

REMARKS OF JOHN DESTEFANO, JR.
STATE OF THE CITY
FEBRUARY 6, 2012

THE PEOPLE OF NEW HAVEN

THANK YOU. IT'S GREAT TO BE HERE TO TALK ABOUT NEW HAVEN, ABOUT WHERE WE ARE AND WHERE WE'RE GOING.

BUT BEFORE TURNING:

- TO THE PUBLIC SCHOOLS; AND,
- PUBLIC SAFETY; AND,
- THE BALANCE SHEET,

I THINK IT'S RIGHT TO START OUT WITH THE PEOPLE WHO LIVE AND WORK HERE, WHO GO TO SCHOOL HERE, THE PEOPLE WHO MAKE UP NEW HAVEN.

FOR THEY CAN BE, TRULY, QUITE EXTRAORDINARY AND INSPIRING.

HURRICANE IRENE

I HAD NEVER FELT A BLAST OF WIND LIKE IT BEFORE. NEVER UNTIL HURRICANE IRENE HIT CONNECTICUT ON AUGUST 28TH. IT WAS NOON AND I WAS ON SOUTH WATER STREET, OVER IN CITY POINT. I SAW IT AND I FELT IT.

- WIND GUSTS OF OVER 60 MPH;
- A STORM SURGE OF 6 FEET OVER HIGH TIDE;
- 1,200 TREES WERE KNOCKED DOWN;
- 170 CITY STREETS WERE BLOCKED; AND,
- A THIRD OF OUR HOUSEHOLDS, SOME 19,000 IN ALL, WERE LEFT WITHOUT POWER.

AND, WE WERE READY.

- OVER 500 CUBIC YARDS OF SAND HAD BEEN PLACED IN FRONT OF WATERFRONT HOMES;
- MORRIS COVE WAS ORDERED EVACUATED. THE FIRE DEPARTMENT KNOCKED ON EVERY DOOR;
- THOUSANDS OF MEALS AND BOTTLES OF WATER WERE DISTRIBUTED IN EVERY NEIGHBORHOOD AFTER THE STORM;
- WE KEPT PEOPLE ON THEIR MEDICATIONS, AND, GOT POWER TO THOSE WHOSE LIFE SUPPORT REQUIRED ELECTRICITY;
- WITH OUR CERT VOLUNTEERS WE SHELTERED HUNDREDS OF PEOPLE.

AND,

- MOST STREETS WERE OPEN WITHIN 3 DAYS;
- MOST TREES WERE REMOVED AND POWER RESTORED WITHIN A WEEK;

IT WAS AN AMAZINGLY WELL PLANNED FOR, AND, EXECUTED EFFORT BY CITY STAFF, CITY RESIDENTS AND VOLUNTEERS.

LET'S ACKNOWLEDGE THE STAFF FROM ALL THE CONTRIBUTING AGENCIES. LET'S GIVE THEM A HAND!

STATE STREET

A SECOND EXAMPLE.

JUST THREE WEEKS AGO A FIRE RIPPED THROUGH A 3 STORY STRUCTURE ON STATE STREET. SMOKE THROUGHOUT THE BUILDING. 50 FIREFIGHTERS RESPONDED, WITH SQUAD 1 RESCUING 4 CHILDREN AND AN ADULT FROM THE SECOND FLOOR. A GREAT SAVE.

BUT THAT'S NOT THE END OF THE STORY. LET ME TELL YOU WHAT HAPPENED AFTER THE FIRE WAS PUT OUT.

THE NEIGHBORHOOD, NOT THE CITY, NOT THE RED CROSS, THE NEIGHBORHOOD :

- RAISED CASH DONATIONS AND GOT VA MEDICAL CARE FOR THE RESIDENTS;
- THE NEIGHBORHOOD ESTABLISHED A CLOTHING AND HOUSEHOLD GOODS DONATION AND DISTRIBUTION CENTER;
- THE NEIGHBORS ARE SETTING UP A FURNITURE COLLECTION CENTER TO HELP THE FAMILIES RE-ESTABLISH THEIR HOUSEHOLDS;
- THE NEIGHBORS EVEN RAISED FUNDS FOR THE MEDICAL CARE OF THE FAMILY PETS HURT IN THE FIRE AND HAVE ARRANGED TEMPORARY HOMES FOR THEM TOO;

LET ME TELL YOU - THESE ARE THE KIND OF NEIGHBORS YOU WANT! THIS IS NEW HAVEN. LET ME INTRODUCE THEM...

- FROM THE FIRE DEPARTMENT, SQUAD #1;
- AND FROM THE NEIGHBORHOOD: LISA SIEDLARZ, DON HARVEY, NATHALIE BONAFE, MEG WEISBERG, AND CHRIS CANDIDO WITH SPOOKY.

PLEASE GIVE THEM A HAND.

