



🏠 **Location:** Executive Boardroom

📅 **Date:** Tuesday, May 10, 2022

🕒 **Time:** 9:00 am

- Janet Howard
- Tamika Duplessis
- Nichelle Taylor
- Maurice Sholas
- Joseph Peychaud

Operations Committee Meeting Agenda

I. Roll Call

II. Discussion Item

a) Strategic Plan Key Performance Indicators/Metrics

Tyler Antrup, SWBNO Director of Strategic Planning and Darin Thomas, Raftelis

III. Public Comment

IV. Adjournment

Sewerage & Water Board

OPERATIONS COMMITTEE OF THE BOARD – STRATEGY IMPLEMENTATION PERFORMANCE BRIEFING

May 10, 2022

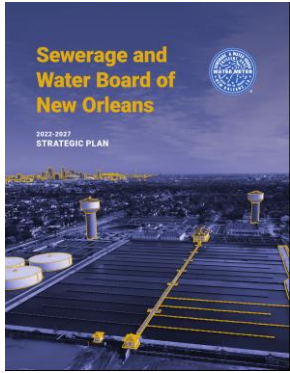


Agenda

1. Welcome/Introductions/Agenda – Tyler Antrup
2. Operationalizing the Strategic Plan - Raftelis
3. Performance Tracking - Metrics Discussions Cont. - Raftelis
4. Focus Area Champion Updates - Champions
5. Wrap Up

