



DATE: 09/10/2025 TIME: 10:30 a.m. LOCATION: Executive Boardroom

COMMITTEE MEMBERS: Janet Howard, Chair | H. Davis Cole | Tamika Duplessis, Ph.D. |
| Chadrick Kennedy | Kimberly Thomas |

Operations Committee Meeting Agenda

PUBLIC MEETING

All meetings are open to the public, and we encourage your attendance.
Those interested can join in person or virtually.

Join In-Person: Executive Board Room, Second Floor
625 St. Joseph St., New Orleans, LA 70165

Join Virtually: <https://www.swbno.org/BoardMeetings>

E-Public comments will be accepted via <https://www.swbno.org/BoardMeetings>.
All e-public comments must be received at least 2 hours prior to the meeting. Comments
will be read verbatim into the record.

I. Roll Call

II. Presentation Items

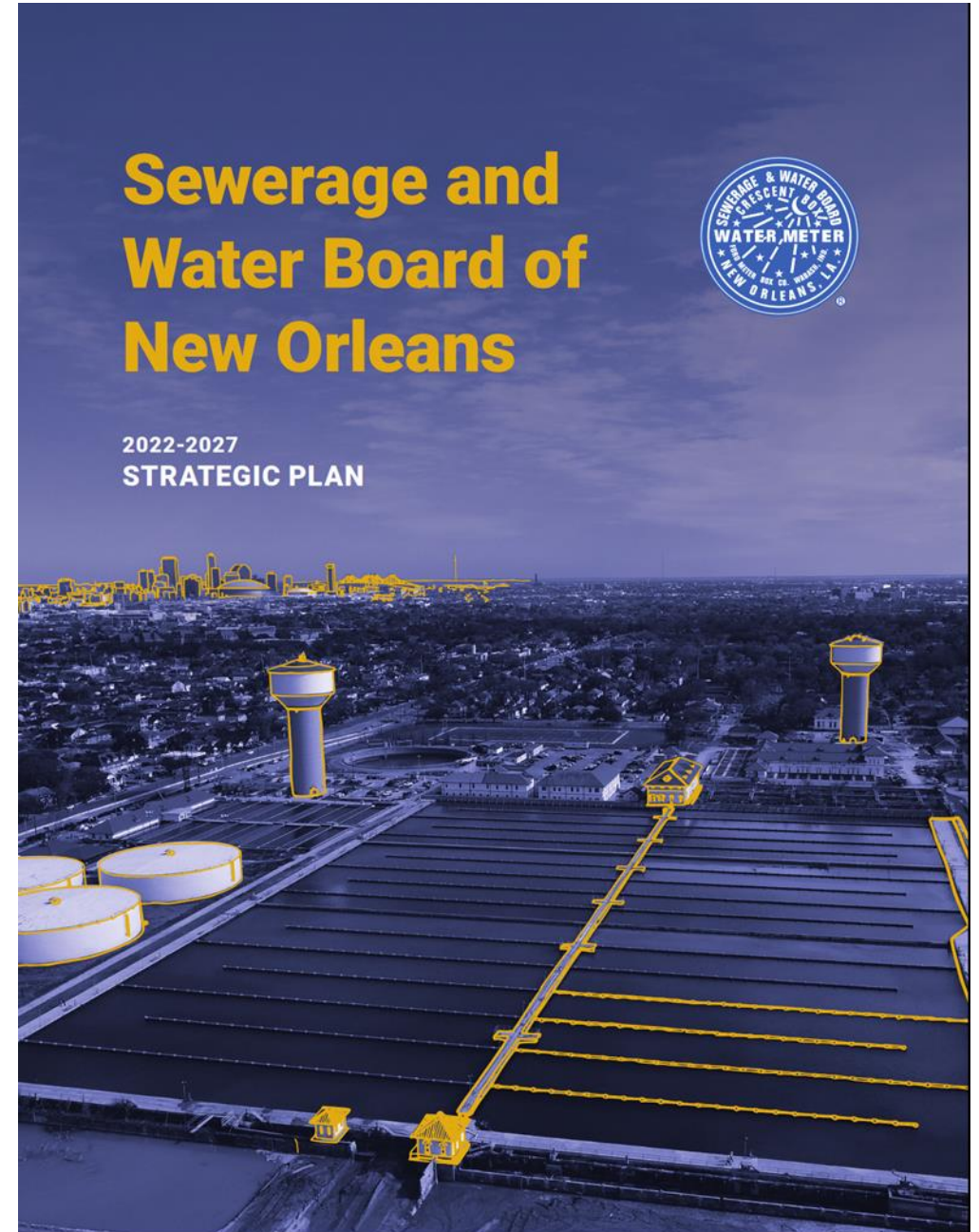
- A. SWBNO Performance Goals – Jamie Parker, Chief of Staff
- B. Human Resources Update – Kimberly Batiste, Interim HR Director

