



ANNUAL REPORT 2022-23

Stamford, Connecticut

Mayor Caroline Simmons

Submitted October 31, 2023

Table of Contents

.....	0
Part I - About Stamford.....	4
Census Statistics.....	4
Stamford Neighborhoods	4
Introduction to City Government	5
Structure	5
Principal Municipal Officials.....	5
Mayor’s Office.....	6
Appointments to Boards and Commissions.....	6
Constituent Services Summary	6
Mayor’s Constituent Activities.....	7
Cabinet Meetings, Employee Communications, Directors & Managers Meetings.....	7
Cabinet Meetings.....	7
Directors & Managers Meetings	7
Mayor’s Youth Services and Programs	7
Youth Services Bureau	7
Youth Employment Program	8
Youth Leadership Council	10
Adventure Education	11
Chronic Absentee Program.....	11
Coalition Building.....	11
Mayor’s Multicultural Council	12
Stamford Animal Shelter Alliance (Animal Control Center).....	12
Citizens Service Center.....	12
Office of Economic Development	13
Background Economic Indicators.....	13
Commercial Office Market.....	14
Lease Signings - 2022	15
Major Employers	20
Information Technology	21
Office of Administration	22
FY2022-23 Financial Highlights	22

Bonds and Bond Ratings	22
In July 2022 the City issued \$40,000,000 in General Obligation bonds, at a true interest cost (TIC) of 3.18%. The bonds were sold in a competitive auction, with Raymond James the successful underwriter. The City received a “AAA” bond rating, the highest possible ratings by both Standard & Poor’s Global Ratings and Fitch Ratings.	22
<i>FY 2023-24 Budget Highlights</i>	22
Operating Budget	22
Capital Budget	23
Conclusion	23
<i>Grants Office</i>	24
<i>Office of Policy and Management (OPM)</i>	25
Budget Policy for the City of Stamford	25
Guiding Principles	25
Budget Process	26
Budget Priorities	26
Budget Management	26
Budget Review	26
Conclusion	27
Central Services	27
<i>Purchasing</i>	27
<i>Controller’s Office</i>	28
<i>Office of Assessment</i>	29
Board of Assessment Appeals	29
<i>Revenue Collection Office</i>	29
Revenue Collection Services	29
<i>Risk Management</i>	30
Office of Public Safety, Health & Welfare.....	32
See Attachment No. 1 for the Office of Public Safety, Health & Welfare Report.....	32
Stamford Emergency Medical Services (SEMS)	32
Office of Operations.....	33
See Attachment No. 2 for the Office of Operations Report.	33
Office of Legal Affairs.....	33
IDEAS – Inclusion, Diversity, Equity & Accessibility Officer	34
Why Diversity Matters	34
Human Resources	41

Part II – Education.....	42
See Attachment No.4 for the Stamford Public School Report	
Part III - Elected & Select Appointed Boards.....	42
31 st Board of Representatives.....	42
Board of Finance	44
Planning Board.....	45
Zoning Board.....	45
Zoning Board of Appeals.....	45
Tax Assessment Board of Appeals	45
Board of Ethics.....	46
Other Boards and Commissions.....	46
Part IV - Authorities & Outside Agencies	47
Entities that Receive City Funding	47
Attachments	48
#1 – Office of Public Safety, Health & Welfare.....	48
#2 – Office of Operations	48
#3 – 2023 Board of Ethics Annual Report	48
#4 – Stamford Public Schools Report.....	48

Part I - About Stamford

Stamford, first settled in 1641, is Connecticut's second 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 component 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 (the "City"). The City 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.

The City 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 with over 2,700 new residential units that have been built or are in development around the perimeter of the park.

Census Statistics

Stamford is an important residential suburb in one of the highest per capita income areas of the United States. The latest (2020) US Census Release reports Stamford's median household income as \$96,885 with a population of 135,470.

Stamford Neighborhoods

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, Springdale, Turn of River-Newfield, Waterside, West Side and Westover.

Introduction to City Government

Structure

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 19th Charter Revision process was initiated in early 2022 and is currently underway.

The chief executive officer of the City is the Mayor, who has been 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 4,600 full- and part-time employees – representing both the City of Stamford and the Board of Education – provide services to a community which geographically spans nearly 40 square miles and includes more than 135,000 residents. A listing of City offices and additional information about the City is available on the City’s website at www.stamfordct.gov.

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.

Municipal Officials		
Office	Name	Manner of Selection/ Term
Mayor	Caroline Simmons	Elected/4 years
Chief of Staff	Bridget Fox	Appointed by Mayor
Superintendent of Schools	Dr. Tamu Lucero	Appointed by Board of Ed
Director of Administration	Benjamin Barnes	Appointed by Mayor
Director of Operations	Matthew Quinones	Appointed by Mayor

Director of Legal Affairs	Thomas Cassone	Appointed by Mayor
Director of Public Safety & Health	Louis DeRubeis	Appointed by Mayor
Director of Human Resources	Paula A. Russell Nisbett	Appointed by Mayor
Director of Economic Development	Leah Kagan	Appointed by Mayor

Mayor's Office

Mayor Caroline Simmons was elected on November 1, 2021 as the 32nd Mayor of the City of Stamford. Ms. Simmons began her four-year term on December 1, 2021.

Mayor Simmons' Cabinet members are as follows:

- Rachel Alonso-Mendoza, Special Assistant – Communications & Resident Services Specialist
- Paula A. Russell Nisbett, Director of Human Resources
- Thomas Cassone, Director of Legal Affairs
- Benjamin Barnes, Director of Administration
- Louis DeRubeis, Director of Public Health & Safety
- Bridget Fox, Chief of Staff
- Janeene Freeman, Special Assistant – Community Engagement & Partnerships
- Cindy Grafstein, Special Assistant for Education
- Lauren Meyer – Special Assistant for Policy & Legislative Affairs
- Aaron Miller, Special Assistant – Communications
- Geraldine Uribe, Special Assistant – Economic Development
- Leah Kagan, Director of Economic Development
- Matthew Quinones, Director of Operations

In addition to the Mayor's Cabinet, the Mayor's Office has an Executive Secretary, Ngan Nguyen.

Appointments to Boards and Commissions

The Mayor has nominated over 60 candidates to serve on various Boards and Commissions since taking office on December 1, 2021, of those 53 have been appointed/reappointed.

Constituent Services Summary

The Mayor's Office receives many 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 the Mayor's very hectic work and meeting schedule, the Mayor receives many invitations to attend and participate in community events and strives to attend each event personally.

Mayor's Constituent Activities

The Mayor regularly meets with residents, neighborhood associations and other groups to discuss constituent and neighborhood issues either virtually or in-person. Mayor Simmons initiated Citizen Hubs, located at various locations around the City.

Cabinet Meetings, Employee Communications, Directors & Managers Meetings

Cabinet Meetings

The Mayor's 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 emphasizing infrastructure – both applying for grants and prioritizing and determining projects.

Directors & Managers Meetings

Several times a year, Mayor Simmons 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.

Mayor Simmons' administration is emphasizing employee (and community) engagement. A very successful (with record-setting attendance) Employee Picnic was held in September of 2022. An employee satisfaction survey was conducted and reported out to department heads and supervisors before the results were revealed to all employees in one of the Citywide employee meetings that the Mayor holds several times a year.

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

On April 27, 2023, Mayor Caroline Simmons delivered the State of the City Address to Stamford's Board of Representatives via Zoom. Below, we share with you some of the highlights and achievements Stamford has seen in Fiscal Year 2022/2023.

Mayor's Youth Services and Programs

Youth Services Bureau

The mission of the Mayor's Youth Services Bureau (MYSB) is to promote the development of caring, responsible, and successful young people in Stamford. This is done through the following direct services: juvenile justice prevention and intervention, truancy 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 2023-24, the Mayor's Youth Services Bureau included four full-time staff members, one part-time staff member, and seasonal staff. The budget for the bureau was \$398,461.

Youth Employment Program

The MYEP completed its 13th year with 64 Stamford resident high school juniors and seniors with paid summer jobs in the corporate, private, non-profit or government sector. This is the largest class since COVID-19. The students work 28 hours a week and leave the program year with 140 hours of "real work" experience that molds & shapes skills for tomorrow's workforce and 27 hours of leadership training. The work experience is accompanied by a weeklong orientation and weekly training sessions focused on leadership, team skills, work ethics, customer service, project management, personal finances & resume completion. Students are given the opportunity to not only earn money & develop skills but to explore different career paths and enhance the essential skills necessary to be successful in the workforce. The program mirrors Stamford's public-school population with 50% eligible for free & reduced lunch.

We will accomplish this by partnering with Stamford's corporate, private, and non-profit sectors to provide real work experience and job readiness skills training for city of Stamford current junior & senior high school students, creating a stronger workforce for our community.

How Do We Do This?

1. Rigorous application & coaching interview process for all applicants.
2. 4-day orientation & work readiness training.
3. 5 weeks of real work experience at 28 hours a week.
4. 3-hour weekly leadership & civic awareness classes for four weeks.
5. Work projects are presented to the mayor in the closing ceremony: Worksite mentors are provided for each participant.
6. All students leave with:
 - a. Essential Skills Tracker
 - b. Resume (coached)
 - c. LinkedIn (coached)
 - d. NACE Evaluation with a supervisor using Essential Skills

We are fortunate to have speakers from our local business community come into our Leadership Classes on Friday to help present a variety of topics:

- Human Resources Workplace Rules & Regulations from City of Stamford Director of Human Resources
- Workplace Safety from City of Stamford Risk Safety Officer
- Essentials Skills and use of Skills Tracker from United Way of Western CT – Cradle to Career Team

- Visit to UConn Stamford for ‘Admissions Process and Picking a Major’ with UConn Stamford Admission Director
- Public Speaking from Director of Student Experiences at Sacred Heart College of Business
- Financial Literacy from Bank of America
- Level Leadership with the Director of Diversity from US Tennis Association
- Dress for Success, Social Media Pros/Cons
- Resume and LinkedIn coaching and editing

This mandatory Leadership Class allows us to reconnect with students, debrief about lessons learned, and quickly manage students' struggles - while reinforcing learning with curriculum and speakers from the community. This allows us to keep on top of our student's successes and struggles and lets us work closely with mentors on worksites to acknowledge successes and develop strategies for any obstacles that arise for our students.