Operationalizing the Strategic Plan





STRATEGIC 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

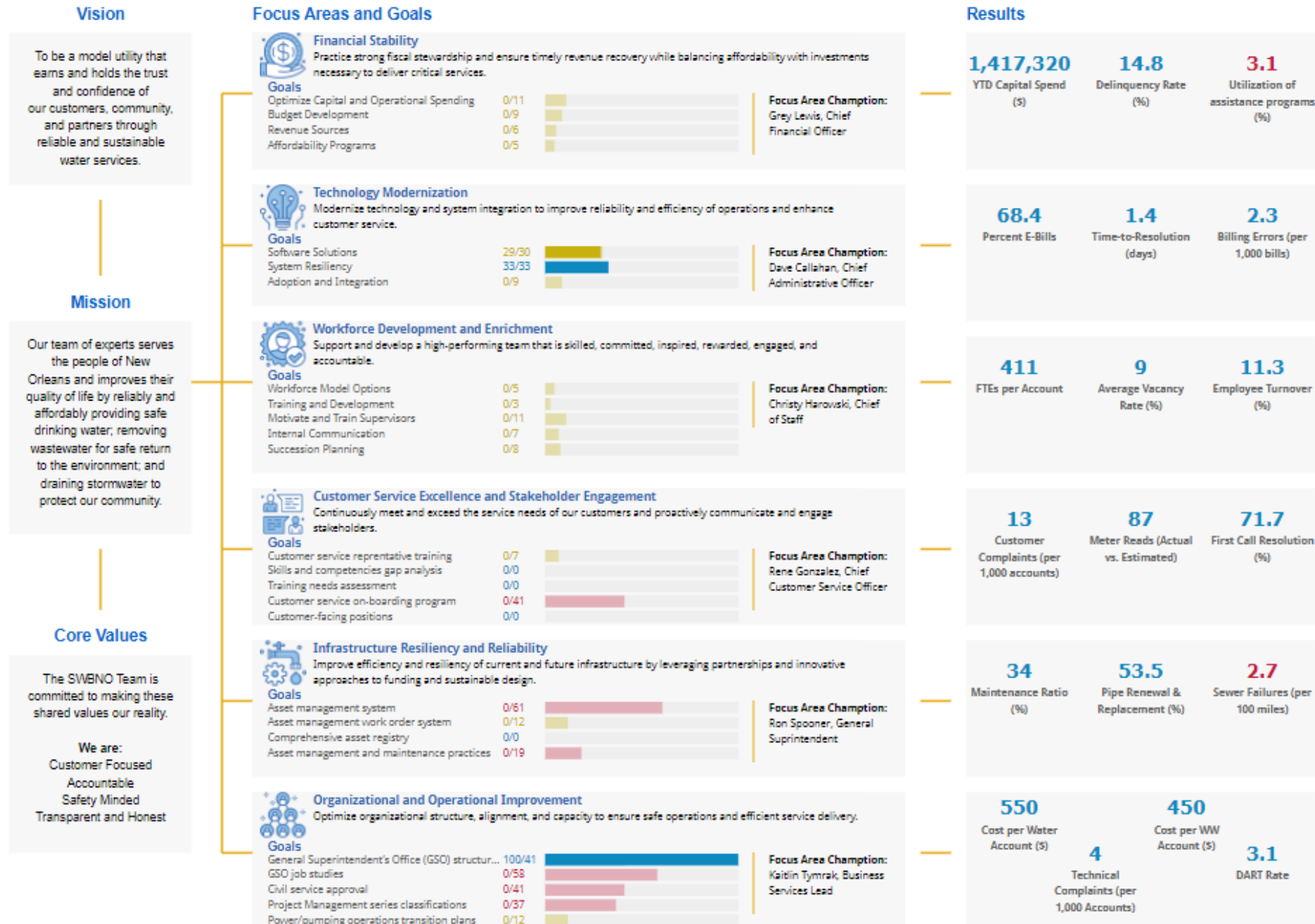


GOALS

- Optimize capital and operational spending
- Enhance budget development and management processes
- Improve timely revenue realization/recovery and leverage new and alternate revenue sources
- Enhance affordability programs to better meet community needs
- Identify and update critical/core technology software solutions and resources
- Enhance cybersecurity and technology systems resiliency
- Improve adoption and integration of current and new technology systems
- Evaluate workforce model options, including Civil Service and others, and determine an appropriate approach for SWBNO
- Enhance resources for employee training and development
- Motivate and train supervisors and leaders to improve employee and team performance
- Strengthen internal communication and information sharing to increase collaboration across departments
- Improve knowledge capture, transfer, and succession planning
- Foster a culture of customer service throughout the organization
- Expand convenience systems and capabilities to improve self-service options for customers
- Elevate core customer service delivery performance
- Advance proactive communication and outreach programs
- Shift maintenance planning and workflows from reactive to preventative through comprehensive asset management
- Replace and renew aged infrastructure using integrated approaches
- Successfully deliver all critical capital improvement projects by improving collaboration with project partners
- Develop long-range system master plans to renew infrastructure incorporating community vision, green infrastructure, and climate adaptation
- Evaluate and modify organizational structure and staffing levels
- Enhance and elevate safety of culture
- Implement programs and training related to change management, process standardization, and continuous improvement
- 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



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.



Vision

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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

Optimize Capital and Operational Spending	0/20	
Budget Development	0/19	
Revenue Sources	0/16	
Affordability Programs	0/9	

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

Software Solutions	29/48	
System Resiliency	19/27	
Adoption and Integration	0/22	

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

Workforce Model Options	0/8	
Training and Development	0/6	
Motivate and Train Supervisors	0/4	
Internal Communication	0/13	
Succession Planning	0/5	

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

Customer service representative training	5/39	
Skills and competencies gap analysis	0/0	
Training needs assessment	0/0	
Customer service on-boarding program	0/43	
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

Asset management system	0/100	
Asset management work order system	0/21	
Comprehensive asset registry	0/2	
Asset management and maintenance practices	0/4	

Focus Area Champion:
Ron Spooner, General
Supintendent



Organizational and Operational Improvement

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

Goals

General Superintendent's Office (GSO) structur...	100/72	
GSO job studies	0/39	
Civil service approval	0/28	
Project Management series classifications	0/28	
Power/pumping operations transition plans	0/21	

Focus Area Champion:
Kaitlin Tymrak, Business
Services Lead

Results

[Back to Cover Page](#)

10.8 Delinquency Rate (%)	72,337,906 Aged Accounts (\$)	0 Assistance Programming
0 Unbilled Water	336 Days Cash on Hand	31,024,332 YTD Capital Spend
		41,022 CIP Change Orders

68.4 Percent E-Bills	1.4 Time-to-Resolution (days)	2.3 Billing Errors (per 1,000 bills)
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411 FTEs per Account	9 Average Vacancy Rate (%)	11.3 Employee Turnover (%)
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0 Customer Disputes	0 Meter Reads (% actual vs. estimated)	0 Avg. Dispute Resolution (days)
0 Avg. Speed of Answer (min)	0 Voluntary Social Media Subscribers	0 Engagement & Outreach Events

34 Maintenance Ratio (%)	53.5 Pipe Renewal & Replacement (%)	2.7 Sewer Failures (per 100 miles)
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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 a mix of actual SWBNO performance data and data presented for illustration purposed only.

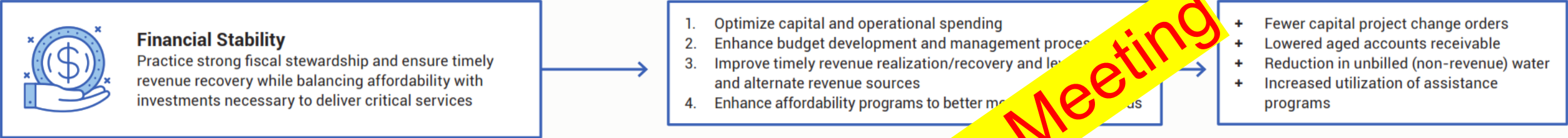
Performance Tracking Metrics Discussion



FOCUS AREAS

GOALS

RESULTS



Focus Area	SWBNO Board of Directors <u>Results Expectations</u> (From Strategic Plan)	Financial Stability Metrics
Financial Stability	1. Fewer capital project change orders	1. Capital projects delivered on time and actual vs planned
	2. Lowered aged accounts receivable	2. % Capital projects over original budget
	3. Reduction in unbilled (non-revenue) water	3. Delinquent accounts (total accounts delinquent during the past 12 months)
	4. Increased utilization of assistance programs	4. Realized revenue from non-revenue water
		5. Sewer coverage ratio (total O&M cost/total debt service)
		6. Net income/assets (net income/total assets)

