

City of Norwich

February 5 & 10, 2022

GOAL SETTING MEETING

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Decision Point LLC

DECISION POINT LLC

Executive Report

City of Norwich

GOAL SETTING MEETING

Session #1
February 5, 2022

Strategic Planning

The *disciplined* act
of collecting
the collective wisdom
and passion
of a group of individuals
who all commit to a plan
that brings into existence
a common vision of
their preferred future

Our Goal Is To Help You Answer
Three Fundamental Questions:

1. Where are we now?
2. Where do we want to go?
3. How do we get there?

STRUCTURE OF THE SESSION

- **Where are we now?**
 - **Describe first then characterize**
 - Description: where you see the city TODAY
 - Characterize: your perception as to whether or not we are capturing “full value” of what Norwich could be

- **Where do we want to go?**
 - End state – “think with the end in mind” - what is your metric of “success”
 - We might consider options like Pandemic response ...
 - Reclaim lost ground? or,
 - Take advantage opportunity to pivot?
 - Continue stalled efforts?
 - Pandemic response or not ... What is your top “what we should really be doing” thought?
 - Thinking creative thoughts – e.g., “A tale of two cities” thinking: Providence (“Water Fire” and Middletown (revitalized Main Street)
 - Eliminate “we can’t” or “we could never do” thinking...begin with the sentence “If we had all the money, all the people, all the resources I would ever need to solve this problem, I would...”

- **How are we going to get there?**
 - S – Strengths
 - O – Opportunities
 - A – Aspiration(s)
 - R – Result(s)

What do we have for resources?
- and -
Which ones are we going to choose to focus on?

Results based on what metrics ... back to the end state are we trying to achieve

Our Approach

| | | |
|----------------------------|--|---|
| Strategic Inquiry | Strengths What are our greatest assets | Opportunities What are the best possible market opportunities |
| Appreciative Intent | Aspirations What is our preferred future | Results What are the measurable results |

The Final Step – Setting Goals and Priorities That We Commit To Do **NOW** !

An agreed target
of opportunity
that is easily and
completely
understood



GOAL = a challenging target that will require NEW behaviors and actions to achieve!
SMART = Specific, Measurable, Action Oriented, Realistic, Time/Resource Constrained

A method to
identify which
opportunity
deserves our
immediate
attention...NOW!



Benefits to be gained from achieving this goal and/or losses to be avoided

Day 1 POTENTIAL SMART GOALS

GOAL = a challenging target that will require NEW behaviors and actions to achieve!

SMART = Specific, Measurable, Action Oriented, Realistic, Time/Resource Constrained

- Within the next 12-18 months... or By December 202__, we will...
 - ... prioritize our work to get as much of the ARPA Round 2 funding as possible to accomplish our Strategic goals
 - ... hire one Grant Writer, and challenge them to submit no less than 1 grant application per month for each of the next 12 months after hire ate.
 - ... identify specific areas with poor lighting and Improve lighting in these downtown areas of the city to improve safety, increase resident and tourist activity in the city, create “walkable space” , and increase our sense of community, i.e. “Walkable Downtown: Marina-Howard Brown-Castle Church-Broadway-City Hall”
 - ... identify, promote and facilitate funding for a cooperative business/government solution that will aggregate ADA accessibility for the downtown buildings that currently are constrained (PN)
 - ... form a community-based group to find ways to celebrate, market and leverage our ethnic diversity as the “Global City Norwich” and plan at least 4 ethnic observances and/or festivals
 - ... work on collaborative projects with businesses and government to create a destination-type development at the waterfront (“the horseshoe”), and create a tourism based “operation” that leverages the casino traffic and brings those people to the City of Norwich and makes them stop here, e.g. our “Water-Fire”, Ferris wheel at Marina, etc.
 - ... use ARPA funding to activate retail space in neighborhoods and/or assist Norwich resident based businesses, e.g. restaurant business (Passport program, GCN working labs, etc.
 - ... work with residents and warehouse building owners in the downtown area to promote and potentially fund (grants and ARPA) redevelopment projects that would create a tourist or resident attraction, e.g. multisport facility, Parkville place, Quincy Market-type attraction, etc.
 - ... take advantage of our unique Utility Company relationship and the improved river water quality as a result of multi-million dollar sewage treatment improvement to make the Downtown a centerpiece of the city, bringing in new businesses into the city, e.g. Preston Riverwalk, BPN, Cannabis , etc.
 - ... remediate blighted facilities, using grants and ARPA as an incentive, or use blight regulations (property acquisition) to enforce blight reduction when necessary
 - ... “Increase the volume” to our Southeastern CT delegation regarding our Bond Commission inputs/needs

