

SEWERAGE & WATER BOARD OF NEW ORLEANS
EXECUTIVE COMMITTEE MEETING
FRIDAY, JANUARY 9, 2015
9:00 AM

8800 S. CLAIBORNE AVE., CARROLLTON WATER PLANT
ENGINEERING BLDG., 2ND FLOOR – TRAINING ROOM
COMMITTEE MEMBERS

Mr. Wm. Raymond Manning, Chair • Mr. Mark Moody • Mr. Marion Bracy • Mrs. Kerri Kane • Mr. Alan Arnold

FINAL AGENDA

ACTION ITEMS

1. Approval of Previous Report
2. Contributions for Federal Lobbying Services (R-010-2015)

PRESENTATION ITEMS

3. Topics for Future Discussions
4. Response to Questions

INFORMATION ITEMS

5. Tracking Tool for Commitments to the City Council
6. EEOC Activity Status Report Y.T.D.
7. Any Other Matters

REFERENCE MATERIALS (In Binders)

- A. Sewerage and Water Board By-Laws
- B. 2014 Operating & Capital Budget
- C. Strategic Plan
- D. Bond Rating



"RE-BUILDING THE CITY'S WATER SYSTEMS FOR THE 21ST"

Sewerage & Water Board OF NEW ORLEANS

MITCHELL J. LANDRIEU, President
WM. RAYMOND MANNING, President Pro-Tem

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NEW ORLEANS, LA 70165 • 504-529-2837 OR 52W-ATER
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December 5, 2014

TO THE HONORABLE PRESIDENT AND MEMBERS OF THE SEWERAGE AND WATER BOARD OF NEW ORLEANS:

A regular meeting of the **Executive Committee** of the Sewerage and Water Board was called to order on Friday, December 5, 2014 at 10:00 AM in the Board Room at 625 St. Joseph Street.

ATTENDANCE

Present: Wm. Raymond Manning, Committee Chair
Marion B. Bracy
Alan Arnold

Also in Attendance: Cedric S. Grant, Executive Director; Robert Miller, Deputy Director; Brian Ferrara, Legal Counsel; Joseph Becker, General Superintendent; Bobby Nathan, Equal Employment Opportunity Director (EEOC); Willie Mingo, Purchasing Department; Emanuel Lain, Budget Department; Geneva Coleman, The Hawthorne Agency, Inc.; Paul West, Chester Engineers; Stephen Stuart, BGR.

ACTION ITEMS

1. Approval of Previous Report

The Executive Committee received the Executive Committee Report of November 7, 2014 for review and action. Mr. Alan Arnold motioned to accept the report and Mr. Marion Bracy seconded the motion. The motion passed.

2. 2015 Holiday Schedule (R-254-2014)

The above referenced resolution of the Sewerage and Water Board of New Orleans 2015 Holiday Schedule was approved by motion of Mr. Alan Arnold and seconded by Mr. Marion Bracy, and the motion carried.

Staff lost its quorum for the December 1, 2014 Operations Committee meeting. Therefore, all action items were considered at the Executive Committee meeting.

3. Bid Recommendations

- **Contract #3794: Rehabilitation of Bio-Reactor Train #1 at the East Bank Wastewater Treatment Plant.**

The Economically Disadvantaged Business Program recommends that the participation submitted by Industrial & mechanical Contractors, Inc., be accepted and that the participation submitted by Alfred Conhagen, Inc., of LA be rejected because the company failed to submit a SLDBE Participation Summary Sheet.

- **Contract #6252: Installation of Transformers T2 and T3 and Construction of New Electrical Duct Bank at Carrollton Plant**

The Economically Disadvantaged Business Program recommends that the participation submitted by Frischhertz Electric Co., Inc., be accepted and the participation submitted by Wallace C. Drennan, Inc., be rejected because the company failed to meet the DBE participation goal, and did not provide documentation of Good Faith Effort and signed affidavit affixed with official seal.

- **Contract #8142: Repaving Open Cuts in Streets, Driveways and Sidewalks Resulting from the Repair to the Sewerage & Water Board of New Orleans' Underground Utilities.**

The Economically Disadvantaged Business Program recommends the participation submitted by Fleming Construction Company, LLC and Wallace C. Drennan, Inc., be accepted.

