

**STRATEGIC PLANNING COMMITTEE**  
**SPECIAL MEETING**  
**The Metropolitan District**  
April 5, 2023

**PRESENT:** Commissioners Kyle Anderson, John Avedisian, John Bazzano, Donald Currey, John Gale, Joan Gentile, Allen Hoffman, Gary Johnson, Jacqueline Mandyck, Calixto Torres and District Chairman William A. DiBella (11)

**REMOTE ATTENDANCE:** Commissioners Andrew Adil and James Healy (2)

**ABSENT:** Commissioners Richard Bush, Dimple Desai, Byron Lester, Dominic Pane, Jon Petoskey, Pasquale Salemi, Alvin Taylor and James Woulfe (8)

**ALSO PRESENT:** Commissioner Jean Holloway  
Commissioner Bhupen Patel  
Scott W. Jellison, Chief Executive Officer  
John S. Mirtle, District Clerk  
Christopher Levesque, Chief Operating Officer  
Kelly Shane, Chief Administrative Officer  
Robert Barron, Chief Financial Officer  
Robert Schwarm, Director of Information Technology  
David Rutty, Director of Operations  
Tom Tyler, Director of Facilities  
Jamie Harlow, Director of Human Resources  
Lisa Madison, Manager of Procurement  
Lisa Remsen, Manager of Budget and Analysis  
Dawn Newton, Assistant to the Chief Administrative Officer  
Kimberly Haynes, Manager of Customer Service  
Tra Phan, Controller  
Diana Phay, Treasury Manager  
Nefertere Whittingham, Financial Analyst  
Patrick Hogan, Customer Service Representative  
Jessica Fenner, Treasury Receivables Administrator  
Carol Magner Mitchell, Accounting Administrator  
Jacqueline El-Hachem, Customer Service Supervisor  
Mary Manning, Project Manager  
Dinesh Patel, Construction Manager  
Griselda Rodriguez, Senior Administrative Analyst  
Nick Salemi, Communications Administrator  
Carrie Blardo, Assistant to Chief Executive Officer (Remote Attendance)  
Victoria Escoriza, Executive Assistant  
Julie Price, Executive Assistant  
David Baker, IT Consultant (Remote Attendance)  
Dylan Pecego, IT Consultant (Remote Attendance)

**CALL TO ORDER**

Chairperson Avedisian called the meeting to order at 4:01 PM

**PUBLIC COMMENTS RELATIVE TO AGENDA ITEMS**

No one from the public appeared to be heard.

**APPROVAL OF MINUTES OF MARCH 8, 2023 & MARCH 21, 2023**

*On motion made by District Chairman DiBella and duly seconded, the meeting minutes of March 8, 2023 were approved. Commissioner Johnson abstained.*

*On motion made by District Chairman DiBella and duly seconded, the meeting minutes of March 21, 2023 were approved. Commissioner Johnson and Commissioner Mandyck abstained.*

*Commissioner Adil entered the meeting virtually at 4:05 PM*

**2003 BARRINGTON WELLES MANAGEMENT STUDY UPDATE  
FINANCE, PROCUREMENT AND CUSTOMER SERVICE**

*Kelly Shane, Chief Administrative Officer, gave an overview of the finance, procurement and customer service departments. Griselda Rodriguez discussed the payroll process. Robert Barron, Chief Financial Officer, gave an overview of the finance department and introduced staff who presented on their specific areas including Tra Phan (overview of controls), Diana Phay (treasury review), Jessica Fenner (receivables management), Lisa Remsen (budget department overview), and Nefertere Whittingham (BET accomplishments and future goals pertaining to budget and finance). Lisa Madison discussed the procurement department. Kimberly Haynes gave an overview of customer service and billing, followed by Patrick Hogan who discussed the BET accomplishments and future goals pertaining to that department.*

## METROPOLITAN DISTRICT COMMISSION 2003 MANAGEMENT STUDY ANALYSIS

### Chief Administrative Office:

Finance	Customer Service
Procurement	Information Technology



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## Agenda

- ▶ Introduction of Department Staff
- ▶ Management Study Recommendations Overview
  - 1) Reorganization
  - 2) Business Process Improvements
  - 3) Succession Planning
- ▶ CAO Office
- ▶ Finance Department
- ▶ Procurement Department
- ▶ Customer Service Department
- ▶ Wrap Up

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## CAO Department Directors and Managers

- ▶ Kelly Shane, Chief Administrative Officer
  - 2 staff
- ▶ Robert Barron, Director of Finance/CFO
  - 26 staff
- ▶ Robert Schwarm, Director of Information Service
  - 17 staff
- ▶ Lisa Madison, Manager of Procurement
  - 7 staff
- ▶ Kim Haynes, Manager of Customer Service
  - 12 staff