III. Public Comment

IV. Adjournment

SWBNO Performance Goals

Operations Committee, September 2025



STRATEGIC FRAMEWORK

Vision
To be a model utility that earns and holds the trust and confidence of our customers, community, and partners through reliable and sustainable water services.

Mission
Our team of experts serves the people of New Orleans and improves their quality of life by reliably and affordably providing safe drinking water; removing wastewater for safe return to the environment; and draining stormwater to protect our community.

Core Values
The SWBNO Team is committed to making these shared values our reality.

We are:
Customer Focused
Accountable
Safety Minded
Transparent and Honest



FOCUS AREAS



GOALS

- Optimize capital and operational spending
- Enhance budget development and management processes
- Improve timely revenue realization/recovery and leverage new and alternate revenue sources
- Enhance affordability programs to better meet community needs
- Identify and update critical/core technology software solutions and resources
- Enhance cybersecurity and technology systems resiliency
- Improve adoption and integration of current and new technology systems
- Evaluate workforce model options, including Civil Service and others, and determine an appropriate approach for SWBNO
- Enhance resources for employee training and development
- Motivate and train supervisors and leaders to improve employee and team performance
- Strengthen internal communication and information sharing to increase collaboration across departments
- Improve knowledge capture, transfer, and succession planning
- Foster a culture of customer service throughout the organization
- Expand convenience systems and capabilities to improve self-service options for customers
- Elevate core customer service delivery performance
- Advance proactive communication and outreach programs
- Shift maintenance planning and workflows from reactive to preventative through comprehensive asset management
- Replace and renew aged infrastructure using integrated approaches
- Successfully deliver all critical capital improvement projects by improving collaboration with project partners
- Develop long-range system master plans to renew infrastructure incorporating community vision, green infrastructure, and climate adaptation
- Evaluate and modify organizational structure and staffing levels
- Enhance and elevate safety of culture
- Implement programs and training related to change management, process standardization, and continuous improvement
- Develop and share organizational performance metrics internally and externally

RESULTS

- Fewer capital project change orders
- Lowered aged accounts receivable
- Reduction in unbilled (non-revenue) water
- Increased utilization of assistance programs
- Increased customer self-service utilization
- Increased customer service efficiency
- Fewer billing errors
- Increased employee adoption of core technology systems
- Increased workforce productivity
- Reduction in open positions
- Increased and improved employee training
- Increased employee morale
- Reduction in customer complaints
- Increased customer service first call resolution
- Increased customer satisfaction rating
- Increased social media interactions
- Improved positive media sentiment
- Increased time spent on preventative maintenance
- Increased feet of pipeline replacement
- Fewer water main breaks
- Fewer sewer overflows
- Increased number of green infrastructure projects
- Improved service delivery
- Fewer workforce accidents and injuries
- Increased number of specific operational process improvement projects



Financial Stability

Practice strong fiscal stewardship and ensure timely revenue recovery while balancing customer affordability with investments necessary to deliver critical services

Goal: Enroll 90%+ of past due customers in a Promise Pay payment plan

- In Q1 2024, SWBNO launched Promise Pay, a program that allows customers to enroll in an interest-free plan with flexible payment options, keep their account in good standing, and avoid a water shut-off.
- As of March 31, 2024, enrollment totaled 32% of customers (7,889 plans).
- As of June 30, 2025, enrollment totaled 62% of customers (14,962 plans).
- As of Q2 2025, SWBNO has collected \$18.2M and customers have committed to paying more than \$24.2M in future payments.
- SWBNO will waive late fees for any customer who enrolls in a new payment plan by 9/30/2025.
- **Tactic:** Continue to raise awareness and increase enrollment in the program.



Technology Modernization

Modernize technology and system integration to improve reliability and efficiency of operations and enhance customer service.

