

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

## **OPERATIONS COMMITTEE MEETING**

**MONDAY, JUNE 1, 2015**

**8:00 AM**

### **COMMITTEE MEMBERS**

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

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### **FINAL AGENDA**

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#### **ACTION ITEMS**

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

#### **PRESENTATION ITEMS**

7. Customer Satisfaction Survey Results and Improvement Plan
8. By-Law Changes
9. Customer Service Results through April 2015
10. Topics for Future Discussions

#### **INFORMATION ITEMS**

11. DBE Participation Report
12. 2015 Committee/Board Meeting Schedule
13. 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



**"RE-BUILDING THE CITY'S WATER SYSTEMS FOR THE 21<sup>ST</sup> 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 62W-ATER  
www.swbno.org

May 4, 2015

A meeting of the Operations Committee was held on Monday, May 4, 2015, at 625 St. Joseph Street, 2<sup>nd</sup> Floor Board Room, New Orleans, LA 70165. The meeting convened at 8:05 a.m.

## **Action Items(s)**

The Operations Committee Report of April 6, 2015 was accepted.

## **Bid Recommendations - DBE Participation**

Ms. Carter presented recommendations based on guidelines of the State/Local Disadvantage Business Enterprise for DBE subcontractor participation on contract #1369 –HMGP Emergency Fuel Storage Retrofit Power Plant at the MWPP Power Complex and contract #1382- Replacement of the Media of Filters 1A, 1B, 5A, and 5B at the Carrollton Filter Gallery. Upon second and vote, the recommendations were accepted.

## **Construction Review Committee - NONE**

## **Staff Contract Review Committee**

Ms. Carter presented recommendations from the Staff Contract Review Committee for six Open Market Contracts; two Renewal Contracts; one Renewal Construction Contract with DBE participation; and one Final Acceptance Contract were recommended for acceptance. Upon motion and second, the recommendations were accepted.

## **Presentation Item(s)**

## **Customer Service Results through March 2015**

Mr. Robert Miller presented an update of the Customer Service Results through March 2015.

## **Topics for Future Discussions - NONE**

## **Response to Questions**

There were no remaining questions from Committee members at this time. The remaining information items were accepted.

## **Adjournment**

There being no further business to come before the Committee, the meeting adjourned at 8:47 AM.

PRESENT:                      Dr. Tamika Duplessis  
                                     Mr. Marion Bracy  
                                     Mr. Mark Moody  
                                     Mr. Scott Jacobs

ABSENT:                      Mrs. Kimberly Thomas

Also in attendance: Cedric S. Grant, Executive Director; Robert Miller, Deputy Director; Joseph Becker, General Superintendent; Madeline Fong Goddard, Deputy Superintendent; Nolan Lambert, Harold Marchand, Legal Counsel; Tiffany Carter, EDBP Director; Willie Mingo, Purchasing Director.

Respectfully yours,

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Mr. Marion Bracy  
Chairperson

**Furnishing Hand Tools, Hardware Supplies, Paint and Paint Supplies – (YW15-0007)**

On Thursday, May 21, 2015, one (1) bid was received for subject contract. The bid total is:

Assorted Products, LLC \$360,281.60

The estimated budget is \$350,000.00

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

Assorted Products, LLC submitted Westbank Paper and Janitorial Supply, Inc. (eligible SLDBE company) to provide sale of hand tools, hardware supplies, paint and paint supplies \$108,084.48 – 30%.

Based upon analysis of SLDBE participation, the Economically Disadvantaged Business Program recommends that the SLDBE participation submitted by Assorted Products, Inc. be approved.

**Furnishing Safety Supplies – (YW15-0009)**

On Thursday, May 21, 2015, two (2) bids were received for subject contract. The bid totals are follows:

Southeast Safety Supply	\$138,766.05
Assorted Products, Inc.	\$155,695.80

The estimated budget is \$200,000.00

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

The apparent lowest bidder, Southeast Safety Supply submitted Assorted Products, Inc. (eligible SLDBE company) to provide safety supplies \$44,400.00 – 31.99%.

The second lowest bidder, Assorted Products, Inc. submitted Westbank Paper & Janitorial Supplies (eligible SLDBE company) to provide safety supplies for the contract \$46,708.00 – 30.00%.

Based upon analysis of SLDBE participation, the Economically Disadvantaged Business Program recommends that the SLDBE participation submitted by, Southeast Safety Supply and Assorted Products, Inc. be approved.

**Furnishing Janitorial Services for the Sewerage and Water Board's Main Office Building Located at 625 St. Joseph Street, 830 Julia Street Annex and 4021 Behrman Place, Suite M-2 Annex – (SU15-0003)**

On Thursday, May 21, 2015, three (3) bids were received for subject contract. The bid totals are follows:

KSM Janitorial & Cleaning Service, LLC	\$120,000.00
Crescent Building Services, Inc.	\$129,636.44
Ennon Enterprises d.b.a. Jani-King	\$156,000.00

The estimated budget is \$140,000.00.

Twenty-percent (30%) DBE participation was requested on this contract.

The apparent lowest bidder, KSM Janitorial & Cleaning Service, LLC submitted Westbank Paper & Janitorial Supply, Inc. (eligible SLDBE company) to provide janitorial supplies \$36,000.00 – 30%.

The second lowest bidder, Crescent Building Services, Inc. submitted Westbank Paper & Janitorial Supplies (eligible SLDBE company) to provide janitorial paper, chemicals and supplies \$38,891.00 – 30%.

The third lowest bidder, Ennon Enterprises d.b.a. Jani-King submitted M&M Enterprise Group, LLC (eligible SLDBE company) to provide janitorial custodial services \$84,240.00 – 54%. M&M Enterprise Group, LLC is listed in the Sewerage & Water Board active vendor listing as a contractor for building construction. M&M Enterprise Group, LLC is also listed in the Unified Certification Program active vendor listing as having the numerical coding to perform janitorial services. At the mandatory pre-bid conference for this contract, instructions were given to only use the current Sewerage & Water Board vendor listing dated May 13, 2015. Ennon Enterprises d.b.a. Jani-King did not include the Agreement Letter from the SLDBE company as part of the bid proposal package and the company exceeded the maximum allowable participation percentage amount of 49%.

Based upon analysis of SLDBE participation, the Economically Disadvantaged Business Program recommends that the SLDBE participation submitted by, KSM Janitorial & Cleaning Service, LLC and Crescent Building Services, Inc. be approved and the SLDBE participation submitted by Ennon Enterprises d.b.a. Jani-King, be rejected.

## **Construction Review Committee Recommendations**

The Construction Review Committee met, May 13, 2015 and made the following recommendations.

### **Open Market Contracts**

#### **One year contract, no renewal options**

- |                         |   |
|-------------------------|---|
| 1. Contract #2122       | <b>Replacement of Water Lines, Streets Patching, Panel Replacement and Drainage Point Repairs Damaged by Hurricane Katrina within Various Roadways in Lakewood Neighborhoods</b>  |
| Estimated Cost:         | \$2,685,147.00  |
| Suggested Goal:         | 36%   |
| Areas of Participation: | Removal, disposal, installation, and restoration<br>Source of funding is Water and Drainage Systems Funds   |
|                         |   |
| 2. Contract #3786       | <b>Central Wetlands Assimilation Project A-2 Region</b>   |
| Estimated Cost:         | \$3,869,812.00  |
| Suggested Goal:         | 36%   |
| Areas of Participation: | Below ground installation of 18" Dual Wall Pipe, and Mechanical Dredging & Soil Placement<br>Source of funding is Drainage System Fund  |
|                         |   |
| 3. Contract #30007      | <b>Restoration of Existing Gravity Sewer Mains Damaged by Hurricane Katrina by Excavation and Replacement from Manhole-to-Manhole CIPP Lining from Manhole-to-Manhole Point Repairs and Manhole Rehabilitation at Various Sites throughout Orleans Parish</b> |
| Estimated Cost:         | \$5,000,000.00  |
| Suggested Goal:         | 36%   |
| Areas of Participation: | Removal, disposal, installation, and restoration<br>Source of funding is Sewer System Fund  |

## **Staff Contract Review Committee Recommendations**

The Staff Contract Review Committee met on May 19, 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 River Sand and Mason Sand and Washed Gravel for Sewerage & Water Board of New Orleans**

Budget Amount: \$ 200,000.00

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, five (5), one (1) year renewal options.**

**2. RFP for an Independent Technical Consultant to Review Technical Ratemaking and Regulatory Issues**

Contract Amount: \$150.00 per hour or not to exceed \$6,000.00 per month

Percentage Goal Justification: Does not lend itself to SLDBE participation because of the specialized knowledge requirements for a single entity such that these services cannot be sub-divided.

Funding Source: S&WB

Operating and Maintenance Budget.





## SEWERAGE AND WATER BOARD OF NEW ORLEANS

June 1, 2015

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

Dear Directors:

Subject: Customer Satisfaction Improvement Plan

The results of the customer satisfaction survey conducted in November 2014 indicate that there are significant gaps between the capabilities of Sewerage and Water Board and the expectations of our customers. This report is intended to address the deficiencies identified by the customers and communicated the intended actions that will result in measurably improved capabilities.

Problem #1: Customers do not perceive that their bill is reasonable. 51% of customers surveyed indicated that their bill was somewhat unreasonable or not at all reasonable. This was particularly true for African-American customers, households with elderly residents, households with income between \$31,000 and \$50,000, and female customers.

- Publish cost comparison among local utilities for providing basic services for water, sewer, drainage, landline phone, cellular phone, and cable television.
- Publish cost comparison with regional providers of water and sewer service.
- Update and distribute communications materials for water and sewer service.

Problem #2: Customers are not satisfied with the services provided by the Board. 41% of customers indicated that they were somewhat or very dissatisfied with service. This was particularly true for White customers, households with elderly residents, and households with income between \$31,000 and \$50,000.

- Improve job site cleanup so that completion restores area to prior condition.
- Implement CEA with DPW for City to be responsible for all paving repairs.
- Embed representatives from the Plumbing Department at City Hall One Stop Shop.
- Provide additional community relations staff working directly with Networks to address outages with authority to interface with media and neighborhoods.

Problem #3: Customers do not have an adequately positive perception of Board employees. 32% of customers have a somewhat negative or very negative perception of employees and 14% did not have any perception of employees.

- Hold public open houses at the Carrollton and Algiers Water Treatment Plants, East and West Bank Wastewater Treatment Plants, and Drainage Pumping Station #6 with guided tours of the facility as part of the Katrina10 Commemoration.
- Broadcast statistics on field work efforts, projects under design, and construction jobs in progress.
- Provide training to field employees on basic customer service skills.

Problem #4: Customers are concerned about being able to pay their monthly bill. Customers are not adequately aware that the Board has payment plan options for customers who have difficulty paying their monthly bill. 43% of customers indicated that this was a major concern. This was particularly true for customers in Districts D and E, African-American customers, households with elderly residents, and households with incomes under \$30,000.

- Communicate existing payment plan option capabilities.
- Implement upgrades to Water Help Program and leak adjustments policy.

Problem #5: Customers do not adequately trust the Board to keep its commitments. 74% of customers trust the Board a little or not at all in keeping its commitments.

- Align staff notification of completion of customer-initiated work orders.
- Settle remaining liability claims.
- Move expeditiously to execute the capital improvement program.
- Communicate what it means to be a Sewerage and Water Board employee at fundamental performance level.

Problem #6: Customers are not adequately satisfied or informed about the health and safety of drinking water. 43% of customers are somewhat dissatisfied, very dissatisfied, or don't know about water quality. This was particularly true for African-American customers.

- Deliver elementary education program on water cycle.

Problem #7: Customers are concerned about localized flooding. 65% of customers sometimes or always feel that the streets in their neighborhood are likely to flood. This was particularly true for African-American customers and residents in Districts A and D.

- Demonstrate commitment to Urban Water Plan through construction of pilot projects.
- Communicate benefits of drainage system construction projects underway.

Problem #8: Customers do not believe that their bill is always accurate. 44% of customers somewhat disagree or strongly disagree that their bill is always accurate. This was particularly true for African-American customers and residents of District E.

- Communicate improved performance of meter reading and billing.

