



100 CONSTITUTION PLAZA - 6<sup>th</sup> FLOOR • HARTFORD • CONNECTICUT • 06103-1722 • TELEPHONE (860) 757-7777  
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Thomas D. Kirk  
President  
email: tkirk@crra.org

January 20, 2012

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 2011**

Dear Governor Malloy:

Attached herewith is information submitted to meet the Connecticut Resources Recovery Authority’s (the “Authority”) fiscal year 2011 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, 2012 and Independent Auditor’s Report (the “Audit”).

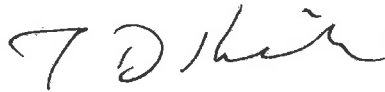
<b>Required Submission under CGS Section 1-123(a):</b>	<b>Location:</b>
(1) A list of all bond issues for the preceding fiscal year, including, for each such issue, the financial advisor and underwriters, whether the issue was competitive, negotiated or privately placed, and the issue's face value and 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

*The Honorable Dannel P. Malloy*  
*January 20, 2012*  
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<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,



Thomas D. Kirk  
President

Enclosure: Fiscal Year 2011 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  
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 2011

The following bonds were issued during fiscal year 2011:

<b>Issue:</b>	<b>Financial Advisor:</b>	<b>Underwriters:</b>	<b>Method:</b>	<b>Par Value: (\$000) *</b>	<b>Proceeds: (\$000) *</b>
Resource Recovery Revenue Refunding Bonds (Covanta Southeastern Connecticut Company Project – 2010 Series A)	Environmental Capital	Citi Roosevelt & Cross	Negotiated	\$27,750	\$34,197

\* This issue, combined with an equity deposit of \$3.496 million refunded \$34.010 million of the Authority's outstanding Resource Recovery Revenue Bonds (American REF-FUEL Company of Southeastern Connecticut Project – 1998 Series A).

## **2. FINANCIAL ASSISTANCE PROVIDED DURING FISCAL YEAR 2011**

The Authority did not provide any financial assistance during Fiscal Year 2011.

