REPRESENTATIVE POLICY BORD

CONSUMER AFFAIRS COMMITTEE

MARCH 17, 2025

<u>MEETING TRANSCRIPTION</u>

Naomi:

The meeting's been called to order at 5:32. Jennifer, are there any members of the public here?

Jennifer:

No.

Naomi:

We're going to go over the safety moment. It's regarding mold prevention. As we know molds are part of the natural environment. They also gave some tips on mold prevention. If you have any water leaks, repair them quickly, clean your roof gutters, keep your air condition drip pans clean, wipe down any condensation that collects around windows and doors. Okay.

Then we'll move right along. May I get an approval of the February's minutes?

Mark:

I move approval.

Stephen:

I'll second them.

Naomi:

Okay, so the minutes have been moved by Mark, seconded by Steve. Any questions? Questions? Questions? Is everybody ready for the vote? All those that are in favor, let it be known by saying aye, or putting your hand up.

Opposed have the same right. Hearing none. Next thing on the agenda is Prem going over the CIS Go-live Readiness and Managing the Changes.

Prem:

Thank you, Naomi. So I'll kick off the discussion and I have Dana here who will help us to go through some of the details as we go to the agenda slide. So a couple things just to orchestrate as we are getting ready, as you all know, April 2nd is our Go-live of our new CIS system. We have done numerous, I would say, communications that we have been working for our customers. We have done quite a bit of the same change management side on the employee side as well. So in today's discussion now we'll be giving some insights on what those communication plans were, both from a customer perspective and also an employee perspective. We are really getting ready for us to Go-live and, as you could imagine, we have quite a bit of tasks as we are trying to finish the project.

We are doing cut over activities, we are doing training activities, we are working on all the data migration activities, and obviously completing a testing activity. So there are multiple things that are coming together. The good news is that we are seeing a more positive, from a data perspective, testing

perspective, getting ready perspective, a lot of work that already has been completed. So we are really looking forward, the team is looking forward to it.

That being said, I think there will be a little bit of a details we'll go through and all the stuff that I just spoke about is part of our agenda today. I will let Dana go through a little bit of more details of this section. And again, this is our meeting, so please stop and ask questions if we have any clarifications or things that you have for additional feedback we can take in. But you would appreciate once we start going through the details as to the level of communication that we have gone through so we can make our customers and employees really be ready. So with that, Dana, you want to go through the details?

Dana:

Yeah, thank you, Prem. So I think as I heard mentioned as I was coming in, we can't believe that April 2nd is here and right around the corner. It's been a long time coming, and yet came really fast. And really over the last few months we've been very focused on preparing our customers for what's coming. There are some things they need to do and adapt to in order to be ready as well for the new solution. So we've been really targeting customers across multiple channels. Our normal bill inserts, we've been using social media, we've been doing direct email campaigns, and we're really trying to communicate for them both the business impact for them. So there are some changes to their auto payment plans. They need to re-sign up for our portal. We have ported over their paperless e-bill preferences, so that is something that will stay for them.

But from a security perspective, we did not want to bring over their wallets. So anything to do with their banks, credit cards, we are asking that they set those up again. And we have really been trying to communicate some of the new and exciting things that are coming. So not only will they, when they reestablish those wallets, will they just have credit card and checking account options, they'll be able to use some of the new electronic payment methods like Venmo, Apple Pay, Google Pay. Again, just things to make it a little bit easier for them to sort of live and pay in the spaces that they're most comfortable with. So we've been doing a lot of things to generate buzz and partnering closely with communications to get those messages sort of right and customer friendly as we're trying to help them through the transition.

Prem:

I think one thing I would say is on the PCA compliance thing, as we all know, we want to make sure that we are in compliance. Which also means that we cannot carry over and the best practices that the customers will have to make sure that they register, they have their credit card information. As you all know, we don't collect social security numbers, we don't do that. We don't collect credit card numbers and save it. So we want to be extremely careful and make sure that we are doing whatever is required for best practice and that's what exactly we're doing. So I think it has created so far a very positive where we are seeing customers are getting ready. So we can hear that.

Dana:

Yes. Thank you. And this next slide talks a little bit about some examples. Again, they aren't intended for you to read on this slide obviously, but we really wanted to show that we're targeting customers in a variety of ways, trying to meet them where they are. Proactively doing some outbound calling, particularly to our auto-pay customers, so they understand what the transition means for them. We've been doing social media bill inserts, our website, the water lines in April, I'm sorry, in the March bills is

all about the transition and the new bill format. And of course we're doing targeted emails as we help customers through the portal transition as well.

