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 FAX (860) 757-7743

February 11, 2011

The Honorable Dannel P. Malloy  
 Governor  
 State of Connecticut  
 Executive Chambers  
 State Capitol  
 Hartford, CT 06106

**RE: Connecticut General Statutes, Section 1-123(a) and  
Connecticut General Statutes, Section 22a-268e  
 Connecticut Resources Recovery Authority - Annual Report Requirements – Fiscal Year 2010**

Dear Governor Malloy:

Attached herewith is information submitted to meet the Connecticut Resources Recovery Authority's (the "Authority") fiscal year 2010 Annual Report requirements under Sections 1-123(a) and 22a-268e of the Connecticut General Statutes ("CGS"). Also enclosed is the Authority's Comprehensive Annual Financial Report ("CAFR"), which contains our Annual Financial Report for the Year Ended June 30, 2010 and Independent Auditor's Report (the "Audit").

<b>Required Submission under CGS Section 1-123(a):</b>	<b>Location:</b>
(1) A list of all bond issues for the preceding fiscal year, including, for each such issue, the financial advisor and underwriters, whether the issue was competitive, negotiated or privately placed, and the issue's face value and net proceeds;	Tab 1
(2) a list of all projects other than those pertaining to owner-occupied housing or student loans receiving financial assistance during the preceding fiscal year, including each project's purpose, location, and the amount of funds provided by the agency;	Tab 2
(3) a list of all outside individuals and firms receiving in excess of five thousand dollars in the form of loans, grants or payments for services, except for individuals receiving loans for owner-occupied housing and education;	Tab 3
(4) a balance sheet showing all revenues and expenditures;	Tab 4
(5) the cumulative value of all bonds issued, the value of outstanding bonds, and the amount of the state's contingent liability;	Tab 5
(6) the affirmative action policy statement, a description of the composition of the agency's work force by race, sex, and occupation and a description of the agency's affirmative action efforts; and	Tab 6
(7) a description of planned activities for the current fiscal year.	Tab 7

<b>Required Submission under CGS Section 22a-268e:</b>	
A description of efforts to mitigate the effects of Authority-Enron-Connecticut Light and Power Company transaction.	Tab 8

Please contact me if you have any questions or concerns regarding this submission.

Very truly yours,



Michael A. Pace  
Chairman of the Board

Enclosure: Fiscal Year 2010 CAFR

- cc: State Auditors of Public Accounts  
Legislative Program Review and Investigations Committee (2 copies)  
General Assembly's Joint Standing Committee for Finance, Revenue and Bonding  
Thomas Kirk, President (w/o enclosure)  
James Bolduc, Chief Financial Officer (w/o enclosure)  
Laurie Hunt, Esq., Director of Legal Services (w/o enclosure)  
Bettina Ferguson, Assistant Treasurer & Director of Finance (w/o enclosure)

## **1. BONDS ISSUED DURING FISCAL YEAR 2010**

There were no bonds issued by the Authority during Fiscal Year 2010.

## **2. FINANCIAL ASSISTANCE PROVIDED DURING FISCAL YEAR 2010**

The Authority did not provide any financial assistance during Fiscal Year 2010.