2023 MAYOR’S YOUTH EMPLOYMENT PROGRAM RESULTS

✓ 64 interns (33% increase from '22)	✓ 83 applications
✓ 11 returning students (13%) of the total class	✓ 60 interviews
✓ 56% juniors in high school/rising seniors	✓ 44% of seniors in high school/rising freshmen in college
✓ 52% Free & Reduced lunch	✓ 38% First Generation going to college
✓ 95% Stamford Public Schools	✓ 5% Private School

10 BUSINESS PARTNERS	12 CITY OF STAMFORD DEPT.
1. Aircastle	1. Animal Control
2. Carmody Law	2. Building Department
3. Courtyard Stamford Downtown	3. Central Services
4. Deloitte	4. Engineering
5. Elm Consulting	5. Grants
6. McClean Smiles	6. Health Department
7. Nedder Group	7. Operations
8. Mirador	8. Probate Court
9. Sound Federal Credit Union	9. Social Services
10. Stamford Hospital	10. Tax
	11. Town Clerk
	12. Traffic and Transportation
6 NON-PROFITS	DONORS
1. Bartlett Arboretum	City of Stamford
2. Boys & Girls Club	Fairfield Country Community Foundation
3. Stamford Downtown Special Services	State Street
4. Ferguson Library	Bank of America
5. Grassroots Tennis	Garden Homes Management
6. Mill River	Henry Niles Foundation
7. Stamford Museum	Stamford Rotary
8. SPEF	
9. United Way of Western CT	
10. Women’s Business Development	

7 OF OUR STUDENTS WERE HIRED AT THE PROGRAM END

2023 NACE EVALUATION RESULTS		
NACE ESSENTIAL SKILLS	5 ABOVE AVERAGE/EXCELLENT	IMPROVED SKILL?
1. Career and Self-Management	89%	98%
2. Communication	82%	97%
3. Critical Thinking	84%	98%
4. Equity & Inclusion	80%	100%
5. Leadership	75%	98%
6. Professionalism	90%	97%
7. Teamwork	82%	98%
8. Technology	85%	96%
98% OF OUR STUDENTS COMPLETED FORMAL EVALUATION WITH SUPERVISOR		
95% OF OUR STUDENTS COMPLETED UPDATED/EDITED RESUME		
87% OF OUR STUDENTS COMPLETED A LINKEDIN PROFILE		
97% OF STUDENTS CREATED A PERSONAL SKILLS TRACKER ASSESSMENT		

We will be part of the **Summer of Jobs Connect Academy/Cities for Financial Empowerment** for 2024.

We have also been accepted into the **City for Financial Empowerment Fund** as part of the Summer Jobs Connect Academy to receive Financial Literacy Training to increase and improve our current financial literacy programming and partner with financial institutions to provide 'youth-supported' access to bank accounts with support and direct deposit to increase financial awareness, success, and independence for their future by building long-term positive financial behaviors, skills, and confidence with our youth. The CFE Fund is working with 25 city governments to connect youth workers to appropriate bank and credit union products and meaningful financial education and is welcoming new local governments to this work through Summer Jobs Connect Academy.

Senior Internship Program: The Senior Internship Experience was a 4-week unpaid internship for 249 seniors from all three Stamford Public High schools.

Youth Leadership Council

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

MYLS is in all three high schools with MYLC WHS having 80 members and 7 student executive leaders, MYLC AITE having 60 members with 7 student executive leaders and MYLC SHS having 50 members with 10 student

executive leaders for a total of 190 district wide members. MYLC programs robust opportunity for student voice through City-wide webinars with superintendent, invited guests from the community and school district. We were able to maintain our typical outreach within the school building by completing four in-school events per month and maintaining a strong social media presence.

Adventure Education

The purpose of the 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 works with a variety of community groups, youth serving agencies, and public and private school groups. Pathfinders Adventure Camp offers a combination of traditional camp activities and adventure components, including challenge course programming, canoeing, and mountain biking, hiking, orienteering, and rock climbing.

Chronic Absentee Program

The Mayor’s Youth Services Bureau (MYSB) provides support at the district, school, family, and student level to help reduce chronic absenteeism in Stamford Public Schools. Chronic Absenteeism (missing school for any reason) has become a leading metric for determining student success and closing the achievement gap. We provide attendance resources and support to schools and families from preschool through high school graduation and serve as the community agency designated by the Connecticut State Department of Education for referrals for truant students (unexcused absences) that were formerly processed through the juvenile court system. The MYSB works closely with Stamford Public Schools in the development and implementation of policies and procedures designed to improve school attendance. The program created the District Attendance Team uniting stakeholders across multiple sectors with the common goal of increasing student engagement. The team utilizes data on the district level to identify patterns, establish district wide standards for early detection and intervention and promote policies at the district level to remove barriers to attendance. We actively work with community agencies on the development and presentation of targeted Attendance Awareness programs designed to meet the needs of diverse community members.

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.

Our 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.

Mayor's Multicultural Council

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

The Mayor's Multicultural Council (MMC) has approximately 15 members who celebrate and promote the understanding and respect of a rich diversity of the many cultural groups that enrich the City of Stamford. Some of the annual programs such as the Italian Heritage Festival, Miss Latina USA, Martin Luther King celebration, Indian Festival of Lights and Juneteenth celebrations were held in person for the first time in several years. In addition, many Independence Day celebrations were held in person again throughout the year with increased participation and enthusiasm.

Stamford Animal Shelter Alliance (Animal Control Center)

The Mayor's Office continues to work with the Stamford Animal Shelter Alliance (SASA, formerly Stamford Helping Paws), a private 501(c)3 charitable organization, dedicated to supporting the Stamford Animal Control & Care Center. Its main goal is to raise funds to construct a new facility. Members of the Mayor's cabinet (or designees) are represented on the on the Board of Directors.

During the 2022-23 budget process, SASA was successful in receiving approval for sufficient funds to construct a replacement animal shelter. Work has begun on design, bidding and other work necessary prior to construction.

Citizens Service Center

The Citizens Services Center ("CSC") is responsible for customer service for the City of Stamford. In early 2022, the Citizens Service Center oversight was transferred from Operations to the Mayor's Office. Staff consisted of one CSC Representative and a Supervisor. CSC is responsible for answering general telephone inquiries and entering service requests into the City's electronic Customer Relationship Management ("CRM") Tool, Veoci. The CRM routes citizen requests to the appropriate departments, who complete the requested service and respond back to the citizen. Residents who contact the CSC can also request an update status of their service requests using a tracking number. The Road Maintenance Department, Sanitation Department, City Parks Department, Signals Crew, and Signs and Lines Crews have been outfitted with iPads and are able to enter requests for service as well as information on responses to request.

Office of Economic Development

Background Economic Indicators

Stamford boasts a diverse economic base which includes firms in several important industry clusters. The city's commercial property maintains a cost advantage over mid-city Manhattan and Greenwich which helps to sustain the city's commercial base at comparatively favorable rent levels during these challenging economic times. Stamford 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 is home to four Fortune 500 and nine Fortune 1000 companies and supports some of Connecticut's most prestigious businesses. Along with many regional branches, the headquarters of many prominent companies such as Charter Communications, Synchrony Financial, WWE, NBC Sports Group, Philips, United Rentals, Gartner, Pitney Bowes, Deloitte, and Vineyard Vines call Stamford home. Stamford boasts an impressive list of finance, insurance, management, real-estate, digital media, health, and consumer goods companies. By fostering some of the top businesses in the country, Stamford's strong employment opportunities are one of the driving forces in attracting young talent. Science and technology startups have been relocating to Stamford given the abundance of co-working and incubator spaces as well as the opportunity for venture capital funds and angel investments. Stamford is also the largest international trade center between New York and Boston.

The development of thousands of new apartment units over the past decade has pushed Stamford's population to an estimated 135,470, surpassing New Haven to become the second largest city in Connecticut. In the past year there have been numerous completed developments with over 1,000 residential units completed in the past 12 months. There are currently over 5,000 units that are actively under construction or have been approved by the city to begin construction. (Source: Land Use/Zoning) Stamford also boasts a 96% apartment building occupancy rate and a 90% downtown retail occupancy rate.

Projects

Recent Project Openings

- One Atlantic: 1 Atlantic Street; 77 apartments
- The Hazel: 523 Canal Street; 183 apartments and 2,500 sq ft of retail and community space
- URBYPHASE 2: 57 Greyrock Place, 183 apartments
- Athem Harbor Point: 2 Harbor Point Road, 180 apartments
- Opus Harbor Point: 900 Pacific Street, 180 apartments
- The Stanley, 1315 Washington Boulevard, 187 apartments
- 287-297 Washington Boulevard: 287-297 Washington Boulevard, 22 Condos
- The Smyth: 885 Tresser Blvd - 414 residential units; 18,500 sf retail
- LifeTime Living Stamford: 245 Atlantic Street, 290 units and 10,050 sf gym

Projects Currently under Construction

- 154 Greyrock: 154 Greyrock, 228 apartments and 8,000 sf office and amenities
- 733-777 Summer Street: Summer Street Property LLC 354 apartments and 4,000 sf retail
- The Lafayette: 819 East Main Street, 130 apartments and 3,000 sf retail
- 72 Spruce Street: 72 Spruce Street; Increasing current 89 units to 121
- 441 Canal Street: 441 Canal Street, 401 apartments and 7,000 sf retail

- 419 West Avenue: 419 West Avenue, 75,000 sf office space
- The Riverhouse: 17 West Main Street, 110 apartments and 2,300 sf retail
- The Davenport: 84 West Park Place, 27 apartments with ground floor restaurant

Projects Approved But Not Under Construction:

- Harbor Point Parcel C2: Woodland Avenue/Pacific Street 540 apartments
- Harbor Point Parcel C1: Walter Wheeler Drive, 174 Apartments
- 83 and 95 Morgan Street: 83 and 95 Morgan Street 42 apartments
- Metro Tower: 0 Station Place, 385,000 sf office space
- 171 Stillwater Avenue: 171 Stillwater Avenue, 36 apartments
- 100 Elmcroft Road: 100 Elmcroft Road 256 apartments (conversion from office)
- Walton Place: 1 Walton Place, 224 apartments
- 41-45 Stillwater Avenue: 41-45 Stillwater Avenue 39 apartments and 1,980 sf retail
- 583 Pacific Street: 583 Pacific Street, 9 apartments and 19,230 sf office space
- Delamar Residences: 68 Seaview, 52 apartments and 5,300 sf office space
- 100 Clinton Avenue: 100 Clinton Avenue, 471 apartments
- Pacific and Henry Street: Pacific and Henry Street, 61 apartments
- 3 Landmark Square: 3 Landmark Square, 400 apartments and 5,0000 sf ground floor retail
- 677-707 Washington Boulevard: 677-707 Washington Boulevard, 406 apartments
- 128 Broad Street: 128-136 Broad Street: 196 apartments and 4,324 sf retail
- Old Town Hotel: 160 Atlantic Street, Hotel with 82 rooms

Commercial Office Market

Stamford's commercial vacancy rate at the end of Q2 2023 was 35.3% overall, down from 35.9% at the same time last year. In the second half of 2022, tenant activity slowed in the Stamford submarket, which recorded a 39.4% reduction in leasing from the historical five-year average, totaling only 678,647 square feet (sf) in new transactions for 2022. Yet in the first half of 2023, Stamford's Downtown leasing activity rose 8.6% compared to last year, totaling 297, 193 sf leased in the first half of 2023. (Source: Cushman and Wakefield).

By the end of Q2 2023 asking rent for Class A space was \$43.86 and overall asking rent for all classes was \$39.93. (Source: Cushman Wakefield) Stamford continues to see the trend of tenants shrinking their leasing requirement while having more people in the space. (Source: CBRE) Overall, demand remains high for commercial real estate in Stamford, with availability rates consistent or lower than comparable towns within the northeast.

