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THIRD TAXING DISTRICT
of the City of Norwalk
February 3, 2014

ATTENDANCE: Commissioners: Charles Yost, Chair; Debora Goldstein,
Dr. Michael Intrieri

STAFF: James Smith, General Manager; Ron Scofield, Assistant
General Manager.

OTHERS: Joseph Cristino; Rob Foster, Eaton; Chris Elliston, Eaton; Stan Siegel,
East Norwalk Library; Jim Anderson

CALL TO ORDER.

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

PUBLIC COMMENT.

No one present wished to comment at this time.

MINUTES OF MEETING, JANUARY 6, 2014 &
SPECIAL MEETING JANUARY 9, 2014.

**** COMMISSIONER GOLDSTEIN MOVED TO TABLE THE MINUTES OF THE
JANUARY 6, 2014 & SPECIAL MEETING JANUARY 9, 2014 TO THE NEXT
REGULAR MEETING.**

**** COMMISSIONER YOST SECONDED.**

**** THE MOTION PASSED UNANIMOUSLY.**

**** COMMISSIONER YOST MOVED TO SUSPEND THE RULES TO ADD AN ITEM
REGARDING AN UPDATE FROM JOE CRISTINO AND ROB FOSTER FROM
EATON CORPORATION, ON THE RECENT SYSTEM WIDE OUTAGES, TO THE
AGENDA.**

**** COMMISSIONER GOLDSTEIN SECONDED.**

**** THE MOTION PASSED UNANIMOUSLY.**

Mr. Smith said Mr. Cristino was TTD'S Engineering consultant on the Fitch Street project and that Eaton was the construction company for that project. Mr. Smith then reported that there were four outages, of varying duration since the 14th of December, related to the operation of the Fitch Street Substation, based on existing Department records.

DRAFT

They were as follows: one on December 14th, the second on December 17th, the third on January 22nd and the fourth on February 1st. He stated that the December 14th outage lasted from an hour to an hour and a half. The December 17th lasted approximately 35 minutes. The third outage on January 22nd was 45 minutes in duration and the fourth outage on February 1st lasted twenty minutes.

Two of the outages were due to relay settings at the new station. The third one was an equipment failure and the fourth was due to a squirrel getting into the equipment.

Mr. Cristino then said that the turn on of the station was 15 seconds. It was determined that there were two outages on the 14th. Discussion followed about this. Mr. Yost asked if there would be a minute by minute log of the outages including duration and the cost. Mr. Smith said that this would be done from now on.

Mr. Cristino said that two of the major outages were a result of the transfer of a potential power load from one site to another. He then passed around photographs of the area where the transformer exploded. A claim is being prepared for submission to the company for the transformer involved in the January 22nd outage. There will be an analysis of the transformer to determine the cause of the catastrophic failures.

Mr. Foster said that there had been some response to the coordination study, which is an operation that turns the breakers on and off. The primary breaker had settings that were too conservative.

Mr. Cristino then passed out a photo showing where the squirrel had entered the transformer a week later. He then gave an overview of the actions that were taken following this outage. Discussion followed about the age of the technology, the installation of critter guards, and the five year maintenance plan, which has been developed in TTD's existing substations

EAST NORWALK LIBRARY - BUDGET REQUEST.

Mr. Siegel and Mr. Anderson came forward. Mr. Siegel said that the East Norwalk Library was not asking for an increase in their operating budget. He distributed a newsletter that contained the proposed budget and an additional sheet that analyzed the value of the items borrowed.

Mr. Siegel then gave an overview of the Library's capital budget. One of the requests was for new parking lot signage and striping the parking spaces. He said that he could get the signage done at no cost other than materials to TTD if TTD would stripe the parking lot.

The striping and the signage of the parking lot are a priority. Updating the fixtures in the downstairs hall kitchen would be a priority. Mr. Anderson said that there was a possibility of

DRAFT

having cabinetry donated. Mr. Siegel said he was working on this. Discussion followed about using the same cleaning company that TTD uses.

Dr. Intrieri asked for a cost estimate of the Capital budget projects. Mr. Smith then directed everyone to the District budget where the Library Capital budget projects were listed. Discussion followed. This item will be included for a vote on the next agenda.

DISTRICT BUDGET PRESENTATION FOR ANNUAL MEETING.

Mr. Scofield then directed everyone's attention to the proposed District budget as outlined in a memo dated January 29, 2014. The Annual meeting will be held at Marvin School due to ADA compliance issues regarding the East Norwalk Library Meeting Room. Discussion followed about the various issues. It was decided that the Commission would approve the budget at the March meeting.

Dr. Intrieri asked about the estimated cost of \$1,000 for renting the school. Discussion followed about the cost of the rental and when the staff would be able to enter the building for set up.

AWARD OF BID.

Mr. Smith said that bids had been released for the demolition of the house and garage at 18 Rowan Street. Two reputable companies submitted bids. He recommended that the Commission approve Conte for the job, which will also include removal of the foundation on the parcel.

**** COMMISSIONER YOST MOVED TO APPROVE THE CONTE CONSTRUCTION AS OUTLINED ON MR. SMITH'S MEMO DATED JANUARY 14, 2014.**

**** COMMISSIONER GOLDSTEIN SECONDED.**

**** THE MOTION PASSED UNANIMOUSLY.**

UPDATE ON CODE RED SYSTEM.

Mr. Smith said that he had spoken with Fire Chief McCarthy regarding the Code Red System and that Chief McCarthy was recommending that it should be limited to outages exceeding four hours. Mr. Smith said that activating this system would require major compilation of data. Discussion followed whether this would be effective. Mr. Smith suggested developing a more tailored program for TTD. He said that he was working with the various resources to come up with a comprehensive solution to notify people about the outages.

OPTIONS - PROJECT FUNDS.

Mr. Smith said that all the bills for Fitch Street and Cervalis have been paid and there are some excess funds remaining. Mr. Smith then reviewed three options and recommended that the

DRAFT

excess funds be transferred into the Capital account. This item will be included on the next agenda.

GENERAL MANAGER'S REPORT.

Follow up on Fitch Street Substation Plaque.

Mr. Smith said that he had contacted the vendor Mr. Brown had recommended.

**** COMMISSIONER GOLDSTEIN MOVED TO APPROVE THE RECOMMENDED VENDOR WITH THE PRICE OF \$995 PLUS SHIPPING AND HANDLING AND A 1% TO 2% PLUS OR MINUS VARIATION.**

Dr. Intieri said that he knew the vendor and might be able to secure a better price.

**** COMMISSIONER GOLDSTEIN MOVED TO WITHDRAW HER PREVIOUS MOTION.**

**** COMMISSIONER GOLDSTEIN MOVED TO APPROVE THE RECOMMENDED VENDOR WITH THE PRICE NOT TO EXCEED \$995.00 PLUS SHIPPING AND HANDLING.**

**** COMMISSIONER YOST SECONDED.**

**** THE MOTION PASSED UNANIMOUSLY.**

DISCUSSION/ANALYSIS OF FINANCIAL STATEMENT / KEY PERFORMANCE INDICATORS.

Mr. Smith reviewed the details of the Financial Highlights as included in the Commissioners' packet. He reported that one of the generators caught on fire approximately 10 days ago and will result in significant spike in the maintenance cost budget line, for the Norden generators.

ADJOURNMENT.

**** COMMISSIONER GOLDSTEIN MOVED TO ADJOURN.**

**** COMMISSIONER YOST SECONDED.**

**** THE MOTION PASSED UNANIMOUSLY.**

The meeting adjourned at 8:36 p.m.

Respectfully submitted,

Third Taxing District
of the City of Norwalk
Regular Meeting
February 3, 2014

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Sharon L. Soltes
Telesco Secretarial Services

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THIRD TAXING DISTRICT
of the City of Norwalk
Special Meeting
March 18, 2014

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

STAFF: James Smith, General Manager; Ron Scofield, Assistant
General Manager; Atty. John Bove, Matt Allred, Accountant

OTHERS: Dawn Lund, Utility Financial Solutions (via telephone conference
call)

CALL TO ORDER.

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

PUBLIC COMMENT.

There was no one present from the public.

EXECUTIVE SESSION.

• Maplewood - Strategy in Negotiations.

The Commissioners, Mr. Smith, Mr. Scofield, and Atty. Bove entered into Executive Session at 7:01 p.m. They returned to public session at 7:29 p.m.

JUMAR NEWSLETTER.

Commissioner Brown said that there were numerous newsletters with substance done over a number of years, but the Jumar newsletter was not satisfactory and he was not pleased with the newsletter. Commissioner Goldstein said that her concern about the content was that if the TTD was going to go through the effort to produce it, it should have useful information. It should promote the items that people don't know, like how the rain gardens fit in with the Norwalk POCD (Plan of Conservation and Development). Discussion followed about how the information should be submitted to Jumar for inclusion in the newsletter and how frequently it should be done. It was the consensus of the Commission that Jumar should email the commissioners a week before the newsletter comes out for content approval. Mr. Smith pointed out that the old newsletters used to spotlight the local businesses. Commissioner Yost suggested a Project column, and a Community Corner. Commissioner Goldstein commented that EnergyStar puts out a newsletter with tips on energy conservation.

EXECUTIVE ASSISTANT NEED.

Third Taxing District
of the City of Norwalk
Special Meeting
March 18, 2014

DRAFT

Mr. Smith said that there were some key positions in the TTD that need to be filled. He said that there would be an advertisement for a line foreman position in the near future. The second important position that needs to be filled would be for an executive assistant. The position would cover items like putting together the agenda package, RFPs for vendors, Strategic planning or working on the operating budget. Mr. Smith said that he was not sure if it would be a full time position.

Mr. Smith said that the line foreman's position was a well paid position. Bringing an executive assistant in would add additional overhead to the department. Both positions will have to be supported through our existing rate structures. He then listed a number of tasks that the line foreman would oversee that he is currently overseeing, such as the tear down of the Bento property structure and the construction of a consolidated materials storage facility. Mr. Smith said he would like to have someone hired for this position within the next 45 days. Mr. Smith said that he would like someone hired as an Executive Assistant within the next 90 days. Discussion followed about the various needs for the District.

Commissioner Yost said that there had been previous discussion about a succession plan, which would involve a long term strategic plan. Mr. Smith said that he had spoken with Mr. Timothy Bloggett who does this type of work. He said that he would like to get the operating budget in place before July 1st. A strategic plan would help with goals and objectives and how to get there in 5 or 10 years. Both Commissioner Yost and Dr. Intieri said that they would prefer a 3 to 5 year plan. Mr. Smith said that there were some short term goals that he would like to see completed before working on the long term strategies. Once that is done, the strategic plan would help moving this to the next level. Discussion followed.

RFP PROCESS AND CALENDAR.

Commissioner Yost said that there would be an upcoming meeting to discuss the RFP process. Commissioner Goldstein informed the Commissioners that she had downloaded several RFP plans from neighboring towns. Dr. Intieri said that he had spoken with the head of the Stamford Ferguson Library about this and he was willing to meet with the Commissioners to discuss the RFP process.

RATE STUDY - FINAL RATE DESIGN AND PCA CALCULATION.

Ms. Dawn Lund joined the meeting via conference call at 8:15 p.m.

Mr. Smith introduced Ms. Lund of Utility Financial Services, LLC, and said that Ms. Lund would give the Commissioners an overview of the final rate design and ppa calculation. Ms. Lund said that there had been some discussion regarding moving the rate design closer to cost of service. Right now, it is a revenue neutral design, but in the future, there may be different rate adjustments. She then reviewed the details of revenue neutral design included in the study.

DRAFT

Ms. Lund then spoke about the fuel adjustment costs. If this is used as a budget adjustment mechanism, then the kilowatt hour rate is inflated artificially while the fuel cost adjustment remains low. However, an annual review of the rates will be necessary. Discussion about this followed.

Commissioner Brown asked how Ms. Lund came up with the assumptions for the rate designs. Mr. Allred then reviewed the details of how the budget had been balanced in the past. Mr. Smith said that it was important to increase the base rates rather than adjusting the fuel adjustment cost. He pointed out that the base rate goes up and down over time due to inflation or additional revenue/expenses are incurred in the operation of the utility.

Commissioner Yost asked Ms. Lund if she would write up a narrative that would explain the change in philosophy for the customers in simple English. Discussion followed.

Mr. Smith said that one decision that needed to be made was when the new costs would go into effect. Commissioner Brown suggested July 1, 2014. Commissioner Goldstein said that it would be good, particularly if there was an operating budget in place at that time.

The discussion then moved to the security lighting. This would include the sodium lights at the beach, Vet's Park, and parking lots. Ms. Lund said that the fact that the Commission was not changing the rates, but the methodology. The new formula would be moving all the costs up into the base rate. The administration will be working on the new rate design and plugging in figures to see the projections.

Commissioner Brown asked whether there would have to be a public hearing on the rate change. Mr. Smith said that those regulations were for private utilities, such as CL&P. Since this is a revenue neutral formula, there is no rate change. Discussion followed.

Ms. Lund left the meeting at 9:05 p.m.

Mr. Smith said that he would do a narrative and present it to the Commission. This will be brought up for a vote on the next agenda.

ADJOURNMENT.

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

The meeting adjourned at 9:07 p.m.

Third Taxing District
of the City of Norwalk
Special Meeting
March 18, 2014

DRAFT

Respectfully submitted,

Sharon L. Soltes
Telesco Secretarial Services

Memorandum Third Taxing District Electric Department

To: TTD Commissioners

From: Jim Smith – General Manager

Date: March 18, 2014

Subject: Jumar Contract Renewal Documentation



Attached please find copies of the executed "Statement of Work" documents outlining the original scope of services to be provided by Jumar Marketing to TTD and additional documentation related to work performed during the course of the first year as a TTD business partner.

As you know, their contract is up for renewal in April and this documentation is being provided in order for the Commission to make an informed decision on renewing their contract @ the April Commission meeting.

Overall, Jumar has met or exceeded our initial expectations for work performed as outlined in their original scope of services (i.e. 100th Anniversary celebration, re-branding campaign), have redesigned our website, and have generally improved internal and external communications with our customers and the general public.

They have also taken the time to learn how we do business as a utility during the past year, have a good understanding of our business model, and have worked well with our other business partners.

Although I believe there is much room for improvement, my recommendation would be to renew Jumar's contract for another year based on a defined scope of services that all parties (Commission, management, Jumar) can agree to.



Third Taxing District

Annual Report

Contracted Services

Branding:

- Developed Creative Brief
- Developed new logos – 100th Anniversary version and post-anniversary version
- Developed tagline
- Provided TTD with multiple formats of final logo
- Designed business cards, letterhead and vehicle magnets

Website Design, Development and Management:

- Designed new home and interior page concepts
- Developed new site structure and functionality
- Reviewed and enhanced existing online content
- Developed new online content
- Built new site structure, design and content within CMS
- Implemented Google Analytics for tracking
- Conducted QA testing and implemented feedback
- Launched new website in conjunction with 100th Anniversary event
- Performed regular updates to website, including but not limited to posting meeting agendas, packets and minutes, news, calendar of events, and power outage messaging
- Managed third party vendors to integrate technology and information
- Provided monthly website traffic reports

Public Relations:

- Identified and developed PR opportunities on an as needed basis
 - Secured in-person interviews
 - Secured media coverage
 - Attended Fitch St. ground breaking
- Developed and distributed press releases
 - 100th Anniversary “Power on the Sound” event, Fitch Street Groundbreaking, Fitch Street Update, Fitch Street Completion, Annual Meeting Listing submissions
- Management, outreach and follow-up with local media



www.jumarmarketing.com
94 East Avenue, Norwalk, CT 06851 Telephone 203.857.4700

April 1, 2014



Third Taxing District

Annual Report

Contracted Services

Communications Campaign:

- Executed an email capture campaign to existing customers
 - Started with minimal emails in- house – 1,118 collected as of 3/27/14
- Defined quarterly eNewsletter plan - Launched in November 2013
- Designed & branded eNewsletter template
- Developed eNewsletter content
- Coordinated and executed deployment of eNewsletter
- Reported on eNewsletter engagement (opens, clicks, opt-outs, bounces)
- Executed test making outbound calls to customers to obtain emails

100th Anniversary:

- Developed content, designed, and distributed event signage
- Designed new pole banners
- Designed and sourced all promotional items
- Handled local advertising and promotion – print, online and social media outlets
 - Norwalk Hour ads, LED signage at beach, Created and distributed flyers, Created monthly billing insert
- Solicited sponsors and exhibitors, resulting in \$20,450 in revenues
- Secured entertainment
- Organized Touch-a-Truck, including participation by SWAT, fire and ambulance
- Coordinated on-site media, interviews, and photos
 - The Norwalk Hour, News12, It's Relevant
- Arranged, scheduled and confirmed appearances of key local VIPs
 - Mayor Moccia, Senator Duff
- Oversaw all event details, including floor plan, schedule of events, and talking points
- On-site support – pre-event set-up, sponsor and exhibitor check-in, branding and website unveiling, raffles, etc.

