



Sewerage and Water Board of New Orleans

625 St. Joseph Street
New Orleans, LA 70165

May 1, 2025

Clerk of Council
City Hall, Room 1E09
1300 Perdido Street
New Orleans, LA 70112
Submitted via Electronic Mail

Re: Sewerage and Water Board of New Orleans
Quarterly Report on Operations, Q1 2025

Dear Clerk of Council,

Pursuant to La. R.S. 33:4091(C), enclosed please find the Quarterly Report on Operations for the Sewerage and Water Board of New Orleans. This report includes information and updates on operations for Q1 (January, February, March) 2025.

We respectfully request that this report be received at the next regularly scheduled meeting of the New Orleans City Council. If you have any questions about this report or request, please do not hesitate to contact me.

Regards,

Ghassan Korban
Executive Director, Sewerage and Water Board of New Orleans

cc: Helena N. Moreno
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SEWERAGE AND WATER BOARD OF NEW ORLEANS

QUARTERLY REPORT ON OPERATIONS

QUARTER 1 (JAN., FEB., MARCH) 2025



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SECTION I. STANDARD INDUSTRY METRICS FOR BEST PRACTICE

A. PERCENTAGE OF WATER LOSS

Background. Utilities typically incur water loss in two ways. “Real loss” occurs when treated water is physically lost through leaks in pipes and other parts of the distribution system. “Apparent loss” occurs when treated water has been “lost” through unauthorized consumption (theft), aging or defective meters, meter reading inaccuracies, or billing and data errors. On average, utilities nationwide lose 16% of treated water.¹

Q1 2025. As illustrated in Table A, the Sewerage and Water Board of New Orleans (SWBNO) lost 75.1% of its treated water year to date through Q1 2025. SWBNO currently lacks the capability to track the various reasons that can cause “real” and “apparent” water loss. However, the utility is actively pursuing projects that will provide meaningful improvements regarding water data, including the Smart Metering Program and the Water Quality Master Plan (both discussed in detail below). SWBNO began using real-time metering at its Carrollton Water Plant in Q4 2024, and the Algiers Water Plant is also metered. This will improve the utility’s ability to accurately track water production rates and how much treated water is leaving the plants in real-time.

Table A: Q1 2025 WATER LOSS DATA²

Water Produced 14.2 billion gallons	Water Billed (Water Consumed and Billed) 3.6 billion gallons (24.9%)	Non-Revenue Water (Water Consumed by Public Entities and not Billed)* (Water Loss) 10.7 billion gallons (75.1%)
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* Non-Revenue Water includes authorized consumption by certain public entities that are not billed for water usage in accordance with La. R.S. 33:4096.

B. PERCENTAGE OF WATER PAID

Table B: Percentage of Water Paid for Water System in Q1 2025

Water System	Billed, net*	Collected**	% Paid
Q1 2025	\$23,423,520	\$25,164,653	107%
Q4 2024	\$21,387,416 (estimated)	\$22,954,590	107%
Q3 2024	\$26,303,179	\$26,424,675	100%
Q2 2024	\$27,686,473	\$28,363,959	102%

¹ United States Environmental Protection Agency (EPA), [Water Audits and Water Loss Control for Public Water Systems](#), July 2013.

² Prior quarterly reports incorrectly reflected water, water billed, and non-revenue water in millions of gallons.



* Billed reduced by customer credits of approximately \$3.3 million

** Cash basis inclusive of payment plans

Table C: Percentage of Water Paid for Sewer System in Q1 2025

Sewer System	Billed, net*	Collected**	% Paid
Q1 2025	\$33,172,646	\$32,534,586	98%
Q4 2024	\$39,458,887	\$40,368,180	102%
Q3 2024	\$34,413,547	\$35,473,452	103%
Q2 2024	\$35,496,484	\$ 35,059,999	99%