Goal: Implement New Financial Management System in 2026

- SWBNO procured a new, industry-leading financial management system in 2024, which will increase data availability, improve administrative efficiencies, and strengthen transaction transparency. Implementation of the new system is underway.
- **2025 Tactic:** Continue implementation of new system.
- **2026 Tactic:** Complete implementation and go-live with new system.

Goal: Implement New Human Capital Management System in 2027

- Implement a new human capital management system to improve the utility's ability to manage workforce data, which impacts retention, recruitment, and workforce development.
- **2025 Tactic:** Advertise RFP, review RFP responses, select vendor and obtain Board of Directors approval, commence contract negotiations, and begin implementation of new system.
- **2026 Tactic:** Continue implementation of new system.
- **2027 Tactic:** Complete implementation and go live with new system.



Technology Modernization

Goal: Implement New Enterprise Asset Management System in 2028

- Implement a new asset management system to track the maintenance needs of existing buildings, infrastructure, and equipment, and plan for future capital needs.
- **2025 Tactic:** Advertise RFP, review RFP responses, select vendor and present to Board of Directors for approval.
- **2026 Tactic:** Commence contract negotiations and begin implementation of new system.
- **2027 Tactic:** Continue implementation of new system.
- **2028 Tactic:** Complete implementation and go live with new system.

Goal: Implement New Customer Information System in 2028

- Implement a new customer information system that will improve billing functions and efficiency, enhance data accuracy, and support revenue collection.
- **2025 Tactic:** Advertise RFP, review RFP responses, and begin process to select vendor.
- **2026 Tactic:** Present vendor to Board of Directors for approval, commence contract negotiations, and begin implementation of new system.
- **2027 Tactic:** Continue implementation of new system.
- **2028 Tactic:** Complete implementation and go live with new system.



Infrastructure Resiliency and Reliability

Improve efficiency and resiliency of current and future infrastructure by leveraging partnerships and innovative approaches to funding and sustainable design.

Goal: Increase Minor Drainage Assessment and Cleaning

- As of January 1, 2025, SWBNO became responsible for all drainage operations in the City of New Orleans.
- As of Q2 2025, SWBNO had selected a contractor and issued a notice to proceed to begin assessing, cleaning, and repairing the minor drainage system. Initial estimates show that 50% of the lines require cleaning.
- The utility has cleaned over 7,000 catch basins and 200,000 drain lines. More than 4 million pounds of debris have been removed.
- **Goal (short-term):** Continue to track and clean catch basins and storm drains and address point repair backlog, subject to available funding.
- **Goal (long-term):** Assess, repair, and clean 20% of the minor drainage system each year to complete a full assessment and cleaning of the system every five years. A total of \$25M to \$40M will be needed annually to meet this goal.



Infrastructure Resiliency and Reliability

Goal: Improve Water System Infrastructure*

- SWBNO manages various types of water system work orders. In Q2 2025, the Networks Department completed more than 4,800 work orders.
- On average, work orders are completed within 49 days.
 - Hydrant Leak (108 days)
 - Service Leak (31 days)
 - Main Break (23 days)
 - Meter Inspection/Repair (32 days)
- In addition, SWBNO continues to replace aging transmission mains within its water distribution system.
- **Tactic:** Improve response times by completing all types of water system work orders, on average, within 30 days.
- **Tactic:** Improve water system infrastructure by tracking miles of water mains replaced or rehabilitated.

**Reflects work orders completed by SWBNO's Networks Department.*



Infrastructure Resiliency and Reliability

Goal: Improve Sewer System Infrastructure*

- SWBNO manages various types of sewer system work orders. In Q2 2025, the Networks Department completed more than 1,100 work orders.
- On average, work orders are completed within 16 days.
 - House Connection Backup (0 days)
 - House Connection Overflow (0 days)
 - Lead Repair (50 days)
 - Main Repair (32 days)
 - Manhole Overflow (0 days)
- **Tactic:** Provide a sewer backup response within 4 hours.
- **Tactic:** Improve response times by completing all types of sewer system work orders, on average, within 30 days.
- **Tactic:** Complete an assessment of the entire sewer system within the next five years, subject to available funding.

