



February 1, 2024

Dear Chairman Thomas and Members of the Public Works Committee:

Please find the Sewerage and Water Board of New Orleans' fourth 2023 quarterly report to the Public Works Committee below, as required by [Louisiana Revised Statute 33:4091](#). An attachment to this report includes a list of the pavement repair backlog as of December 2023.

As we work to fulfill our strategic plan, we remain dedicated to improving the customer experience and protecting public health. In reading this report, you'll find details about how SWBNO continues making progress from October through December 2023.

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In reflecting on 2023 as a whole, we have made undeniable progress on many of our key projects and initiatives. Still, we recognize that the age of our infrastructure, systems, and even our processes and procedures continue to be a work in progress. While these things can't change overnight, or even in one year, we are making meaningful steps forward. In this report, you'll find examples of those successes from Q4. I also encourage you to watch our January Board Meeting, if you have not already, to see a full year-in-review of 2023 and learn more about the state of our utility. The meeting recording is available here: <https://www.youtube.com/watch?v=qmZCIYFgns>

Entering 2024, I'm excited to carry over our positive momentum from 2023 and continue moving toward becoming the model utility our customers deserve. At SWBNO, we care deeply about the

Board of Directors: LaToya Cantrell – President, Poco Sloss – President Pro Tem, Freddie King III – City Council Member, Robin Barnes, Alejandra Guzman, Janet Howard, Carol Markowitz, Joseph Peychaud, Tamika Duplessis, Maurice Sholas



quality of our services. This year, we're prioritizing major projects with the goal of improving the customer experience:

2024 Priorities

- **Smart Metering** – Our Smart Metering Program is a legacy project that will revolutionize how our utility operates. In 2023, we finalized the behind-the-scenes work and launched the program with the first meter installations. Next year, smart metering will remain a top priority as we continue replacing all 140,000 analog water meters with new 21st-century technology and launching a customer portal to improve the customer and employee experience with SWBNO.
- **Power Complex** – Recent events have shown the fragility of our existing power infrastructure. In 2024, we will continue construction on this critical project to provide New Orleans a reliable source of power for drinking water and drainage pumps.
- **Drainage Infrastructure and Funding** – This year, we look forward to exploring new funding mechanisms for our drainage system with our partners.
- **Water Quality Master Plan** – SWBNO is embarking upon an 18-month process to identify the next level of investment in our water treatment plants, especially considering climate change, new technology, and the changing regulatory landscape.
- **Lead and Copper Rule Implementation** – One of the major regulatory items on our radar for 2024 is lead and copper. The EPA's Lead and Copper Rule Revisions require us to develop a lead service line inventory available to the public by October as well as a lead service line replacement plan. We are also keeping an eye on the EPA's recently proposed improvements to this rule, which may enforce more stringent requirements if approved. Our ultimate goal is to remove all lead lines throughout the city and protect public health in the meantime.

With these flagship projects underway, 2024 stands to be a momentous year for our utility. I look forward to working alongside you to meet the challenges ahead. Thank you for your commitment and dedication as we move toward our collective vision of being a model utility that earns and holds the trust and confidence of our customers, community, and partners through reliable and sustainable water services.

We look forward to discussing these topics and answering any questions you may have at the February 21 Public Works Committee meeting.

Regards,

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Executive Director, Sewerage and Water Board of New Orleans

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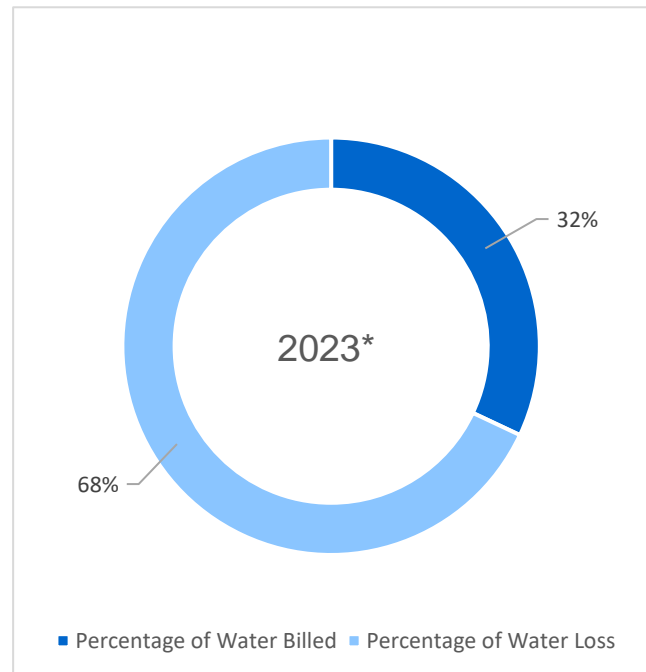
1. STANDARD INDUSTRY METRICS FOR BEST PRACTICE