Board Discussion: Green shaded are recommended/initial Metrics

- Days of cash on hand for water/sewer/drainage
- Number of change orders by category
- Aged accounts by age to show change over time



Financial Stability

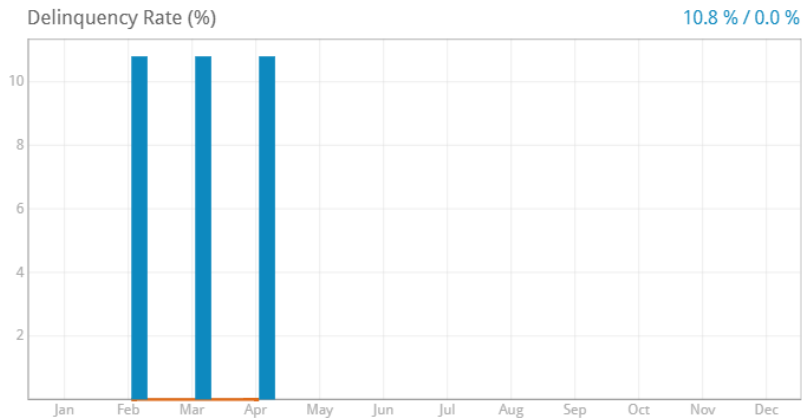
Performance Metrics



[Back to issue dashboard](#)

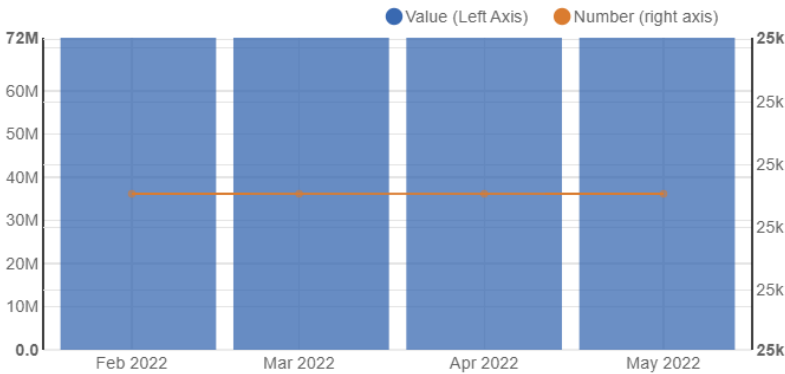
Targeted Result: Lower delinquency rate

Delinquency Rate (%) current value: 10.8%



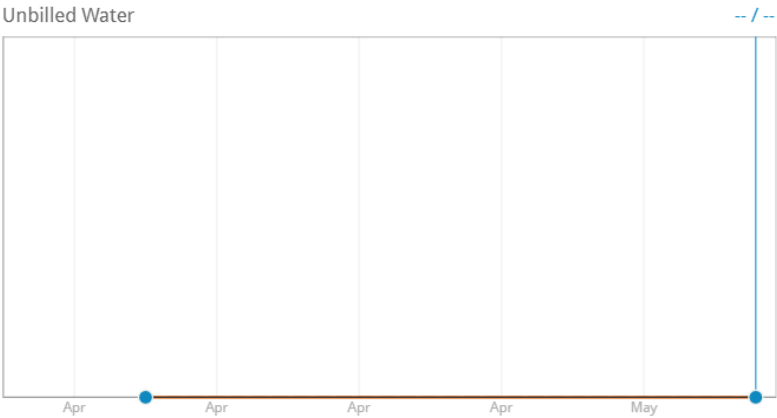
Targeted Result: Fewer accounts delinquent >60 days

Aged Accounts (\$) current value: \$72,337,906 ; current number: 24,954



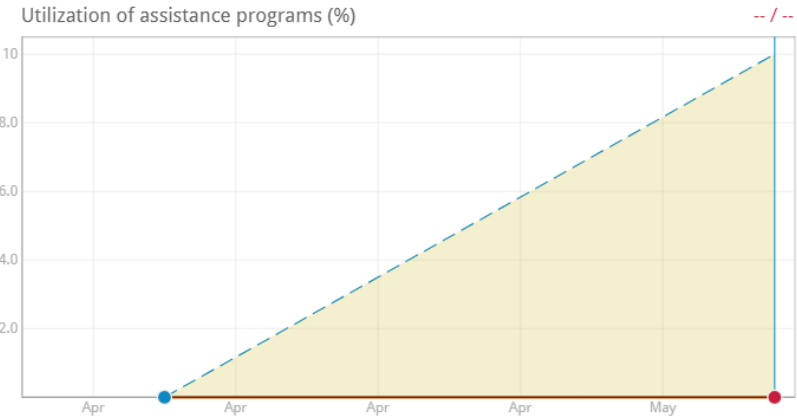
Targeted Result: Reduction in unbilled water