**Reflects works orders completed by SWBNO's Networks Department.*



OPS COMMITTEE PRESENTATION

Human Resources | September 2025



EXECUTIVE SUMMARY



OVERVIEW

This presentation provides a clear view of SWBNO's Employee Performance Review process, SWBNO Job Classifications, and the Compensation Study RFP. It highlights current practices, areas for improvement, and supports ongoing efforts to strengthen accountability, consistency, and alignment with best practices.



KEY POINTS AND OBJECTIVES

- Employee Performance Review Process
 - Criteria for evaluations, department tailoring, sample forms rating breakdowns, manager training, and process challenges
- Identifying SWBNO Job Classifications
 - Utility specific positions
- Compensation Study RFP
 - \$255,000 budget request
 - Scope, definitions of compensation, and how the comparable market will be determined



EMPLOYEE PERFORMANCE REVIEW PROCESS

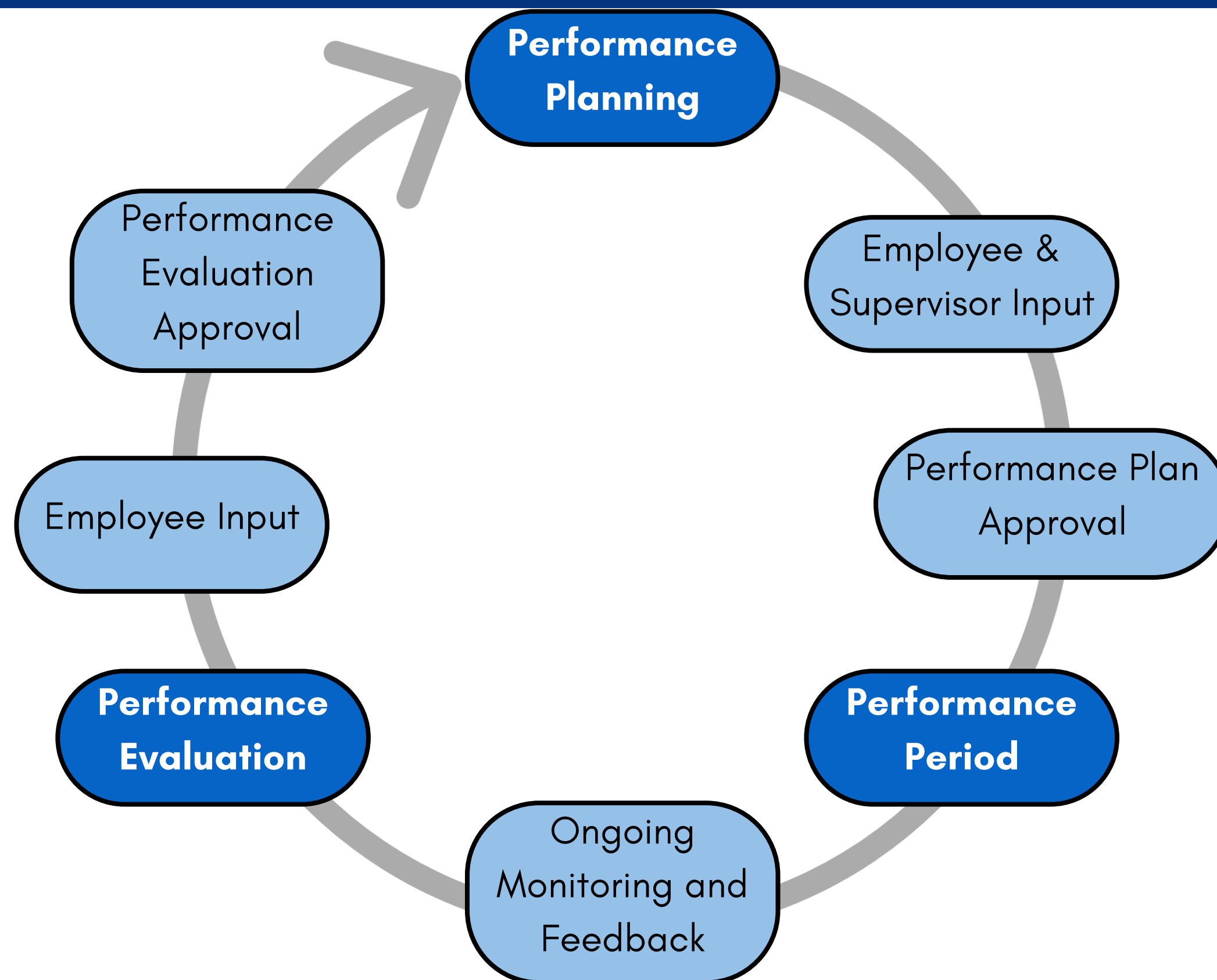


SWBNO & CIVIL SERVICE

- SWBNO's review process is fully governed by Civil Service guidelines
- SWBNO cannot alter, supplement, or replace the established Civil Service process
- Civil Service Rule XI, Section 1.1:
 - Defines the Performance Evaluation System as a tool to measure performance and develop high-performing employees
 - Effective January 1, 2017
 - Applies to all classified employees



