

City of Norwich, Connecticut



Annual Report
Fiscal Year 2003-2004

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Transmittal Letter from the City Manager

Fellow Citizens, Members of Council, Council President and Mayor:

It is a pleasure to transmit the *Annual Report for Fiscal Year 2003-2004*. Half a century ago, the Norwich City Charter first mandated that an *Annual Report* be made to the City Council. As the Assistant City Manager has pointed out in an Editor's Note, over 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. This year's report represents a true collaboration between my office and the various departments, offices and programs described herein.

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

Respectfully Submitted,



Richard A. Podurgiel
City Manager

Message from the Mayor

Dear Citizens of Norwich:

It is an honor to continue serving you as the Rose City's Mayor.

Economic development proceeds apace in our city, with over 1,500 housing units completed, under construction or approved. Downtown, the Mercantile, LeRou, Beit Bros., and 50-52 Broadway buildings are completed, while nine other downtown renovations are taking place, led by the Wauregan.

The city obtained funding in 2004 for Occum Park and a complete renovation and expansion of Otis Library.

The 2004-2005 budget process was difficult with the increasing costs of services, reduced revenue from the State and the City Council's desire to limit a property tax increase. The City's bonded debt has been reduced by \$5.5 million since December 2001, and our cash reserves remain at a comfortable level.

Citizen involvement is vital in making Norwich a better place whether it is volunteering at local schools, picking up litter, participating in a Neighborhood Crime Watch, assisting the Greeneville and Downtown Neighborhood Revitalization Zone Committees, or serving on one of the City's Boards, Commissions or Agencies. If you are not already doing so, please consider offering your time and talent to make Norwich an even better place to live.

Sincerely,



Arthur L. Lathrop
Mayor

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

This year's *Annual Report* is designed to do more than meet the technical charter requirement of consolidating information available from other sources. This year's report is intended to be the first in a series of reports that will become a management tool for measuring the quality of government performance from year to year. For this year's report, the directors of the city's departments and offices have not only looked to the past year, but have also provided vision statements. They have identified clear, obtainable, goals and objectives for various aspects of city operations. In short, our top managers have reported on last year's activities and have made predictions about the future. Putting *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.

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

Finally, I would like to thank Norma Wallace-Martin and Yuki Bessette for their efforts in helping to put this year's report together. This year's report has been written, formatted and published entirely in-house. Norma and Yuki approached the task of learning new desktop publishing skills with a good deal of resolve and a healthy sense of humor. Their dedication saved taxpayer dollars and helped make this report possible.

Bob Zarnetske
Assistant 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	37,391	254,957	3,287,116
Number of Households	13,842	95,656	1,285,210
Land Area (sq. miles)	28	666	5,009
Pop. /Sq. Miles	1,239	390	682
Per Capita Inc.	\$23,099	\$26,213	\$32,317
Median Age	36	35	37

Telephone Directory

Telephone Directory	
Emergency Calls (Police, Fire, Medical)	911
Office of the Mayor and City Council	823-3742
Mayor Arthur L. Lathrop	823-3743
Aldерwoman Jacqueline Caron	886-2435
Alderman John Crooks	892-1210
Alderman John Newson	887-9864
Alderman Benjamin P. Lathrop	889-0580
Alderman John Paul Mereen	887-1108
Alderman Todd C. Postler	889-8966
Departments/Offices	
Animal Control	887-5747
Assessment Department	823-3723
Board of Education	823-4200
Building Inspector	823-3745
City Clerk	823-3732
City Manager	823-3750
Community Development	823-3770
Corporation Counsel	889-3321
Election Office	823-3754
Finance	823-3700
Fire Department (non-emergency)	892-6080
Health Department	823-1189
Historian	889-2514
Housing Authority	887-1605
Housing Inspector	823-3739
Human Services	823-3778
MIS	859-4404
Personnel	823-3713
Planning & Zoning	823-3766
Police Department (non-emergency)	886-5561
Public Parking	889-5586
Public Utilities	887-2555
Public Works	823-3789
Purchasing	823-3708
Recreation	823-3791
Tax Collector	823-3760
Tourism	886-4683
Treasurer	823-3712
Youth & Family Services	823-3782

Taxes, Finances, Investment

Chapter IX of the City of Norwich Charter guides the activities of the Assessment, Finance and Treasurer departments. These three departments make up the financial administration of the city. One of the most important functions of these departments is the calculation and collection of property taxes. The residents of the City of Norwich enjoy one of the lowest overall tax burdens in the State of Connecticut. Norwich ranks 154th 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

Assessment Department

DEPARTMENT HEAD: Charles Glinski
PHONE NUMBER: (860) 823-3723

MISSION: To ensure that all city taxpayers are taxed fairly and that we are in compliance with state statutes.

VISION: To discover, list and assess all types of property. Each taxpayer should bear only their appropriate share of the tax burden.

VALUES: Accuracy, Uniformity, Fairness and Consistency

GOALS & ACTION PLANS:

- Complete each year's grand list by the statutory deadline by completing real estate transfers, pricing unpriced motor vehicles, processing personal property declarations and pro-rating new construction in a timely manner.
- Remit all reports by statutory deadline. These reports include: sales ratios for net equalized grand list, reimbursement requests for distressed municipality and enterprise zone programs, taxable grand list and exempt grand list.
- Ensure that all senior citizens, veterans, disabled, blind and volunteer firemen receive exemptions and abatements to which they are entitled.
- Act as a liaison to the Board of Assessment Appeals by publishing legal ads, making appointments and adjusting assessments.
- Provide technical assistance and information to lawyers, title searchers, appraisers, real estate agents, citizens and other city departments.

FY 2003/04 ACCOMPLISHMENTS:

- Implemented a state-mandated revaluation for grand list 10/1/2003 which increased the grand list by 49% and caused a reduction in the mill rate.

MEASURES OF ACTIVITY AND PERFORMANCE (Assessment Department)

	03-04	04-05	05-06
INDICATOR	ACTUAL	ESTIMATED	PROJECTED
Grand list total	1,733,295,237	1,750,295,000	1,775,000,000
Number of deeds processed	1,600	1,800	2,000
Number of building permits checked	900	900	1,000
Price motor vehicles	7,500	8,000	8,000
Personal property forms processed	1,500	1,500	1,500
Sales ratio forms processed	1,200	1,400	1,600
Percent of reports completed on time	100%	100%	100%
Circuit-breaker and Freeze applications	675	700	750
Veterans exemptions	2,779	2,800	2,850
Board of Assessment Appeals adjustments	425	250	250

Finance Department

DEPARTMENT HEAD: Joseph Ruffo, Comptroller
PHONE NUMBER: (860) 823-3700

MISSION: To manage the city's financial operations (Purchasing/Accounts Payable, Payroll, Accounting & Reporting, Tax Collection, Debt Management and Risk Management) in accordance with established fiscal policies.

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:

- Increase knowledge, skills and abilities through specialized instruction and cross training. This will give our staff the flexibility to perform the essential functions of the department in the event of turnover or unexpected absences.
- Streamline operations and gain a higher level of control over spending by implementing an electronic requisitions system to enhance procurement and payable functions. The requisitions system will allow us to pay bills faster and reduce the risk of unauthorized spending.
- Ensure the adherence to policies and procedures by performing at least 6 internal control reviews on departments each year.
- Reduce the amount of time it takes to issue our internal and external reports in order to disseminate information to interested parties earlier.
- Increase our tax collection percentage by utilizing auctions, outside investigation firms and all other viable collection tools.
- Reduce the cost of our non-personnel budget items by minimizing non-value-added activities.
- Enhance performance measurements in the budget process by discussing with other departments how to measure the efficiency and effectiveness of their operations. This will allow management to judge whether or not departments are functioning at an acceptable level.

FY 2003/04 ACCOMPLISHMENTS:

- Received Government Financial Officers Association ("GFOA") Certificate of Achievement for Excellence in Financial Reporting for 11 consecutive years.
- Received GFOA Distinguished Budget Presentation Award for 5 consecutive years.
- Established a routine of regular internal control reviews.
- Reviewed data back-up procedures to ensure greater data security.
- Participated in Grants Management Group to suggest grants monitoring procedures.
- Refunded \$4,575,000 of older debt issues in order to take advantage of lower interest rates. The refinancing has a present value savings of \$150,000.

MEASURES OF ACTIVITY AND PERFORMANCE (Finance Dept.)

	03-04	04-05	05-06
INDICATOR	ACTUAL	ESTIMATED	PROJECTED
<i>Fiscal Integrity</i>			
Collection of General Fund Taxes			
Number of bills mailed (incl. Supp. MV)	48,334	52,000	
Value of bills mailed		42,547,222	
Taxes Collected		40,755,984	
% of Bills paid		95.79%	
Number of internal audits performed	4	6	7
<i>Efficiency</i>			
Cost of department/cost of total General Fund operations	1.02%	1.01%	1.12%
Cost of Finance Department	890,005	910,665	1,026,227
Cost of total General Fund operations	87,433,777	90,504,474	92,000,000
Average interest rate on debt	5.03%	4.04%	4.02%
Debt Service Interest Paid	2,061,267	1,649,887	1,472,543
Outstanding debt at beginning of the year	40,945,000	40,879,996	36,609,997
<i>Accuracy</i>			
Accuracy of Forecasting:			
Actual General Fund Revenue	87,704,542	89,799,805	
Budgeted General Fund Revenue	87,241,294	89,799,805	
Actual GF Revenue as % of Budget	100.53%	100.00%	
Accuracy of Reporting:			
Reportable findings by external auditor	-	-	-
Reportable findings – Federal & State awards	-	-	-
Audit adjustments		15	10
<i>Timeliness</i>			
Timeliness of Payments to Vendors:			
Average # of days to pay bills	24	22	20
% of bills paid within 30 days	80.00%	85.00%	90.00%
Date financial statement audit finished		10/1/05	9/25/06
Number of business days budget printed after adoption	15	12	10

Office of the Treasurer

DEPARTMENT HEAD: William Murray, Treasurer

PHONE NUMBER: (860) 823-3712

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

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

VALUES: Prudence, Integrity, Accuracy and Timeliness

GOALS:

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

FY 2003/04 ACCOMPLISHMENTS:

- Began filing sales tax returns on-line.
- Started investment schedule to stagger maturities.
- Implemented laser check printer/signer.
- Began sending state tax payroll deductions by Fast-File on-line.
- Began filing State CT941 on-line.
- Started using Positive Pay for general fund and city payroll in order to prevent fraud and ensure accuracy of cash.
- Saved bank transaction fees by transferring money between city checking accounts by using internal bank transfer system.

MEASURES OF ACTIVITY AND PERFORMANCE (Office of the Treasurer)

	03-04	04-05	05-06
INDICATOR	ACTUAL	ESTIMATED	PROJECTED
Average # of days to perform bank reconciliations	15	15	15
Average # of days to complete sales tax returns	3	1	1
Average return on investments	1.50%	1.75%	2.15%
Cost of department/Non-pension city investments	0.7%	0.7%	0.7%
Average # of days to process cash reports	3	3	3
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	10	15	15

Education

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

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

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

In this Section:

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

Norwich Public Schools

SUPERINTENDENT: Dr. Michael J. Frechette

PHONE NUMBER: (860) 823-4200

MISSION: To administer nine elementary schools, two middle schools, an alternative high school, two day treatment special education centers and an adult education center.