- **Contract #30015: Restoration of Existing Gravity Sewer by Point Repair and CIPP Lining Sewer Mains at various Points throughout Orleans Parish.**

The Economically Disadvantaged Business Program recommends the participation submitted by Wallace C. Drennan, Inc., and Fleming Construction Company, LLC be accepted.

- **Furnishing Rubber P.V.C. Hip Boots and Knee Boots - REQ NO. YW 15-0001**

The Economically Disadvantaged Business Program recommended the SLDBE participation submitted by Southeast Safety & Supply by approved.

Mr. Arnold requested for staff to provide a DBE report for the last 12 months, inclusive of the general DBE categories and names of companies that have conducted business with the Board and for staff to bring this information back to the Board.

Ms. Tiffany Carter stated that yes; staff can provide a more detailed DBE report for the Board.

Mr. Marion Bracy moved to accept staff recommendations and Mr. Alan Arnold seconded, and the motion carried.

4. Construction Review Committee

The Economically Disadvantaged Business Program recommends acceptance of the SLDBE Participation submitted for the following three (3) Open Market One year contracts, no renewal options:

- **Contract #1381: Furnish & Installation of Air Compressors and Associated Equipment at the main Water Purification Plant**
- **Contract #1382: Replacement of the Filter Media at the Filters 1A, 1B, 5A and 5B at the Claiborne Filter Gallery at the MWPP**

- **Contract #3795: Modification to the North Return Activated Sludge Pump Station and Pipeline at the East Bank Wastewater Treatment Plant**

And one (1) one year contract, one (1) one year renewal option

- **Contract #2110: Water main Line Replacements and Extensions at Scattered Locations throughout Orleans Parish**

Mr. Marion Bracy moved to accept staff recommendations and Mr. Alan Arnold seconded, and the motion carried.

5. Staff Contract Review Committee Recommendations

The Staff Contract Review Committee recommended the following:

- One (1) Open Market Contract w/0% SLDBE Participation, no renewal options:
Purchase of Sycamore Filter Gallery and Actuator Equipment at the Main Water Purification Plant
Estimated Cost \$2,700,000.00

Does not lend itself to SLDBE Participation because product is a sole source item shipped directly from the manufacturer. Funding Source: 2014 Water Revenue Bond

- One (1) First renewal of five (5) one (1) year renewal options, 0% SLDBE Participation
Furnishing Totalizing Fluid Meters and Counting Devices Water Meters –
Renewal Cost \$1,882,165.20 + Department of Labor 2.8% Unit Price Adjustment
Prime Contractor: Mueller Systems.

Does not lend itself to SLDBE Participation because product is a sole source item shipped directly from the manufacturer. Funding Source: Water & Sewer Bond Funding

Mr. Marion Bracy moved to accept staff recommendations and Mr. Alan Arnold seconded, and the motion carried.

PRESENTATION ITEMS

6. Committee Responsibilities By-Law Changes

Mr. Cedric S. Grant recommended changing the bylaws of the Executive Committee to include within its responsibilities strategic planning; business development; risk management; and information technology. Staff recommends those changes go before the December Board meeting for adoption.

INFORMATION ITEMS

7. Tracking Tool for Commitments to the City Council - received

8. EEOC Activity Status Report Y.T.D. - received

9. Topics for Future Discussion - received

10. Response to Questions - received

11. Any Other Matters

- **Temporary Closure of the Board Room**

Mr. Grant informed the committee of the temporary closure of the Board Room due to audio and visual renovations. Meanwhile staff is considering having the January 2015 committee meetings at the Carrollton Water Plant location, and staff would keep the Board informed.

There being no further business to come before the Committee, the meeting adjourned at 10:28 AM.
Very truly yours,

Wm. Raymond Manning
Committee Chair



SEWERAGE AND WATER BOARD

Inter-Office Memorandum

Date: January 8, 2015
From: Nolan P. Lambert, Special Counsel
To: Cedric S. Grant, Executive Director
Re: Authority to Pay Pro-Rata Share of Contributions for
Federal Lobbying Service

This is a request to place the above referenced matter on the agendas of both the Executive Committee and the Regular Monthly Meeting of the Board for the month of January for the following reasons:

It is the intent of the City of New Orleans, Sewerage and Water Board of New Orleans, Regional Transit Authority, and the Regional Transit Authority to renew an agreement to share costs for federal lobbying services. The Jones Walker/Livingston Group/Sabiston & Associates Partnership have been under contract for the past several years providing specialty advocacy for the City, the Board and RTA at a fee of \$9,200 per month. The contract is in the name of the City, but the scope of the agreement is to provide the various entities with coordinated advocacy services. In the past the Mayor was given authority to enter into the contracts for the Board. This is simply a renewal of the existing contract under the same terms which benefits all parties.