Business Process Support:

- Provided recommendations and support for internal business operations and customer service



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April 1, 2014



Third Taxing District

Annual Report

Non-contracted Services

Website Design, Development and Management:

- Implemented security option to online forms
- **Hosting Change – Upon TTD's replacement of their IT company, Jumar facilitated the rebuild of the website in a new hosting environment**
 - Researched & provided information regarding domain registration
 - Accessed & copied website files from past IT company
 - Exported all website pages & content
 - Advised new IT company on hosting platform set-up
 - Rebuilt, tested and fixed all identified issues to get website up and running within 72 hours

Communications Campaign:

- Developed print version of all eNewsletters to be mailed with bills
- Coordination and follow-up with third party IT company to receive customer database
 - Required ongoing efforts from November 2013 – March 2014
- Coordinated photo shoot of commissioners following November elections

100th Anniversary:

- Managed and reconciled event budget
- Additional 34 man-hours of on-site support
- Additional pre- and at event signage designed

Business Process Support:

- Office visit 9/18/13 to meet, review & discuss internal day-to-day processes, billing, emergency plan and phone systems
- Obtained administrative access to PSN (online payment processing) to enable Jumar to pull customer emails
- Meetings with third-party phone vendor at TTD office to review recommended phone messaging changes and schedule implementation
- Developed new phone script messaging for inbound calls
 - Scheduled and facilitated emergency phone system meeting with third-party phone vendor to discuss approved changes to messaging & extensions
 - Ongoing follow-up to have phone messaging changes implemented



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April 1, 2014



Third Taxing District

Annual Report

Non-contracted Services

- Reviewed and revised Emergency Plan
- Coordinated with Ron, prepared & submitted NEPPA listing
- Researched call center platforms and pricing
- Developed and provided vanity 800 number options
- Database comparison and de-duping
- Met with Jim to discuss Annual Meeting preparation
 - Updated Annual Meeting Presentation
 - Developed Chairman's Update for Annual Meeting
 - Updated Annual Meeting Agenda & Notice with new letterhead
- Attended Annual Meeting and took photos
- Participated in meeting for Library Master Plan with commissioners
- Provided logo on various occasions for specific, external uses as requested

Christmas Tree Lighting:

- Met, discussed and assisted in planning
 - Coordinated & managed vendors, participants and partners
 - Marvin Chorus and Christ Church priest, show mobile, band, Mayor Rilling, Santa
 - Coordinated contract, billing and arranged Outdoor Cooker
 - Managed ad placement
 - Norwalk Hour
 - Creation of Christmas Tree Lighting Form
 - Design of Christmas Tree Lighting Program
 - Secured event listings on News12 and in The Hour
 - Attended on-site meeting with Ron & Déjà vu (band)
 - Purchased 50 books/gifts, wrapped, for distribution at event



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April 1, 2014

MASTER SERVICES AGREEMENT

This Master Services Agreement (this "Agreement"), effective **April 3, 2013** (the "Effective Date"), is between **JumarMarketing, LLC**, a Connecticut limited liability company ("JumarMarketing"), with its principal place of business at 94 East Avenue, Norwalk, CT 06851 and **Third Taxing District**, (the "Client") having an office at 2 Second Street, Norwalk, CT 06855.

WHEREAS, JumarMarketing is in the business of providing marketing and advertising services (the "Services");

WHEREAS, the Client desires to retain JumarMarketing for the performance of and JumarMarketing desires to provide the Services described hereunder;

NOW, THEREFORE, the parties hereto, intending to be legally bound, agree as follows:

1. SERVICES; DELIVERABLES

JumarMarketing agrees to provide the Client such Services and to deliver to the Client such deliverables (the "Deliverables") as are described in a separate Statement of Work or Statements of Works (each, a "Statement of Work") attached hereto. The pricing for the Services and/or Deliverables shall be set forth in each applicable Statement of Work. Any services or deliverables not specified in a Statement of Work shall be considered ancillary and must be provided for under separate agreement, addendum, or exhibit as the need arises.

2. TERM & TERMINATION

This Agreement shall commence on the Effective Date and continue in effect for twelve (12) months. Notwithstanding the foregoing, this Agreement may be terminated by either party upon thirty (30) days prior written notice to the other party. Upon receipt of notice of termination, JumarMarketing shall cease all work in progress immediately, unless otherwise directed by the Client in writing. Any accrued but unpaid fees and expenses not yet collected by JumarMarketing shall be paid regardless of the termination date of this Agreement. The Client shall promptly return to JumarMarketing, at the Client's expense, all software, JumarMarketing Confidential Information and JumarMarketing work product. The Client may request software-generated reports from JumarMarketing upon termination of this Agreement.

3. CONFIDENTIALITY

(a) Confidential Information. "Confidential Information" includes, without limitation, all Deliverables, all scientific, computer or other technical information, data, technology, software, research, design, idea, process, procedure, formula, or any portion or phase thereof, information and data relating to any current or proposed products, services, methods, clinical studies, businesses or business plans, marketing, pricing, distribution and other business strategies; lists of, or any other information relating to, any customers, suppliers, dealers, agents or employees and the relationships therewith; and any financial information relating to any of the foregoing, whether disclosed orally, visually, electronically, in writing or otherwise. Further, the terms and conditions of this Agreement including each and every Statement of Work are Confidential Information of both parties. The obligations of confidentiality and the restrictions on the use and disclosure of Confidential Information hereunder shall not apply to any Confidential Information provided or disclosed by a party to this Agreement (the "Disclosing Party") to the other party (the "Receiving Party") to the extent that the Confidential Information: (i) prior to such disclosure by the

Receiving Party was, or thereafter becomes, publicly known through no fault of the Receiving Party; or (ii) prior to such disclosure, was in the possession of the Receiving Party without an obligation of confidence, or thereafter is independently developed by employees or consultants of the Receiving Party who had no prior access to the same; or (iii) after such disclosure, is received by the Receiving Party from a third party free of any obligation of confidentiality to said third party; or (iv) after such disclosure, is required pursuant to law, rule, regulation, or agency or court order to be disclosed, provided, however, that the Receiving Party will first notify the Disclosing Party and permit the Disclosing Party to seek an appropriate protective order. The Client and JumarMarketing agree not to disclose or furnish to any third party copies of this Agreement or its terms without the prior written consent of the other party hereto, a judicial order requiring same, or as otherwise required by law.

(b) Use of Confidential Information. Confidential Information disclosed hereunder may be used by the Receiving Party only in relation to the Services and Deliverables and only for the limited purposes for which it is provided. Confidential Information disclosed in relation to this Agreement or any Statement of Work will be protected by the Receiving Party from further disclosure, publication, and dissemination using the same degree of care as the Receiving Party applies to protect its own Confidential Information, but in all cases no less than reasonable care. Receiving Party's obligations with respect to the Confidential Information hereunder shall continue in full force and effect until further notice from Disclosing Party. All Confidential Information of the Disclosing Party will remain the exclusive property of the Disclosing Party.

(c) Injunctive Relief. The parties acknowledge that any breach of a party's obligations arising under this Section 3 ("Confidentiality Obligations") will give rise to irreparable injury to the owner of such information; such breach will be inadequately compensable in damages. Accordingly, either party, reasonably believing the other party to be in breach of its Confidentiality Obligations, may seek and obtain injunctive relief against such breach or threatened breach, in addition to any other legal remedies which may be available. The parties acknowledge and agree that the covenants contained herein are necessary for the protection of legitimate business interests of owners of the Confidential Information and are reasonable in scope and content.

4. OWNERSHIP RIGHTS

(a) Client Ownership. The Client shall own any Deliverables created and delivered by JumarMarketing hereunder; *provided, however,* as more fully set forth in Section 4(b) below, JumarMarketing shall retain all right, title and interest in and to (i) any Inventions, Works of Authorship or other intellectual property rights contained or embodied in, or otherwise underlying, the Deliverables and (ii) any work product generated by JumarMarketing in connection with its performance of Services or creation of Deliverables. The Client retains all right, title and interest in and to its employee files, data and information provided to JumarMarketing under this Agreement.

(b) JumarMarketing Ownership. Unless otherwise specifically agreed to by the parties in a particular Statement of Work, JumarMarketing owns all rights, including all patents, trademarks, copyrights and other intellectual property rights in and to JumarMarketing Confidential Information, JumarMarketing trademarks, JumarMarketing strategies and methodologies, and all software, applications and database tools licensed or developed by or for JumarMarketing, as well as all derivatives of any of the foregoing. Except as otherwise provided herein, JumarMarketing also owns any patentable or unpatentable discoveries, ideas, methods, techniques, know-how, concepts, or products ("Inventions") or any works fixed in any medium of expression, including copyrights and mask work rights ("Works of Authorship") or any other intellectual property created by JumarMarketing in connection with the Services or the Deliverables, this Agreement or any Statement of Work. Unless otherwise agreed to in a Statement of Work, all intellectual property and all

other right, title and interest in and to any Deliverables or other items or materials specified in a Statement of Work or otherwise provided to the Client or created, developed or generated by JumarMarketing shall be owned by JumarMarketing and nothing herein shall be deemed to transfer title of any JumarMarketing intellectual property to the Client. The Client's sole right in any JumarMarketing intellectual property shall be a limited right to use the Services and Deliverables provided hereunder during the term hereof.

5. LIMITATION OF LIABILITY

(a) General. IN NO EVENT WILL JUMARMARKETING, THE CLIENT OR THEIR AGENTS BE LIABLE FOR ANY LOSS OF PROFITS, LOSS OF USE, BUSINESS INTERRUPTION, LOSS OF DATA, COST OF COVER OR INDIRECT, SPECIAL, INCIDENTAL, EXEMPLARY, PUNITIVE OR CONSEQUENTIAL DAMAGES OF ANY KIND IN CONNECTION WITH OR ARISING OUT OF THE FURNISHING, PERFORMANCE OR USE OF THE SERVICES OR DELIVERABLES, WHETHER ALLEGED AS A BREACH OF CONTRACT OR TORTIOUS CONDUCT, EVEN IF JUMARMARKETING, THE CLIENT OR THEIR SUBCONTRACTORS HAD BEEN ADVISED OF THE POSSIBILITY OF SUCH DAMAGES. IN ADDITION, JUMARMARKETING, THE CLIENT AND THEIR SUBCONTRACTORS WILL NOT BE LIABLE FOR ANY DAMAGES CAUSED BY DELAY IN DELIVERY OR FURNISHING THE SERVICES OR DELIVERABLES. IN ANY EVENT, EXCEPT FOR THE EXPRESS LIABILITIES DESCRIBED IN A STATEMENT OF WORK, AND EXCEPT AS PROVIDED BELOW IN SUBPARAGRAPH (B), THE LIABILITY OF JUMARMARKETING OR THE CLIENT FOR ANY REASON AND UPON ANY CAUSE OF ACTION OR CLAIM IN CONTRACT, TORT OR OTHERWISE, SHALL BE LIMITED TO THE AMOUNTS ACTUALLY PAID TO JUMARMARKETING BY THE CLIENT HEREUNDER. THIS LIMITATION APPLIES TO ALL CAUSES OF ACTION OR CLAIMS IN THE AGGREGATE, INCLUDING WITHOUT LIMITATION, BREACH OF CONTRACT, BREACH OF WARRANTY, NEGLIGENCE, STRICT LIABILITY, BREACH OF STATUTORY DUTY, MISREPRESENTATION, CLAIMS FOR FAILURE TO EXERCISE DUE CARE IN THE PERFORMANCE OF THE SERVICES OR DELIVERY OF THE DELIVERABLES, AND OTHER TORTS. FURTHER, NO CAUSE OF ACTION WHICH ACCRUED MORE THAN TWO (2) YEARS PRIOR TO THE FILING OF A SUIT ALLEGING SUCH CAUSE OF ACTION MAY BE ASSERTED AGAINST JUMARMARKETING OR THE CLIENT. BOTH PARTIES UNDERSTAND AND AGREE THAT THE REMEDIES, EXCLUSIONS AND LIMITATIONS HEREIN ALLOCATE THE RISKS OF PRODUCT AND SERVICE NONCONFORMITY BETWEEN THE PARTIES. THE FEES HEREIN REFLECT, AND ARE SET IN RELIANCE UPON, THIS ALLOCATION OF RISK AND THE EXCLUSION OF CONSEQUENTIAL DAMAGES AND LIMITATIONS OF LIABILITY SET FORTH IN THIS AGREEMENT.

(b) Notwithstanding any other provision contained herein, in no event shall the Client's liability be limited with respect to losses of any kind arising from the Client's failure to adhere to its obligations hereunder relating to data privacy or export control laws.

6. MISCELLANEOUS

(a) Independent Contractors. Neither JumarMarketing nor its employees, subcontractors or agents shall be deemed to be employees of the Client; it being understood that JumarMarketing is an independent contractor for all purposes and at all times.

(b) Publicity. The parties acknowledge that JumarMarketing has permission to deploy a joint press release in respect of any Services to be performed or Deliverables to be delivered hereunder and to post such press

release on its website or otherwise refer to such Services or Deliverables in JumarMarketing's promotional materials.

(c) Assignment. This Agreement may not be assigned by either party without the other party's prior written consent. If an assignment is permitted the assigning party shall nevertheless remain liable for all of its duties and obligations hereunder. Any purported assignment in violation of the provisions hereof shall be void and of no effect.

(d) Notice. Any notice to be given by either party hereunder shall be in writing and shall be given personally or sent by first class mail, addressed to the party who is to receive such notice at such party's address listed in the preamble hereto. Any party may change the address to which notices are to be sent by giving notice to the other in the manner provided above. Notices shall be deemed given upon receipt or three (3) days after mailing, whichever is earlier.

(e) Waiver. The failure of the Client or JumarMarketing to insist, in any one or more instances, on strict performance of any of the provisions or terms of this Agreement shall not be construed as a waiver or relinquishment of any such provision or term, but the same shall continue and remain in full force and effect.

(f) Severability. If any provisions of this Agreement shall be conclusively determined by a court of competent jurisdiction to be invalid or unenforceable to any extent, the remainder of this Agreement shall not be affected thereby but shall remain in full force and effect.

(g) Governing Law. The construction and performance of this Agreement shall be governed by the law of the State of Connecticut without regard to conflict of law provisions thereof. The parties to this Agreement hereby irrevocably consent to the exclusive jurisdiction of the State and Federal courts sitting in the State of Connecticut in connection with any matter or dispute arising under this Agreement or between them regarding the affairs of the Client. If any legal proceeding is brought for the enforcement of this Agreement, or because of an alleged dispute, breach, default, or misrepresentation in connection with any of the provisions of this Agreement, the successful or prevailing party or parties will be entitled to recover reasonable attorney fees and other costs incurred in such proceeding, in addition to any other relief to which they may be entitled.

(h) Entire Agreement, Counterparts. This Agreement contains the entire agreement between the parties with respect to the subject matter hereof and supersedes any prior oral or written understandings between the parties with respect thereto. Except as otherwise provided therein, this Agreement may not be terminated, changed, modified, or amended orally but only by an instrument in writing dully executed by both parties. All exhibits and attachments referred to in this Agreement are incorporated herein by reference. This Agreement may be executed in any number of counterparts (each of which may be transmitted via facsimile or other electronic means) with the same effect as if all parties had signed the same document, and all counterparts shall be construed together and shall constitute the same instrument.

IN WITNESS WHEREOF, the parties have each caused this Agreement to be signed by their duly authorized representatives effective as of the date first written above.

JumarMarketing, LLC

By: Judi Virgulak
Name: Judi Virgulak
Title: President
Date: 4/10/13

Third Taxing District

By: [Signature]
Name: JIM SMITH
Title: General Manager
Date: 4/3/13

CONFIDENTIAL

STATEMENT OF WORK #1

STATEMENT OF WORK #1

This Statement of Work #1, dated as of April 3, 2013, is by and between JumarMarketing, LLC, a Connecticut limited liability Client ("JumarMarketing"), with its principal place of business at 94 East Avenue, Norwalk, CT 06851 and Third Taxing District (the "Client") having an office at 2 Second Street, Norwalk, CT 06855.

WHEREAS, JumarMarketing and the Client have entered into a Master Services Agreement between JumarMarketing and the Client dated as of April 3, 2013 (the "Agreement"); capitalized terms used herein but not otherwise defined herein shall have the respective meaning given such terms in the Agreement;

WHEREAS, both JumarMarketing and the Client wish to enter into this Statement of Work #1 in connection with the Agreement;

NOW, THEREFORE, the parties hereto, intending to be legally bound, agree as follows:

1. Services Provided. Marketing Services, including the following (the "Services"):

- Branding
- Website Design & Development
- Public Relations
- Communications Campaign

Any changes in Client requirements shall require an amended Statement of Work to be executed by Client and JumarMarketing. JumarMarketing shall not be responsible for any delays that are as a result of Client's failure to meet agreed deadlines.