### 3. VENDORS PAID \$5,000 OR MORE DURING FISCAL YEAR 2010

A J BELLIVEAU RAILROAD CONSTRUCTION INC  
AAD ASSOCIATES LLC  
ABM JANITORIAL NE INC  
ADNET TECHNOLOGIES, INC.  
ADP INC  
AFLAC WORLD HEADQUARTERS  
AIR TEMP MECHANICAL SERVICES INC  
ALL WASTE INC  
ALTERNATIVE RESOURCES, INC  
AMERTAS LIFE INSURANCE CORP  
AON RISK SERVICES INC OF WASHINGTON DC/  
APPLELOOSA ARTWORKS  
AT&T  
B G MECHANICAL SERVICE INC  
BANK OF AMERICA  
BEEBE LANDSCAPE SERVICE, INC.  
BODE EQUIPMENT COMPANY  
BOLLAM, SHEEDY, TORANI AND CO. LLP, CPA  
BOTTICELLO INC  
BROWN RUDNICK BERLACK ISRAELS LLP  
BRRFOC  
BUSCH SYSTEMS INTERNATIONAL, INC.  
CAPITOL CLEANING CONTRACTORS INC  
CARLIN CHARRON & ROSEN LLP  
CDW GOVERNMENT INC  
CENTRAL MECHANICAL SERVICES, LLC  
CENTRAL PARKING SYSTEM  
CERIDIAN BENEFIT SERVICES  
CITY OF BRIDGEPORT  
CITY OF HARTFORD  
CITY OF HARTFORD  
CITY OF HARTFORD - ENV PRGMS DIV  
CITY OF MILFORD  
CITY OF NORWALK  
CITY OF SHELTON  
CITY OF WATERBURY  
CLARK EQUIPMENT CO.  
CME ASSOCIATES, INC.  
COHN BIRNBAUM & SHEA  
COLONIAL PAVING CO.  
COMPLETE DISPOSAL COMPANY, INC.  
CONN COMMUNITY PROVIDERS ASSOC  
CONN CONSTITUTION ASSOCIATES LLC  
CONN NATURAL GAS CORPORATION  
CONN RIVER ESTUARY REGL PLANNING AGENCY  
CONNECTICARE, INC.  
CONNECTICUT PUBLIC BROADCASTING  
COPE'S RUBBISH REMOVAL  
COVANTA MID-CONN INC  
COVANTA PROJECTS OF WALLINGFORD LP  
COVANTA SOUTHEASTERN CT  
CROWLEY FORD LLC  
CWPM LLC  
DAVID G. ROACH & SONS, INC.  
DELL MARKETING LP  
DIME OIL COMPANY  
DIVERSIFIED TECHNOLOGY CONSULTANTS, INC.  
DVIRKA & BARTILUCCI CONSULTING ENGINEERS  
E. T. & L. CORPORATION  
EARTHCARE SERVICES  
EAST PBE, INC.  
ECO INTERNATIONAL, LLC  
ENVIRONMENTAL CAPITAL LLC  
ENVIRONMENTAL SERVICES INC  
EPICOR SOFTWARE CORPORATION  
FCR INC  
FGF CONSTRUCTION NETWORK SERVICES, INC.  
FIDELITY INVESTMENTS  
FLETCH'S SANDBLASTING & PAINTING, INC.  
FRANKSON FENCE COMPANY  
FUSS AND ONEILL INC  
GARDNER CONSTRUCTION & INDUSTRIAL SERVIC  
GEORGE E. SANSOUY, PE, LLC  
GRAINGER  
GUARDIAN, THE  
H O PENN MACHINERY CO INC  
HALLORAN AND SAGE LLP  
HARTFORD COURANT ADV LGL NTC  
HARTFORD SPRINKLER CO INC  
HENEGHAN KENNEDY & DOYLE LLC  
HINCKLEY, ALLEN & SNYDER, LLP  
HOOKER & HOLCOMBE INVESTMENT ADVISORS, I  
HORTON INTERNATIONAL LLC  
HRP ASSOCIATES INC  
I & C SYSTEMS ENGINEERING  
INFINITY CONSTRUCTORS, INC.  
ING LIFE INSURANCE AND ANNUITY CO.  
IRON MOUNTAIN INCORPORATED  
ISO NEW ENGLAND INC  
JOHN BOYLE COMPANY  
JOHN WATTS ASSOCIATES  
JOSEPH MERRITT AND CO INC  
JV III CONSTRUCTION, INC.  
KAINEN ESCALERA & MCHALE PC  
KENNEDY, GUSTAFSON & COLE, INC.  
KLEINSCHMIDT ASSOCIATES  
KNAPP ENGINEERING PC  
LAUREN STAFFING SERVICES  
LEGGETTE, BRASHEARS & GRAHAM, INC.  
LINCOLN NATIONAL LIFE INSURANCE CO  
LINDA FREDRICKSON DESIGN  
LYDON MILLWRIGHT SERVICES, INC.  
MAINTENANCE TECHNOLOGIES INTERNATIONAL  
MALCOLM PIRNIE INC  
MATRIX POWER SERVICES INC  
MCCARTER & ENGLISH LLP  
MDC  
MERRITT CONTRACTORS INC  
METTLER TOLEDO INC  
MURPHY ROAD RECYCLING LLC  
NEW ENGLAND INDUSTRIAL TRUCK  
NEW ENGLAND MASONRY & ROOFING CO.  
NEW HAVEN REGISTER  
NEWINGTON ELECTRIC COMPANY INC  
NIRO LANDSCAPE CONTRACTORS INC  
NORTHEAST GENERATION SERVICES CO  
NORTHEAST NEWS TODAY, INC.  
NORTHEAST UTILITIES/CL&P  
NUTMEG EXHIBIT CO., INC.  
NZYMSYS INC  
OFFICEMAX - CONTRACT INC.  
PEPE & HAZARD LLP  
PITA COMMUNICATIONS LLC  
PITNEY BOWES  
PITNEY BOWES POSTAGE BY MAIL  
PRIMARY LANDSCAPING, LLC  
PSC ENVIRONMENTAL SERVICES, INC.  
PULLMAN AND COMLEY LLC  
R BATES AND SONS INC  
REGIONAL REFUSE DISPOSAL DISTRICT ONE  
REPUBLICAN AMERICAN INC.  
ROCKWELL COMMUNICATIONS  
RYAN BUSINESS SYSTEMS INC  
SCHINDLER ELEVATOR CORPORATION

