

Third Taxing District

2 Second Street
East Norwalk, CT 06855

Tel: (203) 866-9271
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Third Taxing District of the City of Norwalk

Special Commission Meeting

Thursday, January 26, 2017 at 7:00 p.m.

At the Third Taxing District Office, 2 Second Street, East Norwalk, CT

1. Public Comment
2. 215 East Avenue – Presentation of Proposal (David Moore) (Pgs. 1-2)
3. ByLaws (Pgs. 3-9)
4. Strategic Planning Meeting (Pgs 10-21)
5. Adjourn

*A/R – Action Required/See Attached Motion

Agenda backup material is available at the TTD office, www.ttd.gov and will be available at the meeting.

M:\Shared\ Commission Meeting Information\Agenda 1-26-17.doc

District Commissioners

David L. Brown	203-866-8099	Chairman	James Smith	203-866-9271	General Manager
Charles L. Yost	203-853-0837	Commissioner	Ron Scofield	203-866-9271	Assistant General Manager
Debora Goldstein	203-252-7214	Commissioner	Michael Intrieri	203-866-3001	Treasurer

DM
A.D

David Moore Architecture and Design LLC

79 Prospect St | 646 431 4072 | david@dmaplusd.com

November 18, 2016

Dear Mr. Yost

Thank you for the opportunity to present my proposal to provide you with design and analysis services for the project known as "215 East Avenue. As per our discussion my analysis will provide you with the highest and best use of the property as it pertains to the local zoning and building codes of Norwalk, CT. My services for this project will include the following:

- Evaluation of the Norwalk, Neighborhood Business Zone along with any other applicable Zoning Regulations governing the site.
- (2) client meetings
- Schematic Design of potential building to include:
 - Site plan development utilizing owner provided and up to date A-2 Survey to show:
 - Set-backs, and open space requirements as per zoning regulations
 - Parking layout and traffic ingress/egress
 - Footprint of potential building
 - Floor plans demonstrating potential occupant usage and layout along with a 3D massing diagram to demonstrate feasibility of building as it pertains to the Zoning Regulations.

Total Schematic Design Fee: \$2,000

Please note that any necessary consultants hired such as but not limited to, filing expediter, mechanical, civil and structural engineering are to be contracted directly with you (the owner) and handled independently of my cost. I will of course be responsible for coordinating all consultants with the architectural scope.

Fees for services listed above to be billed upon completion. DM A+D is prepared to start this project upon the receipt of an executed copy of this proposal and a retainer check in the amount of **\$500**.

Miscellaneous:

- Large format reproduction costs shall be reimbursed by the client as incurred.
- Travel expenses:
 - .45cents per mile for travel by car.

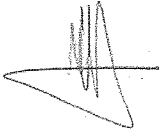
Payment Schedule:

- \$500 Retainer to start project.
- \$1,500-Due upon delivery of final documentation.

Please do not hesitate to call or email if you have any questions. If you agree with the terms described above, please sign below.

Pg. 1

Sincerely,

A handwritten signature in black ink, appearing to be 'David Moore', written over a horizontal line.

David Moore

David Moore Architecture and Design LLC

I, _____ agree with the above terms.

Signed: _____ Date: ____/____/2016

BY-LAWS

PURPOSES

The Third Taxing District ("District"), a political subdivision of the City of Norwalk, organized and existing under the laws of the state of Connecticut, has been formed and organized under authority granted to the by the Municipal Charter of the City of Norwalk ("Norwalk Charter"), the General Statutes of the State of Connecticut ("CGS:") and the laws of the United States of America.

Section 1. Powers. The municipal powers of the District, except for those powers specifically reserved to the electors of the Third Taxing District are vested in the Commission, subject to the CGS and the provisions of the Norwalk Charter as the same may be amended from time to time. The powers of the District shall be exercised in such manner as to confer upon the District's electors the benefits of a successful and profitable operation and conduct of its business, and to make electric power and energy and service relative thereto available at the lowest cost consistent with sound economy and good management.

Section 3. Regular Meetings. The Commissioners shall determine the calendar of regular meetings at a regular or special meeting scheduled for that purpose, and shall provide notification of the meeting schedule in conformance with the CGS. Notice of Regular Meetings of the Commission shall be provided in accordance with the CGS.

Section 4. Special Meetings. Special meetings of the Commission may be called by the Chairman. In the event of the absence, inability to perform or refusal to perform of the Chairman, the acting Chairman of the Commission shall be the elected Commissioner who has served on the Commission longest, or as otherwise provided for in these by-laws. Notice of Regular Meetings of the Commission shall be provided in accordance with the CGS.

Section 5. Annual Meeting. The Commission, the District Clerk and any employees and appointees of the Commission shall take all appropriate steps to notice and arrange for an Annual Meeting of the electors of the Third Taxing District as provided for in the Norwalk Charter. Commissioners and other such appointees and employees may attend the Annual Meeting of the electors for the purpose of answering questions and sharing information with electors about the recommended budget and other items as may properly be brought before the electors on the agenda of such meeting, but such attendance will not constitute a meeting of the Commissioners.

