

SEWERAGE & WATER BOARD OF NEW ORLEANS

STRATEGY COMMITTEE MEETING

MONDAY, JULY 18, 2016

1:00 PM

**625 ST. JOSEPH STREET
2ND FLOOR BOARD ROOM**

Marion Bracy, Chair • Robin Barnes, Vice Chair • Kimberly Thomas • Dr. Tamika Duplessis • Kerri Kane

FINAL AGENDA

ACTION ITEMS

1. NONE

PRESENTATION ITEMS

2. Monthly Human Resources Activity Report for the Period June 1 through June 30, 2016
3. Executive Director's Approval of Contracts of \$1,000,000.00 or less
4. Information Technology Projects Status Update

INFORMATION ITEMS

5. Commitments to the City Council
6. Any Other Matters



SEWERAGE AND WATER BOARD OF NEW ORLEANS

July 8, 2016

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

Subject: Monthly Human Resources Activity Report for the Period June1- June 30, 2016

Dear Directors:

Please find below an account of various Board human resources activities for the period June 1 – June 30, 2016. This monthly snapshot is presented to keep you abreast of the progress and challenges related to the Board's ability to hire and retain the best qualified candidates to perform the Board's important work.

Human Resources Activities

Beginning Vacant Positions: 246

Ending Vacant Positions: 258

New Hire: 10

Resignations: 15

Retirement: 2

DROP Program Participants: 126

- Beginning Balance: 124
- New Member(s): 3
- Member(s) Removed 1

Promotions: 8

Disciplinary Actions: 25

- Reprimands: 11
- Suspensions: 9
- Terminations: 5

Civil Service Reform Update

At its June 20, 2016 meeting, the Civil Service Commission approved the following S&WB's items:

- a. Pay plan amendment for "On-Call Pay"
- b. Delegation of all on-going and future personnel recruiting and hiring processes

With the approval of the delegated authority, the Civil Service Commission required S&WB staff to participate in a six (6) week civil service training. Mr. Hulbert started such training on June 27, 2016, and is expected to successfully complete the training on August 5, 2016. We opted to include an additional S&WB staff in the "application screening" and "eligibility list development" portions of the training. We expect that the transition of the delegated authority will commence at the conclusion of the six (6) week training. There are several issues that must be resolved for the delegation of authority to be successfully executed. The issues relate to the following:

- a. Quality of the training
- b. Positions for which delegated authority apply
- c. Application tracking system

We plan to meet with the Civil Service Director at the training mid-point to discuss progress to date and the steps going forward.

If you have questions relating to this report or desire additional information, please feel free to contact me at (504) 585-2023.

