

MEMO

To: Sewerage & Water Board Strategy Committee
From: Darin Thomas, Vice President/Project Manager
Date: July 30, 2021
Re: August 9th Strategy Committee Workshop Preparation

My colleagues Julia Novak, Catherine Carter, and I look forward to being with you virtually on August 9th to obtain strategic guidance from the strategy committee and the staff works to develop its new five year strategic plan.

This memorandum serves several purposes:

- Distribute the results from the stakeholder input portion of this strategic planning effort
- Clarify the goals and purpose of the workshop
- Identify what needs to be done to prepare for the workshop
- Share the agenda

Logistics and Safety

Location: Virtual

Duration: Monday, August 9th from 10:30 AM to 4:00 PM

Preparation

Since we visited with each of you back in early June, our project team has worked with staff to develop the foundational elements of SWBNO's new strategic plan. An important part of the work completed thus far has been to gather input from stakeholders. We utilize a process called appreciative inquiry, which seeks to obtain the organizations Strengths, Aspirations, Opportunities, and Results – SOAR.

The attached documents provide the results of both the online employee survey, which was conducted in July, and the summary of input gathered by conducting a series of stakeholder interviews and focus group sessions.

We would ask for each of you to spend a few minutes reviewing these documents in preparation for discussion during the workshop on August 9th. We offer several prompts for the strategy committee members to consider while reviewing these documents including:

- **What did you learn?**
- **What surprised you?**
- **Do you have any concerns?**

You will have the opportunity to share individual thoughts during the workshop from your review of these stakeholder input documents.

Additionally, staff recently completed a workshop, called the foundation workshop, where a number of broad categories of achievement have been identified as focus areas for the organization as it seeks to enhance organizational performance. Currently, these **focus areas** include:

1. **People** – Attract, develop, inspire, motivate, engage
2. **Technology** – Improve, simplify, optimize
3. **Finance** – Prioritize investments for maximum community benefit and stewardship
4. **Customers and Stakeholders** – Satisfy, earn trust, engage, inform
5. **Infrastructure** – Resiliency, performance, reliability
6. **Organization/Process** – Organize and optimize for safety, efficiency, and effectiveness

We will work together to identify the strategy committee's key outcomes for each of these proposed performance areas. We will also hear from staff regarding current efforts to advance success of these focus areas and hear initial new activities being considered to advance performance.

Virtual Workshop Agenda

Monday, August 9, 2021 - 10:30 AM to 4:00 PM

Introductions

- Welcome and introductions
- Agenda review
- Norms and expectations for the workshop

Project Progress Check-In

- We will share an update with the strategy committee of project activities completed and planned.

Sense of Stakeholder Summary and Discussion

- We will present and discuss the results of the stakeholder input efforts to date and hear from the strategy committee their thoughts and reactions to what the stakeholders have said.

Proposed Focus Areas (Defining Outcomes/Success)

- We will discuss and consider the strategy committee's input on key outcomes/results necessary for success for each of the six focus areas identified thus far.

Staff Presentations

- SWBNO staff will make short presentations regarding current project/programs/initiatives underway to advance performance of the six focus areas as well as share initial new activities for consideration to accelerate success.

Board Feedback

- The strategy committee will be asked for feedback to the staff presentations. Discussions will focus on ensuring alignment between strategy committee desired key outcomes and staff's proposed strategies designed to achieve success.

Wrap Up & Next Steps

- As the day comes to a close, each participant will be asked to share a parting thought on how they feel about the work done thus far.



SEWERAGE AND WATER BOARD OF NEW ORLEANS

Foundation Workshop Sense of Stakeholder

JULY 28, 2021



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- Opportunities

Stakeholder Input by Group

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- SWBNO Leadership
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- External Stakeholders
 - SWBNO Customer Advisory Committee
 - Greater New Orleans Foundation
 - GNO, Inc.
 - Water Wise Gulf South
 - Urban Conservancy New Orleans

Overview of Stakeholder Engagement Activities

SWBNO Board Interviews: 6 total

Leadership Team Interviews: 45 total

Employee Focus Groups: 6 total, approximately 50 employees were invited to participate

External Stakeholders: 4 Focus Groups

- SWBNO Customer Advisory Committee
- Greater New Orleans Foundation
- GNO, Inc.
- Water Wise Gulf South
- Urban Conservancy New Orleans



CONTENT SUMMARY:

Aspirations

What would make you proud of SWBNO in the next five years?

SUMMARY THEMES:

- To be perceived as providing value to the City of New Orleans and earning the trust and confidence of our stakeholders
- To provide efficient and effective service delivery through technology advancement and process optimization
- To be a leading one water utility known for sustainability and excellence
- To have a positive community perception rooted in awareness and understanding
- To be a more cohesive and collaborative organization that supports, develops, and provides the resources employees need to fulfill the organization's mission
- To be a resilient utility, ensuring reliable, high-quality service

SWBNO BOARD:

- To have a positive community perception that recognizes product and service delivery as efficient, effective, and valuable to the City of New Orleans
- To be an organization that embraces continuous improvement
- To be a model utility organization in the state and regionally for best practices
- To have enhanced service delivery through new and existing technologies and innovative practices
- To ensure completion of current critical projects
- To continue to apply accounting best practices and have excellent financial management
- To be a leader in green infrastructure

SWBNO LEADERSHIP TEAM:

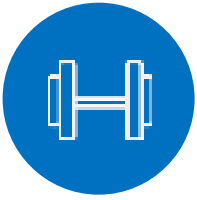
- To have reliable power, infrastructure, and facilities
- To have customer trust, built on transparent and proactive communication
- To provide efficient and effective service delivery through technology advancement and process optimization
- To have a strong safety program and policies, implemented to ensure consistent incorporation of best practices
- To be regionally recognized and respected in the utility industry
- To have a responsive and customer-focused culture, cultivated through enhanced staff training and development
- To have enhanced communication and engagement within the organization that fosters working relationships and accountability across divisions
- To have streamlined customer experience to support and issue resolution
- To be independent from Civil Service requirements

EMPLOYEE FOCUS GROUPS:

- To have an excellent employee culture (e.g., high morale, strong collaboration, engaged leadership, recognition for success)
- To be an employer of choice (inclusive of appropriate compensation, development opportunities, career paths, etc.)
- To be a respected national brand
- To have an efficient and effective process improvement plan for billing, work orders, and repairs
- To have reliable infrastructure that addresses and minimizes service disruptions and street flooding
- To have external communication that is transparent, accurate, and clear
- To have modern, effective technology that is integrated and connected
- To be a financially stable organization

EXTERNAL STAKEHOLDERS:

- To have developed, communicated, and implemented sustainable strategic and financial plans for the near- and mid-term
- To collaborate with the City of New Orleans DPW for a coordinated response to flooding and street maintenance
- To be resilient and provide reliable service
- To ensure efficient use of financial and staffing resources
- To be a model in the utility industry nationally
- To be transparent and accountable



CONTENT SUMMARY:

Strengths

What is true today that you hope will still be true in five years?

What are SWBNO's greatest strengths?