The Board's share in this Agreement is limited to the sum of \$6,000 per month for a period of one (1) year from the date of this agreement.

This request is for the Board to authorize the Mayor on behalf of the Board to renew the above described existing multi-agency lobbyist agreement at a cost not to exceed \$6,000 per month for one (1) year.

I attach hereto a draft of a proposed resolution authorizing the agreement.


SPECIAL COUNSEL

NPL:mkt
Att.

FEDERAL LOBBYING SERVICES

WHEREAS, since 2003, the Sewerage and Water Board of New Orleans has agreed to participate in an agreement to employ federal lobbyists to represent the interest of the Sewerage and Water Board of New Orleans, the Regional Transit Authority, New Orleans Aviation Board and the City of New Orleans jointly; and

WHEREAS, the Board has authorized the Mayor in the past to act on its behalf in entering into the multi-agency federal lobbyist agreement; and

WHEREAS, the Jones Walker/Livingston Group/Sabiston & Associates Partnership will provide specialty advocacy for the City of New Orleans, the Board and RTA at a fee of \$9,200 per month; and

WHEREAS, it is the intent of the City of New Orleans, Sewerage and Water Board of New Orleans, Regional Transit Authority, and the New Orleans Aviation Board to renew the agreement to share costs for federal lobbying services under the same terms as last year; and

WHEREAS, the Board's share in this multi-agency federal lobbying agreement is limited to the sum of \$6,000 per month for a period of one (1) year from the date of this agreement.

NOW THEREFORE, BE IT RESOLVED that the Sewerage and Water Board of New Orleans hereby authorizes the Mayor to act on behalf of the Sewerage and Water Board of New Orleans to renew the existing multi-agency federal lobbyist agreement at a cost not to exceed \$6,000 per month for one (1) year.

I, Cedric S. Grant, Executive Director,
Sewerage and Water Board of New Orleans, do hereby
certify that the above and foregoing is a true and
correct copy of a resolution adopted at the Regular
Monthly Meeting of said Board, duly called and held,
according to law, on January 21, 2015.

CEDRIC S. GRANT, EXECUTIVE DIRECTOR
SEWERAGE AND WATER BOARD OF NEW ORLEANS



SEWERAGE AND WATER BOARD OF NEW ORLEANS

January 9, 2015

Executive Committee
Sewerage and Water Board of New Orleans
New Orleans, Louisiana

Dear Directors:

Subject: Questions Raised by Board Member Alan Arnold

Attached are questions raised by Mr. Alan Arnold for consideration by the Executive Committee. Included are also management responses to these questions. Staff will be prepared to discuss these questions at the January 2015 committee meeting.

Cedric S. Grant
Executive Director

Presented for your careful consideration by Board Member Alan Arnold
(Management responses shown in bold below. October 2014)

ANALYSIS OF MAJOR LIABILITIES OTHER THAN DEBT			
	Yr 2004	Yr 2009	Yr 2013
Pension (\$ in thousands)	0	1,855	15,430
Post Ret Health (\$ in thousands)	0	24,474	54,778

The pension plan is presently under scrutiny by the Pension Comm. However the question is why the liability of \$15,430,000 on the Balance Sheet is different from the unfunded liability amount reported in the Actuarial Report? That amount for 2013 is \$62,379,320.

This information will be provided under separate cover.

The Post-Retirement Health Benefit plan has had a dramatic increase. The cost curve appears to be out of control. This is a defined benefit plan like the pension plan. In my two years this activity was never reported on by the Finance Comm who must have had the oversight responsibility. I was on the Pension Comm and it was not included in its duties of oversight. This matter needs immediate attention. The questions are too numerous for this report. Isn't the Pension Comm with its employee members better suited to handle this issue?

Post-retirement health benefits are paid on an annual cost basis. The difference between the annual cost basis and the actuarial basis is a non-cash expense recorded as a long-term liability. Changes to the funding for post-retirement health benefits are appropriately considered by the Finance Committee according to the Sewerage and Water Board bylaws. The cost of these benefits is not paid from Pension Fund assets.

