

Sewerage & Water Board of New Orleans



2017 Legislative Agenda

SB 246 –Sewer Services

- In 1967, New Orleans had over 600,000 residents.
- SWB water/sewer systems produced/treated 220 million gallons of water per day to serve this population.
- Today, fewer than 400,000 people live here requiring just 140 million gallons of water.
- Meanwhile, nearby parishes struggle to meet their water/sewer needs.



Sewerage & Water Board of New Orleans

<http://swbno.org>

SB 246 – Sewer Services

- In 1975, the state authorized SWB to sell water to other parishes.
- Most recently in 2012, SWB sold 1 million gallons of water per day to Plaquemines Parish.
- Neighboring parishes with growing sewerage demands have expressed interest in partnering with SWB.
- Senator J.P. Morrell has authored SB 246 which authorizes SWB to sell sewer services.



Sewerage & Water Board of New Orleans

<http://swbno.org>



SEWERAGE AND WATER BOARD OF NEW ORLEANS

May 5, 2017

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

Subject: Monthly Human Resources Activity Report for the Period April 1 – April 30, 2017

Dear Directors:

Please find below an account of various Board human resources activities for the period April 1-April 30, 2017. 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: 317

Ending Vacant Positions: 308

New Hires: 31

Resignations: 6

Retirement: 4

Retirement Eligible (Not in DROP): 116

DROP Program Participants: 122

- Beginning Balance: 123
- New Member(s): 6
- Member(s) Removed: 7

Promotions: 10

Disciplinary Actions: 26

- Reprimands: 9
- Suspensions: 12
- Terminations: 5

Thank you.



Sharon Judkins
Deputy Director-Administration

Attachments:

Monthly Activity Report
Resignation Analysis
Retirement Eligible
DROP Summary

April Monthly Activity Report

DATE	ACTION	JOB TITLE	REASON
New Hires:			
4/10/2017		Construction Project Manager	
4/10/2017		Environment Enforcement Technician I	
4/3/2017		Laborer	
4/3/2017		Laborer	
4/10/2017		Laborer	
4/10/2017		Laborer	
4/17/2017		Laborer	
4/17/2017		Laborer	
4/3/2017		Management Development Analyst II	
4/3/2017		Management Development Specialist II	
4/17/2017		Material & Store Supervisor	
4/3/2017		Office Assistant II	
4/3/2017		Office Assistant II	
4/17/2017		Office Assistant II	
4/10/2017		Office Assistant Trainee	
4/3/2017		Utilities Plant Worker	
4/3/2017		Utilities Plant Worker	
4/3/2017		Utilities Plant Worker	
4/3/2017		Utilities Plant Worker	
4/3/2017		Utilities Plant Worker	
4/3/2017		Utilities Plant Worker	
4/3/2017		Utilities Plant Worker	
4/10/2017		Utilities Plant Worker	
4/10/2017		Utilities Plant Worker	
4/10/2017		Utilities Plant Worker	
4/17/2017		Utilities Plant Worker	
4/17/2017		Utilities Plant Worker	
4/17/2017		Utilities Plant Worker	
4/17/2017		Utilities Plant Worker	
Total	31		
Resignations:			
4/18/2017		Networks Senior Maintenance Technician II	Accepted employment outside of Civil Service
4/12/2017		Utilities Plant Worker	Accepted employment outside of Civil Service

4/5/2017		Laborer	Other Reasons
4/20/2017		Plumbing Inspector II	Other Reasons
4/26/2017		Pumping Plant Operator	Other Reasons
4/19/2017		Water Service Inspector I	Other Reasons
Total	6		
Retirements:			
4/1/2017		Administrative Support Supervisor I	
4/17/2017		Management Development Specialist II	
4/1/2017		Networks Maintenance Technician I	
4/6/2017		Utilities Maintenance Master Specialist II	
Total	4		
DROP:			
Started DROP			
4/1/2017		Administrative Support Supervisor III	
4/1/2017		Engineer	
4/1/2017		Office Assistant II	
4/1/2017		Networks Maintenance Technician II	
4/13/2017		Networks Zone Manager I	
4/1/2017		Special Counsel	
Total	6		
Ended DROP			
4/30/2017		Chief Accountant	
4/22/2017		Engineering Division Manager	
4/1/2017		Power Dispatcher III	
4/9/2017		Senior Office Support Specialist	
4/1/2017		Senior Principal Engineer	
4/16/2017		Utilities Maintenance Supervisor	
4/30/2017		Water Service Inspector II	
Total	7		
Promotions:			
4/18/2017		Automotive Mechanic II	
4/21/2017		Automotive Section Supervisor	
4/18/2017		Laborer	
4/5/2017		Networks Maintenance Technician I	
4/5/2017		Networks Maintenance Technician I	
4/21/2017		Networks Maintenance Technician I	
4/21/2017		Networks Maintenance Technician I	
4/1/2017		Networks Maintenance Technician II	

4/4/2017		Office Assistant II	
4/5/2017		Pumping Plant Operator	
Total	10		
Disciplinary Actions:			
4/24/2017	Emergency Suspension	Laborer	Violation of Policy #67; Substance Abuse
4/24/2017	Emergency Suspension	Laborer	Violation of Policy #67; Substance Abuse
4/3/2017	Reprimand	Office Assistant Trainee	Insubordination
4/8/2017	Reprimand	Pumping Plant Operator	Tardiness
4/10/2017	Reprimand	Pumping Plant Operator	No Call, Late Report
4/10/2017	Reprimand	Water Service Inspector I	Civil Service Rule IX, Section I - Maintaining Standards of Service
4/17/2017	Reprimand	Water Service Inspector I	Attendance
4/21/2017	Reprimand	Office Assistant Trainee	Attendance
4/24/2017	Reprimand	Utilities Maintenance Technician II	Insubordination
4/24/2017	Reprimand	Utilities Maintenance Technician II	Verbal Intimidation
4/25/2017	Reprimand	Utilities Maintenance Assistant Technician II	Failure to Follow Department Procedures
4/3/2017	Suspension	Networks Maintenance Technician II	Preventable Accident
		Networks Maintenance Technician II	Civil Service Rule IX, Section I - Maintaining Standards of Service
4/19/2017	Suspension	Networks Maintenance Technician II	Neglect of Duty
4/10/2017	Suspension	Networks Senior Maintenance Technician I	Department Policy Violation
4/24/2017	Suspension	Networks Senior Maintenance Technician I	Preventable Accident
4/3/2017	Suspension	Networks Senior Maintenance Technician II	Preventable Accident
4/17/2017	Suspension	Networks Senior Maintenance Technician II	Preventable Accident
4/3/2017	Suspension	Networks Senior Maintenance Technician II	Preventable Accident
4/19/2017	Suspension	Office Support Specialist	Workplace harrasment
4/3/2017	Suspension	Utilities Maintenance Assistant Technician II	Preventable Accident
4/3/2017	Suspension	Utilities Maintenance Master Specialist II	Preventable Accident
4/20/2017	Termination	Accountant I	Failed Probationary Period
4/7/2017	Termination	Laborer	Workplace Harrassment
4/12/2017	Termination	Laborer	Job Abandonment
4/17/2017	Termination	Office Assistant II	Workplace Harrassment
4/28/2017	Termination	Utilities Plant Worker	Job Abandonment
Total	26		

Resignations for April 2017

Date	Reason	Job Title
4/18/2017	Accepted Employment Outside of Civil Service	Networks Senior Maintenance Technician II
4/12/2017	Accepted Employment Outside of Civil Service	Utilities Plant Worker
4/5/2017	Other Reasons	Laborer
4/20/2017	Other Reasons	Plumbing Inspector II
4/26/2017	Other Reasons	Pumping Plant Operator
4/19/2017	Other Reasons	Water Service Inspector I

Reason	# of Resignations	% of Total Resignations
Accept Employment Outside of City Civil Service	2	33%
Avoid Disciplinary Action		
Continue Education		
Ill Health		
Left City		
Other Reasons	4	67%
Returned to School		
Transfer and/or Promotion to the City		
Total	6	100%

RETIREMENT ELIGIBLE AS OF APRIL 30, 2017

Accountant 1	1
Accountant 2	1
Accountant 3	1
Administrative Support Supervisor 1	3
Administrative Support Supervisor 2	1
Administrative Support Supervisor 3	1
Administrative Support Supervisor 4	2
Attorney 4	1
Buyer 3	1
Chief Accountant	2
Drainage and Sewerage Pumping Supervisor	1
Duplicating Room Supervisor	1
Engineer Intern 2	1
Engineering Division Manager	1
Engineering Specialist	1
Engineering Technician	2
Environmental Enforcement Technician 2	1
Executive Director	1
Facilities Engineering Specialist	1
Fleet Services Manager	3
General Superintendent	1
Laborer	1
Maintenance Engineer	1
Management Development Supervisor	1
Networks Maintenance Technician 1	2
Networks Maintenance Technician 2	2
Networks Master Maintenance Technician 1	1
Networks Master Maintenance Technician 2	1
Networks Quality Assurance and Safety Inspector	2
Networks Senior Maintenance Technician 1	2
Networks Senior Maintenance Technician 2	4
Networks Zone Manager 1	1
Office Assistant 2	1
Office Assistant 4	2
Office Assistant Trainee	1
Office Support Specialist	5
Plumbing Inspection Supervisor Assistant	1
Plumbing Inspector 2	2
Power Dispatcher 2	1
Principal Engineer	2
Principal Office Support Specialist	5
Public Works Supervisor 4	1
Pumping and Power Plant Operator	6
Pumping Plant Operator	4
Pumping Stations Supervisor Assistant	5
Senior Office Support Specialist	1
Steam Plant Engineer 1	2
Steam Plant Engineer 2	5
Steam Plant Engineer 3	1
Utilities Maintenance Technician 2	2
Utilities Master Maintenance Supervisor	2
Utilities Plant Worker	1
Utilities Senior Services Administrator	1
Utilities Senior Services Manager	3
Utilities Services Administrator	3
Utilities Services Manager	2
Utility Meter Services Supervisor Assistant	1
Warehouse & Supplies Manager	1
Water Chemist 3	1
Water Purification Operator 1	1
Water Purification Operator 2	4
Water Purification Operator 3	2
Water Service Inspector 2	1
Total	116

DROP SUMMARY REPORT

TITLE	START	END	TIME REMAINING (yrs)	AVG TIME REMAINING (YRS)	TOTAL EMPLOYEES ON DROP
UTIL MAINT MASTER SPECIALIST 2	5/1/2012	5/1/2017	0.00	2.80	122
PUMPING STATIONS SUPV	5/1/2012	5/1/2017	0.00		
ATTORNEY 4	5/1/2012	5/1/2017	0.00		
ENGINEERING TECHNICIAN	6/1/2012	6/1/2017	0.09		
AUTOMOTIVE SECTION SUPERVISOR	6/1/2012	6/1/2017	0.09		
PUBLIC WORKS SUPERVISOR 3	6/17/2012	6/17/2017	0.13		
WATER PURIFICATION OPERATOR 4	7/1/2012	7/1/2017	0.17		
FIELD SERVICE SUPERVISOR	9/1/2012	9/1/2017	0.34		
NETWORKS ZONE MANAGER 1	9/8/2012	9/8/2017	0.36		
NET SENIOR MAINTENANCE TECH 2	10/7/2012	10/7/2017	0.44		
WAREHOUSE & SUPPLIES MGR	1/3/2013	1/3/2018	0.68		
NET SENIOR MAINTENANCE TECH 1	1/21/2013	1/21/2018	0.73		
NET SENIOR MAINTENANCE TECH 2	3/1/2013	3/1/2018	0.84		
EQUIPMENT OPERATOR 3	3/1/2013	3/1/2018	0.84		
PUMPING STATIONS SUPV ASST	3/1/2013	3/1/2018	0.84		
UTIL MAINT MASTER SPECIALIST 2	4/1/2013	4/1/2018	0.92		
OFFICE SUPPORT SPECIALIST	5/1/2013	5/1/2018	1.00		
OFFICE SUPPORT SPECIALIST	5/1/2013	5/1/2018	1.00		
Employees within 1 year:				18	
NET SENIOR MAINTENANCE TECH 2	5/31/2013	5/31/2018	1.08		
NET SENIOR MAINTENANCE TECH 1	6/1/2013	6/1/2018	1.09		
DEPUTY SPECIAL COUNSEL	6/1/2013	6/1/2018	1.09		
NET MASTER MAINTENANCE TECH 2	6/1/2013	6/1/2018	1.09		
OFFICE ASSISTANT 3	6/3/2013	6/3/2018	1.09		
PUMPING STATIONS SUPV	7/31/2013	7/31/2018	1.25		
OFFICE ASSISTANT 3	8/1/2013	8/1/2018	1.25		
OFFICE ASSISTANT 3	8/1/2013	8/1/2018	1.25		
NET MASTER MAINTENANCE TECH 2	8/12/2013	8/12/2018	1.28		
PUMPING PLANT OPERATOR	9/1/2013	9/1/2018	1.34		
ENGINEERING SPECIALIST	10/1/2013	10/1/2018	1.42		
NET QUALITY ASSUR & SFTY INSPC	11/1/2013	11/1/2018	1.51		
FLEET SERVICES SUPERVISOR	11/1/2013	11/1/2018	1.51		
MANAGEMNT DEVELOPMNT SPECLST 2	12/1/2013	12/1/2018	1.59		
STEAM PLANT ENGINEER 2	12/2/2013	12/2/2018	1.59		
UTIL MAINT MASTER SUPERVISOR	1/3/2014	1/3/2019	1.68		
LEGAL ADMINISTRATIVE ASSISTANT	1/3/2014	1/3/2019	1.68		
PUBLIC WORKS MAINTENANCE SUPT	1/3/2014	1/3/2019	1.68		
NETWORKS MAINTENANCE TECH 2	1/27/2014	1/27/2019	1.75		
WATER PURIFICATION OPERATOR 2	2/1/2014	2/1/2019	1.76		
PUMPING AND POWER PLANT OPR	2/1/2014	2/1/2019	1.76		
NET MASTER MAINTENANCE TECH 2	2/13/2014	2/13/2019	1.79		
PUMPING AND POWER PLANT OPR	3/1/2014	3/1/2019	1.84		
PUMPING STATIONS SUPV ASST	3/1/2014	3/1/2019	1.84		
Employees within 2 years:				24	

