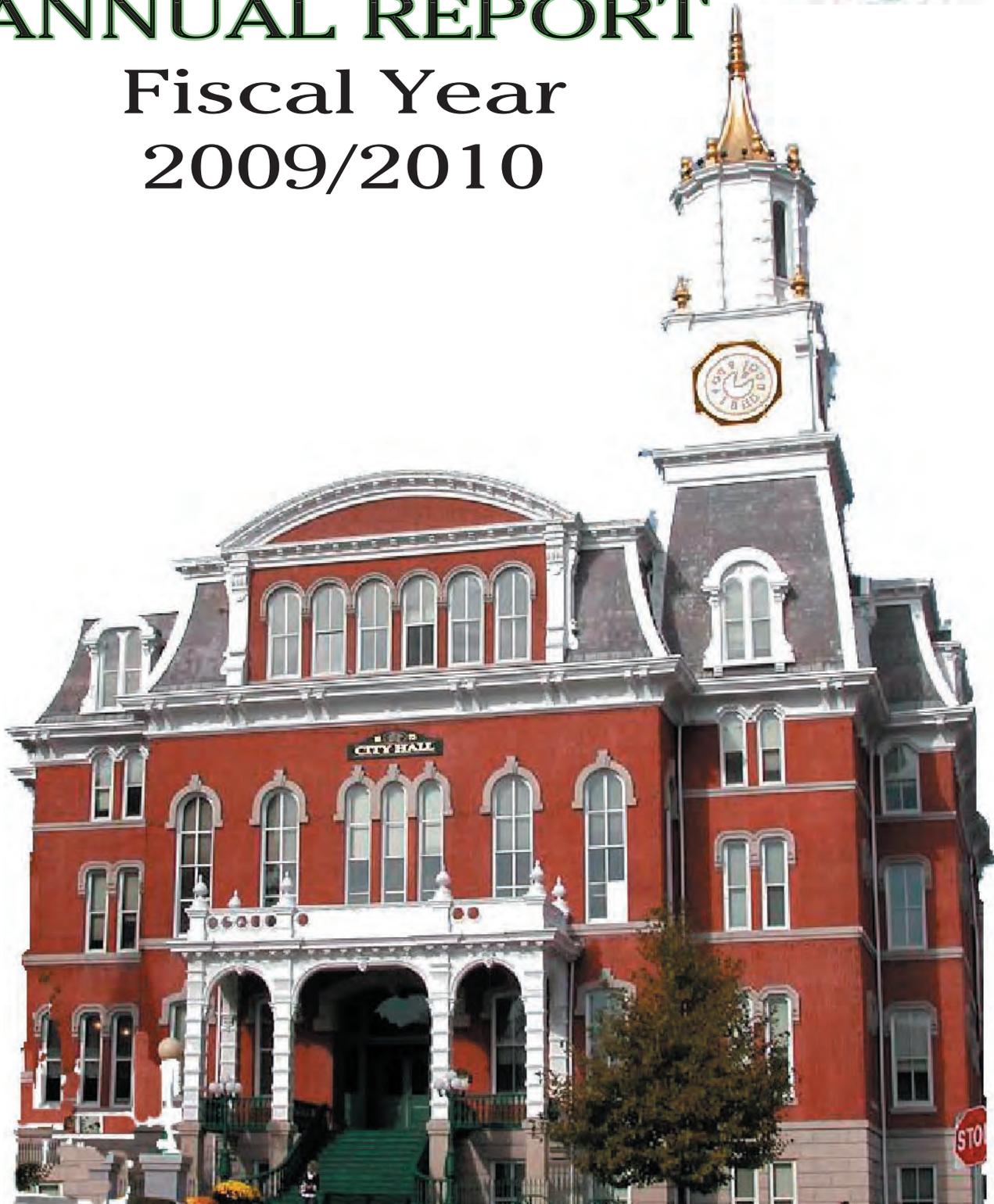


City of Norwich, Connecticut

# ANNUAL REPORT

Fiscal Year  
2009/2010



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# *Transmittal Letter from the City Manager*

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

It is a pleasure to transmit the Annual Report for Fiscal Year 2009-10. 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*

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Dear Citizens of Norwich:

Another fiscal year has passed and I am pleased to offer as your Mayor, and on behalf of the entire City Council, our appreciation for your input and understanding during our budget preparation process. I believe that our deliberations have resulted in a reasonable budget that will enable the City and Board of Education to continue to provide the same high level of services that our community expects.

This next fiscal year will be a challenge for all of us. There is no doubt that we are facing difficult times, but I believe that we can weather the storm. We have done so in the past and I have every faith we will pull together to continue to keep Norwich a great place to work, live and play.

Sincerely,

Peter A. Nystrom  
Mayor

## *Editor's Note*

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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*

<b>Sector</b>	<b>Firms</b>	<b>% of Total</b>	<b>Employees</b>	<b>% of Total</b>
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%
<b>Total</b>	<b>1,645</b>	<b>100%</b>	<b>19,109</b>	<b>100%</b>

	<u>Norwich</u>	<u>New London Co.</u>	<u>Connecticut</u>
<b>Population</b>	38,071	275,873	3,497,398
<b>Number of Households</b>	16,068	107,061	1,332,283
<b>Land Area</b> (sq. miles)	28	666	5,009
<b>Pop. /Sq. Miles</b>	1,343	414	698
<b>Per Capita Inc.</b>	\$46,907	\$61,008	\$65,859
<b>Median Age</b>	39	39	40

# Telephone Directory

Telephone Directory

<b>Emergency Calls (Police, Fire, Medical)</b> .....	911
<b>Office of the Mayor and City Council</b> .....	823-3742
Mayor Peter A. Nystrom.....	823-3743
Alderman Pete Desaulniers.....	889-1916
Alderman H. Tucker Braddock Jr.....	822-8813
Alderman William Nash.....	859-5759
Alderman Laurie Popovich.....	886-6282
Alderman Deb Hinchey.....	887-4261
Alderman Jacqueline Caron.....	886-2435
<b>Departments/Offices</b>	
Animal Control.....	887-5747
Assessment Department.....	823-3723
Board of Education.....	823-6284
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
Human Resources.....	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
Treasurer.....	823-3712
Youth & Family Services.....	823-3782

# *Taxes, Finances, Investment*

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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

# Assessor

DEPARTMENT HEAD: DONNA L RALSTON, CCMA II  
PHONE NUMBER: (860) 823-3722

**MISSION:** To ensure that all assessments are uniform and completed within the direction of the Connecticut General Statutes.

**VISION:** To discover, list and value all taxable and tax exempt property within the City so that each taxpayer pays only their fair share of the tax burden.

**VALUES:** Accurate, Uniform and Fair

## GOALS & ACTION PLANS:

- To complete each year's grand list in accordance with the CT General Statutes by reviewing and updating all new construction values; completing all real estate transfers of ownership, as filed with the Town Clerk; valuation of motor vehicles on the regular grand list, as well as the supplemental motor vehicle list; processing personal property declarations and applying all exemptions applications that were filed.
- The remittance of all reports by their statutory deadline. These reports include: annual grand list reports; elderly tax relief reports, additional veterans reports, manufacturing and equipment reports; state-owned property and colleges and hospital reports for reimbursement; sales assessment ratio reports for use in determining the equalized net grand list; as well as distressed municipality and enterprise zone reports.
- Administration of the Elderly and Totally Disabled Tax Relief Programs; the Additional Veterans exemption program and any other exemptions allowed by Statute and city ordinance.
- Act as a liaison to the Board of Assessment Appeals by publishing legal ads, making appointments and adjusting assessments.
- Provide technical assistance and information to attorneys, title searchers, appraisers, real estate agents, citizens and other city departments.
- Defense of values in Court.

## FY 2009/2010 ACCOMPLISHMENTS:

- For 10/01/2009, the City of Norwich's Grand List was filed by new Assessor, Donna L. Ralston. Ms Ralston is a 29 year veteran of the assessment profession and a Norwich native.
- The new administration software from Quality Data Services, installed in April of 2009 in both the Assessors' and the Tax Collectors' offices streamlined the way information is shared between the Assessors' and Collectors' offices. It simplified the reporting and balancing aspect of all assessment and collection functions. It also organized the exemption application process.
- The Assessor's Office continues to successfully utilize a CAMA (Computer Assisted Mass Appraisal) System to keep a complete inventory and uniform valuation of all parcels of real estate.
- A Geographic Information System (GIS)-mapping that was done by Southeastern Connecticut Council of Governments (SCOG) is currently being reviewed for its' accuracy. Mismatches between the Assessors' CAMA system and the GIS maps have been identified and they are being investigated by the Assessor. All corrections will be made with the help of the GIS department at the Department of Public Utilities. The updated system should be ready for use by any and all departments by the Spring of 2011.
- The Assessors' office has recently taken over the responsibility of street numbering from the Department of Public Utilities. The Assessor had that responsibility in her previous municipality so the transition was smooth.

