



Detroit Water and Sewer Department – Retail System

Vision and Stand-Up Work Plan

GLWA – DWSD Board
September 14, 2015

Mayoral Policy Direction



■ Key Points:

- Improve customer service for City of Detroit residents and businesses
- Create opportunities for Detroit residents to renew/rebuild Detroit
- Support City of Detroit economic development
- Support re-population / livability of Detroit

■ **DWSD retail system leadership**

- Co-leadership with interim GLWA leadership

Presentation outline



- **DWSD Retail Vision**
 - Statement / Attributes
 - Functional Organization
 - DWSD Objectives / Challenges
- **DWSD Retail Stand-Up**
 - Tactical imperatives
 - Information technology issues
 - Shared services agreement
 - Work streams / Work planning

Vision / Key Attributes



■ Vision statement:

Responsive, efficient delivery of high quality water and sewer services for Detroit customers

■ Key Attributes:

– Customer Service:

- Convenient, responsive handling of customer inquiries / complaints
- Effective customer billing and collections (95%+ collection rate)
- Compassionate provision of available assistance and payment plan programs

– Operations:

- Timely response to distribution and collection system repairs
- Movement from reactive to preventive maintenance

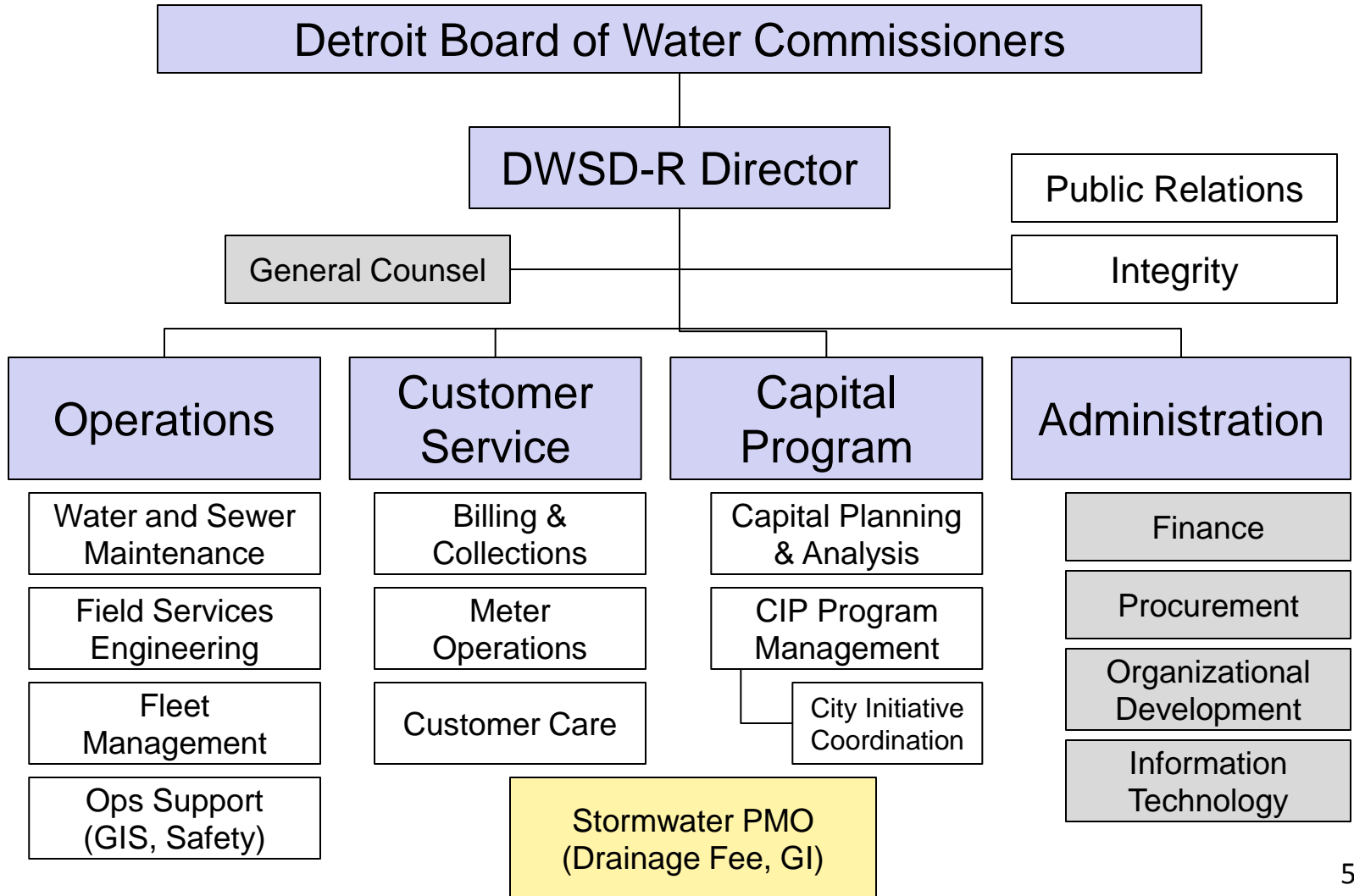
– Capital Program

- Implement asset management program (Industry standard 2% R&R/ year)
- Lead NPDES requirement to implement green infrastructure
- Coordinate with other City infrastructure investments and economic development initiatives

