

STRATEGIC PLANNING COMMITTEE SPECIAL MEETING WEDNESDAY, MARCH 27, 2024 5:00 PM

<u>Location</u>

Board Room District Headquarters 555 Main Street, Hartford

Dial In #: (415)-655-0001 Access Code: 2302 168 8260 #

Meeting Video Link

Commissioners:

Adil Anderson Avedisian Bush Clarke

Currey (Ex-Officio) DiBella

Gale Gentile Healy Hoffman

Quorum: 10

Holloway Johnson

Lewis Lester Mandyck Patel Salemi Steuber Taylor

- 1. CALL TO ORDER
- 2. PUBLIC COMMENTS RELATIVE TO AGENDA ITEMS
- 3. ELECTION OF CHAIRPERSON
- 4. ELECTION OF VICE-CHAIRPERSON
- 5. APPROVAL OF MEETING MINUTES OF APRIL 18, 2023
- 6. DISCUSSION RE: LAST STRATEGIC PLAN
- 7. DISCUSSION RE: UPDATE ON MEMBER TOWN MEETINGS
- 8. OPPORTUNITY FOR GENERAL PUBLIC COMMENTS
- 9. COMMISSIONER REQUEST FOR FUTURE AGENDA ITEMS
- 10. ADJOURNMENT

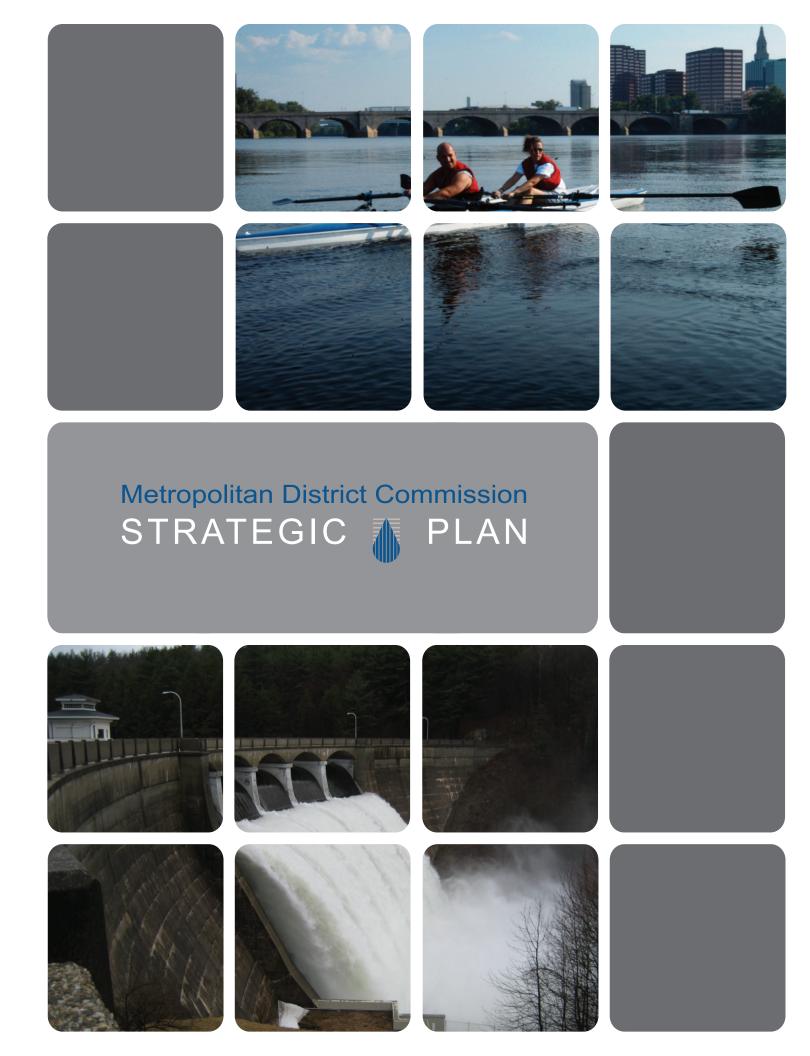


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Mission

"The mission of the MDC is to provide our customers with safe, pure drinking water, environmentally protective wastewater collection and treatment and other services that benefit the member towns."

Core Values

- Excellent, reliable customer services
- A stable, dedicated, skilled and diverse workforce
- · Sound planning and financial management
- Continual environmental compliance and stewardship of the watershed
- A safe and healthy workplace
- A program to continually improve our performance
- Open communications and transparency with our member towns and stakeholders
- A workplace and contract service climate of acceptance and inclusion that values and promotes cultural awareness, tolerance and respect
- Active participation in programs designed to develop a skilled and economically viable local workforce capable of fulfilling MDC's Strategic Goals.



Produced by Parsons Brinckerhoff

Cover Photographs: Kayakers on the Connecticut River (top right). Nepaug Dam (bottom left).

Forward

The greater Hartford area has changed a great deal since the inception of the MDC in 1929, when Charles Goodwin understood the pressing need for a regional solution to water, wastewater and other services. While Hartford and the surrounding member towns have grown and modernized since that era, the need for regional services to support ongoing growth and economic development in the Capital region remains. In continuing the 75-year tradition of building and maintaining a superb water/wastewater infrastructure for the region, we are well-positioned to expand our mission and become an even more vital regional service provider for decades to come. Our mission and core values have been refined as part of our strategic planning process, and we will continue down the path of continuous improvement as a premier public agency, working with our customers and stakeholders for the future of the region.

A Proud History

The history of successful growth in Hartford and its surrounding communities is inextricably linked to the development of the region's magnificent water infrastructure system. From Hiram Bissell and the early Hartford Water Works in the 1850s to Charles A. Goodwin and the inception of the MDC in the 1920s, these and other visionary leaders understood the need to build a water supply infrastructure that anticipated the future growth of the region, and they were bold enough to deliver on the vision. From the first reservoir at Lord's Hill built in the 19th century with 10 million gallons of capacity, to today's system that includes reservoirs with 40 billion gallons of active supply (and the potential to secure an additional 16 billion gallons of capacity for future development) and a wastewater collection system that processes 70 million gallons per day of wastewater from eight towns - the evolution of the region's water and wastewater infrastructure is a story of remarkable planning, foresight and engineering skill.

For more than 75 years the MDC has played a critical role in this development story and in the successful growth of the Capital region. From our early days as a provider of water and sewer services to Hartford and four other towns, we have successfully achieved our mission of expanding, improving and maintaining the region's water and wastewater infrastructure, now serving an expanded customer base of eight member towns and other surrounding communities. We have also enhanced our value as a regional provider by expanding into solid waste, hydroelectric generation and Riverfront Park maintenance services. Today we continue the tradition of excellence that created the early water supply system for Hartford and continue to be an important catalyst for future economic growth and development in the Capital region.







Lord's Hill Resevoir built in the 19th century with a 10 million gallon capacity

A Different Set of Challenges Today

In anticipating the future needs of our customers, the MDC faces challenges that are markedly different from those in previous decades. In our early days, we had to expand our system to handle the dynamic growth of communities surrounding Hartford; now our customer base is stable, and, in fact, consumption and revenues from potable water have declined in recent years due to conservation and other factors such as loss of water-intensive industry. In earlier decades we needed to build political support for expanding our reservoir system; now we enjoy more water capacity than is currently required, but face increasingly stringent regulatory requirements for drinking water quality and wastewater collection, treatment and discharge. From the earlier challenges of building an expanded water supply network, we now face challenges of keeping our significant and aging infrastructure in good repair - at significant cost. Other current challenges include continuing to employ a diversified workforce to deal with the levels of attrition that will occur as baby boomers retire and making full use of the rapidly-changing technology that is increasingly at the core of today's work processes.

Anticipating Tomorrow: The Need for a Strategic Plan

To meet the challenges of today and manage the increasing pace of change that is a fact of contemporary life, the MDC and our stakeholders need a road map - a clear plan for where the agency is headed. This Strategic Plan is that road map, a document that communicates the critical goals for the MDC and then identifies objectives through which those goals will be achieved. This Strategic Plan has been created in a manner that has allowed for input from a broad audience of stakeholders, including our management, staff, Commissioners, member-town executives and community representatives.

Methodology

The team applied PB's Strategic Planning Process to prepare the MDC Strategic Plan, outlined in Figure 1 below.

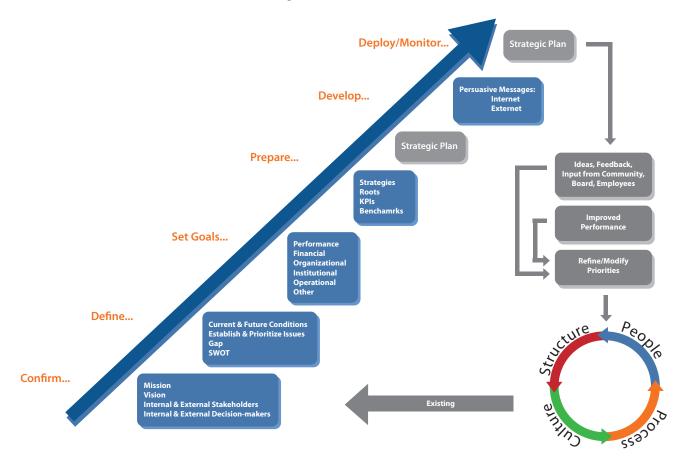


Figure 1. Strategic Planning Process

An important aspect of the strategic planning process is that it involves all aspects of the MDC enterprise (structure; people; process; culture) and results in a plan that leads to tangible, measurable objectives and actions. The Strategic Plan will become the framework through which the MDC sets its operating budget, capital planning and annual goal setting priorities in coming years.

Interviews

The first step in the MDC Strategic Planning process was the "Confirm" phase. The consultant team conducted an extensive series of interviews with MDC management and staff, MDC Board Commissioners, and other key MDC stakeholder officials from member towns and other organizations in the Greater Hartford region. The purpose of these interviews was to confirm the "as is" situation at the MDC: What are the critical challenges facing the District, short term and long term? What are the Agency's strengths and weaknesses in terms of dealing with these challenges? What opportunities are there for MDC to improve its performance in furtherance of its mandate? The project team compiled the results of these interviews and developed a preliminary "SWOT" analysis – a summary of MDC strengths, weaknesses, external "threats" and opportunities. A summary of critical strategic issues for MDC that were identified through the interview process was also prepared.







Nepaug Dam Burlington, CT

Survey

In the second step of the "Confirm" phase the project team distributed an on-line questionnaire to all MDC staff, Board Commissioners and town representatives. The questionnaire was structured in a way to elicit responses on a broad range of strategic questions from as large a group of MDC stakeholders as possible. One hundred and fifty four people participated in the questionnaire process and the results confirmed to a large degree the strategic priorities identified through interviews.

Workshops

The knowledge gained from the interview and questionnaire processes allowed the project team to prepare for the "Define", "Set Goals" and "Develop" phases, which included several full-day workshops with MDC management and staff, Board Commissioners, and member town officials. Through these structured workshops the project team facilitated while working groups assessed the "as is" situation of the MDC and the preliminary "SWOT" analysis, and then formulated a group of high level strategic goals to cohesively address its challenges and build on opportunities.

The first workshop focused on "internal" MDC organizational issues such as Human Resources and Customer Service, and a group of strategic goals were defined that will improve MDC's organizational capacity and effectiveness over time. The second workshop focused on "external" issues such as strategies for optimizing the MDC water supply and for deciding how to move forward in solid waste management. The strategic goals developed through the workshops will provide the framework for MDC to more effectively prioritize future business decisions and then build consensus and buy-in as those decisions are executed. The workshop process allowed MDC management, Commissioners and other stakeholders to work together with the consultant team in a collaborative and inclusive atmosphere. The attendees confirmed the "as is" situation as indicated through the "Confirm" phase of the project. They then defined the strategic requirements that would lead the MDC to a desired "to be" condition, by establishing high level strategic goals to address challenges and exploit opportunities. The final step of the workshop process was when workshop participants, while working in small groups, further developed the ultimate structure of the MDC Strategic Plan by recommending management actions for each of the high level strategic goals that had been identified.