SCS FIELD SERVICES  
SEBBENS LAWN SERVICE  
SHELL FLEET PLUS  
SIDLEY AUSTIN LLP  
SIR SPEEDY BLOOMFIELD # 8018  
SKILLPATH SEMINARS  
SONITROL  
SOUND ENVIRONMENTAL SOLUTIONS  
SOUTHERN CONNECTICUT GAS CO  
STAFFING NOW, INC.  
STATE OF CONN COMM REVENUE SERVICES  
STATE OF CONN DEPT OF ENVIRONMENTAL  
STRATEGIC PERSUASION GROUP LLC  
SUPREME INDUSTRIES  
T-BONE  
TABACCO AND SON BUILDERS, INC.  
TIGER PRIDE SERVICES, LLC  
TOWN OF AVON  
TOWN OF BETHANY  
TOWN OF BLOOMFIELD  
TOWN OF CANTON  
TOWN OF COVENTRY  
TOWN OF CROMWELL  
TOWN OF DARIEN  
TOWN OF EAST GRANBY  
TOWN OF EAST HAMPTON  
TOWN OF EAST HARTFORD  
TOWN OF EASTON  
TOWN OF ELLINGTON  
TOWN OF ENFIELD  
TOWN OF ESSEX COLLECTOR  
TOWN OF FAIRFIELD  
TOWN OF FARMINGTON  
TOWN OF GLASTONBURY  
TOWN OF GRANBY  
TOWN OF GREENWICH  
TOWN OF GUILFORD  
TOWN OF MADISON  
TOWN OF MANCHESTER  
TOWN OF MONROE  
TOWN OF NAUGATUCK  
TOWN OF NEWINGTON  
TOWN OF OLD SAYBROOK  
TOWN OF ORANGE  
TOWN OF PRESTON  
TOWN OF ROCKY HILL  
TOWN OF SALISBURY  
TOWN OF SHARON  
TOWN OF SIMSBURY  
TOWN OF SOUTH WINDSOR  
TOWN OF SOUTHURY  
TOWN OF STRATFORD  
TOWN OF SUFFIELD  
TOWN OF TORRINGTON  
TOWN OF TRUMBULL  
TOWN OF VERNON  
TOWN OF WALLINGFORD  
TOWN OF WATERTOWN

TOWN OF WEST HARTFORD  
TOWN OF WESTON  
TOWN OF WESTPORT  
TOWN OF WETHERSFIELD  
TOWN OF WILTON  
TOWN OF WINDSOR  
TOWN OF WOODBRIDGE  
TRC ENVIRONMENTAL CORP  
TYLER EQUIPMENT CORPORATION  
UNITED GASCO, LLC  
UNITED ILLUMINATING COMPANY  
UNITED INDUSTRIAL SERVICES  
URS CORPORATION  
US BANK  
USDA WILDLIFE SERVICES  
VALLEY COMMUNICATIONS SYSTEMS, INC.  
VAN HORST GENERAL CONTRACTORS LLC  
VAN ZELM HEYWOOD AND SHADFORD INC  
VERIZON WIRELESS  
VIDEO MONITORING SERVICES OF AMERICA  
WALKER SYSTEMS SUPPORT  
WARNOCK FLEET  
WASTE MANAGEMENT OF MASSACHUSETTS  
WEST GROUP  
WHEELABRATOR BRIDGEPORT LP  
WHEELABRATOR TECHNOLOGIES INC  
WOODS ENGINEERING & CONSULTING, LLC  
WTE RECYCLING INC

## 4. BALANCE SHEET AS OF JUNE 30, 2010



Connecticut Resources Recovery Authority

BALANCE SHEETS  
AS OF JUNE 30, 2010 AND 2009  
(Dollars in Thousands)

EXHIBIT I  
Page 1 of 2

	2010	2009
<b>ASSETS</b>		
<b>CURRENT ASSETS</b>		
Unrestricted Assets:		
Cash and cash equivalents	\$ 79,031	\$ 97,949
Accounts receivable, net of allowances	22,571	19,715
Inventory	3,870	3,628
Prepaid expenses	1,144	1,789
Total Unrestricted Assets	<u>106,616</u>	<u>123,081</u>
Restricted Assets:		
Cash and cash equivalents	46,385	28,406
Accrued interest receivable	25	233
Total Restricted Assets	<u>46,410</u>	<u>28,639</u>
Total Current Assets	<u>153,026</u>	<u>151,720</u>
<b>NON-CURRENT ASSETS</b>		
Restricted cash and cash equivalents	22,434	33,390
Restricted investments	817	817
Capital Assets:		
Depreciable, net	100,480	105,483
Nondepreciable	29,041	39,076
Development and bond issuance costs, net	2,727	3,190
Total Non-Current Assets	<u>155,499</u>	<u>181,956</u>
<b>TOTAL ASSETS</b>	<u>\$ 308,525</u>	<u>\$ 333,676</u>



