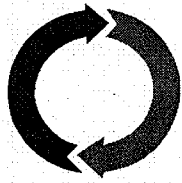


**CRRA
BOARD MEETING**

NOVEMBER 29, 2007



**CONNECTICUT
RESOURCES
RECOVERY
AUTHORITY**

**100 Constitution Plaza • Hartford • Connecticut • 06103 • Telephone (860)757-7700
Fax (860)757-7745**

MEMORANDUM

TO: CRRRA Board of Directors
FROM: Moira Kenney, Secretary to the Board/Paralegal
DATE: November 29, 2007
RE: Notice of Meeting

There will be a regular meeting of the Connecticut Resources Recovery Authority Board of Directors on Thursday, November 29, 2007 at 9:30 a.m. The meeting will be held in the Board Room of 100 Constitution Plaza, Hartford, Connecticut. The meeting will also be available to the public via video conference at the 1410 Honeyspot Road ext. Board room, Second Floor, Stratford, CT.

Please notify this office of your attendance at (860) 757-7787 at your earliest convenience.

Connecticut Resources Recovery Authority
Board of Directors Meeting
Agenda
November 29, 2007
9:30 AM

I. Pledge of Allegiance

II. Public Portion

A half hour public portion will be held during which the Board will accept written testimony and allow individuals to speak for a limit of three minutes. The regular meeting will commence if there is no public input.

III. Minutes

1. Board Action will be sought for the approval of the October 25, 2007 Board Meeting Minutes (Attachment 1).
 1. a. Action Items raised during Minutes discussion.
2. Board Action will be sought for the approval of the October 29, 2007 Special Board Meeting Minutes (Attachment 2).

IV. Finance

1. Board Action will be sought regarding – FY'09 General Fund Budget (Attachment 3).
2. Board Action will be sought regarding FY'09 Southeast Budget (Attachment 4).
3. Board Action will be sought regarding Additional Budget Appropriation Bridgeport (Attachment 5).
4. Board Action will be sought regarding Financial/Accounting Consulting RFQ (Attachment 6).

V. Chairman's, President's and Committee Reports

- A. Chairman's Report
- B. President's Report
- C. Organizational Synergy & Human Resources Committee
 1. Board Action will be sought regarding Approval of Employee Insurance Benefit Plan [Resolution to be handed out].
- D. Policies & Procurement Committee

1. Board Action will be sought regarding Public Relations Services (Attachment 7).
2. Board Action will be sought regarding Solid Waste Consulting Services to Support Procurement of Transportation and Disposal Services for Process Residue, Non-Processible Waste, and Bypass Waste (Attachment 8).
3. Discussion of Proposed changes to the CRRRA Telephonic Meeting Policy (Attachment 9).

VI. Executive Session

An Executive Session will be held to discuss pending litigation, real estate acquisition and personnel matters with appropriate staff.

TAB 1

CONNECTICUT RESOURCES RECOVERY AUTHORITY

FOUR HUNDRED AND TWENTY-SIXTH MEETING

OCTOBER 25, 2007

A Regular meeting of the Connecticut Resources Recovery Authority Board of Directors (hereinafter referred to as 'CRRA' or the 'Authority') was held on Thursday, October 25, 2007 at 100 Constitution Plaza, Hartford, Connecticut. Those present were:

Chairman Michael Pace

Directors: Mark Cooper
 Michael Jarjura
 Edna Karanian
 Mark Lauretti
 Theodore Martland
 James R. Miron (Present by telephone)
 Raymond O'Brien
 Linda Savitsky (Present by telephone)
 Timothy Griswold, Ad-Hoc – Mid-Connecticut Project
 Stephen Edwards, Ad-Hoc – Bridgeport Project
 Warren C. Howe, Jr., Ad-Hoc – Wallingford Project

Present from the CRRA staff:

Tom Kirk, President
Jim Bolduc, Chief Financial Officer
Michael Bzdyra, Government Relations Liaison
Robert Constable, Controller
Peter Egan, Director of Environmental Affairs
Laurie Hunt, Director of Legal Services
Chris Hyfield, Human Resources Manager
Paul Nonnenmacher, Director of Public Affairs
Michael Tracey, Operations Manager, Construction Management
Nhan Vo-Le, Director of Accounting
Moira Kenney, Secretary to the Board/Paralegal

Also present were: John Pizzimenti of USA Hauling & Recycling, Jerry Tyminski of SCRRRA, Tom Ritter of Brown Rudnick Berlack Israels, LLP, Cheryl Thibeault of Covanta, and Lisa Bremmer

Chairman Pace called the meeting to order at 10:58 a.m. and stated that a quorum was present.

PLEDGE OF ALLEGIANCE

Chairman Pace requested everyone stand for the Pledge of Allegiance, whereupon, the Pledge of Allegiance was recited.

PUBLIC PORTION

Chairman Pace said the agenda allowed for a public portion in which the Board would accept written testimony and allow individuals to speak for a limit of three minutes.

Cheryl Thibeault stated she was the business manager of Covanta Energy, the plant operators at CRRA's Mid-Conn and Wallingford facilities. She explained her intent was to let the CRRA Board and management know she is seeking support of both CRRA, and the member towns to reach out to the Connecticut Delegation of U.S. Representatives and Senators regarding the development of energy bills in Congress. She explained that both the House and Senate had recently presented a bill that did not include waste to energy as a renewable energy source. Ms. Thibeault explained that Congress will bypass the bills from the Senate and the House and through informal meetings work to draft a new energy bill. Congressman John Larson is the fifth ranking Democrat in the House and is well positioned to help influence this emerging federal legislation. She asked that the Mayors and First Selectman reach out to Congressman Larson, Senator Dodd, and Senator Lieberman to seek inclusion of energy from waste in any renewable portfolio standard. This will give Covanta the ability to work with member communities to seek favorable markets, favorable credits, and allow Covanta to be on an equal footing with other renewable energy portfolios and to compete in a fossil fuel world.

Ms. Thibeault explained she would provide the member communities with a draft letter and several talking points. Mr. Pace asked for a copy of the current legislation, which Ms. Thibeault explained was currently being developed as presently there is no current legislation pending. Mr. Pace asked what the purpose of the bill that is being drafted is Ms. Thibeault explained the bill is federal energy legislation, and that renewable energy is a portion of that. She explained the legislation and said Covanta hopes to level the playing field and avoid the possibility that the legislation would apply only to waste-to-energy plants that are new or expanded from 2001 and forward. They would like all renewable energy plants included. Mr. Pace asked Ms. Thibeault to get all of her material to Mr. Bzydra, who will advise the Board on the political impacts. Ms. Thibeault agreed and explained that in the interim Covanta will be reaching out to the member communities because time is of the essence.

APPROVAL OF THE MINUTES OF THE SEPTEMBER 27, 2007 REGULAR BOARD MEETING

Chairman Pace requested a motion to approve the minutes of the September 27, 2007 Regular Board Meeting. The motion was made by Director O'Brien and seconded by Director Martland.

The motion previously made and seconded was approved by roll call.

Eligible Voters	Aye	Nay	Abstain
Michael Pace, Chairman	X		
Mark Cooper	X		
Michael Jarjura	X		
Edna Karanian	X		
Mark Lauretti	X		
Theodore Martland	X		
Raymond O'Brien	X		
James Miron	X		
Linda Savitsky	X		
Non-Eligible Voters			
Stephen Edwards, Ad-Hoc, Bridgeport			
Timothy Griswold, Ad-Hoc, Mid-CT			
Warren C. Howe Jr., Ad-Hoc, Wallingford			

ACTION ITEMS RAISED DURING MINUTES DISCUSSION

Director O'Brien thanked both management and the Board Secretary for inclusion of this item, but had nothing to discuss at the current meeting.

RESERVE ANALYSIS

Chairman Pace requested a motion to discuss the above-captioned matter. The motion was made by Director Francis and seconded by Director Martland.

Director O'Brien stated the prior year's surplus under explanation of bonds should be on the termination of the Municipal Solid Waste Management Services Agreement (hereinafter referred to as 'MSA'). Director O'Brien felt the change would make the language clearer. Mr. Bolduc agreed. Mr. O'Brien also asked that pre-judgment be changed to post-judgment where it was inaccurately referred to. Director O'Brien explained the Finance Committee had discussed the Reserve Analysis at their last meeting and made a recommendation that the language needed to be made clear. The recommendations was based on the Finance Committee's finding, as well as Mr. Bolduc's concern that CRRA account for liabilities, and establish reserves to fund those liabilities.

Mr. Bolduc explained by indicating the accounting as a liability it operates more as a restricted net asset, as opposed to an unrestricted Board designated net asset. The particular items in question are the closure and post-closure costs associated with the Hartford, Shelton, Waterbury, Wallingford and Ellington landfills. He explained one issue that arose as a result of the audit was designating the unrestricted net assets. A change was made to ensure that the Board was comfortable with the placement of the funds and that they weren't sitting in a collective

account. What the resolution does is establish STIF separate accounts for each of the landfill closure and post closure costs.

The motion previously made and seconded was passed through roll call.

Eligible Voters	Aye	Nay	Abstain
Michael Pace, Chairman	X		
Mark Cooper	X		
Michael Jarjura	X		
Edna Karanian	X		
Mark Lauretti	X		
Theodore Martland	X		
Raymond O'Brien	X		
James Miron	X		
Linda Savitsky	X		
Non-Eligible Voters			
Stephen Edwards, Ad-Hoc, Bridgeport			
Timothy Griswold, Ad-Hoc, Mid-CT			
Warren C. Howe Jr., Ad-Hoc, Wallingford			

RESOLUTION REGARDING A CHANGE TO THE WALLINGFORD PROJECT GUARANTEE OF PAYMENT

Chairman Pace requested a motion on the above-captioned matter. Director O'Brien made the following motion:

RESOLVED: That the Guaranty of Payment requirement of at least three (3) months of waste disposal charges be reduced to a requirement of at least two (2) months of waste disposal charges in the Wallingford Project Permitting, Disposal and Billing Procedures.

Chairman O'Brien asked that the Board consider that the Wallingford Policy Board has already passed the modification unanimously. Chairman Pace introduced Warren C. Howe, Jr. from the Wallingford Project as the newest ad-hoc member of the CRRA Board.

Mr. Bolduc explained that the modification was being made to standardize for the haulers because they are not being restricted by project.

The motion previously made and seconded by Director Martland was approved unanimously by roll call.

Eligible Voters	Aye	Nay	Abstain
Michael Pace, Chairman	X		
Mark Cooper	X		
James Francis	X		
Edna Karanian	X		
Mark Lauretti	X		
Theodore Martland	X		
Raymond O'Brien	X		
Linda Savitsky	X		
Non-Eligible Voters			
Stephen Edwards, Ad-Hoc, Bridgeport			
Timothy Griswold, Ad-Hoc, Mid-CT			
Warren C. Howe Jr., Ad-Hoc, Wallingford			

ORGANIZATIONAL SYNERGY & HUMAN RESOURCES

Chairman Pace requested a motion to move to the Organizational Synergy & Human Resources Committee agenda item regarding the Human Resources Consulting Request for Services Horton International. Director Cooper made the motion which was seconded by Director Martland.

The motion to move to the Organizational Synergy & Human Resources Committee portion agenda item regarding the Human Resources Consulting Request for Services Horton International was approved unanimously by roll call.

Eligible Voters	Aye	Nay	Abstain
Michael Pace, Chairman	X		
Mark Cooper	X		
Michael Jarjura	X		
Edna Karanian	X		
Mark Lauretti	X		
Theodore Martland	X		
Raymond O'Brien	X		
James Miron	X		
Linda Savitsky			X
Non-Eligible Voters			
Stephen Edwards, Ad-Hoc, Bridgeport			
Timothy Griswold, Ad-Hoc, Mid-CT			
Warren C. Howe Jr., Ad-Hoc, Wallingford			

AUTHORIZATION REGARDING THE HUMAN RESOURCES CONSULTING REQUEST FOR SERVICES HORTON INTERNATIONAL

Chairman Pace requested a motion regarding the above-captioned matter. The following motion was made by Director Martland:

RESOLVED: That the President is hereby authorized and directed to execute, a "Request for Services" letter for the recruitment to replace the Director of Operations utilizing Horton International (CRRRA Contract #070101).

Chairman Pace stated CRRRA had used Horton International in the past and had found them to be both reliable and successful. Mr. Kirk stated the payment to Horton would be done in three pieces, and may not be the full \$56,000 if the search for a candidate is not completed. Chairman Pace asked if there were any changes in the job description. Mr. Kirk replied that the job description was similar to the one used three years ago when this position was being filled.

Mr. Griswold asked Mr. Kirk if the fee charged by Horton is based on a percentage of the anticipated salary. Mr. Kirk replied yes, the charge is a routine process, one third at engagement, one third upon presentation of a slate of candidates, and one third upon completion of the search. Mr. Hyfield stated that the \$56,000 is an estimate based on what the annual salary would be. He also stated the range for the position is from \$120,000 to \$175,000, and the Horton contract used the top-end to establish the 33% charge with a basis on the estimated salary.

Director Savitsky felt \$56,000 was expensive and asked if the company specialized in this type of work. Mr. Hyfield answered the fee was typical for the executive recruiter industry and that Horton International has been contracted with CRRRA for the past six years for this type of work. Director Savitsky asked if the firm specialized in hiring executives. Mr. Hyfield responded that Horton International is generalists, hiring executives and professionals from all industries with strong contacts in our industry.

There was discussion by the Board on other positions and contracts Horton has been involved with in the past.

The motion previously made and seconded by Director O'Brien was approved by roll call.

Eligible Voters	Aye	Nay	Abstain
Michael Pace, Chairman	X		
Mark Cooper	X		
Michael Jarjura	X		
Edna Karanian	X		
Mark Lauretti	X		
Theodore Martland	X		
Raymond O'Brien	X		
James Miron	X		
Linda Savitsky			X
Non-Eligible Voters			
Stephen Edwards, Ad-Hoc, Bridgeport			
Timothy Griswold, Ad-Hoc, Mid-CT			
Warren C. Howe Jr., Ad-Hoc, Wallingford			

RESOLUTION REGARDING THE REFURBISHMENT OF STEEL PAN CONVEYOR CV-100B AT THE MID-CONNECTICUT WASTE PROCESSING FACILITY.

Chairman Pace requested a motion on the above captioned matter. Director O'Brien made the following motion:

RESOLVED: That the President is hereby authorized to execute an agreement with Lydon Millwright Services, Inc. to refurbish steel pan conveyor CV-100B at the Mid-Connecticut Waste Processing Facility, substantially as presented and discussed at this meeting.

Mr. Kirk stated the write up was well written and clearly stated and any questions may be broached to Mr. Tracey. Mr. Tracey explained this was one of the capitol projects at the Waste Processing Facility CRRA is planning on implementing this fiscal year. The project is a critical transition conveyor. CRRA only received one bid due to the stringent licensing requirements put into effect by the Department of Consumer Protection this past year. Due to the nature of the conveyor the work needs to be done within a short time frame. Mr. Kirk added that in the past this type of work would have been done by MDC but has been brought back in-house with substantial savings.

The motion previously made and seconded by Director Savitsky was approved unanimously by roll call.

Eligible Voters	Aye	Nay	Abstain
Michael Pace, Chairman	X		
Mark Cooper	X		
Michael Jarjura	X		
Edna Karanian	X		
Mark Lauretti	X		
Theodore Martland	X		
Raymond O'Brien	X		
James Miron	X		
Linda Savitsky	X		
Non-Eligible Voters			
Stephen Edwards, Ad-Hoc, Bridgeport			
Timothy Griswold, Ad-Hoc, Mid-CT			
Warren C. Howe Jr., Ad-Hoc, Wallingford			

RESOLUTION REGARDING THE FISCAL YEAR 2008 METROPOLITAN DISTRICT COMMISSION MID-CONNECTICUT PROJECT ANNUAL OPERATING BUDGET

Chairman Pace requested a motion regarding the above-captioned item. Director O'Brien made the following motion:

RESOLVED: That the fiscal year 2008 Metropolitan District Commission ("MDC") Mid-Connecticut Project Annual Operating Budget be amended as follows:

- That an additional \$475,800 be authorized for the Waste Processing Facility function to cover the projected additional capital costs;

FURTHER RESOLVED: That the cost of the additional capital projects incurred by the MDC in the amount of \$475,800 to be funded from the Mid-Connecticut Project Facility Modification Reserve.