SUPERMARKET CITY

FINALLY, WHILE LAST YEAR WASN'T SO GOOD FOR THE NATIONAL ECONOMY, IT WAS A GREAT YEAR FOR ECONOMIC DEVELOPMENT IN NEW HAVEN, AND, A LESSON FOR HOW WE CAN LEVERAGE WHAT WE DO TO EVEN BIGGER THINGS.

IN 2011 TWO SUPERMARKETS, NOT ONE, OPENED IN NEW HAVEN. THANKS TO AN EXTRAORDINARY EFFORT FROM NEIGHBORS ORGANIZED BY DWIGHT DEVELOPMENT AND WITH HELP FROM YALE UNIVERSITY PROPERTIES AND THE LAW CLINIC, STOP & SHOP OPENED IN APRIL.

AND, AS PART OF THE 360 STATE STREET DEVELOPMENT, THE ELM CITY MARKET OPENED IN NOVEMBER. TWO SUPERMARKETS IN ONE YEAR.

BUT THE BETTER PART AND THE BIGGER LESSON FOR US ALL IS THAT BOTH MARKETS SAID THEY NOT ONLY WANTED RESIDENTS AS CUSTOMERS – THEY ALSO WANTED THEM AS EMPLOYEES. AT STOP & SHOP, 120 OF 150 EMPLOYEES ARE CITY RESIDENTS. AND, AT THE ELM CITY MARKET, 63 OF 95. THINK IF WE DID THIS WITH ALL OUR EMPLOYERS FOR ALL KINDS OF JOBS?

IT DIDN'T HAPPEN BY ACCIDENT. IT HAPPENED BECAUSE OF PEOPLE LIKE ANNE DEMCHEK AND KATE WALTON FROM STOP & SHOP.

TWO SUPERMARKETS; ACCESS TO HIGH QUALITY FAIRLY PRICED FOOD; AND, 183 RESIDENT EMPLOYEES. THAT'S NEW HAVEN! LETS ACKNOWLEDGE ANNE AND KATE...

2012

YOU THINK OF THESE THREE STORIES AND YOU REALIZE THAT THERE IS STORY AFTER STORY OUT THERE THAT TESTIFY TO THE SPIRIT, THE PERSISTENCE, AND THE SENSE OF HOW WE ARE CONNECTED TO ONE ANOTHER IN NEW HAVEN.

SO NOW IT'S TIME FOR US TO DO SOME THINGS IN 2012. TONIGHT I WANT TO FOCUS ON 4 JOBS, KNOWING THOUGH THAT THERE ARE A LOT OF OTHER THINGS THAT WE NEED TO DO AND WILL DO, BUT THESE CLEARLY STAND AS THE MOST CRITICAL.

JOB #1: PUBLIC SCHOOLS

LONG TERM AND NEAR TERM, OUR MOST PRESSING CHALLENGE AND OPPORTUNITY IS PUBLIC SCHOOL CHANGE FOR OUR KIDS. IT IS JOB #1, AND, OUR GOALS ARE CLEAR:

- TO TURN EACH SCHOOL INTO A HIGH FUNCTIONING ORGANIZATION;
- TO CLOSE THE ACHIEVEMENT GAP TO THE STATE AVERAGE;
- TO CUT THE DROP OUT RATE IN HALF; AND
- TO SEE THAT OUR HIGH SCHOOL GRADUATES ARE ACADEMICALLY PREPARED TO SUCCEED IN, AND, HAVE THE RESOURCES TO GRADUATE FROM COLLEGE.

WHY IS THE ACADEMIC ACHIEVEMENT OF OUR KIDS JOB #1?

- BECAUSE A GOOD EDUCATION AND A POST HIGH SCHOOL DEGREE OR CREDENTIAL, IS ESSENTIAL TO A DECENT INCOME, TO TAKING CARE OF YOUR FAMILY, AND, TO REDUCING VIOLENCE; AND BECAUSE,
- WINCHESTERS IS GONE AND IS NOT COMING BACK. NEW HAVEN HAS BEEN ONE OF THE FEW CONSISTENT JOB GROWERS IN THE STATE DURING THIS RECESSION. BUT, THE KIND OF JOBS WE ARE CREATING REQUIRE VERY DIFFERENT SKILLS AND TALENTS FROM THE PAST;

SO THE RALLY BIG QUESTION IS: 'WILL NEW HAVEN KIDS HAVE THE SKILLS TO HOLD THESE JOBS?'

AND MAKE NO MISTAKE.

RIGHT NOW, RIGHT NOW AND HALF A WORLD AWAY IN INDIA AND CHINA THEIR KIDS ARE GETTING UP AND GOING TO SCHOOL AND GETTING THE KNOWLEDGE AND SKILLS TO MAKE THE BEST LIFE THAT THEY CAN FOR THEMSELVES AND THEIR FAMILIES. AND THEY WON'T HESITATE TO DO IT AT OUR KIDS EXPENSE IF THEY CAN. BUT, BUT WE HAVE NO REASON TO FEAR THEIR COMPETITION, AS LONG AS WE PREPARE FOR IT.