**BALANCE SHEETS (Continued)**  
**AS OF JUNE 30, 2010 AND 2009**  
(Dollars in Thousands)

**EXHIBIT I**  
Page 2 of 2

	<u>2010</u>	<u>2009</u>
<b>LIABILITIES AND NET ASSETS</b>		
<b>CURRENT LIABILITIES</b>		
Current portion of:		
Bonds payable, net	\$ 4,280	\$ 4,039
Closure and post-closure care of landfills	10,243	11,104
Accounts payable	2,739	4,867
Accrued expenses and other current liabilities	<u>16,514</u>	<u>17,649</u>
Total Current Liabilities	<u>33,776</u>	<u>37,659</u>
<b>LONG-TERM LIABILITIES</b>		
Bonds payable, net	11,664	15,944
Closure and post-closure care of landfills	44,238	52,285
Other liabilities	<u>1,004</u>	<u>1,127</u>
Total Long-Term Liabilities	<u>56,906</u>	<u>69,356</u>
<b>TOTAL LIABILITIES</b>	<u>90,682</u>	<u>107,015</u>
<b>NET ASSETS</b>		
Invested in capital assets, net of related debt	<u>120,895</u>	<u>133,360</u>
Restricted for:		
Tip fee stabilization	14,454	16,154
Energy generating facility	7,099	7,566
Debt service reserve funds	4,016	4,037
Equipment replacement	1,770	1,764
Operating and maintenance	1,770	1,764
Revenue fund	1,637	-
Debt service funds	1,543	1,525
Montville landfill post-closure	1,097	719
Select Energy escrow	1,000	1,000
Shelton landfill future use	872	870
DEP trust - landfills	817	817
Covanta Wallingford escrow	500	-
Recycling education fund	213	201
Rebate fund	179	178
Other restricted net assets	48	51
Total Restricted	<u>37,015</u>	<u>36,646</u>
Unrestricted	<u>59,933</u>	<u>56,655</u>
Total Net Assets	<u>217,843</u>	<u>226,661</u>
<b>TOTAL LIABILITIES AND NET ASSETS</b>	<u>\$ 308,525</u>	<u>\$ 333,676</u>





Connecticut Resources Recovery Authority

STATEMENTS OF REVENUES, EXPENSES AND  
CHANGES IN NET ASSETS  
FOR THE YEARS ENDED JUNE 30, 2010 AND 2009  
(Dollars in Thousands)

EXHIBIT II

	<u>2010</u>	<u>2009</u>
<b>Operating Revenues</b>		
Service charges:		
Members	\$ 64,393	\$ 77,236
Others	17,597	26,838
Energy sales	49,203	54,568
Ash disposal reimbursement	-	2,511
Other operating revenues	<u>6,929</u>	<u>10,550</u>
<b>Total operating revenues</b>	<u>138,122</u>	<u>171,703</u>
<b>Operating Expenses</b>		
Solid waste operations	125,407	134,944
Depreciation and amortization	17,292	17,398
Maintenance and utilities	1,365	1,168
Closure and post-closure care of landfills	(2,495)	10,507
Legal services - external	2,055	2,920
Operational and Environmental services	4,112	3,307
Billing, Accounting and Finance services	1,651	1,462
Education and Communications services	754	477
General and Administrative services	523	2,093
Distribution to member towns	<u>1,639</u>	<u>26,675</u>
<b>Total operating expenses</b>	<u>152,303</u>	<u>200,951</u>
<b>Operating Loss</b>	<u>(14,181)</u>	<u>(29,248)</u>
<b>Non-Operating Revenues (Expenses)</b>		
Investment income	556	2,818
Litigation-related settlements	-	4,250
Other income, net	5,870	653
Interest expense	<u>(1,063)</u>	<u>(1,284)</u>
<b>Net Non-Operating Revenues</b>	<u>5,363</u>	<u>6,437</u>
<b>Change in Net Assets</b>	<u>(8,818)</u>	<u>(22,811)</u>
<b>Total Net Assets, beginning of year</b>	<u>226,661</u>	<u>249,472</u>
<b>Total Net Assets, end of year</b>	<u>\$ 217,843</u>	<u>\$ 226,661</u>

