

City of Norwich
Connecticut
Annual Report 2010-2011

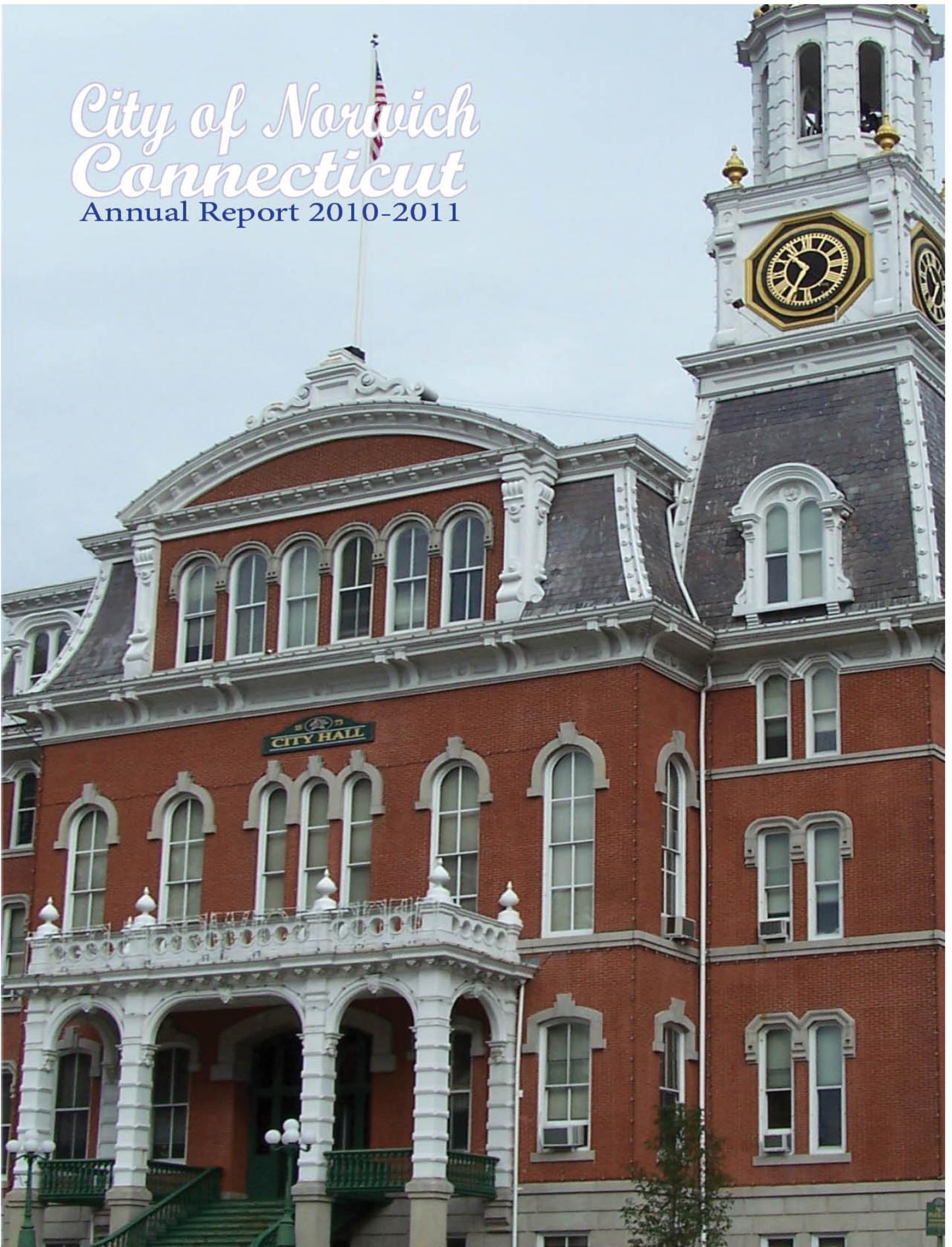


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Transmittal Letter from the City Manager

Fellow Citizens, City Council, and Mayor:

It is a pleasure to transmit the *Annual Report for Fiscal Year 2010-2011*. Over a half century ago the Norwich City Charter first mandated that an *Annual Report* be made to the City Council. Through the years, the form of the report has changed, but production of the report has continued as an important function of the City Manager's Office. Again, this year's report represents collaboration between my office and the various departments, offices and programs described herein.

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

Respectfully Submitted,

Alan H. Bergren
City Manager

Message from the Mayor

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 service that our community expects.

We are all looking forward to the rebirth of the Norwichtown Mall which will now be know as Norwichtown Commons with new employers creating new jobs and opportunities. We also can look forward to the downtown programs authorized by you and your generosity operating in full mode to better enhance the Rose of New England. We have initiated efforts to complete a city wide Brownfields assessment of our former mills, to reposition them for commercial, retail and possible manufacturing.

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 Albert Nystrom
Mayor of Norwich

Editor's Note

.....

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

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

This year’s *Annual Report* is designed to do more than meet the technical charter requirement of consolidating information available from other sources. This year’s report consists of 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. This year’s report has again 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. Staff dedication saved taxpayer dollars and helped make this report possible.

Alan H. Bergren
City Manager

Overview of the City of Norwich, Connecticut

Business Profile

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

	<u>Norwich</u>	<u>New London Co.</u>	<u>Connecticut</u>
Population	40,493	274,055	3,574,097
Number of Households	18,659	120,994	1,487,891
Land Area (sq. miles)	28	666	5,009
Pop. /Sq. Miles	1,446	411	713
Per Capita Inc.	\$46,907	\$61,008	\$65,859
Median Age	39	39	40

Telephone Directory

Telephone Directory

Emergency Calls (Police, Fire, Medical)	911
Office of the Mayor and City Council	823-3742
Mayor 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
Departments/Offices	
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	823-3707
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	823-3714
Youth & Family Services	823-3782

Taxes, Finances, Investment

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

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

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

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

In this Section:

Assessment Department
Finance Department
Office of the Treasurer

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 2010/2011 ACCOMPLISHMENTS:

- The City of Norwich's October 1, 2010 Grand List was filed by Assessor, Donna L. Ralston. Ms Ralston is a 30 year veteran of the assessment profession and a Norwich native.
- The administration software from Quality Data Services, installed in April of 2009 in both the Assessors' and the Tax Collectors' offices has 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. The personal property portion of the software has increased the accuracy of calculation and allowed more time for new discovery.
- 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 program has been adopted and the Assessors' Office is working closely with the Department of Public Utilities to ensure 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. An on-line GIS contractor has been secured by DPU and will be utilized by the Assessors' office for the viewing of the City's maps by all. As soon as all of the mismatches are corrected it will be available to the general public.
- The Assessors' office has recently taken over the responsibility of street numbering from the Department of Public Works. The Assessor, who has been on a state-wide committee to come up with Standards for Street naming and numbering to be used throughout the State, has been reviewing the policies in place and making recommendations to various departments in that regard..

MEASURES OF ACTIVITY AND PERFORMANCE (Assessment Department)

Grand List Date:	10/1/2007	10/1/2008	10/1/2009	10/1/2010
<i>INDICATOR</i>	ACTUAL	ACTUAL	ACTUAL	ACTUAL
		Revaluation		
Net Grand list totals 10/01/07 –10/01/10	1,853,210,372	2,360,068,484	2,388,666,315	2,390,861,539
Number of deeds processed	2,550	2,000	1379	1289
Number of building permits processed	1,200	1,350	1832	1774
Motor vehicles to be valued	9,700	10,000	8720	9034
Personal property forms processed	1,350	1,400	1550	1880
Sales ratio forms processed	1500	1,400	719	479
Percent of reports completed on time	100%	100%	100%	100%
Circuit-breaker and Freeze applications	750	800	730	421
Exemptions	3,000	3,050	3510	3551
Board of Assessment Appeals adjustments	100	525	57	167

Finance Department

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:

- Upgrade all Microsoft Office applications to version 2007.
- Add more departments to the fiber optic network and, over time, reduce the number of servers that need to be replaced and maintained.
- 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.
- Hire a firm to conduct an audit of the City's telecommunications accounts.
- Work with our insurance consultant to get quotes from other firms to negotiate lower premiums for life, short-term, and long-term disability insurance for the City, Board of Education and Norwich Public Utilities.
- Work with Board of Education and Norwich Public Utilities to identify other goods and services that we can let out to bid together.

