

QUARTERLY REPORT OF THE INFRASTRUCTURE ADVISORY BOARD

Second Quarter 2025

In accordance with its obligations under Executive Order LC 19-02 issued by Mayor LaToya Cantrell on August 6, 2019, and the Cooperative Endeavor Agreement between the City of New Orleans (“City”) and the Sewerage and Water Board of New Orleans (“SWBNO”) dated July 7, 2020, the Infrastructure Advisory Board (“IAB”) respectfully submits this report of actions undertaken during the fourth quarter of 2024 and recommendations offered for the first quarter of 2025.

I. IAB Meetings and Activities

The IAB met once during the Second quarter of 2025, convening June 12th in person. The complete meeting packet and a full recording of the meetings is available at:

1. [Full Meeting Packet](#)
2. [Recording of the June 12, 2025 meeting](#)

The IAB continues to monitor Fair Share Agreement collections as well as the progress of recommended projects. The highlighted sections below are the portions of the report pertaining to the First Quarter.

II. Status of One-Time Funds

The status of the Fair Share Agreement one-time funds is delineated in the City’s presentation in connection with the June 12, 2025 IAB meeting, available at:

https://www2.swbno.org/documents/meetings/packets/packet_2265.pdf

Status of Recurring Revenue Under the Fair Share Agreement

The status of each revenue stream of the Fair Share Agreement is delineated in the City of New Orleans presentation, available at:

https://www2.swbno.org/documents/meetings/packets/packet_2265.pdf

III. IAB Project Recommendations for Use of Recurring Fair Share Agreement Funds

The IAB works with SWBNO to identify the highest and best uses for recurring Fair Share Agreement funds, with attentiveness to short-term needs and projects that will contribute to the longer-term sustainability of the system. The projects approved for funding utilizing Fair Share Agreement revenues are set forth in the document incorporated in the packet linked above.

A. *Automated Metering Infrastructure (AMI)* – The IAB recommended utilizing up to \$1,500,000 from the IMF to support AMI implementation, including the short-term engagement of supplemental meter readers, to provide more consistent, timely, and accurate customer billing. Phase 1 of the AMI project was meant to include a survey of the entire existing water meter infrastructure and determination of the proper scope of the eventual AMI solution. Due to limited IMF proceeds, SWBNO downsized the scope of Phase 1, moving some aspects to Phase 2, to make the project more affordable in the near term. The rescoping resulted from SWBNO’s efforts to identify which aspects of Phase 1 will generate the greatest benefits. SWBNO does not expect the rescoping to affect full AMI implementation, which is anticipated to cost approximately \$40 million.

B. The rescoped meter survey is complete, as is a business process analysis of all related SWBNO functions. The vendor implementation RFP was released in December 2021, and seven vendors responded. The SWBNO selection committee met in April 2022 and awarded the contract to Aquametric. SWBNO Board of Directors approved the award in May, and, after overcoming a bid protest, the final contract was approved by the Board on December 14.

Phase 2 – “Deployment” – began in 2023. For Phase 2, the IAB recommended utilizing up to \$15,000,000 from the IMF to support deployment after the initial funding is exhausted. The Smart Meter program management team is prioritizing increased staffing for community outreach, installation of a SWBNO-owned network for signal transmission, and ordering meters and equipment to get ahead of anticipated supply chain delays. As of September 2023, sufficient network infrastructure has been installed to begin meter installation, integration with SWBNO’s billing system is underway, and commencement of a slow start of meter installations has occurred. The customer portal integration is planned to begin in Q1 2024 with deployment in Q3 2024. The IAB has recommended utilizing an additional \$2,500,000 to the original \$1,500,000 for a total of \$4,000,000 recommendation to support the consultant contract to deliver AMI. A slow start of meter installations began in the fourth quarter with planned installations for roughly half of the meter population in the coming fiscal year. The slow start installation was designed to ensure that all processes and procedures were in place and operating as designed. It allowed for QA/QC and testing of all integrations ensuring data accuracy. Based on the City’s unique infrastructure and field conditions, it also allowed for lessons learned to be incorporated into standard operating procedures for use by the future larger staff of installers. The slow start began with approximately 100 installations a week in September and has ramped

