

# **SEWERAGE & WATER BOARD OF NEW ORLEANS**

## **OPERATIONS COMMITTEE MEETING**

**MONDAY, APRIL 6, 2015**

**8:00 AM**

### **COMMITTEE MEMBERS**

**Mr. Marion Bracy, Chair • Dr. Tamika Duplessis • Mr. Scott Jacobs • Mr. Mark Moody • Ms. Kimberly Thomas**

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### **FINAL AGENDA**

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#### **ACTION ITEMS**

1. Approval of Previous Report
2. Bid Recommendations – DBE Participation
3. Construction Review Committee - NONE
4. Staff Contract Review Committee
5. Renewal Construction Contracts with DBE Participation - NONE
6. Final Acceptance Contracts with DBE Participation

#### **PRESENTATION ITEMS**

7. Customer Service Results through February 2015
8. Topics for Future Discussions
9. Response to Questions

#### **INFORMATION ITEMS**

10. DBE Participation Report
11. 2015 Committee/Board Meeting Schedule
12. Any Other Matters

#### **REFERENCE MATERIALS (In Binders)**

- A. Sewerage & Water Board By-Laws
- B. 2015 Operating and Capital Budgets
- C. 2011-2020 Strategic Plan
- D. Commitments to the City Council
- E. Bond Ratings Information

There were no bid recommendations with DBE participation.

**3. Construction Review Committee Recommendations**

The Construction Review Committee met, February 24, 2015 and made the following recommendations.

**Open Market Contracts**

**One year contract, no renewal options**

- |                         |  |
|-------------------------|--|
| 1. Contract #1345       | <b>Replacement of the Filter Backwash Equipment at the Main Water Purification Plant</b>   |
| Estimated Cost:         | \$1,800,000.00   |
| Suggested Goal:         | 7%   |
| Areas of Participation: | Demolition, and Electrical installation<br>Source of funding is Water System Fund  |
|                         |  |
| 2. Contract #1381       | <b>Furnish and installation of Air Compressors and Associated Equipment at the Main Water Purification Plant</b>                             |
| Estimated Cost:         | \$190,000.00   |
| Suggested Goal:         | 30%  |
| Areas of Participation: | Removal of Existing Equipment, Electrical Work, New Walkway w/Louvres, and Structural Changes<br>Source of funding is Water System Fund      |
|                         |  |
| 3. Contract #1385       | <b>Replacement of the Filter Media at 4 Filters at the Algiers New Filter Gallery at the Algiers Water Treatment Plan</b>                    |
| Estimated Cost:         | \$400,000.00   |
| Suggested Goal:         | 35%  |
| Areas of Participation: | Removal and disposal of Existing Sand and Anthrite, and purchase of new sand<br>Source of funding is Water System Fund                       |
|                         |  |
| 4. Contract #3664       | <b>404 HMGP Replacement of Sewage Pumping Station 8</b>  |
| Estimated Cost:         | \$4,032,176.00   |
| Suggested Goal:         | 36%  |
| Areas of Participation: | Demolition, Electrical, HVAC, Earthwork, Building, Miscellaneous Site Work, Structural, and Piling<br>Source of funding is FEMA Reimbursable |

**One year contract, and a one year renewal option**

- |                   |   |
|-------------------|---|
| 5. Contract #8144 | <b>Re-paving of Open Cuts in Streets, Driveways, and Sidewalks Resulting from the Repair to the S &amp;WB Underground Utilities Repairs</b> |
| Estimated Cost:   | \$1,960,200.00  |
| Suggested Goal:   | 36%   |

**Operations Committee Report**

March 2, 2015

Page 3

Areas of Participation: Removal, Repair and Restoration  
Source of funding is Water, Sewer, and Drainage System Funds

**6. Contract #30014      Cleaning and CCTV Inspection of Sanitary Sewer Mains at Scattered Sites within Orleans Parish**

Estimated Cost: \$1,000,000.00

Suggested Goal: 36%

Areas of Participation: Cleaning and Inspection of Sanitary Sewer Mains  
Source of funding is Sewer System Fund

The Construction Review Committee's recommendations were approved on a motion by Mr. Moody and seconded by Dr. Duplessis, and the motion carried.

**4.      Staff Contract Review Committee Recommendations**

The Staff Contract Review Committee met on February 24, 2015, and made the following recommendations:

**Open Market Contracts**

**Open Market, 30% SLDBE Participation, one (1) year with a one (1) year renewal option**

**1. Furnishing Safety Supplies to the Sewerage & Water Board of New Orleans**

Budget Amount: \$200,000.00

Areas of Participation: Supply and delivery of product  
Funding Source: Operating and Maintenance

**2. Furnishing Hand Tools, Hardware Supplies, Paint and Paint Supplies to the Sewerage & Water Board of New Orleans**

Budget Amount: \$350,000.00

Areas of Participation: Supply and delivery of product  
Funding Source: Operating and Maintenance

**Open Market, 0% SLDBE Participation, one (1) year with a one (1) year renewal option**

**3. Furnishing Hoses and Accessories to the Sewerage & Water Board of New Orleans**

Budget Amount: \$150,000.00

Percentage Goal Justification: Does not lend itself to SLDBE participation because products are single items that are shipped directly from the manufacturer.  
Funding Source: Operating and Maintenance

**Renewal Contracts**

**First and Final Renewal, 20% SLDBE Participation**

**4. Furnishing Flashlights & Batteries to the Sewerage & Water Board of New Orleans**

Renewal Cost: \$42,222.40

Prime Contractor: General Mill Supplies, Inc.

SLDBE Subcontractor:

Assorted Products

Funding Source: Operating and Maintenance

The DBE participation goal is 20.00%. The DBE participation achieved is 20.00%.

**First and Final Renewal, 5% SLDBE Participation**

**5. Furnishing Fire Extinguisher Services to the Sewerage & Water Board of New Orleans**

Renewal Cost: \$50,456.00

Prime Contractor: Herbert S. Hiller Corporation

SLDBE Subcontractor: Assorted Products

Paint Pro Depot

Funding Source: Operating and Maintenance

The DBE participation goal is 5%. The DBE participation achieved is 28.72%.

**First and Final Renewal, 0% SLDBE Participation**

**6. Furnishing Air Conditioning and Heating Maintenance Services for the Carrollton and West Bank Water Treatment Plants**

Renewal Cost: \$61,767.00

Percentage Goal Justification: Does not lend itself to SLDBE participation because of the specialized services and the warranty issues that are involved.

Funding Source: Operating and Maintenance

The Staff Contract Review Committee Recommendations were approved on a motion by Dr. Duplessis and seconded by Mr. Jacobs. The motion carried.

**5. Renewal Construction Contracts with DBE Participation**

There were no Renewal Construction Contracts with DBE participation.

**6. Final Acceptance Contracts with DBE Participation**

**Contract #3691 – Restoration of Gravity Sanitary Sewer by Point Repair and CIPP Lining of Sewer Mains at Various Sites throughout Orleans Parish**

The Prime Contractor is Boh Bros. Construction Co., LLC. The DBE participation goal is 35%. The DBE participation achieved is 26.39%.

According to documentation submitted by the prime contractor, additional tasks were inserted into the project that was not in the initial scope of work. The additional tasks inhibited their ability to meet the SLDBE participation goal because these tasks were either highly technical, or S &WB did not have SLDBE subcontractor certified to perform those scopes of work. The prime contractor makes a point of stating that their SLDBE participation met 39.12% for the original scope of work. These statements have been confirmed by the originating department of S &WB. The Economically Disadvantaged Business Program recommends that the DBE participation on subject contract be approved for final acceptance.

The above referenced final acceptance on subject contract with DBE participation was approved on a motion by Mr. Jacobs and seconded by Dr. Duplessis. The motion carried.

**PRESENTATION ITEMS**

**7. Customer Service Results through January 2015**

Mr. Miller, Deputy Director provided an update of the Customer Account Management System. He clarified we are not automating the existing processes; instead, we are implementing new business processes along with new technology. In addition, we are preparing to pilot and test other automated meter reading technology. The Committee received the report.

**8. Topics for Future Discussions**

There were no presentations to review.

**9. Response to Questions**

Mr. Arnold reviewed questions to and responses from management on matters affecting customer service practices, customer usage patterns, and customer growth rates. Mr. Miller provided further elaboration on these matters. The Committee discussed the determination of which items were within the scope of responsibilities for management versus which items were appropriate for Board consideration.

**INFORMATION ITEMS**

The following information items were available for review by committee:

**10. DBE Participation Report**

Received by committee.

**11. 2015 Committee/Board Meeting Schedule**

No changes were requested.

**12. Any Other Matters**

None.

**ADJOURNMENT**

There being no further presentations to come before the Committee, a motion was made by Mr. Jacobs to adjourn the meeting, seconded by Mr. Moody. The meeting adjourned at 9:07 a.m.

**Respectfully Submitted,**

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**Mr. Marion Bracy, Chair**

**Contract #1379– Painting and Inspection of 4 Four Million Gallon Water Tanks at the Main Water Purification Plant**

On Friday, March 20, 2015 four (4) bids were received for subject contract. The bid totals are as follows:

|  |              |
|--|--------------|
| Utility Service Co., Inc.                | \$492,000.00 |
| Crom Engineering & Construction Services | \$533,060.00 |
| RLH Investments, LLC                     | \$534,000.00 |
| Cannon Medical, Inc.                     | \$668,666.00 |

Twenty-eight percent (28%) SLDBE participation was requested on this contract.

The apparent low bidder, Utility Service Co., Inc., did not submit a completed SLDBE Participation Summary Sheet, nor a documented Good Faith Effort with a notarized affidavit.

The apparent second lowest bidder, Crom Engineering & Construction Services, did not submit a completed SLDBE Participation Summary Sheet, nor a documented Good Faith Effort with a notarized affidavit.