Ultimately the "Set Goals' and "Develop" stages of the MDC strategic planning process will result in MDC managers incorporating the recommended actions into annual performance goals and key performance indicators.

Prepare Strategic Plan

The consultant team carefully documented the results of the workshops, and compiled the work products from these sessions into a draft strategic planning document. In this "Prepare" phase the consultant also evaluated the output from the MDC workshops in comparison to "best practices" and industry trend data in order to help MDC staff assess options and find solutions that will be optimal for the MDC.

Ultimately the successful development and implementation of a Strategic Plan must be viewed as a continuum; a process is undertaken through which an organization addresses its current situation in a coherent manner and then improves itself over time. There is no finish line, and a first Strategic Plan document should be viewed as the early steps on the continual improvement path. To be meaningful the plan will be updated regularly as conditions change and new opportunities arise.

The MDC has successfully begun its strategic planning process and as this foundational plan is deployed in coming months and initiatives outlined in its pages are undertaken and monitored, the District will continue to strengthen and prepare itself for the decades ahead.

Strategic Goals

This section outlines the key strategic goals that will guide our decision making in future years. The goals are organized into Business Goals (1-4), which focus on business lines (Drinking Water, Wastewater Collection and Processing, Solid Waste, and New Business), and Organizational Goals (5-10), which focus on internal functions and processes that are critical to achieving the overall business goals.

Business Goals



Goal 1: Water Protect supply for future generations & develop revenue potential

One of MDC's great strategic strengths is our water supply system. The two active reservoirs, Barkhamsted and Nepaug, provide more than adequate supply for the nearly 400,000 customers served by the MDC. Although it needs to be secured, there is a potential significant reserve supply in the West Branch Reservoir at Goodwin Dam and Colebrook River Lake at Colebrook Dam on the West Branch of the Farmington River. Through management and protection of our superior watershed system (one of the few Class A systems remaining in the U.S.), and through our two water filtration and treatment plants, we continue to provide the highest quality drinking water to our customers and have the capacity to do so for the foreseeable future. In fact, one of the opportunities for revenue growth is to leverage our water supply asset and expand our potable water customer base.

Objectives

- 1. Expand the customer base to optimize use of water assets and grow revenue
- 2. Ensure future viability of the water infrastructure
 - Implement the asset management program in order to fully assess and prioritize potable water infrastructure needs, maintain system in good repair and ensure that there is system redundancy where necessary
 - Budget for all necessary infrastructure maintenance and improvements
- 3. Protect the watershed to ensure continued high water quality
 - Implement specific strategies including the purchase of land and development rights where necessary to protect the water supply
- 4. Increase water supply source capacity
 - Explore and secure additional water rights to potential well development in Glastonbury
 - Secure rights to water for water supply purposes from the West Branch of the Farmington River
- 5. Promote and employ conservation of water



Goal 2: Wastewater Protect public health and water quality & achieve a state-of-good repair

The MDC has taken a major step towards meeting our Wastewater goals through the initial implementation of the Clean Water Project that is now underway. This multibillion dollar initiative will address, in a comprehensive way, three major regulatory challenges facing MDC: combined sewer overflows (CSOs), sanitary sewer overflows (SSOs), and required reductions in nutrient loads from treated wastewater. The successful management of the project will continue to be a critical priority.

Other Wastewater priorities will include ongoing upgrades to the four wastewater treatment facilities and efforts to contain or offset operation and maintenance cost increases at the Wastewater Treatment plants. The District will implement a Capacity Management Operations and Maintenance Program to improve asset management and maintenance procedures.

Objectives

- 1. Develop programs to meet or exceed all regulatory requirements
- 2. Manage the Clean Water Project successfully and with transparency in management to satisfy all requirements of the Long Term Control Plan (LTCP), the SSO program and Nitrogen reduction.
- 3. Achieve state of good repair for plants, pump stations and conveyance infrastructure through asset management and prioritized investments
- 4. Contain treatment costs (e.g., cogeneration of electricity) and expand revenue (e.g., increase bio-solids processing volumes)



Goal 3: Solid Waste Study feasibility of a solid waste business to enhance value potential

Since 1984, we have successfully operated the Mid-Connecticut waste-to-energy processing facility under contract with the Connecticut Resource Recovery Authority (CRRA). This plant processes solid waste received from 70 Connecticut towns for use in the affiliated waste to energy plant that produces electricity. Our relationship with the CRRA has improved over the past few years and the operations of the plant have benefited from upgraded maintenance procedures. However, the plant employs outmoded technology and our contract with the CRRA expires in 2012. Therefore, a critical strategic decision needs to be reached: whether to continue or end the relationship with CRRA after 2012; or to terminate, in an economically feasible manner, the District's current involvement in waste-processing; or to create a new MDC involvement with member town approval in waste-processing based upon the careful analysis of available and economically viable technology. The criticality of this decision is based in part on the impact to the employees and the potential resulting operational disruptions.

Objectives

- 1. Determine future relationship with CRRA
 - Prepare for future cost liabilities
 - Evaluate risk vs. benefit of alternatives
 - Get buy-in from towns on future solid waste decisions
- 2. Study potential to build on solid waste experience in order to evaluate additional revenue opportunities and services to the towns



Goal 4: New Business Opportunities Expand revenue opportunities of existing plant & human capital assets

The Commission enacted an Ordinance on October 1, 2007 to charge a sewer service fee to those customers provided both District sewer and water service. The service fee, to be based upon water use, will pay solely for debt service related to the federal and state orders and permits. Nonetheless, both management and the Commission recognize that there are a number of approaches we could take to increase our revenue base. Given the expected infrastructure upgrades to sustain the District's desired service level, in addition to the Clean Water Project, it is an

important priority for us to evaluate increased revenue sources that could help offset future water rate increases, sewer service fees, and or/ ad valorem tax increases. As part of our strategic planning effort, we will establish objective and transparent investment criteria that will allow for various revenue enhancement opportunities to be evaluated and prioritized taking into consideration cost and benefit, risk, and fit with our core mission and core competencies.

Objectives

- 1. Implement short-term "revenue opportunities" through expanded and/or valueadded services
- 2. Create a portfolio of other new business initiatives, including additional services to the towns, ranked by potential return, risk, and ease of implementation

Organizational Goals

The organization and our individual employees have demonstrated tremendous professionalism, diligence and engineering skill over the years. Our systems and operations could not have been created and maintained so effectively without the superb core competency and motivation of our staff members. There are many recent examples of exemplary achievements by the organization; including the sophistication of water testing procedures, the early and innovative use of Geographic Information Systems (GIS) to analyze infrastructure information and the successful implementation of two hydroelectric facilities that generate electricity from the West Branch of the Farmington River.

In order for us to handle our current challenges and achieve the business goals outlined above, the MDC must continue to build organizational strength. The following organizational goals address critical strategic areas for organizational improvement.



Goal 5: Long-Term Planning and Budgeting Create an integrated and comprehensive long-term planning process

The large capital program commitments required to support the Clean Water Project, as well as other needed infrastructure improvements, make it vitally important that we establish a comprehensive and integrated long-term planning process. Our management has undertaken a number of important initiatives in support of this goal, such as the 50-Year Water Supply Plan that is updated every five years, the asset management system under development, the Capacity, Management, Operations and Maintenance (CMOM) system and centralized maintenance management system that are also in the process of being implemented.

These planning elements need to be integrated into a 15-year rolling capital planning process, through which all capital requirements and associated funding requirements are evaluated, prioritized and updated yearly. The District Board and other stakeholders, such as the member towns, need to be fully informed regarding the long-term capital plan and the financial requirements to support our programs and operating needs and play a proactive role in steering our capital and operating decisions.

Objectives

- 1. Establish a sound financial basis for our future
- 2. Encompass all State of Good Repair, growth and regulatory compliance needs
- 3. Identify new business opportunities and strategies for revenue growth



Goal 6: Human Resources Maintain a skilled, effective, stable and diverse workforce responsive to changing demands, technology and customer expectations

The MDC draws on tremendous human capital strength in performing our day-to-day operations. Our culture is defined by long-term employment and a broad base of institutional knowledge. The typical employee is proud of the vital services we provide and is motivated to help us achieve our goals. However, as with most, if not all, public institutions in America today, we face significant human resource challenges. These include retirement of the senior employees and the resulting loss of experience and institutional knowledge, the need to continue to diversify the workforce to better reflect our customer base and the heightened importance of training and skill development in an era of advancing technology and accelerating change.

For us to meet our business goals it is critically important that clear objectives be set to strengthen, continue to diversify and further motivate the most important of our assets – our people. These objectives will be shaped by the following criteria:

- 1. Work Systems (including but not limited to work and job design and compensation and recognition);
- 2. Workforce Diversity reflective of Affirmative Action Plan goals;
- 3. Employee Education, Training and Development (including but not limited to practices, policies and issues related to employee training and development);
- 4. Employee Well Being and Satisfaction, and Work Environment (that promotes acceptance and inclusion of all employees and disavows discrimination and harassment towards any employee).

Objectives

- 1. Determine staffing model(s) to ensure required skills and resources for existing and future organizational needs and focused on succession planning
- 2. Continue to recruit, develop and retain a diverse workforce at all levels of the organization
- 3. Follow through on the board-approved comprehensive affirmative action plan, focusing on achieving the workforce goals set forth in the plan
- 4. Develop a quality workforce by securing, enhancing and maintaining a staff that will be able to achieve the mission effectively
- 5. Enhance the safety program to ensure continued safe operation and limit employee workplace injuries
- 6. Develop an organizational culture that promotes and accepts change



Goal 7: Community Business & Workforce Relations Foster District policies to enhance the capacity of local small, disadvantaged, minority and women's businesses workforce

As the MDC makes infrastructure investments, we recognize that embracing race/ gender neutral contracting policies is mutually beneficial to the local community. The currently limited local utility construction business and workforce capacity will challenge the region to receive financial benefits from the Program. Moreover, as the existing workforce transitions - from retired workers to a new workforce - an influx of out-of-state businesses will likely occur, increasing project costs.

Objectives

1. Provide a legally documented basis for District to modernize its policies to encourage race/gender neutral project employment and business involvement. 2. Foster support for State and local sponsored programs which optimize small, disadvantaged, minority, and women's businesses, and development of local workforce to address the project's needs.



Goal 8: Stakeholder Communications Develop program that enhances public service, improves stakeholder communications, and creates a customer service-oriented culture

While the MDC has provided critical services to the Capital region in a safe and reliable manner for decades, this Strategic Planning process has brought to light the fact that many customers and stakeholders do not completely understand our mission or have complete confidence in the our ability to expand our services successfully. The entire organization needs to be committed to providing the highest levels of customer service. We have an opportunity to improve our public image and build support for our future programs through a more focused approach to customer service through improvements to communications and information systems.

Objectives

- 1. Improve operations that directly impact customer service
- 2. Improve coordination and communication with member towns, customers and stakeholders
- 3. Enhance our image as a regional public service provider



Goal 9: Continuous Improvement Create a culture focused on quality, innovation and learning

It is clear this is a period of great challenge for our organization. As described earlier in this document, the challenges of earlier decades have been replaced with new challenges that require new skill sets, new attitudes, and new ways of doing business. The MDC has a history of applying innovative practices, such as our GIS application, to improve processes and enhance services, and we are currently working on a number of transformational improvements, such as implementation of an enterprise asset management system. To optimize our organizational effectiveness, however, we need to institutionalize our quality improvement and enhance our management processes.

Objectives

- 1. Establish a framework for continuous improvement (methodology, training)
- 2. Create a lessons learned/feedback process
- 3. Foster teamwork and cross-functional collaboration
- 4. Establish standards and performance measures
- 5. Incentivize performance

Goal 10: Board Governance

Adhere to the highest standards in process and practice that promote and ensure integrity, compliance, accountability and transparency

The 29 member volunteer MDC Board plays a critical role in providing overall leadership and guidance to the MDC organization; approving and overseeing the allocation of MDC capital and operating resources; and serving as the body representing the various interests of the member towns and other MDC stakeholders.

