

City of Norwich



Connecticut

September 9th 2016

Finance Department



PRESENTED BY: JOSHUA POTHIER

CITY OF NORWICH GOAL SETTING RETREAT FINANCIAL OVERVIEW

Presented by Joshua A. Pothier
September 9, 2016

Finance, Treasury, & Assessment

Finance

- Budgeting
- Accounting & Financial Reporting
- Procurement
- Risk Management
- Information Technology
- Revenue Collection
- Debt Management

Treasury

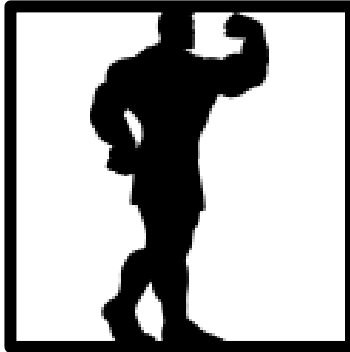
- Treasury Management
- Safekeeping & Retention of City Documents

Assessment

- Assessing all Real & Personal Property
- Administering Exemption Programs
- Research & Reports

SWOT Analysis

Strengths



Weaknesses



Opportunities



Threats





Strengths

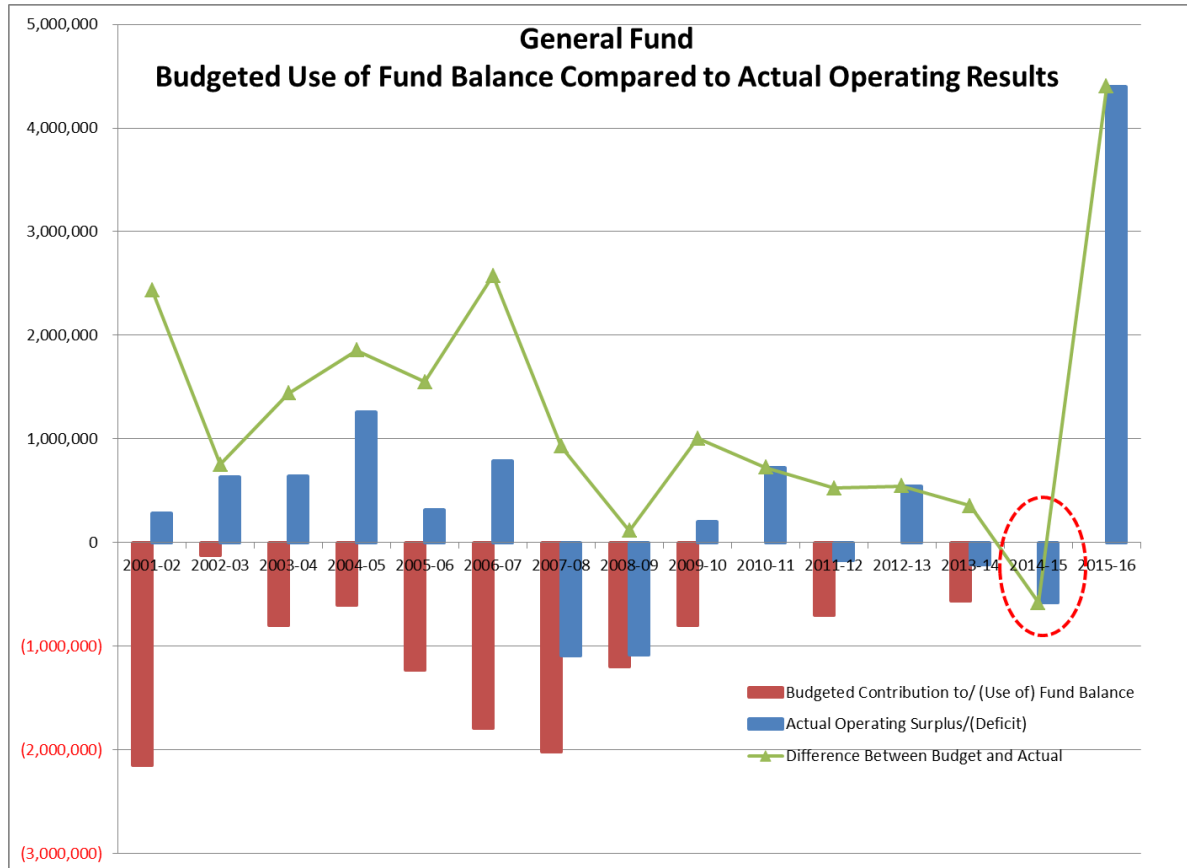
Financial Management

Municipally-Owned Utilities

Smart, Motivated Staff

Financial Management: Unrestricted Fund Balance

- Target is 12% - 17% of General Fund Expenditures
- Unaudited FY2016: 11.7%



Financial Management: Treasury

1. Safety
2. Liquidity
3. Yield

Financial Management: Debt Profile

- Low Debt Load
- Highlights of March 2016 Bond Sale
 - ▣ \$6.3 million of 20-year tax-exempt bonds with a TIC 2.24%
 - ▣ \$2.5 million of 10-year taxable bonds with a TIC 2.30%
- Fall 2016 Refunding Should Yield \$180,000 in NPV savings
- March 2017 Bonding
 - ▣ Approximately \$5 million of tax-exempt bonds
 - ▣ Additional Refunding which should also yield significant NPV savings

Financial Management: Funding of Other Liabilities

Workers' Compensation

- City is always looking at ways to increase safety and, thereby minimize claims and improve productivity.
- Slowly building reserve in WC Fund to pay for estimated future costs of claims that currently exist

Health Insurance

- Negotiating more cost-effective plans with unions
- DEV produced an estimated \$200K in annual savings
- Health Insurance Fund has a sufficient reserve for estimated future costs of existing claims

Municipally-Owned Utilities



- ❑ 10% Gross Utility Revenue
- ❑ Expertise in Many Areas
- ❑ Resource Pooling

Smart, Motivated Staff



- ❑ Capitalize on opportunities
- ❑ Willingness to learn
- ❑ Willingness to work
- ❑ Willingness to help
- ❑ Used as a resource to other towns



Weaknesses

Pension & OPEB Liabilities

Capital Needs

Resources Allocated

Pension

- GASB 67/68 & Bond Ratings Agencies
 - ▣ Lower the assumed rate of return
 - ▣ Reduce amortization period
- Responsible plan for funding pension liability
 - ▣ Increase pension contributions by 15% each year until we are funding the whole Actuarial Determined Employer Contribution
 - ▣ City is funding 82% of the ADEC in FY2016-17
 - ▣ On target to fund 100% starting in FY2018-19

Other Post-Employment Benefits

- ❑ Norwich is in the top 15 of the 169 Connecticut municipalities in OPEB funding
- ❑ Negotiated out postretirement medical benefits for all bargaining units except police and fire.
- ❑ Increases in OPEB contributions have begun to level off

Capital Needs



- ❑ Wastewater treatment plant
- ❑ Road & bridge infrastructure
- ❑ Radio infrastructure
- ❑ Fire apparatus
- ❑ School facilities
- ❑ City facilities

Resources Allocated



- Information technology
- Assessment staff
- Personal property audits
- Project management



Opportunities

Low Borrowing Costs

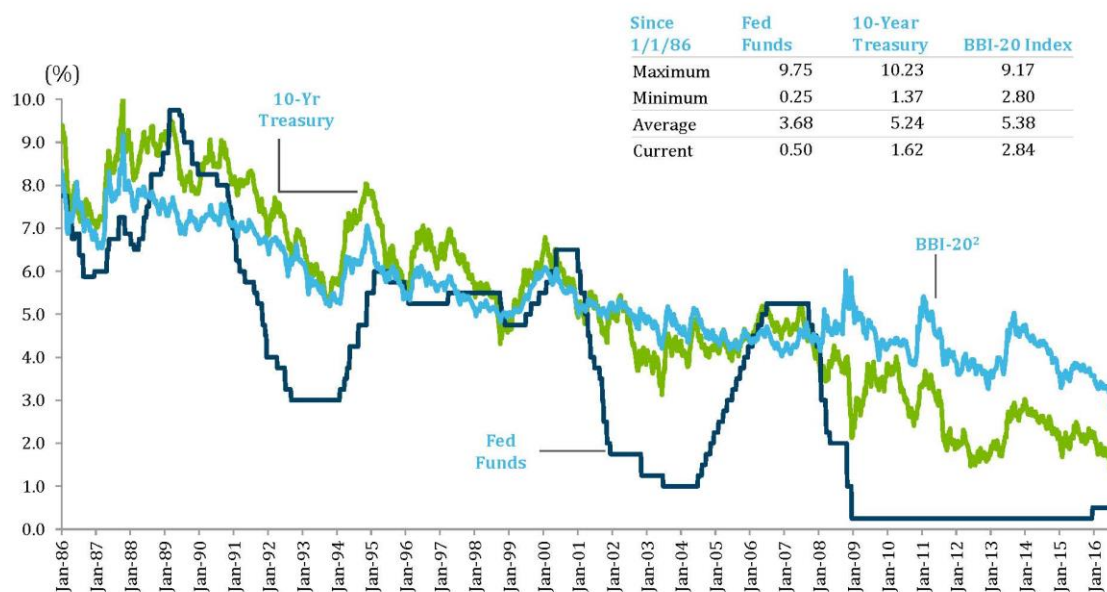
Diverse Tax Base

Low Borrowing Costs

Municipal
bond interest
rates at near-
historic lows

Historical Rate Comparison

Fed Funds, 10-Year Treasury, and BBI-20 Since 1986¹



(1) Reflects market conditions as of August 26, 2016

(2) The 20-year Bond-Buyer Index (BBI-20) is based on the average yields of 20-year bonds issued by 20 different general obligation bond issuers. These issuers are all rated Aa2 by Moody's