The apparent third lowest bidder, RLH Investments, LLC, submitted **Olympic Group, LLC** (eligible certified SLDBE) to perform pressure washing, painting, and inspection repairs; **\$165,000.00 – 30.89%**

Correspondence from all SLBDEs on their own letterhead reaffirming negotiated terms was provided.

Based upon analysis of SLDBE participation, the Economically Disadvantaged Business Program recommends that the SLDBE participation submitted by Utility Service Co., Inc., and Crom Engineering & Construction Services be rejected, and the SLDBE participation submitted by RLH Investments, LLC be accepted.

**Contract #2106 – Installation of New Water, Sewer, and Drain Connections at Various Sites throughout Orleans Parish**

On Friday, February 27, 2015 one (1) bid was received for subject contract. The bid total is Fleming Construction Co., LLC, \$2,336,550.00. The estimated budget is \$ 3,000,000.00 and thirty-six percent (36%) SLDBE participation was requested on this contract.

Fleming Construction Co., LLC, submitted the following subcontractors:

**Cooper Contracting Group, LLC** (eligible certified SLDBE) to perform utility work and Restoration  
\$585,000.00 – 25.04%

**Hebert's Trucking and Equipment Service** (eligible certified SLDBE) to provide utility work, restoration, trucking and hauling materials  
\$260,000.00 – 11.13%

SLDBE Participation Totals: **\$845,000.00 – 36.16%**

Correspondence from all SLBDEs on their own letterhead reaffirming negotiated terms was provided.

Based upon analysis of SLDBE participation, the Economically Disadvantaged Business Program recommends that the SLDBE participation submitted Fleming Construction Co., LLC be accepted.

**Contract #2110– Water Main Line Replacements and Extensions at Scattered Locations throughout Orleans Parish**

On Friday, February 27, 2015 six (6) bids were received for subject contract. The bid totals are as follows:

|                               |                |
|-------------------------------|----------------|
| Wallace C. Drennan, Inc.      | \$988,150.00   |
| Fleming Construction Co., LLC | \$1,068,900.00 |
| Pipeline Services             | \$1,193,050.00 |
| Cycle Construction            | \$1,244,450.00 |
| Boh Bros.                     | \$1,696,878.00 |
| BLD Services                  | \$1,830,200.00 |

The estimated budget is \$ 1,000,000.00

Thirty-six percent (36%) SLDBE participation was requested on this contract.

The apparent lowest bidder, Wallace C. Drennan, Inc., submitted the following subcontractors:

**C&M Construction Group, Inc.** (eligible certified SLDBE) to perform Municipal & Public Works construction, fencing, concrete and asphalt patching  
\$315,950.00 – 31.97%

**Choice Supply Solutions, LLC** (eligible certified SLDBE) to supply Industrial Pipe  
\$10,000.00 – 1.01%

**Prince Dump Truck Service** (eligible certified SLDBE) to provide trucking and hauling services, sand and aggregate materials  
\$30,000.00 – 3.04%

SLDBE Participation Totals: **\$355,950.00 – 36.02%**

Correspondence from all SLDBEs on their own letterhead reaffirming negotiated terms was provided.

The apparent second lowest bidder, Fleming Construction Co., LLC, submitted the following subcontractors:

**Cooper Contracting Group, LLC** (eligible certified SLDBE) to perform utility work and Restoration  
\$215,000.00 – 20.11%

**Hebert's Trucking and Equipment Service** (eligible certified SLDBE) to provide utility work, restoration, trucking and hauling materials  
\$172,000.00 – 16.09%

SLDBE Participation Totals: **\$387,000.00 – 36.21%**



Correspondence from all SLBDEs on their own letterhead reaffirming negotiated terms was provided.

Based upon analysis of SLDBE participation, the Economically Disadvantaged Business Program recommends that the SLDBE participation submitted Wallace C. Drennan, Inc., and Fleming Construction Co., LLC be accepted.

**Contract #2111– Water Main Point Repair, Water Service Connection, Water Valve, and Fire Hydrant Replacement at Various Sites throughout Orleans Parish**

On Friday, February 27, 2015 five (5) bids were received for subject contract. The bid totals are as follows:

|                          |                |
|--------------------------|----------------|
| Mas Tec                  | \$2,946,850.00 |
| Wallace C. Drennan, Inc. | \$3,197,190.00 |
| Fleming Construction     | \$4,164,600.00 |
| BLD Services             | \$4,365,250.00 |
| Boh Bros.                | \$5,618,400.00 |

The estimated budget is \$ 4,000,000.00

Thirty-six percent (36%) DBE participation was requested on this contract.

The apparent low bidder, Mas Tec, initially submitted with their bid **Dragon Limited** (eligible certified SLDBE) to perform construction and project management; \$1,050,000.00 – 35.63%

Mas Tec subsequently submitted a second participation summary sheet that cannot be accepted due LA Public Bid Law.

The apparent second lowest bidder, Wallace C. Drennan, Inc., submitted the following subcontractors:

**C&M Construction Group, Inc.** (eligible certified SLDBE) to perform Municipal & Public Works construction, fencing, concrete and asphalt patching  
\$561,150.00 – 17.55%

**Choice Supply Solutions, LLC** (eligible certified SLDBE) to supply Industrial Pipe  
\$340,000.00 – 10.63%

**Prince Dump Truck Service** (eligible certified SLDBE) to provide trucking and hauling services, sand and aggregate materials  
\$251,700.00 – 7.87%

SLDBE Participation Totals: **\$1,152,850.00 – 36.06%**

Based upon analysis of SLDBE participation, the Economically Disadvantaged Business Program recommends that the SLDBE participation submitted by Mas Tec, be rejected because the company failed to meet the SLDBE participation goal, and did not provide documentation of Good Faith Effort and signed affidavit affixed with official seal, and that the SLDBE participation submitted by Wallace C. Drennan, Inc., be accepted.

**Contract #3795– Modification to the Return Activated Sludge PS and Pipeline at the East Bank Sewer Treatment Plant**

On Friday, February 27, 2015 four (4) bids were received for subject contract. The bid totals are as follows:

|   |                |
|---|----------------|
| Industrial & Mechanical Contractors, Inc. | \$1,677,000.00 |
| Cycle Construction Co., LLC               | \$1,690,000.00 |
| BLD Services, LLC                         | \$1,785,000.00 |
| Conhagen Inc. of LA                       | \$2,052,371.00 |

The estimated budget is \$ 1,500,000.00

Five percent (5%) SLDBE participation was requested on this contract.

The apparent low bidder, Industrial & Mechanical Contractors, Inc., submitted **EFT Diversified, Inc.** (eligible certified SLDBE) to furnish prefabricated 30" steel pipe header in RAS Pumping Station; **\$100,000.00 – 5.96%**

The apparent second lowest bidder, Cycle Construction Co., LLC, submitted the following subcontractors:

**K-Belle Consultants, LLC** (eligible certified SLDBE) to form, pour, and wreck concrete  
\$35,496.00 – 2.10%

**Three C's Properties, Inc.** (eligible certified SLDBE) to provide trucking and hauling materials  
\$57,196.00 – 3.38%

SLDBE Participation Totals: **\$92,692.00 – 5.48%**

Based upon analysis of SLDBE participation, the Economically Disadvantaged Business Program recommends that the SLDBE participation submitted Industrial & Mechanical Contractors, Inc., and Cycle Construction Co., LLC be accepted.

**Furnishing Janitorial Services for the Carrollton Water Plant (ME15-0001)**

On Thursday, March 19, 2015, four (4) bids were received for subject contract. The bid totals are follows:

|  |              |
|--|--------------|
| KSM Janitorial & Cleaning Service, LLC | \$ 76,120.00 |
| Crescent Building Services, Inc.       | \$ 83,481.44 |
| LA T'Shine Cleaning Services, LLC      | \$ 89,686.00 |
| ETI, Inc.                              | \$ 92,798.92 |

The estimated budget is \$ 120,000.00.

Thirty-percent (30%) SLDBE participation was requested on this contract.

The apparent lowest bidder, KSM Janitorial & Cleaning Service, LLC submitted Ricard's Paper & Chemical Company (eligible SLDBE company) to provide janitorial supplies \$22,836.00 – 30%.

The second lowest bidder, Crescent Building Services, Inc. submitted Westbank Paper & Janitorial Supplies (eligible SLDBE company) to provide janitorial and chemical supplies and paper products \$25,044.73 – 30%.

The third lowest bidder, LA T'Shine Cleaning Services, LLC submitted Westbank Paper & Janitorial Supplies (eligible SLDBE company) to provide janitorial supplies \$26,905.80 – 30%.

The fourth lowest bidder, ETI, Inc. submitted Supreme Developers, LLC (eligible SLDBE Company) to provide janitorial services \$27,840.00 – 30%.

Based upon analysis of SLDBE participation, the Economically Disadvantaged Business Program recommends that the SLDBE participation submitted by, KSM Janitorial & Cleaning Service, LLC, Crescent Building Services, Inc., LA T'Shine Cleaning Services, and ETI, Inc. be approved.

**Furnishing Janitorial Services at Central Yard Complex (RX-SA15-0001)**

On Thursday, March 19, 2015, three (3) bids were received for subject contract. The bid totals are follows:

|  |              |
|--|--------------|
| Crescent Building Services, Inc.       | \$ 44,368.32 |
| KSM Janitorial & Cleaning Service, LLC | \$ 50,523.00 |
| ETI, Inc.                              | \$ 58,555.40 |

The estimated budget is \$ 60,000.00.

Thirty-percent (30%) SLDBE participation was requested on this contract.

The apparent lowest bidder, Crescent Building Services, Inc. submitted Westbank Paper & Janitorial Supplies (eligible SLDBE company) to provide janitorial and chemical supplies and paper products \$13,310.49 – 30%.

