

STAMFORD

BUSINESS OUTLOOK

JUNE 29, 2010

PSAT STD
U.S. Postage
PAID
Permit No. 11896, Stamford, CT



In This Issue

**Stamford Hospital
Plans for
Stamford's Growth**

**Charter Oak
Develops Affordable
Housing Plan**

**Curtain Calls
Summer Programs**

**Is All This IT Stuff
Causing Distractions
in the Office?**

SUMMER ISSUE

A Marketing Publication From The Advertiser

Is Your Image A Business Boost?

Here's what Dan Tyler, State Farm Agent says is the

Photographic Memories Difference



Deborah & Dan –

I just wanted to drop you a note to thank you for the wonderful business picture you took. As you know, I'm not the most photogenic subject matter and I hate having my picture taken.

In the past, I didn't really see the necessity for a quality "corporate headshot." However, since I started using the picture that you took for my website and business correspondence, I have had people come up to me and say that they chose to do business with me rather than the other two State Farm agents in Stamford based solely on my picture. This is true for both my online presence and the direct mail I send out. Now, my picture goes on everything I can put it on.

Thanks again for the business boost!

Sincerely - Dan



Stamford

203-321-8300

Award Winning Portrait Studio
Images created by Dan & Deborah Tual
photographic-memories.org

What's Inside

4

Stamford Hospital, Planning for the Future Needs of Stamford

Total Healthcare, Planetree Philosophy

Partnering with the Community

5

A New, Specialty Care Building

Leadership In Energy & Environmental Design
and Building for the Future

Charter Oak Communities' A Better Plan:
Smart Growth Benefits the Entire Stamford Community

6

Resolving Connecticut's Budget Crisis –
Fiscal Awareness and Accountability

Can Too Much Interruptions Degrade
White-collar Employee Job Performance?

8

Curtain Call – Summer 2010 Programs

9

Community Corner

10

Members Making News

11

Welcome New Members

The Stamford Business Outlook is a monthly publication of the Stamford Chamber of Commerce. It is published in conjunction with The Advocate Newspapers. This publication does not represent the views of The Advocate editorial department. To advertise, please call 203-964-2448.

STAMFORD BUSINESS OUTLOOK

John Condlin, President, Stamford Chamber of Commerce
Barbara Seiter, Vice President, Stamford Chamber of Commerce
Marcia Groglio, Special Sections Supervisor, The Advocate
Shelley Lowell, Special Sections Designer
Geri Fortunato, Director of Membership, Stamford Chamber of Commerce



How bad is Connecticut's financial house?

Most everyone understands that the recession has hurt the state's ability to meet its financial obligations. Between unemployment, decrease in household income, and a shrinking number of businesses that led to a shrinking employment base, the state didn't receive the anticipated revenue for the 2010 budget year. So what did our legislative body come up with to solve the budget shortfall? They chose to borrow the needed funding! Or as the Speaker of the House Christopher Donovan described it, "We put it on our credit card." This shortsighted solution is only going to escalate the fiscal problem.

Our State government has to learn to live within its means. Private sector companies have been doing this for the past couple of years. The state is building an alarming deficit that is approaching \$4 billion. This is fiscally irresponsible for a state the size of Connecticut. Connecticut's citizens should be alarmed. Interestingly, the state is not allowed to bond money to cover its operation, but the precedent was set many years ago. But back then it was normally for short-term borrowing, similar to a bridge loan. \$4 billion is not a bridge loan!

*A Message
from the
President
of the
Stamford Chamber*

How rude of an awakening is it going to be for the state? According to Lowell Weicker, former Connecticut Governor and U.S. Senator, it is going to be "a very cold shower for a very drunk state. We can't fake it anymore." These comments were made by Mr. Weicker at the Connecticut Conference of Municipalities' Annual Meeting earlier this month. He further goes on to predict that the next governor will be a one-term governor because righting the state's fiscal house is going to mean making some tough and unpopular decisions which will undoubtedly impact state employees and state programs. I'm not sure gubernatorial candidates Fedele, Foley, Griebel, Lamont or Malloy would agree with him on that statement, but I'm sure that they are all aware of the monumental challenge. And they all have different visions to address the issue.

So how are things with Connecticut's fiscal house? The consensus is that things are bad and they will probably get worse. But like everything else in politics, only time will tell and by the end of this year, there should be a clear indication from the next governor on how to get the fiscal house in order. In the meantime, Connecticut's government has to be responsible and recognize the dangerous waters in which it is navigating.

John P. Condlin
President and CEO
Stamford Chamber of Commerce

Stamford Hospital, planning for the future needs of Stamford

Stamford Hospital

Over the past eight years, the Hospital performed extensive due diligence in its search for the best possible facilities for the community, including a comprehensive review of potential alternate locations for the Hospital campus. In 2003, the first of two in-depth master plans for the main campus studied all existing programs and facilities. It also identified future needs to enable the campus to grow and continue to renew itself over time. A recent update of the master plan confirmed high priority functional needs and the preferred location of the next building on the existing campus.

Thanks to the vision of the Board of Directors, the Hospital is ahead of the curve in terms of planning and fundraising, and well-positioned to build the new facility. In addition, the Hospital has

been adding land over the past several years to provide additional property for the hospital replacement project.

