

CONNECTICUT RESOURCES RECOVERY AUTHORITY

SUBMISSION PURSUANT TO C.G.S 22a-268d(b)

QUARTERLY UPDATE FOR THE PERIOD ENDING JUNE 30, 2006

Submitted to:

Treasurer,
Office of the Treasurer
State of Connecticut

Secretary,
Office of Policy and Management
State of Connecticut

Joint Standing Committee of the General Assembly on Finance, Revenue and Bonding
State of Connecticut

August 15, 2006

August 15, 2006

The Honorable Denise L. Nappier
Treasurer
State of Connecticut
55 Elm Street
Hartford, CT 06106

Secretary Robert L. Genuario
Office of Policy and Management
State of Connecticut
450 Capitol Avenue, MS55SEC
Hartford, CT 06106

Joint Standing Committee on Finance, Revenue and Bonding
Connecticut General Assembly
State of Connecticut
Legislative Office Building
Hartford, CT 06106

Re: Notice Pursuant to C.G.S. 22a-268d(b), as amended
QUARTERLY UPDATE FOR THE PERIOD ENDING 6/30/06

Dear Madame Treasurer, Secretary Genuario and Joint Standing Committee Chairs:

This Notice is provided to satisfy the requirement of Section 22a-268d(b), of the Connecticut General Statutes, as amended (the "Statute"), that the Connecticut Resources Recovery Authority (the "Authority") submit a supplemental financial mitigation plan to the State Treasurer (the "Treasurer"), the Secretary of the Office of Policy and Management ("OPM") and the Joint Standing Committee of the General Assembly on Finance, Revenue and Bonding ("Joint Standing Committee") to access funding authorized pursuant to the Statute.

On May 5, 2003, the Authority submitted its Financial Mitigation Plan for the Fiscal Year 2004 (the "Plan"). In accordance with such submission, both the Treasurer and OPM approved a loan agreement entered into between the State and the Authority permitting the Authority to borrow up to \$22 million for the period ending June 30, 2004.

On August 16, 2003, Public Act 03-5 amended the Statute. The amended Statute requires the Authority to submit quarterly reports detailing the status of the Plan, and/or supplements to the original Plan, to the Treasurer, the Secretary of OPM and also to the Joint Standing Committee of the General Assembly on Finance, Revenue and Bonding. Under the terms of the Statute, such quarterly report "...shall include information detailing the efforts that the authority has

made to reduce the amount necessary to borrow from the state, including, but not limited to, the reduction of general administration and costs, renegotiation of vendor contracts, efforts to increase the price paid for the sale of steam or electricity, efforts to assess the viability of the sale of hard assets of the project and an analysis of the staffing levels, performance and qualifications of staff and members of the board of directors. In addition, the authority shall provide the State Treasurer and the Secretary with its proposed budget for the ensuing fiscal year, a three year financial plan, a cash flow analysis showing the need for the current and projected future borrowings, and the most recent certified audit of the authority, on an annual basis.”

This Statute further requires that the “...Authority shall enter into discussions with municipalities that have entered into solid waste disposal services contracts with the Mid-Connecticut project to determine the interest of said municipalities in extending these contracts beyond the fiscal year ending June 30, 2012. The Connecticut Resources Recovery Authority shall include the status of these discussions in the quarterly reports required under subsection (b) of this section.”


Consequently, on December 18, 2003, the Authority submitted its First Supplemental Financial Mitigation Plan and Quarterly Update for the period ending December 31, 2003 to the Treasurer, OPM and the Joint Standing Committee. In accordance with such submission, both the Treasurer and OPM approved a loan agreement entered into between the State and the Authority permitting the Authority to borrow up to \$20 million during its fiscal year 2005.

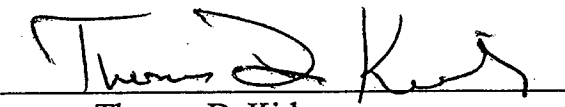
Quarterly Reports for the periods ending March 31, 2004, June 30, 2004, September 30, 2004, December 31, 2004, March 31, 2005, June 30, 2005, September 30, 2005, December 31, 2005 and March 31, 2006 were filed by the Authority.

In accordance with all of the above requirements, the enclosed document constitutes the Authority’s submission of its quarterly status report for the quarter ending June 30, 2006.

Dated: August 15, 2006

Respectfully Submitted On Behalf
of the Connecticut Resources Recovery Authority

By: 
Michael A. Pace
Chairman

By: 
Thomas D. Kirk
President

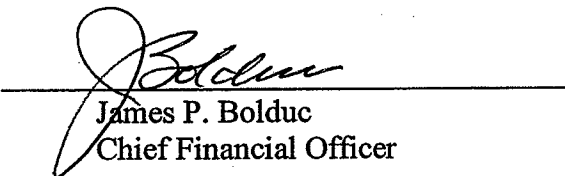
By: 
James P. Bolduc
Chief Financial Officer

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TAB A

PLAN TO MINIMIZE TIPPING FEES FOR MID-CONNECTICUT MUNICIPALITIES**Quarterly Report 6/30/06:**

During this quarter, the Authority substantially completed a solid waste permit modification application for the Hartford landfill that, if approved by the Connecticut Department of Environmental Protection (“DEP”) in a timely manner, will provide for approximately 24 additional months of capacity for the process residue and non-processible wastes generated at the Mid-Connecticut facility. The Mid-Connecticut Project will realize a very significant avoided cost if use of this additional airspace is made available through this permit modification. The avoided cost results from not having to ship these wastes to out-of-state landfills at significant additional cost to the Authority. The application will be submitted to the DEP in early July 2006. The Authority hopes that DEP will review and issue a favorable decision on this application in an expedited manner.

The Authority was also awaiting the revised draft of the state Solid Waste Management Plan (“SWMP”) being prepared by the DEP. The Authority believes the plan should encourage the availability of publicly-owned solid waste disposal and recycling infrastructure to provide cities and towns with affordable options for managing their trash.

Quarterly Report 3/31/06:

At the February 16, 2006 Board of Directors meeting, the Mid-Connecticut Budget was approved and a Fiscal Year 2007 tip fee of \$69.00 per ton was adopted. This represents a dollar per ton *decrease* from the Fiscal Year 2006 tip fee of \$70.00 per ton. The Board took this action in recognition of the savings accrued during Fiscal Year 2006 and the Board goal of providing services at the lowest possible cost to Connecticut municipalities.

Quarterly Report 12/31/05:

Much of the Authority’s planning for the future will crystallize around the State’s new Solid Waste Management Plan (“SWMP”) now being developed by the Connecticut Department of Environmental Protection (“DEP”). The Authority is providing considerable input into the development of the new SWMP, the first draft of which was released in December 2005. The DEP has also received input from a broader stakeholders group, which the Authority is a member of.

Quarterly Report 9/30/05:

The Authority announced that starting in October 2005, residents of Mid-Connecticut Project municipalities will be able to recycle a wider array of commodities. Items that will be added to the revised recyclables list include: junk mail, catalogues, magazines, office paper and other mixed paper. The Authority also announced an agreement to build a new Regional Recycling Center (“RRC”) on Murphy Road in Hartford, which is expected to be operational in 2007 and be able to accommodate additional recyclable materials.

The Authority expects to receive about \$2.7 million per year from net sales of commodities delivered to the new RRC. Historically, the net cost of recycling has been subsidized by the trash disposal fee, which currently is \$70 per ton.

Quarterly Report 6/30/05:

Legislation was introduced that, if passed into law, could have forced the Authority to raise tip fees. A provision of Senate Bill 94 would have required the State Comptroller to approve every Authority contract worth more than \$25,000 and every Authority disbursement of more than \$25,000. Further, Senate Bill 94 would have required the Authority to submit a notarized affirmation of compliance with all applicable laws and policies for each contract and each transaction.

This legislation would have markedly increased the Authority's administrative workload (during the current fiscal year, the Authority has processed hundreds of such transactions). Further, such oversight would have made it difficult for the Authority to attract and utilize the most cost-effective contractors, reducing the likelihood of bringing in new contractors to replace current, less cost-effective contractors. These savings are counted on in future years to mitigate the need to increase tip fees. As a result of relationships built through the Authority's program of on-going outreach with its member cities and towns, and the Authority's success under its new Board and management, several senators and representatives from both parties coalesced against this legislation, which was never voted on by the House.

Quarterly Report 3/31/05:

On February 24, 2005, the Authority's Board of Directors approved several resolutions regarding the distribution of the Enron Claim Settlement Funds received on February 1, 2005, in the amount of \$111,686,881.41. In sum, the Board determined that:

1. The balance of the State Loan should continue to be paid through to its stated maturity in 2012.
2. The Mid-Connecticut Project 2001 Series A Bonds be fully defeased with a portion of the Enron Settlement Funds, which will eliminate this liability.
3. The Mid-Connecticut 1997 Series A Bonds be fully defeased with a portion of the Enron Settlement Funds, which will eliminate this liability.
4. To apply the remaining Enron Settlement Funds for a partial defeasance of as many of the Mid-Connecticut Project outstanding 1996 Series A Bonds as the funds will enable.

On March 11, 2005, the Authority fully defeased the 2001 Series A and 1997 Series A Bonds (combined outstanding principal amount of \$15,310,000) and partially defeased \$81,510,000 million of the 1996 Series A Bonds. The current remaining par balance on the Mid-Connecticut Project 1996 Series A Bonds is \$69,415,000. The bond defeasance results in a gross debt service savings of \$101,700,000 over the life of the three bond series.

On March 24, 2005, the Authority instructed the Trustee to create a separate, irrevocable escrow fund with \$19,394,506 from the Enron Settlement Funds. As of March 1, 2005, the Authority had borrowed \$21,500,175 from the State and had a principal loan balance of \$19,213,525 (interest cost on the State Loan is projected to be \$180,981). The Authority, after consultation with the Office of the State Treasurer, decided to continue to make payments on the State Loan as opposed to full pre-payment of the outstanding principal at this time.

Quarterly Report 12/31/04:

On November 29, 2004, the Authority executed an amendment to the Assignment of Claims and Escrow Agreement among Deutsche Bank Securities and Anderson Kill & Olick, which allowed Deutsche Bank to pay \$111.2 million to Anderson Kill & Olick as Escrow Agent for the Authority as related to the sale of the Enron claim in August 2004. During November 2004, Enron changed its record date from July 15, 2004 to November 29, 2004. The effect of this change would allow Deutsche Bank, as purchaser of the Enron claim, to be filed as the record holder on the record books of Enron. This change would eliminate the administrative issue of forwarding any future payments received by the Authority to Deutsche Bank. Although Anderson Kill & Olick currently holds the \$111.2 million in escrow on behalf of the Authority, it will not be released until the bankruptcy court deems the claim as final. This is expected within the next few months.

Quarterly Report 9/30/04:

The Authority filed proofs of claim against Enron Power Marketing, Inc. and Enron Corporation, seeking to recover the losses sustained in the failed 2000 transaction. On July 22, 2004, upon the recommendation of the State's Attorney General, the Authority's Board of Directors passed a resolution authorizing the settlement of the Enron litigation. The Authority's Board of Directors further authorized the initiation of a bidding process to sell the Enron settlement claim in the capital markets. On August 20, 2004, the Authority's Board of Directors passed a resolution approving the sale of the Enron claim to a major financial institution with a significant presence in the distressed debt claims markets, which resulted in a premium of 34.4% over the projected bankruptcy courts' planned distribution. The Authority is expecting to realize approximately \$111.2 million upon closing, which is scheduled for the fourth quarter of calendar 2004.

The proceeds will be deposited with the Trustee for benefit of the Mid-Connecticut bondholders. These proceeds will be used to augment the Authority's monthly debt service obligations on the outstanding Mid-Connecticut debt, which is currently \$26 million per year. These proceeds will mitigate the need for State Loan borrowings to augment the tipping fees charges to Mid-Connecticut towns.

The Authority signed an agreement with the Town of Windsor for the bypass of MSW to the town owned and operated landfill during periods of peak waste deliveries. Generally, the Mid-Connecticut Project receives more waste than it can process during the summer months of the year. This agreement has provided the Mid-Connecticut Project with a more cost-effective, in-state waste bypass alternative when compared to the costs associated with transporting and disposing of this waste at out-of-state disposal facilities.

Quarterly Report 6/30/04:

On May 20, 2004, the Authority's Board of Directors approved a three-year Municipal Solid Waste Delivery Agreement to be executed with commercial haulers for the delivery of acceptable waste to the Mid-Connecticut Project. By June 30th, 52 haulers had executed such agreements. Since a significant amount of acceptable waste from member towns is collected and transported by commercial haulers, such waste is contractually secured for the next three years. Additionally, the three-year agreements versus the historical annual hauler agreements reduce the Authority's Administrative costs.

As discussed in the Quarterly Report of 3/31/04 (below), H.B. 5587 was approved by a voice vote of the Environmental Committee but died on the House Calendar. This bill would have created a task force to study beneficial ash residue and the State's ash disposal capacity, which would have aided the Authority with its long-range planning and budgeting for future tip fees.

As discussed in the Quarterly Report of 3/31/04 (below), S.B. 540 was unanimously approved by the Environmental Committee but died when, minutes before the close of the legislative session, the Senate returned it to the Environmental Committee. This bill would have replaced the current formula with regard to outside consultants and the number of Authority employees, which would have aided the Authority with cost containment measures.

Quarterly Report 3/31/04:

The Authority has requested legislation that would create a task force to study beneficial ash residue and the State's ash disposal capacity. The legislation, H.B. 5587, was approved by a voice vote of the Environmental Committee and, as of March 31, 2004, awaits action by the House.

The Authority has requested legislation that would provide flexibility in using employees or consultants to meet workforce needs. The legislation, S.B. 540, would replace the current complicated formula in Section 22a-265a and replace it with a simpler ratio of payroll to consultant expenditures. The bill was unanimously approved by the Environment Committee and, as of March 31, 2004, awaits action by the Senate.

On February 19, 2004, the Authority's Board of Directors approved a Municipal Solid Waste tip fee of \$70.00 per ton at the Mid-Connecticut facility. The municipalities were subsequently notified (See Schedule A for a copy of the letter).

The Authority continues its efforts to reduce operating expenditures. Major reductions have been achieved in Insurance costs. Operating cost reductions at the Mid-Connecticut facility and associated operations are being negotiated to the Authority's contract with the Metropolitan District Commission ("MDC"). The Authority believes significant annual cost savings are possible.

Quarterly Report 12/31/03:

Since the Steering Committee issued its report in December 2002 and the Authority submitted its Financial Mitigation Plan in May of 2003, a number of administrative, financial, operational and procedural changes have been implemented at the Authority and efforts on others have begun. Central to these initiatives has been the orderly transition by the new senior management to a renewed focus by the Authority on the solid waste business in Connecticut. The challenge of overcoming the significant loss of approximately \$26 million (\$30/ton) in annual cash revenue to the Mid-Connecticut project cannot be accomplished in one year or through a singular solution. It will be overcome through a series of actions over an extended time horizon.

This year, the Authority successfully undertook numerous steps to mitigate the impact of substantially increasing the tip fees in the near term, while at the same time being mindful of its obligations under the Mid-Connecticut bond resolution to avoid a default situation. The major components of these efforts are as follows:

1. Negotiations with CL&P culminated in the receipt of \$9.5 million in past due funds related to outstanding billings for electric sales.
2. The FY04 tip fee was increased to \$63.75/ton from \$57.00/ton recognizing that market conditions allowed for a more competitive situation.
3. The Authority has set as a goal to establish tip fees in line with market rates to avoid potential issues regarding flow control.
4. The Board approved the Financial Mitigation Plan and a Master Loan Agreement with the State of Connecticut was negotiated for \$22.0 million available through June 30, 2004. These funds are required to be repaid by June 30, 2012. Current projections are to utilize less than the \$22.0 million thereby mitigating the impact on future tip fees.
5. An energy agreement for the first 250 gigawatt hours of production from the South Meadows facility was bid successfully with the result being incremental revenues of \$4.2 million over the two-year contract term.
6. Implemented cost containment efforts to identify both minor and major cost drivers and begin the process of renegotiations. The Authority forecasts that successful renegotiations with one vendor alone could save approximately \$1.5 million per year.
7. Miscellaneous revenue streams were sought out in the form of landfill cover and generated approximately \$123,000 in fiscal year 2003.
8. Certain legal contracts for Enron litigation were renegotiated from an hourly charge to a success contingency basis.
9. Pursued legislation to access escheat funds of approximately \$16 million associated with uncollected bottle and can redemption.

The next phase of the mitigation plan will continue to focus on a mixture of both near term and longer term needs through the end of the current solid waste disposal contracts with member and

contract municipalities, which expire in 2012. The actions will vary but the central theme of an ongoing business model post 2012 will be paramount in overcoming the sizable financial impact. Looking ahead, the Authority will be focusing its efforts as follows:

1. Continuance of vendor contract negotiations and/or renegotiation to improve costs and/or improve efficiency.
2. Filing with the State of Connecticut for access to FY05 portion of the \$93.0 million in loans as authorized in the legislation (Public Act 03-5).
3. Continuance of one-on-one meetings with officials of member and contract towns to discuss the extension of their solid waste contracts and also to provide information on the future of solid waste disposal options in the State and region.
4. Implementation of a reorganization plan to focus on greater internal effectiveness and efficiency.
5. Commence the process of developing a business model for the post 2012 period with the eventual renegotiation of contract extensions with member and contract towns as well as new towns.
6. Identify, develop and implement cost-effective solutions for the disposal of residue and ash.
7. Evaluate the financial option for refinancing beyond 2012 that would provide necessary cash flows at terms that incorporate longer maturities than currently available, which should lessen the impact on tip fees and support contract extension with the municipalities.
8. Maintain least cost strategies in administrative costs.
9. Pursue the recovery of settlement funds arising from Enron-related litigation.
10. Continue efforts to access escheat funds associated with uncollected bottle and can redemption.

The ultimate success of the efforts to mitigate the impact on tip fees rests in the ability to successfully extend the operations of the Authority beyond 2012, renegotiation of member and contract town agreements, and most importantly to restructure the outstanding Mid-Connecticut bonded debt over a longer time horizon.

