

Representative Policy Board
South Central Connecticut Regional Water District
90 Sargent Drive, New Haven
and
Via Remote Access**

AGENDA

Regular Meeting of Thursday, April 28, 2021 at 6:30 p.m.

- I Safety Moment
- II Approval of Minutes – March 24, 2022 meeting
- III Communications
 - A. Notify members of appointments ending June 30, 2022 (Clifford, Slocum, Pepe, Mongillo, Smith, Rescigno, Horbal)
 - B. Volunteers for RPB Nominating Committee for RPB Officers
- IV Items for Consideration and Action
 - A. Finance Committee's recommendation regarding completeness, mode and date of public hearing for the Authority's Application for the Water Treatment Plants Valve Replacement Program – Lake Gaillard Water Treatment Plant Filter Influent Valve Replacement Project located in North Branford, Connecticut
 - B. Representative Policy Board first quarter 2022 compensation
- V Reports
 - A. Finance Committee
 - B. Land Use Committee
 - C. Consumer Affairs Committee
 - D. Authority/Management
- VI Diversity, Equity & Inclusion Presentation: D. Verdisco
- VII Adjourn

******Members of the public may attend the meeting in person or via remote access. For information on attending the meeting via remote access and to view meeting documents, please visit <https://tinyurl.com/2b359cuji>. For questions, contact the board office at 203-401-2515 or by email at jslubowski@rwater.com.

Representative Policy Board

South Central Connecticut Regional Water Authority

Thursday, April 28, 2022 at 6:30 p.m.

Remote Access Information:

Call in (*audio only*)

[+1 469-965-2517](tel:+14699652517),,126158310# United States, Dallas

Phone Conference ID: 126 158 310#

This is a hybrid meeting. Members of the public may join the meeting in-person at 90 Sargent Drive, New Haven or via remote access.

For information on attending, contact the board office at 203-401-2515 or by email at jslubowski@rwater.com

SAFETY MOMENT

CELL PHONE USE WHEN DRIVING

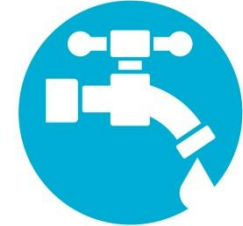
In January 2004, at 4:00 p.m., in Grand Rapids, Michigan, a 20-year old woman ran a red light while talking on a cell phone. The driver's vehicle slammed into another vehicle crossing with the green light directly in front of her. She was observed looking straight out the windshield while talking on her cell phone as she sped past four cars and a school bus. Researchers have called this crash a classic case of inattention blindness caused by the cognitive distraction of a cell phone conversation.

Steps to avoid cell phone use distraction:

- Turn off your phone when driving
- Place your cell phone out of reach when driving
- Set your device on "Do Not Disturb"
- Pull over if you need to answer a call



TapInto
Safety



Regional Water Authority

Service – Teamwork – Accountability – Respect – Safety

Safety is a core company value at the Regional Water Authority .
It is our goal to reduce workplace injuries to zero.

 Regional Water Authority

**Representative Policy Board
South Central Connecticut Regional Water District
Minutes of March 24, 2022 Meeting**

A regular meeting of the Representative Policy Board (“RPB”) of the South Central Connecticut Regional Water District took place on Thursday, March 24, 2022, via remote access. Chair Ricoszi presided.

PRESENT

RPB

Ansonia	Thomas P. Clifford III
Beacon Falls	Peter Betkoski
Bethany	Brian Eitzer
Branford	Mario Ricoszi
Cheshire	Timothy Slocum
Guilford	Charles Havrda
Hamden	Stephen Mongillo
Killingworth	Jamie Mowat Young
Madison	Joseph A. Oslander
New Haven	Naomi Campbell
North Branford	Peter DeSantis
North Haven	Anthony P. Rescigno
Orange	Jasper J. Jaser
Prospect	Robert E. Harvey, Jr.
Seymour	Mike Horbal
West Haven	T. Gregory Malloy
Woodbridge	Mark Levine
Governor’s Rep	Vincent Marino

Absent

Derby	Frank Pepe
East Haven	Michelle Verderame
Milford	Richard Smith

Regional Water Authority

David Borowy
Anthony DiSalvo
Catherine LaMarr
Suzanne Sack

Management

Larry L. Bingaman
Jim Courchaine
Rochelle Kowalski
Sunny Lakshminarayanan
Premjith Lakshman Singh
Donna Verdisco

Counsel

Bruce McDermott, Esq.
Raquel Herrera-Soto

Office of Consumer Affairs

Jeffrey Donofrio, Esq.