SUMMARY THEMES:

- Operational resiliency and emergency preparedness/response, particularly around responding to power production challenges
- Hardworking leadership team that is motivated to make improvements
- Key ongoing initiatives, such as power and metering projects that will be nearing completion in five years
- Established relationships that secure funding to improve infrastructure
- Strong institutional knowledge with a dedicated and committed staff

SWBNO BOARD:

- Hardworking leadership team that is motivated to make improvements
- Operational resiliency, particularly related to continued operations during power production challenges
- High-quality water production
- Customer service staff is polite and courteous

SWBNO LEADERSHIP TEAM:

- Resilient and hardworking workforce
- Competitive compensation package (e.g., benefits, pension)
- Established relationships at the federal and state levels
- Emergency preparedness and response
- Strong institutional knowledge
- Provision of clean and safe water
- Focus on continuous improvement

EMPLOYEE FOCUS GROUPS:

- Dedicated and committed staff that reflects the community served
- Safe, high-quality water for customers despite aging infrastructure
- Stable leadership with a vision
- Emergency response efforts
- Programs to help vulnerable customers
- Customer sustainability engagement programs (e.g., rain barrels and gardens)

EXTERNAL STAKEHOLDERS:

- Strong leadership team that is available to the community
- Trust in the quality of the water
- Strong brand and marketing (e.g., recognizable logo)
- Ability to secure funding to improve infrastructure
- Key ongoing initiatives, such as power and metering projects that will be nearing completion in five years
- Fast response time for turning on service requests
- Affordable utility rates



CONTENT SUMMARY:

Critical Issues

What are the most critical issues that SWBNO needs to address over the next three – five years?

SUMMARY THEMES:

- Financing infrastructure renewal, revitalization, and maintenance
- Leveraging advanced technology and increasing technology literacy and utilization across the organization
- Promoting a culture that communicates transparently, clearly, and consistently at all levels
- Improving internal and external communication regarding service delivery and organizational successes
- Attracting, cultivating, and retaining a well-trained workforce

SWBNO BOARD:

- Ensuring workforce accountability and productivity
- Attracting, cultivating, and retaining a talented workforce
- Securing financing to implement green infrastructure
- Promoting a culture that communicates transparently, clearly, and consistently at all levels
- Improving SWBNO's billing processes, automation, and use of technology

SWBNO LEADERSHIP TEAM:

- Proactively addressing and improving public perception
- Supporting recruitment and retention efforts within the context of civil service limitations
- Embracing change at all levels of the organization
- Ensuring effective governance and management through clear understanding of roles and responsibilities
- Improving workforce safety and ensuring education and professional development for staff
- Implementing a proactive maintenance mindset and program
- Leveraging advanced technology and increasing technology literacy and utilization across the organization
- Utilizing the Joint Infrastructure Recovery Request (FEMA) funding in the next two years
- Leveraging existing grant funding to support operations and infrastructure
- Updating document management and standard operating procedures
- Replacing aging heavy equipment and infrastructure
- Automating the billing process
- Communicating and implementing consistent customer policies and procedures to ensure a streamlined customer experience and prompt issue resolution

EMPLOYEE FOCUS GROUPS:

- Leveraging technology to drive efficiency and lower operating costs
- Improving internal and external communication regarding service delivery and organizational successes
- Meeting customer expectations with streamlined services and prompt issue resolution
- Evaluating and aligning organization policies and practices with Civil Service policies
- Streamlining processes and reducing bureaucracy (e.g., procurement)
- Improving employee morale and creating a safe work environment
- Addressing SWBNO's ability to attract and retain talent
- Breaking down silos between divisions and functional groups
- Shifting to be more proactive, particularly regarding infrastructure and equipment failures
- Dedicating sufficient resources to address employee training needs

EXTERNAL STAKEHOLDERS:

- Reducing unaccounted for water
- Navigating politically sensitive rate increases
- Adequately resourcing and implementing the strategic plan
- Providing accurate bills and meter readings
- Addressing internal organizational disconnects (more cohesive organization)
- Having the necessary people, processes, and systems to be an effective and efficient organization
- Identifying and fixing infrastructure and technology systems to make SWBNO more resilient
- Addressing cyber security vulnerabilities



CONTENT SUMMARY:

Opportunities

What are SWBNO's greatest opportunities?

What is not true today that you hope will be true in five years?

SUMMARY THEMES:

- Address infrastructure resiliency needs while ensuring financial viability
- Successfully select, implement, and integrate critical technology for the organization (e.g., financial) and ensure the technology selection and implementation process includes end user engagement
- Significantly improve responsiveness and reliability of service delivery to customers
- Support, develop, resource, and engage the SWBNO workforce
- Enhance organizational capability to improve, simplify, and optimize processes
- Proactively communicate internally and externally to increase awareness and understanding and celebrate successes

SWBNO BOARD:

- Develop a clear business plan that lays out a road map to fix problems
- Consider new potential revenue sources (e.g., energy generation from biogas)
- Implement proactive and transparent communication
- Continue to focus on providing uninterrupted and reliable service to customers
- Recruit a multilingual staff to enhance customer service
- Develop a culture of accountability, safety, and innovation
- Identify and implement innovative solutions and embrace technology advancements

SWBNO LEADERSHIP TEAM:

- Enhance workforce recruitment, retention, training, and succession planning
- Enhance organizational capability to automate reports, track performance metrics, and improve performance through upgraded technology and improved processes
- Evaluate and modify as necessary the organization's approach to Civil Service
- Increase collaboration across departments and services areas
- Strengthen public trust through storytelling, education, outreach, and engagement efforts
- Consider a grant team to further leverage federal funding
- Improve facilities for customer access and employee office space
- Create a culture of change management, accountability, and transparency
- Implement consistent and effective internal communication strategies to reach all employees
- Invest in a stable, reliable, and modernized power source (system)
- Ensure successful implementation of AMI
- Evaluate and update the procurement process
- Adopt a modern document management system to capture data efficiently and accurately

EMPLOYEE FOCUS GROUPS:

- Engage field and operations staff in projects during the design, planning, and implementation phases
- Review and update expectations and requirements of the Drop program
- Ensure SWBNO has a process to capture, preserve, and document institutional knowledge
- Ensure an adequate work environment (e.g., space, parking, and tools) and staffing levels
- Develop programs and approaches to recognize and appreciate success, encourage employee involvement, and improve organizational morale
- Foster a culture of connecting, collaborating, and communicating across departments and management levels
- Examine and fix critical organizational processes and workflows, utilizing technology and tools as appropriate
- Satisfy SWBNO's unique employment needs while navigating the Civil Service requirements
- Successfully select, implement, and integrate critical technology for the organization (e.g., financial) and ensure the technology selection and implementation process includes end user involvement
- Redesign and simplify the utility bill
- Improve customer convenience technology (e.g., pay by phone, online payment)

EXTERNAL STAKEHOLDERS:

- Track and celebrate progress
- Ensure that organizational changes are adequately resourced and completed
- Communicate proactively and restore the utility's brand
- Ensure effective and transparent leadership
- Create a single source accountability for drainage
- Demonstrate commitment, advocacy, and progress on green infrastructure
- Proactively monitor and address infrastructure condition and maintenance needs
- Effectively manage labor and other costs
- Fully utilize existing technology
- Better integrate SWBNO call center and 311 system
- Utilize a proactive notification system to notify customers of service disruptions

Stakeholder Input by Group



STAKEHOLDER INPUT BY GROUP:

SWBNO Board

ASPIRATIONS

- To have a positive community perception that recognizes product and service delivery as efficient, effective, and valuable to the City of New Orleans
- To be an organization that embraces continuous improvement
- To be a model utility organization in the state and regionally for best practices
- To have enhanced service delivery through new and existing technologies and innovative practices
- To ensure completion of current critical projects
- To continue to apply accounting best practices and have excellent financial management
- To be a leader in green infrastructure