Problem #9: Customers want immediate notifications on leaks and water quality emergencies that are not currently available from the Board.

- Reduce time to provide public notice of water quality emergencies.
- Build interface to City of New Orleans alert system for water quality emergencies.

Problem #10: Customers do not read or hear much in the news about the Board and what they recall is mostly negative. 78% of customers had not read or heard anything in the news and 56% of the stories recalled were negative.

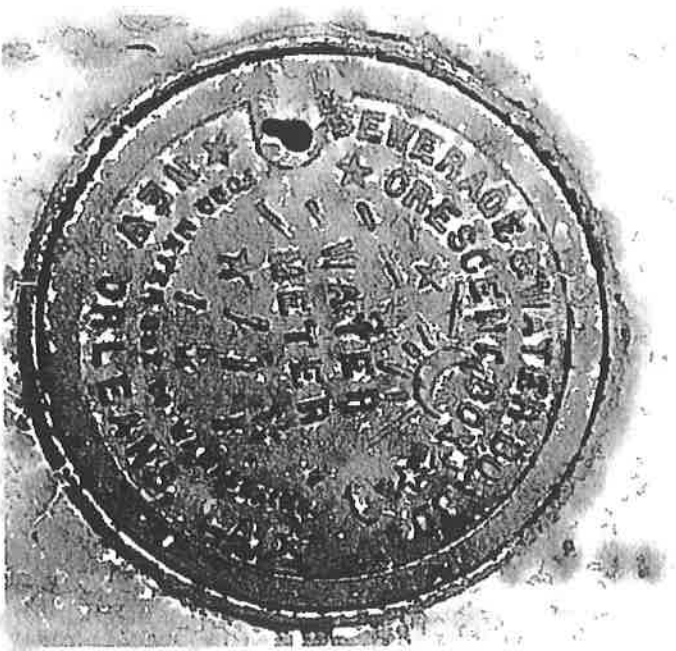
- Promote and provide speakers for Career day at schools
- Promote and coordinate environmental activities and education at schools.
- Hire a dedicated trainer within Environmental Affairs to organize and promote school activities.

Dr. Silas Lee of Dr. Silas Lee and Associates and Geneva Coleman of the Hawthorne Agency will present additional information at the Operations Committee meeting on June 1, 2015.



Cedric S. Grant.  
Executive Director

# ***Sewerage and Water Board of New Orleans***



***New Orleans Office of Inspector General  
Guide for Boards, Commissions and Public  
Benefit Corporations: Model Board Manual***

***April 18, 2015***

# Board Structure

The Board has two main responsibilities:

- (1) to lead the organization in fulfilling its mission
- (2) to oversee the Executive Director's performance.



The duties of the Board include:

- Determining the vision, strategies, and major goals/outcomes of the organization, and holding the Executive Director accountable for developing a strategic plan based on these goals.
- Approving the annual budget for the organization.
- Determining the policy and administrative constraints within which the Executive Director can operate.
- Monitoring the performance of the organization relative to the achievement of the goals/outcomes within the administrative parameters.

# Board Structure

The duties of the Board include (con't):

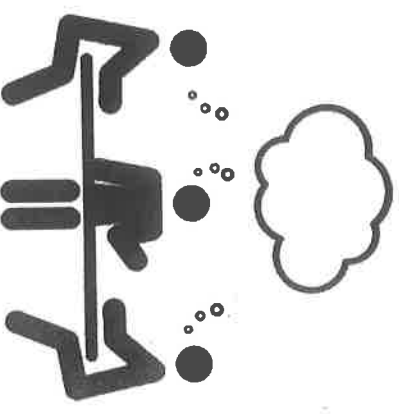
- Selecting, fairly compensating, nurturing, evaluating annually, and, if necessary, terminating an Executive Director. The Executive Director's performance should be assessed against explicit board policies and agreed-upon performance objectives.
- Ensuring financial solvency and integrity through policies and behavior.
- Requiring periodic financial and other external audits to ensure compliance with the law and with good practices.
- Evaluating and constantly improving the Board's performance as a governing body; setting expectations for Board Member's involvement.

The Board should create administrative procedures that delegate responsibility to the Executive Director and Staff in order to allow them to make timely decisions without undue Board Direction. This includes delegating responsibility for all procurement decisions and negotiations to the Executive Director or an appointed Purchasing Agent.

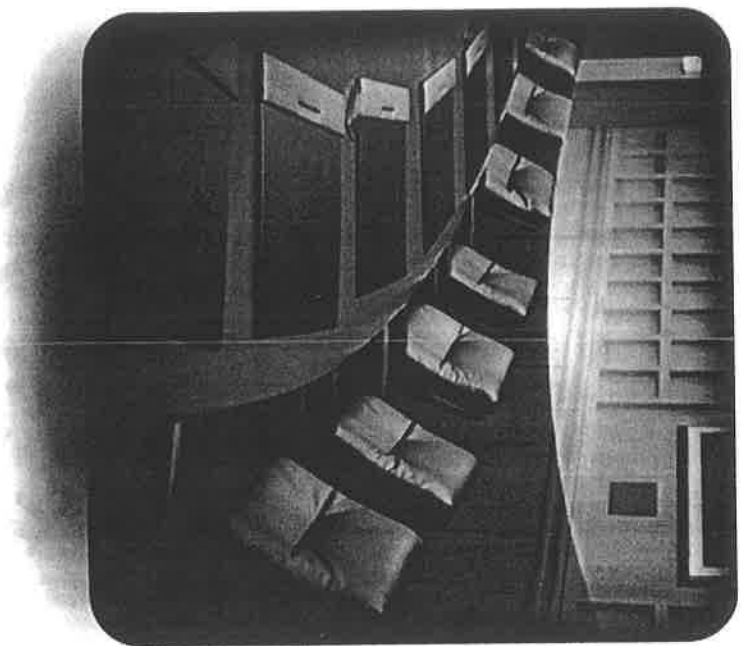
# Governing Style

- The Board guides the organization by emphasizing outward vision, encouraging, feedback from a diverse group of stakeholders, and providing strategic leadership to the Executive Director and Staff.

- The Executive Director and Staff, not the Board, are responsible for the organization's daily operations.



# Standing Committees



- Committees help the Board to be effective and efficient. They speak “to the board” and not “for the board.”
- Committees are not created to advise or exercise authority over staff.



# **Standing Committees**

Below are some suggested committees.

Additional committees may be outlined in the board's by-laws.

- Governance Committee
- Finance Committee
- Audit and Compliance Committee
- Additional committees as determined

# Standing Committees

## Governance Committee

This committee recommends policies to the Board pertaining to governance issues and processes including the orientation and training of new Board Members, the evaluation and improvement of the contribution of individual Board Members and Officers, and the recommendation of Bylaw changes.

## Finance Committee

This committee develops and recommends to the Board those financial principles, plans, and courses of action that further the organization's mission and financial wellbeing. It reviews the annual budget and submits it to the Board for its approval. In addition, the committee makes recommendations with regards to the level and terms of indebtedness, cash management, investment policy, risk management, financial monitoring and reports, employee benefit plans, signatory authority for expenditures and other policies that the committee determines are advisable for effective financial management.

# Standing Committees

## **Audit and Compliance Committee**      **Additional Committees as Determined**

This committee oversee the organization's internal accounting controls; recommends external auditors for Board approval; reviews the external auditor's annual audit plan; and reviews the annual report and the results of the external audit.

In addition, the committee is responsible for oversight of regulatory compliance, policies and practices regarding ethics and business conduct, including compliance with all federal, state, and local laws.

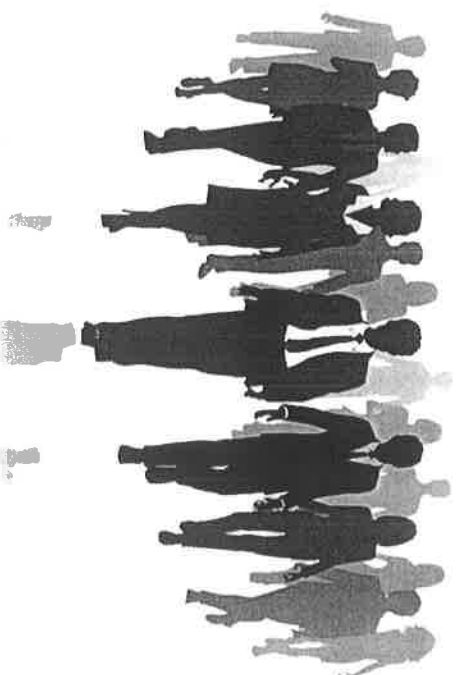
The committee also oversees Board Members' compliance with requirements regarding written financial disclosure statements.

# Role of the Executive Director

The Board's job is confined to establishing policies. The Executive Director has the duty to implement and administer those policies.

All Board authority delegated to Staff is delegated through the Executive Director.

The Executive Director has sole responsibility for the supervision and accountability of the organization's staff.



# **Role of the Executive Director**

The Executive Director is responsible for the organization's performance in three areas:

- The accomplishment of major organizational goals
- Organization operations within the boundaries of prudence and ethics established in Board Policies on administrative parameters (including fiscal and personnel management)
- Communication with the Board

# Communication with the Board

■ The Board may change its policies during any meeting, thereby shifting responsibilities between the Board and the Executive Director.

■ As long as the Board, delegates authority in a given area to the Executive Director, however, the Board and its members should respect and support the Executive Director's choices. This would not, however, prevent the Board from obtaining from the Executive Director information regarding the delegated areas.

■ No Board Member, Officer, or Committee has authority over the Executive Director; this authority is given to the full Board.

[illegible]

- Page III.2-3, Model Board Manual (2013), OIG

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

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

Green = Favorable Variance  
Yellow = Minimal Variance / No Action Recommended  
Red = Unfavorable Variance / Action Recommended