DROP SUMMARY REPORT

WATER PURIFICATION OPERATOR 3	6/4/2014	6/4/2019	2.10
SR. OFFICE SUPPORT SPECIALIST	6/6/2014	6/6/2019	2.10
EQUIPMENT OPERATOR 2	9/1/2014	9/1/2019	2.34
OFFICE ASSISTANT 3	10/1/2014	10/1/2019	2.42
NETWORKS MAINTENANCE TECH 1	10/30/2014	10/30/2019	2.50
NET SENIOR MAINTENANCE TECH 1	10/31/2014	10/31/2019	2.50
UTILITY SENIOR SERVICES MGR	10/31/2014	10/31/2019	2.50
MANAGEMNT DEVELOPMNT SPECLST 2	11/1/2014	11/1/2019	2.51
PUMPING PLANT OPERATOR	11/1/2014	11/1/2019	2.51
WATER PURIFICATION OPERATOR 1	11/20/2014	11/20/2019	2.56
MANAGEMNT DEVELOPMNT SPECLST 2	11/30/2014	11/30/2019	2.59
AUTOMOTIVE MAINT. TECHNICIAN	12/1/2014	12/1/2019	2.59
ADMIN. SUPPORT SUPERVISOR 3	12/15/2014	12/15/2019	2.63
NET SENIOR MAINTENANCE TECH 2	12/19/2014	12/19/2019	2.64
PUMPING STATIONS SUPV ASST	12/31/2014	12/31/2019	2.67
NET MASTER MAINTENANCE TECH 1	12/31/2014	12/31/2019	2.67
STEAM PLANT ENGINEER 2	1/24/2015	1/24/2020	2.74
PUMPING STATIONS SUPV ASST	2/1/2015	2/1/2020	2.76
UTILITY SERVICES ADMINISTRATOR	3/1/2015	3/1/2020	2.84
FIELD SERVICE SUPERVISOR	3/15/2015	3/15/2020	2.88
OFFICE SUPPORT SPECIALIST	3/28/2015	3/28/2020	2.91
STEAM PLANT ENGINEER 1	3/31/2015	3/31/2020	2.92
OFFICE ASSISTANT 4	4/1/2015	4/1/2020	2.92

Employees within 3 years:

23

PUMPING AND POWER PLANT OPR	8/1/2015	8/1/2020	3.26
FLEET SERVICES MANAGER	8/7/2015	8/7/2020	3.27
STEAM PLANT ENGINEER 4	9/22/2015	9/22/2020	3.40
POWER DISPATCHER 4	9/22/2015	9/22/2020	3.40
FIELD SERVICE SUPERVISOR	10/1/2015	10/1/2020	3.42
NET SENIOR MAINTENANCE TECH 1	11/1/2015	11/1/2020	3.51
FIELD SERVICE SUPERVISOR	11/1/2015	11/1/2020	3.51
NET SENIOR MAINTENANCE TECH 1	11/1/2015	11/1/2020	3.51
ADMIN. SUPPORT SUPERVISOR 3	11/26/2015	11/26/2020	3.58
CHIEF ACCOUNTANT	11/28/2015	11/28/2020	3.58
PUBLIC WORKS SUPERVISOR 2	12/2/2015	12/2/2020	3.59
ENGINEER INTERN 2	12/21/2015	12/21/2020	3.65
NET SENIOR MAINTENANCE TECH 2	12/30/2015	12/30/2020	3.67
NET MASTER MAINTENANCE TECH 1	12/30/2015	12/30/2020	3.67
SR. OFFICE SUPPORT SPECIALIST	1/1/2016	1/1/2021	3.68
AUTOMOTIVE SERVICES SUPERVISOR	1/8/2016	1/8/2021	3.70
UTIL MAINT MASTER SUPERVISOR	1/8/2016	1/8/2021	3.70
UTIL MAINT MASTER SUPERVISOR	1/8/2016	1/8/2021	3.70
UTIL MAINT MASTER SUPERVISOR	1/11/2016	1/11/2021	3.70
NET SENIOR MAINTENANCE TECH 1	2/1/2016	2/1/2021	3.76
NET SENIOR MAINTENANCE TECH 2	2/29/2016	3/1/2021	3.84
NET MASTER MAINTENANCE TECH 1	4/1/2016	4/1/2021	3.92
POWER DISPATCHER 3	4/1/2016	4/1/2021	3.92
OFFICE ASSISTANT 4	4/1/2016	4/1/2021	3.92

Employees within 4 years:

24

DROP SUMMARY REPORT

PUBLIC WORKS MAINTENANCE WKR 1	6/1/2016	6/1/2021	4.09
NET SENIOR MAINTENANCE TECH 2	6/1/2016	6/1/2021	4.09
PUBLIC WORKS MAINTENANCE WKR 1	6/4/2016	6/4/2021	4.10
LABORATORY TECHNICIAN 3	7/1/2016	7/1/2021	4.17
PUMPING STATIONS SUPV	8/1/2016	8/1/2021	4.26
PUMPING AND POWER PLANT OPR	8/1/2016	8/1/2021	4.26
UTILITY SERVICES ADMINISTRATOR	9/1/2016	9/1/2021	4.34
FACILITIES ENGINEERING SPCL	9/7/2016	9/7/2021	4.36
ADMIN. SUPPORT SUPERVISOR 3	10/8/2016	10/8/2021	4.44
PUMPING PLANT OPERATOR	11/1/2016	11/1/2021	4.51
NET SENIOR MAINTENANCE TECH 1	11/1/2016	11/1/2021	4.51
PUBLIC WORKS MAINTENANCE WKR 2	11/1/2016	11/1/2021	4.51
ENGINEER INTERN 2	12/1/2016	12/1/2021	4.59
SR. OFFICE SUPPORT SPECIALIST	12/1/2016	12/1/2021	4.59
OFFICE SUPPORT SPECIALIST	12/1/2016	12/1/2021	4.59
NET MASTER MAINTENANCE TECH 1	12/28/2016	12/28/2021	4.67
PUMPING AND POWER PLANT OPR	12/31/2016	12/31/2021	4.67
SR. OFFICE SUPPORT SPECIALIST	1/2/2017	1/2/2022	4.68
WATER PURIFICATION OPERATOR 4	1/2/2017	1/2/2022	4.68
PUMPING AND POWER PLANT OPR	1/3/2017	1/3/2022	4.68
WATER PURIFICATION OPERATOR 2	1/5/2017	1/5/2022	4.69
POWER DISPATCHER 2	1/8/2017	1/8/2022	4.70
BUYER 2	2/4/2017	2/4/2022	4.77
FIELD SERVICE SUPERVISOR	2/13/2017	2/13/2022	4.79
ADMIN. SUPPORT SUPERVISOR 1	2/28/2017	2/28/2022	4.84
AUTOMOTIVE SECTION SUPERVISOR	3/1/2017	3/1/2022	4.84
ADMIN. SUPPORT SUPERVISOR 3	3/1/2017	3/1/2022	4.84
OFFICE ASSISTANT 2	4/1/2017	4/1/2022	4.92
ENGINEER	4/1/2017	4/1/2022	4.92
SPECIAL COUNSEL	4/1/2017	4/1/2022	4.92
NETWORKS MAINTENANCE TECH 2	4/1/2017	4/1/2022	4.92
ADMIN. SUPPORT SUPERVISOR 3	4/1/2017	4/1/2022	4.92
NETWORKS ZONE MANAGER 1	4/13/2017	4/13/2022	4.96

Employees within 5 years: 33

DROP SUMMARY REPORT

APRIL SUMMARY

TITLE	EFFECTIVE DATE	ACTION
CHIEF ACCOUNTANT	4/30/2012	DELETION
WATER SERVICE INSPECTOR 3	4/30/2012	DELETION
OFFICE ASSISTANT 2	4/1/2017	ADDITION
ENGINEER	4/1/2017	ADDITION
NETWORKS MAINTENANCE TECH 2	4/1/2017	ADDITION
ADMIN. SUPPORT SUPERVISOR 3	4/1/2017	ADDITION
NETWORKS ZONE MANAGER 1	4/13/2017	ADDITION
SPECIAL COUNSEL	4/1/2017	ADDITION
POWER DISPATCHER 3	4/1/2017	DELETION
SENIOR PRINCIPAL ENGINEER	4/1/2017	DELETION
SR. OFFICE SUPPORT SPECIALIST	4/9/2017	DELETION
UTILITIES MAINT SUPERVISOR	4/16/2017	DELETION
ENGINEERING DIVISION MANAGER	4/22/2017	DELETION



SEWERAGE AND WATER BOARD

Inter-Office Memorandum

Date: May 3, 2017

From: Willie Mingo, Director of Procurement
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. Associated Pump and Supply.
9074 Park Avenue
Houma, LA. 70363

- Rental of (9) Portable Pumps for Hurricane Season
- Start date June 1, 2017 – November 30, 2017
- \$185,004.00

2. United Rentals (North America) Inc.
12 Dufresne Loop
Luling, LA. 70070

- Rental of (3) Generators for Hurricane Season
- Start date June 1, 2017 – November 30, 2017
- \$238,660.00

3. Pencco, Inc
Po Box 600
San Felipe, TX. 77473

- Furnishing Fluorosilicic Acid for Carrollton & Algiers Water Plant
- 1st and Final Renewal Start Date 6/1/17 – 5/31/18
- \$400,000.00

4. Roedel Parsons Koch Blache Balhoff & McCollister
1515 Poydras St.
New Orleans, LA. 70122

- Legal representation and advice regarding civil service reform endeavors contemplated by the Board ,other legislative matters affecting the operation and administration of the Board ,and other related matters
- Start date May 2,2017 thru May 1, 2018
- Not to exceed \$15,000.00

5.

- Upon request, complete contract available for review in Procurement office.

Cc: Lawrence Williams



SEWERAGE AND WATER BOARD OF NEW ORLEANS

May 11, 2017

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

Dear Directors:

Subject: Customer Service Improvements

After reviewing the 2017 Work Plan at the recent Strategy Committee meeting, and in consideration of discussions at the Directors' Retreat meeting, staff will focus on key problems we are facing this year that are the result of gaps between our customers' expectations and our utility ability to perform in delivering service.

- To provide more and better information to our customers, we will develop a comprehensive communications strategy, including social media.
- To reduce the number of occasions when customers need to contact us, we will implement automated metering infrastructure to support 100% accurate meter reading data. Approximately one-third of all calls are billing inquiries based upon meter readings. We intent to provide hourly usage, significantly beyond the monthly consumption data that is currently available. We are also continuing to expand the interactive voice response capabilities for out telephone.
- To improve our ability to provide answers when customers contact us, we are currently transforming our customer service business processes through adoption of best practices. These best practices will be implemented throughout 2017 and supported by standardized customer service responses through scripting software. We also intend to upgrade our customer service training through an expanded partnership with Delgado Community College.
- To improve our ability to address complaints about our infrastructure, we will review the business processes and management structure of our field operations, including a plan for managing the backlog of outstanding maintenance work. We will also continue to fill vacant positions in our field operations crews.

We will be prepared to discuss these initiatives further at our upcoming committee meetings.

Robert K. Miller
Deputy Director / Chief Financial Officer

**Sewerage and Water Board of New Orleans
Customer Service Report
Indicators of Metric Results
April 2017**

	Goal	Goal Met		Within Control Limits	Trend
Billing Accuracy / Reasonable					
	Meters Read	Yellow		Yellow	Yellow
	Estimated Bills	Green		Green	Green
	High Bill Complaints	Yellow		Yellow	Yellow
	Adjusted Bills	Green		Green	Green
Call Center					
	Customer Contacts	Green		Green	Green
	Call Wait Time Answered	Red		Red	Red
	Call Wait Time Abandoned	Yellow		Yellow	Yellow
	Abandoned Calls	Green		Green	Green
	Emergency Abandoned Calls	Green		Green	Green
Problem Resolution					
	Low Water Pressure	Green		Green	Green
	Water System Leaks	Green		Green	Green
	Sewer System Leaks	Green		Green	Green
Collections Effectiveness					
	Accounts Off for Non-Payment	Yellow		Yellow	Yellow
	Receivables 30 to 120 Days Old	Yellow		Yellow	Yellow
	Receivables 120 Days and Older	Yellow		Yellow	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:** No

