

Strategic Plan 2030

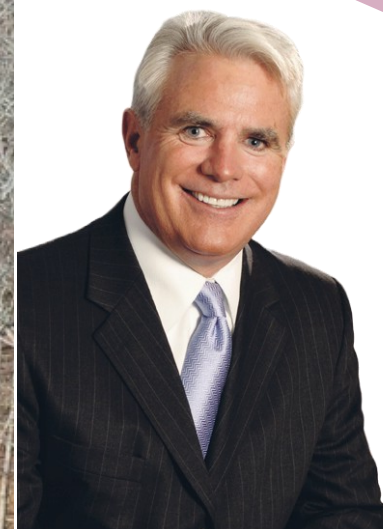
Montauk Point Lighthouse
Montauk, New York.
Credit: NYS Dept. of Economic Development/Darren McGee

Ground Storage tank at Cross Highway Well Field
Amagansett, New York

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MESSAGE FROM THE CHAIRMAN & CEO



Early 20th century leaders in Suffolk County had the wisdom to create the Suffolk County Water Authority (SCWA) with the vision of a single entity supplying safe drinking water to the vast majority of the county's residents. As Suffolk's population grew exponentially mid-century, so did SCWA, and we now provide drinking water of the highest quality to more than 85% of Suffolk's residents, approximately 1.2 million people.

SCWA has always been a good organization. In the 21st century, though, we've become a great one, recognized widely as a national leader and one of the largest groundwater suppliers in the country. We have embraced the latest technological advancements in every aspect of our operations, transparency, sustainability, efficient management and the hiring of an increasingly diverse workforce. We have, in short, become a model public water supplier.

But we are always challenging ourselves to even greater heights, and so we present to you Strategic Plan 2030, our roadmap to the future. The plan charts dozens of goals and the strategies to achieve them. It was developed over the course of many months by more than 80 of our dedicated employees from all departments, from our top executives to field workers on the front line repairing water main. As such, it is an extremely comprehensive plan that will ensure our future is as bright as our past.

The plan sets forth a bold vision for serving drinking water that surpasses all standards by continuing to develop new treatment methods, maintaining our financial strength by maintaining our AAA bond rating and creating a work environment that fosters diversity, innovation, creativity and professional development.

We encourage you to read the plan and we welcome any questions you may have about its content.

Patrick B. Halpin
Chairman

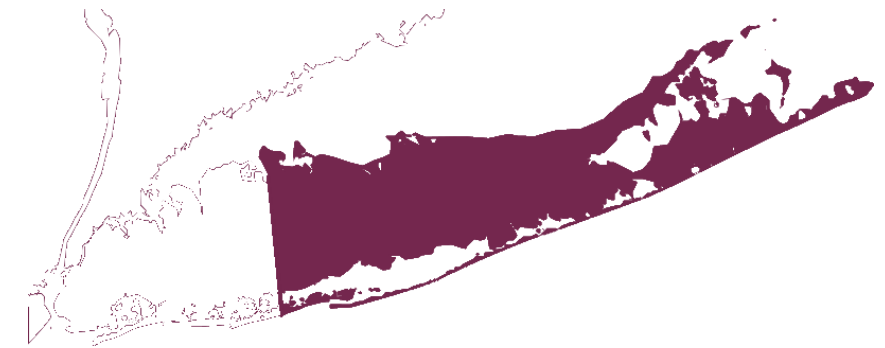
Sincerely,

Jeffrey W. Szabo
CEO



WHO WE ARE

Founded in 1937, today's Suffolk County Water Authority is recognized as a national leader in public water supply. Our experts manage a vast service territory that stretches over more than 900 square miles of land. Every year, we pump on average approximately 75 billion gallons of drinking water that is tested around the clock in our state-of-the-art water quality testing laboratory. Our water is held to standards of quality far more protective than regulations require.



OUR MISSION

We pledge to provide the customers of the Suffolk County Water Authority safe, pure and constantly tested drinking water at the lowest possible cost with exemplary customer service.

SCWA Operates and Maintains:



242 Pump Stations - From Huntington to Montauk, SCWA maintains 242 pump stations pumping groundwater to cover its service territory. We do so by maintaining 637 wells and treating all water on-site before it is distributed to customers.



69 Storage Tanks - Critical to meeting the varying seasonal needs of our customers are our storage tanks. Demand varies greatly between the hot and dry summer months and the rest of the year. Our system can hold more than 73 million gallons of water at one time.



More than 6,000 miles of Water Main - Suffolk County is a geographically large area that is primarily suburban sprawl. The upkeep and maintenance of this distribution system is a constant demand on our workforce as we respond to leaks and main breaks in every corner of our county, including on Fire Island and Shelter Island.

Our Board

The Suffolk County Water Authority Board is comprised of five members. Each member is appointed by the Suffolk County Legislature to a five-year term. One member of the Board is appointed or reappointed every year.

The Board in 2015 adopted SCWA's first-ever written business plan, Strategic Plan 2025, which focused primarily on operational improvements and has been completed. Strategic Plan 2030 seeks to address a wider range of organizational priorities. Like its predecessor, progress on initiatives outlined in Strategic Plan 2030 will be reviewed by the Board regularly, a process facilitated by SCWA's chief executive officer during public Board meetings.



