

South Central Connecticut Regional Water Authority
April 15, 2021
Meeting Transcription

David: There you go. All right. Well, it's 12:30, so I see we are all present. So if we are all ready to begin, I will call our April Regional Water Authority meeting to order. First item of business is the safety moment. Janine, I assume that will be yours again?

Jeanine: Yes. Thank you, David.

David: Thank you.

Jeanine: So today, the safety moment is all about environmental health hazards. As an environmental services company, you obviously all know how important this is. There are a variety of different hazards, physical, biological, chemical, cultural, and social hazards. So I would encourage you all to read, if you haven't already done so, the safety moment and take those all into consideration as we try to work to carry out some of these ways to protect the health of ourselves and our community.

David: Thank you. Appreciate the very succinct, but important information. Next item is for us to recess as the authority and to meet as the pension and benefit committee. Would someone like to move that?

Kevin: Moved.

David: Is there a second?

Joe: Second.

David: There's a second. All those in favor signify by saying, aye.

All: Aye.

David: I heard five voices. So it passed unanimously. So Suzanne, the meeting is yours.

[PENSION & BENEFIT COMMITTEE 12:31 P.M. TO 1:28 P.M.]

David: Thank you very much, gentlemen. Suzanne, thank you for shepherding that meeting through. We have some items hanging over to the full authority meeting items C act on matters arising committee meetings. And we have the three sets of motions that your committee approved. What's your pleasure?

Kevin: I'd like, Mr. Chairman, do you need three separate motions or do you need-

David: We could do it all as one since we had the discussion already as the same number of same members, if that's all right?

Kevin: Suzanne, do you want to make that motion?

Suzanne: No, go ahead, Kevin.

Kevin: I make a motion to approve these resolutions as recommended by the committee and as presented and corrected if there was a typo.

David: All right. Is there a second to that?

Suzanne: I like to second that.

David: I second that motion. All right. Is there further discussion? This is for the additional pension contribution. This is for the pension resolution of the contributions that will be made in the next fiscal year and the contribution for the VBA.

Kevin: I would just like my comments from the committee to be reflected in these minutes as well.

David: Okay. Very good. And they were succinct and accurate in my opinion as well. Is there any other further discussion? Seeing none and not being able to see all your faces and knowing that you're not shy to speak up, I will say we're ready to vote. All those in favor signify by saying aye.

Members: Aye.

David: Passes. Okay. Now I have all your photos, okay, good. We can move on to the consent calendar. Is there a motion for that? Is there any items that you want to remove to discuss in more detail?

Suzanne: Why don't we get the motion, chair, I'll move, that we put the consent agenda on the table and favored.

David: Is there a second.

Joe: Second.

David: Seconded by Joe. All right. Thank you folks. Are there any items that you wish to remove for further clarification or detail discussion? Seeing none since you're ready to vote. All those in favor, signify by saying aye.

Members: Aye.

David: Passes unanimous. We will move on to updates. And we'll hand it over to Larry for him to distribute out the updates as he sees fit.

Larry: Thank you, David. Beth will give us an update on the COVID-19 work here.

Beth: So good afternoon, everyone. As of April 13th, we have a total of 32 confirmed cases within the organization, this is an increase of three since our last report. All cases have emanated from outside of the RWA, which has been consistent over the last year. In terms of status, the exciting news was Jeanine and her team offered a vaccination clinic yesterday for our employees. We had roughly a little over 40 employees scheduled to be vaccinated with the Pfizer vaccine and a follow-up appointment on May 7th. I know I was happy to see a lot of our treatment staff, our younger treatment staff were involved in that clinic, so I think we've reached some really critical employees. So thank you to her and her team for doing that.

We estimate that by that second dose, we'll have just over 50% of our staff vaccinated and that data comes from a variety of sources, obviously the clinic being one, but also a survey. We had done an anticipation of the clinic. So as you're aware, we are continuing to work in a remote situation and plan till through April 30th. Most likely that'll get continued until we get through that second dose for our employees. But during this time, the return to work committee is reviewing some of our policies and procedures for when we do return back into the office and specifically working on a remote work policy and things like that to kind of gear up for as we slowly re-enter society, I'll call it as we start to see our staff being vaccinated. So that's really my quick update. Happy to entertain any questions or thoughts. David, I see you.

David: Yeah. I do have a question. I happen to know that there were more people than that, that initially expressed interest. Did less people get the shots because they changed their mind about getting it or because they got it at other places and other venues?

Beth: I think the feedback was that after we had originally pulled and then there was a weekend, we think people were able to find appointments prior to that.

David: Okay. So it's not a resistance to the shot. Okay, thank you.

Tony: Beth, how many people do we still have working at home?

Beth: Working from home? Quite a few, I'd say. We are still under that reduced capacity at 90, and we did that intentionally until we knew at least our employees had the opportunity to be vaccinated, whether it was through our doings or through the eligibility with the state. So we anticipate that number to increase most likely in the late spring, early summer,

Tony: We haven't yet implemented our plan to return people yet?

Beth: Correct.

Tony: Can you draft up a protocol of what that's going to look like so by the next meeting, we can talk about it?

Beth: Sure.

Tony: And put it on your agenda. I'd like to see what thinking is about how people come back.

Beth: Yeah, absolutely. We've started that work already, Tony with our return to work committee. And some of that, as I mentioned, is that remote work policy and how we'll enter into kind of that next phase returning. Absolutely. Well, we can talk about that in May.

Tony: Okay.

Larry: Okay. Thanks, Beth. I'll highlight some points from this month's board letter. First, we are continuing to advance the RWA commercial business strategy by pursuing acquisitions. Discussions with a water testing lab are ongoing and due diligence is continuing with another company. Additionally, we are advancing efforts to come toward the completion of a pipe safe product extension. And the product offering is currently undergoing feature and pricing validation with an actuarial firm. Second point I made in the letter is that professional searches continue with three key positions. One for the VP of financial services, director of engineering and environmental services and director of employee relations. We've conducted second-round interviews with a candidate for the VP of financial services position, and we've extended an offer to the director of engineering and environmental services and awaiting feedback from him.

Next to mark World Water Day, I submitted an op ed to the Connecticut Mirror that discussed the importance of reliable high quality water and the need to protect it. And I included a PDF of that editorial as an addendum in the board letter. As you know, President Biden recently announced his American jobs plan, which was an investment in America's infrastructure. And as a result of that, I sent a letter to representative Deloro requesting that water authorities be included in that funding and asking for her to support that as the plan moves through the legislative process. In the letter, I highlight multi-year shovel-ready RWA projects that would benefit from the infrastructure building and they've all been included in the fiscal '22 capital plan.

So as a result of that letter earlier this week, Ted Norris, and I spoke to the congresswoman's chief of staff to establish a contact and to answer any questions. At this point, she didn't have any questions, but we've got a contact and she knows how to get ahold of Ted or me with any detailed questions. We're also continuing to work with a professional grant writer to identify potential projects that would be eligible for federal grants. And we check in with him on a monthly basis. I also provided in the letter and update on if we have with the greater New Haven chamber of commerce business retention and growth initiative. And you recall that this is an RWA-funded business development position that assists with job retention and economic growth in the region, which bottom line will help with water sales, either offset that decline or add a little bit more. And the specialist during 2020 visited up some 136 different companies, provided nearly 300 resources...

Larry: ... different companies, provided nearly 300 resources for information, and discovered some 340 new potential jobs in the region. And through the work of this individual, they also uncover a number of barriers to business growth in the region, which ranged from

workforce development to cost of living to transportation challenges. So the chamber takes those issues and, if they can, will include that in their legislative or regulatory agenda, each year, to try and correct those. And finally, I reported that I'm among the first 100 founding members of the Conscious Capitalism Senior Leader Network, which is a movement, through connections and education, provides resource sharing and best practices. So I'd be glad to share not only what we do here at the RWA, but take in what everybody else is doing, as well, for sharing here. So with that, that is highlights in my letter and I'll be glad to answer any questions.

Tony: Larry, did you have any contact or involvement in the newly announced podcasts that I've seen on my website?

Larry: I'm sorry, Tony, you cut out. Would you just repeat that please?

Tony: Yeah, throughout the last couple of days I've gotten notice of two podcasts related to water. Did you have any involvement in that, or is that somebody else?

Larry: I did not have any involvement in that. If that was RWA, that would have been probably Dan Doyle's group.

Tony: And he wouldn't discuss that with you ahead of time?

Don't answer the question.

Prem: No, I don't think he did that two podcasts, Tony, if that's what you're asking. Even I am not directly in there.

Larry: I don't know what podcasts you're talking about, Tony.

Tony: Yeah.

Larry: There has been some things on LinkedIn that I've seen, that the communications group has done. On 60 seconds of tranquility.

David: And there's also that [inaudible] you were referring to, Larry. There's also that four week series in the afternoon, I think on Wednesday.