A copy of the actuarial report should be furnished to the appropriate committee. Regardless, I request a copy of the report ASAP.

A copy of the actuarial report as of January 1, 2014 has been provided to the Finance and Pension Committees and will be provided to other members of the Board of Directors upon request.

ANALYSIS OF OPERATING EXPENSES			
	Yr 2004	Yr 2009	Yr 2013
Total (exc depr&amor) (\$ in thousands)	115,938	130,574	144,693
Adm & Gen (\$ in thousands)	14,978	13,504	17,333
Payroll related (\$ in thousands)	18,794	35,085	34,928

Payroll expenses for other than adm & gen are included in the costs of the other general department categories.

Comparing these line items from the annual report with the OPERATING BUDGET is not possible because different categories are used. Payroll Related is only \$10,573 in the BUDGET.

Of the \$28,785 increase from 2004 to 2013, \$18,561 was due to these two categories or 64.5%. An explanation is requested especially because of the change in the head count.

Until 2007, the Board recognized the cost of providing post-employment medical benefits as an expense when the benefit premiums were due. Adoption of GASB Statement 45 ACCOUNTING AND FINANCIAL REPORTING BY EMPLOYERS FOR POSTEMPLOYMENT BENEFITS OTHER THAN PENSIONS changed how the cost was computed to an actuarial basis, making the numbers reported in the 2004 CAFR no longer comparable to the corresponding numbers reported in 2013.

Personnel head count	1,118	836	871
Payroll regular	30,165	29,947	29,706
overtime & other	8,886	15,795	17,319
Total	39,051	45,742	47,025
reg per person av	27	36	34
total per person av	34.9	54.7	53.9
PAYROLL RELATED per emp	16.8	41.9	40.1
Total	51.7	96.6	94.0

There is a sizable difference between the headcount in the 2013 annual report and the Black & Veatch report of April 2014. It states the head count at 1,028. What is the basis of the difference?

The 2013 CAFR report headcount is as of December 31, 2013. The Black & Veatch report headcount as of the time when their review was performed.

Have we hired 157 new employees since Jan 1 2014?

Sewerage and Water Board has hired approximately 130 employees since January 1, 2014. However, approximately 110 employees have terminated service since that time.

It states 189 additional employees need to be hired to fill vacancies. Is that report an accurate picture of personnel?

Yes, that is a reasonable estimate.

What part of the 2013 payroll was sick pay, vacation pay, and overtime?

This information will be provided under separate cover.

Please break down the components of PAYROLL RELATED.

This information will be provided under separate cover.

Of the net 247 employees released after the storm, how many had vested pensions and what was the average length of their employment?

Management did not perform an analysis of the pension status and average length of employment for employees who terminated service following Hurricane Katrina.

What was the value of their regular salaries?

Management did not perform an analysis of the value of their regular salaries for employees who terminated service following Hurricane Katrina.

Of the new employees hired since the storm, how many were working for city and brought their retirement vesting rights with them?

Management did not perform an analysis of the employees hired following Hurricane Katrina who had previously worked for the city and brought their retirement vesting rights with them. Note that any employees who joined Sewerage and Water Board after previous service with City of New Orleans also brought their retirement contributions with them.

Does civil service give special preference to employees working for the city over other civils service workers in state or public systems?

No.

In general does civil service give preference to civil service workers over those in the private sector if qualifications are similar??

For jobs that are original entry positions, there is no preference given between civil service workers and private sector applications. For jobs that are promotional positions, there are no applications received from outside the civil service system.

Are sick days and vacation earned a function of Civil Service or is discretion allowed to the employer?

The allotment of sick days and vacation days is part of the Civil Service rules and regulations.

Every employee earns a maximum of 13 sick days per year.

What was the total number of sick days cashed in 2013?

This information will be provided under separate cover.

What was the average per employee?

This information will be provided under separate cover.

As stated in the annual report except for a few individuals hired before Jan 1, 1979 all employees earn 13 vacation days per year. Bonus days are earned for length of service up to a maximum of 20 days for 20 years of service. However only a maximum of 45 days can be cashed and only at separation. If that is correct, what is the average amount of vacation days cashed in a year at separation?

This information will be provided under separate cover.

Is this also purely a function of Civil Service regulations or is any discretion allowed?

The limitation on days which may be earned during service and cashed upon termination is part of the Civil Service Rules and Regulations.

In 2013 what was the highest amount of overtime earned by one employee and what was the average and the mean for all employees?

