

CITY OF
STAMFORD

ANNUAL REPORT FISCAL YEAR 2013-14



David R. Martin

Mayor



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PART I – STAMFORD OVERVIEW

1. INTRODUCTION TO STAMFORD

a. Brief History Synopsis

Stamford, first settled in 1641, is Connecticut's third largest city by population. It was named the Town of Stamford in 1642 and was admitted to Connecticut in October 1662. In 1893, the City of Stamford, comprising the central portion of the Town of Stamford, was incorporated. Thereafter, the City of Stamford became a composite part of the Town of Stamford resulting in two separate governments. On April 15, 1949, the Town and City were consolidated and named the City of Stamford. Stamford covers an area of approximately 40 square miles located on Long Island Sound between Greenwich to the west and New Canaan and Darien to the east.

The City is less than one hour from New York City by rail or highway transportation. It is on the New Haven line of the Metro-North commuter railroad and also receives service from Shoreline East, Amtrak, and Conrail which provide daily passenger and freight service. It is served by interstate, intrastate, and local bus lines. The Connecticut Turnpike (I-95), the Boston Post Road (U.S. Route 1), and the Merritt Parkway (CT Route 15), traverse the City.

Stamford has a high concentration of national and international corporate headquarters, and it is the major retail trade center of Fairfield County, yet it maintains its suburban character and residential areas. The City offers its residents a high quality of life including good schools, a broad array of public services, attractive parks and recreational activities, and a safe living environment. Through sound urban planning the City has strengthened its downtown retail core, increased its housing and cultural facilities, and attracted major office development.

Restoration of the Mill River, which includes the creation of a new 28-acre urban park along its banks and a greenway leading from downtown Stamford to Long Island Sound, continues. The Mill River Park is spurring development and real estate tax revenues. Over 1,000 new residential units have been built or are in development around the perimeter of the park.

A new Transit-Oriented Development ("TOD") project planned for the Stamford Transportation Center includes a new parking garage, hotel, and retail space. The second and final construction phase of the



Stamford Urban Transitway (SUT), which provides automobile and enhanced bus, bike, and pedestrian connections between the Stamford Transportation Center and the City's East Side, commenced in the first quarter of 2013.

The 82-acre Harbor Point development in the South End continues under active construction. To date, more than 2,000 apartment units have been completed, are under construction, or have received approval to commence construction. The project includes 4,000 residential units of which ten percent are affordable housing; commercial space including office buildings, a grocery store, a waterfront hotel, restaurants, and a marina; more than 11 acres of parks and public spaces; a community school; and publicly accessible waterfront areas.

NBC Sports has completed its \$100 million relocation to Stamford from multiple locations across the U.S. and employs nearly 600 people. Chelsea Piers of New York City has opened its 240,000-square-foot facility following a \$40 million retrofit of the former Clairol site and created 240 jobs.

The University of Connecticut (UCONN) Stamford Branch is planning an expansion which will include 250 units of residential housing. Stamford Hospital has begun construction of a \$450 million development that will include a new five-story hospital building and a central utility plant.

b. U.S. Census Statistics

Stamford is an important residential suburb in one of the highest per capita income areas of the United States. The 2009–2011 American Community Survey reports Stamford's per capita income as \$41,762 with a 2010 Census population of 122,643.

i. Population Trends and Densities

<u>Year</u>	<u>Population</u> ¹	<u>Percent Change</u>	<u>Density</u> ²
1960	92,713	—%	2,324
1970	108,798	17.3	2,727
1980	102,453	(5.8)	2,568
1990	108,056	5.5	2,708
2000	117,083	8.4	2,934
2010	122,643	4.7	3,074
2012	125,109	1.0	3,135



Sources: ¹ U.S. Department of Commerce, Bureau of Census, Census of Population 1960–2010;
State of Connecticut Department of Public Health for 2011 & 2012.

² Population per square mile: 39.9 square miles.

ii. Age Distribution of the Population

<u>Age</u> ¹	<u>City of Stamford</u>		<u>State of Connecticut</u>	
	<u>Number</u>	<u>Percent</u>	<u>Number</u>	<u>Percent</u>
Under 5 years	8,309	6.8%	202,106	5.7%
5 to 9 years	7,009	5.7	222,571	6.2
10 to 14 years	6,846	5.6	240,265	6.7
15 to 19 years	6,539	5.3	250,834	7.0
20 to 24 years	7,309	6.0	227,898	6.4
25 to 34 years	21,335	17.4	420,377	11.8
35 to 44 years	18,501	15.1	484,438	13.5
45 to 54 years	17,443	14.2	575,597	16.1
55 to 59 years	7,089	5.8	240,157	6.7
60 to 64 years	6,170	5.0	203,295	5.7
65 to 74 years	7,806	6.4	254,944	7.1
75 to 84 years	5,531	4.5	166,717	4.7
85 years and over	<u>2,756</u>	<u>2.2</u>	<u>84,898</u>	<u>2.4</u>
Total	122,643	100.0%	3,574,097	100.0%
2010 median age (years) ¹	37.1	—	40.0	—
2000 median age (years) ²	36.4	—	37.4	—

Sources: ¹ U.S. Department of Commerce, Bureau of Census, 2010 Census.

² U.S. Department of Commerce, Bureau of Census, 2000 Census.

iii. Income Distribution

	<u>City of Stamford</u>		<u>State of Connecticut</u>	
	<u>Families</u>	<u>Percent</u>	<u>Families</u>	<u>Percent</u>
\$ 0 – 9,999	958	3.3%	30,321	3.4%
10,000 – 14,999	801	2.7	20,207	2.2



15,000 – 24,999	2,191	7.5	48,201	5.3
25,000 – 34,999	1,781	6.1	58,835	6.5
35,000 – 49,999	2,800	9.6	90,972	10.1
50,000 – 74,999	4,335	14.8	147,948	16.4
75,000 – 99,999	3,697	12.7	134,851	14.9
100,000 – 149,999	4,944	16.9	185,568	20.5
150,000 – 199,999	2,661	9.1	86,104	9.5
200,000 and over	<u>5,042</u>	<u>17.3</u>	<u>100,939</u>	<u>11.2</u>
Total	29,210	100.0%	903,946	100.0%

Source: 2009–2011 American Community Survey.

iv. Comparative Income Measures

	<u>City of Stamford</u>	<u>State of Connecticut</u>
Per capita income	\$41,762	\$36,613
Median family income	\$84,064	\$84,558
Median household income	\$75,815	\$67,427

Source: 2009–2011 American Community Survey.

v. Educational Attainment

Years of School Completed – Age 25 and Over

	<u>City of Stamford</u>		<u>State of Connecticut</u>	
	<u>Number</u>	<u>Percent</u>	<u>Number</u>	<u>Percent</u>
Less than 9 th grade	7,442	8.7%	111,347	4.6%
9 th to 12 th grade, no diploma	6,119	7.2	162,645	6.7
High school graduate	18,578	21.8	680,397	28.0
Some college, no degree	12,164	14.2	429,810	17.6
Associate's degree	4,190	4.9	177,238	7.3
Bachelor's degree	21,725	25.4	491,234	20.2
Graduate or professional degree	<u>15,240</u>	<u>17.8</u>	<u>378,761</u>	<u>15.6</u>
Total	85,458	100.0%	2,431,432	100.0%



Total high school graduate or higher	—	84.1%	—	88.7%
Total bachelor's degree or higher	—	43.2%	—	35.8%

c. Neighborhoods of Stamford

While Stamford is divided into 20 districts for the purpose of representation on the City's Board of Representatives, residents often identify closer to the "neighborhood" that each lives in. In Stamford, there are 13 general neighborhoods. Since these are not formally delineated in any way, exact borders cannot be identified, but they generally are: Glenbrook, Cove, Downtown, East Side, North Stamford, Ridgeway-Bulls Head, Shippan, South End, Springdale, Turn of River-Newfield, Waterside, West Side and Westover.

2. INTRODUCTION TO CITY GOVERNMENT

a. Structure of City Government

The City of Stamford operates under a Charter adopted in 1949 and most recently revised in November 2013. The 2013 18th Charter Revision was undertaken to correct discrepancies created by the 2012 decennial charter review. The 2012 revisions mandated a Board of Ethics, created a Historic Preservation Advisory Commission, added a preamble concerning Citizens' Rights, created a single combined fire department consisting of the existing municipal department and the five volunteer companies, and made a number of technical changes to the Charter.

The chief executive officer of the City is the Mayor, who is elected for a four-year term of office. The legislative function is performed by a forty-member Board of Representatives whose members are elected, two from each of twenty districts, for four-year terms. The Board of Representatives adopts ordinances and resolutions and must approve all expenditures of funds. A six-member Board of Finance, elected to staggered three-year terms with provisions for representation of two major political parties, establishes fiscal policy and must approve all expenditures of funds.

The City provides a full range of municipal services, including education, public safety (police and fire), public works (engineering, road construction and maintenance, waste disposal, sewage treatment, building maintenance, etc.), health and social services, planning and development, and recreational and cultural services. Approximately 2,129 full-time municipal and 2,203 public school system employees



provide services to a community which geographically spans nearly 40 square miles and includes over 120,000 residents. A listing of City offices and additional information about the City is available on the City's website at www.cityofstamford.org.

b. Principal Municipal Officials

The Mayor, subject to the approval of the Board of Representatives, appoints four Directors: the Director of Operations, Director of Administration, Director of Legal Affairs, and Director of Public Safety, Health & Welfare. The Mayor also appoints the Director of Economic Development and a Chief of Staff. The Directors and the Chief of Staff serve at the Mayor's pleasure and their terms are coterminous with the Mayor's term of office.

Office	Name	Manner of Selection/ Term
Mayor	David R. Martin	Elected/4 years
Dir. of Admin	Michael Handler	Appointed by Mayor
Director of Ops	Ernest Orgera	Appointed by Mayor
Director of Legal Affairs	Kathryn Emmett, Esq.	Appointed by Mayor
Dir. of Public Safety, Health & Welfare	Ted Jankowski	Appointed by Mayor
Superintendent of Schools	Dr. Winifred Hamilton	Appointed by Board of Ed



PART II – CITY OF STAMFORD OPERATIONS

Stamford has maintained its AAA bond rating with Standard & Poor's.

Stamford's government continues to be in strong financial condition.

Despite rising costs, a tough winter, and a number of unforeseen stresses on the budget, this year Stamford came in with a surplus of approximately \$3 million.

4. MAYOR'S OFFICE

a. Structure/Overview

Mayor David R. Martin was elected on November 5, 2013 as the 31st Mayor of the City of Stamford. He began his four-year term on December 1, 2013, and his term will expire on November 30, 2017.

Mayor Martin's Cabinet members are as follows:

- Thomas Dec, Special Assistant – Communications
- Kathryn Emmett, Esq., Director of Legal Affairs
- Cindy Grafstein, Special Assistant – Education
- Michael E. Handler, Director of Administration
- Thaddeus K. Jankowski, Director of Public Health & Safety
- Thomas Madden, Director of Economic Development
- Ernie A. Orgera, Director of Operations
- Valerie A. Pankosky, Executive Assistant to the Mayor
- Robin Stein, Special Assistant – Land Use
- Clemon Williams, Director of Human Resources

In addition to the Mayor's Cabinet, the Mayor's Office has an Executive Secretary, Marjorie Woldan. In addition, Tim Curtin remains Chairman of the Old Town Hall Redevelopment Agency on a volunteer basis; and Martin Levine volunteers as Special Assistant – Appointments.



b. Appointments to Boards and Commissions

The Mayor has appointed/reappointed approximately 75 individuals to Boards and Commissions between December 1, 2013 and June 30, 2014.

b. Constituent Services Summary

Processing calls, emails, letters

The Mayor's Office receives approximately 100 requests for service monthly from constituents, citizens, elected officials, board members, community agencies and businesses. In addition, the Mayor is required weekly to sign dozens of contracts, agreements, and other items which require Mayoral review, approval and processing. A significant number of letters from constituents seeking information, assistance in resolving issues or simply sharing an opinion, are also addressed and responded to accordingly. In addition to Mayor's very hectic work and meeting schedule, the Mayor receives invitations to attend approximately 15 to 20 community events per month and strives to attend each event personally.

Mayor's Night In/Out

Mayor Martin has held five meetings with residents of Stamford at Mayor's Nights In and Out. These are alternated between being held in the Mayor's Office and at locations throughout the different neighborhoods. In the first six months of 2014 more than 150 people came to see the Mayor over the course of the five events, with three held in the Government Center, one in Glenbrook and one in Waterside.

c. Cabinet Meetings, Employee Communications, Directors & Managers Meeting

Cabinet Meeting

Mayor's bi-weekly Cabinet meetings are a collective forum for members of the Administration to discuss important government projects, department issues, challenges, as well as other matters concerning the City. This year, the Mayor's Office is focusing on projects that transform the way City government works.



Directors & Managers Meeting

Once every other month, Mayor Martin invites all Directors and Department Managers throughout the City to participate in a roundtable discussion to share information and discuss current projects, initiatives and issues within each department. These sessions are very informative and provide the opportunity for each department to become familiar with what is happening throughout the City.

Employee Communications

Employees are able to keep apprised of day-to-day activities, programs, opportunities and other newsworthy items through the City's Intranet. Employees and departments submit information for postings to the site. In addition, a city employee newsletter is issued every few months and the Mayor meets with all employees 3 times per year.

City employees enjoyed fun and team spirit at the Annual Board of Representatives Softball Game, held in August. The very well-attended 2013 game welcomed many new players and guests to the event at Boccuzzi Park.

Many community events and holiday celebrations are held throughout the year at Government Center to which all City employees are invited and encouraged to attend.

On July 7, 2014, Mayor David Martin delivered his first State of the City Address to Stamford's Board of Representatives. Below, we share with you some of the highlights and achievements Stamford has seen in Fiscal Year 2013/2014.

d. Mayor's Youth Services Bureau

Background

The mission of the Mayor's Youth Services Bureau (MYSB) is to promote the development of caring, responsible and successful young people in the Stamford. This is done through the following direct services: juvenile justice prevention and intervention, youth activism, adventure education, youth development, youth employment and coalition building. The Mayor's Youth Services Bureau also serves as the Lead Local Interagency Services Team (LIST) for the Stamford/Greenwich Court Catchment Area as designated by the State of Connecticut Judicial Branch, DCF and CSSD. The Lists are intended to engage and integrate communities into statewide planning efforts to meet the needs of youth at risk and court involved youth and their families to prevent further juvenile justice involvement. During FY 2013-



14, the Mayor's Youth Services Bureau included two full-time staff members, three part-time staff members, and 45 seasonal staff, as described below. The budget for the bureau was \$470,513.

Restorative Justice

Restorative Justice is an approach to crime and wrongdoing that not only engages victims, offenders and their affected communities, but it is in fact governed by these three stakeholders. Restorative justice is about turning our attention and resources toward first recognizing harms experienced through crime, and then creating the conditions for that harm to be repaired, with a focus on righting relationships which have been thrown out of balance through harmful actions.

The result: real solutions that provide support and answers for victims, a plan to repair the harm that has been done and requires offenders to take responsibility for their actions. Restorative justice is cost-effective, shows the highest rates of victim satisfaction and reduces the offender re-offense rate from a national average of 60% to only 10%. Restorative Justice emphasizes the way in which crimes affect not only people, but also the community in which they live.

This is good old fashioned community problem solving.

Traditional criminal justice systems ask:	Restorative Justice asks:
1. What laws have been broken?	1. Who has been hurt?
2. Who did it?	2. What are their needs?
3. What punishment do they deserve?	3. Whose obligation is it to meet those needs?

The aim of Restorative Justice is not forgiveness or reconciliation, although these are not uncommon outcomes of restorative justice processes. Restorative Justice is about addressing the needs of the victim(s) and the community. While Restorative Justice is focused on repairing the harm experienced by the victim, it also provides a unique opportunity for offenders to take accountability, make things right and integrate back into their community with a renewed sense of responsibility and dignity. Engaging victims, offenders and their affected communities is done using processes that preserve the respect and safety of all involved. The youth service bureau served 250 kids and families in 2013-14.

Mayor's Youth Employment Program

The Mayor's Youth Employment completed its third year with 52 local 16-18 year old high school students in five week internships provided by the city's business and non-profit communities. The



program offers employment, mentoring, coaching, job skills development, and assistance in college and career planning. Each student was provided with 140 hours of hands-on work experience and 27 hours of leadership development, which included job readiness and group project preparation, with lessons in:

- Soft skills for success;
- First Work Week;
- Resume Development;
- Money Management;
- Interview Skills and Job Search Resources;
- Resume Completion.

Adventure Education

The purpose of the Mayor's Youth Services Bureau's Adventure Education program is to promote and strengthen self-confidence; communication skills; teamwork; trust; and leadership skills in children and teens. The adventure program is also used to promote healthy relationships between children and adults.

The program has several components. During the academic year, the Adventure Education program regularly works with a variety of community groups, youth serving agencies, and public and private school groups. During the summer, we offer a full seven week day camp for Stamford youth between the ages of 10-14. Pathfinders Adventure Camp offers a combination of traditional camp activities and adventure components, including challenge course programming, canoeing, mountain biking, hiking, orienteering, and rock climbing. The camp served over 242 kids in 2013-14.

Mayor's Youth Leadership Council

The mission of the Mayor's Youth Leadership Council (MYLC) is to promote safe schools and communities, with an emphasis on teen dating violence and school climate and culture, which includes bullying, sexual harassment and mental health. MYLC's model of youth activism has three components: public awareness activities, volunteer programs and social change campaigns.

During the 2013-2014 school year, MYLC continued operations at Stamford High School and created a chapter at Westhill High School. The chapter at Stamford High closed the school year with 158 members, making it the largest student-led organization at the school, and one of the largest youth



activism organizations in Connecticut. During the school year, the MYLC Stamford High chapter designed and led 43 public awareness activities in school and the community that reached more than 3,500 students and adults with information about social issues. In addition to its ongoing public awareness and social change campaigns, the chapter created one of the first mental health youth first aid teams in the state, and established a high school orientation program, which reached 22 percent of the incoming freshmen class.

The new MYLC chapter at Westhill High School was established in December 2013, with an enrollment of 56 students by the end of the school year. The chapter designed and completed seven public awareness activities about mental health, which is the chapter's social issue.

MYLC is the past recipient of the Governor's Educational Citizenship Award and the Volunteer Program Award from the Volunteer Center of Stamford.

Coalition Building

The Mayor's Youth Services Bureau (MYSB) provides support to all youth serving organizations in the Stamford/Greenwich Court Catchment Area by serving as the Lead Local Interagency Implementation Team (LIST) as designated by the State of Connecticut Judicial Branch, DCF and CSSD. The 13 Lists, one in each court catchment area of the state, are intended to engage and integrate communities and local voice into statewide planning efforts to meet the needs of youth at risk, court-involved youth and their families to prevent further juvenile justice involvement.

In FY 2013-14 the members of Stamford Afterschool Network, Juvenile Justice Programs, Systems of Care programs and Stamford Public Schools met 9 times and convened over 110 youth-serving agencies to identify strengths, weaknesses and gaps in services. The goal is to provide wrap around services to families in our area using all of the resources available and to serve as a voice at the state level to advocate for funding to provide needed resources for gaps in services.

Our ultimate goal is to continue to support the building of a healthy community that promotes asset development and views youth as resources. The MYSB will work with schools, community organizations, and most importantly, the young people to ensure that they are provided with the support and guidance they need to become the leaders of tomorrow.



The MYSB vision is to reach every young person in Stamford who wants to get involved in positive, safe and rewarding activities in an environment where they are treated with dignity, respect and positive regard. We work with schools and community organizations to find ways young people can get involved, be engaged and help make significant contributions that are meaningful and beneficial. MYSB strives to ensure that our local youth have the support and guidance they need to become the leaders of tomorrow.

e. Mayor's Youth Employment Program

The Mayor's Youth Employment Program completed its 3rd year with 75 Stamford residents who are current junior or seniors. The high school students work in five week internships provided by the city's business and non-profit communities. The program offers employment, mentoring, coaching, job skills development, and assistance in college and career planning. Each student was provided with 140 hours of hands-on work experience and 27 hours of leadership development, which included job readiness and group project preparation, with lessons in:

- Soft skills for success;
- First Work Week;
- Resume Development;
- Money Management;
- Interview Skills and Job Search Resources;
- Resume completion.

f. Mayor's Multicultural Council

<http://www.stamfordct.gov/mayors-multicultural-council>

Mission Statement — It is the Mission of the Mayor's Multicultural Council of the City of Stamford, Connecticut to inform, celebrate, promote, understanding, appreciation and respect of the rich diversity of the many cultural groups that enrich the City.

The Mayor's Multicultural Council (MMC) has approximately 20 members who celebrate and promote the understanding along with the appreciation, understanding and respect of a rich diversity of the many cultural groups that enrich the City of Stamford. Annual programs such as: My Neighbors Faith,



Columbus Day Parade, Miss Latina USA, Martin Luther King celebration, Stone Soup, Three Kings Celebration, Indian Festival of Lights and Juneteenth celebrations, are an opportunity to bring the community together. Additionally, the MMC recognizes more than thirty Independence Day celebrations throughout Stamford each year.

In October of 2013, the Mayor, in collaboration with the MMC and the city's elementary schools, hosted the first Mayor's Children's Parade to celebrate the diversity of cultures that make up our student population. In 2014, the Second Annual Mayor's Children's Parade was held at Cummings Beach Park followed by the inaugural International Festival that celebrated diversity through dance.

This year, the monthly visits to Houses of Worship have been added to increase the understanding and celebration of diversity.

g. Mayor's Task Force on the Animal Control Center

<http://www.stamfordct.gov/animal-control-task-force>

Mayor Martin inherited an Animal Control Center with many issues. During the course of the first six months of 2014, the Center's director was arrested and the volunteers were banned from the Center. Compassionate citizens have rallied around concerns for the animals' welfare and potential for adoption. In addition to the above, while the current facility is adequate, a Task Force is looking at the possibility of an enhanced shelter.

As a result, Mayor Martin established a Task Force charged with the following:

- Identify volunteer procedures and policies;
- Seek out alternate locations;
- Identify policies and procedures by which to operate the facility;
- Determine staffing needs; and
- Recommend and submit ordinances that may be necessary.

The Task Force was formed in June of 2014. It is well on its way to accomplishing its mission.



Mayor's Office	2012-13	2013-14
- Appointment to Boards & Commissions	100+	75
- Standard & Poors Bond Rating	AAA	AAA
- Moody's Investors Service rating	Aa1	Aa1
Mayor's Youth Employment Program Participants	75	75
Adventure Education Program # of students served	235	242
Total Operating & Board of Education Budget (millions)	\$ 479.80	\$ 493.10
Average mill rate increase	2.43%*	3.41%
Capital Budget (millions)	\$ 57.0	\$ 38.1
*revaluation		

1. OFFICE OF ADMINISTRATION

a. Structure/Overview

The Office of Administration is responsible for the administration of municipal finance functions including, but not limited to, accounting, treasury, payroll, budgeting, purchasing, central services, grants, tax assessment and collection, risk management, and information technology.

