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Transmittal Letter from the City Manager

Fellow Citizens, Members of the City Council, and Mayor:

It is a pleasure to transmit the *Annual Report for Fiscal Year 2008-2009*. As our City finishes celebrating its our 350th anniversary year, we can look back with a sense of pride and accomplishment of the progress our operating departments have made in providing services to our residents through the years. Within the pages of this report you will find an accounting of the activities of the departments and agencies for the past fiscal year. As required for over the last 50 years, the Norwich City Charter prescribes that an *Annual Report* by the City Manager be made to the City Council. Over the years, the form of the report has evolved, however, production of the report has continued as an important function of the City Manager's Office. This year's report represents a continuing collaboration between this office and the various departments, offices and programs described herein.

The innovative approach taken in the preparation these reports is evidence that our Norwich government officials are ready, willing and able to improve the way we do business. I thank all those who contributed to this report and all of our city's employees and volunteers who worked together to bring about another successful year here in our great City of Norwich.

Respectfully Submitted,

Alan H. Bergren
City Manager

Message from the Mayor

Dear Citizens of Norwich:

Editor's Note

The Norwich City Charter, which was approved by the people of Norwich in 1954, requires that the City Manager shall “prepare and submit to the council within sixty days after the conclusion of each fiscal year a concise and comprehensive report of the financial transactions and administrative activities of the city for such fiscal year in a form suitable for publication and shall cause copies of the same to be prepared for general distribution in such number as the council shall direct.” The primary purpose of the *Annual Report* has always been to inform the City Council and the public of major financial and administrative events that occurred during the previous year.

Over the last fifty years, the *Annual Report* has taken numerous forms. Many of the early reports were dense descriptions of administrative data. More recent reports have tried to find interesting ways to present a basic snapshot of city government operations. Several *Annual Reports* have taken the form of wall calendars adorned with photographs, statistics and telephone contact information. Over the years, the information presented in the city's annual report has come to duplicate information provided in the annual budget, program fact sheets, staff directories and web sites.

This year's *Annual Report* is designed to do more than meet the technical charter requirement of consolidating information available from other sources. This year's report is the second in a series of reports that will become a management tool for measuring the quality of government performance from year to year. For this year's report, the directors of the city's departments and offices have not only looked to the past year, but have also provided vision statements. They have identified clear, obtainable, goals and objectives for various aspects of city operations. In short, our top managers have reported on last year's activities and have made predictions about the future. *Annual Report* data on a timeline, rather than looking at one year's numbers and events in isolation, will help the city officials and the public spot trends, prepare for the future and ask the right questions

when some of our predictions don't come true.

Departments have provided lists of activity and performance indicators. Some are offering new measures of performance that have never been recorded before. This year's report has focused our attention on the question "how well are we doing?" In some cases, this report can provide clear answers. In other cases, the report provides the framework within which we will be able to answer the question over the next few years. We welcome input from the public, elected officials and city employees who have ideas about how to improve next year's *Annual Report*.

This report has been written, formatted and published entirely in-house. Their dedication saved taxpayer dollars and helped make this report possible.

Alan H. Bergren
City Manager

Overview of the City of Norwich, Connecticut

Business Profile

Sector	Firms	% of Total	Employees	% of Total
Agriculture	28	1.7%	99	0.5%
Const. & Mining	199	12.1%	950	5.0%
Manufacturing	83	5.0%	1,468	7.7%
Trans. & Utilities	48	2.9%	461	2.4%
Trade	394	24.0%	3,597	18.8%
Finance, Insurance & Real Estate	108	6.6%	697	3.6%
Services	748	45.5%	10,393	54.4%
Government	37	2.2%	1,444	7.6%
Total	1,645	100%	19,109	100%

	<u>Norwich</u>	<u>New London Co.</u>	<u>Connecticut</u>
Population	38,071	275,873	3,497,398

Number of Households	16,068	107,061	1,332,283
Land Area (sq. miles)	28	666	5,009
Pop. /Sq. Miles	1,343	414	698
Per Capita Inc.	\$46,907	\$61,008	\$65,859
Median Age	39	39	40

Telephone Directory

Telephone Directory	
Emergency Calls (Police, Fire, Medical)	911
Office of the Mayor and City Council	823-3742
Mayor Benjamin P. Lathrop	823-3743
Alderman Jonathan Jacaruso	884-1331
Alderman Peter Nystrom	887-4646
Alderman William Nash	917-5759
Alderman Mark Bettencourt	887-0189
Alderman Pete Desaulniers	861-5044
Alderman Robert Zarnetske	367-4889
Departments/Offices	
Animal Control	887-5747
Assessment Department	823-3723
Board of Education	823-4200
Building Inspector	823-3745
City Clerk	823-3732
City Manager	823-3750
Community Development	823-3770
Corporation Counsel	889-3321
Election Office	823-3754
Emergency Management	887-1018
Finance	823-3700
Fire Department (non-emergency)	892-6080
Health Department	823-1189
Housing Authority	887-1605
Housing Inspector	823-3739
Human Services	823-3778
MIS	859-4404
HumanResources	823-3836
Otis Library	889-2365
Planning & Zoning	823-3766
Police Department (non-emergency)	886-5561
Public Parking	889-5586
Public Utilities	887-2555
Public Works	823-3789
Purchasing	823-3706
Recreation	823-3791
Tax Collector	823-3760
Tourism	886-4683
Treasurer	823-3712
Youth & Family Services	823-3782

Taxes, Finances, Investment

Chapter IX of the City of Norwich Charter guides the activities of the Assessment, Finance and Treasurer departments. These three departments make up the financial administration of the city. One of the most important functions of these departments is the calculation and collection of property taxes. The residents of the City of Norwich enjoy one of the lowest overall tax burdens in the State of Connecticut. Norwich ranks 160th out of 169 towns in terms of overall taxes.

The Assessment Department is responsible for establishing values for all city real estate and personal property. They file annual reports with the State of Connecticut Office of Policy & Management that certify the value of the grand list and the statutory exemptions for the city.

The Finance Department is responsible for accounting, budgetary control, purchases, insurance and tax collection. Each year the Finance Department produces the Proposed and Adopted Annual Budgets and the Comprehensive Annual Financial Report.

The Treasurer is the custodian for all city funds. The Treasurer deposits, invests, disburses and reconciles all city monies in accordance with the parameters established by the Connecticut General statutes.

In this Section:

Assessment Department
Finance Department
Office of the Treasurer

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Assessment Department

DEPARTMENT HEAD: Donna L. Ralston, CCMA II, Assessor
PHONE NUMBER: (860) 823-3722

MISSION: To ensure that all property located within the City is valued in accordance with the Connecticut General Statutes and acceptable appraisal practices.

VISION: To discover, list and value all Real and Personal property for the purpose of ensuring that each taxpayer bear only their appropriate share of the tax burden.

VALUES: Accuracy, Uniformity, Fairness and Consistency

GOALS & ACTION PLANS:

- To complete each year's grand list by the statutory deadline by inspecting all new construction, processing real estate transfers, valuing motor vehicles, calculating personal property declarations, pro-rating new construction and accepting, processing and applying all property exemptions.
- To remit all reports by their statutory deadlines. These reports include: sales ratio reports for the equalized net grand list, reimbursement requests for tax relief programs, additional veterans programs, distressed municipality and enterprise zone programs, state-owned and college and hospital programs.
- To ensure that all senior citizens, veterans, disabled, blind and volunteer firemen file for and receive exemptions and abatements to which they are entitled.
- To act as a liaison to the Board of Assessment Appeals by publishing legal ads, making appointments and making any adjustments that they may authorize.
- To provide technical assistance and information to residents, attorneys, title searchers, appraisers, real estate agents, and all other city departments.

FY 2008/2009 ACCOMPLISHMENTS:

- The successful completion of the statutorily required revaluation of all real estate, effective for the October 1, 2008 grand list.
- The Assessor's Office continues to utilize the Vision Appraisal "CAMA" System (Computer Assisted Mass Appraisal) to calculate uniform assessments for all real estate.
- The successful changeover from the Munis Administrative System to the Quality Data Administrative System. This change allows for better management of all exemptions.

N/A – Not available at time of printing

Office of the Treasurer

DEPARTMENT HEAD: Brian Curtin, Treasurer
PHONE NUMBER: (860) 823-3740

MISSION: To invest available city funds prudently and file mandatory reports quickly and accurately. Maintain complete archive of city deeds, leases, bonds and agreements.

VISION: Maintain an efficient cash management system and safeguard the City's assets.

VALUES: Prudence, Integrity, Accuracy and Timeliness

GOALS:

- ▪ Review interest rates offered by qualified institutions monthly and adjust investments accordingly.
- ▪ Create a calendar of all recurring filing requirements.
- ▪ Scan all city deeds, leases, bonds and agreements into an electronic format that will be stored on the server and backed up nightly.
- ▪ Reduce the amount of time it takes to issue our internal and external reports.

FY 2007/08 ACCOMPLISHMENTS:

- ▪ Established on-line statement lookup with various banks
- ▪ Established a new method of accounting for performance bonds
- ▪ Added Board of Education and Public Utilities to the positive pay program
- ▪ Generated \$1,000,251.00 in revenue by keeping all excess city funds in interest bearing accounts at all times

MEASURES OF ACTIVITY AND PERFORMANCE (Office of the Treasurer)

	06-07	06-07	07-08	08-09
INDICATOR	ESTIMATE D	ACTUAL	ESTIMATED	PROJECTED
Average # of days to perform bank reconciliations	15	15	15	15
Average # of days to complete sales tax returns	1	1	1	1
Average return on investments	4.00%	3.46%	4.5%	3.5%
Cost of department/Non-pension city investments	0.7%	0.7%	0.7%	0.7%
Average # of days to process cash reports	3	2	2	2
Average # of days to process cash deposits	1	1	1	1
Average # of days to post cash receipts	1	1	1	1
Inter-fund transfers per week	15	15	15	15

Education

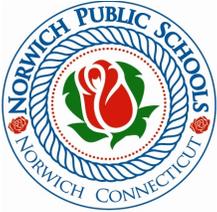
The Norwich City Charter provides that “there shall be a board of education of nine members who shall serve without compensation. They shall have all the duties conferred and imposed by the general statutes on boards of education in respect to the control and management of schools except as otherwise provided in this charter.” Members of the board are elected to serve two-year terms.

The charter further provides that “it shall be the duty of the board of education to submit its budget estimates to the chief executive officer (Manager) of the city at the same time as other departments of the city and the same shall be itemized and set forth in the form required by him.” The action of the chief executive officer of the city and council on the board’s request shall relate only to the total and the board of education has authority to expend at its discretion the sum appropriated for its use. A superintendent who reports to the board of education administers Norwich’s public schools.

In addition to the Norwich Public Schools, the city is served by the Integrated Day Charter School, Norwich Free Academy, the Otis Library and Three Rivers Community College.

In this Section:

Norwich Public Schools
Norwich Free Academy
Integrated Day Charter School
Otis Library
Three Rivers Community College



Norwich Public Schools

SUPERINTENDENT: Pamela W. Aubin

PHONE NUMBER: (860) 823-6284

Norwich Public Schools Highlights of District Accomplishments for 2008-2009

Strategic Plan Priority 1:

Raise achievement of all students to the world-class level while effectively eliminating achievement gaps between students by providing a quality educational experience that will develop the whole child.

Student Achievement:

- Improved reading achievement in 5 out of 6 grade levels as measured by the Connecticut Mastery Test for all students in Grades 3-8
- Narrowing of the achievement gap in reading in Gr. 3, 4, 6 and 8 among Hispanic students and Gr. 4 and 7 among Black students.
- Narrowing of the achievement gap in reading in Gr. 4, 6 and 8 among Economically Disadvantaged students.

Curriculum and program initiatives:

- Completion of Gr. K-8 Draft Language Arts Curriculum
- Expansion of opportunities to include recreation, music, arts, and athletics during after school hours
 - Initiation of BOE funded after school recreation/sports programs at all schools
 - Procurement of two 21st Century Learning grants for after school programs
- Extended day academic tutorials and summer school for identified students
- Expansion of the enrichment schedule providing differentiated challenge for elementary and middle school students
- District Improvement Plan accountability measures are analyzed and measured by the Superintendent's Cabinet

- The District Equity Leadership Team has created a draft of the District Equity Framework
- Improved dialogue between NFA and middle school teachers
- Professional Development in teaching English Language Learners in the Mainstream Classroom through a Office of English Language Acquisition grant partnership with UCLA and partner districts
- Professional Development in comprehensive literacy for K-5 teachers and content areas for middle school teachers (KMS)
- Professional Development in Effective Teaching Strategies
 - Elementary Schools in Fall 2009
- Implementation of the ELLIS program for English Language Learners in Fall 2009
- Implementation of Phase 1 of School Uniforms for Gr. Prek-5 in Fall 2009

Preschool-Increasing percent of Norwich kindergarten children who attended preschool:

	2005-2006	2006-2007	2007-2008	2008-2009	2009-2010
Kindergarten	74.8	79.3	77.5%	78%	79%

National Association for the Education of Young Children (NAEYC) Accreditation granted to five additional Norwich Public Schools School Readiness preschool classrooms

Increasing percent of Norwich teachers who are highly qualified:

2005-2006	2006-2007	2007-2008	2008-2009
97.9	100%	100%	100%

Minority Staff-Increasing percentage of Norwich staff

	2005-2006	2006-2007
% Of minority staff	2.2	3.1

Overall improvement in Student Attendance Indicators-Average Daily Attendance

(Data source: Connecticut Consortium on School Attendance)

	2003-2004	2004-2005	2005-2006	2006-2007	2007-2008	2008-2009
Total	94.3	94.3	94.3	95.6	93.9	94.2
Elementary	94.5	94.3	94.7	94.5	94.5	94.6
Middle	93.8	93.8	93.5	97.3	94.4	94.7

Strategic Plan Priority 2:

Provision of a caring, safe, and healthy environment for all students:

- Implementation of Positive Behavioral Support training at Thames River Academy, Greeneville School, Stanton School and Moriarty School.
- School Resource Officers at Kelly Middle School, Teachers Memorial Middle School, Deborah Tennant-Zinewicz and Hickory Street Schools
- Extended Learning Hours and 21st Century Community Learning Center programs that provide after School programs linking academics, recreation and sports
- Passage of Kelly Middle School Renovation and Expansion project

- Asbestos abatement projects have progresses throughout the school district
- Update of Long Range Facilities Plan, September 2009
- Tools for Schools teams at all schools
- District Safety Committee has been established in September 2009
- Administrator Emergency Response to Crisis Plan updated annually
- School Uniform Policy implementation September 2009

Strategic Plan Priority 3:

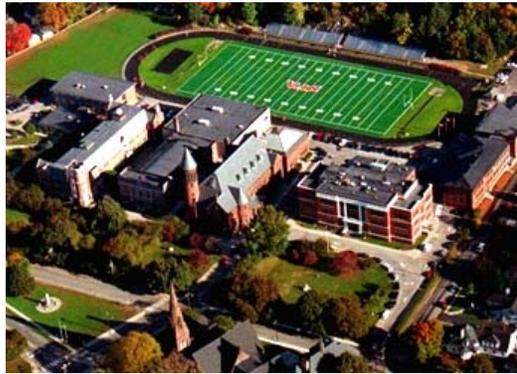
Progress in building strong partnerships with parents, community, and city leadership at the classroom, school, and district level to provide strategic alignment and sound stewardship of resources.