Connecticut Resources Recovery Authority



STATEMENTS OF CASH FLOWS  
FOR THE YEARS ENDED JUNE 30, 2010 AND 2009  
(Dollars in Thousands)

EXHIBIT III

	2010	2009
<b>Cash Flows Provided (Used) by Operating Activities</b>		
Payments received from providing services	\$ 141,714	\$ 177,862
Proceeds from settlements	-	4,675
Payments to suppliers for goods and services	(133,550)	(146,079)
Payments to employees for services	(4,532)	(4,522)
Distribution to member towns	(1,639)	(26,675)
Net Cash Provided by Operating Activities	<u>1,993</u>	<u>5,261</u>
<b>Cash Flows Provided (Used) by Investing Activities</b>		
Interest on investments	770	2,968
Net Cash Provided by Investing Activities	<u>770</u>	<u>2,968</u>
<b>Cash Flows Provided (Used) by Capital and Related Financing Activities</b>		
Proceeds from sales of equipment	126	174
Payments for landfill closure and post-closure care liabilities	(6,413)	(7,936)
Acquisition and construction of capital assets	(3,225)	(15,575)
Interest paid on long-term debt	(987)	(1,216)
Principal paid on long-term debt	(4,143)	(3,003)
Net Cash Used by Capital and Related Financing Activities	<u>(14,642)</u>	<u>(27,556)</u>
<b>Cash Flows Used by Non-Capital Financing Activities</b>		
Other interest and fees	(16)	(528)
Net Cash Used by Non-Capital Financing Activities	<u>(16)</u>	<u>(528)</u>
Net decrease in cash and cash equivalents	(11,895)	(19,855)
Cash and cash equivalents, beginning of year	159,745	179,609
Cash and cash equivalents, end of year	<u>\$ 147,850</u>	<u>\$ 159,754</u>
<b>Reconciliation of Operating (Loss) Income to Net Cash Provided (Used) by Operating Activities:</b>		
Operating loss	\$ (14,181)	\$ (29,248)
Adjustments to reconcile operating (loss) income to net cash provided (used) by operating activities:		
Depreciation of capital assets	16,829	16,611
Amortization of development and bond issuance costs	463	787
Write-off of deferred acquisition costs	1,566	-
Provision for closure and post-closure care of landfills	(2,495)	10,507
Other income	5,643	3,622
Litigation-related settlements	-	4,250
(Increase) decrease in:		
Accounts receivable, net	(2,856)	2,487
Inventory	(242)	(18)
Prepaid expenses and other current assets	645	(661)
Increase (decrease) in:		
Accounts payable, accrued expenses and other liabilities	(3,379)	(3,076)
Net Cash Provided by Operating Activities	<u>\$ 1,993</u>	<u>\$ 5,261</u>

## 5. BOND STATUS AS OF JUNE 30, 2010

The table below highlights the Authority's outstanding bonds as of June 30, 2010.

The State's contingent liability is related only to the SCRF-backed bonds, of which the principal amount of \$51,620,000 was outstanding at the end of fiscal year 2010.

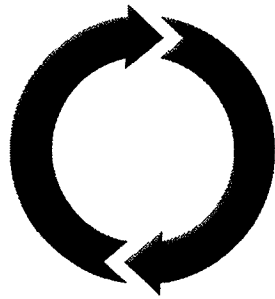
### STATUS OF OUTSTANDING BONDS ISSUED AS OF JUNE 30, 2010

PROJECT / Series	Moody's Rating	Standard & Poor's Rating	Credit Enhancement	X= SCRF-Backed <sup>1</sup>	Dated	Maturity Date	Original Principal (\$000)	Principal Outstanding (\$000)	On Authority's Books (\$000)
<b>MID-CONNECTICUT PROJECT</b>									
1996 Series A - Project Refinancing	Aa3	AA	MBIA	X	08/20/96	11/15/12	\$209,675	\$11,765	\$11,765
								11,765	11,765
<b>SOUTHEAST PROJECT</b>									
1998 Series A - Project Refinancing	Aa3	AA	MBIA	X	08/18/98	11/15/15	87,650	39,855	4,435
<b>CORPORATE CREDIT REVENUE BONDS</b>									
1992 Series A - Corporate Credit	Ba2	BB+	--	--	09/01/92	11/15/22	30,000	30,000	0
2001 Series A - Covanta Southeastern Connecticut Company	Ba2	NR	--	--	11/15/01	11/15/15	6,750	6,750	0
2001 Series A - Covanta Southeastern Connecticut Company	Ba2	NR	--	--	11/15/01	11/15/15	6,750	6,750	0
								83,355	4,435
<b>TOTAL PRINCIPAL BONDS OUTSTANDING</b>								<u>\$95,120</u>	<u>\$16,200</u>

<sup>1</sup> SCRF = Special Capital Reserve Fund of the State of Connecticut.

