Sewerage & Water Board

OPERATIONS COMMITTEE OF THE BOARD – STRATEGIC PLAN PROGRESS UPDATE

April 12, 2022

Agenda

1. **Welcome/Introductions**

2. **Operationalizing the Strategic Plan**

3. **Measuring Progress & Performance**

4. **Metrics Discussion**

5. **Wrap Up**

Introductions

The Consulting Team

RAFTELIS

CSRS

SBG
SQUARE BUTTON GROUP

Darin Thomas
Project Manager
Raftelis

Catherine Carter
Core Team Consultant
Raftelis

David Lessinger
Core Team Consultant
CSRS

Allen Square
Core Team Consultant
Square Button

Charles West
Core Team Consultant
Square Button

Colin Stifler
Core Team Consultant
Raftelis

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Operationalizing The Strategic Plan

The Process

1. Use the 5-year strategic plan to develop annual work plans

2. Monitor, Measure, and Report
   - Progress of work plan implementation
   - Performance of KPIs

STRATEGIC FRAMEWORK

STRATEGIC FRAMEWORK	FOCUS AREAS	GOALS	RESULTS

Vision
To be a model utility that earns and holds the trust and confidence of our customers, community, and partners through reliable and sustainable water services.

Mission
Our team of experts serves the people of New Orleans and improves their quality of life by reliably and affordably providing safe drinking water; removing wastewater for safe return to the environment; and draining stormwater to protect our community.

Core Values
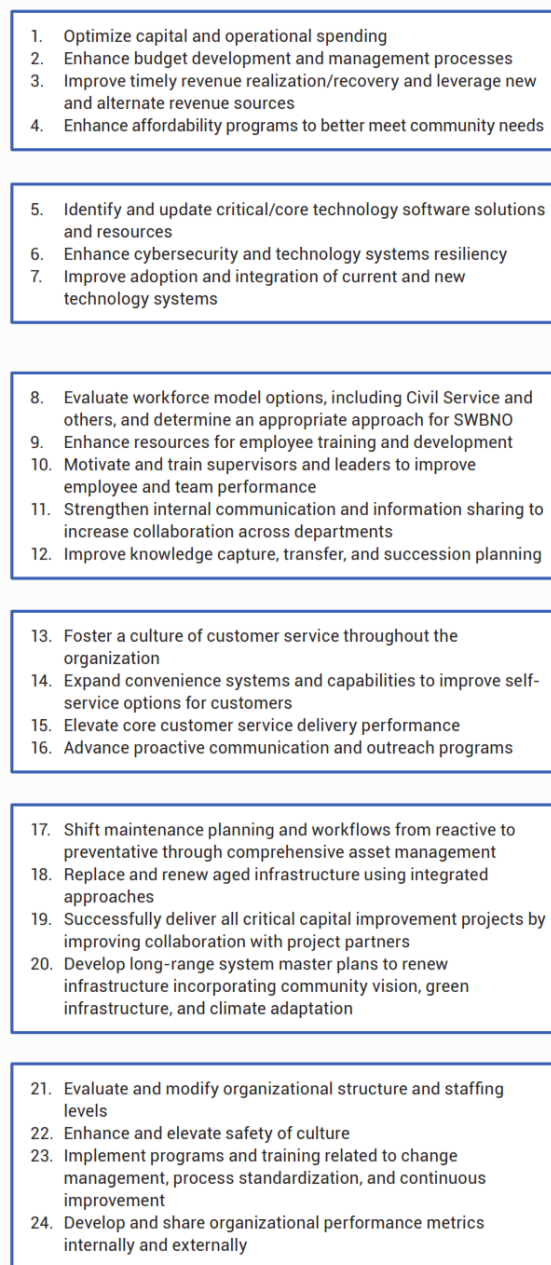The SWBNO Team is committed to making these shared values our reality.

