

**South Central Connecticut Regional Water Authority**  
Via Remote Access\*\*

**AGENDA**

**Regular Meeting of Thursday, November 19, 2020 at 12:30 p.m.**

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- A. Safety Moment
- B. Real Estate Acquisition Discussion – Including Executive Session: D. Gershman
- C. Strategic Planning Committee: A. DiSalvo
  - 1. Future of RWA: Review Blue Sky Plan and Board Inputs - Including Executive Session: L. Bingaman and B. Nesteriak
  - 2. CEO Priorities Action Plan - Including Executive Session: L. Bingaman
  - 3. FY 2021 Strategic Plan Update: L. Bingaman and P. Singh
  - 4. Approve minutes – August 20, 2020 meeting
- B. Act on matters arising from Committee meeting
- D. Consent Agenda
  - 1. Approve Minutes – October 8, 2020 and October 15, 2020 meetings
  - 2. Capital Budget Authorization - December 2020
  - 3. Capital Budget Transfer Notifications (no action required) – November 2020
  - 4. Monthly Financial Report – October 2020
  - 5. Accounts Receivable Update – October 2020
  - 6. Adopt schedule of Calendar Year 2021 regular meetings
  - 7. Bid Exemption – Xylem Pumps and Equipment
  - 8. Derby Tank Update
  - 9. North Cheshire Update
  - 10. DePodesta Property - Hamden OSWA Grant Agreement Resolutions
- E. Consider and act on Seventh Amendment to Authority Voluntary Investment Plan: J. Reckdenwald
- F. Finance: R. Kowalski
  - 1. Fiscal Year 2022 Budget Schedule
- G. Updates: L. Bingaman
  - 2. COVID Update: B. Nesteriak and R. Kowalski
  - 3. Monthly Highlights: L. Bingaman
- H. Reports on RPB Committee Meetings

\*\*In accordance with the Governor Lamont's, Executive Order No. 7B for the Protection of Public Health and Safety during COVID-19 Pandemic and Response, the public meeting will be held remotely. Members of the public may attend the meeting via conference call, videoconference or other technology. For information on attending the meeting via remote access, and to view meeting documents, please visit <https://www.rwater.com/about-us/our-boards/board-meetings-minutes?year=2020&category=1422&meettype=&page=>. For questions, contact the board office at [jslubowski@rwater.com](mailto:jslubowski@rwater.com) or call 203-401-2515.

**Topic: Authority Regular Meeting** (including Strategic Planning Committee Meeting)

Time: Nov 19, 2020 12:30 PM Eastern Time (US and Canada)

Join Zoom Meeting (*via conference call*)

Dial by your location

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Meeting ID: 881 0019 7145

Passcode: 113808

Find your local number: <https://us02web.zoom.us/j/ku2ADW40d>

# Strategic Plan Update







November 19, 2020

Strategic Planning Committee

# Agenda

- Overview of 2025 Strategic Goals
- FY 21 Targets
- FY 21 Specific Actions
- Appendix


# 2020 – 2025 Strategic Goals

Guidepost	Strategic Goal
<b>PUT THE CUSTOMER FIRST</b>	 <ol style="list-style-type: none"> <li>1. Meet or exceed customer expectations in all we do.</li> </ol>
<b>ENABLE OUR WORKFORCE TO SUPPORT A STRONG FUTURE</b>	 <ol style="list-style-type: none"> <li>2. Attract, retain and develop high-quality talent and engaged employees throughout the RWA.</li> </ol>
<b>EFFECTIVELY MANAGE AND MAINTAIN OUR CORE BUSINESS</b>	 <ol style="list-style-type: none"> <li>3. Enhance and increase environmental services to better serve our stakeholders.</li> </ol>
	 <ol style="list-style-type: none"> <li>4. Deliver high-quality water on demand in a cost-efficient manner.</li> </ol>
	 <ol style="list-style-type: none"> <li>5. Embrace innovation and adopt state-of-the-art technology to drive performance.</li> </ol>
<b>EXERCISE FISCAL ACCOUNTABILITY THROUGHOUT THE ORGANIZATION</b>	 <ol style="list-style-type: none"> <li>6. Continue to strengthen our financial health in order to mitigate water rate escalation.</li> </ol>

# 2020-2025 Strategic Targets

	Strategic Targets
<b>Goal #1</b> 	<ul style="list-style-type: none"><li>• 42% of customer base are using self-service options to meet their billing and water use needs by 2025.</li><li>• Provide a seamless customer experience focused on positive outcomes delivered in a multi-channel service environment.</li></ul>
<b>Goal #2</b> 	<ul style="list-style-type: none"><li>• Achieve zero injuries by 2025</li><li>• Create 10 internships for water industry trades and utility management students by 2025.</li><li>• Increase workforce diversity in all of our underrepresented job groups and reach the goal for 3 of the 7 groups by 2025.</li></ul>
<b>Goal #3</b> 	<ul style="list-style-type: none"><li>• Recreation programs will be cost neutral by 2025.</li><li>• Add two new environmental services to our portfolio by 2025.</li></ul>

