

South Central Connecticut Regional Water Authority
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AGENDA

Regular Meeting of Thursday, June 27, 2024 at 12:30 p.m.

- A. Safety Moment
- B. Public Comment: The time limit granted to each speaker shall be three (3) minutes. Residents and customers may address the Board.
- C. Meet as Strategic Planning Committee: S. Sack
 - 1. Approve Minutes – February 22, 2024 meeting
 - 2. Review FY 2024 Year-end Strategic Action Plan Update & Global Metrics
 - 3. Review FY 2025 Strategic Action Plan & Global Metrics
 - 4. FY 2025 Work Plan
 - 5. RWA Self-assessment Results
- D. Consent Agenda
 - 1. Approve Minutes – May 23, 2024 meeting
 - 2. Capital Budget Authorization - July 2024
 - 3. Key Performance Indicators – FY 2024 Q4
 - 4. Accounts Receivable Update – May 2024
 - 5. FY 2025 RPB Weighted Vote Calculation
 - 6. RPB Dashboard Report
 - 7. FY24 Customer Satisfaction Index & Brand Image Results
- E. Finance: R. Kowalski
 - 1. Fiscal Year-end Financial Report
 - 2. Allocation of Year-end Revenue Balance
 - 3. Proposed Revisions to FY 2025 Capital Budget Projects and Release of Project Reserves
 - 4. Rate Application Schedule
- F. RPB Committee meeting assignments and reports on RPB Committee meetings
- G. Business Updates: L. Bingaman
 - 1. RWAY/CIS Update: P. Singh
 - 2. *Monthly Business Highlights - *Upon 2/3 vote, convene in executive session pursuant to C.G.S. Section 1-200(6)(D), pertaining to real estate matters.*
 - 3. Strategic Initiative Discussion - *Upon 2/3 vote, convene in executive session pursuant to C.G.S. Section 1-200(6)(E), to discuss matters covered by Section 1-210(b)(5)(B), pertaining to commercial and financial information.*
- H. Meet as Commercial Business Committee: K. Curseaden
 - 1. Approve Minutes – March 28, 2024 meeting
 - 2. Commercial Business Strategy, Goals & Updates: R. Kowalski - *Upon 2/3 vote, convene in executive session pursuant to C.G.S. Section 1-200(6)(E) to discuss matters covered by Section 1-210(b)(5)(B), pertaining to commercial and financial information.*
- I. Act on matters arising from Committee meetings

*RPB Member (C. Havrda) will be excused at item G.2

** Members of the public may attend the meeting in person or by conference call. To view meeting documents please visit <http://tinyurl.com/3hhtm38z>. For questions, contact the board office at 203-401-2515 or by email at jslubowski@rwater.com.

Table of Contents

Table of Contents	1
Safety Moment	2
02 22 2024 RWA Strategic Planning Minutes UNAPPROVED	3
FY24 Year-end Action Plan	4
FY25 Strategic Initiatives and Global Metrics	11
FY 2025 SP Committee Work Plan	23
2024 Final Assessment Results	24
05 23 2024 RWA Minutes UNAPPROVED	28
Capital Budget Authorization - July 2024	36
KPI FY24 Q4 Year End Update Memorandum	38
KPI FY24 Q4 Report	39
Aging Accounts Receivable - May 2024	40
FY2025 RPB Vote Transmittal Memo	41
4Q FY24 Dashboard Metrics	45
Customer Satisfaction Brand Image Survey	47
FY24 YE Financials	48
FY 2024 YE Disposition	57
Rate App Proposed Schedule -39th Series	63
RPB Comm Mtgs Apr to Jun 2024	65
RPB Comm Mtgs Jul to Sept 2024	66
RWAY CIS Update	67
03 28 2024 CBC Minutes UNAPPROVED	69

SAFETY MOMENT

YARD CLEANUP TIPS

There are hazards associated with yard cleanups, so take a few minutes to look at these safety tips.

More than 60,000 people are treated in emergency rooms each year for lawn-mower injuries:

- Rake before you mow to prevent any stones and loose debris from launching into the air
- Never operate a mower in your bare feet and avoid wearing loose clothing.
- Never start a mower indoors.
- Refueling your mower, make sure the engine is off and cool. Don't spill gasoline on a hot engine - and DON'T SMOKE while pouring gasoline.
- Never leave your mower unattended.
- Don't use electric mowers on wet grass.

At least 55,000 people each year sustain injuries from trimmers, lawn edgers, pruners and power saws:

- Read the manufacturer's instructions carefully before using the tools.
- Inspect the product for damage and don't use it if there are problems.
- Make sure blade guards are in place on all cutting equipment.
- Don't let tools get wet unless they are labeled "immersible".
- Unplug all tools when not in use.
- Make sure the tool is in the "off" position before you plug it in.
- Wear safety glasses when you are performing tasks when using hand or power tools.
- Use EXTRA CAUTION when working on ladders

Tap Into
Safety



Regional Water Authority



Service – Teamwork – Accountability – Respect – Safety

South Central Connecticut Regional Water Authority
Strategic Planning Committee

Minutes of the February 22, 2024 Meeting

The regular meeting of the Strategic Planning Committee of the South Central Connecticut Regional Water Authority took place on Thursday, February 22, 2024, at 90 Sargent Drive, New Haven, Connecticut and via remote access. Chairwoman Sack presided.

Present: Committee Members Present – Mss. Sack (R) and LaMarr, and Messrs. Borowy, Curseaden, and Ricozzi
Management – Mss. Kowalski and Calo (R), and Messrs. Bingaman, Hill (R), Lakshminarayanan, Perugini (R), and Singh (R)
Staff – Mrs. Slubowski

The Chair called the meeting to order at 2:22 p.m.

On motion made by Ms. LaMarr, and seconded by Mr. Curseaden, the Committee voted to approve the minutes of its November 16, 2023 meeting.

Borowy	Aye
Curseaden	Aye
LaMarr	Aye
Ricozzi	Aye
Sack	Aye

At 2:24 p.m., on motion made by Mr. Borowy, and seconded by Mr. Curseaden, the Committee voted to convene in executive session pursuant to C.G.S. Section 1-200(6)(E), to discuss matters covered by Section 1-210(b)(5)(B), concerning commercial or financial information and C.G.S. Section 1-200(6)(E), to discuss matters covered by Section 1-210(b)(19)(i)(ii), pertaining to security risk. Present in executive session were the Committee members, Messrs. Bingaman, Hill, Lakshminarayanan, Singh and Mss. Kowalski, Calo, and Slubowski

Borowy	Aye
Curseaden	Aye
LaMarr	Aye
Ricozzi	Aye
Sack	Aye

At 3:00 p.m., Mr. Perugini entered the meeting.

At 3:14 p.m., the Committee came out of executive session. No votes were taken in, or as a result of executive session. On motion made by Mr. Borowy, and seconded by Mr. Ricozzi, the Committee voted to adjourn the meeting.

Borowy	Aye
Curseaden	Aye
LaMarr	Aye
Ricozzi	Aye
Sack	Aye

Suzanne Sack, Chairwoman

(R) = Attended remotely.



 Regional **Water** Authority

FY24 (June 2023-May 2024) Strategic Initiatives & Global Metrics Update

June 27, 2024



Perspective & Strategy	2025 Strategic Goal & Related Key Fiscal 2024 Strategic Actions
<p>Customers & Constituents: Improve Customer Satisfaction</p>	<p>Goal – Customer Satisfaction: Maintain RWA best-in-class 91.8% Customer Satisfaction Index by May 2025</p> <ul style="list-style-type: none"> ✓ Reduce the number of customer water-quality complaints 10% from a baseline average of 610 complaints a year through flushing improvements and increased system maintenance.
<p>Customers & Constituents: Utilize Technology to Enhance the Customer Experience</p>	<p>Goal – Technology Obsolescence: Develop technology roadmap to ensure technology obsolescence and single points of failure are eliminated by May 2025</p> <ul style="list-style-type: none"> ✓ Achieve 100% of Project RWAY’s 3 key phase gates on time to ensure success of CIS implementation: 1) analysis, OCM and UMAX installation (Q1 FY24); 2) design and data migration scope (Q2 FY24); 3) development and integrated system test design (Q3 FY24). <p>Goal – Self Service: Ensure 42% of customer base is using self-service options for billing and more by May 2025</p> <ul style="list-style-type: none"> ✓ Enroll 39% of residential customers in E-billing and 20% of residential customers in AutoPay.
<p>Employee Learning & Growth: Advance Workforce Safety</p>	<p>Goal – Safety: Achieve zero recordable injuries by May 2025</p> <ul style="list-style-type: none"> ✓ Reduce workplace hazards by researching best-in-class corporate safety practices and deploying a plan that decreases recordable injuries to zero.
<p>Employee Learning & Growth: Develop Employees by Improving Knowledge, Skills and Abilities</p>	<p>Goal – Succession Planning: Implement succession planning and knowledge capture that addresses 75% of the potential loss of institutional knowledge by May 2025</p> <ul style="list-style-type: none"> ✓ Conduct a needs analysis to identify mission-critical roles at risk of retirement over the next 1-3 years and implement a Talent Matrix that addresses 50% of the potential loss of knowledge, skills and abilities.
<p>Employee Learning & Growth: Foster a Diverse, Inclusive and Engaged Workforce</p>	<p>Goal – Engagement: Grow workforce engagement to strengthen commitment to the organization and individual success as evidenced by a 20% increase in an Employee Engagement Survey by May 2025</p> <ul style="list-style-type: none"> ✓ Implement an employee participation plan that drives engagement and gauge employee sentiment by demonstrating a 10-percentage point annual improvement over FY23 Cooleaf employee survey baseline of 75.5%.
<p>Financial: Expand Commercial Revenue Sources to Mitigate Rate Increases</p>	<p>Goal – Commercial Enterprises: Increase commercial service net revenue to \$9.2 million by May 2025</p> <ul style="list-style-type: none"> ✓ Deploy Well Services products and PipeSafe partnerships and integrate 2 acquisitions to achieve a \$7.4 million budget.
<p>Internal Business Process: Effectively Manage and Maintain Our Core Business</p>	<p>Goal – Asset Management: Ensure 100% of our assets are linked to an enterprise asset management system by May 2025</p> <ul style="list-style-type: none"> ✓ Map the remaining 50% of vertical assets and develop a comprehensive preventative maintenance program that focuses on the integrity of our 35 pump stations. ✓ Refine the number of customer-side lead service lines and develop a communications strategy and work plan to replace lead pipe.
<p>Internal Business Process: Sustainably Manage Our Natural Resources to Deliver Reliable, Clean, Safe Water</p>	<p>Goal – Water Quality: Ensure levels of disinfection by-products are at least 10% below regulated limits by May 2025</p> <ul style="list-style-type: none"> ✓ Protect raw water quality standards by employing 3 new high-gain areas for natural resource and infrastructure management: 1) protect 1 additional watershed; 2) utilize new technology/infrastructure to guide management of Lake Salt Pond. ✓ Complete an evaluation of alternative PFAS remediation techniques for South Cheshire wellfield and determine the most cost-effective solution.

Customers & Constituents Perspective

STRATEGY	FY24 GOAL METRICS	FY24 RESULTS	FY24 YEAR-END STATUS
<p>Improve Customer Satisfaction</p>	<ul style="list-style-type: none"> Reduce water-quality complaints 10% from a baseline average of 610 complaints a year. 	<ul style="list-style-type: none"> Deployed improvements to flushing program as well as increased system maintenance; customer water-quality complaints through Q4 is 672, over target FY24 goal metric of 549. 	<ul style="list-style-type: none"> Missed goal metric due to a reduction in flushing during first-half of FY24 because of mechanical issues with NO-DES flushing truck and larger than anticipated broken valve replacements found during flushing operations.
<p>Utilize Technology to Enhance the Customer Experience</p>	<ul style="list-style-type: none"> Achieve 100% of Project RWAY's 3 key phase gates on time to ensure success of CIS implementation. 	<ul style="list-style-type: none"> Completed on schedule Phase I (Analysis); Phase II (Design); and Phase III (Development). 	<ul style="list-style-type: none"> Met goal metric.
	<ul style="list-style-type: none"> Enroll 39% of residential customers in E-billing and 20% of residential customers in AutoPay. 	<ul style="list-style-type: none"> E-bill: 42.1% AutoPay: 18.7% 	<ul style="list-style-type: none"> Exceeded goal metric for E-bill; experienced 3% growth in AutoPay

Employee Learning & Growth Perspective

STRATEGY	FY24 GOAL METRICS	FY24 RESULTS	FY24 YEAR-END STATUS
<p>Advance Workforce Safety</p>	<ul style="list-style-type: none"> Reduce workplace hazards by researching best-in-class corporate safety practices; deploy plan that decreases recordable injuries to zero. 	<ul style="list-style-type: none"> Researched best-in-class corporate safety programs. Encouraged more participation in near-miss reporting. Provided safety training for leaders. Procured new 24/7/365 tele-nurse hotline for non-emergency injuries. Increased awareness and training of proper bend/lift techniques. 	<ul style="list-style-type: none"> Missed goal metric – 9 recordable injuries, all essentially attributable to strains/sprains; new safety initiatives and training introduced throughout FY24 aimed to decrease strains/sprains.
<p>Develop Employees by Improving Knowledge, Skills and Abilities (KSAs)</p>	<ul style="list-style-type: none"> Conduct a needs analysis to identify mission-critical roles at risk of retirement; implement a Talent Matrix that addresses 50% of the potential loss of KSAs. 	<ul style="list-style-type: none"> Conducted needs analysis to identify mission-critical roles at risk of retirement. Implemented at Talent Matrix that addresses 50% of KSA loss across enterprise. 	<ul style="list-style-type: none"> Met goal metric.
<p>Foster a Diverse, Inclusive and Engaged Workforce</p>	<ul style="list-style-type: none"> Implement an employee engagement plan; gauge employee sentiment by demonstrating a 10 percentage-point annual improvement over FY23 Cooleaf employee survey baseline of 75.5%. 	<ul style="list-style-type: none"> Introduced new platform that captures real-time employee sentiment; conducted 3 surveys over FY24 and doubled participation rate from FY23; FY24 employee sentiment score is 82.7%, just short of FY24 goal due to protracted union contract challenges. 	<ul style="list-style-type: none"> Missed goal metric by 2.8% related to protracted union contract challenges.

Financial Perspective

STRATEGY

FY24 GOAL METRIC

FY24 RESULTS

FY24 YEAR-END STATUS

Expand Commercial Revenue Sources to Mitigate Rate Increases

- Increase **commercial revenue** to achieve **\$7.4 million** budget.

- Increased **commercial revenue** to **\$8.3 million** in FY24.
- Closed on **James Carboni** acquisition; **post-close integration** in concert with cross-commercial **integration** initiatives completed for all **3 companies**.
- Ensured **Well Services' financial** performance was **better** than **budget**.
- Had **conversations** with towns of **Wolcott, Middletown** and **New Britain** to bring **PipeSafe** to their residents.
- Made **product** and **pricing amendments** to **WellSafe** program.
- Certified **outside lab** services performance **improved**.
- Strategized **organic** and **inorganic** ideas to **grow** commercial business to **\$50 million** over **3-5 years**.

- Exceeded goal metric.

Internal Business Perspective

STRATEGY	FY24 GOAL METRICS	FY24 RESULTS	FY24 YEAR-END STATUS
<p>Effectively Manage and Maintain Our Core Business</p>	<ul style="list-style-type: none"> Map remaining 50% of vertical assets; develop preventative maintenance program for 35 pump stations. 	<ul style="list-style-type: none"> Completed preventative maintenance for 35 pump stations. Finished mapping horizontal assets and 25% of vertical assets – half of FY24 goal. 	<ul style="list-style-type: none"> Met goal to complete preventative maintenance for 35 pump stations; 100% of horizontal assets mapped with 25% of vertical assets mapped.
	<ul style="list-style-type: none"> Refine number of customer-side lead service lines; work plan to replace lead pipe. 	<ul style="list-style-type: none"> Refined number of customer-side lead service lines. Completed 4 major work plan milestones: 1) uploaded data and integrated with GIS; 2) received DPH approval for vacuum excavation in East Haven, Hamden, Milford, Ansonia, Derby, North Haven and Woodbridge; 3) engaged community health departments; 4) mailed postcards to residents in New Haven, West Haven, East Haven, Hamden, Milford. 	<ul style="list-style-type: none"> Met goal metric.
<p>Embrace Innovation and New Technology</p>	<ul style="list-style-type: none"> Protect raw water quality standards; employ 3 new high-impact areas for natural resource and infrastructure management. 	<ul style="list-style-type: none"> Completed acquisition of land parcels in Branford, Hamden and Cheshire. Procured 24-hour remote buoy monitoring system. Identified 15 distribution locations that are benefiting from water quality advances. 	<ul style="list-style-type: none"> Exceeded goal metric.
	<ul style="list-style-type: none"> Complete evaluation of alternative PFAS remediation techniques for South Cheshire wellfield; determine cost-effective solution. 	<ul style="list-style-type: none"> Mapped PFAS plume at South Cheshire wellfield and collected samples. Performed jar test with alternative methods that led to 100% PFAS removal. Implemented additional testing with repeatable results and determined cost-effective solution: Powder Activated Carbon. 	<ul style="list-style-type: none"> Met goal metric.

