The Metropolitan District
water supply · environmental services · geographic information

STRATEGIC PLANNING COMMITTEE
SPECIAL MEETING
WEDNESDAY, NOVEMBER 20, 2024
5:00 PM

Location	**Commissioners:**	
Board Room	Adil	Hoffman
District Headquarters	Anderson	Holloway
555 Main Street, Hartford	Avedisian	Johnson
	Bush	Lewis
	Clarke	Lester
Dial In #: (415)-655-0001	Currey (Ex-Officio)	Mandyck
Access Code: 2313 068 5171#	DiBella	Patel
Meeting Video Link	Gale	Salemi
	Gentile (C)	Steuber (VC)
	Healy	Taylor

Quorum: 10

1. **CALL TO ORDER**

2. **PUBLIC COMMENTS RELATIVE TO AGENDA ITEMS**

3. **APPROVAL OF MEETING MINUTES OF OCTOBER 30, 2024**

4. **DISCUSSION AND POTENTIAL ACTION RE: SELF ASSESSMENT PROCESS**

5. **UPDATE ON MEMBER TOWN MEETINGS**

6. **OPPORTUNITY FOR GENERAL PUBLIC COMMENTS**

7. **COMMISSIONER REQUEST FOR FUTURE AGENDA ITEMS**

8. **ADJOURNMENT**

Appendix B. Self-Assessment

Applying the description and instructions in **Section 5** of the *Primer*, use this Self-Assessment to being choose your high priority EUM Attributes and begin EUM Implementation.

> **Step 1: Assess Current Level of Achievement**
>
> **Step 2: Rank Importance of EUM Attributes**
>
> **Step 3: Chart Results**
>
> **Step 4: Determine High-Priority EUM Attributes**

Step 1: Assess Current Level of Achievement

Assess current conditions by rating your utility's systems and approaches and *current level of achievement* for each Attribute, using a 1 (high achievement) to 5 (low achievement) scale. Consider the degree to which your current management systems effectively support each of the Attributes and their component parts. Consider all components of each Attribute and gauge your rating accordingly. Use these descriptions to guide your rating. You will note that each Attribute has several components represented by the bullet points listed for each.

Your rating can either reflect the lowest level of achievement of all of the bullet points for that Attribute (for example, if you believe that your achievement in one of the bullet points for that Attribute was "5," but another bullet point you rated as "2," your rating for achievement under that Attribute would be "5"), or an average across all of the bullet points for that Attribute. For whatever approach you choose to use when rating, make sure to be consistent in this approach across all Attributes. Mark your answers in the Step 1 column of the table on the next page.

Rating	Description
1.	Effective, systematic approach and implementation; consistently achieve goals.
2.	Workable systems in place; mostly achieve goals.
3.	Partial systems in place with moderate achievement but could improve.
4.	Occasionally address this when specific need arises.
5.	No system for addressing this.

Step 2: Rank Importance of EUM Attributes

Rank the importance of each Attribute to your utility, based on your utility's vision, goals, and specific needs. The ranking should reflect the interests and considerations of all stakeholders (managers, staff, customers, regulators, elected officials, community and watershed interests, and others). Of the Ten Attributes, consider long-term importance to your utility, and rank the most important Attribute 1, the second most important 2, and so on. The least important Attribute would be ranked 10. Your ranking of each Attribute's importance may be influenced by current or expected challenges in that particular area, recent accomplishments in addressing these issues, or other factors. Importance ranking is likely to change over time as internal and external conditions change.

Effective Utility Management

Mark your answers in the Step 2 column of the table on the next page. *As you fill in numbers, please note that your analysis for Step 1 (rating achievement) should be separate and independent from your analysis for Step 2 (ranking importance).*

