

South Central Connecticut Regional Water Authority
90 Sargent Drive, New Haven, Connecticut
or
****Dial in by phone**
+1 469-965-2517, 570209327# United States, Northlake
Phone conference ID: 570 209 327#

AGENDA

Regular Meeting of Thursday, November 20, 2025 at 12:30 p.m.

1. Call to Order
 1. Safety Moment
2. Public Comment: Statements limited to the legislative function of the Authority. The time limit granted to each speaker shall be three (3) minutes. Residents may address the Board.
3. Meet as Strategic Planning Committee: S. Sack
 1. Approve Minutes – September 25, 2025 meeting
 2. Strategic Planning Workshop Discussion: JASSA Professional Services - *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.*
4. Meet as Environmental, Health & Safety Committee – M. Ricozzi
 1. Approve Minutes – August 28, 2025
 2. HazWaste Update
 3. LCRR Update
 4. Workforce Update
5. Act on matters arising from committee meetings
6. Consent Agenda
 1. Approve Minutes – October 23, 2025 meeting
 2. Capital Budget Authorization – December 2025
 3. Monthly Financial Report – October 2025
 4. Accounts Receivable Update – October 2025
 5. RWAY/CIS Update – November 2025
 6. Adopt schedule of Calendar Year 2026 regular meeting dates
7. Reports on RPB Committee meetings
8. Finance: R. Kowalski
 1. FY 2027 Budget Schedule
 2. Rate Application Schedule
 3. Consider and act on DWSRF Resolutions: York Hill Painting & Stairs, Lake Saltonstall WTP Gravity Thickener, and Lake Whitney WTP Chemical Feed
9. 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.*
10. Application for the Route 80 Throttling Valve Replacement Project ("Application")
 1. Review and discuss Application
 2. Affidavit regarding confidential information within said Application
 3. Motion for Protective Order for confidential information within said Application
 4. Protective Order concerning confidential information within said Application for submission to the Representative Policy Board ("RPB")
 5. Possible recommendation to submit Application to the RPB
 6. Associated Financing Resolution for possible recommendation to the RPB

**Members of the public may attend the meeting in person or by conference call. To view meeting documents please visit https://tinyurl.com/4b4mukzy. For questions, contact the board office at 203-401-2515 or by email at jslubowski@rwater.com.
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*RPB member (Joe Oslander) will be excused at Item 9.2

South Central Connecticut Regional Water Authority

Environmental, Health & Safety Committee

Minutes

August 28, 2025

The regular meeting of the Environmental, Health & Safety Committee of the South Central Connecticut Regional Water Authority (“RWA”) took place on Thursday, August 28, 2025, at 90 Sargent Drive, New Haven, Connecticut and via remote access. Chair Ricozzi presided.

Present: Committee Members – Messrs. Ricozzi, Borowy, and Curseaden, and Mss. LaMarr and Sack
Management – Mss. Kowalski and Messrs. Lakshminarayanan, Hill(R), and Singh
RPB – Mr. Levine(R)
Staff – Mrs. Slubowski

5. MEET AS ENVIRONMENTAL, HEALTH & SAFETY COMMITTEE

Chair Ricozzi called the meeting to order at 1:05 p.m.

5.1 APPROVE MINUTES – MAY 22, 2025 MEETING

On motion made by Mr. Curseaden, and seconded by Mr. Borowy, the Committee voted to approve the minutes of its meeting held on May 22, 2025.

Borowy	Aye
Curseaden	Aye
LaMarr	Aye
Ricozzi	Aye
Sack	Aye

5.2 R&D/INNOVATION UPDATE

Chair Ricozzi stated it would be appropriate to move into executive session to discuss the Research & Development/Innovation Update.

At 1:07 p.m., on motion made by Mr. Curseaden, and seconded by Ms. Sack, the Committee voted to move into executive session pursuant to C.G.S. Section 1-200(6)(E), to discuss matters covered by Section 1-210(b)(5)(A), pertaining to trade secrets. Present in executive session were Committee members, Messrs. Lakshminarayanan, Hill, and Singh, and Mss. Kowalski and Slubowski.