Unbilled (non-revenue) water current value: 15.20%



Targeted Result: Increased utilization of assistance programs

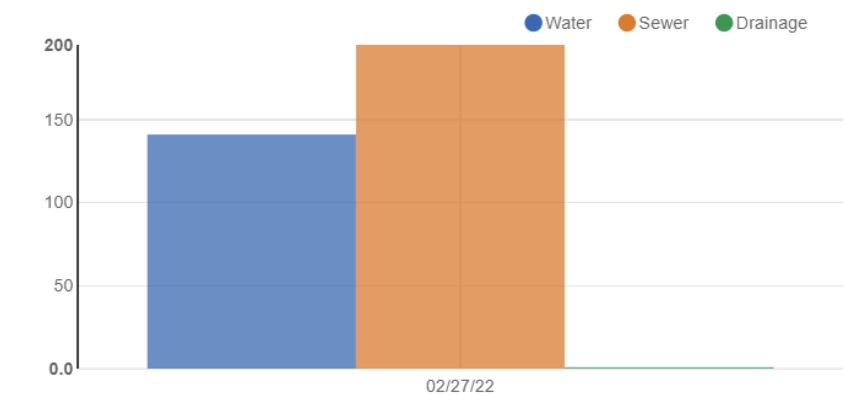
Utilization of assistance programs (%) current value: 0.0% of total customers



Data being compiled and added to see history back through 2021

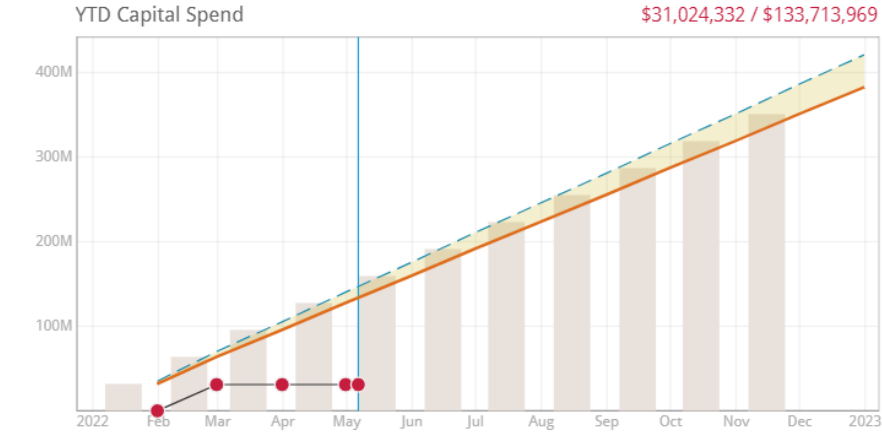
Targeted Result: Healthy cash reserves

Days Cash on Hand for water, sewer, and drainage current value: \$336



Targeted Result: Maximal capital outlays

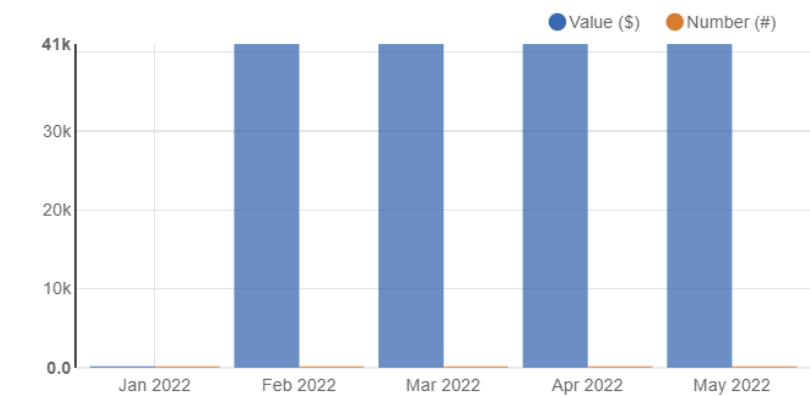
YTD Capital Spend current value: \$31,024,332



Data being compiled and added to see history back through 2021

Targeted Result: Fewer capital project change orders


CIP Change Orders current value: \$41,022; current number: 2



FOCUS AREAS

GOALS

RESULTS



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 offer self-service options for customers

15. Elevate core customer service delivery and service programs

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)	Actual Metrics
Customer Service Excellence and Stakeholder Engagement	13. Reduction in customer complaints	25. Customer service center, 10,000 accounts
		26. Actual vs. target first call resolution
	14. Increased customer service first call resolution	27. Average wait time – customer service center
		28. Average time to resolve dispute resolutions
	15. Increased customer satisfaction rating	29. Average first call resolution
	16. Increased social media interactions	30. Customer service cost per account (\$/account)
	17. Improved positive media sentiment	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



Customer Service Excellence and Stakeholder Engagement

Performance Metrics



These Dashboards
are in development



OF CUSTOMER DISPUTES

(Shown monthly)

Tiffany Julien owns this
metric

Actual vs. estimated meter reads

(Shown monthly)

Monique Chatters owner

Ave days for billing disputes resolution

(Running ave. shown
monthly)

Tiffany Julien is owner

Ave speed of answer

(# of calls/ave. speed of
answer)

Waldeen/Nicole are
owners

Voluntary subscribers

(Cumulative growth over
time)

Grace Birch is Owner

Number of Stakeholder Engagement / Outreach Events

(Shown Monthly)

Grace Birch is Owner

FOCUS AREAS

GOALS

RESULTS



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

Board Discussion – Green shaded are recommended/initial Metrics

- Measure extent of billing errors (magnitude) by customer class
- Customers who have repeat issues waiting to be resolved
- Cogsdale support requests pending
-

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 <u>Results Expectations</u> (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

- Compliance with required certifications / required trainings
- How to measure civil service performance and impacts?
- Productivity by job type/difficulty/class

FOCUS AREAS

GOALS

RESULTS



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

- 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

- + 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 <u>Results Expectations</u> (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

FOCUS AREAS



Organizational and Operational Improvement

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

GOALS

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

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

Focus Area	SWBNO Board of Directors <u>Results Expectations</u> (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

Focus Area Champion Updates





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?