We are:
Customer Focused
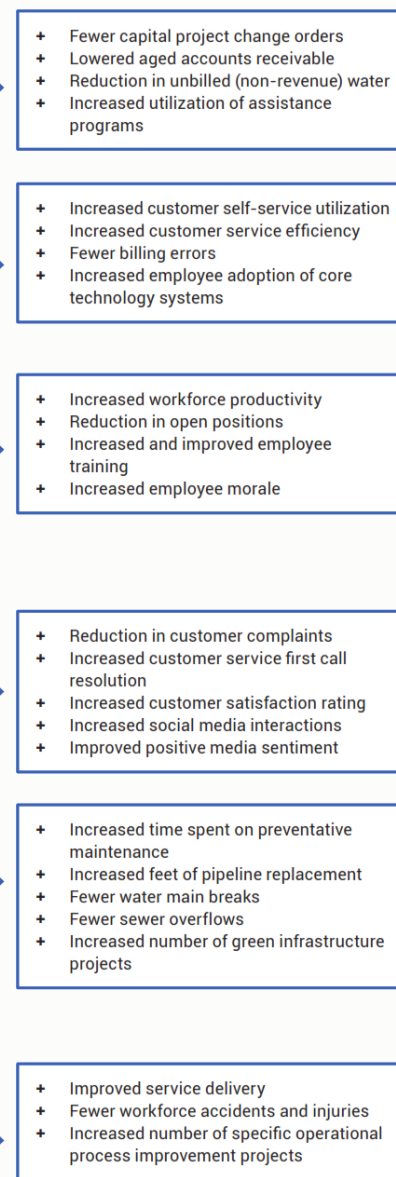Accountable
Safety Minded
Transparent and Honest

FOCUS AREAS

Financial Stability
Practice strong fiscal stewardship and ensure timely revenue recovery while balancing affordability with investments necessary to deliver critical services

Technology Modernization
Modernize technology and system integration to improve reliability and efficiency of operations and enhance customer service

Workforce Development and Enrichment
Support and develop a high-performing team that is skilled, committed, inspired, rewarded, engaged, and accountable

Customer Service Excellence and Stakeholder Engagement
Continuously meet and exceed the service needs of our customers and proactively communicate and engage stakeholders

Infrastructure Resiliency and Reliability
Improve efficiency and resiliency of current and future infrastructure by leveraging partnerships and innovative approaches to funding and sustainable design

Organizational and Operational Improvement
Optimize organizational structure, alignment, and capacity to ensure safe operations and efficient service delivery

GOALS

1. Optimize capital and operational spending
2. Enhance budget development and management processes
3. Improve timely revenue realization/recovery and leverage new and alternate revenue sources
4. Enhance affordability programs to better meet community needs

5. Identify and update critical/core technology software solutions and resources
6. Enhance cybersecurity and technology systems resiliency
7. Improve adoption and integration of current and new technology systems

8. Evaluate workforce model options, including Civil Service and others, and determine an appropriate approach for SWBNO
9. Enhance resources for employee training and development
10. Motivate and train supervisors and leaders to improve employee and team performance
11. Strengthen internal communication and information sharing to increase collaboration across departments
12. Improve knowledge capture, transfer, and succession planning

13. Foster a culture of customer service throughout the organization
14. Expand convenience systems and capabilities to improve self-service options for customers
15. Elevate core customer service delivery performance
16. Advance proactive communication and outreach programs

17. Shift maintenance planning and workflows from reactive to preventative through comprehensive asset management
18. Replace and renew aged infrastructure using integrated approaches
19. Successfully deliver all critical capital improvement projects by improving collaboration with project partners
20. Develop long-range system master plans to renew infrastructure incorporating community vision, green infrastructure, and climate adaptation

21. Evaluate and modify organizational structure and staffing levels
22. Enhance and elevate safety of culture
23. Implement programs and training related to change management, process standardization, and continuous improvement
24. Develop and share organizational performance metrics internally and externally

RESULTS

+ Fewer capital project change orders
+ Lowered aged accounts receivable
+ Reduction in unbilled (non-revenue) water
+ Increased utilization of assistance programs