SCHEDULE A

SAMPLE COPY OF MID-CONN TIP FEE LETTER TO TOWNS

RE: FISCAL YEAR 2005 TIP FEE



10 CONSTITUTION PLAZA - 17th FLOOR • HARTFORD • CONNECTICUT • 06103-1722 • TELEPHONE (860) 757-7700
FAX (860) 757-7743

February 27, 2004

Philip K. Schenck, Jr.
Town Manager
60 West Main Street
Avon, CT 06001-3743

Re: Mid-Connecticut Project Fiscal Year 2005 Operating Budget and Tip Fees

Dear Town Manager Schenck:

On February 19, 2004 the Connecticut Resources Recovery Authority ("CRRA") Board of Directors voted to adopt the fiscal year 2005 Mid-Connecticut Project Operating Budget which includes a tip fee of Seventy dollars (\$70.00) per ton for Municipal Solid Waste ("MSW"). The attached table shows the other tip fees adopted by the Board at the meeting. A copy of the adopted Mid-Connecticut Project Operating Budget is also attached.

The CRRA Board is acutely sensitive to our member towns' fiscal situations. The CRRA Board voted to increase the tip fee only after a careful and thorough review of the Mid-Connecticut Project's financial situation. The FY2005 increase in tip fees should be considered in context of the unique challenges of mitigating the Enron debacle and its \$26 million annual revenue shortfall for the Project. With this in mind, the increase, though significant, provides for sufficient operating revenue, compliance with the terms of our bond indenture, and minimizes costly additional debt. Additionally, this increase establishes an MSW tip fee for the Mid-Connecticut Project that is comparable to regional market tip fees, thereby eliminating the economic incentives for moving waste into or out of the Project in violation of Project agreements. Most importantly, the FY2005 tip fee is a critical step in the implementation of the CRRA financial mitigation plan that will provide member towns with stable, predictable and affordable tip fees for decades to come. Future tip fee increases, predicated upon the receipt of reasonable legal settlements, debt refinancing, and project extensions by member towns are projected to track inflation. This is a remarkable achievement given the massive \$220 million loss suffered by the Mid-Connecticut Project member towns in the Enron debacle.

A key component of the decision to limit tip fee increases in this fiscal year was the commitment by the CRRA to aggressively pursue cost control initiatives. Our most important initiative is the reduction of operating costs by aggressively managing and administering our vendor agreements. Our FY2005 budget provides for savings associated with reduced waste transfer, and waste processing preparation through either a new modified agreement with our present contractor, the Metropolitan District Commission, or introduction of a new contractor(s) where possible.

February 27, 2004
Page 2

The Board also examined other potential cost savings and revenue enhancing opportunities. Of particular note was the consideration of a \$30 per ton tip fee for recycling, and other tip fee increases for disposal of mattresses, non-processible waste and bulky waste that would encourage conservation of the remaining capacity in the Hartford Landfill. The recycling tip fee was determined to be a valid and reasonable potential revenue stream and competitive to other private and public recycling facilities in the region. The tip fee would reduce the present MSW subsidy to the recycling program. However, the tip fee was maintained at \$0 per ton for all recyclables in order to avoid any potential discouragement of recycling and impact on recycling rates. Mattresses, bulky waste and non-processible waste tip fees were set to minimize cost and inconvenience to the member towns while maximizing the life of the Hartford landfill.

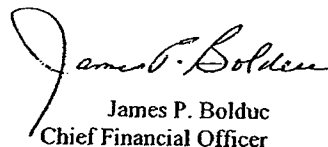
We recognize that increasing tip fees under any circumstances creates a burden on the member towns and their residents and businesses. However, we believe the steps being undertaken are clearly in the best interest of our member towns and their citizens and are an important step in establishing long-term stability and affordability of waste disposal for the member towns.

Please feel free to contact us with any thoughts or questions after you have had an opportunity to review the enclosed.

Sincerely,



Thomas D. Kirk
President CEO



James P. Bolduc
Chief Financial Officer

Encl.

FISCAL 2005 MID-CONNECTICUT FEE SCHEDULE

<u>Waste Stream</u>	<u>Per Ton Fees</u>		<u>Increase</u>
	<u>FY04</u>	<u>FY05</u>	
Municipal Solid Waste (MSW)	\$63.75	\$70.00	\$6.25
Metals	\$75.00	\$75.00	---
Bulky Waste – Municipal ⁽¹⁾	\$74.00	\$85.00	\$11.00
Bulky Waste – Commercial ⁽¹⁾	\$85.00	\$96.00	\$11.00
White Goods (Metals)	\$74.00	\$74.00	---
DEP Certified Soils	\$95.00	\$95.00	---
Non-processible Waste Fee ⁽¹⁾	\$74.00	\$85.00	\$11.00
Non-Municipal Mattress Surcharge	\$74.00	\$15/unit	⁽²⁾

⁽¹⁾ CRRA management will issue a Request for Proposal to seek an alternative economical disposal site(s) for our customers in lieu of delivering waste to the Hartford Landfill .

⁽²⁾ Mattresses can consume 40 times more capacity than MSW in a landfill; therefore the FY2005 fee for non-municipal mattress is based on a per unit fee

TAB B

AUTHORITY EFFORTS TO REDUCE ADMINISTRATIVE COSTS**Quarterly Report 6/30/06:**

During this quarter, the Authority successfully secured renewals of our Fiduciary, Crime and All Risk Property insurance with very minor increases in premium costs. Our Public Officials and Employees Liability policy was renewed with a significantly higher limit of coverage (\$10 million) and a decrease in the premium, saving the Authority \$28,682 on this one insurance policy.

The Authority continues to monitor its administrative costs for any further cost reductions.

Quarterly Report 3/31/06:

The Authority continues to investigate all areas and available options in order to reduce administrative costs.

Quarterly Report 12/31/05:

No activity this quarter.

Quarterly Report 9/30/05:

The Authority continues its efforts to reduce legal fees by resolving outstanding legal disputes. For the first quarter of fiscal year 2006 (the period ending September 30, 2005) the Authority's legal expenses were \$220,000 below budget.

At its meeting on September 29 2005, the Board approved the purchase of several casualty insurance policies effective October 1, 2005 through October 1, 2006. Each policy was purchased at a total savings of \$115,000 over the previous year.

Quarterly Report 6/30/05:

No activity this quarter.

Quarterly Report 3/31/05:

The Authority purchased All Risk Property Insurance effective April 1, 2005 through April 1, 2006 for \$697,009 and saved \$94,694 in premium.

Quarterly Report 12/31/04:

The Board approved the implementation of a new Purchasing system at its November meeting, which is expected to be completed in the first quarter of calendar 2005.

The Authority has begun to review its existing computer systems to eliminate duplication and maintenance costs. In addition the Authority has started using computer generated forms which will reduce the cost of outside copying and printing expenses.

Quarterly Report 9/30/04:

The Authority is currently reviewing the possibility of upgrading its scale house and billing software. An upgrade or replacement would improve efficiencies in the billing department by eliminating administrative duplication and replacing two billing systems and a data warehouse with one system.

The newly hired Purchasing Manager is in the process of evaluating different purchasing systems that will enable the Authority to streamline its purchasing process and eliminating duplication of efforts.

The Authority's exposures are very unique and difficult to underwrite as there are utility-type risks, pollution risks from landfills and waste-to-energy facilities, contractual risks and potentially large losses from use of heavy vehicles. On the casualty side, historically the Authority has purchased an insurance product that was a combination of Commercial General Liability and Pollution Legal Liability. For many years, this product was the least expensive, most comprehensive way for the Authority to cover both areas of exposure to loss.

As the market expanded in the availability of pollution liability products, a general softening in the insurance market, and in consultation with insurance consultants, the Authority elected to separate the two risks and solicit quotes hoping to reach a wider market and thus create increased competition. These efforts were successful and in the most recent renewal – October 1, 2004 – the Authority was able to reduce its overall casualty premium by \$526,642 while increasing the overall coverage from \$20 million to \$30 million.

On the property insurance side, the Authority and its insurance consultants analyzed the replacement cost values of the various assets and business interruption calculations. Based upon this analysis, a lower limit of all risk property insurance was marketed - \$305 million to recognize the potential loss impact of the Authority's highest value single site asset. The \$305 million limit – down from the previous \$450 million limit – which applied to all property damages at all locations.

This change resulted in a response from a consortium of five (5) insurers, each offering a percentage of the \$305 million limit lead by Zurich. The renewal premium provided a savings over last year of \$233,840. Not only did the Authority save premium dollars, the new premium includes certified and non-certified terrorism insurance for 100% of the first \$10 million of a covered loss and 83.5% of the next \$290 million of a covered loss. The previous policy contained no terrorism coverage.

Quarterly Report 6/30/04:

In June, the Authority completed its move of the corporate headquarters from the 17th and 18th floors down to the 5th and 6th floors of 100 Constitution Plaza, which has been projected to save the Authority \$850,000 through 2012.

Also in June, the Authority filled the newly-created position of Purchasing Manager, which will increase the Authority's cost control procedures by streamlining the purchasing process, thereby eliminating administrative duplication on a variety of levels and maintaining centralized control.

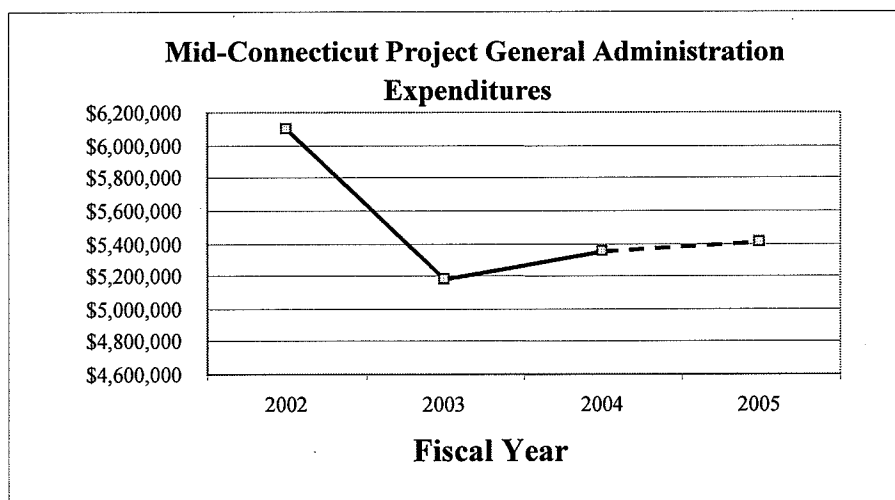
Quarterly Report 3/31/04:

The Authority continues its efforts to evaluate and reduce operating costs. Major initiatives in the cost of insurance were successfully achieved in the first quarter resulting in an annualized premium reduction of approximately \$204,000 or 16%.

The Authority has continued its efforts through mediation to renegotiate its contract with the MDC. Unfortunately, the process has not resulted near the terms or cost structure that the Authority finds reasonable and acceptable. Therefore, the next course of action will be to resolve the issue(s) through arbitration.

Quarterly Report 12/31/03:

In response to the Cibes Advisory Panel Report (March 2002) and the Authority Steering Committee Report (December 2002), the Authority has been successful in reducing administrative costs at the Mid-Connecticut facility. As the chart below illustrates, the Authority has decreased expenditures by 15.2% at the Mid-Connecticut project. The Authority has finished its most stringent cost-cutting measures and currently is maintaining its level of expenditures, factoring in inflationary increases, as necessary. Future efforts will focus on least cost strategies and continuance of vendor contract negotiations and/or renegotiations.



Note: For every \$100,000 change in expenditures, Mid-Connecticut project tip fees are adjusted by approximately \$0.10 per ton.

TAB C

AUTHORITY EFFORTS TO RENEGOTIATE VENDOR CONTRACTS

Quarterly Report 6/30/06:

The Authority received two proposals from a Request for Proposals to obtain the license rights from The Authority to utilize the reserve land property to construct/erect a billboard on the South Meadows property. As a result of the proposals received, the Authority has awarded a new 15-year Billboard Advertising License Agreement to Lamar Central Outdoor, LLC.

Quarterly Report 3/31/06:

The Authority received three proposals from the Request for Proposals for waste transportation, operation and maintenance of the four transfer stations supporting the Mid-Connecticut Project (Ellington, Essex, Torrington and Watertown Transfer Stations). As a result of the proposals received, the Authority has awarded new three-year agreements for the Services associated with the Ellington, Essex and Watertown Transfer Stations to CWPM, LLC and the services associated with the Torrington Transfer Station to Copes Rubbish Removal.

Quarterly Report 12/31/05:

The Authority received one bid from the Request for Proposals for the operation of the Waste Processing Facility issued on September 16, 2005. The one bid was deemed to be non-conforming. The Authority is currently in discussion with the current operator of this facility on ways the costs of services can be reduced.

Quarterly Report 9/30/05:

With regard to the MDC arbitration, the Authority received a favorable ruling from the Arbitration panel regarding certain claims including non-payment of medical claims, reimbursement for dismissed workers and overcharging for indirect costs. The ruling stated that the Authority was not obligated to pay the MDC for certain claims, but was entitled to retain 100% or \$5 million of the escrow that had been accumulating since 1999. The MDC has since filed an action to vacate the ruling of the arbitrators. The Authority plans to contest this action.

On September 16, 2005, the Authority has released a Request for Proposals for the operation of the Waste Processing Facility in order to obtain competitive fixed fee pricing proposals.

The Authority has successfully negotiated an extension of the O&M Agreement with the current operator of the Jet Turbine Peaking facility. The extension includes restructuring of the pricing on favorable terms and also secures the operation through fiscal year 2012 to be co-terminus with the Power Sales Agreement.

With regard to contaminated soils sales, the Authority generated approximately \$255,000 during fiscal year 2005 and approximately \$145,000 during the first quarter of fiscal year 2006 (period ending September 30, 2005).

Quarterly Report 6/30/05:

The Authority continues to negotiate an extension of the O&M Agreement with the current operator of the Jet Turbine Peaking facility to be co-terminus with the Power Sales Agreement (June 2012).

The Authority has completed its Arbitration with regard to MDC claims against the Authority for past medical expenses, parts and labor costs and settlement costs for terminated workers and Authority claims against MDC for over-charging the Authority for indirect costs. As of June 30, 2005, the Authority is awaiting the arbitration panel's decision.

The Authority is negotiating with the MDC for restructuring of its Agreement to provide for a lower cost of MDC services for operations of the Waste Processing Facility and the Hartford Landfill.

Quarterly Report 3/31/05:

The Authority continues to negotiate an extension of the O&M Agreement with the current operator of the Jet Turbine Peaking facility to be co-terminus with the Power Sales Agreement (June 2012).

The Authority was successful in an Arbitration for four transfer stations O&M and the transportation of material from the transfer stations. It is estimated that a savings of \$2 million should result.

Quarterly Report 12/31/04:

The Authority continues to negotiate an extension of the O&M Agreement with the current operator of the Jet Turbine Peaking facility to be co-terminus with the Power Sales Agreement (June 2012).

The Authority entered Arbitration relating to the removal of the MDC from the Authority's transfer stations and associated transportation services. Final decision is expected in January 2005.

Quarterly Report 9/30/04:

During this quarter, the MDC was replaced as the operator of the Ellington Transfer Station, along with the transportation of waste from the Ellington Transfer Station, which has been projected to save the Authority approximately \$598,000 for fiscal year 2005.

With the replacement of the MDC at the Essex Transfer Station last quarter, the Authority completed its transition of ownership of the rolling stock (tractors and trailers) associated with all four Mid-Connecticut Project transfer stations. This transition out of the "transportation business" results in annual capital reserve contribution savings of \$750,000.

The Authority continued its "direct haul" program with the addition of the Town of Southbury. Under the direct haul program towns and/or their contracted waste haulers, deliver larger loads of MSW (100 yard trailers) directly to the Project's Waste Processing Facility, thus bypassing Project transfer stations. Bypassing the transfer stations eliminates the costs of double handling the MSW and reduces the costs of transporting this MSW to the Waste Processing Facility. To date, CRRA has negotiated direct haul agreements with Southbury, Sharon/Salisbury and Regional Refuse District #1. These direct haul arrangements are estimated to save the Mid-Connecticut Project approximately \$125,000 annually in waste transportation costs.

Quarterly Report 6/30/04:

During this quarter, the Authority ended its mediation efforts with the MDC. The MDC was replaced with CWPM as the operator of the Essex Transfer Station along with transportation of waste from the Essex Transfer Station, which has been projected to save the Authority approximately \$1.051 million for fiscal year 2005.

Also during this quarter, the MDC was notified that on July 23, 2004 they would be replaced as the operator of the Ellington Transfer Station, along with the transportation of waste from the Ellington Transfer Station, which has been projected to save the Authority approximately \$598,000 for fiscal year 2005.

Quarterly Report 3/31/04:

The Authority continues to work with the Metropolitan District Commission ("MDC") to improve efficiencies and reduce costs in connection with the Mid-Connecticut Project. As of March 31, the Authority and MDC were in mediation discussions.

With regard to contaminated soils sales, the Authority generated approximately \$300,000 during calendar year 2003 and approximately \$60,000 during the first two months of calendar year 2004.

Quarterly Report 12/31/03:

The Authority is continuing to investigate renegotiating vendor contracts to improve cashflow. The following provides a status report as to the progress the Authority has made pertaining to these efforts:

1. The agreement between the Authority and CWPM (a Connecticut-based waste hauler) has been amended to include lease payments due for Authority vehicles used by CWPM. This equates to approximately \$50,000 in new revenues per year through 2006. This agreement also includes language whereby the Authority will receive a

lump sum payment of \$149,000 at the end of the term should CWPM exercise their right to purchase the vehicles.