Patrick G. Halpin
Chairman



Timothy H. Bishop
Secretary



Elizabeth Mercado



Jacqueline A. Gordon



Charles A. Lefkowitz

Our Leadership



Jeffrey W. Szabo
Chief Executive Officer



Joseph M. Pokorny
Deputy CEO
for Operations



Janice E. Tinsley, Esq.
Deputy CEO
for Customer Service/
Chief Diversity and Equity
Officer



Donna M. Mancuso
Deputy CEO
for Administration



Timothy J. Hopkins, Esq.
Chief Legal Officer



Christopher Cecchetto
Chief Financial Officer



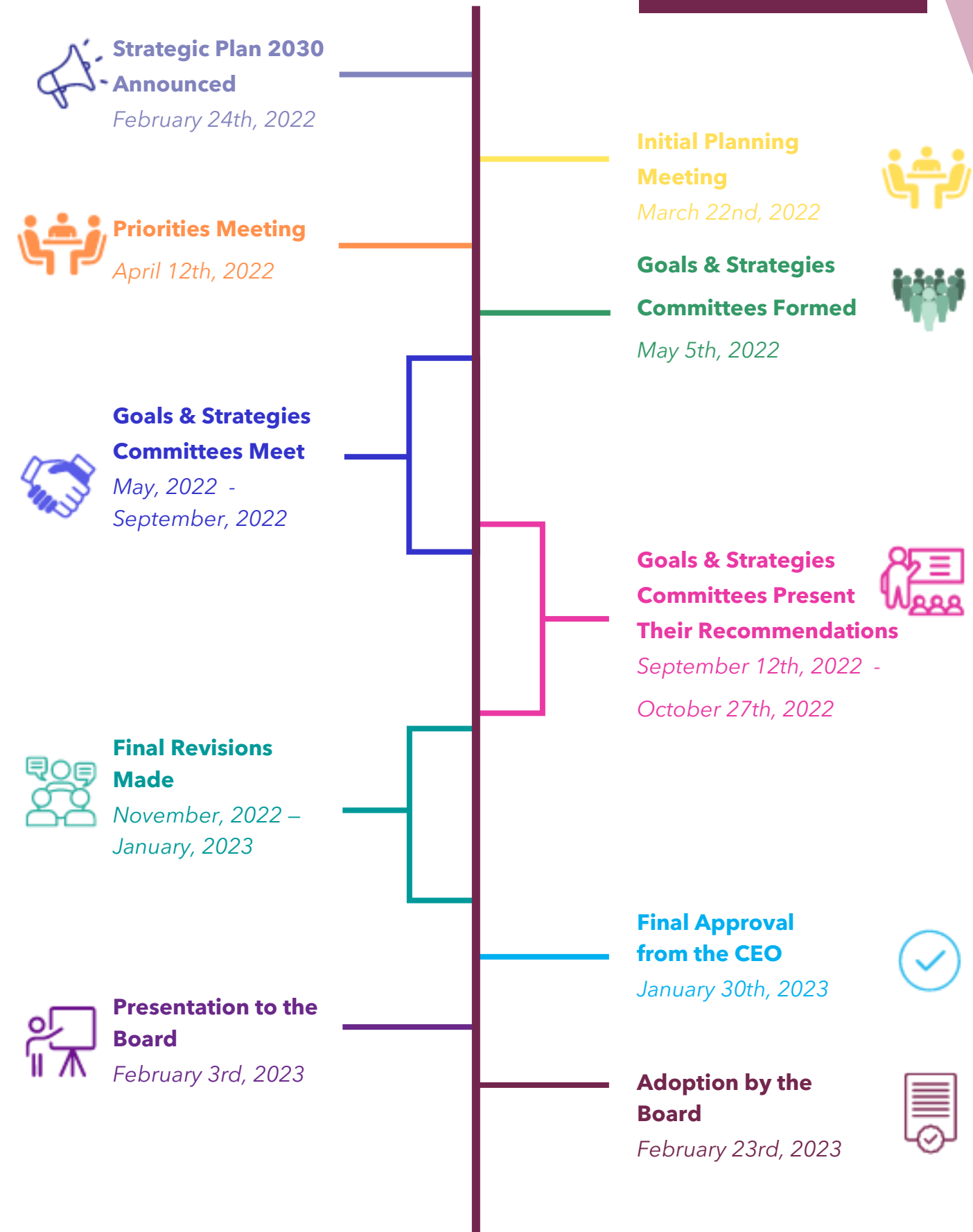
Michael A. Litka
Chief Technology Officer


CREATING THE PLAN

Strategic Plan 2030 is the Suffolk County Water Authority’s vision to make sure a great organization remains fully prepared to meet all future challenges. It is our most comprehensive plan to date because it not only outlines projects, programs, policies and other initiatives that we plan to achieve but, for the first time, it sets benchmarks to measure success. The plan is the work of not just executives and supervisors, but also frontline employees performing essential tasks who will also play a vital role in implementing its initiatives.

Ten committees met for months to explore new ideas and determine the objectives we expect to achieve by 2030. Realizing these objectives will take the united effort of the entire SCWA family, from management to union employees. The robust discussions, wide-ranging debates and re-examination of traditional practices fostered by this approach would not have occurred without these new voices in the room.

Each committee made recommendations to the priorities, goals and strategies that make up the heart of Strategic Plan 2030. With input from the senior leadership team, the final plan was presented to the SCWA Board for approval. With the plan in place, we will now work to achieve our goals and build a better and more inclusive SCWA for the future.



A photograph of a large, cylindrical, stainless steel AOP (Advanced Oxidation Process) reactor. The reactor has several pipes and electrical conduits connected to it. A warning label with the word "DANGER" is visible on the side. In the background, a framed picture shows a smaller version of the reactor. The text "AOP Reactor at Commercial Boulevard Well Field Central Islip, New York." is overlaid on the top left of the image.

AOP Reactor at Commercial Boulevard Well Field
Central Islip, New York.

CHALLENGES

The Suffolk County Water Authority identified ten challenges that we are facing right now. We will respond to these challenges through our ten priorities that will drive our success through 2030.

CHALLENGES

CHALLENGE 1

Water Quality

The Suffolk County Water Authority provides drinking water that meets or surpasses all state and federal regulations. SCWA has taken a vast number of proactive measures to address newly regulated emerging contaminants such as PFAS and 1,4-dioxane and continues to monitor all threats to Suffolk's groundwater supply. Utilizing new and advanced treatment systems, keeping abreast of advancements in technology, and maintaining rigorous internal standards for water quality are paramount to SCWA's mission.

