

South Central Connecticut Regional Water Authority
90 Sargent Drive, New Haven, Connecticut

or

****Dial in by phone**

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[Find a local number](#)

Phone conference ID: 475 537 392#

AGENDA

Regular Meeting of Thursday, December 18, 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. Audit-Risk Committee: C. LaMarr
 1. Approve minutes – September 25, 2025 meeting
 2. Cyber/Technology/Resiliency Update - *Upon 2/3 vote, convene in possible executive session pursuant to C.G.S. Section 1-200(6)(E) for matters covered by Section 1-210(b)(19)(i)(ii), pertaining to security risk.*
4. Consent Agenda
 1. Approve minutes – November 20, 2025 regular meeting and November 20, 2025 special meeting
 2. Capital Budget Authorization – January 2026
 3. Accounts Receivable Update – November 2025
 4. Key Performance Indicators – FY26 Q2
 5. Mid-Fiscal 2026 Progress on Strategic Plan & Global Metrics
 6. Interim CEO Six-Month Fiscal 2026 Priorities Update
 7. RPB Quarterly Dashboard Report
 8. RWAY/CIS Update – December 2025
5. Finance: R. Kowalski
 1. Quarterly Financial Report
 2. DWSRF Financing Resolutions – Lake Gaillard Electrical Improvements Project
 3. Refinancing Resolution
6. Elect Officers for Calendar Year 2026, *including Chair*
7. RPB Committee meeting assignments and reports on RPB Committee meetings
8. Updates: S. Lakshminarayanan
 1. Monthly Business Highlights: S. Lakshminarayanan
 2. *AWA 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)(A)(B), pertaining to trade secrets and commercial and financial information.*
9. Commercial Business Committee: K. Curseaden
 1. Approve minutes – September 25, 2025 meeting
 2. Commercial Business Strategy Update: P. Singh - *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.*
10. Act on matters arising from Committee meetings

****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.**

**RPB Member (G. Malloy) is excused at Item H.2*

Weekly Safety Topic

November 24, 2025

Title: Preventing Workplace Violence



Regional Water Authority

Workplace violence is any act or threat of physical violence, harassment, intimidation, or other threatening behavior that occurs at the work site. It ranges from threats and verbal abuse to physical assaults and even homicide. It can affect and involve employees, customers and visitors to our workplace. Workplace violence is the 3rd leading cause of work related fatalities and homicides in the US.

Activity/Process

In most workplaces where risk factors can be identified, the risk of violence can be prevented or minimized with appropriate precautions. One of the best protections is to establish a zero-tolerance policy toward workplace violence. At the RWA, we are committed to maintaining a work environment in which employees are free to perform their jobs without fear of violence, threats of violence, harassment, intimidation, and other disruptive behavior from any source. Each employee of the RWA has the right to work in a professional atmosphere that promotes equal opportunities and prohibits discriminatory practices.

Violence, threats, harassment, intimidation, and other disruptive behavior in our workplace will not be tolerated. All reports of incidents will be taken seriously and will be evaluated immediately. Behavior constituting or contributing to Workplace Violence can include oral or written statements, gestures, or expressions that convey a direct or indirect threat of physical harm as well as overt and direct violent behavior. Employees who exhibit such behaviors may be denied access to RWA premises and will be subject to disciplinary action up to and including immediate termination as well as criminal penalties.

Prevention Steps:

- Recognize Warning Signs: Look for sudden changes in behavior, verbal threats, violent body language (i.e. clenched fists, red face etc.) and obsessive communication about violence or weapons.
- Use De-Escalation Techniques: Remain Calm, use active listening, communicate with non-threatening voice and body language, show empathy
- Increase Situational Awareness: Observe your surroundings, trust your gut instinct, understand your exit strategy.
- Respond Quickly: create distance between you and the aggressor, call 911, alert others in the area, inform your supervisor.

Summary:

RWA maintains a zero-tolerance policy for workplace violence to ensure a safe, professional environment free from threats, harassment, intimidation, and disruptive behavior. All incidents will be taken seriously and addressed immediately. Employees are expected to recognize warning signs, use de-escalation techniques, stay aware of their surroundings, and respond quickly in emergencies. We want

all employees to return home in the same condition they arrived. If you are in need of help, the human resources team, safety and your direct supervisors are all available to assist. The RWA also provides an Employee Assistance Program that can provide resources and help as well.

South Central Connecticut Regional Water Authority

Audit-Risk Committee

September 25, 2025

Minutes

The regular meeting of the South Central Connecticut Regional Water Authority Audit-Risk Committee took place on Thursday, September 25, 2025, at 90 Sargent Drive, New Haven, Connecticut, and via remote access. Chair LaMarr presided.

Present: **Committee** – Mss. LaMarr and Sack, and Messrs. Borowy, Curseaden and Ricozzi
Management – Mss. Kowalski(R) and Calo(R), and Messrs. Lakshminarayanan, DelVecchio, Hill(R), and Singh
RPB: Ms. Campbell(R)
CliftonLarsonAllen (“CLA”) – Messrs. Flint and Epstein(R)
Staff – Mrs. Slubowski

3. MEET AS AUDIT-RISK COMMITTEE

Ms. LaMarr called the meeting to order at 12:31p.m.

3.1 APPROVE MINUTES – MAY 22, 2025, MEETING

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

Borowy	Aye
Curseaden	Aye
LaMarr	Aye
Ricozzi	Aye
Sack	Aye

3.2 REVIEW FY 2025 AUDIT RESULTS

Ms. LaMarr introduced Messrs. Flint and Epstein of CLA, RWA’s external auditor, who provided a summary of the RWA’s audited financial statements for the fiscal year ended May 31, 2025, which included:

- Audit scope
- Reporting results
- Fiscal 2025 changes and updated accounting standards
- Financial highlights
- Required communications

Mr. Flint reported that the RWA received a clean opinion with no incidents of non-compliance. He thanked Ms. Kowalski and her team for their cooperation and assistance in getting the audit done in a timely manner.

Committee members discussed debt trends, grant availability, GASB 101 related to compensated absences, and audit report timing.

Mr. Borowy noted for the record that there is an apparent debt reduction due to internally generated funds.

At 12:56 p.m., Messrs. Flint and Epstein withdrew from the meeting.

3.3 CYBER/TECHNOLOGY RESILIENCY UPDATE (INCL. AI)

At 12:57 p.m., on motion made by Mr. Curseaden and seconded by Mr. Borowy, the Committee voted to convene in executive session pursuant to C.G.S. Section 1-200(6)(E) for matters covered by Section 1-210(b)(10)(i)(ii), pertaining to safety risk. Present in executive session were Committee members, Messrs. Lakshminarayanan, DelVecchio, Hill, and Singh, and Mss. Kowalski, Calo, Campbell, and Slubowski.

Borowy	Aye
Curseaden	Aye
LaMarr	Aye
Ricozzi	Aye
Sack	Aye

At 1:25 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. Ricozzi and seconded by Mr. Curseaden, the Committee voted to adjourn the meeting.

Borowy	Aye
Curseaden	Aye
LaMarr	Aye
Ricozzi	Aye
Sack	Aye

Catherine E. LaMarr, Chair

(R) = Attended remotely.

South Central Connecticut Regional Water Authority

November 20, 2025

Minutes

A strategic planning workshop of the South Central Connecticut Regional Water Authority (“RWA” or “Authority”) took place on Thursday, November 20, 2025, at 90 Sargent Drive, New Haven, Connecticut. Chair Borowy presided.

Present: **Authority** – Messrs. Borowy, Cort, Curseaden and Ricozzi, and Mss. LaMarr, and Sack
 JASSA Professional Services – Dr. Whiskeyman, Mr. Yonge, and Ms. Bauer

1. CALL TO ORDER

Chair Borowy called the workshop to order at 8:00 a.m.

At 8:00 a.m., on motion made by Ms. Sack and seconded by Mr. Ricozzi, the Authority voted unanimously to convene in executive session for a strategic planning workshop, 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. Present in executive session were Authority members, Dr. Whiskeyman, Mr. Yonge, and Ms. Bauer.

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

At 11:00 a.m., Mr. Cort entered the meeting.

At 12:00 p.m., the Authority came out of executive session. No votes were taken in, or as a result of executive session. On motion made by Ms. LaMarr and seconded by Ms. Sack, the Authority voted to adjourn the workshop.

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

Catherine E. LaMarr, Secretary

(R) = Attended remotely.

South Central Connecticut Regional Water Authority

November 20, 2025

Minutes

The regular meeting of the South Central Connecticut Regional Water Authority (“RWA” or “Authority”) took place on Thursday, November 20, 2025, at 90 Sargent Drive, New Haven, Connecticut, and via remote access. Chair Borowy presided.

Present: **Authority** – Messrs. Borowy, Cort, Curseaden and Ricozzi, and Mss. LaMarr, and Sack
 Management – Mss. Kowalski and Calo(R), and Messrs. Lakshminarayanan, Benni, Hill(R), Kelly, and Singh(R)
 RPB – Mr. Oslander
 Staff – Mrs. Slubowski

1. CALL TO ORDER

The Chair called the meeting to order at 12:30 p.m.

1.1 SAFETY MOMENT

Chair Borowy reviewed the Safety Moment distributed to members.

2. PUBLIC COMMENT

Chair Borowy offered the opportunity for members of the public to comment. There were no members of the public present.

3. MEET AS STRATEGIC PLANNING COMMITTEE

At 12:31 p.m., on motion made by Mr. Curseaden and seconded by Ms. LaMarr, the Authority voted to recess the meeting to meet as the Strategic Planning Committee.

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

At 12:33 p.m., the Authority reconvened.

4. MEET AS ENVIRONMENTAL, HEALTH & SAFETY COMMITTEE

At 12:33 p.m., on motion made by Mr. Borowy and seconded by Ms. LaMarr, the Authority voted to recess the meeting to meet as the Environmental, Health & Safety Committee.

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

At 12:49 p.m., the Authority reconvened.

5. ACT ON MATTERS ARISING FROM COMMITTEE MEETINGS

No actions were taken resulting from Committee meetings.

6. CONSENT AGENDA

On motion made by Ms. Sack and seconded by Ms. LaMarr, the Authority voted to approve, adopt, or receive, as appropriate the following items in the Consent Agenda:

- 6.1** Minutes of the October 23, 2025 regular meeting
- 6.2** Capital budget authorization for December 2025

RESOLVED, that the Senior Vice President, Chief Financial Officer & Head of Corporate Development is authorized to submit to the Trustee one or more requisitions in an aggregate amount not to exceed \$3,300,000 for the month of December 2025 for transfer from the Construction Fund for capital expenditures. Each such requisition shall contain or be accompanied by a certificate identifying such requisition and stating that the amount to be withdrawn, pursuant to such requisition, is a proper charge to the Construction Fund. Such requisitions are approved notwithstanding the fact that amounts to be withdrawn for a particular project may exceed the amount indicated for such month and year in the current Capital Improvement Budget but will not cause the aggregate amount budgeted for fiscal year 2026 for all Capital Improvement Projects to be exceeded. In the absence of the Senior Vice President, Chief Financial Officer & Head of Corporate Development, the Controller is authorized to sign in her place.

- 6.3** Monthly Financial Report for October 2025.
- 6.4** Accounts receivable update for October 2025.
- 6.5** RWAY/CIS Update for November 2025.
- 6.6** Schedule of Calendar Year 2026 regular meeting dates

Borowy	Aye
Cort	Aye (<i>abstaining on item 6.1</i>)
Curseaden	Aye
LaMarr	Aye
Ricozzi	Aye
Sack	Aye

7. REPORTS ON RPB COMMITTEE MEETINGS

Authority members reported on recent RPB committee meetings.

8. FINANCE

8.1 FY 2027 BUDGET SCHEDULE

Ms. Kowalski, the RWA's Senior Vice President, Chief Financial Officer & Head of Corporate Development, reviewed the proposed FY 2027 budget schedule with Authority members.

After discussion it was determined that the board administrator would work with the Authority and management to schedule a date to hold a special meeting to review the FY 2027 budget.

8.2 RATE APPLICATION SCHEDULE

Ms. Kowalski discussed the Rate Application schedule with the Authority members, mentioning that the rate application will incorporate Drinking Water State Revolving Funds (DWSRF) and that this will result in reducing the RWA bond issuance.

Committee members inquired about a cost of service study. Ms. Kowalski noted that the study would be completed and submitted simultaneously with the rate application. She also advised the Authority that a refinancing is expected in the near future.

8.3 CONSIDER AND ACT ON DWSRF RESOLUTIONS

Ms. Kowalski requested approval for issuance of bonds for the following projects: 1) York Hill Painting & Stairs, 2) Lake Saltonstall Water Treatment Plant Gravity Thickener, and 3) Lake Whitney Chemical Feed. She indicated that the resolutions are not to exceed amounts, and the financing requirements will be reduced, with grant assistance. Authority members discussed project bundling under DWSRF, which management will take under advisement.