Section 6. Vacancies. A vacancy on the board of Commissioners shall exist in the event of the death, disability, imprisonment as a result of a lawful conviction, resignation, change in primary residence to an address outside of the Third Taxing District or for any other reasons specified in the Norwalk Charter and the CGS. The Commission shall take steps to fill any such vacancy as soon as reasonably possible in accordance with the Norwalk Charter and the CGS.

Section 7. Compensation. Members of the board of Commissioners shall be reimbursed their actual expenses while engaged in performing the duties of their office or while otherwise engaged in the business of the District, and in addition shall receive compensation as set forth in the Norwalk Charter, as approved by the District's rate-payers from time to time.

Section 8. Rules and Regulations. The Commission shall have power to make and adopt such rules and regulations, not inconsistent with the CGS, federal law or these by-laws as it may deem advisable for the management, administration and regulation of the business and affairs of the District.

Section 9. Conduct of Meetings. At the next regular meeting of the Commission following the election or re-election of a Commissioner in November of an odd-numbered year, the Commission shall vote to adopt and confirm such rules and regulations for the conduct of Commission meetings to remain in effect until the next regular municipal election. Such rules or regulations may include the following: (i) the means for including an agenda item without action by the Chairman; (ii) rules and procedures for maintaining order at the meeting and the safety of those present; (iii) rules regarding the recording of regular or special meetings; and (v) limitations on the time allotted to questions or comments by participants during designated public comment periods; provide that no such rules or regulations are in conflict with the CGS or the rules of parliamentary procedure adopted by the Commission under this Section.

Section 10. Election of Chairman and Corporate Governance. At the regular meeting of the Commission following the elections in November of an even-numbered year, or at a Special Meeting called for that purpose no later than November 30th of that same year, the Commission shall elect or re-elect a Chairman to preside over Commission meetings for the next two years. The Commission shall provide for an annual self-evaluation during the same calendar period as any performance evaluation(s) of the General Manager or other senior management of the utility.

Section 11. Succession of Chairmanship. In the event of the absence, inability to perform or refusal to perform of the Chairman, the acting Chairman of the Commission shall be the elected Commissioner who has served on the Commission longest. In the event that both of the remaining Commissioners are serving terms by appointment, or either seat remains unfilled, the Commissioner who has served on the Commission longest shall act as Chairman. All periods of service on the Commission shall count for purposes of determining longest period of service, whether continuous or not.

Section 12. Meetings by Conference Telephone or Similar Device. Except as may otherwise conflict with the CGS, the Commission, or any properly formed committee designated by the Commission, may participate in a meeting by means of conference telephone or similar communications equipment; provided the Commissioners, Treasurer, District Clerk and any employees and appointees of the Commission whose participation is in accordance with the agenda for said meeting can hear each other; and provided that the meeting be held at a location which permits members of the public to observe participate in person when the agenda permits such public participation.

Section 13. Committees. The Commission may designate one or more committees, each committee to consist of at least two Commissioners, and any other appointees, employees, or

officials as the Commission may deem necessary or desirable to achieve the goals or tasks to be performed by such Committee. The Commission shall appoint a temporary Chairman and the quorum rules and voting standards for such Committee. Such committee shall in all respects perform its business at public meetings in accordance with the CGS and shall be properly noticed. However, such Committee shall not undertake to act on behalf of the Commission and no actions taken by such Committee shall be binding upon the Commission, whether or not the body consists of a quorum of, or the full body of, the Commission. Rather, any such actions taken by such a Committee shall make recommendations for the consideration of, and action by, the Commission at a regular or special meeting of the Commission.

Section 14. Communication by the Commission. No member of the Commission shall speak on behalf of the Commission in communications with the public unless empowered to do so by a vote of the Commissioners.

Section 15. Disclosure of Interest. If any Commissioner, the Treasurer, the District Clerk, or any employee, official or appointee of the Commission has a personal interest in, or the appearance of a personal interest in, any matter coming before the Commission, he or she shall inform the Commission as promptly as possible upon becoming aware of such conflict and shall refrain from voting upon, or participating in deliberations in which such matter is considered.

Section 16. Amendment of By-Laws. These by-laws may be amended or repealed, and new by-laws adopted, by the Board of Directors, but the stockholders entitled to vote may adopt additional by-laws and may amend or repeal any by-law whether or not adopted by them.

Section 17. Section Invalid. If any section of these by-laws is made invalid in effect by amendment to, or repeal of, any part of the Norwalk Charter or the CGS, or is declared to be in conflict with same by a court or regulatory body that has jurisdiction, then that section shall have no effect as if it were repealed by a vote of the Commission and the remainder of these by-laws shall remain in effect.