# Sewerage and Water Board of New Orleans

## Meters Read as a Percentage of Total Meters

**Constituency:**  
Customer Ratepayers

**Objective: Provide**  
Accurate Bills

**Goal: Read 98% or**  
more of meters each  
month

**Currently Meeting**  
Goal: **Yes**

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

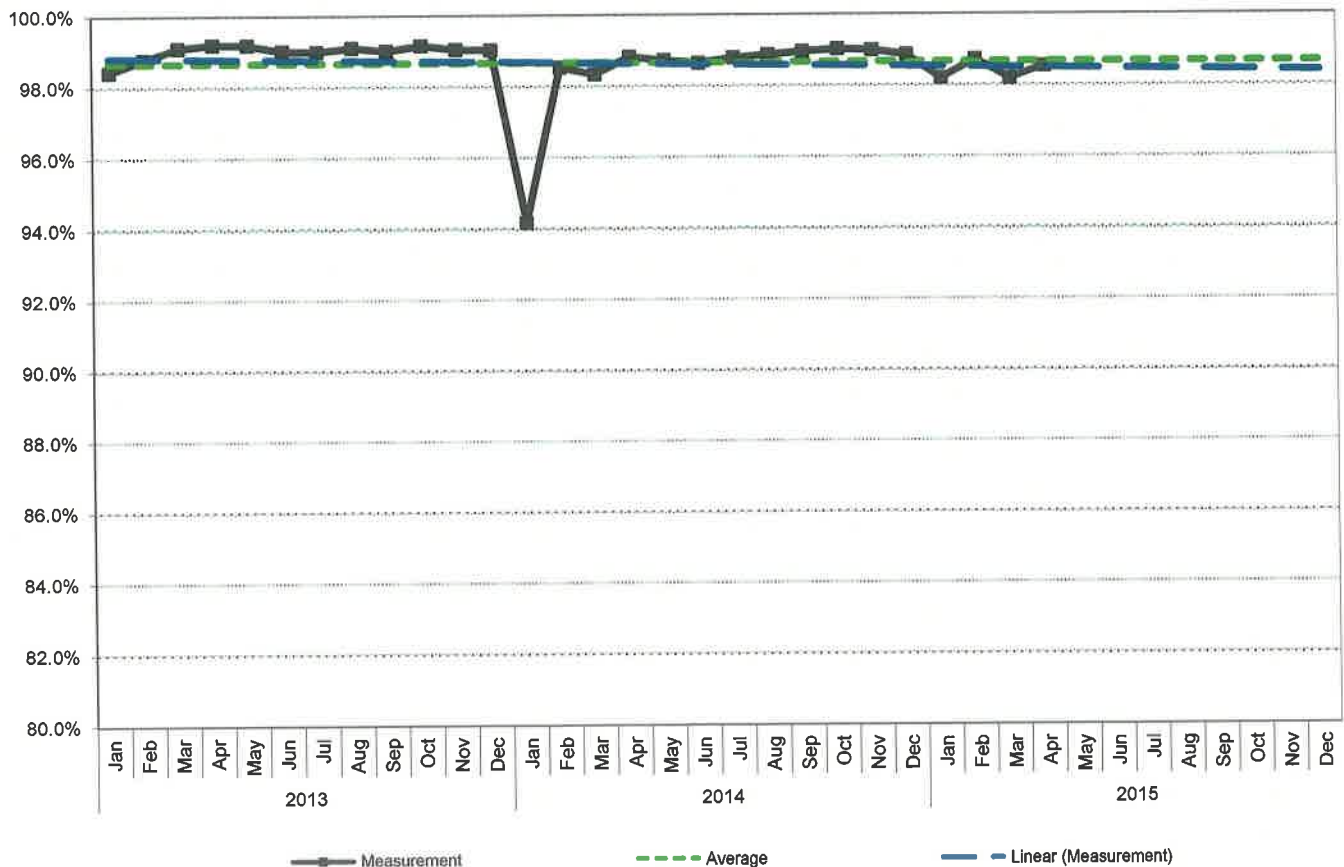
**Trend: Level**

### Analysis

The purpose of the customer billing and collection processes is to collect revenues from customer accounts that are billed according to the service rules and are based upon accurate metered consumption. Obtaining an accurate reading is the first step in that process. Staff has maintained a reading rate near or above the goal since since April 2010 except for two months affected by Hurricane Isaac in 2012 and a winter freeze in January 2014.

### Plans for Improvement

Staff is working to reduce the number of estimated and erroneous readings. Also, the Automated Meter Reading pilot project is also intended to reduce the number of estimated and erroneous readings, as well as to reduce the cost of obtaining a validated reading.



**Data Table**

	Jan	Feb	Mar	Apr	ate Bills	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2013	98.4%	98.8%	99.1%	99.2%	99.2%	99.0%	99.0%	99.1%	99.0%	99.2%	99.1%	99.0%
2014	94.2%	98.5%	98.3%	98.8%	98.7%	98.6%	98.8%	98.9%	99.0%	99.0%	99.0%	98.9%
2015	98.2%	98.7%	98.2%	98.5%								

# 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

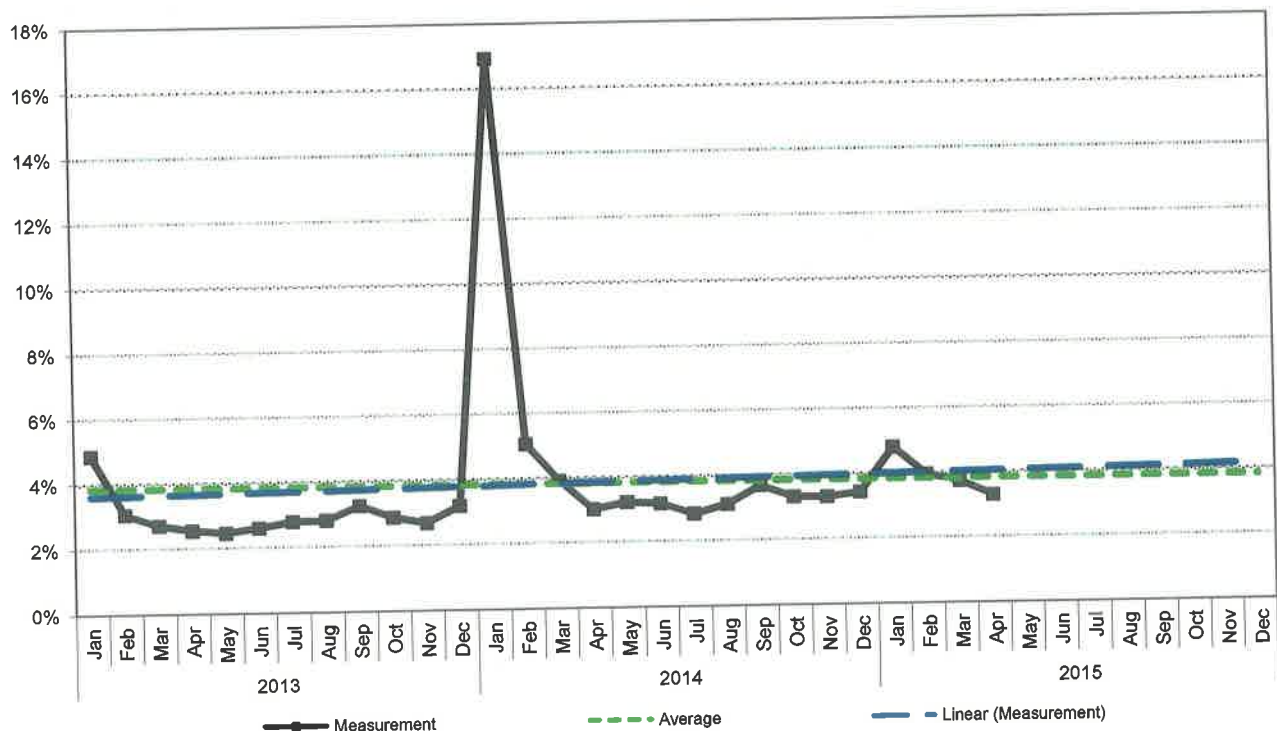
**Trend:** Level

### 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**

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2013	4.9%	3.1%	2.7%	2.6%	2.5%	2.6%	2.8%	2.8%	3.1%	3.7%	3.3%	3.3%
2014	16.9%	5.1%	3.9%	3.0%	3.2%	3.2%	2.8%	3.1%	3.7%	3.3%	3.3%	3.4%
2015	4.8%	4.0%	3.7%	3.3%								

# Sewerage and Water Board of New Orleans

## Investigations from High Bill Complaints as a Percentage of Total Bills

**Constituency:**  
Customer Ratepayers

**Objective:** Provide  
Accurate Bills

**Goal:** Reduce  
percentage over time

**Currently Meeting**  
**Goal:** Close

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

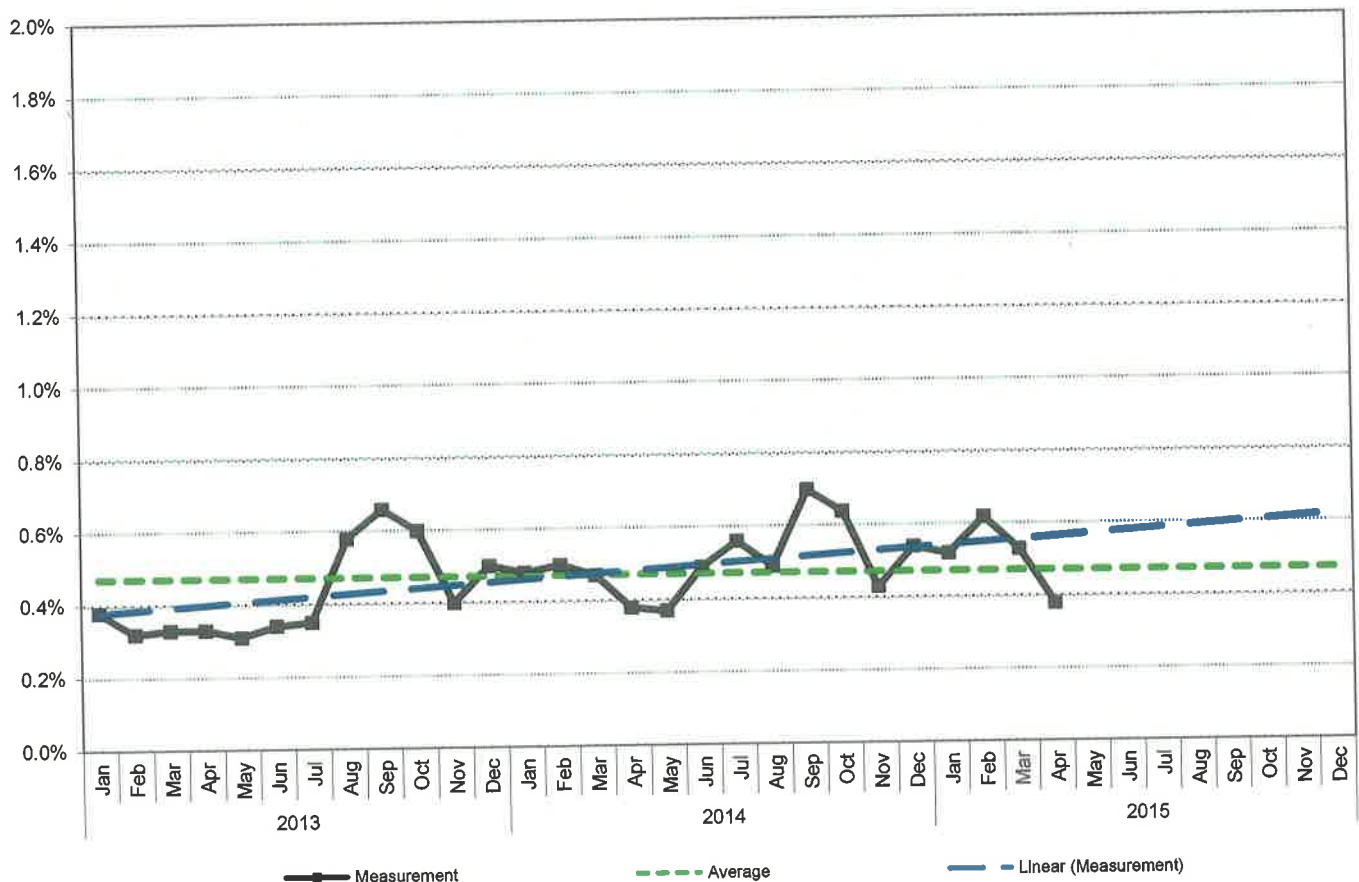
**Trend:** Unfavorable

### Analysis

Customers request an investigation about their usage when the bill is higher than normal amounts. The higher billed amount may be due to: a leak; one or more estimated readings followed by an actual reading; an erroneous meter reading; or increased water, sewer, or sanitation rates. Before an adjustment can be made, an inspection of the meter and service line must be performed.

### Plans for Improvement

Staff is working to reduce the number of estimated and erroneous readings. Also, the Automated Meter Reading pilot project is also intended to reduce the number of estimated and erroneous readings, as well as to reduce the cost of obtaining a validated reading.