As the chief financial officer for the City, the Director of Administration has all of the customary powers of Town Treasurers and as such, is responsible for issuance of all municipal debt. In January 2014 Standard & Poor's reaffirmed the City's AAA credit rating.

b. FY 2014-2015 Budget Highlights

In July of 2013, the Office of Administration conducted a \$22.1 million Revenue Bond Offering on behalf of the Stamford Water Pollution Control Authority. Both Standard and Poor's and Moody's reaffirmed their ratings, AA+ and Aa2 respectively. \$12.8 million was issued to fund new capital projects and \$9.3 million was issued to refund existing Revenue Bonds. The successful refunding resulted in a



net present value budgetary savings of \$617,670, which allowed the SWPCA to establish a much needed operating reserve fund.

c. FY 2014-2015 Budget Highlights

Emphasis continues to be placed on working with City departments to improve fiscal discipline, manage costs and judiciously allocate capital resources. The approved FY 2015 Operating Budget of \$507.9 million (which includes City operations and the Board of Education) resulted in a 2.91% average mill rate increase. The approved FY 2015 Capital Budget of \$42.8 million was within the City's "safe debt limit" guideline of \$30 million after taking into account grants and reimbursements and reflects more deliberate and much-needed capital planning.

d. Grants & Community Development

Grants Office

Grants Administration includes identifying funding resources, developing and submitting applications, shepherding grant contracts through the local approval process, subcontracting, financial reporting, processing required budget adjustments and programs, and facilitating financial and compliance audits. Open communication with the grantor and all operating departments is maintained to maximize revenue and ensure proper utilization of grant funds. The Grants Office worked with 10 federal, 13 State, 7 private and other agencies, and several municipal operating departments to administer grant programs. The Office also provided staff support for the Mayor's Community Arts Partnership grant program.

In FY 2014, the Grants Office managed 162 grant awards totaling \$336,282,796. Federal, State, local and private grants totaled \$245,231,215 and the municipal cost share was \$91,051,581. The 53 new grant programs administered in FY 2014 included the following types: 36 Special Revenue, 2 Community Development, 5 Capital, and 10 Fund grants. The new grant programs totaled \$17,779,281 including municipal matching funds. Grant funds collected during FY 2014 totaled \$38,355,249.

Grants Office: Community Development

The Stamford Community Development (SCD) Office directly administers the City's federal entitlement and competitive grants from the U.S. Department of Housing and Urban Development (HUD). During FY 2014, the City received awards of \$933,989 from the Community Development Block Grant (CDBG)



and \$390,137 from the HOME Investment Partnerships Program (HOME). CDBG funds are allocated by the Mayor and the Board of Representatives via competitive Requests for Proposals for the rehabilitation of housing, improvements to public facilities, public services and economic development. All programs and projects that are funded through CDBG must benefit low income people and their neighborhoods. HOME funds are made available throughout the year for the rehabilitation or construction of affordable apartments and condominiums, as well as to low income homebuyers for down payment loans.

Expenditures of \$736,682 in CDBG and \$554,259 in HOME funds were made during FY 2014 for housing rehabilitation, public improvements, public services, administration, and economic development. CDBG and HOME funds were used to renovate 114 affordable housing units and construct 50 new apartments. The SCD Office made a down payment loan to one low-income household. CDBG funds were used to make improvements to 3 facilities owned by the Childcare Learning Center, Domus House, and Inspirica. CDBG funds supported 15 public service and economic development programs.

Under the Neighborhood Stabilization Program (NSP), federal funding, passed through the State Department of Housing, is used for acquisition and rehabilitation of foreclosed property to provide affordable housing for sale or rent to low income households.

In FY 2014, two foreclosed condominiums were rehabilitated and sold to low income buyers. Through these sales the City received \$167,730 in NSP Program Income which the City returned to the State of Connecticut. The State deducted 5% from the Program Income and then increased our grant by \$159,343 for a total of \$3,712,198.

One single family home was rehabilitated by non-profit developers and is on the market for sale. It was under contract to be sold in August 2014. A buyer of a condominium, who received a NSP down payment loan, purchased a home and sold her NSP condominium to a low income buyer. The closing took place on June 27th but the proceeds of the sale were not received until after June 30th. Together, these two sales generated \$246,920 to the NSP program to be returned to the State which in turn will increase our NSP Grant by \$234,574 in FY 2015.



Four other rental properties were previously acquired and are being rehabilitated with NSP funds for a total of 12 apartments for low income people. Under NSP during the past year, the SCD Office expended \$243,779.

The Stamford Community Development Office administers the Housing Development Fund of the City's Capital Budget as well as its Linkage Affordable Housing Fund. In FY 2014, the Office made a loan of \$1,100,000 to Charter Oak Communities for the development of 45 new apartments for low income households. One million dollars of this loan was released for the construction, and the remaining \$100,000 will be released upon completion and occupancy in FY 2015. In FY 2014, the City committed \$350,000 in a Linkage mortgage loan to the Mutual Housing Association to rehabilitate 48 apartments for low income households at Trinity Apartments. This rehabilitation work, totaling \$3,334,000, will be undertaken in FY 2015.

The Stamford Community Development Office administers the City's Inclusionary Zoning Affordable Housing Trust Fund that receives fee-in-lieu payments from developers who opt out of providing the required affordable housing in their newly constructed multifamily housing. In FY 2014, the City received \$116,963 in developer fees. The developer funds are loaned to other developers who agree to construct or rehabilitate affordable housing. In addition, these funds are used as bridge loans to the Housing Development Fund, Inc. (HDF) for making down payment loans to low income homebuyers. After the closing, HDF provides the loan documents to the Office which, after confirming that the buyer was eligible for federal assistance, reimburses the Affordable Housing Trust Fund account with HOME funds. One down payment loan of \$20,000 was made to a low income homebuyer by HDF in FY 2014.

The total expenditure of funds from all sources in FY 2014 by the Community Development Office, from all sources, was \$2,602,303.

Grants Office		
- Grants programs administered	161	162
- Grant funds collected	\$ 31,272,599	\$ 38,355,249
- CDBG Allocation	\$ 877,433	\$ 736,682
- HOME Investment Partnership Funds	\$ 401,082	\$ 554,259
- Neighborhood Stabilization Program Total Grant	\$ 3,552,855	\$ 3,712,198



- Total Community Development expenditures	\$ 3,463,000	\$ 2,602,303
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e. Office of Policy and Management (OPM)

The Office of Policy and Management (OPM) coordinated and prepared the Operating Budgets for FY 2015 for the General Fund and Special Revenue Funds including the E.G. Brennan Golf Course and the Marina Fund. Additional budgets prepared included the Risk Management Fund, the Parking Fund, and various grant programs. The Operating Budget continues to implement GASB Statement 34 changes such as department charges for employee benefits which include social security, unemployment compensation, medical, life, and pension contributions. OPM coordinated and prepared the City's seven-year Capital Budget. OPM also participated in due diligence reviews with S&P and Moody's for the WPCA bond sale in July 2013 and a City review by S&P in January 2014 reaffirming the City's AAA rating.

OPM monitored all revenues and expenditures through the preparation of various financial analyses including quarterly financial projections, quarterly capital projects status reports and fiscal reviews of all requested administrative and board budget transfers and supplemental appropriation requests. OPM closely monitored major expense accounts such as public safety overtime, solid waste disposal, and utilities. OPM is also responsible to manage the City's Internal Service Fund for medical benefits.

OPM provided assistance to other departments in areas such as costing out the wage impact of proposed labor settlements and reviewing potential fee and fine increases, including reimbursement rates for police special duty assignments.

OPM managed a central cost allocation plan for the telephone system and Central Services and it also functioned as a central point of service to all departments and elected officials in the provision of analytical services in support of special projects or requests for information.

f. Controller's Office

The City Controller's Office heads the finance function and is responsible for accounting and financial reporting, accounts receivable, accounts payable, treasury and cash management, and debt management. Its mission is to maintain financial management systems that produce timely and



accurate information to aid in effective decision making for the Mayor's Administration, elected officials, citizens, creditors, investors, grantors, and other interested parties. The City Controller's Office manages the accounting and payroll functions for both the City and the Board of Education for over 40 separate and distinct funds including governmental funds, proprietary funds, and fiduciary funds.

The City was once again awarded the Certificate of Achievement for Excellence in Financial Reporting for its Comprehensive Annual Financial Report (CAFR) for the year ended June 30, 2013. This was the 26th consecutive year the City has received this prestigious award from the Government Finance Officers Association (GFOA).

g. Office of Assessment & Taxation

The Office of Assessment and Taxation is responsible for the valuation of all property located within the City and for the billing and collection of property taxes which account for approximately 88% of the City's annual revenue.

h. Tax Assessment and Property Valuation

The Assessor's Office and Property Revaluation Department is responsible for establishing and maintaining fair and equitable property assessments so each property owner bears an appropriate share of the tax burden. The Assessor's Office is responsible for accurately identifying, listing, and valuing all taxable property within the City of Stamford. The principal activity of the Department is the preparation of the Grand List which represents the total assessed value of all property. In establishing the Grand List the department must determine values for approximately 39,000 real estate parcels, 109,000 motor vehicles, and 5,000 personal property accounts. The Property Revaluation Department is responsible for analyzing market trends for both residential and commercial properties as part of the implementation process of State-mandated revaluations.

In addition, the Department administers property exemption programs as mandated by State statute, administers local senior tax relief and veterans' programs, files required reports with the State of Connecticut, and responds to numerous requests for information, primarily from the general public, local businesses, other City departments, and other cities and towns throughout the State.



The 2012 Net Grand List of all taxable property totaled \$18,839,166,277, a decrease of \$5,455,239,963 from the 2011 Net Grand List, due to a mandated revaluation.

In addition, the Assessor's Office successfully resolved over 77% of pending tax appeal cases during the fiscal year. This represented a contested value of \$6.5 billion in assessed value at a settlement rate of less than 10%.

Appeals process

Upon taking office, one of Mayor Martin's first steps was reforming the Appeals Process for residents who wish to challenge the City's valuation of their process. Mayor Martin accomplished the following:

1. Making the process more understood – including a web page devoted to the subject;
2. Issuing press release

i. Revenue Services (Tax Collection)

The primary responsibility of Revenue Services is to maximize tax revenue due the City. The Department has responsibility to bill taxpayers, collect and process payments, deposit and control revenue received, provide an effective delinquent collection program (including the timely filing of tax liens), furnish appropriate records and reports, and reply to requests for information from taxpayers and others.

The total amount of taxes, interest, and lien fees (current and prior year) collected in FY 2014 were \$452,344,382, an increase of \$17,054,428 from the previous year. Current year levy tax collections, including supplemental motor vehicle, were \$441,572,248, and total current and prior year levy tax collections were \$449,042,971.

The FY 2014 levy tax collection rate for all property types was 98.80%. This was the thirteenth consecutive year that the collection rate exceeded 98% and continues to represent the highest consecutive annual rate of collection in the City's history.

The City continued its relationship with an outside vendor (Collection Company of America) to collect delinquent motor vehicle taxes and realized over \$551,000 in additional revenue with this program in FY 2014.



Tax Collection	2012-13	2013-14
- Amount collected (including interest, lien fees)	\$ 435,289,954	\$ 452,344,382
- Increase from prior year	\$ 15,053,403	\$ 17,054,428
- Tax Collection rate for all property types	98.00%	98%
- Delinquent MVD taxes collected	\$ 450,000	\$ 551,000

Taxation Services

The Taxation Services Department is responsible for providing administrative support to all Assessment and Taxation departments and also provides a variety of customer services in support of that process.

j. Purchasing & Central Services

Purchasing

During the year, the Purchasing Department administered and processed over 12,312 purchase orders for goods and services; administered 344 City competitive bids; 112 competitive proposals; awarded 53 contracts based on cooperative bids; 174 contracts based on State of Connecticut contracts; 26 GSA contracts; and 98 miscellaneous contracts. In addition, 158 contracts were extended and 107 City bid waivers were authorized, of which 40 were on behalf of the City and 67 were on behalf of the WPCA.

Also, the Purchasing Department continued to refine its online bid system (E-Procurement). All bids and Requests for Proposals are retrieved electronically through the City's Purchasing website. Vendors are required to register online and download bid documents, eliminating the need for Purchasing staff to photocopy and mail bid materials to prospective vendors. This process has resulted in more operational and economic efficiencies in Purchasing.

Purchasing	2012-13	2013-14
- Purchase orders processed	11,916	12,312
- Competitive proposals	127	112
- Contracts/amendments based on State of CT contracts	203	174
- GSA contracts	18	26
- Bid waivers processed	234	107



Central Services

The Central Service operation printed approximately 6.1 million impressions using a variety of copying and printing devices. The Department also processed approximately 126,000 pieces of outgoing U.S. mail.

k. Risk Management

The Risk Management Department's principal responsibilities include the purchase of insurance; administration of self-insured losses; budgeting; and allocation of insurance premiums, administration charges, and safety and loss control.

The Risk Management team includes a Risk Manager, a Safety and Training Officer, and an Office Support professional. Some of the principal initiatives of Risk Management are departmental and facility risk assessments, training, incident investigations, and safety audits. Risk also participates in regulatory (i.e., OSHA) inspections of City and Board of Education facilities and assists in remediation of any issues found. The Safety Officer participates in monthly roundtable meetings with CONNOSHA and continues to consult with CONNOSHA to develop mandatory safety programs for use in some of our facilities. Risk oversees the management of Workers' Compensation claims, meeting with adjusters and managers regularly to review the handling of such claims, and continues to review claims on a regular basis. The Risk Manager also writes insurance requirements for, and reviews, all leases, contracts, grants, and more than 3,000 building use/special event permits per year for insurance purposes. As part of the internal City FEMA/Insurance loss team, in conjunction with the City's insurer's adjuster, handling property damage claims and working to reduce risk of loss to property have become major components of the Risk Manager's job function.

Safety committees, risk assessments, accident investigations, safety training, and first aid/CPR/Automatic Electronic Defibrillator (AED) training, which were once again emphasized during the fiscal year, continued to increase safety and accident prevention awareness and improve compliance among employees of the City. Stamford continues to participate in National Drive Safely Work Week, sponsored by the Network of Employers for Traffic Safety (NETS), and continues to focus on the dangers of distracted driving. The number of at-fault motor vehicle accidents increased during this fiscal year. In response to this, additional training is being provided where appropriate. There were 518 worker



injuries reported during the fiscal year which is a reduction compared to the prior year total of 553 injury claims. The dollar value for those claims is 25% lower than the prior year. The 3,012 training events provided to employees during the fiscal year focused not only on regulatory compliance but also on reducing losses in categories with the highest rates of incidence and severity. Slips, trips, and falls account for 32% of employee injuries that occurred during the fiscal year.

Risk Management	2012-13	2013-14
- reduction in dollar value for injuries in at-fault collisions (from prior year)	-37%	-25%
- Training events	2,758	3,012

I. Technology Management Services

While our user base and application demand continue to grow and flourish the Technology Management Services Department (TMS) remains vigilant to providing the very best technology solutions available for our City and Board of Education staff and students along with the citizens of Stamford. In FY 2014 alone, we added an online citizen services smart phone application, “My Stamford” (for iPhone and Android devices), as well as re-envisioned the Building Department application process by implementing an online building permit application called “View Permit.” We are currently working on online health and fire inspections which we hope to complete in FY 2015.

Assisting the Board of Education in the State-mandated online “Common Core” testing program has been the primary focus of technology for the last year. Increased device inventory, increased wireless access, and teacher training have improved tenfold in the last year and will continue to build as the Common Core is expanded. Extensive work has also been completed to expand the Board of Education website (stamfordpublicschools.org).



2. OFFICE OF ECONOMIC DEVELOPMENT & INTERGOVERNMENTAL AFFAIRS

i. Structure/Overview

The Office of Economic Development and Intergovernmental Affairs is responsible for the business attraction and retention efforts for the City of Stamford. The Office assists companies and organizations in navigating City and State regulations and identifying and administering various City and State incentives. The goal of these efforts is the expansion and diversification of the City's tax and economic base.

The Director acts as the chief liaison for the City's governmental relationships, including Washington delegations, Federal government agencies, the Connecticut General Assembly and State development agencies and also oversees the City's State and Federal lobbying contracts.

The Office coordinates with the City's Grants Office to solicit Federal and State grant programs. Recent successful awards to the City include:

- USDOT TIGER3 grant — \$10.5 million;
- Federal Transit Administration — \$5.6 million for the Stamford Urban Transitway Phase II;
- HUD Community Challenge Grant — \$1.1 million for planning and implementation of the West Side Vita Health and Wellness District;
- FEMA - SAFER Grant — \$988,848 and Port Security — \$610,000;
- National Fish and Wildlife Foundation — \$500,000 for Mill River Stormwater Treatment;
- US Department of Homeland Security — Firefighter Equipment — \$56,000 and \$40,000 for Bomb Squad funding.

The City received grants from the State:

- CTDOT — \$4.9 million for improvements to Pacific and Canal Streets, \$850,000 for West Main St Bridge Repair and \$460,000 TOD Grant for Glenbrook and Springdale districts;
- DECD — \$1.0 Million Brownfields Remediation and \$155,000 City Canvases Grant for the train station illumination project.



Stamford is a recognized national financial center and is the largest international trade center between New York and Boston. It has a strong and diverse business base, including a high concentration of national and international corporate headquarters, and is the major retail trade center in Fairfield County. Stamford is also an important residential suburb in one of the highest per capita income areas in the United States.

[Note: The 2012 median household income in the Stamford metropolitan area was approximately \$76,797 which was higher than the median income of approximately \$69,519 for households in Connecticut per CT.gov.]

In Fiscal 2014, like other major cities, Stamford was adversely impacted by the continuing weak national economy. While, unemployment and vacancy rates remained relatively high in the rest of the country, Stamford's strong and diverse economic and tax base provided the City with financial resilience. The 5.8% unemployment rate in Stamford for August of 2014 compared favorably to a decreasing unemployment rate for the State of Connecticut of 6.9%. Over the last year, Stamford has seen a 1.74% increase in recent job growth.

Unemployment Rate:			
	August 2014	August 2013	August 2012
US	6.1%	7.3%	8.1%
CT State	6.9%	7.9%	8.7%
Stamford	5.8%	6.6%	7.3%
		2012-13	2013-14
Unemployment Rate		7.30%	6.60%

While the unemployment rate has been steadily declining, the City's vacancy rate has remained relatively steady. Direct commercial office vacancy rates in Stamford CBD and Non-CDB are currently 21.4% and 19.3% respectively, versus 18.5% in Fairfield County. The small drop in direct commercial vacancy rates from their peak levels is a result of the City benefiting from active, ongoing economic development due to its strategic location and other attractive attributes.

Stamford boasts an extraordinarily diverse economic base, which includes a critical mass of firms in several important industry clusters. The City is the State's largest business center and is one of the pre-



eminent locations for corporate headquarters, ranking within the top 10% nationally. Stamford has become a world financial center, with international banks, hedge fund companies, and other financial service providers adding jobs and occupying office space. Stamford is also the largest international trade center between New York and Boston. The City is the home for leading employers across multiple industry sectors, including: banking; insurance and reinsurance; office equipment; pharmaceuticals; consumer products; media and information technology; and retail. The high market costs of commercial real estate in Manhattan and nearby Greenwich, and the overall cost of doing business in metropolitan New York, are making relocation of businesses to Stamford more affordable and appealing. Despite that, however, the office space vacancy rate in Stamford is currently approximately 23.7%, with Class A rents typically ranging from \$40 to \$50 per square foot. The Stamford industrial and retail space vacancy rates are both below 7%.

Despite a slow and uneven economic recovery in retail, Stamford still enjoys a very low vacancy rate (estimated at 4-7%) in retail space. Attracted by the City's high median income and spending patterns, retail projects, including new bank branches, pharmacies, and national retail outlets, continued to open in the City's neighborhoods during the past year. Restaurants such as Fish Restaurant + Bar (Bedford Street), Gastro Bar Restaurant + Wine Bar (Park Place), Celebrity Chef Aaron Sanchez's Paloma (15 Harbor Point Road), Sign of the Whale (6 Harbor Point Rd), Azuca (Park Place), McFadden's Restaurant & Saloon (Main Street) have all opened in the past twelve months.

Stamford continues to lead the national trend of drawing people back to live in city centers. Stamford has added thousands of new housing units during the last decade, especially in the downtown area. Recent accomplishments include:

- Construction of the Summer House, 184 Summer Street, - 222 residential units, 2,200 square feet of retail space. The project is slated for completion Fall 2015.
- Construction is well underway at Park Square West Phase II, 66 Summer Street, and Phase IV, 1055 Washington Boulevard, Trinity Financial - Two buildings totaling 417 residential units, - 348 parking space addition to the Summer Place Garage, 66 Summer Street is slated for completion for spring, 2015 and 1055 Washington Boulevard is slated for completion either late 2016 or early 2017.



- After many years, Parcel 38 will be developed as part of a partnership between the F.D Rich and Ironstate Development Company with plans for the building of 672 housing units, and retail on the site with construction anticipated to begin in 2015.
- Belpointe, 112 Southfield Avenue construct a 109 multi-family residential apartments.
- Construction of 78 apartments in a 5-story mixed use building with 21,000 s.f. of ground floor commercial space along with site improvements.
- A Marriott Residence Inn, Stamford's first extended-stay hotel with 125 rooms is currently being constructed by Seaboard Properties and is slated to open in the Spring of 2016.
- The City's housing authority, Charter Oak Communities, broke ground for Greenfield, a 45-unit mixed-income residential development and the third phase of the Vidal Court revitalization project, scheduled to open late 2014.

The strength of the market was demonstrated with the recent sale of 75 Tressor Boulevard for \$120.5 million (\$350,000/unit).

CT Department of Transportation announced that SMDV Corporation was the successful bidder on the transit-oriented development project at the Stamford Transportation Center. The TOD development, the first public/private development of its kind in the State will improve commuter parking availability with the construction of a new commuter parking garage located on Station Place, in addition to construction for 600,000 sq. ft. of commercial space, 60,000 sq. ft. of retail space and a hotel and residential development.

Restoration of the Mill River, which includes the creation of a new 28-acre urban park along its banks and a greenway leading from downtown Stamford to Long Island Sound, continues. The Mill River Park is spurring development and real estate tax revenues. Over 1,000 new residential units have been built or are in development around the perimeter of the park. Mill River Park celebrated its Grand Opening last year and will continue to expand over the coming years.



ii. Economic Indicators

Labor Force Data

<u>Reporting Period</u>	<u>Labor Force</u>	<u>Employed</u>	<u>Unemployed</u>	<u>City of Stamford</u>	<u>Unemployment Rate (%)</u>	
					<u>Bridgeport/ Stamford Labor Market</u>	<u>State of Connecticut</u>
July 2014	70,686	66,676	4,010	5.7	6.3	6.8
2013	67,619	63,290	4,329	6.4	7.2	7.8
2012	68,126	63,362	4,764	7.0	7.9	8.4
2011	68,842	63,868	4,974	7.2	8.2	8.8
2010	68,241	63,017	5,224	7.7	8.5	9.1
2009	67,693	62,721	4,972	7.3	7.8	8.2
2008	66,853	63,710	3,143	4.7	5.3	5.7
2007	66,220	63,761	2,459	3.7	4.1	4.6
2006	65,813	63,446	2,367	3.6	4.0	4.4
2005	65,186	62,435	2,751	4.2	4.5	4.9
2004	64,787	62,120	2,667	4.1	4.6	4.9
2003	65,462	62,466	2,996	4.6	5.1	5.5

Source: State of Connecticut, Labor Department, Office of Research.

Industry Classification

<u>Sector</u>	<u>City of Stamford</u>		<u>State of Connecticut</u>	
	<u>Number</u>	<u>Percent</u>	<u>Number</u>	<u>Percent</u>
Agriculture, forestry, fishing, hunting, mining...	96	0.2%	6,539	0.4%
Construction	4,891	7.8	101,094	5.8
Manufacturing	3,475	5.6	193,152	11.0
Wholesale trade	1,651	2.6	43,227	2.5
Retail trade	5,482	8.8	189,948	10.9
Transportation, warehousing and utilities	2,109	3.4	66,665	3.8



Information	1,544	2.5	42,113	2.4
Finance, insurance, real estate and leasing	8,901	14.2	162,400	9.3
Professional, scientific, management, administrative and waste management	11,873	19.0	189,609	10.8
Educational, health and social services	11,578	18.5	459,714	26.3
Arts, entertainment, recreation, accommodation and food services	5,762	9.2	144,326	8.3
Other services	3,612	5.8	80,265	4.6
Public administration	<u>1,511</u>	<u>2.4</u>	<u>67,741</u>	<u>3.9</u>
Total	62,485	100.0%	1,746,793	100.0%

Source: 2009–2011 American Community Survey.

