



## **Mid-Connecticut Project Municipal Advisory Committee Governance Committee**

### **Notice of Special Meeting and Agenda**

The Mid-Connecticut Project Municipal Advisory Committee Governance Committee will hold a Special Meeting on Thursday, February 10, at 2 p.m. at the CRRA Trash Museum, 211 Murphy Road, Hartford.

**Governance Committee members are asked to RSVP to Marianne Carcio at 860-757-7792 or [mcarcio@crra.org](mailto:mcarcio@crra.org).**

#### **AGENDA**

1. Call to order – Co-Chairmen Donald S. Stein and Thomas P. Gormley
2. Pledge of Allegiance
3. Roll call
4. Approval of Minutes of January 13, 2011, meeting
5. Discussion of alternative approaches to governance
7. Discussion of next steps
8. Scheduling of next meeting
9. Adjournment



## Mid-Connecticut Project Municipal Advisory Committee Governance Committee Minutes

The Mid-Connecticut Project Municipal Advisory Committee Governance Committee held a Special Meeting at the CRRA Trash Museum, 211 Murphy Road, Hartford, on Thursday, January 13, 2011, at 2 p.m.

The following committee members were in attendance:

Thomas P. Gormley, Middlebury, Co-Chair  
Donald S. Stein, Barkhamsted, Co-Chair  
John Elsesser, Coventry  
Richard J. Barlow, Canton  
John E. Adams, Granby  
Thomas E. Marsh, Chester  
Sydney T. Schulman, Bloomfield (arrived at 2:12 p.m.)  
Robert M. Congdon, Preston (arrived at 2:15 p.m.)

Also in attendance:

Thomas D. Kirk, CRRA  
Michael R. Bzdyra, CRRA  
Paul Nonnenmacher, CRRA  
Marianne Carcio, CRRA

1. **Call to order** – The meeting was called to order at 2:10 p.m.
2. **Pledge of Allegiance** – Those in attendance stood and recited the Pledge of Allegiance.

Committee member **Sydney T. Schulman** of Bloomfield arrived at 2:12 p.m.

3. **Roll call** – Rather than call the roll, at the request of Messrs. Stein and Gormley those in attendance introduced themselves.

Committee member **Robert M. Congdon** of Preston arrived at 2:15 p.m.

4. **Discussion of Governance Committee Mission Statement** – **Mr. Stein** said he drafted a mission statement for the Governance Committee and, after receiving input from Mr. Gormley, circulated it and some additional background to other Committee members so that everyone would be on the same playing field.

The Committee discussed the mission statement and the vacancy on the Committee created when Melody Currey, whom the Mid-Connecticut Project Municipal Advisory Committee (MAC) had elected, resigned as mayor of East Hartford to become commissioner of the Connecticut Department of Motor Vehicles.

**Mr. Marsh** moved that the vacancy be offered to all MAC members, and if more than one person volunteered the co-chairs would choose the person to fill the vacancy. He moved further that an e-mail would be sent to all MAC members today and volunteers would be accepted until Friday, Jan. 21. **Mr. Elsesser** seconded. The motion passed unanimously.

**5. Review of current approach to governance** – **Mr. Stein** asked Mr. Kirk to explain how members of the CRRA Board of Directors are chosen. **Mr. Kirk** explained how in 2002 the legislature restructured the board following the Enron debacle, with directors appointed to staggered four-year terms by four legislative leaders and the governor, and that board members cannot be removed except for cause. He said a minimum of five of the 11 directors must be chief officials of cities and towns that have contracts with CRRA. He said he understood the board was structured this way to minimize the amount of political interference to which it could be exposed.

**Mr. Stein** said he would distribute by-laws of the Central Connecticut Solid Waste Authority (CCSWA) as an alternative system of governance for committee members to consider. He said the CCSWA structure is fully representative of the member cities and towns. **Mr. Gormley** suggested that Committee members read the CCSWA by-laws and discuss them at the Committee's next meeting.

**Mr. Barlow** said CRRA was originally organized to provide services to the entire state. Now that many towns use other service providers, he suggested the board be re-organized to recognize that. **Mr. Kirk** said the legislature has expressed concern about how a state asset, the Mid-Connecticut system, governed by its members would provide services to non-members. He also noted that if the board were to truly represent CRRA's customers, private haulers, who deliver most of the waste, would have most of the power.

**Mr. Schulman** said he understood the need to restructure CRRA in 2002 but said the legislature may have acted too quickly. He said that with a lot of municipal leaders interested in serving on the board it may be time to make another change.

