

Sewerage & Water Board of New Orleans

CUSTOMER ADVISORY COMMITTEE – STRATEGIC PLAN “CHECK-IN”

September 24,, 2021



Project Progress Check-in



Strategic Planning Timeline

TIMELINE	June	June - July	July - August	August	September	October	November
BOARD STRATEGY COMMITTEE	<p>June 1-2: One-on-One Interviews with Strategy Committee Board Members</p>		<p>August 9: Strategy Committee Validation Workshop</p>		<p>Committee Check-In</p>		<p>Committee Check-In</p>
SWBNO STAFF <i>Strategic Planning Focus</i>	<p>Major Activities</p> <ul style="list-style-type: none"> • June 1: Soft Project Kick-off with Senior Leadership Team • June 30: Kick-off Workshop with Core SWBNO Planning Team <p>Deliverable</p> <ul style="list-style-type: none"> • Kick-off Summary 	<p>Major Activities</p> <ul style="list-style-type: none"> • June 11: Customer Advisory Committee Focus Group • July 1-2: One-on-One Staff Interviews • July 5-16: Online Employee Survey • July 5-16: Online Customer Advisory Committee Survey • July 20-21: Employee Focus Groups <p>Deliverable</p> <ul style="list-style-type: none"> • Stakeholder Summary 	<p>Major Activities</p> <ul style="list-style-type: none"> • July 27th: Foundation Workshop – Review Stakeholder Inputs • August 9: Validation and Check-In with Board Strategy Committee <p>Deliverable</p> <ul style="list-style-type: none"> • High-level Strategic Framework 	<p>Major Activities</p> <ul style="list-style-type: none"> • August 19: Strategy Workshop • Strategic Plan Development <p>Deliverable</p> <ul style="list-style-type: none"> • Strategic Plan 	<p>Major Activities</p> <ul style="list-style-type: none"> • September 8-9: Implementation Planning 	<p>Major Activities</p> <ul style="list-style-type: none"> • Implementation Plan Development – Year One <p>Deliverable</p> <ul style="list-style-type: none"> • Year One Implementation Plan 	<p>Major Activities</p> <ul style="list-style-type: none"> • Active Implementation
PROJECT PHASE	Kick-Off	Stakeholder Engagement	Foundation	Strategy		Implementation	