Staff

Jennifer Slubowski

Call to Order

Chair Ricoszi called the meeting to order at 6:30 p.m.

Safety Moment

Chair Ricoszi reviewed the Safety Moment handout distributed to members.

Minutes

On motion made by Mr. Malloy, seconded by Mr. Clifford, the RPB approved the minutes of its February 24, 2022 meeting as distributed, with 81 total weighted votes cast in the affirmative.

Ansonia (3)	Aye	Guilford (4)	Aye	No. Haven (5)	Aye
Beacon Falls (0)	Aye	Hamden (10)	Aye	Orange (3)	Aye
Bethany (5)	Aye	Killingworth (2)	Aye	Prospect (1)	Aye

Branford (6)	Aye	Madison (6)	Aye	Seymour (1)	Abstain
Cheshire (4)	Aye	Milford (11)	Absent	West Haven (8)	Aye
Derby (2)	Absent	New Haven (13)	Aye	Woodbridge (3)	Aye
East Haven (6)	Absent	No. Branford (8)	Aye	Gov. Rep. (1)	Aye

Communications

Chair Ricoszi noted that the special budget meetings to review management's FY 2023 Capital and Operating Budgets are scheduled on:

- 1) Monday, April 18, 2022 at 5:30 pm, at the joint meeting of the Consumer Affairs Committee and Land Use Committee; and
- 2) Wednesday, April 20, 2022 at 5:00 p.m., at the special meeting of the Finance Committee.

Both meetings will include an executive session to answer questions regarding commercial enterprises. All RPB members may attend either, or both, meetings.

He stated that the April RPB and committee meetings would be held in-person at 90 Sargent Drive, New Haven with an option to attend remotely.

Attorney McDermott inquired about the procedure for noticing the upcoming hybrid meetings. It was noted that the public will be able to attend meetings in-person or via remote access and that information for both will be included on the meeting notices/agendas posted on the RWA website, municipalities and the office of the Connecticut Secretary of State.

Items for Consideration and Action

Ms. Mowat Young moved for approval of the following resolution:

RESOLVED, that the proposed Findings of Fact, Conclusions of Law and Final Decision of the Representative Policy Board, with respect to the South Central Connecticut Regional Water Authority's Application for the Lake Gaillard Water Treatment Plant Clarifiers, Recycle Pump Station, and Concrete Restoration Project and the HVAC and Electrical Improvements, located in North Branford, Connecticut, which copy is attached hereto, be and hereby is, approved in the form submitted to the meeting.

Mr. Slocum seconded the motion. The Chair called for the vote and, the RPB approved the resolution, with 82 total weighted votes cast in the affirmative.

Ansonia (3)	Aye	Guilford (4)	Aye	No. Haven (5)	Aye
Beacon Falls (0)	Aye	Hamden (10)	Aye	Orange (3)	Aye
Bethany (5)	Aye	Killingworth (2)	Aye	Prospect (1)	Aye
Branford (6)	Aye	Madison (6)	Aye	Seymour (1)	Aye
Cheshire (4)	Aye	Milford (11)	Absent	West Haven (8)	Aye
Derby (2)	Absent	New Haven (13)	Aye	Woodbridge (3)	Aye
East Haven (6)	Absent	No. Branford (8)	Aye	Gov. Rep. (1)	Aye

Mr. Slocum moved for approval of the following resolutions:

WHEREAS, the South Central Connecticut Regional Water Authority (the "Authority") proposes to issue its Bonds which may be issued as Project Loan Obligations delivered to the State of Connecticut (the "Bonds") in accordance with Special Act 77-98 of the General Assembly of the State of Connecticut, as amended (the "Act") on a parity with or subordinate to bonds issued pursuant to the Water System Revenue Bond Resolution, General Bond Resolution,

adopted by the Authority and approved by the Representative Policy Board of the South Central Connecticut Regional Water District (the “RPB”) on July 31, 1980, as amended and supplemented (the “General Bond Resolution”); and

WHEREAS, the Act authorizes the Authority to borrow money and to issue its bonds subject to the approval of the RPB.

