

September 16, 2019

BY HAND DELIVERY

Ms. Lora W. Johnson
Clerk of Council
Council of the City of New Orleans
City Hall, Room IE09
1300 Perdido Street
New Orleans, LA 70112

In Re: *Smart & Sustainable Cities Initiative for the City of New Orleans*, CNO Docket
UD-18-01

Dear Ms. Johnson:

Enclosed please find an original and three (3) copies of the *Utility Advisors' Report Submitted Pursuant to City Council Resolution No. R-18-536* in the above referenced docket, which we are requesting that you file into the record along with this letter in accordance with your normal procedure.

Sincerely,



Basile J. Uddo
Counsel

BJU/dpm
Enclosures

cc: Official Service List for UD-18-01

**BEFORE THE
COUNCIL OF THE CITY OF NEW ORLEANS**

**IN RE: SMART & SUSTAINABLE CITIES)
INITIATIVE FOR THE CITY OF NEW) Docket No. UD-18-01
ORLEANS)
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**UTILITY ADVISORS' REPORT SUBMITTED PURSUANT TO
CITY COUNCIL RESOLUTION NO. R-18-536**

September 16, 2019

Pursuant to City Council Resolution No. R-18-536 in Docket No. UD-18-01 (“Smart Cities Initiative”), the Council Utility Advisors (“Advisors”) were directed to “provide a report to the Council generally summarizing comments submitted by the intervenors and the public and to provide a full analysis of all relevant information and data, including the Entergy New Orleans (“ENO”) Grid Modernization Report, relative to the Smart Cities Initiative, and the audit proposal together with recommendations for proceeding with the Initiative.” In response, the Advisors provide the following report.

Summary of Participant, Public and Other Comments

Summary of Comments from the Administration of the City of New Orleans (“Administration” or “CNO”), ENO and the Alliance for Affordable Energy (“Alliance” or “AAE”)¹

Public comments were received from the Alliance for Affordable Energy at the public meeting held on May 17, 2019, and from Jonathan Wisbey, Chief Technology Officer of the City of New Orleans, at the June 14, 2019 public meeting. At the June 14, 2019 public meeting, Mr. Wisbey indicated the Administration’s support for the smart city initiative. The Administration also filed written comments into the docket on June 14, 2019, expanding on Mr. Wisbey’s comments at the public meeting.

The comments of the Administration focused on the importance of having a single, unified smart city strategy for the City. In commenting on the “Roadmap to Develop a Master Plan for a Smart and Sustainable New Orleans: Innovation, Integration, Equity and Sustainability,” filed in the docket February 2019 (“Roadmap”), the Administration proposed coordination between the Council Utility Regulatory Office (“CURO”) and the Administration’s

¹ In addition to CNO, AAE and ENO, Gulf States Renewable Energy Industries Association (“GSREIA”) filed to participate, but has not submitted comments.

smart city efforts led by the Chief Administrative Officer and a team directed by the Chief Technology Officer and Chief Information Officer.

The Administration noted that it had developed a series of “guiding principles” based upon its “STRATEGIC framework,” which is comprised of the following criteria:

- **Scalable.** Before a new technology is deployed as a demonstration, there should be a plan for scaling this technology city-wide if the project provides [sic] successful.
- **Transparent.** As we begin drastically expanding our collection and use of local data, we must be clear with residents about what data we are collecting and how it will be used.
- **Resilient.** Projects should be designed to include redundancies and contingencies so that they can continue to operate normally, even when the unexpected occurs.
- **Advancing National Practices.** When possible, smart city deployments should aim to bolster and grow New Orleans' reputation as a national leader in the use and analysis of data.
- **Transformative.** Technology deployments should be accompanied by parallel changes in business practices and operations so that they can help fundamentally transform how we operate and avoid perpetuating outdated or inefficient practices.
- **Equitable.** Smart city projects should help address some of the long-standing structural inequities that exist in our community and society at large — such as the digital divide — and ensure that all residents can share in their benefits.
- **Grassroots.** Projects should be inspired and driven by community-led efforts that help prioritize areas of local need and participate in the development of solutions.
- **Improving Quality of Life.** The outcome of every smart city project should be a concrete impact on the quality of life of our residents — whether it be as small as eliminating minor inconveniences or as large as drastic changes to resident behavior.
- **Creative.** These solutions should not be limited by outdated paradigms and ways of doing business, and instead seek creative approaches and partnerships that will allow us to begin tackling issues that may have been previously seen as intractable.²

² Administration Comments on Smart Cities Initiative UD-18-01, dated June 14, 2019, at 1.

