

A LEGACY OF PURPOSE
FISCAL YEAR 2025

corporate social responsiveness report

A Legacy of Purpose

A MESSAGE FROM OUR INTERIM PRESIDENT AND CEO

Welcome to the 2025 Corporate Social Responsiveness Report from the Regional Water Authority (RWA). This document highlights the many ways the RWA worked to make life better for our customers, employees, and communities throughout the year.

More than 176 years ago, Eli Whitney II conceived the New Haven Water Company (NHWC) waterworks to power industry and provide a reliable source of drinking water for people in New Haven and beyond. His purpose-driven mission – to make life better for enterprise and individuals in the region – continues to guide our work as a not-for-profit public water utility.

That legacy of purpose remains at the heart of our business strategy and decisions. We are committed to the highest standards of quality, customer care, environmental stewardship, social responsibility, and governance as we deliver safe and reliable water and services. The following pages outline our progress on this commitment in Fiscal 2025.

Sincerely,

Sunder (Sunny) Lakshminarayanan



Interim President and Chief Executive Officer

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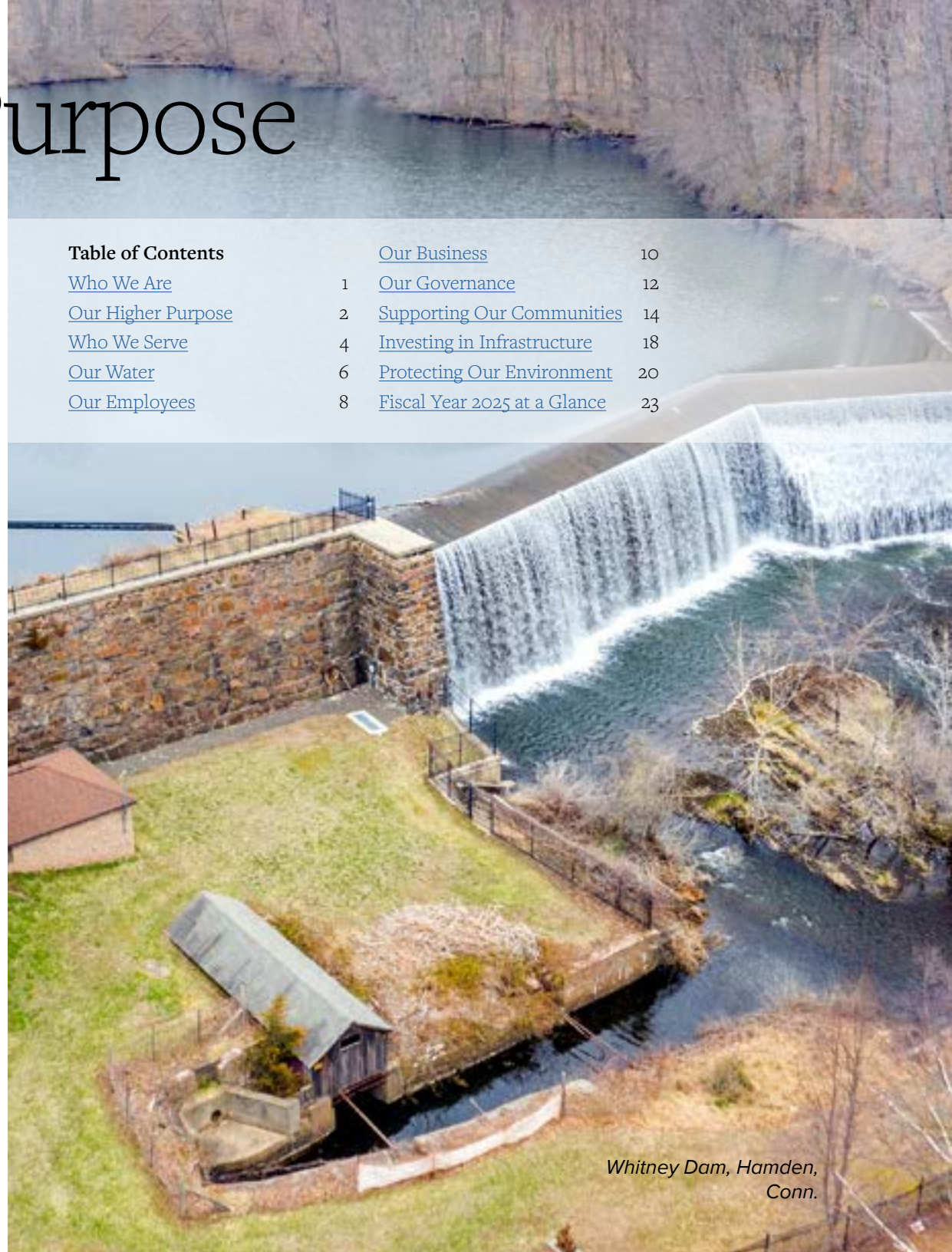
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Whitney Dam, Hamden, Conn.

Who We Are

The RWA is a not-for-profit, public water utility that has provided an essential, life-sustaining product – high-quality drinking water – to customers in the Greater New Haven area for more than 176 years.

On average, we treat more than 44 million gallons of water a day and deliver it to a population of more than 432,000 consumers in 15 South Central Connecticut municipalities.

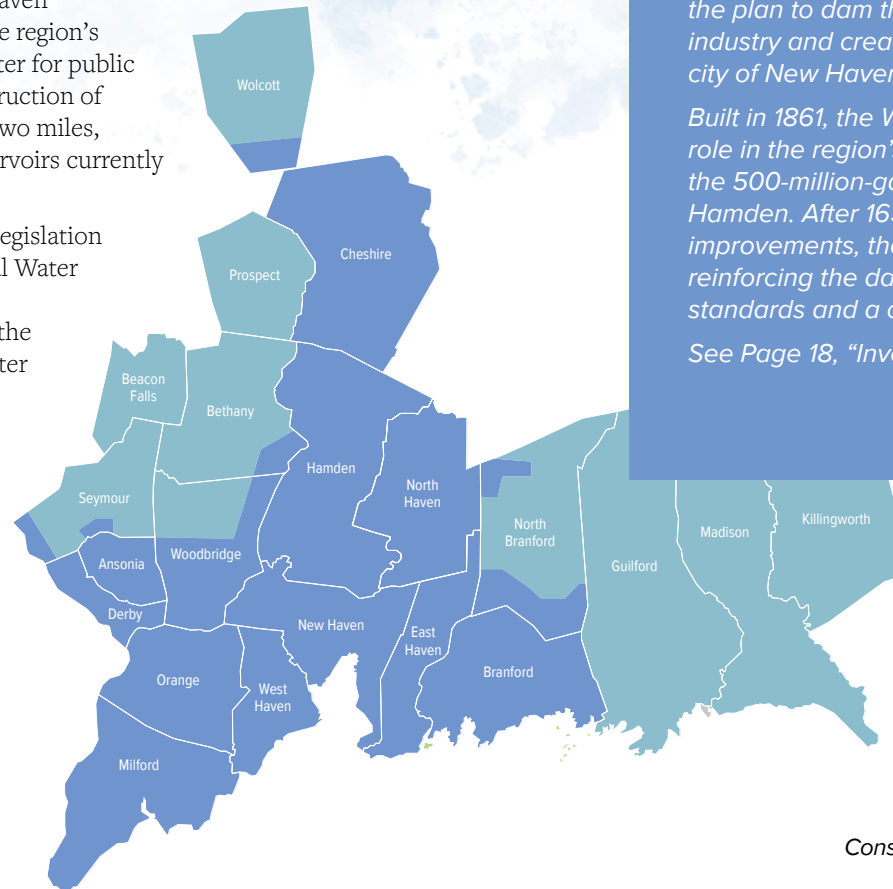
We strive to be a responsible steward of the environment by protecting the nearly 28,000 acres of watershed land we own and by promoting sustainable practices. The consumers and other stakeholders we serve count on us to deliver the high-quality, reliable water that their lives depend on, any time they turn on the faucet.