ACCOMPLISHMENTS:

- Began adding departments to Norwich Public Utilities' fiber optic network.
- Added Google Translate feature to City website in order for website users to translate the site's content into over 50 languages.
- Through a formal bidding process, issued a contract that will cover elevator maintenance for all City, Board of Education and Norwich Public Utilities buildings and should significantly reduce the overall cost of these services.
- Since implementing purchase cards, reducing the frequency of check runs, paying employee reimbursements through payroll, consolidating bills and other initiatives, we have reduced the number of accounts payable checks issued from over 14,000 in fiscal year 2000 to fewer than 4,500 in fiscal year 2011. This saves the City roughly \$10,000 each year in postage, supplies, and bank fees.
- 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.

Finance Department		10-11	10-11	11-12	12-13
Performance Measure		PROJECTED	ACTUAL	PROJECTED	PROJECTED
<i>Inputs</i>					
	Value of current levy tax bills mailed	56,674,467	57,006,148	58,707,362	N/A
	Current levy taxes collected	54,656,856	54,816,062	56,517,577	N/A
	Debt Service Interest Paid	1,296,888	1,296,888	1,001,075	N/A
	Outstanding debt at beginning of the year	35,115,000	35,115,000	31,640,000	N/A
<i>Workload/ Output</i>					
	Hardware/ software service requests cleared	1,700	2,360	1,900	1,900
	Number of computers maintained	260	260	260	260
	Number of computers replaced during the year	20	23	20	20
	Number of servers maintained	12	12	12	12
	Number of servers replaced during the year	2	1	2	2
	Number of printers maintained	100	100	100	100
	Number of training opportunities offered	2	-	2	2
	Number of training participants	20	-	20	20
	Number of internal audits performed	2	2	2	2
<i>Outcome/ Results</i>					
	Percent of current tax levy collected	96.44%	96.16%	96.27%	96.27%
	Actual General Fund revenue collected as a of the amount budgeted	100.00%	100.00%	100.00%	100.00%
	Reportable findings by external auditor	-	N/A	-	-
	Reportable findings - Federal & State awards	-	N/A	-	-
	Audit adjustments	10	N/A	10	10
	Average number of days to pay bills	20	N/A	20	20
	Percent of bills paid within 30 days	90.00%	N/A	90.00%	90.00%
	Website visits	180,000	170,527	180,000	180,000
<i>Efficiency</i>					
	Cost of department/ cost of total General Fund operations	1.20%	1.20%	1.16%	N/A
	Average interest rate on debt	3.69%	3.69%	3.16%	N/A
	Date financial statement audit finished	11/30/2011	N/A	10/31/2012	10/31/2012
	Number of business days budget printed after adoption	10	17	10	10

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 2010/11 ACCOMPLISHMENTS:

- Added a second check imaging machine, making check deposits more efficient.
- Generated \$86,220.42 in revenue by keeping all excess city funds in interest bearing accounts at all times
- Began putting bank statements online, saving paper and bank charges.

MEASURES OF ACTIVITY AND PERFORMANCE (Office of the Treasurer)

	09-10	10-11	11-12
INDICATOR	ACTUAL	ACTUAL	ESTIMATED
Average # of days to perform bank reconciliations	15	15	15
Average # of days to complete sales tax returns	1	1	1
Average return on investments	3.5%	1.0%	.4%
Cost of department/Non-pension city investments	0.7%	0.7%	0.7%
Average # of days to process cash reports	2	2	1
Average # of days to process cash deposits	1	1	1
Average # of days to post cash receipts	1	1	1
Inter-fund transfers per week	15	15	10

Education

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

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

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

In this Section:

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



**NORWICH PUBLIC SCHOOLS
ANNUAL REPORT
2010-2011**

Superintendent: Abby I. Dolliver
Phone Number: (860) 823-4245

Mission Statement

“The Next Generation Norwich Education System is a fully integrated community educational environment for all our citizens throughout their lives in any facet they desire.”

During the 2010-2011 school year, stakeholders in Norwich expressed a strong desire for an educational experience that would be broad and deep – one that embraces the complexity of human learning and the excitement that comes from intensely personal learning experiences. Further, they want a public school system that serves the community, not just its students. They understand the supply and demand connections between the strong education system and the long-term economic vitality and quality of life in the Norwich area. They want an education system that offers choices about how and where learning happens and exhibits flexibility and openness – a system that can change with the times to keep itself current with technology and social issues. They want a system that capitalizes on individual learner strengths and interests at the same time it conveys social skills and dispositions that lead to strong groups and community integrity.

Integrated Problems

1. Growing difficulty of education problems
2. Increasing skepticism and alienation
3. History of fragmented non-solutions
4. Challenge to traditional local control
5. Unsustainable financial model

Integrated Solutions

1. Work together for personalized learning and system accountability
2. Personalized support for success
3. Flexibility
4. Use resources for mutual benefit
5. Lifelong learning
6. Sustainable and comprehensive financial model
7. Renewal

First Priorities for Implementation

1. Personalized learning plans
2. Theme-based instruction
3. Mentoring and volunteerism
4. Community-based science and math focus
5. History, culture, and language embedded in curriculum
6. Strategic cost savings
7. Community organizations in the schools

The Norwich Free Academy

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

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. 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 assisting younger 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: 15.7:1
 Current Expenditures per Pupil (10-11):..... \$9,943
 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 2011 test scores are as follows:

Percentage of Students at Proficiency or Above*

	Math	Reading	Writing	Science
Grade 3	69%	47%	70%	
Grade 4	60%	53%	82%	
Grade 5	69%	66%	82%	87%
Grade 6	86%	94%	79%	
Grade 7	91%	76%	87%	
Grade 8	93%	90%	74%	81%

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

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

Otis Library

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.

Otis Library emphasizes customer centered services, innovation, communication and flexibility. Among the actions focused on these goals the library:

- Increased services to better serve the Library's many loyal patrons as well as to attract more people to the Library and surrounding businesses;
- Organized and implemented Strategic Planning to design new service model, ongoing through 2011-2012;
- Implemented digitization program to improve access to local history and genealogy collection;
- Expand services to area schools, adult education and early childhood programs including pilot outreach program with the Wequinnoc School;
- Provide meeting rooms for community use;
- Worked with Downtown Enhancement Committee to enhance the economic viability of the Norwich business district, providing leadership in the revitalization of Norwich's downtown.

FY 2010-2011 ACCOMPLISHMENTS:

- Despite a second year of reductions of \$100,000 or more, maintained stable operating hours, staffing and material funding and a high community profile.
- Increased patron database to 48,896;
- Logged more than 500 volunteer hours in all library departments;
- Hosted interns from Norwich Free Academy and Three Rivers Community College;
- Coordinated court ordered community service program with United Community and Family Services, assisted 22 people in completing community service hours;
- Despite 20% reduction in service hours, recorded over 58,500 Internet uses;
- Circulated over 140,000 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 4,000 registered recipients;
- Sponsored Eight Annual "Evening with an Author" gala event and realized record income;
- Recorded record annual appeal response and income figures;
- 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	Actual	Projected
Items Circulated	133,500	141,503	142,000
Public computer users (estimated)	57,498	58,500	59,000
Reference questions answered	6,776	6,800	7,000
Visits 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 : [2]	92,110	93,382	94,000
Items Borrowed/Loaned****	14,000/13,000	13,000/12,000	14,000/13,000

[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] Includes all materials: Books, DVDs, E-books and periodicals.

*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

****Items Borrowed/Loaned to other libraries

Three Rivers Community College

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

About The College:

Three Rivers Community College is a commuter college that serves Southeastern Connecticut and eastern regions of the state with a variety of credit and non-credit degree and certificate programs designed to meet the dynamic needs of our learning community. The college's core hours of operation are Monday through Friday, 8:30 - 5:00 PM.

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



TRCC Campus

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

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

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

Public Safety

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

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

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

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

In this Section:

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

Police Department



“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; to 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.*
- *Increase our Community Policing efforts by re-initiating a dedicated Problem Oriented Policing Teams.*
- *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.*
- *With the assistance of Board of Education Funding, restore our highly successful School Resource Officer program to include a continuation of a student police academy and an internet safety program for parents.*
- *Strive to 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.*
- *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, accountability 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.*

Calendar Year 2010 ACCOMPLISHMENTS:

Organizational Accomplishments

- Awards/Medals: Continued the annual formalized awards/medal ceremony, recognizing numerous members of the Department for meritorious, heroic or exceptional service. This event has been an overwhelming morale builder for the Department members.
- Federal Grant Award: Harbor Patrol & Rescue Vessel. The United States Department of Homeland Security under the Port Security Grants Program awarded the City \$236,000 for the purchase and up-grade the Police Department's Harbor/River Patrol & Rescue Vessel. This award enables the Harbor Patrol to be available and operational in all weather conditions. The grant funding also outfitted the vessel with all necessary technological advances and equipment to make it "state of the art" marine asset to the regional local, state and federal agencies.
- During 2010 the department had the luxury of hiring three certified Connecticut police officers from other police departments. These officers were hired fully trained and certified enabling the City to save upwards of \$100,000 plus in costs; police academy training expenses, eliminating 108 weeks of combined training time, and the payroll costs. The training time and money savings have a compounded effect allowing the department put experienced officers into service much sooner than recruit officers while reducing replacement costs to the Police Department.
- During calendar year 2010, the Southeastern Connecticut/New London County Cold Case Homicide Unit solved and effected an arrest for five previously unsolved homicides in the region. Three of the five homicide investigations solved were Norwich Police Department cases, including the highly publicized brutal murder of Dr. Eugene Mallove in 2004. The Norwich Police have 1 sergeant and 1 detective assigned to this productive unit.

