



THE CITY OF NORWICH, CT

Annual Report 2011-2012



ITC Ribbon Cutting Ceremony, June 8, 2012

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City Of Norwich

Office of the Mayor

Peter Albert Nystrom

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 to continue to provide the same high level of service that our community expects.

We are all looking forward to the Grand Opening of the Norwichtown Commons with new employers creating new jobs and opportunities. We look forward to the downtown programs operating in full mode to better enhance the Rose of New England. We have had a chance to work with the new owners of the Marina and watch them give so much to the city. We have completed 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

100 Broadway
Norwich, Connecticut 06360
Phone (860) 823-3742

Transmittal Letter from the City Manager

Fellow Citizens, City Council, and Mayor:

It is a pleasure to transmit the *Annual Report for Fiscal Year 2011-2012*. 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 and previous year's reports 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

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. 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. 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
Median Household Income	\$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 Charlie Jaskiewicz	889-8803
Alderwoman Sofee Noblick	889-2058
Alderwoman Deb Hinchey	887-4261
Alderman Mark Bettencourt	887-0189
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

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:

1. Begin to offer the option of electronic (ACH) payments to vendors in lieu of checks. (G3)
2. Continue to improve the website to make it more useful and user-friendly. (G3)
3. Reduce redundancy in payroll process by implementing decentralized time entry directly into our payroll system. (G3)
4. Continue to consolidate the city's servers by utilizing NPU's fiber optic network. (G3)
5. Work with NPU to determine whether the city can achieve long-term savings by making technology changes such as VOIP, consolidating disaster recovery systems, etc. (G3)

ACCOMPLISHMENTS:

- Tested new version of our financial system software which should put us in a better position to accomplish Goals 1. and 3. over the next few years.
- Awarded a contract to CivicPlus through an RFP process to redesign the City's website. The new website should be launched by the end of December 2012.
- Combined four other servers into the City Hall server during fiscal year 2011-12.
- Replaced the City's T-1 line with a cable internet connection which both increases speed and reduces cost.
- Issued \$9.6 million of General Obligation (GO) 20-year bonds at a true interest cost of 2.62%.
- Refunded \$2.6 million of 2002 GO bonds at a true interest cost of 1.3% for a net present value savings of over \$400,000.
- Coordinated Tropical Storm Irene FEMA reimbursement requests for all departments, resulting in roughly \$260,000 of total reimbursements (excluding NPU requests).
- 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		11-12	11-12	12-13
PERFORMANCE MEASURES		PROJECTED	ACTUAL	PROJECTED
<i>Inputs</i>				
	Value of current levy tax bills mailed	58,707,362	58,516,475	64,050,220
	Current levy taxes collected	56,517,577	56,666,967	61,545,856
	Debt Service Interest Paid	1,001,075	937,649	1,204,332
	Outstanding debt at beginning of the year	31,640,000	31,640,000	37,405,000
<i>Workload/ Output</i>				
	Hardware/ software service requests cleared	1,900	1,995	1,900
	Number of computers maintained	260	260	260
	Number of computers replaced during the year	20	34	20
	Number of servers maintained	12	12	10
	Number of servers replaced during the year	2	3	2
	Number of printers maintained	100	98	100
	Number of training opportunities offered	2	-	2
	Number of training participants	20	-	20
	Number of internal audits performed	2	2	2
<i>Outcome/ Results</i>				
	Percent of current tax levy collected	96.27%	96.84%	96.09%
	Actual General Fund revenue collected as a of the amount budgeted	100.00%	100.00%	100.00%
	Reportable findings by external auditor	-	-	-
	Reportable findings - Federal & State awards	1	N/A	-
	Audit adjustments	10	N/A	10
	Average number of days to pay bills	20	N/A	20
	Percent of bills paid within 30 days	90.00%	N/A	90.00%
	Website visits	180,000	200,043	180,000
<i>Efficiency</i>				
	Cost of department/ cost of total General Fund operations	1.16%	1.16%	1.18%
	Average interest rate on debt	3.16%	2.96%	3.22%
	Date financial statement audit finished	10/31/2012	N/A	10/31/2013
	Number of business days budget printed after adoption	10	14	10

N/A – Not available at time of printing

Office of the Treasurer

DEPARTMENT HEAD: Brian Curtin, Treasurer

PHONE NUMBER: (860) 823-3740

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

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

VALUES: Prudence, Integrity, Accuracy and Timeliness

GOALS:

- ▪ Review interest rates offered by qualified institutions monthly and adjust investments accordingly.
- ▪ Maintain 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.
- ▪ Issue our internal and external reports expeditiously.

FY 2010/11 ACCOMPLISHMENTS:

- ▪ Generated \$56,090.66 in revenue by keeping all excess city funds in interest bearing accounts at all times
- Negotiated a new agreement with Bank of America which reduced our monthly bank charges.

MEASURES OF ACTIVITY AND PERFORMANCE (Office of the Treasurer)

	10-11	11-12	12-13
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	1.0%	.4%	.4%
Cost of department/Non-pension city investments	0.7%	0.7%	0.7%
Average # of days to process cash reports	2	1	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	10	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
2011-2012**

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 2011-2012 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

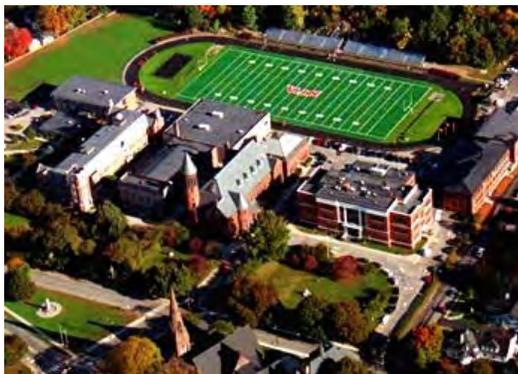
First Priorities for Implementation

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

Norwich Free Academy

SUPERINTENDENT: DAVID J. KLEIN
PHONE NUMBER: (860) 425-5501

For more than a century, 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.

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 students assisting younger students and having conversations with adults.

EDUCATIONAL PROGRAM:

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

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

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

The IDCS completed a new wing in 2009 that includes a gymnasium, kitchen, office and meeting spaces.

KEY STATISTICS:

Grade Levels Offered:	Pre- K to 8
Total Student Population	330
Average Class Size:	22*
Student/Teacher Ratio:	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:

- Conducted series of interviews, focus groups, surveys and staff training to identify ways to better serve the greater Norwich community and better market library as Norwich's community center;
- Made quantifiable progress on Strategic Planning, focusing on a new service model, ongoing through 2012-13;
- Implemented digitization program to improve access to local history and genealogy collection,;
- Received \$18,000 Library Services and Technology Act Grant to establish collaboration with Rose City Senior Center and enhance services to Norwich's senior population;
- 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 2011-2012 ACCOMPLISHMENTS:

- Designed new operating model emphasizing staff cross-training and adaptability;
- Conducted patron focus groups to identify services, materials and other needs desired by community;
- Rewrote institutional job descriptions to better reflect customer service needs;
- Commenced redesign of customer circulation area to better meet the needs of patrons and maximize staff interactions with public;
- Introduced classical music in atrium to discourage loitering;
- Began regular library column in *Norwich Bulletin*;
- Logged more than 550 volunteer hours in all library departments;
- Hosted interns from Norwich Free Academy , Three Rivers Community College, Eastern Connecticut State University;
- Finished the second year of collaboration with the Wequinnoc School. This collaboration allowed the school to maintain summer hours for its school library, provided reading programs at the school under the aegis of the Otis Library, and ensure that every participating child had books to read during their vacation.
- Initiated a, in school "Lunch Bunch Book Club" program for 4th and 5th graders in Norwich Schools;
- Recorded over 55,000 Internet uses;
- Circulated over 139,000 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 Ninth Annual "Evening with an Author" gala event;

- Conducted third annual survey of 200 library members: Sixty percent of library members visit the library frequently, ranging from daily visits (10%), once a week (27%), to every 2-3 weeks (23%).

	10-11 Actual	11-12	12-13
INDICATOR	Actual	Actual	Projected
Items Circulated	133,395	139,797	141,000
Public computer users (estimated)	57,498	55,056	57,000
Reference questions answered	6,800	6,500	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	24.32	21.89	23.00
Holdings : [2]	83,382	83,746	84,000

[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.