**Process Operating
Within Control Limits:**
Close

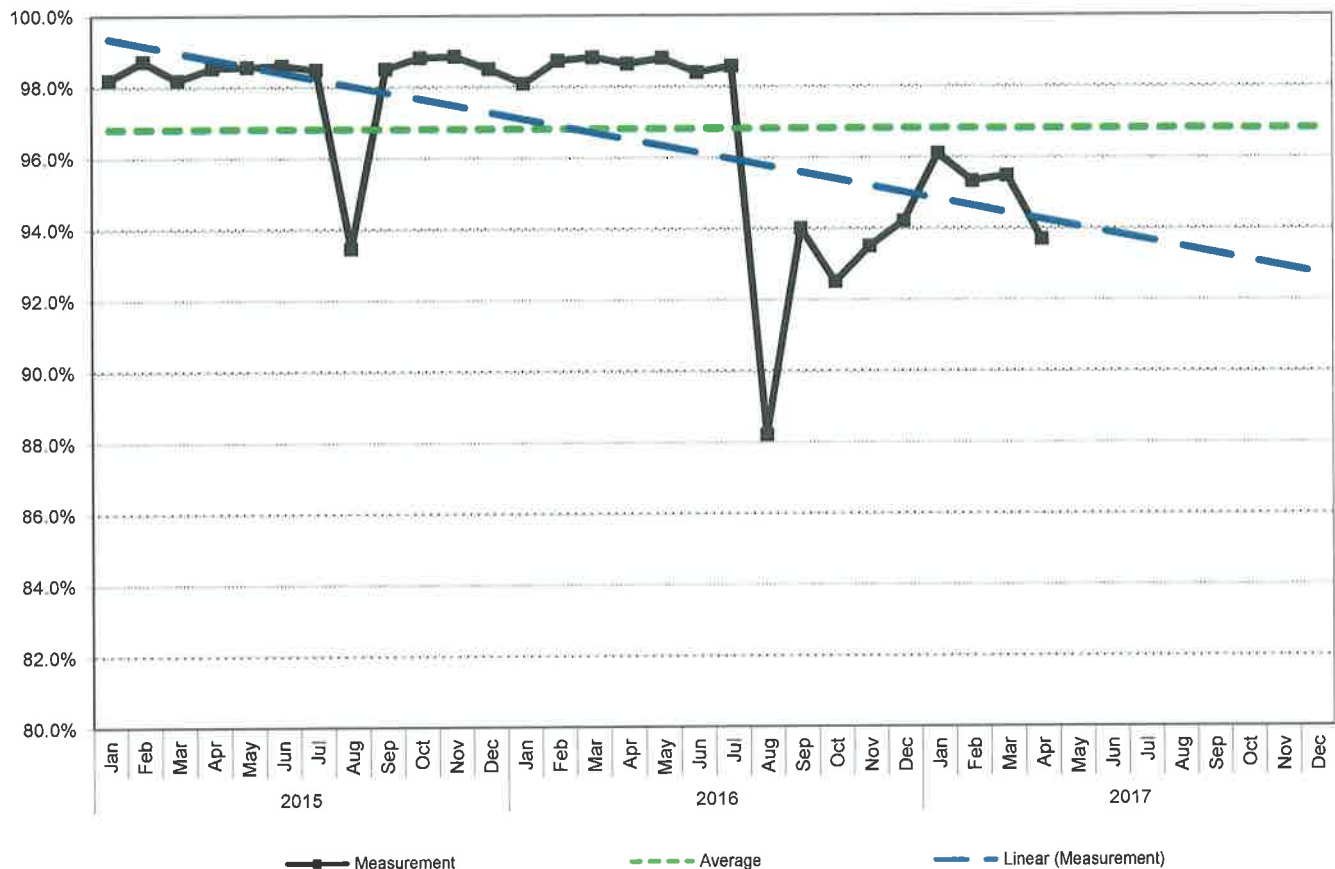
Trend: Unfavorable

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 April 2010 except for three months affected by weather events. Recent reductions in overtime have resulted in an increased number of occasions when entire routes are estimated.

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
2015	98.2%	98.7%	98.2%	98.5%	98.6%	98.6%	98.5%	93.5%	98.5%	98.8%	98.9%	98.5%
2016	98.1%	98.7%	98.8%	98.6%	98.8%	98.4%	98.6%	88.2%	94.0%	92.5%	93.5%	94.2%
2017	96.1%	95.3%	95.5%	93.7%								

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

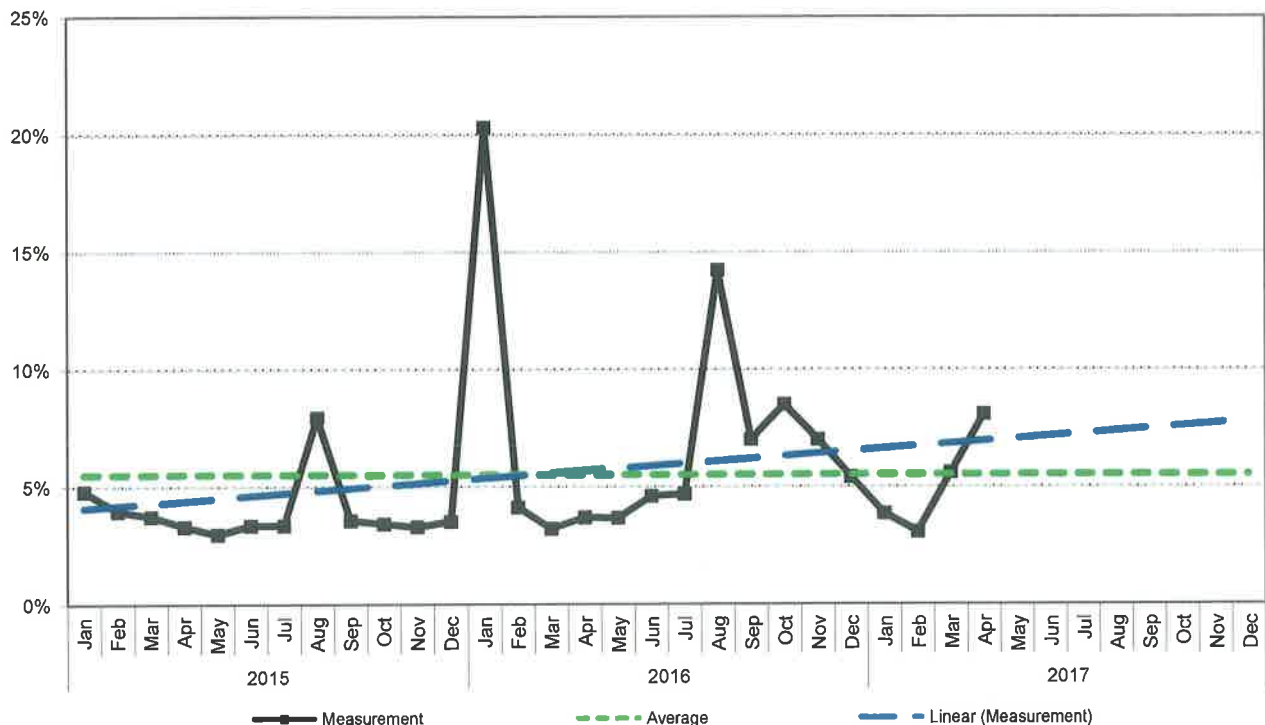
Trend: Unfavorable

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
2015	4.8%	4.0%	3.7%	3.3%	3.0%	3.4%	3.4%	7.9%	3.6%	3.4%	3.3%	3.5%
2016	20.3%	4.1%	3.2%	3.7%	3.7%	4.6%	4.7%	14.2%	7.0%	8.5%	7.0%	5.4%
2017	3.9%	3.1%	5.6%	8.1%								

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:** No

**Process Operating
Within Control Limits:**
No

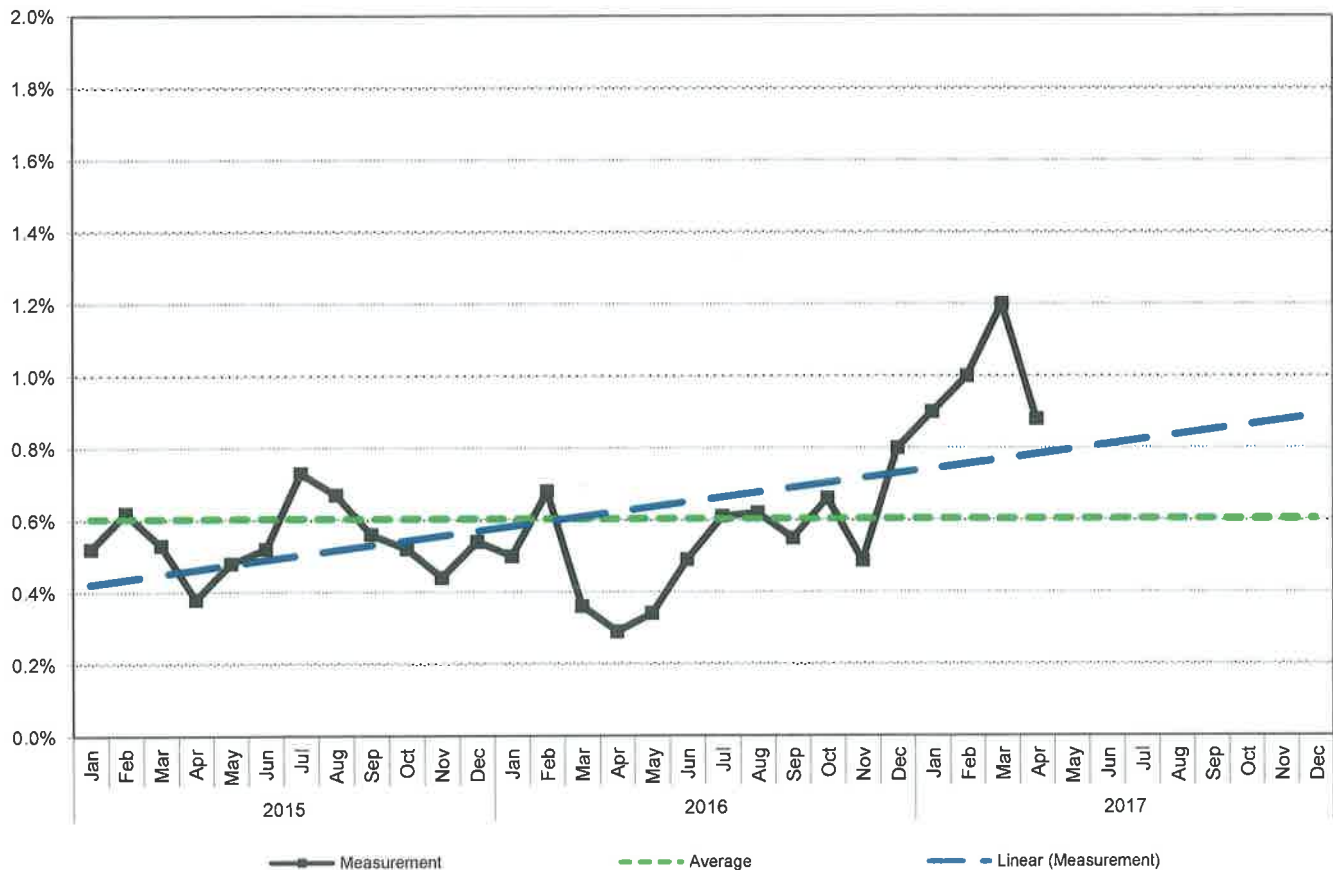
Trend: Unfavorable

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
2015	0.5%	0.6%	0.5%	0.4%	0.5%	0.5%	0.7%	0.7%	0.6%	0.5%	0.4%	0.5%
2016	0.5%	0.7%	0.4%	0.3%	0.3%	0.5%	0.6%	0.6%	0.6%	0.7%	0.5%	0.8%
2017	0.9%	1.0%	1.2%	0.9%								

Sewerage and Water Board of New Orleans

Bills Adjusted as a Percentage of Total Bills Computed

Constituency:
Customer Ratepayers

Objective: Provide
Accurate Bills

Goal: Reduce
percentage over time

**Currently Meeting
Goal:** Yes

**Process Operating
Within Control Limits:**
Yes

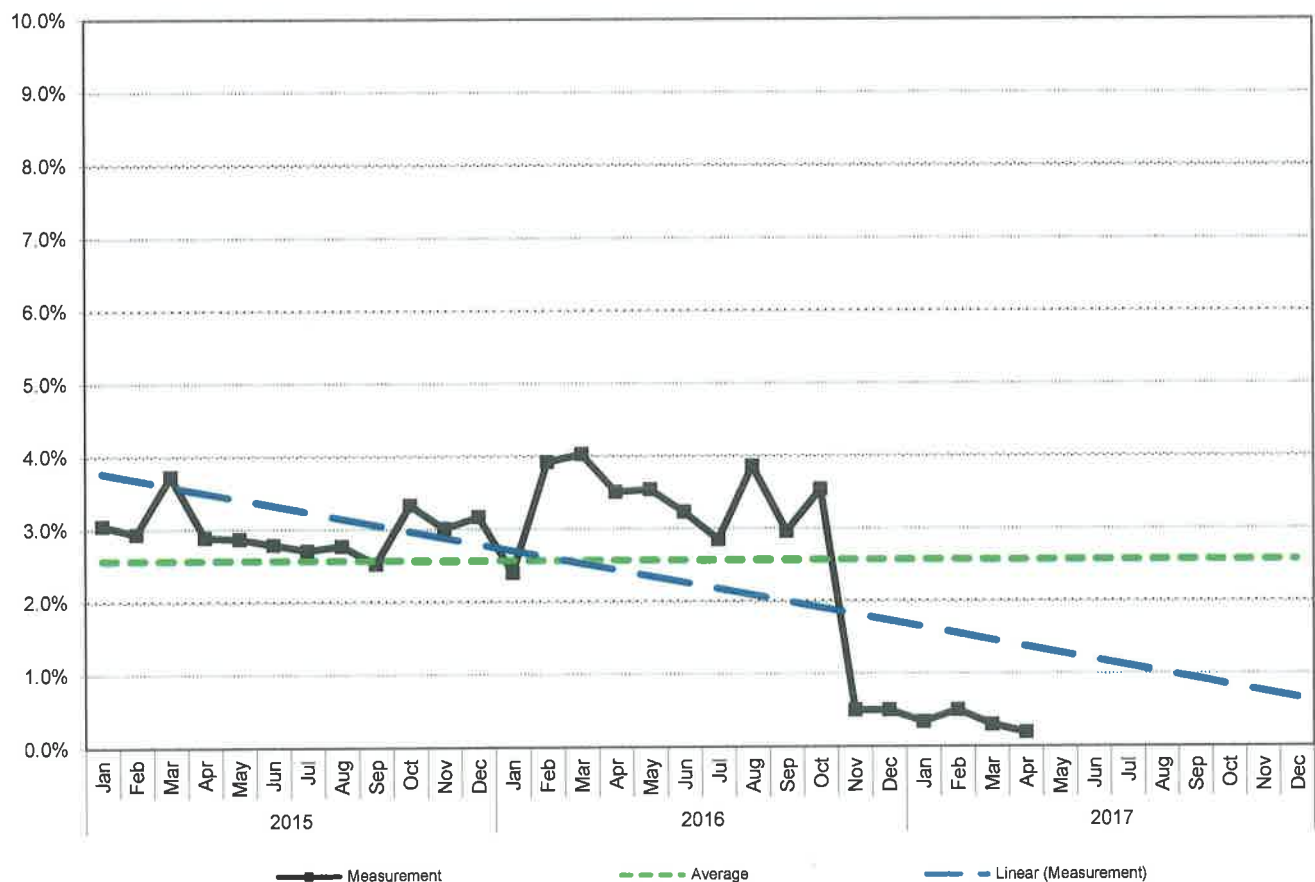
Trend: Favorable

Analysis

Customers request adjustments to their bill due to 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

Adjustments have reduced sharply following implementation of the new billing system as a result of the ability to correct a bill by cancelling and rebilling rather than by adjustment.