Effectively Manage and Maintain Our Core Business

- Map remaining 50% of **vertical assets**; develop **preventative maintenance** program for **35 pump stations**.

- Completed **preventative maintenance** for **35 pump stations**.
- Finished mapping **horizontal assets** and **25% of vertical assets** – half of FY24 goal.

- Met goal to complete preventative maintenance for 35 pump stations; 100% of horizontal assets mapped with 25% of vertical assets mapped.

- Refine number of **customer-side lead service lines**; **work plan** to replace lead pipe.

- Refined** number of **customer-side lead service lines**.
- Completed **4 major work plan milestones**: 1) uploaded data and integrated with **GIS**; 2) received DPH approval for **vacuum excavation** in East Haven, Hamden, Milford, Ansonia, Derby, North Haven and Woodbridge; 3) engaged **community health departments**; 4) mailed **postcards** to residents in New Haven, West Haven, East Haven, Hamden, Milford.

- Met goal metric.

Embrace Innovation and New Technology

- Protect **raw water quality standards**; employ 3 new high-impact areas for **natural resource and infrastructure management**.

- Completed **acquisition of land parcels** in Branford, Hamden and Cheshire.
- Procured **24-hour remote buoy monitoring system**.
- Identified **15 distribution locations** that are benefiting from **water quality** advances.

- Exceeded goal metric.

- Complete evaluation of **alternative PFAS remediation techniques** for South Cheshire wellfield; determine **cost-effective solution**.

- Mapped **PFAS plume** at **South Cheshire wellfield** and collected samples.
- Performed **jar test** with alternative methods that led to **100% PFAS removal**.
- Implemented additional testing with **repeatable results** and determined cost-effective solution: **Powder Activated Carbon**.

- Met goal metric.

FY24 Global Metrics Results

as of May 31, 2024

Measure	FY24 Year-End Results	Status
<ul style="list-style-type: none"> Maintain RWA's Customer Satisfaction Index at 91.8% (+/- 4% margin of error) 	<ul style="list-style-type: none"> Achieved 88.1% CSI (within margin of error) 	Met Metric
<ul style="list-style-type: none"> <i>Delivering Service Excellence</i> assessment baseline survey; 100% of employees trained in Service Essentials 	<ul style="list-style-type: none"> Established 70.5% service assessment baseline; trained 100% of employees in Service Essentials 	Met Metric
<ul style="list-style-type: none"> Employee engagement at 3 RWA-sponsored civic events; maintain brand image index of 70.9% 	<ul style="list-style-type: none"> Employee participation at 6 RWA-sponsored civic engagements; attained brand image index score of 74.1% 	Exceeded Metric
<ul style="list-style-type: none"> Achieve zero recordable injuries 	<ul style="list-style-type: none"> Experienced 9 recordable injuries 	Missed Goal Metric
<ul style="list-style-type: none"> Maintain best-in-class competitive turnover rate of $\leq 10\%$ 	<ul style="list-style-type: none"> Sustained competitive turnover rate of 3.11% 	Met Metric
<ul style="list-style-type: none"> Meet 118% coverage with no shortfall 	<ul style="list-style-type: none"> Attained 133% coverage 	Exceeded Metric
<ul style="list-style-type: none"> Ensure 96% of capital budget benefits customers 	<ul style="list-style-type: none"> Achieved 97.4% of capital budget 	Exceeded Metric
<ul style="list-style-type: none"> Identify \$750,000 in annualized operating efficiencies 	<ul style="list-style-type: none"> Realized \$907,833 in operating efficiencies 	Exceeded Metric



FY25 Strategic Action Plan & Global Metrics

June 27, 2024



2020-2025 Strategic Plan

The Leadership Team reviewed the 2020-2025 Strategic Plan, assessed the progress made to date against the strategies and goals the organization needs to successfully complete by the end of FY25, and engaged employees to help validate and provide feedback on our FY25 Strategic Action Plan.

Five-Year 2020-2025 Strategic Plan

- Developed five-year strategy in FY19
- Based on 4 perspectives of Balanced Scorecard: Customers & Constituents; Employee Learning & Growth; Financial; Internal Business Process
- Adjusted periodically to address customer expectations, technology advancements, the external and competitive environments; employee engagement; the economy and other factors

FY25 Strategic Planning Process

- Ensured our FY25 objectives are aligned with the 2020-2025 Strategic Plan
- Encouraged employee engagement and participation in strategic action planning
- Leadership Team finalized FY25 actions and made Global Metrics/KPI recommendations

Five-Year Strategic Plan

Fiscal Years 2020-2025

Updated June 2021



 Regional Water Authority

Solid Strategy Continues to Evolve

Our vision: To be an innovative water utility and environmental services company that sustains life, strengthens our communities and protects natural resources for future generations.

PERSPECTIVE	SUMMARY OF FY20-25 STRATEGIES
<p>Customers & Constituents</p>	<ul style="list-style-type: none"> • Improve customer satisfaction • Utilize technology to enhance the customer experience • Increase constituent support of the RWA
<p>Employee Learning & Growth</p>	<ul style="list-style-type: none"> • Advance workforce safety • Develop employees by improving knowledge, skills and abilities • Foster a diverse, inclusive and engaged workforce
<p>Financial</p>	<ul style="list-style-type: none"> • Expand commercial revenue sources to mitigate rate increases • Improve the financial operating performance of the RWA • Strengthen pension and retirement funding
<p>Internal Business Process</p>	<ul style="list-style-type: none"> • Effectively manage and maintain our core business • Sustainably manage our natural resources to deliver reliable, safe water • Embrace innovation and new technology

Perspective & Strategy	2025 Strategic Goals & 12 FY25 Strategic Actions
Customers & Constituents: Improve Customer Satisfaction	Goal – Customer Satisfaction: Maintain RWA best-in-class 91.8% (+/-4% margin of error) Customer Satisfaction Index by May 2025
Customers & Constituents: Improve Customer Satisfaction	Goal – First Contact Resolution: Establish a First Contact Resolution baseline and drive a 15% improvement by May 2025
Employee Learning & Growth: Advance Workforce Safety	Goal – Safety: Achieve zero recordable injuries by May 2025
Employee Learning & Growth: Develop Employees by Improving KSAs	Goal – Succession Planning: Implement succession planning and knowledge capture that addresses 75% of the potential loss of institutional knowledge by May 2025
Employee Learning & Growth: Develop Employees by Improving KSAs	Goal – Professional Development: Fully execute the Management Training roadmap by May 2025
Employee Learning & Growth: Foster a Diverse and Engaged Workforce	Goal – Engagement: Grow workforce engagement to strengthen commitment to the organization and individual success as evidenced by a 20% increase in an Employee Engagement Survey by May 2025
Financial: Expand Commercial Revenue Sources	Goal – Commercial Enterprises: Increase commercial service net revenue to \$9.2 million by May 2025
Internal Business Process: Effectively Manage & Maintain Core Business	Goal – Asset Management: Ensure 100% of our assets are assessed and linked to an Enterprise Asset Management system by May 2025
Internal Business Process: Sustainably Manage Our Natural Resources	Goal – Water Quality: Ensure levels of disinfection by-products are at least 10% below regulated limits by May 2025
Internal Business Process: Sustainably Manage Our Natural Resources	Goal – Unaccounted for Water: Implement a plan to ensure unaccounted-for-water is less than 10% by May 2025
Internal Business Process: Embrace Innovation & New Technology	Goal – Technology Roadmap: Link 100% of Technology Roadmap to capital and operating budgets by May 2025
Internal Business Process: Embrace Innovation & New Technology	Goal – Innovative Solutions: Facilitate 16 process improvements in the 4 perspectives of customers, employees, financial and internal business by May 2025

Perspective & Strategy	Completed Fiscal 2020-2025 Strategic Actions at FY24 Year-End
<p>Customers & Constituents: Improve Customer Satisfaction</p>	<p>Goal – Customer Transactions: Introduce transaction surveys and establish a baseline for improvement by May 2025</p> <ul style="list-style-type: none"> ✓ Transaction survey deployed in FY22; baseline established at 81.8%. ✓ Real-time training deployed to address areas of opportunity. ✓ Survey results as of FY24 YE show 84% customer satisfaction.
<p>Customers & Constituents: Utilize Technology to Enhance the Customer Experience</p>	<p>Goal – Self Service: Ensure 42% of customer base is using self-service options for billing and more by May 2025</p> <ul style="list-style-type: none"> ✓ Exceeded goal at FY24 YE with 42.1% of customers enrolled in e-Billing.
<p>Customers & Constituents: Increase Constituent Support of the RWA</p>	<p>Goal – Stakeholder Outreach: Increase overall support of RWA with key stakeholders; introduce three new targeted outreach initiatives by May 2025</p> <ul style="list-style-type: none"> ✓ Three outreach programs completed: 1) Municipal Outreach Liaison Program; 2) South Central Regional Land Conservation Alliance; 3) Arbor Day Tree Plantings with service towns. <p>Goal – Recreation Program: Add three new recreation programs by May 2025</p> <ul style="list-style-type: none"> ✓ Three new recreation programs added: 1) Kayaks at Lake Saltonstall; 2) Fishing Program; 3) Fishing at Lake Chamberlain.

Customers & Constituents Perspective

STRATEGY

FY25 GOAL METRICS

OUTCOMES TO THE BUSINESS

FY25 STATUS

Improve Customer Satisfaction

- **Increase** RWA's Customer Satisfaction Index **Company Characteristics** Within **4 Percentage Points** (+/- 4% MOE).
- **Achieve** a **15% improvement** for **First Contact Resolution** from **baseline of 77%**.

- **Enhance communications** with consumers to further build a **positive narrative** and improve overall **public perception**.
- **Increase** customer **views** of RWA's **affordability, innovation/modernity** and **environmental stewardship**.
- **Enrich** the overall **customer experience** and satisfaction through **increased knowledge** and ability to **resolve** customer **inquiries** at **first contact**.

Employee Learning & Growth Perspective

STRATEGY	FY25 GOAL METRICS	OUTCOMES TO THE BUSINESS	FY25 STATUS
<p>Advance Workforce Safety</p>	<ul style="list-style-type: none"> • Reduce workplace hazards by implementing best-in-class corporate safety practices and plans that decrease recordable injuries to zero. 	<ul style="list-style-type: none"> • Advance our commitment to workplace safety and self-care to ensure every employee goes home in the same condition they came to work. 	
<p>Develop Employees by Improving Knowledge, Skills and Abilities (KSAs)</p>	<ul style="list-style-type: none"> • Conduct a needs analysis to identify mission-critical roles at risk of retirement over the next 1-3 years and implement a Talent Matrix that addresses the remaining 50% of the potential loss of KSAs to achieve 100% of goal. • Fully execute the Management Training Roadmap. 	<ul style="list-style-type: none"> • Establish continuity and understanding of the organization's competency levels so we can better recognize high potential and overall workforce development as well as ensure succession planning for mission-critical roles. 	
<p>Foster a Diverse, Inclusive and Engaged Workforce</p>	<ul style="list-style-type: none"> • Implement employee engagement initiatives to drive collaboration and internal customer service by demonstrating a 10-percentage point annual improvement over FY24 employee survey result of 82.7%. 	<ul style="list-style-type: none"> • Foster an accountable workforce comprised of employees who are productive, united and empowered. • Offer strategic engagement opportunities to employees to come together and support the community. • Support a high-performance culture that delivers outstanding internal service. 	

Perspective & Strategy	Completed Fiscal 2020-2025 Strategic Actions at FY24 Year-End
<p><i>Financial:</i> Improve the Financial Operating Performance of the RWA</p>	<p>Goal – Fiscal Efficiency: Reduce debt-to-capital plant ratio to 82% by May 2025. ✓ Based on FY24 YE projections, we have exceeded this goal and will continue to monitor results.</p> <p>Goal – Capital Efficiency: Achieve an average of 3% capital efficiency each year through May 2025. ✓ At FY24 YE, we have sustained an average of 3% capital efficiencies per year.</p>
<p><i>Financial:</i> Strengthen Pension and Retirement Funding</p>	<p>Goal – Pension Funding: Achieve 100% funding of pension obligation by May 2025. ✓ At FY24 YE, we contributed above the ARC funding of pension by \$2.1M and will continue to contribute above the ARC in FY25.</p> <p>Goal – Retirement Benefits: Increase funding of OPEB/VEBA plan to 35% by May 2025. ✓ As of FY23 YE, increased funding level of OPEB/VEBA to 37% and we expect the funding level to be more than 35% for year-end FY24.</p>

Financial Perspective

STRATEGY

FY25 GOAL METRICS

OUTCOMES TO THE BUSINESS

FY25 STATUS

Expand Commercial Revenue Sources to Mitigate Rate Increases

- Increase **commercial service net revenue** to achieve **\$9.2 million** through well services **organic expansion, lab enhancements, PipeSafe growth** and **M&A** activity.

- Ensure **financial flexibility** in our **year-end disposition**, which will **benefit** the core utility's **Construction Fund** and our **customers**.
- Bolster our overall **financial strength** to support our **increasing capital program**.
- Leverage **legacy utility commercial offerings, customer relationships** and **distinct capabilities** to deliver **commercial business growth** to benefit our customers through **lower water rate increases**.
- Provide **back-office operation integration** synergies that foster headroom for **growth, future investments** and access to **new commercial ventures**.
- Offer more **innovative products and services** to **new customers** and clients in **Connecticut and beyond**.

Perspective & Strategy

Completed Fiscal 2020-2025 Strategic Actions at FY24 Year-End

Internal Business Process:
Embrace Innovation and New
Technology

Goal – 3Rs: Review and approve 50% of risk perspectives within Risk Register with a focus on mitigating risk, improving redundancy and safeguarding resiliency.

✓ As of **FY24 YE**, completed **100%** of risk perspectives.

Goal – Cybersecurity: Continually implement cybersecurity best practices across RWA with full implementation achieved by May 2025

✓ As of **FY24 YE**, material parts of **cyber roadmap** successfully implemented.

Goal – Technology Obsolescence: Develop technology roadmap to ensure technology obsolescence and single points of failure are eliminated by May 2025

✓ As of **FY24 YE**, some **14-technology obsolescence**/single points of failure were **eliminated**. While the technology roadmap is continuously executed, this goal has essentially been met.

Internal Business Perspective

STRATEGY	FY25 GOAL METRICS	OUTCOMES TO THE BUSINESS	FY25 STATUS
<p>Effectively Manage and Maintain Our Core Business</p>	<ul style="list-style-type: none"> • Ensure 100% of our assets are evaluated and linked to our Enterprise Asset Management System. 	<ul style="list-style-type: none"> • Add more rigor and standardized business practices to the way we operate and maintain the distribution system and critical assets. 	
<p>Sustainably Manage Our Natural Resources to Deliver Reliable, Safe Water</p>	<ul style="list-style-type: none"> • Ensure levels of disinfection by-products are at least 10% below regulated limits. • Ensure unaccounted-for-water is less than 10%. 	<ul style="list-style-type: none"> • Protect public health and safety. • Achieve cost savings by reducing unaccounted-for-water by utilizing new technology and work to calibrate master meters as well as synchronize data to AMI. 	
<p>Embrace Innovation and New Technology</p>	<ul style="list-style-type: none"> • Link 100% of Technology Roadmap to capital and operating budgets. • Facilitate 16 process improvements within the four perspectives of customers, employees, financial and business process. 	<ul style="list-style-type: none"> • Ensure greater infrastructure reliability and optimization of operations and new technologies. 	

