

South Central Connecticut Regional Water Authority
Via Remote Access**

AGENDA

Regular Meeting of Thursday, July 15, 2021 at 12:30 p.m.

- A. Safety Moment
- B. Meet as Pension & Benefit Committee: S. Sack
 - 1. Approve Minutes – April 15, 2021 meeting
 - 2. Review Revised Committee Charter: R. Kowalski
 - 3. Quarterly Performance Investment Review: S. Kelliher, J. McLaughlin and A. Kantapin
 - 4. Investment Policy Statement Bi-annual Review: S. Kelliher, J. McLaughlin and A. Kantapin
- C. Consent Agenda
 - 1. Approve Minutes – June 17, 2021 meeting
 - 2. Capital Budget Authorization - August 2021
 - 3. Capital Budget Transfer Notifications (no action required) – August 2021
 - 4. Monthly Financial Report – June 2021
 - 5. Accounts Receivable Update – June 2021
 - 6. Deed Acceptance – Little City Road, Killingworth
 - 7. Bid Exemption – Lake Whitney WTP HVAC Controls
- D. Consider and Act on Regional Water Authority Rules and Regulations: P. Singh
- E. Reports on RPB Committee Meetings
- F. *Updates: L. Bingaman
 - 1. Monthly Board Letter Highlights – Including Executive Session: L. Bingaman
- G. Presentation on Issuance Test Rate Application – Including Executive Session: R. Kowalski
 - 1. Consider and Act on Resolution to Approve Proposed Issuance of Water System Revenue Bonds
 - 2. Consider and Act on Resolution to Approve Issuance Test Rate Application and Submit to the Representative Policy Board
- H. Meet as Compensation Committee: A. DiSalvo
 - 1. Approve Minutes – January 21, 2021 meeting
 - 2. Review FY 2022 Work Plan and Updated Committee Charter: J. Reckdenwald
 - 3. Strategic Planning Results Update and Global Metrics: L. Bingaman
 - 4. FY 2021 CEO Priorities, Performance and Discussion of Leadership Team Performance - Including Executive Session
 - 5. Review and Recommend CEO & Officer Compensation – Including Executive Session
- I. Act on matters arising from Committee meetings

**RPB Member (N. Campbell) is excused at Item F (at Executive Session)*

<p>**Members of the public may attend the meeting via conference call, videoconference or other technology. For information on attending the meeting via remote access, and to view</p>

meeting documents, please visit <https://www.rwater.com/about-us/our-boards/board-meetings-minutes?year=2021&category=1422&meettype=&page=>. For questions, contact the board office at jslubowski@rwater.com or call 203-401-2515.

Topic: Authority Regular Meeting (Including Pension & Benefit Committee and Compensation Committee meetings)

Time: Jul 15, 2021 12:30 PM Eastern Time (US and Canada)

Join Zoom Meeting

<https://us02web.zoom.us/j/87601357987?pwd=aGdWbHZBRTcxUDFxc3NjdXJDa2Rudz09>

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Meeting ID: 876 0135 7987

Passcode: 541402

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

**South Central Connecticut Regional Water Authority
Compensation Committee**

Minutes of the January 21, 2021 Meeting

A regular meeting of the South Central Connecticut Regional Water Authority Compensation Committee took place on Thursday, January 21, 2021, at the office of the Authority, via remote access. Chairman Cermola presided.

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

The Chair called the meeting to order at 2:08 p.m.

On motion made by Mr. Cermola, seconded by Mr. DiSalvo, and unanimously carried, the Committee voted to approve the minutes of its July 16, 2020 meeting.

Borowy	Aye
Cermola	Aye
Curseaden	Aye
DiSalvo	Aye
Sack	Aye

At 2:09 p.m., Mss. Collins, Kowalski, Nesteriak, Reckdenwald, and Messrs. Malloy, Norris, and Singh withdrew from the meeting. On motion made by Mr. Curseaden, seconded by Mr. DiSalvo, and unanimously carried, the Committee voted to go into executive session to discuss senior officer compensation. Present in executive session were Authority members, Mr. Bingaman, and Mrs. Slubowski.

