

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

**AGENDA**

**Regular Meeting of Thursday, November 17, 2022 at 12:30 p.m.**

---

- A. Safety Moment
- B. Public Comment: The time limit granted to each speaker shall be three (3) minutes. Residents may address the Board.
- C. Environmental, Health & Safety Committee: K. Curseaden
  - 1. Approve minutes – August 25, 2022 meeting
  - 2. DEEP Stream Flow Regulations Implementation: EH&S Committee Memo
  - 3. RWA Reservoir Safe Yield Model Update: EH&S Committee Memo
  - 4. 2023 Legislative Session Outlook – EH&S Committee Memo
- D. Strategic Planning Committee: D. Borowy
  - 1. Approve minutes – August 25, 2022 meeting
  - 2. Internal Business Process Improvements Update – Strategic Planning Committee Memo
- E. Act on matters arising from Committee meetings
- F. Consent Agenda
  - 1. Approve minutes – October 27, 2022 meeting
  - 2. Capital Budget Authorization - December 2022
  - 3. Monthly Financial Report – October 2022
  - 4. Accounts Receivable Update – October 2022
  - 5. Adopt schedule of Calendar Year 2023 regular board and committee meetings
  - 6. Bid Exemptions:
    - a. Emergency Repair Service
    - b. Printing Services
- G. Reports on RPB Committee Meetings
- H. Business Updates: L. Bingaman
  - 1. COVID Update: E. Calo
  - 2. Monthly Business Highlights: L. Bingaman
  - 3. Proposed RPB Revised Dashboard
- I. Finance: R. Kowalski
  - 1. Fiscal Year 2024 Budget Schedule
  - 2. Rate Application Planning
  - 3. \*Accounts Receivable Collection Strategy Update - *Upon 2/3 vote, convene in executive session pursuant to G.S. Section 1-200(6)(E) to discuss matters covered by Section 1-210 subsection b #'s 5 B, pertaining to commercial and financial information.*

\*\* Members of the public may attend the meeting via conference call. For information on attending the meeting and to view meeting documents, please visit <https://tinyurl.com/bvaurs6j>. For questions, contact the board office at [jslubowski@rwater.com](mailto:jslubowski@rwater.com) or call 203-401-2515.

*\*RPB Member (J. Oslander) should be excused at item I.3*

**SOUTH CENTRAL CONNECTICUT REGIONAL WATER AUTHORITY**

*(Including Environmental, Health & Safety and Strategic Planning Committee meetings)*

NOVEMBER 17, 2022 at 12:30 p.m.

Remote meeting instructions:

**Call in (*audio only*)**

+1 469-965-2517,,865685888# United States, Dallas

Phone Conference ID: 865 685 888#

For questions, contact the board office at 203-401-2515 or by email at

[jslubowski@rwater.com](mailto:jslubowski@rwater.com)

# Table of Contents

Table of Contents	1
08 25 2022 RWA Strategic Minutes DRAFT	2
Business Process Improvements Memo	3

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

**Minutes of the August 25, 2022 Meeting**

The regular meeting of the Strategic Planning Committee of the South Central Connecticut Regional Water Authority took place on Thursday, August 25, 2022, via remote access. Chair Borowy presided.

Present: Committee Members present– Messrs. Borowy, Curseaden, DiSalvo and Ms. LaMarr  
Committee Members absent – Ms. Sack  
Management – Mss. Kowalski, Verdisco, Augur, and Messrs. Bingaman, Donovan, Hill, Lakshminarayanan, and Singh  
Staff – Mrs. Slubowski

The Chair called the meeting to order at 1:45 p.m.

On motion made by Ms. LaMarr, seconded by Mr. Curseaden, and unanimously carried, the Strategic Planning Committee voted to approve the minutes of the June 23, 2022 meeting.

Borowy	Aye
Curseaden	Aye
DiSalvo	Aye
LaMarr	Aye
Sack	Absent

At 1:46 p.m., Mss. Kowalski, Augur, Slubowski and Messrs. Donovan, Hill, Lakshminarayanan and Singh withdrew from the meeting and on motion made by Mr. Curseaden, seconded by Ms. LaMarr, and unanimously carried, the committee voted to go into executive session to discuss personnel matters. Present in executive session were committee members, Messrs. Bingaman, and Ms. Verdisco.

Borowy	Aye
Curseaden	Aye
DiSalvo	Aye
LaMarr	Aye
Sack	Absent

At 2:48 p.m., Ms. Verdisco withdrew from the meeting.

At 3:15 p.m., on motion made by Mr. DiSalvo, seconded by Ms. LaMarr, and unanimously carried, the committee meeting adjourned.

Borowy	Aye
Curseaden	Aye
DiSalvo	Aye
LaMarr	Aye
Sack	Absent

---

David Borowy, Chairman

South Central Connecticut Regional Water Authority  
90 Sargent Drive, New Haven, Connecticut 06511-5966  
<http://www.rwater.com>

To: Authority Strategic Planning Committee  
David J. Borowy  
Kevin J. Curseaden  
Anthony DiSalvo  
Catherine E. LaMarr  
Suzanne C. Sack

Cc: Larry Bingaman, President & CEO  
Elizabeth Calo, Sr. Director, HR  
Dennis Donovan, Director Business Development  
Jim Hill, Interim Head of Operations  
Rochelle Kowalski VP CFO  
Sunny Lakshminarayanan, VP, EES

From: Prem Singh, VP Customer Care & Chief Information Digital Officer

Date: November 17, 2022

Subject: Fiscal 2023 Q2 Business Process Improvements Update

---

The RWA continues to improve business practices as part of its efforts to bolster efficiencies and productivity, foster innovation and provide better service to our internal and external customers. We identified four critical process areas to improve, they include: 1) Meter-To-Cash; 2) Source-To-Consumption; 3) Procure-To-Pay; and 4) Recruit-To-Retire. As part of our fiscal 2023 strategic objectives and Global Metrics, we committed to delivering at least four of the six business process improvements outlined below. Here is an update on our progress to date.

