



**STRATEGIC PLANNING COMMITTEE
SPECIAL MEETING
WEDNESDAY, FEBRUARY 25, 2026
4:15 PM**

<u>Location</u>	<u>Commissioners</u>	
Board Room	Adil	Johnson
District Headquarters	Avedisian	Lester
555 Main Street, Hartford	Bush	Lewis
	Cortes	Mandyck
	Currey (Ex-Officio)	Pane
Dial In #: (415)-655-0001	DiBella	Patel
Access Code: 2303 369 9446 #	Gale	Salemi
<u>Meeting Video Link</u>	Gentile	Tierinni
	Healy	

Quorum: 9

1. CALL TO ORDER
2. ELECTION OF CHAIRPERSON
3. ELECTION OF VICE-CHAIRPERSON
4. PUBLIC COMMENTS RELATIVE TO AGENDA ITEMS
5. INDEPENDENT CONSUMER ADVOCATE COMMENTS & QUESTIONS RELATIVE TO AGENDA ITEMS
6. APPROVAL OF MEETING MINUTES OF NOVEMBER 10, 2025
7. REPORT FROM ARCADIS INC. RE: EFFECTIVE UTILITY MANAGEMENT (EUM) SELF-ASSESSMENT
8. OPPORTUNITY FOR GENERAL PUBLIC COMMENTS
9. COMMISSIONER REQUESTS FOR CONSIDERATION OF FUTURE AGENDA ITEMS
10. ADJOURNMENT



The Metropolitan District
Hartford, Connecticut

Effective Utility Management (EUM) Self-Assessment

Project Overview

Greg Bazydola & Joanna Brunner

February 25, 2026

Project Understanding

Project Background

The District's Strategy Committee is currently conducting strategic planning efforts. The EUM Self-Assessment helps utility leadership use the EUM Attributes to evaluate their utility's current performance against internal goals or specific needs and determine where to focus improvement efforts. Results provide a strong foundation for assessing operational performance and identify potential goals for strategic planning.

Project Objectives



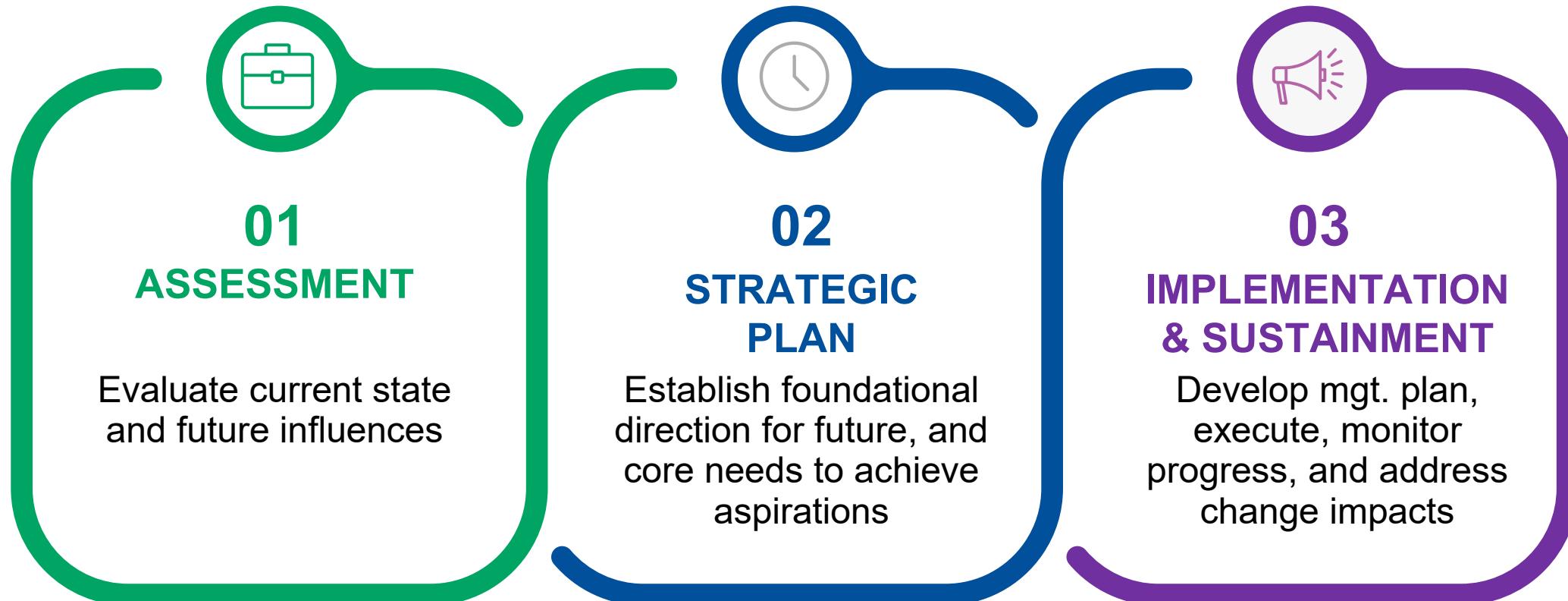
To assess the District's operational performance using EPA's Effective Utility Management (EUM) Self-Assessment based on current performance.