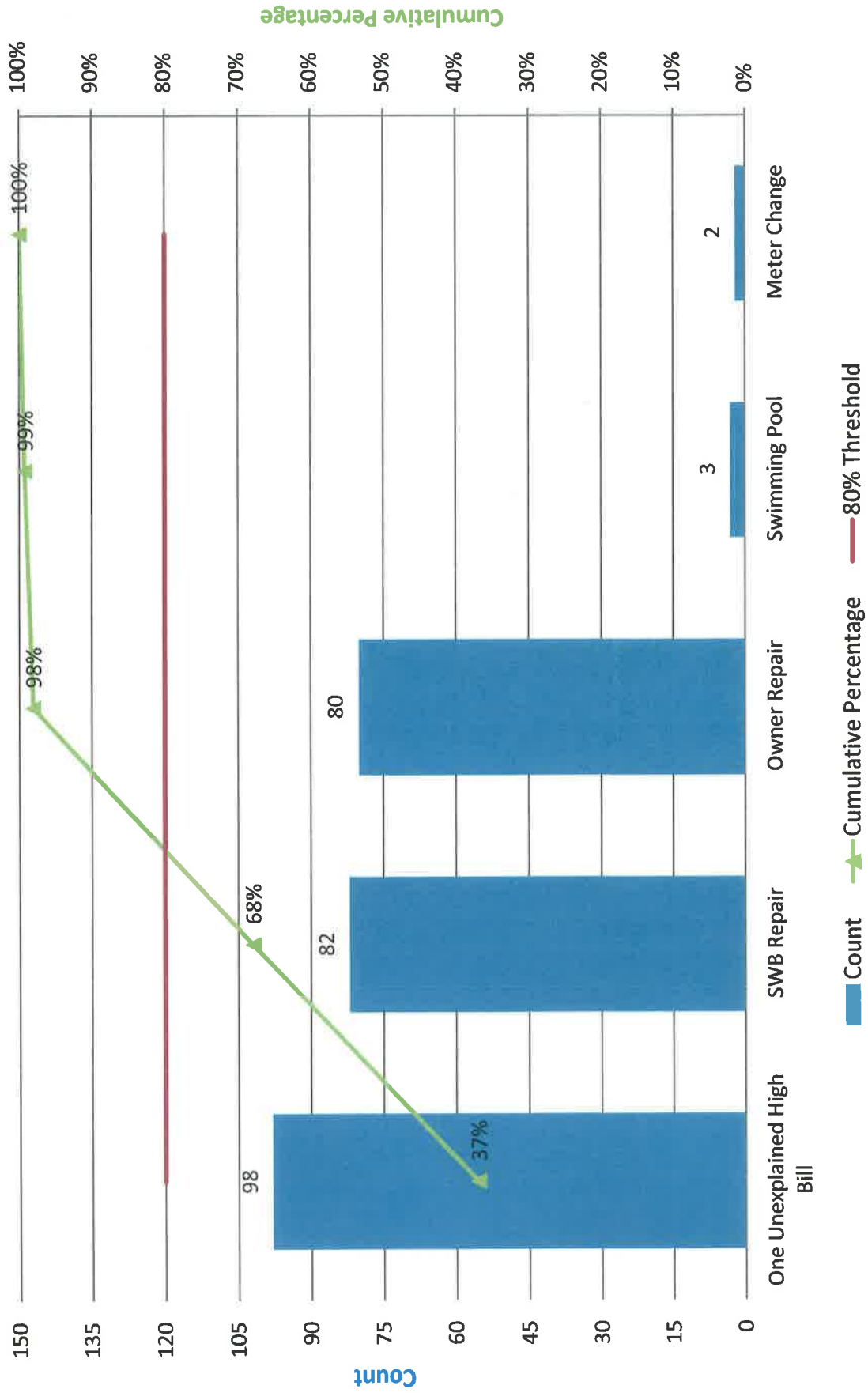
Data Table

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2015	3.1%	2.9%	3.7%	2.9%	2.9%	2.8%	2.7%	2.8%	2.5%	3.3%	3.0%	3.2%
2016	2.4%	3.9%	4.0%	3.5%	3.5%	3.2%	2.9%	3.9%	3.0%	3.5%	0.5%	0.5%
2017	0.3%	0.5%	0.3%	0.2%								

Sewerage and Water Board of New Orleans

Reasons for Adjustments

April 2017



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:** Close

**Process Operating
Within Control
Limits:** Yes

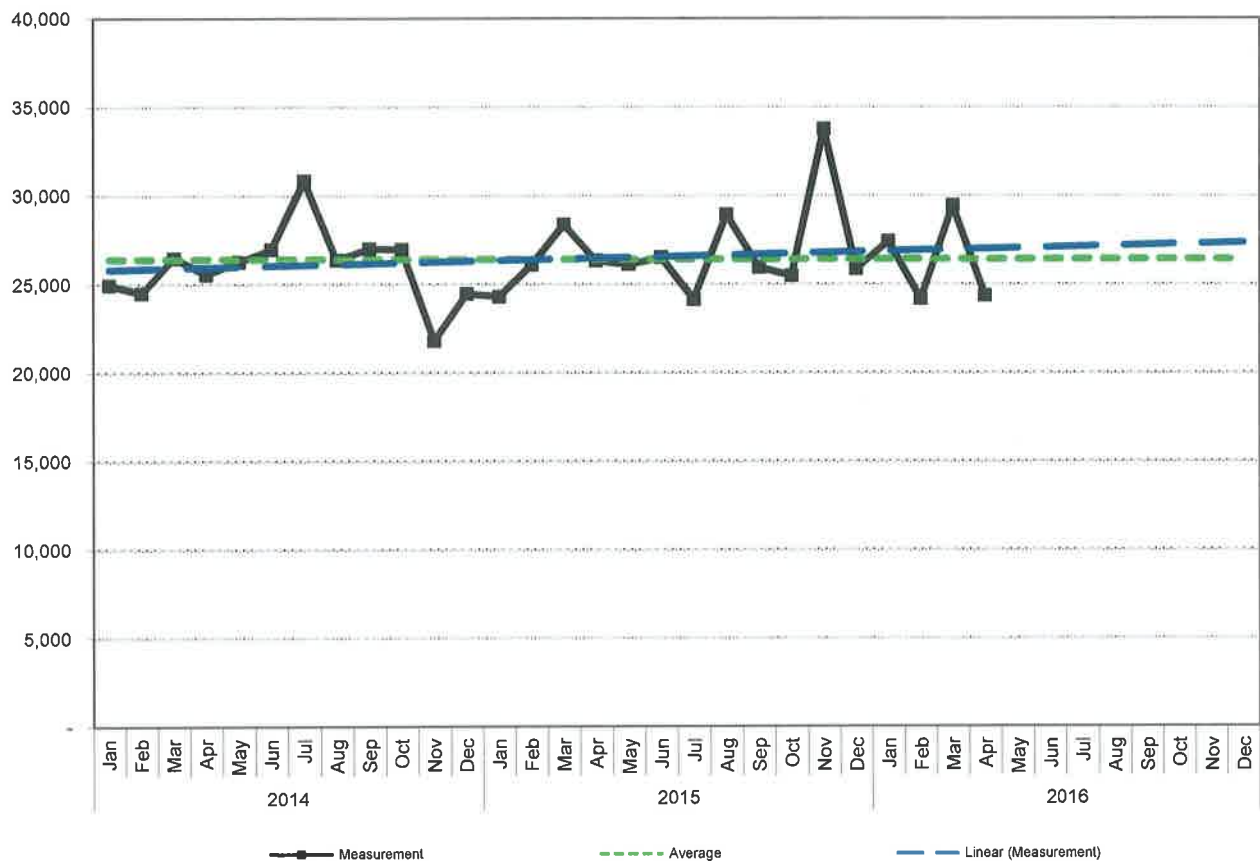
Trend: Level

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. Calls increased sharply after go-live on new system.

Plans for Improvement

Engage a consultant to re-engineer the call center processes for receiving and handling calls.



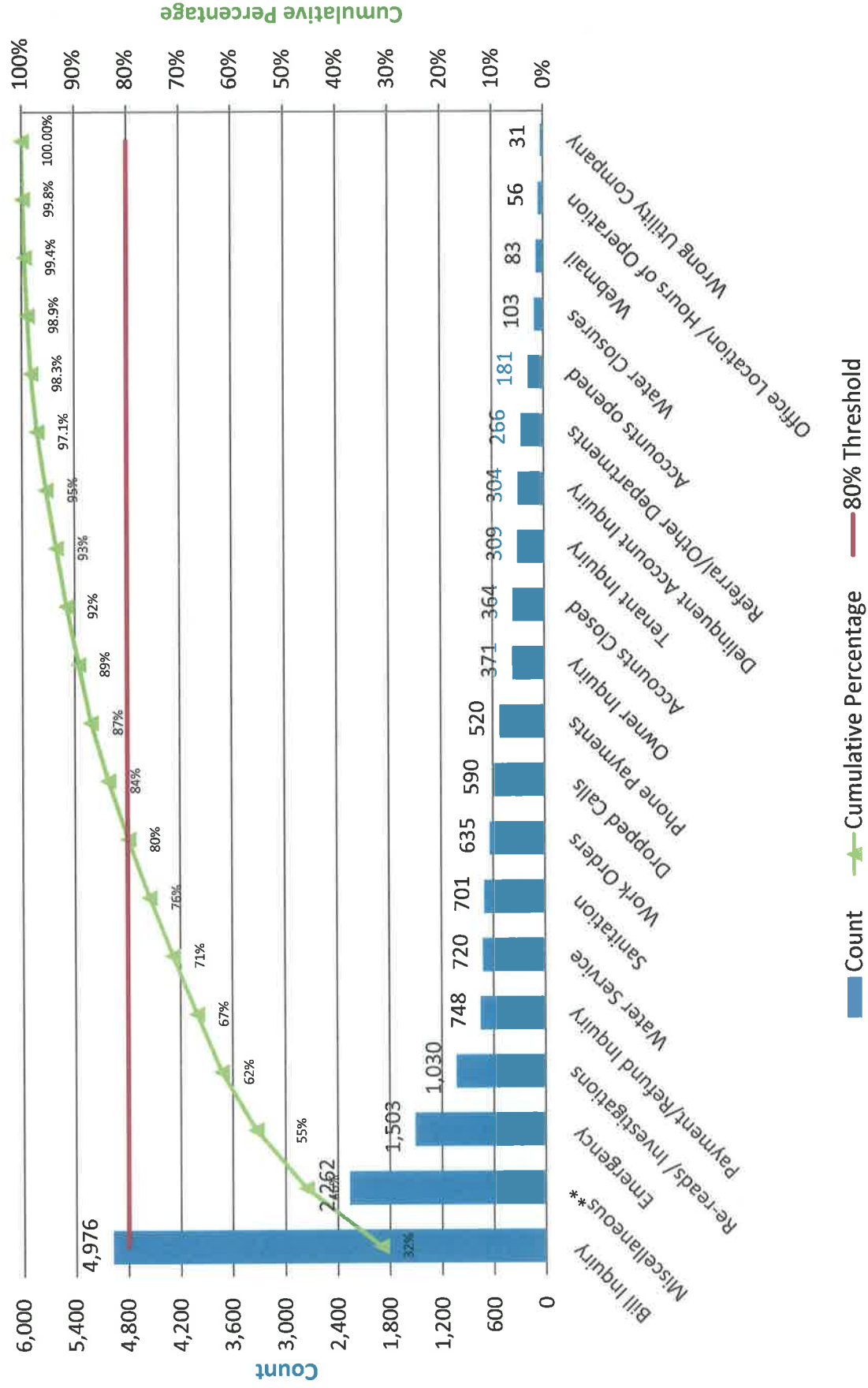
Data Table

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2014	24,967	24,496	26,486	25,565	26,261	26,963	30,836	26,368	27,019	26,973	21,816	24,469
2015	24,311	26,089	28,365	26,333	26,121	26,515	24,149	28,942	25,958	25,483	33,746	25,866
2016	27,425	24,169	29,436	24,346								