# 2020-2025 Strategic Targets

	Strategic Targets
<p><b>Goal #4</b></p> 	<ul style="list-style-type: none"> <li>• Perform a condition assessment of 100% of our assets and link to an Enterprise Asset Management System by 2025.</li> <li>• Develop control strategies that minimize the formation of regulated disinfection by-products to ensure levels are at least 10% below the regulated limits.</li> <li>• Unaccounted for water will be less than 10% by 2025.</li> </ul>
<p><b>Goal #5</b></p> 	<ul style="list-style-type: none"> <li>• Link 100% of the technology roadmap to Business capability roadmaps with Capital &amp; Operating budgets, while increase capital efficiency by 2025.</li> <li>• Automate 20% of all manual processes to promote value-added processes by 2025.</li> </ul>
<p><b>Goals #6</b></p> 	<ul style="list-style-type: none"> <li>• Increase other net revenue by \$3 million from \$6.2 million to \$9.2 million by 2025.</li> <li>• Achieve 100% funding of pension obligation by the end of Fiscal Year 2023.</li> <li>• Increase funding status of Other Post Retirement Employee Benefits (OPEB)/Voluntary Employees' Beneficiary Association (VEBA) plan to 25% by the end of 2025.</li> <li>• Reduce RWA debt to capital plant ratio to 80% by 2025.</li> </ul>

# Strategic Goal 1: Meet or exceed customer expectations in all we do

Global Metric: E-bill Participation Rate: 27%

26.2%

Objective

Provide a seamless customer experience focused on positive outcomes delivered in a multi-channel service environment.

FY 2021  
Specific  
Actions

Implement organizational design and process changes that take advantage of opportunities created in a post-COVID19 work environment including new ways of working in order to enhance customer service.

Continue to execute on customer-directed service offerings and complete transition to 3rd party bill print to support the Bill Redesign & Monthly Billing project plans.



# Strategic Goal 2: Attract, retain and develop high-quality talent and engaged employees throughout the RWA

<b>Global Metric: 0 Preventable Injuries</b>		<b>1</b> Preventable Injury FYTD
<b>Objective</b>	<b>Employees put safety first, take pride in their work and feel valued for their contributions toward delivering quality products and services.</b>	
<b>FY21 Specific Actions</b>	Implement Safety protocols and responsibilities across all layers of the organization to raise individual and departmental awareness and accountability.	
	Design an organizational structure that supports the business of a 21st century environmental services organization including creating succession plans for high potentials and to replace key positions.	
	Promote and support training, continuing education, cross-training and career development that is aligned with the organization's strategic needs.	
	Develop a recovery plan for returning to work (short term) and a task force to pivot on key learnings to improve our ways of working.	
	Infuse RWA's customer-centric value system into training programs and hiring practices.	

# Strategic Goal 3: Enhance and increase environmental services to better serve our stakeholders

**Global Metric: Complete the development of two new recreation programs such that they can be rolled out at the beginning of FY 2022.**

**On Track**

**Objective** Enhance the quality of life in our communities by leading the development and implementation of innovative resource management tools, expanding educational offerings, and building our portfolio of environmental products and services.

**FY21 Specific Actions** Capitalize on our successful educational program offerings to build more partnerships with additional schools, educators and students in our district, expanding on the use of remote delivery methods, including social media.

Identify and develop a business plan for a new recreational service.

Continue to develop and promote our existing recreational programs to effectively grow participation in our current environmental services portfolio and identify opportunities to improve profitability.

# Strategic Goal 4: Deliver high-quality water on demand in a cost-efficient manner

**Global Metrics: DBP 10% below limits**

**100%**

**Objective**

**RWA's product and service delivery is grounded in a comprehensive source-to-tap perspective focused on environmental and operational customer perspectives.**

FY21  
Specific  
Actions

Begin development of a master plan to identify opportunities for resiliency, redundancy and expansion to improve system reliability and reduce risk throughout our district.

Continue implementation of an Asset Management program with keen focus on short term operational maintenance objectives.

# Strategic Goal 5: Embrace innovation and adopt state-of-the-art technology to drive performance

**Global Metric: Implement Dashboard Analytics to track performance due to COVID-19 and enable transformation through innovation/process improvements, cyber compliance and business aligned technology roadmaps.** **33%**

<b>Objective</b>	<b>Technology is a catalyst for innovation and realization of business capability and service objectives, driving efficiencies through automation and reduction of manual processes.</b>	
FY21 Specific Actions	Establish an integrated advisory council as part of Innovation Hub that promotes employee-identified continuous improvement and innovation.	
	Enhance cybersecurity protocols including adopting the latest principles and framework as recommended by EPA.	

# Strategic Goal 6: Continue to strengthen our financial health in order to mitigate water rate escalation

Global Metric: 114% coverage achieved with retaining discretionary funds at a minimum of 62% (or not more than a \$10M reduction) of current balances.		\$3.274M
Global Metric: Effective Capital Budget Management of 96%		96%
Global Metric: Capital Efficiency Realization of 3% (\$535K)		WIP
Objective	Implement CapEx/OpEx efficiency plans within the context of the COVID-19 financial reality and grow non-core revenue.	
FY21 Specific Actions	Continue to execute against the non-core strategy including evaluating lab opportunities and implementing the PipeSafe product and service roadmap.	
	Achieve efficiencies while effectively executing against the Capital Program.	
	Achieve operating efficiencies and savings, resulting in lower overall expenses while providing high quality water and excellent service every day.	