This plan for the future will enhance patient care at Stamford Hospital and the regional center for health evolves to continue to lead in providing state-of-the-art healthcare, Stamford Hospital, the regional center for health in Southwestern Connecticut, adopted a long-term master plan to advance the way it provides comprehensive medical, surgical, and emergency care services from its facilities. The visionary plan is to provide each patient with the highest possible level of medical care by anticipating and adapting to advances in medical technology and attracting and retaining the best healthcare professionals. The next major step in the Hospital's evolution calls

for a phase-in replacement of the older facilities at the Carl & Dorothy Bennett Campus at West Broad Street Campus

with state-of-the-art facilities on the same site and to do so without missing a beat in providing exceptional care.



Southeast lower view: Sunset view shows the connector on the left from the proposed Medical Office Building to the main hospital and the water retention pond and terrace at the entrance

Total healthcare, Planetree philosophy

Stamford Hospital

Planetree: Meeting the Needs of the Whole Patient, Mind, Body & Spirit Like many hospitals in the Northeast, Stamford Hospital's main campus is a collection of buildings, some dating back to the turn of the last century. Despite its history of continuous renovation, the campus needs to evolve to meet the needs of today's patient-centered, continuously advancing high-tech medicine. This means replacing buildings with structures that incorporate breakthroughs in healthcare facility design and the Planetree healing environment adopted by the Hospital, which focuses on patient-centered care.

Stamford Hospital is committed to the Planetree philosophy of care, personalizing and demystifying the healthcare experience for patients and their families. Architecture and environmental design are key to creating the ideal Planetree Hospital. From the use of natural light and efficient building design and integrating with nature to noise control and way finding, the

design of the new Hospital facilities shift from the more traditional and institutional feel to a more calming, welcoming environment. An example is using water as a spiritual element to enhance healing and to meet all the needs of patients: mind, body and spirit.



Southwest Aerial: This image shows (from the right) the power plant, the MOB and the parking garage underneath and the Phase 1/2 building, including the new ambulance driveway, which is now circular. The Hospice Residence is shown in the lower left.

The design also creates an optimal environment for physicians and staff to work, featuring quality materials that reflect the natural beauty of Fairfield County and the nature of healthcare in the twenty-first century, hi tech and contemporary. A substantial landscaping plan includes greener, more open spaces

with softer edges and screening for adjacent neighbors. All of these elements will transform the Hospital campus into

a world-class, sustainable, environment of care for our patients and a great place to work.

Partnering with the community

Stamford Hospital

Given its strong ties to the City of Stamford and the community, it's no surprise that the Hospital is collaborating with the City and the neighboring communities in its planning and design efforts. Stamford Hospital and Charter Oak have ongoing dialogue with the Hubbard Heights Neighborhood Association, the Hospital's neighbor on the north. Another example is its partnership with Charter Oak Communities, the former Stamford Housing Authority, which involves innovative property exchanges and the addition of much-needed workforce housing.

Stamford Hospital actively supports the efforts of the West Side Revitalization Zone (WSNRZ) to promote business

development, public safety, beautification and recreation opportunities in the area. The WSNRZ, a nonprofit organization, seeks to improve the quality of life for everyone who lives and works on the West side and encouraging development that is consistent with existing uses and preserve the character of the neighborhood and business corridors.



Southeast Aerial: The water pond is our part of our water retention system. The area will be planted and water will collect after a heavy rain. It is shown with the Medical Office Building and the parking garage below and the connector from the MOB to the new specialty building.

A new, specialty care building

Stamford Hospital

The first phase of the plan features the construction of the first 5 stories of a new multi-level Specialty Healthcare Building, with public amenities and a pedestrian walkway connecting it to the current Hospital. This new building will be capable of significant expansion in later phases. The first phase to open will be a new, state-of-the-art Emergency Department to handle

current and future demands for services.

There will be a twenty-first Century Emergency Department. Highlights of the new ED includes a fifty percent increase in treatment areas; more than doubling the number and size of exam rooms to accommodate today's technology and the new guidelines endorsed by the American College of Emergency Physicians.

Leadership in energy & environmental design and building for the future

Stamford Hospital

The core building will be flexible, cost effective and have energy efficient systems that decrease energy consumption and operating costs.

The new facility and entire campus design will meet or exceed Leadership in Energy and Environmental Design (LEED) building certification and sustainability standards, including improved accessibility and pedestrian flow incorporating

natural materials, new walking paths and meditation gardens. The (LEED) Green Building Rating System™ encourages and accelerates global adoption of sustainable green building and development practices through the creation and implementation of universally understood and accepted tools and performance criteria.

In the second phase it will include building out the "shell space" constructed

Significant enhancements include a separate, dedicated pediatric treatment area to cater to the specific needs of children. Stamford Hospital will be the first Hospital in the region to have such an area devoted to pediatric care.

Stamford Hospital's position as the regional provider of comprehensive cardiology services will be enhanced as the new emergency department will include a separate cardiac section and as well as dedicated trauma treatment rooms. In

addition, a dedicated area for behavioral health will enhance patient privacy and facilitate treatment. Finally, a separate, dedicated driveway and entrance for ambulances will enhance the Hospital's ability to manage timely treatment.