NOW THEREFORE BE IT RESOLVED THAT:

1. The RPB hereby approves the issuance of the Authority’s Bonds in an aggregate principal amount not to exceed Seven Million Dollars (\$7,000,000).
2. The Bonds may be issued as obligations in one or more series pursuant to a supplemental resolution to be adopted by the Authority for each series of Bonds, each of which shall specify the amount of the Bonds, the purposes for which the Bonds are to be issued, the date or dates, maturities, sinking fund installments if any, interest rates, series, denominations, form, redemption prices, security provisions and such other details of the Bonds as the Authority shall determine in accordance with the limits established by the applicable provisions of the General Bond Resolution and hereby.
3. The purposes of the Bonds shall be to finance or refinance the construction cost of the Lake Gaillard Water Treatment Plant (LGWTP) Clarifier Project; and to pay costs of issuance of the Bonds (the “Project”) and associated reserves.
4. The Bonds may be sold by negotiation as serial or term bonds with stated maturities and may be sold in a private placement to the State of Connecticut or a purchaser approved by the Authority.

Ms. Mowat Young seconded the motion. The Chair called for the vote and, the RPB approved the resolution, with 82 total weighted votes cast in the affirmative.

Ansonia (3)	Aye	Guilford (4)	Aye	No. Haven (5)	Aye
Beacon Falls (0)	Aye	Hamden (10)	Aye	Orange (3)	Aye
Bethany (5)	Aye	Killingworth (2)	Aye	Prospect (1)	Aye
Branford (6)	Aye	Madison (6)	Aye	Seymour (1)	Aye
Cheshire (4)	Aye	Milford (11)	Absent	West Haven (8)	Aye
Derby (2)	Absent	New Haven (13)	Aye	Woodbridge (3)	Aye
East Haven (6)	Absent	No. Branford (8)	Aye	Gov. Rep. (1)	Aye

Reports

Finance Committee – Mr. Slocum, Chair of the Finance Committee, reported on the meeting earlier in the month. The committee met with RWA’s auditors from CliftonLarsonAllen LLP to review the FY 2022 audit process. Management also provided an update on RPB approved projects.

The next regular meeting is on Monday, April 11, 2022 and the special meeting to review the FY 2023 budget is on Wednesday, April 20, 2022. All members are welcome to attend.

Land Use Committee – Mr. Betkoski, Chair of the RPB Land Use Committee, reported that the committee met earlier in the month and received a presentation from management on the 1901 typhoid epidemic and its influence on the filtering and treatment of water. The committee also received an update on RWA owned properties and an invasive species update.

The next meeting is on Wednesday, April 13, 2022.

Consumer Affairs Committee – Mr. Mongillo, Chair of the RPB Consumer Affairs Committee, reported that the committee met twice since the last RPB meeting. In February, the committee received a refinancing update from management and the associated financial impact. .

In March, the committee met and received a cybersecurity update from management. The update took place in executive session, and therefore, details of the update were not available. He also stated that the OCA reported no pending consumer complaints.

Executive Committee – Chair Ricoszi reported on the meeting that took place earlier in the month. The committee met to discuss in-person/hybrid meetings, review the schedule of upcoming capital projects and discuss process for upcoming Nominating Committee assignments for RPB officers and Authority member appointment. Anyone interested in volunteering to serve on either committee should contact the board office. The Committee also held a high-level discussion of RWA's commercial business enterprise.

Authority/Management – Mr. Borowy, Chair of the Authority, reported that the March monthly meeting is rescheduled to Thursday, March 31, 2022 and will be combined with the FY 2023 special budget meeting. He thanked RPB members for their support of the LGWTP Application approved earlier.