**MEASURES OF ACTIVITY AND PERFORMANCE (Assessment Department)**

<b>Grand List Date:</b>	<b>10/1/2006</b>	<b>10/1/2007</b>	<b>10/1/2008</b>	<b>10/1/2009</b>
<i>INDICATOR</i>	<i>ACTUAL</i>	<i>ACTUAL</i>	<i>ACTUAL</i>	<i>ACTUAL</i>
Net Grand list totals 10/01/06 –10/01/09	<b>1,824,064,5595</b>	<b>1,853,210,372</b>	<b>2,360,068,484</b>	<b>2,388,666,315</b>
Number of deeds processed	<b>2,334</b>	<b>2,550</b>	<b>2,000</b>	<b>1379</b>
Number of building permits checked	<b>1,053</b>	<b>1,200</b>	<b>1,350</b>	<b>1832</b>
Price motor vehicles	<b>9,500</b>	<b>9,700</b>	<b>10,000</b>	<b>8720</b>
Personal property forms processed	<b>1,323</b>	<b>1,350</b>	<b>1,400</b>	<b>1550</b>
Sales ratio forms processed	<b>1,395</b>	<b>1500</b>	<b>1,400</b>	<b>719</b>
Percent of reports completed on time	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>
Circuit-breaker and Freeze applications	<b>699</b>	<b>750</b>	<b>800</b>	<b>730</b>
Veterans exemptions	<b>2,914</b>	<b>3,000</b>	<b>3,050</b>	<b>3510</b>
Board of Assessment Appeals adjustments	<b>75</b>	<b>100</b>	<b>525</b>	<b>57</b>

# Finance Department

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DEPARTMENT HEAD: Joseph Ruffo

TELEPHONE : (860) 823-3730

MISSION: To provide the highest level of fiscal integrity and department support through adequate training, prudent practices and policies in its procurement, payroll, accounts payable, accounting and reporting, tax collection, debt management, information technology and risk management practices.

VISION: To be considered by departments, taxpayers and other municipalities as the model of prudent financial management.

VALUES: Fiscal Integrity, Efficiency, Accuracy and Timeliness

## GOALS & ACTION PLANS:

- Revise website to make it more attractive and user-friendly.
- Add an intranet to the website so that departments can share information.
- Add other billing types into our tax collection system in order to streamline overall billing and collection process.
- Upgrade all Microsoft Office applications to version 2007.
- Work towards a more paper-free work environment by implementing Microsoft Exchange which will allow all city employees correspond via email in lieu of interoffice mail.
- Begin to offer the option of electronic (ACH) payments to vendors in lieu of checks.
- Reduce redundancy in payroll process by implementing decentralized time entry directly into our payroll system.

## ACCOMPLISHMENTS:

- Refinanced \$4.2 million of debt in December 2009 for a savings of \$300,000 over the next four years.
- Restructured Finance Department job responsibilities so they are more flexible and efficient.
- Worked with other department staff to reduce the number of standalone printers and other business machines and moved to networked multi-function machines in order to save money in electricity, toner and other supplies, and maintenance in the following offices: Human Resources, Finance, City Manager, Mayor, and Public Works.
- Updated Purchasing portion of City website to include bid results.
- Began to use new revenue collection software to combine multiple bills into a single mailing, thus reducing the City's postage and supplies costs.
- Offered employees the option of receiving direct deposit advices via e-mail.
- Received GFOA Certificate of Achievement for Excellence in Financial Reporting every year since fiscal year 1992-93 and received GFOA Distinguished Budget Presentation Award every year since fiscal year 2000-01.

<b>Finance Department</b>		<b>09-10</b>	<b>09-10</b>	<b>10-11</b>	<b>11-12</b>
Performance Measure		PROJECTED	ACTUAL	PROJECTED	PROJECTED
<i>Inputs</i>					
	Value of current levy tax bills mailed	54,584,696	55,162,306	56,674,467	N/A
	Current levy taxes collected	52,827,069	53,056,137	54,656,856	N/A
	Debt Service Interest Paid	1,007,782	1,007,782	1,100,240	N/A
	Outstanding debt at beginning of the year	35,285,000	35,285,000	35,115,000	N/A
<i>Workload/ Output</i>					
	Hardware/ software service requests cleared	1,700	1,900	1,700	1,900
	Number of computers maintained	270	260	260	260
	Number of computers replaced during the year	20	15	20	20
	Number of servers maintained	10	16	12	12
	Number of servers replaced during the year	2	2	2	2
	Number of printers maintained	38	100	100	100
	Number of training opportunities offered	4	4	2	2
	Number of training participants	30	30	20	20
	Number of internal audits performed	2	2	2	2
<i>Outcome/ Results</i>					
	Percent of current tax levy collected	96.78%	96.18%	96.44%	96.18%
	Actual General Fund revenue collected as a % of the amount budgeted	100.00%	100.00%	100.00%	100.00%
	Reportable findings by external auditor	-	-	-	-
	Reportable findings - Federal & State awards	-	-	-	-
	Audit adjustments	10	10	10	10
	Average number of days to pay bills	20	20	20	20
	Percent of bills paid within 30 days	90.00%	90.00%	90.00%	90.00%
	Website visits	160,000	165,923	180,000	180,000
<i>Efficiency</i>					
	Cost of department/ cost of total General Fund operations	1.22%	1.22%	1.20%	N/A
	Average interest rate on debt	2.86%	2.86%	3.13%	N/A
	Date financial statement audit finished	10/31/2010	N/A	11/30/2011	11/30/2012
	Number of business days budget printed after adoption	10	10	10	10

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 2009/10 ACCOMPLISHMENTS:**

- Instituted a check imaging system for depositing checks into the general fund account, resulting in a saving of 50% on total check deposits.
- Generated \$182,677.51 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	07-08	08-09	09-10
INDICATOR	ACTUAL	ESTIMATED	ESTIMATED	ESTIMATED
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	3.46%	4.5%	3.5%	1.0%
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*

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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

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**SUPERINTENDENT:** Abby I. Dolliver

**PHONE NUMBER:** (860) 823-4245

## Norwich Public Schools Highlights of District Accomplishments for 2009-2010

### *Mission Statement*

*“The Norwich Public Schools will provide each student a rigorous, effective teaching and learning environment where equity is the norm, excellence is the goal, student health and safety is assured and achievement cannot be predicted by race or other demographics.”*

### Student Achievement

#### Strategic Plan Priority 1:

**Our goal was to raise the 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 in Reading for Economically Disadvantaged Students:**

- Grade 3
  - 7 out of the 9 elementary schools improved in the at/above proficiency level.
- Grade 5
  - 7 out of 9 elementary schools improved in the at/above proficiency level.
- At the middle school level, all three grade levels (6, 7, 8) improved in the at/above proficiency level.

Hispanic Students also made growth in reading in grades 3-8.

## **Student Achievement in Math for Hispanic Students:**

- Grade 3
  - 7 out of 9 elementary schools improved in the at/above proficiency level.
- Grade 4
  - 5 out of 9 elementary schools improved in the at/above proficiency level.
- Grade 5
  - 5 out of 9 elementary schools improved in the at/above proficiency level.
- Grade 7
  - Both Middle Schools improved in the at/above proficiency level.

While most subgroups, such as American Indian, Asian American, Black, Hispanic, Students with Disabilities, and Economically Disadvantaged Students have made gains in the at/above proficiency levels, the gap between all subgroups and white students is slow to close. The subgroups note improvement as do the white students.

**The state is required to determine annually if every district is making adequate yearly progress (AYP) toward reaching the goal, by 2014, of having 100 percent of its student population scoring at or above the Proficient level in mathematics and reading on the CMT and CAPT. For a district to have made AYP, the following criteria must have been met by all students in the district and be each subgroup (major racial and ethnic groups, students in poverty, students with disabilities and English language learners):**

**(1) 95 percent participation on both the mathematics and reading CMT and CAPT;**

**(2) achievement of the AYP target percentage at or above Proficient in mathematics and reading on the CMT and CAPT; and**

**(3) achievement of the AYP target for an additional academic indicator, 70 percent at or above Basic on the writing subtest of the CMT or improvement from the previous year.**

**If a school does not make AYP for two consecutive years, it will be identified as "in need of improvement."**

## **Adequate Yearly Progress Status for the 2009-2010 School Year**

• Whole District	Year Improvement=7	No/AYP
• Huntington		No/AYP
• Mahan	Year Improvement=1	Safe Harbor
• Wequonnoc	Year Improvement=1	Safe Harbor
• Uncas	Year Improvement=1	Safe Harbor
• Veterans	Year Improvement=1	Safe Harbor
• Moriarty	Year Improvement=2	No/AYP
• Stanton	Year Improvement=3	No/AYP
• Teachers	Year Improvement=3	No/AYP
• Kelly	Year Improvement=4	Safe Harbor

## **Strategic Plan Priority 2:**

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

- Successful implementation of the school uniform policy for elementary students. Satisfaction Survey completed in January 2010.
- Implementation of Positive Behavioral Support training for middle school staff at Year 4 at Teachers Memorial Middle School and Year 3 for Kelly Middle School resulting in a substantial

reduction of office referrals and reduced suspension rates in grades 6 and 7. Greeneville, Stanton, Moriarty elementary schools and Thames River Academy have received training for this program during the 2009-10 school year and over the next three years all other elementary schools will be included in the training.

- School Resource Officers were placed at Kelly Middle School and Teachers Memorial Middle School in Fall 2007. During the 2009-10 school year they were added to Deborah Tennant Zinewicz School and Thames River Academy to their assignments.
- We revised Administrators' Emergency Response and Crisis Management Manual and accompanying NPS Emergency Procedures "at-a-glance" flip chart.
- There was an expansion of grant funded after school programs for academic, recreation and sports through the acquisition of two 21<sup>st</sup> Century Community Learning Center grants-"Bridges" at the elementary level and "Aspire" for the middle school.
- Progress was noticeable in the Kelly Middle School Renovation and Expansion project including completion of the asbestos abatement project. Groundbreaking was held on November 12, 2009.
- The Long Range Facilities Plan was updated in September 2009, with the revival of Building and Space Committee in Fall 2009.
- There was continuation of the Family School Connection program at Wequonnoc Elementary School, which provides specially trained home visitors, provides parent education, help in managing problems, a 24-hour telephone line and referrals to appropriate agencies. The vision of the program is to work in partnership with families and the school to strengthen positive child growth and development, the home-school relationship, the parent-child relationship and the parent's role in their child's schooling. This program is funded by a grant from the Children's Trust Fund and by other funding from the community to Madonna Place.
- There was continuation of the School Messenger parent/staff notification system.
- There were annual updates of the NPS Policy Manual to remain current with new/revised federal and state legislation.