Borowy	Aye
Cermola	Aye
Curseaden	Aye
DiSalvo	Aye
Sack	Aye

Mr. Bingaman withdrew from the meeting at 2:20 p.m. and returned at 2:37 p.m.

At 3:03 p.m., the Committee came out of executive session. It was the consensus of the Committee to recommend to the Authority a standard 3% merit increase for the Senior Executive Team, effective February 1, 2021, with the exception of the President and Chief Executive Officer, who refused an increase, as discussed in executive session. Increment increases as reported in a compensation study of median comparable market data done by Willis Towers Watson, will be discussed at the committee's July meeting.

At 3:07 p.m. on motion made by Mr. DiSalvo, seconded by Mr. Curseaden, and unanimously carried, the Authority voted to adjourn the meeting.

Borowy	Aye
Cermola	Aye
Curseaden	Aye
DiSalvo	Aye
Sack	Aye

Joseph A. Cermola, Chairman

Fiscal 2021 Action Items & Global Metrics Final Update

July 2021

Executive Compensation Committee

 Regional **Water** Authority
Tapping the Possibilities™

Agenda

- FY 21 Action Items through Q4
- FY 21 Global Metrics through Q4

Strategic Goal 1: Meet or exceed customers' expectations in all we do to provide access to clean, safe water and pristine environments.

Objective	Provide a seamless customer experience focused on positive outcomes delivered in a multi-channel service environment.	
FY 2021 Specific Actions	<p>Implement organizational design and process changes that take advantage of opportunities created in a post-COVID-19 work environment, including new ways of working in order to enhance customer service.</p> <ul style="list-style-type: none"> • Completed Customer Care restructuring: Customer Experience Manager, Contact Center, Billing & Collections • Implemented Property Closing process improvements, including a streamlined intake method and online attorney form • The Customer Portal/Mobile App project is on track with the selected Vendor. Customer Advantage Portal Release 1 completed; Commercial Product Functionality in SAP and Full Portal scheduled for FY22 	
	<p>Continue to execute on customer-directed service offerings and complete transition to third-party bill print to support the Bill Redesign & Monthly Billing project plans.</p> <ul style="list-style-type: none"> • Completed Bill Redesign & Bill Presentment project with outsourcing to Kubra • Selected Monthly Billing vendor; Workshops and requirements near completion; Go-Live Jan '22 	

Strategic Goal 2: Attract, retain and develop high-quality, engaged employees throughout the RWA family to better fulfill our purpose.

Objective	Employees put safety first, take pride in their work and feel valued for their contributions toward delivering quality products and services.	
FY21 Specific Actions	<p>Implement Safety protocols and responsibilities across all layers of the organization to raise individual and departmental awareness and accountability.</p> <ul style="list-style-type: none"> Completed review and update of the Code of Safe Practices, as well as Excavation and Trenching policy. Reinstituted the "Watch my Back" safety campaign within the Operations Division, which promotes more tenured employees to help mentor and coach those with less experience. 	
	<p>Design an organizational structure that supports the business of a 21st century environmental services organization, including creating succession plans for high potentials and to replace key positions.</p> <ul style="list-style-type: none"> Hired VP of Operations to assist with support, evaluation, and transitions Continued recruitment for key leader roles Implemented reorganizations in Customer Care, IT and Field Operations to improve alignment and execution Started development of a strategic framework for which we will view all succession planning Introduced a cross-functional Centralized Procurement structure to be integrated across the enterprise 	
	<p>Promote and support training, continuing education, cross-training and career development that is aligned with the organization's strategic needs.</p> <ul style="list-style-type: none"> Evaluated critical positions (current and future) for the skill sets and education required Established Utility Tech and Plant Operator positions Initiated Apprentice Program evaluation form Delivered financial-related educational videos and articles to employees 	
	<p>Develop a recovery plan for returning to work (short term) and a task force to pivot on key learnings to improve our ways of working.</p> <ul style="list-style-type: none"> Introduced enhanced cleaning protocols, modified work schedules and locations, and employee App for contract tracing; formulated business travel policies Formalized a Remote Work Policy; updated a Return to Workplace employee handbook and associated guidance in support of a return to normal operations 	
	<p>Infuse RWA's customer-centric value system into training programs and hiring practices.</p> <ul style="list-style-type: none"> Deferred goal in favor of using an in-person training approach 	

Strategic Goal 3: Enhance and expand recreational and environmental services to improve people's lives and better serve our stakeholders.