Borowy	Aye
Curseaden	Aye
LaMarr	Aye
Ricozzi	Aye
Sack	Aye

At 1:20 p.m., the Committee came out of executive session. No votes were taken in, or as a result of executive session.

5.3 FY 2026 BCE WORK PLAN

Committee members reviewed the FY 2026 Business Continuity Work Plan tasks, deliverables and schedules related to:

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- Business Continuity Plan Updates
- AWIA Emergency Response Planning
- Tabletop Exercises
- Emergency Preparedness and Business Continuity Program Management and
- Effective Practice Guideline Writing Support

Committee members discussed upcoming workshops and tabletop exercises.

At 1:21 p.m., on motion made by Ms. LaMarr, and seconded by Ms. Sack, the Committee voted unanimously to adjourn the meeting.

Borowy	Aye
Curseaden	Aye
LaMarr	Aye
Ricozzi	Aye
Sack	Aye

Mario Ricozzi, Chair

(R) = Attended remotely.

UNAPPROVED

South Central Connecticut Regional Water Authority
90 Sargent Drive, New Haven, Connecticut 06511-5966
<http://www.rwater.com>

To: Authority Environmental, Health & Safety Committee
David J. Borowy
Kevin J. Curseaden
Todd Cort
Catherine E. LaMarr
Mario Ricozzi
Suzanne C. Sack

Cc: Sunny Lakshminarayanan, Interim President and CEO
Elizabeth Calo, GM - HR

From: Kevin Watsey, Director of Public Affairs
Steve Vitko, Environmental Planning Manager

Date: November 20, 2025

Subject: 2025 Hazardous Waste Central Summary

The 2025 HazWaste season ran from May 17 through October 25, serving a total of 6,588 households—a 13.5% decrease compared to the 2024 season. While the exact cause of the decline is unclear, four of the first six collection days experienced rain, which typically leads to lower participation. The chart below illustrates program participation over the past five years, showing both household collections and the volume of waste collected through the Conditionally Exempt Small Quantity Generator (CESQG) process.

The program allows businesses classified as CESQGs to participate by appointment, with all service costs covered by the business. CESQG requests are referred to Clean Harbors, which coordinates directly with the business to manage disposal needs. Because these transactions occur exclusively between the business and Clean Harbors, they do not generate revenue for our program.

This year, no CESQG requests were processed. We've observed that businesses that previously utilized the CESQG program through HazWaste are now contacting Clean Harbors directly.

Year	CESQG Waste Summary (lbs)	Number of Residential Households
2025	0	6588
2024	1,405	7610
2023	3,095	7068
2022	2,360	8555
2021	1,321	8850
2020	1,450	6743

Satellite collections were held in the following towns: Guilford, Orange, Fairfield, Woodbridge, Milford, Meriden, and for the first time, Bethany. Each satellite includes a single day collection event located at the corresponding municipal location, which makes household hazardous waste collection even easier for residents. Notably, we had a record-breaking collection in Fairfield.

Town	2025	2024	2023	2022
Guilford	160	329.0	294.0	369
Orange	230	267.5	147.5	222
Woodbridge	116	67.5	18.5	46.5
Meriden	123	102.0	135.5	36.5
Fairfield	820	635.0	540.0	459.0
Milford	246	123.0	55.0	115.0
Bethany	103	N/A	NA	NA

The HazWaste Central program operates on a cost-neutral basis, meaning all expenses—including RWA staff time, operating costs, and waste disposal—are fully covered by the participating towns. RWA ratepayers do not subsidize the program, as it is managed under a separate budget from the RWA. The RWA initially covers operational and staffing expenses, which are then reimbursed by the towns on a semiannual basis. To streamline cash flow, HazWaste Central staff issue invoices to participating towns every six months rather than once a year, allowing the RWA to recover the fronted funds more regularly.