The Board provides oversight and governance on specific MDC issues through its standing bureaus, committees, and special committees. (There are currently fourteen bureaus and committees in all.) The Board is led by the Chairman, who is elected by the Board members.

Objectives

- 1. Confirm the understanding on the part of all Board Commissioners as to their roles and responsibilities, including establishment of an orientation program for all commissioners.
- 2. Define the ongoing working relationship between the Board and MDC management and staff, including the development of protocols and guidelines for commissioners' contact with staff and working committee meetings.
- 3. Develop improved communication vehicles for Board members and other MDC stakeholders.

Implementation Steps

To be effective, a Strategic Plan must be implemented in the context of an overall business management structure. The graph below provides an overview of how the Strategic Plan will fit within our ongoing management processes. In effect, the Strategic Plan provides the framework through which specific business goals are developed (the "Business Plan"); these goals in turn are reflected in annual operating and capital budget submissions and, ultimately, are driven down to individual management goals and performance measures. Going forward, any significant initiative or use of resources should be evaluated in terms of its fit and contribution to the overall objectives of the Strategic Plan. All MDC stakeholders (Commissioners, management, town members) should be aligned in their understanding of our strategic priorities. At the same time, the Strategic Plan should be reviewed and updated as appropriate on a regular basis to reflect new developments and needs of the agency.

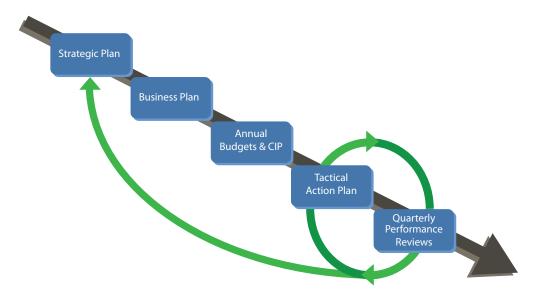


Figure 2. Business Management Model

Each of the ten overall goals in the Strategic Plan contains broad objectives that management will develop into specific improvement initiatives with measurable benefits. Progress in achieving these initiatives will be reported to the Strategic Planning Committee, who shall in turn report to the District Board, on a regular basis. Each activity will include a timeline for achieving results and a budget reflecting any additional resources required to achieve the desired outcome.

Investment Criteria

- Does the activity contribute to the overall mission?
- How does the activity help meet a Strategic Plan objective?
- Does it have adequate organizational and political support?
- Is there a tangible business benefit/return-on-investment?
- Do the benefits outweigh the costs?
- Do we have adequate capacity to undertake the activity?
- Are there better alternatives to this activity in achieving the desired objective?

This decision framework will allow us to assess and justify our various Strategic Plan follow-up initiatives in a consistent manner; it will also provide for objective analysis in operating and capital budget decision making, aligning these annual management processes with the overall strategic planning framework.

Summary

We stand at a critical juncture in our history. Building on the magnificent contributions of the engineers and operators that created greater Hartford's water system over the last 75 years, today we successfully meet drinking water, wastewater disposal and other needs of about 400,000 customers, fulfilling our mission as a vital regional service provider.

However, the kind of foresight and initiative that produced the Capital region's water supply system over the years will be needed for us to continue our success in the future. "Change before you have to." These words of former GE CEO Jack Welch, used to describe the need for ongoing organizational refinement in an age of rapid transformation, are appropriate to the challenge faced by the MDC today. Increased capital investment requirements due to aging infrastructure and tighter regulations; more urgent hiring needs due to baby boomer retirements and changing skill requirements; the need for strategic and objective decision making for critical issues, such as the relationship with CRRA - these and other challenges require us to plan comprehensively for our future and execute our priorities through increased organizational alignment and improved business practices. We have created this Strategic Plan as a roadmap for this effort and we are prepared to work with colleagues, Commissioners and stakeholders to achieve success for future generations to come.

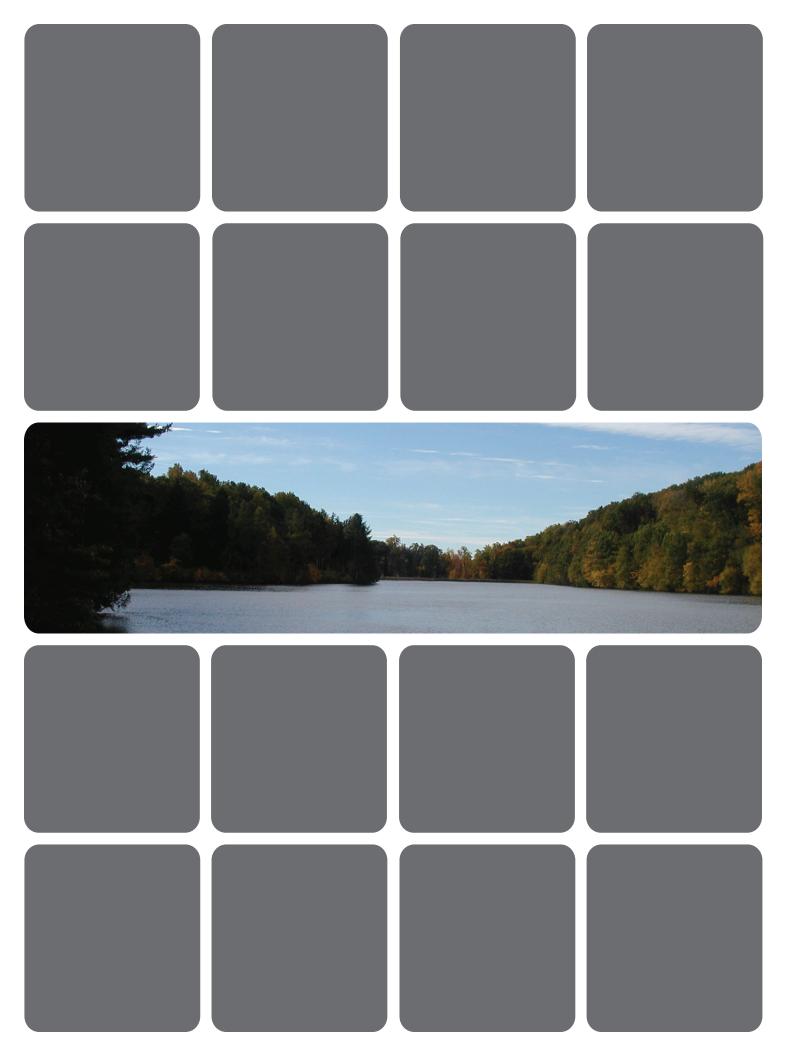
Mission

"The mission of the MDC is to provide our customers with safe, pure drinking water, environmentally protective wastewater collection and treatment and other services that benefit the member towns."





Metropolitan District Commission 555 Main Street Hartford, CT 06142 (860) 278-7850



STRATEGIC PLANNING COMMITTEE SPECIAL MEETING The Metropolitan District

April 18, 2023

PRESENT: Commissioners Kyle Anderson, John Avedisian, John Bazzano,

Richard Bush, Donald Currey, Allen Hoffman, Gary Johnson, Byron Lester, Jacqueline Mandyck, Alvin Taylor, Calixto Torres and

District Chairman William A. DiBella (12)

REMOTE

ATTENDANCE: Commissioners Andrew Adil and Dominic Pane (2)

ABSENT: Commissioners Dimple Desai, John Gale, Joan Gentile, James

Healy, Jon Petoskey, Pasquale Salemi, and James Woulfe (7)

ALSO

PRESENT: Commissioner Diane Lewis

Commissioner Bhupen Patel (Remote Attendance)

Scott W. Jellison, Chief Executive Officer

John S. Mirtle, District Clerk

Kelly Shane, Chief Administrative Officer Robert Barron, Chief Financial Officer

Robert Schwarm, Director of Information Technology

David Rutty, Director of Operations

Jamie Harlow, Director of Human Resources Lisa Madison, Manager of Procurement

Diana Phay, Treasury Manager

Jessica Fenner, Treasury Receivables Administrator

Olga Cordova, Manager of Human Resources Kadian Cohen, Human Resources Generalist

Felicia Betsy, Administrative Assistant

William Pallis, Manager of Information Services

James Masse, Network Analyst

Timothy Murphy, Business Systems Analyst Dhana Paramasivam, Project Manager Charlotte Saab, Business Systems Analyst Elias Sanabria, Business Systems Analyst

Joshua Tryon, Business Systems and Security Administrator

Christopher Taveras, Network Analyst Omer Khan, Business Systems Analyst II Chetan Bhatt, Business Systems Analyst Jeremy Adams, Mapping Technician Annmarie Spielman, Principal GIS Analyst

James Wysor, Principal GIS Analyst

Carrie Blardo, Assistant to Chief Executive Officer

Julie Price, Executive Assistant David Baker, IT Consultant Dylan Pecego, IT Consultant

CALL TO ORDER

Chairperson Avedisian called the meeting to order at 4:03 PM

PUBLIC COMMENTS RELATIVE TO AGENDA ITEMS

No one from the public appeared to be heard.

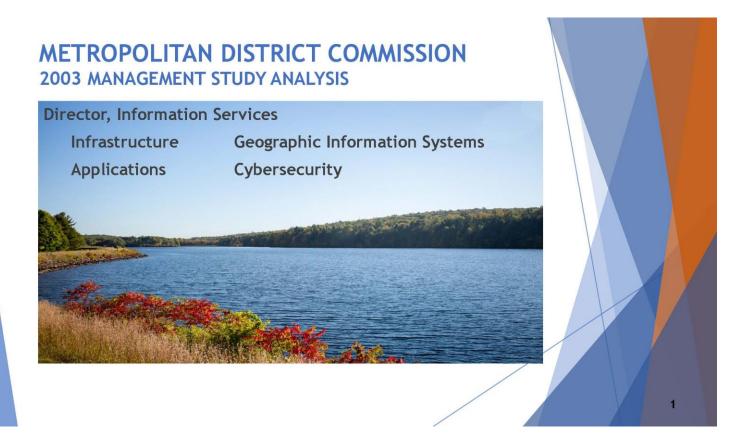
APPROVAL OF MINUTES OF APRIL 5, 2023

On motion made by District Chairman DiBella and duly seconded, the meeting minutes of April 5, 2023 were approved.

2003 BARRINGTON WELLES MANAGEMENT STUDY UPDATE INFORMATION TECHNOLOGY AND HUMAN RESOURCES

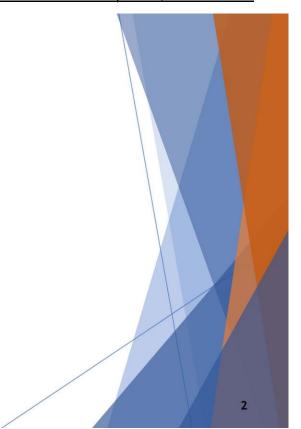
Robert Schwarm, Director of Information Services, gave an overview of his department including its structure and changes to IT since starting at the District in 2016. William Pallis discussed IT infrastructure, followed by Tim Murphy who presented on system support operational improvements, and Chris Taveras who touched on IT asset life cycle management. Josh Tryon discussed cyber security, Dhana Paramasivam gave an overview of the IT applications team, and Elias Sanabria discussed OpenText. Annmarie Spielman and Jim Wysor gave an overview of geographic information systems (GIS).