STRENGTHS

- Hardworking leadership team that is motivated to make improvements
- Operational resiliency, particularly related to continued operations during power production challenges
- High-quality water production
- Customer service staff is polite and courteous

CRITICAL ISSUES

- Ensuring workforce accountability and productivity
- Attracting, cultivating, and retaining a talented workforce
- Securing financing to implement green infrastructure
- Promoting a culture that communicates transparently, clearly, and consistently at all levels
- Improving SWBNO's billing processes, automation, and use of technology

OPPORTUNITIES

- Develop a clear business plan that lays out a road map to fix problems
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- Implement proactive and transparent communication
- Continue to focus on providing uninterrupted and reliable service to customers
- Recruit a multilingual staff to enhance customer service
- Develop a culture of accountability, safety, and innovation
- Identify and implement innovative solutions and embrace technology advancements

STAKEHOLDER INPUT BY GROUP:**Strategic Plan Leadership Team****ASPIRATIONS**

- To have reliable power, infrastructure, and facilities
- To have customer trust, built on transparent and proactive communication
- To provide efficient and effective service delivery through technology advancement and process optimization
- To have a strong safety program and policies, implemented to ensure consistent incorporation of best practices
- To be regionally recognized and respected in the utility industry
- To have a responsive and customer-focused culture, cultivated through enhanced staff training and development
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- To have streamlined customer experience to support and issue resolution
- To be independent from Civil Service requirements

STRENGTHS

- Resilient and hardworking workforce
- Competitive compensation package (e.g., benefits, pension)
- Established relationships at the federal and state levels
- Emergency preparedness and response
- Strong institutional knowledge
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CRITICAL ISSUES

- Proactively addressing and improving public perception
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OPPORTUNITIES

- Enhance workforce recruitment, retention, training, and succession planning
- Enhance organizational capability to automate reports, track performance metrics, and improve performance through upgraded technology and improved processes
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- Increase collaboration across departments and services areas
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- Ensure successful implementation of AMI
- Evaluate and update the procurement process
- Adopt a modern document management system to capture data efficiently and accurately

STAKEHOLDER INPUT BY GROUP:

Employee Focus Groups

ASPIRATIONS

- To have an excellent employee culture (e.g., high morale, strong collaboration, engaged leadership, recognition for success)
- To be an employer of choice (inclusive of appropriate compensation, development opportunities, career paths, etc.)
- To be a respected national brand
- To have an efficient and effective process improvement plan for billing, work orders, and repairs
- To have reliable infrastructure that addresses and minimizes service disruptions and street flooding
- To have external communication that is transparent, accurate, and clear
- To have modern, effective technology that is integrated and connected
- To be a financially stable organization

STRENGTHS

- Dedicated and committed staff that reflects the community served
- Safe, high-quality water for customers despite aging infrastructure
- Stable leadership with a vision
- Emergency response efforts
- Programs to help vulnerable customers
- Customer sustainability engagement programs (e.g., rain barrels and gardens)

CRITICAL ISSUES

- Leveraging technology to drive efficiency and lower operating costs
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OPPORTUNITIES

- Engage field and operations staff in projects during the design, planning, and implementation phases
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STAKEHOLDER INPUT BY GROUP:

External Stakeholder Focus Groups

ASPIRATIONS

- To have developed, communicated, and implemented sustainable strategic and financial plans for the near- and mid-term
- To collaborate with the City of New Orleans DPW for a coordinated response to flooding and street maintenance
- To be resilient and provide reliable service
- To ensure efficient use of financial and staffing resources
- To be a model in the utility industry nationally
- To be transparent and accountable

STRENGTHS

- Strong leadership team that is available to the community
- Trust in the quality of the water
- Strong brand and marketing (e.g., recognizable logo)
- Ability to secure funding to improve infrastructure
- Key ongoing initiatives, such as power and metering projects that will be nearing completion in five years
- Fast response time for turning on service requests
- Affordable utility rates

CRITICAL ISSUES

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- Identifying and fixing infrastructure and technology systems to make SWBNO more resilient
- Addressing cyber security vulnerabilities

OPPORTUNITIES

- Track and celebrate progress
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DRAFT



2021 STRATEGIC PLAN PROJECT

Employee Survey Results

JULY 2021



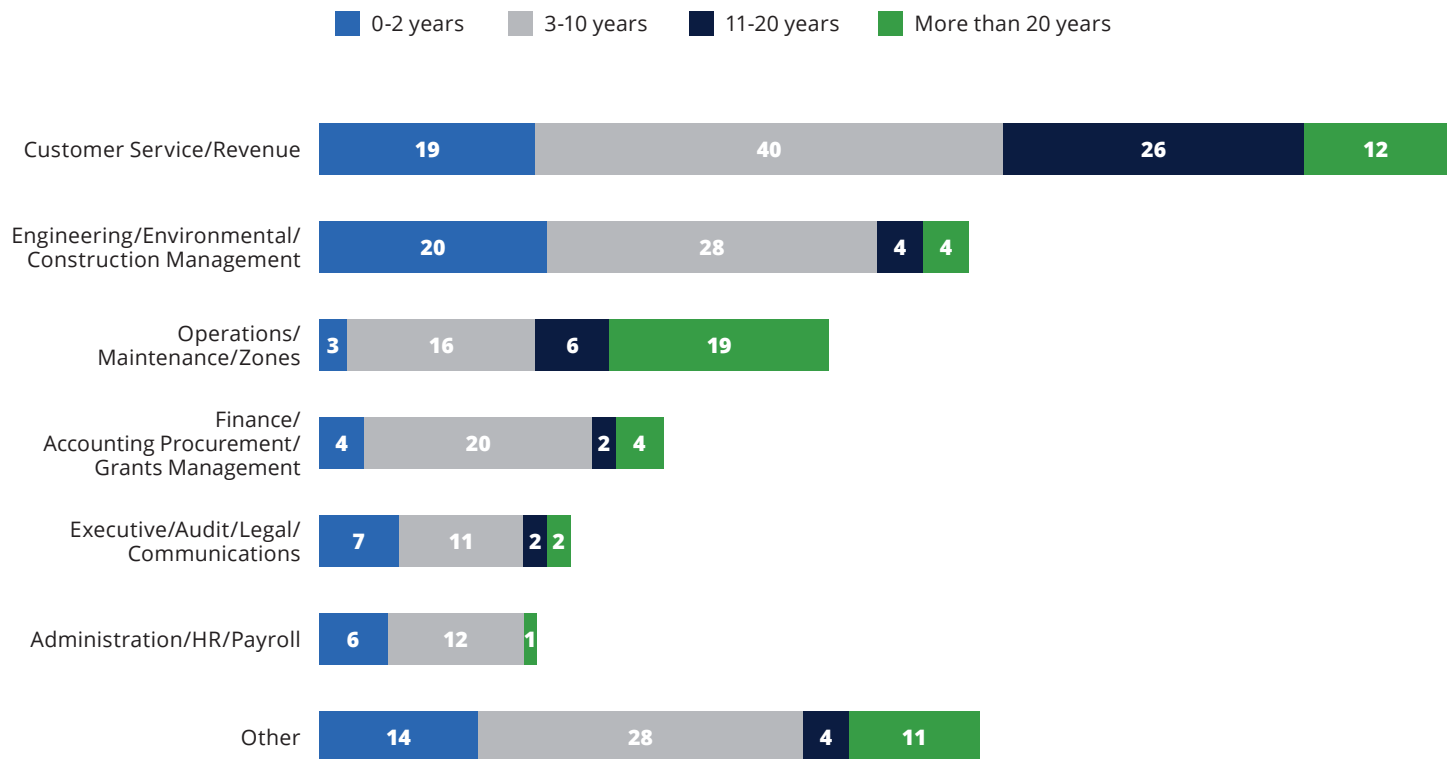
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Participants

A total of 325 Sewerage and Water Board of New Orleans (SWBNO) employees completed the employee survey to identify strengths, values, and perceptions of the organization. Not every respondent answered every question. The figure below shows a breakdown of respondents by function and tenure.

