

South Central Connecticut Regional Water Authority

90 Sargent Drive, New Haven, Connecticut

or

****Via Remote Access**

AGENDA

Regular Meeting of Thursday, September 25, 2025 at 12:30 p.m.

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1. Call to Order
 1. Safety Moment
 2. Public Comment: The time limit granted to each speaker shall be three (3) minutes. Residents and customers may address the Board.
 3. Meet as Audit-Risk Committee: C. LaMarr
 1. Approve Minutes – May 22, 2025 meeting
 2. Review FY 2025 Audit Results: D. Flint and G. Epstein - *Upon 2/3 vote, convene in executive session pursuant to C.G.S. Section 1-200(6)(E) to discuss matters covered under Section 1-210(b)(5)(B), pertaining to financial information.*
 3. Cyber/Technology Resiliency Update (incl. AI) - *Upon 2/3 vote, convene in 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 – August 28, 2025 regular meeting
 2. Capital Budget Authorization - October 2025
 3. Capital Budget Transfer Notifications (no action required) – October 2025
 4. Accounts Receivable Update – August 2025
 5. Key Performance Indicators – Q1 FY 2026
 6. RPB Dashboard Report
 7. RWAY/CIS Update
 5. Finance: R. Kowalski
 1. Quarterly Financial Report
 6. RPB Committee meeting assignments and reports on RPB Committee meetings
 7. Business Updates: S. Lakshminarayanan
 1. Monthly Business Highlights
 2. *AWA Update: S. Lakshminarayanan and R. Kowalski - *Upon 2/3 vote, convene in executive session pursuant to C.G.S. Section 1-200(6)(E) to discuss matters covered by Section 1-210(b)(5)(A)(B), pertaining to trade secrets and commercial and financial information.*
 8. Meet as Commercial Business Committee: K. Curseaden
 1. Approve Minutes – June 26, 2025 meeting
 2. Commercial Business Strategy Update: S. Lakshminarayanan and R. Kowalski - *Upon 2/3 vote, convene in executive session pursuant to C.G.S. Section 1-200(6)(E) to discuss matters covered by Section 1-210(b)(5)(A)(B), pertaining to trade secrets and commercial and financial information.*
 9. Meet as Strategic Planning Committee (*Special meeting*): S. Sack
 1. Approve minutes – August 28, 2025 meeting
 2. Consider and act on Strategic Planning Consultant RFPs - *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), pertaining to trade secrets.*
 10. Meet as Compensation Committee (*Special meeting*): K. Curseaden
 1. Approve Minutes – August 28, 2025 meeting
 2. CEO FY 2025 Performance Review - *Upon 2/3 vote, convene in executive session pursuant to C.G.S. Section 1-200(6)(A) pertaining to performance and evaluation.*
 11. Act on matters arising from committee meetings

<p>**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.</p>
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**RPB member (N. Campbell) will be excused at Item 7.2*

**South Central Connecticut Regional Water Authority
Commercial Business Committee
Minutes of the June 26, 2025 Regular Meeting**

The regular meeting of the South Central Connecticut Regional Water Authority Commercial Business Committee took place on Thursday, June 26, 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 and Calo(R), and Messrs. Lakshminarayanan and Hill
RPB: Mr. Havrda
Staff – Mrs. Slubowski

The Chair called the meeting to order at 2:57 p.m.

8.1. APPROVE MINUTES – MARCH 27, 2025 MEETING

On motion made by Ms. Sack and seconded by Ms. LaMarr, the Committee voted to approve the minutes of its March 27, 2025 meeting.

Borowy	Aye
Curseaden	Aye
LaMarr	Aye
Ricozzi	Aye
Sack	Aye

8.2. REVIEW AND ADOPT EXISTING COMMITTEE CHARTER

Chair Curseaden noted that members received a copy of the Committee Charter for review. He noted the current operational status and future plans of the Committee. He reported that considering the status of Blue Drop, the Committee would continue with work on the opportunity that has been progressing related to non-core business and due diligence follow up but will pause proactive non-core M&A.

Chair Curseaden suggested a revised pace lasting into the late fall and possibly spring of 2026. A more comprehensive discussion would take place in the fall. Periodic updates on financial performance and deal structures would continue to take place but committee members suggested semi-annual/annual reviews to assess performance against projections.

