



100 CONSTITUTION PLAZA • 6th FLOOR • HARTFORD • CONNECTICUT • 06103-1722 • TELEPHONE (860) 757-7700
FAX (860) 757-7743

April 2, 2014

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 2013**

Dear Governor Malloy:

Attached herewith is information submitted to meet the Connecticut Resources Recovery Authority’s (the “Authority”) fiscal year 2013 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, 2013 and Independent Auditor’s Report (the “Audit”).

Required Submission under CGS Section 1-123(a):	Item #
(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;	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;	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;	3
(4) A balance sheet showing all revenues and expenditures;	4
(5) the cumulative value of all bonds issued, the value of outstanding bonds, and the amount of the state's contingent liability;	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	6
(7) A description of planned activities for the current fiscal year.	7

The Honorable Dannel P. Malloy
April 2, 2014
Page Two

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

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

Best Regards,



Thomas D. Kirk
President

Enclosure: Fiscal Year 2013 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
Mark Daley, Chief Financial Officer (w/o enclosure)
Laurie Hunt, Esq., Director of Legal Services (w/o enclosure)
Nhan Vo-Le, Director of Accounting and Financial Reporting (w/o enclosure)

1. **BONDS ISSUED DURING FISCAL YEAR 2013**

No bonds were issued by the Authority during fiscal year 2013.

2. FINANCIAL ASSISTANCE PROVIDED DURING FISCAL YEAR 2013

The Authority did not provide any financial assistance¹ during Fiscal Year 2013.

¹Exclude interfund transfers among CRRRA projects / divisions.

3. VENDORS PAID \$5,000 OR MORE DURING FISCAL YEAR 2013

VENDOR NAME

A & S CONSTRUCTION SERVICES, LLC
A J BELLIVEAU RAILROAD CONSTRUCTION INC
ACE AMERICAN INSURANCE COMPANY
ACE USA
ADMINS INC
ADP INC
ALTERNATIVE RESOURCES, INC
AMERICAN EXPRESS TRAVEL MGMT SERVICES
AMERICAN RIGGING, INC.
AMERITAS LIFE INSURANCE CORP
AON RISK SERVICES INC OF WASHINGTON DC
ASSOCIATED ELECTRO-MECHANICS, INC
AT&T
B G MECHANICAL SERVICE INC
BANK OF AMERICA
BEEBE LANDSCAPE SERVICE, INC.
BLUE RIVER ENGINEERING, LLC
BOISE CASCADE OFFICE PRODUCTS CORP
BOLLAM, SHEEDY, TORANI AND CO, LLP, CPA
BOTTICELLO INC
BRIDGEPORT CITY OF
BROWN RUDNICK BERLACK ISRAELS LLP
C K ENVIRONMENTAL INC
CANTON TOWN OF
CAPITOL CLEANING CONTRACTORS INC
CERIDIAN BENEFIT SERVICES
CHESHIRE TOWN OF
CITY CARTING INC
COHN BIRNBAUM & SHEA
COMM REVENUE SERVICES, ST OF CT
CONN COMMUNITY PROVIDERS ASSOC
CONN CONFERENCE OF MUNICIPALITIES
CONN CONSTITUTION ASSOCIATES LLC
CONN INTERLOCAL RISK MGMT AGCY
CONN NATURAL GAS CORPORATION
CONN RIVER ESTUARY REGL PLANNING AGENCY
CONNECTICARE, INC.
CONNECTICUT ECONOMIC RESOURCE CENTER, IN
CONNECTICUT LIGHT & POWER COMPANY
COPE'S RUBBISH REMOVAL
CORPORATE ENVIRONMENTAL ADVISORS, INC.
COVANTA ENERGY
COVANTA MID-CONN INC
COVANTA SOUTHEASTERN CT
CROWLEY FORD LLC
CRRA PROPERTY DIVISION
CWPM LLC
DELL MARKETING LP