Objective	Enhance the quality of life in our communities by leading the development and implementation of innovative resource management tools, expanding educational offerings, and building our portfolio of environmental products and services.	
FY21 Specific Actions	Capitalize on our successful educational program offerings to build more partnerships with additional schools, educators and students in our district, expanding on the use of remote delivery methods, including social media. <ul style="list-style-type: none">• Offered hybrid in-person and virtual school programs utilizing webinar technology, pre-recorded videos, and library events, as well as remote lessons and field trips• Expanded into Valley area• Partnered with Junior Achievement• Launched new pollinator education program• Introduced remote version of the Environmental Career Summer Camp	
	Identify and develop a business plan for a new recreational service. <ul style="list-style-type: none">• Introduced Kayak Fishing at Lake Saltonstall• Established new fishing trails at Lake Chamberlain	
	Continue to develop and promote our existing recreational programs to effectively grow participation in our current environmental services portfolio and identify opportunities to improve profitability. <ul style="list-style-type: none">• Conducted at least one outdoor event per month since August 2020• Utilized Facebook postings to garner additional social engagement and awareness• Pursued community activities including a scavenger hunt, photo contest, and tornado debris clean-up event at the Lake Bethany recreation area	

Strategic Goal 4: Reliably deliver clean, safe water on demand in an efficient manner.

Objective	RWA's product and service delivery is grounded in a comprehensive source-to-tap perspective focused on environmental and operational customer perspectives.	
FY21 Specific Actions	<p>Begin development of a master plan to identify opportunities for resiliency, redundancy and expansion to improve system reliability and reduce risk throughout our district.</p> <ul style="list-style-type: none"> • Refreshed 2020-2025 Strategic Plan with an eye to the Centennial plan • Completed the Hydraulic Model and reviewing Tighe & Bond proposal for Operations Master Plan • Retained CDM Smith to develop a full service line inventory in support of Lead & Copper Rule compliance • Introduced Water Age modeling 	
	<p>Continue implementation of an Asset Management program with keen focus on short-term operational maintenance objectives.</p> <ul style="list-style-type: none"> • Conducted asset management assessment and critical asset maintenance program evaluation at the LGPS and LGWTP Turbine Building • Established Distribution Management Operations & Maintenance (DMOM) team to further progress in development of asset maintenance activities • Completed two business case evaluations for the West River WTP Improvements project • Completed Asset and Work Management Assessment, with GIS/Infor asset integration to be completed in July 2021 	

Strategic Goal 5: Embrace innovation and adopt state-of-the-art technology to ensure excellence to support our purpose.

Objective	Technology is a catalyst for innovation and realizing business capability and service objectives, driving efficiencies through automation and reducing manual processes.	
FY21 Specific Actions	<p>Establish an integrated advisory council as part of Innovation Hub that promotes employee-identified continuous improvement and innovation.</p> <ul style="list-style-type: none"> Center of Excellence (CoE) teams continue their project delivery and prioritization processes Launched Mobile Responsive/Customer Portal project in May 2021 to RWA employees who are also customers 	
	<p>Enhance cybersecurity protocols including adopting the latest principles and framework as recommended by EPA.</p> <ul style="list-style-type: none"> Provided training to address gaps identified during “phishing” tests; new email Phishing and training programs being assessed for real-time user feedback Hired Enterprise Security Manager Completed several SCADA Security enhancements, including backup frequency changes, RTU Project Wan Addressing, Security lockdown procedures of DIGI Routers and PLC control systems Remediated firewall and server vulnerabilities identified during assessments Conducted Table Top Exercise for SAP Ransomware Attack 	

Strategic Goal 6: Continually strengthen our financial health to ensure RWA's long-term sustainability.