### **3. VENDORS PAID \$5,000 OR MORE DURING FISCAL YEAR 2011**

A J BELLIVEAU RAILROAD CONSTRUCTION INC  
ABM JANITORIAL NE INC  
ACE USA  
ADP INC  
AFLAC WORLD HEADQUARTERS  
AIR COMPRESSOR ENGINEERING, INC.  
ALL WASTE INC  
AMERICAN CARTING COMPANY, INC  
AMERICAN EXPRESS TRAVEL RELATED SERVICES  
AMERITAS LIFE INSURANCE CORP  
ANCHOR ENGINEERING SERVICES INC  
AON RISK SERVICES INC OF WASHINGTON DC/  
ARTIC TRUCKING SERVICES, INC.  
ASSOCIATED ELECTRO-MECHANICS, INC  
AT&T  
AVT CONSTRUCTION, INC.  
B G MECHANICAL SERVICE INC  
BANK OF AMERICA  
BCI, INC.  
BEAULIEU COMPANY, LLC  
BEEBE LANDSCAPE SERVICE, INC.  
BLUE RIVER ENGINEERING, LLC  
BODE EQUIPMENT COMPANY  
BOLLAM, SHEEDY, TORANI AND CO. LLP, CPA  
BOROUGH OF NAUGATUCK  
BOTTICELLO INC  
BROWN RUDNICK BERLACK ISRAELS LLP  
C K ENVIRONMENTAL 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 MERIDEN  
CITY OF MILFORD  
CITY OF NORWALK  
CITY OF SHELTON  
CITY OF WATERBURY  
COHN BIRNBAUM & SHEA  
COLONIAL PAVING CO.  
COMM REVENUE SERVICES, ST OF CT  
CONN COMMUNITY PROVIDERS ASSOC  
CONN CONSTITUTION ASSOCIATES LLC  
CONN INTERLOCAL RISK MGMT AGCY  
CONN NATURAL GAS CORPORATION  
CONN RIVER ESTUARY REGL PLANNING AGENCY  
CONNECTICARE, INC.  
COPEES RUBBISH REMOVAL  
COVANTA MID-CONN INC  
COVANTA PROJECTS OF WALLINGFORD LP  
COVANTA SOUTHEASTERN CT  
CWPM LLC  
CYTEC INDUSTRIES INC  
DAVID G. ROACH & SONS, INC.  
DELL MARKETING LP  
DIME OIL COMPANY  
EARTHCARE SERVICES  
ECO INTERNATIONAL, LLC  
EPICOR SOFTWARE CORPORATION  
EPLUS TECHNOLOGY, INC.  
FCR INC  
FEDERAL EXPRESS CORP  
FIDELITY INVESTMENTS  
FORTISTAR METHANE GROUP LLC  
FUSS AND ONEILL INC  
GEORGE E. SANSOUY, PE, LLC  
GERAGHTY & BONNANO, LLC  
GRAINGER  
GRAPHIC IMAGE, INC  
GUARDIAN, THE  
GZA GEOENVIRONMENTAL  
H O PENN MACHINERY CO INC  
HALLORAN AND SAGE LLP  
HANNA PAPER RECYCLING INC  
HARTFORD COURANT ADV LGL NTC  
HDR ENGINEERING INC  
HINCKLEY, ALLEN & SNYDER, LLP  
HOOKER & HOLCOMBE INVESTMENT ADVISORS, I  
HORIZON STAFFING SERVICES  
HRP ASSOCIATES INC  
I & C SYSTEMS ENGINEERING  
ING LIFE INSURANCE AND ANNUITY CO.  
IRON MOUNTAIN INCORPORATED  
ISO NEW ENGLAND INC  
KAINEN ESCALERA & MCHALE PC  
KLEINSCHMIDT ASSOCIATES  
KNAPP ENGINEERING PC  
LA VOZ HISPANA  
LATELLA RUBBISH REMOVAL, LLC  
LAUREN STAFFING SERVICES  
LEGGETTE, BRASHEARS & GRAHAM, INC.  
LINCOLN NATIONAL LIFE INSURANCE CO  
LYDON MILLWRIGHT SERVICES, INC.  
M I HOLZMAN & ASSOCIATES LLC  
MAINTENANCE TECHNOLOGIES INTERNATIONAL  
MALCOLM PIRNIE INC  
MATRIX POWER SERVICES INC  
MCCARTER & ENGLISH LLP  
MCELROY, DEUTSCH, MULVANEY &  
MDC  
MERRITT CONTRACTORS INC  
METROPOLITAN LIFE INSURANCE COMPANY  
METTLER TOLEDO INC  
NAUGATUCK VALLEY LAWN MAINTENANCE, INC.  
NELS CONSULTING SERVICES, INC.  
NEW ENGLAND MASONRY & ROOFING CO.  
NEWINGTON ELECTRIC COMPANY INC  
NEXTEL COMMUNICATIONS INC  
NORTHEAST GENERATION SERVICES CO  
NORTHEAST RECYCLING COUNCIL  
NORTHEAST UTILITIES/CL&P  
NZYMSYS INC  
OFFICEMAX - CONTRACT INC.  
O'REILLY TALBOT & OKUN  
PITA COMMUNICATIONS LLC  
PITNEY BOWES  
POWER ADVISORY, LLC  
PRIMARY LANDSCAPING, LLC  
PRODUCT STEWARDSHIP INSTITUTE INC.  
PSC ENVIRONMENTAL SERVICES, INC.  
PULLMAN AND COMLEY LLC  
R L ROGERS AND SONS INC  
RAILWORKS TRACK SERVICES, INC.  
REGIONAL REFUSE DISPOSAL DISTRICT ONE  
REGISTER CITIZEN, THE  
ROCKWELL COMMUNICATIONS  
RYAN BUSINESS SYSTEMS INC  
SCHINDLER ELEVATOR CORPORATION  
SCS ENGINEERS PC  
SCS FIELD SERVICES  
SEBBENS LAWN SERVICE