VISION: We provide a learning environment that encourages all students to excel.

VALUES: Professionalism, Competency, Compassion and Community Involvement

MEASURES OF ACTIVITY AND PERFORMANCE (Norwich Public Schools)

	03-04	04-05	05-06
INDICATOR	ACTUAL	ESTIMATED	PROJECTED
Total number of students	4,002	4,045	
Average Class Size			
Kindergarten	17.8	17.1	18.5
Grade 2	18.2	19.3	21.9
Grade 5	20.4	20.3	25.2
Grade 7	21.2	21.7	22
High School	6.6	14	14
Student/teacher ratio	16	16.5	
Total expenditure per student	\$7,742		
Average teacher salary	\$41,405	\$43,131	\$43,728
Percentage of city resident children attending public schools	87.2%		

Connecticut Mastery Test: percentage above goal	Grade 4	Grade 6	Grade 8
Reading	41.2	54	56.1
Math	37.8	51.7	51.6
Writing	57	56.5	38.6

The Norwich Free Academy

SUPERINTENDENT: Dr. Mary Lou Bargnesi
PHONE NUMBER: (860) 823-4245

MISSION:

For more than a century, The Norwich Free Academy, a privately endowed secondary school, has served Norwich and surrounding communities as a regional high school. Dedicated, as early as 1854, to "the importance of adapting the courses of study to the necessities of students destined to different callings of life." 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.



VALUES:

The Norwich Free Academy believes that all students should receive a comprehensive education and that this should include common learning experiences in the areas of English, social studies, science, mathematics and physical education. Opportunities should be provided to explore areas of personal interest and career interests. To facilitate the learning process, The Academy creates an atmosphere which emphasizes the value of learning, offers a broad and diverse curriculum with differentiated levels of instruction, and incorporates a variety of teaching methods. The Norwich Free Academy believes there is a common integrated and interdependent set of learning outcomes which is essential to the development of all students. These essential outcomes represent a preparation for life which 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. Consequently, as a result of a K-12 educational experience culminating at The Norwich Free Academy, each student must acquire the attributes, attitudes, skills, competencies, understandings and applications as outlined in *Connecticut's Common Core of Learning*.

In pursuit of the right to an education, The Academy believes that all people can learn. Each individual entrusted to our care must ultimately become a lifelong learner and a contributing member of a global society. The Academy is committed to providing the resources to support its high expectations for academic, social and personal achievement to ensure that all people learn.

The Integrated Day Charter School

Director: Joan Heffernan, Director
PHONE NUMBER: (860) 892-1900

MISSION:

The Integrated Day Charter School District services an approximate student population of 286 in kindergarten through eighth grade. With 16 full-time classroom teachers, the district's overall student/teacher ratio is 18.2:1. There is one school associated with the agency, which is classified as being in or near a mid-sized city having a population less than 250,000 (Norwich, CT). Integrated Day Charter School District allocates approximately \$4,583 per pupil for instructional expenses.

KEY STATISTICS:

Grade Levels Offered:	K to 8
Total Student Population	286
Full-Time Teachers	16
Kindergarten Teachers	2
Elementary Teachers	13
Student/Teacher Ratio	18.2:1
Per Pupil Expenditures	\$4,583

Otis Library

CHIEF PROGRAM ADMINISTRATOR: Linda E. Summers, MLS, Director

PHONE NUMBER: (860) 889-2365

MISSION: Otis Library, functioning as the public library of Norwich and its environs, provides books, services and facilities to assist residents of the greater Norwich area to meet their personal, educational, and information needs. Specifically, the Library offers popular materials in a variety of formats and general reference services. Special emphasis is directed toward encouraging young children and students to develop an interest in reading and learning. The Library supports persons of all ages engaged in independent learning and personal growth by offering services both in-house and through outreach activities.

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

- Provider of popular media;
- Provider of general reference services;
- Provider of local history and genealogy resources;
- Provider of children's services and programs;
- Provider of appropriate technologies for information access;
- Provider of an environment that fosters personal growth.

VISION: We envision Otis Library, located in bustling downtown Norwich, as a dynamic state-of-the-art public library and the leading community resource center, fully equipped with materials, programs and services to meet the informational, educational, recreational and cultural needs of people of all ages and origins, with an emphasis on establishing and nurturing a lifelong love of reading and learning.

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

Library Bill of Rights

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

- Books and other library resources should be provided for the interest, information and enlightenment of all people of the community the library serves. Materials should not be excluded because of the origin, background, or views of those contributing to their creation.
- Libraries should provide materials and information presenting all points of view on current and historical issues. Materials should not be proscribed or removed because of partisan or doctrinal disapproval.
- Libraries should challenge censorship in the fulfillment of their responsibility to provide information and enlightenment.
- Libraries should cooperate with all persons and groups concerned with resisting abridgment of free expression and free access to ideas.

- A person's right to use a library should not be denied or abridged because of origin, age, background or views.
- Libraries that make exhibit spaces and meeting rooms available to the public they serve should make such facilities available on an equitable basis, regardless of the beliefs or affiliations of individuals or groups requesting their use.

GOALS & ACTION PLANS: Beginning in 1995, Otis' Board of Trustees began planning to renovate its downtown building to expand Library operations, and to conduct a capital campaign to make this possible. Their plans included:

- Increasing space and expanding services to better serve the Library's many loyal patrons as well as to attract more people to the Library and surrounding businesses;
- Increasing and expanding children's and young adult services to provide Norwich and Bozrah families with more programs and parenting resources;
- Developing and enhancing the local history and genealogy department;
- Improving services to area schools, adult education and early childhood programs;
- Providing meeting rooms for community use;
- Enhancing the economic viability of the Chelsea District by adding a renovated facade to the streetscape, drawing patrons to the downtown area, and providing leadership in the revitalization of Norwich's downtown.

A current strategic plan is being developed; some of the areas to be addressed are:

- Improved materials and technology;
- Increased programming and outreach;
- Staff development;
- Board diversity.

FY 2003/04 ACCOMPLISHMENTS:

- Awarded largest state grant to a library in Connecticut's history, \$4.5 million, for expansion and renovation of building;
- City Council approved \$800,000 for building project;
- Otis' Board of Trustees pledged up to \$1.3 million, more than half of its endowment, for building project;
- Capital campaign developed and organized;
- Legacy Society (for planned giving) established;
- First Annual Fund appeal successfully launched;
- First annual Evening with an Author, Wally Lamb;
- Two professional librarians joined staff;
- Grants received for children's programming; summer reading program; consumer health collection; literacy materials;
- "Born to Read at Backus" early literacy project established with Backus;
- Enhanced children's programming, including summer reading;
- Increased use of computers and literacy tutoring and materials;
- Annual report published.

MEASURES OF ACTIVITY AND PERFORMANCE (Otis Library)

	03-04	04-05	05-06
INDICATOR	ACTUAL	ESTIMATED	PROJECTED
Items loaned	156,437	*	*
Public computer users	29,246	*	*
Reference questions answered	13,380	*	*
Visitors per day (estimated)	200	*	*
Percentage of Norwich residents with library cards	57%	57%	57%
Per capita cost of library services	\$23.26	\$25.39	\$26.15
Holdings			50% temporarily available
Books	96,246	96,246	
Magazine & newspaper titles	168	168	
Recordings (music & audio books)	1,112	1,112	
Videos & DVDs	2,560	2,560	

* Because Otis will move to a temporary location one-half its 03-04 size, indicators are expected to dip, then rise rapidly once the Library is back in its renovated and enlarged building at the end of 2006 or beginning of 2007.

Three Rivers Community College

PRESIDENT: Grace Jones, Ph.D.
PHONE NUMBER: (860) 889-2365

About The College:

Three Rivers Community College is a multi-campus 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.

Named in recognition of the region's three primary rivers– the Shetucket, the Yantic and the Thames, Three Rivers Community College was formed from the merger of Mohegan Community College and Thames Valley State Technical College, both located in Norwich.



TRCC New London Turnpike Campus

Currently, the college is still housed on both campuses. 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.

The student population of over 3,600 enrolled students and 2,600 Continuing Education students 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 the Thames Valley campus. The college will undergo major changes over the next few years that will serve to better fulfill its mission of providing affordable and accessible educational opportunities that meet the diverse educational needs of our community.

Public Safety

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

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

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

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

In this Section:

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

Police Department

Norwich Police Department
DEPARTMENT HEAD: Chief Louis Fusaro
PHONE NUMBER: (860) 886-5561

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: To provide the citizens of the City of Norwich with the finest possible police service.

VALUES: Professionalism, Compassion, and Integrity

GOALS & ACTION PLANS:

- Deter crime and disorder through the following initiatives: “Omni-presence” patrols, community policing, public relations and education programs, new innovation programs, proactive motor vehicle enforcement, DARE and other educational programs, in-service training programs and neighborhood crime watches.
- Apprehend offenders quickly through the efforts of cruiser, walking, bicycle and harbor patrols; the investigative division, narcotics unit, juvenile unit and neighborhood crime watches.
- Recover and return stolen property promptly by investigating and arresting the offenders and identifying the owners.
- Increase traffic safety by proactively enforcing traffic laws, investigating accidents, using saturation patrols, offering seat belt/child safety enforcement and education programs, participating in DUI checkpoints, and being involved in traffic engineering.
- Participate in the community with neighborhood crime watches, Crisis Intervention Team, Mobile Outreach Program, VALE (domestic victim advocate), TRIAD (senior citizens program), Police Chaplaincy program, National Night Out program, and Civilian Police Academies.
- Promote 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.

FY 2003/04 ACCOMPLISHMENTS:

Selected Major Criminal Incidents

- Domestic Violence—An officer used recently acquired crisis negotiation skills to peacefully resolve a D/V incident where the suspect barricaded himself with his children – averted tragedy.
- Attempted Homicide—Shooting at West Main St. bar parking lot after confrontation on Cedar St. - suspects apprehended within one hour of firing the shots.
- Shooting Incident—Suspects in a related shooting, including one whom fled back to New York City, were identified and arrested within three weeks, despite no cooperation from the victims.
- Started Multi-Agency investigation—Suspended NFA (foster care) student found to have bomb making materials, subsequently arrested.

- Robbery—Patrol Officers apprehended and arrested a Main St. Dunkin Donuts robbery suspect minutes after the robbery occurred.
- Bank Robbery—within two days after a bank robbery in Norwichtown, detectives identified the suspect and obtained a confession.
- Murder—Patrol Officers, having investigated a “suspicious person” call and finding a murder victim in a car trunk, identified suspects within minutes and located several fleeing the city on the opposite side of town, several miles away.
- Murder/Robbery—An unknown suspect who murdered one factory worker in Taftville and robbed another was identified, located, and was arrested before the night was over.