A. PERCENTAGE OF WATER LOSS

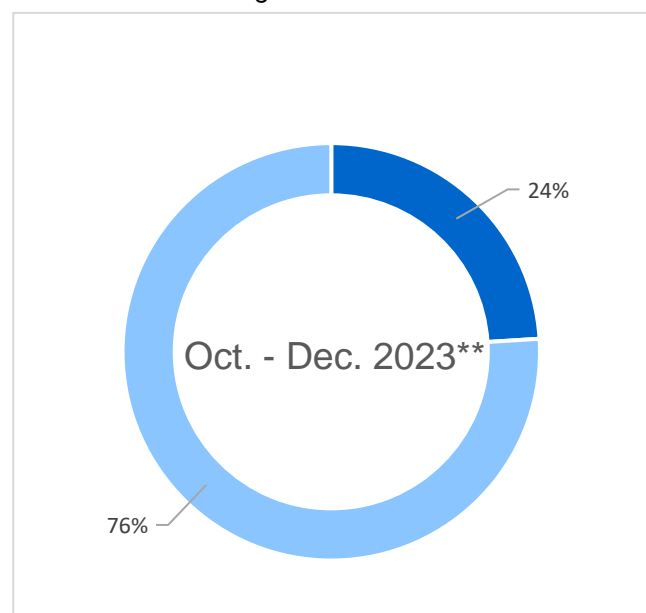
Based on average daily pumping for the Eastbank and Westbank and billing data, SWBNO billed customers for 32 percent of water treated on average throughout 2023, leaving 68 percent unbilled. In Q4 2023, we saw a small percentage increase in unbilled water.

- Treated water may be non-revenue for a variety of reasons.
- Leaks and water main breaks in the distribution system are one of the most common causes of water loss across the industry.
- Older, analog water meters tend to slow down and underread consumption as they age. With an average residential meter age of 14 years systemwide, underreading by aging meters results in unbilled water.
 - Our much-anticipated Smart Metering Program will nearly eliminate this issue.
- Water provided to City and other entities is not billed for water usage in accordance with the Louisiana Constitution.
- Intentional use of water for operational purposes, such as flushing hydrants during infrastructure work.

SWBNO does not currently have the capability of tracking the percentage of unbilled water for each of these sources. The Smart Metering Program, once in full



*Calculated average for 2023



**Calculated average for Q4 2023



operation, will give us a more precise understanding of unbilled water and its sources. This new technology will allow us to conduct a meaningful audit.

B. PERCENTAGE WATER BILLED

The combined water and sewer collection rate was approximately 96.8% in 2023 with a general slowing experienced in customer payments relative to prior year rate(of 98% as customers slowed in the rate of keeping pace with current billings and making up for past due bills not yet paid through interest free payment plans.

Consumption billed for Q4 was 3.5 billion gallons. This input is going into the percentage shown above in Section 1-A.

C. PERCENTAGE OF RECEIVABLES OUTSTANDING, INCLUDING DELINQUENCY SCHEDULE

	Total Number of Accounts	Past-Due Open Accounts	Total Amount Due	Past Due \$ Amount (60+ Days)	Number of Disputes
Residential	122,662	22,558	46,341,500	38,392,615	3,762
Multi-Family	4,528	671	5,366,363	4,485,185	201
Commercial	13,156	1,762	17,474,184	14,701,542	386
TOTALS	140,346	24,991	69,182,048	57,579,342	4,349

ACCOUNTS RECEIVABLE

At the end of December 2023, \$57.6 million remained in outstanding overdue customer receivables (i.e., bill amounts overdue by 60 days or more), **an increase of \$4.2 million since last quarter** (\$53.4 million). At the quarter's end, past due accounts receivable were lower than in January 2023 (\$60.9 million).

 **\$4.2M**
Increase in outstanding customer receivables since last quarter

During the quarter, there were slower consumer payments overall, which may be attributed to limits on household spending as holiday spending and other factors.

Over 2,800 payment plans were established during the quarter, and disconnect notices continue to be provided to past-due customers in an effort to avoid service interruptions.

2,810
Payment plans established during Q4 2023



You can view our bill collections policies and procedures [here](#).¹

Our new Chief Audit Executive (CAE) recently lead a Billing and Collections Audit to ensure the proper implementation of current policies and procedures, seek areas of improvement, and hold our utility accountable. The audit resulted in seven findings:

Topic	Findings	Recommendation
Aged Accounts Receivable	Internal Audit noted a lack of controls to corroborate the regular review of accounts with excessively aged receivable balances, and the collection efforts associated with reducing those balances.	Quarterly Reporting / Documenting Efforts
Notifications of Delinquency	Internal Audit noted a lack of notifications to customers in delinquency, and specifically leading up to service shutdown and meter removal.	Additional Formalized Notifications
Non-Revenue Water	Internal Audit noted billing and account inconsistencies regarding NRW accounts.	Shift all NRW Accounts to Monthly Billing NRW Account Review & Billing Correction
Employee System Access Review	Internal Audit noted that employees' system access and capabilities are not regularly reviewed for appropriateness.	Role Review
Manual Bill Adjustments	Internal Audit noted a lack of management oversight surrounding manual billing adjustments.	Adjustment Review and Updated P&P
Hearings	Internal Audit noted excessive delays in the scheduling of hearings requested by customers.	Inspection Follow-Up / Dispute Reporting
Documentation of Directives	Internal Audit identified multiple billing processes that require increased formalization or standardization.	Establish and Implement Formal Directives

It should be noted that management's response to the above findings has not yet been received. The report response is due to Internal Audit by Friday, February 23.

¹ <https://www.swbno.org/CustomerService/BillDisputeAndAdjustments>



Additionally, a FUSE executive Fellow joined the SWBNO team in Q4 and will work on improving collections through FY24 as part of a targeted consulting project.