[Back to Overview](#)
[View 2022 Workplan](#)
[View Metric Details](#)

Goal

Optimize Capital and Operational Spending

- Inventory and Prioritize Vendors
- Review commodity purchasing
- Budget approval prior to purchases
- Develop, update, and regularly share policies
- Monitoring and reporting

Budget Development

- Analyzing monthly budgets
- Increase transparency and accountability
- Effective budgeting practices
- Aligned spending

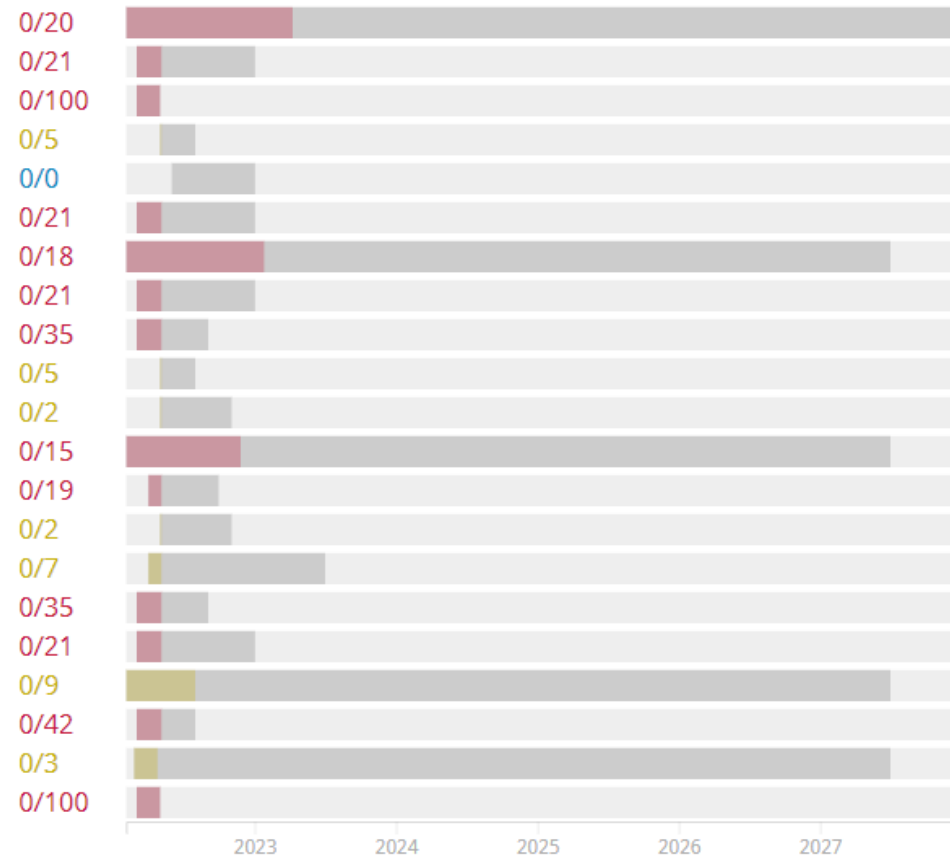
Revenue Sources

- Designate and expand the Project Delivery Unit (PDU)
- Organizational grant coordination
- Identify model industry resources
- Generate additional revenues
- Increase revenue recovery

Affordability Programs

- Rate Study Outcomes
- Monitor and consolidate resources
- Increase revenues for affordability program

Current % / Expected %





Technology Modernization Dashboard



What Does Success Look Like for the Focus Area?

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

Overall Focus Area Progress: 16%

What Goals and Tactics Impact the Focus Area?

Goal

Software Solutions

- Inventory current software/systems
- Technology updates
- New Software Systems Needs Assessment
- Document Management