Selected Outreach Programs

- NAACP School Violence program
- Police chaplain program is officially instituted after training program was completed, with overwhelming positive results from officers and citizens alike.
- By using grant funding, the department instituted an in-house, full-time domestic violence victim’s advocate.
- Crisis Intervention Training, enabling alternative approaches to the mentally disabled in crisis, increasing chances of a positive-peaceful outcome.
- Mobile Outreach ride-along program provides comprehensive psychiatric services to mental health consumers.
- Local grant funds allow reinstatement of Greeneville Directed Patrol officer on a limited basis.
- Officer volunteered for a State O.P.M. focus group on “Over-representation of Minority Youth in the Juvenile Justice System”; was later slated for appointment to the State’s Juvenile Justice Review Board.
- DARE Parents training program
- “TRIAD” – Senior Citizen safety program
- AARP “55 Alive” senior safe driving program
- “McGruff” crime dog – Partnership with Utilities to increase crime detection/reporting
- Criminal Justice internship participation with local colleges and high schools.

Traffic

- Multiple-Grants—funding made available due to Department’s commitment to traffic safety and motor vehicle violation enforcement - allowed expansion of DUI Enforcement Program, and dedicated DUI patrols, speeding, and other hazardous violation enforcement.
- Numerous Traffic Safety educational and enforcement programs conducted.

Building & Facilities

- Aging building infrastructure resulted in numerous system failures - capable custodial staff made repairs at fraction of commercial cost, i.e.:
- Emergency generator pre-heater failed—repaired for \$1,000 vs. \$2,000+.
- Door closer rebuilt for \$90 vs. \$300 for replacement.
- Domestic hot water circulator fails—staff repaired \$140 in parts vs. \$440.
- State requirements forced expenditures for handicap lockets in bathrooms, despite bathrooms not being handicap accessible.
- Rear parking lot curbing revamped by Public Works Dept., gaining several new spaces in efforts to help relieve on-going critical parking shortage.
- Many other necessary building repairs made by Building Maintenance staff.

Community Partnerships & Professional Participation

- Safe Communities Coalition of Norwich

- Board of Directors, Safe Communities Coalition of Connecticut
- Board of Directors, St. Vincent de Paul Soup Kitchen
- Neighborhood Watch groups throughout the city
- Norwich Pilot School Re-integration Program Advisory Council
- Norwich Juvenile Review Board
- Anti-Terrorism Advisory Committee – U.S. Attorney, CT
- Joint Terrorism Task Force
- So. Eastern CT Security Group
- So. Eastern CT Mental Health Advisory Board
- Board of Directors/Secretary, New England Chiefs of Police
- President-Elect, CT Chiefs of Police Association
- President Police Association of CT (PAC)
- State of CT, Police Officers Standards and Training Council (POST)
- Tech. & Telecomm. Committee, CT Chiefs of Police Assn.
- National Tactical Officers Assn.
- International Assn. of Law Enforcement Firearms Instructors
- CT Consortium for Law & Citizenship Education
- Volunteer Fire Companies – members; three serving as Chiefs
- Little League baseball coaches - Norwich, Montville, Tri-County
- Norwich Little League Board of Directors
- Coach, N.F.A. Fencing team
- Guns of Norwich Historical Society
- Norwich Historical Society
- NAACP Membership
- Latinos United Advisory Board
- Lisbon Historical Society
- Army National Guard
- Marine Reserves
- Coast Guard Reserves
- Officers volunteered for; Tommy Toy fund, Kids Christmas Party, Secret Santa, etc.

Special Projects

- Convicted Sex Offender address confirmation program initiated after noting unconscionable lag times (1+ year) in State notification for failure to register.
- Abandoned Motor Vehicle eradication program
- “Eddie the Eagle” gun safety program for young school children (“See a gun, don’t touch, run away, tell an adult”) - corollary assignment of DARE Officers.

MEASURES OF ACTIVITY AND PERFORMANCE (Norwich Police Department)

	03-04	04-05	05-06
INDICATOR	ACTUAL	ESTIMATED	PROJECTED
Total Calls	40,507	44,709	45,627
Total 911 Calls	19,575	25,173	25,686
911 Hard Line	13,944	19,997	20,405
911 Cellular	5,631	5,176	5,281
Non-emergency Line	20,932	19,536	19,934
Calls (Police)	35,456	39,797	40,609
Calls (Fire)	5,051	4,912	5,012
Part I Crimes (per 100,000)	.040	.045	.040
Auto Accidents (Investigated)	1,490	1,743	1,655
Auto Accidents (Fatalities)	4	4	2
Auto Accidents (Injuries)	388	302	275
Vandalism (reported)	492	570	550
DWI Arrests	188	120	110
Neighborhood Watch Groups	41	41	42
Dare Students – 1st Grade	446	425	455
Dare Students – 3rd Grade	442	450	455
Dare Students – 5th Grade	465	605	610

NORWICH POLICE GRANTS DESCRIPTIONS:

In addition to the city-funded department budget, the Police Department has applied for and administers several grants providing technology, equipment, and additional traffic enforcement efforts. The following is a list of those grants that fund employees and equipment under the department's supervision. These grants are provided from outside sources, are given for a specific purpose, and do not necessarily coincide with the city's fiscal year. In future periods, these amounts could differ or be eliminated.

State of Connecticut Grants:

2004 Expanded DUI Enforcement (May 2004 – September 2004) \$25,650 (estimate) – This grant supports DUI/Traffic Enforcement patrols and checkpoints through a 75% reimbursement of department expenditures.

DUI Enforcement Equipment Program (March 2004 – October 2004) \$5,600 – This grant supports the purchase of two radar units for patrol cruisers.

Memorial Day/ Fourth of July enforcement grant (2004) \$4,302 - This grant supports DUI/Traffic Enforcement patrols and checkpoints through a 75% reimbursement of department expenditures.

2005 Expanded DUI Enforcement (October 2004 – September 2005) \$70,000 (estimate) – This grant supports DUI/Traffic Enforcement patrols and checkpoints through a 75% reimbursement of department expenditures.

DUI Enforcement Vehicle (2004) \$32,408 – This grant supports the purchase of a DUI enforcement cruiser and related equipment.

Thanksgiving/ Christmas/ New Years enforcement grant (2004) \$11,175 (estimate) – This grant supports DUI/Traffic Enforcement patrols and checkpoints through a 75% reimbursement of department expenditures.

VALE (Victim Advocate/ Law Enforcement) (March 2004 – February 2005) \$50,000 – This grant supports equipment, training, and patrols designed to assist victims of domestic violence with department-based victims' advocate.

Youth Police Academy (July 2004 – June 2005) \$12,832 – This grant supports positive police-community relations through the establishment of a civilian police academy for young adults.

Federal Grants:

LLEBG (Local Law Enforcement Block Grant) (July 2004 – June 2005) \$11,436 – This grant supports law enforcement technology and equipment purchases.

BJA (Bureau of Justice Assistance) Body Armor Grant (July 2004 – June 2005) \$6,000 – This grant supports the purchase of soft body armor for officers through a 50% reimbursement of department expenditures.

Byrne Memorial Congressional Earmark (July 2004 – June 2007) \$296,843 – This grant supports the purchase of cyber investigation/ education vehicle with related equipment and training with a focus on child sexual predators.

CDBG (Community Development Block Grant) (October 2003 – September 2005) \$103,000 – This grant supports Direct Police Patrols (walking and bicycle patrols) in local neighborhoods, CIT (Crisis Intervention Team) training, and assistance to mentally ill from a department-based mental health professional.

Norwich Fire Department

DEPARTMENT HEAD: Chief James Walsh

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.

FY 2003/04 ACCOMPLISHMENTS:

- Trained, certified and equipped 20 HazMat technicians.
- Placed into service a decontamination trailer that was obtained free from the state.
- Trained all Norwich Fire Department personnel in the operation of the decontamination trailer.
- Obtained three automated external defibrillators that were placed in public buildings to provide for immediate life-saving first aid in the case of a heart attack.
- Expanded a regional response team for eastern Connecticut to respond to chemical or terrorist type emergencies.
- Hired and trained seven new firefighters, promoted four lieutenants, one captain and a deputy chief to fill vacancies due to retirements.

MEASURES OF ACTIVITY AND PERFORMANCE (Norwich Fire Department)

	03-04	04-05	05-06
PERFORMANCE MEASURE	ACTUAL	ESTIMATED	PROJECTED
Structure fires	119	90	90
False alarms	270	244	244
Service calls	190	180	180
Rescue/ emergency/ medical calls	2,059	1,391	1,391
Hazardous materials	87	52	52
Other	363	239	239
Total calls	3,088	2,196	2,196
Average response time (minutes)	2.5	2.2	2.2
Civilian casualties	0	0	0
Fire service casualties	0	0	0
Fire-related civilian injuries	1	2	2
Fire service injuries	30	25	20
Arson fires leading to arrests	2	1	1
Estimated average dollar loss per fire	\$7,024	\$6,076	\$6,076
Inspections/ re-inspections	826	744	744
Complaints	75	68	68
Violations found	443	518	518
Violations corrected	108	100	100
Fire investigations	88	84	84
Drills (man-hours) in-house training	5,500	5,750	6,000
Community service/ public safety presentations	110	115	120

Taftville Volunteer Fire Department

DEPARTMENT HEAD: Steven Caisse

PHONE NUMBER: (860) 887-6676

MISSION: 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 situations regardless of location.

VISION: To manage and operate an efficient fire and emergency medical service.

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

GOALS & ACTION PLANS:

- Respond to and mitigate emergencies.
- Organize, manage and train fire personnel.
- Procure, repair and maintain all fire equipment and the fire station.
- Maintain a prompt, punctual and trustworthy membership in order to facilitate an efficient firefighting organization that will win the approval of everyone.

FY 2003/04 ACCOMPLISHMENTS:

- Trained all firefighters to a minimum Firefighter One level.
- Received a FEMA grant to install an exhaust system.
- Performed 8,600 man hours of fire and rescue calls.

MEASURES OF ACTIVITY AND PERFORMANCE (Taftville Volunteer Fire Department)

	03-04	04-05	05-06
INDICATOR	ACTUAL	ESTIMATED	PROJECTED
Structural fires	28	28	28
Mutual aid	8	8	8
Standby	4	4	4
Water Rescue	3	3	3
Service Calls	36	36	36
Emergency Medical Calls	251	251	251
Motor Vehicle Accidents	45	45	45
False Alarms	35	35	35
Brush Fires	7	7	7
Unknown or Undetermined	5	5	5
Investigation	28	28	28
Total Calls	450	450	450
Average response time	3.5 min.	3.5 min.	3.5 min.
Accidents involving city vehicles	0	0	0
Civilian casualties	0	0	0
Fire service injuries	2	0	0
Drills (weekdays and evenings)	70	70	70
Drills (man hours)	2,525	2,600	2,700
Percentage of women/minority members	4%	5%	6%
Firefighters with State of CT certification	90%	95%	96%

Laurel Hill Volunteer Fire Department

DEPARTMENT HEAD: Edward Martin

PHONE NUMBER: (860) 892-1973

MISSION: To respond to all calls for assistance, both within the Laurel Hill Fire District and mutual aid communities. The primary purpose is to prevent loss of life and/or property by fire, accident and medical emergencies in the Laurel Hill Fire District. The department presently provides the following services: fire attack/suppression, emergency medical services and R-1 responders. The department also performs community activities to promote a more fire-safe environment.

