



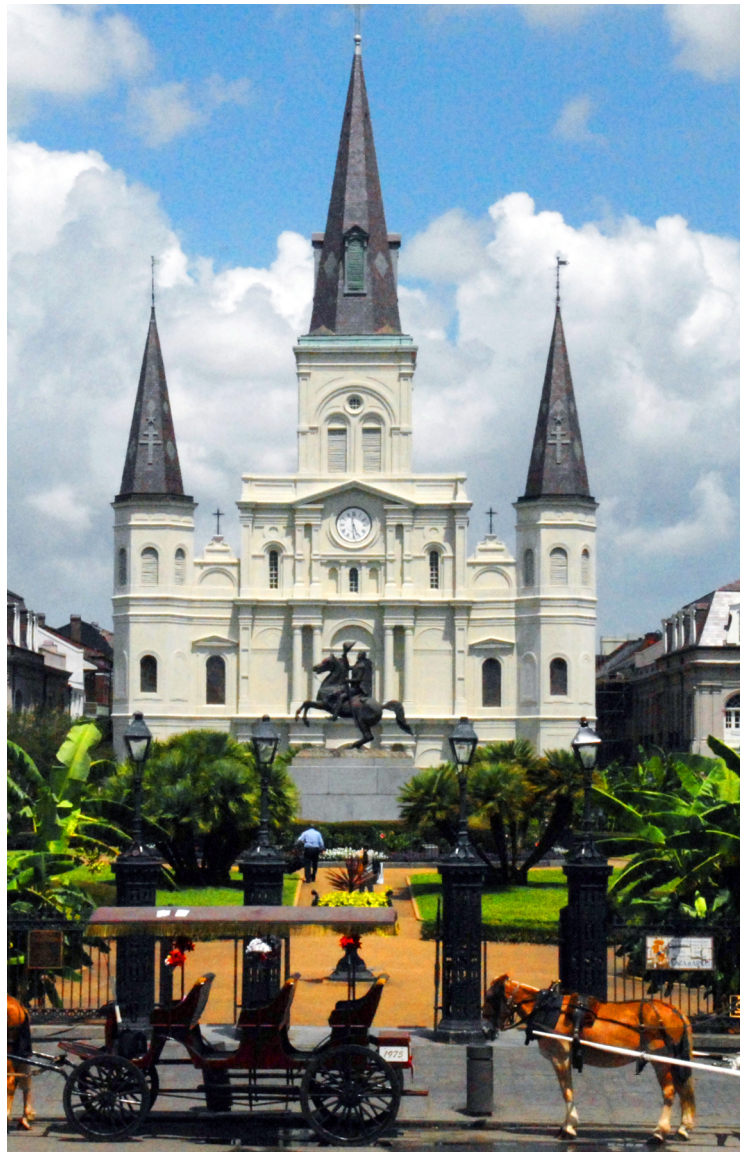
— POSITION AVAILABLE —

CUSTOMER SERVICE CHIEF | *Apply by September 25, 2020*

Welcome to the City of New Orleans!

When most people think of New Orleans, they think of Mardi Gras, Bourbon Street and the French Quarter. That is part of New Orleans—but only a very small part. Much more important is the City's rich history, its cultural heritage and its small-town feel. It is a family-oriented community, a place where outsiders are welcome, where neighbors know their neighbors and where neighbors help neighbors. The Sewerage and Water Board of New Orleans (S&WB) is looking for a C-suite level Customer Service Director (aka, Customer Service Chief)—the perfect excuse to come join New Orleans' warm and thriving community.

New Orleans is a city reborn. In 2005, Hurricane Katrina caused massive devastation, but it also opened the path to a very bright future. The people who came back after storm were the best of the best, the people who treasured their community and wanted not to just rebuild it, but make it an example of resiliency to the world, an example that others will strive to emulate.



