SEWERAGE & WATER BOARD OF NEW ORLEANS

EXECUTIVE COMMITTEE MEETING

RESCHEDULED

WEDNESDAY, JUNE 17, 2015

8:45 AM

COMMITTEE MEMBERS

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

FINAL AGENDA

ACTION ITEMS

1. Approval of Previous Reports (April 10, 2015 and April 15, 2015)
2. SELA Forensic Engineering Service – R-121-2015
3. Declaration of Vacancy on the Sewerage & Water Board of New Orleans – R-120-2015

PRESENTATION ITEMS

4. By-Law Changes
5. Topics for Future Discussions

INFORMATION ITEMS

6. Commitments to the City Council
7. EEOC Activity Status Report Y.T.D.
8. Any Other Matters

REFERENCE MATERIALS (In Binders)

A. Sewerage and Water Board By-Laws
B. 2015 Operating and Capital Budgets
C. 2011-2020 Strategic Plan
D. Bond Ratings Information

April 10, 2015

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

A regular meeting of the **Executive Committee** of the Sewerage and Water Board was called to order on Friday, April 10, 2015 at 9:00 AM in the Board Room at 625 St. Joseph Street.

ATTENDANCE

Present: Wm. Raymond Manning, Chair
Kerri Kane
Alan Arnold

Also in Attendance: Cedric S. Grant, Executive Director; Robert Miller, Deputy Director; Nolan Lambert, Legal Counsel; Joseph Becker, General Superintendent; Madeline Goddard, Deputy Superintendent; Robert Jackson, Community & Intergovernmental Relations; Brenda Thornton, Communirep, Inc.; Yolanda Grinstead, Legal Department; Harold Marchand, Legal Department; Geneva Coleman, The Hawthorne Agency, Inc.; Casey Crawford, Grady Crawford Construction; Jimmie Johnson, Grady Crawford Construction; Gray Sexton, Grady Crawford Construction; Derrick Goudeau, GEC, Inc.; Loretta Mince, Fishman Haygood Phelps Walmsley Willis & Swanson L.L.P.; Wally Drennan, Wallace C. Drennan, Inc.; Bart Peak, Wallace C. Drennan, Inc.; Larry Roedel, Roedel, Parsons, Koch, Blache Balhoff & McCollister; Randy Smith, Royal Engineering.

ACTION ITEMS

1. **Approval of Previous Report**

Mrs. Kerri Kane moved to accept the previous report and Mr. Alan Arnold seconded the motion. The motion passed. Mr. Arnold asked for clarification about proposed legislation for leak adjustments. Mr. Lambert briefly described the legislation that had been submitted for consideration. Mr. Arnold also asked about the schedule for the strategic planning meeting. Mr. Grant noted that it was scheduled to be held on April 18 at 9:00 AM.

2. **Recommendation for award of Design-Build for Contract 6249 Hazard Mitigation Grant Program retrofit Power Distribution Network: Bid Protest**

Mr. Arnold asked why this matter was not on the Finance Committee agenda. Mr. Lambert responded that the bid protest materials had arrived shortly before the Finance Committee meeting date and required additional preparation and consideration before bringing it before a committee, so it was deferred to the Executive Committee agenda.

Attorney Larry M. Roedel, an outside counsel to the Sewerage and Water Board of New Orleans, stated that he had reviewed the proposal documents and found substantial compliance with the specifications. He went on to describe the process for creating the administrative record for this review.

Attorney Loretta G. Mince, representing Wallace C. Drennan, Inc., stated that the proposal by Grady Crawford Construction Company was not in compliance with pavement restoration specifications; was not in compliance with insurance requirements; and included the use of a DBE subcontractor that was not qualified for asphalt work. She stated that the evaluation scoring of the proposals did not include individual scores by the evaluators and that the scoring tabulation was insufficient for such a large project. She also stated that the weaknesses identified by the evaluators about her client were erroneous. She submitted her PowerPoint presentation slides for the record.

Attorney Daniel Lund, III, representing Grady Crawford Construction Company, Inc., stated the Sewerage and Water Board of New Orleans proposal evaluators were correct in the determination that the proposal by Grady Crawford Construction Company to design and construct the referenced project was in compliance with the requisite requirements of the Board's request for proposals. He emphasized that his firm's proposal meets all requirements for pavement restoration; was in compliance for insurance requirements; and that the DBE subcontractor would not be performing any asphalt work. He emphasized that his firm had received perfect scores on the management portion of the evaluation.
Mr. Arnold indicated this is a complex matter that he would need time to review this matter prior to making a decision to forward this matter to the full Board. Mrs. Kane concurred. Following a discussion on the nature of the Design/Bid Proposal Evaluation Process, Mr. Manning recommended that the Executive Committee meet at 7:30 AM prior to the Regular Board Meeting on Wednesday, April 15, 2015. Mrs. Kerri Kane moved to reconvene at 7:30 AM, on April 15, 2015. Mr. Arnold seconded the motion. The motion passed. Mr. Manning also recommended the committee make a motion to postpone the evaluation of the bid protest until that time. Mr. Alan Arnold moved to postpone the pending resolution of the bid protest until the meeting reconvened. Mrs. Kane seconded the motion. The motion passed.