Larry: Yeah, that's right. And that's the smart irrigation practices, which I've been closely involved in. They've kept me closely informed on that.

Tony: That's one of the two groups. Yeah.

Larry: Yeah. I was fully aware of that, and have actually worked with them on it.

Tony: Good. Okay.

Suzanne: And Larry, I had a question about the chamber of commerce position. When we funded the position, it sounds like it's a nice liaison position from the business community, to providing information to the chamber. Was it intended that that position would actually foster growth, and have some targets of some sort? Or is it really just a liaison kind of role?

Larry: The purpose of the position is to find out what is hindering companies from either staying in the region, or growing, and then trying to address those issues, by either making changes in local or state laws or regulations. And they've been doing that... Like for instance, a business was having difficulty with a permitting issue, and the chamber helped them with that, for instance. So they've been able to assist businesses with their growth plans or make a decision to stay in the region or not.

And obviously that can translate into water sales.

Suzanne: Sure. I just didn't know if they were an active recruiter of growing businesses, into the region. Thank you.

Larry: Yeah, they're not recruiting businesses. They're helping those that are staying in. It's a business retention and expansion policy.

David: Right. Are there questions with Larry, for the updates? Larry, was that all your updates, or did you have more for this [crosstalk]?

Larry: That was all of my updates. We can go onto the next item.

David: Alright. I'll ask, just before we do that, because that's a presentation, can we take about an eight-minute health break before we get into the two presentations [crosstalk]?

Ted: Sure.

Suzanne: I can.

David: We'll come back at 10 of, please, okay? Thank you.

(silence)

Larry: Just gulp a glass of water. One of my usual tricks.

[inaudible].

Yeah, just pull down [inaudible].

(silence).

David: Laura, that's a nice picture of the Brooklyn bridge behind you. Is that what that is?

Prem: I don't know if she's...

David: Oh, she's... Yeah, she's...

Prem: Yeah, she's on mute. You have to unmute, Laura. Unmute it.

Laura: I apologize to everybody. I've been operational difficulties.

David: Well, we heard [crosstalk].

Laura: My camera, I apologize, I didn't know I was so disruptive. Oh my God. I thought I was going to be on, any minute, and I couldn't see my screen. I apologize, but yes, that is the Brooklyn bridge, because I am a Brooklynite. And I love that. I love the Brooklyn bridge.

Suzanne: Yeah, tell me about that. We're in the middle of the meeting, and my father-in-law, I don't know if anybody saw, and he just walks up right behind me, he starts talking at me. And then we dropped him off where he had to go, and then rings, and he calls. And Okay.

Laura: Yeah.

Suzanne: Okay.

Laura: I apologize to everybody. I've been having operational difficulties. I apologize. I didn't know. I was so disruptive. Oh my God. I was going to be on any minute and I wouldn't have, I couldn't see my screen. I apologize. But yes, that is the Brooklyn bridge because I am a Brooklyn night and I love that. I love the Brooklyn bridge.

Suzanne: Yeah. Don't, don't worry about that. We're in the middle of the meeting and my father-in-law, I don't know if anybody saw him, it just walks up right behind me and starts talking at me. And then he, we dropped him off where he had to go and then he rings and he calls. And I thought something happened to him. He had no way to get back here.

Laura: No, I apologize. You know, that happens to me. I have my father-in-law in my house, and he'll talk to me and I've got to go, "I'm in a meeting!"

Suzanne: Yeah, yeah, yeah. That was very unexpected.

Tony: We cannot be responsible for our in-laws.

Suzanne: Yeah.

Laura: That's right.

Suzanne: He's so funny. He was just looking at me, like, "What are you talking about? You're in a meeting?" He's 93 years old. He doesn't get [inaudible] "You're working on the computer. You're not in a meeting."

Tony: Hey, listen, I'm 10 years younger and I don't get it.

Suzanne: Oh, God.

David: Alright.

Alright, everybody. It's 10 of. Let's see, who is it? Kevin, Joe...

Tony: [inaudible] Larry.

David: We're all here, except Larry is blank screen. So we'll just wait until he gets back.

Jennifer: Who's going first?

David: We're going to do-

Jennifer: Customer care?

Prem: Yeah.

David: [inaudible]. I have to reopen my tablet there. Okay. Is Larry back now? Because I don't see the photos. Now I'm just waiting for the photo by my side.

Prem: Yeah, he's coming back, now. I see him Yeah.

David: Okay. Okay.

Larry: Here!

David: Alright, Good. Very good. Alright. And the board members are here, and I believe all the necessary important people are. So that's good. So we can get started. Prem, I guess... Or Larry, do we hand it to you, to give it to Prem?

Larry: No, Prem's going to walk through the... Or excuse me, Laura and... I'm sorry, Prem is going to walk through a realignment that we've done in the customer care department in order to provide, I think more focus on service delivery as well as collections and billing. So with that, I'll turn it over to Prem.

Prem: Thank you, Larry. Good afternoon, everyone. So I know we have talked a little bit about the [inaudible] in the past, and we just wanted to come to the authority members here, to kind of lay out the things that we have done so far, and the road map that's aligned to it, our capital plan that's aligned to it. So the idea was to really walk through a few changes we have done. It's fully aligned to our strategic plan. So that was the vision.

The second part of the presentation was more focused on AMI. I remember Suzanne, way back when we talked about a walk for AMI for the benefits. So we took that input. So we have put together a benefit realization. That's the second part of the presentation, on AMI.

So that being said, let's take a look at our table of contents, for customer care. So we'll start off with the customer care vision, and we're really talking about how is this aligned to our overall vision from RWAs perspective. Laura, who's our customer care director. She will walk us through our strategy a little bit, and the landscape of what we have done, in terms of realignment, really talking about a few key things like customer collection, master plan, it's one of the bigger ideas, and certain areas on customer experience. So she'll touch upon that.

Then we have customer journey. So we wanted to make it simple for our customers. That's one of our initial models. So when we start thinking about that, things like high bill complaint, for example, or a customer looking for products and services. How does that journey look like? So there's a little bit of that walk, of customer journey.

We'll keep everything at high level. There are details in the appendix. We won't go through our details here. And then finally at the end [inaudible] who's our transformation director, will also come in and talk about how will that roadmap look like? How does it align, in terms of our capital plan? And the solutions they are putting in play. Please keep in mind that this is not just for next year. It is actually laying out a plan for the next three years, I would say. 2025 plan.

So that being said, Jennifer could you please go to the next slide?

So basically, our vision is really to make the customer interaction as simple as possible, and consistent. And this kind of ties back on our high quality customer service that we would like to provide to our customers. It goes directly back to our vision. Again, there's a lot of words, some highlights in here, I'll just touch a couple of them that we are trying to look at, and really make sure that we're emphasizing that expedience from a customer standpoint, some self-service options, et cetera, that we'd like to provide for the customer.

Overall, if you think about it, speed and quality of response is one of the most important things that our customers always come back and tell us. So we heard about that, and obviously we talk about speed of answer, but we also are trying to put something in play, from a quality standpoint. The first call resolution, first contact resolution, that's a big focus for us. It's part of our vision. Laura will be touching a little bit about that, in the details.

The other piece was our non-core services. [inaudible] the customer engagement on products and services. We talk about flexibility, for example. We really are trying to emphasize how does that come into the mix of our customer? Simple things like we talk about 116,000 customers, but in reality, we have a lot more customers. We have lab

customers that we have, we have [inaudible] customers we have. We are looking at different various programs that we offer.

So how does that overall portfolio look like, and how we really serve all our customers, not just our core customers. Self-service functionality, again, now with my technology hat, a little bit. We traditionally have done this work with our contact center, but now we are opening the door for our different channels and different categories of customers.

So a customer who is pretty young, who'd like to like do much of the work with the mobile phones, today, how do we render and cater for their services, versus a customer who just wants to pay a bill and then just forget about it. We want to make sure that we look at our customer segmentation.

So a lot of focus there, on self-service. I touched upon the customer journey, earlier. We also have thought about how do we really transact with our customer? And a good example was really thinking about a transactional survey, rather than a survey like a [inaudible] survey. So you capture their responses right upfront when they're actually being solved. So a lot of focus on that. So [inaudible] will touch upon that a little bit.

And then again, last but not least, I would talk about proactive customer notifications of the services, because we want to move from being more reactive, to being proactive, as we all talk about our customer experience. So our AMI is one of the good things that's helping us to do much of that kind of shift. So we are looking at really focusing on how we really serve our customer more proactively. So again, a lot more details, but keeping at a high level, we'd like to patch up on these areas and talk about what are we trying to do in the customer care space.

So any questions on the general, or any questions on where we're going, before we go into the next slide?

Tony: Prime, I think it's important to sort of identify what makes it easy to make contact with RWA. Some contact is very easy and some contact is very typical.