Phase One also includes construction of a new, \$25 million Central Utility Plant for energy generation and conservation. The total cost of Phase One is approximately \$225 million.

in the first phase on a schedule determined by the availability of financial resources. For this phase, construction will be very cost effective since no site work will be required. To be completed in this phase are new surgical suites, an expanded Intensive Care unit, and consolidation of the Hospital's expanding Heart, Vascular Services and Interventional Cardiology labs.

The final phase, phase three features the long-term goal, 10-15 years of vertically expanding the new Specialty Building to create a bed-tower to house medical and surgical beds in the future.

The Hospital is also reviewing propos-

als from developers to build a new Medical Office Building on the campus, another amenity for physicians, their patients and the community.

The innovative design was developed by WHR Architects, a Houston, Texas-based architectural firm highly experienced in hospital design and construction. Skanska has been retained by Stamford Hospital as Construction Manager of the project. Skanska's recent healthcare experience includes the new Yale Cancer Center in New Haven. Dirtworks, Inc., of New York City is the Landscape Design firm of record.

Charter Oak Communities' a better plan: Smart growth benefits the entire Stamford community

Stamford Hospital



A visionary, creative collaboration now exists between Stamford Hospital and Charter Oak Communities (COC), formerly the Stamford Housing Authority – working together to achieve common goals – the redevelopment of the Stamford Hospital campus into a more contemporary, high-

tech and welcoming environment – and the replacement of Vidal Court, an obsolete, state-assisted, moderate-income residential housing complex.

In their efforts to consolidate land for their respective redevelopment projects, these two essential institutions identified

common parcels of land each owned that offer advantages to one another's expansion goals. Stamford Hospital and Charter Oak Communities worked together with input from the City to devise a series of land swaps and purchases that met their mutual needs.

The first new housing development, Westwood, which is currently under construction on Progress Drive in the West Side

of Stamford, is scheduled to open in spring 2011. Westwood, a mixed-income development, boasts 95 new rental units – architecturally designed to resemble a New England village, with the homes arranged around a town square. The Westwood homes will feature a variety of amenities to enhance comfort, quality appeal and safety.

In the fall of 2010, Charter Oak Communities will break ground on Palmer Square, another well-designed site layout with a mix of handsome two- and three-story residences that complement the surrounding neighborhood. 76 units are expected to open in early 2012.



Resolving Connecticut's budget crisis – Fiscal awareness and accountability

Connecticut State Senator L. Scott Frantz

Connecticut continues to face severe economic and fiscal challenges, with over \$12 billion in budget deficit forecasts over the next four fiscal years, a 9% unemployment rate, and countless business closings. The Legislature needs to immediately move into emergency fiscal management mode to shore up our cash flow predicament, and then move rapidly towards changing the way state government operates long-term in order to preserve a fiscal future for Connecticut. It is time to, once and for all, create a more efficient, sensible state government. To build our tax base, we must adopt a permanent pro-growth strategy



L. Scott Frantz

that creates tax incentives for businesses and lowers tax rates, making Connecticut a better state in which to establish or move a business.

Unfortunately, Legislative majority leaders have been assuming that a quick recovery or additional Federal assistance is forthcoming and have failed to seek out effective solutions to our fiscal crisis and our longer term economic well being. Instead, they have already increased your taxes and fees and may very well continue to propose increased taxes and borrowing when government spending is at an all time high. According to a study conducted by the Yankee Institute, govern-

ment spending has been increasing at 20 times the rate of our state population growth over the last four decades. State government is simply too big and too expensive relative to taxpayers' ability to afford it or willingness to pay for it.

Through a series of budget cuts and efforts to streamline government, we can protect the state's solvency without raising taxes. To achieve this, I have joined fellow colleagues in sponsoring a number of proposals that would consolidate 23 state agencies into six, reducing duplicative services; transfer state social services to non-profit community providers, who can provide a higher quality of service for 40-50% less; reset discretionary spending to 2007 levels; restrict borrowing to school construction, transportation, infrastructure, and public safety projects; and eliminate layers of bureaucracy to make government run more efficiently. With these realistic reductions and restructuring of state government, we can maintain essential services while trying to help work the state out of financial crisis.

Further, if the Legislature became serious about cutting spending, we could work to reduce burdensome corporate taxes that would make Connecticut a much more attractive place to start or relocate a business. Thousands of jobs could be generated by expanding the job creation tax credit, repealing the 10% corporate tax surcharge, repealing the business entity tax, and providing tax incentives to emerging and next generation industries. Unfortunately, the Majority party budget for the biennium does not reduce spending below the previous biennium budget.

Connecticut cannot afford to continue down this path of excessive spending supported by constant increases in taxes, fees and borrowing. It is critical that the Legislature immediately address our unprecedented fiscal circumstances and make every effort to shore up the state's economy. Connecticut's families and businesses have already dramatically reduced their own cost structures; it is time the state does the same.

Can too many interruptions degrade white-collar employee job performance?

Robert Clark, LucidPointe LLC

You are probably familiar with the debate over texting or talking on a mobile device while driving. The practice is outlawed in many states, automobile insurance companies warn about the increase in the accident rate and, if you have ever observed it yourself, you are probably aware of the dangerous shift in driver focus away from road awareness. Driving an automobile is only one of the many daily situations that are subject to interruptions. The white-collar office worker environment is, by nature, subject to a myriad of interruptions. Phone calls, conference calls, emails, instant messages and on-screen video presentations are just some of the characteristics of the modern office environment that compete (often simultaneously) for a worker's attention. The question becomes at what point does all this competition impact job performance?