While much remains to be done, New Orleans is becoming recognized for its success. Among its many awards and recognitions, Forbes recently named it to its “25 Best Places to Visit in 2020” list. TripAdvisor called it a “Most Excellent City Overall.” Southern Living listed it a No. 3 on its list of “The South’s Best Cities.” Conde Nast Traveler named it the fourth best large city. In 2017, Travel + Leisure named it one of “America’s Friendliest Cities.” These are only a handful of the many awards won by the city—and all of them within the last 2 to 3 years. The city constantly wins awards for its food, music, culture, and quality of life.

In New Orleans, there are sights to see, food to try, music to listen to, people to meet and culture to enjoy. Perhaps the best-known attraction in New Orleans is the city’s oldest neighborhood, the French Quarter. At the Quarter’s entrance lies Jackson Square, now a large gated park that is home to beautiful floral displays, historical memorials, and a life-sized statue of a mounted Andrew Jackson, hero of the Battle of New Orleans. Just outside the park lie several historical buildings, including the St. Louis Cathedral, a Catholic Basilica designated by Pope Paul VI. On either side are the Cabildo (the city’s original city hall—currently a historical museum) overlooking the Mississippi River, and the Presbytere, the original residence for the priests. Bourbon Street, a popular tourist hotspot, is a stone’s throw away.

For the music aficionados, few cities can offer more than New Orleans. Named the No. 1 Music City in the USA in 2018 by National Geographic Traveler UK, New Orleans is a center of musical history and innovation. Steeped in its famed tradition of jazz and the blues, the city is home to current and former musical legends including Louis Armstrong and Jelly Roll Morton. The city houses many music clubs, and hosts several annual festivals including the Jazz and Heritage Festival, Satchmo SummerFest and the Voodoo Music Experience.

Speaking of the people, you will not find a friendlier, more welcoming group in any major city. New Orleans is also home to one of the most diverse populations in the continental United States, and people from all walks of life have come together in a true “melting pot” to create one community. Originally French, the city is also populated by people from the Caribbean, the United States, and Latin America, as well as many other locations. Better yet, they welcome outsiders with open arms.

Beyond that, the culture of New Orleans is simply fantastic. While the famed Mardi Gras festival is well known throughout the world, most people are only aware of the glitz seen on the evening news. It is so much more than that. It is a family event that lasts two weeks, where three or four parades may be going on simultaneously in different parts of the city. One resident described it as a combination of a family picnic, the 4th of July, and Halloween, but on steroids.

Of course, the city has much, much more to offer. For the sports fan, while the NFL’s Super Bowl XLIV Champion Saints and the NBA’s Pelicans are the most prominent professional teams in the area, the Jesters (National Premier Soccer League) and the NOLA Gold (Major League Rugby) also call the city home. For the art enthusiast, the New Orleans Museum of Art is located in New Orleans City Park. However, more importantly are the Art Districts spread throughout the city where galleries, some of which are owned by local artists, create a cultural street party atmosphere. In fact, the S&WB’s headquarters building is located on St. Joseph Street in the Warehouse Art District. Additionally, the performing arts are strong here, much to the delight of those who enjoy the theater.

While many people know the outside perception of New Orleans as a party city, few realize the family friendly environment that truly exists within the city limits. For all the blending of different cultures and peoples, the city is not a transitional city. Rather, it is a generational city where family roots stretch back decades and even centuries. The city also offers a dizzying array of services and amenities that help families grow, including an excellent school system in which 70% of the schools are charter schools, a park system that offers many attractions and opportunities for family activities, and of course, the water. All in all, New Orleans is a wonderful place to raise a family.

New Orleans is a port city and a logistical hub. The Mississippi River and the Interstate Highway System are the main thoroughfares that provide water and land-based transit throughout the region. The Louis Armstrong New Orleans International Airport provides international air travel to over 13 million passengers a year.