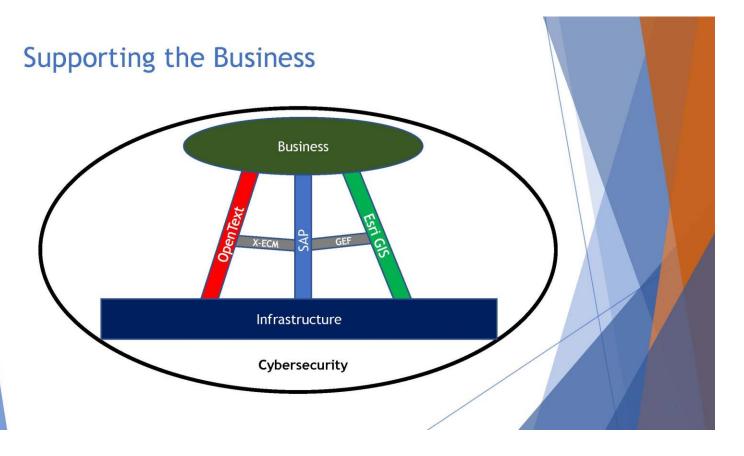
Commissioner Adil entered the meeting virtually at 4:11 PM.



Agenda

- ▶ Introduction of Department Staff
- Management Study Recommendations Overview
 - 1) Reorganization
 - 2) Business Process Improvements
 - 3) Measuring Performance
 - 4) Succession Planning
 - 5) Workforce Plan
 - 6) Optimize IT Investments, Including SAP
- Cybersecurity
- ▶ Infrastructure Team
- Application Team
- Geographic Information Systems
- ▶ Wrap Up





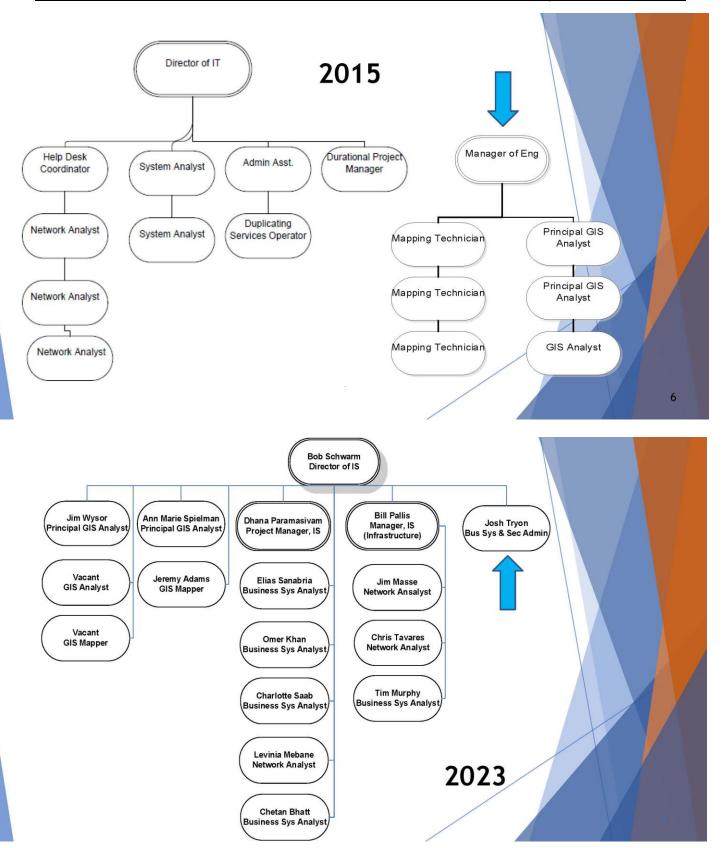
Management Study Recommendations Overview

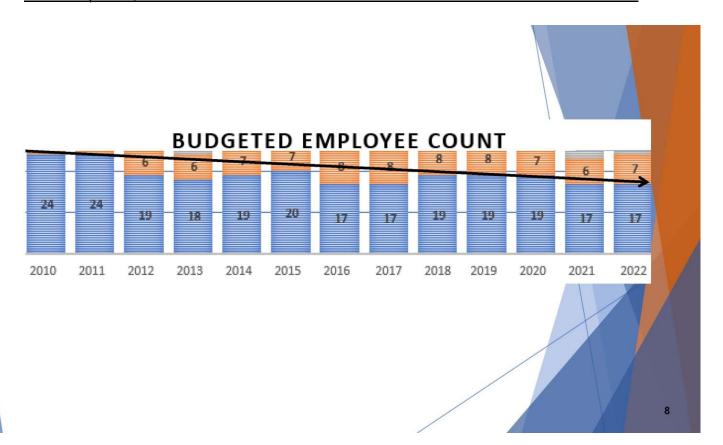
- (1) Reorganization of Departments
 - ▶ In 2015 a Director was hired to advance the IT department
 - ▶ In 2016 an IT Manager was added to manage the infrastructure function under IT to develop the team, improve capabilities and stabilize the network / datacenter operations.
 - ▶ In 2016, the GIS department was been moved under the Director of Information Services to ensure continuity in maintaining systems and applications in a fully integrated state. Improved our capabilities to support the future integrated data and workflow needs of the District.
 - ▶ In 2017, IT added a specialized focus on cybersecurity by adding an IT Security Admin role, which since being filled has been responsible for implementing and monitoring controls within the NIST Cybersecurity Framework.

IS / GIS Leadership

- ▶ Robert Schwarm, Director of Information Services
 - o 17 staff
- ▶ Bill Pallis, Manager of Information Services (Infrastructure)
 - 3 staff + 5 full time contractors
- Dhana Paramasivam, IT Project Manager
- ▶ Josh Tryon, Business Systems Security Administrator
- Ann Marie Spielman, Principal GIS Analyst
- Jim Wysor, Principal GIS Analyst

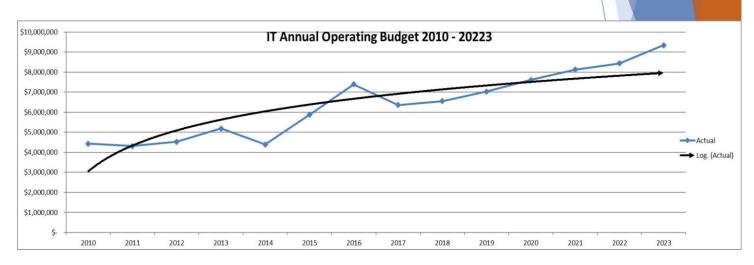






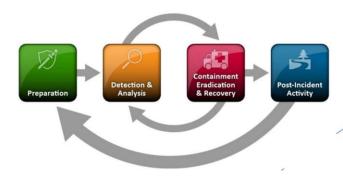
IT/GIS Budget 2010 - 2023

The average for percentage of the District annual budget attributed to IT/GIS since 2010 is 3.97% with a low in 2014 of 3.08% and a peak in 2016 of 5.22% (2023 is budgeted, not actual)



Management Study Recommendations Overview

- (2) Business Process Improvements
 - ▶ IT Infrastructure Improvements
 - ► Centralized management of the District IT Infrastructure under the Director of Information Systems to include all hardware, software, and cloud applications across the enterprise.
 - ► Cybersecurity Incident Response Plan and AWIA Integration



10

Data Centers (Before and After)



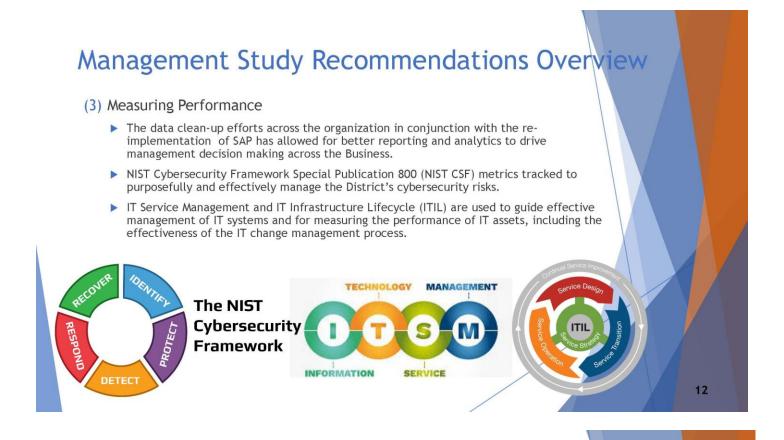
New Hartford Data Center

Old Hartford Data Center

Springfield Data Center

11







IT Infrastructure Team

- ▶ Bill Pallis, Manager of Information Services (Infrastructure)
 - o 3 staff + 5 full time contractors
- ▶ Josh Tryon, Business Systems Security Administrator
- ► Chris Taveras, Network Analyst
- ► Tim Murphy, Business Systems Analyst
- ▶ Jim Masse, Network Analyst



Helpdesk - Solving Problems Helpdesk Ticket Category 2017 - 2022 3000 1500 1000 500 2017 2018 2021 2022 ■ Helpdesk Mobile Device ■Helpdesk PC Helpdesk IT General ■ Helpdesk Network ■ Helpdesk Voice Telephony ■ Helpdesk Printer Support ■ Total Tickets Server/System ■ Helpdesk > Hardware > VDI Reduced Troubles & Improved Problem Tracking & Trend Analysis Performance MDC IT Staff provided reduced Root Cause Analysis interruptions Fault Elimination & Prevention Separation of Operational and Implementing Standard Procedures **Engineering Responsibilities** Continual Process Improvements MDC IT Staff - Escalated Support Roles Ticket Escalation Processes Improved Vendor Engagement 15

Helpdesk Making a Difference

I wish to inform you of the outstanding assistance and advice David provided to me with regards to my Apple Tablet. He was patient, without being patronizing, and his directions were clear and to the point! He left me with the impression that the MDC's IT Department has been bringing on-board savvy IT people with solid people skills. Thumbsup to you and your staff; a shout-out for David!

Regards, Commissioner Al Taylor

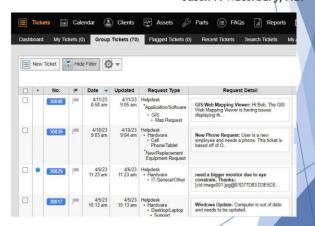
All too often people send emails to make complaints, I am sending this email to praise you and your staff! Each and every time I have a problem, usually because of my own computer inadequacies, your team bails me out!!! From Wayne, Justin, Chris, Jimmy and I know I am missing a few but they are FANTASTIC!!!! Please thank your team for me and thank you!!! Allen King

Just an FYI. Chris, Justin and Wayne have been doing an excellent job ensuring a smooth transition to Windows 10. I know no one usually talks about IT unless there is a problem, so I wanted to let you know. Thank you all for your support.

Brian S. Gregory

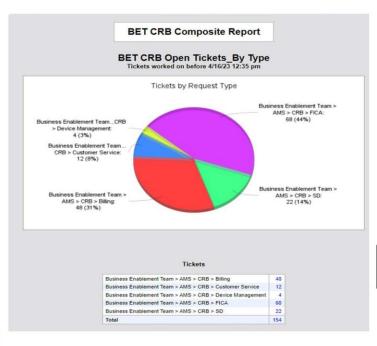
Good morning - I just wanted to pass along the note that about 2 months into working from home, the transition (from an IT perspective) has been excellent and seamless. You and your department deserve huge praise.

Jason F. Waterbury, P.E.

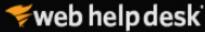


16

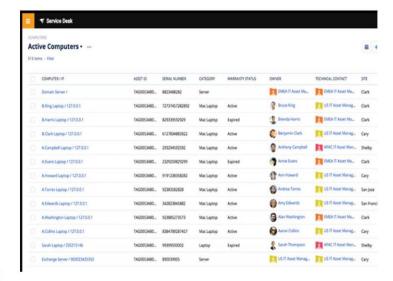
SolarWinds Web Helpdesk



- Solarwinds Web Helpdesk
- Configurable Ticket Portal
- Automated Ticket Generation
 Detailed Action Rules
 Incident Classification
- Standard and Customized Reporting Capabilities
- Next Migration to Cloud Based Service Desk



SolarWinds Service Desk



ITSM ITIL Tools

- Solarwinds Service Desk
- Cloud Based
- Asset Management
- Change Management
- Service Management



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Systems Support Operational Improvements



Standard Processes, Workforce Management & Continual Improvements

- Established well defined Windows server patching schedule and standard procedures
- Trained Helpdesk Analysts, Implemented monthly server patching program
- Defined standard processes for SSL Certificate
 Management, transitioned processes to Helpdesk Analysts
- Established well defined processes and tools, streamlined server maintenance
- Develop dynamic elasticity profiles for virtual servers -Over 50 upgrades to CPU, RAM, Drive expansion with zero user impact
- Completed cleanup and consolidation of User file shares and DFS share implementation for ease of administration
- Data Center Maintenance Project, Cleanup of legacy and end of life equipment, realized 6 to 1 cabinet reduction.