Several major corporations have announced their relocation and expansion in Stamford over the past year. Several financial services companies have relocated from Greenwich, including Altrinsic Global Advisors, Cramer Rosenthal McGlynn (CRM), and Valtana. Financial services firm ICON has signed a lease to move back to 107 Elm St., Stamford from Greenwich. The 60,826 square feet lease across two top floors was the largest lease of the first quarter of 2023 in Fairfield County and the firm referenced the ease of commuting, recruitment opportunities, and staff desire to be surrounded by Stamford's restaurants and bars as motivation for the move in an interview with [CT Insider](#). The largest real estate transaction for Fairfield County for the fourth quarter of 2022 was also in Stamford, where Hudson Bay Capital subleased more than 47,000 square feet at 290 Harbor Drive in the Shippan Landing complex. A growing number of tech and FinTech startups have chosen to launch their businesses from Stamford, including knowledge management tech solution Shelf. Established firms have also selected Stamford to

open branches, such as Viking Global at 600 Washington Blvd. and Alliance Bernstein at 290 Harbor Drive.

(Sources: <https://portal.ct.gov/Office-of-the-Governor/News/Press-Releases> & <https://www.choosestamford.com/> Seven companies opening new locations in Stamford (ctinsider.com) [Greenwich finance firm ICON is relocating its HQ to Stamford \(ctinsider.com\)](#) [Investment manager AllianceBernstein opens first CT offices \(ctinsider.com\)](#))

Lease Signings - 2022

Completed	Tenant	Address	RSF	Type	Industry	Submarket
Q1 2022	Warwick Agency	677 Washington Boulevard	5,200	Lease	Insurance	Stamford CBD
Q1 2022	Parachute Concerts	1055 Washington Boulevard	1,460	Lease	Entertainment	Stamford CBD
Q1 2022	Webster Bank	695 East Main Street	45,979	Expansion/Renewal	Banking	Stamford CBD
Q1 2022	Dorilton Capital	225 High Ridge Road	16,851	Expansion	Financial Svcs.	Stamford N/CBD
Q1 2022	Stifel Financial Corp.	677 Washington Boulevard	24,457	Lease	Financial Svcs.	Stamford CBD
Q1 2022	Harvest Hill Beverage Company	1 High Ridge Park	22,191	Expansion/Renewal	Consumables	Stamford N/CBD
Q1 2022	TRGP Investment Partners, LP	677 Washington Boulevard	8,776	Lease	Financial Svcs.	Stamford CBD
Q1 2022	Eagle Ridge Investment Management, LLC	4 High Ridge Park	4,477	Lease	Financial Svcs.	Stamford N/CBD
Q1 2022	Vanguard Group, Inc.	225 High Ridge Road	2,815	Lease	Financial Svcs.	Stamford N/CBD
Q1 2022	Peraco Shipping Corp.	2187 Atlantic Street	2,579	Lease	Shipping/Delivery	Stamford CBD
Q1 2022	Gary Jonas Computing Ltd	300 Main Street	1,054	Lease		Stamford CBD
Q1 2022	AXA Advisors LLC	333 Ludlow Street North Tower	16,300	Lease	Insurance	Stamford CBD

Q1 2022	General Atlantic LLC	677 Washington Boulevard	3,156	Expansion	Financial Svcs.	Stamford CBD
Q1 2022	Connecticut Skin Institute	2777 Summer Street	6,338	Lease	Health Care	Stamford N/CBD
Q1 2022	Statkraft	750 Washington Boulevard	2,671	Lease	Energy Related	Stamford CBD
Q1 2022	Global Infrastructure Partners	680 Washington Boulevard	4,538	Lease	Financial Svcs.	Stamford CBD
Q1 2022	Greylock Capital Management, LLC	600 Summer Street	2,332	Lease	Financial Svcs.	Stamford CBD
Q1 2022	CPG Architects & Planners	1 Dock Street	2,035	Expansion/Lease	Architecture/Design	Stamford CBD
Q1 2022	B Riley Inc.	201 Tresser Boulevard	9,540	Lease	Financial Svcs.	Stamford CBD
Q1 2022	Aerotek, Inc.	6 Landmark Square	11,114	Lease	Employment Agency	Stamford CBD
Q1 2022	Bachrach Group LTD.	30 Oak Street	1,693	Expansion	Financial Svcs.	Stamford N/CBD
Q1 2022	United Rentals, Inc.	100 First Stamford Place	51,194	Lease	Shipping/Delivery	Stamford CBD
Q1 2022	Parkview Advance	600 Summer Street	3,000	Lease	Financial Svcs.	Stamford CBD
Q1 2022	Crearth	1 Landmark Square	1,041	Lease	Real Estate	Stamford CBD
Q1 2022	Hartford Fire Insurance Company	9 West Broad Street	4,979	Lease	Insurance	Stamford CBD
Q1 2022	Rhino Depuy Benedict	2777 Summer Street	2,600	Lease	Law	Stamford N/CBD
Q1 2022	Oak Investment Partners	1 Harbor Point Rd	17,614	Lease	Financial Svcs.	Stamford CBD
Q2 2022	Indeed	107 Elm Street	24,029	Lease	Internet Related	Stamford CBD
Q2 2022	EVNXS USPOPS	700 Canal Street	1,566	Lease	Automotive	Stamford CBD

Q2 2022	Coremont	263 Tresser Boulevard	6,809	Lease	Financial Svcs.	Stamford CBD
Q2 2022	Abyrx	700 Fairfield Avenue	7,303	Lease	Health Care	Stamford N/CBD
Q2 2022	Voyager Aviation Holdings	301 Tresser Boulevard	4,909	Lease	Aerospace/Defense	Stamford CBD
Q2 2022	DXT Commodities	1 Dock Street	3,364	Expansion/Renewal	Financial Svcs.	Stamford CBD
Q2 2022	Hart Realty Advisers	281 Tresser Boulevard	2,156	Lease	Real Estate	Stamford CBD
Q2 2022	SOMOS Foods	290 Harbor Drive	5,063	Lease	Consumables	Stamford N/CBD
Q2 2022	Seamax Corp	1 Landmark Square	2,916	Lease	Manufacturing	Stamford CBD
Q2 2022	MetLife Financial Services	225 High Ridge Road	6,211	Lease	Financial Svcs.	Stamford N/CBD
Q2 2022	Vineyard Vines LLC	208 Harbor Drive	5,853	Expansion/Lease	Clothing/Textiles	Stamford N/CBD
Q2 2022	Safe Harbor Retirement	208 Harbor Drive	1,535	Lease	Financial Svcs.	Stamford N/CBD
Q2 2022	Rockefeller Foundation	300 First Stamford Place	10,656	Lease	Non-Profit	Stamford CBD
Q2 2022	TXP Services	201 Tresser Boulevard	2,701	Lease	Accounting	Stamford CBD
Q2 2022	Diserio Martin O'Connor & Castiglioni LLP	1010 Washington Boulevard	1,188	Expansion	Law	Stamford CBD
Q2 2022	MOI Chemical Tankers	1055 Washington Boulevard	1,969	Lease		Stamford CBD
Q2 2022	One River Asset Management	1 Harbor Point Rd	11,864	Lease	Financial Svcs.	Stamford CBD
Q2 2022	Mirador LLC	850 Canal Street	20,206	Lease	Financial Svcs.	Stamford CBD
Q2 2022	Icon Health	1 Canterbury Green	2,180	Lease	Consulting	Stamford CBD

Q2 2022	Anderson Kill P.C.	1055 Washington Boulevard	2,525	Lease	Law	Stamford CBD
Q2 2022	Rothschild North America, Inc.	1 Station Place	7,999	Lease	Financial Svcs.	Stamford CBD
Q3 2022	Mirador LLC	850 Canal Street	13,043	Expansion/Renewal	Financial Svcs.	Stamford CBD
Q3 2022	Education Growth Partners	1 Canterbury Green	4,439	Expansion/Renewal		Stamford CBD
Q3 2022	Raptor Ventures	263 Tresser Boulevard	2,697	Lease	Financial Svcs.	Stamford CBD
Q3 2022	RFR Holdings Corporation	263 Tresser Boulevard	2,479	Lease	Real Estate	Stamford CBD
Q3 2022	Intelisearch	700 Canal Street	1,528	Lease	Accounting	Stamford CBD
Q3 2022	Banking Circle	750 Washington Boulevard	8,976	Lease	Financial Svcs.	Stamford CBD
Q3 2022	Charles R. Weber Co., Inc.	1055 Washington Boulevard	3,743	Lease	Shipping/Delivery	Stamford CBD
Q3 2022	Oaktree Capital Management LLC	750 Washington Boulevard	3,337	Lease	Financial Svcs.	Stamford CBD
Q3 2022	Advanced Chiropractic and Rehab	1150 Summer Street	1,570	Lease	Health Care	Stamford N/CBD
Q3 2022	Clearbrook Global Advisors, LLC	208 Harbor Drive	2,796	Lease	Financial Svcs.	Stamford N/CBD
Q3 2022	Silver Point Capital, L.P.	600 Washington Boulevard	23,686	Lease	Financial Svcs.	Stamford CBD
Q3 2022	Stokke AS	262 Harbor Drive	7,215	Lease	Consumer Products	Stamford N/CBD
Q3 2022	ReneSola America Inc.	100 First Stamford Place	2,524	Lease	Energy Related	Stamford CBD
Q3 2022	Mirador LLC	700 Canal Street	8,978	Lease	Financial Svcs.	Stamford CBD
Q3 2022	Albourne Partners Ltd.	2 Harbor Point Rd	7,345	Lease	Consulting	Stamford CBD

Q3 2022	Compass Advisors, LLP	680 Washington Boulevard	3,713	Lease	Financial Svcs.	Stamford CBD
Q3 2022	BestEx Research	2 Landmark Square	3,158	Lease	Entertainment	Stamford CBD
Q3 2022	Pavarini McGovern Construction Company	333 Ludlow Street North Tower	12,062	Lease	Construction/Dev.	Stamford CBD
Q3 2022	Tweedy, Browne L.P.	1 Station Place	15,322	Lease	Financial Svcs.	Stamford CBD
Q4 2022	Viking Global Investors LP	600 Washington Boulevard	42,352	Lease	Financial Svcs.	Stamford CBD
Q4 2022	Project Veritas	470 West Avenue	21,849	Lease	Entertainment	Stamford N/CBD
Q4 2022	Arthur J Gallagher Risk Management Services	281 Tresser Boulevard	3,997	Lease	Financial Svcs.	Stamford CBD
Q4 2022	Clearview Capital, LLC	1010 Washington Boulevard	11,462	Expansion/Renewal/Lease	Financial Svcs.	Stamford CBD
Q4 2022	Metro Vein Centers	2001 West Main Street	3,431	Lease	Health Care	Stamford N/CBD
Q4 2022	Cartenna Capital	281 Tresser Boulevard	2,409	Lease	Financial Svcs.	Stamford CBD
Q4 2022	Aggreko North America	300 Atlantic Street	2,051	Lease	Consumer Products	Stamford CBD
Q4 2022	Iron Health	78 Southfield Avenue	1,704	Lease	Health Care	Stamford N/CBD
Q4 2022	LessonBee	700 Canal Street	960	Lease	Education	Stamford CBD
Q4 2022	Martin Chioffi LLP	300 Main Street	2,023	Lease	Law	Stamford CBD
Q4 2022	Anomaly Entertainment, Inc.	1 Dock Street	2,772	Lease		Stamford CBD
Q4 2022	Bankwell Bank	300 Atlantic Street	1,801	Lease	Banking	Stamford CBD
Q4 2022	Lucky 8 TV, LLC	1 Station Place	7,428	Lease	Entertainment	Stamford CBD