### **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.**

- The Norwich Board of Education was instrumental in organizing regional meetings with town, School Administrator and Board of Education representation. These meetings have focused continued initiatives that were discussed for regionalizing a school calendar and community resources.
- The School Building Committee for the Kelly Middle School Renovation and Expansion project held monthly public meetings involving City Council, Board of Education and community representatives with ex-officio representation from the Norwich Public Schools Superintendent, Business Administrator and School Facilities Supervisor, City of Norwich City Manager, Comptroller and Corporation Counsel and Norwich Public Utilities.
- Board of Education Chairperson, Superintendent and other staff participated in cable access and radio regarding school issues.
- There was outreach by members of the Policy Committee to all elementary schools regarding implementation of the school uniform policy.
- The Superintendent attended the Military Liaisons' Superintendents' Meetings.
- FAST Team (Families and Schools Together) and Connecticut Parent Advocacy Group worked together regularly.

- The Superintendent and Business Administrator met with Mayor Nystrom, City Manager Bergren, NFA Head of School, Mark Cohan and NFA/NPS Board leadership.
- There was a formal collaboration with Pfizer as a partner in Kelly Middle School project with eligibility of Qualified Zone Academy bonds.
- There was ongoing collaboration with UCFS, Norwich Human Services, Norwich Youth and Family Services, NAACP, Norwich Rec. Dept., Child and Family of New London, Norwich Public Utilities, Norwich Police Department, Bully Busters, Children First Norwich/School Readiness, Read 2 Ride, Norwich Historical Society (Bill Stanley/Olive Buddington), YMCA, CPAC and Madonna Place to name a few.
- Madonna Place and United Community Services are working together with Wequonnoc School to offer families the “Family School Connection Program”.
- Inclusion of the Norwich History and Geography strand in NPS Social Studies Curriculum.
- SPROUTS Mentoring Program was in place.
- Norwich Board of Education Members served on approximately 12 Board Committees, many of which meet monthly with staff and community members. This is in addition to the monthly Board of Education Meetings. This involvement enhances the partnerships with parents, community, school and city leadership.

### **Curriculum and Program initiatives:**

- Language Arts Curriculum for PK-8 was completed and implemented.
- Math draft curriculum was completed.
- Science and Social Studies Curriculum for PK-8 were nearly completed.
- Enhancement of grant funded elementary and middle school Enrichment programs to provide 45 minutes per day/4 days per week of differentiated literacy instruction beyond the 90-minute literacy block expanded to middle schools for 30 minutes/4 times per week.
- Professional development and implementation of the Developmental Reading Assessment II by all elementary teachers.
- Use of grant funded elementary and middle school literacy coaches to provide job embedded professional development to elementary and middle school teachers.
- All staff provided professional development in Making Standards Work and Effective Teaching Strategies with consistent implementation of school wide and grade level/content area data teams to guide school improvement planning.
- Expansion of opportunities to include recreation, music, arts, and athletics during after school hours
  - Procurement of 21<sup>st</sup> Century Learning Center grants to service Greeneville, Moriarty, Wequonnoc and Uncas Elementary Schools
  - Procurement of 21<sup>st</sup> Century Learning Center to service both Kelly Middle School and Teachers’ Memorial Middle schools.
- Continuation of extended day academic tutorials, ARRA Title I Program.
- The continuation of the Superintendent’s Cabinet (District Data Team) to monitor student outcomes and adult actions as defined in the District Improvement Plan and serve as the district data team.
- Improvement in administrator monitoring of action items in both District Improvement Plans and the School Improvement Plan.
- Completion of the Draft District Equity Framework by the District Equity Leadership Team (DELT).
- Professional Development in the 5 step Instructional Data Team Process using a redesigned technology-based document

- Professional Development for more staff in the Connecticut Accountability for learning modules.
- Project EXCELL professional development funded by the Office of English Language Acquisition in partnership with UCLA, Montville, New London and Stratford for Huntington, Wequonnoc and Mahan in effective instruction for ELL's in the mainstream classroom. This program will be expanded to Bishop, Veterans and Uncas in the 2010-2011.
- Professional Development in Training for All Teachers completed by Southern Connecticut State University
  - KMS and TMMS
- Implementation of grant funded ELLIS program for English language acquisition and 110 new computer workstations in all K-8 buildings.
- Continuation of Norwich University after school voluntary professional development for administrators and teachers by literacy coaches, technology and content area coordinators.
- Continuation of and professional development for the district leadership team in SRBI (Scientific Research Based Intervention).
- Launch of new district web site/content management system to allow increased communication between teachers, administrators, and the community. System allows for easy access and uploading of material by all teachers in their individual web sites.
- 8 days of training through LEARN Technology Professional Development Grant were made available to all schools, on interactive whiteboards.
- Thames River Connections proposal was awarded for 2009 - 2011. This program involves a 6<sup>th</sup> grade team of students from Kelly Middle School, Teachers Memorial Middle School, Field's Memorial Middle School in Bozrah and Tyl Middle School in Montville. The goals of the program are to reduce racial, ethnic and economic isolation and to increase student achievement (in science and language arts). The program began its sixth year in September 2009.

## **Monitoring of District Improvement Plan and School Improvement Plans:**

- The Superintendent's Cabinet functioned as the district data team and meets monthly to monitor district improvement strategies. All principals have submitted school improvement plans to the Superintendent and the Connecticut State Department of Education for review, including an outline of principals' support and monitoring activities.
- All Central Office and Principals conducted Leadership Walkthroughs and School Improvement Plan reviews for all schools.
- Implementation of monthly School Improvement Monitoring meetings.

## **Norwich Education EXcellence for Today and Tomorrow's Schools**

Due to generous funding from provided by the City of Norwich, Norwich Public Schools is taking on a redesign process to begin during the 2010-2011 School Year.

NEXTT is taking the challenge to lead and create guidance for decisions and cooperation through the Design Process. The NEXTT team is a committed group with a "can do attitude" includes parents, district personnel, and city representation. This process will put Norwich on the road the community wants for the future. The design process is inclusive and the next steps include the facilities study and meeting with stakeholder groups.

# *The Norwich Free Academy*

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SUPERINTENDENT:

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*

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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 regularly 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 completed a new wing in 2009 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 (09-10):.....	\$9,861
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 2010 test scores are as follows:

**Percentage of Students at Proficiency or Above\***

	<b>Math</b>	<b>Reading</b>	<b>Writing</b>	<b>Science</b>
<b>Grade 3</b>	53%	50%	70%	
<b>Grade 4</b>	63%	75%	82%	
<b>Grade 5</b>	79%	79%	82%	88%
<b>Grade 6</b>	88%	81%	79%	
<b>Grade 7</b>	93%	93%	87%	
<b>Grade 8</b>	91%	85%	74%	83%

\*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](http://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:** The Otis Library serves as both a center for education and a dynamic presence in downtown Norwich. It actively engages in programs and collaborations that accentuate the needs of a diverse customer base. These include:

- 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 2009/2010 ACCOMPLISHMENTS:**

- Despite a \$135,000 reduction in its operating budget, reduced hours, staffing and material funding the library maintained a high community profile.
- Sponsored 460 programs attracting 10,833 participants;
- Joined Economic Development Planning Group at NCDC;
- Logged more than 500 volunteer hours in all library departments;
- Hosted interns from Norwich Free Academy, Montville High, Mitchell College and Three Rivers Community College;
- Coordinated court ordered community service program with United Community and Family Services, assisted 18 people in completing community service hours;
- Despite 20% reduction in service hours, recorded over 57,500 Internet uses;
- Circulated over 130,000 items
- Continued collaborative program with American Friends of Kenya, sending used library shelving and books to support new libraries in Kenya;
- Expanded rotating art exhibit program with community organizations;
- Increased monthly delivery of on line newsletter, now distributed to over 3,500 registered recipients;
- Sponsored Seventh Annual "Evening with an Author" gala event and realized record income;
- Recorded record annual appeal response;
- Participated in community employment program in collaboration with the St. Vincent De Paul Center, and Department of Human Services,

	09-10 Actual*	10-11**	11-12 ***
INDICATOR	ACTUAL	Estimated	Projected
Items loaned	133,500	133,500	140,000
Public computer users (estimated)	57,498	58,500	59,000
Reference questions answered	6,776	6,800	7,000
Visitors per day (estimated)	700	700	700
% of Norwich residents with library cards (est.)	60%	60%	63%
Per capita appropriation per capita for library services	30.78 [1]	24.32	24.00
Holdings : [3]			
Books	77,351	78,305	79,000
Magazine & newspaper titles	196	196	196
Recordings (music & audio books)	1,852	1,554	1,550
DVDs	950	957[2]	1,000

[1] Based on the most recent available average expenditure figures, covering 2008-2009, as recorded in Connecticut's Public Libraries: A Statistical Profile 2008-2009. The statewide average per library was \$38.92

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

[3] Based on figures submitted for Connecticut's Public Libraries: A Statistical Profile 2009-2010

\*Reflects curtailed hours and funding, budget reduction of \$135,000 in fiscal year 2009-2010

\*\* Reflects \$100,000 reduction in city funding 2010-2011

\*\*\*Based on no further reductions in funding

# Three Rivers Community College

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

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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

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*“DEDICATED SERVICE SINCE 1865”*

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 drug and gun crime.*
- *To work in cooperation with the Public Works Department to build the City (Dog) Pound so that it is occupied and operational 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 2009/10 ACCOMPLISHMENTS:**

### Organizational Accomplishments

- Awards/Medals: The first formalized awards/medal ceremony was held, recognizing numerous members of the Department for meritorious, heroic or exceptional service. This event was an overwhelming morale builder for the Department members.
- Training/Firearms: Purchased new replacement state of the art duty pistols, including a safer and more secure holster system, and replaced and upgraded our outdated shotguns without the use any city funds. The costs associated with the transition and replacement came from the trade in allowance of our old duty pistols and the use of asset forfeiture funding. The only cost incurred by the city was the training time for our personnel in an effort to reduce budget costs.
- Records Division: Purchased two scanners and have begun optical scanning documents in order to conserve valuable space. Prior to this any alternative record storage systems would have been in the five figure category. The Records Division also made motor vehicle accident reports available to the public on an internet website maintained by a vendor who offers a much more substantial payment to the city versus the previous vendor.