Ms. Kowalski also highlighted that the RWA closed on a \$1.5 million dollar grant for the Lake Gaillard Water Treatment Plant Clarifier project.

After discussion, Mr. Curseaden moved for approval of the following resolutions for the York Hill Painting & Stairs, the Lake Saltonstall Water Treatment Plant Gravity Thickener, and the Lake Whitney Chemical Feed, as presented:

1. YORK HILL PAINTING & STAIRS:

RESOLVED: That the Authority hereby establishes the general terms and provisions of the Authority's Bonds which may be issued as Project Loan Obligations delivered to the State of Connecticut (the "Bonds") which are to be issued under its Water System Revenue Bond Resolution, General Bond Resolution adopted by the Authority and approved by the Representative Policy Board on July 31, 1980, as amended (the "General Bond Resolution").

1. The Bonds shall not exceed two million one hundred thousand dollars (\$2,100,000) in aggregate principal amount or so much as may be necessary after deducting grants or other sources of funds available for the Project (as hereinafter defined).
2. The Bonds may be issued as obligations in one or more series pursuant to the General Bond Resolution and a supplemental resolution to be adopted by the Authority for each series of Bonds, each of which shall specify the amount of the Bonds, the purposes for which the Bonds are to be issued, the date or dates, maturities, sinking fund installments if any, interest rates, series, denominations, form, redemption prices, security provisions and such other details of the Bonds as the Authority shall determine in accordance with the limits established by the General Bond Resolution and hereby.
3. The purposes of the Bonds shall be (I) to finance or refinance the cost of the interior/exterior painting and the installation of stairs on York Hill Tank No. 1, the replacement of the roof vent and the installation of mixers; (II) to provide funds for deposit to the Capital Contingency Fund and the Debt Reserve Fund, as necessary pursuant to the General Bond Resolution and as permitted by the Internal Revenue Code of 1986, as amended and (III) to pay costs of issuance (the "Project").
4. The Bonds may be sold by negotiation as serial or term bonds with stated maturities and may be sold in a private or direct placement to a bank or the State of Connecticut.
5. The Authority reasonably expects to incur expenditures (the "Expenditures") in connection with the Project of which a general functional description is provided above. The Authority reasonably expects to reimburse itself for the cost of Expenditures with respect to the Project

with the proceeds of tax-exempt debt to be issued by the Authority within eighteen (18) months after the date of any Expenditure or the date the Project is placed in service or abandoned, whichever is later. The maximum principal amount of such debt with respect to the Project is not expected to exceed \$2,100,000. _.

6. The form of this resolution entitled "Resolution Approving the Proposed Issuance of Bonds" a copy of which shall be filed with the records of the Authority, shall be submitted to the Representative Policy Board for its approval in accordance with Section 22 of Special Act No. 77-98, as amended.

BE IT FURTHER RESOLVED that:

1. Temporary notes of the Authority which may be issued as Interim Funding Obligations delivered to the State of Connecticut may be issued by the Authority in the amount of \$2,100,000 in anticipation of the receipt of the proceeds from the sale of such Bonds.
2. The President / Chief Executive Officer, the Senior Vice President, Chief Financial Officer and Head of Corporate Development or any one of them may apply to the State Department of Public Health for eligibility and funding of the Project or any part of the Project and sign such application and any other documents which may be necessary or desirable to apply for eligibility of and to apply for and obtain financial assistance for the Project from the State's Drinking Water Fund Program and that any such action taken prior hereto is hereby ratified and confirmed.

2. LAKE SALTONSTALL WTP GRAVITY THICKENER:

RESOLVED: That the Authority hereby establishes the general terms and provisions of the Authority's Bonds which may be issued as Project Loan Obligations delivered to the State of Connecticut (the "Bonds") which are to be issued under its Water System Revenue Bond Resolution, General Bond Resolution adopted by the Authority and approved by the Representative Policy Board on July 31, 1980, as amended (the "General Bond Resolution").

1. The Bonds shall not exceed two million four hundred thousand dollars (\$2,400,000) in aggregate principal amount or so much as may be necessary after deducting grants or other sources of funds available for the Project (as hereinafter defined).
2. The Bonds may be issued as obligations in one or more series pursuant to the General Bond Resolution and a supplemental resolution to be adopted by the Authority for each series of Bonds, each of which shall specify the amount of the Bonds, the purposes for which the Bonds are to be issued, the date or dates, maturities, sinking fund installments if any, interest rates, series, denominations, form, redemption prices, security provisions and such other details of the Bonds as the Authority shall determine in accordance with the limits established by the General Bond Resolution and hereby.
3. The purposes of the Bonds shall be (I) to finance or refinance the cost of improvements to various gravity thickener components at the Lake Saltonstall Water Treatment Plant as well as the replacement of platform beams, walkway grating and handrails; (II) to provide funds for deposit to the Capital Contingency Fund and the Debt Reserve Fund, as necessary pursuant to the General Bond Resolution and as permitted by the Internal Revenue Code of 1986, as amended and (III) to pay costs of issuance (the "Project").
4. The Bonds may be sold by negotiation as serial or term bonds with stated maturities and may be sold in a private or direct placement to a bank or the State of Connecticut.
5. The Authority reasonably expects to incur expenditures (the "Expenditures") in connection with the Project of which a general functional description is provided above. The Authority

reasonably expects to reimburse itself for the cost of Expenditures with respect to the Project with the proceeds of tax-exempt debt to be issued by the Authority within eighteen (18) months after the date of any Expenditure or the date the Project is placed in service or abandoned, whichever is later. The maximum principal amount of such debt with respect to the Project is not expected to exceed \$2,400,000.

6. The form of this resolution entitled "Resolution Approving the Proposed Issuance of Bonds" a copy of which shall be filed with the records of the Authority, shall be submitted to the Representative Policy Board for its approval in accordance with Section 22 of Special Act No. 77-98, as amended.

BE IT FURTHER RESOLVED that:

1. Temporary notes of the Authority which may be issued as Interim Funding Obligations delivered to the State of Connecticut may be issued by the Authority in the amount of \$2,400,000 in anticipation of the receipt of the proceeds from the sale of such Bonds.
2. The President / Chief Executive Officer, the Senior Vice President, Chief Financial Officer and Head of Corporate Development or any one of them may apply to the State Department of Public Health for eligibility and funding of the Project or any part of the Project and sign such application and any other documents which may be necessary or desirable to apply for eligibility of and to apply for and obtain financial assistance for the Project from the State's Drinking Water Fund Program and that any such action taken prior hereto is hereby ratified and confirmed.

3. LAKE WHITNEY WTP CHEMICAL FEED:

RESOLVED: That the Authority hereby establishes the general terms and provisions of the Authority's Bonds which may be issued as Project Loan Obligations delivered to the State of Connecticut (the "Bonds") which are to be issued under its Water System Revenue Bond Resolution, General Bond Resolution adopted by the Authority and approved by the Representative Policy Board on July 31, 1980, as amended (the "General Bond Resolution").

1. The Bonds shall not exceed three million three hundred and twenty-five thousand dollars (\$3,325,000) in aggregate principal amount or so much as may be necessary after deducting grants or other sources of funds available for the Project (as hereinafter defined).
2. The Bonds may be issued as obligations in one or more series pursuant to the General Bond Resolution and a supplemental resolution to be adopted by the Authority for each series of Bonds, each of which shall specify the amount of the Bonds, the purposes for which the Bonds are to be issued, the date or dates, maturities, sinking fund installments if any, interest rates, series, denominations, form, redemption prices, security provisions and such other details of the Bonds as the Authority shall determine in accordance with the limits established by the General Bond Resolution and hereby.
3. The purposes of the Bonds shall be (I) to finance or refinance the cost of replacement of the potassium permanganate and sodium hydroxide systems at the Lake Whitney Water Treatment Plant; (II) to provide funds for deposit to the Capital Contingency Fund and the Debt Reserve Fund, as necessary pursuant to the General Bond Resolution and as permitted by the Internal Revenue Code of 1986, as amended and (III) to pay costs of issuance (the "Project").
4. The Bonds may be sold by negotiation as serial or term bonds with stated maturities and may be sold in a private or direct placement to a bank or the State of Connecticut.

5. The Authority reasonably expects to incur expenditures (the “Expenditures”) in connection with the Project of which a general functional description is provided above. The Authority reasonably expects to reimburse itself for the cost of Expenditures with respect to the Project with the proceeds of tax-exempt debt to be issued by the Authority within eighteen (18) months after the date of any Expenditure or the date the Project is placed in service or abandoned, whichever is later. The maximum principal amount of such debt with respect to the Project is not expected to exceed \$3,325,000.
6. The form of this resolution entitled “Resolution Approving the Proposed Issuance of Bonds” a copy of which shall be filed with the records of the Authority, shall be submitted to the Representative Policy Board for its approval in accordance with Section 22 of Special Act No. 77-98, as amended.

BE IT FURTHER RESOLVED that:

1. Temporary notes of the Authority which may be issued as Interim Funding Obligations delivered to the State of Connecticut may be issued by the Authority in the amount of \$3,325,000 in anticipation of the receipt of the proceeds from the sale of such Bonds.
2. The President / Chief Executive Officer, the Senior Vice President, Chief Financial Officer and Head of Corporate Development or any one of them may apply to the State Department of Public Health for eligibility and funding of the Project or any part of the Project and sign such application and any other documents which may be necessary or desirable to apply for eligibility of and to apply for and obtain financial assistance for the Project from the State’s Drinking Water Fund Program and that any such action taken prior hereto is hereby ratified and confirmed.

Mr. Ricozzi seconded the motion. The chair called for the vote and the resolutions passed unanimously.

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

9. BUSINESS UPDATES

9.1 MONTHLY BUSINESS HIGHLIGHTS

Mr. Lakshminarayanan reported:

- On an update of the patent applications for a method of removing PFAS from groundwater and surface water utilizing Powdered Activated Carbon. The applications have been reviewed by a patent examiner, and the RWA has received notice of publication from the U.S. Patent and Trademark Office. This notice advises that the applications are now public knowledge and initiates an 18-month period during which a patent may be granted.
- On a soft launch of the website for the Larry Bingaman – RWA Foundation, a memorial foundation to honor the legacy, values and community spirit of the organization’s immediate past President and CEO.

Mr. Oslander, RPB Madison representative, commented on his disappointment of the decision for the Aquarion transaction and thanked management for their efforts.

9.2 AWA UPDATE

At 1:18 p.m., Mr. Oslander withdrew from the meeting and on motion made by Ms. Sack and seconded by Mr. Ricozzi, the Authority voted unanimously to convene in executive session, to receive an AWA update, 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. Present in executive session were Authority members, Messrs. Lakshminarayanan, Hill, and Singh, and Mss. Kowalski, Calo, and Slubowski.

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

At 2:06 p.m., the Authority came out of executive session. No votes were taken in executive session.

[BREAK FROM 2:06 TO 2:15 P.M.]

10. APPLICATION FOR THE ROUTE 80 THROTTLING VALVE REPLACEMENT PROJECT APPLICATION (“APPLICATION”)

At 2:15 p.m., Messrs. Benni and Kelly entered the meeting.

Mr. Benni, the RWA’s Director of Engineering, and Mr. Kelly, the RWA’s Manager of Design and Construction, provided a review of the Application for the Route 80 Throttling Valve Replacement Project Application, which included:

- Project background
- Project approach
- Project scope
- Project need
- Alternatives analysis

Authority members discussed the need to replace, the project expected life, data, and risk.

10.5 RECOMMENDATION TO SUBMIT APPLICATION TO THE RPB AND 10.6 ASSOCIATED FINANCING RESOLUTION FOR RECOMMENDATION TO THE RPB

After discussion, Mr. Ricozzi moved for approval of the following two resolutions:

1. Application

RESOLVED, that the Authority hereby accepts the new Application, dated November 20, 2025, for an Application to the Representative Policy Board for Approval of a Project to Construct Route 80 Control Valve Improvements, located in New Haven, Connecticut, as a completed Application, substantially in the form submitted to this meeting, and authorizes filing said Application with the Representative Policy Board (“RPB”); and

FURTHER RESOLVED, if approved by the RPB, the Interim Chief Executive Officer, and the Vice President of Engineering and Environmental Services, is authorized to take any and all actions necessary to complete the Route 80 Control Valve Improvements Project in New Haven, Connecticut; and

FURTHER RESOLVED, the Authority authorizes its Interim Chief Executive Officer, and the Vice President of Engineering and Environmental Services, to file a motion and related materials with the RPB to request issuance of a protective order to maintain confidential the information to be contained in the Application's appendices A, B, C, D, and F, inclusive.