VISION: To be considered by neighboring fire departments and local municipalities as a well trained, dependable and respected fire company.

VALUES: Respect for life and property

GOALS & ACTION PLANS:

- Increase training with more flexible hours to accommodate members that work “casino hours” thereby making more new memberships possible and better-trained firefighters. Send more members to the fire academy.
- Hold line on spending. Increase our efforts to search out and receive more grant funds and attend grant-writing courses to become more proficient thereby saving Norwich taxpayers money.
- Maintain equipment to NFPA standards. Implement a more detailed truck and equipment check sheet, including NFPA requirements on each piece of equipment. Send the Chief Engineer to courses with NFPA in mind.
- Increase fire prevention education by reaching out in the community more, holding fire prevention classes, seminars and bringing in guest speakers on fire prevention.
- Become more active with Norwich non-profit organizations, increase our participation with Otis Library and implement a mentor program with Veterans School.
- Implement a “RIT Team” (rapid intervention team). This team specializes in response to emergencies with only one job to do – rescue firefighters and emergency medical personnel that either are trapped or in danger. Making this “team” available to other Norwich departments and surrounding communities.

FY 2003/04 ACCOMPLISHMENTS:

- Trained all interior firefighters to Firefighter One level and half of them to Firefighter Two level.
- Acquired and placed into service a 2004 Chevrolet utility body truck utilizing grant funds and the city’s Fleet Maintenance Department at a savings of roughly \$45,000 to the city.
- Trained 75% of members to HazMat Operation level and 50% to HazMat Awareness level.

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

	03-04	04-05	05-06
INDICATOR	ACTUAL	ESTIMATED	PROJECTED
Brush Fires	3	5	8
Structure Fires	5	8	10
Fire Alarms	10	15	15
Service Calls	12	15	15
Rescue/Emergency	3	6	8
Motor Vehicle Accidents	5	8	10
Vehicle Fires	1	4	6
Haz-Mat Calls	3	4	6
Mutual Aid	12	15	18
CO Problems	5	5	8
Water Emergency	6	8	10
Medical Calls	28	30	35
Total Calls	93	123	149
Average Response Time	3.5 mins.	3.5 mins.	3.5 mins.
Accidents involving city fire vehicles	0	0	0
Civilian Casualties	0	0	0
Fire Service Injuries	2	0	0
Drills/Training	76	75	75
Training Hours	3,200	3,300	3,300
Community events attended	22	25	30
Percentage of women/minority members	24%	25%	28%
Firefighters with State of CT Certifications	90%	95%	98%

Occum Volunteer Fire Department

DEPARTMENT HEAD: Kevin McKeon
 PHONE NUMBER: (860) 822-8285

MISSION: To provide fire fighting and emergency medical assistance as needed. To attract, retain and educate members.

VISION: To be considered by the City of Norwich and taxpayers as a valuable asset.

VALUES: Professionalism, Safety and Service

GOALS & ACTION PLANS:

- Provide training and education for members to maintain the knowledge and skills of the department.
- Maintain all apparatus in accordance with accepted safety standards.
- Educate the public on potential hazards in order to prevent accidents.
- Attract, train and retain firefighters and emergency medical personnel.

FY 2003/04 ACCOMPLISHMENTS:

- Trained several firefighters to Firefighter One level.
- Applied for CDBG funding to replace the station’s roof and re-paint the interior and exterior.
- Applied for a FEMA grant to install an exhaust system and purchase 35 sets of fire gear.
- Applied for a State of Connecticut EMS training grant.

MEASURES OF ACTIVITY AND PERFORMANCE (Occum Vol. Fire Department)

	03-04	04-05	05-06
INDICATOR	ACTUAL	ESTIMATED	PROJECTED
CO Problem	5	5	5
Structural fires	22	11	11
Mutual aid (fire & medical)	31	57	50
Assorted fires	35	19	25
Service calls	4	30	25
Emergency medical calls	187	165	165
Total Calls	325	287	281
Average response time	3.5 min.	3.5 min.	3.5 min.
Accidents involving city vehicles	0	0	0
Civilian casualties	0	0	0
Fire service injuries	0	0	0
Drills (weekdays and evenings)	70	70	70
Drills (man-hours)	2,100	2,100+	2,100+
Community events attended	15	15	15
Percentage of women/minority members	20%	20%	20%
Firefighters with State of CT certification	40%	40%	40%
Percentage of members with EMT certification	40%	40%	40%

East Great Plain Volunteer Fire Department

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

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: To provide prompt, professional, and emergency services delivery.

VALUES: Treat our fellow residents, citizens, and visitors that we encounter as if they were members of our family.
 Endeavor to reduce property loss by treating all personal property we encounter as if it was our own.
 Be nice.

GOALS & ACTION PLANS:

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

FY 2003/04 ACCOMPLISHMENTS:

- Won Life Safety Achievement Award for zero fire deaths.
- Had the most responses of any Volunteer Fire Company in Norwich and was one of the most active in New London County.
- Awarded a grant from Eastern Bank for two pagers.
- Had only one accident involving the city-owned fire apparatus despite the large number of responses.
- Successfully mitigated several structural fires and serious motor vehicle accidents without serious injury to the company's firefighters.

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

	03-04	04-05	05-06
INDICATOR	ACTUAL	ESTIMATED	PROJECTED
Fire (Building, vehicle, brush, etc.)	33	35	30
Overpressure Rupture, Explosion (no fire)	9	6	7
Rescue & EMS Incidents (EMS vehicle accidents, extrication)	491	495	505
Hazardous Conditions	37	45	40
Service Calls	50	50	45

Good Intent Calls (Authorized controlled burns, smoke scares)	36	40	35
False Alarms & False Calls	126	125	110
Severe Weather & Natural Disaster	0	1	1
Total Calls	782	796	773
Training Hours			
Attended	97	100	100
Man Hours	2207	2400	2400
Emts/Mrt	25	27	30
Defib Trained	35	37	40
State Fire Certified	34	36	38

Yantic Volunteer Fire Department

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

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

VISION: This 58-member volunteer department provides 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. This district includes 11 of the 14 largest employers in Norwich. This area also includes 7 of the 10 largest taxpayers according to the Norwich grand list dated October 1, 2001.

VALUES: Professionalism, Communication and Safety

GOALS & ACTION PLANS:

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

FY 2003/04 ACCOMPLISHMENTS:

- Won Life Safety Achievement Award for zero fire deaths.
- Had the most responses of any Volunteer Fire Company in Norwich and was one of the most active in New London County.
- Awarded a grant from Eastern Bank for two pagers.
- Had only one accident involving the city-owned fire apparatus despite the large number of responses.
- Successfully mitigated several structural fires and serious motor vehicle accidents without serious injury to the company's firefighters.

MEASURES OF ACTIVITY AND PERFORMANCE (Yantic Volunteer Fire Department)

	03-04	04-05	05-06
PERFORMANCE MEASURE	ACTUAL	ESTIMATED	PROJECTED
Structure fires	17	20	20
False alarms	6	15	15
Internal alarms	122	110	110
Miscellaneous calls	36	90	90
Rescue/ emergency	207	200	200
Vehicle accidents	109	100	100
Automobile fires	17	30	30
Grass/ brush fires	18	20	20
Chemical incidents	5	20	20
Mutual aid	22	20	20
Service calls	<u>36</u>	<u>50</u>	<u>50</u>
Total fire calls	<u>595</u>	<u>675</u>	<u>675</u>
Average response time (minutes)	3.2	3.2	3.2
Accidents involving city fire vehicles	1	0	0
Civilian casualties	3	0	0
Fire service casualties	0	0	0
Fire-related civilian casualties	0	0	0
Fire-related injuries	3	0	0
Public education man hours	840	800	800
Training man hours	2,352	2,500	2,500
Firefighters with State of CT certification	94%	94%	95%
Percentage of personnel receiving EMT training	56%	60%	60%

Office of Emergency Management

DEPARTMENT HEAD: Gene Arters, Director

PHONE NUMBER: (860) 887-1018

MISSION: To protect life and property from natural and man-made disasters through public information and education programs and emergency operations planning.

VISION: Norwich will be disaster “resistant” and “resilient” because the public is well prepared and because we have built and maintained strong partnerships between local, state, and federal disaster management agencies.

VALUES: Professionalism, Service, Integrity and Community Involvement

GOALS & ACTION PLANS:

- Increase community awareness through exhibit booths at civic events, speaking engagements, radio talk shows, senior citizen outreach programs, and spot ads in local newspapers.
- Bolster comprehensive interoperability communications by maintaining a radio communications system linking key city departments, providing mobile emergency operations center for isolated incidents, and partnering with other communications groups to ensure communications in the event of city radio failure.
- Maintain a shelter network that will provide the populace with safe refuge from natural and man-made disasters. This includes special considerations for the elderly and disabled and those who wish to shelter “in place.”
- Minimize the expense of emergency management activities to the Norwich taxpayer by seeking federal matching funds, state and local assistance grants, Department of Environmental Protection hazard mitigation grants and Dominion Nuclear Power Station nuclear safety funds grants.
- Reduce injury and property loss by continuing to educate populous about the emergency alert system, continuing to provide high-populous buildings with combination weather/homeland security alerting devices, and maintaining and adding to outdoor warning sirens.

FY 2003/04 ACCOMPLISHMENTS:

- Completed federally mandated Hazard Mitigation Plan in conjunction with the Southeastern Connecticut Council of Governments that was unanimously approved and adopted by the Norwich City Council.
- Worked with the Uncas Health District to develop Biological Emergency Response Plan and Mass Inoculation Facility.
- Received \$12,000 grant from the State of Connecticut Nuclear Safety Fund to purchase enhanced radio communications equipment for the Emergency Operations Center (EOC).
- Worked with the National Weather Service to implement Emergency Management Weather Information Network at the EOC.
- Partnered with the Corrigan Correctional Center to have 2,000 sandbags filled under the Inmate Work Release Program
- Conducted numerous public information and education programs reaching thousands of Norwich residents on all hazards preparedness.

MEASURES OF ACTIVITY AND PERFORMANCE (Office of Emergency Management)

	03-04	04-05	05-06
INDICATOR	ACTUAL	ESTIMATED	PROJECTED
Hours of emergency training	920	1,400	1,000
Personnel trained	24	75	35
Shelters maintained	19	19	19
EOC activations	11	15	12
Dive team rescue calls	2	2	2
Flood assistance calls	62	50	55
Speaking engagements	11	20	25
Public information/education exhibits	10	15	20
Percentage of emergency operations plans updated	100%	100%	100%

Economic Development

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

In this Section:

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

Department of Community Development

Head of Department: Kathryn Crees, Director
 Phone Number: (860) 823-3770

Mission: To administer the U.S. Department of Housing and Urban Development’s Community Development Block Grant program as, well as other community improvement programs funded by the city, state and federal governments. To ensure that all funds are distributed in strict compliance with applicable state and federal regulations.