PERFORMANCE REVIEW CYCLE





REVIEW SAMPLES

Please refer to the handout containing four sample customer service evaluations.

Please note that all sensitive information has been redacted.



PERFORMANCE REVIEW PROCESS



- **Part 1: Performance Planning session (Oct 1 – Jan 31)**
- Supervisors and employees meet to outline:
 - Goals – Key outcomes to be achieved
 - Tasks – Specific responsibilities for the role
 - KSAs (Knowledge, Skills, Abilities):
 - Knowledge – Information required for the role (e.g., policies, procedures, technical concepts)
 - Skills – Measurable proficiencies or learned capabilities (e.g., writing, equipment operation, software use)
 - Abilities – Enduring traits or capacities enabling performance (e.g., communication, leadership, problem-solving)
- Once documented, the plan is signed by both supervisor and employee
- Final review and approval completed by the supervisor's supervisor



EVALUATION

- **Part 2: Goal Planning**
- Employees are evaluated on:
 - Job-specific goals
 - Related tasks
 - Soft skills/competencies
 - Must tie directly to job requirements.
 - NeoGov recommends 3-5 SMART goals.
- **SMART** Goals are:
 - **S**pecific
 - **M**easurable
 - **A**chievable
 - **R**ealistic
 - **T**imely



EVALUATION

- **Part 3: Work Tasks**
 - Outline specific tasks needed to achieve each goal
- **Part 4: Competencies & KSAs**
 - Soft skills and competencies are assessed in the KSAs section
- Evaluation Approach
 - Factors may be graded individually, but the final evaluation combines all components for a comprehensive assessment
 - Evaluation factors are tailored to departments and positions at the discretion of department heads
 - Departments may:
 - Create specific goals and tasks that reflect operational needs
 - Use the Goal Planning Library in NeoGov as a resource for establishing goals



PERFORMANCE REVIEW PROCESS



- Rating Period: January 1 – April 1
 - Supervisors evaluate employees on established Goals, Tasks, and KSAs from the prior year
 - The supervisor's supervisor reviews the evaluation and may accept or reject the proposed rating
 - Once approved, the employee reviews and signs their evaluation to complete the process



CATEGORY BREAKDOWN | 2024

City Entity	Rating Category	Percentage Received by Rating Category		Evaluation Completion Rate
Proprty Mgmt.	Exceeds Expectations	50	86%	
	Meets Expectations	7	12%	
	Does Not Meet Expectations	1	2%	
	Percentage of Elligible Employees Rated			103.6%
Public Works	Exceeds Expectations	104	85%	
	Meets Expectations	15	12%	
	Does Not Meet Expectations	3	2%	
	Percentage of Elligible Employees Rated			93.1%
Safety & Permits	Exceeds Expectations	51	75%	
	Meets Expectations	14	21%	
	Does Not Meet Expectations	3	4%	
	Percentage of Elligible Employees Rated			113.3%
Sanitation	Exceeds Expectations	12	23%	
	Meets Expectations	29	56%	
	Does Not Meet Expectations	11	21%	
	Percentage of Elligible Employees Rated			100.0%
SWBNO	Exceeds Expectations	315	30%	
	Meets Expectations	689	66%	
	Does Not Meet Expectations	38	4%	
	Percentage of Elligible Employees Rated			98.3%
Vieux Carre Commission	Exceeds Expectations	4	100%	
	Meets Expectations	0	0%	
	Does Not Meet Expectations	0	0%	
	Percentage of Elligible Employees Rated			100.0%

2024 was the first year in which SWBNO completed a meaningful number of Performance Evaluations with an evaluation completion rate of 98.3%.