NCDC Priorities of Work - 2022

American Rescue Plan – Norwich Revitalization Plan

Application goes live February 11th



Business Park North – BBBRC Grant application due dates:

February 14th (internal), March 14th (Federal)

Cannabis Industry – Cultivation & Retail; Top 10 operators

Licensing commences February 3rd

Cannabis Conversations #2 – February 18th

City of Norwich

GOAL SETTING MEETING

Session #2

February 10, 2022

STRUCTURE OF THE SESSION

Main Focus Of Day Two

- **Where are we now?**
 - Description: where you see the city TODAY
 - Characterize: whether or not we are capturing “full value” of what we could be
- **Where do we want to go?**
 - End state – what is your metric of “success”
 - Pandemic response ...
 - reclaim lost ground? or,
 - advantage opportunity to pivot?
 - Continue stalled efforts?
 - Pandemic response or not ... What is your top “what we should really be doing” thought?
- **How are we going to get there?**
 - S – Strengths
 - O – Opportunities
 - A – Aspiration(s)
 - R – Result(s)

What do we have for resources?
- and -
Which ones are we going to choose to focus on?

Results based on what metrics? ... back to the end state are we trying to achieve

Day 2 POTENTIAL SMART GOALS

Public Safety – Police And Fire Departments

GOAL = a challenging target that will require NEW behaviors and actions to achieve!

SMART = Specific, Measurable, Action Oriented, Realistic, Time/Resource Constrained

- Within the next 12-18 months... or By December 202___, we will...
 - ... utilize ARPA Round 2 funding to update police facility
 - ...provide additional training and equipment used by both Fire and Police Department personnel
 - ... codify that the entire Fire Service is under CM, and under leadership of NFD
 - ... centralize all Police and Fire Department purchasing
 - ... prioritize all equipment expenditures.
 - ...increase diversity recruitment of female officers and fire fighters by at least one additional FTE in both Police and Fire Departments, as well as develop a rigorous leadership training program that will identify and prepare individuals for advancement into leadership roles
 - ... add two additions roles to the Fire Department: (1) a Deputy Fire Marshall, (2) a Code Inspector, both of which are needed to keep up with development demands on the system (preventative)
 - ... identify the best method(s) to promote public safety initiatives to the community, and promote at least one of the City's Public Safety efforts using these methods per month, e.g. promote Youth and adult programs that focus on crime prevention, etc.
 - ... invest in additional technology, e.g. LUCAS CPR system for response, plate readers, fixed-site surveillance cameras
 - ... add a dedicated Community Relations role in the Police Department to improve community outreach which aids in crime prevention
 - ... increase the success of our recruiting process for both Police and Fire Departments by using a more competitive benefit package to attract talent
 - ...increase the number of police officers by at least one per quarter. In order to address increased gun violence and the opioid crisis
 - ... challenge the Human Services Department to find and execute one new method per quarter to increase and improve our use of the Opioid Crisis Task Force in Norwich
 - ...provide all police officers appropriate training on the use of Narcan, and ensure all police officers carry Narcan

Day 2 POTENTIAL SMART GOALS

Public Works Department

GOAL = a challenging target that will require NEW behaviors and actions to achieve!