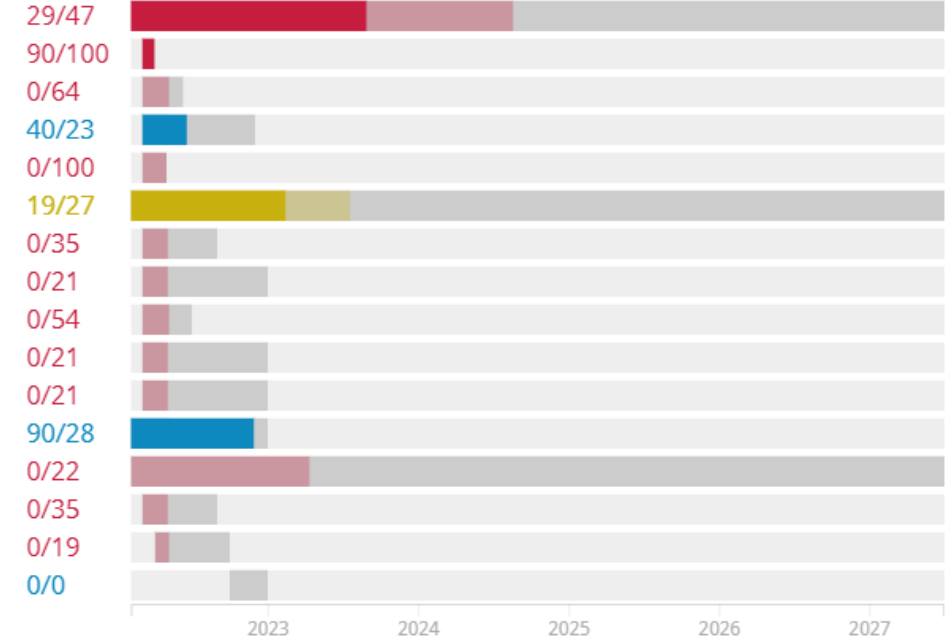
System Resiliency

- Cybersecurity policies
- AWIA assessment recommendations
- Cybersecurity for new employees
- Video technology
- Radio networks
- Firewall installation

Adoption and Integration

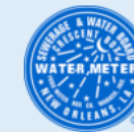
- Board technology
- Technology-related skills assessment
- Training needs assessment

Current % / Expected %





Workforce Development and Enrichment Dashboard



What Does Success Look Like for the Focus Area?

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

Overall Focus Area Progress: 0%

What Goals and Tactics Impact the Focus Area?

Goal

Workforce Model Options

- Stakeholder working group
- SWB workforce model
- Civil Service workforce model
- Workforce model analytics
- SWBNO Feedback
- Workforce model and recommendations

Training and Development

- Initiate Market Study
- Employee Development Fund
- Onboarding, employee tours, and educational opportunities
- Employee profiles

Motivate and Train Supervisors

- Leadership development
- Leadership skills and competencies
- Performance management resources
- Training and development opportunities
- Performance reviews/management

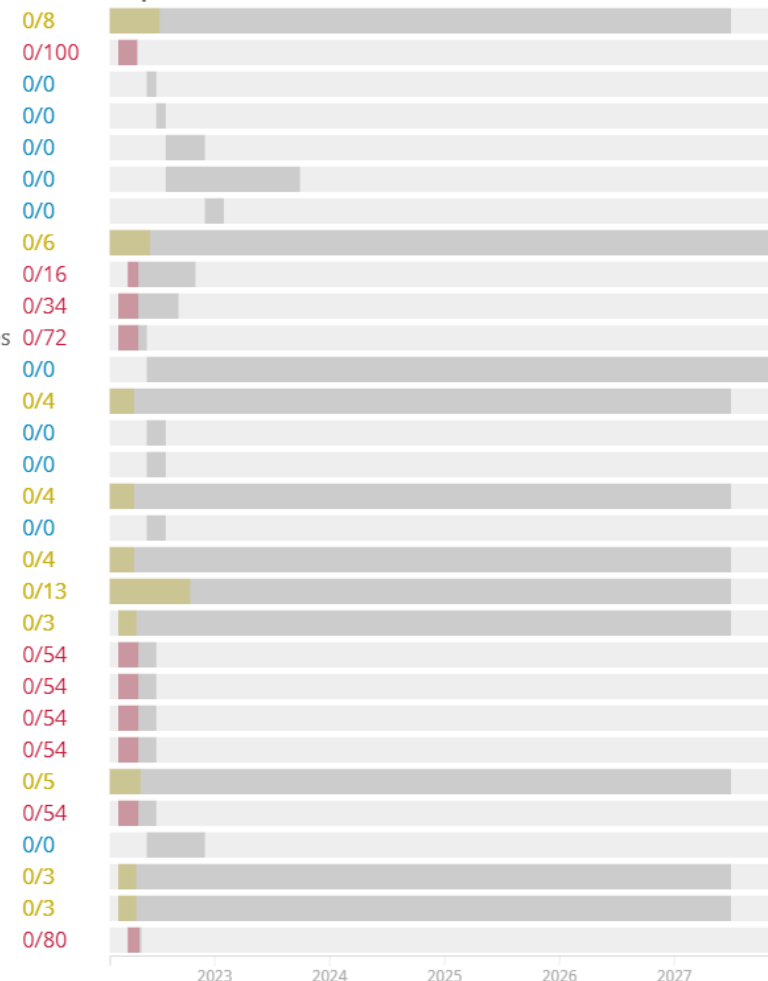
Internal Communication

- Communication channels
- Internal communication strategy
- Staff directory
- Email responses
- Inter-departmental collaboration

Succession Planning

- Deferred Retirement Option Plan (DROP) program
- Succession planning
- Exit interview process
- Management training
- Retire/resignation metrics

Current % / Expected %





Customer Service Excellence and Stakeholder Engagement Dashboard



What Does Success Look Like for the Focus Area?