Fiscal 2025 Global Metrics & Board KPIs

KPI	Description	Target	Level
Customer Satisfaction	Increase RWA's Customer Satisfaction Index Company Characteristics within 4 percentage points from FY24 baseline of 79.6%.	79.6% -- 83.6% (+/- 4% margin of error)	Global
Service Excellence	Achieve $\geq 75\%$ Service Assessment Index rating in all-employee survey following six-month Delivering Service Excellence training and practice.	$\geq 75\%$	Global
Safety	Continue the safety journey toward achieving zero recordable injuries.	0 Recordable Injuries	Global
Training & Development	Complete 12 hours of training and development per employee.	12 hours	Global
Cash Collections	Meet 118% coverage with no shortfall.	$\geq 118\%$ Coverage	Global
Capital Efficiency	Ensure that at least 96% of capital budget benefits customers.	96% of Capital Budget	Global
Operating Efficiency	Identify at least \$750,000 in annualized operating efficiencies and savings.	\$750,000	Global
Commercial Services Revenue	Achieve commercial net revenues of \$9.2M.	\$9.2M in Revenue	Executive
Water Quality	Maintain 100% compliance with drinking water standards by ensuring that 90% of disinfection by-product tests are at least 10% below maximum drinking water thresholds.	100% Compliance	Executive
Unaccounted for Water	Reduce unaccounted for water leakage by 125MG.	125MG Reduction	Executive

Strategic Planning Committee

FY2025 Work Plan

The Strategic Planning Committee, in collaboration with the CEO and management team, develops and recommends the overall strategic direction for the enterprise, monitors progress, reviews results as a basis for setting new strategy, and recommends actions to the Regional Water Authority (RWA) consistent with the Strategic Plan.

June 2024

- Review FY24 Year-End Strategic Action Plan Update & Global Metrics
- Review FY25 Strategic Action Plan & Global Metrics

August 2024

- Succession Planning Update

November 2024

- Commercial & Utility Financial Health Update

February 2025

- Review FY25 Six-Month (June-November 2024) Strategic Action Plan Update & Global Metrics
- Update on FY26 Strategic Planning Process

RWA Self-Assessment - May 2024

	High				Low	2024 Average	2021	2019	2017	2014	2012
1. Determine the Organization's Mission and Purpose	5	4	3	2	1						
1.1 All RWA members support the current mission statement	3	2				4.6	5	4.8	5	5	4.8
1.2 RWA's policy decisions reflect the mission	4	1				4.8	4.75	4.6	5	5	4.4
1.3 Organization's programs and services reflect the mission	3	2				4.6	5	4.8	5	5	4.4
1.4 Vision Statement captures the long-term direction of the organization	3	2				4.6	4.75	4.6	4.7	4.6	4
2. Engage in Strategic Planning											
2.1 RWA has a clear understanding of whom it is serving	3	2				4.6	4.75	4.6	5.7	5	4.8
2.2a RWA has a strategy for how the organization should be evolving over the short term (3-5 years)	3	1	1			4.4	4.5	4.5	4.3	4.8	3.9
2.2b RWA has a strategy for how the organization should be evolving over the long-term (6-50 years)	2		3			3.8	4	3.8	3.7	4.2	3.3
2.3 RWA periodically engages in a review of how the organization should meet new opportunities and challenges	3		2			4.2	5	4.3	4.3	4.8	3.9
2.4 RWA has identified key measures for tracking progress toward the organization's strategic goals	2	1	2			4	4.75	4.6	4.2	4.4	4
3. Approve and Monitor the Organization's Products and Services											
3.1 RWA is knowledgeable about the organization's current products/services	4	1				4.8	4.5	4.3	4.8	4.8	4.6
3.2 RWA knows the strengths and weaknesses of each major product/service	1	2	2			3.8	4	4	4.3	4.4	4
3.3 RWA periodically considers adopting new products/services, and modifying or discontinuing current products/services	3		2			4.2	5	4.2	4.5	4.6	3.8
3.4 RWA has an effective process for tracking performance	3		2			4.2	4.75	4.3	4.2	4.6	4.3
4. Provide Effective Fiscal Oversight											
4.1 RWA ensures that the budget reflects the priorities established in the strategic plan or annual plan	4	1				4.8	5	4.8	4.8	4.8	4.6
4.2 RWA receives financial reports on a regular basis	5					5	5	4.8	5	5	4.6
4.3 Financial reports are understandable, accurate, and timely	5					5	5	4.8	5	5	4.6
4.4 Management has instituted appropriate financial controls	5					5	5	4.8	5	5	4.6
4.5 RWA considers all recommendations made in the annual report and management letter of the independent auditor	5					5	5	4.8	4.7	5	4.6
4.6 RWA has established appropriate investment policies	3	1	1			4.4	5	4.8	4.8	4.8	4
5. Ensure Sound Risk Management Policies											
5.1 RWA has approved policies that enable the organization to manage risks and reduce them to a tolerable level	3	1	1			4.4	5	4.5	3.5	4.8	3.9
5.2 RWA identifies and assures methods in place to manage risks	3	1	1			4.4	5	4.3	4.3	4.8	3.9
6. Select and Support the Chief Executive and Review His Performance											
6.1 RWA assesses the chief executive's performance in a systematic and fair way on a regular basis	3	1	1			4.4	5	4.6	4.8	4.8	4.6
6.2 Process for determining the compensation of the chief executive is objective and adequate	2	3				4.4	4.75	4.8	4.8	4.6	4.4
7. Understand the Relationship Between FMA and Management											
7.1 Respective roles of the RWA and Management are clearly defined and understood	2	1	2			4	4.5	4.5	4.8	4.8	4.1
7.2 Climate of mutual trust and respect exists between the RWA and chief executive	3	2				4.6	4.75	4.8	4.8	5	4.6
7.3 RWA gives the chief executive enough authority and responsibility to lead the Management and manage the organization successfully	4	1				4.8	5	4.8	4.8	5	4.6
7.4 Responsibilities of RWA committees and Management assigned to assist each committee are clearly understood	4	1				4.8	5	4.6	4.8	4.8	3.5
7.5 RWA members refrain from attempting to direct the work of Management members	2	3				4.4	4.25	4.6	4.5	4.2	4.2
7.6 RWA has ensured that Management has adopted adequate and up-to-date human resource policies	2	2	1			4.2	4.33	4.2	3.8	4.2	4

RWA Self-Assessment - May 2024

		High		Low	2024 Average	2021	2019	2017	2014	2012
8. Enhance the Organization's Public Image										
8.1	Organization has an effective public relations and marketing strategy	3	1	1	4.4	4.75	4.8	4.3	4	3.8
8.2	RWA members promote a positive image of the organization in the community	3	2		4.6	4.75	4.3	4.3	4.2	4.4
9. Carefully Orient New RWA Members										
9.1	RWA provides new RWA members with comprehensive orientation to RWA resp. and organization's programs and finances	4	1		4.8	5	4.6	4.8	4.8	4.5
10. Organize Itself So That the RWA Operates Efficiently										
10.1	RWA members receive clear and succinct agendas and supporting written material sufficiently prior to RWA and committee mtgs	2		3	3.8	5	4.6	5	4.8	4.4
10.2	RWA focuses its attention on significant policy issues rather than administrative matters	1	3	1	4	4.75	4.5	4.5	4.8	3.6
10.3a	RWA members have adequate opportunities to discuss issues and ask questions	2	2	1	4.2	5	4.8	4.5	4.8	4.2
10.3b	Frequency of RWA meetings is appropriate for the responsible discharge of the RWA's responsibilities	2	2	1	4.2	4.5	4.8	4.3	4.8	4.2
10.4	RWA members are actively engaged in the work of the RWA	3	2		4.6	4.75	4.5	4.5	4.6	4.6
10.5	RWA periodically reviews its policies, procedures, and bylaws (? X2)	3	1	1	4.4	4.75	4.6	3.8	3.6	4.2
10.6	RWA has in place an effective conflict of interest policy for itself and the Management	4	1		4.8	5	4.6	4.8	4.8	4.6
10.7	Current committee structure contributes to RWA productivity	3	1	1	4.4	4.5	4.5	4.5	4.8	3.4
10.8	Each committee and task force has a stated purpose and a plan of work	4	1		4.8	5	4.8	4.8	4.6	4
11. Coordinate and Collaborate with the RPB										
11.1	RWA members regularly attend meetings of the RPB	4	1		4.8	4.75	4.5	5	4.8	4.4
11.2	RWA meetings open to RPB members with appropriate notice	4	1		4.8	5	4.8	5	5	4.8
11.3	RWA communicates to the RPB clearly and openly	4	1		4.8	5	4.8	5	5	4.2
11.4	Relationship of the RWA toward the RPB is functional and cooperative	4	1		4.8	5	4.8	4.8	4.6	4.2
12. INDIVIDUAL MEMBER										
12.1	understand the organization's mission?	3	2		4.6	4.25	4.8	5	5	
12.2	support the mission?	2	2		4.5	4.75	4.8	5	5	
12.3	are knowledgeable about the organization's major programs and services	2	3		4.4	4.75	4.8	4.6	4.8	
12.4	follow trends and important developments in the water industry		4	1	3.8	4.25	4.4	4.4	4.2	
12.5	read the organization's financial statements?	3	2		4.6	5	4.8	4.8	4.8	
12.6	understand the organization's financial statements	2	3		4.4	5	4.8	4.6	4.8	
12.7	act knowledgeably and prudently when making recommends about how funds are invested/spent	4	1		4.8	4.5	4.8	4.8	4.8	
12.8	advise and assist the chief executive when your help is requested	4	1		4.8	4.75	4.8	5	4.8	
12.9	have a good working relationship with the chief executive	4	1		4.8	4.5	4.8	4.6	4.8	
12.10	have a good working relationship with other FMA members	4	1		4.8	4.75	4.8	4.6	5	
12.11	prepare for and participate in FMA and committee meetings as well as other activities of the RWA	2	3		4.4	4.75	4.8	4.8	4.8	
12.12	complete all assignments in a responsible and timely manner	1	3		4.25	4.75	4.8	4.8	4.8	
12.13	respect the confidentiality of the FMA's executive sessions	5			5	5	4.8	4.8	5	
12.14	suggest agenda items for future FMA and committee meetings		4	1	3.8	4.25	4.4	4	4.4	
12.15	focus your attention on long-term and significant policy issues rather than short term admin. Matters	2	3		4.4	4.75	4.6	4	4.8	
12.16	ensure that any communication with mgmt below the CEO level does not undermine the relationship between CEO and management	4	1		4.8	5		4.8	5	
12.17	avoid, in fact and in perception, conflicts of interest and disclose any possible conflicts	4	1		4.8	5	4.8	5	5	
12.18	follows trends and developments in the area of best practices of corporate governance	3	1	1	4.4	4.75	4.6	4.6	4.4	
					64	283.75	300.58	291.3	292	298

COMMENTS

1 **Determine the Organization's Mission and Purpose**

RWA Self-Assessment - May 2024

High

Low

2024 Average

2021

2019

2017

2014

2012

Our mission is clearly stated and we work towards it together

I believe the members are committed to the RWA's success. I do think there are different views of how to achieve the goals. These views sometimes create conflict.

2 Engage in Strategic Planning

We have a solid roadmap and review it regularly

I am not sure we've ever talked about the company's very long term future (scores of years) and we should. All policies should consider very long term, sustainable organizational stability.

3 Approve and Monitor the Organization's Products and Services

We are well served with useful and helpful reports and updates on various topics we should know

I have had the pleasure of hearing about innovation and weaknesses.

3.4 Performance tracking has been revised and improved consistently, including with OCA's input

4 Provide Effective Fiscal Oversight

Our budget process is open and transparent, with the RPB and OCA as well

I would love to hear about opportunities for the RWA to participate in impact investments, especially opportunities to address climate risk.

4.6 Regular scheduled thorough investment policy discussions held

5 Ensure Sound Risk Management Policies

We receive regular risk updates and mitigation reports

6 Select and Support the Chief Executive and Review His Performance

We may not all agree with outcome, but all members have an opportunity to be heard

7 Understand the Relationship Between FMA and Management

Authority and RPB committee systems work well with management. HR has seen a solid, positive turnaround

7.1 Sometimes blending or spillover btw management and FMA roles

RWA Self-Assessment - May 2024

High

Low

2024 Average

2021

2019

2017

2014

2012

8	Enhance the Organization's Public Image
	We as individuals do promote RWA where possible and do not reflect negatively on the organization with our outside activities.
	In many ways, the RWA is unknown in many communities. In some ways, this is good because the RWA delivers a reliable, excellent product and, therefore, is under the radar except for the few who are paying attention. I would love to see the RWA's successes have greater visibility.

9	Carefully Orient New RWA Members
	New members, rare though that happens, do orient well

10	Organize Itself So That the RWA Operates Efficiently
	Our structure has weathered the test of time, but we should always be open to some updates
	I could have done a better job with the IPS amendment. There are times that committee structure creates work for management that may not be completely productive. We could be a bit more focused at times.
	10.3b Could be a few less meetings annually

11	Coordinate and Collaborate with the RPB
	There continues to be a very productive, fruitful relationship between RWA and RPB
	While far from a rubber stamp, the relationship is professional and productive.

12	Individual Member
	I could make more of an effort to know about water industry developments. I read a good deal, but I could do more. I may rely too much on senior management to set committee agenda, although I have suggested topics from time to time. I have taken steps to learn more and make myself a better board member.
	12.12 All assignments but this self-assessment timely

**South Central Connecticut Regional Water Authority
Minutes of the May 23, 2024 Meeting**

The regular meeting of the South Central Connecticut Regional Water Authority (“RWA” or “Authority”) took place on Thursday, May 23, 2024, at 90 Sargent Drive, New Haven, Connecticut, and via remote access. Chair Borowy presided.

Present: Authority – Messrs. Borowy, Curseaden, Ricozzi, and Mss. LaMarr and Sack
Management – Mss. Kowalski and Calo(R), and Messrs. Bingaman, Cosma, Hill(R), Lakshminarayanan, and Singh(R)
RPB – Mr. Marino(R)
Staff – Mrs. Slubowski

The Chair called the meeting to order at 12:30 p.m. He reviewed the Safety Moment distributed to members.

Chair Borowy offered the opportunity for members of the public to comment. There were no members of the public present.

At 12:31 p.m., on motion made by Mr. Curseaden, and seconded by Ms. Sack, the Authority voted to recess the regular meeting to meet as the Audit-Risk Committee.

Borowy	Aye
Curseaden	Aye
LaMarr	Aye
Ricozzi	Aye
Sack	Aye

At 1:40 p.m., the Authority reconvened, and on motion made by Mr. Ricozzi, and seconded by Mr. Curseaden, the Authority voted to recess the regular meeting to meet as the Environmental, Health & Safety Committee.

Borowy	Aye
Curseaden	Aye
LaMarr	Aye
Ricozzi	Aye
Sack	Aye

At 2:16 p.m., the Authority reconvened.

On motion made by Ms. LaMarr, and seconded by Ms. Sack, the Authority voted to approve, adopt, or receive, as appropriate, the following items in the Consent Agenda, as amended:

1. Minutes of the April 25, 2024 meeting
2. Capital budget authorization for June 2024

RESOLVED, that the Vice President & Chief Financial Officer is authorized to submit to the Trustee one or more requisitions in an aggregate amount not to exceed \$2,800,000 for the month of June 2024 for transfer from the Construction Fund for capital expenditures. Each such requisition shall contain or be accompanied by a certificate identifying such requisition and stating that the amount to be withdrawn pursuant to such

requisition is a proper charge to the Construction Fund. Such requisitions are approved notwithstanding the fact that amounts to be withdrawn for a particular project may exceed the amount indicated for such month and year in the current Capital Improvement Budget but will not cause the aggregate amount budgeted for Fiscal Year 2025 for all Capital Improvement Projects to be exceeded. In the absence of the Vice President & Chief Financial Officer, the Controller is authorized to sign in her place.

3. Capital Budget Transfer Notifications for June 2024.
4. Monthly Financial Report for April 2024.
5. Accounts Receivable Update for April 2024.
6. Exemptions from Public Bidding for FY 2025.

RESOLVED, that the Authority authorizes Management to negotiate the purchase of the following items for the fiscal year June 1, 2024 to May 31, 2025, without public bidding, and such purchases without public bidding are hereby determined to be in the best interest of the Regional Water Authority for the reasons set forth in Ms. Kowalski's memorandum of May 17, 2024, a copy of which is to be filed with the records:

Programmable Logic Controllers
John Deere Equipment
Variable Frequency Drives
Pick Up of Patch, Sand, Gravel, Stone and Topsoil
Polymers
EH Wachs Gate Trailer
Printing & Media Services
Cla-Val Hydraulic Control Valves
Pump and Motor Repairs
Val Matic Air and Water Valves
Johnson Controls HVAC Software and Hardware
Flagging Services
Ductile Iron Pipe
RWA Well Services LLC
Target Three

Mr. Ricozzi asked management for clarification related to Item #6 on the Consent Agenda, *Exemptions from Public Bidding*. He noted that some items on the list provided by the Authority were incomplete and asked for clarification that the RWA would seek bids from local vendors, specifically for the Pick Up Patch, Sand, Gravel, Stone and Topsoil, the Printing and Media Services, and the Ductile Iron Pipe. Management stated that the schedule provided to Authority members contained 2023 prices and confirmed that that they would seek current pricing from various vendors.