+ Increased customer self-service utilization
+ Increased customer service efficiency
+ Fewer billing errors
+ Increased employee adoption of core technology systems

+ Increased workforce productivity
+ Reduction in open positions
+ Increased and improved employee training
+ Increased employee morale

+ Reduction in customer complaints
+ Increased customer service first call resolution
+ Increased customer satisfaction rating
+ Increased social media interactions
+ Improved positive media sentiment

+ Increased time spent on preventative maintenance
+ Increased feet of pipeline replacement
+ Fewer water main breaks
+ Fewer sewer overflows
+ Increased number of green infrastructure projects

+ Improved service delivery
+ Fewer workforce accidents and injuries
+ Increased number of specific operational process improvement projects

Measuring Progress & Performance

Sewerage and Water Board of New Orleans
Strategic Plan Framework

Vision

To be a model utility that earns and holds the trust and confidence of our customers, community, and partners through reliable and sustainable water services.

Mission

Our team of experts serves the people of New Orleans and improves their quality of life by reliably and affordably providing safe drinking water; removing wastewater for safe return to the environment; and draining stormwater to protect our community.

Core Values

The SWBNO Team is committed to making these shared values our reality.

We are:
Customer Focused
Accountable
Safety Minded
Transparent and Honest

Focus Areas and Goals

Financial Stability
Practice strong fiscal stewardship and ensure timely revenue recovery while balancing affordability with investments necessary to deliver critical services.

Goals
Goal	Progress
Optimize Capital and Operational Spending	0/11
Budget Development	0/9
Revenue Sources	0/6
Affordability Programs	0/5

Focus Area Champion: Grey Lewis, Chief Financial Officer

Technology Modernization
Modernize technology and system integration to improve reliability and efficiency of operations and enhance customer service.

Goals
Goal	Progress
Software Solutions	29/30
System Resiliency	33/33
Adoption and Integration	0/9

Focus Area Champion: Dave Callahan, Chief Administrative Officer

Workforce Development and Enrichment
Support and develop a high-performing team that is skilled, committed, inspired, rewarded, engaged, and accountable.

Goals
Goal	Progress
Workforce Model Options	0/5
Training and Development	0/3
Motivate and Train Supervisors	0/11
Internal Communication	0/7
Succession Planning	0/8

Focus Area Champion: Christy Harowski, Chief of Staff

Customer Service Excellence and Stakeholder Engagement
Continuously meet and exceed the service needs of our customers and proactively communicate and engage stakeholders.

Goals
Goal	Progress
Customer service reprentative training	0/7
Skills and competencies gap analysis	0/0
Training needs assessment	0/0
Customer service on-boarding program	0/41
Customer-facing positions	0/0

Focus Area Champion: Rene Gonzalez, Chief Customer Service Officer

Infrastructure Resiliency and Reliability
Improve efficiency and resiliency of current and future infrastructure by leveraging partnerships and innovative approaches to funding and sustainable design.

Goals
Goal	Progress
Asset management system	0/61
Asset management work order system	0/12
Comprehensive asset registry	0/0
Asset management and maintenance practices	0/19

Focus Area Champion: Ron Spooner, General Suprintendent

Organizational and Operational Improvement
Optimize organizational structure, alignment, and capacity to ensure safe operations and efficient service delivery.

Goals
Goal	Progress
General Superintendent's Office (GSO) structur...	100/41
GSO job studies	0/58
Civil service approval	0/41
Project Management series classifications	0/37
Power/pumping operations transition plans	0/12

Focus Area Champion: Kaitlin Tymrak, Business Services Lead

Results

1,417,320 YTD Capital Spend ($)	**14.8** Delinquency Rate (%)	**3.1** Utilization of assistance programs (%)
68.4 Percent E-Bills	**1.4** Time-to-Resolution (days)	**2.3** Billing Errors (per 1,000 bills)
411 FTEs per Account	**9** Average Vacancy Rate (%)	**11.3** Employee Turnover (%)
13 Customer Complaints (per 1,000 accounts)	**87** Meter Reads (Actual vs. Estimated)	**71.7** First Call Resolution (%)
34 Maintenance Ratio (%)	**53.5** Pipe Renewal & Replacement (%)	**2.7** Sewer Failures (per 100 miles)
550 Cost per Water Account ($)	**450** Cost per WW Account ($)	
	4 Technical Complaints (per 1,000 Accounts)	**3.1** DART Rate

NOTE: The data shown in the results portion of this graphic are not actual SWBNO performance data at this point. The numbers shown are for illustration purposed only.

