SEWERAGE & WATER BOARD OF NEW ORLEANS

STRATEGY COMMITTEE MEETING
TUESDAY, MARCH 10, 2020
9:15 AM

625 ST. JOSEPH STREET
2ND FLOOR BOARD ROOM

Robin Barnes, Chair • Lynes Sloss
Maurice Sholas• Janet Howard • Tamika Duplessis

FINAL AGENDA

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1. **ROLL CALL**
2. **ACTION ITEMS**
3. **PRESENTATION ITEMS**
   a. Update on Master Plan/RFI's
4. **DISCUSSION ITEMS**
5. **PUBLIC COMMENT**
6. **ADJOURNMENT**

Master Planning Update

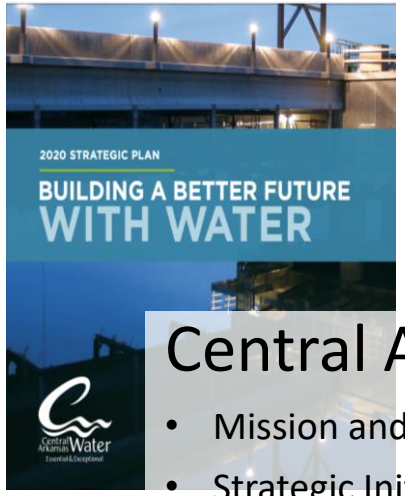
March 10, 2020

Tyler Antrup, Director of Planning + Strategy

Strategic Plan vs. Master Plan

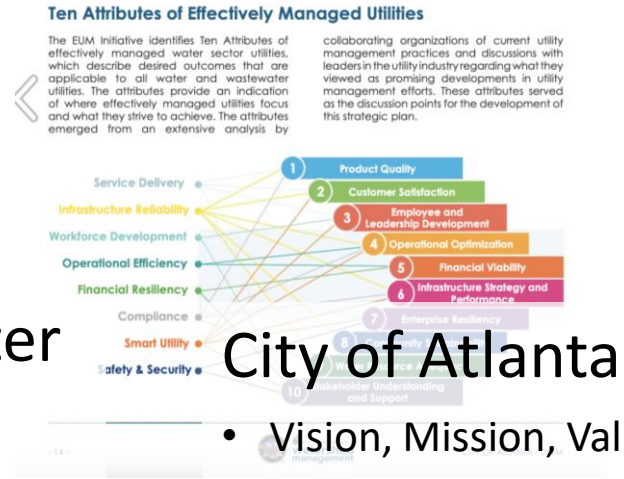
- **Utility Strategic Plan**
  - Used to set priorities, focus energy and resources, and strengthen operations
  - Ensures that employees and other stakeholders are working toward common goals
  - Establishes agreement around intended outcomes/results, and assesses and adjusts the organization's direction in response to a changing environment
- **Master Plan (System)**
  - Determine the capability of existing systems to serve level of service
  - Identify efficient and cost-effective ways to meet expected needs
  - Estimate the magnitude, cost, and timing of needed capital and operations related projects
  - Generate institutional and community support for needed projects
  - Create a capital improvement plan for needed improvements to infrastructure

Strategic Plan Case Studies



Central Arkansas Water

- Mission and values
- Strategic Initiatives
  - Enhance Customer Confidence, Experience and Understanding
  - Enhance Stakeholder Engagement
  - Optimize Infrastructure Performance and Increase Infrastructure Reliability
  - Enhance Operating Excellence through Innovation, Leveraging of Technology, and Business Process Improvements
  - Develop, Maintain, and Recruit a Diverse, Sustainable, High-Performing Workforce
  - Assure Long-Term Financial Stability and Integrity of Utility
  - Ensure Delivery of High-Quality Water for Future Generations
- EUM Alignment



City of Atlanta

- Vision, Mission, Values
- Priority Areas/Goals with Objectives and Initiatives
  - Service Delivery
  - Infrastructure Reliability
  - Workforce Development
  - Operational Efficiency
  - Financial Resilience
  - Compliance
  - Smart Utility
  - Safety and Security
- EUM integration

Pittsburgh Water and Sewer Authority

- Vision and Objective
- Goals with Focus Areas and Measures of Success
  - Protect public health and the environment
  - Ensure customer and stakeholder satisfaction
  - Improve infrastructure reliability
  - Maintain a high-performing workforce
  - Be an efficient and effective organization

Strategic Plan Case Studies

GOAL 3

ENSURE CUSTOMER AND STAKEHOLDER SATISFACTION

To enhance customer and stakeholder confidence by communicating effectively and engaging our community

PWSA is committed to maintaining an elevated level of quality, performance, and value. While the utility has recently experienced infrastructure failures, billing issues, and negative media reports, PWSA is actively working to regain community confidence. Recognizing that the utility must earn customers' support and trust, PWSA has already begun to engage the community and communicate many of the positive changes that are being made to enhance service.