Mr. Bingaman, the RWA's President and Chief Executive Officer, reported that revenues, and operating and maintenance expenses at the end of February 28, 2022, were positive but that there is still uncertainty regarding the short and long-term impacts of COVID.

He also reported that raw water storage levels as of March 15, 2022, were 98%, compared to the prior year average of 91% and the long-term average of 87%.

Mr. Slocum inquired about pine growth at an RWA owned property in Cheshire. Management will contact him to discuss.

Attorney Donofrio reported no pending consumer complaints. He also stated that he met with members of RWA management earlier in the week to discuss upcoming capital projects.

Chair Ricoszi thanked Attorney McDermott for his input on noticing requirements for the upcoming hybrid meetings in April.

At 7:01 p.m., the meeting adjourned.

Respectfully submitted,

Charles Havrda, Secretary

Attachment:

1. Final Decision, Findings of Fact and Conclusions of Law of the Representative Policy Board for approval of the Application for the Lake Gaillard Water Treatment Plant Clarifiers, Recycle Pump Station, and Concrete Restoration Project and the HVAC and Electrical Improvements Project.

**Representative Policy Board
South Central Connecticut Regional Water District**

Application for Approval of the Lake	:	
Gaillard Water Treatment Plant Clarifiers,	:	
Recycle Pump Station, and Concrete	:	March 24, 2022
Restoration Project and the HVAC and	:	
Electrical Improvements located in North	:	
Branford, Connecticut	:	

**Final Decision, Findings of Fact and Conclusions of Law
of the Representative Policy Board**

A. The Applicant’s Request

On December 16, 2021, the South Central Connecticut Regional Water Authority (“RWA” or the “Applicant”), through its five-member Authority, submitted a multi-project application for approval of the Lake Gaillard Water Treatment Plant (“LGWTP”) Clarifiers, Recycle Pump Station, and Concrete Restoration Project and the HVAC and Electrical Improvements located in North Branford, Connecticut (“Application”), at a maximum project capital cost not to exceed \$14.79 million. The Application is organized into two distinct projects consisting of the: 1) LGWTP Clarifiers, Recycle Pump Station, and Concrete Restoration Project, and 2) LGWTP HVAC and Electrical Improvements (“LGWTP Projects”). The first project will allow the existing LGWTP to increase reliability, resiliency and ability to maintain the LGWTP, while improving water quality, upgrading older equipment, increasing efficiency and capacity of the LGWTP recycle pumps, replacing outdated parts, funding operations, improving the reliability of the recycle system, improving safety, and reestablishing the structural integrity of filter walls, as well as clarifier basins. The maximum anticipated project cost is \$8.66 million and includes a 15% contingency.

The second project will provide the facility with updated equipment, improved reliability and efficiency, improved longevity of building systems and equipment due to enhanced ventilation and humidity control, improved workplace comfort, and safety. The maximum anticipated project cost is \$6.13 million and includes a 30% contingency.

The Application for approval of the project was filed pursuant to the statutory authority set forth in Section 19 of Special Act No. 77-98, as amended.

B. Participants

In addition to the Representative Policy Board (“RPB”) and the RWA, the district’s Office of Consumer Affairs (“OCA”) participated in this proceeding. The OCA is authorized by Section 15 of Special Act No. 77-98, as amended, to act as the advocate for consumer interests in all matters that may affect water customers in the district.

C. Statutory Standard

Pursuant to the legislation cited in paragraph A above, the RWA is required to obtain approval from the RPB prior to commencing any project costing more than two million dollars to repair, improve, construct, reconstruct, enlarge or extend any of its properties or systems.

D. Notice and Procedures

Effective July 1, 2021, Senate Bill 1202, Section 163, permitted the RPB to hold the public hearing on the Application using electronic equipment or technology that facilitates real-time public access to meetings, including, but not limited to, telephonic, video or other conferencing platforms. Other procedural requirements were also met. On January 27, 2022, the RPB voted unanimously to accept the Application as complete and called a public hearing on Thursday, February 24, 2022 at 7:00 p.m., via electronic access. The RPB designated Jamie Mowat Young (Killingworth) to serve as Presiding Member at the public hearing.