2. Deliverables. JumarMarketing shall deliver to Client the following (the "Deliverables"):

- Kick-off Meeting
 - Introduce the members of the project team and the client
 - Establish the roles of and contributions from the stakeholders
 - Review the history of the Third Taxing District and establish short & long term goals
 - Discuss the components of the marketing services, general approach and timeline
- Branding & Messaging
 - Provide creative brief to assist in branding development
 - Create a mission statement to define the fundamental purpose, philosophy and values of the organization
 - Review current content/messaging
 - Revise and create clear, targeted messaging for services and solutions
 - Develop a modern and aesthetically pleasing logo, incorporating a strong, clear and concise tagline
 - Develop collateral, incorporating the new branding, i.e. business cards, letterhead and vehicles
- Website Design & Development

- Home page design
 - Interior pages based upon approved home page design
 - Develop site structure and functionality within CMS
 - Enhance existing online content
 - Implement Google Analytics for tracking & reporting
 - QA Testing
 - Cross-browser testing to support the following Internet browsers:
 - IE9 (Windows)
 - IE8 (Windows)
 - IE7 (Windows)
 - Firefox (Windows and Mac)
 - Safari (Mac)
 - Google Chrome
 - UAT Testing
 - Publish website on TTD's existing hosting environment
 - Provide CMS training to client
 - Public Relations
 - Identify & develop PR opportunities as needed
 - Press release development & distribution
 - Outreach to & ongoing management of local media
 - Communications Campaign
 - Develop & execute an email capture campaign to existing customers
 - Define a quarterly plan for eNewsletter campaign
 - Create clear, targeted messaging for services
 - Define & create newsletter template
 - Unsubscribe and opt-out management
 - Coordinate & execute deployment
 - Reporting on email open rates, click-through rates and bounce rates
3. **Client Responsibilities.** Client responsibilities shall include:
- Approval and sign-off on all deliverables
 - Provide JumarMarketing, LLC with examples of past/current marketing initiatives
 - Access to any existing reporting tools, i.e. website analytics
 - Payment of third-party costs including list rentals, email deployment tool, print, production and mailing (postage)
4. **Compensation.** The Client shall pay to JumarMarketing the following compensation in connection with the performance of the Services and delivery of the Deliverables hereunder:
- **Monthly Retainer:** \$2,250 per month for twelve (12) months
5. **Expenses.** In addition to the compensation payable to JumarMarketing as set forth in paragraph #4 above, the Client agrees to pay the reasonable travel and other extraordinary direct expenses incurred by JumarMarketing in connection with the performance of the Services and delivery of the Deliverables, including (i) All imagery or photography that requires purchase, (ii) Any additional rounds of design changes to be billed at an hourly rate of \$175. Office related expenses, such as phone, copier and office supplies shall be excluded. JumarMarketing shall submit proper supporting documentation accounting for such expenses to the Client prior to any reimbursement upon Client's request.

6. Payment. Payment of first month by Client under this Statement of Work shall be in advance of the performance of Services and delivery of the Deliverables. Subsequent payments will be invoiced and are due no later than the 5th of the month. Past due balances will incur the lesser of (i) a 2% per month charge and (ii) the maximum percentage allowed under applicable law. Client must provide JumarMarketing with a credit card authorization form for a valid credit card (JumarMarketing accepts MasterCard, VISA and Discover Card). At such time as Client's account becomes 30 days past due, the balance will be automatically charged to the credit card.

IN WITNESS WHEREOF, the parties have each caused this Statement of Work #1 to be signed by their duly authorized representatives effective as of the date first written above.

JumarMarketing, LLC

By: [Signature]
Name: JOSE VIRGILIO
Title: Partner
Date: 4/10/13

Third Taxing District

By: [Signature]
Name: F. H. SMITH
Title: GENERAL Manager
Date: 4/13/13

STATEMENT OF WORK #2

STATEMENT OF WORK #2

This Statement of Work #2, dated as of April 10, 2013, is by and between JumarMarketing, LLC, a Connecticut limited liability Client ("JumarMarketing"), with its principal place of business at 94 East Avenue, Norwalk, CT 06851 and Third Taxing District (the "Client") having an office at 2 Second Street, Norwalk, CT 06855.

WHEREAS, JumarMarketing and the Client have entered into a Master Services Agreement between JumarMarketing and the Client dated as of April 3, 2013 (the "Agreement"); capitalized terms used herein but not otherwise defined herein shall have the respective meaning given such terms in the Agreement;

WHEREAS, both JumarMarketing and the Client wish to enter into this Statement of Work #2 in connection with the Agreement;

NOW, THEREFORE, the parties hereto, intending to be legally bound, agree as follows:

1. Services Provided. Event Marketing, including the following (the "Services"):

- TTD 100th Anniversary Event Signage
- TTD 100th Anniversary Event On-site Support
- Pre- and Post-Event Marketing
- Public Relations
- Advertising

Any changes in Client requirements shall require an amended Statement of Work to be executed by Client and JumarMarketing. JumarMarketing shall not be responsible for any delays that are as a result of Client's failure to meet agreed deadlines.

2. Deliverables. JumarMarketing shall deliver to Client the following (the "Deliverables"):

- TTD 100th Anniversary Event Signage: 15 hours
 - Create three (3) event signage designs
 - 1 design for pole banners
 - 1 design for guardhouse booth, TTD pavilion/demo location and TTD services booth
 - 1 design for Showmobile
- TTD 100th Anniversary Event On-site Support: 6 hours
 - Two (2) people for 3 hours 11:00am – 2:00pm
- Pre- and Post-Event Marketing: 18 hours
 - Define campaign schedule
 - Create exciting and compelling messaging to:
 - Attract traffic to the TTD booth
 - Promote booth activities/incentives
 - Define & create electronic and/or print piece(s), including:
 - Monthly invoice insert to capture emails
 - Coordinate & execute deployment/mailing

- Unsubscribe and opt-out management
 - Reporting on email open rates, click-through rates and bounce rates
- Public Relations: 35 hours
 - Press release development & distribution to multiple sources
 - 1 pre-event press release
 - 1 post-event press release
 - Outreach to & ongoing management of local media
 - Coordinate media attendance/coverage of 100th Anniversary Event
 - Advertising: 12 hours
 - Design and produce advertisements
 - 1 print ad for Norwalk Hour & Fairfield County Business Journal
 - 1 electronic banner ad for Norwalk Patch
 - Negotiate and secure ad placement
 - Manage publication process and editorial calendars
3. Client Responsibilities. Client responsibilities shall include:
- Approval and sign-off on all deliverables
 - Payment of third-party costs including advertising insertions, list rentals, email deployment tool, print, production and mailing (postage)
 - Execution of all third-party contracts, i.e. publications and/or other advertising channels
4. Compensation. The Client shall pay to JumarMarketing the following compensation in connection with the performance of the Services and delivery of the Deliverables hereunder:
- Project Total: \$12,900 for 86 hours
5. Expenses. In addition to the compensation payable to JumarMarketing as set forth in paragraph #4 above, the Client agrees to pay the reasonable travel and other extraordinary direct expenses incurred by JumarMarketing in connection with the performance of the Services and delivery of the Deliverables, including (i) All imagery or photography that requires purchase, (ii) Any additional rounds of design changes to be billed at an hourly rate of \$175. Office related expenses, such as phone, copier and office supplies shall be excluded. JumarMarketing shall submit proper supporting documentation accounting for such expenses to the Client prior to any reimbursement upon Client's request.
6. Payment. 50% total project cost due upon acceptance in order to begin work. Remaining 50% balance due on July 12, 2013, prior to date of event. Past due balances will incur the lesser of (i) a 2% per month charge and (ii) the maximum percentage allowed under applicable law. Client must provide JumarMarketing with a credit card authorization form for a valid credit card (JumarMarketing accepts MasterCard, VISA and Discover Card). At such time as Client's account becomes 30 days past due, the balance will be automatically charged to the credit card.

IN WITNESS WHEREOF, the parties have each caused this Statement of Work #2 to be signed by their duly authorized representatives effective as of the date first written above.

JumarMarketing, LLC

Third Taxing District

By: Judi Virgulak
Name: Judi Virgulak
Title: President
Date: 4/23/13

By: James W. Smith
Name: JAMES W. SMITH
Title: General Manager
Date: 4/18/13

CONFIDENTIAL

STATEMENT OF WORK #3

STATEMENT OF WORK #3

This Statement of Work #3, dated as of May 21, 2013, is by and between JumarMarketing, LLC, a Connecticut limited liability Client ("JumarMarketing"), with its principal place of business at 94 East Avenue, Norwalk, CT 06851 and Third Taxing District (the "Client") having an office at 2 Second Street, Norwalk, CT 06855.

WHEREAS, JumarMarketing and the Client have entered into a Master Services Agreement between JumarMarketing and the Client dated as of April 3, 2013 (the "Agreement"); capitalized terms used herein but not otherwise defined herein shall have the respective meaning given such terms in the Agreement;

WHEREAS, both JumarMarketing and the Client wish to enter into this Statement of Work #3 in connection with the Agreement;

NOW, THEREFORE, the parties hereto, intending to be legally bound, agree as follows:

1. Services Provided. Vendor Booth Sales, including the following (the "Services"):

- Vendor Booth Sales & Management

Any changes in Client requirements shall require an amended Statement of Work to be executed by Client and JumarMarketing. JumarMarketing shall not be responsible for any delays that are as a result of Client's failure to meet agreed deadlines.

2. Deliverables. JumarMarketing shall deliver to Client the following (the "Deliverables"):

- Vendor Booth Sales & Management
 - Initiate contact and provide details for vendor participation
 - Provide contract and coordinate space selection/placement
 - Collection of vendor applications & payments
 - Reconciliation of payments with TTD on weekly basis
 - Coordinate logistics on-site to ensure vendors arrive and set-up as designated
 - Coordinate with TTD to ensure payments are processed and cleared
 - Follow-up communications, written & verbal, with all vendors
 - Provide TTD with on-going status on sales

3. Client Responsibilities. Client responsibilities shall include:

- Provide list of desired vendors to JumarMarketing
- Processing of all vendor payments

4. Compensation. The Client shall pay to JumarMarketing the following compensation in connection with the performance of the Services and delivery of the Deliverables hereunder:

- Project Total: \$7,500 for 50 hours

5. Expenses. In addition to the compensation payable to JumarMarketing as set forth in paragraph #4 above, the Client agrees to pay the reasonable travel and other extraordinary direct expenses incurred by JumarMarketing in connection with the performance of the Services and delivery of the Deliverables, including (i) All imagery or photography that requires purchase, (ii) Any additional rounds of design changes to be billed at an hourly rate of \$175. Office related expenses, such as phone, copier and office supplies shall be excluded. JumarMarketing shall submit proper supporting documentation accounting for such expenses to the Client prior to any reimbursement upon Client's request.

6. Payment. 50% total project cost due upon acceptance in order to begin work. Remaining 50% balance due on July 12, 2013, prior to date of event. Past due balances will incur the lesser of (i) a 2% per month charge and (ii) the maximum percentage allowed under applicable law. Client must provide JumarMarketing with a credit card authorization form for a valid credit card (JumarMarketing accepts MasterCard, VISA and Discover Card). At such time as Client's account becomes 30 days past due, the balance will be automatically charged to the credit card.

IN WITNESS WHEREOF, the parties have each caused this Statement of Work #3 to be signed by their duly authorized representatives effective as of the date first written above.

JumarMarketing, LLC

Third Taxing District

By: Judi Virgulak
 Name: Judi Virgulak
 Title: President
 Date: 4/5/13

By: [Signature]
 Name: JIM SMITH
 Title: General Manager
 Date: 5/21/13

STATEMENT OF WORK #4

STATEMENT OF WORK #4

This Statement of Work #4, dated as of September 4, 2013, is by and between JumarMarketing, LLC, a Connecticut limited liability Client ("JumarMarketing"), with its principal place of business at 94 East Avenue, Norwalk, CT 06851 and Third Taxing District (the "Client") having an office at 2 Second Street, Norwalk, CT 06855.

WHEREAS, JumarMarketing and the Client have entered into a Master Services Agreement between JumarMarketing and the Client dated as of April 3, 2013 (the "Agreement"); capitalized terms used herein but not otherwise defined herein shall have the respective meaning given such terms in the Agreement;

WHEREAS, both JumarMarketing and the Client wish to enter into this Statement of Work #4 in connection with the Agreement;

NOW, THEREFORE, the parties hereto, intending to be legally bound, agree as follows:

1. Services Provided. Website & Business Process Support, including the following (the "Services"):

- Regular updates/maintenance of TTD website, including Meeting Agendas, Meeting Minutes & Packets, Events, News, etc.
- Coordinate with & manage third-party partners, i.e. PSN, CMEEC to ensure seamless integration of all available technology & information on TTD website
- Provide website traffic statistics to TTD on a monthly basis
- Provide recommendations & support for internal business operations and customer service

Any changes in Client requirements shall require an amended Statement of Work to be executed by Client and JumarMarketing. JumarMarketing shall not be responsible for any delays that are as a result of Client's failure to meet agreed deadlines.

2. Compensation. The Client shall pay to JumarMarketing the following compensation in connection with the performance of the Services and delivery of the Deliverables hereunder:

- Total: 5 hours per month at \$750.00/per month in addition to current monthly retainer

3. Expenses. In addition to the compensation payable to JumarMarketing as set forth in paragraph #2 above, the Client agrees to pay the reasonable travel and other extraordinary direct expenses incurred by JumarMarketing in connection with the performance of the Services and delivery of the Deliverables, including (i) All imagery or photography that requires purchase, (ii) Any additional rounds of design changes to be billed at an hourly rate of \$150. Office related expenses, such as phone, copier and office supplies shall be excluded. JumarMarketing shall submit proper supporting documentation accounting for such expenses to the Client prior to any reimbursement upon Client's request.

4. Payment Schedule & Payments. All contracts executed between the first (1st) and fourteenth (14th) of the month require payment in full of first month retainer by Client in advance of the performance of

Services and delivery of the Deliverables. All contracts executed between the fifteenth (15th) and last day of the month, require payment equal to one-half the first month's retainer by Client in advance of the performance of Services and delivery of the Deliverables. Subsequent payments will be invoiced monthly, on the first of each month, and are due no later than the 5th of the month. Past due balances will incur the lesser of (i) a 2% per month charge and (ii) the maximum percentage allowed under applicable law. JumarMarketing, LLC accepts checks, ACH and credit card payments. Client **must** provide JumarMarketing with a credit card authorization form for a valid credit card (Credit Cards Accepted: MasterCard, VISA and Discover Card). At such time as Client's account becomes 30 days past due, the balance will be automatically charged to the credit card.

IN WITNESS WHEREOF, the parties have each caused this Statement of Work #4 to be signed by their duly authorized representatives effective as of the date first written above.

JumarMarketing, LLC

Third Taxing District

By: Judi Vargalak
Name: Judi Vargalak
Title: President
Date: 9/16/13

By: [Signature]
Name: [Signature]
Title: [Signature]
Date: 9/16/13



The Third Taxing District Kick-off Meeting

April 23, 2013

Purpose

- Demonstrate the process by which JumarMarketing, LLC will define, design, develop and execute the new branding & website
- Capture and set the visual direction and tone for:
 - Logo
 - Tagline
 - Messaging
 - Website

Branding

Branding

- Goal
- Process
- Guidelines
- Attributes

Goal

- Create an updated look and feel keeping within the guidelines, core focus and history of your business that is relevant now and in the future

Process

Jumar employs a rigorous process that includes:

- Understanding the brand's history and goals
- Understanding the industry
- Developing/refining the brand's core values
- Establishing desired perception
 - Modern
 - "Green"

Guidelines

Jumar will develop a new logo & tagline based upon your feedback and the following descriptors:

- Trustworthy
- Reliable & responsible
- Neighborly
- Small
- Well run
- Relevant

Attributes

In reviewing the brand, Jumar has also defined the following attributes:

- Customer facing
- Service oriented
- Community services
- Sustainable

Perception

How do you want to be perceived?