* Billed reduced by customer credits of approximately \$3.3 million

** Cash basis inclusive of payment plan

C. RECEIVABLES OUTSTANDING & DELINQUENCY SCHEDULE

Table D: Delinquent Customer Accounts as of Q1 2025 (March 31, 2025)

Customer Type	Total # of Accounts	Total # of Delinquent Accounts*	Total % of Delinquent Accounts*	Total (\$) Due from Delinquent Accounts*
Residential	121,063	23,578	19%	\$40,353,993
Multi-Family	4,467	912	20%	\$6,589,576
Commercial	12,496	1,969	16%	\$18,930,967
TOTAL	138,026	26,459	19%	\$65,874,536

* Delinquent accounts include those with bills that are 60 days past due.³

- **Promise Pay.** 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 Q1 2025, customers are enrolled in 14,808 payment plans. SWBNO has collected \$13.8 million, and customers have committed to paying more than \$24.2 million in future payments.⁴
- **Additional Support to Analyze Delinquent Accounts.** SWBNO has onboarded new staff to enhance its ability to analyze and resolve delinquent accounts. The utility has also retained a consultant (Protiviti Government Services) to analyze delinquent accounts, determine the primary causes of debt, and recommend a course of action. Recommendations on both gaps in collections processes and an evaluation of delinquent accounts has been provided to management and is

³ SWBNO, [Delinquent Bill Process](#), Updated November 2023.

⁴ Customers interested in enrolling in Promise Pay can sign up [here](#).



being considered along with enrollment in Promise Pay payment plans which is the primary tool for customers to return into good payment standing.

D. CUSTOMER SERVICE IMPROVEMENTS

1. PERFORMANCE DATA

10,194

Walk-in customers served at
Customer Service Centers in
Q1 2025

10,988

Customer emails answered in
Q1 2025

46,315

Customer calls answered in
Q1 2025

Table E: Call Center Performance Data for Q1 2025

Month	Total Calls Received	Total Calls Answered	Total % Calls Answered	Total # Calls Dropped	Total % Calls Dropped	Average Wait Time
January	23,843	17,916	75%	5,926	25%	7:34
February	24,187	17,700	73%	6,487	27%	7:59
March	22,120	16,829	76%	5,291	24%	7:15
TOTAL	70,150	52,445	75%	17,704	25%	7:36

2. CUSTOMER SERVICE TRAINING

In Q1 2025, the Customer Service Department developed a multi-course curriculum that includes how to provide positive customer interactions, handling resolutions from beginning to end, and workplace professionalism. These courses will begin in May and continue through the summer.

3. BILLING DISPUTES

During Q1 2025, SWBNO continued the process of enabling an outside, third-party consulting firm, selected by the City Council, to hear and handle customer billing disputes.⁵ There was also an initial kickoff meeting with the third-party firm, SWBNO and the appointed arbiters to discuss the appeals process for billing disputes as requested by the customer. SWBNO is committed to supporting the efforts of the firm and arbiters as they work to resolve customer disputes on the utility's behalf.

⁵ New Orleans City Council, Ordinance Calendar No. 34,775, adopted September 5, 2024.



SECTION II. PROCESSES & INDICATORS FOR PREVENTION OF WASTE OR FRAUD

Background. As a steward of public funding and resources, SWBNO is committed to maintaining a system of Anti-Fraud, Waste, and Abuse (AFWA) during the regular course of its operations. To this end, SWBNO uses various policies, processes, and procedures to prevent, detect, report, and rectify fraud, waste, or abuse wherever it may exist throughout the utility. Updates for Q1 2025 include:

- **Annual Audit Plan.** The 2025 Audit Plan was presented at the Q1 meeting of the Board of Directors' Audit Committee. The Audit Plan includes the following: Ongoing Bill Audits/Billing Quality Assurance and Quality Control; Act 393 Compliance; Use of Rental Vehicles/Leasing; and Records Retention Schedule.
- **Plumbing.** The Internal Audit Department reviewed the licensing, permitting, and inspection functions that are being performed by the Plumbing Department. The audit report was issued during Q1 and is pending management response. Report results will be presented at the Audit Committee's Q2 2025 meeting.
- **Service Connections & Inspections.** The Internal Audit Department is reviewing internal controls surrounding customers' connections to the municipal system and the inspections thereof. The audit testing phase began in Q1 2025 and is ongoing.
- **Hazardous Chemical Handling Pay.** The Internal Audit Department initiated a review of Hazard Chemical Handling Pay during Q4 2024, and the review is now in the testing phase.
- **Change Order Modification Review Committee.** This non-voting committee, comprised of representatives from the Finance, General Superintendent, Legal, and Product Delivery Unit departments, meets regularly to discuss change orders introduced by SWBNO project managers. In Q1 2025, the committee reviewed 13 change orders in the amount of \$9.9 million, three contract amendments in the amount of \$6.4 million, and four contract renewals in the amount of \$6.1 million, all of which were subsequently approved by the board.
- **Lighthouse Reporting System.** SWBNO continues operating its internal reporting system, which encourages employees to submit complaints regarding waste, fraud, and abuse for investigation.



SECTION III. PERFORMANCE METRICS FOR EMPLOYEES & CONTRACTORS

A. METER READING

Background. According to the American Water Works Association (AWWA), “[m]eters should be read at sufficiently frequent intervals appropriate to support the utility’s understanding of volume of production, rate structure and to provide accurate bills and feedback to its customers.”⁶

Q1 2025. SWBNO continues to make progress on smart meter installations and seek operational efficiencies in its meter reading department. These ongoing efforts are improving the utility’s ability to perform its meter reading function. As of January 1, 2025, SWBNO does not send bills to customers for consumption unless an actual read has been conducted.⁷

B. WATER SYSTEM WORK ORDERS & PERFORMANCE METRICS

In Q1 2025, SWBNO completed more than 6,000 water system work orders. SWBNO’s Networks Department primarily performed this work, with assistance from the utility’s contractors.

Table F: Q1 2025 SWBNO Networks Department Water System Performance Metrics

SWBNO Networks Dept. Work Order Type	Work Orders Created Q1 2025	Work Orders Completed Q1 2025	Average Days to Completion Q1 2025
Hydrant Leak	106	198	89
Service Leak	3,397	4,081	33
Main Break	358	421	27
Meter Inspection/Repair	949	1,240	54
TOTAL	4,810	5,940	

⁶ American Water Works Association, [AWWA Policy Statement on Metering and Accountability](#), Revised January 2019.

⁷ Beginning January 1, 2025, SWBNO will be prohibited from submitting a bill to customers based on estimated services. See [Act 703](#) of the Louisiana Legislature’s 2024 Regular Session.



Table G: Q1 2025 SWBNO Contractors Water System Performance Metrics

SWBNO Contractor Work Order Type	Work Orders Created Q1 2025	Work Orders Completed Q1 2025	Average Days to Completion Q1 2025
Hydrant Leak	4	10	99
Service Leak	17	41	86
Main Break	13	43	104
Meter Inspection/Repair	150	8	35
TOTAL	184	102	

C. SEWER SYSTEM WORK ORDERS & PERFORMANCE METRICS

In Q1 2025, SWBNO completed more than 2,000 sewer system work orders. SWBNO's Networks Department primarily performs this work, with assistance from the utility's contractors.

