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January 29, 2009

The Honorable M. Jodi Rell  
 Governor  
 State of Connecticut  
 Executive Chambers  
 State Capitol  
 Hartford, CT 06106

**RE: Connecticut General Statutes, Section 1-123 and  
Connecticut General Statutes, Section 22a-268e  
 Connecticut Resources Recovery Authority - Annual Report Requirements – Fiscal Year 2008**

Dear Governor Rell:

Attached herewith is information submitted to meet the Connecticut Resources Recovery Authority's (the "Authority") fiscal year 2008 Annual Report requirements under Sections 1-123 and 22a-268e of the Connecticut General Statutes ("CGS"). Also enclosed is the Authority's Annual Financial Report for the Year Ended June 30, 2008 and Independent Auditor's Report (the "Audit").

<b>Required Submission under CGS Section 1-123:</b>	<b>Location:</b>
(1) A list of all bond issues for the preceding fiscal year, including, for each such issue, the financial advisor and underwriters, whether the issue was competitive, negotiated or privately placed, and the issue's face value and net proceeds;	Tab 1
(2) a list of all projects other than those pertaining to owner-occupied housing or student loans receiving financial assistance during the preceding fiscal year, including each project's purpose, location, and the amount of funds provided by the agency;	Tab 2
(3) a list of all outside individuals and firms receiving in excess of five thousand dollars in the form of loans, grants or payments for services, except for individuals receiving loans for owner-occupied housing and education;	Tab 3
(4) a balance sheet showing all revenues and expenditures;	Tab 4
(5) the cumulative value of all bonds issued, the value of outstanding bonds, and the amount of the state's contingent liability;	Tab 5
(6) the affirmative action policy statement, a description of the composition of the agency's work force by race, sex, and occupation and a description of the agency's affirmative action efforts; and	Tab 6
(7) a description of planned activities for the current fiscal year.	Tab 7
<b>Required Submission under CGS Section 22a-268e:</b>	
A description of efforts to mitigate the effects of Authority-Enron-Connecticut Light and Power Company transaction.	Tab 8

*The Honorable M. Jodi Rell*  
*January 29, 2009*  
*Page Two*

Please contact me if you have any questions or concerns regarding this submission.

Very truly yours,

A handwritten signature in black ink, appearing to read "Michael A. Pace", with a long horizontal flourish extending to the right.

Michael A. Pace  
Chairman of the Board

Enclosure: Fiscal Year 2008 Annual Financial Report

cc: State Auditors of Public Accounts  
Legislative Program Review and Investigations Committee (2 copies)  
General Assembly's Joint Standing Committee for Finance, Revenue and Bonding  
Thomas Kirk, President (w/o enclosure)  
James Bolduc, Chief Financial Officer (w/o enclosure)  
Laurie Hunt, Esq., Director of Legal Services (w/o enclosure)  
Bettina Bronisz, Assistant Treasurer & Director of Finance (w/o enclosure)

## **1. BONDS ISSUED DURING FISCAL YEAR 2008**

There were no bonds issued by the Authority during Fiscal Year 2008.

## **2. FINANCIAL ASSISTANCE PROVIDED DURING FISCAL YEAR 2008**

The Authority did not provide any financial assistance during Fiscal Year 2008.