Director Cooper seconded the motion.

Director O'Brien stated the write-up requests an additional \$475,800 for work that was planned and identified by outside engineering consultants but weren't estimated at the time the budget was put together. The amount necessary has now been estimated and MDC has the capability of doing the work. The jobs need to be done; many of them are important safety requirements.

Director Martland asked why the work couldn't be done in house. Mr. Kirk explained CRRA doesn't currently have the manpower and resources to cover every project. He stated management is careful to choose bigger projects where the most money can be saved. He also explained that CRRA has a responsibility in their contract to have MDC take care of certain portion of projects and their cooperation with CRRA should be noted.

Mr. Tracey explained the list of projects being completed in house is a little over \$2 million worth of work and that most, if not all of the projects are big ticket items of roughly \$150,000 plus. Some of the projects being handled by MDC are smaller and more suited to their intimate knowledge of the plant, such as the fire safety panels. The project is a result of much discussion by the district and CRRA staff.

The motion previously made and seconded was approved unanimously by roll call.

Eligible Voters	Aye	Nay	Abstain
Michael Pace, Chairman	X		
Mark Cooper	X		
Michael Jarjura	X		
Edna Karanian	X		
Mark Lauretti	X		
Theodore Martland			X
Raymond O'Brien	X		
James Miron	X		
Non-Eligible Voters			
Stephen Edwards, Ad-Hoc, Bridgeport			
Timothy Griswold, Ad-Hoc, Mid-CT			
Warren C. Howe Jr., Ad-Hoc, Wallingford			

RESOLUTION REGARDING THE AUTHORITY BYLAWS

Chairman Pace requested a motion regarding the above-captioned item. Director O'Brien made the following motion:

RESOLVED: That the Authority's Bylaw language pertaining to budget submission deadlines be amended as substantially presented and discussed at this meeting.

Director O'Brien stated the change to the Bylaws had already been passed by the Finance Committee. He stated the current Bylaws were set up when the new Board came to the Authority and these changes put the Authority on a better schedule, which requires the budgets be presented first to the Finance Committee prior to being presented to the Board, and must also be included in the Board package to allow ample time for the Directors to review the budgets.

Mr. Bolduc explained that the changes clean up the original Bylaws which don't provide enough time for the Finance Committee to approve budgets before sending the information to the Board. The proposed changes allow for more review time by the Board and streamline the budget approval process.

The motion previously made and seconded by Director Martland was approved unanimously by roll call.

Eligible Voters	Aye	Nay	Abstain
Michael Pace, Chairman	X		
Mark Cooper	X		
Michael Jarjura	X		
Edna Karanian	X		
Mark Lauretti	X		
Theodore Martland	X		
Raymond O'Brien	X		
James Miron	X		
Non-Eligible Voters			
Stephen Edwards, Ad-Hoc, Bridgeport			
Timothy Griswold, Ad-Hoc, Mid-CT			
Warren C. Howe Jr., Ad-Hoc, Wallingford			

ORGANIZATIONAL SYNERGY & HUMAN RESOURCES

Chairman Pace requested a motion to move to the Organizational Synergy & Human Resources Committee portion item which proposes the addition of health insurance for part-time employees. Director Cooper made the motion which was seconded by Director O'Brien.

The motion to move to the Organizational Synergy & Human Resources Committee agenda item which proposes the addition of health insurance for part-time employees was approved by roll call.

Eligible Voters	Aye	Nay	Abstain
Michael Pace, Chairman	X		
Mark Cooper	X		
Michael Jarjura	X		
Edna Karanian	X		
Mark Lauretti	X		
Theodore Martland	X		
Raymond O'Brien	X		
James Miron	X		
Non-Eligible Voters			
Stephen Edwards, Ad-Hoc, Bridgeport			
Timothy Griswold, Ad-Hoc, Mid-CT			
Warren C. Howe Jr., Ad-Hoc, Wallingford			

RESOLUTION REGARDING ORGANIZATIONAL SYNERGY & HUMAN RESOURCES COMMITTEE RECOMMENDATION TO THE BOARD OF DIRECTORS REGARDING ADDITION OF HEALTH INSURANCE FOR PART-TIME EMPLOYEES BASED ON EMPLOYEE ONLY ENROLLMENT

Chairman Pace requested a motion regarding the above captioned matter. Director Cooper made the following motion:

RESOLVED: That the Board of Directors approves the proposal to add health insurance benefits for part-time employees as recommended by the CRRA Organizational Synergy & human Resources Committee and CRRA management.

Director Cooper explained the Human Resources Committee had approved of adding health insurance for part-time employees, both to use as added incentives for securing part-time help in the future, and for those hard working part-time employees who are currently without health insurance.

Mr. Hyfield gave the Board a synopsis on the proposition. He stated that CRRA's part-time employees work between 25 and 28 hours a week and CRRA's health insurance provider ConnectiCare requires part-time employees work a minimum of 20 hours a week to be eligible. One reason to offer the plan is for employee retention, another is increased flexibility for the Authority if any changes need to be made in the future. The offer is extended to employees only, spouses and dependents are not eligible. Currently, the Authority is the only quasi-public that does not offer part-time employees health benefits and the proposed plan is far less generous than other quasi-publics but is fair.

Director O'Brien asked that the threshold for the minimum requirement of hours worked to be eligible for the health insurance be set at 25 hours a week, versus 20. There was substantial discussion by the Board and CRRA management on the pros and cons of offering the health insurance to CRRA's part-time employees. Director Lauretti expressed concern over CRRA's ability to make changes to the coverage in the future. CRRA's management agreed to change the language of the write up to reflect a higher 25 hour work week minimum for eligibility, and flexibility in future instances with the amount of employees able to receive the health insurance.

The motion previously made and seconded by Director Martland was approved by roll call with the understanding that management would make the requested changes to the language.

Eligible Voters	Aye	Nay	Abstain
Michael Pace, Chairman	X		
Mark Cooper	X		
Michael Jarjura	X		
Edna Karanian	X		
Mark Lauretti		X	
Theodore Martland	X		
Raymond O'Brien	X		
James Miron	X		
Non-Eligible Voters			
Stephen Edwards, Ad-Hoc, Bridgeport			
Timothy Griswold, Ad-Hoc, Mid-CT			
Warren C. Howe Jr., Ad-Hoc, Wallingford			

EXECUTIVE SESSION

Chairman Pace requested a motion to enter into executive session to discuss pending litigation and personnel matters with appropriate staff. The motion was made by Director O'Brien and seconded by Director Martland. The motion previously made and seconded was approved unanimously. Chairman Pace requested that the following people be invited to the executive session in addition to the Directors and Mid-Connecticut Ad-Hocs:

Tom Kirk
Jim Bolduc
Mike Bzdyra
Laurie Hunt, Esq.
Rob Constable
Paul Nonnenmacher
Tom Ritter, Brown Rudnick Berlack Israels, LLP

The executive session began at 11:04 a.m. and concluded at 11:50 a.m. Chairman Pace noted that no votes were taken in Executive Session.

The meeting was reconvened at 12:51 p.m.

CHAIRMAN'S, PRESIDENT'S AND COMMITTEE REPORTS

CHAIRMAN'S REPORT

Chairman Pace had nothing to report and asked Mr. Kirk for his report.

PRESIDENT'S REPORT

Mr. Kirk stated that Covanta's President and CEO had been sent a letter from CRRA putting them on notice of CRRA's disappointment with their performance and expectations in the future. Mr. Kirk requested Covanta and CRRA's engineering, and management schedule plans for returning to historical levels of availability and performance. Mr. Kirk stated he is optimistic that they will respond in a positive manner with plans for improvement.

Mr. Kirk explained that CRRA is waiting on a proposal from Covanta regarding the future of the Wallingford Projects when the contracts expire in 2010, and price to continue Wallingford Future Options, which was due last month. Covanta has not yet provided the price, citing issues revolving around their inability to provide a price absent involvement with other projects. This is unacceptable to CRRA as the proposal must serve exclusively Wallingford project and cannot be subsidized in any way with another CRRA project. There was substantial discussion on Covanta's failure to produce performance minimums on industry standards.

Mr. Kirk stated that CRRA is currently investigating communication discrepancies raised by Director Martland between town's and the CT DEP concerning contractual requirements that CRRA has with it's member towns. CT DEP appears to be telling the towns one thing while CRRA's contracts stipulate another. They are minor issues involving how waste is to be collected and how it can be mixed and processed. CRRA's concern is that CT DEP should be providing accurate information and is working with the CT DEP to remedy the issue.

Mr. Kirk explained the Bridgeport renewal pricing proposal is due from Wheelabrator this month. Mr. Kirk stated he was not confident that Wheelabrator will provide the proposal on time as they have failed to meet schedules in the past, and there are significant advantages to delaying their proposal until the market price is revealed. CRRA will commit to each town that an option is available and is currently encouraging them to take advantage of the best option.

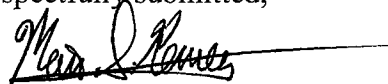
Mr. Kirk discussed the SWEROC recycling issue. He stated that due to renewed competition in the Southwest area of the State that Norwalk, Greenwich and, in particular, Stamford may have other opportunities which may be better for the individual towns due to transportation cost issues. However, this has prompted a more innovative look at the recycling CRRA can provide. In particular, CRRA is working with FCR to look at direct to mills shipments of fiber out of the major transfer stations (which are Norwalk, Stamford and Greenwich). FCR has come back with an opportunity to ship from our Stratford facility with prepositioned trucks at the three sites providing at least 300 tons are generated. The fiber will then be direct shipped from there to the mills, eliminating transportation costs for the towns and also allowing CRRA to provide the services for the containers at a cost effective measure. He explained the original proposal considers by SWEROC will not work, but negotiations are continuing which are a benefit to the town, and will still be positive revenue sharing for the towns and CRRA.

ADJOURNMENT

Chairman Pace requested a motion to adjourn the meeting. The motion to adjourn was made by Director O'Brien and seconded by Director Martland and was approved unanimously.

There being no other business to discuss, the meeting was adjourned at 1:00 p.m.

Respectfully submitted,

A handwritten signature in black ink, appearing to read "Moira Kenney", is written over a horizontal line.

Moira Kenney
Secretary to the Board/Paralegal

TAB 2

CONNECTICUT RESOURCES RECOVERY AUTHORITY

FOUR HUNDRED AND TWENTY-NINTH MEETING

OCTOBER 29, 2007

A Special meeting of the Connecticut Resources Recovery Authority Board of Directors was held on Monday, October 29, 2007. The meeting was available to the public at 100 Constitution Plaza, Hartford, Connecticut. Those present by teleconference were:

Chairman Michael Pace (Present beginning 1:17 p.m.)

Directors: Mark Cooper (Present until 1:20 p.m.)
Michael Jarjura
Edna Karanian
Mark Lauretti
Theodore Martland
James Miron
Raymond O'Brien (Present at 100 Constitution Plaza)
Linda Savitsky
Timothy Griswold, Ad Hoc, Mid-Connecticut Project
Warren Howe, Wallingford Project Ad-Hoc

Present at 100 Constitution Plaza from the CRRA staff:

Tom Kirk, President
Jim Bolduc, Chief Financial Officer
Michael Bzdyra, Government Relations Liaison
Peter Egan, Environmental Affairs & Developmental Director
Paul Nonnenmacher, Director of Public Affairs
Laurie Hunt, Esq., Director of Legal Services
Moira Kenney, Secretary to the Board/Paralegal

Also present was: Richard Goldstein, Esq. of Pepe & Hazard

Director O'Brien called the meeting to order at 1:07 p.m. and stated that a quorum was present.

PROPOSED LETTER TO U.S. REPRESENTATIVE LARSON IN SUPPORT OF TRASH TO ENERGY'S INCLUSION IN THE FEDERAL ENERGY RENEWABLE PORTFOLIO STANDARD.

Director O'Brien requested a motion to discuss the above-captioned matter. The motion was made by Director Martland and seconded by Director Karanian:

The motion previously made was approved by roll call.

Eligible Voters	Aye	Nay	Abstain
Michael Pace, Chairman	X		
Mark Cooper	X		
Michael Jarjura	X		
Edna Karanian	X		
Mark Lauretti	X		
Theodore Martland	X		
James Miron	X		
Raymond O'Brien	X		
Linda Savitsky	X		
Timothy Griswold, Ad-Hoc, Mid-CT	X		
Non Eligible Voters			
Warren C. Howe Jr., Ad-Hoc, Wallingford			

RESOLUTION REGARDING PROPOSED LETTER TO U.S. REPRESENTATIVE LARSON IN SUPPORT OF TRASH TO ENERGY'S INCLUSION IN THE FEDERAL ENERGY RENEWABLE PORTFOLIO STANDARD

Director O'Brien requested a motion regarding the above captioned item. Director Martland made the following motion:

RESOLVED: That the Board of Directors hereby agrees to send the proposed letter to U.S. Representative Larson in support of trash to energy's inclusion in the federal energy renewable portfolio standard substantially as presented and discussed at this meeting.

The motion was seconded by Director Savitsky.

Mr. Kirk stated the proposed letter to Representative Larson will be sent to Rep. Larson's working group with copies to U.S. Senators Dodd and Lieberman. Mr. Bzdyra added it will also be sent to Connecticut's four other Congressional Representatives. Director Savitsky had some reservations about the timing of the letter. Mr. Kirk responded that the task force will be meeting Wednesday, October 31, 2007, to create specific language for proposed legislation addressing renewable credits and would like input from all interested parties by then. Mr. Kirk stated the letter is timely because the Ad-Hoc group in favor of including trash to energy power believes the timing is critical to address concerns to the task force. CRRA has been supportive of this technology in the past and faced opposition from green groups who don't view trash to energy as favorably as other renewable energy sources. The recommended letter asks for consideration of renewable energy credits for energy generated from the Connecticut's Resource Recovery Facilities.

Director Savitsky asked if the CT DEP, or any other group, is taking positions on the matter. Mr. Egan explained CT DEP had already drafted and adopted their new solid waste management plan in December 2006. The issue was advanced several times by various

stakeholders, including CRRA, in an attempt to get the CT DEP to discuss the value of waste to energy. CT DEP didn't want to deal with the issue in its' Solid Waste Management Plan, calling it a Department of Public Utility Control (hereinafter referred to as "DPUC") matter. Mr. Egan stated CT DEP doesn't have a firm position nor do they want to take one.

Director Martland asked if DPUC had taken a position on the matter. Mr. Bzdyra explained the answer is most probably no, as DPUC to his knowledge has not weighed in on this issue at the legislature. Director Savitsky asked if this was an issue that the Governor avoids. Mr. Bzdyra stated that may seem to be the case due to the perception that green groups view resource recovery facilities to be not as environmentally friendly as other renewables. CRRA's facilities produce a huge amount of renewable energy, as compared to wind and solar energy, but it doesn't carry the same environmentally friendly connotation as either. Mr. Kirk explained this is despite the fact that trash to energy is by far the largest source of renewable energy in New England.

Mr. Egan explained there are two classes of renewable energy in Connecticut, Class I and Class II. There is not a current requirement for Connecticut Utilities to have Class II in their portfolios. There isn't really a market for Class II renewable sources. CRRA had asked the CT DEP include in their solid waste plan a Class II requirement, or that there be some addition of Class II to utilities' portfolios. Mr. Egan has received two phone calls from brokerage firms looking for renewable energy credits from waste to energy facilities to sell to other states, but at present CRRA does not directly control Class II energy credits. It is important that CRRA advocate for this position because in the future CRRA will have control of Class II credits.