PRESENTATION ITEMS

3. **Topics for Future Discussions - None**

4. **Response to Questions - None**

INFORMATION ITEMS

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

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

7. **Any Other Matters - None**

There being no further business to come before the Committee, the meeting adjourned at 10:30 AM.

Respectfully Submitted,

Wm. Raymond Manning
Committee Chair

April 15, 2015

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

A reconvene meeting of the **Executive Committee** of the Sewerage and Water Board was called to order on Wednesday, April 15, 2015 at 7:30 AM in the Board Room at 625 St. Joseph Street.

ATTENDANCE

Present: Wm. Raymond Manning, Chair
Mark Moody
Kerri Kane
Alan Arnold

Also in Attendance: Cedric S. Grant, Executive Director; Robert Miller, Deputy Director; Nolan Lambert, Legal Counsel; Joseph Becker, General Superintendent; Madeline Goddard, Deputy Superintendent; Robert Jackson, Community & Intergovernmental Relations; Brenda Thornton, Communirep, Inc.; Yolanda Grinstead, Legal Department; Harold Marchand, Legal Department; Geneva Coleman, The Hawthorne Agency, Inc.; Casey Crawford, Grady Crawford Construction; Jimmie Johnson, Grady Crawford Construction; Gray Sexton, Grady Crawford Construction; Derrick Goudeau, GEC, Inc.; Loretta Mince, Fishman Haygood Phelps Walmsley Willis & Swanson L.L.P.; Wally Drennan, Wallace C. Drennan, Inc.; Bart Peak, Wallace C. Drennan, Inc.; Larry Roedel, Roedel, Parsons, Koch, Blache Balhoff & McCollister; Randy Smith, Royal Engineering.

ACTION ITEMS

1. **Design Build Agreement for Contract 6249 Hazard Mitigation Grant Program Retrofit Power Distribution Network – Bid Protest.**

Attorney Larry M. Roedel, an outside counsel to the Sewerage and Water Board of New Orleans, stated that this was a continuation of the hearing that began on Friday, April 10th and described the procedure for concluding the hearing: counsel for the protesting party and the counsel for the responding party to summarize their perspective positions; Board staff to present their analysis and evaluation of proposals; Board legal team to provide recommendations after analyzing the terms of protest and responses; and, finally, the Committee to vote on the recommendation.

Attorney Loretta G. Mince, representing Wallace C. Drennan, summarized the five (5) points their bid protest was based on and asked the Committee: to declare GCCCI's proposal nonresponsive; to obtain an opinion from the EDBE Compliance Office relative to the responsiveness of GCCCI's EDBE submission; to vacate the technical scores awarded by the Selection Committee; and, to meet with the responders to discuss perceived strengths and weaknesses.

Attorney Daniel Lund, III, representing Grady Crawford Construction Company, Inc., stated Grady Crawford is committed to design and build the project in accordance with the New Orleans Sewerage and Water Board's RFP and will do so for the fixed price set forth in the Grady Crawford financial proposal.

Committee asked Legal Counsel if the company awarded the contract could later request additional funds in the form of a change order due to underbidding concrete/asphalt needed for the project. Mr. Nolan Lambert responded that if it was in the scope of the contract, we could not legally approve a change order of additional funds and that the company would have to absorb the additional cost.

Attorney Larry M. Roedel thereafter stated that there is no indication of a mistake or abuse of discretion by the Evaluation Committee, noting that the protest by Drennan and the response by Grady Crawford have been communicated in good faith and in a very professional way by their counsel. He stated that the legal team advising the Board did not find a clear error or an abusive discretion by the Evaluation Committee as it made its initial recommendation in favor of Grady Crawford.

Mr. Alan Arnold moved to accept the recommendation of the Sewerage and Water Board counsel regarding the bid protest and to award project to Grady Crawford Construction. Ms. Kerri Kane seconded the motion.

There being no further business to come before the Committee, the meeting adjourned at 8:40 AM.

Respectfully Submitted,

Wm. Raymond Manning
Committee Chair

SEWERAGE AND WATER BOARD
Inter-Office Memorandum

Date: June 4, 2015

From: Anthony J. Stewart, Legal

To: Cedric S. Grant, Executive Director

Re: SELA Forensic Engineering Services (Louisiana Avenue and Florida Avenue Projects)

Subsequent to the receipt of responses to the RFP issued for the above RFP issued for above referenced services from the firms on the Board's list of qualified forensic engineering firms, the Evaluation Committee met on May 29, 2015. At that meeting, pursuant to the scores submitted by each committee member for the respective proposals, it was recommended that the Board retain Quick & Associates as its forensic engineering consultant for the SELA Louisiana Avenue and Florida Avenue Projects. In furtherance thereof, attached hereto is the proposed resolution for presentation to the Executive Committee.