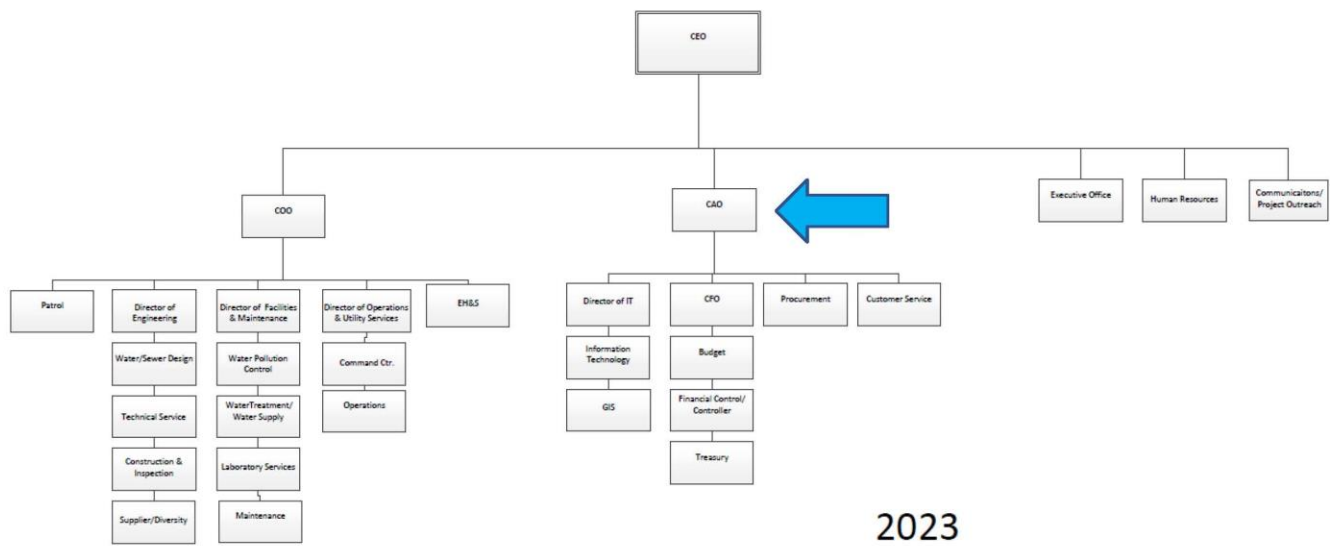
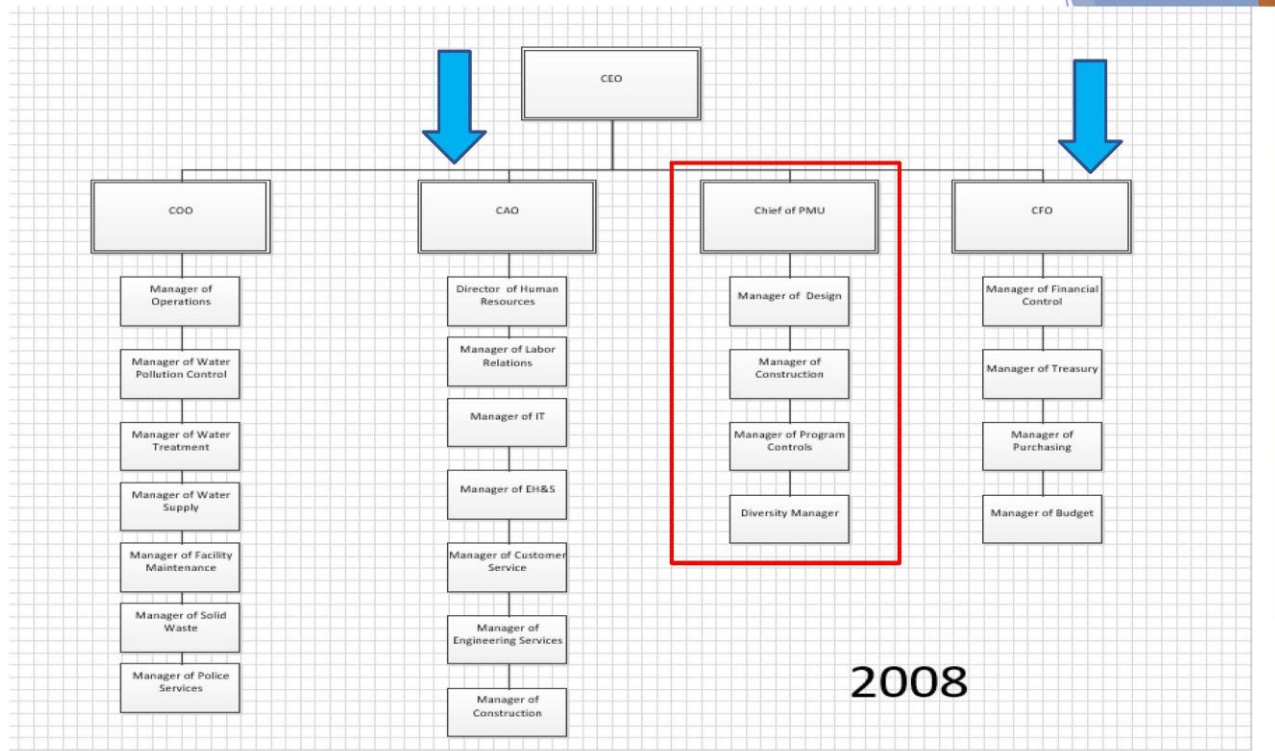