After discussion, it was the consensus of the Authority to amend the consent agenda and approve Items 1-5, and remove Item #6 for further discussion. The Chair called for the vote:

Borowy	Aye
Curseaden	Aye
LaMarr	Aye
Ricozzi	Aye
Sack	Aye

Chair Borowy stated that prior discussion related to Item #6, *Exemptions from Public Bidding*, confirmed management’s intent to not conclusively use one vendor, but seek out other vendors for the purpose of negotiations to get the best market price without going out for public bidding.

After discussion, on motion made by Mr. Ricoszi, and seconded by Mr. Curseaden, the Authority voted to approve Item #6 of the Consent Agenda, *Exemptions from Public Bidding*, based on the comments and information provided by management.

Borowy	Aye
Curseaden	Aye
LaMarr	Aye
Ricoszi	Aye
Sack	Aye

Ms. Kowalski, the RWA’s Vice President and Chief Financial Officer, stated that the resolutions to approve the bond anticipation notes were detailed resolutions related to the debt component of the Target Three Application.

Mr. Ricoszi moved for approval of the following resolutions:

WHEREAS, Section 23 of Special Act 77-98, as amended, of the Connecticut General Assembly (the “Act”) provides, in pertinent part, that the Authority shall have the power to issue bond anticipation notes in the same manner as the bonds; and

WHEREAS, Section 22 of the Act provides in pertinent part, that bonds shall be authorized by a resolution of the South Central Connecticut Regional Water Authority (the “Authority”) which shall provide for the terms and conditions of the bonds, including the interest rates on the bonds and may provide for any matter which in any way effects the security or protection on the bonds; and

WHEREAS, Section 9 of the Act provides that the Authority may delegate to one or more of its members, officers, agents or employees, such powers and duties as it may deem proper; and

WHEREAS, the Authority proposes to issue its Water System Revenue Bonds (the “Bonds”) and its bond anticipation notes in anticipation of the proceeds of the Bonds (the “Notes”) in accordance with the Act and the Water System Revenue Bond Resolution, General Bond Resolution, adopted by the Authority and approved by the Representative Policy Board of the South Central Connecticut Regional Water District (the “RPB”) on July 31, 1980, as amended and supplemented (the “General Bond Resolution”); and

WHEREAS, on February 22, 2024, the Authority adopted and on April 25, 2024, the RPB approved the resolutions which established the general terms and provisions of the Authority’s Bonds in the aggregate principal amount not to exceed \$3,500,000 to (I) finance or refinance a portion of the costs of the acquisition of Target Three, (II) provide funds for deposit to the Capital Contingency Fund and the Debt Reserve Fund, as necessary pursuant to the General Bond Resolution and as permitted by the Internal Revenue Code of 1986, as amended and (III) pay costs of issuance (the “Project”); and

WHEREAS, the Authority wishes to provide for the issuance, sale and delivery of Notes to finance temporarily a portion of the Project.

NOW THEREFORE, BE IT RESOLVED, that the Authority hereby approves the resolution authorizing the issuance of the Notes (the “Note Resolution”) in one or more series substantially in the form attached hereto as Exhibit A, with such changes, omissions, insertions and revisions as the Chairperson or Vice Chairperson and President / Chief Executive Officer or Vice President and Chief Financial Officer shall deem advisable and which shall be as set forth in a Certificate of Determination for the appropriate series of Notes attached thereto.

BE IT FURTHER RESOLVED, that the Chairperson or the Vice Chairperson and the President /Chief Executive Officer or Vice President and Chief Financial Officer be authorized (i) to issue, sell and deliver the Notes in an amount for each not to exceed \$3,500,000, and (ii) to determine the amount, date, date of maturity, interest rate, form and other details of each series of Notes, pursuant to the Act and the General Bond Resolution or any other provisions of law thereto enabling.

BE IT FURTHER RESOLVED, that the Chairperson, the Vice Chairperson, the President / Chief Executive Officer and the Vice President Chief Financial Officer, or any one of them, are hereby authorized to execute and deliver such documents as may be necessary or desirable to issue, sell, secure and deliver the Notes, including but not limited to, an Official Statement if the Notes are publicly offered, a Contract of Purchase, a Tax Regulatory Agreement and a Continuing Disclosure Agreement and to take such actions or to designate other officials or employees of the Authority to take such actions and execute such documents in connection with the issuance, sale, security and delivery of the Notes as are determined necessary or advisable and in the best interests of the Authority and that the execution of such documents shall be conclusive evidence of such determination.

BE IT FURTHER RESOLVED, that the Chairperson, the Vice Chairperson, the President / Chief Executive Officer and the Vice President and Chief Financial Officer, or any one of them, are authorized to apply for and accept federal and state grants to finance the project and federal and state loans to finance the Project, and enter into any grant or loan agreement prescribed by a federal agency or by the State, and that the Chairperson, the Vice Chairperson, the President / Chief Executive Officer and the Vice President and Chief Financial Officer, or any one of them, are authorized to take any other actions necessary to obtain such grants or loans or to implement such grant or loan agreements. Any grant proceeds may be used to pay project costs or principal and interest on bonds, notes, or temporary notes or obligations.

Ms. LaMarr seconded the motion. The chair called for the vote and the Authority adopted the resolutions unanimously.

Borowy	Aye
Curseaden	Aye
LaMarr	Aye
Ricozzi	Aye
Sack	Aye

At 2:42 p.m., on motion made by Mr. Curseaden, and seconded by Ms. Sack, the Authority voted to convene in executive session pursuant to C.G.S. Section 1-200(6)(E) to discuss matters covered by Section 1-210(b)(5)(B), pertaining to commercial and financial information. Present in executive

session were Authority members, Mss. Kowalski, Calo, and Slubowski, and Messrs. Bingaman, Hill, Lakshminarayanan, and Singh.

Borowy	Aye
Curseaden	Aye
LaMarr	Aye
Ricozzi	Aye
Sack	Aye

At 2:46 p.m., the Authority came out of executive session.

Ms. Sack moved for approval of the following resolutions, for reasons discussed in executive session:

WHEREAS, Section 22 of Special Act 77-98, as amended, of the Connecticut General Assembly (the "Act") provides, in pertinent part, that bonds shall be authorized by a resolution of the South Central Connecticut Regional Water Authority (the "Authority") which shall provide for the terms and conditions of the bonds, and may provide for any matter which in any way affects the security or protection on the bonds; and

WHEREAS, Section 9 of the Act provides that the Authority may delegate to one or more of its members, officers, agents or employees, such powers and duties as it may deem proper; and

WHEREAS, the Authority may issue bonds to refund a series of outstanding bonds (the "Refunding Bonds") without the approval of the Representative Policy Board; and

WHEREAS, the Authority has issued certain series of its bonds (the "Prior Bonds") which if tendered back to the Authority and purchased with the proceeds of a new series of bonds may provide debt service savings for the Authority; and

WHEREAS, Section 22 of the Act provides that the Authority has the power to issue refunding bonds and the power to purchase as distinguished from the power to redeem any bonds issued by it at a price not more than the principal amount thereof and accrued interest thereon; and

WHEREAS, the Prior Bonds are subject to optional redemption but are not currently callable and cannot be advance refunded on a tax-exempt basis; and

WHEREAS, the Authority wishes to make an offer to purchase the Prior Bonds (a "Tender Offer") at a price which is less than the par amount of the Prior Bonds plus accrued interest; and

WHEREAS, the Authority wishes to provide for the issuance, sale and delivery of the Authority's Water System Revenue Refunding Bonds, Thirty-eighth Series in one or more series (the "Thirty-eighth Series Bonds") and use the proceeds to pay the bondholders for the Prior Bonds which are tendered to the Authority for purchase.

NOW THEREFORE BE IT RESOLVED, that the Chairperson or Vice Chairperson and the President/Chief Executive Officer or Vice President and Chief Financial Officer be authorized (i) to make an offer to purchase the Prior Bonds contingent on the sale of the Thirty-eighth Series Bonds; (ii) to issue, sell and deliver the Thirty-eighth Series Bonds in one or more series in an amount not to exceed \$108,500,000 and (iii) to determine the principal amount, dated date, date of maturity, interest rate, form and other details of any such series of the Thirty-eighth Series

Bonds, pursuant to the Act and the Water System Revenue Bond Resolution, General Bond Resolution as amended and supplemented (the "General Bond Resolution") or any other provisions of law thereto enabling; and

BE IT FURTHER RESOLVED, that the Authority hereby approves the Thirty-eighth Series Supplemental Resolution authorizing the issuance of the Thirty-eighth Series Bonds in one or more series substantially in the form attached hereto as Exhibit A, with such changes, omissions, insertions and revisions as the Chairperson or Vice Chairperson and the President/Chief Executive Officer or Vice President and Chief Financial Officer shall deem advisable and which shall be as set forth in Certificate of Determinations attached thereto; and

BE IT FURTHER RESOLVED, that for the purpose of providing for the Tender Offer and public offering and sale of the Thirty-eighth Series Bonds and further setting forth information relating to the Thirty-eighth Series Bonds, one or more invitations to bond holders to tender Prior Bonds (the "Invitation") to the Authority, one or more official statements, substantially in the form of the official statement the Authority issued to sell its Thirty-seventh Series B Bonds dated March 26, 2024 (the "Official Statement") is hereby approved, with such changes, omissions, insertions and revisions as the Chairperson or Vice Chairperson and the President/Chief Executive Officer or Vice President and Chief Financial Officer shall deem advisable or shall be necessary to provide current information concerning the Authority and the Thirty-eighth Series Bonds; and such officers, in the name of the Authority, are hereby authorized to deem the Official Statement final when appropriate and are further authorized and directed to execute the Invitation and the Official Statement and any amendment or supplement to the Invitation and the Official Statement, as the case may be, on and after the distribution of the Invitation and the Official Statement and the sale of any series of the Thirty-eighth Series Bonds; and

BE IT FURTHER RESOLVED, that the Chairperson, Vice Chairperson, the President/Chief Executive Officer or Vice President and Chief Financial Officer or any one of them, are hereby authorized to (i) appoint such professional entities or consultants as are deemed necessary or appropriate to make the Tender Offer and issue, sell and deliver the Thirty-eighth Series Bonds, (ii) execute and deliver such documents as may be necessary or appropriate to make the Tender Offer and to issue, sell and deliver the Thirty-eighth Series Bonds, including but not limited to, the Dealer Manager Agreement, Notices regarding the Tender Offer, the Purchase Contracts, the Tax Regulatory Agreements and the Continuing Disclosure Agreements and (iii) to take such actions or to designate other officials or employees of the Authority to take such actions and execute such documents in connection with the Tender Offer and the issuance, sale and delivery of the Thirty-eighth Series Bonds as are determined necessary or appropriate and in the best interests of the Authority and that the execution of such documents shall be conclusive evidence of such determination.

Chair Borowy commented that the RWA could potentially save over a million dollars associated with this bond refunding, and for reasons discussed in executive session, he is in full support of the motion.

Mr. Ricoszi seconded the motion. The chair called for the vote and the Authority adopted the resolutions unanimously.

Borowy	Aye
Curseaden	Aye
LaMarr	Aye
Ricoszi	Aye

Sack Aye

Authority members reported on recent Representative Policy Board committee meetings.

Mr. Singh, the RWA’s Chief Information Digital Officer & Vice President of Customer Care, provided highlights of the RWAY/Customer Information System Update, including the expected go live and testing status.

At 2:58 p.m., Mr. Marino withdrew from the meeting, and Mr. Cosma entered the meeting, and on motion made by Mr. Curseaden, and seconded by Mr. Ricozzi, the Authority voted to convene in executive session pursuant to C.G.S. Section 1-200(6)(E) to discuss matters covered by Section 1-210(b)(5)(B), pertaining to commercial and financial information, and pursuant to C.G.S. Section 1-200(6)(D), pertaining to real estate matters. Present in executive session were Authority members, Mss. Kowalski, Calo and Slubowski, and Messrs. Bingaman, Hill, Lakshminarayanan, and Singh.

Borowy Aye
Curseaden Aye
LaMarr Aye
Ricozzi Aye
Sack Aye

At 3:36 p.m., Mr. Cosma withdrew from the meeting.

At 3:53 p.m., the Authority came out of executive session. No votes were taken in, or as a result of executive session.

Mr. Bingaman, the RWA’s President & Chief Executive Officer, and Ms. Calo, the RWA’s General Manager and Head of Human Resources, shared that on June 3, 2024, the revised remote work policy will be in effect. The lobby will also be open to the public.

At 3:59 p.m., on motion made by Mr. Ricozzi, and seconded by Ms. LaMarr, the Authority voted to recess the meeting to attend the RPB meeting. Chair Borowy announced that the Authority would reconvene immediately following the RPB meeting.

Borowy Aye
Curseaden Aye
LaMarr Aye
Ricozzi Aye
Sack Aye

At 7:14 p.m., the Authority reconvened. Present were Authority members, Messrs. Borowy, Curseaden, Ricozzi and Ms. LaMarr, and Messrs. Bingaman and DelVecchio, and Mss. Kowalski and Slubowski.

Chair Borowy requested approval of the budgets for the fiscal year June 1, 2024 – May 31, 2025 and authorization to file the budgets with the trustee, as required by the *General Bond Resolution*. Mr. Ricozzi moved for approval of the following resolutions:

RESOLVED, that the Authority’s Capital Improvements budget for Fiscal Year (“FY”) 2025 from June 1, 2024 – May 31, 2025, including a plan of capital improvements for the FY 2025 through FY 2029, and the additional information required by Section 614 of the *General Bond*

Resolution, is hereby adopted and ordered to be filed with US Bank, Trustee, pursuant to Section 614 of the *General Bond Resolution*; and

FURTHER RESOLVED, that the Authority’s Operating budget for FY 2025 from June 1, 2024 – May 31, 2025, showing on a monthly basis projected Operating Expenses, and deposits and withdrawals from several Funds required by the *General Bond Resolution*, is hereby adopted and ordered to be filed with US Bank, Trustee, pursuant to Section 613 of the *General Bond Resolution*.

Ms. LaMarr seconded the motion. Authority members commented on management’s work and presentation of the budget to the boards and noted the support received from RWA’s stakeholders. After discussion, the Chair called for the vote:

Borowy	Aye
Curseaden	Aye
LaMarr	Aye
Ricozzi	Aye
Sack	Absent

At 7:17 p.m., on motion made by Ms. LaMarr, and seconded by Mr. Ricozzi, the Authority voted to adjourn the meeting.

Borowy	Aye
Curseaden	Aye
LaMarr	Aye
Ricozzi	Aye
Sack	Aye

UNAPPROVED

Respectfully submitted,


Catherine E. LaMarr, Secretary

(R) = Attended Remotely.

South Central Connecticut Regional Water Authority
90 Sargent Drive, New Haven, Connecticut 06511-5966 203-562-4020
<http://www.rwater.com>

MEMORANDUM

TO: David J. Borowy
Kevin J. Curseaden
Catherine E. LaMarr
Mario Ricozzi
Suzanne C. Sack

FROM:  Rochelle Kowalski
Vice President & Chief Financial Officer

DATE: June 21, 2024

SUBJECT: Capital budget authorization request for July 2024

Attached for your meeting on June 27, 2024, is a copy of the resolution authorizing expenditures against the capital improvement budget for July 2024. The amount of the requested authorization, for funds held by the trustee, is \$4,900,000.

This would result in projected expenditures through July 2024 of \$6,809,050 or 12.8% of the total 2025 fiscal year capital budget, including State and Redevelopment.

Attachment

RESOLVED

That the Vice President & Chief Financial Officer is authorized to submit to the Trustee one or more requisitions in an aggregate amount not to exceed \$4,900,000 for the month of July 2024 for transfer from the Construction Fund for capital expenditures. Each such requisition shall contain or be accompanied by a certificate identifying such requisition and stating that the amount to be withdrawn pursuant to such requisition is a proper charge to the Construction Fund. Such requisitions are approved notwithstanding the fact that amounts to be withdrawn for a particular project may exceed the amount indicated for such month and year in the current Capital Improvement Budget but will not cause the aggregate amount budgeted for fiscal year 2025 for all Capital Improvement Projects to be exceeded. In the absence of the Vice President & Chief Financial Officer, the Controller is authorized to sign in her place.