> RESPONDENTS BY DEPARTMENT & TENURE



SWBNO MISSION: Who Are We? Describes SWBNO Employees

In an open-ended question, respondents were asked to describe SWBNO employees. These responses were grouped by theme and the top themes are listed below along with brief descriptions.

Dedicated, Loyal, and Dependable

Employees are committed and dedicated to their work and are loyal to SWBNO.

- "Dedicated, hard workers who are committed to providing the best service to the people of this city, vendors, and coworkers while maintaining a professional demeanor."
- "Diligent workers who pride ourselves in serving our community."
- "We are employees who go over and beyond the call of duty to serve the City of New Orleans."

Community-oriented Public Servants

Employees understand the important role that SWBNO plays in the community and see their work as providing a public service that the community relies upon.

- "Citizens of the community dedicated to the progression of water services, infrastructure, and community guidance."
- "Members of the community who are personally vested in the success of the agency and the city."

Providers of an Essential Service

Employees appreciate how vital it is that SWBNO provide drinking water to the community and are committed to doing their part to facilitate that process.

- "Essential to the efficacy of running the city of New Orleans."
- "We are the only water provider to the City of New Orleans."

Customer-focused and Caring

Employees are caring, compassionate, friendly, and helpful in serving customers.

- "SWBNO employees are the core customer service team for the utility."
- "Compassionate and willing to help customers."

Cohesive Team

Employees see themselves as part of a single family, working together towards a shared vision and mission.

Representatives of the Utility and the Community

Employees believe that one of their roles is to represent the interests of the community to SWBNO as well as to serve as a representative of SWBNO in the community.

Skilled and Knowledgeable

Employees bring varied and professional skills to the organization.

Underpaid

Some employees feel that SWBNO does not compensate them appropriately for the work that they do.

Other

- "Underdog."
- "Advocates, counselors, mentors."
- "The ones who keep this utility running and functioning smoothly, day to day."

SWBNO MISSION:

What Do We Do? Describes what SWBNO Employees do

In an open-ended question, respondents were asked to describe what SWBNO employees do. These responses were grouped by theme and the top themes are listed below along with brief descriptions.

Deliver Essential Services

SWBNO employees provide essential services to the public, including the provision of drinking water, the collection of wastewater, and drainage and other stormwater management.

- "Ensure the safety of fellow New Orleanians by providing drainage, sewerage service and quality safe drinking water."
- "Provide clean, safe drinking water, collect and treat sewerage, and collect and drain storm water, all to help the citizens of New Orleans have a safe community to live in and raise their family."
- "Provide an essential water, sewer, and drainage service for the City of New Orleans and region."

Provide Excellent Customer Service

SWBNO employees serve the public by answering questions, responding to requests, and preparing bills and correspondence.

- "Help customers to obtain water and answer any questions if they have a problem."
- "We help customer get a better understanding of their bills or open the service for them."

Maintain Infrastructure

SWBNO employees maintain the equipment and infrastructure needed to provide water, wastewater, and stormwater services.

- "Maintain, plan, and manage the sewer, water and drainage infrastructure that keeps the city functioning."
- "We are stewards of New Orleans' drinking water, wastewater & (parts of the) drainage systems. We maintain, protect and better this network of systems for today's needs, but also for future generations."

Go Above and Beyond

SWBNO employees go above and beyond the basic services to provide the best services possible and satisfy customers.

- "Go out of our way to provide the best services possible to Orleans Parish."
- "We use what we have to do the job the best way we can to give it our all, especially during tough times."

Keep SWBNO Running

SWBNO employees do what it takes to maintain reliable operations.

Problem Solve, Plan, and Continuously Improve

SWBNO employees plan for the future, solve problems as they arise, and are continuously thinking of ways to improve operations.

Care for the Environment

SWBNO employees protect the environment and public health.

Other

- "We represent leadership and professionalism."
- "Work hard to meet our goals as a company."

SWBNO MISSION:

Why Do We Do It? Describes why SWBNO Employees do this work

In an open-ended question, respondents were asked to describe why SWBNO employees do the work they do. These responses were grouped by theme and the top themes are listed below along with brief descriptions.

Care for the Community

SWBNO employees care about providing great services and helping to improve and protect the community.

- "We care about our customers, and we want to give the best service possible."
- "We love our city."
- "We want to protect our community."
- "To earn and hold the trust and confidence of our customers and community."

Provide a Vital Service

SWBNO employees are motivated because clean and safe water is essential to the health and environment of the community.

- "We do it to protect the community and provide the main source commodity needed to operate a city."
- "The health and future of the city depends on us to provide these services safely, reliably, and consistently."

It is Our Duty

Respondents expressed that the important services they provide are part of their duty and responsibility as SWBNO employees.

- "It is our job and responsibility to the public."
- "We were tasked to uphold these responsibilities for the residents of Orleans Parish."

Enjoy the Work

SWBNO employees take pride in their work and love to help the community.

- "SWBNO employees do it, because we love our job, and love providing excellent service to the City of New Orleans."
- "Because New Orleans needs us and we do it with pride"

Part of the Community

SWBNO employees are part of the New Orleans Parish community and want to see the City succeed and flourish.

- "We are invested in the safety and well-being of our neighbors, friends, and family."
- "We are part of this great community."

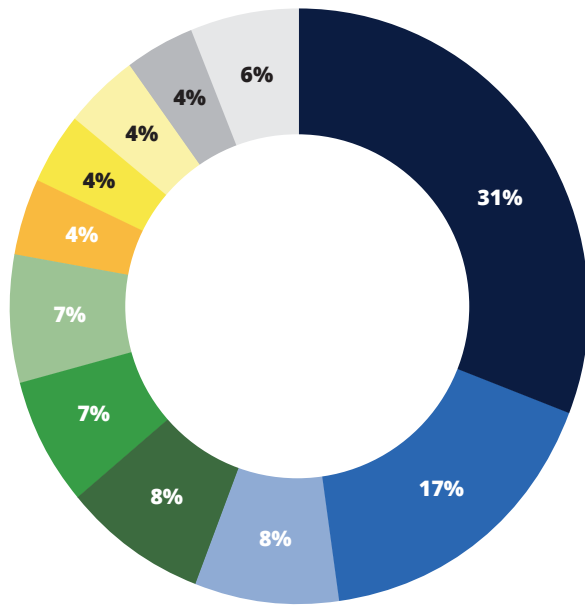
Other

- "Job stability, great benefits, and learning opportunities."
- "It is part of the team effort."