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;* 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.
- Strengthening our Community Policing efforts by growing our dedicated Problem Oriented Policing Team.
- 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.
- 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, 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 2011 ACCOMPLISHMENTS:

Organizational Accomplishments

- During 2011 the department had the luxury of hiring three certified police officers from other police departments. These officers were hired fully trained and certified enabling the City to save approximately \$78,000 in police academy training expenses and eliminating 108 weeks of combined training time. The training time and money savings have a compounded effect allowing the department put officers into service faster all while reducing replacement labor costs. The department additionally hired two new recruit officers who completed the CT Police Academy and their Field Training Periods. The new officers were assigned to the Patrol Division in November.
- In 2011 the Police Department lost nearly half of the Command Staff and approximately 85 years of police experience to the retirements of Captain Timothy Menard, Lieutenant William Molis and Lieutenant Stephany Bakoulis. As result of competitive testing, Patrick Daley was promoted to the rank of Captain and Christopher Ferace, Albert Costa and Christopher Ladd were each promoted to the rank of Lieutenant. Filling the vacancies created by those promotions Steven Lamantini, Robert Blanch, and Patrick Mickens were promoted to the rank of Sergeant.
- During calendar year 2011, the Norwich Arson Unit continued to combat the large number of arson fires within the City. The Unit is comprised of a Norwich Police Sergeant and Officer and a CT State Police Detective from the State Fire Marshall's Office and The Norwich Fire Department Fire Marshall's office worked diligently investigating 14 arson fires in the city. This Unit solved 5 of the 14 arson fires effecting arrests and continue to actively investigate the open cases.
- During fiscal year 2011-12, The City Manager, The Mayor and City Council endorsed the department's strategic staffing plan to resurrect the Community Policing Program. As a result one sergeant's position and 6 police officer positions were funded and added to the police budget enabling us to fulfill the staffing goal and institute the problem oriented policing teams.
- Through the \$236,000 grant awarded from The United States Department of Homeland Security under the Port Security Grants Program, the Police Department's the new Harbor Patrol & Rescue Vessel, a 28 foot Protector boat arrived. This patrol vessel was launched in May of 2011 and called into service under a mutual aid request for our assistance with the Thames River Presidential Security Detail at President Obama's visit to the US Coast Guard Academy Graduation in New London, as well as the routine safety and security patrols of the river and harbor.
- In 2011with funding for training and equipment provided by the Chief State's Attorney's Office, the Norwich Police Department created a Polygraph Unit. Detective James Curtis was the first Norwich Police Officer to become a certified polygrapher after attending the New England Polygraph Institute in New Hampshire for 10 weeks. A second Norwich Police detective was sent to the same school in 2012.

The following are a small sampling of noteworthy crimes and incidents from calendar year 2011:

February 25, 2011, the Norwich Police Patrol Division responded to 514 New London Tpke. Norwich for a report of a shot fired into a residence. Police determined someone had fired a gun at the residence striking the rear of the building. No one was injured as a result of the shooting. The 2 responsible suspects were arrested on February 28, 2011 by Norwich Police Detectives.

March 6, 2011, the Norwich Police Patrol Division responded to 88 Chestnut St. Apt. #9, Norwich for a report of someone shot. Upon arrival Police located an adult subject who was the victim of a gunshot with non-life threatening wound. On March 7, 2011 the Norwich Police Detectives arrested the suspect for Attempted Murder

March 8, 2011, the Norwich Police Patrol Division responded to the Walgreens Pharmacy located at 399 West Main St., Norwich for a report of a robbery. Police determined a lone male suspect entered the store and confronted the clerk demanding money. The suspect Joseph Michaud was arrested the following day detectives.

March 28, 2011, in the early morning hours, the Patrol Division responded to both a Home Invasion of an elderly resident and a occupied residential burglary on Elizabeth Street in Norwich. The investigations revealed the responsible party was the same individual. A female suspect was arrested for her part in both crimes and charged among other crimes with Home Invasion, Burglary 1st degree, Robbery 3rd Degree and Assault 3rd Degree on an Elderly Person

April 28 & 29, 2011, over a 48 hour period, two individuals were responsible for removing and stealing 15 storm drain grates to sell for scrap from roadways in the city, posing a danger to vehicle and pedestrian traffic. The Patrol and Detective Divisions working in concert affected the arrest the two suspects on the second day of their crime spree.

May 19, 2011, the Norwich Police Detective Division and the Homeland Security Investigations served a prostitution related search and seizure warrant at 438 Asylum St., Norwich, Conn. As result of this investigation one female was arrested for Promoting Prostitution 2nd Degree and second female was arrested for Prostitution, effectively closing down the illegal operation.

May 21, 2011, in the early morning hours, the victim of an intentional shooting a 25 year old city resident, was murdered as he walked on Franklin Street after leaving a local liquor establishment. To date one suspect has been arrested and is awaiting trial while the second suspect is currently incarcerated in New York awaiting extradition to Connecticut.

June 3, 2011, the body of a 41 year old female was found dead, partially dressed in the wood line adjacent to Lake Street Park. The circumstances of her death were highly suspicious and initially treated as a homicide. The Office of the State Medical Examiner could not determine the cause of death but ruled it to be accidental. This investigation is currently open and active by the Detective Division.

July 2, 2011, at approximately 8 pm, a 17 year male resident was shot and gravely wounded on Central Avenue after an altercation with 2 individuals. The teenager was permanently paralyzed as a result of being shot. This case is open and still actively under investigation by Norwich Police Detectives.

July 29, 2011, at approximately 2:00AM, while operating his motorcycle under the influence of alcohol and without a helmet, a 25 year old male lost control and crashed his motorcycle on Bridge Street in Occum resulting in his death. Speed and alcohol were factors in this fatal crash.

September 23, 2011, the Norwich Police Patrol and Detective Division responded to the Core Plus Federal Credit Union, 30 Norwich Ave., Norwich for a report of a robbery. Police determined a white male suspect confronted the bank tellers and displayed a note demanding money. The suspect fled with an undisclosed amount of cash. No weapon was displayed and no one was injured during the incident. Norwich Detectives are continuing the investigation.

October 11, 2011, the Norwich Police Patrol Division responded to a Kennedy Drive residence for a report of a residential burglary in progress. The homeowner arrived home and interrupted the burglary being committed by two armed suspects, who fled the scene on foot. A Norwich Police K-9 Team was able to track the suspects to a nearby location, leading to their arrest.

October 27, 2011, the owner of Shur Fire Stoves, 340 West Thames St., Norwich, CT burned down his place of business for the insurance money. The owner was arrested in 2012 for Arson 1st Degree, Criminal Attempt of Arson 1st degree, Insurance Fraud and False Statement 2nd Degree.

November 19, 2011, a female resident of New London was working as an employee at a hot cart vendor outside of the liquor establishment on Sherman St. A verbal and physical altercation ensued between female employee and a male bar patron, at which time she stabbed the patron multiple times in the chest and abdomen area with a knife. The female was arrested and charged with Assault 2nd Degree and Carrying a Dangerous Weapon.

November 25, 2011, a 32 year old male was shot and seriously wounded at 16 Franklin St. Norwich. The shooting was the result of an attempted robbery during a narcotics deal in the common hallway in the Thayer Building apartments. The suspect a convicted felon with an extensive criminal history including firearm and assaults convictions was arrested for Attempted Murder.

December 14, 2011, approximately 2:00 am the ambush style murder of 26 year old female resident, the mother of 2 children, who was gunned down through the closed door in her home on East Baltic Street Norwich, CT. The Norwich

Police, the State Attorney's Office and the New London County Regional Cold Case Homicide Unit continue to work tirelessly to bring the responsible party to justice.

December 15, 2011, while investigating the a Homicide, a person of interest was identified in the investigation, who in turn was determined to be an illegal alien from Jamaica and a wanted fugitive from Toronto Canada, for the manslaughter of a child. This male suspect was charged by the Norwich Police with firearms and narcotics violations and US Immigration & Customs Enforcement placed a federal detainer upon him. In 2012 he was extradited back to Canada to be formally charged and stand trial.

December 22, 2011, over a 12 hour time period, members of the Norwich Police Department Patrol and Detective Divisions launched Operation GRINCH (Get Rid of Illegal Narcotics and Criminals for the Holidays). Operation GRINCH was the result of a four month investigation targeting narcotic traffickers and those with active felony warrants in the City of Norwich. As a result of Operation GRINCH 16 suspects were arrested and quantities of crack cocaine, heroin, marijuana, a handgun, and approximately \$11,000 cash were 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 2011 Norwich Police Officers conducted 6,789 motor vehicle stops and issued 5,040 traffic citations.

Training:

- During the year 2011 Police Department personnel received over 4700 man-hours of advanced individual law enforcement training. In 2011 training hours increased slightly from the previous year. This slight increase was accomplished with training funding from outside resources. Training always continues to be high priority for the department and it is essential to remain current with the fluid and rapidly evolving profession of law enforcement.
- 2011 also saw for the first time members of Norwich Police supervisory staff attend the prestigious United States Coast Guard Academy Leadership and Management Seminar (LAMS) training. A comprehensive and intensive leadership and supervisory training class rarely opened to civilians. The Norwich Police were invited to send one supervisor in 2011 and another in 2012.

