

SEWERAGE & WATER BOARD OF NEW ORLEANS

EXECUTIVE COMMITTEE MEETING

FRIDAY, NOVEMBER 7, 2014

9:00 AM

COMMITTEE MEMBERS

Mr. Wm. Raymond Manning, Chair • Mr. Mark Moody • Mr. Marion Bracy • Mrs. Kerri Kane • Mr. Alan Arnold

FINAL AGENDA

ACTION ITEMS

1. Approval of Previous Report

PRESENTATION ITEMS

2. Workforce Initiative
3. Employee Health Care Communications
4. Committee Responsibilities

INFORMATION ITEMS

5. Tracking Tool for Commitments to the City Council
6. EEOC Activity Status Report Y.T.D.
7. Topics for Future Discussions
8. Response to Questions
9. Any Other Matters

REFERENCE MATERIALS (In Binders)

- A. Sewerage and Water Board By-Laws
- B. 2014 Operating & Capital Budget
- C. Strategic Plan
- D. Bond Rating



"RE-BUILDING THE CITY'S WATER SYSTEMS FOR THE 21ST CENTURY"

Sewerage & Water Board of NEW ORLEANS

MITCHELL J. LANDRIEU, President
WM. RAYMOND MANNING, President Pro-Tem

625 ST. JOSEPH STREET
NEW ORLEANS, LA 70165 • 504-529-2837 OR 52W-ATER
www.swbno.org

October 10, 2014

TO THE HONORABLE PRESIDENT AND MEMBERS OF THE SEWERAGE AND WATER BOARD OF NEW ORLEANS:

A regular meeting of the **Executive Committee** of the Sewerage and Water Board was called to order on Friday, October 10, 2014 at 9:05 AM in the Board Room at 625 St. Joseph Street.

ATTENDANCE

Present: Wm. Raymond Manning, Committee Chair
Marion B. Bracy
Mark Moody
Kerri Kane
Alan Arnold

Also in Attendance: Cedric S. Grant, Executive Director; Nolan Lambert, Legal Counsel; Brian Ferrara, Legal Counsel; Joseph Becker, General Superintendent; Madeline Fong Goddard, Deputy General Superintendent; Robert Jackson, Community & Intergovernmental Relations; Tiffany Carter, EDBP Department; Bobby Nathan, Equal Employment Opportunity Director (EEOC); Kathleen LaFrance, Executive Director's Office; Willie Mingo, Purchasing Department; Geneva Coleman, The Hawthorne Agency, Inc.; Paul West, Chester Engineers; Rick Hathaway, HNTB; Donald Lambert, Hatch Mott MacDonald.

ACTION ITEMS

1. Approval of Previous Report

The Executive Committee received the Executive Committee Report of September 12, 2014 for review and action. Ms. Kane motioned to accept the report and Mr. Bracy seconded the motion. The motion passed.

2. Revisions to the Professional Service Procurement Policy NO. 95 (R-228-2014)

The Executive Director, Mr. Cedric S. Grant stated the intent here is for reforms to be put in place to align our Professional Services Policy with those of the city and the Mayor's Executive Order.

The Special Counsel, Nolan Lambert stated all meetings of the Selection Committee shall be open to the public, and in compliance with the Louisiana Open Meeting Law to ensure transparency. The Selection Committee would be comprised of the General Superintendent (or designee), the Deputy Director (or designee), the Department Head (or designee), the Employee Manager (or designee), and a person with expertise in the field (employee or non-employee).

Mr. Manning expressed concerns re: selection process in public forum, as other competitors have the opportunity to sit in the audience during these meetings and take notes, while their competition makes a presentation. Mr. Manning stated for the record, to be clear, this idea of transparency may have unintended consequences.

Following a discussion, the committee suggested for the above policy to be revised to specifically state, that other competitors are not allowed in the meeting room during a presentation from an opposing agency or entity. Mr. Moody, Mr. Arnold and Mr. Bracy agreed with Mr. Manning's concerns.

Mr. Lambert maintained the Selection Committee's deliberations must be in public. The policy allows for presentations to the Selection Committee, but it does not state whether or not, it has to be in public. Mr. Grant would bring this matter before the City Attorney for further review. Mr. Lambert stated his staff would also do further research and bring more information back to the Board. Amendments to the policy could be made if necessary.