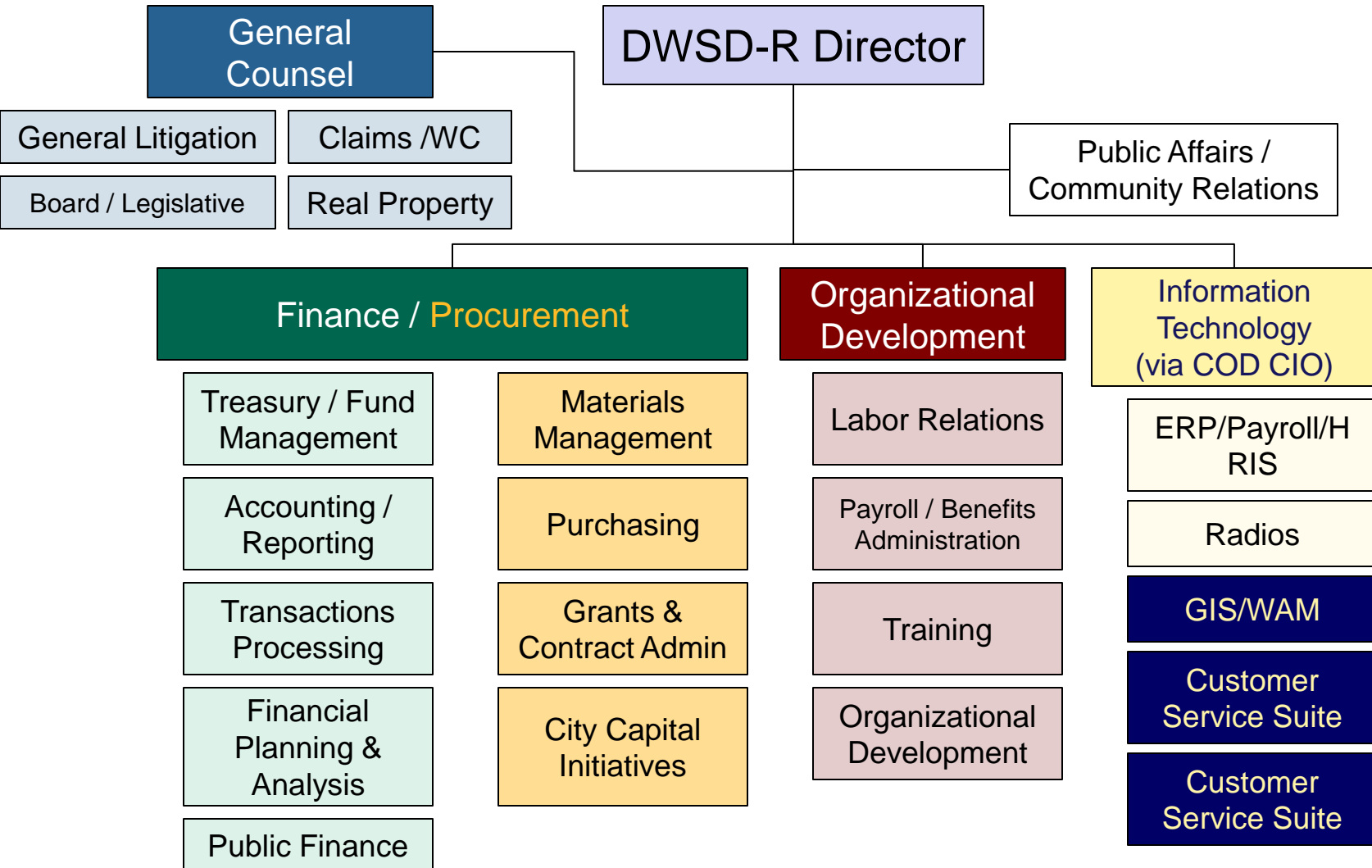
– Finance and Administration:

- Timely, accurate reporting and monitoring of financial performance
- Modern business process / technology deployments (timed based on readiness)