**Mr. Kirk** said the current board is not opposed to increased municipal representation. But there is concern, he continued, about allowing delegates to represent municipal chief officials, as the CCSWA allows, and about creating a board that could become too big to administer.

**Mr. Elsesser** said the CRRA board has fiduciary responsibilities and requires the right skill sets to carry out those responsibilities.

**Mr. Congdon** said he agrees circumstances have changed but asked where CRRA is headed in the next five to 10 years. He said his impression is that CRRA is still intended to be a statewide organization. He said he has heard the board is broken but has not heard what needs to be fixed. **Mr. Barlow** said Mid-Connecticut towns feel they carry a disproportionate share of CRRA's administrative and overhead costs with little or no control on those costs.

**6. Discussion of alternate approaches to governance** – **Mr. Gormley** suggested the Committee schedule another meeting, then consider the comments made at today's meeting and try to develop a

proposal for restructuring the CRRA board. **Mr. Stein** asked CRRA staff to provide a list of the directors, their appointing authorities and the expiration dates of their terms.

**Mr. Schulman** said he generally recommends to other organizations that they have a board of no more than 15 people.

**Mr. Marsh** said that to sum up the discussion, the Committee has heard 15 would be a good number of board members and there is a question of how municipal representatives are selected for the CRRA board. **Mr. Congdon** added there is concern about where those municipal representatives are from. **Mr. Elsesser** added however the board is structured, it should be in such a way as to minimize the disruption that could occur if a large number of board members were voted out of office in one year.

**Mr. Schulman** left at 3:25 p.m.

**Mr. Kirk** recapped by listing a number of factors that Committee members had identified for consideration, including involvement of private haulers; role of ad-hoc board members; the types of services each town pays for; whether directors would be selected by their towns' population, geographic location or population density; whether and how CRRA's mission should be adjusted. **Mr. Stein** added other factors: ratio of elected officials to non-elected officials on the board; expertise needed among directors; whether municipal representatives should be chosen by weighted or non-weighted voting; whether the board should include all participating cities and towns and have an executive committee.

**7. Discussion of next steps** and **8. Scheduling of next meeting** – The Committee agreed to meet on Wednesday, Feb. 2, at the Crowne Plaza Cromwell, immediately following the CRRA Annual Meeting which will be held there.

**9. Adjournment** – **Mr. Barlow** moved to adjourn. **Mr. Elsesser** seconded. The motion passed unanimously and the meeting adjourned at 3:40 p.m.

Respectfully submitted,

Paul Nonnenmacher  
Director of Public Affairs  
CRRA Liaison

## Proposed Board of Directors Structure for CRRA

### Prepared for the Mid-Connecticut Project

#### **Municipal Advisory Committee (MAC) – Governance Committee**

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According to Connecticut General Statutes “**Sec. 22a-261. (Formerly Section 19-524t). Connecticut Resources Recovery Authority established. Directors. President. Steering committee,**” the Board of Directors is entirely composed of politically appointed members representing the Governor and the four top legislative leaders. Each of the five appointing authorities is limited to certain choices as defined in the statute, ranging from municipal leaders from communities of varying size to individuals with certain expertise. This approach resulted from the financial debacle prior to 2002 that resulted from CRRA’s financial dealings with Enron. The Governor then selects the Chairman of the Board of Directors from the full board, as appointed by the qualifying state leaders.

However, during recent months and the discussions between the Mid-Connecticut Project towns and the CRRA regarding the new Municipal Service Agreements, many of the municipal leaders expressed concerns about the relationship between the towns, the Authority and its Board of Directors. Many of these leaders felt that the Board should be more representative of the member towns, i.e., the Project’s customers. There was also concern as to the geographic representation on the current board, which is disproportionate in favor of the southeastern part of the state.

The formation of the Governance Committee and its recommendations to the MAC is intended to respond to these concerns. Since the charter of the CRRA includes a vision for the handling of solid waste throughout the state, including recyclables, care must be taken not to forgo that statutory responsibility. However, the ultimate goal is for the member towns and the CRRA board to jointly make a recommendation to the Legislature to reconfigure the Board to reflect the current situation. To that end, three bills have been introduced into the legislature as placeholders for these recommendations.