# Appendix



## FY21 Strategic Plan Detail Actions

LT Owner	Start Date	End Date	Action Items	Assigned To	Status	1st Quarter Update
<b>Strategic Goal 1: Meet or exceed customer expectations in all we do</b>						
<b>Objective</b>	6/1/2020	5/29/2021	<b>1.1: Provide a seamless customer experience focused on positive outcomes delivered in a multi-channel service environment.</b>		<b>Green: In Progress &amp; On Schedule</b>	
<b>Global Metric: Ebill Participation Rate: 27%</b>						
Action Item	6/1/2020	5/29/2021	1.1.1: Implement organizational design and process changes that take advantage of opportunities created in a post-COVID19 work environment including new ways of working in order to enhance customer service.		<b>Green: In Progress &amp; On Schedule</b>	
Prem	6/1/2020	5/31/2021	Focus on the service levels and enhancements that have a direct impact on the customer experience <ul style="list-style-type: none"> <li>• Meet global CS metrics; 70 second ASA and 5% abandonment rate.</li> <li>• Streamline Property Closing process by 12/31/2020</li> <li>• Implement Desktop faxing for property closings by 10/31/2020</li> <li>• Utilize Kubra functionality for emailing customer bills by 12/31/2020</li> <li>• Ensure timely and accurate billing; process 80% billing exceptions (implausibles and outsorts) by next billing cycle</li> <li>• Automate the Yale collective billing by 5/30/2021</li> <li>• Determine new scripts and drop downs for Edwards call handling; improve the customer experience and the data needed to effectively manage the operations 5/30/2021</li> </ul>	Laura	<b>Green: In Progress &amp; On Schedule</b>	CC is currently better than target for both ASA (27 sec) and Abandoned (3.9%). The Property Closing Process efforts are underway. The Desktop fax link has been reconfigured and several improvement efforts are focused on streamlining the fax intake process. Additional CC Metrics have been identified to more effectively measure the billing process.
Action Item	6/1/2020	5/29/2021	1.1.2: Continue to execute on customer-directed service offerings and complete transition to 3rd party bill print to support the Bill Redesign & Monthly Billing project plans.		<b>Green: In Progress &amp; On Schedule</b>	
RK (Co-Spons or of project )	August	5/31/2021	Monthly Billing Project - Deliverables include: Co-sponsor with CIDO providing executive oversight to project. Deliverables include: Project completes on time and within budget. Engage RPB members and other stakeholders in fire service decisions. Support vendor negotiations.	R - for these components	<b>Green: In Progress &amp; On Schedule</b>	Review of key business terms and participating in meetings/calls with potential vendors regarding such terms (e.g., limitation of liability). These calls have been successful in the potential vendor understanding our business concerns and visa versa. For one of the short list vendors, agreement has been reached on key terms and negotiations continue with another potential vendor. The members of the RPB and Authority board that In September, the Project Manager joined the organization, and the full team kickoff was held. The PMO initiated the PMO Accelerator to track and report project progress. The vendor analysis has been completed and selection is Complete Flexnet Deployment: COVID has delayed completion of installations. Letters and customer contact continue in an effort to gain access. Revenue Recovery: The AMI is being used to effectively identify, research, and resolve customer underbilling. Cross functional coordination to support these revenue recovery opportunities is being pursued through workshops planned over the coming months. Enhance Billing Processes: The billing process benefits realted to the AMI data continue to be evaluated, including additional oportunites for automated work flows for letters and notifications. Rollout Water Loss Calculation Tool: The water loss calcaution tool is being utilized to establish comparative baselines with current calculation methods. Additional opportunities to further refine the production data (SCADA) and account for the manually read meters continue to be pursued.
Prem	6/1/2020	5/29/2021	Meet monthly billing progress milestones to ensure go-live in January 2022.	Sree	<b>Green: In Progress &amp; On Schedule</b>	
Prem	6/1/2020	5/29/2021	Complete the AMI system roadmap to fully utilize its features by end of FY21 with the exception of Monthly Billing planned to Go-Live Jan 2022.	Laura	<b>Green: In Progress &amp; On Schedule</b>	
Prem	6/1/2020	5/31/2021	<ul style="list-style-type: none"> <li>• Cleanse/Prioritize Existing Customer Care IT Tickets by 10/31/2020 (COMPLETED 9/2020)</li> <li>• Support key company initiatives                             <ul style="list-style-type: none"> <li>o Bill Print Redesign 10/2020</li> <li>o Bill Presentment 3/2021</li> <li>o Monthly billing 1/2022</li> <li>o RWA Mobile APP / Customer Portal 5/2021</li> </ul> </li> <li>• Determine SAP interaction drop downs for consistency, efficiency and better reporting by 12/31/2020</li> <li>• IVR Reporting enhancements by 5/30/2020</li> </ul>	Laura	<b>Green: In Progress &amp; On Schedule</b>	Working with the Business Partner, all CC tickets have been cleansed and prioritized reducing 50+ tickets into 14 active business issues, with the remaining bundled into existing projects such as Monthly Billing, identified as a process (rather than technology) improvement or slated for additional analysis before technical work can be done. The Bill Redesign project is nearing completion with the CC Team providing key customer insights and business perspectives. The team is on schedule to transition to the Bill Presentment in October. The Mobile App project is on track with vendor evaluations and requirements discussions nearing completion. Vendor selection is expected to conclude in