Objective	Implement CapEx/OpEx efficiency plans within the context of the COVID-19 financial reality and grow commercial revenue.	
FY21 Specific Actions	<p>Continue to execute against the commercial strategy including evaluating lab opportunities and implementing the PipeSafe product and service roadmap.</p> <ul style="list-style-type: none"> • Finalized Asset purchase agreement of plumbing and well services company and worked toward successfully executing Day 1 • Created two legal entities to support commercial enterprises structure • Actively pursuing two potential lab acquisition targets and other strategic partnerships • Established Collections Team; \$950K collected from Top100 Delinquent Accounts; streamlined/automated lien process has resulted in 237 liens with a value of \$955,000 	
	<p>Achieve efficiencies while effectively executing against the Capital Program.</p> <ul style="list-style-type: none"> • Achieved a capital efficiency of approximately \$860,000, or 4.8% of the capital budget, by combining the three projects that make up the LSWTP Improvements Project into a single project. An efficiency of between 5% and 7% was estimated by T&B to have been achieved by the combination of the projects. A 6% efficiency was used to calculate the \$860,000. 	

Strategic Goal 6: Continually strengthen our financial health to ensure RWA's long-term sustainability.

Objective	Implement CapEx/OpEx efficiency plans within the context of the COVID-19 financial reality and grow commercial revenue.
FY21 Specific Actions (Continued)	<p>Achieve operating efficiencies and savings, resulting in lower overall expenses while providing high-quality water and excellent service every day.</p> <ul style="list-style-type: none"> • Worked with external party to identify resources for locating available grants • Pursued American Rescue Plan Act funding through municipal partnerships • Submitted three projects for directed spending/grant opportunities consideration through Senator Murphy's office • Sought available FEMA reimbursements, including potential Tropical Storm Isaias reimbursement • Received an \$800,000 DWSRF grant as well as receiving proceeds associated with one open space grant. • CTDPH approved pilot project to lower treatment costs using Hydrogen Peroxide as a pre-oxidant is full-scale; summer season data required for final analysis; expected completion in Fall 2021

The background is a vibrant blue abstract composition. On the left, there are several lines of binary code (0s and 1s) in a lighter blue, slightly blurred font. From the center-right, a series of thin, glowing white lines radiate outwards, some ending in small blue arrows, suggesting a network or data flow. The overall effect is one of high-tech and digital connectivity.