SHRED-IT, CT  
SIGN PRO INC  
SIGNATURE MARKETING, LLC  
SIR SPEEDY BLOOMFIELD # 8018  
SNI COMPANIES  
SONITROL  
SOUND ENVIRONMENTAL SOLUTIONS  
SOUTHEASTERN CT REG RESOURCES RECOV AUTH  
SOUTHERN CONNECTICUT GAS CO  
SOUTHWEST CONNECTICUT REGIONAL  
STAFFING NOW, INC.  
STATE OF CONN DEPT OF ENVIRONMENTAL  
THE HANOVER INSURANCE GROUP  
TMC SERVICES, INC.  
TOCE BROTHERS, INC.  
TOWN OF AVON  
TOWN OF BLOOMFIELD  
TOWN OF CANTON  
TOWN OF CHESHIRE  
TOWN OF COVENTRY  
TOWN OF CROMWELL  
TOWN OF DARIEN  
TOWN OF EAST GRANBY  
TOWN OF EAST HAMPTON  
TOWN OF EAST HARTFORD  
TOWN OF EAST HAVEN  
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 HAMDEN  
TOWN OF MADISON  
TOWN OF MANCHESTER  
TOWN OF MONROE  
TOWN OF NEWINGTON  
TOWN OF NORTH HAVEN  
TOWN OF OLD SAYBROOK  
TOWN OF ORANGE  
TOWN OF PRESTON  
TOWN OF ROCKY HILL  
TOWN OF SALISBURY  
TOWN OF SIMSBURY  
TOWN OF SOUTH WINDSOR  
TOWN OF SOUTHBURY  
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 LOCKS  
TOWN OF WOODBRIDGE  
TRC ENVIRONMENTAL CORP  
TYLER EQUIPMENT CORPORATION  
UNION IRONWORKS, INC.  
UNITED ILLUMINATING COMPANY  
URS CORPORATION  
US BANK  
USDA WILDLIFE SERVICES  
VAN HORST GENERAL CONTRACTORS LLC  
VERIZON WIRELESS  
WALKER SYSTEMS SUPPORT  
WARNOCK FLEET  
WASTE MANAGEMENT OF MASSACHUSETTS, INC.  
WASTE TECH LLC  
WEST GROUP  
WHEELABRATOR BRIDGEPORT LP  
WHEELABRATOR TECHNOLOGIES INC.  
WTE RECYCLING INC