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Cc: Sunny Lakshminarayanan, Interim CEO

From: Victor Benni, Director of Engineering

Date: November 20, 2025

Subject: Lead and Copper Rule Revisions/Improvements Update

The Lead and Copper Rule Revisions (LCRR) and the subsequent Lead and Copper Rule Improvements (LCRI) are U.S. EPA regulations aimed at reducing lead and copper in drinking water to protect public health. The LCRR (effective January 2021) focused on better identifying lead sources by requiring water systems to create an initial, publicly available inventory of all service line materials by October 16, 2024. The LCRI (finalized October 2024, with most compliance by November 1, 2027) goes further by requiring the full replacement of all lead and galvanized requiring replacement (GRR) service lines within 10 years. It lowers the lead Action Level from 15 µg/L to 10 µg/L (effective in 2028), requires more rigorous tap sampling protocols (e.g., first and fifth liter samples). An initial inventory has been filed by the RWA with the CT DPH in October 2024. The RWA is currently working on refining the inventory along with developing programs for replacement. As per LCRI, the timeframe for replacing all the lead service lines is ten years and should be complete by November 1, 2037. As per the ten-year model, the RWA has approximately budgeted \$120 million dollars which will include the design and construction associated with replacement of lead service lines, galvanized requiring replacement, and lead connectors (goosenecks). A significant portion of this budgets relates to replacement of goosenecks.

Current Status of our Lead Service Line Replacement (LSLR) program:

Project Approval and Timeline

- DPH Approvals: The updated LSLR specifications have been submitted to the CTDPH for final approval. We are currently awaiting their sign-off.
- Milford Pilot: Once DPH approval is received, the bid document will be issued then awarded. We anticipate the Notice to Proceed in early January, leading to construction beginning around the first week of March 2026. This competitive bid process is necessary to secure DWSRF funding. Based on the inventory work conducted as part of the previous phase, 4 (four) lead lines were identified in Milford utilizing the vacuum excavation process. There were no known lead service lines identified in the remaining towns. Hence, the pilot is being completed in the Town of

Milford. Galvanized requiring replacement (GRR) will also be included in the Pilot, as required by LCRI.

- In FY 26, the budgeted amount for the LCRR/LCRI program is \$2.5 million dollars. This pilot may not be eligible for grant funding as it may not meet the requirements associated with distressed communities but will qualify low cost DWSRF funding.

Ongoing Work and Internal Coordination

- **Parallel Replacements:** Our Construction Department continues to replace lead connectors during municipal paving and other utility projects to eliminate older, undersized services and system weaknesses. Additional lead connector removal will be coordinated as part of the compliance replacement program to maximize efficiency and reduce cost.
- **Internal Alignment:** We are holding ongoing internal meetings with Field Service, Construction, and Field Operations to ensure consistent communication and protocols. Future sessions are planned with Customer Service, New Services/Contracts, and Pipe Safe.
- **Future Planning:** Work has begun on prioritizing service replacements, balancing the needs of disadvantaged communities with construction efficiencies. Water Quality is also incorporating new sampling locations into the June 2026 compliance sampling effort.
- Construction methodologies for replacing service lines may include trenchless technologies based on field conditions.
- RWA's external contractor will be installing copper replacement lines into the building to the utility side of the meter.
- Currently the LCRR/LCRI does not require replacement of lead goosenecks which are under 36 inches in length, but the RWA workforces have been proactively replacing these lead goosenecks when discovered (paving projects/leaks/PipeSafe) and the practice will continue.

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Mario Ricozzi

Cc: Sunny Lakshminarayanan, Interim CEO

From: Liz Calo, GM & Head of HR

Date: November 20, 2025

Subject: Workforce Update

Strategic initiatives are currently underway to fortify our internal talent pipeline, ensure equitable compensation, include staffing efficiency ideas, and significantly boost employee engagement and trust. These efforts are a direct and necessary response to critical industry challenges, including the aging water utility workforce and the risk of institutional knowledge loss.

Workforce Overview and Talent Management:

Our current workforce stands at 279 employees, consisting of 156 non-union and 123 union employees. All workforce initiatives are designed to serve this structure and build continuity for the future.

Talent Management and Succession Planning: Mitigating Industry Risk

Successfully launched and are actively implementing Individual Development Plans (IDPs) across the organization, including senior management.