ATTORNEY IV

AJS:mkt
Att.

cc: Robert Miller
Joseph R. Becker

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R-121-2015

AWARD OF CONTRACT TO QUICK & ASSOCIATES TO PROVIDE FORENSIC CONSULTING ENGINEERING SERVICES FOR THE LOUISIANA AVENUE AND FLORIDA AVENUE SELA PROJECTS

WHEREAS, the Sewerage and Water Board of New Orleans is required by its Project Partnership Agreement with the U.S. Army of Engineers to investigate and resolve property damage complaints connected to and arising from the Louisiana Avenue and Florida Avenue SELA Projects; and

WHEREAS, in order to perform this function, the Board will require the services of a forensic engineer; and

WHEREAS, in December 2014 the Board issued a Request for Qualifications to identify forensic engineering firms qualified to provide the required services, and Quick & Associates was one of four forensic engineering firms deemed qualified; and

WHEREAS, the Board used the hereinabove mentioned approved list of forensic engineering firms to invite firms to submit short informal proposals; and

WHEREAS, the forensic engineering firms were given a deadline to provide responses by May 13, 2015 and pursuant to the Board's receipt thereof, a Public Selection Evaluation Committee Meeting was held on May 29, 2015; and

WHEREAS, the forensic engineering firm of Quick & Associates was selected by the Committee to provide the necessary forensic engineering services.

NOW THEREFORE, BE IT RESOLVED by the Sewerage and Water Board of New Orleans that the forensic engineering firm of Quick & Associates has been selected to provide forensic engineering services necessary to the investigation and resolution of property damage complaints connected to and/or arising from the Louisiana Avenue and Florida Avenue SELA Projects.

I, Cedric S. Grant, Executive Director,
Sewerage and Water Board of New Orleans, do hereby
certify that the above and foregoing is a true and
correct copy of a Resolution adopted at the Regular
Monthly Meeting of said Board, duly called and held,
according to law, on June 17, 2015.

CEDRIC S. GRANT, EXECUTIVE DIRECTOR
SEWERAGE AND WATER BOARD OF NEW ORLEANS

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

Sewerage & Water Board OF NEW ORLEANS

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

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

June 17, 2015

Executive Committee
Sewerage and Water Board of New Orleans
New Orleans, LA 70165

Dear Directors:

Subject: Board Vacancy Council District "B"

On June 4, 2015, the Council of the City of New Orleans approved the Mayor's appointment of Robin A. Barnes to replace Dr. Tamika Duplessis as an "At-Large" member of the Board of Directors of Sewerage and Water Board of New Orleans for a term effective June 30, 2015 and expiring June 30, 2019. Therefore, on June 30, 2015, the term of the Council District "B" member of Sewerage and Water Board of New Orleans previously held by Robin A. Barnes will be vacated.

Please find attached the resolution declaration of vacancy of Council District "B" member of the Board of Directors of the Sewerage and Water Board; Motions No.M-15-227 & M-15-226 by the Council of the City of New Orleans; Notice of Vacancy on the Sewerage and Water Board of New Orleans; and the Board Selection Process Timeline.

Robert K. Miller
Deputy Director

R-120-2015

DECLARATION OF VACANCY OF COUNCIL DISTRICT "B" MEMBER ON THE BOARD OF DIRECTORS OF SEWERAGE AND WATER BOARD OF NEW ORLEANS

WHEREAS, the terms of positions held by Dr. Tamika Duplessis, At Large Member, and Mr. Mark M. Moody, Council District "E" Member, on the Board of Directors for the Sewerage and Water Board of New Orleans expired and were declared vacant effective May 22, 2015; and

WHEREAS, on June 4, 2015, the Council of the City of New Orleans approved the Mayor's appointment of Dr. Tamika Duplessis to replace Mark Moody as the Council District "E" member on the Board of Directors of Sewerage and Water Board of New Orleans effective June 30, 2015 and expiring June 30, 2019; and

WHEREAS, on June 4, 2015, the Council of the City of New Orleans approved the Mayor's appointment of Robin A. Barnes to replace Dr. Tamika Duplessis as an "At-Large" member of the Board of Directors of Sewerage and Water Board of New Orleans for a term effective June 30, 2015 and expiring June 30, 2019; and

WHEREAS, on June 30, 2015, the term of the Council District "B" member of Sewerage and Water Board of New Orleans previously held by Robin A. Barnes will be vacated; and

WHEREAS, pursuant to law, a selection committee shall be convened to nominate candidates for the vacant positions; and

WHEREAS, candidates must submit applications within 30 days after declaration by the Board of said vacancies; and

WHEREAS, current members shall remain in office until Board members are appointed, as provided in Louisiana Revised Statute 33:4071;

NOW THEREFORE BE IT RESOLVED that Council District "B" member position being held presently by Robin A. Barnes be hereby declared vacant effective July 1, 2015;

AND BE IT FURTHER RESOLVED that staff is directed to advertise a Notice of Vacancy for Council District "B" member position and process said applications, according to law, so that the Selection Committee may be convened to select nominees for said position.

I, Cedric S. Grant, Executive Director,
Sewerage and Water Board of New Orleans, do hereby
certify that the above and foregoing is a true and
correct copy of a Resolution adopted at the Regular
Monthly Meeting of said Board, duly called and held,
according to law, on June 17, 2015.

CEDRIC S. GRANT, EXECUTIVE DIRECTOR
SEWERAGE AND WATER BOARD OF NEW ORLEANS

MOTION
NO. M-15-227

CITY HALL: June 4, 2015

BY: COUNCILMEMBER CANTRELL (BY REQUEST)

SECONDED BY:

BE IT MOVED BY THE COUNCIL OF THE CITY OF NEW ORLEANS, That the Mayor's appointment of Robin A. Barnes (Vice Dr. Tamika Duplessis) as a member "At-Large" of the Sewerage and Water Board of New Orleans for a term effective June 30, 2015, expiring June 30, 2019, be, and the same is hereby ratified, confirmed and approved.

