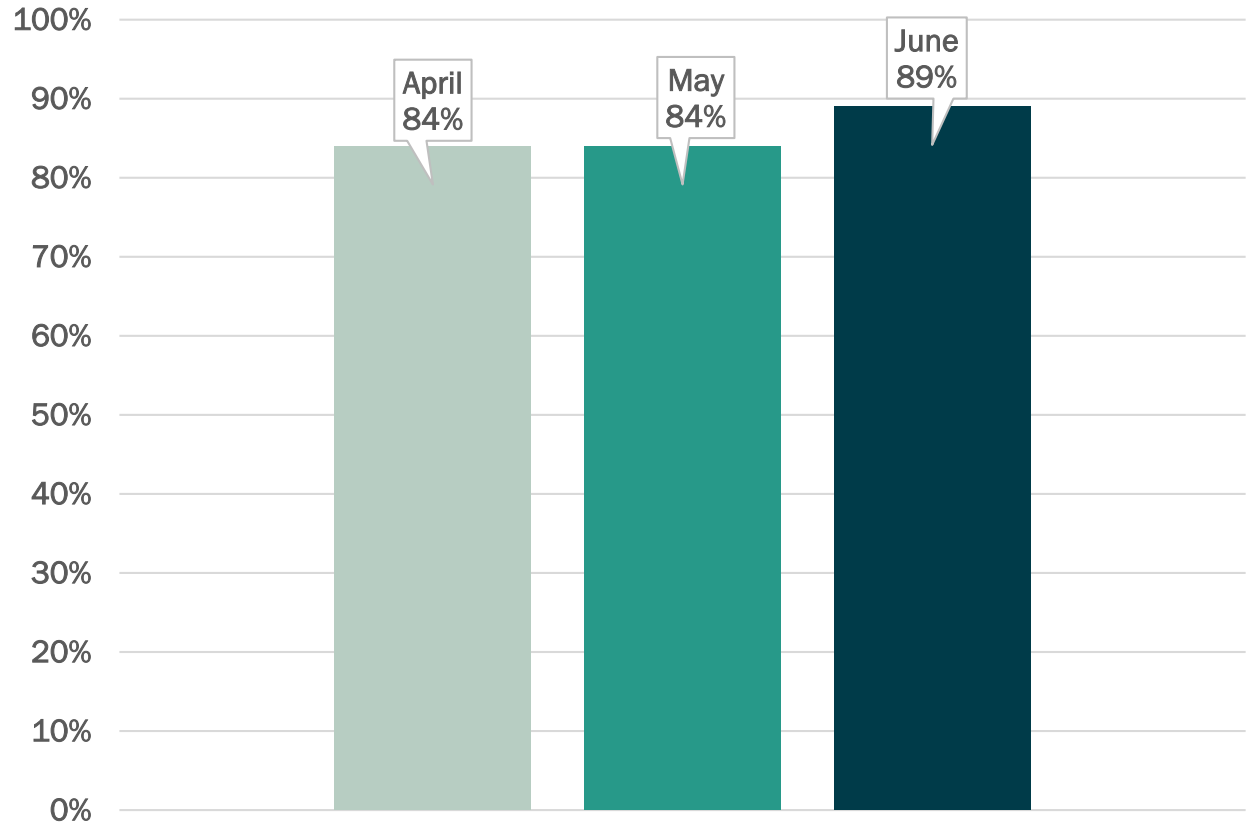
# Finance

# FINANCE: Bill Collection Rate



Due to the COVID-19 pandemic and its economic impact, there has been significant effect on the collection rate. The leadership team will work every avenue to stabilize the collections amid the crisis.

# FINANCE: Bill Collection Rate



3-Month Rolling Average Collection Rate for All Accounts

Prior to 2016 and the bifurcation with the Great Lakes Water Authority, the bill collection rate was 77 percent. Since the current leadership began at DWSD – changing business practices and improving technology, customer service and outreach – the collection rate has remained above 90 percent prior to the COVID-19 pandemic.

# FINANCE: Cash Balance



**\$179,969,412**

Water cash balance as of  
May 31, 2020

**\$124,664,088**

Sewer cash balance as of  
May 31, 2020

The operating cash days-on-hand as of May 31, 2020 is 143 days. The target is 120 days.