Various approaches have been discussed for the restructuring of the CRRA Board:

- A purely elected board resulting from a membership vote. This could either be a simple vote (one vote per town, regardless of size, by all towns using the services of CRRA) or it could be that each town’s vote is proportionate to its tonnage or population.
- A Board comprised of towns, the membership of which takes into account geographic regions [e.g., using the state planning (RPO) map (a copy of the map is attached)]
- All towns are on the Board and elect an Executive Committee, who reports to the full Board on an annual basis similar to an annual Town Meeting
- Hybrid arrangements, allowing for some political appointees and some members appointed by a vote of the member towns, with representation proportionate to either geography or tonnage

The size of the board, currently 11, could be allowed to increase, but the sense is that anything greater than 15 is unwieldy.

## **Proposed Board of Directors Structure for CRRA**

### **Prepared for the Mid-Connecticut Project**

#### **Municipal Advisory Committee (MAC) – Governance Committee**

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For discussion purposes, the proposed approach consists of the following:

- Five members, one each appointed by the Governor and the four legislative leaders. The Board members elect the Chairman of the Board for a two-year term, with a maximum duration as Chairman of four years. All appointees in this category must be municipal officials.
- Five members appointed by the three participating projects. The Mid-Connecticut Project member towns shall elect three members through the MAC, and the Southwest Division and Southeast Project towns would elect one each. None of these individuals may be from towns that already have a Board member appointed by the political leaders and all of them must be municipal officials.
- Five members appointed by a simple vote of all member towns. Two of these members shall be from towns in excess of 30,000 population and the other three shall be from towns below that figure. However, again, none of these individuals may be from towns that already are represented on the Board and all of them must be municipal officials.
- A schedule that provides for staggered terms for the reconstituted board must be established so that five members are up for re-election or reappointment every two years. The maximum number of years a board member shall be allowed to serve shall be eight years in total.
- If a board member is no longer a municipal official, he or she must immediately step down and his or her replacement shall be appointed to fill out his or her term in the same manner as the original board member.
- A “Municipal Official” shall be defined as a Mayor, First Selectman, Town Manager or the equivalent of these positions.

Assuming the committee agrees with this outline, the next step is to flesh out with additional details as necessary to discuss with the current board and present to the full MAC for action.

## Proposed Board of Directors Structure for CRRA

### Prepared for the Mid-Connecticut Project

#### Municipal Advisory Committee (MAC) – Governance Committee

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Sections Extracted from the Statute:

**Sec. 22a-261. (Formerly Sec. 19-524t). Connecticut Resources Recovery Authority established. Directors. President. Steering committee.** (a) There is hereby established and created a body politic and corporate, constituting a public instrumentality and political subdivision of the state of Connecticut established and created for the performance of an essential public and governmental function, to be known as the Connecticut Resources Recovery Authority. The authority shall not be construed to be a department, institution or agency of the state.

(c) On and after June 1, 2002, the powers of the authority shall be vested in and exercised by a board of directors, which shall consist of eleven directors as follows: Three appointed by the Governor, one of whom shall be a municipal official of a municipality having a population of fifty thousand or less and one of whom shall have extensive, high-level experience in the energy field; two appointed by the president pro tempore of the Senate, one of whom shall be a municipal official of a municipality having a population of more than fifty thousand and one of whom shall have extensive high-level experience in public or corporate finance or business or industry; two appointed by the speaker of the House of Representatives, one of whom shall be a municipal official of a municipality having a population of more than fifty thousand and one of whom shall have extensive high-level experience in public or corporate finance or business or industry; two appointed by the minority leader of the Senate, one of whom shall be a municipal official of a municipality having a population of fifty thousand or less and one of whom shall have extensive high-level experience in public or corporate finance or business or industry; two appointed by the minority leader of the House of Representatives, one of whom shall be a municipal official of a municipality having a population of fifty thousand or less and one of whom shall have extensive, high-level experience in the environmental field. No director may be a member of the General Assembly. Not more than two of the directors appointed by the Governor shall be members of the same political party. The appointed directors shall serve for terms of four years each, provided, of the directors first appointed for terms beginning on June 1, 2002, (1) two of the directors appointed by the Governor, one of the directors appointed by the president pro tempore of the Senate, one of the directors appointed by the speaker of the House of Representatives, one of the directors appointed by the minority leader of the Senate and one of the directors appointed by the minority leader of the House of Representatives shall serve an initial term of two years and one month, and (2) the other appointed directors shall serve an initial term of four years and one month. The appointment of each director for a term beginning on or after June 1, 2004, shall be made with the advice and consent of both houses of the General Assembly. The Governor shall designate one of the directors to serve as chairperson of the board, with the advice and consent of both houses of the General Assembly. The chairperson of the board shall serve at the pleasure of the Governor. Any appointed director who fails to attend three consecutive meetings of the board or who fails to attend fifty per cent of all meetings of the board held during any calendar year shall be deemed to have resigned from the board. Any vacancy occurring other than by expiration of term shall be filled in the same manner as the original appointment for the balance of the unexpired term. As used in this subsection, "municipal official" means the first selectman, mayor, city or town manager or chief financial officer of a municipality that has entered into a solid waste disposal services contract with the authority and pledged the municipality's full faith and credit for the payment of obligations under such contract.

