

## Third Taxing District

2 Second Street  
East Norwalk, CT 06855

Tel: (203) 866-9271

Fax: (203) 866-9856

Third Taxing District of the City of Norwalk  
Special Commission Meeting  
**Thursday, December 22, 2016 at 7:00p.m.**  
At the Third Taxing District Office, 2 Second Street, East Norwalk, CT

1. Public Comment – 15 Minute Limit
2. 215 East Avenue – Presentation of Proposal (Pgs. 1-8)
3. Library Appropriation – A/R (Pg. 9)
4. ByLaws – A/R (Pgs. 10-12)
5. Strategic Planning Working Session (Vision Statement) (Pgs. 13-24)
6. Adjourn

\*A/R – Action Required/See Attached Motion

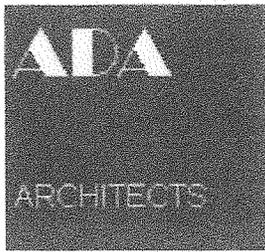
Agenda backup material is available at the TTD office, [www.ttd.gov](http://www.ttd.gov) and will be available at the meeting.

M:\Shared\ Commission Meeting Information\Agenda 12-22-16.doc

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### *District Commissioners*

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



Andriopoulos Design Associates, LLC  
32 Main Street, Suite 203  
Norwalk, Connecticut 06851  
203-853-8006 \* Fax 203-955-7567  
adaarchitects@snet.net

October 25, 2016

Mr. Charlie Yost, Commissioner  
c/o Third Taxing District  
2 Second Street  
Norwalk, CT 06855

RE: Architects Fees Proposal / Agreement

Proj: Site Feasibility & Concept Design for  
Proposed Development of  
213 East Avenue  
Norwalk, CT 06855

Dear Commissioner Yost,

A. Per our conversation, I am pleased to submit to you this proposal for A.D.A., LLC's architectural design services in connection with the above listed property address. The property location is situated in the "Neighborhood Business" Zone of the City of Norwalk.

As we discussed, you would like our firm to assist the Third Taxing District in determining the highest and best use for this lot, including consideration of a new office building to relocate the Third Taxing Districts offices.

According to the Zoning Regulations, Proposed Uses having 5,000sf or requiring more than 15 parking spaces shall be permitted subject to Site Plan Review Application to the Norwalk Zoning Commission. During the pre-design A.D.A., LLC, will proceed to determine and complete the following: The zoning code analysis and reviewing of regulations for their impact on parking and overall building development of the site.



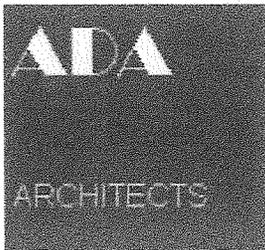
A.D.A., LLC's deliverable to you under this agreement, is to develop schematic diagrams outlining (based on your requirements) the building program. The schematic diagrams will include; schematic site plan layout, schematic floor plan(s) and schematic (block) building elevation, for discussion and review by the TTD Commissioners.

\* These schematic designs can be used in discussions by the client, with the client's legal representative, Zoning Officials and A.D.A., LLC architectural representative to develop an order of magnitude for the project.

Our work scope and deliverables will be performed in the following phases:

**B. Pre- Design & Site Analysis :**

- B.1 Evaluation of City of Norwalk development standards as they apply to the Neighborhood Business Zone and any other applicable Zoning Regulations governing the site.
- B.2 Development of current and projected needs. This includes the schematic development study to determine the feasibility of the proposed office concept.
- B.3 A.D.A., LLC will prepare a schematic site plan and proposed building layout outlining the footprint of the building. Schematic site plan layout (with building outline footprint) utilizing an updated A-2 Survey, complete with topography and average grade information. Zoning setbacks, site ingress & egress, parking layout, buffer & open space layout & locations will be delineated.
- B.4 A.D.A., LLC will prepare schematic building floor plan and schematic block elevation to elevate & demonstrate building massing achieved in accordance with the Zoning Regulations.
- B.5 One (1) to Two (2) meetings with clients to obtain and review feedback on design concepts.
- B.6 Although the language of this proposal discusses development of the proposed site for a new office development , no guarantee is expressed or implied as to the use that can be achieved or approved by local authorities.



B.7 Included in this proposal is one meeting with the City of Norwalk Zoning Staff, regarding this development of schematic process.