### **3. VENDORS PAID \$5,000 OR MORE DURING FISCAL YEAR 2008**

A & A OFFICE SOLUTIONS  
A J BELLIVEAU RAILROAD CONSTRUCTION INC  
AAD ASSOCIATES LLC  
AAF INTERNATIONAL  
ABM JANITORIAL NE INC  
ADP INC  
AFLAC WORLD HEADQUARTERS  
ALL WASTE INC  
ALTERNATIVE RESOURCES, INC  
AMANDI SERVICES  
AMERICAN EXPRESS  
AMERICAN INDUSTRIES, INC.  
AMERICAN ROTOR CO., INC.  
AMERITAS LIFE INSURANCE CORP  
ANCHOR ENGINEERING SERVICES INC  
AON RISK SERVICES INC OF WASHINGTON DC  
AT&T  
B G MECHANICAL SERVICE INC  
BALLARD SPAHR ANDREWS & INGERSOLL, LLP  
BANK OF AMERICA  
BERGERON RUBBISH & TRASH SERVICE  
BODE EQUIPMENT COMPANY  
BOTTICELLO INC  
BROWN RUDNICK BERLACK ISRAELS LLP  
BRRFC  
BUSCH SYSTEMS INTERNATIONAL, INC.  
C K ENVIRONMENTAL INC  
CAPITOL CLEANING CONTRACTORS INC  
CARLIN CHARRON & ROSEN LLP  
CDW GOVERNMENT INC  
CENTRAL CONSTRUCTION INDUSTRIES LLC  
CERIDIAN BENEFIT SERVICES  
CITY CARTING INC  
CITY OF BRIDGEPORT  
CITY OF HARTFORD  
CITY OF NORWALK  
CITY SIGN INC  
CME ASSOCIATES, INC.  
COHN BIRNBAUM & SHEA  
COLONIAL PAVING CO. OF EAST HARTFORD  
CONN COMMUNITY PROVIDERS ASSOC  
CONN CONSTITUTION ASSOCIATES LLC  
CONN DEPT OF ENVIRONMENTAL  
CONN INTERLOCAL RISK MGMT AGCY  
CONN NATURAL GAS CORPORATION  
CONN POST ADV LGL NTC  
CONN RIVER ESTUARY REGL PLAN. AGENCY  
CONN ST OF COMM REVENUE SERVICES  
CONNECTICARE, INC.  
CONSTRUCTION NETWORK SERVICES, INC.  
COPE RUBBISH REMOVAL  
COVANTA MID-CONN INC  
COVANTA PROJECTS OF WALLINGFORD LP  
COVANTA SOUTHEASTERN CT  
CRAIN COMMUNICATIONS INC  
CUBITT JACOBS & PROSEK LLC  
CWPM LLC  
D W TRANSPORT AND LEASING INC  
DELL MARKETING LP  
DHL EXPRESS (USA) INC  
DIVERSIFIED ENVIRONMENTAL SERVICES, INC  
DIVERSIFIED TECHNOLOGY CONSULT., INC.  
DMJM+HARRIS INC  
DVIRKA & BARTILUCCI CONSULT. ENGINEERS  
E. T. & L. CORPORATION  
EAST COAST LINER CO  
ECO INTERNATIONAL, LLC  
ECO OPERATIONS INC  
ENVIRONMENTAL CAPITAL LLC  
ENVIRONMENTAL SERVICES INC  
EPICOR SOFTWARE CORPORATION  
FCR INC  
FEDERAL EXPRESS CORP  
FIDELITY INVESTMENTS  
FINN DIXON & HERLING LLP  
FUSS AND ONEILL INC  
G. L. CAPASSO, INC.  
GEORGE E. SANSOUY, PE, LLC  
GRAINGER  
GRAPHIC IMAGE, INC  
GRILLO ENGINEERING CO  
GZA GEOENVIRONMENTAL  
H O PENN MACHINERY CO INC  
HALLORAN AND SAGE LLP  
HARTFORD COURANT ADVERT LEGAL NOTICE  
HAZ-PROS INC.  
HDR ENGINEERING INC  
HENEGHAN KENNEDY & DOYLE LLC  
HERB HOLDEN TRUCKING INC  
HOOKER & HOLCOMBE INVEST. ADVISORS  
HORTON INTERNATIONAL LLC  
HRP ASSOCIATES INC  
I & C SYSTEMS ENGINEERING  
INFINITY CONSTRUCTORS, INC.  
IRON MOUNTAIN INCORPORATED  
ISO NEW ENGLAND INC  
JKL TECHNOLOGIES, LLC  
JOHN WATTS ASSOCIATES  
JV III CONSTRUCTION, INC.  
KAINEN ESCALERA & MCHALE PC  
KINNEY/CENTRAL PARKING SYSTEM OF CT INC  
KLEINSCHMIDT ASSOCIATES  
KNAPP ENGINEERING PC  
LA VOZ HISPANA  
LANDSEN CONSTRUCTION CORP  
LAUREN STAFFING SERVICES

LEGETTE, BRASHEARS & GRAHAM, INC.  
LINDA COHAN, MSW, CSC  
LYDON MILLWRIGHT SERVICES, INC.  
M FRANK HIGGINS & CO, INC  
MAINTENANCE TECHNOLOGIES INTERN'L  
MALCOLM PIRNIE INC  
MARCHESE CONSULTING, LLC  
MARCHION & FAUCHER ENTERPRISES, INC.  
MATRIX POWER SERVICES INC  
MCCARTER & ENGLISH LLP  
MCGUIRE WOODS LLP  
MDC  
MERRITT CONTRACTORS INC  
METTLER TOLEDO INC  
MURPHY ROAD RECYCLING LLC  
NAVIGANT CONSULTING, INC.  
NEW ENGLAND MASONRY & ROOFING CO.  
NEW HAVEN REGISTER  
NEW HORIZONS-HARTFORD  
NEWINGTON ELECTRIC COMPANY INC  
NEXTEL COMMUNICATIONS INC  
NIRO LANDSCAPE CONTRACTORS INC  
NORTHEAST GENERATION SERVICES CO  
NORTHEAST MINORITY NEWS INC  
NORTHEAST UTILITIES/CL&P  
NZYMSYS INC  
OFFICEMAX - CONTRACT INC.  
PAINTING & DECORATING INC  
PEPE & HAZARD LLP  
PERAKOS AND ZITSER PC  
PHILIP ANALYTICAL SERVICES  
PITA COMMUNICATIONS LLC  
PITNEY BOWES  
PRIMARY LANDSCAPING, LLC  
PULLMAN AND COMLEY LLC  
QUALITY WELDING, LLC  
R BATES AND SONS INC  
R W BECK INC  
REGIONAL REFUSE DISPOSAL DISTRICT ONE  
ROCKWELL COMMUNICATIONS  
RYAN BUSINESS SYSTEMS INC  
SANTARO DEVELOPMENT, LLC  
SCHINDLER ELEVATOR CORPORATION  
SCS ENGINEERS PC  
SCS FIELD SERVICES  
SEAMARK TECHNOLOGIES, LLC  
SEBBENS LAWN SERVICE  
SELECT ENERGY, INC.  
SHELL FLEET PLUS