- Focus groups on Strategic Plan were completed by February 2007
- Superintendent participation in Community Matters and Stu Bryer’s “Potpourri” regarding school issues
- Superintendent attendance at Norwich Rotary
- Superintendent meetings with Mayor Ben Lathrop and NFA Head of School, Mark Cohan
- Policy Revision completed January 2008
- Formal collaboration with Pfizer as a partner in Kelly Middle School project
- Ongoing collaboration: UCFS, Norwich Human Service, Norwich Youth and Family Services, NAACP, Martin Luther King Center, Norwich Rec. Dept., Child and Family of New London, Norwich Public Utilities, CPAC, Bully Busters
- SPROUTS Mentoring Program
- Hosting of Military Liaisons Meeting
- Involvement in NAACP and NFA in District Equity Leadership Team
- Superintendent is member of Children First-Norwich Executive Board

The Norwich Free Academy

PHONE NUMBER: (860) 425-5501

For more than a century, The Norwich Free Academy, a privately endowed secondary school, has served Norwich and surrounding communities as a regional high school. The Academy continues to build on the foresight of its founders. Today, through its comprehensive programming, The Academy offers to all students the opportunity to acquire skills and knowledge for a lifetime of learning. In addition, its students, growing up as citizens of a democratic nation in a constantly changing world, are encouraged to take responsibility for their own lives in order to better serve themselves and society.



The Norwich Free Academy provides all students with a comprehensive education that includes common learning experiences in the areas of English, social studies, science, mathematics and physical education. Opportunities are provided to explore areas of personal and career interests. To facilitate the learning process, The Academy creates an atmosphere that emphasizes the value of learning, offers a broad and diverse curriculum with differentiated levels of instruction, and incorporates a variety of teaching methods.

The Norwich Free Academy believes there is a common, integrated and interdependent set of learning outcomes which is essential to the development of all students. These essential outcomes represent a preparation for life that involves not only preparation for employment and further education, but also the acquisition of those characteristics necessary to become a productive and contributing member of society.

The Academy believes that all people can learn at high levels. We are committed to providing the resources to support high expectations for academic, social and personal achievement to ensure success. Norwich Free Academy offers more college credit opportunities for more students than any other high school in Connecticut. At The Academy, there are no limits to what a student can achieve.

The Integrated Day Charter School

Director: Anna B. James, Director
PHONE NUMBER: (860) 892-1900

VISION: Our goal at the Integrated Day Charter School is to facilitate the development of students who will be thoughtful. These students will care and will independently seek knowledge. With a strong sense of self-awareness and respect, our graduates will be able to adapt to an ever-changing world.

MISSION: The Integrated Day program is an alternative program which adheres to a developmental approach. Curricular content adheres to state and national standards, but the methods used will differ dramatically from the conventional classroom. The ID program appreciates and acknowledges that children pass through various stages on their journey to adulthood. The philosophy underlying the program recognizes that to be actively involved and truly engaged, a learner must have input into both the content of the learning as well as the process by which the knowledge is acquired. Education is viewed as a whole, a dynamic activity which extends beyond the classroom and the school and penetrates the world of the learner. To understand a subject fully, several subject areas must be incorporated, synthesized and investigated prior to the acquisition of true knowledge. The students are expected to identify areas of personal interest, investigate these areas, incorporate various subjects into their investigation and then present what they have learned to the class. Study and life skills, such as planning, problem solving, creative thinking and budgeting of time, are directly taught in relationship to a topic which is of personal interest to the student. The culminating exercise is an oral presentation which is viewed by his or her peers and videotaped for portfolio assessment. Personal projects allow the students to have input into the curriculum, allow for greater creativity and instill a sense of autonomy, personal pride and intellectual curiosity.

HISTORY: The integrated day program was initially established within the existing Norwich Public School system in 1989. When the Connecticut charter school legislation passed in 1997, three veteran teachers from Norwich were granted a charter by the state to establish an independent public school offering a choice in public education to residents of Norwich and surrounding communities. The school opened in the historic Thermos factory building in 1997 with 175 students in grades K-6, and has grown steadily to the current enrollment of 330 students in grades Pre-K through eight. As a charter school, operating funds are provided directly from the state and the school is evaluated every five years for renewal of its charter.

SCHOOL ENVIRONMENT: Teachers at the IDCS are trained in Responsive Classroom techniques for classroom management. Students are given input into the decision making process and discipline is carried out in a respectful manner. Students are greeted as they arrive at school each morning. There is a close relationship between the children and the adults at this small charter school.

Parents and caregivers are viewed as partners in the educational process and are welcomed at the school. They serve on the IDCS Board of Directors, School Council, assist in classrooms and work on a variety of committees. The Director meets with parents monthly for informal discussion at the Director's Coffee.

A pre-kindergarten through grade eight school allows for interaction among the various age groups. Lunch is served family style, with teachers and children of various ages sitting at round tables with older students assisting younger students and having conversations with adults.

EDUCATIONAL PROGRAM:

William Butler Yeats said "Education is not the filling of a pail, but the lighting of a fire." At the Integrated Day Charter School the professional staff strives to light many fires. Students choose their own topics for personal research and the adults in their lives assist in guiding them in their investigations. Ultimately the children in all grades present what they have learned to their classmates in a developmentally appropriate format.

All students take part in service learning projects. They learn at an early age that they should give back and contribute to their community.

The arts are embraced at IDCS. Art inclusion, studio art and art workshop is offered to all children. Suzuki violin is available to children as young as age four on a "pay as you go" basis. Students in grades 4 and over are offered instrumental music free of charge.

The IDCS recently completed a new wing that includes a gymnasium, kitchen, office and meeting spaces.

KEY STATISTICS:

Grade Levels Offered:Pre- K to 8
 Total Student Population 330
 Average Class Size: 22*
 Student/Teacher Ratio: 19.4:1
 Current Expenditures per Pupil (07-08):..... \$9,515
 Percentage of Students from Norwich..... 85%
 Number of Other Communities Represented..... 15

*There are 17 students in prekindergarten and kindergarten classes.

CONNECTICUT MASTERY TEST:

With only 33 students being tested at any grade level, test scores can fluctuate; however, the IDCS Connecticut Mastery Test Scores have been consistently high. Scores are available in the Annual report posted on the State Department of Education web site.

The 2009 test scores are as follows:

Percentage of Students at Proficiency or Above*

	Math	Reading	Writing	Science
Grade 3	49%	63%	75%	
Grade 4	73%	84%	85%	
Grade 5	64%	61%	70%	79%
Grade 6	80%	79%	73%	
Grade 7	82%	85%	77%	
Grade 8	97%	97%	100%	100%

*The CMT scores reflect our school’s developmental approach. The trend has been that by the time students are in the 7/8 grade, the number of students in the proficient range increases drastically.

Please visit our web site, www.idcs.org, for additional information.

Otis Library

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CHIEF PROGRAM ADMINISTRATOR: Robert D. Farwell, Executive Director
PHONE NUMBER: (860) 889-2365, Ext. 122

MISSION: Otis Library provides free and open access to information, ideas, and services that anticipate our community's personal, educational, and professional needs. The library enriches our region by maintaining a safe and welcoming environment and by offering resources that promote lifelong learning.

The Otis Library Board of Trustees defines the role of Otis Library in the community as:

- A center of community activity and learning;
- Disseminator of popular media;
- Provider of general reference services;
- Archive of local history and genealogy resources;
- Sponsor of programs and activities for children, young adults, and adults;
- Source of appropriate technologies for information access;
- Provider of an environment that fosters personal growth.

VISION: The Otis Library is a responsive and innovative community resource adapting to changing community needs. It serves as the preeminent information provider for a large and diverse population, a space that encourages public engagement and dialogue and provides opportunities for the exchange and germination of new ideas. The library is a meeting place, a vehicle for personal enrichment, and a place to read. It serves as a public forum, and as one of the few public spaces where all segments of the community find themselves in proximity to each other and on common ground.

VALUES: Otis Library subscribes to the *Library Bill of Rights* adopted by the American Library Association:

Library Bill of Rights

The American Library Association affirms that all libraries are forums for information and ideas, and that the following basic policies should guide their services:

- Books and other library resources should be provided for the interest, information and enlightenment of all people of the community the library serves. Materials should not be excluded because of the origin, background, or views of those contributing to their creation.
- Libraries should provide materials and information presenting all points of view on current and historical issues. Materials should not be proscribed or removed because of partisan or doctrinal disapproval.
- Libraries should challenge censorship in the fulfillment of their responsibility to provide information and enlightenment.
- Libraries should cooperate with all persons and groups concerned with resisting abridgment of free expression and free access to ideas.
- A person's right to use a library should not be denied or abridged because of origin, age, background or views.
- Libraries that make exhibit spaces and meeting rooms available to the public they serve should make such facilities available on an equitable basis, regardless of the beliefs or affiliations of individuals or groups requesting their use.

GOALS & ACTION PLANS: Since opening on April 30, 2007, the newly renovated Otis Library has cultivated a visible community profile and new collaborative opportunities. The new facility, twice as large as its predecessor, addresses several outstanding issues, which remain cornerstones of the library's service to the public:

- Increased space and expanded services to better serve the Library's many loyal patrons as well as to attract more

- people to the Library and surrounding businesses;
- Increased and expanded services to all elements of the library’s user base;
- Improved access to the local history and genealogy department;
- Expand services to area schools, adult education and early childhood programs;
- Provide meeting rooms for community use;
- Enhance the economic viability of the Norwich business district by adding a renovated facade to the streetscape, drawing patrons to the downtown area, and providing leadership in the revitalization of Norwich’s downtown.

FY 2008/2009 ACCOMPLISHMENTS:

-
- Sponsored 500 programs attracting 8,486 participants vs. 494 programs and 7,553 attendees in 2007-2008;
- Logged more than 500 volunteer hours in all library departments;
- Hosted interns from Norwich Free Academy, University of Wisconsin, Milwaukee, Champlain College, Burlington, Vermont and Three Rivers Community College;
- Expanded court ordered community service program, assisted 14 people in completing community service hours;
- Recorded over 81,000 Internet usages during 2008-2009;
- Circulation figures attain record levels, with 158,230 items circulated in 2008-2009, versus 148,342 for 2007-2008;
- Developed collaborative program with American Friends of Kenya, sending used library shelving and books to support new libraries in Kenya;
- Revised and updated library’s personnel policy;
- Expanded rotating art exhibit program with the Slater Museum and community organizations;
- Increased monthly delivery of on line newsletter, now distributed to over 3,000 registered recipients;
- Sponsored Sixth Annual “Evening with an Author” gala event featuring Beverly Gage,
- Participated in inaugural community employment program in collaboration with the St. Vincent De Paul Center, Department of Human Services, and the YMCA;
- Added 3,500 registered borrowers to library’s patron database;
- Started independent foreign film series;

	08-09	08-09	09-10	10-11
INDICATOR	ESTIMATED	ACTUAL	ESTIMATED	PROJECTED
Items loaned	152,000	158,203	*158,500	159,000

Public computer users (estimated)	82,000	81,953	*82,000	83,000
Reference questions answered	10,500	9,528	*10,000	10,500
Visitors per day (estimated)	800	800	*700	700
% of Norwich residents with library cards (est.)	60%	60%	63%	65%
Per capita appropriation per capita for library services	31.00	29.72 [1]	*29.00	\$30.00
Holdings : [3]				
Books	66,000	64,305	64,000	66,000
Magazine & newspaper titles	196	196	196	196
Recordings (music & audio books)	1,550	1,554	1,550	1,550
DVDs	1,000	957[2]	1,000	1,000

[1] Based on the most recent available average expenditure figures, covering 2007-2008, as recorded in Connecticut's Public Libraries: A Statistical Profile 2007-2008, the statewide average per library was \$41.96.

[2] Collection was purged of VHS format tapes in 2006- 2007.

[3] Based on figures submitted for Connecticut's Public Libraries: A Statistical Profile 2007-2008

*Reflects curtailed hours and funding resulting from city-wide budget reductions in fiscal year 2009-2010

Three Rivers Community College

PRESIDENT: Grace Jones, Ph.D.
 PHONE NUMBER: (860) 886-0177
 WEBSITE: www.trcc.commnet.edu

About The College:

Three Rivers Community College is a commuter college that serves Southeastern Connecticut and eastern regions of the state with a variety of credit and non-credit

degree and certificate programs designed to meet the dynamic needs of our learning community. The college's core hours of operation are Monday through Friday, 8:30 - 5:00 PM.

Three Rivers was formed in 1992 as a result of a mandate enacted by the Connecticut General Assembly, which merged community and technical colleges in five geographic areas around Connecticut. Named in recognition of the region's three primary rivers— the Shetucket, the Yantic and the Thames, Three Rivers Community College, now at a single location, was formed from the merger of Mohegan Community College and Thames Valley State Technical College.



TRCC Campus

In addition to the main campus at 574 New London Turnpike, the college also has two off-campus instructional centers located at the Naval Submarine Base in Groton and Ella Grasso Technical School in Groton, CT.

Our student population consisting of more than 3,900 enrolled students each semester and 2,500 Continuing Education students each year continues to grow. Through the integration of technical, career, and liberal arts programs within the college, Three Rivers' students are able to move with greater ease from one program to another.

In 2003, the Connecticut State Legislature formally announced and approved \$75 million for the renovation and consolidation of Three Rivers Community College at what was formerly the Thames Valley campus. The college has undergone major changes over the past few years, which allow it to fulfill better its mission of providing affordable and accessible educational opportunities that meet the diverse educational needs of our community.

Public Safety

The Norwich city charter provides “there shall be a police department which shall consist of the chief of police and such other officers and employees of such ranks and grades as may be prescribed by ordinance. The police department shall be responsible for the preservation of the public peace, prevention of crime, apprehension of criminals, protection of the rights of persons and property and enforcement of the laws of the state, and the ordinances of the city and all rules and regulations made in accordance therewith.” The charter delegates authority to the chief of police for “(a) the control of traffic and enforcing of traffic regulations and the location of lights, signs and other traffic-control devices, except parking meters, which shall be installed only on the authorization of the council; (b) the commitment of any persons charged with a criminal offense until an examination can be had before the proper court.”

The charter also provides “there shall be a fire department which shall consist of the fire chief, and such other officers and employees of ranks and grades as may be prescribed by ordinance. The fire department shall be responsible for the protection of life and property within the city from fire and for the enforcement of all laws, ordinances and regulations relating to fire prevention and fire safety. The fire chief “shall exercise all of the duties, powers and functions of fire marshal as provided by the general statutes.”

The charter specifically acknowledges the important role performed by volunteer fire companies. The charter states “nothing in this charter shall be construed to affect the organization, status or property of any volunteer company. Whenever the paid and volunteer companies are operating together they shall be under the command of the fire chief.”

The City of Norwich provides a full range of public safety services with a career police force, officers, a full-time paid fire department that provides service to the central business district, and five volunteer fire departments that are responsible for protecting lives and properties for neighborhoods outside of the central consolidated district. In addition, the Office of Emergency Management provides planning services to ensure coordinated responses to major incidents.