Director O'Brien asked that the letter be changed to reflect a collaboration of the third and fourth paragraph, both of which he felt effectively stated CRRA is consistently meeting the strictest environmental standards in the nation.

The motion previously made and seconded was approved unanimously by roll call, with the understanding that CRRA's management would make the recommended changes.

Eligible Voters	Aye	Nay	Abstain
Michael Pace, Chairman	X		
Mark Cooper	X		
Michael Jarjura	X		
Edna Karanian	X		
Mark Lauretti	X		
Theodore Martland	X		
James Miron	X		
Raymond O'Brien	X		
Linda Savitsky	X		
Timothy Griswold, Ad-Hoc, Mid-CT	X		
Non Eligible Voters			
Warren C. Howe Jr., Ad-Hoc, Wallingford	X		

EXECUTIVE SESSION

Director O'Brien requested a motion to enter into Executive Session to discuss pending litigation with appropriate staff. The motion made by Director Savitsky and seconded by Director Martland was approved unanimously by roll call.

Eligible Voters	Aye	Nay	Abstain
Michael Pace, Chairman	X		
Michael Jarjura	X		
Edna Karanian	X		
Mark Lauretti	X		
Theodore Martland	X		
James Miron	X		
Raymond O'Brien	X		
Linda Savitsky	X		
Timothy Griswold, Ad-Hoc, Mid-CT	X		
Non Eligible Voters			
Warren C. Howe Jr., Ad-Hoc, Wallingford			

Director Cooper asked that the minutes indicate he has excused himself from Executive Session and left the meeting. Director O'Brien requested that the following people be invited to the Executive Session in addition to the Directors:

- Tom Kirk
- Jim Bolduc
- Michael Bzdyra
- Laurie Hunt, Esq.
- Paul Nonnenmacher
- Richard Goldstein, Esq.

The Executive Session began at 1:20 p.m. and concluded at 2:00 p.m. Director O'Brien noted that no votes were taken in Executive Session.

The meeting was reconvened at 2:01 p.m.

PROPOSED LETTER FROM THE BOARD TO ADVISORY COMMITTEE DEMANDING APOLOGY AND RETRACTION OF OFFENSIVE LETTER

Chairman Pace requested a motion regarding the above captioned matter. The motion was made by Director O'Brien and seconded by Director Martland. The Board agreed to table further consideration of additional communications pending the next Board meeting.

RESOLVED: That the Chairman of the Board send a demand for retraction to the New Hartford Class Advisory Committee, as discussed during this meeting, in response to the letter dated October 25, 2007, sent by the Committee to the CEOs of the Mid-Ct Project Municipalities.

The motion previously made and seconded was approved unanimously by roll call.

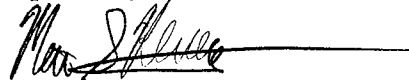
Eligible Voters	Aye	Nay	Abstain
Michael Pace, Chairman	X		
Michael Jarjura	X		
Edna Karanian	X		
Mark Lauretti	X		
Theodore Martland	X		
James Miron	X		
Raymond O'Brien	X		
Linda Savitsky	X		
Timothy Griswold, Ad-Hoc, Mid-CT	X		
Warren C. Howe Jr., Ad-Hoc, Wallingford	X		
Non Eligible Voters			
None			

ADJOURNMENT

Director O'Brien requested a motion to adjourn the meeting. The motion to adjourn made by Director Martland and seconded by Director Savitsky was approved unanimously.

There being no other business to discuss, the meeting was adjourned at 2:15 p.m.

Respectfully submitted,



Moira Kenney
Secretary to the Board/Paralegal

TAB 3

**REGARDING THE ADOPTION OF
THE FISCAL YEAR 2009 GENERAL FUND
OPERATING AND CAPITAL BUDGETS**

RESOLVED: That the fiscal year 2009 General Fund Operating and Capital Budgets be adopted substantially in the form as presented and discussed at this meeting.

Fiscal Year 2009 General Fund Operating & Capital Budgets

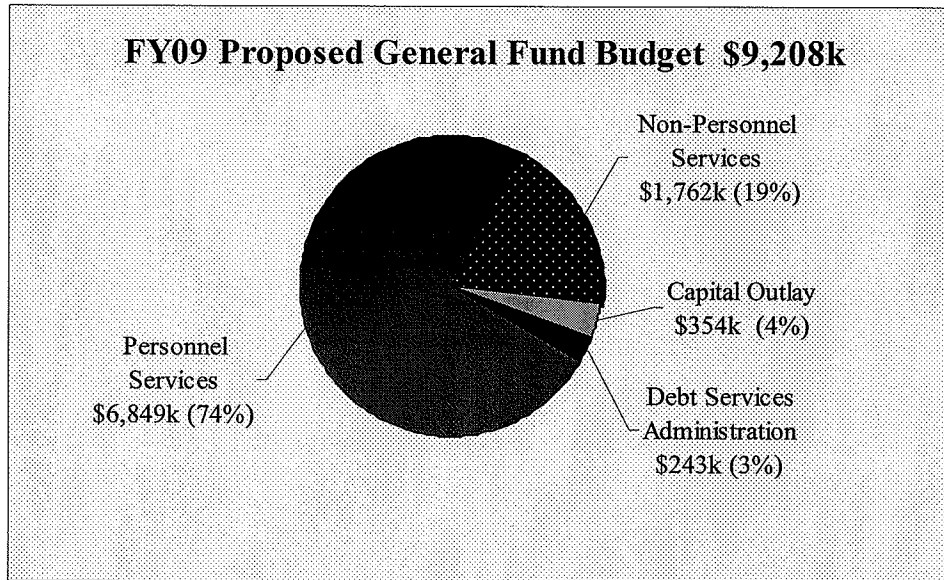
November 29, 2007

Attached are the proposed fiscal year 2009 General Fund operating and capital budgets and a five year capital plan.

The Finance Committee voted to recommend this budget be submitted to the Board, but additional amendments may be made at the Board meeting.

EXECUTIVE SUMMARY

- The fiscal year 2009 proposed operating budget totals \$9,208k, reflecting an increase of \$511k or 6% from the fiscal year 2008 adopted operating budget primarily due to increases in Personnel Services.

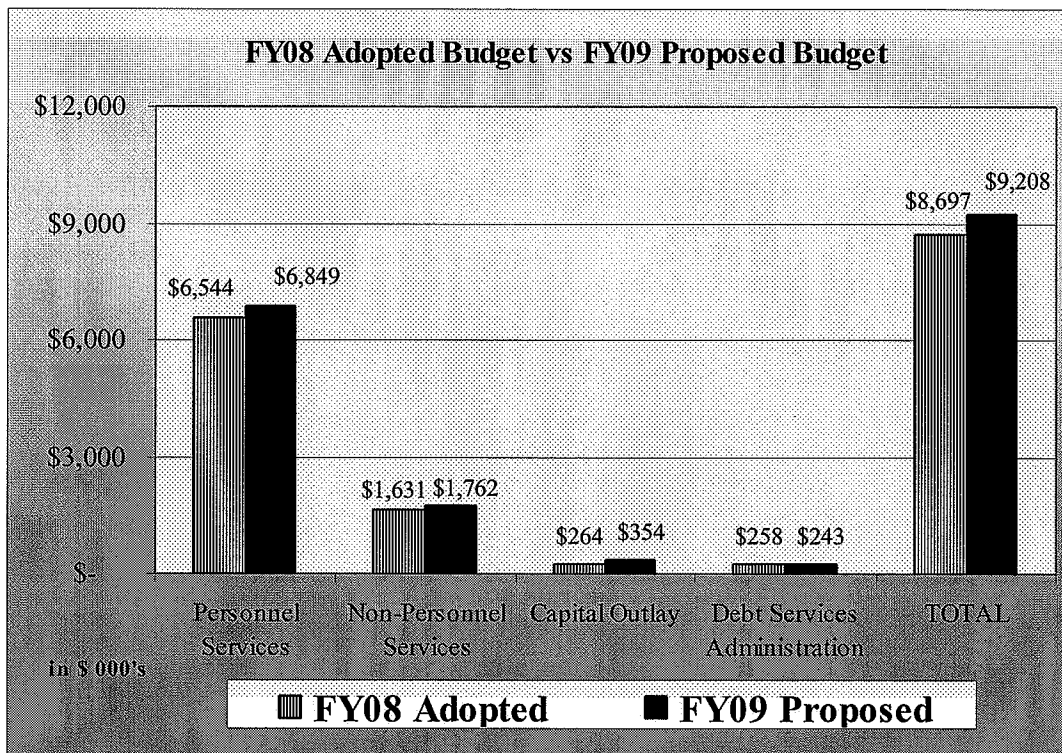


Expenditures	FY08 Adopted		FY09 Proposed		Increase / Decrease	
	Budget		Budget		\$	%
Personnel Services	\$ 6,544	\$	6,849	\$	305	5%
Non-Personnel Services	\$ 1,631	\$	1,762	\$	131	8%
Capital Outlay	\$ 264	\$	354	\$	90	34%
Debt Services Administration	\$ 258	\$	243	\$	(15)	-6%
TOTAL	\$ 8,697	\$	9,208	\$	511	6%

- The fiscal year 2009 proposed capital budget totals \$354k, reflecting an increase of \$90k or 34% from the fiscal year 2008 adopted capital budget primarily due to maintenance/upgrades in computer software and hardware.

Capital Outlay	FY08 Adopted Budget		FY09 Proposed Budget		Increase/Decrease		
	\$		\$		\$	%	
Vehicles	\$	51	\$	54	\$	3	6%
Office Furniture	\$	5	\$	5	\$	-	0%
Computer Hardware	\$	138	\$	213	\$	75	54%
Computer Software	\$	70	\$	82	\$	12	17%
	\$	264	\$	354	\$	90	34%

The table below shows the budget changes by expense category.



I. PERSONNEL SERVICES

Personnel Services increased by \$305k (5%) primarily due to an increase in Payroll, Severance/Related Matters, partially offset by a decrease in Employee Benefits.

Personnel Services include regular pay, overtime, payroll related taxes, employee benefits, 401(K) contributions, benefits administration costs, and other benefit costs.

Expenditures	FY08 Adopted		FY09 Proposed		Increase/Decrease		
	Budget		Budget		\$	%	
Payroll, Severance / Related Matters	\$	4,638	\$	5,093	\$	455	10%
Overtime Payroll	\$	77	\$	77	\$	-	0%
Medicare Tax	\$	70	\$	72	\$	2	3%
Social Security	\$	262	\$	268	\$	6	2%
CT Unemployment Comp	\$	31	\$	32	\$	1	3%
401-K Contribution	\$	477	\$	497	\$	20	4%
Employee Benefits	\$	866	\$	707	\$	(159)	-18%
Benefits Administration	\$	33	\$	20	\$	(13)	-39%
Other Benefits	\$	90	\$	83	\$	(7)	-8%
	\$	6,544	\$	6,849	\$	305	5%

- Payroll, Severance/Related Matters increased by \$455k (10%) due to across-the-board annual cost of living and merit increases.
- Employee Benefits decreased by \$159k (18%) due to elimination of three (3) positions included in fiscal year 2008 adopted budget and favorable employee wellbeing/quality of life.

II. NON-PERSONNEL SERVICES

Non-Personnel Services increased by \$131k (8%) due to increases in General Administration, Environmental, and Legal departments, partially offset by a decrease in Information Technology.

Non-Personnel Services include both non-departmental and departmental items.

Expenditures	FY08 Adopted		FY09 Proposed		Increase/Decrease		
	Budget		Budget		\$	%	
General (Non Departmental)	\$	672	\$	735	\$	63	9%
Finance & Accounting	\$	111	\$	118	\$	7	6%
Operations	\$	25	\$	14	\$	(11)	-44%
Environmental	\$	10	\$	112	\$	102	1020%
Legal	\$	289	\$	382	\$	93	32%
Communications	\$	79	\$	65	\$	(14)	-18%
Information Technology	\$	445	\$	336	\$	(109)	-24%
	\$	1,631	\$	1,762	\$	131	8%

- General Administration increased by \$63k (9%) due to an increase in rent as a result of increase in pass through costs for utilities and taxes.
- Finance & Accounting increased by \$7k (6%) over the fiscal year 2008 adopted budget due to advertising related to recruitment/employment. This amount is in line with historical levels.
- Environmental increased by \$102k (1,020%) primarily due to increases in other consulting services for various strategic support activities.
- Legal increased by \$93k (32%) primarily due to anticipated increased legal fees. This amount is in line with historical levels.
- Communications decreased by \$14k (18%) due to a decrease in marketing and public relations.
- Information Technology decreased by \$109k (24%) primarily due to a decrease in other consulting services for upgrades that were planned to occur in fiscal year 2008.

III. CAPITAL OUTLAY

Capital Outlay increased by \$90k (34%) primarily due to maintenance/upgrades in computer software and hardware.

Capital Outlay includes the purchase/maintenance of new vehicles, upgrade/maintenance of computer hardware and software and office furniture.

Capital Outlay	Adopted FY08	Proposed FY09	Projected FY10	Projected FY11	Projected FY12	Projected FY13
Trucks	\$51	\$ 54	\$ -	\$ -	\$ 22	\$ 22
Cars	\$0	\$ -	\$ 54	\$ 54	\$ 44	\$ 44
Subtotal Vehicles	\$51	\$ 54	\$ 54	\$ 54	\$ 66	\$ 66
Office Furniture	\$5	\$ 5	\$ 5	\$ 5	\$ 5	\$ 5
Subtotal Furniture	\$5	\$ 5	\$ 5	\$ 5	\$ 5	\$ 5
Personal Computers / Laptops	\$74	\$ 113	\$ 61	\$ 14	\$ 117	\$ 117
Servers	\$30	\$ 36	\$ 46	\$ 36	\$ 24	\$ 24
Routers / Switches	\$10	\$ 11	\$ 20	\$ -	\$ -	\$ -
Miscellaneous Hardware	\$24	\$ 53	\$ 77	\$ 20	\$ 20	\$ 20
Subtotal Computer Hardware	\$138	\$ 213	\$ 204	\$ 70	\$ 161	\$ 161
Desktop Software	\$25	\$ 25	\$ 6	\$ 1	\$ 25	\$ 25
Server Software	\$20	\$ 17	\$ 12	\$ 12	\$ 7	\$ 7
Miscellaneous Software (2)	\$25	\$ 40	\$ 20	\$ 30	\$ 20	\$ 20
Subtotal Computer Software	\$70	\$ 82	\$ 38	\$ 43	\$ 52	\$ 52
Total Expenditures	\$264	\$ 354	\$ 301	\$ 172	\$ 284	\$ 284
Funding Source *	\$264	\$ 354	\$ 301	\$ 172	\$ 284	\$ 284
Additional Funding Requirements	\$0	\$ -	\$ -	\$ -	\$ -	\$ -

* Operating budget

- Project vehicle purchases are relatively flat to the fiscal year 2008 adopted budget.
- Computer Hardware increased by \$75k (54%) due to personal computer upgrades.
- Computer Software increased by \$12k (17%) due to various software upgrades.

IV. DEBT SERVICE / ADMINISTRATION

Debt Service/Administration decreased by \$15k (6%) due to a decrease in account balances.

Debt Service/Administration includes costs associated with the Authority's relocation of its headquarters from Allyn Street to the 17th and 18th floors of 100 Constitution Plaza and then a relocation to the 5th and 6th floors of 100 Constitution Plaza.