A.D.A., LLC's responsibility under this proposal is for site feasibility study and schematics as described here above.

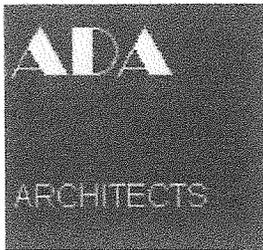
The client is required to provide A.D.A., LLC with a current A-2 survey. This will be useful for planning purposes documenting boundaries, fences, driveways, average grade, grade plane, etc. and for your use filing with town for approvals.

- |  |  |
|--|--|
| <b><u>1.0 Preliminary Design:</u></b>          | Further development of concepts for submittal to Zoning for a Site plan review application review.<br><b>Not Included.</b> |
| <b><u>2.0 Design Development:</u></b>          | <b>Not Included.</b>   |
| <b><u>3.0 Contract Documents:</u></b>          | <b>Not Included.</b>   |
| <b><u>4.0 Construction Administration:</u></b> | <b>Not Included.</b>   |

These sections have been omitted for clarity. Upon approval of Paragraph A & B above, A.D.A., LLC will prepare a separate proposal/agreement for architectural services for design development, contract documents and construction administration.

**5.0 Items Not Included:**

- 5.1 Any additional architectural work or outside engineering services required. Including but not limited to: Architectural renderings for presentation, 3d models, colored renderings, additional elevation views, additional design concepts, site survey work, site engineering, traffic studies, or geo-technical engineering. Mechanical engineering pertaining to the units for plumbing, electrical or HVAC, etc.
- 5.2 Any additional attendance to any local committee meetings. If required these meetings will be invoiced separately at a per meeting cost of \$350.00. (Up to 3 hours)



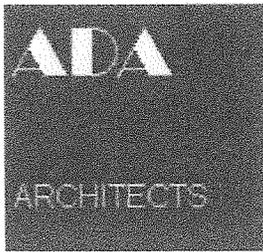
- 5.3 Preparing detailed analysis of owning/ operating cost, construction budgets and/or or detailed quantity surveys or inventories of material, equipment and labor.
- 5.4 Making revisions in drawings, schedules, specifications or other documents when such revisions are inconsistent with prior approvals.
- 5.5 If any of the above listed items not included are needed, Andriopoulos Design Assoc., LLC can provide those services for additional cost. See attached schedule of hourly rates.

**6.0 TIME FRAME:**

- 6.1 We are prepared to start immediately, however, based on our current work load we estimate needing approximately one (1) week to mobilize and schedule your project once we receive a signed proposal. Upon starting your project we estimate needing approximately 2-3 weeks to complete A & B -Pre-Design/ Feasibility Study. (This includes meetings as outlined.)
- 6.2 Our estimate of time to complete is provided as a means for establishing a budget and a benchmark of production time needed by the architect to produce the plans. It is not meant to provide an exact schedule for submitting the application or obtaining zoning approvals. Delays due to changes, coordination with team consultants, availability for meetings, extra meetings for explanations, submissions and review by City Agencies, etc. will have an affect on the time frame to complete the project in its entirety.

<b><u>7.0 COST:</u></b>	Section 1.0 -	\$1,750.00 - \$2,000.00
	<b>Total Fees:</b>	<b>\$1,750.00 - \$2,000.00</b>

- 7.1 Extra Services: Requests for additional services not listed above or changes to previously completed work will be invoiced separately over and above our base agreement. The said invoice will be on an hourly basis in accordance with the attached schedule of hourly rates.
- 7.2 Extra Services: Any additional meetings or presentations required for submissions or approvals.



7.3 Project reimbursable expenses are over and above the contract agreement and will be invoiced periodically in conjunction with the agreement at cost plus 15%. They include but are not limited to: Computer plots, blueprints, copies, faxes, long distance telephone, photos, express mail, pdf's, etc..