Source: Bloomberg Information Systems

Diverse Tax Base



- Top 10 taxpayers are about 7.5% of taxable grand list
- Diverse mix of industries



Threats

Regional Economy

State & Federal Legislation

Pension/OPEB Investment Losses

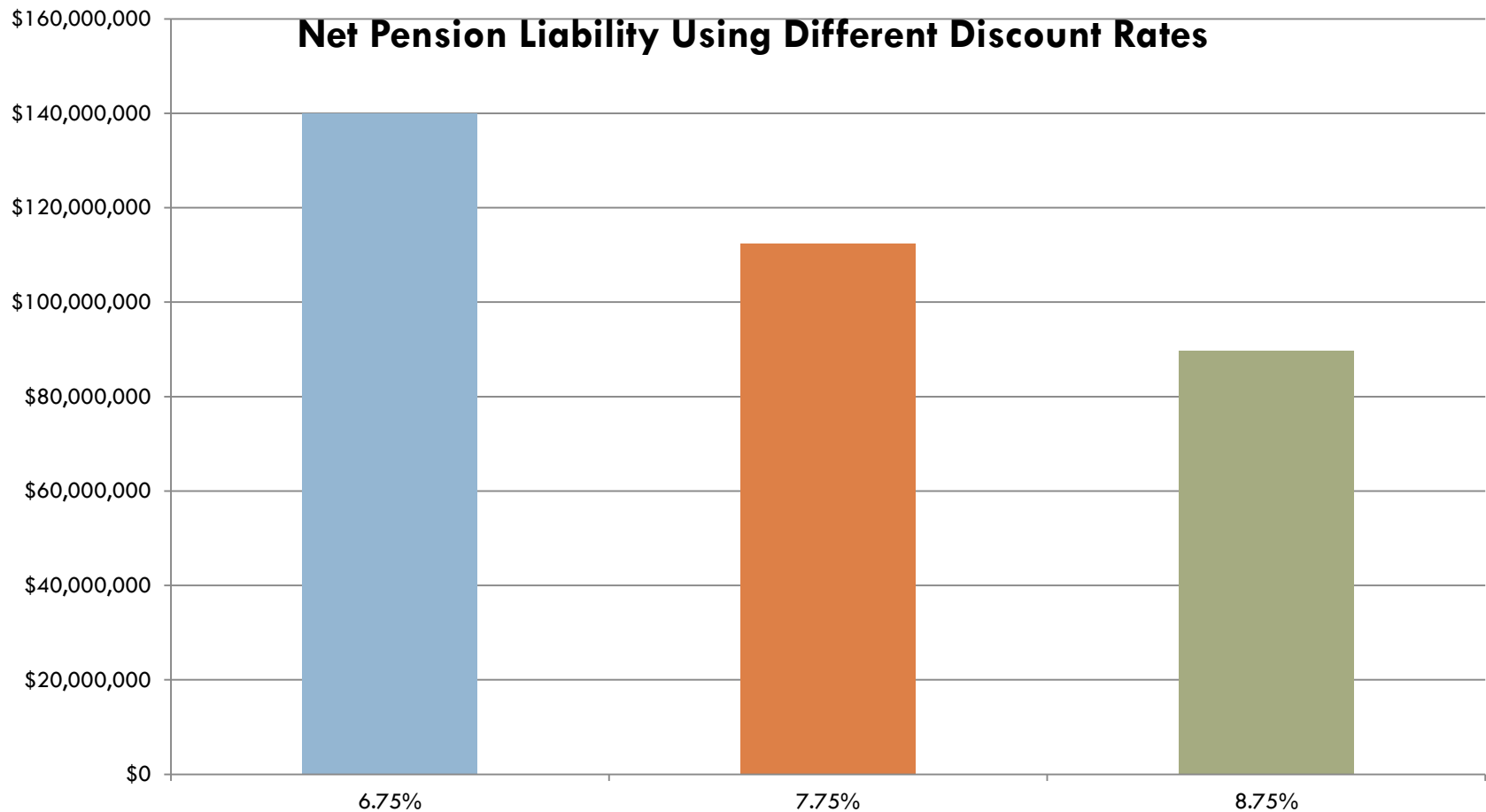
Regional Economy

- Reduction in grand list
- Inhibit ability to pay

State & Federal Legislation

- Increase cost of providing services
- Increase level of services required without providing additional resources
- Decrease funding for services
- Restrict ability to raise non-tax revenues to pay for services