Two months ago, I moved and got a change of address and all that kind of stuff. It took me two months to get it squared away. One, to find somebody who could do something about it. And that turns out, after the first contact, to be easy. But the first contact was hell. And then to have somebody else's name on my bill was a sort of unusual activity. Someone I didn't know. And finding someone that could do that, it was again up to you. I found you and you were able to solve it. But [inaudible] person coming in and looking for those kind of people, it sucks.

Prem: Exactly. I 100% agree with you, Tony. And I think one of the key things is to look at a customer, let's say, if it's move in move out, when they start in our first contact, as they move to our territory, for example, all the way from property closing. As from a process standpoint. You're exactly right. And we want to really make sure that whole move in

move out process, all of it, from meter to cash, should really be emphasized. And that's the core focus, so I 100% agree with you. Yeah.

Tony: You might start with what could go wrong. We think at RWA, nothing could go wrong, but we know better.

Prem: Exactly. I suppose [inaudible] yeah.

Suzanne: Can I ask a question in regards... This may be a foolish question, but why would a customer call anything but our customer service?

Tony: [crosstalk]Because they called customer service, and they said that they didn't handle it.

Suzanne: An address change?

Tony: No, no. That part was easy. Getting somebody else's name off of my bill.

Suzanne: Oh, oh, oh.

Tony: That was the [inaudible].

Suzanne: I see. Yeah. And so is any part of this, Prem, how customer service can own something and not have the customer go anywhere else?

Prem: Yeah, exactly. There are various channels that are trying to address that, Suzanne, by that specific question. And I think it does touch upon things like, what are the things that a customer would like to get from us. It could be a new service, for example, or if a customer is trying to... Most of them are usually... They react to where there are high bills. They want to call us to talk about the high bill. Right. But typically, we have to think about, how is that the customer service? I talk about zero contact kind of a service, which means we being more proactive, rather than the customer trying to call us.

But we are in a stage, right now, where we're fixing the problem. There are a lot of fundamental issues we need to fix, before we go to that futuristic state. So you'll see a flavor of that, Suzanne, as we go through the slides. And please stop us if you see any questions unanswered, there. Right? Okay.

So again, Laura, and I will hand it over to you from here. Kind of walk into a little bit of that strategy, and then going through specific details on, what are we doing in our realignment? How are we going to really sell the customer as we go forward?

Laura: Okay. Next slide, Jennifer.

One of the things that... And good afternoon, everybody, it's good to see you all, again. Prem discussed our desire to continue to focus on our customer, the interactions, keeping our customer first. And I'll talk a little bit about that.

One of the things we've recently done, in regards to achieving that, through a realignment, is to put in another position. So we have a position, and it's called the manager of customer experience, the individual that's been moved into that position, is an internal individual, with 25 years, RWA-specific experience. Basically, it is going to be her role to champion opportunities, or enhance customer experiences. So that would be her role, interacting with others in the organization. It could be IT, it could be corporate communication, regardless of where she touches, she is really the voice of our customer.

In addition, she is... Be handling things with escalations. For example, sometimes you might get involved, the board might get involved, be an escalation to Larry, and senior leadership, for example. And those matters would be handled very carefully, by this individual. She's going to be basically a liaison job. A liaison role, rather. Anything that we do, we want to be sure that we're hearing the customer. If there are initiatives, and there have been many, and we're looking forward to more, she will be involved in all those initiatives, and again, wearing the hat of the customer, so we're not always reacting. She would be at the forefront of the development of corporate communications training initiatives, and the like.

So a lot of times that falls to the backside. As we get things done, we want to be sure that the customer experience is always at the front, and this position, again, is relatively new.

In addition to that, we have a focus on collections. So we have a supervisor of collections, trying to break down... Well, we were having, previously, kind of a mix in regards to the staffing and responsibilities. We had dedicated people handling calls. We have back office people supplementing the handling of those calls. What we've done is basically separate the two, so call handlers are call handlers. They could refer to us front office staff. We have back office staff now, dedicated to billing exceptions and outbound collections. We've seen some results in that. And I'll talk a little bit more about that in the next slide.

Just back to this slide. So that's our customer first, continuing to focus on that, continuing to be best-in-class, reducing costs wherever possible.

If I could just jump down to the benefits and the KPI piece, I wanted to point out just a few.

On the e-bill enrollment, we're heading in the right direction. Meaning we're seeing an increase in enrollments, where now it's about 28% adoption rate, there. We just did an outreach. Basically, let's see what happens when we reach out to our electronic customers, those customers that are involved in e-billing, or in some other activity, we get their email address. We actually did a large outreach last year, to gather email addresses. And we had not really utilized them yet. So these are customers that said, "Yes, this is our email address, and you're free to use it."

And so we did a launch of about 400 emails. We're still gathering information on that, but we have seen... Last week, we got another 125 new [inaudible] e-bill customers. The week before that, another couple of hundred. So it's going to take us a while to get to the 42%. But the point being made, is that we're looking at ways to reach customers, and we are seeing more adoption, an increase in adoption. So that's what's going on in the e-bill world.

In the AMI deployment, where we're not at the 100% percent yet, but we're very, very close. We're about 3,200 accounts remain to be... AMI has to be installed. We started doing certified mailings. The language is very strong. The language is pretty much talking about, "Please reach us to make an appointment," but it now talks about the cost that they would incur for a manual read. And so we're seeing a response of about 31%, to those letters. And today we've mailed out about 1300 letters, and we're seeing a response of about 31%, meaning customers are calling us back, and scheduling appointments. Customers are now, again, opening their doors to us.

So one of the issues we had with the pandemic was, people were very uncomfortable in having RWA come into their homes. So this is really a new beginning, again, or a start over, and we can't mail them all at one time. So it's a staggered approach of mailing. I think this week we just sent out another 359 letters. So again, in total, so far, about 1300 letters have been sent.

In regards to overtime, we continue to see a reduction in overtime. If we're looking historicals in customer service, the overtime is very high. Have a lot to do with the billing exceptions. And as time has gone on, and those reads are coming in, AMI had better reads, their actual needs and so forth. We have seen a significant reduction in overtime associated with billing exceptions.

Any questions on any of them? Okay, Jennifer, if you could take us to the next slide, please.

So this slide is talking about our existing landscape, and a lot of time we talk about... Sometimes we limit ourselves to how many calls we handle, but we do a lot more than just handle calls. We've actually renamed ourselves, here we refer to the call center as the contact center, because they handle calls, emails, and so forth and so forth. They do a lot of property closing, on a monthly basis, for example. So there's a lot of activity. And even outside customer care, we have customers that are related to lab or recreation, and [inaudible] like that.

So what we're looking at, here, is basically, right now we have contact center personnel. Again, it's eight staff members, staff people that have been handling these calls or emails and faxes, really interacting closer with our customers. We have back office staff, those individuals that are doing billing exceptions as well as outbound questions.

So for the first time in quite some time, the customer care area is actually calling large accounts, large delinquencies, and getting paid. So we have been making some collections, there. I'll talk a little bit more on that down below.

The customer experience manager role, newly created, I talked a little bit about that a little while ago, is very, very important because it is proactive. And I think it's going to demonstrate where we don't just put things in, let's say an improvement that we think the customer wants, but it's looking more to stay, what we know the customer wants. So we're learning more about our customers, and then responding to those needs.

Our hours of operation, eight to five, Monday through Friday. We don't have a bilingual contact center or bilingual reps, but we do have a multi-lingual service.

Even though I have broken down the staff meeting, we are no longer using back office for call handling, we have been able to balance our business by keeping our service levels. So we are meeting our service goals. Average speed of answer is seven seconds, or less. It's been significantly better than that. The abandonment rate, we're keeping it at less than 5%. And the reason we've been able to do that, is, we're managing... The supervisors are providing a lot of feedback on an ongoing basis. So we have the reports and the tools, and they're being utilized to give the call center reps some feedback.

If they're taking too long on a call, that impacts our service levels. If they're not adhering to their schedule, that impacts service levels. So there's a lot of feedback on a weekly basis. And then on a monthly basis, there are one-on-one meetings between the supervisor and the call handlers. And first call resolution is a very strong metric that's utilized in most call centers. We don't have one yet, but we are working to have one. So as soon as we do, that'll be for the next fiscal year, we'll start the baseline for that metric.

Prem: Can I add one more thing? I know the authority knows that we are looking to start our shuts [inaudible] April 20th, right? So a lot of these metrics are being looked at now. And then I know you see some of the vacancies out there, and Larry and I have already spoken about filling those vacancies. So we are prepared. So when we start the shuts, you're going to [inaudible] calls more. Typically, we have close to 9,500 calls a month. We are somewhere around the 5,000 calls range, now. So we'll go back up. So as soon as we start shuts. So it's just the preparation. So Laura is kind of working through that process, and Jeanine is helping us to fill the roles. So all of that is happening as she's speaking, now. I just want to add that picture, here. So we're starting the shuts on April 20th. That's the plan, as of now.