Strengths

In an open-ended question, respondents were asked to describe what they believed to be SWBNO's three greatest organizational strengths. These responses were grouped by theme, which are listed below along with brief descriptions.



- Employees:** The dedicated, knowledgeable, and diverse employees who are driven to succeed.
- Service Quality:** SWBNO provides high-quality drinking water, wastewater services, and storm water drainage to support and protect the community.
- Customer Service:** The organization is dedicated to providing good customer service, focused on helping and resolving issues.
- Secure Job with Good Benefits:** SBWNO provides stability for and takes care of its employees.
- Resources and Operating Environment:** The organization is unique in that it is a large organization that benefits from economies of scale, has an abundant water supply, and has external resources and funding for infrastructure investment.
- Resiliency and Reliability:** SWBNO plans and prepares for potential risks and reliably delivers services during emergencies.
- Continuous Improvement:** The organization provides opportunities to grow and is committed to continuous improvement.
- Culture:** There is a sense of community and compassion at the base of the organizational culture.
- Leadership:** Leadership is competent, innovative, and committed to transparency.
- Teamwork and Communication:** Departments are able to rely on one another and team together to succeed.
- Other:** Less than 7 responses with a similar theme/category.

➤ SELECTED SUB-THEMES

Employees

- "Dedicated individuals who care about their jobs."
- "Diversity of our workforce."
- "Knowledge and expertise of employees."

Service Quality

- "Capability to provide high quality products and services."
- "SWBNO services our community, family, and friends."
- "Our quality of water."

Customer Service

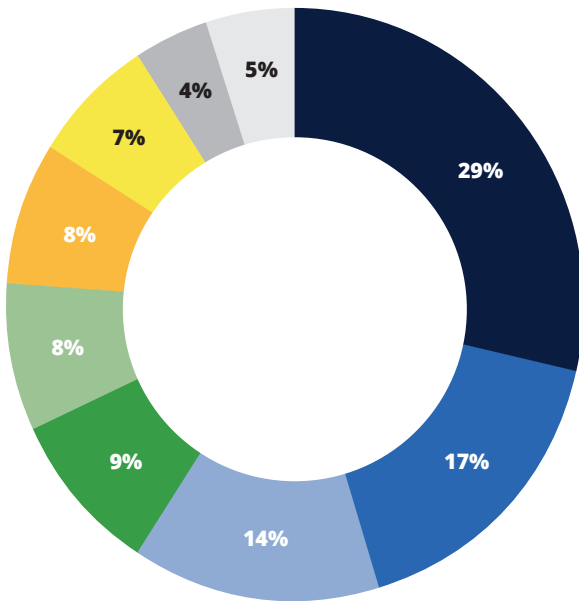
- "Help customers with their water issues."
- "Addressing the citizens' problems is the number one objective."
- "Always willing to help customers."

Other

- "Communication with the public."
- "Create and sustain partnerships."
- "Safe work environment."

Opportunities

Respondents were asked an open-ended question about the biggest opportunities that SWBNO can take advantage of. These comments were sorted by theme and the most common themes are below:



- Employee Development and Retention:** Define pathways for advancement, expand training opportunities, and invest in improved workspaces, compensation, and performance recognition.
- Technology and Processes:** Enhance operations and service delivery through adoption of modern technology and updated policies and processes.
- Infrastructure:** Improve and upgrade infrastructure assets, including for power, drainage, water, sewer, equipment, and facilities.
- Finance:** Demonstrate fiscal responsibility, enhance revenue recovery, and leverage Federal funding opportunities or new revenue streams.
- Customer Service:** Continue putting the customers first and improve service responsiveness, customer education, and affordability offerings.
- Community Education and Outreach:** Build community trust through proactive and transparent communications, outreach events, and educational efforts.
- Culture:** Foster a culture of respect, accountability, and engagement.
- Workforce Recruitment:** Enhance the organization's ability to attract qualified employees and expand recruitment efforts such as internships.
- Other:** Less than 6 responses with a similar theme/category.

> SELECTED SUB-THEMES

Employee Development and Retention

- "More upward mobility within the organization."
- "Improved succession planning in all levels of employment and management."
- "Upgrade salaries and job opportunities."
- "Safe Work Place."

Technology and Processes

- "Having standardized processes and procedures for every department."
- "Improve on billing system and practices."
- "Evolving technology in all aspects of water purification, power generation, etc."
- "AMI – to meet customers expectations of accurate bills."
- "Improved financial and other administrative systems."

Infrastructure

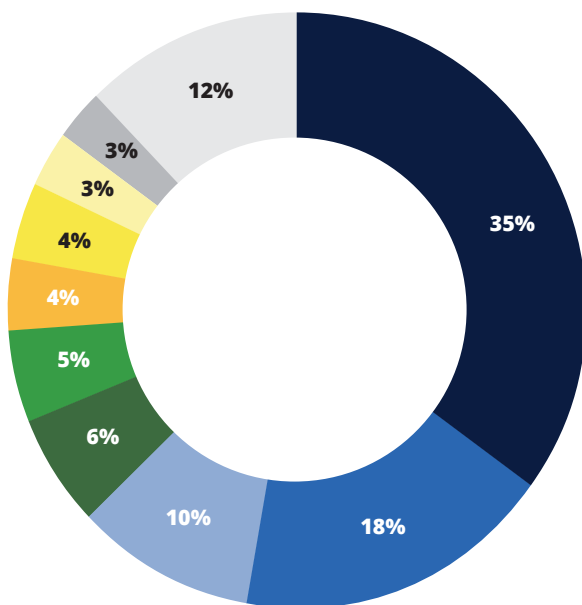
- "Upgrade and modernization of power generation (substation)."
- "Repair and maintain new water mains and pipelines around the city."
- "Completing new drainage infrastructure."

Other

- "Creating an organization wide sustainability plan."
- "Better coordination of work and funds with City to do more faster and better."
- "A continuing commitment to diversity and inclusion in who we hire and do business with."

Aspirations

Respondents were asked to provide an open-ended answer to the question, "In five years, I would be most proud of SWBNO if..." The answers were sorted by theme and the top themes are below:



- Employer of Choice:** To be an employer of choice, including a positive, collaborative working environment, pay commensurate with contributions, appropriate staffing to handle the workload, and professional development opportunities.
- Enhanced Customer Service:** Adopted meter reading technology and updated processes to enhance customer service and billing.
- Improved Infrastructure and Facilities:** Upgraded infrastructure and facilities and enhanced the process by which assets are maintained.
- Outstanding Reputation in the Community:** To be respected in the community as well as to be a leader in the water industry.
- Improved Technology:** Expanded the use of technology and upgraded existing technology in order to improve operations.
- Resolved Drainage Issues:** Reduced the number of flood events by upgrading the drainage system.
- Reliable Power:** Secured a reliable power system.
- Better Internal and External Communication:** Improved internal communication between departments and between management and employees, and outreach and education to customers.
- Culture of Continuous Improvement:** To see process improvement become a regular part of SWBNO's work and become a leader in the industry.
- Other:** Less than 8 responses with a similar theme/category.

> SELECTED SUB-THEMES

Employer of Choice

- "Provided better opportunities for job advancement based on work ethic, not always seniority."
- "Hired more qualified and capable people. We are understaffed for the tasks at hand."
- "A pegged pay raise for skilled employees, so we can compete with the market."