2. The Authority has continued to work with the Metropolitan District Commission ("MDC") to improve efficiencies and reduce costs in connection with the Mid-Connecticut Project. These efforts have included the participation in mediation. To date, the Authority remains hopeful that a solution will be achieved, which will be competitive with the market in regards to cost, quality, and performance.
3. The Authority, with the Attorney General's support, was able to renegotiate with the law firms involved in the Enron litigation to allow certain legal costs to be billed on a contingency basis.
4. As projected, the Authority has realized net savings in excess of \$200,000 annually for the operations and maintenance of the Mid-Connecticut Air Processing System ("MCAPS") and approximately another \$100,000 on fuel savings due to efficient usage of the MCAPS.
5. An assessment of the safety and efficiency impact of splitting the Energy Generating Facility ("EGF") and the Power Block Facility ("PBF") between two contracts revealed that it would not be feasible to have two separate contractors operating the facilities.
6. Contract discussions have been initiated with Covanta, which would result in the Mid-Connecticut Project processing the process residue in the boilers rather than landfilling this material.
7. The Authority has initiated discussions with Wheelabrator Putnam pertaining to the disposal of ash. The Mid-Connecticut Project will see an increase in future tip fees as a result of the Hartford Landfill closure. The Authority is proactively seeking alternative solutions to minimize future tip fee increases from this latter event.
8. The Authority has generated revenue for the Mid-Connecticut project through capture of contaminated soils for use as daily cover at the Hartford Landfill. Instead of purchasing soil for use as daily cover, the Authority has charged for acceptance of contaminated soil that the Department of Environmental Protection ("DEP") has approved for use as daily cover. The Authority signed a contract in May 2003 for delivery of soil, which generated revenue of approximately \$45,000. The Authority signed three contracts in July 2003 for delivery of soil that is anticipated to generate revenue of approximately \$304,000.
9. The Authority has renegotiated its lease agreement, which will involve the Authority moving its headquarters and renting less space at lower costs. The projected lease-to-lease savings to the Authority on a net present value basis, over the period to 2012, is approximately \$850,000.
10. The Authority continues to rigorously review all contracts as they terminate for suitability and value. Through this process a number of contracts have been discontinued or rebid.

TAB D

AUTHORITY EFFORTS TO INCREASE ELECTRICITY AND STEAM REVENUES**Quarterly Report 6/30/06:**

The current Energy Purchase Agreement expires on June 30, 2007. The Authority has started investigating the proper course of action for future energy sales and is assessing whether to negotiate an extension to the current agreement or seek new bids.

The Authority had commissioned evaluations to be performed at the Mid-Connecticut Waste Processing Facility with two of its consulting engineering firms to review the current status and condition of electrical and mechanical equipment.

Quarterly Report 3/31/06:

No new activity this quarter.

Quarterly Report 12/31/05:

The Authority continues to have one of its Senior Engineers assigned to work with the contractor of the Mid-Connecticut Waste Processing Facility to help increase the efficiency and reduce costs.

Quarterly Report 9/30/05:

The Authority continues to have one of its Senior Engineers assigned to work with the contractor of the Mid-Connecticut Waste Processing Facility to help increase the efficiency and reduce costs.

Quarterly Report 6/30/05:

The Authority has assigned one of its staff engineers to work with the contractor of the Mid-Connecticut Waste Processing Facility to help increase the efficiency and reduce costs.

Quarterly Report 3/31/05:

Major repairs and replacements were completed by the operator of the Power Block Facility during the winter outages. The boilers are operating at historical levels.

Quarterly Report 12/31/04:

The Authority is working closely with the operator of the Mid-Connecticut Power Block Facility, to increase the boiler availability and steam production back to historical levels. The boiler

availability has been operating at an 86% level. Historically, the boiler availability has operated at 90%. This decrease in production is due to wear and tear, which the operator will repair.

Quarterly Report 9/30/04:

The Authority negotiated an extension of the Energy Purchase Agreement for the sale of the first 250,000 megawatts of electricity produced at the Mid-Connecticut facility for fiscal years 2006 and 2007. This results in incremental revenues of \$9.4 million over the two-year contract extension.

Quarterly Report 6/30/04:

The Authority continues to negotiate an extension of the Energy Purchase Agreement for the sale of the first 250,000 megawatts of electricity produced at the Mid-Connecticut facility for fiscal year 2006 and 2007.

Quarterly Report 3/31/04:

The Authority is currently negotiating an extension of the Energy Purchase Agreement for the sale of the first 250,000 megawatts of electricity produced at the Mid-Connecticut facility.

Quarterly Report 12/31/03:

The Authority has made significant progress in the sale of electricity generated at the Mid-Connecticut project. The following provides a status report on this progress as of the date of this report:

1. On November 6, 2002, the Authority received its Electric Supplier license from the Department of Public Utility Control ("DPUC"). However, the decision required a second DPUC approval for any retail sales from the South Meadows facility. This restriction is currently under appeal in Superior Court.
2. On June 2, 2003, the Authority was accepted by the Federal Energy Regulatory Commission ("FERC") as a member of NEPOOL (the New England Power Pool), which provides the opportunity for the Authority to sell power directly to the grid, effective July 1, 2003.
3. On June 30, 2003, the Authority entered into a new two-year Energy Purchase Agreement with Select Energy for the sale of the first 250,000 megawatt hours of electricity produced at the Mid-Connecticut plant. The price received is variable, based on off-peak and on-peak hours. The total revenue increase to be realized over the prior Enron electricity contract is approximately \$4.2 million for the two-year contract term.

TAB E

AUTHORITY EFFORTS TO ASSESS VIABILITY OF THE SALE OF HARD ASSETS**Quarterly Report 6/30/06:**

Site remediation at the South Meadows property, as required by the property Transfer Act, is approximately 82% complete.

Quarterly Report 3/31/06:

Site remediation at the South Meadows property, as required by the property Transfer Act, is approximately 80% complete.

Quarterly Report 12/31/05:

Site remediation at the South Meadows property, as required by the property Transfer Act, is approximately 80% complete.

Quarterly Report 9/30/05:

Site remediation at the South Meadows property, as required by the property Transfer Act, is approximately 75% complete.

Quarterly Report 6/30/05:

No activity this quarter.

Quarterly Report 3/31/05:

No activity this quarter.

Quarterly Report 12/31/04:

Portion of the South Meadows (A total of approximately 90 acres) may be available to sell. Site remediation as required by the property Trustee Act is approximately 60% complete.

Quarterly Report 9/30/04:

The Authority negotiated an extension of the Jet Turbine Power Sales Agreement to be co-terminus with the Energy Generating Facility ("EGF") Agreement (June 2012).

The Authority continues to negotiate an extension of the O&M Agreement with the current operator of the Jet Turbine Peaking facility to be co-terminus with the Power Sales Agreement (June 2012)

Quarterly Report 6/30/04:

The Authority continues to negotiate an extension of the Jet Turbine agreements to be co-terminus with the Energy Generating Facility ("EGF") Agreement (June 2012).

Quarterly Report 3/31/04:

The Authority is negotiating an extension of the Jet Turbine agreements to be co-terminus with the Energy Generating Facility ("EGF") Agreement (June 2012).

Quarterly Report 12/31/03:

The Authority continues to review the sale of hard assets. Below is a status of on-going investigation into this review.

1. Sale of the Jet Turbines: The Authority is reviewing its options with respect to the long-term disposition of the peaking jet turbines. The contracts with Select Energy for the output of the units and with Northeast Generating System for the operation and maintenance of the units terminate in 2010, with provisions to terminate as early as May 2005. A sale of the units in 2005 is one option being considered. In early 2004, the Authority will prepare an analysis including long-term projections as they relate to the continued operations of the Jet Turbines. Recently, the Authority was able to negotiate for additional Black Start revenues, which resulted in additional revenues in excess of \$600,000 annually.
2. Collins Building, Hartford: In November 2003, the Authority entered into renegotiations of its administrative lease agreement. As part of the evaluation for this renegotiation, the Authority had an appraisal completed on the Collins Building. The building was appraised at \$690,000. The Authority is currently evaluating its future option(s) in regard to this asset.
3. Portions of the South Meadows property (a total of approximately 90 acres) may be available for the Authority to sell. Site remediation, being performed as required by the property transfer act, is approximately 17% complete. Significant activities that have taken place include the decontamination and demolition of the mercury boiler building and the removal of approximately 7,000 tons of contaminated soil from the site.
4. The Authority is currently evaluating the development of other parcels within the South Meadows site and is developing a strategic plan for the property.
5. Gas Rights at the Ellington Landfill: Conversations were held with development companies regarding gas rights at the Ellington Landfill. Due to the age, gas flow rates, and methane concentration at the landfill there was little interest from the developers to pursue this further.
6. Miscellaneous Equipment: The Authority auctioned off some of its vehicles resulting in additional revenues of \$55,300.

TAB F

ANALYSIS OF STAFFING LEVELS, PERFORMANCE & QUALIFICATIONS OF STAFF**Quarterly Report 6/30/06:****Staffing:**

Currently there is one vacancy: Financial Analyst.

Current staffing levels are as follows:

	Full Time	Part Time	Total	% of Total
Administration	3	0	3	4.92%
Environmental	7	0	7	11.48
Finance & Accounting	15	0	15	24.59
Legal Services	4	0	4	6.56
Operations	20	2	22	36.07
Public Affairs/Education	3	5	8	13.11
Recycling	2	0	2	3.28
Total	54	7	61	100.0%

Workforce Qualifications:

The employees' educational qualifications are as follows:

EDUCATION LEVEL	Number of Employees	% of Total
High School Diploma	9	14.75%
Completed Some College	4	6.56
Associate's Degree	5	8.20
Bachelor's Degree	32	52.46
Master's Degree	11	18.03
TOTALS	61	100.0%

Workforce Performance

Human Resources initiatives for CRRA this year include research alternatives for the Authority's benefit plans, including health and dental plans and research a new performance management plan.

Quarterly Report 3/31/06:

Staffing:

Currently there are two vacancies: Operations Manager Development, and Senior Staff Accountant.

Current staffing levels are as follows:

	Full Time	Part Time	Total	% of Total
Administration	3	0	3	4.8%
Environmental	11	0	11	17.5
Finance & Accounting	16	0	16	25.4
Legal Services	4	0	4	6.3
Operations	17	2	19	30.2
Public Affairs/Education	3	5	8	12.7
Recycling	2	0	2	3.1
Total	56	7	63	100.0%

Workforce Qualifications:

The employees' educational qualifications are as follows:

EDUCATION LEVEL	Number of Employees	% of Total
High School Diploma	9	14.3%
Completed Some College	4	6.3
Associate's Degree	5	7.9
Bachelor's Degree	34	54.0
Master's Degree	11	17.5
TOTALS	63	100.0%

Workforce Performance

Human Resources initiatives for CRRA this year include program monitoring of the Authority's benefit plans, research lower-cost health plans, organizational training plan, performance management plan, implementation of an internship program and human resource consulting RFP's.

Quarterly Report 12/31/05:

Staffing:

Currently there are two vacancies, Operations Manager Development, and Senior Operations Analyst.

Current staffing levels are as follows:

	Full Time	Part Time	Total	% of Total
Administration	3	0	3	4.8%
Environmental	11	0	11	17.7
Finance & Accounting	16	0	16	25.8
Legal Services	3	0	3	4.8
Operations	17	2	19	30.7
Public Affairs/Education	3	5	8	12.9
Recycling	2	0	2	3.3
Total	55	7	62	100.0%

Workforce Qualifications:

The employees' educational qualifications are as follows:

EDUCATION LEVEL	Number of Employees	% of Total
High School Diploma	9	14.5%
Completed Some College	4	6.5
Associate's Degree	5	8.1
Bachelor's Degree	33	53.2
Master's Degree	11	17.7
TOTALS	62	100.0%

Workforce Performance

Human Resources initiatives for CRRA this year include program monitoring of the Authority's benefit plans, organizational training plan, performance management plan, and employee training programs.

Quarterly Report 9/30/05:

Staffing:

Currently there are five vacancies: two Scale/Enforcement Specialists, Part-time Educator, Government Relations Liaison and Operations Manager Development.

Current staffing levels are as follows:

	Full Time	Part Time	Total	% of Total
Administration	3	0	3	5.1%
Environmental	11	0	11	18.6
Finance & Accounting	16	0	16	27.1
Legal Services	3	0	3	5.1
Operations	15	2	17	28.8
Public Affairs/Education	3	4	7	11.9
Recycling	2	0	2	3.4
Total	53	6	59	100.0%

Workforce Qualifications:

The employees' educational qualifications are as follows:

EDUCATION LEVEL	Number of Employees	% of Total
High School Diploma	7	11.9%
Completed Some College	4	6.8
Associate's Degree	5	8.5
Bachelor's Degree	33	55.9
Master's Degree	10	16.9
TOTALS	59	100.0%

Workforce Performance

Human Resources initiatives for CRRA this year include program monitoring of the Authority's benefit plans, organizational training plan, performance management plan and employee training programs.

Quarterly Report 6/30/05:

Staffing:

CRRA recently filled two Board-approved positions, Scale/Enforcement Specialist and full-time Educator. Currently there are two vacancies, Administrative Assistant, and Operations Manager Customer Relations due to turnover.

Current staffing levels are as follows:

	Full Time	Part Time	Total	% of Total
Administration	3	0	3	4.9%
Environmental	11	0	11	18.0
Finance & Accounting	16	0	16	26.2
Legal Services	3	0	3	4.9
Operations	17	2	19	31.2
Public Affairs/Education	2	5	7	11.5
Recycling	2	0	2	3.3
Total	54	7	61	100.0%

Workforce Qualifications:

The employees' educational qualifications are as follows:

EDUCATION LEVEL	Number of Employees	% of Total
High School Diploma	7	11.5%
Completed Some College	4	6.6
Associate's Degree	5	8.2
Bachelor's Degree	34	55.7
Master's Degree	11	18.0
TOTALS	61	100.0%

Workforce Performance

Human Resources initiatives for CRRA this year include program monitoring of the Authority's organizational training plan, performance management plan and benefit plans.

Quarterly Report 3/31/05:

Staffing:

The Authority filled Board approved positions of Scale/Enforcement Specialist due to turnover. Currently there is one vacancy for a Scale/Enforcement Specialist due to turnover.

Current staffing levels are as follows:

	Full Time	Part Time	Total	% of Total
Administration	3	0	3	5.0%
Environmental	11	0	11	18.3
Finance & Accounting	16	0	16	26.6
Legal Services	3	0	3	5.0
Operations	17	2	19	31.6
Public Affairs/Education	1	5	6	10.0
Recycling	2	0	2	3.3
Total	53	7	60	100.0%

Workforce Qualifications:

The employees' educational qualifications are as follows:

EDUCATION LEVEL	Number of Employees	% of Total
High School Diploma	10	16.6%
Completed Some College	4	6.6
Associate's Degree	5	8.3
Bachelor's Degree	31	51.6
Master's Degree	10	16.6
TOTALS	60	100.0%

Workforce Performance

Human Resources initiatives for the Authority this quarter included development and implementation and monitoring of an organizational training plan. This will aid in keeping employee skill levels current. The Human Resources department in conjunction with a financial services provider conducted a 401(k) education seminar.

Quarterly Report 12/31/04:

Staffing:

CRRA recently filled Board approved positions of Managing Director of Legal Services, Accounting Assistant, Operations Manager Customer Care, and four Enforcement/Scale Operations Specialist. Currently there are no vacancies.

Current staffing levels are as follows:

	Full Time	Part Time	Total	% of Total
Administration	3		3	4.9
Environmental	11		11	18
Finance & Accounting	16		16	26.2
Legal Services	3		3	4.9
Operations	18	2	20	32.7
Public Affairs/Education	1	5	6	9.9
Recycling	2		2	3.3
Total	54	7	61	100

Workforce Qualifications:

The employees' educational qualifications are as follows:

EDUCATION LEVEL	Number of Employees	% of Total
High School Diploma	13	21.3
Completed Some College	4	6.7
Associate's Degree	5	8.2
Bachelor's Degree	30	49
Master's Degree	9	14.8
TOTALS	61	100

Workforce Performance

Human Resources initiatives for CRRA this year included development and implementation of an organizational training plan. This will aid in keeping employee skill levels current. The Human Resources department implemented new timekeeping software, which provides management with better reporting capability and will aid in better management of employee work time.

Quarterly Report 9/30/04:

Staffing:

The Authority recently filed Board approved positions of Managing Director of Legal Services, Accounting Assistant, Operations Manager Customer Care, and three Enforcement/Scale Operations Specialists. Currently there is one vacancy for an Enforcement/Scale Operations Specialist.

Current staffing levels are as follows:

	Full Time	Part Time	Total	% of Total
Administration	3		3	5.0%
Environmental	11		11	18.3
Finance & Accounting	16		16	26.6
Legal Services	3		3	5.0
Operations	17	2	19	31.6
Public Affairs/Education	1	5	6	10.0
Recycling	2		2	3.3
Total	53	7	60	100.0%

Workforce Qualifications:

The employees' educational qualifications are as follows:

EDUCATION LEVEL	Number of Employees	% of Total
High School Diploma	12	20.0
Completed Some College	4	7.5
Associate's Degree	5	8.0
Bachelor's Degree	30	50.0
Master's Degree	9	15.0
TOTALS	60	100.0

Workforce Performance

The Authority's Human Resources initiatives for this year included development and implementation of an organizational training plan. This will aid in keeping employee skill levels current. The Human Resources department will also implement new timekeeping software, which provides management with better reporting capability and will aid in better management of employee work time.

Quarterly Report 6/30/04:

Staffing:

CRRA recently filed Board approved positions of Purchasing Manager, Administrative Assistant Finance, Administrative Assistant Operations, and two Enforcement/Scale Operations Specialists. Current vacancies consist of an Enforcement/Scale Operations Specialist, a Director of Legal Services, an Accounting Assistant and an Operations Manager Customer Care.

