

The City of Waterbury

Investing in Equity and Opportunity

- Good evening, and thank you for the opportunity to share with you a summary presentation on tangible investments that my administration has made to promote equity and opportunity for all of our residents.
- I believe in Waterbury and our residents, and I believe in the forward moving momentum that we have built together over the past 9 years.
- However, I can say with confidence that every action taken by my administration has been taken for the sole purpose of creating a more equitable Waterbury for all.

Recruitment and Hiring of City Employees

- In keeping with the City of Waterbury's commitment to having a workforce that reflects the community we serve, we have and will continue to put forward a concerted effort to recruit and hire more minority applicants and employees.

Sustained Commitment to Diverse Recruitment and Hiring

- The O'Leary Administration recognized the importance of having a diverse education workforce prior to the Commission on Human Rights and Opportunities investigation to determine whether Waterbury's Board of Education engaged in discrimination against minority job applicants.
- In an effort to enhance diversity and minority recruitment, Dr. Shauna Tucker was hired as the city's first **Supervisor of Talent and Professional Development** in **November of 2012**.
 - Education Commissioner Dr. Miguel Cardona announced on March 4th, 2020 that Dr. Tucker had joined the Connecticut State Department as their Chief Talent Officer .

- The City of Waterbury recognized the importance of having a diverse education workforce, and took proactive steps to improve hiring performance.
- During my first year as Mayor of the City of Waterbury, Dr. Shauna Tucker was hired as the city's first Supervisor of Talent and Professional Development.
- Dr. Tucker went on to serve as Chief Talent Officer for New Britain Public Schools before being named the Connecticut State Department of Education's Chief Talent Officer.

Commission on Human Rights and Opportunities Investigation of Waterbury Board of Education

- At the April 13th, 2016 meeting of the Commission on Human Rights and Opportunities (CHRO), the commission voted to hold a fact finding hearing to investigate the hiring practices of the Waterbury Board of Education, and determine whether they engaged in discrimination against minority job applicants.
- Two fact finding hearings were held in Waterbury (May 31st, 2016 and June 7th, 2016) where witnesses were interviewed by Commissioners and commission staff.
- The commission requested and received thousands of documents pertaining to the Waterbury Board of Education's hiring practices, and met with the State Department of Education several times regarding best practices.

- In the spring of 2016, the hiring practices of Waterbury's Board of Education were questioned by members of our local NAACP who believed that there was a pattern and practice of discrimination against minority teachers.
- In April of 2016, the Connecticut Commission on Human Rights and Opportunities, also referred to as CHRO, voted to investigate the hiring practices of the Waterbury Board of Education.
- Two fact finding hearings were held in the following months, and the City of Waterbury worked with the commission to produce thousands of documents pertaining to our Board of Education's hiring practices.

Commission on Human Rights and Opportunities Investigatory Findings

- The Commission on Human Rights and Opportunities found that as it relates to minority hiring practices, there was, “**No finding of a discriminatory policy or systemic discrimination**”.

- In the findings shared by CHRO, it was written that, “there was no finding of a discriminatory policy or systemic discrimination.”

Commission on Human Rights and Opportunities Investigatory Findings (Cont.)

- **Waterbury's Teacher Composition:**

- “Waterbury [is] in line with the rest of the state average with respect to African American teachers, while Hispanic teachers are employed at twice the rate of Hispanic teachers statewide.”

- **Waterbury's Retention of Teachers:**

- “Waterbury has the **highest rate of teacher retention** in general as compared to all of the following school districts: Bridgeport, Hartford, New Britain, New Haven, Norwich, West Haven, and Windham.”

- As a part of their investigation, CHRO reviewed teacher composition data and retention data.
- They reported that the racial composition of teachers was, “In line with the rest of the state average with respect to African American teachers”, while, “Hispanic teachers were employed at twice the rate of Hispanic teachers statewide”.
- On the retention front, CHRO stated that, Waterbury has the highest rate of teacher retention in general when compared to contemporary cities such as Bridgeport, Hartford, New Britain, New Haven, Norwich, West Haven, and Windham.

Waterbury's Response to the Commission on Human Rights and Opportunities Investigation

- On May 10th 2017, Mayor O'Leary voluntarily signed the Commission on Human Rights and Opportunities' best practice recommendations to recruit, hire and retain minority educators.
- Under the leadership of Superintendent of Schools, Dr. Verna Ruffin:
 - A District Equity Leadership Team was formed.
 - Protocols were developed for teacher hiring to improve diversity.
 - Cultural competency professional development was developed, and implemented in the 2018-2019 school year.

- Although the CHRO's data driven investigation found no evidence of a discriminatory policy or systemic discrimination in our Board of Education's hiring practices, I along with the Board of Education recognized the difficulty that our city and others across the state and country have had hiring minority teachers.
- With that in mind, I worked in conjunction with CHRO, city officials, the Waterbury Board of Education, and members of the Waterbury chapter of the NAACP to draft best practice recommendations, which I voluntarily signed on May 10th, 2017.