Pension/ OPEB Investment Losses





Concluding Remarks

Strategic Decisions

Strategic Investments

City of Norwich



Connecticut

September 9th 2016

Norwich Public Utilities



PRESENTED BY: JOHN BILDA

Norwich Public Utilities

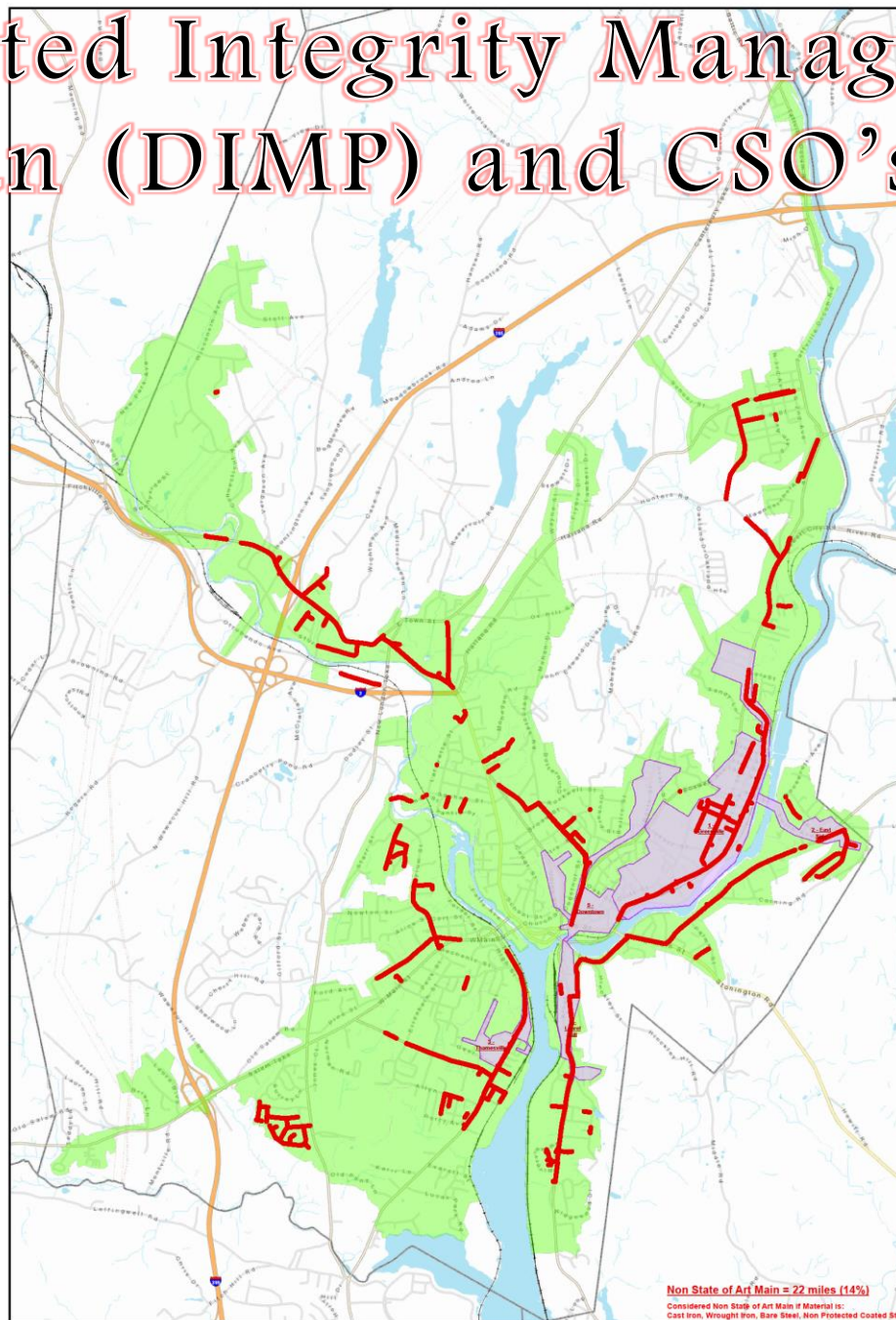
SWOT Analysis



Wastewater Treatment Plant



Distributed Integrity Management Plan (DIMP) and CSO's



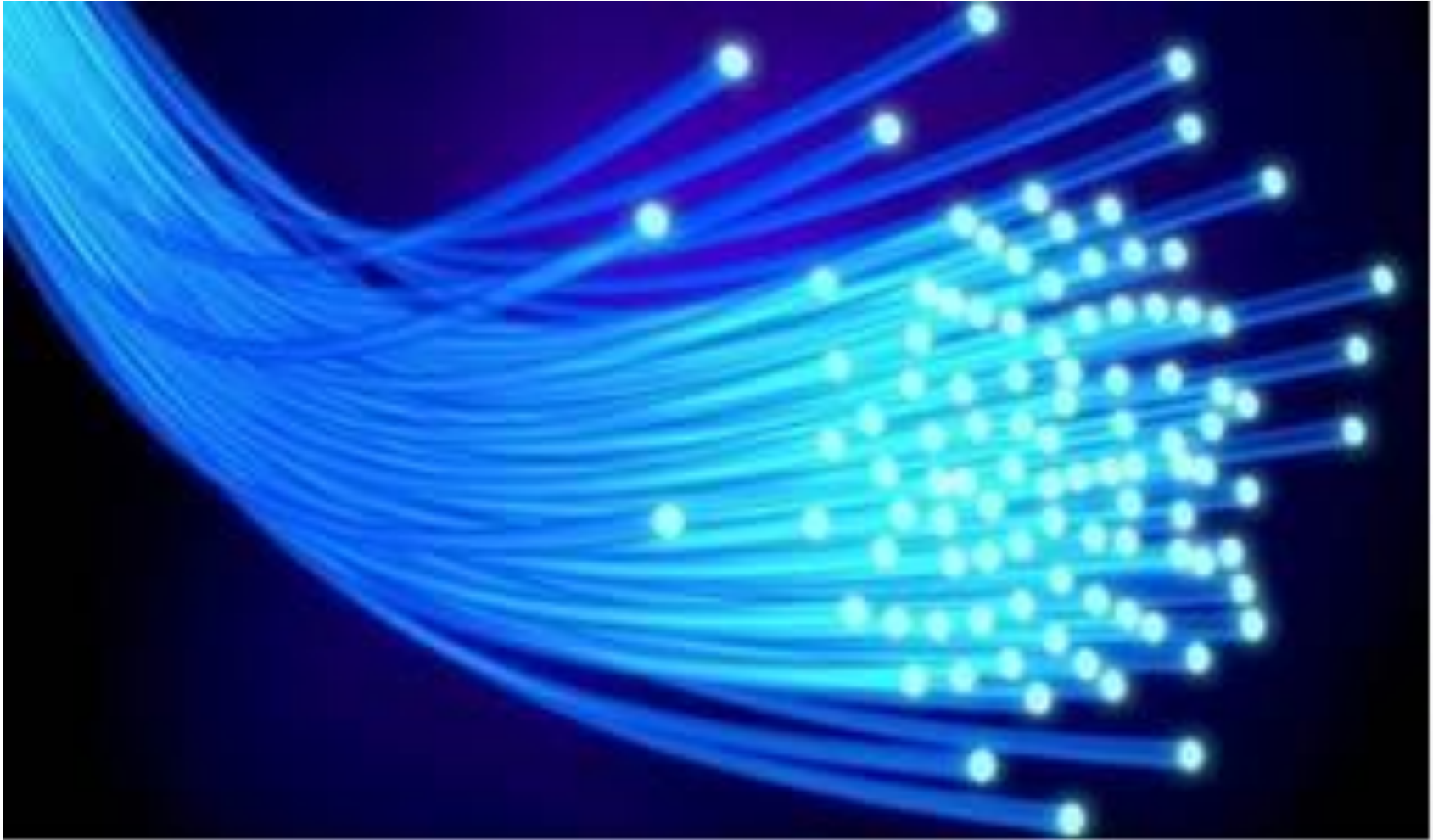
Distributed Generation



Access to Capital



Fiber to the Home (FTTH)



State Hospital



Employees



City of Norwich



Connecticut

September 9th 2016

Norwich Human Services



PRESENTED BY: LEE-ANN GOMES

Norwich Human Services



Youth and Family Services
Rose City Senior Center
Recreation Department
Adult and Family Services



Common Mission



- All divisions work together to improve the quality of life in Norwich
- Services for all people and all income levels
- Community Level Programming
- Individual Level Services
- Important that the City take the lead in developing services for its residents
- Support to other departments...Police, fire, Community Development, Emergency Management, Building Department, schools,



Rose City Senior Center

Mission:

- To offer recreational, educational, social, health, and human service programs, which are designed to foster independence and community involvement, for people age 55+.

Departmental Goals:

- Protect and/or enhance the lives of Norwich's seniors.
- Maintain strong community relations through candid communication, professional service, and the implementation of community outreach programs and partnerships
- Increase efficiencies by working collaboratively with other departments, agencies, boards and commissions as well as outside agencies

Rose City Senior Center

STRENGTHS	WEAKNESSES
well trained staff	lack of support staff
great facility-recent updates	loss of staffing
great programming	limited funding in part-time account
Preventive Health Clinic	space constraints at times for larger programs
comprehensive transportation program	
fundraising/donations	
FT Outreach Administrator with significant Medicare knowledge	
OPPORTUNITIES	THREATS
fundraising	Continued cuts with increasing population and need for more services and programs
expansion of service to 55-65 year old crowd with additional staffing	expanding senior population/lack of resources (i.e. TVCCA MOW)
opportunity to diversify racially/culturally	increasing enrollment in programs
opportunity to collaborate more with other divisions	increase in homebound seniors
opportunity to expand use of facility to community	staff concerned about consolidation of department and changes

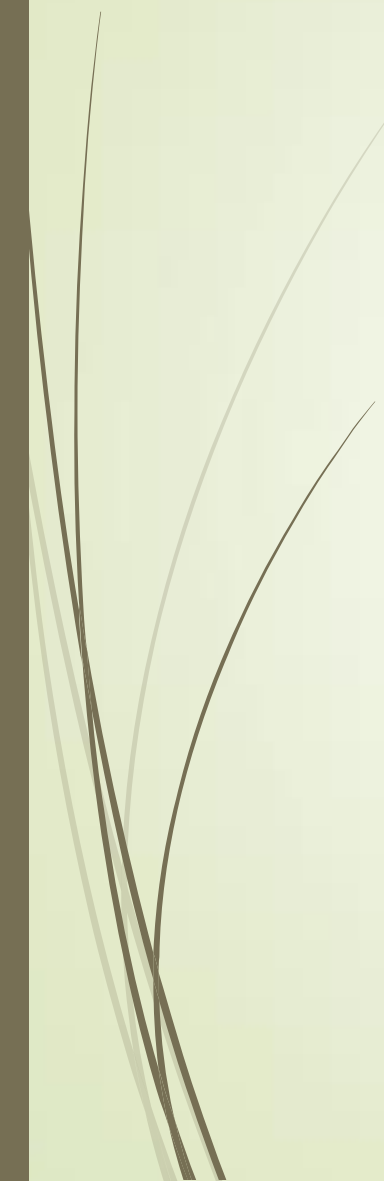


Youth and Family Services

Mission:

- To promote the social and emotional health of our youth, create opportunities for them to maximize their potential and become balanced and functioning citizens in their community and to educate and engage the community on important issues impacting youth and families and children

Department Goals:

- Protect and/or enhance the lives of Norwich's youth and their families.
 - Maintain strong community relations through candid communication, professional service, and the implementation of community outreach programs and partnerships.
 - Increase efficiencies by working collaboratively with other departments, agencies, boards and commissions as well as outside agencies.
 - Train personnel to the highest standards while holding them accountable to those standards
- 

Youth and Family Services

STRENGTHS

clear mission...advocacy for children and families

longevity/well regarded in the community

local, regional and state partners

variety and quality of programing

well trained seasoned/licensed staff

year round youth employment

services/training

strong partners with Norwich schools

WEAKNESSES

minimal staffing prohibits growth

funding insecurity

Advisory Board attendance

lack of family center

OPPORTUNITIES

potential for growth

expanded use of grants

greater need in the community for services

expand collaboration within the city and region

educate the public and decision makers regarding our services

expanding services. i.e. mentoring, truancy prevention, substance abuse prevention, suicide prevention.