Systems Support Projects

- Deployed SolarWinds Application Monitoring, provides real-time monitoring of application services - Exchange/OpenText/Other Web applications
- Completed SCADA server hardware infrastructure refresh
- Upgraded all SCADA domain servers to Windows Server 2019 OS
- ▶ Windows Server 2008 Decommission 20 Upgraded to newer OS, 62 decommissioned
- Windows Server 2012 Decommission 55 upgraded to 2019, 10 remaining upgrades in 2023
- SUSE Linux Consolidation Reduced from 79 to 65. Upgrading and standardizing on Linux OS
- ▶ VMWare System Standardization, all servers to version 7.0 in 2023.
- ▶ Overall reduction in total virtual servers by 20% in the past 4 years.
- ▶ EOL Server Hardware refresh Footprint reduction 34 to 12 Servers
- ▶ Migration to M365
- Global DNS deployment through cloud based load balancers

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2019 Desktop Refresh



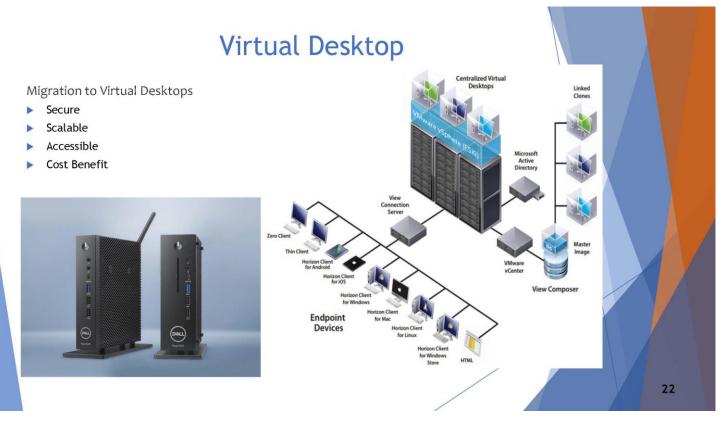
Desktop Refresh Project Challenges

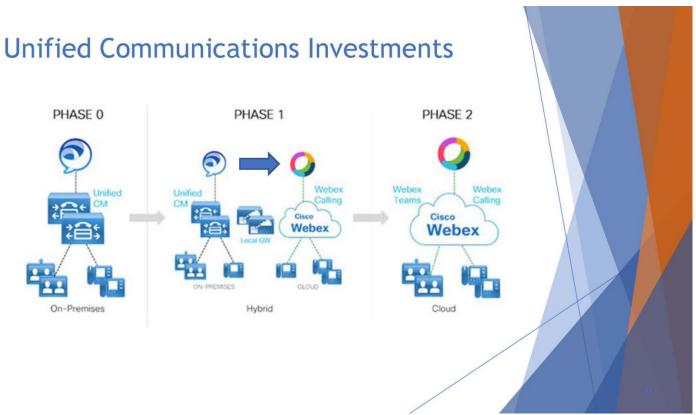
- Unsupported End of Life Operating Systems
- Increased Repair Costs
- Poor Performance
- Decreased productivity
- Increased Complexity to Support

PC as a Service (PCaaS)

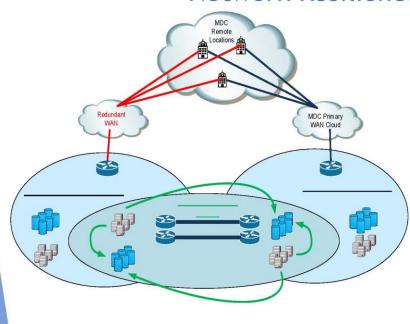
- Hardware lease and includes extended warranty and support
- Upgrades to latest supported operating system
- Version Control
- Inventory Tracking
- Performance Increase
- 4 year lifecycle

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Network Resilience

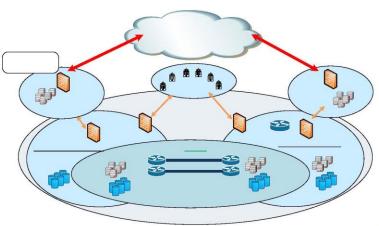


2019 Network Infrastructure Project

- Improved Network Resiliency -Diverse Carriers & Paths
- Data Center WAN Redundancy
- Standardized IP and Domain Name Service
- Improved Application Performance
- Reduction in Downtime Increase Application Availability

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Cloud Ready Infrastructure

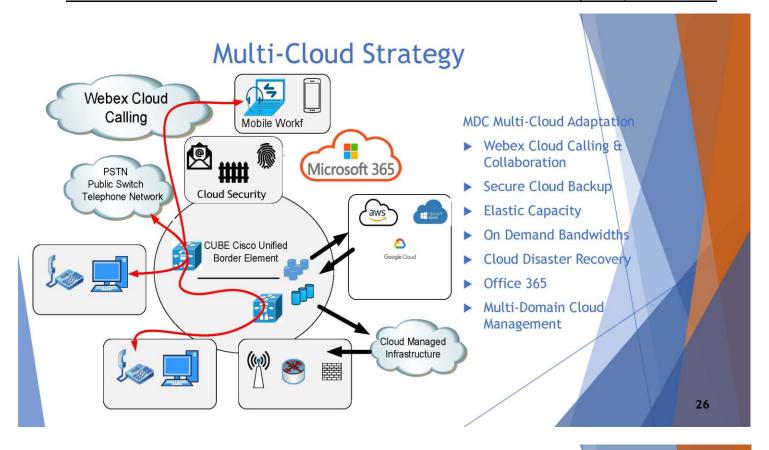


2023 Cloud Ready Architecture

- Low Latency Resilient Internet Uplinks
- Internet2 Connecticut Education Network ISP
- Adoption of Industry Standard Protocols
- Enterprise routing transition to Industry Standard BGP Protocol



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Cybersecurity Program Development

- Advanced email filtering
 - ▶ More than 30% of the emails coming in are spam or otherwise malicious
 - ▶ Added their Secure File Sharing platform as well as Data Loss Prevention module
- Multi-factor Authentication
 - ▶ Securing the three major methods of logging in OWA, VPN, and VDI
- Collaboration with the SCADA Team
 - Weekly meetings to keep all projects on track and track vulnerabilities
- Introduction of Security Awareness Training in 2022
 - "Securing the Human"
 - ▶ 70% completion average on training modules
- Recently completed our 2023 penetration test

Cybersecurity Program Development (cont.)

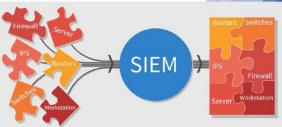
- Intrusion Detection System
 - ▶ Established real-time monitoring of both the IT and SCADA network traffic
 - ▶ Reporting of potential vulnerabilities on the network that may not otherwise be visible
- Network Operations Center
 - ▶ 24 x 7 x 365 monitoring of the MDC network
 - Off-hours reporting and notifications of events based on severity
 - Escalation procedure to internal IT staff, and capabilities for NOC to quarantine devices when necessary
- Cyber Yankee 2023
 - 9th year of the event with CT National Guard and fellow New England Utilities
 - Our 6th year of participation



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Network Security Improvements 2023 and beyond

- Upgrade to Next-Generation Firewalls for the SCADA environment
 - Improved security measures available including user-based rules and real-time monitoring, threat prevention, and zero-day threat detection
 - Dynamic updates and controls of firewall features reduce administration and ensure they are always up to date
 - Centralized management of all SCADA site firewalls under one view reduces the need for multiple changes when a rule change is requested
- Major VPN overhaul with security improvements
 - Additional security measures applied including access provisions and tightened Multi-Factor Authentication (MFA) controls
- Security Information and Event Management (SIEM) launch
 - Ingestion of logs from multiple sources including the network, server, endpoint, and security devices to be able to correlate events between all of them
 - Allows for much longer and centralized log retention



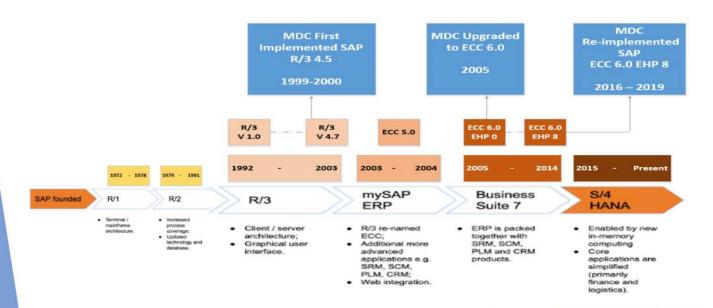
29

IT Applications Team

- ▶ IT Project Manager Dhana Paramasivam
- Business Analyst SAP Technical/Basis, Levinia Mebane (not in picture)
 - SAP System Maintenance and Access Management
- Business Systems Analyst OpenText, Elias Sanabria
 - Creates and Maintains Automated Workflows
 - System Maintenance and Upgrades
- Business Systems Analyst Reporting, Charlotte Saab
 - o Creates and Manages SAP Reports for Data Analysis
- Business Systems Analyst SAP Finance/CRB Chetan Bhatt
 - o IT Liaison to Finance and Customer Service
- Business Systems Analyst Technical Omer Khan
 - Applications Technical Project Support and Security Administration

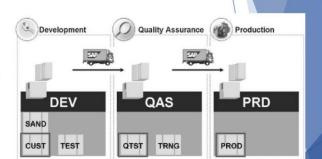


MDC's SAP Journey



SAP Technical / Basis Responsibilities

- Manage SAP users, authorizations, and profiles
- Introduce technical changes into the environment using a structured approach
- Live patching for critical and important security issues
- Install and configure all required SAP database servers and application servers
- Participate in the planning and implementation of SAP system upgrades
- Perform regular maintenance and performance Tuning for Database and SAP systems
- System Backups to support Disaster Recovery/High Availability
- Administration of SAP integration, interfaces and support tools
- Maintain SAP workloads, batch processes and background activities



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SAP Technical / Basis

2020 New System Go Live Accomplishments

- Implemented ECC 6.0 EHP 8 on HANA database v 2.0 from ECC 6.0 on unsupported Oracle database
- Went from Windows OS to Suse Linux which is more supported by SAP
- Implemented SAP's Process Orchestration which enables the MDC to automate HCM, Webster, and Kubra file transfers
- · Streamlined user access/security

Continuous Improvement - Current Projects

- · Daily monitoring of all critical processes
- Implementing SAP security notes through the systems in a timely manner:
- Perform all OS/database/system updates to keep current with SAP product updates/patches

Future Goals & Road Map

- Migrate to full S/4 HANA to better position the MDC for future technological innovations
- Implement GRC (Governance, Risk and Compliance)
- · Improve Disaster Recovery Process

Production Support Responsibilities

- Working with business partner to provide SAP functional support
- Collaborating with AMS Support Partner to provide functional and technical support
- Support resolution of critical and time-sensitive production issues in a timely manner
- Deliver master data change requests on priority basis
- Provide testing support during system upgrades



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Reporting and Analytics Responsibilities

- Supporting the Reporting Lead to develop and implement business line specific reporting requirements.
- Work with the work streams and other stakeholders in identifying reporting needs and data requirements.
- Define and structure a reporting catalogue of the newly created and existing reports.
- Implement Reporting Governance process
- Provide support and guidance in data mapping,
 requirements/design documentation and
 change management activities surrounding reporting



Reporting and Data Analytics

2020 New System Go Live Accomplishments

- · Provided support for Migration, cleansing and validation of data from legacy to new system
- · Re-engineered query reports on new system to make it user friendly
- · Migrated and Re-implemented legacy reports to new system