SIDLEY AUSTIN LLP  
SIMPLEX GRINNELL LP  
SIR SPEEDY BLOOMFIELD  
SONITROL  
SOUND ENVIRONMENTAL SOLUTIONS  
SOUTHEASTERN CT REG RES. RECOV. AUTH  
SOUTHERN CONNECTICUT GAS CO  
SOUTHWEST CONNECTICUT REGIONAL  
STAFFING NOW, INC.  
STRATEGIC PERSUASION GROUP LLC  
SUPERIOR WASTE DISPOSAL INC  
THE STANDARD INSURANCE CO  
TOWN OF CANTON  
TOWN OF EAST GRANBY  
TOWN OF ELLINGTON  
TOWN OF ESSEX  
TOWN OF GRANBY  
TOWN OF ORANGE  
TOWN OF PRESTON  
TOWN OF SALISBURY  
TOWN OF SIMSBURY  
TOWN OF SOUTHBURY  
TOWN OF WALLINGFORD  
TOWN OF WATERTOWN  
TOWN OF WESTON  
TOWN OF WILTON  
TOWN OF WINDSOR  
TRC ENVIRONMENTAL CORP  
UBS FINANCIAL SERVICES, INC  
UNITED ILLUMINATING COMPANY  
UNITED INDUSTRIAL SERVICES  
URS CORPORATION  
US BANK  
USDA WILDLIFE SERVICES  
VAN HORST GENERAL CONTRACTORS LLC  
VERIZON WIRELESS  
VIDEO MONITORING SERVICES OF AMERICA LP  
WAGNER FORD  
WALKER MAGNETICS NATIONAL LIMITED  
WALKER SYSTEMS SUPPORT  
WARNOCK FLEET  
WASTE MANAGEMENT OF MASSACHUSETTS  
WELDING WORKS INC  
WEST GROUP  
WHEELABRATOR BRIDGEPORT LP  
WHEELABRATOR PUTNAM INC  
WTE RECYCLING INC

**4. BALANCE SHEET AS OF JUNE 30, 2008**



**Connecticut Resources Recovery Authority**

**STATEMENTS OF REVENUES, EXPENSES AND  
CHANGES IN NET ASSETS  
FOR THE YEARS ENDED JUNE 30, 2008 AND 2007  
(Dollars in Thousands)**

**EXHIBIT II**

	<u>2008</u>	<u>2007</u>
<b>Operating Revenues</b>		
Service charges:		
Members	\$ 86,455	\$ 91,848
Others	33,308	33,917
Energy sales	39,962	37,857
Ash disposal reimbursement	4,704	4,485
Other operating revenues	11,061	12,407
<b>Total operating revenues</b>	<u>175,490</u>	<u>180,514</u>
<b>Operating Expenses</b>		
Solid waste operations	136,899	137,767
Depreciation and amortization	18,184	18,189
Maintenance and utilities	3,862	2,401
Closure and postclosure care of landfills	5,114	34,639
Project administration	10,091	13,342
<b>Total operating expenses</b>	<u>174,150</u>	<u>206,338</u>
<b>Operating Income (Loss)</b>	1,340	(25,824)
<b>Non-Operating Revenues and (Expenses)</b>		
Investment income	6,718	8,888
Litigation-related settlements, net	4,745	39,075
Litigation-related judgment	-	(35,800)
Other income (expenses), net	(239)	3,839
Interest expense	(1,863)	(2,693)
<b>Net Non-Operating Revenues</b>	<u>9,361</u>	<u>13,309</u>
<b>Income (Loss) before Special Item</b>	10,701	(12,515)
<b>Special Item:</b>		
Defeasance of debt	-	(1,148)
<b>Total special item</b>	<u>-</u>	<u>(1,148)</u>
<b>Change in Net Assets</b>	10,701	(13,663)
<b>Total Net Assets, beginning of year</b>	<u>238,771</u>	<u>252,434</u>
<b>Total Net Assets, end of year</b>	<u>\$ 249,472</u>	<u>\$ 238,771</u>