*The following are a small sampling of noteworthy crimes and incidents from calendar year 2009:*

- April 8, 2009 *Home Invasion/Subject shot.* On April 8, 2009 the Norwich Police Department received a report of a home invasion involving three masked males. One resident of the home was shot in the leg and the suspects fled after taking a small amount of cash.
- April 13, 2009 *Home Invasion.* The Norwich Police Department received a complaint of a home invasion in lose vicinity to the April 8, 2009 incident. Three masked males were again involved and fled the area prior to police arrival.
- April 14, 2009 *Vehicle Pursuit and suspect apprehension.* An alert Norwich Police officer observed a vehicle similar to one involved on the April 13, 2009 home invasion and attempted to stop it. A short pursuit ensued and two suspects were taken into custody. Subsequent instigation revealed that both home invasions were related and not random. It was also learned the April 8, 2009 incident was staged and facilitated by a relative of the shooting victim.
- April 16, 2009 *Fatal Motorcycle Collision.* Norwich Police responded to a report of a car versus motorcycle collision on Boswell Avenue. The in-depth investigation revealed reckless driving and speed caused the motor cycle operator to strike the motor vehicle and the collision claimed the life of the motorcycle operator.
- May 24, 2009 *Fatal Motorcycle Collision.* Norwich Police officers responded to a report of a motorcycle versus building collision. The operator died as a result of the impact.
- June 2, 2009 *Homicide Investigation.* The Norwich Police Department received a 911 call from a male who advised he had just shot and killed his wife. Responding officers quickly took the male into custody without incident.
- June 25, 2009 *Drug Trafficking Sting.* Three search and seizure warrants executed at various locations in Norwich as well as the service of fifteen arrest warrants on suspects for a multitude of narcotic related charges.
- October 10, 2009 *Bank Robbery.* The Norwich Police Department received a complaint reporting a bank robbery in the Norwichtown section of Norwich. Witnesses provided a detailed vehicle description to the responding officers, but the vehicle and suspect were not located. On October 13, 2010 the Norwich Emergency Dispatch Center received a complaint of erratic driving. The caller provided a general description of the offending vehicle. The alert dispatcher noticed similarities between this vehicle and the vehicle from the bank robber and confirmed distinguishing marks on the vehicle with the caller. The dispatcher directed officer to the vehicle and the occupant who was later arrested for the bank robbery.

- October 19, 2009 *Barricaded Subject*. Norwich Police went to a residence to attempt to serve an arrest warrant on a wanted subject. The subject threatened the officers with a knife and barricaded himself with the residence. The subject advised he was armed with a handgun and would shoot the officers. The officers on scene were able to distract the subject and a Taser was deployed through a window and were able to subdue the occupant of the residence until he could be taken into custody by assisting officers. No injuries were sustained by the subject however one officer suffered minor injuries.
- November 24, 2009 *Burglary in Progress*. Norwich Police officers responded to a report of a burglary in progress into a residence. The first officer on scene located the suspect outside the residence and the subject fled on foot. The officer gave chase also on foot over an extended distance. During the course of the chase uneven ground caused the officer to fall, but he did not stop, regained his feet and continued on. The suspect fled into a residence and attempted to barricade himself within. The officer was able to force the door and take the suspect into custody without incident. It was later learned that during the chase when the officer fell he broke his ankle in several places and was out of work for several months. In spite of the seriousness of the injury the officer was still able to effect the arrest.
- December 11, 2009 *Bank Robbery*. Norwich Police Officers responded to a bank robbery in the Norwichtown section of Norwich. Investigation revealed a possible suspect vehicle description. An alert citizen later saw the vehicle in Plainfield and reported it to the Norwich Police. The owner of the vehicle matched the suspect and was later placed under arrest for this robbery and others throughout the region.
- December 16, 2009 *Barricaded Subject*. Officers investigation a sexual assault complaint found the suspect barricaded and was reported to be armed with a rifle. Officers under the cover of a ballistic shield forced the shed and took the suspect into custody as he was attempted to light himself on fire after dousing himself in gasoline.

### **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.
- Traffic law enforcement: During the year 2009 Norwich Police Officers conducted 7,130 motor vehicle stops and issued 5,679 traffic citations. It should be noted 969 of these citations were issued on the busy West Main Street/Salem Turnpike corridor.

### **Training:**

- During the year 2009 Police Department personnel received over 4,900 man-hours of advanced individual law enforcement training, an increase of 2% over 2008. 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, located and equipped to meet our needs now and long into the future. This issue remains a critical one for Departmental operations and efficiency.
- 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. Construction of the new facility is currently on-going and completion is expected shortly.

### **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

### *Community Outreach & Professional Partnerships - (continued)*

- 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
- Tommy Toy Fund - Board of Directors
- U.S. Attorney’s Anti-Terrorism Advisory Council (ATAC)
- Federal Safe Neighborhoods Anti-Crime Program
- 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 retirements, the Department finished the 2008-2009 fiscal year down three officers from the previous year. The effects the response time and the ability to proactively enforce the law. This was exacerbated by the fact the Department has suffered a reduction in force of 13 officer positions due to budget cuts over the past several years.

***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 aggressive 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.

*Federal Grants:*

*Federal Department of Justice Direct Grants:*

LLEBG (Local Law Enforcement Block Grant) (2005 - 2008) \$28,986 – This grant supports law enforcement technology and equipment purchases.

*Norwich Police Department Grants (continued)*

LLEBG (2006 - 2009) \$17,341 – This grant supports law enforcement technology and equipment purchases.

LLEBG (2007 - 2010) \$35,016 – This grant supports law enforcement technology and equipment purchases.

LLEBG (2008 - 2011) \$12,503 – This grant supports law enforcement technology and equipment purchases.

BJA (Bureau of Justice Assistance) Body Armor Grant \$6,000 – This grant supports the purchase of soft body armor for officers through a 50% reimbursement of department expenditures.

*Federal Department of Justice Passed through Connecticut Office of Policy & Management:*

VALE (Victim Advocate/ Law Enforcement) (2009) \$110,000 – This grant supports equipment, training, and patrols 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.

ARRA Justice Assistance Grant (2009) \$75,000 – grant used to support the purchase of police-related equipment.

*Federal Department of Transportation Passed through Connecticut Department of Transportation:*

Comprehensive DUI Enforcement Program for 2009 \$25,000 – This grant supports DUI/Traffic Enforcement patrols and checkpoints through a 75% reimbursement of department expenditures.

*Current Grants*

VALE (Victim Advocate/ Law Enforcement) (2010) \$140,000 – This grant supports equipment, training, and patrols 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.

Comprehensive DUI Enforcement Program for 2010 \$33,000 – This grant supports DUI/Traffic Enforcement patrols and checkpoints through a 75% reimbursement of department expenditures.

ARRA COPS Hiring/Retention Grant (2009) \$187,000 – grant used to support the retention of officers scheduled to be laid off as well as hiring officers to replace positions eliminated during budget cuts.

*Continued*



**MEASURES OF ACTIVITY AND PERFORMANCE - Norwich Police Department**

	2009	2010	2011
<b>Indicator</b>	Actual	Estimated	Projected
<i>Service calls</i>			
Total Calls	56,363	57,132	58,497
Total 911 Calls	20,548	20,495	21,577
911 Hard Line	11,323	9,165	9,890
911 Cellular	8,903	11,049	11,920
911 VOIP	322	290	786
Non-Emergency line	31,176	36,632	38,355
Calls for Service (Police)	51,724	52,550	53,509
Calls for Service (Fire)	4,639	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	2,197	2,197	2,225
Auto Accidents(Investigated)	1,689	1,624	1,683
Auto Accidents (Fatalities)	1	3	2
Auto Accident (Injuries)	348	301	328
Vandalism (reported)	688	656	706
DWI Arrests	214	185	235
Neighborhood Watch Groups	38	38	38
Dare Students-1 <sup>st</sup> Grade	438	454	399
Dare Students-3 <sup>rd</sup> Grade	412	431	429
Dare Students-5 <sup>th</sup> Grade	444	464	451
SRO Teachers Middle-6 <sup>th</sup> Grade	161	182	Eliminated by BoEd budget
SRO Teachers Middle-7 <sup>th</sup> Grade	155	156	Eliminated by BoEd budget
SRO Teachers Middle-8 <sup>th</sup> Grade	137	165	Eliminated by BoEd budget
SRO Kelly Middle-6 <sup>th</sup> Grade	208	228	Eliminated by BoEd budget
SRO Kelly Middle-7 <sup>th</sup> Grade	192	202	Eliminated by BoEd budget
SRO Kelly Middle-8 <sup>th</sup> Grade	223	243	Eliminated by BoEd budget

\* Police activity is based and reported by Calendar Year.

# Norwich Fire Department

## *“Loyal To Our Duty”*

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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 2009/2010 ACCOMPLISHMENTS:**

- Entered into collaboration with Norwich Public Utilities to build first Solar system in City building
- 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.