Sewerage and Water Board of New Orleans

Types of Customer Calls

April 2017



Sewerage and Water Board of New Orleans

Average Call Wait Time for Calls Answered

Constituency:
Customer Ratepayers

Objective: Provide
Accurate Bills

Goal: Reduce over
time

**Currently Meeting
Goal:** No

**Process Operating
Within Control Limits:**
Close

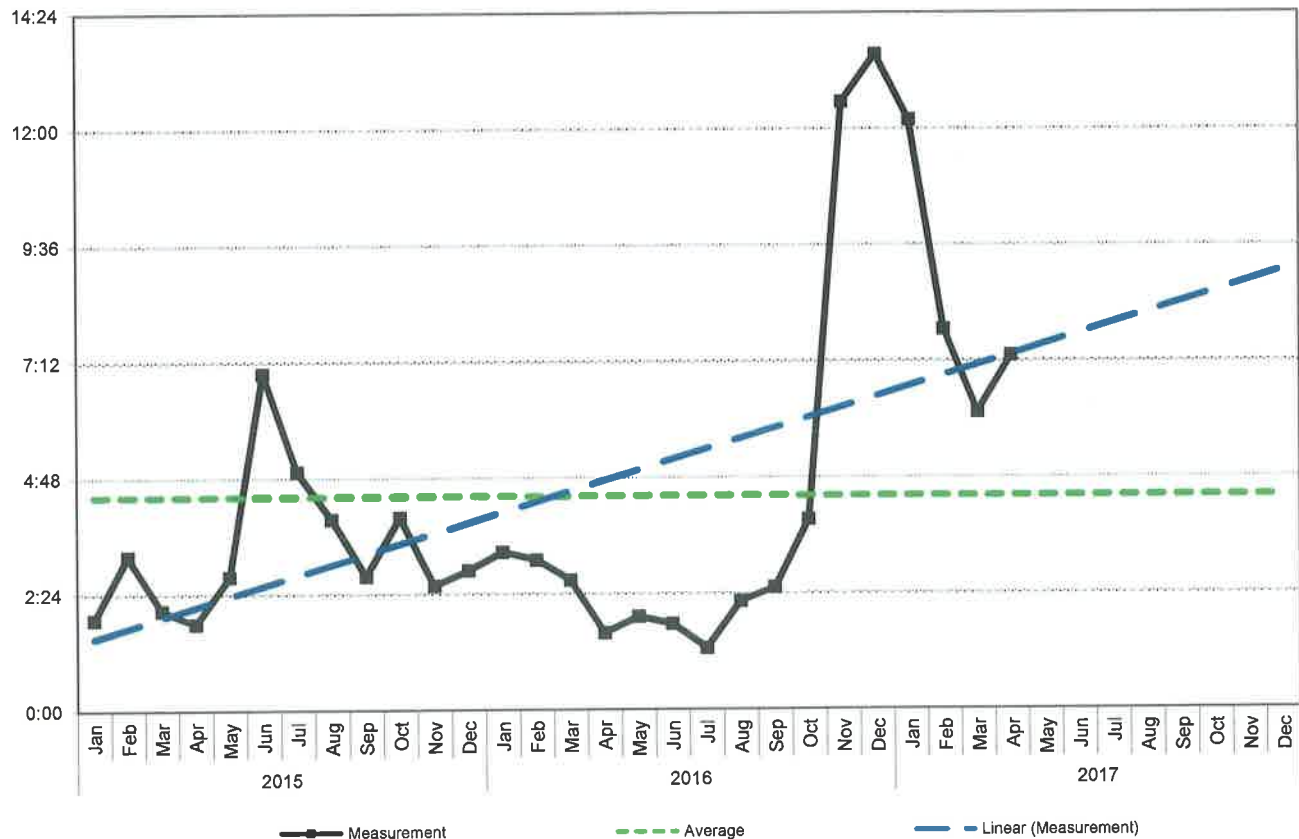
Trend: Unfavorable

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. Call wait times have increased sharply while training and implementation for the new billing system occurs.

Plans for Improvement

Interactive voice response capabilities were implemented in October 2016 with the intent to reduce the volume of calls requiring Call Center assistance. We have provided customers with the opportunity to leave their contact information at a link on our website so that we can call them back during non-peak times..



Data Table

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2015	1:53	3:11	2:04	1:47	2:46	6:58	4:56	3:57	2:46	3:59	2:34	2:53
2016	3:16	3:06	2:41	1:35	1:55	1:46	1:16	2:14	2:31	3:55	12:33	13:32
2017	12:11	7:51	6:08	7:18								

Sewerage and Water Board of New Orleans

Average Call Wait Time for Calls Abandoned

Constituency:
Customer Ratepayers

Objective: Provide
Accurate Bills

Goal: Reduce over
time

Currently Meeting
Goal: No

Process Operating
Within Control Limits:
Close

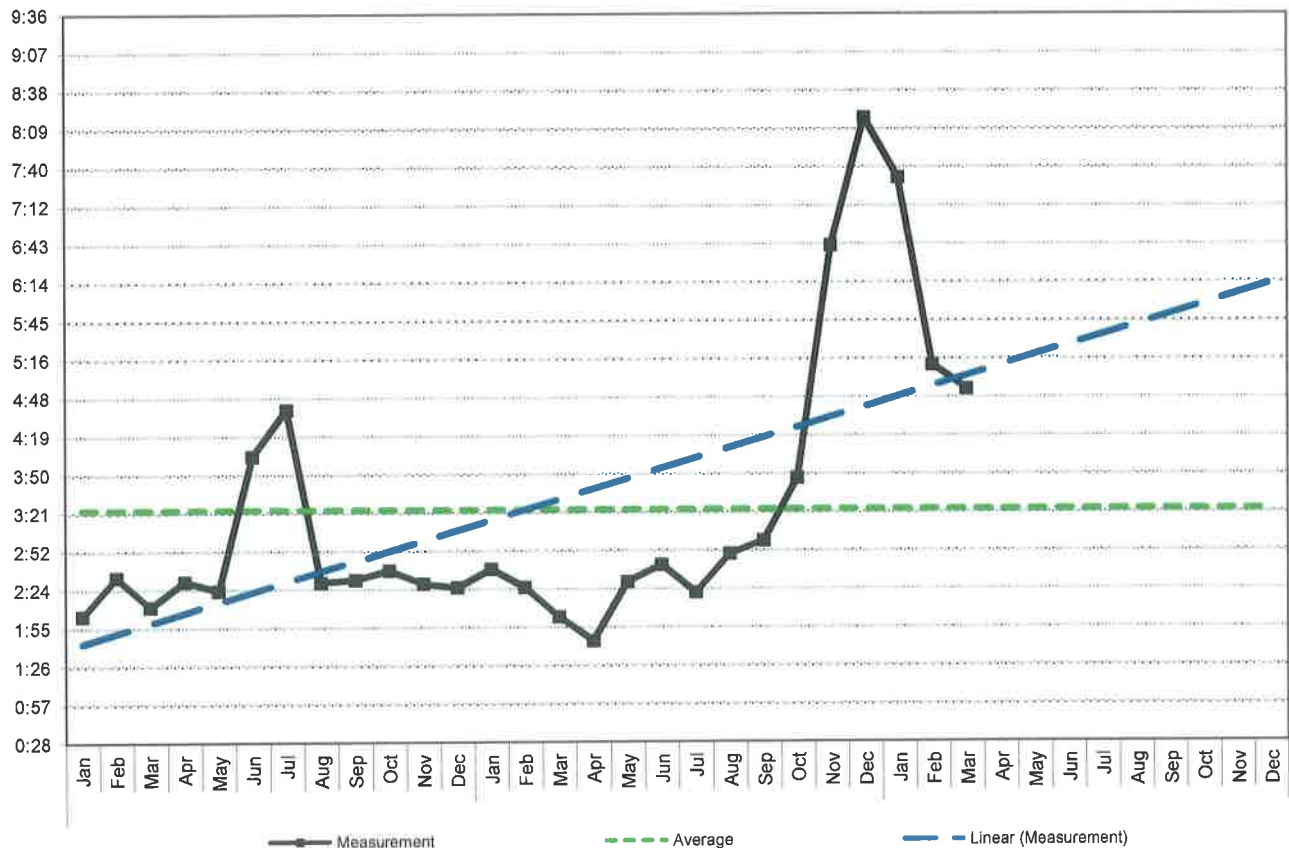
Trend: Unfavorable

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. Call wait times have increased sharply while training and implementation for the new billing system occurs.

Plans for Improvement

Interactive voice response capabilities were implemented in October 2016 with the intent to reduce the volume of calls requiring Call Center assistance. We have provided customers with the opportunity to leave their contact information at a link on our website so that we can call them back during non-peak times.



Data Table

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2015	2:04	2:33	2:11	2:30	2:23	4:04	4:39	2:29	2:31	2:38	2:28	2:25
2016	2:39	2:25	2:03	1:45	2:29	2:42	2:21	2:50	3:00	3:47	6:42	8:18
2017	7:33	5:12	4:54	4:37								

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 10%
abandoned

**Currently Meeting
Goal:** No

**Process Operating
Within Control Limits:**
Close

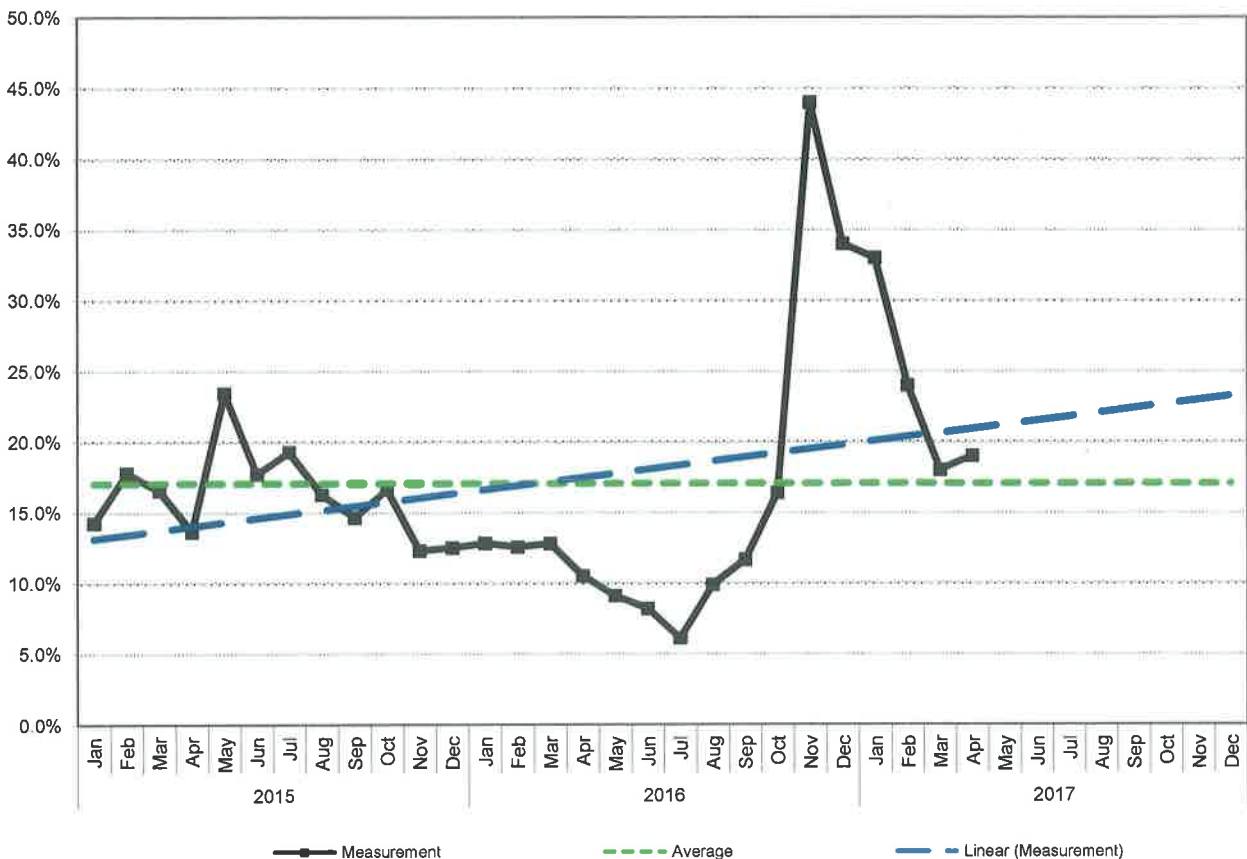
Trend: Unfavorable

Analysis

Customers abandon their calls 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. Abandoned calls increased sharply following go-live of the new system.

Plans for Improvement

In order to resolve the significant increase in abandoned calls, additional employees have been hired and are being trained. We anticipate that call abandonment rates will continue to reduce.



Data Table

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2015	14.3%	17.8%	16.6%	13.7%	23.4%	17.7%	19.3%	16.3%	14.7%	16.6%	12.3%	12.5%
2016	12.8%	12.6%	12.8%	10.5%	9.1%	8.2%	6.1%	9.9%	11.7%	16.4%	44.0%	34.0%
2017	33.0%	24.0%	18.0%	19.0%								

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 10% abandoned

Currently Meeting Goal: Close

Process Operating Within Control Limits:
Yes

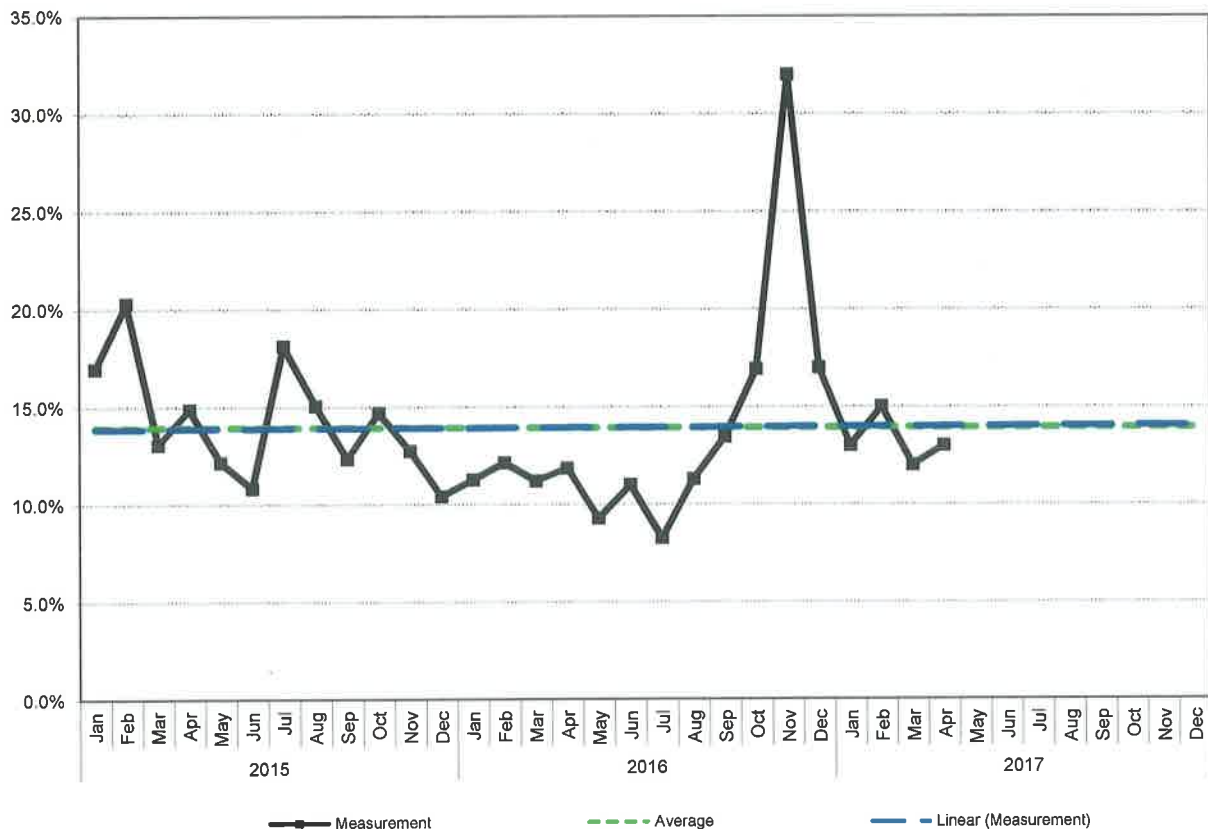
Trend: Level

Analysis

Customers abandon their calls after waiting for an amount of time considered inconvenient, which varies from customer to customer.