This information will be provided under separate cover.

How many employees (excluding top mgmt) collected no overtime?

This information will be provided under separate cover.

What amount of overtime is attributable to covering vacation, sick days and holidays?

Industry best-practices indicate that utility-wide overtime of approximately 7% to 8% as compared to regular time is for covering vacation, sick days, holidays, and the twenty-first shift of round-the-clock schedules as well as for completion of jobs begun on regular time but completed most efficiently by the same workers.

What amount is attributable to understaffing?

The amount in excess of the 7% to 8% would be attributable to understaffing.

Are essential employees rotated so weekends are not overtime?

Yes.

In conclusion the staffing problem is the most important issue facing the Board now that the capital needs are being addressed. The 2014 Black & Veatch report highlights that fact in its report.

It lists three main problems to solving the problem: 1) Lack of Qualified Candidates 2) Cumbersome Hiring Process 3) Pay Limits and Residency Requirements. My analysis suggests that our current compensation system is a product of the past. To compensate for low salaries the Board adopted a very generous benefits program that pushed the costs into the future just as it did with the Capital Program. Those costs are now damaging the system and will hamper a solution to the staffing problem. It is imperative that we design a pay system that we can afford without jeopardizing the 10 yr Capital Program. Fairness to the existing loyal hard working employees is important however difficult to define but we must try. It is clear to me that changes to both the pension plan and the post retirement benefits is necessary. That process cannot be done in a piecemeal fashion. It request immediate attention and very careful analysis.

Sewerage and Water Board of New Orleans
Tracking Tool for Commitments to City Council
December 2014

Status Key  **On Target**  **Not Started**  **Delayed**  **Needs Attention**

Topic	Commitment	Target Date	Status	Next Steps	Strategic Plan Reference
I. Governance Practices	A. Reduce the length of Board member terms and limiting the number of terms.	October 2013	Completed June 17, 2013. Senate Bill No. 47 reduced the term lengths from 9 to 4 years and limiting members to serving two consecutive terms.	None.	Strategy IV Tactics I.1 and I.2
	B. Establish requisite qualifications for Board members.	October 2013	Completed June 17, 2013. Senate Bill No. 47 requires experience in architecture, environmental quality, finance, accounting, business administration, engineering, law, public health, urban planning, facilities management, public administration, science, construction, business management, consumer or community advocacy, or other pertinent disciplines, with two of the appointments as consumer advocates with community advocacy or consumer protection experience or experience in a related field.	None.	Strategy IV Tactic I.3
	C. Reduce the number of Board members.	October 2013	Completed June 17, 2013. Senate Bill No. 47 reduced the size of the Board from 13 to 11 members.	None.	Strategy IV Tactic I.4
	D. Review function and responsibilities of Board committees.	Not determined.	Completed December 17, 2014. Board of Directors adopted changes to Bylaws reflecting updated responsibilities of Board committees.	None.	Strategy IV Tactic I.5
	E. Appoint Board members from recommendations submitted by university presidents.	October 2013 original May 2014 revised	Completed May 22, 2014. New board members appointed.	None.	Strategy IV Tactic I.6
	F. Establish dedicated independent oversight of Sewerage and Water Board determined by the City Council.	Not determined.	Completed May 30, 2013. Staff presents to Public Works Committee of City Council as scheduled on identified questions and concerns.	None.	Strategy IV Tactic M

Sewerage and Water Board of New Orleans Tracking Tool for Commitments to City Council December 2014