**Data Table**

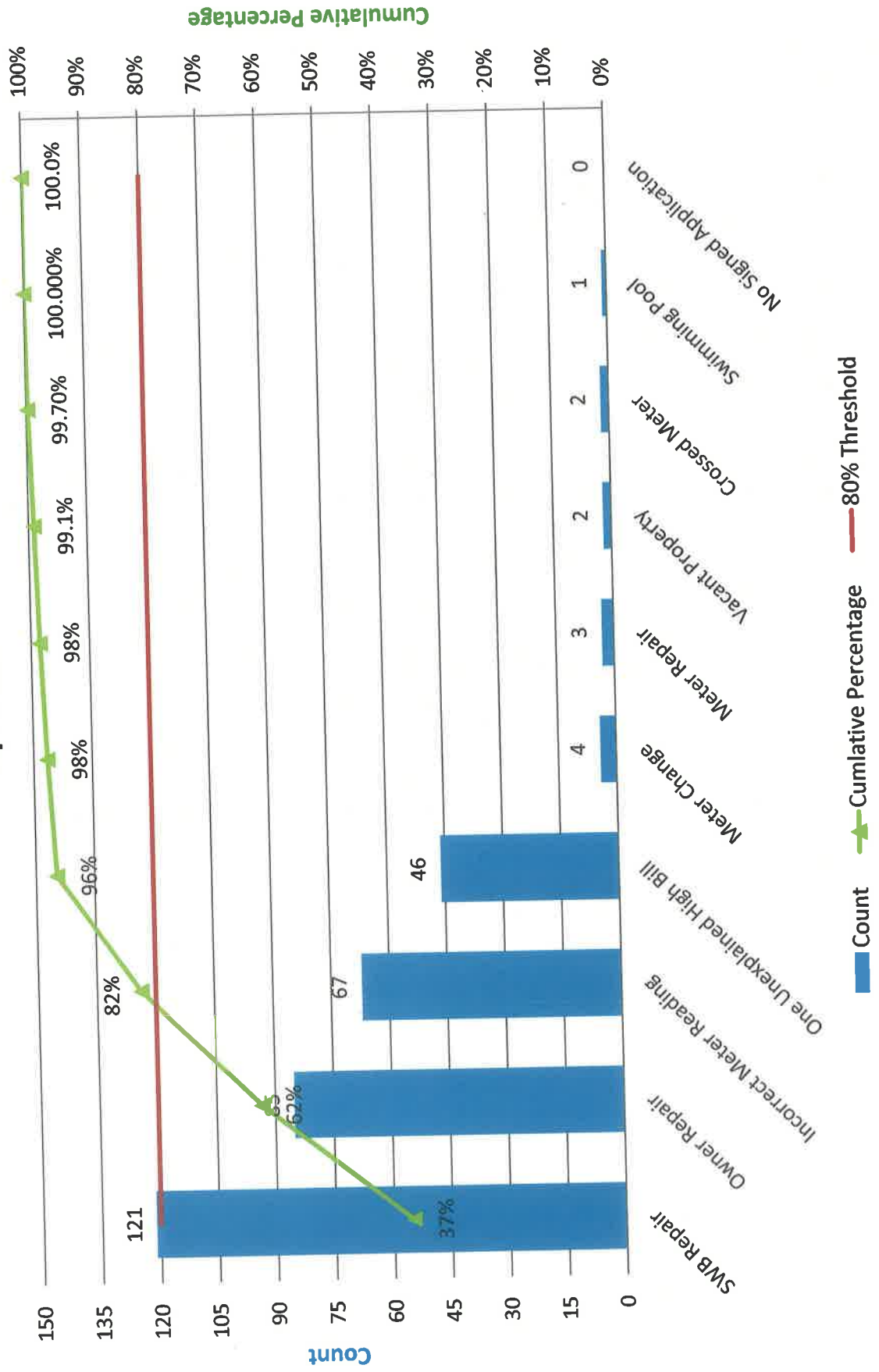
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2013	0.4%	0.3%	0.3%	0.3%	0.3%	0.3%	0.4%	0.6%	0.7%	0.6%	0.4%	0.5%
2014	0.5%	0.5%	0.5%	0.4%	0.4%	0.5%	0.6%	0.5%	0.7%	0.6%	0.4%	0.5%
2015	0.5%	0.6%	0.5%	0.4%								



# Sewerage and Water Board of New Orleans

## Chart of Reasons for Adjustments

April 2015





# Sewerage and Water Board of New Orleans

## Total Inbound Customer Contacts

**Constituency:**  
Customer Ratepayers

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

**Goal:** Reduce  
Triggers of Customer  
Calls

**Currently Meeting  
Goal:** No

**Process Operating  
Within Control  
Limits:** No

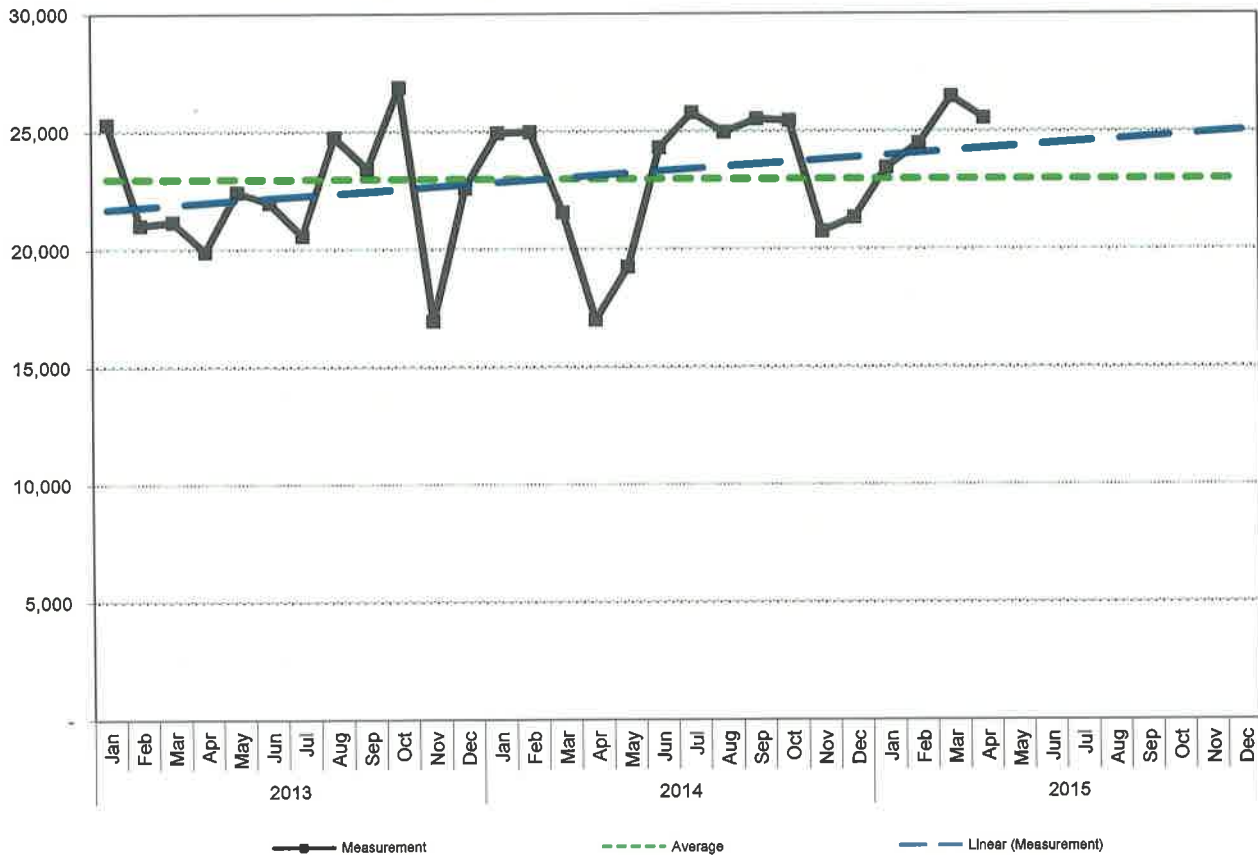
**Trend:** Unfavorable

### Analysis

Customers contact the Sewerage and Water Board to start or end service; to request information about their bill; to report concerns about their water service, sewer connection, street flooding, or solid waste sanitation service; and other matters. The Call Center for emergency repairs is operated continuously, while the Call Center for billing and non-emergency issues is operated from 7 AM to 7 PM. Call volumes can vary significantly month to month.

### Plans for Improvement

Staff is analyzing the events that trigger calls in order to determine methods to reduce the volume. Short term plans for improvement will focus on creating more efficient "scripts" for handling routine call matters. Longer term plans will focus on reducing the overall call volumes with interactive voice response capabilities.



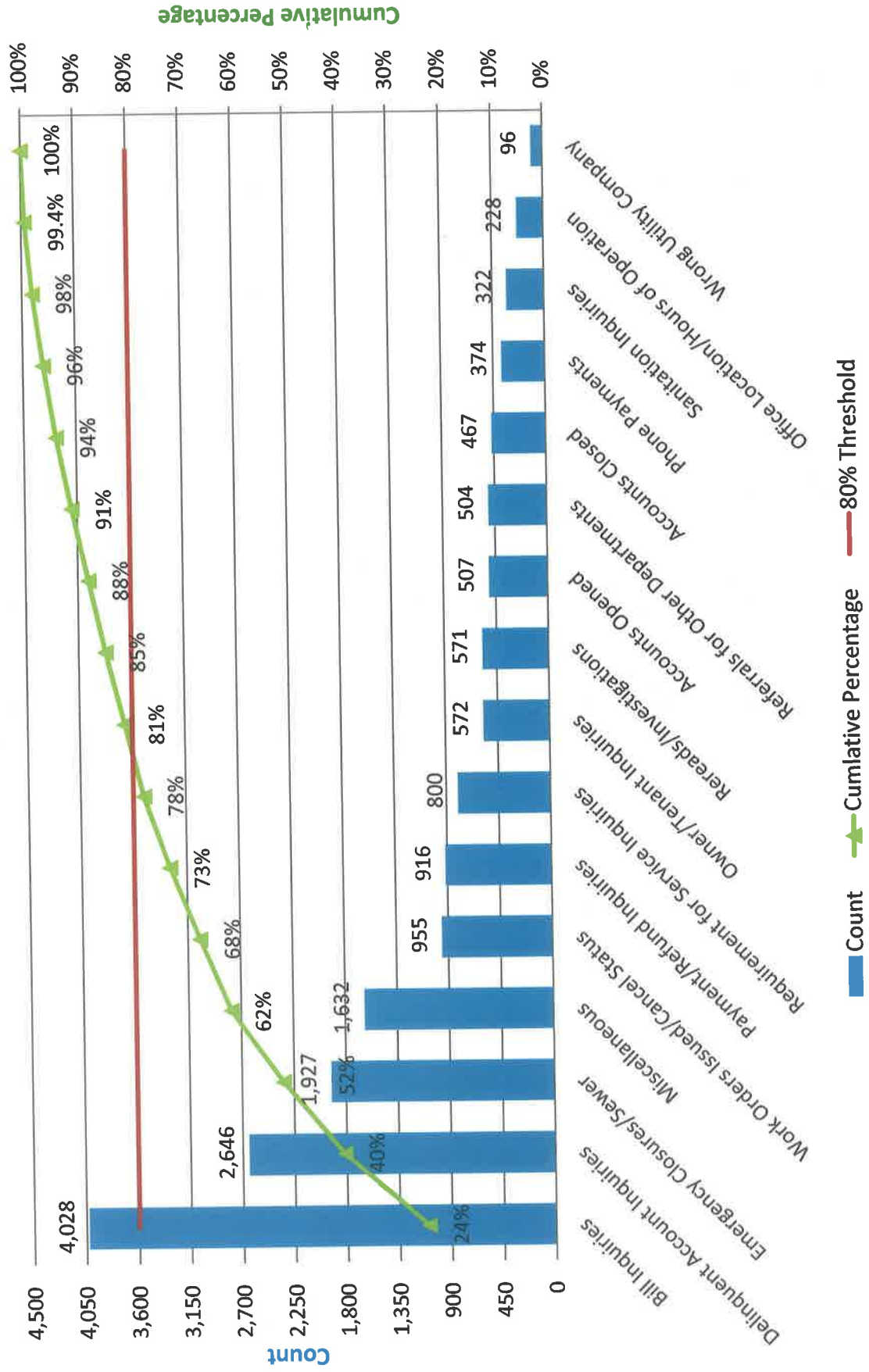
Data Table

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2013	25,331	21,051	21,194	19,937	22,446	21,994	20,602	24,764	23,439	26,892	16,980	22,610
2014	24,945	24,992	21,579	17,032	19,276	24,315	25,800	24,967	25,532	25,467	20,775	21,366
2015	23,470	24,496	26,486	25,565								