2. Associated Financing

RESOLVED: That the Authority hereby establishes the general terms and provisions of the Authority's Bonds which may be issued as Project Loan Obligations delivered to the State of Connecticut (the "Bonds") which are to be issued under its Water System Revenue Bond Resolution, General Bond Resolution adopted by the Authority and approved by the Representative Policy Board on July 31, 1980, as amended (the "General Bond Resolution").

5. The Bonds shall not exceed ten million seven hundred thousand dollars (\$10,700,000) in aggregate principal amount or so much as may be necessary after deducting grants or other sources of funds available for the Project (as hereinafter defined).
6. The Bonds may be issued as obligations in one or more series pursuant to the General Bond Resolution and a supplemental resolution to be adopted by the Authority for each series of Bonds, each of which shall specify the amount of the Bonds, the purposes for which the Bonds are to be issued, the date or dates, maturities, sinking fund installments if any, interest rates, series, denominations, form, redemption prices, security provisions and such other details of the Bonds as the Authority shall determine in accordance with the limits established by the General Bond Resolution and hereby.
7. The purposes of the Bonds shall be (I) to finance or refinance the cost of the Route 80 Control Valve project which may include a new valve vault with control valve and associated utilities, paved access driveway, 36-inch ductile iron interconnecting piping and valving, relocation/replacement of an existing cast iron 12-inch distribution main, as well as other site improvements necessary for the construction of the valve vault.; (II) to provide funds for deposit to the Capital Contingency Fund and the Debt Reserve Fund, as necessary pursuant to the General Bond Resolution and as permitted by the Internal Revenue Code of 1986, as amended and (III) to pay costs of issuance (the "Project").
8. The Bonds may be sold by negotiation as serial or term bonds with stated maturities and may be sold in a private or direct placement to a bank or the State of Connecticut.
9. The Authority reasonably expects to incur expenditures (the "Expenditures") in connection with the Project of which a general functional description is provided above. The Authority reasonably expects to reimburse itself for the cost of Expenditures with respect to the Project with the proceeds of tax-exempt debt to be issued by the Authority within eighteen (18) months after the date of any Expenditure or the date the Project is placed in service or abandoned, whichever is later. The maximum principal amount of such debt with respect to the Project is not expected to exceed \$10,700,000.
10. The form of this resolution entitled "Resolution Approving the Proposed Issuance of Bonds" a copy of which shall be filed with the records of the Authority, shall be submitted to the Representative Policy Board for its approval in accordance with Section 22 of Special Act No. 77-98, as amended.

BE IT FURTHER RESOLVED THAT:

1. Temporary notes of the Authority which may be issued as Interim Funding Obligations delivered to the State of Connecticut may be issued by the Authority in the amount of \$10,700,000 in anticipation of the receipt of the proceeds from the sale of such Bonds.

2. The President / Chief Executive Officer, the Senior Vice President, Chief Financial Officer and Head of Corporate Development or any one of them may apply to the State Department of Public Health for eligibility and funding of the Project or any part of the Project and sign such application and any other documents which may be necessary or desirable to apply for eligibility of and to apply for and obtain financial assistance for the Project from the State's Drinking Water Fund Program and that any such action taken prior hereto is hereby ratified and confirmed.

Ms. Sack commented that after careful consideration and a review of the application and related details, it was the consensus of the Authority that the project is necessary.

Ms. LaMarr seconded the resolutions. The chair called for the vote and the resolutions passed unanimously.

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

At 3:11 p.m., on motion made by Ms. LaMarr and seconded by Ms. Sack, the Authority voted to adjourn the meeting.

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

Catherine E. LaMarr, Secretary

(R) = Attended remotely.

South Central Connecticut Regional Water Authority
90 Sargent Drive, New Haven, Connecticut 06511-5966 203-562-4020
<http://www.rwater.com>

MEMORANDUM

TO: David J. Borowy
Todd Cort
Kevin J. Curseaden
Catherine E. LaMarr
Mario Ricozzi
Suzanne C. Sack

FROM: Rochelle Kowalski
Senior Vice President, Chief Financial Officer & Head of Corporate Development

DATE: December 12, 2025

SUBJECT: Capital budget authorization request for January 2026

Attached for your meeting on December 18, 2025, is a copy of the resolution authorizing expenditures against the capital improvement budget for January 2026. The amount of the requested authorization, for funds held by the trustee, is \$3,100,000.

In addition, approximately \$60,000 is expected to be used for the HSV Enhancements & CMS Upgrade project from the Growth Fund.

This would result in projected expenditures through January 2026 of \$27,355,112 or approximately 41% of the total 2026 fiscal year capital budget, including State and Redevelopment.

Attachment

RESOLVED

That the Senior Vice President, Chief Financial Officer & Head of Corporate Development is authorized to submit to the Trustee one or more requisitions in an aggregate amount not to exceed \$3,100,000 for the month of January 2026 for transfer from the Construction Fund for capital expenditures. Each such requisition shall contain or be accompanied by a certificate identifying such requisition and stating that the amount to be withdrawn pursuant to such requisition is a proper charge to the Construction Fund. Such requisitions are approved notwithstanding the fact that amounts to be withdrawn for a particular project may exceed the amount indicated for such month and year in the current Capital Improvement Budget but will not cause the aggregate amount budgeted for fiscal year 2026 for all Capital Improvement Projects to be exceeded. In the absence of the Senior Vice President, Chief Financial Officer & Head of Corporate Development, the Controller is authorized to sign in her place.

South Central Regional Water Authority

Analysis of Accounts Receivable ("A/R")
(\$000 omitted)

Total Accounts Receivable Aging (in days)

	Nov 2025	Oct 2025	Sept 2025	Aug 2025	July 2025	June 2025	May 2025	Apr 2025	Mar 2025	Feb 2025	Jan 2025	Dec 2024	Nov 2024
Under 30	8,314	7,898	7,627	9,126	7,765	7,165	9,489	7,090	7,647	6,905	6,376	5,783	7,750
31-60	1,778	1,737	1,664	1,685	2,226	1,958	1,039	1,897	1,904	1,365	1,425	1,562	1,703
61-90	884	981	729	1,030	1,098	1,067	664	942	610	611	735	675	808
91-180	1,053	1,458	1,357	1,423	1,495	1,486	1,038	1,218	1,074	1,119	1,078	1,156	1,058
181-360	1,169	1,155	1,061	1,211	1,213	1,166	974	1,065	1,027	980	964	968	910
More than 1 year	2,937	2,898	2,782	2,859	3,032	3,071	2,929	3,077	3,209	3,253	3,306	3,432	3,504
Sub Total	16,135	16,127	15,220	17,334	16,829	15,913	16,133	15,289	15,471	14,233	13,884	13,576	15,733
Interest due	1,468	1,166	1,414	1,385	1,319	1,192	1,231	1,378	1,382	1,479	1,510	1,454	1,524
Total Gross A/R plus interest *****	\$ 17,603	\$ 17,293	\$ 16,634	\$ 18,719	\$ 18,148	\$ 17,105	\$ 17,364	\$ 16,667	\$ 16,853	\$ 15,712	\$ 15,394	\$ 15,030	\$ 17,257

Aged Accounts Receivable Focus of Collection Efforts

	Nov 2025	Oct 2025	Sept 2025	Aug 2025	July 2025	June 2025	May 2025	Apr 2025	Mar 2025	Feb 2025	Jan 2025	Dec 2024	Nov 2024
Greater than 60 days:													
A/R	\$ 7,325	\$ 7,651	\$ 7,156	\$ 7,190	\$ 8,157	\$ 7,982	\$ 6,767	\$ 7,533	\$ 7,135	\$ 7,266	\$ 7,408	\$ 7,492	\$ 7,625
Less: Multi-Tenants	(1,993)	(1,941)	(1,931)	(1,854)	(1,835)	(1,692)	(1,470)	(2,357)	(1,571)	(1,616)	(1,619)	(1,563)	(1,478)
Receiverships***	(1,400)	(1,407)	(1,420)	(1,390)	(1,569)	(1,556)	(1,120)	(1,741)	(1,723)	(1,776)	(1,891)	(1,952)	(2,002)
Liens	(1,269)	(1,261)	(1,104)	(1,154)	(1,940)	(1,962)	(1,951)	(1,500)	(2,069)	(2,024)	(1,937)	(1,842)	(1,865)
Total	\$ 2,663	\$ 3,042	\$ 2,701	\$ 2,792	\$ 2,813	\$ 2,772	\$ 2,226	\$ 1,935	\$ 1,772	\$ 1,850	\$ 1,961	\$ 2,135	\$ 2,280
	36%	40%	38%	39%	34%	35%	33%	26%	25%	25%	26%	28%	30%

Collection Efforts

	Nov 2025	Oct 2025	Sept 2025	Aug 2025	July 2025	June 2025	May 2025	Apr 2025	Mar 2025	Feb 2025	Jan 2025	Dec 2024	Nov 2024
Shuts *	\$ 31	\$ 28	\$ 76	\$ 67	\$ 8	\$ -	\$ -	\$ -	\$ -	\$ 8	\$ 37	\$ 31	\$ 33
Red Tags **	2	7	-	-	-	-	-	-	-	5	6	-	-
Receivers	3	12	5	14	6	6	26	25	-	38	82	27	46
Top 100 Collection Calls	178	137	-	-	-	-	444	190	318	394	108	-	-
Other ⁽¹⁾	1,462	1,717	1,714	1,885	1,814	724	434	723	390	626	958	948	842
Total	\$ 1,676	\$ 1,901	\$ 1,795	\$ 1,966	\$ 1,828	\$ 730	\$ 904	\$ 938	\$ 708	\$ 1,071	\$ 1,191	\$ 1,006	\$ 921

* Number of shuts

** Number of Red tags

*** Receivership, Stipulated & Bankruptcy

**** Reflects SAP AR as of 03/21/2025. Payments received between 03/22/25 to 03/31/25 are not reflected.

***** April, May, June, July, Aug., Sept., & Oct. 2025 A/R is under review and subject to change.

⁽¹⁾ Includes: Notices and letters and legal initiatives.

MEMORANDUM

TO:

David J. Borowy
Dr. Todd Cort
Kevin J. Curseaden
Catherine E. LaMarr
Mario Ricozzi
Suzanne C. Sack

FROM: Sunny Lakshminarayanan

DATE: December 18, 2025

SUBJECT: Global Metrics Key Performance Indicator (KPI) Report for Fiscal 2026 Second Quarter (September – November 2025)

Attached is the Global Metrics Key Performance Indicator (KPI) Report for Fiscal 2026 Second Quarter (September - November 2025).

Fiscal 2026 Global Metric KPI's are tracked quarterly, and at the end of the second quarter are essentially on target.

All initiatives sustain key strategies that connect back to the 2026 Strategic Plan and are based on the four perspectives of the Balanced Scorecard.

Attachment

Global Metrics Key Performance Indicators FY26 Q2 Update December 18, 2025					
KPI Name	Level	Description	Status	FY26 Target	FY26 Q2 Actual
Customer Service	Global Metric	Complaints logged by service representatives in billing and service.	<div></div>	≤1,500 Complaints	179 billing and service-related complaints. All service representatives during the first half of the year met this target.
Water Quality Compliance	Global Metric	Ensure 0 violations of water quality standards issued by state health regulators.	<div></div>	0 Violations	No water quality violations during the first half of the year projecting to meet this target.
Safety	Global Metric	DART Rate of <1.8 (Days Away Restricted or Transferred is a safety metric measuring the severity of work-related injuries and illnesses.)	<div></div>	≤1.8	2 injuries YTD = 1.7 DART Rate. We are projecting to meet this target.
Employee Engagement	Global Metric	Maintain competitive employee turnover rate of ≤10%.	<div></div>	≤10%	5.31% competitive turnover rate for the first half of the year projecting to meet this target.
Coverage	Global Metric	Meet 118% coverage with no shortfall.	<div></div>	≥118% Coverage	We are projecting to exceed this target by 1%.
Capital Efficiency	Global Metric	Ensure at least 96% of capital budget benefits customers.	<div></div>	≥96% of Capital Budget	We are projecting to meet this target by 1%.