The second lowest bidder, KSM Janitorial & Cleaning Service, LLC submitted Ricard's Paper & Chemical Company (eligible SLDBE company) to provide janitorial supplies \$15,156.90 – 30%.

The third lowest bidder, ETI, Inc. submitted Supreme Developers, LLC (eligible SLDBE company) to provide janitorial services - \$17,567.00 – 30%.

Based upon analysis of SLDBE participation, the Economically Disadvantaged Business Program recommends that the SLDBE participation submitted by Crescent Building Services, Inc., KSM Janitorial & Cleaning Service, LLC and ETI, Inc. be approved.

### **Construction Review Committee Recommendations**

No new construction projects were submitted to the Construction Review Committee for the month of March 2015.

## Staff Contract Review Committee Recommendations

The Staff Contract Review Committee met on March 17, 2015 and made the following recommendations:

### **Open Market Contracts**

#### **Open Market, 30% SLDBE Participation, one (1) year with a one (1) year renewal option.**

**1. Furnishing Aerosol, Janitorial and Industrial Chemicals**

Budget Amount: \$300,000.00

Areas of Participation: Supply and delivery of product

Funding Source: S&WB

Operating and Maintenance Budget.

**2. Furnishing Reclaimed Asphaltic Pavement (RAP)**

Budget Amount: \$300,000.00

Areas of Participation: Supply and delivery of product

Funding Source: S&WB

Operating and Maintenance Budget.

#### **Open Market, 0% SLDBE Participation, one (1) year with a one (1) year renewal option.**

**3. Furnishing Iron Castings**

Budget Amount: \$100,000.00

Percentage Goal Justification: Does not lend itself to SLDBE participation because products are single items that are shipped directly from the manufacturer.

Funding Source:

Operating and Maintenance Budget

**4. Furnishing Automatic Transmissions in Automobiles and Small Trucks**

Budget Amount: \$50,000.00

Percentage Goal Justification: Does not lend itself to SLDBE participation because the responsibilities of the prime contractor would not cover the warranties, if any work was performed by the subcontractor.

Funding Source:

Operating and Maintenance Budget

### **Renewal Contracts**

Pursuant to the Finance/Operations Committees request for SLDBE compliance on contracts involving renewals, please find subject information.

**First and Final Renewal, 30% SLDBE Participation.**

**5. Furnishing River Sand, Mason Sand and Washed Gravel**

|                     |                               |
|---------------------|-------------------------------|
| Renewal Cost:       | \$225,125.00                  |
| Prime Contractor:   | Blue Ribbon Resources, LLC    |
| DBE Subcontractors: | Qualified Transportation, LLC |

Funding Source: S&WB  
Operating and Maintenance Budget

The SLDBE participation goal is 30.00%. The SLDBE participation achieved is 38.75%

**First and Final Renewal, 20% SLDBE Participation.**

**6. Furnishing and Delivering Complete Fleet Tire Services**

|                     |                            |
|---------------------|----------------------------|
| Renewal Cost:       | \$344,199.80               |
| Prime Contractor:   | Twin Commercial Tires, LLC |
| DBE Subcontractors: | V. Keeler & Associates     |

Funding Source: S&WB  
Operating and Maintenance Budget

The SLDBE participation goal is 20.00%. The SLDBE participation achieved is 19.01%

**Twin Commercial Tires, LLC provided documentation that showed that an invoice of the payment to the SLDBE was address after the ending of the 4<sup>th</sup> quarter and thereby was not able to be applied towards the percentage goal until the following quarter. As a result of this, all invoices collected for the quarter will receive payment for the same quarter.**

**First and Final Renewal, 0% SLDBE Participation.**

**7. Furnishing Rough Pine and Oak Hardwood Lumber**

|                                |  |
|--------------------------------|--|
| Renewal Cost:                  | \$63,933.75  |
| Prime Contractor:              | All Star Forest Products, Inc.   |
| Percentage Goal Justification: | Does not lend itself to SLDBE participation because products are single items that are shipped directly from the manufacturer. |

Funding Source:  
Operating and Maintenance Budget



**Final Acceptance Contracts with SLDBE Participation**

**Contract #1353 – Hurricane Katrina Related Repairs to Replace Boiler Preheaters at the Main Water Purification Plant**

The Prime Contractor is Alfred Conhagen Inc., of LA

The SLDBE participation goal is 6%. The SLDBE participation achieved is 8.7%.

The Economically Disadvantaged Business Program recommends that the SLDBE participation on subject contract be approved for final acceptance.



# SEWERAGE AND WATER BOARD OF NEW ORLEANS

April 6, 2015

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

Dear Directors:

Subject: Customer Service Results through February 2015

This report is intended as a consolidated report of customer service results, including key activities, indicators of metric results, and a status update on implementation of the Customer Service Improvement plan.

**Customer Service Improvement Plan Status Update.** Following is an update of the implementation status for the Customer Service Improvement Plan.

| Plan  | Implementation Status  |
|---|--|
| <b>I. Provide improved customer account management and billing capabilities</b>   |  |
| <b>A. Replace existing CAM system.</b><br><i>Staff will replace the existing in-house developed billing and collection system with packaged software built upon industry standard best practices.</i>   | In Progress. The CIS Project Team continues to work through the data conversion and system configuration phase of the project. The project is moving as scheduled.   |
| <b>B. Implement automated meter reading technology.</b><br><i>Staff will move from manual meter reading on a monthly cycle to automated meter reading on a multiple-times-per-day cycle, allowing customers to monitor their usage online and allowing for underground leaks to be more readily identified.</i> | In Progress. We have identified an area in New Orleans East that may be suitable to test 50 remote shut off meters. New metering technology allows the utility to disconnect the water service remotely from a nearby vehicle or from the office. The AMI Project Team will be finalizing these pilot plans and may be ready to install the test meters by the end of May. |
| <b>II. Reduce the volume of calls by increasing the perceived accuracy of the bills.</b>  |  |
| <b>A. Continue focus on obtaining readings to avoid estimates.</b><br><i>Staff will maintain the marked improvement achieved over the past 18 months in obtaining meter readings for approximately 98% of all accounts.</i>   | Completed. During the month of February 2015, meter reading staff maintained a high percentage of actual readings, with a reading on 98.7% of all meters.  |
| <b>B. Improve accuracy of readings</b><br><i>Although the quantity of readings has improved, the quality of some of the readings has not, resulting in either rechecks or customer complaints. Staff will more closely monitor those meter readers that are experience accuracy issues.</i>                     | Complete. The re-sequencing of residential meter reading routes is complete. This process has helped in ensuring that no meter is skipped and the Meter Reader is at the correct address reading the correct meter.  |



## SEWERAGE AND WATER BOARD OF NEW ORLEANS

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| <b>C. Ensure meter reading and billing edits are worked diligently.</b>  |  |
| <i>An unintended consequence of working to increase the number of readings has been a decrease in the number of days between reading and billing. This has resulted in bills being mailed with a lesser amount of review than previously took place. Staff will immediately work to ensure an adequate number of days occur between reading and billing to allow for full review of meter reading and billing edits.</i>     | Complete. Billing staff has finalized the flowcharts of the bill review and bill adjustment processes. The finalized flowchart document will be of great value in establishing improved business practices as we implement the new billing system. |
| <b>D. Retrain billing clerks on proper review of meter reading and billing edits.</b>  |  |
| <i>There has been a significant decrease in the experience level of customer service clerks and supervisors due to employee retirements and turnover. Likewise, the training center for customer service representatives had been shut down following Hurricane Katrina. Staff will work to immediately re-open and re-staff the customer service training center and provide remedial training.</i>                         | In progress. Each supervisor is evaluating staff's performance and providing individual training as needed.  |
| <b>E. Re-staff Analyst Level Positions</b>   |  |
| <i>The Customer Service Department is budgeted for three analyst positions, but currently has only two analysts on staff. This has left the responsibility for process analysis to supervisors who are currently over-committed in resolving particularly difficult customer concerns. Requisitions for one analyst positions will be submitted shortly and they will be among the first trained at the training center.</i> | Completed. The new team member began working on July 1, 2013.  |
|  |  |
| <b>III. Improve the customer service experience when questioning a bill and resolve more issues during the first call.</b>   |  |
| <b>A. Re-emphasize and retrain employees on courtesy and accountability.</b>   |  |
| <i>Complaints about perceived rudeness by customer service representatives are a serious concern. Management will meet with employees to re-emphasize the courteous manner in which customers are to be treated and the accountability for the representatives to resolve customer concerns. Management will also bring in outside training for representatives on dealing with customers.</i>                               | Completed. All Revenue & Customer Service staff members have participated in the Business Training Skills series. The classes were conducted by Debra Gould & Associates and Cathy Harris Consulting and Training.                                 |
| <b>B. Reduce the amount of time spent by customers waiting for assistance.</b>   |  |
| <i>The amount of calls abandoned by customers prior to</i>   | In progress. During the month of February the  |