Current staffing levels are as follows:

	Full Time	Part Time	Total	% of Total
Administration	2		2	3.8%
Environmental	11		11	20.8
Finance & Accounting	14		14	26.4
Legal Services	3		3	5.7
Operations	13	2	15	28.3
Public Affairs	1	5	6	11.3
Recycling	2		2	3.8
Total	46	7	53	100.0%

Workforce Qualifications:

The employees' educational qualifications are as follows:

EDUCATION LEVEL	Number of Employees	% of Total
High School Diploma	10	18.9
Completed Some College	4	7.5
Associate's Degree	4	7.5
Bachelor's Degree	27	50.9
Master's Degree	8	15.1
TOTALS	53	100

Workforce Performance

Human Resources initiatives for CRRA this year included development and implementation of a compensation plan and a performance management system, which will aid the organization in a competitive labor marketplace. The compensation and management plans will help employees to realize a sense of commitment to CRRA with an effort to help the organization exceed its goals. The goal of the plan is a system that focuses attention on important actions and outcomes, and recognizes and rewards desired employee behavior and results. An additional goal of the aforementioned programs is to ensure that the programs are fair, consistent, competitive, and easy to understand as well as clearly communicated to our employees.

The performance management plan includes qualitative and quantitative measurements of employee performance. The president and his management team identified measurable competencies and a way to measure those competencies. As required by law, these performance evaluations are maintained in a confidential personnel file.

Quarterly Report 3/31/04:

The following table represents filled positions at the Authority:

	Full Time	Part Time	Total	% of Total
Administration	2	--	2	4.0%
Environmental	11	--	11	22.0
Finance & Accounting	13	--	13	26.0
Legal Services	3	--	3	6.0
Operations	11	2	13	26.0
Public Affairs	1	5	6	12.0
Recycling	2	--	2	4.0
Total	43	7	50	100.0%

EDUCATION LEVEL	Number of Employees	% of Total
High School Diploma	9	18.0%
Completed Some College	3	6.0
Associate's Degree	4	8.0
Bachelor's Degree	26	52.0
Master's Degree	8	16.0
Total	50	100.0%

Quarterly Report 12/31/03:

Staffing:

Over the past two years the Authority has undergone significant changes and is in a rebuilding phase. We filled the key positions of Chief Executive Officer and Chief Financial Officer as well as vital leadership and staff positions, such as Operations Division Head, Communications Coordinator, Human Resources Administrator, and Director of Accounting. Current vacancies consist of Enforcement/Scale Operations Specialists and a number of previously established positions. Current staffing levels are as follows:

	Full Time	Part Time	Total	% of Total
Administration	2	--	2	4.3%
Environmental	11	--	11	23.4
Finance & Accounting	13	--	13	27.6
Legal Services	3	--	3	6.4
Operations	8	2	10	21.2
Public Affairs	1	5	6	12.8
Recycling	2	--	2	4.3
Total	40	7	47	100.0%

Workforce Performance:

Human Resources initiatives for the Authority this year include development of a compensation plan coupled with a performance management plan to aid the organization in a competitive labor marketplace. The compensation and management plans will help employees to realize a sense of commitment to the Authority with an effort to help the organization meet its goals. The goal of the plans is a system that focuses attention on important actions and outcomes, and recognizes and rewards desired employee behavior and results. An additional goal of the plans is to ensure that the plan is fair, consistent, competitive, and easy to understand as well as clearly communicated to our employees.

The performance management plan will include qualitative and quantitative measurements of employee performance. The President and his management team will identify measurable competencies and a way to measure those competencies.

Workforce Qualifications

The Authority's employees' educational qualifications are as follows:

EDUCATION LEVEL	Number of Employees	% of Total
High School Diploma	6	12.8%
Completed Some College	3	6.4
Associate's Degree	4	8.5
Bachelor's Degree	26	55.3
Master's Degree	8	17.0
Total	47	100.0%

TAB G

SUMMARY OF BOARD OF DIRECTORS' QUALIFICATIONS AND ANALYSIS

Quarterly Report 6/30/06:

The Honorable James Miron, Mayor of the Town of Stratford was appointed to the Board on April 11, 2006.

The current Ad Hoc members are: Elizabeth Horton Sheff, Councilwoman of the Hartford Court of Common Council (Mid-Connecticut Project) and the Honorable Timothy Griswold, First Selectman of Old-Lyme (Mid-Connecticut Project). The Bridgeport, Wallingford and Southeast Projects do not currently have Ad Hoc representation.

The Board of Directors held a total of 15 meetings in the 12-month period ending June 30, 2006: 11 Regular Meetings and four Special Meetings. The following is the attendance of the Board members at Regular Meetings.

Board Member	Qualification	Appointed By	Regular Board Meetings Attended	% of Regular Meetings	Committee Representation
Michael Pace, Chair	First Selectman, Old Saybrook	Governor	11 of 11	100%	(A)
Benson Cohn	State of Connecticut, Retired	Governor	10 of 11	91%	EC, PP (Chair), FC
Mark Cooper	First Selectman, Southbury	Senate Minority Leader	11 of 11	100%	HR (Chair), PP
James Francis	Finance Director, West Hartford	Senate Pro Tempore	10 of 11	91%	HR, FC
Michael Jarjura	Mayor, Waterbury	Speaker of the House	7 of 11	64%	PP
Edna Karanian	EMK Energy Advisors, LLC	Governor	11 of 11	100%	FC, HR
Mark Lauretti	Mayor, Shelton	House Minority Leader	9 of 11	82%	FC
Theodore Martland	Martland Management, Inc.	Senate Minority Leader	8 of 11	73%	FC, PP
James Miron	Mayor, Stratford	Senate Pro Tempore	2 of 3 *	67%	To be determined
Raymond O'Brien	Environmental & Energy Consultant, Retired	House Minority Leader	11 of 11	100%	FC, PP
Andrew Sullivan, Jr., CPA	Tax Consultant Retired, KPMG	Speaker of the House	9 of 11	82%	EC, FC (Chair)
Average Participation ^A				86%	

Key:

- (A) The Authority Chair is also the Chair of the Executive Committee and is an ex-officio member of all standing committees.
 EC Executive Committee Member
 FC Finance Committee Member
 HR Organizational Synergy & Human Resources Committee Member
 PP Policies & Procurement Committee Member

* Appointment effective 4/11/2006

^A Participation and percentages reported on a Regular Meeting basis per advice of the Authority's General Counsel.

Quarterly Report 3/31/06:

Sherwood Lovejoy, Ad-Hoc member for the Bridgeport Project, passed away on January 30, 2006.

Steve Cassano, appointed as a chief elected official of a town with a population greater than 50,000, resigned effective February 23, 2006 after choosing not to run for re-election as Mayor of Manchester. Senate President Pro Tempore Donald Williams appointed James R. Miron, Mayor of Stratford, to fill this position, effective upon approval of both houses of the Connecticut General Assembly.

The current Ad Hoc members are: Elizabeth Horton Sheff, Councilwoman of the Hartford Court of Common Council (Mid-Connecticut Project) and the Honorable Timothy Griswold, First Selectman of Old-Lyme (Mid-Connecticut Project). The Bridgeport, Wallingford and Southeast Projects do not currently have Ad Hoc representation.

The Board of Directors held a total of 18 meetings in the 12-month period ending March 31, 2006: eleven Regular Meetings and seven Special Meetings. The following is the attendance of the Board members at Regular Meetings.

Board Member	Qualification	Appointed By	Regular Board Meetings Attended	% of Regular Meetings	Committee Representation
Michael Pace, Chair	First Selectman, Old Saybrook	Governor	11 of 11	100%	(A)
Benson Cohn	State of Connecticut, Retired	Governor	11 of 11	100%	EC, PP (Chair), FC
Mark Cooper	First Selectman, Southbury	Senate Minority Leader	11 of 11	100%	HR (Chair), PP
James Francis	Finance Director, West Hartford	Senate Pro Tempore	10 of 11	90.91%	HR, FC
Michael Jarjura	Mayor, Waterbury	Speaker of the House	6 of 11	54.55%	PP
Edna Karanian	EMK Energy Advisors, LLC	Governor	11 of 11	100%	FC, HR
Mark Laretti	Mayor, Shelton	House Minority Leader	9 of 11	81.82%	FC
Theodore Martland	Martland Management, Inc.	Senate Minority Leader	9 of 11	81.82%	FC, PP
Raymond O'Brien	Environmental & Energy Consultant, Retired	House Minority Leader	11 of 11	100%	FC, PP
Andrew Sullivan, Jr., CPA	Tax Consultant Retired, KPMG	Speaker of the House	8 of 11	72.73%	EC, FC (Chair)
Average Participation ^A			88.18%		

Key:

- (B) The Authority Chair is also the Chair of the Executive Committee and is an ex-officio member of all standing committees.
- EC Executive Committee Member
- FC Finance Committee Member
- HR Organizational Synergy & Human Resources Committee Member
- PP Policies & Procurement Committee Member

^A Participation and percentages reported on a Regular Meeting basis per advice of the Authority's General Counsel.

Quarterly Report 12/31/05:

The current Ad Hoc members are: Elizabeth Horton Sheff, Councilwoman of the Hartford Court of Common Council (Mid-Connecticut Project), the Honorable Timothy Griswold, First Selectman of Old-Lyme (Mid-Connecticut Project) and Sherwood Lovejoy, Public Works Director – Town of Monroe (Bridgeport Project). The Wallingford and Southeast Projects do not currently have Ad Hoc representation.

The Board of Directors held a total of 18 meetings in the 12-month period ending December 31, 2005: eleven Regular Meetings and seven Special Meetings. The following is the attendance of the Board members at Regular Meetings.

Board Member	Qualification	Appointed By	Regular Board Meetings Attended	% of Regular Meetings	Committee Representation
Michael Pace, Chair	First Selectman, Old Saybrook	Governor	11 of 11	100%	*
Steve Cassano, Vice Chair	Mayor, Manchester	Senate Pro Tempore	9 of 11	81.82%	EC, HR (Chair)
Benson Cohn	State of Connecticut, Retired	Governor	9 of 11	81.82%	EC, PP (Chair), FC
Mark Cooper	First Selectman, Southbury	Senate Minority Leader	11 of 11	100%	HR, PP
James Francis	Finance Director, West Hartford	Senate Pro Tempore	8 of 11	72.83%	HR, FC
Michael Jarjura	Mayor, Waterbury	Speaker of the House	6 of 11	54.55%	PP
Edna Karanian	EMK Energy Advisors, LLC	Governor	11 of 11	100%	FC
Mark Lauretti	Mayor, Shelton	House Minority Leader	9 of 11	81.82%	FC
Theodore Martland	Martland Management, Inc.	Senate Minority Leader	10 of 11	90.91%	FC, PP
Raymond O'Brien	Environmental & Energy Consultant, Retired	House Minority Leader	11 of 11	100%	FC, PP
Andrew Sullivan, Jr., CPA	Tax Consultant Retired, KPMG	Speaker of the House	7 of 11	63.64%	EC, FC (Chair)
Average Participation ^A				84.31%	

Key:

- * The Authority Chair is also the Chair of the Executive Committee and is an ex-officio member of all standing committees.
- EC Executive Committee Member (formerly known as Steering Committee)
- FC Finance Committee Member
- HR Organizational Synergy & Human Resources Committee Member
- PP Policies & Procurement Committee Member

^(A) Participation and percentages reported on a Regular Meeting basis per advice of the Authority's General Counsel.

Quarterly Report 9/30/05:

The current Ad Hoc members are: Elizabeth Horton Sheff, Councilwoman of the Hartford Court of Common Council (Mid-Connecticut Project), the Honorable Timothy Griswold, First Selectman of Old-Lyme (Mid-Connecticut Project) and Sherwood Lovejoy, Public Works Director – Town of Monroe (Bridgeport Project). The Wallingford and Southeast Projects do not currently have Ad Hoc representation.

The Board of Directors held a total of 16 meetings in the 12-month period ending September 30, 2005: ten Regular Meetings and six Special Meetings. All Directors and Ad Hoc members have met the statutory requirements for attendance. The following is the attendance of the Board members at Regular Meetings.

Board Member	Qualification	Appointed By	Regular Board Meetings Attended	% of Regular Meetings	Committee Representation
Michael Pace, Chair	First Selectman, Old Saybrook	Governor	10 of 10	100%	*
Steve Cassano, Vice Chair	Mayor, Manchester	Senate Pro Tempore	9 of 10	90%	EC, HR (Chair)
Benson Cohn	State of Connecticut, Retired	Governor	7 of 10	70%	EC, PP (Chair), FC
Mark Cooper	First Selectman, Southbury	Senate Minority Leader	10 of 10	100%	HR, PP
James Francis	Finance Director, West Hartford	Senate Pro Tempore	8 of 10	80%	HR, FC
Michael Jarjura	Mayor, Waterbury	Speaker of the House	7 of 10	70%	PP
Edna Karanian	EMK Energy Advisors, LLC	Governor	10 of 10	100%	FC
Mark Lauretti	Mayor, Shelton	House Minority Leader	9 of 10	90%	FC
Theodore Martland	Martland Management, Inc.	Senate Minority Leader	10 of 10	100%	FC, PP
Raymond O'Brien	Environmental & Energy Consultant, Retired	House Minority Leader	10 of 10	100%	FC, PP
Andrew Sullivan, Jr., CPA	Tax Consultant Retired, KPMG	Speaker of the House	6 of 10	60%	EC, FC (Chair)
Average Participation ^A			87.27%		

Key:

- * The Authority Chair is also the Chair of the Executive Committee and is an ex-officio member of all standing committees.
- EC Executive Committee Member (formerly known as Steering Committee)
- FC Finance Committee Member
- HR Organizational Synergy & Human Resources Committee Member
- PP Policies & Procurement Committee Member

^A Participation and percentages reported on a Regular Meeting basis per advice of the Authority's General Counsel.

Quarterly Report 6/30/05:

In the three months ended June 30, 2005, the appointment of Elizabeth Horton Sheff as an Ad Hoc member representing the Mid-Connecticut Project was confirmed by the Legislature. Additionally, the appointments of Chairman Pace and Directors Martland, Karanian, Jarjura, O'Brien and Cassano were re-confirmed by the Legislature.

The current Ad Hoc members are: Elizabeth Horton Sheff, Councilwoman of the Hartford Court of Common Council (Mid-Connecticut Project), the Honorable Timothy Griswold, First Selectman of Old-Lyme (Mid-Connecticut Project) and Sherwood Lovejoy, Public Works Director – Town of Monroe (Bridgeport Project). The Wallingford and Southeast Projects do not currently have Ad Hoc representation.

The Board of Directors held a total of 17 meetings in the 12-month period ending June 30, 2005: ten Regular Meetings and seven Special Meetings. The following is the attendance of the Board members at Regular Meetings.

Board Member	Qualification	Appointed By	Regular Board Meetings Attended	% of Regular Meetings	Committee Representation
Michael Pace, Chair	First Selectman, Old Saybrook	Governor	10 of 10	100%	(A)
Steve Cassano, Vice Chair	Mayor, Manchester	Senate Pro Tempore	10 of 10	100%	EC, HR (Chair)
Benson Cohn	State of Connecticut, Retired	Governor	7 of 10	70%	EC, PP (Chair), FC
Mark Cooper	First Selectman, Southbury	Senate Minority Leader	10 of 10	100%	HR, PP
James Francis	Finance Director, West Hartford	Senate Pro Tempore	9 of 10	90%	HR, FC
Michael Jarjura	Mayor, Waterbury	Speaker of the House	7 of 10	70%	PP
Edna Karanian	EMK Energy Advisors, LLC	Governor	9 of 10	90%	FC
Mark Lauretti	Mayor, Shelton	House Minority Leader	9 of 10	90%	FC
Theodore Martland	Martland Management, Inc.	Senate Minority Leader	10 of 10	100%	FC, PP
Raymond O'Brien	Environmental & Energy Consultant, Retired	House Minority Leader	10 of 10	100%	FC, PP
Andrew Sullivan, Jr., CPA	Tax Consultant Retired, KPMG	Speaker of the House	7 of 10	70%	EC, FC (Chair)
Average Participation ¹				89.09%	

Key:

- (C) The Authority Chair is also the Chair of the Executive Committee and is an ex-officio member of all standing committees.
- EC Executive Committee Member (formerly known as Steering Committee)
- FC Finance Committee Member
- HR Organizational Synergy & Human Resources Committee Member
- PP Policies & Procurement Committee Member

¹ Participation and percentages reported on a Regular Meeting basis per advice of the Authority's General Counsel.

Quarterly Report 3/31/05:

The current Ad Hoc members are: Veronica Airey-Wilson, Councilwoman of the Hartford Court of Common Council (Mid-Connecticut Project), the Honorable Timothy Griswold, First Selectman of Old-Lyme (Mid-Connecticut Project) and Sherwood Lovejoy, Public Works Director – Town of Monroe (Bridgeport Project). The Wallingford and Southeast Projects do not currently have Ad Hoc representation.

The Board of Directors held a total of 16 meetings in the 12-month period ending March 31, 2005 – 9 Regular Meetings and 7 Special Meetings. The following is the attendance of the Board members at Regular Meetings.

Board Member	Qualification	Appointed By	Regular Board Meetings Attended	% of Regular Meetings	Committee Representation
Michael Pace, Chair	First Selectman, Old Saybrook	Governor	9 of 9	100%	(A)
Steve Cassano, Vice Chair	Mayor, Manchester	Senate Pro Tempore	9 of 9	100%	EC, HR (Chair)
Benson Cohn	State of Connecticut, Retired	Governor	5 of 9	55.56%	EC, PP (Chair), FC
Mark Cooper	First Selectman, Southbury	Senate Minority Leader	9 of 9	100%	HR, PP
James Francis	Finance Director, West Hartford	Senate Pro Tempore	7 of 9	77.78%	HR, FC
Michael Jarjura	Mayor, Waterbury	Speaker of the House	6 of 7 ¹	85.71%	PP
Edna Karanian	EMK Energy Advisors, LLC	Governor	6 of 6 ²	100%	FC
Mark Lauretti	Mayor, Shelton	House Minority Leader	8 of 9	88.89%	FC
Theodore Martland	Martland Management, Inc.	Senate Minority Leader	9 of 9	100%	FC, PP
Raymond O'Brien	Environmental & Energy Consultant, Retired	House Minority Leader	9 of 9	100%	FC, PP
Andrew Sullivan, Jr., CPA	Tax Consultant Retired, KPMG	Speaker of the House	7 of 9	77.78%	EC, FC (Chair)
Average Participation ³			89.61%		

Key:

- (D) The Authority Chair is also the Chair of the Executive Committee and is an ex-officio member of all standing committees.
 EC Executive Committee Member (formerly known as Steering Committee)
 FC Finance Committee Member
 HR Organizational Synergy & Human Resources Committee Member
 PP Policies & Procurement Committee Member

In the three months ended March 31, 2005, Chairman Pace and Directors Martland, Karanian and Jarjura had their appointments submitted to the Legislature for consideration and testified before the Committee on Executive and Legislative Appointments. During this period, all were approved by the Committee, and Pace and Martland were confirmed by the House and were awaiting action in the Senate. Director O'Brien was to begin the confirmation process in April 2005.