Outside of that listing, the Administration concurred with the Roadmap framework specifically as laid out in pages 14-25 of the Roadmap, focusing on the collaborative input process described on those pages. However, the Administration suggests a City-led process rather than one managed by the Council or its Advisors. Specifically, the Administration suggests that the input process last for approximately three months and include at least one public meeting in each council district, as well as meetings with key local stakeholders in the business community, healthcare industry, telecommunications industry, and ENO.³

Concurrent with the information gathering process, the Administration suggests that there be a process for assessing the City's current capacity for deploying smart city applications, which the Administration indicates it has already begun on an informal basis.⁴ Accordingly, the Administration suggests a formalized and inclusive process, which would include the "significant expertise that the Council and its CURO staff can bring to the table" to develop and complete the internal assessment process.⁵

The Administration further recommends that "[o]nce we have conducted collaborative visioning exercises with the community and completed a baseline capacity assessment, the Administration would like to work closely with the Council to produce a unified smart city strategy for the City."⁶

Written comments submitted by ENO generally endorse the Roadmap but focused largely on the proposed "Smart Audit Proposal." While ENO endorses the idea of the audit, it does not believe that ENO should be responsible for conducting the audit, especially to the extent that it involves collecting data from other service providers. "ENO does not have the ability to require

³ *Id.* at 2.

⁴ The Administration and CURO have started a city hall working group that could be expanded and formalized to carry out the suggestions made herein.

⁵ Administration Comments on Smart Cities Initiative UD-18-01, dated June 14, 2019, at 2.

⁶ *Id.*

that other service providers submit the data necessary for the Smart Audit and may not have the technical expertise to process such data and other information if it was freely provided to ENO.” Accordingly, ENO endorses “the Advisors’ recommendation that an entity other than ENO should lead the Smart Audit process.”⁷

ENO also notes that much of the subject matter covered in Dr. Carl Pechman’s Smart Audit paper “implicates efforts that are already underway at ENO and in various Council Utility Dockets (e.g., Advanced Metering Infrastructure deployment, Grid Modernization, Storm Hardening and other reliability work, the 2018 Combined Rate Case, etc.)” ENO recommends that the Council’s oversight of each of these efforts should help to ensure that the Smart Audit process does not unduly delay any of these “important, ongoing efforts,” and that the information generated can be used to fulfill the information gathering objective of the Smart Audit process “without incurring additional incremental expenses to perform separate analyses, fact-finding, and data-mining exercises solely for the purpose of completing a Smart Audit.” ENO goes on to detail specific comments with respect to the form of audit that will ultimately be recommended by the Advisors.⁸

At the May 17, 2019 public meeting, Logan Burke, speaking on behalf of the Alliance, indicated that the Alliance was generally supportive of the smart city initiative, but addressed more directly ENO’s grid modernization proposal. The Alliance raised concerns about the funding of grid modernization, including the use of the \$12,000,000 from the recent federal tax cuts. Ms. Burke also raised the issue of the ENO proposal to use its New Orleans East facility as a pilot smart city/grid modernization project questioning why rate-payer money should be spent on an ENO parking facility.

⁷ Entergy New Orleans, LLC’s Comments Concerning the Smart Audit Proposal Submitted by the Council for the City of New Orleans’ Utility Advisors, dated April 18, 2019, at 1-2.

⁸ *Id.* at 2-3.

Ms. Burke urged that the process going forward assure that the right entities are using the right dollars for upgrades and pilots, making sure that money is not being spent needlessly, but rather to help solve problems and not just “gold plate the system.” Ms. Burke also urged that the right agencies be involved in the smart city process including, among others, the Regional Transit Authority (“RTA”), the Sewerage and Water Board (“SWB”), City Planning and, of course, ENO.