Continuous Improvement - Current Projects

- · About a hundred data exception reports have been created in the new system
- Provide technical support and assistance to the business regarding SAP standards reports and custom reports
- Provide technical support to the project data manager on reporting needs
- 280+ custom reports are in use by MDC Business users

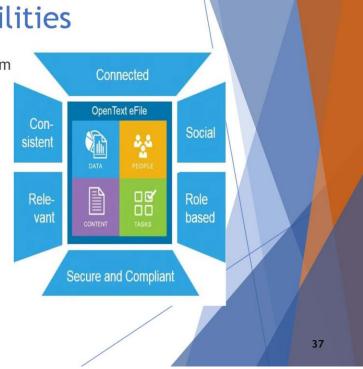
Future Goals & Road Map

- Implement flexible Reporting Tools for large data sets
- Develop new capabilities with Business Warehouse and Data Analytics solutions to meet growing business demands

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OpenText Responsibilities

- Maintain MDC's Content Management System to provide a secure platform to centralize the business content and information assets
- single source of truth
- Increase productivity and collaboration via automated workflows, notifications and approvals
- ► Eliminate manual processes and increase efficiency of operations
- cost savings and business transparency



OpenText Enterprise Content Management

2020 New System Go Live Accomplishments

- Established OpenText as the Content Management system for MDC
- · Migrated all data and documents from Oracle to OpenText
- Enabled seamless flow of documents from SAP to OpenText via business workspaces benefitting Customer Service, Procurement, Engineering and Finance areas

Continuous Improvement - Current Projects

- · Providing support for LCRR project
- Implement a workflow based invoice approval process supporting Procurement, Finance and Engineering
- Upgrade OpenText to newer version to ensure compatibility with SAP

Future Goals & Road Map

- Further automate Employee and Consultant on-boarding workflow
- · Expand use and support integrated workflows with SAP and GIS

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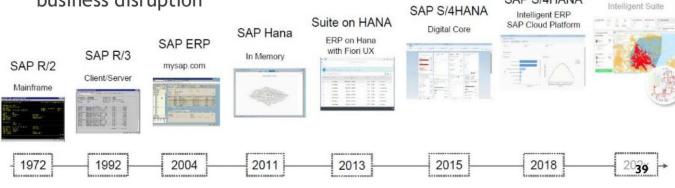
"X"/4HANA

Path Forward - IT and Business Alignment

- Derive maximum value from SAP investments
- Keep aligned to MDC's Strategic Business objectives
- Keep pace with SAP's product evolution End of maintenance support at 2027

► Embrace the path to Digital transformation with minimal business disruption

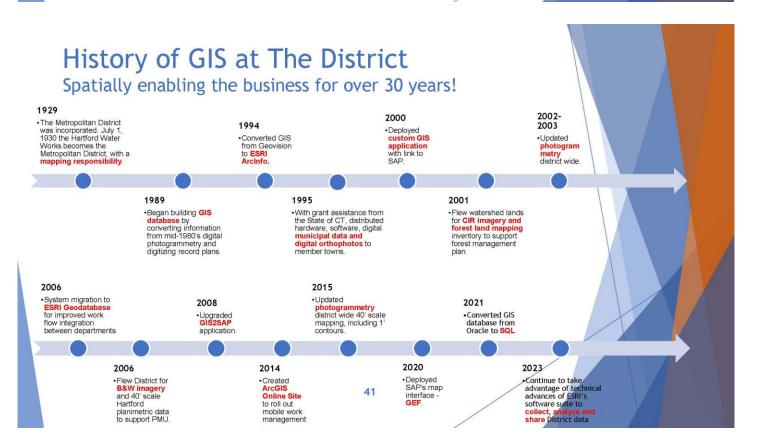
SAP S/4HANA



GIS Team

- ► Ann Marie Spielman, Principal GIS Analyst
- ▶ Jim Wysor, Principal GIS Analyst
- ▶ Jeremy Adams, Mapping Tech





Manual Mapping



Digitizing paper records into GIS



Enterprise GIS

ArcGIS Online

- ArcGIS Online
- Field Maps/Survey123
- Manhole Inspections
- Main Cleaning
- Water Leak Reporting
- Hydrant Painting
- Paving Program
- Gate Box Inspections
- Watershed Inspection
- GPS Data Capture
- Map Viewer
- Web Applications
- Consultants
- Imagery

- · Catch Basin Cleaning
- Dye Testing
- Hydrant Flushing
- Dashboards
- Data Sharing
- Planimetrics &

• ESRI GIS Suite

- ArcMap/ArcCatalog
- ArcGIS Pro
- Internal Web Mapping Viewer
- Hydraulic Model
- SWMM

Master

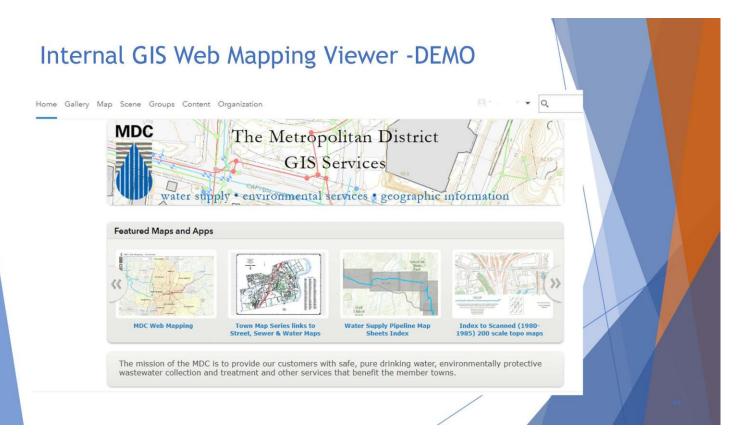
GIS

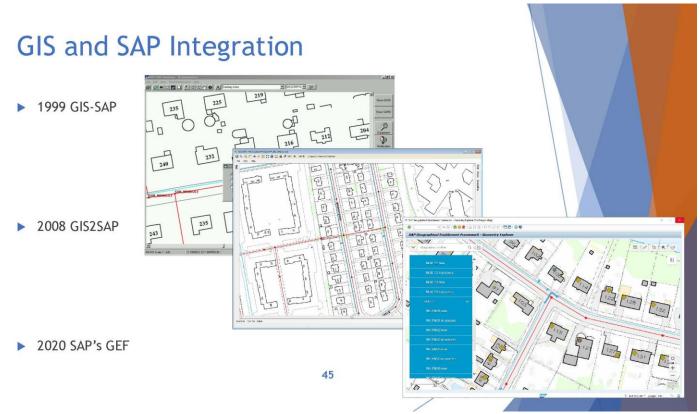
- Record Plans
- Data Sharing
- Drafting
- Customers
- Member Towns
- Consultants
- Engineering Project Maps

Enterprise GIS

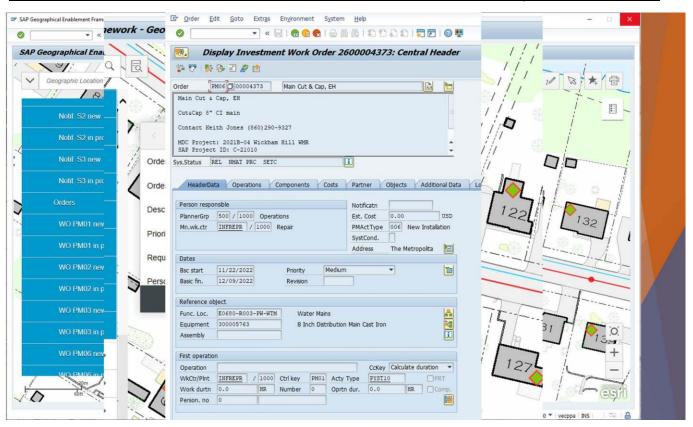
SAP Integration

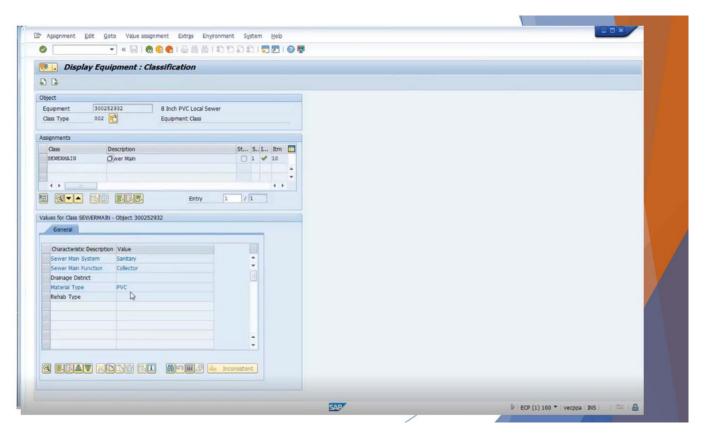
- GEF Explorer
- Sync4GEF





STRATEGIC PLANNING COMMITTEE





Automate

Analyze

Optimize



Sewer **Operations**

CCTV

Manhole Inspections

Main Cleaning

Dye Testing

SL-RAT

Catch Basin Cleaning

Hydraulic Modeling

Drafting

Engineering

GPS Infrastructure Capture

Utility Services Water **Operations**

Gate Box Inspections

Water Leak Reporting

Work Order Creation (GEF)

Paving Cuts

Hydrant Flushing

Hydrant Painting

Notifying Critical Facilities

Inspections & Call Before You Dig

Hydrant Out of Commission

Headquarters

Finance

Outreach

Sharing and Analysis

Member Towns

Natural Resources

Cultural Sites

Watershed Inspections

Timber Harvest

GIS

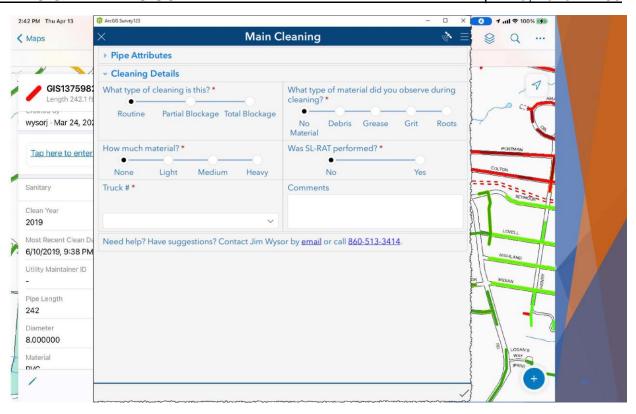
Detailed Basemapping

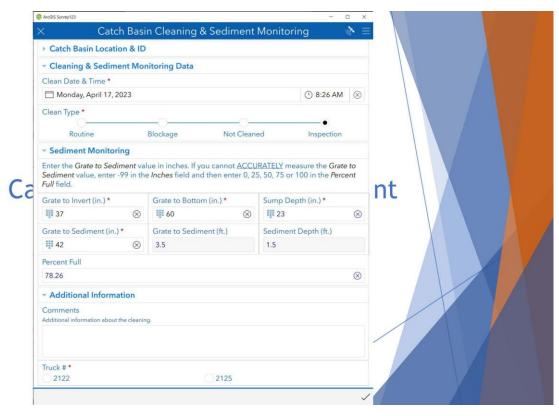
40 Scale Aerial Photography

Historical Photography

1' Topographic Contours

State Aerial Photography SURRGO Soil Data





- SL-RAT
- Manhole Inspections
- Dye Testing
- Gate Box Inspections
- Water Leak Reporting
- Hydrant Flushing
- Hydrant Painting
- Watershed Inspections



Other Highlights

- ▶ CCTV
 - ▶ Itpipes Mobile & Web
 - ▶ CCTV inspections now available the next day
 - ▶ Anyone with appropriate credentials has access to the data
 - No more hard drives or DVDs
- Vivax & Trimble GPS
 - ▶ Capture data in field and available in to District and consultants in real time
- Demonstration
 - > Paving Cuts: Add Repair Location

GIS

Past

- Integration with SAP
- Conversion to Geometric Network
- ArcGIS Online & Enterprise Portal

Continuous Improvement

- Continue to provide access to the most accurate and current spatial data about the District's infrastructure
- Take advantage of latest advances in GIS technology to continue to support the collection, consumption, visualization of data and creation of applications for the business user and field user in support of the Districts goals

Future Goals & Road Map

- · Drone Technology to optimize work force
- · Utility Network Migration

Wrap Up

- ► IT aligns with the overall organizational goals and objectives, and to enable the company to achieve its long-term vision and mission.
- ▶ Illustrated the importance of digital transformation and innovation to improve efficiency, reduce costs, and effectively manage risk.
- ▶ Showed the effect of a robust cybersecurity framework in prioritizing data privacy and protection by providing a foundation for complying with regulations and industry standards.
- Continue focusing on designing solutions that are scalable and adaptable to changing business needs.
- Continuously plan to enhance SAP functionality and deploy new technology along with business process improvements and training throughout the organization

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Commissioner Currey made a motion to recess at 5:38 PM. Without objection, the Strategic Planning Committee went into a brief recess.