CHALLENGE 2

Customer Expectations

SCWA customers are increasingly seeking detailed information about their water use and would like to have greater flexibility with their accounts. Implementing new technologies and adding more self-serve options is necessary to address these concerns and maintain a positive relationship with our customers.

CHALLENGE 3

Organizational Development

The COVID-19 pandemic led to a seismic shift in the employer-employee relationship. During the early days of the pandemic, SCWA initiated a work-from-home program for eligible employees, thereby limiting contact with customers to the greatest extent possible and helping employees navigate the various work/life balance challenges the pandemic caused. As our offices have reopened and we have returned to work as we knew it before 2020, employees are seeking greater flexibility in the workplace. SCWA will take steps to retain and promote employees who may seek opportunities elsewhere. Fostering company-wide interconnectedness and accessibility to executive staff will be a key to the future success of SCWA.

CHALLENGE 4

Cost

Inflationary pressures and supply chain issues have driven up costs for supplies and equipment, increasing SCWA's budget as a result. For the foreseeable future, we expect long lead times and higher costs when ordering supplies and equipment, meaning we must seek efficiencies in our operations wherever possible.

CHALLENGES

CHALLENGE 5

Expanding Access to Public Water

An estimated 23,000 homes in Suffolk County still use private wells for drinking water. Reducing the number of private wells to ensure residents are receiving safe and constantly tested drinking water is at the heart of SCWA's mission. While private wells on residential properties are high in number, addressing non-community and community supply systems is a challenge as well. The biggest hurdle that many face when connecting to SCWA is cost. Determining new ways to assist with funding for those who cannot afford connection costs will be a major focus.

CHALLENGE 6

Aging Infrastructure

Suffolk County's drinking water infrastructure was largely built during the post-World War II population boom. Much of SCWA's water infrastructure is reaching the end of its useful life and the maintenance of older equipment is a significant challenge for SCWA. Determining effective methods of monitoring water infrastructure and utilizing preventative maintenance to extend the life of the various components of our water system is key to our long-term success. Implementing new technologies will help us to maintain our high level of water quality and allow us to continue to serve the needs of our customers.

CHALLENGE 7

External Threats

Ensuring SCWA is prepared for any type of disaster or threat is the paramount concern and responsibility of the Emergency Management team. Creating a comprehensive emergency plan for all departments is essential to the security of SCWA. Major incidents close to home, such as the 2022 cyber-attack on Suffolk County, have elevated the need for proper threat assessment and planning.

CHALLENGE 8

Safety

Ensuring a safe working environment for all SCWA employees is a top priority for SCWA. This includes an understanding that safety is not just preventing incidents but adopting a daily approach to work that promotes overall health. In recent years, SCWA has made substantial progress in reducing our recordable rate of incidents and making safety part of our everyday culture. However, a large gap remains between where we currently stand and where we need to be. Prioritizing safety is critically important to maintaining a strong workforce.

CHALLENGES

CHALLENGE 9

Diversity

Suffolk County's population has rapidly diversified over the past decade. Minority residents now make up 36.6% of Suffolk's population; a decade ago, that figure was 28.4%. This follows a national trend of population growth among minorities. These changes are even more pronounced in traditionally white communities, showing Suffolk County is also becoming more integrated. To effectively represent the communities we serve, SCWA will need to create a more diverse workforce and build upon current diversity training for employees. Furthermore, SCWA needs to look outward to ensure that we are serving all of our customers equitably and bringing environmental justice to the forefront.

CHALLENGE 10

Sustainability

Due to climate change, hotter and dryer summers with prolonged periods of drought are expected to become the norm in the years ahead. With these conditions will come increased demand for water, and while adding water infrastructure can help to alleviate this demand, additional infrastructure alone will not be sufficient. An increased emphasis on conservation will play a key role in making sure there is enough water for everyone. Although Long Island is fortunate to have an abundant water supply, the aquifer is not without limits and careful stewardship is needed to preserve it for future generations.

OUR PROMISE

We see these challenges as opportunities. By responding to each one, we will build on what already makes us strong and find new ways to serve our customers and honor our commitment to excellence.

PRIORITIES, GOALS & STRATEGIES



Suffolk County Water Authority's priority is to provide customers with the highest quality drinking water that is constantly tested and surpasses all regulations.

Goal #1

Treat all contaminants and any future emerging contaminants to the maximum contaminant level, maximum contaminant level goal, or to non-detectable levels as appropriate.

Strategy #1: Deploy and assess three portable advanced oxidation process (AOP) units and increase the number of portable granular activated carbon (GAC) or resin systems available

Strategy #2: Reduce deployment time on portable AOP Systems compared to a fixed system

Strategy #3: Install tank mixing systems during each storage tank rehabilitation project to minimize the formation of disinfection by-products

Strategy #4: Gain NYSDOH approval to use reactivated carbon as a treatment option by year-end 2023

Strategy #5: Review GAC changeout protocols to ensure the proper treatment of new emerging contaminants

Strategy #6: Install two new iron filtration units by 2027

Strategy #7: Continue to install treatment at wells in accordance with SCWA's priority treatment candidate list

Goal #2

Develop and formalize a Cross-Departmental Water Quality Working Group by 2023 to research and develop new technologies.

Strategy #1: Combine staff from Production Control, Engineering and the Laboratory to work on specific research projects

Strategy #2: Collaborate with outside agencies, such as SUNY Stony Brook Center For Clean Water Technology and other universities, to pilot innovative treatment processes

Strategy #3: Pilot test gas-permeable membranes to minimize lime demand in problematic wells to eliminate mineral scaling at pump stations and residential plumbing by 2025

Strategy #4: Advance our use of state-of-the-art instrumentation/analyzers in the distribution system to monitor water quality

Strategy #5: Pilot and implement online analyzers that can cost-effectively control the AOP systems used to remove 1,4-dioxane

Goal #3

Reduce the number of customer water quality complaints 15% by 2030.

