

South Central Connecticut Regional Water Authority

90 Sargent Drive, New Haven, Connecticut

or

***Dial in by phone**

+1 469-965-2517,,543151664# United States, Northlake

Phone conference ID: 543 151 664#

AGENDA

Regular Meeting of Thursday, March 26, 2026 at 12:30 p.m.

1. Call to Order
 1. Safety Moment
2. Public Comment: The time limit granted to each speaker shall be three (3) minutes. Residents and customers may address the Board.
3. Meet as Sole Member of the Claire C. Bennitt Watershed Fund (WSF): B. Stone
 1. Act on recommendation of the WSF Board of Directors re: appointment of the following candidates to the board:
 - a. Rebecca Simeone
 - b. Nicholas W. Ruickoldt
 - c. Roslyn Hamilton
4. Meet as Environmental, Health & Safety Committee: M. Ricozzi
 1. Approve Minutes – November 20, 2025 regular meeting
 2. Business Continuity/Safety Update
 3. Recreation Activity Update
 4. Physical Security Update
 5. Deer Hunt Update
5. Consent Agenda
 1. Approve Minutes – February 4, 2026 special meeting, February 20, 2026 special meeting, and February 26, 2026 regular meeting
 2. Capital Budget Authorization – April 2026
 3. Accounts Receivable Update – February 2026
 4. Key Performance Indicators – Q3 FY 2026
 5. RPB Dashboard Report
 6. Land Use Committee Special Topic: Whitney Water Center update
6. Finance: R. Kowalski
 1. Quarterly Financial Report
7. RPB Committee Assignments and Reports on RPB Committee meetings
8. Meet as Commercial Business Committee: K. Curseaden
 1. Approve Minutes – December 18, 2025 regular meeting
 2. Adopt FY 2027 Work Plan
 3. *Commercial Business Strategy Update - Upon 2/3 vote, convene in executive session pursuant to C.G.S. Section 1-200(6)(E) to discuss matters covered by Section 1-210(b)(5)(B), pertaining to commercial and financial information.
9. Act on matters arising from Committee meetings
10. Business Updates: S. Lakshminarayanan
 1. Monthly Business Highlights: S. Lakshminarayanan
 2. AWA Update: S. Lakshminarayanan and R. Kowalski - Upon 2/3 vote, convene in executive session pursuant to C.G.S. Section 1-200(6)(E) to discuss matters covered by Section 1-210(b)(5)(A)(B), pertaining to trade secrets and commercial and financial information.

*Members of the public may attend the meeting in person or by conference call. To view meeting documents please visit <https://tinyurl.com/3u3h9n3x>. For questions, contact the board office at 203-401-2515 or by email at jslubowski@rwater.com.

**RPB Member (J. Mowat Young) is excused at Item 8.3*

South Central Connecticut Regional Water Authority

Commercial Business Committee

December 18, 2025

Minutes

The regular meeting of the South Central Connecticut Regional Water Authority Commercial Business Committee took place on Thursday, December 18, 2025, at 90 Sargent Drive, New Haven, Connecticut and via remote access. Chair Curseaden presided.

Present: **Committee** – Messrs. Curseaden, Borowy, Cort, and Ricoszi(R), and Mss. LaMarr and Sack
Management – Ms. Calo and Messrs. Lakshminarayanan, Singh, and Hill(R)
Staff – Mrs. Slubowski

The Chair called the meeting to order at 2:07 p.m.

9.1. APPROVE MINUTES – SEPTEMBER 25, 2025 MEETING

On motion made by Ms. LaMarr and seconded by Mr. Borowy, the Committee voted to approve the minutes of its September 25, 2025 meeting.

Borowy	Aye
Cort	Aye
Curseaden	Aye
LaMarr	Aye
Ricoszi	Absent
Sack	Aye

Chair Curseaden noted that as a result of the Blue Drop appeal, the strategic plan finalization with Dr. Whiskeyman is on hold. He will provide more information on how to proceed in February once the Blue Drop decision has been announced.