Q4 2022	New China Management Corp.	470 West Avenue	3,000	Lease	Consulting	Stamford N/CBD
Q4 2022	Unknown Tenant	9 West Broad Street	8,894	Lease		Stamford CBD
Q4 2022	Unknown Tenant	9 West Broad Street	2,764	Lease		Stamford CBD
Q4 2022	Hudson Bay Capital	290 Harbor Drive	47,325	Lease	Brokerage	Stamford N/CBD
Q4 2022	Post Road Group	1 Landmark Square	7,500	Lease	Real Estate	Stamford CBD
Q4 2022	Alliance Bernstein	290 Harbor Drive	4,621	Lease	Real Estate	Stamford N/CBD
Q4 2022	Varsity Healthcare Partners	1 Landmark Square	1,900	Lease	Health Care	Stamford CBD
Q4 2022	Energous	100 First Stamford Place	3,891	Lease	Telecommunications	Stamford CBD
Q4 2022	Z2 Investment Management	100 First Stamford Place	3,826	Lease	Banking	Stamford CBD

Major Employers

EMPLOYER	EMPLOYEES	RANK
City of Stamford (including Board of Education)	4,662	1
Stamford Health	3,456	2
Charter Communications	1,800	3
Deloitte	1,150	4
Gartner	1,127	5
NBC Sports Group & NBC Universal	1,060	6
Indeed	935	7
Synchrony Financial	656	8
UBS AG	650	9
PwC	500	10
Total	14,936	

Information Technology

This year, Information Technology has become its own “separate” department (in prior years it was a unit within the Office of Administration) under the leadership of a newly-created Chief Digital Officer, Isidore Sobkowski.

Information Technology

Under the direction of the new Chief Digital Officer, and in recognition of the technical deficit of past years, the Information Technology (IT) Department is undergoing a complex Digital Transformation. The implementation of the digital transformation is being accomplished through fundamental changes in the day-to-day activity of current department staff and in the migration of older technology infrastructure to modern and secure cloud ecosystems.

From a staff perspective, the IT Department is moving away from a break-fix operation that historically sought to meet the needs of the City and Board of Education in a reactive mode. Currently, the IT Department is up-skilling its staff and transforming the department into a world-class team with a clear vision of modern technology. The result is a department that is increasingly unified in vision and ability to execute a long-term technical strategy.

From a technical perspective, efforts are underway in Modern Work (Microsoft Office 365), Enterprise Resource Planning (Oracle ERP), Datacenter Migration (Microsoft Azure), and advanced Analytics (Microsoft Business Intelligence and Machine Learning). This effort will enhance productivity and security in all areas of daily activity.

The technical aspect of the digital transformation is built upon three pillars:

Pillar 1, Cloud Computing: The Modern Work transformation will provide methods for employees to virtually collaborate using the secure Microsoft Office 365 cloud, for example, through online and *ad hoc* conferences. More than a communication vehicle, on-line collaboration allows employees to work on common files and projects together in real-time. Collaboration from anywhere recognizes the changing work habits in a Covid/post-Covid world, that is, collaboration occurs among staff situated in an office environment, work-from-home, and through mobile devices.

The Enterprise Resource Planning (ERP) effort is a once in twenty-five years transformation. ERP will touch every area of the City and Board of Education by streamlining all financial operations and planning. The considerable implementation effort will provide years of benefits through the instantiation of simplified and unified policies and methods. For example, on the front end, the City’s ERP implementation will offer a consistent interface across all departments, while the back end will offer reports in a common format.

This effort addresses the City’s several hundred point-solutions currently operating within the walls of our datacenters. The IT Department has performed several successful pilots to migrate the *ad hoc* point solutions to a unified cloud architecture embodied on the secure Microsoft Azure cloud platform. The benefit is up-to-date software, operations within a common ecosystem, and greatly enhanced cyber-security.

Pillar 2, Cyber-Security: Hardening our on-premises infrastructure coupled with migration of critical on-premises solutions to the secure cloud forms the basis of our cyber-security program. Implementing high-quality cyber-security, as objectively measured by the National Institute of Standards and Technology (NIST), provides protection against all forms of threats including ransomware, phishing attempts, denial of service, and zero-day attacks.

Pillar 3, Analytics: The development of standards for a City-wide Common Data Platform (CDP) as-well-as business Intelligence (BI Dashboards) and predictive and prescriptive analytics (Artificial Intelligence) will provide the basis for data-driven insights allowing for effective outcome driven City governance and management.

Office of Administration

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, and risk management.

The Director of Administration is charged with the responsibility to develop, maintain, and improve the City's financial systems, procedures, and internal controls; to execute financial and administrative decisions in an effective and accountable manner; and to advise the Mayor and the City's fiscal boards with respect to financial and administrative matters in accordance with the Charter, local ordinances, and State law to ensure that elected and appointed officials have appropriate information available to assist them in making financial decisions advantageous to the City and its taxpayers.

The Director provides executive leadership to all of the operating divisions within the Office of Administration and is responsible for the administration, supervision, and performance of the Office of Policy and Management (OPM), Purchasing, the Grants Office, the Assessor's Office, the Tax and Revenue Collector's Office, the Controller's Office, and Risk Management.

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 the issuance of all municipal debt.

FY2022-23 Financial Highlights

Bonds and Bond Ratings

In July 2022 the City issued \$40,000,000 in General Obligation bonds, at a true interest cost (TIC) of 3.18%. The bonds were sold in a competitive auction, with Raymond James the successful underwriter. The City received a "AAA" bond rating, the highest possible ratings by both Standard & Poor's Global Ratings and Fitch Ratings.

FY 2023-24 Budget Highlights

Operating Budget

The total combined City and Board of Education expense budget and reserve for contingency is \$654.7M, a 3.7% increase from last year. The proposed total City government expense budget is \$329.2M. This request represents a 2.98% increase on the city-side, which includes operating expenses of \$191.8M, employee benefits of \$83M and debt service obligations of \$53.8M. The total Board of Education budget is \$314.8M

with an additional \$4.6M related to City support for education. This combined request represents an increase of 4.3% from the Board of Education.

This year was a challenging budget year, given that the state mandated property revaluation led to significant fluctuations in property values. Specifically, single family homes increased in value by an average of 25%, outpacing the growth in value of commercial buildings, and thereby shifting the burden from the commercial to residential sector. As a result, my administration's top priority throughout this budget process was to mitigate the tax impact of that revaluation on residential homeowners. I proposed a two-year phase-in of the state-mandated property revaluation, approved by the Board of Representatives, which will phase in the results of the revaluation over two years. To further mitigate this impact, we worked with the Board of Finance and the Board of Representatives to separate and hold the personal property mill rate flat, hold the motor vehicle mill rate flat, and lower the mill rate overall. Moreover, my administration limited major discretionary spending increases and partnered with the Board of Finance and Board of Representatives to deliver a responsible budget that provides essential services to Stamford residents.

The approved FY2023-2024 budget is a fiscally responsible budget that stays within our safe debt limit, maintain our AAA Bond rating, and responsibly invests in our long-term pension liabilities, and supports quality services for Stamford residents. Despite the challenges presented by revaluation and contractual fixed costs, this budget prioritizes investments in critical areas, including roads, sidewalks, and pedestrian safety; school infrastructure; public safety, health, and welfare; parks and sustainability; and housing. We continue to work on making our government more responsive and accessible to residents, through the opening of the new Veterans Resource Center at Old Town Hall, piloting the city's first Walk-In Permitting Center, launching a city-wide parks strategic plan and survey, and making the City's website available in over 100 languages.

Capital Budget

This year, the capital budget proposes \$91M in capital project requests. Approximately \$56.2M of this year's capital budget will be funded by General Obligation Bonds and roughly \$35.2M will be from other revenue sources. By staying below our 10% safe debt limit, this proposed budget avoids major increases to our debt service costs. The capital budget prioritizes investments in school infrastructure, roads and sidewalks, and pedestrian safety projects.

Conclusion

This budget presents a roadmap for investments in the key services and obligations ensured by City government. We are fortunate to work alongside partners in our nonprofit and business community who share our commitment to making Stamford a more equitable and affordable place to live, work, and raise a family.

City Finances – Trends					
	2019-20	2020--21	2021-22	2022-23	2023-2024
Total Operating & Board of Education budget (millions)	\$592.1	\$589.5	\$615.2	\$626.1	\$654.7
Average mill rate increase	(4.57%) ¹	3.24%	0.00%	2.26%	0.87
Capital budget (millions)	\$34.4	\$39.7	\$42.3	\$53.1	56.2

¹ Fiscal Year 2018-19 mill rate change was a (4.57%) decrease because of the effect of a revaluation of real property which resulted in an average increase in the assessed value of real property of 7.9%. Removing the effect of the revaluation the average tax increase would have been 1.98%.

Grants Office

The Grants Office provides grant development and management services for externally funded grants for the City of Stamford for operating and capital projects. In FY23 the City established a School Construction team to manage the design and construction phases of the school priority and non-priority projects. The grants office remains responsible for the submission of grant applications for school construction. The Grants Office supports, guides, and advises staff through the full life cycle of grants from pre-award to post-award to closeout. This includes guiding grant awards through the Board of Finance and Board of Representatives approval processes, monitoring subawards, financial and programmatic reporting, submitting budget adjustments and programs, and facilitating financial and compliance audits. Open communication with the funding agency, Purchasing, Finance, OPM, and departments implementing projects and programs is maintained to maximize revenue and ensure proper utilization of grant funds. The Grants Office worked with 15 federal, and 18 State agencies and several municipal operating departments to administer grant programs. The Office also provides staff support for the Tax Abatement Committee and Neighborhood Assistance Act Program.

In FY 2023, the Grants Office managed 233 grant awards totaling \$393,474,787. New awards for Fiscal Year 23 account for \$341,537,005 of that total funding for 71 projects. Matching funds for the FY23 new projects total \$102,942,833. As of June 30, 2023 the boards authorized 30 projects under the American Rescue Plan allocation totaling \$34,406,182 of the \$49,056,683. The majority of projects funded under the American Rescue Plan are for capital non-recurring activities. Effective FY24 the remaining ARP funding to be allocated is \$3,644,001. Grant funds collected during FY 2023 totaled \$86,036,732.

Grants - Trends					
	2018-19	2019-20	2020-21	2021-22	2022-23

Grants programs administered	167	171	175	161	233
Grant funds collected	\$49,840,506	\$36,301,423	\$49,990,490	\$44,260,492	\$86,036,732

Office of Policy and Management (OPM)

The Office of Policy and Management (OPM) was able to maintain a balanced budget and support other City departments in many ways when it comes to budget forecasting, planning and day to day budget management.

OPM carefully monitored the budget throughout the year to ensure that the City ended the fiscal year with a surplus. This was achieved through strong collections in supplemental auto taxes, prior year collections, conveyance tax, and building permits which offset higher than budgeted expenses.

OPM also provided support to other City departments by reviewing and recommending methods to increase revenue fees, establishing a reconciliation process to help streamline the migration to the new finance system, and working with the vehicle maintenance, building, health inspections and revenue departments to create a centralized and better revenue management system.