As required by Section 10 of Special Act. No. 77-98, as amended by Public Act No. 02-85, the RPB published in the *New Haven Register* and the *Connecticut Post* the date, time and place of the public hearing to be held by the RPB to consider the Application for approval. The date of publication was February 2, 2022. A copy of this notice was filed with the Office of the Clerk of each city and town within the District. The notice was posted on the RWA's website, including information about electronic participation for the meeting.

E. Public Hearing

At the public hearing on February 24, 2022, the Applicant provided sworn testimony from Orville Kelly, the RWA's Manager of Design and Construction, and Jim Hill, the RWA's Director of Operations. These witnesses provided a presentation for each project that described the background, approach, scope, project need, alternatives analysis, and project budgets and schedules.

Members of the RPB asked questions of the Applicant with respect to the need for a shutdown, multi-project bundles and project bidding, new technology, efficiency, trombe wall & solar panels, bid specification, salvaged materials, maintenance, funding, the need for separate projects, cost timing, and raw materials. After discussion, the Applicant represented that they would undertake a salvage line item.

The OCA stated that the Application is necessary and appropriate and recommended approval of the Application for the reasons set forth in his memorandum to the Representative Policy Board dated February 17, 2022. He discussed escalation costs, market volatility management, equipment replacement, and the value and importance of project coordination to avoid overlapping project scopes.

In addition to the applicants and OCA listed above, Messrs. Bone and Popielarczyk from Tighe and Bond were present to answer any questions. No members of the public attended the public hearing.

F. Analysis

After considering all of the evidence presented, the RPB believes that the LGWTP Projects are necessary and advance the policies and goals of the South Central Connecticut Regional Water Authority and are included in the five-year plan of capital improvements, and are in the best interest of the RWA and its customers. The presentation at the public hearing reinforced the need for and importance of the projects. Additionally, as a multi-project Application, the LGWTP Projects provide the RWA's management with a method to complete more than one project at a time at a water treatment plant without returning to the RPB for separate approvals. This multi-project method will increase the efficiency of conducting the RWA's capital program by reducing the time, expenses, and facility impacts associated with individual project applications and by achieving economies of scale for multiple project bids as a combined project.

G. Conclusion

We therefore conclude that the Application for approval of a project for the LGWTP Project should be approved. Separately stated findings of fact and conclusions of law are attached hereto as Exhibit A.

Exhibit A
Representative Policy Board
South Central Connecticut Regional Water District

Application for Approval of the Lake	:	
Gaillard Water Treatment Plant Clarifiers,	:	
Recycle Pump Station, and Concrete	:	March 24, 2022
Restoration Project and the HVAC and	:	
Electrical Improvements located in North	:	
Branford, Connecticut	:	

Findings of Fact

1. The South Central Connecticut Regional Water Authority (“RWA”), through its five-member Authority, submitted an Application to the RPB for approval of the Lake Gaillard Water Treatment Plant (“LGWTP”) Clarifiers, Recycle Pump Station, and Concrete Restoration Project and the HVAC and Electrical Improvements located in North Branford, Connecticut (“Application”) on December 16, 2021.
2. The Application is a multi-project application consisting of two distinct projects: 1) the Lake Gaillard Water Treatment Plant Clarifiers, Recycle Pump Station, and Concrete Restoration Project, and 2) the HVAC and Electrical Improvements at the Lake Gaillard Water Treatment Plants (“LGWTP Projects”).
3. The multi-project concept provides RWA’s management with a method to complete more than one project at a time at a water treatment plant or within a distribution system without returning to the RPB for separate project approvals.
4. The Clarifier system is severely degraded, limiting the treatment plant operation especially during backwashes. The current frequency of clarifier maintenance limits the production capacity of the plant on high demand days. The new larger more efficient clarifiers will increase operation flexibility, restore capacity by increasing clarifier uptime, and incrementally improve finished quality by reducing the amount of organic recycled back to the head of the plant.