Plans for Improvement

Additional employees have been hired and are being trained.



Data Table

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2015	17.0%	20.3%	13.1%	14.9%	12.2%	10.8%	18.1%	15.1%	12.3%	14.7%	12.7%	10.4%
2016	11.3%	12.1%	11.2%	11.9%	9.3%	11.0%	8.3%	11.3%	13.5%	16.9%	32.0%	17.0%
2017	13.0%	15.0%	12.0%	13.0%								

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:** No

**Process Operating
Within Control
Limits:** Yes

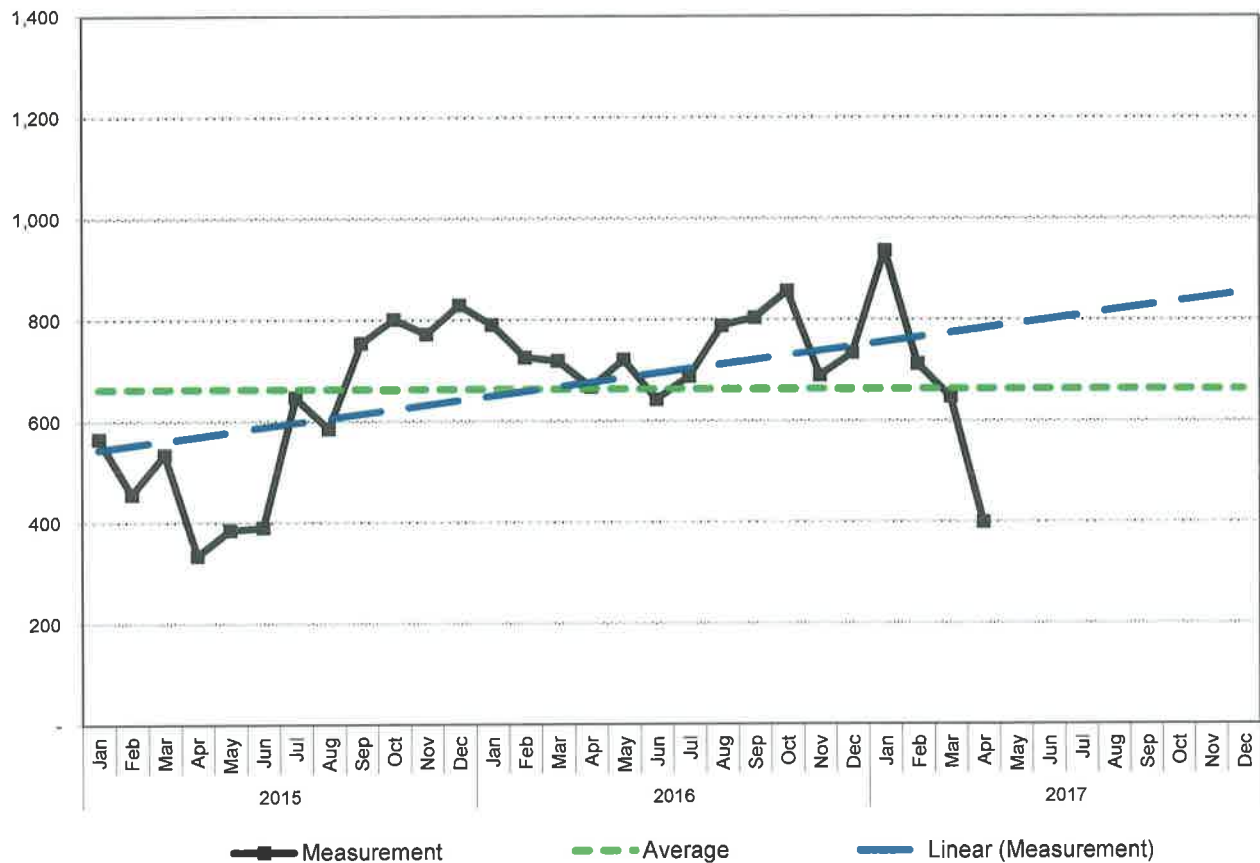
Trend: Unfavorable

Analysis

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

Plans for Improvement

Water mains with high frequency of failure are replaced as part of FEMA settlement.



Data Table

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2015	566	456	535	335	385	390	647	586	754	801	772	829
2016	790	726	719	667	721	643	688	788	804	856	690	734
2017	936	712	647	399								

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

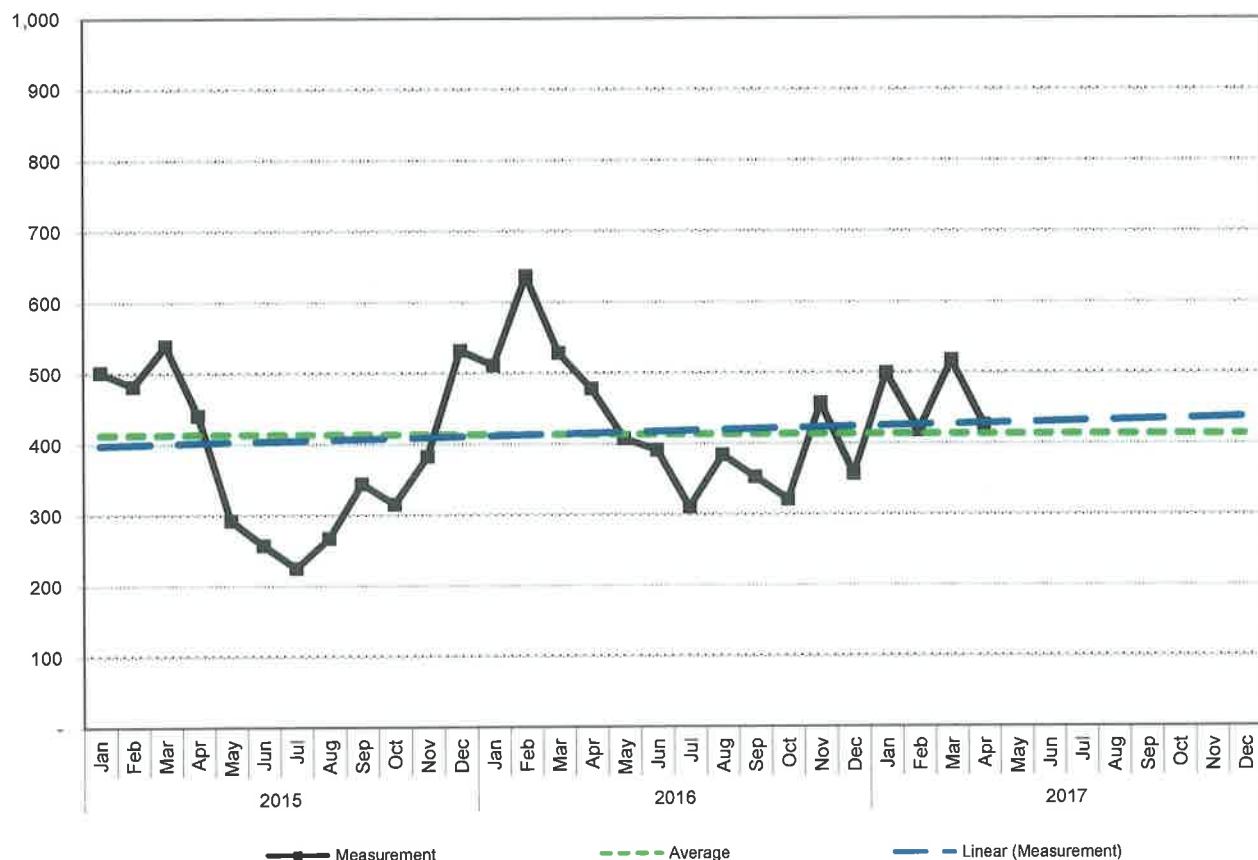
Trend: Level

Analysis

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

Plans for Improvement

Staff performs repairs as part of routine maintenance of the sewage collection system.



Data Table

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2015	502	482	539	441	292	257	225	267	344	315	383	532
2016	511	637	528	478	407	391	310	384	353	321	457	357
2017	499	418	517	426								

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:** **Yes**

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

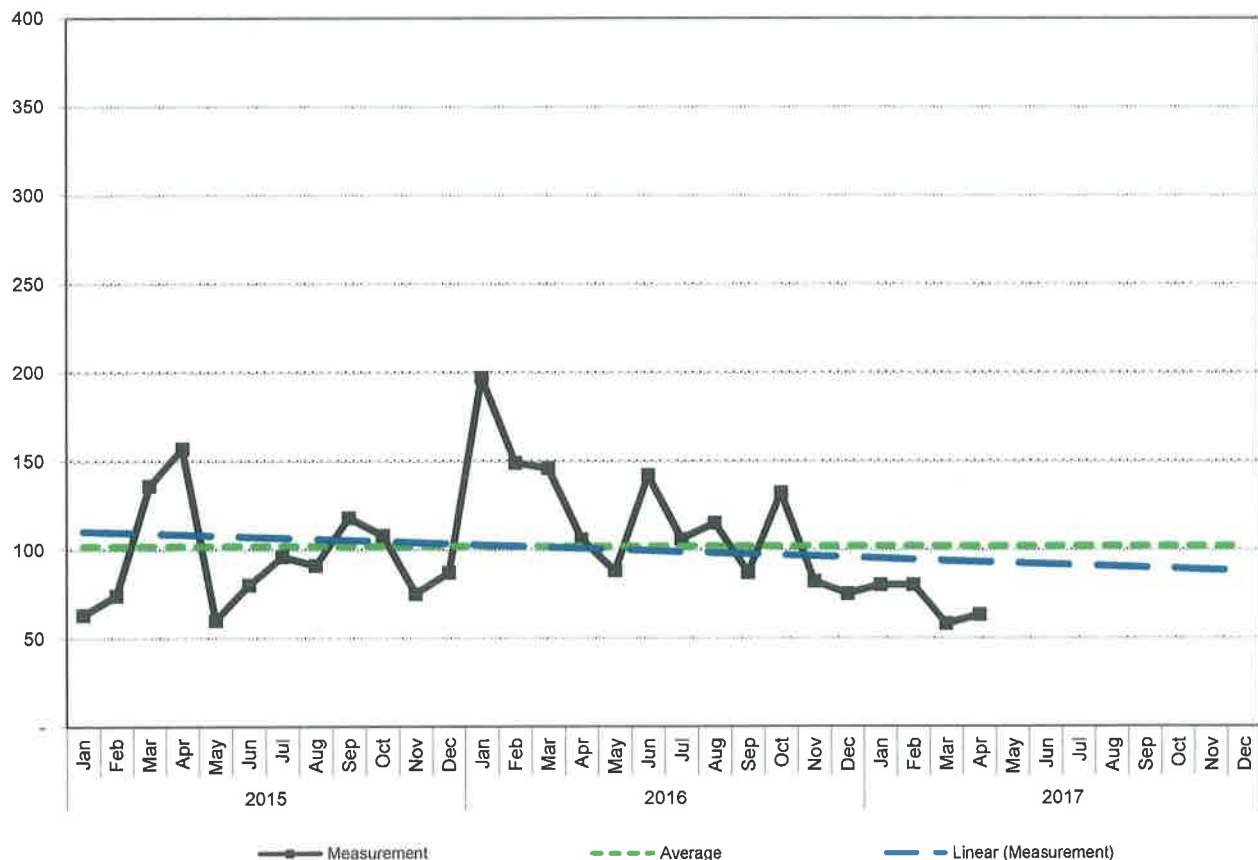
Trend: **Favorable**

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
2015	63	74	136	157	60	80	96	91	118	108	75	87
2016	197	149	146	106	88	142	106	115	87	132	82	75
2017	80	80	58	63								

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

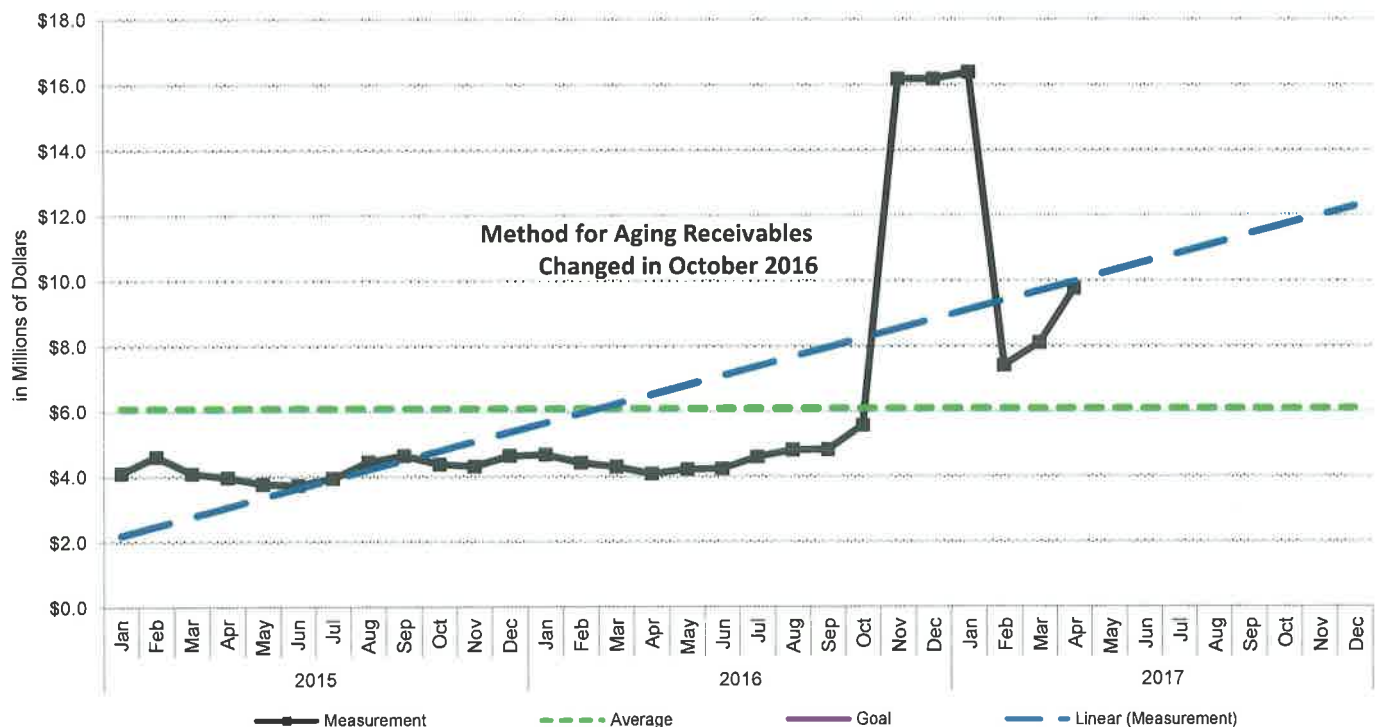
Trend: Method for Aging Receivables Changed in October 2016

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.