- By your customers
- By your peers
- By the community
- By your competitors

Logos



TTD

Logos



Connecticut
Light & Power



at&t



verizon



Power Secure



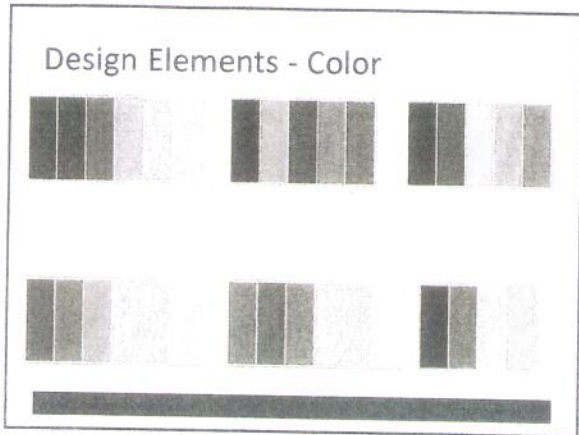
Nebraska Public Power District
Always there when you need us



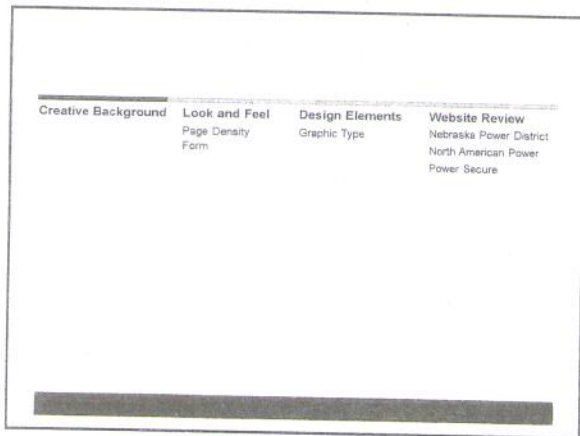
North Carolina
POWER

Tagline

- Celebrating 100 Years of Service
- Secondary tagline will be developed for longevity – beyond 2013
- Emotional vs. practical
 - “Where Dreams Come True”
 - “Kills Bugs Dead”







Creative Background

Target Audience:
East Norwalk Residents

Differentiators:
Personal / Intimate Attention
Neighborhood feel vs. big industry
Longevity - 100 years

Descriptors:
Forward thinking
Committed to quality
Speed and efficiencies

Success is:
Enhanced visual presence
Customer focused experience
A loyal & trusted perception

Creative Background

Look and Feel
Page Density
Form

Design Elements
Graphic Type

Website Review
Nebraska Power District
North American Power
Power Secure

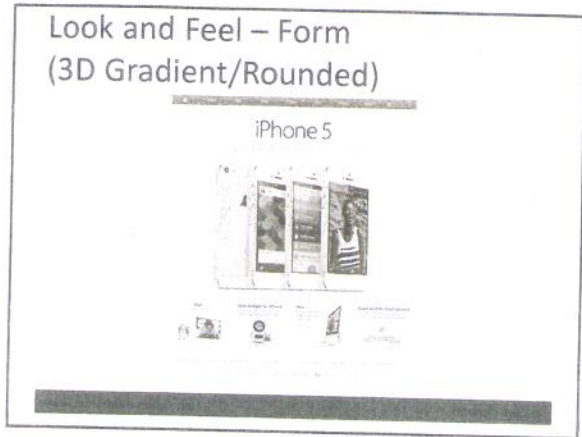
Look and Feel – Page Density

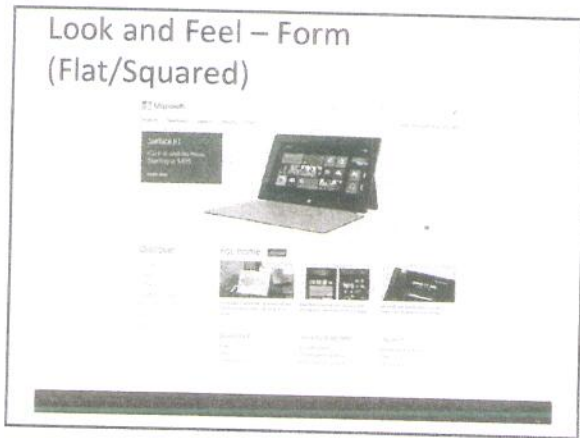


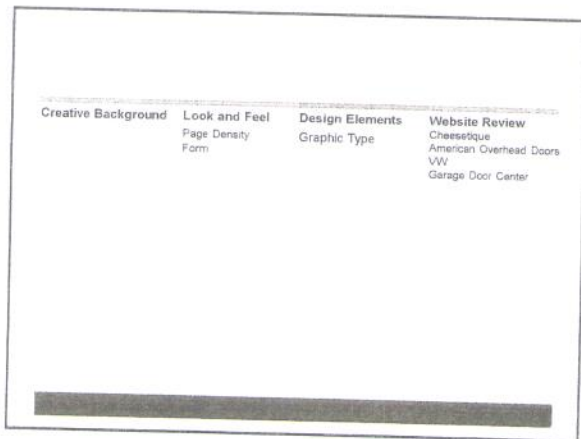
Light & Airy

Balanced

Rich







Design Elements – Graphic Type

The Third Taxing District
Calibri

The Third Taxing District
Times New Roman

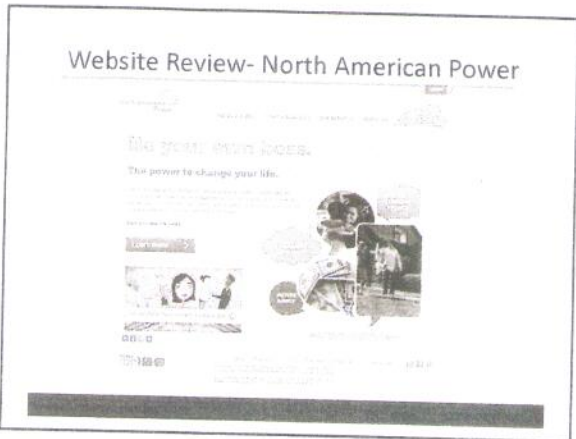
THE THIRD TAXING DISTRICT
COPPERPLATE GOTHIC LIGHT

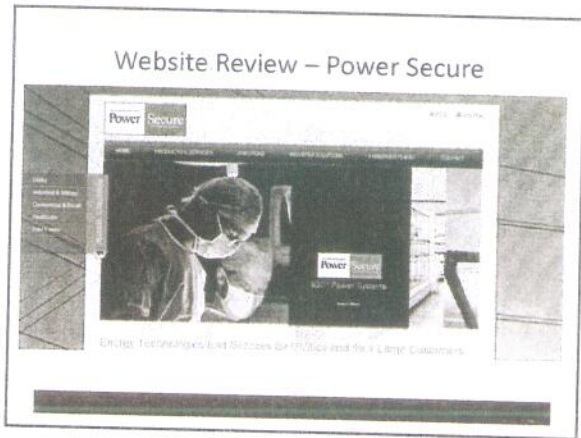
THE THIRD TAXING DISTRICT
ADOBE GARAMOND PRO

| | | | |
|---------------------|---------------------------------------|---------------------------------|---|
| Creative Background | Look and Feel Page Density Form | Design Elements Graphic Type | Website Review Nebraska Power District North American Power Power Secure |
|---------------------|---------------------------------------|---------------------------------|---|

Website Review- Nebraska Power District









Website Design

- Meet with designer to begin creation of unique home page design mock-ups
- Present mock-ups face-to-face
- Make revisions to selected home page designs
- Approval on home page design
- Create and present interior page designs based on approved home page
- Revisions to interior pages
- Final approval of website design

Website Development

Website Development – Part I

- Present site structure/navigation and detail site functionality
- Create back-end for website build in development environment
- Develop / integrate functionality
 - Back-end database development
 - Contact form with database capture
 - Interactive Google map
 - Site map, site search, terms & conditions, privacy policy, etc.
 - Other functionality as determined
- Implement approved design

Website Development – Part II

- Build site structure/navigation
- Implement content
- Review / enhance content
- QA and UAT testing
- Implement Google Analytics
- Hosting
- Publishing
- CMS training



Communication Process

- Face-to-face meetings
- Telephone meetings
- Basecamp – Project tracking
 - Account access for team
 - Input milestones for tracking purposes



Third Taxing District

Monthly Report

February 2014

Total Hours

20

Communications

Phone:

- Follow up with Custom Phone & Ron re: phone system changes
 - Updated script with detailed instructions for Custom Phone to reprogram
- Initial outreach to Answer Connect (call center) for pricing information
 - Provided to Ron
- Provided recommendations/options for vanity 800 number

Email Capture

- Received exported customer list from TTD/Netology
 - Began database comparison to consolidate emails addresses from various sources (PSN & Constant Contact)

Newsletter:

- Developed newsletter content
- Created HTML version of March/April newsletter
- Implemented revisions to newsletter content based on feedback

Public Relations

- Created and submitted Annual Meeting listing to local media outlets

Website

Ongoing Maintenance and Support:

- Received 182 Power Outage communications via website on 2/1/14
- Posted 3/3/14 commission meeting agenda on website
- Posted 3/3/14 commission meeting packet/handouts on website

Analytics:

- Provided (with this report) monthly traffic statistics
 - Comparison of Feb. 1-31 to Jan. 1-31
 - Visits decreased 19%
 - Unique visitors decreased 14%
 - Page views decreased 19%
 - Pages viewed per visit decreased 1%
 - Avg. visit duration decreased 5%
 - Bounce rate increased 0.5%
 - New visits decreased 3%

Other

- Met with Jim to discuss Annual Meeting preparation
 - Updated Annual Meeting Presentation



www.jumarmarketing.com

94 East Avenue, Norwalk, CT 06851 Telephone 203.857.4700

Third Taxing District

Monthly Report

February 2014

- Developed Chairman's Update for Annual Meeting
 - Updated Annual Meeting Agenda & Notice with new letterhead
- Completed and sent Emergency Plan revisions to Jim
- Contacted CMEEC and obtained list of TTD customers who participated in CFL bulb program
 - Provided list to TTD
- General business support
- Prepared January monthly report and website analytics and provided to Jim
- Follow up, provided photo, confirmed revisions for NEPPA Directory listing



www.jumarmarketing.com

94 East Avenue, Norwalk, CT 06851 Telephone 203.857.4700

Third Taxing District

Monthly Report

January 2014

Total Hours

31.75

Communications

Phone:

- Revised script for TTD phone message
 - Recommendations approved by Jim & Ron

Newsletter:

- Created print version of January/February newsletter & provided to TTD for printing
- Set-up, tested & scheduled email newsletter for deployment
- Created database of newsletter sign-ups and provided to Rachel & Ron for CFL bulb offer

Public Relations

- Created press release for Fitch Street Substation completion

Website

Ongoing Maintenance and Support:

- Received 173 Power Outage communications via website on 1/22/14
 - Posted message on home page for the duration of the outage
- Posted January/February newsletter to website
- Posted revised 1/6/14 commission meeting agenda on website
- Posted 1/6/14 commission meeting packet/handouts on website
- Updated/corrected date on 2014 commission meeting calendar
- Posted Special Commission Meeting agenda to website & added to calendar
- Replaced 10/7/13 minutes with corrected version
- Posted meeting minutes to website from 11/6/13, 12/2/13 & 12/11/13
- Posted all 2010 meeting minutes to website
- Posted all 2009 meeting minutes to website
- Posted commission meeting agenda & packet/handouts for 2/3/14 commission meeting

Analytics:

- Provided (with this report) monthly traffic statistics
 - Comparison of Jan, 1-31 to Dec. 1-31
 - Visits increased 29%
 - Unique visitors increased 24%
 - Page views increased 26%
 - Pages viewed per visit decreased 2%
 - Avg. visit duration increased 14%
 - Bounce rate increased 1%
 - New visits decreased 3%



www.jumarmarketing.com

94 East Avenue, Norwalk, CT 06851 Telephone 203.857.4700

Third Taxing District

Monthly Report

January 2014

Other

- Updated TTD letterhead with 2014 logo & provided to Rachel
 - Provided 2014 logo to CMEEC and PSN
- Met with Jim & Ron for monthly meeting
- Scheduled emergency phone system meeting with Custom Phone
 - Met with Jim, Ron and Karen to discuss changes to messaging & extensions
- Revisions to Emergency Plan
- General business support
- Prepared December monthly report & analytics; provided to Jim
- Contacted A Cook Print for pricing to screen print jackets
- Coordinated with Ron, prepared & submitted NEPPA listing



www.jumar-marketing.com
94 East Avenue Norwalk, CT 06851 Telephone 203.857.4700

Third Taxing District

Monthly Report

December 2013

Billing

- Followed up with Michael at Netology regarding customer database export
 - Michael still waiting for script from Cogsdale

Communications

Phone:

- Developing improved process & messaging for inbound customer calls

Newsletter:

- Revised December newsletter per commissioner's feedback
 - Coding of HTML to email newsletter
 - Creation of print version to insert with December billing
- Deployment of December eNewsletter
 - Provided open & click-through rates
- Developed content for January/February newsletter
 - Coding of HTML email/eNewsletter
 - Provided to TTD team for review/approval

Public Relations

- Created press release for Fitch Street Substation completion
- Media Outreach
 - APPA/Public Power Daily (to be included in their member e-newsletter)
 - T&D World (included in member email 12/27)
 - Norwalk Hour (published 12/24)
 - Jumar arranged in-person interview
 - Nancy on Norwalk (published 12/24)
 - It's Relevant (coverage to come)
 - Jumar arranged in-person interview
 - News12
 - Fairfield County Business Journal
 - Norwalk Patch
 - Norwalk Daily Voice
 - Norwalk Citizen
- Coordinated placement of "Power Outage" ad in The Hour

Website

Ongoing Maintenance and Support:

- Received 84 plus "Power Outage" communications via website on 12/17/13
 - Posted message on home page for the duration of the outage
- Revised Bios page per direction from Jim Smith
- Developed bio for Michael Intriери and posted with photo on website



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- Posted December newsletter
- Posted Agenda for 12/2 meeting
- Posted Meeting Handouts for 12/2 meeting
- Posted Agenda for 12/11 Special Meeting
- Posted photos from Christmas Tree Lighting to website
- Posted 2014 TTD Holiday schedule to website calendar
- Monitored inquiries sent from website and flagged critical submissions up to Ron
 - Followed up with Rachel/Ron regarding specific inquiries sent on 12/7 and 12/9
 - Provided step-by-step instructions to Rachel for customer to set-up online billing account
 - Requested PSN change messaging on registration page regarding customer account number to clear up confusion
- Posted 2014 Commission Meeting Schedule on website calendar
- Posted LED Streetlight Program to website
- Posted Fitch Street completion press release to website
 - Posted all media coverage of press release to website

Analytics:

- Provided (with this report) monthly traffic statistics
 - Comparison of Dec. 1-31 to Nov. 1-30
 - Visits increased 18%
 - Pageviews increased 15%
 - Pages viewed per visit decreased 2%
 - Avg. visit duration decreased 4%
 - Bounce rate increased 4%
 - New visits increased 3%

Christmas Tree Lighting

- Coordinated contract, billing and arranged Outdoor Cooker
- Reserved ad and approved edits for The Hour
- Secured event listings on News12 and in The Hour
- Confirmed participation of Marvin Chorus, Religious, Santa, Mayor, etc.
- Attended on-site meeting with Ron & Déjà vu 12/3
- Purchased 50 books/gifts, wrapped, for distribution at event
- Finalized Christmas Tree Lighting program and provided to Ron for printing

Other

- Attended December Commissioners Meeting
 - Prepared summary of quarterly efforts
 - Presented summary of marketing/business support initiatives
- Met with Jim & Ron for monthly meeting
- General business support



Third Taxing District

Monthly Report

November 2013

Billing

- Marie contacted Netology regarding customer database export
 - Michael unable to provide database; was flagging up to a Sr. technical person
 - Michal working with Cogsdale to create new script

Communications

Phone:

- Developing improved process & messaging for inbound customer calls

Newsletter:

- Deployment of November eNewsletter
 - Provided open & click-through rates
 - Provided email bounces to Rachel for correction
- Finalized content for December 2013 newsletter, including:
 - Holiday message from TTD with new photo
 - Election of new commissioner and treasurer
 - New hire, Scott Tracy
 - Annual Christmas Tree Lighting
 - Email and e-Billing sign-up push
- Coding of HTML to email newsletter
- Creation of print version to insert with December billing (in progress)

Public Relations

- Created press release for Fitch Street update

Website

Ongoing Maintenance and Support:

- Posted November newsletter
- Added full size images of TTD 100th Anniversary event and Fitch Street Ground Breaking
- Posted Agenda for 11/6 meeting
- Posted Meeting Handouts for 11/6 meeting
- Monitored inquiries sent from website and flagged critical submissions up to Ron
- Posted approved Minutes from 10/7 meeting
- Coordinated photo shoot for Debora Goldstein and all commissioners
- Developed Debora's bio for website
 - Updated Our Team and Bios with Debora Goldstein photo & bio
- Posted power outage message on home page due to temporary partial outage on 11/19; removed when power was restored
- Posted 2011 Commission Meeting Minutes
 - Awaiting previous years from Ron (2010, 2009)

Analytics:



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Third Taxing District

Monthly Report

November 2013

- Provided (with this report) monthly traffic statistics
 - Comparison of Nov. 1-26 to Oct. 1-26
 - Visits increased 10%
 - Pageviews increased 11%
 - Pages viewed per visit increased 1%
 - Avg. visit duration increased 21%
 - Bounce rate improved 1%

Christmas Tree Lighting

- Jumar team continued meetings with Ron to discuss "to do's"
- Jumar team working with Ron to plan and coordinate all activities including vendors, participants & partners
- Managing participation of VIPs
 - Mayor Rilling confirmed
- Managing logistics of all participants
- Managing ad placement with Norwalk Hour
- Created Christmas Tree Lighting form and provided to Ron
- Creating Christmas Tree Lighting program (in progress)

Other

- General business support



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Third Taxing District

Monthly Report

October 2013

Phone system / emergency plan:

- Judi & Noelle met with Karen at TTD office

Billing

- Marie received TTD customer database from Doug with email addresses

Communications

Newsletter:

- Finalized content for November 2013 "launch" newsletter
- Revised Fitch Street update
- Received and updated Jim's photo
- Received Jim's scanned signature
 - Received final approval
- Completed coding of HTML to email newsletter
- Completed set up of print version to insert with November billing
- Set-up Constant Contact account for email deployment of newsletters

Website

Hosting:

- Researched & provided information to Ron regarding domain registration
- Accessed & copied website files from past IT company
- Exported all website pages & content
- Advised Netology on hosting platform set-up
- Rebuilt TTD website on new hosting platform once set up by Netology
 - Tested and fixed issues

Ongoing Maintenance:

- Posted Agenda for 10/7 meeting
- Posted Meeting Handouts for 10/7 meeting
- Posted Minutes from September meetings (regular & special)
- Implemented content changes to home page and Programs page related to CFL/CMEEC program
- Added links to East Norwalk Library from TTD site
- Posted power outage message on home page due to temporary partial outage; removed when power was restored
- Posted 2012 Commission Meeting Minutes
 - Awaiting previous years from Ron (2011, 2010, 2009)

Christmas Tree Lighting

- Met with Ron to discuss "to do's" and assist in planning



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Third Taxing District

Monthly Report

October 2013

- Confirmed Marvin Chorus and Christ Church priest
- Confirmed show mobile
- Confirmed band

Other

- Provided TTD logo without anniversary tagline to sign vendor for truck lettering
- Contacted CMEEC to facilitate posting new TTD logo on their site



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Third Taxing District

Monthly Report

September 2013

Office Visit Overview

Location: TTD Office
Date/Time: September 18, 2013 from 9:30am-11:30am
Attendees: Judi Virgulak, Noelle Debes

Overall:

- Reviewed CMEEC insert with Ron Scofield. Insert may not be included in October billing due to size (unable to run smaller insert through machine).
- Jim Smith advised that Fitch Street Project is on-schedule and should be completed by December, as scheduled. Jumar to continue communicating with Jim about progress.
- Paper bills may be / are being sent out to paperless customers – Jumar to continue communicating with Ron about “paper bill opt-out” procedures.