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## Management Study Recommendations Overview

- (1) Reorganization of Departments
  - ▶ Evolution of Departments (2008 and present)
    - 2008 - CEO, CFO, COO, CAO, PMU
    - Today - CEO, COO, CAO
  - ▶ Today
    - COO and CAO provide management and coordination of operations and business priorities and projects
    - We have shifted away from Silo'd divisions
    - There is more collaboration within business departments and across the organization through cross functional teams and training

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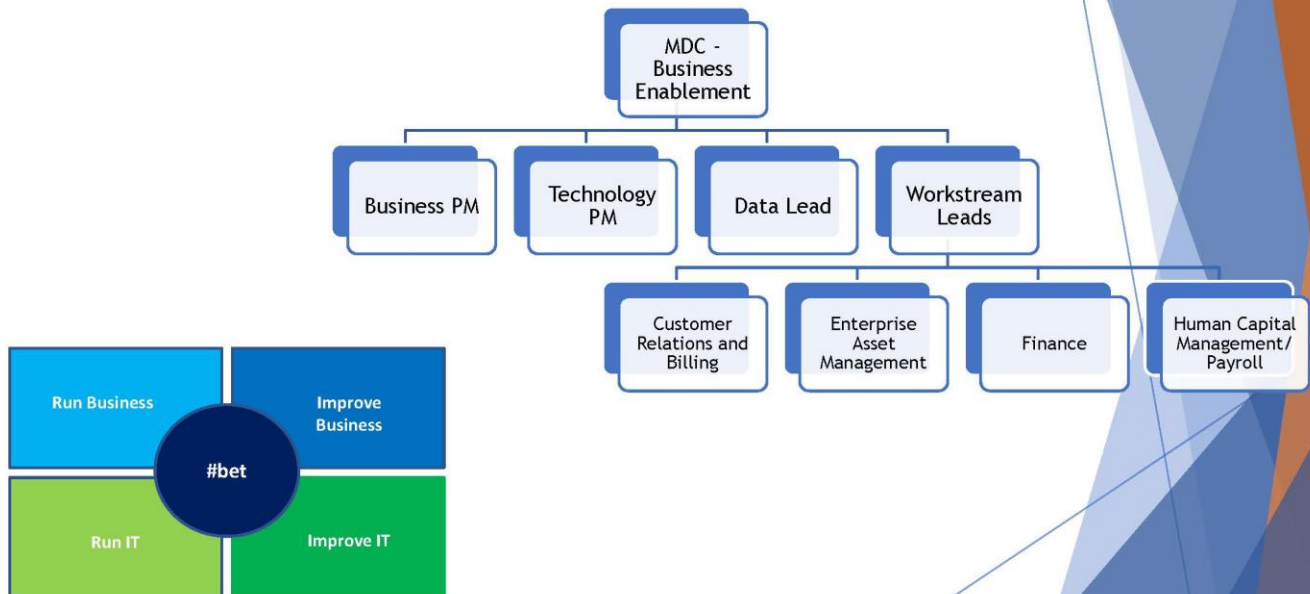


# Management Study Recommendations Overview

## (2) Business Process Improvements

- ▶ Business Transformation Project (2015 - 2020)
  - Resulted in complete SAP Re-implementation go-live in Jan 2020
  - On-going Application Maintenance Support (AMS) Services from Utegration
- ▶ Business Enablement Team established
  - Staff Working part time on continuous system and business process improvements
  - Since Go-Live have processed over 4,494 tickets - including system fixes, access changes, system automation and enhancements
- ▶ BET workstream accomplishments, on-going efforts, and future plans

# Business Enablement Team



## Introduction to Business Enablement Team

- ▶ Business Process PM - Mary Manning
- ▶ Technology PM - Dhana Paramasivam
- ▶ Data PM - Carol Magner
- ▶ Payroll/Human Capital Management Leads - \*Griselda Rodriguez and Olga Cordova
- ▶ Finance Lead - \* Nefertere Whittingham
- ▶ Enterprise Asset Management - Dinesh Patel
- ▶ Materials Management/Procurement - \*Cliff Akerley
- ▶ Customer Service - \* Patrick Hogan