Finally, perhaps the most attractive part of New Orleans is what it has become in the aftermath of Hurricane Katrina. While the disaster side of the story has been well publicized, the rebirth process—and what



has occurred—since the storm has not. It is, simply put, the Renaissance of New Orleans. The City has rebuilt itself, and in many senses, it has done it in a way that is so much better than before. An entrepreneurial spirit has developed in the City, as investors and new business enterprises have rushed in to fill the void that was left in the wake of the hurricane. Young “Intellectual Immigrants” have flocked to the City, initially for altruistic purposes of volunteering to help a city in distress. Having fallen in love with New Orleans, however, many have stayed, and as a result New Orleans now has the highest per capita education rate for people 20-35 years of age in the country. In fact, an unbreakable bond of community was created by the people who weathered the storm and returned as well as with those who have come to create a truly new New Orleans.

The cultural, economic, and personal opportunities in New Orleans are rampant and are only helped by the fantastic professional opportunity awaiting at the Sewerage and Water Board of New Orleans. Read on, then apply today for the chance to experience the United States’ most unique city with a wonderful employer.

History of the Area and the Sewerage and Water Board

The story of New Orleans is about water. Its recorded history began with early European trappers and traders who began to arrive around 1690. The settlement that later became the city of New Orleans was founded by the French in 1718 at the mouth of the Mississippi River.

Although almost half of the present-day city is below sea level, its original footprint was chosen because it was of greater elevation than much of the surrounding tidal plain. That helped minimize

the flooding during the wet season. From its relatively early days, New Orleans was a port city and a center of commerce—a place where continental commerce met global commerce.

In 1803, Napoleon needed to finance his military operations and sold the area to the United States as part of the Louisiana Purchase. As time passed, the Mississippi became an increasingly important trade route and New Orleans became an economic hub. At the same time, a sugar industry was developing to augment the port.

As a result of its unusual topography, even a relatively moderate rainfall meant the city might flood with water from the Mississippi River and Lake Pontchartrain. By 1893, local leaders realized the city's future growth depended on their ability to keep it drained and dry, to provide an adequate supply of clean water for drinking and fire protection, and to provide a properly constructed and maintained sanitary sewage system. As such, planning for the three systems began that year.

In 1896, the New Orleans Drainage Commission was organized to carry out a master drainage plan that had been developed for the city. Three years later, in 1899, the Sewerage and Water Board (S&WB) was authorized by the Louisiana Legislature to furnish, construct, operate, and maintain a water treatment and distribution system and a sanitary sewage system for New Orleans. In 1903, the two were combined under the name of the S&WB.

Once formally organized, the S&WB set out to fulfill its goals. By 1915, \$27,500,000 had been spent on the construction of water, sewage, and drainage facilities, as well as power systems to run them. In planning the system, the S&WB brought experts from around the country, one of which was Thomas Edison. He studied the problems and recommended 25 cycle power would be best to power the equipment. The Board accepted his recommendation, and over the years, that decision has served the system well—fewer cycles led to less wear and tear on the pumps.

The ensuing decades brought growth and maturity to the S&WB until 2005, when Hurricane Katrina struck New Orleans and put the Board at the heart of the worst engineering disaster since Chernobyl. When the floodwalls and levees constructed by the Army Corps of Engineers

failed, 80% of the city flooded and over 200,000 homes and businesses were destroyed. Entire neighborhoods were decimated and much of the city found itself under 10 feet of water. Virtually the city's entire population was evacuated. It then fell upon the S&WB to get the water out of the city and to restore regular water and sewer service.

The S&WB performed magnificently, or more accurately, heroically—even though 80% of the employees had lost their homes. The spirit of dedication of the employees at all levels of position, was unmatched. Recognizing the harm that could result if it delayed, the S&WB delegated authority to the lowest possible levels and gave its employees one basic instruction: "Do whatever it takes to get the water out of the city. Do not wait for permission, just act." Federal authorities estimated it would take months to clear the water from the city. The few pumps that could be placed on-line would certainly be ruined if they were operated without painstakingly cleaning them to eliminate the corrosive effects of being submerged in the brackish water. The decision was made—run them until they burn. Dedicated employees worked 24/7 to bring the city back. Only 11 days after the storm, New Orleans was dry. With almost all of its assets destroyed or damaged, the S&WB was faced with the task of rebuilding itself. Since Katrina, almost \$2 billion, mostly of Federal funds have been spent rebuilding the water, wastewater and stormwater systems.