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Financial Stability
Dashboard

What Does Success Look Like for the Focus Area?

Practice strong fiscal stewardship and ensure timely revenue recovery while balancing affordability with investments necessary to deliver critical services.

Overall Focus Area Progress: 0%

What Goals and Tactics Impact the Focus Area?

Goal	Current % / Expected %
Optimize Capital and Operational Spending	0/11
Inventory and Prioritize Vendors	0/12
Review commodity purchasing	0/62
Budget approval prior to purchases	0/0
Develop, update, and regularly share policies	0/0
Monitoring and reporting	0/12
Budget Development	0/9
Analyzing monthly budgets	0/12
Increase transparency and accountability	0/20
Effective budgeting practices	0/0
Aligned spending	0/0
Revenue Sources	0/6
Designate and expand the Project Delivery Unit (PDU)	0/3
Organizational grant coordination	0/0
Identify model industry resources	0/1
Generate additional revenues	0/20
Increase revenue recovery	0/12
Affordability Programs	0/5
Rate Study Outcomes	0/24
Monitor and consolidate resources	0/2
Increase revenues for affordability program	0/61

21 2022 2023 2024 2025 2026 2027
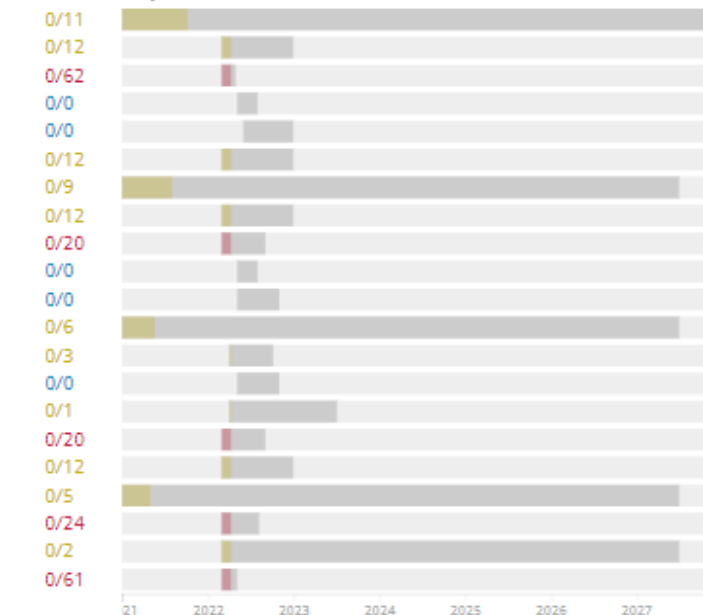
How is Performance of the Focus Area Measured?

Accounts receivable	YTD Capital Spend ($)	Unbilled (non-revenue) water	Utilization of assistance programs (%)
$50,220.00	**$1,417,320.00**	**15.20%**	**3.1%**
Target: $0.00	Target: 1,215,000.00	Target: 0.00%	Target: 4.0%

Metrics Discussion

FOCUS AREAS

Financial Stability
Practice strong fiscal stewardship and ensure timely revenue recovery while balancing affordability with investments necessary to deliver critical services

GOALS

1. Optimize capital and operational spending
2. Enhance budget development and management processes
3. Improve timely revenue realization/recovery and leverage new and alternate revenue sources
4. Enhance affordability programs to better meet community needs

RESULTS

+ Fewer capital project change orders
+ Lowered aged accounts receivable
+ Reduction in unbilled (non-revenue) water
+ Increased utilization of assistance programs

