SOUTH CENTRAL CONNECTICUT REGIONAL WATER AUTHORITY

STRATEGIC PLANNING COMMMITTEE

JUNE 27, 2024

MEETING TRANSCRIPTION

[STRATEGIC PLANNING COMMITTEE MEETING BEGINS AT 12:31 P.M.]

Suzanne:

Thank you. So the first order of business, I'm just going to table one item that's on the agenda. It's item number five, it's the RWA self-assessment results. So if I can just get a motion to table that piece.

Catherine:

So moved.

Mario:

Seconded.

Suzanne:

Thank you. Basically, the reasoning is just because we have a very full agenda today and that's not of urgency, but we will follow up because it is an item.

All those in favor?

Committee members:

Aye.

Suzanne:

Any opposed? Let the record show that everyone voted to table item number five on the agenda.

Second item for business for us is the approval of the minutes. So I'll take a motion to approve the RWA Strategic Planning Committee meeting minutes from February 22, 2024.

Kevin:

So moved.

Catherine:

Second.

Suzanne:

Second? Thank you. Any discussion? All those in favor say, "Aye."

Committee members:

Aye.

Suzanne:

All those opposed, "Nay." any abstentions? Okay, let the record show we unanimously approved.

So we'll go on to item number two, which is the review of the full year 2024 year-end strategic action plan and updated and global metrics. This should look very familiar as a document to everybody, and we'll just be getting a year-end look at and the prospective look at next year following this. So with that, what Larry and I have talked about in the past is reviewing in light detail, but spending any extra time on anything that seems deficient, and we're discussing and/or let special lessons learned, even if we accomplished a goal, it's like, "Ah, but this is what we learned about this." So news to us for the future. So am I turning that over to you Rochelle?

Rochelle:

Okay. As Suzanne mentioned, we're going to go through as a leadership team, the achievements for fiscal 2024, relative to the strategic plan. Also based on Suzanne, your feedback, we will focus on particular initiatives that are count one about, one, additional discussion. We'll do a recap at the end of where we are regarding global metrics. And before we get into each of the perspectives, if you go, yes, here, Jennifer. So this is actually a refresher of our strategic goals for fiscal 2024 that are part of the '20 to '25 strategic plan. It does follow the balanced scorecard, and with that, unless you have any particular questions, the first person on is Prem.

Prem:

Thank you. So I'll try to cover the customer and constituents perspective of fiscal '24 as you go to the next slide please. So I just want to put out there, so as you could see, we had a couple things we want to cover in the customer and constituents perspective. One was more focus on customer satisfaction and talked about that. We also wanted to make sure that you're looking at utilizing technology for customer experience. That was a big piece of it. So we came up with these three specific goals for fiscal '24. We're happy to report that two out of the three that you see in here either meet or exceeded the goals. A couple of things I would like to mention is specifically focusing on the red over there, talked about any discussions on [inaudible 00:05:26] one, if you remember we actually set an objective for what a body complaint, and had pitched marked it for 600 water body companies.

The goal was to set around 10% reduction on it. Unfortunately, I think the number actually went up the other direction. We went up to 672. Great lessons learned. And one of the reasons why this actually happened this way was, if you remember regarding the NO-DES trucks, the situation was, especially in [inaudible 00:05:27], we had the second and third quarter, we had some mechanical issue in the truck. We had really scale up the operations there. Literally, we put additional staff on it. We tried to contain the situation, but now it looks everything is fine, and Chip can add more color to it. But apparently we did miss, and that number had gone up quite a bit. We have done a good job in last quarter. We didn't [inaudible 00:06:20] additional flushing of things we did, but apparently the number of green come back up, so we are actually going 2% up, and doing 10% out. Some good lessons learned there. We're working through that. A couple of-

Suzanne:

Question for you just while we're on that topic. When you look at the 610 that we had originally, was there anything in particular that you said, "Ah, there's a big thing that shouldn't be happening at this rate," and you were working on? I see that the flushing thing seems like a problem that arose that you had no foresight about, so you handled as best you could, but what were you trying to accomplish with the 610?

Prem:

There were a couple things happening. One thing I realized too, when you got over his truck, we had a whole plan of scheduling this flushing thing. And again, there are something that I have control like fire hydrant getting paid, or fire situation with the firefighters as an example. Some main breaks that we have, those things are in our control. So we're keeping that in the back of the mind. But one of the key things was to use the NO-DES truck, because it's a proven technology, et cetera.

And not having that for five weeks blew it out of the window. We had to go back and "Aha" moments where we need to figure out now how are we going to really bring additional staff to it? We tried to do that part as well. But the reality is that we were a bit past the time, and some things were not in control. I would accept the fact that we were supposed to be more judicious where we don't have things in our control, like main breaks, et cetera. But now we are looking at it, and not sure if Jim is on the line but he can add more color, but those are the things [inaudible 00:07:57] come about. And the 610 number we picked based on our previous benchmarking, that's based on the prior year. There are so many factors that can't enforce that. But this time it is get much more because of the whole situation on the NO-DES truck was one of the biggest concern.

Suzanne:

But inside the 610 was flushing part of that?

Prem:

Yes.

Suzanne:

It was. Okay.

Prem:

Yes, we actually had a whole schedule, and everything is done.

Suzanne:

Got it.

Prem:

It's just that the five weeks blew it apart. And we actually had a couple main breaks in the second and third quarter in [inaudible] for as well. So that was another reason. So I don't know, Jim, if you had any more color to add? I hope I did justice.

Jim:

No, you did a good job Prem. One of the other things I would mention is we did develop a heat map of where the highest incidence of discolored water complaints came from, and since we started unidirectional flushing, the heat map in those areas have shown that we've significantly reduced discolored water complaints. So it does work. We just have to systematically flush the entire system.

Prem:

Great.

Suzanne:

Since we have an organization of engineers who think systematically, I assume [inaudible 00:09:03].

Mario:

Thank you. Yeah.

Suzanne:

Any other questions.

Mario:

The thing that's concerning is the larger than anticipated broken valve replacements are those valves or those line valves. Because in the oldest part of the system you're going to find that, and I know that's historically been an issue with the water authority.

Jim:

Those are system valves. So if we, part of the flushing program is exercising valves. So because they're out there regularly exercising valves, they find more valves that are broken. So we're either fixing or replacing those.

Prem:

[inaudible 00:09:49] sector, just to add some more color. I know Sunny is all over it as well. We do have a valve replacement project we put in play in order to make sure that we take, back to your point, Mario, you're right. So there's a mixed bag a little bit there as well, but I think, to Jim's point, they're trying to take it in control like that.

Mario:

So [inaudible 00:10:11] equipment, there are two NO-DES trucks then, is that correct?

Prem:

I think there's only one, isn't it?

Jim:

No, just one. Just one.