**8.0 TERMS:**

8.1 We require a retainer in the amount of \$1,000.00 to begin. The balance of the agreement will be invoiced periodically in accordance with our work progress. *100% design fees are to be paid at the completion of the drawings. Interest of 1-½% per month will accrue on all invoices not paid within 30 days.*

8.2 Proposal fee amount and project time frame are valid for thirty (30) days from the date of this agreement.

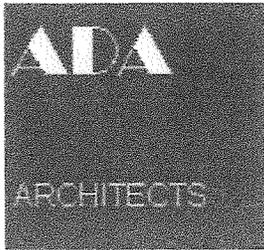
8.3 Any request for alternate plan/ building design concepts, colored renderings, 3D models, graphics, signage, etc, are not included in this agreement, but may be required by the local governing agencies in order to obtain building permits. All permits for construction are the responsibility of the owner. These services can be provided hourly in accordance with our schedule of hourly fees.

C. **THE PARTIES AGREE:** That all drawings, plans and specifications prepared by A.D.A., LLC will remain the property of A.D.A., LLC and will not be used by the client in any aspect in connection with design or use for this location or any other locations without the express written authorization of the architect.

D. **IT IS UNDERSTOOD** and agreed that ADA, LLC is not the general contractor, and is providing the services enumerated above solely as an agent for and on behalf of the owner.

E. Due to the volatile nature of the construction industry and the sometimes unpredictable nature of ruling of local and state governing authorities the following declarations by the architect are required:

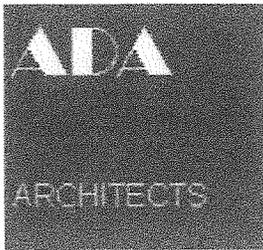
1.1 ADA, LLC project funding is the sole responsibility of the Owner for the architect fees due to ADA, LLC for work executed, and will not be subject to suspension of payment as a result of project bids or decisions upon the part of the Owner not to execute the project.



- F. Fees due ADA, LLC for work executed shall not be subject to suspension of payment as a result of rulings or conditions of the Governing Authorities having jurisdiction.
- 1.1. Either party may terminate this contract before completion of the project upon written notice to the other only if the non-termination is in violation of the provisions of the agreement. In the event of termination ADA, LLC shall be entitled to payment of all fees and expenses incurred by it up to the date of any such termination. Following any such termination ADA, LLC shall have no continuing responsibility of any kind with respect to the project.
- 1.2. Either party may terminate this contract before completion of the project upon written notice to the other only if the non-termination is in violation of the provisions of the agreement. In the event of termination, ADA, LLC shall be entitled to, payment of all fees and expenses incurred by it up to the date of any such termination. Following any such termination ADA, LLC shall have no continuing responsibility of any kind with respect to the project.
- 1.3. Any dispute or disagreement between the parties arising out of/or relating to the subject matter of the agreement shall be settled by arbitration in the state of Connecticut upon the rules then obtaining of the American Arbitration Association and document upon the award may be entered in any court having jurisdiction.
- 1.4. We/ I (the client) also agree to pay costs, expenses and reasonable attorney's fees incurred in the collection of balances due under this contract.

ADA, LLC - Limitation of Liability:

The Owners and ADA, LLC have discussed the risks, rewards and benefits of the Tasks Identified above and ADA, LLC's total fee for services rendered. The risks have been allocated such that, to the fullest extent permitted by law, ADA, LLC total liability to the Owners for any and all injuries, claims, losses, expenses, damages or claims expenses arising out of this agreement from any cause shall not exceed the total amount of 100% of design fees paid to ADA, LLC. Such



causes include but are not limited to ADA, LLC's design professional's negligence, errors, omissions, strict liability, breach of contract and breach of warranty. ADA, LLC is not liable for existing site and building conditions

If the above proposal meets with your approval please sign below and return a copy to us for our files along with your retainer so that we may schedule your project.

We appreciate this opportunity to work with you on this project and we look forward to a favorable response. Of course, if you have any questions please do not hesitate to phone our office.

Very truly yours,

A handwritten signature in black ink, appearing to read "William N. Andriopoulos", written over a faint, large, stylized graphic element.