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## Service Tickets and SAP Changes Implemented during 2022

Workstream	Carry Forward from 2021	Received in 2022	Closed in 2022	Open/Work In-progress
CRB	10	42	44	8
EAM	7	28	24	11
FICA	3	27	18	12
FIN	13	43	51	5
SD	4	11	12	3
HCM	16	46	40	22
OT	11	22	25	8
Cross-Functional	0	35	30	5
BASIS ( Security/Role Changes)	14	200	207	7
Tickets with SAP Changes	21	191	206	6
<b>TOTAL</b>	<b>99</b>	<b>645</b>	<b>657</b>	<b>87</b>

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# Management Study Recommendations Overview

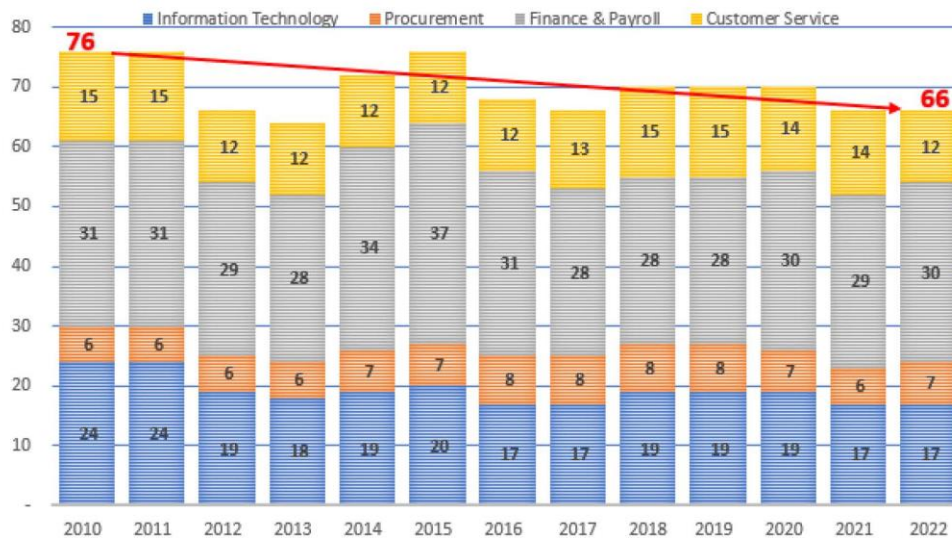
## (3) Succession Planning

- ▶ Directors’ and Managers’ responsibility to find their successor
- ▶ Focus - providing staff with as many internal promotional opportunities as possible
  - Involves on-the-job training, finding potential, encouraging further education
- ▶ When necessary - finding new talent
  - Directors (Bob Barron, Bob Schwarm)
  - Today’s Managers (most are internal promotions)
  - Professional Level Trainee position (JP Avenoso, Jim Dignoti)
  - College Internship Program (IT)
- ▶ Succession Planning is key to “Doing More with Less”

	Hires	Promotions
2013	10	3
2014	8	2
2015	3	4
2016	0	3
2017	1	1
2018	4	0
2019	8	8
2020	5	5
2021	2	2
2022	5	8

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## BUDGETED EMPLOYEE COUNT



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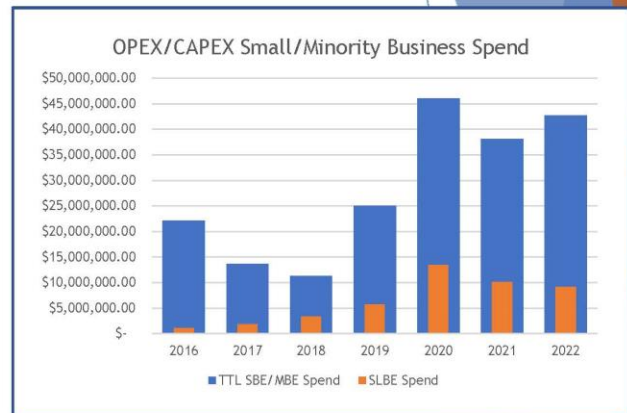
## Chief Administrative Officer Staff

- ▶ Assistant to the CAO, Dawn Newton
  - Compiles State Small and Minority Business Spend Reporting
  - Manages our Vendor Master Data in SAP
  - Monitors and coordinates projects across the enterprise
- ▶ Payroll Admin, Griselda Rodriguez
  - Processes payroll on a weekly basis
  - Works closely with HR and directly with employees on payroll issues
  - BET Team Lead for payroll related updates, enhancements, and system fixes