up to 900 a week. Full pace installations are approximately 1250 per week (5000 per month) and should be on pace in Q2 2024. As of the end of Q1 2024 approximately 10,000 installations were completed with the expectation to install approximately 70,000 – 75,000 by the end of the year. The new Customer Portal which is being launched in connection with smart metering is schedule to be available for use in early Fall. As of Q2 2024, 21,000 meters have been replaced with smart metering and the pace continues to track towards roughly half the overall customer population being completed by year end. Billing from smart meters has commenced and approximately 3,000 leak detection letters have been sent to customers with immediate cost savings being realized by the customers and the Utility. As of Q4 2024 SWBNO has replaced 68,000 meters and is on track for half the population or 70,000 meters by the end of 2024. Extensive customer outreach and education continues with the launch of the new customer online account platform which occurred in mid-November. As of Q1 2025, SWBNO has upgraded 96,000 meters or 68% of the meter population. The new technology allows for proactive notification to customers who have experienced continuous usage event which occurred for 31% of customers and in nearly half those cases customers took actions to address the high usage alert. As of Q2 2025, 115,000 or 80% of the meters have been upgraded and 78,000 customers have signed up for the customer portal with 22,000 registered as auto-pay. The expected benefits of improved data capture and timely notification of unusual consumption patterns to customers are being seen as the project approaches substantial completion.

C. *Master Plan* – The IAB recommended utilizing up to \$500,000 from the IMF to support development of a Master Plan. The Master Plan constitutes the blueprint for SWBNO’s long-term, comprehensive, integrated, sustainable vision for managing the City’s water, sewer, and major drainage systems for years to come.

After a competitive proposal process, a contract for a Utility Strategic Plan—a critical step in the development of a comprehensive Master Plan—was awarded to a team led by Raftelis Financial Consultants, Inc. and approved by SWBNO Board of Directors on May 19, 2021. IAB Member Elisa Speranza served as a volunteer member of the evaluation committee.

Raftelis led an intensive and comprehensive process over the past six months that included SWBNO leadership, workforce, Board members, partner agencies and stakeholders. The strategic plan, which covers priorities, strategies and tasks for implementation over the next five years, was adopted by SWBNO Board of Directors in February. SWBNO leadership is sharing the plan with stakeholders and the community over the next several months.

Implementation of strategic plan tasks began in earnest in Q2, including identification and tracking of goal-related performance metrics. A public-facing dashboard reflecting progress toward goals was unveiled at the SWBNO Strategy Committee meeting last month and will be the primary tool for metric tracking moving forward.

Now that the Strategic Plan is complete, SWBNO will turn toward master planning efforts for each of its three systems (water, wastewater, drainage). The utility put out an RFP for a water system master plan, focusing on the renovation of the Carrollton and Algiers water purification plants, this year. Based on the results of the RFP, SWBNO has requested Fair Share funds of \$1,500,000 to support Water Master plan which was approved in December 2023. The Water Master plan commenced in April with an expected 18–24-month duration with recommendations expected for investment in the treatment system considering the latest federal regulations and climate risks. As of Q4 2024, the Water Master plan is progressing with testing underway and evaluation of the latest technologies and impacts of increased chlorides. In Q1 2025, SWBNO reported on the completion of pilot tests for optimized water treatment techniques at both the Westbank (orthophosphate) and Eastbank (aluminum chlorhydrate), with the completion of a corrosion control testing protocol to be completed in June. The Capital Improvement plan is expected for the latter part of 2025.

D. *Water Treatment Plant – Sycamore Filter Gallery* – This high-priority project is part of an effort to upgrade many aspects of the Carrollton and Algiers water treatment plants, for which SWBNO is seeking federal funding from the Infrastructure Investment and Jobs Act as well as the Water Sector Commission. Work on this project was substantially completed in the early fall. In December 2023, SWBNO requested and the IAB approved a Phase 2 allocation of \$3,000,000 to continue with similar work on the Sycamore Filter Gallery. As of Q4 2024, the next phase of the filter gallery is underway with the additional \$3,000,000 allocated in FY24 the work is expected to be completed by end of Q2 2025. During Q1 and Q2 Phase 4 progressed as planned with completion plans in Q3 2025.