MEMORANDUM

TO:

David J. Borowy
Kevin J. Curseaden
Catherine E. LaMarr
Mario Ricozzi
Suzanne C. Sack

FROM: Larry Bingaman

DATE: June 27, 2024












SUBJECT: Key Performance Indicator (KPI) Report for Fiscal 2024 Fourth Quarter & Year End

Attached is the Key Performance Indicator (KPI) Report for Fiscal 2024 Fourth Quarter & Year End.

All Global Metrics & Board KPIs met or exceeded target, except for the safety goal to achieve zero recordable injuries.

The initiatives and KPIs sustain key strategies that connect back to the 2020-2025 Strategic Plan and are based on the four perspectives of the Balanced Scorecard.

Attachment

Key Performance Indicators FY24 Q4 & Year-End Update June 27, 2024					
KPI Name	Level	Description	Status	FY24 Target	FY24 Q4 & Year-End Commentary
Customer Satisfaction	Global	Maintain RWA’s Customer Satisfaction Index (CSI) at 91.8%.		91.8% CSI (+/- 4% margin of error)	Achieved an 88.1% CSI score (within 4% margin of error). While this reflects a notable decrease in the CSI from 2019, it aligns with broader industry trends observed by our market research firm, GreatBlue, post-pandemic and the expected impact from resuming aggressive collections. Despite the downturn, RWA continues to perform well against industry peers, outpacing the GreatBlue benchmark for water utilities, which is 77.1, by some 10 percentage points.
Safety	Global	Continue the safety journey toward achieving zero recordable injuries.		0 Recordable Injuries	There were 9 recordable injuries in FY24. We continue to work to reduce workplace hazards by implementing new safety practices and programs that promote a culture of prevention and self care with a focus on decreasing sprains/strains on the job.
Employee Engagement	Global	Foster an engaged workforce of productivity, enablement, innovation and collaboration by maintaining a best-in-class competitive turnover rate of 10% or less.		≤10% Competitive Turnover Rate	At end of Q4, the competitive turnover rate was 3.11% .
Community Engagement	Global	Actively engage in the community through employee participation at 3 RWA-sponsored civic events to bolster brand image and maintain or exceed brand image index of 70.9%.		≥70.9% Brand Image Index	Exceeded target with brand image index score of 74.1 , which is 3.2 percentage points above our 2019 baseline score of 70.9. Throughout FY24, employees participated in 6 RWA-sponsored civic events , which was 3 more than goal: 1) United Way community fund; 2) QU Hockey Night; 3) Stuff-a-Cruiser holiday toy drive; 4) winter clothing drive to benefit Columbus House; 5) rain barrel pickup program; 6) Arbor Day tree plantings in Hamden and Milford.
Service Training	Global	Conduct an employee service-assessment survey to establish a baseline with the goal of a 5% improvement within six months of training (FY25) all employees on a high-performance service culture to deliver outstanding internal and external service.		Service Assessment Baseline Survey and 100% Employees Trained	Established service assessment baseline of 70.5% for how employees believe we serve our internal and external customers; trained 100% of utility employees in foundational <i>Service Essentials for Everyone</i> training.
Cash Collections	Global	Meet 118% coverage with no shortfall.		≥118% Coverage	Exceeded target with 133% coverage with no shortfall.
Capital Efficiency	Global	Ensure that at least 96% of capital budget benefits customers.		96% of Capital Budget	Exceeded FY24 target by putting 97.4% capital budget put to work to benefit customers.
Operating Efficiency	Global	Identify at least \$750,000 in annualized operating efficiencies and savings.		\$750,000 in Savings	Exceeded FY24 target with operating efficiencies and savings of \$907,833 .
Commercial Services Revenue	Executive	Achieve commercial net revenues of \$7.4M in FY24 to support overall target of \$9.2M for FY25.		\$7.4M in Revenue	Exceeded FY24 target with \$8.3M in commercial net revenue .
Water Quality	Executive	Maintain 100% compliance with drinking water standards by ensuring that 90% of disinfection by-product tests are at least 10% below maximum drinking water thresholds.		100% Compliance	100% compliance with drinking water standards.
Unaccounted for Water	Executive	Reduce unaccounted for water leakage by 100MG.		100MG Reduction	100 million gallons of water saved through Q4.

South Central Regional Water Authority

Analysis of Accounts Receivable ("A/R")

(\$000 omitted)

Total Accounts Receivable Aging (in days)

	May 2024	April 2024	March 2024	Feb 2024	Jan 2024	Dec 2023	Nov 2023	Oct 2023	Sept 2023	Aug 2023	Jul 2023	June 2023	May 2023
Under 30	\$ 5,677	\$ 5,625	\$ 6,085	\$ 6,386	\$ 6,231	\$ 6,728	\$ 7,585	\$ 6,745	\$ 8,369	\$ 6,504	\$ 8,725	\$ 7,293	\$ 5,586
31-60	1,212	1,279	1,336	1,316	1,411	1,976	1,888	1,591	1,568	1,857	1,823	1,183	1,498
61-90	665	640	628	740	665	935	775	620	783	592	543	650	498
91-180	1,071	1,017	1,248	1,357	1,349	1,168	1,062	1,085	1,120	1,060	1,162	1,085	1,171
181-360	1,072	1,143	1,173	1,109	1,217	1,208	1,272	1,320	1,338	1,453	1,393	1,295	1,452
More than 1 year	3,557	4,089	4,207	4,273	4,385	4,462	4,560	4,787	4,815	4,845	4,908	4,682	4,676
Sub Total	13,254	13,793	14,677	15,181	15,258	16,477	17,142	16,148	17,993	16,311	18,554	16,188	14,881
Interest due	1,611	1,673	1,694	1,680	1,704	1,691	1,696	1,703	1,690	1,701	1,681	1,633	1,618
Total Gross A/R plus interest	\$ 14,865	\$ 15,466	\$ 16,371	\$ 16,861	\$ 16,962	\$ 18,168	\$ 18,838	\$ 17,851	\$ 19,683	\$ 18,012	\$ 20,235	\$ 17,821	\$ 16,499

Aged Accounts Receivable Focus of Collection Efforts

	May 2024	April 2024	March 2024	Feb 2024	Jan 2024	Dec 2023	Nov 2023	Oct 2023	Sept 2023	Aug 2023	Jul 2023	June 2023	May 2023
Greater than 60 days:													
A/R	\$ 7,771	\$ 8,356	\$ 8,736	\$ 8,940	\$ 9,211	\$ 9,249	\$ 9,141	\$ 9,270	\$ 9,498	\$ 9,380	\$ 9,431	\$ 9,116	\$ 9,154
Less: Multi-Tenants	(1,673)	(1,725)	(1,767)	(1,852)	(2,044)	(2,061)	(1,752)	(2,106)	(2,415)	(2,398)	(2,412)	(2,035)	(2,435)
Receiverships***	(2,174)	(2,144)	(2,157)	(2,121)	(2,308)	(2,089)	(2,186)	(2,135)	(1,996)	(1,968)	(2,004)	(1,919)	(1,834)
Liens	(1,644)	(1,731)	(1,664)	(1,734)	(1,741)	(1,740)	(1,512)	(1,423)	(1,357)	(1,446)	(1,457)	(1,423)	(1,583)
Total	\$ 2,280	\$ 2,756	\$ 3,148	\$ 3,233	\$ 3,118	\$ 3,359	\$ 3,691	\$ 3,606	\$ 3,730	\$ 3,568	\$ 3,558	\$ 3,739	\$ 3,302
	29%	33%	36%	36%	34%	36%	40%	39%	39%	38%	38%	41%	36%

Collection Efforts

	May 2024	April 2024	March 2024	Feb 2024	Jan 2024	Dec 2023	Nov 2023	Oct 2023	Sept 2023	Aug 2023	Jul 2023	June 2023	May 2023
Shuts *	\$ 68	\$ 71	\$ 96	\$ 120	\$ 136	\$ 70	\$ 267	\$ 118	\$ 68	\$ 55	\$ 75	\$ 65	\$ 115
Red Tags **	-	-	-	-	-	-	-	-	3	5	3	17	-
Receivers	44	54	18	45	63	41	49	53	72	33	24	33	47
Top 100 Collection Calls	25	37	76	6	485	103	50	-	7	28	29	20	5
Other ⁽¹⁾	917	1,175	966	956	541	917	729	1,152	834	865	940	993	1,177
Total	\$ 1,054	\$ 1,337	\$ 1,156	\$ 1,127	\$ 1,225	\$ 1,131	\$ 1,095	\$ 1,323	\$ 984	\$ 986	\$ 1,071	\$ 1,128	\$ 1,344

* Number of shuts

** Number of Red tags

MEMORANDUM

TO: Sunny Lakshminarayanan
FROM: Tiffany Lufkin
CC:
SUBJECT: FY 2025 Representative Policy Board Weighted Vote Count
DATE: June 14, 2024

Attached please find the calculations for the Representative Policy Board (RPB) weighted vote count for Fiscal Year (FY) 2025, covering the period from June 1, 2024 through May 31, 2025. This calculation was performed according to the method prescribed in the enabling legislation of the South Central Connecticut Regional Water Authority (Authority). The FY 2025 vote calculations reflect the best available information.

The enabling legislation does not define the total number of votes, therefore, based on the particular spread of population and land, the total number of votes may vary from year to year. The FY 2025 total number of votes has been calculated to be 101.

Included with this memo is the following documentation associated with the vote calculation:

- Summary table of weighted votes per member Town, entitled "Computation of FY 2025 Weighted Votes for the Representative Policy Board", dated June 14, 2024.
- The Real Estate Department's report, entitled "Summary of Land by Town", dated May 31, 2024.
- Summary table of customers per member town, entitled "SAP - Number of Customers Supplied", dated June 3, 2024¹.

The individual town votes in FY 2025 compared to FY 2024 will remain the same. Therefore, the total weighted vote count remains at 101. Votes are rounded to the nearest whole number, and the Authority's enabling legislation does not require that each town have a minimum number of votes. Therefore, similar to FY 2024, Beacon Falls will have a weighted vote of zero in FY 2025. In a November 28, 2007 legal opinion, our attorneys, Murtha Cullina LLP, determined that a weighted vote of zero is a possible and allowable outcome of the weighted vote procedure outlined in the enabling legislation.

¹ The number of customers for this vote calculation was obtained by a report from the SAP system for all customers titled "Billing Analysis: Number of Active Water Accounts by Town".

COMPUTATION OF FY 2025 WEIGHTED VOTES FOR THE REPRESENTATIVE POLICY BOARD

June 14, 2024

TOWN	(1) VOTES FY 2024	(2) CUSTOMERS AS OF 5/31/2024	(3) QUOTIENT	(4) 2X QUOTIENT	(5) ACRES AS OF 5/31/2024	(6) QUOTIENT	(7) COLUMN 4+6	(8) COLUMN (4+6)/3	(9) COLUMN (4+6)/3 X 100	(10) VOTES FY 2025
ANSONIA	3	5,459	0.04655	0.09311	96	0.00350	0.09660	0.03220	3.22013	3
BEACON FALLS	0	0	0.00000	0.00000	22	0.00080	0.00080	0.00027	0.02671	0
BETHANY	5	6	0.00005	0.00010	3,947	0.14378	0.14388	0.04796	4.79602	5
BRANFORD	6	8,701	0.07420	0.14840	1,178	0.04291	0.19131	0.06377	6.37709	6
CHESHIRE	4	6,974	0.05947	0.11895	149	0.00543	0.12437	0.04146	4.14580	4
DERBY	2	3,259	0.02779	0.05558	2	0.00007	0.05566	0.01855	1.85524	2
EAST HAVEN	6	8,573	0.07311	0.14622	860	0.03133	0.17755	0.05918	5.91819	6
GUILFORD	4	1	0.00001	0.00002	3,295	0.12003	0.12004	0.04001	4.00149	4
HAMDEN	10	15,111	0.12886	0.25773	1,333	0.04856	0.30629	0.10210	10.20953	10
KILLINGWORTH	2	0	0.00000	0.00000	1,381	0.05031	0.05031	0.01677	1.67687	2
MADISON	6	0	0.00000	0.00000	4,716	0.17179	0.17179	0.05726	5.72636	6
MILFORD	10	18,387	0.15680	0.31360	4	0.00015	0.31375	0.10458	10.45828	10
NEW HAVEN	13	22,825	0.19465	0.38930	24	0.00087	0.39017	0.13006	13.00567	13
NO. BRANFORD	8	1,569	0.01338	0.02676	6,069	0.22108	0.24784	0.08261	8.26124	8
NO. HAVEN	5	8,017	0.06837	0.13674	54	0.00197	0.13870	0.04623	4.62341	5
ORANGE	3	4,083	0.03482	0.06964	580	0.02113	0.09077	0.03026	3.02554	3
PROSPECT	1	0	0.00000	0.00000	866	0.03155	0.03155	0.01052	1.05153	1
SEYMOUR	1	334	0.00285	0.00570	706	0.02572	0.03141	0.01047	1.04714	1
WEST HAVEN	8	13,460	0.11478	0.22957	275	0.01002	0.23959	0.07986	7.98623	8
WOODBIDGE	3	504	0.00430	0.00860	1,895	0.06903	0.07763	0.02588	2.58752	3
GOV. REP.	1	-	-	-	-	-	-	-	-	1
TOTALS	101	117,263	1	2	27,452	1	3	1	100	101

RPB Weighted Vote Calculation
SUMMARY OF LAND BY TOWN
May 31, 2024

Town	FY2021	FY2022	FY2023	FY2024	FY2025
ANSONIA	96	96	96	96	96
BEACON FALLS	22	22	22	22	22
BETHANY	3,945	3,945	3,947	3,947	3,947
BRANFORD	1,175	1,175	1,175	1,174	1,178
CHESHIRE	149	149	149	149	149
DERBY	2	2	2	2	2
EAST HAVEN	860	860	860	860	860
GUILFORD	3,295	3,294	3,294	3,295	3,295
HAMDEN	1,322	1,322	1,321	1,321	1,333
KILLINGWORTH	1,377	1,377	1,381	1,381	1,381
MADISON	4,716	4,716	4,716	4,716	4,716
MILFORD	4	4	4	4	4
NEW HAVEN	24	24	24	24	24
NO. BRANFORD	6,069	6,069	6,069	6,069	6,069
NO. HAVEN	54	54	54	54	54
ORANGE	587	587	587	584	580
PROSPECT	822	822	822	866	866
SEYMOUR	708	706	706	706	706
WEST HAVEN	275	275	275	275	275
WOODBIDGE	1,897	1,897	1,896	1,896	1,895
Total	27,399	27,396	27,400	27,441	27,452

(1) All values in acres. Beginning with the FY17 calculation, land values are based on GIS data. This data continues to be updated as newer and better information is collected on boundaries; therefore the reported total land by town may change although no acquisitions or dispositions have necessarily been made. This data is for informational purposes only.

(2) There were two acquisition of land in FY24 in Branford and Hamden. There was one disposition in Hamden.

RPB Weighted Vote Calculation
SAP - NUMBER OF CUSTOMERS SUPPLIED⁽¹⁾
June 3, 2024

Town	FY2021 Customers	FY2022 Customers	FY2023 Customers	FY2024 Customers	FY2024 Customers
ANSONIA	5,418	5,426	5,427	5,439	5,459
BEACON FALLS					
BETHANY	5	6	6	6	6
BRANFORD	8,622	8,631	8,648	8,669	8,701
CHESHIRE	6,776	6,803	6,830	6,870	6,974
DERBY	3,245	3,240	3,240	3,249	3,259
EAST HAVEN	8,547	8,567	8,565	8,569	8,573
GUILFORD	1	1	1	1	1
HAMDEN	15,061	15,062	15,072	15,078	15,111
KILLINGWORTH					
MADISON					
MILFORD	18,305	18,322	18,340	18,363	18,387
NEW HAVEN	22,665	22,734	22,733	22,716	22,825
NORTH BRANFORD	1,522	1,557	1,568	1,564	1,569
NORTH HAVEN	7,859	7,882	7,928	7,981	8,017
ORANGE	4,004	4,039	4,064	4,072	4,083
PROSPECT					
SEYMOUR	334	333	334	333	334
WEST HAVEN	13,432	13,427	13,424	13,429	13,460
WOODBIDGE	472	471	478	479	504
Overall Result	116,268	116,501	116,658	116,818	117,263

(1) Beginning in FY17, this calculation uses the SAP Report "Billing Analysis: Number of Active Water Accounts by Town" for the snapshot month of May. This report was chosen to improve consistency in reporting with the Annual Report.