Mario:

Okay. And then valve exercising equipment, one?

Jim:

So I believe right now we have three gate trucks. So we have three different pieces of equipment that can exercise valves.

Suzanne:

Anybody else question?

David:

I don't want to prolong this. This is the first item of a long meeting, but is this where we do 25% of the system a year or we try to do 25% of the system a year?

Jim:

Yes, we're trying to do 25%.

David:

Right. So this is every four years we've gone and exercise these valves, and if we're on schedule and hopefully we're getting to the point where eventually we will be on that schedule though.

Jim:

Yeah, eventually we'll be on the schedule, especially once we get through the whole system the first time, the next go around there'll be less debris in the mains, there'll be less broken valves, all that kind of thing.

David:

Good.

Cathering:

You actually asked my question, what's the maintenance schedule? Thank you.

Prem:

Great questions. I want to keep us moving forward. So just to look at, not to cover a lot of the green stuff there. We'll talk a little bit more on the CIS project and update there. So we'll skip for that now. For the residential, the building numbers, happy to report that, if you remember, we had a goal to achieve 42% by end of fiscal '25. Fortunately, we already achieved the goal fiscal '24. So I think it actually is a big moment for us, because one of the big things, as you all know, is the CIS project that's coming in, and we were a little concerned of not achieving the goal and going into the fiscal year, and then now there's going to be the reset that's going to happen, and that's not really disturbed. So we already achieved the goal, which is the good news there.

So we are keeping the ball moving. I would also say that the auto pay goal, meaning people trust on e-Bill, but they don't trust on auto pay yet. So we did have a goal that we had five person increase, but we made almost 3.1% increase, which is still better. But the challenge is that there's still more to be done in a space. We did launch various programs like an [inaudible 00:12:22] program where people registered and we had a whole thing. We did all those things, but apparently it was good, but we were short off 1%

there. We'll be working through that. So that's all I had on this thing. It's all good news and we're working through our other development areas. So Liz, there's no other question that I had on the list. Liz, you want to go up with the next one?

Liz:

Sure. Hi everyone. So quickly, in red is unfortunately our safety goal of zero. We did not meet that. We had nine recordable injuries. Of the nine, eight of them were strains and sprains. So that was a little disappointing. As you know, we looked at best in class safety programs. We did find that we are doing the right things. Unfortunately, some of the things, even doing the right things can't be prevented. But we have tried to target the areas, and so we have increased participation and safety training for the leaders. So a new class there. We also stepped up employee participation in near-miss reporting.

We introduced the P-365 line, which is that nurse hotline to take calls. So when an employee is injured, they immediately will call this nurse line, and they'll talk to somebody that will ensure that they're getting the correct care from the start. So this will hopefully eliminate expenses tied to going to the emergency room if not necessary, if an employee decides that they want to wait, it also gets them the right medical treatment, which cuts down on the amount of days that they'll be out of work. So two things right there. I'm getting them back to work and making sure that they stay safe and are getting the care that's needed.

The second one is we've met the goal, so I won't spend any time on there, but there's a lot of great things going to ensure that succession planning-

Suzanne:

Just quick question.

Liz:

Sure.

Suzanne:

Nine separate employees?

Liz:

Correct. Nine separate injuries. Yeah.

Suzanne:

Are they all separate employees?

Liz:

Yes. Separate employees, correct. Yeah.

Suzanne:

Thank you.

Liz:

Any other questions on safety? Okay-

Suzanne:

No, thank you, Liz.

Liz:

All right, sorry. The second one was the, it was green, so that's good. But just to emphasize, we have a lot of great things in process for succession planning. We are working towards ensuring that we have the right tools and resources in place. Some of those things are having development plans, great new LMS learning management system. We're creating an RWU University and targeting those areas and those critical positions that are going to be open and vacant. So working with the managers, department heads, VPs to ensure that we know who those people are, and have identified it, and have a correct plan to hopefully fill those openings as they come.

The last one is the foster. A diverse, inclusive and engaged workforce. So we had a goal to implement an employee engagement plan, engage employee sentiment by demonstrating a 10 percentage point annual improvement over last year's employee sentiment. We did conduct three pulse surveys with employees. I'm happy to say that we doubled our participation rating from fiscal '23, yet we didn't meet the percentage point. We barely did. We were at 82.7%, which is just shy of our 10 percentage point.

I'm not surprised. I think that is driven mostly by the union negotiations. Obviously having a contract that isn't settled on yet, is impacting some of the population. So I think that triggers that. Other than that, if we had a contract, I think we would've been right on with where we should be improving that. Any questions for me?

Suzanne:

Yeah, just a couple of quick ones.

Liz:

Sure.

Suzanne:

Doubling of the participation, what percentage of employees in the past have participated and what participated this year?

Liz:

So I don't have the exact numbers in me, but we were using the Cool Leaf platform. So when we first rolled it out back in March, so our population is at 286 or something, at that point we were struggling with the field. We had a population of about 80, I want to say 80 to the mid-90, and then so we doubled it. We're close into the 200s now. So those that are participating and actively taking the survey.

Suzanne:

So, just a thought for you to consider is since you've doubled the population, that in and of itself could have affected your ability to reach a 10% increase. You have a whole bunch of new people participating in your survey. So just consider what does that mean for your satisfaction and what the survey is saying now that you have a greater participation.

Liz:

True. Yeah, we did look at the number and we did look at the responses. I will say that for the most part the feedback is consistent and the population driven by the field and the union. You're right, that could take a huge impact on that number. Did I answer that or no?

Suzanne:

I think what I heard you say was that the participation increase came from the field largely, yes?

Liz:

Yes, correct.

Suzanne:

And coupled with your interactions and experience in labor negotiations, it had an impact on the survey. So both the participation and the groups.

Liz:

The population, right, that took it.

Suzanne:

Okay. Thank you. We can move on.

Liz:

Okay, thanks. So if there's no more questions then Rochelle has the next piece.

Rochelle:

Okay, thank you Liz. So in fiscal 2024, the focus from the strategic planning perspective was to increase commercial revenues to achieve $7.4 million, we're really pleased that we actually exceeded the goal this year. Our results, we hear, are still preliminary until we get through the audit, but we definitely exceeded this where $8.3 million, and I will also mention that we've listed some key initiatives, but I will say that PipeSafe is the primary contributor, and did really well this year based on, I think, additional things that we put in place regarding monitoring, monitoring the subscriber counts, monitoring the mix of those subscribers. So we're really pleased with that.

And then, of course, this helps with the mitigation of our rate increases, because we put money into the construction fund, you're going to care more about that later day. So again, really pleased with where we are and where we're going for fiscal 2025. And with that, if there's no questions, I'll turn it over to Sally.