Laura: That's correct, thank you Prem. And we have posted two of those CSR jobs. We expect to know if there's interest from within, by, let's say Monday, Tuesday. There's about a six week training program for those CSRs. And so it's got to be a little bit of balance, and we may be sacrificing some of the collection efforts, to ensure that we're not sacrificing service levels, as we move forward with this [inaudible].

David: If I can interrupt just a minute, just so that we are aware, what are other utilities doing, with regard to that, now?

Laura: In regards to-

David: [crosstalk] some of the aggressive stances.

Laura: Yeah. In speaking to [inaudible] water, they had been doing some shuts that they were doing. They would go out and basically knock, it was like a knock-and-shut, as opposed to just sending your... the traditional shut is, if you don't respond, we roll the truck and we disconnect. So it's not their normal state that they were shutting in that regard.

Laura: That they were shutting in that regard. I'm not sure about the electric and the gas utilities. I know the moratorium on low-income is over on May 1st traditionally, so they wouldn't be shutting low-income. I'm not sure what they did to [inaudible].

Rochelle: David, maybe I'll just add or Larry's requests for doing a review, what Pure is doing and just to make sure that we're really aligned so there will be some follow up.

David: Okay. Just making sure that we're not the aggressive guys out of all of us and everybody else's still holding back because we're a different setup.

Larry: David, we've always since the pandemic has started, even when we were allowed to shut, we have always tried to differentiate between those that are having legitimate financial issues and those that are not. We can't shut anybody right now, but to the extent we target our collections efforts, we differentiate between those that gain the system and those that are truly having a financial issue.

David: Thank you.

Laura: So on the collection and the billing front, and this is again our back office team, they continue to do a great job in our exception billing has drastically been reduced again due to AMI. We do have the collection master planning includes of doing that meaning, having a top 100 view. We have done various [inaudible] reports that are by type. So whether it be residential, commercial, industrial, public authority, and so forth, so we could target our efforts better then we can bring in more recoveries.

And so we've been able to at least dedicate [inaudible], one of the back office staff to do that and she's been very, very good at doing collections. She has a collection background. We have more to do on that, but that's where we started. We also did on the leave side, we did more leaves. We automated that process or streamline that process, utilizing the functionality of our customer information system. And so that has given us the ability to increase the number of leaves that we've filed, 237 have been filed to date. Almost a million dollars, about a million dollars in debt.

The top 100 review has also brought in good recoveries and some of these monies, and sometimes you wonder how did you get the money and so forth? They have been many instances where the bill may have been going to the wrong place, and so you have a lot of chains or people with tire and the pandemic and so forth right. So it's not always that people lack the funds or that companies lack the funds or even towns and municipalities. It was a matter of reaching the right person and getting some of this money, and so she'd been very effective in doing that. Again, more and more to come

on that, we are still working to finalize that process, kind of train all the back office staff to do that. So that's still to come again.

Again, the company provides more than just a utility, a water service. We're doing pipes safe, we're doing recreation, we do lab services and all of those [inaudible] our customers. Property closings continue to be at a high, actually higher than expected. More than I expected. I thought the pandemic would actually curtail that activity. It has not. As a matter of fact, there's a lot of movement into Connecticut and that translates to a lot of work for us. The team has done a great job in keeping up with those, that level of work and that's still poor business here at customer care. Field service appointments, again they just started going up again. As we are scheduling the AMI certified letters, so we're getting responses there. Those appointments would be scheduled.

Seasonal meters this is the time of the year that people coming back in and there's some activity there setting back up the seasonal meters. All leaks, we are looking at reports that tell us what's going on in regards to leaks and how we can be more proactive in that regard. We are working on finalizing an SOP so that we can automate some of this and reach out to customers. All customers be on a letter so that we would have a lettering system on record that indicates that we mailed a letter, the obligations that we know [inaudible]. And then we can also do texting and outbound calls systematically. We can do that as long as we have [inaudible] numbers on the system, we will attempt it as well as emails. So all of that is being finalized as we speak, and it can be become systematically configured, utilizing the meter sense functionality that's related to the AMI conflict.

A billing, I talked a little bit about that already. We're at 28%, I'm still working toward our goals for 100 customers reached. Again, that was just a small pie, lets see what we learned from that. And then we can determine how to do more of it. How to really try and get our customers engaged. We did, if I forgot to mention, we have a \$5 incentive that has been offered to our customers and that was around March, end the March. March 26th until June 30th. So it's not an infinite promotion kind do, it has an end date, but we do anticipate some response to that too. Okay, so next slide.

Dana: I think I can take it over from here. How are you, it's good to see everyone again. It's Dana Bochan. It's nice to see you guys.

David: Good to see you.

Dana: Thanks for having me. So just to pick up sort of where Laura was talking about sort of our current environment and the current way we're servicing customers and tying in with sort of Prem's earlier conversations around new ways to try to do that with customers. What I'm showing you here is sort of a new way that we're looking at how to look at how our customers interact with RWA. It's called journey mapping. Essentially, it's sort of looking at what the customer experience is your current scenario and trying to design a new scenario that will better meet that customer's needs and create a more satisfying and ideally quicker resolution to the different types of needs that they might

have. So I'll walk you through just sort of this one example of how we're looking at things in terms of trying to be preemptive in terms of potential high bill complaints.

In this example, we're talking about a particular residential customer that maybe has a cold spike in January, where we have a potential break or leak in the system. Again, it's cold frozen pipe internally, something like that, where they have a leak. In today's scenario, what's happening now in that top section, essentially that customer has the leak. It could be a slow leak. Maybe it's not something that's really yet registering. There's no puddle in their basement or anything, but there's a slowly happening in their home. And now they don't bill again until April. It's not until April that that customer realizes that there's some unusual consumption today and they're kind of annoyed right. They get their bill. They're looking at this crazy amount. They have to call customer service and then we take care of them through leak adjustments and a variety of other issues to help resolve that for them.

But what we'd really like to do is try to get in front of that and be able to solve this for customers in a much earlier fashion and in a way that puts more power into their own hands. So what we really want to have happen, is when that leak or break happens, we see things like that through say the AMI consumption, or alerts that the customer can set up for themselves to see an unusual consumption pattern, and then using our new mobile app and functionality, we would be able to tell that customer proactively that your bill is looking a little unusual. It seems like it's going to be a little higher.

Maybe you want to take a look through your home and we could offer a small tutorial that says, is your toilet constantly running? How to check for that, how to investigate their home. Proactive tips on their phone, that we would normally give them if they were to call us to help diagnose a high bill, but now we're going to be more proactive about it. Put it right into their palm and they can walk through their home and try to look at diagnosing themselves.

In addition to that, we could actually go another step further to say, "Huh, you know you might want to be interested in creating a budget program." Again, we are looking at how we can do that with new CIS types of functionality. We don't have a budget program specifically yet, but those are the types of services and proactive response to customers that we want to be intelligent about. So this is a little bit about automation, some machine learning, that sitting back here using our consumption data, using customer profile information to offer them products and services that best aligned to their particular circumstance.

So it's these types of journey mapping and thinking about how we want those customer experiences to be that we're really intending to create a much more satisfying, much more quick resolution to the types of customer issues that they might encounter.

And again, this is just one example. Other types of things we're looking at and we can talk a little bit more about this when we touch on the customer portal and another slide or two, but looking at things about how they can look at their consumption history very easily comparing usage. How can they request a service appointment from us, maybe as

Laura pointed out earlier, seasonal customers. Maybe they don't have to call us. Maybe they could use our app to create a request for an appointment and get that set up. So there's just lots of ways that we could do those things, and again that idea of behind one click enrollment offers, "Hey, I'm interested in a budget." Yeah, that sounds actually pretty cool. I'll click on it. I say, "Here's your payment," it's all seamless. They don't have to call us. It prevents a phone call.

So this is the type of environment that we're trying to get to and you may be seeing some things like this. When you look at say your Eversource or your UI bill, a lot of other utilities are offering these types of functions. And we're really just trying to be able to be more modern and offer that for those customers where this type of an interaction is satisfying. There are always going to be those who would prefer to talk to a rep and that's why our call centers are there, but to the extent that we can deflect these calls and use automation and self-service, this is where we're trying to go. Any thoughts or questions on that journey?

Prem: Just another comment right, like Dana mentioned we do have a similar, more focused on our commercial enterprise non-core. In appendix we had put in some examples where a new customer coming into service [inaudible], that was an example of the customer journey off that we didn't put it in here to add to [inaudible]. So things like that are part of every specific customer. This is a high bill complaint, the one in our appendix is more of a commercial enterprise focused journey. So there are many more journeys like that. So the team is looking at really kind of provide what the customer wants. So that's the story here for this journey mapping.