THREATS

further funding cuts at local and state level

Greater competition for grant funds

distressed community

erroneous beliefs regarding duplication of services

erroneous beliefs regarding our client population

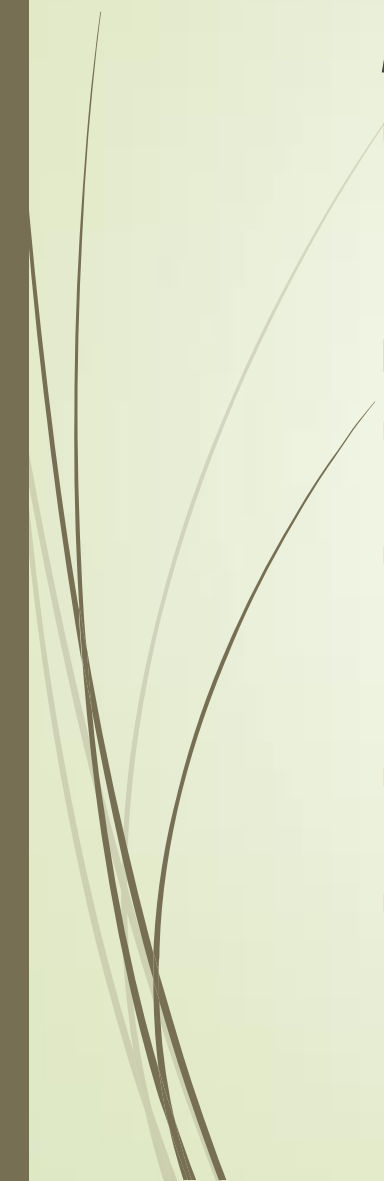


Adult and Family Services

Mission:

- To provide immediate assistance to residents in crisis and to develop and provide services that help people in the Norwich community to become self-reliant and reach their maximum potential

Departmental Goals:

- To protect and/or enhance the lives of Norwich residents by aiding them in attaining self-sufficiency
 - Maintain strong community relations through candid communication, professional service, and the implementation of community outreach programs and partnerships.
 - Train personnel to the highest standards while holding them accountable to those standards
 - Increase efficiencies by working collaboratively with other departments, agencies, boards and commissions as well as outside agencies that focus on increasing personal self-sufficiency
- 

Adult and Family Services

STRENGTHS	WEAKNESSES
well respected	loss of staff over years
considered a leader in the field of human services	lack of support staff
focused on policies that benefit Norwich	funding insecurity
employment and training program	distressed municipality with high poverty
leader in homelessness issues	
well trained staff	
OPPORTUNITIES	THREATS
collaboration	further funding cuts at local and state level
facility consolidation	reduction of effectiveness
opportunity to seek out more grants	increased needs with decreased tax base
expand collaboration within the city and region	misconceptions about who we serve



Recreation Department

Mission:

- To provide recreational opportunities and facilities that will promote health and fitness and enrich the quality of life of Norwich residents

Departmental Goals:

- Promote the health and well being of Norwich residents through organized and structured activities
- Maintain strong relationships through the implementation of community outreach programs and partnerships
- Increase efficiencies
- Reduce costs through an asset management plan that focuses on maintenance measures and energy efficiency initiatives
- Train personnel to the highest standards

Recreation Department

STRENGTHS	WEAKNESSES
dedicated/knowledgeable staff	staff reductions (support staff and Director positions)
excellent programming and recreation opportunities	reduction in ability to generate revenue
excellent facilities	capitol improvements of facilities
In house maintenance division	infrastructure (online billing)
OPPORTUNITIES	THREATS
To re-think positions/staffing needed	
improve infrastructure	continued funding/staff cuts
improve facilities	perception program is declining
generate additional revenue	
coordinate with other divisions	
Community Center	
opportunity to collaborate with RCSC re; 55-65 yr. olds	

Overall Department Commonalities

STRENGTHS

tenured/knowledgeable staff
clear missions
excellent programming
Well respected locally and throughout the state
Represent the City on local/state committees to learn best practices

OPPORTUNITIES

collaboration/integration of services
resource sharing
space consolidation/facilities
revenue generation
grant opportunities
expanded evening programming
Community Center

WEAKNESSES

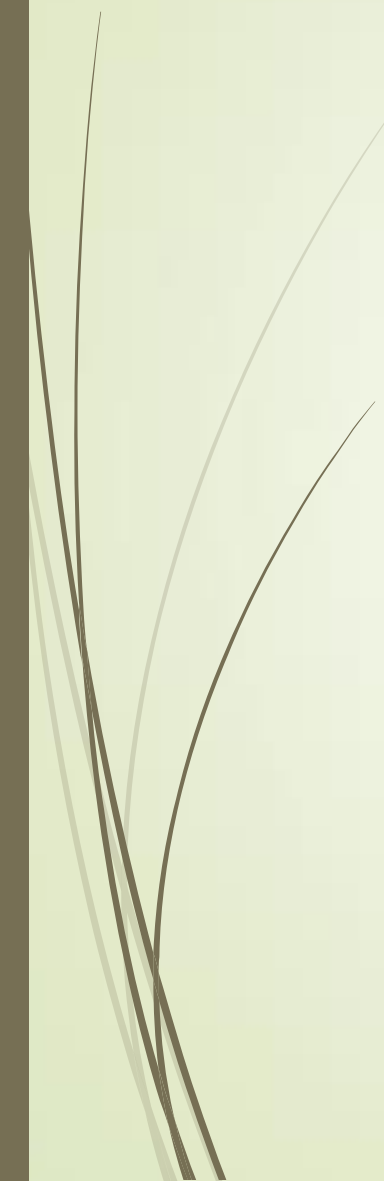
staffing cuts prohibits growth/maintenance of services
lack of support staff
automation abilities

THREATS

continued funding cuts
regression of services
lack of understanding/support
misconceptions about public served population income/needs



Our Goals

- Increased understanding of the importance of and need for human services and recreation opportunities in our community
 - Community/Family Center
 - Support staff
 - Grant writer
 - Web-Master
- 

City of Norwich



Connecticut

Norwich Public Works



PRESENTED BY: RYAN THOMPSON

Norwich Public Works Road Map

A Strategic Plan for Norwich Public
Works Operations

Background

- Currently Public Works is...
 - Public service oriented
 - Responsive to public requests
 - Operating on outdated policies
 - Not consistently utilizing modern processes / practices
 - Staffed with very talented people with many capabilities

Strengths

- Grant Procurement
- Site Plan Design
- Sidewalk Design
- Construction Oversight
- Tree Removal
- Debris Removal
- Catch Basin Repair
- Culvert Replacement
- Snow Removal
- Operate Transfer Station
- Oversee Trash & Recycling
- Infrastructure Inspection
- Building Maintenance
- Sign Shop
- Paving & Line Marking
- Masonry Work
- Landscaping
- Lawn Care
- Mechanical Repair
- Auto Body Work
- Vehicle Procurement
- Street, Parking lot, Parking Garage maintenance

Weaknesses

- Budgetary constraints versus volume of facilities and roads requiring maintenance
 - Maintaining approximately 5% of roads each year
 - Excessive number of buildings owned by city
- Outdated / obsolete business practices / policies / equipment
- No formalized training program

Opportunities

- Proactive / routine schedules for building and street maintenance
- Project Management Approach to Engineering Projects
- Modernization of business practices and equipment
- Optimization techniques on paving program

Threats

- Weather events
- NPU salaries (attract and maintain skilled workforce)
- Aging infrastructure
- Building acquisitions through foreclosures and deeds in lieu of foreclosure

Road Map Concept

- The Road Map concept is the strategic plan to improve the operations of the Department
 - Consists of five (5) way points (focus areas)
 - Designed to be the basis of decision making
 - Serves as an easy to discuss guide for the vision of the Department
 - Is modifiable and scalable as situation dictates

Road Map – Way Points

- Comprehensive Safety Program
- Competency Enhancement Training
- Departmental Modernization
- Aggressive Infrastructure Program
- Integrally Aligned Priorities

Comprehensive Safety Program

- **Intent:** The Department will implement a formal, OSHA compliant, comprehensive safety program based on accepted industry standards and best practices.
- **Key Tasks**
 - Develop and disseminate coherent safety policies
 - Clearly define achievable and measurable safety performance metrics for each division
 - Build and execute an internal inspection program
 - Aggressively correct identified deficiencies
 - Provide training, resources, and tools to meet the standards
- **Desired Outcome:** The Department will execute a comprehensive safety program, based on industry standards, which results in greater productivity and opportunity for Department employees with reduced risk of injury and lost time.