FOCUS AREA 1:

RESPOND TO CUSTOMERS AND STAKEHOLDERS IN A TIMELY MANNER

Being responsive to customers is paramount to earning their trust and recognition of PWSA as a valuable community resource. To do that, PWSA will:

- Develop Standard Operating Procedures (SOPs) and standard scripts for effectively managing common types of customer contacts
- Provide customer service staff with additional training and call monitoring
- Increase call center resources to meet call volumes and achieve target performance goals

MEASURE OF SUCCESS		TARGET PERFORMANCE
Less than 5% of calls abandoned	→	Average answer speed of less than three minutes
Reduce call abandonment	→	Less than 3% of calls abandoned
Minimize customer complaints	→	Less than 5.9 complaints per 1,000 accounts annually

FOCUS AREA 2:

REGULARLY PROVIDE CLEAR AND EFFECTIVE INFORMATION

Customer and stakeholder support and trust begin with understanding, and that begins with the information that PWSA shares. PWSA is committed to:

- Developing a communications plan, to include social media and web-based strategies
- Increasing transparency and developing educational materials
- Providing regular progress reports to key PWSA stakeholders

MEASURE OF SUCCESS		TARGET PERFORMANCE
Conduct an annual customer and stakeholder satisfaction survey	→	Increased satisfaction rates
Increase social media interaction	→	Increased platforms, followers, and engagement

FOCUS AREA 3:

UTILIZE ADVANCED METER INFRASTRUCTURE (AMI) TO GENERATE ACCURATE CUSTOMER BILLS

Ensuring customer satisfaction, as well as utility revenue sufficiency, relies on PWSA's ability to accurately read meters and generate the corresponding bills. This requires PWSA to:

- Meter all users, including public and commercial users
- Verify AMI and CIS communications to ensure accurate data transfers
- Adopt industry best practices for billing quality control and assurance
- Adopt AWWA Water Loss Management Practices

Additionally, PWSA will maintain a robust meter monitoring, testing, and replacement program; ensure all meters are connected to the AMI system; conduct leak detection analysis; and alter the printed bill layout to ensure that it is easily understandable.

MEASURE OF SUCCESS		TARGET PERFORMANCE
Percent of accounts metered within 18 months	→	100% of active, permanent accounts metered
Equip all meters with AMI technology	→	98% of active, permanent meters have AMI technology
Ensure accurate meters	→	95% of residential and 98% of commercial meters meet minimum acceptable accuracy levels (any over-billed accounts are adjusted promptly)
Provide timely and accurate bills to customers	→	99.9% of bills are sent on time with no errors in charges/fees
Minimize non-revenue water	→	Reduce non-revenue water to less than 20% of treated volume

PHASE 1:
Pre-Planning

Information Gathering

Request for Information (RFI) and Workshops

PHASE 2:
Vision + Strategy

Community Visioning / Outreach

Utility Strategic Plan

PHASE 3:
System Planning

Water
Wastewater
Stormwater Adaptation
Power

PHASE 1: Pre-Planning | Request for Information

- Released January 31, 2020
- Responses were received February 18, 2020
- Firms were asked to submit a summary of their qualifications, as well as answers to three questions:

  a. What will be New Orleans' biggest stormwater/drainage challenges in 50 years and what is the best approach to integrated, long-range planning to address those challenges?

  b. What will be New Orleans' biggest wastewater/sewerage challenges in 50 years and what is the best approach to integrated, long-range planning to address those challenges?

  c. What will be New Orleans' biggest drinking water challenges in 50 years and what is the best approach to integrated, long-range planning to address those challenges?