Expenditures	FY08		FY09		Increase/Decrease		
	Adopted		Proposed		\$	%	
Note Repayment (1)	\$	108	\$	110	\$	2	1%
Interest - Loan (1)	\$	22	\$	4	\$	(19)	-84%
Note Repayment (2)	\$	112	\$	108	\$	(4)	-4%
Interest - Loan (2)	\$	2	\$	18	\$	16	1067%
Trustee / Bank Fees	\$	15	\$	5	\$	(10)	-67%
	\$	258	\$	243	\$	(15)	-6%

Note: (1) relocation costs from Allyn Street to 17th & 18th floors, 100 Constitution Plaza
 (2) relocation costs from 17th & 18th floors to 5th & 6th floors, 100 Constitution Plaza

CRRA - GENERAL FUND

EXPENDITURE AND ALLOCATION SUMMARY

EXPENDITURES

Account	Description	ACTUAL FY07	ADOPTED FY08	PROPOSED FY09
01-001-501-51xxx	Personnel Services	\$ 5,942,188	\$ 6,544,000	\$ 6,849,000
	Non-Personnel Services			
	General (Non Departmental)	\$ 544,663	\$ 672,000	\$ 735,000
	Finance & Accounting	\$ 95,378	\$ 111,000	\$ 118,000
	Operations	\$ 10,475	\$ 25,000	\$ 14,000
	Environmental	\$ 78,065	\$ 10,000	\$ 112,000
	Legal	\$ 359,052	\$ 289,000	\$ 382,000
	Communications	\$ 52,720	\$ 79,000	\$ 65,000
	Information Technology	\$ 204,638	\$ 445,000	\$ 336,000
01-001-501-52xxx	Subtotal	\$ 1,344,991	\$ 1,631,000	\$ 1,762,000
01-001-501-54xxx	Capital Outlay	\$ 127,975	\$ 264,000	\$ 354,000
01-001-501-55xxx	Debt Service/Administration	\$ 250,146	\$ 258,000	\$ 243,000
	Total Expenditures	\$ 7,665,301	\$ 8,697,000	\$ 9,208,000 6%

ALLOCATION

Account	Description	ACTUAL FY07	ADOPTED FY08	PROPOSED FY09
01-001-000-48101	Mid-Connecticut	\$ 5,689,172	\$ 6,598,000	\$ 7,019,000
01-001-000-48102	Bridgeport	\$ 1,216,415	\$ 1,140,000	\$ 1,178,000
01-001-000-48103	Wallingford	\$ 580,170	\$ 675,000	\$ 763,000
01-001-000-48104	Southeast	\$ 100,561	\$ 153,000	\$ 121,000
01-001-000-45150	Miscellaneous Income	\$ 64	\$ -	\$ -
01-001-000-45103	Permit Fee	\$ -	\$ 100,000	\$ 100,000
01-001-000-46101	Interest Income	\$ 55,690	\$ 31,000	\$ 27,000
01-001-000-47010	Settlement Income	\$ 10,122	\$ -	\$ -
01-001-000-45000	Use of Board Designated Reserves	\$ 13,106	\$ -	\$ -
	Total Allocations	\$ 7,665,301	\$ 8,697,000	\$ 9,208,000 6%
	Balance	\$ -	\$ -	\$ -

CRRA - GENERAL FUND

EXPENDITURES DETAIL

Account	Description	ACTUAL FY07	ADOPTED FY08	PROPOSED FY09
PERSONNEL SERVICES				
01-001-501-51110	Payroll, Severance / Related Matters	\$ 4,363,523	\$ 4,638,000	\$ 5,093,000
01-001-501-51120	Overtime Payroll	\$ 105,537	\$ 77,000	\$ 77,000
01-001-501-51220	Medicare Tax	\$ 63,449	\$ 70,000	\$ 72,000
01-001-501-51221	Social Security	\$ 241,259	\$ 262,000	\$ 268,000
01-001-501-51222	CT Unemployment Comp	\$ 29,957	\$ 31,000	\$ 32,000
01-001-501-51223	401-K Contribution	\$ 388,888	\$ 477,000	\$ 497,000
01-001-501-51227	Employee Benefits	\$ 696,198	\$ 866,000	\$ 707,000
01-001-501-51235	Benefits Administration	\$ 21,061	\$ 33,000	\$ 20,000
01-001-501-51250	Other Benefits	\$ 32,316	\$ 90,000	\$ 83,000
	Subtotal	\$ 5,942,188	\$ 6,544,000	\$ 6,849,000
				5%
Headcount		61	67	64

CRRA - GENERAL FUND

EXPENDITURES DETAIL, CONTINUED

Account	Description	ACTUAL FY07	ADOPTED FY08	PROPOSED FY09
NON-PERSONNEL SERVICES - SUMMARY				
01-001-xxx-52101	Postage and Delivery Fees	\$ 30,722	\$ 30,000	\$ 30,000
01-001-xxx-52104	Telecommunications	\$ 73,050	\$ 102,000	\$ 95,000
01-001-xxx-52106	Copier	\$ 6,102	\$ 10,000	\$ 11,000
01-001-xxx-52108	Duplication and Printing	\$ 10,016	\$ 6,000	\$ 10,000
01-001-xxx-52115	Advertising / Public Notices	\$ 48,576	\$ 25,500	\$ 56,000
01-001-xxx-52118	Marketing & Public Relations	\$ 7,119	\$ 65,000	\$ 50,000
01-001-xxx-52119	Public Education	\$ 16,519	\$ -	\$ -
01-001-xxx-52201	Office Equipment	\$ 4,475	\$ 2,500	\$ 5,000
01-001-xxx-52202	Office Supplies	\$ 28,448	\$ 30,000	\$ 31,000
01-001-xxx-52211	Protect Clothing/Safety Equipment	\$ 4,700	\$ 10,000	\$ 5,000
01-001-xxx-52302	Miscellaneous Services	\$ 34,849	\$ 43,600	\$ 47,000
01-001-xxx-52303	Subscrip/Publ/Ref. Material	\$ 10,879	\$ 16,200	\$ 19,700
01-001-xxx-52304	Dues-Professional Organizations	\$ 5,125	\$ 5,900	\$ 6,700
01-001-xxx-52305	Business Meetings and Travel	\$ 18,533	\$ 20,600	\$ 25,900
01-001-xxx-52306	Training	\$ 21,799	\$ 70,500	\$ 63,200
01-001-xxx-52355	Mileage Reimbursement	\$ 9,015	\$ 7,000	\$ 13,500
01-001-xxx-52401	Vehicle Repair/Maintenance	\$ 1,391	\$ 7,000	\$ 5,500
01-001-xxx-52403	Office Equipment Service	\$ 2,340	\$ 2,000	\$ 2,000
01-001-xxx-52404	Building Operations	\$ 5,510	\$ 15,000	\$ 10,000
01-001-xxx-52502	Fees/Licenses/Permits	\$ 130	\$ 1,700	\$ 500
01-001-xxx-52505	Claims/Losses	\$ 1,027	\$ 5,000	\$ 5,000
01-001-xxx-52604	Rental/Lease	\$ 237,817	\$ 235,000	\$ 300,000
01-001-xxx-52612	Fuel	\$ 4,252	\$ 6,000	\$ 8,700
01-001-xxx-52615	Office Temporaries	\$ 51,577	\$ 36,000	\$ 50,000
01-001-xxx-52640	Insurance Premiums	\$ 66,466	\$ 120,000	\$ 84,000
01-001-xxx-52854	Information Technology - Maint	\$ 44,058	\$ 85,000	\$ 70,000
01-001-xxx-52856	Legal	\$ 353,371	\$ 265,000	\$ 360,000
01-001-xxx-52863	Auditor	\$ 46,181	\$ 54,000	\$ 41,000
01-001-xxx-52875	Ins Consulting and Brokerage Services	\$ 17,720	\$ 31,000	\$ 6,000
01-001-xxx-52899	Other Consulting Services	\$ 183,224	\$ 245,500	\$ 278,500
01-001-xxx-58001	Contingency	\$ -	\$ 78,000	\$ 71,800
	Subtotal	\$ 1,344,991	\$ 1,631,000	\$ 1,762,000
				8%

CRRA - GENERAL FUND

EXPENDITURES DETAIL, CONTINUED

Account	Description	ACTUAL FY07	ADOPTED FY08	PROPOSED FY09
NON-PERSONNEL SERVICES - NON-DEPARTMENTAL				
01-001-501-52101	Postage and Delivery Fees	\$ 30,722	\$ 30,000	\$ 30,000
01-001-501-52108	Duplication and Printing	\$ 7,186	\$ 3,500	\$ 7,000
01-001-501-52115	Advertising / Public Notices	\$ 28,136	\$ 15,000	\$ 36,000
01-001-501-52201	Office Equipment	\$ 4,475	\$ 2,500	\$ 5,000
01-001-501-52202	Office Supplies	\$ 28,448	\$ 30,000	\$ 31,000
01-001-501-52302	Miscellaneous Services	\$ 34,788	\$ 41,000	\$ 45,000
01-001-501-52305	Business Meetings and Travel	\$ 14,069	\$ 15,000	\$ 17,000
01-001-501-52355	Mileage Reimbursement	\$ 4,259	\$ -	\$ 6,000
01-001-501-52401	Vehicle Repair/Maintenance	\$ 1,391	\$ 7,000	\$ 5,500
01-001-501-52403	Office Equipment Service	\$ 2,340	\$ 2,000	\$ 2,000
01-001-501-52404	Building Operations	\$ 5,510	\$ 15,000	\$ 10,000
01-001-501-52505	Claims/Losses	\$ 1,027	\$ 5,000	\$ 5,000
01-001-501-52604	Rental/Lease	\$ 237,817	\$ 235,000	\$ 300,000
01-001-501-52612	Fuel	\$ 4,252	\$ 6,000	\$ 8,700
01-001-501-52615	Office Temporaries	\$ 51,577	\$ 36,000	\$ 50,000
01-001-501-52640	Insurance Premiums	\$ 66,466	\$ 120,000	\$ 84,000
01-001-501-52875	Ins Consulting and Brokerage Services	\$ 17,720	\$ 31,000	\$ 6,000
01-001-501-52899	Other Consulting Services	\$ 4,480	\$ -	\$ 15,000
01-001-501-58001	Contingency	\$ -	\$ 78,000	\$ 71,800
	Subtotal	\$ 544,663	\$ 672,000	\$ 735,000
				9%
NON-PERSONNEL SERVICES - FINANCE & ACCOUNTING				
01-001-510-52108	Duplication and Printing	\$ 2,830	\$ 2,500	\$ 3,000
01-001-510-52115	Advertising - Recruitment	\$ 20,440	\$ 10,000	\$ 20,000
01-001-510-52303	Subscrip/Publ/Ref. Material	\$ 5,580	\$ 3,300	\$ 6,000
01-001-510-52304	Dues-Professional Organizations	\$ 1,651	\$ 700	\$ 2,000
01-001-510-52305	Business Meetings and Travel	\$ 3,060	\$ 1,500	\$ 3,000
01-001-510-52306	Training	\$ 1,597	\$ 15,500	\$ 20,500
01-001-510-52355	Mileage Reimbursement	\$ 1,066	\$ 3,500	\$ 2,500
01-001-510-52863	Auditor	\$ 46,181	\$ 54,000	\$ 41,000
01-001-510-52899	Other Consulting Services	\$ 12,973	\$ 20,000	\$ 20,000
	Subtotal	\$ 95,378	\$ 111,000	\$ 118,000
				6%

CRRA - GENERAL FUND

EXPENDITURES DETAIL, CONTINUED

Account	Description	ACTUAL FY07	ADOPTED FY08	PROPOSED FY09
NON-PERSONNEL SERVICES - OPERATIONS				
01-001-511-52211	Protect Clothing/Safety Equipment	\$ 4,700	\$ 10,000	\$ 5,000
01-001-511-52302	Miscellaneous Services	\$ 61	\$ 1,600	\$ -
01-001-511-52303	Subscrip/Publ/Ref. Material	\$ 449	\$ 300	\$ 600
01-001-511-52304	Dues-Professional Organizations	\$ 600	\$ 900	\$ 900
01-001-511-52305	Business Meetings and Travel	\$ 619	\$ 500	\$ 500
01-001-511-52306	Training	\$ 2,173	\$ 10,000	\$ 5,000
01-001-511-52355	Mileage Reimbursement	\$ 1,873	\$ 500	\$ 2,000
01-001-511-52502	Fees/Licenses/Permits	\$ -	\$ 1,200	\$ -
	Subtotal	\$ 10,475	\$ 25,000	\$ 14,000 -44%
NON-PERSONNEL SERVICES - ENVIRONMENTAL				
01-001-512-52303	Subscrip/Publ/Ref. Material	\$ 1,606	\$ 1,600	\$ 2,200
01-001-512-52304	Dues-Professional Organizations	\$ 1,799	\$ 1,600	\$ 2,200
01-001-512-52305	Business Meetings and Travel	\$ 505	\$ 1,300	\$ 3,900
01-001-512-52306	Training	\$ 720	\$ 5,000	\$ 3,200
01-001-512-52355	Mileage Reimbursement	\$ 560	\$ 500	\$ 500
01-001-512-52899	Other Consulting Services	\$ 72,875	\$ -	\$ 100,000
	Subtotal	\$ 78,065	\$ 10,000	\$ 112,000 1020%
NON-PERSONNEL SERVICES - LEGAL				
01-001-513-52302	Miscellaneous Services	\$ -	\$ 1,000	\$ 2,000
01-001-513-52303	Subscrip/Publ/Ref. Material	\$ 3,244	\$ 10,000	\$ 9,900
01-001-513-52304	Dues-Professional Organizations	\$ 705	\$ 1,000	\$ 1,100
01-001-513-52305	Business Meetings and Travel	\$ 171	\$ 500	\$ 500
01-001-513-52306	Training	\$ 1,214	\$ 10,000	\$ 7,000
01-001-513-52355	Mileage Reimbursement	\$ 217	\$ 1,000	\$ 1,000
01-001-513-52502	Fees/Licenses/Permits	\$ 130	\$ 500	\$ 500
01-001-513-52856	Legal	\$ 353,371	\$ 265,000	\$ 360,000
	Subtotal	\$ 359,052	\$ 289,000	\$ 382,000 32%

CRRA - GENERAL FUND

EXPENDITURES DETAIL, CONTINUED

Account	Description	ACTUAL FY07	ADOPTED FY08	PROPOSED FY09
NON-PERSONNEL SERVICES - COMMUNICATIONS				
01-001-514-52118	Marketing & Public Relations	\$ 7,119	\$ 65,000	\$ 50,000
01-001-514-52119	Public Education	\$ 16,519	\$ -	\$ -
01-001-514-52303	Subscrip/Publ/Ref. Material	\$ -	\$ 500	\$ 500
01-001-514-52304	Dues-Professional Organizations	\$ 370	\$ 1,700	\$ 500
01-001-514-52305	Business Meetings and Travel	\$ 109	\$ 800	\$ 500
01-001-514-52306	Training	\$ 5,064	\$ 5,000	\$ 7,500
01-001-514-52355	Mileage Reimbursement	\$ 1,040	\$ 1,000	\$ 1,000
01-001-514-52899	Other Consulting Services	\$ 22,499	\$ 5,000	\$ 5,000
	Subtotal	\$ 52,720	\$ 79,000	\$ 65,000 -18%
NON-PERSONNEL SERVICES - INFORMATION TECHNOLOGY				
01-001-515-52104	Telecommunications	\$ 73,050	\$ 102,000	\$ 95,000
01-001-515-52106	Copier	\$ 6,102	\$ 10,000	\$ 11,000
01-001-515-52115	Advertising / Public Notices	\$ -	\$ 500	\$ -
01-001-515-52303	Subscrip/Publ/Ref. Material	\$ -	\$ 500	\$ 500
01-001-515-52305	Business Meetings and Travel	\$ -	\$ 1,000	\$ 500
01-001-515-52306	Training	\$ 11,031	\$ 25,000	\$ 20,000
01-001-515-52355	Mileage Reimbursement	\$ -	\$ 500	\$ 500
01-001-515-52854	Information Technology - Maint	\$ 44,058	\$ 85,000	\$ 70,000
01-001-515-52899	Other Consulting Services	\$ 70,397	\$ 220,500	\$ 138,500
	Subtotal	\$ 204,638	\$ 445,000	\$ 336,000 -24%
CAPITAL OUTLAY				
01-001-501-54426	Vehicles	\$ 49,840	\$ 51,000	\$ 54,000
01-001-501-54481	Office Furniture	\$ 11,805	\$ 5,000	\$ 5,000
01-001-501-54482	Computer Hardware	\$ 60,828	\$ 138,000	\$ 213,000
01-001-501-54483	Computer Software	\$ 4,455	\$ 70,000	\$ 82,000
01-001-501-54491	Other Equipment	\$ 1,047	\$ -	\$ -
	Subtotal	\$ 127,975	\$ 264,000	\$ 354,000 34%

CRRA - GENERAL FUND

EXPENDITURES DETAIL, CONTINUED

Account	Description	ACTUAL FY07	ADOPTED FY08	PROPOSED FY09
DEBT SERVICE / ADMINISTRATION				
01-001-501-55559	Note Repayment (1)	\$ 107,500	\$ 108,000	\$ 109,500
01-001-501-55590	Interest - Loan (1)	\$ 30,994	\$ 22,000	\$ 3,500
01-001-501-55559	Note Repayment (2)	\$ 97,333	\$ 111,500	\$ 107,500
01-001-501-55590	Interest - Loan (2)	\$ 14,319	\$ 1,500	\$ 17,500
01-001-501-55585	Trustee / Bank Fees	\$ -	\$ 15,000	\$ 5,000
	Subtotal	\$ 250,146	\$ 258,000	\$ 243,000 -6%
	Total Expenditures	\$ 7,665,301	\$ 8,697,000	\$ 9,208,000 6%

(1) Loan for first office relocation (Allyn Street to 100 Constitution Plaza (17th&18th Floors).