U.S. companies shed significant numbers of employees from their workforces in 2008/2009 as the economy fell into recession. Workforce levels are expected to re-



Robert Clark

bound as the economy returns to expansion and companies add back the productive capacity that was lost during the downturn. Managers will need to balance the relative gains in workforce productivity measures with their company's ability to meet customer requirements as they plan the best course for rehiring workers.

Evidence indicates those managers will be very cautious in assessing the sustainability of demand for their products and services as they go through the workforce replenishment process. One aspect of workforce productivity that bears scrutiny during this process is the quality of white-collar worker performance as it is related to the worker's ability to focus, make good decisions and fulfill their job requirements mistake-free. We suggest that managers take this opportunity to evaluate the nature of the white-collar worker environment in their companies as this rehiring and capacity rebuilding process begins.

In an environment where fewer workers are handling the tasks previously ac-

complished by a larger workforce, and with growing demand, technology and tools will often be considered as a means to make the workforce more productive. But are there diminishing returns; indeed are there absolute limits, to the ability of technology and tools such as email, instant messaging and desk-top video conferencing to continue to drive gains in white-collar worker, mistake-free productivity?

Research indicates there is just such a limit. Speier, Valacich and Vessey studied the impact of task interruption on decision making in a business setting from the perspective of information overload. Information overload is when a worker is faced with greater levels of input than they can process at a given time. In the context of the white-collar working environment, these inputs are often characterized as interruptions. The research indicates it is not relevant how important or from whom the interruption comes, the primary factors appear to be the frequency and content of the interruption. They found that increased interruptions hindered decision making and task quality, particularly in complex situations.

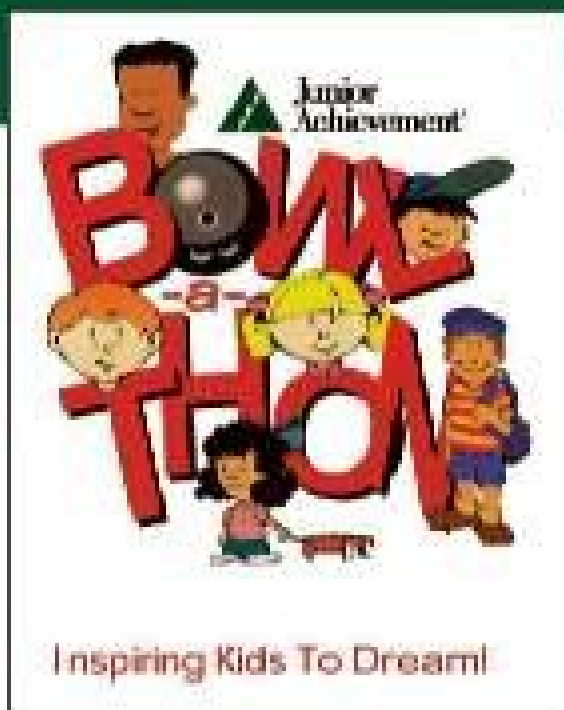
In more basic research, George Miller, of Harvard University, presented in 1955 that there are limits to the amount of basic information a human can receive, process and remember at any given time. He wasn't

studying long-term memory, the ability to recall some fact from early in one's life, for example. His study focused on the ability to recall facts in the shorter-term. The number of items that can be received, processed and remembered is very small (generally less than 10). If the items are organized into what Miller called "chunks" and a chunk can be recalled in its entirety, the number of items that can be recalled increases. Given the relatively small number of items that can generally be recalled in the short term, particularly if they are not organized into chunks, which would probably be the case with new or a complex series of tasks, it is not surprising that interruptions (which would constitute new items for the short-term memory) would hinder decision making and task quality.

One area of study that has focused greatly on the impact of information overload is aviation safety, in particular the ability of commercial airline pilots and co-pilots to perform all the pre-flight and take-off tasks necessary to get a modern jetliner safely into the air. Most of the evidence of information or task overload comes from those instances where the take-off failed. Loukopoulos, Dismukes and Barshi of NASA found that "problems with concurrent task management are a significant source of crew error", and that "even when sufficient time

white-collar *continued on page 8*

THANK YOU



PARTICIPATING 2010 BOWLING TEAMS

Deloitte & Touche LLP
Ernst & Young LLP
First County Bank
Gartner
GE Capital Americas

KPMG LLP
Legg Mason
Piney Bowls Inc.
PricewaterhouseCoopers LLP

2010 SPONSORS

AMF Rip Van Winkle Lanes
African Group
AlphaGraphics
Backstreet Restaurant
Blockbuster Video
Conair Corporation
County TV & Appliance
Cuzin Call, Inc.
Dairy Queen
Darlene's Heavenly Desires
DeCaro Restaurant Group
Energizer Personal Care
First County Bank
Grade A Shop Rite

Gus Schiavini Corporation
Hobe Pizza Restaurant
Icco Cheese
L. Goods Trading Company
KPMG LLP
Liz Sue Bagels
Nestle Waters North America Inc.
People's United Bank
Pepperidge Farm Inc.
PricewaterhouseCoopers LLP
Ryan Partnership
Stanford Florist
Stanford Town Center
State Farm Insurance Companies

Stepping Stones Museum
Sew Leonard's
TCBY
The Ginger Man
The Savings Bank Life Insurance Company
Titan Sports
US Computer Connection, LLC
Valbellall
Zeros International Inc.