Today, New Orleans is smaller—its population dropped from 484,000 in 2005 to 348,828 in 2010 but is now on an upward trend at a bit over 391,000). In many ways, the returning population surpasses the vibrancy of the previous population. The reason is that the current residents have a true passion for their community, a passion you will not find in many other places. In a very real sense, New Orleans is not a victim of a natural disaster, but instead is a poster child for recovery!

Demographics

See Table 1 page 5 for information on New Orleans demographics.

Geography

Overall, New Orleans covers 350 square miles, of which 169 square miles is land. Its waterfront stretches miles in three directions and the

Table 1: New Orleans Demographics

Estimated Population 391,006			
Distribution by Race		Distribution by Age	
White	34.0%	0 to 15	17.3%
Black	59.8%	15 to 25	12.8%
Asian	3.0%	25 to 45	31.3%
Two or More Races	3.0%	45 to 65	25.7%
Total	100%	65 to 85	11.3%
Hispanic Ethnicity (all races)	5.5%	Over 85	1.6%

Educational Achievement (Over Age 25)	
High School or Higher	85.9%
Bachelor's Degree or Higher	36.5%

Other Statistics	
Median Age—New Orleans	35.9
Median Age—U.S.	37.8
Median Household Income	\$38,721
Poverty Rate	25.4%

Source: U.S. Census Bureau

city is partly peninsular. Its heart spreads around a curve of the Mississippi River—source of its nickname, “Crescent City”—while edging Lake Pontchartrain on the north. Lake Pontchartrain connects to Lake Borgne, providing a broad opening to the Gulf of Mexico. Lakes, marshlands, and bayous extend from the city in all directions.

New Orleans is located in one of the lowest spots in the United States. Almost half of the city is below sea level, and it continues to sink, by up to an inch a year. Upstream dams and levees built to tame Mississippi River floods and ease shipping have starved the delta downstream of sediments and nutrients, causing wetlands that once buffered the city against storm-driven seas to sink beneath the waves. Louisiana has lost 1,900 square miles of coastal lands since the 1930s, putting the City that much closer to the open Gulf.

Climate

New Orleans is classified as having a humid, subtropical climate. Summer month highs average a 90°F to 92°F while the winter months highs average around 63°F. The coldest month of the year is January, which averages around 45°F. New Orleans receives about 63.5 inches of rain per year, with the summer months seeing the most rainfall, and the city only rarely sees snow. The last significant snowfall was in 2008.

While Hurricane Katrina is the most extreme storm in New Orleans’ history, major storms strike the area with some regularity. Between 1851 and 2004, Louisiana was hit by 49 hurricanes. In addition, eighteen with Saffir-Simpson ratings of Category 3 or above have struck the state. On average, one major storm crosses within 100 nautical miles of New Orleans every decade. The good news is that New Orleans is built to withstand these events much the same way northern cities are built to withstand major weather events such as blizzards.