- 30% received Exceeds Expectations (citywide 62%)
- 66% received Meets Expectations (citywide 36%)
- 4% received Does Not Meet Expectations (citywide 1.6%)



MANAGER TRAINING



Training for Managers

- Civil Service Class: SUPV 671: PERFORM
- Training Unit Support: Walk-through of the NeoGov system
- On-Demand Resources: Tutorial videos developed by the
Training Unit



DEFICIENCIES

Deficiencies in the Review Process

- Limited engagement with NeoGov:
 - Supervisors and employees often do not use the platform consistently
 - Most Performance Plans are completed at the last minute
- Technology and access barriers:
 - Many employees lack adequate access to technology
 - Evaluations must be printed, signed, scanned, and uploaded
 - Employee digital signature step is often bypassed
- Unclear reporting structures:
 - Limited communication on departmental reporting lines
 - Leads to confusion and inefficiencies



CLASSIFICATIONS



POSITIONS

Asterisked Positions are unclassified*

- AUTO METER INFRASTRUCTURE SUPERVISOR (C 3419)
- AUTOMATED METERING INFRASTRUCTURE DATA ANALYST I (C 3457)
- AUTOMATED METERING INFRASTRUCTURE SPECIALIST (C 3452)
- AUTOMATED METERING INFRASTRUCTURE TECHNICIAN (C 3451)
- AUTOMATED METERING INFRASTRUCTURE TECHNICIAN TRAINEE (C 3450)
- AUTOMATED METERING MASTER SPECIALIST (C 3453)
- BOILER PLANT OPERATOR (C 3060)
- CHIEF CUSTOMER SERVICE OFFICER (U 3020)
- CHIEF FINANCIAL OFFICER (U 3021) *
- CHIEF OF STAFF (U 3023) *
- CHIEF AUDIT EXECUTIVE (C 3005)
- DEPUTY DIRECTOR OF COMMUNICATIONS (Z 0092) *
- DEPUTY GENERAL SUPERINTENDENT (Z 0090) *
- DRAINAGE & SEWAGE PUMPING SUPERVISOR (C 3050)
- ENVIRONMENTAL ENFORCEMENT TECHNICIAN I (C 3085)
- ENVIRONMENTAL ENFORCEMENT TECHNICIAN II (C 3086)
- ENVIRONMENTAL ENFORCEMENT TECHNICIAN LEAD (C3089)
- ENVIRONMENTAL ENFORCEMENT TECHNICIAN INTERN (C3084)
- ENVIRONMENTAL ENFORCEMENT TECHNICIAN SUPERVISOR (C3088)
- GENERAL SUPERINTENDENT (Z 0047)
- NETWORKS MAINTENANCE TECHNICIAN I (C 3301)
- NETWORKS MAINTENANCE TECHNICIAN II (C 3302)
- NETWORKS MASTER MAINTENANCE TECHNICIAN I (C 3305)
- NETWORKS MASTER MAINTENANCE TECHNICIAN II (C 3306)
- NETWORKS PLANNER & SCHEDULER (C 3308)
- NETWORKS QUALITY ASSURANCE AND SAFETY INSPECTOR (C 3307)
- NETWORKS SENIOR MAINTENANCE TECHNICIAN I (C 3303)
- NETWORKS SENIOR MAINTENANCE TECHNICIAN II (C 3304)
- NETWORKS ZONE SUPERVISOR (C 3311)
- PLUMBING INSPECTION SUPERVISOR (C 2235)
- PLUMBING INSPECTOR II (C 2231)
- PLUMBING INSPECTOR LEAD (C 2234)
- POWER DISPATCHER I (C 3055)
- POWER DISPATCHER II (C 3056)
- POWER DISPATCHER III (C 3057)
- POWER DISPATCHER IV (C 3058)
- PUMPING AND POWER PLANT OPERATOR (C 3045)
- PUMPING PLANT OPERATOR (C 3040)
- PUMPING STATIONS SUPERVISOR (C 3048)
- PUMPING STATIONS SUPERVISOR, ASSISTANT (C 3047)
- QUALITY ASSURANCE & SAFETY INSPECTOR (C 3307)
- STEAM PLANT ENGINEER I (C 3070)
- STEAM PLANT ENGINEER II (C 3071)
- STEAM PLANT ENGINEER III (C 3072)
- STEAM PLANT ENGINEER IV (C 3073)
- SWB ANALYST (REIM TM LEAD) (ex) (Z 2032) *
- SWB ANALYST (REIMBURSEMENT SPECIALIST) (U 2031) *
- SWB DOC CONTROL TEAM LEAD (ex) (C 2021) *
- SWB Document Manager (Class Code U 2022) *
- SWB Document Support Specialist II (U 2033) *