(2) Loan for second office relocation from 17 & 18 floors to 5th & 6th floors at 100 Constitution Plaza.

n/a = Not Applicable

TAB 4

**REGARDING THE ADOPTION OF
THE FISCAL YEAR 2009 SOUTHEAST PROJECT
OPERATING AND CAPITAL BUDGETS**

RESOLVED: That the fiscal year 2009 Connecticut Resources Recovery Authority Southeast Project Operating and Capital Budgets be adopted as substantially presented and discussed at this meeting.

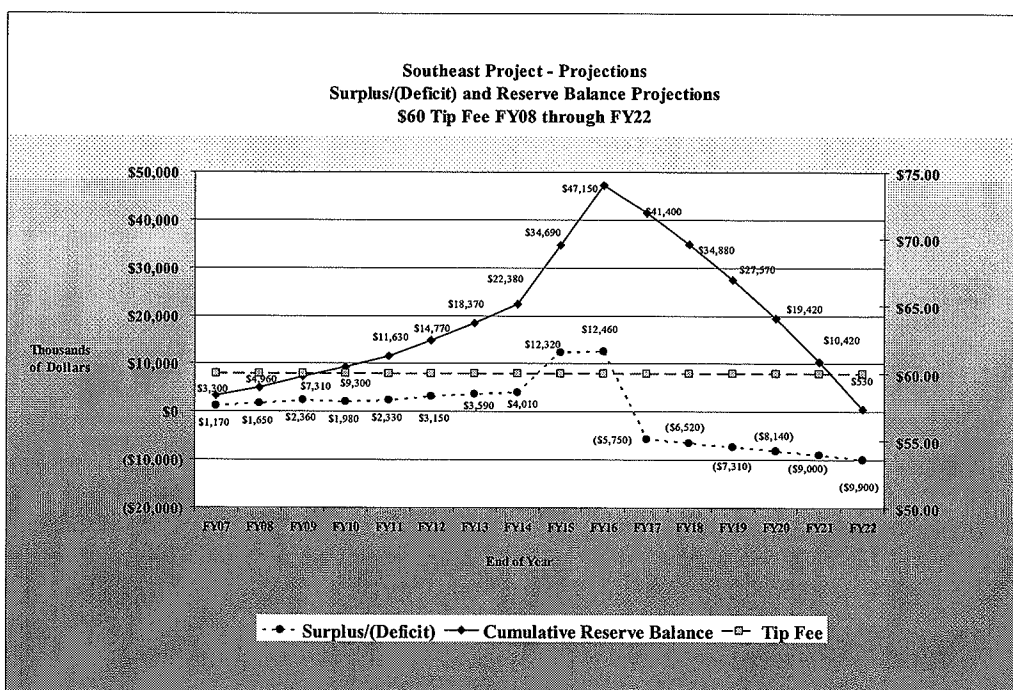
Fiscal Year 2009 Southeast Project Operating & Capital Budgets

November 29, 2007

Attached is the proposed fiscal year 2009 Southeast Project operating and capital budgets, which includes a five-year capital plan and a projection of project surpluses / deficits through fiscal year 2022. The Finance Committee voted to recommend that the proposed budget be submitted to the Board in November for approval.

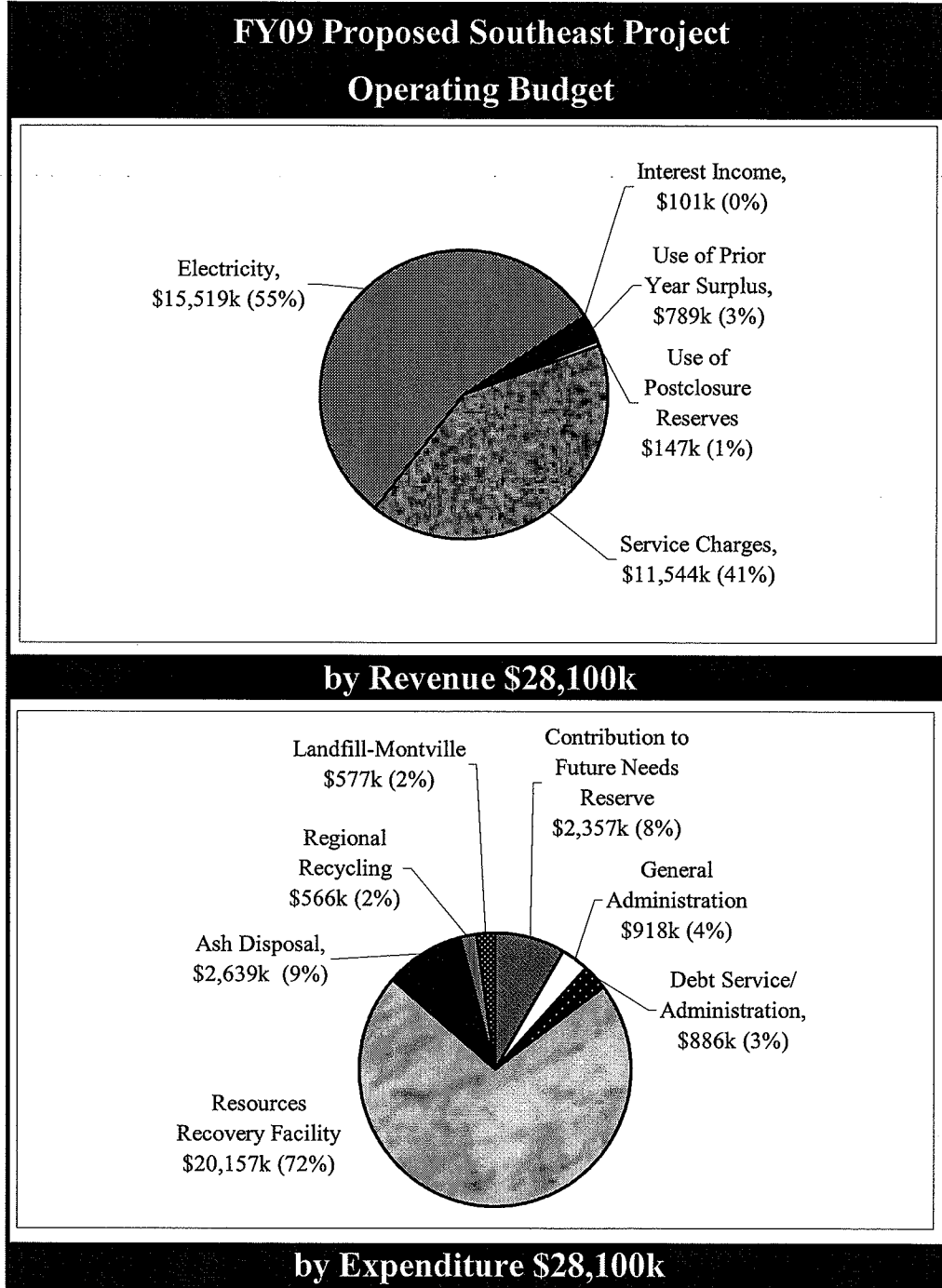
The Southeastern Connecticut Regional Resource Recovery Authority's ("SCRRA") Board of Directors reviewed the proposed budget at their November 14th meeting and discussed future ash disposal options. SCRRA will formally approve the overall budget at their December meeting.

Over the last several years, the projections provided to the CRRA Board and the SCRRA Board have illustrated that the Southeast Project would begin to generate excess funds as a result of the increasing electricity contract rates. The fiscal year 2009 budget reflects the continuation of increasing electricity rates. The fiscal year 2009 budget includes a contribution to a future use reserve in excess of \$2.4 million. The SCRRA Board continues to review its options with regard to these and future surpluses. Attached is a graph showing projections through fiscal year 2022 and the current project cash balances.



EXECUTIVE SUMMARY

The attached fiscal year 2009 proposed operating budget reflects an increase of \$1,229k or 5% from the fiscal year 2008 adopted budget.



The table below shows the budget changes by revenue category.

Southeast Project Revenues	FY08 Adopted	FY09 Proposed	Increase/(Decrease)	
	Budget	Budget	\$	%
Service Charges	\$ 11,621	\$ 11,544	\$ (77)	-1%
Electricity	\$ 14,498	\$ 15,519	\$ 1,021	7%
Interest Income	\$ 130	\$ 101	\$ (29)	-22%
Use of Prior Year Surplus	\$ 499	\$ 789	\$ 290	58%
Use of Postclosure Reserves	\$ 123	\$ 147	\$ 24	20%
TOTAL	\$ 26,871	\$ 28,100	\$ 1,229	5%

SERVICE CHARGES (Decrease of 77k or 1%)

Revenues are from member, contract and spot deliveries.

- **Member Deliveries**
The fiscal year 2009 proposed deliveries are projected to be slightly lower than what was projected in fiscal year 2008, but higher than actual delivery in fiscal year 2007.
- **Contract Deliveries**
CRRRA currently has a contract with the town of Preston for waste deliveries.
 - Preston pays the member rate per their agreement.
 - The fiscal year 2009 proposed revenue assumes no deliveries from Salem and Mansfield.
- **Spot Deliveries**
Deliveries include waste diverted from other CRRRA projects.
 - The fiscal year 2009 proposed deliveries are projected to be higher than fiscal year 2008 due to the closing of the Hartford landfill and non-acceptance of waste at the Windsor landfill.

ELECTRICITY (Increase of \$1,021k or 7%)

- The fiscal year 2009 proposed electricity revenue assumes a higher kWh rate than in fiscal year 2008. The current electricity contract rate for fiscal year 2009 is \$0.1930 per kwh as compared to \$0.1803 in fiscal year 2008. The project receives approximately \$800k for each \$.01 increase in the kwh rate.

INTEREST INCOME (Decrease of \$29k or 22%)

- The fiscal year 2009 proposed interest income is projected to be lower than fiscal year 2008 due to a decrease in STIF operating account balance. The proposed budget assumes an annual interest rate of 4.5%

USE OF PRIOR YEAR SURPLUS (Increase of \$290k or 58%)

- This represents the fiscal year 2007 surplus. Per the municipal service agreement, the surplus is to be included in the next budget cycle and used in the calculation of the net operating costs.

USE OF POST CLOSURE RESERVES (Increase of \$24k or 20%)

- These funds are drawn from the post-closure reserve to pay for the operating maintenance costs associated with the 30-year care of the landfill. The costs are projected to be higher than in fiscal year 2008. This is a restricted reserve under SCRRRA's oversight.

The table below shows the budget changes by expense category.

Southeast Project Expenditures	FY08 Adopted		FY09 Proposed		Increase/(Decrease)	
	Budget		Budget		\$	%
General Administration	\$	943	\$	918	\$	(25) -3%
Debt Service/Administration	\$	887	\$	886	\$	(1) 0%
Resources Recovery Facility	\$	19,307	\$	20,157	\$	850 4%
Ash Disposal	\$	3,076	\$	2,639	\$	(437) -14%
Regional Recycling	\$	525	\$	566	\$	41 8%
Landfill - Montville	\$	481	\$	577	\$	96 20%
Contribution to Future Needs Reserve	\$	1,652	\$	2,357	\$	705 43%
TOTAL	\$	26,871	\$	28,100	\$	1,229 5%

GENERAL ADMINISTRATION (Decrease of \$25k or 3%)

- Expenditure includes CRRA's salaries and overhead allocation, CRRA legal costs and other miscellaneous administrative costs and SCRRRA's administrative costs.
- The fiscal year 2009 proposed expenditure is decreased due to lower salaries and overhead costs, partially offset by higher Local Administration.

DEBT SERVICE / ADMINISTRATION (Decrease of \$1k or 0%)

- The fiscal year 2009 proposed expenditure includes trustee fees, principal and interest payments on the 1998 Series A bonds and is virtually unchanged from the last fiscal year.

RESOURCES RECOVERY FACILITY (Increase of \$850k or 4%)

- Expenditures include the PILOT payments, insurance premiums, plant processing costs, offset by electricity sales, and contributions to working capital.
- The contract operating charges include both amounts paid to the plant operator to operate, maintain and process waste at the plant. The cost to operate the plant is increasing based upon certain indices.

ASH DISPOSAL (Decrease of \$437k or 14%)

- Expenditures include only the cost for ash disposal to Putnam.
- The fiscal year 2009 proposed expenditure assumes a decrease of 15k tons of ash that will be disposed by Covanta at Haverhill.

REGIONAL RECYCLING (Increase of \$41k or 8%)

- Expenditure includes administrative and overhead costs and other costs to cover for household hazardous waste and electronics recycling collections, recycling tip fees paid by the towns, and other administrative costs.
- The fiscal year 2009 proposed expenditure is increased due to increases in recycling tip fees and electronics recycling.

LANDFILL-MONTVILLE (Increase of \$96k or 20%)

- SCRRA expenditures include the cost for the 30-year post-closure monitoring of the landfill, mortgage payments associated with the landfill, and contributions to replenish the post-closure reserve. In fiscal year 2005, a portion of the post-closure funds were used to redeem the 1989 bonds, and the reserve be replenished. The fiscal year 2009 proposed budget includes a line item to replenish the post-closure reserve in the amount of \$278,000.

CONTRIBUTION TO FUTURE NEEDS RESERVE (Increase of \$705k or 43%)

- The fiscal year 2009 proposed expenditure is increased due to the continuous impact of increased electricity revenues and prior year project surpluses.

The table below shows that there is no capital plan budget for fiscal year 2009 thru fiscal year 2013.