Junior Achievement's purpose is to inspire and prepare young people to succeed in a global economy.
For information, call 203-854-1700 • <http://stamfordet.ja.org>

Curtain Call – Summer 2010 Programs

Lou Ursone, Executive Director

“Summertime, and the living is easy...” So wrote Ira Gershwin back in 1935 and now, 75 years later, we hope are able to provide some easy living fun for area residents with a great line-up of summer entertainment.

Our 2009-2010 season wraps up with the wonderful and charming play, *I REMEMBER MAMA*, playing through June 27 in The Dressing Room Theatre. Based on the fictionalized memoir *Mama's Bank Account* by Kathryn Forbes, it focuses on the Hanson family, a loving family of Norwegian immigrants living on Steiner Street in San Francisco in the 1910s. It's a great play for the entire family!

(The Dressing Room Theatre is a 'bring your own everything' style dinner theatre, with cabaret-style seating, and is also located at The Sterling Farms complex.)

Immediately following *I REMEMBER MAMA* will be our 7th Annual Shakespeare on the Green presentation - *MACBETH*. This is one of Shakespeare's best-known plays and we expect large crowds of all ages out on the great lawn along-side The Royal Green Restaurant here at Sterling Farms. The level of support we've received for this program over the past six years has proven that Stamford residents (and our surrounding neighbors) love what we're doing and want more. If ever there was a case of 'if you build it, they will come' this is surely it! As Stamford's lon-



Lou Ursone

gest-running community-based non-profit theatre, this program was a logical extension for our expanding base of programs.

Our own two-level scaled version of The Globe Theatre stage (pictured) designed by Associate Artistic Director, Peter Barbieri, Jr., has become the permanent home for this annual outing. Show dates: July 9, 10, 11, 15, 16 & 17.

Outdoor Shakespeare is a terrific way to introduce audiences to the works of The Bard. The casual atmosphere makes the entire event less intimidating - more accessible - and ultimately more enjoyable. From Shakespeare aficionados to those hearing his words for the first time, young and old alike will enjoy this production. This is a truly terrific, full-family event.

This program, the brainchild of Barbieri, is the result of a major collaboration on the part of Curtain Call, The Stamford Golf Authority and The Royal Green Restaurant. For years people talked about having free Shakespeare in Stamford and now it's a tradition. We are thrilled to be able to provide this annual event free to area residents through the generous financial support of several wonderful sponsors like The Connecticut Commission on Culture and Tourism, The Garden Homes Foundation, The Fairfield County Weekly, NewAlliance Foundation,

Xerox Foundation and many individuals.

Performances of *MACBETH* begin at 7:30 PM each evening. Park opens for picnic and seat selection at 6:00 PM. Food and drink are available on site through The Royal Green Restaurant but special advance orders may also be made by calling the restaurant at 203-322-6244. Additional parking is available across the street at Davenport Ridge School. Admission is free with suggested contributions of \$10 & \$20. As part of the collaboration with The Hammond Museum in nearby North Salem, NY, Curtain Call will be bringing this production to their beautiful gardens for one performance on Friday evening, July 23.

Closing out the summer will be our annual youth theatre musical production of the *ONCE ON THIS ISLAND*, featuring a cast and crew of nearly 100 area performers age 10 - 21, scheduled for August 5 through 14. Based on the novel *My Love, My Love* by Rosa Guy, the musical is a retelling of Hans Christian Andersen's *The Little Mermaid* set in the French Antilles in the Caribbean Sea. The show also includes elements of the Romeo and Juliet story and is perfect family entertainment. There's no better way to introduce younger members of your family to the tradition of live theatre than by taking them to see their peers on stage.

Filling the daytime hours will be our full-day summer theatre workshops - *SUMMERSTOCK* and *SUM-*

MERSTOCK JR. Every year we see kids soar in these fun and creative programs. Each program runs in two week-sessions throughout the summer, but some are sold-out so call for availability. Students age 6-11 and 11-16 will learn from some of the best theatre-arts instructors in the area - plus they'll have fun.

Curtain Call is the non-profit community-based theatre company in residence at The Sterling Farms Theatre Complex, 1349 Newfield Avenue, Stamford, CT, providing year-round live productions as well as theatre arts educational workshops for youth and adults. Curtain Call has been voted Fairfield County's *BEST LOCAL THEATRE GROUP* 2005 through 2010 by the readers of Fairfield County Weekly, and named Best Performing Arts Group 2008, 2009 & 2010 by the readers of Stamford-Plus magazine. Information is available at www.curtaincallinc.com or by calling 203-329-8207.

As one of the most-active arts organizations around, we'll have something for everyone this summer... Stay local and keep your "living easy." For more information go to www.curtaincallinc.com or call 203-329-8207.



white-collar continued

exists to perform all tasks, individuals make errors as they attempt to interleave tasks competing for attention." An additional source of error is introduced by the crew's need to "monitor" things like the physical location of the aircraft as it taxis to the runway and communications from the control tower. Understanding the limits of individual memory from Miller's research, it is easy to see how competing tasks and new information coming in from the control tower can impact a crew's ability to perform the necessary tasks.