Strategy #1: Match customer complaints with dead-ends to identify problem areas and reduce the number of dead ends in the distribution system

Strategy #2: Install new sample stations targeted in areas with higher customer complaints

Strategy #3: Optimize flushing in problematic areas

Strategy #4: Continue replacing aging water mains prone to breaks

Goal #4

Continue public outreach and educational efforts to improve customer knowledge of drinking water quality.

Strategy #1: Create a GIS-based interactive map on our website showing water quality of nearest sample station to customer's home by 2024

Strategy #2: Conduct annual online surveys to locate unreported water quality issues

Strategy #3: Feature educational videos/podcasts on our website featuring the various departments throughout SCWA

Strategy #4: Increase public awareness of the annual consumer confidence report (CCR) by contacting non-account users and making it more user-friendly

Goal #5

Develop SCWA's 'Laboratory of the Future.'

Strategy #1: Continue to develop and run all future EPA Unregulated Contaminant Monitoring Rule methods in-house

Strategy #2: Expand the current footprint of the Laboratory to allow for new methodologies to be put in place for any emerging contaminants by 2027

Strategy #3: Create a Laboratory section specifically designed for research and development projects to improve and/or create methodologies by 2027



CUSTOMER SERVICE

Suffolk County Water Authority’s priority is to provide the highest standards of customer service.

Goal #1

Enhance the customer experience.

- Strategy #1:** Perform “journey mapping” - a deep dive into the customer’s experience at each touchpoint
- Strategy #2:** Upgrade our SAP Customer Information System to SAP Customer Relationship Management Solutions, a web-based application
- Strategy #3:** Incorporate a robust artificial intelligence system to assist customers during high call volume and off-hours
- Strategy #4:** Create an online customer portal and SCWA mobile application to provide customers with more self-help options
- Strategy #5:** Eliminate all paper records from the New Service application process
- Strategy #6:** Provide a 2-4 hour service appointment window and provide courtesy calls in advance of a scheduled appointment
- Strategy #7:** Build a robust Interactive Voice Response system which validates account information and links account to service-related activities

Goal #2

Achieve a customer satisfaction score that surpasses industry standards.

- Strategy #1:** Conduct an annual or semi-annual survey of our customer base to identify customer concerns by 2023
- Strategy #2:** Conduct follow-up surveys during customer interactions to further assist in identifying common complaints
- Strategy #3:** Create a strategic group to compile survey data, track trends, and identify improvements to enhance the customer experience
- Strategy #4:** Evaluate detractor scores via survey tools to identify opportunities for internal organizational improvement

Goal #3

Update all customer accounts to ensure accuracy of contact information and account type.

- Strategy #1:** Create an outreach campaign to customers requesting updated account information using social media, bill inserts, direct mailing, and other available resources
- Strategy #2:** Improve customer service procedures to better distinguish between residential, municipal, and commercial customer accounts
- Strategy #3:** Utilize data gathered from customer satisfaction surveys and conduct outreach to customers
- Strategy #4:** Ensure accurate recording of Suffolk County tax map numbers in SAP and other SCWA databases

Goal #4

Determine by 2028 the next generation of advanced meter reading technology and begin transitioning existing meters as they reach the end of their useful life.

- Strategy #1:** Pilot and assess the next generation of meter reading technology and begin installing new devices for customers, prioritizing service areas for maximum efficiency and effectiveness
- Strategy #2:** Review and revise meter reading frequency to accommodate maximum efficiency of new technology
- Strategy #3:** Employ a data analyst to convert raw data and evaluate results for strategic planning



CUSTOMER SERVICE

Suffolk County Water Authority's priority is to provide the highest standards of customer service.

Goal #5

Provide customers with a higher level of transparency regarding system interruptions .

- Strategy #1: Provide real-time outage notification and service interruption updates to customers
- Strategy #2: Enhance outage map on SCWA website by adding estimated time of completion and 24/7 electronic notifications to customers without service

Goal #6

Enroll 80% of customers in email and 40% in text notifications.

- Strategy #1: Provide an electronic format for customers to enroll in email/text notifications
- Strategy #2: Enroll all new customers for email/text notification
- Strategy #3: Provide an option for customers to update their subscription preferences

Goal #7

Enroll 75% of residential customers in E-billing and 50% of residential customers in Autopay.

- Strategy #1: Increase active promotion of E-billing and autopay options to customers
- Strategy #2: Create video tutorials to help with the customer sign-up process
- Strategy #3: Implement an incentive program to encourage customers to enroll
- Strategy #4: Encourage E-billing and Autopay enrollment via email or text within 24 hours of account establishment

Goal #8

Maintain billing accuracy per 10,000 bills of at least the industry standard of 99.89%.

- Strategy #1: Develop a billing department to oversee, resolve, and implement the billing process
- Strategy #2: Review and record the number of billing adjustments and causes
- Strategy #3: Repair meters/encoder receiver transmitters (ERTs) within one billing cycle
- Strategy #4: Improve repair efficiency by designating areas of priority

Goal #9

Develop customer assistance programs to assist in reducing delinquent accounts.

- Strategy #1: Offer one-on-one guidance, in office and virtually, to provide available options for payment assistance
- Strategy #2: Partner, if permissible, with a community organization to establish a water fund to assist low-income customers with arrears

Suffolk County Water Authority's priority is to make the SCWA an employer of choice and enhance the workplace environment.

Goal #1

Establish a Values and Culture Committee to define and promote our company culture.

Strategy #1: Reassess and promote our core values

Strategy #2: Investigate the feasibility/value of rebranding the company logo

Strategy #3: Modernize the company website

Goal #2

Reduce departmental isolation.