Progress In Action: Waterbury Public Schools Talent Management

- Former Kennedy High School teacher, Jahana Hayes, was hired in January of 2017 as the city's Supervisor of Talent and Professional Development.
- Former Reed School Principal, Juan Mendoza, was hired to serve as Interim Human Capital Director in April of 2020.

- In January of 2017, Jahana Hayes was hired as the city's second Supervisor of Talent and Professional Development.
- The talent that we saw in Jahana was also recognized by the voters of the 5th Congressional District, and they gave her a promotion when they elected her to serve as our 5th District Congresswoman in November of 2018.
- Currently, we are excited to have former Reed School Principal, and Waterbury native, Juan Mendoza, serving as Interim Human Capital Director

Progress In Action: Waterbury Public Schools Talent Management (Cont.)

- Under the leadership of Dr. Verna Ruffin, the Education Human Resource Office and the Talent Management Office were combined to become the Human Capital Talent Office.
- The Human Capital Talent Office focuses on working closely with our school leaders to ensure that they can effectively lead their school to meet the needs of all students.
- The Human Capital Talent Office continues to work on:
 - Improving communication with all district leadership/supervisors
 - Refocusing and building upon recruitment, onboarding, and retention of staff
 - Minority recruitment
 - Streamlining hiring processes for principals

- Under the leadership of Dr. Verna Ruffin, the Education Human Resource Office and the Talent Management Office were combined to become the Human Capital Talent Office.
- In the Human Capital Framework that Dr. Ruffin has developed, teaching and learning is at the center of everything they do. Their scope of work encompasses recruitment, retaining, and growing talent to meet the ever changing needs of all of our children.

Progress In Action: Waterbury Public Schools Talent Management (Cont.)

- The Human Capital Talent Office has worked to enhance and expand recruitment of high-quality employees, to include an emphasis on diversity.
 - Distribute recruitment information and postings to community organizations within Waterbury. (exa. churches, NAACP, Rivera Memorial Foundation, PAL)
 - Strategically refocus and build upon recent successful strategies that specifically recruit teachers of color to diversify the workforce.
 - Minority Recruitment Recommendations (Connecticut State Department of Education)

- Waterbury Public School's Human Capital Talent Office has continued to work incredibly hard to enhance and expand recruitment of high-quality employees by placing an emphasis on diversity.
- These efforts include:
 - Collaborating with local organizations and churches to ensure that recruitment information is distributed and posted in a way that is easily accessible to our residents,
 - and building upon resources such as the Connecticut State Department of Education's **Minority Recruitment Recommendations**.

Waterbury Public Schools Equity Timeline

- September 2017- Waterbury along with three other CT school districts, partnered with the State Education Resource Center in the *Courageous Conversations & Courageous Leadership* grant-funded project. A team of central office administrators, teachers and community partners participated in the Pacific Education Group's professional learning on Courageous Conversations about Race.
- 2017-2018 School Year- This team worked on investigating the racial disparities that exist in the Waterbury Public School system. The team used this information to draft a district Equity Policy.
- 2018-2019 School Year- Dr. Ruffin and her team worked with the State Education Resource Center in creating a district Equity Action Plan that focused on culturally responsive teaching and learning, workforce, organization and community & family engagement.

- After these best practice recommendations were signed, a District Equity Leadership Team of administrators, teachers, and community partners was formed in September 2017 to identify areas of potential racial disparities that exist in the Waterbury Public School system.
- Our District Equity Leadership Team participated with three other CT school districts in the State Education Resource Centers (SERC) ***Courageous Conversations and Courageous Leadership project***.
- In the subsequent years, our team has investigated potential areas of racial disparity within Waterbury Public

Schools.

- During the 2018-2019 school year, Dr. Ruffin and her team took their findings, and worked with the State Education Resource Center in creating a district Equity Action Plan that focused on culturally responsive teaching and learning, workforce development, as well as community & family engagement.

Waterbury Public Schools Equity Timeline (Cont.)

- 2019-2020 School Year- Dr. Ruffin reformed the membership of the District Equity Leadership Team to reflect the new leadership framework of Waterbury Public Schools. This team designed a three-year professional learning roll-out plan that focuses on different school levels at each stage. Stage 1 (2019-2020) focused on middle school and central office staff. Stage 2 (2020-2021) will focus on high school and alternative programs. Stage 3 (2021-2022) will focus on elementary schools. Each stage will follow this pattern:
 - Year 1 focus will be on introducing the role of race in education. Throughout this year staff will participate in initial school-based small group sessions to begin the conversation. They will then participate in a combined Equity conference in which they can deepen their understanding in an area of personal interest. They will then have follow-up school-based small group sessions to reflect.
 - Year 2 focus will be on forming School Equity Leadership Teams and student leadership groups to examine the role of race at the local level and lead the work of addressing inequities in each building through continued professional learning.
 - Year 3 focus will be on the deepening and sustaining the commitment to racial equity through coaching.