And of course we're trying to keep the employees up to date as well. So they need to be able to answer the questions, be able to understand the information that's going out to customers. And really we're trying to, I kept saying to shoouz up the vibe.

It's a scary time when you're implementing a system like this. It's a big change, and we're really trying to help our employees adapt as well. So we've been doing a lot of things where we've been doing interviews with different organizational change management leaders, what's in it, why we're excited, what's happening. Our comms people have been using a great new tool, I think we've mentioned in previous consumer affairs about Snap comms. So it's a really neat way to put some fun messages out there. Again, the final push just went up over the last week and we get a lot, not a lot, enough alerts to make sure that people are aware of things as they're happening as we go. So these have been really important tools, again, as we work with our organizational change management champions who live throughout the organization to help perpetuate these messages as well.

Prem:

So I think on that note, this is a great point that we want to really recognize that this is not a technology program, this is a business program. It touches everything on the business side. As a matter of fact, we identified nine different OCM champions who are basically the directors of the company for various groups. I don't want to go through lot of details here but, we meet on a consistent basis to make sure that they are distributing the information back to their teams. They're taking the ownership for the impacts that this program leaves on their organization so they are prepared to answer their questions. I'm sure Dana's going to talk a little bit about training, but I won't touch that one. But it's almost like making sure that this is a transformational program, not just a technology change. And as you could imagine now, we are talking not just one project, it's multitude of many projects in the program.

We are changing our payment provider, we are changing our bill print provider, we are changing the way that we do the service orders with Service link. We really brought in a very much integrated solution that helps every part of the organization. All the way from field, new services, customer care, obviously, finance and reporting. So it's almost like we are touching. So we really wanted to make sure this is successful in every part of the company. So I think when you put that in a big scheme of things and look at in terms of how we are communicating to our employees, it has been a very positive impact. And I think in essence, one of the big things that we always talk about here, is that we have been doing this part very well so the employees are prepared. Right? So just want to add some colors.

Dana:

Yeah, no, I appreciate that. Actually, you also made me think, but one of the other benefits we've seen through the OCM Champions group, is that questions get funneled back to us as well. So they're kind of a nice conduit and help to make sure we're addressing topics that are relevant to the employees that we're hearing. So thank you.

So the next three, four weeks that we have, of course we've been doing training ongoing actually, but with some significant pace since January. We're now focused on sort of the end game of that. We're starting to come up on Go-live. So we're focused on refreshers, making sure people are translating what they've learned into how to do their jobs through one-on-ones and we're calling them skills labs. We're also focused on the final stabilization. There are things to continue to work through right up to GO-live

and the team is very focused on doing those, and defining what the business success factors look like for that system out into the future.

We know it's going to be a transition and it's going to be a little bit challenging for all of us, but we have systems in place to make that as easy as we possibly can. And then looking down the road ,how we know that we're really off of post Go-live support. Right now we're just into normal operations and we're defining what those things look like through the business success factors. It's an all-hands meeting we had today actually with the complete project team. So it was kind of a little bit of a rally together, here's all these wonderful things that we've accomplished, and now we're in these final stretches.

Again, some good engagement on that, some good questions and follow up. And then we're looking at finalizing and executing the cut over. So this is a very intensive, task-oriented plan where all areas finance, new service, field service, customer care, we all have very specific activities to wrap up business at SAP. Prepare for that transition into UMAX, and then to make sure UMAX is completely ready for day one.

Can you tell I'm nervous? No, only kidding. There's a lot for the team to do, but the plan is there and it's a very good plan, but it's also a little daunting sometimes when you look at the list. But there's a lot of great people who are focused on this. Again, the project team will be there to help and support and execute those tasks, as well as supporting the business through the Go-live. We have some great internal communications and platforms that will continue through Go-live. We've got people wearing safety vests so we know who the project subject matter experts are. We are distributing flags to the team so they can raise their hand. We're doing, yes, I know it's a little clunky, but what really the idea is it is a stressful time and anything that we can do to make it a little bit more fun, make sure people have visible support, these are really important to us to make sure that the employees can move through this successfully. Any questions or anything?