VENDOR NAME

DIME OIL COMPANY
DIVERSIFIED TECHNOLOGY CONSULTANTS
DVIRKA & BARTILUCCI CONSULTING ENGINEERS
EARTHCARE SERVICES
EAST GRANBY TOWN OF
EAST HAVEN, TOWN OF
EFACEC ACS, INC.
ELLINGTON TOWN OF
ENVIRONMENTAL CAPITAL LLC
ENVIRONMENTAL SERVICES INC
EPICOR SOFTWARE CORPORATION
EPLUS TECHNOLOGY
ESSEX, TOWN OF
EXPERIENCE DESIGN
FAIRFIELD, TOWN OF
FIDELITY INVESTMENTS
FRESHPOINT CONNECTICUT, LLC
FUSS AND ONEILL INC
GERSHMAN BRICKNER BRATTON INC
GRANBY TOWN OF
GRANT THORNTON LLP
GREENWICH TOWN OF
GZA GEOENVIRONMENTAL, INC.
H O PENN MACHINERY CO INC
HALLORAN AND SAGE LLP
HAMDEN TOWN OF
HARTFORD CITY OF TREASURER
HARTFORD ENV PRGMS DIV CITY OF
HARTFORD SPRINKLER CO INC
HDR ENGINEERING INC
HINCKLEY, ALLEN & SNYDER, LLP
HOOKER & HOLCOMBE INVESTMENT ADVISORS, I
HQ DUMPSTERS & RECYCLING, LLC
HRP ASSOCIATES INC
HUNTINGTON POWER EQUIPMENT INC
ING LIFE INSURANCE AND ANNUITY CO.
IRON MOUNTAIN INCORPORATED
ISO NEW ENGLAND INC
JV III CONSTRUCTION, INC.
KAINEN ESCALERA & MCHALE PC
KINNEY/CENTRAL PARKING SYSTEM OF CT INC
KNAPP ENGINEERING PC
LA CAPRA ASSOCIATES, INC.
LEGGETTE, BRASHEARS & GRAHAM, INC.
LINCOLN NATIONAL LIFE INSURANCE COMPANY
LINIUM STAFF SVC(FORMERLLY LAUREN STAF)
M I HOLZMAN & ASSOCIATES LLC
MALCOLM PIRNIE INC

VENDOR NAME

MCELROY, DEUTSCH, MULVANEY & CARPENTER/P
MDC
MERIDEN CITY OF
METROPOLITAN LIFE INS CO (METLIFE SBC)
METROPOLITAN LIFE INSURANCE COMPANY
METTLER TOLEDO INC
MILFORD CITY OF
NAES CORPORATION
NEW ENGLAND MASONRY & ROOFING CO.
NEWINGTON ELECTRIC COMPANY INC
NEXTERA ENERGY POWER MARKETING, LLC
NIRO LANDSCAPE CONTRACTORS INC
NORTH ATLANTIC HAULING, LLC
NORTH HAVEN TOWN OF
NORTHEAST UTILITIES/CL&P
NORWALK CITY OF
ORANGE TOWN OF
OREILLY TALBOT & OKUN
PEOPLES UNITED INSURANCE AGENCY, RC KNOX
PITNEY BOWES GLOBAL FINANCIAL SERVICES
PITNEY BOWES POSTAGE BY MAIL
POWER ADVISORY, LLC
PRESTON TOWN OF
PRIMARY LANDSCAPING, LLC
PSC ENVIRONMENTAL SERVICES, INC.
PULLMAN AND COMLEY LLC
REGIONAL REFUSE DISPOSAL DISTRICT ONE
REPUBLICAN AMERICAN INC
ROADSTONE CONSTRUCTION, LLC
ROCKWELL COMMUNICATIONS
RYAN BUSINESS SYSTEMS INC
SAIC ENERGY, ENVIRONMENT & INFRASTRUCTUR
SALISBURY TOWN OF
SANTA BUCKLEY ENERGY INC
SCALE SERVICE & SUPPLY CO., INC
SCS FIELD SERVICES
SHELL OIL COMPANY
SHELTON CITY OF
SIMPLEX GRINNELL LP
SIMSBURY TOWN OF
SIR SPEEDY PRINTING BLOOMFIELD
SNI COMPANIES
SONITROL
SOUND ENVIRONMENTAL SOLUTIONS
SOUTHBURY TOWN OF
SOUTHEASTERN CT REG RESOURCES RECOV AUTH
SOUTHWEST CT REGIONAL RECYCLING OP COMM
STRATEGIC PERSUASION GROUP LLC

VENDOR NAME

STRATFORD TOWN OF
T & T COMPLETE LANDSCAPING
TORRINGTON TOWN OF
TRC ENVIRONMENTAL CORP
TRUMBULL, TOWN OF
UNITED ILLUMINATING COMPANY
UNITED INDUSTRIAL SERVICES
URS CORPORATION
US BANK NATIONAL ASSOCIATION
USDA WILDLIFE SERVICES
VAN HORST GENERAL CONTRACTORS LLC
VERIZON BUSINESS
VERIZON WIRELESS
VIMINI ASSOCIATES
WALKER GROUP, THE
WALLINGFORD TOWN OF
WASTE MANAGEMENT OF MASSACHUSETTS, INC.
WATERTOWN TOWN OF
WEST GROUP
WEST HARTFORD TOWN OF
WESTPORT TOWN OF
WHEELABRATOR BRIDGEPORT LP
WHEELABRATOR TECHNOLOGIES INC
WINGET, SPADAFORA & SCHWARTZBERG, LLP
WTE RECYCLING INC
YATES, STEVEN E