Competency Enhancement Training

- **Intent:** The Department will implement a skills based internal training program designed to prepare the workforce to demonstrate competence and potential for advancement to the next level, which will become the basis for future advancement selections.
- **Key Tasks**
 - Develop key competencies list for each position within every division
 - Identify, examine, and validate competent employees to serve as trainers
 - Formalize training objectives and evaluation metrics for each competency list
 - Provide time, resources, and location for training to occur
 - Review and revise the training program after each iteration
- **Desired Outcome:** The Department will have a pool of internal applicants who have documented demonstrated competence on tasks expected by employees at the next higher paygrade for use in selection of promotions into future vacancies.

Departmental Modernization

- **Intent:** The Department will operate in a manner consistent with modern day best practices in its execution of its chartered mission, utilizing technology, project management techniques, and business processes with demonstrated success in other jurisdictions.
- **Key Tasks**
 - Upgrade software packages
 - Implement a work order request system
 - Identify and implement technologies that enhance public safety
 - Establish scheduled services, reducing the reactive nature of some services
- **Desired Outcome:** The Department will operate more efficiently, executing tasks in accordance with a logical pattern, using current industry accepted technologies.

Public Safety Improvements as part of the Modernization Waypoint

- Inventory, prioritize, and implement ADA upgrades throughout the city, focusing on high pedestrian traffic areas such as downtown.
 - Add signs
 - Refresh paint markings
 - Install new curb ramps
- Replace faded, rusted, or damaged traffic signs
- Relocate obscured traffic signs
- Install pedestrian safety sensors at parking garages where vehicle / pedestrian collisions are likely to occur
- Add pedestrian crossing signs in more areas throughout the city
- Identify areas with poor lighting / illumination and upgrade
- Targeted ad campaign to ensure residents know about bulky waste pick up and other city services to help keep sidewalks free from obstruction

Aggressive Infrastructure Program

- **Intent:** The Department will aggressively maintain and seek out funding sources for infrastructure expansion in the form of street paving, street maintenance, and sidewalk construction.
- **Key Tasks**
 - Develop a complete streets program policy
 - Actively seek and apply for grant funding for infrastructure improvements
 - Develop a pavement priority list and execute projects over a five year plan
- **Desired Outcome:** The Department will make positive strives to achieve a ten year street maintenance cycle and expansion of publicly available sidewalks.

Integrally Aligned Priorities

- **Intent:** The Department will use city resources to ensure city critical functions able to remain in operation, while also ensuring the residents can utilize those resources, based on a prioritized list rooted in citywide goals
- **Key Tasks**
 - Develop or validate existing priority lists for
 - Snow Removal Routes
 - Facility Snow Removal (PD, FD, City Hall, etc)
 - Develop priority of resource allocation for routine tasks
 - Building Maintenance (scheduled inspections / maintenance)
 - Fleet Maintenance
 - Street Cleaning
 - Debris Removal
- **Desired Outcome:** The Public Works staff and resources are utilized efficiently and strategically to ensure critical functions are performed in a coherent order of precedent.

City of Norwich



Connecticut

September 9th 2016

Norwich Police Department



PRESENTED BY: CHIEF PATRICK DALEY



Norwich Police Department Presentation

City Council Goal Setting Meeting
September 9, 2016



Norwich Police Overview

- Current Staffing Is 90 sworn officers
- 8 E911 Dispatchers
- 5 Support staff
- 2 Animal Control Officers
- 105 total employees





Norwich Police Overview

Sworn Officers compromise

- ▶ Patrol Division (Days, Evenings and Midnights)
 - ▶ Detectives (Narcotics, Criminal Investigations, Juvenile)
 - ▶ Support Services(Records, Training, and Court Liaison)
 - ▶ Administration
-





NPD SWOT Assessment Process

- ▶ NPD Command Staff were involved
- ▶ Captain
- ▶ Three of the four Lieutenants
- ▶ Done as a management/strategic planning exercise
- ▶ Looking to “take the temperature of the organization”



Norwich Police Presentation

STRENGTHS



NPD Strengths

- ▶ Quality of personnel
- ▶ Community Policing Philosophy
- ▶ Community Relations
- ▶ Communication
- ▶ Reputation of the Organization





NPD Strengths-Drilldown

Quality of Personnel

- Department has undergone large turnover in the past 5 years
- Majority of Department is young and highly motivated to “do the right thing”
- Great problem solving skills
- Highly adaptive





NPD Strengths-Drilldown

Community Policing Philosophy

- In addition to the formalized Community Policing Unit (CPU) all officers are taught to take ownership of their assigned beats and connect with the citizens they serve
- This had led to a better understand of the issues facing our community and empowers officers to discover problem solving solutions
- Because of the Community Policing Philosophy the agency has undergone an organizational transformation





NPD Strengths-Drilldown

Community Relations

- Excellent relations with Norwich Branch NAACP created by Chief Abele and fostered by Chief Fusaro
- Excellent relations with the business community fostered by our involvement with the GNACC, NCDC and the Mayor's walks
- Strong relations with our active Neighborhood Watch associations





NPD Strengths-Drilldown

Communication

- NPD officers serve on many community and youth related boards to foster cooperation and mutual understanding
- Frequent forums with community groups to discuss “hot button” issues
- Effective communication relates directly to effective collaborations





NPD Strengths-Drilldown

Organizational Reputation

- Looked to as a “destination PD”
- Held in high regard by area Police Departments
- Work product and work ethic greatly appreciated by the State’s Attorney's office



Norwich Police Presentation

Weaknesses



NPD Weaknesses

- ▶ Radio System
- ▶ Technology and Sustainment
- ▶ Facility
- ▶ Efficiencies





NPD Weaknesses-Drilldown

Radio System

- Literally the “Officer’s Lifeline”
- Original design dates back to the 1950’s
- System should have been replaced in the 1980’s and upgraded in the 1990’s
- Chief Abele attempted to go to a modern 700/800 radio system in the late 90’s and Chief Fusaro continued the efforts
- The equipment available today is no longer Public Safety grade, rather industrial grade





NPD Weaknesses-Drilldown

Technology and Sustainment

- Modern police departments are heavily reliant on technology to gain efficiencies and improve job performance
- NPD lacks fulltime IT support that is needed for a 24/7/365 agency
- NPD struggles to maintain current capabilities let alone advance
- MDT example





NPD Weaknesses-Drilldown

Facility

- The issues identified in the 2012 bond referendum and subsequent Citizen's Police Station Committee review still exist
- Building age is leading to increased age related issues
- Building designed without technology in mind
- Workflow of building is poor
- Jail construction style is dated





NPD Weaknesses-Drilldown

Efficiencies

- Information sharing is difficult
- Data-mining capability is lacking
- Equipment age is limiting efficiencies
- Reluctance to add civilian staff to perform tasks currently being done by officers



Norwich Police Presentation

Opportunities



NPD Opportunities

- ▶ Regionalization
- ▶ Innovative Programs
- ▶ Accreditation
- ▶ The “Springfield” model
- ▶ President’s Task Force Report on 21st Century Policing





NPD Opportunities-Drilldown

Regionalization

- Expanding of NPD services can lead to potential funding sources to lessen the burden on Norwich Taxpayers
- Marine Unit example
- Communication grants are easier if the project is regional
- Dispatch services





NPD Opportunities-Drilldown

Innovative Programs

- Programs such as Fair and Impartial Policing, De-escalation and Procedural Justice are cutting edge programs
- NPD already has FIP instructors and De-escalation instructor training coming in the near future
- Potential revenue source
- Maintains Organizational Reputation while providing what society is asking for from modern police agencies





