

South Central Connecticut Regional Water Authority
90 Sargent Drive, New Haven, Connecticut
or

****Dial in by phone**

[+1 469-965-2517](tel:+14699652517), [475537392#](tel:+1475537392) United States, Northlake
[Find a local number](#)

Phone conference ID: 475 537 392#

AGENDA

Regular Meeting of Thursday, December 18, 2025 at 12:30 p.m.

1. Call to order
 1. Safety Moment
2. Public Comment: Statements limited to the legislative function of the Authority. The time limit granted to each speaker shall be three (3) minutes. Residents may address the Board.
3. Audit-Risk Committee: C. LaMarr
 1. Approve minutes – September 25, 2025 meeting
 2. Cyber/Technology/Resiliency Update - *Upon 2/3 vote, convene in possible executive session pursuant to C.G.S. Section 1-200(6)(E) for matters covered by Section 1-210(b)(19)(i)(ii), pertaining to security risk.*
4. Consent Agenda
 1. Approve minutes – November 20, 2025 regular meeting and November 20, 2025 special meeting
 2. Capital Budget Authorization – January 2026
 3. Accounts Receivable Update – November 2025
 4. Key Performance Indicators – FY26 Q2
 5. Mid-Fiscal 2026 Progress on Strategic Plan & Global Metrics
 6. Interim CEO Six-Month Fiscal 2026 Priorities Update
 7. RPB Quarterly Dashboard Report
 8. RWAY/CIS Update – December 2025
5. Finance: R. Kowalski
 1. Quarterly Financial Report
 2. DWSRF Financing Resolutions – Lake Gaillard Electrical Improvements Project
 3. Refinancing Resolution
6. Elect Officers for Calendar Year 2026, *including Chair*
7. RPB Committee meeting assignments and reports on RPB Committee meetings
8. Updates: S. Lakshminarayanan
 1. Monthly Business Highlights: S. Lakshminarayanan
 2. *AWA Update - *Upon 2/3 vote, convene in executive session pursuant to C.G.S. Section 1-200(6)(E) to discuss matters covered by Section 1-210(b)(5)(A)(B), pertaining to trade secrets and commercial and financial information.*
9. Commercial Business Committee: K. Curseaden
 1. Approve minutes – September 25, 2025 meeting
 2. Commercial Business Strategy Update: P. Singh - *Upon 2/3 vote, convene in executive session pursuant to C.G.S. Section 1-200(6)(E) to discuss matters covered by Section 1-210(b)(5)(B), pertaining to commercial and financial information.*
10. Act on matters arising from Committee meetings

****Members of the public may attend the meeting in person or by conference call. To view meeting documents please visit <https://tinyurl.com/4b4mukzy>. For questions, contact the board office at 203-401-2515 or by email at jslubowski@rwater.com.**

**RPB Member (G. Malloy) is excused at Item H.2*

South Central Connecticut Regional Water Authority

Commercial Business Committee

September 25, 2025

Minutes

The regular meeting of the South Central Connecticut Regional Water Authority Commercial Business Committee took place on Thursday, September 25, 2025, at 90 Sargent Drive, New Haven, Connecticut and via remote access. Chair Curseaden presided.

Present: **Committee** – Messrs. Curseaden, Borowy, Ricozzi, and Mss. LaMarr and Sack
Management – Mss. Kowalski, Calo(R), and Campbell(R), and Messrs. Lakshminarayanan, Hill(R), and Singh
Staff – Mrs. Slubowski

The Chair called the meeting to order at 2:10 p.m.

8.1. APPROVE MINUTES – JUNE 26, 2025 MEETING

On motion made by Mr. Borowy and seconded by Ms. LaMarr, the Committee voted to approve the minutes of its June 26, 2025 meeting.