¹ Michael Jarjura was appointed to the Board on July 1, 2004.

² Edna Karanian was appointed to the Board on August 2, 2004.

³ Participation and percentages reported on a Regular Meeting basis per advice of the Authority's General Counsel.

Quarterly Report 12/31/04:

The current Ad Hoc members are: Veronica Airey-Wilson, Councilwoman of the Hartford Court of Common Council (Mid-Connecticut Project), the Honorable Timothy Griswold, First Selectman of Old-Lyme (Mid-Connecticut Project) and Sherwood Lovejoy, Public Works Director – Town of Monroe (Bridgeport Project). The Wallingford and Southeast Projects do not currently have Ad Hoc representation.

The Board of Directors held a total of 17 meetings in the 12-month period ending December 31, 2004 – 9 Regular Meetings and 8 Special Meetings. The following is the attendance of the Board members at Regular Meetings.

Board Member	Qualification	Appointed By	Regular Board Meetings Attended	% of Regular Meetings	Committee Representation
Michael Pace, Chair	First Selectman, Old Saybrook	Governor	9 of 9	100%	(A)
Steve Cassano, Vice Chair	Mayor, Manchester	Senate Pro Tempore	9 of 9	100%	SC, HR (Chair)
Benson Cohn	State of Connecticut, Retired	Governor	7 of 9	77.78%	SC, PP (Chair), FC
Mark Cooper	First Selectman, Southbury	Senate Minority Leader	9 of 9	100%	HR, PP
James Francis	Finance Director, West Hartford	Senate Pro Tempore	9 of 9	100%	HR, PP, FC
Michael Jarjura	Mayor, Waterbury	Speaker of the House	4 of 4 ¹	100%	
Edna Karanian	EMK Energy Advisors, LLC	Governor	3 of 3 ²	100%	
Mark Lauretti	Mayor, Shelton	House Minority Leader	9 of 9	100%	FC
Theodore Martland	Martland Management, Inc.	Senate Minority Leader	8 of 9	88.89%	FC, PP
Raymond O'Brien	Environmental & Energy Consultant, Retired	House Minority Leader	9 of 9	100%	FC, PP
Andrew Sullivan, Jr., CPA	Tax Consultant Retired, KPMG	Speaker of the House	7 of 9	77.78%	SC, FC (Chair)
Average Participation ³				94.95%	

Key:

(A) The Authority Chair is also the Chair of the Steering Committee and is an ex-officio member of all standing committees.

SC Steering Committee Member

FC Finance Committee Member

HR Organizational Synergy & Human Resources Committee Member

PP Policies & Procurement Committee Member

¹ Michael Jarjura was appointed to the Board on July 1, 2004.

² Edna Karanian was appointed to the Board on August 2, 2004.

³ Participation and percentages reported on a Regular Meeting basis per advice of the Authority's General Counsel.

Quarterly Report 9/30/04:

Norwalk Mayor Alex Knopp's term ended on June 30, 2004.

In accordance with the revised and amended Connecticut general statutes, Waterbury Mayor Michael J. Jarjura was appointed as a municipal official representing a member town with a population greater than 50,000 effective July 1, 2004. On August 2, 2004, Edna Karanian was appointed by the Governor as a public member with extensive experience in the energy field.

The current Ad Hoc members are: the Honorable Timothy Griswold, First Selectman of Old-Lyme (Mid-Connecticut Project) and Sherwood Lovejoy, Public Works Director – Town of Monroe (Bridgeport Project). The Wallingford and Southeast Projects do not currently have Ad Hoc representation. The following is the attendance of the Board members at Board meetings for the 12-month period ending September 30, 2004.

Board Member	Qualification	Appointed By	Total Board Meetings	Participation	% of Total	Committee Representation
M. Pace, Chair	First Selectman, Old Saybrook	Governor	16	16	100	(A)
S. Cassano	Mayor, Manchester	Senate Pro Tempore	16	15	93.75	SC, HR (Chair)
B. Cohn	Retired, State of Connecticut	Governor	16	10	62.5	SC, PP (Chair), FC
M. Cooper	First Selectman, Southbury	Senate Minority Leader	16	15	93.75	HR, PP
J. Francis	Finance Director, West Hartford	Senate Pro Tempore	16	15	93.75	HR, PP, FC
M. Jarjura	Mayor, Waterbury	Speaker of the House	4	4	100	
E. Karanian	EMK Energy Advisors, LLC	Governor	3	2	66.67	
A. Knopp	Mayor, Norwalk	Speaker of the House	13	11	84.62	
M. Laretti	Mayor, Shelton	House Minority Leader	16	14	87.5	FC
T. Martland	Martland Management, Inc.	Senate Minority Leader	16	14	87.5	FC, PP
R. O'Brien	Environmental & Energy Consultant, Retired	House Minority Leader	16	16	100	FC, PP
A. Sullivan, Jr., CPA	Tax Consultant Retired, KPMG	Speaker of the House	16	12	75	SC, FC (Chair)
Average Participation					87.09	

Key:

- SC Steering Committee Member
- FC Finance Committee Member
- HR Organizational Synergy & Human Resources Committee Member
- PP Policies & Procurement Committee Member
- (A) The Authority Chair is also the Chair of the Steering Committee and is an ex-officio member of all standing committees.

Quarterly Report 6/30/04:

The current Ad Hoc members are: the Honorable Timothy Griswold, First Selectman of Old-Lyme (Mid-Connecticut Project) and Sherwood Lovejoy, Public Works Director – Town of Monroe (Bridgeport Project). The Wallingford and Southeast Projects do not currently have Ad Hoc representation.

The following is the attendance of the Board members at Board meetings for the 12-month period ending June 30, 2004.

Board Member	Qualification	Appointed By	Total Board Meetings	Participation	% of Total	Committee Representation
M. Pace, Chair	First Selectman, Old Saybrook	Governor	15	15	100%	(A)
S. Cassano	Mayor, Manchester	Senate Pro Tempore	15	13	87%	SC, HR (Chair)
B. Cohn	Retired, State of Connecticut	Governor	15	10	67%	SC, PP (Chair), FC
M. Cooper	First Selectman, Southbury	Senate Minority Leader	15	13	87%	HR, PP
J. Francis	Finance Director, West Hartford	Senate Pro Tempore	15	13	87%	HR, FC
A. Knopp	Mayor, Norwalk	Speaker of the House	15	10	67%	
M. Laretti	Mayor, Shelton	House Minority Leader	15	13	87%	FC
T. Martland	Martland Management, Inc.	Senate Minority Leader	15	12	80%	FC, PP
R. O'Brien	Retired, Kimberly Clark Corporation	House Minority Leader	15	15	100%	FC, PP
A. Sullivan, Jr., CPA	Tax Consultant Retired, KPMG	Speaker of the House	15	11	73%	SC, FC (Chair)
Average Participation			150	125	83.5%	

Key:

SC Steering Committee Member

FC Finance Committee Member

HR Organizational Synergy & Human Resources Committee Member

PP Policies & Procurement Committee Member

(A) The Authority Chair is also the Chair of the Steering Committee and is an Ad Hoc member of all standing committees.

Quarterly Report 3/31/04:

During January 2004, the Honorable Arthur Lathrop resigned as an ad hoc member (representing the Southeast Project) of the Board of Directors.

During February 2004, Director Francis moved from the Policy and Procurement Sub-Committee and joined the Finance Committee Sub-Committee.

During March 2004, Jeff Hedberg resigned as an ad hoc member (representing the Mid-Connecticut Project) of the Board of Directors.

The following is the attendance of the Board members at Board meetings for the 12-month period ending March 31, 2004:

Board Member	Qualification	Appointed by	Total Board Meetings	Participation	% of Total	Committee Representation
M. Pace, Chair	First Selectman, Old Saybrook	Governor	15	14	93%	(B)
R.C. Blake, Esq.	Former Head of Prosecutorial Division – DPUC	Governor	(A)	(A)	(A)	(A)
S. Cassano	Mayor, Manchester	Senate Pro Tempore	15	11	73	SC, HR (Chair)
B. Cohn	Retired, State of Connecticut	Governor	15	11	73	SC, PP (Chair), FC
M. Cooper	First Selectman, Southbury	Senate Minority Leader	15	12	80	HR
J. Francis	Finance Director, West Hartford	Senate Pro Tempore	15	12	80	HR, PP
A. Knopp	Mayor, Norwalk	Speaker of the House	15	10	67	PP
M. Laretti	Mayor, Shelton	House Minority Leader	15	13	87	FC
T. Martland	Martland Management, Inc.	Senate Minority Leader	15	13	87	FC, PP
R. O'Brien	Retired, Kimberly Clark Corporation	House Minority Leader	15	15	100	FC, PP
A. Sullivan, Jr., CPA	Tax Consultant Retired, KPMG	Speaker of the House	15	12	80	SC, FC (Chair)
Average	--	--	150	123	82%	--

Key:

- SC Steering Committee Member
- FC Finance Committee Member
- HR Human Resources Committee Member
- PP Policy & Procurement Committee Member
- (A) Subsequent to June 2003, R. Blake discontinued his representation on the Authority Board.
- (B) The Authority Chair is also the Chair of the Steering Committee and is an Ad Hoc member of all standing committees.

Quarterly Report 12/31/03:

The reconstituted Board of Directors of the Authority was appointed in accordance with the revised and amended Statutes: three members by the Governor of the State, and two members appointed by each of the President Pro-Tempore of the Senate, the Speaker of the House of Representatives, the Minority Leader of the Senate and the Minority Leader of the House of Representatives. Directors were selected based on criteria including: municipal officials representing member towns with populations greater and less than 50,000; and public members with experience in finance, business or industry, the environmental field and the energy field. In addition there are four appointed Ad Hoc members, each representing one of the Authority's four projects. The current Ad Hoc members are: the Honorable Timothy Griswold, First Selectman of Old Lyme (Mid-Connecticut project); Jeffrey Hedberg of Newington (Mid-Connecticut project); the Honorable Arthur Lathrop, Mayor of Norwich (Southeast Project); and Sherwood Lovejoy, Public Works Director - Town of Monroe (Bridgeport project). The Wallingford project does not currently have Ad Hoc representation.

Board Member	Qualification	Appointed by	Total Board Meetings	Participation	% of Total	Committee Representation
M. Pace, Chair	First Selectman, Old Saybrook	Governor	20	19	95	(B)
R.C. Blake, Esq.	Former Head of Prosecutorial Division - DPUC	Governor	(A)	(A)	(A)	(A)
S. Cassano	Mayor, Manchester	Senate Pro Tempore	20	15	75	SC, HR (Chair)
B. Cohn	Retired, State of Connecticut	Governor	20	16	80	SC, PP (Chair), FC
M. Cooper	First Selectman, Southbury	Senate Minority Leader	20	17	85	HR
J. Francis	Finance Director, West Hartford	Senate Pro Tempore	20	18	90	HR, PP
A. Knopp	Mayor, Norwalk	Speaker of the House	20	12	60	PP
M. Laretti	Mayor, Shelton	House Minority Leader	20	18	90	FC
T. Martland	Martland Management, Inc.	Senate Minority Leader	20	16	80	FC, PP
R. O'Brien	Retired, Kimberly Clark Corporation	House Minority Leader	20	19	95	FC, PP
A. Sullivan, Jr., CPA	Tax Consultant Retired, KPMG	Speaker of the House	20	15	75	SC, FC (Chair)
Average	--	--	200	165	82.5%	--

Key:

SC Steering Committee Member

FC Finance Committee Member

HR Human Resources Committee Member

PP Policy & Procurement Committee Member

(A) Subsequent to June 2003, R. Blake discontinued his representation on the Authority Board.

(B) The Authority Chair is also the Chair of the Steering Committee and is an Ad Hoc member of all standing committees.

TAB H

PLAN TO EXTEND SOLID WASTE DISPOSAL CONTRACTS WITH MID-CONNECTICUT PROJECT MUNICIPALITIES

Quarterly Report 6/30/06:

In the three months ended June 30, 2006, the Authority continued its ongoing program of outreach to member cities and towns. The Authority held a public meeting to discuss the future of the Hartford landfill; displayed an exhibit on landfills and recycling at the four-day CPTV Family Science Expo; participated in meetings of the South Meadows Problem Solving Committee, a Hartford business organization, and a Hartford environmental group; and met with local officials from Hartford, Ellington and South Windsor. The Authority also began planning a host community audit initiative, in which it plans to solicit input from chief officials of cities and towns that host Authority facilities on the operation and maintenance of those facilities.

The following is an updated schedule to extend solid waste disposal contracts with the participating Mid-Connecticut municipalities, which updates the schedules presented in prior Financial Mitigation Quarterly Reports.

<u>Description of Activities:</u>	<u>Projected Time Frame</u>
1. Rebuild relationships with municipalities, operators, haulers and public officials through a series of meetings, communications and discussions	Ongoing
2. Stabilize the financial situation for the Mid-Connecticut project	Ongoing
3. Development and implementation of long-term strategic plan	Ongoing
4. Develop operational and action plans to implement the strategic plan and monitor results	Upon completion of the Strategic Plan
5. Develop municipal flow control options for member communities, as necessary	Ongoing
6. Begin development efforts and long term planning for Mid-Connecticut project residue and ash disposal	Ongoing
7. Support the Department of Environmental Protection in revising the State Solid Waste Management Plan, so that it prescribes an appropriate solid waste management program for the future	Ongoing
8. Develop a viable business model that will provide statewide competitive tip fees and sufficient capacity	Ongoing
9. Commencement of contract renegotiations with existing Mid-Connecticut municipalities and other non-member Connecticut municipalities in keeping with the project's strategic plan	Ongoing

Quarterly Report 3/31/06:

In the three months ended March 31, 2006, the Authority continued its ongoing program of outreach to member cities and towns. The Authority held its third annual meeting for officials of member cities and towns, which was televised on CT-N. The Authority also had exhibits at the Connecticut Council of Small Towns annual convention and in the Legislative Office Building. Authority officials met with local officials from Ellington, Norwalk and Westport. In addition, Authority officials also spoke at meetings of the Capitol Region Council of Governments (Granby, Suffield, Enfield, Somers, Canton, Simsbury, Bloomfield, East Granby, East Windsor, Windsor, Farmington, Avon, West Hartford, Hartford, Newington, East Hartford, Wethersfield, Rocky Hill, Glastonbury, Manchester, Marlborough, Hebron, Andover, Bolton, Vernon, South Windsor, Ellington and Tolland).

The following is an updated schedule to extend solid waste disposal contracts with the participating Mid-Connecticut municipalities, which updates the schedules presented in prior Financial Mitigation Quarterly Reports.

<u>Description of Activities:</u>	<u>Projected Time Frame</u>
1. Rebuild relationships with municipalities, operators, haulers and public officials through a series of meetings, communications and discussions	Ongoing
2. Stabilize the financial situation for the Mid-Connecticut project	Ongoing
3. Development and implementation of long-term strategic plan	Ongoing
4. Develop operational and action plans to implement the strategic plan and monitor results	Upon completion of the Strategic Plan
5. Develop municipal flow control options for member communities, as necessary	Ongoing
6. Begin development efforts and long term planning for Mid-Connecticut project residue and ash disposal	Ongoing
7. Support the Department of Environmental Protection in revising the State Solid Waste Management Plan, so that it prescribes an appropriate solid waste management program for the future	Ongoing
8. Develop a viable business model that will provide statewide competitive tip fees and sufficient capacity	Ongoing
9. Commencement of contract renegotiations with existing Mid-Connecticut municipalities and other non-member Connecticut municipalities in keeping with the project's strategic plan	Ongoing

Quarterly Report 12/31/05:

In the three months ended December 31, 2005, the Authority continued its ongoing program of outreach to member cities and towns. The Authority held three meetings with local environmental groups to discuss plans to modernize its regional recycling facility in Hartford. The Authority also exhibited at the Connecticut Conference of Municipalities annual convention. Authority officials also met with local officials from Harwinton, East Hartford, Goshen, Sharon

and Salisbury. Authority officials also spoke at meetings of the Northwest Connecticut Council of Governments, and the Council of Governments of the Central Naugatuck Valley.

The following is an updated schedule to extend solid waste disposal contracts with the participating Mid-Connecticut municipalities. It updates the schedules presented in prior Financial Mitigation Quarterly Reports.

<u>Description of Activities:</u>	<u>Projected Time Frame</u>
1. Rebuild relationships with municipalities, operators, haulers and public officials through a series of meetings, communications and discussions	Ongoing
2. Stabilize the financial situation for the Mid-Connecticut project	Ongoing
3. Development and implementation of long-term strategic plan	Ongoing
4. Develop operational and action plans to implement the strategic plan and monitor results	Upon completion of the Strategic Plan
5. Develop municipal flow control options for member communities, as necessary	Ongoing
6. Begin development efforts and long term planning for Mid-Connecticut project residue and ash disposal	Ongoing
7. Support the Department of Environmental Protection in revising the State Solid Waste Management Plan, so that it prescribes an appropriate solid waste management program for the future	Ongoing
8. Develop a viable business model that will provide statewide competitive tip fees and sufficient capacity	Ongoing
9. Commencement of contract renegotiations with existing Mid-Connecticut municipalities and other non-member Connecticut municipalities in keeping with the project's strategic plan	Ongoing

Quarterly Report 9/30/05:

In the three months ended September 30, 2005, the Authority continued its ongoing program of outreach to member cities and towns. The Authority met with local officials from Fairfield and participated in a meeting of the Hartford Neighborhood Environmental Partnership. Authority officials also spoke at meetings of the Capitol Region Council of Governments (Granby, East Granby, Suffield, Enfield, Somers, Ellington, Tolland, Vernon, South Windsor, East Windsor, Windsor Locks, Windsor, Bloomfield, Simsbury, Canton, Avon, Farmington, West Hartford, Hartford, East Hartford, Manchester, Bolton, Glastonbury, Hebron, Marlborough, Rocky Hill, Wethersfield and Newington), the Litchfield Hills Council of Elected Officials (Norfolk, Colebrook, Hartland, Goshen, Winchester, Barkhamsted, New Hartford, Torrington, Harwinton, Litchfield, Morris), the Lower Connecticut Valley Selectmen's Association (Killingworth,

Chester, Lyme, Old Lyme, Old Saybrook, Essex, Deep River, Westbrook and Clinton) and the South Central Regional Council of Governments (Meriden, Wallingford, Hamden, North Haven, Bethany, North Branford, Branford, Guilford, Madison, East Haven, New Haven, West Haven, Orange, Milford, Woodbridge and Bethany).