*Due to when the books close after each month and following the reconciliation, the Finance Group data in this section is from up to three months prior to this report.*



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# Legal Services



# LEGAL: Claims, Hearings and Cases



**20**  
Cases handled by in-house staff

**10**  
Cases handled by outside counsel

**0**  
Lawsuits dismissed

**5**  
Lawsuits dismissed in FY2020

**Postponed**  
Dispute hearings

**Postponed**  
Number of cases DWSD prevailed

**6**  
Property damage claims

**Postponed**  
Amount in dispute

**Postponed**  
Credited to customers based on hearing outcomes

**Postponed**  
Owed to DWSD after hearings

**\$75,619.77**  
Amount in property damage claims

**Under Review**  
Amount of total claims recommended to be paid

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

Due to the COVID-19 outbreak and Governor Whitmer's Stay at Home, Stay Safe Order, the legal proceedings have been postponed.



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# Investigations

# INVESTIGATIONS: Results

**75**

Parcels investigated for delinquency, possible meter tampering and no meter since July 1, 2020



Money Owed to DWSD identified by Investigators

**\$424,624**

Total since July 1, 2020

**\$18,707**

Back billed

**\$96,831**

Future owed in 12 months

**\$309,086**

Water loss



Revenue Identified Since Investigation Unit Began

**\$13,557,643**

Total since August 14, 2017

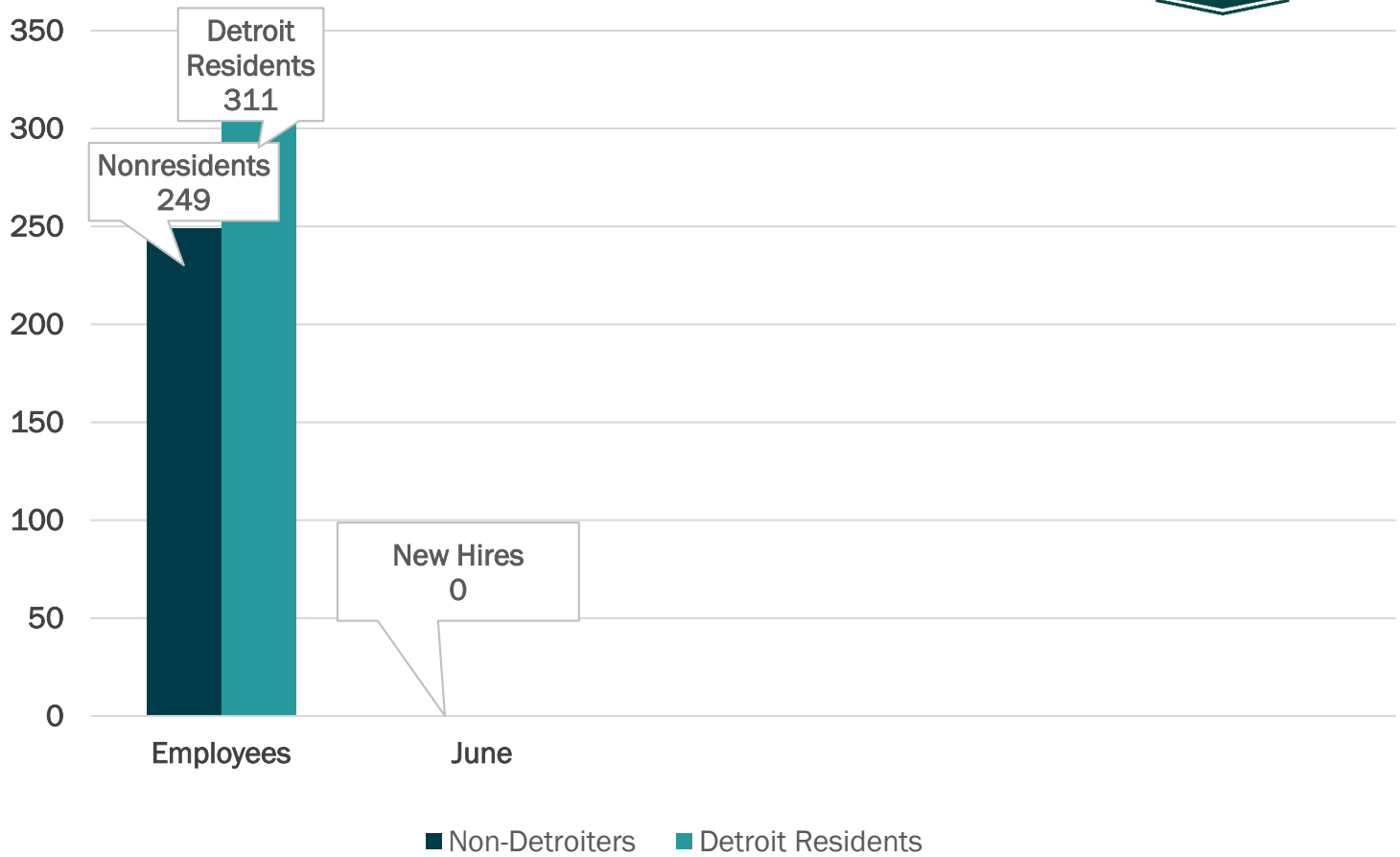
The DWSD Revenue Recovery Unit postponed most of its in-person investigations from March 23 until June 1 due to the Governor’s Stay Home, Stay Safe Order for the COVID-19 pandemic. Since August 2017, the unit, in collaboration with customer service/billing, has identified more than \$12 million in services owed by primarily commercial customers. They uncover severe delinquencies, non-working meters, unauthorized use of fire hydrants, meter tampering, or connected to the city’s water main without a meter and/or permit. The unit works closely with the collections and legal staff.