Enhanced Customer Service

- "Customers can get their questions answered on the first call."
- "The Board implemented AMI [Advanced Metering Infrastructure], thereby eliminating estimated bills."
- "The billing system is working properly."

Improved Infrastructure and Facilities

- "50% of [SWBNO's] network piping was less than 10 years old."
- "I would be proud if we had the necessary tools to make quick, safe repairs."

Outstanding Reputation in the Community

- "We were perceived as a trusted community partner."
- "We are a leader in clean drinking water."

Other

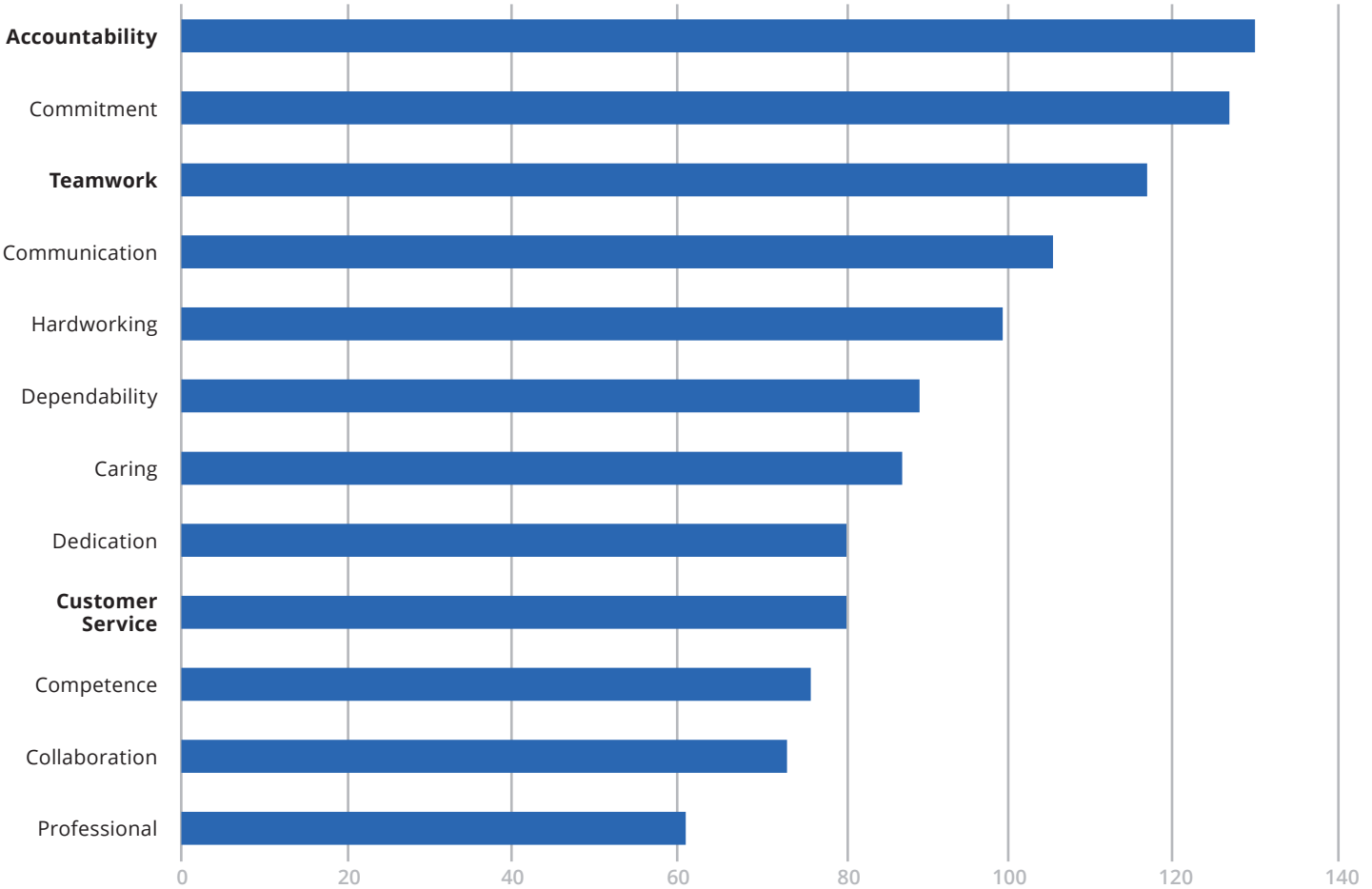
- "The Board is a best in class utility and improved Financial Health"
- "[Be] an example of integrating sustainable projects into what we do."
- "Transfer Drainage to DPW."

Values

When do you see your colleagues at their best?

Respondents were asked to identify values that their colleagues show when they are at their best. They were asked to select no more than 10 values from a list of 57. The following figure shows the values that were selected by at least 25% of respondents. Accountability and Commitment were selected by over half of respondents, followed by Teamwork, selected by 48% of respondents, and Communication, selected by 44% of respondents.

> VALUES DEMONSTRATED WHEN COLLEAGUES ARE AT THEIR BEST



VALUES:

Describing Organizational Culture

Respondents were asked to choose between similar values to identify the words that best describe SWBNO's organizational culture.

CULTURAL DESCRIPTOR OPTIONS	MOST SELECTED OPTION	PERCENT OF RESPONDENTS SELECTING THAT OPTION
Agile / Resilient	Resilient	79%
Excellence / Quality	Quality	78%
Fun / Sense of Humor	Sense of Humor	77%
Empowered / Engaged	Engaged	68%
Stewardship / Sustainable	Sustainable	64%
Education / Learning / Continuous Improvement	Continuous Improvement	63%
Inclusion / Respectful	Respectful	61%
Fair / Equitable	Fair	60%
Family / Camaraderie / Teamwork	Teamwork	57%
Collaborative / Cooperative	Cooperative	56%
Innovation / Creativity	Creativity	52%
Honesty / Trustworthy / Ethical / Integrity	Ethical	41%
Competent / Professional / Dependable	Competent	38%
Accountable / Prepared / Responsible	Responsible	37%
Effort / Dedication / Hardworking / Commitment	Effort	32%
Customer Service / Courteous / Helpful / Responsiveness	Customer Service	28%

VALUES:

Aspirational Values

Respondents were given the opportunity to provide values that they find aspirational for SWNBO. There was a total of 188 open ended responses and the following table shows the themes representing five or more responses. 14% of respondents wanted to see employees be celebrated, valued, and appreciated and 8% stated that accountability and consistency could be improved within SWBNO.

VALUE	NUMBER	PERCENT
Employee Appreciation	26	14%
Accountability and Consistency	15	8%
Fairness and Equity	14	7%
Courteous and Respectful	11	6%
Honesty and Trust	11	6%
Teamwork	9	5%
Professionalism	9	5%
Continuous Improvement/Learning	8	4%
Communication	5	3%

Attributes of an Effectively Managed Utility

Respondents were provided with a list of nine areas of utility operations and asked to select three that they believe are the most important for SWBNO to complete its mission. The issues are listed below by the number of respondents who selected them as important.

► CRITICAL ATTRIBUTES TO ACHIEVE SWBNO'S MISSION



The top issue for respondents was ensuring reliable infrastructure, which was selected by 166 respondents or 66%. Nearly as many respondents, 159 or 63%, selected attracting and retaining highly qualified employees. The least important issue was managing long-term capacity needs, which was selected by 35 respondents or 14%.