Table H: Q1 2025 SWBNO Networks Department Sewer System Performance Metrics

SWBNO Networks Dept. Work Order Type	Work Orders Created Q1 2025	Work Orders Completed Q1 2025	Average Days to Completion Q1 2025
House Connection Backup	1,224	1,225	0
House Connection Overflow	165	165	0
Lead Repair	309	368	40
Main Repair	36	59	81
Manhole Overflow	124	124	0
TOTAL	1,858	1,941	

Table I: Q1 2025 SWBNO Contractors Sewer System Performance Metrics

SWBNO Contractor Work Order Type	Work Orders Created Q1 2025	Work Orders Completed Q1 2025	Average Days to Completion Q1 2025
House Connection Backup	0	0	0
House Connection Overflow	0	0	0
Lead Repair	45	81	73
Main Repair	29	55	97
Manhole Overflow	0	0	0



TOTAL	74	136	
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D. PAVEMENT REPAIR WORK ORDERS & PERFORMANCE METRICS

In Q1 2025, SWBNO and its contractors completed more than 1,400 paving work orders. SWBNO continues to work toward its goal of fully eliminating the paving backlog and completing paving repairs within four weeks of creating a work order.

Table J: Q1 2025 Pavement Repair Performance Metrics

Work Order Responsibility	Total Open Work Orders Q1 2025	Work Orders Created Q1 2025	Work Orders Completed Q1 2025	Average Days to Completion Q1 2025
SWBNO	226	978	1,175	31
SWBNO Contractors	66	99	290	110
TOTAL	292	477	1,465	

* Project delays involving the Joint Infrastructure Recovery Roads Program (JIRR) and Sewer System Evaluation & Rehabilitation Program (SSERP) have extended the completion timeframe for some work orders managed by SWBNO's contractors.

SECTION IV. COORDINATION WITH DEPT. OF PUBLIC WORKS

A. DRAINAGE SYSTEM CONSOLIDATION

In January 2025, SWBNO and the City executed an agreement, consolidating drainage operations and transferring responsibility for the “minor” drainage system to the utility.⁸ For 2025, \$18 million has been identified to support operations of the minor drainage system. This funding includes revenue from several sources, including the Infrastructure Maintenance Fund, a one-time allocation in American Rescue Plan Act (ARPA) funding from the City, and revenue generated from traffic enforcement devices. This funding will help SWBNO begin assessing and cleaning some of the minor drainage system. However, to reach the utility's goal of assessing and cleaning 20% of the minor drainage system each year and completing a full assessment and cleaning of the system every five years, a total of \$20 million to \$40 million will be needed annually.

⁸ Agreement between the City of New Orleans and Sewerage and Water Board of New Orleans for Transfer and Consolidation of Drainage Operations Pursuant to Acts 783 and 103 of 2024, January 14, 2025.



B. JOINT INFRASTRUCTURE RECOVERY ROADS PROGRAM (JIRR)

JIRR Quarterly Summary – Q1 2025

The Department of Public Works for the City of New Orleans together with the Sewerage & Water Board of New Orleans is pleased to present the progress report for the JIRR Program, End of Quarter 1, 2025.

Program Data as of March 31, 2025:

- 26 Projects in the Planning Phase
- 78 Projects in Design
 - Preliminary Design – 8
 - Final Design – 70
- 16 Projects Merged into others
- 24 Projects in the Bid & Award Phase
- 20 Projects under Construction
- 4 Projects Completed
 - Construction Substantial Completion
- 108 Projects in Contract Close-Out

PHASE	PROJECTS	PHASE %	PROGRAM FUNDING	% FUNDS	TOTAL EXPENDITURES
Planning	26	9.5%	\$ 273,910,006	15%	\$ -
Preliminary Design	8	3%	\$ 2,447,260	0.1%	\$ 1,237,277
Final Design	70	25%	\$ 33,363,460	2%	\$ 21,042,264
Merged	16	6%	\$ -	0%	\$ -
Bid & Award	24	9%	\$ 128,265,687	7%	\$ 5,553,552
Construction	20	7%	\$ 421,481,064	24%	\$ 247,466,793
Complete	4	1.5%	\$ 83,585,535	5%	\$ 66,855,877
Contract Closeout	108	39%	\$ 830,623,283	46.9%	\$ 782,815,063
PROGRAM TOTALS	276		\$ 1,773,676,296		\$ 1,124,970,825

The Department of Public Works and the Sewerage & Water Board of New Orleans have been working diligently to execute the Joint Infrastructure Recovery Request Program. We appreciate the assistance and support of FEMA and GOHSEP as we continue to execute this program for the benefit of all citizens of the City of New Orleans and Orleans Parish.