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# Human Resources

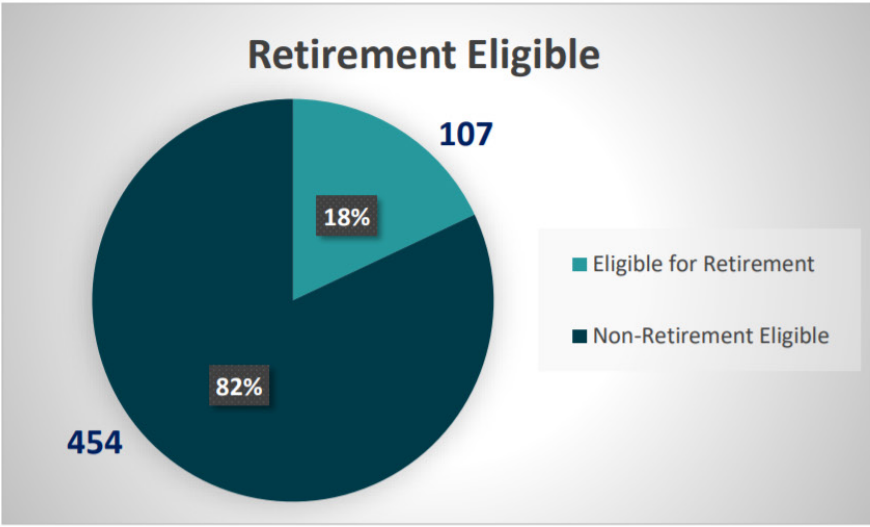
# HUMAN RESOURCES: Detroit Residents and Hiring



Fifty-five percent of the DWSD workforce lives in Detroit.\*

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

# HUMAN RESOURCES: Retirement Eligible



Retirement Criteria	Total
30 YOS/Any Age (Legacy and Hybrid)	59
10 YOS/60 years old (Legacy)	46
10 YOS/62 years old (Hybrid)	0
8 YOS/65 years old (Legacy)	2
<b>TOTAL</b>	<b>107</b>

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

With a current population of 558 employees, there are 107 DWSD employees eligible for retirement.

