



DATE: 03/17/2026

TIME: 9:00 a.m.

LOCATION: Executive Boardroom

COMMITTEE MEMBERS: Tyler Antrup, Chair | Courtney B. Scrubbs, Vice Chair | H. Davis Cole | Janet Howard | Kimberly A. Thomas, JD |

Strategic Planning 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 Item

- A. Strategic Plan Update for 2027-2031 – Rocky Craley and Catherine Carter, Raftelis Consultants

III. Public Comment

IV. Adjournment



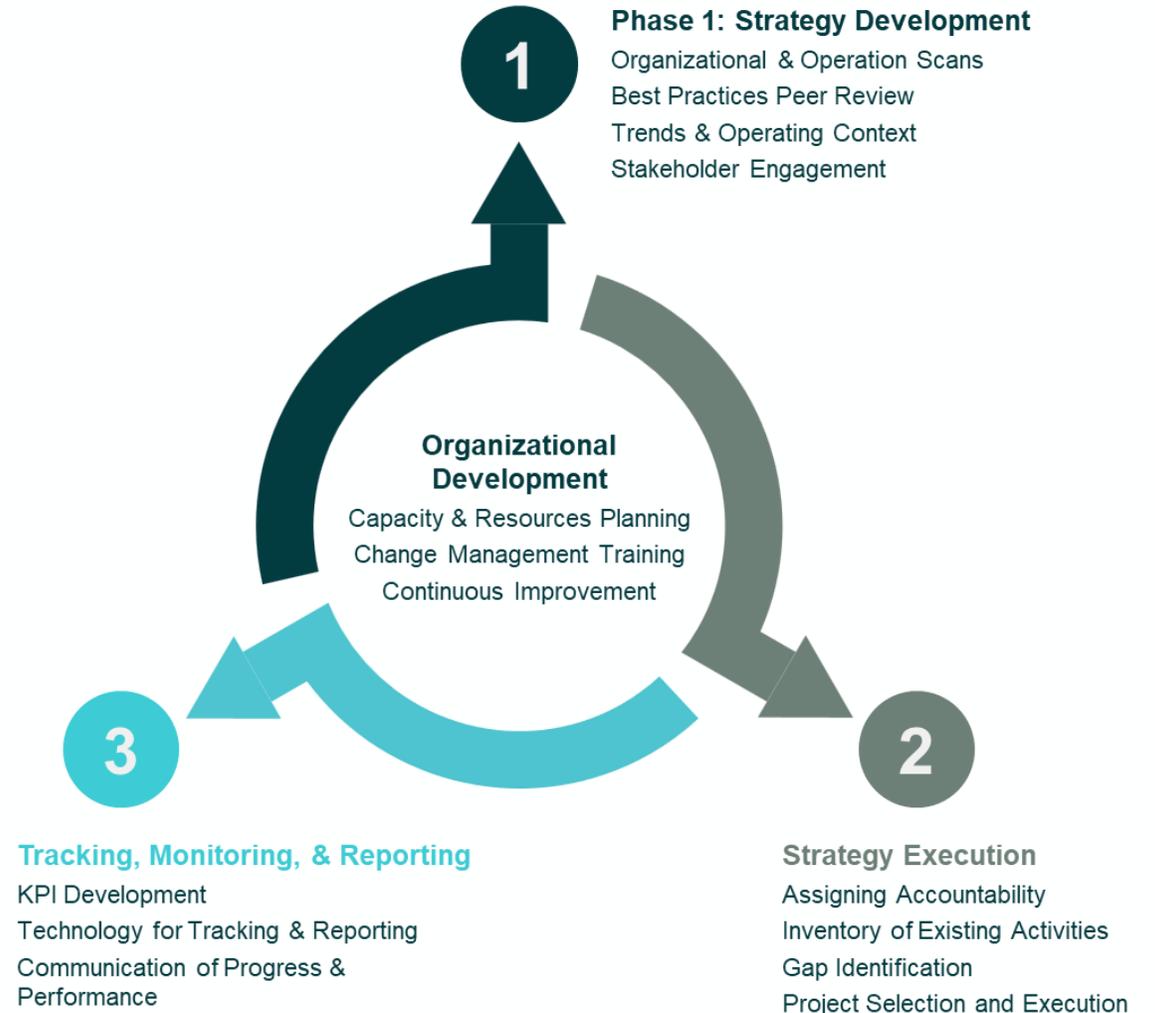
Sewerage and Water Board of New Orleans

Strategic Plan Update

March 10, 2026

Strategic Planning at SWBNO

- 2022 – Completed the existing strategic plan
- 2023 – Initiated annual implementation check-in process
- 2027 – Existing plan time horizon concludes



Strategic Plan Implementation

Monitoring plan activities provides opportunities to connect with team members, check in on progress, and celebrate accomplishments.

