



## 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

**Monday, April 10, 2017 at 5:00 p.m.**

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

1. Public Comment (15 Minute Limit)
2. Minutes of Meeting – April 3, 2017 Regular Meeting – A/R (Pgs. 1-6)
3. Marketing RFP Vendor Review – A/R (Pgs. 7-8)
4. Strategic Planning (Steve VanderMeer) (Pgs. 9-17)
5. 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.

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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 Intricri</b>	203-866-3001	Treasurer

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**THIRD TAXING DISTRICT**  
of the City of Norwalk  
Commission Meeting  
April 3, 2017

**ATTENDANCE:** Commissioners: David Brown, Chair; Charles Yost, Debora Goldstein,  
Dr. Michael Intrieri, Treasurer

**STAFF:** Jim Smith, General Manager; Ron Scofield, Assistant General Manager

**OTHERS:**

**CALL TO ORDER**

Commissioner Brown called the meeting to order at 7:00 p.m. A quorum was present.

**PUBLIC COMMENT**

No one from the public was in attendance to comment.

**MINUTES**

March 6, 2017 Regular Meeting

**\*\* COMMISSIONER YOST MOVED TO APPROVE THE MINUTES OF MARCH 6,  
2017 REGULAR MEETING.**

**\*\* COMMISSIONER GOLDSTEIN SECONDED.**

**\*\* THE MOTION PASSED UNANIMOUSLY.**

**\*\* COMMISSIONER GOLDSTEIN MOVED TO SUSPEND THE RULES AND AD AN  
AGENDA ITEM, TTD COMMISSION DECORUM AT PUBLIC EVENTS.**

**\*\* COMMISSIONER BROWN SECONDED.**

**\*\* 2 ACCEPTANCES**

**\*\* 1 ABSTENTION**

**\*\* MOTION PASSES.**

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### TTD COMMISSION DECORUM AT PUBLIC EVENTS

Commissioner Goldstein stated that a recent public event, a loud argument took place between two of the TTD Commissioners. She attempted to intervene and stated that this wasn't the place to discuss it and was told very strongly to basically mind her own business by one of the parties involved.

Commissioner Brown referenced the subject of the argument that took place at a public event and stated that he went back to the Annual Meeting transcript and saw that he had been incorrect in what he stated with regard to the Commission. He continued to say that he did phone Dr. Intrieri and apologized for the error. It was not done intentionally. Dr. Intrieri accepted his apology and told Commissioner Brown, "let's move forward and forget about it."

Commissioner Goldstein stated that the Commission should keep in mind that when they are at public events, they should not discuss these types of issues and should be mindful of how the Commission addresses each other in public during a heated moment. Commissioner Goldstein asked Dr. Intrieri for an apology for the rude way she was addressed. After discussion of the situation, Dr. Intrieri apologized to her for offending her in public. Commissioner Goldstein thanked Dr. Intrieri.

### DISCUSSION/ANALYSIS OF FINANCIAL STATEMENTS/KEY PERFORMANCE

Mr. Smith said that Total Income and Total Expense for February 2017 are about the same as compared to 2016, as well as Net Ordinary Income. Other Income is \$300,327, which is up 32% from the previous year. Net Income before Rate Stabilization was \$99,012, up 90% from last year. Net Cash Income is \$1,264,532, which is up 97% from the previous year.

Further discussion took place with regard to the Rate Stabilization Fund. Mr. Smith explained to the Commission how the contribution to Rate Stabilization works. He informed the Commission that he is currently working on a draft policy for Rate Stabilization and will be presenting it to the Commission at a future meeting. Cash balances are in good shape. The Capital Improvements Fund, Construction WIP and Savings will be drawn down for the Rowan Street building project. Outstanding debt to CMEEC went down approximately \$600,000 during the course of the fiscal year.

Mr. Smith is recommending to the Commission that they reduce the contribution to the Rate Stabilization Fund from 10 cents to 9 cents due to the fact that CMEEC is projecting a decline in power costs over the next 2-3 years. In the absence of a Rate Stabilization Policy, Commissioner Goldstein requested to see the data behind the reasons for CMEEC's projections before making a final decision on the contribution reduction. Mr. Smith will provide this information to the Commission.