Suzanne:

I'll just ask you one question. At what point do you want to start considering... I'm not sure what the right word is, but contributions to the RWA? Not necessarily just revenue. Normally, a company would call that profit, right? But we don't call it profit, but our ability to contribute to the RWA.

Rochelle:

So most of this, including PipeSafe, is part of RWA, the utility. So they flow through just like the water revenues and they definitely, especially PipeSafe, is contributing to the year-end disposition for the other commercial entities separate. We are transferring money into the construction fund at the end of each year.

Suzanne:

Right. So I would ask you to think about at what point does it make sense to not so much separate the two, but look at revenue, and look at what ends up flowing through. I don't know how to say it any other way. And whether flowing through becomes a goal in addition to revenue at some point. Because if it costs us a lot of money to generate this revenue, then there may be an offset that doesn't make all that sense.

Rochelle:

I think Sunny, we're ready for you.

Sunny:

Okay. Okay. Thanks, Rochelle. Yeah, I think it's good afternoon over there, but where I am, it's almost good night anyway, so we'll conclude this. I think we are pretty much towards the end of it, the internal business process. So I think there was about 24 strategic initiatives. I'm sorry, strategic initiatives to the internal business process pretty much focused on managing and maintaining our core business, as well as to sustainably manage the natural resources, which we do pretty much to deliver safe, reliable, and water for the residents of the greater New Haven County. So with that, we also do the innovation and new technology that's associated with the internal business process. Let me just delve into a little bit more on the first two fiscal '24 initiatives. That pretty much I would say targets to manage and maintain our core business. So the first one, actually, was developing a preventative maintenance program for the 35 pump stations.

So we mapped almost 100% of all horizontal assets, as well as we developed the maintenance program, as I said. In terms of vertical assets, what we did was we compiled the preliminary data, and finished the data evaluations, which, to me, is phase one of the work. The remaining 50% of the mapping pertains to taking the assets and mapping it to the Infor Enterprise Asset Management platform, which is our CMMS. So we were, I would say, going towards completing this goal as well, because that's part of the fiscal '25, 2025 initiative. So we were able to do the phase one of it. The phase two, which is transference of the data to the Infor EAM was not accomplished due to some technical challenges. So we are working through it at this point of time, and we have contacted the vendor. And in this case we, I would say, tried using an outside party, which became very expensive, and the vendor came in almost 10% of the cost of the original, I would say, a consultant who was supposed to do it for us. So significant savings also we achieved in terms of operational efficiencies.

So I think going into the next year, we should be able to get this done. Next would be the big initiative concerning the lead service lines. We started, I would say, refining the number of customer-side lead service lines. So if I have to list out the four major milestones, the initial milestones we accomplished was the uploading of data that the existing data, we cleaned the data sometime last fiscal year, and we integrated that into the GIS as well as the Leadcast, which is the software. Then, we started applying through DPH for the DWSRF funding. We completed that for all the, I would say, vacuum excavations at this point of time, which covers almost all the towns. The third one, we engaged all the community health departments as well as the towns and the political echelons.

And the fourth is mailing, I would say, postcards and communication letters to all the residents who are going to be part of this initiative. So that would be the fourth. If I have to add the fifth one, we actually started work on it. We have almost completed 20% to 25% of vacuum excavations in about, say, five towns. It's been going extremely well. Very few, I would say, residents have been kind of reluctant to allow us into the property to do it. But generally, I think the overwhelming majority has been very supportive. And the silver lining to this entire lead service land regulation cloud is, at this point of time, early predictions just like 8:00 P.M. on election night. It looks almost close to 5% of the unknowns of what we have done. The part holding has turned out to be either galvanized or lead. Lead being very minuscule, almost 0.5%. Galvanized seems to be more on the private side. It's almost close to 4.5% to 5%.

So with that, I'll take any questions. If not, I will have Jim start the next few things.

Suzanne:

The only thing I would ask, Sunny, if everybody's interested, is in the next strategic planning meeting, maybe talking about this in a little bit greater detail just in terms of what is our total inventory that we've identified, where are we, since it's such a big initiative.

Sunny:

That'd be good.

Suzanne:

Okay, great.

Sunny:

Sure.

Suzanne:

So for next [inaudible 00:26:35].

Sunny:

Yeah, just to add on to that Suzanne, right? I think it's part of the EH&S as well. So August, 2024 is when I think Mario and I discussed, and we are going to give a more elaborate update even in the next, I would say, a few months or so. So by that time, we should be done with pretty much I'm expecting, I would say fingers crossed, I'm expecting all the vacuum excavations, almost 98% to be done where we should start the predictive modeling phase. So it'll be an extremely good time to, I would say, get your pulse on where we stand in terms of unknowns, at least on the part-fold, I would say, locations.

Suzanne:

Yeah. And if it serves better in another committee to talk about this, whatever, just to come back to the RWA.

Sunny:

Sure.

Suzanne:

Thanks.

Sunny:

Sure, absolutely will do. Thank you.

Mario:

Just a [inaudible 00:27:21] Sunny. So the 25% of the vertical assets mapped, that's on top of the previously mapped 50%? I was a little confused. So 75% is already mapped or is 25% mapped?

Sunny:

Right. So how I divided this Mario was more like 50% of horizontal assets and 50% of vertical assets. So the horizontal assets have already been mapped. So I considered the 50% to be 100% done. So the other 50% was pertaining to the vertical assets. So when we looked at it, we broke it into two phases. One is I would say compiling the data of the vertical assets. The second would be transference of the data of the vertical assets into the CMMS software. So we have completed the phase one of this. So we have the data actually cleaned and ready to go.

We had some technical difficulties in uploading or exporting the data into the CMMS software. So that's where I considered phase two to be 25%. So if you look at it, the 50% of the work pertaining to vertical assets, we have completed 50% of it. So, 25%. It's a little bit nuanced on the numbers, but overall you can see 75% of this work you accomplish.

Mario:

You're sounding like an accountant here, Sunny.

Sunny:

Working with Rochelle quite a bit.

Suzanne:

Thank you.

Sunny:

Thank you.

Mario:

And one other quick question, Sunny, if I may.

Sunny:

Sure.

Mario:

Just, you've been able to start in New Haven on the VacumX or is that still-

Sunny:

Yeah, very much. No, no, very much. I think we were able to get that. I think even last month, I think almost we got the approval pretty close to the last RPB meeting. So it was either on that day we got the approval, or maybe the day earlier, or the day before. Around that time. So we have almost two trucks. We almost did about at this point of time, if I have to give it to you as of today, we might be close to 40 part holding to be done as of maybe today. We have two trucks, close to two trucks running in New Haven. We are planning to put... Overall, we have like four to five trucks. We are planning to add another, one or two more, depending on how fast we can actually come with a backup crew to do either concrete sidewalks or maybe restore the pothole location.