SMART = Specific, Measurable, Action Oriented, Realistic, Time/Resource Constrained

- Within the next 12-18 months... or By December 202__, we will...
 - ... leverage State/Federal officials to use ARPA/CARES “once in a lifetime” funding to address assist Inherent flood conditions & required infrastructure improvements, e.g. City roads & complaints; Sidewalks and curbing “complete streets” - work for non-vehicular movement
 - ... hire a Public Communications Manager for the Department or for the City as a whole.
 - ... leverage statutes, ARPA to address distressed/abandoned/blighted properties, taking ownership and improving if not addressed by owners within the legal time limits
 - ... leverage State/Federal officials to use ARPA/CARES “once in a lifetime” funding to execute focused projects in a variety of neighborhoods
 - ... identify personnel and equipment needs of the Department , and add funding needed to ensure PW has the essential equipment and staff to execute specific list of projects
 - ... initiate a marketing campaign to “create pride” in our communities and our City, so we can increase community involvement in maintaining the safety and conditions of our City streets and communities.

Day 2 POTENTIAL SMART GOALS

Human Services Department

GOAL = a challenging target that will require NEW behaviors and actions to achieve!

SMART = Specific, Measurable, Action Oriented, Realistic, Time/Resource Constrained

- Within the next 12-18 months... or By December 202__, we will...
 - ... establish and fund (via ARPA) a Community Center either using current City building resources on an “as-needed” project basis (e.g. identify appropriate programming that can be conducted in City schools), or re-purpose other City land or building assets as a more permanent Community Center that would become a Social Service Hub for Seniors, adults, youth, & family
 - HS Director input – would prefer option two rather than use schools since Rec Department would have no ownership over the School-based approach, “asking for space for programs” rather than “managing the space and programs”
 - ... increase funding by \$_____ so that it continues to improve City and School recreation facilities, and sustains our park as an attraction for outdoor recreation
 - ... create at least one new or additional recreational activities per Quarter that leverages our events/programs to address the public communication/public relation needs on citywide matters e.g. language services for residents, employment resource efforts, cultural events and cultural calendar
 - HS Director input - Employment assistance does exist within the available programs; and, partnering with Foundry 66 programming and GCN can expand this effort
 - ... measure and increase opportunities to integrate high-use of technology in every day life with communal and outdoor activities
 - ... hire another senior Director-level manager in order to effectively maintain the level of support
 - ... assess and execute appropriate changes to our internal hiring practices

Where Do We Go From Here?

- Make final choices, prioritizing the list of choices
- Identify the “time line introduction” for each goal – either “within the next 12-18 months” or “By December 202__”
- Make specific plans to achieve them: incremental objectives and goals.
- Establish the specific “who” that will be given each objective and goal
- Ensure your leaders all have the “three-legged stool of managerial success”: Responsibility, Accountability, and Authority to do their jobs
- Check in routinely to make certain that everyone involved in accomplishing the goals has the resources they need to accomplish the goals
- Check to ensure your goals are really achieving your “preferred future you all envision” ...and be prepared to modify your goals to reach that ultimate goal of the Strategic Plan.

Appendix

- Notes taken during each meeting

City of Norwich

GOAL SETTING MEETING

February 5, 2022

- **Where are we now? “as is”**

- **Description: where you see the city TODAY**
- **Characterize: whether or not we are capturing “full value” of what we could be**

POCD is a Vehicle for the diligence required
To assess our current “as is” condition and create
The opportunity to set conditions to fix/work on how
“as is” can be adjusted for “could be”

COLLECTED COLLECTIVE WISDOM (Notes):

WATERFRONT:

- **Quality of water – not attractive**
- **Attraction –**
 - **overgrown ...**
 - **but “as is” we still leverage for events to bring people together (Rock the Docks) (GN)**
 - **“as is” we don’t have a “Sailfest” like event that is a regional draw (DW) ... Rose Arts Festival REDO/Revival? – was a 6-figure loss ... how to fund is a difficult conversation ... it does not bring financial ROI, but intangible ROI. Partnership is a potential answer ... A large scale fund raiser partner?**
- **Development/Lack of -**

DOWNTOWN:

- **Parking – perception and/or behavior mod to meet the realities of our parking situation (SG)**
- **Buildings – landlords not incented, can fix using ARP/NRP/VB (SG) ... currently “as is” we are ADA constrained ... is there a way to aggregate ADA accessibility for the downtown buildings that currently are constrained (PN)**
- **Restaurant – different ethnic backgrounds has led to restaurants providing those cultural connects**
- **Traffic flow – Transportation grant (study/planning grant) is assessing flow/closure possibilities and pedestrian walkway (GN/DR)**
- **Retail – opportunities to place attractive & current & relevant retail (SG)**