FY21 GLOBAL METRICS

Q4 UPDATE

FY21 Global Metrics Summary

Perspective	Global Metric	FY21 Target	Description	FY21 Final Results	Commentary
PUT THE CUSTOMER FIRST	Ebill Participation Rate	27%	Increase the number of residential, commercial & industrial customers who receive their bill electronically	28.6%	As of May 31, there are 33,159 customers enrolled in electronic billing, an increase of 3,905 (3.4% growth) since June 1.
ENABLE OUR WORKFORCE TO SUPPORT A STRONG FUTURE	Safety	0 Preventable Injuries	Continue the Safety Journey toward achieving 0 preventable injuries	4	Safety protocols and responsibilities across all layers of the organization have been implemented to raise individual and departmental awareness and accountability, including the Code of Safe Practices, Excavation and Trenching policy and the program "Watch my Back." "Safety Starts With Me", a program dedicated to personal ownership of safety and improving the safety culture of an organization will be rolled out in FY22
EFFECTIVELY MANAGE AND MAINTAIN OUR CORE BUSINESS	Environmental Services Growth	2 New Offerings Developed	Complete the development of two new recreation programs such that they can be rolled out at the beginning of FY 2022	100% 2 Offerings Developed	Kayaks have been added to the Lake Saltonstall Fishing Program. We continue to move ahead with adding additional fishing trails at Lake Chamberlain.
	Disinfection By-products	90%	Maintain 100% compliance with drinking water standards by ensuring that 90% of disinfection by-product tests are at least 10% below maximum drinking water thresholds	100%	There have been no "near-misses" in the last 12 months. Our aggressive flushing and holistic efforts of the Natural Resources, Treatment, and Field Operations departments continue to be effective. Additional DBP research and management activities are on-going. THM and HAA levels continue to fluctuate widely and, while well within USEPA standards, remain high enough to bear continued focus.
	Dashboard Analytics	3 Analytic Dashboards rolled-out	Implement Dashboard Analytics for COVID impacts, Cyber Assessment & Compliance, and Innovation/Process improvements	100% 4 Dashboards Launched	The PMO dashboard tools have been established to share real time reporting on both a Portfolio and Project-by-Project basis. The Center of Excellence Dashboard has been developed and shared to support the CoE Teams kicking off in December 2020. The COVID-19 Impacts Dashboard is being evaluated in light of additional enhancement from our vendor. A Customer Care Dashboard provides easy access to frequently used items and workflow requests.
EXERCISE FISCAL ACCOUNTABILITY THROUGHOUT THE ORGANIZATION	Discretionary Funds Retained	≤\$10M Draw	114% coverage achieved with retaining discretionary funds at a minimum of 62% (or not more than a \$10 million reduction) of current balances.	Exceeded Target	We exceeded our target, despite all the uncertainty regarding the financial impacts of the pandemic.
	Capital Efficiencies Realized	3%	Achieve 3% (\$535K) in Capital Budget efficiencies	6%	A capital efficiency of approximately \$860,000, or 4.8% of the capital budget, was achieved. T&B estimated an efficiency of between 5% and 7% by combining the three projects that make up the LSWTP Improvements Project into a single project. A 6% efficiency was used to calculate the \$860,000.
	Effective Capital Budget Management	96%	Ensure that at least 96% of the FY2021 Capital Budget is put to work efficiently for the benefit of our customers	96.2%	We achieved 96.2% of the FY2021 Capital Budget for the first three quarters of the fiscal year.

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Larry L. Bingaman
President and Chief Executive Officer

TO: David Borowy
Kevin J. Curseaden
Anthony DiSalvo
Catherine LaMarr
Suzanne C. Sack

FROM: Larry Bingaman

DATE: July 15, 2021

SUBJECT: Fiscal Year 2021 Goals and Global Metrics 4th Qtr Update

Attached is the progress update for the Fiscal Year 2021 (FY21) goals and global metrics, which are based on the four perspectives of the balanced scorecard and support our strategic plan. I look forward to your comments.

LLB:cc
Attachment

Mission

"Our mission is to provide customers with high quality water and services at a reasonable cost while promoting the preservation of watershed land and aquifers."

Vision

"Our vision is to be an innovative water utility that sustains life, strengthens our communities, and protects resources for future generations."



STARS Values






Service Teamwork Accountability Respect Safety




Higher Purpose



"Make life better for people by delivering water for life."



FY21 Action Plans




Goal	Action Plan	GAR	Progress to Date
Goal 1. Meet or exceed customers' expectations in all we do to provide access to clean, safe water and pristine environments.	Implement organizational design and process changes that take advantage of opportunities created in a post-COVID19 work environment including new ways of working in order to enhance customer service.		<ul style="list-style-type: none"> Completed Customer Care restructuring: Customer Experience Manager, Contact Center, Billing & Collections Implemented Property Closing process improvements, including a streamlined intake method and online attorney form The Customer Portal/Mobile App project is on track with the selected Vendor. Customer Advantage Portal Release 1 completed; Commercial Product Functionality in SAP and Full Portal scheduled for FY22
	Continue to execute on customer-directed service offerings and complete transition to third-party bill print to support the Bill Redesign & Monthly Billing project plans.		<ul style="list-style-type: none"> Completed Bill Redesign & Bill Presentment project with outsourcing to Kubra Selected Monthly Billing vendor; Workshops and requirements near completion; Go-Live Jan '22