NR = Not Rated

**6. AFFIRMATIVE ACTION POLICY STATEMENT**



**CONNECTICUT  
RESOURCES  
RECOVERY  
AUTHORITY**

**EQUAL EMPLOYMENT OPPORTUNITY  
AND  
AFFIRMATIVE ACTION  
STATEMENT AND PLAN**

**ADOPTED – NOVEMBER 14, 2003**

## **EQUAL EMPLOYMENT OPPORTUNITY AND AFFIRMATIVE ACTION STATEMENT AND PLAN**

The Connecticut Resources Recovery Authority (CRRA) is an equal opportunity and affirmative action employer, dedicated to a policy of nondiscrimination in employment on any basis prohibited by law. It is the CRRA's policy to provide equal employment and advancement opportunities to all individuals without regard to age, sex, race, color, religion, national origin, marital status, veteran status, disability, sexual orientation or any other legally protected status, and to maintain an environment free from discrimination or harassment based upon these grounds.

The CRRA is committed to providing equal opportunities in terms of its recruiting and hiring practices, including without limitation, by notifying its recruitment sources of the CRRA's nondiscrimination policies and by placing "help-wanted" advertisements containing the phrase "An Equal Opportunity Employer." The CRRA is also committed to providing equal opportunities to its employees in all of its employment practices, including but not limited to compensation, training, transfers, promotions and disciplinary procedures, and in the provision of all of its employee benefit programs. Personnel decisions will be made on the basis of the needs of the CRRA and an individual's job-related skills, ability and merit.

The CRRA further pledges its strong commitment to ensure that all contractors and subcontractors who do business with the CRRA provide equal opportunities in employment to all qualified persons solely on the basis of job-related skills, ability and merit. The participation of minority business enterprises meeting qualifications established by applicable regulations shall further be solicited and encouraged.

The CRRA shall include an equal opportunity clause in all of its contracts and shall not enter into any contract with any person, agency or organization if it has knowledge that such person, agency or organization engages in unlawful discriminatory practices.

The CRRA further pledges that all CRRA-sponsored training and social and recreational programs will be administered without regard to any legally protected status.

As part of its commitment to equal opportunities, the CRRA expects all of its employees to adhere to this policy of nondiscrimination. The CRRA will take prompt action upon the receipt of a complaint of unlawful discrimination and will take appropriate corrective action, including disciplinary measures if necessary, to remedy any discriminatory conduct. Complaints should be referred to the Human Resources Manager, who is the CRRA's designated Equal Employment Opportunity (EEO) Officer. Alternatively, employees may submit complaints to the President of the CRRA or to any manager or supervisor.

The day-to-day responsibility for administering and complying with this policy is delegated to the various department heads with respect to the employees within their respective departments. The President and the Board of Directors will provide necessary procedural guidance in the coordination and application of the policy and any changes or modifications to the policy as may be required.

The CRRA's plan for implementing its equal employment and affirmative action policy could include any or all of the following actions:

1. Attempt to hire and promote qualified female and minority candidates through efforts to increase the number of highly qualified female and minority applicants for each vacancy, with the ultimate goal that CRRA's workforce will mirror the diversity of the labor pool.
2. Attempt to reach a greater number and diversity of representative groups to notify them of employment opportunities with CRRA. Wherever possible, target the Hispanic, African-American, Asian Pacific/Islander and Native American communities by contacting organizations and educational institutions that promote the interests of such individuals.
3. Explore the creation of an internship program to create interest among minority students in career opportunities at CRRA.
4. Take the following steps to ensure that all applicants and employees are aware that CRRA is an equal opportunity employer and of CRRA's affirmative action recruitment efforts:
  - a. Publicize the Equal Employment Opportunity Statement and Affirmative Action policy in CRRA's Personnel Policy Manual and post the same on CRRA bulletin boards.
  - b. Publicize the accomplishments and/or promotions of minorities and females internally.
  - c. Assess the equal opportunity and affirmative action efforts and achievements prior to the promotion of employees or the execution of discretionary salary increases.
  - d. Conduct meetings to discuss equal employment opportunity policies and responsibilities with CRRA employees, including during employee orientation and training sessions.
  - e. Advise all recruiting sources of CRRA's Equal Employment Opportunity Statement and Affirmative Action policy.
  - f. Notify all bidders, contractors, and suppliers of CRRA's Equal Employment Opportunity Statement and Affirmative Action policy and ensure that all contracts for services and materials include a statement in which the

contractor agrees to abide by affirmative action and fair employment principles.