- Goal: IDPs engage employees in defining their career goals and skills needs, while providing critical data to build a robust succession bench for key roles.
- Strategic Industry Context: This initiative directly mitigates the most significant risk facing the water sector: the loss of up to a third of our experienced workforce to retirement over the next decade. The IDP process and subsequent talent pipeline development are essential for capturing and transferring institutional knowledge.
- Succession Planning: Currently working closely with teams on focused succession planning efforts, including implementing cross-training programs where union and non-union guidelines allow.

Operational Continuity, Asset Management, and Knowledge Capture:

To secure mission-critical expertise and ensure infrastructure resilience, we are linking human capital efforts directly to maintenance practices and asset management.

- **Effective Practice Guidelines (EPGs) and CMMS Integration:** RWA has developed written Effective Practice Guidelines (EPGs) for business processes, including crucial safety components. Many of the EPGs detail effective equipment maintenance, and this component is captured and executed in RWA's CMMS system (Computerized Maintenance Management System).
 - **Progress and FY Goals:** Following the successful inclusion of all equipment in our CMMS system last FY, this FY's focus is on ensuring a Preventative Maintenance (PM) schedule is in place for all equipment requiring maintenance, and further driving the adoption of field devices to ensure accurate tracking of maintenance performed.
 - **SOP and EPG Alignment:** The effort to capture existing operations methods and convert them into written SOPs is moving forward. We are effectively utilizing Scribe, a tool that captures tasks and generates SOPs effortlessly. Staff will also be reviewing current written EPGs against the list of PM schedules to identify and address any missing EPGs.
 - **Additional Initiatives:** Other initiatives for this FY include additional operational training, formal inspection scheduling for dams, and evaluating the use of Hexagon/EAM's inspection module versus checklists already included in preventative maintenance schedules.

Learning & Development Initiatives Driving Retention, Trust, and New Skills:

In direct response to feedback from the last Employee Survey, we have significantly enhanced our training infrastructure to support retention, growth, and trust-building.

- **RWA University (LMS):** Introduced a new, comprehensive curriculum, branded as RWA University, within our Learning Management System (LMS). This content is directly tied to specific roles and responsibilities to ensure relevance.
 - **Engagement Tracking:** Employees who complete RWA University classes earn tracked certificates within the LMS. All course completions are tied to role, career goals, or employee inspirations, allowing us to view and measure who is truly engaged and proactively working on initiatives to better themselves.
 - **Skills Gap:** This targeted training helps engage employees, directly supporting our strategy to retain and grow talent and bridge the emerging technical skills gap driven by the modernization of water infrastructure technology.
- **New Leadership Development Program:** A new program focused on Leadership Development is being launched (January 2026). The curriculum addresses topics specifically requested by employees, aiming to drive positive change in employee morale, build a leadership pipeline, and actively cultivate trust across the organization.

Job Descriptions and Compensation Review: Ensuring Market Competitiveness:

A critical review and update of all Job Descriptions (JDs) is underway, an essential effort given that most have not been revised in over a decade.

- **Process:** Currently, collaborating with employees and managers to ensure the new JDs accurately reflect the current duties and responsibilities for each role.
- **Compensation Alignment:** The resulting accurate JDs are foundational to a thorough compensation analysis. This review will ensure we are fairly compensating our teams by validating our pay structures against current market data and internal equity standards, which is vital for retaining existing talent and attracting new talent to the organization to replace retirees.

Employee Transparency and Benefits:

We have updated key internal resources and communications to increase transparency around benefits and total compensation.

- **Employee Handbook Update:** The Employee Handbook has been revised and shared to enhance transparency into company policies and benefits.
- **Total Compensation Awareness:** We are developing targeted communications to drive awareness of total compensation, helping employees understand the full value of their comprehensive benefits package.
- **Benefit Enhancements and Competitiveness:** We actively work with our benefits broker to ensure our offerings align with industry standards, regulatory requirements, and remain competitive in the market. This continuous review is a critical component of our overall strategy to improve recruitment and retention in a tight labor market while being compliant with State and Federal regulations

These integrated initiatives are vital to modernizing our talent outreach, empowering and developing our human capital capabilities, fostering a culture of development, thereby ensuring our competitive edge in attracting and retaining top talent necessary for the continued and reliable operation of the RWA.