Mr. Bracy motioned to approve in concept, revisions to the Professional Service Procurement Policy NO. 95 as revised and Mrs. Kane seconded the motion. The motion passed.

PRESENTATION ITEMS

3. Business Opportunities

Mr. Grant stated he would meet with each committee chair, before the next cycle of committee/board meetings to receive their feedback of committee structures and functions.

INFORMATION ITEMS

4. Administrative Hearing Policy

Mr. Nolan Lambert stated this policy allows the General Superintendent and /or Executive Director to exercise their authority granted to them by the law to take appropriate remedial and preventative action as may be needed with the need for an administrative hearing.

Mr. Arnold expressed concern with #7) Termination of water and sewer services portion of the Administrative Hearing Policy; particularly, how the payment plans are negotiated for customers.

Mr. Manning directed staff to present this above process in a graphic form and to bring back more information to the committee, regarding how bills are paid, how a customer enters into a payment plan, and more.

Mr. Manning stated the Sewerage and Water Board is attempting to be fair in all of its processes to allow customers more ways to pay bills and to receive assistance.

5. **Tracking Tool for Commitments to the City Council**

Mr. Grant stated we are a month away from the next Public Works Committee meeting. We are currently on track with commitments made to the City Council.

6. **EEOC Activity Status Report Y.T.D. - received**

7. **Response to Questions**

Mr. Arnold asked about the process of getting response to questions. Mr. Grant stated the responses would come in a written format.

8. **Any Other Matters**

Mr. Arnold requested for the Pension Committee Members to receive monthly reports from FFC Capital prior to the Pension Committee Meeting, so they could have time to review the information being presented by FFC prior to the meeting.

There being no further business to come before the Committee, the meeting adjourned at 9:57 AM.

Very truly yours,

Wm. Raymond Manning
Committee Chair



"RE-BUILDING THE CITY'S WATER SYSTEMS FOR THE 21ST CENTURY"

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www.swbno.org

November 4, 2014

Finance Committee
Sewerage and Water Board of New Orleans
New Orleans, Louisiana

Dear Directors:

Subject: Communications to Employees Regarding Change in Health Insurance Provider

Effective January 1, 2015, the Sewerage & Water Board will be providing health care for employees and retirees through the HealthSmart using the CIGNA national network. SWBNO procured this insurance company by requesting proposals for a similar breadth of health care providers and medical coverages with the intent to maintain the current levels for employee deductibles, co-pay amounts, and monthly premiums.

Sewerage and Water Board is making this change before the start date of the new coverage in order to ensure that employees have time to check on the availability of their doctors in the CIGNA network. If their doctor is not currently participating in the CIGNA network, then we will work to encourage their participation; however, that decision is the choice between doctors and CIGNA. Management will work diligently to ensure that any disruption this transition causes to employees is minimized.

There will be four sources of information for employees to find out more about the change in health insurance provider:

1. Read the attached documents about the new SWBNO Employee Health Care Plan that were attached to their paystubs on October 24, 2014.
2. Go to: www.hcpdirectory.cigna.com/web/public/providers to determine if their preferred primary care physicians, specialists, and hospitals participate in the CIGNA.
3. Review the open enrollment package that will be mailed to their residence on or about November 24, 2014.
4. Call the Personnel Office at (504) 585-2023 and speak to a staff person who will be able to assist with questions. This assistance will be available from 8 am to 4 pm during October 27 – 31, December 1 – 5, and December 8 – 12, 2014.

We look forward to a successful open enrollment period ending December 15, 2014.

Robert K. Miller
Deputy Director



Welcome To Smarter Healthcare

SEWERAGE & WATER BOARD OF NEW ORLEANS

Effective: January 1, 2015

*Effective January 1, 2015 Sewerage & Water Board of New Orleans will change its healthcare administrator to HealthSmart Benefit Solutions. To assist you in this transition, we want to answer some very important questions. This information will also be included on your ID card.**

CLAIMS & ELIGIBILITY QUESTIONS:

HealthSmart's Customer Service Representatives can be reached at **855.596.6738**, Monday through Friday from 8:00 a.m. to 5:00 p.m. (CT).

PPO INFORMATION:

To determine if your doctor or facility is in the GWH-Cigna Network, a list of providers in your area can be obtained by calling **855.209.2719** or online at



www.mycignaforhealth.com.