Focus Area	SWBNO Board of Directors Results Expectations (From Strategic Plan)	Potential Metrics
Financial Stability	1. Fewer capital project change orders 2. Lowered aged accounts receivable 3. Reduction in unbilled (non-revenue) water 4. Increased utilization of assistance programs	1. Capital projects delivery - YTD capital spend actual vs planned 2. % Capital projects over/under original budget 3. Delinquency rate (% of total accounts delinquent during the past 12 months) 4. Real water losses or Non-revenue water 5. Service affordability (%) 6. Debt-service coverage ratio (total O&M cost/total debt service) 7. Return on assets (net income/total assets) 8. Utilization of assistance programs (% of eligible customers)

Board Discussion – Green shaded are recommended/initial Metrics

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Technology Modernization
Modernize technology and system integration to improve reliability and efficiency of operations and enhance customer service

5. Identify and update critical/core technology software solutions and resources
6. Enhance cybersecurity and technology systems resiliency
7. Improve adoption and integration of current and new technology systems

+ Increased customer self-service utilization
+ Increased customer service efficiency
+ Fewer billing errors
+ Increased employee adoption of core technology systems

Focus Area	SWBNO Board of Directors Results Expectations (From Strategic Plan)	Potential Metrics
Technology Modernization	5. Increased customer self-service utilization 6. Increased customer service efficiency 7. Fewer billing errors 8. Increased employee adoption of core technology systems	9. Online payments (number of bills paid online) 10. % of bills provided using e-bills 11. Average days (time-to-resolution) of customer escalations 12. 13. Billing accuracy (errors/10,000 billings) 14. 15. Number of IT support requests received 16.

Board Discussion – Green shaded are recommended/initial Metrics

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FOCUS AREAS

Workforce Development and Enrichment
Support and develop a high-performing team that is skilled, committed, inspired, rewarded, engaged, and accountable

GOALS

8. Evaluate workforce model options, including Civil Service and others, and determine an appropriate approach for SWBNO
9. Enhance resources for employee training and development
10. Motivate and train supervisors and leaders to improve employee and team performance
11. Strengthen internal communication and information sharing to increase collaboration across departments
12. Improve knowledge capture, transfer, and succession planning

RESULTS

+ Increased workforce productivity
+ Reduction in open positions
+ Increased and improved employee training
+ Increased employee morale

Focus Area	SWBNO Board of Directors **Results** **Expectations** (From Strategic Plan)	Potential Metrics
Workforce Development and Enrichment	9. Increased workforce productivity 10. Reduction in open positions 11. Increased and improved employee training 12. Increased employee morale	17. FTEs per account
		18. Average vacancy rate (number of vacant positions / total number of authorized positions)
		19. Average number of days vacant positions are open
		20. Training hours per employee
		21. Percent of employees who participated in training
		22. Percent of open positions filled with internal candidates
		23. Employee turnover (%)
		24. Employee survey satisfaction ratings

Board Discussion – Green shaded are recommended/initial Metrics

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Customer Service Excellence and Stakeholder Engagement
Continuously meet and exceed the service needs of our customers and proactively communicate and engage stakeholders

13. Foster a culture of customer service throughout the organization
14. Expand convenience systems and capabilities to improve self-service options for customers
15. Elevate core customer service delivery performance
16. Advance proactive communication and outreach programs

+ Reduction in customer complaints
+ Increased customer service first call resolution
+ Increased customer satisfaction rating
+ Increased social media interactions
+ Improved positive media sentiment

Focus Area	SWBNO Board of Directors Results Expectations (From Strategic Plan)	Potential Metrics
Customer Service Excellence and Stakeholder Engagement	13. Reduction in customer complaints 14. Increased customer service first call resolution 15. Increased customer satisfaction rating 16. Increased social media interactions 17. Improved positive media sentiment	25. Customer service complaints/1,000 accounts
		26. Actual vs. estimated meter reads
		27. Average speed of answer – customer service center
		28. Average days billing dispute resolutions
		29. First call resolution
		30. Customer service cost per account ($/account)
		31. Voluntary subscribers to SWBNO's constant contact mailing list, SWBNO Twitter followers, and Facebook friends
		32.