## 4. BALANCE SHEET AS OF JUNE 30, 2011

CONNECTICUT RESOURCES RECOVERY AUTHORITY	EXHIBIT I	
A Component Unit of the State of Connecticut		
BALANCE SHEETS		
AS OF JUNE 30, 2011 AND 2010		
(Dollars in Thousands)		
ASSETS	2011	2010
<b>CURRENT ASSETS</b>		
Unrestricted Assets:		
Cash and cash equivalents	\$ 73,499	\$ 78,462
Accounts receivable, net of allowances	17,528	22,571
Inventory	3,973	3,870
Prepaid expenses	885	1,144
Total Unrestricted Assets	<u>95,885</u>	<u>106,047</u>
Restricted Assets:		
Cash and cash equivalents	31,599	46,954
Accrued interest receivable	7	25
Total Restricted Assets	<u>31,606</u>	<u>46,979</u>
<b>TOTAL CURRENT ASSETS</b>	<u>127,491</u>	<u>153,026</u>
<b>NON-CURRENT ASSETS</b>		
Restricted cash and cash equivalents	18,252	22,434
Restricted investments	817	817
Capital Assets:		
Depreciable, net	91,400	100,480
Nondepreciable	32,143	29,041
Development and bond issuance costs, net	1,984	2,727
<b>TOTAL NON-CURRENT ASSETS</b>	<u>144,596</u>	<u>155,499</u>
<b>TOTAL ASSETS</b>	<u>\$ 272,087</u>	<u>\$ 308,525</u>
<b>LIABILITIES AND NET ASSETS</b>		
<b>CURRENT LIABILITIES</b>		
Current portion of:		
Bonds payable, net	\$ 3,906	\$ 4,280
Closure and post-closure care of landfills	5,389	10,243
Accounts payable	5,321	2,739
Accrued expenses and other current liabilities	15,153	16,514
<b>TOTAL CURRENT LIABILITIES</b>	<u>29,769</u>	<u>33,776</u>
<b>LONG-TERM LIABILITIES</b>		
Bonds payable, net	4,134	11,664
Closure and post-closure care of landfills	45,287	44,238
Other liabilities	4,398	1,004
<b>TOTAL LONG-TERM LIABILITIES</b>	<u>53,819</u>	<u>56,906</u>
<b>TOTAL LIABILITIES</b>	<u>83,588</u>	<u>90,682</u>
<b>NET ASSETS</b>		
Invested in capital assets, net of related debt	117,634	120,895
Restricted for:		
Revenue fund	13,134	9,003
Debt service reserve funds	3,267	4,016
Equipment replacement	1,501	1,770
Operating and maintenance	1,501	1,770
Energy generating facility	1,421	7,099
Montville landfill post-closure	1,228	1,097
Select Energy escrow	1,000	1,000
Shelton landfill future use	848	872
DEP trust - landfills	818	817
Covanta Wallingford escrow	500	500
City of Hartford recycling education fund	364	213
Other restricted net assets	153	227
Tip fee stabilization	-	14,454
Debt service funds	-	1,543
Total Restricted	<u>25,735</u>	<u>44,381</u>
Unrestricted	45,130	52,567
<b>TOTAL NET ASSETS</b>	<u>188,499</u>	<u>217,843</u>
<b>TOTAL LIABILITIES AND NET ASSETS</b>	<u>\$ 272,087</u>	<u>\$ 308,525</u>

**CONNECTICUT RESOURCES RECOVERY AUTHORITY**  
**A Component Unit of the State of Connecticut**  
**STATEMENTS OF REVENUES, EXPENSES AND**  
**CHANGES IN NET ASSETS**  
**FOR THE YEARS ENDED JUNE 30, 2011 AND 2010**  
**(Dollars in Thousands)**

**EXHIBIT II**

	2011	2010
<b>Operating Revenues</b>		
Service charges:		
Members	\$ 56,889	\$ 64,393
Others	19,439	17,597
Energy sales	46,524	49,203
Other operating revenues	9,215	6,929
<b>Total Operating Revenues</b>	<b>132,067</b>	<b>138,122</b>
<b>Operating Expenses</b>		
Solid waste operations	113,219	125,407
Depreciation and amortization	18,009	17,292
Maintenance and utilities	1,237	1,365
Closure and post-closure care of landfills	214	(2,495)
Legal services - external	1,601	2,055
Operational and Environmental services	2,551	4,112
Billing, Accounting and Finance services	1,592	1,651
Education and Communications services	530	754
General and Administrative services	2,521	523
Distribution to member towns	20,656	1,639
<b>Total Operating Expenses</b>	<b>162,130</b>	<b>152,303</b>
<b>Operating Loss</b>	<b>(30,063)</b>	<b>(14,181)</b>
<b>Non-Operating Revenues (Expenses)</b>		
Investment income	306	556
Other income (expenses), net	(1,234)	5,870
Interest expense	(686)	(1,063)
<b>Non-Operating Revenues (Expenses), Net</b>	<b>(1,614)</b>	<b>5,363</b>
<b>Loss before Special Item</b>	<b>(31,677)</b>	<b>(8,818)</b>
Special item:		
Gain on early retirement of debt, net	2,333	-
<b>Change in Net Assets</b>	<b>(29,344)</b>	<b>(8,818)</b>
<b>Total Net Assets, beginning of year</b>	<b>217,843</b>	<b>226,661</b>
<b>Total Net Assets, end of year</b>	<b>\$ 188,499</b>	<b>\$ 217,843</b>