In this Section:

Norwich Police Department
Norwich Fire Department
Taftville Volunteer Fire Department
Laurel Hill Volunteer Fire Department
Occum Volunteer Fire Department
East Great Plain Volunteer Fire Department
Yantic Volunteer Fire Department
Office of Emergency Management

Police Department

Norwich Police Department
DEPARTMENT HEAD: Chief Louis J. Fusaro, Sr.
PHONE NUMBER: (860) 886-5561 (Ext. 130)

MISSION: *To protect life, safeguard property, and maintain social order within carefully prescribed ethical and constitutional restrictions while providing community-based police services with compassion and concern.*

VISION: *A department committed to; professional police service, community policing, innovative leadership and programs, problem solving, and prevention by highly trained and motivated employees who recognize the strength and value of the cultural diversity of our citizens.*

VALUES: *Professionalism, Compassion, Integrity, Accountability, and Communication*

GOALS & ACTION PLANS:

- *Generally*; provide the citizens of the City of Norwich with the finest possible police service; a professional, caring, and efficient law enforcement agency.
- Accomplish our goals through a department-wide, Community Policing model.
- Maintain strong police-community relations through open candid communication, professional service, and the implementation of various innovative law enforcement, crime prevention, traffic safety, and educational programs.
- Minimize the opportunity for crime, traffic violation, and motor vehicle collisions via proactive enforcement, crime prevention, traffic safety and educational programs; including citizen involvement and partnerships.
- Reduce fear by providing preventative patrols and effective investigative services to the community.
- Strive to maintain responses to citizen calls for service within contemporary standards in the face of increased demands.
- Expand upon our highly successful School Resource Officer program to include a continuation of a student police academy and an internet safety program for parents.
- Train our personnel to the highest standards in law enforcement and other related duties by taking advantage of local, state, and federal funding for advanced training, wherever possible.
- Maintain an effective Crime Prevention programs and successful drug trafficking enforcement and education techniques aimed at stemming the tide of drug/ substance abuse and related crime.
- To work in cooperation with the Public Works Department to build the City (Dog) Pound so that it is occupied within the next year.
- Support effective traffic safety, enforcement, and educational activities through grant funding, where possible.
- Endorse a positive working environment by focusing on department goals; providing for career development through training, advancement, and rewards for exemplary performance; and fostering professional interpersonal work relationships.
- Interact and work cooperatively with other departments, agencies, boards and commissions.
- Anticipate, monitor, and cope with increased traffic and other law enforcement related activity spawned by the Mohegan Sun Casino, the Foxwoods Resort Casino.

FY 2008/09 ACCOMPLISHMENTS:

- A number of major cases were solved by arrest during the year ranging from murder through robbery, vice and narcotics etc..
- We have endeavored to expand our work with our federal law enforcement partners. As a result Norwich has been included in the federal Project Safe Neighborhood program, and that partnership is having a notable impact on drug trafficking. This federal program provides grant funding to support our involvement.
- The continuation of a fulltime, partially grant funded, Domestic Violence Officer to work with a grant supported civilian D.V. Victim Advocate through the support of the City Council.
- The Police Department, in partnership with the Board of Education, has continued the highly successful School Resource Officer (SRO) program at each of the two Middle Schools.
- Through continued Crisis Intervention Training (CIT) and our Mobile Outreach ride-along patrol program, the department is better equipped and trained to assist our mentally challenged citizens.

Traffic

- The Department remained committed to enhancing traffic safety through the acquisition and administration of multiple grants slated for DUI, Hazardous moving violations and seat belt enforcement, etc.
- We continue to provide programs and activities for traffic safety education, engineering, and enforcement, obtaining grant funding when possible.

Training:

- During the year 2008 Police Department personnel received over 4,800 man-hours of advanced individual law enforcement training, an increase of 5% over 2007. Training remains a high priority for the Department.

Building & Facilities

- The police headquarters facility, having now exceeded its design lifespan by over 30% in a 24 x 7 security-conscious environment, continues to require constant attention. At our request, the Commission on the City Plan has recommended replacing the aging, undersized, and outdated facility. The Mayor and City Council funded a needs assessment, site evaluations, and site plan. Those phases have all been completed and the goal now is to find funding to build a relocated Police Headquarters at a new facility sized and equipped to meet our needs now and long into the

future.

- With the assistance of the Public Works Dept., progress was also made toward our long term capital goal to replace the antiquated, undersized and ill equipped City (Dog) Pound. The City Council approved bond funding for this purpose. Design of the new facility is currently on-going.

Community Outreach & Professional Partnerships

The Department and its members participate in various local, state and national professional and civic organizations including:

- Norwich Pilot School Reintegration Program Advisory Council
- Norwich Juvenile Review Board
- State of CT Juvenile Justice Advisory Council
- SE CT Mental Health Advisory Board, Board of Directors
- Board of Directors, St. Vincent de Paul Soup Kitchen
- NFA Board of Corporators
- Norwich Neighborhood Watch Programs (38)
- International Association of Chiefs of Police (IACP)
- New England Chiefs of Police (NEACOP) – Secretary, Board of Directors
- CT Chiefs of Police Association (CPCA) – Past President, Board of Directors
- CT Police Association (PAC) – President
- Norwich Bulletin Diversity Committee
- U.S. Attorney’s Anti-Terrorism Advisory Council (ATAC)
- FBI National Academy Associates
- National Tactical Officers Assn.
- International Assn. of Law Enforcement Firearms Instructors
- International Assn. of Narcotics Officers
- Volunteer FD Service (two serving as Chiefs, one as a former Chief)
- Norwich Little League - Board of Directors
- Coach - NFA Fencing team
- Guns of Norwich Historical Society
- Norwich Historical Society
- Lisbon Historical Society
- NAACP - Norwich Branch
- Latinos United Advisory Board
- Marine Corps League
- Army National Guard, Marine Reserves and Coast Guard Reserves

Special Projects

- Sex Offender Registration Compliance unit - continued to maintain a collaborative partnership with the State Parole and Adult Probation Departments to enhance each other’s capabilities and better protect the children and adults from sexual predators.
- Abandoned Vehicle eradication program continued to rid our neighborhoods of these unsightly hazards.
- “Eddie the Eagle” gun safety program (“See a gun, don’t touch, run away, tell an adult”) continues as a corollary assignment for DARE officers.
- Domestic Violence – The DV Officer and Victim Advocate continued to do home checks, providing additional safety and reassurance, and service to victims by increasing offender compliance with restraining and protective orders.
- Continue to partner with the Downtown Enhancement Committee to improve the safety of the public downtown.
- New equipment upgrades have been obtained some through grant funding, to improve radio performance/reception.
- Hired and trained two part-time 911 Emergency Dispatchers to assist in staffing of the Dispatch Center.
- With the retirement of three officers and anticipated budget cuts and position eliminations looming, the Department finished the 2008-2009 fiscal year down three officers from the previous year.

Norwich Police Department Grants: (This list of grants is subject to change as the year progresses due to closeouts and new acquisitions) In an effort to reduce the tax burden on local taxpayers, the Police Department has been proactive in seeking out competitive grant funding from both the state and federal governments. Below is a list of currently active grants. Unfortunately, there have been dramatic reductions or complete eliminations in some Federal and State grant funding sources in the recent past. These reductions and/or eliminations have affected law enforcement in general and

Norwich in particular. It should be noted that the personnel category grants allow for enhancing, but not supplanting of local police services provided to the community.

STATE OF CONNECTICUT GRANTS

Department of Transportation – Division of Highway Safety:

2009 Comprehensive DUI Enforcement Program (10/08 – 9/09) This grant supports DUI/Traffic Enforcement patrols and checkpoints through a 75% reimbursement of department expenditures for enforcement efforts surrounding, Thanksgiving, Christmas, New Years, Memorial Day and July 4th into Sept 2009. **\$22,350**

OPM (Office of Policy & Management):

VALE (Victim Advocate/ Law Enforcement) (2008-2009)– This reimbursement incentive grant offsets a fulltime (40 hour) VALE patrol officer designed to assist victims of domestic violence with department-based victims’ advocate. This grant is funded 75% by the Federal Department of Justice and 25% by the Connecticut Office of Policy & Management. **\$20,000**

U.S. DEPARTMENT OF JUSTICE - FEDERAL GRANTS

2006 L.L.E.B.G. (2006 – 2009) **\$17,341**
(Local Law Enforcement Block Grant) This grant supports law enforcement through a **100% reimbursement** of technology & equipment related purchases.

2007 L.L.E.B.G. (2007 – 2010) **\$35,016**
(Local Law Enforcement Block Grant) This grant supports law enforcement through a **100% reimbursement** of technology & equipment related purchases.

2008 L.L.E.B.G. (2008 – 2011) **\$12,503**
(Local Law Enforcement Block Grant) This grant supports law enforcement through a **100% reimbursement** of technology & equipment related purchases.

B.J.A. Body Armor Grant **\$6,000***
(Bureau of Justice Assistance) This grant supported the purchase of soft body armor for officers through a **50% reimbursement** of department expenditures.
 * Estimate of projected funding amount.

MEASURES OF ACTIVITY AND PERFORMANCE (Norwich Police Department)

	2008	2009	2010
Indicator	Actual	Estimated	Projected
<i>Service calls</i>			
Total Calls	59,147	57,132	58,497
Total 911 Calls	20,291	20,495	21,577
911 Hard Line	10,295	9,165	9,890
911 Cellular	9,932	11,049	11,920
911 VOIP	64	290	786
Non-Emergency line	38,846	36,632	38,355
Calls for Service (Police)	54,199	52,550	53,509
Calls for Service (Fire)	4,948	4,577	4,903
<i>Other Activity</i>			
Assault on Officer incidents	33	27	28

Officer injuries (all causes)	24	33	27
Part I Crimes	2,044	2,197	2,225
Auto Accidents(Investigated)	1,797	1,624	1,683
Auto Accidents (Fatalities)	1	3	2
Auto Accident (Injuries)	408	301	328
Vandalism (reported)	665	656	706
DWI Arrests	252	185	235
Neighborhood Watch Groups	38	38	38
Dare Students-1 st Grade	438	454	399
Dare Students-3 rd Grade	412	431	429
Dare Students-5 th Grade	444	464	451
SRO Teachers Middle-6 th Grade	161	182	165
SRO Teachers Middle-7 th Grade	155	156	147
SRO Teachers Middle-8 th Grade	137	165	170
SRO Kelly Middle-6 th Grade	208	228	135
SRO Kelly Middle-7 th Grade	192	202	207
SRO Kelly Middle-8 th Grade	223	243	239

* Police activity is based and reported by Calendar Year.

Norwich Fire Department

“Loyal To Our Duty”

DEPARTMENT HEAD: Chief Kenneth J. Scandariato EFO CFEI

PHONE NUMBER: (860) 892-6080

MISSION: To provide a range of programs and services designed to protect the lives and property of all residents and visitors of the city from fires, medical emergencies, exposure to hazardous materials or other dangerous conditions.

VISION: To reduce the impact of fire or other emergencies on life and property through prevention, training, public education and skilled mitigation procedures.

VALUES: Professionalism, Courtesy, Reliability and Competence

GOALS & ACTION PLANS:

- Educate the public in all aspects of life safety; focusing especially on children and elderly with public education programs, school safety classes, elderly housing and senior outreach programs.
- Enforce the life safety code through inspections and construction planning by increasing inspections rate and performing proactive inspections.
- Train fire personnel to the highest standards in suppression and other related emergencies by taking advantage of state and federal funding of training programs.
- Reduce lost service time due to injury and illness by offering health and wellness programs and safe practices education.
- Reduce expense to the taxpayer by taking advantage of bulk purchases, state-negotiated contracts, federal purchase programs and state and federal grants.

- Strategically plan for tomorrow's needs today through a pro-active process and visionary thinking.

FY 2008/2009 ACCOMPLISHMENTS:

- Entered into collaboration with Norwich Public Utilities to build first Solar system in City building
- Awarded \$8440.00 grant through Department of Transportation for hybrid vehicle.
- Awarded \$2500.00 for Emergency Medical Supplies grants savings.
- Awarded \$2000.00 from Grant awarded by Fidelity Insurance for Fire Prevention equipment.
- Awarded \$147,000.000 in government Stimulus funding.
- Awarded \$30,000.00 additional recaptured funds through Community Development
- Awarded \$7200.00 form CERRIT for Continuing Ed training of Norwich Firefighters
- Awarded \$500.00 grant through the CT Fair Plan for a digital camera-Fire Marshal's Office
- Conducted bi-lingual public information and education programs reaching thousands of Norwich residents on Fire Prevention and Safety.
- Developed partnership with Chinese American community for bilingual fire prevention publications.
- Successfully responded to structural fires, hazardous materials incidents, marina emergencies, brush fires and serious motor vehicle accidents without serious injury to personnel.
- Participated in national "Stand Down for Firefighter Safety" Department wide program to reduce firefighter injury and increase awareness of safety practices.
- Continue to sponsor Project Safe Kids Program to ensure properly installed child safety seat installation.
- Continued to expand training for the Connecticut Eastern Regional Response Integrated Team (CERRIT) to respond to HAZMAT, chemical, or terrorist type emergencies throughout Norwich and Southeastern Connecticut.
- Instituted total restructuring of Fire Department structure, duties and responsibilities of all personnel.
- All Fire personnel are trained to ICS 100, 200 and 700, Fire II, and Hazardous Materials technician and EMT/CPR levels.
- All Battalion Chief's are additionally trained to ICS 300 and 400 levels and Fire investigator levels.
- The Chief Officer is trained to ICS 400, 800 and large-scale incident management, Certified Explosion and Fire investigator and Executive Fire Officer Levels.
- Promoted 4 Firefighters to the rank of Lieutenant
- Hired 4 new firefighters to fill vacancies and reduced costs.
- Restructured record keeping in accordance with NFPA guidelines.
- Started "Sounding the Alarm in Norwich" program to deliver 1000 smoke detectors to homes of low income or ESL families.

Collaborations

The Norwich Fire Department works in collaboration with the following organizations:

The New London County Safe Kids Seatbelt program: The NFD host the Safe kids program bi-monthly to promote the safety and welfare of child seat correct installations and distributing fire prevention literature.

The Boys and Girls Scouts programs of Norwich: The NFD Plays host to the cities youth organizations to promote good citizenship and fire prevention.

The Buckingham School English As a Second Language outreach program: The NFD has developed an outreach program to promote fire prevention and safety programs to our citizens who are new to the area.

Fire Prevention /Public Education: All elementary schools and daycare facilities during October. Other community groups as requested.

Fire Prevention Poster Contest: September- December, all city schools (public and parochial). Local awards presentation at the end of December/January with local winner going to the State Level competition.

Open House: First week in October sponsored by Norwich Fire Department and Local 892, Multi-agency (DARE, American Ambulance, Norwich Public Utilities, Mystic Fire Smoke house trailer, State Police Arson Dog), and Vehicle extrication, fire extinguisher demonstrations. Door prizes awarded from local merchants.

Fire Hawk Program: Juvenile fire setter intervention program-ongoing, as needed service for community.

Backus Safety Camp: Bi-annual Safety presentations with Norwich AND Yantic Firefighters, in collaboration with Norwich Safe communities.