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
2015	\$ 4.10	\$ 4.61	\$ 4.09	\$ 3.97	\$ 3.77	\$ 3.73	\$ 3.94	\$ 4.45	\$ 4.64	\$ 4.38	\$ 4.32	\$ 4.64
2016	\$ 4.68	\$ 4.42	\$ 4.30	\$ 4.08	\$ 4.22	\$ 4.24	\$ 4.60	\$ 4.81	\$ 4.82	\$ 5.57	\$ 16.18	\$ 16.18
2017	\$ 16.39	\$ 7.41	\$ 8.10	\$ 9.76								

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

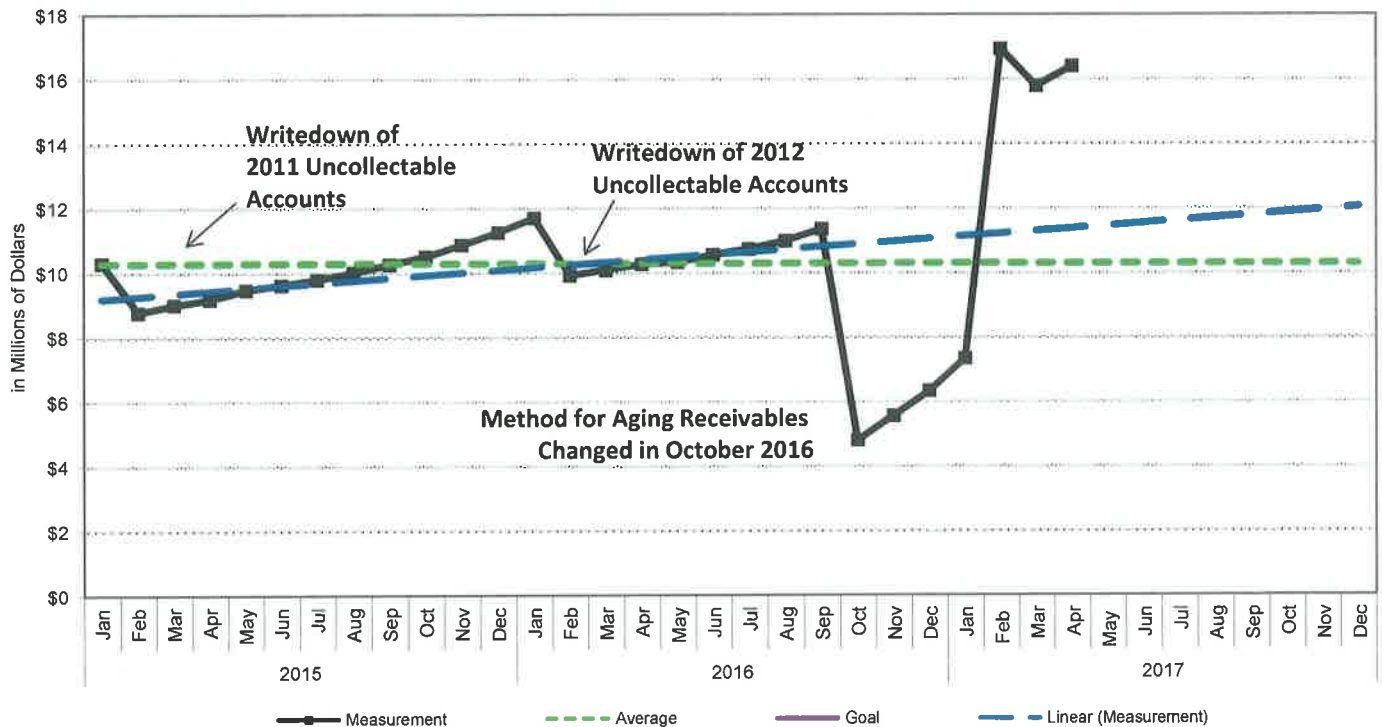
Trend: Method for Aging Receivables Changed in October 2016

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.

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
2015	\$ 10.32	\$ 8.78	\$ 9.01	\$ 9.19	\$ 9.47	\$ 9.62	\$ 9.80	\$ 10.02	\$ 10.26	\$ 10.51	\$ 10.87	\$ 11.25
2016	\$ 11.71	\$ 9.92	\$ 10.09	\$ 10.27	\$ 10.34	\$ 10.56	\$ 10.74	\$ 10.99	\$ 11.35	\$ 4.81	\$ 5.57	\$ 6.33
2017	\$ 7.35	\$ 16.93	\$ 15.78	\$ 16.40								

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: Yes

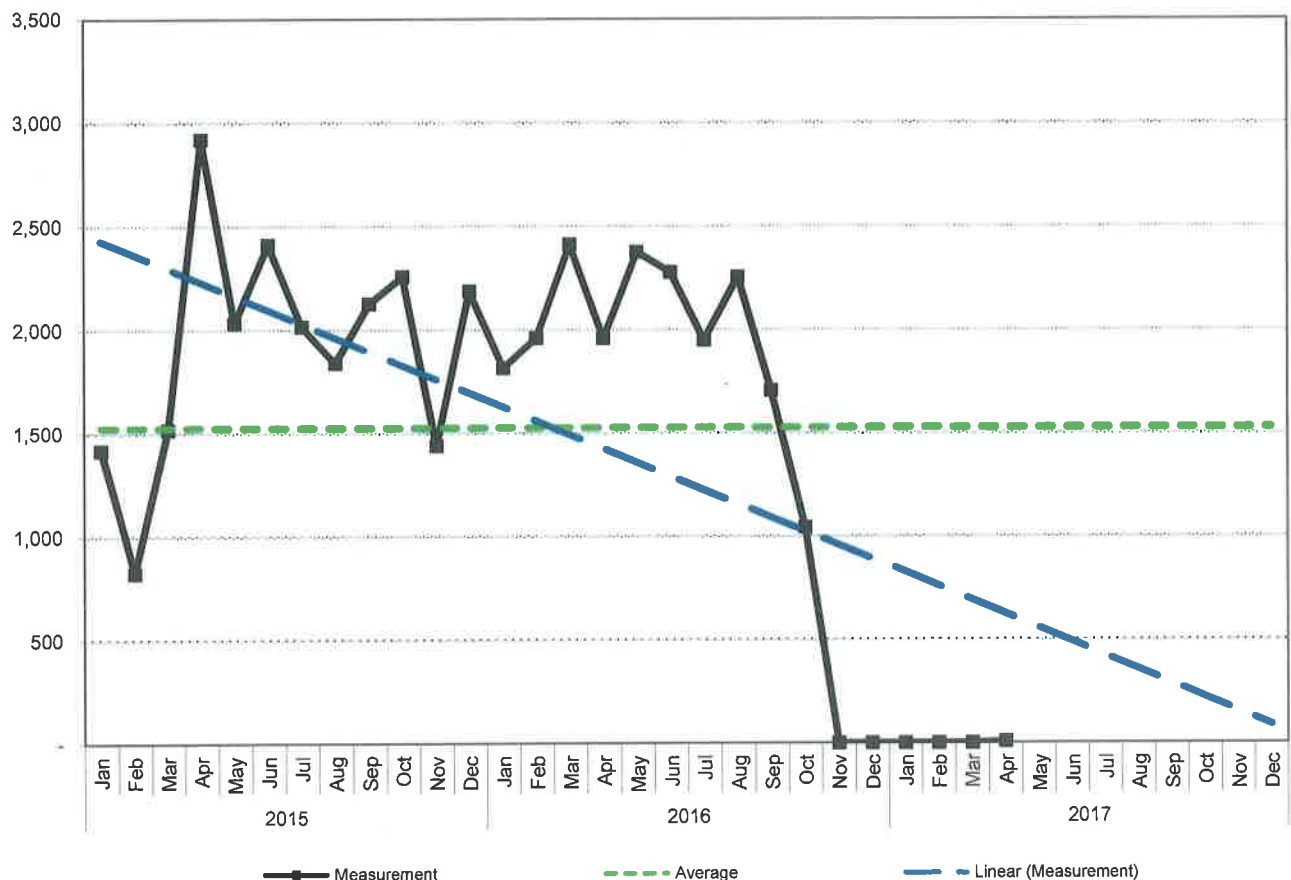
Trend: Stable

Analysis

Customers accounts are turned-off for non-payment for balances more than \$50 and over sixty days past due. Turn-offs were temporarily suspended following go-live on the new system, but will be resumed in May 2017.

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
2015	1,417	823	1,517	2,920	2,033	2,411	2,016	1,840	2,126	2,258	1,439	2,187
2016	1,816	1,962	2,412	1,960	2,375	2,278	1,950	2,254	1,706	1,043	-	-
2017	-	-	-	6	-	-	-	-	-	-	-	-



SEWERAGE AND WATER BOARD

Inter-Office Memorandum

Date: May 10, 2017
To: SWBNO Board of Directors
From: Vicki Rivers, Deputy Director Logistics
Re: Economically Disadvantaged Business Program

The Economically Disadvantaged Business Program is currently undergoing the re-tooling of its policies and procedures.

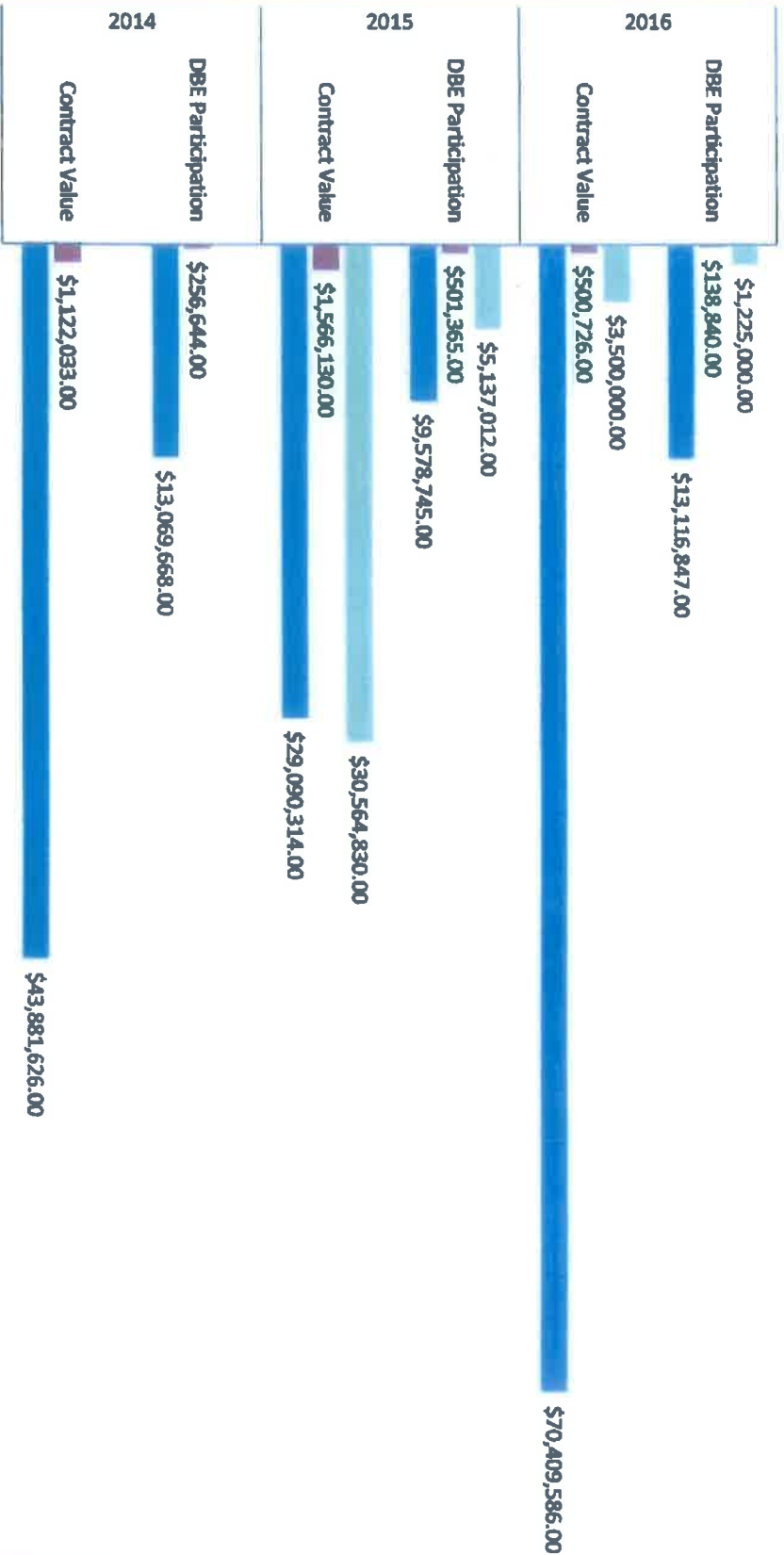
The graphs that accompany this memo show the current and historical spending by the SWB with DBE firms. The values indicated on the current spending charts are exclusive of most Professional Service contracts. This is due to the process in which these contracts were procured, along with the amendments and the change orders to them.