Closed Accounts

As of December 31, 2023, there were 11,732 closed accounts with a combined unpaid balance of \$15,614,436, prior to reserve for doubtful accounts as required under generally accepting accounting principles. Customer receivables not expected to be realized are fully reserved for when bills age more than 180 days.

We refer closed accounts to a third-party collector and perform a permanent write-off of bad debts quarterly for closed accounts. Former customers who return requesting new service after closing an account with an unpaid balance will have the historical balance transferred to their new account for payment.

Delinquency

	0-30 Days	31-60 Days	61-90 Days	91-120 Days	121+ Days	Total Amount*
Sewer	\$9,905,474	\$5,878,641	\$3,576,148	\$3,632,123	\$45,802,697	\$68,795,084
Water	\$8,622,228	\$5,045,697	\$3,043,664	\$3,432,124	\$41,459,341	\$61,603,055
TOTALS	\$18,527,702	\$10,924,339	\$6,619,813	\$7,064,247	\$87,262,038	\$130,398,138
Decrease from Q3 2023						(\$11,361,736)

Overall Total Receivables have decreased since the last quarter primarily from the permanent write-off of closed accounts.

D. CUSTOMER SERVICE IMPROVEMENTS

The table below shows the average days to completion for Networks field repairs through Q4 2023 compared to all of 2022. The goal is to continue improving average days to completion.

While the numbers in 2023 appear longer than those in 2022 the data for 2023 has been calculated to include those work orders which were opened in 2023 and remain open. Going forward the baseline numbers for 2023, which show a more accurate and transparent timeline for completion, will be used as a baseline.



	Work Orders Created* 01/01/2022 - 12/31/2022	Average Days to Completion 2022*	Work Orders Created 01/01/2023 - 09/30/2023	Average Days to Completion Jan-Sept 2023**
Sewer House Connection Backup	2,411	0	3,237	0
Sewer House Connection Overflow	510	0	495	0
Sewer Lead Repair	571	24	901	33
Sewer Main Repair	35	26	114	47
Sewer Main Backup	239	0	392	2
Sewer Manhole Overflow	278	0	264	0
Water Hydrant Leak	116	51	366	83
Water Service Inlet Leak	4,797	18	6,498	24
Water Main Break	390	9	1267	31

* Quantity includes SWBNO self-performed work only.

** Quantity includes repair of sub-surface infrastructure

PAVEMENT REPAIRS

Paving repairs remain a key focus for the Sewerage and Water Board. **The paving backlog has dropped from 3,000 open work orders in June to 1,500 as of this report (a 50% decrease) and was as low as 1,300 at the end of 2023.** The goal is to reduce open paving work orders to as close to 1,000 as possible this year. In 2024, we aim to utilize more internal crews, equipment, and on-call contractors to reduce that number to a real-time level.

57%

More pavement repairs completed in 2023 compared to 2022.

Although our current average timelines are an improvement, our goal is to further reduce timelines by 2-4 weeks (from making a pavement cut to filling the cut) in order to reach the industry standard.

Pavement Repair Type	Completed Pavement Repairs in 2022	Completed Pavement Repairs in 2023 (As of December 2023)
Backfilled	0	4
Bricked	0	1
Examined	1,077	1140
Excavated	0	2



Not Able To Locate		3
Work Order Cancelled	338	998
Cancel Work Order - Give to Contractor	1	9
Duplicate Work Order	25	89
Paved Curb, Concrete	4	3
Paved Driveway, Asphalt	0	1
Paved Driveway, Concrete	152	138
Paved Street, Asphalt	532	650
Paved Street, Asphalt Over Concrete	0	1
Paved Street, Cobblestone		1
Paved Street, Concrete	91	94
Paved Sidewalk, Brick	73	25
Paved Sidewalk, Concrete	726	825
Paved Sidewalk, Flagstone	6	7
Picked Up Trash, Mud, Rocks	0	1
Replaced	46	14
Repaired	256	1751
TOTALS	3,327	5,757

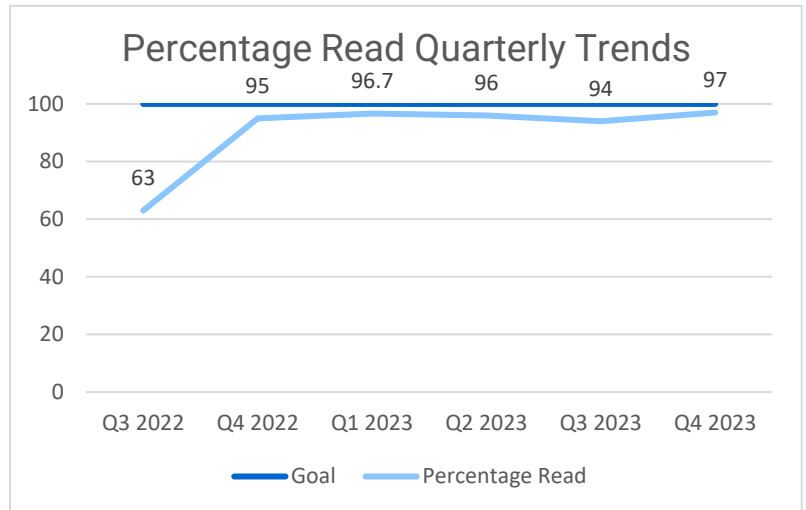
Repairs		New Leaks	
Total Meters	762	Total Meters	720
Total Sewers	1521	Total Sewers	1564
Total Water	3275	Total Water	3314
TOTALS	5558	TOTALS	5598

Repairs – Daily Average		New Leaks – Daily Average	
Meters	8	Meters	8
Sewers	17	Sewers	17
Water	36	Water	36



METER READING

SWBNO has made continued efforts to improve our metering procedures to meet industry best practices. The American Water Works Association's (AWWA) Policy Statement on Meter Reading states, "Meters should be read at sufficiently frequent intervals appropriate to support the utility's understanding of volume of production, rate structures and to provide accurate bills and feedback to its customers."²



In Q4, we performed actual reads on schedule for 97 percent of our customers' water meters. This remains a major improvement over the 63 percent actual read rate we achieved in Q3 2022 when we attempted to read all 140,000 meters each month. Our new strategy of alternating actual reads with estimation every other month, in place since November 2022, continues to prove successful.