The Authority Board of Directors held its September meeting in the City of Waterbury. Authority officials also appeared on radio programs of stations in Hartford, Waterbury, Torrington, Old Saybrook and Meriden.

The following is an update to the proposed schedule to extend solid waste disposal contracts with the participating Mid-Connecticut municipalities. It updates the schedules presented in the Financial Mitigation Quarterly Reports of 3/1/04, 6/30/04, 9/30/04, 12/31/04, 3/31/05 and 6/30/05.

<u>Process for Positioning the Authority to Commence Contract Renegotiations</u>	<u>Projected Time Frame Updated 11/15/05</u>
1. Rebuild relationships with municipalities, operators, haulers and public officials through a series of meetings, communications and discussions	Ongoing
2. Stabilize the financial situation for the Mid-Connecticut project	Ongoing
3. Development and implementation of long-term strategic plan	Ongoing
4. Develop operational and action plans to implement the strategic plan and monitor results	Upon completion of the Strategic Plan
5. Develop municipal flow control options for member communities, as necessary	Ongoing
6. Begin development efforts and long term planning for Mid-Connecticut project residue and ash disposal	Ongoing
7. Support the Department of Environmental Protection in revising the State Solid Waste Management Plan, so that it prescribes an appropriate solid waste management program for the future	Ongoing
8. Develop a viable business model that will provide statewide competitive tip fees and sufficient capacity	Ongoing
9. Commencement of contract renegotiations with existing Mid-Connecticut municipalities and other non-member Connecticut municipalities in keeping with the project's strategic plan	Ongoing

Quarterly Report 6/30/05:

In the three months ended June 30, 2005, the Authority's ongoing program of outreach to member cities and towns focused on legislative activities. The Authority alerted member cities and towns of the proposed legislation that would have adversely impacted the Authority's cost structure, and many municipal leaders successfully persuaded their legislators to oppose this bill.

Authority officials also participated in community programs sponsored by the Hartford Neighborhood Environmental Partnership and the Connecticut Recyclers Coalition.

The following is an update to the proposed schedule to extend solid waste disposal contracts with the participating Mid-Connecticut municipalities. It updates the schedules presented in the Financial Mitigation Quarterly Reports of 3/1/04, 6/30/04, 9/30/04, 12/31/04 and 3/31/05.

<u>Process for Positioning the Authority to Commence Contract Renegotiations</u>	<u>Projected Time Frame</u> <u>Updated 8/12/05</u>
1. Rebuild relationships with municipalities, operators, haulers and public officials through a series of meetings, communications and discussions	Ongoing
2. Stabilize the financial situation for the Mid-Connecticut project	Ongoing
3. Finalize the Authority's strategic plan	2005
4. Develop operational and action plans to implement the strategic plan and monitor results	Upon completion of the Strategic Plan
5. Develop municipal flow control options for member communities, as necessary	Ongoing
6. Begin development efforts and long term planning for Mid-Connecticut project residue and ash disposal	Ongoing
7. Support the Department of Environmental Protection in revising the State Solid Waste Management Plan, so that it prescribes an appropriate solid waste management program for the future	Ongoing
8. Develop a viable business model that will provide statewide competitive tip fees and sufficient capacity	Ongoing
9. Commencement of contract renegotiations with existing Mid-Connecticut municipalities and other non-member Connecticut municipalities in keeping with the project's strategic plan	2006 and beyond

Quarterly Report 3/31/05:

The Authority is continuing its ongoing program of outreach to member cities and towns. The centerpiece of the program was the Authority's second Annual Meeting for member municipalities, held February 1, 2005, at the State Capitol.

The following is an update to the proposed schedule to extend solid waste disposal contracts with the participating Mid-Connecticut municipalities. It updates the schedule presented in the Financial Mitigation Quarterly Reports of 3/1/04, 6/30/04, 9/30/04 and 12/31/04.

<u>Process for Positioning the Authority to Commence Contract Renegotiations</u>	<u>Projected Time Frame</u> <u>Updated 5/13/05</u>
1. Rebuild relationships with municipalities, operators, haulers and public officials through a series of meetings, communications and discussions	Ongoing
2. Stabilize the financial situation for the Mid-Connecticut project	Ongoing
3. Finalize the Authority's strategic plan	2005
4. Develop operational and action plans to implement the strategic plan and monitor results	Upon completion of the Strategic Plan
5. Develop municipal flow control options for member communities, as necessary	Ongoing
6. Begin development efforts and long term planning for Mid-Connecticut project residue and ash disposal	Ongoing
7. Support the Department of Environmental Protection in revising the State Solid Waste Management Plan, so that it prescribes an appropriate solid waste management program for the future	Ongoing
8. Develop a viable business model that will provide statewide competitive tip fees and sufficient capacity	Ongoing
9. Commencement of contract renegotiations with existing Mid-Connecticut municipalities and other non-member Connecticut municipalities in keeping with the project's strategic plan	2006 and beyond

Quarterly Report 12/31/04:

During the three months ended Dec. 31, 2004, the Authority continued its program of outreach to member towns, governmental agencies and the general public.

An Authority official participated in a panel discussion on the Hartford landfill sponsored by the Hartford Neighborhood Environmental Partnership and Hartford 2000 and telecast on CT-N.

Authority officials met with representatives of the Bridgeport Area Solid Waste Advisory Board (representing Bridgeport, Stratford, Milford, Orange, Woodbridge, Bethany, Trumbull, Easton, Fairfield, Westport, Weston, Norwalk, Wilton, Darien and Greenwich), the Connecticut Conference of Municipalities and the Connecticut Department of Environmental Protection.

Authority officials met with officials from the City of Shelton and also spoke at meetings of the Litchfield Hills Council of Elected Officials (Norfolk, Colebrook, Hartland, Goshen, Winchester, Barkhamsted, New Hartford, Torrington, Harwinton, Litchfield, Morris), the South Central Regional Council of Governments (Meriden, Wallingford, Hamden, North Haven, Bethany, North Branford, Branford, Guilford, Madison, East Haven, New Haven, West Haven, Orange,

Milford, Woodbridge and Bethany), the Lower Connecticut Valley Council of Elected Officials (Killingworth, Chester, Lyme, Old Lyme, Old Saybrook, Essex, Deep River, Westbrook and Clinton), the Council of Governments of the Central Naugatuck Valley (Waterbury, Wolcott, Prospect, Naugatuck, Beacon Falls, Oxford, Southbury, Middlebury, Woodbury, Watertown, Bethlehem and Thomaston), the Greater Bridgeport Regional Planning Agency (Bridgeport, Trumbull, Stratford, Fairfield, Easton and Monroe), the Capitol Region Council of Governments (Granby, East Granby, Suffield, Enfield, Somers, Ellington, Tolland, Vernon, South Windsor, East Windsor, Windsor Locks, Windsor, Bloomfield, Simsbury, Canton, Avon, Farmington, West Hartford, Hartford, East Hartford, Manchester, Bolton, Glastonbury, Hebron, Marlborough, Rocky Hill, Wethersfield and Newington) and the Northwestern Connecticut Council of Governments (Salisbury, North Canaan, Canaan, Cornwall, Sharon, Kent, Warren, Washington and Roxbury).

The Authority hosted the annual meeting of the Connecticut Recyclers Coalition.

The Authority also began producing an informational video highlighting the Authority's success in strengthening its foundation and planning for the future.

The following is an update to the proposed schedule to extend solid waste disposal contracts with the participating Mid-Connecticut municipalities. It updates the schedule presented in the Financial Mitigation Quarterly Reports of 3/1/04, 6/30/04 and 9/30/04.

<u>Process for Positioning the Authority to Commence Contract Renegotiations</u>	<u>Projected Time Frame Updated 12/16/04</u>
1. Rebuild relationships with municipalities, operators, haulers and public officials through a series of meetings, communications and discussions	Ongoing
2. Stabilize the financial situation for the Mid-Connecticut project	Ongoing
3. Finalize the Authority's strategic plan	2004-05
4. Develop operational and action plans to implement the strategic plan and monitor results	2004-05
5. Develop municipal flow control options for member communities, as necessary	2004-05
6. Begin development efforts and long term planning for Mid-Connecticut project residue and ash disposal	2004-05
7. Support the Department of Environmental Protection in revising the State Solid Waste Management Plan, so that it prescribes an appropriate solid waste management program for the future	Ongoing
8. Develop a viable business model that will provide statewide competitive tip fees and sufficient capacity	2004 - 05
9. Outline the Authority's role in the future of the Bridgeport Project	Ongoing - 2007

10. Commencement of contract renegotiations with existing Mid-Connecticut municipalities and other non-member Connecticut municipalities in keeping with the project's strategic plan 2006 and beyond

Quarterly Report 9/30/04:

During the three months ended Sept. 30, 2004, the Authority continued its program of outreach to member towns and the general public. The Authority met with representatives of the City of Milford, the Town of Southbury and the City of Hartford Advisory Committee on the Environment. Authority officials also spoke at meetings of the Litchfield Hills Council of Elected Officials (Norfolk, Colebrook, Hartland, Goshen, Winchester, Barkhamsted, New Hartford, Torrington, Harwinton, Litchfield, Morris) and member towns of the Metropolitan District (Hartford, East Hartford, West Hartford, Wethersfield, Windsor, Bloomfield, Rocky Hill and Newington).

In October 2004, the Authority will appear before the Litchfield Hills Council of Elected Officials (Norfolk, Colebrook, Hartland, Goshen, Winchester, Barkhamsted, New Hartford, Torrington, Harwinton, Litchfield and Morris) and the South Central Regional Council of Governments (Meriden, Wallingford, Hamden, North Haven, Bethany, North Branford, Branford, Guilford, Madison, East Haven, New Haven, West Haven, Orange, Milford, Woodbridge and Bethany).

The following is an update to the proposed schedule to extend solid waste disposal contracts with the participating Mid-Connecticut municipalities. It updates the schedule presented in the Financial Mitigation Quarterly Reports of 3/1/04 and 6/30/04.

<u>Process for Positioning the Authority to Commence Contract Renegotiations</u>	<u>Projected Time Frame Updated 9/30/04</u>
1. Rebuild relationships with municipalities, operators, haulers and public officials through a series of meetings, communications and discussions	Ongoing
2. Stabilize the financial situation for the Mid-Connecticut project	Ongoing
3. Finalize the Authority's strategic plan	2004-05
4. Develop operational and action plans to implement the strategic plan and monitor results	2004-05
5. Develop municipal flow control options for member communities, as necessary	2004-05
6. Begin development efforts and long term planning for Mid-Connecticut project residue and ash disposal	2004-05
7. Support the Department of Environmental Protection in revising the State Solid Waste Management Plan, so that it prescribes an appropriate solid waste management program for the future	Ongoing

- | | |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|
| 8. Develop a viable business model that will provide statewide competitive tip fees and sufficient capacity | 2004 - 05 |
| 9. Outline the Authority's role in the future of the Bridgeport Project | Ongoing - 2007 |
| 10. Commencement of contract renegotiations with existing Mid-Connecticut municipalities and other non-member Connecticut municipalities in keeping with the project's strategic plan | 2006 and beyond |

Quarterly Report 6/30/04:

The Authority's Board of Directors held a special meeting on June 3, 2004 to discuss matters involving the Hartford Landfill. At this meeting, the Board voted to discontinue all activities associated with determining the technical viability of vertical expansion of the Hartford Landfill. Although there would be financial benefit to the Mid-Connecticut Project if the Hartford Landfill were to be expanded, the expansion would at best provide only a short-term interim solution to the solid waste capacity assurance within the project. Accordingly, and because there was no support within the City of Hartford for the initiative, the Board felt that resources should instead be focused on long term solid waste management solutions.

In May, the Authority entered into a contract with an environmental engineering company to conduct a comprehensive landfill siting analysis. This study will identify potential sites within the State of Connecticut that are technically and environmentally amenable to permitting and constructing an ash residue and/or bulky waste landfill. A siting study is expected to be completed in fall 2004.

Also during this quarter, the Authority continued its negotiations with the town of Windsor regarding an agreement whereby the Mid-Connecticut Project would receive authority to ship municipal solid waste to the Windsor Landfill. Windsor's Town Council voted in favor of execution of the contract at its meeting on June 21, 2004. The Authority's Board of Directors will vote on the contract at its July 2004 meeting.

The Authority had meetings this quarter with the following municipalities and/or organizations to discuss the Authority's situation and future outlook:

- Northwest Connecticut Council of Governments
- Hartford Environmental Justice Network
- Watertown Rotary
- MDC Towns (Bloomfield, East Hartford, Hartford, Newington, Rocky Hill, Wethersfield, West Hartford, Windsor)
- City of Shelton
- Town of Windsor

As mentioned heretofore in Exhibit A, H.B. 5587 was approved by a voice vote of the Environment Committee but died on the House Calendar. This bill would have created a task force to study beneficial ash residue and the State's ash disposal capacity, which would have aided the Authority with its long-range planning and budgeting for future tip fees.

The following is an update to the proposed schedule to extend solid waste disposal contracts with the participating Mid-Connecticut municipalities. It updates the schedule presented in the Financial Mitigation Quarterly Report of 3/1/04.

<u>Process for Positioning the Authority to Commence Contract Renegotiations</u>	<u>Projected Time Frame Updated 6/31/04</u>
1. Rebuild relationships with municipalities, operators, haulers and public officials through a series of meetings, communications and discussions	Ongoing
2. Stabilize the financial situation for the Mid-Connecticut project	Ongoing
3. Finalize the Authority's strategic plan	2004
4. Develop operational and action plans to implement the strategic plan and monitor results	2004
5. Develop municipal flow control options for member communities	2004
6. Begin development efforts and long term planning for Mid-Connecticut project residue and ash disposal	2004
7. Support the Department of Environmental Protection in revising the State Solid Waste Management Plan, so that it prescribes an appropriate solid waste management program for the future.	2004
8. Develop a viable business model that will provide competitive tip fees.	2004 - 05
9. Outline the Authority's role in the future of the Bridgeport Project	2004 - 05
10. Commencement of contract renegotiations with existing Mid-Connecticut municipalities and other non-member Connecticut municipalities	2005 and beyond

Quarterly Report 3/31/04:

As mentioned heretofore in Exhibit A, the Authority has proposed legislation that would create a task force to study beneficial ash residue and the State's ash disposal capacity. The legislation, H.B. 5587, was approved by a voice vote of the Environment Committee and, as of March 31, 2004, awaits action by the House.

The Board and senior management commenced its efforts to develop a strategic plan at a meeting on December 19, 2003.

On February 5, 2004, the Authority held its inaugural Annual Meeting. Representatives of more than 30 municipalities attended, and the meeting was videotaped and broadcast by CT-Network.

During the first quarter of calendar 2004, the Authority also had meetings with the following organizations to discuss the Authority's situation and future outlook:

- Connecticut Council of Small Towns
- Litchfield Hills Council of Elected Officials (Norfolk, Colebrook, Hartland, Goshen, Winchester, Barkhamsted, New Hartford, Torrington, Harwinton, Litchfield, Morris).

The following is an update to the proposed schedule to extend solid waste disposal contract with the participating Mid-Connecticut municipalities. It updates the early schedule presented in the Financial Mitigation Quarterly Report of 12/31/03.

<u>Process for Positioning the Authority to Commence Contract Renegotiations</u>	<u>Projected Time Frame</u> <u>Updated 3/31/04</u>
1. Rebuild relationships with municipalities, operators, haulers and public officials through a series of meetings, communications and discussions	Ongoing
2. Stabilize the financial situation for the Mid-Connecticut project	Ongoing
3. Finalize the Authority's strategic plan	2004
4. Develop operational and action plans to implement the strategic plan and monitor results	2004
5. Develop municipal flow control options for member communities	2004
6. Begin development efforts and long term planning for Mid-Connecticut project residue and ash disposal	2004
7. Support the Department of Environmental Protection in revising the State Solid Waste Management Plan, so that it prescribes an appropriate solid waste management program for the future.	2004
8. Develop a viable business model that will provide competitive tip fees.	2004 - 05
9. Outline the Authority's role in the future of the Bridgeport Project	2004 - 05
10. Commencement of contract renegotiations with existing Mid-Connecticut municipalities and other non-member Connecticut municipalities	2005 and beyond

Quarterly Report 12/31/03:

The importance of the Authority entering extension discussions with the municipalities that have existing solid waste disposal service contracts is well understood and appreciated by the Authority. More importantly, the overshadowing question concerning the State of Connecticut

views on solid waste disposal has not been forthcoming. While the Authority's financial mitigation plan is focused on June 2012, when contracts for the Mid-Connecticut Project expire, a pivotal point for the Authority will probably come much earlier, in 2008, when the Bridgeport Project is reconstituted and the Authority's role is re-defined. To begin extensive discussions with the Mid-Connecticut member and contract municipalities will require that the Authority strengthen its current financial position and be able to offer all its municipal members credible service opportunities in the future.

The Authority's Board of Directors and senior management are keenly aware of the daunting task of regaining credibility. They are working diligently towards the goal of positioning the Authority to negotiate extended agreements with the member and contract municipalities.