176 YEARS OF SERVICE

Our founder, Eli Whitney II, established the New Haven Water Company (NHWC) in 1849 and conceived the region’s waterworks to provide a reliable supply of clean water for public and private purposes. In 1859, Whitney began construction of a dam that backed up the Mill River for more than two miles, forming Lake Whitney, the first of the 10 active reservoirs currently in our system.

In 1977, the Connecticut General Assembly passed legislation establishing the South Central Connecticut Regional Water Authority as a not-for-profit public corporation. It purchased the assets of the NHWC in 1980, setting the stage for the RWA’s emergence as a 21st-century water utility and environmental services company.

Across those years, the RWA has sought to stay true to Whitney’s original vision of delivering high-quality water to improve the lives of people and businesses in the New Haven area.



Consumers Served by RWA

Consumers Not Served by RWA, but
Included in the District



WHO WAS ELI WHITNEY II?

Eli Whitney II (1820-1895) was the first leader of the NHWC, the RWA’s predecessor. He was the only son of Eli Whitney, the inventor of the cotton gin and founder of an arms manufacturing plant at the current site of the Whitney Museum in New Haven. The younger Whitney assumed control of the armory after his father’s death and devised the plan to dam the Mill River to supply power for industry and create a reliable water source for the city of New Haven.

Built in 1861, the Whitney Dam still plays a vital role in the region’s water supply, impounding the 500-million-gallon Lake Whitney Reservoir in Hamden. After 165 years of service and various improvements, the RWA is now modernizing and reinforcing the dam to withstand current safety standards and a changing climate.

See Page 18, “Investing in Infrastructure.”

44

Million Gallons of Drinking Water
Treated Daily

432,474

Consumers Served

15

Municipalities Served

* All By the Numbers data is as
of May 31, 2025, unless other-
wise noted.

Our Higher Purpose

WE MAKE LIFE BETTER FOR PEOPLE BY DELIVERING WATER FOR LIFE.

*We believe that good
companies, like good people,
are guided by purpose.*

*Our Higher Purpose is
central to who we are.*

*It is what inspires us to
work consciously, innovate
for the greater good, and
continuously improve on
behalf of all stakeholders.*

OUR MISSION

*We provide customers with high-quality
water and services at a reasonable cost
while promoting the preservation of
watershed lands and aquifers.*

Our mission is a straightforward
statement of why we exist. It is what gets
us up in the morning, sustains us when
times are tough, and helps us find our
bearings when we get pulled off course.

OUR VISION

*We are an innovative water utility
that sustains life, strengthens our
communities, and protects natural
resources for future generations.*

Our vision represents our aspirations for
the future: the company we are working
diligently to become.

▶ *We are an innovative water utility.*

We always strive to do better,
push the envelope, and tap our
creative resources to create value for
all stakeholders.

▶ *We sustain life.* We recognize the
essential value of our product and the
importance of delivering it reliably. In
a world where lack of access to clean
water claims an estimated 1.4 million
lives each year, our customers count
on us to provide reliable, high-quality
water every time they turn on the tap.

▶ *We strengthen our communities.* Water
is a vital resource that citizens depend
on for health, fire protection, economic
growth, and quality of life. Our high-
quality water and well-maintained
water system are key elements of
prosperous, healthy communities and
contribute to our region's bounty.

▶ *We protect natural resources.* We are
responsible stewards of our water
sources, supplies, and assets. We have
a responsibility to preserve and protect
them for future generations.





OUR 'STARS' VALUES

Our values – Service, Teamwork, Accountability, Respect, and Safety – are encapsulated in the STARS acronym. These are the principles that guide our everyday conduct and drive how we do business.



- ▶ **Service:** We provide prompt, courteous service to our customers, our co-workers, and all of our stakeholders. We continually strive to make the customer experience better for all.
- ▶ **Teamwork:** We build on each other's strengths. Through efficiency and innovation, we work as a team, in the spirit of mutual trust and openness, to achieve success.
- ▶ **Accountability:** We are responsible for our actions. We are honest and ethical. Integrity is at the heart of everything we do.
- ▶ **Respect:** We show respect to everyone with whom we come into contact as we do our jobs. We promote diversity and embrace individuality.
- ▶ **Safety:** We are a safe workforce. Safety is owned by every employee. We all benefit when safety is part of our daily lives.

RAISING THE BAR FOR SERVICE

Service is central to the RWA's identity and reputation. In 2024, we launched Delivering Service Excellence (DSX), an ongoing, organization-wide initiative to elevate the quality of service we provide to our customers, our colleagues, and our other stakeholders. Throughout Fiscal 2025, we continued to bolster service standards for stakeholders, colleagues, and customers through our organization-wide DSX initiative.

DSX



Who We Serve

SERVICE FIRST!

The RWA won national recognition in 2025, ranking highest in customer satisfaction among midsize water utilities in the Northeast. This was affirmed in a separate, independent survey, which found that 83.7% of customers were satisfied with the service they received for billing and payment. We take great pride in the high level of satisfaction reported by our customers and continue to work diligently to improve on these results.*

* Source: J.D. Power, 2025 Water Utility Residential Customer Satisfaction Study, May 7, 2025. <https://www.jdpower.com/business/press-releases/2025-us-water-utility-residential-customer-satisfaction-study>

89,145

Customer Care Inquiries Fielded

83.7%

Customer Satisfaction

CUSTOMER CARE TEAM

Our Customer Care specialists strive to respond quickly and effectively to customers' needs. While our representatives maintain the front line, the RWA offers an expanding array of self-service options, empowering customers to find information, make payments, monitor their water usage and more. Our newly upgraded customer information platform, online account portal, and interactive phone system make it fast and simple.

PUTTING TECHNOLOGY TO WORK FOR CUSTOMERS

We harness technology to improve our systems and processes so we can provide seamless and exceptional service to our customers. In April 2025, we launched our new, state-of-the-art customer service platform. Built on a cloud-based UMAX platform and specifically configured for the RWA, this new suite of tools makes interacting with us easier, faster, and more convenient than ever before.

Our free online account portal lets customers make payments, review transactions, and explore how and when they use water. As part of the upgrade, we were able to add new payment options,

such as Apple Pay, Venmo, PayPal, and Google Pay, and we automated processes such as requesting a payment plan.

With our new portal in place, we were able to increase enrollment in our e-Bill paperless billing program from 41% to 45%, enabling us to all but eliminate postage costs for these users and reduce paper waste by 2 million pieces. More than one in five customers enrolled in our Autopay program, allowing them to set up automatic monthly payments direct from their financial institutions.