LT Owner	Start Date	End Date	Action Items	Assigned To	Status	1st Quarter Update
<b>Strategic Goal 2: Attract, retain and develop high-quality talent and engaged employees throughout the RWA Objective</b>					<b>Green: In Progress &amp; On Schedule</b>	
<b>2.1: Employees put safety first, take pride in their work and feel valued for their contributions toward delivering quality products and services.</b>					<b>Green: In Progress &amp; On Schedule</b>	
<b>Global Metric: 0 Preventable Injuries</b>						
Action Item	6/1/2020	5/29/2021	2.1.1: Implement Safety protocols and responsibilities across all layers of the organization to raise individual and departmental awareness and accountability.		<b>Green: In Progress &amp; On Schedule</b>	
Beth	6/1/2020	5/31/2021	Team with Corporate Services to develop and promote a program to build a strong safety culture with a goal of promoting accident prevention and achieving zero preventable injuries.	Beth	<b>Green: In Progress &amp; On Schedule</b>	An initial meeting has been held to review safety reporting process and how root cause analysis is performed and shared with other departments.
Jeanine	6/1/2020	5/29/2021	Revise Code of Safe Practices to incorporate items on the Strategic Initiative for Improving Safety. Distribute for management review and comment and then deploy organization-wide.	Amanda Schenkle	<b>Green: In Progress &amp; On Schedule</b>	The safety code is being revisited with updates scheduled to be completed by end of the year. Once updated, the code will be circulated for additional reviews and comments.
Action Item	6/1/2020	5/29/2021	2.1.2: Design an organizational structure that supports the business of a 21st century environmental services organization including creating succession plans for high potentials and to replace key positions.		<b>Green: In Progress &amp; On Schedule</b>	
Beth	6/1/2020	5/31/2021	Review existing organization structure the Operations & Engineering and develop a plan and structure to support succession of critical roles such as the Asst. Dir of Operations.	Beth	<b>Green: In Progress &amp; On Schedule</b>	Evaluation of functions is currently underway.
Beth	6/1/2020	5/31/2021	Hire, on-board and mentor the VP of Environmental Services & Engineering to ensure a successful transition and ensure continuity of business operations. This will include the development of an on-boarding plan as well as the development of a 90-day plan for the VP.	Beth	<b>Green: In Progress &amp; On Schedule</b>	Recruitment is underway.
Ted Norris	6/1/2020	12/18/2020	Transfer of Responsibilities	Ted Norris	<b>Green: In Progress &amp; On Schedule</b>	List created and transferees approved. Next steps meet with transferees.
Prem	6/1/2020	5/31/2021	Recruit and onboard the key positions to advance the Tech & Transformation organization. Realign Customer Care, Transformation and Technology Team with key succession plan.	Prem	<b>Green: In Progress &amp; On Schedule</b>	The new Business Partner-Customer Service role was filled in July 2020 and has begun establishing effective processes to gather business requirements. The PMO Director, onboarded in August, is working to establish project governance and protocols, and hired a Project Manager to support the key projects of Monthly Billing and Non-Core Solution development. A reorganization of staff to improve support of the business areas is realizing the strategic focus of the Tech & Trans team. We are actively recruiting for the PS Business Product Manager and the Enterprise Security Manager.  Reorganization of Transformation and Technology team has been completed. One of the key DEVOPS IT Director roles backfill is in progress. Customer Care Phase I realignment has been completed. Phase II is in progress and an assessment of reduction of hours is underway. With the focus on collection activities and dedicated team gaps in the contact center roles needs to be assessed for backfill.
Jeanine	6/1/2020	5/29/2021	Continue to develop and implement a comprehensive organizational wide succession plan to ensure we have the adequate human resources to operate as an effective Environmental Services organization.	JFR	<b>Green: In Progress &amp; On Schedule</b>	Helped to facilitate a company-wide reorganization to support our goal of being a 21st century Environmental Service organization. Have identified key positions to fill including VP Engineering, Controller, Dir. Business Development and Dir. DevOps. Recruiting efforts have begun and are at various stages for each.
RK	8/1/2020	5/31/2021	Work with the Director of Procurement and collaborate with other VPs in developing the vision for an organization-wide Procurement function.	RK	<b>Green: In Progress &amp; On Schedule</b>	Worked very briefly with a 3rd party during 1Q. Will be developing internally the vision for an organization-wide Procurement function. It is anticipated that this will need to be implemented in phases. The target is to have the plan developed by the end of February. This goal may be supported by a Procurement to Pay team as part of the Innovation Hub.
RK	9/1/2020	5/31/2021	Develop and implement a program to educate employees on their role in the 21st century environmental services company business model and for financial reporting	RK	<b>Green: In Progress &amp; On Schedule</b>	This goal is in early stages and will be working with the Senior Advisor & Executive Communications. The objective is to increase budget and project managers' understanding of RWA's business model and their impact on financial results and the year-end external audit.
Action Item	6/1/2020	5/29/2021	2.1.3: Promote and support training, continuing education, cross-training and career development that is aligned with the organization's strategic needs.		<b>Green: In Progress &amp; On Schedule</b>	