However, this is not a new situation in airplane cockpits and pilots have long used checklists to ensure that every required task is noted and completed when it should be. Studies of take-off related aircraft accidents that have been attributed to "crew error"

have shown, in many instances, that a required checklist item was not completed due to an interruption in the standard sequence. This could be a detrimental impact of the "chunk" effect noted by Miller; experience with a standard sequence of tasks creates a memorized chunk; task A is followed by task B which is followed by task C, and so on. As pilots and co-pilots repeatedly go through the routine sequence of tasks, they memorize the sequence. When the sequence is interrupted, they sometimes forget where they left off or neglect to return to the sequence at all. The result is critical tasks remain undone.

Lastly, it is important to note the "systems effect" as it relates to errors and accidents. Upon investigation it is often noted that a single error or deficiency was insufficient to cause the error or accident, but it was a combination errors or deficiencies that were to

blame. The insidious nature of the systems effect is that the severity or importance of a single error or deficiency is often not recognized when viewed alone, in real-time. It is almost always obvious, however, when viewed after-the-fact, as one wonders how the warning signs could have been missed. The application for the manager redesigning the white-collar worker environment is that any single set of interruptions, viewed alone, might not raise a concern over the impact to decision making and task quality. The manager must take a comprehensive view, and look for the combination of factors that, in alignment, could impact performance.

As managers rehire, they should remember the following:

All humans, their employees included, have a finite ability to process inputs and recall tasks.

Too many tasks or interruptions will likely degrade quality and performance.

Tasks can be grouped into checklists or assisted by technology and tools to ease the processing burden, but are they still subject to interruption-based error and may become the sources of interruptions themselves.

Monitoring, while not always a task per se, contributes to the finite processing limitation.

The systems effect requires an active consideration of all the factors that could, in combination, impact performance.

Companies that take white-collar workforce rebuilding as an opportunity to simultaneously redesign for fewer workplace interruptions should enjoy the continued advantages of stronger productivity performance.

Community Corner

Stamford Museum & Nature Center - Summer Calendar of Events

“Earth from Space” - Through August 8, 2010. Featuring 40 beautifully detailed satellite images of the planet - from the swirling arms of a massive hurricane and grid-like pattern of Kansas farmland to the triangular shadows cast by the Great Pyramids and the sinuous channels entering the Arctic Ocean.

Otterly Amazing! Mondays & Fridays @ 12:30 pm in July & August - . One of our otter keepers will

introduce you to the North American River Otter through a variety of hands-on activities and demonstrations which will be conducted immediately adjacent to the Otter Pond in our Outdoor Classroom.

NEW! Animals in Action, Wednesdays @ 2pm in July & August - Join a Heckscher Farm staff member for an interactive presentation involving the handling and training of some of the wonderful farm friends. Be prepared to get your hands dirty, have some fun, and learn something new!

Astronomy Nights: A View From Space with guest lecturer Andrew Johnston, July 9, 7:30 pm.



NEW! Bike Nights, July 16 and July 30, 5 pm - Bring your bike, a helmet, and a picnic dinner and join us for Bike Nights! Take a ride around the paved paths on the grounds and watch the animals settle in for the night.

Astronomy Nights: Venus, the Runaway Greenhouse, July 23, 7:30 pm.

Summer Family Camp Out, July 24 to July 25 - Pitch your tent on the meadow at Stamford Museum & Nature Center, enjoy a barbeque dinner and join in on all the great activities.

NEW! S'mores...and more! Family Campfire, August 6, 6:30 pm - Meet up at the picnic area on the Wheels in the Woods trail and begin a fun scavenger hunt.

Robert Deyber: Turning a Phrase, Sept. 4 - An exhibition of Robert Deyber's most recent work is based on the vernacular of the English language.

Astronomy Nights: A Meeting of Two Giants: Jupiter and Uranus, Sept. 10, 7 pm. ages 5 and under.

Ongoing Events

NEW! Sunday Explorers Drop-In Programming, 11 am to 3 pm, Sundays (excluding festival and special event days). Each week will focus on a different topic and will include self-guided and staff-led activities.

Planetarium Shows - Second Sunday of each month at 3 p.m.
39 Scofieldtown Road, Stamford, CT (3/4 mile North of Merritt Parkway Exit 35.)
For more information call 203.322.1646 or visit www.stamfordmuseum.org



Stamford Symphony The Stamford Symphony performs “Classical Pops.” Maestro Eckart Preu will lead the Orchestra as it performs works of Bach, Handel, Pachelbel, Mozart, Strauss, Sousa, and Joplin. Enter at Main Street just east of Clark and Lower Summer Streets. Information at 203 325 1407 x 10 or StamfordSymphony.org.

	<p>TEXTILE SPECIALIST <i>Since 1963</i></p>
<p>OUR CLIENTS INCLUDE THE MOST PRESTIGIOUS CORPORATE FACILITIES IN WESTCHESTER & FAIRFIELD COUNTIES</p>	
<p>203.847.8000 TRIPLESCLEAN.COM</p>	

Members Making News

Promotions & New Positions

Business Management Resource Group, LLC (BMRG), is pleased to announce that **Linda Hunt** has joined the firm as Manager of Client Development and Fulfillment. Linda will provide sales support to new clients and work with those clients to facilitate a smooth transition into their relationship with BMRG. In addition she will be responsible for ongoing client communications, support and internal quality control.