## SEWERAGE AND WATER BOARD OF NEW ORLEANS

|  |   |
|--|---|
| <p><i>being served has increased significantly in recent months. Likewise, the number of customers waiting in the lobby for service has been quite large on some days. Management will review staffing levels at all workdays and shifts to ensure appropriate matching to the customer call and walk-in volume.</i></p>   | <p>percentage of abandoned calls increased from 14.1 % to 17.8%. The average call wait time also increased slightly from 2 minutes and 4 seconds to 2 minute and 33 seconds.</p>  |
| <p><b>C. Provide a more effective appeals process within Sewerage and Water Board.</b></p>   |   |
| <p><i>It is crucial to resolve customer complaints within Board processes so that customers do not feel that it is necessary to take their complaints to board members, elected officials, and executive management. Staff will clearly define and communicate the appeals process to customers. Also, Customer Service management will ensure that the Special Accounts Sections will be consistently used for customer calls to elected officials and board members.</i></p> | <p>In progress. The Administrative Hearing Procedure Policy has been approved and implemented. Office space for the separate Hearing Unit is still being planned.</p>   |
| <p><b>D. Improve coordination between Customer Service and Networks departments.</b></p>   |   |
| <p><i>One of the most frustrating experiences for customers occurs when there are "disconnects" between customers requests for repairs to occur and how the Board responds to those requests. It is crucial to ensure that high priority customer concerns are resolved on a timely basis and that representatives have reliable information about when repairs will occur or have been completed.</i></p>   | <p>In progress. We will create a Work Order Tracking Unit within Customer Service in 2015. This unit will focus solely on customers who have pending repair work orders. The billing system and the work order system are not linked. Therefore, our current process relies on the customer to call us for updates and information. This unit will take a more proactive position by reaching out to those customers with regular updates on the status of their requests and realistic timelines on repair completion dates. The staff will be composed of three CSR's and a supervisor.</p> |
| <p><b>E. Establish feedback processes for customer.</b></p>  |   |
| <p><i>Staff will develop a feedback process for every walk-in and telephone customer contact to provide a method for immediate feedback to management about the customer experience. Staff will also develop a comprehensive survey instrument for customers who may not have had occasion to contact the Board.</i></p>   | <p>In progress. The Hawthorne Agency and Dr. Silas Lee and Associates have completed the comprehensive customer satisfaction study. The results will be reported during the April cycle of committee meetings.</p>  |
| <p><b>IV. Evaluate possible changes to the leak adjustment policy.</b></p>   |   |
| <p><b>A. Examine statutory and policy limitations.</b></p>   |   |
| <p><i>Customers experiencing high bills are frequently dismayed that water lost through leaks on their service lines is billed without adjustment to volume or rate, while water main and hydrant leaks are allowed to remain unrepaired for long periods of</i></p>   | <p>On hold. The SWB leak adjustment policy is governed by Louisiana State law. We plan to develop legislative alternatives to allow for greater credits to assist customers with high bills resulting from leaks on their property.</p>   |



## SEWERAGE AND WATER BOARD OF NEW ORLEANS

*time. The leak adjustment policy of Sewerage and Water Board is less "forgiving" than that of many other large metropolitan water agencies. Staff proposes to study the statutory and policy limitations and alternatives for consideration by the Board.*

Staff will provide ongoing status updates on the implementation of the Customer Service Improvement Plan at upcoming Operations Committee meetings.

Robert K. Miller  
Deputy Director

**Sewerage and Water Board of New Orleans  
Customer Service Report  
Indicators of Metric Results  
February 2015**

| Operations Support                   | Goal                           | Goal Met |  | Within Control Limits |  | Trend  |
|--------------------------------------|--------------------------------|----------|--|-----------------------|--|--------|
| <b>Billing Accuracy / Reasonable</b> |                                |          |  |                       |  |        |
|                                      | Meters Read                    | Green    |  | Green                 |  | Green  |
|                                      | Estimated Bills                | Yellow   |  | Green                 |  | Yellow |
|                                      | High Bill Complaints           | Red      |  | Green                 |  | Red    |
|                                      | Adjusted Bills                 | Yellow   |  | Green                 |  | Red    |
| <b>Problem Resolution</b>            |                                |          |  |                       |  |        |
|                                      | Customer Contacts              | Yellow   |  | Green                 |  | Yellow |
|                                      | Call Wait Time                 | Yellow   |  | Green                 |  | Green  |
|                                      | Abandoned Calls                | Yellow   |  | Yellow                |  | Green  |
|                                      | Emergency Abandoned Calls      | Red      |  | Yellow                |  | Yellow |
|                                      | Low Water Pressure             | Green    |  | Green                 |  | Yellow |
|                                      | Water System Leaks             | Green    |  | Green                 |  | Yellow |
|                                      | Sewer System Leaks             | Yellow   |  | Green                 |  | Green  |
| <b>Collections Effectiveness</b>     |                                |          |  |                       |  |        |
|                                      | Accounts Off for Non-Payment   |          |  | Green                 |  | Green  |
|                                      | Receivables 30 to 120 Days Old |          |  | Green                 |  | Yellow |
|                                      | Receivables 120 Days and Older |          |  | Green                 |  | Yellow |

Green = Favorable Variance

Yellow = Minimal Variance / No Action Recommended

Red = Unfavorable Variance / Action Recommended

[illegible]

## Sewerage and Water Board of New Orleans Bills Estimated as a Percentage of Total Bills

**EUM Attribute:**  
**Customer Satisfaction**

**Description: Provides reliable, responsive, and affordable services in line with explicit, customer-accepted service levels. Receives timely customer feedback to maintain responsiveness to customer needs and emergencies.**

**Constituency:  
Customer Ratepayers**

**Objective: Provide Accurate Bills**

**Goal: Bill Accounts  
With Less Than 2%  
Estimated**

**Currently Meeting Goal: Close**

**Process Operating Within Control Limits:**  
**Yes**

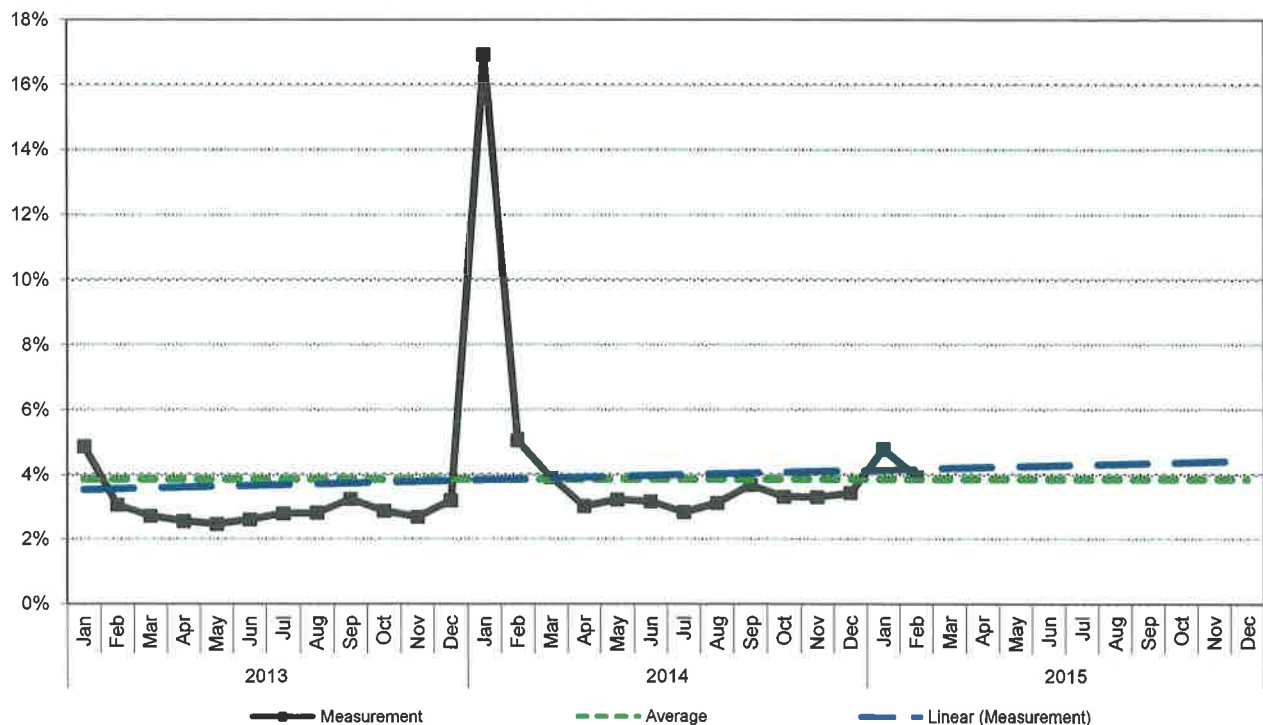
**Trend: Level**

## Analysis

A bill is estimated if the meter is not read by the designated billing date. Bills are also estimated when a meter is read and the reliability of the reading is doubtful and the account is placed on an exception report. If the reading is not verified by the billing date, the bill will be estimated. Spikes in estimated bills usually occur when the Meter Reading department is unable to read a large section of meters during extreme weather.

### Plans for Improvement

Current plans are focused on obtaining readings for accounts each month and verifying the reliability of each reading. Future plans will focus on advanced metering infrastructure that allows for readings to be obtained automatically several times daily.