The new Procurement and EDBP policies and procedures will incorporate the procurement of Professional Services projects.

We have additional information on the processing of procurements and the activities of the EDBP regarding goal setting, monitoring, and compliance of contracts available upon request.

DBE Percentage on Awarded Projects with Participation Goals 2014-2016

■ Professional Services ■ Goods & Services ■ Construction



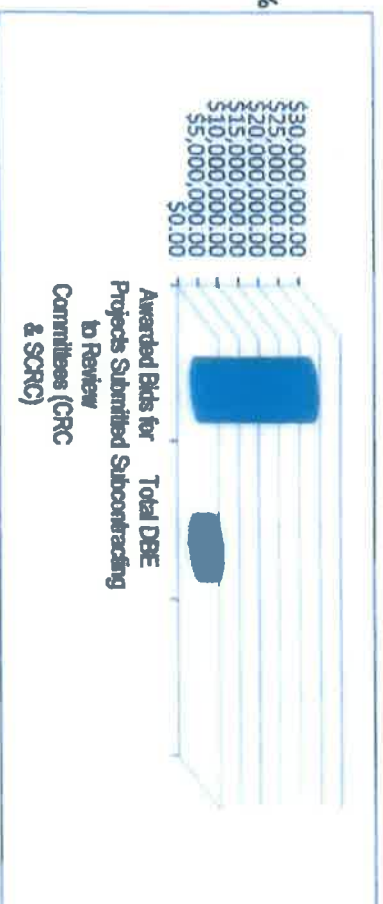
	2014	2015	2016
Contract Value			
DBE Participation			
Professional Services			
Goods & Services			
Construction			

Sewerage & Water Board of New Orleans Contracts with DBE Participation January 2017 - April 2017

AWARDED PROJECTS REVIEWED IN CRC AND SCRC

Awarded Bids for Projects Submitted to Review	
Committees (CRC & SCRC)	\$27,892,461.00
Total DBE Subcontracting	\$ 4,099,778

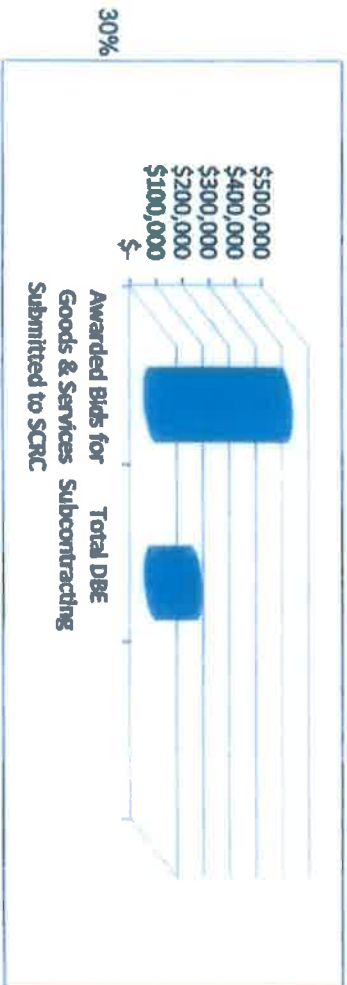
15%



Sewerage & Water Board of New Orleans Contracts with DBE Participation January 2017 - April 2017

AWARDED GOODS & SERVICES PROJECTS

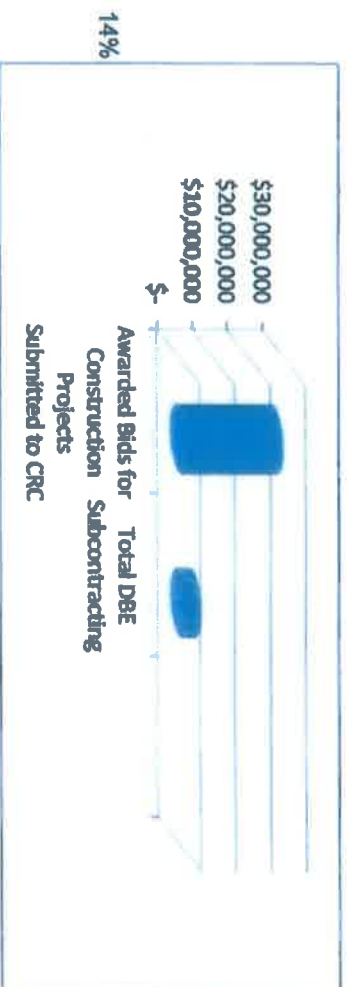
Awarded Bids for Goods & Services Submitted to SCRC	\$ 495,536
Total DBE Subcontracting	\$ 150,662



Sewerage & Water Board of New Orleans Contracts with DBE Participation January 2017 - April 2017

AWARDED CONSTRUCTION PROJECTS

Awarded Bids for Construction Projects Submitted to CRC	
Total DBE	\$ 27,386,825
Subcontracting	\$ 3,949,116



Overtime & Standby Time Overview with Analytics

for Payroll ending April 30, 2017

SWBNO Strategy Committee Meeting – May 15, 2017

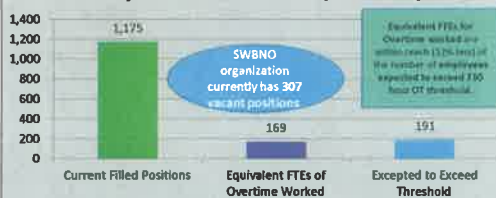


Revision 0.1

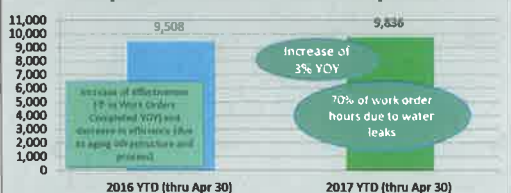
Sewerage and Water Board Overtime Overview as of April 30, 2017



Snapshot of Overtime Employees Who May Exceed Threshold (Week 18)

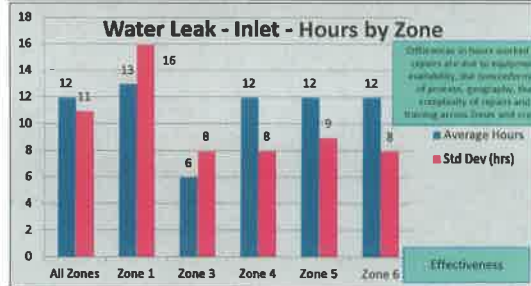
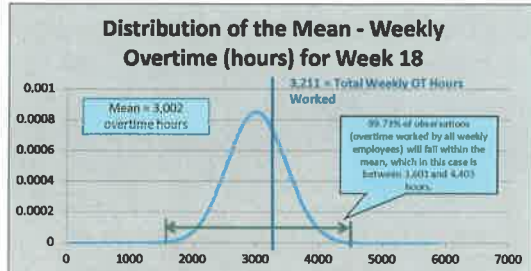


Snapshot of Work Orders Completed



- In 2017, SWBNO is expected to spend over \$700K less in overtime compared to last year.
- Total Overtime spent this pay period equivalent ranges from 112 to 169 Full Time Equivalents (FTEs) for all employees.
- Since the beginning of the year, there has been a net increase of twenty seven (27) staff.
- There are 191 employees (out of 1,175 currently staffed positions or 16%) who are *trending* to exceed the 750 overtime threshold. By end of year, these employees are *trending* to work 1,100 overtime hours. This level of effort translates to fourteen (14) to twenty one (21) overtime hours per week.
- Since January 1, 2017, Overtime for employees has *increased by 7 percent*. Overtime work for this pay period consisted of, in part, CSM Billing System Go Live work (1,477 hours), water production and filtration by the Operations department, and repairs of the water, sewerage, and drainage work by Networks crews. Work completed by SWBNO crews was supplemented by contractors.
- Standby Time has *decreased by 2 percent* over the same time period. For the Sewerage and Water Board, standby time usually decreases as overtime increases (i.e., on call personnel called into work) – an inverse relationship.
- Work Order Backlog equals 3,624, decrease of 1%, when comparing previous pay period.
 - 412 Completed Work Orders for the week
 - 379 Newly Created Work Orders for the week (net positive of 33)
 - 109% efficiency factor
- Work Order Backlog has *increased by 7 percent* since January 2017.
- Work on Major and Emergency jobs (Priority A & B) is *progressing steadily*. Work efficiency on minor jobs (Priority C, D, E, F, and preventative maintenance) is down or decreasing in frequency due to, in part, decreasing crew size (i.e., Networks crew attrition including machine operators) and the *prioritization of major repairs (including emergency jobs)*.
- There has been an increase of effectiveness or utilization (i.e., getting the right job done) while concurrently a decrease in efficiency (i.e., getting the job done right). *Zones have differing rates of productivity (i.e., utilization times efficiency), due to variations in process, training, geography, and complexity of work.*

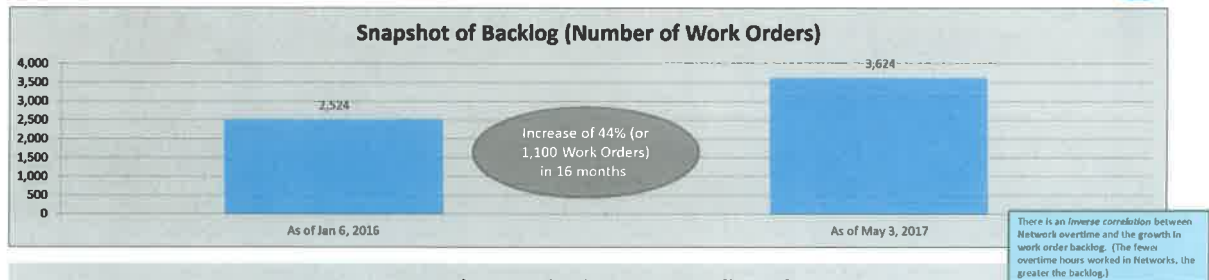
Sewerage and Water Board Networks Efficiency and Effectiveness Status as of April 30, 2017



Weekly Statistics	Completed Work Orders	New Order Orders	Efficiency Rate
All Zones	412	379	109%
Zone 1	90	88	102%
Zone 3	74	63	117%
Zone 4	131	104	126%
Zone 5	58	69	84%
Zone 6	59	55	107%

- 3,211 overtime hours were charged by weekly employees in Week 18. (See Distribution of the Mean graph.)
- There are roughly **280 employees** (or 24% out of 1,175 currently staffed positions) in the entire **Networks Organization** (i.e., Crews, Field Service Center, Technical Services).
- Twenty nine (29) percent** (or **81 Networks employees**) out of the departmental employees are expected to exceed the 750 hour overtime threshold in 2017. The Networks Organization spent 2,278 hours (or 22%) of SWBNO's overtime this pay period while completing over 400 work orders (average weekly work orders completed in 2017 = 397).
- Workforce attrition of skilled labor** (i.e., scarcity of machine operators), **equipment availability**, and **variations in process, geography, and complexity of repairs** impede decreasing the **Work Order Backlog** in any significant manner.
- There is a correlation between overtime worked, the number of vacancies in the Networks Organization, emergency (and immediate) repair work, and **Work Order Backlog**. The Work Order Backlog in decreased by 48 (or 1%) this reporting period while overtime hours increased from 1,556 to 2,278 (increase of 46%).
- In general, Networks employees exiting SWBNO employment have secured positions outside of the Civil Service system, not to construction firms, but to complementary fields (i.e., transferring of skills to other industries) such as hauling companies. (A laborer with a driving skillset can secure a \$20/hour job as a trucker.)
- Efforts to **increase workforce efficiency and effectiveness** include hiring of crucial positions (i.e., Network Maintenance Technician I), training and certification of current employees (for machine operators and water purification operators), and adding field equipment.

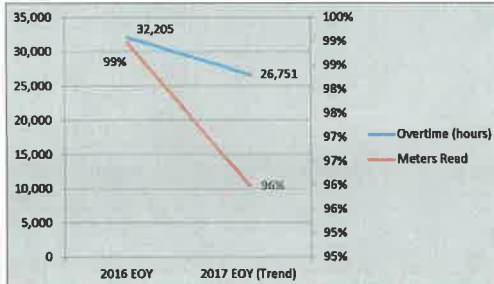
Sewerage and Water Board Growth in Backlog vs. Networks Overtime as of April 30, 2017



Sewerage and Water Board Example of Organizational Impacts of Overtime as of April 30, 2017



**Meter Reading Organization
Overtime Worked and Meters Read Comparison**



- **1,149 overtime hours** were charged by Meter Reading employees for the pay period ending April 30, 2017. (See Comparison graph to the left.)
- There are roughly **70 employees** (or 6% out of 1,175 currently staffed positions) in the Meter Reading department.
- **Twenty four (24) percent** (or **17 employees**) out of all departmental employees are expected to exceed the 750 hour overtime threshold in 2017. The Meter Reading Organization spent 1,149 hours (or 11%) of SWBNO's overtime this pay period.
- *In 2017, Meter Reading Overtime hours are trending to decrease by 17 percent when compared to the previous year.*
- *There is a correlation between overtime worked, the percentage of meters read, and the number of estimated customer bills.*

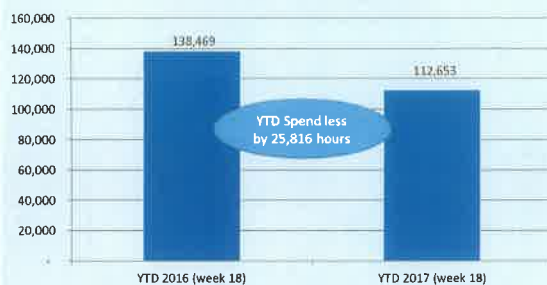
End of Year Overtime Hours Used



End of Year Overtime Dollars Spent



YTD Overtime Hours Used



YTD Overtime Dollars Spent