Typical obstacles to obtaining actual reads, such as inclement weather, drove the three percent difference between our Q4 performance and a 100-percent actual read rate.

Recently, we've also started to phase in new meter reading handheld technology that allows SWBNO staff to take pictures of meter reads for record-keeping purposes. We anticipate full rollout of the new handhelds will take place in late Q1 2024. Training is currently in progress.

CUSTOMER SERVICE DEPARTMENT

Training Improvements

In Q4, SWBNO hired a dedicated Customer Service Trainer who begins orientation in January 2024. This new role will support our Customer Service staff by elevating our training and workforce development offerings, which will ultimately improve our key performance metrics and the customer experience.

Call Center Performance

Our Customer Service Call Center is nearly fully staffed. This has resulted in continued improvement of performance indicators that impact our customers' experience when conducting

² <https://www.awwa.org/Policy-Advocacy/AWWA-Policy-Statements/Metering-and-Accountability>



business with SWBNO. For example, compared to January 2023, we have answered calls seven minutes faster on average in December.

The table below summarizes **52-WATER calls** performance in Q4 2023.

Month	Staffing Percentage	Calls Received	Percent Answered in 60 Seconds or Fewer	Average Handle Time	Average Answer Speed	Abandoned Calls	Total Calls Answered
October	90%	20,593	53%	4:24	3:36	2,523	18,070
November	90%	20,895	29%	7:26	5:55	3,832	17,060
December	95%	18,720	27%	6:51	5:21	3,377	15,343

The table below summarizes **emergency calls** performance in Q4 2023.

Month	Staffing Percentage	Calls Received	Percent Answered in 60 Seconds or Fewer	Average Handle Time	Average Answer Speed	Abandoned Calls	Total Calls Answered
October	90%	4,476	89%	3:11	:46	494	3,982
November	90%	4,533	87%	3:01	:52	568	3,962
December	100%	4,834	87%	3:09	1:22	636	4,184

Metric	Description	Q4 2023	2023 Overall	2023 Goal
Service Level: Customer Service Line	Answer 85% of our customer service calls in 60 seconds or fewer.	Interviewing new agents to fill the vacant positions, which will decrease the average speed to answer.	Improve Customer Service wait time	Fill all FTE positions and decrease the number of abandoned Customer Service calls.
Service Level: Emergency Line	Answer 85% of our emergency calls in 30 seconds or fewer.	Interviewing new agents to fill the vacant positions, which will decrease the average speed to answer.	Improve Customer Service wait time	Fill all FTE positions and decrease the number of abandoned calls.

¹ Answer time thresholds were updated this quarter from 30 to 60 seconds for customer service and from 15 to 30 for emergency calls. The year-to-date (YTD) data reflects a blend of attainment at the previous thresholds and this quarter's new information.



Bill Disputes

SWBNO continues to identify opportunities in the meter-to-cash process to improve the accuracy and timeliness of bills forming a Strike Team at the end of 2023 lead by our Controller and a team of cross departmental subject matter experts within customer service and billing operations. The Strike Team commenced in January and will work diligently with the help of outside consultants to improve processes to resolve billing discrepancies as we deploy smart meters citywide, which will be read consistently on a monthly basis.

Note: In this report and moving forward, we recognized that utilizing mean data for Average Time-to-Resolution provides a more accurate picture than using mode (the most frequent number) which we have reported historically.

Month	Bill Disputes Initiated	Bill Disputes Completed	Average Time-to-Resolution
October	44	53	108 days
November	58	44	99 days
December	33	38	95 days
AVERAGE	45	45	101 days

Administrative Hearings

We continue to work closely with the City Council and its staff to streamline and improve our administrative hearings process, while supporting the Council's hearing process by providing accurate and timely information to Council hearings staff.

Month	Average Time-to-Resolution
October	30 Days
November	30 Days
December	30 Days
AVERAGE	30 Days

ENVIRONMENTAL OUTREACH

In Q4 2023, our environmental team engaged in 19 outreach activities, allowing us to engage with a wide variety of audiences, including the U.S. Department of Agriculture, U.S. Department of Transportation, U.S. Environmental Protection Agency, Teachers and students from across the city, Industry thought leaders and partners in planning, design, and engineering, and the general public. Outreach activities included:



- Gentilly Fest
- Urban Water @ 10
- White House Council for Environmental Quality Roundtable
- Peace by Piece
- Hollygrove Neighborhood Meeting
- NOLA Bugfest
- STEM Fest
- Hollygrove Ribbon Cutting
- Night Out Against Crime
- Pump Station Tour
- NEO's Neighborhood Summit
- TCA Energy and Weatherization Fair
- Girls in STEM at Tulane
- Swamp Fete
- Bayou St. John site tour
- Sponge Game
- Stormwater Training

Through these events, our Environmental Team educated audiences on Fats, Oils, and Grease, Backflow Prevention, the saltwater wedge, Smart Metering Program, Green Infrastructure, stormwater runoff, and ground surface pollution.