Borowy	Aye
Curseaden	Aye
LaMarr	Aye
Ricozzi	Aye
Sack	Aye

8.2. COMMERCIAL BUSINESS STRATEGY UPDATE

Mr. Lakshminarayanan, the RWA's Interim President & Chief Executive Officer, and Mr. Singh, the RWA's Chief Information Digital Officer & Vice President of Customer Care, provided a Commercial Business update for the first quarter of FY 2026, which included:

- RWA Commercial Enterprise Strategy; and
- Business Growth Initiatives

The update included strategies for organic growth, including targeted marketing, improved customer experience, and process automation for PipeSafe and the Safety Valve Programs, claims management, and opportunities for Lab testing and Well Services.

Committee members discussed the expected impact of initiatives and its impact on customers and core business.

At 2:35 p.m., on motion made by Mr. Borowy and seconded by Mr. Ricozzi, the Committee voted unanimously to convene in executive session pursuant to C.G.S. Section 1-200(6)(E), to discuss matters covered by Section 1-210(b)(5)(B), pertaining to commercial and financial information. Present in executive session were Committee members, Messrs. Lakshminarayanan, Hill, and Singh, and Mss. Kowalski, Calo, and Slubowski.

At 3:12 p.m., the Committee came out of executive session. No votes were taken in, or as a result of executive session. On motion made by Mr. Borowy and seconded by Ms. LaMarr, the Committee voted to adjourn the meeting.

South Central Connecticut Regional Water Authority
Commercial Business Committee
September 25, 2025

Borowy	Aye
Curseaden	Aye
LaMarr	Aye
Ricozzi	Aye
Sack	Aye

Kevin Curseaden, Chair

(R) = Attended remotely.