UConnStamford is pleased to announce that **Dr. Sharon J. White** has accepted the position of Interim Director of the Stamford Campus for a one-year term beginning June 1, 2010. During this interim period, a formal search for a permanent Director will be conducted.

OperationsInc (www.Operation-Inc.com) announces new appointments. **Michelle Tetrault** has been promoted to the role of Junior HR Generalist / Payroll Specialist. Michelle will be responsible for providing Payroll Support and Administration to clients, as well as handling HR Administration.



Caralyn Galletta

Caralyn Galletta has been hired as a Human Resources Generalist Consultant. She is responsible for HR Consulting including Day-to-Day HR Support and Administration, Payroll Management, and Policy and Procedure Development. **Brienne Driscoll** will be working as an Office Administrator. She will provide support to the CEO and VP of Marketing in addition to providing overall office support to the OperationsInc team.

Marcia O'Kane was appointed executive director and president of **Stamford Senior Center**.

Dr. Micahel Coady was appointed chief of cardiac surgery at **Stamford Hospital**.

TD Bank announced the following appointments. **Maureen Hanley-Bellitto** was appointed regional vice president for Fairfield County. **Michael Labella** was appointed market president for Connecticut.

First County Bank announced the following promotions. **Patricia Corselo** was promoted to assistant vice president and assistant security officer. **Grazyna Maciejewska** was promoted to assistant vice president. **Todd Malizia** was promoted to assistant vice president. **Peter Olson** was appointed assistant vice president and branch manager.

Seminars

CERTIFIED FINANCIAL PLANNER™ professional **Christopher Tasik** spoke at the

College Planning for the Middle School Student forum presented by Stamford Public Schools, held recently at UCONN's Stamford Campus. Mr. Tasik explained to parents the process of completing the standard Free Application for Federal Student Aid (FAFSA) form and talked to them about strategies to help save for college.



Christopher Tasik

Awards & Recognition

Camp BowWow Stamford has been awarded the "Golden Paw." This is an award given to camps that meet a series of criteria such as safety, service, specialists on staff, full compliance with operational standards and, of course, great Bark Backs.



Dr. Sanford Swidler received a *Physician Recognition Award* from **Stamford Hospital**. The award is given quarterly to the physician who has shown an ongoing commitment to the hospital's "Planetree" philosophy of patient-focused care and who has acted as a role model to other staff members.

Webster Bank N.A. has donated \$15,000 to the American Heart Association's 2010 Westchester/Fairfield Go Red or Women Luncheon and Learning Series.

The law firm of **Pullman & Comley LLC** was named one of the "Best Places to Work in

Connecticut 2010" by a joint collaboration between Best Companies Group and the Hartford Business Journal.

Stamford Hospital was designated as a Primary Stroke Center by the Connecticut Department of Public Health. This designation comes as a result of an on-site evaluation and confirms that the hospital provided rapid diagnostic evaluation and treatment of stroke patients.

High Ridge Park Corporate Center has announced that Buildings 3 and 5 in the center have earned Energy Star designation which marks superior energy performance through the U.S. Environmental Protection Agency and U.S. Department of Energy.

The Insurance Center of Stamford/Underwriters Inc. was recognized by Safeco Insurance and was named to the company's elite agency recognition program, H.K. Dent Society. In 2010, less than 8 percent of Safeco agents qualified for the honor.

Elections

Philip Wolford, chief operating officer and compliance officer at **Patriot National Bank** was elected board chairman of New Neighborhoods, Inc., in Stamford, a nonprofit low and moderate-income housing developer.

World Affairs Forum recently held third annual World-Quest Trivia Event. The Stamford Chamber Team brought home the "Bronze." *Left to right:* Robert Clark, Lisa Ledwith, (Game master David Smith), Nancy Westington, Nico Hogeveen, Jason Liu, Alexis Bedos, Paul Edelberg, Mwangi Wamae



Welcome New Members

BNC Voice

Gary Grandstaff, Area Manager
280 North Bedford Road
Mount Kisco NY 10549
(888) 878-0040
www.bncvoice.com
ggrandstaff@bncvoice.com
Internet Phone Company for Businesses
Providing VoIP service to businesses on a Hosted PBX or Trunk Replacement basis. Network owner, not a re-seller.

Chinese Language School of Connecticut

Susan Serven, President
P.O. Box 515
Riverside CT 06878-0515
(866) 301-4906
www.chineselanguageschool.org
info@chineselanguageschool.org
Non-Profit Organization
The Chinese Language School of Connecticut teaches Chinese as a second language to students throughout Connecticut.

CRM Solutions, Inc.

Chris Williams, President
235 Brookside Drive
Happauge NY 11788
(203) 882-949
www.crmsi.com
cvw@crmsi.com
Computer Software & Services
ACT! Contact Management Certified Consultant.
Sales, Installation, Customization and Training.
Custom Software Solutions

FASTTRACK/AviStar

Christine Egea, Customer Relations Manager
24 Ella Grasso Turnpike
Windsor Locks CT 06096
(860) 680-6175
www.fasttrack.com
cgea@parkingcompany.com
Off Site Airport Parking
Offering Self and Valet parking options, & car care services. Shuttles every 5-7 mins.
Safe & Secure. Located in many cities.