Other Comments

In addition to participant and public comments, the Council, through both the Smart and Sustainable City Committee (“SSCC”) and the Utility, Cable, Telecommunications and Technology Committee (“UCTTC”),⁹ was presented with extensive expert information from a series of smart city thought leaders. Over the course of several public meetings cutting-edge smart city information was presented and discussed concerning a wide variety of seminal issues.

Among those thought leaders who appeared are the following:

1. Dr. Ernest J. Moniz, CEO of Nuclear Threat Initiative, and former U. S. Secretary of Energy;
2. Pete Tseronis, Founder and CEO of Dots and Bridges, LLC, and former CTO of the U.S. Department of Energy;
3. Debra Lam, Managing Director of Smart Cities and Inclusive Innovation for Georgia Tech’s Center for the Development and Application of Internet of Things Technologies, and former Pittsburgh Chief of Innovation & Performance;
4. Dr. Carl Pechman, Director of the National Regulatory Research Institute, and former analyst for the Federal Energy Regulatory Commission;
5. Paula Gold-Williams, President and CEO of CPS Energy, and Chair of the San Antonio Chamber of Commerce; and
6. Fred W. Bonewell, Chief Security & Safety Officer of CPS Energy.

⁹ The smart city initiative started before the UCTTC prior to the creation of the SSCC after which the jurisdiction shifted to the SSCC.

These presentations provided a wealth of additional information that also informs the recommendations below.

General Observations About the Smart City Initiative

Smart city development is a generational commitment, not a short-term project. A thoughtful plan must maximize practical, achievable immediate goals, while laying the groundwork for long-term transformations. This report includes the Advisors' recommendations, which reflect and largely incorporate the participant/public comments noted above.

A smart city starts with modernization of the electrical and telecommunications grid. These grids are the backbone supporting the integration of additional technologies. A smart city is, by definition, an electrified city. Most smart city discussions focus on advanced telecommunications, data analytics, sensor technology, distributed energy resources ("DER"), emission reductions and improved transportation, all of which are critical components, but all of which depend on a modern, efficient, reliable and secure electric and telecommunication system.

In January 2018, the Council formally established a Smart and Sustainable City Initiative. As a first step, the Council directed ENO to prepare a grid modernization report. ENO's report, filed on April 10, 2018, details several key distribution system modernization projects that ENO planned to undertake over the ensuing few years, and other smart city components under consideration.

ENO asserts that its proposed grid modernization would:

- 1) reduce the frequency, duration, and size of electrical outages;
- 2) enable quicker restoration of power;
- 3) improve resiliency and reliability;

- 4) increase productivity and efficiency;
- 5) create self-healing networks within ENO's distribution system;
- 6) enhance operability of home devices by adding smart devices within ENO's distribution system.

In addition, modernizing the electric grid would allow the addition of new technologies and intelligent devices for safe multidirectional energy flows, automated operations, wireless controls, operational efficiencies, improved services, increased reliability and resiliency, and expanded options for customers.

A key goal of a smart city initiative is to “connect the physical infrastructure, the IT infrastructure, the social infrastructure, and the business infrastructure to leverage the collective intelligence of the City.”¹⁰ Accordingly, smart city initiatives generally build off of a modern, reliable electric grid to include the following components:

- Sensors and controllers for data collection and storage, as well as remote control of assets.
- Communication and network infrastructure to transfer data.
- Storage platforms to allow access to data.
- Analytics platforms and applications for development of insights.
- Product and service offerings based on insights to deliver value for residents.
- Use of data, communication technology, the internet of things, and clean technology to optimize city operations and services, connect citizens, improve quality of life and foster sustainability.

Accordingly, the Advisors recommend that the following process be implemented to advance a thoughtful, practical, and achievable smart city development.

¹⁰ Foundations for Smart Cities, IBM Journal of Research and Development, 54(4).

A Plan for the Future

Although there has been much discussion among and before the SSCC about goals of the smart city initiative, there has not yet been a clear and concise articulation of a specific vision for the initiative, which is understandable given the vast array of possibilities. Accordingly, the first step in the process should be developing a vision for a smart and sustainable New Orleans based upon the needs and desires of the greater New Orleans community. The goal of implementing any technology should be real solutions for real problems faced by the people of New Orleans. The goal of implementing an entire technology transformation should be no less concerned with identifying real problems that affect actual residents, businesses and visitors, and developing real, practical and achievable solutions.