Strategy #1: Assist employee funded activities

Strategy #2: Create "Department 101" seminars

Strategy #3: Establish interdepartmental roundtable discussions

Strategy #4: Record and distribute department head meetings for all to view

Strategy #5: Create an annual employee & family event

Goal #3

Decrease voluntary resignations by 2% and increase qualified applicants by 5%.

Strategy #1: Implement an organizational tiered and transparent salary structure

Strategy #2: Implement an employee acknowledgement program

Strategy #3: Improve internal and external communications of company/individual achievements

Strategy #4: Improve and promote employee work-life balance by promoting remote work policies and flexible work schedules

Strategy #5: Develop partnerships with local educational institutions and enhance internship program

Strategy #6: Enhance and promote company benefits such as the state retirement system, healthcare and tuition reimbursement

Strategy #7: Evaluate incentives for major employee contributions to our mission

Goal #4

Improve employee development and increase employee promotion rate by 5%.

Strategy #1: Develop a departmental standard operating procedure library that is accessible for employees

Strategy #2: Implement an after-action reporting system in all departments

Strategy #3: Investigate the feasibility of an onsite higher education program

Strategy #4: Investigate the feasibility of rotational entry level positions

Strategy #5: Improve the onboarding process for new hires and offboarding process for departing employees

Strategy #6: Expand the Leadership Training Academy

Strategy #7: Implement departmental succession planning

Goal #5

Improve management & union relations.

Strategy #1: Implement labor and management meeting program

Strategy #2: Create a union-to-management development program

Strategy #3: Increase executive field presence to improve workforce exposure

Strategy #4: Implement an annual "State of the Authority" and "Town Hall"



\$220M

- Targeted revenues under a modified rate structure of 4.5% (including 2% blended)
- Revenues at this level support 100% of proposed capital budget (post-defeasance)
- Emerging contaminants funding requirement is met
- No additional debt borrowing required in next 12 months



\$212M

- Projected revenues under the current rate structure of 4.0%
- Revenues at this level support 90% of proposed capital budgets (post-defeasance)
- Emerging contaminants funding requirement is met
- Requires use of retained earnings in General Fund or additional bond offering transactions to supplement capital program

	Proposal (rates, budgets, post-defeasance)	Current (budgets, post-defeasance)
Commodity Charge Revenue	119,212,000	113,806,000
Conservation Rate Revenue	22,271,000	21,262,000
Service Charge Revenue	47,053,000	44,919,000
Operating & Maintenance	140,160,000	140,160,000
Total Water Revenues	\$220,176,000	\$211,587,000
Other Revenues	44,017,000	43,616,000
Total Revenues	\$264,153,000	\$255,203,000

Debt Service Coverage Ratio	3.44	3.15
Available for New Construction	\$87,953,000	\$79,003,000
Capital Improvements	(74,495,000)	(74,495,000)
Emerging Contaminants	(13,000,000)	(13,000,000)
Bond or Retained Earnings Funded Capital Expenditures	\$458,000	(\$8,492,000)

Suffolk County Water Authority's priority is to adopt strategies that promote financial sustainability while maintaining the lowest possible rates.

Goal #1

Develop a self-sustaining financial model by having a debt-ratio of 35%, a debt-service ratio of 2.0, and a maintaining a Triple AAA bond rating.

- Strategy #1: Utilize defeasances, refinancing opportunities, and rate analysis to achieve our targeted goals
- Strategy #2: Begin each budget year with a break-even scenario as the projected goal

Goal #2

Increase departmental accountability within the budgets.

- Strategy #1: Develop a "capital asset request" form within SAP that will be used during capital budget submission requests to document and justify all items included in the capital budget
- Strategy #2: Develop a quarterly budget review process where each department provides variance analysis and accrual forecasting to Finance
- Strategy #3: Develop a roundtable education program to provide organization-wide financial review to each department
- Strategy #4: Implement "business unit analyst" functions in the Finance department to establish closer relationships between Finance and other departments
- Strategy #5: Conduct a review of all service contracts to assess necessity and identify potential cost savings

Goal #3

Improve finance and accounting information system processes through technological advancement and process remediation.

- Strategy #1: Assess the organization-wide practice of labor capitalization and the costing sheet process within SAP
- Strategy #2: Examine the overhead assessment process and determine feasibility of simplifications within the SAP finance framework
- Strategy #3: Explore opportunities within SAP to automate elements of the capital budgeting process; utilize SAP to enhance controls surrounding expenditures

Goal #4

Examine opportunities for non-consumption related revenue streams.

- Strategy #1: Assess digital signage advertising opportunities within SCWA office spaces
- Strategy #2: Review all miscellaneous fees for appropriateness and accuracy

Suffolk County Water Authority's priority is to increase the availability of public water to areas unserved by SCWA with a focus on areas with contaminated groundwater.

Goal #1

Convert 2,500 residents from private wells to public water by 2030.

Strategy#1: Develop a tracking system for new customer connections and begin cataloging survey responses

Strategy #2: Design a survey to be sent to targeted communities to pre-screen levels of interest

Strategy #3: Re-examine both the current surcharge area policy and the current foot allowance a homeowner receives by mid-year 2023

Strategy #4: Develop an internal working group to create marketing strategies for potential customers

Strategy #5: Create an online calculator for customers to estimate their cost-to-connect by the end of 2024

Strategy #6: Advocate for legislation that would require properties within 100 feet of water main to be connected to public water supplies before they are sold

Strategy #7: Re-examine the financing and reimbursable program to encourage new connections by mid-year 2024

Strategy #8: Incentivize new customers in surcharge areas to boost participation rates above 40%

Goal #2

Connect or operate 50 non-community and community supply systems by 2030.

Strategy #1: Develop an outreach program for non-community and community supply systems

Strategy #2: Develop initiatives to encourage supply systems with nearby water main to connect

Strategy #3: Offer testing services to supply systems where the cost to connect would be prohibitive

Goal #3.