E. *SELA Algiers Drainage Project* – The IAB recommended utilizing \$1,030,625 from the IMF to support the Algiers drainage project. As previously reported, SWBNO is participating in a federally funded SELA construction project improving Algiers drainage canals and increasing stormwater storage during rain events. As part of the agreement with the U.S. Army Corps of Engineers, SWBNO paid 5% of the project costs up-front, amounting to \$1,030,625; this unlocked approximately \$25 million in additional funding from the federal government. As the Corps continues to receive

federal funding for this project, SWBNO is obligated to pay the matching 5% up-front cost. The IAB approved an additional \$2,486,836 for that payment in the second quarter of 2021.

F. *Stormwater Fee Study* – The IAB recommended utilizing up to \$250,000 from the IMF to support a Stormwater Fee Study. A stormwater fee study would include a full analysis of the rate structure, assessment methodology, affordability, equity, incentives, and timing of a potential stormwater management fee. This study will allow for the design of an equitable, sufficient, and reliable recurring revenue source to support New Orleans’ drainage infrastructure and the implementation of best management practices, including green infrastructure. At the behest and recommendation of the IAB and SWBNO, a group of dedicated business, civic, and community organizations have begun to work collaboratively on a plan to bring the stormwater management fee to fruition. To aid that effort, SWBNO has requested a substantive update to the 2016 stormwater fee feasibility report prepared by consultant Raftelis. A synopsis of the update was presented by Raftelis at the September 14 meeting and covered a general consensus on the need for additional funding, a phased in or gradual approach to transition over time to a more equitable fee-based revenue stream and the need to raise capital through issuance of bonds to fund additional investments in the Drainage program using fee revenue to service new debt. In December 2023, SWBNO requested and the IAB approved \$200,000 to continue with the next phase of an expanded stormwater fee study which has been contracted also thru Raftelis and continued in the first, second and third quarter of 2024 with the full allocation being utilized by Raftelis. Raftelis is in the process of providing an additional estimate for continued support in the coming year to further the discussion of a stormwater fee well ahead and a millage expiration in 2027. As of Q1 2025, SWBNO requested \$1,500,000 for IMF support over the next 18-24 months as a stormwater fee policy is developed for a complete rate study and education campaign on the criticality of more adequately funding stormwater operations. The continuation of data collection, modeling, and scenarios analysis to assist in the policy development is expected to be around \$400,000 while the full amount recommended by the IAB would include rate study, software development and implementation costs provided by the professional rate consultant. As of Q2 2025, Raftelis continued preparing the full rate study for strategic input from stakeholders and compilation of all recommendations to improve stormwater services through increased funding.

G. *Turbine 7 (T7) Solution* – As part of an ongoing effort to address chronic shortfalls of availability of power generation to support SWBNO operations, the IAB recommended utilizing up to \$4,000,000 from the IMF to support a procurement of a new turbine dubbed “T7.”

T7, along with T6, will become the sources of backup power generation for the utility once the Entergy substation is constructed. In the meantime, T7 will replace the outdated steam turbine generators (T1 and T3) that have been decommissioned. Equipment, site preparation work, and installation of T7 is expected to cost approximately \$18 million to \$20 million. Funding for this project has been approved, and the environmental permitting process is complete. The RFP for equipment and installation was released in December 2021, and the selected vendor was approved by SWBNO’s Board in early 2022. The turbine components were delivered to the site in October and November 2024, with electrical and mechanical installation in progress through December 2024. As of Q1 2025, T7 is undergoing commissioning and testing planning for late September deployment.

H. *West Power Complex Construction* – The West Power Complex is comprised of an electric substation connecting SWBNO’s plant directly to Entergy’s transmission line, as well as a modernized backup power generation system powered by Turbines 6 and 7. Construction of the new power campus, which also includes three frequency changers, an operations center, and a “utility rack” to connect the Entergy power to SWBNO’s assets, will cost around \$250 million. Funds from the project will come from numerous sources, including state Capital Outlay funds, federal earmarks, CDBG and HMPG funds, the City of New Orleans, and SWBNO’s own system funds. The IAB has also committed \$20M from its recurring revenue to help fund construction in 2023 including Contracts 1440 and 1427 for transformer and auxiliary power support, and contract 1447 for boiler room fan modifications. Project groundbreaking was on Monday, December 5, 2022. A key installation contract (Contract 1420) which is the last major contract of Phase I is funded via multiple sources including IMF, federal and local partners with a request being made for \$10M of Fair Share additional funding to provide the necessary funding sources to award the contract. The Fair Share additional funding of \$10M for Contract 1420 was approved at the March 2024 meeting and facilitated the contract award and supplements additional funding committed by the City for the critical Power complex project. As of Q2 2024, the City was finalizing the CEA with the updated \$21M of funding committed to Contract 1420 and in late Q3 2024 the full \$21m was received. In Q4 2024 spending of allocated funds continued and the Power Complex is anticipated to come online in Late Summer 2025. All three Static