That's the way logistically we are working through it. But it's a long answer to your short question. Yes, New Haven gave us the permits as well as we started the work in New Haven. So pretty much almost all the towns except for a few towns, North Haven and maybe West Haven, we haven't started it. Anything I would say, major towns, we are hitting almost all the major towns. Hamden, Milford, New Haven, East Haven, we started in Ansonia. I think Derby is something we have started. So 67 towns we have actually initiated the work. A lot of these towns are very much in advanced phases of completion, actually.

Mario:

Thank you.

Suzanne:

Thanks Sunny. Go ahead Jim.

Sunny:

Sure. Thank you.

Jim:

Okay, thanks everyone. So for the next two FY '24 initiatives, they're related to our strategy to embrace innovation and new technology. And both of those were successfully achieved. The first, related to the gold metric to protect water quality standards by employing three, new high impact areas for national resource management, included acquisition of three land parcels in Branford, Hamden, Cheshire. We procured a 24-hour remote buoy monitoring system and identified 15 different distribution locations that are benefiting from water quality enhancements, including activities like sediment and dredging maintenance, or automating the farm river diversion valve, just to name a couple of them.

Second, tying bond-analyzed the cost differential between using traditional, granular activated carbon and the use of powder-activated carbon to remove PFAS compounds. Initial calculations based on repeatable JAR test data indicate that applying the powder-activated carbon is the lowest cost capital option. The next step is to conduct full-scale testing at the Whitney Water Treatment Plant and pilot scale testing at South Cheshire Well Field to ensure scalability, determine effectiveness of removing PFAS and to accurately determine lifecycle costs. General permit applications have been submitted to the Connecticut DPH and we expect to have the initial pilot data analyzed by the end of FY '25. And if there's no questions, we'll go to the year-end status. Oh, go ahead.

Suzanne:

Can you just ballpark for us, is this an expensive process or is it, what's it costing us to remove this PFAS?

Jim:

So if you look at something like the Whitney water treatment plant right now, it meets regulatory requirements because it's an annual rolling average for the PFAS compounds. It's not a single point in time. That being said, you know what Whitney water treatment plant is, we're treating water from the Mill River so that the water quality moves a bit. So I'm a little bit concerned about not being able to meet it in the future. So for just Whitney water treatment plant to install traditional EPA methods, it would be north of $40 million. The original cost for the treatment plant was 46. So yeah, it's very expensive.

Kevin:

On a different note, and before I say this, I want to mention that I'm completely in favor of the land we need for the Water We Use program and the purchasing of property in order to protect the watershed, but because I like land and I like that idea, I want to make sure that my bias in that is not ignoring whether that program should ever be relooked at again.

David:

Sunset, did you mean or just looked at?

Kevin:

No, just looked at.

David:

Okay.

Kevin:

Does it still make sense to follow that philosophy of purchasing land to protect the watershed? Because I agree with it a hundred percent and I am diehard in favor of it, but I don't want that to, should we never relook at that policy since we're talking about strategy right now?

David:

And when did it start? Do you remember?

Kevin:

10, 15 years ago.

Mario:

Well, that program where you looked at all 28,000 acres and said we don't need these 900, but we've always [inaudible 00:34:40] since before you and I got on, they've been acquired.

Kevin:

Right. So I don't even know if it's worth the time to even, or the money to even look at whether we should look at it again, whether it's just this is the way it is and it's not going to change or whether, is there a point in time where we decide that we don't purchase more land? I'm just throwing it out there since we're having a strategic discussion.

Sunny:

Let me talk to Larry a little bit more about it and then we'll come back to you in the next committee meeting-

Kevin:

And if the answer is-

Sunny:

Liability of it.

Kevin:

"No, it doesn't make any sense to spend any time talking about it," I'm fine with that too. I just wanted to bring it up since I [inaudible 00:35:16].

Sunny:

I think it's worth talking about. Yeah.

Prem:

If nothing else is we look at the '26 to '30 plan, [inaudible 00:35:23] will be starting up, so put together soon, that would be a good topic at least to revisit even if it's just from a global perspective to make sure we're comfortable with it, make sure staff is obviously, whether we need to or not, but we might have other things worth thinking about. Yeah.

David:

Yeah. And also, if regulations continue to get stricter and stricter, it may make sense to accelerate and mature, right?

Prem:

Right, right. That's a good point too.

David:

Okay. Yes.

Mario:

Just a follow-up, if I may, Jim, the $40 million that you mentioned from Whitney, that's traditional. If I understood right, the powder activated carbon is just to replace the granular. You're not saying that the 40 million would be the powder activated carbon solution, right?

Jim:

No, no. Yeah, no. We can feed powder activated carbon similarly to how we feed phosphate at the water treatment plant. So it comes in as a dry chemical and you just mix it with water and feed it as a slurry. So you wouldn't have to build GAC contactors and have an entire separate building to house all that equipment.

Mario:

So the additional cost is well south of the 40 million if-

Jim:

Definitely.

Mario:

The full scale testing works out.

Jim:

Yeah. It's probably in the range of 10% of the cost.

David:

Say that again, Jim.

Jim:

It's probably in the range of 10% of the cost of building GAC contactors.

Mario:

And when you're looking at the Cheshire well field, again, it's a much more reasonable cost than a more traditional method.

Jim:

So it's more expensive to do it at the well field only because the treatment plants already have filtration. So if you add powder activated carbon, you have to add filtration, but you could do that in the form of bag filters at a well field as opposed to GAC filters that we have at treatment plants.

Mario:

Okay.

Suzanne:

And you also are looking for, I'm sorry-

The Cheshire well field at the option of extension of main?

Jim:

Yeah, we're looking at basically everything under the sun. Some of the main extensions that we had proposed, they have other benefits. We'll be able to move more water from Whitney water treatment plant north and those kinds of things which will incrementally help us not rely on the groundwater as much.

Mario:

Thank you.

Rochelle:

So Rochelle, are you the person who's going to get back to Larry on all of this stuff? Okay. So would you ask him to make a note of the land we use?

Rochelle:

Yes, and also just the total cost of the PFAS, understanding in the different places in which we're trying to mitigate it. Where is it a supplemental cost? Where is it a, it's a whole new banana because we have to do a whole lot of work for it, et cetera? But let's take a closer look at that for next time. Thank you. Anything else from anybody else?

Suzanne:

Do want to go over the global metrics. So these are where we stand on our global metrics or our fiscal 2024, and as you can see, we're pleased that we met or exceeded many of them with the exception of safety. I know Liz, you have plans to both address that going forward that are in place or will be in place. And just to recap on a couple of the items. So the customer satisfaction index, it came in at 88.1. It is within the margin of error. The other input that we got is even though it's down from the last time we did the survey, which was about four years ago, it's still well above the industry norm. Our understanding from Great Blue is that there was an overall reduction in the results that they're seeing. Also, on the next one, we had a goal to have a hundred percent of our employees trained on service essentials and we did make that goal with the utility employees at a hundred percent.