PROVIDING VALUE

At roughly a penny a gallon, the RWA's reliable, high-quality water is a value compared with other utility costs and consumer goods.

A HELPING HAND FOR THOSE IN NEED

For most RWA customers, the water bill is the least costly monthly utility expense. However, some families need additional assistance. In Fiscal Year 2025, the RWA's Residential Water Assistance Program, administered by the Dollar Energy Fund, awarded a total of \$17,675 in one-time grants of \$175 to customers in need based



BY THE
NUMBERS

on federal poverty guidelines and household size. In 2026, the RWA implemented an enhanced assistance program, with expanded eligibility requirements and grants of up to \$300.





KEEPING CONSUMERS INFORMED

The RWA employs a variety of channels to keep consumers up to date and help them understand the value of the services we provide. These include the

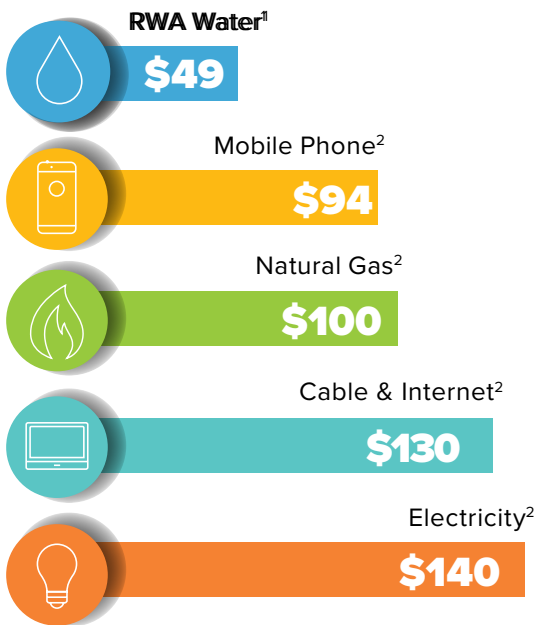
rwater.com website, our quarterly Waterlines consumer newsletter, media outreach, bill inserts, email campaigns and digital channels. We even have a radio program, “Liquid Lunch,” on WNHH 103.5 in New Haven.

SOCIAL MEDIA

Our social media feeds help consumers stay up on the latest RWA news and information, while providing us with insights and feedback about what’s on customers’ minds.

-  facebook.com/sctrwa 3,185 followers
-  x.com/sc_ct_rwa 1,562 followers
-  instagram.com/sctrwa 2,268 followers
-  linkedin.com/company/regional-water-authority 2,325 followers

Typical Monthly Expenditures



By the Gallon³



ONE RWA, MANY LANGUAGES

The RWA serves a region that is diverse and multilingual. On our website, visitors can select their preferred language, from Afrikaans to Zulu. The Spanish-speaking population – estimated at one in five households in New Haven County – is the region’s largest non-English-speaking group. Our Spanish-language outreach includes spots on the La Voz Hispana local radio program and advertisements in La Voz Connecticut Spanish-language newspaper. We distribute our Waterlines consumer newsletter and other critical customer communications in English and Spanish, and we have multilingual representatives ready to field calls from Spanish-speaking customers.

¹ RWA Rate Schedule effective Jan. 1, 2025. Water rates and costs may vary due to usage, rate type and other factors.

² Doxo, “Connecticut Cost of Living for Household Bills”, 1 Feb. 2026 <https://www.doxo.com/w/explore/connecticut/>

³ Prices based on survey of CT supermarkets in December 2025.



Our Water

BY THE
NUMBERS

28,299

Water Samples Analyzed

109,945

Tests Conducted

9,938

Backflow Prevention Assemblies
Tested

0

Federal/State Water Quality
Exceedances

Our customers count on us to deliver high-quality water. The RWA's proactive protection of water sources, meticulous processing of raw water, and rigorous testing help to ensure that our water continues to meet or be better than federal, state, and industry standards.

THE RWA LAB

Accredited by the National Environmental Laboratory Accreditation Program and certified for drinking water testing and analysis in multiple states, our state-of-the-art laboratory diligently tests our water to ensure it is of the highest quality. Our team of chemists, biologists, and technicians performs expert testing of the drinking water we deliver to customers. We also offer commercial water testing services to members of the public, as well as private water utilities. Our water experts test for contaminants regulated under state and federal law, including lead and bacteria, as well as emerging concerns such as PFAS (perfluoroalkyl and polyfluoroalkyl substances). See *Innovation Spotlight, Page 7*.

EXTENSIVE TESTING

Our water experts analyzed nearly 28,300 water samples in Fiscal Year 2025 and conducted nearly 110,000 tests, including those professionally collected at the RWA's water sources, as well as samples sent to us for commercial testing. Water testing results can vary due to the weather, temperature, season, and other external conditions. We collect samples from locations

throughout our own distribution system at regular intervals throughout the year, so that we can meet regulatory requirements, provide meaningful results, and assure our customers that the water we deliver is of the highest quality.

OUR LEGACY OF QUALITY

The water we delivered to our 432,000 consumers continued to meet or be better than all health and safety guidelines in Fiscal Year 2025. Our test results detected no contaminants at levels in excess of applicable federal or state standards for drinking water. The RWA is required to test for specific contaminants and reports its findings each year in our Annual Water Quality Report. As regulatory standards evolve in response to new scientific findings and public policy objectives, we will continue to monitor our water quality and work proactively to ensure we remain in compliance.

IDENTIFYING LEAD SERVICE WATER LINES

As part of a broader effort to eliminate lead from water systems nationwide, the U.S. Environmental Protection Agency is requiring every public water utility, including



the RWA, to compile an inventory of the materials used for service lines connected to their distribution system.

While our water distribution system is essentially lead-free, the service lines connecting to homes were installed over many decades and consist of various materials, including copper, modern plastics, galvanized steel, and lead.

In RWA's territory, maintenance responsibility is divided. We maintain the water distribution system up to the curb valve, but the property owner is responsible for the final segment of the service line extending from the curb valve to their home or business.

In Fiscal Year 2025, in compliance with the federal rule, the RWA executed on a plan to identify the materials used for every service line in its system. This effort included direct outreach to property owners, as well as a targeted sampling program assisted by artificial intelligence to compile the inventory. Customers were also provided with simple, step-by-step instructions to inspect and report their own service line materials. The RWA also continued to develop its plan to remove and replace all identified lead service lines from the distribution system.

An interactive map showing results of this inventory is available in the Water Quality section of our rwater.com website.

PREVENTING CROSS-CONTAMINATION

Cross-contamination can occur when water that's not suitable for drinking, such as water used for cooling and irrigation systems, reverses flow. This "backflow" can enter the public water system, making the water unsuitable or unsafe to drink. To prevent this, a device known as a backflow prevention assembly is installed where the non-potable water system connects with the public water supply.

The RWA, working in partnership with businesses, healthcare facilities, and homeowners, has an ongoing initiative to ensure these devices are functioning properly. In Fiscal Year 2025, our cross-connection control specialists oversaw the testing of 9,938 backflow prevention assemblies to ensure they are protecting the public water supply.

INNOVATION SPOTLIGHT: PIONEERING IN PFAS TREATMENT

A team of RWA experts is taking on one of drinking water's most stubborn challenges with a patent-pending process that reimagines how utilities can remove PFAS from surface water and groundwater.