Frequency Changers, new turbine, and other major equipment has been delivered to the site as of the end of the year. As of Q1 2025, Static Frequency Changers (1,2, and 3) are going through commissioning and testing planning for staged deployment starting in July. As of Q2 2025, the phased approach of deploying SFC 1 first then the other static frequency changers and T7 is progressing.

I. Deferral of Funding for Bulk Chemical Feed and Storage Facility and New River Intake Fender System to Prioritize West Power Complex Funding – The Carrollton Water Plant currently lacks adequate bulk storage facilities. The lack of adequate storage facilities causes more frequent delivery and dependency on trucked-in chemicals. The IAB had committed \$4M from the IMF to start the demolition and site preparation stages of the overall project. Additionally, in December 2023, SWBNO requested and IAB approved \$6,000,000, to address a longstanding issue created by SWBNO intake fender system being struck by ships on the river which protects the raw water intake infrastructure at the New River Intake. The goal is to invest in the upkeep and operability of the fender system to limit the recurring spending for other short-term measures to protect the infrastructure. However, in Q1 the SWBNO requested an additional \$10 million to fund the Phase I Installation Contract for the West Power Complex. The IAB agreed to fund this request by deferring funding for the two above mentioned projects until late 2024 or early 2025 and reallocating \$10 million to allow for additional funding for the West Power Complex. The IAB further required that, in the event the City fully funds the approximately \$20 million currently required for the West Power Complex, the SWBNO must reserve the \$10 million as a contingency amount for any future West Power Complex requirements until this phase of the complex is complete and this contingency is not needed. As of Q1 2025, SWBNO reported on the Power complex integration and installation contracts including a completion schedule for new equipment coming online in 2025 as well as potential remaining contracts.

J. *Asset Management System* – As part of technology modernization in the Strategic Plan of SWBNO developing a needs assessment and RFP for a new modern work order and asset management system will greatly enhance SWBNO ability to perform preventative maintenance activities. The IAB committed funding of \$1.65 million to allow for the pursuit of the needs assessment/RFP and ultimate purchase and implementation of a new system with a consultant being selected through a list of qualified engineering consulting firms with expertise in technology and asset management systems. Contracting with the selected engineering consulting firms is underway as of the end of Q1 2024. As of Q4 2024, the needs assessment is progressing with plans for the first of 2 planned RFPs (representing phases of asset management)

to be advertised in early Q2 2025. As of Q2 2025, the public bid for this asset management system was being advertised.

K. *Acceleration of External Contractor Paving Contracts* – Open surface cut backlog throughout the City has persisted due to a lack of funding with multiple efforts being undertaken in 2023 with assistance from DPW, 2 external paving contractors and an internal SWBNO paving crew. Additional IAB funding was committed from the IMF fund of \$4m to augment the number of paving work orders which can be addressed by the external contractors based on their proven performance at reducing the work order backlog with additional funding committed to their contracts. SWBNO has expended 55% of allocated funding and been able to reduce backlog at a rate of approximately 100 work orders each week from ramping up contractors and adding internal resources. The goal is to have the backlog reduced to 1,000 by year end. SWBNO also reported a 20% reduction experienced over 2022 response times for paving repairs via utilization of the funding, additional equipment investments and DPW separate paving contract. In December 2023, SWBNO requested and the IAB approved a Phase 2 allocation of \$4,000,000 to continue with incremental efforts to reduce the paving backlog in FY24 by providing financial resources to accelerate paving contracts and work orders accomplished. As of Q1 2024 the backlog had been reduced to under 1500, with the progress directly attributed to the additional work orders able to be accomplished with the initial \$4M provided by IMF. Response times have dropped from 101 day to 71 days with continued focus and renewals of paving contracts are on pace to spend the Phase 2 allocation of \$4M by year end. The additional funding is allowing for the reduction in overall response time for pavement restoration to 2-4 weeks and fully eliminating the pavement restoration backlog. As of Q2 2024, the paving backlog was 850 compared to 3,000+ in late 2023 with further reduction expected in 2024. As of Q3 2024, the paving backlog was approximately 500 workorders with average payment restoration timeline reduced to 50 days from 100+ in 2023. As of Q4 2024, the paving backlog was approximately 340 work orders with the overall paving restoration timeline down to 50 days from 100 days in 2023. As of Q1 2025, SWBNO paving repair backlog was 590 work orders with the average restoration timeline at 30 days. As of Q2 2025, SWBNO paving repair backlog was 500 work orders with the average restoration timeline at 30 days.