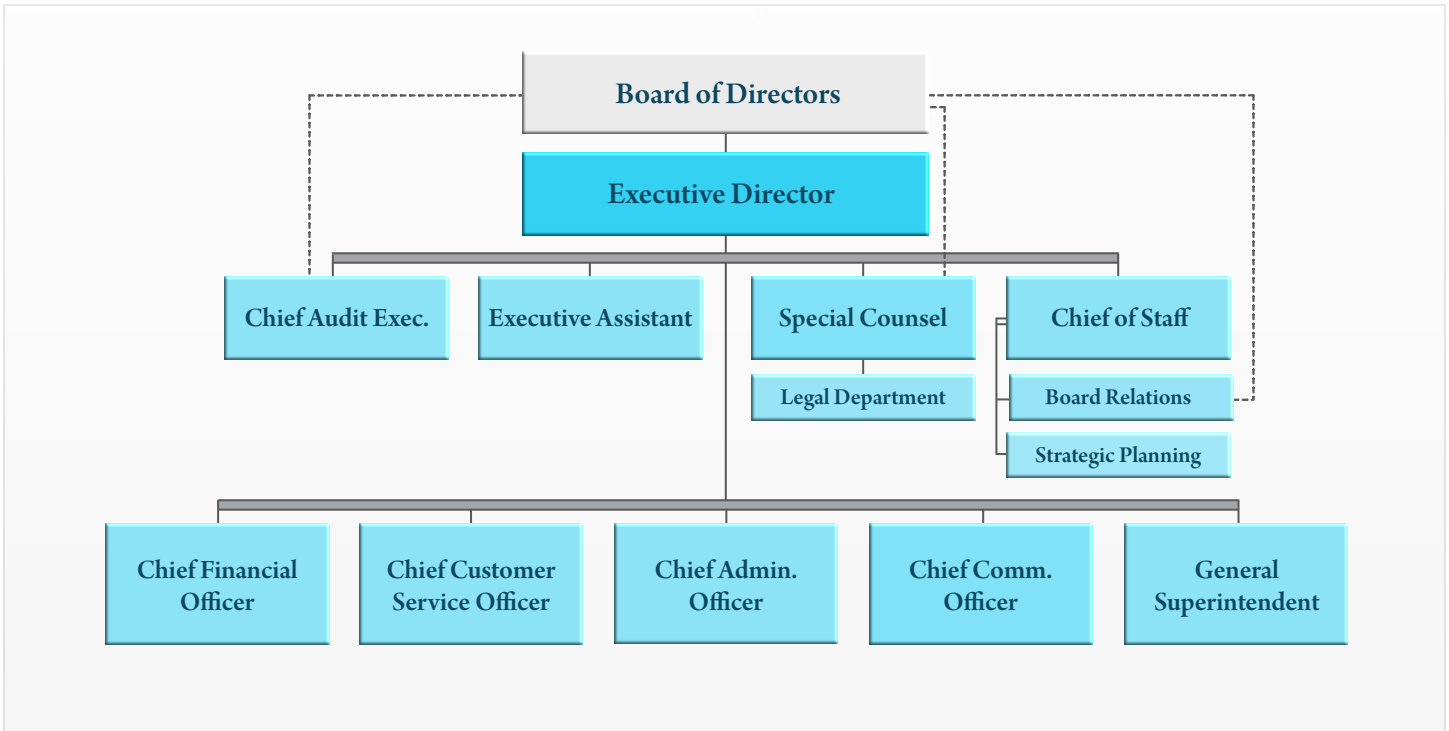
Commerce

The New Orleans region is home to two of the largest and busiest ports in the world, and metropolitan New Orleans is a center of the maritime industry. The Port of New Orleans is the 5th-largest port in the United States based on volume of cargo handled, and the second largest in the state after the Port of South Louisiana (also located in the New Orleans area). The Port of South Louisiana is the world’s busiest in terms of bulk tonnage. The region accounts for a significant portion of the nation’s oil refining and petrochemical production and serves as a white-collar corporate base for onshore and offshore petroleum and natural gas production.

New Orleans is a center for higher learning, with over 50,000 students enrolled in the region’s two and four-year degree-granting institutions. Metropolitan New Orleans is a major regional hub for the health care industry and boasts a small, globally competitive manufacturing sector.

The city of New Orleans possesses a rapidly growing, entrepreneurial creative industries sector, and is, of course, renowned for its cultural tourism. Perhaps more visible than any other sector, New Orleans’

Chart I: Organizational Chart for Sewerage and Water Board



tourist and convention industry was a \$5.5 billion juggernaut that accounted for 40 percent of New Orleans’ tax revenues in the middle of the last decade. In 2004 the hospitality industry employed 85,000 people, making it New Orleans’ top economic sector as measured by employment totals.