## 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.

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## 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)

	09-10	10-11
PERFORMANCE MEASURE	ACTUAL	ESTIMATED
Fires	471	480
Service calls	351	333
Rescue/ emergency/ medical calls	1638	1751
Hazardous materials	75	80
Other	124	118
Total calls	2659	2762
Average response time (minutes)	2.5	2.5
Civilian casualties	0	0
Fire Service Injuries	30	25
Arson Investigations	8	6
Inspections/ re-inspections	611	754
Complaints Investigated	64	62
Violations found	1006	1160
Violations corrected	560	760
Fire investigations Conducted	73	81
Community service/ public safety presentations	27	35
Training hours/ person	358	420
Marine Operations	12	16

# *Taftville Volunteer Fire Department*

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DEPARTMENT HEAD: Timothy Jencks

PHONE NUMBER: (860) 887-6676

No information available at this time.

# *Laurel Hill Volunteer Fire Department*

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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:**

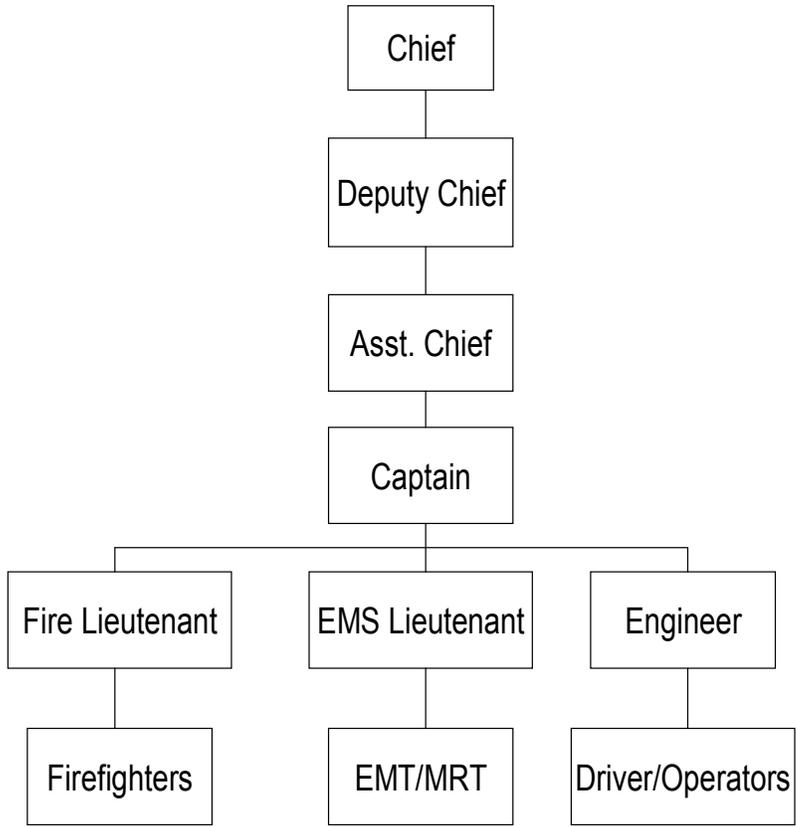
- To have 100% of members with at least one State of Connecticut certification in either EMT or Firefighter 1 by the years end.
- Continue to be the global means of fire protection for the City of Norwich with Laurel Hill providing the forestry and wild land fire suppression services.
- Continue to be 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 2009/2010 ACCOMPLISHMENTS:**

- 3 firefighters were trained to the firefighter 1 level.
- 2 firefighters were trained to the EMT basic level.
- Completed renovations to the Laurel Hill Fire Company to allow for installation of a new washer purchased through a federal grant at little cost to the City.
- Purchased a thermal Imaging Camera through a federal grant at little cost to the City.
- 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)

	09-10	10-11	08-09	07-08
INDICATOR	Actual	PROJECTED	ACTUAL	ACTUAL
Brush Fires	3	4	6	7
Structure Fires	11	6	5	3
Fire Alarms	19	22	27	32
Service Calls	29	6	11	17
Rescue/Emergency	4	5	3	3
Motor Vehicle Accidents	3	4	9	15
Vehicle Fires	1	1	3	5
Haz-Mat Calls	1	2	3	4
Mutual Aid	36	31	25	18
CO Problems	1	1	2	5
Water Emergency	22	5	4	4
Medical Calls	20	21	31	40
Total Calls	150	108	129	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	76	78	78
Training Hours	3,100	3,100	3,300	3,300
Community events attended	22	22	24	25
Percentage of women/minority members	38%	33%	33%	31%
Firefighters with State of CT Certifications	97%	97%	98%	98%



# *Occum Volunteer Fire Department*

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DEPARTMENT HEAD: Rob Patton  
PHONE NUMBER: (860) 822-8285

No information available at this time.

# *East Great Plains Volunteer Fire Department*

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

No information available at this time.

# *Yantic Volunteer Fire Department*

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DEPARTMENT HEAD: Frank Blanchard- Fire Chief  
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 2009/10 ACCOMPLISHMENTS:**

- Won Life Safety Achievement Award for zero fire deaths.
- Brought 4 new members into the department and hosted a State Certified FF 1 class in YANTIC and certified 7 members to the FF 1 level..
- 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.
- Continuing to work with the Taftville Fire Company to expand the Norwich Underwater Search & Rescue Team – DIVE 23, currently on line and has responded to several calls.
- 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.
- Established an S.O.G. committee to review all existing S.O.G.'s in the Yantic Department and revise as necessary. They are also working with the citywide SOG committee to adopt several common S.O.G.'s Then the committee will move on to existing preplan's for review and update.

MEASURES OF ACTIVITY AND PERFORMANCE (Yantic Volunteer Fire Department)

	08-09	09-10	09-10	10-11
PERFORMANCE MEASURE	Actual	Estimated	Actual	Proj.
Structure fires	21	20	19	20
False alarms	16	15	19	10
Internal alarms	82	110	92	100
Miscellaneous calls	66	90	68	50
Rescue/ emergency	266	250	279	250
Vehicle accidents	83	100	73	100
Automobile fires	18	20	11	20
Grass/ brush fires	11	20	16	20
Chemical incidents	10	5	6	5
Mutual aid	31	30	28	30
Service calls	33	50	201	50
Total fire calls	637	755	812	755
Average response time (minutes)	3.2	3.2	3.2	3.2
Accidents involving city fire vehicles	1	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	2	0	4	0
Public education man hours	800	800	755	800
Training man hours	2,165	2,500	2,005	2,500
Firefighters with State of CT certification	97%	95%	97%	95%
Percentage of personnel receiving EMT training	58%	60%	57%	60%

# *Office of Emergency Management*

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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:**

- 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 2009/10 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.
- Activated a communications network that allowed the Haitian Community to reach relatives and loved ones after the earthquake.
- Partnered with Hall Communications to create a secondary Emergency Alert System.
- Coordinated response to seven weather emergencies. The most severe was the blizzard on December 20, 2009 that produced 21 inches of snow in the Norwich area and the flooding on March 30, 2010 that resulted in Norwich being declared a State of Emergency and a Federal Disaster Area.
- Implemented the Community Emergency Response Team (CERT) program.

MEASURES OF ACTIVITY AND PERFORMANCE (Office of Emergency Management)

	09-10	10-11	11-12
INDICATOR	Actual	Projected	PROJECTED
Hours of emergency training	775	915	1250
Personnel trained	47	72	165
Shelters maintained	19	17	17
EOC activations	12	10	10
Dive team rescue calls	0	0	0
Flood assistance calls	176	50	50
Speaking engagements	27	25	25
Public information/education exhibits	23	25	25
Percentage of emergency operations plans updated	100%	100%	100%

# *Economic Development*

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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

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Head of Department: Gary A. Evans, Community Development Supervisor  
Phone Number: (860) 823-3770

- 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 2009/2010 ACCOMPLISHMENTS:

- Strengthened neighborhoods through the Neighborhood Stabilization Program by providing funding for the acquisition and rehabilitation of six foreclosed properties.
- Increased employment opportunities by training 20 individuals as Lead Abatement Worker/Supervisors and certified 65 individuals as EPA Certified Renovators through the HUD Lead Based Paint Hazard Control Grant.
- Improved opportunities for employees to generate more revenue by assisting 35 families representing 118 children with local childcare assistance.
- Enhanced quality of life for seniors by assisting Norwich Public Housing with American Disability Act (ADA) upgrades and bathroom renovations.
- Reduced school facility costs through energy conservation by assisting eligible public schools in energy efficiency improvements.
- Rehabilitated 26 housing units through the Property Rehabilitation Program and 32 housing units were made lead-safe through the Lead Based Paint Hazard Control Program.
- Created opportunities for increased employment by funding classes for English as a Second Language through Norwich Adult Education at Madonna Place.
- Funded workforce training curriculum for healthcare positions that place low and moderate-income people on a career path.
- Supported case management and winter shelter services for adult homeless individuals.
- Increased income potential of working parents by funding extended hours at Norwich's Summer Recreation Program.

# *Department of Planning & Development*

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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 2009/10 ACCOMPLISHMENTS:**

- Continued Blight Enforcement Program.
- 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.
- Participated in Mayor's bonding initiatives.
- Collected \$43,200 in citation fines.
- Collected \$ 376,346 in building permit fees.