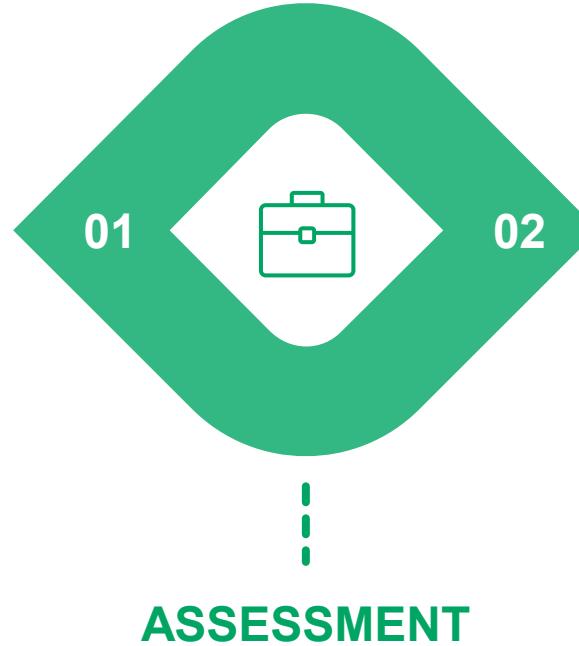
To identify priority areas for focused improvement efforts.



Steps to Building a Strategic Plan



Assessment: Evaluate current state and future influences



Tools to support the Assessment phase:

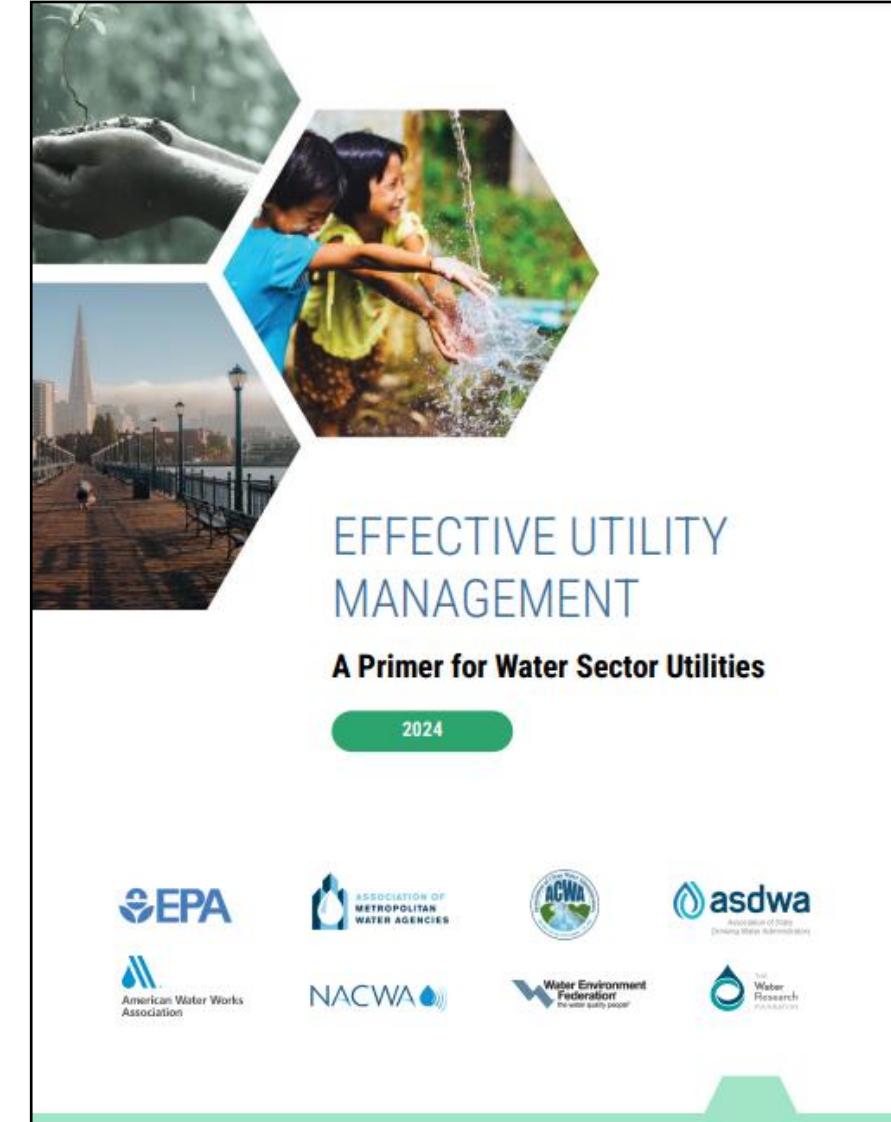
- **SOAR:** Strengths, Opportunities, Aspirations, and Results analysis
- **EUM:** Effective Utility Management Assessment
- Staff and stakeholder surveys, interviews and focus groups



Effective Utility Management

A comprehensive water sector utility performance assessment and management framework, endorsed by the U.S. Environmental Protection Agency and ten national water sector associations dedicated to **improving products and services**, increasing **community support** for water services, and ensuring a strong and **viable utility** into the future.

[EPA Effective Utility Management Primer \(2024\)](#)





ASSESSMENT

Effective Utility Management: Key Components

- Ten Attributes of Effectively Managed Utilities
- Five Keys to Management Success
- Organizational Culture





Effective Utility Management: Assessment

ASSESSMENT

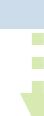
Step 1. Assess current level of achievement for each attribute



Step 2. Rank the importance of each attribute



Step 3. Chart the results



Step 4. Identify high-priority attributes to improve





ASSESSMENT

Effective Utility Management: Assessment

Step 1. Assess current level of achievement for each attribute

Select performance measures for each attribute

Gather data on current performance for each measure

Conduct interviews to gather first-hand perspective from key leaders

Assess each attribute on a scale from 1 to 5

Example Performance Measure Selection Customer Experience & Satisfaction

- Average calls per call center representative
- Average time to address water/wastewater service disruptions
- Average customer wait time
- Estimated billing rate
- Abandoned calls as a percent total calls
- Average talk time
- Delinquency rate
- Frequency of billing
- Frequency of meter reads
- Uncollected account-related debt (%)



Effective Utility Management: Assessment

ASSESSMENT

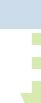
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Step 2. Rank the importance of each attribute