Discussion of phone system / emergency plan:

- Discussed emergency response system (related to 9/12 storm response). Ron Scofield will contact Verizon about upgrading existing phone to Smart Phone (allowing for receiving calls, checking 'alert' emails, etc.).
- JumarMarketing will contact Karen at Custom Phones in Norwalk to discuss leveraging current phone system capabilities as part of emergency response plan, including “we are aware of an outage” messaging.
- **NOTE: Jumar has contacted Karen and a tentative meeting is scheduled for 10/15 at 10am at the TTD offices.**

Meeting with Staff about day-to-day processes:

JumarMarketing met with Tricia, Ana and Rachel to discuss their day-to-day operations and how Jumar might help to streamline processes or help with making customer service more efficient. Some website suggestions were:

- Consider making “New Service” its own option within the “My Account” drop-down.
- Consider adding the “Electrician/Change Service” form to the website. This will make it easier for contractors/electricians with service changes/upgrades.
- Customers ask for explanation of line items on the bill. Consider adding a copy of a “sample bill” with each line item explained.
- Tricia to let Jumar know if “Fuel Adjustment Charge” should change to “Power Cost”.

Billing:

- Need to remind customers that a copy of NEON Award Letters must be brought to the office. Consider including this in newsletter.
- Payment arrangements can be made, as long as it is BEFORE the shut-off date. Need to get this out to customers, perhaps in newsletter.
- **NOTE: Both of these items will be included in newsletter**

General observations:

- During the 2 hour stay, there were about 7 visitors to the office (including customers, a job applicant and the mailman).
- Rachel mentioned that it had been a “slow morning”, noting that shut-off days are the busiest days.



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100th Anniversary Event

Budget:

- Provided Jim with final budget reconciliation of Power on the Sound

Billing

- Marie met with Ana at TTD office to observe billing process
- Marie met with Miles Armstrong at PSN via GoToMeeting to review PSN administrative functions & reports
 - Requested PSN make revision to TTD logo now appearing on eBill – **IN PROGRESS**
 - Requested PSN make links to TTD site within PSN portal live - **COMPLETED**
- Per Ron's approval, Miles set-up an administrator profile for Marie Jablonski
 - Marie will review and pull reports weekly on an ongoing basis:
 - Total active customers – 3,841 (as of 10/1/13)
 - Registered customers – 309 (as of 10/1/13)
 - Registered customers opted-out of paper bills – 44 (as of 10/1/13)
- Marie requested a call with Doug to review customer export capabilities of internal TTD billing system

Communications

Newsletter:

- Designed layout
- Developed Newsletter title "06855 Connection"
- Created content for Fall newsletter (Launch issue)

Billing Insert:

- Created September billing insert

Website

Maintenance:

- Posted all minutes to the website – up-to-date through August 2013
 - Awaiting minutes from September 9th Commission Meeting and September 17th Special Commission Meeting
- Posted Commission meeting agendas (9/9/13 and 9/17/13)
- Added CAPTCHA to website forms to prevent automated spam
- Updated home page with message from TTD addressing incident at the Oyster Festival
- Updated home page with message from TTD addressing power outage on evening of 9/12/13
- Updated functionality of Report a Power Outage form to add a pop-up window after form is submitted
- Added Weather widget to home page



Third Taxing District

Monthly Report

September 2013

- Posted job description/opening for Utility Substation Specialist
- Posted East Norwalk community events to calendar
 - East Norwalk Historical Cemetery Tours
 - Live Green Connecticut Festival
 - Engine Company 3 Open House
- Analytics – Website Traffic

Other

- Provided TTD logo to Ron in specific size requested for Joe Cristino
- Provided TTD logo to Karin at Cook Associates for embroidery project



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Norwalk's Third Taxing District's "Power on the Sound"

In 2013, Norwalk's Third Taxing District celebrates its 100th Anniversary. In recognition, TTD hosted "Power on the Sound", a large-scale celebration at Calf Pasture Beach in Norwalk on July 27th.

JumarMarketing was charged with planning, organization, and management of the event, including:

- Designing signage and promotional items based on TTD's new branding (also created by Jumar)
- Handling local advertising and promotion, via print, online and social media outlets
- Selling booth space for sponsors and exhibitors, to provide outside funding the event
- Securing entertainment, including children's entertainment, bands and artistic performances
- Organizing Touch-A-Truck area, including police, SWAT, fire, ambulance and TTD vehicles
- On-site media management, including orchestrating interviews and key 'photo opps'
- Managing raffles throughout the day, including entry collection and prize distribution
- Arranging attendance of key local political figures, including scheduling and confirmation
- Overseeing event details, including providing floor plan, schedule of events, talking points,

Promotion

Local promotion included running ads in the Norwalk Hour, using LED signage at beach, posting blogs on key Norwalk community sites, promoting through Neighborhood Associations, producing flyers for local businesses to post, creating an insert in monthly billing for TTD customers, and placing yard signs in key areas of East Norwalk leading up to the event.

Attendees

Mayor Richard Moccia and State Senator Bob Duff were on-hand to congratulate the district on their 100 year anniversary, and TTD Commissioners David Brown and Charles Yost, along with Jim Smith, General Manager and Ron Scofield, Assistant Manager, unveiled TTD's new logo and website. As part of the celebration, Senator Duff presented a Citation from the State of Connecticut in honor of TTD's role in the East Norwalk community over the last 100 years.

Event Details

Attendees were treated to performances by Norwalk Academy of Dance, Suzuki School (T.E.S.S.), Tracy DeLucia, Suit, Ty & Thursty, and Déjà vu throughout the day and into the late evening. Families enjoyed the large Touch-A-Truck area, an interactive water safety presentation by Stew Leonards' Stewie the Duck, exhibits from Eaton Corporation, CMEEC and other local businesses, face painting, and numerous raffles and giveaways on-site.

Media Coverage

The Norwalk Hour: Saturday - Preview Story, Sunday - Cover Story and Online Story
News12: Coverage ran in every newscast beginning Saturday afternoon through Sunday
It's Relevant: Story on main landing page at itsrelevant.com, also shared on YouTube

Social Media Coverage:

TTD tweeted pre-event, during event, post-event
State Sentaor Bob Duff tweeted from the event and shared in multiple Facebook posts
Norwalk Academy of Dance promoted event on Facebook, including references to TTD

*“Thx to @JumarMarketing for the great job today at the @TTDElectric 100th anniversary celebration. Appreciate being a part of the ceremony. “
—State Senator Bob Duff*



Memorandum

Third Taxing District

Electric Department

To: TTD Commissioners

From: Jim Smith – General Manager

Date: March 17, 2014

Subject: CMEEC Winter Market Overview – Immediate and Projected Impact

Attached please find several slides prepared by CMEEC @ my request outlining the impact of colder weather, higher market prices, and higher natural gas costs during January, 2014.

These conditions have and will play a key role in TTD's wholesale purchased power costs as we move through 2014.

As you might remember, we discussed the positive impact that lower purchased power costs would have as part of the recent rate study which we have just finalized.

CMEEC has recently revised TTD's costs upward (see page 4) based on this latest information and I wanted to make sure that the Commission was aware of the this upward trend.

I will be prepared to review each of the slides @ the April meeting and answer any questions you may have.

CMEEC Winter Market Overview: Immediate and Projected Impact

3/7/2014

January Market Prices Overview

- Bottom Line
 - Budgeted Energy Cost \$55.67 / MWh
 - Actual Energy Cost \$68.84 / MWh

Drivers of Increased TTD Energy Cost

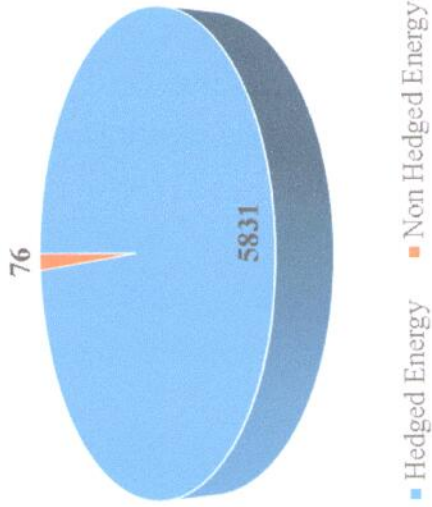
Cause:

Procured 811 MWh at \$166.43 v 76 MWh at \$86.03 (budget vs actual)

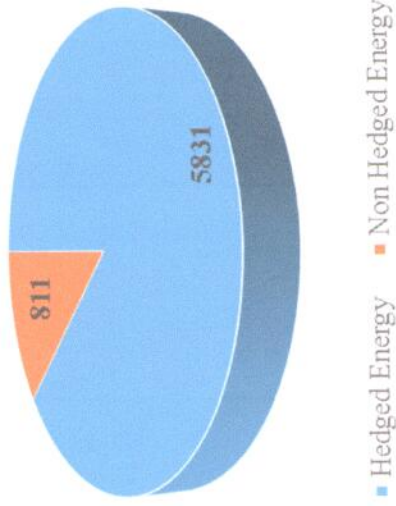
Why:

- TTD Load up 12.4%
- Effective Hedge Level Down by 11.1%
 - From 98.7% to 87.8% Effective Hedge Level
- Market Exposed Energy Volume up 967%
 - From 76 MWh to 811 MWh
- Market Energy Prices up 93.5%

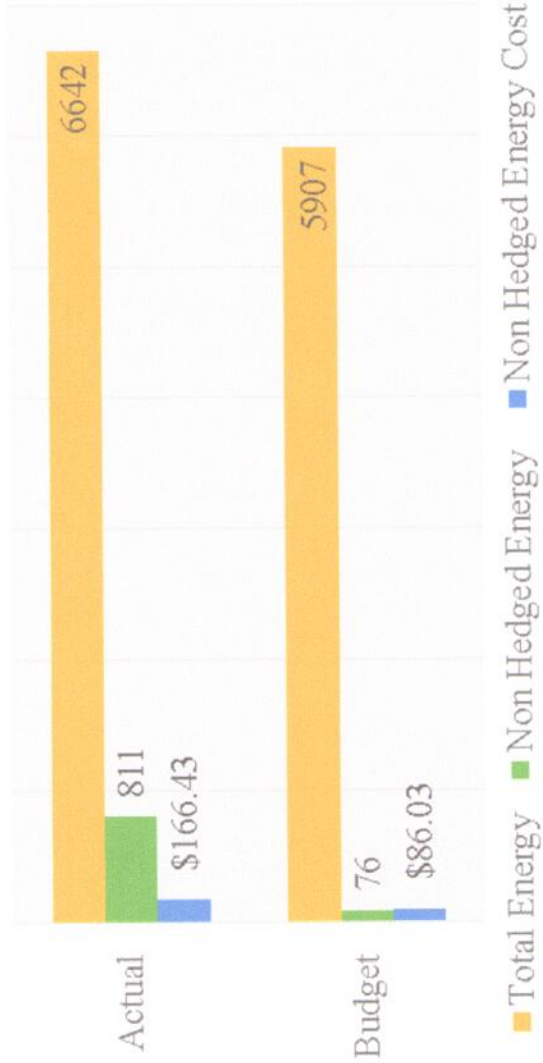
TTD Budgeted Energy Hedge Levels



TTD Actual Energy Hedge Levels



TTD Energy Volume and Cost



TTD January Energy Cost Summary

| | Budget | Actual | Deviation (Nominal) | Deviation (%) |
|------------------------|----------|------------|------------------------|------------------|
| Total Energy | MWh | 6642 | 735 | 12.4% |
| Hedged Energy | MWh | 5831 | 0 | 0% |
| Energy Hedge Level | % | 87.8% | -10.9% | -11.1% |
| Non Hedged Energy | MWh | 811 | 735 | 967% |
| Hedged Energy Cost | \$ / MWh | \$ 55.27 | \$ - | 0% |
| Hedged Energy Cost | \$ | \$ 322,279 | \$ - | 0% |
| Non Hedged Energy Cost | \$ / MWh | \$ 86.03 | \$ 80.40 | 93.5% |
| Non Hedged Energy Cost | \$ | \$ 134,975 | \$ 128,436 | 1964% |
| Total Energy Cost | \$ | \$ 457,254 | \$ 128,436 | 39.1% |
| Total Energy Cost | \$ / MWh | \$ 55.67 | \$ 13.18 | 23.7% |

Actual Load 12.4% over Budgeted Load due to colder than normal weather

Higher Actual Load created an additional 735 MWh (10.9%) of exposure to market prices

Market prices were \$80.40 (93.5%) greater than budgeted market prices

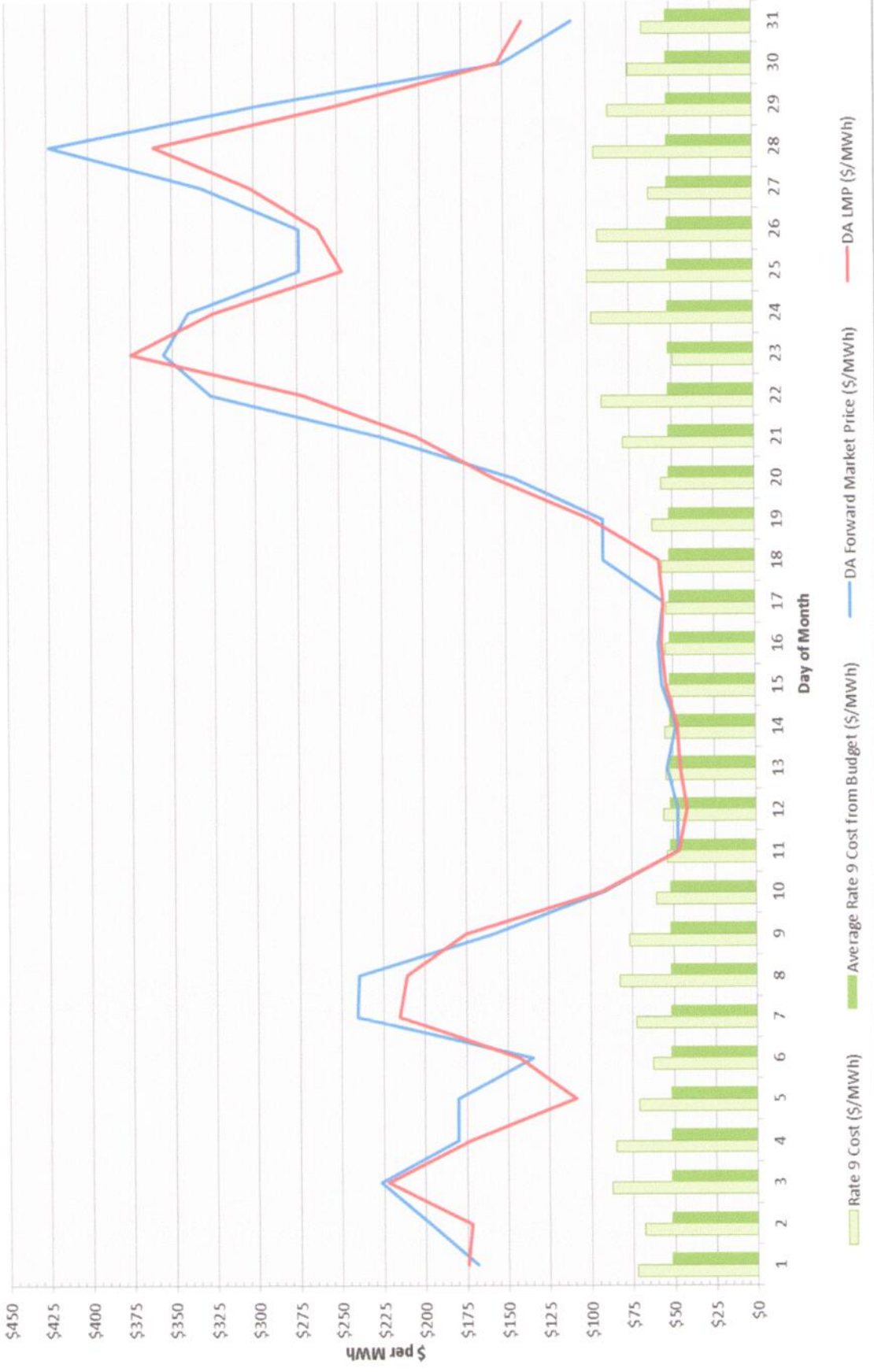
811 MWh (12.2% total load) of exposure to average market price of \$166.43 drove