Grant Descriptions

In addition to the city-funded department budget, the Norwich Fire Dept. regularly applies for Fire Prevention, Suppression & Emergency equipment grants. These grants are provided from outside sources, are given for a specific purpose, and do not necessarily coinciding with the city's fiscal year. In future periods, these amounts could differ or be eliminated.

AFG (Assistance to Firefighters Grants Program)

The primary goal of the Assistance to Firefighters Grants (AFG) is to meet the firefighting and emergency response needs of fire departments and nonaffiliated emergency medical services organizations. Since 2001, AFG has helped firefighters and other first responders to obtain critically needed equipment, protective gear, emergency vehicles, training, and other resources needed to protect the public and emergency personnel from fire and related hazards. The Grant Programs Directorate of the Federal Emergency Management Agency administers the grants in cooperation with the U.S. Fire Administration.

CDBG (Community Development Block Grant, July 2006) \$161,000 –

This grant supports specific projects and equipment within a specified area of the City of Norwich. CDBG's are 100% grant funded. We apply for an amount based upon need. The amount is normally adjusted and set by the CDBG Board based on the amount of funds available and the number of applicants.

CEDAP (Commercial Equipment Direct Assistance Program)

CEDAP helps meet the equipment needs of smaller jurisdictions by providing communications interoperability, information sharing, chemical detection, sensors, personal protective equipment, technology, and training in using the equipment, devices, and technology. Awards are made to law enforcement and emergency responder agencies not currently eligible for funding through the Department's Urban Areas Security Initiative grant program.

Nuclear Safety Emergency Preparedness Fund

A program administered by the Office of Emergency Management to maintain and staff the Governor's Emergency Operations Center during nuclear emergencies. This program also supports local communities within a certain radius of the emergency planning zone and host communities outside of the emergency planning zone (i.e., evacuation centers). In addition, this program supports other State agencies responding to these emergencies.

CERRIT (Connecticut Eastern Regional Response Integrated Team)

Various reimbursements from state programs through Department of Emergency Management and Homeland Security (DEMHS).

GLOSSARY OF EXPENSES: Replacement Cost: Fire Operations continue 24 hours per day, 365 days per year. Replacement for members of the department who are on holiday, vacation, sick leave and other types of leave is necessary in order to continue uninterrupted emergency services to the public.

Clothing Allowance: Funds uniform replacement and cleaning costs for 52 firefighters, 1 Chief Officer, and 3 Fire Inspectors.

Radio Service: Covers maintenance costs for radio service, which includes equipment associated with the Fire Department emergency dispatch system, mobile and portable radios and electronic repairs for high band, and low band operations.

Building & Ground Maintenance: Includes the cost of maintaining the two fire department stations; including contracts for elevator service, HVAC and all other mechanical services.

MEASURES OF ACTIVITY AND PERFORMANCE (Norwich Fire Department)

	08-09	09-10
PERFORMANCE MEASURE	ACTUAL	ESTIMATED
Fires	497	547
Service calls	170	196
Rescue/ emergency/ medical calls	1604	1764
Hazardous materials	79	84
Other	92	106
Total calls	2442	2697
Average response time (minutes)	2.5	2.5
Civilian casualties	1	0
Fire Service Injuries	27	20
Arson Investigations	5	1
Inspections/ re-inspections	872	924
Complaints Investigated	39	41
Violations found	1513	1604
Violations corrected	911	1048
Fire investigations Conducted	43	45
Community service/ public safety presentations	75	78
Training hours/ person	554	575
Marine Operations	10	12

Taftville Volunteer Fire Department

DEPARTMENT HEAD: Timothy Jencks

PHONE NUMBER: (860) 887-6676

MISSION: To provide a high quality emergency fire and rescue service, an excellent fire prevention program (including public education), and a firefighting and rescue force capable of handling all types of emergencies.

VISION: The fire company is one of the important branches of the municipal government. The primary purposes for which said corporation was formed is to prevent loss of life and/or property by fire, accident and medical emergencies in the Taftville Fire District and in all mutual aid response situation regardless of location.

VALUES: Professionalism, Safety, Service, Efficiency and Fiscal Integrity

GOALS & ACTION PLANS:

- Professional response to, and mitigation of, emergency incidents.
- To organize, manage and train fire personnel.
- To procure, repair and maintain all fire equipment and the fire station.
- To have a prompt, punctual and trustworthy membership in order to facilitate an efficient firefighting organization that will win the approval of everyone.

FY 2008/09 ACCOMPLISHMENTS:

- Completed all annual required training.
- Increased public education program delivery.
- Two cadets graduated from the cadet program to become probationary firefighters.
- Re-activated the Dive Rescue Team
- Six firefighters attended National Fire Academy training.
- Seven firefighters completed training as certified "Rescue Divers"
- Continued with Station energy efficiency upgrades
- No accidents involving city apparatus
- Increased the department membership by 30%

Laurel Hill Volunteer Fire Department

DEPARTMENT HEAD: Aaron Westervelt

PHONE NUMBER: (860) 892-1974

MISSION: To deliver quality preventative and emergency service to the community through an efficient and effective delivery of services, public education and ongoing training.

VISION: To protect residents' life and property. To become the finest fire service organization possible by utilizing and developing our members to their fullest potential and maximizing our use of the resources available to achieve our goal.

VALUES:

- Professionalism,
- Service to the public,
- Teamwork,
- Ability to adapt to the changing and diverse needs of our community and department.

GOALS & ACTION PLANS:

- To have 100% of members with at least one State of Connecticut certification in either EMT or Firefighter 1 by the years end.
- Continue to be the global means of fire protection for the City of Norwich with Laurel Hill providing the forestry and wild land fire suppression services.
- Continue to be a global water supply company for the City of Norwich with Hose Tender 6.
- To continue working toward a more global outlook for fire services in the City.

FY 2008/2009 ACCOMPLISHMENTS:

- 3 firefighters were trained to the firefighter 1 level.
- 2 firefighters were trained to the firefighter 2 level.
- Completed renovations to the Laurel Hill Fire Company to allow for a permanent parking spot for UTV 6 trailer.
- All members are trained and certified to the State of Connecticut DEP level for wild land firefighting; Laurel Hill is one of only ten departments in the State with this level of training, and the only department in southeast Connecticut.

MEASURES OF ACTIVITY AND PERFORMANCE (Laurel Hill Vol. Fire Department)

	08-09	09-10	07-08	08-09
INDICATOR	Actual	PROJECTED	ACTUAL	ESTIMATED
Brush Fires	4	6	7	7
Structure Fires	6	5	3	3
Fire Alarms	22	27	32	32
Service Calls	6	11	17	15
Rescue/Emergency	5	3	3	3
Motor Vehicle Accidents	4	9	15	15
Vehicle Fires	1	3	5	4
Haz-Mat Calls	2	3	4	3
Mutual Aid	31	25	18	21
CO Problems	1	2	5	5
Water Emergency	5	4	4	4
Medical Calls	21	31	40	41
Total Calls	108	129	153	153
Average Response Time	3.5	3.5	3.5	3.5
Accidents involving city fire vehicles	0	0	0	0
Civilian Casualties	0	0	0	0
Fire Service Injuries	0	0	0	0
Drills/Training	76	78	78	78
Training Hours	3,100	3,300	3,300	3,250
Community events attended	22	24	25	24
Percentage of women/minority members	33%	33%	31%	33%
Firefighters with State of CT Certifications	97%	98%	98%	96%

Chief

Occum Volunteer Fire Department

MISSION: Respond to all calls for assistance within the Occum Fire District or where requested. Provide emergency services in a professional and responsible manner, and to achieve that level through training and certification. Perform community education activities to promote a safer environment, for its firefighters and the community.

VISION: To protect life and property through efficient response, public safety education and community involvement. Strive to become a better organization by developing our members to their fullest extent.

VALUES:

- Professionalism
- Safety
- Service
- Fiscal Integrity
- Efficiency

GOALS & ACTION PLANS:

1. Professionally respond and mitigate emergency incidents.
2. Promote the safety and health of our personnel.
3. Provide training and education to maintain and improve the skills of an effective firefighting organization.
4. Maintain all apparatus and equipment in accordance with accepted safety standards.
5. Recruit, train and maintain new firefighters and or emergency medical personnel.

6. Promote a safer community by providing community fire safety and personal safety education programs.

ACCOMPLISHMENTS:

1. Several firefighters received Firefighter I certification training.
2. Successfully mitigated emergency calls for the past year with no serious injuries to personnel.

Occum Volunteer Fire Department
Performance Measures

WORKLOAD/OUTPUTS

	09/10	10/11 Projected
CO Problem	1	3
Structural Fires	2	3
Mutual Aid (fire & medical)	25	30
Assorted Fires	34	40
Service Calls	8	10
Emergency Medical Calls	71	80
Motor Vehicle Accidents	22	25
Hazardous Material Incidents	<u>4</u>	<u>6</u>
 Total Calls	 167	 197

OUTCOME/RESULTS

Accidents Involving City Vehicles	0	0
Civilian Casualties	0	0
Fire Service Injuries	0	0
Training Sessions	71	80
Training Man hours	2,100	2,400
Community events attended	25	25
Percentage of Women/minority	30%	30%
Firefighters with State certification	45%	65%
Personnel with EMT/MRT	65%	70%

EFFICENCY

Average response time (minutes)	3.5	3.5
Cost of dept/cost of total general fund operations		0.07%

East Great Plain Volunteer Fire Department

DEPARTMENT HEAD: Patrick Daley
PHONE NUMBER: (860) 886-0392

MISSION: The mission of the East Great Plain Volunteer Fire Company is to provide emergency services to our fellow citizens, friends, neighbors and guests in a prompt, professional, personal manner. This accomplished by treating all persons we encounter as if they are part of our family, and all property we encounter as if it was our own. We strive to remain on the cutting edge of our chosen vocation in a caring, yet efficient way.

VISION: To provide fire suppression, emergency medical services, hazardous materials response services, rescue services and fire prevention training to our community using the best personnel and equipment available. To provide these services with members who are thoroughly trained in the latest techniques and equipped with the most up-to-date equipment. To be a part of the county's professional associations and various subcommittees to ensure our community is well represented. To look out for the health and welfare of our members and their families. We will aggressively take advantage of every opportunity to make this vision a reality.

VALUES: Community Service, dedication, family, efficiency, caring, responsible.

GOALS & ACTION PLANS:

- Implement the goals and enabling objectives outlined in our Strategic Master Plan.
- Maintain the fire station and all departmental equipment in a safe and proper manner.
- Foster good relations with the community, private sector and governmental entities in order to build goodwill and increase the possibility of outside funding.
- Continue to provide prompt, high-quality service to the community in a safe and fiscally prudent manner.
- Responsibly plan for future needs of the department by maintaining equipment and adequately training members.

FY 2007/08 ACCOMPLISHMENTS:

ACCOMPLISHMENTS:

1. Won Life Safety Award for zero fire deaths.
2. Had the most responses of any volunteer fire company in Norwich and is ranked among the busiest in New London County.
3. Completed the first three year Strategic Master Plan in Fire Company history.
4. Had no accidents involving city owned fire apparatus despite the large number of responses.
5. Was one of a handful of fire departments featured on CPTV documentary "On Watch" concerning volunteerism in Connecticut
6. Successfully mitigated several structural fires and serious motor vehicle accidents without serious injury to the company's members.
7. Hosted the Honorable M. Jodi Rell, Governor of the State of Connecticut, at a ceremony recognizing firefighters in the State.

MEASURES OF ACTIVITY AND PERFORMANCE (East Great Plain Vol. Fire Department)

East Great Plain Volunteer Fire Department Performance Measure	2007-08	2008-09	2009-10
	Actual	Projected	Projected
Fire (building, vehicle, brush etc.)	46	26	29
Overpressure Rupture, Explosion (no fire)	0	6	7
Rescue & EMS Incidents (EMS vehicle accidents extrication)	680	652	650
Hazardous Conditions	48	54	60
Service Calls	47	36	40
Good Intent Calls (Auth Controlled burns, smoke scares)	47	64	70
False Alarms and False Calls	144	164	180
Severe Weather & Natural Disasters	3	1	2
Total Calls	1015	1003	1038
Training hours	1167	2000	2100
Attended	35	40	45
Emts/Mrt	35	37	42
Defib Trained	45	45	45
State Fire Certified	32	30	30

Yantic Volunteer Fire Department

DEPARTMENT HEAD: Frank Blanchard
PHONE NUMBER: (860) 887-2221

MISSION: To respond to calls for emergency services including fire suppression, medical assistance and motor vehicle extrication. To educate its members in safe, up-to-date fire and rescue techniques. To educate the public in fire prevention and home safety practices.

VISION: Provide fire protection & suppression, technical rescue, hazardous materials identification & containment along with R1 emergency medical services to the residents and businesses in the Yantic district of Norwich (which is an area of approximately 9.6 square miles of the city's 27.1 square miles and includes many of the city's largest employers and taxpayers).

VALUES: Professionalism, Communication, Competency and Safety

GOALS & ACTION PLANS:

- Continue to serve the people of our district, and to provide mutual aid to other districts as needed in a professional manner while providing fire suppression services; emergency rescue & medical care; and hazardous material identification and training.
- Maintain high levels of performance and professionalism through constant training of our volunteer firefighters.
- Keep up to date with the many changes in the district so that we may assess what needs may arise in the near future.
- Continue public education in our schools, daycare's, elderly housing and industries.
- Continue to apply for federal and state aid, to help in the acquisition of new equipment.

FY 2008/09 ACCOMPLISHMENTS:

- Won Life Safety Achievement Award for zero fire deaths.

-
- Brought 5 new members into the department and hosted a State Certified FF 2 class in YANTIC and certified 8 members totaling 42 certified FF 2 members in the company.
-
- Rolled out a new comms. plan in Yantic consistent with all the other city fire companies, this new communications plan has improved fire ground communications and firefighter safety.
- Worked with the Taftville Fire Company to revive and establish the Norwich Underwater Search & Rescue Team – DIVE 23, currently on line and able to respond.
-
- Worked with all Norwich Fire Companies to enhance apparatus responses, bulk equipment purchases, reviewed all apparatus currently in service, looked at the future equipment needs of the cities entire fire service.
- Renovations to the Main fire station included a new roof, structural modifications, Overhead doors, Boiler, Pass Doors, Painting, Sprinklers, Air Conditioning, Landscaping and various other items 20% of the work was preformed by the membership and over \$55,000.00 was spent through fundraising efforts to help defray the renovations costs.