# Sewerage and Water Board of New Orleans

## Chart of Types of Customer Calls

April 2015



# Sewerage and Water Board of New Orleans

## Average Call Wait Time

**Constituency:**  
Customer Ratepayers

**Objective:** Provide  
Accurate Bills

**Goal:** Reduce over  
time

**Currently Meeting**  
**Goal:** Yes

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

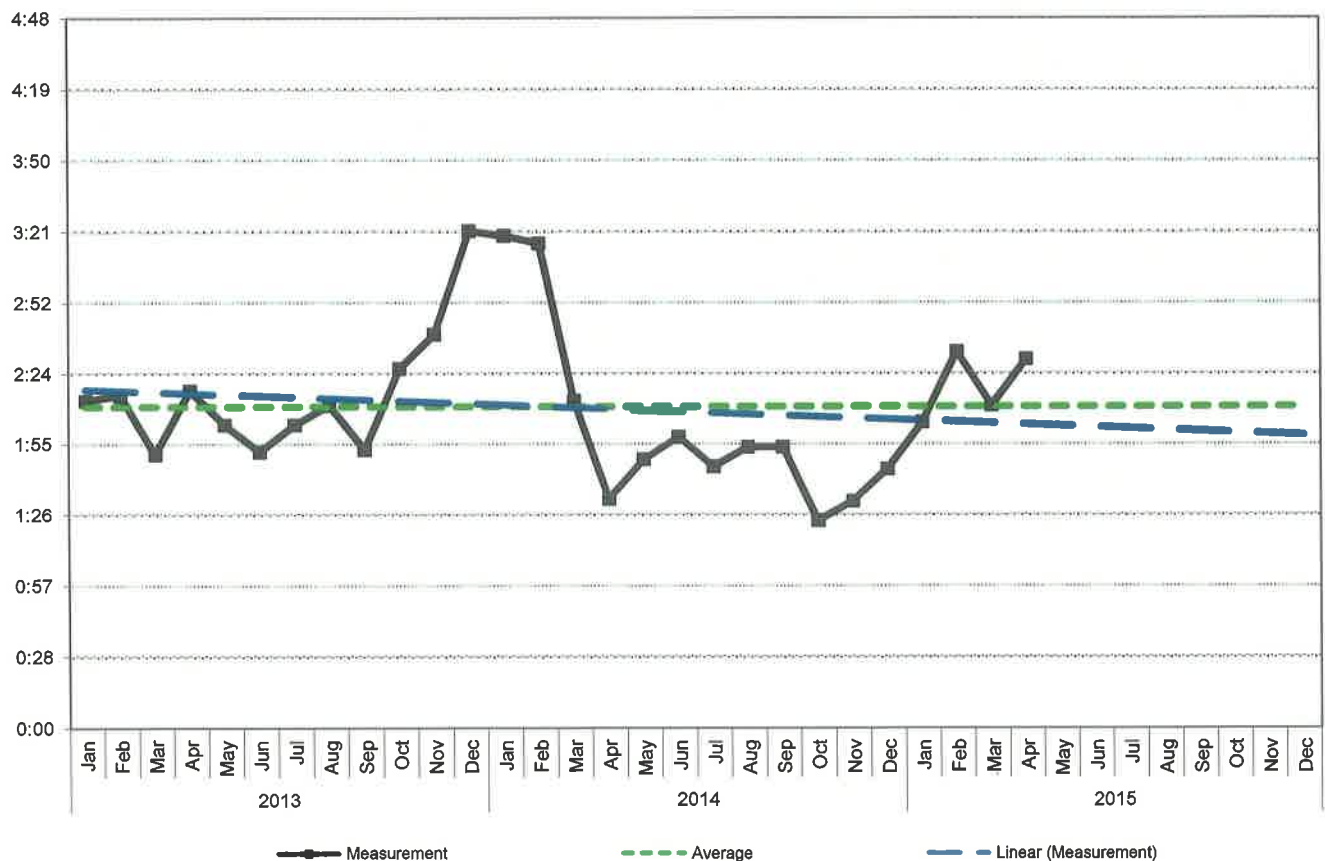
**Trend:** Favorable

### Analysis

Customers contact the Sewerage and Water Board to start or end service; to request information about their bill; to report concerns about their water service, sewer connection, street flooding, or solid waste sanitation service; and other matters. The Call Center for emergency repairs is operated continuously, while the Call Center for billing and non-emergency issues is operated from 7 AM to 7 PM. Call volumes can vary significantly month to month.

### Plans for Improvement

Staff is analyzing the events that trigger calls in order to determine methods to reduce the volume. Short term plans for improvement will focus on creating more efficient "scripts" for handling routine call matters. Longer term plans will focus on reducing the overall call volumes with interactive voice response capabilities.



Data Table

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2013	2:13	2:15	1:51	2:17	2:03	1:52	2:03	2:11	1:53	2:26	2:40	3:22
2014	3:20	3:17	2:13	1:33	1:49	1:58	1:46	1:54	1:54	1:24	1:32	1:45
2015	2:04	2:33	2:11	2:30								



# Sewerage and Water Board of New Orleans

## Calls Abandoned by Customers as a Percentage of Total

**Constituency:**  
Customer Ratepayers

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

**Goal:** Respond to calls  
with less than 5%  
abandoned

**Currently Meeting  
Goal:** Close

**Process Operating  
Within Control Limits:**  
Yes

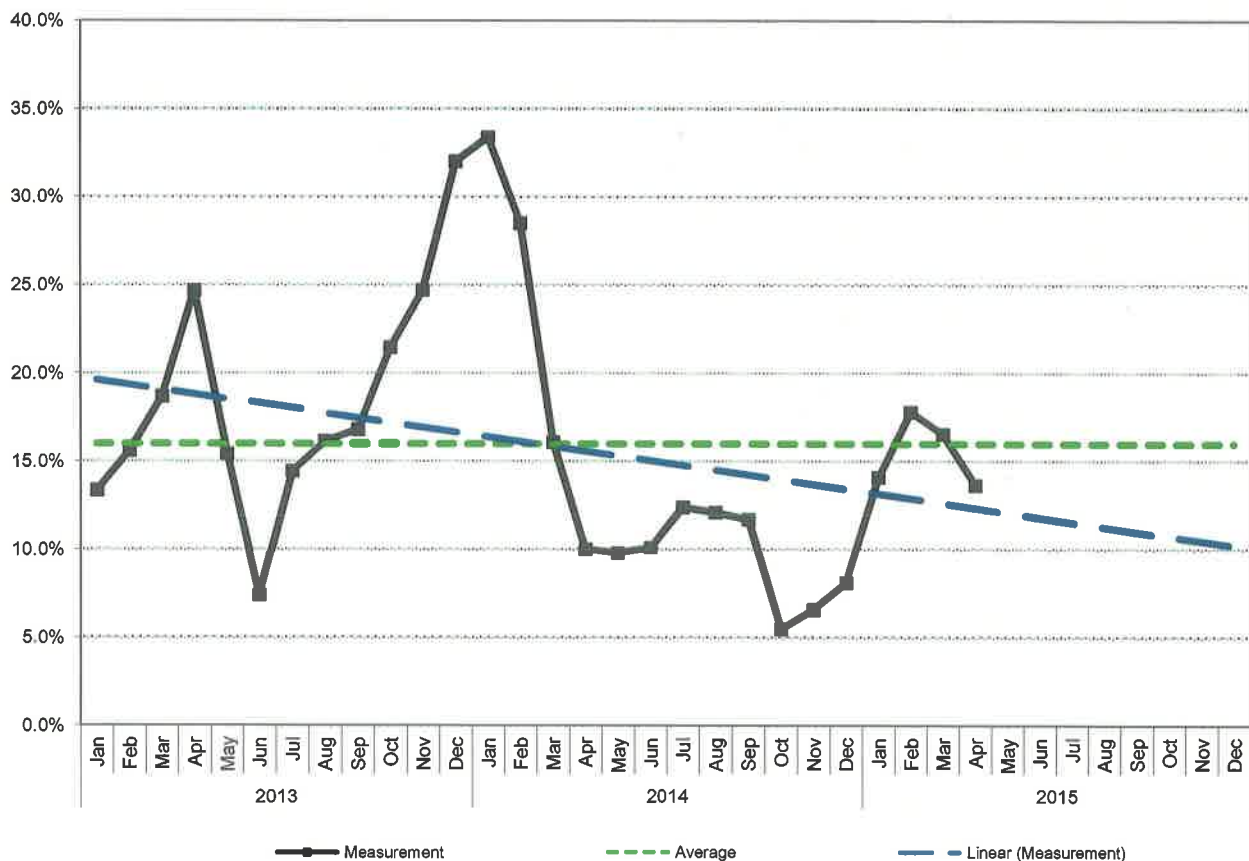
**Trend:** Favorable

### Analysis

Customers abandon their call after waiting for an amount of time considered inconvenient, which varies from customer to customer. Some portion of the volume of abandoned calls is from customers calling and hanging up on multiple occasions.

### Plans for Improvement

In order to resolve the significant increase in abandoned calls, additional employees have been hired and are being trained. Call rollover time has been reduced from 3 minutes to 20 seconds. Medium term plans for improvement will focus on creating more efficient "scripts" for handling routine call matters. Longer term plans will focus on reducing the overall call volumes with interactive voice response capabilities.



**Data Table**

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2013	13.3%	15.6%	18.7%	24.7%	15.4%	7.4%	14.5%	16.2%	16.8%	21.5%	24.7%	32.0%
2014	33.4%	28.5%	16.1%	10.0%	9.8%	10.1%	12.4%	12.1%	11.7%	5.5%	6.6%	8.1%
2015	14.1%	17.8%	16.6%	13.7%								

# Sewerage and Water Board of New Orleans

## Emergency Calls Abandoned by Customers as a Percentage of Total Emergency Calls

**Constituency:**  
Customer Ratepayers

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

**Goal:** Respond to calls with less than 5% abandoned

**Currently Meeting Goal:** Close

**Process Operating Within Control Limits:**  
**No**

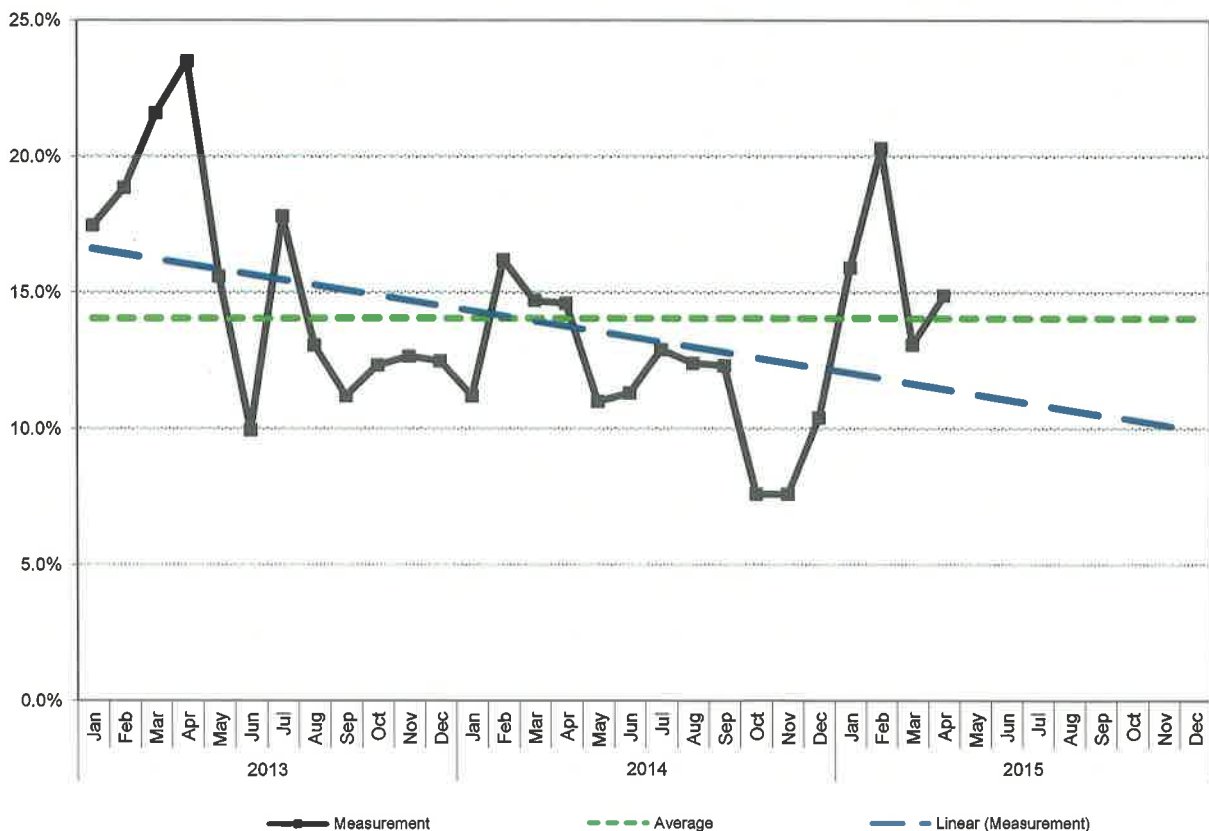
**Trend:** Favorable

### Analysis

Customers abandon their call after waiting for an amount of time considered inconvenient, which varies from customer to customer. Some portion of the volume of abandoned calls is from customers calling and hanging up on multiple occasions. Staff is addressing this issue as a top priority. The telephone system was recently upgraded.