Status Key					Needs Attention	
On Target					Delayed	
Not Started						
Topic	Commitment	Target Date	Status	Next Steps	Strategic Plan Reference	
II. Customer Service Improvements	A. Acquire and implement Advanced Metering Infrastructure. Replace existing mechanical meters with new electronic meters and an automated meter reading system that will provide more accurate readings, enhanced leak detection on customer lines, and improved account monitoring. The new meters will be installed for the residential and small commercial customer base.	December 2016	On target. Request for information issued to potential vendors. Information submitted by ten vendors reviewed by staff and interviews conducted. Requests for proposals issued by other utilities being reviewed. A revised standard for purchasing new meters has been completed. Project will be fully initiated following implementation of new billing system.	Continue replacement of existing manual-read meters with electronic-read meters. Determine if outside expert assistance will be needed in project management. Develop a preliminary implementation plan and issue a request for proposals for change-out of residential and small commercial meters and installation of automated meter reading capabilities. Confirm targeted completion date following implementation of new customer account management system.	Strategy III Tactic B	
	B. Open Additional Customer Service Center to provide convenient access to full service capabilities for customers without travelling to the downtown location.	December 2013 original December 2014 revised	Delayed. Alternatives identified and evaluated in New Orleans East.	Original request for proposals was for unimproved space. Contract change order negotiated for move-in-ready space. Evaluate public space alternative prior to proceeding.	Strategy III Tactic H	
	C. Replace existing billing application with new software that includes online customer account management capabilities.	January 2015 original March 2016 revised	On target. Customer Account Management System from Cogsdale Corporation implementation underway.	Project implementation began September 2014.	Strategy III Tactic C	
	D. Replace existing work order application with new software that includes online work order tracking and appointment scheduling capabilities.	December 2017	Not started.	Next steps to be determined as part of the development of an Information Technology Strategic Plan.	Strategy III Tactic D and E Strategy IV Tactic D	
	E. Improve efficiency and reliability of Customer Service processes. Reduce the volume of calls by increasing perceived accuracy of bills. Ensure meter reading and billing edits are worked diligently. Improve the customer experience when questioning a bill and resolve more issues during the first call. Provide more effective appeals process.	Ongoing	Completed October 31, 2014. Customer Service Improvement Plan updated and reported to Operations Committee monthly.	None.	Strategy III Tactics A, F, and G	
III. Service Assurance Program	A. Provide additional funding for bill payment assistance through the Water Help program.	January 2013	Completed January 31, 2013. Funding for bill payment assistance through the Water Help program increased from \$60,000 to \$240,000.	None.	Strategy III Tactic I.1	

Sewerage and Water Board of New Orleans
Tracking Tool for Commitments to City Council
December 2014

Status Key



On Target



Not Started



Delayed



Needs Attention

Topic	Commitment	Target Date	Status	Next Steps	Strategic Plan Reference
	B. Expand Water Help program to provide assistance with plumbing repairs.	June 2013 original March 2014 revised	Completed March 31, 2014. Program provides up to \$250 for plumbing repairs on the customer's portion of the service line.	None.	Strategy III Tactic I.2
	C. Pursue legislative change to allow adjustments for water lost through customer leaks.	March 2013 original August 2014 revised	Completed September 8, 2014. Staff evaluated several different alternatives to allow adjustments for water lost through customer leaks. However, these recommendations did not comply with existing interpretations of the Louisiana Constitution by the state attorney general.	None.	Strategy III Tactic I.3
	D. Evaluate waiver of service charges based on means testing for qualifying low-income elderly and disabled customers.	June 2013	Completed July 17, 2013. Staff recommended that the Board not adopt a waiver of these service charges based on means testing. Recommendations accepted by Board of Directors.	None.	Strategy III Tactic I.4
	E. Evaluate reduction in late payment fee, disconnected fee, returned check fee, and deposits.	March 2013 original June 2013 revised	Completed July 17, 2013. Because of the significant revenue loss associated with a reduction in late payment fees and disconnect fees, staff recommended that consideration of changes to these fees be deferred until after the first full year of revenues have been received from the new rates in order to ensure that the new rates are sufficient to allow for this offsetting reduction in fees while still accomplishing other financial objectives. Revenues from the new rates have not been sufficient to allow reduction in fees.	None.	Strategy III Tactic I.4
	A. Improve operations through performance measures, improved framework, and follow-up reviews to reduce future rate increases.	December 2017	On target. Training program developed and underway for frontline employees. Performance measures being reviewed and developed.	Process documentation, analysis, and improvement objectives combined with cost reduction are included in several senior management goals. Document and report improvement results.	Strategy II Tactic D Strategy IV Tactics B and H Strategy IV Tactic M

IV. Operational Reforms

Sewerage and Water Board of New Orleans
Tracking Tool for Commitments to City Council
December 2014