We also established that service baseline that we had previously talked about. We also have the goal of the best in class competitive turnover rate, so we well exceeded that. On the coverage, although the year started out a bit shaky with the cool summer, at this point we're projecting 133% coverage. You'll hear more about that later. The capital budget, our goal was the 96%. We actually did 97.4% with a whole lot of cross-functional work that really helped make sure that we achieved that goal. And we also did well on our operating efficiency goal.

Suzanne:

And Rochelle, on the coverage, at the time that we were a little concerned about it, we were talking about the need to perhaps reduce some expenses associated with it so that we could get there, but there was concern about doing that just to attain the goal and not to... So how did we accomplish it?

Rochelle:

So part of it was that we actually did for a period of time reduce discretionary spending. That helped. But I think other things, and you'll hear about this later, our expenses were actually about 1.5%, which is pretty small variance on the expense side, but other things really contributed. Interest rates remain high. Our collections that you'll see also remain high, both based on just the strength that we're seeing in the collections as well as the age receivables and the timing of DWSRF, including one of our larger DWSRF loans. It got delayed and that actually worked to our advantage. So those are some of the key [inaudible 00:42:06].

Suzanne:

Okay, thank you. Any other questions then?

Mario:

Yes. In the 96% of the capital budget customers, what do you exclude from the capital? What type of items?

Rochelle:

So we do exclude the growth fund. We do exclude state redevelopment. It's budgeted not to exceed. We do exclude the contingency and we do exclude the project reserve.

Mario:

Okay. Thank you. And the realized 907,000-

Rochelle:

We do note one, which ones [inaudible 00:42:49].

Here, we just want to share the approach that we took. So fiscal 2025 is the last year of our five-year plan. So we are really focused on what we need to do in that last year to meet the fiscal '25 goals. We did, however, still meet with, each of us met with our teams to get input, to share where we are, any input that they have relative to the fiscal 2025 Pacific goals. But it definitely, you'll see, is focused on what is still remaining to achieve that goal. Go to the next slide. And this, you're probably familiar with. This is our four perspectives and the overall key strategies that we developed now a while ago relative to each of those perspectives. Go to the next slide. You're going to see here the goals, the Pacific goals that we have for each of the areas and basically what the focus is for achieving them and meeting all those May of 2025 dates that seem in multiple places. And with that, I'll turn it over to Prem.

Prem:

Thank you, Rochelle. So I'll start with our next slide here. Start with our customer and constituents' perspective. Couple things I want to touch upon here. We'll talk a little bit more detail. There's actually a constituent item that was put in for our customer satisfaction survey. I can answer any questions and go through some highlights there as part of that. But let's start off with [inaudible 00:46:21]. Rochelle had mentioned, we talked about what is left for us to do for the 2025 plan, and then we also, like Rochelle mentioned, we scrubbed everything that doesn't make any sense, but we also made sure that we are looking at specific areas, especially on customer side. There were a lot of inputs that we have received. So we looked at what is left to do and happy to report that many of them that we had in the plan had been accomplished. There are still some areas that we are focusing on. But starting off with the transaction survey, if you remember, you're only talking about first contact resolution and some transaction survey, real time transaction survey. When a customer is sold, they get a survey, they fill out a form and then we look at all the data.

So we want to baseline that. At fiscal '22, we baselined it to 81.8%. and we are looking at trying to achieve based on real time training, et cetera, we kind of went back and measured where [inaudible 00:47:14]. That specific set of transaction survey data that we looked at and analyzed, we got up to 84% which kind of tells us the positive side. We're getting better in terms of first contact resolution, getting some feedback from the customers. One other thing I would mention here is also, we'll talk about in terms of the CSI, there's a whole CSI thing that we did and Rochelle touched up on it. We had 91.8% CSI. This was pre-pandemic. 2019 is a data point for that [inaudible 00:47:50]. World changed after that and we had gotten into COVID. So we did that whole exercise for, what does the customer think now? And really understanding.

So we took a slightly different approach where we not only did our traditional 600 survey that we sent out, we also did a telephonic one. Companies like Connecticut Water, other companies who already put in telephonic with additional from telephonic queries. So we did do an approach where we sent it out to 340 people. As a matter of fact, we sent them many more other than 340, which [inaudible 00:48:25] the response. So there are some good insights there. I'll talk a little bit about that. But overall, I think we, back to Rochelle's point, did pretty good. So we hit 88.1% on that, but we do have some things we need to do for this fiscal year. So I'll talk a little bit about that as well. 42%, I already talked about. I don't have to reiterate that. So we did a good job there. This year's goal was 39%. Sorry. Last year's goal was 39%.

This year is 42%. But [inaudible 00:48:55] 42% which was good. So not to belabor on that. A couple areas, I can talk a little bit about the next one there. This is basically looking at, especially on a constituent support side, as you can imagine, we did some things already where we did have a municipal outreach program, liaison program. This was in fiscal year '22. The past four years, that's been really good and we are running [inaudible 00:49:23] improve upon that. We do have a whole, if you remember again back in time, South Central Regional Land Alliance that we put in place for central Connecticut. So that was also accomplished. Last fiscal, we also did the Arbor Day's tree planning in our service terms. So that was also done. So those were three different things that we said we wanted to accomplish and we did that. In addition to that, we also have done specific recreational programs.

Kayaks in Lake Saltonstall was one of them. Fishing at Lake Chamberlain was another one. And then we also had some trails in Prospect. So actually, there are many more than that, but these were the top three big [inaudible 00:50:00]. So these are all the good things that we accomplished as we are looking ahead. Now, talking a little bit on, if you go next slide, the ones that we want to accomplish this year, these are all part of this disciplinary plan. We already completed that already. So as I touched upon earlier though, just to share a little bit insights on the CSI survey that we did, there are a couple things in there that we noticed that happened. There's definitely some kind of benchmarking we looked at across Connecticut. While we, as Rochelle mentioned, we went down to 88.1%, 91.8%. But when we asked about how are others performing, we are still in the top five percentile. And because of pandemic, we were told almost 10 to 12 percentage points going down by different [inaudible 00:50:50].

In our case, we have been doing much good. And then as a matter of fact, two areas that we thought that there will be some rift, one is the field side, other one is customer service side. Both of them came really [inaudible 00:51:04]. That was actually pleasantly surprising to us as well. We did really good in that space. There were areas of improvement that we need to focus on this year. I'll mention a couple of them. There were inputs on saying we had a 10 percentage point deduction on these areas, right? Work environment, [inaudible 00:51:22] being a good place to work, which was a little surprising. But at the same time, the timing of when we had released this was May 6th to May 22nd. That's when all the survey was done, after that annual report was submitted. And I go back to [inaudible 00:51:36] something that were going on in the company, [inaudible 00:51:37] contract is another one that's been... So we feel like there is some input, and looking at data, it is true that some of that might have been part of that input that we got from the customer.