NPD Opportunities-Drilldown

Accreditation

- Forces agency to be introspective as to its policies and practices
- Sets schedules for policy review and updates
- Insures agency is up to date with current “industry” standards and practices
- Potential for decreased liability exposure





NPD Opportunities-Drilldown

The Springfield Model

- Springfield MA PD uses the same Records Management System, Computer Aided Dispatch System, Scheduling Software and Vehicles as the NPD
- City is economically similar to Norwich
- Springfield technology plan for their Police Department could easily replicated in Norwich
- Less trial and error, less expense, quicker results and successes





NPD Opportunities-Drilldown

President's Task Force on 21st Century Policing Report

- Done in response to the events in Ferguson
- Task Force made up of Law Enforcement, academics and civil rights groups(NAACP,ACLU, Black Lives Matter)
- Six Pillars of a modern agency(Trust/Legitimacy, Policy, Technology, Community Policing, Training, Wellness/Safety)
- 59 Individual recommendations



Norwich Police Presentation

Threats



NPD Threats

- ▶ Financial
- ▶ Current climate in Society
- ▶ Workforce
- ▶ Legislative Changes





NPD Threats-Drilldown

Financial

- Limited budgets will cause the failure to properly train and staff the department as needed to perform the delivery of police services currently being rendered
- Staffing/replacement cuts could hinder regionalization efforts
- Costs of Policing in the 21st Century continue to rise





NPD Threats-Drilldown

Current Climate in Society

- Mistrust in the Police is growing
- Media plays up negative events leading to an erosion of public confidence
- The issues involving race relations and the role of the police has not been rectified
- Increasing violence v. Militarization concerns





NPD Threats-Drilldown

Workforce

- Private industry is beginning to hire, so police jobs are not so attractive
- Marginal candidates are not the answer
- Anti-police sentiment
- Targeted police killings not good for recruitment





NPD Threats-Drilldown

Legislative Changes

- Juvenile age
- Mental Health issues-mandated police involvement
- State OPM Taser and Traffic stop reports
- Cuts across the state have led to more non-traditional roles falling to the police



Norwich Police Presentation

Goals



NPD Goals

- ▶ Short Range-Within this fiscal year
- ▶ Mid Range-Within the next two fiscal years
- ▶ Long Range-Within the next four fiscal years





NPD Goals-Short Range

- ▶ Start and complete Radio System Study and move forward on procurement path
- ▶ Complete Department wide De-escalation Training
- ▶ Successfully complete negotiations with Preston for Police Services





NPD Goals-Mid Range

- ▶ Stabilize Budget Picture
- ▶ Obtain State of Connecticut Tier I Accreditation
- ▶ Begin to implement the 21st Century Policing Report recommendations





NPD Goals- Long Range

- ▶ New Facility
- ▶ Full Implementation of the “Springfield Model” technology plan with fulltime IT support
- ▶ Regionalize Radio system



Questions??????



Dedicated Service Since 1865



City of Norwich



Connecticut

September 9th 2016

Norwich Fire Department CCD



BY: CHIEF KENNETH SCANDARIATO

Norwich Fire and Emergency Services



SETTING GOALS FOR TOMMORROW'S FIRE SERVICE DEMANDS

Kenneth J. Scandariato EFO CFEI
Norwich Fire Chief

September 2016



- The Charter provides rights of Council to: “provide , organize, maintain and regulate a fire department, provide the necessary apparatus for extinguishing fires and do all other things necessary or desirable to protect the city from fire” (Ch III, part 11); and, Ch X Sec 8, Protection of outlying areas. Ultimately the Council has the controlling authority to regulate its fire forces in all matters of fire protection.

CHARTER AUTHORITIES

COUNCIL'S CHALLENGE TO DEFINING FUTURE GOALS



- ▶ Rights and authorities are of differing opinions between groups.
- ▶ There is relatively little accountability and oversight of the operational and administrative component of the fire departments.
- ▶ Polarized opinions have created an impasse negating the possibility of substantive change.



COUNCIL EXPECTATIONS

- ▶ What does the Council Expect of its Fire Services?
 - ▶ Work safely
 - ▶ Provide for public protection of life and property
 - ▶ Work cohesively and in a cost effective and unified manner

OBSTACLES TO SUBSTANTIVE CHANGE

- ▶ Fear of elimination
- ▶ Fear of take-over
- ▶ Political Influence
- ▶ Uncontrolled Rumor and Rhetoric
- ▶ Toxic Influences
- ▶ Perceived Threats v Reality
- ▶ An Autonomous System setting its own performance standard(s)



FIRE SERVICES SWOT ANALYSIS



► Strengths

- Good Resource Pool of equipment and apparatus
- Awareness of district target hazards
- Strong Communications Infrastructure

FIRE SERVICES SWOT ANALYSIS



- ▶ Weaknesses
 - ▶ Transient/Insufficient Staffing
 - ▶ Differing Operational Policies
 - ▶ Differing Training Policies
 - ▶ Differing Operation Guidelines
 - ▶ Differing Concept of Authorities

FIRE SERVICES SWOT ANALYSIS



- ▶ Opportunities
 - ▶ Unified training
 - ▶ Use of Automatic Aid to support larger target hazards and Greater Alarm incidents capable
 - ▶ Unified Command in practice and procedure capable
 - ▶ Increased efficiencies in financial planning and expenditures

FIRE SERVICES SWOT ANALYSIS




- ▶ Threats
 - ▶ Lack of Performance Targets
 - ▶ Lack of Operational Oversight
 - ▶ Territorial Mindsets
 - ▶ Differing Operational Philosophy
 - ▶ Staunch Resistance to Change

WHAT ARE THE REAL DIFFERENCES

Career

- ▶ Assembled Staffing
- ▶ Operate under One Standard
- ▶ Typical full response time 3-5 min
- ▶ 24 hour consistency
- ▶ All personnel trained to same standard
- ▶ Consistent Command Structure

Volunteer

- ▶ Must develop staff
 - ▶ Operate Under 5 different Standards
 - ▶ Typical response time 1st apparatus 6-7 minutes
 - ▶ Varying staffing Time/Day dependent
 - ▶ Varied Training Standards
 - ▶ Varied Command Structure
- 
- A series of white diagonal lines of varying lengths and thicknesses, located in the bottom right corner of the slide, extending from the bottom edge towards the top right.

COLLABORATIVE OPPORTUNITIES

Operational

Deploy Automatic Aid to target hazards and critical types of incidents

Operate under one command umbrella

Share one set of SOG's

Financial

Review full cadre of equipment

Develop one single equipment standard where applicable

Consolidate professional services costs

Consolidate Purchases

Training

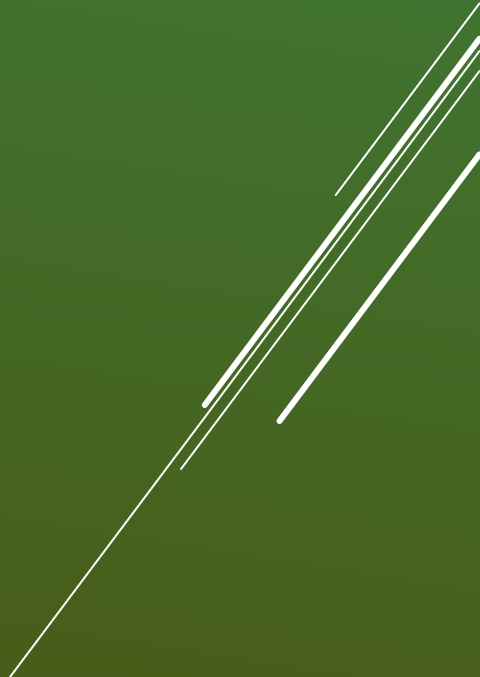
Develop one training standard with single source oversight

Reclassify staff capabilities citywide

Accommodate training for Volunteer availability

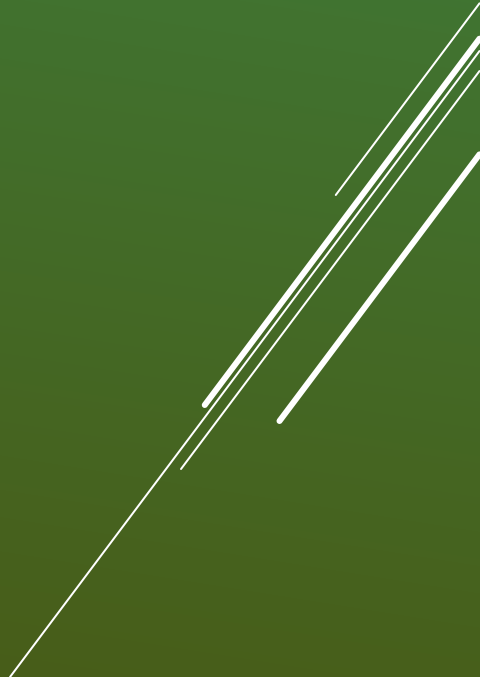
COUNCIL SWOT RELATIVE TO THE FIRE SERVICES

▶ Strengths

- ▶ Authority to influence change
 - ▶ Financial Controls
 - ▶ Authority to set standards through governing actions
 - ▶ Authority to mandate compliance
 - ▶ Authority to hold staffing accountable to rules
- 
- A series of white diagonal lines of varying lengths and thicknesses, located in the bottom right corner of the slide, creating a modern, abstract graphic element.