MEASURES OF ACTIVITY AND PERFORMANCE (Yantic Volunteer Fire Department)

	07-08	08-09	08-09	09-10
PERFORMANCE MEASURE	Actual	Estimated	Actual	Proj.
Structure fires	26	20	21	20
False alarms	17	15	16	10
Internal alarms	73	110	82	100
Miscellaneous calls	62	90	66	50
Rescue/ emergency	259	200	266	250
Vehicle accidents	77	100	83	100
Automobile fires	19	30	18	20
Grass/ brush fires	9	20	11	20
Chemical incidents	12	20	10	5
Mutual aid	29	20	31	30
Service calls	21	50	33	50
Total fire calls	604	675	637	755
Average response time (minutes)	3.2	3.2	3.2	3.2
Accidents involving city fire vehicles	0	0	1	0
Civilian casualties	0	0	0	0
Fire service casualties	0	0	0	0
Fire-related civilian casualties	0	0	0	0
Fire-related injuries	3	0	2	0
Public education man hours	700	800	800	800
Training man hours	2,105	2,500	2,165	2,500
Firefighters with State of CT certification	96%	95%	97%	95%
Percentage of personnel receiving EMT training	58%	60%	58%	60%

Office of Emergency Management

DEPARTMENT HEAD: Gene Arters, Director

PHONE NUMBER: (860) 887-1018

MISSION: To exercise the standards , procedures and disciplines for the protection of life and property from natural and man-made disasters through effective public information and education programs and emergency operations planning.

VISION: Enhance the collaboration and build strong partnerships between local, state and federal agencies to ensure the public is well prepared and Norwich will be disaster “resilient”.

VALUES: Professionalism, Service, Integrity and Community Involvement

GOALS & ACTION PLANS:

- Enhance the Emergency Operations Center software program by implementing WEB-EOC for centralized “event” management.
- Continue to mitigate the expense of emergency management activities to the Norwich taxpayer by fueling the budget engine with grants from the Federal Emergency Management Agency, Department of Homeland Security, Environmental Protection hazard mitigation grants and nuclear safety funds from the Dominion Nuclear Power Station.
- Collaborate with local and state representatives to develop meaningful plans for the physically and mentally challenged.

FY 2008/09 ACCOMPLISHMENTS:

- Executed Department requirements to maintain the prestigious “Storm Ready” designation for year number three from the National Oceanic & Atmospheric Administration.
- Completed necessary plans to receive enhanced EMPG funding from the State Office of Emergency Management and Homeland Security.
- Successfully administered plans to deal with the effects of the Peachtree Apartment complex fire.
- Opened a “donated goods” distribution center at the Norwichtown Mall for the victims of the Peachtree Apartment Complex fire. The distribution center was opened for one month and met the total needs of the displaced residents.

MEASURES OF ACTIVITY AND PERFORMANCE (Office of Emergency Management)

	07-08	08-09	09-10
INDICATOR	ACTUAL	PROJECTED	PROJECTED
Hours of emergency training	875	850	1100
Personnel trained	38	50	115
Shelters maintained	19	19	19
EOC activations	8	12	12
Dive team rescue calls	1	2	1
Flood assistance calls	74	75	50
Speaking engagements	23	25	25
Public information/education exhibits	21	20	23
Percentage of emergency operations plans updated	100%	100%	100%

Economic Development

Under the Norwich City Charter, the Mayor is charged with “primary responsibility for economic development and to be the catalyst, in consultation with members of the City Council, the City Administrator, and any other agencies created by the City Council, for the economic development of the city.” Various city departments work closely with the Mayor to promote the development, restoration, and preservation of city neighborhoods. In addition, two city-funded, non-governmental organizations –the Norwich Community Development Corporation and The Rose City Renaissance – provide critical assistance to business located in, or relocating to, the City of Norwich.

In this Section:

- Department of Community Development
- Department of Planning and Neighborhood Services
- Office of Tourism
- Norwich Community Development Corporation
- Main Street Program (Rose City Renaissance)

Department of Community Development

Head of Department: Jennifer Gottlieb, Assistant City Manager
Phone Number: (860) 823-3746

Mission: To administer the U.S. Department of Housing and Urban Development's Community Development Block Grant program and other federally funded community improvement programs funded in a manner that complies with applicable laws and that benefits low and moderate-income people, as charged by the Community Development Act of 1974.

Vision: Contribute to the economic and community development of the City of Norwich and its low and moderate-income residents. Community Development programs contribute to Norwich development by investment in infrastructure and revitalization projects. The Department simultaneously assists individual residents by administering programs that foster financial stability.

Values: *The Community Development Department is committed to improving the quality of life for low and moderate-income Norwich residents.*

GOALS & ACTION PLANS:

- Provide decent housing, including assistance to the homeless and those with special needs.
- Provide a suitable living environment. This includes revitalization of deteriorating neighborhoods, revitalization of brownfields, investment in energy efficiency, elimination of lead hazards, blight and property code violations.
- Expand economic opportunities. This includes job training and education particularly in health sciences, skilled trades and English as a Second Language, assistance with childcare costs and provision of emergency assistance for food and shelter.

NOTABLE FY 2008/2009 ACCOMPLISHMENTS:

- Attained a \$1.6 million lead hazard control grant from the Department of Housing and Urban Development to remove lead based paint hazards from residential housing units
- Attained a \$867,000 Neighborhood Stabilization grant from the Connecticut Department of Economic and Community Development for renewal of properties affected by foreclosure
- Successful implementation of local childcare assistance program that helped 25 families
- Assisted Norwich Public Housing in installing insulation at public housing units
- Assisted eligible public schools in improving energy efficiency
- Rehabilitated 25 housing units for low and moderate-income people
- Funded 2 classes at Norwich Adult Education for English as a Second Language
- Funded training for healthcare positions for low and moderate-income people
- Funded case management services and winter shelter services for adult homeless individuals
- Funded extended hours to facilitate parents work schedules at Norwich's Summer Recreation Program

Department of Planning & Development

CHIEF PROGRAM ADMINISTRATOR: Peter Davis

PHONE NUMBER: (860) 823-3766

MISSION: To facilitate residential, commercial and industrial development.

VISION: To ensure the well being of Norwich residents and of the Norwich economy by enforcing the zoning laws, encouraging development and combating blight.

GOALS & ACTION PLANS:

- Provide fair and effective administration of Building, Zoning, Housing, Blight and Environmental codes in order to improve quality of life and stabilize property values.
- Provide timely review of plans and applications through appropriate assignment of staff and required training.
- Complete inspections in an efficient manner by providing staff with necessary materials and proper scheduling procedures.
- Provide aggressive enforcement of housing and property maintenance codes through appropriate staffing and training.
- Investigate methods of improving development review process through more effective methods of facilitating interdepartmental referral process.

FY 2008/09 ACCOMPLISHMENTS:

- Continued Blight Enforcement Program. Collected \$42, 641 in citation fines.
- Updated city's Five-Year Capital Improvements Plan.
- Administered review of RFP/RFQ Environmental Services document for former State Hospital property.
- Participated in Advisory Committee for former State Hospital property.
- Provided staff assistance to Mayor, City Manager, City Council, City Development Agencies, Commission on the City Plan, Inland Wetlands, Watercourses and Conservation Commission, Zoning Board of Appeals, and community groups on various projects.
- Participated in City Manager's 20 year Capital Planning Committee initiative.
- Participated in City Manager's Bond Rating & Bond Sales initiatives.
- Updated Building, Zoning, Planning application and fee structures.
- Generated \$ 533,251 in permit, application and citation fees.

MEASURES OF ACTIVITY AND PERFORMANCE (Planning and Construction Department)

	08-09	09-10	10-11
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	ACTUAL	PROJECTED	PROJECTED
INDICATOR			
Site development plans reviewed	16	12	15
Subdivision/resubdivision plans reviewed	3	1	1
Special permit applications reviewed	10	10	11
Zoning permit applications reviewed	370	400	400
Zoning variances granted	32	30	30
Zoning variances denied	3	5	5
Inland Wetlands applications	22	20	20
Zoning complaints investigated	240	250	250
Residential building permits issued	1705	1000	1200
Commercial bldg. Permits issued	294	200	200
Industrial building permits issued	3	2	2
Structures condemned	1	5	5
Dwelling units condemned	12	25	25
Buildings demolished	21	10	10
Code violations investigated	1361	1500	1500
Citations issued	240	250	250
Citation Fees collected	\$42,641	\$50,000	\$50,000

Norwich Community Development Corporation

CHIEF PROGRAM ADMINISTRATOR: Robert Mills, Executive Director

PHONE NUMBER: (860) 887-6964

MISSION: To promote and grow the industrial, manufacturing and commercial base of the city. To promote and

support efforts for growth in the downtown and elsewhere in the city in its position as the economic development arm of the City of Norwich.

VISION: To promote the Norwich Business Park as a good place to do business, retain existing manufacturing base currently located in the Park, and to create opportunities for other development that will lead to positive tax growth and improvements throughout the community.

VALUES: The NCDC values its ability to contribute to the city by using creative license to encourage development opportunities and promote those opportunities that will provide the best economic advantage for the city.

GOALS & ACTION PLANS:

- Promote the Norwich Business Park by creating and implementing a retention plan to support and retain existing manufacturing companies.
- Continue the search for new land for expansion in the Norwich Business Park by exploring a partnership with the Town of Franklin using a tax-sharing program.
- Continue assisting developers and others wishing to do business in Norwich by offering information, support and easy access to city officials; provide assistance and contacts for available development programs at the state and local level.
- Continue to support the growth of business creation in the downtown by offering small business assistance, information and referral for available programs through partnership with local and state agencies.
- Continue to support Norwich Tourism in its efforts to create a regional tourist destination for visitors. Tourism, arts, restaurants and retail downtown are critical to the overall growth of the city.
- Continue to assist the city in the administration of state grant projects as required; to pursue future appropriate sources of funds, including state, federal, grants and/or gifts from individuals, corporations and associations for future economic development projects.
- Continue to assist the city in preparation of economic development material and publications; publicize, advertise and otherwise promote economic development plans for attracting private investment in various plan implementations.
- Continue to participate in state and local economic development boards and commissions and represent the City of Norwich at various state and regionally sponsored events.

FY 2008/09 ACCOMPLISHMENTS:

- Electric Boat placed 400 design/engineering employees in 60,000 ft of high tech space in the Business Park on a long term lease.
- Retention and business assessment visitations were made to key businesses around the City.
- Exploratory visits to land owners in and around the park were conducted to assess potential sites for locating new businesses.
- Executed a RFQ/P for the Norwich State Hospital site in conjunction with the City of Norwich.
- Hosted multiple visits with developers, academics, land use planners, business owners and real estate brokers to Norwich and surrounding communities to explore interest in the area and establish connections to

future opportunities.

- Investigated grant opportunities with EPA, EDA, OPM, and DECD.
- Attended ARRA training program to assist the City of Norwich in acquiring Stimulus funding.
- Joined the Board of Directors of the Southeastern Connecticut Enterprise Region (SeCTer).
- In coordination with a SeCTer led Business Development effort- highlighted the benefits of Norwich to an 8 member Site Selection Consultant team.
- Joined the Board of Directors of the Connecticut Economic Resource Center (CERC).
- Joined the Board of Directors of the Connecticut Economic Development Association.
- Joined the Northeast Economic Developers Association.
- Assisted the City of Norwich in the due diligence work to evaluate the Norwich Hospital Site.
- Provided presentations to Rotary, Chamber of Commerce and Leadership groups about key NCDC and Norwich projects.
- Made presentations to realtor brokers about brokerage opportunities in Norwich.
- Moderated Mayor's Forums on the Norwichtown Mall and the Norwich State Hospital.

Main Street Program (Rose City Renaissance)

CHIEF PROGRAM ADMINISTRATOR: Richard Kramer, Executive Director

PHONE NUMBER: (860) 887-3289

E-Mail: rbryankramer@msn.com

MISSION: Rose City Renaissance is a preservation-based, volunteer driven non-profit organization working to revitalize the historic downtown and waterfront areas of Norwich, through creativity, cooperation and community partnership. RCR continues to promote downtown revitalization, driving the critical issues relevant to the sustainability and growth of downtown by supporting the needs of those who live, work and play there.

VISION:

- Rose City Renaissance's vision for downtown Norwich is that it is the center of activity for the residents of Norwich,

and especially those who live downtown and in the inner-ring neighborhoods – a thriving community with character and livability.

- The downtown is home to a viable and profitable business community, as well as relevant governmental agencies, properly sited, with the infrastructure necessary for their efficient operation.
- The waterfront is an integral part of downtown, providing active and passive recreation; retail, restaurants, and arts and entertainment venues; private residences as well as hotels, inns and bed and breakfasts; and marina and marine-related commerce.
- Through its proactive efforts and commitment to good design, Norwich has melded its architectural heritage with new structures meeting the needs of the next generation.
- Downtown has an atmosphere, which attracts visitors as Norwich celebrates the arts, and promotes its history and cultural diversity. It provides them with a supportive environment; and in addition, it serves as the gateway to “The Last Green Valley” of the Quinebaug-Shetucket Heritage Corridor and all of Eastern Connecticut.

VALUES:

- Rose City Renaissance is committed to the values of good design, ethical practices, environmental responsibility, civic leadership, diversity and inclusiveness. It seeks to initiate creative change in Norwich in order to return the historic downtown and waterfront districts to their role as the thriving centers of community life.

GOALS & ACTION PLANS:

- To engage businesses, residents, government, civic organizations and other key partners and stakeholders in the redesign and recreation of a vibrant downtown community, and to serve as an advocate for their interests.
- Conduct a series of small, early evening gatherings within the inner-ring neighborhoods to promote the value of downtown and to seek to engage them as supporters of downtown.
- Implement programming that will highlight important issues and provide a focus for community debate and discussion
- Develop and utilize ongoing activities to promote RCR and its work.
- Engage students in the community to participate in the RCR mission
- To identify, develop and promote the unique character of downtown, including the waterfront areas; and to engage in activities which will create a sense of opportunity, of community and of place, so that it might become the location of choice for residents, businesses and visitors
- To preserve and ensure the historical and architectural integrity of downtown assets and provide for quality design in new development
- To position Norwich so that it is able to attract new businesses to its downtown; and to ensure that our downtown merchants and other business owners are fully prepared to meet the challenges of operating in its environment.

ACCOMPLISHMENTS AND UNDERTAKINGS FOR 2008-2009

No information available at this time.

Office of Tourism

CHIEF PROGRAM ADMINISTRATOR: Jacquie Barbarossa

PHONE NUMBER: (860) 886-4683

MISSION: Actively promotes the City of Norwich, its attractions and events.

VISION: To promote Norwich as a visitor destination with a city that’s filled with history, unique architecture, theaters, museums, attractions, annual events and an ideal harbor location.

VALUES: Norwich preserves and promotes its architectural heritage, wealth of history, recreational facilities, attractive harbor setting, and arts & culture.

GOALS & ACTION PLANS:

- Continue to promote Norwich and its events with area travel associations and visitor bureaus.
- Continue to develop, update and distribute Norwich tourism brochures.
- Serve on local event and tourism related committees.
- *Secure media stories in print about Norwich through local, state, regional, and national publications.*

FY 2008/09 ACCOMPLISHMENTS:

No information available at this time.

General Administration

The Norwich City Charter provides that “the city manager shall be the chief executive officer of the city and shall be responsible to the council for the administration of all departments and agencies of the city government except in those cases where the head of the department or agency is appointed by the council or elected by the people. He shall have power to supervise, direct and control the operation of all departments and agencies under his jurisdiction.” Under the charter “the council shall appoint a city manager which appointment shall be made solely on the basis of his executive and administrative qualifications with special reference to his actual experience in or knowledge of accepted practice in respect of the duties of his office.”

The charter also establishes “a department of personnel, pay and pensions, the head of which shall be the director of personnel. He shall be appointed by the chief executive officer of the city, shall be a member of the classified service and shall be selected on the basis of merit and fitness after an open competitive examination as provided in section 3 of this chapter.”