Infrastructure Advisory Board City of New Orleans Update

September 11, 2025

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Infrastructure Maintenance Fund

Revenue through July 2025

FY24 Total Lost Penny	FY24 Running Total Lost Penny	FY24 Total STR Equalization	FY24 Running Total STR Equalization		2025					
					SWB Lost Penny	Increase (Decrease) from FY 24	SWB STR Equalization	Increase (Decrease) from FY 24	NOCO STR Occupancy	Increase (Decrease) from FY 24
\$ 1,032,298	\$ 1,032,298	\$ 820,580	\$ 820,580	Jan	\$1,325,853	\$ 293,555	\$ 1,180,008	\$ 359,428	\$ 250,331	\$ 152,783
\$ 962,803	\$ 1,995,101	\$ 1,164,055	\$ 1,984,635	Feb	\$ 462,948	\$ (499,855)	\$ 73,496	\$ (1,090,558)	\$ 385,469	\$ (165,297)
\$ 1,399,354	\$ 3,394,455	\$ 165,307	\$ 2,149,942	Mar	\$2,624,604	\$1,225,250	\$ 1,031,509	\$ 866,201	\$ 24,009	\$ (29,992)
\$ 1,452,280	\$ 4,846,735	\$ 1,830,061	\$ 3,980,003	Apr	\$1,762,617	\$ 310,337	\$ 2,234,991	\$ 404,930	\$ 336,959	\$ (260,861)
\$ 1,301,430	\$ 6,148,165	\$ 729,215	\$ 4,709,218	May	\$1,351,418	\$ 49,988	\$ 487,164	\$ (242,051)	\$ 730,097	\$ 491,233
\$ 1,355,079	\$ 7,503,244	\$ 707,224	\$ 5,416,442	Jun	\$1,118,705	\$ (236,373)	\$ 610,986	\$ (96,238)	\$ 159,140	\$ (71,886)
\$ 686,217	\$ 8,189,460	\$ 57,722	\$ 5,474,164	Jul	\$ 803,341	\$ 117,124	\$ 390,825	\$ 333,103	\$ 199,595	\$ 180,739
\$ 784,355	\$ 8,973,816	\$ 585,354	\$ 6,059,518	Aug						
\$ 614,086	\$ 9,587,902	\$ 43,981	\$ 6,103,499	Sept						
\$ 856,947	\$ 10,444,849	\$ 1,799,840	\$ 7,903,339	Oct						
\$ 1,399,235	\$ 11,844,084	\$ 162,913	\$ 8,066,252	Nov						
\$ 1,139,000	\$ 12,983,084	\$ 766,371	\$ 8,832,622	Dec						
\$12,983,084		\$ 8,832,622		Total	\$9,449,486	\$1,260,026	\$ 6,008,978	\$ 534,815	\$2,085,600	\$ 296,720

	2022 Revenues	2023 Revenue	2024 Revenue	2025 Revenue
SWBNO	\$ 17,522,636	\$ 16,933,184	\$ 16,363,280	\$ 15,458,464
DPW	\$ 5,840,879	\$ 5,644,395	\$ 5,452,427	\$ -
NOCO	\$ 3,836,979	\$ 3,217,779	\$ 2,885,901	\$ 2,085,600
	\$ 27,200,494	\$ 25,795,359	\$ 24,701,608	\$ 17,544,064