Continuously meet and exceed the service needs of our customers and proactively communicate and engage stakeholders.

Overall Focus Area Progress: 7%

What Goals and Tactics Impact the Focus Area?

[Back to Overview](#)
[View 2022 Workplan](#)
[View Metric Details](#)

Goal

Culture of Customer Service

- Customer service representative training
- Skills and competencies gap analysis
- Training needs assessment
- Customer service on-boarding program
- Customer-facing positions
- Continuous improvement program

Improve Self Service Options

- Customer payment options
- Implement Verint support
- Multi-lingual resources
- Customer payment locations

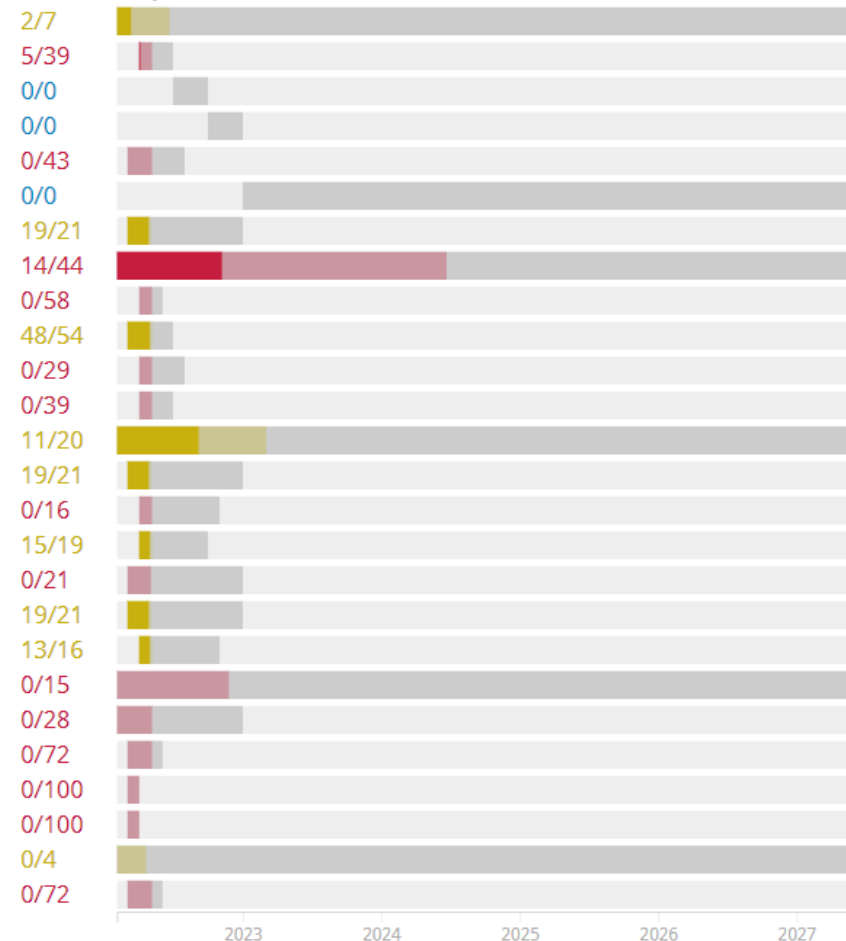
Service Delivery Performance

- Resource Meter Readers
- Customer-facing resources
- Meter reading incentives
- Customer service surveys
- Meter reading accuracy
- Customer dispute process

Proactive Communication

- Organizational communication
- Assessment and communication roadmap
- Message ambassadors
- Tailored messaging
- Communication outreach plan
- Customer-facing dashboard

Current % / Expected %





Infrastructure Resiliency and Reliability

Dashboard



What Does Success Look Like for the Focus Area?

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

Overall Focus Area Progress: 0%

What Goals and Tactics Impact the Focus Area?

Goal

Comprehensive Asset Management

- Asset management system
- Asset management work order system
- Comprehensive asset registry
- Asset management and maintenance practices