PRESCRIPTION INFORMATION:

HealthSmart Rx will be your prescription drug vendor. You can contact customer service at **800.681.6912** or visit **www.healthsmart.com**.

PRE-CERTIFICATION QUESTIONS:

HealthSmart's in-house Utilization Review Team can be reached Monday through Friday at **877.202.6379, opt. 3** between the hours of 7:00 a.m. and 7:00 p.m. (CST). You must give at least 7 days notice prior to all hospital admissions.

ID Cards: HealthSmart provides two cards per family. Additional cards are available upon request.

HEALTHSMART BENEFIT SOLUTIONS, INC.

WWW.HEALTHSMART.COM

Effective January 1, 2015, the Sewerage and Water Board of New Orleans (SWBNO) will be providing health care for employees and retirees through Health Smart using the CIGNA national network. The following table compares the current plan and the new plan.

H

1. Read the Questions and Answers about Employee Health Care Plan
2. Go to : www.hcpdirectory.cigna.com/web/public/providers
3. Carefully review the open enrollment package that will be mailed to your residence on or about November 24, 2014.
4. Call the Personnel Office at (504) 585-2023 and speak to a staff person who will be able to assist you with your questions. This assistance will be available from 8am-4pm during October 27 – 31, December 1 – 5, and December 8 - 12, 2014.

*Contact your current healthcare provider to verify their participation in CIGNA or go to the website: www.hcpdirectory.cigna.com/web/public/providers.

**Questions (Q) and Answers (A) about Employee Health Care Plan Change at
Sewerage and Water Board
October 2014**

Q: Is the Health Care Insurance provider going to change?

A: Yes, on January 1, 2015. Health care insurance will be provided through Health Smart using the CIGNA national network of health care providers.

Q: How will this be different than what we currently have from Blue Cross?

A: Sewerage and Water Board procured this insurance coverage by requesting proposals for the same breadth of health care providers, the same medical coverages, and the same employee monthly premiums, deductibles, and co-pay amounts. It is most likely that the only change you will notice is a different insurance company logo on your medical insurance card.

Q: Why are we changing insurance companies?

A: Sewerage and Water Board is changing companies in order to provide improved preventative health care services to employees at a lower cost to ratepayers.

Q: Will I be able to keep my current doctors and hospital?

A: Yes, in nearly all cases. The CIGNA network is nearly identical to the Blue Cross network. However, it is important that you check to be sure that your doctors participate in the CIGNA network by going to <http://hcpdirectory.cigna.com/web/public/providers>.

Q: But I like Blue Cross. May I pay more to keep using them?

A: No, Sewerage and Water Board provides insurance through only one provider. Adding another insurance provider option would lower the number of employees that each insurance company would cover and would likely increase the cost of the insurance. And because the coverage from CIGNA is essentially identical to the coverage from Blue Cross, there would likely not be a meaningful difference from which to choose.

Q: Why are we doing this now?

A: Sewerage and Water Board is making this change more than two months ahead of the start date of the new coverage on January 1, 2015 in order to ensure that you have time to check on the availability of your doctors. If your doctor is not currently participating in the CIGNA network, then we will work to encourage their participation; however, that decision is the choice of the doctors and not the Sewerage and Water Board or CIGNA.

Q: What will be improved about the preventative health care services?

A: CIGNA provides voluntary programs for employees to have their health screened through private testing that can advise them of the early onset of certain conditions that require medical care. And by following your doctor's prescribed care regimen, the employee cost of that care is reduced or eliminated. Additional information on these new programs will be provided in 2015.

Q: If Sewerage and Water Board is saving money by changing health insurance providers, then why isn't my employee share that is deducted from my paycheck decreasing?

A: The lower cost of the insurance plan administration will likely be more than offset by the higher cost of the medical claims paid to your doctors, hospitals and pharmacists. Sewerage and Water Board is using the lower cost of administration to avoid passing the higher cost of medical claims along to employees.

Q: Does management realize how disruptive this might be to my family?

A: Yes, and management has worked diligently to ensure that this change minimized that disruption while making the decisions that are necessary to control costs to the ratepayers.

Q: When might this happen again?

A: Management intends to do a marketplace review of medical insurance providers each year.

Q: In summary, I will most likely be keeping my same doctors, hospital, monthly premiums, deductibles, and co-pay amounts – is that correct?