JIRR Project Activity by Period – Q1 2025

Project Activity	Prior To Q1 2022	Q1 2022	Q2 2022	Q3 2022	Q4 2022	Q1 2023	Q2 2023	Q3 2023	Q4 2023	Q1 2024	Q2 2024	Q3 2024	Q4 2024	Q1 2025	Program Totals
Moved to Design	196	4	11	4	2	1	2	3	3	4	2	2	-	17	251
FEMA Submitted	171	8	2	1	0	2	0	0	1	1	1	0	-	-	187
FEMA Approved	160	10	6	3	0	0	0	0	2	1	1	1	-	-	184
Bid Opening	87	0	6	3	0	3	1	6	2	1	2	2	2	1	116
NTP Construction	89	2	2	3	8	5	0	1	5	-	2	5	2	2	126
Substantial Completion	37	6	6	5	6	4	6	3	8	1	6	5	2	2	97



C. DRINKING WATER TRANSMISSION MAINS

SWBNO continues progress on replacing aging transmission mains within its water distribution system. These federally funded projects are managed by SWBNO in cooperation with the City of New Orleans as part of the Joint Infrastructure Recovery Roads Program (JIRR).

Table K: Transmission Main Projects (Locations)

Completed Projects	In Progress
South Claiborne Completed April 2024	Decatur & St. Peter Anticipated Notice to Proceed May 2025
South Claiborne & Third St. Completed February 2025	

SECTION V. EFFICIENCY AND EFFECTIVENESS OF INFORMATION SYSTEMS

SWBNO has started a multi-year undertaking to replace critical information and management systems. These new systems will modernize SWBNO's operations in key areas, including financial management, human resources, customer billing, and asset management. The need to update and modernize technology has been prioritized by SWBNO, as outlined in the utility's five-year [strategic plan](#). Updates for Q1 2025 include:

- **New Financial Management System.** SWBNO remains on track to implement a new, industry-leading financial management system in early 2026. In Q1 2025, SWBNO continued the implementation phase to ensure the new system meets the needs of the utility, which include increasing data availability, improving administrative efficiencies, and strengthening transaction transparency.
- **New Human Resources Management System.** In Q1 2025, SWBNO finalized a request for proposals (RFP) to begin procurement on a new human capital management (HCM) system. The RFP was advertised in early Q1 2025 and is currently in the selection process. A new HCM system will improve the utility's ability to manage workforce data, which impacts retention, recruitment, and workforce development. The utility plans to implement a new system by 2027.



- **New Billing Software System.** In Q1 2025, SWBNO completed its needs assessment for a new billing software system and completed final reviews of an RFP to begin procurement processes for a new billing software system. The RFP is anticipated in Q2 2025. The new billing system will, among other things, improve administrative functions and efficiency, as well as enhance data accuracy and revenue collection. The utility's goal is to implement a new billing system by 2028.
- **New Asset Management System.** In Q1 2025, SWBNO completed its needs assessment for a new Enterprise Asset Management (EAM) software system and completed final reviews of an RFP to begin procurement processes for a new EAM System. The RFP is anticipated in Q2 2025. The new system will enable SWBNO to track the maintenance needs of existing buildings, infrastructure, and equipment, as well as plan for future capital needs. The utility's goal is to implement a new asset management system by 2028.

SECTION VI. ASSESSMENT & STATUS OF TECHNOLOGIES & OPERATION PROGRAMS & STRATEGIES FOR SYSTEM REDUNDANCY & SERVICE IMPROVEMENTS

A. WORK ORDER DASHBOARD

In Q1 2025, SWBNO launched a new [Work Order Dashboard](#). While the dashboard is still in the beta version, it can be used by customers to view open work orders citywide. The dashboard, which is updated weekly, provides the type of work order, the date the work order was opened, and the average days for repair. A search tool enables customers to find work orders by street address. The goal is to provide the public with more information and transparency regarding issues that have been reported to the utility and the status of repairs.