## **Proposed Board of Directors Structure for CRRA**

### **Prepared for the Mid-Connecticut Project**

#### **Municipal Advisory Committee (MAC) – Governance Committee**

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(d) The chairperson shall, with the approval of the directors, appoint a president of the authority who shall be an employee of the authority and paid a salary prescribed by the directors. The president shall supervise the administrative affairs and technical activities of the authority in accordance with the directives of the board.

(e) Each director shall be entitled to reimbursement for said director's actual and necessary expenses incurred during the performance of said director's official duties.

(f) Directors may engage in private employment, or in a profession or business, subject to any applicable laws, rules and regulations of the state or federal government regarding official ethics or conflict of interest.

(g) Six directors of the authority shall constitute a quorum for the transaction of any business or the exercise of any power of the authority, provided, two directors from municipal government shall be present in order for a quorum to be in attendance. For the transaction of any business or the exercise of any power of the authority, and except as otherwise provided in this chapter, the authority shall have power to act by a majority of the directors present at any meeting at which a quorum is in attendance. If the legislative body of a municipality that is the site of a facility passes a resolution requesting the Governor to appoint a resident of such municipality to be an ad hoc member, the Governor shall make such appointment upon the next vacancy for the ad hoc members representing such facility. The Governor shall appoint with the advice and consent of the General Assembly ad hoc members to represent each facility operated by the authority provided at least one-half of such members shall be chief elected officials of municipalities, or their designees. Each such facility shall be represented by two such members. The ad hoc members shall be electors from a municipality or municipalities in the area to be served by the facility and shall vote only on matters concerning such facility. The terms of the ad hoc members shall be four years.

(i) The board may delegate to three or more directors such board powers and duties as it may deem necessary and proper in conformity with the provisions of this chapter and its bylaws. At least one of such directors shall be a municipal official, as defined in subsection (c) of this section, and at least one of such directors shall not be a state employee.

(j) Appointed directors may not designate a representative to perform in their absence their respective duties under this chapter.

(k) The term "director", as used in this section, shall include such persons so designated as provided in this section and this designation shall be deemed temporary only and shall not affect any applicable civil service or retirement rights of any person so designated.

(l) The appointing authority for any director may remove such director for inefficiency, neglect of duty or misconduct in office after giving the director a copy of the charges against the director and an opportunity to be heard, in person or by counsel, in the director's defense, upon not less than ten days' notice. If any director shall be so removed, the appointing authority for such director shall file in the office of the Secretary of the State a complete statement of charges made against such director and the



## **Proposed Board of Directors Structure for CRRA**

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appointing authority's findings on such statement of charges, together with a complete record of the proceedings.

(m) The authority shall continue as long as it has bonds or other obligations outstanding and until its existence is terminated by law. Upon the termination of the existence of the authority, all its rights and properties shall pass to and be vested in the state of Connecticut.

(n) The directors, members and officers of the authority and any person executing the bonds or notes of the authority shall not be liable personally on such bonds or notes or be subject to any personal liability or accountability by reason of the issuance thereof, nor shall any director, member or officer of the authority be personally liable for damage or injury, not wanton or willful, caused in the performance of such person's duties and within the scope of such person's employment or appointment as such director, member or officer.

(o) Notwithstanding the provisions of any other law to the contrary, it shall not constitute a conflict of interest for a trustee, director, partner or officer of any person, firm or corporation, or any individual having a financial interest in a person, firm or corporation, to serve as a director of the authority, provided such trustee, director, partner, officer or individual shall abstain from deliberation, action or vote by the authority in specific respect to such person, firm or corporation

# **Proposed Board of Directors' Structure for CRRA**

## **Prepared for the Mid-Conn Project**

### **Municipal Advisory Committee (MAC) – Governance Committee**

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#### **MISSION STATEMENT**

Based on discussions during the Mid-Connecticut Project Special Committee meetings and a resolution passed by the full MAC during December 2010, a Governance Committee was formed to include eight members from the Mid-Connecticut project and representatives of the other two CRRA projects.