The following are a small sampling of noteworthy crimes and incidents from calendar year 2010:

- February 19, 2010 - Investigated the theft of a bronze grave site statue (Osgood Family Statue) valued @ \$36,000 from the Yantic Cemetary on Lafayette St. Recovered the cut up pieces of the statue and made 3 arrests.
- April 27, 2010 - Arson fire of the vacant Caperhart building led to the formation of the Arson Task Force. The task force was comprised of Sgt. Camp and Ofc. Smith from the Norwich Police Department as well as members from the Connecticut State Police Office of the State Fire Marshal and the City of Norwich Fire Marshal's Office. The task force solved 17 arson fires and affected 26 arrests for fires that occurred between 2006 and 2010 including the Capehart Mill arson fire.
- June 11 – October 6, 2010 - A string of 9 separate residential and commercial burglaries occurred within the Norwichtown area. 2suspects were arrested for their roles in these burglaries.
- June 19, 2010 - Patrol Division Officers responded to the Phoenix Bar for the victim of a stabbing/shooting. Arrested 1 suspect.
- August 26, 2010 - Murder investigation on Lake St. Arrested 1 suspect for the murder, seized 1 firearm and arrested 2 other suspects for their roles in a related robbery.
- September 29, 2010 - Suspect was arrested for embezzling over \$110,000 from her elderly parents. Initially it was reported in February of 2010 as a \$60,000 theft.
- October 7, 2010. Conducted Operation Trap Door. in collaboration with the Bureau of Alcohol Firearms & Tobacco (BATF). A narcotic & firearm sweep which included 3 coordinated search warrants and resulted in the arrest of 15 subjects and the seizure of 5 firearms and \$1,000 in cash.
- October 21, 2010 - Bank Robbery at the Dime Bank on West Town St. Arrested 2 suspects

- October 28, 2010 - Bank Robbery at Coreplus Federal Credit Union on Salem Tpke. Arrested same two suspects as the in the previous Dime Bank Robbery.
- October 30, 2010 - Patrol Officers responded to oakland Heights Trailer park for a suspicious person investigation which resulted in the arrest of 1 suspect who had just committed three burglaries. Among the quantity of stolen property recovered was a loaded stolen handgun.
- November 1, 2010 - Armed robbery of the East Main St Package Store. Recovered the gun used and arrested 2 suspects.
- November 12, 2010 - Bank Robbery at to the Chelsea Groton Bank in Franklin Square. Arrested 1 suspect.
- November 28, 2010 - Shooting on Talman St., victim sustained a gunshot wound to the face. 1 Suspect later arrested in 2011.
- November 30, 2010 - “Drive by” shooting on Ward St. for shots fired into a residence where a victim sustained a gunshot wound. 3 suspects arrested, 2 guns seized.
- December 13, 2010 - Murder investigation on Boswell Ave. 1 suspect was arrested. While responding Detectives were investigating the murder, a 17 yoa suspect who initially was believed to be involved was found to be in possession of a sawed-off shotgun and placed under arrest and the firearm seized.

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 2010 Norwich Police Officers conducted 7,892 motor vehicle stops and issued 5,698 traffic citations. It should be noted 980 of these citations were issued on the busy West Main Street/Salem Turnpike corridor alone.

Training:

- During the year 2010 Police Department personnel received over 4,400 man-hours of advanced individual law enforcement training. Despite a significant decrease in training funding, training hours were only reduced by approximately 11 % from the previous year. 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 and site evaluations for various sites. Those phases have been completed and the goal now is to decide on an appropriate final location and funding source to build a relocated Police Headquarters at a new location for a facility sized, and equipped to meet our needs now and long into the future. This issue continues to remain critical for the Departmental operations and efficiency.
- The long awaited opening of a new, spacious and state of the art City Pound took place in December 2010. The new animal facility is more secure and touts 20 dog kennels, 10 more than the old Pound. Adding to the security is a drive in “sally port” allowing the ACOs to extract the animals from their vehicle within the confines of the building avoiding accidental escapes. The new facility features air conditioning, a washing station for the animals, 3 quarantine pens, a “Sanctuary” room for cats, a washing machine and dryer eliminating the need for the previously contracted laundry service, spacious office with computer and internet access and kitchen space as well as a full bathroom and shower facility for employees.

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
- Norwich Neighborhood Watch Programs (38)
- NFA Board of Corporators
- Board of Directors, St. Vincent de Paul Soup Kitchen
- Tommy Toy Fund - Board of Directors
- 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 Alliance to Better Law Enforcement (CABLE)
- CT Police Association (PAC) – President
- CT Law Enforcement Council (LEC) - Secretary
- CT Police Officers Standards and Training Council (POST)
- U.S. Attorney’s Anti-Terrorism Advisory Council (ATAC)
- Federal Safe Neighborhoods Anti-Crime Program
- FBI Joint Terrorism Task Force (JTTF)
- FBI National Academy Associates (FBINAA)
- Norwich Bulletin Diversity Committee
- Port of New London - Marine Security Group
- 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, Coaching staff
- Guns of Norwich Historical Society
- Norwich Historical Society
- Lisbon Historical Society
- NAACP - Norwich Branch
- Latinos United Advisory Board
- Marine Corps League
- Army National Guard, Air 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 and perception of the public regarding downtown.
- New equipment upgrades have been obtained some through grant funding, to improve police radio performance/reception.
- With retirements and the elimination of the School Resource Officers the Department finished the 2009-2010 fiscal year down three officers from the previous year. This 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 decade.

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 (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:

ARRA Justice Assistance Grant (2009-2012) \$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 2010 \$42,000 – This grant supports DUI/Traffic Enforcement patrols and checkpoints through a 75% reimbursement of department expenditures.

Click It or Ticket Enforcement Program for 2010 \$6,000- This grant provides funding for enforcement and education of seatbelt/child safety seat compliance through media checkpoints during two designated time periods throughout the year. The enforcement checkpoints are 100% reimbursable in labor costs.

Current Grants

VALE (Victim Advocate/ Law Enforcement) (2011) \$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.