These By-Laws adopted by a unanimous vote of the Commission on _____, 2015

[Note: Redline changes reflect edit made by CMEEC to Jim Smith's earlier draft. Comments preceded by SV are questions/suggestions from Steve VanderMeer]

Draft 08 21 15

THIRD TAXING DISTRICT OF THE CITY OF NORWALK, CONNECTICUT
BY-LAWS

PURPOSES

The Third Taxing District of the City of Norwalk, Connecticut ("District"), a political subdivision of the ~~City~~ State of ~~Norwalk~~ Connecticut, organized and existing under the laws of the ~~state~~ State of Connecticut, has been formed and organized under authority granted to the District by the Municipal Charter of the City of Norwalk ("Norwalk Charter"), the General Statutes of the State of Connecticut ("CGS:") and the laws of the United States of America: (collectively, "Applicable Law").

The Commission, the governing body of the District as provided under Applicable Law, adopts these by-laws acting in that capacity, subject to Applicable Law, for the purposes of better administration of the Commission and the District.

SUBSTANTIVE PROVISIONS.

Section 1. Powers. The municipal powers of the District, except for those powers specifically reserved to the electors of the ~~Third Taxing District~~, are vested in the Commission, subject to the CGS and the provisions of the Norwalk Charter as the same may be amended from time to time. The powers of the District shall be exercised in such manner as to confer upon the District's electors the benefits of a successful and profitable, ~~financially stable operation~~. The District shall and conduct of its business, and to make electric power and energy services and service relative thereto available at the lowest cost consistent with sound fiscal policy, economy and good management practices.

Comment [SV1]: I do not agree with the change from financially stable to profitable. I think using profit to describe the desired outcomes of a non-profit organization could be confusing.

Comment [SV2]: This sentence no longer reads very cleanly. Not sure why the addition of "and conduct of its business..." but something seems to be missing or out of place.

Section 2-3. Regular Meetings. The Commissioners shall determine the calendar of regular meetings at a regular or special meeting scheduled for that purpose, and shall provide notification of the meeting schedule in conformance with the CGS. Notice of Regular Meetings of the Commission shall be provided in accordance with the CGS.

Section 3-4. Special Meetings. Special meetings of the Commission may be called by the ~~Chairman, as necessary. In the event~~ Chairperson. Notice of the absence, inability to perform or refusal to perform the duties of the Chairman, the acting Chairman Special Meetings of the Commission shall be the elected Commissioner who has served on the Commission longest, or as otherwise provided for in these by-laws accordance with the CGS.

Section 4-5. Annual Meeting. The Commission, the District Clerk and any employees and appointees of the Commission shall take all appropriate steps to notice and arrange for an Annual

Meeting of the electors of the ~~Third Taxing District~~ as provided for in the Norwalk Charter. Commissioners and other such appointees and employees may attend the Annual Meeting of the electors for the purpose of answering questions and sharing information with electors about the recommended ~~District~~ budget and other items as may properly be brought before the electors on the agenda of such meeting, but such attendance will not constitute a meeting of the Commissioners.

Section ~~5-6~~. Vacancies. A vacancy on the ~~board of Commissioners~~ Commission shall exist in the event of the death, disability, imprisonment as a result of a lawful conviction, resignation, change in primary residence to an address outside of the ~~Third Taxing District~~ or for any other reasons specified in the Norwalk Charter and the CGS. The Commission shall take steps to fill any such vacancy as soon as reasonably possible in accordance with the Norwalk Charter and the CGS.

Section ~~6-7~~. Compensation. Members of the ~~board of Commissioners~~ Commission shall be reimbursed their actual expenses while engaged in performing the duties of their office or while otherwise engaged in the business of the District, and in addition shall receive compensation as set forth in the Norwalk Charter, as may be approved by the District's rate payers/electors from time to time.

Comment [SV3]: Depending on how by-laws are enacted and changed, the commission could spell out a dollar amount here, knowing that it could be relatively easy to update

~~Section 7. Policy. Section 8. Rules and Regulations.~~ The Commission shall have fiduciary responsibility and authority/power to oversee the operations/make and strategic direction of the District/adopt such rules and establish policy in accordance with regulations, not inconsistent with the CGS and Federal statutes. These policies shall be developed with the District's General Manager and shall be reviewed annually and adjusted, federal law or these By-Laws as necessary.

OR

Take out "it may deem advisable for the management, administration and regulation" of the business and replace with "oversight and strategic direction" of the District.

Comment [SV4]: This could benefit from more discussion. CMEEC's proposed changes alter the meaning of this section significantly, changing it from a statement of what the commission does (policy, strategic direction, fiduciary oversight, etc.) to simply acknowledging it can make rules if they are consistent with the CGS, federal law, etc.

~~Section 8.~~ Section 9. Conduct of Meetings. At the next regular meeting of the Commission following the election or re-election of a Commissioner in November of an odd-numbered year, the Commission shall vote to adopt and confirm such rules and regulations for the conduct of Commission meetings to remain in effect until the next regular municipal election. Such rules or regulations may include the following: (i) the means for including an agenda item without action by the ~~Chairman~~ Chairperson; (ii) rules and procedures for maintaining order at the meeting and the safety of those present; (iii) rules regarding the recording of regular or special meetings; and (v) limitations on the time allotted to questions or comments by participants during designated public comment periods; provide that no such rules or regulations are in conflict with the CGS or the rules of parliamentary procedure adopted by the Commission under this Section.