**Connecticut Resources Recovery Authority**



**STATEMENTS OF CASH FLOWS  
FOR THE YEARS ENDED JUNE 30, 2008 AND 2007  
(Dollars in Thousands)**

**EXHIBIT III**

	<u>2008</u>	<u>2007</u>
<b>Cash Flows From Operating Activities</b>		
Payments received from providing services	\$ 181,799	\$ 175,858
Proceeds from settlements	4,745	40,225
Payments to suppliers for goods and services	(138,662)	(154,697)
Payment of litigation-related judgment	(35,874)	-
Payments to employees for services	(4,301)	(4,484)
<b>Net Cash Provided by Operating Activities</b>	<u>7,707</u>	<u>56,902</u>
<b>Cash Flows From Investing Activities</b>		
Interest on investments	6,967	8,879
Purchases of investments	(29)	(770)
<b>Net Cash Provided by Investing Activities</b>	<u>6,938</u>	<u>8,109</u>
<b>Cash Flows From Capital and Related Financing Activities</b>		
Proceeds from sales of equipment	7	192
Payments for landfill closure and postclosure care liabilities	(5,661)	(713)
Acquisition and construction of capital assets	(9,266)	(1,942)
Defeasance of debt	-	(275)
Interest paid on long-term debt	(1,853)	(2,981)
Principal paid on long-term debt	(16,515)	(59,778)
<b>Net Cash Used in Capital and Related Financing Activities</b>	<u>(33,288)</u>	<u>(65,497)</u>
<b>Cash Flows From Non-Capital Financing Activities</b>		
Other interest and fees	(163)	(77)
<b>Net Cash Used in Non-Capital Financing Activities</b>	<u>(163)</u>	<u>(77)</u>
<b>Net decrease in cash and cash equivalents</b>	<u>(18,806)</u>	<u>(563)</u>
Cash and cash equivalents, beginning of year	<u>198,415</u>	<u>198,978</u>
<b>Cash and cash equivalents, end of year</b>	<u>\$ 179,609</u>	<u>\$ 198,415</u>
<b>Reconciliation of Operating Income (Loss) to Net Cash Provided By Operating Activities:</b>		
Operating income (loss)	\$ 1,340	\$ (25,824)
Adjustments to reconcile operating loss to net cash provided by operating activities:		
Depreciation of capital assets	17,239	17,246
Amortization of development and bond issuance costs	945	943
Provision for closure and postclosure care of landfills	5,114	34,639
Other income	67	3,791
Litigation-related settlements	4,745	39,075
Litigation-related judgment	-	(35,800)
(Increase) decrease in:		
Accounts receivable, net	6,248	(6,302)
Inventory	(261)	70
Prepaid expenses and other current assets	2,745	(2,512)
Increase (decrease) in:		
Accounts payable, accrued expenses and other liabilities	(30,475)	31,576
<b>Net Cash Provided by Operating Activities</b>	<u>\$ 7,707</u>	<u>\$ 56,902</u>

**Connecticut Resources Recovery Authority**



**BALANCE SHEETS (Continued)  
AS OF JUNE 30, 2008 AND 2007  
(Dollars in Thousands)**

**EXHIBIT I  
Page 2 of 2**

	<u>2008</u>	<u>2007</u>
<b>LIABILITIES AND NET ASSETS</b>		
<b>CURRENT LIABILITIES</b>		
Current portion of:		
Bonds payable, net	\$ 2,912	\$ 3,097
State loans payable	-	2,619
Closure and postclosure care of landfills	12,216	10,588
Accounts payable	6,938	1,838
Accrued expenses and other current liabilities	<u>18,541</u>	<u>54,128</u>
Total Current Liabilities	<u>40,607</u>	<u>72,270</u>
<b>LONG-TERM LIABILITIES</b>		
Bonds payable, net	19,956	22,835
State loans payable	-	10,701
Closure and postclosure care of landfills	48,602	50,777
Other liabilities	<u>1,291</u>	<u>1,400</u>
Total Long-Term Liabilities	<u>69,849</u>	<u>85,713</u>
<b>TOTAL LIABILITIES</b>	<u>110,456</u>	<u>157,983</u>
<b>NET ASSETS</b>		
Invested in capital assets, net of related debt	<u>135,575</u>	<u>142,050</u>
Restricted for:		
Tip fee stabilization	15,915	15,290
Energy generating facility	9,971	12,012
Revenue fund	6,309	-
Debt service reserve funds	5,265	5,228
Operating and maintenance	1,735	1,662
Equipment replacement	1,735	1,662
Select Energy escrow	1,000	1,000
Debt service funds	886	968
Shelton landfill future use	857	824
DEP trust - landfills	809	781
Montville landfill postclosure	478	402
Recycling education fund	514	542
Rebate fund	305	292
Other restricted net assets	97	83
Cash escrow - litigation-related settlements	-	2,126
Regional recycling center equipment	-	452
Total Restricted	<u>45,876</u>	<u>43,324</u>
Unrestricted	<u>68,021</u>	<u>53,397</u>
Total Net Assets	<u>249,472</u>	<u>238,771</u>
<b>TOTAL LIABILITIES AND NET ASSETS</b>	<u>\$ 359,928</u>	<u>\$ 396,754</u>

## 5. BOND STATUS AS OF JUNE 30, 2008

The table below highlights the Authority's outstanding bonds as of June 30, 2008.

The State's contingent liability is related only to the SCRF-backed bonds, of which the principal amount of \$65,965,000 was outstanding at the end of fiscal year 2008.

### STATUS OF OUTSTANDING BONDS ISSUED AS OF JUNE 30, 2008

PROJECT / Series	Moody's Rating	Moody's Underlying	Standard & Poor's Rating	Standard & Poor's SPUR	Credit Enhancement	X= SCRF-Backed <sup>1</sup>	Dated	Maturity Date	Original Principal (\$000)	Principal Outstanding (\$000)	On Authority's Books (\$000)
<b>MID-CONNECTICUT PROJECT</b>											
1996 Series A - Project Refinancing	A2	A1	AA	AA	MBIA	X	08/20/96	11/15/12	\$209,675	\$15,290	\$15,290
										15,290	15,290
<b>BRIDGEPORT PROJECT</b>											
1999 Series A - Project Refinancing	A2	A2	AA-	A+	MBIA	--	08/31/99	01/01/09	141,695	13,225	535
2000 Series A - Refinancing (partial insurance)	A2	A3	AA	A+	MBIA	--	08/01/00	01/01/09	9,200	1,170	1,170
										14,395	1,705
<b>WALLINGFORD PROJECT</b>											
1998 Series A - Project Refinancing	Aa3	A2	AA-	A	Ambac	--	10/23/98	11/15/08	33,790	4,650	712
										4,650	712
<b>SOUTHEAST PROJECT</b>											
1998 Series A - Project Refinancing	A2	A2	AA	AA	MBIA	X	08/18/98	11/15/15	87,650	50,675	5,640
<b>CORPORATE CREDIT REVENUE BONDS</b>											
1992 Series A - Corporate Credit	Ba1	N/A	BB+	N/A	--	--	09/01/92	11/15/22	30,000	30,000	0
2001 Series A - Covanta Southeastern Connecticut Company-I	Ba1	N/A	NR	NR	--	--	11/15/01	11/15/15	6,750	6,750	0
2001 Series A - Covanta Southeastern Connecticut Company-II	Ba1	N/A	NR	NR	--	--	11/15/01	11/15/15	6,750	6,750	0
										94,175	5,640
<b>TOTAL PRINCIPAL BONDS OUTSTANDING</b>										<b>\$128,510</b>	<b>\$23,347</b>