Major Employers

There are over 6,000 businesses located in Stamford. Its major employers include the following:

<u>Name</u>	<u>Nature of Business</u>
AC Nielsen	Computer and Data Services
Affinion Group	Marketing
Asbury Automotive Group Inc.	New and Used Car Dealers
Ascent Media	Programming
AT&T	Telephone and Communications
Bank of America	Finance
Bank of Ireland	Finance
Carolee	Jewelry Manufacturing
Charter Communications	Telecommunications
Chartwell Re Corp.	Reinsurance
Chelsea Piers	Leisure/Sports
Chirex Inc.	R&D for Pharmaceutical Company
Circom/ACMI	Medical Instruments (HQ and Mfg.)
Citizen Communications	Utility
City of Stamford	Government and Education



Conair	Beauty Products (HQ)
Crane	Industrial
Crompton & Knowles	Chemicals
CYTEC	Chemicals (Research Laboratories)
Daymon Worldwide	Financial
Design Within Reach	Retail furniture (HQ)
Digitas	Digital Media
Deloitte	Public Accounting/Consulting
Elizabeth Arden	Cosmetics
Ernst & Young	Public Accounting/Consulting
Fairway Market	Retail Food
Fuji Photo Film	Manufacturing
Gantos	Women's Apparel and Accessories
Gartner, Inc.	Information Technology Advisory Services
GE Money	Finance
Guardian Life	Insurance
GE Money	Finance
GE Commercial Finance	Finance (HQ)
General Re Corporation	Insurance (HQ)
General Signal	Transportation
Graph Network	Cable Television
Harmon International	Electronic Manufacturing (HQ)
Hexcel Corp.	Carbon Fiber Industrial Products Manufacturer
Indeed.Com	Internet Search (HQ)
Independence Holding Co.	Life and Health Insurer
International Telecomm Data	Billing Management Systems and Support Services
Intrepid Aviation	Aviation Services (HQ)
ITDS	Computer Software
Jefferies & Co.	Investment Advisors
KPMG	Accounting, Audit



Legg Mason	Finance
Lone Star Industry	Manufacturing and Distribution of Cement
Louis Dreyfus Highbridge	Energy Trading (HQ)
META Group	Consumer Services
Moore Corporation	Printed Forms
NacRe Insurance	Insurance
NBC Sports Group	Media (HQ)
NBC Universal	Media
Nestle Waters North America	Consumer Products (HQ)
Omega Engineering	Temperature Control Devices (HQ and Mfg.)
Oracle	Computer Software
Pitney Bowes, Inc.	Office Equipment (HQ)
Point 72 Asset Management, LP	Investment Banking (HQ)
Price Waterhouse Coopers	Public Accounting/Consulting
Purdue Pharma	Pharmaceuticals (HQ)
Rochdale Securities	Finance
Rockefeller & Co.	Wealth Management
Royal Bank of Scotland	Investment Banking (N. American HQ)
Sempra Energy Trading	Trading
Shamrock Maintenance Inc.	Building Cleaning Services
Silgan Holdings	Metal Products
Stamford Health Systems	Medical Care
Stamford Town Center	Retail Stores
Star Gas Partners	Liquefied Petroleum Gas Dealers
Starwood Hotels and Resorts Worldwide, Inc.	Leisure (HQ)
Synapse	Marketing
Tastey Bites	Food Manufacturing (HQ)
The Stamford Hospital	Medical Services
Thomson-Reuters	Publishing, Business Information
TIG Reinsurance	Insurance



Titan Sports WWE	Professional Wrestling
Tosco	Petroleum Refining
Tronox	Manufacturing (HQ)
Tweedy Browne	Financial Services (HQ)
U.S. Postal Service	Local and Regional Mail Service
UBS	Investment Banking (HQ)
Unilever Home & Personal Care	Home Care Products
United Distillers & Vintners	Beverages (HQ)
Versus	Communications/Programming
Vineyard Vines	Clothing Manufacturing (HQ)
Wachovia Bank, National Association	Banking
XL America	Financial, Info Tech, Insurance

HQ—Headquarters/Offices Mfg—Manufacturing Facilities

Office Vacancy Rates

Calendar <u>Year</u>	Stamford Central		Stamford Non-Central		Fairfield County	
	<u>Square Feet</u> <u>Existing</u> ¹	<u>Vacancy</u> <u>Percent</u>	<u>Square Feet</u> <u>Existing</u> ¹	<u>Vacancy</u> <u>Percent</u>	<u>Square Feet</u> <u>Existing</u> ¹	<u>Vacancy</u> <u>Percent</u> %
2014	6,745,182	24.8%	8,782,523	22.6%	40,135,173	20.5
2013	6,745,182	26.5	8,809,933	23.5	40,266,524	20.8
2012	6,776,181	26.8	8,873,350	23.2	41,881,271	21.0
2011	6,828,948	26.9	8,772,449	24.7	41,642,440	20.5
2010	6,828,948	26.9	8,772,449	24.7	41,642,440	20.5
2009	6,741,182	16.9	8,061,946	19.1	40,041,515	14.7
2008	6,308,281	14.2	8,243,247	15.8	39,581,321	12.5
2007	6,308,281	13.7	8,174,740	15.7	38,774,641	14.7
2006	6,308,281	15.7	8,174,740	19.0	38,774,641	16.9
2005	6,307,898	16.0	8,279,388	18.2	38,236,387	18.1

Source: Cushman & Wakefield.

¹ Includes Class A and Class B Office Space



Value of Building Permits

<u>Fiscal Year</u> <u>Ended 6/30</u>	<u>Residential</u>	<u>Commercial/</u> <u>Industrial</u>	<u>Apartments/</u> <u>Condominiums</u>	<u>Total</u>
2013	\$ 59,554,447	\$380,202,667	N/A ¹	\$439,757,114
2012	60,861,801	203,491,861	N/A ¹	264,353,662
2011	52,586,486	261,632,862	N/A ¹	314,219,348
2010	48,768,097	143,898,869	N/A ¹	192,666,966
2009.....	53,124,017	329,541,802	N/A ¹	382,665,819
2008.....	76,143,181	357,865,859	N/A ¹	434,009,040
2007.....	50,778,452	412,070,047	N/A ¹	462,848,499
2006	129,419,254	260,684,635	\$15,113,989	390,103,889
2005	131,175,576	110,859,988	4,311,000	257,149,553
2004	138,432,128	196,867,884	4,487,000	339,611,012
2003	76,738,245	117,209,684	16,057,715	198,434,929

¹ Included in residential values.

7. OFFICE OF PUBLIC SAFETY, HEALTH & WELFARE

a. Structure/Overview

The Office of Public Safety Health and Welfare has responsibility for the administration, supervision and performance of all municipal functions related to the Police Department, Fire Department(s), Rescue, Emergency Medical Services, the Office of Emergency Management, Stamford Health and Social Services, the Smith House Skilled Nursing Facility, the Stamford Senior Center and the abatement and management of environmental contamination.

The Director coordinates and supports all initiatives undertaken by the departments under the Office of Public Safety, Health and Welfare and handles all media related public safety inquiries, analyzes crime trends and incident reports, issues emergency alerts as appropriate to inform the public of any emergency situation and continues to strengthen the City's goal to improve its public safety efforts.



b. 2013-2014 Highlights

This fiscal year, Stamford has been ranked by the FBI as the safest city in Connecticut and in New England, the second safest city in the northeast region and the 14th safest city in the country out of 272 cities with populations greater than 100,000.

Public Safety	2012-13	2013-14
- Ranking among 264 cities with populations over 100,000 (per FBI)	11	14

There have been many significant advances towards the Office of Public Safety's goal of creating a safer community and improving the quality of life in Stamford:

- Continues to move forward with Strategic Planning for the Offices of Public Safety, Health and Welfare.
- Enhanced Emergency Medical Dispatching in the 911 Communications Center.
- Improved Emergency Response for Medical Emergencies reducing risk to residents and first responders with improved use of resources.
- School Safety and Security continues to be a priority with District Commanders providing routine visits for the safety and security of public and nonpublic schools.
- Enhanced active shooter response for the Stamford School System.
- Improved safety of residents, Drivers and pedestrians through public education and enforcement campaigns.
- Improved time and record keeping in the Offices of Public Safety.
- Improvement of Fire Protection and the continued unification of the Fire Service.
- Multi Agency coordination of response and investigations between Police, Fire, Health and other agencies.
- Coordinated full scale Statewide Emergency Preparedness and Planning Initiative exercises with the State of Connecticut.
- Conducted citywide Emergency Management Tabletop drills simulating various situations including mass casualty incidents, mass prophylaxis Hurricane preparedness, active-shooter and potential terrorism scenarios for emergency response and preparedness.



- Improved emergency management communications with the Stamford community.
- Implemented program(s) to help businesses mitigate damage and loss resulting from a disaster or emergency.
- Continue to liaison and works with many community agencies and private groups including the Fairfield Business Council, DSSD, Chamber of Commerce, Building Owners and Managers Association (BOMA) and neighborhood associations to disseminate information about emergency preparedness, school security and safety, homelessness and youth initiatives.
- Continued improvement of the City's Emergency Operations Center with state-of-the-art technology, equipment and policies and procedures.
- Continued to improve public safety through many coordinated efforts resulting in Stamford being named the safest City in New England, the second safest city in the northeast and the 14th safest city in the U.S.A.
- Continued fire safety education programs emphasizing the Smoke and Carbon monoxide detector ordinance requiring the installation of smoke and carbon monoxide detectors in all single and two family homes.
- Collaborated with the United States Army Corps of Engineers regarding the Stamford Hurricane Barrier to improve emergency planning and response when severe weather affects the coast.
- Assisted in developing and coordinating youth initiatives between the Mayor's Youth Service Bureau and the Stamford Police Department to reduce violence and increase awareness through participation in city programs.
- Worked to empower the Social Services Commission to act as an oversight committee in areas pertaining to social welfare concerns facing the residents of Stamford such as fair rent and discrimination.
- Coordinated the planning, response, mitigation and recovery from major disasters and events.

The Offices of Public Safety, Health and Welfare continue to work together as a professional team regarding all issues necessary to improve the safety, health and welfare of the residents and visitors to Stamford.



Type of Contact	Number of New Contacts (Fiscal Year)				
	2009-10	2010-11	2011-12	2012-13	2013-14
Access Health CT - Husky A, B, D	600	852	936	936	1500
Eviction	160	160	151	127	172
Fair Rent Complaints	10	not recorded	not recorded	0	8
Relocation	30	10	37	43	33
Renter's Rebate	1392	1369	1473	1239	1282
Senior Transportation		1748	1668	1011	918
ADA Transportation		5997	8697	8318	7913

c. Police Department

Continuing with a decades long trend, the City of Stamford has once again been named one of the safest cities in America by the Federal Bureau of Investigation, coming in this year as the 14th safest city in America out of 272 cities with a population over 100,000. Stamford has also been recognized as the safest city in the northeast region.

The rankings are attributable to the departments continued use of a community oriented policing philosophy that relies on transparency, strong ties to the community and a proactive approach to addressing community concerns and quality of life issues.

Though we have seen explosive growth in the downtown area, and a surge in the nighttime activity throughout the City, we have maintained our very low crime numbers through a combination of innovative crime fighting measures and the implementation of a more data driven approach to manpower and resource allocation.

The following paragraphs provide a division by division breakdown of highlights, statistics, programs and operations.

Police	2012-13	2013-14
- Motor Vehicle Stops	30,573	38,429
- Arrests	3,087	2,965



- Calls for service	122,596	137,729
- Special Victims Unit home visits	n/a	361

i. Patrol Division

The Patrol Division is comprised of the Uniform Patrol Division, The Marine division, The SWAT Team, The EOD Unit (Bomb Squad), the Hostage Negotiation Unit, the K9 unit and the Traffic Enforcement Unit.

The Police Department employs a district based policing system that allows for Command Staff to interact with stakeholders, community leaders and citizens in a variety of forums. This system divides the City into four policing districts, which each have unique policing issues and challenges. In October the Department formed a Traffic Enforcement Unit to address the many concerns our citizens have regarding traffic violations, accidents and other driving related issues. The response to the unit efforts has been overwhelmingly positive. The ultimate goal of the TEU is to reduce the number of accidents in the city by using a combination of education and enforcement.

During the past year officers from the Department responded to 137,729 calls for service, conducted 38,429 motor vehicle stops and made 2,965 arrests. Patrol officers also conducted 35,918 programmed patrols and park and walks in all areas of the city, paying particular interest to areas with ongoing crime issues and quality of life complaints such as disorderly groups, graffiti, illegal dumping and other concerns.

Since its inception in October, the Traffic Enforcement Unit has written 2,561 summonses for all manner of traffic violations, primarily for speed related offenses. The unit has conducted 14 speed surveys in response to community requests, has conducted monthly DUI checkpoints, is targeting repeat OUI offenders in partnership with the courts and Adult Probation, conducts underage drinking compliance checks, assists with towing and enforcement during snow emergencies, and assisted with re-writing the City thru truck ordinance in conjunction with Corporation Counsel.

The Collision and Accident Reconstruction squad handled 11 serious or fatal motor vehicle accidents during this time. 5 of the investigations were fatalities that resulted in 1 OSHA citation against an employer, and 2 pending arrest warrant applications.



The Department Special Weapons and Tactics Team is made up of 20 specially trained and equipped officers who in addition to their SWAT assignment work in jobs in virtually every unit of the department. The last year saw the team activated 22 times on a variety of incidents including high risk arrests, high risk search warrant executions and dignitary protection and crowd control operations.

The Marine Division is staffed by 1 Sergeant and 3 patrol officers during peak months, and 1 Sergeant and 1 officer during the off season. The Unit operates one 21 foot 1997 Parker Patrol boat. This boat is GPS equipped thanks to federal grant monies and is capable of operating in shallow waters. The unit also operates a 2001 Aussie Cat patrol boat equipped with motors purchased with federal grant funds. This unit contains radar, GPS, 2 rescue pumps, and a defibrillator. This boat is an excellent asset during rough seas due to its dual hull construction. Lastly, the unit operates a 2009 Rocksalt aluminum patrol boat. This unit is equipped with radar, GPS, rescue pumps a defibrillator and forward looking infrared radar purchased through a federal grant. The marine division conducts all on water law enforcement, safe boating initiatives and operations, homeland security patrols and interdiction. During the reporting period the Unit wrote 32 summonses, wrote 262 warnings, conducted 278 safety checks, assisted 20 boats in distress, 8 sinking vessels with 21 people rescued, 2 boat fires, 2 weapons calls and 6 boating accidents. The Marine division also participated in operations with the United States Coast Guard and other area Marine and Harbor Units.

The Stamford Police Bomb squad is currently equipped with state of the art equipment which allow it to conduct multiple hazardous device operations simultaneously. The unit is currently staffed with 5 bombs techs, 1 Sergeant and 1 explosives sniffing dog. Our EOD team is a regional team, and one of only 3 municipal EOD units in the state. Their primary mission is to conduct diagnostics, mitigation and render safe procedures on all suspected Hazardous Device threats including improvised devices, and weapons of mass destruction including chemical, biological and radiological threats. The EOD team was called out 96 times during this period. The team also participates in numerous operations annually with the FBI, Secret Service and State Police. 4 of our 6 techs are FBI-EOD/WMD Joint Terrorism Task Force members.

The Hostage Negotiation Team was called out 8 times during this period. The HNT is comprised of 1 Lieutenant, 2 Sergeants and 10 officers who work on a rotating, on-call schedule. The negotiators are called in from their regular duties to handle incidents such as barricaded subjects and hostage taking



scenarios. During their call outs the HNT recovered 2 large knives, multiple firearms and thousands of rounds of ammunition from barricaded subjects. All of the units call outs ended peacefully, and with no injuries to officers or civilians.

ii. Investigative Division

The investigative Division is responsible for all investigations regarding Major Crimes in the City. The division also investigates crimes against juveniles, crimes against the elderly, domestic violence offenses, white collar crimes such as bank fraud and internet crime, burglaries, larcenies, motor vehicle theft, child pornography, narcotics investigations, firearm violations, and investigations into gang and organized crime activity. The Division is made up of several units including the Major Crimes Squad, The Property Crimes Squad, the Special Investigations Juvenile Offenses Unit, The Special Victims Unit, The Crime Scene Unit and the Narcotics and Organized Crime Unit.

The Major Crimes Unit handled 326 investigations during the reporting period. These included 82 Robberies, 18 Firearms offenses, 56 Assaults, 59 DOA/Suicides, 11 Sexual Assaults, 98 Miscellaneous Investigations and 2 Homicides.

The Property Crimes Unit investigated 744 cases including major larcenies, burglaries, auto theft, bank fraud, internet fraud, scams, swindles and financial crimes investigations. The unit made 73 arrests, served 120 arrest warrants and 96 search warrants. The Financial Crimes Unit has a very successful and productive partnership with the IRS and members of the unit are deputized as IRS agents allowing the City to collect a portion of proceeds garnered from successful investigations.

The Special Victims Unit is one of a kind in the state of Connecticut. The unit investigates domestic violence incidents, crimes against the elderly, and certain sexual assault and abuse cases. In addition to arrests and 381 investigations the Unit conducted 361 home visits and seized 114 firearms from domestic violence offenders. The home visit program is a unique core component of our battle against domestic violence incidents.

The Digital Forensics Unit is another cutting edge initiative that the Department has fostered. The DFU investigates internet crimes against children, child pornography cases, and other forms of digital exploitation of children. The Unit also conducted 162 forensic examinations of phones, computers and other electronic devices connected to crimes such as homicides, sexual assaults, robberies, narcotics



cases and burglaries. The unit has 2 full time specially trained forensic examiners who report directly to the commanding officer of the division.

The Narcotics and Organized Crime Unit handles all investigations involving narcotics, prostitution, illegal gambling, illegal firearms sales, and organized crime. During this period the unit made 780 arrests, seized nearly a half a million dollars of illegal narcotics, and seized nearly 2,000,000 in cash including funds seized by the DEA as part of joint investigations. The NOC Unit also seized 13 firearms during the year. The unit works very closely with the DEA and several local departments in both statewide and federal narcotics cases.

The Special Investigations Juvenile Offenses unit conducts investigations when the victim or suspect is a juvenile as defined by Connecticut law, which is currently 17 and under. Additionally the unit manages the School Resource Officer program which keeps uniform officers at 3 public schools in the city, including our two high schools. The SIJO runs several programs that are designed as diversions to the criminal justice system and which help promote healthy interaction between the Department, the City and the youth of Stamford. These programs include the Juvenile Review Board, the Young Womens Leadership Initiative, Conflict Mediations, and Summer Camp assistance. During the past year the SIJO conducted 731 investigations including 86 sexual assaults and made 412 arrests. SIJO was also primarily responsible for the implementation of districtwide school security surveys and continues to respond to requests from both public and private schools for similar requests and follow ups.

iii. School Safety Initiative

Patrol Division Commanders also conduct school security surveys at both public and private schools throughout the city, further enhancing our close working relationship with the school district and our community.

In addition the Patrol division conducted 10,498 school programmed patrols and park and walks in an effort to enhance the safety of students at all of the City schools both public and private. This effort is a follow on to last year's completion of a comprehensive school safety evaluation.



d. Fire Department – City

Stamford Fire Department has been tirelessly working toward full implementation of the changes to the fire service within the city put forth in the Charter Change of 2012 and upheld in a court ruling in late 2013. With a complete change in administration during this fiscal year, the appointments of Chief Peter Brown and Assistant Chief Trevor Roach, priorities have shifted and a new focus on the future installed with the primary goal of providing safe, adequate and consistent Fire Protection from border to border. While Charter change has forced consolidation, a court ruling has placed some limits. The Chief of the Department has full administrative control over the entire system, but the volunteer Chiefs still retain full operational control in their 5 respective districts.

This fiscal year the Department took delivery of one new Fire Engine funded in the FY 2013-2014 budget. Two more are scheduled for delivery in July 2014 from the FY 2014-2015 capital budget.

Fire	2012-13	2013-14
- Total number of alarms responded to	11,398	11,428
- Total fires	509	445
- Structure fires	61	57
- Hazardous materials calls	95	94
- Rescue/EMS first responder calls	6,107	5,564
- False alarms	1,899	1,865
- Fire investigations	272	310
- Fire marshal inspections (total)	824	705
- Fire losses	\$ 2,612,657	\$ 4,142,178

Grant Funding

In FY 2013 – 2014, the Department received or implemented the all or part of the following grants to supplement our budget and increase our services to the City’s residents:

- FY 2012 Port Security \$36,649 for sustainment of the Fire Boat program
- FY 2011 SAFER Grant \$988,848 for Firefighter hiring



- FY 2013 SAFER (Turn of River) \$2,887,200 for Firefighter hiring
- FY 2013 SAFER \$1,045,188

Line Division

The mitigation side of the Department is known as the “Line Division”. The Line Division responded to the following lifesaving incidents:

Fiscal Year	FY 13-14	FY 12-13	FY 11-12	FY 10-11	FY 09-10
Total Incidents	11428	11398	11191	10947	10679
Structures	57	61	78	75	64
Total Fires	445	509	467	499	500
Rescue/EMS	5564	6107	5746	5923	5346
Hazardous Condition/ Materials	95	94	94	71	171
False Alarms	1865	1899	1822	1698	1733
Other	3402	2728	2984	2681	2865

The trend over the last 5 years has been a slow but steady increase in total call volume that is felt by both the personnel and the equipment. FY 2014-2015 should see the implementation of a new generation of Computer Aided Dispatch software that will allow for live “Closest to the Incident” dispatching, which will decrease incident response times and reduce wear and tear on our capital equipment. As mentioned above, fighting fires is only a portion of the lifesaving work our firefighters perform. On a daily basis firefighters respond to a wide array of incidents within the city. The greatest portion of responses are to Rescue / Emergency Medical incidents. Stamford Fire Department is the “First Responder” to all life threatening EMS calls in the city, and due to our proximity and our extensive training and expertise, many lives are saved annually. Additionally, the Department serves the city and its residents by being the lead response agency to all manners of rescue incidents, with specialized units performing Water, Scuba, Construction, Motor Vehicle, High Angle and Confined space rescue.



Fire Prevention Division

The Fire Prevention Division is the Risk Reduction arm of the Department. Their responsibilities include Fire Code Enforcement both in new construction and existing structures, Fire Cause and Origin Investigations, Arson Investigation and Public Fire Education.

Fiscal Year	FY 13-14	FY 12-13	FY 11-12	FY 10-11	FY 09-10
Fire Investigations	310	272	221	193	178
Fire Losses	\$4,142,178	\$2,612,657	\$3,709,901	\$1,533,700	\$1,825,600
Residential Unit Inspections	705	824	824	538	933
Smoke/CO Detector Self Certifications	3362	2800	N/A	N/A	N/A

Training Division

The Training Division is responsible for all OSHA, NFPA and ISO related training for the Department. The numbers below reflect only the training conducted for career personnel. Fire Department administration sees the Training Division as being an integral part of the Fire Services consolidation. During FY 14-15, an analysis of the volunteer firefighter training records will be conducted and ultimately the full integration of training records for the entire Department will be consolidated into a single database.

Fiscal Year	FY 13-14	FY 12-13	FY 11-12	FY 10-11	FY 09-10
Classes	4215	4266	2072	2673	3732
Student Hours	25281	26406	15943	16634	22578

The Training Division, over the last two fiscal years, has placed a great emphasis on Officer/Supervisor training and certification, as well as a greater accuracy in the collection of certificates of training from all employees.

The Division is also responsible for the administration of the Stamford Fire Regional School, receiving \$53,000 annually from the State of Connecticut to administer fire training for the surrounding departments, both career and volunteer.