Apply for \$10 million in grant funding for community connection projects annually.

Strategy #1: Develop a 10-year priority list for community connection projects

Goal #4

Establish "New Customer Connection Fund."

Strategy #1: Establish a voluntary committee of stakeholders to spearhead fundraising efforts to offset connection costs

Strategy #2: Create a user fee above the conservation rate for top water users to help offset connection costs for disadvantaged communities or low-income new customers

Strategy #3: Establish a partnership with a private service line insurance provider to collect additional passive revenue

Goal #5

Be prepared to assume operations of other water suppliers within Suffolk County if needed.

Suffolk County Water Authority’s priority is to build and maintain water infrastructure that meets the needs of our customers today, tomorrow and in the future.

Goal #1

Fully inventory all lead infrastructure within our distribution system by 2024 and comply with future Lead & Copper Rule requirements.

- Strategy #1:** Complete mapping inventory of service connections for which records exist by October 2024
- Strategy #2:** Confirm mapping inventory by 2030 through field testing of unknown services
- Strategy #3:** Research and apply for grants relating to the Lead and Copper Rule
- Strategy #4:** Develop methods for customers to provide information on the lead content of their service lines and provide incentives for customers to voluntarily provide this data
- Strategy #5:** Replace galvanized service lines and goosenecks as we encounter them
- Strategy #6:** Assess and update our Lead and Coper Rule compliance plans as new rules are issued by regulatory entities

Goal #2

Inventory 100% of well field assets, distribution system assets and develop an Asset Management/Preventative Maintenance Program.

- Strategy #1:** Define asset classes that are included or are to be included in SAP and include all maintenance records
- Strategy #2:** Provide formal SAP training for employees on how to obtain collected data
- Strategy #3:** Develop an informative announcement for GIS asset changes and updates
- Strategy #4:** Create a program to proactively replace 1.5” and 2” meters that are outdated and/or not reporting correctly
- Strategy #5:** Establish a preventative maintenance program based on asset age and expected useful life cycles
- Strategy #6:** Create a working group to assess the preventative maintenance program and its benefits and evaluate the current workforce staffing for its ability to support this program

Goal #3

Deploy new smart technologies.

- Strategy #1:** Build fixed-network Advanced Metering Infrastructure (AMI) on Shelter Island and all of Fire Island
- Strategy #2:** Deploy the next generation of meters without moveable parts such as ultrasonic and electromagnetic meters
- Strategy #3:** Research and pilot technological changes and developments available for use in our industry
- Strategy #4:** Conduct quarterly meetings among departments to discuss technology changes and advancements

Goal #4

Meet rising demand without increasing stress to the shallow East End aquifer.

- Strategy #1:** Build the North Fork transmission line
- Strategy #2:** Replace the Moores Lane storage tank to increase capacity
- Strategy #3:** Evaluate and identify the need for additional storage tanks and transmission mains on the East End

Suffolk County Water Authority's priority is to mitigate against, prepare for, respond to, and recover from threatened or actual natural disasters, acts of terrorism, or other intentional disasters.

Goal #1

Develop an Emergency Response Plan within 25% of departments by 2023 and all departments by 2025.

Strategy #1: Develop a standard format and framework for individual department ERP

Strategy #2: Provide a list of issues to be addressed by each ERP

Strategy #3: Develop department-specific scenarios and continue to expand ERPs as new threats become apparent

Strategy #4: On an ongoing basis, test various aspects of each ERP through exercises and drills to assess the effectiveness of the plan

Goal #2

Provide emergency response training to all employees and meet FEMA standard for NIMS/ICS training with key personnel.

Strategy #1: Create SharePoint site to allow employees access to training materials and emergency planning resources

Strategy #2: Assess SCWA's level of training in NIMS/ICS and train additional personnel as needed to meet required staffing levels

Strategy #3: Conduct annual tabletop exercises and full-scale exercises, and share lessons learned with stakeholders

Strategy #4: Make emergency planning guidance available to all employees via the employee portal

Goal #3

Develop departmental emergency response budgets and allocate \$3.5 million by 2030 for disaster response and recovery.

Strategy #1: Develop a department-specific list of immediate needs to be given the highest priority

Strategy #2: Assess the need for large scale redundancy of operations to ensure future resiliency against disaster

Strategy #3: Assess the need for redundant contracts with vendors outside of Suffolk County in the event of countywide or statewide emergency

Goal #4

Review annually security at all staffed facilities and 20% of all unstaffed facilities.

Strategy #1: Make recommendations as needed to improve/upgrade security stance companywide

Strategy #2: Conduct reviews of security incidents at staffed campuses using existing and emerging technologies

Strategy #3: Explore, test and implement new technologies to better secure and protect SCWA properties

Goal #5

Adopt proactive best practices to protect SCWA from cyber-threat.

Strategy #1: Hire a dedicated cyber security specialist or consultant

Suffolk County Water Authority's priority is to provide a continuously improving safety culture.

Goal #1

Reduce incident rates to national average.

Strategy #1: Further develop and enhance the electronic safety database

Strategy #2: Implement safety training for frontline supervisors, including requiring OSHA 30 for critical positions

Strategy #3: Create a standard for safety training hours per year per department and require OSHA 10 for certain positions

Strategy #4: Develop safety response plans and emergency response plans for all incident types

Strategy #5: Tailor disciplinary plan to incorporate increased action for more severe safety infractions

Strategy #6: Implement mandatory safety checklist program for front line supervisors

Strategy #7: Develop a schedule for site visits from certain upper management positions

Goal #2

Develop health and wellness programs and have 75% of employees engaging in health and wellness activities.