The Sewerage & Water Board of New Orleans

The Sewerage & Water Board of New Orleans (S&WB) has served as a model agency for much of its existence. In fact, when the Dutch decided to drain the Zuider Zee, their model was New Orleans, and much of their initial equipment was purchased here.

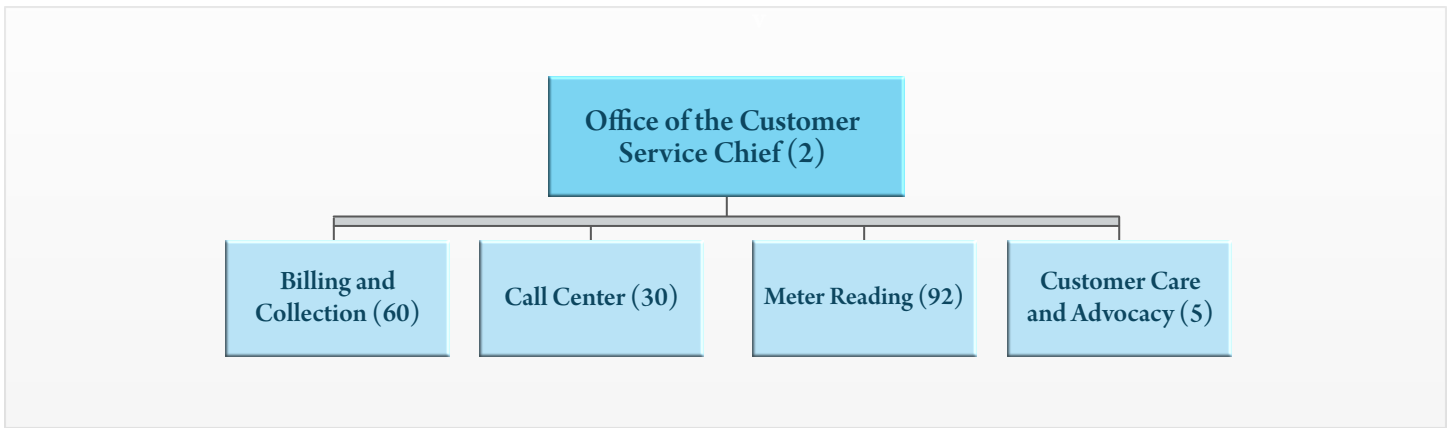
The S&WB is a quasi-City/State entity, created by the State Legislature. It is governed by an eleven member Board of Directors which consists of the Mayor (as chair), the chair of the city council’s Public Works, Sanitation and Environment Committee (or his designee), two representatives of the Board of Liquidation, and seven citizen members, of which five represent council districts and two consumer advocates. One of the appointments shall be a retired civil engineer. The seven citizen members are nominated by a selection committee composed of locally recognized leaders, and shall reflect the

diversity of the community. Two citizen members shall be consumer advocates with community advocacy or consumer protection experience or experience in a related field.

The Board is authorized to administer construction, maintenance, and operation of the Water, Sewer and Drainage Systems for the City of New Orleans. The S&WB also provides some services to neighboring parishes. It appoints an executive director to oversee the day-to-day operations of the S&WB, including all of the drinking water, wastewater and drainage activities in Orleans Parish, as well as the power systems to support them. It also has some modest activities in neighboring parishes.

The S&WB serves almost 400,000 people and has approximately 1,200 employees. Chart I above presents the structure of the organization. In terms of stormwater, S&WB operates 118 pumps with a pumping capacity of 50,291 CPS. For example, it could fill the Superdome with water in 45 seconds. The S&WB typically treats 140 million gallons per day (mgd) of water and has a capacity of 270 mgd. None of 1,200 employees are represented by a union, but instead are governed by the rules and regulations of City Civil Service.

