South Central Connecticut Regional Water Authority

Strategic Planning Committee

August 27, 2026

Minutes

The regular meeting of the Strategic Planning Committee ("Committee") of the South Central Connecticut Regional Water Authority ("RWA") took place on Thursday, August 27, 2026, at 90 Sargent Drive, New Haven, Connecticut and via remote access. Chair Sack presided.

Committee Present – Mss. Sack(R) and LaMarr, and Messrs. Borowy, Cort, Curseaden, and Ricozzi(R)
RWA Management – Mss. Kowalski and Calo(R) and Messrs. Lakshminarayanan, Hill(R), and Singh(R)
Aquarion Water Authority – Ms. Teixeira
RPB – Mr. Havrda
JASSA Professional Services, LLC – Dr. Whiskeyman
Staff: Ms. Slubowski(R)

7. MEET AS STRATEGIC PLANNING COMMITTEE

The Chair called the meeting to order at 1:41 p.m.

7.1 APPROVE MINUTES – JUNE 25, 2026 MEETING

On motion made by Ms. LaMarr and seconded by Mr. Curseaden, the Committee voted to approve the minutes of its June 25, 2026 meeting.

Borowy	Aye
Cort	Aye
Curseaden	Aye
LaMarr	Aye
Ricozzi	Aye
Sack	Aye

7.2 STRATEGIC PLAN UPDATE

Dr. Whiskeyman, the Authority's Strategic Planning Consultant, provided an update of the board's strategic plan, which included the evolution of the strategic planning process, including key regulatory, legal, and organizational milestones that shaped the Authorities' direction, particularly the Aquarion Water Authority ("AWA") transaction and ongoing compliance obligations. The revised strategy is centered on six strategic priorities: 1) Quality Water Through Operational Excellence, 2) Financial Sustainability, 3) Board Governance and Organizational Coherence, 4) People, Succession, Culture, and Safety, 5) Customer and Community Engagement, and 6) Security, Risk, and Compliance. While the Board members and CEO are shared across both RWA and AWA, the Board affirmed a single overarching strategy supported by separate implementation plans that recognize each Authority's distinct legal responsibilities, operational requirements, and regulatory obligations.

Dr. Whiskeyman and the board discussed and approved refinements to an earlier draft based on inputs received. Consistent with its governance responsibilities, the board will focus on setting outcome, policy direction, risk parameters, and accountability expectations.

Dr. Whiskeyman provided the following key recommendations:

- Strengthening Strategic Alignment
- Improving Operational Efficiency

- Enhancing Communication and Collaboration
- Leveraging Data for Decision-Making
- Investing in People and Capabilities
- Strengthening Risk Management
- Driving Continuous Improvement

Ms. Sack and Authority members thanked Dr. Whiskeyman and his team for their collaboration with the Board in developing a comprehensive strategic plan, particularly during the transition from one entity to two entities. She noted that the plan enables the Board to maintain an appropriately high-level strategic and oversight role while remaining separate from day-to-day management and organizational operations.

Ms. Sack also expressed appreciation to the Board members for their participation throughout the strategic planning process.

Mr. Curseaden commented on the Board's willingness to move forward as the Authority Board with a strategic plan that provides clear purpose and direction during the transition period. He also expressed appreciation for Ms. Sack's emphasis on maintaining a high-level strategic focus.

Discussion followed regarding the employee engagement program and the role of the Chief Executive Officer and Leadership Team in influencing the organization's strategy. The Board also discussed the concept of guardrails and applicability. The Board's role is to approve policy-level direction associated with the strategic plan for implementation.

After discussion, on motion made by Mr. Curseaden and seconded by Mr. Cort, the Authority voted unanimously to recommend the Strategic Plan to the Authority for adoption, as presented. The Chair called for the vote and the recommendation was unanimously approved.

Borowy	Aye
Cort	Aye
Curseaden	Aye
LaMarr	Aye
Ricozzi	Aye
Sack	Aye

At 2:09 p.m., on motion made by Mr. Borowy and seconded by Ms. LaMarr, the Committee voted to adjourn the meeting.

Borowy	Aye
Cort	Aye
Curseaden	Aye
LaMarr	Aye
Ricozzi	Aye
Sack	Aye

_____
Suzanne Sack, Chair

South Central Connecticut Regional Water Authority
Strategic Planning Committee
August 27, 2026

(R) = Attended remotely.