Prem:

Yeah, I think I would add a little bit more color. From 3/21 until 4/2, there are almost close to a thousand tasks I would say, give or take, where we exactly know all the way from starting to load our [inaudible 00:18:35] and finishing up our month end close for this month in March, and closing the books. And then starting off from there, kicking off activities and all the way through 4/2. The team has done a fabulous job. We actually did a dress rehearsal this month, really practiced this. Actually, this was the second one that we did. So it's almost getting us to make sure that we exactly know what we're going to do by that time. So a lot of great experience. And my prior eight experiences, I've done this in the past. I think we put all the lessons learned and really make sure that it's a successful Go-live for us.

And thanks for this team here. And our RPB and authority had given us a lot of feedback of the past experiences of SAP. We are making sure we are never close to that. And I think we also had exercised data migration task at a pace where we have 99.99% good data. And I know that was one of the biggest things, and we absolutely made sure, to the point where we had 82 records of the millions we have, that we have come down to that precise level. And we also have to find what the 82 records are going to be taken care of and who's going to do what at the goal of activity to that level. So absolutely fabulous team and they have done everything possible. So I just wanted to echo that. Of all the hard work that went in. So, again, I know it's only Dana here, but the whole team that's behind this, we are done a pretty good job and we are really looking forward for this one.

Dana:

Thank you. And I just thought here we could share some statistics around the training. Again, ensuring that employees not only understand what's happening, but that they actually know how to work in the system come day one. So far we've completed 43 sessions, 15 are left. We're actually seeing very positive feedback from the participants in the training. You can see we're a 4.47 out of five, in terms of their evaluation of the trainers and the training. You can see really some score comments there in the bottom right. You can also see some good comments and you can see some concerns. There's a lot of information to learn. There's a lot of things to absorb. Sometimes people had a hard time following, but this is where our skills labs, and our one-on-one training, and these refreshers are really coming in to help. And some of the early feedback we got on the classes actually fed how we changed things in the later classes.

So, for example, in the early classes, some people were feeling quite overwhelmed it was moving very fast. So we worked with the trainers, we did some additional train the trainer, and helped them find ways to slow down to focus their examples that reflected the jobs of the people in the room. Sometimes you've got some operational people, a customer service example doesn't make as much sense to them as if you can show them how that would apply to their day-to-day. So some of those things we tried to incorporate into the ongoing training and you can see some of the statistics there. We have almost 3000 hours of training that we've provided to the organization. And again, we anticipate that this will continue. We're going to go right up through go live to complete out those remaining sessions. And we actually have some plans to do various debrief exercises after those end of days, what's working, what's not some encouragement, how can we make tomorrow better than today?

And we're really looking at making sure that that engagement continues. Again, we want them to feel supported because we're doing everything we can to make sure that they have the information they need and we want to fill the gaps where there are things that they're finding that we need to address for that. So again, training has just been an ongoing effort. It's all been done by internal RWA resources with the help of our vendors. And I think that that has been a big benefit because these are now employees who are looking and learning from people who work here, and are familiar with the project.

Prem:

I think-

Stephen:

Dana?

Prem:

Go ahead now, Steve.

Stephen:

Yeah, I have just a couple of questions. How many people, or what percent of our customers, pay their bill online? And has that number been steadily increasing?

Dana:

It has been steadily increasing and our last numbers had us around 20% we're paying online. We've actually done a lot of activity over some of these communications I mentioned earlier to try to retain those electronic payers. Again, one of our concerns when we're transitioning is that people have to

reestablish those auto-pay features. And so we've done a lot to try to educate them about what that will take, and how to do it. Yeah, sorry Steve. So that's really where we are. And we have seen a lot of growth over the last couple of years. Prem And I have actually done quite a bit of outreach to promote it where, I believe, it was about a year ago we were probably only about 12 or 13%, and we've grown significantly. So we're 18 to 20% depending on the month.

Stephen:

Great. Also, how hard is this G0-live date? Is there a possibility that that may slip with this-

Dana:

Prem is telling me there is no slipping.

Prem:

There is no slipping. We have done everything possible. It's almost there, that's a great question, Steve. Every time you think about it, you are never ready, ready. So you have to really make sure that you are ready and everybody is comfortable in a way that they know their jobs, they know what to do, our customers are not being impacted. I think we're making sure that we are looking at everything. And you won't believe, we actually have a go-no-go checklist that actually has everything, every detail. Check off the number of bills that are being produced, check off the number of payments that's going to come in, check off if everything is looking good in terms of training. It's almost like a whole list of things that we are going through, and making sure that we are really ready. So to answer a question from a systemic standpoint, there is nothing that's going to push the date out from a perspective of being ready. That's the whole purpose of this discussion.