4. FINANCIAL STATEMENTS AS OF JUNE 30, 2013

CONNECTICUT RESOURCES RECOVERY AUTHORITY

A Component Unit of the State of Connecticut

BALANCE SHEETS

AS OF JUNE 30, 2013 AND 2012

(Dollars in Thousands)

EXHIBIT I

Page 1 of 2

ASSETS	<u>2013</u>	<u>2012</u>
CURRENT ASSETS		
Unrestricted Assets:		
Cash and cash equivalents	\$ 87,559	\$ 76,331
Accounts receivable, net of allowances	17,073	14,009
Inventory	6,544	6,370
Prepaid expenses	355	4,450
Total Unrestricted Assets	<u>111,531</u>	<u>101,160</u>
Restricted Assets:		
Cash and cash equivalents	<u>6,705</u>	22,875
Total Restricted Assets	<u>6,705</u>	<u>22,875</u>
TOTAL CURRENT ASSETS	<u>118,236</u>	<u>124,035</u>
NON-CURRENT ASSETS		
Restricted investments	8,184	8,177
Capital Assets:		
Depreciable, net	81,601	85,262
Nondepreciable	30,342	34,123
Development and bond issuance costs, net	1,177	1,576
TOTAL NON-CURRENT ASSETS	<u>121,304</u>	<u>129,138</u>
TOTAL ASSETS	<u>\$ 239,540</u>	<u>\$ 253,173</u>

CONNECTICUT RESOURCES RECOVERY AUTHORITY
A Component Unit of the State of Connecticut
BALANCE SHEETS (Continued)
AS OF JUNE 30, 2013 AND 2012
(Dollars in Thousands)

EXHIBIT I
Page 2 of 2

	2013	2012
LIABILITIES AND NET POSITION		
CURRENT LIABILITIES		
Payable from unrestricted assets:		
Closure and post-closure care of landfills	14,214	1,330
Accounts payable	4,311	1,658
Accrued expenses and other current liabilities	13,535	4,804
Total payable from unrestricted assets	32,060	7,792
Payable from restricted assets:		
Bonds payable, net	-	4,135
Closure and post-closure care of landfills	-	1,298
Accounts payable	33	850
Accrued expenses and other current liabilities	2,837	11,701
Total payable from restricted assets	2,870	17,984
TOTAL CURRENT LIABILITIES	34,930	25,776
LONG-TERM LIABILITIES		
Payable from unrestricted assets:		
Closure and post-closure care of landfills	27,695	39,213
Other liabilities	3,500	3,500
Total payable from unrestricted assets	31,195	42,713
Payable from restricted assets:		
Closure and post-closure care of landfills	7,367	7,359
Other liabilities	716	824
Total payable from restricted assets	8,083	8,183
TOTAL LONG-TERM LIABILITIES	39,278	50,896
TOTAL LIABILITIES	74,208	76,672
NET POSITION		
Invested in capital assets, net of related debt	111,943	116,348
Restricted for:		
Energy generating facility	1,646	1,516
Montville landfill post-closure	1,026	680
DEEP trust - landfills	817	818
Shelton landfill future use	701	700
Covanta Wallingford escrow	500	500
Other restricted net position	225	135
City of Hartford Recycling education fund	143	189
Revenue fund	-	2,408
Equipment replacement	-	1,504
Operating and maintenance	-	1,504
Select Energy escrow	-	1,000
Debt service funds	-	96
Total Restricted	5,058	11,050
Unrestricted	48,331	49,103
TOTAL NET POSITION	165,332	176,501
TOTAL LIABILITIES AND NET POSITION	\$ 239,540	\$ 253,173

CONNECTICUT RESOURCES RECOVERY AUTHORITY

EXHIBIT II

**A Component Unit of the State of Connecticut
STATEMENTS OF REVENUES, EXPENSES AND
CHANGES IN NET POSITION**

FOR THE YEARS ENDED JUNE 30, 2013 AND 2012

(Dollars in Thousands)