Mechanical Division

The Mechanical Division is responsible for the servicing and repair of all Department owned vehicles and equipment. We pride ourselves on operating an extremely safe fleet. All Fire Department Vehicles must meet the stringent standards set forth by the Federal DOT, State statutes, NFPA, and CONN-OSHA. The increase in call tempo has caused the need for more maintenance to maintain our fleet availability. The Fire Service consolidation has also increased the workload experienced by our personnel.

i. Belltown Fire Department

The mission of the Belltown Fire Department is to provide excellent fire protection and emergency medical care to the residents of the Belltown Fire District and when called upon, the entire Stamford community. The department takes pride in its dedicated membership who work to maintain a high level of professionalism.

The Department responded to a total of 509 calls for service during FY 2013-2014. Belltown continues to provide primary fire protection to our fire district as well as a ladder truck to the Springdale and Turn of River fire districts. In addition Belltown has begun providing rescue services to the Glenbrook and Springdale districts and city wide as needed.

In November of 2013 a new program was initiated to track the time volunteer members spend at the station. From November 1, 2013 through June 30, 2014 members recorded over 20,000 hours inside the firehouse. Volunteers already in the firehouse are able to immediately respond to an emergency call therefore allowing Belltown's response times to remain well below NFPA requirements.

FY 2013-2014 saw no fire related injuries in the Belltown Fire District and very minimal property damage. As in past years the statistics can be attributed to early fire department notification and improved fire safety awareness. Belltown members provide fire safety presentations to all kindergarten and nursery school children within our district, and the department is an active participant in the Stamford Fire Safety Foundation's smoke detector installation program.

A capital project to improve bunk room and bathroom facilities within the firehouse remains in the planning stages. As of June 30, 2014 an additional capital project for maintenance and repairs on Tower Ladder 45 was receiving final approvals with the project expect to be completed by the end of FY 2014-2015.



The members of the Belltown Fire Department look to place a renewed focus on recruitment and retention in the next fiscal year with an aggressive campaign to recruit additional volunteers. In addition, the department looks to improve upon current retention programs to maintain those volunteers already enrolled.

ii. Glenbrook Fire Department (New Hope)

It is the mission of the Glenbrook Fire Department to provide the citizens of the Glenbrook community and other surrounding districts with the highest level of fire rescue and emergency medical care, and to promote fire safety and education.

The Company continues to provide the highest level of fire protection for the Glenbrook community and surrounding districts, and strives to improve community involvement through fire safety education. In an effort to continue providing excellent, cost-effective service, the Company aggressively pursues educational opportunities for firefighting training and public education in fire safety, and dedicates efforts to the continued growth of its volunteer membership.

iii. Long Ridge Fire Department

The mission of the Long Ridge Fire Company is to provide fire suppression, emergency medical services and other emergency protection to the residents and visitors to the Long Ridge Fire District. The Long Ridge Fire Company has proudly served the residents of North Stamford since 1928. The Department operates two fire stations with a fleet of 7 vehicles.

The department responded to a total of 597 calls for service during FY 2013-2014. We provide community outreach through our annual open house where we provide fire safety education to our residents. Our Fire Marshal's office provides home safety evaluations for the residents of our district along with battery replacement, smoke detector and CO detector installation at no cost. FY 2013-2014 saw no fire related injuries in the Long Ridge Fire District and three fires with moderate property damage.

The main fire station is located at 366 Old Long Ridge Road. The Long Ridge Fire District consists of over 3,500 homes and businesses and covers a land area of approximately 14 square miles. The population of the Long Ridge District is approximately 8,000 people. Service is also provided to



neighboring districts on a mutual aid basis. We are regularly designated as a place of refuge during storms or a cooling center during the extreme summer heat. The Long Ridge Fire Company strives to operate in the most cost efficient manner possible while providing the highest level of service the budget allows. We continually train in order to keep up with the latest technological advances so that we are prepared. Volunteers still continue to provide a key element to operations and the Company actively works to recruit and retain volunteers. FY 2013-2014 saw our ranks increase by eight new members.

iv. Springdale Fire Department

The Springdale Fire Department continues to respond to an array and variety of calls for service including extinguishing fires, providing Advanced Life Support techniques at medical emergencies and vehicle accidents. They also respond to hazardous materials emergencies, fire alarms, and weather related incidents.

The Springdale Fire Company maintains a membership which consists of dedicated members who wish to provide fire services to the residents of Stamford. The department also houses twenty (20) career Stamford Fire Department members as well as their Engine (E7).

Springdale continues to make training one of its top priorities and values training as it leads to higher certifications and better service to the citizens and visitors of the City. The Company's goal is to assure and improve the safety of the citizens living in the Springdale fire district, and the well-being of its members without which there would be no company.

v. Turn of River Fire Department

The Turn of River Fire Department has a long and proud history, dating back to its incorporation in 1928. The department continues to provide fire service with a 100 percent volunteer work force to its fire district. We most recently received a \$2.9 million FEMA grant for manpower, which will enable our department to have career firefighters augment our volunteer firefighters as was the case prior to 2008. We are committed to providing the best possible fire and rescue service to the homes and businesses we protect as a primary firefighting force in concert with the City of Stamford charter. Our department is at the forefront for fire prevention and safety with the purchase of a new Fire Prevention and Safety Trailer through a recent grant obtained from FEMA. The safety trailer is available for use citywide as well as to



neighboring communities. The Turn of River Fire Department accomplishes goals by utilizing the skills and talents of dedicated volunteer firefighters in cooperation with the services of career firefighters of Stamford.

The Turn of River Fire Department operates out of two stations, 268 Turn of River Road and 50 Roxbury Road respectively. The fire district encompasses 16 square miles of the City of Stamford and is home to a number of Fortune 500 corporate headquarters, along with a sizable commercial district and residential area. We also protect the length of the Merritt Parkway in Stamford from New Canaan into Greenwich. The number of responses has steadily increased over the years due to wide use of fire protection systems and population increase, while the number of fires within the homes of our community has steadily decreased as a result of numerous fire safety education programs being provided within our fire district.

We consistently open our doors to the public during severe storm conditions and are recognized as a safe-haven for children in crisis. We could not do any of this without the support of the public we serve and certainly would not be able to reach our goals without the members of our community who choose to volunteer with our department. The Turn of River Fire Department is committed to providing fire protection to our fire district for many years to come with the support of our neighbors.

e. Stamford Emergency Medical Services, Inc. (SEMS)

SEMS' mission is to provide consistent, compassionate, high quality, pre-hospital paramedic service to the citizens and visitors of Stamford.

SEMS responded to 13,315 calls for medical assistance this year, which was one of our busiest years to date. Of those calls 5,484 required our highly trained paramedics to perform Advanced Life Support (ALS) interventions. The sheer volume of calls requires that SEMS continues to operate a 5th ambulance during peak hours of the day to ensure quality patient care in accordance with our mission. SEMS responded to 93% of all calls within 8 minutes and SEMS has an average response time of just over 5 minutes to ALS calls.

SEMS also provided medical coverage/support to all large-scale events in the City such as the balloon parade and Alive at Five. Additionally, the harsh winter weather required us to provide assistance



beyond our normal capabilities due to poor road conditions. We deployed additional resources without interruption to our day to day operations. When our services were required, SEMS rose to the occasion.

SEMS is an integral partner and provides leadership and excellent service to the City of Stamford on a continuing basis. This year SEMS continued its training program including Emergency Medical Technician (EMT) classes and assisted with the City's Community Emergency Response Team (CERT) training. These classes increase the numbers of local trained responders available in case of a large scale incident. Finally, SEMS has become the lead agency for the hands-only CPR initiative and continues to plan future events with the goal of increasing the chances of survival for cardiac arrest victims throughout the City.

f. Health & Social Services

The Department of Health and Social Services work to improve the health and safety of those who live and work in Stamford. Through various programs, we apply the basic principles of health promotion and disease prevention. This is achieved through programs such as; public health nursing, environmental health inspection, social services, WIC (Women, Infants, and Children) services, HIV prevention, laboratory services, public health education, emergency preparedness and oral health.

Health & Social Services	2012-13	2013-14
- Environmental Inspections (housing, mold, asthma, food, daycare, etc.)	4,470	5,033
- Orders to abate code violations	249	207
- Orders to vacate illegal residential units	97	102
- Hearings held b/c food establishment failed inspection 2x	7	41
- Active TB cases	8	4
- Infants & children receiving vaccines	1,525	1,519
- Initial visits to STD clinic	661	634
- Flu vaccines given	1,249	1,068



i. Environmental/Health Inspection

There were 5,033 inspections related to housing, lead, mold, asthma, air pollution, food, noise, day care, bedbugs, pools, weights and measures, rodent, septic, permits, plan review, stagnant water, water pollution, noise and general complaints.

Summary of activity

- There were 106 food orders issued to food service establishments.
- There were 154 housing safety and zoning code enforcement (health inspections) and 23 operation safe house inspections.
- There were 207 orders issued to abate violations of code ordinances and 102 orders sent to vacate illegal residential units.
- There were 4 arrest warrant affidavits sent to the office of the State Prosecutor in Housing Court.
- There were 48 inspections assessing the environment of structures housing asthmatic children (Breath of Fresh Air Program).
- There were 41 hearings held with owners of either beauty salon or food establishments that failed two consecutive inspections.

ii. Public Health Nursing/Dental

Public Health continues to lead the way in building healthy communities, achieving health equity and improving the quality of life for all in the community.

Evidence and data drive the practice of public health nurses and dental hygienists who translate knowledge from individuals and population groups through direct care, programs and advocacy.

This is accomplished through our programs in public health nursing, school health nursing, and school dental health.

Dental Hygiene	2012-13	2013-14
- Students screened	8,251	8,373
- Percent in need of further care	9%	7.30%



Summary Activity

The Breath of Fresh Air Program (Asthma program) had 17 new clients and nurses visited this group 59 times, a 10% increase from 2012-2013, bringing educational materials along with home cleaning and dust prevention tools.

The monthly Blood Pressure Clinic located on the 4th floor of the Stamford Government Center took 123 blood pressures, referred 12 people to other providers, and distributed 40 informational packets. 75% of those screened were over 50 years of age.

The IAP (Immunization Assistance Program), which tracks children's immunization compliance had 543 children (ages 0 through 35 months) referred. Staff reviewed and updated 439 children and had vaccine information updated. Staff visited and inspected 19 provider sites. That equates to 81% of referrals completed, a 10% increase from 2012-2013. A total of 1,361 contacts were made to 543 clients. A total of 28 visits were made to medical clinics.

The Cocoon Program was again funded by the State of Connecticut. 161 adults were immunized with TDAP to help prevent the spread of pertussis to infants.

The Flu program gave 1068 doses of Fluzone vaccine during the annual campaign. That is a 15% decrease from 2012-2013 when 1249 doses were given. Medicare reimbursed the program for \$3,960 and a credit of \$1,500 was received from Sanofi Industries for returned vaccine.

There were 10 children followed for communicable diseases; 50% were for campylobacter.

Reach out and Read — 75 books were distributed to children age 6 months to 5 years of age at the well child clinics. There was one (1) referral to the adult literacy program.

There were 634 initial visits at the STD clinic with 138 follow-up visits. 560 syphilis tests were performed with 2 positive cases treated. 576 HIV tests were performed resulting in one (1) positive case. Staff provided 247 vaccines to STD clients, of which 55% or 136 were for Hepatitis A and B.

Thirty-six pregnancy tests were performed and 9 were referred to prenatal care.

Travelers' Clinic served 410 clients who received 591 vaccinations and 74 malaria prescriptions were written. A total of \$38,135 was collected in fees.



There were 4 new active Tuberculosis cases. All 4 cases were adult pulmonary cases. All were followed by D.O.T. (Direct Observation Therapy) with 361 visits. One case received a 12 dose therapy for Latent for 12 visits. There were 64 PPDs planted in TB Clinic; 9 positive PPDs (14%).

A total of 1,519 vaccinations, 815 screening tests and 185 referrals to other healthcare providers were given to 415 children at the Well Child Clinic and the vaccination only clinic.

School Dental Program

There were 8,373 dental screenings provided, 609 required dental treatment, 422 sealants were provided for second graders, 340 students received preventative dental services including fluoride, 141 students received restorative dental treatments, 10 students were referred for oral surgery or other extreme dental care. The Oral health program is now using SNAP (School Nursing Assistance Program), our medical record exchange program, to capture data.

Licensed Day Care

There were 33 licensed day care nurseries served. Physicals were provided to 1,543 children. There were 16 Care plans reviewed, 533 vision screenings with 39 referrals, and 544 Hearing screenings with 56 referrals.

School Nursing Services

There are 21 public schools serviced, 19 private schools and 33 licensed nurseries and daycares. There were 70, 283 sick visits reported to the nurse office, 860 major first aid visits, and 49, 395 minor first aid visits. School nursing recorded 677 accident reports as reported and 359 accident reports as completed. These numbers may appear much higher than previous years because of a new electronic medical records software (SNAP)

There were 286 emergency (911) calls. 10,444 students were excluded for one of the reasons listed above. The majority of students were returned to classes the same day.

The leading school medical problems are allergies, asthma, obesity and ADD/ADHD; neurological, behavioral, and gastrointestinal and dermatology problems. The major causes of allergies are food related.



There were 2,090 medication orders in the district and 20,591 medications given. The majority are for asthma related diseases followed by medication for diabetes and analgesics for headaches.

Special skilled nursing interventions totaled 11,251. These were for catheterization, glucometer, colostomy care, urinalysis, suctioning, and G-tube feeding.

School nursing	2012-13	2013-14
- Sick child visits to school nurses	11,049	70,283
- First aid visits	45,417	49,395
- First aid visits - major	686	860
- Medications administered (doses)	16,588	20,591

Screenings

There were 14,649 Screenings performed resulting in 469 referrals:

- 6,529 Vision screenings;
- 6,355 Hearing screenings;
- 1,765 Scoliosis screenings.

Educational programs given by the school nurses included maturation programs to girls and boys, Epi Pen training and medication training to certified personnel.

SNAP

The SNAP Program (School Nurse Assistant Program) continues to improve school nursing care and data collection, helps with the monitoring of physical and immunization compliance and un-provided nursing reports to nurses serving the summer school population. The dental hygienists are now implementing SNAP to record data.

iii. Stamford Mobile Medical Outreach Program

The Mobile Medical outreach program provides education and medical screening throughout the City of Stamford. This past year, 236 clients were screened, staff provided 161 blood pressures, 139 glucose and cholesterol screenings, and 42 HIV tests. Staff made 53 (22%) referrals for medical care.



iv. HIV Prevention

Due to the President's National HIV/AIDS Strategy, the HIV Prevention's grant funding from the State of CT DPH changed as of January 1, 2013. Now in line with National Prevention efforts, our mandate is to offer HIV testing (without counseling) to as many individuals as possible to help identify the approximately 200,000 Americans living with HIV who are undiagnosed. Therefore, we are no longer providing multi-session group sessions but instead are focusing on Outreach through our Mobile Van, single session groups and Testing and Linkage to services.

Summary of Activity

The HIV counseling and testing services provided 803 HIV tests. Both 20 minute HIV rapid tests and week-long OraSure HIV tests were provided although rapid testing has become the norm with the OraSure tests being used primarily to confirm positive rapid test results. Tests were provided at 15 different sites throughout the community including on the Mobile Van, Liberation Programs, Inspirica Programs, Shelter for the Homeless, New Covenant House Soup Kitchen, Domestic Violence Services, Neighbor's Link Stamford, Yerwood Center, Kids in Crisis, Westhill High School, Stamford High School, AITE High Schools, and CT Renaissance.

Two hundred and eighty-one (281) HIV positive individuals or individuals practicing high risk behaviors received prevention counseling or comprehensive risk counseling sessions. There were 72 individuals who attended 18 HIV risk reduction multi-session groups.

HIV Program Staff made 8, 752 outreach contacts to individuals throughout the neighborhoods of Stamford on the Mobile Van and through single session groups at community agencies. Linkage to community and HIV services was also provided.

In total there were 9,836 individuals who received HIV prevention services from the Stamford HIV Program.

HIV Prevention	2012-13	2013-14
- HIV tests administered	689	803
- HIV+ individuals receiving counseling	204	281
- Outreach contacts	3,763	8,752



v. Laboratory Division (WELL WATER PROGRAM)

The Stamford Health Department Laboratory provides supportive lab services to the function of the Health Department along with direct public accessibility to its analytical services and public health information to the citizens of Stamford.

Summary of Activity

This past year, 244 ticks were submitted for Lyme testing with 9 % of those submitted being infected with the Lyme disease bacterium.

Bedbugs are an increasing problem in Stamford. Last year there were 96 submissions for bedbug identification. Once identified as bedbugs, Environmental Health Inspectors will perform a home inspection on rental properties and issue orders to the landlords for extermination.

The laboratory, along with animal control, insures that animals that need rabies testing are transported to the state for testing. This past year 15 submissions were made to the State Laboratory, 6 tested positive for rabies (1 raccoon, 5 bats).

A laboratory technician is present at all Well Child Clinics to perform testing of hemoglobin determinations, and lead screenings. The technician is also available for hemoglobin determinations and lead screenings for the WIC program and private physicians when necessary. This past year, 228 children have been tested.

Seven hundred and five (705) STD (sexually transmitted disease) tests were performed for the department's STD clinics. Patients are routinely tested for Chlamydia, gonorrhea, and syphilis. A laboratory technician is present at the clinics to perform laboratory testing (wet preps and gram stains) and process samples to be sent to the State Laboratory.

The significant illness database continues to be updated with newly diagnosed diseases/illness of Stamford residents reported to the health department. A total of 1,491 submissions were entered into the database last year. The submissions are tracked for trends and clusters so that adequate follow-up can be performed.



There were 691 water samples (beaches, shell fishing waters, ponds, and streams) tested by the laboratory for bacterial and chemical composition. Of these samples, 1,423 individual tests were performed.

In January of 2012, a well water ordinance went into effect. Over a two year period (2012 -2013) fifteen hundred (1,500) North Stamford residents with wells will be tested for pesticides namely dieldren and chlordane and volatile organic compounds (VOCs) at a fee of \$100.00. A laboratory technician was hired to facilitate this program. Seven hundred and fifty (750) well water samples were collected and tested between July 2013 and July 2014.

Laboratory	2012-13	2013-14
- Ticks submitted for Lyme testing	241	244
- Ticks testing positive	11%	10%
- Bedbugs submitted for identification	74	96
- Animals submitted for rabies testing	13	15
- Animals testing positive	6	5
- Lab tests (strep, lead screenings)	400	228
- STD tests	1,100	705
- Water samples (beaches, ponds, streams)	691	571
- Well water tests	750	750

vi. WIC Program

The federally funded WIC (Womens, Infants and Children) program serves low-income pregnant, postpartum and breastfeeding women, and infants and children up to age five who are at nutrition risk. WIC provides nutritious food supplementation containing those essential nutrients often lacking in the diets of populations at nutritional risk, breastfeeding promotion, infant formula and nutrition education. Through close ties with other community and departmental services, the WIC Program is able to assist participants in attaining other health services.



Summary of Activity

Currently, Stamford WIC has 3,323 participants primarily from Stamford, with a small population from Greenwich, Darien and New Canaan and additionally, 1,722 participants receiving services at the Norwalk WIC, primarily from Norwalk, with a small population from Westport, Weston and Wilton. Satellite locations are at the Greenwich Town Hall for Stamford WIC and at Norwalk Economic Opportunity Now, South Norwalk for Norwalk WIC.

To align with the 2005 Dietary Guidelines for Americans and the recommendations of the American Academy of Pediatrics and the Institute of Medicine, in October 2009, Connecticut WIC implemented a revised food package. The revised food package includes age appropriate fruit and vegetables, whole grain foods, low fat milk, milk and dairy alternatives and ethnically appropriate foods. In June 2014, the cash value for child participant fruit and vegetable benefits increased to \$8.00 per month. In addition, for the 2014 season, 2,807 eligible Stamford WIC participants and 1,436 eligible Norwalk WIC participants will be receiving Farmer's Market Coupons through the Connecticut Department of Agriculture's Farmer's Market program.

Breastfeeding promotion and support is a major goal of the Stamford WIC program. The Stamford WIC Program staff consists of four Certified Lactation Counselors at the Stamford office.

WIC	2012-13	2013-14
- Participants	3,250	3,323

vii. Social Services Division

The Stamford Division of Social Services is comprised of the Director of Mandated Services, grant funded Outreach Coordinator (Municipal Agent on Aging) and a Bilingual Outreach Worker. The Division administers several state mandated programs and provides case management, referral and advocacy services to Stamford residents in need. Services provided by the division include but are not limited to one on one application assistance, translation, notary, landlord/tenant issues, food, clothing, and shelter referrals, home visits, and educational outreach.



Summary of Activity

During the 2013-2014 fiscal year, the Social Services Division assisted 4, 818 people. 901 individuals enrolled Access Health Connecticut (Affordable Care Act), 97 children received gifts during the holidays, 20 disadvantaged seniors received holiday gift cards donated by City of Stamford employees, 468 pounds of food collected during the annual food drive to support the Lower Fairfield County food bank, and formed an Inter-departmental and inter-agency Hoarding Task Force to collaboratively deal with residents living in hoarding conditions.

Access Health CT-HUSKY A, B, D Insurance

Last year, 1,500 individuals needed health insurance enrollment assistance (901 Access Healthcare CT enrollment, 599 Husky insurance enrollment). Families with children and single individuals under 65 years of age needing health insurance were provided one on one enrollment assistance. Applicants also receive assistance and advocacy with re-determinations, unpaid medical bills, fair hearings, and spend-downs.

Eviction

The Division is responsible for coordinating the storage, retrieval, auctioning and disposal of evictees' belongings. Between July 2012 and June 2013 there were 172 evictions in the City of Stamford. On average 14 evictions occur a month with January and October being the busiest months with 20 plus evictions each. During the week of Christmas the division requests a moratorium on all evictions. Often evictees are assisted with obtaining shelter, food and clothing after they have been evicted. The division is also in charge of code enforcement relocations.

Fair Rent

The division serves as a liaison to the Social Services Commission by receiving, investigating, and mediating tenants claiming unfair rent increases, service reductions or retaliatory actions. There were 8 fair rent complaints filed in 2013-2014.

Relocation

There were 33 families/individuals that received relocation assistance during the 2012-2013 fiscal year. Tenants displaced by code enforcement receive assistance with finding a new apartment, relocation costs and emergency housing as mandated by the Uniform Relocation Assistance Act. Relocations



require a great deal of mediation between landlord and tenants and coordination with multiple departments and agencies to get the tenant rehoused.

Renter's Rebate

The Connecticut renter's rebate program is a state of Connecticut tax relief program for renters who are elderly and/or disabled. In the 2013-2014 fiscal year 1,282 applicants applied for renters rebate program. This number will increase as the application period runs until the end of September. Applications are accepted on designated days in the community and at the Stamford Government Center.

Senior Transportation

The Social Services Division continues to oversee the city's successful Share the Fare program that provides subsidized, half-price taxicab rides for Stamford senior citizens and disabled individuals. Under contract, via services provided by Norwalk Transit, Stamford enables reduced fare, door-to-door transportation services for senior citizens who are in need of affordable transportation to senior nutrition appointments, medical appointments and shopping sites.

Public Health Education

Public health education touches every division of the Stamford Department of Health & Social Services. There is one part-time Public Health Educator for the Department promoting prevention and wellness activities in the community.

Department Website

The Department of Health & Social Services uses its website to make information and announcements available to Stamford residents. The purpose of the site is to update the public on services available through the Department, as well as highlight timely health information.

Stamford Cancer Awareness Initiative

The City of Stamford, Stamford Hospital, and the American Cancer Society continued their health education activities by partnering on a variety of programs for the Stamford community. The purpose of this collaboration is to promote community awareness on the importance of cancer screenings and healthy lifestyle choices. By partnering with Stamford Hospital and the ACS, the City of Stamford hopes



to reach the broadest possible audience with top quality health education information and services.