Building & Facilities:

- The police headquarters facility, having long exceeded its design, size and lifespan by over 30% in a 24 x 7 security-conscious environment, continues to require constant attention. The Commission on the City Plan has recommended replacing the aging, undersized, and outdated facility. The Mayor and City Council funded a needs assessment, site evaluations, and site plan. Those phases have all been completed and the goal now is to find funding to build a relocated Police Headquarters at a new facility sized, located and equipped to meet our needs now and long into the future. This issue remains a critical one for Departmental operations and efficiency.
- The deteriorating and rusting benches in the cell block and prisoner holding areas were reconditioned. The process was time and labor intensive and disrupted daily operations, but the out-come exceeded expectations. The condition of the employee parking lot, which was fostering and nurturing "artillery fungus" (Sphaerobolus) that has been devastating the finishes of city and employee owned vehicles has been eradicated by the Public Works Department. The wood chip and vegetation overgrowth were excavated and replaced with stone. The front lobby doors were replaced and painted after having been intentionally damaged by a suicidal subject who drove a 4x4 pick-up truck into building. It should be noted that although this occurred Police Headquarters remained occupied and open at all times during the damage and repair period.

Community Outreach & Professional Partnerships

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

- Norwich Pilot School Reintegration Program Advisory Council
- Norwich Juvenile Review Board
- State of CT Juvenile Justice Advisory Council
- SE CT Mental Health Advisory Board, Board of Directors
- Board of Directors, St. Vincent de Paul Soup Kitchen
- NFA Board of Corporators
- Norwich Neighborhood Watch Programs (38)
- International Association of Chiefs of Police (IACP)
- New England Chiefs of Police (NEACOP) – Secretary, Board of Directors
- CT Chiefs of Police Association (CPCA) – Past President, Board of Directors
- Police Executive Research Forum (PERF)
- CT Alliance to Better Law Enforcement (CABLE)
- CT Police Association (PAC) – President
- Norwich Bulletin Diversity Committee
- Tommy Toy Fund - Board of Directors
- U.S. Attorney’s Anti-Terrorism Advisory Council (ATAC)
- Federal Safe Neighborhoods Anti-Crime Program
- FBI National Academy Associates
- National Tactical Officers Association.
- International Assn. of Law Enforcement Firearms Instructors
- International Assn. of Narcotics Officers
- International Police Mountain Bike Association
- 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 and follow-ups, providing additional safety and reassurance, and service to victims by increasing offender compliance with restraining and protective orders.
- Continue to partner with the Downtown Enhancement Committee to improve the safety of the public downtown.
- New equipment upgrades have been obtained some through grant funding, to improve radio performance/reception.

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 these grants allow for enhancing, but not supplanting of local police services provided to the community.

Federal Grants:

Department of Homeland Security, Port Security Grant (2011) \$271,000 for regional law enforcement patrol boat operations and water borne emergency operations training.

Federal Department of Justice Direct Grants:

LLEBG Edward Byrnes Grant (2011-12) \$20,674– This grant supports law enforcement technology and equipment purchases.

BJA (Bureau of Justice Assistance) Body Armor Grant (2011) \$3,400 – 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:

Summer 2012 Anti-Violence Initiative(2012) \$42,000- This grant support the purchase of law enforcement equipment to combat violence and assists in the payment of personnel cost to a regional task force.

Federal Department of Transportation Passed through Connecticut Department of Transportation:

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

Click It or Ticket Enforcement Program for (2011) \$6,200- 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.

Community Development Block Grants

Norwich Community Police Project (2011) \$92,500- This grant paid for the personnel costs for 9 months of salary and fringe benefits of the Community Policing Outreach Coordinator (Police Sergeant) and overtime funding for community policing patrols in the three targeted neighborhoods of Downtown, Greenville and Taftville.

Greenville Security and Surveillance System (2011) \$40,000- This grant funded the purchase and installation of surveillance cameras to monitor crime and quality of life issues in the Greenville section of the city.

Current Grants

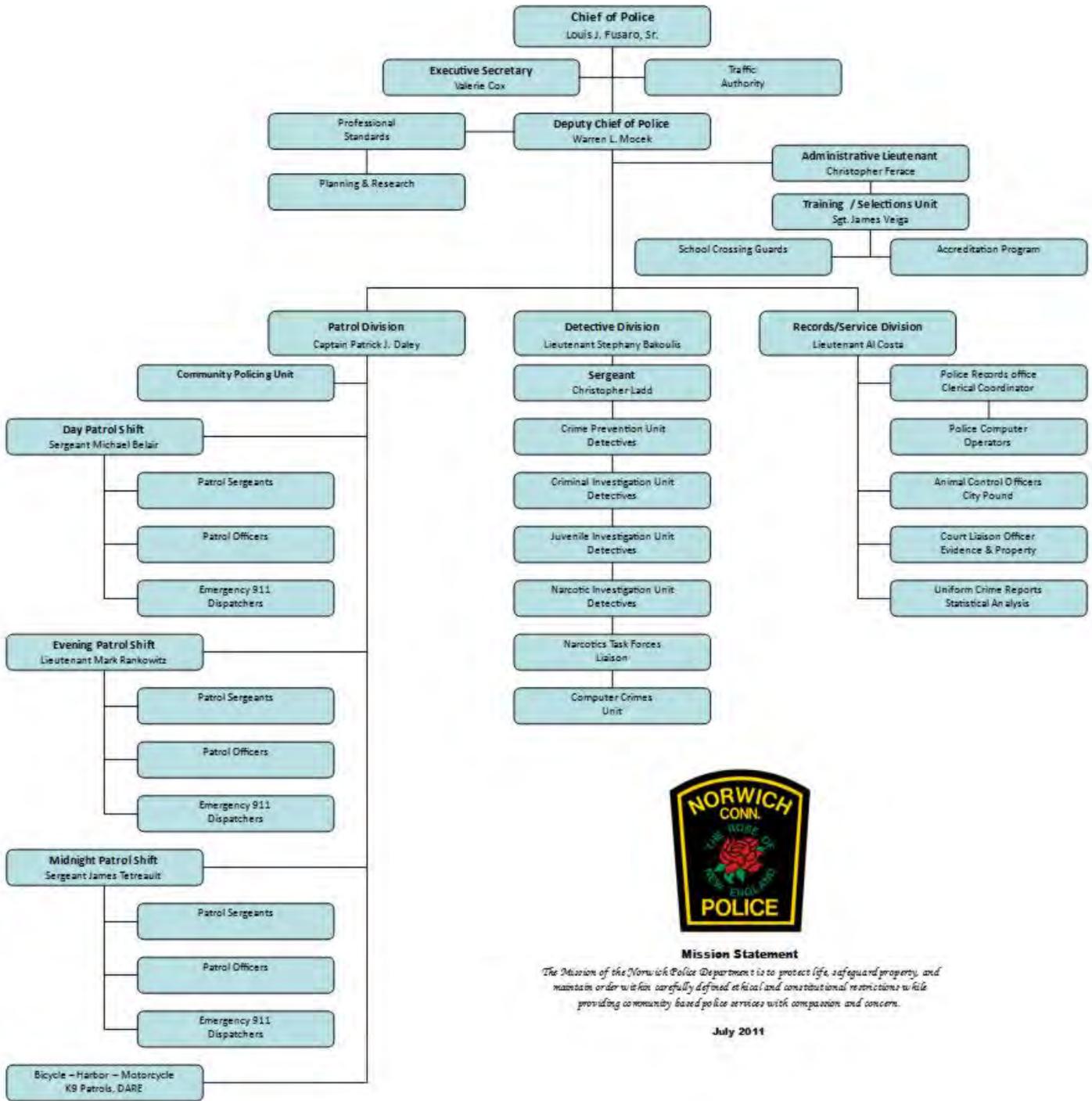
Comprehensive DUI Enforcement Program (2012) \$62,000- This grant supports DUI/Traffic Enforcement patrols and checkpoints through a 75% reimbursement of department expenditures.