Mid-Fiscal Year 2026 Progress on Strategic Plan & Global Metrics

(June 1 – November 30, 2025)

Strategic Priority 1: Customer & Community Service

PERSPECTIVE, GOAL & OUTCOMES		STRATEGIES & ACTIONS	MID-FISCAL 2026 PROGRESS
<p><u>Perspective</u></p> <p>Customer</p> <p><u>Customer & Community Service Goal</u></p> <p><i>Consistently provide outstanding internal/external customer service interactions and engage with community to build understanding, trust and support for RWA projects and programs.</i></p> <p><u>Outcomes to Business</u></p> <p><i>Reliable service consistently delivered as the needs of the service population change.</i></p> <p><i>Timely and quality responses provided to external customer service requests.</i></p> <p><i>Outstanding customer service and stakeholder engagement delivered for all interactions.</i></p> <p><i>Strong internal customer service culture across the organization.</i></p> <p><i>Position the RWA as a leading resource and reliable authority on water and environmental issues.</i></p>		<p>Strategy: Provide outstanding internal and external customer service in a timely, courteous and effective manner.</p> <p>Actions</p> <ul style="list-style-type: none">• Define Delivering Service Excellence (DSX) service-level targets for workgroups by FY26 year-end.• Capitalize on new CIS solution to improve our service delivery to customers while also developing in-house expertise in the meter-to-cash cycle.• With full implementation of CIS, identify, align and prioritize customer-focused technologies to improve responsiveness, customer satisfaction and ensure customer data is accurate and secure. <p>Strategy: Advance commercial business positioning and customer participation.</p> <p>Actions</p> <ul style="list-style-type: none">• Increase customer plans for signature water service protection plan programs.• Advance PipeSafe and Homeowner Safety Valve (HSV) growth. <p>Strategy: Proactively communicate with and engage stakeholders on water matters of importance to the region.</p> <p>Actions</p> <ul style="list-style-type: none">• Develop and implement annual customer and stakeholder outreach engagement plans.• Build customer support for programs and understanding of how we provide cost-effective and innovative services.	<ul style="list-style-type: none">• 100% completion of DSX Mini-Module team training across all divisions and• Call abandonment rate $\leq 5\%$; 4.38% call abandonment target.• No less than 95% billing accuracy annually; 95% track to maintain and exceed target.• Maintain $\geq 85\%$ of customers rating customer “good” or “excellent” in real-time transaction transaction survey rating by customers and• Achieve at least 500 gross pipe protection programs by May 31, 2026; 200 new pipe protection programs meet target.• Implement at least 2 district-wide communications various communications channels to garner news stories annually; communications campaign and watershed stewardship slated for Q3 and stories and on track to achieve target.

Strategic Priority 2: Workforce Planning & Development

PERSPECTIVE, GOAL & OUTCOMES		STRATEGIES & ACTIONS	MID-FISCAL 2026 PROGRESS
<p><u>Perspective</u></p> <p>Learning & Growth</p> <p><u>Workforce Planning & Development Goal</u></p> <p><i>The RWA will attract, develop and retain a high-performing and diverse workforce to fulfill the mission of the organization.</i></p> <p><u>Outcomes to Business</u></p> <p><i>Everyone owns safety and goes home the same way they came to work or better.</i></p> <p><i>We create a vibrant and competitive environment that attracts, retains and invests in a skilled and engaged workforce.</i></p> <p><i>Collaboration with internal teams help us achieve our shared objectives of enhanced communication, coordination and delivery of service.</i></p> <p><i>Through rewards and recognition, employees are acknowledged as being critical to RWA's ability to promote best practices in delivering customer value.</i></p> <p><i>Employee leadership competencies at all levels drive a culture of servant leadership in spirit and execution.</i></p>		<p>Strategy: Cultivate a safe and healthy working environment.</p> <p>Actions</p> <ul style="list-style-type: none">• Strive for no time-loss workplace incidents or accidents.• Advance a safety-first culture where employees discuss hazards and concerns with candor and make sound, risk-based decisions to accomplish work safely. <p>Strategy: Create a workplace that attracts and retains skilled employees.</p> <p>Actions</p> <ul style="list-style-type: none">• Develop bi-annual individual development plans and rollout to department training priorities to develop internal talent.• Update division succession plans to prepare staff for promotional opportunities and to retain institutional knowledge within the organization.• Create new employee development and engagement programs to invest in a skilled and engaged workforce. <p>Strategy: Model inclusion and willingness to try new approaches in our pursuit of excellence.</p> <p>Actions</p> <ul style="list-style-type: none">• Develop and grow practices that value and draw strength from diversity of our people.• Promote diversity in leadership by addressing systemic, cultural and organizational barriers to hiring and career advancement at all levels of the organization.	<ul style="list-style-type: none">• DART Rate of ≤ 1.8 (Days Away Restrictive workdays) metric measuring the severity of work-related injuries YTD = 1.7 DART Rate and strike injuries YTD = 1.7• PMVA Rate of ≤ 3 (Preventable Motor Vehicle Accidents) YTD and did not achieve target.• Maintain competitive employee turnover rate and onboarding process YTD = 5.31% competitive turnover rate and onboarding process• Individual Development Plans (IDPs) completed for all employees seeking growth, transition or new opportunities IDPs documented for employees and managers• Develop at least 1 new employee development program launch in FY27; capstone presentations in FY26 and achieved target.• 100% of employees with planned retirement savings plan in place for business continuity actively participating in transitional plan target.

Strategic Priority 3: Financial Stability

PERSPECTIVE, GOAL & OUTCOMES

Perspective

Financial

Financial Stability Goal

The RWA will maintain appropriate financial capacity to ensure operational efficiency to reliably meet the needs of present and future customers.

Outcomes to Business

Finances are managed optimally, and resources are used efficiently and effectively to meet customers' service priorities.

RWA's long-term financial needs are met.

Commercial service revenue is invested in utility, mitigating prospective water rate increases for customers while reducing the amount of debt financing needed to fund the RWA's increasing capital program.

Funding and implementing planned capital and maintenance projects on schedule ensures reliable services.

Reduction of costs and minimization of rate increases through securing federal, state and local appropriations, grants and loans and research funding.

STRATEGIES & ACTIONS

Strategy: Maintain and leverage a strategic financial model to facilitate planning and predict long-term cash flows.

Actions

- Manage debt and cash reserves to ensure successful execution of long-range plans and meet short-term needs.
- Responsibly and strategically create additional revenue generation streams through the commercial business.
- Prudent and efficient management of utility finances.

Strategy: Ensure financial integrity and stability by implementing sound and equitable practices to meet infrastructure and service needs.

Actions

- Ensure adequate funding and increase grant and financing opportunities to reduce costs and support business priorities.
- Maintain stable or improving Bond rating on an annual basis.
- Continue to enhance the process through which projects are identified, prioritized, funded and scoped to develop the annual and multi-year Capital Improvement Plan.

Strategy: Develop deeper financial awareness, understanding, and accountability throughout the RWA.

Actions

- Maintain a strong control environment by effectively tracking, managing and transparently reporting financial resources, transactions and performance.
- Develop and execute budget process to ensure timely and accurate alignment with strategic priorities.

MID-FISCAL 2026 PROGRESS

- Ensure at least 96% of capital budget benefits customers; work underway and on track to achieve target by FY26.
- Debt coverage ratio at least 118% annually at 123%.
- No more than 5% overage in overtime dollars; budget at mid-year and on track to achieve target by FY26.
- Commercial business revenue target of at least \$1.5M in FY26; on track to achieve target by FY26.
- 100% of departments complete a year-end audit; achieving a clean FY26 year-end audit; completing templates scheduled for Q4 and on track to complete by FY26.

Strategic Priority 4: Utility Assets & Natural Resources

PERSPECTIVE, GOAL & OUTCOMES

STRATEGIES & ACTIONS

MID-FISCAL 2026 PROGRESS

Perspective

Internal Processes

Utility Assets & Natural Resources Goal

Implement comprehensive, integrated and innovative utility asset and natural resource planning to increase operational reliability and environmental stewardship.

Outcomes to Business

Protect the quality of drinking water delivered to our customers to maintain and achieve water quality compliance for public health and brand reputation.

Minimize the number and duration of unplanned service disruptions.

Drive greater efficiency through use and evolution of standard work plans, asset and risk management practices, metrics and operational reporting.

Maintain all system infrastructure to ensure reliable service into the future.

Protect and sustain our watersheds to maintain water resources, ecosystems and communities.

Strategy: Implement initiatives that improve operational reliability, resiliency and efficiency.

Action Items

- Use data in comprehensive asset management system to improve planned replacement and maintenance programs and status reporting as well as support prioritized infrastructure renewal decision making.
- Apply scalability to capital and long-range planning to prioritize projects, funding and maintain flexibility.

Strategy: Achieve a sustainable and resilient water supply to meet community needs.

Action Items

- Invest diligently in our infrastructure to deliver a safe, reliable water supply to our customers.
- Protect, enhance and monitor natural resources, water source conditions and ecosystem health that are vital to RWA watersheds.

- **Lead Service Line:** Complete inventory, develop and commence construction for at least one-third of the inventory, developed replacement plans and completed at least one-third of RWA towns.
- **Planned Preventative Maintenance Completion:** Complete less than 75% complete from the computerized inventory annually; **88% completion of planned preventative maintenance track to achieve target.**
- **Potable Water Compliance Rate:** No less than 100% compliance rate and striving to maintain 100% compliance.
- **Main Flushing Maintenance:** No less than 200,000 gallons annually; **134 miles of main cleaned and 100% of main flushed.**
- **Watershed Inspection:** Conduct at least 800 inspections annually; **416 inspections completed.**
- **Environmental Monitoring:** Conduct fishery monitoring through existing programs and technology funded by a grant; **new technology through a grant process, which would aid in monitoring through innovative forest management strategies.**
- **Vegetation Management:** Identify at least 100 acres for vegetation mitigation and restoration need; **grants identified for consideration focused on mitigation and restoration.**

Strategic Priority 5: Strategic Technology

PERSPECTIVE, GOAL & OUTCOMES

STRATEGIES & ACTIONS

MID-FISCAL 2026 PROGRESS

Perspective

Internal Processes

Strategic Technology Goal

Ensure technology to safely and securely meet the needs of the RWA and its customers.

Outcomes to Business

Investment in and utilization of technology enhances the customer experience and maximizes operational efficiency.

Customers are empowered with current technologies to interact with the RWA efficiently and effectively.

RWA is a resilient service provider with exceptional customer service because of adopting appropriate technologies and protecting the organization from cyber threats.

Commitment to technology and innovation considers solutions across the entire organization.

Physical and cybersecurity initiatives are aligned to protect RWA infrastructure.

Strategy: Invest in technology infrastructure to enhance customer engagement and satisfaction.

Action Items

- With full implementation of CIS, identify, align and prioritize customer-focused technologies to improve responsiveness, customer satisfaction and ensure customer data is accurate and secure.
- Leverage RWA's mobile app to provide customers with more access to RWA services and information.
- Ensure RWA systems keep pace with customer adoption of new technologies to enhance the customer experience.

Strategy: Enhance and maintain effective cybersecurity practices.

Action Items

- Ensure all cybersecurity incidents are reported and reviewed, and lessons learned are incorporated into future cybersecurity program updates and enhancements.
- Deploy regular cybersecurity exercises and drills with employees that address the full range of threats.
- Ensure full implementation of recommended Department of Homeland Security (DHS) activities are implemented.

- No less than 99.9% availability of customer-facing services annually; 99.9% availability of IT/OT critical systems to maintain and achieve target.
- Increase the number of online registered users by no less than 12% annually; 15,950 users of self-service and exceeded target.
- Maintain RWA average phish prone rate of 95% or less; 75%; 95% phish prone rate and on track to meet target.
- 100% of IT security DHS-recommended activities completed; 60% completion of IT security DHS-recommended activities to track to achieve target.

Fiscal 2026 Global Metrics: Mid-Year Status

KPI	Description
Customer Service	≤1,500 complaints logged by service representatives in billing and service.
Water Quality Compliance	Ensure 0 violations of water quality standards issued by state health regulators.
Safety	DART Rate of ≤ 1.8. (Days Away Restricted or Transferred is a safety metric measuring the severity of work-related injuries and illnesses)
Employee Engagement	Maintain competitive employee turnover rate of ≤ 10%.
Coverage	Meet 118% coverage with no shortfall.
Capital Efficiency	Ensure at least 96% of capital budget benefits customers.