- g. Attend job fairs where the potential for exposure to potential female and minority applicants is high.
- h. Continue to encourage participation of minority business enterprises and not to contract with any entity debarred from participation in state or federal contract programs.
- i. Notify minority and women's organizations, community organizations, state and local employment security and vocational rehabilitation agencies, schools and colleges of CRRA's Equal Employment Opportunity Statement and Affirmative Action policy.
- j. Place advertisements for employees containing the phrase "CRRA is an Affirmative Action/Equal Opportunity Employer" within the appropriate classified section of newspapers and/or job posting websites.
- k. Send outreach letters, job postings and job descriptions to various minority organizations throughout the state to increase awareness of employment opportunities at CRRA in the region's minority communities.
- l. Conduct outreach meetings via telephone with minority organizations during the year to maintain and improve the lines of communication between CRRA and these organizations as well as increase the awareness of CRRA's affirmative action efforts throughout the state's minority communities.

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Approved By: Board of Directors

P&P No.: BOD 013  
Effective Date: November 11, 2003

**Connecticut Resources Recovery Authority  
Ethnic Composition of Total Work Force  
Summary of EEOC Report  
Updated June 30, 2010**

	Males						Females							
	Total Males	White	Black or African American	Hispanic or Latino	Asian	Native Hawaiian or Other Pacific Islander	Two or More Races	Total Females	White	Black or African American	Hispanic or Latino	Asian	Native Hawaiian or Other Pacific Islander	Two or More Races
<b>Executive Managerial</b>	12 22.2%	8 14.8%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	4 7.4%	3 5.6%	0 0.0%	0 0.0%	1 1.9%	0 0.0%	0 0.0%
<b>Technicians</b>	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
<b>Sales Workers</b>	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
<b>Professionals</b>	24 44.4%	11 20.4%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	13 24.1%	11 20.4%	0 0.0%	0 0.0%	2 3.7%	0 0.0%	0 0.0%
<b>Office and Clerical</b>	18 33.3%	11 20.4%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	13 18.0%	3 5.6%	3 5.6%	1 1.9%	0 0.0%	0 0.0%	0 0.0%
<b>TOTALS</b>	54 100.0%	30 55.6%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	24 44.4%	17 31.5%	3 5.6%	1 1.9%	3 5.6%	0 0.0%	0 0.0%



## AFFIRMATIVE ACTION EFFORTS TO DATE

The Authority's efforts to increase diversity in its workforce for 2010 included the following measures for CRRA job openings:

- Print advertising with *Northeast Minority News*, *La Voz Hispánica*, and *The Hartford Courant*.
- Affirmative Action Outreach Letters with job postings to the following agencies:
  1. Latino and Puerto Rican Affairs Commission, Hartford
  2. Urban League of Greater Hartford
  3. Vietnamese Mutual Assistance Association, Hartford
  4. YWCA of the Hartford Region
  5. Urban League of Southwestern Connecticut, Stamford
  6. Connecticut Commission on Human Rights & Opportunities
  7. Connecticut Puerto Rican Forum, Hartford
  8. Institute for Hispanic Families, Hartford
  9. H.A.R.T Job Center, Hartford
- Web postings of CRRA jobs appeared on the following sites:
  1. CRRA Internet Employment Opportunities Page
  2. Connecticut's Job Bank
  3. America's Job Bank
  4. Career Builder.com

## 7. PLANNED MEETINGS FOR CALENDAR YEAR 2011

### Board of Directors

#### 2011 Schedule of Meetings

DATE	TIME	PLACE
January 27, 2011	9:30 a.m.	100 Constitution Plaza, Hartford, CT
February 24, 2011	9:30 a.m.	100 Constitution Plaza, Hartford, CT
March 24, 2011	9:30 a.m.	100 Constitution Plaza, Hartford, CT
April 21, 2011	9:30 a.m.	100 Constitution Plaza, Hartford, CT
May 19, 2011	9:30 a.m.	100 Constitution Plaza, Hartford, CT
June 30, 2011	9:30 a.m.	100 Constitution Plaza, Hartford, CT
July 28, 2011	9:30 a.m.	100 Constitution Plaza, Hartford, CT
August 25, 2011	9:30 a.m.	Pashbeshauke Pavilion at Saybrook Point, Old Saybrook, CT
September 29, 2011	9:30 a.m.	100 Constitution Plaza, Hartford, CT
October 27, 2011	9:30 a.m.	100 Constitution Plaza, Hartford, CT
November 17, 2011	9:30 a.m.	100 Constitution Plaza, Hartford, CT
December 22, 2011	9:30 a.m.	100 Constitution Plaza, Hartford, CT