LT Owner	Start Date	End Date	Action Items	Assigned To	Status	1st Quarter Update
Beth	6/1/2020	5/31/2021	This succession planning effort will identify critical positions (current and future) needed in the next 3 years. The position evaluation will identify the skill sets and education needed to fill future vacancies (planned and unplanned). Existing skill sets across the organization will be identified - through performance evaluations, work products and interactions, and personality assessments (PI) - to identify position-ready or potential candidates for vacancies. In consultation with leadership, potential candidates will be provided with opportunities to gain on the job, leadership, and training opportunities to strengthen skill sets.	Lisa	Green: In Progress & On Schedule	Evaluation of functions is currently underway.
Beth	6/1/2020	5/31/2021	The advancement of the Apprentice position is a key to organizational succession planning at the labor/union level. This labor force, being developed to backfill retirements, has been identified as critical to continuing to provide high-quality water. This issue is not unique to RWA as most utilities are struggling to fill these positions from today's available workforce. The existing Apprentice program will be evaluated and documented. Management and labor staff will be interviewed and similar programs benchmarked to determine where improvements can be made in areas of technical and hands-on training; employee engagement and feedback; and career progression. Safety will be a key component of Apprentice program to align with the safety strategic planning goals.	Lisa	Not Started	Work has not begun on this goal.
Action Item	6/1/2020	5/29/2021	2.1.4: Develop a recovery plan for returning to work (short term) and a task force to pivot on key learnings to improve our ways of working.		Green: In Progress & On Schedule	
Jeanine	6/1/2020	5/29/2021	<i>I don't have a personal goal for this</i> Continue to evolve and manage the RTW Plan to support the organization and anticipate/respond to a changing work environment.	JFR/BN	Green: In Progress & On Schedule	RTW Task Force was formed on 5/1. Created a Phased RTW Plan that includes cleaning and safety protocols, including staggered shifts and days to ensure social distancing as well as a daily health check application to track employee health and can be used for contact tracing. Additionally formulated policies on company and personal travel.
Action Item	6/1/2020	5/29/2021	2.1.5: Infuse RWA's customer-centric value system into training programs and hiring practices.		Green: In Progress & On Schedule	
Jeanine	6/1/2020	5/29/2021	Deliver Customer Service Training to employees; customize training to deliver in a hybrid method; identify key departments to deliver training	Sal Nesci	Yellow: Behind Schedule	Modules have been created. Putting together the hybrid program. Will use EZLMS to deliver the online portion.
Jeanine	6/1/2020	5/29/2020	Deliver Onboarding training module to all managers	Melanie Garatoni	Yellow: Behind Schedule	
<b>Strategic Goal 3: Enhance and increase environmental services to better serve our stakeholders</b>					<b>Green: In Progress &amp; On Schedule</b>	
<b>Global Metric: Complete the development of two new recreation programs such that they can be rolled out at the beginning of FY 2022.</b>						
<b>Objective</b>					<b>Green: In Progress &amp; On Schedule</b>	
<b>3.1: Enhance the quality of life in our communities by leading the development and implementation of innovative resource management tools, expanding educational offerings, and building our portfolio of environmental products and services.</b>						
Action Item	6/1/2020	5/29/2021	3.1.1: Capitalize on our successful educational program offerings to build more partnerships with additional schools, educators and students in our district, expanding on the use of remote delivery methods, including social media.		Green: In Progress & On Schedule	
Jeanine	6/1/2020	5/29/2021	Expand upon and improve the RWA's remote learning capabilities in order to reach students with virtual lessons, field trips and more. We will also seek to expand the reach of the RWA's education program to educators, schools and more that have not worked with us in the past, looking to those communities in our service area that do not regularly participate in the education program.	Dan Doyle	Green: In Progress & On Schedule	Doing a hybrid of virtual and in-person programming with schools this year and so far has been fairly booked up. There has been a combination of some of the traditional Whitney Water Center lessons and experiments virtually, using Zoom or whichever platform the teachers prefer.
Jeanine	6/1/2020	5/29/2021	. Develop an environmental education program for younger elementary school students to build a sense of excitement for the natural world for the 2021-2022 school year.	Dan Doyle	Green: In Progress & On Schedule	Developed nature-related education with the Whitney Water Center In the Field videos that were created over the summer.
Jeanine	6/1/2020	5/29/2021	The RWA has been a committed partner with organizations in our region that seek to promote education. We will participate in at least two virtual events in cooperation with community partners.	Dan Doyle	Green: In Progress & On Schedule	Organized a number of educational events with libraries over the summer.
Action Item	6/1/2020	5/29/2021	3.1.2: Identify and develop a business plan for a new recreational service.		Green: In Progress & On Schedule	
Ted Norris/ New VP	6/1/2020	5/31/2021	Develop two new recreation programs such that they can be rolled out in the beginning of FY22	John Triana	Yellow: Behind Schedule	Kayak Fishing at Lake Saltonstall will be one new program. Mountain Biking at Genesee, a concept that looked promising will likely will not go forward. Now looking at establishing new authorized trails for anglers to use at Lakes Chamberlain and Saltonstall.
Action Item	6/1/2020	5/29/2021	3.1.3: Continue to develop and promote our existing recreational programs to effectively grow participation in our current environmental services portfolio and identify opportunities to improve profitability.		Green: In Progress & On Schedule	