To reach this goal key steps have been identified and work has begun. The initial steps are singularly focused on defining the Authority's future business model and how the Authority can best serve the State's municipal solid waste needs. The following is a summary of the process.

Process for Positioning the Authority to
Commence Contract Renegotiations

Projected Time Frame

- | | |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|
| 1. Rebuild relationships with municipalities, operators, haulers and public officials through a series of meetings, communications and discussions (see attached Schedule H) | Ongoing |
| 2. Stabilize the financial situation for the Mid-Connecticut project | Ongoing |
| 3. Commence strategic plan development with Board of Directors and Senior Management | 12/19/2003 |
| 4. Finalize the Authority's strategic plan process | mid-2004 |
| 5. Develop operational and action plans to implement the strategic plan and monitor results | mid-2004 |
| 6. Develop municipal flow control options for member communities | mid-2004 |
| 7. Develop and long term plans for Mid-Connecticut project residue and ash disposal | 2004 - 05 |
| 8. Support the Department of Environmental Protection in revising the State Solid Waste Management Plan, so that it prescribes an appropriate solid waste management program for the future. | 2004 - 05 |
| 9. Develop a viable business model that will provide competitive tip fees. | 2004 - 05 |
| 10. Outline the Authority's role in the future of the Bridgeport Project | 2004 - 05 |
| 11. Commencement of contract renegotiations with existing Mid-Connecticut municipalities and other non-member Connecticut municipalities | 2005 and beyond |

We have begun the process. To date we have:

- Held numerous meetings and discussions with member municipalities, regional government organizations and legislative leaders (see attached Schedule H)
- Engaged Engineering and Economic Advisory Services to assist in the strategic planning process through a Request for Qualifications process.
- Completed a comprehensive Solid Waste Market Survey
- Commenced the Strategic Planning process with the Board and Senior Management

SCHEDULE H

Municipal meetings held during 2003

In September 2003, Authority management began an ongoing series of meetings with its member/shareholder cities and towns. Since then, meetings have been held with the following municipalities:

- Darien
- Greenwich
- Torrington
- Watertown
- Windsor
- Fairfield
- Naugatuck
- Trumbull
- West Hartford
- Glastonbury
- South Windsor
- Waterbury
- Wethersfield

Regional Authority meetings held during 2003

CRRA has also made presentations to these regional governmental organizations:

- Litchfield Hills Council of Elected Officials (Norfolk, Colebrook, Hartland, Goshen, Winchester, Barkhamsted, New Hartford, Torrington, Harwinton, Litchfield, Morris)
- Capitol Region Council of Governments (Hartford, East Hartford, West Hartford, Granby, Suffield, Enfield, Somers, Ellington, East Windsor, Windsor Locks, East Granby, Canton, Simsbury, Bloomfield, Windsor, South Windsor, Vernon, Tolland, Bolton, Manchester, Avon, Farmington, Newington, Wethersfield, Rocky Hill, Glastonbury, Marlborough, Hebron, Andover)
- Lower Connecticut Valley Selectmen's Association/Connecticut River Estuary Regional Planning Agency (Killingworth, Chester, Lyme, Old Lyme, Old Saybrook, Essex, Deep River, Westbrook, Clinton)
- Northwestern Connecticut Council of Governments (Salisbury, North Canaan, Canaan, Sharon, Cornwall, Kent, Warren, Washington, Roxbury)

TAB I

**MID-CONNECTICUT BUDGET FOR FISCAL YEAR 2007 AND THREE YEAR
FINANCIAL PLAN**

**SUMMARY OF KEY FACTORS AND ASSUMPTIONS
May 15, 2006**

1. At the February 2006 Board of Directors meeting, the Mid-Connecticut Budget was approved and a Fiscal Year 2007 tip fee of \$69.00 was adopted. The projections provided in the Financial Mitigation Plan for the Quarter Ending March 31, 2006 have been updated to include projections for FY07, FY08 and FY09.
2. Tip Fees are projected to approximate market to assure flow control. In FY08 and FY09 they are assumed to be \$70.75 and \$72.50, respectively.
3. Tip Fees are set to bring revenue into equilibrium with expenses.
4. Assumed processed residue and non-processible waste to be exported out-of-state in FY07 at an incremental cost of \$7.2 million per year due to the closure of the Municipal Solid Waste portion of the Hartford Landfill.
5. Tonnage delivered to facility is projected at 868,000 annual tons and total tons processed are projected at 826,000 annual tons.
6. Includes \$10.2 million to be set aside in a Debt Service Stabilization Reserve for future debt service payments due on outstanding 1996 Series A Bonds.
7. Assumed ash to be exported out-of-State in FY09 at an incremental cost of \$10.6 million per year due to the closure of the ash portion of the Hartford Landfill.
8. Assumes defeasance of additional 1996 Series A Bonds resulting in an outstanding bond principal balance of approximately \$16 million.

CONNECTICUT RESOURCES RECOVERY AUTHORITY

**MID-CONNECTICUT PROJECT
OPERATING BUDGET & PROJECTIONS
FISCAL YEAR 2007 - 2009**

May 15, 2006

CRRRA - MID-CONNECTICUT PROJECT

ASSUMPTIONS		PROJECTED FY07	PROJECTED FY08	PROJECTED FY09
TIP FEES				
MSW	Member (1)	\$69.00	\$70.75	\$72.50
	Contract (1)	\$69.00	\$70.75	\$72.50
	Spot (2)	\$69.00	n/a	n/a
Landfill	Metals (1)	\$75.00	\$0.00	\$0.00
	Bulky Waste (C&D) - Municipal (1)	\$85.00	\$0.00	\$0.00
	Bulky Waste (C&D) - Commercial (1)	\$96.00	\$0.00	\$0.00
	White Goods (Metals) (1)	\$74.00	\$0.00	\$0.00
	DEP Certified Soils (1)	\$95.00	\$0.00	\$0.00
	Nonprocessible Fee - Direct (1)	\$85.00	\$0.00	\$0.00
	Non-Municipal Mattress Surcharge (Per Unit) (1)	\$15.00	\$0.00	\$0.00
	Cover Material - Charged (Negotiated) (3)	n/a	\$0.00	\$0.00
Other	Ferrous Residue (Spot) (4)	\$12.00	\$12.00	\$12.00
	RDF (Spot) (2)	n/a	\$15.00	\$15.00
	Recycling Residue (Spot) (2)	n/a	\$70.75	\$72.50
Recyclables	Member - Container (1)	\$0.00	\$0.00	\$0.00
	Member - Paper (1)	\$0.00	\$0.00	\$0.00
POWER				
	kwh/ton of MSW Processed	524	524	524
	Total kwh Sold	433,000,000	433,000,000	433,000,000
	Average Rate Per kwh (4)	\$0.04322	\$0.03998	\$0.03998
DELIVERIES (Tons)				
MSW	Member	610,000	610,000	610,000
	Contract	250,000	250,000	250,000
	Spot	8,000	8,000	8,000
	<i>Subtotal</i>	868,000	868,000	868,000
Landfill	Metals	0	0	0
	Bulky Waste (C&D) - Municipal	0	0	0
	Bulky Waste (C&D) - Commercial	0	0	0
	White Goods (Metals)	0	0	0
	DEP Certified Soils	0	0	0
	Nonprocessible Waste - Direct	0	0	0
	Cover Material - Charged	0	0	0
	<i>Subtotal</i>	0	0	0
Other (Spot)	Ferrous Residue	10,000	8,000	8,000
	Wood chips	0	0	0
	RDF (Imported)	0	0	0
	Recycling Residue	0	0	0
	<i>Subtotal</i>	10,000	8,000	8,000
Recyclables	Containers	22,000	22,000	22,000
	Paper (total)	56,000	56,000	56,000
	<i>Subtotal</i>	78,000	78,000	78,000

(1) Rates set during the annual budget process

(2) Rates received through an annual bid process

(3) Included in DEP Certified Materials revenue account

(4) Rates specified by contract

n/a = Not Applicable

ASSUMPTIONS, CONTINUED		PROJECTED FY07	PROJECTED FY08	PROJECTED FY09
RECYCLING OPERATIONS				
Revenues	Containers	n/a	\$55.00	\$55.00
	Paper Contract	n/a	\$56.00	\$56.00
	Acceptable Recyclables (Fixed Fee)	\$29.06	\$29.06	\$29.06
	Commodity Fee	\$7.00	\$7.00	\$7.00
Expenditures	Container Processing Fee	n/a	\$24.34	\$24.95
	Paper Processing Fee	\$8.00	\$8.20	\$8.41
Operations	Residue Rate- Containers	8.50%	8.50%	8.50%
	Residue Rate- Paper	0.50%	0.50%	0.50%
FACILITY OPERATIONS				
Tons Processed	Total MSW Processed	826,000	826,000	826,000
	RDF Produced	702,000	702,000	702,000
Residue Rates	Ash Rate (Per Ton of RDF)	25.0%	24.0%	24.0%
	Process Residue Rate (Per Ton of MSW)	12.0%	12.0%	12.0%
	Ferrous Metals Rate (Outbound) (Per Ton of MSW)	3.0%	3.0%	3.0%
	Ferrous Residue Rate (Inbound) (Per Ton of MSW)	1.2%	1.2%	1.2%
	Nonprocessible Waste - From WPF (Per Ton of MSW)	1.2%	1.2%	1.2%
Fees	Coal Price (per ton)	\$61.90	\$61.90	\$61.90
	Ash Loading (per ton)	\$1.14	\$1.17	\$1.20
	Lime (per ton)	\$100.21	\$102.72	\$105.29
	Urea (per gallon)	\$1.06	\$1.09	\$1.12
	Ferrous Residue Removal (per ton)	(\$20.00)	(\$20.00)	(\$20.00)
Other	Lime (Lbs/Ton of RDF Burned)	19.0	19.0	19.0
	Lime (Lbs/Ton of RDF Burned) - Dolomitic System	8.0	14.0	14.0
	Coal Purchase (Tons)	0	0	0
	Coal Use (Tons)	500	2,500	2,500
	Urea (Gallons)	260,000	260,000	260,000
MUNICIPAL PAYMENTS				
Fees	Canton (per ton)	\$4.42	\$4.42	\$4.42
	East Granby (per ton)	\$8.38	\$8.38	\$8.38
	Ellington Surcharge (E. Windsor to Ellington TS) (per ton)	\$2.25	\$2.25	\$2.25
	Essex Surcharge (Recycling) (per MSW ton)	\$0.89	\$0.89	\$0.89
	Granby (per ton)	\$7.90	\$7.90	\$7.90
	Hartford PILOT - Bulky Waste (per ton)	\$7.71	\$7.90	\$8.10
	Hartford PILOT - Processible Waste Fee (per ton)	\$9.25	\$9.48	\$9.72
	Simsbury (per ton)	\$8.13	\$8.13	\$8.13
	Watertown (Waterbury to Watertown TS) (per ton)	\$0.50	\$0.50	\$0.50
	Watertown (No Residential Drop Off) (fixed rate)	\$9,000	\$9,000	\$9,000
	Deliveries (Tons)	Canton (MSW)	6,000	6,000
East Granby (MSW)		3,500	3,500	3,500
Ellington Surcharge (E. Windsor MSW to Ellington TS)		3,000	3,000	3,000
Essex Surcharge (MSW)		65,000	65,000	65,000
Granby (TS Subsidy)		6,000	6,000	6,000
Simsbury (TS Subsidy)		16,500	16,500	16,500
Watertown (Waterbury MSW to Watertown TS)		60,000	60,000	60,000

ASSUMPTIONS, CONTINUED		PROJECTED FY07	PROJECTED FY08	PROJECTED FY09
WASTE TRANSPORT				
Fees	Ellington (per ton)	\$8.82	\$9.04	\$9.27
	Essex (per ton)	\$15.50	\$15.89	\$16.29
	Torrington (per ton)	\$11.79	\$12.08	\$12.38
	Watertown (per ton)	\$12.50	\$12.81	\$13.13
	Guildford / Madison (per ton)	\$2.75	\$2.75	\$2.75
	RRDD#1 MSW (per load)	\$80.86	\$82.88	\$84.95
	Sharon/Salisbury (per ton)	\$11.32	\$11.60	\$11.89
	Southbury (per ton)	\$9.40	\$9.59	\$9.78
	Waterbury LF Residential Drop Off (per ton)	\$32.00	\$33.00	\$33.83
	Bridgeport Project Diversion Fee (per ton)	\$67.50	\$69.19	\$70.92
	Bristol Project Diversion Fee (per ton)	n/a	n/a	n/a
	Southeast Project Diversion Fee (per ton)	\$67.50	\$69.19	\$70.92
	Wallingford Project Diversion Fee (per ton)	\$58.00	\$59.00	\$60.00
	Windsor LF MSW Diversion Fee (per ton)	\$65.78	\$67.75	\$0.00
	Exports Out-of-State Fee (average per ton)	\$77.00	\$78.93	\$80.90
	Ash Hauling (per ton)	\$3.18	\$3.28	\$18.75
	Ash Disposal (per ton)	n/a	n/a	\$51.90
	Process Residue to Hartford LF (per ton haul fee)	\$0.00	\$0.00	\$0.00
	Process Residue to Windsor LF (per ton haul fee)	Market Price	\$7.89	\$0.00
	Process Residue to Windsor LF (per ton disposal fee)	\$53.05	\$54.64	\$0.00
	Process Residue to Out-of-State LF (per ton T&D)	Market Price	\$76.88	\$78.80
	NPW to Hartford LF (per load)	n/a	\$0.00	\$0.00
	NPW to Out-of-State LF (per ton T&D)	Market Price	\$92.25	\$94.56
Hauled Tons	Ellington (MSW)	56,000	56,000	56,000
	Essex (MSW & Recyclables)	85,000	85,000	85,000
	Torrington (MSW & Recyclables)	79,000	79,000	79,000
	Watertown (MSW & Recyclables)	128,000	128,000	128,000
	Guildford / Madison (MSW)	5,000	5,000	5,000
	RRDD#1 (MSW)	3,000	3,000	3,000
	Sharon/Salisbury (MSW)	4,500	4,500	4,500
	Southbury (MSW)	8,000	8,000	8,000
	Waterbury LF Residential Drop Off	3,000	3,000	3,000
	Ferrous Metals Outbound	25,000	25,000	25,000
Hartford Landfill	Ash	176,000	176,000	176,000
	Process Residue - to Hartford LF	0	0	0
	Process Residue to Windsor LF	10,000	0	0
	Process Residue to Out-of-State	89,000	99,000	99,000
	NPW to Hartford LF	0	0	0
	NPW to Out-of-State LF	10,000	9,900	9,900
MSW Bypass	Bridgeport Diversions	10,000	10,000	5,000
	Bristol Diversions	0	0	0
	Southeast Diversions	0	0	0
	Wallingford Diversions	0	0	0
	Windsor LF Diversions	25,000	0	0
	Exports Out-of-State	7,000	32,000	37,000
	<i>Subtotal</i>	42,000	42,000	42,000
MISCELLANEOUS				
	Inflation Estimate	2.50%	2.50%	2.50%

CRRA - MID-CONNECTICUT PROJECT

REVENUE AND EXPENDITURE SUMMARY

REVENUES

Account	Description	PROJECTED FY07	PROJECTED FY08	PROJECTED FY09
41-001-000-40101	Service Charges Solid Waste-Members	\$42,090,000	\$43,158,000	\$44,225,000
41-001-000-40102	Service Charges Solid Waste-Contracts	\$17,257,000	\$17,695,000	\$18,132,000
41-001-000-40103	Service Charges Solid Waste-Spot	\$672,000	\$96,000	\$96,000
41-001-000-41104	Metal Sales	\$500,000	\$500,000	\$500,000
41-001-000-42101	Recycling Sales	\$2,934,000	\$2,598,000	\$2,598,000
41-001-000-43101	Electricity	\$18,714,000	\$17,311,000	\$17,311,000
41-001-000-45150	Miscellaneous Income	\$617,000	\$648,000	\$655,000
41-001-000-46101	Interest Income	\$1,997,000	\$1,875,000	\$1,875,000
41-001-000-xxxxx	Use of Board Designated Reserves	\$0	\$0	\$9,073,500
41-001-000-xxxxx	Jets / EGF	\$7,387,000	\$7,514,000	\$7,680,000
41-001-000-48201	Use of Prior Year(s) Retained Earnings	\$2,884,055	\$0	\$0
Total Revenues		\$95,052,055	\$91,395,000	\$102,145,500

EXPENDITURES

Account	Description	PROJECTED FY07	PROJECTED FY08	PROJECTED FY09
41-001-501-xxxxx	General Administration	\$11,915,000	\$10,138,000	\$10,259,000
41-001-502-xxxxx	Debt Service/Administration	\$8,167,055	\$3,933,500	\$2,860,000
41-001-505-xxxxx	Waste Transport	\$17,239,000	\$18,078,000	\$30,400,000
41-001-506-xxxxx	Regional Recycling	\$2,348,000	\$2,007,500	\$2,053,500
41-001-601-xxxxx	Waste Processing Facility	\$20,756,000	\$22,244,000	\$22,746,000
41-001-602-xxxxx	Power Block Facility	\$18,393,000	\$18,840,000	\$19,191,000
41-001-603-xxxxx	Energy Generating Facility	\$1,595,000	\$1,635,000	\$1,676,000
41-001-604-xxxxx	Landfill - Hartford	\$4,668,500	\$4,350,000	\$2,568,000
41-001-605-xxxxx	Landfill - Ellington	\$449,000	\$457,000	\$465,000
41-001-61x-xxxxx	Transfer Stations	\$2,064,000	\$2,125,000	\$2,173,000
41-001-620-xxxxx	171 Murphy Road	\$70,500	\$73,000	\$74,000
41-001-xxx-xxxxx	Jets / EGF	\$7,387,000	\$7,514,000	\$7,680,000
Total Expenditures		\$95,052,055	\$91,395,000	\$102,145,500
Balance		\$0	\$0	\$0