<sup>1</sup> SCRF = Special Capital Reserve Fund of the State of Connecticut.

NA = Not Applicable

NR = Not Rated

SPUR = Standard & Poor's Underlying Rating. This is the rating of the stand-alone capacity to pay debt service on a credit enhanced issue without giving effect to the credit enhancement.

**6. AFFIRMATIVE ACTION POLICY STATEMENT**



**EQUAL EMPLOYMENT OPPORTUNITY  
AND  
AFFIRMATIVE ACTION  
STATEMENT AND PLAN**

**ADOPTED – NOVEMBER 14, 2003**

## **EQUAL EMPLOYMENT OPPORTUNITY AND AFFIRMATIVE ACTION STATEMENT AND PLAN**

The Connecticut Resources Recovery Authority (CRRA) is an equal opportunity and affirmative action employer, dedicated to a policy of nondiscrimination in employment on any basis prohibited by law. It is the CRRA's policy to provide equal employment and advancement opportunities to all individuals without regard to age, sex, race, color, religion, national origin, marital status, veteran status, disability, sexual orientation or any other legally protected status, and to maintain an environment free from discrimination or harassment based upon these grounds.

The CRRA is committed to providing equal opportunities in terms of its recruiting and hiring practices, including without limitation, by notifying its recruitment sources of the CRRA's nondiscrimination policies and by placing "help-wanted" advertisements containing the phrase "An Equal Opportunity Employer." The CRRA is also committed to providing equal opportunities to its employees in all of its employment practices, including but not limited to compensation, training, transfers, promotions and disciplinary procedures, and in the provision of all of its employee benefit programs. Personnel decisions will be made on the basis of the needs of the CRRA and an individual's job-related skills, ability and merit.

The CRRA further pledges its strong commitment to ensure that all contractors and subcontractors who do business with the CRRA provide equal opportunities in employment to all qualified persons solely on the basis of job-related skills, ability and merit. The participation of minority business enterprises meeting qualifications established by applicable regulations shall further be solicited and encouraged.

The CRRA shall include an equal opportunity clause in all of its contracts and shall not enter into any contract with any person, agency or organization if it has knowledge that such person, agency or organization engages in unlawful discriminatory practices.

The CRRA further pledges that all CRRA-sponsored training and social and recreational programs will be administered without regard to any legally protected status.

As part of its commitment to equal opportunities, the CRRA expects all of its employees to adhere to this policy of nondiscrimination. The CRRA will take prompt action upon the receipt of a complaint of unlawful discrimination and will take appropriate corrective action, including disciplinary measures if necessary, to remedy any discriminatory conduct. Complaints should be referred to the Human Resources Manager, who is the CRRA's designated Equal Employment Opportunity (EEO) Officer. Alternatively, employees may submit complaints to the President of the CRRA or to any manager or supervisor.

The day-to-day responsibility for administering and complying with this policy is delegated to the various department heads with respect to the employees within their respective departments. The President and the Board of Directors will provide necessary procedural guidance in the coordination and application of the policy and any changes or modifications to the policy as may be required.

The CRRA's plan for implementing its equal employment and affirmative action policy could include any or all of the following actions:

1. Attempt to hire and promote qualified female and minority candidates through efforts to increase the number of highly qualified female and minority applicants for each vacancy, with the ultimate goal that CRRA's workforce will mirror the diversity of the labor pool.
2. Attempt to reach a greater number and diversity of representative groups to notify them of employment opportunities with CRRA. Wherever possible, target the Hispanic, African-American, Asian Pacific/Islander and Native American communities by contacting organizations and educational institutions that promote the interests of such individuals.
3. Explore the creation of an internship program to create interest among minority students in career opportunities at CRRA.
4. Take the following steps to ensure that all applicants and employees are aware that CRRA is an equal opportunity employer and of CRRA's affirmative action recruitment efforts:
  - a. Publicize the Equal Employment Opportunity Statement and Affirmative Action policy in CRRA's Personnel Policy Manual and post the same on CRRA bulletin boards.
  - b. Publicize the accomplishments and/or promotions of minorities and females internally.
  - c. Assess the equal opportunity and affirmative action efforts and achievements prior to the promotion of employees or the execution of discretionary salary increases.
  - d. Conduct meetings to discuss equal employment opportunity policies and responsibilities with CRRA employees, including during employee orientation and training sessions.
  - e. Advise all recruiting sources of CRRA's Equal Employment Opportunity Statement and Affirmative Action policy.
  - f. Notify all bidders, contractors, and suppliers of CRRA's Equal Employment Opportunity Statement and Affirmative Action policy and ensure that all contracts for services and materials include a statement in which the

contractor agrees to abide by affirmative action and fair employment principles.