Vision: For Norwich to be a desirable place to live, work and visit.

Values: The Community Development Department is committed to listening to the needs of the community and putting into action programs to assist in meeting those needs.

GOALS & ACTION PLANS:

- Provide decent housing – embedded in this goal is providing assistance to the homeless and those with special needs.
- Provide a suitable living environment – includes improving safety and livability of neighborhoods by increasing access to facilities; reducing isolation of income groups; revitalization of deteriorating neighborhoods; restoring and preserving historic properties; conservation of energy resources and elimination of code violations.
- Expand economic opportunities – includes job creation and retention; establishment, stabilization and expansion of businesses; provision of jobs, education and training for persons of low to moderate income.

FY 2003/2004 ACCOMPLISHMENTS: See Below

MEASURES OF ACTIVITY AND PERFORMANCE (Community Development Dept.)

	03 –04	04-05	05-06
INDICATOR	ACTUAL	ESTIMATED	PROJECTED
# housing units rehabilitated	39	12	20
# units lead paint abated	39	15	15
# job creation/training opportunities	123	80	50
# public/social services	16	NA	10

Façade Grant Program: to renovate façade of buildings in the Chelsea Central District. The façade program allocated funds for the restoration of historic façades on the Spirit of Broadway.

Sidewalk Program: installed sidewalks and handicap ramps in the Greeneville section of Norwich as well as Cedar Street area.

The Community Development Office also provided funds to the Norwich Housing Authority to upgrade 100 units of elderly housing; the Redevelopment Agency which funded development of Dillans restaurant and created jobs for low to moderate income individuals; provided funds to

the City of Norwich Fire Department and Laurel Hill Volunteer Fire Department for the purchase of necessary firefighting equipment; and funds were provided to the Norwich Police Department for directed patrols in eligible areas of the City.

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 present a professional image to business and residential communities.

GOALS & ACTION PLANS:

- Provide fair and effective administration of Building, Zoning, Housing 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 2003/04 ACCOMPLISHMENTS:

- Updated city Comprehensive Zoning Ordinance.
- Updated city's Five-Year Capital Improvements Plan.
- Administered Brownfields Pilot Project grants from Capehart and New Wharf Road.
- Updated city Geographic Information System (GIS) mapping.
- 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, Homestead Program and community groups on various projects.

MEASURES OF ACTIVITY AND PERFORMANCE (Planning Department)

	03-04	04-05	05-06
INDICATOR	ACTUAL	ESTIMATED	PROJECTED
Site development plans reviewed	21	7	
Subdivision/resubdivision plans reviewed	7	1	
Special permit applications reviewed	16	3	
Zoning permit applications reviewed	456	136	
Zoning variance applications reviewed	31	20	
Inland Wetlands applications reviewed	37	6	
Zoning complaints investigated	138	26	
Residential building permits issued	1,694	495	
Commercial building permits issued	195	50	
Industrial building permits issued	7	0	
Structures condemned	7	1	
Dwelling units condemned	47	7	
Buildings demolished	7	5	
Code violations investigated	465	126	
Citations issued	208	100	

Norwich Community Development Corporation

CHIEF PROGRAM ADMINISTRATOR: David DiBattista, President
 PHONE NUMBER: (860) 887-6964

MISSION: The purpose of the Norwich Community Development Corporation, Inc. is to further the economic development of the Norwich community through growth and development of the Norwich Business Park, revitalization of the Downtown Norwich area, and preservation and development of the waterfront area, by recognizing existing industry and commerce, furthering their expansion, and encouraging and assisting in attracting new development for the community and its environs.

VISION: To create opportunities for economic and community development that will lead to positive growth and improvement in the community.

GOALS & ACTION PLANS:

- To develop and implement strategies for promoting additional growth of the Norwich Business Park, the Downtown, and the Waterfront areas by assisting the City in coordinating and implementing economic development plans, codes and ordinances that encourage revitalization of the Downtown area. To construct, acquire, rehabilitate and improve industrial, commercial and manufacturing enterprises throughout Norwich.
- To publicize, advertise and otherwise promote economic development plans for the purpose of attracting private investment in various plan implementations.
- To pursue all appropriate sources of funds, including state, federal, grants and/or gifts from individuals, corporation and association, and to administer these funds solely to further the purposes for which NCDC was established.

FY 2003/04 ACCOMPLISHMENTS:

Established four working committees; Transportation, Waterfront; Business Park & Downtown

MEASURES OF ACTIVITY AND PERFORMANCE (NCDC)

	03-04	04-05	05-06
INDICATOR	ACTUAL	ESTIMATED	PROJECTED
Number of construction projects administered on behalf of the City of Norwich	New Measure	Continue efforts	Continue efforts
Percentage of buildings in Norwich Business Park occupied	100%	100%	100%
Parcels of raw land identified and presented to developers for their consideration	New Measure		
Number of abandoned waterfront parcels prepared for development	New Measure	1	

Main Street Program (Rose City Renaissance)

CHIEF PROGRAM ADMINISTRATOR: Richard Kramer, Executive Director
PHONE NUMBER: (860) 887-3289

MISSION: Rose City Renaissance is a preservation based, volunteer driven non-profit organization operating in the historic downtown and waterfront areas of Norwich, providing leadership for their revitalization through creativity, cooperation and community partnership.

VISION: The vision Rose City Renaissance has for the future is centered on the restoration of the downtown and waterfront areas in order to return them to their significant role in meeting the needs of the community:

- The preservation and restoration of its existing historic structural assets.
- The refocusing of community attention on the downtown and waterfront, and their return to prominence as the center of the community.
- The introduction of an appreciation of design as an element of the New Norwich – the community should accept nothing ugly.
- Establishment of a comprehensive approach to transportation to, through & from the region.
- The restoration of a sense of community and civic pride.
- The recharging of the economic engine of downtown.

VALUES: Rose City Renaissance is committed to its core values of good design, ethical practices, environmental responsibility, civic leadership and diversity and inclusiveness; initiating creative change in Norwich in order to return the historic downtown and waterfront district to its role as the thriving center of community life. It will achieve this result by staying true to its mission and:

- Continuously demonstrating unwavering commitment and contagious enthusiasm;
- Establishing a standard of cooperation in the community among government, the citizens, agencies and organizations; and special interest groups.
- Creating a culture of positive thinking.

GOALS & ACTION PLANS:

- To engage residents, downtown partners and key stakeholders in the redesign and recreation of a vibrant business and residential community.
- Developing school curriculum in conjunction with the Integrated Day Charter School on Norwich to discuss history, geography, social studies, geology, current events, etc.
- Compiling a Downtown Property Inventory, a multi-purpose document designed to collect images and data on every structure located within our designated area, including:
 - Site references
 - Owner(s)
 - Agents
 - Assessment/Tax Information
 - Physical Features (Floors/HVAC/Square Footage/etc.)
 - Useful evaluation of site/structure condition (without incurring liability for comments)
 - Potential development opportunities
 - Historic and current photographic record

- To identify, develop and promote a sense of the unique character of downtown.
- In 2005, there will be three separate Heritage Day Festivals celebrating areas of historical significance in downtown Norwich and the region – the Railroad (Spring), the Waterfront/Maritime (Summer), and the Mills (Fall). The Railroad and Mill Festivals will be joint ventures with Putnam.
- To develop and promote downtown Norwich as a location of choice for residents, businesses and visitors.
- The RCR Design Center will be operational by February as a gallery promoting the revitalization efforts of downtown Norwich and beyond; as well as serving as a focus for seminars and other public gatherings related to the revitalization of our city.
- To preserve and ensure the historical and architectural integrity of downtown assets and ensure quality design in new development.

The Main and Broadway Corridor Improvement Program will begin in late Winter, 2005:

- By designating the corridor, we can focus attention on a specific portion of downtown, initially concentrating on facades and streetscapes
- It will not only ensure that all participants will be on the same footing, but it will serve as a model for future corridors.

Voluntary Design Standards will be evaluated:

- Creation of a resource document, not an enforcement mechanism
- Used to create consistency and provide direction
- To develop and encourage a positive business climate.

Working with state and federal agencies to provide appropriate support services for the merchants, including getting the retailers together on a regular basis to share camaraderie, ideas and problem-solving techniques.

Promoting a comprehensive Development Incentive Program to encourage new investment in downtown and throughout Norwich, which process will include the examination of existing programs, reactivation of underutilized programs, creation of new programs to meet unfilled needs, and establishing effective criteria.

Implementing a quarterly newsletter and an informative Web Site to serve as a source of downtown information, as well as RCR business.

A structured effort will be undertaken to take advantage of our rich cultural diversity and translate that into retail and food service projects downtown, undertaken in conjunction with consultation services provided by local educational institutions.

- To incorporate the waterfront into the downtown vision.

We will work with the City to promote the proposed boathouse and community boating programs.

- To return downtown Norwich to a safe and friendly environment in which to work, live and play.

We will be presenting a series of programs on adaptive re-use of historic/older buildings to encourage new housing units on the upper floors of buildings in downtown.

As we begin to see more units of housing come on-line in downtown Norwich, we will initiate and participate in a comprehensive effort to provide Supportive Housing and Social Services Outreach to appropriate clients.

We will work with the community to move agencies to more effective locations within the community.

We will develop ongoing interaction with the NPD and local merchants.

- To position Rose City Renaissance as the advocate and leader for downtown.

Will be implementing Community Leadership Training sessions to get more people involved in RCR, similar organizations, and local government.

Quite simply, it can be the result of actively pursuing Goals 1 –7.

FY 2003/04 ACCOMPLISHMENTS:

As a newly created organization, our first year was spent largely “foundation-building” and planning.

Undertook a Comprehensive Planning Process.

Implemented a Downtown Merchants’ Contest for their customers, designed to be cross promotional for downtown businesses.

Railroad Heritage Day for 2004 was a successful endeavor, moving nearly 750 people through downtown on a Sunday in June, which included the use of Saint Vincent DePaul Place, the former railroad station.

We were pleased to be a part of the restriping of downtown Norwich, which has already had a dramatic visual impact.