2. FRAUD AND WASTE PREVENTION

This year, we have made a concerted effort to hold ourselves accountable and improve our standards for doing so by placing a focus on our Internal Auditing Department.

Position	Status	Start Date
Audit Staff (2)		
<ul style="list-style-type: none"> • Audit Senior • Audit Supervisor 	Open	Recruitment/Interviews ongoing

To prevent fraud and waste at SWBNO, we have:

- Implemented measures to ensure proper water quality sampling, including:
 - **Installation of Video Cameras:** By the end of this year, we will have installed video cameras in all SWBNO vehicles, enhancing oversight and accountability in our operations and we will continue to install new cameras in new vehicles.
 - **Random Audits of GPS Data:** We have initiated a practice of conducting random audits of GPS data on a monthly basis, a crucial step in verifying the accuracy and legitimacy of our field activities. So far, we have found no deviations or issues.
 - **New Software Procurement:** SWBNO acquired new software designed to automatically cross-reference GPS data with sample-taker information on a monthly basis. This technology will help us promptly identify and address any irregularities in our sampling practices. So far, we have found no deviations or issues.
- Formally adopted both the Internal Audit Charter and the Audit Committee Charter at the November 15 Board of Directors' meeting.
- Continued to operate our Lighthouse reporting system, which encourages employees to submit complaints regarding waste, fraud, and abuse for investigation.



- Met with our Change Order Modification Review Committee³ throughout the quarter to discuss contract change orders introduced by project managers based on discussions with SWBNO contractors. In Q4, the Board approved four change orders in the amount of \$4.9M that were reviewed by the committee.
- SWBNO continues to work with Water Co of America to identify and address water theft.

3. METRICS FOR EMPLOYEES AND CONTRACTORS

VACANCIES AND RECRUITMENT

As of December 31, 2023, there were 322 vacant positions across SWBNO, compared to 380 at the beginning of 2023. In Q4 alone, we hired 80 new employees, whereas 15 employees resigned, 16 were terminated, and six retired.

HR is reviewing recruitment efforts and exploring how to draw more attention to job postings. SWBNO is working closely with Civil Service on a career development series focusing on internal promotional opportunities. We are also working with JOB1 on new resources for on-the-job training, and we continue to participate in JOB1 job fairs.

In 2024, our Human Resources Department aims to create a more robust pipeline for talent, including internships, partnering with workforce development organizations, and advertising our job offerings and pathways more clearly.

Although, we recognize the domicile policy creates several roadblocks, including:

- Undo financial stress on employees; Orleans parish is more expensive than surrounding areas to live in.
- Limited recruitment opportunities.

PEOPLE PLAN

With support from the Greater New Orleans Foundation (GNFO), SWBNO is partnering with PFM Group Consulting, LLC (PFM) to complete a workforce model study. In November, we launched a utility-wide survey as the final step of initial staff engagement. After the survey was live for three weeks, we received 373 submissions, which the PFM team analyzed and used to draft an assessment of SWBNO's current workforce model. This first deliverable was shared with the

³ A change order is a budget increase made after a contract scope and budget have been executed. Change orders have many drivers, ranging from unanticipated conditions or changing work specifications to project management and communication challenges. Reducing the need for change orders by improving scoping, budgeting, and project management practices can yield more efficient budgets, reduce project delays, and improve work quality.



SWBNO executive leadership team for review at the end of January 2024. In the next phase, PFM will recommend a workforce model based on its research.

EMPLOYEE SAFETY TRAINING TOPICS

At year's end, 754 current active employees (59%) have completed either OSHA 10, OSHA 30, or both, which is up from 52% at the end of last year. In addition to OSHA training, Safety and Risk Management have begun requiring defensive driving training of all new drivers as well as incorporated Smith System driver training into the Board's fleet safety curriculum for each driver.

October	November	December
<ul style="list-style-type: none"> • Back injury prevention • Attitude and safety 	<ul style="list-style-type: none"> • Asbestos danger • Accident investigation 	<ul style="list-style-type: none"> • Five reasons to work safe • Communication and safety

15

SWBNO employees completed OSHA 30 Training in Q4 2023

46

SWBNO employees completed OSHA 10 Training in Q4 2023

Nearly 60%

Of SWBNO employees have OSHA 10 or 30 training, or both as of December 2023

SAFETY HAZARDS

0

Safety hazard issues reported in Q4 2023

JOBSITE VISITS AND INSPECTIONS

completed by Safety Coordinators

October	23
November	27
December	27

JOB HAZARD ANALYSES

completed by Safety Liaisons

October	11
November	12
December	9

WORKERS' COMPENSATION & RISK MANAGEMENT

↓21%

Decrease in open extended Workers' Compensation claims compared to December 2022

December's Safety Report data showed that open Workers' Compensation claims are down nearly 39% over the past year. Open extended Workers' Compensation claims (those open longer than one year) are also down over 21% from this time last year. Each claim that remains open is being analyzed and



monitored by the Workers' Comp team to ensure that the claims are being handled in the most cost-efficient manner possible in an effort to control overall costs.