A: Yes, but it is important that you check to be sure that your doctors participate in the CIGNA network by going to <http://hcpdirectory.cigna.com/web/public/providers>.



SEWERAGE AND WATER BOARD OF NEW ORLEANS

November 7, 2014

Executive Committee
Sewerage and Water Board of New Orleans
New Orleans, Louisiana

Dear Directors:

Subject: Recommended Changes to Bylaws Article VI Section 5 Executive Committee

The rules associated with Committees of the Board of Directors of Sewerage and Water Board of New Orleans are defined in Article VI of the Bylaws. Sections 1 through 4 and 12 through 18 are common to all Committees. Section 5 defines the role of the Executive Committee.

There are key issues that may be added in order to clarify that defined role: strategic planning; business development; risk management; and information technology.

I recommend that the bylaws related to the Executive Committee be modified to specifically address these responsibilities as shown on the attached proposed update to Article VI Section 5.

Cedric S. Grant
Executive Director

BYLAWS OF SEWERAGE & WATER BOARD OF NEW ORLEANS

ARTICLE VI – COMMITTEES

EXECUTIVE COMMITTEE

Section 5:

The Executive Committee shall act in a deliberative and advisory capacity and to it may be referred any business of the Board for consideration and report, preceding official action by the Board. The following matters are illustrative of those brought before the Executive Committee for consideration: strategic planning; business development; risk management; information technology; pay plans and policies, personnel matters, including but not limited to Equal Employment Opportunity, Affirmative Action, EEO Reports, and Discrimination Complaints; leases; and in general, matters affecting all utilities (sewerage, water and drainage).

BYLAWS OF SEWERAGE & WATER BOARD OF NEW ORLEANS

ARTICLE VI – COMMITTEES

ALL COMMITTEES

Section 1:

There shall be four (4) standing Committees, to be named respectively: the Executive Committee, the Finance Committee, the Operations Committee, and the Committee on Infrastructure and Operating Systems.

In addition, a Pension Committee is established in accordance with the "Rules and Regulations of the Employees Retirement System of the Sewerage and Water Board of New Orleans."

A Plumbing Conference Committee is established in accordance with the Plumbing Code of the City of New Orleans.

Other Ad Hoc Committees may be formed by the Board or by the President of the Board.

The President of the Board shall appoint the Chairpersons and all members of the foregoing Committees. The President of the Board may appoint the Vice Chairpersons of the three (3) standing Committees. The make-up of the Committees may be re-examined periodically and new appointments made so that all members of the Board may participate in all phases of Sewerage and Water Board operations and administration. Each Board member must be assigned to serve on at least one (1) Committee.

Section 2:

The Executive Committee shall consist of five (5) members made up as follows: the President Pro Tern, who shall Chair the Executive Committee, and the Chairpersons of the other three (3) Committees, and the Chairperson of the Plumbing Conference Committee.

Section 3:

Each of the other standing committees shall consist of five (5) members of the Board, to be appointed by the President. Three (3) members of any standing committee shall constitute a quorum.

Section 4:

In the absence of the Committee Chairperson and the Vice Chairperson at any meeting of a committee, the committee may elect a Chairperson Pro Tern.

Section 12:

Any of the Committees may meet upon regular call of the Chairperson and shall meet upon ruling to that effect by the Board.

Section 13:

All reports of Committees for submission at the regular meeting of the Board shall be in writing and action thereon may be deferred to the subsequent regular meeting of the Board.

Section 14:

Both the President of the Board and the President Pro Tern shall be ex-officio members of each and all committees, both with the right to vote the same as any other member of said committees. Both the President of the Board, and the President Pro Tern, when acting as ex-officio members of a Committee in accordance with the foregoing, shall be true members in every sense and shall be counted towards the establishment of a quorum for the meeting.

Section 15:

Action taken by a Committee of the Board shall be by a majority of those present.

Section 16:

Except in instances where the Board shall declare a matter to be an emergency, all matters to be brought before the Board shall first be considered by a Committee of the Board.

Matters that appear before the Board under its consideration of "New Business" shall be assigned by the President or in his absence the President Pro Tem to the appropriate Committee of the Board.