9.2. COMMERCIAL BUSINESS STRATEGY UPDATE

Mr. Lakshminarayanan, the RWA’s Interim President & Chief Executive Officer, and Mr. Singh, the RWA’s Chief Information Digital Officer & Vice President of Customer Care, provided a Commercial Business update for the second quarter of FY 2026. They reported that the objective for FY26 is to achieve gross revenue of \$22 million and net revenue of \$9.3 million. The key service areas included:

- Well & Treatment Services
- PipeSafe & WellSafe Protection Plans
- Lab Services
- Engineering, Environmental & Energy Services

Mr. Lakshminarayanan reported that the RWA is on target, with more details to follow in the executive session discussion.

At 2:11 p.m., Mr. Ricoszi entered the meeting and on motion made by Mr. Sack and seconded by Ms. LaMarr, the Committee voted unanimously to convene in executive session pursuant to C.G.S. Section 1-200(6)(E), to discuss matters covered by Section 1-210(b)(5)(B), pertaining to commercial and financial information. Present in executive session were Committee members, Messrs. Malloy, Lakshminarayanan, Singh, and Hill, and Mss. Calo and Slubowski.

Borowy	Aye
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South Central Connecticut Regional Water Authority
Commercial Business Committee
December 18, 2025

Cort	Aye
Curseaden	Aye
LaMarr	Aye
Ricozzi	Aye
Sack	Aye

At 2:56 p.m., the Committee came out of executive session. No votes were taken in, or as a result of executive session. On motion made by Mr. Borowy and seconded by Ms. LaMarr, the Committee voted to adjourn the meeting.

Borowy	Aye
Cort	Aye
Curseaden	Aye
LaMarr	Aye
Ricozzi	Aye
Sack	Aye

Kevin Curseaden, Chair

(R) = Attended remotely.

UNAPPROVED

Commercial Business Committee FY27 Work Plan

The Commercial Business Committee, in collaboration with the CEO and management team, develops and recommends the overall strategy for the growth of the company's commercial business activities, monitors progress, reviews results as a basis for setting new strategy, and recommends actions consistent with the Strategic Plan.

June 2026

- Review & Adopt Committee Charter (as applicable)
- Commercial Business Strategy Update

November 2026

- Commercial Business Strategy Update

March 2027

- Adopt FY28 Work Plan
- Commercial Business Strategy Update



Commercial Business Committee Update



March 26, 2026

Private & Confidential

Agenda

Public session

1. **RWA Commercial Enterprise Strategy**
2. **FY26 Commercial Business Strategic Actions**