Sharon Judkins
Deputy Director-Administration

DROP SUMMARY REPORT

TITLE	START	END*	TIME REMAINING (yrs)	AVG TIME REMAINING (YRS)	TOTAL EMPLOYEES ON DROP
PUMPING PLANT OPERATOR	8/24/2011	8/24/2016	0.15	2.50	126
SR. OFFICE SUPPORT SPECIALIST	9/1/2011	9/1/2016	0.17		
BUYER 1	9/1/2011	9/1/2016	0.17		
NET MASTER MAINTENANCE TECH 1	9/1/2011	9/1/2016	0.17		
BUYER 2	9/12/2011	9/12/2016	0.20		
SR. OFFICE SUPPORT SPECIALIST	10/1/2011	10/1/2016	0.25		
NETWORKS ZONE MANAGER 1	10/1/2011	10/1/2016	0.25		
SR. OFFICE SUPPORT SPECIALIST	10/1/2011	10/1/2016	0.25		
NET SENIOR MAINTENANCE TECH 1	11/1/2011	11/1/2016	0.34		
ACCOUNTANT 3	11/1/2011	11/1/2016	0.34		
ADMIN. SUPPORT SUPERVISOR 3	12/1/2011	12/1/2016	0.42		
INFORMATION TECHNOLOGY MANAGER	12/5/2011	12/5/2016	0.43		
UTIL MAINT MASTER SUPERVISOR	12/31/2011	12/31/2016	0.50		
WAREHOUSE & SUPPLIES MGR	1/1/2012	1/1/2017	0.51		
NET SENIOR MAINTENANCE TECH 2	1/2/2012	1/2/2017	0.51		
ADMIN. SUPPORT SUPERVISOR 3	2/1/2012	2/1/2017	0.59		
WATER PURIFICATION OPERATOR 4	2/1/2012	2/1/2017	0.59		
WATER PURIFICATION OPERATOR 2	2/3/2012	2/3/2017	0.60		
FACILITIES ENGINEERING SPCL	3/14/2012	3/14/2017	0.70		
POWER DISPATCHER 3	4/1/2012	4/1/2017	0.75		
SENIOR PRINCIPAL ENGINEER	4/1/2012	4/1/2017	0.75		
SR. OFFICE SUPPORT SPECIALIST	4/9/2012	4/9/2017	0.78		
CHIEF ACCOUNTANT	4/30/2012	4/30/2017	0.83		
WATER SERVICE INSPECTOR 3	4/30/2012	4/30/2017	0.83		
UTIL MAINT MASTER SPECIALIST 2	5/1/2012	5/1/2017	0.84		
PUMPING STATIONS SUPV	5/1/2012	5/1/2017	0.84		
PUBLIC WORKS SUPERVISOR 1	5/1/2012	5/1/2017	0.84		
UTILITY SERVICES ADMINISTRATOR	5/1/2012	5/1/2017	0.84		
UTILITY SENIOR SERVICES ADMIN	5/1/2012	5/1/2017	0.84		
ATTORNEY 4	5/1/2012	5/1/2017	0.84		
ENGINEERING TECHNICIAN	6/1/2012	6/1/2017	0.92		
AUTOMOTIVE SECTION SUPERVISOR	6/1/2012	6/1/2017	0.92		
PUBLIC WORKS SUPERVISOR 3	6/17/2012	6/17/2017	0.96		
WATER PURIFICATION OPERATOR 4	7/1/2012	7/1/2017	1.00		
Employees within 1 year:				34	
NET SENIOR MAINTENANCE TECH 2	7/2/2012	7/2/2017	1.01		
FIELD SERVICE SUPERVISOR	9/1/2012	9/1/2017	1.17		
NETWORKS ZONE MANAGER 1	9/8/2012	9/8/2017	1.19		
NET SENIOR MAINTENANCE TECH 2	10/7/2012	10/7/2017	1.27		
MATERIAL AND STORES SUPV	1/3/2013	1/3/2018	1.51		
NET SENIOR MAINTENANCE TECH 1	1/21/2013	1/21/2018	1.56		
NET SENIOR MAINTENANCE TECH 2	3/1/2013	3/1/2018	1.67		
EQUIPMENT OPERATOR 3	3/1/2013	3/1/2018	1.67		
PUMPING STATIONS SUPV ASST	3/1/2013	3/1/2018	1.67		