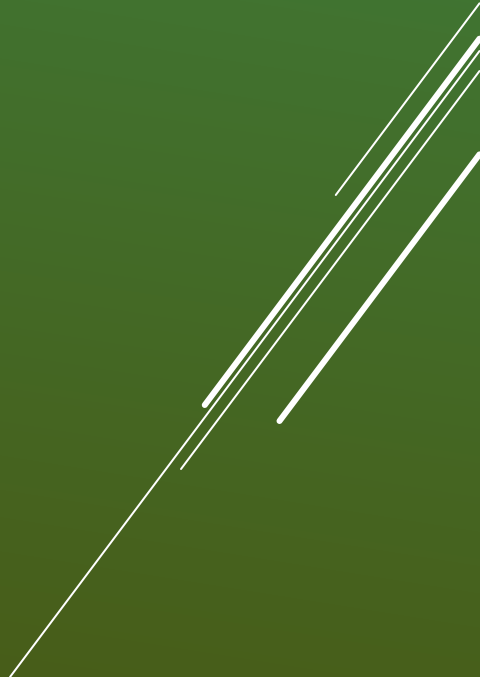
COUNCIL SWOT

► Weaknesses

- Lack of familiarity with Fire Service
 - 2 Year terms
 - Special Interest Influences
 - Must choose between competing influences
- 

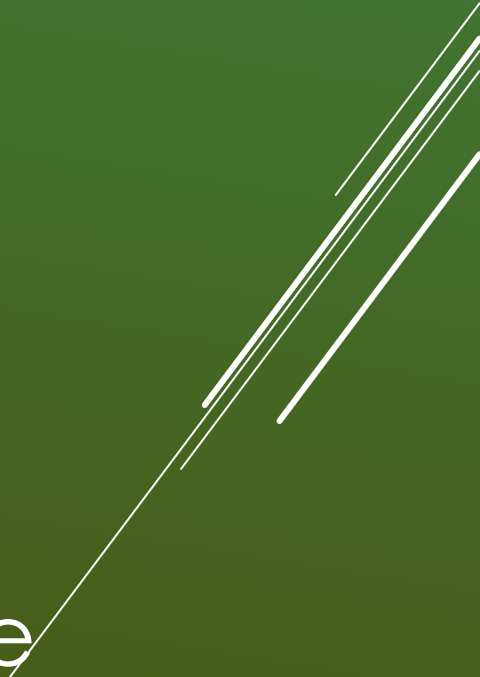
COUNCIL SWOT

► Opportunities

- Define citywide performance standards
 - Define standards of conduct
 - Control how assets will be used
 - Rely on the vetted experts for guidance
- 


COUNCIL SWOT

► Threats

- Maintaining the status quo due to push back
 - Placating special interests
 - Ignoring the complaints
 - Accepting the “Broken Window”
 - Believing the rhetoric is true
- 

COUNCIL ACTION

► Potential Goals

- Establish a uniform response standard
 - Establish a financial plan for Capitol expenses
 - Eliminate the need for Fire departments to compete for funding
 - Establish a management plan that can be sustained over multiple election cycles
- 

City of Norwich



Connecticut

September 9th 2016

Planning & Community Development



PRESENTED BY: GARY EVANS

The background features abstract, overlapping green geometric shapes, primarily triangles and polygons, in various shades of green, creating a modern and dynamic visual effect.

PLANNING AND COMMUNITY DEVELOPMENT

PURPOSE

Provide plan review to ensure conformance with federal, state and local ordinances, plans and regulations

Residential, industrial and/or commercial construction, permitting and property maintenance review to ensure compliance with international, federal, state and local ordinances, plans and regulations

Purpose Cont...

The department seeks to make investments based on the Five-Year Consolidated Plan as categorized below:

Provide Decent Affordable Housing

Programs that increase homeownership opportunities as well as promote code improvement and energy efficient housing

Create a Suitable Living Environment

Activities addressing quality of life issues that encourage collaboration and foster a sense of community on a city-wide scale

Expand Economic Opportunities for Low-to-Moderate Income Residents

Proposals that provide a measurable increase in job creation through business retention/expansion/creation

Proposals that will create an improved skill set and result in direct employment or business creation

POSSIBLE NEW MISSION:

The department contributes to the overall economic and community development of the City of Norwich by implementing zoning laws, encouraging development through fair land use practices, addressing blight issues and creating as well as administering programs that benefit residents.

OUTCOMES

▶ CITY-WIDE LEVEL

- ▶ Strategic Plan, POCD, Comp Plan, 5-Year Consolidated Plan
- ▶ Measure Needs of Businesses and Residents

▶ DEPARTMENT LEVEL

- ▶ Ties to City-Wide
- ▶ Focuses on Operations and Efficiency

Workload

- ▶ Code Enforcement (Planning/Zoning/Housing)
 - ▶ 1800 Permits w/5500+ inspections (4 People)
 - ▶ 1100+ Complaints/1200+ Violations, annualized (2 People)
 - ▶ Blight Enforcement
- ▶ CDBG (3 People)
 - ▶ Allocation/Monitoring/TA
 - ▶ Property Rehabilitation/Lead (30 units/year)
 - ▶ Job Creation Incentives
 - ▶ Homeownership
 - ▶ Demolition
- ▶ 4 Brownfield Grants (1.5 People)
- ▶ Subcommittee Work (DBC, RDA, Harbor, Ad Hoc)

Strengths

- ▶ Working Relationships
- ▶ Contractor Relationships
- ▶ Responsive to Permitted Projects
- ▶ Knowledge of Codes

Weaknesses

- ▶ Change
- ▶ Technology
- ▶ Communication Style
- ▶ Staff Coverage
- ▶ Knowledge - Application/Ownership
- ▶ Process and Flow
- ▶ Job Descriptions

Opportunities

Technology

Ability to measure outputs/outcomes (Data)