In addition, as clearly articulated in Resolution No. R-18-36, and repeatedly referenced by the SSCC, these real solutions for real problems must extend to all members of the New Orleans community, especially low income residents and small businesses that might not otherwise be able to benefit from what is often considered the exclusive domain of the more affluent. The Council's smart city initiative presents the opportunity for New Orleans to identify and address access inequities, including closing the digital divide between lower and upper income residents and small businesses, and find workable solutions to assure that technological advances made possible by grid modernization and the smart city initiative benefit the entire community. To that end, the Advisors recommend that a representative working group be established with the sole charge to develop a smart city "vision" that reflects practical and achievable goals for the initiative, within the parameters discussed herein.¹¹

¹¹ The Advisors recommend that the informal Administration and CURO city hall working group be expanded and formalized to perform this function.

The Advisors propose a CURO-led process of collaboration among all stakeholders to recommend the guiding principles, goals and priorities that would constitute the recommended smart and sustainable New Orleans vision. The Advisors propose that the Council establish a procedural schedule to be completed within 90 days to conduct a community meeting in each Council district to gather community input, and two public technical conferences to solicit input from councilmembers, relevant city departments, relevant utilities, and other stakeholders to discuss and recommend an overriding smart city vision for the City.¹²

At the end of the 90-day period, a report would be filed with the Council detailing a proposed set of guiding principles, goals and priorities that would constitute the recommended smart and sustainable city vision. The Advisors then propose one public meeting within 30 days of the filing of the report for comments on the proposed guiding principles, goals and priorities, after which the Council would render a decision at a public Council meeting regarding the appropriate guiding principles, goals and priorities for the smart and sustainable city effort. The completion of this step is a prerequisite to the following steps, but some others may proceed concurrently.

The second step of the process is to define and conduct the smart audit referenced in the resolution. The form and scope of the audit would reflect the guiding principles, goals and priorities adopted by the Council.

Council Resolution No. R-18-536 directs the Advisors to “adapt and modify the Pechman model to better achieve the stated goals of the Council and its smart cities initiative and to tailor the Audit scope and process to the resources available to the Council.” The original proposed Pechman smart audit would be an extremely valuable analysis; however, its scope would clearly

¹² The Advisors recommend that this 90-day schedule begin after the updated ENO Grid Modernization Report recommended below has been filed with the Council and made publicly available.

exceed the resources available, thereby threatening to delay the entire initiative unnecessarily. Appropriate scaling will obtain the most relevant and practical information without excessive delay, while leaving a more extensive audit available for future expansions of the initiative as circumstances allow.

The crux of the Pechman smart audit is to develop a process that leads to an understanding of the current state of the various systems that would be the platform for smart city development. Understanding where these systems currently stand technologically will inform a method for charting a path for future development.

The most effective starting point for such an assessment is to bring together the Administration, relevant departments and agencies of city government such as the RTA, the SWB, city planning, safety and permits, sanitation, public works, police and fire, (“Represented Entities”), with CURO, representatives of telecommunication franchisees, ENO, and the Advisors to undertake a simple, straight forward analysis of the following:

1. Catalog the existing technology in use by each Represented Entity;
2. Examine technology known to be available, but not in use by each Represented Entity;
3. Prioritize the technology each Represented Entity would choose to acquire and integrate, if possible;
4. Identify synergies and efficiencies among technologies that could be realized by the adoption of the same or compatible technologies by multiple Represented Entities;

5. Determine where efficiencies can be developed for buildings, transportation and city services that in themselves will contribute to creating an energy smart city; and
6. Determine resources required to acquire and implement the highest priority technologies.

In addition, because virtually every aspect of smart technology and smart initiatives are dependent on Wi-Fi and wireless connections the Council has directed that the “fruits of the initiative [must] benefit the entire community, including lower income residents.” Accordingly, a successful initiative requires equitable access to Wi-Fi and wireless connections. Therefore, as an additional, but equally important, part of the audit process it is vitally important that the City determine the extent of internet penetration among its residents and businesses.