- g. Attend job fairs where the potential for exposure to potential female and minority applicants is high.
- h. Continue to encourage participation of minority business enterprises and not to contract with any entity debarred from participation in state or federal contract programs.
- i. Notify minority and women's organizations, community organizations, state and local employment security and vocational rehabilitation agencies, schools and colleges of CRRA's Equal Employment Opportunity Statement and Affirmative Action policy.
- j. Place advertisements for employees containing the phrase "CRRA is an Affirmative Action/Equal Opportunity Employer" within the appropriate classified section of newspapers and/or job posting websites.
- k. Send outreach letters, job postings and job descriptions to various minority organizations throughout the state to increase awareness of employment opportunities at CRRA in the region's minority communities.
- l. Conduct outreach meetings via telephone with minority organizations during the year to maintain and improve the lines of communication between CRRA and these organizations as well as increase the awareness of CRRA's affirmative action efforts throughout the state's minority communities.

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Approved By: Board of Directors

P&P No.: BOD 013  
Effective Date: November 11, 2003

**Connecticut Resources Recovery Authority  
Ethnic Composition of Total Work Force  
Summary of EEOC Report  
Updated June 30, 2008**

	Males							Females						
	TOTAL	White	Black or African American	Hispanic or Latino	Asian	Native Hawaiian or Other Pacific Islander	Two or More Races	Total Females	White	Black or African American	Hispanic or Latino	Asian	Native Hawaiian or Other Pacific Islander	Two or More Races
Executive Managerial	16 26.7%	9 15.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	7 10.7%	4 6.7%	0 0.0%	0 0.0%	3 5.0%	0 0.0%	0 0.0%
Technicians	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Sales Workers	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Professionals	14 23.3%	10 16.7%	0 0.0%	0 0.0%	1 1.7%	0 0.0%	0 0.0%	5 8.3%	3 5.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Office and Clerical	30 50.0%	11 18.3%	2 3.3%	1 1.7%	0 0.0%	0 0.0%	0 0.0%	26 43.3%	11 18.3%	4 6.7%	1 1.7%	0 0.0%	0 0.0%	0 0.0%
TOTALS	60 100.0%	30 50.0%	2 3.3%	1 1.7%	1 1.7%	0 0.0%	0 0.0%	43 71.7%	18 30.0%	4 6.7%	1 1.7%	3 5.0%	0 0.0%	0 0.0%



## AFFIRMATIVE ACTION EFFORTS TO DATE

The Authority's efforts to increase diversity in its workforce for 2008 included the following measures for CRRA job openings:

- Print advertising with *Northeast Minority News*, *La Voz Hispania*, and *The Hartford Courant*.
- Affirmative Action Outreach Letters with job postings to the following agencies:
  1. Latino and Puerto Rican Affairs Commission, Hartford
  2. Urban League of Greater Hartford
  3. Vietnamese Mutual Assistance Association, Hartford
  4. YWCA of the Hartford Region
  5. Urban League of Southwestern Connecticut, Stamford
  6. Connecticut Commission on Human Rights & Opportunities
  7. Connecticut Puerto Rican Forum, Hartford
  8. Institute for Hispanic Families, Hartford
  9. H.A.R.T Job Center, Hartford
- Web postings of CRRA jobs appeared on the following sites:
  1. CRRA Internet Employment Opportunities Page
  2. Connecticut's Job Bank
  3. America's Job Bank
  4. Career Builder.com

## 7. PLANNED MEETINGS FOR CALENDAR YEAR 2009

### Board of Directors

#### 2009 Schedule of Meetings

DATE	TIME	PLACE
January 29, 2009	9:30 a.m.	100 Constitution Plaza, Hartford, CT
February 26, 2009	9:30 a.m.	100 Constitution Plaza, Hartford, CT
March 26, 2009	9:30 a.m.	100 Constitution Plaza, Hartford, CT
April 23, 2009	9:30 a.m.	100 Constitution Plaza, Hartford, CT
May 28, 2009	9:30 a.m.	100 Constitution Plaza, Hartford, CT
June 25, 2009	9:30 a.m.	100 Constitution Plaza, Hartford, CT
July 23, 2009	9:30 a.m.	100 Constitution Plaza, Hartford, CT
August 2009	NO MEETING	
September 24, 2009	9:30 a.m.	100 Constitution Plaza, Hartford, CT
October 29, 2009	9:30 a.m.	100 Constitution Plaza, Hartford, CT
November 19, 2009	9:30 a.m.	100 Constitution Plaza, Hartford, CT
December 17, 2009	9:30 a.m.	100 Constitution Plaza, Hartford, CT

