

REPRESENTATIVE TOWN MEETING
STATE OF THE TOWN MEETING
DECEMBER 8, 2014

RECEIVED
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TOWN CLERK'S OFFICE
DARIEN CT.

CALL TO ORDER

The Annual State of the Town meeting of the Representative Town Meeting was called to order at 8:05 p.m. by Donna Rajczewski, Town Clerk.

Upon Roll Call, the following members were present:

From District I, there were 7 members present, 5 absent.
From District II, there were 9 members present, 7 absent.
From District III, there were 12 members present, 3 absent.
From District IV, there were 11 members present, 4 absent.
From District V, there were 13 members present, 4 absent.
From District VI, there were 12 members present, 2 absent.

The absentees from District I were : Buchesky, Butler, Conze, Dupont, Dweck.
The absentees from District II were: Bacon, Hoffman, Howe, Keith, Marston,
Matton, Mundt.

The absentees from District III were: Coyle Downs, Hegarty, Schulz-Amatruda.
The absentees from District IV were: Cameron, Haidinger, Morrison, Peters.
The absentees from District V were: Fead, Lublin, Russell, Young.
The absentees from District VI were: Palen, Ritchie.

The Moderator, Sarah Seelye, assumed the Chair.

ACCEPTANCE OF THE AGENDA

** THE AGENDA WAS ACCEPTED BY UNIVERSAL CONSENT.

APPROVAL OF THE MINUTES OF THE NOVEMBER 10, 2014 ANNUAL MEETING

** THE MINUTES WERE ACCEPTED BY UNIVERSAL CONSENT.

ANNOUNCEMENTS

The Moderator thanked everyone who had attended the meeting and was watching on Channel 79 and welcomed all of the elected officials present.

The Moderator read the comments of Olive Hauser, Director of Human Services (attached), and noted the "Giving Tree" in the lobby.

The Moderator noted the following new RTM members: Bradley Pattelli & Curtis Butler, District I and Marli Hayes, District V.

First Selectman Jayme Stevenson said that Wreaths Across America would be at the I-95 rest stop tomorrow at 5:45 on their trek to Arlington Cemetery to deliver wreaths on Saturday at noon. There will also be a ceremony at Spring Grove Cemetery on Saturday at noon.

STATE OF THE TOWN REPORTS

CHAIR, PLANNING & ZONING COMMISSION

Susan Cameron, Chair, read the report of the Planning & Zoning Commission (attached).

CHAIR, BOARD OF EDUCATION

Elizabeth Hagerty-Ross, Chair, read the report of the Board of Education (attached).

CHAIR, BOARD OF FINANCE

Liz Mao, Chair, read the report of the Board of Finance (attached).

FIRST SELECTMAN

First Selectman Jayme Stevenson read her report (attached).

The Moderator thanked the elected officials for their remarks and wished everyone Happy Holidays.

**** UPON MOTION MADE AND SECONDED FROM THE FLOOR, IT WAS UNANIMOUSLY VOTED TO ADJOURN AT 9 P.M.**

Respectfully submitted,

Cheryl Telesco Blois
Telesco Secretarial Services



Darien Human Services
Town Hall, Room 109
203-656-7328

Dear RTM Members,

The Darien Human Services Department provides year-round support to Darien residents in need of assistance including initial assessment, financial aid, winter energy assistance, renter's rebate for the elderly and disabled, elder care referrals, school supplies for students, basic household goods for families and much more.

During the holiday season, our efforts are focused on our annual Gingerbread Man Giving Tree program. We are collecting gifts and gift cards that go directly to local families in Darien. As a past supporter, we thank you and are hoping you can help us again by donating items such as gift cards from stores like Wal-Mart, Old Navy Kohls, Stop & Shop and ShopRite as well as any new, unwrapped toys. For more donation ideas, you can select specific requests from any one of our Giving Trees located in the lobby of Town Hall, Darien Rowayton Bank, Halstead Realtors and the YWCA.

Donations can be made directly to our office here in Town Hall, Room 109, Monday through Friday, between 8:30am-4:30pm.

The other program we focus on this time of the year is the Darien Unit of the Salvation Army Red Kettle Collection Program. Darien residents man the kettle and ring the bell on the weekends before Christmas at Palmers Market. 90% of everything collected in this kettle stays right here in Darien to benefit Darien residents in need throughout the year. When you pass by please be generous. (Ask Marc and Barbara Thorne about this program, they have been volunteers for many years.)

The families we help are the neighbors we all know. Any gift or monetary donation you are able to contribute will help make a real difference to families right here in Darien. If you can also pass this information on to your constituents we would greatly appreciate it

We thank you in advance for your support and wish you and your family a most joyous holiday season.