## CT DAS and CHRO Supplier Diversity Reporting

- ▶ Annual Goals are calculated by the MDC and submitted to DAS for approval
- ▶ MDC reports quarterly SBE & MBE spend to DAS for Operating and Capital
- ▶ Enhancements in SAP have allowed for vendors to be identified by category type - Woman Owned, Asian Owned, Etc. resulting in improved reporting
- ▶ Work with Engineering on SBE/MBE sub-contracting spend
- ▶ MDC's Small Local Business Enterprise (SLBE) Program provides set-aside opportunities for small businesses that are located within our member towns



	OPEX			CAPEX		
	Goal	Actual	%	Goal	Actual	%
2022	\$ 5,140,375.00	\$ 3,117,195.00	60.6%	\$ 19,757,863.00	\$ 39,601,240.35	200.4%
2021	\$ 5,108,718.00	\$ 2,676,475.50	52.4%	\$ 18,776,762.50	\$ 35,453,977.59	188.8%

# Payroll - Griselda Rodriguez



Pay Frequency:	Check Date
Pay Begin Date:	
Pay End Date:	

Employee ID: 00000000	Tax Data: State Federal
Location:	Filing Status:
	Allowances:
	Addl. Percent:
	Addl. Amount:

HOURS AND EARNINGS						TAXES		
Description	Retro Date	Rate	Hours	Earnings	YTD Earnings	Description	Current	YTD
Total:						Total: 0.00 0.00		
BEFORE-TAX DEDUCTIONS			AFTER-TAX DEDUCTIONS			OTHER BENEFITS / DEDUCTIONS		
Description	Current	YTD	Description	Current	YTD	Description	Current	YTD
Total: 0.00 0.00			Total:					
TOTAL GROSS		FED TAXABLE GROSS	TOTAL TAXES		TOTAL DEDUCTIONS		NET PAY	
Current:	0.00	0.00	0.00		0.00		0.00	
YTD:	0.00	0.00	0.00		0.00		0.00	
ACCRUAL BALANCES					NET PAY DISTRIBUTION			

## Business Enablement Team - Payroll

### 2020 New System Go Live Accomplishments

- Payroll processing was streamlined reducing the number of staff involved in reconciliations and validations
- Lowering payroll costing expense from \$185,000 to less than \$10,000 per year
- Results were a higher level of processing efficiency, automated complex work rule logic configuration, and better reporting.
- Reduction in processing time allowed us to move the weekly payday from Thursdays to Wednesdays
- On-line time reporting and approvals. One third of our employees submit their timesheets electronically through employee self-service, the remaining employees' time is entered by timekeepers

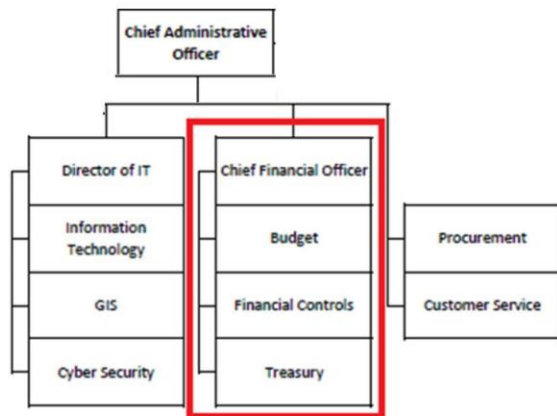
### Continuous Improvement - Current Projects

- Implementing new 2023 Union contract changes - simplifying and standardizing the work rule logic configuration
- Enhancing our interface with Empower, our employees' 457b Plan for automated self service
- Automating current manual processes affecting HSAs, Tax and benefit changes, etc.

### Future Goals & Road Map

- Reviewing our options for upgrading our current SAP Payroll module (cloud solution)
- Further Employee self service opportunities to access and change benefits, tax withholdings, personal information
- Configuration and automation of time allocation directly from work orders for Operations staff

# Finance



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# Finance

## Leadership and Big Deliverables

- ▶ Financial Controls - Annual audit
- ▶ Treasury - Debt issuance
- ▶ Budget - Budget process

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## Financial Controls



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## Financial Controls Responsibilities

- ▶ Month-End Close
- ▶ Bank Reconciliations
- ▶ Fixed Assets
- ▶ Accounts Payable
- ▶ GFOA Award Application
- ▶ BET Enhancements

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## Treasury



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## Treasury Responsibilities

- ▶ Cash Management
  - Project borrowing needs
  - Debt Service Payments
  - Grant and Loan reimbursement
- ▶ Banking
  - JP Morgan selected November 2022
  - Lockbox support
  - Payment Fraud Mitigation
  - Disbursements

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## Treasury Responsibilities

- ▶ Insurance Services
  - Insurance Broker Services- Arthur J Gallagher selected March 2022
  - Annual renewals
- ▶ Special Revenue Billing
  - Resource related billing
  - Claims billing
  - Assessment Billing

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## Treasury Receivables Management