Representative Policy Board
Dashboard Metric - 2Q FY26

Metrics	Quarter ended 11/30/24 (2Q FY 2025)	Quarter ended 05/31/25 (4Q FY 2025)	Quarter ended 08/31/25 (1Q FY 2026)	Quarter ended 11/30/25 (2Q FY 2026)
Financial Metrics				
Coverage	Budget: 1.14 w/o draw Projected: 1.19 w/o draw	Budget: 1.14 w/o draw Projected: 1.23 w/o draw	Budget: 1.14 w/o draw Projected: 1.19 w/o draw	Budget: 1.14 w/o draw Projected: 1.25 w/o draw
Draw Requirement	Budget: \$0 million Projected: \$0 million	Budget: \$0 million Projected: \$0 million	Budget: \$0 million Projected: \$0 million	Budget: \$0 million Projected: \$0 million
Capital Expenditures to Budget (Note 1)	Budget: \$55,791 million Result: \$21.221 million/38.0% of total fiscal year budget	Budget: \$52,603 million Result: \$51.906 million/98.7% of total fiscal year budget	Budget: \$61,700 million* Result: \$11,007 million/17.8% of total fiscal year budget	Budget: \$61,700 million Result: \$21.071 million/34.2% of total fiscal year budget
Aged Account Receivables - Total Water (Note 2)	Feb 2020: \$6,659,551 Nov. 2024: \$5,267,815 (-20.9%)	Feb 2020: \$6,659,551 May, 2025: \$4,634,724 (-30.4%)	Feb 2020: \$6,659,551 Aug 2025: \$5,413,163 (-18.7%)	Feb 2020: \$6,659,551 Nov 2025: \$5,260,174 (-21.0%)
Aged Account Receivables - Residential (Note 2)	Feb 2020: \$5,833,160 Nov. 2024: \$4,949,483 (-15.1%)	Feb 2020: \$5,833,160 May 2025: \$4,181,899 (-28.3%)	Feb 2020: \$5,833,160 Aug 2025: \$4,950,885 (-15.1%)	Feb 2020: \$5,833,160 Nov 2025: \$4,819,456 (-17.4%)
Pension Market Values (Note 3)	Nov 2024 Mkt. Value \$80,490,510 Sept. 2024 Mkt. Value \$79,830,513 Sept Return: 12.05% Cal/2.43% Fiscal Actuarial Return Assumption: 6.75%	May 2025 Mkt. Value \$79,459,755 March 2025 Mkt. Value \$77,385,725 May Return: 9.41% Fiscal Actuarial Return Assumption: 6.75%	Aug 2025 Mkt. Value \$83,369,359 June 2025 Mkt. Value \$81,486,887 June Return: 6.82% Cal / 9.15% Fiscal Actuarial Return Assumption: 6.75%	Nov 2025 Mkt. Value \$85,705,769 Sept 2025 Mkt. Value \$84,627,946 Sept Return: 12.00% Cal/8.00% Fiscal Actuarial Return Assumption: 6.75%
System Metrics				
Average Daily Production (Draft) to Budget (MGD)/Prior Year (MGD)	Prior Year: 45.669 MGD Result: 48.131 MGD	Prior Year: 42.322 Result: 44.414 MGD	Prior Year: 50.477 MGD Result: 56.856 MGD	Prior Year: 48.131 MGD Result: 52.101 MGD
Disinfection By-products	Target: 100% Result: 100%* * As of Sept 30, 2024, updated	Target: 100% Result: 100% * As of March 31, 2025, updated	Target: 100% Result: 100% * As of June 30, 2025, updated	Target: 100% Result: 100% * As of Sept 30, 2025, updated
Net Unaccounted For Water (annualized)	Target: 10.0% Result: 12.45% net for the annualized period of Sept 2023 to Aug 2024	Target: 10.0% Result: 14.04% net for the annualized period of March 2024 to February 2025	Target: 10.0% Result: 10.62% net for the annualized** period of June 2024 to May 2025	Target: 10.0% Result: 10.46% net for the annualized** period of September 2024 to August 2025
Service Disruptions (Notes 4 and 5); Due to Main Breaks				
Number of Disruptions	Result : 8	Result : 10	Result : 5	Result : 7
Number of Customers Impacted	Result : 119	Result : 176	Result : 63	Result : 162
Avg. Period Customers are w/o Water (hrs.)	Target: 6 Result: 3.06	Target: 6 Result: 2.9	Target: 6 Result: 5.5	Target: 6 Result: 3.71
Water Quality (Note 5): Discolored Water - System/Hydraulics				
Number of Complaints	Result: 80	Result : 106	Result : 348	Result : 169

Notes:

Note 1: Excludes State and Redevelopment, Growth Fund, and contingency/reserve. Percentage is of fiscal year budget
Note 2: Reflects aged receivables over 90 days - total water and total residential. Comparison is to pre-pandemic level
Note 3: Fiscal year-end based on audited financials. Other quarters based on latest available reports and net returns
Note 4: This metric may be later expanded to other types of service disruptions with the same statistics
Note 5: This metric may be later expanded to include time to resolve and time to respond w/associated targets
* Amendments pending approval
** Under review and subject to change

CIS/RWAY Post Go-Live Stabilization

CIS/RWAY Project Health Indicators			
Schedule	✓	April 2025 Go-Live	
Capital Budget	✓	\$16.01M	
Capital Spend	✓	\$16.01M	
Scope			
Decisions, Risks & Issues			
<ul style="list-style-type: none"> Key Decision(s) – Completed November close earlier as planned. Key Risks – – Itineris and RWA collaboration to validate public/private Key Issues – None 			
Next Steps:			
<ul style="list-style-type: none"> Prepare for 2026 Service Pack release one. Publish 6 months post Go-Live report. 			
Legend: ✓ On Schedule ! At Risk ✗			

Accomplishments	Current Activities
<ul style="list-style-type: none"> Finalized 2026 Meter Reading and Billing calendar in UMAX. Automated reports for November close -a plus. Knowledge transition complete from ITI to RWA. 	<ul style="list-style-type: none"> Continued steady state and operational support for Customer Care, Finance, Contracts & New Services, Commercial, Field Service, and Field Operations. Public/private fire reports automation.

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

TO: David J. Borowy
Todd Cort
Kevin J. Curseaden
Catherine E. LaMarr
Mario Ricozzi
Suzanne C. Sack

FROM: Rochelle Kowalski
Senior Vice President, Chief Financial Officer & Head of Corporate Development

DATE: December 12, 2025

SUBJECT: Quarterly financial statements for fiscal year 2026 (ending May 31, 2026)

Attached are the following financial reports regarding the second quarter of fiscal year 2026. i.e., the quarter ended November 30, 2025:

- Statements of net position as of November 30, 2025 and November 30, 2024;
- Schedules A-1 & A-2: Statements of revenues, expenses and changes in net position as of November 30, 2025, maintenance test, and commentary;
- Schedule B: Operating and maintenance expenses;
- Schedule C: Capital budget report;
- Schedule D: Investment earnings report - comparison of investment rates of return

The reports bulleted above incorporate the Authority's experience from June 2025 through November 2025. For the remainder of fiscal year 2026, the reports include the projections shown on schedules A-2 and B which use the assumptions explained below.

Schedule A-2: Statements of Revenues, Expenses and Changes in Net Position

Section of page entitled "Six Months Ended November 30"

The figures shown present June through November 2025 as well as comparative budget vs. actual results for the six months ended November 30, 2025.

Section of page entitled 'Year Ending May 31, 2026'

The "budget" column is the budget for fiscal year 2026, as approved by the Five-Member Authority.

Assumption 1

The column labeled *Assumption 1* presents earned metered water revenues that reflect six months (June through Nov 2025) of consumption and six months of budgeted consumption for (December 2025 through May 2026).

Other revenues and expenses shown in this column reflect six months of results and six months, as projected.

Assumption 2

The column labeled *Assumption 2* projects consumption for the months of December 2025 through May 2026 at 5% below budget. Operating expense for "pump power" and chemicals for these same months is adjusted to reflect the 5% decrease.

Assumption 3

The column labeled *Assumption 3* projects consumption for the months of December 2025 through May 2026 at 5% above budget. Operating expense for "pump power" and chemicals for these same months is adjusted to reflect the 5% increase.

Section of page entitled "Maintenance Test"

The maintenance test reflects the same three assumptions described above except that water sales are not accrued revenue, but cash collections from June through November 2025, plus projected cash collections for December 2025 through May 2026. Management assumes that the billings are collected over the course of twelve months.

Schedule B: Operating and Maintenance Expense

This schedule provides details of the operating and maintenance expense through the second quarter of fiscal year 2026, as well as projections for December 2025 through May 2026 under the three assumptions presented above.

Schedule C: Capital Budget Report

This schedule shows capital expenditures for June through November 2025, as well as projections for the full fiscal year 2026.

Schedule D: Interest Earned

Compared here are “budgeted” versus “actual” interest rates earned on the Authority’s invested funds.

Attachments

REGIONAL WATER AUTHORITY
STATEMENTS OF NET POSITION
AS OF NOVEMBER 30, 2025 AND 2024

Assets	FY 2026	FY 2025	Y/Y Variance	Liabilities and Net Assets	FY 2026	FY 2025	Y/Y Variance
Utility plant				Liabilities			
Property, plant and equipment in service	1,028,173,193	1,008,411,512	19,761,681	Revenue bonds payable, less current portion	447,265,000	457,200,000	(9,935,000)
Accumulated depreciation	(463,086,329)	(460,548,686)	(2,537,643)	Net premiums and discounts from revenue bonds payable	37,901,269	38,432,781	(531,512)
Utility plant in service	565,086,864	547,862,826	17,224,038	DWSRF loans payable, less current portion	38,667,120	35,442,153	3,224,967
Land	28,127,494	28,172,373	(44,879)	Net pension liability	8,795,429	11,622,449	(2,827,020)
Construction work in progress	37,497,570	52,008,157	(14,510,587)	Net OPEB obligation	15,181,074	16,145,432	(964,358)
RTU and SBITA, net	22,364,784	4,598,642	17,766,142	Lease Liability	67,439	102,816	(35,377)
Intangible Assets, Net	4,536,124	7,793,799	(3,257,675)	SBITA Liability	5,661,670	3,221,293	2,440,377
Total utility plant, net	657,612,836	640,435,797	17,177,039	Total noncurrent liabilities	553,539,001	562,166,924.05	(8,627,923)
Nonutility land, at cost	66,063,004	65,847,546	215,457	Current liabilities			
Current assets				Current portion of revenue bonds payable	25,720,000	24,930,000	790,000
Cash and cash equivalents	59,743,529	55,775,429	3,968,100	Current portion of DWSRF loans payable	2,322,970	2,074,225	248,745
Investments	-	-	-	Accounts payable	18,860,163	8,261,513	10,598,650
Accounts receivable, less allowance for doubtful accounts	13,672,039	12,631,946	1,040,092	Notes payable	50,500	3,400,500	(3,350,000)
Accrued revenue	11,845,553	11,083,068	762,485	Customer deposits and advances	2,631,173	1,909,754	721,419
Accrued interest receivable	215,853	388,452	(172,599)	Current Lease Liability	38,646	38,646	-
Materials and supplies	3,453,969	3,467,398	(13,429)	Current SBITA Liability	1,027,437	1,296,063	(268,626)
Prepaid expenses and other assets	4,321,235	4,039,013	282,222	Other accrued liabilities	11,007,316	11,529,088	(521,772)
Total current assets	93,252,177	87,385,307	5,866,870	Total current liabilities	61,658,205	53,439,789	8,218,416
Note Receivable	500,000	500,000	-	Liabilities payable from restricted assets			
Lease Receivable	1,277,874	1,310,890	(33,016)	Accounts payable for construction	3,462,599	3,878,592	(415,993)
Restricted assets	147,585,619	139,971,619	7,614,000	Accrued interest payable	6,816,453	6,748,817	67,637
Regulatory assets	33,295,904	12,234,039	21,061,865	Customer deposits and advances	1,321,682	1,590,900	(269,217)
Total assets	999,587,414	947,685,198	51,902,215	Total liabilities payable from restricted assets	11,600,735	12,218,308	(617,573)
Deferred Outflows of Resources				Other liabilities	-	-	-
Deferred charge on refunding	5,048,768	11,616,910	(6,568,143)	Total liabilities	626,797,941	627,825,021	(1,027,080)
Deferred Outflows - Goodwill	15,269,485	13,536,265	1,733,220	Deferred inflows of resources			
Deferred charge on pension plans	510,692	1,056,117	(545,425)	Deferred inflows related to pensions	1,851,856	66,201	1,785,655
Deferred charge on OPEB plans	1,343,885	2,016,309	(672,424)	Deferred inflows related to OPEB	1,930,674	2,492,911	(562,237)
				Deferred inflows related to Leases	1,337,115	1,372,086	(34,971)
Total	1,021,760,243	975,910,800	45,849,444	Net Position			
				Invested in capital assets, net of related debt	154,245,508	147,943,362	21,210,547
				Restricted assets	141,363,477	133,034,961	8,328,517
				Unrestricted assets	94,233,673	63,176,259	31,057,414
				Total net assets	389,842,658	344,154,581	45,688,076
				Total liabilities and net assets	1,021,760,243	975,910,800	45,849,444

REGIONAL WATER AUTHORITY
REVIEW OF FINANCIAL DATA
November 30, 2025 (FY 2025)

SCHEDULE A-1 - COMMENTARY

STATEMENT OF REVENUES, EXPENSES AND CHANGES IN NET POSITION

Operating Revenues

FY26 revenue for water, including wholesale and fire service, is over budget by \$2,339k (approx. 3.2%).
Metered water revenue is over budget by \$2,218k (approx. 3.4%)

Total net other revenue is \$423k over budget due to other water revenue being over budget and other water and proprietary expenses being lower than budget.

Operating Expenses

Operating and Maintenance Expenses are currently under budget due to the following:

Employee Benefits are under budget due to lower medical & other expenses, partially offset by O&M/non-O&M mix.

Administrative Building is under budget primarily due to timing.

General & Administrative is under budget primarily due to timing.