Respondents were also asked if any other important issues are important for SWBNO to complete its mission. Respondents provided 33 comments. Top themes were:

- Security in buildings and systems
- All issues are equally important
- Focusing on institutional issues and improving union relationship with management
- Recruitment for qualified, skilled operations staff
- Improving frontline management

Performance Against the Attributes

Respondents were provided with a list of 11 areas and asked to rate SWBNO's performance in each area on a scale of Poor, Fair, Good, Very Good, Excellent, or No Opinion.

> PRODUCT QUALITY

Producing high-quality water and wastewater services that meet and exceed regulatory compliance standards

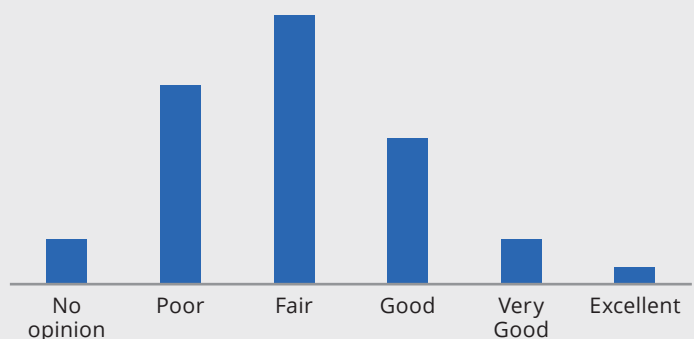
This graph illustrates employee responses regarding SWBNO's performance in providing quality water and wastewater services. A total of 54% of respondents considered performance in this area to be Very Good or Excellent while 21% considered it to be Fair or Poor.



> INFRASTRUCTURE STABILITY

Ensuring reliable infrastructure and minimizing system failures

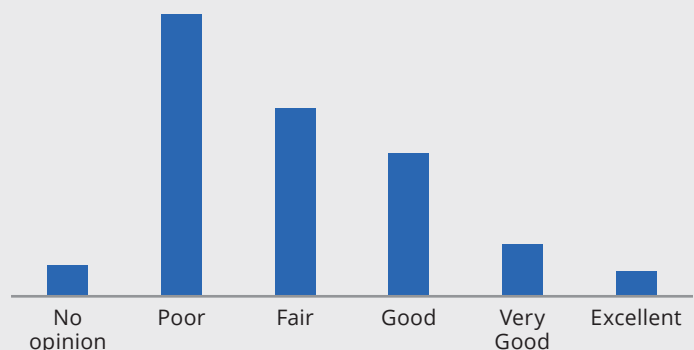
This graph illustrates employee responses regarding SWBNO's performance in the area of Infrastructure. Approximately 8% of respondents considered performance in this area to be Very Good or Excellent while 65% considered it to be Fair or Poor.



> EMPLOYEE AND LEADERSHIP DEVELOPMENT

Attracting, retaining, and developing highly qualified employees

This graph illustrates employee responses regarding SWBNO's performance in the area attracting and retaining employees. Approximately 11% of respondents considered performance to be Good or Excellent, while 65% of respondents considered performance in this area to be Fair or Poor.



➤ CUSTOMER SATISFACTION

Providing responsive and reliable customer service

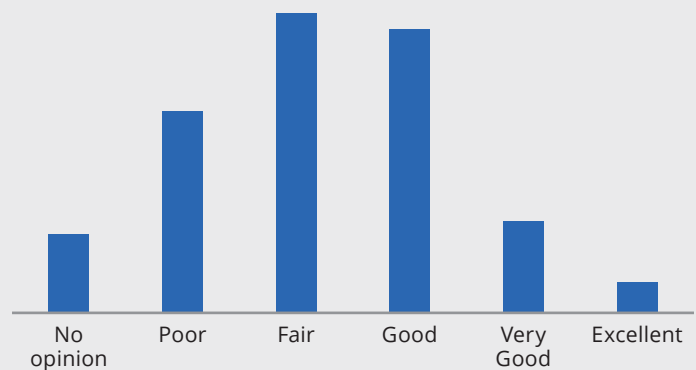
This graph illustrates employee responses regarding SWBNO's performance in customer service. Approximately 15% of respondents consider SWBNO's customer service to be Very Good or Excellent and more than half of respondents (54%) consider it to be Fair or Poor.



➤ OPERATIONAL OPTIMIZATION

Making the best and most efficient use of operational resources

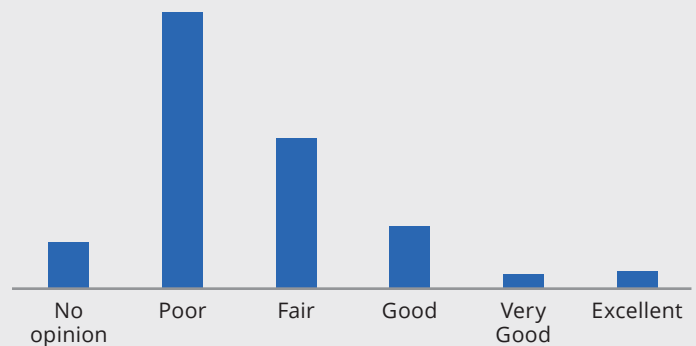
This graph illustrates employee responses regarding SWBNO's performance using operational resources. Approximately 12% of respondents considered performance in this area to be Very Good or Excellent while 50% considered it to be Fair or Poor.



➤ STAKEHOLDER UNDERSTANDING AND SUPPORT

Receiving support from citizens, municipalities, the press, etc.

This graph illustrates employee responses regarding SWBNO's performance in the area of public support. Approximately 6% of respondents considered performance in this area to be Very Good or Excellent while 75% considered it to be "Fair" or "Poor."



➤ FINANCIAL VIABILITY

Balancing short- and long-term financial decisions

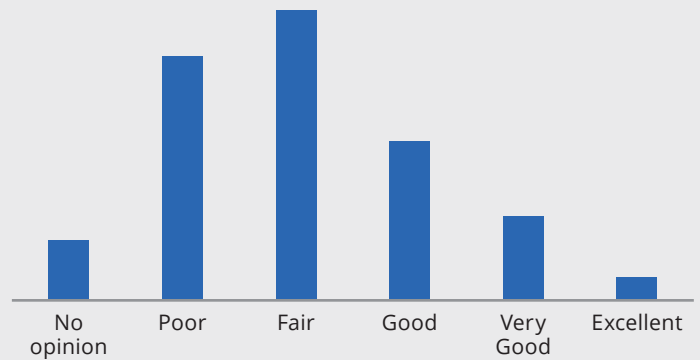
This graph illustrates employee responses regarding SWBNO's financial decision-making. Approximately 8% of respondents considered performance in this area to be Very Good or Excellent while 55% considered it to be Fair or Poor.



> OPERATIONAL RESILIENCY

Addressing challenges and risks proactively

This graph illustrates employee responses regarding SWBNO's performance in resiliency. Approximately 13% of respondents considered performance in this area to be Very Good or Excellent while approximately 62% considered it to be Fair or Poor.