The PCA continues to be in an over-collection trend and continues to increase, rather than decrease since the last adjustment. Mr. Smith recommended to the Commission that they

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decrease the PCA from the current 2.5 cents to 2.0 cents. Discussion took place around the PCA and how often it should be revisited and adjusted.

Commissioner Yost said he believes the 2.0 cents is too aggressive and would prefer to see the PCA be decreased to 2.3 cents, which is not as drastic. This will be implemented with the April billing cycle.

**\*\* COMMISSIONER YOST MOVED TO SUSPEND THE RULES AND ADD AN AGENDA ITEM, PCA.  
\*\* COMMISSIONER GOLDSTEIN SECONDED.  
\*\* THE MOTION PASSED UNANIMOUSLY.**

PCA

**\*\* COMMISSIONER YOST MOVED TO CHANGE THE PCA FROM 2.5 CENTS TO 2.3 CENTS.  
\*\* COMMISSIONER GOLDSTEIN SECONDED.  
\*\* THE MOTION PASSED UNANIMOUSLY.**

**\*\* COMMISSIONER GOLDSTEIN MOVED TO REVIEW THE PCA ON A QUARTERLY BASIS.  
\*\* COMMISSIONER YOST SECONDED.  
\*\* THE MOTION PASSED UNANIMOUSLY.**

The next review of the PCA will be July 2017.

KPI's – Continue to be on the right track.

**SUMMARY OF PERSON-TO-PERSON RESULTS**

Mr. Scofield informed the Commission that the Person-To-Person program has resulted in another positive year. TTD continues to have a good relationship with Person-To-Person and the program is being used and well-received by the ratepayers who are in need.

Commissioner Goldstein asked how many ratepayers that started off in the first year have been able to come off the program completely. Mr. Scofield said it is at least 50%.

Commissioner Brown asked about the amount for the program. Mr. Scofield said it was based on usage and what amount needs to be set on an individual basis over a 5-month period in order to make the program work. If they maintain the program for the 5 months, they will receive a check from Person-To-Person towards their account balance. This amount differs from customer to customer. The byproduct of the program is that they have taught the customer how to meet their monthly financial obligation.

## GENERAL MANAGER'S REPORT

### Website RFP

Mr. Smith reminded the Commission that Jumar's contract will end on April 30, 2017. Mr. Smith has spoken to Jumar and they are not interested in bidding on the Marketing RFP or the Website RFP under any circumstances.

In the meantime, TTD has sent out Marketing RFP to over 30 companies in the area. As of March 31, 2017 (deadline date), five responses were received. Mr. Smith and staff will be reading the responses and developing an evaluation matrix to determine two final candidates to present to the Commission. The Commission was given copies of all the responses for their review as well. Mr. Smith did note that some of the proposals do contain bids for the website.

Mr. Smith will give his recommendations to the Commission prior to the Special Meeting to be held on Monday, April 10, 2017 at 5:00 p.m. The Commission will review the recommendations and discuss it at the meeting. Once the selection is made, they will be called to attend the Commission meeting of Monday, April 17, 2017 (7:00 p.m. and 8:30 p.m.) in order to present to the Commission. The Commission will discuss and a final decision will possibly be made that evening.

In terms of the Website RFP, Mr. Smith suggested that the Website RFP go back to the five respondents and give them all a chance to make a bid on website services. Discussion took place about how the situation should be handled. Commissioner Goldstein suggested that once a final Marketing firm is selected, we could do an add-on with them for the website, if interested.

Commissioner Goldstein brought up the subject of security in terms of the website. It's possible that the vendor chosen for Marketing may not be able to handle it and TTD would need still to find another company to handle the website.

Mr. Smith said he was told by Jumar that they will continue to support us through the transition to a new Marketing firm. He will speak with Jumar to get further clarification about their support during the transition or possibly extend their contract for a few months while the new firm is ramping up.

### May Commission Meeting

Mr. Smith informed the Commission that he will be out of town for the May 1<sup>st</sup> meeting, but Mr. Scofield is capable of handling the meeting in his absence, unless the Commission would like to move the meeting to May 8<sup>th</sup>. It was the consensus that the meeting would be moved to May 8<sup>th</sup>. Commissioner Goldstein requested that the agenda be released earlier than normal in case there are any additions, as it will be posted as a Special Commission meeting.