Step 3. Chart the results



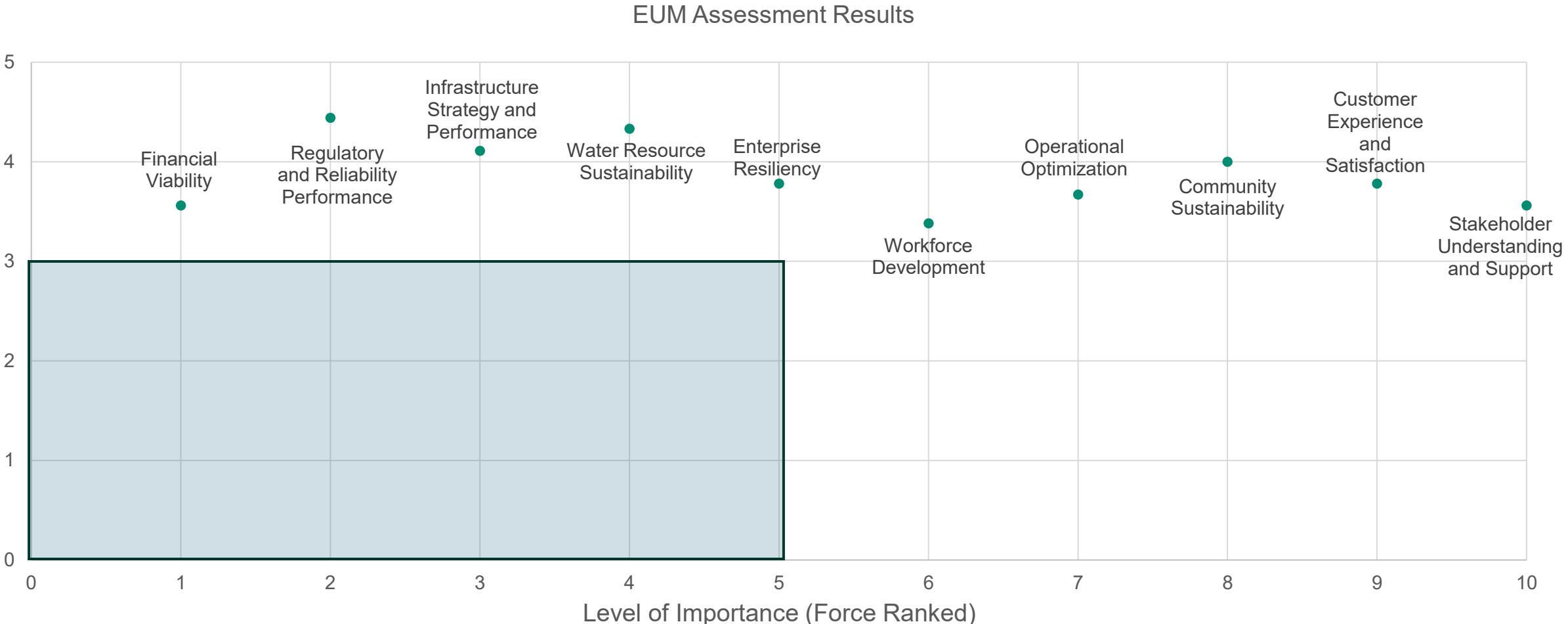
Step 4. Identify high-priority attributes to improve





ASSESSMENT

Effective Utility Management: Assessment



Assessment Summary

Strengths	Opportunities
<ul style="list-style-type: none">Institutional knowledge and tenureCommitment to missionCompliance and major infrastructure workStaff adaptability and resilienceTeam culture	<ul style="list-style-type: none">Digital transformation and technology integrationKnowledge transfer and communicationWorkforce developmentOperational excellence and standardizationDigital customer engagement and branding
Aspirations	Results
<ul style="list-style-type: none">Digital, data-driven organizationFoundation of excellence and foresightednessCollaborative cultureOptimized processes and continuous improvementSeamless and digital customer experienceGrowth ready	<ul style="list-style-type: none">Digital transformation (data quality, system availability)Infrastructure delivery (replacement & rehabilitation rate)Operational efficiency (cycle time reduction)Regulatory complianceWorkforce development (trainee success rate)Financial stability (rate comparisons)Customer satisfaction (customer feedback)



Future Strategic Focus Areas

Future Strategic Focus Areas

Workforce Development

Related EUM attribute: Workforce Development

Cultivate a skilled, inclusive, and motivated workforce through recruitment, training, succession planning, and leadership development.