LT Owner	Start Date	End Date	Action Items	Assigned To	Status	1st Quarter Update
Ted Norris/ New VP	6/1/2020	5/31/2021	Develop at least one outdoor event per month (Sept. '20 to May '21) to promote our existing recreational programs to grow participation and improve profitability.	John Triana	Green: In Progress & On Schedule	A series of outings has been scheduled through the end of 2020. Additional outings will be scheduled. Posting on facebook page continued in order to engage new people. A scavenger hunt for families was rolled out. Storm related trail cleaning is nearing completion.

LT Owner	Start Date	End Date	Action Items	Assigned To	Status	1st Quarter Update
<b>Strategic Goal 4: Deliver high-quality water on demand in a cost-efficient manner</b>					<b>Green: In Progress &amp; On Schedule</b>	
<b>Global Metrics: DBP 10% below limits</b>						
<b>Objective</b>			<b>4.1: RWA's product and service delivery is grounded in a comprehensive source-to-tap perspective focused on environmental and operational customer perspectives.</b>	<b>Green: In Progress &amp; On Schedule</b>		
Action Item	6/1/2020	5/29/2021	4.1.1: Begin development of a master plan to identify opportunities for resiliency, redundancy and expansion to improve system reliability and reduce risk throughout our district.		<b>Green: In Progress &amp; On Schedule</b>	
Beth	6/1/2020	5/31/2021	Support the CEO in the creation of the Centennial plan and develop a roadmap and actionable plan to achieve objectives and goals for the next 2-3 years.	Beth		A kickoff meeting was held on 9/29/20. Next steps include a follow-up meeting scheduled for 11/3/20 with a board presentation planned for the November Strategic Planning Committee meeting.
Ted Norris/ New VP	6/1/2020	5/31/2021	Develop Master plan in conjunction with Operations	Rose Gavrilovic/H etal Shah	<b>Green: In Progress &amp; On Schedule</b>	Internal discussions have been held with CP&D and Operations to develop a scope of work. Discussions with Tighe & Bond are underway. An update to the Hydraulic Model is in process. A draft scope of work proposal for the model from Tighe & Bond is under review.
Beth	6/1/2020	5/31/2021	Through a combination of efforts including improvements to the quality of raw water options, treatment process modernization and the management of water age in the distribution system, further reduce disinfection byproducts overall in the water distribution system. Concurrent with this, use the hydraulic model to define those areas where DBPs may be elevated based on the combination of water quality and water age and adjust the compliance sampling program as necessary.	Tom B	<b>Green: In Progress &amp; On Schedule</b>	
Beth	6/1/2020	5/31/2021	Following the requirements outlined in the revisions to the Lead & Copper Rule, work with an internal focus group to identify the location of utility and private lead service lines, prioritize replacement in cooperation with various partners and ensure regulatory compliance.	Tom B	<b>Green: In Progress &amp; On Schedule</b>	The team is currently soliciting proposals with a third party expert to assist with RWA's compliance with the revised rule.
Action Item	6/1/2020	5/29/2021	4.1.2: Continue implementation of an Asset Management program with keen focus on short term operational maintenance objectives.		<b>Green: In Progress &amp; On Schedule</b>	
Ted Norris New VP	6/1/2020	5/31/2021	Work with Operations to continue Asset Management roll-out	Rose Gavrilovic/H etal Shah	<b>Green: In Progress &amp; On Schedule</b>	The Preventative Maintenance schedules developed for Field Op's at Distribution Facilities in FY20 are being followed and are being updated. Work in FY21 is proceeding by expanding the application of the principles into the I & C Department. The UAMP has been reviewed and a draft update is anticipated by the end of 2020.
Beth	6/1/2020	5/31/2021	Continue to map workflows and document interrelationships and overlaps to improve efficiency and foster communication. In 2020-2021, the focus will be on developing a cross-functional team to increase preventive maintenance capabilities.	Lisa	<b>Green: In Progress &amp; On Schedule</b>	As an immediate step, a shared resource has been added to the I&C group(two days a week) to assist with documenting workload in our existing CMMS.