B. PUMPING AND POWER DASHBOARD

SWBNO maintains a [Pumping and Power Dashboard](#) that provides the public with regular updates on pumps, pump maintenance, and power.⁹ The utility created the dashboard to serve as a resource of information and improve transparency around the utility's operations.

⁹ The Pumping and Power Dashboard can be accessed here: <https://www.swbno.org/Projects/PumpingandPower>.



C. SMART METER INSTALLATION DASHBOARD

SWBNO has developed a [Smart Metering Dashboard](#) that depicts where smart meters have already been installed, enabling customers to see installation progress citywide. The dashboard also illustrates pending installations, indicating locations that are scheduled to receive a smart meter within the next three months.¹⁰

D. NEW CUSTOMER PORTAL

In Q4 2024, SWBNO launched a new, [user-friendly online customer account portal](#). The new account format provides details about water usage (including hourly, daily, and monthly meter readings), enables customers to receive alerts and notifications regarding account and usage activity, and illustrates key data points in easy-to-understand graphs and charts. In addition, the account empowers customers to learn more about their water usage based on smart meter data and, if desired, make conservation choices.

SECTION VII. OPERATIONAL REFORMS, CAPITAL IMPROVEMENT PROGRAMS, & SERVICE ASSURANCE PROGRAMS

A. POWER COMPLEX

Progress on the new Power Complex remains on track for completion by summer 2025. Major initiatives that have already been constructed include the Entergy substation and the Utility Rack, which were the first major construction projects of the program. Critical items on the foundation contract also have been completed, allowing for the delivery and installation of the components of Turbine 7, which was a major project milestone. All major equipment has been delivered to SWBNO's facility.

In Q1 2025, SWBNO continued work to install the frequency changers and Turbine 7, along with installing the needed medium voltage electrical cable. The current schedule for testing and commissioning of the static frequency changers (SFC) and turbines is below.

Milestone	Original Expectation	Current Schedule
SFC 1	End of June 2025, with some real-world testing completed	End of June 2025. Power provided to pumps, with additional commissioning required.
SFC 2	End of June 2025	End of July 2025. Power provided to pumps, with additional commissioning required.

¹⁰ The Smart Metering Dashboard can be accessed here: <https://www.swbno.org/Projects/SmartMetering>.



SFC 3	Added via change order	End of August 2025. Power provided to pumps, with additional commissioning required.
Turbine 7	End of June 2025	Begin commissioning in mid-June 2025. Full commissioning expected to be 60 to 90 days.

An additional funding source for future contracts was secured as part of a grant awarded to the State of Louisiana from the Department of Energy for the Louisiana Hubs for Energy Resilient Operations (HERO) program, which will allow SWBNO to connect drinking water pumps to the new substation. The sub-recipient application process was announced by the Louisiana Department of Natural Resources in early April, with applications due in early May.

B. SMART METER PROGRAM

- **Installation Progress.** At the end of Q1 2025, more than 104,000 smart meters have been installed. As of the end of the first quarter, over 70% of all customer accounts have a new smart meter.
- **New Smart Meter Bills.** As of Q1 2025, SWBNO has issued more than 532,230 smart meter bills. SWBNO has started targeted communications with customers to assure them that smart meter data and smart bills are accurate.
- **Improved Leak Detection.** By utilizing new smart meter data, SWBNO has sent more than 35,000 notifications of potential leaks. Almost 44% of those customers repaired the leaks, which saved over 69 million gallons of lost water and more than \$1 million on customer bills.