The Strategic Planning Committee came out of recess at 5:43 PM.

Jamie Harlow, Director of Human Resources, and Olga Cordova, Manager of Human Resources, presented on the Human Resources department, including discussion on management study recommendations, diversity, hiring/onboarding, and benefits.

METROPOLITAN DISTRICT- STRATEGIC PLANNING COMMITTEE

2003 MANAGEMENT STUDY

Presented By: Jamie Harlow- Director of Human Resources

April 18, 2023





- > Introduction of Human Resources Staff
- > Human Resources Responsibilities
- Management Study Recommendations
 - > Reorganize District
 - Policies and Procedures
 - Business Process Improvements
 - ➤ Workforce Planning
- > Affirmative Action / Diversity
- > Succession Planning



Human Resources Staff

- > HR Staff
 - > Nadia Anderson- HR Generalist
 - Olga Cordova- HR Manager
 - > Jamie Harlow-Director of Human Resources
 - Kadian Cohen- HR Generalist
 - Felicia Betsey- Administrative Assistant



Human Resources Responsibilities

- Employees are the most important resource. HR manages the processes needed to employ, train, compensate, manage and help retain employees.
- > Responsible for managing employee life cycle
 - Hiring (Recruitment)
 - Onboarding
 - Training
 - > Benefits Administration
 - Employee Relations
 - Labor Relations
 - Leave Management
 - Separation/Retirement
 - Retirees
 - > Record/File Management
 - Compliance
 - Other Employee Services







REORGANIZE DISTRICT

HUMAN RESOURCES

- > HR reporting to the CEO (2015)
- > Centralized HR- create consistency across the District (POLICIES, COMMUNICATIONS, DISCIPLINE, FORMS)
 - > Outsourced some HR functions to Third Party Administrators (Business EFFICIENCIES).
 - Pension Administration (2021)
 - > FMLA (2018)
 - ➤ Workers Compensation (2016/2017)
- HR Accessibility
 - > Main HR phone number
 - Main HR E-mail
 - > In person meetings with managers and/or employees
 - > Onboarding / Exits
 - > Training/Educational Sessions

POLICIES, PROCEDURES AND EMPLOYEE HANDBOOKS

- \succ Creating an environment though process, procedures that is fair and consistent.
 - Fair and consistent policies and discipline for all employees-necessary to achieve full compliance with CHRO and Affirmative Action goals.
- > Employee Handbook and Policies updated and kept current (Employees signed acknowledgement)
- > Stay current with legislative changes
 - > Legalization of Marijuana (MDC Exempt)
 - > Paid FMLA (MDC exempt)
 - > Random Drug and Alcohol Testing (FMCSA and NON-DOT)
- > COVID- Impact and Business Continuity
 - > Negotiated with the Unions to have office staff work from home and alternate schedules (field staff)
 - > Continually monitored CDC/State guidance and established internal processes for reporting, quarantine, etc.
 - Developed and implemented processes and procedures for the extended FMLA and Family First Coronavirus Response Act (FFCRA)
 - > Health and Safety Staff (EH&S)
- Whistleblower hotline created 2019
 - > Training conducted regarding Whistleblower 2021 and 2022

BUSINESS PROCESS IMPROVEMENT

- > Efficiencies (Labor- Negotiations)- "labor agreements are complicated":
 - > Simplification of Contract Language- Negotiations focused on efficiencies and streamlining business practices
 - > Successes- pension contributions 5% to 7% and 7.5%, Vacation advance, meal allowances, clothing allowance and travel reimbursement all included in Payroll process and simplified through negotiations.
 - > 2022 negotiations- simplified administration across contracts.
 - > Consistency across groups (E&E, Local 184, Local 1026 and Local 3713) standardize rules.
- > HR Internal controls
 - > Data integrity-cleansing, auditing and reporting
 - > HR Internal Standard Operating Procedures (SOP's) created and maintained
 - > HR-Keeper of records- maintain personnel files and other HR records consistent with required standards.
 - > Online/web enrollments- medical, FSA, Empower etc
- > Efficiencies (Systems):
 - > SAP upgrade 2020 (Re-Implementation)
 - > Applicant Tracking (2008)
 - > Percipio (training)





MULT-TASKING JOBS

- > 1026 Multi-Tasking Job Descriptions were approved by PP&I on 12/14/15 (42-34) 42 job descriptions to roughly 20
- > 184 Multi-Tasking Job Descriptions were approved by PP&I on 1/11/16 (44-12) 44 job descriptions to roughly 26 job descriptions
- > 3713 Multi-Tasking Job Descriptions were approved by PP&I on 2/27/2023 and 4/3/2023 50 job descriptions to roughly 19 job descriptions
- > E&E 92 job descriptions to roughly 70 job descriptions

Job Title	Current Paygrade
Accounts Payable Supervisor	SS-04
	SS-08 SS-08
Assistant Fleet Superintendent	
Assistant Facilities Maintenance Superintendent	55-08
Assistant Systems Maintenance Superintendent	SS-08
Assistant Systems Repair Superintendent	SS-08
Assistant WPC Superintendent	SS-08
Command Center Assistant Superintendent	SS-08
Command Center Superintendent	55-10
Command Center Shift Supervisor	SS-04
Command Center Senior Supervisor	SS-06
Construction Services Supervisor	SS-06
Customer Service Supervisor - Call Center/Billing	SS-06
District Patrol Liutenant	SS-05
Electrical Maintenance Supervisor	SS-07
Facilities Maintenance Superintendent	SS-10
Facilities Maintenance Supervisor 1	SS-02
Facilitities Maintenace Supervisor 2	55-04
Fleet Superintendent	SS-10
Fleet Supervisor	\$\$-06
GateMaintenance Supervisor	SS-04
Hydrant Maintenance Supervisor	SS-04
Hydrolelectric Plant Supervisor	SS-06
Meter Supervisor	5S-04
Plant and Pump Station Maintenance Supervisor	55-07
Senior Systems Repair Supervisor	SS-06
Sewer Maintenance Supervisor	55-05
Stock Services Superintendent	SS-10
Stock Services Supervisor	55-05
Superintendent of Water Supply	SS-10
Survey Chief of Operations	55-06
Survey Chief of Party	SS-04
Systems Maintenance Superintendent	SS-10
Systems Repair Superintendent	SS-10
Systems Repair Supervisor	\$5-04
Utility Services Supervisor	SS-06
Water Pollution Control Superintendent	SS-10
Water Pollution Control Satellite Supervisor	55-07
Water Pollution Control Shift Supervisor	SS-05
Senior Water Supply Construction & Repair Supervisor	55-06
Water Treatment Plant Supervisor	SS-07
Water Treatment Plant Shift Supervisor	SS-04
Water Treatment Plant Superintendent	SS-10

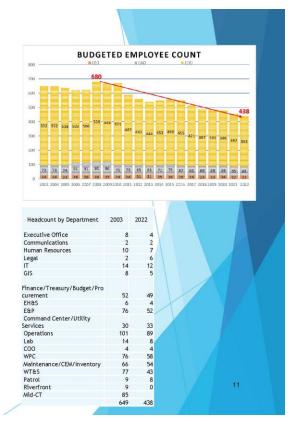
Previous:	Now:
Sewer Maintainer 1, LT05 Gate Maintainer 1, LT04 ** Hydrant Maintainer 1, LT04 Pipe Joiner, LT05	Utility Maintainer 1, LT05
Drillity Shift Maintainer, LT09 URI Oper Maint (Primary Response), LT08 Customer Service Maintainer 1, LT07 Customer Service Maintainer 2, LT08 Compressor Truck Operator, LT07 Gate Maintainer 2, LT07 Hydrant Maintainer 2, LT07	Utility Maintainer 2, LT09
Sr Sewer Maint Crew Leader, LT12 Systems Repair Crew Leader, LT13	Sr. Utility Maintainer Crew Leader, LT13
Building & Grounds Maintainer, LT05 Parks Mairtainer, LT05 VF Bed Maintainer, LT05 Vf teet Supply Monitor, LT06 Plants Maintainer, LT07 Pump Station Maintainer, LT07 Vater Supply Maintainer 2, LT07 Vater Supply Maintainer 2, LT07	Facilities Maintainer 1, LT07
Construction & Repair Specialist, LT10 Hydroelectric Plant Operator, LT08 Logging Equipment Operator, LT09 Water Supply Maintainer 3, LT08 Watershed inspector, LT09 Equipment Operator, LT10	Facilities Maintainer 2, LT10
Build/ Grounds Maint Cr Leader, LT10 ** Construct & Repair Cr Leader, LT13 ** V/S Maint Crew Leader, LT12 Logging Crew Leader, LT12	Facility Maintenance Crew Leader, LT13
Yard Stock Specialist 2, LT07 Central Stock Specialist, LT07 ** Inventory Stock Clerk, LT07 Yard Stock Specialist 1, LT05	Stock Specialist 1, LT07
Stock Specialist, LT10	Stock Specialist 2, LT10
Stock Services Crew Leader, LT11 Yard Stock Crew Leader, LT13 **	Stock Services Crew Leader, LT18
Vehicle & Equipment Mechanic 2, LT11 Power Equipment Mechanic, LT10 Vehicle & Equipment Mechanic 1, LT07 ** Vehicle & Equipment Servicer, LT05 **	Vehicle & Equipment Rechanic, LTf1
WPC Plant Operator Trainee, LT03 " WPC Plant Operator 2, LT07	WPC Plant Operator 1, LT08
V/PC Plant Operator 2, LT07, LT08/09	WPC Plant Operator 2, LT09

Local 3713 Position Framework					
Current Position Title (shaded individual job specifications will be replaced with multi-tasking job specifications)	Current Pay Level	New Position Title	New Pay Level	Updated Minimum Qualifications	
Administrative Clerk	PTG8		PT06	HS+ 4 years' experience	
Senior Clerk	PT04				
Administrative Assistant	PT11	Administrative Assistant			
Administrative Analyst	PT12	1			
Document Management Coordinator	PT11				
Customer Service Rep	PT06	Customer Service Rep	PT03	HS+4 years' experience	
Sr. Customer Service Rep	PT09				
Principal Account Clerk	PT07	Principal Account Clerk	PT04	Associates + 4 years' experience	
Laboratory Assistant	PT03	Laboratory Technician 1	PT06	Associates + 2 years	
Laboratory Technician	PT08				
Chemist	PT13	Laboratory Technician 2	PT11	Bachelors +5 years' experience	
Microbiologist	PT13				
Water Pollution Control Process Analyst	PT13				



DISTRICT EMPLOYEES (2003 vs 2022)