Representative Policy Board
Dashboard Metric - 4Q FY24

Metrics	Quarter ended 5/31/23 (4Q FY 2023)	Quarter ended 11/30/23 (2Q FY 2024)	Quarter ended 2/28/24 (3Q FY 2024)	Quarter ended 5/31/24 (3Q FY 2024)
Financial Metrics				
Coverage	Budget: 1.14 w/o draw	Budget: 1.14 w/o draw	Budget: 1.14 w/o draw	Budget: 1.14 w/o draw
	Projected: 1.41 w/o draw	Projected: 1.16 w/o draw	Projected: 1.20 w/o draw	Projected: 1.33 w/o draw
Draw Requirement	Budget: \$0 million	Budget: \$0 million	Budget: \$0 million	Budget: \$0 million
	Projected: \$0 million	Projected: \$0 million	Projected: \$0 million	Projected: \$0 million
Capital Expenditures to Budget (Note 1)	Budget: \$41.320 million	Budget: \$52.520 million	Budget: \$52.520 million	Budget: \$44.876 million
	Result: \$41.233 million/99.8% of total fiscal year budget	Result: \$17.021 million/32.43% of total fiscal year budget	Result: \$25.219 million/48.02% of total fiscal year budget	Result: \$43.728 million/97.4% of total fiscal year budget
Aged Account Receivables - Total Water (Note 2)	Feb 2020: \$6,659,551	Feb 2020: \$6,659,551	Feb 2020: \$6,659,551	Feb 2020: \$6,659,551
	May. 2023 : \$7,517,465 (+12.9%)	Nov. 2023 : \$6,744,597 (1.3%)	Feb. 2024 : \$6,565,554 (-1.4%)	May. 2024 : \$5,552,139 (-16.6%)
Aged Account Receivables - Residential (Note 2)	Feb 2020: \$5,833,160	Feb 2020: \$5,833,160	Feb 2020: \$5,833,160	Feb 2020: \$5,833,160
	May. 2023 : \$7,067,920 (+21.2%)	Nov. 2023 : \$6,353,667 (+8.9%)	Feb. 2024 : \$5,935,013 (+1.8%)	May 2024 : \$5,213,602 (-10.6%)
Pension Market Values (Note 3)	May 2023 Mkt. Value: \$66,989,908	Nov 2023 Mkt. Value \$69,091,124	Feb 2024 Mkt. Value \$73,506,054	May 2024 Mkt. Value \$75,327,269
	March 2023 Mkt. Value: \$65,549,028	Sept. 2023 Mkt. Value: 66,646,763	Dec 2023 Mkt. Value: \$72,063,393	March 2024 Mkt. Value \$75,224,237
	May Return: .15% Fiscal	Sept Return: 3.49% Cal/.17% Fiscal	Dec. Return: 12.13%Cal/8.54% Fiscal	March. Return: 4.81%Cal/14.10% Fiscal
	Actuarial Return Assumption: 6.75%	Actuarial Return Assumption: 6.75%	Actuarial Return Assumption: 6.75%	Actuarial Return Assumption: 6.75%

Representative Policy Board
Dashboard Metric - 4Q FY24

Metrics	Quarter ended 5/31/23 (4Q FY 2023)	Quarter ended 11/30/23 (2Q FY 2024)	Quarter ended 2/28/24 (3Q FY 2024)	Quarter ended 5/31/24 (3Q FY 2024)
System Metrics				
<i>Average Daily Production (Draft) to Budget (MGD)/Prior Year (MGD)</i>	Prior Year: 43.329 MGD	Prior Year: 48.344 MGD	Prior Year: 44.788 MGD	Prior Year: 43.680 MGD
	Result: 43.680 MGD	Result: 45.669 MGD	Result: 43.255 MGD	Result: 42.322 MGD
<i>Disinfection By-products</i>	Target: 100%	Target: 100%	Target: 100%	Target: 100%
	Result: 100%*	Result: 100%*	Result: 100%*	Result: 100%*
	* As of March, 2023, updated	* As of Sept, 2023, updated	* As of Dec, 2023, updated	* As of March, 2024 updated
<i>Net Unaccounted For Water (annualized)</i>	Target: 10.0%	Target: 10.0%	Target: 10.0%	Target: 10.0%
	Result: 11.65% for the annualized	Result: 11.41% net for the annualized	Result: 12.08% net for the annualized	Result: 13.12% net for the annualized
	period of June 2022 to May 2023	period of Sept 2022 to Aug 2023	period of Dec 2022 to Nov 2023	period of March 2023 to February 2024
<i>Service Disruptions (Notes 4 and 5): Due to Main Breaks</i>				
<i>Number of Disruptions</i>	Result: 5	Result: 10	Result: 21	Result: 9
<i>Number of Customers Impacted</i>	Result: 62	Result: 140	Result: 453	Result: 101
<i>Avg. Period Customers are w/o Water (hrs.)</i>	Target: 6	Target: 6	Target: 6	Target: 6
	Result: 2.1	Result: 3.63	Result: 5.4	Result: 4.03
<i>Water Quality (Note 5): Discolored Water - System/Hydraulics</i>				
<i>Number of Complaints</i>	Result: 73	Result: 154	Result: 287	Result: 158

- Notes:
- Note 1: Excludes State and Redevelopment, Growth Fund, and contingency/reserve. Percentage is of fiscal year budget
 - Note 2: Reflects aged receivables over 90 days - total water and total residential. Comparison is to pre-pandemic level
 - Note 3: Fiscal year-end based on audited financials. Other quarters based on latest available reports and net returns
 - Note 4: This metric may be later expanded to other types of service disruptions with the same statistics
 - Note 5: This metric may be later expanded to include time to resolve and time to respond w/associated targets

Project Overview

During May 6 - 22, 2024, the Regional Water Authority commissioned GreatBlue Research, Inc. to conduct a **Customer Satisfaction and Brand Image Survey** among 600 residential customers via phone and 340 residential customers via online through an outbound email. This was the first Customer Satisfaction and Brand Image Survey the company conducted since prior to the COVID-19 pandemic. Below are the high-level highlights from this study.

Overview of CSI Performance

The RWA's overall 2024 Customer Satisfaction Index (CSI) is measured to be **88.1%**. While this reflects a notable decrease in the CSI from 2019 (91.8%), this aligns with broader industry trends observed following the COVID-19 pandemic and the expected impact from planned RWA Accounts Receivables initiatives. Across industries, customer satisfaction ratings have trended downward since prior to the pandemic by approximately 5 percentage points. This is supported by a 5-percentage point decline in GreatBlue's national customer satisfaction tracker that began in 2019. Despite not conducting surveys from 2020-2023, the RWA's decline in its CSI of 3.7 percentage points is in line with industry averages. Despite the downturn, the RWA continues to perform well against industry peers, outpacing the GreatBlue benchmark for water utilities (77.1%) by some 11 percentage points.

Drivers of CSI Decline

The decline in CSI is primarily perception-driven, with an overall 10-percentage point decrease noted in key areas of **Organizational Characteristics** such as:

- Work Environment: RWA being a good place to work
- Transparency: Openness and honesty regarding operations and policies
- Community Responsibility: Socially responsible community member
- Modernity: Maintaining modern and reliable infrastructure

Notably, there was no significant change in customer service quality measured by **Office and Field Personnel Characteristics** from the 2019 study, indicating the overall decline in CSI is largely due to perceptions rather than actual service interactions.

Office personnel, which includes customer service characteristics, maintained high satisfaction levels with approximately 89% of customers reporting positive interactions.

Field personnel also maintained high satisfaction levels, with approximately 90% of customers reporting positive interactions. However, perceptions of overall appearance and punctuality saw declines.

The general perceptions of RWA as a brand increased its Brand Image Index in 2024 (74.1%) compared to 2019 (70.9%). These brand image attributes consider perceptions on innovation, reliability, affordability, and modernity to name a few.

Gains in Environmental Stewardship

The RWA made substantial gains in environmental stewardship, with increased customer satisfaction in areas such as:

- Water Quality Preservation: +14.1 percentage points
- Hazardous Waste Disposal: +15.1 percentage points
- Protection of Open Spaces: +17.8 percentage points

Water Quality Aspects

In addition to the overall decline in the CSI, ratings for water quality aspects such as pressure, smell, taste, and perceived safety all experienced reductions by approximately 6 percentage points from 2019.

Digital Transition and Methodological Insights

RWA piloted a digital survey methodology in 2024, revealing a CSI of 78.3% online compared to 88.1% telephonically. This gap is attributed to lower social desirability bias and higher self-selection bias in the digital approach. However, the RWA's brand image ratings remained consistent across both methodologies and nearly half of the digital survey participants rated the RWA more favorably than other utilities they interact with like UI, SCG and Eversource. Furthermore, the RWA is in the top 5 percentile with a CSI of 78.3% online, compared to other utilities nationwide.

Conclusion

While RWA's CSI in 2024 shows a decline from 2019, this trend mirrors industry-wide patterns post-pandemic. The RWA's proactive environmental initiatives and consistent performance in several key customer service areas demonstrate resilience. The transition to a digital survey methodology also offers valuable insights and a path forward for enhanced customer engagement and data accuracy.

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TO: David J. Borowy
Kevin J. Curseaden
Catherine E. LaMarr
Mario Ricozzi
Suzanne C. Sack

FROM: *R. Kowalski* Rochelle Kowalski
Vice President & Chief Financial Officer

DATE: June 21, 2024

SUBJECT: Quarterly financial statements for fiscal year 2024 (ending May 31, 2024)

Attached are the following preliminary financial reports regarding the fiscal year ended May 31, 2024, (“FY 2024”) including the following:

- Statement of net position as of May 31, 2024 and May 31, 2023;
- Schedule A: Statements of revenues, expenses and changes in net position as of May 31, 2024, maintenance test, and commentary;
- Schedule B: Operating and maintenance expenses;
- Schedule C: Capital budget report;
- Schedule D: Investment earnings report-comparison of investment rates of return

Please recall that management will refine these figures as we proceed to close out FY 2024 and as we go through the Authority’s annual audit with CliftonLarsenAllen, LLP (CLA).

REGIONAL WATER AUTHORITY
STATEMENTS OF NET POSITION
AS OF MAY 31, 2024 AND 2023

Assets	FY 2024	FY 2023	Y/Y Variance
Utility plant			
Property, plant and equipment in service	\$ 1,008,144,809	\$ 957,855,622	\$ 50,289,187
Accumulated depreciation	(448,417,161)	(425,421,795)	(22,995,367)
Utility plant in service	559,727,648	532,433,827	27,293,821
Land	28,038,091	28,038,091	-
Construction work in progress	32,484,749	36,870,412	(4,385,663)
Total utility plant, net	620,250,488	597,342,331	22,908,157
Nonutility land, at cost	65,474,263	65,474,263	-
Goodwill	10,196,066	10,444,751	(248,685)
Current assets			
Cash and cash equivalents	64,276,398	39,354,054	24,922,344
Investments	-	-	-
Accounts receivable, less allowance for doubtful accounts	9,783,991	11,515,555	(1,731,564)
Accrued revenue	13,275,393	12,938,887	336,506
Accrued interest receivable	318,105	257,103	61,002
Materials and supplies	3,519,770	2,865,841	653,929
Prepaid expenses and other assets	4,239,354	3,813,567	425,787
Total current assets	95,413,013	70,745,007	24,668,005
Note Receivable	500,000	500,000	-
Lease Receivable	1,359,662	1,359,662	-
Restricted assets	150,339,917	151,632,815	(1,292,898)
Regulatory assets	9,120,575	9,345,699	(225,124)
Total assets	952,653,984	906,844,528	45,809,456
Deferred Outflows of Resources			
Deferred charge on refunding	12,420,238	14,029,683	(1,609,445)
Deferred charge on pension plans	4,214,030	5,660,132	(1,446,102)
Deferred charge on OPEB plans	1,580,708	2,217,948	(637,240)
Total	\$ 970,868,960	\$ 928,752,291	\$ 42,116,669

Liabilities and Net Assets	FY 2024	FY 2023	Y/Y Variance
Liabilities			
Revenue bonds payable, less current portion	\$ 481,395,000	\$ 489,365,000	\$ (7,970,000)
Net premiums and discounts from revenue bonds payable	40,659,451	42,294,282	(1,634,831)
DWSRF loans payable, less current portion	36,484,446	24,045,747	12,438,700
Net pension liability	17,949,051	17,949,051	-
Net OPEB obligation	15,716,868	15,716,868	-
Lease Liability	90,065	90,065	-
Total noncurrent liabilities	592,294,881	589,461,013	2,833,868
Current liabilities			
Current portion of revenue bonds payable	23,905,000	22,565,000	1,340,000
Current portion of DWSRF loans payable	2,053,603	1,402,406	651,197
Accounts payable	5,115,333	4,614,384	500,949
Notes payable	50,500	50,500	-
Customer deposits and advances	2,169,817	1,492,161	677,657
Current Lease Liability	29,505	29,505	-
Other accrued liabilities	8,444,354	8,061,888	382,465
Total current liabilities	41,768,112	38,215,844	3,552,268
Liabilities payable from restricted assets			
Accounts payable for construction	4,926,669	2,826,807	2,099,861
Accrued interest payable	6,981,376	7,157,808	(176,431)
Customer deposits and advances	1,891,502	1,243,842	647,660
Total liabilities payable from restricted assets	13,799,547	11,228,457	2,571,090
Other liabilities	-	-	-
Total liabilities	647,862,540	638,905,314	8,957,227
Deferred inflows of resources			
Deferred inflows related to pensions	132,401	343,905	(211,504)
Deferred inflows related to OPEB	3,090,279	4,642,329	(1,552,050)
Deferred inflows related to Leases	1,419,574	1,419,574	-
Net Position			
Invested in capital assets, net of related debt	114,435,203	95,188,741	19,246,462
Restricted assets	136,202,039	143,731,166	(7,529,127)
Unrestricted assets	67,726,924	44,521,263	23,205,661
Total net assets	318,364,166	283,441,170	34,922,996
Total liabilities and net assets	\$ 970,868,960	\$ 928,752,291	\$ 42,116,669

REGIONAL WATER AUTHORITY
REVIEW OF FINANCIAL DATA
May 31, 2024 (FY 2024)

SCHEDULE A-1 - COMMENTARY

STATEMENT OF REVENUES, EXPENSES AND CHANGES IN NET POSITION

Operating Revenues

FY24 revenue for water, including wholesale and fire service, is over budget by \$176k (approx. 0.1%).
 Metered water revenue is over budget by \$123k (approx. 0.1%)

1808

Total net other revenue is \$1,250k over budget due to other water revenues being higher than budget, other water expenses being lower than budget, other proprietary expense being lower than budget and revenues being higher than budget.

Operating Expenses

Operating and Maintenance Expenses are currently under budget due to the following:

	May-24
Payroll is under budget primarily due to head count under runs, partially offset by O&M/non-O&M mix.	\$ (264,000)
Employee Benefits are over budget primarily due the additional pension contribution, 401k global metric, and higher than budget medical expenses.	698,000
General & Admin is under budget due to lower recruitment fees and other under runs across multiple areas.	(65,000)
Transportation is under budget primarily due to lower body repairs and gasoline & diesel fuel expense.	(102,000)
Utilities & Fuel is over budget primarily due to higher electric service costs.	267,000
Material From Inventory is under budget primarily due to lower than anticipated costs.	(105,000)
Pump Power is over budget due to higher than anticipated costs.	70,000
Chemicals Expense is over budget primarily due to higher than anticipated costs.	118,000
Road Repairs are under budget due to lower than anticipated costs.	(183,000)
Postage is over budget due to higher than anticipated costs.	69,000
Collection Expense is under budget due to lower year-to-date bank fees and collection related expenses, including higher than budgeted rebilling.	(426,000)
Business Improvement is under budget due to lower than anticipated costs	(144,000)
Outside Services is ran under budget in multiple areas.	(967,000)
Insurance is over budget due to reserve requirements and recent renewals.	250,000
Workers Compensation, pre-Churchill are under budget primarily due to reimbursement.	(126,000)
Training and continued education is under budget due to lower tuition reimbursement and other net under runs.	(69,000)
RPB Fees are under budget due to lower consulting and meeting fees.	(70,000)
Info. Technology Licensing & Maintenance Fees are under budget primarily due to lower than anticipated costs.	(101,000)
Maintenance & Repairs are under budget primarily related to water treatment, engineering, more pump and valve replacements and less O&M repairs.	(446,000)
All Other	<u>(123,000)</u>
Interest Income	(1,719,000)

Interest Income is above budget primarily due to higher investment earnings.