Strategic Plan Process

Sewerage & Water Board of New Orleans

Kick-Off Workshop



June 2021

Project Charter
Industry Trends Analysis

Stakeholder Engagement



June – July 2021

Employees
External Stakeholders
and Partners

Foundation & Strategy Workshops



Aug and Sept 2021

Vision, Mission, Values
Priority Areas, Strategies,
Measures

Strategic Plan Document

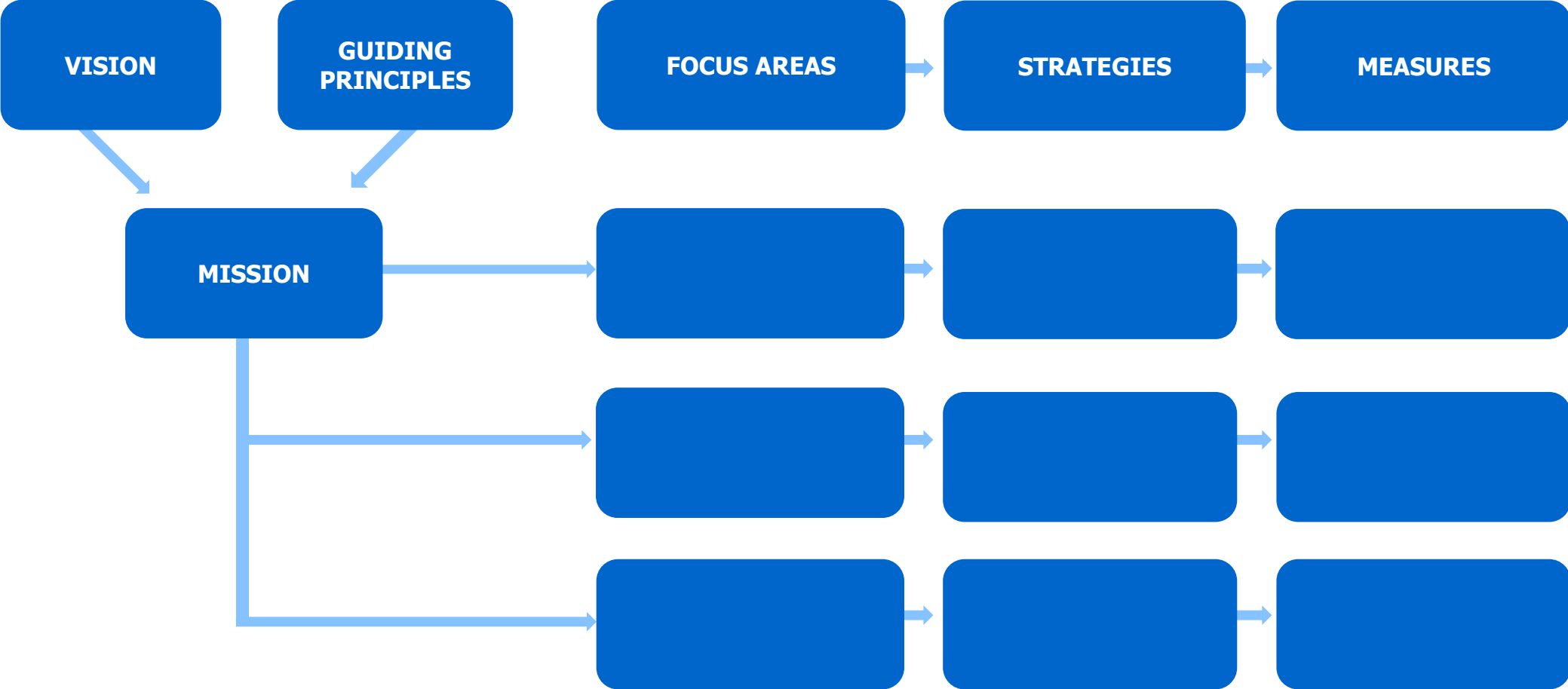


Oct – Nov 2021

Strategic Framework
Public Facing and
Internal



Strategic Framework



Sense of the Stakeholders



Overview

Board Interviews: 6 total

Leadership Team Interviews: 45 total

Employee Focus Groups: 6 total, approximately 50 employees were invited to participate

Employee Survey: 325 responses

External Stakeholders: 4 Focus Groups

- SWBNO Customer Advisory Committee
- Greater New Orleans Foundation
- GNO, Inc.
- Water Wise Gulf South
- Urban Conservancy New Orleans

Summary Aspirations

To be recognized as providing value to the city

Stakeholder trust and confidence

Efficient and effective service delivery through technology advancement and process optimization

One water leadership

Sustainability and excellence

Positive community perception, rooted in awareness and understanding

Cohesive and collaborative organization that supports, develops, and provides the resources employees need

Operational resiliency and reliable service delivery

Summary Strengths

Operational resiliency and emergency preparedness/response, particularly when responding to power production challenges

Hardworking leadership team that is motivated to make improvements

Key ongoing initiatives, such as power and metering projects that will be nearing completion in five years