THE FOREGOING MOTION WAS READ IN FULL, THE ROLL WAS CALLED ON THE ADOPTION THEREOF AND RESULTED AS FOLLOWS:

YEAS:

NAYS:

ABSENT:

AND THE MOTION WAS ADOPTED.

MOTION
M-15- 226

CITY HALL: June 4, 2015

BY: COUNCILMEMBER GRAY (BY REQUEST)

SECONDED BY:

BE IT MOVED BY THE COUNCIL OF THE CITY OF NEW ORLEANS, That the Mayor's appointment of Dr. Tamika Duplessis (Vice Mark Moody) as a member of the Sewerage and Water Board of New Orleans, City Council District "E" seat, effective June 30, 2015, expiring June 30, 2019, be, and the same is hereby ratified, confirmed and approved.

THE FOREGOING MOTION WAS READ IN FULL, THE ROLL WAS CALLED ON THE ADOPTION THEREOF AND RESULTED AS FOLLOWS:

YEAS:

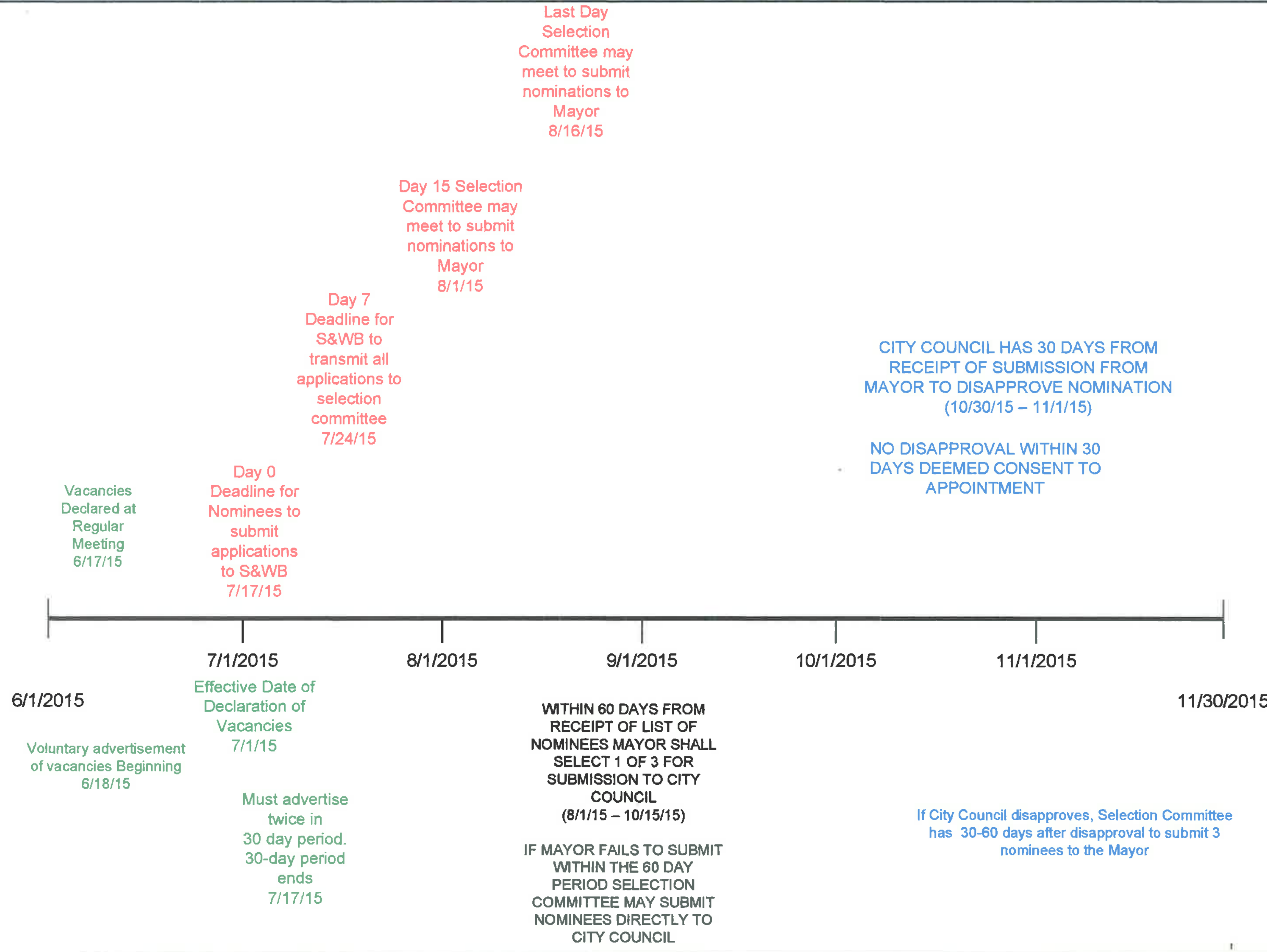
NAYS:

ABSENT:

AND THE MOTION WAS ADOPTED.