Strategy #1: Implement a stretch and flex program

Strategy #2: Provide proactive ergonomic assessments for all staff

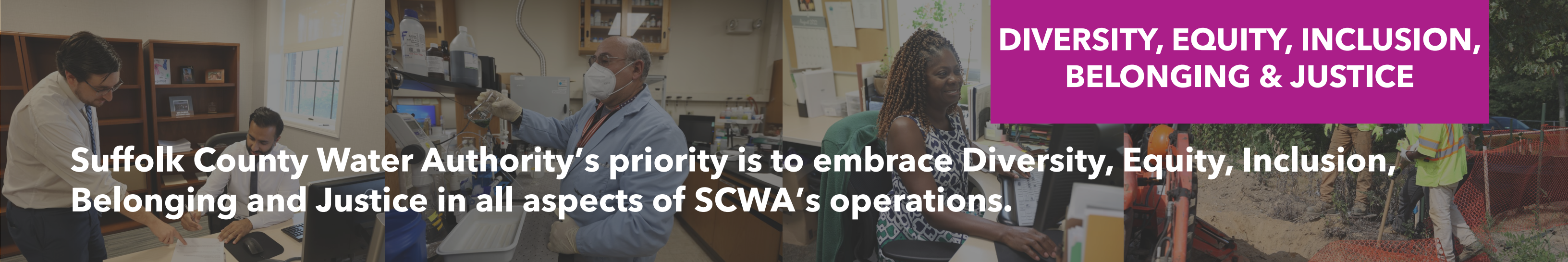
Strategy #3: Increase ergonomic training

Strategy #4: Recognize June as Health and Wellness Month

Strategy #5: Offer on-site health checkups

Strategy #6: Create a health and wellness position





DIVERSITY, EQUITY, INCLUSION, BELONGING & JUSTICE

Suffolk County Water Authority’s priority is to embrace Diversity, Equity, Inclusion, Belonging and Justice in all aspects of SCWA’s operations.

Goal #1

Increase diversity of organization to match community we serve.

- Strategy #1:** Ensure an equitable hiring process by including blind resumes, diverse interview panels, and other best practices implemented by 2023
- Strategy #2:** Require DEIBJ training specific to any employee’s hiring and interviewing at least annually
- Strategy #3:** Partner with community organizations, professional organizations and schools for greater outreach and to create a pipeline of candidates
- Strategy #4:** Expand the internship program and create an apprenticeship program
- Strategy #5:** Increase accessibility for persons with disabilities through building audits and ADA compliance
- Strategy #6:** Conduct an assessment on the use of inclusive language in internal and external publications by 2023

Goal #3

Encourage 75% of employees to voluntarily participate in a DEIBJ activity by 2030.

- Strategy #1:** Conduct an annual employee survey to assess who is participating in activities and their satisfaction with our commitment to DEIBJ
- Strategy #2:** Include a section within *The Main Connection* newsletter focused on DEIBJ news and information
- Strategy #3:** Create an incentive for employees to participate in activities such as lunch events and/or offsite workshops
- Strategy #4:** Create affinity groups for employees with an executive sponsor
- Strategy #5:** Identify inclusion, belonging and accessibility champions within each department to help promote DEIBJ initiatives
- Strategy #6:** Celebrate World Day for Cultural Diversity (May 21) with an inclusive appreciation event

Goal #2

Ensure a respectful workplace that fosters a sense of belonging across all levels of the organization.

- Strategy #1:** Require annual training for employees on unconscious bias, micro-aggressions, and other topics that will help foster a more inclusive environment
- Strategy #2:** Task each department with creating and implementing an internal DEIBJ action plan by 2025

Goal #4

Increase retention rate of women and employees of color to align with the company's overall rate.

- Strategy #1:** Review Equal Employment Opportunity data to evaluate pay equity
- Strategy #2:** Conduct an annual internal survey to find areas of needed improvements concerning retention
- Strategy #3:** Perform bi-annual “stay interviews” to obtain feedback on what is retaining employees
- Strategy #5:** Require annual DEIBJ management training for all employees in a supervisory role
- Strategy #4:** Add DEIBJ-related questions to exit interviews and utilize data for retention strategies
- Strategy #6:** Increase the diversity of the pipeline of candidates in the succession plan



DIVERSITY, EQUITY, INCLUSION, BELONGING & JUSTICE

Suffolk County Water Authority’s priority is to embrace Diversity, Equity, Inclusion, Belonging and Justice in all aspects of SCWA’s operations.

Goal #5

Increase outreach and education in underrepresented communities about the safety and high quality of the drinking water we provide.

- Strategy #1:** Advertise available-language services (via pamphlets, notices, etc.)
- Strategy #2:** Ensure that SCWA WaterTalks are equitably presented to SCWA's customer base
- Strategy #3:** Ensure well field beautification projects are in state-designated disadvantaged communities
- Strategy #4:** Partner with community organizations to foster better relations with SCWA
- Strategy #5:** Increase awareness and access to SCWA Education Center (job fairs, tours, etc.)

Goal #6

Ensure that capital expenditures and infrastructure investments are equitable across the SCWA service territory.

- Strategy #1:** Create the first SCWA environmental justice report by 2024
- Strategy #2:** Using the EJ report, determine whether there are disparities in how SCWA expends resources
- Strategy #3:** Prioritize state-designated disadvantaged communities with grant-driven connection projects

Goal #7

Surpass the national goal of 25% Minority Business Enterprise and 7% Women Business Enterprise in the procurement and supplier process by 2030.

- Strategy #1:** Embed a diverse, equitable and inclusive procurement process within SCWA to reach a broader, more diverse pipeline of potential vendors
- Strategy #2:** Identify and partner with M/WBE vendors and educate them on our procurement procedures
- Strategy #3:** Place all open bids on SCWA’s website and ensure there is no fee required to place bids

SCWA Statement on Diversity:

We embrace and respect our employees’ differences in age, color, disability, ethnicity, family or marital status, gender identity or expression, language, national origin, physical and mental ability, political affiliation, race, religion, sexual orientation, socio-economic status, veteran status, and other characteristics that make our employees unique.