Tools & Stores is under budget across multiple areas.

Transportation is under budget due to lower body repairs, parts and timing.

Utilities & Fuel is under budget due to lower than anticipated costs and timing.

Pump Power is under budget primarily due to timing.

Road Repairs is over budget primarily due to timing.

Postage is under budget due to a vendor credit, lower than anticipated costs and timing.

Business Improvement is under budget due to lower than anticipated costs and timing.

Insurance Premiums are over budget due to O&M/non-O&M mix and other factors.

Outside Services is under budget across multiple areas.

Central Lab/Water Quality is under budget due lower than anticipated costs and timing.

Training and continued education is under budget due to lower than anticipated costs and timing.

Info. Technology Licensing & Maintenance Fees are over budget primarily due to timing.

Maintenance & Repairs are under budget primarily due to timing.

All Other

Interest Income

Interest Income is above budget primarily due to higher investment earnings.

Nov-25

(164,000)

(71,000)

(125,000)

(63,000)

(131,000)

(101,000)

(444,000)

52,000

(150,000)

(188,000)

171,000

(988,000)

(93,000)

(136,000)

273,000

(356,000)

(88,000)

(2,602,000)

PROJECTED MAINTENANCE TEST

The projected coverage is 1.25 with no shortfall.

REGIONAL WATER AUTHORITY
STATEMENTS OF REVENUES, EXPENSES AND CHANGES IN NET POSITION
FOR THE MONTHS ENDING NOVEMBER 30, 2025

Schedule A-1

	FY 2025 Actual	FY 2026 Budget	FY 2026 Actual	(Under)Over Budget
Operating revenues				
Metered water revenues	\$ 62,402	\$ 66,030	\$ 68,248	\$ 2,218
Fire service	6,886	7,144	7,172	28
Wholesale	475	460	553	93
Other revenue - water	2,857	2,086	2,242	156
Other revenue - proprietary	8,446	8,646	8,350	(296)
Total operating revenues	81,066	84,366	86,565	2,199
Operating expenses				
Operating and maintenance expense	33,877	37,292	34,691	(2,602)
Expense associated with other revenue - water	1,561	1,136	968	(168)
Expense associated with other revenue - proprietary	3,702	4,502	4,091	(411)
Provision for uncollectible accounts	(42)	250	452	202
Depreciation and amortization	13,003	13,375	13,375	0
Payment in lieu of taxes	4,544	4,895	4,895	0
Amortization Pension Outflows/Inflows	110	995	995	(0)
Amortization OPEB Outflows/Inflows	(285)	(73)	(73)	0
Total operating expenses	56,469	62,372	59,394	(2,979)
Operating income	24,597	21,994	27,171	5,179
Nonoperating income and (expense)				
Interest income	5,393	3,397	4,572	1,176
(Loss) Gain on disposal of assets	542	(250)	(16)	234
Realized and unrealized (losses) gains on investments	-	-	-	-
Interest expense	(10,690)	(10,879)	(10,671)	207
Amortization of bond discount, premium, issuance cost and deferred losses	1,411	1,438	1,422	(16)
Amortization of Goodwill	-	-	-	-
Intergovernmental revenue	-	-	7,457	7,457
Contributions to related entities	-	-	-	-
Total nonoperating income and (expense) before capital contributions	(3,345)	(6,294)	2,764	9,058
Income (expense) before contributions	21,252	\$ 15,700	29,935	\$ 14,237
Capital contributions	413	-	162	-
Change in net assets	21,665	-	30,097	-
Total net assets - beginning of fiscal year	322,489	-	359,744	-
Total net assets - end of reporting month	344,154	-	\$ 389,841	-

	Budget FY 2026 @114%	Projected FY 2026 @114%	(Under)Over FY 2026 @114%
FY 2026 MAINTENANCE TEST (Budget vs. Projected)			
Revenue Collected:			
Water sales	135,906	138,606	2,700
Interest Income	3,658	4,508	850
BABs Subsidy	616	616	-
Other Net	9,759	9,849	90
Common Non-Core	(300)	(250)	50
Total	149,639	153,329	3,690
Less:			
Operating and maintenance expenses	(74,062)	(74,062)	-
Depreciation	(10,750)	(10,750)	-
PILOT (A)	(9,623)	(9,623)	-
Net Avail for Debt Service (B)	\$ 55,204	\$ 58,894	\$ 3,690
Debt Service Payments (C)	\$ 47,494	47,111	\$ (383)
Debt Service @ 114% (D)	\$ 54,143	53,706	\$ (437)
Difference (B-D)	\$ 1,061	\$ 5,188	-
RSF, Growth and/or General Fund (D)	-	-	-
Coverage	116%	125%	-

REGIONAL WATER AUTHORITY
Fiscal Year 2026
(5000 Omitted)

SCHEDULE A-2

STATEMENTS OF REVENUES, EXPENSES

Six Months Ending November 30

AND CHANGES IN NET ASSETS

	FY 2025 Actual	FY 2026 Budget	FY 2026 Actual	(Under)Over Budget
Operating Revenues				
Metered Water Revenues	\$ 62,402	\$ 66,030	\$ 68,248	\$ 2,218
Fire Service	6,886	7,144	7,172	28
Wholesale Water	475	460	553	93
Other revenue - water	2,857	2,086	2,242	156
Other revenue - proprietary	8,446	8,646	8,350	(296)
Total Operating Revenues	81,066	84,366	86,565	2,199
Operating Expenses				
Operating and Maintenance	33,877	37,292	34,691	(2,602)
Expenses associated with other revenue-water	1,561	1,136	968	(168)
Expenses associated with other revenue-proprietary	3,702	4,502	4,091	(411)
Provision for uncollectible accounts	(42)	250	452	202
Depreciation & Amortization	13,003	13,375	13,375	0
Payment in lieu of taxes	4,544	4,895	4,895	0
Amortization Pension Outflows/Inflows	110	995	995	(0)
Amortization OPEB Outflows/Inflows	(285)	(73)	(73)	0
Total Operating Expenses	56,469	62,372	59,394	(2,979)
Operating Income	24,597	21,994	27,171	5,179
Nonoperating income and (expense)				
Interest Income	5,393	3,397	4,572	1,176
(Loss)/Gain on disposal of assets	542	(250)	(16)	234
Interest Expense	(10,690)	(10,879)	(10,671)	207
Amortization of bond discount, premium		1,438	1,422	(16)
issuance cost and deferred losses		-	7,457	7,457
Amortization of Goodwill		-	-	-
Intergovernmental revenue		-	-	-
Contributions to/from related entities		-	-	-
Total nonoperating income & (expense)	(3,345)	(6,294)	2,764	9,058
(Expense) income before contributions	21,252	15,700	29,935	\$ 14,237
Capital contributions	413		162	
Change in net assets	21,665		30,097	
Total net assets - beginning of fiscal year	322,489		359,744	
Total net assets - end of reporting month	\$ 344,154		\$ 389,841	

MAINTENANCE TEST

	Twelve Months Ending May 31		
	Budget	Projection - Assumption 1	Projection - Consumption 5% Below Assumption 2
Revenue Collected:			
Water Sales	\$ 135,906	\$ 138,606	\$ 137,095
Interest Income	3,658	4,508	4,508
BABs Subsidy	616	616	616
Other Net	9,759	9,849	9,849
Common Non-Core	(300)	(250)	(250)
Total	149,639	153,329	151,818
Less:			
Operating and Maintenance Expenses			
Depreciation	(74,062)	(74,062)	(73,885)
PILOT (A)	(10,750)	(10,750)	(10,750)
Net Avail for Debt Service (B)	(9,623)	(9,623)	(9,623)
Debt service payments (C)	126,814	58,894	57,561
Debt Service @ 114% (D)	\$ 47,494	\$ 47,111	\$ 47,111
Difference (B-D)	\$ 54,143	\$ 53,706	\$ 53,706
RSF, Growth and/or General Fund (D)	\$ 72,671	\$ 5,188	\$ 3,854
Coverage	\$ -	\$ -	\$ -
Required Coverage	116%	125%	122%
	114%	114%	114%

Twelve Months Ending May 31

	Budget	Projection - Assumption 1	Projection - Consumption 5% Below Assumption 2	Projection - Consumption 5% Above Assumption 3
	\$ 122,108	\$ 124,326	\$ 122,437	\$ 126,215
	14,291	14,320	14,320	14,320
	886	936	936	936
	4,015	4,105	4,105	4,105
	17,317	16,917	16,917	16,917
	158,617	160,603	158,714	162,492
	74,062	74,062	73,885	74,239
	2,236	2,236	2,236	2,236
	9,020	8,570	8,570	8,570
	500	750	750	750
	28,500	28,500	28,500	28,500
	9,263	9,263	9,263	9,263
	1,726	1,726	1,726	1,726
	(46)	(46)	(46)	(46)
	125,062	125,062	124,885	125,239
	33,354	35,541	33,829	37,253
	6,407	7,307	7,307	7,307
	(1,500)	(1,500)	(1,500)	(1,500)
	(21,490)	(21,395)	(21,395)	(21,395)
	3,045	3,045	3,045	3,045
	(937)	(937)	(937)	(937)
	(937)	9,074	9,074	9,074
	-	-	-	-
	\$ (14,476)	\$ (4,407)	\$ (4,407)	\$ (4,407)
	\$ 18,879	\$ 31,134	\$ 29,422	\$ 32,846

Twelve Months Ending May 31

	Budget	Projection - Assumption 1	Projection - Consumption 5% Below Assumption 2	Projection - Consumption 5% Above Assumption 3
	\$ 135,906	\$ 138,606	\$ 137,095	\$ 140,117
	3,658	4,508	4,508	4,508
	616	616	616	616
	9,759	9,849	9,849	9,849
	(300)	(250)	(250)	(250)
	149,639	153,329	151,818	154,840
	(74,062)	(74,062)	(73,885)	(74,239)
	(10,750)	(10,750)	(10,750)	(10,750)
	(9,623)	(9,623)	(9,623)	(9,623)
	126,814	58,894	57,561	60,229
	\$ 47,494	\$ 47,111	\$ 47,111	\$ 47,111
	\$ 54,143	\$ 53,706	\$ 53,706	\$ 53,706
	\$ 72,671	\$ 5,188	\$ 3,854	\$ 6,522
	\$ -	\$ -	\$ -	\$ -
	116%	125%	122%	128%
	114%	114%	114%	114%

REGIONAL WATER AUTHORITY
OPERATING AND MAINTENANCE EXPENSES
Fiscal Year 2026
(\$000 Omitted)

SCHEDULE B

	SIX MONTHS ENDING NOV 30					YEAR ENDED MAY 31, 2026			
	FY 2025	FY 2026	FY 2026	FY 2026	(Under)	Budget	Assump 1	Assump 2	Assump 3
	Actual	Budget	Actual	Over					
1 Payroll	\$ 12,978	\$ 13,786	\$ 13,774	\$ (12)		27,559	27,559	27,559	27,559
2 Employee Benefits Allocation	3,864	4,717	4,553	(164)		9,471	9,471	9,471	9,471
Pension	1,445	1,321	1,321	-		2,855	2,855	2,855	2,855
3 Administrative Building Space Alloc	587	626	555	(71)		1,202	1,202	1,202	1,202
4 General & Administrative	859	751	626	(125)		1,547	1,526	1,526	1,526
5 Transportation Allocation	449	516	385	(131)		1,032	1,032	1,032	1,032
6 Tools & Stores Allocation	219	216	153	(63)		438	438	438	438
7 Utilities & Fuel	945	1,169	1,068	(101)		2,331	2,306	2,306	2,306
8 Material From Inventory	159	190	211	22		359	359	359	359
9 Pump Power Purchased	2,146	2,674	2,230	(444)		4,754	4,754	4,649	4,859
10 Chemicals	1,785	1,783	1,792	9		3,251	3,251	3,179	3,323
11 Road Repairs	96	160	212	52		320	320	320	320
14 Postage	340	378	228	(150)		756	731	731	731
15 Printing & Forms	13	35	15	(20)		73	73	73	73
17 Collection Expense	493	583	562	(21)		1,159	1,159	1,159	1,159
18 Business Improvement	184	327	139	(188)		654	634	634	634
19 Public/Customer Information	94	89	80	(9)		303	303	303	303
20 Outside Services	2,138	2,250	1,262	(988)		4,316	4,166	4,166	4,166
21 Insurance Premiums	859	1,060	1,231	171		2,136	2,286	2,286	2,286
22 Worker's Compensation, pre-Chur	43	23	(24)	(47)		44	24	24	24
23 Damages	21	38	38	0		75	75	75	75
24 Training & Cont. Education	261	238	102	(136)		497	472	472	472
25 Authority Fees	70	92	105	13		185	206	206	206
26 Consumer Counsel	42	30	28	(2)		60	60	60	60
27 RPB Fees	107	125	144	19		250	290	290	290
28 Organizational Dues	65	62	29	(32)		126	126	126	126
29 Donations	31	19	25	7		49	49	49	49
34 Central Lab/Water Quality	167	199	106	(93)		395	370	370	370
40 Environmental Affairs	124	107	94	(13)		216	216	216	216
44 Info. Technology Licensing &									
Maintenance Fees	1,553	1,671	1,944	273		3,506	3,656	3,656	3,656
45 Maintenance and Repairs	1,623	1,942	1,586	(356)		3,911	3,861	3,861	3,861
46 Regulatory Asset Amortization	117	117	117	-		233	233	233	233
	<u>\$ 33,877</u>	<u>\$ 37,292</u>	<u>\$ 34,691</u>	<u>\$ (2,602)</u>		<u>\$ 74,062</u>	<u>\$ 74,062</u>	<u>\$ 73,885</u>	<u>\$ 74,239</u>