DATA AS OF JUNE 30, 2016

DROP SUMMARY REPORT

UTIL MAINT MASTER SPECIALIST 2	4/1/2013	4/1/2018	1.75
OFFICE SUPPORT SPECIALIST	5/1/2013	5/1/2018	1.84
UTILITIES MAINT SUPERVISOR	5/1/2013	5/1/2018	1.84
OFFICE ASSISTANT 4	5/1/2013	5/1/2018	1.84
NET SENIOR MAINTENANCE TECH 2	5/31/2013	5/31/2018	1.92
NET SENIOR MAINTENANCE TECH 1	6/1/2013	6/1/2018	1.92
DEPUTY SPECIAL COUNSEL	6/1/2013	6/1/2018	1.92
NET MASTER MAINTENANCE TECH 2	6/1/2013	6/1/2018	1.92
OFFICE ASSISTANT 3	6/3/2013	6/3/2018	1.93
Employees within 2 years:			18
PUMPING STATIONS SUPV	7/31/2013	7/31/2018	2.08
OFFICE ASSISTANT 2	8/1/2013	8/1/2018	2.09
OFFICE ASSISTANT 3	8/1/2013	8/1/2018	2.09
NET MASTER MAINTENANCE TECH 2	8/12/2013	8/12/2018	2.12
PUMPING PLANT OPERATOR	9/1/2013	9/1/2018	2.17
ENGINEERING TECHNICIAN	10/1/2013	10/1/2018	2.25
NET QUALITY ASSUR & SFTY INSPC	11/1/2013	11/1/2018	2.34
FLEET SERVICES SUPERVISOR	11/1/2013	11/1/2018	2.34
MANAGEMNT DEVELOPMNT SPECLST 2	12/1/2013	12/1/2018	2.42
STEAM PLANT ENGINEER 2	12/2/2013	12/2/2018	2.42
UTIL MAINT MASTER SUPERVISOR	1/3/2014	1/3/2019	2.51
LEGAL ADMINISTRATIVE ASSISTANT	1/3/2014	1/3/2019	2.51
PUBLIC WORKS MAINTENANCE SUPT	1/3/2014	1/3/2019	2.51
NETWORKS MAINTENANCE TECH 2	1/27/2014	1/27/2019	2.58
WATER PURIFICATION OPERATOR 2	2/1/2014	2/1/2019	2.59
PUMPING AND POWER PLANT OPR	2/1/2014	2/1/2019	2.59
NET MASTER MAINTENANCE TECH 2	2/13/2014	2/13/2019	2.62
PUMPING AND POWER PLANT OPR	3/1/2014	3/1/2019	2.67
PUMPING STATIONS SUPV ASST	3/1/2014	3/1/2019	2.67
WATER PURIFICATION OPERATOR 2	5/1/2014	5/1/2019	2.84
WATER PURIFICATION OPERATOR 3	6/4/2014	6/4/2019	2.93
OFFICE SUPPORT SPECIALIST	6/6/2014	6/6/2019	2.93
Employees within 3 years:			22
EQUIPMENT OPERATOR 2	9/1/2014	9/1/2019	3.17
OFFICE ASSISTANT 3	10/1/2014	10/1/2019	3.25
NETWORKS MAINTENANCE TECH 1	10/30/2014	10/30/2019	3.33
NET SENIOR MAINTENANCE TECH 1	10/31/2014	10/31/2019	3.34
UTILITY SENIOR SERVICES MGR	10/31/2014	10/31/2019	3.34
MANAGEMNT DEVELOPMNT SPECLST 2	11/1/2014	11/1/2019	3.34
PUMPING PLANT OPERATOR	11/1/2014	11/1/2019	3.34
WATER PURIFICATION OPERATOR 1	11/20/2014	11/20/2019	3.39
MANAGEMNT DEVELOPMNT SPECLST 2	11/30/2014	11/30/2019	3.42
AUTOMOTIVE MAINT. TECHNICIAN	12/1/2014	12/1/2019	3.42
ADMIN. SUPPORT SUPERVISOR 2	12/15/2014	12/15/2019	3.46
NET SENIOR MAINTENANCE TECH 2	12/19/2014	12/19/2019	3.47
PUMPING STATIONS SUPV ASST	12/31/2014	12/31/2019	3.50
NET MASTER MAINTENANCE TECH 1	12/31/2014	12/31/2019	3.50

DROP SUMMARY REPORT

UTIL MAINT MASTER SPECIALIST 1	1/1/2015	1/1/2020	3.51
STEAM PLANT ENGINEER 2	1/24/2015	1/24/2020	3.57
PUMPING STATIONS SUPV ASST	2/1/2015	2/1/2020	3.59
UTILITY SERVICES ADMINISTRATOR	3/1/2015	3/1/2020	3.67
FIELD SERVICE SUPERVISOR	3/15/2015	3/15/2020	3.71
OFFICE SUPPORT SPECIALIST	3/28/2015	3/28/2020	3.75
STEAM PLANT ENGINEER 1	3/31/2015	3/31/2020	3.75
OFFICE ASSISTANT 3	4/1/2015	4/1/2020	3.76
FIELD SERVICE SUPERVISOR	4/9/2015	4/9/2020	3.78