The other one was they talked about community responsibility. It almost feels like we need to double pick on seeing what are the community events and things we need to do while there were so many already. So we do have an action item for that for this year, so we will look at that. Again, I also mentioned in terms of CSI, the digital part of it, which we had introduced this whole exercise for... Just to mention, we came up with a CSI of 78.3%, which is basically, one could think, 88.1, 78 point... It's almost like it feels a double dip, but just as a point of reference, that digital survey CSI ranges from 62%, they said, all the way it goes to 80%. You [inaudible 00:52:37] 80%. So 78 point, it still keeps in the top 5%. That's why we are [inaudible 00:52:43]. So in terms of digital surveys, we're pretty good.

But that being said, we will be actually considering going forward doing more digital because of the cost factors. It is expensive with all the stuff we do. [inaudible 00:52:55]. And again, Connecticut Water, as I mentioned, they already are just only doing additional, so they [inaudible 00:53:00] on from that. So we'll be considering that for cost purposes, et cetera. Other thing I don't want to forget about was brand image index. We also did a brand image index survey. 2019, when we did this, we had a 70.9% of what people think about our brand. I'm very happy to report that that actually was very pleasantly surprising. We came up to 74.1%, which actually went up, so which tells that people are thinking good about our brand. [inaudible 00:53:33] which is great news for us.

We will be doing some of that stuff. Some positive points to note there in this whole survey, there were good observations and inputs from a water quality preservation, haz waste, stuff that we do. There was some good remarks on that. Almost 15, 16 percentage points more. There was also a protection of open spaces. [inaudible 00:53:52] So I think some of that has been very positive as well. So those are the areas, but we do have some work to do. We'll be working on some of the improvement areas that was published to us on that.

Prem:

Last, I'll just take a quick moment for the next one. As I mentioned, first contact resolution, we did baseline that. This is looking at from a perspective when a customer calls, do we resolve the issue in the first call? Right? That's the whole purpose of that. So 77% was the baseline that we are looking at, but we're looking at 15 percentage points for next year, which is a pretty stretch target, but we are looking to achieve that. So that's for this fiscal year. More to come on that. Any questions for me on any of this?

Suzanne:

I just have one question. Okay. Are we not considering adding... Am I missing it? Maybe. More advancement on e-billing and autopay?

Prem:

Well, we will [inaudible 00:55:16] that's a big [inaudible 00:55:16].

Suzanne:

Okay.

Prem:

As a matter of fact, one of our expectations of our CIS program is that we have heard from other employee who have done the same program that they have gotten a lot better results than they expected on the [inaudible 00:55:24]. So I think as I mentioned earlier, there are two, again, why are we doing this? To contain our costs, get more efficient, customer satisfaction. As you could imagine, e-bill 42% means you're sending less bill, which means less cost for us. Autopay, we're looking at autopay as ACS being our first option so you can reduce on trade cost processing fees and other things. Definitely there's going to be pick-up. It's a big part of the equation and there are targets for that.

Suzanne:

But just doesn't rise to a goal metric at that level. More of an initiative below that.

Prem:

Yeah.

Suzanne:

Okay.

Prem:

Thank you. That's a good question. Yeah. So that's all I have. So Liz, I think you're next.

Liz:

Okay. So employee learning growth perspectives. Again, we are going to continue to strive to get that zero preventable injury goal. A tough goal, but we are committed to it. We already are putting in some additional training on strains and sprains and how we could decrease that. We keep in mind that we do have an aging workforce and population, so we're looking at different avenues to try to get those down and to zero. The second one is, goal will be developing employees to improve their KSAs. Again, that's a key initiative as we have a high population that can retire, so really working a plan. At this point, we did the needs analysis pretty much completed. We are working on a new system that will help us contain the data and pull information as needed, as well as to create succession plans, development plans to ensure that these critical positions have the successor in them and so that we're ready to go when the position does come vacant.

So we're excited about working on that as we move forward. The new LMS, as I spoke to about before, the curriculum is tied to the role and the responsibilities. So again, having these development plans to move into these roles is critical. We're in the process and it's almost getting to the final stages, which I'm excited, is the RWA university. And again, just tied to curriculum and picking these classes that will ensure transition to these roles. The last one is fostering diverse, inclusive, and engaged workforce. This is something that's ongoing. Again, we're going to try to do a 10 percentage point annual improvement from that 82.7. Some of the things that are in place, and we're going to continue to work on is that the contract is settled or agreed upon by the end of July, hopefully no later than August. The new president, we've already set up a cadence with monthly meetings to drive the communication between the union and the non-union.

We also have some great engagement where we're having a committee with union and non-union. So activities that are really focused on what they want to hopefully boost that engagement number. So we have lots of things in the works and move these things all to the green. Do you guys have any questions for me?

Suzanne:

Questions?

Liz:

Questions? If not, Rochelle's up next. Financial.

Rochelle:

Great. Thank you, Liz. You go to the next page. [inaudible 00:59:06] the one before that. So here, we're going to go over where we stand regarding goals that were in the '20 to '25 plan and then I'll talk about the goal for 2025. So one of our key goals in the fiscal '20 to '25 plan was to reduce our debt to capital. We're really pleased that we've already exceeded the 82%. Of course, we'll very much continue to monitor where we are and to continue to improve that. Also, we have a goal of our 3% capital efficiency and we're also pleased to say with that, we have achieved that again this year. That includes how we utilize consultants relative [inaudible 01:00:08] our capital project work. Also, there were actually several efficiencies with the West River project and how that was structured. So again, we'll continue to look at achieving capital efficiencies.

On the next item, on the pension funding, although we're no longer targeting to get to fully funded by May of 2025, this does remind me we'll get the investment plan resigned based on what we agreed to in April. But we're really looking at, as a goal, to continue to put in more than the ARC. And so we have put in more than the ARC since fiscal 16th, including what we did this year. We put in 2.1 million over the ARC. And in fiscal 2025, based on what was already authorized, we would be putting in a million for this ARC. For the VEBA goal, we had targeted being at 35% by May of 2025. We don't yet have the fiscal '24 actuarial report that we use for our year-end audit, but based on fiscal '23, we were at 37% for that plan. And although we don't yet have that report, I would expect that we will still be over 35%, probably over 37% depending on the final numbers, just based on what the balance is in that account.

And as we've talked about when we get the pension plan to where it needs to be, then we'll get that focus more on the OPEB plan. So although when we move to the next page, you won't see these items repeated again, we definitely won't lose sight of that. So if you go to the next page-

Suzanne:

Before you go to the next page, Rochelle, both for management and the board, the question I had when I saw this earlier that we reached, we exceeded the 82%, such a big goal for us and we've reached it ahead, two years ahead. And I know it can shift back because-

Rochelle:

It could.