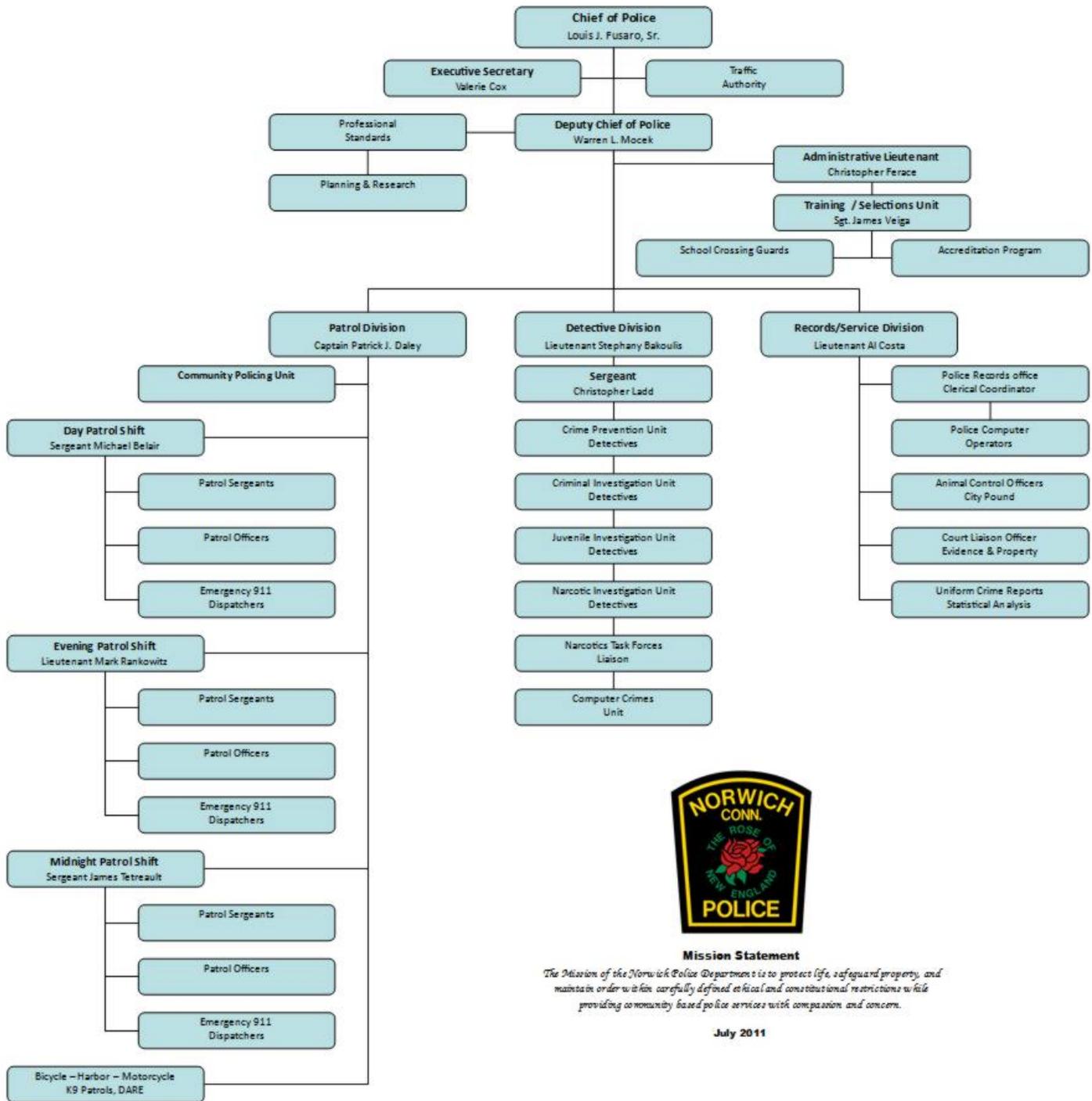
Comprehensive DUI Enforcement Program for 2011 \$52,000 – This grant supports DUI/Traffic Enforcement patrols and checkpoints through a 75% reimbursement of department expenditures.



MEASURES OF ACTIVITY AND PERFORMANCE - Norwich Police Department

	2009	2010	2010	2011
Indicator	Actual	Estimated	Actual	Estimated
<i>Service calls</i>				
Total Calls	56,363	57,132	57,903	55,715
Total 911 Calls	20,548	20,495	21,825	22,069
911 Hard Line	11,323	9,165	8,145	6,886
911 Cellular	8,903	11,049	13,237	13,901
911 VOIP	322	290	443	1,359
Non-Emergency line	31,176	36,632	36,078	33,641
Calls for Service (Police)	51,724	52,550	52,683	49,890
Calls for Service (Fire)	4,639	4,577	5,220	4,681
<i>Other Activity</i>				
Assault on Officer incidents	33	27	44	48
Officer injuries (all causes)	24	33	11	19
Part I Crimes	2,197	2,197	2,009	1,938
Auto Accidents(Investigated)	1,689	1,624	1,682	1,687
Auto Accidents (Fatalities)	1	3	2	2
Auto Accident (Injuries)	348	301	409	390
Vandalism (reported)	688	656	503	486
DWI Arrests	214	185	241	233
Neighborhood Watch Groups	38	38	38	40
Dare Students-1 st Grade	438	454	496	595
Dare Students-3 rd Grade	412	431	495	631
Dare Students-5 th Grade	444	464	402	621
SRO Teachers Middle-6 th Grade	161	182	Eliminated by BoEd budget	Eliminated by BoEd budget
SRO Teachers Middle-7 th Grade	155	156	Eliminated by BoEd budget	Eliminated by BoEd budget
SRO Teachers Middle-8 th Grade	137	165	Eliminated by BoEd budget	Eliminated by BoEd budget
SRO Kelly Middle-6 th Grade	208	228	Eliminated by BoEd budget	Eliminated by BoEd budget
SRO Kelly Middle-7 th Grade	192	202	Eliminated by BoEd budget	Eliminated by BoEd budget
SRO Kelly Middle-8 th Grade	223	243	Eliminated by BoEd budget	Eliminated by BoEd budget

* Police activity is based and reported by Calendar Year.



Mission Statement

The Mission of the Norwich Police Department is to protect life, safeguard property, and maintain order within carefully defined ethical and constitutional restrictions while providing community based police services with compassion and concern.

July 2011

Norwich Fire Department

“Loyal To Our Duty”

DEPARTMENT HEAD: Chief Kenneth J. Scandariato EFO CFEI

PHONE NUMBER: (860) 892-6080

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

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

VALUES: Professionalism, Courtesy, Reliability and Competence

GOALS & ACTION PLANS:

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

FY 2010/2011 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 \$3000.00 from Grant awarded by Webster Insurance for Physical Fitness Program.
- Awarded \$34,000.00 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
- 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 additionally trained to ICS 400, 800 and large-scale incident management, Certified Explosion and Fire investigator and Executive Fire Officer Levels.
- Hired 3 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 Norwich Human Services Division: Developed partnership to provide low income families free smoke detectors for their homes.

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

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

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

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

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

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

Grant Descriptions

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

AFG (Assistance to Firefighters Grants Program)

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

CDBG (Community Development Block Grant, July 2011) \$76,000.00 –

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).

Connecticut Fair Plan A grant funding stream providing funding for fire prevention activities and fire equipment and training.

MEASURES OF ACTIVITY AND PERFORMANCE (Norwich Fire Department)

	10-11	11-12
PERFORMANCE MEASURE	ACTUAL	ESTIMATED
Structure Fires	477	490
Service calls	108	116
Rescue/ emergency/ medical calls	1607	1667
Hazardous materials	96	100
Other	42	43
Total calls	2330	2416
On Scene from Dispatch Time	4 min	4 min
Civilian Casualties	0	0
Fire Service Injuries	39	35
Arson Investigations	5	6
Inspections/ re-inspections	588	702
Complaints Investigated	23	25
Violations found	814	895
Violations corrected	674	741
Fire investigations Conducted	45	50
Community service/ public safety presentations	41	50
Training hours/ person	326	359

Taftville Volunteer Fire Department

DEPARTMENT HEAD: Timothy Jencks
PHONE NUMBER: (860) 887-6676

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

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

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

GOALS & ACTION PLANS:

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

FY 2009/10 ACCOMPLISHMENTS:

- Completed all annual required training.
- Increased public education program delivery.
- One Cadet completed an Introduction to the fire service class held at the Connecticut Fire Academy.
- Six firefighters completed basic SCUBA training
- Six firefighters attended National Fire Academy training.
- Participated in several community events in conjunction with several organizations
- Continued with Station energy efficiency upgrades
- No accidents involving city apparatus
- Increased the department membership by 21%
- Replaced the roof on the fire station with funding from a grant
- Applied for several grants for equipment and training

MEASURES OF ACTIVITY AND PERFORMANCE (Taftville Volunteer Fire Department)

INDICATOR	06-07	08-09	09-10	10-11
	ESTIMATE D	ACTUAL	ACTUAL	PROJECTED
Structural fires	29	32	32	35
Mutual aid	10	10	62	60
Standby	6	14	14	15
Water Rescue	3	4	6	5
Service Calls	23	32	20	23
Emergency Medical Calls	308	390	370	425
Motor Vehicle Accidents	50	61	50	50
Motor Vehicle Fires			8	
Gas Leaks			5	
Wires Down			6	
HAZ MAT			6	
False Alarms	51	88	67	75
Brush Fires	5	3	3	5
Unknown or Undetermined	10	18	3	10
Investigation	44	47	61	70
Total Calls	533	699	723	771
Average response time	3.5 min.	3.5 min.	3.5 min.	3.5 min.
Accidents involving city vehicles	0	0	0	0
Civilian casualties	0	0	0	0
Fire service injuries	0	0	0	0
Drills (weekdays and evenings)	70	70	70	70
Drills (man hours)	3,800	3,800	3,800	4,000
Percentage of women/minority members	5%	6%	7%	7%
Firefighters with State of CT certification	95%	90%	95%	97%

Laurel Hill Volunteer Fire Department

DEPARTMENT HEAD: Aaron Westervelt

PHONE NUMBER: (860) 892-1974

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

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

VALUES:

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

GOALS & ACTION PLANS:

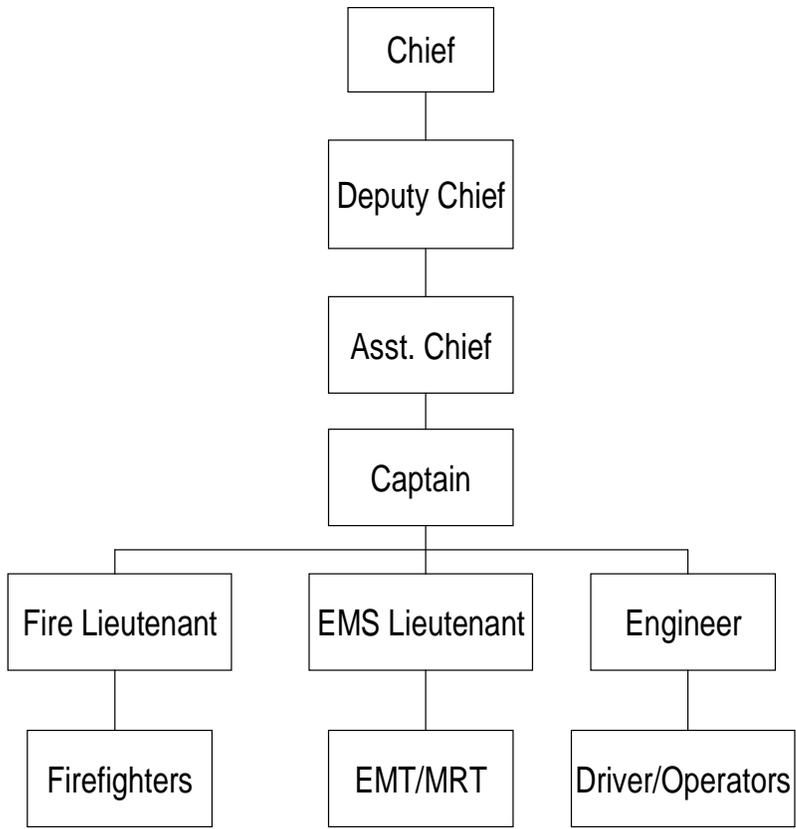
- To have 100% of members with at least one State of Connecticut certification in either EMT or Firefighter 1 by the years end.
- Continue to be the global means of fire protection for the City of Norwich with Laurel Hill providing the forestry and wild land fire suppression services.
- Continue to be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

FY 2010/2011 ACCOMPLISHMENTS:

- 2 firefighters were trained to the firefighter 1 level.
- 3 firefighters were trained to the EMT basic level.
- Voted in 7 new members into the department.
- 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)

	11-12	10-11	09-10	08-09
INDICATOR	PROJECTED	ACTUAL	ACTUAL	ACTUAL
Brush Fires	3	6	3	6
Structure Fires	9	14	11	5
Fire Alarms	19	18	19	27
Service Calls	9	7	29	11
Rescue/Emergency	5	0	4	3
Motor Vehicle Accidents	4	5	3	9
Vehicle Fires	1	0	1	3
Haz-Mat Calls	1	1	1	3
Mutual Aid	31	27	36	25
CO Problems	2	2	1	2
Water Emergency	8	2	22	4
Medical Calls	41	39	20	31
Total Calls	133	121	150	129
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	76	78
Training Hours	3,100	3,100	3,100	3,300
Community events attended	23	22	22	24
Percentage of women/minority members	41%	38%	38%	33%
Firefighters with State of CT Certifications	97%	91%	97%	98%



Occum Volunteer Fire Department

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

No information available at this time.

East Great Plains Volunteer Fire Department

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

No information available at this time.

Yantic Volunteer Fire Department

DEPARTMENT HEAD: Chief -Frank Blanchard

PHONE NUMBER: (860) 887-2221

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

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

VALUES: Professionalism, Communication, Competency and Safety

GOALS & ACTION PLANS:

- Continue to serve the people of our district, and to provide mutual aid to other districts as needed in a professional manner while providing fire suppression services; emergency rescue & medical care; and hazardous material identification, containment and continuous 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 2010/11 ACCOMPLISHMENTS:

- Won Life Safety Achievement Award for zero fire deaths.
- Brought 6 new members into the department and hosted a State Certified Q2 class in YANTIC and certified 12 existing members to the following levels FF2, FO1, FI, Safety & EMT.
- Rolled out a new comms. plan in Yantic consistent with all the other city fire companies, this new communications plan has improved fire ground communications and firefighter safety.
- Worked with the Taftville Fire Company to revive and establish the Norwich Underwater Search & Rescue Team – "DIVE 23", currently on line and able to respond.
- Worked with all Norwich Fire Companies to enhance apparatus responses, bulk equipment purchases, reviewed all apparatus currently in service, looked at the future equipment needs of the cities entire fire service.
- Received an EMS Grant this past year for new equipment.

Office of Emergency Management

DEPARTMENT HEAD: Gene Arters, Director

PHONE NUMBER: (860) 887-1018

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

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

VALUES: Professionalism, Service, Integrity and Community Involvement

GOALS & ACTION PLANS:

- Train and cross-train more personnel to assume Emergency Operation Center functions. Training to include planning, logistics and various Incident Command Levels.
- Support the development, update and implementation of plans, strategies and projects that prevent injuries and death, property damage and economic loss caused by natural disasters.
- Continuity of training programs to advance the professional growth of volunteers through the development, provision and promotion of training and professional standards.
- 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.

FY 2010/11 ACCOMPLISHMENTS:

- Completed the move of the Emergency Operations Center to the new location located at the Norwich Department of Public Utilities at 16 South Golden Street.
- Responded to over 200 flood assistance calls that required distribution of 7,500 sandbags.
- Maintained necessary plans to receive enhanced EMPG funding from the State Office of Emergency Management and Homeland Security.

Economic Development

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

In this Section:

- Department of Community Development
- Department of Planning and Neighborhood Services
- Norwich Community Development Corporation

Department of Community Development

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 promoting self-sufficiency and stability through job training and education - particularly in health sciences, skilled trades, English as a Second Language, assistance with childcare costs and provision of emergency assistance for food and shelter.

NOTABLE FY 2010/2011 ACCOMPLISHMENTS:

- Successfully acquired funding to continue the positive impact of the Neighborhood Stabilization Program (NSP) which strengthens neighborhoods de-stabilized as a result of the market. The receipt of this funding will allow us to continue with the acquisition, rehabilitation and return to market of foreclosed properties.
- Provided funding to programs that impact personal financial stability which resulted in 67 (81%) participants sustaining or increasing their income
- Increased employment opportunities by training 17 individuals as Lead Abatement Worker/Supervisors and certified 46 individuals as EPA Certified Renovators through the HUD Lead Based Paint Hazard Control Grant.
- Rehabilitated 23 residential units, returning 11 condemned units to the market through the residential Property Rehabilitation program
- Improved the health and safety of families by making 28 housing units lead-safe through the Lead Based Paint Hazard Control Program.
- Promoted stabilization of the housing market and strengthened the tax base by increasing property values of units enrolled in the Rehab/Lead Program by an average of 16% in a declining market
- Enhanced quality of life for seniors by assisting Norwich Public Housing with American Disability Act (ADA) upgrades and bathroom renovations.
- Utilized funding sources to assist 36 out of 62 chronically homeless individuals in becoming housed
- Acquired funding to establish a city-wide results based training program geared towards driving outcomes that impact the stability of the community

Department of Planning & Neighborhood Services

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 2010/11 ACCOMPLISHMENTS:

- Continued Blight Enforcement Program.
- Updated city's Five-Year Capital Improvements Plan.
- Initiated process for Plan of Conservation & Development update
- 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.
- Participated in implementation of City's economic development initiative bond programs
- Participated in Mayor's bonding initiative for Harbor infrastructure improvements.
- Collected \$10,748 in citation fines.
- Collected \$ 592,144 in building division fees.

MEASURES OF ACTIVITY AND PERFORMANCE (Planning and Building Division)

	10-11	11-12	12-13
INDICATOR	ACTUAL	PROJECTED	PROJECTED
Site development plans reviewed	7	15	12
Subdivision/resubdivision plans reviewed	3	1	1
Special permit applications reviewed	5	11	10
Zoning permit applications reviewed	295	400	450
Zoning variances granted	27	30	40
Zoning variances denied	3	5	5
Inland Wetlands applications	18	20	25
Zoning complaints investigated	130	250	250
Residential building permits issued	1565	1200	1200
Commercial bldg. Permits issued	177	200	200
Industrial building permits issued	3	2	1
Structures condemned	6	5	6
Dwelling units condemned	26	25	25
Buildings demolished	18	10	6
Code violations investigated	1676	1500	1700
Citations issued	101	250	300
Citation Fees collected	\$10,748	\$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

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 Downtown Norwich by creating and implementing programs to support and retain existing businesses, as well as bring in new business and create a residential base.
- 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 considering doing 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 other Norwich agencies in their 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.