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### PROJECT SUMMARY

Customer Service/Management Training Program – Commissioner Brown asked where Ms. Malone went for her training. He was told it was held at the NEPPA Training Center in Littleton, MA. Commissioner Goldstein asked what Ms. Malone thought about it. Mr. Scofield responded that she like some parts and didn't like some other parts. He informed the Commission that Ms. Malone wrote a synopsis of the seminar. The Commission asked to have it sent to them.

Street Lights – Commission Brown spoke with Mike Adams about putting the shades on the lights.

Economic Development – Mr. Smith said he has had one conversation with Elizabeth Stocker in the past month. He felt that there is no big push for East Norwalk. One of the areas Mr. Smith thinks TTD should concentrate on is the Fortis building.

Strategic Planning Process – Commissioner Yost believes the Commission should start an implementation process of three to five of the items now and then implement another set of items in the not too distant future. The first set of items could include: Commission term limits, 5-person Commission, Treasurer position, District Clerk position and CMEEC Rep. It was suggested that Mr. Smith contact Atty. Bove to see what steps need to be taken to start the implementation for Charter revisions and to see if Atty. Bove would be able to attend the April 10<sup>th</sup> Special Commission meeting.

### ADJOURNMENT

- \*\* COMMISSIONER BROWN MOVED TO ADJOURN.**
- \*\* COMMISSIONER GOLDSTEIN SECONDED.**
- \*\* THE MOTION PASSED UNANIMOUSLY.**

The meeting adjourned at 8:30 p.m.

Respectfully submitted,

Cynthia Tenney  
Executive Assistant  
Third Taxing District

Third Taxing District  
of the City of Norwalk  
April 3, 2017

MOTION FOR MINUTES

COMMISSIONER (name of Commissioner) MOVED TO APPROVE THE MINUTES OF (date of meeting) REGULAR MEETING.

OR

COMMISSIONER (name of Commissioner) MOVED TO APPROVE THE MINUTES OF (date of meeting) REGULAR MEETING AS CORRECTED.

# Memorandum Third Taxing District Electric Department

**To:** TTD Commissioners

**From:** Jim Smith – General Manager

**Date:** April 4, 2017

**Subject:** Bids for Marketing /Communication/ Website Services



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As a follow up to the discussion at the April 3, 2017 Commission Meeting, attached please find an Evaluation Matrix outlining eight ( 8 ) criteria used to evaluate the five ( 5 ) bid responses received as a result of the issuance of an RFP dated March 15, 2017 .

Staff has evaluated each of the bids received and is recommending two firms for final consideration, which would include personal interviews with the Commission.

Those firms are Greyskye.com and Kovak-Likely Communications.

I will be prepared to discuss this recommendation in more detail @ the meeting on April 10th.

Please contact me with any questions in the meantime.



**Third Taxing District**  
**Matrix of Marketing/Communications/Website Bid Responses**

	<u>Michael J. London &amp; Associates</u> Trumbull, CT	<u>Kovak-Likely Communications</u> Wilton, CT	<u>Mason, Inc.</u> Bethany, CT (New Haven area)	<u>Talk of the Town</u> Greenwich, CT	<u>Greyskve.com</u> Wilton, CT
Location					
Experience w/Utilities	Yes	No	Yes	No clients listed in RFP	Limited (Solar)
Experience w/Municipal or Local Government	No	Yes	Yes	No clients listed in RFP	No
Ability to clearly document information and recommendations in written form	Vague - Not clearly defined	Yes	Yes	Yes	Yes
Cost Effectiveness	Yes	Yes	Yes	Yes	No Pricing Included
Right-Sized for TTD	No	Yes	No	No	Yes
Ability to Manage Website	Yes	Yes	Yes	Yes	Yes
Pricing	Estimated at \$54,000/year Initial Deposit: \$5,000 Based on Hourly Rates: London - \$350/hr. Levison - \$250/hr. Winter - \$225/hr. Hovhannission - \$150/yr.	Blended Rate of \$200/Hr.	TBD	Minimum Commitment: 1 Year Option 1: \$500/month - includes press releases, social media management, website updates, newsletter Option 2: \$350/month - includes press releases, website updates, newsletter	TBD

## Cynthia Tenney

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**From:** John Bove [johnbove@bovelawct.com]  
**ent:** Friday, April 07, 2017 1:26 PM  
**To:** James W. Smith  
**Cc:** Cynthia Tenney  
**Subject:** Charter Revision.