We are making sure that the team is getting ready. I mean, are everybody going to be really comfortable and they'll adapt everything? We all know that it's a journey. We need to really learn, and we need to keep going. We are giving them the formal training. Dana and the rest of the team, the OCM champions have given them specific time to practice so they're really ready. But all that being said, there's a level of discomfort that people have to get over with, and it only comes by time. So we are making sure that we are giving them refreshes after this Go-live. We are making sure we are getting them ready. So system-wise, it's a goal. Readiness-wise, right now we are a go, so we are not going to be in a position to push the date to answer your question specifically. But in terms of adoption, it's going to take a little bit of time and it's not going to be all done, said and done on April 2nd, if you will. So that's the idea.

Stephen:

But customers are aware of the date change in terms of doing what they need to do?

Prem:

Yeah, absolutely.

Dana:

Yes. Yes. Yep. We've been doing a lot of communications in that vein, Steve. Because, again, I think this is one of the biggest challenges that our customers are facing. When you're used to using self-service options and those are looking different. We've been working hard to educate people about those changes. But April 2nd is the official day

Prem:

And I'm actually hoping for great results. And I've spoken to our peers, Boston Water, Tallahassee Water. So, people have done the same system change and their adoption rates for ACH for example, has showed up really good, at good levels, where the company has savings that would come in, in terms of every processing fees that we do. So there is definitely an upside to it. We have what, 42% of e-bill customers who make their bills electronically, but they don't pay electronically. So we are trying to boost those numbers up.

So definitely there is going to be a whole case on this being better for the customers. And, as part of the project, we will have a project closure. The business case that we talked about when we started the project, it was a whole, I mean almost with all the RFP and other things we did, it's a journey of almost four years we have been through. So we are going to have a product closure that actually tells us what benefits we've reaped based on the project. So it's coming. All good news there. And we are a little cautiously optimistic to make sure we finish up our work with the cut over, but we are getting there.

Stephen:

Thanks Prem.

Naomi:

Let's just say, just in case there's a glitch on that day. Would this have any effect on our customers whatsoever besides just a bill pay, that kind of stuff?

Prem:

No, I think it won't have any effect on the customers, per se. As a matter of fact, today when we did our all hands, there was a discussion about taking a good snapshot of our current SAP System, for whatever reasons. Typically this doesn't happen, but for whatever reasons, if we have rollback, we do have a system, clean system.

But that being said, we have put so much effort in, so we tested everything possibly on generating the bills. We even did a parallel build run. For example, and we really saw what is coming out of the new system, what is coming out of our SAP system, compare them two. So every level, the team has done a great job, Naomi. So we don't anticipate any kind of those major issues. I know that was an issue with SAP go-live, many of us were in there. But I'm making sure that's not the case and really making sure that the data is clean.

Dana:

And if I could add there too, again, some of the lessons we took from that SAP go-live, we actually purposely have converted in a way that avoided some of the collections challenges that we had when we went with SAP. And a couple of things, just from a customer perspective, we are not charging interest, and we're not doing active collections until June. So we're really trying to make sure that we're giving everybody time to adapt, to transition. And this also is sort of, again, the lesson we learned from SAP that if we try to migrate people into their collection flow, like wherever they were, it was detrimental, it was detrimental. It's very complicated to migrate that way.

So we brought everybody back down to status quo, their receivables continue to age, I'm getting a little detailed, but they continue to age, but we're not sending the sixty-day notice and the shot notices and things like that. We won't even start that until June. We are still going to do some proactive outbound,

and ways to help those customers who are falling behind, reminding them of dollar energy, and get helping to establish them with payments, and payment arrangements. But active collections is a grace period that we're trying to give, both them and us, to sort of stabilize and get them all adapted. So no negative impact on the customers is what we're trying to avoid.

Prem:

That's a great question because absolutely, one of the things that way that I was telling the team. As we are getting ready from a perspective of employees, think like a customer, what are the avenues they're going to come in? If they're going to walk into a Walmart and make a payment, can you replicate that and see? Have an employee customer do the same thing and see if it's actually working before we turn it over to the bigger population. So we are thinking all the ways that a customer will interact with us and testing those things out before we release the system. So it's a great exercise and the team is thinking through that. Great questions. That's all we have for today. And any more questions for us? The team here?