PFAS (per- and polyfluoroalkyl substances) are often called "forever chemicals" because they don't break down easily in the environment or the human body. Increasingly linked to health concerns such as cancer and developmental defects, they are notoriously difficult to remove, slipping past many traditional treatment methods.

In a patent application filed by the RWA in 2025, the team describes a new, utility-scale approach to capturing and removing PFAS chemicals.

The process integrates powdered activated carbon into conventional treatment systems, rather than relying on costly granulated activated carbon (GAC) or ion resin contactors with a large capital cost.

The patent-pending processes were designed for high-volume surface water plants and groundwater systems. As PFAS regulations tighten, this practical, scalable approach offers utilities the prospect of a cost-effective way to protect public health.



Lake Chamberlain,
Bethany, Conn.

Our Employees

EMPLOYER OF CHOICE

Our employees are at the core of everything we do. We believe our efforts to attract, retain, and develop them are an investment in our long-term success.

OUR GREATEST ASSET

The RWA offers a competitive and progressive Total Rewards Package that reflects our philosophy to provide every employee with competitive and valuable benefits, including base and premium pay, comprehensive health and welfare offerings, life insurance, and retirement benefits.

In Fiscal Year 2025, we provided about 5,100 hours of training and professional development opportunities for our employees. We also increased our investment in continuing education for our employees through our Tuition Reimbursement Program, issuing nearly \$60,000 in reimbursements.

JOURNEY TO ZERO: PREVENTING INJURIES AND LOST TIME

Safety is the anchor of the RWA's core values. We are committed to ensuring that everyone returns home safely at the end of every day, and that our assets are operated in a safe and reliable manner. We care about safety because we care about our employees, our contractors, the communities in which we operate, and the environment.

Employees completed approximately 1,600 hours of safety training in Fiscal Year 2025. We reported no OSHA violations and redoubled our efforts to avoid preventable injuries. We recorded four preventable injuries during the fiscal year, five injuries that resulted in lost time, and none that resulted in restricted duty.

A HIGH STANDARD OF ETHICS

Our strict Code of Ethics seeks to ensure that our business is conducted ethically, honestly, and always in the interest of our customers. We ask every employee to review this code each year. In Fiscal Year 2025, 100 percent of active RWA employees reviewed the code and documented their adherence to it.

CULTIVATING THE REGION'S WATER WORKFORCE

With approximately one-third of the water-sector utility workforce eligible to retire in the next decade, attracting and retaining good workers is a pressing challenge in our industry.

The RWA actively engages high school and college students to introduce them to the diverse career opportunities available at water utilities. The company provides internship opportunities and actively recruits at career fairs and industry events.

Additionally, the RWA offers a week-long, career-focused program with students from Common Ground High School, as well as a day-long program with New Haven Junior Achievement students. Students participate in hands-on activities that demonstrate the essential work of water utilities and the range of technical and managerial careers required to support that work.



Since 2019, the RWA has supported landmark higher-education initiative that offers a clearly defined academic and career pathway for students pursuing utility sector careers. The Public Utility Management Degree Program – now known as the Energy and Utility Leadership Program – was championed by RWA Past President and CEO Larry Bingaman. It grew out of a collaboration with Gateway Community College and Southern Connecticut State University (SCSU), along with other utilities in the region that share the RWA’s workforce challenges.

Students can begin by pursuing an Associate’s Degree in Public Utility Management at Gateway, then transfer to SCSU to complete a Bachelor of Science degree. The curriculum focuses on the skills and knowledge needed to pursue managerial and technical careers at the RWA and other utilities, with coursework in environmental sustainability, financial accounting, asset and infrastructure management, and more. The RWA has hired four graduates of these programs and hopes to employ more as the degree programs grow. For employees who enroll in these programs, the RWA covers the full cost of tuition.



RECOGNIZED FOR DIVERSITY

In 2025, the RWA was honored with the Connecticut Section of the American Water Works Association’s Diversity and Inclusion Award. This recognition celebrates the strides we have made in fostering a workplace that values equity, inclusion, and belonging for all. Through employee surveys, focus groups, and interviews, we have built a diversity, equity, and inclusion roadmap grounded in our mission, vision, and values.

BY THE NUMBERS

279

Employees

>5,100

Hours of Training and Professional Development



Our Business

SOUND FINANCIAL MANAGEMENT

As a not-for-profit utility that delivers a life-sustaining product to more than 432,000 people, it is a priority of the RWA to provide water that is affordable. Sound financial practices and prudent management of our business allow us to fund necessary capital improvements while mitigating rate impacts on our customers.

FOCUSING ON COSTS

Every year, we charge employees with identifying opportunities to save money and create efficiencies. These efforts directly benefit RWA customers. When combined with our successful efforts at reducing debt service, they have helped the RWA mitigate rate increases by approximately 26 percent since 2009.

In addition to sound financial policies and operational effectiveness, bond rating upgrades reflect our ongoing commitment to fund our capital program in a way that is responsible to customers. While the RWA primarily uses bonds to finance capital improvements, we began taking steps in 2011 to generate these capital funds internally. With water consumption declining by roughly 1 percent per year, we have focused on capturing savings, streamlining operations and refinancing existing debt – all of which contribute to further moderating rate increases for customers.

RESPONSIBLE FINANCIAL MANAGEMENT

The RWA's fiscal policies and governance are focused on the long-term economic viability of our company, our resources, and our region. Through responsible rate-setting practices, advanced financial management initiatives and effective strategies to increase our reserves, the RWA has established a strong financial foundation on which to build our sustainable future as a modern utility and 21st-century environmental services company.

The RWA performs cost-of-service studies every three to five years. These evaluations ensure that pricing accurately reflects operating, capital, and regulatory costs.

The RWA monitors industry trends regarding rate structures and policies. By staying apprised of current trends and strategies, we are able to better plan for any future changes to our water supply or the communities we serve. We continue to adopt rate structures and financial policies that promote the sustainability of our organization and address aging infrastructure and regulatory requirements, while keeping water affordable for our customers.

The RWA utilizes a 10-year financial model that provides a long-term perspective on expenses, financing requirements, and revenue needs. This

model allows us to project rate increases, both the percentage and dollar amount, for each planned rate increase over the 10-year planning horizon. We update the model annually and present the results of the base case and multiple sensitivity scenarios to both of our governing boards. We solicit input from the boards regarding the scenarios analyzed, creating transparency in regard to any projected rate increases. Steps are regularly taken to enhance the RWA's financial model. For example, with reducing debt leverage as a focus, the model now incorporates projected debt leverage over the planning horizon. The model is also used throughout the year to assess various impacts on the RWA's overall financial position.

“With water consumption declining by roughly 1 percent per year, we have focused on capturing savings, streamlining operations and refinancing existing debt.”

STRATEGIC PLANNING

The RWA follows a robust strategic planning process that includes input from RWA leadership, governing boards and employees.

The 2020-2025 Strategic Plan, which concluded at the end of the 2025 Fiscal Year, set forth clear goals incorporating cost savings and operational efficiency; workforce safety and diversity; customer satisfaction; effective and sustainable management of assets and resources; and financial performance, while providing high-quality water to our customers.