- ▶ Primary objective is to maximize cash flow and reduce DSO (Days Sales Outstanding)
  - Dunning Process
  - Shut Off Process (*Residential Owner Occupied and Commercial Properties*)
  - Collection Attorney Assignments (*Residential Tenant Occupied Properties*)
  - Outbound/Inbound Collection Calls

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# Budget



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## Budget Responsibilities

- ▶ **Budgeting**
  - Composing Annual Budgets
  - Annual Rate calculations
- ▶ **Analysis and Reporting**
  - Budget liaisons
  - Capital close-outs across the District
  - Revenue analysis
  - General Accounting analytical support
- ▶ **BET Involvement**

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## Business Enablement Team - Nefertere Whittingham/Finance

### 2020 New System Go Live Accomplishments

- Restructured Ledger and Auto-Cash Balancing
- Optimized Financial Reporting
- Enhanced business process, master data and user security reporting

### Continuous Improvement - Current Projects

- Automating Process and Exception Reporting
- Increased efficiencies within our dunning and shut off process
- Improvements made to our special revenue billing processes
- Automation of banking statements into SAP

### Future Goals & Road Map

- Downstream Controls and Reporting Enhancements
- Water/Sewer Assessments integrated into SAP from Novak System
- Flexible Reporting Tools for large data sets
- Work Order Status Controls
- Automated Workflow Approvals using OpenText

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## THE PROCUREMENT DEPARTMENT



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## Procurement Department

In 2014, the Procurement Director conducted a thorough review of the District procurement policies and business processes

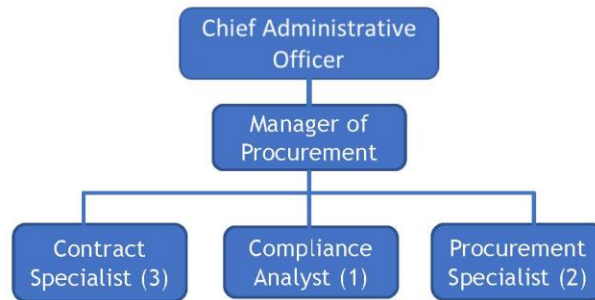
- ▶ Hired professional contract specialists from federal agencies and local utilities
- ▶ Centralized procurement of all goods and services
- ▶ Issued updated Purchase Card policy and implemented new electronic P-Card Program which greatly reduced redundant small dollar purchase orders
- ▶ Updated & established new procurement ordinances resulting in streamlined solicitation processes in line with the Federal Acquisition Regulation procedures
  - Sec G8(f) Streamlined Solicitation for Commercial Items
  - Sec G8(g) Sole Source or Single Source Procurement Authority
  - Sec. G8(h) Ratification of Unauthorized Commitments
- ▶ Commissioned a video for our vendors and contractors entitled “How to Do Business with the MDC”

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## Video....How to do Business with the MDC

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# Procurement Organization Structure



In 2022, Procurement processed 3,810 Purchase Orders

Under \$2,500 - 2,662 POs  
 \$2,500-\$9,999 - 574 POs  
 \$10,000 - \$99,999 - 469 POs  
 Over \$100,000 - 105 POs

In 2022, Procurement awarded 26 new contracts while administering approximately 120 active supply, service, and construction contracts



**Contract Specialist (3)** - Drafts Bid and RFP documents, negotiates, finalizes contracts, and administers those contracts once awarded. Communication, collaboration, and an in-depth knowledge of applicable regulations and legal requirements are key. Works closely with all departments at the District.



**Compliance Analyst (1)** - Ensures that all construction contracts meet government and District compliance standards. Processes all Pay Applications for Construction projects. Works closely with the Engineering department, Project Managers, Construction Managers, and Contractors.



**Procurement Specialist (2)** - Facilitates purchases through State and Federal consortium contracts, researches key suppliers, assists with Sole Source procurements, reconciles and administers the P-Card Program, and drafts most department confirming purchase orders. Works closely with all departments

## What do we buy?

We procure everything the District needs to support our operations

- ▶ Operating
  - Professional Consulting Services (finance, IT, SAP)
  - Stock Materials
  - Chemicals
  - Software and System Maintenance
- ▶ Capital
  - Engineering & Design Services
  - Construction Projects
  - Software Licensing
  - IT Hardware
  - Fleet Vehicles and Equipment