budgeted energy cost of \$55.67 to actual \$68.83 per MWh

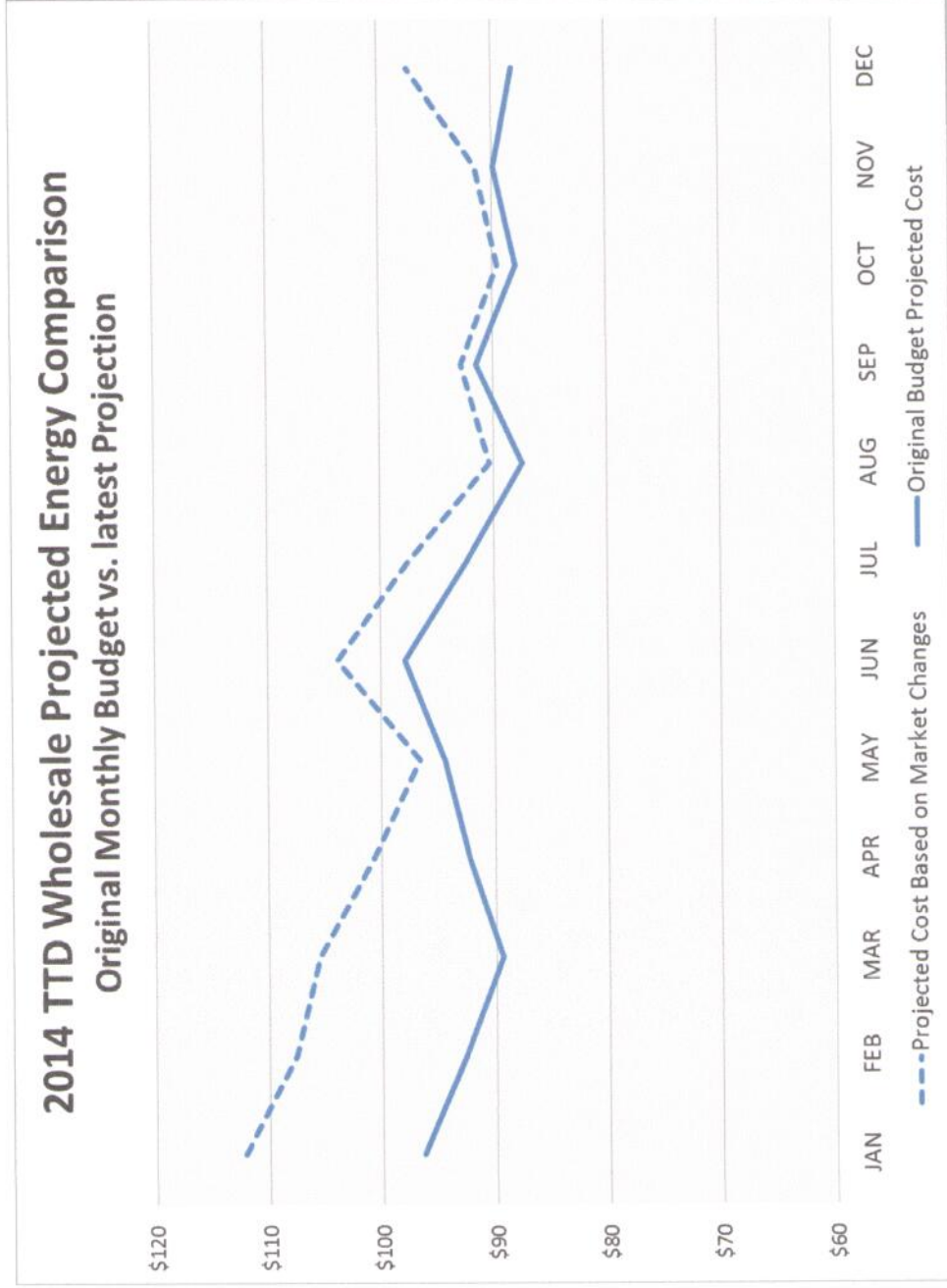
Extremely high natural gas prices due to transportation constraint drove electric prices directly

Hedges prevented \$648,173 in expense had no hedges been placed

DA Forward Market Price vs. CMEEC Rate 9 Energy Rate January 2014



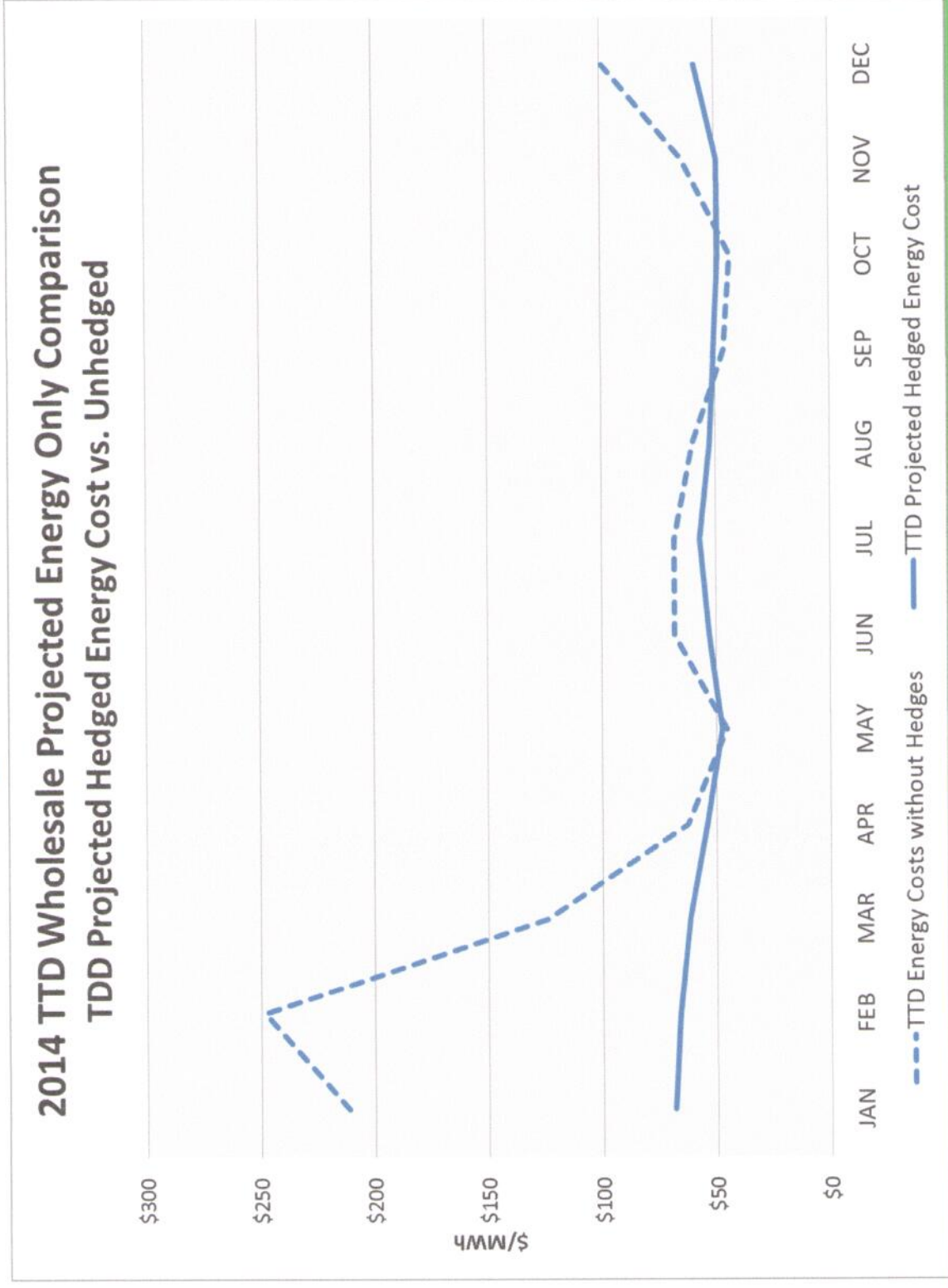
Updated Projected Wholesale Costs



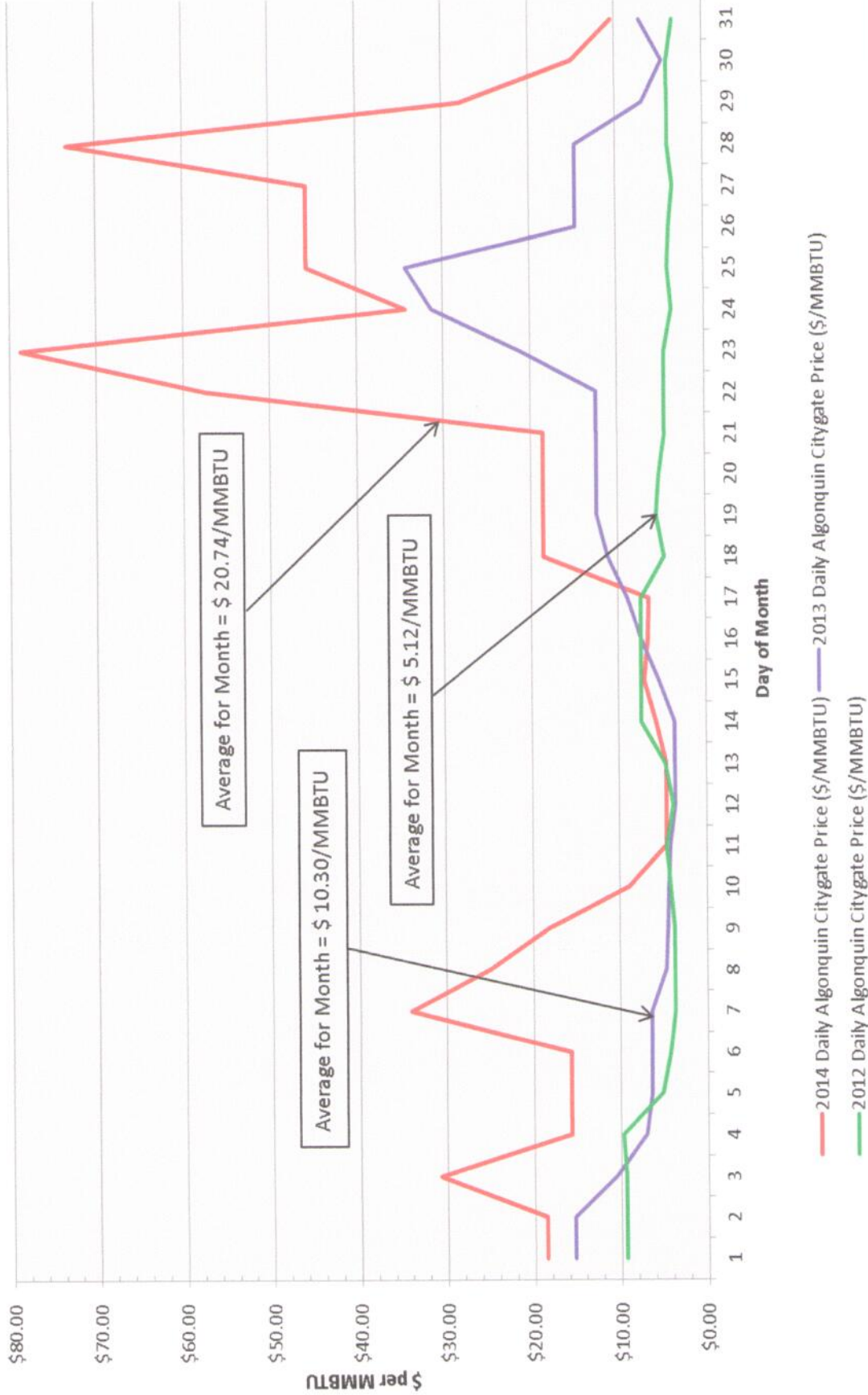
| TTD Wholesale Power Projected Costs | 2014 | | | | | | | | | | | | Total |
|--|----------|----------|----------|----------|---------|----------|---------|---------|---------|---------|---------|---------|---------|
| | JAN | FEB | MAR | APR | MAY | JUN | JUL | AUG | SEP | OCT | NOV | DEC | |
| Projected Cost Based on Market Changes | \$112.12 | \$107.65 | \$105.52 | \$100.70 | \$96.59 | \$103.86 | \$97.61 | \$90.38 | \$92.85 | \$89.51 | \$91.46 | \$97.41 | \$99.06 |
| Original Budget Projected Cost | \$96.34 | \$92.69 | \$89.41 | \$92.31 | \$94.47 | \$97.92 | \$92.47 | \$87.48 | \$91.43 | \$87.91 | \$89.86 | \$88.18 | \$91.70 |



Effect of Hedges on Electricity Costs



Algonquin Gas Prices in Month of January 2012 - 2014



**Third Taxing District
Financial Highlights
July-February 2014**

| | Jul-Feb-14 | Jul-Feb-13 | \$ Change | % Change |
|--------------------------------------|------------|------------|-----------|----------|
| Total Income | 7,070,988 | 6,958,060 | 112,928 | 2% |
| Total Expense | 7,152,850 | 6,676,871 | 475,979 | 7% |
| Net Ordinary Income | (81,862) | 281,189 | (363,051) | -129% |
| Other Income | 342,534 | 120,337 | 222,197 | 185% |
| Other Expense | 900 | - | 900 | 0% |
| Net Income before Rate Stabilization | 259,773 | 401,526 | (141,754) | -35% |
| Rate Stabilization | 92,490 | (2,458) | 94,948 | -3863% |
| Net Income | 352,263 | 399,068 | (46,806) | -12% |

CASH BALANCES FY 2014

| | February |
|---------------------------|-----------|
| ACCTS | |
| Operating Accounts | 1,257,686 |
| Capital Improvements Fund | 949,063 |

| Power Supply | Current Fiscal Year-to-Date | Last Fiscal Year-to-Date |
|------------------------------|-----------------------------|--------------------------|
| Energy Cost | \$ 4,181,055 | \$ 4,063,478 |
| Budget Energy Cost | \$ 3,941,740 | \$ 3,928,179 |
| Energy Cost Cents/KWH | 10.453 | 10.457 |

Third Taxing District
Profit & Loss Statement
Explanation of Major Variances
Jul-Feb 2014 vs. Jul-Feb 2013

1. The 57,630.62 in miscellaneous revenue is a bill to the Norwalk Transit District for the accident on East Avenue where a bus collided with the Pole and caused significant damage.
 2. The increase in substation expense of \$37K is due to the fact that a separate payroll expense category was setup for Pete Johnson and Scott Tracey who will be working on the substation.
 3. Depreciation expense is up due primarily to the depreciation of substation which came on line in January of 2014. The substation will be depreciated over 20 year and will have annual depreciation of 251,328 or monthly depreciation of 20,944.
 4. The \$22K increase in Other Power Generation Expense is due to increased running of the Norden Generators over the prior year which resulted in more fuel and repair and maintenance expenditures.
 5. The \$80K increase in Maintenance Expense is due to approximately \$30K in substation maintenance mostly from Eleck & Salvato and a \$50K increase in Overhead Lines Maintenance from KTI Utility and WESCO due to repair and maintenance services.
 6. The approximate \$34K increase in Customer Accounts & Service expense is due to an increase in payroll and call time, \$5K in timing of purchases of paper from Lindenmeyer Munroe, and 4K increase from the prior year in credit card fees as more and more customers are processing electronic payments
 7. The increase of \$115K in Administrative Expenses is due to the following:
 - a. \$17K in actuary fees that is paid every 2 years.
 - b. \$22K paid to Utility Financial Solutions for rate study
 - c. \$15K for Cogsdale upgrade
 - d. \$17K in timing of insurance health premiums/expenses
 - e. \$19 increase in auto mainly due to deposit and lease payments to Altec for new truck.
 - f. The remainder is due to marketing efforts and the work/creation of our website.
-

8. The \$22K decrease in Gain/(Loss) on investments is due to the fact that the investment account has been invested in cash (money markets) for liquidity purposes. The investments are adjusted to Fair Market Value for unrealized gains/(losses) that get booked to this account. The investment account has remained in cash for liquidity due to the funding needs of the substation and Cervalis data center projects. Management will be looking into other investment vehicles with appropriate returns as these projects come to a close.
 9. The increase of approximately \$255K of Norden Income is due to the fact that TTD has been called on to place the generators in service for a significant period of time versus the prior year.
 10. The 12,500 gain on sale of fixed assets is from the sale of the bucket truck which was fully depreciated.
 11. The increase in Energy conservation expense is mainly due to the Person to Person program payment during the current fiscal year offset by other collections.
-