- **Where are we now? “as is”**

- **Description: where you see the city TODAY**
- **Characterize: whether or not we are capturing “full value” ... what we could be**

POCD is a Vehicle for the diligence required
To assess our current “as is” condition and create
The opportunity to set conditions to fix/work on how
“as is” can be adjusted for “could be”

COLLECTED COLLECTIVE WISDOM (Notes):

COMMUNITIES

- **Identities – known? Leveraged? Global City Norwich ... ethnic observances & festivals (GN/KB)**
- **Home ownership – quality, stock**
- **33 different languages ... we are a highly diverse community .. “as is” ... how to leverage**
- **Can we put dining opportunities IN THESE NEIGHBORHOODS (DR) ... Working lab might provide incentive for new F&B entrepreneurs to meet this need**

HISTORICAL SETTINGS

- **Usable?**
- **Promotion as an attraction**
- **Old Mill re-utilization**

OTHER ASSETS

- **Mohegan Park**

“Portland leveraged the brownstone quarry” ... what is Norwich’s like asset?

COLLECTED COLLECTIVE WISDOM (Notes) on “The Big Ideas”:

- Meaningful development on “the horseshoe” – destination-type development leveraging the waterfront (Shetucket to Marina to Shipping Street) – enormous resource; mixed-use development that results in >90% occupancy in current vacant building inventory (JD)
- Create a tourism based “operation” that leverages the casino foot traffic and brings those people to the City of Norwich and makes them stop here (e.g. duckboat?) ... ways: beautification, signage, parking (SS)
- Leverage history, Advertise Parks & Rec capacity, PPV on Waterfront, BPN up & running (SG)
- Amenities that not only support transit, but our city residents as well; The elevator pitch – are we a modern city and can we be and advertise; involve our current residents and business owners to make these ideas supported and sustainable; REGIONAL COLLABORATION, Leverage assets around us – Casinos, Ocean Beach (DW)
- Warehouses in the downtown – multisport facility? Or ... Parkville place? Quincy Market? Public input in general to make sure it resonates with our residents needs (GN)
- Be consistent ... focus on opportunities within our reach ... specifically ABCs and standing projects ... reclaim the utility revenues lost over the last decade leveraging our municipal partner NPU (PN)
- Neighborhoods were and still are part of the infrastructure of the city ... leverage these “hamlets” and the pride ... beautification & activation of these areas ... petals on the Rose City ... elevator pitch ... is it useful in this visioning exercise, how? Ferris wheel at Marina - Instagrammable moment! (DR)
- New businesses successful, capture Preston Riverwalk/BPN/Cannabis utility revenues ... make the Downtown a centerpiece ... river water quality (which will come as a result of multi-million dollar sewage treatment improvement – 5 year timeline) (CL)
- Create “play” opportunity for those who “Live and work” here ... leverage grant opportunities (JP)
- A college presence ... the model for the state regarding cannabis industry partnerships and execution, “responsible cannabis” ... BPN (KB)

Common Vision of a Preferred Future

| Impact | City Revitalization | Revenue Generating | Residents |
|--|--|--|--|
| Time Horizon | | | |
| Near Term - Now to End of Year - \$ to \$\$ | <ul style="list-style-type: none"> - Allocation of ARP \$ (NRP/VB) to activate dark retail space or assist in the retention of existing businesses - Restaurant business (Passport program, GCN working labs) - Downtown lighting | | <ul style="list-style-type: none"> - Sense of Community - Allocation of ARP \$ (NRP/VB) to activate retail space in neighborhoods and/or assist Norwich resident based businesses - Elevate Neighborhoods (Beautification & Business) |
| Mid Range - Jan '22 to Dec '24 - \$ to \$\$\$ | <ul style="list-style-type: none"> - Walkable Downtown: Marina-Howard Brown-Castle Church-Broadway-City Hall - Improve technology and accessibility | <ul style="list-style-type: none"> - Allocation of ARP \$ (Large Scale projects) – activate whole buildings and/or incentivize NEW businesses coming to Norwich | <ul style="list-style-type: none"> - Improve technology and accessibility |
| Long Term - Lasting, Sustainable - \$\$\$ to \$\$\$\$ | <ul style="list-style-type: none"> - Incentivize Development, particularly the Marina, but also other assets - Marina as a destination for families | <ul style="list-style-type: none"> - Incentivize Development, particularly the Marina, but also other assets - Marina as a destination for families | <ul style="list-style-type: none"> - The ABCs grow the grand list and result in benefits to the residents from a tax base standpoint |

What are we going to differently in order to achieve?