Naomi:

Okay. Having no more questions for Dana, we'll move right on. Jeff, want to do your OCA report?

Jeff:

Sure. Good evening. At the February meeting, I updated the committee on several matters, not necessarily all of which were escalations, but several matters that had crossed our desk. The one that continues to be active is the property in Derby. Lou Dagostine in my office met with the property owner and the property owner's father last week. This has to do with the fee under the RWA's regulations for extension and future connection.

The RWA's regulations, to refresh your recollection, provide that the extension terminates at the farthest property line, of the last potential customer to be served by the extension. The customer in this case asked whether the extension fee can be calculated to the start of his property across the street, as opposed to the furthest boundary on the customer's property. And the concern they have is that the subject property is on well water and they have no intention of hooking into the water line, given the water pressure area issues.

They proposed paying $10,000 versus the $30,000, and the authority had previously rejected that. And in addition, they are willing to agree to pay 20,000, if and when the line is extended any further. The authority's not willing to budge on the $30,000 fee amount, but they are willing to accept a promissory note that extends the payment period, pretty considerably, up to 48 months. So that's been communicated to the customer and we're wanting to hear back from the customer. But really what it comes down to is the customer's trying to avoid the $30,000 expense because they're adamant that they have no plan to connect. So that's the only active matter that we have right now at the OCA.

Peter:

Jeff, is that Derby?

Jeff:

Yes.

Peter:

Yeah. Okay. All right.

Jeff:

Yeah, it's Clark Street Extension in Derby

Peter:

Clark Street. Okay. I'm sorry. Are you able to say the people's name? Maybe I missed that.

Jeff:

The name is Tracz.

Peter:

Okay. Now, but there is a water line that runs by their property, correct?

Jeff:

Yep.

Peter:

All right, because I had someone reach out to me in Derby. I don't have all the information now that gives me a little heads up to do a little homework and reach out to you guys. Maybe he's confused, because he was going to build a house and he was thinking that he was going to get charged 30,000, but no water line. That's not [inaudible 00:34:41] Correct?

Jeff:

Correct.

Peter:

All right. You okay?

Jeff:

Yeah, I've just had some water go down the wrong pipe.

Peter:

Well, thank you for that input there and I'll reach out to you and Naomi when I get a little more concrete information. I don't know if they reached out to Pepe, Frank Pepe, but they reached out to me and I didn't know which avenue to go, but now I do.

Jeff:

No, we've been talking to them going back to January. He called us, Mike called us.

Peter:

Oh, that is the people.

Jeff:

It's about his son's property. Mike's not the customer. His son is the property owner.

Peter:

Correct.

Jeff:

His son bought a vacant lot across the street and wants to build a home on it. And they met a couple years ago to talk about what the cost would be to extend the line, which we're required to do.

Peter:

Correct.

Jeff:

But the only hookup would be for his son, but his son is saying that he's not going to connect, he's going to stay on the well. But it's just the regs are what the regs are. I mean we have to extend it and the extension would be solely to serve this property. So the burden should be borne by this property.

Mark:

And you're looking at 30,000? And they offered 20, it sounds like, and then you told them we're sticking to the 30 and there was a payment plan, obviously.

Jeff:

Yeah. The authority's willing to give them four years to pay it.

Peter:

Okay.

Jeff:

So we're waiting to hear back on that.

Peter:

Jeff, but the water line is going to be running in front of this the kids' lot, right?

Jeff:

When it's extended, yeah.

Peter:

And it's still 30 grand, no matter what?

Jeff:

Yep.

Peter:

They told me they're paying 30 grand, but no water lines. So now maybe they're just confused. But it sounds like you've been in contact with them for a while and I don't think they're that confused. They know-

Jeff:

No. They came and met in person with Lou last week because their real beef is the 30,000. They just don't want to pay the 30,000 because there's no house on the lot yet. And he's looking to build a home there eventually. And he's saying, I don't know how he can say that he's confident that they're not going to connect to the line that they're going to rely on well, when they haven't contacted the health district or anything yet because there's no planned proof to build a house there.

Peter:

They have a long way to go. Correct.

Jeff:

They have a long way to go.

Peter:

Yeah. But the other thing is if there's access to City water there is here, most of the towns want them to hook in.

Jeff:

Exactly. That's why I don't know why they're confident that they're not going to be required to.

Peter:

I mean, even they may run a walk... I don't know, how long of a run is this, do you know?