MEASURES OF ACTIVITY AND PERFORMANCE (Planning and Building Division)

	09-10	10-11	11-12
INDICATOR	ACTUAL	PROJECTED	PROJECTED
Site development plans reviewed	7	12	12
Subdivision/re-subdivision plans reviewed	1	1	1
Special permit applications reviewed	7	8	10
Zoning permit applications reviewed	327	400	450
Zoning variances granted	18	30	30
Zoning variances denied	1	2	5
Inland Wetlands applications	6	6	10
Zoning complaints investigated	167	250	250
Residential building permits issued	1620	1000	1000
Commercial bldg. Permits issued	187	200	200
Industrial building permits issued	1	1	1
Structures condemned	6	6	6
Dwelling units condemned	17	25	25
Buildings demolished	3	6	6
Code violations investigated	1285	1500	1500
Citations issued	287	250	250
Citation Fees collected	\$43,200	\$50,000	\$50,000

# *Norwich Community Development Corporation*

CHIEF PROGRAM ADMINISTRATOR: Robert Mills, Executive Director

PHONE NUMBER: (860) 887-6964

WEB SITE: [www.askncdc.com](http://www.askncdc.com)

**MISSION:** To promote and support the industrial, manufacturing and commercial base of the city. To create wealth and employment opportunities through commercial growth from its position as the private not-for-profit 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 its private-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 expansion opportunities in the Norwich Business Park by exploring all avenues of exploiting underused parcels and properties and through a creative partnership with the Town of Franklin.
- 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 2009/10 ACCOMPLISHMENTS:**

- Developed new brand and logo for NCDC.
- Created and launched [www.askncdc.com](http://www.askncdc.com) web site and maintain metrics on its use and usefulness.
- Developed a detailed 3 year NCDC Strategic Plan with implementation schedules.
- Created focus for NCDC critical success factors of Business- Retention, Expansion, Attraction and Developments.
- In the Jul '09 – Jun '10 timeframe- NCDC began working on 39 different Business Retention, Expansion, Attraction and Development projects.

- Finalized all details of the funding, planning and construction contracting for the construction of Norwich's Intermodal Transportation Center. Construction starts July 1, 2010 and is expected to be completed spring of 2012.
- Act as the fiduciary for the state and federal leasing operations at the Mercantile Exchange Building for the Mashantucket Pequot Tribal Nation.
- Professionalized administration and functionality of NCDC operations with approved policies and procedures.
- Began process of retiring all outstanding NCDC bonds.
- Began process for creating a sustainable downtown inventory of buildings and spaces for redevelopment work.
- Created marketing banner to support NCDC presentations and positioning at trade shows and booths.
- Created Rack Card for marketing NCDC and the City of Norwich to prospects.
- Launched new branding for the business park.
- Designed and installed new directional signs and banners in the business park.
- Retention and business assessment visitations were made to key businesses in the business park and elsewhere in the City.
- Exploratory visits to land owners in and around the business park were conducted to assess potential sites for locating new businesses.
- 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.
- Established a centralized process of inventorying available grants.
- Investigated grant and loan opportunities with DECD, EPA, EDA, FEMA, OPM and SeCTer.
- Created opportunities for the community to increase understanding and knowledge of economic constraints for local communities in "Communities- Connecting to Compete" Program.
- Assisted the Mayor and City Council in developing a baseline understanding of the economic condition of the City of Norwich and establishing a process to advance a plan for its methodical improvement.
- Conducted a SWOT analysis of over 100 leaders in the community regarding Norwich's economic development potential and issues.
- Worked in concert with the Mayor and City Council along with other EDO's and interested parties to establish a cohesive plan for Community-Wide Economic Development Strategies.
- Assist the regional economic condition through the Board of Directors of the Southeastern Connecticut Enterprise Region (SeCTer) and their Business Development and Loan Review Committees.
- Assist the state economic condition through the Board of Directors of the Connecticut Economic Resource Center (CERC).
- Work with the professional economic developers in the state through the Board of Directors of the Connecticut Economic Development Association.
- Advocate for the greater northeast United States economic development through Northeast Economic Developers Association.
- Assisted the City of Norwich in the due diligence work to evaluate purchasing and development opportunities for the former Norwich Hospital Site.
- Provided presentations to Rotary, Chamber of Commerce, Leadership and Community groups about key NCDC and Norwich projects.
- Made presentations to realtor brokers about brokerage opportunities in Norwich.
- Brought 5 key guest speakers to Norwich for discussions about key economic development issues.

## *Main Street Program (Rose City Renaissance)*

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PHONE NUMBER: (860) 887-3289

No information available at this time.

## General Administration

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*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](http://www.cityofnorwich.org)).*

In this Section:

Office of the City Manager  
Personnel Department

# Office of the City Manager

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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

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DEPARTMENT HEAD: Brigid Marks, Director  
PHONE NUMBER: (860) 823-3786

**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 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.
- 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 2009/10 ACCOMPLISHMENTS:

No information available at this time.

# *Access to Public Information*

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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 election .....two 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 counter space in the clerk’s main office vault to utilize existing area.
- Provide an updated front computer with all cemetery records to aid in genealogy requests and searches.
- Computerizing all vitals, trade names, veterans etc. so they are more readily accessed.

**FY 2008/09 ACCOMPLISHMENTS:**

- Established a more efficient and user-friendly work area for both the customers and employees.
- 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.

**MEASURES OF ACTIVITY AND PERFORMANCE (City Clerk’s Office)**

	09-10	09-10	10-11	11-12
INDICATOR	ESTIMATED	ACTUAL	ESTIMATED	PROJECTED
Land records recorded	6,486	5,631	6,000	6,500
Marriage licenses issued	333	323	350	400
Death certificates recorded	510	472	550	600
Birth certificates recorded	969	978	1,000	1,050
Absentee ballots issued	1,379	500	500	500
Passport Applications Processed	0	0	0	0
Dog Licenses Issued	2,069	2,062	2,100	2,100

# Elections Office

CHIEF PROGRAM ADMINISTRATORS: Nancy DiPietro 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 canvass 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 technology.

**FY 2009/10 ACCOMPLISHMENTS:**

- Completed annual canvas of voters.
- Organized and ran two 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)**

INDICATOR	09-10	09-10	10-11
	ESTIMATED	ACTUAL	PROJECTED
Total number of voters	23689	21126	22126
Voters added to roles	2000	438	1,000
Voters removed from roles	1000	1001	1,000
Voter changes of affiliation	1000	2,376	2000

# *Public Roads, Parks, Utilities, and Buildings*

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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*

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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 and by improving single stream recycling program.
- 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 efficiency initiatives.

## **FY 2009/10 ACCOMPLISHMENTS:**

- Completed construction of seawall at Howard T. Brown Park.
- Achieved substantial completion of the Norwich Dog Pound renovation project.
- Preliminarily secured 90% grant funding for rehabilitation of the Sherman Street bridges.
- Increased recycling rate by 15%, thereby reducing refuse disposal costs.
- Initiated a revenue generating lease agreement for the Rogers Road landfill auxiliary building.
- Implemented refuse collection at six mobile home parks.
- Designed, permitted and contracted for the construction of concrete sidewalks on West Thames St. (Rt 32).
- Designed and provided construction management for the restoration of the Greenville basketball court.

MEASURES OF ACTIVITY AND PERFORMANCE (Department of Public Works)

	09-10	10-11	11-12
PERFORMANCE MEASURE	ACTUAL	ESTIMATED	PROJECTED
<i>Resurface roads on 20-year cycle/ average 8 miles/year</i>			
Road miles paved	4.8	7.2	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.	10	12	14
Recycling Rate	34%	38%	40%
<i>Improve drainage system operation &amp; 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	1	1	2
Average age of fleet (years)	11.3	12.1	12.8

# Norwich Public Utilities

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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. We know how vital our services are to each person, family, neighborhood, business, and community group we serve.

**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, accountable, and fairly-treated staff
- Competitive rates
- Cleaner environment

## FY 2009/2010 ACCOMPLISHMENTS:

- Completed construction of a 144-strand single mode fiber network to serve as the city's Municipal Area Network (MAN). This network will enhance connectivity for all city departments including City Hall, Police, Fire and Public Schools.
- As part of the \$100M community wastewater project, completed decommissioning and cleaning of the digester and prepared for construction of a new digester with methane gas recovery and associated cogeneration facility.
- Installation of all new gravity and force mains for the Flyers Drive Sewer project has been completed. The project serves the Flyers Drive, Lambert Avenue and Wayne Street areas of Norwich. NPU used this opportunity to replace and expand over 8500 feet of new gas main to unserved areas on Flyers Drive, Lambert Avenue and Wayne Street.
- Utilized ARRA funding to complete refurbishment and repainting of the Richard Brown and Fairview water tanks to improve tank integrity and maintain high water quality.
- Obtained approval to receive state funding for pump and drive upgrades at the Deep River water treatment plant. This project will result in improved operational efficiencies and reduced energy usage.
- Obtained a \$4.0M DOE award for a Smart Grid pilot program to design and install over 5000 smart electric meters and associated network infrastructure. This system will provide enhanced customer service, improved system reliability and troubleshooting, improved outage response time and reduced customer bills once fully implemented.
- Received over \$500K in ARRA funding for the design and construction of a backwash recycling system at the Stony Brook reservoir. This system will reduce the waste stream from the treatment process and increase available yield from the reservoir.
- Relocated all utilities in the Falls Avenue area in support of the intermodal transportation center project.
- Coordinated replacement of older gas mains with the public works paving program to minimize the potential for construction impact to newly paved roads.

- Completed a detailed needs analysis and request for proposal for new phone and integrated voice response systems to improve customer communications and expand customer payment and query options.
- Completed a comprehensive GIS needs assessment across all city departments to determine ways that the city could capitalize on the use and expansion of existing utility GIS databases.
- Started work on a \$200,000 DOE CT Future Fuels Project grant received to install 8 Electrical Vehicle (EV) Charging Stations adjacent to our customer service center. Also, included are upgrades to NPU's Compressed Natural Gas (CNG) and Biodiesel Fueling Stations.
- Using \$90,000 in funds from a DOE ARRA grant, NPU weatherized over 200 additional multifamily residences as part of our Home Energy Savings (HES) program saving residential customers over \$20,000 annually.
- NPU received a \$1.5M grant to install a Natural Gas co-generation unit at ACLS in the business park.
- NPU continued to provide HVAC and mechanical services at cost for the City and Board of Education facilities, saving the City over \$80,000 in labor costs.
- NPU collaborated with Three Rivers Community College on a grant to support Renewable Energy Workforce Development.