Comment [SV5]: Why wouldn't these four examples, and any others, be specified in the by-laws themselves as to how meetings will be conducted? In other words, why should these be addressed after the next election and not in the document?

Section 9.10. Election of Chairman/Chairperson and Corporate Governance. At the regular meeting of the Commission following the elections in November of an even-numbered year, or at a Special Meeting called for that purpose no later than November 30th of that same year, the Commission shall elect or re-elect a ~~Chairman~~ Chairperson to preside over Commission meetings for the next two years. The Commission shall provide for an annual self-evaluation during the

same calendar period as is applicable to any performance evaluation(s) of the General Manager or other senior management of the utility.

Comment [SV6]: Seems like the reference to performance evaluation of the GM should be a separate section and that "other senior management" reference should be removed.

Section ~~40~~11. Succession of Chairmanship-Position of Chairperson. In the event of the absence, inability to perform or refusal to perform the duties of the Chairman, the acting Chairman of the Chairperson with respect to any matter coming before the Commission or as otherwise authorizing the Chairperson to act as provided in these By-Laws, the acting Chairperson of the Commission may act in replacement of the Chairperson. Such acting Chairperson shall be the elected Commissioner who has served on the Commission longest. In the event that both of the remaining Commissioners are serving terms by appointment, or either seat remains unfilled, the Commissioner who has served on the Commission longest shall act as ~~Chairman~~ Chairperson. All periods of service on the Commission shall count for purposes of determining longest period of service, whether continuous or not.

Comment [SV7]: An alternative to the idea of having the longest tenured serve as replacement to the chair, would be to elect a vice-chair at the same meeting the chair is elected.

Section ~~41~~12. Meetings by Conference Telephone or Similar Device. Except as may otherwise conflict with the CGS, the Commission, or any properly formed committee designated by the Commission, may participate in a meeting by means of conference telephone or similar communications equipment; provided the Commissioners, Treasurer, District Clerk and any employees and appointees of the Commission whose participation is in accordance with the agenda for said meeting can hear each other; and provided that the meeting be held at a location which permits members of the public to observe or participate in person when the agenda permits such public participation.

Section ~~42~~13. Committees. The Commission may designate one or more committees, each committee to consist of at least two Commissioners, and any other appointees, employees, or officials as the Commission may deem necessary or desirable to achieve the goals or tasks to be performed by such Committee. The Commission shall appoint a temporary ~~Chairman~~ and Chairperson for each such Committee and establish the quorum rules and voting standards for such Committee. Such ~~committee~~ Committee shall in all respects perform its business at public meetings which shall be convened and held in accordance with the CGS and shall be properly noticed. However, such Committee shall not undertake to act on behalf of the Commission and no actions taken by such Committee shall be binding upon the Commission, whether or not the body consists of a quorum of, or the full body of, the Commission. Rather, any such actions taken by such a Committee shall make recommendations for the consideration of, and action by, the Commission at a regular or special meeting of the Commission.

Comment [SV8]: Committees seem problematic with a three person commission. Despite language stating commission business shall not be done by the committees, the reality is that a two commissioner committee is already a quorum for the full commission.

Section ~~43~~14. Communication by the Commission. No member of the Commission shall speak on behalf of the Commission in communications with the public unless empowered to do so by a vote of the Commissioners.

Comment [SV9]: This seems a little restrictive. I would assume the board chair may represent the commission on issues that have received commission support. Minority opinions should also be allowed, but with clear statement that they will abide by the decision of the commission.

Section ~~44~~15. Disclosure of Interest. If any Commissioner, the Treasurer, the District Clerk, or any employee, official or appointee of the Commission has a personal interest in, or the appearance of a personal interest in, any matter coming before the Commission, he or she shall inform the Commission as promptly as possible upon becoming aware of such interest and potential conflict and, if any which results from such interest, and, if and to the extent applicable, shall refrain from voting upon, or participating in deliberations of the Commission in which such matter is considered.

Section ~~15~~16. Amendment of By-Laws. These ~~by-laws~~By-Laws may be amended or repealed, and new ~~by-laws~~By-Laws adopted, by the Commission ~~with the consent, by, in each case,~~ unanimous vote of the entire Commission in place at that time.

Section ~~16~~17. Section Invalid. If any section of these ~~by-laws~~By-Laws is made invalid in effect by amendment to, or repeal of, any part of the Norwalk Charter or the CGS, or is declared to be in conflict with same by a court or regulatory body that has jurisdiction, then that section shall have no effect as if it were repealed by a vote of the Commission and the remainder of these ~~by-laws~~By-Laws shall remain in effect.

ADOPTION AND EFFECTIVE DATE.