**CONNECTICUT RESOURCES RECOVERY AUTHORITY**  
**A Component Unit of the State of Connecticut**  
**STATEMENTS OF CASH FLOWS**  
**FOR THE YEARS ENDED JUNE 30, 2011 AND 2010**  
(Dollars in Thousands)

**EXHIBIT III**

	2011	2010
<b>Cash Flows Provided (Used) by Operating Activities</b>		
Payments received from providing services	\$ 137,183	\$ 141,714
Payments to suppliers for goods and services	(114,179)	(133,550)
Payments to employees for services	(4,420)	(4,532)
Distribution to member towns	(20,656)	(1,639)
Net Cash Provided (Used) by Operating Activities	(2,072)	1,993
<b>Cash Flows Provided (Used) by Investing Activities</b>		
Interest on investments	327	770
Net Cash Provided by Investing Activities	327	770
<b>Cash Flows Provided (Used) by Capital and Related Financing Activities</b>		
Proceeds from sales of equipment	108	126
Payments for landfill closure and post-closure care liabilities	(4,019)	(6,413)
Acquisition and construction of capital assets	(12,829)	(3,225)
Interest paid on long-term debt	(677)	(987)
Principal paid on long-term debt	(5,324)	(4,143)
Net Cash Used by Capital and Related Financing Activities	(22,741)	(14,642)
<b>Cash Flows Used by Non-Capital Financing Activities</b>		
Other interest and fees	(14)	(16)
Net Cash Used by Non-Capital Financing Activities	(14)	(16)
<b>Net decrease in cash and cash equivalents</b>	(24,500)	(11,895)
<b>Cash and cash equivalents, beginning of year</b>	147,850	159,745
<b>Cash and cash equivalents, end of year</b>	\$ 123,350	\$ 147,850
<b>Reconciliation of Operating Loss to Net Cash Provided (Used) by Operating Activities:</b>		
Operating loss	\$ (30,063)	\$ (14,181)
Adjustments to reconcile operating (loss) income to net cash provided (used) by operating activities:		
Depreciation of capital assets	17,577	16,829
Amortization of development and bond issuance costs	433	463
Write-off of deferred acquisition costs	-	1,566
Provision for closure and post-closure care of landfills	214	(2,495)
Other income (expenses)	(97)	5,643
Changes in assets and liabilities:		
(Increase) decrease in:		
Accounts receivable, net	5,043	(2,856)
Inventory	(103)	(242)
Prepaid expenses and other current assets	259	645
Increase (decrease) in:		
Accounts payable, accrued expenses and other liabilities	4,665	(3,379)
<b>Net Cash Provided (Used) by Operating Activities</b>	\$ (2,072)	\$ 1,993

## 5. BOND STATUS AS OF JUNE 30, 2011

The table below highlights the Authority's outstanding bonds as of June 30, 2011.

The State's contingent liability is related only to the SCRF-backed bonds, of which the principal amount of \$35,800,000 was outstanding at the end of fiscal year 2011.

### STATUS OF OUTSTANDING BONDS ISSUED AS OF JUNE 30, 2011

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	\$8,050	\$8,050
								8,050	8,050
<b>SOUTHEAST PROJECT</b>									
2010 Series A - Project Refunding <sup>2</sup>	Aa2	AA	--	X	12/02/10	11/15/15	27,750	27,750	0
<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-I	Ba2	NR	--	--	11/15/01	11/15/15	6,750	6,750	0
2001 Series A - Covanta Southeastern Connecticut Company-II	Ba2	NR	--	--	11/15/01	11/15/15	6,750	6,750	0
								71,250	0
<b>TOTAL PRINCIPAL BONDS OUTSTANDING</b>								<b>\$79,300</b>	<b>\$8,050</b>

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

<sup>2</sup> The 2010 Series A Bonds refunded the 1998 Series A Bonds originally issued in the amount of \$87,650,000 on August 18, 1998.