IN NEW HAVEN PREPARING FOR THAT COMPETITION MEANS STAYING FAITHFUL TO THE THREE BIG INITIATIVES OF SCHOOL CHANGE THAT THE BOARD OF EDUCATION, AND DR. MAYO HAVE SET OUT:

FIRST, PORTFOLIO SCHOOLS. WE PUSH RESPONSIBILITY AND RESOURCES DOWN TO SCHOOLS. WE MEASURE PERFORMANCE. WE CREATE ACCOUNTABILITY. WE GROW SUCCESSFUL SCHOOLS AND WE RECONSTITUTE FAILING SCHOOLS. WE UNCOMPROMISINGLY OPERATE THE SCHOOLS FOR THE KIDS, NOT FOR THE ADULTS.

SECOND, TALENT. AND NOTHING IS MORE IMPORTANT IN THIS EFFORT THAN OUR STUDENT'S TEACHERS AND THE SCHOOL LEADERSHIP. RIGHT NOW OUR TEACHERS AND PRINCIPALS ARE IN THE SECOND YEAR OF A NATIONALLY ACKNOWLEDGED AND GROUND BREAKING EVALUATION INITIATIVE. TVAL REMOVES INEFFECTIVE TEACHERS FROM THE CLASSROOM, AND MUCH MORE

IMPORTANTLY, IS MAKING POOR TEACHERS GOOD, AND ACKNOWLEDGING EXTRAORDINARY TEACHERS.

THE THIRD LEG OF SCHOOL CHANGE IS PROMISE. YOU KNOW THE GROUP OF AMERICANS LEAST AFFECTED BY THE RECESSION? COLLEGE GRADUATES. THERE IS A SHARPLY GROWING INCOME GAP IN AMERICA. A WAGE GAP THIS IS INCREASINGLY A GAP BETWEEN THOSE WHO ARE EDUCATED, AND THOSE WHO ARE NOT. BETWEEN THOSE WITH HOPE AND POSSIBILITY IN THEIR LIVES, AND THOSE WITHOUT. A POST SECONDARY DEGREE WHETHER A 4 YEAR, OR A 2 YEAR IN ASSOCIATION WITH A TRADE OR CAREER CREDENTIAL IS A MUST FOR OUR KIDS. AND PROMISE DELIVERS WITH A 100% TUITION SCHOLARSHIPS FOR OUR KIDS.

AND, NEW HAVEN SCHOOL CHANGE RESULTS HAVE BEEN OUTSTANDING:

- OVER THE LAST TWO YEARS, THE DISTRICT HAS RE-ORGANIZED AND RE-STAFFED 5 OF THE LOWEST PERFORMING SCHOOLS, INCLUDING PARTNERING WITH OUTSIDE PROVIDERS IN TWO CASES;
- THE DISTRICT HAS BUILT AND DELIVERED ON A NATIONAL MODEL OF ADMINISTRATOR AND TEACHER EVALUATION AND DEVELOPMENT, RESULTING IN GIVING THE VAST MAJORITY OF TEACHERS STRONGER COACHING AND FEEDBACK, AND RESULTING IN SEPARATION OF A SMALL BUT SIGNIFICANT NUMBERS OF ADMINISTRATORS AND TEACHERS WHO WERE NOT DELIVERING FOR STUDENTS;
- NEW HAVEN PROMISE AWARDED 115 SCHOLARSHIPS TO STUDENTS ATTENDING 16 COLLEGES IN ITS FIRST YEAR. THIS YEAR MORE THAN 2,300 STUDENTS HAVE SIGNED PROMISE PLEDGES. A COLLEGE GOING CURRICULUM HAS BEEN IMPLEMENTED IN EVERY PRE-K/8;
- SURVEYS COMPLETED BY PARENTS, TEACHERS AND STUDENTS TELL US THAT THE CLIMATE IS IMPROVING IN 37 OF 39 SCHOOLS, INCLUDING HIGHER ACADEMIC EXPECTATIONS, MORE COMMUNICATION, COLLABORATION AND ENGAGEMENT, AND, GREATER SAFETY AND RESPECT.
- LAST YEAR WE SAW STRONG GAINS ON CMT AND CAPT, MEETING OUR 1ST YEAR GOALS AND TAKING A SOLID STEP IN CLOSING THE GAP WITH THE REST OF THE STATE; AND
- RECENTLY RELEASED DATA ON GRADUATION STATISTICS SHOW THE GRADUATION RATE WENT UP 1.8% IN THE LAST YEAR ALONE AND THAT MANY MORE OF OUR UNDERCLASSMEN IN HIGH SCHOOL ARE ON TRACK TO GRADUATE.

SO WHAT NEXT?