Sincerely,

Olive J. Hauser

Director

Darien Human Services

Chairman

Darien Unit of the Salvation Army

STATE OF THE TOWN ADDRESS

SUSAN CAMERON, CHAIR

DARIEN PLANNING AND ZONING COMMISSION

DECEMBER 8, 2014

Good evening Madame Moderator, Members of the RTM, other elected and appointed officials, and people of Darien. I am pleased to give you this annual State of the Town address.

Last year marked the first year for a relatively new Planning and Zoning Commission, and my first year as its chair. As I looked over the minutes of our meetings to write about this past year, I was struck by the thoughtfulness and study each member contributed to our decisions.

And so I want to start by thanking each of my fellow commissioners for their hard work. I also want to thank the entire P&Z staff, but most particularly Jeremy Ginsberg, without whose help and guidance I would not have made it through this past year.

In 2014, the Commission saw a few residential applications for projects where oversized lots were split or subdivided. However, as one would expect in a town that is 98.5% developed, the majority of applications involve redevelopment of existing properties.

More and more we are seeing new construction on smaller lots where the owners want to maximize the height of the new building and the area that the building covers. This has prompted the Commission to question whether zoning regulations should be changed to limit the mass of buildings with floor area ratios, and/or limiting total developed site area which would restrict total impervious surfaces. These discussions will continue in 2015.

Earlier this year, we saw the completion of the redevelopment of Allen O'Neill. This project added significantly to Darien's affordable housing stock. With this successful project completed, the Darien Housing Authority now turns its attention to Old Town Hall Homes on Boston Post Road. It is likely we will be reviewing that project next year.

In our continuing effort to expand the housing options in Darien, the Commission recently adopted the Active Senior Overlay zone to provide an incentive to developers to build condominiums for people age 62 and over. I expect that next year we will see an application for a development using this new overlay zone on the former Knobel Brothers property at the corner of Locust Hill and Settlers Trail.

Work continues at Kensett, which is the 62 unit market rate townhouse development off Hoyt Street north of Camp Avenue. More than half the units are sold or under contract. The developer has recently come to the land use boards for approval of an extension to this development of 14 additional market rate units and 2 affordable units at the end of Wakemore Street. Those hearings are currently underway and will pick up again in January.

The Darien Athletic Foundation came in with their Sunny Day project and received approval to artificially turf three additional sports fields at the High School. We anticipate an application for permanent lights at the High School football field in the future and congratulate the DHS football team on their continued success.

Early in 2014, Planning and Zoning met with First Selectman, Jayme Stevenson, to discuss long-range planning goals. One of these was to come up with a way to manage short-term parking demand downtown. One particular goal was to return the parking spaces currently used by commuters in the Grove Street lot to short-term parking.

There has been discussion and work on this over the past year and I am pleased that next Monday, the Board of Selectman will be meeting to hear public comment on implementing this and other changes to commuter parking. I know I speak for the entire Planning and Zoning Commission when I say that we look forward to working collaboratively with the Board of Selectman as we see additional redevelopment downtown.

Back in 2010, the Planning and Zoning Commission approved the Noroton Heights Overlay Zone. This zone was created to allow mixed use, transit-oriented development in the Noroton Heights commercial area on Heights Road. Next year we will likely see applications which will propose to transform this part of town.

Last, but not least, in 2014 the Planning and Zoning Commission began the process of updating the Town's Plan of Conservation and Development. This was last completed in 2006, and the State Statutes require communities to update their Plans every 10 years. The Town Plan is an important guidance document for decisions by P&Z, the Board of Selectman and other Town boards and commissions.

Planning and Zoning chose Glenn Chalder of Planimetrics to guide us through the process. On October 22nd, the first public information session was held, which quite a few RTM members and Town officials attended. Using fun and interactive tools, Glenn helped identify areas of pride in town, areas of concern, and where residents would like to see us focus our energies. As a past trustee of the Darien Land Trust, I was particularly pleased that the #1 area identified by those in attendance on the 22nd is open space.

If you missed this meeting, you can still participate in an online survey. Over 700 respondents have participated so far—an impressive number. Keep in mind updating the Town Plan is an opportunity to act in a proactive manner, not just to react to existing or current problems. The online survey will end this Friday, December 12th. Hopefully PZ&H and other RTM members will help get the word out to their constituents this week.

The link for the survey is www.surveymonkey.com/r/darienct. There are green slips of paper like this one with the web address on the tables at the back of the auditorium. You can also find a link on the Town website at www.darienct.gov/townplanupdate. On this page you can follow along with the Planning and Zoning Commission as we work on this important document. Please let us hear from you.

Thank you.