General Administration

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

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

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

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

In this Section:

Office of the City Manager
Human Services Department

Office of the City Manager

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

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

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

VALUES:

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

GOALS & ACTION PLANS:

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

TARGET ACTIVITIES

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

Human Resources Department

DEPARTMENT HEAD: 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.

Access to Public Information

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

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

In this Section:

Office of the City Clerk
Elections Office

Office of the City Clerk

DEPARTMENT HEAD: Sandra Greenhalgh, City Clerk

PHONE NUMBER: (860) 823-3734

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

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

VALUES: Accuracy, Efficiency and Professionalism

GOALS & ACTION PLANS:

- Restore early 1900's birth books for archival purposes with microfilm backup.
- Ongoing computerizing of all vital record indexing, trade names, veterans etc. so they are more readily accessed.
- Provide an updated front computer with all cemetery records to aid in genealogy requests and searches.
- Continue with in house land record scanning to provide more available images for printing.

FY 2010/11 ACCOMPLISHMENTS:

- Completed expansion of existing counter space in the clerk's main office vault to utilize existing area.
- Completed all pre 2009 trade names, and veterans indexing and imaging for more efficient access.
- Completed 1995 back through 1992 with the in house land record scanning providing more available images for printing.

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

	10-11	10-11	11-12	12-13
INDICATOR	ESTIMATED	ACTUAL	ESTIMATED	PROJECTED
Land records recorded	6,000	5753	6,000	6,500
Marriage licenses issued	350	270	350	400
Death certificates recorded	550	520	550	600
Birth certificates recorded	1,000	884	1,000	1,050
Absentee ballots issued	500	473	500	500
Passport Applications Processed	0	0	0	0
Dog Licenses Issued	2,100	1946	2,100	2,100

Elections Office

CHIEF PROGRAM ADMINISTRATORS: JoAnn Merolla-Martin and Dianne Slopak
 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.
- Complete 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.
- Conduct and provide aid and support for voter registration drives.
- Coordinate introduction of new technology.

FY 2010/11 ACCOMPLISHMENTS:

- Completed annual canvas of voters.
- Organized and ran one primary and general election.
- Provided accurate voter registration lists for candidates, City Clerk and other interested parties.
- Supported voter registration drives.
- Completed precinct consolidation from 10 to 5 & increased voting locations from 4 to 5.
- Conducted voter outreach to inform electorate of precinct and location changes

MEASURES OF ACTIVITY AND PERFORMANCE (Elections Office)

INDICATOR	10-11	10-11	11-12
	ESTIMATED	ACTUAL	PROJECTED
Total number of voters	23689	19674	22000
Voters added to roles	2000	704	1,000
Voters removed from roles	1000	432	1,000
Voter changes of affiliation	1000	1104	1500

Public Roads, Parks, Utilities, and Buildings

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

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

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

In this Section:

Public Works Department

Public Utilities Department

Public Works Department

DEPARTMENT HEAD: Barry Ellison, Jr., P.E.

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: Integrity, Service, Skill and Efficiency

GOALS & ACTION PLANS:

- Decrease the overall cost of road maintenance by resurfacing at a 20-year cycle and aggressively pursuing preventative maintenance measures.
- 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 operational and energy efficiency initiatives.

FY 2010/11 ACCOMPLISHMENTS:

- Completed construction of the Norwich Dog Pound renovation project.
- Secured 90% grant funding for rehabilitation of the Sherman Street bridges.
- Secured up to \$1 million in grant funding for the rehabilitation of the Sunnyside Street bridge.
- Substantially completed installation of a high efficiency HVAC system at 23 Union Street utilizing a \$155,000 federal energy grant.
- Managed Phase III renovations at the Greeneville fire station.
- Increased recycling rate by 1.1%, thereby reducing refuse disposal costs.
- Designed, permitted and contracted for the construction of concrete sidewalks on West Thames St. (Rt 32).

MEASURES OF ACTIVITY AND PERFORMANCE (Department of Public Works)

	10-11	11-12	12-13
PERFORMANCE MEASURE	ACTUAL	ESTIMATED	PROJECTED
<i>Resurface roads on 20-year cycle/ average 8 miles/year</i>			
Road miles paved	6.4	7.0	7.5
<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.	9	12	14
Recycling Rate	32%	38%	40%
<i>Improve drainage system operation & maintenance</i>			
Clean catch basins at least one time each year	100%	100%	100%
Percentage of streets swept by August	100%	100%	100%
<i>Increase effectiveness of heavy truck fleet</i>			
Number of trucks >20 years	1	2	2
Average age of fleet (years)	12.6	12.8	12.0

Norwich Public Utilities

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

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

VISION: We work together to deliver utility services in a way that reflects our passion for exceptional reliability and strong customer and community relationships. 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 build strong one-on-one relationships. We meet each customer’s needs 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 2010/2011 ACCOMPLISHMENTS:

- Continued to connect NPU and other City agencies to the 144-strand single mode fiber network. This network will enhance connectivity for all City departments including City Hall, Police, Fire and Public Schools. To date, the fiber network provides connectivity to over 120 NPU and City sites.
- As part of the \$100M community wastewater project, we have initiated construction of a new digester with methane gas recovery and associated cogeneration facility. In addition, preliminary design work for the entire project has commenced. The long-term control plan addressing combined sewer overflows was completed and is currently under review by DEEP.
- Completed design of a new sewer project in the Newton Street area. Sewer and gas pipe installation started in 2011 and will be completed by the end of the fiscal year.
- Obtained approval to receive state funding for design of pump and drive upgrades, transmission main upgrades and new storage tanks, and a micro-turbine pressure-reducing station serving the Deep River water treatment plant. This project will result in improved operational efficiencies and reduced energy usage. Project to start in FY 2012
- Obtained a \$4.0M DOE award for a Smart Grid pilot program to design and install over 8000 smart electric meters and associated network infrastructure. Over 1,000 meters have been installed to date. This system will provide enhanced customer service, improved system reliability and troubleshooting, improved outage response time and reduced customer truck rolls once fully implemented.
- Secured \$3.0M general obligation bond to expand Gas service throughout the City of Norwich. Projects will be prioritized based on construction costs, payback calculations and feedback from customers on fuel conversion.
- Continued to coordinate replacement of older gas and water mains with the public works paving program to minimize the potential for construction impact to newly paved roads.

- Installed and integrated a new phone and integrated voice response systems to improve customer communications. Phase II will be completed in 2011 to 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.
- Initiated a water valve exercising and leak survey GIS project in fiscal year 2011, expect to be completed fiscal year 2012.
- Continuing to 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 remaining funds from a DOE ARRA grant, NPU will weatherize over 200 additional multifamily residences as part of our Home Energy Savings (HES) program saving residential customers annual energy costs.
- NPU's Energy Efficiency programs provided 23 commercial and industrial customers a total of \$376,635 in incentives, which resulted in annual savings and reduced utility costs to Norwich customers of \$248,979.
- NPU continued to provide HVAC and mechanical services at cost for the City, including all Board of Education and Public Works facilities, saving the City over \$160,000 in labor costs.
- NPU collaborated with Three Rivers Community College on a Hudson Valley and CT Clean Energy grant to support Renewable Energy Workforce Development. Equipment was purchased for mock solar roof system to be used for lab training during school year 2011-2012. NPU will continue providing technical support for the roof system as well as collaborating with the college for the 4th Annual Sustainable Fair scheduled for fall 2011.
- Installed two wind turbines at the Norwich City Senior Center. Energy generated will go to reducing the Senior Center's utility cost.

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, and job shadowing.
3. School safety programs utilize Hazard Hamlet and McGruff Truck Program 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, Three Rivers Community College Annual Sustainable Energy Fair, Greeneville Day, Riverfest, , Family Day, NPD National Night Out, Winterfest, Backus Health Fair, Chamber of Commerce events, as well as Norwich and volunteer fire department Open Houses.
6. Support the regional Norwich Clean Cities effort. Our commitment includes growing our alternative fuel fleet and displaying this technology at local and regional events.
7. Began utilizing social media tools like Twitter to inform and engage our customers.
8. Initiated construction of a new website designed to provide our customers with new and advanced customer service features and tools.