**Finance Committee of the Board of Directors**

**2009 Schedule of Meetings**

<b>DATE</b>	<b>TIME</b>	<b>PLACE</b>
<b>January 22, 2009</b>	<b>9:30 a.m.</b>	<b>211 Murphy Road, Hartford, CT</b>
<b>February 19, 2009</b>	<b>9:30 a.m.</b>	<b>211 Murphy Road, Hartford, CT</b>
<b>March 19, 2009</b>	<b>9:30 a.m.</b>	<b>211 Murphy Road, Hartford, CT</b>
<b>April 16, 2009</b>	<b>9:30 a.m.</b>	<b>211 Murphy Road, Hartford, CT</b>
<b>May 21, 2009</b>	<b>9:30 a.m.</b>	<b>211 Murphy Road, Hartford, CT</b>
<b>June 18, 2009</b>	<b>9:30 a.m.</b>	<b>211 Murphy Road, Hartford, CT</b>
<b>July 16, 2009</b>	<b>9:30 a.m.</b>	<b>211 Murphy Road, Hartford, CT</b>
<b>August 2009</b>	<b>NO MEETING</b>	
<b>September 17, 2009</b>	<b>9:30 a.m.</b>	<b>211 Murphy Road, Hartford, CT</b>
<b>October 22, 2009</b>	<b>9:30 a.m.</b>	<b>211 Murphy Road, Hartford, CT</b>
<b>November 12, 2009</b>	<b>9:30 a.m.</b>	<b>211 Murphy Road, Hartford, CT</b>
<b>December 10, 2009</b>	<b>9:30 a.m.</b>	<b>211 Murphy Road, Hartford, CT</b>

**Policies & Procurement Committee of the Board of Directors**

**2009 Schedule of Meetings**

<b>DATE</b>	<b>TIME</b>	<b>PLACE</b>
<b>January 15, 2009</b>	<b>9:30 a.m.</b>	<b>Mayor's Conference Room, Waterbury City Hall, 1st Floor, 231 Grand Street, Waterbury, CT</b>
<b>February 12, 2009</b>	<b>9:30 a.m.</b>	<b>Mayor's Conference Room, Waterbury City Hall, 1st Floor, 231 Grand Street, Waterbury, CT</b>
<b>March 12, 2009</b>	<b>9:30 a.m.</b>	<b>211 Murphy Road, Hartford, CT</b>
<b>April 9, 2009</b>	<b>9:30 a.m.</b>	<b>211 Murphy Road, Hartford, CT</b>
<b>May 14, 2009</b>	<b>9:30 a.m.</b>	<b>211 Murphy Road, Hartford, CT</b>
<b>June 11, 2009</b>	<b>9:30 a.m.</b>	<b>211 Murphy Road, Hartford, CT</b>
<b>July 9, 2009</b>	<b>9:30 a.m.</b>	<b>211 Murphy Road, Hartford, CT</b>
<b>August 2009</b>	<b>NO MEETING</b>	
<b>September 10, 2009</b>	<b>9:30 a.m.</b>	<b>211 Murphy Road, Hartford, CT</b>
<b>October 15, 2009</b>	<b>9:30 a.m.</b>	<b>211 Murphy Road, Hartford, CT</b>
<b>November 5, 2009</b>	<b>9:30 a.m.</b>	<b>211 Murphy Road, Hartford, CT</b>
<b>December 3, 2009</b>	<b>9:30 a.m.</b>	<b>211 Murphy Road, Hartford, CT</b>

**Organizational Synergy & Human Resources Committee of the Board of  
Directors**

**2009 Schedule of Meetings**

DATE	TIME	PLACE
January 29, 2009	8:30 a.m.	100 Constitution Plaza, Hartford, CT
March 26, 2009	8:30 a.m.	100 Constitution Plaza, Hartford, CT
May 28, 2009	8:30 a.m.	100 Constitution Plaza, Hartford, CT
July 23, 2009	8:30 a.m.	100 Constitution Plaza, Hartford, CT
September 24, 2009	8:30 a.m.	100 Constitution Plaza, Hartford, CT

**Executive Committee**

**2009 Schedule of Meetings**

To be called as needed

## **8. EFFORTS TO MITIGATE THE EFFECTS OF AUTHORITY-ENRON-CL&P TRANSACTION DURING FISCAL YEAR 2008**

The Authority has corrected all negative impacts of (and considers itself financially solvent from) the effects of the 2001 Authority-Enron-Connecticut Light & Power Company transaction. Highlighted below are selected activities that occurred at the Mid-Connecticut Project during fiscal year 2008.

### **Full Repayment of State Loan:**

On October 26, 2006, the Authority's Board of Directors authorized a resolution to apply the funds escrowed for monthly State Loan payments to be applied toward the full repayment of the State Loan. Due to other pending litigation at the time, this action was delayed until February 2008, when the Authority instructed U.S. Bank to wire \$11,590,518.09 to the State Treasurer for the full repayment of outstanding State Loan principal and interest due. In total, since 2003, the Authority borrowed \$21,500,175 from the State in loans that were, in accordance with State statute, only able to be applied toward the repayment of outstanding Mid-Connecticut Project bonded debt.

### **Increased Energy Revenues:**

On June 20, 2007, the Authority executed an agreement with Constellation Energy Commodities Group for the purchase of the first 250,000 MWh (previously sold to Enron) of electricity generated by the Mid-Connecticut Project for a term of July 1, 2007 through June 30, 2012. The Authority received very favorable pricing that significantly increases electric sales revenues to the Mid-Conn Project. During the five year term of this agreement, the Mid-Conn Project will receive (on a levelized/blended rate basis) approximately \$93.7 million in revenue which represents a net increase in revenue over the five year term of the agreement of \$51 million over the old Enron contract rate.