Hi Jim,

Pursuant to our recent telephone conversation, I researched the issue of Charter Revision and also conferred with Attorney Frank Murphy who represented the Second District when they revised their Charter. The revision needs to be approved by the electors at the general election. Frank explained that they used a "belt and suspenders" approach so as to avoid any claim of procedural error. Specifically, they decided that in addition to putting it on the November ballot, they would first convene a Special Meeting of the electors to obtain approval of the proposed revisions and, of course, approval to place the matter on the general November ballot. They also coordinated the timing of the ballot with a Mayoral election year in order to have the voting occur within the District. As you may know, Third District Electors vote at Marvin School for Mayoral (and local) elections and at Nathan Hale School for National elections. It would be a much more manageable approach to have this occur during a Mayoral election at Marvin School as voters there would be Third District electors.

I hope that this is helpful.

Best, John.

John J. Bove, Esq.  
.6 East Avenue  
Norwalk, CT 06851  
Tel 203-853-1344  
Fax 203-853-3038  
email: [johnbove@bovelawct.com](mailto:johnbove@bovelawct.com)

# Third Taxing District Strategic Plan Outline

## Chapter 1 : Executive Summary

## Chapter 2 : Historical Background, Current Situation, Future Challenges

East Norwalk, Connecticut is a distinct community within the larger metropolitan area of Norwalk. The residents there identify themselves as being from East Norwalk rather than Norwalk. The Third Taxing District (TTD) is the only municipal agency whose territory mirrors closely the informal boundaries of East Norwalk. Since 1915, TTD has been an integral part of the East Norwalk neighborhoods, providing power and light to its inhabitants. While TTD mainly serves the community through its electric distribution services, it is a committed and proud partner to the community and is vested in the long-term success of its residents, whether they are homeowners, renters, businesses or industry.

The community of East Norwalk is largely a residential area, with many small, locally-owned businesses dotting the landscape. Approximately 65% of TTD's customers are residential, representing a diverse mix of incomes and housing stock. The population estimate for zip code 06855, which roughly encompasses the East Norwalk community, is slightly more than 7,000 people and has seen a slight decline over the past 15 years. While there is little new housing stock coming into the market, East Norwalk has become a desirable and more affordable alternative for young families, many of whom are purchasing older homes and refurbishing them. Nonetheless home prices are high with median home values in 2013 at \$473,000, nearly 80% higher than the state median home value. Despite these much higher property values, household income matches closely that of the state as a whole. Not surprisingly then, the cost of living index for Norwalk (and much of the Eastern Seaboard) is quite high.

Despite the influx of young homeowners, East Norwalk remains a community with a higher percentage of renters, 43%, than the state as a whole at 34%. This higher renter base also suggests a more transient population, with different perceptions of and needs from the utility than longer term homeowners and residents. Additionally, East Norwalk has become the home for a growing number of residents who commute to other cities, meaning they may lack the close identification to Norwalk that those living and working in Norwalk may have.

These changing demographics increase the challenges to TTD to maintain strong contacts with these community members with fewer ties to East Norwalk; for many there is little recognition of who TTD is and what they do. Moreover the shrinking middle class, combined with a growing

number of customers for whom English is not their first language, increase the complexity of bill payments.

Much of the commercial base in East Norwalk are small, locally owned businesses. For them, the electric bill may represent a sizable percentage of their monthly expenses, yet many lack the energy sophistication to make optimal use of their electricity and may lack the financial means to invest in energy conservation and efficiency improvements whose payback may be several years. TTD recognizes the important role these businesses play in East Norwalk and is committed to partnering with them to ensure their success.

Today, TTD is highly regarded for its customer service, reliability and competitive rates. Customer surveys have revealed strong customer satisfaction and good identification of TTD with East Norwalk. The utility has taken several key steps over the past several years to upgrade its infrastructure and with it, its electric reliability. New technologies have been implemented that increase utility staff efficiency while providing a stronger, more personalized service for customers. TTD recognizes its need to continue improving its billing and payment systems.