LT Owner	Start Date	End Date	Action Items	Assigned To	Status	1st Quarter Update
<b>Strategic Goal 5: Embrace innovation and adopt state-of-the-art technology to drive performance</b>					<b>Green: In Progress &amp; On Schedule</b>	
<b>Global Metric: Implement Dashboard Analytics to track performance due to COVID-19 and enable transformation through innovation/process improvements, cyber compliance and business aligned technology roadmaps.</b>						
<b>Objective</b>			<b>5.1: Technology is a catalyst for innovation and realization of business capability and service objectives, driving efficiencies through automation and reduction of manual processes.</b>	<b>Green: In Progress &amp; On Schedule</b>		
Action Item	6/1/2020	5/29/2021	5.1.1: Establish an integrated advisory council as part of Innovation Hub that promotes employee-identified continuous improvement and innovation.		<b>Green: In Progress &amp; On Schedule</b>	
Prem	6/1/2020	5/29/2021	Establish an integrated advisory council (CoE) as part of Innovation Hub that promotes employee identified continuous improvement and innovation. (Metric: Establish council by 2Q FY21. Deploy two or more innovations/process improvements by end of FY21)	Haythem	<b>Green: In Progress &amp; On Schedule</b>	CoE focus areas identified, teams selected; Kick off planned by Nov 15th. Six Sigma trained employees have been identified as key team members.
Prem	6/1/2020	5/29/2021	Roll-out a RWA customer portal/Mobile app by April 2021.	Dana	<b>Green: In Progress &amp; On Schedule</b>	The Mobile App project is on track with vendor evaluations and requirements discussions nearing completion. Vendor selection is expected to conclude in October. All vendors under consideration are bringing both a mobile app and a customer portal with single sign on requirements for integration with Kubra (billing and payment) and AMI (consumption data).
Action Item	6/1/2020	5/29/2021	5.1.2: Enhance cybersecurity protocols including adopting the latest principles and framework as recommended by EPA.			
Prem	6/1/2020	5/29/2021	Enhance cybersecurity protocols including adopting best practices framework recommended by DHS/EPA.(Metric: complete Phishing test and training requirements by end of FY21; Perform two DHS CISA self-assessment and/or implement vulnerability scanning, Pen Testing and web application scanning, cyber infrastructure survey, Cyber Security evaluation Tool(CSET), Validated Architecture Design Review(VADR) by end of FY21.)	ESM / Jeff Woodfield	<b>Green: In Progress &amp; On Schedule</b>	Phishing test was completed August 27th and results shared with LT. Training is underway to address gaps and are planned to be completed by Q3 FY21. Plan is underway to hire Enterprise Security Manager to progress other key initiatives.