NR = Not Rated

**6. AFFIRMATIVE ACTION POLICY STATEMENT**



**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, 2011**

	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>TOTAL</b>	12	8	0	0	0	0	0	4	3	0	0	1	0	0
Executive	24.0%	16.0%	0.0%	0.0%	0.0%	0.0%	0.0%	8.0%	6.0%	0.0%	0.0%	2.0%	0.0%	0.0%
Managerial	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Technicians	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%
Sales Workers	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%
Professionals	21	9	0	0	0	0	12	10	0	0	0	2	0	0
Office and Clerical	42.0%	18.0%	0.0%	0.0%	0.0%	0.0%	24.0%	20.0%	0.0%	0.0%	4.0%	0.0%	0.0%	0.0%
	17	9	1	0	0	0	7	4	3	0	0	0	0	0
	34.0%	18.0%	2.0%	0.0%	0.0%	0.0%	14.0%	8.0%	6.0%	0.0%	0.0%	0.0%	0.0%	0.0%
TOTALS	50	27	1	0	0	0	23	17	3	3	0	3	0	0
	100.0%	54.0%	2.0%	0.0%	0.0%	0.0%	46.0%	34.0%	6.0%	6.0%	0.0%	6.0%	0.0%	0.0%

## AFFIRMATIVE ACTION EFFORTS TO DATE

The Authority's efforts to increase diversity in its workforce for 2011 included the following measures for CRRA job openings:

- Print advertising with *Northeast Minority News*, *La Voz Hispana*, 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 2012

### Board of Directors

#### 2012 Schedule of Meetings

DATE	TIME	PLACE
January 26, 2012	9:30 a.m.	100 Constitution Plaza, Hartford, CT
February 23, 2012	9:30 a.m.	100 Constitution Plaza, Hartford, CT
March 22, 2012	9:30 a.m.	100 Constitution Plaza, Hartford, CT
April 26, 2012	9:30 a.m.	100 Constitution Plaza, Hartford, CT
May 31, 2012	9:30 a.m.	100 Constitution Plaza, Hartford, CT
June 28, 2012	9:30 a.m.	100 Constitution Plaza, Hartford, CT
July 26, 2012	9:30 a.m.	100 Constitution Plaza, Hartford, CT
August 23, 2012	9:30 a.m.	100 Constitution Plaza, Hartford, CT
September 27, 2012	9:30 a.m.	100 Constitution Plaza, Hartford, CT
October 25, 2012	9:30 a.m.	100 Constitution Plaza, Hartford, CT
November 29, 2012	9:30 a.m.	100 Constitution Plaza, Hartford, CT
December 20, 2012	9:30 a.m.	100 Constitution Plaza, Hartford, CT

**Finance Committee of the Board of Directors**

**2012 Schedule of Meetings**

<b>DATE</b>	<b>TIME</b>	<b>PLACE</b>
<b>January 19, 2012</b>	<b>9:30 a.m.</b>	<b>211 Murphy Road, Hartford, CT</b>
<b>February 16, 2012</b>	<b>9:30 a.m.</b>	<b>211 Murphy Road, Hartford, CT</b>
<b>March 15, 2012</b>	<b>9:30 a.m.</b>	<b>211 Murphy Road, Hartford, CT</b>
<b>April 19, 2012</b>	<b>9:30 a.m.</b>	<b>211 Murphy Road, Hartford, CT</b>
<b>May 24, 2012</b>	<b>9:30 a.m.</b>	<b>211 Murphy Road, Hartford, CT</b>
<b>June 21, 2012</b>	<b>9:30 a.m.</b>	<b>211 Murphy Road, Hartford, CT</b>
<b>July 19, 2012</b>	<b>9:30 a.m.</b>	<b>211 Murphy Road, Hartford, CT</b>
<b>August 2012</b>	<b>NO MEETING</b>	
<b>September 20, 2012</b>	<b>9:30 a.m.</b>	<b>211 Murphy Road, Hartford, CT</b>
<b>October 18, 2012</b>	<b>9:30 a.m.</b>	<b>211 Murphy Road, Hartford, CT</b>
<b>November 15, 2012</b>	<b>9:30 a.m.</b>	<b>211 Murphy Road, Hartford, CT</b>
<b>December 13, 2012</b>	<b>9:30 a.m.</b>	<b>211 Murphy Road, Hartford, CT</b>