2014 State of the Town - Board of Education Report

Good Evening, Madame Moderator, members of the RTM, fellow elected officials and the Town of Darien. On behalf of my colleagues on the Darien Board of Education (BOE), I would like to update our community on the changes that have been implemented in the past year, in the Darien Public Schools. The District, under the direction of Interim Superintendent Dr. Lynne Pierson and the Board's Special Education Ombudsman, Mr. John Verre, undertook a number of critical steps that addressed the issues outlined in a Special Education complaint filed with the State Department of Education in March 2013. These steps included:

- A comprehensive case review to identify all students affected by illegal practices and remedies were implemented for those students.
- A restructure of the Special Education and Support Services Department to provide appropriate leadership, management, and coordination of policies, procedures, and practices aimed at improving student learning.
- Comprehensive guidelines for practice were developed and implemented in all areas of special education, and Section 504.
- A comprehensive training program for all staff and administrators was developed and is being implemented in support of the comprehensive guidelines for practice.
- The data management systems were strengthened by the implementation of Easy Track for caseload management, service tracking, and adjusting the functionality of IEP Direct and Aspen. This new software is one of the changes that have been implemented to help track Excess Cost Reimbursement.
- The individualized placement approach and specific settings, services and roles for the transition from ELP to Kindergarten were implemented for the 2014-2015 school year.

In May 2014, the Darien BOE approved an Administrative Reorganization. The overarching goal of this plan was to enhance learning of all students through improved coordination of instruction, an increase in accountability, and to maximize operational effectiveness. To accomplish this, the responsibilities of the Assistant Superintendent of Elementary Education and Assistant Superintendent of Secondary Education positions were combined and assigned to a new position, Assistant Superintendent of Curriculum and Instruction K-12. This position was given the responsibilities of coordinating curriculum and instruction for the entire K-12 system. In the new organizational structure, Individual Curriculum Leaders report directly to

the Assistant Superintendent of Curriculum and Instruction K-12. All Principals now report directly to the Superintendent.

A new position of Assistant Superintendent of Special Education and Student Services was established. This new position has the responsibilities of supervising the program directors for Special Education students K-12, Early Childhood, as well as the seven new school-based Special Education (SESS) facilitators, and health services.

Oversight of Facilities and Operations, IT, Food Services and Transportation were assigned to the Director of Finance and a new position of Director of Human Resources was established.

On August 25th 2014, the District was notified by the Connecticut State Department of Education that all corrective actions that were identified in the two investigation reports in 2013 had been completed. In addition, the State identified the Administrative reorganization and the Special Education, the Parent Guide to Special Education and the 504 manuals as areas where the district completed additional actions that had been revealed in the Gamm investigation. Professional development for our staff and parents will be critical in continuing to strengthen our delivery of Special Education services to our children.

The Board and the school district face a number of challenges in the upcoming year. The official October 1, 2014 enrollment, including the ELP Pre-Kindergarten program, was 4,899 students, an increase of 9 students. For 2015-16, the current projection is 4,925 students, or an increase of 26. However, total enrollment does not tell the whole story. Elementary classroom capacity is now an issue, with the number of sections at our elementary schools at the current level of 118. In 2015, Middlesex Middle School (MMS) is forecast to see enrollment rise to 1,163, a level not seen since 1977. Darien High School is again facing conversion of a locker pod to classroom space as enrollment moves closer to the maximum building capacity of 1,400 students, which is forecasted to be reached in 2016.

In September 2014, the Board engaged Milone and MacBroom to conduct a School Facility Utilization Plan to determine the existing and future facility needs of the District. Included in this study will be a thorough analysis of our enrollment projections, which will take into account the declining birth rate, an increasing move-in rate, and the re-development of properties such as Kensett and Noroton Heights. They are currently working in the District and we hope to have information by the spring of 2015.

The Board is monitoring implementation of curriculum and instructional methodology to align with the Common Core State Standards. At our elementary schools, all staff members worked to deepen their knowledge and skills for implementing a workshop model in math by introducing Investigations as a district initiative aligned to the Common Core State Standards. Staff development and implementation also continued for balanced literacy with trainers from Teachers College Reading and Writing Project working with grade level teams across the schools multiple times throughout the year. At Middlesex Middle School and Darien High School work was done in the math and social studies curricula to identify the practice standards of the Common Core that are essential for students to become mathematically literate and proficient in the 21st century.

In the spring of 2014 students in Grades 3 through 8 and 11th were part of a pilot program for the Smarter Balanced assessments. We continue to wait for results from these tests and for information from the State on expectations for this spring's testing.

The Board has re-launched the search for a new Superintendent. We will continue to update the community as the Board moves forward with this, the most important decision for our students, parents, Town and Board of Education.

The Board's Negotiations committee worked with the Darien Educators Association and an agreement in principal has been reached with our teachers' union. Information may be available within the next few weeks.

On the financial side, the Administration has been very busy preparing a bottoms up budget. We have been working closely with the Town of Darien to identify possible areas of consolidation of services. It has been a very useful and well thought out process. We thank the RTM and our community for supporting our school budget every year. It is unfortunate that we continue to have unfunded mandates passed at the state level without the requisite financial support. Our budget season starts on January 13th and we will meet on Tuesday and Wednesday evenings throughout January for discussion, question, and answer sessions. The Darien Board of Education invites all RTM members and elected officials to join us at 35 Leroy to hear first hand our school district leaders explain their financial requests for the 2015-2016 school year.