### Data Table

[illegible]



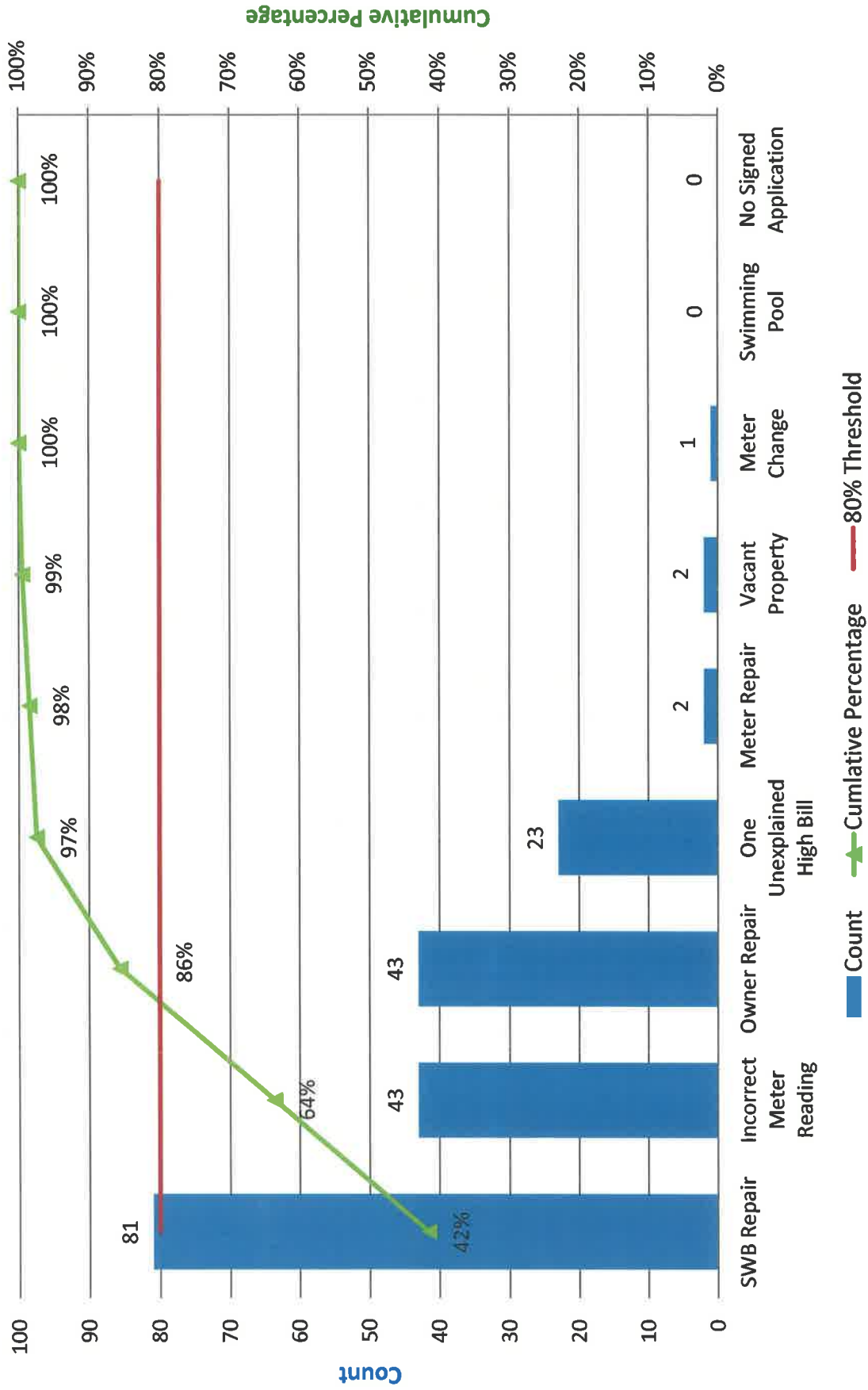
[illegible]

[illegible]

# Sewerage and Water Board of New Orleans

## Chart of Reasons for Adjustments

### February 2015

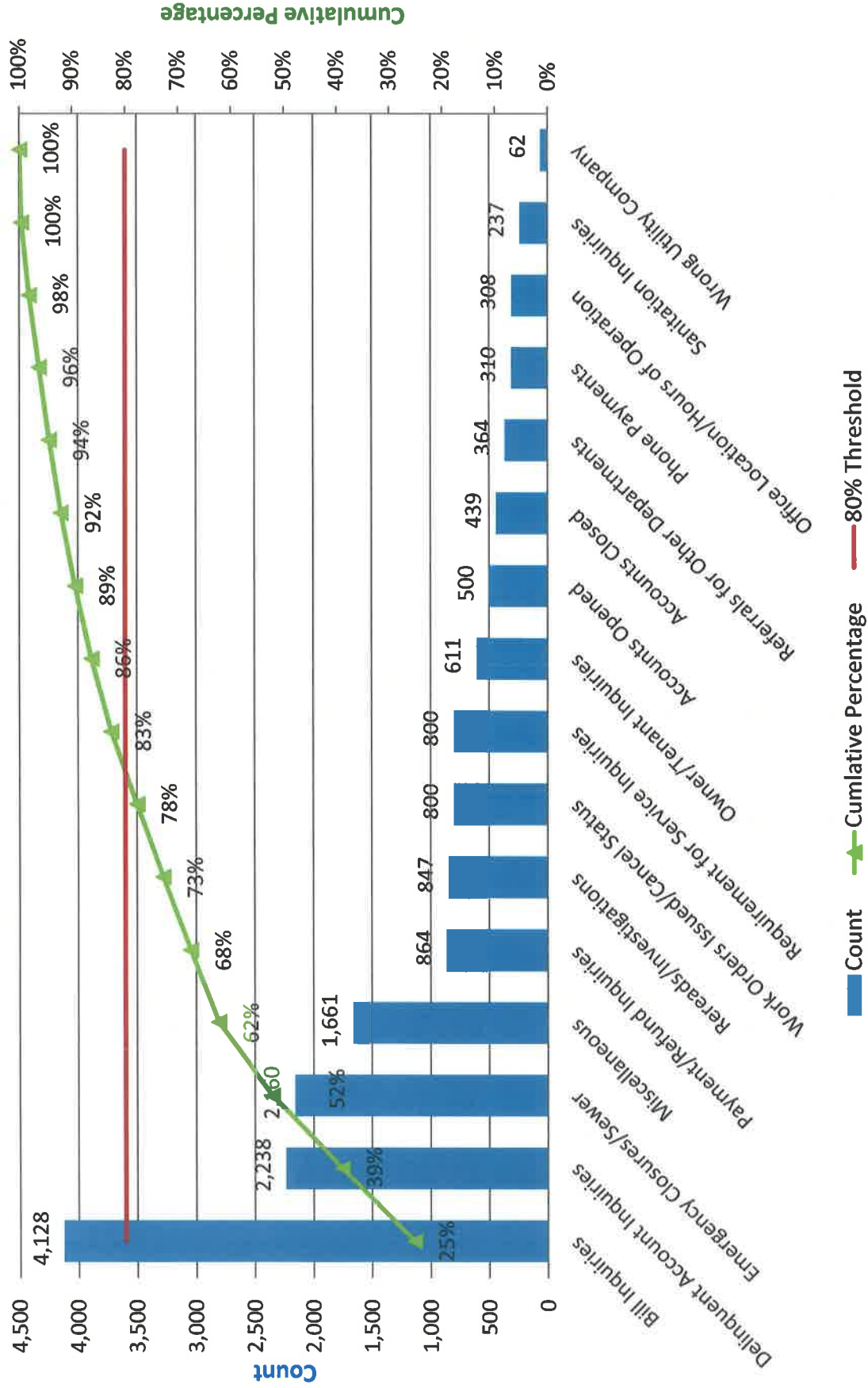


[illegible]

# Sewerage and Water Board of New Orleans

## Chart of Types of Customer Calls

February 2015



[illegible]



[illegible]

[illegible]



[illegible]

## Sewerage and Water Board of New Orleans Total Service Requests for Water System Leaks

**Constituency:  
Customer Ratepayers**

### Objective: Provide Timely Information and Respond Promptly to Requests

### Goal: Reduce Number of Service Requests

**Currently Meeting Goal: Yes**

**Process Operating Within Control Limits: Yes**

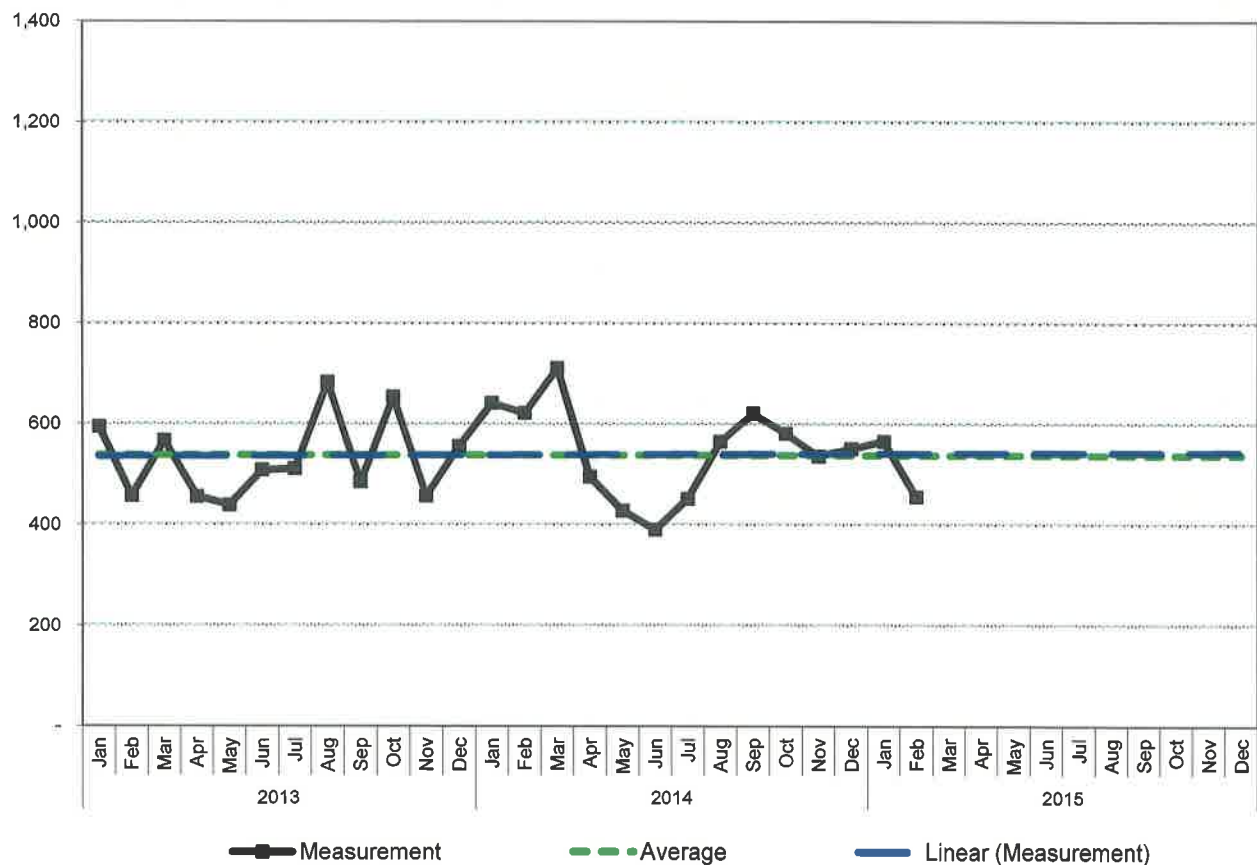
**Trend: Level**

## Analysis

Customers contact the Sewerage and Water Board to request repairs to leaking mains, services and fire hydrants.