Goal	Action Plan	GAR	Progress to Date
Goal 2. Attract, retain and develop high-quality talent and engaged employees throughout the RWA	Implement Safety protocols and responsibilities across all layers of the organization to raise individual and departmental awareness and accountability.		<ul style="list-style-type: none"> Completed review and update of the Code of Safe Practices, as well as Excavation and Trenching policy. Reinstituted the "Watch my Back" safety campaign within the Operations Division, which promotes more tenured employees to help mentor and coach those with less experience.
	Design an organizational structure that supports the business of a 21 st century environmental services organization, including creating succession plans for high potentials and to replace key positions.		<ul style="list-style-type: none"> Hired VP of Operations to assist with support, evaluation, and transitions Continued recruitment for key leader roles Implemented reorganizations in Customer Care, IT and Field Operations to improve alignment and execution Started development of a strategic framework for which we will view all succession planning Introduced a cross-functional Centralized Procurement structure to be integrated across the enterprise
	Promote and support training, continuing education, cross-training and career development that is aligned with the organization's strategic needs.		<ul style="list-style-type: none"> Evaluated critical positions (current and future) for the skill sets and education required Established Utility Tech and Plant Operator positions Initiated Apprentice Program evaluation form Delivered financial-related educational videos and articles to employees
	Develop a recovery plan for returning to work (short term) and a task force to pivot on key learnings to improve our ways of working.		<ul style="list-style-type: none"> Introduced enhanced cleaning protocols, modified work schedules and locations, and employee App for contract tracing; formulated business travel policies Formalized a Remote Work Policy; updated a Return to Workplace employee handbook and associated guidance in support of a return to normal operations
	Infuse RWA's customer-centric value system into training programs and hiring practices.		<ul style="list-style-type: none"> Goal deferred in favor of using an in-person training approach









Goal	Action Plan	GAR	Progress To Date
Goal 3. Enhance and expand recreational and environmental services to improve people's lives and better serve our stakeholders.	Capitalize on our successful educational program offerings to build more partnerships with additional schools, educators and students in our district, expanding on the use of remote delivery methods, including social media.		<ul style="list-style-type: none"> • Offered hybrid in-person and virtual school programs utilizing webinar technology, pre-recorded videos, and library events, as well as remote lessons and field trips • Expanded into Valley area • Partnered with Junior Achievement • Launched new pollinator education program • Introduced remote version of the Environmental Career Summer Camp
	Identify and develop a business plan for a new recreational service.		<ul style="list-style-type: none"> • Introduced Kayak Fishing at Lake Saltonstall • Established new fishing trails at Lake Chamberlain
	Continue to develop and promote our existing recreational programs to effectively grow participation in our current environmental services portfolio and identify opportunities to improve profitability.		<ul style="list-style-type: none"> • Conducted at least one outdoor event per month since August 2020 • Utilized Facebook postings to garner additional social engagement and awareness • Pursued community activities including a scavenger hunt, photo contest, and tornado debris clean-up event at the Lake Bethany recreation area

Goal	Action Plan	GAR	Progress To Date
Goal 4: Reliably deliver clean, safe water on demand in an efficient manner.	Begin development of a master plan to identify opportunities for resiliency, redundancy and expansion to improve system reliability and reduce risk throughout our district.		<ul style="list-style-type: none"> • Refreshed 2020-2025 Strategic Plan with an eye to the Centennial plan • Completed the Hydraulic Model and reviewing Tighe & Bond proposal for Operations Master Plan • Retained CDM Smith to develop a full service line inventory in support of Lead & Copper Rule compliance • Introduced Water Age modeling
	Continue implementation of an Asset Management program with keen focus on short term operational maintenance objectives.		<ul style="list-style-type: none"> • Conducted asset management assessment and critical asset maintenance program evaluation at the LGPS and LGWTP Turbine Building • Established Distribution Management Operations & Maintenance (DMOM) team to further progress in development of asset maintenance activities • Completed two business case evaluations for the West River WTP Improvements project • Completed Asset and Work Management Assessment, with GIS/Infor asset integration to be completed in July 2021