Office of Tourism

CHIEF PROGRAM ADMINISTRATOR: Jacquie Barbarossa
 PHONE NUMBER: (860) 886-4683

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

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

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

GOALS & ACTION PLANS:

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

FY 2003/04 ACCOMPLISHMENTS:

- Coordinated & promoted Summer Concert Series
- Coordinated & hosted Riverboat Fundraiser for Rose City Renaissance
- Assisted with Norwich's anti-litter campaign - *Adopt-A-Spot*
- Hosted Annual Lantern Light Graveyard Tour at the historic Old Norwichtown Burial Grounds
- Supervised 4th Annual City Banner Sponsorship Program
- Hosted *Channel 3* TV personality *Scot Haney* in conjunction with "*Every Town Has A Story*"
- Assisted in the distribution and sale of the annual Winterfest ornament
- Norwich Rose Garden listed on Best Fares web-site for unique wedding location
- Placed advertisements in regional and state publications
- Expanded brochure distribution to over 150 area hotels, B & B's and tourist information centers
- Mailed over 1,100 tourism packets in response to visitor inquires
- Served as Company Leader for American Heart Association annual Heartwalk
- Sold promotional items including T-shirts, posters, mugs and postcards for the city and local non-profit groups

MEASURES OF ACTIVITY AND PERFORMANCE (Tourism Office)

	03-04	04-05	05-06
INDICATOR	ACTUAL	ESTIMATED	PROJECTED
Visitor Packets requested	1139	1200	1300
Norwich Events promoted	36	38	39
Brochure Distribution Locations	150 locations	155 locations	160 locations

General Administration

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

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

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

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

In this Section:

- Office of the City Manager
- Personnel Department
- Management Information Systems Department

Office of the City Manager

DEPARTMENT HEAD: Richard A. Podurgiel, 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 Council and the general public will regard the City Manager's office as the most competent, responsive and effective government office in the State of Connecticut. We want the City of Norwich to be the best local government in the State.

VALUES:

- We believe that government should do what the taxpayers want it to do, not what government employees want it to do.
- We have a deep respect for the residents of Norwich.
- We are unwaveringly committed to honesty and openness in government proceedings and actions.
- We believe that Norwich city employees are capable men and women who possess the skills and knowledge necessary to succeed in every task the city must accomplish.
- Within the limits of the law, we are absolutely willing to do whatever it takes to get the job done.

GOALS & ACTION PLANS:

- Continually improve citizen satisfaction with all city services.
- Improve the city government's relationships with the business community.
- 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.
- Improve the flow of information from the city to outside entities, such as businesses, professional associations, other municipalities, tribal governments, legislators, tourists and potential new residents.

TARGET ACTIVITIES

- Conduct an annual customer satisfaction survey distributed via the Norwich Bulletin and/or the New London Day.
- Support NCDC as it conducts a continuous survey of business contacts.
- Develop and publish *Norwich Now!* information packets for businesses, visitors and residents.
- Establish a web-based complaint resolution system.
- Develop an "Intranet" for City Council members – a web site specifically for Council members where copies of the packet materials, newspaper articles etc. can be securely posted, stored, archived, searched and accessed.

- Maintain an active program to provide state and federal officials with information about Norwich City government activities, priorities, and progress.
- In fiscal year 2005-06 this office will submit at least three articles each year to publications that report on innovations in municipal government administration.

Personnel Department

DEPARTMENT HEAD: Thomas Dawkins, Director
PHONE NUMBER: (860) 823-3713

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

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

VALUES: Compassion, Fairness and Consistency

GOALS & ACTION PLANS:

- Maintain Personnel Department effectiveness by continually providing a varied and challenging work environment, encouraging innovation from staff members, and responding promptly to staff members' needs.
- Maximize usage of available technology to improve access to and flexibility of employee, retiree, and applicant databases.
- Annually review and/or update ten job descriptions for accurate content and ADA format.
- Reduce recruitment cycle time (from initial requisition through testing and final offer).
- Increase the number of minority employees in the city through concerted efforts to increase the number of qualified minority applicants.
- Offer at least eight training opportunities to supervisory employees through the Employee Assistance Program, the Training Consortium, Connecticut Conference of Municipalities and other sources.
- Continue to recognize employees annually for perfect attendance and service milestones.
- Negotiate seven labor contracts upon expiration and respond to grievances to avoid arbitration by finding the parties' mutual interest; or to prevail in arbitration in the absence of negotiated agreement.

FY 2003/04 ACCOMPLISHMENTS:

- Offered ten training opportunities to supervisory employees through the Training Consortium.
- Reached tentative agreements on Police and Fire collective bargaining agreements.
- Conducted substantive negotiations with Public Works and City Hall bargaining units, narrowing the open issues significantly.
- Began negotiations on a positive note for the initial contract with Emergency 911 Dispatchers.
- Audited approximately 750 current and retired employee health insurance contributions.
- Managed workers' compensation program resulting in a reduction in claims of \$252,000 per year from \$763,000 in the preceding year to \$501,000 for fiscal year 2004.

MEASURES OF ACTIVITY AND PERFORMANCE (Personnel Department)

		03-04	04-05	05-06
INDICATOR		ACTUAL	ESTIMATED	PROJECTED
Total City Employment (non-grant positions)		303	303	303
Total applications processed		1,221	1,500	1,100
Number of promotional exams given		17	16	17
Number of entry exams given		10	12	12
Vacancies filled through promotion		28	16	16
Vacancies filled through new hires		33	16	26
Classifications reviewed		6	10	10
Training programs provided		11	12	12
Number of employees given service awards		26	21	26
Employee turnover rate		7.1%	5.5%	5%
Percent of employees completing probation		100%	100%	100%
Percent of female employees		24.8%	27%	28%
Percent of minority employees		5.9%	7%	8%

Management Information Systems Department

DEPARTMENT HEAD: Dianne Daniels, Director
 PHONE NUMBER: (860) 859-4404

MISSION: To provide a secure and efficient information technology system along with training, advice and support to help city employees use information and technology. Also, to establish a secure, friendly and effective Internet presence for the City of Norwich.

VISION: The City of Norwich will be the most technologically advanced municipality in the State of Connecticut through strategic use of information systems, software and the Internet. To make every public record maintained by the City of Norwich available electronically in an easy to use format.

VALUES: Innovation, Initiative and Integration.

GOALS & ACTION PLANS:

- Minimize overall IT system downtime by planning system and applications upgrades for minimal system interruption, educating employees about computer risks from the Internet and email, developing a replacement schedule for critical equipment, and maintaining anti-virus and anti-spam software across LAN and for outlying departments.
- Develop a disaster recovery plan for systems backups and equipment replacement by creating a schedule for off-site backups, locating sources of backup equipment for critical systems, and working with vendors to put emergency equipment replacement plans in place.
- Upgrade and maintain operating systems and hardware for all departments by performing a system inventory to determine upgrade levels, updating system software and physical hardware as required by manufacturer replacement schedules, and developing a system-wide roll-out plan for operating system service packs, new releases and hardware replacement.
- Increase content level and efficiency of city web-site by restructuring the navigation system for easier use, training at least one employee in each department in Microsoft FrontPage, and providing easy access to public records and meeting minutes maintained by the city.

MEASURES OF ACTIVITY AND PERFORMANCE (MIS)

	03-04	04-05	05-06
INDICATOR	ACTUAL	ESTIMATED	PROJECTED
Help desk calls	1,800	1,638	3,000
Web-site hits	27,500	32,000	35,000
Election results	3,182	3,300	3,750
Dogs for adoption	4,500	5,500	6,500
Local business listings	3,500	4,500	6,000
Tourism & Main Street Office	1,000	1,250	1,500
Assessor's department	1,000	1,100	1,200
Personnel – job openings	3,000	3,500	4,000
Subscription land records	4,000	4,500	5,000

Average time to resolve hardware requests	New measure	2.5 days	2 days
Average time to resolve internet/email requests	New measure	1 day	<1 day
Average time to resolve programming requests	New measure	5 days	3 days
Number of meetings minutes posted to web-site	New measure	1 committee	10 committees
Number of forms available on web-site	New measure	15	25
Number of employees trained in MS Front-page	New measure	10	15
Number of training classes offered	New measure	2	4
Number of employees attending classes	New measure	15	20

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: Dee Anne Brennan, City Clerk
 PHONE NUMBER: (860) 823-3732

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

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

VALUES: Accuracy, Efficiency and Professionalism

GOALS & ACTION PLANS:

- Improve customer satisfaction by issuing and reviewing customer satisfaction/suggestion cards for ideas on how to improve service.
- Increase the number of land record images available electronically by adding a few years of information each fiscal year. We will provide a summary report of the number of land record images available at the end of each calendar year.
- Work with the MIS department to make City Council agendas and related documents available electronically to the public and city employees.
- Bind and digitize the minutes of every City Council meeting since 1989 through a contract with a bookbinding company.
- Improve the public’s awareness of the many functions of the office by publishing a fact sheet that lists all of our services.

FY 2003/04 ACCOMPLISHMENTS:

- Purchased a new copy machine with a “binder minder” feature to protect the spines of books maintained by the City Clerk’s office.
- Added two new computers for public access to land records so that a total of four computers are now available for that purpose.
- Converted two service discharge volumes to CD’s and created two condensed service discharge volumes in order to free up some vault space.

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

	03-04	04-05	05-06
INDICATOR	ACTUAL	ESTIMATED	PROJECTED
Land records recorded	11,401	12,000	12,000
Marriage licenses issued	372	500	500
Death certificates recorded	542	575	575
Birth certificates recorded	1,594	1,600	1,600
Absentee ballots issued	196	1,335	250
Time to complete and publish minutes	2 hrs/meeting	2 hrs/meeting	2 hrs/meeting
# and % of packets prepared without error	600 – 100%	600 – 100%	600 – 100%
# and % of council meetings transcribed within 7 days of last meeting	22 – 100%	22 – 100%	22 – 100%
% of ordinances, resolutions and other detailed council actions processed within six working days	100%	100%	100%

Elections Office

CHIEF PROGRAM ADMINISTRATORS: Nancy DePietro and Gerald Kortfelt
PHONE NUMBER: (860) 823-3754

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

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

VALUES: Efficiency, Accuracy, Timeliness and Professionalism

GOALS & ACTION PLANS:

- Increase knowledge of election laws.
- Use technology to maintain complete and accurate voter registration with monthly 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 period county meetings.
- Completed annual canvas of voters.
- Organized and administered primaries and a municipal general election.
- Provided accurate voter registration lists to candidates, the City Clerk, and other interested parties.
- Supported voter registration drives.

MEASURES OF ACTIVITY AND PERFORMANCE (Elections Office)

	03-04	04-05	05-06
INDICATOR	ACTUAL	ESTIMATED	PROJECTED
Total number of voters	17,987	18,200	19,000
Voters added to roles	1,096	900	1,200
Voters removed from roles	1,058	80	1,000
Voter changes of affiliation	927	650	900

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.

Norwich Public Utilities is a municipally owned enterprise that operates and maintains the gas, electric, water and sewer systems for the community.

Governed by a board of commissioners, appointed by the city council, NPU has been in continual operation since its purchase in 1904.

Norwich Public utilities employs 135 and provides service to 17,600 electric, 7,100 gas, and 5,700 sewer customers located within the City of Norwich. Water services are provided to 9,400 customers in areas of Preston, Uncasville and Lisbon, in addition to residents of Norwich. NPU also 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: Joe Loyacano
 PHONE NUMBER: (860) 823-3789

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

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

VALUES: Skill, Service, and Integrity

GOALS & ACTION PLANS:

- Decrease the overall cost of road maintenance by resurfacing at a 20-year cycle.
- Reduce cost of activities by making optimum use of state purchase agreements in equipment and material purchase.
- Improve response time to work orders for repairs and assistance.
- Increase recycling rate in solid waste program by increasing public awareness.
- Improve drainage system operation and maintenance.
- Increase effectiveness of fleet by reducing average age of heavy trucks to 10 years with no individual trucks greater than 20 years old.

