

FINAL

**THIRD TAXING DISTRICT**  
of the City of Norwalk  
Special Commission Meeting  
February 4, 2019

**ATTENDANCE:** Commissioners: Johnnie Mae Weldon, Chair; Debora Goldstein;  
Pamela Parkington

**STAFF:** Kevin Barber, General Manager

**OTHERS:** Peter Johnson, CMEEC Ratepayer Representative

**CALL TO ORDER**

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

**PUBLIC COMMENT**

No one from the public was in attendance to comment.

**APPOINTMENT OF REPRESENTATIVES TO CMEEC BOARD**

Mr. Barber reminded the Commission that as a result of David Brown's retirement from the Third Taxing District Commission, TTD currently has four vacant positions with the Connecticut Municipal Electric Energy Cooperative (CMEEC) and TRANSCO (CTMEEC) Boards that require action from the Commission.

The four positions are:

- CMEEC Member Representative
- CMEEC Alternate Member Delegate
- CTMEEC Member Representative
- CTMEEC Alternate Member Delegate

Discussion took place as to the best candidate for filling the vacancies. Since Commissioner Goldstein is currently the alternate for the four positions, has the most experience with the CMEEC Board and expressed an interest in filling the positions, the Commission believes she would be the best candidate.

**\*\* COMMISSIONER PARKINGTON MOVED TO NOMINATE COMMISSIONER DEBORAH GOLDSTEIN TO TAKE OVER DAVID BROWN'S POSITIONS AS THE**

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**CMEEC MEMBER REPRESENTATIVE, CMEEC ALTERNATE DELEGATE,  
CTMEEC MEMBER REPRESENTATIVE AND CTMEEC ALTERNATE MEMBER  
DELEGATE.**

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

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

Discussion took place about the now open alternate position created by Commissioner Goldstein moving up to Mr. Brown's positions. There have always been two alternates, one of which is currently Mr. Ron Scofield. Due to time constraints with the other Commissioners, there is no one available to fill the now vacant position. Mr. Barber indicated that there is no steadfast rule that TTD must have two alternates. The Commission does not feel it is necessary to fill the second alternate position at this time.

**STRATEGIC PLANNING SESSION**

Mr. Barber told the Commission that the information in their packet on Strategic Planning was provided by Commissioner Goldstein.

Mr. Barber began the discussion by reviewing the document, Selected Slides from CMEEC PIF (Personal Information Forum). He went through all the slides and encouraged the Commission to start "thinking outside of the box" as to what they would like to discuss, i.e., challenges and opportunities. Some examples include:

Challenges

- Size of TTD
- ROI (Return on Investment)
- Cost-Effective to Implement Newer Technologies
- Understanding Customer Needs

Opportunities

- New generation sources
- New revenue sources
- Efficiency
- Developing More Strengths and Skills

What types of things might TTD consider?

- Rate changes
- Advanced billing and rate structures
- New and complementary services
- Focus on district services and representation
- Changes to our physical footprint

Mr. Barber told the Commission that he had read through the document Basic Description of Strategic Planning and pointed to the Section of How To Start Strategic Planning: Plan for a

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Plan. The idea behind this would be to develop a goal plan. Out of the 15 questions proposed, Mr. Barber narrowed down and discussed the following 8:

- What is the reason or doing Strategic Planning?
- What is the Commission's idea on the scope of the Plan, i.e., 1 year, 5 year, etc.?
- What model should be used?
- Who should be involved?
- What is the schedule for developing a Plan?
- Will a Facilitator be needed?
- What are we going to do to implement the Plan?
- Mechanism/Tool to change the Plan as needed?

Mr. Barber then reviewed the Models presented in the document and asked the Commission their thoughts on which model would work best for TTD. After reviewing the models, it was found that the "Issues-Based Strategic Planning" would be the best fit for TTD. The model might include the following phases:

- Identify 5-7 of the most important issues facing the organization.
- Suggest action plans to address each issue.
- Include that information in a Strategic Plan.

Some of the issues put on the table include:

- Customer Service
- Infrastructure
- Real Estate
- Governance
- Revenue
- Library – cost to support
- Cost of Power
- Future Revenue
- Legislative

The Commission will give further thought to all the issues and be prepared to come back and start the next step – creating a list of issues and group them into different categories.

The next Strategic Planning session will be on Monday, February 25, 2019. The objective of the session will be to develop a feasible number of categories for Strategic Planning.

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**ADJOURNMENT**

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

The meeting adjourned at 9:03 p.m.

Respectfully submitted,

Cynthia Tenney  
Executive Assistant  
Third Taxing District