**1. Complete – Recruit-To-Retire: Intranet Improvements to Drive Efficiencies and Employee Engagement**

We successfully launched a new employee intranet (*My Source*) to drive efficiency and bolster employee engagement. *My Source* is the company's digital hub for all things RWA and includes news, events, photos and information about RWA employees, divisions and departments. Key features on the new *My Source* include: a link to regularly used forms, documents and policies are located on the homepage and throughout the site to make it easier for office and field employees to access what they are looking for using various RWA devices (computer, tablet, phone); an interactive organizational chart that updates instantaneously using an active directory maintained by the HR team; automation of all manual forms to increase efficiency and drive employee satisfaction. The new intranet site is turnkey, user-friendly, easy to update by employees and provides a variety of metrics to measure site utilization and employee engagement.

**2. Complete – Meter-to-Cash: Commercial Business Field Implementation to Enhance Productivity**

We completed a number of key technology and operational improvements to enhance efficiency and productivity with our commercial businesses. With an aggressive target to achieve \$9.2M in commercial revenue by fiscal 2025, RWA teams gathered requirements

to implement an end-to-end schedule, dispatch and invoicing solution. The goal was to automate processes to improve productivity and throughput of the work performed. With these improvements in place, scheduling now delivers improved visibility of planned work and availability of resources. Dispatching is now performed via automation and in real-time. Completed work is now available to office staff immediately instead of the end of day paperwork and is integrated with QuickBooks invoicing, thus significantly reducing manual data entry and quick cash collection.

**3. In Progress – Procure-to-Pay: Construction and Jobbing Improvements**

We completed a myriad of Construction and Jobbing improvements for effectiveness & productivity and scheduled to Go-Live by the end of November (Q2 FY23). Past practice was to manage material (inventory) unit costs manually, which was labor and time intensive, lacked workflow and was prone to error. Estimates (quotes) were done using a SmartSheet form and job tracking was handled manually, which was not a scalable process. A new Construction/Jobbing process improvement has now converted material (inventory) unit costs to real-time so the Construction team no longer needs to call the stockroom for pricing. All Jobbing information is readily available in the solution so when a job actually is paid, it is converted from an estimate to an actual invoice, eliminating the need to enter the same information twice and refine future estimates. The new automated transaction is secure and the data is saved digitally in one place with reporting capabilities, and it is supported with disaster recovery plans in case of data loss. Moreover, an automated workflow process is in place so progression of work from Estimate to Quote to Actual is automatically delivered to the appropriate RWA business function.

**4. In Progress – Procure-to-Pay: Capital Planning Improvements**

The pandemic presented unique challenges for our capital planning process. As a result, the RWA team proactively adopted pre-supply chain challenges by purchasing, in advance, materials for capital projects. When prudent and within anticipated budgets, the team modified the approval process to adapt to market conditions and place orders to ensure parts and equipment availability when needed. Additionally, we developed pipe requirements in advance of the next fiscal year and placed orders to meet requirements. For example, timing projects to cross fiscal years versus all projects ending in May, allows greater flexibility to accelerate and decelerate, as projects and conditions warrant. As part of this process improvement, the team also defined long-range fire hydrant requirements and schedules to adjust to market conditions and to procure the proper type and quantity. We are also pursuing other process improvements to minimize the significant expenditures that occur in the month of May.

**5. In Progress – Meter-to-Cash: IVR Improvements for Customer Contact Center**

Improvements to our Integrated Voice Response (IVR) customer call system are underway. This includes a change to the existing IVR technology, which will allow us to use voice prompts consistently throughout the IVR. Going forward, customers will be prompted to utilize the keypad option if the customer elects not to provide a voice response. The RWA team is in the process of updating the IVR menu options, along with scripts and flow to adopt industry best practices and self-service options. As part of this work, we are also evaluating a potential call back/virtual queuing technology to balance call volume. Moreover, we recently instituted the use of an IVR customer transaction survey. Measured customer opinions and feedback using an IVR transaction survey has resulted in an overall positive response rate of 92%. This real-time customer input provides us with important insights into ways we can improve the customer experience as well as enhance first-contact resolution. This business process improvement is slated for full completion in the third quarter of fiscal 2023.

**6. In Progress – Procure-to-Pay: Lab/LIMS Improvements**

RWA Lab/Laboratory Information Management System (LIMS) technology improvements are underway. This includes a holistic overhaul of the RWA Lab Services website as well as customer product and services information and pricing. Currently, these features exist in multiple locations and must be accessed and analyzed manually. We plan to establish one comprehensive repository with automation of contract reporting, including pricing and outstanding balances. This business process improvement is slated for completion by the fourth quarter of fiscal 2023.

**Board Discussion**

- Is there a board administration or governance-related business process improvement or a Dashboard you would like us to explore in the second half of fiscal 2023 and operationalize in fiscal 2024?