JKL Specialty Foods, Inc.

Ken Liu, President
PO Box 4607
Stamford CT 06907
(203) 541-3990
www.asianmenusaucos.com
ken.liu@asianmenusaucos.com
Specialty Foods
Manufacturer of award winning gourmet Asian sauces and dressings for the food service and retail industries.

John Rizzo Photography

John Rizzo, Principal
954 Lexington Avenue
New York NY 10021
(646) 221-6168
www.johnrizzophoto.com
johnrizzo@optonline.net
Photographers- Commercial
Multimedia storyteller, business portraits, photo journalist, corporate photographer for Newsweek, Bloomberg, NYMEX

Law Office of Alan Johnson

Alan Johnson, Attorney
55 Henry Street, Unit 13
Greenwich CT 06830
www.alanjohnsonlaw.com
alangjohnson@msn.com
Attorneys
Attorney Alan Johnson provides legal services for music industry players and owners of trademarks and copyrights.

Pisa Brothers Travel

Elena Alfieri, Travel Consultant
630 Fifth Avenue, Suite 2207
New York NY 10111
(212) 265-8420
www.pisabrothers.com
elena@pisabrothers.com
Travel Agency
Elena Alfieri a travel professional with 10 years of worldwide leisure and corporate sales experience is affiliated with Pisa Brothers Travel in NYC. Pisa Brothers located in Rockefeller Center has enjoyed 88 years of unmatched concierge-level service to travelers who value knowledge and service quality.

Remo's Brick Oven Pizza Company

Giuseppe Castagna, Owner
35 Bedford Street
Stamford CT 06901
(203) 973-0077
www.remospiza.com
remospizzastamford@yahoo.com
Restaurants
Authentic Neapolitan thin-crust pizza, specialty salads, hand-crafted sandwiches, traditional Italian favorites.

Robert Half International

Jason Witty, Metro Market Manager
301 Tresser Blvd, 8th Floor
Stamford CT 06901
(203) 324-3399
www.rhii.com
Jason.Witty@rhi.com
Employment Agencies

Rye Ridge Deli

Scott Martin, Owner
1087 High Ridge Rd
Stamford CT 06905
(203) 223-1702
www.ryeridgedeli.com
scott@ryeridgedeli.com
Rye Ridge Deli is a classic New York style deli. Eat in, take out or delivery. You can't find better quality food.

Sandella's Flatbread Café

Sam Haigh, Partner
148 Bedford Street
Stamford CT 06901
(203) 344-9575
www.sandellas.com
shaigh@sandellas.com
Restaurants
A fast casual cafe, serving great tasting and healthy grilled flatbreads, paninis, quesadillas, soups and salads.

Sandler Training

Bret Dunbar, Sales Director
574 Heritage Road
Southbury CT 06448
(203) 264-1197
www.peakperformance.sandler.com
bret.dunbar@sandler.com
Training

Spectrum Marketing Communications Inc.

Ravi Dhingra, President
30 Osborne Avenue
Norwalk CT 06855
(203) 853-2303
www.spectrumprinting.com
rsdhingra@spectrummarketing.com
Advertising & Graphic Design
Creative design and printing (offset & digital) of brochures, ads, newsletters, posters and marketing collateral - since 1985

Stamford PR

Lynne Menon, Communications Specialist/Owner
45 Hemlock Drive
Stamford CT 06902
(203) 273-5290
www.stamfordpr.com
lmenon@stamfordpr.com
Communications & Public Relations
Stamford PR provides effective, creative communication solutions for the small business practitioner.

Starion Energy Inc.

Frank Rosa, Executive Business Development Manager
12 Main Street
Norwalk CT 06851
(800) 600-3040
www.starionenergy.com
frank@starionenergy.com
Utilities

XLerant, Inc.

Lawrence Serven, President
700 Canal Street
Stamford CT 06902
(203) 328-3787
www.xlerant.com
lserve@xlerant.com
Business Software
XLerant, Inc. is a leading developer of Business Performance Management software.

SAVE MONEY WITH HEALTH NET MEDICARE PLANS

With health care costs on the rise, CIT has partnered with Health Net to offer quality, comprehensive and affordable Medicare plans for your Medicare eligible active employees and retirees.

MEDICARE ELIGIBLE EMPLOYEE COVERAGE

- Covers your Medicare eligible (65+) active employees
- Available to employer groups with 19 or fewer employees
- Complements a Health Net commercial plan or can be offered on a stand-alone basis
- Reduces your commercial plan costs by leveraging Medicare benefits

MEDICARE ELIGIBLE RETIREE COVERAGE

- Save money through lower premiums and more benefits for your retirees than Medicare Supplement plans
- Available to any size group
- Complements a Health Net commercial plan or can be offered on a stand-alone basis

Call CIT at 1-800-399-0746 today for more information or to set up a meeting to evaluate your current coverage.



Health Net of Connecticut, Inc. is a Medicare Advantage Organization with a Medicare contract. Health Net is a registered service mark of Health Net, Inc. All rights reserved. CT, 2069_005 CT733778 6017932