Board Selection Process-Timeline

Tuesday, June 16, 2015



NOTICE OF VACANCY ON THE SEWERAGE AND WATER BOARD OF NEW ORLEANS

The Sewerage and Water Board of New Orleans has issued a Declaration of Vacancy effective June 17, 2015 that there is one vacancy on its Board of Directors for a Council District "B" member.

Pursuant to Louisiana Revised Statutes Title 33 Section 4071 as amended by 2013 La. Act 345, Sewerage and Water Board of New Orleans hereby gives notice that applications are being accepted for persons interested in serving on its Board of Directors. The Board of Directors is comprised of eleven members, eight of which are citizens appointed by the mayor with the advice and consent of the city council from a list of nominees submitted by the Sewerage and Water Board Selection Committee. Currently, Council District B vacancy must be filled.

The Selection Committee is comprised of representatives from the following organizations: Dillard University, Loyola University, Tulane University, Xavier University, Delgado Community College, University of New Orleans, Southern University at New Orleans, New Orleans Chamber of Commerce, New Orleans Regional Black Chamber of Commerce, and the Urban League of Greater New Orleans.

ELIGIBILITY, PROFESSIONAL QUALIFICATIONS AND EXPERIENCE REQUIREMENTS

The term of office for board members is four years. Additionally, a member shall serve no more than two consecutive terms of office.

Each nominee must be a registered voter in Orleans Parish and shall have been a domiciliary of Orleans Parish for two years previous to appointment. ***For this vacancy, the nominee must reside in City Council District "B"***.

Each nominee must have experience in architecture, environmental quality, finance, accounting, business administration, engineering, law, public health, urban planning, facilities management, public administration, science, construction, business management, community or consumer advocacy, or other pertinent disciplines. Two of the appointed members must be consumer advocates with community advocacy or consumer protection experience or experience in a related field.

If appointed as a board member to the Sewerage and Water Board of New Orleans, please note that the member must comply with all ethical requirements mandated thereby, including but not limited to the filing of financial statements pursuant to La. R.S. 42:1101 et. seq. and all requirements as set forth in La. R.S. 33:4071, amended by 2013 La. Act 345.

APPLICATION PROCESS

Interested prospective board members should submit a detailed resume or curriculum vitae. In addition to the above requirement, your submission shall also contain an affidavit from the applicant verifying that he/she possesses the eligibility requirements, professional qualifications and experience as set forth above to serve as a member of the Sewerage and Water Board of New Orleans.

Interested persons may submit the aforementioned documents to the Executive Director located at 625 St. Joseph Street, Room 233, New Orleans, Louisiana 70165; (504) 585-2212 (office) or by email to ProspectiveBoardMemberApplications@swbno.org. ***The deadline for receiving applications is 9:00 AM on Tuesday, July 21, 2015.***

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 though 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.

Page II.1, Model Board Manual (2013), OIG

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

- 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.

Additional Committees as Determined

Page II.7-8, Model Board Manual (2013), OIG

Role of the Executive Director

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

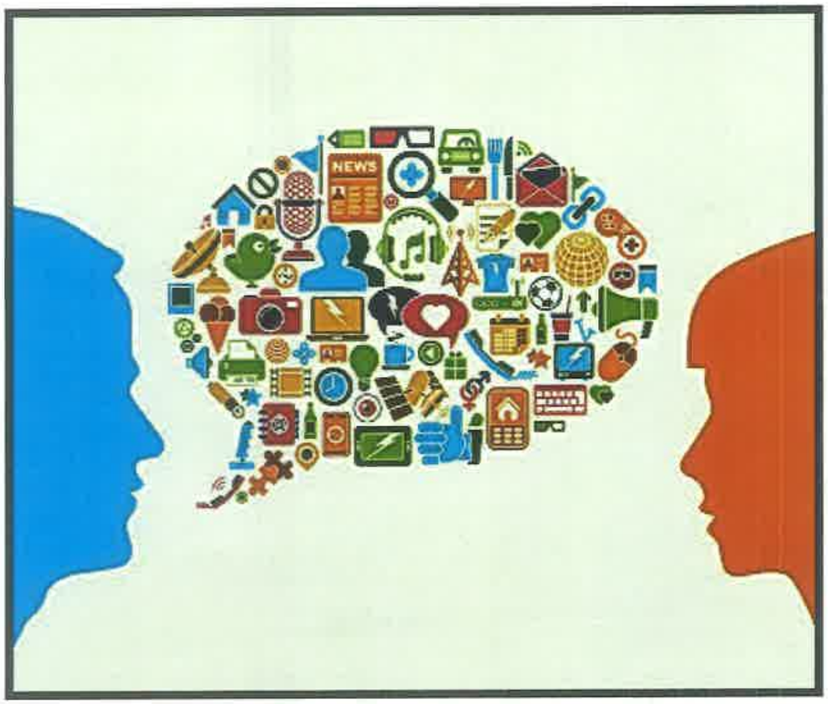
- The accomplishment of major organizational goals
- Organization operations within the boundaries of prudence and ethics established in Board Policies on administrative parameters (including fiscal and personnel management)
- Communication with the Board

Page III.1, Model Board Manual (2013), OIG

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.