Expenditures	Proposed FY09	Projected FY10	Projected FY11	Projected FY12	Projected FY13
Resource Recovery Facility	\$0	\$0	\$0	\$0	\$0
Regional Recycling Facility	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$0	\$0	\$0	\$0	\$0
Funding Source	\$0	\$0	\$0	\$0	\$0
Additional Funding Requirements	\$0	\$0	\$0	\$0	\$0

Capital Expense Description	Proposed FY09	Projected FY10	Projected FY11	Projected FY12	Projected FY13
Resource Recovery Facility					
No Plans at this time	\$0	\$0	\$0	\$0	\$0
Regional Recycling Facility					
No Plans at this time	\$0	\$0	\$0	\$0	\$0

CRRRA / SCRRRA - SOUTHEAST PROJECT

BUDGET ASSUMPTIONS

ASSUMPTION	ACTUAL FY07	ADOPTED FY08	PROPOSED FY09	PROPOSED FY09 CRRRA
Member Tip Fee MSW	\$ 60.00	\$ 60.00	\$ 60.00	\$ 60.00
Average Contract Tip Fee MSW	\$ 70.00	\$ 67.06	\$ 60.00	\$ 60.00
CRRRA Diversion Rate	\$ 68.00	\$ 71.00	\$ 72.00	\$ 72.00
Average Price/Ton Company	\$ 49.64	\$ 58.99	\$ 60.02	\$ 60.02
DELIVERIES AND PROCESSING				
Member Waste	173,912	183,000	175,100	175,100
Contract Waste	7,779	8,500	2,900	2,900
CRRRA Diversions	3,025	1,000	12,000	12,000
Total Authority Deliveries	184,716	192,500	190,000	190,000
Company/Spot/Merchant Waste	84,415	67,500	73,000	73,000
Municipal Solid Waste Deliveries	269,131	260,000	263,000	263,000
Waste Processed	268,727	260,000	263,000	263,000
POWER PRODUCTION				
kwh/Ton	487	515	500	500
Electric Power Produced (kwh)	130,987,734	133,900,000	131,500,000	131,500,000
Average Price/Kwh Sold	\$0.1686	\$0.1803	\$0.1930	\$0.1930
ASH DISPOSAL				
Total Ash Generated	75,443	74,100	73,640	73,640
Authority Ash	52,790	51,975	51,300	51,300
Actual Ash Residue Rate	28.07%	28.50%	28.00%	28.00%
Ash Disposal Cost/Ton	\$39.88	\$41.51	\$45.00	\$45.00
Ash Transport Cost (Credit)	\$5.87	\$6.08	\$6.18	\$6.18
OPERATING FEES & OTHER				
Estimated Annual Inflation Change	3.94%	3.50%	3.50%	3.50%

PRIMARY CONTRACT EXPIRATIONS

CONTRACT

Municipal Service Agreements with Towns
 Energy Purchase Agreement
 Debt Service Obligations
 Resources Recovery Facility Operating Contract
 Ash Disposal Agreement

CRRA / SCRRRA - SOUTHEAST PROJECT

REVENUE AND EXPENDITURE SUMMARY

REVENUES

ACCOUNT	DESCRIPTION	ACTUAL FY07	ADOPTED FY08	PROPOSED FY09	PROPOSED FY09 CRRA
11-001-000-40101	Service Charges Solid Waste - Members	\$ 10,503,798	\$ 10,980,000	\$ 10,506,000	n/a
11-001-000-40102	Service Charges Solid Waste - Contracts	\$ 516,084	\$ 570,000	\$ 174,000	\$ 174,000
11-001-000-40103	Service Charges Solid Waste - Spot	\$ 204,190	\$ 71,000	\$ 864,000	\$ 864,000
11-001-000-43101	Electricity	\$ 12,226,624	\$ 14,498,000	\$ 15,519,000	\$ 15,519,000
11-001-000-46101	Interest Income	\$ 133,641	\$ 130,000	\$ 101,000	\$ 101,000
11-001-000-47010	Settlement Income	\$ 1,557	\$ -	\$ -	\$ -
11-001-000-48201	Use of Prior Year Surplus (1)	\$ 562,156	\$ 498,705	\$ 789,092	n/a
11-405-000-48601	Use of Postclosure Reserves (2)	\$ 114,751	\$ 123,000	\$ 146,500	n/a
	Total Revenues	\$ 24,262,801	\$ 26,870,705	\$ 28,099,592 5%	\$16,658,000

EXPENDITURES

ACCOUNT	DESCRIPTION	ACTUAL FY07	ADOPTED FY08	PROPOSED FY09	PROPOSED FY09 CRRA
11-001-501-xxxxx	General Administration	\$ 827,496	\$ 943,000	\$ 917,600	\$ 174,000
11-001-502-xxxxx	Debt Service/Administration	\$ 887,741	\$ 887,000	\$ 886,000	\$ 886,000
11-001-503-xxxxx	Resources Recovery Facility	\$ 16,657,401	\$ 19,307,000	\$ 20,157,000	\$ 20,157,000
11-001-504-xxxxx	Ash Disposal	\$ 3,007,474	\$ 3,076,000	\$ 2,639,000	\$ 2,639,000
11-001-506-xxxxx	Regional Recycling	\$ 445,500	\$ 525,000	\$ 566,400	n/a
11-001-910-xxxxx	Landfill - Montville	\$ 473,941	\$ 481,000	\$ 576,500	n/a
11-001-910-xxxxx	Contribution to Future Needs Reserve	\$ 1,174,156	\$ 1,651,705	\$ 2,357,092	n/a
	Total Expenditures	\$ 23,473,709	\$ 26,870,705	\$ 28,099,592 5%	\$ 23,856,000
	Balance	\$ 789,092	\$ -	\$ -	n/a

(1) As required by contract.

(2) Postclosure Reserve is restricted for SCRRRA use.

CRRA / SCRRRA - SOUTHEAST PROJECT

EXPENDITURE DETAIL

ACCOUNT	DESCRIPTION	ACTUAL FY07	ADOPTED FY08	PROPOSED FY09	PROPOSED FY09 CRRA
GENERAL ADMINISTRATION					
11-001-501-52355	Mileage Reimbursement	\$ 532	\$ 1,000	\$ 1,000	\$ 1,000
11-001-501-52856	Legal	\$ 3,108	\$ 40,000	\$ 30,000	\$ 30,000
11-001-501-52863	Auditor	\$ 12,500	\$ 20,000	\$ 20,000	\$ 20,000
11-001-501-52875	Insurance, Consulting, Brokerage Serv	\$ 2,295	\$ 5,000	\$ 2,000	\$ 2,000
11-001-501-57820	Local Administration	\$ 708,500	\$ 706,000	\$ 743,600	n/a
11-001-501-57840	Allocation-Salaries	\$ 58,560	\$ 84,000	\$ 67,000	\$ 67,000
11-001-501-57850	Allocation-Overhead	\$ 42,001	\$ 87,000	\$ 54,000	\$ 54,000
	Subtotal	\$ 827,496	\$ 943,000	\$ 917,600 -3%	\$174,000
DEBT SERVICE / ADMINISTRATION					
11-001-502-52899	Other Consulting Services	\$ 500	\$ 1,000	\$ 1,000	\$ 1,000
11-001-502-55527	Interest-98 Series A	\$ 341,016	\$ 311,000	\$ 279,000	\$ 279,000
11-001-502-55560	Principal Repayment - 98 Series A	\$ 546,225	\$ 575,000	\$ 606,000	\$ 606,000
	Subtotal	\$ 887,741	\$ 887,000	\$ 886,000 0%	\$886,000
RESOURCES RECOVERY FACILITY					
11-001-503-52507	Payments in Lieu of Taxes	\$ 646,328	\$ 676,000	\$ 706,000	\$ 706,000
11-001-503-52640	Insurance Premiums	\$ 19,714	\$ 39,000	\$ 32,000	\$ 32,000
11-001-503-52701	Contract Operating Charges	\$ 15,991,359	\$ 18,592,000	\$ 19,419,000	\$ 19,419,000
	Subtotal	\$ 16,657,401	\$ 19,307,000	\$ 20,157,000 4%	\$20,157,000

CRRA / SCRRRA - SOUTHEAST PROJECT

EXPENDITURE DETAIL

ACCOUNT	DESCRIPTION	ACTUAL FY07	ADOPTED FY08	PROPOSED FY09	PROPOSED FY09 CRRA
ASH DISPOSAL					
11-001-504-52711	Disposal Fees-Ash	\$ 3,007,474	\$ 3,076,000	\$ 2,639,000	\$ 2,639,000
	Subtotal	\$ 3,007,474	\$ 3,076,000	\$ 2,639,000 -14%	\$ 2,639,000
REGIONAL RECYCLING					
11-001-506-52701	Contract Operating Charges	\$ 445,500	\$ 525,000	\$ 566,400	n/a
	Subtotal	\$ 445,500	\$ 525,000	\$ 566,400 8%	n/a
LANDFILL - MONTVILLE					
11-405-910-52645	Postclosure Expense	\$ 114,751	\$ 123,000	\$ 146,500	n/a
11-001-910-52650	Postclosure Reserve Contribution	\$ 280,000	\$ 278,000	\$ 350,000	n/a
11-001-910-52709	Other Operating Charges	\$ 79,190	\$ 80,000	\$ 80,000	n/a
	Subtotal	\$ 473,941	\$ 481,000	\$ 576,500 20%	n/a

CRRA / SCRRRA - SOUTHEAST PROJECT

Exhibit A - Service Fee to Facility Operator

DESCRIPTION	ACTUAL FY07	ADOPTED FY08	PROPOSED FY09	PROPOSED FY09 CRRA
Debt Service (DS)				
Project Bond DS (88.872%)	\$ 6,966,394	\$ 7,077,000	\$ 7,070,000	\$ 7,070,000
Interest Earnings on Project Bonds	\$ (637,881)	\$ (435,000)	\$ (435,000)	\$ (435,000)
Trustee Fees on Project Bonds	\$ 23,000	\$ 23,000	\$ 23,000	\$ 23,000
Subtotal	\$ 6,351,513	\$ 6,665,000	\$ 6,658,000	\$ 6,658,000
Base Operating Charge (BOC)	\$ 9,933,076	\$ 10,290,000	\$ 10,467,000	\$ 10,467,000
Pass Through (PT)				
Water	\$ 289,293	\$ 270,000	\$ 250,000	\$ 250,000
Electricity	\$ 238,551	\$ 275,000	\$ 277,000	\$ 277,000
Administration (Billing & Clerical)	\$ 13,000	\$ 13,000	\$ 13,000	\$ 13,000
Residue Transportation	\$ 309,848	\$ 316,000	\$ 317,000	\$ 317,000
Discriminatory Taxes	\$ 386,425	\$ 371,000	\$ 398,000	\$ 398,000
Insurance	\$ 50,000	\$ 230,000	\$ 53,000	\$ 53,000
Ferrous Recovery	Incl. Below	Incl. Below	\$ 298,000	\$ 298,000
Mercury Control	\$ 41,512	\$ 44,000	\$ 56,000	\$ 56,000
Convex UCC - QEI	\$ 21,568	\$ 4,000	\$ 23,000	\$ 23,000
SNCR O&M	\$ 136,669	\$ 150,000	\$ 159,000	\$ 159,000
Other (lime, interconnect maint.)	\$ (797)	\$ 25,000	\$ (1,000)	\$ (1,000)
Subtotal	\$ 1,486,069	\$ 1,698,000	\$ 1,843,000	\$ 1,843,000
Other Adjustments				
Energy Share (ES)	\$ (12,226,624)	\$ (14,498,000)	\$ (15,519,000)	\$ (15,519,000)
Energy Makeup Allowance (EMU)	\$ 81,947	\$ 82,000	\$ 82,000	\$ 82,000
Curtailement Sales	\$ (94,739)	\$ (54,000)	\$ (90,000)	\$ (90,000)
Uncontrollable Circumstance Costs (UCC)	\$ -	\$ -	\$ -	\$ -
Federal Tax Law Surcharge (FTLS)	\$ 990,710	\$ 1,026,000	\$ 1,044,000	\$ 1,044,000
Landfill Costs (TG - 195,520) (LC)	\$ (984,254)	\$ (909,000)	\$ (307,000)	\$ (307,000)
Other Waste Share (OWS)	\$ -	\$ -	\$ -	\$ -
(\$30 * OEF * (CRRRA > TG))	\$ 373,688	\$ 836,000	\$ 704,000	\$ 704,000
Ferrous Recovery	\$ 426,275	\$ (145,000)	\$ -	\$ -
Prorated Acceptable Waste Surcharge	\$ (857,295)	\$ (897,000)	\$ (982,000)	\$ (982,000)
Subtotal	\$ (12,290,294)	\$ (14,559,000)	\$ (15,068,000)	\$ (15,068,000)
SERVICE FEE =	\$ 5,480,364	\$ 4,094,000	\$ 3,900,000	\$ 3,900,000

CRRRA / SCRRRA - SOUTHEAST PROJECT

Exhibit B - SCRRRA Administrative Budget

DESCRIPTION	ACTUAL FY07	ADOPTED FY08	PROPOSED FY09	PROPOSED FY09 CRRA
Salaries	\$ 201,300	\$ 232,650	\$ 245,000	n/a
Benefits and Taxes	Incl. Above	Incl. Above	Incl. Above	n/a
Expenses				
Executive Director	\$ -	\$ -	\$ -	n/a
Professional Services				
Attorney Fees	\$ 55,257	\$ 45,000	\$ 50,000	n/a
CPA Audit	\$ 13,803	\$ 20,000	\$ 14,700	n/a
Inspector (tipping floor)	\$ -	\$ -	\$ -	n/a
Outside Consulting (MSW Study)	\$ 107,987	\$ -	\$ 25,000	n/a
Contractual Services				
Insurance				
General Liability	\$ 9,937	\$ 9,000	\$ 12,500	n/a
Commercial Property	\$ 15,744	\$ 22,000	\$ 22,000	n/a
Commercial Umbrella	\$ 13,225	\$ 14,000	\$ 16,500	n/a
	\$ 38,906	\$ 45,000	\$ 51,000	n/a
Personnel Bond	\$ 181	\$ 200	\$ 250	n/a
Worker's Compensation	\$ -	\$ 1,500	\$ 2,000	n/a
Postage Meter	\$ 636	\$ 750	\$ 750	n/a
Postage Fees	\$ 1,828	\$ 2,000	\$ 2,000	n/a
Computer Service	\$ -	\$ 3,500	\$ -	n/a
Copy Machine	\$ 795	\$ 1,000	\$ 1,000	n/a
Copy Machine - Service	\$ -	\$ -	\$ -	n/a
Telephone	\$ 7,022	\$ 7,200	\$ 7,200	n/a
Internet Service	\$ 719	\$ 500	\$ 500	n/a
Bank & Payroll Service Charges	\$ 1,855	\$ 3,200	\$ 2,200	n/a
Commodities				
Office Supplies	\$ 2,630	\$ 3,500	\$ 3,000	n/a
Storage	\$ -	\$ -	\$ -	n/a
Storage Building	\$ -	\$ -	\$ -	n/a
Equipment				
Computers/Software	\$ 4,849	\$ 3,000	\$ 5,000	n/a
Computers/Hardware	\$ -	\$ 10,000	\$ 2,500	n/a
Office Equipment/Copier	\$ 500	\$ 2,000	\$ 2,500	n/a
Contingencies	\$ 170,766	\$ 15,000	\$ 25,000	n/a
Transportation Subsidy	\$ 289,315	\$ 310,000	\$ 304,000	n/a
SCRRRA Administrative Budget	\$ 898,349	\$ 706,000	\$ 743,600	n/a
Use of Retained Earnings	\$0	\$ -		
Net SCRRRA Administrative Budget	\$ 898,349	\$ 706,000	\$ 743,600	n/a
Contribution to Future Use Reserve	\$ 1,174,156	\$ 1,651,705	\$ 2,357,092	n/a