TTD faces excellent prospects for low cost, long-term power supply. In 1976 TTD joined a state-wide joint action agency along with six other Connecticut public power utilities to aggregate their purchasing power of wholesale electric supply. Today that translates into consistently low retail rates that will serve the community for the decades ahead.

Looking ahead, TTD is well positioned to provide high quality, cost-effective services to the East Norwalk community. One thing is becoming increasingly clear, however, and that is the electric industry is undergoing a significant transformation as new technologies, new regulations and new industry players are all emerging to disrupt what was once among the most unchanging industries in the nation. TTD is committed to the success of East Norwalk and is a proud partner with its residents in ensuring that success.

### **Chapter 3 : Mission Statement**

TTD occupies an important role in East Norwalk, providing reliable electric service and building community through a variety of programs and services that help foster civic pride and bring community members together. To this end, TTD describes its important mission as follows:

*TTD is a proud partner of the community and a reliable, competitive, responsive utility, providing value added services and programs in an efficient, personalized manner to the neighborhoods of East Norwalk*

## Chapter 4 : Corporate Values

TTD will fulfill its mission only by honoring strong corporate values that foster trust and confidence among its customers and community:

- *Ethical practices*
- *Courteous and empathetic relationship with all customers*
- *Dependability and responsiveness*
- *Efficiency and financial stewardship*
- *Embracing mutual ownership of the utility with customers and the community*

## Chapter 5 : Vision Statement

Norwalk and the nation are going through a time of significant transformation, particularly as it relates to the electric industry, but technology, changing demographics and expectations are placing all organizations on notice that the way they have done business in the past will likely not serve them in the future. TTD fully recognizes these changes and is committed to being a valued resource to East Norwalk today and tomorrow. Long term, TTD has embraced a vision that reinforces its commitment to the community of East Norwalk:

*TTD will be responsive and innovative in supporting the success and livelihood of its customers and the East Norwalk community*

Or:

*TTD will be integral part of the East Norwalk community, partnering to ensure the long term prosperity and high quality of life of all who live there*

Or:

## *TTD is only successful when East Norwalk is successful*

[Note: When the Vision Statement is clarified to the TTD Commission's satisfaction, the final major discussion area for the commission is to identify and prioritize the desired outcomes or ends of the organization. Most utilities will identify variations on three foundational priorities addressing reliability, fiscal stability/competitive rates/value to customers and customer service. Beyond that, some utilities will address related issues that reflect more unique priorities within their respective communities. These might include new services, economic development, environmental stewardship, technology adoption, or other value-added services.]

### **Chapter 6 : Key Operating Strategies/Ends**

In order to fulfill this mission and vision, TTD has identified the priorities shown below. These represent the most critical issues that TTD believes must be addressed in order to remain successful and to ensure the success of our customers.

- A. Priority A:
- B. Priority B:
- C. Priority C:
- D. Etc.

[Note: Strategic goals are those goals that the commission and the GM agree are effective indicators of the progress of the strategic plan implementation. Ideally they are high level goals that provide direct feedback on progress. In some cases, there may not be good high level goals, in which case more specific metrics may need to stand in as indications of progress.]

### **Chapter 7 Strategic Goals**

- Outline each of the Business Goals and reference the operating strategy or strategies that each goal rolls up into.
- List those measures/KPIs/metrics that provide into the status or success of one or more of the business goals
- Typically these are high level goals, although more detailed measures may be used if they shed light on the Strategic Goals
- These can become the dashboard for board, staff and the community to easily track progress

[Note: An annual action plan is often treated as an appendix to the strategic plan as specific actions will likely change as projects are completed or modified. It also allows the strategic plan to remain a

more readable document to the customer or lay citizen. While most action plans will be developed by staff, there may be some commission-specific action plans that address actions they have identified for themselves. In TTD's case, the creation of by-laws is a good example of an action plan – even though it came before the completion of the strategic plan.]

## **Chapter 8 : Appendix A: Annual Staff and Board Action Plans**

- Hometown Connections encourages Action Items to remain separate from the strategic plan, primarily for two reasons:
  - Since the lifespan of many action items is shorter than the strategic plan itself, embedding the Action Plan into it will quickly date the larger strategic plan, potentially diminishing its future relevance
  - The line between the Business Goals and the Action Plan represents the transition from organizational *ends* and *means* with the ends typically being the responsibility of the board and the means those of staff. The governing board should fully hold accountable the CEO for the development of action plans in support of the larger business goals, but typically the board is not directing staff on the specifics of how to address these business goals.
- Some organizations will leave the Action Plan out of the Strategic Plan entirely, instead updating the board through other avenues.