Serving as a living document and guide for action, the plan focused on several aspects of the RWA's operations, including increasing revenues from commercial business initiatives, such as services offered through the RWA's water laboratory, the PipeSafe™ and Homeowner Safety Valve® protection programs, affiliated plumbing water service companies, fleet repair and others, which help to reduce reliance on water revenues, mitigating rate increases for our customers.



EXPANDING OUR COMMERCIAL FOOTPRINT AND WATER PROTECTION PROGRAMS

Our commercial business ventures allow us to offer our innovative services and solutions to more customers and clients while helping to offset upward pressure on rates for our water utility customers.

At the outset of the 2025 Fiscal Year, we acquired the Homeowner Safety Valve pipeline protection program, which provides pipeline and indoor plumbing protection plans in approximately 80 communities across Connecticut, Massachusetts, New Hampshire, and Rhode Island. This adds to the RWA's commercial water services portfolio that also includes Carboni Plumbing & Heating, Roach Plumbing & Heating, and Water Systems Specialties. These locally operated water service providers are part of a network of commercial services and offerings available to consumers within and outside the RWA's utility footprint.

Our Governance

BY THE NUMBERS*

The residents of each municipality within the RWA's region – those we provide water to and residents of communities where we own land – have a voice in our company in the form of two boards that govern our work.

ADVOCATES FOR CUSTOMERS

The 21 members of our **Representative Policy Board** (RPB) represent each community in our service district, as well as one member appointed by the governor. They are all residents of the municipalities they represent and bring to our organization a wide range of backgrounds and expertise. RPB members cast votes on critical decisions, with their votes weighted based on a formula that considers the number of customers and amount of land owned by the RWA in each municipality. Members of this board represent the interests of their communities. They vote on critical issues such as rate increases, land sales and any capital project with a cost in excess of \$3.5 million. The members of this board also ratify the appointment of the RWA's chief executive officer and appoint the five members of our Regional Water Authority Board.

Authority Board members are residents of the RWA's service region, but do not represent individual municipalities. Instead, they are involved with high-level strategy and oversight, such as setting the RWA's organizational priorities and overseeing the strategic direction of the company by reviewing and approving our strategic plan and tracking metrics to ensure it is successful.

Members of the Authority Board also oversee the financial strength of the RWA, which includes reviewing financials, approving operating and capital budgets, and holding annual, in-depth examinations of the organization's 10-year financial model. They provide input on the strategies that ensure the long-term financial health of the RWA. The success of these strategies has helped the RWA keep its commitment to providing high-quality, reliable, and affordable water and services.

FOCUSING ON WHAT MATTERS

To perform their oversight role, members of the RWA's two governing boards form specialized committees. These committees include:

AUTHORITY BOARD COMMITTEES

Audit-Risk Committee – This committee assists the Authority Board in fulfilling its fiduciary and statutory oversight. The Audit-Risk Committee reviews the financial reporting process, the system of internal controls, the audit process, the process for monitoring compliance with laws, regulations and the Code of Conduct, as well as the RWA's risk management guidelines, policies and practices.

Compensation Committee – This committee has responsibilities for oversight relating to Leadership Team compensation. This includes reviewing the compensation strategy and ensuring officer compensation is aligned with market data, internal equity considerations, compensation practices and their contributions to financial and operating performance, and that the compensation strategy supports the organization's strategic plan goals and objectives.

Pension & Benefit Committee –

The purpose of this committee is fulfilling its fiduciary responsibilities for oversight relating to the RWA's pension and other post-employment plans. Responsibilities include the funding and investment policies for the plans, monitoring asset allocation and investment performance, and monitoring actuarial assumptions used to estimate the projected liabilities of the plans.

Environmental, Health and Safety Committee – This

committee provides guidance and input to promote the RWA's leadership role in environmental sustainability and to help protect the health and safety of employees and the public. Members also assess and manage the company's emergency preparedness, business continuity, and water supply.

Commercial Business Committee – This committee, in collaboration with the CEO and members of the Leadership Team, develops and recommends the overall strategy for development of the company's market-based business activities. It monitors progress, identifies and mitigates strategy risks, reviews results as a basis for setting new strategies, and recommends actions consistent with the RWA's Enabling Legislation, Rules of Practice, and strategic plan. Market-based business opportunities are sources of revenue other than water rates. The objective of pursuing these revenue enhancement opportunities

21

Representative Policy Board Members

5

Authority Board Members

1

Independent Office of Consumer Affairs

* as of May 31, 2025

is to invest back in the core utility business and to mitigate water rate increases for customers.

Strategic Planning Committee – This committee, in collaboration with the CEO and members of the Leadership Team, develops and recommends the overall strategic direction for the organization, monitors progress, reviews the basis for setting new strategies, and recommends actions consistent with the strategic plan.

RPB COMMITTEES

Consumer Affairs Committee – Members of this committee assist the RPB in fulfilling its fiduciary and statutory oversight responsibility. This committee consults with the RPB and the Office of Consumer Affairs (OCA) on matters concerning the interests of our customers. Examples of activities performed include reviewing the policies and procedures for considering consumer complaints and conducting public hearings to entertain objections by the consumer to OCA decisions.

Finance Committee – Members of this committee assist the RPB in fulfilling its fiduciary and oversight responsibilities concerning financial and budgetary matters, as well as the establishment of rates. The committee carries out its responsibilities related to these matters, including the review of rate applications, capital projects in excess of \$3.5 million, proposed commercial ventures in excess of \$1.5 million upfront and proposals to issue bonds, Bond Anticipation Notes and other financial instruments, and recommends the external auditor. Members also participate in policy discussions.

Land Use Committee – The Land Use Committee fulfills its oversight responsibilities relating to land use and management. This includes acquisition and disposition, recreation, cutting of timber, other land uses and land-use plan amendments, and related policy discussions.

SUPPORT FOR CUSTOMERS

As part of its governance, the RWA funds an independent advocate for consumers. The legal counsel who represents our OCA provides oversight to the RWA on customer issues. Complaints from customers can be sent to the OCA for evaluation and the implementation of remedies. The OCA also reviews RWA rate applications and other financial decisions, drafting opinions for consideration by the RPB before any vote. The OCA is entirely independent from the RWA, allowing for complete objectivity when providing guidance on how the RWA can best serve our customers. During Fiscal Year 2025, the OCA received 11 customer complaints.

RISK MANAGEMENT

At the RWA, we are always looking ahead and considering a wide range of risk factors that could impact our business, from water quality issues to cybersecurity. The RWA's culture of safety includes planning for potential sources of risk. The RWA has a central control room and its own police department to respond to hazardous material spills on our watersheds and aquifers at any time of day. We maintain good working relationships with state and local emergency responders and engage with them in regular tabletop simulations to enhance our mutual emergency preparedness.

We also engage in ongoing business continuity planning to ensure we're able to keep essential operations running, or quickly resume them, during and after unexpected events like natural disasters and cyberattacks. Dam inspections and reports are completed on a routine basis at an interval that meets or exceeds state regulations. Emergency action plans have been prepared for high-hazard



dams and are shared with local and state emergency planning officials. The RWA retains the services of a third-party consultant to assist in the completion of hydrologic and hydrology studies, structural and stability analyses, and modeling for use in identifying capital improvement needs at our dams. We are also implementing strategies to adapt to and mitigate the potential impacts of a changing climate, including droughts and other forms of extreme weather.