On behalf of the Board of Education, we would like to thank and acknowledge a number of people: We would like to acknowledge the Darien Athletic Foundation. This past Saturday the new Pavilion at Darien High School was open and in use for our very successful football State playoff game. This is a beautiful addition to our campus and we look forward to the official transfer of this gift to the Darien Public schools.

The Board extends a special thanks to all our parents, volunteers, and donors who contribute so much to our children and to our schools. As we have moved through this last year, the support of our community, the RTM and Town officials has helped the District begin to move in a positive direction. The Board would like to thank the staff at our schools and our Central office. We entrust our children to them every day and we need to acknowledge the outstanding job they do in educating the young people of Darien. We would like to express our deepest gratitude to Dr. Lynne Pierson, our interim superintendent. She has revitalized our schools and staff and her tireless work ethic is an example for our staff.

The Board would like to acknowledge Mrs. Heather Shea and Mr. Morgan Whittier for their many years of volunteer service in the community of Darien. We wish them the best in their future endeavors.

Personally, I would like to thank my fellow Board members: Vice Chair, Mr. Michael Harman, Secretary, Mrs. Sarah Schneider-Zuro, Mr. Dave Martens, Mrs. Christa McNamara, Mrs. Katie Stein, Mrs. Callie Sullivan and to welcome our two new board members Mr. Michael Burke and Mr. David Dineen. It is a privilege to work with this group of volunteers. This new Board has much to learn but continues to have the well-being and education of Darien's children at the heart of every decision we make.

To the parents of all Darien Public School children: the Board of Education and the administrative team are making strides to move our district forward. One of the goals of our Board of Education and our Administrative team is excellence in our educational system for the children of Darien. Our schools exist for our children and we expect everyone involved to have our children's best interest at the forefront of their minds.

Finally, on behalf of the Darien Board of Education, we wish you and your families a joyous holiday season, and a healthy and prosperous New Year.

Elizabeth A. Hagerty-Ross
Chairman
Darien Board of Education
RTM State of the Town Meeting
December 08, 2014

**STATE OF THE TOWN ADDRESS
ELIZABETH SMITH MAO, CHAIRMAN
BOARD OF FINANCE
DECEMBER 8, 2014**

**Madam Moderator, Members of the RTM, Darien Town Officials,
Members of Town Boards and Commissions, Fellow Citizens and
Taxpayers**

**Good Evening! I am Liz Mao, Chairman of the Board of Finance, and I
am pleased to update you tonight on the financial picture for our great
town, Darien, Connecticut.**

Last year I stood at this podium and told you that we were looking at the prospect of a big tax increase of five and a half percent for this current fiscal year. I was correct in that the increase turned out to be huge, but I was wrong in that the tax increase needed was an even higher 5.7 percent to cover budget increases of 5.8 percent.

That increase was a very tough pill to swallow. So, I want to take this opportunity to thank you for supporting the Board of Finance last year in voting for the recommended budget. We know it was a hard thing to do. And we heard you loud and clear at last May's meeting that huge tax increases like that of last year just won't be tolerated going forward. There was a perfect storm of reasons for the increases last year but we don't need to revisit them. Suffice it to say that because of your support we go into our planning for the next fiscal year and the years ahead in a much better position.

First, a few key highlights of our financial picture.

- Darien ended Fiscal Year 2014—June 30th—with an excellent result. The Town typically plans to run at an operating loss requiring the appropriation of funds from the Fund Balance. This year, the loss was much less than expected.
- As in prior years, revenues from tax collections, building permits and conveyance taxes were stronger than expected and our operating departments generally stayed within or under their budgets. The Town returned \$400,000 and the Board of Education returned \$337,000 from its overall adjusted budget, which includes the special appropriation of \$807,000.
- The Town once again took advantage of low interest rates by refinancing bonds over the summer for a savings of \$589,000 dollars in net present value. We structured the savings towards the near term to lower our debt service.

The Town has maintained its strong Moody's rating of Triple A (Aaa) and continues to note our excellent financial strength and outlook.

So let's turn and look at that outlook. You have before you tonight the current Five-Year Plan, which we just updated. Please understand this is not a budget, but just a rough overview of where we think spending and revenues will be. The Board of Finance does not give any specific guidance to the Town or the Board of Education for these numbers—that will come later as we start the budget process. However, my fellow Board of Finance members have asked me to touch on the guidelines tonight.

The Five -Year Forecast -- FY 2016 to 2020

Please review the Financial Assumptions page at your leisure. The key points here are that we have lowered our inflation assumptions to 2.2 percent but we are still looking at 3 to 4 times inflation costs for growth in the cost of medical benefits and liability insurance. Honestly, we just don't know

what the future holds with respect to benefits, but we are hopeful the cost curve will bend at some point.