Digital Excellence

Related EUM attribute: Operational Optimization, Customer Experience & Satisfaction

*Drive continuous improvement through advanced analytics and smart technologies to enable proactive, data-driven decision-making, and a more responsive, reliable and customer-centered utility.**

Enterprise Resiliency

Related EUM attribute: Enterprise Resiliency

Manage risks and prepare for disruptions through coordinated planning, hazard anticipation, and recovery strategies across all utility functions.

Infrastructure Strategy & Performance

Related EUM attribute: Infrastructure Strategy & Performance, Financial Viability, Regulatory & Reliability Performance

*Deliver high-quality, reliable service by exceeding regulatory requirements, maintaining long-term financial resilience, investing wisely in infrastructure, and keeping customer costs predictable through integrated, forward-looking planning.**

Workforce Development

Related EUM Attribute(s): Workforce Development

Potential Practices for Improvement

- **Strengthen succession planning** through structured role planning, knowledge-transfer, and development pathways.
- **Enhance career development and training** with clearer career paths, expanded learning opportunities, updated training curriculum, and better supervisor support.
- **Enhance recruitment outreach** by advertising roles through more diverse channels and community partnerships.
- **Assess and balance workloads** by evaluating capacity and streamlining processes.
- **Improve cross-department collaboration** through shared processes, cross-functional teams, communities of practice, and better communication tools.
- Review and modernize **hiring policies** that may unintentionally limit candidate pools.
- Continue **support of the trainee positions** and help nurture into productive employees and future leaders.

Digital Excellence

Related EUM Attribute(s): Operational Optimization, Customer Experience & Satisfaction

Potential Practices for Improvement

- **Establish robust data governance** to standardize data definitions, improve data quality, and create a single source of truth across SAP, GIS, and other systems.
- **Streamline and modernize core systems** by reducing unnecessary customizations, simplifying configurations, and aligning technology with industry standards.
- **Strengthen digital literacy and training programs** with role-based learning, a focus on change management during implementation, and ongoing support for major system upgrades.
- **Implement process automation, AI, and advanced analytics** to improve predictive maintenance, operational optimization, billing accuracy, and operational decision making.
- **Improve data integration workflows** so operational data flows seamlessly into GIS and other enterprise systems without manual reentry.
- **Reduce reliance on manual or outdated processes** by redesigning workflows and digitizing forms, approvals, and field data capture.
- **Strengthen IT capacity and resilience** through strategic vendor management, skill building, and clearer prioritization of modernization efforts.
- **Deepen understanding of the customer journey** and leverage data and technology to anticipate customer needs, improve service delivery, and expand paperless billing adoption.
- **Establish new avenues for customers** to be able to deliver MDC feedback (i.e. customer survey, feedback form on the app).

Enterprise Resiliency

Related EUM Attribute(s): Enterprise Resiliency

Potential Practices for Improvement

- **Establish a formal schedule and governance process for regularly updating cybersecurity** policies, procedures, and risk assessments to stay aligned with evolving threats and industry standards.
- **Strengthen cloud migration** by improving data archiving, updating security models, and building internal cloud competencies.
- **Conduct a full disaster recovery and business continuity exercise** to validate recovery procedures, identify gaps, and refine plans for critical systems and operations.
- **Formalize documentation of critical processes**, system configurations, and operational workflows in a centralized repository to reduce reliance on institutional knowledge and improve continuity.
- **Address aging workforce risks** through targeted safety initiatives, ergonomic improvements, and ongoing training tailored to physically demanding roles.
- **Consider an Environmental, Health, & Safety technology platform** to improve the tracking, analysis, and reporting of safety incidents, inspections, and corrective actions.