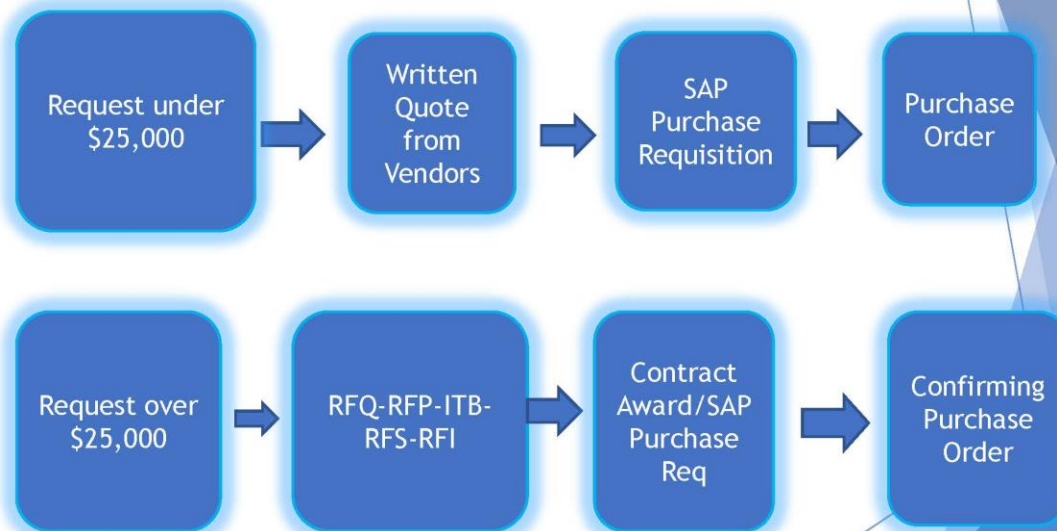
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## Procurement Methods



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## Procuring Goods/Services



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## Web Based Procurement Portal

- ▶ Implemented E-bid procurement portal in 2012
- ▶ Upgraded the portal in 2020 to ProcureWare
- ▶ Allows us to manage the complete bidding process
  - Requires vendor registration to download bid packages
  - Post all addendums
  - Publish bid results
- ▶ Currently there are over 4,000 registered in ProcureWare
- ▶ The portal has streamlined and simplified bid and proposal management

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## State Funded Construction Contract Compliance

- ▶ State funded projects have specific federal and state terms and conditions (DEEP/DPH/EPA)
- ▶ Contract Specialists and Compliance Analysts:
  - Ensure Bid Packages and Contracts include all required State and Federal clauses
  - Monitor contractor compliance with American Iron and Steel Requirements
  - Monitor contractor compliance with Build America, Buy America (BABA) Requirements
  - Ensure Compliance with the Davis Bacon Act
  - Review all monthly contractor certified payrolls and conduct wage interviews to ensure Prevailing Wage Requirements are being met
  - Prepare Contract files for periodic State and EPA contract compliance audits
  - Attend seminars and training on new state/federal contractual requirements

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## Revenue Related Procurement Programs

- ▶ **Timber Sales**
  - We work with MDC forestry staff to bid an average of 3 sales per year
  - Average timber sale is \$140K per harvest
- ▶ **Auctioning Surplus Equipment**
  - Assist Operations Department with 2 auctions per year to dispose of surplus assets including Vehicles and Equipment
  - \$176,000 average revenue over the past 3 years
- ▶ **Program Rebates**
  - Annual Purchase Card Program rebate of \$35,000 from the state
  - Purchasing rebate from Home Depot



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## Business Enablement Team - Cliff Akerley/Procurement

### 2020 New System Go Live Accomplishments

- Redesign and automation of requisitioning process
- Cleansed all the material data and stock system data
- Improved purchase order design and functionality

### Continuous Improvement - Current Projects

- Implementation of project stock feature
- Full automation of the purchase to pay process

### Future Goals & Road Map

- Implement service masters
- Work with Engineering on Project Systems
- Additional automation of procurement bids, RFP's and award process

## Customer Service Team



### SERVING THE PUBLIC

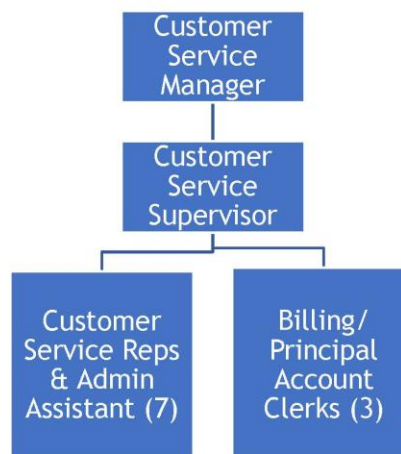
Shown above are member of the District's Customer Service and Billing units. Standing from left are Joseph Martucci, Muriel Roy, Cynthia Braga, Jo-Ann Formica, Kim Haynes, James Valentino, Cheryl Eubanks, Cynthia Williams, Daisy Chavez and Donald Vaughn. Seated from left are Debra Levesque, Lynne Calabro, Robert Woods, Jr., and Ramadas Vasquez.