Blending of Staff Experience/Knowledge/Resources

Increased Coverage

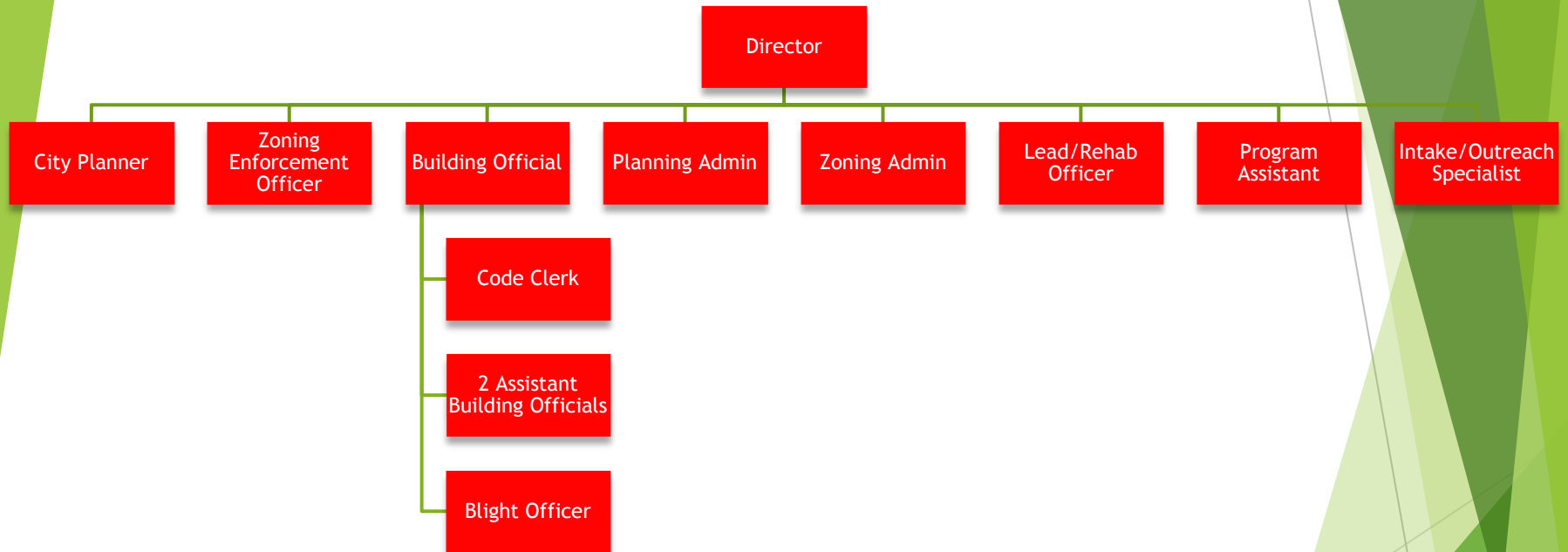
One-stop Shopping

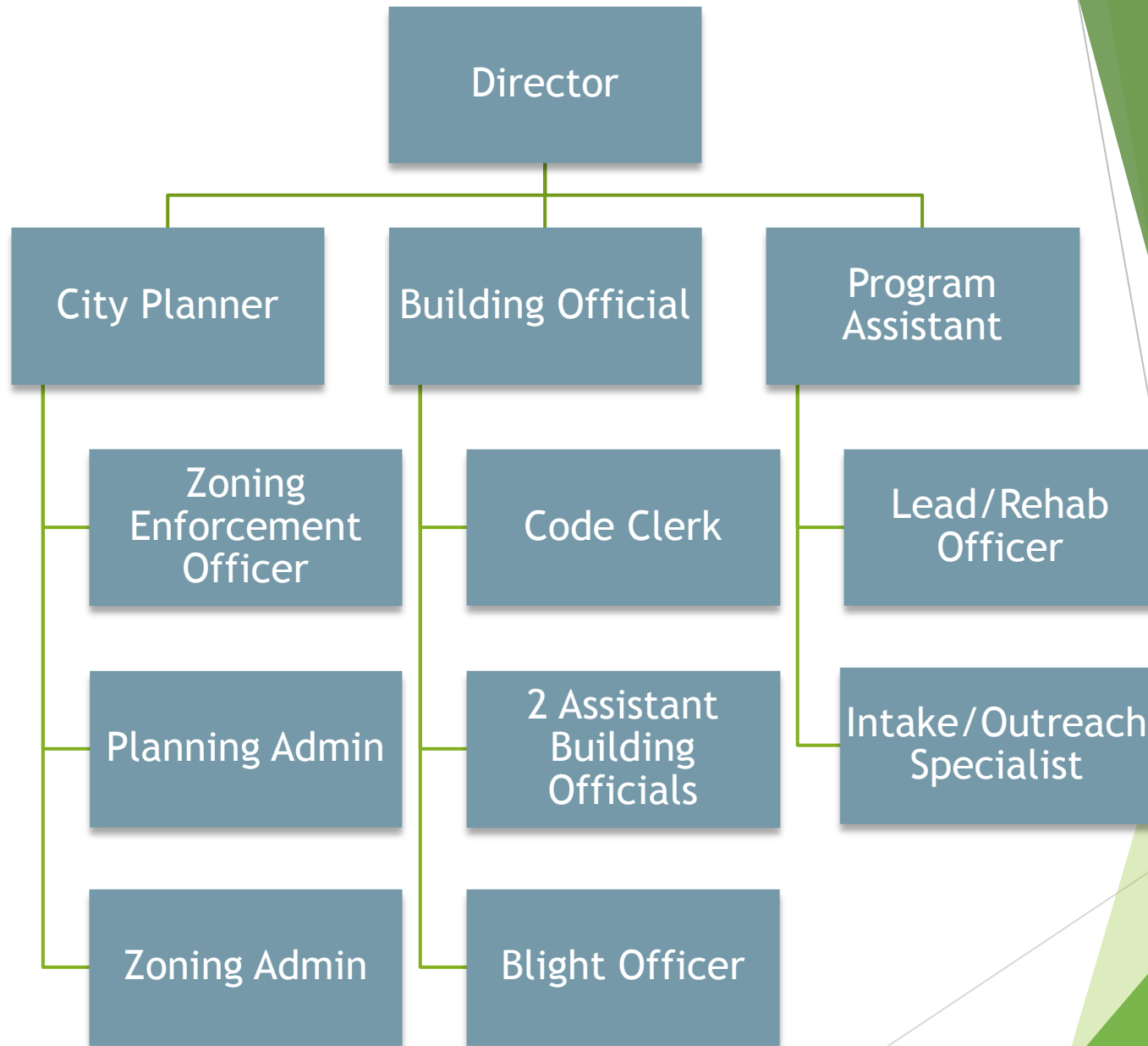
Threats

- ▶ Internal Culture
 - ▶ Value
 - ▶ Fairness/Consistency
- ▶ Loss of Staffing
 - ▶ Retirements
 - ▶ Attrition
 - ▶ Capacity

Evaluation of the SWOT

Evaluation of SWOT





Create a Bench

- ▶ Training and Performance Programming
- ▶ Expectations and Recognition

Increase Efficiency

- ▶ Implement Technology
- ▶ Policies and Procedures
- ▶ Update Job Descriptions (reduce duplication)

Recommended Next Steps

Short-Term

1. Policies and Procedures
2. Benchmark Skill/Knowledge
3. Implement Citizen Portal - Wagsys
4. Institute Customer Service Rating System
5. Training Pathway

Mid-Term

1. Update Job Descriptions
2. Measure Increase Applicability of Knowledge
3. Address Procedural Changes from CSRS
4. Training Pathway

Long-Term

1. Fully Implement Wagsys and GIS (Multi-Departmental)
2. On-going Evaluation of Expectations

Anticipated Outcomes

- ▶ Streamlined Process (#/% change in time to complete tasks)
- ▶ Improved Customer Service ratings (#/% improvement)
- ▶ Increased Employee Retention and/or Satisfaction(#/% retained)

City of Norwich



Connecticut

September 9th 2016

Norwich Community Development Corporation



PRESENTED BY: BOB MILLS

Economic Development

A Perspective

Norwich City Council
September 9, 2016

Presented by Bob Mills

One Economic Developer's View

- How a Community Develops (5 Basics)
- The Economy Today (10 Elements)
- Norwich Today (6 Factors)
- What We Are Doing Well (At Least 8!)
- What's Working Against Us
- Moving Forward

How a Community “Develops”

1. Community Plans and Sets Stage
2. Private Sector Brings Value
3. Timeline is 20-30 Years Drip, Drip, Drip
4. Develop Solutions With Community
5. Invest - Reinvest - Repeat

The Economy Today

“Unrefined” Generalizations 1/2

1. “Past Performance is Not Indicative of Future Results”
2. The 40/60, 60/40, 25/75, 80/20 Rule
3. BIG Business is small Business
4. Fastest to Attract Talent Wins
5. Merger of Equals Usually Means Trouble
6. It’s a Social Media World Out There

The Economy Today

“Unrefined” Generalizations 2/2

7. Location **and** Education **and** Infrastructure
8. Human & Venture Capital
9. Innovation ***IS*** Manufacturing
10. Create Mash-Up Opportunities
11. Gaps are Deal Killers
12. Multiplier Effect When \$1 Creates \$1.5 – \$4

Norwich Today

1. Location & “Bones” – Good
2. Management Structure – Good
3. NPU Relationship – Superior
4. Bond Rating – Very Good
5. Debt Coverage – Optimal
6. Strategic Investments – Room to Improve

What We Are Doing Well ₁

- Shared Desire for Business Success
- Coordinating Committee (NPU)
- Networked Well Across Region/State
- Respected for ED Approaches
- Full Time ED Focus
- Demand Side Orientation

What We Are Doing Well ₂

- Mayor Visitations
- Improved Social Media Presence

What's Working Against Us

- State & Regional Economy
- Urban Tax Rates & Structure
- Long-Term ED Planning, Commitment & Results
- Education Ratings
- Inventory
- Reputation

Moving Forward

- Maximize Positive Social Media Presence
- Establish & Fund Strategic E.D. Investments
- Near – Mid – Long Term Objectives
- Use All Necessary Tools
- Coordinate Roles Across-Departments
- Schedule & Look For Deliverables

Thank You

City of Norwich



Connecticut

September 9th 2016