Please Turn to Exhibit B

Note that this year we have added percentage growth numbers to the Selectman and Board of Education Budget Numbers so that you can have an idea of projected growth in spending. As I said earlier, these are not actual budgets or percentages but general forecasts based upon the assumptions on the first page.

The Town is projecting modest growth in spending. They are slightly above inflation due to the assumptions for increasing costs of benefits and insurance.

Note the drop in debt service over the next five years. While we do expect there are likely to be capital requests that require bonding, our currently existing debt will be significantly paid down over the next five years.

The big driver of growth in projected spending is the Board of Education budget. While we do not think that four percent plus growth in budgets is acceptable, we are going to hold off our assessment until the BOE receives its report on the demographic projections for students that is now being undertaken by consultants Milone and McBroom. The Board of Education does not have confidence in studies done to date and has asked for the consultant to do an in- depth study of projected growth in the student body. Bottom line, the growth in the school population has been the key driver of the budget increases in recent years and we need a clearer idea of where we are going.

Some of the factors affecting school population are complicated. According to the New York Times article of December 5, 2014, the United States birth RATE has declined again for a sixth straight year. Yes, we have seen here in Darien a drop in births to Darien residents but we are experiencing an increase in so-called “move-in” students of school age, so predicting school populations has become an art as much as a science. However, this number is critically important as the Town will have to decide in the next year or two

to make expansions to its schools or not. As I noted earlier, we do have a placeholder in our debt service for such plans.

The other major factor affecting Darien's school population is the steady increase in new dwelling units being added in the Town. In just the past year or so we have seen additions at the Heights and Kensett. There are further developments under consideration and they will undoubtedly impact the school population as well.

Whatever the school population longer term, in the short term we do find the Board of Education budget numbers to be high, especially given the huge increases they have enjoyed in recent years. We are going to ask them to do everything possible to bring their spending for next year's budget in under 4 percent. In our collective view, their forecast of nearly double inflation is just too aggressive. We are also going to ask them to give us a capital spending plan which only includes the "need-to-haves" rather than the "nice-to-haves."

As you can see at the bottom of the page on Exhibit B , the forecasted total expenditures for fiscal year 2016 are up 3.3 percent.

Turning to Exhibit C --When we tally those expenditures with our expected revenues and modest growth in the Grand List, we are looking at a possible mil rate increase of 3.15 percent. This is a much more tolerable increase than this year's 5.8 percent, but the Board of Finance will still scrub every budget to see if there are further savings and we will also adjust expected revenues as we get more information about how this year is shaping up.

Our Fund Balance remains healthy at \$ 16.5 million at present, but we are looking at some appropriations coming down the pike such as those for removing the Senior Center and the house at 32 Hoyt Street, and funding the overages for the Shuffle Project.

I am confident, however, that our balances will remain very strong and that we will be able to weather any unforeseen special spending due to natural disasters or otherwise.

So in summary, I believe Darien's financial accounts are in excellent order and that the Town's financial health is one of the best in the nation. We are all fortunate to be living here.

I would like to say a special Thank You to my fellow Board of Finance Members who make serving on this Board an experience both enjoyable and intellectually stimulating. I expect our meetings on Channel 79 are dry as dust to many of you, but please be assured WE do enjoy our work!

And finally, a special Thank You to all those serving as Selectmen, Board of Education members, Commission Members, and especially to you-- Members of the RTM.

The Board of Finance looks forward to partnering with all of you to bring in a budget for next year that once again reflects our collective values of making Darien the very best town in our region to live in, but doing so with appropriate financial guidelines and responsibility.

Thank you, All!

Town of Darien

Five-Year Financial Forecast 2016-2020

Assumptions

Note - This is a forecast. It is not the adopted budget. It is provided for financial planning purposes only.

1. The general rate of inflation is expected to be approximately 2.2% over the term of the forecast. Personnel costs are projected to increase at a similar rate after current contracts expire. As of June 30, 2014 there were about 140 Town employees and 790 Board of Education full time employees.
2. Medical insurance rates are projected to increase for the Board of Selectmen from 8% to 10% over the period covered by this forecast. Liability insurance costs are projected to increase 10% in the next year but then increase at a lesser rate over the remainder of the five years.
3. The Grand List is projected to have modest growth over the period covered by this forecast. The estimated Adjusted Grand List assumes a property tax collection rate of 98.9%.
4. Sewer bonds issued will be repaid by an assessment levied on the benefiting property owners. The Sewer Operating and Sewer Assessment Funds transfer money to the General Fund each year, shown in the forecast as income item labeled Transfers-In, representing repayment of debt that was incurred by the General Fund on their behalf.
5. The forecast reflects \$10.5 million in bonding for the anticipated elementary school expansion projects and drainage projects. The forecast assumes these bonds will be 20 year bonds with level principal payments, issued at a rate of 3.85-4.35%.
6. General Fund Fund Balance may be adjusted from year to year to help level tax rate increases or to maintain reserves in accordance with the fund balance policy adopted by the Board of Finance. This forecast projects that the Fund Balance will decrease from \$16 million to \$15 million at the end of the five-year period.
7. Post-retirement benefit plan contributions are expected to increase 6.7% per year.
8. For purposes of this forecast, projected capital expenditures are based on the Board of Selectmen capital forecast date 02/14 and Board of Education capital forecasts dated 02/14. Some projects, not identified individually, are deferred to later years in this forecast.