PROJECTED MAINTENANCE TEST

The projected coverage is 1.33 with no shortfall.

REGIONAL WATER AUTHORITY
 STATEMENTS OF REVENUES, EXPENSES AND CHANGES IN NET POSITION
 FOR THE MONTHS ENDING MAY 31, 2024

Schedule A-1

	FY 2023 Actual	FY 2024 Budget	FY 2024 Actual	(Under)Over Budget
Operating revenues				
Metered water revenues	\$ 113,607	\$ 116,178	\$ 116,301	\$ 123
Fire service	13,017	13,629	13,689	61
Wholesale	1,121	996	988	(8)
Other revenue - water	4,105	3,871	4,431	560
Other revenue - proprietary	9,676	11,367	11,784	417
Total operating revenues	141,527	146,041	147,194	1,153
Operating expenses				
Operating and maintenance expense	61,030	69,318	67,599	(1,719)
Pension Expense	(2,334)			-
OPEB Expense	(549)			-
Expense associated with other revenue - water	1,983	2,125	2,053	(72)
Expense associated with other revenue - proprietary	4,272	4,364	4,164	(201)
Provision for uncollectible accounts	232	600	(30)	(630)
Depreciation	24,301	24,300	24,300	-
Payment in lieu of taxes	8,518	9,100	8,747	(353)
Amortization Pension Outflows/Inflows	1,882	1,235	1,235	(0)
Amortization OPEB Outflows/Inflows	(598)	(915)	(915)	0
Total operating expenses	98,738	110,128	107,152	(2,975)
Operating income	42,789	35,913	40,041	4,129
Nonoperating income and (expense)				
Interest income	8,084	7,406	10,912	3,506
(Loss) Gain on disposal of assets	(2,211)	(1,500)	(859)	641
Realized and unrealized (losses) gains on investments	(255)		412	412
Interest expense	(22,118)	(22,448)	(21,960)	488
Amortization of bond discount, premium, issuance cost and deferred losses	3,067	2,809	2,835	26
Amortization of Goodwill	(249)		(249)	(249)
Intergovernmental revenue	490		1,941	1,941
Contributions to related entities	75		(2,095)	(2,095)
Total nonoperating income and (expense) before capital contribution	(13,117)	(13,733)	(9,063)	4,670
Income (expense) before contributions	29,671	\$ 22,180	30,978	\$ 8,799
Capital contributions	1,781		3,782	
Change in net assets	31,452		34,760	
Total net assets - beginning of fiscal year	252,019		283,454	
Total net assets - end of reporting month	283,454		\$ 318,214	

	Budget FY 2024 @114%	Projected FY 2024 @114%	(Under)Over FY 2024 @114%
FY 2024 MAINTENANCE TEST (Budget vs. Projected)			
Revenue Collected:			
Water sales	129,136	131,143	2,007
Interest Income	3,371	5,423	2,052
BABs Subsidy	657	679	22
Other Net	8,468	9,721	1,253
Common Non-Core	(375)	(401)	(26)
Total	141,257	146,564	5,308
Less:			
Operating and maintenance expenses	(69,318)	(67,599)	1,719
Depreciation	(8,875)	(8,875)	-
PILOT (A)	(9,100)	(8,773)	327
Net Avail for Debt Service (B)	\$ 53,964	\$ 61,317	\$ 7,354
Debt Service Payments (C)	\$ 47,207	46,003	\$ (1,204)
Debt Service @ 114% (D)	\$ 53,816	52,444	\$ (1,372)
Difference (B-D)	\$ 148	\$ 8,874	
RSF, Growth and/or General Fund (D)	-		
Coverage	114%	133%	

**REGIONAL WATER AUTHORITY
OPERATING AND MAINTENANCE EXPENSE
MAY 31, 2024**

Schedule B

PERIOD ENDING MAY 31, 2024

	FY 2023	FY 2024	FY 2024	(Under)
	Actual	Budget	Actual	Over
1 Payroll	\$ 23,317	\$ 25,687	\$ 25,423	\$ (264)
2 Employee Benefits	4,573	7,761	8,208	448
Pension Contributions	4,344	3,812	4,062	250
3 Administrative Building	998	1,088	1,073	(16)
4 General & Administrative	1,471	1,613	1,548	(65)
5 Transportation	792	949	847	(102)
6 Tools & Stores	356	342	388	46
7 Utilities & Fuel	1,634	1,653	1,920	267
8 Material From Inventory	197	333	228	(105)
9 Pump Power Purchased	2,650	2,970	3,040	70
10 Chemicals	2,694	3,540	3,658	118
11 Road Repairs	240	324	141	(183)
14 Postage	250	498	567	69
15 Printing & Forms	35	76	45	(31)
17 Collection Expense	876	1,444	1,018	(426)
18 Business Improvement	258	541	396	(144)
19 Public/Customer Information	275	308	290	(18)
20 Outside Services	4,530	5,155	4,188	(967)
21 Insurance Premiums	1,755	1,699	1,949	250
22 Worker's Compensation, pre-Churchill	(41)	47	(79)	(126)
23 Damages	56	70	61	(9)
24 Training & Cont. Education	274	523	454	(69)
25 Authority Fees	134	170	134	(36)
26 Consumer Counsel	44	60	37	(23)
27 RPB Fees	100	169	99	(70)
28 Organizational Dues	102	126	141	15
29 Donations	32	37	45	8
34 Central Lab/Water Quality	303	420	386	(34)
40 Environmental Affairs	82	119	95	(24)
44 Info. Technology Licensing & Maintenance Fees	2,553	3,603	3,502	(101)
45 Maintenance and Repairs	3,309	3,949	3,503	(446)
46 Regulatory Asset Amortization	274	231	233	2
	<u>\$ 58,465</u>	<u>\$ 69,318</u>	<u>\$ 67,599</u>	<u>\$ (1,719)</u>

	Period Ending May 31, 2024		
	Budget	Expenditures	(Under)/Over
I. NATURAL RESOURCES			
Watershed Protection	525	484	(41)
Land Management	20	1	(19)
Lake Whitney Dam & Spillway Improvements	488	524	37
Lake Watrous & Lake Glen Aeration System Improvements	50	40	(10)
Prospect Dam Improvements	150	104	(46)
Peat Swamp Dam Modifications	100	93	(7)
Tunnel Diversion Raw Water Main Rehabilitation Program	517	513	(4)
Bridge Refurbishments	200	325	125
Lake Gaillard Pavilion	25	5	(20)
Downstream Lake Whitney Monitors	65	61	(4)
Miscellaneous Natural Resources	282	236	(46)
Prior Year	-	-	-
TOTAL	2,421	2,387	(34)
II. TREATMENT			
Filter Media Replacement	1,741	2,025	284
Treatment Plant Graphics Upgrades	825	846	21
LGWTP Local Control Console Upgrade	435	257	(178)
LGWTP -Clarifiers Recycle & Building Improvements	1,537	644	(893)
LGWTP-Raw Water Flow Control Valve Replacement	12	12	0
LGWTP Sodium Hypochlorite Tanks Replacement	16	18	2
LGWTP Improvements	200	207	7
LSWTP Electrical Upgrades	250	165	(85)
LGWTP Electrical Upgrades	50	23	(27)
LGWTP Filter Underdrain Replacement	1,600	1,990	390
LSWTP -Chemical Treatment System Improvements	595	514	(81)
LWWTP Ozone and DAF Controls	426	707	281
LWWTP Control Room Upgrades	165	111	(54)
LWWTP Chemical Feed Improvements	131	102	(29)
LWWTP Geothermal Vault Improvements	25	19	(6)
WRWTP Salt Storage	15	19	4
LWWTP Miscellaneous Improvements	34	38	3
LSWTP HVAC Upgrades	235	102	(133)
LSWTP Improvements - Gravity Thickener	140	189	49
WRWTP Improvements (Dissolved Air Flotation, Electrical, Chemical)- DWSRF	2,880	3,067	187
SSG Wellfield Facility Improvements	330	303	(27)
Seymour Wellfield Generator Replacement	100	17	(83)
Wellfield Facility Improvements - Derby	208	306	98
Well Rehabilitation Program	398	645	247
Future Regulatory Treatment Compliance	200	17	(183)
Treatment Facility Roof Replacements	150	108	(42)
WRWTP Boiler Replacement	98	98	0
WRWTP Rooftop Air Handling Unit	150	-	(150)
WRWTP Backwash Lagoon Piping	130	129	(1)
WRWTP Fuel Tank Replacement	30	19	(11)
LSWTP Settling Basin Safety Improvements	30	0	(30)
WRWTP Building Management System	105	106	1
LGWTP-HVAC Upgrades	60	247	187
Water Treatment Plant Valve Replacement Program	683	652	(31)
Miscellaneous Treatment	55	55	0
Prior Year	-	32	32
TOTAL	14,040	13,791	(250)
III. TRANSMISSION AND DISTRIBUTION			
Pipe	5,335	5,794	459
Northern Service Area Expansion	800	781	(19)
Valve Replacements	250	410	160
Service Connections	1,800	2,506	706
Capital Pipe Service Connections	500	365	(135)
Meters	450	106	(344)
Hydrants and Connections	125	142	17
Lead Service Line Replacements	750	582	(168)
Sanitary Survey Improvements	2	2	0
Service Area Improvements - East West Transmission System	175	1	(174)
Totoket Road Transmission Main	50	43	(7)
Raw Water/Transmission Main Replacement & Redundancy	150	100	(50)
State Street Pipe Bridge	11	12	1
Pipe Bridge Rehabilitation Program	606	179	(427)
Meriden Bi-Directional Interconnection	50	-	(50)
Ansonia-Derby Tank	1,493	1,485	(8)
North Branford Tank Structural Improvements & Additional Tank	267	86	(182)
York Hill Tank No. 1 Painting & Stairs	102	65	(37)
Storage Tank DBP Compliance	950	391	(559)
Variable Frequency Drive Replacement Program	150	206	56
Raynham Hill Pump Station Improvements	125	(2)	(127)
Critical Pump Station & Transmission Facilities Upgrades	250	220	(30)

	Period Ending May 31, 2024		
	Budget	Expenditures	(Under)/Over
Spring Street Pump Station Replacement	213	58	(155)
Burwell Hill Pump Station Equipment Replacement	205	165	(40)
Pump Station Generator Replacements	128	47	(81)
Pump Station Roof Replacements	190	220	30
Pump Station Bypass Improvements	100	6	(94)
Route 80 Throttling Valve Relocation	25	9	(16)
Mill Rock Basins Control Valve Improvements	15	5	(10)
PCCP Repair Parts	189	201	12
Bulk Fills Stations	25	8	(17)
Water Quality Improvements Program	150	92	(58)
Miscellaneous Transmission & Pumping	135	129	(6)
Prior Year	-	6	6
TOTAL	15,766	14,419	(1,347)
V. GENERAL PLANT			
Work & Asset Management Solutions (Formerly InforEAM GIS Data Integ)	50	-	(50)
LIMS Business Enhancements	30	24	(6)
AMI Software Business Enhancements	30	25	(6)
CIS (Customer Information Services)	6,409	7,239	830
Innovation			
Business Analytics Platform	39	41	2
Customer Channels Sales Marketing	100	1	(99)
Robotic Process Automation/Machine Learning/AI	180	181	1
Cyber Security Enhancements	110	37	(73)
SCADA	200	224	24
Information Systems	693	544	(149)
Miscellaneous Information Systems	385	142	(243)
Equipment	3,377	3,577	200
Miscellaneous Equipment	427	440	14
90 Sargent Drive	510	521	11
Miscellaneous 90 Sargent Drive	110	99	(11)
Prior Year	-	38	38
TOTAL	12,649	13,133	484
SUB-TOTAL	44,876	43,729	(1,148)
VI. CONTINGENCY	582	-	(582)
VII. PROJECT RESERVE	9,478	-	(9,478)
VIII. STATE & REDEVELOPMENT PIPE	3,000	1,641	(1,359)
IX. COMMERCIAL	100	-	(100)
TOTAL	58,036	45,370	(12,666)

Investment Earnings Report
Comparison of Investment Rates of Return


Fund Type	Balance @ May 31, 2024	Budgeted Return	Rate of Return May 31, 2024	Rate of Return Fiscal Year to Date
<u>Less than Six Months</u>				
Revenue Investment (A)	\$ 35,220,372	3.50%	5.42%	5.37%
Revenue (B)	4,351,510	0.00%	0.24%	0.36%
Revenue Investment (C)	61,263	3.50%	4.78%	4.78%
Rate Stabilization (A)	10,000,000	3.50%	5.42%	5.37%
Operating Reserve (A)	11,108,520	3.50%	5.42%	5.37%
Capital Contingency (A)	6,220,680	3.50%	5.42%	5.37%
Debt Reserve (A)	12,447,293	3.50%	5.42%	5.37%
Debt Service (A)	31,606,804	3.50%	5.42%	5.37%
PILOT (A)	4,001,290	3.50%	5.42%	5.37%
General Fund (A)	12,728,128	3.50%	5.42%	5.37%
Sub-Total	\$ 127,745,860			
<u>Long Term Investments</u>				
Operating Reserve	\$ 500,000	0.51%	0.51%	0.51%
Debt Reserve	10,750,000	2.21%	2.14%	2.43%
Sub-Total	\$ 11,250,000			
<u>Other</u>				
Construction (A)	\$ 59,202,544	3.50%	5.42%	5.37%
Construction (C)	97	3.50%	4.78%	4.78%
Construction (E)	1,015,169	0.00%	0.00%	0.00%
Growth Fund (D)	10,117,729	0.00%	2.47%	2.45%
Interim Financing	935	0.00%	2.45%	2.42%
Sub-Total	\$ 70,336,473			
Total	\$ 209,332,334			

- (A) Investments are in the Connecticut Short Term Investment Fund (STIF).
- (B) Reflects sweep product with balances fully insured. Balances earn credits to offset bank fees. Percentage based on month-end book balance.
- (C) Invested in the First American Government Fund.
- (D) Balance includes interest earnings.
- (E) Cash Balance as of May 31, 2024.

Fund	Budgeted Interest (Cash Basis) as of May 31, 2024	Interest Received (Cash Basis) as of May 31, 2024	(Under)/ Over
Debt Reserve	581,127	795,827	214,700
Operating Reserve	363,004	589,327	226,323
Capital Contingency	199,740	278,061	78,321
PILOT	81,722	161,235	79,513
Debt Service	651,570	992,282	340,712
Revenue	673,628	1,390,154	716,526
Rate Stabilization	354,861	538,006	183,145
General	465,795	677,971	212,176
Sub Total	<u>3,371,447</u>	<u>5,422,864</u>	<u>2,051,417</u>
Construction	2,072,795	3,637,203	1,564,408
Growth Fund	-	257,481	257,481
Interim Financing	-	23	23
Total	<u>5,444,242</u>	<u>9,317,571</u>	<u>3,873,329</u>

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

TO: David J. Borowy
Kevin J. Curseaden
Catherine E. LaMarr
Mario Ricozzi
Suzanne C. Sack

FROM:  Rochelle Kowalski

DATE: June 21, 2024

SUBJECT: Distribution of Fiscal Year 2024 Revenue Fund Balance and General Fund Balance per Section 404D of the *General Bond Resolution*

REVENUE FUND

The Revenue Fund balance available for disposition at May 31, 2024, was \$25,799,617.

You will recall that the *General Bond Resolution* (Section 404D) requires the Authority to distribute any balance at year-end in the Revenue Fund as follows:

1. To the Capital Contingency Fund, if necessary.
2. To the Operating Reserve Fund, if necessary.
3. To the Rate Stabilization Fund, if desirable.
4. To the General Fund.

Since the balance of \$6,220,680 in the Capital Contingency Fund meets the requirement of the *General Bond Resolution*, no transfer is necessary.

Since the balance in the Operating Reserve is \$11,600,400, prior to the last day of this month, in accordance with the *General Bond Resolution*, management proposes to transfer \$334,584 to the Operating Reserve Fund to bring the balance to the required level.

Therefore, the amount of \$25,465,033 will be transferred to the General Fund prior to the last day of this month in accordance with the *General Bond Resolution* associated with the Year End Distribution. Of the \$25,465,033 management proposes to transfer \$3,000,000 to the Growth Fund and \$21,465,033 from the General Fund to the Construction Fund as part of the Year-End Distribution.