> COMMUNITY SUSTAINABILITY

Minimizing environmental threats associated with our services

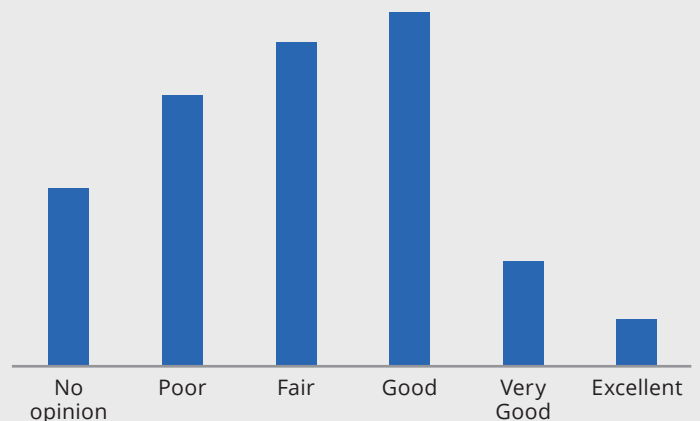
This graph illustrates employee responses regarding SWBNO's performance in environmental management. More than 20% of respondents considered performance in this area to be Very Good or Excellent while 37% considered it to be Fair or Poor.



> RESOURCE ADEQUACY

Managing long-term capacity needs

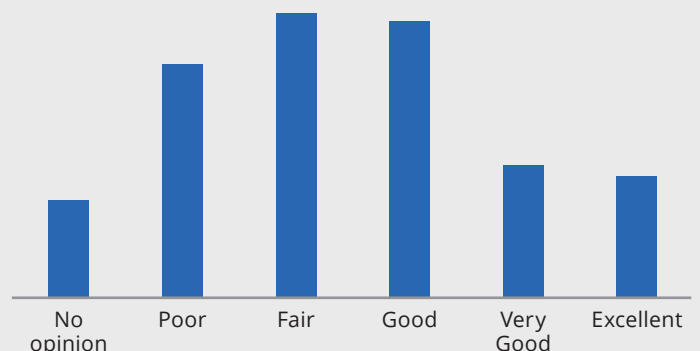
This graph illustrates employee responses regarding SWBNO's performance in the area of long-term capacity. A total of 12% of respondents considered performance in this area to be Very Good or Excellent while more than 45% considered it to be Fair or Poor.



> DIVERSITY AND INCLUSION

Demonstrating commitment to and support of diversity and inclusion

This graph illustrates employee responses regarding SWBNO's performance in the area of Diversity and Inclusion. More than 20% of respondents considered performance in this area to be Very Good or Excellent while 45% considered it to be Fair or Poor.



Other Issues

Respondents were also invited to provide feedback on SWBNO's performance in other areas. A total of 43 respondents provided responses to the open-ended question. The top themes are listed below along with feedback from respondents for each theme.

Recruitment and Retention

- "Have demonstrated commitment & support of diversity and inclusion but residency requirement indicates it is just for show. Allow open access for all the best and brightest in the area."
- "Petty rules have dampened enthusiasm. The slow hiring rate. The inability to get an across-the-board pay raise."

Communication

- "Communicate better with employees."
- "Communicating with front line employees for further knowledge if [there are] issues."

Technology

- "Timecard reporting- I suggest we purchase ADP."
- "We need to modernize our systems."

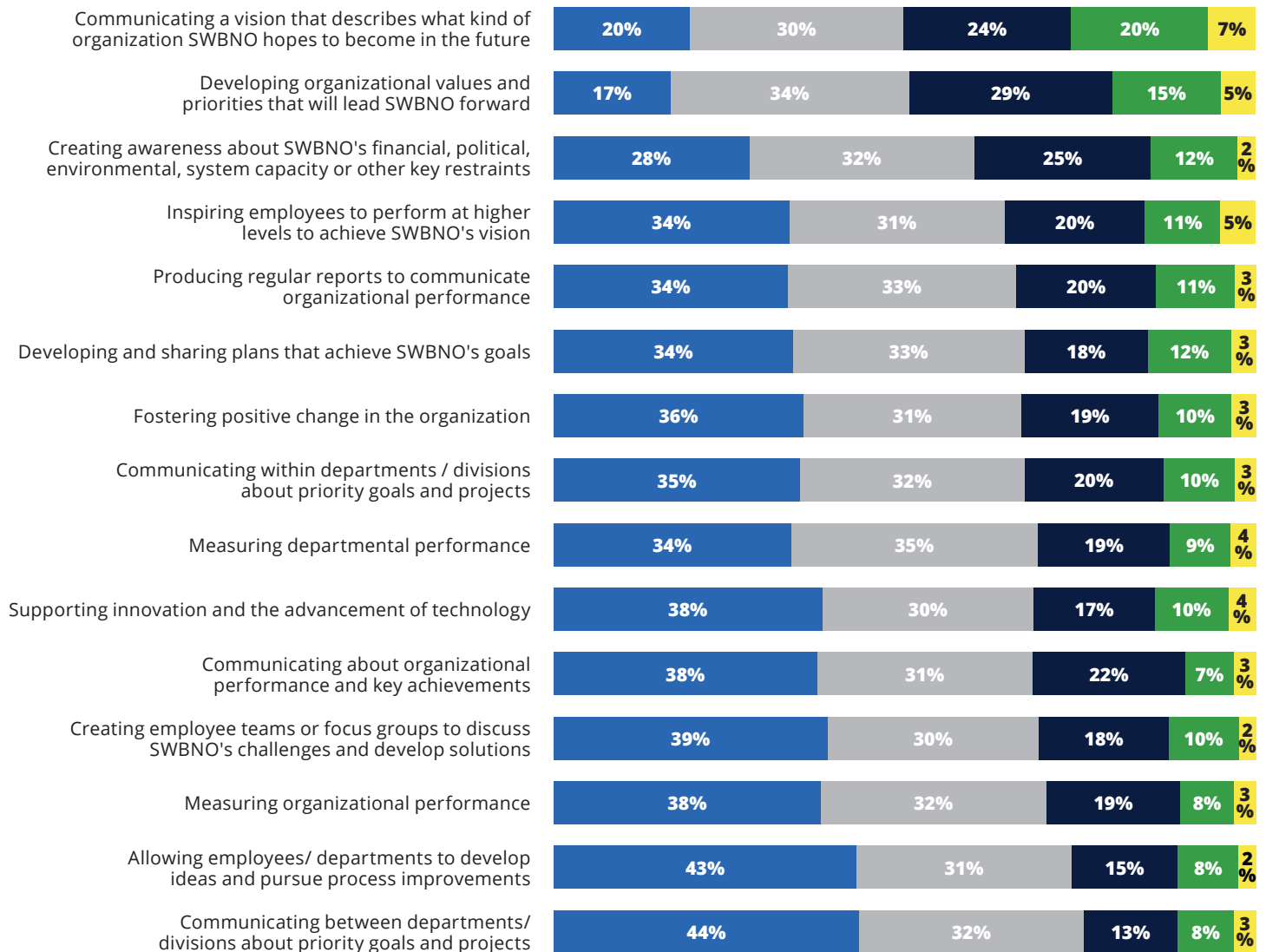


Keys to Management Success

Respondents were also asked about SWBNO's performance in terms of management techniques and organizational effectiveness. SWBNO's ability to communicate a vision that describe what it hopes to be in the future was rated the highest overall, followed by its ability to develop organizational values and priorities. Opportunities for improvement include SWBNO's communications between departments and the extent to which it allows employees and departments to develop ideas and pursue process improvements.

► PERFORMANCE IN KEY MANAGEMENT AREAS

■ Poor ■ Fair ■ Good ■ Very Good ■ Excellent



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