Exhibit B

**Town of Darien, Connecticut
Five Year Financial Forecast
Expenditures & Transfers (000's)**

Expenditures & Transfers	Actual		Budget		Projections				
	13/14	14/15	15/16	16/17	17/18	18/19	19/20		
Board of Selectmen Operating	\$ 22,801	\$ 24,323	\$ 24,895	\$ 25,480	\$ 26,078	\$ 26,691	\$ 27,318		
Town Energy Exp.	611	518	518	544	571	600	630		
Pension & Police Retiree Medical	2,135	2,143	2,287	2,440	2,603	2,778	2,964		
Town Prop & Liability Insurance	368	419	461	484	508	534	560		
Town Workers' Comp	511	627	721	775	814	846	880		
Town Medical & Dental (note 2)	2,617	2,956	3,192	3,448	3,724	4,059	4,465		
Total Operating	29,043	30,988	32,074	33,170	34,298	35,507	36,817		
% increase		6.7%	3.5%	3.4%	3.4%	3.5%	3.7%		
Debt Service (notes 4-6)									
Existing:									
Schools	8,473	7,411	7,025	7,673	7,111	6,385	5,715		
Town	1,664	3,366	3,554	2,990	2,920	2,950	2,884		
Sewers	685	707	686	801	819	700	705		
New:									
new debt 1					443	807	788		
new debt 2					29	131	128		
Total Debt Service	10,822	11,484	11,265	11,464	11,322	10,973	10,220		
% increase		6.1%	-1.9%	1.8%	-1.2%	-3.1%	-6.9%		
Total Board of Selectmen	39,865	42,470	43,339	44,634	45,620	46,480	47,037		
% increase		6.5%	2.0%	3.0%	2.2%	1.9%	1.2%		
Board of Education	83,695	88,136	91,875	95,976	100,277	104,919	109,816		
Total Board of Education	83,695	88,136	91,875	95,976	100,277	104,919	109,816		
% increase		5.3%	4.2%	4.5%	4.5%	4.6%	4.7%		
Transfers to AFCNRE /Other Capital	2,666	2,488	2,300	2,500	2,700	2,900	3,200		
TOTAL EXPENDITURES	\$ 126,226	\$133,094	\$ 137,514	\$ 143,110	\$ 148,597	\$ 154,299	\$ 160,053		
% increase		5.4%	3.3%	4.1%	3.8%	3.8%	3.7%		
Estimated Outstanding Bonded Debt as of 06/30	86,913	77,430	68,711	64,432	60,666	51,624	42,997		
	13/14	14/15	15/16	16/17	17/18	18/19	19/20		

Exhibit C

Town of Darien, Connecticut
Five Year Financial Forecast
Revenues & Transfers
(000's)

Revenues & Transfers In	Actual	Budget	Projections				
	13/14	14/15	15/16	16/17	17/18	18/19	19/20

Licenses & Permits	3,698	3,408	3,400	3,434	3,468	3,503	3,536
Intergovernmental	2,810	2,544	2,340	2,340	2,340	2,340	2,340
Charges for Services	1,599	1,563	1,594	1,626	1,675	1,725	1,777
Fines & Forfeits	23	24	24	24	25	25	26
Investment Income	129	100	100	110	125	150	175
Miscellaneous	423	352	356	359	363	366	370
Transfers In	638	639	686	801	819	700	705
Appropriated Fund Balance		1,100	500	400	-	-	-
Total Revenue & Transfers In	9,320	9,730	9,000	9,094	8,815	8,809	8,931

Prior Years' Property Taxes	522	600	600	618	637	656	675
Interest and Lien Fees	524	400	400	412	424	437	450
Supplemental Taxes	-	450	450	464	477	492	506
Telecommunications Property Tax	58	70	70	70	72	74	76
Total Supplemental Taxes	1,104	1,520	1,520	1,564	1,610	1,659	1,708

Total Income Before Current Property Taxes	10,424	11,250	10,520	10,658	10,425	10,468	10,639
Current Property Taxes	115,534	121,844	126,994	132,453	138,172	143,831	149,414
TOTAL INCOME	\$ 125,958	\$ 133,094	\$ 137,514	\$ 143,110	\$ 148,597	\$ 154,299	\$ 160,053