CEA with New Orleans & Company

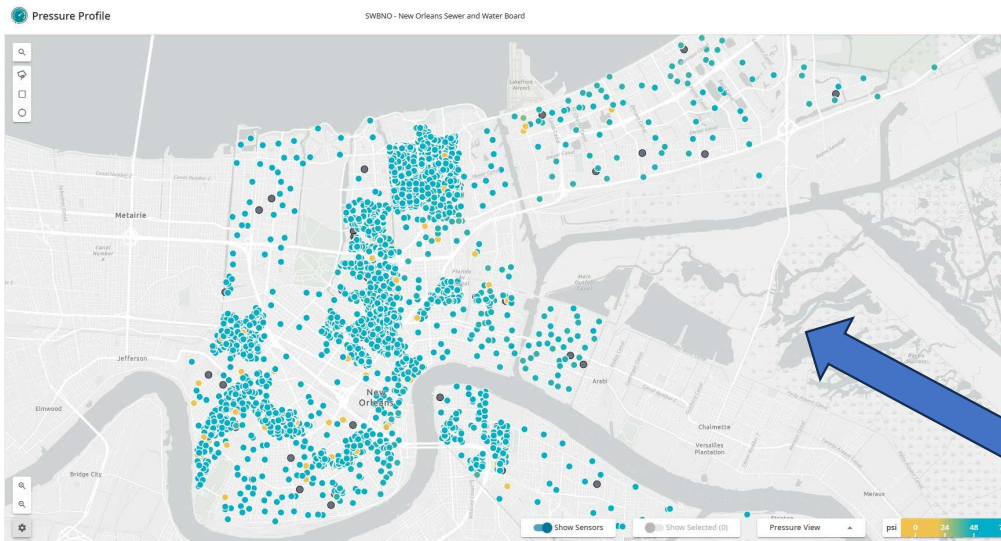
- I. New Orleans & Co. subscribes to data services for hotel occupancy rates
- II. Data is proprietary and cannot be shared
- III. Lack of reliable data sources for short-term rentals
- IV. Recommended exploring partnership with Airbnb & VRBO
- V. New Orleans & Co. committed to sharing reports like convention calendar and occupancy/meeting/attendance reports

Infrastructure Advisory Board

Quarterly Meeting
September 11, 2025



Transition to Operations



Over **127,500** meters installed

- **89%** of population
- 3,000 more will be installed as part of the project; remainder by SWBNO

Transitioning from Installations to Operations

- Tamper alarms and updated SOPs/ policy
- Pressure Profile monitoring with Ally meters
- Usage on inactive and vacant accounts updated SOPs/ policy

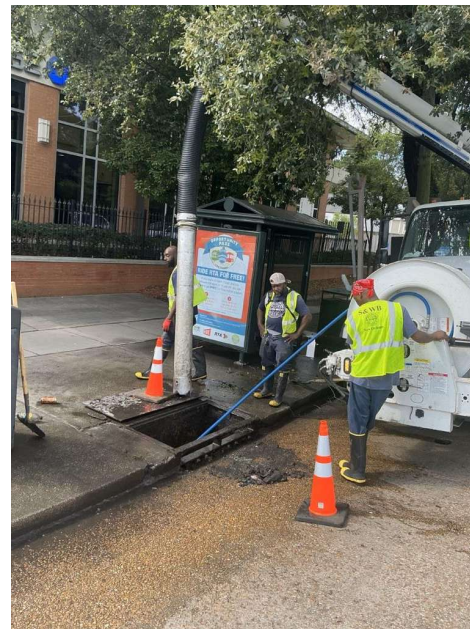
swbno.org/Projects/SmartMetering



Drainage Consolidation

Act 763

- CES was awarded the cleaning contract; work started June 23rd
- Repairs contract in place and 18 projects completed
- Engineering/management contract work with consultant is ongoing