Dana: Yeah, that ability to promote in real time like that is going to be a huge boom for those commercial growth offerings. So thank you, thanks for adding that.

Suzanne: Can I just ask a general question? What percentage of customers contact customer service?

Dana: Yeah, go ahead.

Prem: No, I think if I had to put it in terms of numbers, I'll take simple example of the property closing Suzanne, 6,000 property closing that we said right. So that's a typical scenario of a move in and move out customer. So somebody is calling out to see they are moving in and moving out. From terms of customer payments, if you think about the calls coming in, I would say close to 30% to 40% of calls relate to the payment questions. So if you look at a 100,000 calls coming in, 30% of them are related to payment related questions. So that's like a service that either they want to go through an IVR system or they want to actually have to make a payment through an app right. So that goes under services, does it make sense? Go ahead, it looks like you have another question.

Suzanne: Yeah, I'm sorry to interrupt you. I'm asking a different question and that is, so if you have the 100,000 calls, what percentage of customers does that actually represent? Or is one customer calling five times?

Prem: It could be, to be honest that's kind of tricky question right. There are scenarios where a customer is calling multiple times right. You're not in a perfect scenario, so maybe a scenario where a customer did not receive the service or did not finish to get the service, so they have to call in again. But typically if you look at, in terms of the number of calls we get per day, close to 300 calls or so that we get per day overall. So if you kind of divvied up, then maybe regular customers Suzanne, but it's really hard to say for every call ends up being a resolution. That's what we want to get to, but we are not there yet. I would say probably close to, if had to pick a number it's probably around 40% of the customers, I mean, are actually calling in for a service I would say overall toward the year.

Suzanne: 40%.

Prem: Yeah.

Suzanne: Wow.

Prem: That's why, if you look at our initial... Remember the first slide had the KPI thing. So there was a thing about call volume reduction. So we are trying to reduce that 20% to 40% of the cost to reduce. Right. Unfortunately, we don't have other means of customer working with us today, it's mostly calls. So we are hoping that as we deploy these technologies, we can reduce the call so they can do more self-service. So that's the goal we have right. Again, did we vetted out and benchmarked it a little bit around. We talked about what [inaudible] is doing today. So we have connections, we are talking to other members and [inaudible], so we are getting those feedbacks.

In terms of what we offer is pretty less. I mean, if you remember the opportunity was lack of multichannel experience and the opportunities there. So that was one of this thing that came up. So we are hoping to reduce the thought volume, that's the hope. So hopefully that answers kind of in terms of bond partner-

Laura: I don't think we have that numbness Suzanne, something to look at I think once we get to one of the points that we really want to look at is that first contact resolution rate, tells us you don't want a customer calling. So we have all these numbers of calls don't necessarily equate to the number of customers. So as we start measuring against that and developing that KPI, I think we'll learn more and more about that.

Prem: Exactly.

Suzanne: Right and I was just thinking about as I was listening to the customer journey, I'm thinking to myself, how many customers are we actually affecting with all of this effort? Is it 5% or is it 50%? And so I'd love to know more information about that as we go forward.

Dana: Right.

Prem: Yeah, definitely.

Dana: We'll take that.

Prem: You'll take that as an action. Perfect, thanks Suzanne. That was a great question. Sorry Dana to interrupt, please go ahead.

Dana: No, that was good. No, it's a great question and I do think that more and more our customers will be looking for these types of features, but to know the impact that we're having and the percentage of customers will be great additional insight to that for sure. You can go to the next slide John.

So what we're looking at here is a near term. So over the next year or two of our customer care roadmap and the various projects that we have going on focused on the customer care area. As I believe you know, we're already in the middle of our bill presenting project where we're outsourcing the bill print function to [inaudible]. This is part of our preparation for monthly billing. If you'll recall today, we actually print our bills in-house on a quarterly basis and send them to a local printer for stuff in mail.

In this new scenario, we're actually going to be sending all of the bill print files to [inaudible] directly, and they will print and stuff our water bills for us. There's a multi-phased approach to get some of our additional notices and we're looking at SD billing. Again, lab and fleet, and some of those other pieces separately. So this is focused on the water and that is scheduled to go live by the end of the month here.

The customer portal and the non-core solution, we've partnered with Vertex to work with us in terms of designing and launching the portal and the SAP functionality. The customer portal component will be done in separate releases. The first being a smaller release focused on the account management, some of the contact information management and looking at some of their billing and payment history. The second release is focused on the non-core functionality build within SAP.

This is where we'll be producing the necessary SAP changes to support an entirely new approach to how we sign customers up and manage their pipes safe and other non-core market products within the CIS system. Their solution is giving us the capability to do product and price bundling, track promotional efforts, further segregate some of the revenue and cost revenue. I don't want to say cost to revenue associated with the different products, and then certainly to more quickly and easily add new products. That was the reason for this particular aspect of that development. That is actually underway now, some of the planning and development is going on and we are having regular workshops on all of these phases with the launch for the non-core solution to be in September.

And then the second phase of the portal aspect introduces all of an incorporating our [inaudible] functionality for e-billing and e-payment. So this will create more of a seamless portal experience for the customer where they can log in to see and manage all of their communication preferences, their account management from an RWA and SAP perspective. What are my phone numbers? What are my emails? How do I want to receive outreach, contact preferences, and then tying that in with our e-bill and e-pay

components directly. All single sign on you don't have to launch out to the [inaudible] website anymore. It'll all be self-contained and we'll include a mobile app for the phones as well.

So everything is web based initially. Is mobile responsive, so it will work on your phone just fine when we first launched, but this second portion will also introduce literally an app you can download from the app store, have a nice little icon on your phone screen and launch from there. So we're really excited about that.

The other projects that we have going are the monthly billing conversion project. We've been doing some work with Vertex on this as well to date looking at some of our routing and different types of ways to get from the quarterly billing cycle to the monthly billing cycle, looking at levelizing volumes of accounts and things like that. And then also that is scheduled for some workshops starting tomorrow actually and we'll be working on that for the remainder of the year with the launch that the build is expected to be finished in the October, November timeline. Gives us a little bit of a buffer in case there's any additional things that come out of that, but it will actually go live for monthly billing. We'll start billing customers on a monthly basis in January of 22.

The CIS roadmap. We are actually looking at doing an RFP this summer. This is something that we're really resurrecting from some of our earlier efforts. If you recall a couple of years ago, we had done a CIS RFP looking at SAP and other alternatives, just to make sure that we're on the right path. We're really at a juncture now with our CIS system, in terms of needing to make real choices between costs for upgrade and how we get two-way supported version of if it's SAP or an alternative. And so we're going to resurrect that RFP this summer, we're working with Ted and the capital planning team to make sure that we're aligning appropriately for the RPB application process.

So more to come in terms of timing and those kinds of things. This is a little bit more of just sort of a heads up and you'll have seen, I believe in the FY22 capital budget that there is planned money spend for this effort in FY22, which sort of is driving a little bit of this timeline that we want to make sure we're in a position to have the path forward before the end of the fiscal year where we'll actually be working towards an effort of implementation.

Any comments or questions about the overall roadmap. I know we're probably cutting close on time too, so I just want to...

Prem: I just want to quickly highlight one thing. If you remember, we kept kicking the can down the road for the CIS roadmap and I want to make sure that we look at some of these numbers. I know Dana commented that we looked at it and we just dropped it right. Now we looking at it for perspective. Way back when it was \$24 million, if I'm not wrong for this launch. We have looked at in terms of dollars, this time around we have found a solution where we're looking at somewhere around \$8 million or so right, don't quote me on it. Which is going to give us a perfect blend of what you're looking for in terms of a roadmap and really making sure it's not capital intensive so that we can focus on more of the infrastructure programs and projects you've got.

So that's a good story, but we'll go through the whole application process to make sure we vet everything out and really put it out there. That's the plan, but it looks to me it's more favorable from what we are seeing to what we are going to be seeing now. So I just wanted to add that commentary there. Literally \$16 million, less than what was discussed in the past, which is a good story to say.

Dana: Yeah, thank you for [inaudible] that in.

Prem: Okay I think you can go to the next slide.

Dana: Yeah okay, thank you. There's a lot on here, but really I want to kind of just share a high level message about it. We currently offer quite a few ways for our customers to interact and get information from us. We can do email, we have a website, we have social media accounts. Well, what this slide is trying to illustrate is in our drive to get to that seamless, efficient first contact resolution experience we're really looking at a variety of different, either new ways to use existing technology or introducing new types of technology. So different kinds of contact channels customers can call us right. They always can call us, but when we think about journey mapping and how we want to interact in a seamless way with our customers, we want to get to a point where say our social media is completely intertwined with the way that we can see how the customer got to our phone call.