Board Discussion – Green shaded are recommended/initial Metrics

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FOCUS AREAS

Infrastructure Resiliency and Reliability
Improve efficiency and resiliency of current and future infrastructure by leveraging partnerships and innovative approaches to funding and sustainable design

GOALS

17. Shift maintenance planning and workflows from reactive to preventative through comprehensive asset management
18. Replace and renew aged infrastructure using integrated approaches
19. Successfully deliver all critical capital improvement projects by improving collaboration with project partners
20. Develop long-range system master plans to renew infrastructure incorporating community vision, green infrastructure, and climate adaptation

RESULTS

+ Increased time spent on preventative maintenance
+ Increased feet of pipeline replacement
+ Fewer water main breaks
+ Fewer sewer overflows
+ Increased number of green infrastructure projects

Focus Area	SWBNO Board of Directors Results Expectations (From Strategic Plan)	Potential Metrics
Infrastructure Resiliency and Reliability	18. Increased time spent on preventative maintenance 19. Increased feet of pipeline replacement 20. Fewer water main breaks 21. Fewer sewer overflows 22. Increased number of green infrastructure projects	33. Planned maintenance ratio (total time for planned maintenance/total maintenance time) 34. System renewal and replacement % (buried infrastructure) 35. Leaks/100 miles of pipe 36. 37. Miles of sewer pipe televised 38. Number of sewer line failures/100 miles of pipe 39. Reportable SSOs by # or volume / per year 40.

Board Discussion – Green shaded are recommended/initial Metrics

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Organizational and Operational Improvement
Optimize organizational structure, alignment, and capacity to ensure safe operations and efficient service delivery

21. Evaluate and modify organizational structure and staffing levels
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+ Improved service delivery
+ Fewer workforce accidents and injuries
+ Increased number of specific operational process improvement projects

Focus Area	SWBNO Board of Directors Results Expectations (From Strategic Plan)	Potential Metrics
Organizational and Operational Improvement	23. Improved service delivery 24. Fewer workforce accidents and injuries 25. Increased number of specific operational process improvement projects	41. Technical service complaints per 1000 accounts (Water)
		42. Number of UNPLANNED water service disruptions lasting less than 4 hours
		43. Number of OSHA Recordable injuries and illnesses that resulted in Days Away; Restricted; Transferred X 200,000 / Employee hours worked = Days Away Restricted Transferred (DART) Rate
		44. Number of OSHA injuries and illnesses x 200,000/Employee hours worked = Total Recordable Incidence (TRIR) Rate
		45. Total O&M cost of water service ($/Account)
		46. Total O&M cost of wastewater service ($/Account)
		47. Total FTEs/MG treated (W & WW only)
		48. Number of specific process improvement projects completed

Board Discussion – Green shaded are recommended/initial Metrics

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Next Steps/Wrap Up

Wrap Up/Next Steps

- Incorporate feedback from today

- Continue to build out Progress & Performance Tracking System

- Provide Updates to Operations Committee

Sewerage and Water Board of New Orleans Strategic Performance Metrics - DRAFT

Focus Area	SWBNO Board of Directors Results Expectations (From Strategic Plan)	Potential Metrics
Financial Stability	1. Fewer capital project change orders 2. Lowered aged accounts receivable 3. Reduction in unbilled (non-revenue) water 4. Increased utilization of assistance programs	1. Capital projects delivery - YTD capital spend actual vs planned 2. % Capital projects over/under original budget 3. Delinquency rate (% of total accounts delinquent during the past 12 months) 4. Real water losses or Non-revenue water 5. Service affordability (%) 6. Debt-service coverage ratio (total O&M cost/total debt service) 7. Return on assets (net income/total assets) 8. Utilization of assistance programs (% of eligible customers)
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Sewerage and Water Board of New Orleans Strategic Performance Metrics - DRAFT

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