Status Key		On Target	Not Started	Delayed	Needs Attention		
Commitment		Target Date	Status	Next Steps	Strategic Plan Reference		
B. Reduce free water and sewer service provided to municipal accounts by fifty percent from a baseline of 2010 usage.	December 2017	On Target	On target. Quantity of free service reduced from 2010 to 2013 by 11.0%. School system billing initiated for consumption beginning July 2013. No changes to related laws were initiated for 2014 Louisiana legislative session.	Continue work with property administrators at municipal facilities to identify opportunities for reduced consumption. Coordinate with revenue-producing agencies to pursue legislative relief from burdensome requirements for free service.	Strategy II Tactic F		
C. Improve coordination between Sewerage and Water Board and Department of Public Works.	Not determined.	On Target	On target. A joint team of Sewerage and Water Board engineers and Department of Public Works engineers work together in coordination of planning and construction for the FEMA Recovery Roads program.	Determine feasibility of performing street drainage maintenance work on a fee-for-service basis, subject to identification of funding requirements, establishment of a funding stream, and gaining necessary legislative authorizations.	Strategy I Tactics A.1, B.1, and C.4		
D. Improve ratepayer collections.	Not determined.	On Target	Completed December 31, 2013. Plans to improve collections have recently focused on ensuring close compliance with schedules for non-payment turn-offs. The amount written off as uncollectable has reduced from 10.23% in 2010 to 1.52% in 2013.	None.	Strategy IV Tactic G		
E. Develop a long-term staff succession and training program.	Not determined.	On Target	On target. A partnership between Delgado Community College, the Sewerage and Water Board of New Orleans and the JOB1 Business and Career Solutions Center has launched a worker training program aimed at increasing the pool of certified water and wastewater treatment personnel to meet the anticipated demand for workers to operate the systems. Delgado has applied to become a certification testing site.	In conjunction with the City's JOB1 program and Sewerage and Water Board, Delgado Community College will develop training to increase the pool of certified personnel to meet the needs of the capital improvement program. Knowledge management and succession planning objectives have been added to several senior management goals.	Strategy V Tactic G		
F. Perform annual water audit to measure progress and critical needs.	Ongoing.	On Target	Completed December 12, 2014. Water Audits have been performed for 2008 through 2013.	None.	Strategy IV Tactic K		
G. Enhance long range planning by developing a Facilities Plan for 2015-2035.	December 2014	On Target	On target. Contract awarded in November 2013.	Consultant to develop a Water Purification Facilities Plan for 2015-2035 to identify the capital investments that will be needed beyond the immediate needs identified in the current capital improvement program.	Strategy I Tactic F.1		

Sewerage and Water Board of New Orleans

Tracking Tool for Commitments to City Council

December 2014

Status Key					Needs Attention	
					Delayed	
					Not Started	
Topic	Commitment	Target Date	Status	Next Steps	Strategic Plan Reference	
V. Economic Opportunities	H. Develop new sources of funding other than water and sewer rate increases.	Ongoing.	On target. New revenue stream established for handling wastewater from mobile containers, such as portable toilets and shipping containers, resulted in \$379,539 additional sewer revenue in 2013.	Analyze opportunities for providing wholesale water service over long distances.	Strategy II Tactic I	
	Repay funds owed to Department of Public Works.	December 2016	On target. Sewerage and Water Board repaid \$4,763,858.77 to Department of Public Works at year-end 2013. Amount was lower due to lower-than-forecast obligation by drainage system.	Pay remaining obligation owed to the Department of Public Works in three equal installments beginning December 2014.	Strategy II Tactic E	
	A. Create economic opportunities consistent with City of New Orleans programs for participation by economically disadvantaged and local business enterprises.	Not determined.	On target. For contracts with DBE participation 2013: Goods and Services \$275,314 or 30.0%, Construction \$13,452,287 or 37.6%, and Professional Services \$4,374,213 or 35.0%.	Sewerage and Water Board will continue to create economic opportunities for participation by economically disadvantaged and local business enterprises through Construction Review Committee and Staff Contract Review Committee recommendations and DBE vendor support and training.	Strategy IV Tactics F and L	
VI. Capital Improvement Program	A. Water System Improvements Replacement and rehabilitation of water purification plant facilities. Replacement and rehabilitation of water pumping facilities. Replacement of water system transmission and distribution mains. \$277,000,000	December 2020	On target. 2015 Capital Budget nearly fully funded. Progress on capital projects will be reported as part of Item VII.G below.	Continue execution of capital improvement program.	Strategy I Tactic A.1 through A.5	
	B. Replacement and rehabilitation of sewer system collection pipes required by Federal Consent Decree. \$314,000,000	December 2020	On target. 2015 Capital Budget nearly fully funded. Progress on capital projects will be reported as part of Item VII.G below.	Continue execution of capital improvement program.	Strategy I Tactic B.1 through B.3	
VII. WaterStat Reporting and City Council Oversight	A. Establish performance measures and targets as well as reporting methodology.	March 2013	Completed March 31, 2013. Measurements framework adopted, initial measurements identified, and measurements training delivered to senior management. Collection of performance data in progress. Additional graphs created.	None.	Strategy IV Tactics A and B	