The personnel department is responsible for the administration of all aspects of the city's employment programs, and enforcement of the city's merit system rules. The department also administers the city's employee pension and health insurance programs.

The city's management information services department is responsible for maintaining all of the computer systems operated by city departments and agencies. MIS also assists city agencies publish electronic information for the public (see www.cityofnorwich.org).

In this Section:

Office of the City Manager
Personnel Department

Office of the City Manager

DEPARTMENT HEAD: Alan H. Bergren, City Manager
PHONE NUMBER: (860) 823-3750

MISSION: The mission of the City Manager's office is to coordinate, supervise, direct and control the operations of the city's administrative departments to ensure that city employees fully and faithfully execute the laws of the state, the City Charter, and the ordinances and policies established by the City Council. The City Manager and his staff work with the members of the City Council and the Mayor to ensure that their goals for the city are realized.

VISION: The City Council and the general public will regard the City Manager's office as a competent, responsive and effective government office.

VALUES:

- We have a deep respect for the residents of Norwich and strive to be responsive to their questions and concerns.
- We are committed to honesty and openness in government.
- We believe that Norwich city employees are capable men and women who possess the skills and knowledge necessary to lead the city forward.
- We believe that strategic investment and sound financial practices are essential to the city's well being.

GOALS & ACTION PLANS:

- Continually improve citizen satisfaction with all city services.
- Continually improve our understanding of what the citizens of Norwich want us to achieve.
- Provide the Council and the public with the best, most accurate, information possible.

TARGET ACTIVITIES

- Support Norwich infrastructure improvement projects.
- Provide state and federal legislators and officials with information about Norwich city government activities, priorities and progress.
- Work in conjunction with the Mayor's office on economic development efforts.

Human Resources Department

DEPARTMENT HEAD: Thomas Dawkins, Director

PHONE NUMBER: (860) 823-3713

MISSION: To enhance the value of the employment relationship for City of Norwich employees and for the city, within the framework of Connecticut and Federal labor laws, the city's Merit System Rules, and the various collective bargaining agreements.

VISION: To be a valued resource for all employees, including managers, on matters dealing with the interactions between employees and the city. To support the efforts of all city departments in order to improve employee productivity, job satisfaction, and organizational performance through effective administration of human resources services and programs. To encourage contact between city and individuals interested in employment with the city.

VALUES: Compassion, Fairness, and Consistency

GOALS & ACTION PLANS:

- Maintain Human Resources Department effectiveness by continually providing a varied and challenging work environment, encouraging innovation from staff members, and responding promptly to staff members' needs.
- *Maximize usage of available technology to improve access to and flexibility of employee, retiree, and applicant databases.*
- Annually review and/or update ten job descriptions for accurate content and ADA format.

- Reduce recruitment cycle time (from initial requisition through testing and final offer).
- Increase the number of minority employees in the city through concerted efforts to increase the number of qualified minority applicants.
- Offer at least eight training opportunities to supervisory employees through the Employee Assistance Program, the Training Consortium, Connecticut Conference of Municipalities and other sources.
- Continue to recognize employees annually for perfect attendance and service milestones.
- Administer seven labor contracts and respond to grievances to avoid arbitration by finding the parties' mutual interest; or to prevail in arbitration in the absence of negotiated agreement.

FY 2008/09 ACCOMPLISHMENTS:

No information available at this time.

Access to Public Information

Under the charter on the first Tuesday in December following each general municipal election, the City Council must appoint a town and city clerk to serve for a term of two years. The City Clerk has all powers and duties conferred and composed by state law and is specifically responsible for maintaining land records, birth and death certificates. The Clerk performs numerous other functions as outlined in the following pages.

The charter requires that every two years “there shall be elected at a town or city meeting to be held coincidentally with the general state electiontwo registrars of voters for whom no elected shall vote for more than one and no more of one of them of whom shall be a member of the same political party.” The charter states that “the general statutes shall provide the method for the registration and making the voters; for the establishment of voting districts and voting places; and for the appointment of moderators and other election officials who govern registration and administration of elections. The office of elections ensures compliance with all applicable laws and regulations.

In this Section:

Office of the City Clerk
Elections Office

Office of the City Clerk

DEPARTMENT HEAD: Sandra Greenhalgh, City Clerk
PHONE NUMBER: (860) 823-3734

MISSION: To serve as the custodians of the city's vital records and documents.

VISION: To maintain security while providing better and faster access to the public's records and documents using modern information technology.

VALUES: Accuracy, Efficiency and Professionalism

GOALS & ACTION PLANS:

- Expand upon existing storage units in the clerk's main office to utilize existing unused area.
- Provide an updated front computer work area for the public with new computers and worktable.

FY 2008/09 ACCOMPLISHMENTS:

- Established a more efficient and user-friendly work area for both the customers and employees.
- Continued with previously established portrait displays of previous Town Clerks, which had been discontinued since 1979.

MEASURES OF ACTIVITY AND PERFORMANCE (City Clerk's Office)

	08-09	08-09	09-10	10-11
INDICATOR	ESTIMATED	ACTUAL	ESTIMATED	PROJECTED
Land records recorded	9,500	7890	6,486	10,000
Marriage licenses issued	350	292	333	350
Death certificates recorded	575	458	510	575
Birth certificates recorded	1,050	1070	969	1,050
Absentee ballots issued	400	261	1379	700
Passport Applications Processed	500	423	127	-
Dog Licenses Issued	2,100	2,078	2,069	2,100

Elections Office

CHIEF PROGRAM ADMINISTRATORS: Nancy DePietro and Gerald Kortfelt

PHONE NUMBER: (860) 823-3754

MISSION: To maintain a voter registration list and administer all elections, referenda and primaries.

VISION: To perform all of the duties required by law accurately and efficiently.

VALUES: Efficiency, Accuracy, Timeliness and Professionalism.

GOALS & ACTION PLANS:

- Increase knowledge of election laws and keep up to date on changes.
- Use technology to maintain complete and accurate voter registration with periodic changes referred by the Secretary of State, Department of Motor Vehicles and the Post Office.
- Attend training programs sponsored by the Secretary of State and ROVAC, including periodic county meetings.
- Completed annual canvas of voters.
- Organize and conduct primaries when needed. Conduct annual elections including municipal, state and federal election.
- Provide accurate voter registration lists to candidates, the City Clerk, and other interested parties.
- Provide aid and support for voter registration drives.
- Coordinate introduction of new voting machines and new technology.

FY 2008/09 ACCOMPLISHMENTS:

- Completed annual canvas of voters.
- Organized and ran primaries and general election.
- Provided accurate voter registration lists for candidates, City Clerk and other interested parties.
- Supported voter registration drives.

MEASURES OF ACTIVITY AND PERFORMANCE (Elections Office)

	08-09	08-09	09-10
INDICATOR	ESTIMATED	ACTUAL	PROJECTED
Total number of voters	18,400	21,689	23,689
Voters added to roles	1,100	3,289	2,000
Voters removed from roles	750	813	1,000
Voter changes of affiliation	1,300	2,303	1,000

Public Roads, Parks, Utilities, and Buildings

The city's charter requires that the department of public works "shall have charge of the construction, maintenance and repair of streets, storm drains, bridges, docks, wharves, buildings, and all other structures and works not specifically assigned by this charter to some other agency." The department is responsible for street cleaning, trash collection, and "the care, management and control of all cemeteries owned and controlled by the city." The department also operates a city garage for the maintenance and repair of municipal vehicles and maintains all public parks and land used for passive recreation.

In 1904, city leaders made an important decision to own, operate, and strategically control local utilities. Norwich Public Utilities is the municipally owned enterprise that operates and maintains the gas, electric, water and sewer systems for the community. Governed by a board of commissioners, who are appointed by the City Council, Norwich Public Utilities has been in continual operation since its purchase over 100 years ago.

Norwich Public Utilities is one of just a few utilities in New England that provides four unique services to community homes and businesses. It serves 20,280 electric customers and 7,870 natural gas customers. In addition, NPU provides water from two active reservoirs and treatment facilities, which serve 10,970 households in the towns of Norwich, Preston, Uncasville and Lisbon. NPU also operates and maintains Norwich's Sewage Treatment Plant that cleans wastewater from 7,100 homes and businesses, in addition to receiving septage from local septic haulers. Finally, NPU has agreements to provide transportation for natural gas to areas outside of the city.

In this Section:

Public Works Department

Public Utilities Department

Public Works Department

DEPARTMENT HEAD: Joseph Loyacano
PHONE NUMBER: (860) 823-3789

MISSION: Maintain the city’s infrastructure, including roads, bridges, parks, cemeteries, buildings, solid waste facilities and automotive equipment.

VISION: The Norwich Public Works Department strives to be the model public works in southeastern Connecticut, one that other municipalities use as their benchmark.

VALUES: Skill, Service, and Integrity

GOALS & ACTION PLANS:

- Decrease the overall cost of road maintenance by resurfacing at a 20-year cycle.
- Improve response time to work orders for repairs and assistance.
- Increase recycling rate in solid waste program by increasing public awareness.
- Improve drainage system operation and maintenance.
- Increase effectiveness of fleet by reducing average age of heavy trucks to 10 years with no individual trucks greater than 20 years old.
- Reduce operating costs through energy efficiency initiatives.

FY 2008/09 ACCOMPLISHMENTS:

- Completed construction of city dock at Howard T. Brown Park.
- Replaced underground gas and diesel storage tanks at Public Works garage.
- Repaired and repointed approximately 1,020 linear feet of retaining wall along Central Avenue.
- Implemented single-stream recycling.
- Replaced upper and lower roof at the City Hall Annex.
- Installed approximately 2,300 linear feet of drainage on Vergason Avenue.
- Purchased and demolished property at 56 Yantic Street to facilitate improvements to the Heritage Trail.

MEASURES OF ACTIVITY AND PERFORMANCE (Department of Public Works)

	08-09	09-10	10-11
PERFORMANCE MEASURE	ACTUAL	ESTIMATED	PROJECTED

<i>Resurface roads on 20-year cycle/ average 8 miles/year</i>				
	Road miles paved	6.4	7*	8*
<i>Make optimum use of state purchase agreements</i>				
	Percentage of procurements screened for possible state bids	100%	100%	100%
<i>Improve response time to work orders for repairs and assistance</i>				
	Median time for completion of repairs	10 days	15 days	15 days
<i>Increase recycling rate through public awareness</i>				
	Flyers, newspaper articles, TV spots, etc.	8	10	12
	Recycling Rate	35%	38%	40%
<i>Improve drainage system operation & maintenance</i>				
	Clean catch basins at least one time each year	100%	100%	100%
	Percentage of streets swept by August	100%	100%	100%
<i>Increase effectiveness of heavy truck fleet</i>				
	Number of trucks >20 years	0	1	2
	Average age of fleet (years)	10.7	11.7	12.3

* Assumes passage of Public Works Infrastructure Bond

Norwich Public Utilities

DEPARTMENT HEAD: John Bilda, General Manager
PHONE NUMBER: (860) 887-2555

MISSION: Norwich Public Utilities exists to make Norwich a better place to live, work and do business.

VISION: We work together to deliver utility services in a way that reflects our passion for exceptional reliability and strong customer and community relationships.

VALUES: *People* – We work together with mutual respect and kindness. We are committed to building our skills, and combining them with the skills of others for top performance.
Reliability – We can be counted on everyday. We continually improve our services and infrastructure to give our customers the best deal possible.
Customer Focus – We all build strong one-on-one relationships. We give each customer what they want while protecting the needs of all customers and the community.
Norwich – We play a vital part in improving the quality of life in Norwich by contributing the city payment, people, resources, and leadership. We leave assets and the environment better than we found them for future generations.

ORGANIZATIONAL OBJECTIVES:

- Significant value to the community
- Exceptional reliability & emergency response
- Happy, loyal customers
- High-performing, fairly-treated staff
- Competitive rates
- Cleaner environment

FY 2008/2009 ACCOMPLISHMENTS:

- Began construction of a fiber Municipal Area Network (MAN) which is being installed to provide enhanced connectivity for all city departments including Norwich Police, Fire and Public Schools.
- Clean Rivers, Clean Harbor, Sound Norwich, the community wastewater project slated to take place over the next ten years, was introduced to the residents of Norwich through open house and informational sessions. This \$100+M project will implement nitrogen removal, minimize treatment plant odors, and eliminate Norwich's 14 remaining combined sewer overflows. Construction of the first phase, to replace the digester heating system, mixing system and cover reusing the byproduct methane gas begins in early 2009.
- Design of the Flyers Drive Sewer project has been completed. The project will serve the Flyers drive, Lambert Avenue and Wayne Street areas of Norwich.
- Continued NPU Energy Efficiency initiatives for residential, commercial and industrial customers:
 1. Distributed 114,440 compact fluorescent light bulbs (CFL) to residential customers. Even operating at only one hour per day, it equates to a savings of 3,132,795 kWh, or roughly enough to power 375 average homes for a year.
 2. Through the summer direct-install program, installed CFLs and water saving devices in 514 residences throughout Norwich.
 3. Provided 21,966 free CFLs to 3,661 residential customers through a mail-in coupon offer.
 4. Provided residential customers with rebated totaling \$29,630 for 361 energy efficient appliances and high efficiency air conditioning systems.
 5. Completed high efficiency lighting, cooling and equipment projects for 13 large commercial & industrial customers. These projects resulted in a total savings of 2,232,312 kWh/year. Customers implementing these projects ranged from multiple manufacturing facilities as well as several school facilities, housing complexes, retail and service providers. The average payback for these projects is less than 2.5 years.
 6. Completed high efficiency lighting and cooling projects for 34 small commercial customers. These projects resulted in a total savings of 684,531 kWh/year. Customers implementing these projects included many small retail and service businesses, several city facilities, banks and professional and medical office buildings. The average payback for these projects is 3.1 years. Many Norwich churches took advantage of the program to add more efficient lighting. Many of the customers who completed lighting projects are planning to or have upgraded other energy systems including HVAC and equipment.
 7. NPU renewed the Zero Percent (0%) Financing Program. Working with four local lending institutions, this program allows eligible commercial customers with qualifying energy efficiency projects to obtain bank financing at a 0% interest rate.
 8. Completed converting city-wide holiday lights to high efficiency LED bulbs.
 9. Continued to educate customers with information on key energy issues, efficiency tips and energy management utilizing public service radio announcements, *Community Matters* and community events.
 10. Conducted a Business Energy Expo, partnering with the Greater Norwich Chamber of Commerce, to provide energy efficiency information to chamber members.

11. NPU coordinates and participates in a system wide load reduction program to control energy use during peak times – efforts during summer 2007 resulted in marked peak demand reduction.