Employees within 4 years: 23

PUMPING AND POWER PLANT OPR	8/1/2015	8/1/2020	4.09
FLEET SERVICES MANAGER	8/7/2015	8/7/2020	4.11
STEAM PLANT ENGINEER 4	9/22/2015	9/22/2020	4.23
POWER DISPATCHER 4	9/22/2015	9/22/2020	4.23
FIELD SERVICE SUPERVISOR	10/1/2015	10/1/2020	4.26
NET MASTER MAINTENANCE TECH 1	10/29/2015	10/29/2020	4.33
NET SENIOR MAINTENANCE TECH 1	11/1/2015	11/1/2020	4.34
FIELD SERVICE SUPERVISOR	11/1/2015	11/1/2020	4.34
NET SENIOR MAINTENANCE TECH 1	11/1/2015	11/1/2020	4.34
ADMIN. SUPPORT SUPERVISOR 3	11/26/2015	11/26/2020	4.41
CHIEF ACCOUNTANT	11/28/2015	11/28/2020	4.42
PUBLIC WORKS SUPERVISOR 2	12/2/2015	12/2/2020	4.43
ENGINEER INTERN 2	12/21/2015	12/21/2020	4.48
NET SENIOR MAINTENANCE TECH 2	12/30/2015	12/30/2020	4.50
NET MASTER MAINTENANCE TECH 1	12/30/2015	12/30/2020	4.50
SR. OFFICE SUPPORT SPECIALIST	1/1/2016	1/1/2021	4.51
AUTOMOTIVE SERVICES SUPERVISOR	1/8/2016	1/8/2021	4.53
UTIL MAINT MASTER SUPERVISOR	1/8/2016	1/8/2021	4.53
UTIL MAINT MASTER SUPERVISOR	1/8/2016	1/8/2021	4.53
UTIL MAINT MASTER SUPERVISOR	1/11/2016	1/11/2021	4.54
NET SENIOR MAINTENANCE TECH 1	2/1/2016	2/1/2021	4.59
SR. OFFICE SUPPORT SPECIALIST	2/2/2016	2/2/2021	4.60
NET SENIOR MAINTENANCE TECH 2	2/29/2016	3/1/2021	4.67
NET MASTER MAINTENANCE TECH 1	4/1/2016	4/1/2021	4.76
POWER DISPATCHER 3	4/1/2016	4/1/2021	4.76
OFFICE ASSISTANT 4	4/1/2016	4/1/2021	4.76
PUBLIC WORKS MAINTENANCE WKR 1	6/1/2016	6/1/2021	4.92
NET SENIOR MAINTENANCE TECH 2	6/1/2016	6/1/2021	4.92
PUBLIC WORKS MAINTENANCE WKR 1	6/4/2016	6/4/2021	4.93

Employees within 5 years: 29

DROP SUMMARY REPORT

JUNE SUMMARY

	EFFECTIVE DATE	ACTION
PUBLIC WORKS MAINTENANCE WKR 1	6/1/2016	Addition
NET SENIOR MAINTENANCE TECH 2	6/1/2016	Addition
PUBLIC WORKS MAINTENANCE WKR 1	6/4/2016	Addition
NETWORKS ZONE MANAGER 1	6/17/2016	Termination



SEWERAGE AND WATER BOARD

Inter-Office Memorandum

Date: July 5, 2016

From: Willie Mingo, Purchasing Agent
Purchasing Department

Thru: Vicki Rivers, Deputy Director
Sewerage and Water Board New Orleans - Logistics

To: Sharon Judkins, Deputy Director
Sewerage and Water Board New Orleans- Administration

Re: **Executive Director's Approval of Contracts of \$1,000,000.00 or less**

1. Professional Service Contract with Lee Phillips, Attorney at Law for Customer Hearing Officer;
 - 1st renewal
 - \$20,000.00 annual amount

Upon request complete contract available for review in Procurement.

Cc: Kathleen LaFrance



SEWERAGE AND WATER BOARD OF NEW ORLEANS

July 18, 2016

Strategy Committee
Sewerage & Water Board of New Orleans
New Orleans, Louisiana

Dear Directors:

Subject: Information Technology Projects Status Update

This memorandum is intended to provide a brief status update on key information technology projects currently underway.