**SCHEDULE C
QTR 2**

I. NATURAL RESOURCES

	Period Ending November 30, 2025		Period Ending May 31, 2026	
	Budget	Expenditures (Under)/Over	Budget	Projected (Under)/Over
Watershed Protection	23	8 (15)	50	50 -
Land Management	26	2 (24)	50	50 -
Lake Whitney Dam & Spillway Improvements	200	124 (76)	1,675	400 (1,275)
Peat Swamp Dam Modifications	-	25 25	150	150 -
Lake Chamberlain Dam Improvements	-	13 13	50	50 -
Lake Watrous & Lake Glen Aeration System Improvements	10	82 72	25	350 325
Tunnel Diversion Raw Water Main Rehabilitation Program	50	44 (6)	100	100 -
Bridge Refurbishments	80	67 (13)	200	280 80
Rose's Brook Water Quality Improvements	-	2 2	100	100 -
Furnace Pond Water Quality Improvements	49	8 (41)	96	96 -
Natural Resources Access Road Improvements	60	21 (39)	100	100 -
Miscellaneous Natural Resources	68	2 (66)	175	175 -
Prior Year	-	26 26	-	26 26
TOTAL	565	424 (141)	2,771	1,927 (844)

II. TREATMENT

Filter Media Replacement	450	445 (5)	455	445 (10)
LGWTP -Clarifiers Recycle & Building Improvements	224	310 87	300	400 100
LGWTP-HVAC Upgrades	1,695	1,773 78	3,300	3,000 (300)
LGWTP Filter Underdrain Replacement	200	197 (3)	275	265 (10)
LGWTP Roof Replacement	355	14 (341)	3,200	3,200 -
LGWTP Local Control Console Upgrade	390	1 (389)	300	300 -
LGWTP Chemical Feed Improvements	143	148 5	260	260 -
LGWTP Improvements	55	127 72	200	200 -
LSWTP Electrical Upgrades	50	26 (24)	500	200 (300)
LGWTP Electrical Upgrades	50	7 (43)	500	200 (300)
LSWTP HVAC Upgrades	900	880 (20)	1,345	890 (455)
LSWTP Improvements - Gravity Thickener	999	999 0	1,891	1,891 -
LSWTP Improvements (Miscellaneous)	25	23 (2)	200	200 -
LWWTP Chemical Feed Improvements	420	439 19	1,920	2,363 443
LWWTP Ozone and DAF Controls	200	206 6	200	206 6
LWWTP Control Room Upgrades	10	1 (9)	100	100 -
West River Drying Bed Improvements	295	64 (231)	925	925 -
WRWTP Salt Storage	545	485 (60)	545	520 (25)
WRWTP Improvements (Miscellaneous)	25	45 20	200	200 -
Water Treatment Plant Valve Replacement Program	-	- -	300	300 -
Treatment Plant Buried Valve Improvements	-	- -	100	100 -
Seymour Wellfield Generator Replacement	365	365 (0)	831	831 -
Wellfield Facility Improvements - North Cheshire Wellfield	110	163 53	2,250	2,250 -
Well Rehabilitation Program	100	33 (67)	500	575 75
Well Replacements	95	145 50	1,000	1,000 -
Miscellaneous Wellfield Improvements	9	8 (1)	25	25 -
Future Regulatory Treatment Compliance	34	52 18	500	500 -
Treatment Facility Roof Replacements	75	- (75)	150	150 -
WRWTP Rooftop Air Handling Unit	150	36 (114)	150	300 150

**SCHEDULE C
QTR 2**

	Period Ending November 30, 2025			Period Ending May 31, 2026		
	Budget	Expenditures	(Under)/Over	Budget	Projected	(Under)/Over
Wellfield Facility Improvements - Derby	700	646	(54)	700	700	-
Miscellaneous Treatment	50	-	(50)	50	50	-
Prior Year	-	0	0	-	0	0
TOTAL	8,718	7,639	(1,079)	23,172	22,546	(626)
III. TRANSMISSION AND DISTRIBUTION						
Pipe	5,335	5,076	(259)	8,900	8,932	32
Valve Replacements	220	139	(81)	400	400	-
Service Connections	1,000	1,153	153	1,900	1,900	-
Capital Pipe Service Connections	425	203	(222)	700	700	-
Meters	285	375	90	650	650	-
Hydrants and Connections	70	19	(51)	125	125	-
Lead Service Line Replacements	590	597	7	2,000	2,000	-
Brook Lane Transmission Main, North Branford	1,300	1,225	(75)	1,500	1,500	-
Brook Lane/Sunset, North Branford	-	5	5	600	600	-
Raw Water/Transmission Main Replacement & Redundancy	50	4	(46)	400	100	(300)
George Street Pipe Relocation, New Haven	-	-	-	-	-	-
Cleaning & Cement Lining - Cheshire	9	7	(2)	600	600	-
Service Area Improvements-East/West Transmission Main	57	4	(53)	200	200	-
Pipe Bridge Rehabilitation Program	-	23	23	50	50	-
North Branford Tank Replacement	10	51	41	150	150	-
York Hill Tank No. 1 Painting & Stairs	475	59	(416)	1,935	1,935	-
Ford Street Tank #1 Painting and Stairs	600	31	(569)	2,813	1,970	(843)
Route 80 Throttling Valve Relocation	450	519	69	750	815	65
Variable Frequency Drive Replacement Program	75	(14)	(89)	150	150	-
Critical Pump Station & Transmission Facilities Upgrades	370	212	(158)	650	650	-
Lake Gaillard Pump Station Improvements	132	-	(132)	300	300	-
Spring Street Pump Station Replacement	15	21	6	50	50	-
Raynham Hill Pump Station Improvements	-	1	1	50	50	-
Armory Pump Station Chimney Rehabilitation	7	-	(7)	50	50	-
Devonwood Drive Booster Pump Station	10	-	(10)	100	100	-
Pump Station Generator Replacement	100	24	(76)	725	725	-
Pump Station Roof Replacements	-	-	-	175	175	-
Pump Station Bypass Improvements	-	-	-	50	50	-
MCC Hill Street Pump Station, Ansonia	10	11	1	50	50	-
MCC Mill Rock Basin Electrical Gear, Hamden	-	5	5	50	50	-
Sanitary Survey Results	35	-	(35)	250	250	-
Water Quality Improvements Program	132	76	(56)	150	550	400
Miscellaneous Transmission & Pumping	52	51	(1)	95	146	51
Prior Year	-	59	59	-	59	59
TOTAL	11,814	9,935	(1,879)	26,568	26,032	(536)
IV. GENERAL PLANT						
CIS (Customer Information Services)	522	541	18	522	541	18
HRIS Replacement (Human Resources Information Systems)	-	8	8	150	150	-

**SCHEDULE C
QTR 2**

	Period Ending November 30, 2025			Period Ending May 31, 2026		
	Budget	Expenditures	(Under)/Over	Budget	Projected	(Under)/Over
Work & Asset Management Solutions (Formerly InforEAM GIS Data Integ)	21	6	(15)	50	50	-
LIMS Business Enhancements	110	43	(67)	150	150	-
AMI Software Business Enhancements	25	-	(25)	25	25	-
Cyber Security Enhancements	99	55	(43)	125	125	-
GIS Upgrades and Enhancements	13	13	0	25	25	-
Business Analytical Platform	30	66	36	50	66	16
SCADA	45	44	(1)	120	120	-
Data Center Life Cycle Replacements	272	263	(9)	650	650	-
GIS Aerial Mapping	72	117	45	190	155	(35)
Enterprise Data Archive	263	323	60	325	323	(2)
Miscellaneous Information Systems	126	37	(89)	156	156	-
Equipment	1,487	1,483	(4)	2,318	2,318	-
Miscellaneous Equipment	185	32	(153)	194	194	-
90 Sargent Drive	175	21	(154)	550	625	75
Miscellaneous 90 Sargent Drive	28	12	(16)	70	70	-
Prior Year	-	10	10	-	10	10
TOTAL	3,471	3,073	(398)	5,669	5,752	73
SUB-TOTAL	24,568	21,071	(3,497)	58,180	56,257	(1,924)
V. CONTINGENCY	-	-	-	594	-	(594)
V. PROJECT RESERVE	-	-	-	4,020	-	(4,020)
V. CARRYOVERS	-	-	-	-	-	-
SUB-TOTAL	-	-	-	4,614	-	(4,614)
VI. STATE & REDEVELOPMENT PIPE	1,500	103	(1,397)	3,000	500	(2,500)
VII. COMMERCIAL						
HSV Enhancements & CMS Upgrade	140	24	(116)	455	455	-
TOTAL	26,208	21,198	(5,010)	66,249	57,212	(9,038)

Reflects currently anticipated amendments not yet submitted.

Investment Earnings Report
Comparison of Investment Rates of Return

Fund Type	Balance @ November 30, 2025	Budgeted Return	Rate of Return November 30, 2025	Rate of Return Fiscal Year to Date
<u>Less than Six Months</u>				
Revenue Investment (A)	\$ 28,586,997	3.50%	4.21%	4.30%
Revenue (B)	6,031,623	0.00%	0.33%	0.31%
Revenue (C) (F)	575,149	0.00%	3.47%	3.65%
Rate Stabilization (A)	10,000,000	3.50%	4.21%	4.30%
Operating Reserve (A)	12,343,656	3.50%	4.21%	4.30%
Capital Contingency (A)	6,271,409	3.50%	4.21%	4.30%
Debt Reserve (A)	24,046,756	3.50%	4.21%	4.30%
Debt Reserve (C) (F)	916,278	0.00%	3.47%	3.65%
Debt Service (A)	18,513,310	3.50%	4.21%	4.30%
PILOT (A)	4,285,175	3.50%	4.21%	4.30%
General Fund (A)	15,478,128	3.50%	4.21%	4.30%
Sub-Total	\$ 127,048,481			
<u>Other</u>				
Construction (A)	\$ 61,016,928	3.50%	4.21%	4.30%
Construction (C)	9,597,072	0.00%	3.47%	3.65%
Construction (E)	65	0.00%	0.00%	0.00%
Growth Fund (D)	5,614,977	0.00%	1.71%	1.93%
Interim Financing	965	0.00%	1.68%	1.91%
Sub-Total	\$ 76,230,007			
Total	\$ 203,278,488			

(A) Investments are in the Connecticut Short Term Investment Fund (STIF). The budgeted and actual rate of returns are based on a straight average for the second quarter.

(B) Reflects sweep product with balances fully insured. Balances earn credits to offset bank fees. Percentage based on month-end book balance.

(C) Invested in the First American Government Fund.

(D) Balance includes interest earnings.

(E) Cash Balance as of November 30, 2025.

(F) Invested in the Connecticut Short Term Investment Fund on December 9, 2025.

Fund	Budgeted Interest (Cash Basis) as of November 30, 2025	Interest Received (Cash Basis) as of November 30, 2025	(Under)/ Over
Debt Reserve	442,312	547,812	105,500
Operating Reserve	212,701	268,433	55,732
Capital Contingency	116,551	137,278	20,727
PILOT	50,783	81,987	31,204
Debt Service	358,443	405,915	47,472
Revenue	259,885	434,432	174,547
Rate Stabilization	182,083	215,839	33,756
General	254,518	326,245	71,727
Sub Total	1,877,276	2,417,940	540,664
Construction	1,189,722	1,467,944	278,222
Growth Fund	-	61,788	61,788
Interim Financing	-	9	9
Total	3,066,998	3,947,681	880,683

**SOUTH CENTRAL CONNECTICUT REGIONAL WATER AUTHORITY
RESOLUTION
APPROVING THE PROPOSED ISSUANCE OF BONDS**

RESOLVED: That the Authority hereby establishes the general terms and provisions of the Authority's Bonds which may be issued as Project Loan Obligations delivered to the State of Connecticut (the "Bonds") which are to be issued under its Water System Revenue Bond Resolution, General Bond Resolution adopted by the Authority and approved by the Representative Policy Board on July 31, 1980, as amended (the "General Bond Resolution").