In one 2015 study, New Orleans ranked the sixth worst city for internet penetration having almost 35% of total households with no internet access. That number almost doubles for households with incomes below \$35,000 with 62% of those households having no internet access.

The SSCC should invite technical input to study and update the state of internet access in New Orleans, especially among lower income households, and to recommend achievable strategies to reduce drastically this digital divide.

The goal of this audit process is to determine where each Represented Entity stands with respect to contributing to or benefitting from the smart city initiative, and to mitigate the digital divide as mandated by the Council. The Council should take the lead to establish a cooperative schedule among the entities with the goal of having the audit group complete its work within 90 days, including a public comment process.

The third step in the process is to benefit from the experiences of other cities farther advanced in the smart cities process, and to discover and adapt best practices that have evolved and surfaced as effective in developing and implementing smart city strategies. The goal would be to adapt these practices to the vision established for New Orleans and the audit results. The process should be open, transparent and collaborative in order to assure that all stakeholders and other interested parties have the opportunity to share their knowledge, experience and information to identify and refine best practices across the board for each aspect of the smart city initiative. The Council should establish an appropriate procedural schedule to gather this information in a timely fashion, but no longer than 60 days after the New Orleans vision has been established and the audit information is available.

The fourth step is to identify potential partners in funding and financing mechanisms to assist in the implementation of the smart city initiative. Although smart technologies will result in substantial cost savings to the City and its residents in the future, finding the initial funds needed to pay for upgrades in new technologies will be challenging, especially in the present era of reduced federal assistance to cities. In addition, recent FCC rulings have severely limited what cities may charge telecommunication companies for building 5G and small cell systems in public rights-of-way, which was once thought to be a source of smart city funding or, at least, seed money.

Although there are still occasional grant and government funding opportunities for smart cities initiatives, very often these are for pilot projects only. As an initial step, the SSCC should work with the Administration to exhaust all possible government grants that might relate to or support the smart and sustainable city initiative.

However, a broad array of funding options must be examined as potential resources for investment in smart infrastructure. The ENO Grid Modernization Report (“GMR”)¹³ provides a starting point for the local initiative. Beyond grid modernization, many new technologies are challenging to finance partly because it is difficult to measure the dollar value of projects whose principle benefits are socioeconomic in nature. In some cases, it may be difficult to monetize the benefits. In others, the integrated, cross-sector nature of many smart city projects makes traditional financing complicated at best. At some point, everything from interstate highways to space exploration had to answer the same threshold questions: is it worth it, and how will we pay for it?

Unfortunately, New Orleans is not a rich city and increased taxes are not a realistic or desirable solution, which makes the challenge that much greater. That means that exploring a vast array of possible alternatives must be high on the SSCC agenda.

Among those possibilities are public and private partnerships, which have had varying degrees of success around the country and the world. The typical structure involves a sharing of risks and rewards, with the added benefit that the private partner often will take charge of long-term operation and maintenance of the infrastructure asset. Although such a structure needs to be approached thoughtfully, it is a structure that must be considered. Potential public/private partnerships should be evaluated in terms of both the City’s priorities and lessons learned from other cities.

There are also many things that can be done without funds through smart regulations. For example, the SSCC should examine city procurement processes and existing contracts to determine if smart technologies can be written into procurements and service contracts, e.g.,

¹³ Entergy New Orleans, LLC’s Grid Modernization and Smart Cities Report, April 10, 2018 (“GMR”).

requiring municipal waste disposal providers to include smart sensors on vehicles, or technology to monetize, recycle and reuse products.

Land use, zoning and building regulations can also be amended to require the incorporation of smart technology as prerequisites for approvals and permits. This is being separately considered in the electric vehicle portion of this docket. These changes could be immediately applied to new construction and development, and phased in for renovations, rehabilitations and reconstructions.