- Lean into Bond Commission
- Be aggressive with ARP
- Grant writing capacity?
- Willingness to allow for tax abatements
- Collaborative Development approaches to achieve BIG results

COLLECTED COLLECTIVE WISDOM
Additional Ideas To Form Real Goals

Making Norwich a welcoming City, with spaces and businesses that attract regional visitation and provides a feeling of community for residents.

- Making the streets safe
 - Create and enhance park spaces
 - Advantage the waterfront (Shetucket Salvage to Howard Brown to Marina to Shipping Street)
 - Repurpose old mills and factories
 - Remediating Blighted facilities - ARP is the sugar, Blight regulations (property acquisition) are the hammer
 - Community engagement
 - KEY TASK in the immediate sense: ARPA Round 2 prioritization key given all that we want to accomplish with limited time and assets
-
- Public input needed and wanted, there are and will be vehicles put in place to receive
 - Balance the ARPA funding, Round 2.
 - Provide amenities residents want ... being mindful that these projects have to be sustained
 - Incentivize the larger scale projects that can create Grand List & Utility revenue
 - How do we create “walkable space” ... sense of community
 - Grant writing to gain access to OPM ... currently not sufficient
 - “Increase the volume” to our Southeastern CT delegation regarding our Bond Commission inputs/needs
 - Leverage the Roundabout as an asset
 - Assess the “food desert” concern ... recruit/land grocery capacity that reaches the neighborhoods
 - ARPA Round 2 prioritization key given all that we want to accomplish with limited time and assets

City of Norwich

GOAL SETTING MEETING

February 10, 2022

Public Safety

1. Where are we now? Risks to be addressed, Opportunities to seize/improve, (keep in mind, goal is “things we can do NOW” ... near term, 12 months)

2. “What are we doing, that we should not be doing; What are we NOT doing, that we should”

- Effective force; Community relationship is strong; Impacted by COVID (staffing/operations); Growth of female police staffing (+), but facilities not supporting (-); ARPA -> means of addressing? (PN)
- Training & Retention, continued pursuit; facility improvement; council must understand ambulance contract; Fire Department assessment - Level 1 & 2 recommendations - take action, foremost is (1) codify that the entire Fire Service is under CM, and under leadership of NFD, (2) take recommended HR actions, (3) centralize purchasing, (4) prioritize equipment expenditures. (JD)
- Female officers (+), female leadership (-); follow Fire Study recommendations; facilities; equipment (cameras); recruiting efforts (incent) (TB)
- \$\$\$ spent to improve comms gear (+); reinforce all above for do now (SG)
- Community engagement (+); near term: engage with students to motivate public safety service; Q: How can we bring better awareness of all that is good & right in the City’s efforts, in this case, Public Safety efforts; capital expenditures – facilities & equipment (strategically planned) (DW)
- Overtime as it relates to well-being of the force (recruit & staff appropriately); messaging public safety response access/mobility issues to the residents (GN)
- Do not ignore FD study (e.g. uniformity); LUCAS CPR system for response; manpower demands; Noted positive recruiting incentives; invest in tech (e.g. plate readers, fixed-site surveillance cameras) (SS)
- Gun violence – rash of shootings; violent crime/behavior – schools & in the city (SRO program); societal ‘infringements’ affecting QOL (e.g. littering, speeding) (JS)
- Youth programs on preventative side; Adults – typically referrals to addiction services; Must market/communicate the available services at F&YS; Current police department efforts to facilitate healing v. criminalizing (+); Youth are being educated on dangers of Fentanyl (+); rec programs assist the sense of community as a preventative measure, adult services should do same; need consistent messaging across departments (marketing) (TB)