These By-Laws are adopted by a unanimous vote of the Commission on _____, 2015.
These By-Laws, once so adopted by the Commission, enter into effect on _____,
2015.

Integrated Solutions for Public Power

FOURTH DISTRICT OPERATIONS CUSTOMER CONNECTIONS OPERATIONS & MAINT SYSTEM PERFORMANCE

Third Taxing District Strategic Planning

East Norwalk CT
November, 2016



Hometown Connections

Public Power Strategic Planning Is:

- Open and Transparent
- Inclusive
- Empowering
- Iterative
- Values-Driven
- Disciplined

Hometown Connections

Action Items/Issues for Resolution

- Questions remain on this topic = 
- General direction or consensus = 

Hometown Connections


Recap on Governance Discussion

Hometown Connections

Potential Charter Revisions

- Treasurer Position: Remove reference to it?
- District Clerk: Remove reference to it?
- Board Composition: Move from three to five commission members?
- Term Limits: Add limit of no more than two consecutive six year terms?
- Library: wait and see? For now. Potential questions to resolve on the following page.

Hometown Connections

Library Questions 

- Does the library's recent move toward reorganizing and improving have any bearing on whether to address the library in the suggested charter revisions?
- Regardless of the condition of the library, does the TTD commission believe the District should be managing the funding for a separate private non-profit organization?
- What is the commission's ideal for how the ENLD operates from a financial and governance perspective?
- If there is to be an ongoing formal relationship, what additional mechanisms are available to ensure the TTD's contribution is being used appropriately?

Hometown Connections

Potential Charter Revisions

Legal process to revise the TTD Charter:

- Initial feedback from legal counsel is that this would likely be submitted to voters through a district election, not through the annual meeting process
- Legal counsel will conduct additional research to provide a stronger opinion

Hometown Connections

Potential Charter Revisions

- What questions remain?
- Are you ready to move forward with charter revisions?
- Commission is ready to move forward four of the five suggested charter revisions. Library will get additional focus.

Hometown Connections

By-Laws/Governing Policies

- Desire to develop bylaws that provide additional clarity on governance structure and activities
- Could include:
 - Officers (e.g. chair, co-chair, possibly secretary or treasurer)
 - Officer elections and terms
 - Board compensation
 - Provisions for appointment of CMEEC board alternate
 - Other governance policies

Hometown Connections

By-Laws/Governing Policies

- Draft by-laws developed in 2015
- What does the commission need in order to be comfortable voting on the adoption of TTD by-laws?
- General agreement that 2015 draft is an appropriate starting point for creating by-laws with an expectation that those by-laws can be adopted solely by the TTD Commission

Hometown Connections

215 East Avenue Property

- What is the ideal outcome for this property?
- How does the commission balance risk and reward of various solutions?
- Is there inherent value in holding onto the property for future utility needs?
- Is it subject to seizure through eminent domain?

Hometown Connections

East Avenue Property - Potential Outcomes

- Do nothing, minimal property maintenance
- Tear building down, build a pocket park
- Sell as is while retaining ROW access
- Make building habitable for potential mixed used development
- Tear down, pave and lease to third party for parking
- Tear down, pave and manage as parking
- Tear down and redevelop

Hometown Connections

215 East Avenue Direction

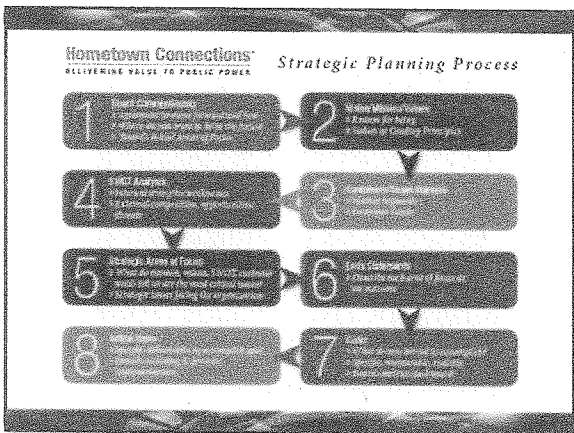
- Holding as is, is not desirable
- Lowest risk option is not necessarily desirable
- There is no clear preference at this time for retaining ownership vs. leasing or contracting for a revenue generating use at this time
- Commissioner Yost will investigate appropriate options for the property's disposition and return with recommendations

Hometown Connections

The TTD – Utility Relationship Described

- The TTD is a municipal entity that essentially has one department, the electric department
- The electric department provides something similar to an annual PILOT to the TTD for district improvements that add to community value
- The utility currently funds 100% of the district budget through this PILOT, although other funding sources are available to the district

Hometown Connections



First Take: What is Important in East Norwalk?

Economic Development

- City lack of central planning
- State transportation plan: roads, trains
 - Impact traffic, businesses, eminent domain removing customers
- Mall development: back up supply
- Can the city be a viable partner?
- Maintaining market share, revenue streams

Hometown Connections

First Take: What is Important in East Norwalk?