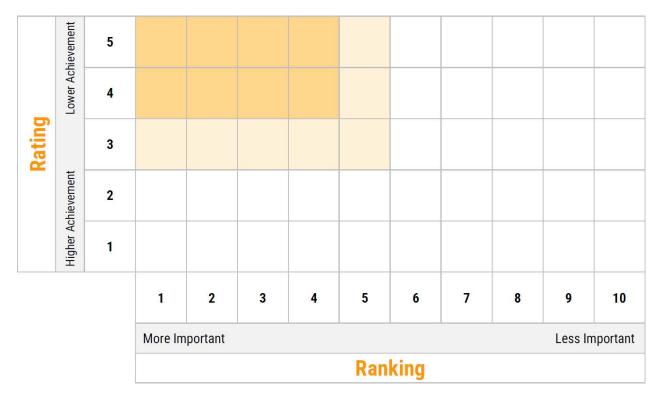| Attribute	Attribute Components	Step 1: Rate Achievement (1-5)	Step 2: Rank Importance (1-10)
Community Sustainability (SU)	• Actively leads in promoting and organizing community sustainability improvements through collaboration with local partners. • Uses operations to enhance natural environment. • Efficiently uses water and energy resources, promotes economic vitality, and engenders overall community improvement. • Maintains and enhances ecological and community sustainability including pollution prevention, watershed and source water protection. • Identifies and implements programs such as community benefits and workforce development initiatives to increase investments in people and the community for improved economic inclusion.		
Customer Experience and Satisfaction (CS)	• Provides reliable and responsive services. • Receives timely customer feedback. • Encourages all utility personnel to be aware of and responsive to customer needs and emergencies. • Provides tailored customer service and outreach to a range of customer groups (e.g., residential, commercial, industrial, and newly emerging groups such as high-strength waste producers or power companies).		
Enterprise Resiliency (ER)	• Manages risk to ensure enterprise continuity in collaboration with internal and external partners. • Identifies, evaluates, and establishes tolerance levels and effectively manages risks (including legal, regulatory, financial, social, environmental, safety, physical and cybersecurity, knowledge, talent loss, and natural disaster-related). • Understands relevant trends and forecasts to anticipate, respond to, adapt, and recover from disruption.		

Attribute	Attribute Components	Step 1: Rate Achievement (1-5)	Step 2: Rank Importance (1-10)
Financial Viability (FV)	• Establishes predictable and equitable rates consistent with community expectations that consider full life-cycle cost of utility operations and value of water resources. • Effectively balances long-term debt, capital, operations and maintenance expenditures with revenues and asset values. • Adequately recovers costs, provide reserves, invest for future needs, maintain optimal bond ratings, and address cost of service and the needs of disadvantaged households. • Understands opportunities for diversifying revenue and raising capital through adoption of new and innovative business and financing models.		
Infrastructure Strategy and Performance (IS)	• Understands the condition of and costs associated with critical infrastructure assets. • Maintains and enhances assets over the long-term at the lowest possible life-cycle cost and acceptable risk. • Coordinates repair efforts within the community to minimize disruptions. • Plans infrastructure investments consistent with community needs, anticipated growth, system reliability goals, and with a robust set of adaptation strategies. • Integrates service equity and environmental justice in the capital project planning process. • Develops and implements a strategic asset management plan that aligns to strategic business plan that is communicated, available, and visible to all stakeholders.		

Attribute	Attribute Components	Step 1: Rate Achievement (1-5)	Step 2: Rank Importance (1-10)
Operational Optimization (OO)	• Conducts ongoing performance improvements informed by performance and benchmarking monitoring. • Effectively utilizes technological approaches and tools to optimize data and resource management. • Continuously incorporates innovative solutions through ensuring ongoing, timely, cost-effective, reliable, and sustainable performance improvements in all facets of utility operations.		
Regulatory and Reliability Performance (RR)	• Meets or exceeds regulatory and reliability requirements. • Ensures consistent and equitable outcomes for livable communities (municipal operations, institutional operations, industrial users, commercial users, residential end users). • Maintains consistency with customer, community, public health, safety, ecological, and economic priorities (applies to drinking water, wastewater, stormwater, and recovered resources).		
Stakeholder Understanding and Support (SS)	• Enables understanding and support from stakeholders (anyone who can affect or be affected by the utility including direct customers, oversight bodies, community and watershed interests, regulatory bodies, and consumers) for service levels, rate structures, operating budgets, capital improvement programs, and risk management decisions. • Actively considers the full spectrum of impacts at all stages of decision making to a diverse set of stakeholders to ensure the same level of service and quality to all communities served. • Actively promotes an appreciation of the true value of water and water services, and water's role in the social, economic, public, and environmental health of the community.		