8.3 BLUE DROP UPDATE

At 3:15 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)(A)(B), pertaining to trade secrets and commercial and financial information. Present in executive session were Committee members, Messrs. Lakshminarayanan and Hill, and Mss. Kowalski, Calo and Slubowski.

At 4:12 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 Ms. Sack, and seconded by Mr. Curseaden, the Committee voted to adjourn the meeting.

Borowy	Aye
Curseaden	Aye
LaMarr	Aye
Ricozzi	Aye
Sack	Aye

Kevin Curseaden, Chair

(R) = Attended remotely.

UNAPPROVED



Commercial Business Committee Update



September 25, 2025

Private & Confidential

Agenda

Public session

1. **RWA Commercial Enterprise Strategy**
2. **FY26 Commercial Business Growth Initiatives**

Executive Session

1. **Financials – Q1 FY26 YTD Results**

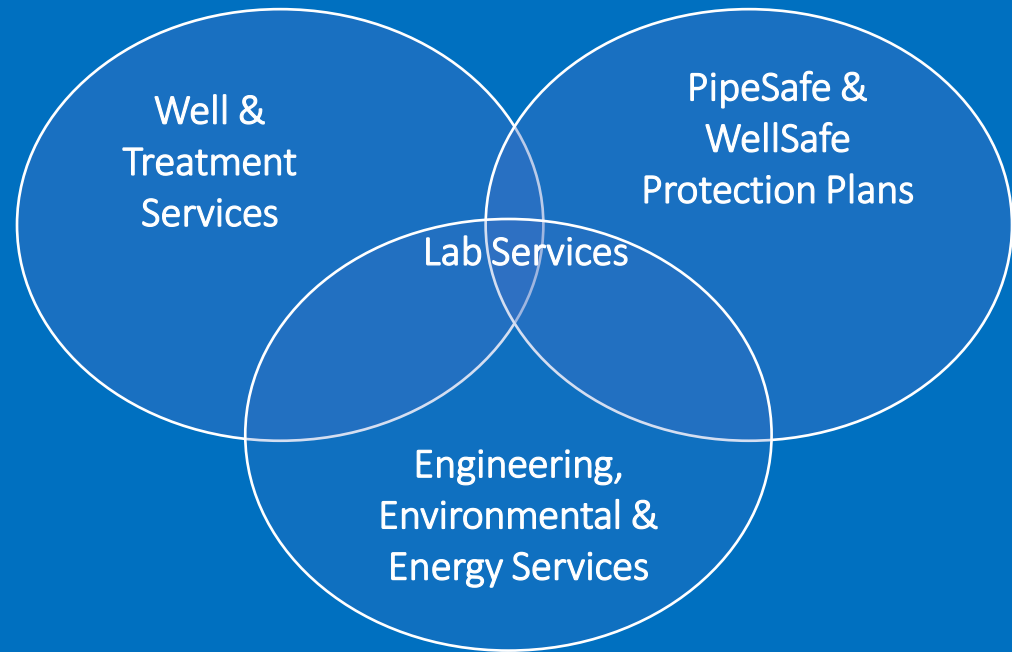


RWA Commercial Enterprise Strategy

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

Objective: Build framework to contribute to FY26 EBITDA revenue growth of \$9.3M.

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



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

Water-Related; Environmental; Agriculture; Renewable Energy; Sustainable Manufacturing Support

*Earnings before interest, taxes, depreciation, and amortization

FY26 Commercial Business Growth Initiatives

Opportunities for Protection Plans Organic Growth

- **Targeted Marketing Outreach** for better market penetration rate via multiple channels
- **Improved Customer Experience** with HSV project upgrades to improve process and data integrity
- **Claims Management** through contractor network cost optimization

Opportunities for Lab

- **Attract Lab Opportunities** such as 533(PFAS) / UCMR6 testing, and cross functional lab testing/training

Opportunities for Well Services

- **Increase Sales** with ongoing marketing initiatives and outreach

Merger & Acquisition

- **Strategic Growth Plan** to resume M&A activities in Q3 FY26 pending AWA decision

Billboard Campaign



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