MEASURES OF ACTIVITY AND PERFORMANCE - Norwich Police Department

	2010	2011	2011	2012
Indicator	Actual	Estimated	Actual	Projected
<i>Service calls</i>				
Total Calls	57,903	58,497	55,563	57,723
Total 911 Calls	21,825	21,577	23,064	23,421
911 Hard Line	8,145	9,890	5,500	4,925
911 Cellular	13,237	11,920	15,282	15,821
911 VOIP	443	786	2,282	2,674
Non-Emergency line	36,078	38,355	32,499	34,302
Calls for Service (Police)	52,683	53,509	50,808	53,084
Calls for Service (Fire)	5,220	4,903	4,755	4,639
<i>Other Activity</i>				
Assault on Officer incidents	44	28	31	19
Officer injuries (all causes)	24	33	15	11
Part I Crimes	2,009	2,225	1,823	1,798
Auto Accidents(Investigated)	1,682	1,683	1,549	1,560
Auto Accidents (Fatalities)	1	3	1	2
Auto Accident (Injuries)	348	301	382	326
Vandalism (reported)	503	706	449	574
DWI Arrests	241	235	207	212
Neighborhood Watch Groups	38	38	38	40
Dare Students-1 st Grade	496	454	422	447
Dare Students-3 rd Grade	495	431	433	453
Dare Students-5th Grade	402	464	430	482
SRO Teachers Middle-6 th , 7 th , & 8 th Grade	453	Eliminated by BoEd budget	Eliminated by BoEd budget	451
SRO Kelly Middle-6 th , 7 th , & 8 th Grade	623	Eliminated by BoEd budget	Eliminated by BoEd budget	623
SRO DTZ School 7th-12th Grades	32	Eliminated by BoEd budget	Eliminated by BoEd budget	35

* 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”

Annual Report 2011-2012 Fiscal Year

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 2011-12 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.
- Acquired \$11,919.00 from Homeland Security for radio equipment upgrades.
- Awarded \$40,000.00 block grants for Greeneville station renovation 5/11
- Awarded \$2788.00 from FM global for IPAD purchases for FMO inspections 5/11
- Awarded \$18,000.00 from Ct Cities program for installation of SOLAR hot water system at HQ.
- Awarded \$85,000.00 for apparatus refurbishment from DEHMS 5/2012
- 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.

- 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.
- **Total Arson arrest to convictions-18**

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)

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)*

Incidents of Fire	162
Overpressure/rupture/explosion	8
Rescue/EMS	1633
Hazardous conditions	132
Service Calls	121
Good intent	84
False alarm	294
Severe weather	14
Special incident	5
<hr/> Total	<hr/> 2456

Consultations	FY 11-12	Meetings	FY 11-12	Broken Down	
Case File Follow-up	60	Job Site	15	James Roberts	Captain
Fire Alarm System	11	Housing Management	3	Inspections	299
Fire Suppression System	12	Misc.	20	Consultations	80
General	6	IAAI	0	Plan review	83
Life Safety	66	Pre-Construction	0	Meetings	21
Hazardous Materials	0	Environmental Survey	1	Fire Investigations	17
Fireworks Enforcement	0	Plan Review	FY 11-12	Follow-up	54
Other	2	General	63	Jake Manke	Inspector
Site Development	1	Fire Protection	20	Inspections	167
Hazard Duty	4	Hazardous Operations	2	Consultations	23
Witness Blast	15	Inland/Wetlands	7	Plan review	12
Inspections	FY 11-12	Large Scale	3	Meetings	15
Burn Permit	17	Modification Requests	0	Fire Investigations	15
Business Medical	3	Site Plans	7	Follow up	68
Complaints	36	Investigations	FY 11-12		
Construction	6	Arson	4		
Certificate of Occupancy	41	Cause	33		
Fire Drill	10	Follow-Up	4		
Fire Protection Systems	30	General	2		
General	8	Other	2		
Hazardous Materials	7	Fire Marshal Assist	2		
No Show	5	Trainings	FY 11-12		
Oil Truck	20	Continuing Education	9		
Permit	2	NL County FM	1		
Re-Inspections	47	EMT Refresher	7		
Tents/Cooking	0	Violations	FY 11-12		
Apartments	88	Noted	1136		
Assembly	47	Corrected	552		
Business	24	FY 11-12 Accomplishments:			
Day Care	6	CT Fair Plan Grant - Canon Rebel T3 Camera			
Educational	16	FM Global Grant - 4 iPads with FireHouse Software Inspector			
Health Care	5	Set up Firehouse software to implement inspection electronically			
Hotel/Dormitory	3				
Mercantile	13				
Residential Board and Care	10				
Storage Facility	1				

*If any clarifications or explanations are necessary, please call

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 2011/12 ACCOMPLISHMENTS:

- Completed all annual required training.
- Increased public education program delivery.
- Continued to expand the cadet program.
- The Dive Rescue Team trained with several area departments
- Six firefighters attended National Fire Academy training.
- One firefighter completed training as certified "Rescue Divers"
- Completed energy upgrades to the station
- No accidents involving city apparatus
- Increased training and emergency responses to aid the Occum Fire Department
- Fourteen members completed swiftwater 1 training
- Completed plans and solicited bids for the planned building addition
- Applied for several building and equipment grants

MEASURES OF ACTIVITY AND PERFORMANCE (Yantic Volunteer Fire Department)

	10-11	11-12	11-12	12-13
PERFORMANCE MEASURE	Actual	Estimated	Actual	Proj.
Structure fires	15	20	4	20
False alarms	10	10	6	10
Internal alarms	100	100	106	100
Miscellaneous calls	60	50	59	50
Rescue/ emergency	301	200	271	280
Vehicle accidents	84	100	91	100
Automobile fires	11	30	14	20
Grass/ brush fires	11	20	10	20
Chemical incidents	3	20	4	5
Mutual aid	26	20	27	30
Service calls	22	50	29	50
Total fire calls	643	675	621	785
Average response time (minutes)	3.2	3.2	3.2	3.2
Accidents involving city fire vehicles	1	0	0	0
Civilian casualties	0	0	0	0
Fire service casualties	0	0	0	0
Fire-related civilian casualties	0	0	0	0
Fire-related injuries	2	0	3	0
Public education man hours	763	800	778	800
Training man hours	2,112	2,500	2,247	2,500
Firefighters with State of CT certification	97%	95%	97%	96%
Percentage of personnel receiving EMT training	58%	60%	59%	65%

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:

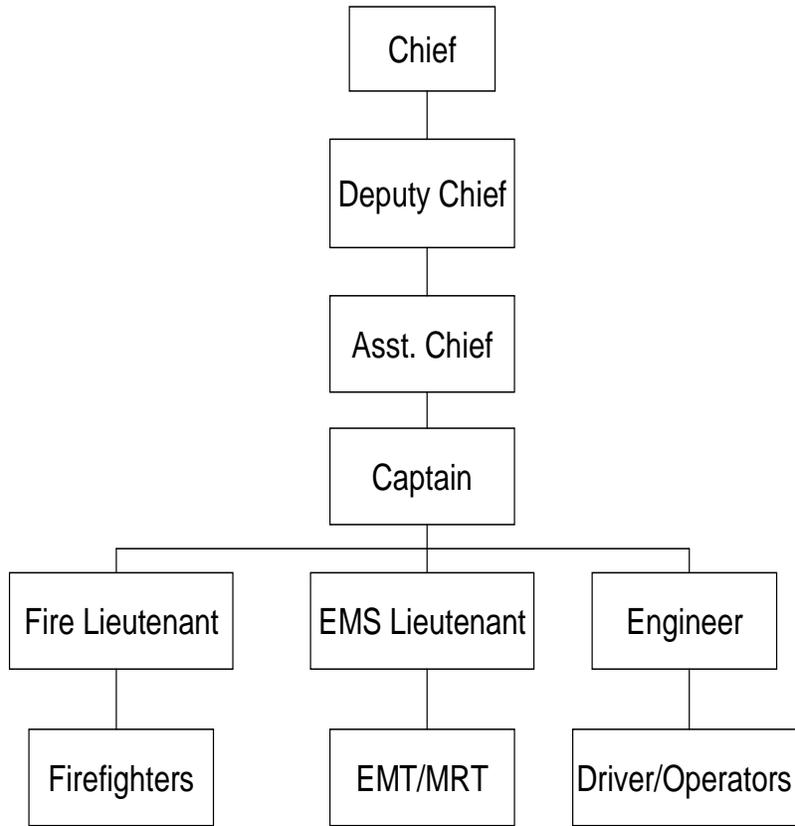
- To have 100% of members with at least one State of Connecticut certification in either EMT or Firefighter 1 by the years end.
- Continue to be the global means of fire protection for the City of Norwich with Laurel Hill providing the forestry and wild land fire suppression services.
- Continue to be 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 2011/2012 ACCOMPLISHMENTS:

- 2 firefighters were trained to the firefighter 1 level.
- 3 firefighters were trained to the EMT basic level.
- Voted in 6 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)

INDICATOR	12-13	11-12	10-11	09-10
	PROJECTED	ACTUAL	ACTUAL	ACTUAL
Brush Fires	3	2	6	3
Structure Fires	10	6	14	11
Fire Alarms	19	17	18	19
Service Calls	9	19	7	29
Rescue/Emergency	4	2	0	4
Motor Vehicle Accidents	4	3	5	3
Vehicle Fires	1	0	0	1
Haz-Mat Calls	2	3	1	1
Mutual Aid	28	22	27	36
CO Problems	2	2	2	1
Water Emergency	4	2	2	22
Medical Calls	36	28	39	20
Total Calls	122	106	121	150
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	76
Training Hours	3,100	3,100	3,100	3,100
Community events attended	23	22	22	22
Percentage of women/minority members	41%	41%	38%	38%
Firefighters with State of CT Certifications	97%	93%	91%	97%



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 2011/12 ACCOMPLISHMENTS:

- Won Life Safety Achievement Award for zero fire deaths.
- Brought 7 new members into the department and hosted a State Certified Q2 class in YANTIC and certified 14 existing members to the following levels FF2, FO1, FI, Safety & EMT.
- Continue to work with the Taftville Fire Company to operate 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, and looked at the future equipment needs of the cities entire fire service.
- Received an EMS Grant this past year for new equipment.
- Participated in several public education events- Touch a Truck, Kindergarten First Day Truck Ride, Backus Safety Camp, Two open house events in Occum and Taftville. Dodd Stadium Fire awareness.
- Evaluated our radio equipment in conjunction with all other city fire departments to comply with FCC narrow banding mandates and replaced non-conforming equipment.
- Applied for a 8.2 million dollar HMGP Grant to relocate the main station annex from the flood prone location at 149 Yantic Road and also applied for the AFG funding through the Department of Homeland Security.