- WE ALL NEED TO SUPPORT THE SCHOOL BOARD AND THE SCHOOL DISTRICT AS THEY PERSIST IN THESE EFFORTS. DR. MAYO HAS ASSEMBLED AN ALL-STAR TEAM, AND THEY ARE WORKING HARD, BUT THEY CAN'T DO IT ALONE. AT A MINIMUM, I ASK THAT EACH OF YOU VISIT EVERY ELEMENTARY SCHOOL IN YOUR NEIGHBORHOOD, AND SEVERAL OF THE NINE HIGH SCHOOLS. GET TO KNOW THESE PEOPLE BY NAME. THEY, ALONG WITH THEIR STUDENTS, WILL INSPIRE YOU. KNOW THAT I AM ENCOURAGING SCHOOLS TO REACH OUT TO YOU AS WELL AND TO WELCOME YOU WHEN YOU VISIT;
- WE NEED TO DO A BETTER JOB VALUING CLASSROOM TEACHERS. SOME OF OUR BEST TEACHERS WILL BECOME BUILDING LEADERS – AND THAT'S GREAT. BUT OTHERS MAY WANT TO STAY IN TEACHING AND WE NEED TO SUPPORT THEM TOO. I HAVE ASKED THE SUPERINTENDENT TO FORM A COUNCIL OF EXEMPLARY TEACHERS TO HEAR THE INPUT AND SUGGESTIONS OF OUR BEST AND TO DEVELOP ROLES AND OPPORTUNITIES TO MEANINGFULLY ENGAGE THIS TALENT;
- WE NEED A ROBUST LEADERSHIP PIPELINE. WE NEED THE NEXT GENERATION OF BUILDING LEADERS, AND WE NEED THEM NOW. THE DISTRICT NEEDS TO DELIVER A FULLY DEVELOPED LEADERSHIP ACADEMY THAT MOVE US AS CLOSE TO 100% INTERNAL LEADERSHIP AS POSSIBLE – WHILE STILL ENABLING US TO RECRUIT ALL-STAR LEADERS AND TEACHERS FROM AROUND THE COUNTRY;
- IT'S TIME TO FOCUS ON CAREER AND TECH ED IN NEW HAVEN. CAREER AND TECH ED THAT CONNECTS OUR KID'S INTERESTS AND TALENTS TO THE KINDS OF JOBS THAT ARE

GROWING IN NEW HAVEN. IN 2012 WE WILL DELIVER A NEW CAREER AND TECHNICAL EDUCATION PROGRAM FOR THE SCHOOL DISTRICT THAT WILL WORK IN PARTNERSHIP WITH GATEWAY COLLEGE TO GIVE INTERESTED STUDENTS HANDS ON CAREER EDUCATION AS AN ENHANCEMENT TO THEIR CORE ACADEMICS. THE POINT IS TO INSPIRE STUDENTS, AND, TO ENSURE THEY HAVE THE SKILLS NOT ONLY TO WORK WHEN THEY LEAVE US, BUT TO CONTINUE TO ADAPT AND LEARN AS INDUSTRY CHANGES; AND,

- PARENT INVOLVEMENT. IT IS INDISPUTABLE THAT WHEN PARENTS ARE INVOLVED IN THEIR CHILD'S EDUCATION, STUDENTS DO BETTER ALL THE WAY THROUGH SCHOOL. WE NEED TO BETTER EQUIP OUR PARENTS, SO MANY OF WHOM ARE STRUGGLING TO FIND THE TIME AND WAYS TO DO THE BEST BY THEIR KIDS. I AM ASKING THE DISTRICT TO CREATE A PARENT UNIVERSITY THAT WOULD HAVE THE GOAL OF PROVIDING PARENTS THE SKILL, KNOWLEDGE AND RESOURCES TO SUPPORT THEIR CHILDREN. I WOULD ALSO ASK THAT THE EDUCATION COMMITTEE OF THE BOARD OF ALDERMEN PROVIDE A FORUM AND ITS OWN SET OF RECOMMENDATIONS TO THE BOARD OF EDUCATION ON HOW WE CAN BETTER SUPPORT OUR RESIDENTS IN ONE OF AMERICA'S TOUGHEST JOBS – PARENTING.

I JUST GOT BACK FROM A MEETING IN SEATTLE AT THE GATES FOUNDATION, WHO AS YOU KNOW IS ONE OF AMERICA'S PRINCIPAL FUNDERS OF SCHOOL REFORM. I WAS ONE OF TWENTY MAYORS INVITED THERE ALONG WITH THE MAYORS OF PHILADELPHIA, LA, LAS VEGAS, DENVER, MINNEAPOLIS, DALLAS, NASHVILLE...ANYWAY WITH ALL DUE RESPECT TO SOME GREAT EFFORTS IN THESE CITIES, WE ARE SO FAR IN FRONT OF THE CURVE ON SCHOOL REFORM, IT WILL BE THE GREAT FAILURE OF OUR TIME IF WE DON'T SEE THE JOB OF SCHOOL CHANGE THROUGH. WE ARE DOING THE WORK COMPREHENSIVELY, WE ARE DOING IT COLLABORATIVELY, AND WE ARE DOING IT.