Maybe it is off of a social media post that they are actually calling and asking for more information. So there are new tools and mechanisms out in the world that allow to create a more seamless view for the CSR, making it easier and more efficient to answer questions for them. So that's one example of a new opportunity, you're expanding on our current technologies. I talked earlier about our mobile app coming with our project with Vertex. We're looking at new ways of optimizing our current IVR in terms of getting better reporting and also thinking about new types of IVR technology and telephony for our call centers that can help streamline and manage how those calls come in and how we respond to them. So you can kind of take a quick look in here, the only other one I really kind of wanted to make sure I hit on was the customer sat survey.

As you know, we do our great blue survey today and we get feedback from them, but the new transaction survey we're looking at is literally designed to be based on when a customer has an interaction with us. Again, transaction driven, so we're really trying to get a little closer to the experience that the customer has and time that feedback. So we can better understand what went well, what do we need to do better, and getting us to that first contact resolution metric that Laura and Prem were talking about earlier. That it'll be this transaction survey where we're going to look to introduce and capture that baseline. Any thoughts?

Suzanne: Yeah I have a question. So who reads the transaction survey stuff?

Dana: So far, we have an SOW from Great Blue with a proposal for how we could look at doing a transaction survey with them. And similar to our annual survey, they'll give us a report on a monthly basis, was the proposal. And we would also be able to see all of those

verbatim. So any notes or comments that customers maybe would be able to read as well.

Suzanne: But who in the organization will read it and act on them.

Prem: Customer experience manager. I think that new role that Laura mentioned, Suzanne, I think will be part of that to make sure that we are with customer experience. Whatever feedback that comes in, we'll be reviewing that as part of that role.

Dana: Yes.

Suzanne: I just wonder, I do those surveys and I don't know anybody listens to it or does anything. I don't want to do that. I don't want to survey people and never do anything with it.

Dana: Agreed.

Prem: To be honest with you, with the new law, one of the things that we also did is every Friday me, Laura and the customer experience guys look at all customer escalations top to bottom and making sure what's going on. And obviously there's [inaudible], like day to day some operational issues. We take it really seriously. And for me, I think this going to really help getting us to the next level. Now we've got a transactional survey right there, as soon as they out into action. How to make better use of that. So I have more to come, but this is the first step. But that was a good call out here.

Larry: Suzanne too, I'll just add that using the survey results are reviewed with the leadership team. So we have a chance to look at and comment and make sure things are moving forward to address issues that we can.

Suzanne: Yeah, thank you Larry. I think customer service is dying in the United States and my experience is that I run like several households for all my in-laws, my father, I used to run it from my mother. So I have all this experience being a customer calling and doing all this other stuff for various different things. I just feel like it's so clear when a customer's experience and transaction has not been met. So whether that person alerts them or somebody does anything about it, it seems just really problematic to get done what you need to get done.

Larry: I would agree with you.

Jeanine: Come work for us, we have two CSR openings. That would be awesome.

Suzanne: I think your customers would never be the same.

David: Well, you can't lose them, they can't go anywhere.

Suzanne: It's an interesting position that we're in. That we have such a desire to improve customer service when in fact we have a monopoly in essence, I think is commendable.

Larry: But Suzanne in reality, they compare us to every other service provider that they interact with and that frustration can come out in not buying our pipe safe products. It can be showing up at a rate case hearing. So we really do try and communicate that we're operating in a competitive environment.

Suzanne: Right and I think we should have good... there's no reason not to have the customer service. There's just nothing out there that can't get fixed. You know what I mean?

Prem: But your point Suzanne right, there's a big mindset out there that they can't go anywhere right. That was the mentality, but that is gone now [inaudible]. When we created a customer experience, just to share customer experience manager role, we talked about where they are and they did the same exact thing. They are customer experience managing in their site doing the same exact thing. My friend who works, she's a CIO with Eversource. She did the same exact thing. So it's like people are now thinking these trends are changing and really making sure what does that mean for customer experience. it's not just some survey that comes in and you don't know it, take a look at it or even do anything about it, but now it's changing.

Monopoly is going to be called out. I don't know when that's going to happen in the future. Especially, electricity and gas. Electric was always a monopoly. Now people can generate electricity with all the solar and stuff. There's a whole change in the industry, so people are reflecting on really not thinking about, "Oh, we got them and that's it and they're going to be our customer," That's going away. This is a good first step, you'll see we'll improve as we go. That was the whole idea there. So I was glad to hear everybody has a customer experience manager, same exact thinking. Futuristic thinking which is good, so we are doing the right thing.

Dana: Yeah. I think we're okay, if you can go to the next slide. Thanks John. I'm going to go really quickly on this one. This one really just kind of dives in a little bit deeper into sort of what the mobile application and how the self-service delivery can look. The screenshot that you see there is from our actual demo site. So we have a demo site that we can go to, to look at it. Obviously it can't actually make payments, its demo site and things like that, but you could actually see how it works and would function. So I wanted to give you a screenshot of that look and feel, and just started outlining some of the opportunities that our new portal will give to customers to do transactions actually on their phone and create that simplicity.

Barring any other questions, I know I'm way over for the hour that we [inaudible].

Prem: Let's keep moving.

Dana: So I think we can transition to the AMI.

David: Well, thank you very much.

Dana: Thank you.

David: Appreciate this presentation, and now we invite Brenda to join the team to be part of the presentation for the AMI.

Laura: Okay, Brenda is the manager of field service and very active in AMI deployment and the analytics and [inaudible] and everything having to do with that side of the business. When we last spoke to the board, Suzanne you had asked a question in regards to the benefits and if we can provide some more details in regards to cost benefit as a result of the project. So that's why we get to that it is a very short discussion. Dana and I will do a little bit of tag teaming here. Brenda will weigh in if it's necessary.

Some of the key points here and I'll go through this quickly. Also, AMI reads resulted in fewer billing exceptions, as I mentioned, where we basically were able to reduce our cost as a result of process improvements has reduced many billing exceptions, fewer billing exceptions, less overtime, actual reads resulted in increased in the adjustment. So actually we're seeing more of that and I think that is temporary. AMI resulted in a reduction of meter readers, significant staff reduction. The fewer meter readers, again, payroll and overtime cost reductions, fewer vehicles and they're also benefits to an account for water.

Next slide please, Jennifer. This is what I think, Suzanne, you were looking for when we met with you the last time, and this is a waterfall chart. Basically walking us through the cost benefit of the AMI project.

Laura: That's through the cost benefit of the AMI project then I'm going to turn this over to Dana, and then Dana-

Dana: Thank you. So, Laura really just kind of did a high level summary, right? Of some of the opportunities and benefits that we saw through AMI and the analysis, she and Brenda had done. What I helped them do here is take ... if you recall, we had done a similar walk through the cost of related to a particular effort and then the savings that we saw identified for it. So, on the left-hand side, we're starting with the information that was presented in the 2014 RPB application. So there was the information presented at that time for the best case ... I'm sorry, the neutral case scenario for AMI was that, that service was going to be about 1.7 million. The monthly billing costs at that time were estimated to be 460,000. The operating and maintenance costs related with the AMI and all of its peripheral systems were going to be 400,000.

And then there was a request for additional staffing to support the IT in the technical components of those systems for a 100,000. So AMI, RPB application had indicated that on an annual basis, we would be looking at an incremental cost of about \$2.7 million. That RPB application also highlighted a variety of benefits in the triple bottom line perspective that talked about all these different types of ways that AMI was going to bring more benefit to the organization as well. So what I've done here is worked with Laura and Brenda to help illustrate the savings that they had identified that we've seen in the organization right now, to look at these orange bars in terms of how are we actually realizing those benefits today. So the debt service savings of about 300,000 comes largely from I believe, the use of the DWSRF and some various grant funding.

Rochelle: Primarily from the grants that we got, because that was already [crosstalk] would be largely DWSRF and also that we've used internal funds for some of the projects.

Dana: Thank you. Tony?

Prem: Thanks, Rochelle.

David: Well, [crosstalk] you have any question?

Dana: So that wouldn't really be savings on the project. We were just able to borrow for the project at a lesser amount, right?

Rochelle: Let's say, I think its savings versus that neutral case because we have done better than we expected relative to the grants that we've gotten.

Suzanne: Okay.

Dana: So, it was a reduction to the savings in the debt service per semester.

Prem: Yup.

Dana: The 394,000 savings that we're showing here. This decrease is related to the monthly billing business case we'd presented to you guys earlier. So when we talked about, if you recall back to our monthly billing, most likely the scenario we had talked about increases in e-billing percentages, increases in ACH, lower cost payment transactions, as well as the cash flow improvements and some of those variety of things from that earlier walk. When we had gone through that walk, we had told you, originally we said it was 460,000, again, that second blue bar on the left. And we came down to it costing us only \$66,000 a year incremental cost with those savings realized. So this 394,000 represents that differential from the monthly billing business case. Did I keep you all with me? That's a lot of members.