This Committee will make recommendations to the full MAC regarding the make-up of the CRRA Board of Directors, the method by which the Board will be selected, the level of municipal representation either on the full board or an executive committee, and other pertinent issues related to Board membership. Also to be considered is the methodology by which the Board can obtain special expertise, whether it is through Board members or by hiring specific skills. The Committee will meet with representatives from the CRRA Board during this process in an attempt to reach a consensus. Regardless of the outcome of these discussions, the recommendations made to the MAC can then be proposed to the Connecticut Legislature and the Governor's office.

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#### **Governance Committee Membership**

Don Stein, First Selectman of Barkhamsted – Co-Chair

Tom Gormley, First Selectman of Middlebury – Co-Chair

Syd Schulman, Mayor of Bloomfield;

Dick Barlow, First Selectman of Canton;

Tom Marsh, First selectman of Chester

John Elsesser, Town Manager of Coventry.

Susan Bransfield, First Selectman of Portland;

John Adams, First Selectman of Granby;

Robert M. Congdon, First Selectman of Preston, representing SCRRRA

Vacancy – Southwest Division towns

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## Proposed Board of Directors Structure for CRRA

Prepared for the Mid-Connecticut Project

Municipal Advisory Committee (MAC) – Governance Committee

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### CRRA Board of Directors as of January 2011 [does not include ad hoc members]

Appointer	Criteria	Name	Term Ending
Governor	Town Official <50k population	Michael A. Pace, First Selectman of Old Saybrook	June 30, 2012
Governor	Experience in the energy field	Timothy C. Griswold, First Selectman of Old Lyme	June 30, 2012
Governor	None	Louis J. Auletta, President & CEO, Bauer Inc., Bristol, Conn.	February 9, 2011 or until successor chosen
Senate President Pro Tempore	Town Official >50k population	Ronald F. Van Winkle, Town Manager of West Hartford (awaiting approval by General Assembly in 2011)	June 30, 2014
Senate President Pro Tempore	Experience in public or corporate finance or business	Vacancy	June 30, 2012
Speaker of the House	Town Official >50k population	Michael J. Jarjura, Mayor of Waterbury	June 30, 2008
Speaker of the House	Experience in public or corporate finance or business	David B. Damer, retired environmental policy executive	June 30, 2010
Senate Minority Leader	Town Official <50k population	Nicholas H. Mullane 2nd, First Selectman of North Stonington	June 30, 2010
Senate Minority Leader	Experience in public or corporate finance or business	Theodore H. Martland, business owner in Waterbury	June 30, 2012
House Minority Leader	Town Official <50k population	Mark A. Lauretti, Mayor of Shelton	May 31, 2010
	Appointed to succeed Mayor Lauretti:	John A. Harkins, Mayor of Stratford	Term would expire May 31, 2014
House Minority Leader	Experience in the environmental field	Dorothy Kelly, Consultant/Agent to Ciba Specialty Chemicals, Novartis, INEOS, Levco, The Power Company and Yale University	June 30, 2012

# Proposed Board of Directors Structure for CRRA

## Prepared for the Mid-Connecticut Project

### Municipal Advisory Committee (MAC) – Governance Committee

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#### PROJECTS

##### MID-CONNECTICUT PROJECT

The Mid-Connecticut Project consists of a 2,850 ton-per-day refuse-derived fuel trash-to-energy facility located in Hartford, four transfer stations, the Hartford landfill, a regional [recycling](#) center and the CRRA Trash Museum in Hartford.

The Mid-Connecticut Project was impacted by the Enron bankruptcy. But CRRA's new board and management team have worked to mitigate the impact of that loss, and their [recovery of more than \\$111 million from their bankruptcy claim](#) has stabilized the project's [disposal fees](#).

##### RDF TRASH-TO-ENERGY FACILITY

The refuse-derived fuel (RDF) process differs from the mass-burn technology used at CRRA's other trash-to-energy plants. To make RDF, trash is processed two ways:

- First, recyclable metals and non-combustible materials such as grit, metal and glass are separated from the waste at the waste processing facility (WPF). Recyclable commodities are shipped to processors, and the remainder – called process residue – is deposited at the Hartford landfill.
- Second, remaining waste is shredded.

The resulting RDF generates a more even, higher-efficiency combustion. RDF is produced at CRRA's waste processing facility at 300 Maxim Road in Hartford. It began operation in 1988. CRRA utilizes a contractor – The Metropolitan District – to operate the WPF.