AND TONIGHT WE HAVE HERE THE REAL CHAMPIONS OF OUR KIDS, A GROUP OF THOSE TEACHERS WHO HAVE BEEN JUDGED AS OUR HIGHEST PERFORMERS. WHETHER YOU ARE A PUBLIC SCHOOL PARENT OR NOT, IF YOU CARE ABOUT NEW HAVEN YOU NEED, YOU MUST KNOW WHO THESE PEOPLE ARE BECAUSE THEY ARE THE ONES WHO ARE CREATING NEW HAVEN'S FUTURE DAY IN AND DAY OUT. LET ME INTRODUCE NEW HAVEN'S GREAT TEACHERS.

JOB #2: PUBLIC SAFETY

JOB #2. IN 2011 WE LOST 34 PEOPLE TO VIOLENT CRIME. 34. AND THAT DOESN'T COUNT FAMILY MEMBERS. FRIENDS. KIDS IN THE NEIGHBORHOOD WHO MIGHT BE GROWING UP AND SEEING THAT PEOPLE GETTING KILLED, IS SOMEHOW NORMAL.

IT ISN'T NORMAL. WE MUST NEVER THINK ITS NORMAL. OR THAT SOMEONE 'DESERVED IT. OR MOST IMPORTANTLY, THAT WE CAN'T DO SOMETHING ABOUT IT. WE CAN. WE WILL.

I HAVE REACHED OUT TO BRING IN THE BEST LEADERSHIP TO RUN THE NHPD THAT I COULD FIND. BUT DEAN ESSERMAN IS ONLY ONE PERSON. AND THOUGH HE IS VERY TALENTED, HE IS NO SUPERMAN. WE HAVE A PROBLEM. AND IT'S UP TO US TO SOLVE IT.

SO BEFORE WE DO ANYTHING MORE, WE NEED TO TALK ABOUT OUR POLICING GOALS AND STRATEGIES . CHIEF ESSERMAN HAS TALKED TO ME ABOUT IT, AND NOW HE NEEDS TO TALK TO THIS BOARD, AND TO THE COMMUNITY ABOUT IT.

SO TONIGHT LET ME BEGIN THE DISCUSSION. IT BEGINS WITH TWO STRAIGHTFORWARD MISSIONS:

- FIRST A CLEAR STRATEGY TO FOCUS ON GUNS AND VIOLENCE REDUCTION; AND,
- SECOND, TO REINVIGORATE OUR COMMUNITY PARTNERSHIPS.

LET ME CALL OUT FIVE MAIN PIECES CRITICAL TO ACHIEVING OUR CENTRAL MISSION:

- FIRST IS IMPLEMENTING INNOVATIVE, BUT PROVEN STRATEGIES TO ADDRESS GANG VIOLENCE AND THE OTHER BLIGHTS LIKE OPEN AIR DRUG DEALING THAT THESE GANGS INFLICT ON OUR NEIGHBORHOODS. WE WILL INTERDICT THE BEHAVIORS BEHIND THE VIOLENCE USING ALL THE MEANS AT OUR DISPOSAL, AND THE DISPOSAL OF OUR FEDERAL AND STATE PARTNERS TO DO THIS. THOSE ENGAGING IN VIOLENT BEHAVIOR WILL BE GIVEN A CLEAR CHOICE FROM A COORDINATED AND COLLABORATIVE LAW ENFORCEMENT COMMUNITY ABOUT THE CONSEQUENCES OF CONTINUING THE VIOLENCE.
- SECOND, THERE WERE 133 SHOOTINGS LAST YEAR. ONLY 27 OF THOSE SHOOTINGS WERE SOLVED. THE STATE OF CONNECTICUT HAS AGREED TO PARTNER WITH THE NHPD ON A SHOOTING TASK FORCE MODELED FROM A VERY SUCCESSFUL EFFORT IN HARTFORD;
- THIRD, THE PD WON'T GIVE UP ON COLD CASES. NOW THIS ISN'T TV. FAMILIES DESERVE JUSTICE IRRESPECTIVE OF HOW LONG AGO A HOMICIDE OCCURRED. WE WILL NEED TO TALK TO THE BOARD ABOUT HOW THE NEW UNIT MIGHT WORK AND WHY WE MAY NEED TO CHANGE SOME PERSONNEL RULES TO IMPLEMENT IT THAT WE WILL NEED YOUR HELP WITH;
- FOURTH IS STRENGTHENING COMMUNITY PARTNERSHIPS. EVERY DAY THE PD NEEDS TO BE OUT THERE BUILDING RELATIONSHIPS. THINGS LIKE INVITING THE MANAGEMENT TEAMS TO STAFF THE SUB-STATIONS, OR PARTICIPATING IN YOUTH PROGRAMS, OR JUST BY WALKING THE BEAT; AND
- WE WILL NEED TO HIRE MORE OFFICERS TO DO ALL THIS. THE CHIEF INTRODUCED 20 WALKING BEATS BY RE-ASSIGNMENT LAST WEEK, BUT WE NEED AND THE COMMUNITY WANTS A DOUBLING OF THAT NUMBER TO 40. IT MAKES SENSE TO ADD MORE SCHOOL RESOURCE OFFICERS. NOW WE CAN'T THROW PRECIOUS RESOURCES AT A PROBLEM WITHOUT A PLAN AND HOPE FOR RESULTS.