C. LEAD SERVICE LINE REPLACEMENT PROGRAM

A major water system infrastructure project on the horizon is SWBNO's Lead Service Line Replacement Program. The purpose of the program is to improve public health by locating, removing, and replacing all lead service lines (learn more about lead awareness [here](#)). Key steps to carry out this project are already underway. Major Q1 2025 updates include:

- **Lead Service Line Inventory.** SWBNO has completed its citywide inventory, which requires locating and documenting the composition of all service lines (e.g., lead, other materials, unknown materials). The interactive online map can be accessed through the [Lead Awareness](#) webpage. Notifications to customers with lead, galvanized steel, and unknown service lines were mailed with information about the program and their service line material.



- **New Law.** [Act 527](#) of the Louisiana Legislature’s 2024 Regular Session addresses right-of-entry hurdles associated with the replacement of lead service lines. Pursuant to the new law, a municipality can adopt an ordinance granting a water utility right-of-entry on private property for the replacement of lead service lines as long as certain notice requirements to property owners and residents are met. While the new law applies to municipalities statewide, efforts to introduce the legislation were spearheaded by SWBNO and the New Orleans legislative delegation.
- **Program Management.** SWBNO is hiring a program management firm to manage the lead service line replacements, inventory, mitigation, and communications required by the Environmental Protection Agency (EPA). A request for proposals for program management services was released in Q4 2024. Proposals were received in Q1 2025, with initial evaluation selection committee meetings in March. A final selection is anticipated in Q2 2025.
- **Public Education and Communication.** SWBNO continues to develop a strategic communications plan and key messaging materials about the program.

D. WATER QUALITY IMPROVEMENTS

The water quality master plan will identify the next level of investments and upgrades needed at the Carrollton and Algiers water treatment plants. It will consider new technology, the current and changing regulatory landscape, and the potential impacts of climate change. During Q1 2025, master planning efforts continued moving forward. SWBNO anticipates the completion of the water quality master plan by Q4 2025.

E. SEWER (WASTEWATER) IMPROVEMENTS

SWBNO is concluding the design phase of major improvements at both the East Bank and West Bank Sewer Treatment Plants. Once completed, the work will be submitted to the Louisiana Department of Environmental Quality. New equipment is needed at both facilities, which would increase operational efficiency, reduce human error with integrating more automation, and provide a better water quality returned to the environment. SWBNO will use \$38 million in state loans to pay for these upgrades and improvements. The utility has also applied for a federal earmark for fiscal year 2026 to help fund the needed improvements.



F. SELA DRAINAGE PROJECTS

The U.S. Army Corps of Engineers (USACE) recently awarded the second contract, SELA 72.2, for the General De Gaulle Drive Drainage Canal Improvement Project. This project will include drainage improvements in Algiers, as well as earthen levee improvements near the Algiers Outfall Canal. SELA 26 Florida Ave Phase IV is in closeout and USACE plans to bid the second part of the contract in summer 2025.

G. SWBNO WORKFORCE

SWBNO's Human Resources Department (HR) is turning the page to forge a new chapter - one focused on progress, purpose, and building a forward-thinking team of professionals who drive lasting organizational impact. HR has finalized the expansion of the onboarding process by adding a second day of orientation, completed the setup of satellite HR hubs across multiple locations, introduced HR Connect to elevate communications throughout the workforce, and installed employee kiosks that provide our employees with tools needed to stay connected and informed. Lastly, HR is in the beta testing phase of the new Employee Electronic Information System, which will serve as agency-wide reporting structures to be placed in common spaces, breakrooms, and conference rooms.

Table L: Q1 2025 Workforce Data

	Vacant Positions	New Hires	Resignations	Terminations	Retired
Q1 2025	298	7	20	7	11
Q4 2024	79	58	18	9	2
Q3 2024	117	71	28	12	4
Q2 2024	134	79	43	25	1

SECTION VIII. IDENTITY & DETAILED INFORMATION ON THE STATUS OF ALL PROJECTS AND IMPROVEMENTS MADE SINCE THE CLOSE OF LAST QUARTER

See information and updates included in Section VII (Operational Reforms, Capital Improvements, and Service Assurance Programs).