**Finance Committee of the Board of Directors**

**2011 Schedule of Meetings**

<b>DATE</b>	<b>TIME</b>	<b>PLACE</b>
January 20, 2011	9:30 a.m.	211 Murphy Road, Hartford, CT
February 17, 2011	9:30 a.m.	211 Murphy Road, Hartford, CT
March 17, 2011	9:30 a.m.	211 Murphy Road, Hartford, CT
April 14, 2011	9:30 a.m.	211 Murphy Road, Hartford, CT
May 12, 2011	9:30 a.m.	211 Murphy Road, Hartford, CT
June 23, 2011	9:30 a.m.	211 Murphy Road, Hartford, CT
July 21, 2011	9:30 a.m.	211 Murphy Road, Hartford, CT
August 2011	NO MEETING	
September 22, 2011	9:30 a.m.	211 Murphy Road, Hartford, CT
October 20, 2011	9:30 a.m.	211 Murphy Road, Hartford, CT
November 10, 2011	9:30 a.m.	211 Murphy Road, Hartford, CT
December 15, 2011	9:30 a.m.	211 Murphy Road, Hartford, CT

**Policies & Procurement Committee of the Board of Directors**

**2011 Schedule of Meetings**

<b>DATE</b>	<b>TIME</b>	<b>PLACE</b>
<b>January 13, 2011</b>	<b>9:30 a.m.</b>	<b>211 Murphy Road, Hartford, CT</b>
<b>February 10, 2011</b>	<b>9:30 a.m.</b>	<b>211 Murphy Road, Hartford, CT</b>
<b>March 10, 2011</b>	<b>9:30 a.m.</b>	<b>211 Murphy Road, Hartford, CT</b>
<b>April 7, 2011</b>	<b>9:30 a.m.</b>	<b>211 Murphy Road, Hartford, CT</b>
<b>May 5, 2011</b>	<b>9:30 a.m.</b>	<b>211 Murphy Road, Hartford, CT</b>
<b>June 16, 2011</b>	<b>9:30 a.m.</b>	<b>211 Murphy Road, Hartford, CT</b>
<b>July 14, 2011</b>	<b>9:30 a.m.</b>	<b>211 Murphy Road, Hartford, CT</b>
<b>August 2011</b>	<b>NO MEETING</b>	
<b>September 15, 2011</b>	<b>9:30 a.m.</b>	<b>211 Murphy Road, Hartford, CT</b>
<b>October 13, 2011</b>	<b>9:30 a.m.</b>	<b>211 Murphy Road, Hartford, CT</b>
<b>November 3, 2011</b>	<b>9:30 a.m.</b>	<b>211 Murphy Road, Hartford, CT</b>
<b>December 8, 2011</b>	<b>9:30 a.m.</b>	<b>211 Murphy Road, Hartford, CT</b>

**Organizational Synergy & Human Resources Committee of the Board of Directors**

**2011 Schedule of Meetings**

DATE	TIME	PLACE
January 24, 2011	11: 00 a.m.	100 Constitution Plaza, Hartford, CT
February 22, 2011	11: 00 a.m.	100 Constitution Plaza, Hartford, CT
March 21, 2011	11: 00 a.m.	100 Constitution Plaza, Hartford, CT
April 18, 2011	11: 00 a.m.	100 Constitution Plaza, Hartford, CT
May 16, 2011	11: 00 a.m.	100 Constitution Plaza, Hartford, CT
June 27, 2011	11:00 a.m.	100 Constitution Plaza, Hartford, CT
July 25, 2011	11:00 a.m.	100 Constitution Plaza, Hartford, CT
August 2011	NO MEETING	
September 26, 2011	11:00 a.m.	100 Constitution Plaza, Hartford, CT
October 24, 2011	11:00 a.m.	100 Constitution Plaza, Hartford, CT
November 14, 2011	11:00 a.m.	100 Constitution Plaza, Hartford, CT
December 19, 2011	11:00 a.m.	100 Constitution Plaza, Hartford, CT

**Executive Committee**

**2011 Schedule of Meetings**

To be called as needed

## **8. EFFORTS TO MITIGATE THE EFFECTS OF AUTHORITY-ENRON-CL&P TRANSACTION DURING FISCAL YEAR 2010**

The Authority has remediated the negative financial impacts of the effects of the 2001 Authority-Enron-Connecticut Light & Power Company transaction. Specifically, the State Loan was repaid in full in 2008; litigation recoveries and settlements have been successful; and energy revenues were increased as a result of renegotiated energy contracts (with higher rates secured through June 30, 2012 for the former Enron portion of energy sales).

The Authority continues to pursue a few remaining Enron-related financial institutions under the aegis of the State's Attorney General.