- Lead the design and construction of Norwich’s first-ever solar energy project, which is now on-line and producing 10.3 kilowatts – or enough electricity to power three residential homes. It also has the capacity to feed excess energy back into local utility lines.
- NPU supports community activities, providing enough in-kind services as well as NPU employee volunteers:
 1. Community non-profits are encouraged to utilize *Community Matters* to publicize citywide events. *Community Matters* also provides safety information provided by the city fire department and Uncas Health District.
 2. Partnerships with Norwich public schools are ongoing and include sponsorship of the Junior Solar Sprints, an in-school McGruff safety program, job shadowing and sponsorship of performances at all Norwich schools by the National Theatre for Children during Drinking Water Week.
 3. School safety programs utilize Hazard Hamlet and Smart House as educational tools. These are part of in-school programs created to educate children in the safe use of electricity and energy efficiency. Tilly continues as a recognizable NPU ambassador for children of all ages serving to educate on gas and electric safety issues.
 4. On-going tours of NPU facilities give city residents and school children an opportunity to see where their drinking water comes from, view the hydro facilities, understand the wastewater treatment process and learn about green power initiatives as well as meet with NPU staff to learn about energy issues.
 5. Supports and participates in community activities including, Greenville Day, YMCA Healthy Kids Day, Riverfest, Juneteenth, Family Day, NPD National Night Out, Winterfest, UCFS Health Fair as well as Norwich and volunteer fire department Open Houses.
 6. Enhanced the NPU website so that it now translates into six different languages with the click of the mouse. This was implemented to provide better support to Norwich’s diverse community. Languages include French, Chinese, Spanish, Italian and Polish.
- In a demonstration of supreme teamwork, achieved first place in the Norwich Chamber’s first-ever dragon boat races at Riverfest during June of 2008.
- Geographical information system (GIS) technology fully implemented. Utilization of this technology includes mapping of the electrical, gas and sewer systems to enhance response time to outages, improve customer notification and timely dispatching of crews. Water infrastructure and mobile applications to be developed next.
- Project coordinators worked pro-actively with developers to facilitate the on-going construction of over 400 new housing units.

MEASURES OF ACTIVITY AND PERFORMANCE (Norwich Public Utilities)

No information available at this time.

Health, Housing and Human Services

The Department of Human Services provides for the provision of emergency food and shelter and energy assistance programs to Norwich residents, comprehensive case management services, and an array of employment related services. The department includes the Rose City Senior Center and the Youth and Family Services Division.

The city's recreation department offers a full range of recreational activities for children and adults. The recreation department is also responsible for maintaining and managing all city owned sports/playing fields, courts and facilities.

The Uncas Health District exists to protect the public's health. It works with its member communities to prevent disease and injury, promote healthier communities, and assure a safe environment. It does this through information, education, regulation, and community participation.

In this Section:

Human Services Department

Division of Youth and Family Services
Rose City Senior Center
Recreation Department
Uncas Health District

Human Services Department

DEPARTMENT HEAD: Beverly Goulet

PHONE NUMBER: (860) 823-3778

MISSION: To provide services that assist people in Norwich to become self-reliant and to help them reach their maximum potential.

VISION: Every resident will have the opportunity to reach his or her full potential, economically and socially.

VALUES: Self-reliance, Empowerment and Innovation

GOALS & ACTION PLANS:

- Decrease the number of homeless families and individuals through the following action steps; (1) continue to work with the Rose City Renaissance Economic Restructuring Committee and Norwich Community Care Team to develop supportive housing programs, (2) maintain a leadership role in the operations of the city's winter shelter program, (3) continue to pursue funding for supportive housing programs, (4) maintain leadership involvement in the implementation of the region's "Ten Year Plan to End Homelessness."

- Provide and/or assist Norwich residents to obtain, when necessary, essential safety net services, i.e.; emergency foods, rental assistance, employment services, access to medical benefits, etc.
- Through improved outreach efforts, increase participation in the Federal Earned Income Tax Credit Program, which has a positive economic impact on Norwich's low-income wage earners and the local economy.
- Continue to seek Federal Workforce Investment funds to maintain employment-training opportunities for the city's unskilled and/or underemployed labor force.
- To address the emerging energy crisis, Norwich Human Services will maintain active involvement in advocating for additional State and Federal energy assistance funds for Norwich's elderly, disabled and low-income wage earners.

FY 2008/09 ACCOMPLISHMENTS:

- Awarded \$50,000 in federal employment and training funds to assist our area's unskilled and/or undereducated labor force develop more marketable job skills, focusing in the health and medical related fields. Funds assisted 5 Norwich residents with tuition for the Registered Nursing Program at Three Rivers Community College. Two completed the 2-year program and 3 are entering their second year. In addition, 24 people completed the Certified Nurse's Aid Program, 4 completed the Patient Care Tech Program, and 1 completed the Medical Billing Program.
- Administered three different energy assistance programs to help families meet the rising cost of oil and utilities; EFSP Utility Fund, Project Warm Up and Operation Fuel. Also administered the utility voucher program for Norwich Public Utilities, providing \$25,000 in utility/oil aid to Norwich residents.
- Continued the Volunteer Income Tax Assistance Program and filed CT and Federal returns for 200+ families and brought back over \$260,000 in refunds to the Norwich community.
- Sheltered 70 Norwich homeless residents in the Norwich Hospitality Center and found permanent housing for 48% of them. Garnered over \$46,000 in grants and awards to operate the Center.
- Awarded \$21,000 in federal emergency rent/mortgage funds for economically distressed Norwich families and individuals.
- Provided on site office space for the Children First Norwich/School Readiness Council, Hearts, Hands & Homes Program (supporting local foster families), and Thames Area Citizen Advocacy Program (companionship program for seniors).
- Awarded \$27,461 in grants and donations through the Norwich Safety Net Team for the provision of basic needs to Norwich families and individuals. Programs provided by this funding included Food Assistance, Pharmacy Fund, Job Related Items, Hygiene Items, Utility Assistance, Golden Wishes Program to support our Norwich

Seniors, Kids Fund, Back To School Shoes & Clothing, and Back Pack It To School Program. The Back Pack program itself provided new backpacks and school supplies to 700 underprivileged Norwich children.

- During the holiday season of 2008, Norwich Human Services assisted over 350 Norwich children and families with Christmas gifts and food assistance. Donations of toys, cash, gift cards, food and utility assistance were given by corporations, schools, agencies and citizens alike. City departments sponsored families and virtually every person or family who requested assistance from our agency was served.
- Supervisory staff served in leadership roles in a number of local regional and state human service organizations and initiatives.
- Administered a new Child Care Assistance Program, funded in the amount of \$15,600 through a Community Development Block Grant, to assist Norwich low to moderate income families offset the cost of childcare. Under this program, we assisted 40 families with grants ranging from \$100 to \$1,200.
- Administered a new Food Pantry Assistance Program, funded in the amount of \$10,000 through a Community Development Block Grant. While NHS receives no direct assistance from the grant, we administer funds and distribute payments to 9 Norwich Food Pantries, with the amount of the grants based on the number of persons served by each organization. The total served for 2008/09 as of 5/31/09 was 3,542 persons (unduplicated number).
- Assisted in the relocation of numerous families due to fire or condemnation. Specifically, helped to relocate over 20 units of housing due to the condemnation of the Fairhaven building. In addition, we relocated 18 residents from the YMCA, due to the closing of that facility.
- Was awarded a National Emergency Grant in partnership with the Workforce Investment Board and TVCCA to assist the over 700 laid off Foxwoods' employees find new employment. NHS's role will be to provide support services to these families and individuals as they are re-trained. This grant allowed NHS to hire a case manager dedicated to this grant. (Start date for the grant is 7/1/09.)
- Administered a successful Employment and Training Program pilot with four homeless people. They participated in education activities such as resume writing and interviewing skills. These people then entered a 6 week subsidized work program where they were paid minimum wage. This program will be expanded to include ten people next year.

MEASURES OF ACTIVITY AND PERFORMANCE (Department of Human Services)

	08-09	08-09	09-10	10-11
PERFORMANCE MEASURE	ESTIMATED	ACTUAL	ESTIMATED	PROJECTED
<i>Number Served</i>				
Job placement	165	181	199	217
Rent and housing	96	140	140	140
Relocation due to condemnation				
Adults	70	53	55	55
Children	21	23	20	20
Utilities	580	739	400	300
Food (number of bags given) *	567	0	0	0
Emergency prescriptions	200	226	200	200
Financial aid to seniors	40	34	35	35
Backpacks/ back-to-school assistance	664	700	700	700
Case management	1,700	1,602	1,600	1,700
% of people applying for relocation who are housed	100%	100%	100%	100%
% of people at shelter who become permanently housed	53%	48%	50%	50%

Total amount and % increase in federal dollars received for housing	20,000/0%	21,000/5%	21,000/0%	21,000/0%
Total amount in safety net services funding	20,000	27,461	22,000	25,000
# of families assisted with Earned Income Tax Credit	200	205	225	230
Amount of dollars into community due to EITC	230,701	262,671	292,000	310,000
% of clients served in Norwich Works who become gainfully employed	95%	39% **	40%	50%
% of Norwich Works participants successfully completing training	93%	100%	95%	95%
<i>*Norwich Human Services Food Pantry closed as of 9/1/08, we now disperse emergency food vouchers and coordinate with our area food pantries.</i>				
<i>**This number has dropped significantly due to the deep recession. Several clients were pending employment at the time of this report.</i>				

Division of Youth & Family Services

COORDINATOR: Kathryn Eyberse

PHONE NUMBER: (860) 823-3782

MISSION: *We seek to promote the social and emotional health of our youth, create opportunities for our youth to develop positively and succeed in life, and to educate the community on important issues impacting children, youth, and families.*

VISION: Our vision is that one day every child in the City of Norwich will grow up in an environment free from physical, emotional and mental mistreatment; every Norwich family will enjoy a high degree of economic security and families will raise healthy well-adjusted children.

VALUES: Empowerment, Innovation and Collaboration

GOALS & ACTION PLANS:

- Promote the health and well-being of all of Norwich’s children by providing positive youth development activities for Norwich youth, families and the community; ensuring positive birth outcomes for Norwich teens; providing parent consultation and crisis management; directing family communication and adolescent health education; providing individual and family counseling without regard to a family’s financial status; and providing program enhancement and support services to Norwich Public Schools and other agencies.

- Provide coordination services for Children First Norwich.
- Prevent juvenile delinquency and reduce recidivism by leading the court, schools and police to maintain a Juvenile Review Board; helping to reform the juvenile justice system; offering parent consultation and crisis management; training youth in leadership skills; providing diversion services at the Middle School; leading a Family With Service Needs Team.
- Provide leadership-training activities to all segments of the Norwich population by training and mentoring youth and parent leaders and supervising, mentoring and guiding graduates as they continue to provide service to the community and schools.
- Increase employability and school retention of Norwich youth by teaching job readiness skills; arranging and supervising internships; providing employment opportunities; providing individual, family or group counseling; and offering parent consultation and crisis management.
- Direct public forums and educational events for parents on pertinent family issues; providing individual, family or group counseling.

FY 08/09 ACCOMPLISHMENTS:

- Received annual funding in the amount of \$87,468 through the State Department of Education to support services to youth (funds offset YFS salaries). In addition, received \$7,550 Enhancement Funding, which was used to provide staffing/services for the Young Parents Program.
- Employed 69 teens from low-income families in a 5-week Summer Youth Employment Program funded by the Eastern Workforce Investment Board. Provided 7 Internships at Backus Hospital.
- Continued with our Connecticut Behavioral Health plan certification and received \$7,414 in reimbursements for funding for providing individual and family therapy.
- Through a contract with EASTCONN of \$71,088, provided specialized work readiness services to 21 at-risk teens.
- Facilitated anti-smoking campaign with two middle schools.
- Received \$45,000 from private and public donors to fund Children First Norwich Coordinator and to continue facilitating four parent leadership programs, in the forefront of the Norwich Community Enhancement Plan Collaborative.
- Continued collaboration with Norwich Public Schools, United Community & Family Services, and Thames Valley Council for Community Action to provide school readiness slots using grant funds totaling \$1,668,980. Children First Norwich also continues advocacy for health care, early care and addressing homelessness for young children in Norwich.
- Children First Norwich sponsors two annual events, Family Day (an event serving over 3,000 people at Mohegan Park) and Touch A Truck Day (highlighting our childcare centers, attended by more than 2,500 people, mostly fathers with young children).

- Continued collaboration with Groton and New London (Children First Southeastern Connecticut) to collectively advocate for the needs of young children. The website address is www.childrenfirstsect.org. Children First Norwich also invites surrounding communities to join its mission.
- Continued with providing services through our local Juvenile Review Board and expanded to cover Family With Service Needs behavior with a new diversion board at the Middle School level. Completed 2 in school diversion groups at Kelly Middle School aimed at delinquency prevention.
- Continued collaboration with the Connecticut Youth Services Association and the State Department of Education.

MEASURES OF ACTIVITY AND PERFORMANCE (Youth & Family Service)

	08-09	08-09	09-10	10-11
PERFORMANCE MEASURE	ESTIMATED	ACTUAL	ESTIMATED	PROJECTED
<i>Number Served</i>				
Counseling cases	110	130	110	110
Young parent cases*	50	32	40	40
COOL youth employment	35	21	35	35
Leadership initiatives	60	73	60	60
Juvenile Review Board cases	25	17	25	25
Individual/ community consultations	800	750	800	800
Positive youth development/recreational/cultural/community education	12,500	8408	12,500	12,500
Summer Youth Employment	85	69	110	110
Families with service needs	10	8	30	30
Middle School Diversion Program		19	30	30
% of contracted parents/community partners that will report satisfaction with agency services	90%	90%	90%	90%
Hours of professional counseling services to low-income Norwich families	2,370	2045	2,350	2,350
Graduate community leaders from Community Leadership Program	45	41	45	45
Mentoring graduates in 3+ community projects	40	28	40	40
Provide youth with employment assessment	45	90	120	100
Provide employment/ internships to eligible youth	100	90	120	100

Provide anti-smoking/ substance abuse ed. to youths **	1,100	800	0	0
Provide public forums/ educational events to parents	2,000	2,221	2,000	2,000
Engage youth in community service	25	10	23	30
<i>*new Federal funding scheduled to begin 10/1/09</i>				
<i>**lost funding</i>				

Rose City Senior Center

Senior Affairs Director: Mike Wolak
 Program Administrator: Dana Thayer
 PHONE NUMBER: (860) 889-5960

MISSION: To offer recreational, educational, social, health and human service programs that are designed to foster independence and community involvement for persons age 55 and older.

VISION: To become the focal point for information for senior citizens in the community.

VALUES: Integrity, Compassion, and Dedication

GOALS & ACTION PLANS:

- Celebrate the Year of Preventive Health
- Increase Male membership and Participation
- Continue to Promote the Senior Center and enhance membership by Community Education
- Structure and Expand the use of the Computer Room by creating a computer technology class with a concentration on beginner's classes, utilizing volunteer instructors
- Secure funding for a new transport vehicle
- Re-establish the TRIAD program with the Norwich Police Dept. and local businesses to promote Senior Safety

FY 2008/09 ACCOMPLISHMENTS:

- Hosted a variety of Senior Safety programs including the Yellow Dot program, Skin Cancer Screenings, Medication Review and Safety, AARP Driver Safety Program and fall prevention programs with community partners including Backus Hospital, AARP, Uncas Health District, Norwich Police Dept. and People's United Bank.
- Received a \$75,126 State of Connecticut Department of Transportation grant for Regional Out-Of-Town Medical Transportation with the Town of Montville 4th Year.
- Delivered 550 Farmer's Market coupons to Norwich seniors.