Third Taxing District
Profit & Loss Prev Year Comparison
 July 2013 through February 2014

| | Jul '13 - Feb 14 | Jul '12 - Feb 13 | \$ Change | % Change |
|---|---------------------|---------------------|--------------------|---------------------|
| Ordinary Income/Expense | | | | |
| Income | | | | |
| 440-00 - Residential Sales | 1,959,350.50 | 1,902,874.52 | 56,475.98 | 2.97% |
| 442-01 - Large Commercial Sales | 430,939.37 | 431,855.59 | -916.22 | -0.21% |
| 442-02 - Small Commercial Sales | 1,344,657.11 | 1,356,598.23 | -11,941.12 | -0.88% |
| 445-01 - Water Pollutn Contri Plnt Sales | 483,998.34 | 503,874.95 | -19,876.61 | -3.95% |
| 445-02 - Flat Rate | 61,264.96 | 60,027.15 | 1,237.81 | 2.06% |
| 451-00 - Miscellaneous Service Revenue | 57,630.62 | 0.00 | 57,630.62 | 100.0% Footnote 1 |
| 557-00 - Purchased Power Adjustment | 2,733,147.46 | 2,702,829.20 | 30,318.26 | 1.12% |
| Total Income | 7,070,988.36 | 6,958,059.64 | 112,928.72 | 1.62% |
| Cost of Goods Sold | | | | |
| 555-00 - Electrical Power Purchased | 4,776,272.35 | 4,674,232.76 | 102,039.59 | 2.18% |
| Total COGS | 4,776,272.35 | 4,674,232.76 | 102,039.59 | 2.18% |
| Gross Profit | 2,294,716.01 | 2,283,826.88 | 10,889.13 | 0.48% |
| Expense | | | | |
| 904-00 - Substation | 37,471.38 | 0.00 | 37,471.38 | 100.0% Footnote 2 |
| 930-43 - TTD 100th Anniversary | 36,099.47 | 0.00 | 36,099.47 | 100.0% |
| 403-00 - Depreciation Expense | 352,556.71 | 277,475.68 | 75,081.03 | 27.06% Footnote 3 |
| 408-00 - Taxes | 158,681.60 | 181,015.15 | -22,333.55 | -12.34% |
| 540-00 - Other Power Generation Expense | 80,444.53 | 57,831.19 | 22,613.34 | 39.1% Footnote 4 |
| 565-00 - Transmission Expenses | 0.00 | 1,462.50 | -1,462.50 | -100.0% |
| 580-00 - Distribution Expenses | 37,896.85 | 41,696.80 | -3,799.95 | -9.11% |
| 590-00 - Maintenance Expenses | 356,776.42 | 276,614.72 | 80,161.70 | 28.98% Footnote 5 |
| 900-00 - Customer Accounts & Service | 310,245.17 | 276,231.61 | 34,013.56 | 12.31% Footnote 6 |
| 909-00 - Conservation Expenses | 296.00 | 0.00 | 296.00 | 100.0% |
| 920-00 - Administrative Expenses | 1,006,109.37 | 890,310.59 | 115,798.78 | 13.01% Footnote 7 |
| Total Expense | 2,376,577.50 | 2,002,638.24 | 373,939.26 | 18.67% |
| Net Ordinary Income | -81,861.49 | 281,188.64 | -363,050.13 | -129.11% |
| Other Income/Expense | | | | |
| Other Income | | | | |
| 418-00 - Dividends | 3,250.00 | 6.22 | 3,243.78 | 52,150.8% |
| 419-00 - Interest Income | 318.27 | 46,366.81 | -46,048.54 | -99.31% |
| 420-00 - Gain/(Loss) on Investments | 0.00 | -22,949.30 | 22,949.30 | 100.0% Footnote 8 |
| 421-00 - Norden Project Income | 255,987.41 | 35,310.51 | 220,676.90 | 624.96% Footnote 9 |
| 423-00 - Gain/(Loss) from Sale of FA | 12,500.00 | 2,032.50 | 10,467.50 | 515.01% Footnote 10 |
| 424-00 - Energy Conservation Fund Income | 70,478.63 | 59,218.16 | 11,260.47 | 19.02% Footnote 11 |
| 425-00 - Miscellaneous Income | 0.00 | 353.12 | -353.12 | -100.0% |
| Total Other Income | 342,534.31 | 120,338.02 | 222,196.29 | 184.64% |
| Other Expense | | | | |
| 942-00 - Interest Expense | 899.63 | 0.00 | 899.63 | 100.0% |
| Total Other Expense | 899.63 | 0.00 | 899.63 | 100.0% |
| Net Other Income | 341,634.68 | 120,338.02 | 221,296.66 | 183.9% |
| Net Income before rate stabilization | 259,773.19 | 401,526.66 | -141,753.47 | -35.3% |
| Rate Stabilization | 92,489.69 | -2,458.30 | 94,947.99 | 3,862.34% |
| Net Income | 352,262.88 | 399,068.36 | -46,805.48 | -11.73% |

Preliminary Unaudited - Internal Use Only - Modified Cash Basis

Third Taxing District
Profit & Loss Prev Year Comparison
February 2014

| | Feb 14 | Feb 13 | \$ Change | % Change |
|---|---------------------------|--------------------------|---------------------------|--------------------------|
| Ordinary Income/Expense | | | | |
| Income | | | | |
| 440-00 · Residential Sales | 255,691.65 | 243,061.27 | 12,630.38 | 5.2% |
| 442-01 · Large Commercial Sales | 24,017.94 | 59,197.20 | -35,179.26 | -59.43% |
| 442-02 · Small Commercial Sales | 100,305.38 | 165,212.19 | -64,906.81 | -39.29% |
| 445-01 · Water Pollutn Contrl Pnt Sales | 58,324.98 | 63,994.26 | -5,669.28 | -8.86% |
| 445-02 · Flat Rate | 7,423.06 | 7,308.31 | 114.75 | 1.57% |
| 557-00 · Purchased Power Adjustment | 278,444.80 | 350,492.97 | -72,048.17 | -20.56% |
| Total Income | <u>724,207.81</u> | <u>889,266.20</u> | <u>-165,058.39</u> | <u>-18.56%</u> |
| Cost of Goods Sold | | | | |
| 555-00 · Electrical Power Purchased | 697,410.63 | 619,519.79 | 77,890.84 | 12.57% |
| Total COGS | <u>697,410.63</u> | <u>619,519.79</u> | <u>77,890.84</u> | <u>12.57%</u> |
| Gross Profit | 26,797.18 | 269,746.41 | -242,949.23 | -90.07% |
| Expense | | | | |
| 904-00 · Substation | 19,031.82 | 0.00 | 19,031.82 | 100.0% |
| 403-00 · Depreciation Expense | 60,370.35 | 34,684.46 | 25,685.89 | 74.06% |
| 408-00 · Taxes | 676.90 | 661.69 | 15.21 | 2.3% |
| 540-00 · Other Power Generation Expense | 15,762.97 | 9,712.91 | 6,050.06 | 62.29% |
| 565-00 · Transmission Expenses | 0.00 | 225.00 | -225.00 | -100.0% |
| 580-00 · Distribution Expenses | 5,600.34 | 10,216.23 | -4,615.89 | -45.18% |
| 590-00 · Maintenance Expenses | 26,329.34 | 30,366.88 | -4,037.54 | -13.3% |
| 900-00 · Customer Accounts & Service | 24,763.58 | 32,283.72 | -7,520.14 | -23.29% |
| 920-00 · Administrative Expenses | 135,475.51 | 127,162.31 | 8,313.20 | 6.54% |
| Total Expense | <u>288,010.81</u> | <u>245,313.20</u> | <u>42,697.61</u> | <u>17.41%</u> |
| Net Ordinary Income | -261,213.63 | 24,433.21 | -285,646.84 | -1,169.09% |
| Other Income/Expense | | | | |
| Other Income | | | | |
| 419-00 · Interest Income | 5.36 | 67.39 | -62.03 | -92.05% |
| 421-00 · Norden Project Income | 0.00 | 14,011.28 | -14,011.28 | -100.0% |
| 424-00 · Energy Conservation Fund Income | 10,552.80 | 10,342.21 | 210.59 | 2.04% |
| Total Other Income | <u>10,558.16</u> | <u>24,420.88</u> | <u>-13,862.72</u> | <u>-56.77%</u> |
| Other Expense | | | | |
| 942-00 · Interest Expense | 353.58 | 0.00 | 353.58 | 100.0% |
| Total Other Expense | <u>353.58</u> | <u>0.00</u> | <u>353.58</u> | <u>100.0%</u> |
| Net Other Income | <u>10,204.58</u> | <u>24,420.88</u> | <u>-14,216.30</u> | <u>-58.21%</u> |
| Net Income before rate stabilization | <u>-251,009.05</u> | <u>48,854.09</u> | <u>-299,863.14</u> | <u>-613.79%</u> |
| Rate Stabilization | <u>73,552.31</u> | <u>-60,656.00</u> | <u>134,208.31</u> | <u>221.26%</u> |
| Net Income | <u><u>-177,456.74</u></u> | <u><u>-11,801.91</u></u> | <u><u>-165,654.83</u></u> | <u><u>-1,403.63%</u></u> |

Preliminary Unaudited - Internal Use Only - Modified Cash Basis

Third Taxing District
Profit & Loss Statement
Explanation of Major Variances
Jul-Feb 2014 vs. Jul-Feb 2013

1. The 57,630.62 in miscellaneous revenue is a bill to the Norwalk Transit District for the accident on East Avenue where a bus collided with the Pole and caused significant damage.
 2. The increase in substation expense of \$37K is due to the fact that a separate payroll expense category was setup for Pete Johnson and Scott Tracey who will be working on the substation.
 3. Depreciation expense is up due primarily to the depreciation of substation which came on line in January of 2014. The substation will be depreciated over 20 year and will have annual depreciation of 251,328 or monthly depreciation of 20,944.
 4. The \$22K increase in Other Power Generation Expense is due to increased running of the Norden Generators over the prior year which resulted in more fuel and repair and maintenance expenditures.
 5. The \$80K increase in Maintenance Expense is due to approximately \$30K in substation maintenance mostly from Eleck & Salvato and a \$50K increase in Overhead Lines Maintenance from KTI Utility and WESCO due to repair and maintenance services.
 6. The approximate \$34K increase in Customer Accounts & Service expense is due to an increase in payroll and call time, \$5K in timing of purchases of paper from Lindenmeyer Munroe, and 4K increase from the prior year in credit card fees as more and more customers are processing electronic payments
 7. The increase of \$115K in Administrative Expenses is due to the following:
 - a. \$17K in actuary fees that is paid every 2 years.
 - b. \$22K paid to Utility Financial Solutions for rate study
 - c. \$15K for Cogsdale upgrade
 - d. \$17K in timing of insurance health premiums/expenses
 - e. \$19 increase in auto mainly due to deposit and lease payments to Altec for new truck.
 - f. The remainder is due to marketing efforts and the work/creation of our website.
-

THIRD TAXING DISTRICT
KEY PERFORMANCE INDICATORS (KPI'S)

| | | 2014 | February 2013 | Industry Average (Bandwidth) | |
|----|---|---|------------------|---------------------------------|-----------------|
| 1) | OPERATING RATIO | TOTAL OPERATING EXPENSE / TOTAL OPERATING REVENUE | 101.16% | 95.96% | 87% - 92% |
| 2) | POWER SUPPLY EXPENSE RATIO | TOTAL POWER SUPPLY EXPENSES / TOTAL EXPENSES | 67% | 70% | 65% - 70% |
| 3) | BAD DEBT RATIO | TOTAL CUSTOMER ACCOUNTS OVER 90 DAY / TOTAL ACCOUNTS RECEIVABLE | 4.10% | 5.51% | 3% - 10% |
| 4) | ACTUAL RATE OF RETURN ON RATE BASE | AUTHORIZED BY STATE STATUTE | N/A | N/A | Varies by state |
| 5) | ELECTRIC CUSTOMERS PER EMPLOYEE | TOTAL ELECTRIC CUSTOMERS / TOTAL FULL TIME EMPLOYEES | 345 | 378 | 200 - 500 |

Memorandum Third Taxing District Electric Department

To: TTD Commissioners

From: Jim Smith – General Manager

Date: March 31, 2014

Subject: Update to Five Year Capital Budget – As of February 28, 2014

As previously discussed, attached please find an update to the Five Year Capital Budget with actual amounts spent as of February 28, 2014.

As you can see, we have not undertaken several major projects listed in the budget this fiscal year due to finalizing the Fitch Street and Cervalis projects in December of 2013.

All costs associated with both of these projects will have been captured by the end of the first quarter of 2014.

We will revise our overall cash flow projections at that time and determine what capital projects can be completed with available funds in a prudent, fiscally responsible manner.

We have also revised the Transportation Equipment account in the updated Capital Budget document to reflect revised cost information and have deferred the purchase of a meter reading vehicle until the 2015-16 fiscal year based on making needed repairs, which will allow us to get additional life out of the existing vehicle (see attached worksheets).

My overall goal is to phase in needed capital improvements over time in order to maintain a solid cash flow position well into the future.

Third Taxing District Capital Budget Worksheet

| | | | | | | | |
|--|---|--|---------------|-----------|-----------|-----------|---------------|
| DEPARTMENT: TTD | CATEGORY: Transportation Equipment | PROJECT TITLE: Vehicle Replacement | | | | | |
| USEFUL LIFE: 5-7yrs. | SCHEDULED START: | SCHEDULED COMPLETION: | | | | | |
| RANKING: | <input type="checkbox"/> NEW CONSTRUCTION/EQUIPMENT | <input checked="" type="checkbox"/> REPLACEMENT/REFURBISHMENT | | | | | |
| DESCRIPTION: Replacement of 2003 F-350 for substation technician. | | JUSTIFICATION: Replacement of existing vehicle. This vehicle is in constant use and will be approaching the end of it's useful life after 11 to 12 years. | | | | | |
| EXPENDITURE SCHEDULE (000's) | Account | 2013-2014 | 2014-2015 | 2015-2016 | 2016-2017 | 2017-2018 | TOTAL |
| Engineering/Design | | | | | | | |
| Site Costs & Acquisition | | | | | | | |
| Construction | | | | | | | |
| Equipment/Furnishings | 392-00 | | 35,000 | | | | 35,000 |
| Other/Contingency | | | | | | | |
| TOTAL EXPENDITURES | | | 35,000 | | | | 35,000 |

Third Taxing District Capital Budget Worksheet

| | | | | | | | |
|---|---|--|---------------|-----------|-----------|-----------|---------------|
| DEPARTMENT: TTD | CATEGORY: Transportation Equipment | PROJECT TITLE: Vehicle Replacement | | | | | |
| USEFUL LIFE: 5 yrs. | SCHEDULED START: | SCHEDULED COMPLETION: | | | | | |
| RANKING: | <input type="checkbox"/> NEW CONSTRUCTION/EQUIPMENT | <input checked="" type="checkbox"/> REPLACEMENT/REFURBISHMENT | | | | | |
| DESCRIPTION: Replacement of Chevy Aveo meter reading car with Pickup truck.. | | JUSTIFICATION: B. The existing 2005 Chevy Aveo is used every day by meter reading personnel. It is undersized and is not the appropriate vehicle for heavy use in the field. It should be replaced within the next 2 years to minimize major repairs/breakdowns | | | | | |
| EXPENDITURE SCHEDULE (000's) | Account | 2013-2014 | 2014-2015 | 2015-2016 | 2016-2017 | 2017-2018 | TOTAL |
| Engineering/Design | | | | | | | |
| Site Costs & Acquisition | | | | | | | |
| Construction | | | | | | | |
| Equipment/Furnishings | 392-00 | | 20,000 | | | | 20,000 |
| Other/Contingency | | | | | | | |
| TOTAL EXPENDITURES | | | 20,000 | | | | 20,000 |

Third Taxing District Capital Budget Worksheet

| | | | | | | | |
|---------------------------------|---|---|---------------|-----------|-----------|-----------|---------------|
| DEPARTMENT: TTD | CATEGORY: Transportation Equipment | PROJECT TITLE: Vehicle Replacement | | | | | |
| USEFUL LIFE: 5 yrs. | SCHEDULED START: | SCHEDULED COMPLETION: | | | | | |
| RANKING: | <input type="checkbox"/> NEW CONSTRUCTION/EQUIPMENT | <input checked="" type="checkbox"/> REPLACEMENT/REFURBISHMENT | | | | | |
| DESCRIPTION: Ford Explorer | JUSTIFICATION: Replacement of existing vehicle. This vehicle is in constant use and will have approached the end of its useful life at the end of fiscal 2014. | | | | | | |
| EXPENDITURE SCHEDULE (000's) | Account | 2013-2014 | 2014-2015 | 2015-2016 | 2016-2017 | 2017-2018 | TOTAL |
| Engineering/Design | | | | | | | |
| Site Costs & Acquisition | | | | | | | |
| Construction | | | | | | | |
| Equipment/Furnishings | 392-00 | | 30,000 | | | | 30,000 |
| Other/Contingency | | | | | | | |
| TOTAL EXPENDITURES | | | 30,000 | | | | 30,000 |