Section 17:

Whenever there is an absence of a quorum required for a Committee of the Board to meet, the Executive Director shall reschedule the Committee Meeting to the next available date and time at which a quorum can be reasonably anticipated. Absent a quorum, there shall be no meeting of the Committee, however, the members present may, if they so desire, receive information or reports pertaining to matters on the agenda for such meeting.

Section 18:

Items not acted upon by the Committee to which they were originally assigned, due to that Committee not meeting because of a lack of a quorum, may, at the discretion of the President or President Pro Tem be placed temporarily upon the agenda of the Executive Committee. If there is no final action taken on the item by the Board, or if the entire matter addressed thereat is not disposed of, any further action regarding the item shall be considered by the Committee to which the item was originally assigned.

Sewerage and Water Board of New Orleans
Tracking Tool for Commitments to City Council
October 2014

Status Key

On Target

Not Started

Delayed

Needs Attention

Topic **Commitment** **Target Date** **Status** **Next Steps** **Strategic Plan Reference**

I. Governance Practices

A. Reduce the length of Board member terms and limiting the number of terms.	Completed. Senate Bill No. 47 reduced the term lengths from 9 to 4 years and limiting members to serving two consecutive terms.	None.	Strategy IV Tactics I.1 and I.2
	Completed. Senate Bill No. 47 requires experience in architecture, environmental quality, finance, accounting, business administration, engineering, law, public health, urban planning, facilities management, public administration, science, construction, business management, consumer or community advocacy, or other pertinent disciplines, with two of the appointments as consumer advocates with community advocacy or consumer protection experience or experience in a related field.	None.	Strategy IV Tactic I.3
C. Reduce the number of Board members.	Completed. Senate Bill No. 47 reduced the size of the Board from 13 to 11 members.	None.	Strategy IV Tactic I.4
D. Review function and responsibilities of Board committees.	On target. Senate Bill No. 47 provides that a quorum of the board shall adopt rules fixing its own meetings and procedures. Any amendments or changes to such rules shall be adopted only after approved by a quorum of the Board.	Staff developing recommendations for consideration by Committees and the Board of Directors.	Strategy IV Tactic I.5
E. Appoint Board members from recommendations submitted by university presidents.	Completed. New board members appointed on May 22, 2014.	None.	Strategy IV Tactic I.6
F. Establish dedicated independent oversight of Sewerage and Water Board determined by the City Council.	On target. Staff presents to Public Works Committee of City Council as scheduled on identified questions and concerns.	Continue to prepare detailed written status reports on the plans and reforms listed in Exhibit B Amendment to Water and Sewer Rates Resolution as well as status of construction projects by City Council district.	Strategy IV Tactic M

Sewerage and Water Board of New Orleans Tracking Tool for Commitments to City Council October 2014

Status Key On Target Not Started Needs Attention

Topic	Commitment	Target Date	Status	Next Steps	Strategic Plan Reference
II. Customer Service Improvements	A. Acquire and implement Advanced Metering Infrastructure. Replace existing mechanical meters with new electronic meters and an automated meter reading system that will provide more accurate readings, enhanced leak detection on customer lines, and improved account monitoring. The new meters will be installed for the residential and small commercial customer base.	December 2016	On target. Request for Information issued to potential vendors. Information submitted by ten vendors reviewed by staff and interviews conducted. Requests for proposals issued by other utilities being reviewed. A revised standard for purchasing new meters has been completed. Project will be fully initiated following implementation of new billing system.	Continue replacement of existing manual-read meters with electronic-read meters. Determine if outside expert assistance will be needed in project management. Develop a preliminary implementation plan and issue a request for proposals for change-out of residential and small commercial meters and installation of automated meter reading capabilities. Confirm targeted completion date following implementation of new customer account management system.	Strategy III Tactic B
	B. Open Additional Customer Service Center to provide convenient access to full service capabilities for customers without travelling to the downtown location.	December 2013 original December 2014 revised	Delayed. Alternatives identified and evaluated in New Orleans East.	Original request for proposals was for unimproved space. Contract change order negotiated for move-in-ready space. Evaluate public space alternative prior to proceeding.	Strategy III Tactic H
	C. Replace existing billing application with new software that includes online customer account management capabilities.	January 2015 original March 2016 revised	On target. Customer Account Management System from Cogsdale Corporation implementation underway.	Project implementation began September 2014.	Strategy III Tactic C
	D. Replace existing work order application with new software that includes online work order tracking and appointment scheduling capabilities.	December 2017	Not started.	Next steps to be determined as part of the development of an Information Technology Strategic Plan.	Strategy III Tactic D and E Strategy IV Tactic D
	E. Improve efficiency and reliability of Customer Service processes. Reduce the volume of calls by increasing perceived accuracy of bills. Ensure meter reading and billing edits are worked diligently. Improve the customer experience when questioning a bill and resolve more issues during the first call. Provide more effective appeals process.	Ongoing	On target. Customer Service Improvement Plan updated and reported to Operations Committee monthly.	Continue focus on obtaining readings to avoid estimated bills. Improve accuracy of readings. Improve efficiency of meter reading routes. Continue training on proper review of meter reading and billing edits. Reduce call waiting time. Improve coordination between Customer Service and Networks departments. Continue walk-in customer service survey. Implement telephone customer service survey. Document and report improvement results.	Strategy III Tactics A, F, and G
III. Service Assurance Program	A. Provide additional funding for bill payment assistance through the Water Help program.	January 2013	Completed. Funding for bill payment assistance through the Water Help program increased from \$80,000 to \$240,000 in January 2013.	Increase in funding completed January 2013. Focus on improved customer awareness.	Strategy III Tactic I.1