Suffolk County Water Authority's priority is to incorporate sustainable business practices by limiting our impact on natural resources, primarily the aquifer.

Goal #1

Reduce our fossil fuel consumption by 10%.

Strategy #1: Conduct an annual fossil fuel audit to establish a baseline and monitor improvement

Strategy #2: Expand fleet operations to include an electric vehicle infrastructure and vehicles where feasible

Strategy #3: Replace 10% of light duty vehicles with an electric alternative

Strategy #4: Reduce non-essential idling

Goal #2

Reduce our electric usage within all facilities by 3%.

Strategy #1: Conduct an annual electric usage audit to establish a baseline and monitor improvement

Strategy #2: Convert all lighting to LEDs where the return on investment is five years or less, and pursue other lighting-reducing technology, such as daylight harvesting and motion sensors

Strategy #3: Conduct a feasibility study and design an integrated Building Management System (BMS) and Energy Management System (EMS) throughout our facilities

Strategy #4: Implement BMS and EMS system in identified buildings, actively participate in portfolio-wide curtailments

Goal #3

Reduce our waste output by 3%.

Strategy #1: Conduct an internal waste audit to establish a baseline

Strategy #2: Educate employees on how to properly recycle

Strategy #3: Identify and convert paper forms to digital

Strategy #4: Incorporate sustainable building practices in all future buildouts and renovations

Strategy #5: Design and maintain landscapes with native species

Strategy #6: Identify feasibility and conduct cost analysis for converting existing septic systems to eco-friendly systems

Goal #4

Decrease water withdrawals per account during peak times.

Strategy #1: Implement a WaterWise program for commercial customers

Strategy #2: Create and promote a "Shave 2 Minutes" initiative with all SCWA customers.

Strategy #3: Promote incentive programs for the implementation of smart irrigation via social media platforms

Strategy #4: Offer information to landowners and landscapers to utilize water-smart landscaping

Strategy #5: Investigate feasibility of offering incentives for open loop geothermal homes to convert to either close loop, well water, or electric

Goal #5

Reduce unaccounted for water loss percentage.

Strategy #1: Audit well blow-off times on a bi-yearly basis and post the required times in pump stations

Strategy #2: Investigate new technologies for analyzer flow rates

Goal #6

Increase environmental conservation and outreach.

Strategy #1: Continue and expand existing education programs

Strategy #2: Create and broadcast public service announcements for new and current homeowners concerning water conservation tips

Strategy #3: Create a "quick-fact" sheet or pamphlet that field employees can give to homeowners or renters

Strategy #4: Increase the promotion of "Our Water Our Lives" via our social media platforms

Strategy #5: Install smart sprinklers throughout all SCWA facilities

Strategy #6: Utilize native species at the SCWA Education Center to promote landscaping with little or no irrigation

Goal #7

Implement the 2023 Multi-Phase Water Conservation Plan.

IMPLEMENTATION

Strategic Plan 2030 charts our vision for where we want the Suffolk County Water Authority to be by the end of the decade. The priorities, goals and strategies provide the framework to see this vision enacted. The plan's structure will help us ensure the objectives in this document are constantly assessed and implemented in accordance with the vision of the committees who created them. To see this vision fulfilled, SCWA will take the following actions:

Transform the Goals & Strategies Committees into Implementation Teams:

To realize the vision of Strategic Plan 2030, the 10 goals and strategies committees will continue to meet in the years to come. Each committee will be tasked with overseeing the implementation of the priorities, goals and strategies by doing the following:

- Expand their membership as needed to ensure all relevant departments are represented
- Replace members as necessary to ensure at least 10 employees are always serving on the implementation team
- Meet at least quarterly to review implementation progress
- Report annually to the Board on progress

Engage the Senior Leadership Team:

Each implementation team will be assigned one member of the senior leadership team to serve as its executive sponsor. These leaders will work with the team to implement the objectives outlined in Strategic Plan 2030. Each implementation chair will regularly communicate with their executive sponsor to:

- Discuss the resources required to achieve its goals
- Discuss progress and roadblocks
- Discuss updated strategies as they become necessary
- Determine when a goal has been completed

The Suffolk County Water Authority would like to acknowledge all employees who participated in creating **Strategic Plan 2030**.

Committee Chairs:

Chris Niebling	Chris Cecchetto	Rich Bova
Tom Schneider	John Marafino	Nick Swain
Rich Reinfrank	Andrew Donnelly	Ty Fuller
Gina Spaulding	Tom Rae	Hannah Pell
Pete Schembri	Dan Penza	
Jeff Kleinman	Phil Thompson	

Participants:

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Maria Astuto	Chris Given	Scott Meyerdierks	Audra Shelton
Ann Bailey	Jenn Hann	John Milazzo	Steven Sherman
Adina Beedenbender	Stephanie Hannan	Donna Monserrate	Alicia Simson
Steven Blevins	Julie Hargrave	Tim Motz	Gina Spaulding
Rich Bova	Kevin Hough	Cathrine Nicoletti	Christine Steel
Pat Brady	Stephen Huber	Chris Niebling	Nicholas Swain
Ronnie Brooks	Dane Jones	Mike O'Connell	Phil Thompson
Marion Brown	Valerie Kamm	Hannah Pell	Janice Tinsley
Angela Brown- Walton	Kim Kennedy	Dan Penza	Irene Ucci
Nora Cairo	Tim Kilcommons	James Poke	Beth Vassallo
Chris Cecchetto	Jeff Kleinman	Joe Pokorny	Doug Wadsworth
Andrew Clare	Rob Lehning	Thomas Rae	Brendan Warner
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Kevin Durk	John Marafino	Lauren Scanlon	Michael Zobel
Kristin Fallon	Gavin Marsden	Peter Schembri	
Ty Fuller	Amanda McLeod	Thomas Schneider	