The City could also move more quickly on projects that are low cost, but immediately beneficial, especially when they can be integrated into ENO's grid modernization, such as dynamic parking, traffic management, sensor technologies and increased Wi-Fi access in libraries, parks and recreation facilities, all of which can be done in conjunction with grid modernization and the granting of telecommunications and other right-of-way franchises. Reaching for this "low-hanging fruit," even as more complex, costly projects are being developed, will yield quicker, short-term results, and project a message that city leaders are committed to smart improvements. It would also increase community buy-in while strategies for larger projects are being developed and discussed with residents and businesses.

This will be an ongoing process that will require a constant search for resources, which are dynamic by nature. The Council should direct CURO and the Advisors to work with the Administration to explore immediate funding opportunities with a written report due within a 90-day period after the New Orleans vision has been established.¹⁴ Thereafter, the Council and the Administration should establish a long-term process for exploring and accessing resources for

¹⁴ Council legal advisors Dentons has established a "Smart Cities Finance Team" as a resource for its Smart City clients.

smart city projects as they are identified in order to maximize funding before projects are finally approved.

The fifth step is to produce concrete, prioritized lists of projects to undertake. Because resources are limited and possibilities are nearly limitless, decisions must be made as to which projects the City should prioritize. The smart audit will help develop the list of core needs and gaps, but the City must create its own “to do” list, identifying the full-scale and pilot projects it wishes to undertake and prioritize to lead to implementation of those that have the best chance of improving the day-to-day lives of New Orleans’ residents, businesses, and visitors. The goal should be not only solving existing problems but implementing new projects and strategies that mitigate future problems.

In addition to ideas that will come from needs identified in the smart city audit, or that may be proposed through community outreach, the City should also consider holding a “technology open house,” inviting the public, stakeholders, big tech companies, entrepreneurs, universities, and even students to participate and pitch ideas to meet some of the needs the City has prioritized. This step should be completed in a 60-day process starting after completion of all other steps and should include, in addition to the technology open house, one technical conference and one public meeting.

Data and Privacy

A fundamental prerequisite for successful smart city strategies and applications is the collection, analyzing, storage and use of data. Every aspect of smart city technology from transportation and traffic management to public safety and water management relies upon the ability to rapidly collect, analyze and deploy data.

Some early adopter cities of smart cities initiatives have discovered the hard way that collecting and using massive amounts of data, usually collected without the informed consent of those affected, produces enormous and contentious privacy concerns. Accordingly, New Orleans has the benefit of these false starts to develop best practices with respect to data privacy.

Among the questions that will need to be addressed are whether smart city residents know that data is being collected, how it is being monitored, how it is being used, to whom it is being sold or otherwise distributed, and what will be done with the data in the future?

However, it is also important to understand the balance between legitimate privacy concerns and the potential benefits from thoughtful access to and use of open sourced data. There is no realistic scenario where total data privacy can exist in the modern world.

These issues are significant enough that the European Union adopted the General Data Protection Regulation to address privacy concerns for smart cities in Europe. In order to make the Council's smart city initiative ultimately successful, the Council will need to bring the best thinking to bear to assure that privacy is neither compromised nor elevated to an immovable obstacle.¹⁵

Accordingly, the SSCC should dedicate at least two full meetings to receiving expert information on these smart city privacy concerns and on proven strategies for mitigating them. The SSCC should also hold a public meeting to gather public comment on the topic. Ultimately, the Council will need to build protections into any smart city projects that garner a consensus that they should proceed.

¹⁵ See "Are Privacy Concerns Halting Smart Cities Indefinitely?," Daniel Newman, January 8, 2019, Forbes, <https://www.forbes.com/sites/danielnewman/2019/01/08/are-privacy-concerns-halting-smart-cities-indefinitely/#492594dd69ba>

Updates on Grid Modernization

Because ENO's grid modernization is a fundamental building block of any New Orleans smart city strategy or initiative, it is important that the Council have consistently current information with respect to the status and costs associated with grid modernization.

The GMR has two distinct, but equally important, components. The first deals directly with the operation of the electric grid and promotes reliability and resiliency. The second deals with the potential to use a modernized grid as the vehicle for an array of smart technologies and applications that go beyond energy delivery. Accordingly, ENO should be directed to file within 30 days an updated GMR that describes the current status of the project in both aspects.