Customer Service Management System. The new Customer Service Management System is scheduled for go-live on October 10, 2016. This system will provide employees with a new look and feel and new capabilities:

- Menu-driven screens
- Greater ability to assist customers when moving
- Greater ability to assist customers with multiple accounts
- New bill format with usage graph and detailed messages
- Easy export of data for analysis

This system will also provide customers with a new look and feel and new capabilities:

- Electronic billing
- Allow access to account balances by phone
- Payments by phone
- Credit card payments in lobby
- Reminder calls for delinquent payments

And our coworkers in the field will have new capabilities, too:

- Electronic work orders with driving instructions
- Real time two-way interactions when a payment cancels a turnoff

Employee training, data validation, and customer communications will occur between now and the go-live date. Employee training will be accompanied by testing to certify that capabilities are ready.

Human Resources / Payroll System. Staff is implementing a Human Resources / Payroll System composed of Cogsdale / Microsoft Dynamics GP software and NeoGov cloud-based applications with a targeted go-live date of October 31, 2016. This project will support future initiatives on electronic timekeeping and employee self-service for benefits management.

Financial Management System. Staff will initiate the needs assessment phase of the project to replace the existing mainframe-based accounting software. This phase will identify the software

requirements used to develop the necessary procurement documents for the accounting, budgeting, inventory, and other modules. At this point, staff anticipates that the Cogsdale / Microsoft Dynamics GP software being implemented for Customer Service, Human Resources, and Payroll may be expanded to include the financial management system.

Automated Meter Reading System. Staff intends to procure the design and implementation of an automated metering system following the implementation of the new customer service management system. In preparation for that procurement, staff will issue a request for professional services to perform an assessment of readiness to implement automated metering and guide the procurement and oversee the implementation of the automated metering system.

Information Technology Strategic Planning. Staff is preparing to develop an Information Technology Strategic Plan to cover investments necessary to support the enterprise strategic plan over the next three years. The first phase of this strategic plan is underway through an initiative with ESRI for the Geographic Information Systems component of this strategic plan.

GIS / Work Order Support to Field Crews. Staff is currently piloting the use of notebook computers in Networks field vehicles to provide crews with access to the work order system and electronic mapping. Staff intends to extend this capability to all field supervisors shortly.

Mainframe Replacement. Support for the IBM mainframe computer on which our billing, accounting, human resources, and payroll systems currently reside will not be renewable after October 31, 2016. Sewerage and Water Board will procure a used IBM mainframe computer banded and certified eligible for IBM maintenance. This replacement computer is intended for use through approximately 2019 when all applications currently residing on the mainframe will have been replaced. The estimated cost of this acquisition is \$75,000.

Information Technology Staffing. Staffing to support information technology operations, maintenance, and new development is led by Sewerage and Water Board employees and is extensively supplemented by contract employees provided through Xerox State and Local Solutions and their subcontractor Major Services. The contract with Xerox dates back several years and will be re-procured later this year. The estimated annual value of the operations and maintenance portion of this contract is \$4,500,000.

Cyber Security. Sewerage and Water Board requested the Department of Homeland Security / National Cybersecurity Assessments and Technical Services to perform Cyber Hygiene assessments of Sewerage and Water Board internal-accessible hosts. These scans are intended to provide us with an enhanced understanding of our cyber posture and support a secure and resilient information technology infrastructure. The most recent scan revealed no vulnerabilities. Staff will be implementing a new firewall shortly to provide additional security capabilities for our system.

Staff will provide additional discussion at the upcoming Strategy Committee meeting.



Robert K. Miller
Deputy Director / Chief Financial Officer

Sewerage and Water Board of New Orleans Tracking Tool for Commitments to City Council July 2016

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 August 19, 2015. Board of Directors revised Bylaws based upon recommended best practices contained in New Orleans Office of Inspector General Guide for Boards, Commissions, and Public Benefit Corporations.	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 July 2016