- Enhanced our Website on the Norwichct.org website
- Hosted Adventures in Lifelong Learning programs while construction was taking place at the local College.
- Provided an Advanced Directives workshop in collaboration with Hospice of S.E. CT
- Celebrated our 11th year in the Senior /Student Friendship Program with the 2nd Grades classes at Wequonnoc School.
- Provided AARP Tax program for over 250 Senior Citizens
- Hosted 230 senior for our 6th Annual St. Patty's Day Fundraiser Dinner
- Hosted Energy Conservation program with a local educator and NPU
- Assisted well over 200 individuals with Stimulus Applications
- Provided additional Outreach Services to the community through a \$5,000 federal grant from Senior Resources.
- Provided over 250 foot care appointments with a podiatrist through a \$5,000 federal grant from Senior Resources
- Co-sponsored a Flu Clinic with Backus Hospital that serviced 150 seniors.
- Honored 180 Volunteers for hundreds of hours of service to the senior center throughout the year.

MEASURES OF ACTIVITY AND PERFORMANCE (Senior Center)

	08/09	08/09	09/10	10/11
INDICATOR	ESTIMATED	ACTUAL	ESTIMATED	PROJECTED
Number Served				
Preventive health clinic	2,500	2,550	2,550	2,500
Transportation (#'s Duplicated)	11,000	11,500	12,000	12,500
Outreach	800	978	850	850
Programs (#'s Duplicated)	42,500	42,000	43,500	44,000
Increases in innovative programming	1%	1%	3%	3%
Increase in homebound senior services offered	2%	2%	3%	3%
Increase Membership Support	2%	2%	3%	3%

Grant Descriptions:

In addition to the city funded department budget, the Senior Center also currently administers special revenue fund grants, which may necessitate hiring additional staff. These grants are provided from outside sources, are given specific purposes, and do not necessarily coincide with the city's fiscal year. In future periods, these amounts may be different or eliminated. The following is a listing of those funds:

Federal Grants:

Benefits Counseling Grant-\$5,000-Provides outreach and followed up by benefits counseling on entitlement programs, housing and other issues that homebound seniors may face.

Health Grant-\$5,000-provides a Podiatrist at the Center 1x per month for foot care services.

State of Connecticut Grants:

State of Connecticut Grant for Elderly and Disabled Demand Responsive Transportation (July 2006 – June 2008)
\$75,126 – The Rose City Senior Center has applied for a two year regional collaborative transportation grant to increase transportation services to area senior citizens.

Recreation Department

DEPARTMENT HEAD: Luis DePina
PHONE NUMBER: (860) 823-3791

MISSION: To provide recreational opportunities and facilities that will promote health and fitness and enrich the lives of Norwich residents.

VISION: The Norwich Recreation Department will provide exceptional facilities, programs and services that can be enjoyed by all Norwich Residents.

VALUES: Responsible and Equitable Service, Integrity, and Fiscal Responsibility & Efficiency

GOALS & ACTION PLANS:

- Promote the health, social and economic benefits of a strong community recreation program and making better use of the media in conveying the importance of recreation. Include information regarding the benefits of recreation in all publications.
- Improve the physical appearance of the Recreation Department building, rooms and offices. Improvements will include painting, door and window upgrades and landscaping.
- Evaluate the opportunities available for individuals with disabilities to participate in programs by identifying current participation rates; conducting a needs assessment of disabled individuals not currently participating; and evaluating the accessibility of existing recreation programs and facilities for disabled individuals according to ADA guidelines.
- Continue to seek opportunities that will lead to the establishment of a Community Center.
- Improve the bathhouse at Mohegan Park. Improvements to include ADA upgrades and restroom facilities.
- Reconstruct the Greenville playground basketball courts.
- Expand the Summer Program to include a ½ day program for children ages 4 – 5.

FY 2008/09 ACCOMPLISHMENTS:

- Completed a Master Plan for future improvements to the Hamilton Avenue Football Field
- Applied for and received approval for Community Development Block Grant funds to provide before and after care for our 2010 summer camp program.
- Provided computer training to key maintenance personnel to better track tasks and projects.
- Expanded the Summer Camp Program to include before and after camp care. Enrollment was increased to near capacity levels.
- Secured funding for improvements to the Hamilton Avenue Football Field. Improvements included regarding of

the practice field, electrical upgrades, and placement of new bleachers.

- Conducted fundraising clinics for improvements to the Donald Alfiero Skatepark.
- Assisted the Chelsea Boat Club with the development of a High School rowing program.
- Formed a Walking Club to provide a safe venue and partners for anyone wishing to walk as a form of exercise.
- Offered an Adult Summer Basketball League.
- Worked in partnership with the Otis Library to increase programs to preschool age children.

MEASURES OF ACTIVITY AND PERFORMANCE (Recreation Department)

	08-09	08-09	09-10	10-11
INDICATOR	ESTIMATED	ACTUAL	ESTIMATED	PROJECTED
Overall per capita cost of program	\$22.51	\$22.58	\$19.40	\$21.00
Recreation budget as % of total general fund budget	.007	.008	.0065	.007
Full-time staff salary cost as percentage of departmental budget	37.5%	36%	40.6%	39%
Number of youth registrations	4750	4618	4600	4650
Number of youth program hours	2200	1980	1900	2000
Total acreage of athletic facilities	94	94	94	94

Uncas Health District

CHIEF PROGRAM ADMINISTRATOR: Patrick McCormack
PHONE NUMBER: (860) 823-1189

MISSION: “The Uncas Health District exists to promote and protect the public’s health in order to prevent illness, death and disability among its residents.”

VISION: The Uncas Health District will continue to monitor changes and trends to prepare for emerging Public Health issues.

GOALS & ACTION PLANS: The Uncas Health District utilizes regional, state, and national data to develop programs and provide resources to meet the mandated functions of local public health, while incorporating additional programming to address trends and needs to improve the health of residents.

FY 2008/09 ACCOMPLISHMENTS:

- The Uncas Health District relocated to a new office, within the City of Norwich, on January 1, 2009.
- The Uncas Health District coordinated an educational program on Home Foreclosures to prepare departmental staff and human services agencies with tools to address a prevalent issue in the current economy.
- The Uncas Health District provided food service training on a monthly basis.
- The Uncas Health District received grants to support the Emergency Preparedness Program, Medical Reserve Corps, Injury Prevention, Breast Health Education, Lead Poisoning Prevention, Teen Pregnancy Prevention, and Asthma Education.
- The Emergency Preparedness Program conducted an exercise with School Nurses on Flu Pandemic Planning, with specific focus on H1N1.
- The Uncas Health District continued to work with its partners in the New London County Health Collaborative.
- The Uncas Health District staff members participated in numerous coalitions, advisory groups, boards, commissions, and other partnerships to collaborate on various initiatives intended to improve the lives of the residents.

MEASURES OF ACTIVITY AND PERFORMANCE (Health District)

	07-08	08-09	09-010
INDICATOR	ACTUAL	ACTUAL	ESTIMATED
Restaurant Inspections	354	366	350
Complaints Investigated	270	204	300
Complaints Closed	265	219	300
Septic Permits	21	37	25

Well Permits	19	14	15
Tattoo Site Inspections	4	4	4
Public Bathing Area Samples	18	22	22
Child Care Inspections	30	14	14
Public Pool Inspections	21	20	20
Food Service Plan reviews	22	15	15
Septic & B100a Plans Reviewed	107 (all)	27	35
Temporary Food Event Inspections	157(all)	59	60
Lead Inspections	33	6	10
Lead Abatements Completed	5	10	10

Boards, Commissions & Committees

BOARD OF APPEALS (Building Code)

Timothy O'Neil
 Frank W. Blanchard
 Charles Scott Learned
 Scott Barbarossa
 Peter Procko

BOARD OF ASSESSMENT APPEALS

Dennis Riley
 Demo Angelopoulos
 Les B. King

BOARD OF EDUCATION

Cora Lee Boulware
 Harlan K. Hyde
 Yvette Jacaruso
 Charles Albert Jaskiewicz III
 Joyce C. Werden
 John P. Levangie
 Chuck K. Norris
 Angelo P. Yeitz, Jr.
 Robert L. Booth

BOARD OF PUBLIC UTILITIES COMMISSIONERS (Sewer Authority)

Frank Demicco
 James Sullivan
 Larry Goldman
 Diana Boisclair
 Alan Remondi

BOARD OF REVIEW (Dangerous Buildings)

Sofee Noblick
 Richard A. Caron, Sr.
 James M. Quarto
 Gary Schnip
 Andrew Zeeman

CABLE TELEVISION ADVISORY COUNCIL

Yvonne R. Gendron
 Linda Summers (Library)
 Ronald Kastner (BPOE)

CITY HARBORMASTER

Jim Harrison

CITY HISTORIAN

Dale Plummer

Boards, Commissions & Committees

COMMISSION ON THE CITY PLAN

Arthur Sharron

Frank Manfredi

Jeremy D. Booty

P. Michael Lahan

Ralph Page (CHAIRMAN)

COMMUNITY DEVELOPMENT ADVISORY COMMITTEE

Lynn Norris

Robert McKeon

Edward Derr

John J. Mathieu

Democles Angelopoulos

Les King

DESIGN REVIEW BOARD

Peter Davis, Planning Director

Judith Hamblen, Norwich Heritage Trust

Patricia M. Spayne

Sofee Noblick

John Robbins

EASTERN CONNECTICUT REGIONAL TOURISM DISTRICT

Richard Erickson

ETHICS COMMISSION

Rabbi Charles Arian

Tammy Lanier

Robert Davidson

Wayne Rosenfield

Joseph Sastre

HARBOR MANAGEMENT COMMISSION

Alan H. Bergren (City Manager)

Ald. Pete Desaulniers

Ald. Mark Bettencourt

Ron Aliano (Chairman)

Edward Seder

Richard C. Benoit

James Paulsen

HISTORIC DISTRICT COMMISSION

Nancy O'Neil

Cort Murphy

Gideon Loewenstein

Dr. Malcolm Edgar

Boards, Commissions & Committees

HOUSING AUTHORITY (Norwich)

Paul Gauthier
Marion G. Rucker
Hector Baillargeon (VICE-CHAIRPERSON)
Alice Cunningham
Wilma J. Sullivan

INLAND WETLANDS, WATER COURSES AND CONSERVATION COMMISSION

Richard Morell
Ralph Page (COCP)
Jeremiah Lowney Jr.
Barbara Rothstein
Douglas Lee
Raymond Baribeault
Brandon Hyde

MOHEGAN PARK IMPROVEMENT AND DEVELOPMENT ADVISORY COMMITTEE

Public Works Director (Ex-Officio)
Ald. Christopher Coutu
Ald. Jon Jacaruso
Ald. Pete Desaulniers
Kerry Bilda
Kevin Crowley
Brandon Hyde

NORWICH BASEBALL STADIUM AUTHORITY

Luis DePina (Ex-Officio)
Thomas L. Cummings
Harry A. Jackson
Anthony Orsini
Peter Slocum
Peter W. Maneri, Jr.
Robert McPhail
Gary Schnip
Michael E. Jewell, Sr.

NORWICH GOLF COURSE AUTHORITY

Luis DePina (Ex-Officio)
Bernard Caulfield
Michael E. Driscoll
David DiBattista
John Paul Mereen
Richard A. Podurgiel
Richard Strouse
Charles C. Whitty

Boards, Commissions & Committees

NORWICH ICE ARENA AUTHORITY

Luis DePina (Ex-Officio)
Douglas T. Barlow
Cheryl T. Ritacco
Judith Deglin
Michael A. Goldblatt
W. Dean Pfeifer
J. Michael Schermerhorn
Richard J. Wolak

PERSONNEL AND PENSION BOARD

Paul Schroder (Employee)
Frank Davis (Employee)
Joanne Philbrick
Sarah A. Kannas
Jerald Navick

PUBLIC PARKING COMMISSION

Alan H. Bergren, City Manager
Sean Ryan (CHAIRPERSON)
Ald. Robert C. Zarnetske
Ald. William Nash
Ald. Mark Bettencourt
Olive Buddington (VICE-CHAIRPERSON)
Jeffrey Lord

RECREATION ADVISORY BOARD

Luis DePina (Ex-Officio)
Ald. Mark Bettencourt
Raymond Stewart
John Iovino
Robert Spayne

REDEVELOPMENT AGENCY

Thomas Marien (CHAIRPERSON)
Carol Maranda
Sofee Noblick
Timothy Smith
Irving Weber
Anthony Jacobs
Marjorie Blizard
Leland Loose

Boards, Commissions & Committees

REHABILITATION REVIEW COMMITTEE

James Troeger, Building Official
James Roberts, Deputy Fire Chief
Ald. Robert Zarnetske
Mayor Ben Lathrop
Kevin Lin
Rodney Bowie
Joe East

SENIOR AFFAIRS COMMISSION

Jacquelyn W. Randall
Genevieve S. Bergendahl
Margaret M. Aldrich
Olive Buddington
P. Michael Lahan (VICE-CHAIRMAN)

SOUTHEASTERN CONNECTICUT REGIONAL COUNCIL OF GOVERNMENTS

Benjamin P. Lathrop, Mayor
Alan H. Bergren, City Manager (Alternate)

SOUTHEASTERN CONNECTICUT REGIONAL RESOURCE RECOVERY AUTHORITY

Joseph Loyacano
Barry Ellison (Alternate)

SOUTHEASTERN CONNECTICUT REGIONAL TRANSIT DISTRICT

Angelo Yeitz
Robert C. Zarnetske

SOUTHEASTERN CONNECTICUT WATER AUTHORITY

Terrence Dugas
Rodney Bowie

THAMES VALLEY FOR COMMUNITY ACTION - BOARD OF TRUSTEE

Olive Buddington

UNCAS HEALTH DISTRICT

Patrick McCormack (Director of Uncas Health District)
Frank J. Jacaruso, Jr.
Deborah Monahan
Thomas Masterson, MD
William Warzecha

VOLUNTEER FIRE RELIEF FUND COMMITTEE

RESIDENTS

Miriam Lopez
John Morse

Boards, Commissions & Committees

YOUTH SERVICE ADVISORY BOARD

Kay Eyberse (Youth Services)
Jody Vara (NFA)

Damon Wallace (Police)
Soledad Metcalf (Juvenile Court)
Ashley Sebastian (Youth Rep.)
Vouise Fonville (DCF)
Connie LaBassi (Board of Ed)
Janet Paton
Angela Duhaime
Deborah Kievits
Duncan Profitt

ZONING BOARD OF APPEALS

Henry R. Oleander, Jr.
Joseph J. Jacaruso (CHAIRMAN)
Paul B. Kramarewicz
Dorothy Travers
Marc Benjamin

21 WEST THAMES STREET ADVISORY COMMITTEE

Richard Caron Sr.
Sofee Noblick
James M. Quarto
Gary Schnip
Andrew Zeeman

751 NORTH MAIN STREET ADVISORY COMMITTEE

Richard Caron Sr.
Sofee Noblick
James M. Quarto
Gary Schnip
Andrew Zeeman

Norwich City Council



**City Councilman
Council Chairman Pro-Tem
Jonathan Jacaruso (D)**
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860-889-6200 (Home)



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**City Councilman
Robert Zarnetske (D)**
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