### Plans for Improvement

Staff is working with FEMA to expand beyond point repairs to line replacements for water mains with high frequency of failure.

[illegible]

## Sewerage and Water Board of New Orleans Total Service Requests for Sewer System Leaks

**Constituency:  
Customer Ratepayers**

**Objective: Provide Timely Information and Respond Promptly to Requests**

### Goal: Reduce Number of Service Requests

**Currently Meeting  
Goal: Close**

**Process Operating Within Control Limits: Yes**

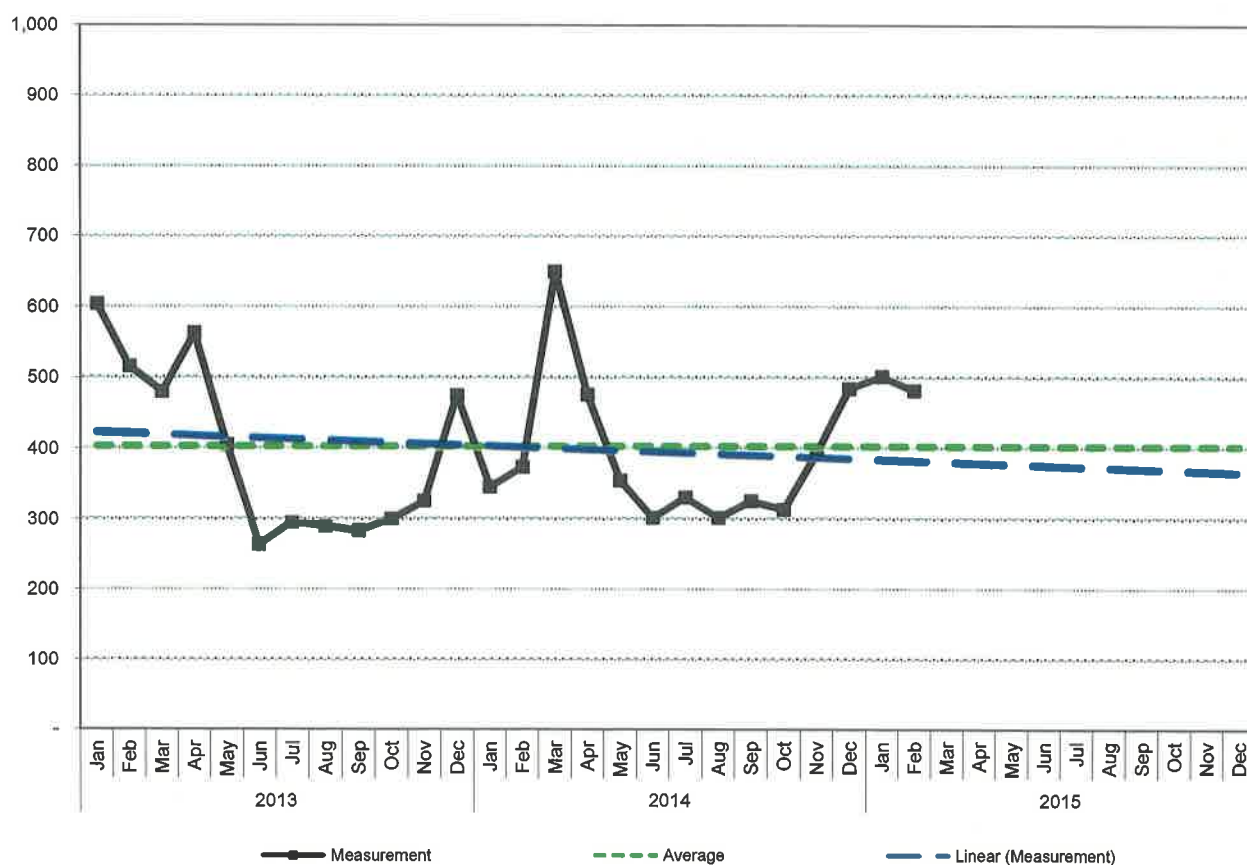
**Trend: Favorable**

## Analysis

Customers contact the Sewerage and Water Board to request repairs to leaking sewer collection mains and service lines.

### Plans for Improvement

Staff has recently expanded the use of Networks Department field staff focused on sewer system repairs.



### Data Table

[illegible]

## Sewerage and Water Board of New Orleans Total Accounts Turned Off for Non-Payment

## Customer

### Collection of Payments for

## Established

**Goal: Not Applicable**

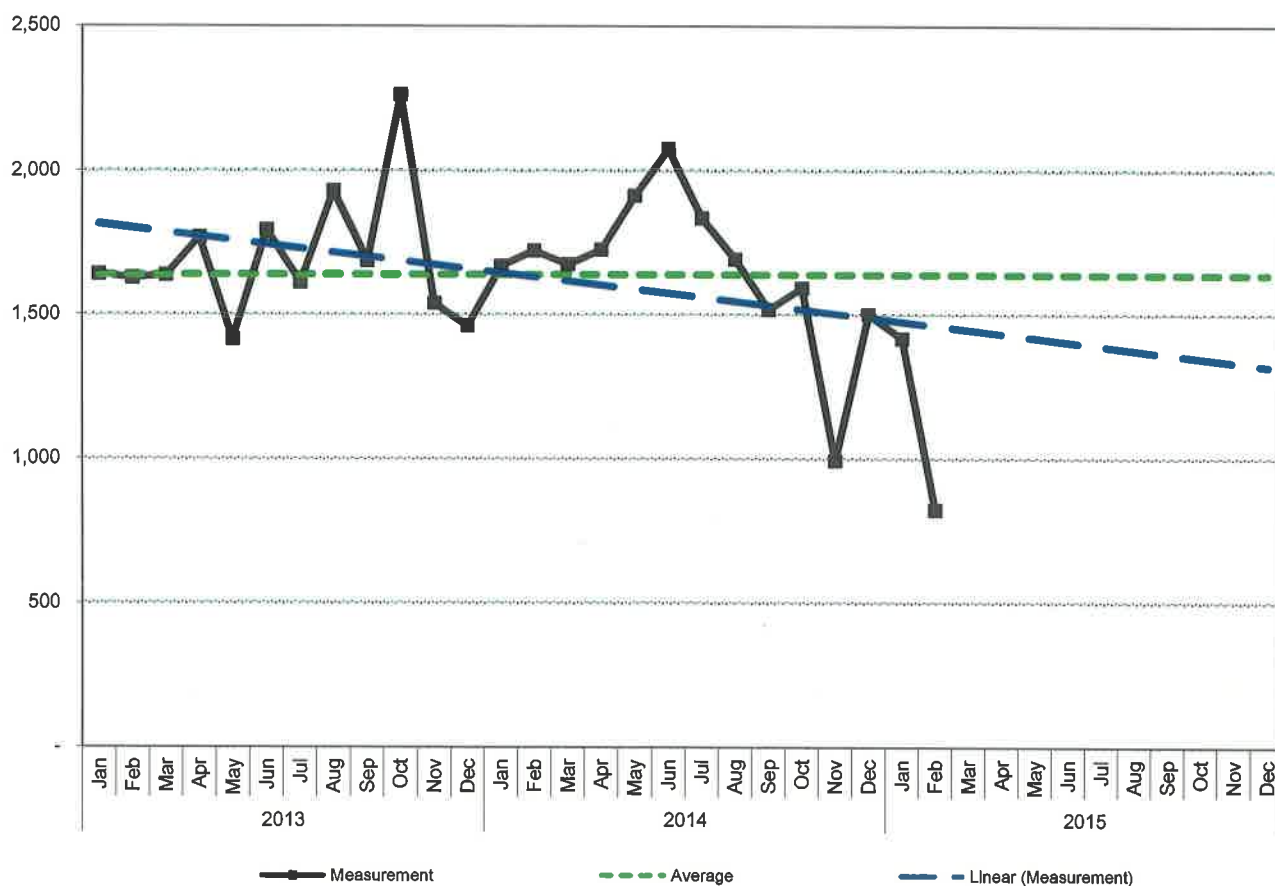
## Within Control

## Analysis

Customers accounts are turned-off for non-payment for balances more than \$50 and over sixty days past due.

### Plans for Improvement

Staff is monitoring the number of accounts turned-off for non-payment to determine trend directions. No actions are contemplated at this time.