BY MONTH'S END WE WILL FORWARD TO THE BOARD THE STRATEGY, STAFFING STRUCTURE AND FINANCIAL PLAN TO ACCOMPLISH THESE GOALS. IT WILL BE MY REQUEST THAT THE BOARD HOLD HEARINGS AND THEN MOVE THE ORDINANCE INITIATIVES REQUIRED TO IMPLEMENT THESE EFFORTS.

ONE MORE THING. IN ALL OF THIS, AND AS DIFFICULT AS THE VIOLENCE HAS BEEN ON OUR RESIDENTS, THE EFFORTS OF OUR POLICE OFFICERS IS EXTRAORDINARY. THEY ARE DOER'S WHO ACCEPT RESPONSIBILITY, OFTEN AT GREAT RISK AND COST TO THEMSELVES AND THEIR FAMILIES.

DETECTIVE ANDY FAGGIO WAS BURIED JUST 3 WEEKS AND 2 DAYS AGO, ON JANUARY 14. HE WAS KILLED IN THE LINE OF DUTY, THE 4TH SUCH POLICE LINE OF DUTY DEATH IN THE LAST 64 MONTHS. IN 64 MONTHS, ANDY FAGGIO, ROB FUMIATTI, SCOTT APONTE AND DAN PICAGLI, ALL NEW HAVEN POLICE OFFICERS KILLED IN THE LINE OF DUTY LEAVING BEHIND THEM 4 SPOUSES AND 10 CHILDREN. 10 CHILDREN WITHOUT FATHERS.

LET ME INTRODUCE TO BE ACKNOWLEDGED OUR FRONT LINE BOSSES IN THE PD. LET'S WELCOME THEM IN RECOGNITION OF ALL THAT THEY AND ALL OUR OFFICERS DO AND PUT AT RISK FOR THE PEOPLE OF NEW HAVEN:
THANK YOU OFFICERS.

JOB #3: WORK

JOB #3 IS DIRECTLY CONNECTED TO JOB#1, SCHOOL CHANGE. AND IT IS WORK. AS I SAID EARLIER, THE CITY IS CREATING JOBS. IN FACT WE ARE THE ONLY CITY IN THE STATE THAT HAS HELD ON TO ITS JOB BASE THROUGH THE 2008 RECESSION.

AND THE CITY IS NOT JUST GROWING JOBS:

- FOR THE FIRST TIME IN 100 YEARS, CITY POPULATION GROWTH HAS OUTPACED THE STATE AVERAGE;
- COMMERCIAL AND RESIDENTIAL VACANCIES ARE NATIONAL LOWS;
- FORECLOSURES ARE WAY DOWN, TO THEIR LOWEST LEVEL SINCE 2006;
- OUR CORE EMPLOYERS, ARE GROWING; AND
- AS I WILL DETAIL SHORTLY, REAL NEW GROWTH CONTINUES TO OCCUR IN THE GRAND LIST, AND, TAX COLLECTIONS HAVE REMAINED STRONG, ABOVE 98%.

BUT THERE IS A MISMATCH. A MISMATCH BETWEEN:

- JOBS IN NEW HAVEN; AND, NEW HAVEN'ERS;
- BETWEEN THE KINDS OF JOBS WE HAVE IN NEW HAVEN; AND, THE KIND OF SKILLS NEW HAVEN'ERS HAVE;
- BETWEEN THE AMBITIONS OF AT RISK POPULATIONS, RE-ENTRY AND YOUNG PEOPLE; AND, THE INTENSE COMPETITION FOR JOBS ACROSS THE BOARD;
- BETWEEN THE HOST OF AGENCIES AND ORGANIZATIONS WHO ARE SUPPOSED TO LEVEL THE PLAYING FIELD; AND, THOSE WHO ARE TRYING TO FIND THE PLAYING FIELD; AND
- A MISMATCH IN THINKING THIS IS ABOUT NEW EMPLOYERS. THIS IS ABOUT ALL EMPLOYERS.

ON THIS ONE THE BOARD HAS TAKEN THE FIRST STEP IN THE RESOLUTION INTRODUCED TONIGHT THAT CREATES THE TABLE FOR EVERYONE TO GET AROUND AND FASHION A SOLUTION.