MEASURES OF ACTIVITY AND PERFORMANCE (Yantic Volunteer Fire Department)

	10-11	11-12	11-12	12-13
PERFORMANCE MEASURE	Actual	Estimated	Actual	Proj.
Structure fires	15	20	4	20
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Fire-related injuries	2	0	3	0
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Training man hours	2,112	2,500	2,247	2,500
Firefighters with State of CT certification	97%	95%	97%	96%
Percentage of personnel receiving EMT training	58%	60%	59%	65%

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:

1. Increase Community Awareness through social media, speaking engagements, radio, and Public Service TV. channels, exhibit booths at Civic Events and Senior Citizen Outreach Programs.
2. Minimize the expense of Emergency Management activities to the Norwich Taxpayer by fueling the budget engine with Federal, State, and Local assistance grants.
3. Continue to train and cross-train more personnel to support the Emergency Operations Center. Training to include WEB/EOC, miscellaneous administrative functions, operations, planning, and logistics.

FY 2011/12 ACCOMPLISHMENTS:

1. Converted Kelly Middle School to the Primary Shelter for the City. This multi-jurisdictional shelter will provide safe refuge for all residents, persons with disabilities, and those needing shelter for their pets.
2. Conducted a successful Emergency Operations Center for Tropical Storm/Hurricane Irene that resulted in over 1,000 calls for assistance.
3. Completed necessary plans to receive enhanced Emergency management Performance Grant Funding.

MEASURES OF ACTIVITY AND PERFORMANCE (Office of Emergency Management)

	11-12	12-13	13-14
INDICATOR	ACTUAL	PROJECTED	PROJECTED
Hours of Emergency Training	1145	800	1200
Personnel Trained	81	75	100
Shelters Maintained	94	16	16
Storm Activations (I.R.P.)	15	12	15
EOC Activations	3	10	5
Flood Assistance Calls	642	100	100
Speaking Engagements	23	25	25
Public Information/Education Exhibits	23	25	25
Percentage of Emergency Operations Plans Updated	100%	100%	100%

Economic Development

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

In this Section:

- Department of Community Development
- Department of Planning and Neighborhood Services
- 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 2011/2012 ACCOMPLISHMENTS:

- Applied for and was awarded \$2.1 million HUD Office of Healthy Homes grant to continue Lead Based Paint Hazard Reduction
- Managed \$910,512 CDBG allocation, resulting in 17 community initiatives
- Rehabilitated 31 residential units, returning 8 condemned units to the market through the residential Property Rehabilitation 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 14% in a declining market
- Successfully closed out the 2009-2012 Lead Based Paint Hazard Control Program which resulted in:
 - 105 properties becoming code compliant and lead safe (145% of goal)
 - 227 contractors trained in lead hazard control remediation practices (120% of goal)
 - 60 outreach events held, including educating owners/renters and testing of children under age of 6 for elevated blood lead levels
 - 30 full-time equivalent jobs being created/retained in Norwich
- Completed 4-Part programming for local non-profit organizations centered around creating long-term outcomes with measurable impact as well as grant application training
- Initiated and Completed CDBG Mid-Year Allocation of approx. \$172,000
- Completed Part I of Greeneville Park improvements, including:
 - installation of 20'X 24' pavilion
 - reorganized seating to promote increased usage
 - installed of entryway steps and handicap pathways
 - installed ornamental-style lighting along Central Avenue
 - funded installation of security cameras in Greeneville area

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 2011/12 ACCOMPLISHMENTS:

- Continued Blight Enforcement Program.
- Updated city's Five-Year Capital Improvements Plan.
- Administered 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, Harbor Management Commission, Redevelopment Agency and community groups on various projects.
- Initiated and Administered Brownfields Area Wide Plan in conjunction with Community Development and RDA
- Participated in City Manager's 20 year Capital Planning Committee.
- Collected \$ 37,000 in citation fines.
- Collected \$ 8,595,659 in building division fees.
- Effectively facilitated application and permit process for the redevelopment of Marina at American Wharf and Norwichtown Commons projects.

MEASURES OF ACTIVITY AND PERFORMANCE (Planning and Building Division)

	11-12	12-13	13-14
INDICATOR	ACTUAL	PROJECTED	PROJECTED
Site development plans reviewed	7	10	12
Subdivision/resubdivision plans reviewed	1	2	1
Special permit applications reviewed	4	10	10
Zoning permit applications reviewed	326	400	400
Zoning variances granted	16	20	20
Zoning variances denied	4	5	5
Inland Wetlands applications	14	20	20
Zoning complaints investigated	113	150	150
Residential building permits issued	1606	1700	1700
Commercial bldg. Permits issued	136	200	200
Industrial building permits issued	3	5	5
Structures condemned	2	5	5
Dwelling units condemned	26	25	25
Buildings demolished	22	10	10
Code violations investigated	1603	1500	1500
Citations issued	153	200	200
Citation Fees collected	\$7,385	\$10,000	\$10,000

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 Norwich as a good place to do business, retain existing manufacturing base currently located in the City, and to assist other development that will lead to positive tax base growth and improvements throughout the community. To assist the community in improving the functionality of business resources such that they add economic value to the region.

VALUES: The NCDC values its ability to contribute to economy of 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 market-rate residential base in the downtown.
- Continue the search for expansion opportunities in the Norwich Business Park by exploring all avenues of exploiting underutilized parcels and properties.
- 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 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 implementation of various plans.
- 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.

- Assisted the City in obtaining a Vibrant Communities Initiative grant to develop a strategy and implementation plan for downtown development.
- Chaired and staffed the Vibrant Communities Initiative study done by the Cecil group in order to determine the buildings which would be ideal to market and renovate first in the downtown and an implementation plan for achieving results.
- Worked with Norwich Historical Society in securing a grant through CT Trust for Historic Preservation to do a study on Uncas Leap to preserve the location and make it a tourist destination.
- Hired Goderre and Associates to be the principal on the Uncas Leap project and completed the Uncas Leap study and have identified next steps of how to proceed to make the site a point of interest.
- Created and launched NCDC Facebook site and maintain metrics on its use and usefulness.
- Created a new 3 year NCDC Strategic Plan.
- Secured a commitment from Norwich Public Utilities for an additional 3 years of funding at the current level.
- In the Jul '11 – Jun '12 timeframe- NCDC has identified and tracked 139 different Business Retention, Expansion, Attraction and Development projects presented to the organization of which 26 advanced to a point of success.
- Construction started July 1, 2010 on the Norwich Intermodal Transportation Center with the City's Ribbon Cutting held on June 8th, 2012 and SEAT is fully functioning out of the facility today!
- Act as the fiduciary for the state and federal leasing operations at the Mercantile Exchange Building for the Mashantucket Pequot Tribal Nation. In total, NCDC holds the leases for 3 entities to a total value of over \$4M for the duration of the leases.
- Professionalized administration and functionality of NCDC operations by constantly updating policies and procedures to keep pace with changes.
- Hired an intern to begin the process of updating the banner system in the city.
- Had a volunteer intern begin the process of reviving the city walking tour maps.
- Hired Jason Vincent onto the staff as a Senior Economic Development Associate vastly expanding NCDC's ability to work effectively with many other agencies and departments on mutually beneficial efforts.
- Hosted multiple webinars and trainings for local government officials and agencies.
- Utilized the previously established centralized process of inventorying available grants.
- Continually update the NCDC website in order stay current with programming and services being offered through NCDC, NPU, the City of Norwich, the region and the state.
- Worked with the tax assessor's office to actively promote the Enterprise Zone, HUB Zone and the Tax Deferral Programs.
- Hired Kevin Gremse of the National Development Council to help the city advance several large and complicated projects each requiring highly specialized financing experience.
- Worked together with other city departments to make setting up and doing business in Norwich an easy process, with NCDC being the hub for "one stop shopping".
- Worked diligently to reestablish a busy Farmers Market at Howard Brown Park.
- Work closely with other city agencies to encourage, sponsor and co-sponsor downtown events such as fireworks and Rock the Docks.
- Worked with Public Works to beautify and Business Park by trimming trees and mowing along the right of ways on a monthly basis.
- Work with other local cities in order to determine how to bring what works for other groups to the Norwich area.
- Work closely with the Mayor, City Manager and his staff as well as Norwich Public Utilities and others to coordinate the development and delivery of programs and activities that promote economic enhancements to the City.

