

**South Central Connecticut Regional Water Authority
Strategic Planning Committee
February 18, 2021
Meeting Transcription**

[STRATEGIC PLANNING COMMITTEE MEETS FROM 2:40 P.M. TO 2:55 P.M.]

David:

Passes unanimously. We are now in the strategic planning committee. First item is approval of minutes. What's your pleasure?

Joe:

So moved.

David:

So moved by Joe second by...

Suzanne:

Me.

David:

Suzanne. Kevin was about to get there too, I saw. All right, all those in favor of the minutes signify by saying, "Aye"

All:

Aye.

David:

Passes unanimous, good. Now we are on the blue sky road and the revised 2025 strategic plan. And this, I will turn over to Larry and he's been [inaudible 01:55:03]. Good work on this, for our quarterly strategic planning meeting.

Larry:

Thank you. The leadership team has been working hard on updating our 2020, 2025 strategic plan. So we wanted to review with you at a high level, what those changes have been to prepare us for the journey to 2050. So Jennifer, you can put on the next slide. So as you recall, we went through the mega trend exercise and identified the eight mega trends that are showing there on the right. And that we reviewed that with you in November; but in light of these eight trends, the leadership team revisited the five-year strategic plan, and we reviewed the goals to see if they reflect the current and future environment that we anticipate according to the mega trends that we identified. We also wanted to look at whether the objectives and targets were succinct, clear, and aligned to drive success in achieving our 2050 vision. And we reexamined the entire plan through these critical lenses that revealed

opportunities and risks that needed to be addressed in order to make our 2050 vision a reality. So you'll flip to the next slide.

Larry:

So the following themes highlight the opportunities and some of the risks that we identified during our mega trend analysis that we believe our original plan did not address adequately. We wanted our plan to clearly reflect, for instance, how we will understand and address changing customer priorities, consumer activism, and the adoption of technology early on. We wanted to see how we can foster inclusion and tolerance among our employees and provide a work environment that meets their changing needs. We also wanted to use the three Rs that we just reviewed of risk, resiliency, and redundancy to build our asset and work management practices, to ensure a reliable delivery of water now and into the future.

Larry:

We also wanted to look at how we will build and capitalize on our community stakeholders to build partnerships that promote our values and foster the RWA mission. And we wanted to evaluate and create a strong financial foundation to support the business priorities and keep rate impacts to a minimum. So we clearly saw that need to refine our direction and put a finer point on some of the areas of focus. So if you could turn to the next slide, please.

Larry:

So you'll recall that our strategic plan is based on the four perspectives of the balanced scorecard, and that is the customer, the employee, the financial perspective and the process perspective. So we saw risks within, and opportunities within each perspective of our plan. In our customer perspective, we made changes to our focus to include introducing a new metric for first contact resolution to baseline and trend improvements in customer outcomes. So we're not only continue to have periodic customer surveys, but also do these transactional surveys to see if there's opportunities for improvement and provide immediate feedback to our customer service representatives.

Larry:

We've targeted 40% of our self-service adoption by expanding the self-service options available to our customers. And that'll be important going forward as we look at monthly billing as well, and we will use surveys to understand the changing customer priorities through, as I said, the continuation of the surveys by great blue of the entire customer base, and then introducing the new, more frequent transactional surveys to provide customers with the opportunity to provide feedback on their interaction with us.

Larry:

Within the employee perspective, enabling our workforce to support a strong future, we're looking to foster inclusion and tolerance among employees and provide a work environment that meets their changing needs and work opportunities and the future needs of the organization and see how they align. And we want to work to capture critical knowledge to ensure that critical knowledge to be available for the future; that knowledge transfer that Beth mentioned in her plans. Next slide please.

Larry:

In our internal process perspective, we want it to, which we've titled, "Effectively Manage and Maintain Our Core Business." We're looking how we can promote our values and support our communities, through expansion and promotion of recreation and environmental services, as well as responsible resource management practices. The three R's of resiliency, risk and redundancy will be the foundation to build our asset and work management practice to ensure the reliable delivery of water. And we'll build partnerships to promote our values and foster our mission by collaborating and partnering with community stakeholders. And none of the financial perspective, we all continue to evaluate a strong financial foundation to support the business priorities and keep rate impact to a minimum. And the next slide, Jennifer.

Larry:

So in conclusion, the details of our final strategic plan, goals, objectives, and targets, we've outlined those in the appendix for your reference and reading at your leisure. But our next steps will be to conduct a review of all the action items that we have in our plan to reflect our refreshed plan for 2022, fiscal 2025. And that will lead us into the full fiscal 22 operating plan development, including a focus on the initiatives, the KPIs and global metrics, which we'll present at the April strategic planning committee for your review and input. So that's a quick overview on the update of our five-year plan and Beth, and I'd be glad to answer any questions you might have.

David:

Are there questions from members?

Suzanne:

Yeah, I have a question. So if you were to articulate this in, I don't know if it's, I don't have, I can't scroll back with the slides, but the five things that we've got to get right for our five-year plan, what would they be?

Larry:

We've got to make RWA a better place to work. We got to provide excellent customer service. We need to be efficient in our processes, and we need to have a stronger financial foundation.

Suzanne:

Okay. Which is the piece that includes the growth?

Larry:

Yes.

Suzanne:

Okay, all right. Thank you.

Larry:

All right. So there's no questions there, we can go into executive session and I'll give you a quick update on my six priorities.

David:

All right. Then what I'd like to do, Tim. I think this is...

Tim:

This is my sayonara.

David:

Yes, it is sir. Thank you so much.

Tim:

And I thank you for the excellent opportunity. I appreciate the opportunity and enjoy the rest of your meeting.

David:

Thank you.

Larry:

Thank you.

Suzanne:

Bye Tim.

David:

Take care

David:

All right. So I will accept a motion that the strategic planning committee go into executive session to discuss a personnel strategy.

Kevin:

So moved.

David:

Is there a second?

Joe:

Second.

David:

Okay. So that's in the motion, and we have a motion in a second, all those in favor, signify by saying "Aye."

All:

Aye.

David:

Passes unanimously. All right. We're in executive session to hear your updated priorities.

[EXECUTIVE SESSION FROM 2:50 P.M. TO 2:55 PM THEN ADJOURN]