AND IN FACT IN JUST DESCRIBING THE PROBLEM, IN MANY RESPECTS WE HAVE DEFINED THE SOLUTION. A 'NEWHAVENWORKS' SOLUTION OF:

- A ONE STOP FOR ALL THOSE LOOKING FOR WORK. FOR THOSE OUT OF WORK, OR THOSE WHO ARE UNDER EMPLOYED OR UNDER TRAINED. FOR YOUNG PEOPLE AND FOR RE-ENTRY PEOPLE;
- CONNECTED DIRECTLY TO EMPLOYERS WHO NEED WORKFORCES THROUGH AN EMPLOYER PIPELINE. IMAGINE A PROGRAM FOCUSED ON NEW HAVEN RESIDENTS IN WHICH ALL EMPLOYERS, BIG AND SMALL, PROFIT AND NON PROFIT – BUILD COMMUNITY THROUGH EXTRAORDINARY EFFORTS AND GOALS TO HIRE CITY RESIDENTS;
- WITH COORDINATED TRAINING OPPORTUNITIES. ADULT ED, REGIONAL WORK FORCE DEVELOPMENT, THE COMMUNITY COLLEGE WORKING TOGETHER AND ALL UNDER ONE ROOF; AND
- HIGH SCHOOL BASED CAREER DEVELOPMENT CENTERS RUN BY THE PRIVATE SECTOR AND PROVIDING HANDS ON EXPERIENCES, INTERNSHIPS AND MENTORS TO CONNECT OUR NEW HAVEN HIGH SCHOOL KIDS TO NEW HAVEN EMPLOYERS.

A SOLUTION THAT:

- MATCHES ASPIRATION TO ACCESS;
- THAT MATCHES ACCESS TO A TRAINED WORKFORCE;
- THAT MATCHES A TRAINED WORKFORCE TO ALL EMPLOYERS; AND,
- A SOLUTION THAT MATCHES A TRAINED NEW HAVEN WORKFORCE TO LIFE LONG WORK.

I LOOK FORWARD TO SPEEDY ADOPTION OF THE BOARD'S OWN RESOLUTION, THE CONVENING OF THE WORK GROUP AND GETTING THIS JOB DONE.

JOB #4: FINANCES, BUDGET, TAXES AND GRAND LIST

FINALLY JOB #4. FINANCES. THE GRAND LIST, BUDGET AND TAXES. SOME FACTS AND THEN SOME DIRECTIONS.

GRAND LIST

FIRST, THE GRAND LIST.

THE 2011 GRAND LIST WAS CERTIFIED BY THE ACTING ASSESSOR LAST WEEK. THE 2011 NET TAXABLE GRAND LIST INCREASED BY 16.71%, UP SOME \$861 MILLION OVER THE 2010 LIST. NOW THE GROWTH COMES FROM TWO SOURCES:

- ABOUT \$722 MILLION COMES FROM THE NET INCREASE DUE TO THE REVALUATION OF PROPERTIES; AND
- SOME \$139 MILLION COMES FROM NEW THINGS CONSTRUCTED IN NEW HAVEN, PRINCIPALLY PSEG'S POWER PEAKING PLANT ON THE EAST SHORE, AND, UNITED ILLUMINATING'S MODERNIZATION OF THE GRAND AVENUE AND UNION AVENUE STATIONS. THIS IS NET NEW GROWTH OF SOME 2.7% WHICH AT THE CURRENT MILL RATE WOULD GENERATE SOME \$6 MILLION IN ADDITIONAL REVENUE. THIS IS VERY GOOD GROWTH.

BUDGET

SECOND, BUDGET.

FOR LAST YEAR, THE FISCAL YEAR 2011 AUDIT WILL BE ISSUED ON FEBRUARY 28. AS HAD BEEN PROJECTED IN OUR OWN INTERNAL FINANCIAL STATEMENTS ON WHICH THE BOARD HAS BEEN BRIEFED, WE WILL CLOSED THE YEAR WITH A SURPLUS OF SOME \$650,000. THIS WILL BE THE 17TH AUDITED SURPLUS IN THE LAST 18 YEARS.

THE CURRENT FISCAL YEAR 2012 BUDGET WAS ADOPTED AT \$475.4 MILLION. SINCE ADOPTION WE HAVE BEEN MANAGING AGAINST BUDGET SHORTFALLS AS HIGH AS \$11.1 MILLION AT TIMES. I HAVE ASKED THE BUDGET DIRECTOR TO BRIEF THE FINANCE COMMITTEE UPON SUBMISSION LATER THIS MONTH OF THE JANUARY 31, 2012 MONTHLY REPORT. THE BUDGET DIRECTOR WILL PRESENT THE BUDGET ACTIONS AND INITIATIVES BY WHICH WE ARE CONFIDENT THAT IF ADOPTED, WILL RESULT IN A BALANCED BUDGET FOR THIS YEAR AS WELL.

TAXES

ON TAXES, THE BIGGEST CHANGE THAT RESIDENTS MAY SEE, ONE WAY OR THE OTHER, WILL RESULT FROM THE 2011 PROPERTY REVALUATION. AS YOU KNOW FROM THE BRIEFINGS I HELD EARLIER THIS YEAR AROUND THE CITY, THERE WAS A WIDE DISPARITY IN PROPERTY VALUE CHANGES:

- OF 20,855 TOTAL RESIDENTIAL PROPERTIES, 46% SAW INCREASES, WHILE 54% SAW DECREASES;
- FACTORING ONLY OWNER OCCUPIED RESIDENTIAL PROPERTIES, 49% SAW INCREASES, WHILE 51% SAW DECREASES; AND,
- AS I EXPLAINED IN THE BRIEFINGS, WHILE DECREASES OUTNUMBERED INCREASES IN VALUE IN BOTH INSTANCES, THE SIZE OF INCREASES GENERALLY OUTPACED THE SIZE OF DECREASES.