CONTRACTOR PERFORMANCE METRICS

SWBNO's main metric for contractor performance is timeline. The table below shows the average days to completion for contractor field repairs throughout 2023. The goal is to continue improving average days to completion.

Note: After reviewing the data provided in the previous quarterly report, we recognized a more accurate way to depict average days to completion for 2023. We adjusted the table below so that Average Days to Completion for year-to-date 2023 incorporates open work orders as well as closed work orders. This provides a more accurate depiction of our current status. However, the change caused an indirect comparison to the 2022 data.

	Work Orders Created 01/01/2023 - 12/30/2023	Average Days to Completion Jan-Dec. 2023**	Work Orders Created 10/01/2023 - 12/30/2023	Average Days to Completion Oct-Dec. 2023**
Paving	1,334	456	152	66
Sewer House Connection (SHCBU, SHCOF)	2	0	0	0
Sewer Lead Repair	100	182	11	61
Sewer Main Repair	94	231	14	51
Water Hydrant Leak	43	140	0	0
Water Service Inlet Leak	20	154	0	0
Water Main Leak	58	199	11	65



4. BENCHMARKS OF SUCCESS REGARDING IMPROVED COORDINATION BETWEEN SWBNO AND THE DEPARTMENT OF PUBLIC WORKS TO ENSURE PRIORITY AND RESOURCE ALIGNMENT

DRAINAGE

SWBNO and DPW personnel continue to meet on a monthly basis regarding high-level drainage and coordination matters. SWBNO and DPW personnel are successfully utilizing the maintenance escalation process to manage project coordination, including roles, responsibilities, and timing.

In light of the December 2, 2023, flash flooding event, SWBNO has committed to enhancing our communication and coordination with emergency alert partners. SWBNO has closely collaborated with NOLAReady and our other partners to update rain event protocols and clearly define customer notification responsibilities and more conservative triggers for emergency communications. Our updated procedures, which involved more proactive communication; new, easier-to-understand pump and power informational graphics; and a Pump and Power Dashboard on our website; proved to be successful in subsequent rain events.

MAX PAVE II

DPW continues to provide valuable support in completing the latest iteration of a Max Pave program.



JIRR PROJECTS

JIRR Quarterly Summary – Q4 2023

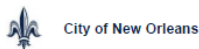
The Department of Public Works for the City of New Orleans together with the Sewerage & Water Board of New Orleans is pleased to present the progress report for the JIRR Program, End of 4th Quarter 2023.

As of December 31, 2023, the Program has:

- 25 Projects in the Planning Phase
- 60 Projects in Design
 - Preliminary Design – 6
 - Final Design – 54
- 49 Projects Merged into others
- 15 Projects in the Bid & Award Phase
- 33 Projects under Construction
- 12 Projects Completed
 - Construction Substantial Completion
- 71 Projects in Contract Close-Out

PHASE	PROJECTS	PHASE %	PROGRAM FUNDING	% FUNDS	EXPENDITURES
Planning	25	9%	\$ 381,962,723	22%	\$ -
Preliminary Design	6	2%	\$ 3,179,714	0.2%	\$ 997,618
Final Design	54	20%	\$ 39,330,873	2.3%	\$ 9,985,069
Merged	49	18%	\$ 22,442,475	-	\$ 13,791,603
Bid & Award	15	6%	\$ 73,655,571	4.2%	\$ 3,819,775
Construction	33	12%	\$ 636,402,513	36.7%	\$ 315,000,196
Complete	12	5%	\$ 108,528,005	6.3%	\$ 74,711,680
Contract Closeout	71	27%	\$ 470,522,126	27%	\$ 421,801,184
PROGRAM TOTALS	265		\$ 1,736,023,999		\$ 840,107,126

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.



Project Activity by Period

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	Program Totals
Moved to Design	196	4	11	4	2	1	2	3	3	-	-	-	-	226
FEMA Submitted	171	8	2	1	0	2	0	0	1	-	-	-	-	185
FEMA Approved	160	10	6	3	0	0	0	0	2	-	-	-	-	181
Bid Opening	87	0	6	3	0	3	1	6	2	-	-	-	-	108
NTP Construction	89	2	2	3	8	5	0	1	5	-	-	-	-	115
Substantial Completion	37	6	6	5	6	4	6	3	8	-	-	-	-	81



TRANSMISSION MAINS

SWBNO is replacing several 70- to 120-year-old drinking water transmission mains within our distribution system. These efforts will help stabilize water pressure in many parts of Orleans Parish.

Current status of 11 Transmission Main projects (as of December 31, 2023)

Stage	Number of Projects	% of JIRR Projects
Post-Construction	3	28%
Construction	3	28%
Bid & Award	0	0%
Pre-Construction	5	44%

*involves planning and design phases

Completed	Future Projects
South Dupre Transmission Main Project Completed: January 2023	Sixth St. Transmission Main Project Received the signed and sealed submittal on 5/31/23 Anticipated Construction Start: 2024
Eden, Grape, and Dupre Transmission Main Project Completed: August 2023	Assorted Transmission and Donor Waterlines Received the signed sealed submittal on 11/6/23 Anticipated Construction Start: 2024
St. Bernard Ave. Transmission Main Project Completed: December 2023	Spruce and CWP Transmission Main Project Expecting the signed sealed submittal 1 st Quarter 2024 Anticipated Start: 2025
In Progress	Decatur & St Peter Transmission Main Project Expecting the 100% design submittal on 1/20/24 Anticipated Start: Bid & Award 2024. Construction Start 2025.
Fig and Leonidas Transmission Main Project Anticipated Completion: January 2024	Magnolia, Joseph, Willow Transmission Main Project Received the 90% design submittal on 10/15/23 Anticipated Start: 2025
South Claiborne Transmission Main Project Completed 30-40% of the waterline scope Anticipated Completion: March 2024	
South Claiborne at Third Street Transmission Main Project Start Construction: December 2023 Anticipated Completion: October 2024	