In addition, OPM continued to support the implementation of the City's new Financial/Budget /Enterprise Resource Planning System (ERP- EPM) and Central Services Unit. Central Services processed all incoming and outgoing mail and provided printing & duplicating services to all City departments during the year.

Overall, the FY 2022-2023 Budget was committed to using the City's financial resources responsibly and efficiently to provide high-quality services, promote long-term fiscal sustainability, and improve the quality of life for all residents and businesses.

Budget Policy for the City of Stamford

The budget policy for the City of Stamford is designed to ensure that the City's financial resources are used in a responsible and efficient manner to provide essential services to its residents and businesses. The budget policy is also designed to promote long-term fiscal sustainability and to support the City's economic development goals.

Guiding Principles

The following guiding principles inform the City's budget policy:

- **Transparency:** The City's budget should be transparent and accessible to the public.
- **Accountability:** The City should be accountable to its residents and businesses for the use of its financial resources.
- **Efficiency:** The City should use its financial resources efficiently to provide essential services.
- **Sustainability:** The City's budget should be sustainable over the long term.
- **Equity:** The City's budget should be equitable and fair to all residents and businesses.

Budget Process

The City's budget process is overseen by the Mayor and the Board of Finance and Board of Representative along with Planning and Zoning Commission. The Mayor submits a proposed budget to both Boards each year, and the Boards then holds public hearings and revises the proposed budget before adopting it.

The City's budget process is designed to be inclusive and transparent. The City seeks input from residents and businesses throughout the budget process. The City also publishes a variety of budget documents and makes them available to the public online.

Budget Priorities

The City's budget priorities are set by the Mayor. The City's current budget priorities include:

- **Public safety:** The City is committed to providing a safe and secure environment for its residents and businesses.
- **Education:** The City is committed to providing high-quality education to its children.
- **Infrastructure:** The City is committed to maintaining and improving its infrastructure, including roads, bridges, and water and sewer systems.
- **Economic development:** The City is committed to promoting economic development and job creation.
- **Social services:** The City is committed to providing social services to its residents in need, such as housing assistance and food assistance.

Budget Management

The City's budget is managed by the Office of Policy and Management (OPM). The OPM is responsible for developing and implementing the City's operating and capital budget policy, as well as for monitoring and reporting on the City's quarterly budget financial performance.

The OPM also works with other City departments to identify and implement cost-saving measures and to pursue new revenue sources.

Budget Review

The City's budget is reviewed on an annual basis by the Mayor and the Boards. The City also conducts a quarterly budget review to assess the City's budget financial performance and to make necessary adjustments to the budget.

Mayor's Priorities for Operating and Capital Budget

- Responsible fiscal management.
- Improve Stamford school facilities.
- Enhance City parks.
- Invest in sustainability initiatives.
- Affordable Housing.
- Maintain and improve roads, sidewalks, and pedestrian safety.
- Enhance public safety for residents.

- Maintain excellent government services to residents while investing in a stronger Stamford that works for everyone.

Conclusion

The City of Stamford's budget policy is designed to ensure that the City's Budget Financial resources are used in a responsible and efficient manner to provide essential services to its residents and businesses. The City's budget policy is also designed to promote long-term fiscal sustainability and to support the City's economic development goals. The Budget reflects the Mayor's commitment to building a more equitable, inclusive, affordable, and vibrant city where everyone can thrive.

Central Services

Central Services processed all incoming and outgoing mail and provided printing & duplicating services to all City departments during the year. In FY 2022, Central Services facilitated the printing of 499,689 impressions, and printed 89,726 envelopes using a variety of copying and printing devices. The department also processed 279,536 pieces of outgoing U.S. mail and 31,286 mail pieces inserted.

Purchasing

The Purchasing Department procures goods and services for all departments in the City including Capital purchasing for the Board of Education. This centralized purchasing includes the preparation of all bids and requests for proposal documents, requisition review and purchase order approval. Subsequent to vendor award and contract, a centralized contracts database is maintained for city-wide use.

The Purchasing Department is currently staffed by 4 members: the Purchasing Manager, a Senior Buyer, the Contract Compliance Officer, and a part-time Procurement Clerk.

During the year, the Purchasing Department administered and processed over 3,500 purchase orders for goods and services (does not include requests to increase, decrease or cancel); administered 65 City competitive bids; 33 competitive proposals; awarded 13 contracts based on cooperative bids; 11 contracts based on State of Connecticut contracts; 1 GSA contracts; and 49 miscellaneous contracts. In addition, 176 contracts were extended; 146 Bid Waivers were authorized, of which 91 were on behalf of the City and 55 were on behalf of the WPCA.

The Department realizes a level of efficiency through use of an online vendor/bid system (ProcureWare). All Bids and Requests for Proposals are issued and retrieved by vendors electronically through the City's Purchasing website. Vendors are required to register online and download bid documents.

<i>Purchasing – Trends</i>					
	2018-19	2019-20	2020-21	2021-22	2022-23

Purchase orders issued*	3,713	3,858	4,015	4,000+	3,541
Total Amount	\$137,818,347	\$139,321,243	\$98,588,043	\$105,221,748	\$110,298,956
Competitive bids	87	51	72	68	65
Competitive proposals	34	29	38	44	33
Contracts/amendments based on CT State contracts; miscellaneous & coops	132	115	100	129	73
GSA contracts	8	6	6	2	1
Contracts extended	72	164	135	160	176
Bid waivers processed (COS & WPCA)	132	143	211	204	146

**Does not include requests to increase, decrease or cancel. Numbers restated from prior year reports to reflect only the number of purchase orders issued by the COS Purchasing.*

Controller's Office

The City Controller's Office is responsible for accounting and financial reporting, accounts receivable, accounts payable, payroll, and treasury functions relating to cash management, debt service, and debt compliance. 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 and includes over 40 separate and distinct funds including governmental funds, proprietary funds, and fiduciary funds and has responsibility for establishing accounting policies and procedures and implementing and monitoring internal control over financial reporting.

The City is in the process of submitting its application for the Certificate of Achievement for Excellence in Financial Reporting for its Comprehensive Annual Financial Report (CAFR) for the year ended June 30, 2022. If awarded, it would be the 35th consecutive year the City has received this prestigious award from the Government Finance Officers Association (GFOA).

The City is continued its efforts to modernize its computer systems infrastructure and software applications. In February of this year, the City went live with its implementation of the Oracle ERP Cloud-Based Accounting Software along with the migration of two prior year's data into the system. Modules active as of "go-live" included the General Ledger, Accounts Payable, Fixed Assets, Procurement, and Revenue modules. Additional modules will be implemented over the next two fiscal years. The City is grateful to all of the City employees

who dedicated their time and effort to the success of this project while also continuing to address their day-to-responsibilities.

Office of Assessment

The Office of Assessment 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 annual 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, 117,000 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 Assessor's Office 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 2021 Net Grand List of all taxable property totaled \$22,711,315,415 an increase of \$513,594,772 from the 2020 Net Grand List. This increase was due to the continued development of new luxury apartment buildings throughout Stamford and the sudden rise in market values within the used-car industry.

Board of Assessment Appeals

The Board of Assessment Appeals is an official municipal agency. It is designed to serve as an appeal body for taxpayers who believe that City assessors erred in the valuation of their properties or erroneously denied them exemptions.

The Board is composed of persons who have been appointed by the Mayor of Stamford. The Board enables taxpayers to be heard by their peers at no expense. No fees are charged for the appeal process. Furthermore, taxpayers do not have to be represented by counsel.

Revenue Collection Office

Revenue Collection Services

The Revenue Collection Services Department has been developed and combines the Revenue Services Department and the Taxation Services Department.

In conjunction with the City of Stamford's new ERP project the collection of multiple types of revenue will be centralized to one department. The eventual goal will be to have a central payment center for any fee, tax, permit or charge thereby providing a convenient method for residents to make payments without traveling through the building and different departments. In January 2023 the Tax, Cashiering & Permitting, and in house Park and Recreation payments are accepted on the first floor in the newly remodeled collection center. Other departments will be phased in over time.

The department is also responsible for providing administrative support to all Assessment and Cashiering & Permitting functions while providing a variety of customer services in support of that process.

Additionally, a department directive is to maximize tax revenue due the City. The department has the 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 2023 was \$605,156,229 an increase of \$2,247,202 from the previous year. Current year levy tax collections, including supplemental motor vehicle, were \$602,423,126 and total current and prior year levy tax collections were \$603,064,680.

The FY 2023 levy tax collection rate for all property types was 99.01%. This was the twelfth consecutive year that the collection rate exceeded 98% and the third consecutive year it exceeded 99%.

The City continued its relationship with an outside vendor (EOS-CCA now TSI) to collect delinquent motor vehicle taxes and realized over \$717,229 in additional revenue with this program in FY 2023.

Tax Collection - Trends					
	2018-19	2019-20	2020-21	2021-22	2022-23
Amount collected (including interest, lien fees)	\$543,375,612	\$568,931,325	\$575,413,213	\$602,909,027	\$605,156,229
Increase from prior year	\$17,667,081	\$25,355,713	\$6,481,888	\$27,495,814	\$2,247,202
Tax collection rate for all property types	99.27%	98.99%	99.30%	99.28%	99.01%
Delinquent MVD taxes collected	\$843,000	\$770,000	\$700,000	\$670,000	\$717,229

Risk Management

The Risk Management Department’s principal responsibility is identifying enterprise-level risks and addressing the risk of losses through various mitigating techniques including: the purchase of insurance, administration of self-insured losses, safety and loss control, and budgeting/allocation of the cost of risk across various funds through a chargeback from the Risk Management Fund.

Some of the initiatives undertaken by 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.

Risk oversees the management of Workers’ Compensation claims, meeting with adjusters and managers regularly to review the administration and handling of such claims. The Risk Manager also writes insurance

requirements for, and reviews, all leases, contracts, grants, and all building use/special event permits. Risk Management handles property damage claims and manages that process in conjunction with the City's insurance adjusters, insurance carriers, and internal and external legal counsel.

Safety is addressed by way of quarterly safety meetings, hazard analyses, risk assessments, implementation and writing of various safety policies, post-accident investigations, FMCSA requirements (CDL random drug testing), OSHA compliancy (through inspections/employee complaints), and most importantly safety training for all departments.

Safety programs include: First Aid/CPR/Automatic Electronic Defibrillator (AED) training, PMT Certified Restraint training for schools, Back Injury prevention, Personal Protective Equipment, Blood Borne Pathogens, Power Industrialized Trucks (PIT), Asbestos Awareness, Slip Trips and Falls Prevention, Fleet Safety Policy, Fire Safety including evacuation training, Active Shooter training, Work Zone Safety, Flagging on Public Roadways, Hazardous Communications, Lockout Tag out and FIT Testing and Respirator training.

There were 477 worker injuries reported during the fiscal year compared to the prior year adjusted total of 585, a decrease of 108 claims or 18%. The prior fiscal year included 113 COVID-19 first responder cases. We take the position that none of these claims are compensable per the Governor's Executive Order 7JJJ issued July 24, 2020.

The 2,654 training events provided to employees during the fiscal year focused not only on OSHA mandated training but also on reducing losses in categories with the highest rates of incidence and severity. The increase in safety training is attributable to the hiring of a second Safety Officer.