Sewerage and Water Board of New Orleans
Tracking Tool for Commitments to City Council
October 2014

Status Key
 On Target
 Not Started
 Needs Attention

Topic	Commitment	Target Date	Status	Next Steps	Strategic Plan Reference
	B. Expand Water Help program to provide assistance with plumbing repairs.	June 2013 original March 2014 revised	Underway. Program provides up to \$250 for plumbing repairs on the customer's portion of the service line. Participation by customers is significantly lower than anticipated.	Allocation of funding completed January 2013. Focus on improved customer awareness.	Strategy III Tactic I.2
	C. Pursue legislative change to allow adjustments for water lost through customer leaks.	March 2013 original August 2014 revised	Completed. Staff evaluated several different alternatives to allow adjustments for water lost through customer leaks. However, these recommendations did not comply with existing interpretations of the Louisiana Constitution by the state attorney general.	None.	Strategy III Tactic I.3
	D. Evaluate waiver of service charges based on means testing for qualifying low-income elderly and disabled customers.	June 2013	Completed. Staff recommended that the Board not adopt a waiver of these service charges based on means testing. Recommendations accepted by Board of Directors in July 2013.	None.	Strategy III Tactic I.4
	E. Evaluate reduction in late payment fee, disconnected fee, returned check fee, and deposits.	March 2013 original June 2013 revised	Completed. Because of the significant revenue loss associated with a reduction in late payment fees and disconnected fees, staff recommended that consideration of changes to these fees be deferred until after the first full year of revenues have been received from the new rates in order to ensure that revenues from the new rates are sufficient to allow for this offsetting reduction in fees while still accomplishing other financial objectives. Revenues from the new rates have not been sufficient to allow reduction in fees.	None.	Strategy III Tactic I.4
	A. Improve operations through performance measures, improved framework, and follow-up reviews to reduce future rate increases.	December 2017	On target. Training program developed and underway for frontline employees. Performance measures being reviewed and developed.	Process documentation, analysis, and improvement objectives combined with cost reduction are included in several senior management goals. Document and report improvement results.	Strategy II Tactic D Strategy IV Tactics B and H Strategy IV Tactic M