Okay. So that 394 represents that most likely monthly billing business case that we talked about, the savings there. We did find and did some calculations relative to the under registering meters. So part of the AMI program was an active replacement of some aging meters in our system. We replaced about 70,000, if I recall the number correctly-

Laura: 71,000

Dana: 71. Thank you, Brenda. Only 3000 or so to go, right? So far we've really seen about a \$500,000 savings and the realized revenue associated with those meters that are now [inaudible] registering. The staff reductions and improvements that Laura had alluded to earlier. This is where we're seeing this 1.1 million meter reading over time elimination. Again, through some of the different ways that we were doing things in the AMI, right? We don't need those meter readers with the overtime attributions there. Laura had talked also about improvements in the processes and having these AMI reads available

to us, which significantly reduces the number of implausible related with the manual meter reading process.

Which again, saved us some overtime on the customer service side as well. We saw some minimal improvements with the fleet reduction. Again, our trucks generally got redeployed, I believe, as opposed to like not having trucks, right? So we saw some savings there, and then the field audit tampering and theft protection is really looking at how AMI brings to light different scenarios in our distribution system where maybe customers are taking advantage of their ... I'm trying to find nice words to say that they're monkeying [crosstalk]. I don't have a good word right now.

Brenda: [inaudible] to service, Dana.

Dana: Thank you. That was a good way to say it. So when we look at all of those savings opportunities that we've realized to date, and again, the anticipated monthly billing, most likely business case, we're really looking at actually reducing the anticipated 2.7 million to under 166,000. So I think we're seeing a good story so far.

Suzanne: So can I ask you a question? Am I understanding this correctly? It could be spent \$2.7 million to save \$166,000.

Dana: No. Sorry, let me say that a little differently. It's not that we spent it. It was that when they put together the AMI business case originally the anticipation was that we would actually be spending \$2.7 million incrementally and additional annual cost of \$2.7 million to maintain and manage the AMI system. And what we're showing is that of the different benefits that had actually been outlined in the original RPB application, these are the benefits that we've seen so far. So on an annual basis, we're actually not going to anticipate \$2.7 million in costs annually. It'll actually be 166 [inaudible], a savings of 166,000.

Suzanne: Thank you, that was probably explaining-

Rochelle: Dana, maybe just to clarify, I find in the business case, wasn't it like a neutral, so you spent [inaudible] and spend the two seven and you would ... There were other savings that were offset to get to neutral, and this is [inaudible] to those savings.

Dana: Yes, and that actually that ties exactly right with what I was trying to say. Thank you for that clarification, because in the RPB application, that cost neutral case, actually there were three cases presented, right? A base case, cost neutral and ideal, I think.

Prem: Fiscal.

Dana: Thank you. That 2.7 was a fixed anticipated annual cost, when we looked at it. There were that triple bottom line savings that I'd mentioned earlier, somewhere in the neighborhood of 20 or so different types of categories that the AMI group had anticipated back in 2014. And that was getting us down to a neutral case in one

example, in this case we're actually ... I'm just illustrating for you what we have actually realized to date and can measure for you, so that's what-

Prem: But basically it would be in the best case and the neutral case, that's what you're saying, right? So it's really coming in the middle, that's what you're saying to them, it makes sense.

Suzanne: It does, but so the original cost to put the AMI in was what? 2.7 million?

Prem: No, that was like close to \$20 million, right? That was the initial capital cost that [crosstalk] so yeah, you're right.

Suzanne: Okay. So, this is just the annual operating expenses associated with now having it in place.

Rochelle: It did. The two dot seven was the original estimate for what the annual costs would be [inaudible].

Laura: Okay. So if this isn't a recovery analysis, this is an annual cost of a system we chose to put in that cost us so much money, and this is what's going on at your basis. So how are we looking at this from the original cost of the AMI system? Do we ever take a look at ... Is it 20 years out that it pays for itself?

Prem: Yeah. I think [crosstalk]. That's a good question, I believe the life of asset we applied [inaudible 02:25:35], right, I think. That's why we are looking at ... Then it's not going to be an annualized immediate thing. It's going to be repeated up that time and life passes [inaudible 02:25:45] we're looking at, you're right.

Suzanne: Right, but do you have a projection?

Prem: I don't think the dean has done that piece of work. We can do that piece of work [crosstalk].

Suzanne: Okay-

Rochelle: Suzanne, can you clarify what the question is? I just want to-

Suzanne: Sure. So let's say you're going to build a ... you're going to put a solar system in, right? And your solar system costs X amount of dollars. Well, after 20 years, the solar system pays for itself and savings of electricity, right? So if this costs us X, right? How many years does it take before the system pays for itself because of the benefits realized on an annual basis, right?

Rochelle: Yeah. It's basically updating the business case to what the payback period actually is.

Suzanne: Right. So, I mean I'm not looking for somebody to do that. I mean that I would leave that to David if he's interested in having the board see that, but I was just asking that

question. So, is this why you at 301,000 makes sense to you to put it on the decrease side is because in your original proposal, that would have been on the left side, in the blue, because it would have been more costly in the debt service?

Rochelle: The reason the 301 makes sense is [inaudible] in the blue, it was 1.7, but we're actually about 300,000 less than that.

Prem: Less than that.

Suzanne: Okay. All right, I think I've got it. Thank you.

Prem: Thank you.

David: Just to bring a little perspective to, let's not forget what we had to do here. We had to replace the legacy system that needed to be replaced and we looked at the fact that we could offset some costs. If we were to go with the more advanced version that hopefully had the latest of that technology, but costs more money. There were less expensive system. There was AMR, there were other systems that could have been chosen at the time, and we chose to go with this one that was a little more expensive because it had more features that hopefully would have some paybacks and some more efficiencies in how the business was run as well.

Prem: Exactly, now I think that's a good point. That's the same story, right? When I look at all the technology and infrastructure, now the same [inaudible] because [inaudible], you had to buy something, right? And same exact role, but we all, I mean, we can take it offline and see, if you bring that whole structure and we've got a business case, but I think we want to be present this to say there's assigned anybody in the best case and the neutral case, right? We are not good status call. We have done better than what we thought. That was the whole idea that you want to present.

Suzanne: David's point is a good one because in my solar example, solar is not a necessity. That's why you want ... they recoup over 20 years. I see what you're saying, so if you had to replace your system, it's like replacing the pipe on our main line. You have to do it, right?

Prem: Yup.

Laura: I get it. Okay, thank you.

Prem: Exactly-

David: I would like to Suzanne's point, I would like to see, now that we're closing out the case and moving forward, when you get some time to have the team work on coming up with numbers in a different format. So we can take a look and see at this time, and it doesn't have to be a big presentation to us. It can just be sent to us as information, offline [crosstalk] meetings.

Prem: Thank you, David. Thanks Susan, we'll do that. Appreciate it. I think that brings an end to the whole presentation here. Thank you for the patience.

David: Any other questions or comments from board members? Trying to flip through all your photos here and see, no? Okay, very good. Well, thank you folks very much for the presentations. We appreciate that. We'll move on to reports of RPB committee meetings and we had a finance meeting on Monday. Suzanne, were you able to make that?

Suzanne: I was and thank you Kevin, for making a switch for me. First off, Rochelle reviewed the quarterly financial report, which we've all heard and there were not a lot of questions of you. The RPB dashboard, again, just a couple of questions and then lastly, they discussed compensation. I guess they had frozen their increased until January of this year but I think after Larry sharing that we were going to continue to hold some things till the end of the fiscal year, they decided to do the same and that's it.

David: Okay. Thank you. Kevin, were you able to make land use last night?

Kevin: I did. Thank you and yes Suzanne, that was my birthday present to you for switching me.

David: Yes. Happy birthday-

Suzanne: Thank you.

Kevin: Yeah, I did attend and it was really good presentation by Lisa. I think it's DiFrancesco. I apologize I didn't write the name down, but she's been a long time educator. The Whitney Water Center, there was a lot of good discussion and questions about the programs that are being offered. The challenges that have been faced, especially from COVID and my understanding is there, we used to be two educators, now there's just Lisa. And some members of the companion committee expressed concern, whether she would be able to continue to function just as a sole individual and how well she had handled it, especially the past year.

We had the history of, I guess, it's been going on for 30 years now, and she gave a breakdown of the different communities and we took advantage of it. And some of the members of the land use committee were particularly are interested on what is the outreach to New Haven and Hamden and some of the inner city schools and what the percentages are and there is a full presentation available. And then we had the standard land use update from John Triana, which it's always informative, so that was essentially the meeting.

David: All right, thank you. Any questions or comments? No? All right, since they were ready to move on to ... let's pull up the agenda here, the transfer of Olen property option, we'll get a report from Ted Norris and John Triana, item H.

Jennifer: John Triana, I cannot reach. I'm not able to reach him. Ted, are you there?

David: Got the memo in there. Ted, I saw him, hopefully he's-

Jennifer: I thought I just saw him.

Ted: Yes, I am. I'm sorry [crosstalk].