CRRA / SCRRRA - SOUTHEAST PROJECT

Exhibit C - SCRRRA Recycling Budget

DESCRIPTION	ACTUAL FY07	ADOPTED FY08	PROPOSED FY09	PROPOSED FY09 CRRA
Salaries	\$ 73,049	\$ 82,200	\$ 90,400	n/a
Benefits and Taxes	Incl. Above	Incl. Above	Incl. Above	n/a
Operating Expenses				
Attorney Fees	\$ -	\$ 500	\$ 500	n/a
Telephone	\$ 1,682	\$ 2,500	\$ 2,500	n/a
Publicity	\$ 4,959	\$ 15,000	\$ 15,000	n/a
HVAC	\$ 1,727	\$ 1,750	\$ 2,000	n/a
Bank & Payroll Service Charges	\$ 1,768	\$ 2,300	\$ 2,500	n/a
Office Supplies	\$ 245	\$ 1,500	\$ 1,500	n/a
Office Equipment	\$ -	\$ 1,000	\$ 1,000	n/a
Maintenance & Testing	\$ -	\$ 7,500	\$ 7,500	n/a
Trash Disposal	\$ 51,027	\$ 40,000	\$ 40,000	n/a
Trash Hauling	\$ 19,320	\$ 15,000	\$ 15,000	n/a
Compost Bins	\$ 11,961	\$ 12,250	\$ 13,000	n/a
America Recycles Day	\$ -	\$ 7,500	\$ 7,500	n/a
Earth Day	\$ -	\$ 4,000	\$ 4,000	n/a
HHW Collection	\$ 103,697	\$ 120,000	\$ 120,000	n/a
HHW Publicity	\$ 7,526	\$ 12,000	\$ 12,000	n/a
Electronics Recycling	\$ 72,324	\$ 100,000	\$ 125,000	n/a
Electronics Recycling - Town Collection	\$ -	\$ -	\$ -	n/a
Electronics Recycling Publicity	\$ 2,418	\$ 10,000	\$ 10,000	n/a
Recycling Tip Fees	\$ 40,588	\$ 38,000	\$ 45,000	n/a
Freon Removal	\$ -	\$ 40,000	\$ 40,000	n/a
Fluorescent Bulb Disposal	\$ -	\$ 7,000	\$ 7,000	n/a
Capital Improvements	\$ -	\$ -	\$ -	n/a
Contingencies	\$ 3,883	\$ 5,000	\$ 5,000	n/a
SCRRRA Recycling Budget	\$ 396,174	\$ 525,000	\$ 566,400	n/a
Use of Retained Earnings	\$ -	\$ -	\$ -	
Net SCRRRA Administrative Budget	\$ 396,174	\$ 525,000	\$ 566,400	n/a

CRRA / SCRRRA - SOUTHEAST PROJECT

Exhibit D - SCRRRA Landfill Budget (Postclosure)

<u>DESCRIPTION</u>	<u>ACTUAL FY07</u>	<u>ADOPTED FY08</u>	<u>PROPOSED FY09</u>	<u>PROPOSED FY09 CRRA</u>
Contract Operating Charges	\$ 111,297	\$ 123,000	\$ 146,500	n/a
Mortgage	\$ 79,190	\$ 80,000	\$ 80,000	n/a
Postclosure Reserve Contribution	\$ 280,000	\$ 278,000	\$ 350,000	n/a
Contingency	\$ -	\$ -	\$ -	n/a
Subtotal	\$ 470,488	\$ 481,000	\$ 576,500	n/a

TAB 5

***RESOLUTION REGARDING APPROVAL OF FISCAL YEAR 2007
BUDGET TRANSFERS AND APPROPRIATIONS***

RESOLVED: That the additional fiscal year 2007 budget appropriations be approved as substantially discussed at this meeting; and

FURTHER RESOLVED: That the undesignated / unrestricted fund balance be used to pay for these additional fiscal year 2007 appropriations.

Fiscal Year 2007

Budget Transfers and Appropriations

November 29, 2007

The following summarizes the budget transfer and appropriation requests for the Bridgeport Project for fiscal year 2007. The attached resolution has been amended to include the Finance Committee's comments.

Pursuant to Article VII Section 702 of the CRRA Bylaws the President shall see to the proper allocation of the budget to an established chart of accounts. The Bylaws also authorize the President to transfer funds within summary of object categories without limit as long as each category and the grand total of each fund are not exceeded without the prior approval of the Directors.

According to the CRRA chart of accounts a "fund" represents each of the four projects and general fund. Each fund includes the following expense object categories:

- Personal Services
- Non-Personal Services
- Maintenance & Utilities
- Capital Outlay
- Debt Service / Administration
- Construction
- Project Administration Expense
- Contingency

Each object category represents the sum of individual accounts from the chart of accounts. The accounts adopted within the annual budgets are grouped or summarized into these higher-level account categories, based on the nature of the expenses. The respective projects excess revenues, as previously approved within the budget approval process, fund budget transfers and appropriations.

The attached worksheets summaries the transfers and/or appropriations by fund required for fiscal year 2007.

**Connecticut Resources Recovery
Authority**

Fiscal Year 2007 Appropriation Transfers & Appropriations

Fund / Project	Object Category	Existing Appropriation	Revised Appropriation	Required Transfer /	Notes
Bridgeport	Personal Services	\$ 160,000	\$ 192,619	\$32,619	Project incurred higher allocation of salaries due to increase in SWEROC activities.
	Non-Personal Services	\$45,184,600	\$47,872,531	\$2,687,931	Overall operating costs exceeded budget due to higher than expected inflation rate increases and legal costs were above budget due to the arbitration.
	Maint & Utilities	\$35,000	\$39,210	\$4,210	Electricity costs exceeded budget.
	Construction	\$345,000	\$588,046	\$243,046	Certain projects were completed earlier than anticipated due to contractor availability and or project needs.
	Total			<u>\$2,967,806</u>	

The required appropriations were funded from the project's STIF operating account.

TAB 6

**RESOLUTION AUTHORIZING CONTRACT FOR
ACCOUNTING/FINANCE SERVICES POOL**

RESOLVED: That the President be authorized to enter into contracts with the following respondents to form a pool of qualified firms that may provide Accounting/Finance services, as described below, on an as-needed basis. The contracts will be for a three-year period, from December 1, 2007 to November 30, 2010.

- Seward and Monde: Policies and Procedures
Accounting and Billing Systems
Financial Services
Budgetary and Control Processes

- Connecticut Consulting LLC: Policies and Procedures
Strategic Planning
Accounting and Billing Systems
Financial Services
Budgetary and Control Processes

- Alternative Resources, Inc.: Strategic Planning
Financial Services

- New Millennium Associates: Policies and Procedures
Strategic Planning
Accounting and Billing Systems
Financial Services
Budgetary and Control Processes

- Jefferson Wells International, Inc.: Policies and Procedures
Strategic Planning
Accounting and Billing Systems
Financial Services
Budgetary and Control Processes

Accounting/Finance Services Proposals Matrix

Questions ↓	Respondents	Seward and Monde	Connecticut Consulting LLC	Alternative Resources, Inc.	New Millennium Associates	Jefferson Wells International, Inc.
1	Contact Person	Thomas F. Lyden	Jose Luis Sanchez	James J. Binder	Deborah L. Martin	Gail Harris
1	Type of Ownership	Partnership	Limited Liability Company	Corporation	Limited Liability Company	Limited Liability Company
1	Location	North Haven, CT	Avon, CT	Concord, MA	Burlington, CT	Norwalk, CT
2	Special Qualifications of Firm	<ul style="list-style-type: none"> ▪ As a small firm, provides hands-on and personalized service to broad based clientele (profit and governmental and not-for-profit entities). ▪ Specializes in various fields, such as tax, management advisory, mass transit industry, IT consulting, business valuation, pension & benefit plans, quality review, financial reporting & financial standards, municipal audits, forensic accounting, litigation support, and damage claims. 	<ul style="list-style-type: none"> ▪ As a Finance & Accounting Consulting firm, experienced in strategic planning, process improvement, software development, and system enhancement. ▪ Being a small firm, the Managing Partner will devote 40%-50% of his time to complete assignments. 	<ul style="list-style-type: none"> ▪ The firm specializes in solid waste management. ▪ The firm provides engineering, environmental, strategic and system planning, and economic and financial services. ▪ Currently, the firm has an existing contract with the Authority to provide solid waste consulting services. ▪ The senior personnel will devote 35% of his time to complete assignments. 	<ul style="list-style-type: none"> ▪ The firm has extensive experience in governmental accounting, consulting, and auditing large governmental agencies. ▪ The senior personnel will devote 40% of her time to complete assignments. 	<ul style="list-style-type: none"> ▪ The firm has over 50 offices in North America, Europe, Africa, and the Far East that provides accounting and finance services, tax services, and technology risk assessment. ▪ The professionals have experience in internal audit, information technology audit, systems implementations, accounting, finance, and business process improvement. ▪ The senior personnel will devote 30%-50% of his/her time to complete assignments.
<i>Services to provide CRRA</i>						
	Policies & Procedures	✓	✓		✓	✓
	Strategic Planning		✓	✓	✓	✓
	Accounting & Billing Systems	✓	✓		✓	✓
	Financial Services	✓	✓	✓	✓	✓
	Budgetary & Control Processes	✓	✓		✓	✓
	Other	✓	✓		✓	
	Rate per Hour for Senior Personnel (2007-2010)	\$165 - \$175	\$75 - \$80	\$170 - \$215	\$200 - \$220	\$180 - \$195
3	Background of Personnel Assigned Provided?	Yes	Yes	Yes	Yes	Yes
4	Conflict of Interest with CRRA	None	None	None	None	None
5	Certificate of Insurance Provided?	Yes	No (in the renewal process)	Yes	No	Yes
6	Client References	<ul style="list-style-type: none"> ▪ Bureau of Public Transportation, CT ▪ Town of Orange ▪ State of Connecticut Treasurer's Office 	<ul style="list-style-type: none"> ▪ Bridgeport Public Schools ▪ Department of Labor ▪ Manchester Community College 	<ul style="list-style-type: none"> ▪ New York City Economic Development Corporation ▪ Environmental Programs Division, Los Angeles County ▪ City of Bridgeport 	<ul style="list-style-type: none"> ▪ New Hampshire Resource Recovery Facility ▪ The CIT Group ▪ Genmar Holdings, Inc. 	<ul style="list-style-type: none"> ▪ Johnson Controls ▪ Denver International Airport ▪ Manpower
<i>Required Forms Provided</i>						
	Affirmative Action Questionnaire	Yes - has AAP	Yes - has no AAP	Yes - has no AAP	Yes - has no AAP	Yes - has AAP
	Affidavit of Third Party Fees	Yes - None	Yes - None	Yes - None	Yes - None	Yes - None
	Background Questionnaire	Yes	Yes	Yes	Yes	Yes

Note: A total of 32 letters were sent out to firms/individuals. From the total, four (4) firms responded to the RFQ while five (5) declined to participate.

TAB 7

**RESOLUTION REGARDING
PUBLIC RELATIONS SERVICES**

RESOLVED: That the President is hereby authorized to enter into a contract with Strategic Persuasion Group LLC for Public Relations Services substantially as discussed and presented at this meeting. Further, that the President is hereby authorized to approve a Request for Services with Strategic Persuasion Group LLC for services associated with a landfill siting initiative substantially as discussed and presented at this meeting.

Connecticut Resources Recovery Authority

Contract Summary for Contract entitled Public Relations Services Agreement

And

Summary for RFS entitled CRRA Landfill Siting Initiative Public Relations Services

Presented to the CRRA Board of Directors on:	November 29, 2007
Vendor/ Contractor(s):	Strategic Persuasion Group LLC
Effective date:	December 1, 2007
Contract Type/Subject matter:	Agreement for Public Relations Services
Facility(ies) Affected:	Not Applicable
Original Contract:	Not Applicable
Term:	December 1, 2007, through December 31, 2008
Contract Dollar Value:	Not Applicable
RFS Dollar Value:	\$111,325.00
Amendment(s):	Not applicable
Term Extensions:	Not applicable
Scope of Services:	On-call consulting services in the areas of message development, media strategy, earned media, community relations, issues management, public events management, polling and research to gauge public opinion on issues of importance to CRRA, graphic design and related services, photography and related services, video production and related services, and advertising
Other Pertinent Provisions:	Any work under the Agreements will be pursuant to a Request for Services ("RFS"). Any RFS in excess of \$50,000 per fiscal year will require approval by the Board of Directors.

Connecticut Resources Recovery Authority

**Public Relations Services Agreement
and
RFS for Landfill Siting Initiative Public Relations**

November 29, 2007

Executive Summary

From time to time CRRA requires the assistance of firms and individuals to provide technical and professional consulting services in a variety of public relations-related areas. CRRA's Procurement Policies and Procedures establish a "Special Capability or Experience" criterion for obtaining such services.

This is to request approval of the CRRA Board of Directors for the President to enter into an agreement with Strategic Persuasion Group LLC for the period beginning December 1, 2007, and ending June 30, 2008. Any work performed under such an agreement will be pursuant to a Request for Services (RFS), and any RFS that is in excess of \$50,000 per year will require approval of the Board of Directors.

This is also to request approval of the CRRA Board of Directors for the President to approve a Request for Services for the delivery of these services. Because the value of this RFS is greater than the \$50,000 threshold set forth in Section 5.9 of CRRA's "Procurement Policies and Procedures" Board approval is required.

Discussion

In 2005, CRRA issued a Request for Qualifications (RFQ) for public relations services in order to solicit firms with which to contract with for a new three year period beginning July 1, 2005.

CRRA received responses to the RFQs from three (3) firms. Public Affairs, Environmental and Legal staff evaluated the responses. Based on those evaluations, two firms were awarded contracts, one of which was Cubitt Jacobs & Prosek Communications (CJ&P). CJP was selected for its expertise in managing land use, environmental and other related "NIMBY" ("not in my back yard") issues that CRRA expected to encounter as it began the process of siting and developing a new ash landfill in Connecticut. That expertise was provided by Mr. William Neagus, a managing director of CJ&P, and he has been involved in developing CRRA's public relations strategies for this project.

In January 2007, with the approval of the Policies and Procurement Committee and the CRRA Board of Directors, CRRA sent an RFS to CJ&P for tasks related to the ash landfill siting initiative worth \$130,000.00. Pending the receipt of additional invoices, \$18,675 had been spent as of November 1, 2007.

In September 2007 Mr. Neagus left CJ&P to form his own practice, Strategic Persuasion Group LLC. Because of Mr. Neagus's extensive involvement in this critical project, management believes it is in CRRA's best interests to take those tasks from CJ&P and assign them to Strategic Persuasion Group LLC using the "Special Capability or Experience" provisions in CRRA's Procurement Policies and Procedures.

Section 3.1.2.5 of CRRA's "Procurement Policies and Procedures" establishes an exception to normal procedures when procuring "goods or services provided by a contractor who has special capability or unique experience, as determined by the Chief Financial Officer and the President if the cost of the goods or services is \$10,000 or less and as determined by a two-thirds (2/3) vote of the full CRRA Board of Directors if the cost of the goods or services is more than \$10,000." Therefore, this contract would require the approval of two-thirds (2/3) of the CRRA Board of Directors.

Financial Summary

CRRA makes no financial commitment to any firm or individual in its services agreements. This selection simply qualifies a firm as eligible to undertake work for CRRA at a later date when a specific need is actually identified. Any such work would be procured through an RFS, and any RFS for more than \$50,000 would require prior approval by the CRRA Board of Directors.

Funds for this RFS are available in Mid-Connecticut Project budget line 41-321-501-52118 "Landfill Development Other Consulting Services."

RESUME

William R. Neagus
63 Florence Way
Farmington, CT 06032
860.409.4878 (office)
860.539.4583 (cell)
E-mail: neagus@comcast.net

EXPERIENCE

10/07 – Present

Strategic Persuasion Group, LLC, a full-service public relations firm with specialties in issues management, land use, and regional public relations. It is headquartered in Farmington, CT

Position: **Principal**

- ◆ Manage multiple clients, including a larger regional real estate development company, a quasi-public trash-to-energy agency, a commercial real estate company, and a telecommunications company.
- ◆ Strategies used to support clients include, but are not limited to message development, brochure and website development, direct mail, media training, video development, strategic networking, grassroots advocacy and polling.
- ◆ Enlist the services of a wide range of communications experts, from graphic design to grassroots advocacy and economics, whenever necessary to help provide the creativity of a large public relations agency, but at the affordable rates of a small agency.
- ◆ Conduct business development activities to help SPG grow in a fashion that it provides even more value to its clients.