As shown in the table below, injury due to others is the biggest area of opportunity and we continue to work with BOE teachers and paraeducators through training and location investigations supporting a safer workforce.

<i>Fiscal 2022-2023 injuries greater than 10% of Total</i>		
Type	# of Incidents	% of Total
Due to Others (Caused by others, combative subject, violence, Police/BOE)	123	26%
Slip, Trip, & Falls (All ice, wet, objects, stairs, ladders, etc.)	108	23%
Overexertion (All lifting, bending/twisting, push/pull, strain)	87	18%

<i>Risk Management – Trends</i>					
	2018-19	2019-20	2020-21	2021-22	2022-23
City/BOE Injuries	733*	432	500**	585^^	477
Trained Employees by Safety Officer	2,340	1,140	915	1,420	2,654

* includes 200+ reported Mold Exposure claims from BOE

** includes 63 First-Responder COVID-19 exposures

^^includes 113 First Responder COVID-19 exposures

Office of Public Safety, Health & Welfare

See Attachment No. 1 for the Office of Public Safety, Health & Welfare Report.

Stamford Emergency Medical Services (SEMS)

SEMS' mission is to provide consistent, compassionate, high quality, pre-hospital paramedic service to the citizens and visitors of Stamford. SEMS continues fulfilling this mission to the City of Stamford as it has faithfully since May of 1992.

SEMS responded to 15,846 calls for medical assistance this year, our highest volume in service history. Of those calls 6,901 required our highly trained paramedics to perform Advanced Life Support (ALS) interventions. This volume of calls requires SEMS to operate 5 ambulances 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 5.9 minutes to ALS calls. The utilization of Emergency Medical Dispatching (EMD) significantly reduces the utilization of "lights and sirens" responses, which aids in decreasing risk to the public and SEMS personnel.

For fiscal year 2021/2022 SEMS personnel continue to treat COVID-19 patients. 551 confirmed COVID-19 were treated and transported with the highest volume in December and January. Our paramedics and EMT's were required to wear masks, gowns, gloves, and face shields on these calls as well as any other calls where COVID-19 was suspected. SEMS personnel continue to self-test, monitor, and isolate to ensure that asymptomatic employees help mitigate the spread of the virus. While 100% of our staff are fully vaccinated, we are continuing to encourage all personnel to obtain boosters.

All of SEMS' services are performed with a full-time staff of 45 people supported by per-diem employees and an active contingency of 25 volunteers.

SEMS - At a Glance	
Calls for medical assistance	14,556
Number of patients transported to hospital	11,711
- Number of advanced life support interventions	6,901
Percentage responded to within 8 minutes	93%
Average Code 3 ALS response time in minutes	5.9
Code 3 Responses (lights & sirens)	9,524
Code 1 Responses (no lights & sirens)	6,975

Office of Operations

See Attachment No. 2 for the Office of Operations Report.

Office of Legal Affairs

LAW DEPARTMENT

ANNUAL REPORT

2022-2023

During Fiscal Year 2022-2023, the Director of Legal Affairs & Corporation Counsel, along with the Deputy Corporation Counsel and eight staff attorneys, rendered 21 formal legal opinions to city departments, agencies, boards and commissions and provided countless 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 draft, review, approve and process several hundred contracts, agreements, requests for proposals and bid waivers.

The Law Department also provides legal services to the Board of Education (including in tort claims and lawsuits, discrimination claims and contract disputes). In addition to representing the Board in litigation and drafting and reviewing contracts as requested, this office advises the Board on special education matters, employment issues and Freedom of Information issues. The City bills the Board of Education \$324,727, the salary of two-full time attorneys.

A total of 130 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. This department was responsible for collecting \$42,646.60 for damage to City vehicles and property. A total of 192 tax appeals and 27 lawsuits were instituted against the City, including personal injury, contract, employment and tort claims, as well as administrative appeals from City Boards.

The Law Department assists and advises all City Departments with Freedom of Information requests and represents the City and Board of Education before the Freedom of Information Commission.

During the year, the Law Department handled delinquent tax matters. The Law Department attempts to resolve these matters in-house and when necessary, the matters are referred to outside counsel for resolution.

IDEAS – Inclusion, Diversity, Equity & Accessibility Officer

Why Diversity Matters

To optimize the diversity of Stamford, we must ensure all feel welcomed and like they belong. Mayor Simmon’s vision to build a more inclusive, equitable, vibrant, accessible, and innovative city where everyone can thrive is at the core of all goals, objectives, and initiatives for the office of I.D.E.A.S. As the 16th most diverse city in this nation, we have the unique opportunity to put, as Frans Johansson, a Swedish-American author coined, ‘The Medici Effect’ into action.

The Medici’s were a 15th Century banking family in Florence, Italy, the epicenter of a one of the most innovative eras in history – The Renaissance. Many attribute this claim to Florence because of the Medici’s intentionality to bring people from a wide range of disciplines (scientists, poets, sculptors, philosophers, painters, financiers, architects, etc.) to collaborate and work together. Fascinated by the innovation of this era and region, Frans theorized their practice of collaboration with a diversity lens, ‘The Medici Effect’.

With this in mind, the Office of I.D.E.A.S. actively works with department Heads and Human Resources to put ‘The Medici Effect’ into action. The Office of I.D.E.A.S. is actively breaking down barriers to make a more welcoming and inclusive government working together to better understand and meet the needs of the workforce (our employees), workplace (our culture) and marketplace (our residents and our businesses) in Stamford. Our desired end state is not unique. This is the global trend because research has proven the tremendous return on investment that stems from businesses, organizations and cultures that are inclusive, diverse, equitable and accessible. Below are just a couple of statistics to highlight the point:

\$7 Trillion By adding more women to the workforce, the global economy could get a \$7 Trillion-dollar annual boost.

\$22.9 Trillion Inequality in employment, education, and earnings has cost the US economy nearly \$30 Trillion-dollar since 1990.

SOURCE: MOODY’S, “CLOSE THE GENDER GAP TO UNLOCK PRODUCTIVITY GAINS,” DAWN HOLLAND AND KATRINA ELL, MARCH 2023, THE BROOKINGS INSTITUTION, “THE ECONOMIC GAINS FROM EQUITY,” SHELBY R. BUCKMAN, LAURA Y. CHOI, MARY C. DALY, LILY M. SEITELMAN, SEPTEMBER 8, 2021

As one of the most diverse cities in the nation, we can take tremendous steps when we walk together in harmony. Last year, one of the priorities for this office was to develop and implement processes that will help us make significant progress toward hiring a workforce that reflects Stamford's diversity while simultaneously ensuring the workplace is inclusive. We delivered on this goal and will continue to reap the reward as we expand our efforts and focus. The table below highlights the positive outcomes from two unions where focus was given to pilot recruiting initiatives. The 7 (seven) green boxes represent year-over-year growth for each demographic in the unions. The two red boxes represent the year-over-year decline for the demographic. The white box represents no change year-over-year.

Fire and Police Union fiscal year employee demographic (2022 & 2023)

	Male					Female				
	Asian*	Black of African-American*	Hispanic or Latino	Two or More Races*	White*	Asian*	Black of African-American*	Hispanic or Latino	Two or More Races*	White*
Fire 2022	1	18	17	2	199	0	0	0	0	3
Fire 2023	1	19	18	2	199	0	0	0	0	4
Police 2022	4	27	31	1	181	0	4	6	0	22
Police 2023	4	28	34	1	177	0	5	7	0	20

*Not Hispanic or Latino

We affirm that our differences make us stronger, smarter, and more innovative. After seeing the success of these two unions in new hires and promotions, we will continue to expand the initiatives.

Inclusion

Inclusion is a call to action and shapes the culture of an organization. It is important for every employee to know their opinion and experience matter. We want all employees to feel like they belong and are motivated to develop their skillsets to rise to their potential. When employees understand how their contributions add value, they are more eager to collaborate in decision making, problem solving, and conflict resolution resulting in better outcomes.

One of the first initiatives out of this office was to launch an Employee Engagement Survey. This survey gave us a lot of insight into the current culture. We used this data to inform and prioritize our direction of travel for the 2022-23 fiscal year. Below are major themes that came out of that survey and how we have responded:

- **Theme #1: Increased Communication: Our employees want to be better informed – more frequently and with more transparency.**
 - We are now hosting regular Manager town hall meetings and town hall meetings for all employees.
 - We are meeting with employees in small groups to hear their feedback with more intentionality and focus.
 - Distribution of employee engagement surveys are now happening at the department level. This allows for greater participation, more direct feedback and better intentionality on actions taken.

- **Theme #2: Technology and Equipment Update: We need to update our technological infrastructure and equipment to better meet the digital requests from all our constituents.**
 - As we strive to be more digital, we also recognize that there are many in our community who do not have access to sufficient computers and/or WiFi to participate in this new digital

direction. The Administration plays an active role in listening to all concerns and collaborating to find solutions. For example:

- After we made beach passes online only, we heard several complaints from our seniors who do not have access to a computer. We also heard a few complaints from some of our community members who are disabled and not able to access the form. Our solution was to allow these community members to get their passes in person.
- The Walk-in Permitting operation is another good example of a pilot initiative that was met with such positive feedback it is a full-blown on-going operation. The percentage of completed requests increased and the “time until issuance” dramatically improved with more requested being completed in less than 30 days and a decrease in the number of requests that stayed open longer than 90 days.

- **Theme #3: Recognition of Achievement: Our employees work hard every day to serve our internal and external communities.** Our employees want and deserve to be recognized and rewarded.

- April 2023, we launched the Employee Recognition Program giving all employees the opportunity to nominate their colleagues for an award in the following three categories:

Personal Achievement Award

- Achieved a notable accomplishment in their personal life or was recognized by a professional or community-service organization for personal achievement or volunteerism.

Award of Excellence in Customer Service

- Demonstrates superior performance on a consistent basis in establishing and maintaining positive effective working relationships with internal /external customers. This could be accomplished through personal effort working with customers, demonstrating creativity and resourcefulness in assisting customers, or be the primary individual in sourcing and implementing systems to improve the customer experience.