RDF is moved by conveyor to the power block facility and energy generating facility, located at 1 Reserve Road, Hartford, operated under contract by Covanta Energy.

Today, the 70 towns participating in the Mid-Connecticut project have one of the least costly and most efficient solid waste disposal and recycling solutions in the northeastern United States.

The Mid-Connecticut facility is also the most environmentally sound project in the state, operating far below permitted emissions limits. CRRA added devices to control emissions of oxides of nitrogen (NOx) years before any regulatory requirements. So when you read about other states buying emissions credits rather than reducing emissions, you should understand that the Mid-Connecticut facility is so far below its emissions limits that it is generating the credits that other facilities seek to buy. The Mid-Connecticut Project trash-to-energy facility easily exceeds the strictest emissions standards. Click [Emissions Performance > Mid-Connecticut Project](#) to view the test results.

CRRA has also installed a \$15 million-dollar odor control system for the WPF. Because of the plant's unique technology, it had a unique odor problem, but thanks to the new system [odor complaints have been reduced to just a handful per year](#).

January 26, 2011

## **Proposed Board of Directors Structure for CRRA**

### **Prepared for the Mid-Connecticut Project**

#### **Municipal Advisory Committee (MAC) – Governance Committee**

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The system was designed to draw in an average of 240,000 cubic feet per minute (cfm) of air from the Mid-Connecticut WPF and thermally destroy the odors in the PBF boilers that burn your garbage. Since the typical total air demand for the boilers is 180,000 cubic feet per minute, two regenerative thermal oxidizers will more than make up the difference at a full capacity of 120,000 cubic feet per minute. Put simply, odorous components are literally burned out of the air.

This system has the capacity to completely exchange the air inside the Madison Square Garden arena twice in one hour. Taken another way, the amount of air that would fill four Louisiana Superdomes will be thermally treated each day, rather than carrying potential odors in the prevailing winds toward East Hartford.

#### **REGIONAL RECYCLING CENTER**

The Mid-Connecticut Project has a [state-of-the-art single-stream recycling facility](#) at 211 Murphy Road, Hartford, operated under contract to CRRA by FCR.

Click [Recycle](#) to learn more about CRRA's recycling operations.

#### **LANDFILL**

The Hartford landfill, which accepted its final deliveries on December 31, 2008, is actually two landfills – a double-lined ash disposal area and the main disposal area, which received process residue and other bulky and non-processible waste. The main disposal area features a landfill gas collection system, which captures the methane created by decomposing waste and burns it to generate electricity, and a leachate control system.

[Read more about the Hartford landfill.](#)

#### **TRANSFER STATIONS**

The Mid-Connecticut Project also has transfer stations in Watertown, Torrington, Essex and Ellington. These transfer stations, where waste from member towns is consolidated for transportation to Hartford, are operated under contract by CWPM.

#### **CRRA TRASH MUSEUM**

The CRRA Trash Museum, located at 211 Murphy Road, Hartford, educates more than 20,000 people each year on integrated solid waste management with an emphasis on the importance of reducing waste through source reduction, reuse and recycling. Many residents of the Mid-Connecticut Project become motivated to recycle and learn how to recycle at the museum. Visitors come from all over Connecticut and the world.

Seventy cities and towns are served by the Mid-Connecticut Project.

Those marked with an asterisk (\*) do not send their residential recyclables to CRRA's recycling program; however, their residents may take advantage of Mid-Connecticut Project [electronics recycling collections](#).

**Proposed Board of Directors Structure for CRRA**

**Prepared for the Mid-Connecticut Project**

**Municipal Advisory Committee (MAC) – Governance Committee**

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TOWN/CITY	TRASH & RECYCLING CONTACT
Avon	860-673-6151
Barkhamsted	860-379-8285
Beacon Falls	203-729-8254
Bethlehem	203-266-7677
Bloomfield	860-769-3500
Bolton	860-649-8066
Canaan*	860-824-7239
Canton	860-693-7839
Chester	860-526-0013
Clinton	860-669-6811
Colebrook	860-379-3359
Cornwall	860-672-6230
Coventry	860-742-6588
Cromwell	860-632-3420
Deep River	860-526-6020
Durham*	860-349-3625
East Granby	860-653-2576
East Hampton	860-267-4468
East Hartford	860-291-7377
East Windsor	860-292-7073
Ellington	860-870-3100
Enfield	860-763-7520
Essex	860-767-4340
Farmington	860-675-2325
Glastonbury	860-652-7774