- NCDC staff of 4.5 individuals are active on over 25 various boards, commissions, committees and working groups in order to advocate for Norwich interests and agendas within the Northeast, the State, the Region and the City.
- Provided a thorough inventory analysis of parking assets to the Parking Commission and was invited to join them in developing logical approaches to long standing complaints about the experience of parking downtown.

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 Resources 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

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

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

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

VALUES: Compassion, Fairness, and Consistency

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: Betsy M. Barrett, 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, Courtesy and Professionalism

GOALS & ACTION PLANS:

- Rearranging the overflow vaults to provide more storage with the purchase of space saver shelving with grant money.
- Ongoing computerizing of all vital record indexing, trade names, veterans etc. so they are more readily accessed.
- Continuing in house land record back scanning providing more computer images for printing in house and for offsite land subscribers.
- Completing the final stage of the "New Vision" Interface with "Munis" to provide a daily automatic cash transmittal process for the Finance Dept.
- To obtain as many email addresses as possible for dog owners to notify them of renewals eliminating the need of printing and postage for postcard mailings.

FY 2011/12 ACCOMPLISHMENTS:

- Completed restoration of early 1900's birth books with micro film backup.
- Completed back scanning through April of 1991 with in house land record scanning providing more computer images for printing in house and for offsite land subscribers.
- Installed new version of "New Vision" recording program with more detailed searching, recording capabilities and dog licensing feature, which also included individual locking cash drawers.

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

	11-12	11-12	12-13	13-14
INDICATOR	ESTIMATED	ACTUAL	ESTIMATED	PROJECTED
Land records recorded	6,000	6154	6,000	6,500
Marriage licenses issued	350	301	350	400
Death certificates recorded	550	509	550	600
Birth certificates recorded	1,000	940	1,000	1,050
Absentee ballots issued	500	108	500	500
Dog Licenses Issued	2,100	1931	1950	2000

Elections Office

REGISTRARS: JoAnn Merolla-Martin (D) and Dianne Slopak (R)
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 2012-13 ACCOMPLISHMENTS:

- Completed annual canvas of voters.
- Organized and ran three primaries and general election.
- Provided accurate voter registration lists for candidates, City Clerk and other interested parties.
- Supported and participated in voter registration drives.
- Trained all election workers to do their assigned duties for each election
- Worked with all City department heads and First Student Transportation to coordinate and execute the presidential election.
- Conducted voter outreach to inform electorate of precinct and location changes
- Completed redistricting of all voting districts to conform with state guidelines
- Successfully completed audit of election results as required by Secretary of State

MEASURES OF ACTIVITY AND PERFORMANCE (Elections Office)

	11-12	12-13
INDICATOR	ACTUAL	PROJECTED
Total number of voters	19857	21000
Voters added to roles	548	1979
Voters removed from roles	444	918
Voter changes of affiliation or address	1971	1040

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 and preserve 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 utilize 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 citizen service requests.
- Increase recycling rate in solid waste program by increasing public awareness and by improving the 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.
- Modernize department functions through electronic storage and retrieval of maps, plans and documents; integration of GIS technology into work order system and capital project planning; and utilizing the many capabilities of the new City website.

FY 2011-12 ACCOMPLISHMENTS:

- Resurfaced 4.8 miles of City streets and extended the life of an additional 3.0 miles thru preventative maintenance treatments such as chip sealing and crack sealing.
- Awarded design contract for the rehabilitation of the Sherman Street bridges – 90% of project funded thru Federal and State grants secured by DPW.
- Awarded design contract for the rehabilitation of the Sunnyside Street bridge – up to \$1 million in State grant funding secured by DPW.
- Designed, permitted and managed the construction of approximately 2,300 linear feet of sidewalk on West Thames Street (CT Route 32). Project funded by CDBG.
- Completed the demolition of the former Buckingham School and Greeneville School.
- Secured a State Historic Preservation Office grant for 50% of the cost to rehabilitate and restore the two exterior stairways at City Hall (grant ceiling is \$200,000).
- Teamed with Norwich Public Utilities in the design and management for the installation of a 150kW natural gas generator at City Hall.
- Designed and managed the installation of the new gazebo at the Greeneville Park – corner of 7th Street and Central Avenue. Project funded by CDBG.

MEASURES OF ACTIVITY AND PERFORMANCE (Department of Public Works)

	11-12	12-13	13-14
PERFORMANCE MEASURE	ACTUAL	ESTIMATED	PROJECTED
<i>Resurface/treat roads on 20-year cycle - average 8 miles/year</i>			
Road miles resurfaced	4.8	6.4	6.0
Road miles treated	3.0	3.0	2.0
<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 citizen service requests</i>			
Median time to close out requests	12.5 days	10 days	8 days
<i>Increase recycling rate through public awareness</i>			
Flyers, newspaper articles, TV spots, etc.	11	14	17
Recycling Rate	29%	32%	36%
<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	1
Average age of fleet (years)	11	10.8	10.7

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 2011/2012 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.
- 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 system to improve customer communications.
- 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.
- Continued the water valve exercising and leak survey GIS project.

- 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's Home Energy Savings (HES) program continues to provide free home energy analysis and improvements for single and multi-family residents. Over 500 Norwich homeowners and renters participated in the HES program. NPU also rebated nearly 400 Energy Star High Efficiency Appliances.
- 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.
- Continued to expand our natural gas service area through the \$3.0 million bond approved by the voters in the 2010 November election. Our efforts have led to 5.5 miles of system expansion, the addition of 466 new dwellings and businesses hooking using natural gas as a fuel source, and an estimated an estimated additional annual load of 650,000 ccf of natural gas. This effort will lead to an estimated \$100,000 increase in NPU's payment to the City of Norwich's general fund annually.
- Rehabilitated Primary Digester No.1 at the Wastewater Treatment Plant. This work included installing a state of the art control system, mixing system, membrane cover, high efficiency boiler, two micro-turbines and methane gas condition system. The two micro turbines utilize the methane produced from the Digestion process of the digester, reducing the electrical demand of the plant and eliminating the need to purchase fuel oil that was used to fuel the old style boilers. The new membrane cover eliminates fugitive odors and has the capacity to store excess methane gas for future use.
- Completed the Newton Street Sewer project. The project included all of the following: Newton Street, Ash Road, Will Road, East Avenue, West Avenue, Eagle Street and Newton Place.
 - Installed approximately 1 mile of new 8" PVC sewer main and 87 new sewer connection points were installed for the residents to tie in their private sewer lines from their homes.
 - To date, 35 homes have taken advantage of the new sewer mains and tied in to our system.
 - Public Works also took advantage of the project in order to reclaim and pave all of the roads within the project scope.

Continued community involvement in the following areas:

- 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.
- Partnerships with Norwich Public Schools are ongoing and include sponsorship of the Junior Solar Sprints.
- School safety programs utilize Hazard Hamlet as educational tools. This is part of in-school program created to educate children in the safe use of electricity and energy efficiency. Tilly continues to be a recognizable NPU ambassador for children of all ages serving to educate on gas and electric safety issues.

- 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.
- Supported and participated 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.
- Supported the regional Norwich Clean Cities effort. Our commitment includes growing our alternative fuel fleet and displaying this technology at local and regional events.
- Expanded the utilization of social media tools such as Twitter to inform and engage our customers.
- Finalized the construction of a new website designed to provide our customers with new and advanced customer service features and tools including, a new on-line bill payment system.
- Assisted the Norwich Senior Center with the purchase of a new natural gas fueled bus which should significantly reduce the center’s fuel costs.