Award of Excellence in Leadership

- Serves as a role model for other employees, demonstrates a high level of professionalism; has positive working relationships with supervisors, peers, and subordinates, empowers and develops employees to be successful within the city, and takes the initiative to creatively inspire employees to work collaboratively.
- There were 33 nominations submitted. The review committee picked 13 people to receive the awards which were presented by the Mayor at the Annual Employee Luncheon.
- Hosted the another Employee Appreciation Lunch that had one of the highest turnouts and received a lot of positive feedback:
 - “...having the Mayor and Cabinet Members take time from their busy schedule to host and sponsor the event really shows their appreciation for our work and that we are valued!” – Employee Quote

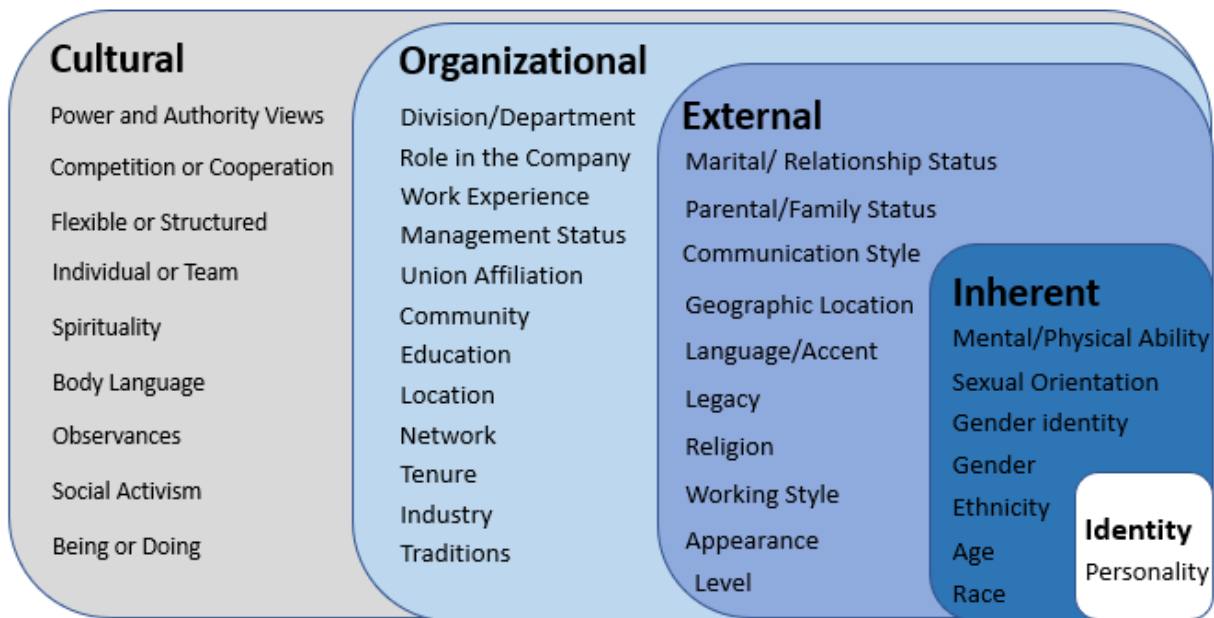
- **Theme #4: Accountability: What can we do to hold ourselves and our colleagues more accountable for showing up and delivering with excellence every day.**

- We are working on training our managers to lead like coaches. This process will help increase performance and employee morale. When employees have a clear understanding of how their work fits into the overall mission and goals of the organization in real time versus at bi-annual or annual review sessions, they are more empowered and motivated to achieve those goals.
- **Theme #5: Increased Pay:** Who doesn't want more pay?!? On the flip side, the pay, was also listed as one of the things people love about working for the City.
 - As an on-going practice, the HR team evaluates how employees are compensated for the work they are doing and compares it to other neighboring towns.
- **Theme #6: Training Opportunities: We work hard to hire the best and so, it is not a surprise that there is a desire for the City to support and fund more continued education and training.**
 - The Director of DEI is facilitating customized training for City of Stamford Employees (over \$140,000 cost savings by not having to hire an external consultant).
 - As of December 2022, all new employees are required to go through DEI training during orientation which is facilitated by the DEI Director. Establishing this relationship with new employees from day one has been met with positive feedback.
 - Reviewed current training offered through the Leadership Institute and added content to what is already available (additional cost savings by embedding/emphasizing DEI concepts versus starting from scratch with a new workshop). When people can immediately see how they can apply a concept to the work they are doing, it is better received and implemented.
- **Theme #7: Improve Customer Service: Whether we are working with each other as colleagues or one of our external constituents, engaging and delivering with "first class" service should be our #1 priority.**
 - We are now publishing Press Releases in English and Spanish and working with other departments to offer all public information in both English and Spanish.
 - Processes have been improved to better deliver content in more accessible ways for our constituents who are blind and low vision.
- Presented and got Juneteenth approved to be a paid holiday for all City of Stamford employees.
 - Hosted the two Juneteenth celebrations.
 - Organized the first city-wide Juneteenth celebration on Saturday, June 17th at the Government Center, which was an overwhelming success with over 300 attendees. It was a vibrant, celebratory, and fun event to commemorate this important day. We received lots of positive feedback from the community.
 - On Monday, June 19th, we held a Juneteenth flag raising ceremony at the Government Center, which was a very powerful event that commemorated the end of slavery and the continued pursuit of justice and equality for all.
- Mayor Simmons' presented a proclamation to the American Jewish Center putting Stamford as one of the first and the largest City's to adopt the International Holocaust Remembrance Alliance's working definition of antisemitism.
- Published an I.D.E.A.S. policy to act as a guide and a source of information to be explicit about Stamford's zero tolerance for hate, harassment and bullying of any kind. This policy is posted on

stamfordCT.gov. We will also order new signage for our City parks and public spaces that will have a QR code for people to easily gain access to the policy.

Diversity is a Skillset

Diversity is the presence of differences and the intersectionality of all dimensions of those differences. When we talk about diversity, we are not just talking about inherent dimensions of diversity (like race, age, gender identity or sexual orientation) but also diversity of all dimensions as pictured below. As the 16th most diverse city in the nation, we recognize that our diversity is not only an asset, but also a skillset. This mindset strategically puts us in a strong position to recruit, hire, retain, and promote the most qualified candidates throughout all divisions and levels of the City of Stamford.



In efforts to boost cultural awareness and create spaces of inclusion, the City has hosted a number of employee and citywide events to recognize and celebrate diversity. All have been met with a lot of enthusiasm and request for more. To name a few, here are some examples of how the City has acknowledged and celebrated the diversity of our City:

- Multicultural citywide event at UCONN to celebrate the legacy of Dr. Martin Luther King, Jr. The event had over 150 attendees.
- Lunar New Year event for City employees
- Black History Month Celebration at the Yerwood Center (100+ attendees)
- White Cane Awareness and Blindness Equality Day proclamation presented during the Stamford ADA Advisory Council meetings (On numerous occasions, the Co-Chairs of this council has been in tears with gratitude for the support they are feeling from this Administration.)
- Filipino-American Heritage Month & Polish-American Heritage Month – proclamation ceremonies held on Facebook Live
- Recognized Honey Joe’s on Broad Street for their intentionality to hire two disabled adult employees who were trained by the Greenwich based Coffee for Good Organization during National Disability Employment Awareness Month

- Hosted session with our Black owned Businesses to better understand their concerns and experiences and working to address issues raised.
- Held 20 flag raising ceremonies of which 4 were a first City – Trinidad & Tobago, Jamaica, Intersex and Progress Pride Flag.

Equity

Equity is the specific support given, and barriers removed to ensure all have equal access, opportunity, and advancement. The office of I.D.E.A.S. is strategically looking for innovative ways to ensure we are allocating resources equitably, so everyone has a fair opportunity to participate and thrive. Too often people mistake equality and equity to mean the same thing. Equality assumes that everyone benefits from the same support. Equity understands that some individuals may need different support mechanisms to make it possible for them to have equal access. The goal is to give people what they need in the moment to thrive and whenever possible, look for the root cause for why people needed different supports and try to remove any systemic barriers. The illustration below from the Robert Wood Johnson Foundation shows: the four people are treated equally because they were all given the same exact bike. If you look close enough, you will see that the bicycle in that row is only right fitted for one person. If you look in the bottom row, everyone is given the right size and the right type of cycle needed to enjoy the ride. That is equity.



- I.D.E.A.S. works closely with legal and HR to investigate EEO complaints.
- Meets with community members to field their concerns about inequities they experience as Stamford residents and business owners and works to find solutions.
- Opened the Stamford Veterans Resource Center (SVRC) to create a place where Stamford's 3,000 plus veterans can have a place to be empowered, directed and connected to the resources available to them. The SVRC was opened in February 2022 and is largely run by volunteer veterans. The center is open for 8 hours a weeks and we get about 4-6 unique visitors every week. The steady flow supports the need for the center. When the center first opened in February, it was primarily seniors who needed assistance. We are slowly starting to see some

of the younger veterans stopping by. One goal for this coming year, is to launch a social media campaign to attract the younger veterans.

Accessibility

Accessibility is the confirmation that all have access to and benefit from the opportunities, information, resources, initiatives, and programs offered. This summer, the city hired its first employee who is blind to work part-time as an ADA Coordinator. The 'internship' was funded by a grant from the Bureau of Education and Services for the Blind. The intern's focus has been on identifying ways the City of Stamford can be more accessible for employees, residents, business owners and visitors.

During the course of 12 weeks, we conducted physical and inquiry-based observations through the lens of Americans with Disabilities Act, (ADA) of 1990. It is a Civil Rights law that assures fair and equal access for people with disabilities. Implementation of the ADA in all public facing services and access not only contributes to the inclusion and opportunities for people with disabilities, but also builds inclusive environments for all members of the public.

This past summer, the priority was on the evaluation of the accessibility of public facing information, as well as physical access to public spaces. We are currently in the process building a roadmap to set the necessary direction of travel to assure full inclusion for all is not an afterthought, but rather integrated into the way the city operates and executes all projects. Getting this right is imperative. The CDC reports that 1 in 5 (22%), of people in Connecticut are qualifying and regarded as living with disabilities (mental and physical). Under the ADA, a person qualifies as disabled if they have significant difficulties executing activities of daily living.

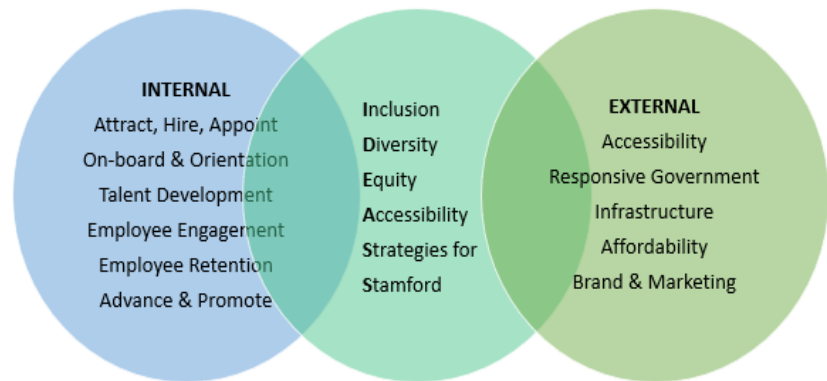
The City of Stamford has a unique opportunity to make the city more accessible for all and increase employee engagement, morale and productivity at the same time. This is achievable because of two things: (1) although many City employees are not familiar with the legal guidelines and requirements of the ADA, most are receptive to learning; and (2) there are many no or low costs training available. The first and most important training is Disability Etiquette. Not knowing the socially acceptable disability related rules of engagement poses a risk of discriminatory practices. Unfortunately, not all employees are aware of the fact that their politeness could in fact impair an autonomy of someone with disability

Other priorities for the Office I.D.E.A.S. to advance accessibility for the City include:

- Working with Granicus to fix the website to be compatible with assistive technology that reads screens.
- Researching technology that will help make all documentation published by the City (historical and future) on the website or on social media to be ADA accessible according to the Web Content Accessibility Guidelines (WCAG).
- Collaboratively working with the Police Department, Stamford Health, nonprofits, and other private funders can coalesce around a city-wide program to address alcohol use disorders and maternal health issues.