Goal	Action Plan	GAR	Progress To Date
Goal 5: Embrace innovation and adopt state-of- the-art technology to ensure excellence to support our purpose.	Establish an integrated advisory council as part of Innovation Hub that promotes employee-identified continuous improvement and innovation.		<ul style="list-style-type: none"> Center of Excellence (CoE) teams continue their project delivery and prioritization processes Launched Mobile Responsive/Customer Portal project in May 2021 to RWA employees who are also customers
	Enhance cybersecurity protocols including adopting the latest principles and framework as recommended by EPA.		<ul style="list-style-type: none"> Provided training to address gaps identified during “phishing” tests; new email Phishing and training programs being assessed for real-time user feedback Hired Enterprise Security Manager Completed several SCADA Security enhancements, including backup frequency changes, RTU Project Wan Addressing, Security lockdown procedures of DIGI Routers and PLC control systems Remediated firewall and server vulnerabilities identified during assessments Conducted Table Top Exercise for SAP Ransomware Attack

Goal	Action Plan	GAR	Progress To Date
Goal 6: Continually strengthen our financial health to ensure RWA's long-term sustainability	Continue to execute against the commercial strategy including evaluating lab opportunities and implementing the PipeSafe product and service roadmap.		<ul style="list-style-type: none"> Finalized Asset purchase agreement of plumbing and well services company and worked toward successfully executing Day 1 Created two legal entities to support commercial enterprises structure Actively pursuing two potential lab acquisition targets and other strategic partnerships Established Collections Team; \$950K collected from Top100 Delinquent Accounts; streamlined/automated lien process has resulted in 237 liens with a value of \$955,000
	Achieve efficiencies while effectively executing against the Capital Program.		<ul style="list-style-type: none"> Achieved a capital efficiency of approximately \$860,000, or 4.8% of the capital budget, by combining the three projects that make up the LSWTP Improvements Project into a single project. An efficiency of between 5% and 7% was estimated by T&B to have been achieved by the combination of the projects. A 6% efficiency was used to calculate the \$860,000.
	Achieve operating efficiencies and savings, resulting in lower overall expenses while providing high quality water and excellent service every day.		<ul style="list-style-type: none"> Worked with external party to identify resources for locating available grants Pursued American Rescue Plan Act funding through municipal partnerships Submitted three projects for directed spending/grant opportunities consideration through Senator Murphy's office Sought available FEMA reimbursements, including potential Tropical Storm Isaias reimbursement Anticipating \$800K DWSRF grant/subsidy in FY22 associated with fourth tranche AMI financing CTDPH approved pilot project to lower treatment costs using Hydrogen Peroxide as a pre-oxidant is full-scale; summer season data required for final analysis; expected completion in Fall 2021

FY21 Global Metrics

Global Metric	FY21 Target	Description	FY21 Final Results	
			Target	Actual
Ebill Participation Rate	27%	Increase the number of residential, commercial & industrial customers who receive their bill electronically	27%	 28.6%
Safety	0 Preventable Injuries	Continue the Safety Journey toward achieving 0 preventable injuries	0 Preventable Injuries	 4 injuries
Environmental Services Growth	2 New Offerings Developed	Complete the development of two new recreation programs such that they can be rolled out at the beginning of FY 2022	2 Offerings	 100%
Disinfection By-products	90%	Maintain 100% compliance with drinking water standards by ensuring that 90% of disinfection by-product tests are at least 10% below maximum drinking water thresholds	90%	 100%
Dashboard Analytics	3 Analytic Dashboards rolled-out	Implement Dashboard Analytics for COVID impacts, Cyber Assessment & Compliance, and Innovation/Process improvements	3 Analytic Dashboards rolled-out	 100%
Discretionary Funds Retained	> 62%	114% coverage achieved with retaining discretionary funds at a minimum of 62% (or not more than a \$10 million reduction) of current balances.	> 62%	 >62%
Capital Efficiencies Realized	3%	Achieve 3% (\$535K) in Capital Budget efficiencies	3%	 6%
Effective Capital Budget Management	96%	Ensure that at least 96% of the FY2021 Capital Budget is put to work efficiently for the benefit of our customers	96%	 96.2%