### Plans for Improvement

In order to resolve the significant increase in abandoned calls, additional employees have been hired and are being trained. Call rollover time has been reduced from 3 minutes to 20 seconds. Scripts were created for more efficient handling of routine call matters. Longer term plans will focus on reducing the overall call volumes with interactive voice response capabilities.



**Data Table**

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
<b>2013</b>	17.5%	18.9%	21.6%	23.5%	15.6%	10.0%	17.8%	13.1%	11.2%	12.3%	12.7%	12.5%
<b>2014</b>	11.2%	16.2%	14.7%	14.6%	11.0%	11.3%	12.9%	12.4%	12.3%	7.6%	7.6%	10.4%
<b>2015</b>	15.9%	20.3%	13.1%	14.9%								

# Sewerage and Water Board of New Orleans

## Total Service Requests about Low Water Pressure

**Constituency:**  
Customer Ratepayers

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

**Goal:** Reduce  
Number of Service  
Requests

**Currently Meeting  
Goal:** No

**Process Operating  
Within Control  
Limits:** No

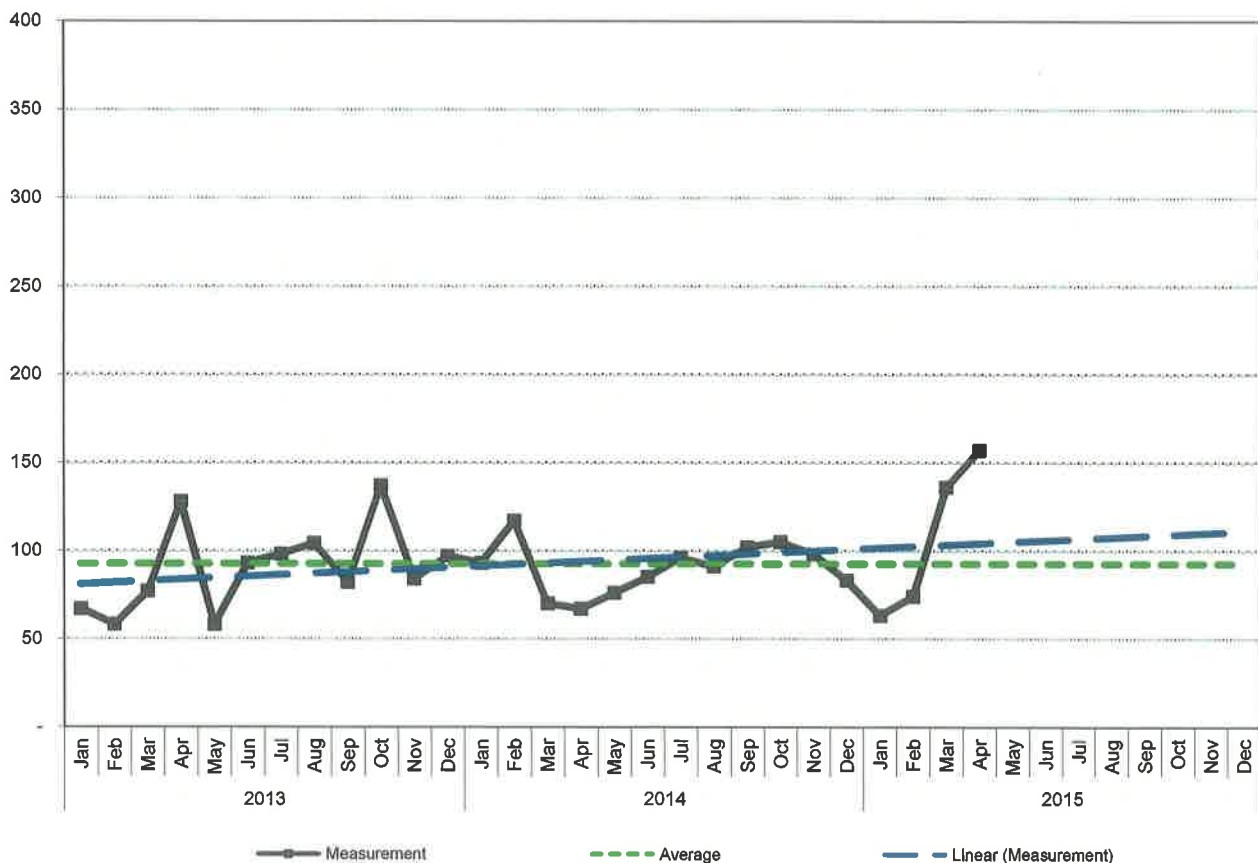
**Trend:** Unfavorable

### Analysis

Customers contact the Sewerage and Water Board to request resolution to low water pressure. System pressure can be impaired by power failures at the treatment plants, by water main breaks, and by certain types of repair activities.

### Plans for Improvement

Staff continues to make repairs to the water system to reduce the number of occasions of low pressure.



	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2013	67	58	77	128	58	93	98	104	82	137	84	97
2014	93	117	70	67	76	85	96	91	102	105	98	83
2015	63	74	136	157								

# 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**

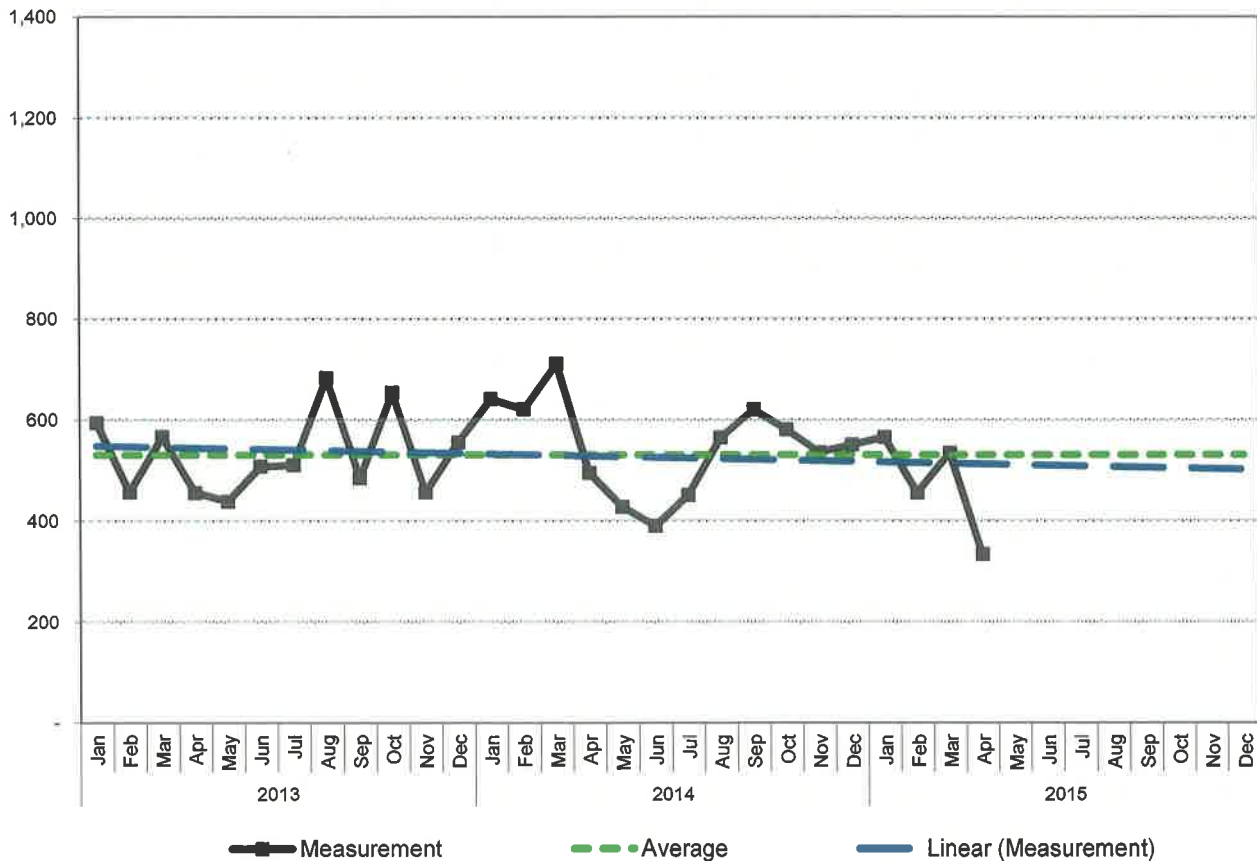
**Trend:** **Favorable**

### 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.



**Data Table**

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2013	594	457	567	456	439	508	511	683	485	654	457	556
2014	641	621	711	495	428	390	451	565	621	581	536	551
2015	566	456	535	335								

# 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

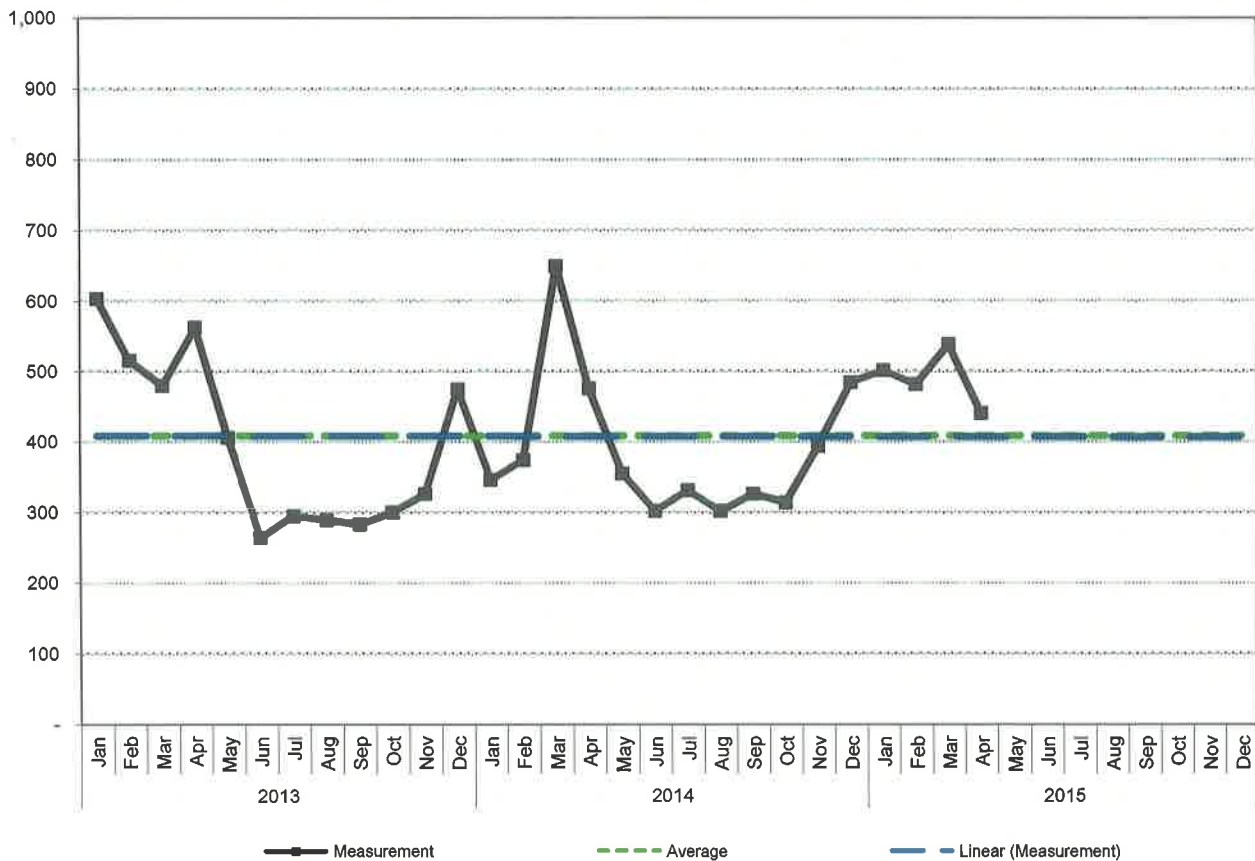
**Trend:** Level

### 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**

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2013	604	516	480	563	406	264	295	289	283	300	326	475
2014	346	374	650	476	355	302	331	302	326	314	394	485
2015	502	482	539	441								