Suzanne:

Yes. Especially-

Rochelle:

Not likely, but-

Suzanne:

Yes.

Rochelle:

It could.

Suzanne:

How do we feel about in our strategic plan modifying goals if we achieve them? That way...

Mario:

[inaudible 01:02:45] thoughts?

Suzanne:

Sure.

Mario:

I actually had that thought as we were doing this though. I thought, "Well, maybe this being last year, we wouldn't change it," but I think when you do the new one coming up, which has to be coming up soon, that it would have some mechanism by which the goals could be adjusted. It was my thought, because we shouldn't have a goal completed three years and then rely on whatever we're relying on to continue to have benchmarks that you want to hit that are over and above those. So I think it would be nice if the new one coming up would have the flexibility. I don't know if I explained that right.

Rochelle:

Yep. [inaudible 01:03:21]. I agree. I don't like stretch goals. I also don't like easy goals. It's like I [inaudible 01:03:28] that Goldilocks thing. Sometimes we don't know, right?

Mario:

Right. Especially five years later.

Liz:

Yeah, a lot has changed in five years.

Mario:

Yes.

Rochelle:

I will say, although this goal does focus on commercial, I want to reiterate we're not going to lose sight of everything [inaudible 01:03:54] that relates to [inaudible 01:03:57]. So our goal, and we've had this for a while, is to be at 9.2 million by the end of fiscal 2025. If we get to the commercial presentation, you'll see that we are actually anticipating to reach the 9.2 million. That is really driven by PipeSafe, our target three acquisition, which we're going to close on Monday, and also the improvements in the lab enhancement as well as what we're projecting for well services. So I'll get into that a little bit more, but we're really pleased. This has been the goal for quite a while and I think many of us probably considered it a stretch goal. So it's good to see that ... We still haven't achieved it yet, but it's looking cautiously optimistic that we will.

Prem:

I would add to that point. I think let's not forget about some long winter that's been favorable this past fiscal year versus it could change. So there are other factors that we need to take into account. So to the earlier point as well, we have to be careful that these are stretch times. Ones that move you forward. And if you asked us last year, we had a lot of challenges on how do we get there this year? [inaudible 01:05:20] optimistic, but still a stretch target.

Suzanne:

Yeah, something for the board to think about for the future, not for today, is thinking about this in a much more global sense, meaning that the commercial services covers all debt service or... I know that's a big number and that's a big place for [inaudible 01:05:41]. But that, to me, is a real long range vision for what commercial service can do for the RWA and the customer. So something to think about if we're going to continue to be funding our capital, if you will, through debt, is how do we cover all our debt service by producing these other revenues? And how long do we think it'll take to actually do that?

Rochelle:

Well, if we do get to the commercial, we'll show we are going to hook forward a new target for consideration. So you'll see that.

Mario:

I think staff, really commercial services approach and [inaudible 01:06:33] board, you all, because I know when I was on the RPB and there were a couple of little bumps in the beginning and I think that you retook a look at it and you restructured how you approached it and you were able to turn it around because when I saw the 9.2 million the first time, I thought, "What century are we talking about?" I thought it was a complete stretch goal. So I want to thank you for doing that [inaudible 01:07:10].

Suzanne:

On behalf of the whole board, a sincere and heartfelt appreciation for the work that goes in. It feels like a job outside of the regular job and so even more so, it's all effort that produces this. None of this just happens as a part of what we do every day. So thank you, and thank you for mentioning that. I also would say that I think the lessons learned were not only about how we approach commercial business, but how we included and collaborated with the RPB in doing that. So I think those were two really important learning experiences for the RWA. I think we've done well on both fronts.

David:

I completely agree. I talked to Kevin about this in the past. I think the thing that was maybe at least from my perspective, the thing that really helped turn that whole thing around was just looking at process and having a solid methodology. Never say that word...

Suzanne:

Methodical.

David:

Methodical way of going about looking at these ventures and that I think is what really you guys do a great job on pulling that together.

Rochelle:

Thank you for your support. Definitely this is very much a team effort to really make this happen and you early days we're still infants in this whole process. So more to come and hopefully we just get smarter and smarter, next step is Jim.

Jim:

Thanks Rochelle. So I'm pleased to report that the end of FY 24, we have successfully completed three of the six of the 2020 to 2025 strategic goals related to the internal business process perspective, which are listed on the slide. The first action item is related to RWAs enterprise risk management program for which we have made some significant progress with addition of new risks to the register over the past few years. At the end of FY 24, we completed 100% of the risk perspectives. This means that 53 out of the 53 risk perspectives ranging from natural resource impairment to new and emerging regulatory updates to cyber and network resiliency have been and updated with improved controls over the last four years. The team will continue to track, monitor and add to the risks as appropriate in FY 25. The next is the cybersecurity goal. While we continuously monitor and implement cybersecurity best practices crossed the RWA at the end of FY 24, we essentially implemented all of the material parts of our robust and ever evolving cyber roadmap.

Some of the initiatives include implementing secure communications and cyber protections for new and existing commercial acquisitions, partnering in the monthly state of Connecticut cyber community meetings to gain important insights and share best practices and conducting a business continuity plan. Ransomware drill with RWE employees at the Gaillard water treatment plant. The next internal business process goal was to develop a technology roadmap and ensure technology obsolescence and single points of failure are eliminated at the end of FY 24 some 14 technology obsolescence or single points of failure were eliminated while the technology roadmap is continuously being executed. This 2020 to 2025 goal has essentially been achieved with more tech obsolescence planned for FY 25 with the advent of our new customer information system and prem is available to answer any specific questions on those two goals and if there's no questions, next up Sunny will share the FY 25 strategic initiatives that we will pursue this year to successfully close out the remaining internal business goals. Sunny, question?

Jim:

Go ahead Sunny.

Sunny:

Yeah. Thanks Jim. I think no questions, so I'll proceed with the internal business perspective. I think I touched upon the major pillars of it, which pretty much is effectively manage and maintain our core business sustainably, manage our natural resources and embrace new innovation and technology. So one of the first ones as we discussed earlier too, was get all the assets mapped into the enterprise asset management system. So I think that's going to be our one priority that we'll focus on. We are almost, I would say 75% there. So the other mapping would happen, so we should be able to complete that and that also ties in with the overall 2020, 2025 strategic plan to map all assets. So it kind of, I would say touches both those goals and we should be checking those off the sustainably managing of our natural resources. It's our effort every year to maintain the disinfection byproducts to be at least 10% below regulated limits.