Customer Service 1993



Customer Service Today

- ▶ Customer Service
  - ▶ Customer Call Center
  - ▶ Maintain customer account data
  - ▶ Process changes of ownership
  - ▶ Establish payment plans
  - ▶ Schedule customer appointments
  - ▶ Mail Services
- ▶ Billing
  - ▶ Process monthly bills for all customers
  - ▶ Analyze billing accounts
  - ▶ Create new billing accounts
  - ▶ Schedule customer appointments
  - ▶ Calculate Leak Adjustments
  - ▶ Work closely with Utility Services & Meter Departments



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## Billing

- ▶ Billing transitioned from quarterly cycles (63) to monthly billing cycles (21) in 2017 which has had a positive impact to cash flow and collection rates.
  - Approximately 112,000 bills
- ▶ Customer bill has evolved over the last decade to include more pertinent data for customers to understand the different charges and fees.
- ▶ Our 3<sup>rd</sup> party payment administrator, Kubra, hosts our customer payment website, with auto bill pay features and multiple payment options.
- ▶ Estimated bills have been significantly reduced with a positive impact on billing accuracy and revenues.
- ▶ Billing staff proactively reviews customer account exception reports for high meter reads, no consumption reads, and estimated reads.
- ▶ Contact customers, schedule appointments if necessary, and send notifications to Operations for site visits.

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# Meter Reading Management Evolution



METER/READER NUMBER	METER/READER	DATE	WATER/SEWER	WATER/SEWER
4782	5431451	0	2003	
THREAT	METER/READER	TARGET METER DATE	WATER/SEWER	
		03/01/2003	4,400	
SYSTEM LOCATION		DATE	WATER	
COUNTY METER NO.		0000	000000	
METER LOCATION		UNION NO.	000000	000000
METER LOCATION		UNION NO.	000000	000000

SPRINKLER METER  
 METER/READER: 4782 5431451  
 DATE: 6-15-01  
 WATER/SEWER: 4450 5412



PLEASE READ YOUR WATER METER AND MAIL CARD BEFORE

FOR ASSISTANCE PLEASE CALL: 276-6127

## Customer Service

- ▶ Average of 5,500 calls per month & approximately 300 email inquiries
  - Abandonment Rate below industry average of 5% of calls
- ▶ Our phones are integrated with SAP (customer information pop up)
- ▶ Majority of customer calls are related to billing questions/concerns
- ▶ Callers primarily include MDC water customers, internal staff, realtors, attorneys, and property management companies
- ▶ Provide technical support for the online payment portal (new registration, cancel payments, view bills)
- ▶ Support all departments with mail services
  - Interoffice and postal mail
  - Printing and mailing of customer letters and special project mailings



## Customer Service

- ▶ Maintain interaction records in SAP, update customer contact information (mailing address, email, telephone)
- ▶ Schedule customer service requests and coordinate with Operations staff
- ▶ Assist Treasury with setting up customer payment plans
- ▶ Educate customers on water issues
- ▶ Process over 400 property changes of ownership per month providing final bills for seller and creating new accounts for buyer

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## Meter to Cash process

- ▶ Business Partner Management
- ▶ Manage meter reading
- ▶ Billing and Invoicing
- ▶ Manage customer interactions
- ▶ Manage incoming payments
- ▶ GL Posting



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## Business Enablement Team - Pat Hogan/Customer Relations and Billing (CRB)

### 2020 New System Go Live Accomplishments

- Bill form Improvement
- Business Partner Consolidation ( major overhaul to group multiple Contract accounts under one Business Partner account)
- DQM - Address validation to US postal standards
- Alert Management- ( estimation, vacancy, atty case, disconnection order etc)
- Move in/out Process ( change of ownership)
- Open Text Integration

### Continuous Improvement - Current Projects

- Premise type data clean up with exception reporting via batch process
- Unbilled/Revenue Report Automation
- Out of Balance Management (manual post, installment plan deactivation)
- Meter size exception report with installation validation

### Future Goals & Road Map

- Customer Engagement Portal
- Mobility/Customer App/Chat bot
- SAP Service Cloud: Utilities Contact Center (SaaS Solution)
- SAP S/4HANA Utilities for Customer Engagement (On-Premises Solution)

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## Wrap Up

- ▶ Amazing Business Support Staff
  - Engagement and collaboration across departments
  - Embracing business process change throughout the organization
  - Understanding operational needs and supporting them
- ▶ Management's focus on business process improvements, enhanced customer service, and succession planning
- ▶ Many accomplishments over the past decade - most impactful was the re-implementation of SAP
- ▶ Continuously planning to enhance SAP functionality and deploy new technology along with business process improvements training throughout the organization

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***Commissioner Gale exited the meeting at 5:35 PM***

***Commissioner Bazzano exited the meeting at 5:48 PM***

**OPPORTUNITY FOR GENERAL PUBLIC COMMENTS**

No one from the public appeared to be heard.

**ADJOURNMENT**

The meeting was adjourned at 6:29 PM

ATTEST:

John S. Mirtle, Esq.  
District Clerk

\_\_\_\_\_  
Date of Approval