Public Safety – Chief Responses

- Police Chief responses to above & fresh inputs:
 - Communications & Outreach – doing well, but have room to grow on representation of the community, esp. Asian community; Law Enforcement club beginning at NFA this year; ECSU Law enforcement program cooperation; Social Media manager would be helpful ... could do a better job, need a dedicated Community Relations role
 - (3) Behavioral Health & Wellness of the force – need to refine approaches, the need is high
 - Crime concerns – (2) gun violence – must staff up; staffing creates a “response” v. a “preventative presence”; fentanyl issue is a concern
 - Facilities – must echo, right down the specific female officer needs
 - Equipment – is serviceable and is making a difference given recent investments; plate readers and cameras requested in next budget year
 - Equity – promoting officers of color and female officers is happening
 - Recruiting – (1) more competitive benefit package needed
 - Systems – RMS should make reporting smoother/minimize delays that assist citizens
 - QOL in Norwich – perception is “too much speeding” when gun violence is higher priority and taking resources

Public Safety – Chief Responses

- Fire Chief responses to above & fresh inputs
 - **Increase staffing** to (1) Additional Deputy Fire Marshall, (2) Additional Code Inspector to keep up with development demands on the system (preventative) ... similarly, building officials/blight officials faces same constraints
 - Recruitment & Retention – “unconstrained ask” : a benefits package that keeps pace with market studies; we lose certified professionals that move on to other towns/municipalities (forward looking, contract currently in place)
 - Equipment – there are clear needs/req/mnts as indicated by Council; commo & dispatch expenditures are great, but staffing of dispatch not sufficient to leverage this investment; school program idea – being executed; equity : there are no limiting factors other than standards, however, acknowledgement of room to grow on representing the community the FD serves

Public Safety – additional input

1. **Where are we now?** Risks to be addressed, Opportunities to seize/improve, (keep in mind, goal is “things we can **do NOW**” ... near term, 12 months)

2. **“What are we doing, that we should not be doing; What are we NOT doing, that we should”**

- If we could add under Public Safety regarding Opioid Crisis for a things we can build on now –
- Human Services facilitates the Opioid Crisis Task Force in Norwich so we are regularly examining the issue but I think there is an opportunity to have a more targeted action agenda with that group.
- One thing that could be added in response as well is having officers carry Narcan. If I understand correctly, this happened at one point when there was grant funds for it. It is expensive to keep that going but it saves lives. I recently spoke with Chief Wright about this after looking at data and New London having a good save rate – he said that all officer’s carry it- it is not protocol for that to be the officer’s immediate response but in cases where emergency medical is farther out or there’s a pressing situation – they administer.
- Sorry folks, you will learn about me I am a processor and analyzer so sometimes I’m not so quick on me feet!
- And **Kevin**, to fill in your**in particular Director of ???;** on the slide – That was Supervisor of Social Work.

Public Works

1. Where are we now? Risks to be addressed, Opportunities to seize/improve, (keep in mind, goal is “things we can **do NOW**” ... near term, 12 months)

2. “What are we doing, that we should not be doing; What are we NOT doing, that we should”

- Inherent flood conditions & required infrastructure improvements – using this ARPA/CARES “once in a lifetime” moment to address now; leverage State/Federal officials to assist – Government Relations work; Hire a Public Communications Manager (Team?) for the City; PW staffing (PN)
- **City roads & complaints; sidewalks & “complete streets” (#1)** work for non-vehicular movement; grant writing position; **distressed/abandoned/blighted properties** and taking ownership and improving (leverage statutes, ARP\$) (JD)
- **Floodway/Flood zone matters (#1); “complete streets”** approaches; communicating the ongoing efforts to create awareness of how to help (SS)
- Creating capacity for businesses and residents to enjoy highest and best use of our infrastructure (Prioritization – tiered) – in this effort, execute focused projects in a variety of neighborhoods; **ensure PW has the essential equipment and staff to execute their core missions;** Assess and Access the available \$\$\$; (DW)
- “What is the incentive for/onus on our businesses and residents to maintain the QOL in our city?” ... marketing/creating pride/communicating in order to change the culture; PW does a great job, our community needs to be part of the effort to care and care for the city (SG)
- Sherman Street Bridge (?); Community pride ... Beautification and a sustainable approach to same (GN)
- Sidewalks and curbing – complete streets; city road improvements (TB)