THIRD TAXING DISTRICT – PROJECT SUMMARY

UPDATED: MARCH 24, 2014

| # | <u>PROJECT</u> | <u>STATUS</u> | <u>TIMELINE</u> | <u>COMMENTS</u> |
|----|-----------------------------------|---|---|--|
| 1) | PAYROLL SYSTEM UPGRADE | <ul style="list-style-type: none"> • SELECTED BLISS/ALLRED AFTER SOLICITING QUOTES | THIRD QTR 13'/ FOURTH QTR 13' LEADING UP TO JAN 14' MPLEMENTATION | <ul style="list-style-type: none"> • MARCH 2014 – IDENTIFIED LOCATIONS WHERE ALL A-BASED METERS ARE LOCATED IN SYSTEM |
| | A-BASE METER REPLACEMENT PROGRAM | <ul style="list-style-type: none"> • IN PROCESS WITH METER DEPT. | FIRST QUARTER 14' START TO CUTOVER | |
| | CUSTOMER SERVICE TRAINING PROGRAM | <ul style="list-style-type: none"> • SOLICITED QUOTES THROUGH NEPPA, LEARNING DYNAMICS INC., VARIOUS WEBINARS – NEEDED TO SELECT FROM VENDORS LISTED | THIRD QTR 13' - FOURTH QTR 14' | |

| <u>PROJECT</u> | <u>STATUS</u> | <u>TIMELINE</u> | <u>COMMENTS</u> |
|-----------------------------------|--|--|--|
| 4) SUCCESSION PLANNING PROCESS | <ul style="list-style-type: none"> DEVELOPING POSITION DESCRIPTION FOR LINE FOREMAN'S POSITION EVALUATING ALL OTHER AREAS | <p>FIRST QTR 14'</p> <p>FIRST QTR 14'</p> | <ul style="list-style-type: none"> MARCH 2014 – SENT OUT LINE FOREMAN'S POSITION DESCRIPTION TO COMMISSION MARCH 2014 - ADVERTISING FOR LINE FOREMAN'S POSITION IN LOCAL NEWSPAPER, INDUSTRY PUBLICATIONS, ETC. |
| 5) HANDHELD METER READING UPGRADE | <ul style="list-style-type: none"> EXPLORED ALTERNATIVES TO EXISTING VENDOR MET WITH JEWETT CITY TO INVESTIGATE ITRON SYSTEM THEY DON'T UTILIZE AWAITING RECOMMENDATION FROM STAFF ALSO EVALUATING OTHER OPTIONS | <p>BEGINNING THIRD QTR 13' THRU ALL OF 14' FOR FULL IMPLEMENTATION</p> | <ul style="list-style-type: none"> MARCH 2014 – IN-HOUSE HARDWARE/SOFTWARE TRAINING WAS CONDUCTED BY ITRON, INC. WITH METER READING AND CUSTOMER SERVICE PERSONNEL. MARCH 2014 – BEGAN FIELD TESTING OF NEW HANDHELDS – WILL TRANSITION INTO DAILY ACTIVITIES. |

| # | <u>PROJECT</u> | <u>STATUS</u> | <u>TIMELINE</u> | <u>COMMENTS</u> |
|----|------------------------|--|----------------------------------|-----------------|
| 6) | UPGRADE FLEET VEHICLES | <ul style="list-style-type: none"> • AUCTIONING OFF 1991 BUCKET TRUCK • PURCHASED NEW PICKUP • LEASED NEW BUCKET TRUCK • EVALUATING BODYWORK /RE-PAINTING EXISTING VEHICLES TO EXTEND LIFE • DEVELOP FIVE YEAR FLEET VEHICLE REPLACEMENT SCHEDULE | ON - GOING WITH PERIODIC UPDATES | |

| <u>PROJECT</u> | <u>STATUS</u> | <u>TIMELINE</u> | <u>COMMENTS</u> |
|--|---|--------------------------------|--|
| 7) UPDATE EMERGENCY PLAN FOR DEPARTMENT | <ul style="list-style-type: none"> • LAST PLAN FILED WITH PURA - OCT 11' • UPDATED PLAN PARTIALLY COMPLETE • INCORPORATING CITY EMS INTO PLAN | FIRST QTR 14' | |
| 8) UPDATE TERMS / CONDITIONS OF SERVICE / FEES | <ul style="list-style-type: none"> • REVIEWING EXISTING DOCUMENTS • NEED TO RE- WRITE POLICIES • SOME FEES ADJUSTED- NEED TO UPDATE ALL OTHER FEES THROUGH DISCUSSION WITH COMMISSION ON IMPLEMENTATION STRATEGY • FORMALIZE ALL FEES IN BOOKLET FORM/WEBSITE | FIRST QTR 14' - SECOND QTR 14' | <ul style="list-style-type: none"> • MARCH 2014 - REVIEW EXISTING FEES WITH RATE CONSULTANT - WE WILL NEED TO ADJUST REMAINING FEES ON A "COST OF SERVICE" BASIS. |

| # | <u>PROJECT</u> | <u>STATUS</u> | <u>TIMELINE</u> | <u>COMMENTS</u> |
|----|---------------------|---|-------------------------------|--|
| 9) | I/T UPDATE/ UPGRADE | <ul style="list-style-type: none"> • CONDUCTED SYSTEM AUDIT IN JULY 13' • SOLICITED QUOTES FOR HARDWARE / SOFTWARE UPGRADE • EVALUATING QUOTES • DECISION BY OCT 1ST 2013 • TRANSITION PROCESS • TRANSITION PROCESS, COMPLETED - NOV 13' | THIRD QTR 13' - FORTH QTR 13' | <ul style="list-style-type: none"> • MARCH 2014 - ALL COSTS ASSOCIATED WITH THE I/T UPGRADE HAVE BEEN PAID. THESE FEES WERE SPREAD OUT OVER THREE MONTH PERIOD BY NETOLOGY FROM JAN.-MAR. 2014. • MARACH 2014 - ALL I/T HARDWARE INSTALLED IN NEW COMPUTER ROOM AT SECOND STREET OFFICE. • MARCH 2014 - BUSINESS PROCESS REVIEW PERFORMED ON SITE BY COGSDALE REPRESENTATIVE. DRAFT REPORT WITH FINDINGS/ RECOMMENDATIONS TO BE ISSUED BY FIRST WEEK OF APRIL. <p>ACTION PLAN WILL BE DEVELOPED TO IMPLEMENT RECOMMENDATION DURING APRIL OF 2014.</p> |

| | | | | |
|-----|-------------------------------------|--|--|--|
| 10) | CONDUCT COST OF SERVICE /RATE STUDY | <ul style="list-style-type: none"> STUDY PERFORMED MAY 13' STUDY COMPLETED - SEPT. 13' REVIEWED WITH COMMISSION SEPT. 13' IMPLEMENTATION OF STRATEGIES BASED ON THE STUDY BEING DEVELOPED WILL BEGIN WITH SET-UP OF WWTP NEGOTIATIONS | SECOND, THIRD QTR 13' THRU 14' FULL IMPLEMENTATION | <ul style="list-style-type: none"> MARCH 2014 - FINALIZED RATE DESIGN/PPA CALCULATION (REVENUE NEUTRAL) WITH RATE CONSULTANT. PRESENTED AND APPROVED AT SPECIAL COMMISSION MEETING WITH EFFECTIVE DATE OF JULY 1, 2014. PPA CALCULATION WILL BE IMPLEMENTED ON A SIX-MONTH ROLLING AVERAGE AND WILL BE "TRUED UP" ONCE A YEAR. MARCH 2014 - CONTACTED THE WASTE WATER TREATMENT PLANT TO REVIEW/NEGOTIATE THEIR FIRST RATE REDUCTION OF 5% (APPROX. \$60,000/YR.). WE HAVE SET UP THE WWTP TO MAKE THEIR PAYMENTS ON A WIRE TRANSFER BASIS TO ELIMINATE LATE PAYMENTS WHICH HAVE BEEN A PROBLEM IN THE PAST. |
|-----|-------------------------------------|--|--|--|

| | | | |
|---------------------------------------|---|--|--|
| <p>11) STRATEGIC PLANNING PROCESS</p> | <ul style="list-style-type: none"> CONTACTED HOMETOWN CONNECTIONS TO INQUIRE ABOUT PROCESS – SEPT 13; RECEIVED PRELIMINARY INFORMATION FOR REVIEW – CURRENTLY EVALUATING | <p>THIRD QTR 13; THRU FOURTH QTR 14;</p> | <ul style="list-style-type: none"> MARCH 2014 – AGREE WITH COMMISSION TO FOLLOW UP WITH STRATEGIC PLANNING PROCESS ONCE AN OPERATING (REVENUE/EXPENSE) BUDGET IS PUT IN PLACE. THE GOAL IS FOR THE OPERATING BUDGET TO BE READY BY JULY 1, 2014. |
| <p>12) MAPLEWOOD</p> | <ul style="list-style-type: none"> COMMISSION APPROACHED BY MAPLEWOOD'S ATTORNEY'S IN APRIL 13; WITH OBJECTIVE OF CHANGING SUPPLIERS DISCUSSIONS / UPDATES GIVEN TO COMMISSION SINCE THEN THRU JOHN BOVE, PHIL SUSSLER, ETC. ON TTD'S LEGAL POSITION ON SERVICE TERRITORY ISSUE ENGAGED BROWN JACOBSON FROM NORWICH TO | <p>ON - GOING</p> | <ul style="list-style-type: none"> MARCH 2014 – RECEIVED A LETTER FROM MIKE DRISCOLL FROM BROWN JACOBSON CITING NO FURTHER ACTIVITY AND DISCONTINUING LEGAL FOLLOW-UP ON THE MAPLEWOOD CASE. MARCH 2014 – RECEIVED REQUEST FROM COMMISSION TO DISCUSS THE STATUS OF THE MAPLEWOOD ISSUE. DISCUSSION WAS HELD AT A SPECIAL MEETING. JOHN BOVE AND I UPDATED THE COMMISSION AND STATED THAT THERE HAD BEEN NO COMMUNICATION WITH MAPLEWOOD IN SEVERAL |

| | | | |
|---------------------------|---|--|---|
| <p>(Cont'd) MAPLEWOOD</p> | <p>REPRESENT TTD IF MAPLEWOOD'S ATTORNEY'S PURSUE AT STATE LEVEL (PURA)</p> <ul style="list-style-type: none"> • TTD ATTORNEY'S CURRENTLY DEVELOPING STRATEGY • NO FURTHER DISCUSSIONS WITH MAPLEWOOD'S ATTORNEY'S AT THIS TIME | | <p>MONTHS. ONE ISSUE THAT WAS RAISED WAS THE AMOUNT OF THEIR CUSTOMER DEPOSIT. CONTACT WILL BE MADE WITH THEIR NEW EXECUTIVE DIRECTOR TO REQUEST AN ADDITIONAL \$24,500 BASED ON UPDATED ACCOUNT HISTORY AS A TTD CUSTOMER.</p> |
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| | | | |
|--|---|--|---|
| <p>13) WEBSITE / BRANDING PROJECT</p> | <ul style="list-style-type: none"> • SIGNED AGREEMENTS WITH JUMAR MARKETING IN APRIL 13' FOR 12 MONTHS • NEW WEBSITE/ RE-BRANDING LAUNCHED JULY 13' AT 100TH ANNIVERSARY CELEBRATION • WEBSITE BEING UPDATED AS NEEDED • RE-BRANDING COLLATERAL • MATERIALS BEING IMPLEMENTED AS TIME / RESOURCES ALLOW (STATIONARY, TRUCK LETTERING, SIGNAGE, ETC. | <p>ON - GOING THRU SECOND QTR 14' PENDING EXTENSION OF AGREEMENT</p> | <ul style="list-style-type: none"> • MARCH 2014 - BRANDING PROJECT COMPLETE. WILL UPDATE ALL COLLATERAL MATERIAL AS NECESSARY. • MARCH 2014 - DISCUSSED "PHASE II" OF WEBSITE WITH JUMAR AS A PART OF CONTRACT RENEWAL DISCUSSIONS. JUMAR HAS BEEN ASKED TO PROVIDE ADDITIONAL DETAIL ON THEIR WEBSITE ENHANCEMENTS AS PART OF THEIR CONTRACT RENEWAL AT THE COMMISSION MEETING IN APRIL. |
|--|---|--|---|

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|--|--|-----------------------------|--|
| <p>14) CATV POLE ATTACHMENTS/AMPLIFIERS</p> | <ul style="list-style-type: none"> • REVIEWED HISTORICAL INFORMATION FROM FILES • POLE ATTACHMENTS SHOULD BE BILLED ON A SEMI-ANNUAL BASIS - HAS NOT BEEN BILLED FOR SEVERAL YEARS- LOSS OF REVENUE • WILL BE CONTACTING CABLE CO. FOR DISCUSSION / NEGOTIATION OF RATE | <p>FIRST QTR 14'</p> | <ul style="list-style-type: none"> • MARCH 2014 - CONTACTED THREE UTILITY RATE FIRMS TO PREPARE AND SUBMIT PROPOSALS TO DETERMINE POLE ATTACHMENT RATES BASED ON A REVIEW OF EXISTING POLE ATTACHMENT DOCUMENTATION, PHYSICAL POLE COUNTS, ETC. |
|--|--|-----------------------------|--|

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|---|---|---------------------|--|
| <p>15) UPGRADE / ENHANCE FUEL TANKS @ 2 SECOND STREET</p> | <ul style="list-style-type: none"> • RECEIVED NOTICE OF NON - COMPLIANCE IN MAY 13' BASED ON TANK INSPECTION • CONTACTED VENDORS IN JUNE 13' FOR REMEDIATION • RECEIVED QUOTES IN JULY / AUGUST 13' • SELECTED VENDOR SEPT 13' • PERFORMED WORK SEPT /OCT 13' TO INSURE COMPLIANCE | <p>LAST QTR 13'</p> | |
|---|---|---------------------|--|

| # | <u>PROJECT</u> | <u>STATUS</u> | <u>TIMELINE</u> | <u>COMMENTS</u> |
|-----|--------------------------------------|--|-----------------|--|
| 16) | SUBSTATION UPGRADES AND IMPROVEMENTS | <ul style="list-style-type: none"> UPGRADE EXISTING SUBSTATIONS - ROWAN STREET & EAST AVENUE BUILDING NEW FITCH STREET SUBSTATION TO COMPLY WITH NERC REQUIREMENTS FOCUS ON CYBER-SECURITY / SECURITY CONCERNS BASED ON REGIONAL / NATIONAL INCIDENTS | ON GOING | <ul style="list-style-type: none"> MARCH 2014 – ALL NECESSARY PERMITS HAVE BEEN OBTAINED BY EATON IN ORDER TO FINALIZE LANDSCAPING, CURB CUTS, ETC AT THE FITCH STREET SUBSTATION. ALL REMAINING WORK IS ANTICIPATED TO BE COMPLETED BY THE MIDDLE OF APRIL. MARCH 2014 – WE HAVE BEEN CONTACTED BY CONNELLY CORP. (DATA CENTER AT NORDEN PLACE) ASKING FOR US TO PROVIDE A REDUNDENT FEED TO THEIR FACILITY. THEY ARE A 1.5-2MW CUSTOMER. WE ARE IN THE PROCESS OF DEVELOPING A PROPOSAL TO RESPOND TO THEIR INQUIRY. MARCH 2014 – COMPLETED RENOVATION OF SPACE AT OUR SECOND STREET FACILITY TO BE USED FOR CONSOLIDATING SCADA OPERATIONS FOR ALL FOUR OF OUR SUB-STATIONS. |

| | | | |
|---|--|--|---|
| <p>18) PURCHASE OF HOUSE - 18 ROWAN ST.</p> | <ul style="list-style-type: none"> DISCUSSION HELD IN SPRING OF 13' WITH COMMISSION TO CONSIDER ACQUISITION OF PROPERTY FOR SALE ADJACENT TO THE ROWAN ST. SUBSTATION FOR POSSIBLE EXPANSION. CONCEPT WAS DEVELOPED TO USE PROPERTY FOR OVERALL STORAGE NEEDS THROUGH CONSTRUCTION OF A STORAGE FACILITY AND CONSOLIDATION OF MATERIALS IN ONE LOCATION. | <p>SECOND QTR 13' THROUGH FOURTH QTR 14'</p> | <ul style="list-style-type: none"> MARCH 2014 - ALL ASBESTOS REMOVAL WORK HAS BEEN COMPLETED. MARCH 2014 - ALL PERMITS HAVE BEEN PULLED BY THE CONTRACTOR. DEMOLITION AND GRADING OF THE SITE WILL BE DONE DURING APRIL OF 2014. <p>WE ARE IN THE PROCESS OF SOLICITING PROPOSALS FOR THE FENCING OF THE CLEARED SITE WHICH WILL BE PRESENTED AT A FUTURE COMMISSION MEETING.</p> |
|---|--|--|---|

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|---|---|---------------------------|---|
| <p>19) CONSTRUCTION OF ELECTRIC VEHICLE CHARGING STATION</p> | <p>CONCEPT DEVELOPED THROUGH DISCUSSIONS WITH COMMISSION BASED ON POTENTIAL LOCATION AT EAST AVE HOUSE LOCATED NEXT TO TRAIN STATION</p> | <p>ALL OF 2014</p> | <ul style="list-style-type: none"> MARCH 2014 – BEGAN GATHERING INFORMATION ON E/V EQUIPMENT, SITING, ETC. FURTHER DISCUSSIONS WITH THE COMMISSION ON THE SPECIFICS OF THE E/V PROGRAM WILL BE HELD OVER THE NEXT SEVERAL WEEKS IN ORDER TO FURTHER DEFINE THE PROJECT. |
|---|---|---------------------------|---|