Communication with the Board



- The Executive Director should keep the Board informed about matters essential to carrying out it policy duties.
- The Executive Director should inform the Board of relevant trends and external and internal material changes, particularly changes in the assumptions upon which any Board policy has previously been established. Information should be presented in as clear and concise a format as possible.

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

Sewerage and Water Board of New Orleans
Tracking Tool for Commitments to City Council
May 2015

Status Key — On Target | Not Started | Delayed | Needs Attention

Topic	Commitment	Target Date	Status	Next Steps	Strategic Plan Reference
I. Governance Practices	A. Reduce the length of Board member terms and limiting the number of terms.	October 2013	Completed June 17, 2013. Senate Bill No. 47 reduced the term lengths from 9 to 4 years and limiting members to serving two consecutive terms.	None.	Strategy IV Tactics I.1 and I.2
	B. Establish requisite qualifications for Board members.	October 2013	Completed June 17, 2013. Senate Bill No. 47 requires experience in architecture, environmental quality, finance, accounting, business administration, engineering, law, public health, urban planning, facilities management, public administration, science, construction, business management, consumer or community advocacy, or other pertinent disciplines, with two of the appointments as consumer advocates with community advocacy or consumer protection experience or experience in a related field.	None.	Strategy IV Tactic I.3
	C. Reduce the number of Board members.	October 2013	Completed June 17, 2013. Senate Bill No. 47 reduced the size of the Board from 13 to 11 members.	None.	Strategy IV Tactic I.4
	D. Review function and responsibilities of Board committees.	Not determined.	Completed December 17, 2014. Board of Directors adopted changes to Bylaws reflecting updated responsibilities of Board committees.	None.	Strategy IV Tactic I.5
	E. Appoint Board members from recommendations submitted by university presidents.	October 2013 original *May 2014 revised*	Completed May 22, 2014. New board members appointed.	None.	Strategy IV Tactic I.6
	F. Establish dedicated independent oversight of Sewerage and Water Board determined by the City Council.	Not determined.	Completed May 30, 2013. Staff presents to Public Works Committee of City Council as scheduled on identified questions and concerns.	None.	Strategy IV Tactic M

Sewerage and Water Board of New Orleans
Tracking Tool for Commitments to City Council
May 2015

Status Key — On Target (green) | Not Started (white) | Delayed (yellow) | Needs Attention (red)

Topic	Commitment	Target Date	Status	Next Steps	Strategic Plan Reference
II. Customer Service Improvements	A. Acquire and implement Advanced Metering Infrastructure. Replace existing mechanical meters with new electronic meters and an automated meter reading system that will provide more accurate readings, enhanced leak detection on customer lines, and improved account monitoring. The new meters will be installed for the residential and small commercial customer base.	December 2016	On target. Request for Information issued to potential vendors. Information submitted by ten vendors reviewed by staff and interviews conducted. Requests for proposals issued by other utilities being reviewed. A revised standard for purchasing new meters has been completed. Project will be fully initiated following implementation of new billing system.	Continue replacement of existing manual-read meters with electronic-read meters. Determine if outside expert assistance will be needed in project management. Develop a preliminary implementation plan and issue a request for proposals for change-out of residential and small commercial meters and installation of automated meter reading capabilities. Confirm targeted completion date following implementation of new customer account management system.	Strategy III Tactic B
	B. Open Additional Customer Service Center to provide convenient access to full service capabilities for customers without travelling to the downtown location.	December 2013 original *December 2015 revised*	Delayed.	Identify and evaluate public facilities in New Orleans East for reuse as Customer Service Center.	Strategy III Tactic H
	C. Replace existing billing application with new software that includes online customer account management capabilities.	January 2015 original *March 2016 revised*	On target. Customer Account Management System from Cogsdale Corporation implementation underway.	Project implementation began September 2014.	Strategy III Tactic C
	D. Replace existing work order application with new software that includes online work order tracking and appointment scheduling capabilities.	December 2017	Not started.	Next steps to be determined as part of the development of an Information Technology Strategic Plan.	Strategy III Tactic D and E Strategy IV Tactic D
	E. Improve efficiency and reliability of Customer Service processes. Reduce the volume of calls by increasing perceived accuracy of bills. Ensure meter reading and billing edits are worked diligently. Improve the customer experience when questioning a bill and resolve more issues during the first call. Provide more effective appeals process.	Ongoing	Completed October 31, 2014. Customer Service Improvement Plan updated and reported to Operations Committee monthly.	None.	Strategy III Tactics A, F, and G

Sewerage and Water Board of New Orleans
Tracking Tool for Commitments to City Council
May 2015