Power Supply/Reliability

- Energy Supply costs
- Decentralized distribution that could decrease demand/revenue

Hometown Connections

First Take: What is Important in East Norwalk?

- Customers/Community
 - Demographics: lower income
 - New products or services
 - Broadband
 - What is required for TTD to expand on its product offerings?
 - Community events - role in the community

Hometown Connections

First Take: What is Important in East Norwalk?

- Governance/Policy Development
 - Collaboration with SNEW?
 - Fragmented electric services to city of Norwalk - Structural
 - Library building - accountability, liability
 - * What benefit comes back to the utility?
 - The East Avenue property - how to optimize its use of utility properties
 - Charter Revision
 - Board and/or community appetite for bigger role for utility?
 - Strengthen governance side of board

Hometown Connections

Mission Statement

- Why do you exist? Core Purpose
 - Short
 - Memorable
 - Inspiring

Hometown Connections

What role does your utility play?

- What does your utility bring to it customers and community today?
- What is lost to the community if your utility is no longer serving it?

Hometown Connections

Third Taxing District Mission Staff Input

- One to one relationship with the customer
- Personalized
- Highly reliable service
- Uneworkers responsive, proactive
- General maintenance of facilities
- Powering your neighborhood
- Pride in partnership: proud to be part of the community, and proud to provide services to it

Hometown Connections

Third Taxing District Mission Staff Input

- Value the customer and their opinion and needs
- A face, not just a name.
- A part of the community, commitment to service.
- "Good enough" not acceptable
- Competitive on price.
- High Value to customer.

Hometown Connections

Third Taxing District Mission Staff Input

- Above and beyond services
- Community oriented.
 - District concerts
 - Tree lighting
 - Parks
- East Norwalk a city within a city


Hometown Connections

TTD Corporate Draft Mission Statement

TTD is a proud partner of the community providing a reliable, low-cost, responsive utility, with value added services and programs in an efficient, personalized manner to the neighborhoods of East Norwalk.

Hometown Connections

Mission Statement



- With a corporate mission statement, is a utility mission redundant?

Hometown Connections

What Values Should Drive TTD?

- Flexibility
- Diversity
- Knowledgeable
- Personalized
- Reliable
- Visionary
- Honest
- Accessible
- Loyal
- Invested in goals and active participant
- Sense of ownership of organization and community
- Confidentiality of customer information
- Empathy
- Understand the public and political nature of public power utility.

Hometown Connections

TTD Corporate Values

TTD will fulfill its mission by embracing these values:

- Ethical practices
- Courteous and empathetic behavior to all customers
- Dependability and responsiveness
- Efficiency and financial stewardship
- A sense of shared ownership of the utility with customers and the community.

Hometown Connections

Vision for the Future

- Where are you trying to go?
- If the utility has done the right things right for the next 10 years, what does it look like?
- What do your customers need from you 10 years from now?
- If you had a magic wand to create the perfect utility, what would it look like?

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Important Issues for Vision

- Low rates
- Issues to address: solar, DG, net metering, fuel costs, federal and state legislation, threats to the grid
- Bringing more business to TTD, Economic Development
- Diversity of utility services – broadband, gas – to meet the community's needs
- Synergies with SNEW? Collaboration.

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What Should TTD's Vision Be?

- Optimization
- Premier electric utility in the state
- Exception to the rule, above the standard
- Flexibility
- Responsive
- Training, knowledge of industry, investing in employees, building strong multifaceted workforce, open-minded, attitude of future hires, open to change
- Embracing changes to industry

Hometown Connections

Vision Statements



- Is one vision statement sufficient to cover utility and non-utility operations?
- Still some additional work to do here

Hometown Connections

TTD Electric Draft Vision Statement

TTD Electric will be the provider of choice for East Norwalk for ...

Hometown Connections

Draft Vision Statement

TTD will continue to develop a knowledgeable, flexible and diverse workforce that can navigate and embrace the changing utility industry while maintaining personalized services in order to meet future customer expectations

Hometown Connections

Step Three: Customers/ Target Markets

- Who do you serve? What are their needs?
 - Market Segments
 - Residential
 - Commercial
 - Industrial
 - Customer needs, expectations, satisfaction
 - Other stakeholders

Hometown Connections

Who does TTD Serve?