# Sewerage and Water Board of New Orleans

## Total Accounts Turned Off for Non-Payment

**Constituency:**  
Customer  
Ratepayers

**Objective:** Ensure  
Collection of Payments for  
Services Provided

**Goal:** None  
Established

**Currently Meeting**  
**Goal:** Not Applicable

**Process Operating**  
**Within Control**  
**Limits:** Close

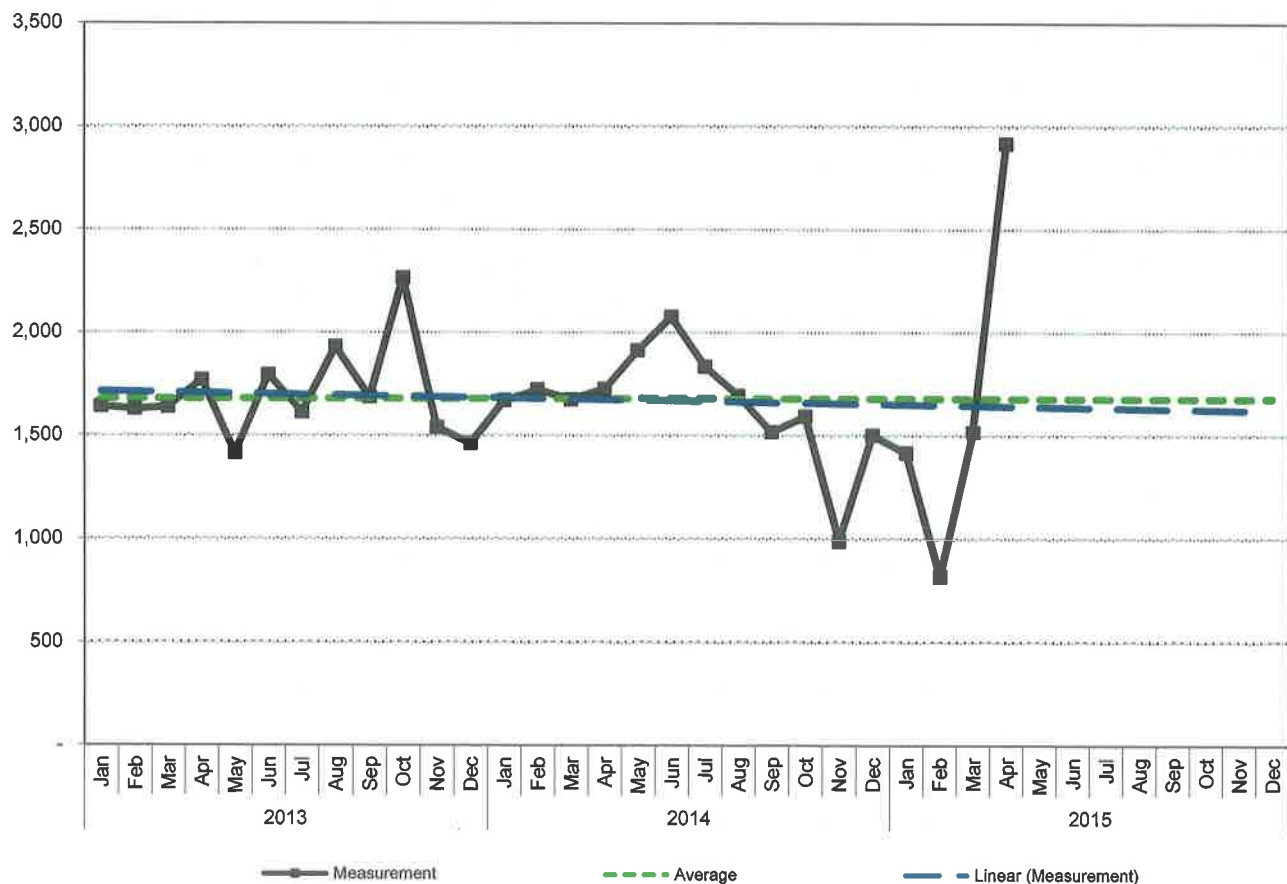
**Trend:** Level

### Analysis

Customers accounts are turned-off for non-payment for balances more than \$50 and over sixty days past due. Frequency of turn-offs increased sharply in April 2015 to reduce backlog accumulated in prior months.

### 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**

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2013	1,641	1,628	1,638	1,770	1,415	1,795	1,613	1,932	1,687	2,265	1,540	1,461
2014	1,670	1,723	1,675	1,727	1,915	2,077	1,836	1,694	1,518	1,594	993	1,502
2015	1,417	823	1,517	2,920								



# 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

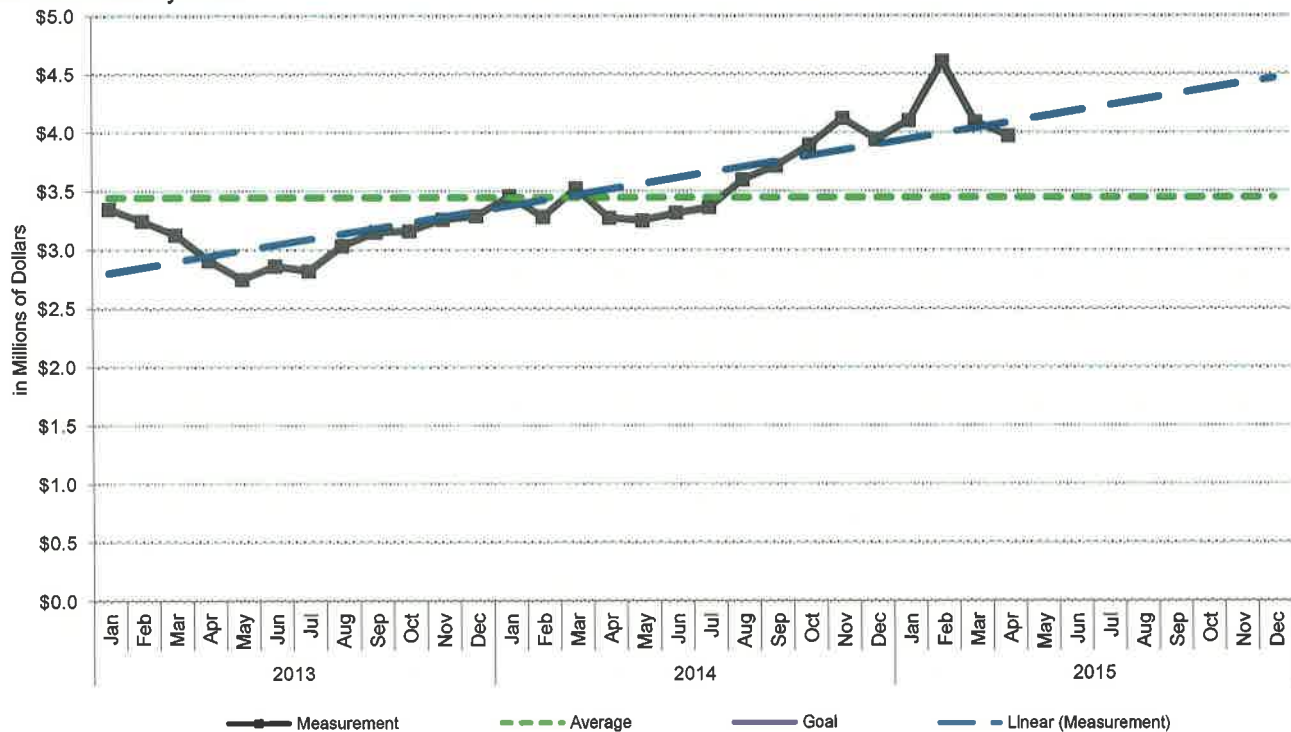
**Trend:** Level, when adjusted for rate increases.

### 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**

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2013	\$3.348	\$3.243	\$3.127	\$2.907	\$2.748	\$2.860	\$2.819	\$3.031	\$3.149	\$3.161	\$3.258	\$3.287
2014	\$3.458	\$3.280	\$3.524	\$3.271	\$3.249	\$3.314	\$3.361	\$3.598	\$3.715	\$3.893	\$4.122	\$3.941
2015	\$4.104	\$4.612	\$4.091	\$3.971								

# 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

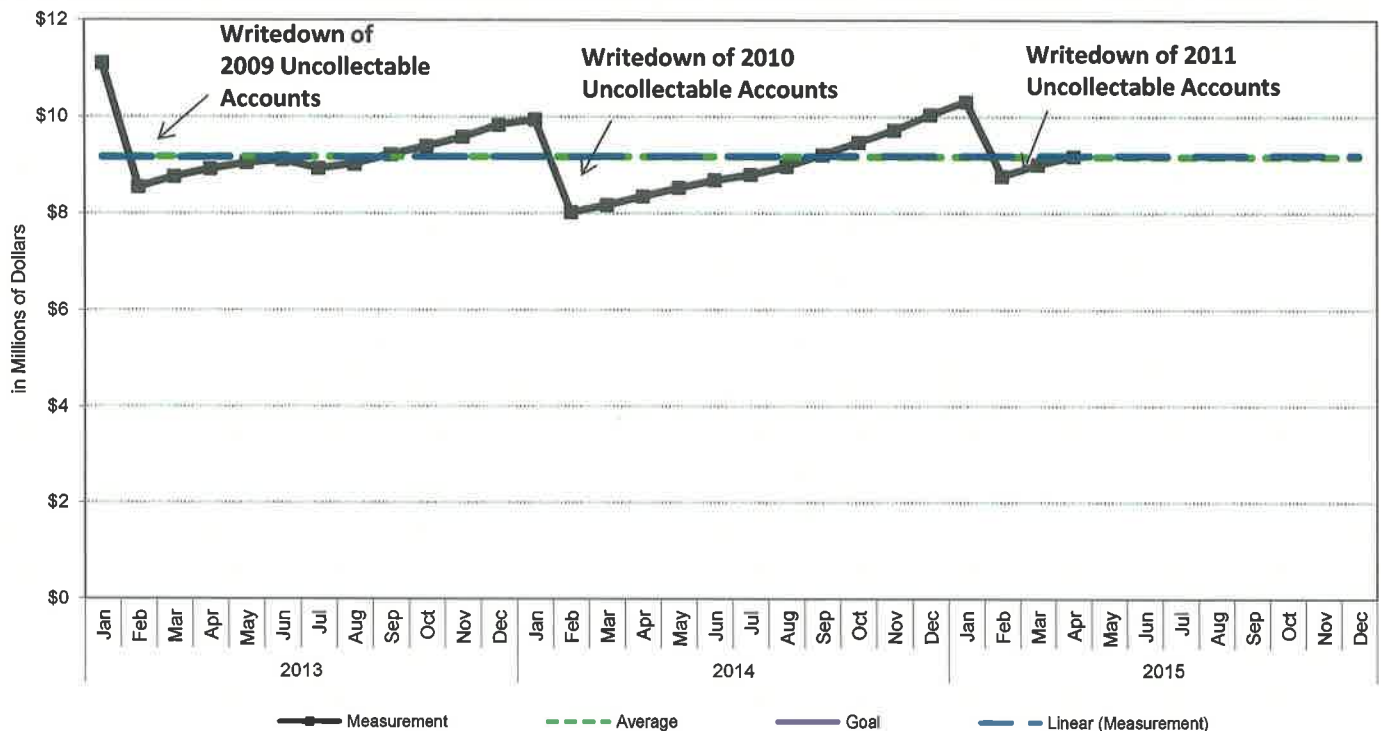
**Trend:** Level

### 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 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

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2013	\$ 11.104	\$ 8.552	\$ 8.766	\$ 8.928	\$ 9.055	\$ 9.113	\$ 8.939	\$ 9.029	\$ 9.224	\$ 9.398	\$ 9.585	\$ 9.839
2014	\$ 9.946	\$ 8.032	\$ 8.185	\$ 8.360	\$ 8.536	\$ 8.694	\$ 8.807	\$ 8.977	\$ 9.218	\$ 9.478	\$ 9.728	\$ 10.046
2015	\$ 10.317	\$ 8.781	\$ 9.012	\$ 9.188								