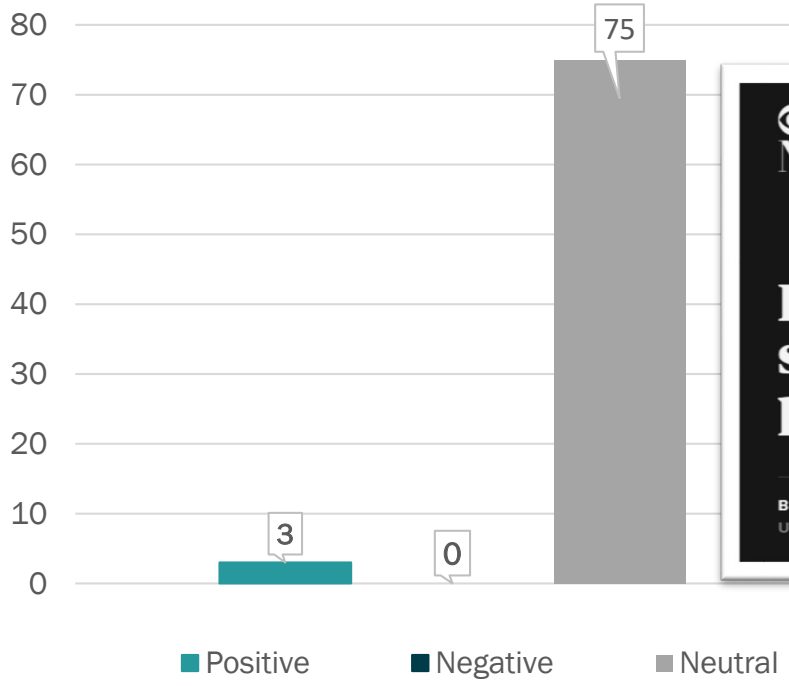


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# Public Affairs

# PUBLIC AFFAIRS: Positive vs. Negative News Stories

DWSD News Coverage: July 1 – July 31, 2020



In June, the DWSD Public Affairs team saw a total of **78** media stories. Majority of all the stories were neutral and focused on a national CBS News story that talked about how Detroit needs to get a permanent fix on water shutoffs. Other stories were about ACLU's lawsuit filed against DWSD regarding water shutoffs and a huge water main break.

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





# PUBLIC AFFAIRS: Social Media Activity



**27**  
New Facebook Followers

**8,544**  
Total Followers on Facebook

**10,097**  
Engagement on Facebook



**0**  
New Twitter Followers

**1,697**  
Total Followers on Twitter

**268**  
Engagement on Twitter



**8**  
New Instagram Followers

**1,463**  
Total Followers on Instagram

**37**  
Engagement on Instagram



The DWSD Public Affairs team gained **35** new followers on social media in July 2020, bringing the total number of followers to **11,704**. In addition to the metrics above, Facebook saw a total of 650.9K impressions and 5,840 link clicks for the month. The top performing post on Facebook was on July 8 when DWSD posted about Governor Whitmer’s extension on water restorations. The Facebook post had 385 total engagement, 111 reactions, 29 comments and 44 shares. The top performing post on Twitter was on July 28 about the latest Water Quality Report. The post had 14 total engagements.