FINANCES

SO WHAT DOES THIS ALL MEAN? LET ME OFFER SEVERAL OBSERVATIONS.

TO THE GOOD:

- WE ARE CONSISTENTLY AND HONESTLY BALANCING THE CITY BUDGET, YEAR AFTER YEAR;
- FUND BALANCE WHILE NOT AT RATING AGENCY DESIRED LEVELS, IS STABLE AND GROWING. IT EXCEEDS ALL OUR PEER CITIES IN CONNECTICUT;
- OUR CASH POSITION IS ADEQUATE AND VERY WORKABLE; AND
- NON PROPERTY REVALUATION GRAND LIST GROWTH IS GOOD. OUR ECONOMIC DEVELOPMENT INITIATIVES ARE WORKING, THOUGH I WOULD URGE BOTH THE BOARD AND MY TEAM TO BE VERY CAUTIOUS ABOUT WRITING DOWN THE GRAND LIST THROUGH TAX EXPENDITURES. THIS IS ALSO A MATTER FOR WHICH WE MUST BE VIGILANT AT THE STATE CAPITOL.

OF CONCERN:

- WHILE WE HAVE BEEN BALANCING THE BUDGET, THIS HAS BEEN AND IS GOING TO CONTINUE TO RESULT IN VERY DIFFICULT SETS OF CHOICES. I WOULD NOTE THAT IN THE NATIONAL JOB NUMBERS RELEASED LAST WEEK FOR JANUARY, WHILE JOB GAINS TOTALED 243,000, THIS WAS NET OF 14,000 PUBLIC SECTOR JOB CUTS AS STATE AND LOCAL GOVERNMENT CONTINUE TO CUT WORKFORCE. I EXPECT SOME CITIZENS WILL WANT MORE SERVICES THAN OTHERS ARE WILLING TO PAY FOR, AND, THAT OUR BUDGET DRIVERS: EMPLOYEE HEALTHCARE AND PENSION COSTS WILL CONTINUE TO OUTPACE SAVINGS RESULTING FROM WORKFORCE REDUCTIONS AND PERSONNEL AND NON PERSONNEL SAVINGS INITIATIVES;
- ALSO OF CONCERN AND AS DISCUSSED DURING LAST YEARS BUDGET NEGOTIATIONS, WE NEED TO ADDRESS SOME OF OUR LONG TERM BALANCE SHEET LIABILITIES, PARTICULARLY THE DEFICIT IN THE SELF INSURANCE RESERVE FUND. MY FISCAL YEAR 2013 BUDGET WILL PROPOSE THE RESOLUTION OF THAT DEFICIT CONSISTENT WITH THOSE DISCUSSIONS WITH THE BOARD;
- WE ARE IN, OR COMMENCING, NEGOTIATIONS WITH BOTH PUBLIC SAFETY UNIONS AND THE TWO LARGEST AFSCME UNITS. I EXPECT TO CONTINUE THE EFFORTS THAT HAVE SUCCESSFULLY RESTRUCTURED WORK RULES, PENSIONS AND HEALTHCARE PROGRAMS CONSISTENT WITH TAXPAYERS ABILITY TO PAY. THESE CHANGES ARE NECESSARY AS THE CURRENT PLANS ARE JUST NOT SUSTAINABLE; AND
- FINALLY I THINK IT USEFUL TO HAVE A DISCUSSION BEFORE BUDGET REGARDING IMPLEMENTATION OF THE 2011 REVALUATION. I HAVE NO INTENTION OF SEEKING ANY DELAY IN IMPLEMENTATION FROM THE LEGISLATURE, HOWEVER WE MIGHT CONSIDER WHETHER THERE ARE ANY REASONABLE STEPS TO BE TAKEN TO MITIGATE SOME OF ITS MORE SIGNIFICANT IMPACTS.

THAT SAID I BELIEVE THAT, WORKING TOGETHER, THAT TAXPAYERS AND RESIDENTS ALIKE CAN EXPECT A REASONABLE LEVEL OF SERVICE IMPROVEMENTS AND A FAIR TAX ENVIRONMENT IN THE COMING YEARS AS THE NATIONAL ECONOMY CONTINUES TO IMPROVE. WE ALL KNOW HOW DIFFICULT IT IS FOR SO MANY FAMILIES, SO I LOOK FORWARD TO A COLLABORATIVE AND RESPONSIBLE BUDGET.

CONCLUSION

AND THERE IS SO MUCH MORE. BUT, NOT FOR TONIGHT. OUR WORK IN THE COMING YEAR ON SCHOOL CHANGE, PUBLIC SAFETY, JOBS FOR NEW HAVEN RESIDENTS AND BALANCING BUDGETS AND TAXES IS CRITICAL.

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