MEASURES OF ACTIVITY AND PERFORMANCE (Norwich Public Utilities)

	10-11	11-12
INDICATOR	Actual	Actual
<i>Fiscal Integrity</i>		
<i>Sales</i>		
Gas	15,534,069	13,153,684
Electric	55,069,244	56,319,863
Water	6,653,722	6,535,954
Sewer	4,860,283	4,736,849
Contribution to City General Fund	8,277,480	7,493,010
<i>Customer Service Indicators</i>		
<i>Field Service</i>		
Gas Service Calls	4,131	3,989
Electric Service Calls	55,069,244	123,570

Water Service Calls	3,053	1,910
Sewer Service Calls	80	120
<i>Service Center</i>		
Walk-in Customers	51,430	43,059
# calls	91,187	139,659
<i>Operations Indicators</i>		
<i>Distribution Systems</i>		
Miles of Gas Main	135	141
Miles of Electric Line	231	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	0.61	.53
Avg. cumulative out of service time (min) - SAIDI	52	62
Avg. outage duration (min) - CAIDI	80	103
<i>Wastewater Treatment</i>		
Gallons Treated (Billion)	1.33	1.61
Quality Tests Conducted	5,500	5,500
<i>Water Division</i>		
Gallons of Potable Water (Billion)	1.60	1.70

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 2011/12 ACCOMPLISHMENTS:

- Awarded \$42,000 in federal employment and training to assist our area's unskilled and/or undereducated labor force develop more marketable job skills, focusing in the health and medical related fields. In addition, 23 residents completed the Certified Nurse's Aid Program, 3 completed the Patient Care Tech Program, and 1 completed the EMT course, 1 completed the EKG course and 1 completed the Pharmacy Tech course. Currently, 50% of these formerly unemployed people are now working with the rest actively seeking work and interviewing in their new field.
- Administered three different energy assistance programs to help families meet the rising cost of oil and utilities; Emergency Food & Shelter Program Utility Fund (\$1,542), Project Warm Up (\$12,084) and Operation Fuel (\$68,000). Additionally, the City Council approved \$5000 to help defray oil costs to homeowners and renters. This brought in over \$86,000 in utility assistance to Norwich residents, with \$40,000 of these funds paid to NPU.
- Continued and increased participation in the Volunteer Income Tax Assistance Program. We filed CT and Federal returns for 329 families and brought back over \$694,000 in refunds to the

Norwich community. We administered the new State Earned Income Tax Credit to 168 eligible residents, while 169 residents received the Federal Earned Income Tax Credit.

- Sheltered 60 Norwich homeless residents in the Norwich Hospitality Center. By the end of the shelter season, 70% of them were housed. Garnered over \$50,000 in grants and awards to operate the Center. We also participated in the first State of CT universal intake process for homeless families, as well as participate in a new State fund to rapidly re-house families/adults or divert them from shelters.
- Anticipate receiving \$18,501 in federal emergency rent/mortgage funds for economically distressed Norwich families and individuals. (2011/12 FFY Awards have not yet been received by National Board) In total, we provided over \$40,000 in rental assistance to Norwich families and individuals.
- Assisted 25 fire victims in restoring their lives.
- Awarded \$27,687 in grants and donations through the Norwich Safety Net Team for the provision of basic needs to Norwich families and individuals.
- Awarded \$44,312 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.
- Garnered \$7,500 from the Melville Charitable Trust and \$42,000 from Community Development Block Grant funding to assist residents in becoming better trained for the current workforce.
- Recovered \$16,168 in Relocation Liens.
- Assisted 995 Norwich disabled and elderly residents apply for the State of CT Renter's Rebate Program which brought back over \$464,000 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.
- Hosted a meeting with area legislators and Operation Fuel and testified in Hartford. We were successful in convincing Connecticut to allocate additional funds for energy to allow utility companies to receive these funds.
- Organized the annual Christmas "Adopt A Family program, matching sponsors who provided Christmas gifts to children of low-income Norwich families. Approximately 325 children, representing more than 125 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 2011/12: \$304,521.

MEASURES OF ACTIVITY AND PERFORMANCE (Department of Human Services)

	11-12	11-12	12-13	13-14
PERFORMANCE MEASURE	ESTIMATED	ACTUAL	ESTIMATED	PROJECTED
<i>Number Served</i>				
Job placement	200	251	250	250
Rent and housing	100	107	120	120
Relocation due to condemnation				
Adults	40	35	35	35
Children	25	15	15	15
Utilities	450	423	450	450
Food (Grocery Cards)	150	49	60	60
Emergency prescriptions	105	103	105	105
Financial aid to seniors	20	29	30	30
Backpacks/ back-to-school assistance	725	748	750	750
Case management	1,400	1,429	1,450	1,450
% of people applying for relocation who are housed	100%		100%	
% of people at shelter who become permanently housed	55%	70%	55%	
Total amount and % increase in federal dollars received for housing	18,500	18,500**	18,500	18,500
Total amount in safety net services funding	20,000	27,687	25,000	25,000
# of families assisted with Income Tax Returns	350	387	375	375
Amount of dollars into community due to EITC	150,000	288,798*	290,000	290,000
% of clients served in Norwich Works who become gainfully employed	90%	70%	70%	75%
% of Norwich Works participants successfully completing training	75%	85%	85%	85%
* New state earned income tax				
<i>Norwich Human Services no longer operates a Food Pantry, we now disperse emergency grocery cards and administer CDBG funds for our area food pantries.</i>				
*Reflects poor economy		** <i>Anticipate for FFY 11/12</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.
- Increase **employability** and **school retention** of Norwich youth by teaching job readiness skill; arranging and supervising internships and job shadowing opportunities; providing employment opportunities for Norwich youth; providing individual, family or group counseling; and offering parent consultation and crisis management.
- 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**; working at the regional and State-wide level to address Juvenile Justice issues through our work with the Local Implementation Service Team (L.I.S.T.). **Increase capacity, improve data collection and data management**, and provide more **intensive, consistent coordinated care** for the combined Norwich Juvenile Justice Alliance.
- 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.

- Direct public forums and educational events for parents on pertinent family issues; providing individual, family or group counseling.

FY 11/12 ACCOMPLISHMENTS:

- Received annual funding in the amount of \$87,596 through the State Department of Education to support services to youth. In addition, received \$7,550 Enhancement Funding, which was used to provide additional programming.
- Employed 121 teens from low-income families in our Summer Youth Employment Program funded by the Eastern Workforce Investment Board. Total monies brought into Norwich in Summer 2011 by this program---\$292,548
- Awarded specialized “Pipeline” grant money in the amount of \$14,077 to be used to train youth in the areas of Healthcare, Science and Technology.
- Provided specialized school year, school to career work readiness services to 31 at-risk teens, through a contract with EASTCONN in the amount of \$61,619.
- Served 95 individual and/or family counseling cases providing assessment, case management and crisis intervention and referral services.
- Received \$85,000 through 2/29/12 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 37 young parents and their 35 babies, toddlers, and children. This program ended 2/29/12.
- Served 1719 youth in substance abuse prevention activities with the Norwich Prevention Council. Executed a public relations prevention campaign in August-September regarding marijuana abuse and planned a “Sticker Shock” campaign to increase public awareness of selling alcohol to minors.
- Received \$60,763 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 Dime Bank allowed us to continue a program called **Girls Circle**. **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 9& 10th grade girls from NFA, TRA and Norwich Tech for this program. We served 15 girls through the school year.
- NYFS and the NYFS Advisory Board sponsored 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 360 parents and their kids, run craft nights at the local transitional housing center, Thames River Family Program, sponsored movie night for preschool students at NFA, organized a blood drive for the Red Cross, sponsored a Pancake Breakfast and Silent Auction to raise money for the Golden Wishes Fund for

seniors...\$1800, and organized the second annual “Flocking Flamingos for Summer Fun” fundraiser where they raised \$1,500 to support summer programming for Norwich youth.

- The City of Norwich continues its collaboration with Norwich Public Schools 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 organizes two annual events, Family Day (an event serving over 2500 people at Mohegan Park and sponsored by Backus Hospital for \$5000) and Touch A Truck Day (highlighting our childcare centers, attended by 1500 people, mostly fathers with young children).
- Worked extensively with the Juvenile Review Board and Families with Service Needs Board to divert 50 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 “Education vs. Incarceration” that was attended by 52 professionals and community members. Provided a community workshop on “Kids, Sex and the Law” to the larger community attended by 47.
- 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 Montessori Preschool. We continue to reorganize our service efforts to meet Results Based Accountability Standards.
- Awarded a grant from CDBG in the amount of \$21,500 to increase capacity, improve data collection and data management, and provide more intensive, consistent coordinated care for the combined Norwich Juvenile Justice Alliance. Will be hiring a case manager for September 2012.
- Planned and organized a summer diversion program for youth involved in the juvenile justice system to begin in **July 2012**. Anticipate serving **18-20** youth in collaboration with the BullyBuster Coalition.