### Data Table

[illegible]

## Sewerage and Water Board of New Orleans

### Water and Sewer Receivables 30 to 120 Days Old

## EUM Attribute: Financial Viability

**Description: Establishes and maintains an effective balance between long-term debt, asset values, operations and maintenance expenditures, and operating revenues**

**Constituency:**  
**Customer Ratepayers**

**Objective: Efficient use of resources in providing services**

**Goal: None established**

**Currently Meeting Goal: Not Applicable**

**Process Operating Within Control Limits: Yes**

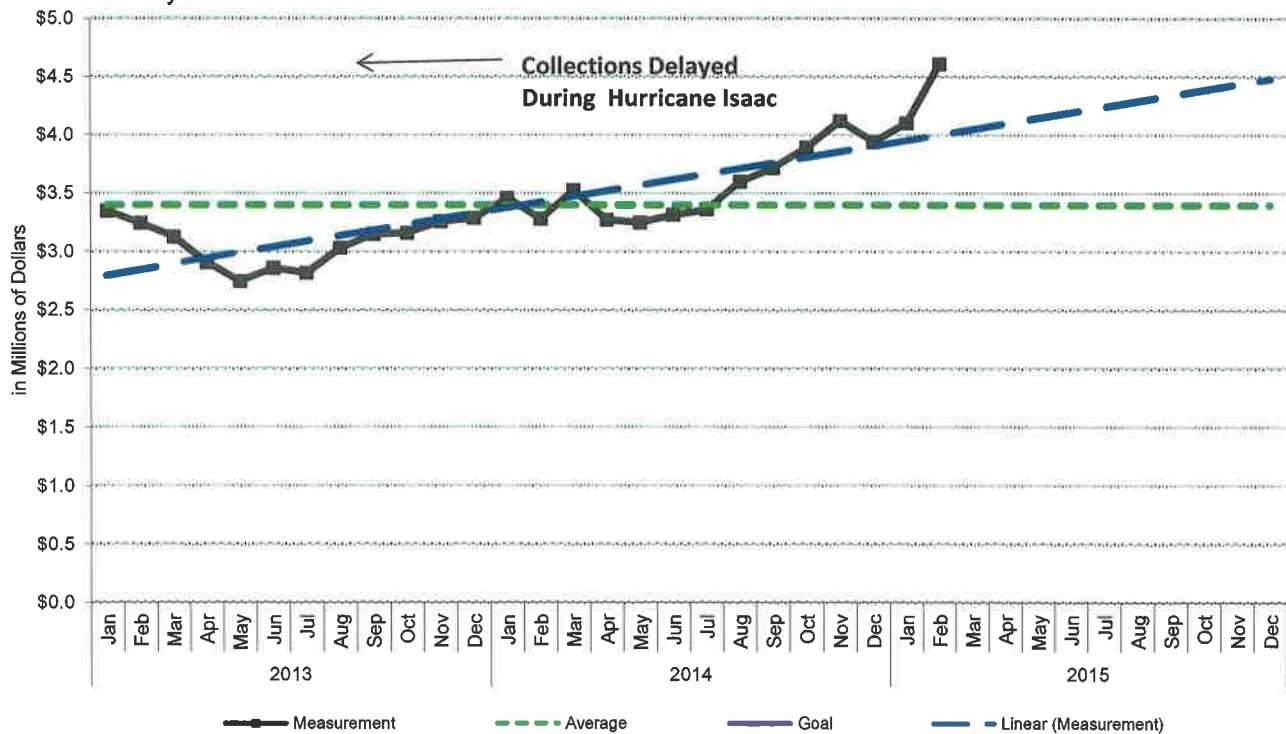
**Trend: Level, when adjusted for rate increases.**

## Analysis

Water and sewer accounts receivable that are 30 to 120 days old are handled by internal staff using service disconnection. When those accounts are turned-off and final bills sent, the remaining balances after 30 days are sent to a collection agency. The uncollectable balances for 2007 and 2008 were higher than normal due to accounts that remained open for vacated facilities and were written off in 2011 and 2012, .

### Plans for Improvement

It appears that the higher post-Katrina accounts receivable balances have been resolved through standard collection practices and that annual collection rates now exceed 98% of annual billings. Staff intends to use standard process improvement methods to continue collection practices pending implementation of new billing and collection system.



### Data Table

[illegible]



## Sewerage and Water Board of New Orleans

### Water and Sewer Receivables 120 Days and Older

## EUM Attribute: Financial Viability

**Description: Establishes and maintains an effective balance between long-term debt, asset values, operations and maintenance expenditures, and operating revenues**

**Constituency:  
Customer Ratepayers**

**Objective: Efficient use of resources in providing services**

**Goal:** None established

**Currently Meeting Goal: Not Applicable**

**Process Operating Within Control Limits: Yes**

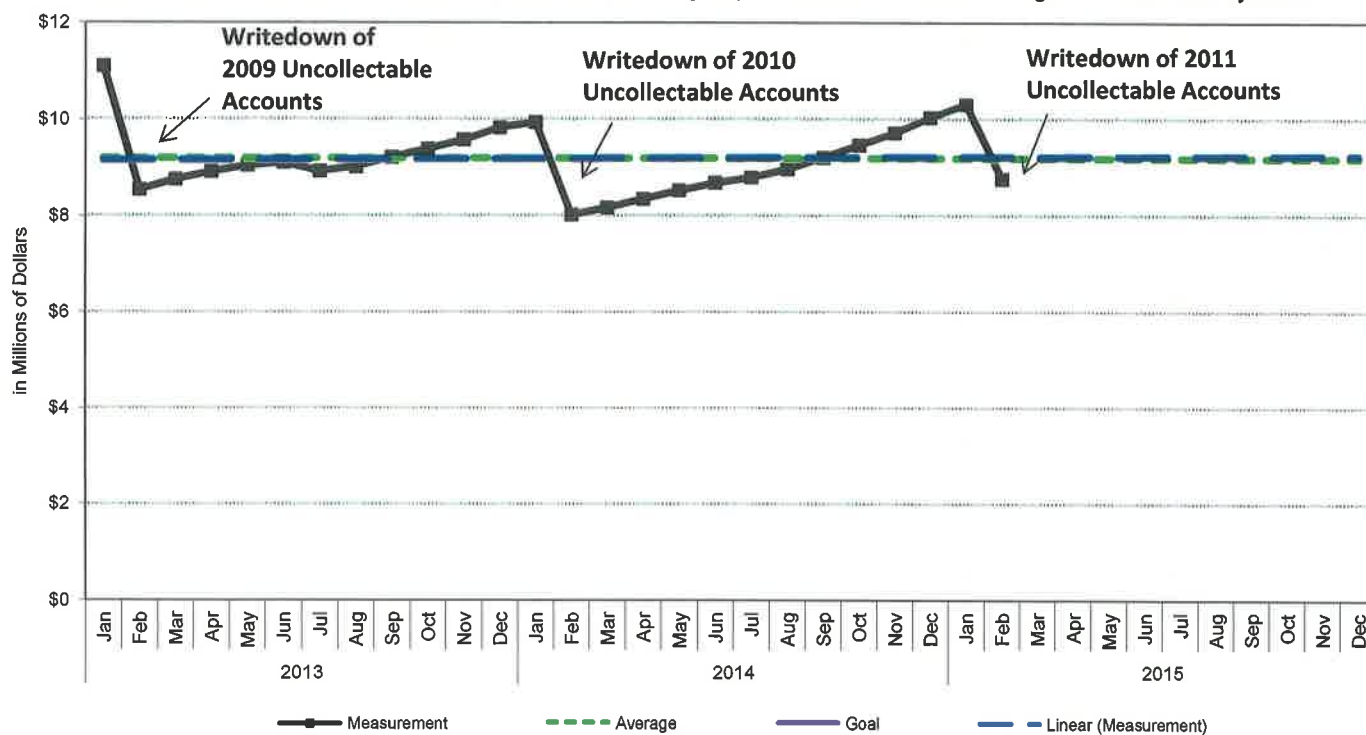
**Trend: Level**

## Analysis

Water and sewer accounts receivable that are 120 days and older are handled by a collection agency. When those accounts remain uncollected after three years, the balances are written off as part of an annual process. The uncollectable balances for 2007 and 2008, which were written off early in 2011 and 2012, were higher than normal due to accounts that remained open post-Katrina for residences and businesses but were not occupied.

### Plans for Improvement

It appears that the higher post-Katrina accounts receivable balances have been resolved through standard collection practices and that annual collection rates now approach 99% of annual billings. Staff intends to use standard process improvement methods to continue collection practices pending implementation of new billing and collection system.



### Data Table

[illegible]

# **Sewerage & Water Board Contracts with SLDBE Participation January - March 2015**

| Category                        | Category Dollar<br>Amount | SLDBE Dollar<br>Value |
|---------------------------------|---------------------------|-----------------------|
| Goods and Services Contracts    | \$ 148,778                | \$ 52,072             |
| Construction Contracts          | 4,187,424                 | 1,611,944             |
| Professional Services Contracts | <u>1,815,295</u>          | <u>428,351</u>        |
| Grand Total                     | \$ 6,151,497              | \$ 2,092,367          |

# Sewerage and Water Board Contracts with SLDDBE Participation January - March 2015

| <u>Contract</u>   | <u>Prime Contractor</u>             | <u>SLDBE Sub-Contractor</u>                 | <u>SLDBE %</u>                    | <u>Dollar Amount</u>            |
|---|-------------------------------------|---|-----------------------------------|---------------------------------|
| <b><u>Goods &amp; Services Contracts</u></b>  |                                     |   |                                   |                                 |
| YW15-0003 <u>Furnishing Limestone</u>   | SAV Trucking Services, LLC          | Blue Ribbon Resources                       | 35%                               | \$ 52,072                       |
| <b><u>Construction Contracts</u></b>  |                                     |   |                                   |                                 |
| #8143 - Katrina Related Repairs to Garage 2 at Cen. Yard  | Hamp's Construction, LLC            | Boines Construction<br>Paint Pro Depot      | 12.42%<br>26.91%<br><u>39.33%</u> | \$ 99,180<br>214,850<br>314,030 |
| #3792 - Central Wetlands Unit Expansion @ EBWWTP  | Industrial & Mechanical Contractors | EFT Diversified                             | 38%                               | \$ 1,297,914                    |
| <b><u>Professional Services Contracts</u></b>   |                                     |   |                                   |                                 |
| Construction Management Services for Capital Projects   | Meyer Engineers                     | Infinity Engineers                          | 35%                               | N/A                             |
| Design and Engineering Services for the Carrollton Water Treatment Plant Sludge Line to the River | CDM Smith                           | MSMM Engineers                              | 35%                               | \$ 194,447                      |
| ARC Flash Assessment for Analysis for the Carrollton Water Treatment Plant                        | URS Corporation                     | Infinity Engineers                          | 35%                               | \$ 90,959                       |
| Design and Engineering Services for the East Bank Wastewater Treatment Plan Effluent Pump Station | AECOM Technical Services, Inc.      | Bonton Associates<br>GreenPoint Engineering | 35%                               | \$ 104,907                      |