- > Staffing Changes- currently 438 (previously 600+)
 - Multi-tasking job descriptions -2003 there were 300 job titles with 700 employees, today there are approximately 150 with 438 employees.
- Union and Non-Union Employees- approximately 438 employees
 - > Local 184 (Laborer Union) 41%
 - > Local 3713 (Technical Union) 18%
 - > Local 1026 (Supervisory Union) 14%
 - > Exempt and Excluded 27%
- District Locations
 - Approximately 17 locations (employees assigned)
 - > Hartford
 - > Bloomfield
 - West Hartford
 - > East Hartford
 - Rocky Hill
 - > Windsor
 - Collinsville
 - Colebrook
 - Barkhamsted
 - > Plus additional properties and facilities that are maintained



SAP BUSINESS TRANSFORMATION

- > SAP- 2020 re-implementation (Go Live)
- > HR part of Human Capital Management/Payroll
- > Simplification of work rules
- > Use of interface with third-party providers
- Hire to Retire (hiring and separations)
 - > System generated workflows/emails
 - > Active Directory
 - > Device Provisioning
 - > Badges and Access
- > Employee Self-Service Portal
 - > Time Entry
 - Direct Deposit

- > Pay Statements
- > Manager Self-Service Portal
 - > Time Approval
- Future Actions (Business Enablement Team)
 - Ongoing application maintenance and support
 - Continuous system and business process improvement
 - Upgrade current SAP module (cloud solution)
 - > Enhancements to Employee Self-service



AFFIRMATIVE ACTION PLAN & DIVERSITY TRAINING

- > EEO Officer (Rita Kelley) reports directly to CEO (since 2002)
- > Goal of the District through its affirmative action program to achieve the full and fair utilization of minorities, women and other protected classes within the District's workforce so that our workforce reflects the composition of the greater Hartford area.
- > The District has an Affirmative Action plan that has been presented each year to the Commission on Human Rights and Opportunities (CHRO) since 2012. The plan has been approved each year since 2012.
- > Affirmative Action Plan
 - > Policies/procedures communicated annually non-discrimination (protected classes) in terms and conditions of employment
 - > Establishes goals for attracting diverse candidates and measured annually
 - > Efforts to build interest in technical and skilled craft trades through programs such as the Learn and Earn Program, College Intern Program and partnership with Hartford High School.
 - > Identifies under-utilized groups (race/sex) within the workforce based on labor market
 - > Outreach- job fairs, partnerships, professional organizations, etc.
- Process/investigate internal complaints of Discrimination.
- > Develop programs/plans to address any identified barriers/problem areas.
- > EEO Officer works closely with HR to ensure we are working together to try to meet goals
- Diversity/EEO Training is integrated into the New Hire Orientation conducted by Human Resources with the training being administered utilizing the Percipio digital training platform.

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RECRUITMENT

- > Job Postings- protocols vary (EE, 3713, 1026 and 184)
 - > Posting requirements
 - > Internal and/or external candidate eligibility
- HR Review of candidates- minimum qualifications
- Candidate selection
 - > Written Examination
 - > Practical Examination
 - > Interviews
- > Review of candidates and selection
 - Manager and HR
 - Affirmative Action compliance

ONBOARDING

- Pre-employment Process
 - Background Checks
 - > Pre-employment Drug and Alcohol Test
 - > Pre-employment Physicals
- Pre-employment compliance (role specific)
 - > OSHA-10 hour
- New Hire Orientation (in-person orientation)
 - > Benefit information and overview
 - > Health and welfare plans
 - > Retirement Plans
 - > MDC overall benefits
 - Benefit enrollments

- Wellness
- > System introductions
- Policy introduction and sign-off
 - > Handbook
 - Code of Ethics
 - > Violence in the workplace
 - Drug and Alcohol Policy
 - Information Systems
 - > Family Medical Leave Act (FMLA) policy
 - > Affirmative Action Policy
- Sexual Harassment Prevention training
- Whistleblower Policy review

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TRAINING AND DEVELOPMENT

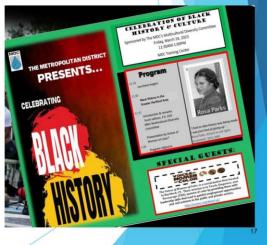
- > Training- in person and Percipio
 - > Skill Soft -Percipio (Digital Training Platform -2018)
 - > Administers and track employee training.
 - Provides employees access to training on a variety of topics, including Safety, Leadership, Management, Security, Software and Compliance training.
 - Role based assignments- by job title and assigned/unassigned to the employee at hire/transfer/termination
 - Sexual Harassment Prevention Training- All MDC staff 2020/2021 (in-person and online in orientation)
 - > Whistleblower- most MDC staff 2021/2022 (in-person)
- Health and Safety Compliance training for Operational staff is based on the employees role and potential workplace hazards the employee can be exposed to during the course of work (in-person and online).
 - Employees receive approximately 2-4 hours of safety compliance training every month and completion is tracked through the LMS.
- > Working to expand Management and Supervisory training
 - > Additional online offerings



MULTICULTURAL DIVERSITY COMMITTEE (MDC)

- **MULTI-CULTURAL EVENTS**
- Internal Committee MDC employees (16 members)
- Mission: celebrate and promote multiculturalism and diversity across the District
 - > Explore educational opportunities
 - Celebrate our unique identities
 - Share our cultural experience
 - Promote effective communication
- Recent Event- Black History





BENEFITS, WELLNESS AND OTHER PROGRAMS

- **Benefits**
 - > Work with PPI/DB to ensure District benefits program is competitive and flexible to anticipate benefit trends
 - > Work with Unions to create flexibility with benefit programs
 - > Developed a new HSA plan for employee's hired after 2018 to encourage the employees to make an investment and take responsibility for their health care. > Other Programs/Benefits
 - Pension Contributions
- Engaged Benefits Consultant around 2013changed to USI (through BID) 2021
- > Wellness funds with healthcare provider

- Wellness Activities/Communications
 - > Wellness Newsletter
 - > Marathon Reimbursements
 - Fitness Challenges
 - Healthy Snacks
 - > On-site Fitness Classes
 - > Yoga, HIIT, Zumba
- - Employee Assistance Program (EAP)
 - 457b- investment option with Roth option (financial wellness)
 - Local support- volunteering, food pantry
 - Blood Drives

Preventative Care Program (WellSpark)

➤ Like the State of CT, MDC has negotiated the 1st Preventative Care Plan for MDC Union Contracts (WellSpark) -2023 Preventative Care Program

> Employees and Enrolled Spouses under MDC Medical Plans

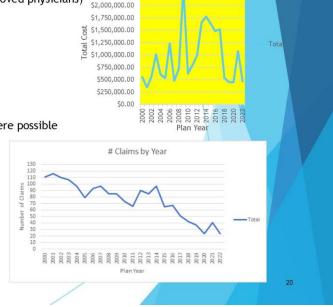
Complete Age and Gender appropriate wellness exams (US Preventative Services Task Force and American Cancer Society)

Non-compliance (employee and/or spouse) in plan year 2023 will result in 5% premium increase in plan year 2024



WORKERS COMPENSATION TRUST

- > Self-insured since 1991-1992 (MDC pays claims not insurance company)
- > Managed Care Program since October 1, 2000 (network of pre-approved physicians)
- Workers Compensation Trust (WCT)
 - > Claims Administrator (2016/2017)
 - > Trust Telecare- triage (report of injury)
 - > FMLA Administrator (2018)
- > Return to work program
- > Work closely with EH&S- accident investigation and prevention where possible
- Program Overview
 - > Stable Claims Volume (considering physical nature of work)
 - > Below CT average incident rate
 - > Below CT average DART (Days Away Restricted transfer)



Total Claim Cost by Year

\$2,500,000.00

MILLIMAN (PENSION ADMINISTRATION)

- Milliman Pension Administration (Milliman Benefits Service Center)-2021
 - Human Resources
 - > Employee meetings
 - > Advise employees on retirement payouts
 - > Advise employees on retiree medical and dental benefits and related costs
 - > Medicare eligibility discussions (age 65)
 - MARC Website
 - > Perform your own pension estimates
 - > Electronically request forms
 - > View plan documents and Summary Plan Description
 - > Process final retiree paperwork necessary for monthly pension payments
 - > Toll-free number
 - > Obtain answers to pension related questions
 - > Request benefit estimates
 - > Request pension forms (necessary for retirement)

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SUCCESSION PLANNING

- The District has been successful in negotiating more flexible language into the contracts which provides more opportunity for the District to train, promote and hire qualified and experienced successors.
 - > Internal and external postings for union positions 1026 (ALL); 3713 (ALL) and 184 (FM1's and UM1's)
 - > HR and Management involvement in interviews
 - > Written and Practical exams where appropriate
- > Established a training program (union positions) provided training opportunities to staff that are interested in furthering their career through development of skill and knowledge. Following the program, staff are qualified to perform multi-tasking work and promotions within the labor union are made based on truly qualified and most senior.
- > Increased promotion of staff based on qualifications rather than promotion based on seniority.
 - > In 2022 there were 25 new hires and 53 internal promotions.

2021 Employmen	t Activity	2022 Employment Activity		
New Hire	26	New Hire	25	
Promotion	20	Promotion	53	
Retirement	28	Retirement	28	
Transfer	3	Transfer	3	

LEARNING OPPORTUNITIES/ TALENT PIPELINE

- District developed programs to attract and retain qualified staff that can be developed for future leadership roles.
- Creation of Entry level roles/programs
 - > Learn and Earn (High school Interns)
 - > College Intern Program
 - > Professional Level Trainee (All PLT's to date have been promoted to other positions)
 - > Plant Operator in Training (POIT)-Water and Waste Water

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LEARN AND EARN PROGRAM (High School Interns- member towns)

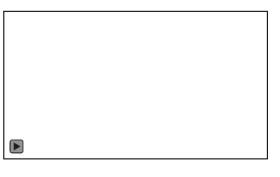
The Metropolitan District's "Learn and Earn" program is a 4 week long paid high school internship program. It was created to educate and introduce students to the many career opportunities

MDC

- Week 1-2 (Directed Learning)
 - > Tour facilities and departments
 - > Meet MDC staff and administrators
 - > Hands-on activities
 - > Career introduction presentations
- Week 3-4 (temporary placement)
 - > Work in a District department
 - > Work alongside industry professionals
 - > View projects in action



2022 LEARN AND EARN PROGRAM









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COLLEGE INTERN PROGRAM

The Summer College Internship Program -hiring students each summer to provide an experience that relates directly to that individual's course of study while in return providing meaningful work for the MDC. We believe our interns provide new ideas, skills, and insight that provide a positive impact on our workforce while also exposing them to possible career paths.

- 9 week Program (1st week June- 1st week August)
- > During the course of the 3 month program students cannot work more than 40 hours per week. There are no benefits associated with a student intern position.
- Must be enrolled as a student at an accredited college or university.
- > MDC Facility tours are conducted throughout the course of the program so that interns can view the different MDC facilities. The program coordinator will give instruction on the proper clothing required to wear prior to the tours.
- > Interns take part in regular trainings (help prepare them for the workforce)
- > Interns will participate in a volunteer opportunity in the Hartford community.





CONCLUSION

HUMAN RESOURCES

- > Dedicated Team
 - > Multiple contact points with employees and retirees
 - > Help manage business partnerships to best support the District and our most important resource
 - > Help maintain internal infrastructure and records
- Business Process Improvements
 - > Streamlined business processes
 - > Through negotiations with Unions- updated contract language to provide more flexibility
 - > Created multi-tasking job specifications- doing more with less
- > Workforce Planning and Succession Planning
 - > Working to build talent pipeline- outreach, L&E, Interns, POIT and PLT's
 - > Committed to attracting and retaining a diverse staff reflective of the communities we support
 - > Cross-trained staff and improved succession planning by promoting qualified candidates from within

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Commissioner Mandyck exited the meeting at 7:04 PM.

OPPORTUNITY FOR GENERAL PUBLIC COMMENTS

No one from the public appeared to be heard.

<u>ADJOURNMENT</u>

The meeting was adjourned at 7:16 PM

ATTEST:	
John S. Mirtle, Esq.	
District Clerk	Date of Approval