Status Key — On Target | Not Started | Delayed | Needs Attention

Topic	Commitment	Target Date	Status	Next Steps	Strategic Plan Reference
III. Service Assurance Program	A. Provide additional funding for bill payment assistance through the Water Help program.	January 2013	Original initiative completed January 31, 2013. Funding for bill payment assistance through the Water Help program increased from $60,000 to $240,000. Working with Total Community Action to streamline the program.	Rollout agreed-upon streamlined methods.	Strategy III Tactic I.1
	B. Expand Water Help program to provide assistance with plumbing repairs.	June 2013 original *March 2014 revised*	Original initiative completed March 31, 2014. Program provides up to $250 for plumbing repairs on the customer's portion of the service line.	Develop agreed-upon streamlined methods.	Strategy III Tactic I.2
	C. Pursue legislative change to allow adjustments for water lost through customer leaks.	March 2013 original *August 2014 revised* *June 2015 revised*	Underway. Staff evalutated several different alternatives to allow adjustments for water lost through customer leaks and has proposed legislative changes.	Monitor proposed legislative changes in 2015 Session.	Strategy III Tactic I.3
	D. Evaluate waiver of service charges based on means testing for qualifying low-income elderly and disabled customers.	June 2013	Completed July 17, 2013. Staff recommended that the Board not adopt a waiver of these service charges based on means testing. Recommendations accepted by Board of Directors.	None.	Strategy III Tactic I.4
	E. Evaluate reduction in late payment fee, disconnect fee, returned check fee, and deposits.	March 2013 original *June 2013 revised*	Completed July 17, 2013. Because of the significant revenue loss associated with a reduction in late payment fees and disconnect fees, staff recommended that consideration of changes to these fees be deferred until after the first full year of revenues have been received from the new rates in order to ensure that revenues from the new rates are sufficient to allow for this offsetting reduction in fees while still accomplishing other financial objectives. Revenues from the new rates have not been sufficient to allow reduction in fees.	None.	Strategy III Tactic I.4

Sewerage and Water Board of New Orleans
Tracking Tool for Commitments to City Council
May 2015

Status Key — On Target | Not Started | Delayed | Needs Attention

Topic	Commitment	Target Date	Status	Next Steps	Strategic Plan Reference
IV. Operational Reforms	A. Improve operations through performance measures, improved framework, and follow-up reviews to reduce future rate increases.	December 2017	On target. Training program developed and underway for frontline employees. Performance measures being reviewed and developed.	Process documentation, analysis, and improvement objectives combined with cost reduction are included in several senior management goals. Document and report improvement results.	Strategy II Tactic D Strategy IV Tactics B and H Strategy IV Tactic M
	B. Reduce free water and sewer service provided to municipal accounts by fifty percent from a baseline of 2010 usage.	December 2017	On target. Quantity of free service reduced from 2010 to 2014 by 25.6%. School system billing piloted for consumption beginning July 2013. No changes to related laws were initiated for 2015 Louisiana legislative session.	Continue work with property administrators at municipal facilities to identify opportunities for reduced consumption. Coordinate with revenue-producing agencies to pursue legislative relief from burdensome requirements for free service.	Strategy II Tactic F
	C. Improve coordination between Sewerage and Water Board and Department of Public Works.	Not determined.	On target. A joint team of Sewerage and Water Board engineers and Department of Public Works engineers work together in coordination of planning and construction for the FEMA Recovery Roads program.	Determine feasibility of performing street drainage maintenance work on a fee-for-service basis, subject to identification of funding requirements, establishment of a funding stream, and gaining necessary legislative authorizations.	Strategy I Tactics A.1, B.1, and C.4
	D. Improve ratepayer collections.	Not determined.	Completed December 31, 2013. Plans to improve collections have recently focused on ensuring close compliance with schedules for non-payment turn-offs. The amount written off as uncollectable has reduced from 10.23% in 2010 to 1.15% in 2014.	None.	Strategy IV Tactic G
	E. Develop a long-term staff succession and training program.	Not determined.	On target. A partnership between Delgado Community College, the Sewerage and Water Board of New Orleans and the JOB1 Business and Career Solutions Center has launched a worker training program aimed at increasing the pool of certified water and wastewater treatment personnel to meet the anticipated demand for workers to operate the systems. Delgado has applied to become a certification testing site.	In conjunction with the City's JOB1 program and Sewerage and Water Board, Delgado Community College will develop training to increase the pool of certified personnel to meet the needs of the capital improvement program. Knowledge management and succession planning objectives have been added to several senior management goals.	Strategy V Tactic G
	F. Perform annual water audit to measure progress and critical needs.	Ongoing.	Completed December 12, 2014. Water Audits have been performed for 2008 through 2013.	Perform water audit for 2014.	Strategy IV Tactic K

Sewerage and Water Board of New Orleans
Tracking Tool for Commitments to City Council
May 2015