# **Sewerage and Water Board Contracts with SLDBE Participation January - March 2015**

| <u>Contract</u>  | <u>Prime Contractor</u>             | <u>SLDBE Sub-Contractor</u>                                     | <u>SLDBE %</u> | <u>Dollar Amount</u> |
|--|-------------------------------------|---|----------------|----------------------|
| Provide Design and Engineering Services for HVAC System                              |                                     | Trigon Associates, LLC  |                |                      |
| Improvements at the St. Joseph Street Building                                       | Infinity Engineers                  | WDG Architects  | 35%            | \$ 14,350            |
| Design and Engineering Services for Kansas Street and Jourdan Road Sewer Force Mains | Royal Engineers & Consultants, LLC. | Circular Consulting<br>GreenPoint Engineering<br>MSMM Engineers | 35%            | \$ 23,688            |



| Sewerage & Water Board Contracts with SLDBE Participation January - March 2015 |                        |                                     |                      |                 |                            |              |         |
|--|------------------------|-------------------------------------|----------------------|-----------------|----------------------------|--------------|---------|
| Construction Contracts   |                        |                                     |                      |                 |                            |              |         |
| Contract Description   | Contract Dollar Amount | Prime Contractor                    | SLDBE Sub-Contractor | Awarded SLDBE % | Awarded SLDBE Dollar Value | Award Date   |         |
| #8143 - Katrina Related Repairs to Garage #2 at Central Yard                   |                        |                                     |                      |                 |                            |              |         |
|  |                        |                                     | Boines Construction  | 12.42%          | 99,180                     |              |         |
|  |                        |                                     | Paint Pro Depot      | 26.91%          | 214,850                    |              |         |
|  | \$ 798,424             | Hamp's Construction, LLC            | Total                | 39.33%          | \$ 314,030                 | 1/21/15      |         |
| #3792 - Central Wetlands Unit Expansion @EBWWTP                                |                        |                                     |                      |                 |                            |              |         |
|  | \$ 3,389,000           | Industrial & Mechanical Contractors | EFT Diversified      | 38.00%          | 1,297,914                  | \$ 1,297,914 | 2/18/15 |
|  |                        |                                     | Total                | 38.00%          | 1,297,914                  |              |         |
| Total Construction Contracts   | \$ 4,187,424           |                                     |                      |                 | \$ 1,611,944               |              |         |

| Sewerage & Water Board Contracts with SLDBE Participation from January - March 2015                    |   |                                     |   |         |                     |            |  |
|--|---|-------------------------------------|---|---------|---------------------|------------|--|
| Professional Service Contracts   |   |                                     |   |         |                     |            |  |
| Contract Description   | Contract Dollar Amount<br>Fixed Hourly Rates (upon request) | Prime Contractor                    | SLDBE Sub-Contractor  | SLDBE % | Awarded SLDBE Value | Award Date |  |
| Construction Management Services for Capital Projects  |   | Meyer Engineers                     | Infinity Engineers  | 35%     | N/A                 | 1/21/2015  |  |
| Design and Engineering Services for the Carrollton Water Treatment Plant Sludge Line to the River      | \$ 555,564  | CDM Smith                           | MSMM Engineering, LLC   | 35%     | \$ 194,447          | 1/25/2015  |  |
| ARC Flash Assessment for Analysis for the Carrollton Water Treatment Plant                             | \$ 259,884  | URS Corporation                     | Infinity Engineers  | 35%     | \$ 90,959           | 1/25/2015  |  |
| Design and Engineering Services for the East Bank Wastewater Treatment Plan Effluent Pump Station      | \$ 299,737  | AECOM Technical Services, Inc.      | Bonton Associates<br>GreenPoint Engineering<br>Trigon Associates, LLC   | 35%     | \$ 104,907          | 2/18/2015  |  |
| Provide Design and Engineering Services for HVAC System Improvements at the St. Joseph Street Building | \$ 41,000   | Infinity Engineers                  | WDG Architects Engineers  | 35%     | \$ 14,350           | 2/18/2015  |  |
| Design and Engineering Services for Kansas Street and Jourdan Road Sewer Force Mains                   | \$ 659,110  | Royal Engineers & Consultants, LLC. | Circular Consulting<br>GreenPoint Engineering<br>MSMM Engineering, LLC. | 35%     | \$ 23,688           | 2/18/2015  |  |
| Total Professional Service Contracts   | \$ 1,815,295  |                                     |   |         | \$ 428,351          |            |  |

# Sewerage & Water Board of New Orleans Committee & Board of Director's Meeting Schedule

2015

|           |                    |          |                                |
|-----------|--------------------|----------|--------------------------------|
| WEDNESDAY | APRIL 1, 2015      | 9:00 AM  | COMMITTEE ON INFRASTRUCTURE    |
| WEDNESDAY | APRIL 1, 2015      | 10:30 AM | PENSION COMMITTEE              |
| FRIDAY    | APRIL 3, 2015      | HOLIDAY  | GOOD FRIDAY / OFFICE CLOSED    |
| MONDAY    | APRIL 6, 2015      | 8:00 AM  | OPERATION COMMITTEE            |
| TUESDAY   | APRIL 7, 2015      | 8:00 AM  | FINANCE COMMITTEE              |
| FRIDAY    | APRIL 10, 2015     | 9:00 AM  | EXECUTIVE COMMITTEE            |
| WEDNESDAY | APRIL 15, 2015     | 9:00 AM  | BOARD OF DIRECTOR'S            |
| MONDAY    | MAY 4, 2015        | 8:00 AM  | OPERATION COMMITTEE            |
| TUESDAY   | MAY 5, 2015        | 8:00 AM  | FINANCE COMMITTEE              |
| WEDNESDAY | MAY 6, 2015        | 9:00 AM  | COMMITTEE ON INFRASTRUCTURE    |
| WEDNESDAY | MAY 6, 2015        | 10:30 AM | PENSION COMMITTEE              |
| FRIDAY    | MAY 8, 2015        | 9:00 AM  | EXECUTIVE COMMITTEE            |
| WEDNESDAY | MAY 20, 2015       | 9:00 AM  | BOARD OF DIRECTOR'S            |
| MONDAY    | MAY 25, 2015       | HOLIDAY  | MEMORIAL DAY / OFFICE CLOSED   |
| MONDAY    | JUNE 1, 2015       | 8:00 AM  | OPERATION COMMITTEE            |
| TUESDAY   | JUNE 2, 2015       | 8:00 AM  | FINANCE COMMITTEE              |
| WEDNESDAY | JUNE 3, 2015       | 9:00 AM  | COMMITTEE ON INFRASTRUCTURE    |
| WEDNESDAY | JUNE 3, 2015       | 10:30 AM | PENSION COMMITTEE              |
| FRIDAY    | JUNE 5, 2015       | 9:00 AM  | EXECUTIVE COMMITTEE            |
| WEDNESDAY | JUNE 17, 2015      | 9:00 AM  | BOARD OF DIRECTOR'S            |
| WEDNESDAY | JULY 1, 2015       | 9:00 AM  | COMMITTEE ON INFRASTRUCTURE    |
| WEDNESDAY | JULY 1, 2015       | 10:30 AM | PENSION COMMITTEE              |
| FRIDAY    | JULY 3, 2015       | HOLIDAY  | INDEPENDENCE DAY/OFFICE CLOSED |
| MONDAY    | JULY 6, 2015       | 8:00 AM  | OPERATION COMMITTEE            |
| TUESDAY   | JULY 7, 2015       | 8:00 AM  | FINANCE COMMITTEE              |
| FRIDAY    | JULY 10, 2015      | 9:00 AM  | EXECUTIVE COMMITTEE            |
| WEDNESDAY | JULY 15, 2015      | 9:00 AM  | BOARD OF DIRECTOR'S            |
| MONDAY    | AUGUST 3, 2015     | 8:00 AM  | OPERATION COMMITTEE            |
| TUESDAY   | AUGUST 4, 2015     | 8:00 AM  | FINANCE COMMITTEE              |
| WEDNESDAY | AUGUST 5, 2015     | 9:00 AM  | COMMITTEE ON INFRASTRUCTURE    |
| WEDNESDAY | AUGUST 5, 2015     | 10:30 AM | PENSION COMMITTEE              |
| FRIDAY    | AUGUST 7, 2015     | 9:00 AM  | EXECUTIVE COMMITTEE            |
| WEDNESDAY | AUGUST 19, 2015    | 9:00 AM  | BOARD OF DIRECTOR'S            |
| TUESDAY   | SEPTEMBER 1, 2015  | 8:00 AM  | OPERATIONS/ FINANCE COMMITTEE  |
| WEDNESDAY | SEPTEMBER 2, 2015  | 9:00 AM  | COMMITTEE ON INFRASTRUCTURE    |
| WEDNESDAY | SEPTEMBER 2, 2015  | 10:30 AM | PENSION                        |
| FRIDAY    | SEPTEMBER 4, 2015  | 9:00 AM  | EXECUTIVE COMMITTEE            |
| MONDAY    | SEPTEMBER 7, 2015  | HOLIDAY  | LABOR DAY / OFFICE CLOSED      |
| WEDNESDAY | SEPTEMBER 16, 2015 | 9:00 AM  | BOARD OF DIRECTOR'S            |