Adjusted Grand List (note 3)	8,754,928	8,120,895	8,202,416	8,284,753	8,367,913	8,451,906	8,536,740
Mill Rate	13.17	15.01	15.48	15.99	16.51	17.02	17.50
% Increase			3.15%	3.26%	3.28%	3.06%	2.85%
Available General Fund Fund Balance as % of Revenues	17,454	16,482	15,982	15,582	15,582	15,582	15,582
		13.1%	12.0%	11.3%	10.9%	10.5%	10.1%

Exhibit D

Town of Darien, Connecticut
 Five Year Financial Forecast
 Board of Selectmen and Board of Education
 Capital Projects Schedule
 (000's)

Budget Fiscal 2015	Fiscal 2016	Fiscal 2017	Fiscal 2018	Fiscal 2019	Fiscal 2020	Total
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Per Selectmen's Six Year Projection 1,714 5,321 3,814 2,198 2,161 3,600 18,808

Per Board of Ed Projection 797 2,249 1,073 554 1,485 540 6,698

(Deferred)/Reinstated Projects
 Total Capital Projects 2,511 2,322 2,523 2,724 2,925 3,226 16,231

Capital Costs Applied for Funding:

Reserve Fund for Capital Exps. 2,511 2,322 2,523 2,724 2,925 3,226 16,231

Total 2,511 2,322 2,523 2,724 2,925 3,226 16,231

Note: for FY 16 - the BOE estimate is from FY 15 budget and includes the FY 15 projects that did not get put forward by the BOE for FY 15. The Selectmen's estimate is from the Selectmen's 6 year plan.

Exhibit E

Town of Darien, Connecticut
Five Year Financial Forecast
Capital & Non-Recurring Expenditure Fund
(000's)

	Budget Fiscal 2015	Fiscal 2016	Fiscal 2017	Fiscal 2018	Fiscal 2019	Fiscal 2020
Beginning Available Capital Balance	-	-	-	-	-	-
Capital Added (A)	2,488	2,300	2,500	2,700	2,900	3,200
Other Transfer	-	-	-	-	-	-
Interest Income	1	2	3	4	5	6
Inter Governmental	-	-	-	-	-	-
Bond Proceeds	-	-	-	-	-	-
Miscellaneous	22	20	20	20	20	20
Ending Available Capital Balance	2,511	2,322	2,523	2,724	2,925	3,226
Appropriations	(2,511)	(2,322)	(2,523)	(2,724)	(2,925)	(3,226)
Undesignated Balance	-	-	-	-	-	-

(A) Transfer from the General Fund.

State of the Town Address
Jayne Stevenson, First Selectman
December 8, 2014

Good Evening Madam Moderator, RTM members, fellow elected and appointed officials and our residents watching from home. I wish a special welcome to the new members of the RTM this evening – thank you for volunteering your time to our wonderful town.

I enjoy this evening and the opportunity to have a conversation with you about some of our notable accomplishments over the past year and offer you a preview of important issues and projects we'll be working on together in 2015.

Our 2014 accomplishments are significant. The beautiful new Mather Center opened its doors in July and, in the 5 months since opening; membership has increased by 220 to 1,100 seniors. Director Beth Paris and her small but mighty staff have added 13 new classes and programs, serve an average of 45 meals a day - 75 for special events - and have managed over 140 seniors a day in programs. It's clear to see that the vision for the Mather Center has come to life and our seniors are very much enjoying their new home. Punch list challenges at the Board of Education's new space at 35 Leroy are nearly complete. I want to thank the school administration for their patience and support through their transition. We're committed to giving you the functionality you required in your new space. Board of Ed facilities maintenance services have been integrated at the town garage and the Edgerton property is ready to for demolition. When we take the 30,000 foot view of the Shuffle project, we should all be very proud of what we've accomplished for the long-term benefit of our town.

With your support, we've made strategic property investments in 4 Short Lane and 32 Hoyt Street. Community discussions will happen over the coming year to determine how the Short Lane parcel can enhance the Weed Beach facility and, as Chairman Liz Mao mentioned, the facilities study undertaken by the Board of Ed may give us direction on the use of 32 Hoyt Street. Investing in these properties has given the town options we didn't have before. Again, I want to thank the RTM for their long-term vision in supporting these acquisitions. I may be bringing other strategic land acquisition opportunities to you in the coming year.

The Board of Selectmen and town staff have managed key leadership transitions in both the Parks and Recreation and Public Works Departments. We welcomed Mr. Ed Gentile as our new Superintendent of Public Works and supported the advancement of Mr. Jim Coghlan to Interim Director of Parks and Recreation. Both gentlemen are a tremendous asset to our town organization.

2014 also presented us with some serious challenges. Families along the coast struggled to get back into their homes after Super Storm Sandy did significant damage to their properties. Some projects are still not complete and some residents are still displaced. The FEMA process left much to be desired for many of the affected homeowners. I hold myself accountable to finding better ways to help our residents when, not if, disaster strikes again.