**Proposed Board of Directors Structure for CRRA**

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**Municipal Advisory Committee (MAC) – Governance Committee**

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TOWN/CITY	TRASH & RECYCLING CONTACT
Goshen	860-491-6034
Granby	860-653-8960
Guilford	203-453-8037
Haddam	860-345-2110
Hartford	860-757-9900
Harwinton	860-485-2784
Hebron	860-228-2871
Killingworth	860-663-1765
Litchfield	860-567-7575
Lyme*	860-434-7733
Madison	203-245-5611
Manchester	860-647-3248
Marlborough	860-295-6204
Middlebury	203-758-2430
Middlefield*	860-349-7114
Naugatuck	203-720-7071
New Hartford	860-379-3389
Newington	860-665-8588
Norfolk	860-542-5829
North Branford	203-484-6000
North Canaan	860-824-7313
Old Lyme*	860-434-1605
Old Saybrook	860-395-3123
Oxford	203-888-7716
Portland	860-342-6734

## Proposed Board of Directors Structure for CRRA

Prepared for the Mid-Connecticut Project

### Municipal Advisory Committee (MAC) – Governance Committee

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TOWN/CITY	TRASH & RECYCLING CONTACT
Rocky Hill	860-258-2700
Roxbury	860-355-1854
Salisbury	860-435-5178
Sharon	860-364-5789
Simsbury	860-658-3230
South Windsor	860-644-2511
Southbury	203-262-0647
Suffield	860-668-3837
Thomaston	860-283-4421
Tolland*	860-871-3600
Torrington	860-489-2232
Vernon	860-870-3500
Waterbury	203-574-8390
Watertown	860-945-5240
West Hartford	860-236-4236
Westbrook	860-399-3040
Wethersfield	860-721-2846
Winchester	860-379-2713
Windsor Locks	860-627-1405
Woodbury	203-263-2141



# **Proposed Board of Directors Structure for CRRA**

## **Prepared for the Mid-Connecticut Project**

### **Municipal Advisory Committee (MAC) – Governance Committee**

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#### **BRIDGEPORT PROJECT / SOUTHWEST DIVISION -- FACILITIES & OPERATIONS OVERVIEW**

CRRA, through its Southwest Division, contracts with Wheelabrator to deliver trash to a 2,250 ton-per-day mass-burn trash-to-energy facility located in Bridgeport. Other CRRA assets in that region include two landfills (in Shelton and Waterbury, both closed), a regional [recycling](#) center and the Garbage Museum, both in Stratford. CRRA provides solid waste disposal and recycling services to 14 Connecticut municipalities in Fairfield and New Haven counties, providing free recycling for all.

#### **TRASH-TO-ENERGY FACILITY**

Mass-burn means that there is no front-end separation of recyclable metal or non-combustible material from what is delivered as waste to the facility. Unlike the RDF technology used at the [Mid-Connecticut Project](#), trash is delivered and burned with no processing. Ash residue from the plant is trucked to Wheelabrator's ash landfill in Putnam.

The Bridgeport trash-to-energy facility easily exceeds the strictest emissions standards. Click [Emissions Performance > Bridgeport Project](#) to view the test results.

#### **REGIONAL RECYCLING FACILITY**

The Project's recycling facility, located on Honeyspot Road Extension in Stratford, is operated under contract by FCR. It is adjacent to The Children's Garbage Museum.

Click [Recycling](#) to learn more about CRRA's recycling operations.

#### **TRANSFER STATIONS**

The solid waste infrastructure in southwestern Connecticut also includes municipally-owned transfer stations in Greenwich, Norwalk, Westport, Fairfield, Trumbull, Shelton, Milford and Darien, where trash and recyclables are consolidated for transportation to the Bridgeport trash-to-energy plant or Stratford recycling center.

#### **THE CRRA GARBAGE MUSEUM**

The CRRA Garbage Museum in Stratford provides educational programs to over 30,000 people each year, teaching about integrated solid waste management with an emphasis on the importance of reducing waste through source reduction, reuse and recycling. Participants come from all over Connecticut and the world. To learn more, click [Museum Education](#).

## Proposed Board of Directors Structure for CRRA

### Prepared for the Mid-Connecticut Project

#### Municipal Advisory Committee (MAC) – Governance Committee

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These cities and towns are served by CRRA's Southwest Division, which succeeded the Bridgeport Project when the Project expired December 31, 2008.