Continued community involvement in the following areas:

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, 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, 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.

MEASURES OF ACTIVITY AND PERFORMANCE (Norwich Public Utilities)

	08-09	08-09	09-10
INDICATOR	Estimated	Actual	Actual
<i>Fiscal Integrity</i>			
<i>Sales</i>			
Gas	17,098,174	20,662,063	16,723,629
Electric	51,808,075	51,414,944	57,648,995
Water	5,921,720	5,823,486	5,911,339
Sewer	5,350,274	5,132,988	7,331,433
Contribution to City General Fund	7,133,520	7,133,520	7,201,620
<i>Customer Service Indicators</i>			
<i>Field Service</i>			
Gas Service Calls	4,250	5,004	4,201
Electric Service Calls	2,600	1,830	1,802
Water Service Calls	3,150	3,653	2,795
Sewer Service Calls	260	164	260
<i>Service Center</i>			
Walk-in Customers	56,755	54,613	60,000
# calls	83,416	70,928	72,000
<i>Operations Indicators</i>			
<i>Distribution Systems</i>			
Miles of Gas Main	131	131	133
Miles of Electric Line	272	229	229
Miles of Water Main	157	188	187
Miles of Sewer Main	111	119	121
Miles of Fiber		67	
<i>Electric System Reliability</i>			
Avg. # outages per customer - SAIFI	0.50	0.34	0.50
Avg. cumulative out of service time (min) - SAIDI	35	25	40
Avg. outage duration (min) - CAIDI	55	73	80
<i>Wastewater Treatment</i>			
Gallons Treated (Billion)	1.91	1.91	1.91
Quality Tests Conducted	5,500	5,200	5,500
<i>Water Division</i>			
Gallons of Potable Water (Billion)	1.60	2.04	1.60
Quality Tests Conducted	10,500	10,000	10,600

# *Health, Housing and Human Services*

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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

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DEPARTMENT HEAD: Beverly Goulet

PHONE NUMBER: (860) 823-3778

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

**VISION:** Every resident will have the opportunity to reach their full socio-economic potential.

**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) actively pursue funds for supportive housing programs, (4) maintain active 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 2009/10 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, 2 of whom completed their degree this year. In addition, 21 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; Emergency Food & Shelter Program (EFSP) Utility Fund, Project Warm Up and Operation Fuel. This brought over \$72,000.00 in utility assistance to Norwich residents.
- Continued the Volunteer Income Tax Assistance Program and filed CT and Federal returns for 205 families and brought back over \$262,671.00 in refunds to the Norwich community, and advocated for a State Earned Income Tax Credit.
- Sheltered 67 Norwich homeless residents in the Norwich Hospitality Center and found permanent housing for 31% of them. Garnered over \$46,000 in grants and awards to operate the Center.
- Awarded \$28,500 in federal emergency rent/mortgage funds for economically distressed Norwich families and individuals. Also awarded an additional \$14,000 in ARRA (American Recovery & Reinvestment Act) funding for assistance with rents/mortgages.
- Awarded \$38,350 in grants and donations through the Norwich Safety Net Team for the provision of basic needs to Norwich families and individuals.
- Awarded \$25,000 in Kinship and Respite Program funds through the State Probate Court. This program provides funding for children in the care of relatives who have been awarded guardianship through the Probate and Superior Court systems.
- Assisted 972 Norwich disabled and elderly residents apply for the State of CT Renter's Rebate Program which brought back over \$422,000 to the community in rebates.

- Supervisory staff served in leadership roles in a number of local, regional and state human service organizations and initiatives.
- Organized the annual Christmas “Adopt A Family” program, matching sponsors who provided Christmas gifts to children of low-income Norwich families. Approximately 450 children, representing more than 150 families were assisted.
- Formed the Norwich Employment and Training Committee that sought funds to operate a pilot subsidized employment program. Four homeless Hospitality Center residents entered a 6 week subsidized employment program where they worked for local businesses at minimum wage, paid out of grant funding, and connected with the CT Works in order to re-connect with the labor market.
- Awarded \$67,000 from the ARRA (American Recovery & Reinvestment Act) funded “NEG (National Employment Grant)/Foxwoods Grant.” This grant was made available in partnership with TVCCA to provide case management services to displaced workers from Foxwoods Casino. Funding was used to hire a Social Worker to provide these services.
- Total Revenue in Grant Funding for Fiscal Year 2009/10: \$315,700

MEASURES OF ACTIVITY AND PERFORMANCE (Department of Human Services)

	09-10	09-10	10-11	11-12
PERFORMANCE MEASURE	ESTIMATED	ACTUAL	ESTIMATED	PROJECTED
<i>Number Served</i>				
Job placement	199	206	250	225
Rent and housing	140	117	120	120
Relocation due to condemnation				
Adults	55	40	50	50
Children	20	9	10	10
Utilities & Assistance Inquiries	400	482	400	450
Food	75	152	160	160
Emergency prescriptions	200	102	125	125
Financial aid to seniors	35	11	20	20
Backpacks/ back-to-school assistance	700	700	700	700
Case management	1,600	1,628	1,500	1,600
% of people applying for relocation who are housed	100%	100%	100%	100%
% of people at shelter who become permanently housed	50%	47%	53%	53%
Total amount and % increase in federal dollars received for housing	21,000/0%	22,000/5%	22,000/0%	22,000/0%
Total amount in safety net services funding	22,000	31,760	30,000	30,000
# of families assisted with Federal & State Income Tax Returns	225	280	300	325
Amount of Federal & State refunds into the community	292,000	418,684	270,000	400,000
% of clients served in Norwich Works who become gainfully employed	40%	20%*	95%	50%
% of Norwich Works participants successfully completing training	95%	86%	97%	95%
<i>Norwich Human Services no longer operates a Food Pantry, we now disperse emergency grocery cards and administer CDBG funds for our area food pantries.</i>				
<i>*Reflects poor economy</i>				

# Division of Youth & Family Services

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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 life outcomes for Norwich teens and their children; 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 09/10 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 additional programming.
- Employed 124 teens from low-income families in our Summer Youth Employment Program funded by the Eastern Workforce Investment Board. Total monies brought into Norwich by this program---**\$188,650**.

- Received an extension of “Summer Youth Employment” money which ran from January 2010-June 2010 which allowed us to employ 29 youth during that time in quality jobs. The total received during this time was **\$40,373**.
- Was awarded specialized “Pipeline” grant money in the amount of **\$39,117** to be used to train youth in the areas of Healthcare, Science and Technology. This grant runs from January 2010-December 2011.
- Received **\$81,000** in Federal grant money to return our Young Parents Program to Norwich with the goal of assuring that our teen parents and their children have the best possible opportunity to grow up to be productive citizens. This grant began in September of 2009.
- Continued with our Connecticut Behavioral Health plan certification and received **\$1,972** in reimbursements for funding for providing individual and family therapy.
- Provided specialized school year, work readiness services to 24 at-risk teens, through a contract with EASTCONN in the amount of **\$72,138**.
- Facilitated an anti-smoking campaign reaching 650 students in Kelly Middle School.
- 3 of our COOL Directions youth received an award at the Connecticut Student Film Festival for their “Meet the Norwich Candidates” video.
- Received **\$36,250** from private and public donors to fund Children First Norwich Coordinator and to continue facilitating our 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 its work on the Community Enhancement Plan for Norwich children from birth to 8 to ensure “All Norwich children will be safe, healthy and ready to learn.”
- 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 500 people, mostly fathers with young children).
- Brought in **\$75,000** in State grant money for Hearts, Hands and Homes a foster care and adoption recruitment program.
- 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](http://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 programs at Kelly Middle School aimed at delinquency prevention.
- Continued collaboration with the Connecticut Youth Services Association, State Department of Education, Southeastern Regional Action Council, System of Care, EWIB Youth Council, New Family Resource Team, Norwich Prevention Council, Safety Net Team, Southeastern Early Childhood Alliance, New London County Health Collaborative, Local Interagency Service Team (L.I.S.T.), Executive Implementation Team, CFN/School Readiness Council (and the Community Enhancement Plan Team), and the BullyBuster Coalition. We also continued our consulting relationship with Madonna Place.

MEASURES OF ACTIVITY AND PERFORMANCE (Youth & Family Service)

	09-10	09-10	10-11	11-12
PERFORMANCE MEASURE	ESTIMATED	ACTUAL	ESTIMATED	PROJECTED
<i>Number Served</i>				
Counseling cases	110	126	110	110
Young parent cases*	40	40(20 babies)	40	40
COOL youth employment	35	24	25	25
Leadership initiatives	60	32	30	30
Juvenile Review Board cases	25	31	30	30
Individual/ community consultations	800	766	800	800
Positive youth development/recreational/cultural/community education	12,500	8500	10,000	10,000
Summer Youth Employment	110	124	110	110
Families with service needs	30	8	25	25
Middle School Diversion Program	30	21	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	2,350	2,350	2,350	2,350
Relative caregivers groups (Grandparents Raising Grandchildren)	Not reported	12	12	12
Mentoring graduates in 3+ community projects	40	27	25	25
Provide youth with employment assessment	120	201	250	100
Hire-A-Teen		19	20	20
Provide anti-smoking/ substance abuse ed. to youths	0	650	1200	1200
Provide public forums/ educational events to parents	2,000	1,200	2,000	2,000
Engage youth in community service	23	26	25	30
Child Welfare Services	Not reported	996	1000	1000

# Rose City Senior Center

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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:**

- Increase Male membership and Participation
- Promote the Senior Center and enhance membership by Community Education
- Provide valuable resources to Seniors and Homebound Seniors
- Promote and improve safety programs through the Norwich Triad
- Provide Preventive Health programs and increase health screenings
- Continue to find alternative revenue streams to help support Senior Center programming

## **FY 2009/10 ACCOMPLISHMENTS:**

- Received a \$75,126 State of Connecticut Department of Transportation grant for Regional Out-Of-Town Medical Transportation with the Town of Montville 5<sup>th</sup> Year.
- Hosted a variety of programs with community partners including American Red Cross, Backus Hospital, AARP, Uncas Health District, Lifelong Learning and Sr. Resources.
- Delivered 600 Farmer's Market coupons to Norwich seniors/disabled.
- Celebrated our 12<sup>th</sup> year in the Senior /Student Friendship Program with the 2<sup>nd</sup> Grades classes at Wequonnoc School.
- Provided AARP Tax program for over 250 Senior Citizens
- Hosted 240 seniors for our 7<sup>th</sup> Annual St. Patty's Day Fundraiser Dinner
- Provided additional Outreach Services to the community through a \$6,500 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.
- Hosted a H1N1 flu clinic for seniors in conjunction with Uncas Health District
- Assisted over 100 seniors with new Medicare Part D program including homebound elderly
- Honored 180+ Volunteers for hundreds of hours of service to the senior center throughout the year.
- Raised in excess of \$7,000 through various fundraisers that went directly back into senior programs.