EXPENDITURE DETAIL

Account	Description	PROJECTED FY07	PROJECTED FY08	PROJECTED FY09
GENERAL ADMINISTRATION				
41-001-501-52101	Postage & Delivery Fees	\$4,000	\$4,000	\$4,000
41-001-501-52104	Telephone & Pagers	\$20,000	\$21,000	\$22,000
41-001-501-52108	Duplication And Printing	\$5,000	\$5,000	\$0
41-001-501-52115	Advertising	\$9,000	\$9,000	\$9,000
41-001-501-52118	Marketing & Public Relations	\$250,000	\$250,000	\$250,000
41-001-501-52202	Office Supplies	\$7,000	\$7,000	\$7,000
41-001-501-52211	Protect Clothing/Safety Equip.	\$0	\$0	\$0
41-001-501-52302	Miscellaneous Services	\$5,000	\$5,000	\$5,000
41-001-501-52305	Business Meetings and Travel	\$2,000	\$2,000	\$2,000
41-001-501-52355	Mileage Reimbursement	\$10,000	\$10,000	\$10,000
41-001-501-52404	Building Operations	\$92,000	\$94,000	\$96,000
41-001-501-52415	Grounds Maintenance	\$50,000	\$51,000	\$52,000
41-001-501-52502	Fees/Licenses/Permits	\$1,000	\$2,000	\$1,000
41-001-501-52505	Claims/Losses	\$100,000	\$100,000	\$100,000
41-001-501-52602	Bad Debt Expense	\$10,000	\$15,000	\$15,000
41-001-501-52604	Rental / Lease	\$1,000	\$0	\$0
41-001-501-52854	Information Technology - Consulting	\$5,000	\$0	\$0
41-001-501-52856	Legal	\$2,000,000	\$1,500,000	\$1,500,000
41-001-501-52859	Financial	\$38,000	\$39,000	\$40,000
41-001-501-52863	Auditor	\$24,000	\$25,000	\$26,000
41-001-501-52875	Insurance, Consulting, Brokerage Serv	\$84,000	\$86,000	\$88,000
41-001-501-52899	Other Consulting Services	\$150,000	\$150,000	\$150,000
41-001-501-53301	Gas	\$9,000	\$9,000	\$9,000
41-001-501-53304	Electricity	\$3,000	\$3,000	\$3,000
41-001-501-54482	Computer Hardware	\$5,000	\$5,000	\$5,000
41-001-501-54483	Computer Software	\$1,000	\$1,000	\$1,000
41-00-501-52674	Contribution to Landfill Deveopment Fund	\$1,400,000	\$0	\$0
41-00-501-52675	Contribution to Risk Fund	\$3,000,000	\$3,000,000	\$3,000,000
41-001-501-57840	Allocation - Salaries	\$2,534,000	\$2,597,000	\$2,662,000
41-001-501-57850	Allocation - Overhead	\$2,096,000	\$2,148,000	\$2,202,000
	Subtotal	\$11,915,000	\$10,138,000	\$10,259,000
		75.4%	-14.9%	1.2%

EXPENDITURE DETAIL

Account	Description	PROJECTED FY07	PROJECTED FY08	PROJECTED FY09
<u>DEBT SERVICE/ADMINISTRATION (1)</u>				
41-001-502-52672	Contribution to Debt Service Stabilization Reserve	\$7,217,055	\$2,982,500	\$0
41-001-502-52859	Financial	\$2,000	\$2,000	\$2,000
41-001-502-55525	Interest - 96 Series	\$917,000	\$917,000	\$917,000
41-001-502-55560	Principal Repayment	\$0	\$0	\$1,908,000
41-001-502-55585	Trustee Fees	\$31,000	\$32,000	\$33,000
	Subtotal	\$8,167,055	\$3,933,500	\$2,860,000
		-56.2%		
<u>WASTE TRANSPORT</u>				
41-001-505-52409	Other Repairs & Maintenance	\$0	\$2,000	\$2,000
41-001-505-52509	Transfer / Transport Subsidy	\$333,000	\$336,000	\$339,000
41-001-505-52658	Rolling Stock Reserve	\$600,000	\$600,000	\$600,000
41-001-505-52701	Contract Operating Charges	\$12,686,000	\$13,139,000	\$13,467,000
41-001-505-52715	Ash Loading	\$201,000	\$206,000	\$211,000
41-001-505-52706	Ash Hauling	\$560,000	\$577,000	\$3,300,000
41-001-505-xxxxx	Ash Disposal	\$0	\$0	\$9,134,000
41-001-505-52710	Disposal Fees - Solid Waste (Bypass)	\$2,859,000	\$3,218,000	\$3,348,000
	Subtotal - Waste Transport	\$17,239,000	\$18,078,000	\$30,400,000
		59.9%	4.9%	68.2%
<u>REGIONAL RECYCLING</u>				
41-001-506-52104	Telephone & Pagers	\$4,000	\$4,000	\$4,000
41-001-506-52115	Advertising	\$8,000	\$8,000	\$8,000
41-001-506-52118	Marketing & Public Relations	\$5,000	\$5,000	\$5,000
41-001-506-52302	Miscellaneous Services	\$2,000	\$2,000	\$2,000
41-001-506-52404	Building Operations	\$45,000	\$46,000	\$47,000
41-001-506-52407	Project Equipment Maintenance	\$40,000	\$41,000	\$42,000
41-001-506-52415	Grounds Maintenance	\$20,000	\$21,000	\$23,000
41-001-506-52502	Fees/Licenses/Permits	\$7,000	\$7,000	\$7,000
41-001-506-52617	Electronics Recycling	\$50,000	\$50,000	\$50,000
41-001-506-52659	Recycling Education Reserve (PILOT)	\$100,000	\$100,000	\$100,000
41-001-506-52701	Contract Operating Charges	\$336,000	\$344,000	\$353,000
41-001-506-52709	Other Operating Charges	\$146,000	\$150,000	\$154,000
41-001-506-52858	Engineering	\$50,000	\$51,000	\$52,000
41-001-506-52901	Environmental Testing	\$4,000	\$4,000	\$4,000
41-001-506-53304	Electricity	\$38,000	\$0	\$0
41-001-506-53309	Other Utilities	\$2,000	\$2,000	\$2,000
41-001-506-54482	Computer Hardware	\$2,000	\$1,000	\$1,000
41-001-508-58001	Contingency	\$347,000	\$0	\$0
41-001-506-57840	Allocation - Salaries	\$347,000	\$356,000	\$365,000
41-001-506-57850	Allocation - Overhead	\$361,000	\$370,000	\$379,000
41-001-621-xxxxx	Hartford Education (See Detail)	\$254,000	\$260,000	\$266,000
41-001-508-xxxxx	Stratford Education (See Detail)	\$180,000	\$185,500	\$189,500
	Subtotal	\$2,348,000	\$2,007,500	\$2,053,500
		-19.5%	-14.5%	2.3%

EXPENDITURE DETAIL

Account	Description	PROJECTED FY07	PROJECTED FY08	PROJECTED FY09
WASTE PROCESSING FACILITY				
41-001-601-52104	Telephone & Pagers	\$9,000	\$9,000	\$9,000
41-001-601-52404	Building Operations	\$10,000	\$10,000	\$10,000
41-001-601-52407	Project Equipment Maintenance	\$15,000	\$15,000	\$15,000
41-001-601-52502	Fees/Licenses/Permits	\$5,000	\$5,000	\$5,000
41-001-601-52507	Payments in Lieu of Taxes	\$2,939,000	\$4,047,000	\$4,148,000
41-001-601-52640	Insurance Premium	\$1,173,000	\$1,202,000	\$1,232,000
41-001-601-52668	Facility Modification Reserve	\$2,000,000	\$2,000,000	\$2,000,000
41-001-601-52701	Contract Operating Charges	\$13,682,000	\$14,024,000	\$14,375,000
41-001-601-52709	Other Operating Charges	\$290,000	\$296,000	\$303,000
41-001-601-52858	Engineering	\$160,000	\$150,000	\$150,000
41-001-601-52901	Environmental Testing	\$71,000	\$73,000	\$75,000
41-001-601-53304	Electricity	\$0	\$1,000	\$1,000
41-001-601-54482	Computer Hardware	\$2,000	\$1,000	\$1,000
41-001-601-52616	MCAPS Fuel	\$200,000	\$205,000	\$210,000
41-001-601-52713	MCAPS Charges	\$200,000	\$206,000	\$212,000
	Subtotal	\$20,756,000	\$22,244,000	\$22,746,000
		0.5%	7.2%	2.3%
POWER BLOCK FACILITY				
41-001-602-52502	Fees/Licenses/Permits	\$307,000	\$315,000	\$323,000
41-001-602-52506	Solid Waste Assessment (Dioxin Tax)	\$1,053,000	\$1,053,000	\$1,053,000
41-001-602-52611	Revenue Sharing Expense (5.05)	\$3,700,000	\$3,700,000	\$3,700,000
41-001-602-52614	Lime	\$950,000	\$1,190,000	\$1,220,000
41-001-602-52616	SNCR (Urea)	\$276,000	\$283,000	\$291,000
41-001-602-52702	Contract Ops Charge - Equipment (5.02)	\$3,730,000	\$3,822,000	\$3,917,000
41-001-602-52703	Contract Ops Charge - Management Fee (5.03)	\$1,478,000	\$1,515,000	\$1,553,000
41-001-602-52709	Contract Ops Charge - Personnel (5.01)	\$5,527,000	\$5,665,000	\$5,807,000
41-001-602-52714	Other Operating Charges - Pass Through Costs	\$500,000	\$513,000	\$526,000
41-001-602-52858	Engineering	\$185,000	\$75,000	\$75,000
41-001-602-52899	Other Consulting Services	\$0	\$5,000	\$5,000
41-001-602-52901	Environmental Testing	\$172,000	\$176,000	\$180,000
41-001-602-52910	Continuous Emission Monitoring	\$200,000	\$205,000	\$210,000
41-001-602-53304	Electricity	\$315,000	\$323,000	\$331,000
	Subtotal	\$18,393,000	\$18,840,000	\$19,191,000
		1.5%	2.4%	1.9%
ENERGY GENERATING FACILITY				
41-001-603-52507	Payments In Lieu of Taxes	\$1,588,000	\$1,628,000	\$1,669,000
41-001-603-53304	Electricity	\$7,000	\$7,000	\$7,000
	Subtotal	\$1,595,000	\$1,635,000	\$1,676,000
		3.8%	2.5%	2.5%

EXPENDITURE DETAIL

Account	Description	PROJECTED FY07	PROJECTED FY08	PROJECTED FY09
<u>HARTFORD LANDFILL</u>				
41-001-604-52104	Telephone & Pagers	\$4,000	\$4,000	\$4,000
41-001-604-52115	Advertising	\$2,000	\$2,000	\$0
41-001-604-52404	Building Operations	\$15,000	\$15,000	\$2,000
41-001-604-52407	Project Equipment Maintenance	\$133,000	\$136,000	\$139,000
41-001-604-52415	Grounds Maintenance	\$295,000	\$302,000	\$310,000
41-001-604-52502	Fees/Licenses/Permits	\$22,000	\$23,000	\$22,000
41-001-604-52604	Rental / Lease	\$525,000	\$525,000	\$0
41-001-604-52650	Post Closure Reserve	\$300,000	\$0	\$0
41-001-601-52670	Landfill Closure Reserve	\$1,500,000	\$1,500,000	\$1,500,000
41-001-604-52701	Contract Operating Charges	\$1,067,000	\$1,094,000	\$0
41-001-604-52709	Other Operating Charges	\$350,000	\$359,000	\$368,000
41-001-604-52858	Engineering	\$234,000	\$240,000	\$100,000
41-001-604-52901	Environmental Testing	\$117,000	\$120,000	\$123,000
41-001-604-53304	Electricity	\$29,500	\$30,000	\$0
41-001-604-54482	Computer Hardware	\$4,000	\$0	\$0
41-001-604-54483	Computer Software	\$1,000	\$0	\$0
41-001-604-56605	Construction	\$50,000	\$0	\$0
41-001-604-58001	Contingency	\$20,000	\$0	\$0
	Subtotal	\$4,668,500	\$4,350,000	\$2,568,000
		-17.0%	-6.8%	-41.0%
<u>ELLINGTON LANDFILL</u>				
41-001-605-52407	Project Equipment Maintenance	\$24,000	\$25,000	\$26,000
41-001-605-52415	Grounds Maintenance	\$61,500	\$63,000	\$65,000
41-001-605-52502	Fees/Licenses/Permits	\$1,500	\$2,000	\$2,000
41-001-605-52504	Assessment/Taxes	\$6,000	\$6,000	\$6,000
41-001-605-52650	Post Closure Reserve	\$175,000	\$175,000	\$175,000
41-001-605-52709	Other Operating Charges	\$81,000	\$83,000	\$85,000
41-001-605-52858	Engineering	\$24,000	\$25,000	\$26,000
41-001-605-52901	Environmental Testing	\$51,000	\$52,000	\$53,000
41-001-605-53304	Electricity	\$24,000	\$25,000	\$26,000
41-001-605-55585	Trustee Fees	\$1,000	\$1,000	\$1,000
	Subtotal	\$449,000	\$457,000	\$465,000
		4.2%	1.8%	1.8%

EXPENDITURE DETAIL

Account	Description	PROJECTED FY07	PROJECTED FY08	PROJECTED FY09
<u>TRANSFER STATION - ELLINGTON</u>				
41-001-610-52104	Telephone & Pagers	\$7,000	\$7,000	\$7,000
41-001-610-52404	Building Operations	\$5,500	\$6,000	\$6,000
41-001-610-52407	Project Equipment Maintenance	\$7,500	\$8,000	\$8,000
41-001-610-52415	Grounds Miantenance	\$5,000	\$5,000	\$5,000
41-001-610-52502	Fees/Licenses/Permits	\$3,000	\$3,000	\$3,000
41-001-610-52508	Municipal Subsidy	\$7,000	\$7,000	\$7,000
41-001-610-52701	Contract Operating Charges	\$342,500	\$351,000	\$360,000
41-001-610-52858	Engineering	\$1,000	\$1,000	\$1,000
41-001-610-53304	Electricity	\$3,000	\$3,000	\$3,000
41-001-610-54482	Computer Hardware	\$2,000	\$1,000	\$1,000
	Subtotal	\$383,500	\$392,000	\$401,000
		5.1%	2.2%	2.3%
<u>TRANSFER STATION - ESSEX</u>				
41-001-611-52104	Telephone & Pagers	\$4,000	\$4,000	\$4,000
41-001-611-52404	Building Operations	\$5,500	\$6,000	\$6,000
41-001-611-52407	Project Equipment Maintenance	\$7,500	\$8,000	\$8,000
41-001-611-52502	Fees/Licenses/Permits	\$3,000	\$3,000	\$3,000
41-001-611-52701	Contract Operating Charges	\$548,500	\$562,000	\$576,000
41-001-611-52858	Engineering	\$1,000	\$1,000	\$1,000
41-001-611-52901	Environmental Testing	\$3,500	\$4,000	\$4,000
41-001-611-54482	Computer Hardware	\$2,000	\$1,000	\$1,000
41-001-611-57820	Local Administration	\$58,000	\$58,000	\$58,000
	Subtotal	\$629,000	\$647,000	\$661,000
		25.5%	2.9%	2.2%
<u>TRANSFER STATION - TORRINGTON</u>				
41-001-612-52104	Telepone & Pagers	\$4,000	\$4,000	\$4,000
41-001-612-52404	Building Operations	\$5,500	\$6,000	\$6,000
41-001-612-52407	Project Equipment Maintenance	\$7,500	\$8,000	\$8,000
41-001-612-52502	Fees/Licenses/Permits	\$3,000	\$3,000	\$3,000
41-001-612-52701	Contract Operating Charges	\$521,500	\$535,000	\$548,000
41-001-612-52858	Engineering	\$1,000	\$1,000	\$1,000
41-001-612-52901	Environmental Testing	\$3,000	\$3,000	\$3,000
41-001-612-54482	Computer Hardware	\$2,000	\$1,000	\$1,000
	Subtotal	\$543,500	\$561,000	\$574,000
		13.9%	3.2%	2.3%

EXPENDITURE DETAIL

Account	Description	PROJECTED FY07	PROJECTED FY08	PROJECTED FY09
<u>TRANSFER STATION - WATERTOWN</u>				
41-001-613-52104	Telephone & Pagers	\$6,000	\$6,000	\$6,000
41-001-613-52404	Building Operations	\$5,500	\$6,000	\$6,000
41-001-613-52407	Project Equipment Maintenance	\$7,500	\$8,000	\$8,000
41-001-613-52502	Fees/Licenses/Permits	\$3,000	\$3,000	\$3,000
41-001-613-52508	Municipal Subsidy	\$39,000	\$39,000	\$39,000
41-001-613-52701	Contract Operating Charges	\$450,000	\$461,000	\$473,000
41-001-613-52858	Engineering	\$1,000	\$1,000	\$1,000
41-001-613-54482	Computer Hardware	\$2,000	\$1,000	\$1,000
	Subtotal	\$508,000	\$525,000	\$537,000
		0.4%	3.3%	2.3%
<u>171 MURPHY ROAD</u>				
41-001-620-52104	Telephone & Pagers	\$2,000	\$2,000	\$2,000
41-001-620-52404	Building Operations	\$17,500	\$18,000	\$18,000
41-001-620-52415	Grounds Maintenance	\$2,000	\$2,000	\$2,000
41-001-620-52507	Payments in Lieu of Taxes	\$35,000	\$36,000	\$37,000
41-001-620-53301	Gas	\$10,500	\$11,000	\$11,000
41-001-620-53304	Electricity	\$2,000	\$2,000	\$2,000
41-001-620-53309	Other Utilities	\$1,500	\$2,000	\$2,000
	Subtotal	\$70,500	\$73,000	\$74,000
		41.0%	3.5%	1.4%
<u>Jets / EGF</u>				
02-001-501-xxxxx	General Administration	\$271,000	\$275,000	\$279,000
02-001-951-xxxxx	Jets	\$1,563,000	\$1,595,000	\$1,628,000
02-001-952-xxxxx	Energy Generating Facility	\$5,553,000	\$5,644,000	\$5,773,000
		\$7,387,000	\$7,514,000	\$7,680,000
		8.3%	1.7%	2.2%