	<u>2013</u>	<u>2012</u>
Operating Revenues		
Service charges:		
Members	\$ 49,145	\$ 55,966
Others	18,512	20,860
Energy sales	42,261	46,547
Other operating revenues	9,948	8,670
Total Operating Revenues	<u>119,866</u>	<u>132,043</u>
 Operating Expenses		
Solid waste operations	102,110	116,261
Depreciation and amortization	15,085	16,242
Maintenance and utilities	1,024	900
Closure and post-closure care of landfills	1,862	415
Legal services - external	1,209	1,803
Administrative and Operational services	7,525	7,019
Distribution to member towns	810	-
Distribution to SWEROC	489	-
Distribution to SCRRA	-	1,401
Total Operating Expenses	<u>130,114</u>	<u>144,041</u>
 Operating Loss	(10,248)	(11,998)
 Non-Operating Revenues (Expenses)		
Investment income	139	192
Other income (expenses), net	(973)	125
Interest expense	(87)	(317)
Non-Operating Expenses, Net	<u>(921)</u>	<u>-</u>
 Change in Net Position	(11,169)	(11,998)
 Total Net Position, beginning of year	<u>176,501</u>	<u>188,499</u>
 Total Net Position, end of year	<u>\$ 165,332</u>	<u>\$ 176,501</u>

CONNECTICUT RESOURCES RECOVERY AUTHORITY

EXHIBIT III

A Component Unit of the State of Connecticut

STATEMENTS OF CASH FLOWS

FOR THE YEARS ENDED JUNE 30, 2013 AND 2012

(Dollars in Thousands)

	2013	2012
Cash Flows Provided (Used) by Operating Activities		
Payments received from providing services	\$ 117,354	\$ 136,561
Payments to suppliers for goods and services	(104,018)	(129,867)
Payments to employees for services	(2,841)	(4,384)
Distribution to member towns	(810)	-
Distribution to SWEROC	(489)	-
Distribution to SCRRA	-	(1,401)
Net Cash Provided by Operating Activities	<u>9,196</u>	<u>909</u>
Cash Flows Provided (Used) by Investing Activities		
Interest on investments	145	197
Purchases of investments	-	(7,357)
Net Cash Provided (Used) by Investing Activities	<u>145</u>	<u>(7,160)</u>
Cash Flows Provided (Used) by Capital and Related Financing Activities		
Proceeds from sales of equipment	49	54
Payments for landfill closure and post-closure care liabilities	(1,786)	(1,891)
Acquisition and construction of capital assets	(8,287)	(11,793)
Interest paid on long-term debt	(113)	(335)
Principal paid on long-term debt	(4,135)	(3,915)
Net Cash Used by Capital and Related Financing Activities	<u>(14,272)</u>	<u>(17,880)</u>
Cash Flows Used by Non-Capital Financing Activities		
Other interest and fees	(11)	(13)
Net Cash Used by Non-Capital Financing Activities	<u>(11)</u>	<u>(13)</u>
Net decrease in cash and cash equivalents	<u>(4,942)</u>	<u>(24,144)</u>
Cash and cash equivalents, beginning of year	<u>99,206</u>	<u>123,350</u>
Cash and cash equivalents, end of year	<u>\$ 94,264</u>	<u>\$ 99,206</u>
Reconciliation of Operating Loss to Net Cash Provided (Used) by Operating Activities:		
Operating loss	\$ (10,248)	\$ (11,998)
Adjustments to reconcile operating loss to net cash provided (used) by operating activities:		
Depreciation of capital assets	14,685	15,835
Amortization of development and bond issuance costs	400	407
Provision for closure and post-closure care of landfills	1,862	415
Other income (expenses)	18	197
Changes in assets and liabilities, net of transfers:		
(Increase) decrease in:		
Accounts receivable, net	(3,064)	3,519
Inventory	(174)	(2,397)
Prepaid expenses and other current assets	4,095	(3,564)
Increase (decrease) in:		
Accounts payable, accrued expenses and other liabilities	<u>1,622</u>	<u>(1,505)</u>
Net Cash Provided by Operating Activities	<u>\$ 9,196</u>	<u>\$ 909</u>

5. BOND STATUS AS OF JUNE 30, 2013

The table below highlights the Authority's outstanding bonds as of June 30, 2013.

The State's contingent liability is related only to the SCRF-backed bonds, of which the principal amount of \$17,100,000 was outstanding at the end of fiscal year 2013.