Examples of accomplishments in 2025:

- Vendor selection for major enterprise systems
- Cross-functional strike team to address customer service issues
- Employee survey and engagement
- Enhanced supervisor and employee training
- Substantial progress on the Water Quality Master Plan
- New Meter Management Data Department

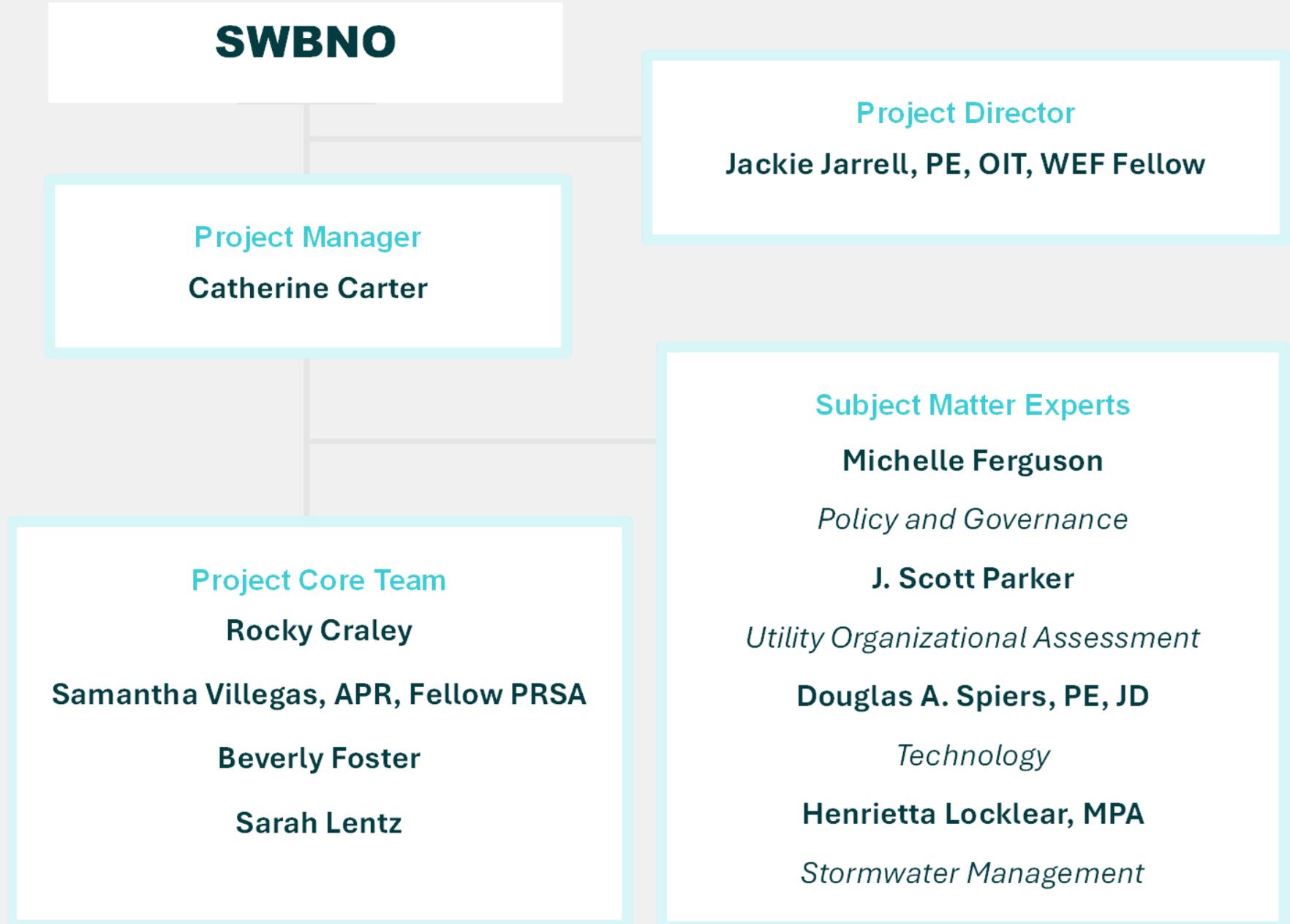


Sewerage and Water Board of New Orleans

STRATEGIC PLANNING FLOW CHART & TIMELINE

 <p>KICK-OFF AND DOCUMENT REVIEW</p>	 <p>BUSINESS DRIVERS AND STRATEGIC DIRECTION</p>	 <p>FOCUS AREAS, STRATEGIES, TACTICS</p>	 <p>ACTION PLANS AND PERFORMANCE METRICS</p>	 <p>PLAN DEVELOPMENT AND IMPLEMENTATION</p>	 <p>COMMUNICATION PLAN AND ROLL-OUT</p>	 <p>ONGOING IMPLEMENTATION SUPPORT</p>
<p>Participants</p> <ul style="list-style-type: none"> Steering Committee <p>Goal</p> <ul style="list-style-type: none"> Set expectations Request relevant data Discuss: <ul style="list-style-type: none"> Charter Participants Process Scheduling Operating Context <p>Activities</p> <ul style="list-style-type: none"> Half-day kick-off workshop 	<p>Participants</p> <ul style="list-style-type: none"> Board Steering Committee Internal and external stakeholders <p>Goal</p> <ul style="list-style-type: none"> Understand strengths, opportunities, aspirations, and desired results Contextualize SWBNO needs and service levels <p>Activities</p> <ul style="list-style-type: none"> Interviews, surveys, focus groups, topic-specific roundtables Foundation Workshop with Steering Committee 	<p>Participants</p> <ul style="list-style-type: none"> Steering Committee Internal Subject Matter Experts (Focus Area Teams) <p>Goal</p> <ul style="list-style-type: none"> Work Focus Area Teams to develop proposed strategies, objectives, and tactics Solicit feedback and approval from Steering Committee <p>Activities</p> <ul style="list-style-type: none"> Team sessions Half-day workshop with Steering Committee 	