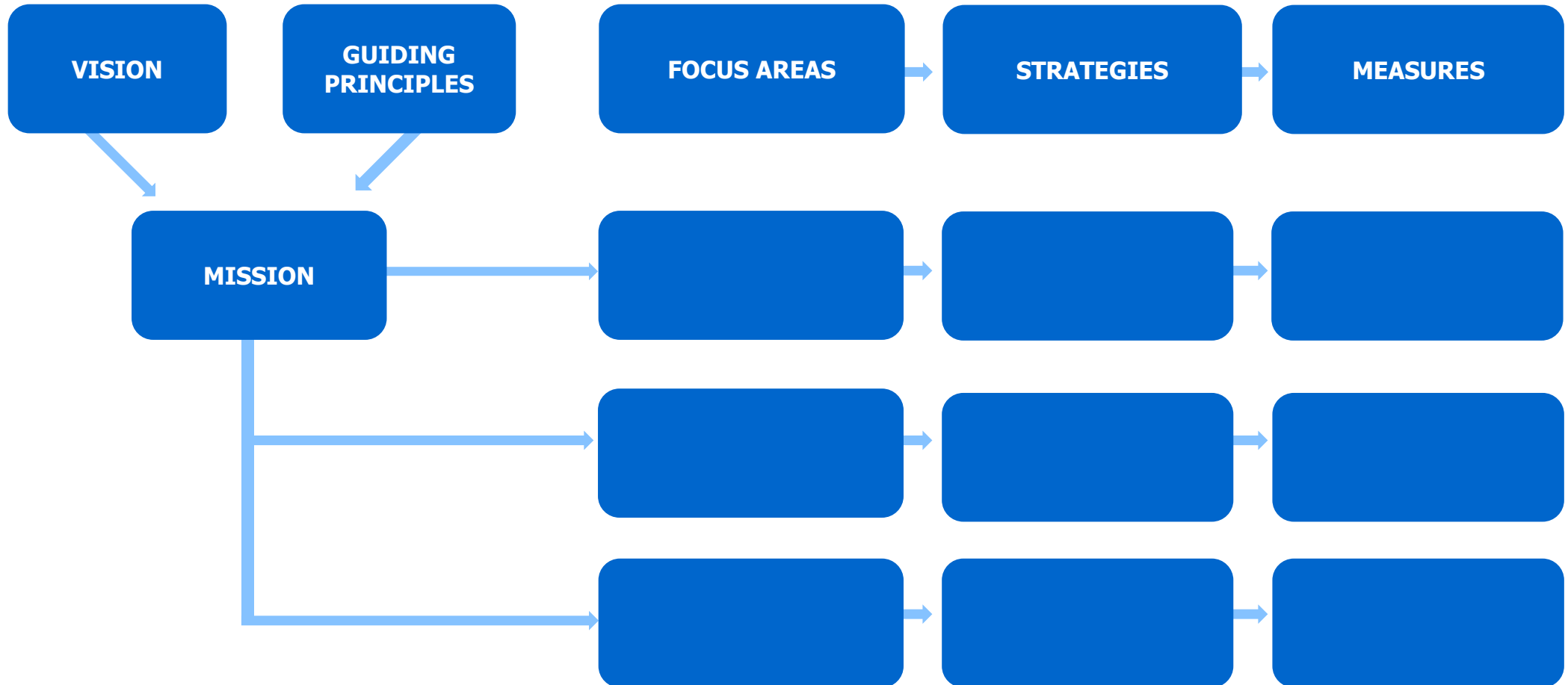
Established relationships that secure funding to improve infrastructure

Strong institutional knowledge with a dedicated and committed staff

Summary Opportunities

1. Address **infrastructure resiliency** needs while ensuring **financial viability**
2. Successfully select, implement, and integrate **critical technology** for the organization and ensure the technology selection and implementation process includes end user engagement
3. Significantly improve **responsiveness** and **reliability** of **service delivery** to customers
4. Support, develop, resource, and engage the SWBNO **workforce**
5. Enhance **organizational capability** to improve, simplify, and optimize processes
6. **Proactively communicate** internally and externally to increase awareness and understanding and celebrate successes

Strategic Framework



Draft Strategic Framework



VISION

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



MISSION

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



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

We are...

Customer Focused
Accountable
Safety Minded
Transparent and Honest

CORE VALUES

FOCUS AREA

Financial Stability

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

Technology Modernization

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

Workforce Development and Enrichment

Support and develop a high-performing team that is skilled, committed, inspired, rewarded, engaged and accountable

Customer Service Excellence and Stakeholder Engagement

Continuously meet and exceed the service needs of our customers and proactively communicate and engage stakeholders

Infrastructure Resiliency and Reliability

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

Organizational and Operational Improvement

Optimize organizational structure, alignment, and capacity to ensure safe operations and efficient service delivery

STRATEGIES

1. Budget development and management processes
2. Optimize capital and operational spending
3. Revenue recovery and alternate revenue sources
4. Affordability programs

5. Update critical technology systems
6. Planning and governance
7. Cybersecurity
8. Adoption/Integration

9. Internal communications
10. Civil Service & career development
11. Knowledge capture
12. Pathways to leadership

13. Customer service culture
14. External communications
15. Customer convenience
16. Customer service delivery performance

17. Proactive maintenance
18. Capital projects delivery
19. Integrated resource planning
20. Collaborate with project partners
21. Risk management

22. Structure and staffing
23. Process improvement
24. Performance dashboarding
25. Safety training

Next Steps

1. Complete 5-Year Strategic Plan
2. Develop year # 1 Implementation Plans
3. Active Implementation and Progress/Performance Reporting

Thank you!

Contact: Darin Thomas

dthomas@raftelis.com | 336.209.1347