Chart II: Customer Service Office and Number of Employees



The Utility’s operating budget is \$281 million. \$ 116 million comes from water revenues and \$145 million from wastewater. Drainage revenues come from ad valorem taxes of \$65 million. The S&WB also has a 10-year \$1.4 billion capital program.

The Customer Service Department

Recognizing the importance of a highly effective customer service function, the S&WB’s senior management is consolidating its customer service functions into one new department and hiring a C-suite Chief to oversee the operation. It will be composed of four primary functions: Billing and Collections, the Call Center, Meter Reading and a Customer Care & Advocacy group (a small unit to address the more complex customer concerns). The structure of the Customer Care office is above in Chart II.

The Challenges and Opportunities

The Sewerage and Water Board is in a period of transition. Historically, its funding has not been adequate to maintain the infrastructure and to move the Utility forward technologically. Further, as much of the city gradually sinks, extra stress is placed on the distribution and collections systems. Large amounts of potable water are lost through leakage. The sewer system suffers from inflow and infiltration. Much of the machinery is beyond its recommended useful life and needs replacement. Commercial water meters are not regularly maintained, and residential meters are old. Meter readers still key the reads into a handheld device.

The good news is the situation is changing for the better. The Utility recently has installed a new C-suite team which is intent on bringing the S&WB into the 21st century. It thinks strategically and is realistic about its expectations. They realize they are turning the proverbial battleship around and that it will take time. It has identified the changes that need to be made and are installing the structure necessary to support these changes. The new Customer Service Chief is just one of those changes. The supporting staff is strong, dedicated and supportive of/eager for change. Resources will always be a hurdle but it is generally recognized that the S&WB needs more funding if it is to do its job properly, and the necessary funding is being provided.

In terms of the specific challenges, the new Chief will first need to consolidate the customer service functions in one department and create a cohesive team. In recent years, the organization’s reputation has suffered and the Chief will take a leading role in rebuilding it. Customer Service is where most residents interact with the S&WB so providing outstanding customer service will be critical. Internal processes need to be reviewed and made more efficient. The supporting computer systems are antiquated - all need to be upgraded, enhanced or replaced. The first step is to install AMI. The effort is already underway, but the Chief will play a major role in overseeing its installation and integration with existing systems.

It should be noted that the current C-suite team does not view excellent customer service in isolation. Rather it sees it a critical strategic thrust needed throughout the entire organization. They strongly believe in it and will set the example, helping to lead the way.

As such, they hope the new Customer Service Chief will play a role beyond fostering change with his/her department but will help lead the way throughout the S&WB so the entire organization is embracing excellence in customer service as a core value and guiding principle.

The Ideal Candidate

The S&WB seeks an outstanding leader and manager to help the C-Suite Team change the organization's culture and make it an industry leader once again. The ideal candidate will have a great deal of experience in customer service and turned around at least one operation. He/she will be ready for new challenges and be prepared to address them with energy, enthusiasm and integrity. This job will not be easy. Much needs to be done. While it is not, by any means, a tear down and rebuild, many changes will need to be made in many areas. Needless to say, the Chief should expect to work long hours.

The needed skill set is broad and deep. First, and foremost, excellent customer service will be the Chief's core value, and he/she will accept nothing less from those who work in the Customer Service department. The individual will lead by example. He/she will realize the customer is not always right but deserves to be treated with empathy and respect. An honest effort made to solve their problem. When a customer's goal cannot be accomplished, an effort should be made to determine if there is another way to reach a similar outcome. If that fails, time should be taken to give the customer a good explanation of why the Utility cannot solve their problem. Creating an experience where the customer feels highly valued and satisfied with the outcome will be the goal of every contact.