Functional Organization



Administrative Functions



Key Objectives



Customer Service	Operations	Capital Program
<ul style="list-style-type: none">• Public engagement for drainage charge• Data cleanse / reliable automated S&S reports• Improve collection rate reporting accuracy and increase collections by 1-3%• Reduce shut-offs under new billing / collection policies• Assistance programs / WRAP coordination	<ul style="list-style-type: none">• Repair/replace inoperable hydrants by end of March 2016• Address sinkholes; improve process to expedite repairs• Reduce site restoration backlog by 10%	<ul style="list-style-type: none">• Procure and initiate construction on shovel ready projects• Contract design of FY '17 capital projects• Coordinate city/county/state projects to leverage investments• Final list of FY16/17 Green Infrastructure Projects• FY '18 integrated program management for large scale capital investment

Administration Key Objectives



Finance	Procurement	Information Technology*
<ul style="list-style-type: none">• Financial reporting procedures defined (per services agreement)• WRAP coordination• Blue Ribbon Panel on Affordability	<ul style="list-style-type: none">• Detroit W/WW business incubator program design	<ul style="list-style-type: none">• Online maps for retail system activities• Streamline See-Click-Fix• Mobile equip. for field staff• Web interface for assistance

Challenges



- Customer Service
 - Existing data access
 - Resource availability
 - Enquesta software upgrade / business processes
- Operations / Capital Program
 - Need additional resources, particularly technical
 - Lack of asset management program
 - Upgrade GIS data layers
 - Upgrade sewer system condition information
 - Need to strengthen relationships with other utilities and city agencies
- Finance & Administration
 - Evolving plans for ERP / HRIS implementation timing

Tactical Imperatives



- **Organizational development**
 - Design organization structure / Complete DWSD-R leadership team
 - Set annual goals & objectives by quarter for 2016
- **Operational / Capital**
 - MISS Dig operating procedure – coordination with GLWA
 - Coordination of facilities management / space planning
 - Emergency Response Plan updating
- **Finance / Procurement**
 - FY 2016 budget / loaded to available FAS
 - FY 2017 CIP / O&M budget development
 - Financial reporting procedures defined
 - Trustee agreements / procedures
 - Business incubator planning
- **Customer Service**
 - CSR training / scripts to address questions on bifurcation
 - Draft procedures for WRAP / assistance coordination
- **Information Technology**
 - GIS improvements, updates
 - Infrastructure
 - e-mail
 - Servers
 - Active directory trusts
 - Web site updates
 - Facility hosting and applications service procedures
 - WAM requisition procedures

Information Technology Issues



- City of Detroit
 - Major “in-flight” system implementations including ORACLE Fusion ERP / Ultipro payroll
- DWSD requirements are being incorporated into City-wide IT initiatives
 - Contingency plans are being developed in event that “to be” systems are not available on Day 1
 - GLWA migration to independent systems to be based on GLWA readiness

Shared Services Agreement Selected Exhibits

GLWA Provider

- Facilities support for DWSD-R facilities
- Water quality testing
- System control for Detroit only sewer pump stations, and Belle Isle CSO
- Advanced procurement support (e.g Owners' Rep)
- Accounting / financial management support
- Security patrol of DWSD-R facilities

DWSD Provider

- Information Technology
 - Interim payroll
 - Interim Financial Accounting Systems
- MISS Dig
- Fleet management



Shared Services Template



- ▶ Service Provider
- ▶ Description of Service
- ▶ Description of Requirements
 - *Level of Service*
 - *Hours of Service*
- ▶ Space/Location
- ▶ Staffing
- ▶ Duration (phasing), Extensions
- ▶ Related Services
- ▶ Cost:
 - *Justifications*
 - *Cost Tracking*
- ▶ Frequency of Payment
- ▶ Notice of Termination
- ▶ Contact for City/DWSD – R
- ▶ Contact for GLWA
- ▶ Process Flow Diagram for Adjustment of Agreement

DWSD Retail Stand-Up Day 1:

DWSD Work Streams



Assignment

PMO Support

Governance / Public Relations	Gary B.	Eric R.
Operations – Field Services	Palencia M.	Vyto K.
Operations – Fleet Management	Rob / Craig/Palencia	Vyto K.
Customer Services / Meter Ops	Rob P.	Rhett G.
Stormwater Management/Drainage	Palencia M.	Charlie F.
Finance / Procurement	Marcus H.	Eric R.
Law / Integrity	Gary / Floyd A.	Eric R.
Information Technology	Rob / Beth N.	Rhett G.
Capital Program Management	Palencia / D. Manardo	Vyto K.
Organizational Development	Gary / Denise S.	Charlie / Teresa N

Program Implementation Team