Public Works

1. Where are we now? Risks to be addressed, Opportunities to seize/improve, (keep in mind, goal is “things we can **do NOW**” ... near term, 12 months)

2. “What are we doing, that we should not be doing; What are we NOT doing, that we should”

- **Public Works Director Responses & Inputs**

- Flooding - ARPA request to address localized flooding issues now ... FEMA \$\$\$ available with slower response
- City roads complaints – constant coordination w/NPU to prevent duplicate work when utility work (some backlogged) still has to take place before improving the paving situation
- Approaches to complete streets ... Community Connectivity Projects: West Town Street, 100% funded sidewalk project w/shared bike/ped lanes, \$1.7M; NL TPKE South – Rte 82 down to Montville, continuous sidewalk and bike lane (1 construction season away) \$2.1M; ped improvements from Stop&Shop plaza, ~\$1.2M; Complete Streets policy coming to council for approval
- Distressed properties – moving via market forces better than in the past; blight officers are coming on board (DR); property hoarders must feel compelled to “move” (ordnances and enforcement)
- Communicating – no PR specialist ... **this is an Aggregated need for the city**
- Sherman Street Bridge Project – evaluating bids; awarding shortly; \$12+mm project (80% Fed/10% State/10% municipal); Starting work in April; Road closure better part of next 2 summers; temp disruption; big improvement to overall infrastructure
- Projects in neighborhoods – identified need, esp. sidewalk condition [ongoing sidewalk assessment (DR)]; Pride in community – partnerships have been established/leveraged (Willimantic Waste in conjunction with PW); Greenville Historic District a vehicle for instilling/communicating neighborhood pride (DR)
- **Staffing and Equipment** – have lost positions, and much of the equipment is over the “20 year” self-imposed metric for vehicle life-cycle

Human Services

- 1. Where are we now?** Risks to be addressed, Opportunities to seize/improve, (keep in mind, goal is “things we can **do NOW**” ... near term, 12 months)
- 2. “What are we doing, that we should not be doing; What are we NOT doing, that we should”**
 - Pandemic response has been commendable, still have portions of the city that are suffering through food insecurity. Must find ways to close the gap. (PN)
 - Need for Community Center – **an approach, programming in current schools, ID those programs and fund them via ARP** (JD)
 - Social Service Hub (e.g. seniors, adult & family, youth) in a one-stop shop; leverage regional/local partnerships (e.g. schools w DF&YS); Capital investment – how do we find the right funding and make the right investment to create the “physical space” ... future school plan might provide the opportunity (DW)
 - Department has achieved quite a bit; “Schools are in neighborhoods ... put on programming there”; continue to improve rec facilities; sustain our park as an attraction for outdoor recreation (SG)
 - Creating recreational activities; leverage our events/programs to address the public communication/relation needs on citywide matters; language services to residents; employment resource efforts; cultural calendar; **\$\$\$ toward programs & infrastructure (leveraging existent infrastructure)** (SS)
 - **Existing schools is cost-effective approach + proximity/convenience** (TB)
 - Identify exactly what we are trying to help our residents with ... for youth, consider ways to balance the high-use of technology in every day life with communal and outdoor activities (GN)

Human Services

1. Where are we now? Risks to be addressed, Opportunities to seize/improve, (keep in mind, goal is “things we can **do NOW**” ... near term, 12 months)

2. “What are we doing, that we should not be doing; What are we NOT doing, that we should”

Directors Responses & Inputs

- Maintain the level of support requires appropriate staffing, in particular Director of ???; Another senior manager can balance the effort
- School use as community centers – ARPA\$\$\$ allocated, must work on school partnerships
- Centralized approach to program delivery would be facilitated by locating staff in 1 location as a hub for Human Services
- Rec Department has no ownership over the School-based approach, “asking for space for programs” rather than “managing the space and programs”
- Employment assistance does exist within the available programs; partnering with Foundry 66 programing and GCN can expand this effort
- Must assess internal hiring practices