FY 2003/04 ACCOMPLISHMENTS:

- Completed construction of Occum Park.
- Completed 3rd year of town wide garbage service with no increase in rates.
- Applied for \$3 million DEP grant for landfill capping.
- Obtained \$300,000 grant from state DEP for Wawecus Street bridge reconstruction.
- Painted & repaired exterior of City Hall.
- Successfully removed snow and ice for 14 storm events.
- Justified and received FEMA reimbursement (\$60 k) for costliest storm event on record.

MEASURES OF ACTIVITY AND PERFORMANCE (Department of Public Works)

	03-04	04-05	05-06
PERFORMANCE MEASURE	ACTUAL	ESTIMATED	PROJECTED
<i>Resurface roads on 20-year cycle/ average 8 miles/year</i>			
Road miles paved	6.6	3.0	6.0
<i>Make optimum use of state purchase agreements</i>			
Percentage of procurements screened for possible state bids	50%	90%	100%

<i>Improve response time to work orders for repairs and assistance</i>				
	Establish an automated system to track response time and establish future goal	Not Established	Not Established	Complete
<i>Increase recycling rate through public awareness</i>				
	Flyers, newspaper articles, TV spots, etc.	1 event	1 event	4 events
	Establish baseline and percentages for future tracking	Not Established	Not Established	Complete
<i>Improve drainage system operation & maintenance</i>				
	Clean catch basins at least one time each year	Not Reported	100%	100%
	Percentage of streets swept by August	Not Reported	70%	90%
<i>Increase effectiveness of heavy truck fleet</i>				
	Number of trucks >20 years	0	1	1
	Average age of fleet (years)	11.1	12.1	11.8

Norwich Public Utilities

DEPARTMENT HEAD: Richard DesRoches, 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 exception 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 build our skills, and combine them with the skills of others for top performance.

Reliability – We can be counted on everyday. We continually improve our services and infrastructure to give our customers the best deal possible.

Customer Focus – We all build strong one-on-one relationships. We give each customer what they want while protecting the needs of all customers and the community.

Norwich – We play a vital part in improving the quality of life in Norwich by contributing the city payment, people, resources, and leadership. We leave assets and the environment better than we found them for future generations.

FY 2003/2004 ACCOMPLISHMENTS:

- Beginning in January of 2004, Norwich Public Utilities began a year-long celebration of its 100th anniversary. Events included monthly customer contests and giveaways, leading up to the community celebration event held at Dodd Stadium.
- In the 2004 Norwich Community Survey, Norwich Public Utilities received a 98% satisfaction rating, with 68% of responders stating that they were “very satisfied.”
- NPU staff received an 88% approval rating for courtesy, accessibility, and service.
- 89% of responders gave NPU high marks as a “good neighbor” based on openness, reliability, fair price and friendly/helpful service.
- As a result of survey results and feedback, a new advocacy strategy was implemented to educate consumers on utility issues. This strategy included a new “Community Matters” bulletin, increased communication on key issues, and developed a Speakers Bureau.
- Maintained consistent and reliable electric service as measured by industry benchmarking groups.
- Held assemblies at Norwich Public Schools to institute the McGruff Truck Program, a safety program designed to safeguard children in the community.
- Provide in-kind services for various civic organizations and events. Services include providing electric service and lighting, hang banners, removing and storing holiday lighting.
- Provided technical expertise and coordination to the Clean Cities alternative fuel vehicle program, maintaining Norwich’s status as a leader in the Clean Cities Program.
- Opened state-of-the-art compressed natural gas fueling station.
- Sponsored the Norwich Middle School participation in the Junior Solar Spring Competition.
- Promote community activities and events through the use of bill stuffers, displays in Customer Service Center lobby and sponsorship.
- Provided natural gas safety training to Norwich fire departments.

MEASURES OF ACTIVITY AND PERFORMANCE (Norwich Public Utilities)

	03-04	04-05	05-06
INDICATOR	ACTUAL	ESTIMATED	PROJECTED
<i>Fiscal Integrity</i>			
Operating Revenues			
Gas	11,982,600	13,074,000	14,649,000
Electric	32,978,400	36,515,000	38,465,000
Water	5,161,200	5,374,500	4,836,000
Sewer	4,093,100	4,322,500	4,322,500
PAYMENT TO CITY	4,432,300	4,983,700	5,385,400
<i>Customer Service Indicators</i>			
Field Service			
Gas Service Calls	4,740	4,250	4,000
Electric Service Calls	2,672	2,500	2,400
Water Service Calls	3,580	3,300	3,200
Sewer Service Calls	237	240	240
Service Center			
Walk-in Customers	48,862	48,900	48,900
Number of Calls	65,275	59,500	55,000
<i>Operations Data</i>			
Distribution System			
Gas Distribution Miles of Main	122	130	135
Electric Distribution Lines	250	260	270
Water Distribution System Miles of Main	150	150	150
Sewer Distribution System Miles of Main	120	125	130
Electric System Reliability			
Average Number of Outages Per Customer	0.4	0.3	0.2
Average Cummulative Time Out of Service	17.25 Minutes	12.25 Minutes	10.00 Minutes
Average Duration of an Outage	21.97 Minutes	17.5 Minutes	15.0 Minutes
Sewer Division			
Gallons of Waste Treated	15.4 Billion	17 Billion	17.5 Billion
Quality Tests Conducted	5,200	5,200	5,200
Water Division			
Gallons of Potable Water Treated	1.8 Billion	2 Billion	2.2 Billion
Quality Tests Conducted	2,080	2,080	2,080
<i>Business Development</i>			
New Development-Services Completed	542	950	1,200

Health, Housing and Human Services

The department of human services is responsible for providing assistance to “neglected children, the aged, the mentally ill and persons who have insufficient means to meet the needs of daily living or medical treatment.” The department includes the Norwich Senior Center and the Youth Service Bureau.

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

Human Services Department

DEPARTMENT HEAD: Beverly Goulet

PHONE NUMBER: (860) 823-3778

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

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

VALUES: Self-reliance, Empowerment and Innovation

GOALS & ACTION PLANS:

- To decrease the number of homeless families and individuals in Norwich by continuing to work with the Rose City Renaissance and Norwich Community Care Team to develop supportive housing; playing a leadership role in the operations of a winter shelter program (Hospitality Center) that works toward decreasing the number of homeless requiring emergency shelter; continuing NHS advocacy role on the state level to secure more funds for mental health and addiction treatment services and supportive housing funds; increasing federal funding for homelessness programs; and continuing to administer the city's Relocation Program.
- To provide basic needs for people in order for them to become self-sufficient by continuing to provide safety net services to individuals and families that enable them to maintain their independence, employment and housing and increasing resources and maximizing dollars to provide for safety net services (i.e., participating in food buying clubs, etc.).
- To increase revenue coming into the city to help all residents by developing a free tax assistance program for low income residents to maximize their returns; acting as the city's Team Grants Manager to coordinate grant applications; developing a centralized system of collecting city data/ demographics necessary in competing for grant funds; and facilitating the implementation of an Individual Development Account Program that enables low-income residents to build economic assets.
- To help people become gainfully employed by increasing/ expanding our job training programs for youths and adults; increasing our job developing capabilities; and increasing our work with underemployed community residents.
- To be a support to other city departments and maintain a collaborative role in program development by expanding programming that supports city departments like Public Utilities, Community Development and Assessors and facilitating the continued development of community and regional collaboratives for use in addressing critical human services issues such as health care, housing and workforce development.

FY 2003/04 ACCOMPLISHMENTS:

- Awarded \$40,000 in federal employment and training funds to assist unskilled/ undereducated workers.
- Collaborated with area churches on expanding the Emergency Winter Shelter. Secured housing for 29% of the people who stayed. All funding for the shelter was received through grants and donations.
- Awarded \$24,000 in federal emergency rent/ mortgage funds for economically distressed Norwich families and individuals.
- Awarded \$31,715 in grants and donations through the Norwich Safety Net Team for the provision of basic needs to Norwich families and individuals.
- Supervisory staff served in leadership roles in a number of local regional and state human service organizations and initiatives.

MEASURES OF ACTIVITY AND PERFORMANCE (Department of Human Services)

	03-04	04-05	05-06
PERFORMANCE MEASURE	ACTUAL	ESTIMATED	PROJECTED
<i>Number Served</i>			
Job placement	133	135	135
Rent and housing	49	46	50
Relocation due to condemnation			
Adults	37	40	40
Children	18	15	15
Utilities	276	280	280
Food (number of bags given)	2,411	2,700	2,750
Emergency prescriptions	56	130	150
Financial aid to seniors	19	20	20
Backpacks/ back-to-school assistance	414	486	500
Case management	824	921	967
Entitlement assistance	391	0	0
Substance abuse referral and treatment	28	30	32
Case management/ lead abatement services & property rehabilitation (# of units)	30	25	27
% of people applying for relocation who are housed	100%	100%	100%
% of people at shelter who become permanently housed	21%	25%	27%
Total amount and % increase in federal dollars received for housing	\$24,000 / N/A	\$24,500 / 2%	\$25,200 / 3%
Total amount and % increase in safety net services funding	\$31,715 / N/A	\$32,300 / 2%	\$33,300 / 3%
# of families assisted with Earned Income Tax Credit	N/A	96	100
Amount of dollars into community due to EITC	N/A	\$192,000	\$195,000
% of clients served in Norwich Works who become gainfully employed	80%	82%	84%
% of Norwich Works participants successfully completing training	95%	96%	97%

Division of Youth & Family Services

CHIEF PROGRAM ADMINISTRATOR: Peter Schultheis

PHONE NUMBER: (860) 823-3782

MISSION: To promote emotional health and well-being by preventing and stopping domestic abuse, neglect and excessive conflict.

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 stability and will raise well-adjusted healthy children.

VALUES: Empowerment, Innovation and Collaboration

GOALS & ACTION PLANS:

- Promote the health and well-being of all of Norwich's children by providing positive youth development activities for Norwich youth, families and the community; ensuring positive birth outcomes for Norwich teens; providing parent consultation and crisis management; providing car seat safety training to disadvantaged population; directing anti-smoking, 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.
- Prevent juvenile delinquency and reduce recidivism by leading the court, schools and police to maintain a Juvenile Review Board; offering parent consultation and crisis management; training youth in leadership skills; providing individual and family counseling without regard to a family's financial status; and providing curriculum enhancement and support services to Norwich High.
- Provide leadership-training activities to all segments of the Norwich population by training and mentoring youth and parent leaders and supervising, mentoring and guiding graduates as they continue to provide service to the community and schools.
- Increase the employability of Norwich youth by teaching job readiness skills; arranging and supervising internships; providing employment opportunities; providing individual, family or group counseling; and offering parent consultation and crisis management.
- Reduce underage substance abuse by securing federal grant funding of \$20,000; directing public forums and educational events for parents; providing individual, family or group counseling; and offer positive alternatives to substance abuse.