1. The Bonds shall not exceed Four Million Two Hundred Thousand Dollars (\$4,200,000) in aggregate principal amount or so much as may be necessary after deducting grants or other sources of funds available for the Project (as hereinafter defined).
2. The Bonds may be issued as obligations in one or more series pursuant to the General Bond Resolution and a supplemental resolution to be adopted by the Authority for each series of Bonds, each of which shall specify the amount of the Bonds, the purposes for which the Bonds are to be issued, the date or dates, maturities, sinking fund installments if any, interest rates, series, denominations, form, redemption prices, security provisions and such other details of the Bonds as the Authority shall determine in accordance with the limits established by the General Bond Resolution and hereby.
3. The purposes of the Bonds shall be (I) to finance or refinance the cost of electrical improvements to the Lake Gaillard Water Treatment Plant including, but not limited to, replacing major electric equipment inclusive of the Motor Control Centers, hydro-generator switchgear and controls, the transformer, the filter plant main switchboard, automatic transfer switch, and other electrical components; (II) to provide funds for deposit to the Capital Contingency Fund and the Debt Reserve Fund, as necessary pursuant to the General Bond Resolution and as permitted by the Internal Revenue Code of 1986, as amended and (III) to pay costs of issuance (the "Project").
4. The Bonds may be sold by negotiation as serial or term bonds with stated maturities and may be sold in a private or direct placement to a bank or the State of Connecticut.
5. The Authority reasonably expects to incur expenditures (the "Expenditures") in connection with the Project of which a general functional description is provided above. The Authority reasonably expects to reimburse itself for the cost of Expenditures with respect to the Project with the proceeds of tax-exempt debt to be issued by the Authority within eighteen (18) months after the date of any Expenditure or the date the Project is placed in service or abandoned, whichever

is later. The maximum principal amount of such debt with respect to the Project is not expected to exceed \$4,200,000.

6. The form of this resolution entitled “Resolution Approving the Proposed Issuance of Bonds” a copy of which shall be filed with the records of the Authority, shall be submitted to the Representative Policy Board for its approval in accordance with Section 22 of Special Act No. 77-98, as amended.

BE IT FURTHER RESOLVED that:

1. Temporary notes of the Authority which may be issued as Interim Funding Obligations delivered to the State of Connecticut may be issued by the Authority in the amount up to \$4,200,000 in anticipation of the receipt of the proceeds from the sale of such Bonds.
2. The President / Chief Executive Officer, the Senior Vice President, Chief Financial Officer and Head of Corporate Development or any one of them may apply to the State Department of Public Health for eligibility and funding of the Project or any part of the Project and sign such application and any other documents which may be necessary or desirable to apply for eligibility of and to apply for and obtain financial assistance for the Project from the State’s Drinking Water Fund Program and that any such action taken prior hereto is hereby ratified and confirmed.

**SOUTH CENTRAL CONNECTICUT REGIONAL WATER AUTHORITY
WATER SYSTEM REVENUE REFUNDING BONDS, FORTIETH SERIES**

WHEREAS, Section 22 of Special Act 77-98, as amended, of the Connecticut General Assembly (the “Act”) provides, in pertinent part, that bonds shall be authorized by a resolution of the South Central Connecticut Regional Water Authority (the “Authority”) which shall provide for the terms and conditions of the bonds, and may provide for any matter which in any way affects the security or protection on the bonds; and

WHEREAS, Section 22 of the Act further provides, in pertinent part, that the Authority has the power, without the approval of the Representative Policy Board to refund any bonds by the issuance of new bonds; and

WHEREAS, Section 9 of the Act provides that the Authority may delegate to one or more of its members, officers, agents or employees, such powers and duties as it may deem proper; and

WHEREAS, the Authority wishes to provide for the issuance, sale and delivery of the Authority’s Water System Revenue Refunding Bonds, Fortieth Series (the “Fortieth Series Bonds”).

NOW THEREFORE,

BE IT RESOLVED, that the Chairperson or Vice Chairperson and the President and Chief Executive Officer or Senior Vice President, Chief Financial Officer and Head of Corporate Development be authorized (i) to issue, sell and deliver the Fortieth Series Bonds in an amount not to exceed \$100,000,000 and (ii) to determine the amount, date, date of maturity, interest rate, form and other details of the Fortieth Series Bonds, pursuant to the Act and the Water System Revenue Bond Resolution, General Bond Resolution as amended and supplemented (the “General Bond Resolution”) or any other provisions of law thereto enabling.

BE IT FURTHER RESOLVED, that the Authority hereby approves the Fortieth Series Supplemental Resolution authorizing the issuance of the Fortieth Series Bonds substantially in the form attached hereto as **Exhibit A**, with such changes, omissions, insertions and revisions as the Chairperson or Vice Chairperson and President and Chief Executive Officer or Senior Vice President, Chief Financial Officer and Head of Corporate Development shall deem advisable and which shall be as set forth in a Certificate of Determination attached thereto.

BE IT FURTHER RESOLVED, that the Chairperson or Vice Chairperson and President and Chief Executive Officer or Senior Vice President, Chief Financial Officer and Head of Corporate Development are hereby authorized to determine which of the Authority’s prior bonds are to be redeemed (the “Refunded Bonds”) with a portion of the proceeds of the Fortieth Series Bonds and to call irrevocably for redemption and to defease the Refunded Bonds all in accordance with the General Bond Resolution. The President and Chief Executive Officer and Senior Vice

President, Chief Financial Officer and Head of Corporate Development or either one of them are authorized to appoint an underwriter or underwriters, an escrow agent and a verification agent and to execute and deliver any and all purchase, escrow and related agreements necessary to provide for the sale of the Fortieth Series Bonds and the payment when due of the principal of, interest and the redemption premium, if any, on the Refunded Bonds.

BE IT FURTHER RESOLVED, that the Chairperson, Vice Chairperson, President and Chief Executive Officer, Senior Vice President, Chief Financial Officer and Head of Corporate Development, or any one of them, are hereby authorized to purchase a municipal bond insurance policy to guarantee the payment of principal and interest on the Fortieth Series Bonds, if the Authority's financial advisor or the underwriter for the Fortieth Series Bonds deems it advisable, and execute and deliver such documents as may be necessary or desirable to issue, sell and deliver the Fortieth Series Bonds, including but not limited to, the Purchase Contract, the Escrow Agreement, and the Continuing Disclosure Agreement and to take such actions or to designate other officials or employees of the Authority to take such actions and execute such documents in connection with the issuance, sale and delivery of the Fortieth Series Bonds as are determined necessary or advisable and in the best interests of the Authority and that the execution of such documents shall be conclusive evidence of such determination.

EXHIBIT A

FORTIETH SERIES SUPPLEMENTAL RESOLUTION

South Central Connecticut Regional Water Authority

Commercial Business Committee

September 25, 2025

Minutes

The regular meeting of the South Central Connecticut Regional Water Authority Commercial Business Committee took place on Thursday, September 25, 2025, at 90 Sargent Drive, New Haven, Connecticut and via remote access. Chair Curseaden presided.

Present: **Committee** – Messrs. Curseaden, Borowy, Ricozzi, and Mss. LaMarr and Sack
Management – Mss. Kowalski, Calo(R), and Campbell(R), and Messrs. Lakshminaryanan, Hill(R), and Singh
Staff – Mrs. Slubowski

The Chair called the meeting to order at 2:10 p.m.

8.1. APPROVE MINUTES – JUNE 26, 2025 MEETING

On motion made by Mr. Borowy and seconded by Ms. LaMarr, the Committee voted to approve the minutes of its June 26, 2025 meeting.

Borowy	Aye
Curseaden	Aye
LaMarr	Aye
Ricozzi	Aye
Sack	Aye

8.2. 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 first quarter of FY 2026, which included:

- RWA Commercial Enterprise Strategy; and
- Business Growth Initiatives

The update included strategies for organic growth, including targeted marketing, improved customer experience, and process automation for PipeSafe and the Safety Valve Programs, claims management, and opportunities for Lab testing and Well Services.

Committee members discussed the expected impact of initiatives and its impact on customers and core business.

At 2:35 p.m., on motion made by Mr. Borowy and seconded by Mr. Ricozzi, 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. Lakshminarayanan, Hill, and Singh, and Mss. Kowalski, Calo, and Slubowski.

At 3:12 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.

South Central Connecticut Regional Water Authority
Commercial Business Committee
September 25, 2025

Borowy	Aye
Curseaden	Aye
LaMarr	Aye
Ricozzi	Aye
Sack	Aye

Kevin Curseaden, Chair

(R) = Attended remotely.

UNAPPROVED



Commercial Business Committee Update



December 18, 2025

Private & Confidential

Agenda

Public session

1. RWA Commercial Enterprise Strategy

Executive Session

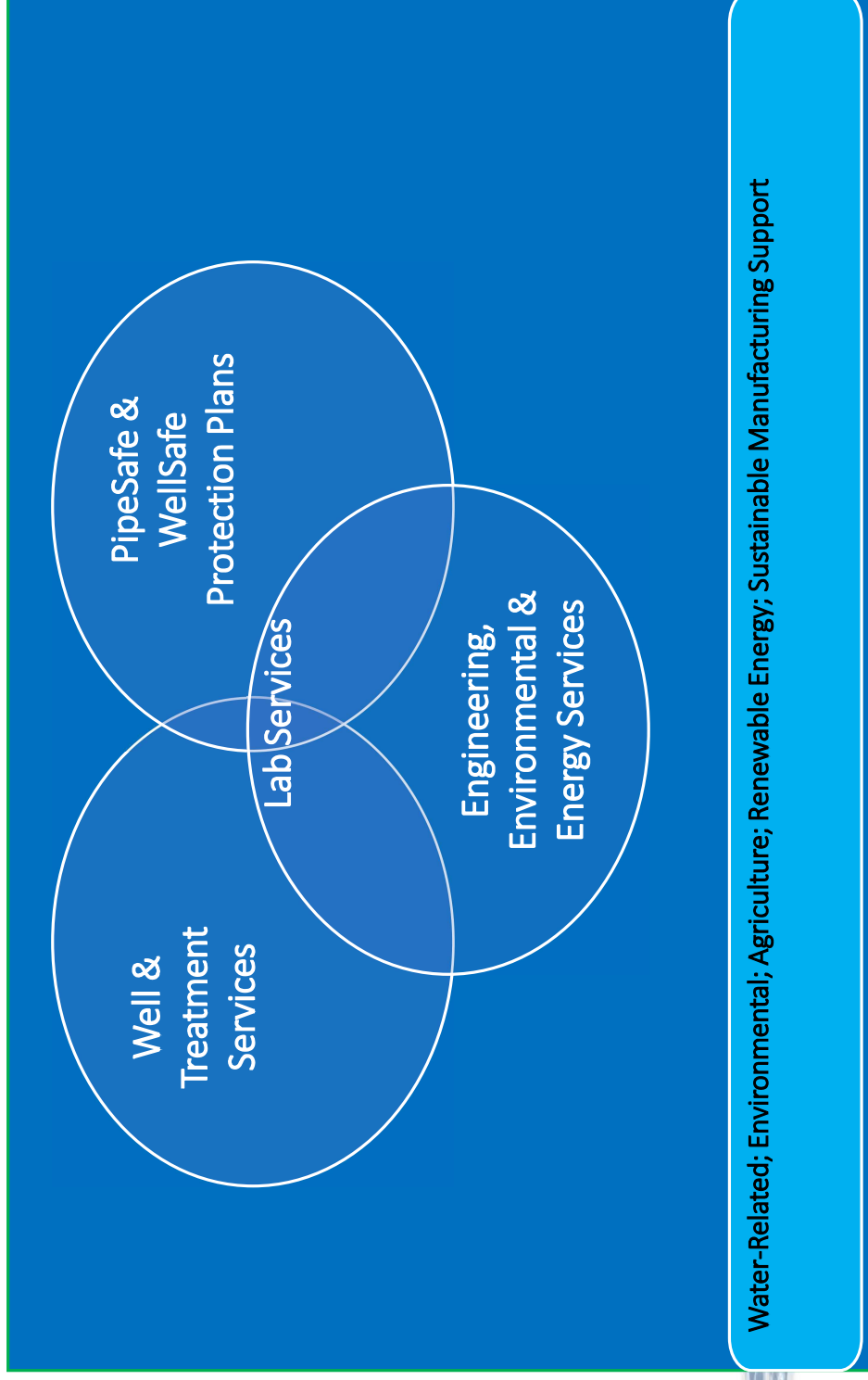
1. Financials – Q2 FY26 YTD Results
2. FY26 Commercial Business Growth Initiatives

RWA Commercial Enterprise Strategy

Goal: Increase RWA Commercial Enterprise EBITDA* sources to provide funds to invest in the utility and to help mitigate 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

✓ Protect

*Earnings before interest, taxes, depreciation, and amortization

Private & Confidential