Renew Aged Infrastructure

- Catalogue resource needs
- Integrated planning efforts

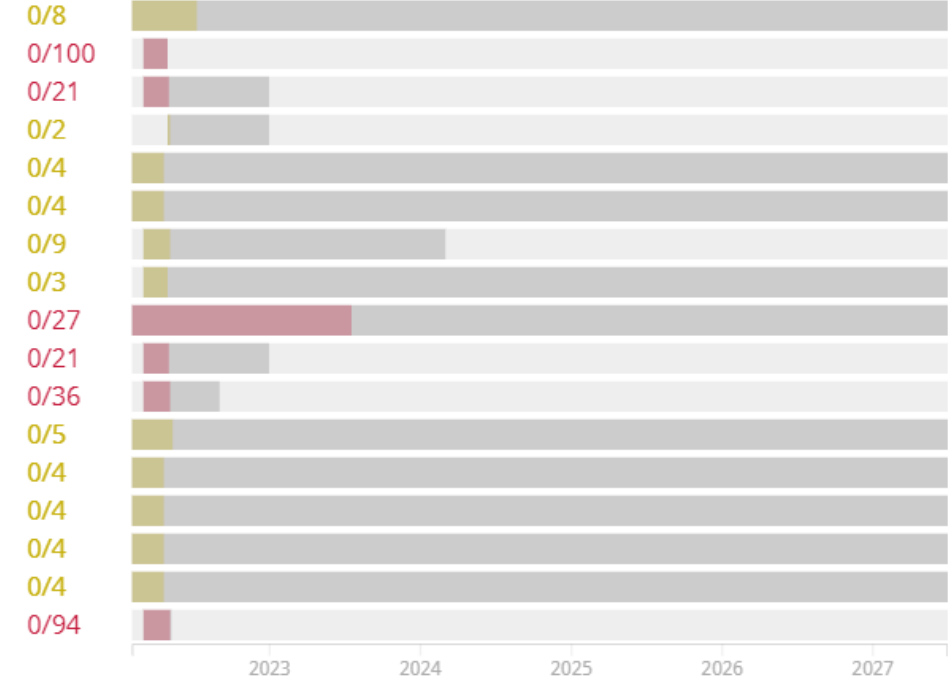
Improve Collaboration

- Communicate capital delivery
- Contract management process

System Master Plans

- Emergency operations
- Acceptable risk levels
- Sewerage model
- Storm planning and models
- Greenhouse gas emissions

Current % / Expected %





Organizational and Operational Improvement Dashboard



What Does Success Look Like for the Focus Area?

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

Overall Focus Area Progress: 1%

What Goals and Tactics Impact the Focus Area?

Goal

Structure and Staffing Levels

General Superintendent's Office (GSO) structure assessment	100/72
GSO job studies	0/39
Civil service approval	0/28
Project Management series classifications	0/28
Power/pumping operations transition plans	0/21
Recruitment	0/21

Enhance and Elevate Culture of Safety

Safety Liaison Program	0/72
Structure and composition of Safety Department	0/72
Safety rewards program	0/0
Safety Guiding Principles	0/18
New employee orientation	0/36
Safety orientation	0/36

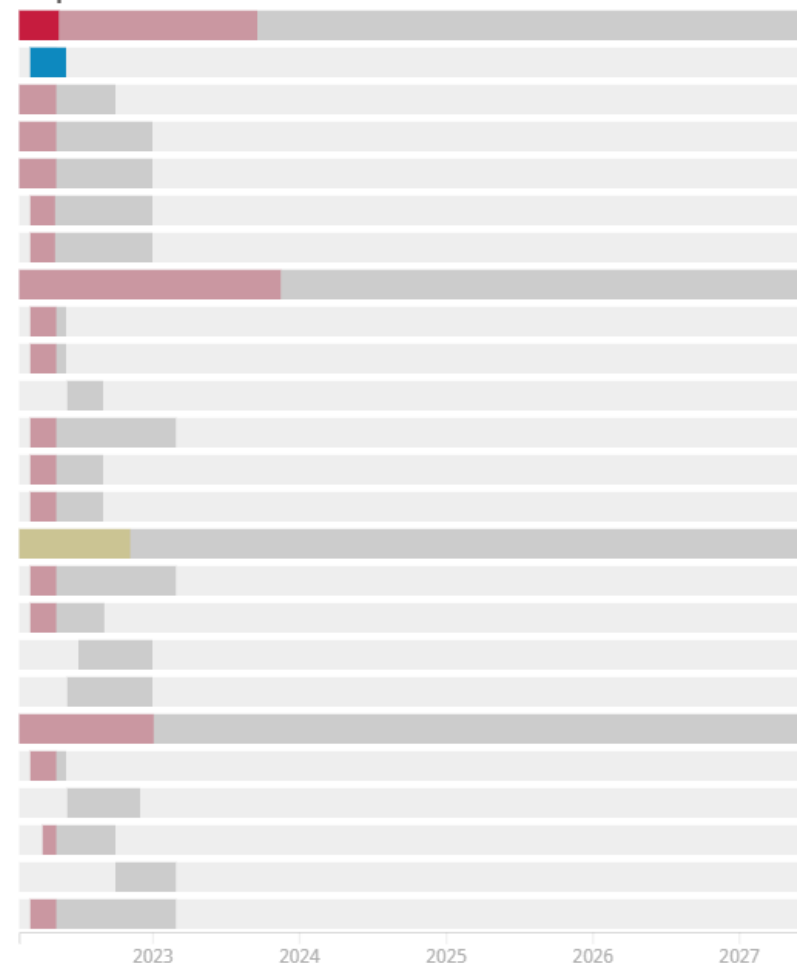
Change Management

Create new positions	0/18
High yield/low effort processes	0/36
High yield/low effort process review	0/0
Training on Standard Operating Procedures	0/0

Share Metrics

Performance management	0/72
Data availability and location	0/0
Utility benchmarks	0/19
Performance data dashboards	0/0
Strategic plan implementation	0/18

Current % / Expected %



Next Steps/Wrap Up



Wrap Up/Next Steps

- Incorporate feedback from today
- Continue to build out Progress & Performance Tracking System
- Provide Updates to Operations Performance Briefings