Status Key — On Target | Not Started | Delayed | Needs Attention

Topic	Commitment	Target Date	Status	Next Steps	Strategic Plan Reference
	G. Enhance long range planning by developing a Facilities Plan for 2015-2035.	December 2014	On target. Draft reports were provided to staff for both the Carrollton and Algiers WTPs at the end of December 2014.	Recommendations in the draft report were included in the 2015 capital program. Staff will review draft report and prepare comments.	Strategy I Tactic F.1
	H. Develop new sources of funding other than water and sewer rate increases.	Ongoing.	On target. New revenue stream established for handling wastewater from mobile containers, such as portable toilets and shipping containers.	Analyze opportunities for providing wholesale water service over long distances.	Strategy II Tactic I
	Repay funds owed to Department of Public Works.	December 2016	On target. Sewerage and Water Board repaid $4,763,858.77 to Department of Public Works at year-end 2013. Amount was lower due to lower-than-forecast obligation by drainage system.	Pay remaining obligation owed to the Department of Public Works in three equal installments beginning December 2014.	Strategy II Tactic E
V. Economic Opportunities	A. Create economic opportunities consistent with City of New Orleans programs for participation by economically disadvantaged and local business enterprises.	Not determined.	On target. For contracts with DBE participation 2014: Goods and Services $256,644 or 22.87%, Construction $14,367,582 or 30.39%, and Professional Services $5,237,764 or 20.35%.	Sewerage and Water Board will continue to create economic opportunities for participation by economically disadvantaged and local business enterprises through Construction Review Committee and Staff Contract Review Committee recommendations and DBE vendor support and training.	Strategy IV Tactics F and L
VI. Capital Improvement Program	A. Water System Improvements Replacement and rehabilitation of water purification plant facilities. Replacement and rehabilitation of water pumping facilities. Replacement of water system transmission and distribution mains. $277,000,000	December 2020	On target. 2015 Capital Budget nearly fully funded. Progress on capital projects will be reported as part of Item VII.G below.	Continue execution of capital improvement program.	Strategy I Tactic A.1 through A.5
	B. Replacement and rehabilitation of sewer system collection pipes required by Federal Consent Decree. $314,000,000	December 2020	On target. 2015 Capital Budget nearly fully funded. Progress on capital projects will be reported as part of Item VII.G below.	Continue execution of capital improvement program.	Strategy I Tactic B.1 through B.3
VII. WaterStat Reporting and City Council Oversight	A. Establish performance measures and targets as well as reporting methodology.	March 2013	Completed March 31, 2013. Measurements framework adopted, initial measurements identified, and measurements training delivered to senior management. Collection of performance data in progress. Additional graphs created.	None.	Strategy IV Tactics A and B

Sewerage and Water Board of New Orleans
Tracking Tool for Commitments to City Council
May 2015

Status Key On Target | Not Started | Delayed | Needs Attention

Topic	Commitment	Target Date	Status	Next Steps	Strategic Plan Reference
	B. Implement a systematic approach to process documentation, analysis, and improvement.	June 2013	Completed April 1, 2014. Training program developed and contract for training delivery awarded. Departmental training plans developed in March 2014 and business skills training began in April 2014. Improvement initiatives identified by training participants.	None.	Strategy II Tactic D Strategy IV Tactic H
	C. Perform follow-up reviews to document results and efficiencies achieved.	January 2014 original *December 2014 revised*	Status report underway.	Document and report improvement results.	Strategy IV Tactic B
	D. Provide maps showing maintenance work completed, capital projects completed, and planned capital improvements.	January 2013 and Ongoing	Completed January 1, 2013. Maps have been printed.	None.	Strategy IV Tactic M
	E. Document FEMA receipts and uses of funds.	January 2013 and Ongoing	Completed January 1, 2013. Summary of FEMA receipts and uses of funds is provided to Board committees each month.	None.	Strategy IV Tactic M
	F. Initiate annual meetings with citizens of each council district to regularly report on organizational performance results.	May 2014 original *December 2014 revised*	Status report underway.	Prepare detailed written status reports on the plans and reforms listed in Exhibit B Amendment to Water and Sewer Rates Resolution as well as status of construction projects by City Council district.	Strategy IV Tactic M
	G. Provided written updates to the Clerk of the City Council.	Quarterly and As Requested.	Completed May 30, 2013.	None.	Strategy IV Tactic M

Statistics	
Completed	18
On Target	13
Not Started	1
Delayed	3
Needs Attention	0
Total	**35**

SEWERAGE AND WATER BOARD OF NEW ORLEANS

June 5, 2015

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

Dear Directors:

Subject: Equal Employment Opportunity Activity Status Report for May 2015

Federal Equal Employment Activity

There have been no new cases filed in 2015.

There are 3 pending EEOC complaints filed prior to 2015 that have not yet been resolved. These complaints are awaiting further action by EEOC.

Grievances Filed according to General Grievance Policy #26, Equal Employment Opportunity Policy #86 and the Workplace Harassment Policy #87

There has been one new grievance filed in May (General Grievance Policy #26) and six grievances total in 2015. All grievances received in 2015 have been mediated and were successfully concluded.

Office Visits

Office conferences for counseling of employment issues can be made by appointment or as a walk-in. There were 16 consultations held with 16 separate employees during the month of May.

Grievance Committee Hearings

There are no Grievance Committee Hearing cases pending.

Office Activity

Mr. Nicholas Lopez has obtained updated compliance statements and has posted the statements at the Carrollton facility with other facilities to follow. He has attended state ethics training and has been certified as one of the Board's state ethics liaisons. Mr. Lopez has constructed and is in the process of finalizing new EEO Office brochures to be distributed during new employee intakes. The office has sought out training materials including EEOC speakers, and has worked closely with the training department in the development of EEOC training courses to be provided to Board employees. Steps have been taken in preparation of the Board's EEO-04 report to be submitted to the EEOC in September of this year. Mr. Lopez has continued to meet with employees whom have filed grievances in the past and has evaluated concerns as well as practices pertaining to the grievance process.

Robert K. Miller
Deputy Director