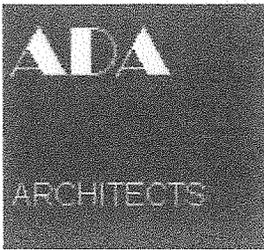
William N. Andriopoulos, R.A./AIA  
Andriopoulos Design Assoc., LLC  
WNA/mg

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Approved: Mr. Charlie Yost/ Commissioner  
Third Taxing District

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Date:



**SCHEDULE OF FEES:**

Administrative Assistant:	\$ 40.00
Design Assistant:	\$ 52.50
Tech. Proj. Asst.:	\$ 65.00
Tech. Proj. Coordinator:	\$ 75.00
CAD Operator:	\$ 75.00
Project Manager	\$ 85.00
Project Manager/Design:	\$ 92.50
Director of Design :	\$ 110.00
Principle/ Architect:	\$ 150.00

\*\* COMMISSIONER \_\_\_\_\_ MOVED TO APPROVE TTD TO FUND \$12,000 TO  
SUPPORT THE LIBRARY IN HIRING A FULL-TIME EXECUTIVE DIRECTOR  
WITH A PROJECTED START DATE OF APRIL 1, 2017 AND IT WILL BE FUNDED  
THROUGH THE REMAINING OF STAN'S SALARY AND THE \$12,000  
CONTRIBUTION FROM THE DISTRICT BUDGET.

## 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 30<sup>th</sup> 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

Integrated Solutions for Public Power

ENGINEERING & CONSULTING CUSTOMER CONNECTIONS ENERGY & FACILITY SYSTEMS IMPROVEMENT

*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

GO

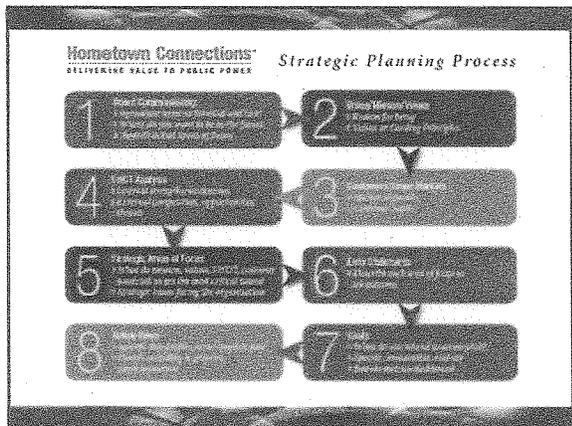
- Holding as is, is not desirable
- Lowest risk option is not necessarily desirable
- There is no clear preference at this time for retaining ownership vs. leasing or contracting for a revenue generating use at this time
- Commissioner Yost will investigate appropriate options for the property's disposition 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
- Lineworkers 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
  - District concerts
  - Tree lighting
  - Parks
- East Norwalk a city within a city

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### 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.*

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### Mission Statement



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

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### 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?

Hometown Connections

### 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.

Hometown Connections

### 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)

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### 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

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### 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

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### 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 GM.
- Rates are comparable.
- Economic development opportunities
  - Exploring new income streams

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### 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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### 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

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

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### Customer Outreach/Communications

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

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### Electric Supply

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

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### Electric Distribution

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

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### Employee Safety

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

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### Technology

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

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### Rates

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

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### Admin/Finance

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

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### Human Resources

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

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### Governance

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

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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

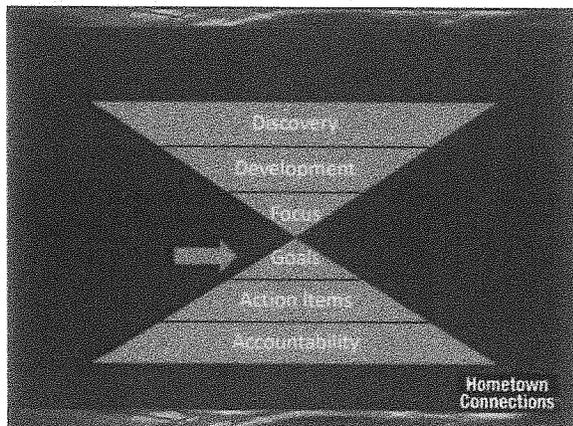
- Goals are the highest level of measures that reflect the utility's success in fulfilling the outcomes described in the Ends Statements
- Goals provide the governing board the means to track success of their CEO, and by extension the utility
- How do the organizational strategies inform departmental 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/xfunctional 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 Achieved:		Relevant Goals:				
Action Steps	By Whom	By When	Resources and Support Available/Needed	Potential Barriers or Resistance	Communication Plan for Implementation	
What needs to be done?	Who will take action?	By what date will the action be done?	Resources Available	Resources Needed (financial, human, physical and other)	What individuals and organizations might resist? How?	What individuals and organizations should be informed? How? Coordinate with these entities?
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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