	Drainage / Stormwater	Drinking Water	Sewerage / Wastewater
Responses	24	15	16

PHASE 1:
Pre-Planning

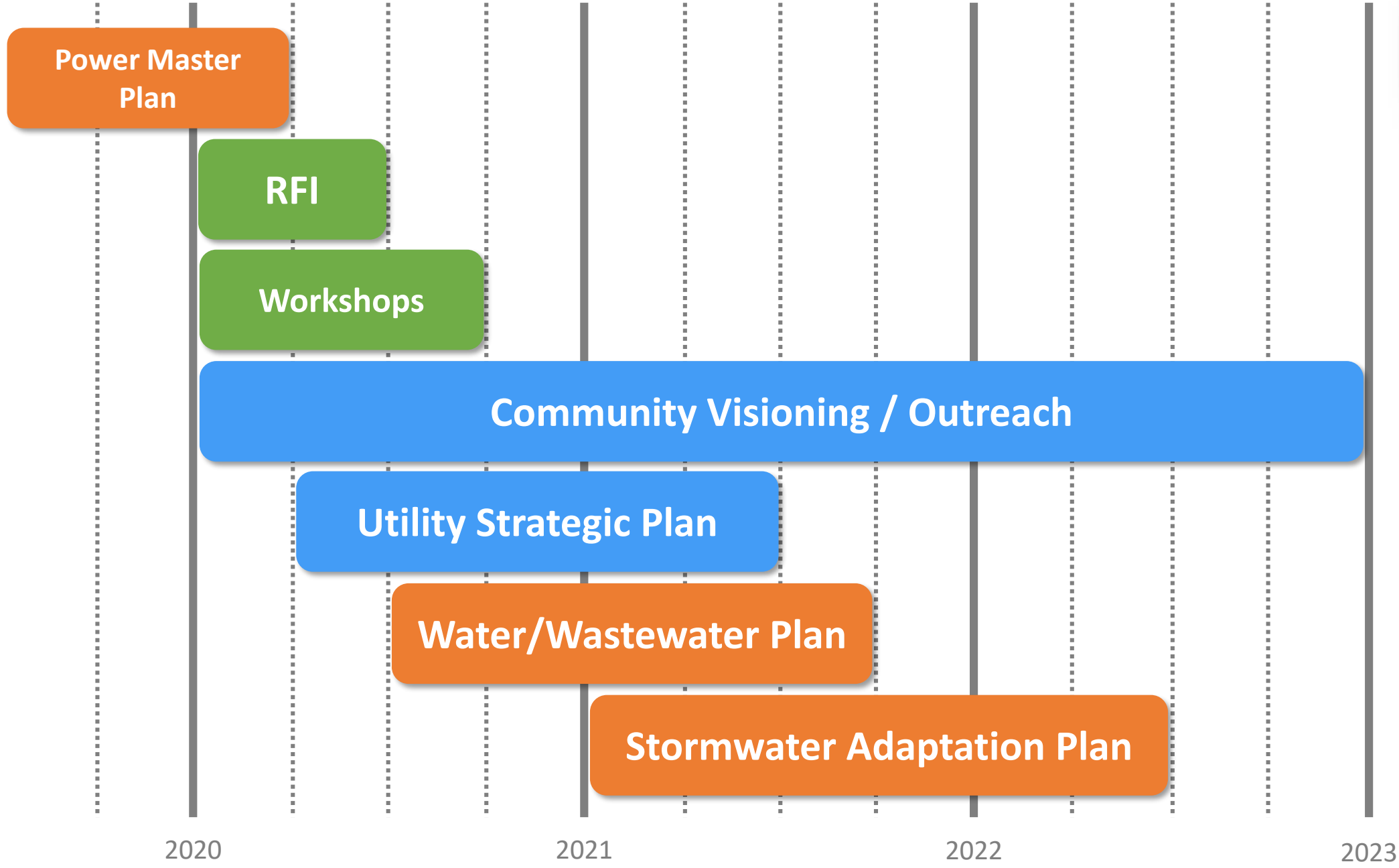
Workshops

- Co-hosted with Tulane, Dillard and UNO
- Used to scope RFPs and continue to build excitement and interest
- Three scheduled workshops
    - Water (purification and distribution)
    - Wastewater (sewerage and treatment)
    - Drainage (adaptation to climate change, combined system)
- Asking firms to bring experts in each field to present on innovative technologies, charette concept
- To be held in April, invites forthcoming

PHASE 2:
Vision + Strategy

Customer Advisory Committee

- Received nearly 40 expressions of interest so far
- Form will close March 27, 2020
- Selection process refined
  - Applicants will be separated into categories based on geography and expertise (if applicable)
  - Phone interviews will be scheduled with Executive Director and Strategy Committee Member
  - Scored in areas like their varied interests/priorities, the challenges they identified, and their performance in the interview
  - Final selections made by end of June 2020


Power Master Plan
RFI
Workshops
Community Visioning / Outreach
Utility Strategic Plan
Water/Wastewater Plan
Stormwater Adaptation Plan
2020
2021
2022
2023