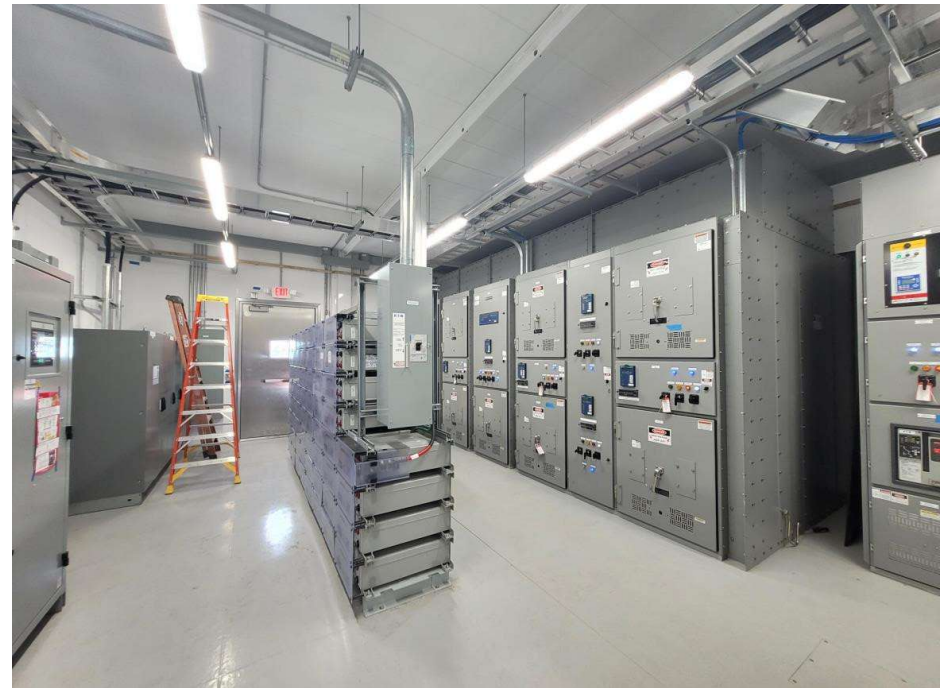
Drainage Consolidation

Internal Efforts

- 5 of 5 DPW vac trucks received
 - 3 vac trucks are operational
 - 2 Vac trucks are undergoing repairs
- Cleaned and confirmed not needing cleaning over **297,876 linear feet** of drain lines, **53,307 linear feet** of catch basin laterals, and **7,029 catch basins structures**
- **4,342,220 pounds** of debris has been removed from the drainage system
- Pre-assessments show 49% of lines require cleaning
- Assessments and cleanings based on 311 data ongoing
- Ongoing workforce development by hiring and training staff continues.