Activities in FY 2013-2014 included:

- Lung Cancer awareness/prevention – Great American Smoke Out poster contest for Stamford elementary school children had more than 200 entries. Presentation to Stamford public middle school students on the dangers of tobacco use also took place during the month of November 2013.
- Breast Cancer awareness/prevention – Worked with Stamford Hospital's Bennett Cancer Center to promote a variety of events throughout the month of October, which included presentations to Stamford high schools senior girls on the importance of screening and prevention, and a mammography screening event held inside a mobile van parked outside the Government Center.
- Colon Cancer awareness/prevention – We hosted the "Strollin' Colon" exhibit at Government Center during Colon Cancer Awareness month in March. An evening panel discussion, led by members of the medical community, also presented the public with an opportunity to learn about this preventable disease.
- Skin Cancer awareness/prevention – general promotion of sun safety and use of SPF. Information in library, on website, and emailed to school PTO contacts for inclusion in their email communications to parents. The mobile medical outreach van distributed information on skin cancer and sun safety at the beaches throughout the summer.

Walking Events

July 5K and a "Turkey Trot" 5K on Thanksgiving Day promoted the idea of walking as an effective way to maintain a healthy lifestyle.

Healthy Hearts

During February's Heart Health Month, the Department of Health & Social Services offered blood pressure screenings and informational resources on diet and exercise. Over 100 people stopped by the informational tables to collect information and ask questions. Resources included an exercise physiologist, a physical therapist, and a registered dietician.

Partnership with Community Organizations

The Department continued to build its relationships and partnerships with a variety of community providers and organizations. These include the United Way, the Vita Wellness Collaborative, the Lower Fairfield County Regional Action Council, American Red Cross, Stamford Hospital's Obesity Task Force,



and the Ferguson Library. By actively engaging community organizations and working together to plan events & initiatives, the Department was able to expand its reach and health promotion efforts.

Planning for Fall 2014

Planning for activities and events this coming fall is underway. These include the following:

- American Red Cross Blood Drive in Government Center
- Collaborating with Stamford Hospital on its “Paint the Town” breast cancer awareness campaign.
- “Great American Smoke Out” campaign in Stamford Public Schools this November.
- 4th Annual “Turkey Trot”.

Social Services	2012-13	2013-14
- Persons assisted with referral to housing, legal, health services	1,516	4,818
- Families/individuals assisted with relocation services after eviction	43	33
- Rent rebate applications processed for seniors	1,239	1,282
- HUSKY applications	1,194	599
- Access Health Care enrollment	n/a	1,500

g. OFFICE OF OPERATIONS

a. Highway Department

Summer of 2013 started off calmly allowing the Highways Department to focus on its road maintenance duties leading up to the Leaf Pick-Up program in November. Fortunately, unlike the past few years, the 2013 hurricane season was very mild. Only two storms reached hurricane intensity which was the lowest total since 1982. This gave Stamford and the Highways Department a much needed break from major storm response and clean up that we have experienced in the past two to three seasons. The calm would not last though and the first sign of this is when it snowed on the first day of the leaf pick up program, November 12, 2013.



The 2013 – 2014 snow season tested the endurance of the Highways Department and its snow plowing fleet. The snow plows were deployed 20 times from December 9, 2013 to February 26, 2018. There were 5 storms in December, 8 storms in January and 7 storms in February. The longest span between storms was 8 days and that only happened a few times. As usual, the men and women that respond to these storms and keep the streets of Stamford safe stepped up and met the challenges of the season. Snow wasn't the problem with this season. Our biggest challenge was ice caused by the now infamous "polar vortex" that pulls and keeps the colder air from the north in place. Salt is our greatest tool when dealing with ice but even that becomes less effective when the temperature drops below 18 degrees which happened many times over the course of the season. Almost \$1 million dollars was spent on close to 16,000 tons of salt. A typical season only requires half of that. Supplies ran short and we had to ration our salt supplies towards the end of the season to make sure we did not run out. As challenging as the snow season was, it showed that Stamford has one of the best snow fleets in Connecticut, if not the Northeast, and that we are ready, willing and able to take on whatever Mother Nature throws at us.

The brutal winter took a toll on the streets of Stamford. Due to the frequency of the storms we did not have the time to fix the potholes created by the plows from one storm to the next. This means that the number of potholes continued to grow from December to March. During that time over 1800 potholes were reported. As soon as the winter eased up in March our first priority was potholes. During the Mayor's pothole week from March 14th – 21st over 400 potholes were filled and the effort continued with the department using about 210 tons of asphalt while filling over 2000 potholes for the season.

The biggest operational impact for the Highways Department to develop in past year was the funding and implementation of GPS on all its vehicles. The funding was approved during the budget cycle and by the end of the fiscal year a contract was in place to install GPS on the 100 plus vehicles within the department. This will allow for greater efficiency when deploying the fleet for programs such as Leaf Pick-Up, snow removal and any major storm responses. All the vehicles are scheduled to be fitted out by November 2014.

b. City Facilities and Parks Maintenance

The City of Stamford's Maintenance Division was managed by AFB Construction Management until October of 2013 at which time the City decided to hire a City Facilities/Park Manager to oversee the role



of that company which has had an overall savings of \$300,000+. The Maintenance Division consists of City staff of 37 full time employees, including two Operations Foreman and two Landscape Specialists. The Maintenance Division is responsible for the overall maintenance of 900 acres of general parkland and open space encompassing 58 public parks, 22 athletic fields, 4 beaches, 3 synthetic artificial turf fields, 3 marinas, 73 facilities (including Stamford Police Department and Stamford Firehouses), Kweskin Theatre and the Stamford Government Center as well as the newly acquired Southend Community Center. The mission of the Maintenance Division is to provide the highest quality, cost effective preventative maintenance and upgrades to all properties owned by the City of Stamford so they are accessible, operational and safe for all citizens, employees and the visiting public.

The Maintenance Division continues to be aggressive in RFP and Bids processing to get the most cost efficient pricing and service from outside vendors to meet our needs. These include but are not limited to: hardware goods, plumbing supplies, electrical supplies, on-call emergency services, and janitorial goods. The Maintenance Division awarded a new vendor for the security services at the Government Center which resulted in a savings of \$40,000+.

In 2013-2014 the Maintenance Division continued to take on a proactive role in completing and assisting in actual construction-type projects, “in house” in addition to their regular duties which resulted in a substantial savings to the City.

The Maintenance Division also coordinated projects from design to completion, and worked closely with essential City Departments, including the Building Department, Engineering, Police, Fire, and Risk Management.

- Tree City USA – City of Stamford was recognized for the 26th time on Arbor Day
- Vehicle Maintenance- repairs to outdated building including concrete repair in several bay areas, painting and temporary repair to HVAC until new units are available
- Kweskin Theatre code compliance upgrades as well as any necessary repairs – both capital and operating
- Solid Waste ceiling installation, painting, repair of masonry block on outside of building and new vanities in bathrooms



- Installed new electrical charging stations in Government Center and three parking garages. The stations are expandable and all work was done in house and saved the city considerable money
- Scalzi Park Phase 3- Coordination with Clerk of Works and outside contractors during Phase 3 capital projects
- Cubeta Stadium, Springdale, Chestnut Hill Park, West Beach and Belltown infield renovations
- Laser grading of softball fields at Cummings 1 and 2 and Scalzi 1
- Dismantled all Cummings Marina decking in preparation of Master Plan of new Marina
- Upgrades of Cove and Czescik Marina
- Participated in capital project at Belltown in upgrading walkways, staircase and fencing
- Fourth of July Fireworks – Coordination and maintenance for the firework display at both Cummings and West Beach
- The Maintenance Division supplies equipment and manpower to respond to any requests in coordination with any other Departments during storms, special events and other emergency situations.
- Board of Education tree removals at K. T. Murphy, Cloonan Middle School, Rogers International School, Northeast Elementary School and Turn of River Middle School.
- Rosa Hartman Landscape Project in conjunction with the Land Use Bureau.
- Continued storm debris removal program from Hurricane Sandy, Tropical Storm Irene and Blizzard Nemo.
- Westhill Ballfield and Scalzi Park Pit Renovation
- Westover Elementary School Soccer Field Renovation
- Memorial Bench Installations
- Held all public tree hearings
- Received and dispatched all tree emergency calls
- Staffing of all baseball events and tournaments held in all City fields
- Graffiti removal at all parks
- Assist with youth bureau projects
- Installation of flag poles and maintenance in all parks
- Homer Lee Wise monument installation



The Maintenance Division was again successful in coordinating efforts from corporate volunteer groups throughout Stamford. These projects included:

- Scalzi Park – Landscaping of area and park clean-up
- Cove Island Park – Several events of new plantings and clean-up.
- Tree Planting- Planted 30 new trees citywide
- Cummings Park – coordinated a volunteer cleanup day
- Drotar Park – coordinated with RBS volunteer cleanup day
- Renovation of rear staircase at Old Town Hall
- West Beach playground in honor of the victims of the Newtown Shooting
- Assist with Riverwalk to preserve area

The Maintenance Division reached most of their goals for 2013-2014 year. The Maintenance Division however gets more aggressive in each year in trying to support all City of Stamford departments and providing a safe and pleasant living structure for all of its residents. The Maintenance Division will have a challenging 2014-2015 year due to budget reductions, lack of manpower and acquiring new buildings to maintain.

Some of the initiatives that the Maintenance Division has set for this coming year include:

- Reduce overtime spending department-wide by implementing a reimbursement program for requested projects from inter-City as well as outside out-of-scope responsibility requests.
- Continue planning for replacement of cooling towers at the Stamford Government Center
- Implement capital projects priorities in all City properties
- Manage and maintain Southend Community Center including but not limited to bringing the building up to State of Connecticut code.
- Continue playground inspection program, and build new playgrounds as needed citywide.
- Continue renovation plans for athletic fields city-wide
- Cubeta Stadium lights and scoreboard upgrade
- Dorothy Heroy Complex/Pool upgrades
- Beach Resiliency Plan
- Replace card access system, carpeting and painting at Stamford Police Department



- Complete all building renovations and repairs as needed
- Board of Education tree removals at Toquam School, Davenport Elementary, Springdale Elementary School and Northeast School.
- Field Maintenance on all City fields for use for all City athletic leagues
- Complete refurbishing of all 90 drains in Government Center Parking Garage
- Installation of Fire Plug at Czescik Marina
- Bid award of Fort Stamford Masonry Wall renovation

Recreation Services

Recreation Services Division

The Recreation Services Division provides direct leadership and coordination of services to numerous youth and adult sports leagues such as tennis, baseball, basketball, soccer, football and softball, as well as programs in music, swimming youth sports, camps and special interest activities.

Recreation Service Aquatics and Adult Leagues

In the fall, winter, and spring, the Learn to Swim program continued in popularity with 342 participants. In the summer we take on an additional 80 young people in the program. We will be offering a new Adult Swim Lesson class this fall. In addition to lessons, free public swim is offered at West Hill High School in the fall, winter, and spring. We will again offer a Lifeguard Certification Class in the winter and another in the spring. This past year we had 18 registered participants. Our Junior Lifeguard Program had 8 participants this summer and we are looking to expand upon this next year.

We also offer our annual Adult Sports Leagues with 227 ASA registered softball teams. Stamford still remains the largest softball league in New England. We offer various Men's Leagues, Coed Leagues, Industrial Leagues, and Women's Leagues. Our fall softball league is one of the few fall softball leagues offered in the area. This league is played four nights a week and on Sunday mornings.

Our May Labor Fall and Winter Volleyball Leagues host 70 teams annually. Our Men's Basketball League hosted 24 teams this past season and our indoor soccer league had 20 teams participate.

Our summer Coed Leagues were a success as well. We had 61 teams participate in our Beach Volleyball League and 12 teams participate in our Kickball League.



For fall non-softball leagues, we currently have 6 teams registered for Flag Football and 8 teams registered for Fall Kickball. We will also offer an Adult Dodgeball Tournament and League this fall/winter.

Due to a high demand, we are going to have the inaugural Adult Flag Football League this upcoming fall. There will be Men's and Coed Divisions.

Recreation Services Youth Programming

The summer camp program had 1 playground program site at Cove Island Park, 2 Activity camps at Stillmeadow and Newfield Schools, and 3 Day Camps at Davenport, Westover Schools, Heroy Park, and a Pre-School Camp at Roxbury School. Continued activities at all sites varied and included sports, games, crafts, swimming, color wars, camp Olympics, themes, fishing, camp shows weekly in town and out of town field trips, inter camp play days, and family picnic at each site. Also scheduled were cartooning lessons, various entertainments such as, musicians, comedians and traveling zoo.

We also had 19 special needs children that fully participated in our summer programs with one on one Para Educator's allowing them the ability to participate in all of the camp activities on a daily basis. In all, 3475 children participated in our wide variety of summer camps offered this summer making this another successful summer.

Special programs included the very popular Birthday Parties, a Halloween Hullabaloo, and Hay Ride with Santa at Cove Island Park and Ice Cream Social with the Easter Bunny. Pre-school and after school programs along with many contracted vendor enrichment programs remain very popular. Bus trips for adults, ski trips for teens and our largest Junior Counselor Training class since we began the program.

Other popular programs include our expanded piano, guitar and voice lesson's offered after school. We have also expanded our dance, ballet and fitness programs for children ages 2 – 14. Also, we have increased the amount of Technology programs in the science and computer areas for kids as well as expanding the various arts that we offer. This year we also have had an increase in special education children participating in our after school programs with one on one Para Educator's which is good to see. We also continue to work with contacted vendors to offer as many programs as we can that are in demand from families and residents of Stamford. Finally, we are also offered more bus trips for families to places such as Boston, Philadelphia, A Christmas Show and more.



Recreation	2012-13	2013-14
- Increase/decrease in rounds at Brennan from prior year	-3,027	-1,746
- Increase/decrease in player revenue at Brennan from prior year	\$ (57,269)	\$ (16,000)
- Learn to Swim program participants	357	342
- Children participating in summer camps	3,456	3,475

c. Land Use Bureau

The traditional functions of planning, zoning and environmental protection have been augmented by additional responsibilities in the areas of transportation planning, parks planning, sustainability planning, aquifer protection and capital projects administration. Administrative responsibilities of the Land Use Bureau include the Planning Board, Zoning Board, Zoning Board of Appeals and the Environmental Protection Board.

Significant milestones relative to the Mill River Greenbelt/River Restoration project were accomplished. Phase One of the Mill River Park is complete, extending from Main Street to Broad Street and construction plans and funding are in place to complete construction of the Carousel in the coming year. Planning work has begun to extend the park south to Richmond Hill Avenue. The decennial update of the citywide Master Plan is nearing completion with a public hearing on the draft plan scheduled for October 7, 2014. The Transit Oriented Development feasibility study for Springdale and Glenbrook is also nearing completion. Work was completed on important transportation/transit studies, hampered by the loss of the Transportation Planner position. A feasibility study for a new train station/transit node at East Main Street was completed and draft recommendations for improvements to High Ridge/Long Ridge corridors were issued. Geographic Information Services support to the land use boards and other City departments continue to be curtailed due to the loss of the GIS Technician position.

At the request of the mayor, staff of the Land Use Bureau organized a “Sustainable Stamford” task force to address issues relating to global warming and sustainability in 2007. This task force, made up of representatives from the community and City staff, continued to support increased recycling and conservation of energy by the community in 2012/13. “Sustainable Stamford” projects include the ongoing promotion of the Corporate Sustainability Challenge, which was opened up to the corporate community in November, 2011, attracting participants including the Royal Bank of Scotland.



Land Use Bureau staff also worked on several independent sustainability projects including partnering with CL&P to install electric vehicle charging stations in City Garages and organizing a press conference to promote the use of electric cars. Staff continues to work with the CT Hydrogen-Fuel Cell Coalition on locating an alternative fuel station in Stamford featuring hydrogen.

A master planting plan for Cove Island Park was completed in fall 2013. In partnership with the Engineering Bureau, a final end-use design was completed in December 2013 for Scofieldtown Park & Yard in preparation for the landfill capping to commence in fall 2014. In partnership with the Engineering Bureau, the Land Use Bureau applied to the National Fish and Wildlife Foundation for funds to use dredge materials to create a dune in Cove Island Park. Subsequently, after not receiving the funds, Engineering and the Land Use Bureau applied to CT DOT for funds to do dredging designs for the Cummings, Cove, and Southfield marinas and put out an RFP for the work. Meanwhile, the master plan process for Cummings Park, West Beach, and Cummings Marina was initiated on June 17th with the first of three public design meetings. Design and construction of the renovation of Rosa Hartman Park was substantially completed in June 2014. Also in June, design and construction of access improvements to Barrett Park were completed, the majority of which were paid for with a CT DEEP Recreational Trails Grant. Parking and drainage improvements were planned for the Mianus River Park parking lots, along with work on Phase 1 construction drawings, and completion of an application for a Long Island Sound Futures Grant for Phase 2. Staff continues to work with the Friends of Mianus River Park, the Scalzi Riverwalk Nature Preserve, and the Cove Island Wildlife Sanctuary.

d. Zoning Enforcement

A significant amount of staff time is spent on zoning enforcement and the review of building permits to ensure zoning compliance. The Zoning Enforcement staff is responsible for the interpretation and enforcement of Zoning Regulations. Zoning approvals are issued for construction projects and changes of use; certificates of zoning compliance are issued once a project is completed. In addition, zoning violations and complaints are investigated and appropriate follow-up action is taken. The Zoning Enforcement staff also provides support services to the Zoning Board of Appeals. There were 17,186 information requests answered; 1541 zoning permits issued and 177 zoning complaints resolved in FY2013/14.



Zoning Enforcement	2012-13	2013-14
- Information requests	15,243	17,186
- Permits issued	1,732	1,541
- Complaints resolved	210	177

e. Engineering Bureau

The Engineering Bureau administrates many capital improvement projects to the City's infrastructure ranging from storm and sanitary sewers, school construction, roadways, sidewalks, bridges, parks, City building facilities, street lights, traffic signals, energy performance and mechanical systems.

In FY 2013-14, the Engineering Bureau's street opening section issued and monitored 719 street opening permits, which generated \$90,625 in revenue. Effective on 5/24/2014, Chapter 214, Article II, Section 214-29 of the Code of Ordinances, Excavation Permit Fee was amended and increased to \$250.

The Engineering Bureau issued 173 street use permits, generating \$19,100 in revenue. The Bureau also issued 23 new house numbers.

The Bureau investigated and responded to 1,759 customer walk-in inquiries. The Bureau investigated and responded to 118 Citizens Service Center (CSC) requests in engineering investigation complaints, and 252 CSC requests in capital paving and sidewalk replacement/ installation complaints.

The Bureau also reviewed 318 site plans for other agencies, i.e. Environmental Protection Board, Zoning Board and Zoning Board of Appeals and performed 132 as-built construction inspections.

The Bureau routinely works in the coordination of public utilities in the City right-of-way by reviewing plans, issuing permits and overseeing repairs. As a result of the demand for natural gas there have been significant gas main improvement projects across the City. Vulnerabilities following the most recent Super Storm triggered CL&P to invest in its resiliency effort leading to the department's review and permitting for the installation of a 115 KV underground transmission line connecting the Southend sub-station and the Glenbrook sub-station over a distance of 8,000 LF. The City was involved in route selection that included evaluation of 5 alternative studies.

The Bureau also responds to emergency work that is requested by other departments, outside agencies, public utilities, Board of Education, and the general public.



i. Energy and Lighting Management

- Phase 3 of the Green Street Lighting project was completed with CL&P rebate funds from Phase 2 and city capital funds for a total project cost of \$398,030 for the installation of 774 additional LED roadway lights on major corridors and medium streets throughout the City. The installation began in May of 2013 and was completed in June of 2014. Annual energy savings are estimated at 589,800 kWh and \$76,674. A CL&P rebate of \$159,211 will be applied to ongoing LED conversions.
- Under the direction of the Office of Economic Development and the Energy Improvement District Board, and with the assistance of the energy management consulting firm Celtic Energy, RFP #649 – Government Center Microgrid and Enhancements to Public Shelters was released in June, 2014 to 13 State of Connecticut pre-approved ESPC (Energy Savings Performance Contract) vendors. This project proposes to use energy efficiency savings at four schools - Stamford High, Westhill High, Rippowam and Roxbury, and the Government Center, as well as Microgrid grant funding, to finance a CHP (combined heat & power) system at the Government Center and improve cooking, hot water, and emergency shelter functionality at the largest shelter schools.

Streetscape lighting improvements included continued development within the South End Harbor Point areas, seven additional decorative lights on Hope Street in the Springdale neighborhood, renovations at 127 Greyrock & Main Condominiums, 75 Tresser Blvd. Apartments, and the Tresser Blvd. bridge.

Streetscape designs were approved for Crescent Street near the Glenbrook Train Station, Park Square West development at 66 Summer St., SUT Phase II, and the Cohen Ice Skating Center & Fountain + Park Facility Building in Mill River Park.

A total of 1,130 roadway light repairs requested through the Citizens Service Center were completed by Shock Electric, consisting of 617 standard repairs, 513 light fixture replacements, and 13 bracket replacements.

ii. Bridge Rehabilitation/Replacement Projects

- June Road Bridge Rehabilitation is currently under construction. Anticipated substantial completion (bridge completely open to traffic) by end of 2014 with final landscaping done in the spring of 2015.
- Replacement of the West Main Street Bridge: Bridge will be replaced with a pedestrian bridge capable of carrying an ambulance. Current Status: Evaluating the possibility of reconstructing the



bridge using reconditioned and strengthened original trusses or utilizing an economical prefabricated truss. The ultimate selection will be dependent on securing a portion of funding from outside sources to recondition and strengthen the original trusses.

- City is currently completing scoping and fee negotiations for the replacement of the Riverbank Road Bridge over the East Branch of Mianus River (ConnDOT Br. No. 04071) and the Cedar Heights Road Bridge over the Rippowam River (ConnDOT Br. No. 04067). These bridges will be 80% Federally Funded and administered through ConnDOT's Federal Local Bridge Program and 20% funded by the City. City intends to expand the scope of work for the Riverbank Road Bridge to include evaluation of frequent flooding of the road north of the bridge. This additional work is not eligible for Federal reimbursement. The Engineering Bureau sought out the opportunity to acquire the 80% funding.
- City received Commitment to Fund notification from the Connecticut Department of Transportation for the replacement of the Riverbank Road Bridge over the East Branch of Mianus River (ConnDOT Br. No. 035011) and the Hunting Ridge Road over the East Branch of Mianus River (ConnDOT Br. No. 135009). These bridges will be approximately 45% funded through ConnDOT's Local Bridge Program and approximately 55% funded by the City. City anticipates issuance of RFP's for Design Services by the end of this year.
- Completed deck repair of the Broad Street Bridge over the Rippowam River, and railing repair on the West Glen Drive Bridge over Mianus River.
- Due to the poor condition of the north outside (fascia) beam, City will be installing concrete barrier on Wire Mill Road Bridge over Haviland Brook to keep traffic away from that edge of road, per recommendation of ConnDOT. This bridge is programmed for rehabilitation/replacement in out years and is eligible for State or Federal funding.

iii. City Owned Facilities Renovation Projects

- Completed modernization of all elevators at the Stamford Government Center.
- Completed modernization of all elevators at Domus, Scofield Manor, and Smith House.
- Permit was obtained and construction is underway for exterior wall and window replacement for the Yerwood Center.
- Substantially completed the window replacement, re-roofing and mechanical upgrades for the Stamford Historical Society.