STATUS OF OUTSTANDING BONDS ISSUED AS OF JUNE 30, 2013

PROJECT / Series	Moody's Rating	Standard & Poor's Rating	X= SCRF- Backed ¹	Dated	Maturity Date	Original Principal (S000)	Principal Outstanding (S000)	On Authority's Books (S000)
SOUTHEAST PROJECT								
2010 Series A - Project Refunding ²	Aa3	AA	X	12/02/10	11/15/15	27,750	17,100	-
CORPORATE CREDIT REVENUE BONDS								
1992 Series A - Corporate Credit	Ba1	NR	--	09/01/92	11/15/22	30,000	30,000	-
2001 Series A - Covanta Southeastern Connecticut Company-I	Ba1	NR	--	11/15/01	11/15/15	6,750	6,750	-
2001 Series A - Covanta Southeastern Connecticut Company-II	Ba1	NR	--	11/15/01	11/15/15	6,750	6,750	-
TOTAL PRINCIPAL BONDS OUTSTANDING							60,600	-

¹ SCRF = Special Capital Reserve Fund of the State of Connecticut.

² 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



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.

Approved By: Board of Directors

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

AFFIRMATIVE ACTION EFFORTS TO DATE

The Authority's efforts to increase diversity in its workforce for 2013 included the following measures for Authority job openings:

- Print advertising with Connecticut Post, Journal Inquirer, Hartford Courant, La Voz Hispana, Middletown Press, New Haven Register, New London Day, Northeast Minority News, Norwich Bulletin, Record Journal, Register Citizen, Torrington Register, and Waterbury Republican.
- Web postings of Authority jobs appeared on the following sites:
 1. Authority Internet Employment Opportunities Page
 2. Connecticut's Job Bank
 3. America's Job Bank
 4. Career Builder.com

**Connecticut Resources Recovery Authority
Ethnic Composition of Total Work Force
Summary of EEOC Report
Updated June 30, 2013**

	Males										Females					
	TOTAL	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	
Executive Managerial	10	7	15.6%	0.0%	0.0%	0.0%	0.0%	0.0%	3	2	0	0	1	0	0	
Technicians	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	
Professionals	19	8	17.8%	0.0%	0.0%	0.0%	0.0%	0.0%	11	9	0	0	2	0	0	
Office and Clerical	16	10	22.2%	2.2%	0.0%	0.0%	0.0%	6	6	3	3	0	0	0	0	
TOTALS	45	25	55.6%	2.2%	0.0%	0.0%	0.0%	20	20	14	3	3	3	3	0	
	100.0%							44.4%		31.1%	6.7%	6.7%	6.7%	0.0%	0.0%	

7. PLANNED MEETINGS FOR CALENDAR YEAR 2014

Board of Directors

Ph: 860-757-7700

Start time: 9:30 a.m.

**Location: 100 Constitution Plaza
Hartford, CT**

**Thursday, January 30, 2014
Thursday, February 20, 2014
Thursday, March 20, 2014
Thursday, April 24, 2014
Thursday, May 22, 2014
Thursday, June 26, 2014
Thursday, July 24, 2014
Thursday, August 21, 2014
Thursday, September 25, 2014
Thursday, October 23, 2014
Thursday, November 20, 2014
Thursday, December 18, 2014**

Finance Committee

Ph: 860-278-8471

Start time: 10:30 a.m.

**Location: 211 Murphy Rd
Hartford, CT**

**Thursday, January 23, 2014
Thursday, February 13, 2014
Thursday, March 13, 2014
Thursday, April 17, 2014
Thursday, May 15, 2014
Thursday, June 19, 2014
Thursday, July 17, 2014
August 2014 - NO MEETING
Thursday, September 18, 2014
Thursday, October 16, 2014
Thursday, November 13, 2014
Thursday, December 11, 2014**

OS & HR Committee

Ph: 860-757-7700

Start time: 11:00 a.m.

**Location: 100 Constitution Plaza
Hartford, CT**

**Tuesday, January 28, 2014
Tuesday, February 18, 2014
Tuesday, March 18, 2014
Tuesday April 22, 2014
Tuesday, May 20, 2014
Tuesday, June 24, 2014
Tuesday, July 22, 2014
August 2014 – NO MEETING
Tuesday, September 23, 2014
Tuesday, October 21, 2014
Tuesday, November 18, 2014
Tuesday, December 16, 2014**

Policies & Procurement

Ph: 860-757-7700

Start time: 11:00 a.m.

**Location: 211 Murphy Rd
Hartford, CT**

**Thursday, January 16, 2014
Thursday, February 6, 2014
Thursday, March 6, 2014
Thursday, April 10, 2014
Thursday, May 8, 2014
Thursday, June 12, 2014
Thursday, July 10, 2014
August 2014 - NO MEETING
Thursday, September 11, 2014
Thursday, October 9, 2014
Thursday, November 6, 2014
Thursday, December 4, 2014**

Executive Committee

To be called as needed

**8. EFFORTS TO MITIGATE THE EFFECTS OF AUTHORITY-ENRON-CL&P
TRANSACTION DURING FISCAL YEAR 2013**

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