SUPPLY CHAIN

We strive to ensure that our suppliers share our values of service, teamwork, accountability, respect, and safety. We believe in supporting those companies that, like the RWA, strive to do good for the people and communities where they do business. The RWA seeks to ensure its suppliers comply with all environmental, health and safety laws, rules, regulations, and organizational standards. We also hold these companies to the same high standards of safety to which we hold ourselves.

Supporting Our Communities



COMMUNITY IMPACT

Our communities have grown in the 176 years since our founding. And we've grown with them. We believe community engagement strengthens our region and is critical to our role as a modern water utility and 21st-century environmental services company.

GIVING BACK TO OUR COMMUNITIES

Throughout the year, the RWA and its employees donate money, services, and time to local charitable and community organizations. Each fall, the RWA holds an employee fundraising campaign for the United Way of Greater New Haven. In Fiscal Year 2025, employees raised more than \$13,000 and volunteered in the United Way's annual Day of Caring. They also organized an annual fall clean-up event along RWA watershed land, which netted enough roadside garbage to fill three pickup trucks!

SUPPORTING LOCAL SCHOLARS

The RWA supports educational efforts through the Claire C. Bennitt Watershed Fund, the driving force behind our mission to

protect water quality by acquiring watershed land and promoting environmental education.

Since its establishment in 1999, the Fund has provided future leaders with the knowledge and resources they need to preserve and protect open spaces and drinking water supplies. It also provides direct support to students within the RWA's service district, awarding nearly \$1 million in scholarships to date.

In Fiscal Year 2025, the Fund provided \$80,000 in scholarships to 11 students pursuing degrees in environmentally focused fields – an investment in the next generation of environmental stewards.

ENRICHING ENVIRONMENTAL EDUCATION

Our commitment to making lives better includes a responsibility to help people understand the value of water, our most essential natural resource. Since 1990, the RWA has offered environmental education programs to show young people how their actions affect the world around them.

BY THE NUMBERS

\$13,160

Contributed to the United Way of Greater New Haven

\$80,000

Claire C. Bennitt Watershed Fund Scholarships Awarded

9,617

Local Students Engaged in RWA Educational Programs

THE LARRY BINGAMAN - RWA FOUNDATION

Larry Bingaman, who served as President and CEO of the RWA from 2009 until his passing in 2024, was widely recognized as a visionary leader dedicated to environmental stewardship, education, and fostering inclusive, sustainable community and economic growth. The Larry Bingaman – RWA Foundation honors that legacy of service and purpose.

The memorial Foundation was established in 2025 to advance Mr. Bingaman's values, community spirit, and philanthropic impact. The Foundation proudly invests in organizations, initiatives, and programs that drive broad, meaningful, and sustainable change in the communities that the RWA serves. Grants focus on three pillars: Clean Water & Environmental Stewardship; Education & Workforce Development; and Inclusive Community & Economic Growth.

Eligible nonprofit organizations can apply for grant opportunities within these pillars. For details on eligibility and application guidelines, visit rwater.com.



Through the RWA's Whitney Water Center, our talented education staff offers free, hands-on water science programs to schools within our service district. In Fiscal Year 2025, more than 9,600 students from 70 schools and organizations participated in classroom programs, field trips, water science loan box activities, and outdoor field experiences.

To further expand access, our education team developed a 25-part video series featuring at-home water science activities for parents and teachers. These videos, which are available online and shared on our social media channels, have become a valuable distance-learning resource for schools, libraries, and community organizations.

Our education programs also foster strong partnerships between schools and the business community. Since 2012, the RWA has worked with Common Ground High School in New Haven, the nation's longest-running charter school, to provide

an annual environmental careers summer camp. We continue to work with students and staff through ongoing initiatives that promote environmental stewardship and career exploration.

MOBILE HYDRATION STATION

Our RWATER to Go water wagon has been a regular presence at events across our region since 2015.

Operating from April through October, this mobile hydration station supports everything from school functions to community festivals and road races. By providing free, high-quality drinking water, it helps nonprofit organizers reduce costs, cut down on single-use plastic waste, and keep participants safely hydrated. Featuring eight water fountains and eight bottle-filling stations, RWATER to Go carries 375 gallons of water – about the same as 2,840 plastic 0.5-liter bottles. It was designed with accessibility in mind, accommodating children and people with disabilities.

In Fiscal Year 2025, RWATER to Go rolled out to 33 events, delivering refreshing, high-quality RWA water where it matters most!

HAZARDOUS WASTE DISPOSAL

For more than 30 years, the RWA has operated HazWaste Central, Connecticut's first permanent collection facility for household hazardous waste, helping residents safely dispose of everything from old batteries to expired household chemicals.

Created by the RWA and co-sponsored by the South Central Regional Council of Governments, the program serves more than 200,000 households across the region, preventing harmful materials from ending up in landfills, contaminating waterways, or leaching into watershed land.

During its May through October 2025 season, HazWaste Central offered 21 Saturday events where residents of participating communities could register

HAZWASTE BY THE NUMBERS

200,000+*

Households served by HazWaste Central

28

Collection events

236

Cars per event



* 2025 HazWaste Season

to drop off hazardous waste at the RWA's headquarters on Sargent Drive in New Haven. Seven additional events were offered at satellite locations to provide convenient access for households across the region. More than 6,600 cars rolled in to HazWaste Central events to dispose of hazardous materials – an average of 236 cars per event.

Since its inception, the program has diverted hundreds of thousands of gallons of liquids and hundreds of thousands of pounds of hazardous solids from the regular waste stream, protecting public health and supporting a healthy watershed and environment.

ECONOMIC IMPACT

The RWA is committed to the health and economic strength of Connecticut and our region. We support local businesses whenever possible, and we promote an inclusive and sustainable economy that benefits all people.

BUYING LOCALLY

In Fiscal Year 2025, our spending with Connecticut businesses and municipalities exceeded \$56.7 million. We view this as a direct investment in the communities and people we serve. Buying locally has also been shown to generate a significantly smaller carbon footprint than relying on out-of-state vendors and suppliers.

ADVANCING AN INCLUSIVE ECONOMY

The Greater New Haven area is home to a vibrant and diverse population, and the RWA is committed to supporting inclusive economic growth across the region we serve. One way we advance this commitment is by directing a meaningful share of our procurement spending to businesses that reflect our community.

In Fiscal Year 2025, more than \$2.4 million of our spending went to enterprises owned by people of color, women, members of the LGBTQ+ community, and disabled veterans. Supporting these businesses helps broaden economic opportunity and strengthens local prosperity, particularly for those who have not historically benefited from economic growth.

BY THE NUMBERS

\$56.7

Million Invested in CT Businesses and Municipalities

\$2.4

Million Invested in Diverse Suppliers

\$8.9

Million Payments in Lieu of Taxes (PILOT)



SUPPORT FOR OUR TOWNS AND CITIES

Our commitment to this region starts at the tap, but it extends well beyond water service. As a not-for-profit corporation, the RWA pays no local, state, or federal taxes. However, we recognize that being part of this region comes with a responsibility to invest in its future. In Fiscal Year 2025, we provided more than \$8.9 million in Payments in Lieu of Taxes (PILOT), helping to compensate the communities we serve for revenue that would otherwise be lost due to our tax-exempt status. These payments provide essential support for schools, healthcare services, local infrastructure, and other critical community needs.