Attribute	Attribute Components	Step 1: Rate Achievement (1-5)	Step 2: Rank Importance (1-10)
Water Resource Sustainability (WS)	• Understands the utility's role in the complete water cycle including fit for purpose water reuse options, ensuring attainment of designated uses and maintenance of surface water quality, and integrating utility objectives and activities with other watershed managers and partners. • Manages operations to provide for long-term aquifer and surface water sustainability and replenishment. • Understands and plans for future water resource variability (e.g., changing weather patterns, including extreme events, such as drought and flooding). • Undertakes long-term integrated water resource planning, striving to equitably meet customer, community, and ecological water-related needs.		
Workforce Development (WD)	• Recruits, develops, retains, and inspires a workforce that is inclusive, competent, motivated, adaptive, and reflective of the community they serve. • Maintains a participatory, collaborative organization dedicated to continual learning, technical proficiency, safety, and innovation where employees recognize themselves as valuable team members that belong and actively contribute to achieving utility goals. • Implements procedures for institutional knowledge retention, workplace safety, and continual learning (e.g., standard operating procedures). • Emphasizes and invests in opportunities for professional and leadership development, taking into account the differing needs and expectations of a diverse, multi-generational workforce. • Establishes a supportive, collaborative, and aligned senior leadership team.		

Step 3: Chart Results

Chart each Attribute based on your ratings and rankings.

		1	2	3	4	5	6	7	8	9	10
Rating / Lower Achievement	**5**										
	4										
	3										
Higher Achievement	**2**										
	1										

More Important   Less Important

Ranking

Step 4: Determine High-Priority EUM Attributes

The goal of EUM is to establish high-achieving systems and approaches for each Attribute. Ultimately, utilities should strive to improve performance for all Attributes until each can be charted in the lower half of the table (high achieving). Utility managers may wish to focus on one or a few Attributes at a time, aiming to eventually ensure that all Attributes have been addressed and improved upon over time.

Examining the results of the charting exercise in Step 3 can help identify Attributes for focused attention. Attributes that graph into the dark orange shaded quadrant are both very important (ranked 1-4), and have low achievement (rated 4-5), and would typically be selected as the highest priority Attribute areas for moving forward with improvement actions. Attributes that graph into the light orange shaded area indicate medium importance, and a moderate level of current achievement; these would typically be selected as additional strong candidates for improvement efforts.

STRATEGIC PLANNING COMMITTEE
SPECIAL MEETING
The Metropolitan District
Wednesday, October 30, 2024

PRESENT:	Commissioners John Avedisian, Richard Bush, William DiBella, John Gale, Joan Gentile, Bhupen Patel and District Chairman Donald M. Currey (6)
REMOTE ATTENDANCE:	Commissioners Andrew Adil, Richard Bush, Jackie Mandyck, Pasquale Salemi and David Steuber (5)
ABSENT:	Commissioners Kyle Anderson, Esther Clarke, James Healy, Allen Hoffman, Jean Holloway, Gary Johnson, Byron Lester, Diane Lewis and Alvin Taylor (9)
ALSO PRESENT:	John S. Mirtle, District Clerk
Kelly Shane, Chief Administrative Officer
Thomas Tyler, Director of Facilities
Julie Price, Executive Assistant
Dylan Pecego, IT Consultant (Remote Attendance)
Matthew McAuliffe, IT Consultant (Remote Attendance)

CALL TO ORDER

Chairperson Gentile called the meeting to order at 5:02 PM

PUBLIC COMMENTS RELATIVE TO AGENDA ITEMS

No one from the public appeared to be heard.

APPROVAL OF MINUTES

On motion made by Commissioner DiBella and duly seconded, the meeting minutes of October 2, 2024 were approved.

SCOPE OF SELF ASSESSMENT

The Committee discussed the scope of self-assessment.

Commissioner Bush entered the meeting in person, from virtual, at 5:20 PM.

UPDATE ON MEMBER TOWN MEETINGS

District Chairman Currey updated the Committee that he has reached out to Rocky Hill and Windsor to set up meetings but no date has been finalized.

OPPORTUNITY FOR GENERAL PUBLIC COMMENTS

Judy Allen, of West Hartford, stated that even though customers may not have specific expertise, it may be useful to include them in the self-assessment to hear what they think.

ADJOURNMENT

The meeting was adjourned at 5:36 PM

ATTEST:

John S. Mirtle, Esq.   _____
District Clerk   Date of Approval