TOWN/CITY	TRASH & RECYCLING CONTACT
Bethany *	(203) 393-2100
Bridgeport	(203) 576-7130
East Haven **	(203) 468-3204
Easton	(203) 268-0714
Fairfield	(203) 256-3010
Greenwich **	(203) 622-7740
Milford	(203) 783-3269
Monroe	(203) 452-5438
Orange	(203) 891-2122
Shelton	(203) 924-1555
Stratford	(203) 385-4098
Trumbull	(203) 452-5005
Westport	(203) 341-1111
Woodbridge	(203) 389-3492

\* -- Bethany delivers trash but not recyclables to the Southwest Division.

\*\* -- East Haven and Greenwich deliver recyclables but not trash to the Southwest Division.

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#### **SOUTHEAST PROJECT / FACILITIES & OPERATIONS**

The Southeast Project utilizes a 690-tons-per-day mass-burn trash-to-energy facility located in Preston. Mass-burn means that there is no front-end separation of recyclable metal or non-combustible material from what is delivered as waste to the facility. Unlike the RDF technology used at the [Mid-Connecticut Project](#), trash is delivered and burned with no processing.

January 26, 2011

## Proposed Board of Directors Structure for CRRA

### Prepared for the Mid-Connecticut Project

#### Municipal Advisory Committee (MAC) – Governance Committee

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The waste-to-energy plant, located at 124 Military Highway, Preston, is operated by Covanta Energy. Ash residue from the plant is trucked to Wheelabrator's ash landfill in Putnam.

The Southeast Project trash-to-energy facility easily exceeds the strictest emissions standards. Click [Emissions Performance > Southeast Project](#) to view the test results.

The Southeast Project provides solid waste disposal and recycling services to [municipalities](#) in eastern and southeastern Connecticut.

Fiscal year 2010 [disposal fees](#) for trash at the Southeast Project have been held at 2009's \$60 per ton rate. This fee, which has dropped in recent years, is a reflection of the Southeast Project's sustained growth and fiscal success.

This Project's fiscal turnaround is a tribute to the regional cooperation among the member towns, their Southeastern Connecticut Regional Resources Recovery Authority (SCRRA) representatives, and CRRA. Our joint strategy consisted of refinancing project debt, favorably settling long-term litigation over the Project's energy contract, and closing the Project's costly ash landfill.

These cities and towns are served by the Southeast Project.

TOWN/CITY	TRASH & RECYCLING CONTACT
East Lyme	(860) 739-6931
Griswold	(860) 376-7060
Groton	(860) 441-6630
Ledyard	(860) 464-8740
Montville	(860) 848-3030
New London	(860) 447-5250
North Stonington	(860) 535-2877
Norwich	(860) 823-3799
Preston	(860) 887-5581
Sprague	(860) 822-3000
Stonington	(860) 535-5099
Waterford	(860) 444-5864

## **Proposed Board of Directors Structure for CRRA**

### **Prepared for the Mid-Connecticut Project**

#### **Municipal Advisory Committee (MAC) – Governance Committee**

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Bill Status Report for Proposed S.B. No. 435

AN ACT CONCERNING THE BOARD OF DIRECTORS OF THE CONNECTICUT RESOURCES RECOVERY AUTHORITY.

To expand the membership of the board of directors of the Connecticut Resources Recovery Authority to include additional board members from small towns.

Introduced by: Sen. Kevin D. Witkos, 8th Dist.

<i>Date</i>	<i>Action Taken</i>
1/21/2011	Referred to Joint Committee on Energy and Technology

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Bill Status Report for Proposed H.B. No. 5159

AN ACT CONCERNING THE PRIVATIZATION OF THE FUNCTIONS OF THE CONNECTICUT RESOURCES RECOVERY AUTHORITY.

To allow the state to produce more revenue, reduce costs and address the state's budget crisis.

Introduced by: Rep. Richard A. Smith, 108th Dist.

<i>Date</i>	<i>Action Taken</i>
1/11/2011	Referred to Joint Committee on Environment

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Bill Status Report for Proposed S.B. No. 208

AN ACT CONCERNING THE MEMBERSHIP OF THE BOARD OF DIRECTORS FOR THE CONNECTICUT RESOURCES RECOVERY AUTHORITY.

To increase the influence of member towns on the Connecticut Resources Recovery Authority.

Introduced by: Sen. Paul R. Doyle, 9th Dist.

Rep. Antonio Guerrero, 29th Dist.

<i>Date</i>	<i>Action Taken</i>
1/19/2011	Referred to Joint Committee on Environment