Sewerage and Water Board of New Orleans Tracking Tool for Commitments to City Council December 2014

Status Key  On Target  Not Started  Delayed  Needs Attention

Topic	Commitment	Target Date	Status	Next Steps	Strategic Plan Reference
	B. Implement a systematic approach to process documentation, analysis, and improvement.	June 2013	Completed April 1, 2014. Training program developed and contract for training delivery awarded. Departmental training plans developed in March 2014 and business skills training began in April 2014. Improvement initiatives identified by training participants.	None.	Strategy II Tactic D Strategy IV Tactic H
	C. Perform follow-up reviews to document results and efficiencies achieved.	January 2014 original December 2014 revised	Status report underway.	Document and report improvement results.	Strategy IV Tactic B
	D. Provide maps showing maintenance work completed, capital projects completed, and planned capital improvements.	January 2013 and Ongoing	Completed January 1, 2013. Maps have been printed.	None.	Strategy IV Tactic M
	E. Document FEMA receipts and uses of funds.	January 2013 and Ongoing	Completed January 1, 2013. Summary of FEMA receipts and uses of funds is provided to Board committees each month.	None.	Strategy IV Tactic M
	F. Initiate annual meetings with citizens of each council district to regularly report on organizational performance results.	May 2014 original December 2014 revised	Status report underway.	Prepare detailed written status reports on the plans and reforms listed in Exhibit B Amendment to Water and Sewer Rates Resolution as well as status of construction projects by City Council district.	Strategy IV Tactic M
	G. Provided written updates to the Clerk of the City Council.	Quarterly and As Requested.	Completed May 30, 2013.	None.	Strategy IV Tactic M

Statistics	
Completed	19
On Target	12
Not Started	1
Delayed	3
Needs Attention	0
Total	35



SEWERAGE AND WATER BOARD OF NEW ORLEANS

Inter-Office Memorandum

DATE: December 30, 2014

FROM: Bobby L. Nathan, EEO/Grievance Manager

TO: Cedric S. Grant, Executive Director

RE: The Equal Employment Opportunity Division
Activity Status Report for December 2014 Y.T.D.

I. Federal Equal Employment Activity

There were two (2) new cases filed in October of "Race Discrimination" and "Work" reported to the EEOC. These above cases are still in progress and there have not been any new cases filed in December 2014.

II. Status of the General Grievance Policy #26, The Equal Employment Opportunity Policy #86 and the Workplace Harassment Policy #87 are as follows:

All Cases Year-to-Date:

There have been sixteen (16) General Grievances filed by Sewerage and Water Board employee's year-to-date.

III. Conference/Office Activity:

1. Telephone Calls:

There were fifty-four (54) telephone conferences held with employees, concerning/involving a job related issue in December 2014. Field investigations are conducted when necessary.

2. Office Visits

Office Conference, counseling of employment issues, and/or non-employment issues can be made by appointment or by walk-in there were ten (10) such consultations held during December 2014.

3. Grievance Committee Hearings

There is one (1) case pending.

Bobby L. Nathan
Equal Employment Opportunity Officer

Case#	Grievance	Status
01	(Promotion)	Closed
02	(Promotion)	Closed
03	(Promotion)	Closed
04	(Retaliation)	(No Cause Found) Closed
05	(Promotion)	Closed
06	(Harassment) – Employee is working with supervisor	Closed
07	(Harassment) – No follow up by employee	Closed
08	(Harassment) – No follow up by employee	Closed
09	(Harassment) – Case being processed by EEO	Closed
10	(Race Discrimination) – Case being processed by EEO	Open
11	(Work) – Employee complained about a Pension Committee	Closed
12	(Harassment) – Employee complaint, No follow up	Closed
13	(Harassment)	Closed
14	(Harassment)	Grievance Committee Hearing <i>Pending</i>
15	(Race Discrimination)	Case being processed by EEOC <i>Pending</i>
16	(Work) - Denied equipment needs	Case being processed by EEOC <i>Pending</i>