For More info:

Swbno.org/projects/masterplan

planning@swbno.org

SEWERAGE AND WATER BOARD
Inter-Office Memorandum

Date: March 6, 2020

To: Sewerage and Water Board of Directors, Strategy Committee

From: Tyler Antrup, Director of Planning and Strategy

Re: Request for Information Process Summary and Workshop Selection Process

Background

The Sewerage and Water Board released a Request for Information (RFI) on January 31, 2020. The purpose of this RFI was to generate interest in the master planning process and assist SWBNO in further scoping the planning process. Firms were asked to submit a summary of their qualifications, as well as answers to three questions:

a. What will be New Orleans' biggest stormwater/drainage challenges in 50 years and what is the best approach to integrated, long-range planning to address those challenges?

b. What will be New Orleans' biggest wastewater/sewerage challenges in 50 years and what is the best approach to integrated, long-range planning to address those challenges?

c. What will be New Orleans' biggest drinking water challenges in 50 years and what is the best approach to integrated, long-range planning to address those challenges?

On February 18, 2020, SWBNO received 24 responses to the RFI. Respondents will be invited to participate in various workshops this spring to continue to refine the planning process and identify emerging and innovative technologies that could increase the sustainability of our operations.

This memo summarizes the general themes found in the responses and makes recommendations for invitations to the planning workshops.

Summary of Responses

The responses we received were generally of a very high quality and demonstrated a significant amount of enthusiasm on the part of consulting firms and institutional partners to participate in this planning process. Overall there were 24 responses. All respondents answered question a focused-on drainage and stormwater. 16 respondents answered

question b focused-on wastewater and sewerage, and 15 responded to the drinking water question (c).

When reviewing the challenges identified by the respondents, several overarching themes became clear.

1. *Climate Change*
   Almost every response mentioned climate change as a major factor in planning on a 50-year time horizon. Responses included challenges like increased intensity of rainfall for drainage, increased inflow and infiltration in the sewerage system, saltwater intrusion in the drinking water supply, and increased pressure to mitigate our emissions as major climate related challenges looking forward.
2. *Operations/Maintenance/Asset Management*
   Many of the responses identified SWBNO's challenge with managing and proactively maintaining our systems. Many suggested the planning process could give a lift to the development of a comprehensive asset management system to assist with this transition.
3. *Public Trust/Community Vision*
   Respondents were generally fairly concerned about the ability of SWBNO to manage change without significantly improving public trust and developing a community vision for the planning process. The respondents specifically called out the need to get significant buy-in on the planning process and rebuilding public trust in order to fund the plan going forward.
4. *Paradigm Shift in Drainage*
   Nearly all respondents addressed the need to shift our primary approach to drainage to a "Living with Water" approach. This includes discussion of groundwater management and subsidence, but also touches on the need to build major storage into the system to handle larger rain events and increase our level of service.
5. *SMART Technology*
   Many of the responses address the challenges of integrating an aging system with new technologies. In particular, SMART technologies to monitor our systems could be difficult to implement using existing systems but will be dominant in the later half of the planning period.

The responses also provided a diverse view of how to approach our planning process. The suggested approaches range from a community-based integrated planning process, up to a highly technical infrastructure rehabilitation program that would seemingly skip the plan all together. Many responses favored an integrated planning process under the "one water" approach that would plan for all three systems together. Others still favored a more traditional approach to developing system plans with capital improvement plans for each system through a more engineering-focused process. Finally, many made clear that a strategic plan was also needed for the utility to address internal operations and administration as well as rebuilding public trust and becoming more efficient.

Scoring of Responses

Responses were scored on a 100-point scale with 7 criteria in 2 categories. The first, Qualifications, was scored based on the firm's work experience, case studies, and qualifications and carried through each question if they responded to more than one.

The second was based on their approach to planning and answer to each of the three questions. If a firm responded to multiple questions, their score may vary for each depending on the answers to each question.

Table 1: Scoring Questions and Points Possible

Qualifications			**Question/Approach**			
Local Work	Innovative Case Studies	Staff Qualifications	Challenges Identified	Approach to planning	Innovative Ideas Proposed	Focus on Community
10	10	10	20	20	20	10

Recommendation

Given the high quality of all responses and the level of enthusiasm for participation in this process, I have recommended that we invite all respondents to the workshops that each have indicated interest in participating in.

Attachments:

RFI Responses can be found on the website at:

https://www.swbno.org/Projects/MasterPlanResources