Quoting from the title of Oprah Winfrey's new book, which I highly recommend, "What I Know for Sure" is that serious challenges will continue to surface unexpectedly. The town's response to the potential threat of Ebola required swift and detailed response protocols to be adopted. Our Director of Health and emergency preparedness personnel should be commended for their work. Planning exercises and drills pale in comparison to action plans developed in response to an actual emergency. Our emergency action plans will be updated to include all that we've learned.

We are cautiously optimistic that local economy will continue to strengthen. The state mandated 5-year property revaluation is behind us, zoning and building permit activity is returning to pre-downturn levels, tax collections are strong and property values are trending up resulting in projected grand list growth. However, a surprisingly high Darien unemployment rate of 5%, state budget pressures, unfunded state mandates like the proposed new storm water management regulations and the realities of the Affordable Healthcare Act must be considered when the Board of Selectmen and the Board of Education begin to draft our 2015-2016 budgets. The community "conversation" at the RTM budget meeting last May made it very clear that taxpayers will not support another year of 5% growth in spending. I heard you. My board heard you. My staff heard you.

In Town Hall, we've been working diligently since then to find savings and set the stage for a conservative budget process. In response to legislation passed in October 2013, I've convened the Consolidated Services Working Group consisting of members of the Boards of Selectmen, Education and Finance to find ways we can collaborate, find efficiencies and save taxpayer dollars. I want to publicly thank Mr. Frank Huck for his leadership of our working group. We're hopeful that there may be real opportunities for cooperation in the areas of insurance, healthcare, finance and facilities maintenance and management. I remain hopeful that this exercise will be more than just an exercise and that we can begin to implement some of our ideas in the coming budget cycle.

I'm eager for the opportunities and challenges that 2015 will bring. All three collective bargaining agreement negotiations have begun and the town is poised to propose some important cost-saving provisions.

We continue to attempt to procure the necessary easements to move the Intervale and Abbey Road Drainage Improvement Project forward. This process hasn't been easy or fruitful to date. I hope the folks, from whom we need easements, can put themselves in the shoes of the neighbors who flood and partner with the town to help remedy the problem.

In 2014, the Board of Selectman as the Parking Authority implemented new technology for daily parking. There's heavy utilization of the new system and very few problems. In the coming weeks and months, more improvements will be made. We will begin a comprehensive parking study, introducing a more automated enforcement system and implement an online parking permit waitlist. We are also poised to make some needed changes to our parking regulations. The proposed changes, if approved by the Parking Authority, will support our downtown businesses, allow for greater utilization of permit parking spaces and provide a system that will insure a "clean" wait list.

Several tragic events have occurred over the past 2 years that have underscored the need for improved safety at our train stations. Security cameras are being installed shortly as a pilot program at Noroton Heights allowing public safety personnel to observe our parking lots, platforms and stations.

As Chairman Susan Cameron reported, the commercial district in Noroton Heights will see a substantive redevelopment effort begin over the next two years. Any redevelopment effort must be carefully coordinated and give consideration to the impacts to surrounding neighborhoods, traffic and pedestrian access and safety. I'm actively engaged in discussions with the Department of Transportation to support a train station redevelopment that will better serve commuters and enhance these future commercial developments.

In one of the first public acts of the newly merged SWRPA and HVCEO Council of Governments (formally named the Western Connecticut COG), a grant application for planning dollars for a potential Noroton Heights Train Station redevelopment and pedestrian improvements project was approved and forwarded to the DOT for consideration. I'm honored and pleased to tell you that I've been named as Vice Chair of the Western Connecticut COG. My position on the Executive Board and the relationships I'm building will allow me to keep the needs of Darien in the forefront of regional discussions.

The Board of Selectmen will continue to dialogue with the Board of Education on future school facility needs. The fate of the Edgerton property where the former Hollow Tree Elementary School stands waiting for demolition can only be considered once the school district solidifies its facilities plan.

I've asked for a meeting with the school administration and Board of Ed to discuss Walking Student Safety. New sidewalks around some of our schools should be considered. In the meantime, I'm working with the Local Traffic Authority and our Public Works Department to add signs, crosswalks and other safety measures to help insure the safety of our students. I'm looking forward to this discussion and am prepared to support long term capital planning for new sidewalks near schools and other public places.

I want to thank my fellow Board of Selectmen members, Karl Kilduff and the rest of my hard-working staff, the Board of Finance, Planning and Zoning Commission, Board of Education, Dr. Pierson and the school administration, members of the RTM and the countless volunteers who support our wonderful town. I'm grateful for the contributions of all the non-profit organizations who help do the work that government can't. And I want to offer a special word of thanks to the Thriving Youth Task Force and to the Darien Athletic Foundation for their generosity and support of our children.

I wish you and your families a healthy and joyous holiday season.

Go Blue Wave Football!