The Chief needs to have excellent interpersonal and communication skills. As a face of the organization, he/she will need to be able to work with and relate effectively to people from all walks of life—from the Fortune 500 executive to the university professor to the small business owner to the homeowner in the poorest neighborhood. The Chief will need to be able to translate complex concepts into language everyone can understand. At the same time, he/she will realize the first step in successful communication is often listening and understanding the other party's concerns. Being transparent, and providing understandable, consistent, accurate answers, will go a long way to

establishing the individual's credibility. Willingness to admit mistakes and to correct them is also critical.

The Chief will be strategic, and not be overwhelmed by the day-to-day. He/she will realize time needs to be set aside to plan for the future—that is, how he/she will lead the organization in a new and better direction. Part of the solution will be in recognizing problems that repeat over and over. Instead of resolving them one by one by one, the individual will seek a means that prevents those types of problems from recurring. Developing a long-term solution may take time today but saves time in the long run.

The Chief will be data driven and analytical. Establishing viable metrics will be very important as will using them to measure performance and to identify potential issues so action can be taken before they become issues. At the same time, the individual will realize customers are more than numbers. The individual will be always seeking ways to improve processes. He/she will be relentless in asking "Why do we do this process this way. Are you sure there is not a better way?" The individual will not accept, "We have always done it this way" as an answer. It may be the best way, but that will need to be demonstrated. The Chief will encourage the same questioning mindset among staff and empower them to make improvements. In many cases, they know where the problems are and how to improve and/or fix them. They just need to feel they have permission to act. An understanding of computer systems and how they can be used to improve processes will be critical.

The Chief will be collaborative and work with staff to build teams. The individual will have high, but realistic expectations and work with the staff to develop attainable goals and plans. Once the plan is set, he/she will step back and let the staff accomplish their work. Micromanagement will not be a word in the manager's vocabulary. Instead he/she will be respectful, provide resources, and then expect deadlines to be met. Accountability will be important.

Personally, the Chief will be a change agent who is achievement oriented, cheerful, and relentlessly positive, with a "can do" attitude. He/she will view problems as interesting challenges to be overcome – not as roadblocks. The individual will take the approach, "There is always a way. We just need to find it." To do that, the Chief will need to



be creative. He/she will not think outside the box so much as not even realize there is a box. The individual will also realize that while some changes can be made quickly and unilaterally, others will take time and require consensus building. Consequently, the ideal candidate will be someone who thinks strategically. When the individual makes a change, it will not be a spur of the moment decision but well thought through and the consequences anticipated to the degree possible. While patient, he/she will be action-oriented and have a sense of urgency. Large agencies can be slow to move but move they must and often need someone to help prod them things along.

Finally, the selected candidate will see this position as an incredible opportunity to work with great professionals to make a difference and to do so in an incredible community, a great place to live, work and play.

Required Qualifications

A Bachelor's degree in a related field with five years of experience in customer service management, business management, public relations, marketing or a related role.

The Current Customer Service Director

This position is newly created with no incumbent.

Internal Candidates

The Customer Service Director position is a critical position of high importance in the industry and the city of New Orleans. While we anticipate some local and internal candidates will apply, the utility is committed to hiring the best qualified candidate.

Compensation

The salary range for this position is \$120,000 to \$160,000. Benefits are excellent and include working with a dedicated and highly professional management team.

Residency

Residency within the city limits is not required, but it is hard to compete with living in the city.

How to Apply

E-mail your cover letter and resume to Recruit24@cb-asso.com by September 25th. Questions should be directed to Stephen Sorrell at (513) 317-0678, or Colin Baenziger at (561) 707-3537.

The Process

Apply by September 25, 2020. Interviews will likely begin in mid-October with a selection shortly thereafter.

Confidentiality

All applications will be kept confidential and only the name of the selected individual will be announced.

Other Important Information

The City of New Orleans is an Equal Opportunity Employer and encourages women, minorities and veterans to apply.

Additional Information

For additional information about the city, visit:

www.neworleans.com

www.neworleanschamber.org

www.downtownnola.com