- Completed fuel station replacement at Vehicle Maintenance.
- Completed design and advertised bid for generator replacement for the Woodside Fire House, and for the Haig Avenue maintenance facility.
- In process of Code Compliance Upgrades and Building Improvements for the Solid Waste Office Building. Anticipated to be completed by Fall, 2014.
- Completed design and advertised bid for generator replacement and new emergency lighting system for Scofield Manor.
- Substantially completed the roof replacement for the William Pitt Child Development Center.
- Substantially completed the garage slab restoration for the Stamford Government Center Garage.
- Completed the environmental remedial work at Bartlett Arboretum.
- Advertised bid, and awarded contract for HVAC upgrades at Smith House skilled nursing facility west wing.
- Advertised bid, and awarded contract for HVAC upgrades at Stamford Police Department Headquarters.
- Advertised bid for hood exhaust systems at the Glenbrook Firehouse.
- Advertised bid, and awarded for replacement of outbound truck scale at 101 Harborview Avenue.
- Advertised bid, and awarded for code compliance upgrades and building improvements at Solid Waste Division Office.
- Advertised bid, and awarded for elevator cylinder replacement at the Bell Street Garage.
- Advertised bid for Summer Place Parking Garage sprinkler system installation.
- Advertised RFP, and solicited for architectural/engineering design services for dressing room theatre addition.
- Advertised RFP, and solicited for architectural/engineering design services for replacement of chicken coop and restroom upgrade at Heckscher Farm, Stamford Museum Nature Center.
- Advertised bid and awarded for interior and exterior alternations at Childcare Learning Center.



- Advertised RFP for architectural/engineering design services for Terry Conners Rink mansard roof replacement.

City Park Projects

- Scofieldtown Landfill Project's Impact Evaluation Study 4th Quarter/Final Report was finalized and sent to the CTDEEP for their review, as required by Consent Agreement (SRD-205) with CTDEEP. All Quarterly test results showed that chlordane and dieldrin pesticides were not found. Engineering and design of the Landfill Cap Project is ongoing. Anticipate bidding in Fall of 2014. The End-Use Plan with input from the Administration, Operations Solid Waste & Highway and the Parks Departments, as well as extensive input from all City Residents and surrounding organizations that are stakeholders of this City was undertaken after multiple of public meetings prior to bid. The design of new Salt Barn is being developed and will be included in the bid. Capping Design and Bid Documents were submitted to CTDEEP for review.

The Engineering Bureau continued collecting stockpiles of soil from other projects and storing them on site, as per the soil management program. These soil stockpiling efforts will greatly reduce the overall costs for the landfill capping project and reduce the overall construction time line, after the low bid is accepted.

To further expedite the Project timeline, the Engineering Bureau sought and obtained EPB Permits #1404 (tree cutting) & #1405 (earthwork disturbance in a regulated area (wetlands)) which we expect to be granted with conditions.

- Under construction for Scalzi Park Phase 3, Park Comfort Station Buildings Construction.
 - Completed Rosa Hartman Park Renovation.
 - Substantially completed drainage and access improvements at Barrett Park on Newfield Avenue and Burdick Street.
 - Advertised RFP, solicited and in process for Cummings Park and West Beach Master Plan and Design services.
 - Advertised bid for Mianus River Park parking lot renovation – Phase 1.
- iv. Citywide Drainage Improvement and Catch Basin Installation
- Repaired or replaced about 126 manholes/catch basins citywide.



- Completed drainage/channel restoration at Slice Drive.
- Completed culvert and drainage diversion at Theresa Court/Twin Brook Drive.
- Completed drainage improvements at Chestnut Hill Road. The Roadway is to re-open before the 2013-14 school year starts.
- Completed design, advertised bid and completed construction of drainage improvements at Down Avenue and Ralph Street.
- Finalizing large drainage project on Oakdale and Holcomb Avenue.

v. Citywide Sidewalk Reconstruction

The FY 2013-14 Citywide Sidewalk and Streetscape Reconstruction Contract with M. Rondano, Inc. was extended. During the FY 2013-14 sidewalk season, 8 streets were completed.

vi. Citywide Paving

The FY 2013-14 Citywide Road Overlay Paving Contract to FGB Construction was extended. During the 2013-14 paving season, 30 roads for a total of 9.47 miles of double lane paving were completed.

vii. Waterfront / Seawall Reconstruction

- Advertised bid, and awarded contract for construction of Cummings Park channel revetment and wall repair.
- Completed reconstruction of West Beach parking lot due to storm damages.
- In progress for Kosciuszko Park shoreline remediation and revetment. Advertise for bid anticipated in fall 2014.
- Under construction for Cummings Marina bulkhead replacement. This project anticipates receiving 75% FEMA, and 25% CT DEEP reimbursements.

viii. Board of Education Capital Projects

In addition to the above projects, Engineering staff is assigned to Board of Education capital project design and construction administration.

Major projects completed during FY 2013-14:

- Designed renovation of classroom spaces and install bathrooms for Rippowam Pre-K program



- Davenport Ridge Elementary School window and door replacement
- Northeast Elementary School new electrical service and new generator installation
- Roxbury and Newfield Schools underground oil tanks replacement
- Newfield and Roxbury Schools kitchen hood, exhaust and fire suppression system upgrade
- Springdale Elementary School building renovations included asbestos abatement, Media Center and Auditorium carpet installation, Gym floor replacement, and Auditorium HVAC improvement, kitchen hood replacement, and fire alarm replacement
- Dolan Middle School HVAC in both penthouses and in kitchen replacement
- Turn of River Middle School & Scofield Magnet Middle School roof replacement
- Turn of River Middle School code and facility upgrades
- Westhill High School main stadium field synthetic turf replacement
- QZAB funds were awarded to Stamford for several school projects as follows:
- At Cloonan Middle School - Replace older gas-fired water heaters and storage tank. Upgrade of burner controls on three boilers.
- At Toquam Magnet Elementary School , and Julia A.Stark Elementary School- Upgrade of burner controls.
- SARA alert system installation in all Elementary Schools

Other major ongoing construction / renovation projects administrated by the Engineering Bureau include:

- Davenport Ridge Elementary School sidewalks replacement and drainage improvements
- K.T. Murphy Elementary School paving parking lots and drainage repairs
- K.T. Murphy Elementary School Media Center/Office rooftop AC replacement
- K.T. Murphy Elementary School roof replacement
- Newfield Elementary School fire alarm replacement throughout building
- Springdale Elementary School building renovations included fire sprinklers, new emergency generator, interior door hardware, new ceilings and lighting.
- Springdale Elementary School chiller replacement
- Springdale Elementary School unit ventilators replacement



- Stillmeadow Elementary School new generator and emergency light/exiting installation
- Toquam Magnet Elementary School chiller replacement
- Toquam Magnet Elementary School drainage improvements to alleviate flooding of courtyard
- Toquam Magnet Elementary School Gym and Cafeteria floor replacement
- Cloonan Middle School windows & exterior doors replacement
- Dolan Middle School masonry repair and water infiltration elimination
- Turn of River Middle School HVAC unit ventilator replacement
- Turn of River Middle School additional upgrades, code and life safety improvements
- Turn of River Middle School two hot water boilers, burner, and controls replacement
- Westhill High School chiller replacement
- Westhill High School mechanical systems replacement in penthouses (Gym, A & B)
- Designing Westhill High School exterior doors and frames replacement
- Stamford High School Boyle Stadium restoration
- District wide speakers and emergency phones installation

Engineering Bureau	2012-13	2013-14
- Street opening permits	721	719
- Street use permits	258	173
- new house numbers issued	33	23
- Responses to walk-in inquiries	2,018	1,759
- as built construction inspections	28	132
- roadway light repairs	1,079	1,130
- Manholes/catch basins repaired/replaced	113	126
- sidewalk reconstruction streets completed	6	8
- Miles paved	5.67	9.47
- Traffic/signal/timing requests	400	450
- Service calls	1,531	1,515



f. Traffic Engineering

During FY 2013-14, the Traffic Engineering Division continued with major projects in the area of traffic control and traffic operations.

The staff continued to work with the developers to assist in mitigating current and future traffic problems. Staff personnel reviewed approximately 75 referrals from the Planning Board and Zoning Board of Appeals.

More than 450 requests for traffic investigations and signal repairs and timing requests were received and addressed.

Projects completed:

- School Zone Flashers project – Partially Completed
- Westover Road at Merriebrook Lane safety improvements
- Pacific Street Roadway Improvements between Walter Wheeler Drive and Henry Street
- Canal Street between Jefferson Street and Ludlow Street

Projects currently under construction:

- Hope Street between Northhill Street and Weed Hill Avenue funded under the Surface Transportation Program and administered by the State Department of Transportation
- Pedestrian Bridge across Washington Boulevard directly connecting the Stamford train station and Gateway Project development site on the south side of the station
- TIGER III related to CTDOT Stamford Train Station elements are :
 - Direct Access at East End of South Platform to Atlantic Street
 - Extension of Platform Canopies
 - Real Time Train Information System
 - Static Informational and Routing Signage Upgrade at Station
 - Shelters at Ends of Center Island Platform.
 - East Pedestrian Bridge Extension Construction work started in the Summer of 2014 and scheduled to be completed in the Spring of 2016.



Projects funded under Federal and/or State grants and/or public private partnership currently under Preliminary Engineering Design are:

- Oaklawn Avenue between Halpin Avenue and Stanwick Place funded under the Surface Transportation Program
- Atlantic Street at Henry Street intersection improvements
- Riverbend South Rail Road Gate Replacement

Projects currently under Engineering Design toward construction or to identify outside funding sources are:

- Hope Street at Largo Drive
- West Avenue @ West Main Street
- Morgan Street at Third Street
- Pulaski Street at Greenwich Avenue
- Stillwater Road at Bridge Street and at Cold Spring Road improvements
- Stillwater Road at Long Ridge Road and Roxbury Road
- North State Street and South State Street pedestrian crosswalks

Stamford Urban Transitway-Phase I

The roadway related construction of the entire facility is completed. The Intelligent Transportation Systems elements implementation is in progress. ITS elements include Next Bus Arrival system, Automatic Vehicle Locators, Information display for traveling Public at Train Station Area and Bus terminus at Train Station, and Parking Availability signs. Expected to be completed by the Spring of 2015.

Stamford Urban Transitway-Phase II

The project was awarded in June 2013. Contractor has begun with the abatement and demolition of buildings required for the roadway widening. Roadway widening and reconstruction on East Main Street is in progress. Roadway widening and reconstruction of Myrtle Avenue will follow the completion construction on the East Main Street segment of the project. Construction to be complete and Transitway in full service by the Fall of 2016.



Railroad Underpass improvements

The State Department of Transportation has completed the semi-final design for the Atlantic Street Underpass. The City of Stamford is working closely with the State Department of Transportation in assisting CTDOT in completing the engineering design of the Atlantic Street Underpass which has funding to complete the project. The final design will be completed by the Fall of 2014, the project construction to start in the Spring of 2015 to be completed in the Summer of 2017 using Accelerated Bridge Construction (ABC) methods. Utility relocation process related to this project is in progress.

g. Traffic Signal Maintenance

- The Signal Division continued routine maintenance of 205 signalized intersections.
- There were about 1,515 service calls, of which 47 were after-hours calls including several middle-of-night calls.
- Signal equipment damaged by motor vehicle accidents at 12 locations with replacement pedestals at 20 locations.
- LED Lamp Replacement at 112 locations.
- Conflict Monitor Reset/Replacement at about 156 locations.
- Signal Head replacement at 27 locations.
- Scheduled New Controller Replacements at 4 intersections.

All signals were repaired in accordance with The Office of the State Traffic Administration (OSTA) permit requirements.

h. Building Inspection

The function of the Building Department is to inspect and enforce the Connecticut International Building Codes, which include the demolition code, international building code, international residential code and any international mechanical codes.

During FY 2013 -2014, the Building Inspections Department issued 5636 permits for construction valued at \$398,892,328.23 and fees collected were \$6,200,000.00.

The approximate total inspections done for this period were 20,000

- C5 & C5A located on South Pacific Street with a total of 402 apartments



- Y2 located on 115 Towne Street with a total of 227 apartments
- 75 Tresser Blvd with a total of 350 apartments
- Stamford Hospital expansion
- 66 Summer Street with a total of 209 apartments
- Y3
- Gateway parking garage
- Marriott Residence Inn expansion onto Atlantic Street

In addition to inspections, the Building Department investigated and completed 85 citizen's complaints.

Building Inspections: Five Year Data Summary

	<u>Total Permits</u>	<u>Estimated Cost</u>	<u>Fees</u>	<u>Total Inspections</u>	<u>Complaints</u>
FY 2009 – 2010	5276	192,739,727.21	4,450,000.00	22,265	203
FY 2010 – 2011	5273	280,818,785.65	5,000,000.00	12,898	148
FY 2011 – 2012	5865	350,000,000.00	5,400,000.00	16,466	142
FY 2012 – 2013	5251	463,195,002.23	6,900,611.00	19,563	143
FY 2013 – 2014	5636	398,892,328.23	6,200,000.00	20,000	85

i. Signs & Lines Department

The calm hurricane season allowed for catch up time for sign repair and striping throughout the City. Signs and Lines has similar responsibilities when it comes to snow plowing and lost a lot of time during the winter to spend on sign issues. Each time the Highways Department is called out to clean the streets the Signs & Lines department is called out to clean the sidewalks and parking lots under the City's care. Coordination is key, and the new GPS system for the Highways Department will also be implemented in this department which will increase the efficiency and safety of the workers.

The paint season started with favorable weather allowing the workers to get a jump on much needed restriping of crosswalks and intersections around town. They started in the downtown area and worked their way out into the residential neighborhoods. Operationally we are looking into acquiring the right piece of equipment which would allow for the Signs and Lines department to stripe long stretches of



centerline which is something that is currently contracted out. This would allow for greater productivity and a savings in budget.

j. Traffic Enforcement Division

Looking to boost our numbers for the beginning of the 2013 – 2014 year we were hoping we did not have to deal with another hurricane. Though we did have a mild hurricane season, the winter was not so kind. With below freezing temperatures, 20 snow/ice storms and snow/ice banks blocking a good portion of the on street meters our revenues were down. There were 3000 less tickets issued from December to April then the previous year and 7000 less from the same period in 2011, which was a very mild winter, demonstrating how much the weather can affect the system. The overall ticket issuance was down from 67,743 to 62,987. Ticket revenue was down about 0.02% from \$1,946,293 the year before to \$1,897,835 this past year.

There is a new ticket processing vendor that won the bid for the contract that will dramatically change the operational system for the tickets which includes the handheld devices the violations officers use.

k. Parking Fund

Though the Ticket revenues and Garage revenues were slightly down, the overall Parking fund was up this fiscal year. Strong revenue from Parks Permits and the basic Parking revenue more than offset the other accounts shortcomings. The overall fund still helps to generate extra operating monies for the City but there are contributing factors that remain from previous years such as the harsh weather of the past winter, the economy and the major construction around lower Summer Street that slow the growth of the fund. The construction at the Summer Street garage greatly inhibits the access for the users and will continue until the end of 2014. Moving forward there is an effort to analyze the parking meters as far as placement and what type may make things more efficient for the residents such as multiple on street meters versus single multi-space meters.

l. Fleet Maintenance

The Fleet Maintenance division is comprised of three departments:

- 1) Vehicle and Heavy Duty Equipment repair and maintenance



- 2) Small Equipment repair and maintenance
- 3) Complete Auto/Truck and Equipment body work and paint shop

Fleet Maintenance is responsible for:

- Maintenance and repairs on approximately 900 vehicles and equipment distributed throughout the City of Stamford. This includes Refuse Collection, Recycling, Transfer Station, Composting sites, Highway and Road Maintenance, Traffic Maintenance Department, Parks Department, Traffic and Signal, Recreation, Parks Police, Traffic Enforcement, Engineering, Health Department and The City Administrative Department.
- Plating and registrations for most departments.
- Fuel purchases for the City of Stamford's Magee Ave. and Haig Ave. facilities. It is also responsible for all inter-department billing for fuel consumption.
- Along with Engineering, is responsible for the implementation and construction of the new fuel island and new fuel program system. The new fuel island has been certified and as of 9/2/2014 is operational.
- Developing all specifications and warranties for vehicles and equipment purchased by the City of Stamford.
- The sale, liquidation and disposal of all City of Stamford surplus, old, antiquated, damaged and or unused vehicles and equipment. The list of items also includes phones, radios, office equipment, furniture, fixtures, office supplies, tools, tires and anything else the City of Stamford deems as unusable or surplus.
- The sale or liquidation of all "abandon cars" which the Police Department deems as "abandon-Red Tag".

Fleet Maintenance is currently staffed by 5 full time heavy duty mechanics, 1 small equipment repair mechanic, 1 body man and painter, 1 parts manager, 1 fleet maintenance manager.

The Fleet Maintenance team works with all departments to provide the best possible service for the citizens of the City of Stamford. The success of Fleet Maintenance is a direct result of the collective effort made by all departments that we service.



m. Solid Waste Division

The continued overall superb management of Solid Waste has continually increased services with reduced personnel. This has been accomplished while lowering the budget requests in the past 5 years while also increasing services to the Public.

Continued development of our single stream recycling program resulted in an increase to a 28% diversion rate of 10,963 tons, saving the City \$802,000 in garbage hauling expense. Additionally the program received \$36,000 from the sale of these recycling commodities. Since the inception of the single-stream recycling program five years ago, Stamford has saved over \$3 Million as a result of waste being diverted into recycling. During the same period we have collected over \$550k in revenue from the sales of recycled material.

In our continued efforts to increase recycling and satisfy our Public needs, the Division distributed delivery of over 5,000 larger or replacement recycling and garbage totes throughout the City. This is accomplished without additional staff or overtime.

The electronics recycling program available at both recycling centers has enabled Stamford to become the largest electronic recycler in the State by recycling 296 tons of electronics. The two recycling centers also collected and donated clothing to Goodwill and Big Brother/Sister containers, as well as recycled 3 ton of fluorescent bulbs, 3 tons of batteries, 2,279 gallons of yellow cooking oil and 3075 gallons of motor oil.

The Scale House collected over \$1.5M processing the disposal of Private commercial garbage and recycling, leaves and brush contractors, and the payments for Freon removal, compost sales as well as residents over the allotted 200 lbs. free per day.

The Transfer Station Division includes overseeing the six days a week operation of a State Licensed 1000 ton per day transfer station, Scale House and Katrina Mygatt Recycling Center facilities in which all of the City's municipal solid waste (MSW) and bulky waste (BW) is accepted and reloaded for out of town disposal. In FY 2013-14, we processed 51,863 tons of MSW (8% increase), 11,344 tons of leaves, 7,313 tons of brush and logs, 11,932 tons of household recycling (\$36,000 revenue), 666 tons of mixed metal (\$106k revenue).



The Collections Division provides for the once a week curbside collection of garbage from over 25, 000 homes, two-family homes, three-family dwellings and condominium units. Collection for residential curbside recycling is for over 33,000 households. The Division also collects garbage and recyclables from the City's public schools, fire and police stations and most municipally owned buildings including the Government Center. We also provide backyard collection of recyclables and garbage for approximately 900 residents with medical or age exemptions.

In addition, the Collections section is responsible for the operation and collection of the City's litter basket program that has over 1,300 units throughout the City. During the Spring/Summer months this is a seven day a week program because of the increased outdoor activity at the parks, schools and beaches as well as the downtown business district in Stamford.

Coordinated with Board of Education efforts to increase recycling by providing guidance to assist school recycling programs, which increased recycling from 267 to 419 tons.

Continued our Recycling Education program by presenting the Solid Waste/WPCA education tour to 12 additional schools and organizations (more than 800 participants).

Conducted the annual Hazardous Waste Recycling collections event for over 500 residents.

The Division has also responded to emergency storm situations for storm debris cleanup by assisting the Highway Department with snow plow drivers and supervisors during storm and emergency events.

Solid Waste	2012-13	2013-14
- Diversion rate	27%	28%
- Tons saved	10,605	10,963
- Income from sale of recycled commodities	\$ 91,000	\$ 36,000
- Scale house collections (millions)	\$ 1.20	\$ 1.50
- Tons of MSW	47,733	51,863
- Tons of leaves	16,400	11,344
- Tons of brush/logs	14,500	7,313
- Tons of household recycling	11,472	11,932
- Tons of mixed metal	612	666



n. Stormwater Management Department

The Stormwater Management Department has been created in response to a new MS4 stormwater permit issued to the City by the Connecticut Department of Energy and Environmental Protection (DEEP). MS4 stands for “Municipal Separate Storm Sewer System” and the issuance of this permit has greatly increased the City’s responsibility to regulate stormwater discharges on both public and private property. The goal of the Department is to ensure the City is in compliance with all state and federal stormwater regulations.

The purpose of the Stormwater Management Department is to ensure the rivers, streams, ponds, and watercourses within the City are free from pollutants and toxins which are harmful to people and the environment. This will be accomplished through public outreach and education, extensive cleaning of existing catch basins and drainage structures, investigating and eliminating illicit discharges, and by establishing the legal authority to enforce stormwater regulations. The result will be cleaner, healthier waterways for the enjoyment of all city residents.

During the 2013 / 2014 fiscal year, the Stormwater Management Department was granted a fully funded operating budget. One position (Regulatory Compliance and Administrative Officer) was filled in May and the department began a campaign of public outreach and education which included establishing a new Stormwater Management website, conducting meetings with various stakeholders and watershed groups and providing stormwater information to residents obtaining and renewing dog licenses. Additionally the Stormwater Department began the development of a Stormwater Ordinance, studied modifications to the Zoning Regulations, and began compiling data for the City-wide Stormwater Management Plan, required by CT DEEP.

WPCA	2012-13	2013-14
- Average removal of BOD	98%	98%
- Average removal of TSS	96%	97%
- Amount sold in nitrogen credits	\$ 848,494	\$ 1,038,159



o. Cashiering & Permitting

Cashiering and Permitting saw increases this year in permits, garage parking and surface parking. Parking ticket revenue increased but was short of our budget target.

A new ticket processing vendor is expected to increase revenue because their fees are lower, convenience fees will be charged to those paying on-line and all permits will be available on-line, with a \$2 convenience charge for those who pay or appeal parking tickets on-line.

p. Citizen's Service Center

This year saw quite a comeback for the Citizens Services Center which received 10,148 requests for all city services, clearing all but 548. Service requests were up 15 percent over last year. The completion rate for the 12 most popular service requests topped 97 percent.

Citizens' Service will soon complete responses to all requests for services – acknowledgement of service requests received and letters or e-mails sent to residents upon completion of the services they requested.

Requests by phone and e-mail were consistently robust in the past year, but more work needs to be done to make the on-line system more user friendly.

2013 – 8,695 service requests received, 128 open, 371 in progress

2012 – 8,894 service requests received, 169 open, 430 in progress

2011 – 9,370 service requests received, 223 open, 503 in progress

2010 – 9,782 service requests received 209 open, 488 in progress

Citizens Services Center	2012-13	2013-14
- Total requests	8,894	10,148
- Completion rate	93%	97%



q. Terry Conners Rink

Terry Conner's Rink completed the 2013/14 fiscal year slightly lower in revenue (2.86%) than the previous year. Considering a major competitor has moved in a quarter of a mile up Cove Road and another less than 10 miles away in Norwalk (both with 2 ice surfaces) we continue to more than hold our own in offering ice time to the residents of Stamford. Our summer camps flourished this year with a 39.23 % increase in revenue averaging 30 children a week for 7 weeks. Terry Conner's continues to offer residents year round public skating sessions, open hockey sessions, freestyle sessions for figure skaters and a strong learn to skate lesson program.

The Stamford Youth Hockey Association is based at our rink and begins practice the first week of September. Youth games can be attended free of charge most weekends September through February (check www.tcrink.com for schedule). Four high school hockey teams also call TCR home. Games begin with a round robin Jamboree on Saturday December 13th. Games continue from mid-December through February culminating with the FCIAC playoffs which drew close to 2,000 spectators for the finals game this past season.

If figure skating is your thing TCR once again hosted the annual Synchro Open. This event featuring our local synchronized teams The Shadows / Shimmers & Sprites is comprised of nearly 100 hundred synchronized skating teams from up and down the east coast and brings well over four thousand people through our doors for the weekend competition to either compete or spectate. This year's event dates are December 6th and 7th.

Terry Conner's Rink hosted The Big Assist VI on July 23rd. This is a charity hockey game with many NHL, AHL and college players who have their hockey roots in and around the Stamford area. Proceeds from the game go towards spinal cord research. A record crowd was on hand to watch with the rink filled to near capacity for the event.