- SWB Economic Development Analyst (U0956) *
- SWB Federal Grant Mgr (ex) (Class Code U2024) *
- SWB GIS Specialist (ex) (Class Code U2003) *
- SWB Grants/Reporting Spec (ex) (Class Code U 2025) *
- SWB PDU Manager (U2026) *
- SWB Program Administrator (Z2006) *
- SWB PROGRAM ANALYST (U 2004) *
- SWB Project Manager Supv (U 2001) *
- SWB Project Scheduler (ex) (U 2029) *
- SWB Recovery Manager (ex) (Z 2030) *
- SWB Reporting Analyst (ex) (U 2028) *
- SWB Requisition Team Lead (ex) (U 2034) *
- SWB SENIOR PROJECT MGR (ex) (U 2002) *
- UTILITIES DEPUTY MAINTENANCE MANAGER (C 3411)
- UTILITIES MAINTENANCE MANAGER (C 3412)
- UTILITIES MAINTENANCE TECHNICIAN I (C 3403)
- UTILITIES MAINTENANCE TECHNICIAN II (C 3404)
- UTILITIES MAINTENANCE TECHNICIAN III (C3405)
- UTILITIES MAINTENANCE TRAINEE II (C3402)
- UTILITIES MASTER MAINTENANCE SPECIALIST I (C 3408)
- UTILITIES MASTER MAINTENANCE SPECIALIST II (C 3409)
- UTILITIES MASTER MAINTENANCE SUPERVISOR (C 3410)
- UTILITIES MASTER MAINTENANCE TECHNICIAN III (C 3405)
- UTILITIES METER SERVICES MANAGER (C 3153)
- UTILITIES METER SERVICES SUPERVISOR, ASSISTANT (C 3151)
- UTILITIES PLANT WORKER (C 3016)
- UTILITIES SENIOR SERVICES ADMINISTRATOR (C 3038)
- UTILITIES TRADE SPECIALIST I (C 3406)
- UTILITY BUSINESS SERVICES MANAGER (C 3471)
- UTILITY CHIEF INFORMATION OFFICER (C 3558)
- UTILITY CUSTOMER SERVICE MANAGER (C 3456)
- UTILITY FLEET AND MAINTENANCE ADMINISTRATOR (C 3473)
- UTILITY FLEET MANAGER (C 3470)
- UTILITY SECURITY SUPERVISOR (C 3472)
- UTILITY SENIOR SERVICES ADMINISTRATOR (C 3038)
- UTILITY SENIOR SERVICES MANAGER (C 3095)
- UTILITY SERVICES ADMINISTRATOR (C 3036)
- UTILITY SERVICES MANAGER (C 3094)
- WATER CHEMIST I (C 5240)
- WATER CHEMIST II (C 5241)
- WATER CHEMIST III (C 5242)
- WATER METER FIELD SERVICE SUPERVISOR (C 3154)
- WATER METER FIELD SERVICE TECH LEAD (C 3150A)
- WATER METER READER (C 3141A)
- WATER METER READER AND SERVICES TECHNICIAN (C 3142)
- WATER METER READING TRAINEE (C 3140A)
- WATER PURIFICATION MANAGER (C 3725)
- WATER PURIFICATION OPERATOR I (C 3020)
- WATER PURIFICATION OPERATOR II (C 3021)
- WATER PURIFICATION SUPERVISOR (C 3724)
- WATER TREATMENT OPERATOR I (C 3720)
- WATER TREATMENT OPERATOR II (C 3721)
- WATER TREATMENT OPERATOR III (C 3722)
- WATER TREATMENT OPERATOR IV (C 3723)



POSITIONS

- SWBNO currently has 104 utility specific positions
- These positions are neither similar to or comparable to those of the city
- The positions are specific to water utility needs



FOR EXAMPLE: SWBNO SPECIFIC LABORER VS. CITY WIDE LABORER



City of New Orleans
NETWORKS MAINTENANCE TECHNICIAN I (CLASS CODE 3301)

CLASS CODE	3301	SALARY	\$36,570.00 Annually
ESTABLISHED DATE	August 02, 2000	REVISION DATE	June 28, 2016

Kind of Work

This is an entry-level position in the Networks multi-skilled workforce. The individual will be required to work in a team-based environment. Networks Maintenance Technician work activities may include any combination of the following tasks appropriate for water distribution, wastewater collection, preventive maintenance, reactive maintenance, vehicle operation, hand and power tool operation, material handling, general support and knowledge of basic safety procedures.