Jennifer: I can't reach John. He's not answering.

Ted: Okay. Well, something was to happen along the way.

Jennifer: Yeah.

Ted: Good afternoon, everybody. Last July, John and I discussed with you the possibility of transferring a purchase option that we hold on about 89,000 acres of land in Hamden. Properties owned by the Olen Corporation and is on our Whitney Watershed located in Southern Hamden actually. John and I ask for your approval to talk to The Hamden Land Conservation Trust was expressed an interest in the option, and then you said that, that would be okay. We've gotten to a point now where it makes sense to come back to you and discuss it further and recommend that we transfer the option. So the option only applies if Hamden goes to sell the property. We have an option that we can buy that anchorage for a hundred dollars an acre until 2031.

Then the option is no longer in a force. So the requirement is that Hamden [inaudible] wants to sell the property. We haven't talked to all of the some folks from Hamden Land Conservation Trusts have talked to them, have not gotten anywhere with them in terms of whether they want to sell or not. The property as I noted in the original memo that I sent to you is contaminated. We know that there is contamination on there, deep knows about it as well. There has to be remediation of the property and Hamden Land Conservation Trust knows that as well. So we've had discussions with them over the past year. We got a little bit held back when we determined that there's about five acres of land that the town of Hamden might be interested in, in developing on that parcel. Or we thought it was on the parcel after going around and talking to the town and talking, making sure the mapping was correct.

We determined that those five developable acres are not part of the 89 acres that we hold an optional. Which was good news because we thought we might get tangled up there. So the Conservation Trust we met with them, save the sound and one of the town council members, the council member mentioned or discussed with us that this is in a disadvantaged neighborhood. We're very important to them to have something like this in the neighborhoods. I think that people are using it now and that to lose it would be just not the right thing to have to happen. So based on their continued interests and our desire not to hold onto the option, we don't want to hold this option or buy the property at all because of the hazardous contamination on it.

We are recommending, based on their strong interest in it that we transfer the option to the Hamden Land Conservation Trust. Originally, Martha and in my previous email, our memo, we had discussed with Martha, the legalities of this, number one, the

transfer of an option. We can do transferring it to a different entity and it does not require the approval of the RPB because it's not an interest in real property. So we're clear from that aspect as well. That's the bolts of it, so we are recommending approval. We have put forward a resolution for you to consider for the transfer to the Hamden Land Conservation Trust.

David: I'll ask if there's any questions? Personally, I would like to see us get away from this as fast as possible. So we don't ever take control of this land with all the issues we've had with Hamden Middle School. It would certainly make sense that we're not subject ourselves to the possibility of that. I don't know what others might think. The board members, if you've got comments?

Kevin: I agree. I support the transfer.

David: Is that a motion to move this?

Kevin: If there's no other comments, I'll make the motion that the resolution as presented be approved.

David: Is there a second?

Tony: I'll second it.

David: Okay, thank you. Are there other comments or questions?

Suzanne: No, I was just a little reluctant because I'm not ... I have basic understanding of the whole history of this, so I'm not sure I should be making there a second in the motion, but I'm in full support of it, if the recommendation has been made.

David: All right. Basically I'm supporting it because we have the possibility of taking possession of it and I don't want that to happen. I want to protect us having the contaminated land and there's another entity that does want it, which will keep it in conservation and I think that's win-win all the way around.

Suzanne: Yeah.

Tony: [crosstalk] in favor of us separating those cells from anything related to Hamden in terms of direct posses.

David: Okay. Any other questions or comments? Seeing none, sensing you're ready to vote. All those in favor signify by saying "Aye".

Suzanne: Aye.

Tony: Aye.

David: I believe I heard five votes of those opposed, those abstaining, I did hear. Okay, very good. All right-

Tony: Can I talk to John? Can I ask John a question, David?

David: He is here now. Yes.

John: I'm here.

Tony: What's happening with Skiff? Skiff Street, John?

John: Skiff Street is still in ... What do you call it? The never-never land because we haven't heard back from the town or the state about the condemnation for the portion of the driveway, not the driveway, a portion of the bridge and the sidewalk that shouldn't have gone to the town or the state when they redid the bridge. So, that still remains in a nebulous state. We're waiting for them to move on it now and this is somewhat related I think, although we haven't gotten a firm answer on this, is that we just got notification in the last month from the state that they were taking part of the ACEs property, that being like the sidewalk right next to it and part of their driveway to basically widen the road.

And we were notified because we still have sort of an interest there. There's restrictions on the deed because that used to be one of our headquarters, one of our offices on Skiff Street when we were the New Haven Water Company. And so we were notified when that was done and when I showed this to Jody and Martha, I said, "This is the same thing that we need for the house.", if they could do this for the house, then we can get Skiff Street going into the disposition process. But as yet, that has not happened.

Tony: I noticed they took down the fence, at least one of the waves of fences around the house, so it's being less protected than it was.

John: Correct. I mean, after the bridge work was done, then Rafa, who was the contractor for the state in the town, took down all the fences. So it's been open ever since and we-

Tony: Thank you.

John: The house is boarded up, it's sealed up and we do make regular patrols there. I even do it myself on a regular basis just to make sure there's no shenanigans going on, and it's been pretty tight.

Tony: Thank you.

John: Thank you.

Tony: Thank you, David.

David: Thank you. Any other questions or comments? All right. We're onto our last item and before we do that, I want to moment to make a comment about Joe, our good friend, our long-time colleague, man who was here before the beginning of this organization. This may be his last meeting. We certainly will miss him, if that's the case. The RPB members were mailed a recommendation from the nominating committee, which came from the mayor's office. So it's not a matter of the RPB not wanting to consider Joe. They certainly would have, but it's a matter of the agreement we have with New Haven that the mayor nominates three people and has made his decision. And then the nominee committee has reviewed them and gone on to maybe make a change.

But Joe, you have been here since before the beginning and then a stalwart of this organization and always had the best interest of the RWA and the district at heart, and really your expertise with the engineering. And just with your experience and finance here has really helped this to be the great organization that it is and it's people like you that have helped us have such a great reputation to be such a well-run organization. So it is with sadness that I will say that this may be your last meeting, and I am sorry for that, but want to say, thank you so much for your hard work and dedication.

Tony: You carried us for many years, Joe. I want to thank you as well.

David: You're on mute, Joe. We can't hear your words of wisdom. We still can't hear you.

Larry: Joe, I just want to say on behalf of the leadership team, we've really appreciated all your support through the years and your advice and counsel on different issues. Particularly, some of the engineering projects that we've brought to the authority, as well as the capital budgets. We've appreciated that very much, so thank you, thank you, thank you.

Tony: Joe, you're on mute.

David: Press the space button [crosstalk].

Joe: I was muted. I didn't realize it. It's really been an honor and a privilege for me to work with my colleagues on the board and leadership. It's been 43 good years and every good thing comes to an end, but I wish you all the greatest success in the future, to continue the good work had been doing.

Tony: You did a great job with both Beth and Ted. I appreciate that, Joe.

David: I do hope that when you come back to Connecticut, that we will be able to have a little get together to appropriately say, thank you, but we know you're not here yet and we'll talk about it. As you did say, you were coming back in the spring, so we'll talk about something to get together [crosstalk]. Yes.

Tony: Dave, I know his favorite restaurant.

David: You do? That's good. I hope it's not the 91 Diner that we used to have to meet [crosstalk]. When I was on the RPB and we had meetings, but anyway, all right. Well, any other comments?

Tony: But here you would tolerate anything, Dave?

David: There you go. Well, again, this is not goodbye, but so long for now and [foreign language] as a French say, and we certainly will be in touch again and hopefully get together in person as the health scare allows us to.

Tony: I hope so, David. That would be nice. [crosstalk] Thank you.

David: Good.

Joe: Thank you all.

David: All right. With that, I will ask that we go into executive session. So I guess Charles will excuse you, for a little while have a break before your meeting later and thank you for being-

Tony: [crosstalk] David.

Charles: Thank you, we'll see everybody later. Thank you [crosstalk].

David: So Tony [crosstalk] we go in executive session to discuss personnel matters and there will be a couple of them and is there a second to that motion?

Suzanne: Yeah, I'll second it.

David: A second there by Suzanne, thank you. All those in favor, signify by saying "Aye".

Suzanne: Aye.

Tony: Aye.

Kevin: Aye.

David: It passes unanimously.

[EXECUTIVE SESSION FROM 3:06 P.M. TO 3:36 P.M.]

David: And I don't remember. All right, so we are out of executive session because our business has done in that and so I will accept the motion to adjourn.

Joe: So moved.

Suzanne: So moved.

Tony: So moved.

Suzanne: So moved by Joe and seconded by Suzanne,

Tony: Tony [crosstalk]. Okay.

Suzanne: Tony, sorry. All those in favor, signify by saying "Aye".

All: Aye.