Status Key
 On Target
 Not Started
 Needs Attention

Topic	Commitment	Target Date	Status	Next Steps	Strategic Plan Reference
II. Customer Service Improvements	A. Acquire and implement Advanced Metering Infrastructure. Replace existing mechanical meters with new electronic meters and an automated meter reading system that will provide more accurate readings, enhanced leak detection on customer lines, and improved account monitoring. The new meters will be installed for the residential and small commercial customer base.	December 2016 <i>December 2018 revised</i>	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. Pilot demonstration of leak detection and automated shutoff capabilities underway. 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 <i>On hold</i>	Delayed pending review of necessity following implementation of new Customer Service Management System.	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 <i>October 2016 revised</i>	On target. Customer System Management System from Cogsdale Corporation implementation go-live set for October 10, 2016.	Execute remaining steps of project plan.	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	Previous Customer Service Improvement Plan completed October 31, 2014. New Customer Service Improvement Plan adopted June 17, 2015. Customer service metrics reported monthly to Finance / Administration Committee and Quality of Life Stat meetings.	None.	Strategy III Tactics A, F, and G
III. Service Assurance Program	A. Provide additional funding for bill payment assistance through the Water Help program.	January 2013	Completed January 31, 2013. Funding for bill payment assistance through the Water Help program increased from \$60,000 to \$240,000. Process with Total Community Action was streamlined.	None.	Strategy III Tactic I, 1

Sewerage and Water Board of New Orleans Tracking Tool for Commitments to City Council July 2016

 On Target
  Not Started
  Delayed
  Needs Attention

Topic	Commitment	Target Date	Status	Next Steps	Strategic Plan Reference
	B. Expand Water Help program to provide assistance with plumbing repairs.	June 2013 original March 2014 revised	Original initiative completed March 31, 2014. Program provides up to \$250 for plumbing repairs on the customer's portion of the service line. Working with Total Community Action to streamline the program.	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 March 2016 revised	Completed March 16, 2016. R.S. 33:4071(F) authorized Sewerage and Water Board to adopt rules and procedures to adjust water bills.	None.	Strategy III Tactic I.3
	D. Evaluate waiver of service charges based on means testing for qualifying low-income elderly and disabled customers.	June 2013	Completed 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 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
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 reviewed and developed. Significant savings from improved procurement of goods and services.	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 2015 by 22.0%. 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

Sewerage and Water Board of New Orleans
Tracking Tool for Commitments to City Council
July 2016

Status Key On Target Not Started Delayed Needs Attention

Topic	Commitment	Target Date	Status	Next Steps	Strategic Plan Reference
	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 1.47% in 2015.	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 September 8, 2015. Water Audits have been performed for 2008 through 2014.	None.	Strategy IV Tactic K
	G. Enhance long range planning by developing a Facilities Plan for 2015-2035.	December 2014	Completed August 4, 2015. Recommendations incorporated into 2015-2024 Capital Improvement Plan.	None.	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
	I. Repay funds owed to Department of Public Works.	December 2016	On target. Sewerage and Water Board has repaid \$8,267,936.75 to Department of Public Works during 2013-2015. Remaining balance will be paid in 2016.	Pay remaining obligation owed to the Department of Public Works in annual installments.	Strategy II Tactic E

Sewerage and Water Board of New Orleans Tracking Tool for Commitments to City Council July 2016

On Target

Not Started

Delayed

Needs Attention

Status Key

On Target

Not Started

Delayed

Needs Attention

Status

On Target

Not Started

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Needs Attention

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Delayed

Needs Attention

Status

Topic

Commitment

Target Date

Status

Next Steps

Strategic Plan Reference

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. On target. For contracts with DBE participation 2015: Goods and Services \$501,365 or 32%, Construction \$9,578,745 or 33%, and Professional Services \$5,137,012 or 17%.

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. 2016 Capital Budget fully funded. Progress on capital projects reported to Board of Directors.

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. 2016 Capital Budget fully funded. Progress on capital projects reported to Board of Directors.

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

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

Completed September 18, 2015. Louisiana R.S. 33:4091 Reports of Board issued to City Council.

None.

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 for printed maps. Online Tool to Track Road Construction Across New Orleans released on March 10, 2015.

None.

Strategy IV Tactic M

Sewerage and Water Board of New Orleans
Tracking Tool for Commitments to City Council
July 2016

Topic	Status Key			Commitment	Target Date	Status			Next Steps	Strategic Plan Reference	
	On Target	Not Started	Delayed			Needs Attention					
				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		Completed December 2014. Sewerage and Water Board staff regularly attend meetings in each council district upon request.		None.		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	21
On Target	11
Not Started	1
Delayed	2
Needs Attention	0
Total	35