Executive Session

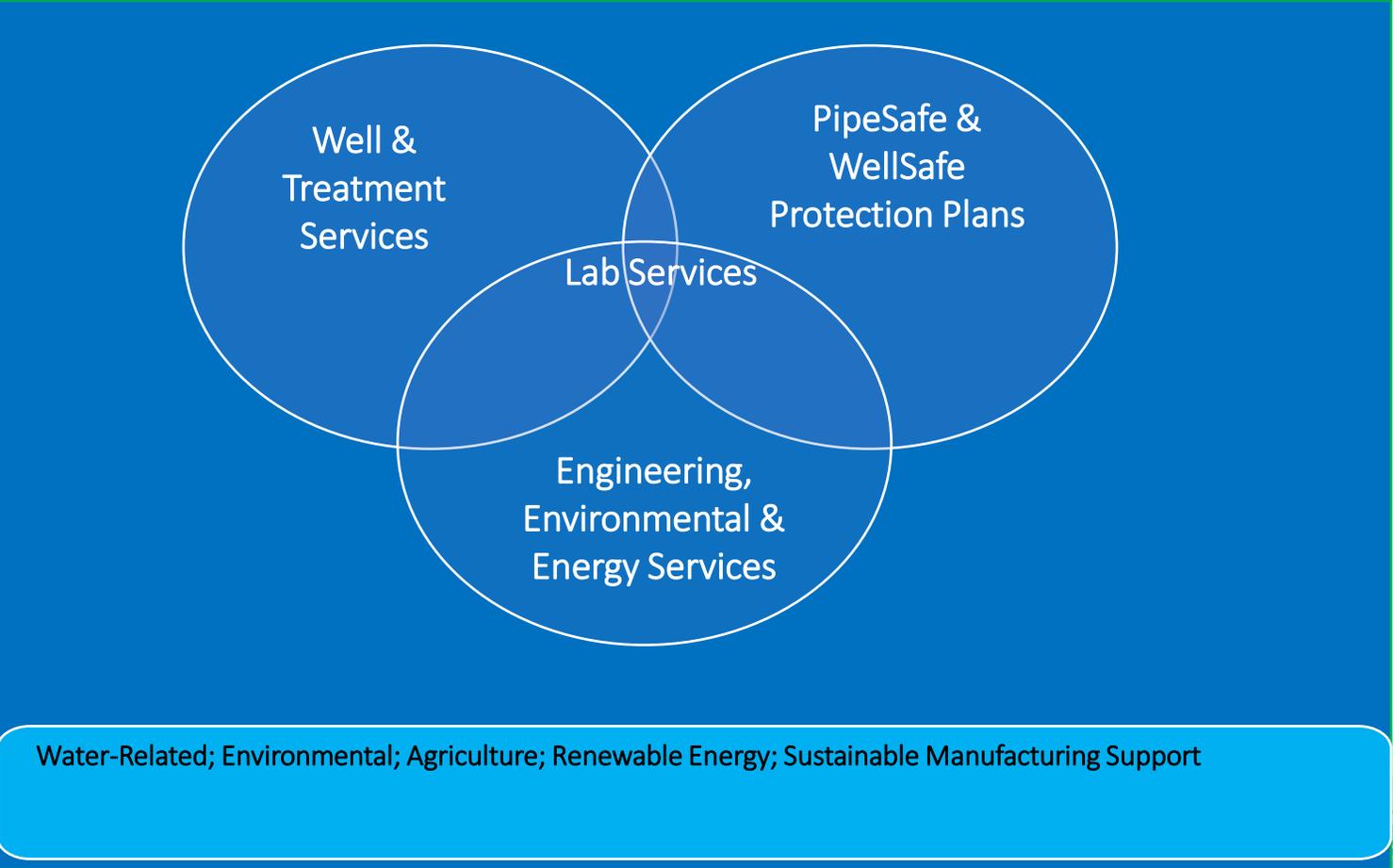
1. **Financials – Q3 FY26 YTD Results**

RWA Commercial Enterprise Strategy

Goal: Increase RWA Commercial Enterprise EBITDA* sources to provide funds to invest in the utility and to help mitigate future rate increases for our customers.

Objective: Contribute FY26 gross revenue of \$22M with net revenue goal of \$9.3M

Strategy: Provide turn-key water and environmental service solutions to more customers based on enabling legislation.



- ✓ Test
- ✓ Maintain
- ✓ Protect
- ✓ Repair

*Earnings before interest, taxes, depreciation, and amortization

FY26 Commercial Business Strategic Actions

Vertical Integration

Manage WS business core functions to capture downstream profits.

- Address service and Plumbing workforce challenges. Established a formal relationship with Strategic Partners such as Mr. Rooter(good margin jobs)

Explore potential in construction, HSV and PipeSafe

- Integrated vendor network for job scheduling & cost optimization of HSV & PS

Offering Functional Services to the Market

Leverage our internal capabilities of Lab.

- New Revenue Stream with PFAS 533 method testing - Application submitted March. Planned to campaign all existing customers in FY26 Q4

Increase product and service offerings for PS while staying focused on the core.

- Offer Small PS commercial business product- FY26 Q4

Leveraging Customer Touch Points

Monetize all customer touch points across all commercial business.

- Increase Sales and Revenue for HSV, Lab with digital marketing improvements FY27 Q1

Introduce cross selling & up-sell protocol during customer facing events

- Increase PS Home Plumbing customers by cross selling campaigns.

Explore potential in Call Center, Field Services and RWA Connect

- Central dispatch and Customer Service contact center for plumbing and Well Services. FY27 Q1

... while managing compliance items, as well as the policy implications.