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# Information Technology

# TECHNOLOGY: Top Ten Projects Scorecard



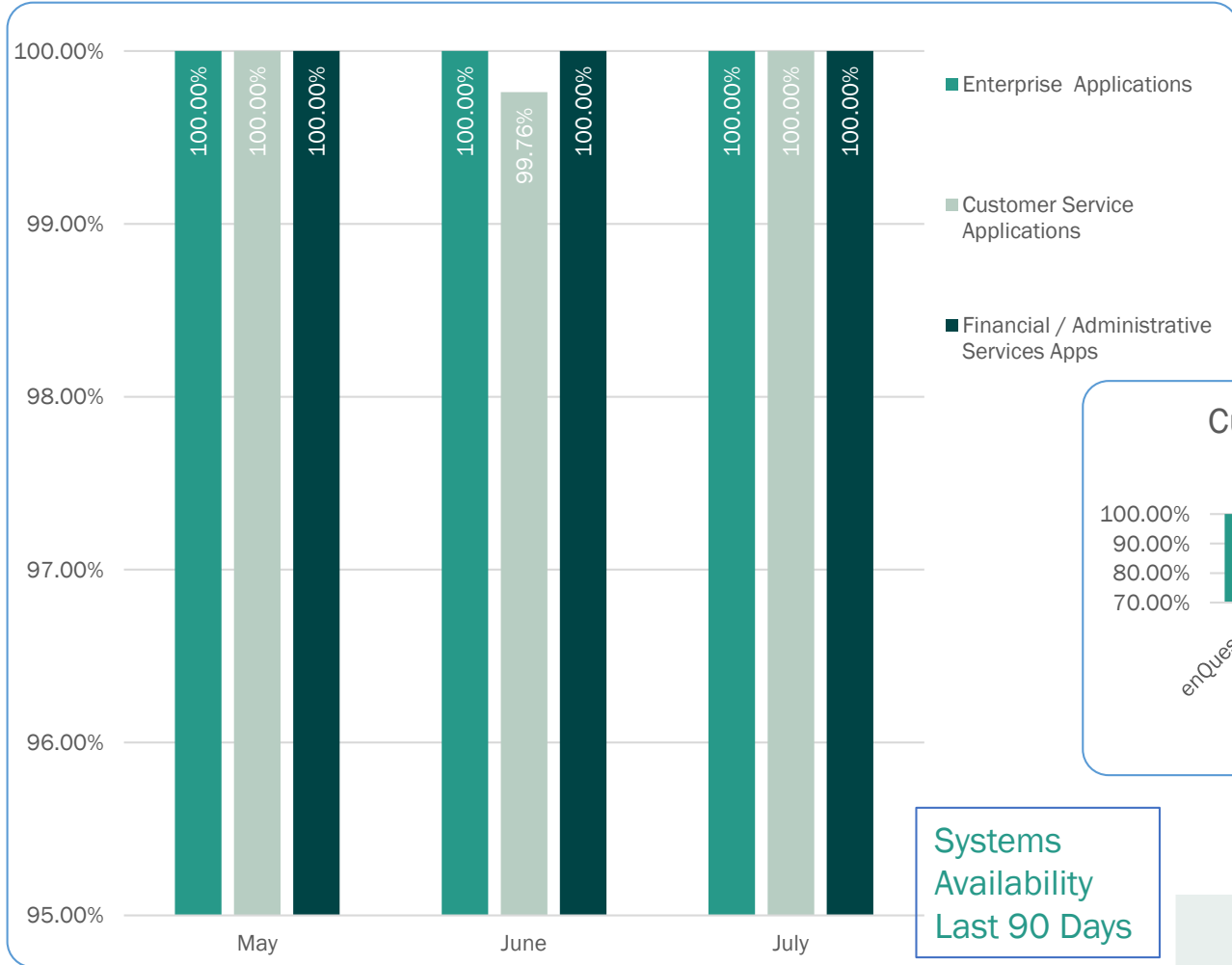
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Exec. Priority Score	Sorted by Adjusted Priority Score	PM	Total Investment	Start Date	Target Date	Status/ Issues	Current Phase
1	Customer Service-7:enQuestaLink (ServiceLink Replacement)	N/A	\$ 500,000	3/1/2020	10/31/2020	Delayed no PM resource. May impact enQuesta Upgrade if not back on track in 60 days	Procurement
2	Customer Service-2:enQuesta 6.0 Upgrade	E Taiariol	\$ 1,400,000	3/1/2020	5/1/2022	Re-working the plan with S&S to relect COVID and remote resource constraints	Active Design
3	Operations (M&R, MTR OPS,Fleet)-1:CityWorks	N/A	\$ 970,000	7/1/2018	10/31/2020	Delayed no PM resource	Active Implementation
4	Administrative and Compliance-1:GLWA Separation - Network (Not WiFi)	R Burke	\$ 1,000,000	7/1/2018	3/31/2021	Hardware 95% complete, deployment delayed due to COVID-19 team	Active Implementation
5	Administrative and Compliance-2:GLWA Separation - Computers / Active Directory	R Burke	\$ 300,000	7/1/2018	3/31/2021	Currently testing applications on the new network, deployment delayed due to COVID-19 team	Active Design
6	Customer Service-1:IVR / Call Center Replacement	G Burrell	\$ 800,000	6/1/2020	3/31/2021	RFP on street.	Procurement
7	Contactless Customer Service Transformation	Rainey	\$ 300,000	6/1/2020	6/30/2021	Focusing on Start Service use case.	Active Design
8	Administrative and Compliance-3:GLWA Separation - Phones & WiFi	R Burke	\$ 250,000	10/1/2020	6/30/2021	Architectural design, complete. Requisition in progress for hardware.	Active Design
9	eSignature Standard for Contracts and Forms	G Burrell	\$ 300,000	7/1/2020	6/30/2021	Working w/ City to establish DWSD DocuSign subaccount / envelopes. Funding for guided form use cases under discussion. Business stakeholders investing effort in different platform. SME/technical resources have not been assigned.	Active Kick-Off
10	Operations (M&R, MTR OPS,Fleet)-3:GPS/AVL For Vehicles	N/A	\$ 90,000	1/7/2019	10/31/2020	Delayed no PM resource	Procurement

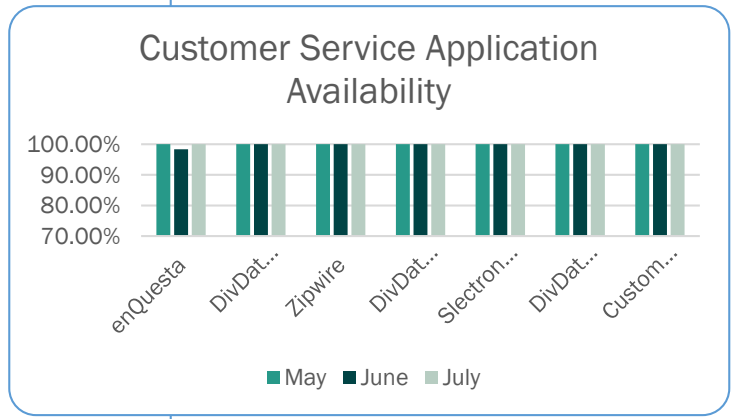


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# TECHNOLOGY: Application Availability



Systems Availability Last 90 Days



**100%**  
 MONTHLY AVAILABILITY  
 99.9% = TARGET