<p>Participants</p> <ul style="list-style-type: none"> Steering Committee Focus Area Teams <p>Goal</p> <ul style="list-style-type: none"> Reinforce alignment around a formal strategic planning management structure Develop year-one action plans Review and confirm performance metrics for each focus area <p>Activities</p> <ul style="list-style-type: none"> Team sessions to develop year-one implementation plans Half-day workshop with Steering Committee 	<p>Participants</p> <ul style="list-style-type: none"> Board Steering Committee <p>Goal</p> <ul style="list-style-type: none"> Design a strategic plan document that captures the planning process and outcomes Consider internal and external audiences to demonstrate the value of services provided by SWBNO Load updated content into Ellio Performance <p>Activities</p> <ul style="list-style-type: none"> Draft and review the final plan document Present to the Board 	<p>Participants</p> <ul style="list-style-type: none"> Steering Committee Communications Staff <p>Goal</p> <ul style="list-style-type: none"> Develop a strategic communications plan for the Strategic Plan Discuss: <ul style="list-style-type: none"> Audiences Channels Key Messages Materials Success Measures Implementation <p>Activities</p> <ul style="list-style-type: none"> Meetings with SWBNO Comms staff and Steering Committee (as appropriate) to develop and validate the communication plan 	<p>Participants</p> <ul style="list-style-type: none"> Steering Committee Focus Area Teams <p>Goal</p> <ul style="list-style-type: none"> Support annual strategic plan implementation workshops and priority-setting Regularly communicate progress, milestones, successes, and barriers <p>Activities</p> <ul style="list-style-type: none"> Meet with Focus Area Teams to gather updates Facilitate annual workshop with the Steering Committee and Teams
MAY	MAY - AUG	AUG - SEPT	OCT - DEC	DEC - JAN	DEC - JAN	2027 - ONWARD

The Raftelis Team



Q&A