11/97 – 9/07

Cubitt Jacobs & Prosek Communications, a mid-sized public relations/marketing agency with offices in Stratford, CT; Manhattan and London

Position: **Managing Director**

- ◆ Managed and mentored a staff of up to six account executives in the Public Affairs and Issues Management Practice Group, ensuring they remained within budget while achieving client goals.
- ◆ Developed account budgets that linked client needs and goals with the financial resources available to them.
- ◆ Oversaw account budgets that in aggregate were in excess of \$700,000.
- ◆ Clients included nonprofit organizations, associations, professional-services companies, utility companies, law firms, healthcare organizations, developers, financial institutions, a labor-relations consulting company, and commercial real estate firms.
- ◆ Strategies included the development of public relations and marketing plans intended to build awareness for clients and their goals. These strategies utilized tactics such as media relations, message development, direct-mail brochures and newsletters, news conferences, news releases, op-eds and by-line columns, sponsorships, web-site development, surveys, speechwriting, strategic networking, etc.
- ◆ Served as spokesperson for select clients, delivering client message-points to the media.
- ◆ Worked closely with CJP's Creative Department to develop design strategies for publications and websites that presented clients' messages in a visually stimulating and attractive manner.
- ◆ Made print advertising buys, drafted content and managed design of ads when appropriate.
- ◆ Was responsible for business development.

11/89 - 11/97

Connecticut Business and Industry Association (CBIA), Hartford, CT, the largest statewide business organization in the country, with more than 10,000 member companies. CBIA's primary purpose is to lobby at the State Capitol and state government agencies for business climate improvement.

Position: **Media Relations Manager**

- ◆ Counseled senior management about media-relations opportunities.
- ◆ Researched, planned, implemented and evaluated the results of sophisticated public relations strategies to maximize media coverage of CBIA, its positions and products.
- ◆ Wrote news releases and opinion articles that clearly and succinctly explained CBIA's public-policy positions.
- ◆ Arranged and participated in visits with newspaper editorial boards.
- ◆ Organized and managed news conferences announcing CBIA's public policy goals, results of sophisticated polling, etc.

11/78 - 11/89

The Herald, New Britain, CT

Position: **State Capitol Bureau Chief**, beginning February 1985, covering state government, state and local politics.

- ◆ Covered 1986 Democratic and Republican State Conventions.
- ◆ Provided complete coverage of 1987 visit to New Britain by then-President Ronald Reagan.
- ◆ Covered 1988 Connecticut campaigns of presidential candidates, then-Vice President George H.W. Bush and then-Massachusetts Governor Michael Dukakis.
- ◆ Covered then-Connecticut Attorney General Joseph Lieberman's defeat of then-U.S. Senator Lowell P. Weicker Jr. for the U.S. Senate.

Beginning December 1985, served as **Acting City Editor** on a rotating schedule.

Prior to February 1985, served as **City Hall Reporter** in New Britain, covering local government and politics in a highly charged atmosphere. A highlight of this assignment was serving as the primary reporter covering the New Britain civil service corruption scandal that included the criminal prosecution of 28 city employees and the administrative discipline of more than 50 employees.

6/77 - 11/78

The Norwich Bulletin, Norwich, CT

Position: **Reporter** in the Danielson, CT Bureau, covering government, police, fire, educational and cultural issues in the Borough of Danielson and the towns of Killingly, Brooklyn, Pomfret, Plainfield and Sterling, CT.

RELATED EXPERIENCE

Spring Semester 2002 - Present

Quinnipiac University, Hamden, CT

Position: **Adjunct Associate Professor of Public Relations**, teaching a senior seminar in the School of Communications on Agency Life.

Co-authored *New Britain: The City of Invention*, a history book about New Britain, CT, published in 1989. Authored the corporate history section of the book.

EDUCATION

University of Connecticut, Storrs, CT
Master of Public Affairs (MPA)
Graduated May 1990

University of Massachusetts Dartmouth
Bachelor of Arts in English
Graduated June 1977

Accredited in Public Relations (APR) in 1996 by the Public Relations Society of America (PRSA).

HONORS

Selected for life membership in Pi Alpha Alpha, the National Honor Society for Public Affairs and Public Administration. Inducted November 30, 1989.

TAB 8

**RESOLUTION REGARDING SOLID WASTE CONSULTING
SERVICES TO SUPPORT PROCUREMENT OF
TRANSPORTATION AND DISPOSAL SERVICES FOR
PROCESS RESIDUE, NON-PROCESSIBLE WASTE, AND
BYPASS WASTE**

RESOLVED: That the President is hereby authorized to enter into a Request for Services with Alternative Resources, Inc. for solid waste consulting services to support procurement of transportation and disposal services for process residue, non-processible waste and bypass waste, substantially as discussed and presented at this meeting.

Connecticut Resources Recovery Authority

Contract Summary for Contract entitled

Procurement Support Services for Process Residue, Non-Processible Waste and Bypass Waste Transportation & Disposal

Presented to the CRRRA Board on: November 29, 2007

Vendor/ Contractor(s): Alternative Resources, Inc.

Effective date: Upon Execution

Contract Type/Subject matter: Request for Services (pursuant to on-call solid waste consulting services agreement)

Facility (ies) Affected: Mid-Connecticut Resource Recovery Facility and Transfer Stations; Wallingford RRF.

Original Contract: Solid Waste Consulting Services Agreement; contract number 080109

Term: December 1, 2007 through March 31, 2008
(This RFS will be executed pursuant to the three-year solid waste services agreement, the term of which is 7/1/2007 – 6/30/2010)

Contract Dollar Value: Not to exceed \$49,700

Amendment(s): Not applicable

Term Extensions: Not applicable

Scope of Services: Support with procurement of transportation and disposal capacity at out-of-state landfills for process residue, non-processible waste, and bypass waste generated from within the Mid-Connecticut Project, and Bypass Waste generated from within the Wallingford Project.

Other Pertinent Provisions: None

Connecticut Resources Recovery Authority

Request for Services with Alternative Resources, Inc. for support with Procurement Services for Transportation & Disposal of Process Residue, Non-Processible and Bypass Waste

November 29, 2007

Executive Discussion

The Mid-Connecticut Resource Recovery Facility (“RRF”) generates process residue and non-processible waste from the manufacture of refuse derived fuel at the Waste Processing Facility (“WPF”). This solid waste is currently disposed at the Hartford landfill. The disposal capacity at the Hartford landfill will no longer be available after December 31, 2008. Accordingly, CRRA needs to identify an alternate disposal outlet for the process residue and non-processible waste generated at the WPF. The Mid-Connecticut RRF generates approximately 120,000 tons of this material annually.

CRRA also ships approximately 50,000 tons per year of “bypass” municipal solid waste to out-of-state landfills and to the Windsor, CT landfill from within its Mid-Connecticut Project; and approximately 10,000 tons per year of “bypass” municipal solid waste to out-of-state landfills from its Wallingford Resource Recovery Facility.

This is to request approval of the CRRA Board of Directors for the President to enter into an agreement with Alternative Resources, Inc. to support CRRA in assembling and soliciting a Request for Qualifications & Proposals (RFQP) in order to secure transportation services and landfill capacity with prospective transportation and disposal vendors for these waste streams.

Discussion

CRRA will engage ARI to provide solid waste consulting services specifically associated with procuring transportation and disposal services necessary to ship these waste streams from Mid-Connecticut Project facilities and the Wallingford RRF to properly licensed landfills.

The scope of services includes five tasks:

1. Preparation and Distribution of RFQP
2. Assist in Preparation of Draft Contract

3. Interaction with Proposers, Preparation of Addenda to RFQP
4. Evaluate Proposals
5. Assist in Final Contract Agreements

A description of each task follows:

Task 1: Prepare Request for Qualifications and Proposals

Utilizing the RFQP and Addenda to the RFQP from the 2006/2007 procurement process, an updated RFQP will be prepared to reflect current information and CRRA goals. It will request technical and financial qualifications information and technical and price proposal information from potential proposers. The RFQP will contain the following sections:

- Introduction, goals and objectives of procurement
- Description of waste quantity and characteristics; Mid-Connecticut Project waste processing, handling and loading facilities and practices
- Procurement process and schedule
- Scope of services and schedule for services
- Summary of contract principles (supplemented by draft contract attached as an appendix)
- Evaluation process and evaluation criteria
- Instructions to proposers regarding content of proposal
- Appendices (attach relevant background information, technical, business and pricing forms, draft contract)

A draft RFQP will be prepared for CRRA review, followed by a final RFQP based on incorporation of CRRA comments on the draft document.

The final RFQP will be distributed by ARI to each of the companies having responded to the 2006/2007 CRRA public notice and procurement process, and to additional companies identified by CRRA which have expressed interest.

Task 2: Assist Legal Counsel in Preparation of Draft Contract

In this task, ARI will review copies of recent examples of transfer and disposal contracts obtained from the 2006/2007 procurement, participate in a meeting with CRRA and legal counsel to discuss and determine contract terms suitable to CRRA and changes needed to the draft contract prepared for the 2006/2007 procurement, review a draft contract prepared by legal counsel, and provide technical and financial exhibits for

the draft contract. It is intended that this task be conducted in parallel with Task 1 and utilize the draft contract from the 2006/2007 procurement to the extent possible.

Task 3: Support CRRA in Interaction with Proposers and Preparation of Addenda to the RFQP

Task 3 will include assistance to CRRA to prepare responses to proposer's questions on the RFQP. ARI will prepare Addenda to the RFQP to address proposer questions and provide clarification to the RFQP as needed. The Addenda will be prepared in draft form for CRRA review and final form for distribution to proposers. It is assumed that up to two Addenda will be prepared and distributed by ARI.

Task 4: Evaluate Proposals

In Task 4, ARI will evaluate proposals in accordance with the procedures and evaluation criteria specified in the RFQP. A short list will be identified for interviews and for visits to reference facilities. Recommendations for selection of a preferred proposer(s) will be made. It is assumed that five (5) proposals will be reviewed, two (2) days of interviews will be conducted, and three reference facility visits made.

Task 5: Assist in Final Contract Agreements

Task 5 will include assistance to CRRA and legal counsel to negotiate a final contract with the preferred proposer(s). Such assistance will include establishing negotiation strategy and positions, participation in two (2) negotiating meetings, and assisting legal counsel in revising the draft contract developed in Task 2 to final contract form.

Financial Summary

The estimated costs for each task are shown on the attached table.

The expenses associated with this Request for Services with Alternative Resources, Inc. will be funded from the Mid-Connecticut Project budget, and the Wallingford Project budget, using anticipated surplus funds from the Fiscal Year 2008 operating budget for each project.

Table 1

COST ESTIMATE BY TASK AND BY LABOR CATEGORY

	Principal/ Officer	Principal/ Project Engineer	Senior Project Economist	Admin/ Word Processing	TOTAL HOURS	Labor Estimate	Other Direct Expenses	TOTAL COST
	(\$203.53)	(\$171.39)	(\$166.02)	(\$42.85)				
Task 1: Prepare RFQP	24	4	8	20	56	\$7,755	\$400	\$8,155
Task 2: Prepare Draft Contract	12	4	4	8	28	\$4,135	\$100	\$4,235
Task 3: Interaction with Proposers	16	4	8	16	44	\$5,956	\$200	\$6,156
Task 4: Evaluate Proposals	48	40	32	16	136	\$22,623	\$900	\$23,523
Task 5: Final Contract Negotiations	16	8	12	16	52	\$7,305	\$300	\$7,605
TOTAL	116	60	64	76	316	\$47,775	\$1,900	\$49,675

TAB 9

Connecticut Resources Recovery Authority

Telephonic Meeting Policy and Procedure

November 29, 2007

Executive Summary

This is to request that the Board consider amending the Authority's Telephonic Meeting Policy and Procedure with regard to telephonic participation of Directors in regular board meetings.

Discussion

Two years ago, CRRA adopted the attached Telephonic Meeting Policy and Procedure to codify when and how the CRRA Board conducts its business by telephone. The penultimate provision of the policy requires the presence of a quorum in the meeting room for all regular board meetings, and has occasionally caused a significant and burdensome delay in the start of a meeting even though a quorum was readily available by teleconference.

At its November meeting, the Policies and Procurement Committee discussed possible revisions to the policy, especially the use of videoconferencing, which might maintain the interactive nature of "personal" attendance at the meeting while avoiding delays. Attached please find a draft of a revised policy, marked to indicate the changes proposed by P&P.

As you will see, the proposed changes include participation in Board meetings via video conferencing equipment set up at CRRA's Stratford offices and in the Board Room at Headquarters. The Committee also proposed changing the form of notice sent to the Secretary of State announcing all regular meetings to include the option for members of the public to be present in Stratford as well as in Hartford.

Schedule

Notification that a Revised Telephonic Meeting Policy and Procedure will come before the Board for action at the December Board Meeting has been published in the Connecticut Law Journal.



TELEPHONIC MEETING POLICY AND PROCEDURE

BOARD OF DIRECTORS POLICY AND PROCEDURE No. BOD 045

1. POLICY

The Connecticut Resources Recovery Authority (CRRA) is governed by a Board of Directors comprised of volunteers from across the state in accordance with Sec. 22a-261(c) of the *Connecticut General Statutes*. Directors and ad hoc members serve CRRA on their own time, without compensation, frequently in addition to their own full-time employment. Because CRRA is a dynamic organization, it is sometimes necessary and in the best interests of CRRA and its ratepayers for the Board of Directors to be able to act on important issues in a timely fashion. Therefore, from time to time it may be necessary for Directors and ad hoc members to participate in and vote at special meetings using telephone equipment.

Because CRRA is an open and transparent organization, it is important that CRRA strictly adhere to all applicable open-meeting laws and regulations, especially those spelled out in the Freedom of Information Act (FOIA) and related case law. Further, as with all CRRA meetings, those conducted by telephone shall be open to the public and members of the public shall be able to address the Board in a public-comment period.

Because the FOIA does allow the use of telephone equipment for meetings and because CRRA recognizes the importance of giving the public access to CRRA proceedings, this policy and procedure will ensure that important business can be conducted in an open, transparent and timely manner.

2. TELEPHONE MEETING PROCEDURES

Directors and ad hoc members shall be able to participate in and vote at special meetings by telephone. Such special meetings shall be called only under the following circumstances:

- When an item of business arises that must be acted upon before the next regular meeting.

- When a poll of the Directors has indicated that it is unlikely that a quorum will be available to attend the meeting in person.

As with all CRRA meetings, these special meetings shall

- Be noticed with the Secretary of the State in accordance with the state Freedom of Information Act, such notice to include the statement that the meeting will be open to the public;
- Have meeting notices, agendas and minutes posted on the CRRA Web site in accordance with the Freedom of Information Act and related case law;
- Be held in a room open and accessible to members of the public, using teleconferencing equipment that enables everyone in the room to hear and, as appropriate, participate in discussion;
- Include time reserved for public comment with regard to agenda items; and
- Have appropriate staff and any Directors and ad hoc members who wish to be present in the room.

The State Freedom of Information Act requires that special meetings be limited to items listed on the agenda distributed prior to the meeting. It shall be CRRA's practice to limit special meetings to a minimum number of agenda items. Generally, such special meetings will address matters introduced and discussed at one or more prior regular meetings.

Deleted: Exceptions to these procedures must be approved by the President and the Chairman or Vice Chairman of the Board.

Directors and ad hoc members shall be able to participate in and vote at regular meetings by telephone only if a quorum as prescribed by Section 22a-261(g) of the *Connecticut General Statutes* is present in the meeting room, provided that, for quorum purposes, any director participating via videoconferencing equipment shall be considered "present in the meeting room" so long as such director is visible to those in attendance at the meeting. In the event that eight of the Directors are available (whether in person or by telephone) to participate in and vote at a regular meeting, the Chairman, or in his absence, the Vice Chairman, shall have the authority to override the foregoing requirement and proceed with the meeting even though a quorum is not present in the meeting room. Any vote involving directors voting by telephone shall be conducted and recorded by roll call.

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Meetings of Committees of the Board may be held telephonically provided that such meetings are noticed and conducted in full accord with the State Freedom of Information Act.

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Director of Public Affairs

Approved by: Board of Directors
Effective Date: December 15, 2005