MEASURES OF ACTIVITY AND PERFORMANCE (Youth & Family Service)

	11/12	11/12	12/13	13/14
PERFORMANCE MEASURE	ESTIMATED	ACTUAL	PROJECTED	PROJECTED
<i>Number Served</i>				
Counseling cases	95	95	85	90
Young parent cases*	35	37	0	0
COOL youth employment	25	31	25	25
Leadership initiatives	30	20	30	30
Juvenile Review Board cases	30	33	35	30
Individual/ community consultations	650	589	650	650
Positive youth development/recreational/ cultural/community education	8,000	3300	3000	3000
Summer Youth Employment	90	121	90	90
Families with service needs	20	11	35	35
Middle School Diversion Program	25	8	15	15
% of contracted parents/community partners that will report satisfaction with agency services	90%		90%	90%
Hours of professional counseling services to low-income Norwich families	2,000	1900	2,000	1800
Relative caregivers groups (Grandparents Raising Grandchildren)	12	12	12	12
Mentoring graduates in 3+ community projects	18	15	18	18
Provide youth with employment assessment	95	121	95	90
Hire-A-Teen	10	7	10	10
Provide anti-smoking/ substance abuse programming. to youths	1,000	1719	1,000	1000
Provide public forums/ educational events to parents	1,500	2700	1,500	1500
Engage youth in community service	20	25	20	20
Child Welfare Services	800	925	800	800
<i>Girl's Circle</i>	30	15	22	22

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:

- Provide continued access to benefits and services through our Outreach Administrator and Grant Funded Benefits Counselor
- Provide affordable day trips for seniors with our new natural gas mini bus
- Continue to look at ways to recruit and retain new members for the center
- Continue to make the center more energy efficient
- Fundraise to support more programming money for the center

FY 2011/2012 ACCOMPLISHMENTS:

- Received a \$56,363 State of Connecticut Department of Transportation grant for Regional Out-Of-Town Medical Transportation with the Town of Montville 6th Year.
- Delivered 400 Farmer's Market coupons to Norwich seniors.
- Celebrated our 14th year in the Senior /Student Friendship Program with the 2nd Grade class at Wequonnoc School.
- Provided AARP Tax assistance program for over 300 Senior Citizens
- Hosted 240 seniors for our 9th Annual St. Patty's Day Fundraiser Dinner
- Provided over 250 hours of additional Benefits Counseling to the senior community through a \$6,500 federal grant from Senior Resources.
- Provided 265 foot care appointments with a podiatrist through a \$5,000 federal grant from Senior Resources
- Honored 150+ Volunteers for hundreds of hours of service to the senior center throughout the year.
- Raised over \$14,000 through various fundraisers/Donations to be used for senior programs
- Purchased a clean energy, natural gas powered senior transport mini-bus
- Received just under \$90,000 in Grant funds for programs and services at the Senior Center
- Provided 88 individuals from Montville/Norwich with 947 out-of-town medical transports through a State of Connecticut Grant
- Purchase \$10,000 worth of new furniture for the Senior Center common areas with money raised from various fundraisers

MEASURES OF ACTIVITY AND PERFORMANCE (Senior Center)

	11/12	11/12	12/13	13/14
INDICATOR	ESTIMATED	ACTUAL	ESTIMATED	PROJECTED
Number Served				
Preventive health	8,600	10,059	10,100	10,100
Transportation (<i>#'s Duplicated</i>)	12,000	12,390	12,500	12,500
Outreach	900	627**	900	900
Programs (<i>#'s Duplicated</i>)	46,000	46,760	47,000	47,000
Increases in innovative programming	5%	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*

***position vacant from March 14, 2011-June 30, 2011*

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.

State of Connecticut Grants:

State of Connecticut Grant for Elderly and Disabled Demand Responsive Transportation (July 2012 – June 2013) \$56,363 – The Rose City Senior Center has received 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: C. Roger Moss, CPRP
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 20011/12 ACCOMPLISHMENTS:

- Applied for and received Eastern CT Foundation Grant funds to provide 84 slots for our 2011 summer camp program.
- Expanded the Summer Camp Program for 4 and 5 year olds. Enrollment was increased to near capacity levels.
- Continued to work in partnership with the Otis Library to increase programs to preschool age children.
- Converted the department over to a new software system to streamline registrations, facility usage and league scheduling.
- Replacement of bathhouse at Mohegan Park.

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 2010/11 ACCOMPLISHMENTS:

- The Uncas Health District supported public health preparedness activities around Tropical Storm Irene.
- The Uncas Health District provided food service training on a monthly basis.
- The Uncas Health District continues to implement grants to support the Public Health Preparedness Program, Medical Reserve Corps, Teen Outreach Program with Norwich Middle School students, Lead Poisoning Prevention, Tobacco Prevention, Community Transformation, 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, the Rose City Senior Center’s Preventative Advisory Committee, the UCFS Board of Directors, the CADH Board of Directors, and the SERAC Board of Directors.
- The Uncas Health District staff members participated in numerous coalitions, advisory groups, boards, commissions, and other partnerships to collaborate on various initiatives intended to improve the lives of the residents.

MEASURES OF ACTIVITY AND PERFORMANCE (Health District)

	10-11	11-12	12-13
INDICATOR	ACTUAL	ACTUAL	ESTIMATED
Restaurant Inspections	423	353	350
Complaints Investigated	259	268	275
Complaints Closed	267	248	275
Septic Permits	21	38	40
Well Permits	4	5	5
Tattoo Site Inspections	4	4	4
Public Bathing Area Samples	22	21	21
Child Care Inspections	9	7	7
Public Pool Inspections	20	17	18
Food Service Plan reviews	33	14	20
Septic & B100a Plans Reviewed	75	90	85
Salon Inspections	56	35	50

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Charles Scott Learned
Scott Barbarossa
Peter Procko

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Larry Goldman
Diana Boisclair
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James M. Quarto
Gary Schnip
Andrew Zeeman

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Yvonne R. Gendron

CITY HARBORMASTER

Vacant

CITY HISTORIAN

Dale Plummer

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Frank Manfredi
Jeremy D. Booty
P. Michael Lahan
Ralph Page (CHAIRMAN)

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Robert McKeon
Edward Derr
John J. Mathieu
Democles Angelopoulos
Les King
Brian Eckenrode

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Judith Hamblen, Norwich Heritage Trust
Patricia M. Spayne
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Richard Erickson

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Ald. H. Tucker Braddock Jr.
John Paul Mereen (Chairman)
Richard C. Benoit
Ald. Charlie Jaskiewicz III
Joanne Philbrick
Gerald Martin

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Cort Murphy
Gideon Loewenstein
Dr. Malcolm Edgar (Chairman)
Judith Harding Hamblen

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Marion G. Rucker
Hector Baillargeon (Chairman)
Alice Cunningham
Wilma J. Sullivan

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Ralph Page (COCP)
Jeremiah Lowney Jr.
Barbara Rothstein
Douglas Lee
Raymond Baribeault (Chairman)
Philip Kiley

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Ald. Deb Hinchey
Ald. Mark Bettencourt
Kerry Bilda
Kevin Crowley
Mikel Middleton
Brandon Hyde (Chairman)
Brian Eckenrode

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Sean Ryan
Robert Demars
Peter Slocum
Peter W. Maneri, Jr.
Gary Carignan
Gary Schnip
Emmet Riley
Michael E. Jewell, Sr. (Chairman)

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Bernard Caulfield (Chairman)
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Peter Barber (Employee)
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Olive Buddington
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Anthony Jacobs
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Mark Kulos
Bret Grant

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James Roberts, Deputy Fire Marshall
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Kevin Lin
Rodney Bowie
Joe East
Gary Evans, Community Development Supervisor

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Attorney Samuel Browning
Dale Plummer
Gary Schnip
James Quarto
Jim Troeger
Leland Loose
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Ald. Sofee Noblick
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Genevieve S. Bergendahl
Margaret M. Aldrich
Olive Buddington
P. Michael Lahan

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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

Boards, Commissions & Committees

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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)

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Olive Buddington

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Deborah Monahan
Thomas Masterson, MD
William Warzecha

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Vacant
Vacant
Frank Davis (P&P Board member)

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Joseph J. Jacaruso (CHAIRMAN)
Paul B. Kramarewicz
Dorothy Travers
Marc Benjamin



**City Councilwoman
Deb Hinchey (D)**
46 Cherry Hill Road
Norwich, CT 06360
(860) 887-4261 (Home)

Norwich City Council



**City Councilman
President Pro-Tem
Pete Desaulniers (D)**
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Mayor
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Norwich City Hall
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Norwich, CT 06360
(860) 823-3743 (Office)



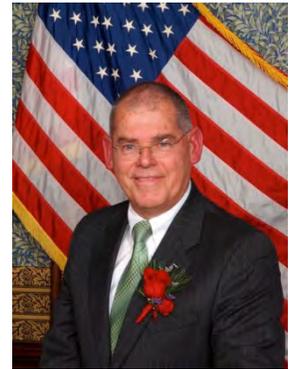
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**City Councilman
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