Power Complex

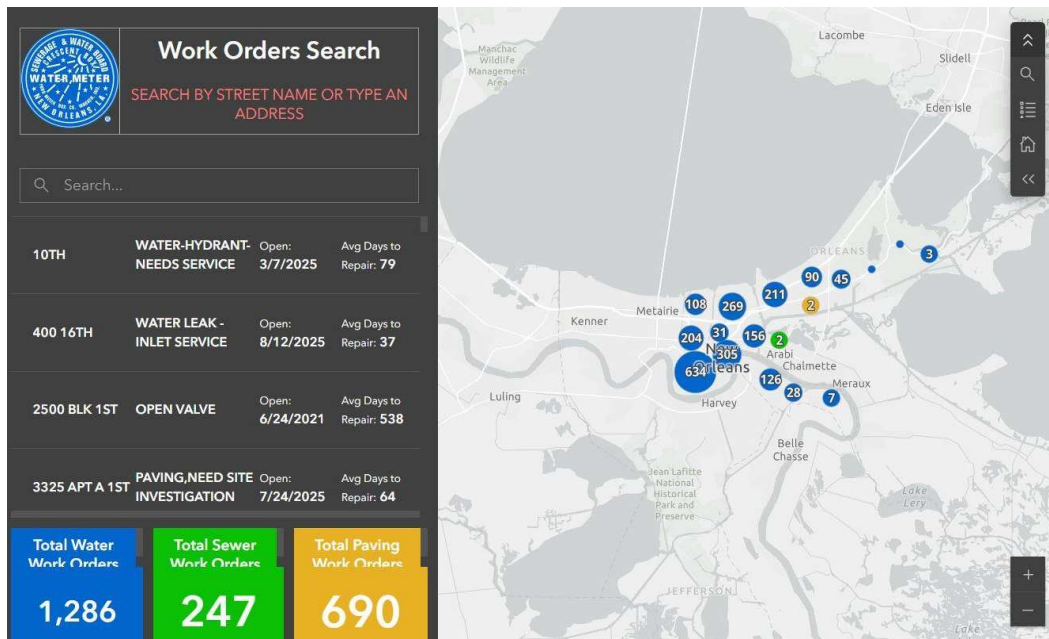


Power Complex





Water and Sewer Open Work Orders



swbno.org/Projects/WorkOrderDashboard

- Data from **8/26/2025**
 - **1300** water work orders including:
 - Water main and manhole repairs
 - Services (inlet and outlet repairs)
 - Hydrant repairs
 - Water valve repairs
 - **4200** water work orders closed from June 1st – Sept 4th
 - **245** sewer work orders including:
 - Sewer main and house connection repairs
 - Sewer line cleaning and manhole repairs
 - 1552 sewer work orders closed from June 1st - Sept 4th



Water Quality Master Plan

- Water Quality Master Plan is approximately 90% developed
 - Water Treatment Technology Alternatives Workshop scheduled to finalize the plan to modernize the water treatment plant
- 5 year Capital Improvement Plans have been received





Infrastructure Maintenance Fund Status

- Total Revenues inception to date: **\$88,155,862** (through June)
- **Minor Drainage** 25% \$3,566,075 (January 1 – June 30, 2025)
- Total Expenditures inception to date: **\$62,553,594**
- Allocated to IMF Projects (awarded or designed contracts): **\$88.5M**

Recent expenditures:

- Smart Metering Installation - **\$20.2m FY25 Q1 – Q3**
- Power Complex - **\$4.9M Q1 - thru mid Q3**

Month	IMF Revenue – 75% and 25%* *Minor Drainage
April 2025	\$3.0M / \$999K
May 2025	\$1.4M / \$459K
June 2025	\$1.3M / \$432K

*Special IMF \$5m annual allocation for Minor Drainage has not yet been received from CNO



Funding Requests

Current

- **FY25 Critical Water Network Repairs - \$0.5M**
to supplement reduction in certain O&M line
items in **FY2025 Budget**



Funding Requests – Future Outlook

Potential Projects	System	Impact	2026	2027	2028	2029	2030
Water Treatment Chemical Optimization (ACH) Pilot	Water	O&M Cost Savings	\$ 1,500,000				
Water Treatment Facility - G Basin Rehab	Water	Critical repair	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	
Old River Pumps Repair	Water	Critical repair	\$ 1,000,000				
Water Transmission Mains Rehab/Replacement	Water	Long-term capital improvements	\$ 2,000,000	\$ 5,000,000	\$ 6,500,000	\$ 7,000,000	\$ 7,000,000
Carrollton Water Plant & Algiers Water Plant Upgrades	Water	Future WTP replacement design	\$ 3,000,000	\$ 5,000,000	\$ 5,000,000	\$ 5,000,000	\$ 10,000,000
Professional Services	Wastewater	O&M Cost Savings	\$ 3,500,000	\$ 3,500,000			
Wastewater Treatment Plant Oxygen System (VPSA)	Wastewater	O&M Cost Savings	\$ 3,500,000	\$ 3,500,000			
Drainage Pumping Station 3 Sewer Force Main	Sewer	Critical repair	\$ 2,000,000	\$ 3,000,000			
Sewer Pump Station Pump Replacements	Sewer	Critical repair	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000
Sewer Collection Assessment & Planning	Sewer	Long-term capital planning	\$ 1,000,000				
Sewer Pump Stations Assessment	Sewer	Long-term capital planning	\$ 1,000,000				
Drainage Pumping Stations Assessments	Drainage	Long-term capital planning	\$ 1,500,000				
Power Complex - Phase 2 Matching Funds (HERO)	Power	Capital improvements	\$ 3,000,000				
Sewer Collection System Rehab/Replacement	Sewer	Capital improvements			\$ 5,000,000		
Sewer Pump Station Upgrades	Sewer	Capital improvements		\$ 1,000,000	\$ 1,000,000		
			\$ 22,000,000	\$ 20,000,000	\$ 20,000,000	\$ 14,500,000	\$ 17,500,000