IV. Operational Reforms

Sewerage and Water Board of New Orleans

Tracking Tool for Commitments to City Council

October 2014

Status Key On Target Not Started Delayed Needs Attention

Topic	Commitment	Target Date	Status	Next Steps	Strategic Plan Reference
	B. Reduce free water and sewer service provided to municipal accounts by fifty percent from a baseline of 2010 usage.	December 2017	On target. Quantity of free service reduced from 2010 to 2013 by 11.0%. School system billing initiated for consumption beginning July 2013. No changes to related laws were initiated for 2014 Louisiana legislative session.	Continue work with property administrators at municipal facilities to identify opportunities for reduced consumption. Coordinate with revenue-producing agencies to pursue legislative relief from burdensome requirements for free service.	Strategy II Tactic F
	C. Improve coordination between Sewerage and Water Board and Department of Public Works.	Not determined.	A joint team of Sewerage and Water Board engineers and Department of Public Works engineers work together in coordination of planning and construction for the FEMA Recovery Roads program.	Determine feasibility of performing street drainage maintenance work on a fee-for-service basis, subject to identification of funding requirements, establishment of a funding stream, and gaining necessary legislative authorizations.	Strategy I Tactics A.1, B.1, and C.4
	D. Improve ratepayer collections.	Not determined.	Plans to improve collections have recently focused on ensuring close compliance with schedules for non-payment turn-offs. The amount written off as uncollectable has reduced from 10.23% in 2010 to 1.52% in 2013.	Perform analysis to identify additional tactics to improve performance in this area.	Strategy IV Tactic G
	E. Develop a long-term staff succession and training program.	Not determined.	A partnership between Delgado Community College, the Sewerage and Water Board of New Orleans and the JOB1 Business and Career Solutions Center has launched a worker training program aimed at increasing the pool of certified water and wastewater treatment personnel to meet the anticipated demand for workers to operate the systems. Delgado has applied to become a certification testing site.	In conjunction with the City's JOB1 program and Sewerage and Water Board, Delgado Community College will develop training to increase the pool of certified personnel to meet the needs of the capital improvement program. Knowledge management and succession planning objectives have been added to several senior management goals.	Strategy V Tactic G
	F. Perform annual water audit to measure progress and critical needs.	Ongoing.	On target. Water Audits have been performed for 2008 through 2012 as part of the 2013 update of the 2011-2020 Financial Plan.	Completed. Complete audit for 2013. Improve measurement capabilities for water production volumes. Monitor results of water line replacement program for reductions in water loss.	Strategy IV Tactic K
	G. Enhance long range planning by developing a Facilities Plan for 2015-2035.	December 2013	On target. Contract awarded in November 2013.	Consultant to develop a Water Purification Facilities Plan for 2015-2035 to identify the capital investments that will be needed beyond the immediate needs identified in the current capital improvement program.	Strategy I Tactic F.1

Sewerage and Water Board of New Orleans

Tracking Tool for Commitments to City Council

October 2014

Status Key

On Target

Not Started

Delayed

Needs Attention

Topic

Commitment

Target Date

Status

Next Steps

Strategic Plan Reference

H. Develop new sources of funding other than water and sewer rate increases.

Ongoing.

On target. New revenue stream established for handling wastewater from mobile containers, such as portable toilets and shipping containers, resulted in \$379,539 additional sewer revenue in 2013.

Analyze opportunities for providing wholesale water service over long distances.

Strategy II Tactic I

Repay funds owed to Department of Public Works.

December 2016

On target. Sewerage and Water Board repaid \$4,763,858.77 to Department of Public Works at year-end 2013. Amount was lower due to lower-than-forecast obligation by drainage system.

Pay remaining obligation owed to the Department of Public Works in three equal installments beginning December 2014.

Strategy II Tactic E

V. Economic Opportunities

A. Create economic opportunities consistent with City of New Orleans programs for participation by economically disadvantaged and local business enterprises.

Not determined.

For contracts with DBE participation 2013: Goods and Services \$275,314 or 30.0%, Construction \$13,452,287 or 37.6%, and Professional Services \$4,374,213 or 35.0%.

Sewerage and Water Board will continue to create economic opportunities for participation by economically disadvantaged and local business enterprises through Construction Review Committee and Staff Contract Review Committee recommendations and DBE vendor support and training.

Strategy IV Tactics F and L

VI. Capital Improvement Program

A. Water System Improvements
Replacement and rehabilitation of water purification plant facilities.
Replacement and rehabilitation of water pumping facilities.
Replacement of water system transmission and distribution mains.
\$277,000,000

December 2020

On target. 2014 Capital Budget fully funded. Progress on capital projects will be reported as part of Item VII.G below.

Continue execution of capital improvement program.

Strategy I Tactic A.1 through A.5

B. Replacement and rehabilitation of sewer system collection pipes required by Federal Consent Decree.
\$314,000,000

December 2020

On target. 2014 Capital Budget fully funded. Progress on capital projects will be reported as part of Item VII.G below.

Continue execution of capital improvement program.

Strategy I Tactic B.1 through B.3

VII. WaterStat Reporting and City Council Oversight

A. Establish performance measures and targets as well as reporting methodology.

March 2013

On target. Measurements framework adopted, initial measurements identified, and measurements training delivered to senior management. Collection of performance data in progress. Additional graphs created.