Summary of Proposed Revenue Fund Transfers:

Operating Reserve Fund	\$ 334,584
General Fund	<u>\$25,465,033</u>
	<u>\$25,799,617</u>

Summary of Proposed General Fund transfers for Year-End Distribution:

Growth Fund	\$ 3,000,000
Construction Fund	<u>\$ 21,465,033</u>
	<u>\$ 24,465,033</u>

Additional Transfer from General Fund:

General Fund Balance After Above Transfers: \$ 13,750,000

The attached schedules further detail the proposed transfers.

PROPOSED RESOLUTION FOR AUTHORITY MEETING

June 27, 2024

Resolution Authorizing the Transfer of **\$25,465,033** from the Revenue Fund
to the General Fund

Whereas, The Vice President & Chief Financial Officer has and will make certain transfers from the Revenue Fund as required by Section 404D of the General Bond Resolution;

Whereas, the balance remaining in the Revenue Fund after taking into account such transfers as of year-end is approximately **\$25,465,033** and pursuant to the General Bond Resolution will be deposited to the General Fund;

Now, therefore, be it hereby resolved, that after such transfer is made to the General Fund, the balance of the General Fund is approximately **\$38,215,033**.

PROPOSED RESOLUTION FOR AUTHORITY MEETING

June 27, 2024

Resolution Authorizing the Transfer of **\$21,465,033** from the General Fund to the Construction Fund.

Whereas, pursuant to section 410 of the General Bond Resolution, the Authority may apply any moneys in the General Fund to any lawful purpose of the Authority;

Now, therefore, be it hereby resolved by the Regional Water Authority;

The Vice President & Chief Financial Officer is hereby authorized and directed to transfer and pay over from the General Fund, **\$21,465,033** to the Construction Fund.

PROPOSED RESOLUTION FOR AUTHORITY MEETING

June 27, 2024

Resolution Authorizing the Transfer of **\$3,000,000** from the General Fund
To the Growth Fund.

Whereas, pursuant to section 410 of the General Bond Resolution, the Authority may apply any moneys in the General Fund to any lawful purpose of the Authority;

Now, therefore, be it hereby resolved by the Regional Water Authority;

The Vice President & Chief Financial Officer is hereby authorized and directed to transfer from the General Fund **\$3,000,000** to the Growth Fund.

Summary FY 2024	
	(\$000 omitted)
Total Available Disposition	25,800
Operating Reserve Fund	(335)
Total Available Less Op. Fund	25,465
Rate Stabilization Fund	(1,000)
General Fund	(3,000)
Growth Fund	(21,465)
Construction Fund	(25,465)

(\$000 omitted)	FY2017		FY2018		FY2019		FY2020		FY2021		FY2022		FY2023		FY2024
															Proposed
General Fund															
Beginning Balance	10,000	10,500	10,648	10,648	10,648	10,648	16,148	13,148	11,750	12,750	1,000	1,000	1,000	1,000	12,750
Draws/Transfers	(500)	(202)	(575)	-	-	(3,000)	(1,398)								
Adds	500	350	575	5,500	5,500										
Ending Balance	10,500	10,648	10,648	16,148	16,148	13,148	11,750	12,750	12,750	13,750	13,750	13,750	13,750	13,750	13,750

(\$000 omitted)	FY2017		FY2018		FY2019		FY2020		FY2021		FY2022		FY2023		FY2024
															Proposed
Growth Fund															
Beginning Balance	2,465	3,500	5,000	5,500	5,500	6,250	6,620	7,750	11,619	11,619	11,619	11,619	11,619	11,619	11,619
Draws			(500)	-	-	(629)	(2,527)	(131)	(2,075)	(2,075)	(2,075)	(2,075)	(2,075)	(2,075)	(2,075)
Adds	1,035	1,500	1,000	750	750	1,000	3,657	4,000	3,000	3,000	3,000	3,000	3,000	3,000	
Ending Balance	3,500	5,000	5,500	6,250	6,250	6,620	7,750	11,619	11,619	11,619	11,619	11,619	11,619	11,619	11,619

(\$000 omitted)	FY2017		FY2018		FY2019		FY2020		FY2021		FY2022		FY2023		FY2024
															Proposed
Construction Fund - Internally Generated															
Beginning Balance	16,422	24,625	28,729	30,146	29,279	30,421	40,148	52,564	58,211	58,211	58,211	58,211	58,211	58,211	58,211
Reimbursement/Grants	409	1,585	3,262	553	815	1,941	1,941	1,941	1,941	1,941	1,941	1,941	1,941	1,941	1,941
Capital Program Funding	(5,296)	(8,307)	(14,300)	(9,991)	(18,550)	(12,183)	(8,775)	(17,759)	(17,759)	(17,759)	(17,759)	(17,759)	(17,759)	(17,759)	(17,759)
Adds from Disp	13,090	10,825	12,455	8,571	16,692	21,909	20,376	21,465	21,465	21,465	21,465	21,465	21,465	21,465	21,465
Adds from General Fund															
Ending Balance	24,625	28,729	30,146	29,279	30,421	40,148	52,564	58,211	58,211	58,211	58,211	58,211	58,211	58,211	58,211

SOUTH CENTRAL CONNECTICUT REGIONAL WATER AUTHORITY

**PROPOSED SCHEDULE FOR ISSUANCE TEST RATE APPLICATION
OF THE AUTHORITY'S 39TH SERIES BONDS TO FUND ITS PROGRAM OF CAPITAL IMPROVEMENTS**

PRELIMINARY WORK: BONDS AND RATE APPLICATION	Rate Application & 39th Series Bonds	Days	Comments
<p>Discuss this schedule with the Authority Mail rate application and resolutions for 39th Series Bonds to Authority Presentation to the Authority on the proposed rate application and 39th Series Bonds Authority takes action regarding rate application and 39th Series <i>Authority: special meeting, if necessary, regarding rate application</i></p>	<p>Thurs. June 27th Fri. July 19th Thurs., July 25th Thurs., July 25th Fri., July 26th</p>		<p>Done at regular meeting of Authority Authority: Regular meeting Authority: regular meeting Authority: <i>special meeting, if needed</i></p>
<p><u>IF THE AUTHORITY APPROVES THE RATE APPLICATION</u></p> <p>Submit general resolution for 39th Series and rate application to RPB; request public hearing Meet with Office of Consumer Affairs, if requested and as necessary Meet with RPB's Finance Committee re: completeness of application RPB takes action in response to request for public hearing Publish notice of public hearing Forward rate application to wholesale customers <i>Holiday: Labor Day</i></p>	<p>Mon., July 29th Thurs. Aug 8th Mon. Aug. 12th Thurs., Aug 22nd Sat. Aug. 24th Mon. Aug. 26th Mon. Sept. 2nd</p>	<p align="center">14</p>	<p>File at least five days before RPB acts, if possible file Friday Regular meeting of the committee RPB: regular meeting. Must be at least 20 days before hearing.</p>
<p><u>IF ACCEPTED BY THE RPB AND IF THE HEARING DATE IS SET</u></p> <p>RPB holds public hearing <i>Holiday: Columbus Day</i> RPB takes action regarding rate application and 39th Series Bonds Publish RPB's decision regarding rate application</p>	<p>Thurs. Sept. 26th Mon. Oct. 14th Thurs. Oct. 24th Sat. Oct. 26th</p>	<p align="center">33</p>	<p>RPB: regular meeting RPB: regular meeting Appeals must be filed w/in 45 days</p>
<p><u>IF THE RPB APPROVES THE RATE APPLICATION AND 39TH SERIES</u></p> <p><i>Holiday: Veteran's Day</i> Discussion with credit rating agencies (and insurers companies) re: 39th Series Bonds Send Authority draft POS and supplemental resolution Authority takes action regarding POS and supplemental resolution Receive credit ratings from rating agencies (Standard & Poor's; Moody's)</p> <p>45-day appeal period ends regarding the rate application, first day after Distribute POS over internet to prospective buyers</p> <p>Pricing for the 39th Series Bonds which the Authority accepts or rejects (If the sale is negotiated, sign Bond Purchase Agreement)</p>	<p>Mon. Nov. 11th Week of Nov. 11th Fri. Nov. 15th Thurs. Nov 21st Week of Nov. 25th Tues. Dec. 10th Wed. Dec. 11th Week of Dec. 16th</p>	<p align="center">45</p>	<p>Authority: regular meeting Appeal period ends on the 45th day from notice) - following day is first day after appeal period Market conditions, dependent Will need signature on BPA - Regular Meeting is December 19th</p>

SOUTH CENTRAL CONNECTICUT REGIONAL WATER AUTHORITY

**PROPOSED SCHEDULE FOR ISSUANCE TEST RATE APPLICATION
OF THE AUTHORITY'S 39TH SERIES BONDS TO FUND ITS PROGRAM OF CAPITAL IMPROVEMENTS**

PRELIMINARY WORK: BONDS AND RATE APPLICATION	Rate Application & 39th Series Bonds	Days	Comments
<p><u>IF THE AUTHORITY ACCEPTS THE PRICING FOR THE 39th SERIES BONDS</u> Bonds counsel circulates final draft of OS to reflect pricing Bond counsel receives final approval regarding OS Print and distribute final OS Sign closing documents <i>Holiday: Christmas Eve & Day</i> <i>Holiday: New Years Eve & Day</i> Close on 39th Series Bonds and implement rate increase</p>	<p align="center"> Within one week of pricing One day after final OS circulated One day after approval of the OS To be arranged <i>Tues. Dec 24th and Wed. 25th</i> <i>Tues. Dec. 31st and Wed. Jan 1st</i> Fri. Jan. 3rd </p>		<p>Exact date depends on the day the bonds are priced</p> <p>Exact timing depends on the day the bonds are priced</p>

RPB COMMITTEE MEETINGS

Month	Meeting	Will Attend
April 2024	<i>Finance Committee – (Hybrid)</i> Monday, April 8 at 5:00 p.m. <i>(Incl. FY 2025 Budget Review)</i>	David/Kevin
	<i>Land Use Committee - (Hybrid)</i> Wednesday, April 10 at 5:30 p.m.	Mario
	<i>Consumer Affairs Committee/Land Use Committee (SM) - (Hybrid)</i> Monday, April 15 at 5:30 p.m. <i>(Incl. FY 2025 Budget Review)</i>	Kevin/Catherine
May 2024	<i>Land Use Committee (Lake Saltonstall, Branford) - Special Meeting</i> Thursday, May 9 at 4:30 p.m.	Mario
	<i>Finance Committee (Hybrid)</i> Monday, May 13 at 5:00 p.m.	Kevin
	<i>Consumer Affairs Committee (Teams Only)</i> Monday, May 20 at 5:30 p.m.	Catherine
June 2024	<i>Finance Committee (TBD)</i> Monday, June 10 at 5:00 p.m.	Mario
	<i>Land Use Committee (Lake Glen in Woodbridge)</i> Wednesday, June 12 at 5:30 p.m.	Catherine
	<i>Consumer Affairs Committee (Teams Only)</i> Monday, June 17 at 5:30 p.m.	Kevin

RPB COMMITTEE MEETINGS

Month	Meeting	Will Attend
July 2024	<i>Finance Committee – (Hybrid)</i> Tuesday , July 9 at 5:00 p.m.	
	<i>Land Use Committee - (TBD)</i> Wednesday, July 10 at 5:30 p.m.	
	<i>Consumer Affairs Committee - (Teams Only)</i> Monday, July 22 at 5:30 p.m. <i>(rescheduled from 7/15/2024)</i>	
August 2024	<i>Finance Committee – (Hybrid)</i> Monday, August 12 at 5:00 p.m.	
	<i>Land Use Committee - (TBD)</i> Wednesday, August 14 at 5:30 p.m.	
	<i>Consumer Affairs Committee (Teams Only)</i> Monday, August 19 at 5:30 p.m.	
September 2024	<i>Finance Committee (Hybrid)</i> Monday, September 9 at 5:00 p.m.	
	<i>Land Use Committee (TBD)</i> Wednesday, September 11 at 4:30 p.m.	
	<i>Consumer Affairs Committee (Teams Only)</i> Monday, September 16 at 5:30 p.m.	

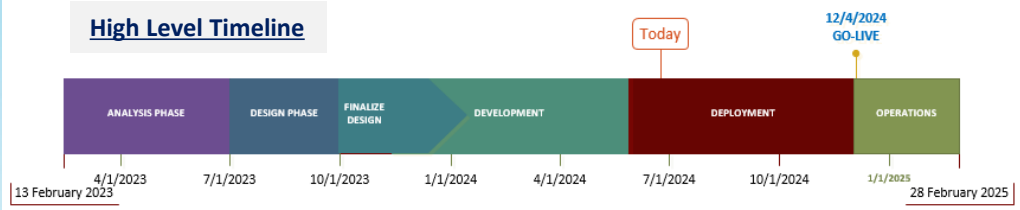
RWAY/CIS Update



June 27, 2024

Confidential
For Executive Session

CIS/RWAY Project Summary



CIS/RWAY Project Health Indicators

Schedule	Target Dec -Q3 FY25 Go-Live	Capital Budget	\$16.01M	FY24 Spend	~\$7.24M	Scope	+ Omni-Channel
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Accomplishments

- Completed Design Phase
- **Completed Conference Room Pilots – UMAX Configured Training**
- Completed ETL5. Report is being finalized
- **Began Integrated System Test (IST1) – Test Cycle 1**
- OCM Champions and Change Networks accelerating, mobilizing and preparing for upcoming End User Training and Customer/Stakeholder Communications

Current Activities

- **IST1 Testing**
- Continued Itineris peripheral Development and Configuration items
- Continued Integrations/Interfaces development.
- Training Plan Development
- Cutover Plan Development
- Close out Development Phase – 8/16/2024 (Originally 5/31/2024)
- Data conversion and data cleansing defects remediation

Decisions, Risks & Issues

- Key Decision(s)
 - Iterative testing approach adopted
 - **Moved into deployment phase and began Integrated System Testing (IST1)**
- Key Risks – Mitigation Plans Underway
 - Data Cleansing– must be complete by next refresh for ETL6 (~35% complete)
 - Continued Development Phase. Pending Dev/Config items to complete by 8/16
 - Training development is behind due to parallel activities during July/Aug- Optimize plan.
- Key Issues
 - **IST 1 Testing – Absorb 3 weeks due to methodology change to meet August 16th timeline- mitigation underway.**

Next Steps: Development / Deployment Phase

- **Close Development Phase**
- Integrated System Test (IST2) End to End Test Cases
- Integrated System Test (IST2) Test Execution
- Extract-Transform-Load (ETL6) data validation

South Central Connecticut Regional Water Authority

Commercial Business Committee

Minutes of the March 28, 2024 Meeting

The regular meeting of the South Central Connecticut Regional Water Authority Commercial Business Committee took place on Thursday, March 28, 2024, at 90 Sargent Drive, New Haven, Connecticut, and via remote access. Chairman Curseaden presided.

Committee members present – Messrs. Curseaden, Borowy, Ricozzi, and Mss. LaMarr (R) and Sack (R)
Management – Mss. Kowalski and Calo (R), and Messrs. Bingaman, Cosma, Hill (R), Lakshminarayanan, and Singh (R)

Murtha Cullina – Attys. Gyllenborg (R) and Merola (R)

Staff – Mrs. Slubowski

The Chair called the meeting to order at 3:41 p.m.

On motion made by Mr. Ricozzi, and seconded by Ms. Sack, the committee voted to approve the minutes of its December 21, 2023 meeting.

Borowy	Aye
Curseaden	Aye
LaMarr	Aye
Ricozzi	Aye
Sack	Aye

Committee members reviewed and approved the FY 2025 work plan.

At 3:42 p.m., on motion made by Mr. Ricozzi, and seconded by Mr. Borowy, the Committee voted to convene in executive session pursuant to C.G.S. Section 1-200(6)(E) to discuss matters covered by Section 1-210(b)(5)(B), pertaining to commercial and financial information.. Present in executive session were Committee members, Mss. Kowalski, Calo, and Slubowski, and Messrs. Bingaman, Cosma, Hill, Lakshminarayanan, and Singh.

Borowy	Aye
Curseaden	Aye
LaMarr	Aye
Ricozzi	Aye
Sack	Aye

At 4:15 p.m., Attys. Gyllenborg and Merola entered the meeting, and withdrew at 5:06 p.m.

At 5:27 p.m., the Committee came out of executive session. No votes were taken in, or as a result of, executive session. On motion made by Mr. Borowy, and seconded by Mr. Ricozzi, the Committee voted to adjourn the meeting.

Kevin Curseaden, Chairman

(R) = Attended remotely.