LT Owner	Start Date	End Date	Action Items	Assigned To	Status	1st Quarter Update
<b>Strategic Goal 6: Continue to strengthen our financial health in order to mitigate water rate escalation</b>					<b>Green: In Progress &amp; On Schedule</b>	
<b>Global Metric: 114% coverage achieved with retaining discretionary funds at a minimum of 62% (or not more than a \$10 million reduction) of current balances.</b>						
<b>Global Metric: Effective Capital Budget Management of 96%</b>						
<b>Global Metric: Capital Efficiency Realization of 3% (\$535K)</b>						
<b>Objective</b>					<b>6.1: Implement CapEx/OpEx efficiency plans within the context of the COVID-19 financial reality and grow non-core revenue.</b>	
<b>Action Item</b>					<b>6.1.1: Continue to execute against the non-core strategy including evaluating lab opportunities and implementing the PipeSafe product and service roadmap.</b>	
RK	6/1/2020	5/31/2021	Execute on our non-core strategy as defined below. Work with Amane Advisors (and/or other external/internal parties) such that sufficient information is available to reach a conclusion on whether or not to continue to pursue well services, lab services, engineering services, and water purification and filtration. For specific businesses and/or transactions under consideration evaluate financial structures for non-core business, including treatment under the General Bond Resolution and for audited financial reporting, as well as how to achieve optimum financing, mitigating taxes, and contributing to the RWA construction fund, or other fund, to offset rates increases. Continue to obtain opinions/input from bond counsel, general counsel, financing advisors and auditors, as applicable.	RK	Green: In Progress & On Schedule	Executed PSA with Amane Advisors. Provided input and direction, along with other LT members, to Amane for their deliverables associated with our non-core strategy. A final report for Phase I is expected on October 1st. The report is expected to provide sufficient information to reach a conclusion on whether or not to pursue the four previously identified areas (well services, lab services, engineering services, and water purification and filtration) of the non-core strategy.  In addition, due diligence associated with a potential lab acquisition has been kicked-off.
Prem	6/1/2020	5/30/2021	Develop a collection team dedicated to collection activities • Implement 60 day reminder during COVID by 9/30/2020 (COMPLETE 9/20) • Monthly review of Top 100 ADID aging reports by 11/1/2020 (COMPLETE 9/2020, monthly review on-going) • Implement outbound targeted collection strategies; robocalls and manual calls by 12/31/2020 • Implement streamlined/automated lien process by 12/31/2020 • Placement of finalized accounts to 3rd party collection agency by 5/30/2021	Laura	Green: In Progress & On Schedule	The collections team, formed in September, has already delivered on several key objectives: Established the Top 100 Accounts based on the largest balances over 60 Days (9/2020); Completed the design, testing, and documentation of the streamlined/automated lien process (9/2020), implementation is pending a Finance/Customer Care review
Prem	6/1/2020	5/30/2021	Execute against the non-core strategy with the goal of increasing revenues and growth in non-regulated businesses to accomplish 2025 goal of \$9.2M net revenue. Deliverables: • Expand PipeSafe programs (Water/Plumbing- \$4,400,000, Sewer/Septic-\$1,675,000) • Develop a pricing and expansion strategy for In-Home Plumbing to neighboring towns Target: 7,000 customers by FY21, Pricing strategy plan to be completed by end of March 21. • Implement non-core Billing product / services Tech solution with flexibility by May 2021. • Complete business case for PipeSafe Wells program by Q4 FY21 so a go/no go decision can be made to execute in FY22.	John C / PS PDM  Rochelle  Sree  John C / PS PDM	Green: In Progress & On Schedule	A broad advertising campaign was kicked off in September to include radio, TV, and billboards, to bring awareness and target new customers with multichannel marketing. Phase I is in progress. Tracking interests for promotion of PipeSafe products outside our territory.  Reviewing past pricing strategy / plan document used for PS water/sewer to extend for HPR. This is being aligned with non-core flexible tech solution rollout.
<b>Action Item</b>					<b>6.1.2: Achieve efficiencies while effectively executing against the Capital Program.</b>	
Ted Norris/ New	6/1/2020	5/31/2021	Achieve a capital efficiency realization of 3% using established protocol.	Ted Norris/ New VP	Yellow: Behind Schedule	No efficiencies have been assigned as of August 31. CPCT will be re-established and will capture efficiencies.
<b>Action Item</b>					<b>6.1.3: Achieve operating efficiencies and savings, resulting in lower overall expenses while providing high quality water and excellent service every day.</b>	
RK	9/1/2020	5/31/2021	Explore grant funding sources for our Capital Improvement Program and other organizational grant opportunities - Identify at least one grant funding source during FY21 for implementation in FY22 or earlier.	RK	Green: In Progress & On Schedule	Goal to find an additional grant funding source is in preliminary stages. Conversation with external party relative to sources to find available grants. While not the focus of this goal, we are submitting to FEMA for reimbursement of qualifying COVID-19 related expenditures and we anticipate receiving a \$800k DWSRF grant/subsidy associated with the fourth tranche of AMI financing, expected in 2Q.
Beth	6/1/2020	5/31/2021	Complete approval process, including safety review and start the Hydrogen peroxide pilot. Record results and make a determination if it is a cost effective viable pre-oxidant by May 31, 2021.	Jim H	Green: In Progress & On Schedule	Staff continues to collect samples as required by DPH before beginning the pilot. The pilot system has been installed at the treatment plant.
Beth	6/1/2020	5/31/2021	Work with Rochelle, Beth, and outside consultants to improve lab cost allocations by helping to identify costs associated both core and non-core laboratory analysis. Review standards for pricing laboratory tests in order to increase revenue.	Rich S	Green: In Progress & On Schedule	1st quarter focus has been on lab acquisition target and will continue as a separate P&L is developed for the lab operations.

**South Central Connecticut Regional Water Authority  
Strategic Planning Committee**

**Minutes of the August 20, 2020 Meeting**

The regular meeting of the Strategic Planning Committee of the South Central Connecticut Regional Water Authority took place on Thursday, August 20, 2020, via remote access. Chairman DiSalvo presided.

Present: Committee Members Present– Messrs. DiSalvo, Borowy, Cermola, and Curseaden  
Committee Members absent – Ms. Sack  
Management – Mss. Kowalski, Nesteriak, Reckdenwald and Messrs. Bingaman, Norris, and Singh  
RPB – Mr. Levine  
Staff – Mrs. Slubowski

The Chair called the meeting to order at 1:23 p.m.

On motion made by Mr. Cermola, seconded by Mr. Curseaden, and unanimously carried, the Strategic Planning Committee voted to approve the minutes of its meetings held on April 16, 2020.

Borowy	Aye
Cermola	Aye
Curseaden	Aye
DiSalvo	Aye
Sack	Absent

The Committee reviewed its FY 2021 Work Plan. On motion made by Mr. Curseaden, seconded by Mr. Cermola, and unanimously carried, the Authority voted to adopt the FY 2021 Strategic Planning Committee Work Plan.

Borowy	Aye
Cermola	Aye
Curseaden	Aye
DiSalvo	Aye
Sack	Absent

Mr. Bingaman, the RWA’s President and Chief Executive Officer, and Ms. Nesteriak, the RWA’s Executive Vice President and Chief Operating Officer, led a discussion on the Future of RWA, which included:

- Recent events
- Lessons learned
- Short term priorities
- Centennial Plan
- Next Steps

At 1:55 p.m., the committee meeting adjourned.

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Anthony DiSalvo, Chairman