EMERGENCY RESPONDER GRANTS

In Fiscal Year 2025, the RWA distributed more than \$15,000 in grants as part of our new initiative to support local fire departments and emergency service organizations. Through the Emergency Responder Grant Program, the RWA helped volunteer and professional emergency service providers pay for critical needs including protective gear, training, and thermal-imaging equipment.

PROMOTING ECONOMIC GROWTH

The RWA is active in local chambers of commerce and other industry organizations. Since Fiscal Year 2020, the RWA has supported a business development position with the Greater New Haven Chamber of Commerce to assist in job retention and economic growth. This unique initiative proactively connects with existing small and medium-sized businesses so we can better understand their needs and respond with resources. The goals of the program are to help businesses grow and thrive, remain in the region and encourage workforce development.

Since its formation, the Chamber has visited 467 area companies; provided 927 resources for information, education and advocacy; and discovered more than 1,900 new potential jobs.

QUALITY ON TAP

Our water is not just an essential resource for human life. It's also a key ingredient in some of the world-class foods and beverages that have put the New Haven region on the culinary map. The RWA has partnered with local businesses, including East Rock

Brewing Company, Modern Apizza, Chabaso Bakery and Foxon Park Beverages, to showcase just what makes their products – and our water – so special. You can find their stories, including video testimonials, at rwater.com/water-quality/quality-on-tap.

PROVIDING POLICY LEADERSHIP

RWA employees are involved in various statewide public policy workgroups and initiatives. They collaborate on issues involving the environment, water resources, and the future of the state's drinking water supply. RWA employees participate in the state's PFAS Task Force, the Riparian Vegetative Buffers Working Group, the Governor's Council on Climate Change, and the Water Planning Council Advisory Group, as well as the Connecticut Section of the American Water Works Association and the Connecticut Water Works Association, to name a few.



Investing in Infrastructure

Maintaining our system and delivering high-quality water to our customers requires ongoing, diligent, and prudent investment. In Fiscal Year 2025, the RWA allocated a near record \$53 million capital budget to support its water system. More than two-thirds of this budget funded infrastructure and growth-related projects, including about \$10 million for replacing aging water mains.

Our Capital Pipe Replacement Program has resulted in a water main break rate of 3.9 per 100 miles of main for Fiscal Year 2025 – significantly lower than the American Water Works Association’s national average of about 11 breaks per 100 miles of main.

For over three decades, the RWA has used an MIT-researched strategy to optimize its Capital Pipe Replacement Program. Reexamined by various parties, this program effectively balances necessary capital investments with rigorous water main, leakage, and customer service goals.

We employ state-of-the-art FIDO AI acoustic technology to “listen” for leaks in our system. Sensors pick up noise from leaking pipes and relay it to a

device that calculates the distance to the leak so crews can locate it. Using this technology, we’re able to cover about 400 miles of water main each year, about one-quarter of our system. This helps us find small leaks before they become big breaks, and supports our water-loss-reduction efforts..

The RWA reduces costs by taking advantage of grants from the Drinking Water State Revolving Fund (DWSRF) program and pursues other low/no-cost financing opportunities. Since we began participating in this program, the RWA has received \$8 million in DWSRF grants and continues to pursue other low- and no-cost financing opportunities.

FY25 MILESTONES

In Fiscal Year 2025, we continued to make progress on our project to restore and rehabilitate the 165-year-old Lake Whitney Dam in Hamden. The dam was completed in 1861 under the supervision of Eli Whitney II. Now a local landmark, it has been in continuous service since the Civil War.

The project seeks to preserve the Whitney Dam’s historic structure while enhancing its stability,

increasing its spillway capacity, reducing water, and addressing climate change. When the upgrade is complete, the dam is expected to be able to safely handle up to 34 inches of rain falling over a three-day period: almost three times the largest rainfall ever recorded to date at that location.

We completed the design phase of the project in Fiscal Year 2025 and continued our community engagement efforts ahead of the anticipated start of construction in late 2026. The project is expected to be completed in the next three to four years.

ADVANCING WATER TECHNOLOGY

In 2025, we partnered with ClimateHaven, a climate technology incubator, to launch the Water Innovation Hub, an initiative to speed up the development and implementation of next-generation water technologies. Through structured pilot programs and direct collaboration with utility operations, the Hub offers special access to testing grounds to usher innovations from development to adoption. By connecting startups with the RWA’s infrastructure, operations, and expertise, the Hub helps align technology development





BY THE NUMBERS

\$53

Million FY2025
Capital Budget

3.9

Water Main Breaks
per 100 Miles

with the sector's water-related challenges. Initial areas of focus included rapid water-quality testing, remote lead-pipe detection, and infrastructure monitoring using robotics and drones. The project is expected to be completed in the next three to four years.

The Hub builds on a 2024 partnership between ClimateHaven and the RWA, aimed at establishing New Haven and Connecticut as key centers for water sector transformation and infrastructure modernization.

DATA SECURITY

The RWA prioritizes the security of personal information and customer data. Our information security and public safety experts collaborate with utilities and law enforcement agencies nationwide to stay ahead of emerging threats, while implementing strong internal safeguards and promoting cybersecurity best practices across the organization.

In Fiscal Year 2025, we conducted four employee "phishing"-simulation campaigns

through a trusted third-party vendor. Phishing awareness is now part of onboarding for all new employees, as well as ongoing training. These efforts have improved employees' ability to recognize and avoid phishing attempts. To maintain vigilance and awareness, we distribute a monthly newsletter to employees featuring industry updates, best practices, and RWA-specific cyber alerts. We also conduct ransomware tabletop exercises each year to strengthen preparedness and ensure a resilient technological environment.

BY THE
NUMBERS*

27,836

Acres Owned

1,045

Acres of
Conservation Easements

10

Active Reservoirs

3

Aquifers

Protecting Our Environment

CONSERVATION

Although the Greater New Haven region typically has abundant rainfall, we work to manage our water sources, our distribution system, and our land to be resilient regardless of weather conditions or drought status.

LEADING IN WATER LOSS PREVENTION

Conservation is a shared responsibility, and the RWA complements customer efforts by actively managing leaks and performing preventive maintenance. Leveraging improved customer data and system monitoring enabled by our Advanced Meter

Infrastructure (AMI), along with our ability to “listen” for leaks in water mains, we reduced our rolling net annualized unaccounted-for water from more than 14 percent in Fiscal Year 2022 to about 10.6 percent for the 2025 fiscal year. That’s significantly better than the U.S. average of 19.5 percent, according to Bluefield Research. Our cutting-edge water loss analysis tool

allows us to further target long-term water losses within our distribution system and coordinate field leak detection activities.

WATER WISE WAYS

The RWA uses bill inserts, social media, its website, news media, and other outreach opportunities to help customers conserve water and more efficiently use this precious natural resource. In 2025, the RWA once again partnered with WTNH-News 8 and WCTX Channel 59 to air television public service announcements, sharing tips we call “Water Wise Ways.” These video segments can be found on the RWA’s website, alongside many other points for reducing water use.

RECYCLING RAINWATER

About 40 percent of water used by a typical homeowner is consumed in the warm-weather months for outdoor activities such as watering the garden or washing the car. To help customers conserve, the RWA procures rain barrels at a discount and provides them to customers with no markup. These 55-gallon barrels allow users to harvest and store rainwater, featuring a hose attachment for convenient outdoor chores and watering. In Fiscal Year 2025, we sold 330 barrels for a cumulative total of 1,755 barrels since the program began.