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

**2011 Schedule of Meetings**

<b>DATE</b>	<b>TIME</b>	<b>PLACE</b>
<b>January 12, 2012</b>	<b>9:30 a.m.</b>	<b>211 Murphy Road, Hartford, CT</b>
<b>February 9, 2012</b>	<b>9:30 a.m.</b>	<b>211 Murphy Road, Hartford, CT</b>
<b>March 8, 2012</b>	<b>9:30 a.m.</b>	<b>211 Murphy Road, Hartford, CT</b>
<b>April 12, 2012</b>	<b>9:30 a.m.</b>	<b>211 Murphy Road, Hartford, CT</b>
<b>May 17, 2012</b>	<b>9:30 a.m.</b>	<b>211 Murphy Road, Hartford, CT</b>
<b>June 14, 2012</b>	<b>9:30 a.m.</b>	<b>211 Murphy Road, Hartford, CT</b>
<b>July 12, 2012</b>	<b>9:30 a.m.</b>	<b>211 Murphy Road, Hartford, CT</b>
<b>August 2012</b>	<b>NO MEETING</b>	
<b>September 13, 2012</b>	<b>9:30 a.m.</b>	<b>211 Murphy Road, Hartford, CT</b>
<b>October 11, 2012</b>	<b>9:30 a.m.</b>	<b>211 Murphy Road, Hartford, CT</b>
<b>November 8, 2012</b>	<b>9:30 a.m.</b>	<b>211 Murphy Road, Hartford, CT</b>
<b>December 6, 2012</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**

<b>DATE</b>	<b>TIME</b>	<b>PLACE</b>
<b>January 23, 2012</b>	<b>11: 00 a.m.</b>	<b>100 Constitution Plaza, Hartford, CT</b>
<b>February 21, 2012</b>	<b>11: 00 a.m.</b>	<b>100 Constitution Plaza, Hartford, CT</b>
<b>March 19, 2012</b>	<b>11: 00 a.m.</b>	<b>100 Constitution Plaza, Hartford, CT</b>
<b>April 23, 2012</b>	<b>11: 00 a.m.</b>	<b>100 Constitution Plaza, Hartford, CT</b>
<b>May 29, 2012</b>	<b>11: 00 a.m.</b>	<b>100 Constitution Plaza, Hartford, CT</b>
<b>June 25, 2012</b>	<b>11:00 a.m.</b>	<b>100 Constitution Plaza, Hartford, CT</b>
<b>July 23, 2012</b>	<b>11:00 a.m.</b>	<b>100 Constitution Plaza, Hartford, CT</b>
<b>August 2012</b>	<b>NO MEETING</b>	
<b>September 24, 2012</b>	<b>11:00 a.m.</b>	<b>100 Constitution Plaza, Hartford, CT</b>
<b>October 22, 2012</b>	<b>11:00 a.m.</b>	<b>100 Constitution Plaza, Hartford, CT</b>
<b>November 26, 2012</b>	<b>11:00 a.m.</b>	<b>100 Constitution Plaza, Hartford, CT</b>
<b>December 17, 2012</b>	<b>11:00 a.m.</b>	<b>100 Constitution Plaza, Hartford, CT</b>

**Executive Committee**

**2012 Schedule of Meetings**

To be called as needed

## **8. EFFORTS TO MITIGATE THE EFFECTS OF AUTHORITY-ENRON-CL&P TRANSACTION DURING FISCAL YEAR 2011**

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.