Jeff:

No, I don't. Don't have a map in front of me.

Peter:

They even may put a fire hydrant in there for safety reasons.

Prem:

Sorry, Peter.

Peter:

Go ahead.

Prem:

I was just about to say, I believe this was a 300 feet run. It was right across, and I think it was 300 feet run. That's why the cost is $30,000 is my understanding. Right? But we can get some more information to you.

Peter:

Okay. I'll reach out to you guys. At least I have a little input. I'm glad I sat in on this meeting. I didn't know what this gentleman was looking for. But the way he explained to me, there's no water, but you're going to run the water and it's 30,000 and then he taps in.

Jeff:

Well, the reality is that the 30,000 was a number that was given to him two years ago. The authority still willing to honor that number, despite the fact that the cost of installation have obviously risen in the last two years. So if you do talk to him, you may want to explain to him that the number's only going to go up.

Peter:

Okay. This is great that I sat in on this meeting. I was going to reach out to Sonny, or at the next meeting and ask him which way to go. But I can at least talk to the gentleman and clarify, you will have water, but it's $30,000.

Jeff:

And from the OCA's perspective, the question is, should the cost fall on the customer who stands to benefit from it, or should the cost fall on the rest of the authority's consumers? And obviously you can tell from my discussion of it that I think it should not fall on the rest of the consumers.

Peter:

No, in all my experience, if a builder wants to build any houses, most of the time they even pay for the extension, but-

Jeff:

Well, that's right. That's right.

Peter:

And then they get assessed and the homeowner pays them back.

Jeff:

Yeah, look, I know it's a lot of money. I mean, I get it. I mean it's no different than when sewer mains get built and people get these... I mean, I can remember Jim DeCarlo's on, he'll probably remember back in the 1990s when North Haven was extending sewer mains. People got these assessment bills that were enormous and we did deals with them so that they could either pay over time, we did deferred assessments, or we took a lien against their property, and they didn't have to pay until they sold the property. We did a lot of different things to try to help people swallow that large bill, understanding that

most people can't write you a check for $30,000. And this isn't a developer, this is some guy building a house.

But the reality is those are the regs, and when you select a lot that you want to build a home on, you need to have somebody, a contractor or somebody, take a look at what the costs are based on the location of that lot. And certainly this water issue has been something that was brought to their attention at least a couple of years ago, if not earlier.

Peter:

Do they own the lot yet?

Jeff:

Yes.

Peter:

Okay. But also, a well is probably half that price, but still you're not guaranteed water all the time.

Jeff:

Well, yeah. And there's also some water pressure issues in that area that the authority is going to have to eventually deal with.

Peter:

Okay.

Jeff:

I don't think it's a high priority project right now, but eventually I think it will work its way to the top.

Peter:

Well, you sure helped me out a lot. Thank you very much.

Jeff:

Of course. That's it.

Peter:

Okay.

Naomi:

Can I get someone to approve Jeff's invoice for February for $1,500? I'm sorry, $1,560.

Jeff:

I make a

Mark:

I make a motion to accept his bill.

Naomi:

Okay. Can I get a second please?

Stephen:

Second.

Naomi:

Okay. Are you ready for the question?

Question, question. All those that are in favor, let it be known by saying aye, or do you want Jeff to get paid?

Jeff:

Hooray.

Stephen:

Yes.

Naomi:

Okay. Moving on to new business. Anybody have any new business? Well, I'd like to say something, Jack at some point. Jeff, I'm sorry. At some point, Prem and Dana, could we as the committee come and see the customer service?

Prem:

Oh, I'd love that.

Naomi:

At one point?

Prem:

I love that. Yes, absolutely. We'll plan for something. Maybe... We'll talk.

Naomi:

Okay. Thank you. Okay. Okay. We have the meetings that are coming up on March 7th, at five o'clock. The finance committee will be meeting to review the 2026 budget. All members are invited on. Thursday, April 17th at 5:30, there'll be a joint meeting of the Consumer Affair Committee and Land Use, to review the budget as well. All members are invited.

Mark:

Naomi, you said March 7th? It's April 7th.

Naomi:

I'm sorry. April 7th. I'm like Jennifer.

Jennifer:

I did that.

Naomi:

April 7th. Thank you, Mark. Our next meeting for the Consumer Affair will be April 21st at 5:30 P.M. Okay. All minds and hearts are clear. Anybody have anything else? I just want to thank everybody for coming tonight.