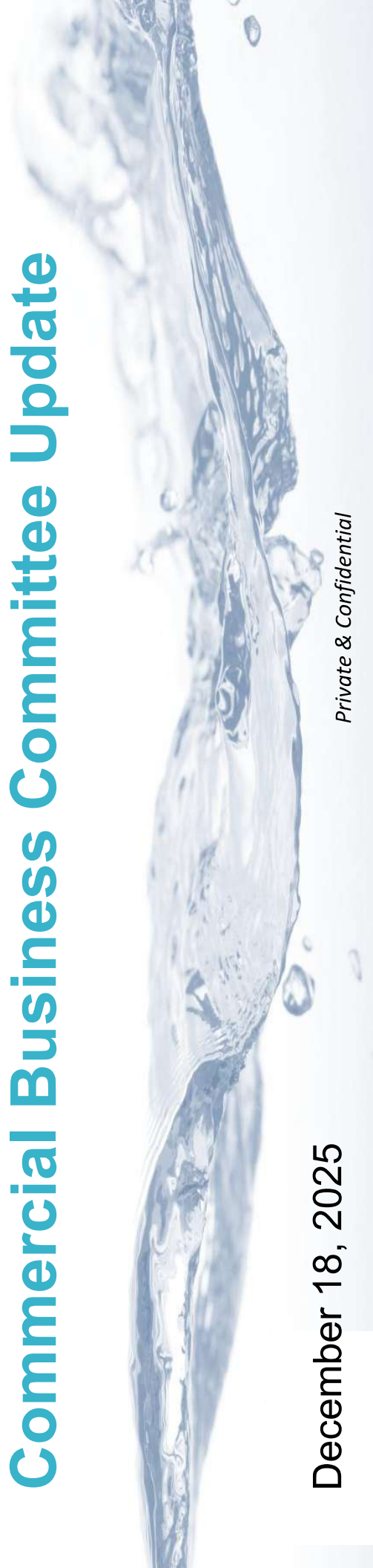
UNAPPROVED



Commercial Business Committee Update

December 18, 2025

Private & Confidential



Agenda

Public session

1. RWA Commercial Enterprise Strategy

Executive Session

1. Financials – Q2 FY26 YTD Results

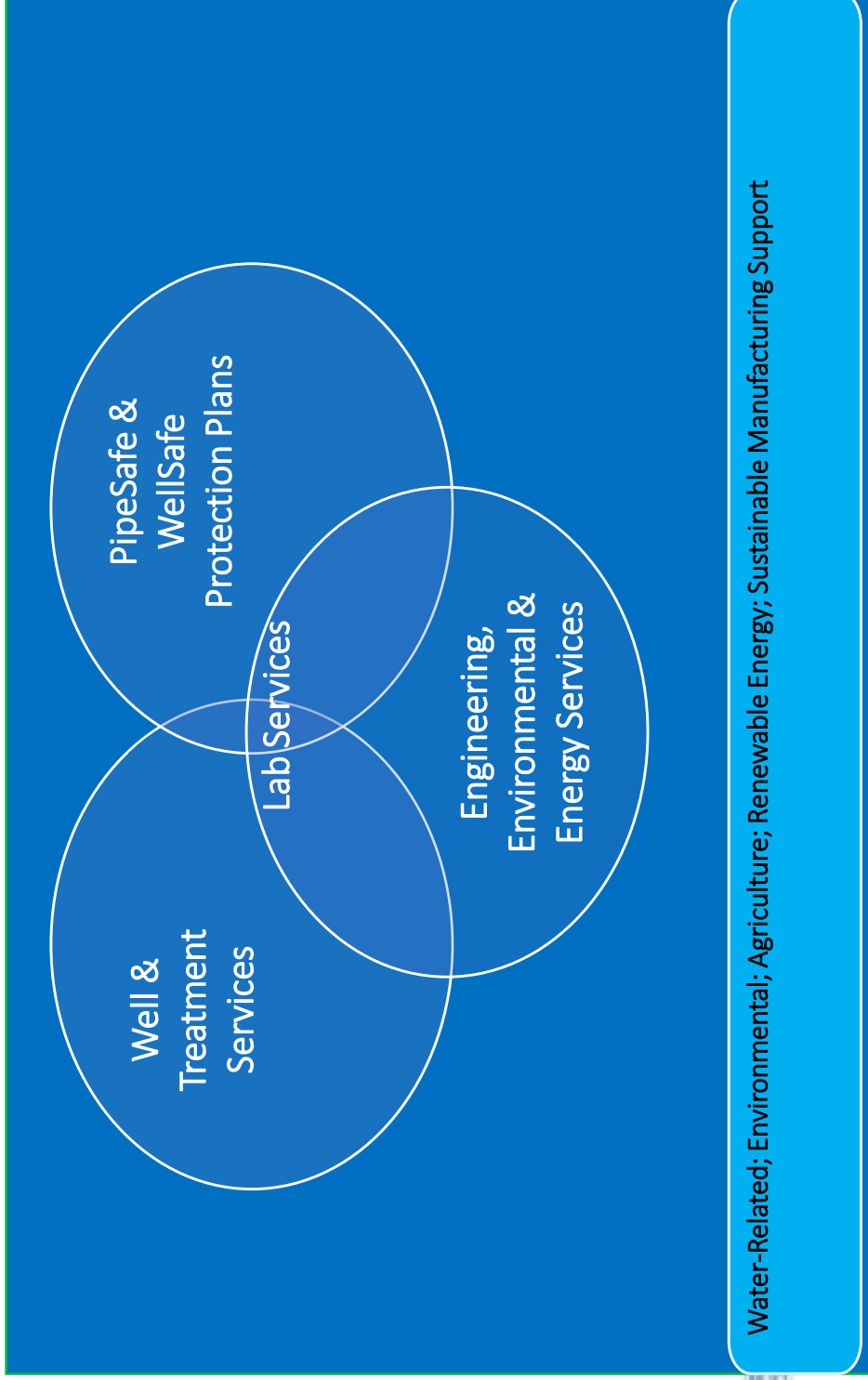
2. FY26 Commercial Business Growth Initiatives

RWA Commercial Enterprise Strategy

Goal: Increase RWA Commercial Enterprise EBITDA* sources to provide funds to invest in the utility and to help mitigate increases for our customers.

Objective: Contribute FY26 gross revenue of \$22M with net revenue goal of **\$9.3M**

Strategy: Provide turn-key water and environmental service solutions to more customers based on enabling legislation



- ✓ Test
- ✓ Protect

*Earnings before interest, taxes, depreciation, and amortization