Manhattanville College will no longer call TCR its home as repairs have been made to their former home rink where they will resume their games.

Going forward TCR will continue to offer what many hockey and figure skaters alike call "the best ice around"! The TCR staff takes great pride in this.



r. E. Gaynor Brennan Municipal Golf Course (Golf Commission)

FY 2014 saw Brennan Golf undertaking more course improvements. Some of these improvements were completed in house, as a cost saving measure, as other larger projects were put out to bid. Projects completed in house included a new tee complex for the 8th and 16th tees. A new Cart path project was also put out to bid and the project started in FY2014 and will finish in FY2015. This included new paths for the 1st, 2nd, 7th, 11th, 12th, 13th and 16th holes. Rough work is also being completed for a new tee complex for the 7th tee. The finish work will be completed by in-house staff. All projects are being undertaken using Golf Revenue and NO Tax Dollars.

Financially, there continues to be a golf round correction throughout the game. Another year of untimely poor weather was also a contributing factor to rounds (-1,746) and Player Revenue (-\$16,000) being down. More importantly, however, the facility continues to maintain our self-sufficient status, having not used any tax revenue for over Fifteen Years.

Plans are moving forward, during FY 2015, on the Golf Course, to continue our course improvement with Projects to include completion of reconstruction of a new 7th tee, New 2nd tee (including forward tee, as well as drainage improvements to the 2nd, 7th and 8th holes.

h. OFFICE OF LEGAL AFFAIRS

During Fiscal Year 2013-2014, the Director of Legal Affairs and Corporation Counsel, along with the Deputy Corporation Counsel and six staff attorneys, rendered 7 formal legal opinions to city departments, agencies, boards and commissions and provided more than 300 informal opinions to various departments, agencies, boards and commissions. The department also drafted a number of ordinances and resolutions for consideration by the Board of Representatives at its or the Mayor's request, and appeared before numerous boards and commissions to provide ongoing counsel on both procedural and substantive issues. Additionally, the Law Department worked with the Purchasing Department to review, approve and process approximately 900 contracts, agreements, requests for proposal and bid waivers.



The Law Department has continued to provide legal services to the Board of Education, including tort claims and lawsuits, discrimination claims and contract disputes. In addition to representing the board in litigation and reviewing contracts as requested, this office has advised the board on employment issues and Freedom of Information issues. During the fiscal year, the Law Department expended approximately 582 hours on Board of Education matters, for which the city billed the Board of Education \$67,412.

A total of 140 claims were filed against the city this fiscal year, including vehicular tort claims, highway defect claims and a variety of personal injury and property damage claims. 268 lawsuits were instituted against the city, including personal injury, contract, employment and tort claims, tax appeals, as well as administrative appeals from City Boards. At the close of Fiscal Year 2013-2014 there were 588 lawsuits pending against the City.

The Law Department assists and advises all City Departments with Freedom of Information requests and represents the City before the Freedom of Information Commission. The volume of Freedom of Information requests has increased dramatically in the past few years. In November 2013 the Law Department added a part-time Assistant Corporation Counsel to assist with Freedom of Information Requests, to act as the City's Americans with Disabilities Compliance Officer and to assist with other matters in the Law Department. From November of 2013 to the close of the fiscal year on June 30, 2014, there have been more than 264 Freedom of Information requests handled by the part-time Assistant Corporation Counsel.

During the year, the Law Department handled 134 delinquent tax matters in total. The Law Department resolved 20 cases in-house and worked with outside counsel in resolving 47 cases, and entered into payment plans on many others. Through the efforts of outside counsel and this office approximately \$2,657,601.89 in delinquent tax revenue was collected this fiscal year. Additionally, the Law Department collected \$15,853.00 in damages on behalf of the City for City property and automobiles that were damaged as a result of incidents involving City property or motor vehicle accidents with City cars.

The Law Department also monitored bankruptcy actions in which the city is listed as a creditor for taxes and/or parking violations and is actively filing proof of claim documentation in order to recapture revenue owed to the City of Stamford.



Other highlights of the fiscal year were:

- Implemented a new document management system developed specifically for municipal law departments
- Resolved via settlement many of the pending property tax appeals
- Obtained Summary Judgment on several cases against the City
- Negotiated with volunteer fire departments to resolve pending litigation. The City signed the 2,203 Fire Protection Services Agreement with Turn of River Volunteer Fire Department in May 2014.
- Many other favorable settlements, verdicts, and dismissals in civil rights cases and personal injury cases that exposed the City to damages, attorney's fees and punitive damages.

Legal Affairs	2012-13	2013-14
- # of formal legal opinions	15	7
- # of claims filed against the City	92	140
- # of lawsuits against the city	249	268
- # of delinquent tax matters	211	134

Municipal Employee Bargaining Organizations

Organization	Number of Employees	Current Contract Exp. Date
Stamford Police Assn.	277	06/30/2011
Local #786 of the International Association of Firefighters, AFL-CIO (downtown)	267	06/30/2011
Local #2657 of the AFSCME, Council #4, AFL-CIO (Supervisors)	113	06/30/2014
Local #465 of the AFSCME, Council #4, AFL-CIO (registered nurses)	52	06/30/2014
Local #1303-273 of the AFSCME, Council #4, AFL-CIO (Hygienists)	4	06/30/2014



Local #1303-191 of the AFSCME, Council #4, AFL-CIO (Attorneys)	6	06/30/2014
NOW International Union of Operating Engineers	24	06/30/2014
Local #2377 of the International Union, United Automobile Workers, AFL-CIO	325	06/30/2010
New England Health Care Employees Union, District 1199 (Smith House)	128	06/30/2012
Local #222 of the United Electrical Radio & Machine Workers of America	119	06/30/2015
Non-unionized		n/a
Total City Employees	2,129	

Board of Education Employee Bargaining Organizations

Local #2657 of the AFSCME, Council #4, AFL-CIO (Supervisors)	7	06/30/2014
Local #2377 of the International Union, United Automobile Workers, AFL-CIO	81	06/30/2009
Stamford Board of Education Employee Association (Custodian & Maintenance)	154	06/30/2025 in negotiations
Stamford Board of Education Employee Association (Security and Community Liaison Employees)	33	06/30/2016
Stamford Education Association	1,475	06/30/2016
Education Assistants of Stamford Association	388	06/30/2016
School Administrators Association of Stamford	65	06/30/2014
Total Board of Education employees	2,203	



Part III – EDUCATION

BOARD OF EDUCATION — www.stamfordpublicschools.org

The following highlights represent major accomplishments in Stamford Public Schools (SPS) for the 2013-14 school year:

Research

- In 2013-14, a total of 991 Stamford Public School high school students completed one or more Advanced Placement courses and participated in the Advanced Placement Testing Program of the College Board. Of these students, 245 were recognized as Advanced Placement Scholars for outstanding achievement on Advanced Placement exams.
- Two SPS students from the Class of 2014 were named National Merit winners and 18 students in all were recognized as National Merit Semifinalists (top 1% in the nation) or as Commended students (top 5% in the nation).
- The Connecticut State Department of Education introduced a more rigorous graduation measure beginning with the Class of 2010. Since that year, the four year graduation rate for Stamford has risen from 83% (Class of 2010) to 89% for the Class of 2013, the most recent data available. More than 80% of high school graduates of Stamford Public Schools enroll in post-secondary education.
- In the 2013-14 school year, the Connecticut State Department of Education gave districts the choice of continuing with the Connecticut Mastery Tests (grades 3-8) and Connecticut Academic Performance Test (grade 10) for one more year or piloting the new online Smarter Balanced Assessments in reading and math, grades 3-8 and 11. Stamford chose to participate in the Smarter Balanced testing program. Preliminary results should be available in early winter.
- In 2013-14, Stamford Public Schools introduced a new Student Information System – Power School, a product of Pearson, Inc. – to replace StarBase. Teachers and administrators use Power School to maintain data on student demographics, attendance, assessments, and grades. We are planning to open the Power School Parent portal in fall 2014 to enable parents to access student information.



Curriculum and Instruction

English Language Learner (ELL) Program

- Developed a common curriculum that is used consistently for level B and C ESL courses at the high school; created common assessments aligned to the common curriculum.
- Developed an ELL district action plan for ELL students with limited or interrupted formal education that are enrolling at the high school level.
- Implemented an ELL summer program for middle school and high school students who are new to this country.

Literacy – Elementary

- Professional development for all K-5 teachers on deepening their understanding of the CT Core Standards as they apply to the curriculum and instruction in the classroom.
- Reading and writing units at grades K-5 revised and aligned to the CT Core Standards.
- Continuation of the Reader's and Writer's Workshop Model — using K-5 Strategic Literacy Framework:
 - Focused Reading: Read Aloud, Shared Reading, Guided Reading, Monitored Independent Reading
 - Focused Writing: Writer's Workshop
 - Focused Reading and Writing: Word Study, Word Stations

Literacy – Secondary

- Curriculum Committee aligned all units to the CT Core Standards and created common assessments.
- Development of common grading practice for MS and HS ELA.
- Providing professional development to all ELA teachers to further their understanding of the CT Core Standards and the curriculum and instruction implications.

Mathematics – Elementary

- Implementation of CT Core State Standards in mathematics at the elementary school levels.
- Continuation of the pilot on the use of learning stations as a means of differentiating at all elementary schools in grades K-5.
- Continuation of the implementation of the mathematical practices.



- Classroom embedded/individualized professional development for K-5 novice and veteran teachers.

Mathematics – Secondary

- MS and HS curriculum and assessments aligned to CT Core Standards.
- Continuation of the implementation of the Mathematical Practices and the performance tasks to all high school math teachers.
- Classroom embedded/individualized professional development for HS Algebra I teachers.
- STEM (Science, Technology, Engineering, Mathematics) Integration activities in middle schools
- First annual STEMfest in Mill River Park
- After-school Lego Robotics in four elementary schools
- After-school club for programming at Cloonan MS
- CT Invention Convention at select elementary and middle schools
- Secondary year of STEM-themed summer camp for 30 middle school girls at UCONN sponsored by GE
- Establishment of district STEM team to develop plans for STEM integration district-wide
- HS Math and Science teachers involved in Project CCSS-STEM with Albertus Magnus College and SCSU

Science

- Full implementation of SPS science program in grades K-8.
- Implementation of CT Core Literacy Standards in Science at HS and MS levels.
- Continued materials support for elementary science teachers provided by the elementary science paraprofessionals.

Social Studies – Secondary

- Development of common curriculum for HS and MS.
- Professional development on CT Core Literacy Standards for SS.



World Languages

- Implementation of a common curriculum and assessments for levels I, II, and III in both Spanish and French at the middle school and high school levels.
- Developed a common curriculum to be used in grade 3 FLEX (Foreign Language Elementary Experience) program.

Office of Family and Community Engagement

- Collaboration with the Stamford Police Department and our community partners was sustained in an effort to reduce disproportionate suspensions and arrests of black and Latino students.
- Continuation of the Stamford Public Educational Foundation's (SPEF) Mentoring Program, introduced in the 2011-12 school year at both Stamford High and Westhill High schools.
- Established centralized registration procedures for new arrival ELL students. ELL students are now able to be centrally screened, identified, and placed in appropriate programs that are aligned to their language learning needs.
- Joint District Council was established in collaboration with SPEF to share practices for School Governance Councils.

Special Education Services

- Second year using scheduling and work-load management software resulted in transferring 20 student support staff to meet service increases in different buildings.
- Continuing paraeducator procedural process to manage District needs in 20 buildings resulted in keeping within the budgeted FTEs.
- Completed ongoing paraeducator training in the areas of sensory communication, activities of daily living, inclusion support, transition (18-21) and career exploration, and positive behavior interventions.
- Autism spectrum disorder curriculum expanded to preschool and high school.
- Transition (18-21) services created at an off- site location in the University of Bridgeport Stamford Campus for up to 25 students inclusive of vocational experiences, activities of daily living , social skills, functional academics, community opportunities, and independence skills in alignment with the State Board of Education requirements.



- Completed professional development for secondary special education teachers and student support services on transition planning for students entering adulthood in accordance with the state regulations.
- Completed professional development for special education teachers in the Austin Spectrum Disorder curriculum and applied behavioral analysis.
- Opened APPLES Early Childhood Educational Center, which includes seven preschool special education classrooms and one school readiness classroom (serving 126 students) in the Rippowam Middle School building.
- PreK staff trained in iOS and built-in iPad accessibility features.
- Airserver installed in all PreK classrooms to project iPad apps to Promethean boards.
- PreK ActiView interactive cameras updated.
- Special Education Procedural Manual updated and placed in Outlook Public Folders for staff use.
- Special education services budget 2.3 % (\$,309,000) below budget at the end of the fiscal year
- Medicaid revenue \$1,311,000
- 1,907 children received special education services as of June 30, 2014

Student Support Services and Special Programs

- Several schools initiated Positive Behavior Supports (PBS) in their buildings. District behavior specialist gave PD to several schools on PBS and school climate.
- District behavior specialist met with several teams regarding school climate and ways to incorporate more positive supports into their buildings.
- Crisis Prevention Institution trainings were given throughout the district in an attempt to teach de-escalation techniques
- PrePare training was held for several staff members to teach prevention and response to crisis.
- Stamford Schools contracted with The Child Health and Development Institute of Connecticut to audit our student's mental health needs and our mental health programs. Focus groups were conducted between May and July, and more than 150 stakeholders were interviewed.
- The Social Work Department collaborated with the Yale Child Study Center to provide psychiatric consultation and training to our staff using tele mental health services.



- The RISE program has continued to develop as a therapeutic model.
- We have begun to talk with the Sanctuary Institute about possible collaboration to train RISE staff in the development of trauma informed communities.

Facilities

- TOR Code Compliance – Rest Rooms/HVAC/Site Work in progress
- HVAC Upgrades – Cloonan/Hart/KTM/Newfield/Rippowam/Roxbury/SHS/Stark/Toquam/TOR/WHS
- Westover all work completed
- Chiller Replacements – Springdale/Toquam/WHS all completed
- Dolan Masonry and Water Infiltration in progress
- Dolan new Cafeteria Serving Line and Kitchen upgrades completed
- KTM Paving Project completed
- WHS Fire Alarm System replacement and upgrades completed
- Boyle Stadium Renovation nearly complete
- Scofield Roof Replacement complete
- SARA Alert Security System installed
- Lock Replacements at Cloonan/Toquam completed
- Computer Labs at Hart/Rippowam completed
- WHS Small Theater Renovation completed
- Cloonan Family Based Health Center completed
- Northeast Annex Renovation completed
- Cloonan Window and Exterior Door Replacement Project in progress
- Northeast Electrical Upgrade completed
- Toquam Gym and Cafeteria Floors replaced
- Many Fences and Field Backstops replaced

Finance

- 2013-14 Operating Budget surplus of \$79,239 (.032%) on a budget of \$245,072,959.



- Development and approval of 2014-15 Operating Budget of \$248,574,216 (1.43%) to accommodate an anticipated 1.5% student enrollment growth and the addition of 56.5 positions. The final budget included savings and efficiencies of \$2,749,203 and 28 object codes (41%) were reduced or level funded (year over year).
- Position control efficiencies in managing 2,149.5 total positions (teachers, administrators, custodians, paraprofessionals, clerical, and security).
- Increase in Agency Placement/Excess Cost Revenue to the District of \$510,000 (13%) compared to the prior year. The overall total of \$4,445,657 is the highest reimbursement SPS has ever received.
- Obtained \$625,000 settlement for 2011-12 Medicaid reimbursement.
- Special education expenses (excluding salaries and benefits) were below budget for 3rd straight year (by \$309,000) despite a 9% increase in identification rate.
- Savings of approximately \$200,000 in print services over the last two years through better management and centralization of the district print function. Additionally, the district has increased its color capability and the ability to print business card.
- Issued 7,493 Purchase Orders (6,091 Operating Budget and 1,402 Grant Budget) for goods and services. Request's for Proposal (RFP) were completed for the following items:
 - Erate Consulting Service
 - Board Certified Behavior Analyst and ABA Consultation for Pre-K Students
 - Daily Custodial Personnel
 - Ergonomic Cafeteria Tables
 - In Class Tutoring for Grade 9 Algebra 1 Students
 - Audit of Mental Health Program
 - Professional Development Orton Gillingham Training
 - Food Service Management Company
 - Consultant to Support 21st Century Education in High Schools
 - High School Algebra 1 Consultant
 - Athletic Training Services
 - Database Consultant
 - Driver Education



- Professional Coaching to Support District-Wide Teaching & Learning
- District Copier Service
- Upgrade of the schools' cafeteria tables with ergonomically designed tables to reduce potential custodian injuries and worker compensation claims.
- Additional district efforts to fund expansion classroom furniture, technology, printers, projectors, laptop carts, internet access, window replacement, repairs to gym equipment, auditoriums, fencing, restock elementary math, science, and non-fiction literacy materials.

Grants and Funded Programs

- The Board of Education was awarded \$26,062,218 in state, federal and private funding for the 2013-2014 school year. Grants included the 21st Century Community Learning Center Grants (2), Alliance Grant, School Readiness Grant, State Afterschool Grants (2), Upward Bound Grant, Purdue Pharma, Technology Grant, Security Grant and Perkins Grant.
- The schools partnered with numerous nonprofit organizations to provide before and after school academic and enrichment programs for 6,845 students through the state funded Extended School Hours Grant.
- The Grants and Funded Office managed and coordinated the District Advancement Via Individual Determination (AVID) program. Dolan and WHS were designated as Highly Certified AVID schools for the 2014-2015 academic year.
- The Grants and Funded office worked in partnership with the Chamber of Commerce and U.S. Computer Connections to distribute approximately 80 refurbished computers, donated by local companies, to SPS third graders through the TechCycle Program.

Human Resources

- Hired 124 new teachers, two administrators new to Stamford, and 26 paraeducators to replace resigning or retiring existing staff members or to fill new positions.
- Processed retirements of 30 teachers, five administrators, and eight paraeducators.
- Processed resignations of 44 teachers, four administrators, and 17 paraeducators.
- Directed and monitored the recruitment of highly qualified staff
- Conducted 2-day new teacher orientation and ½ day new paraeducator orientation.



- Completed contract negotiations with the paraeducators and security workers for 2013-2016.
- Provided workshops for former retirees presenting information about the state-provided health benefits and Social Security. As a result of the information presented at these sessions, 42 additional retirees selected the state TRB health plan.
- Increased number of students that purchase student accident insurance thereby decreasing liability expense to the district.

Office of Public Affairs

- Redesigned and launched new and improved SPS Website, which allows families, staff, and community members to subscribe to news and announcements. Subscribers are automatically notified when items are updated on the website.
- Published and distributed: SPS School Calendar, Policy Guide for Families, Middle School Reference Guide, Annual Report to the Community, and submitted articles for publication in local media.
- Established and developed relationships with local media to regularly promote positive school stories and invited local media to school events, as well as fielded media requests.
- Informed news media, community members, and staff with news releases, social media and website updates.
- Coordinated monthly Student and Staff Achievement recognitions at BOE meetings.
- Coordinated and communicated major district events, including Staff Convocation, Monthly Student and Staff Achievements, Holiday Greeting Card Competition, Tour Your Schools Day, Teacher of the Year celebration, Retirement and Recognition dinner
- Led the restructure of the Spotlight on Teachers/Teacher of the Year recognition and all communications associated with it.
- Communicated with Board of Education members, schools, parents, and media as needed regarding incidents involving schools, students or staff. Regularly consult with attorneys/police/health officials as needed.
- Placed advertisements in local media (English and Spanish) for key events, graduation, Tour Your Schools Day, and Magnet School Orientations.



Safety and Security

- Continued safety improvements, including upgrading locks on interior doors, upgrades to our CCTV systems, specifically at Westhill and Stamford High Schools; and plans to upgrade all school intercom systems.
- Trialed Situational Awareness & Response Assistance (SARA) Alert system in one elementary school during the 2013-14 school year. Will launch SARA system in all elementary schools in 2014-15 school year.
- Standard security shirts required for all security staff.
- All schools in compliance with the required number of both fire and emergency drills and school safety meetings.
- Ongoing reminders to staff to wear ID badges at all times and to challenge anyone without a badge.
- Continued to reinforce visitor rules so all visitors are required to sign in and out at the main office of each school.

Transportation

- Provided bus service to more than 11,500 eligible students across the city.
- Achieved an on-time rate more than 99%.
- Enhanced effective routing for traffic safety and high efficiencies.
- Continued to utilize cameras and GPS tracking on all city school buses.

School System	2012-13	2013-14
- # of National AP scholars	259	245
- # of National Merit Semifinalists	16	18
- # recognized as a National merit Scholarship winner	1	0
- # of employees in total	2,099	2,203
- Total grant funding	\$ 26,516,284	\$ 26,062,218



Part IV – ELECTED AND APPOINTED BOARDS

i. 29th BOARD OF REPRESENTATIVES

a. Structure/Overview of Board

The Board of Representatives is made up of forty (unpaid) elected volunteers. There are twenty districts, and each district elects two representatives every four years, concurrent with the Mayor's term. The next election will be in November of 2017. There are currently twenty-seven (27) Democrats and thirteen (13) Republicans.

Because the Board is made up entirely of volunteers, most of its official meetings takes place during the weekday evenings. The full Board meets regularly the first Monday of every month at 8 PM. The Steering Committee (which sets the next month's agenda) typically meets the 2nd Monday of every month at 7 PM. Board committees typically meet the on weekday evenings during the remainder of the month (see [Board Calendar](#)).

Board of Representative Committees

The Board of Representatives operates on a committee system (see [Committees](#)). All agenda items are assigned to one of the Board's twelve standing committees by the Steering Committee. Most committees meet once a month – and sometimes more frequently if required by the committee agenda.

Committees review each item at their meetings, taking testimony from department heads or other invited speakers. If a public hearing has been scheduled, they also take comments from the public. By recorded vote, each Committee makes recommendations to the full Board on the items assigned to that committee.

Membership and leadership of all committees are determined by the President of the Board. Both Democrats and Republicans serve on all committees – and both Democrats and Republicans serve in leadership positions among the committees.

Most items submitted to the Board are processed and acted upon in one month, including most appointments, supplemental fiscal items, and status reports on items of interest to Board members.



Some items, particularly ordinances, require 2 to 3 months – and sometimes much longer if they are complex and controversial items.

All committee and full Board meetings are open to the public and dates and times are published in advance of the meeting. Minutes and votes are published subsequent to each meeting.

Board Authority

The authority of the Board of Representatives is described in the City of Stamford Charter. The Board of Representatives has the following powers, among others:

- Enact ordinances for the government of the city, for the preservation of good order, peace and health, for the welfare and safety of its inhabitants and the protection and security of their property (legislative process);
- Adopt the submitted capital and operating budgets of the City, the WPCA, and the Board of Education (budget process);
- Approve submitted supplemental capital and operating budget requests (fiscal process);
- Fill vacancies in elected offices (Mayor, Town Clerk, Board of Finance, Board of Education, Board of Representatives, and Constables) (appointments process);
- Approve the appointment of City Directors, the Director of Health, the Police Chief and the Fire and Rescue Chief;
- Approve appointments submitted by the Mayor of members to boards, authorities and commissions; establish fees charged by the City (fees process);
- Approve all City personnel contracts
- Reject negotiated and/or arbitrated labor contracts (labor contract process);
- Approve large/multi-year contracts obtained as negotiated proposals;
- Approve leases, sales, and purchases of City owned property.

The Board does not have the power to initiate, restore, or otherwise increase either capital or operating spending proposals. All fiscal expenditures (budget or supplemental) must be submitted by the Mayor (or appropriate agency) and approved by the Board of Finance. The State government also reserves powers over certain matters. For instance, the State has authority over moving traffic regulations and fines.



b. 2013-2014 Legislative Summary

The 29th Board of Representatives took office on December 1, 2013. Elected were 27 Democrats and 13 Republicans. The Board meets in regular sessions on the first Monday of each month. A Steering Committee meeting is held each month to set the agenda for the following month.