MEASURES OF ACTIVITY AND PERFORMANCE (Norwich Public Utilities)

	09-10	10-11
INDICATOR	Actual	Actual
<i>Fiscal Integrity</i>		
<i>Sales</i>		
Gas	16,723,629	15,482,156
Electric	57,648,995	54,124,024
Water	5,911,339	6,591,769
Sewer	7,331,433	4,799,261
Contribution to City General Fund	7,201,620	8,277,474
<i>Customer Service Indicators</i>		
<i>Field Service</i>		
Gas Service Calls	4,201	4,131
Electric Service Calls	1,802	1,771
Water Service Calls	2,795	3,053
Sewer Service Calls	260	80
<i>Service Center</i>		
Walk-in Customers	60,000	51,430
# calls	72,000	91,187
<i>Operations Indicators</i>		
<i>Distribution Systems</i>		
Miles of Gas Main	133	133
Miles of Electric Line	229	231
Miles of Water Main	187	194
Miles of Sewer Main	121	124
Miles of Fiber		65
<i>Electric System Reliability</i>		
Avg. # outages per customer - SAIFI	0.50	0.64
Avg. cumulative out of service time (min) - SAIDI	40	65
Avg. outage duration (min) - CAIDI	80	103
<i>Wastewater Treatment</i>		
Gallons Treated (Billion)	1.91	1.32
Quality Tests Conducted	5,500	6,000
<i>Water Division</i>		
Gallons of Potable Water (Billion)	1.60	1.65
Quality Tests Conducted	10,600	11,125

Health, Housing and Human Services

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

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

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

In this Section:

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

Human Services Department (Adult & Family Services)

DEPARTMENT HEAD: Beverly Goulet
PHONE NUMBER: (860) 823-3778

MISSION: To provide professionally managed quality programs and services that will enable the people we assist to become self-reliant and provide them with the opportunity to reach their maximum potential.

VISION: Every resident will have the opportunity to reach his or her 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 food, 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 2010/11 ACCOMPLISHMENTS:

- Awarded \$51,000 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. In addition, 22 people completed the Certified Nurse's Aid Program, 2 completed the Patient Care Tech Program, and 1 completed the EMT course.
- 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 in over \$47,000 in utility assistance to Norwich residents.
- Continued the Volunteer Income Tax Assistance Program and filed CT and Federal returns for 329 families and brought back over \$458,000 in refunds to the Norwich community, and advocated for a State Earned Income Tax Credit. Increased volunteer participation.
- Sheltered 62 Norwich homeless residents in the Norwich Hospitality Center. By the end of the shelter season, 58% of them were housed. Garnered over \$46,000 in grants and awards to operate the Center.
- Awarded \$18,501 in federal emergency rent/mortgage funds for economically distressed Norwich families and individuals.
- Awarded \$21,971 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.
- Recovered \$44,348 in Relocation Liens.
- Assisted 992 Norwich disabled and elderly residents apply for the State of CT Renter's Rebate Program which brought back over \$470,000 to the community in rebates.

- Continue to play a leadership role on the Southeastern CT Council of Government Human Services Coordinating Council, The CT Coalition To End Homelessness Board, United Way of Southeastern CT Board, and The Regional Federal Emergency Food and Shelter Board.
- Organized the annual Christmas “Adopt A Family program, matching sponsors who provided Christmas gifts to children of low-income Norwich families. Approximately 300 children, representing more than 106 families were assisted.
- Garnered \$7,500 from the Melville Charitable Trust to assist the Norwich Employment and Training Committee in employing people who are homeless. Trained people and placed them in subsidized jobs throughout the City.
- Total Revenue in Grant Funding for Fiscal Year 2010/11: \$258,472.

MEASURES OF ACTIVITY AND PERFORMANCE (Department of Human Services)

	10-11	10-11	11-12	12-13
PERFORMANCE MEASURE	ESTIMATED	ACTUAL	ESTIMATED	PROJECTED
<i>Number Served</i>				
Job placement	250	185	200	215
Rent and housing	120	92	100	120
Relocation due to condemnation				
Adults	50	46	40	40
Children	10	32	25	25
Utilities	400	437	450	475
Food	160	141	150	150
Emergency prescriptions	125	103	105	105
Financial aid to seniors	20	18	20	20
Backpacks/ back-to-school assistance	700	720	725	725
Case management	1,500	1,337	1,400	1,450
% of people applying for relocation who are housed	100%	100%	100%	100%
% of people at shelter who become permanently housed	53%	57%	55%	55%
Total amount and % increase in federal dollars received for housing	22,000/0%	18,501 -23%	18,500	18,500
Total amount in safety net services funding	30,000	21,971	20,000	20,000
# of families assisted with Earned Income Tax Credit	300	329	350	375
Amount of dollars into community due to EITC	270,000	148,900	150,000	155,000
% of clients served in Norwich Works who become gainfully employed	95%	81%	90%	93%
% of Norwich Works participants successfully completing training	97%	72%	75%	80%
<i>Norwich Human Services no longer operates a Food Pantry, we now disperse emergency grocery cards and administer CDBG funds for our are food pantries.</i>				
<i>*Reflects poor economy</i>				

Division of Youth & Family Services

COORDINATOR: Kathryn Eyberse

PHONE NUMBER: (860) 823-3782

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

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

VALUES: Empowerment, Innovation and Collaboration

GOALS & ACTION PLANS:

- Promote the health and well-being of all of Norwich's children by providing positive youth development activities for Norwich youth, families and the community; ensuring positive 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 to support the Community Enhancement Plan..."All Norwich Children will be safe, healthy and ready to learn".
- 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 10/11 ACCOMPLISHMENTS:

- Received annual funding in the amount of **\$87,596** 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 **141** 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---**\$69,424**, plus and additional **\$191,239** in ARRA funding.

- Awarded specialized “Pipeline” grant money in the amount of **\$23,686** to be used to train youth in the areas of Healthcare, Science and Technology.
- Provided specialized school year, work readiness services to **22** at-risk teens, through a contract with EASTCONN in the amount of **\$67,356**.
- Served **97** individual and/or family counseling cases providing assessment, case management and crisis intervention and referral services.
- Received **\$85,000** in Federal grant money for 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. Served **48** young parents and their **49** babies.
- Facilitated an anti-smoking campaign reaching **615** students in Kelly Middle School, and **533** at Teachers Memorial Middle School.
- Received **\$99,201** 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.
- A grant from The Women’s and Girl’s Fund allowed us to bring a program called **Girls Circle** to Norwich girls. **Girls Circle** has been recognized as a “promising approach” in the Model Programs Guide of the Office of Juvenile Justice and Delinquency Prevention. We targeted 7& 8th grade girls from Teacher’s Memorial Middle School and Kelly Middle School for this program. We served **36** girls through the school year with a **\$3,615** award.
- NYFS and the NYFS Advisory Board recruited youth to the Norwich Youth Action Council. This youth driven and executed group is a community service organization mentored by NYFS and the NYFS Advisory Board. This year they have planned and executed 3 Family Fun Nights for **240** parents and their kids, run 3 craft nights at the local transitional housing center, Thames River Family Program, and served **45** kids and organized a “Flocking Flamingos for Summer Fun” fundraiser where they raised **\$1,775** to send **16** youth to summer camp.
- 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 **2,000** people, mostly fathers with young children).
- Collaborated with Children First Southeastern Connecticut to regionally focus our advocacy efforts for the needs of young children. The goal always is to educate State Legislators about the needs of children in the Southeastern Connecticut area and to encourage the allocation of appropriate levels of state and federal fiscal resources. The website address is www.childrenfirstsect.org.
- Worked extensively with the Juvenile Review Board and Families with Service Needs Board to divert **37** young people from further involvement with Juvenile Court. Worked with the regional LIST to improve the service delivery system of juvenile justice services and co-sponsored a Community Forum on “The Intersection between Education and Juvenile Justice” that was attended by **57** professionals and community members.
- 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 and Montessori Preschool. We continue to reorganize our service efforts to meet Results Based Accountability Standards.