REPURPOSING WATER TREATMENT RESIDUALS

We’re also pursuing novel strategies to reuse the materials produced as a byproduct of the water treatment process. Water treatment residuals produced by the RWA’s treatment plants are sent to local contractors for beneficial reuse as a topsoil amendment. Since the beginning of Fiscal Year 2019, we’ve repurposed approximately 3,886 tons of water treatment residuals in this manner.

PROTECTING OUR WATER SUPPLY

The RWA has long recognized the link between human activity on land and the water quality of streams, rivers, and reservoirs. We have invested millions of dollars to protect thousands of acres of watershed land in the region so we can maintain a high level of water quality for our customers.

LAND MANAGEMENT

In 2016, we signed the Connecticut Source Water Collaborative Charter, reinforcing our commitment to serve as stewards of RWA lands. The Collaborative brings together stakeholders to develop and support strategies that protect and preserve our drinking water sources, as well as the surrounding lands that protect and recharge them. Our work with the Source Water



Collaborative strengthens our water supply mission and enhances awareness that stewardship of water and land is a responsibility shared by all state residents.

We also collaborate with local land trusts through the South Central Regional Land Conservation Alliance, a regional partnership that we helped initiate in 2019. This alliance brings local land trust organizations together to collaborate, share expertise, and pool resources to advance open-space protection across the region.

In 2025, the RWA became part of the state's new Riparian Vegetative Buffers Working Group, a legislative task force charged with developing policy solutions to protect riparian buffers. Riparian buffers are the vegetative strips along streams and rivers, and they play an important role in protecting the watershed.

The RWA manages its lands in accordance with its Land Use Plan, which governs and enforces allowed uses. It calls for actively seeking opportunities to acquire and protect additional open space and watershed parcels, with the help of a matrix developed in-house to score each parcel's protection value. Safeguarding the water supply remains the foremost criterion for all land use decisions by our management and governing boards.

Since 2007, we have invested more than \$13 million to protect approximately 1,000 acres through acquisitions or legal agreements that guarantee protection from development, including more than 381 acres of watershed land. Acquisitions in 2025 included 24 undeveloped acres in Madison abutting existing RWA property and other lands that protect the RWA's Lake Hammonasset watershed from the impacts of human activities.

GROUNDWATER MANAGEMENT

Although mostly unseen, groundwater sources are an integral part of our water supply. Proper management of the watershed allows the RWA to prevent pollution from entering the groundwater. The RWA conducts inspections regularly to identify potential sources of pollution within our public water supply watersheds and aquifers. We work closely with business owners, as well as local and state regulatory agencies, to ensure timely correction of any potential water quality threats.

In Fiscal Year 2025, the RWA conducted 904 industrial, commercial, and residential property inspections on parcels within our watersheds, which resulted in 43 violations by external parties. Once the violations were identified, corrective action was taken to prevent additional issues.

PROTECTING NATIVE HABITATS

The RWA maps, monitors and addresses invasive plants on watershed forestlands. This work includes research on control methods for species such as Japanese barberry, stiltgrass and knotweed, which interfere with forest regeneration, attract disease-causing ticks and impact water quality.

PROTECTING POLLINATORS

Pollinators such as bees, butterflies and birds are an essential part of Connecticut's ecosystem, contributing to biodiversity and playing a critical role in food production. To support ecosystem health and combat the decline of many pollinator species, the RWA maintains pollinator gardens that feature native plants that attract these beneficial birds and insects. These gardens – including one at the RWA's headquarters in New Haven and one in Hamden – contribute to "pollinator pathways" that serve as waypoints along pollinators' long-distance migratory routes. RWA employees volunteer time to oversee and maintain these native gardens, with support from the company.



The RWA uses a variety of techniques to control these species, including an innovative mobile steamer device that “cooks” the plants without herbicides or other chemicals. We have also worked with University of Connecticut researchers to develop remote sensing methods for mapping invasive species, as well as the tree damage caused by insects and storm events.

In Fiscal Year 2025, the RWA effectively eliminated invasive water chestnut from its Furnace Pond watershed in Branford, the result of years of work to mechanically remove the plant’s seeds while preventing new infestations. Water chestnut creates thick surface layers that block sunlight, killing off the native plants that fish, birds, and insects rely on for food and shelter. Eliminating this invasive plant supports a healthy watershed where native species can thrive.

THE CLAIRE C. BENNITT RECREATION PROGRAM

The RWA has nine recreation areas that touch 13 towns across Greater New Haven, offering great water views and four seasons of fun as part of our Claire C. Bennett Recreation Program. Permit holders can enjoy activities such as hiking, jogging, cross-country skiing, cycling, fishing, horseback riding and more in designated parts of these recreation areas. Trails are well marked, easily accessible and open year-round. We provide easy-to-read trail maps and offer special family events such as nature walks and fishing derbies. In Fiscal Year 2025, we had nearly 5,000 recreation permit holders.

CLEAN ENERGY COMMITMENT

The RWA is deeply committed to preserving the environment and continues looking for new ways to reduce our energy footprint. These ongoing energy reduction efforts helped the RWA accomplish an average decrease of approximately 967,000 kilowatt hours (kWh), compared to our baseline year of Fiscal Year 2015, per EPA’s Portfolio Manager. In 2020, the RWA began purchasing green power through a third-party energy provider. This is 100% wind energy and, as a result of this purchase, the RWA avoided the

production of approximately 10,727 tons of CO₂ in Fiscal Year 2025.

RENEWABLE ENERGY SOURCES

In addition to projects that promote energy efficiency, the RWA has sought to use renewable energy sources more widely. The RWA has a 300-kilowatt hydro turbine installed behind the meter at its largest water treatment plant. In Fiscal Year 2025, the turbine offset this facility’s energy usage by 774 megawatt hours (MWh).

Another renewable energy source is the 1-megawatt (MW) solar array installed in 2015 at one of our wellfields. In Fiscal Year 2025, the solar array produced approximately 1,135 MWh and provided 90 percent of the facility’s power. By utilizing solar power, we reduced our emissions by approximately 763 metric tons, equivalent to 1.9 million miles driven by a passenger car or the energy use for 102 homes for one year. By cutting back on our emissions equivalent, the RWA is preventing this material from entering the atmosphere and contributing to climate change.



Fiscal Year 2025 at a Glance



432,474
Consumers
Served



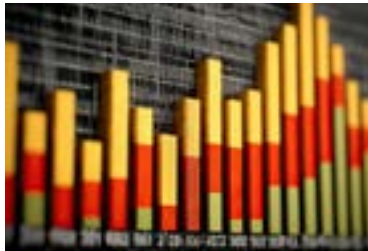
44 Million
Gallons Treated
Daily



27,836
Acres of Land
Owned



279
Employees



**\$996.6
Million**
Assets



84
Miles of Recreation
Trails



117,355
Metered
Customers in
District



**\$161.4
Million**
Operating
Revenues



16
Miles of Fishing
Areas



15
Municipalities in
Service Area



1,725
Miles of Main



1,045
Acres of
Conservation
Easements



16 Billion
Gallons of Water
Produced



10,365
Hydrants Owned



9,617
Area Students
Educated About
Water Science