Infrastructure Strategy & Performance

Related EUM Attribute(s): Infrastructure Strategy & Performance, Financial Viability, Regulatory & Reliability Performance

Potential Practices for Improvement

- Continue focus on executing and refining **Clean Water Project / Integrated Plan and Water Master Plan Program** to ensure long-term system reliability.
- **Review Level of Service (LOS) metrics** to reflect current regulatory expectations, customer needs, and system performance.
- **Conduct a detailed water audit** to identify losses in production, distribution, and metering.
- **Strengthen regulatory readiness** by proactively monitoring emerging rules and preparing operational and financial plans to address impacts.
- Improve **billing and fee structure** across service offerings.
- **Develop financial strategies to mitigate future rate increases** due to Clean Water Project / Integrated Plan and Water Master Plan Program and support financial viability.

Recommended Next Steps

- Develop the strategic plan.
 - Further define the strategic focus areas and identify objectives to support achievement.
 - Build the milestones and measures to support objective achievement.
- Build the governance and management structure to support the implementation and monitoring of the strategic plan.



**STRATEGIC PLANNING COMMITTEE
SPECIAL MEETING
The Metropolitan District
Monday, November 10, 2025**

PRESENT: Commissioners Andrew Adil, John Avedisian, William DiBella, John Gale, Joan Gentile, James Healy, Allen Hoffman, Diane Lewis, Jacqueline Mandyck, Alvin Taylor, Chris Tierinni and District Chairman Donald M. Currey (12)

**REMOTE
ATTENDANCE:** Commissioners Richard Bush and Byron Lester (2)

ABSENT: Commissioners Kyle Anderson, Gary Johnson, Bhupen Patel and Pasquale J. Salemi (4)

**ALSO
PRESENT:** Commissioner Peter Gardow
Commissioner Dominic Pane
Commissioner Mary LaChance (Remote Attendance)
Scott W. Jellison, Chief Executive Officer
John S. Mirtle, District Clerk
Christopher Levesque, Chief Operating Officer
Kelly Shane, Chief Administrative Officer
Jonathan Perugini, Chief Financial Officer/Director of Finance
Dave Rutty, Director of Operations
Victoria Escoriza, Assistant Administrative Officer and Special Assistant
William Pallis, Manager of Information Technology
Kevin Sullivan, IT Consultant (Remote Attendance)
Matt McAuliffe, IT Consultant (Remote Attendance)
Elizabeth Tavelli, Independent Consumer Advocate

CALL TO ORDER

Chairperson Gentile called the meeting to order at 5:21 PM

PUBLIC COMMENTS RELATIVE TO AGENDA ITEMS

No one from the public appeared to be heard.

**INDEPENDENT CONSUMER ADVOCATE COMMENTS & QUESTIONS RELATIVE TO
AGENDA ITEMS**

The Independent Consumer Advocate did not have any comments or questions.

APPROVAL OF MINUTES OF JUNE 23, 2025

On motion made by Commissioner DiBella and duly seconded, the meeting minutes of June 23, 2025 were approved.

ELECTION OF VICE CHAIRPERSON

Chairperson Gentile called for the election of the Vice Chairperson. Commissioner Healy placed Commissioner Jacqueline Mandyck's name in nomination, and the nomination was duly seconded.

There being no further nominations, the nominations were closed. Commissioner Jacqueline Mandyck was elected Vice Chairperson of the Strategic Planning Committee for 2025.

OPPORTUNITY FOR GENERAL PUBLIC COMMENTS

No one from the public appeared to be heard.

ADJOURNMENT

The meeting was adjourned at 5:24 PM

ATTEST:

John S. Mirtle, Esq.
District Clerk

Date of Approval