MEASURES OF ACTIVITY AND PERFORMANCE (Youth & Family Service)

	10-11	10-11	11-12	12-13
PERFORMANCE MEASURE	ESTIMATED	ACTUAL	PROJECTED	PROJECTED
<i>Number Served</i>				
Counseling cases	110	97	95	90
Young parent cases*	40	48	35	0
COOL youth employment	25	22	25	25
Leadership initiatives	30	27	30	30
Juvenile Review Board cases	30	37	30	30
Individual/ community consultations	800	689	650	650
Positive youth development/recreational/cultural/community education	10,000	7,300	8,000	8,000
Summer Youth Employment	110	141	90	90
Families with service needs	25	15	20	20
Middle School Diversion Program	30	10	25	25
% of contracted parents/community partners that will report satisfaction with agency services	90%	89%	90%	90%
Hours of professional counseling services to low-income Norwich families	2,350	2,090	2,000	1800
Relative caregivers groups (Grandparents Raising Grandchildren)	12	12	12	12
Mentoring graduates in 3+ community projects	25	17	18	18
Provide youth with employment assessment	120	141	95	90
Hire-A-Teen		11	10	10
Provide anti-smoking/ substance abuse programming. to youths	1,200	1,168	1,000	1000
Provide public forums/ educational events to parents	2,000	1,660	1,500	1500
Engage youth in community service	23	19	20	20
Child Welfare Services	Not reported	800+	800	800
<i>Girl's Circle</i>	Not reported	36	30	30

Rose City Senior Center

Senior Affairs Director: Mike Wolak
Program Administrator: Hilary Sandberg
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:

- Offer new programs reflective of the clientele we serve
- Promote the Senior Center and enhance membership by Community Education
- Provide resources to Seniors and Homebound Seniors through our Outreach Program
- Provide Preventive Health programs and increase health screenings with the Financial backing of the Edward and Mary Lord Foundation Grant
- Continue to find other financial means to help support senior center programs

FY 2010/2011 ACCOMPLISHMENTS:

- Received a \$75,126 State of Connecticut Department of Transportation grant for Regional Out-Of-Town Medical Transportation with the Town of Montville 6th Year.
- Delivered 650 Farmer's Market coupons to Norwich seniors/disabled.
- Celebrated our 13th year in the Senior /Student Friendship Program with the 2nd Grades classes at Wequonnoc School.
- Provided AARP Tax program for over 275 Senior Citizens
- Hosted 238 seniors for our 7th Annual St. Patty's Day Fundraiser Dinner
- Provided additional Outreach Services to the community through a \$6,500 federal grant from Senior Resources.
- Provided 291 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 75 seniors.
- Honored 165+ Volunteers for hundreds of hours of service to the senior center throughout the year.
- Raised over \$8,000 through various fundraisers/Donations to be used for senior programs
- Became the host site for 2 windmills through NPU in order to educate the community about alternative energy sources.
- Began 2 New Health/Fitness programs
- With assistance of NPU and DPW will be putting a natural gas powered bus on the road in the fall of 2011

MEASURES OF ACTIVITY AND PERFORMANCE (Senior Center)

	10/11	10/11	11/12	12/13
INDICATOR	ESTIMATED	ACTUAL	ESTIMATED	PROJECTED
Number Served				
Preventive health	2,500	8,560*	8,600	8,600
Transportation (#'s Duplicated)	13,000	11,400	12,000	12,000
Outreach	950	890	900	900
Programs (#'s Duplicated)	44,000	45,377	46,000	46,000
Increases in innovative programming	Maintain	5%	5%	5%
Increase in homebound senior services offered	Maintain	Maintained	Maintain	Maintain
Increase Membership Support	8%	9%	8%	8%

**elevated due to inclusion of all Preventive Health Measures including clinic programs and exercise related programming*

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.

Edward and Mary Lord Foundation-\$25,000 to support the Preventive Health Clinic at the Rose City Senior Center.

Eastern Federal Bank-receive \$1,000 to support additional assistance to homebound seniors through our Outreach Worker.

State of Connecticut Grants:

State of Connecticut Grant for Elderly and Disabled Demand Responsive Transportation (July 2011 – June 2012) \$56,344 – The Rose City Senior Center has applied for a 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

DEPARTMENT HEAD: Vacant

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.
- Consolidate activities and programs to maximize limited resources
- Increase the number of income generating programs
- Continue fundraising for programs
- Seek sponsorships for Youth Basketball League
- Continue partnership with the Otis Library
- Continue partnership with Family Resource Center

FY 20010/11 ACCOMPLISHMENTS:

- 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 a full day program for children ages 4-5. Enrollment has increased to near capacity levels.
- Conducted fundraising clinics for improvements to the Donald Alfiero Skatepark.
- Continued partnership with the Otis Library to increase programs to preschool age children.
- Conducted fundraising for the Summer Camp Program 2012.

MEASURES OF ACTIVITY AND PERFORMANCE (Recreation Department)

		10-11	10-11	11-12	12-13
INDICATOR		ESTIMATED	ACTUAL	ESTIMATED	PROJECTED
	Overall per capita cost of program	\$14.64	14.64	\$14.00	\$13.44
	Recreation budget as % of total general fund budget	.005	.005	.005	.005
	Full-time staff salary cost as percentage of departmental budget	.54%	.54%	.56%	.51%
	Number of youth registrations	4500	4436	4500	4500
	Number of youth program hours	1900	1980	1980	2000
	Total acreage of athletic facilities	94	94	94	94

Uncas Health District

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

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

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

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

FY 2009/10 ACCOMPLISHMENTS:

- The Uncas Health District provided seasonal flu vaccine for clients of the St. Vincent de Paul shelter.
- The Uncas Health District provided FAST Class trainings for temporary food events.
- The Uncas Health District provided food service training on a monthly basis.
- The Uncas Health District continues to implement grants to support the Emergency Preparedness Program, Medical Reserve Corps, Teen Outreach with Norwich Middle School students, Lead Poisoning Prevention, and Heart Disease and Stroke Prevention.
- The Uncas Health District is comprised of seven municipalities, over 80,000 residents 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 Board of Directors.

MEASURES OF ACTIVITY AND PERFORMANCE (Health District)

	09-10	10-11	11-12
INDICATOR	ACTUAL	ACTUAL	ESTIMATED
Restaurant Inspections	266	423	300
Complaints Investigated	257	259	275
Complaints Closed	246	267	275
Septic Permits	57	21	50
Well Permits	20	4	20
Tattoo Site Inspections	4	4	4
Public Bathing Area Samples	22	22	22
Child Care Inspections	9	9	10
Public Pool Inspections	13	20	15
Food Service Plan reviews	22	33	20
Septic & B100a Plans Reviewed	74	75	60
Temporary Food Inspections	200	212	200
Salon Inspections	56	56	60

Boards, Commissions & Committees

BOARD OF APPEALS (Building Code)

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

BOARD OF ASSESSMENT APPEALS

Dennis Riley
Demo Angelopoulos
Les B. King

BOARD OF EDUCATION

Cora Lee Boulware
Harlan K. Hyde
Yvette Jacaruso
Charles Albert Jaskiewicz III
Joyce C. Werden
John P. Levangie
Chuck K. Norris
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

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
Brian Eckenrode

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 Merein (Chairman)
Richard C. Benoit
James Paulsen
Joanne Philbrick

HISTORIC DISTRICT COMMISSION

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

Boards, Commissions & Committees

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)
Brian Eckenrode

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

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

Vacancy
Carol Maranda
Sofee Noblick
Timothy Smith
Anthony Jacobs
Marjorie Blizard (Chairperson)
Leland Loose
James Quarto
Jeremy Minter

Boards, Commissions & Committees

REHABILITATION REVIEW COMMITTEE

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

SENIOR AFFAIRS COMMISSION

Jacquelyn W. Randall
Genevieve S. Bergendahl
Margaret M. Aldrich
Olive Buddington
P. Michael Lahan

SOUTHEASTERN CONNECTICUT REGIONAL COUNCIL OF GOVERNMENTS

Peter A. Nystrom, Mayor
Alan H. Bergren, City Manager (Alternate)

SOUTHEASTERN CONNECTICUT REGIONAL RESOURCE RECOVERY AUTHORITY

Barry Ellison
Patrick McLaughlin (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

Boards, Commissions & Committees

UNCAS HEALTH DISTRICT

Patrick McCormack (Director of Uncas Health District)

Frank J. Jacaruso, Jr.

Deborah Monahan

Thomas Masterson, MD

William Warzecha

VOLUNTEER FIRE RELIEF FUND COMMITTEE

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)

Sorna Sarker (Youth Rep.)

Vouise Fonville (DCF)

Connie LaBassi (Board of Ed)

Janet Paton

Angela Duhaime

Deborah Kievits

Duncan Profit

Vacancy (Norwich Tech)

ZONING BOARD OF APPEALS

Henry R. Oleander, Jr.

Joseph J. Jacaruso (CHAIRMAN)

Paul B. Kramarewicz

Dorothy Travers

Marc Benjamin

751 NORTH MAIN STREET ADVISORY COMMITTEE

Richard Caron Sr.

Sofee Noblick

James M. Quarto

Gary Schnip

Andrew Zeeman



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President Pro-Tem
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