During the period July 1, 2013 to June 30, 2014, the Appointments Committee recommended approval of 73 mayoral appointments to various boards and commissions, in addition to four cabinet positions: the Director of Public Safety & Health, the Director of Administration, the Director of Legal Affairs and the Director of Economic Development; and one department heads: Fire Chief.

The Fiscal Committee evaluated 91 appropriations, a transfer from the Rainy Day Fund, as well as the operating and capital budget for FY 2014-15. The Fiscal Committee also monitors progress on capital projects and close-outs/reallocations, bid waivers, contract bids, grant funds and the contingency fund. It also reviews applications and agreements to obtain grant funds.

During FY 2013-14, 68 resolutions and 13 ordinances were passed. Significant legislation included:

- An ordinance allowing residents with private wells to have their wells tested for arsenic and uranium;
- An ordinance mandating the creation and implementation of an anti-nepotism policy;
- An ordinance mandating inclusion of certain information in taxpayer Change of Assessment notices;
- Amending the Urban Renewal Plan for the Southeast Quadrant (extended) Urban Renewal Project Connecticut, R-43 and Authorization of an amendment to the Contract of Sale in order to permit development of Re-Use Parcel 28; and
- Authorization of the purchase of by the City of the property at 200 Strawberry Hill Avenue.

There are several other committees whose membership worked to bring about the above-listed accomplishments. These committees are: Steering, Legislative & Rules, Land Use-Urban Redevelopment, Operations, Public Safety & Health; Parks and Recreation; Education; Housing/Community Development/Social Services; State & Commerce and Transportation. During FY 2013-14, there was one special committee: Stamford Water Quality.



j. BOARD OF FINANCE

a. Structure/Overview of Board

Established and governed by the *City of Stamford Charter*, the Board of Finance is an elected body authorized with specific powers and duties related to the City's finances. The Board's duties include: examining requests for additional appropriations; investigating and determining the fiscal policies of the City; approving the Mayor's Proposed Operating, Special Funds, and Capital budgets, and the proposed Board of Education budget; transmitting the approved budgets to the Board of Representatives for final approval; and determining and fixing the tax rates in each of the City's tax districts. The Board of Finance may also determine the type of bonds relating to the issuance and sale of general obligation bonds and bond anticipation notes.

The Board of Finance is composed of six members, each of whom hold office for a four (4) year term. Board members are elected by Stamford voters in citywide elections for staggered terms—one half of the membership is elected at each biennial municipal election. The members serve without compensation.

The Board of Finance holds its regular meetings on the second Thursday of each month, unless changed by resolution of the Board. These meetings are held in the Board of Finance Meeting Room, located on the Fourth Floor, Stamford Government Center, 888 Washington Boulevard. Meetings are open to the public and include a period of time, not to exceed 30 minutes, at the opening of each meeting for the public to address the Board on any item on the meeting agenda.

In addition to regular meetings, special meetings may be called by the Mayor or by any two members of the Board to address urgent issues or requests. The Board also holds hearings on the Mayor's Proposed Operating and Capital Budgets and the Board of Education's proposed budget. The Board then votes on these budgets which they may accept, reject, or reduce on a line-item basis.

The Office of Board of Finance is staffed by a permanent Clerk/Staff Person and its office is located on the 4th floor of the Stamford Government Center.



b. 2013-2014 Summary

During the 2013-14 fiscal year, in addition to its twelve (12) regular meetings, the Board held four(4) special meetings, and one (1) Joint Public Hearing with the Board of Representatives. Also, the Board held a total of eight (8) City Departmental budget hearings during the months of March-April, one (1) Special Budget Meeting in April where the Board took action on the budget , and one (1) Mill Rate Meeting in May, where the Board of Finance set the Mill Rate .

k. PLANNING BOARD

a. Structure/Overview of Board

The Planning Board's chief responsibility is to plan for & coordinate the development of the City in accordance with the Master Plan.

The Board prepares, adopts & amends the Master Plan; adopts and amends Subdivision Regulations; reviews and acts upon subdivision applications; prepares Capital Budget and Capital Program; reviews and acts upon referrals from the Zoning Board & Zoning Board of Appeals; prepares and adopts neighborhood plans.

See more about the Planning Board in the City Charter.

b. 2013-2014 Summary

The Planning Board has responsibilities for preparing, adopting and amending the Master Plan; regulating the subdivision of land; neighborhood planning; providing advisory reports to other Land Use Boards; preparing the capital improvements program; and reviewing all Public Works projects.

In the past fiscal year, the West Side Transportation Study was initiated as a follow-up study to the recently completed West Side Neighborhood Plan, with planning consulting services provided by Fitzgerald & Halliday, Inc. The key goal of this study is to identify transportation and economic development impediments to revitalize the West Side neighborhood, as well as to recommend solutions to those impediments. Work has progressed on two significant planning initiatives: the 2012 Comprehensive Update of the Master Plan and a Transit Oriented Development Feasibility Study that focuses on the Springdale and Glenbrook neighborhoods.



As previously reported, the City selected BFJ Planning to prepare the updated Master Plan for the City. Various stakeholder groups met with the planning team through summer and fall, and a series of neighborhood workshops were held during the fall and spring. The Planning Board has scheduled a public hearing on the draft Master Plan for Tuesday, October 7, 2014. The City continues to work with the firm of Goody Clancy in the development of the Glenbrook/Springdale Transit Oriented Development Study. The Planning Board supported the extensive public outreach efforts of Goody Clancy and is reviewing a number of alternative scenarios developed over first last six months of 2014.

There were no amendments to the existing (2002) Master Plan during this fiscal year. However, the Planning Board reviewed and approved six (6) subdivisions, creating eighteen (18) new building lots. In its advisory capacity role, the Planning Board reviewed thirty-eight (38) Zoning Board applications regarding text amendments, zoning map changes and special exception requests, and reviewed one hundred and two (102) Zoning Board of Appeals applications regarding variances and special exception requests.

The Stamford Charter sets out ground rules and timing for formulation and adoption of the Capital Budget: a process which the Planning Board initiated in September with the scheduling of departmental reviews and ended in February with a public hearing on the proposed budget, as well as submitted the Recommended Capital Budget to the Mayor on February 26, 2014. After receiving \$96,427,314 in project requests, the Board reviewed, deliberated and ultimately recommended a Capital Budget of \$47,187,188 or \$52,883,888 after reimbursable grants, for FY2014-15.

I. ZONING BOARD

a. Structure/Overview of Board

The Zoning Board has responsibilities for regulating the use of land and buildings within the City. The Board prepares, adopts and amends the Zoning Regulations and Zoning Map so as to control and guide the appropriate use and development of property. The Board also administratively reviews Site & Architectural plans, Special Exceptions, Coastal Site Plan applications, Motor Vehicle Locations and Aquifer Protection permits.



Land Use Summary

<u>Land Use Category</u>	<u>Acres</u>	<u>Percent</u>
Zoned for single family	19,688	80.0%
Zoned for multi-family	1,965	8.0
Zoned for mixed use	336	1.4
Zoned for business	754	3.1
Zoned for industry	982	4.0
Zoned for open space	<u>863</u>	<u>3.5</u>
Total	24,588	100.0%

b. 2013-2014 Summary

This year was a busy one, with the Zoning Board approving a total of sixty-three (63) applications this fiscal year. In FY 2013-14, the Zoning Board approved eight (8) amendments of the Zoning Regulations and two (2) changes in the Zoning Map. Twenty-two (22) coastal site plans, five (5) motor vehicle locations, four (4) general development plans, and twenty-two (22) other site plans and/or special exceptions were also approved. Highlights of applications approved by the Board this year:

- Approval of a mixed-use development involving 672 dwelling units and over 5,000 square feet of first floor cafe space on the site of the long-vacant “Hole in the Ground” Site in Downtown.
- Approval of multiple applications in and around the Downtown that show continued interest in building a thriving resident community near the Downtown and the Stamford Transportation Center, including:
 - A 58-unit residential building on Summer Street designed in a classic “New York Hotel” style.
 - Approval of the next phase of residential development of Metro Green (Buildings A & D, consisting of 155 residential units)
 - Approval of a new apartment building of 82 units on Bedford Street and approval of a new 175 residential development on a vacant portion of the “Fish Church” property.
- Continued progress in the South End included the following BLT approvals:
 - A new 257-unit apartment building on the “Y3” Block of Yale and Towne.



- Changes to the Zoning Regulations and a transfer of units to the Harbor Point “S3” block to enable the conversion of an approved hotel to a 240-unit residential development.
- A very meaningful connection between the South End and the Downtown was achieved with the initiation of a new jitney service connecting the two areas, funded by BLT as a condition of their development approvals.
- Modifications to the General Development Plan for the Hospital Complex Design District to enable Stamford Hospital to complete its Integrated Care Pavilion (Medical Office Building).
- Approval of the first Village Commercial development in the Glenbrook Neighborhood.
- Adoption of a Moratorium related to medical marijuana facilities and the adoption of revised zoning regulations to recognize new FEMA maps that became effective in 2013 following Hurricane Sandy.

As the fiscal year drew to a close, the Zoning Board and staff were concluding a review and hearing of two significant residential towers adjacent to the historic Post Office. In total, this project would generate 650 new residential units and around 40,000 square feet of retail space.

m. ZONING BOARD OF APPEALS

a. Structure/Overview of Board

A major function of the Zoning Board of Appeals is to consider variances of the zoning regulations where there is unusual hardship in the way of carrying out the strict letter of these regulations.

Uses of property permitted under the zoning regulations, but subject to the approval of the Board, are also considered under the heading of Special Exceptions. In addition, the Board hears Appeals from decisions of the Zoning Enforcement Officer.

b. 2013-2014 Summary

In the FY 2013/14 there was a slight increase in applications submitted to the Zoning Board of Appeals. The Zoning Board of Appeals considered one hundred and two (102) applications.



n. TAX ASSESSMENT BOARD OF APPEALS

The Assessor's Office is responsible for preparing the annual Grand List of both taxable and exempt property located within the City of Stamford. The Grand List is comprised of all Real Estate, Motor Vehicles, and Business Personal Property Assets.

In addition, all exemptions and benefits authorized under State and local law are processed in a timely manner.

The Net Taxable Grand List for October 1, 2013 after the Board of Assessment Appeals is:

	Net Taxable	FY 14-15 Mill Rates	
Real Estate	17,058,381,555	A 24.79	Auto 27.25
Motor Vehicle	871,704,239	B 24.24	P.Property 24.79
Personal Property	1,059,654,433	C 23.31	
Total	18,989,740,227	CS 23.79	
Tax Assessment		2012-13	2013-14
- Net Grand List all taxable property (October 1)		\$ 24,294,406,240	\$ 18,839,166,277

o. ENVIRONMENTAL PROTECTION BOARD

a. Structure/Overview of Board

The Environmental Protection Board (EPB) is organized by ordinance as a multi-purpose City agency combining the duties and responsibilities of: 1) a local Inland Wetlands and Watercourses Agency, 2) a local Conservation Commission, and 3) a local Flood and Erosion Control Board. The EPB has regulatory responsibilities, including issuing special permits for development activities on properties having inland wetlands and watercourses, buffer/setback areas, and designated flood hazard areas. The EPB also has advisory responsibilities, providing review, technical assistance and comment on the potential impact of subdivisions, coastal site plan reviews, site plan reviews, variances, special exceptions, erosion control plans, utility installs, and other related matters. Information/comments are disseminated to City Boards, Commissions, Departments, professional consultants and members of the public. Finally, the EPB has stewardship responsibilities, including recommendations for the creation and subsequent monitoring of open space areas and public points of access to Stamford's waterfront and shoreline areas. EPB Staff



(Environmental Planner and Environmental Analyst) in cooperation with other City departments, inspects development projects to ensure conformance with issued permits/approvals and City standards, acts as the designated liaison with State and Federal officials on matters of wetland/floodplain/coastal management, and administers the City's participation in the Federal Emergency Management Agency's Community Rating System (CRS).

b. 2013-2014 Summary

In FY 2013-2014, EPB Staff responded to 4,900 public inquiries during its regular office hours, reviewed 1,505 applications for building and/or septic permit and evaluated 56 formal wetland/coastal/subdivision applications. Staff also participated in the comprehensive remapping of Stamford's Coastal Flood Hazard Areas, revised the "Flood Prone Area Regulations" participated in the development of regulations/policies pertinent to the Stamford MS4 ("Municipal Separate Storm Sewer System"), assisted in the review and preparation of a Letter of Map Revision for Mill River Park, and maintained Stamford's good standing in FEMA's CRS.

Environmental Protection Board	2012-13	2013-14
- Public inquiries	4,798	4,900
- Applications reviewed	1,584	1,505
- Formal wetland/coastal/subdivision applications	62	56

p. BOARD OF ETHICS

This Annual Advisory Report (the "Report") has been prepared by the Board of Ethics of the City of Stamford (the "Board"), and is delivered to the Mayor and the President of the Board of Representatives pursuant to Section 19-4.E(2) of The Stamford Municipal Code of Ethics (the "Code"). It is for the period beginning June 30, 2013 (the date of the Board's last Annual Report) and ending June 17, 2014 (the "Report Period").

The Board engaged in the following activities during the Report Period:

New Board Members — During the Report Period, the Board welcomed two new members: Adam Vandervoort and Michael Thomas.



Advisory Opinions — During the Report Period, the Board received five requests for and issued five advisory opinions. Three of the requests involved questions of potential conflicts of interest concerning whether the officer’s employment, a spouses employment or their other municipal service would create a conflict of interest with their service, voting or other participation on a municipal board or commission. The other two requests involved questions regarding the Code’s prohibition on officer’s receiving gifts and the propriety of attending events in their official capacity at which food and entertainment will be provided to them.

Formal Complaints — During the Report Period, the Board received and responded to one formal complaint. The Investigating Panel assigned to the complaint found probable cause to hold a hearing but, pursuant to a provision recently added to the Code, the Investigating Panel entered into a stipulated agreement with the respondent, which obviated the need for a hearing.

Training — During this past summer, the Board received Freedom of Information training; initial training for the three members that joined last year and a refresher for the remaining members. The Board will schedule another training session this summer. Chairperson Bader attended a Connecticut Conference of Municipalities seminar entitled: Ethics, Accountability, and Conflicts of Interest in February.

Administrative — The Board was delighted to be assigned dedicated administrative support to assist the Board in its work. Beginning July 2014, in order to accommodate anticipated requests for Advisory Opinions in a predictable and timely manner, the Board will schedule to meet on the first Monday of each month at 7PM. If there are no open issues to address, this scheduled meeting may from month to month be cancelled. The specific dates of these regularly scheduled meetings will be posted to the Stamford Government Center website.

Drafting Guidelines — Given the number of recent requests for advisory opinions concerning whether an officer or employee may attend events at which food, beverages or entertainment are provided to that officer or employee, the Board has undertaken to review the Code and to provide a set of guidelines that can be accessed on our web page to help individuals interpret section 19-9(B)(3) of the Code.



q. BOARDS & COMMISSIONS – LINKS

<http://www.stamfordct.gov/boards>

Minutes & Agendas, along with video recordings of the proceedings of each commission can be accessed through the webpage identified with each board/commission/committee below.

Boards and Commissions Quick links	Fire Commission
58 Progress Drive Housing Corporation	Firefighters' Pension Fund
922 Summer Street Housing Corporation	Glenbrook Elderly Housing Corporation
Animal Control Task Force	Greenfield Merrell Housing Corporation
Anti-Blight	Harbor Management
Board of Assessment Appeals	Harbor Point Infrastructure Improvement District
Board of Education	Health Commission (DHSS)
Board of Ethics	Historic Preservation Advisory Commission
Board of Finance	Investment Advisory Committee
Board of Representatives	Lawnhill Terrace 1 Housing Corporation
Camera Review Committee	Lawnhill Terrace Phase 2 Housing Corporation
Charter Oak Communities	Long Ridge Fire Service Task Force
Classified Employees Retirement Fund	Mayor's Multicultural Council
Clinton Manor Housing Corporation	Municipal Building Board of Appeals
Clinton Manor LLC	North Street Elderly Housing Corporation
Commission on Aging	Old Long Ridge Historic District Meetings
Custodian and Mechanic's Retirement Fund	Old Town Hall Redevelopment Agency
Custodian Retirement Fund	OPEB Board of Trustees
E. Gaynor Brennan Golf Commission	Palmers Hill Housing Corporation
Economic Development Commission	Park 215 Housing Corporation
Energy Improvement District Board	Parks and Recreation Commission
Enterprise Zone Board	Patriotic & Special Events
Environmental Protection Board	Personnel Commission
Fairfield Court Housing Corp	Planning Board



Police Commission	Stamford School Readiness Council
Police Pension Board	Stamford Transit District
Quintard Manor Housing Corporation	SW Regional Tourism District
Quintard Manor LLC	SWRPA
Rippowam Housing Corporation	Tax Abatement Committee
School Building Committee	Tax Assessment Board of Appeals
Scofieldtown Area Remediation Task Force	Taylor Street Housing Corp
Sewer/Water Commission	Traffic Advisory Committee
Shellfish Commission	Traffic Hearing Officer
Smith House Healthcare Center	Urban Redevelopment Commission
Social Services Commission	Water Pollution Control Authority
Stamford Elderly Housing Corporation	Zoning Board
Stamford Golf Authority	Zoning Board of Appeals
Stamford Investment Advisory Committee	

Boards & Commissions	2012-13	2013-14
- Ordinances enacted by BOR	15	13
- # of meetings held by BOF	24	27

Part V – OTHER

r. WPCA – www.stamfordwpc.org/

The Stamford Water Pollution Control Authority (SWPCA) is responsible for the operation and maintenance of a 24 million gallon per day (MGD) advanced wastewater treatment plant, approximately 230 miles of sanitary sewer, 22 sanitary pumping stations, four storm water pumping stations and 9,000 feet of flood control barrier.

Financial – The SWPCA has the highest financial rating for any water or wastewater utility in the State following a rigorous review by Moody’s and Standard and Poor’s for SWPCA’s most recent revenue



bond issue. The SWPCA ended the year solidly in the black, building a \$1,500,000 cash reserve for operations or future capital projects. SWPCA's sewer user charge is based on metered water use and its sewer user charge for a typical residential customer remains close to national and regional averages. A five year inter-municipal agreement was executed with the Town of Darien for wastewater conveyance and treatment.

Staffing - SWPCA filled the Collection System Supervisor and Administrative Account clerk positions.

Wastewater Treatment Plant - The Plant performed well and met NPDES permit requirements. The plant averaged 98% removal of Biochemical Oxygen Demand (BOD) and 97% removal of total suspended solids (TSS) through the fiscal year. The plant continued to remove nitrogen to very low levels, and sold \$1,038,159 in nitrogen credits this past calendar year, more than any other treatment plant in Connecticut. The SWPCA Laboratory conducted sampling and testing as required by CT DEEP NPDES permit CT0101087 including daily monitoring of influent treatment process parameters and final effluent water quality. Testing of samples from the various stages of the treatment process were analyzed daily to provide data for process control decision making. The Regional Laboratory section provided weekly nutrient testing services, as a contract laboratory, for 15 local municipalities. The Lab conducted stormwater monitoring sampling and testing as required by the CT DEEP for the discharge of stormwater associated with industrial activities. Annual EPA-mandated analysis proficiency testing was completed by the laboratory demonstrating excellent accuracy for all requirements.

Sewers and Pump Stations - As part of SWPCA's Capacity, Management, Operations, and Maintenance (CMOM) Program, SWPCA staff perform weekly maintenance and repairs to the twenty-two (22) sanitary sewer pump stations, and are systematically cleaning and inspecting the collection sewer system. Mapping of the sanitary sewer system in GIS is nearly complete, and SWPCA staff continued work on the computer maintenance management system (CMMS) for the sanitary sewer collection system and pump stations. The CMMS is used to help monitor the condition of the collection sewers and pump stations; schedule maintenance activities; identify trouble spot locations and document sanitary sewer overflow events (SSO). Internal inspection of the sanitary sewer system interceptor (large diameter) sewers and engineering evaluations of the pump stations continued, and identified capital improvement needs for these facilities. A 3,000 foot section of 36 and 42 inch diameter



interceptor sewer in Soundview Avenue was found to be in need of sewer lining, which will be completed by the fall of 2014.

FOG (Fats, Oils and Grease) Program - During the past year, the development of an on-going working relationship with the 400 plus registered food processing establishments (restaurants, school cafeterias, etc.) in the City has continued to ensure owners/operators are familiar and compliant with the City of Stamford's FOG abatement ordinance. This activity is an integral component of the CMOM program and the City's MS4 permit storm water pollution prevention requirements.

Capital Improvements - The following projects were completed or in various phases of development as part of the Authority's 5 year Capital Improvement Plan (CIP):

- The ultra-violet (UV) disinfection system was modified and components upgraded to improve its reliability for meeting new NPDES permit limits for effluent disinfection.
- Pumps and mixers that had exceeded their useful life were replaced.
- Construction of the Carriage Drive area sewer extension project was completed providing sewer service to 71 residences.
- The design of the Wedgemere Road area sewer extension project design is 85% complete. The project is expected to serve 57 residences.
- The Perna Lane sewer extension project design is 80% complete. New sanitary sewers are proposed along Perna Lane, Somerset Lane, Dzamba Grove, Hampton Lane, Willard Terrace, Brentwood Lane, Opper Road, Redmont Road, Diamondcrest Lane, Blue Ridge Drive, Pine Hill Terrace, Meredith Lane and High Ridge Road to serve 210 properties.
- Various sewer sections in Shippan Avenue and Cove Road were rehabilitated with a new lining.
- A new electrical power supply was installed to the Cummings Pump and Wampanau Storm Water Pump Stations
- The Dyke Lane Storm Water Pump Station was evaluated for replacement and upgrade of its electrical switch gear system and a new emergency standby generator has been designed.
- Various projects to replace and upgrade aged equipment at the Wastewater Treatment Plant are in the planning phase; including upgrade of the plant headworks, flow distribution to the final



clarifiers, aeration blowers, the supervisory control and data acquisition (SCADA) system, among others.

Public Education - During this fiscal year, approximately 1,100 visitors toured the Wastewater Treatment Plant and learned about wastewater treatment, stormwater and watershed protection, and recycling.

s. SMITH HOUSE

See www.smithhousestamford.org

Smith House continues to provide a variety of services to the Stamford community including recovery programs for short term illness, residential long term care, dementia special care, end of life care and onsite outpatient rehabilitation therapies. Smith House looks forward to continued support from the City and its residents to continue its goal of providing a valuable service of caring for the community as it has for over 50 years.

- Smith House has continued to educate through example and outcomes of care our community as to what services are available to meet their needs which resulted in a 2.5% increase in overall census.
- Smith House achieved its Budgeted rate of occupancy at 95% which is 5% higher than the State average for skilled nursing facilities as well as the Fairfield County occupancy average. This percentage was again comprised of over 85% residents of Stamford and 15% out of town or State patients and residents.

Financial – The financial picture again improved compared to last fiscal year with an increase in cash deposits of \$900,000.00, collections as a percent of revenue increased by 8%, and total cash collected as a percent of revenue invoiced increased 10% to 94.7%.

Census – The patient resident census increase of 827 days assisted in increasing cash flow and contributed to a reduction in City funding of \$400,000.00 as compared to the previous fiscal year.

Management – Throughout the year replacement of key management positions due to retirement was initiated and the outcomes will become apparent in the next fiscal year. These include the Director of Nurses, Food Service Director, and RN Resident Assessment Coordinator.



Computerized Medical Records – The ground work to integrating a computerized electronic medical record was laid with appropriations of Capital Funds for software and hardware purchases. This will advance the way care is provided by all departments to the patients and residents served through communication using state of the art technology resources.

Smith House	2012-13	2013-14
- Occupancy Rate	93%	95%