- 75% residential
- 25% commercial (light industrial included)

Hometown Connections

Residential Customers

- More of a commuter town
- Population stable but being replaced by commuters and ethnic renters
- Renters vs. owners? Growing renter base?
- Very diverse population
- Larger Hispanic population
- Significant seasonal population

Hometown
Connections

Residential Customers

- Shrinking middle class
- Single family homes converting to duplex/rentals
- Aging population among white upper/middle class.
- East Norwalk has its own identify

Hometown
Connections

Residential Customers

- Implications for TTD
 - Difficulty paying bills
 - People paying with cash
 - English as a second language
 - Lien law: can lien a landlord for tenants' bills
 - Home energy savings audits include some basic weatherization steps, LED bulbs, air sealing

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Commercial/Industrial

- Lots of mom and pop businesses: restaurants, cleaners, hair salons, gas stations, convenience stores
- Some with difficulty paying
- Some light industry
- Major data center: some reliability needs
- Many headquartered in Norwalk
- Key accounts mostly through GVM
- Rates are comparable
- Economic development opportunities
 - Exploring new income streams

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Connections

Commercial/Industrial

- Implications for TTD
 - Reliability and power quality critical for some
 - Smaller commercial is mostly unsophisticated on optimizing their energy use – potential for energy audits, greater communications
 - Opportunities for more formal key accounts program

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Connections

Customer Perceptions

- Customer satisfaction is very high
- Image of TTD is good
- Reliability is high
- Rates are competitive. Have not changed since 1985.

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Step Four: Strengths, Weaknesses, Opportunities and Threats

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Customer Service

Strengths <ul style="list-style-type: none"> Personalized Service Strong payment options Strong satisfaction rating 	Weaknesses <ul style="list-style-type: none"> Loose payment and collection policies Lack of late payment charge Cogscale v. 10 problems
Opportunities <ul style="list-style-type: none"> Leveraging technology Speed up payment process AMF to AMI 	Threats <ul style="list-style-type: none"> Technology making positions obsolete - RIF

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Customer Outreach/Communications

Strengths <ul style="list-style-type: none"> Strong presence in community Greatly improved website and printed materials 	Weaknesses <ul style="list-style-type: none"> Lack of recognition of the progress made to date
Opportunities <ul style="list-style-type: none"> Reaching Spanish language audience Doing more with city's programs/econ. dev. 	Threats <ul style="list-style-type: none"> Balancing costs of outreach vs. benefits Retraining a new PR firm

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Electric Supply

Strengths <ul style="list-style-type: none"> Participation in CMIEEC Strong transmission infrastructure 	Weaknesses <ul style="list-style-type: none"> Dependency on Nordex units for revenue stream
Opportunities <ul style="list-style-type: none"> Aging infrastructure replacement 	Threats <ul style="list-style-type: none"> Consistent inquiries from solar and renewable vendors with TTD customers

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Electric Distribution

Strengths <ul style="list-style-type: none"> Unmatched system reliability Well-trained and dedicated employees SCADA system 	Weaknesses <ul style="list-style-type: none"> Limited field staff Limited resources for compliance management
Opportunities <ul style="list-style-type: none"> Improvements of the distribution system Additional revenue opportunities 	Threats <ul style="list-style-type: none"> Additional compliance requirements as a Transmission Owner Terrorism

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Employee Safety

Strengths <ul style="list-style-type: none"> Strong safety training and equipment Workers comp MOD has decreased 	Weaknesses <ul style="list-style-type: none"> No safety committee due to size Lack of formal recognition for safety performance
Opportunities <ul style="list-style-type: none"> Introducing newly hired employees to revised safety practices 	Threats <ul style="list-style-type: none"> Employees not following safety regulations Potential OSHA inspections

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Technology

Strengths <ul style="list-style-type: none"> Improved deployment of new technologies IT vendor (Netology) partnership 	Weaknesses <ul style="list-style-type: none"> A-based meters still existing in system
Opportunities <ul style="list-style-type: none"> Leverage business partners and associations to deploy technologies (e.g. hosted) 	Threats <ul style="list-style-type: none"> Cyber-security Obsolescence

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Rates

Strengths <ul style="list-style-type: none"> Competitive rates against surrounding competition Regular review of rates by cost of service consultant 	Weaknesses <ul style="list-style-type: none"> Limited rate structures
Opportunities <ul style="list-style-type: none"> Expand existing rate structures to accommodate customers with special needs 	Threats <ul style="list-style-type: none"> Changing legislation to allow full deregulation of the electric industry in CT

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Admin/Finance

Strengths <ul style="list-style-type: none"> Ability to lien property to prevent excessive write-offs Annual financial audit Annual and Capital Budgeting 	Weaknesses <ul style="list-style-type: none"> Obsolete policies Inventory scattered throughout the District
Opportunities <ul style="list-style-type: none"> Warehouse facility to consolidate all materials Update existing Administrative Policies & Procedures 	Threats <ul style="list-style-type: none"> Security breach on computer system creates inability to bill and collect payments

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Human Resources

Strengths <ul style="list-style-type: none"> Positive work environment based on solid management union relationship Longevity of existing staff 	Weaknesses <ul style="list-style-type: none"> Succession plan Lack of performance reviews based on union contract Retirement of multiple employees in a short period
Opportunities <ul style="list-style-type: none"> Growing opportunities for training, workshops and seminars 	Threats <ul style="list-style-type: none"> Retaining existing workforce from leaving to work for neighboring utilities

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Governance

Strengths <ul style="list-style-type: none"> Local control Commissioners/Treasurer have vested interest in TTD Responsiveness to ratepayers 	Weaknesses <ul style="list-style-type: none"> Communications Ambiguous roles of treasurer, district clerk No by-laws
Opportunities <ul style="list-style-type: none"> Charter revisions By-laws Clearer governing policies 	Threats <ul style="list-style-type: none"> Sudden loss of a commissioner

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This is where we ended – Nov. 15



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Step Five: Strategic Areas of Focus

- What do mission, values, SWOT, customer needs, stakeholder analysis tell us are the most critical issues?
- Based on the work to this point, what are the fundamental issues facing the organization?
- What is truly important for the survival, prosperity and effectiveness of the organization in adding value to East Norwalk?