Summary

In summary, The Office of I.D.E.A.S. interacts and interconnects with all constituents from an internal and external perspective. Internally, we look at the full employee lifecycle and externally, we look at our residents and businesses with a lens of inclusion, diversity, equity, and accessibility.



Human Resources

The Department of Human Resources is responsible for administering the Classified Service Rules and administering examinations for all competitive city positions, development of job descriptions and conducting job analysis, recruitment, administering employee benefits, administering both the Classified Employees Retirement Fund and the Custodian and Mechanics Retirement Fund. Human Resource staff administers the Human Resource Information System (HRIS) function and was instrumental in upgrading its system this Fiscal Year. Human Resources is responsible for the negotiation and administration of all collective bargaining agreements. The table below list each employee representative with the current term of contract and number of represented employees in each.

<i>Bargaining Unit</i>	<i>Term of Agreement</i>	<i>Employee Count</i>
Dental Hygienist	7/1/2020 – 6/30/2024	3
UAW (excludes seasonal employees)	7/1/2021 – 6/30/2025	325
MAA Supervisors	7/1/2018 – 6/30/2023	123
IUOE Local 30 – Operations (excludes seasonal employees)	7/1/2019 – 6/30/2024	130
Nurses Association	7/1/2019 – 6/30/2023	38
Assistant Corp. Counsels	7/1/2022 – 6/30/2025	7
Fire Local 786	7/1/2011 – 6/30/2019	234
Police Association	7/1/2011 – 6/30/2022	270
IOUE Local 30 WPCA	7/1/2021 – 6/30/2025	27
Custodians & Maint. Workers	7/1/2021 – 6/30/2025	147
Pay Plan (nonunion)	n/a	38
Total Full-Time Employees		1314

The Department of Human Resources established the ***City of Stamford Leadership and Training Institute***. The Institute is the central entity in City government for developing and delivering educational and training programs for all city employees. Its mission is to develop and enhance employees' work-related skills and abilities, to prepare them for future leadership roles in city government, and to enhance the skills and abilities of current leaders.

The programs offered through the Institute are developed based on needs analysis conducted by HR staff by surveying department heads and managers, and from evaluations completed by employees who complete the training activities conducted by the Institute. A core five-seminar leadership program has been created which will be initially offered to department heads. This five-seminar program will be tailored to be offered to managers, supervisors, foreman and employees seeking to improve their skills and abilities for future leadership roles in city government. The Institute will also offer stand-alone programs to include the state required sexual harassment program, unconscious bias and workplace inclusion, Lean Six Sigma training, customer service training, ethics training among other training opportunities as determined by our ongoing need analysis.

Part II – Education

See Attachment No. 4 for the Stamford Public Schools Report

Part III - Elected & Select Appointed Boards

31st Board of Representatives

The 31st Board of Representatives took office on December 1, 2021. Elected were 36 Democrats and 4 Republicans. Since the election, six representatives have resigned. 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, 2022, to June 30, 2023, the Appointments Committee recommended 37 mayoral appointments to various boards and commissions. In addition, the Committee recommended appointment of three cabinet positions: the Director of Public Safety, Health & Welfare, the Director of Legal Affairs, and the Director of Economic Development; 2 civil citation officers and two vacancies on Elective Boards.

The Fiscal Committee evaluated 96 appropriations; 20 grants resolutions; transfers to the Rainy Day Fund, the Risk Management Fund for Heart & Hypertension, the Risk Management Fund, BOE/Capital Nonrecurring Fund; and the City/Capital Nonrecurring Fund; 22 resolutions authorizing the issuance of bonds; agreements related to digital transformation advisory services, professional auditing services, and motor vehicle tax compliance; as well as the operating and capital budgets for FY 2022-23. 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 annual financial reports, and applications and agreements to obtain grant funds.

During Fiscal Year 2022/23, 86 resolutions and 14 ordinances were passed by the Board, with 8 of those being honorary resolutions. Significant legislation included:

- An ordinance amending the Commercial Linkage Affordable Housing Program to increase to 10% the percentage of building permit fees collected by the City of Stamford Building Inspection Department for deposit into the City of Stamford Affordable Housing Trust Fund
- An ordinance increasing the monetary thresholds in the Purchasing Ordinance to reflect current economic realities.
- An ordinance declaring Juneteenth a municipal holiday.
- An ordinance amending the outdoor dining ordinance to permit outdoor dining in parking spaces and roadways.
- An ordinance allowing the Board of Finance to set a separate mill rate for personal property not tied to District A
- Several ordinances regulating the use of gas-powered leaf blowers.
- An ordinance creating a pilot program prohibiting the sale and consumption of alcoholic beverages on municipal property except during an authorized function, in parks with sporting event fields, or on beaches.
- An ordinance awarding residency points on entry level civil service exams.
- An ordinance regarding the maintenance of elevators in residential buildings
- A resolution urging the legislature of the State of Connecticut to permit municipalities to install and operate speed cameras near schools.
- A resolution urging the administration to develop and implement a tree planting and maintenance program and incorporate requirements in the land use regulations for the protection of the environment.
- A resolution opting out of the accessory apartment and dwelling unit provisions of CGS §8-2
- A resolution opting out of the provisions of CGS §8-2 related to the limitations on parking spaces for dwelling units.
- A resolution requesting the administration reopen the Glenbrook Community Center
- A resolution encouraging the administration to allocate funds in the FY23/24 budget to manage and care for the trees on City property.
- A resolution urging the legislature of the State of Connecticut to permanently eliminate local bus fares.
- A resolution supporting the City of Stamford Vision Zero Initiative
- A resolution opposing white supremacy, bigotry, and racism.
- A resolution implementing a two-year phase of the Stamford property revaluation.
- A resolution renaming Chestnut Hill Park as Susan Nabel Park at Chestnut Hill
- A resolution authorizing the Mayor to submit the Year 49 Annual Action Plan for the Community Development Program of the City of Stamford
- A resolution approving an additional tax rate to provide funds to the Capital Nonrecurring Fund for capital nonrecurring expenditures to support the funding of future capital projects under CGS §7-361 as recommended by the Board of Finance for fiscal year 2023-2024
- A resolution approving fees for the use of ballfields.
- A resolution approving fees for the E. Gaynor Brennan Golf Course
- A resolution establishing summer camp fees.
- A resolution approving fees for the Terry Conners Ice Rink
- A resolution naming the Hart School playground the Representative Philip J. Giordano Playground
- Approval of a list of programs to the State Department of Revenue Services in accordance with the provisions of the Connecticut Neighborhood Assistance Act

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.

In addition, the Board created a Special Committee to review a possible settlement of *High Ridge Real Estate Owner LLC v. Board of Representatives of the City of Stamford* litigation involving the Board of Representatives' decision in an appeal from decision of the Zoning Board. The Board is being represented by outside counsel due to a conflict of interest caused by the City's Legal Department.

Since March 16, 2020, the Board has held all Board meetings and committee meetings either remotely or by a combination of in-person and remotely in order to preserve the health of Board members, City staff and the public. The Board has strived to ensure that members of the public have numerous pathways to participate in these meetings safely, including enabling public viewing of all meetings and enabling members of the public to sign up to speak at or submit written comments for public hearings or during the public participation session of Board meetings.

Board of Finance

Board Members	Term Expires
Richard Freedman (D), Chair	November 30, 2025
Mary Lou T. Rinaldi (Vice-Chair)	November 30, 2023
Geoff Alswanger (D)	November 30, 2023
Dennis Mahoney (R)	November 30, 2025
Laura Burwick (D)	November 30, 2023
J.R. McMullen	November 30, 2025

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 hold 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 the Board of Finance is staffed by a permanent part-time Clerk/Staff Person and its office is located on the 4th Floor of the Stamford Government Center.

Planning Board

- See Operations/Land Use Section.

Zoning Board

- See Operations/Land Use Section.

Zoning Board of Appeals

- See Operations/Land Use Section.

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 consists 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, 2022 after the Board of Assessment Appeals is:

<i>Tax Assessment – At a Glance</i>	
	Net Taxable
Real Estate	21,955,592,442
Motor Vehicle	1,428,679,050
Personal Property	1,307,189,600
Total	24,691,461,092

Mill Rates – At a Glance	
	FY 23-24 Mill Rates
District A	25.24
District B	24.76
District C	24.46
District CS	24.86
Auto	27.25
Personal Property	27.17

Tax Assessment – Trends				
Tax Assessment	2020-21	2021-22	2022-2023	2023-2024
Net Grand List	\$21,966,307,423	\$22,197,720,643	\$22,711,315.415	\$24,691,461,092

All taxable property (October 1)

Fiscal year 2023-2024 a 2yr phase-in of real estate increases was implemented to minimize the impact of the Oct. 1, 2022 property revaluation.

Board of Ethics

Please see attached Annual Report of the Board of Ethics (Attachment No. 3).

Other Boards and Commissions

Minutes & Agendas, along with video recordings of the proceedings of several of the commissions can be accessed through this webpage - <https://www.stamfordct.gov/government/boards-commissions>. (Additional non-city commissions are listed on the City website, including various Charter Oak property boards.)

Affordable Housing Board of Trustees	
Arts & Culture Commission	Mayor's Multicultural Council
Board of Assessment Appeals	Old Town Hall Redevelopment Agency
Board of Education	OPEB Board of Trustees
Board of Ethics	Parks and Recreation Commission
Board of Finance	Patriotic & Special Events
Board of Representatives	Personnel Commission
Camera Review Committee	Planning Board

Classified Employees Retirement Fund	Police Commission
Custodian Retirement Fund	Police Pension Board
E. Gaynor Brennan Golf Commission	School Building Committee
Economic Development Commission	Social Services Commission
Environmental Protection Board	Stamford Golf Authority
Fire Commission	Stamford Investment Advisory Committee
Firefighters' Pension Fund	Stamford School Readiness Council
Harbor Management Commission	Stamford Transit District
Health Commission (DHSS)	Tax Abatement Committee
Historic Preservation Advisory Commission	Tax Assessment Board of Appeals
Investment Advisory Committee	Traffic Advisory Committee
Urban Redevelopment Commission	Traffic Hearing Officer
Water Pollution Control Authority	Zoning Board
	Zoning Board of Appeals

Part IV - Authorities & Outside Agencies

Entities that Receive City Funding

The City of Stamford supports several outside agencies that provide vital services to residents. Selected organizations are listed below.

Organization	2021-22 Budget	2022-2023 Budget
Stamford Museum	1,325,000	1,325,000
Ferguson Library	9,280,800	9,280,000
Historical Society	47,500	47,500
Bartlett Arboretum	334,000	334,000
DSSD	140,000	140,000
Liberation Programs	104,500	104,500
Senior Center	279,500	279,500
Pacific House	65,000	65,000
Inspirica	290,000	290,000
Charter Oak Communities	323,823	323,823
United Way	15,000	15,000
Boys & Girls Club	225,050	225,050
Stamford Partnership	40,000	40,000
Stamford Symphony	25,500	25,500
Mill River Collaborative	500,000	675,200
Center for the Arts	47,500	47,500

Attachments

#1 – Office of Public Safety, Health & Welfare

#2 – Office of Operations

#3 – 2023 Board of Ethics Annual Report

#4 – Stamford Public Schools Annual Report