**Sewerage & Water Board Contracts with SLD BE Participation January - May 2015**

Category	Category Dollar Amount	SLD BE Dollar Value
Goods and Services Contracts	\$ 269,267	\$ 88,219
Construction Contracts	\$ 17,573,108	\$ 5,840,517
Professional Services Contracts	\$ 30,564,830	\$ 4,929,764
<b>Grand Total</b>	<b>\$ 48,407,205</b>	<b>\$ 10,858,500</b>

# Sewerage and Water Board Contracts with SLD BE Participation January - May 2015 (Subcontractor Summary)

<u>Contract</u>	<u>Prime Contractor</u>	<u>SLDBE Sub-Contractor</u>	<u>SLDBE %</u>	<u>Dollar Amount</u>
<b>Goods &amp; Services Contracts</b>				
YW15-0003 Furnishing Limestone	SAV Trucking Services, LLC	Blue Ribbon Resources	35%	\$ 52,072
ME15-0001 Furnishing Janitorial Services for the Carrollton Water Plant	KSM Janitorial & Cleaning Service, LLC	Ricard's Paper & Chemical Company	30%	\$ 22,836
RX-SA15-0001 Furnishing Janitorial Services at Central Yard Complex	Crescent Building Services, Inc.	Westbank Paper & Janitorial Supplies	30%	\$ 13,310
<b>Construction Contracts</b>				
#8143 - Katrina Related Repairs to Garage 2 at Cen. Yard	Hamp's Construction, LLC	Boines Construction Paint Pro Depot	12.42% 26.91% 39.33%	\$ 99,180 \$ 214,850 \$ 314,030
#2106 Installation of New Water, Sewer, and Drain Connections at Various Sites throughout Orleans Parish	Fleming Construction Group, LLC.	Cooper Contracting Group, LLC. Hebert's Trucking & Equipment Service	25% 11% 36.16%	\$ 585,000 \$ 260,000 \$ 845,000
#2110 - Water Main Line Replacements and Extensions at Scattered Locations throughout Orleans Parish	Wallace Drennan	C & M Construction Group, Inc. Choice Supply Solutions Prince Dump Truck Service	31.97% 1.01% 3.04% 36.02%	\$ 315,950 \$ 10,000 \$ 30,000 \$ 355,950

## Sewerage and Water Board Contracts with SLDBE Participation January - May 2015 (Subcontractor Summary)

<u>Contract</u>	<u>Prime Contractor</u>	<u>SLDBE Sub-Contractor</u>	<u>SLDBE %</u>	<u>Dollar Amount</u>
#2111 - Water Main Point Repair, Water Service Connection, Water, Valve, and Fire Hydrant Replacement at Various Sites throughout Orleans Parish	Wallace Drennan	C & M Construction Group, Inc. Choice Supply Solutions Prince Dump Truck Service	17.55% 10.63% 7.87% <b>36.06%</b>	\$ 561,150 \$ 340,000 \$ 251,700 \$ 1,152,850
#3795 Modification to the Return Activated Sludge PS and Pipeline at the East Bank Sewer Treatment Plant	Industrial & Mechanical Contractors, Inc.	EFT Diversified, Inc.	5.96%	\$ 100,000
#1369 - HMGP Emergency Fuel Storage Retrofit Power Plant at the MWPP Power Complex	Lou-Con, Inc.	Morgan Electric, LLC. RLH Investments Choice Supply Solutions, LLC. The Beta Group	16.80% 14.50% 3.70% 1.00% <b>36.10%</b>	\$ 1,258,355 \$ 1,087,832 \$ 279,500 \$ 77,000 \$ 2,702,687
#1382 - Replacement of the Media of Filters 1A, 1B, 5A and 5B at the Claiborne Filter Gallery at the MWPP	Lou-Con, Inc.	EFT Diversified, Inc.	37.05%	\$ 400,000
<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

# **Sewerage and Water Board Contracts with SLDBE Participation January - May 2015 (Subcontractor Summary)**

<u>Contract</u>	<u>Prime Contractor</u>	<u>SLDBE Sub-Contractor</u>	<u>SLDBE %</u>	<u>Dollar Amount</u>
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	35%	\$ 104,907
Provide Design and Engineering Services for HVAC System Improvements at the St. Joseph Street Building	Infinity Engineers	GreenPoint Engineering Trigon Associates, LLC		
Design and Engineering Services for Kansas Street and Jourdan Road Sewer Force Mains	Royal Engineers & Consultants, LLC.	WDG Architects Engineers	35%	\$ 14,350
HMGP Retrofit Distribution Network (Design-Build)	Grady Crawford Construction Co., Inc.	Circular Consulting GreenPoint Engineering MSMM Engineers	35%	\$ 23,688
		Balthazar Electriks Three C's Properties Baker Ready Mix	35%	\$ 4,168,757

## Goods & Services Contracts

5/26/2015

Sewerage & Water Board Contracts with SLDBE Participation January - May 2015						
Construction Contracts						
Contract Description	Contract Dollar Amount	Prime Contractor	SLDBE Sub-Contractor	Awarded SLSLDBE %	Awarded SLDBE Dollar Value	Award Date
#8143 - Katrina Related Repairs to Garage #2 at Central Yard	\$ 798,424	Hamp's Construction, LLC	Boines Construction	12.42%	\$99,180	1/21/15
			Paint Pro Depot	26.91%	\$214,850	
			Total	39.33%	\$ 314,030	
#2106 - Installation of New Water, Sewer, and Drain Connections at Various Sites throughout Orleans Parish			Cooper Contracting Group	25.04%	\$585,000	
			Hebert's Trucking and Equipment Service	11.13%	\$260,000	
			Total	36.17%	\$ 845,000	
#2110 - Water Line Replacements and Extensions at Scattered Locations throughout Orleans Parish	\$ 998,150	Wallace Drennan	C & M Construction Group	31.97%	\$315,950	4/6/15
			Choice Supply Solutions, LLC	1.01%	\$10,000	
			Total	32.98%	\$ 325,950	
#2111 - Water Line Repair, Water Service Connection, Water Valve, and Fire Hydrant Replacement at Various Sites throughout Orleans Parish	\$ 3,197,190	Wallace Drennan	C & M Construction Group	17.55%	\$561,150	4/6/15
			Choice Supply Solutions, LLC	10.63%	\$340,000	
			Prince Dump Truck Service	7.87%	\$251,700	
			Total	36.06%	\$ 1,152,850	
#3795 - Modification to the Return Activated Sludge PS and Pipeline at the East Bank Sewer Treatment Plant	\$ 1,677,000	Industrial & Mechanical Contractors	EFT Diversified	5.96%	100,000	4/6/15
			Total	5.96%	\$ 100,000	

Sewerage & Water Board Contracts with SLDBE Participation January - May 2015						
Construction Contracts						
Contract Description	Contract Dollar Amount	Prime Contractor	SLDBE Sub-Contractor	Awarded SLSLDBE %	Awarded SLDBE Dollar Value	Award Date
#1369 - HMGP Emergency Fuel Storage Retrofit Power Plant at the MWPP Power Complex	\$7,486,250	Lou-Con, Inc.				
			Morgan Electric, LLC	16.80%	\$1,258,355	
			RLH Investments	14.50%	\$1,087,832	
			Choice Supply Solutions	3.70%	\$279,500	
			The Beta Group	1.00%	\$77,000	5/20/15
			<b>Total</b>	<b>36.10%</b>	<b>\$2,702,687</b>	
#1382- Replacement of the Media of Filters 1A, 1B, 5A, and 5B at the Claiborne Filter Gallery at the MWPP	\$1,079,544	Lou-Con, Inc				
			EFT Diversified	37.05%	400,000	
			<b>Total</b>	<b>37.05%</b>	<b>\$ 400,000</b>	5/20/15
<b>Total Construction Contracts</b>	<b>\$ 17,573,108</b>		<b>Total</b>		<b>\$ 5,840,517</b>	

Sewerage & Water Board Contracts with SLDBE Participation from January - May 2015						
Professional Service Contracts						
Contract Description	Contract Dollar Amount	Prime Contractor	SLDBE Sub-Contractor	SLDBE %	Awarded SLDBE Value	Award Date
Construction Management Services for Capital Projects	Fixed Hourly Rates (upon request)	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 GreenPoint Engineering 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 GreenPoint Engineering MSMM Engineering, LLC.	35%	\$ 23,688	2/18/2015



HMGP Retrofit Distribution Network (Design-Build)	\$ 27,798,386	Grady Crawford Construction Company Inc.	Balthazar Elektriks Three C's Properties Baker Ready Mix	15%	\$ 4,168,757	4/15/2015
Provide Design and Engineering Services for Broad Street Drainage Underpass Station	\$ 57,700	G.E.C., Inc.	Infinity Engineering Consultants, Inc.	35%	\$ 19,950	5/20/2015
Provide Design and Engineering Services for South Carrollton Bulk Storage and Chemical Feed Facility	\$ 60,786	Stanley Consultants, Inc.	Infinity Engineering Consultants, Inc. Trigon Associates, LLC The Beta Group	35%	\$ 21,275	5/20/2015
Provide Design and Engineering Services for Broad Street Drainage Underpass Station	\$ 21,208	Burk-Kleinpeter, Inc.	Infinity Engineering Consultants, Inc.	35%	\$ 7,422	5/20/2015
Provide ARC Flash Analysis, Assessment of Storage Tank Mixing and Launder Trough Replacement	\$ 811,455	HNTB Corporation	Infinity Engineering Consultants, Inc. ILSI Engineering	35%	\$ 284,009	5/20/2015
Total Professional Service Contracts	\$ 30,564,830				\$ 4,929,764	

# Sewerage & Water Board of New Orleans

## Committee & Board of Director's Meeting Schedule

2015

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
MONDAY	OCTOBER 5, 2015	8:00 AM	OPERATION COMMITTEE
TUESDAY	OCTOBER 6, 2015	8:00 AM	FINANCE COMMITTEE
WEDNESDAY	OCTOBER 7, 2015	9:00 AM	COMMITTEE ON INFRASTRUCTURE
WEDNESDAY	OCTOBER 7, 2015	10:30 AM	PENSION COMMITTEE
FRIDAY	OCTOBER 9, 2015	9:00 AM	EXECUTIVE COMMITTEE
WEDNESDAY	OCTOBER 21, 2015	9:00 AM	BOARD OF DIRECTOR'S
MONDAY	NOVEMBER 2, 2015	8:00 AM	OPERATION COMMITTEE
TUESDAY	NOVEMBER 3, 2015	8:00 AM	FINANCE COMMITTEE
WEDNESDAY	NOVEMBER 4, 2015	9:00 AM	COMMITTEE ON INFRASTRUCTURE
WEDNESDAY	NOVEMBER 4, 2015	10:30 AM	PENSION COMMITTEE
FRIDAY	NOVEMBER 6, 2015	9:00 AM	EXECUTIVE COMMITTEE
WEDNESDAY	NOVEMBER 18, 2015	9:00 AM	BOARD OF DIRECTOR'S
THURSDAY	NOVEMBER 26, 2015	HOLIDAY	THANKSGIVING / OFFICE CLOSED
FRIDAY	NOVEMBER 27, 2015	HOLIDAY	VETERANS DAY / OFFICE CLOSED