Distinguishing Features of Work

Specific Equipment Operation Required:

Drive and operate flatbeds and small repair vehicles (No CDL required).
Operate a jackhammer

Normal Promotion Path from this Class: Networks Maintenance Technician II

Examples of Work

- Inspects, cleans and clears catch basins, manholes, main drain lines and sewer main lines.
- Uses jackhammer equipment to break and remove asphalt in preparation for further repair actions.
- Performs minor asphalt and concrete excavation with hand tools and prepares cutout areas for final repair procedures.
- Maintains job safety standards.
- Establishes secure work area with safety cones and barricades. Complies with vehicle safety rules.
- Operates flatbed and small repair trucks.
- Performs preventive maintenance, cleans, stocks and services vehicles and equipment as assigned.
- Performs preventive and corrective maintenance on water distribution and wastewater collections systems as assigned. Performs other duties as assigned or required.
- Performs housekeeping of buildings and work areas. Performs landscaping and site restoration.



City of New Orleans
LABORER (CLASS CODE 1510)

CLASS CODE	1510	SALARY	\$34,797.00 Annually
REVISION DATE	November 28, 2018		

Kind of Work

Routine manual and maintenance work at the entrance level; and related work as required.

Distinguishing Features of Work

Reports to: Labor Supervisor I or higher level supervisory personnel.

Job Summary: This is routine work in the performance of routine maintenance support and heavy laboring tasks which can be learned by training on the job, requiring limited judgment in their execution. Primary responsibility is for the careful and prompt performance of assigned tasks according to specific oral or written instructions.

FLSA Status: Non-Exempt

Supervision Received: Employees receive detailed instructions and close supervision in the performance of assigned tasks.

Supervision Exercised: None

Environmental Factors: Employees in this class work a conventional work week; some evening or weekend hours may be required in emergencies. Work is performed outdoors where incumbents are exposed to such conditions as inclement weather, dust, odors and traffic. Work requires strenuous physical activity including frequent bending, stooping, crawling, reaching and lifting heavy objects.

Examples of Work

(Note: These examples are intended only as illustrations of the various types of work performed in positions allocated to this class.)

- Cuts grass, weeds, and brush; rakes grass and leaves.
- Saws and removes trees.
- Cleans streets, sewers, culverts, drains and ditches.
- Digs ditches and assists in the installation of sewer, drain and water pipes.
- Loads and unloads trucks; spreads sand, gravel and dirt.
- Moves furniture or other heavy equipment.
- Puts up street signs and directs traffic where streets are under construction.
- Rakes and spreads asphalt, fires and operates an asphalt kettle.
- Breaks concrete with an air hammer; mixes mortar and carries tools and materials for skilled workmen.
- Cleans and assists in routine servicing of buildings and/or maintenance and automotive equipment.
- Washes and replaces air conditioner and other filters.
- Cleans swimming pools, stadiums, parks, and neutral grounds



COMPENSATION STUDY



REQUEST

- Conducting a classification/compensation study is a foundational to any attempt or approach to compensation increases
- Civil Service is currently conducting one, however, it does not include any utility specific positions
- We are requesting \$255,000 to conduct this study



SCOPE, DEFINITIONS, & MARKET COMPARABILITY

- Independent Oversight
 - The study is conducted by a third-party consultant to ensure objectivity and defensibility
 - The consultant determines the scope, methodology, and market definitions
- Role of SWBNO
 - SWBNO's responsibility is limited to providing accurate employee and job data
 - SWBNO does not have authority to alter or influence the consultant's approach
- Study Parameters (Consultant-Defined)
 - Compensation: May be limited to base salary
 - Comparable Market: Determined by the consultant, typically based on size, function, and geography
- Key Clarification
 - SWBNO cannot provide definitive answers on scope, compensation definition, or market comparisons until the consultant finalizes their methodology



THANK YOU

Human Resources | September 2025