So we continue doing that and that'll be part of the strategic plan for 25. The third big major one which I'm going to talk about is the unaccounted for water. That is supposed to be again, part of the overall 2020, 2025 plan to reduce it by 10%. Right now it's looking at the end of fiscal 24. We are looking at almost close to 13% and that is something that we have to bring it down. There are some data related issues that we are working through it. So when we fix those, I would say data cleansing and I would say remove some anomalies as well as master meter testing and validation to be done in the next few months. We should be arriving at some more better numbers in terms of the water mass balance. The next one would be the embracing new technology and innovation. So for this, as Jim pointed out in the last slide, the technology roadmap to be mapped to the capital and operating budgets.

So at the end of fiscal year 24, we were almost 85% complete. So the 15% is primarily tied to the completion of the CIS and I think that should happen by 2025 fiscal year. So that brings it a hundred percent complete on that strategic plan as well. So finally I think we'll be completing again 16 process improvements within the four perspectives of customers, employees, finance and business process as well as part of the 2025 strategic plan. There is the four critical process areas that we typically identify meter to cash, source to consumption, procure to pay and recruit to retire.

So at the end of 24, the 14 of the 16 process improvements as we mentioned earlier were done. One ranges from the liens process, the collection liens process to capital planning and budgeting as well as the IVR improvements to streamline customer communications. These are just a few amongst the 14 that have been completed. So I think at the end of the fiscal 25, we are hoping to achieve all of them to be a hundred percent complete that in that case we should be achieving all of our internal business perspective goals to be complete both in terms of the fiscal 25 as well as the five-year strategic plan. So any questions? If there are no questions, I guess I'll turn it back to Rochelle.

Suzanne:

Thank you, Sunny. Very satisfying. Thank you.

Rochelle:

So here we want to share with you proposed global metrics as well as the few additional metrics that we have for not the global metric but for our quarterly board reporting. So again, this follows the concept of the balance scorecard. The first item is the customer satisfaction index and this focus is on company characteristics and based on the input that we got from Great Blue, this was recommended as the focus because if you focus here, your overall score should increase. So our target is to be 79-6 to 83-6 with plus or minus 4%. That would be a global metric for service excellence.

Suzanne:

Can I interrupt you for a quick second, Rochelle?

Does the board feel like you need to go through all of these individually since we've talked about them in such detail up to this point?

Rochelle:

It's up to you. These are 2025 for the most part. They do follow what we talk about. So if you're comfortable and we're definitely comfortable with it.

Suzanne:

What I would ask for our next meeting, if it's, literally, if it's not too much trouble, not absolutely necessary is I think it would be really great for the board to see this chart and between description and target put in, what was that metric of that area when you started the strategic plan where it is currently and the target for the last year and so that we can see where we have come from over the five years and what this stretch will be in this last year. That would be awesome.

David:

Good to see the trajectory correct and some may not fit that way, but that's for those that do-

Suzanne:

Right.

Mario:

On the training and development construct as 12 hours per year, very low as market for that particular item, when you think about economic safety training that you have to put everyone through, it might've been the target that was established five years ago, but that one as you looked forward, maybe that's where we adjusted 12 hours, the course of 2000 forties.

Rochelle:

I think some of this might be, it's like a blended, it's an average would be like a blended average, but we can consider that a future. But you're okay with us moving forward with this for this year?

Mario:

I'm okay, but I just want that now. It struck me as being,

Suzanne:

Yeah, 12 one hour per employee per month.

Rochelle:

Right.

Mario:

Which if you consider the amount of safety training that a number of the employees have to take...

Suzanne:

Right? Does that mean... So that would be an interesting thing when we revisit this number, it would be an interesting thing to look at because if when you're done with all the safety training, it turns out it gets an hour per quarter for all the other employees. It would be interesting to know that, but again, not critical and we could talk more about it in that 25 goals.

Mario:

Okay.

Suzanne:

So, the only thing I want to just reiterate what we've talked about. I think this is a really nice report from our management team about the progress and while we still have our challenges along the way, I think it's continued evidence that we set a path, we work at it, we get it done and do the professionalism, integrity and teamwork. And I think that's a really important hallmark to our strategy and a really good reason why people should entrust us with additional opportunities to manage services.

Anyway, anything else on this? Anything for management on this? Okay, then let's move on to the next item. It's the work plan - number four. Very good. So with just a few little adds that we've asked for the next meeting, I don't think we itemized those. Are there any questions about the work plan? You looking forward to seeing the succession?

Mario:

Yeah.

Suzanne:

Yes.

Mario:

Improvement over the last time we got it that I'm sure we'll be there.

Suzanne:

Yeah, and David and I talked a little bit about that also in the context of larger things going on. So I look forward to talking about it as well.

Mario:

Just the 26th to 30 strategic plan preparation. I feel strongly with that. That should be kind a broad grouping that is involved not just staff and probably involve this group, but that may be a portion of the RPB members. They understand in the discussion as that plan is being prepared. Probably not the first cut, but as we go forward and I just like that opportunity to talk about and understand how that's being prepared in the future. We do it offline if you or-

Rochelle:

Just to make a comment on that, there have been some discussions about whether how long that plan should be just based on what's going on that we'll be talking about later on.

Mario:

And one of the thoughts I've had is maybe we don't immediately... Postpone it just a little bit.

Suzanne:

So let's do this. Let's add to August, 2024, just a preliminary discussion on next phase of strategic planning. By then we'll know a little bit more about how other things are going on and whether we should push forward with energy or continue to let other things unfold. One of the thoughts, which is why it says update fiscal 26, well one we say update 26 but maybe not a longer period.

Rochelle:

Yeah, okay.

Suzanne:

So let's just keep talking about that as a group. What we should do, because I think what this tells us in reflection is that doing five years of planning is a very good and motivating thing to do. So we don't want to not do it, but we want to do it under the right circumstances.

Mario:

The main, the midterm one that isn't five years. Things to develop.

Suzanne:

Or it may be more important, honestly.

Prem:

Discussing the double peers and some of them the changes so much happening now. So some of them are going away from a five year plan because things change so often they have been saying a year plan then any model, they call it [inaudible 01:23:08].

Suzanne:

We should, I think the only thing is that our business, unlike many other businesses is pretty predictable, but worth discussing what the right timeframe for us is. But I also would say if you ever want to engage a lot of people about and get excited about the future when they're new to your organization, having an exciting five year plan [inaudible 01:23:36]. So anyway, anything else for the strategic planning committee? Very good. Then I will ask for a recess of the strategic planning committee to go back to the regular.

Catherine:

So recess or adjourning?

Suzanne:

Adjourning.

Kevin:

So moved.

Mario:

Second.

Suzanne:

Thank you. Any discussion? All those in favor of adjourning.

Committee members:

Aye.

Suzanne:

David, it's all yours.

[STRATEGIC PLANNING COMMITTEE MEETING ADJOURNS AT 1:53 P.M.]