FY 2003/04 ACCOMPLISHMENTS:

- Awarded \$92,916 from a variety of public and private donors to continue our Community Leadership programs.
- Awarded a five-year Discovery grant to promote the importance of early care and education for Norwich children from birth to age eight. The first year funding totals \$29,000.
- Received \$81,670 from the Eastern Workforce Development Board to help disadvantaged youngsters to develop career paths through apprenticeships and internships.
- Received \$81,031 from the Department of Education to work on family issues with at-risk families.

- Awarded \$84,000 from the Department of Public Health to continue our efforts towards improving healthy birth outcomes among Norwich’s adolescent population.
- Awarded \$75,000 from the Department of Children and Families for our partnership with Hearts, Hands, and Homes. This foster care initiative is designed to keep Norwich children in foster care in their own community.
- Celebrated our first annual Family Day at Mohegan Park last September with over 2,000 attendees.

MEASURES OF ACTIVITY AND PERFORMANCE (Youth & Family Service)

	03-04	04-05	05-06
PERFORMANCE MEASURE	ACTUAL	ESTIMATED	PROJECTED
<i>Number Served</i>			
Counseling cases	175	175	175
Young parent cases	97	65	65
COOL youth employment	15	30	30
Leadership initiatives	49	55	63
Juvenile Review Board cases	0	36	48
Family Support Team	43	45	45
Individual/ community consultations	950	1,000	1,000
Positive youth development/ recreational/ cultural/ community education	3,396	3,500	3,500
Provide positive youth development health & wellness	3,760	3,600	4,000
Birth to young parents will be healthy and meet DPH standards	85%	85%	85%
% of contacted parents/ community partners that will report satisfaction with agency services	Not measured	85%	85%
Families attending car seat installation demonstrations	Not measured	125	135
Hours of professional counseling services to lower-income Norwich families	1,380	1,200	1,200
Graduate community leaders from Community Leadership Programs	37	40	45
Mentor graduates in 3+ community projects	12	12	15
Provide youth with employability assessment	25	50	50
Provide employment/ internships to eligible youth	15	30	30
Provide anti-smoking/ substance abuse to youths	300	200	300
Provide public forums/ educational events to parents	0	150	250
Engage youth in community service	0	35	38
Positively engage families in agency service	0	30	35

Rose City Senior Center

CHIEF PROGRAM ADMINISTRATOR: Susan Sabrowski
 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.

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

VALUES: Integrity, Compassion, and Dedication

GOALS & ACTION PLANS:

- Provide innovative programming to enhance the quality of life for seniors in Norwich by soliciting community resources and contacting area senior centers.
- Obtain national accreditation for the senior center by forming a committee using senior center staff, community members and the senior affairs commission.
- Produce a policy and procedures manual with the input of senior citizens and senior center staff.
- Increase the ability of homebound seniors to receive services by determining what their needs are and seeking funding to support these needs.
- Increase membership support by finding creative programming for the younger seniors, speaking with community organizations, participating in elderly housing events and writing articles for local newspapers.

FY 2003/04 ACCOMPLISHMENTS:

- Awarded \$2,400 in federal funds for frail elderly program.
- Awarded over \$2,000 in private grants to support various senior outreach programs.
- Participated in the Intergenerational Program with Wequonnuc School for the 7th year.
- Formed the Rose City Triad with People’s Bank and the Norwich Police Department. The Triad offers various senior safety programs including education on identity theft and the Yellow Dot program in which seniors place a yellow dot on their vehicles so that, in the event of an emergency, firemen and police officers would know to look in the individual’s glove compartment for emergency medical information.
- Started an intergenerational program with Norwich Board of Education’s Summer Leadership Academy.
- Collaborated with 10 area senior centers in offering two regional events.

MEASURES OF ACTIVITY AND PERFORMANCE (Senior Center)

	03-04	04-05	05-06
INDICATOR	ACTUAL	ESTIMATED	PROJECTED
<i>Number Served</i>			
Preventive health clinic	4,900	5,000	5,000
Transportation	25,000	30,000	35,000
Outreach	280	300	300
Programs	40,000	40,000	40,000
Increases in innovative programming	Not measured	1%	2%
Increase in homebound senior services offered	Not measured	5%	5%

REVENUES & EXPENDITURES: - (Senior Center)

Account	Description	Expenditures	Revenues
01036	Senior Citizens Center	\$481,674	
01000-70227	Preventative health clinic fees		\$7,500
01000-70227	Program fees		15,000
01000-70227	Van fees		3,500
	TOTALS	\$481,674	\$26,000
	NET CITY FUNDING	\$455,674	

GRANT DESCRIPTIONS

In addition to the city funded department budget, the Senior Center also currently administers special revenue fund grants, which may necessitate hiring additional staff. These grants are provided from outside sources, are given for 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:

Community Development Block Grant: Brighten Your Day Program \$2,300 – Provides outreach services to homebound Norwich seniors. Seniors are provided transportation to the Senior Center to participate in various programs and have lunch. The funds cover the cost of a Certified Nurse's Aid to assist these seniors.

Recreation Department

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

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

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

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

GOALS & ACTION PLANS:

- Ensure that the City of Norwich maintains and improves existing recreation facilities in a manner that meets the needs of the community by developing and implementing a facility inspection schedule; identifying deficiencies at existing facilities; and prioritizing maintenance/improvement needs based on safety issues, available funds and community needs.
- Develop a citywide master plan for future recreation facilities by evaluating location and type of existing recreation facilities and benefits to service area; determining community needs through surveys, forums, and neighborhood meetings; working with the Planning and Neighborhood Services Dept. to target potential locations for future facilities; developing funding mechanisms for future sites; and exploring public/private partnerships for new facilities.
- Determine the feasibility of setting aside municipal funds on a yearly basis for facility improvements from either the Capital Improvements Budget or the fees paid into the General Fund.
- Promote the health, social and economic benefits of a strong community recreation program by providing benefits information in all promotional material and making better use of the media in conveying the importance of recreation.
- Ensure that services are delivered in the most efficient manner possible by evaluating current service delivery systems, developing online registration process, upgrading and network office computers, and purchasing recreation-specific software.
- Provide safe play environments for all participants by developing and implementing facility inspection schedules; evaluating staffing levels and ensuring that adequate manpower is available; evaluating equipment needs; and improving facilities to meet current standards.
- Present a more professional image to the general public by providing uniforms to maintenance workers identifying them as Recreation Department employees; providing “staff” shirts to all instructors, employees and volunteers to wear while on duty; upgrade the physical appearance of the Recreation Department building, rooms and offices; upgrading the quality of promotional materials, registration forms, and advertisements; and providing customer service training for all full-time staff.
- Evaluate the opportunities available for individuals with disabilities to participate in programs by identifying current participation rates; conducting a needs assessment of disabled individuals not currently participating; and evaluating the accessibility of existing recreation programs and facilities for disabled individuals according to ADA guidelines.

- Ensure that all staff, instructors, and volunteers are qualified and suitable to work in a recreation setting by conducting background checks on all coaches, volunteers and instructors; providing training for all coaches through the National Youth Sports Coaches Association; extending training and certification opportunities to all independent youth leagues; and evaluating staff and volunteers on a regular basis.
- Collaborate with other recreation organizations to enhance and diversify programming by communicating with other organizations on a regular basis; offering services and expertise of the department as requested; determining areas of redundant services and seeking solutions; and utilizing the strengths of other organizations to develop additional community programs.
- Eliminate financial barriers that may prevent participation in community programs by developing a sliding scale for all fee-based programs; seeking alternate funding sources to reduce program costs; increasing number of free community programs; utilizing volunteers as instructors to a greater degree; and evaluating current price structure as it relates to per capita income of similar communities.
- Increasing both youth and adult participation in community programs by offering additional pre-school programs allowing for parent and child programs; continuing to lobby for more school gymnasiums open for public use; determining the feasibility of building a community center in Norwich; increasing the number of non-physical program offerings; implementing a summer field trip program; increasing the number of recreation program sites during summer months; and collect data on program participants and ensuring that all segments of the Norwich population are being served.

MEASURES OF ACTIVITY AND PERFORMANCE (Recreation Department)

	03-04	04-05	05-06
INDICATOR	ACTUAL	ESTIMATED	PROJECTED
Overall per capita cost of program	\$16.12	\$16.44	
Recreation budget as % of total general fund budget	0.67%	0.66%	
Full-time staff salary cost as percentage of departmental budget	41.24%	42.82%	
Number of youth registrations	4,821	5,000	5,200
Number of youth program hours	1,971	2,100	2,200
Total acreage of athletic facilities	90	90	95
Percentage of survey respondent stating that the department is doing a good or excellent job in providing services	New measure	95%	96%

Uncas Health District

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

MISSION: The Uncas Health District provides Public Health services to the citizens of Norwich and Montville through assessment, policy development, and assurance.

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

GOALS & ACTION PLANS: The goal of the Uncas Health District is to apply prevention activities to Public Health issues. In the event of a crisis, the District will employ a pre-planned response to produce the least amount of injury to the public and the environment.

FY 2003/04 ACCOMPLISHMENTS:

- Breast cancer education and outreach
- Teen Pregnancy Prevention Youth Council, providing education and outreach on teen pregnancy and std prevention
- HIV/AIDS education and outreach
- General health education and outreach on various topics such as Lyme Disease, West Nile, Sickle Cell Anemia, Healthy eating, exercise, stress, hand washing, flu and many others that are requested by the public
- Lead poisoning prevention education and outreach
- Public education campaigns about bio-terrorism preparedness
- Volunteer recruitment and training for a public health emergency response team
- CHAMPS (Community Health Access Management Program)
- Partnership in CHOW (Community Health Outreach Worker) program that runs at Three Rivers Community College
- Partnership in Norwich Anti-Bullying Coalition
- Partnership in mentoring through SPROUTS (Special people reaching out unconditionally towards students)

The Uncas Health District hopes to be involved in all of the above mentioned programming as well as additional new programs to meet the needs of the residents in Norwich and Montville for the upcoming years.

MEASURES OF ACTIVITY AND PERFORMANCE (Health District)

	03-04	04-05	05-06
INDICATOR	ACTUAL	ESTIMATED	PROJECTED
Restaurant Inspections	280	310	340
Complaints Investigated	215	225	250
Complaints Closed	238	250	280
Septic Permits	64	70	75
Well Permits	23	30	40
Lots Tested	140	150	175
Test Holes	400	420	450

Percolation Tests	99	110	120
Well Sites Inspected	25	35	40
Public Pool Inspections	8	1	15
Septic & B100a Plans Reviewed	140	150	175
Food Service Plans Reviewed	51	60	65
Plans Reviewed for City Departments	64 plans/149 sites	70 plans/160 sites	80 plans/175 sites
Lead Inspections	77	85	90
Lead Abatements Completed	31	40	45
Environmental Lead Tests Performed	3,264	3,300	3,500

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Norwich City Council 2003-2004



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