## Examples of Non-Profit Vision Statements

**Vision Statement: (Desired End-State)** *A one-sentence statement describing the clear and inspirational long-term desired change resulting from an organization or program's work.*

**Oxfam:** A just world without poverty (5 words)

**Feeding America:** A hunger-free America (4 words)

**Human Rights Campaign:** Equality for everyone (3)

**National Multiple Sclerosis Society:** A World Free of MS (5)

**Alzheimer's Association:** Our vision is a world without Alzheimer's (7)

**Habitat for Humanity:** A world where everyone has a decent place to live. (10)

**Oceana** seeks to make our oceans as rich, healthy and abundant as they once were. (14)

**Make-A-Wish:** Our vision is that people everywhere will share the power of a wish (13)

**San Diego Zoo:** To become a world leader at connecting people to wildlife and conservation. (12)

**The Nature Conservancy:** Our vision is to leave a sustainable world for future generations. (11)

**Ducks Unlimited** is wetlands sufficient to fill the skies with waterfowl today, tomorrow and forever. (13)

**In Touch Ministries:** proclaiming the Gospel of Jesus Christ to people in every country of the world. (14)

**NPR,** with its network of independent member stations, is America's pre-eminent news institution (12)

**World Vision:** For every child, life in all its fullness; Our prayer for every heart, the will to make it so (19)

**Teach for America:** One day, all children in this nation will have the opportunity to attain an excellent education. (16)

**ASPCA:** That the United States is a humane community in which all animals are treated with respect and kindness. (18)

**Cleveland Clinic:** Striving to be the world's leader in patient experience, clinical outcomes, research and education. (14)



**Goodwill:** Every person has the opportunity to achieve his/her fullest potential and participate in and contribute to all aspects of life. (21)

**Smithsonian:** Shaping the future by preserving our heritage, discovering new knowledge, and sharing our resources with the world (17)

**WWF:** We seek to save a planet, a world of life. Reconciling the needs of human beings and the needs of others that share the Earth... (25)

**Save the Children:** Our vision is a world in which every child attains the right to survival, protection, development and participation. (18)

**Kiva:** We envision a world where all people – even in the most remote areas of the globe – hold the power to create opportunity for themselves and others. (26)

**Leukemia & Lymphoma Society:** Cure leukemia, lymphoma, Hodgkin's disease and myeloma, and improve the quality of life of patients and their families. (18)

**Boy Scouts of America:** To prepare every eligible youth in America to become a responsible, participating citizen and leader who is guided by the Scout Oath and Law. (24)

**charity: water** believes that we can end the water crisis in our lifetime by ensuring that every person on the planet has access to life's most basic need — clean drinking water. (28)

**Clinton Foundation:** To implement sustainable programs that improve access worldwide to investment, opportunity, and lifesaving services now and for future generations. (19)

**VFW:** Ensure that veterans are respected for their service, always receive their earned entitlements, and are recognized for the sacrifices they and their loved ones have made on behalf of this great country. (32)

**Special Olympics:** To transform communities by inspiring people throughout the world to open their minds, accept and include people with intellectual disabilities and thereby anyone who is perceived as different. (28)

**Creative Commons:** Our vision is nothing less than realizing the full potential of the Internet — universal access to research and education, full participation in culture — to drive a new era of development, growth, and productivity. (33)

**Amnesty International:** Amnesty International's vision is of a world in which every person enjoys all of the human rights enshrined in the Universal Declaration of Human Rights and other international human rights instruments. (31)

## TTD Brainstorming Of Vision Statements

TTD will be responsive and innovative in supporting the success and livelihood of its customers and the East Norwalk community

TTD will be integral part of the East Norwalk community, partnering to ensure the long term prosperity and high quality of life of all who live there

TTD is only successful when East Norwalk is successful

East Norwalk will be a thriving community supported by responsive, caring and forward-looking services of TTD

TDD will be a an integral partner in the success of East Norwalk

TDD will shape the future of East Norwalk by providing services and support to all members of the community

In Partnership with the East Norwalk community