5. LGWTP employees currently shut down, drain, and clean one clarifier every two weeks. This time and effort from the facility staff could be better utilized, especially considering that the LGWTP is the RWA's largest water treatment facility.
6. Most of the recycle system equipment is original and approximately 30 years old and reaching the end of their useful lives. The pumps have been rebuilt twice and are now operating at a lower efficiency. Replacement parts are becoming difficult to find and may not always fit correctly.
7. New progressive cavity sludge pumps will work more efficiently and reliably than the existing pumps as they are intended to pump liquids with a high solids content.
8. Concrete restoration is necessary to maintain the structural integrity and reliability of the facility.
9. The HVAC equipment being replaced is nearing or past its useful life. Newer equipment is more efficient, appropriately sized, and requires less maintenance.
10. The new HVAC equipment will be sized to adequately cool the pipe gallery space and reduce the humidity. This will minimize corrosion of equipment and lead to less frequent replacement of equipment in the pipe gallery in the future.
11. A permanent solution will be implemented to adequately cool the Control Room with its modernized equipment. The new system will be sized for the current and future use of the treatment building.
12. A new Building Management System would allow both new and existing equipment to be integrated. Some of the existing controls are already obsolete, which will only continue in future years.
13. The trombe wall is a complex system that is difficult for the RWA to maintain and is not efficient. Currently, the wall has been infiltrated by plant growth and the panes have yellowed. The energy savings from this passive solar system does not justify the amount of maintenance required, and the RWA would like to replace it with a low maintenance alternative.

14. New lighting with LEDs and motion sensors will increase the electrical efficiency of the lighting system.
15. The multi-project method will increase the efficiency of conducting the RWA's capital program by reducing the time, expenses, and facility impacts associated with individual project applications and increases capital efficiencies by achieving economies of scale for multiple project bids as a combined project.
16. The project is important and will significantly reduce the amount of time and labor the RWA will need to spend maintaining equipment throughout the facility. The new equipment will be more efficient and easier to maintain, saving the RWA money.
17. The two projects are included in the FY 2022 Capital Improvement Project budget as multi-year projects. The Lake Gaillard Water Treatment Plant Clarifiers, Recycle Pump Station, and Concrete Restoration Project will commence in FY 2022, with completion planned in FY 2024, and the HVAC and Electrical Improvements project will commence in FY 2022, with completion planned in FY 2025, at a total project cost of \$14.79 million.
18. The proposed project is consistent with, and advances the RWA policies and goals and is in the public interest.
19. The OCA recommended approval of the Application.

Conclusions of Law

1. The South Central Connecticut Regional Water Authority's ("RWA") application for approval of the Lake Gaillard Water Treatment Plant Clarifiers, Recycle Pump Station, and Concrete Restoration Project and the HVAC and Electrical Improvements located in North Branford, Connecticut ("Application") was filed pursuant to the statutory authority set forth in Section 19 of Special Act No. 77-98, as amended.
2. Notice of the public hearing to consider the Application and to allow interested persons, including water users and property owners within the district, to be heard was properly made on February 2, 2022, pursuant to Section 10 of Special Act No. 77-98, as amended.
3. Pursuant to Sections 10 and 19 of Special Act 77-98, as amended, the public hearing was held on February 24, 2022.
4. Based upon the above Findings of Fact, the Representative Policy Board concludes that the RWA's application for the West River Water Treatment Plant Improvements Project meets all requirements for approval.

REPRESENTATIVE POLICY BOARD

April 28, 2022

Proposed Resolutions

(Finance Committee's recommendation re Authority's Application for a Project of the Water Treatment Plant Valve Replacement Program – Lake Gaillard Water Treatment Plant Filter Influent Valve Replacements Project located in North Branford, Connecticut)

WHEREAS, the South Central Connecticut Regional Water Authority, on April 1, 2022, filed an Application with the Representative Policy Board (“RPB”) for a Project of the Water Treatment Plant Valve Replacement Program – Lake Gaillard Water Treatment Plant Filter Influent Valve Replacements Project located in North Branford, Connecticut (the “Application”); and

WHEREAS, the Finance Committee of the Representative Policy Board reviewed the Application and recommended that the Application be accepted by the RPB as complete; and

WHEREAS, the Finance Committee recommended that a public hearing be conducted by a Presiding Member; and

WHEREAS, the RPB accepts said Application as complete and schedules said Application for a public hearing in accordance with Special Act 77-98, as amended, and the RPB Bylaws and Rules of Practice.