**MEASURES OF ACTIVITY AND PERFORMANCE (Senior Center)**

	09/10	09/10	10/11	11/12
INDICATOR	ESTIMATED	ACTUAL	ESTIMATED	PROJECTED
Number Served				
Preventive health clinic	2,550	2,500	2,500	2,500
Transportation (#'s Duplicated)	12,000	12,182	13,000	13,500
Outreach	850	970	950	950
Programs (#'s Duplicated)	43,500	43,924	44,000	44,000
Increases in innovative programming	3%	3%	Maintain	Maintain
Increase in homebound senior services offered	3%	5%	Maintain	Maintain
Increase Membership Support	3%	8%	8%	8%

**Grant Descriptions:**

In addition to the city funded department budget, the Senior Center also currently administers special revenue fund grants. 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-\$6,500-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 Licensed Podiatrist at the Center 1x per month for foot care services, concentrating on diabetics and those on blood thinners.

***State of Connecticut Grants:***

State of Connecticut Grant for Elderly and Disabled Demand Responsive Transportation (July 2009 – June 2011)  
\$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 with the Town of Montville. This program provides out-of-town transportation to elderly and disabled from the Norwich and Montville area to doctor appointments.

# *Recreation Department*

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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.
- 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.
- Expand the Summer Program to include a full day program for children ages 4 – 5.
- Consolidate activities and programs to maximize limited resources
- Increase the number of income generating programs

## **FY 2009/10 ACCOMPLISHMENTS:**

- Completed a \$75,000 renovation to the Greeneville Playground. Improvements included a new basketball court, playscape, benches, water fountain, new fencing and picnic tables. The project was also made possible through a generous donation of \$20,000 by the Norwich Rotary Club
- Applied for and received approval for Community Development Block Grant funds to provide before and after care for our 2011 summer camp program.
- Expanded the Summer Camp Program to include Kindergarten age children. Enrollment has increased to near capacity levels.
- Conducted fundraising clinics for improvements to the Donald Alfiero Skatepark.
- Worked in partnership with the Otis Library to increase programs to preschool age children.

**MEASURES OF ACTIVITY AND PERFORMANCE (Recreation Department)**

		09-10	09-10	10-11	11-12
INDICATOR		ESTIMATED	ACTUAL	ESTIMATED	PROJECTED
	Overall per capita cost of program	\$19.40	\$19.40	\$14.64	\$14.00
	Recreation budget as % of total general fund budget	.0065	.0065	.005	.005
	Full-time staff salary cost as percentage of departmental budget	40.6%	40.2%	.54%	.56
	Number of youth registrations	4600	4618	4500	4500
	Number of youth program hours	1900	1980	1900	1900
	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 2009/10 ACCOMPLISHMENTS:

- The Uncas Health District provided vaccine for the H1N1 strain of the influenza virus to nearly 3,500 individuals from November 2009 to March 2010. This effort was made possible through collaboration with partners such as the WW. Backus Hospital, the Norwich Fire Department, and Norwich Emergency Management, while utilizing Medical Reserve Corps volunteers.
- The Uncas Health District coordinated two educational programs on Environmental Health inspections to prepare departmental staff and human services agencies with tools to provide awareness and appropriate referrals resulting from residential inspections.
- The Uncas Health District began licensing of hair and nail salons on July 1, 2009.
- 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, and Heart Disease and Stroke Prevention.
- The Uncas Health District worked with several municipalities considering regionalizing public health services. On July 1, 2010, the municipalities of Griswold, Lisbon, and Voluntown increased the District to seven municipalities and 98 square miles.
- The Uncas Health District continued to serve on the Executive Committee of the New London County Health Collaborative with partner agencies including WW. Backus Hospital, TVCCA, and UCFS.
- 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 including the Norwich NAACP, Norwich Housing Committee, and UCFS Preventative Advisory Committee.

## MEASURES OF ACTIVITY AND PERFORMANCE (Health District)

	08-09	09-10	10-11
INDICATOR	ACTUAL	ACTUAL	ESTIMATED
Restaurant Inspections	366	266	300
Complaints Investigated	204	257	275
Complaints Closed	219	246	275
Septic Permits	37	57	50
Well Permits	14	20	20
Tattoo Site Inspections	4	4	4
Public Bathing Area Samples	22	22	22
Child Care Inspections	14	9	10
Public Pool Inspections	20	13	15
Food Service Plan reviews	15	22	20
Septic & B100a Plans Reviewed	27	74	60
Temporary Food Event Inspections	59	58	58
Lead Inspections	6	3	3
Lead Abatements Completed	10	0	2

# *Boards, Commissions & Committees*

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## **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  
Robert L. Booth  
Aaron Daniels

## **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

## **CITY HARBORMASTER**

Jim Harrison

## **CITY HISTORIAN**

Dale Plummer

# *Boards, Commissions & Committees*

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## **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. H. Tucker Braddock Jr.  
John Paul Mereen (Chairman)  
Richard C. Benoit  
James Paulsen  
Vacancy

## **HISTORIC DISTRICT COMMISSION**

Nancy O'Neil  
Cort Murphy  
Gideon Loewenstein  
Dr. Malcolm Edgar (Chairman)  
Judith Harding Hamblen

# *Boards, Commissions & Committees*

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## **HOUSING AUTHORITY (Norwich)**

Paul Gauthier  
Marion G. Rucker  
Hector Baillargeon (Chairman)  
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 (Chairman)  
Brandon Hyde

## **MOHEGAN PARK IMPROVEMENT AND DEVELOPMENT ADVISORY COMMITTEE**

Public Works Director (Ex-Officio)  
Ald. William Nash  
Ald. Deb Hinchey  
Ald. Pete Desaulniers  
Kerry Bilda  
Kevin Crowley  
Mikel Middleton  
Jennifer Christopher  
Brandon Hyde (Chairman)  
Vacancy

## **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  
Emmet Riley  
Michael E. Jewell, Sr. (Chairman)

## **NORWICH GOLF COURSE AUTHORITY**

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

# *Boards, Commissions & Committees*

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## **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. Pete Desaulniers  
Ald. William Nash  
Ald. Laurie Popovich  
Olive Buddington  
Jeffrey Lord

## **RECREATION ADVISORY BOARD**

Luis DePina (Ex-Officio)  
Ald. Deb Hinchey  
Ald. William Nash  
Raymond Stewart  
John Iovino  
Robert Spayne

## **REDEVELOPMENT AGENCY**

Thomas Marien (CHAIRPERSON)  
Carol Maranda  
Sofee Noblick  
Timothy Smith  
Anthony Jacobs  
Marjorie Blizard  
Leland Loose  
James Quarto  
Jeremy Minter

# *Boards, Commissions & Committees*

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## **REHABILITATION REVIEW COMMITTEE**

James Troeger, Building Official  
James Roberts, Deputy Fire Marshall  
Ald. H. Tucker Braddock Jr.  
Kevin Lin  
Rodney Bowie  
Joe East, Building Official

## **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**

Peter A. Nystrom, 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  
Ald. H. Tucker Braddock Jr.

## **SOUTHEASTERN CONNECTICUT WATER AUTHORITY**

Terrence Dugas  
Rodney Bowie

## **SUSTAINABLE ENERGY COMMITTEE**

Ald. William Nash  
Ald. Pete Desaulniers  
Ald. Laurie Popovich  
Dr. Edwin Cohen  
Dr. Geoffrey Akers  
John Bilda, NPU General Manager  
Joseph Ruffo, Comptroller  
Peter Polubiatko, Clean Cities Coordinator  
Peter A. Nystrom, Mayor (Ex-officio)  
Alan H. Bergren, City Manager (Ex-officio)

## **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

# *Boards, Commissions & Committees*

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## **VOLUNTEER FIRE RELIEF FUND COMMITTEE**

Vacant

Vacant

Frank Davis (P&P Board member)

## **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 Proffitt

Vacancy (Norwich Tech)

## **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



**City Councilwoman  
Jacqueline Caron (D)**  
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**Norwich City Council**



**City Councilman  
President Pro-Tem  
Pete Desaulniers (D)**  
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**Mayor  
Peter A. Nystrom**  
Norwich City Hall  
100 Broadway, 3rd Floor  
Norwich, CT 06360  
(860) 823-3743 (Office)



**City Councilwoman  
Laurie Popovich (R)**  
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**City Councilman  
William Nash (R)**  
61 Sholes Avenue  
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Deb Hinchey (D)**  
46 Cherry Hill Rd.  
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**City Councilman  
H. Tucker Braddock Jr. (D)**  
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Norwich, CT 06360  
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