Create capabilities for higher level strategic planning support and performance measures.

Strategy IV Tactics A and B

Sewerage and Water Board of New Orleans
Tracking Tool for Commitments to City Council
October 2014

Status Key On Target Not Started Delayed Needs Attention

Topic	Commitment	Target Date	Status	Next Steps	Strategic Plan Reference
	B. Implement a systematic approach to process documentation, analysis, and improvement.	June 2013	On Target	On target. Training program developed and contract for training delivery awarded. Departmental training plans developed in March 2014 and business skills training began in April 2014. Improvement initiatives identified by training participants.	Strategy II Tactic D Strategy IV Tactic H
	C. Perform follow-up reviews to document results and efficiencies achieved.	January 2014 original December 2014 revised	On Target	Status report underway.	Document and report improvement results. Strategy IV Tactic B
	D. Provide maps showing maintenance work completed, capital projects completed, and planned capital improvements.	January 2013 and Ongoing	On Target	Maps have been printed, but processes for maintaining maps are time-consuming and manual.	Completed and ongoing. Strategy IV Tactic M
	E. Document FEMA receipts and uses of funds.	January 2013 and Ongoing	On Target	Summary of FEMA receipts and uses of funds is provided to Board committees each month.	Completed and ongoing. Strategy IV Tactic M
	F. Initiate annual meetings with citizens of each council district to regularly report on organizational performance results.	May 2014 original December 2014 revised	On Target	Status report underway.	Prepare detailed written status reports on the plans and reforms listed in Exhibit B Amendment to Water and Sewer Rates Resolution as well as status of construction projects by City Council district. Strategy IV Tactic M
	G. Provided written updates to the Clerk of the City Council.	Quarterly and As Requested.	On Target	This document serves as the detailed written status reports on the plans and reforms listed in Exhibit B Amendment to Water and Sewer Rates Resolution as well as status of construction projects by City Council district.	Strategy IV Tactic M



SEWERAGE AND WATER BOARD OF NEW ORLEANS

Inter-Office Memorandum

DATE: October 28, 2014

FROM: Bobby L. Nathan, EEO/Grievance Manager

TO: Cedric S. Grant, Executive Director

RE: The Equal Employment Opportunity Division
Activity Status Report for October 2014 Y.T.D.

I. Federal Equal Employment Activity

There are two (2) new cases filed in October of "Race Discrimination" and "Work" reported to the EEOC.

II. Status of the General Grievance Policy #26, The Equal Employment Opportunity Policy #86 and the Workplace Harassment Policy #87 are as follows:

All Cases Year-to-Date:

There have been sixteen (16) General Grievances filed by Sewerage and Water Board employee's year-to-date. One additional case (1) of the sixteen (16) cases were filed in October 2014.

III. Conference/Office Activity:

1. Telephone Calls:

There were twenty (20) telephone conferences held with employees, concerning/involving a job related issue in October 2014. Field investigations are conducted when necessary.

2. Office Visits

Office Conference, counseling of employment issues, and/or non-employment issues can be made by appointment or by walk-in there were eight (8) such consultations held during October 2014.

3. Grievance Committee Hearings

There are two (2) cases pending.

Bobby L. Nathan
Equal Employment Opportunity Officer

Case#	Grievance	Status
01	(Promotion)	Closed
02	(Promotion)	Closed
03	(Promotion)	Closed
04	(Retaliation)	(No Cause Found) Closed
05	(Promotion)	Closed
06	(Harassment) – Employee is working with supervisor	Closed
07	(Harassment) – No follow up by employee	Closed
08	(Harassment) – No follow up by employee	Closed
09	(Harassment) – Case being processed by EEO	Closed
10	(Race Discrimination) – Case being processed by EEO	Open
11	(Work) – Employee complained about a Pension Committee	Closed
12	(Harassment) – Employee complaint, No follow up	Closed
13	(Harassment)	Grievance Committee Hearing <i>Pending</i>
14	(Harassment)	Grievance Committee Hearing <i>Pending</i>
15	(Race Discrimination)	Case being processed by EEOC <i>Pending</i>
16	(Work) - Denied equipment needs	Case being processed by EEOC <i>Pending</i>