NOW THEREFORE BE IT RESOLVED, that the RPB hereby accepts the Authority's Application and determines to hold a public hearing on the Application, to be conducted by a Presiding Member, on May 26, 2022 at 7:00 p.m.; and

RESOLVED FURTHER, that the Chairperson is hereby directed to give notice of said hearing in accordance with Section 11 of the Rules of Practice, as amended.

Diversity, Equity & Inclusion (DE&I) Update

Donna Verdisco
April 28, 2022



Progress on Our Journey to Inclusion

Listen - Understand the current state

- Conducted Survey to all RWA
- Conducted Focus Groups & Interviews
- Analyze Survey Data
- Determine Readiness Level

Learn – Form DE&I Council

- Establish the TIDE Council
- Create DE&I Mission, Vision & Values
- Develop DE&I Roadmap

Lean In & Live

- Conducted Community Conversations
- Conducted All Employee Training
- Conducted Leadership Re-Center Training
- Practice & Walk the Talk



DE&I Roadmap

DE&I Mission

To build an equitable and inclusive culture valuing all employees

DE&I Vision

Strengthen our foundation for innovation and future growth by providing opportunities for all

Values

Honesty – Accountable by measuring ourselves against the highest standards of honesty, trust and respect

Open minded - Understanding that an open-mind encourages expression compromise and awareness for others

Welcoming – Moving beyond simple tolerance and accepting each individuals uniqueness

Unbiased – Show authenticity, individual appreciation and patience ultimately striving for an unbiased mindset

CENTRAL CHALLENGE: To strengthen transparency and inclusion to improve trust & employee moral and grow equitably.

STRATEGIC PRIORITIES AND INITIATIVES

Redefine the meaning of leadership

- Career Growth Mentorship
- Create Development Plans for all
 - Empowering participating in leadership training / teambuilding
 - Accountability
 - Include competency for DE&I goals – Trustworthy

Increase employee engagement

- Employee events / parties
 - Team building exercises – like Eagles Flight
 - Department expo (overview of the entire function)

Model well-being first mindset and behaviors

- Support work/life balance
 - Standardizing or customizing department flexibility (work from home)
- Incorporate wellness program into workplace

Summary of Key Findings and Observations

Strengths

- ❖ Belonging
- ❖ Collaboration
- ❖ Fairness
- ❖ Feel Safe
- ❖ Supported

Opportunities

- ❖ Transparency
- ❖ Fairness
- ❖ Leverage Strength of Diversity
- ❖ Active Listening
- ❖ Respect

Common Themes

Leverage Diversity

In Leadership and across all department with new hires; and of thought

Transparency

Improve communications; inclusive environment; welcome to participate; clear understanding of path to success

Value All Employees

Top-down change; Address union concerns; Respect; Improve company culture; Active Listening

Fairness

Eliminate favoritism; Equitable pay and benefits; Merit based advancement; Accountability

Collaboration

Less silos, more engagement across departments and with leadership

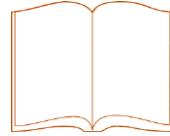
Program Success Criteria

- Championed by our Board, CEO, and Senior Executive Team
- Access to and involvement from the TIDE Council
- Access to and support from other resources as needed (LCS)
- Support from Internal and External Communications, Marketing and Branding teams
- Engagement of Middle & Front-Line Managers and all Staff
- Timely response when requesting information to advance the work
- Administrative Support to help with coordination within our organization





Listen – Assess the current state of DE&I in all companies



Learn – Learn History & Language



Lean-in – Train & Practice



Live – Walk the Talk