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Discussion: Strategic Issue Identification

- What is the issue?
- Why is this issue strategic?
- What are the consequences of not addressing this issue?
- Do we have any control over this issue?
- Focus on *issues* not *answers*
 - E.g., Need to hire an IT director vs. technology advances are exceeding existing staff expertise

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Focusing on Key Strategic Issues

- Narrow list of issues to those that
 - The utility can expect to do something about
 - The failure to address pose the biggest threat to the utility's success
 - Have long-term implications for the utility
- Three to six issues is typical

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Example: *Hometown Utilities*

Strategic Areas of Focus

- Access to low cost wholesale power is less predictable
- Customer expectations are rapidly changing
- Aging infrastructure threatens reliability
- Financial stability is threatened on several fronts (rates, load, capital, insurance, etc.)

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Step Six: "Ends" Statements

For each of the Key Strategic Issues identified:

- What are the desirable ends/strategies/outcomes that support the utility focus on that issue?
- Which of these strategies has the highest likelihood of success with little or no additional resources in the near term?
- What barriers to implementation might prevent any of these possible strategies from succeeding?
- What parts of the organization must be involved?

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Ends Statement Example

- From the strategic issue: *Technology advances are exceeding existing staff expertise*
- An ends statement might be: *utility will deploy technology when it is a cost effective means to improve reliability, customer service, safety.*

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Step Seven: Goals

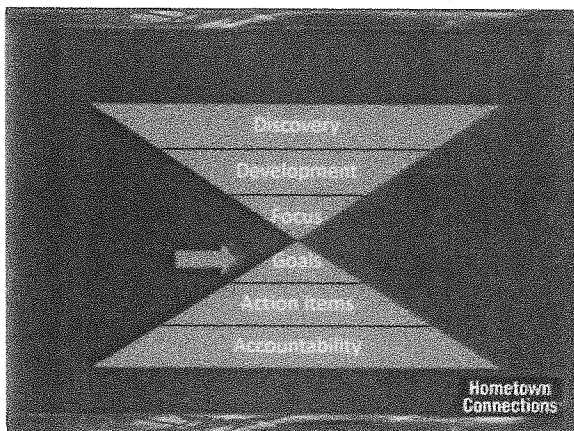
- Goals are the highest level of measures that reflect the utility's success in fulfilling the outcomes described in the Ends Statements.
- Goals provide the governing board the means to track success of their CEO, and by extension the utility.
- How do the organizational strategies inform departmental goals?
- Departmental workplans, resource allocations and priorities should support strategies.

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Example: Hometown Utilities

- From the Ends Statement, *Hometown Utilities will operate in a manner that ensures long term financial stability and customer value*
- Goals might include
 - Rates will remain below the average of neighboring utilities for residential and commercial
 - A minimum Moody's bond rating of Aa
 - A reserve fund policy exists and the reserve fund will never fall below __%

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Step Eight: Action Items

- Business Goals drive work plans of individual departments/functional areas
- Workforce, training and resource implications
- Annual and/or capital budget implications
- Assemble appropriate players to build specific goals and action items around strategies
- Develop a plan and timeline for plan
- Build a communications process for reaching appropriate stakeholders (internal as well)

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Board Action Items?

- What is your board capacity?
- Strong orientation process
- Ongoing education
- Self-evaluation
- Succession planning for board?

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Results to Be Sought		(Optional Goals)				
Action Steps	By Whom	By When	Resources and Support Available/Required	Potential Barriers or Resistance	Communication Plan for Implementation	
What needs to be done?	Who will take actions?	By what date will the action be done?	Resources Available	Resources Needed (financial, human, physical and other)	What individuals and organizations should be informed about/involved with these actions?	
Step 1: By						
Step 2: By						
Step 3: By						
Step 4: By						

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Example: *Hometown Utilities*

Action Items

- From Goal: A reserve fund policy exists and the reserve fund will not fall below ___ %
- Action Item:
 - Research other utilities, APPA and financial consultants to establish appropriate policy.
 - Modify rate policy to support cash reserve goals.
 - Who: CFO, rate analyst
 - When: Q4

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Strategic Planning into the Future

- Make the plan simple enough to become a part of ongoing discussions that have strategic implications.
- Keep the plan relevant by periodically revisiting the assumptions in the face of changes to the internal and external environments.
- Make it a part of your culture.

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