5. REPORT ON THE EFFICIENCY AND EFFECTIVENESS OF INFORMATION SYSTEMS

- SWBNO continued the replacement and expansion of **firewalls** throughout the network, resulting in increased cyber security for all SWBNO IT systems and users. The replacement progress remains on schedule.
- Security remains a paramount focus and we have begun work to improve the security of the **SWBNO Intranet**. Board phishing test score results have steadily improved this year, and the test failure rate is well below industry average.
- We are continuing efforts to provide a **new content management system** for the swbno.org website. Work is progressing to ensure our new website is compliant with **accessibility** standards and is designed for easy content changes and additions in the future.
- The web team completed two significant projects to aid customers needing Board information:
 - Saltwater Intrusion Dashboard: This page gave information on the progress of the saltwater wedge as it moved up the Mississippi and advised customers on actions they should take.
 - Pumping & Power Dashboard: This page shows pumping station information and its pumping status so customers can see view real-time updates during rain events.
- SWBNO's Information Systems team made great progress on Promise Pay implementation in Q4. The system, which will allow customers additional flexibility in setting up payment plans, thus avoiding water shut offs, should go live in Q1 2024.

6. DETAILED REPORTS ON ASSESSMENT AND STATUS OF TECHNOLOGIES AND OPERATION PROGRAMS AND STRATEGIES FOR SYSTEM REDUNDANCIES AND SERVICE IMPROVEMENTS

- SWBNO selected Freese and Nichols to conduct a needs assessment related to our **asset management system**. Work is anticipated to begin in Q1 2024.
- Final contract with AST for replacement of the Board's financial system were on-going in December. Implementation of the software will begin in Q1 2024.
- A project manager was hired to lead the project to replace the Human Resources/Payroll system. Support for the current system sunsets in January 2028, thus requiring software



selection and replacement of the system in 2027. The needs assessment phase will begin in Q1 2024.

- Due to the functionalities and benefits that will come with our Smart Metering Project and the new Customer Dashboard, we have decided not to move forward with the implementation of **Verint**.
- Information Systems continues to work with the Smart Meter Team to develop necessary interfaces between the billing system, smart meter system, and customer portal.
- While the new smart meter system implementation continues, a necessary update on the current meter reading system is underway. The Itron Temetra system will replace the older Itron meter reading software and hardware, which is no longer supported.
 - Information Systems has deployed new smart phones to Meter Reading, which will serve both as meter reading devices and communication devices. The software was configured in Q4. Final training and implementation should be completed in Q1 2024.

7. DETAILED REPORTS ON ASSESSMENT AND STATUS OF OPERATIONAL REFORMS, CAPITAL IMPROVEMENT PROGRAMS, AND SERVICE ASSURANCE PROGRAMS

- Construction on the **Power Complex** continues. The Entergy substation was substantially completed in Q4 2023, and SWBNO continues construction on the utility rack, equipment foundations and other aspects of Phase 1. Progress is visible onsite as the substation construction is complete, the steel spans for the utility rack are being erected, and piles for equipment foundations are being driven. We anticipate Phase 1, which will enable use of the substation power on a daily basis, will be complete by summer 2025.
 - As of the end of 2023, \$195M in SWBNO-managed contracts have been awarded. Four of the six projects that make up the Power Complex construction effort are complete or in progress. Six equipment supply/manufacturing projects are also in progress.
 - Advertisement of the contract that will include the final equipment installation, testing, and commission began in November, with bids due in February 2024.
- **Smart Metering Program** continues to progress. The network infrastructure is in place to begin installations. User Acceptance Testing of the interfaces was completed, and all interfaces were moved into production. After beginning a designed slow-paced installation process, SWBNO has installed roughly 2,000 smart meters across the city. Installations and public outreach associated with smart meters will be a high priority in 2024.



- To support our Smart Metering Program, SWBNO began the process of developing a Billing Strike Team—a dedicated team of Customer Service staff trained specifically in smart metering-based bills. This team will enable the organizational transformations including policy evaluations, process improvements, and data analysis. They will also be fielding questions as customers begin receiving bills based on their new, accurate meter reads.
- A Selection Committee chose CDM Smith as the engineering firm for the **Water Quality Master Plan**. Official award of the contract is anticipated in the January 2024 Board meeting. The firm is expected to begin work in Q1 2024.
- SWBNO continues our work to meet the revised federal **Lead and Copper Rule Revisions** that go into effect in October 2024 (pending the EPA’s proposed Lead and Copper Rule Improvements). This requires development of an inventory – a digital map – that will show the location of known lead service lines.
 - The inventory is well underway, and we have updated our processes and procedures to support lead service line identification and record keeping. We have also been developing a Lead Service Line replacement plan in accordance with the new regulations.
 - SWBNO is evaluating contracting options to begin lead service line replacement in 2024.
 - Communications about lead and drinking water has been focused on informing customers about the utility’s historic and current adherence to Lead and Copper Rule regulations, corrosion control measures, strong track record of providing safe drinking water, and commitment to public safety.
 - Concurrently, we have emphasized active steps our customers can take to protect themselves and their families.
- Continuing improvements to both **wastewater treatment plants**; finalizing 60 percent completion drawings for:

Eastbank WWTP

- Adding a secondary Waste Activated Sludge storage tank
- Rehabilitating the clarifiers and Return Activated Sludge Pumps Stations

Westbank WWTP

- Rehabilitating the trickling filters, headworks, and disinfection storage
- Upgrading the SCADA and electrical system



PUMP AND POWER STATUS

Below is the Pump and Power Status as of January 29, 2024. As a reminder, our new [Pumping and Power Dashboard](#)⁴ is available on our website with this information available in real time.

SWBNO currently has 39.5 MW of 25 Hz power generation and conversion capacity available, and 92 of 99 major drainage pumps available. The significant change from the last report of 1/26/2024, pump D at DPS 3 RTS has been revised to TBD.

MAJOR DRAINAGE PUMPS: 92 OF 99 MAJOR DRAINAGE PUMPS AVAILABLE FOR USE

- **DPS 3** in 7th Ward on Florida Ave near Hwy 90: D Pump out of service as of Oct. 2023
 - Replacement of bearing housing unit required. Return to service (RTS) is TBD.
 - There are four additional drainage pumps available at this station.
- **DPS 6** in Carrollton at the Orleans/Jefferson Parish line: No. 4 pump is out of service as of Jan. 2024
 - The pump experienced electrical issues due to its overcurrent relay. RTS is mid-February.
 - There are 12 additional drainage pumps available at this station.
- **DPS 10** in New Orleans East at Hayne Blvd. and Shubrick Ave. at Citrus Canal: No. 1 Pump out of service as of July 2022
 - The pump experienced electrical issues due to its overcurrent relay. RTS is mid-February.
 - There are 12 additional drainage pumps available at this station.
- **DPS 13** near Tall Timbers Algiers: No. 4 Pump on standby for emergency use only.
 - The gear box and bearings need replacement. We have received an estimate for the work to be completed, but we need to have funding available to move forward. At this time, drainage funding is being prioritized for other projects due to pump being able to run as needed. RTS TBD.
 - Five additional drainage pumps are available at this station.
- **DPS 15** in New Orleans East near Intracoastal Waterway and Industrial Pkwy: No. 1 Pump out of service as of Dec. 2023
 - Repairs are needed to the gearbox to stop an oil leak. RTS end of Jan 2024.

⁴ <https://www.swbno.org/Projects/PumpingandPower>



- Two additional drainage pumps are available for use at this station.
- **DPS 17** in Gentilly near Florida Ave. and Peoples Ave: Pumps A & D out of service as of March 2023
 - There are no additional pumps available at Drainage Pumping Station (DPS) 17. However, Pumps A and D at DPS 17 are mainly used to pump “Dry Weather” flow to the Mississippi River. The primary drainage pumping station around the area of DPS 17 is DPS 19, which is located at Florida Ave and the west side of the Industrial Canal. DPS 19 is at full capacity and will operate as normal to drain the Gentilly area.

UNDERPASS STATIONS:

- SWBNO operates and maintains 12 underpass stations throughout the city. All pumps at the underpass stations are in service.

POTABLE WATER PUMPING

PANOLA

Out of service:

- #1 Pump out of service; Being rehabilitated under Contract #1376.
- #2 Pump out of service; Being rehabilitated under Contract #1376.

CLAIBORNE:

Online:

- #1 Pump (25 Hz)
- #3 Pump (60 Hz)

Available for Use:

- #2 Pump (60 Hz)
- #4 Pump (25 Hz)

HIGH LIFT

Online:

- “A” Pump (60 Hz)
- “B” Pump (Steam)

POWER STATUS:

TURBINES

Online:



- Turbine 5 (25 Hz)
- Turbine 6 (60 Hz)

Out of Service:

- Turbine 4 out of service since December 2023 due to a mechanical issue. A contractor is completing repairs, with RTS anticipated mid-Feb. 2024.

EMDs (25 Hz)

EMDs are back-up generators that provide 25Hz power.

Available for use:

- EMD #3
- EMD #4
- EMD #5

Out of Service:

- EMD #1 has a radiator leak as of Sept 2023. SWBNO is evaluating options to repair; return to service is TBD.
- EMD #2 has electrical issues as of May 2023. SWBNO in receipt of electrical refurbished part; return to service is TBD.

FREQUENCY CHANGERS

Frequency changers convert modern 60Hz power generated by T6 and Entergy into the 25Hz power.

Online:

- FC #1 at Carrollton Frequency Changer (CFC) Facility

Available for use:

- FC #3 at Station D
- FC #2 at Algiers Water Treatment Plant

Out of service:

- FC #2 at CFC Facility due to transformer issues as of Aug 2023. RTS mid-February.
- FC #4 at Station D due to electrical issues. RTS will be determined after a thorough evaluation.
- Plant FC at the Carrollton Water Treatment Plant as of Jun 2022. Evaluation of associated SG is underway to determine the path forward to return to service.



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

See attachments:

1. Office of General Superintendent's Quarterly Report (PDF)
2. Work orders complete 10/1/2023 –12/31/2023 (Excel Spreadsheet)