The updated report should address specifically the status of the five grid modernization projects identified in the GMR, which are expected to provide immediate electric customer benefits in the area of increased reliability and resiliency:

- Curran¹⁶
- Market
- Lower Coast
- Almonaster
- Avenue C

The Council should direct that the updated report includes the following information on each of the five GMR projects:

- Cost to date and estimated costs to completion;
- Customers served or to be served upon completion;
- Smart devices deployed or to be deployed upon completion;

¹⁶ The report indicated that this project was scheduled to begin in May 2018 and be completed by the end of March 2019.

- Customer interruptions avoided or to be avoided upon completion;
- Effect on SAIDI/SAIFI.

The report should also address ENO's grid modernization analyses regarding work on the remainder of the circuits in ENO's service area, as committed in the GMR, which process was scheduled "to be completed by the 1st Quarter of 2019."¹⁷ This is consistent with ENO's commitment in the GMR to "keep the Council apprised of further developments in both the execution of the five projects discussed above and the development of future potential projects."¹⁸

With respect to smart technology beyond energy delivery, the report should also contain an update on the Dwyer Road Project described by ENO on pages 16 and 17 of the GMR. This section of the updated report should include detailed information about the process and results of this pilot project. The updated report should also provide information on the proposed partnership between ENO and the City "to install a Smart Cities test project in an area bounded by a portion of Canal Street, Convention Center Boulevard, Poydras Street, and Claiborne Avenue."¹⁹

In addition, the report should provide ENO's best current information, as modified since the GMR was filed, on the four goals identified by ENO on pages 18-20;

- reliability and resiliency;
- environmental sustainability;
- economic advancement; and
- public safety.

¹⁷ GMR at 15.

¹⁸ *Id.*

¹⁹ *Id.* at 17

Finally, the updated report should include current financial accounting for that portion of the Tax Cut and Jobs Act (“TCJA”) ratepayer refund that was committed to Legacy and Algiers grid modernization, as detailed in the agreement in principle approved by Council Resolution No. R-18-227.

Summary of Recommended Project Timelines Going Forward

The recommended process has five projects to be accomplished. Each project is described in detail in this report. The projects and timelines are summarized below. Although the vision project is a prerequisite to the other projects, some can proceed concurrently. The recommended timelines are generous because many entities must be coordinated to accomplish each project and the Advisors recommend providing realistic timelines rather than routinely having to extend deadlines. Even with that, as noted, the smart city process is a generational process, not a short-term project. Patience is truly a virtue in dealing with something this complex with such far reaching implications.

Project I

Vision

- Appoint the representative working group and charge it with developing the New Orleans vision and recommending the guiding principles, goals, and priorities.....90 days.²⁰
- Public meeting and Council action after receiving vision recommendations.....30 days.

Project II

Smart Audit

- Determine the audit working group and charge it with performing audit; perform audit, including addressing digital divide.....90 days (after Council action on vision).

²⁰ The 90-day process to start after ENO files its updated GMR as provided for herein.

Project III

Best Practices

- CURO-led to develop a procedural schedule to receive information on best practices, including stakeholder and public input60 days (after Council action on vision).

Project IV

Funding

- CURO-led process to explore all options; starts upon Council resolution implementing this report; on-going; interim report due within60 days.

Project V

Priorities

- Technology open house; one technical conference; one public meeting; starts after completion of all other projects60 days.

Other Deadlines

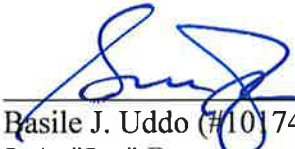
Data and Privacy

- Two full SSCC meetings90 days (from Council resolution extending and expanding the procedural schedule established by Resolution No. R-18-536 subsequent to this report).
- Updates on Grid Modernization.....30 days (from Council resolution extending and expanding the procedural schedule established by Resolution No. R-18-536 subsequent to this report).

Final Report

- A comprehensive report detailing the results of all projects, including all conclusions and recommendations, and detailing any Council action necessary or recommended...60 days (after completion of Project V).

Respectfully submitted,



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CERTIFICATE OF SERVICE

I hereby certify that a copy of the foregoing has been served upon "The Official Service List" via electronic mail and/or U.S. Mail, postage properly affixed, this 16th day of September, 2019.



Basile J. Uddo