### **Administrative Cost Reductions:**

The Authority marketed its all risk property insurance program during fiscal year 2008 and was successful in lowering the overall premium by 13.23% even though the reported value of assets increased since by \$11 million over last year.

The Authority is required by the Connecticut General Statutes (Section 1-125) to protect and indemnify all of its directors, officers and employees from liability for the work they do for the Authority. To assist in meeting this obligation, the Authority purchases Public Officials and Employers Liability insurance. During this same time period, the Authority was able to secure the insurance with the same limit of coverage as last year but with lower premium.

The Authority had a somewhat better experience than last year during the renewal of its casualty insurance program (Commercial General Liability, Umbrella/Excess Liability, Pollution Legal Liability, Commercial Automobile Liability and Workers Compensation insurances policies) when a new market expressed interest in providing some of the insurance. This insurance program has a term from October 1, 2007 through October 1, 2008. Historically, the marketplace

is very limited for organizations that are involved in ownership and/or operation of landfills, waste facilities, electric and power operations and treatment facilities, and there is an even smaller market for entities such as the Authority that have sustained significant losses. The Authority was successful in renewing all of these policies, with an 18% reduction in overall premium, and in some cases enhanced coverage.

**Outreach to Mid-Connecticut Project member municipalities:**

The Authority continues its ongoing program of outreach to member cities and towns and its initiative to increase communications with its host communities. In particular:

- Authority officials met individually with officials from Hartford, Wethersfield, Watertown, Woodbury, Roxbury, Old Saybrook, Old Lyme, Windsor Locks, South Windsor, Suffield and Hebron, and also spoke to meetings of the Northwest Connecticut Council of Governments (including the Mid-Connecticut Project municipalities of Salisbury, North Canaan, Canaan, Cornwall, Sharon, Washington and Roxbury); the Litchfield Hills Council of Elected Officials (including the Mid-Connecticut Project municipalities of Norfolk, Colebrook, Hartland, Goshen, Winchester, Barkhamsted, New Hartford, Torrington, Harwinton, Litchfield and Morris); the Litchfield Hills Recycling Committee (comprised of representatives of the Litchfield Hills Council of Elected Officials and the Northwest Connecticut Council of Governments); the Capitol Region Council of Governments (including the Mid-Connecticut Project municipalities of Hartford, East Hartford, West Hartford, Wethersfield, Rocky Hill, Newington, Farmington, Avon, Simsbury, Granby, East Granby, Enfield, Suffield, Windsor Locks, East Windsor, South Windsor, Bloomfield, Manchester, Vernon, Glastonbury, Canton and Ellington); the Council of Governments of the Central Naugatuck Valley (including the Mid-Connecticut Project municipalities of Beacon Falls, Bethlehem, Middlebury, Naugatuck, Southbury, Thomaston, Waterbury, Watertown and Woodbury); the Lower Connecticut Valley Selectmen's Association (including Mid-Connecticut Project towns of Killingworth, Chester, Lyme, Old Lyme, Old Saybrook, Essex, Deep River, Westbrook and Clinton); and participated in meetings of the South Meadows Problem Solving Committee (a Hartford business organization); the Tri-Bury Rotary (a civic group comprised of members from Southbury, Woodbury and Middlebury); the MetroHartford Chamber of Commerce; the Hartford Neighborhood Environmental Partnership (a Hartford environmental group); the Connecticut Council of Small Towns; and the Connecticut Recyclers Coalition.
- On August 2, 2007, Authority management and Phillip D. Bag<sup>TM</sup>, CRRA's recycling mascot, appeared on the "Community Council" local-access television show hosted by Hartford Councilperson Elizabeth Horton Sheff.
- On August 10, 2007, Authority staff and Phillip D. Bag participated in "Start Them Reading," a book distribution event held at Hartford City Hall by Councilperson Horton Sheff.
- On September 5, 2007, Authority staff and Phillip D. Bag participated in a recycling promotion event at Colebrook Consolidated School.



- On September 26, 2007, Authority management participated in a municipal recycling conference sponsored by the New England Recycling Coalition in the Mid-Connecticut Project municipality of Salisbury.
- On October 24, 2007, Authority management manned an exhibit at the Connecticut Conference of Municipalities annual convention.
- On November 7, 2007, the Authority hosted the annual meeting of the Connecticut Recyclers Coalition.
- On November 13, 14 and 16, the Authority hosted special meetings of Mid-Connecticut Project municipal chief executives.
- On January 15, 2008, Authority management spoke to the East Hartford Town Council.
- On January 17 and February 8, 2008, Authority management met with chief executives of Metropolitan District cities and towns.
- On January 20, 2008, Authority management and staff manned an exhibit at the Connecticut Council of Small Towns annual convention.
- On February 13, 2008, Authority management and staff manned an exhibit at the Legislative Office Building.
- On February 27, 2008, the Authority held its annual meeting for representative of member cities and towns.
- On April 22, 2008, Authority management and staff manned an informational exhibit at the J.C. Penney distribution center in the Mid-Connecticut Project town of Manchester.
- On May 12, 2008, Authority management spoke to the Goshen Library Board.
- On June 5, 2008, Authority management and staff presented a recycling promotion program at Old Saybrook Middle School.