- This past school year, Dr. Verna Ruffin reformed the membership of the District Equity Leadership Team to reflect Waterbury Public Schools new leadership framework. The new membership designed a three year professional learning plan that focuses on different school levels at each stage.
- The rollout of this plan is well underway.

Progress In Action: Waterbury Public Schools Recruitment Efforts

Waterbury Public Schools makes use of social media and recruitment platforms, such as Twitter, Facebook, LinkedIn, Indeed, and CTReap to aggressively and strategically attract and recruit talented and diverse candidates from a variety of sources, including recent college graduates and teachers working across the state and region. The following outlets are used for advertising :

- Advertisements:
 - National Minority Update - Quarterly Ads
 - Waterbury Republican American
- Job Posting Sites:
 - Applitrack
 - EdWeek (Feeds from Applitrack)
 - Indeed.com
 - CTReap.net
- Radio Station Ads

- In addition to the community-centric distribution of recruitment materials, recruitment efforts also include the utilization of a broad spectrum of advertising and job posting platforms to strategically attract and recruit talented and diverse candidates from a variety of sources.

Progress In Action: Waterbury Public Schools Recruitment Efforts (Cont.)

Waterbury Public Schools also engages in active outreach via:

- **Career Fairs**
 - Announcement emails sent to: RACCE, Easter Seals, WOW NRZ Learning Center, Hispanic Coalition, Spanish Council, NAACP, local churches, NVCC Job Placement Center, etc.
- **Virtual Career Fairs** (Waterbury Public Schools purchased Brazen, a virtual hiring platform)
- **Outreach to Historically Black Colleges and Universities**
- **Recruiting Sources:**
 - Various Teacher Associations
 - University Student Teaching Program
 - Relay Sub/Student Graduate School of Education Program

- In-person recruitment opportunities such as career fairs take place on a frequent basis, and we directly email contacts from a diverse cross section of our community in an effort to enhance the number of minority applicants we receive.
- In addition, we use an application called “Handshake” which allows us to connect with Historically Black Colleges and Universities. This service allows us to send job postings, outreach events, and career fair information to Historically Black Colleges and Universities we have existing relationships with. Staff also visited and recruited last year at Bethune-Cookman University in Daytona Beach, Florida.

- We will continue to work to broaden the number of historically black colleges and universities that we conduct in-person outreach to.

Progress In Action: Waterbury Public Schools Retention Efforts

Waterbury Public Schools not only seeks innovative ways to actively recruit new diverse hires, we seek to implement programs and incentives to retain those new hires. Some of the programs and initiatives the City currently offers include:

- Team Mentor & Support Program - Improving the effectiveness of beginner teachers
- Professional Development Days (New Teacher, Math, ELA, Reading)
- Relay Graduate Program
- State of Connecticut Tuition Loan Forgiveness
- Clean Openings - Voluntary Internal Transfers posted in October & March for the next school year to expand career opportunities within District
- The provision of curriculum supervisors for teachers to work with

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 - A Team Mentor & Support Program
 - Professional Development Days
 - The Relay Graduate Program

- Utilization of the State of Connecticut's Tuition Loan Forgiveness
- Voluntary Internal Transfers to expand career opportunities within District
- The provision of curriculum supervisors for teachers to work with

Progress In Action: Revamped Teacher Hiring Process

- Despite the Commission on Human Rights and Opportunities ruling, the O’Leary administration felt that the city could still do more.
- In January of 2017, the board of education’s hiring process was revamped in an effort to ensure diversity in the interviewing, and hiring of teachers and administrators.
- At the direction of Dr. Ruffin, the hiring process was further streamlined and standardized into a step by step process for principals in 2019.

- We decided to take a close look at the teacher and administrator hiring process, because the reality is it used to take place in a silo, and previously instituted minority hiring efforts were not yielding the intended results.
- Prior to revamping the hiring process, candidates were being interviewed and selected with out codified input from the Human Capital Talent Office.

Progress In Action: Revamped Teacher Hiring Process (Cont.)

Current Teacher Hiring Process:

- When a principal is seeking to interview and hire teaching candidates, the principal must email the Human Capital Talent Office to request qualified candidates.
- The Human Capital Talent Office forwards qualified candidates to the principal and ensures that the candidate pool is diverse.
- Principals have been instructed to diversify interview panels pursuant to the teacher hiring process.
- Principals must complete an Equal Employment Opportunity check sheet for every interview.
- The Human Capital Talent Office will ensure that the interview checklist is complete, all documents have been submitted, and that the interview process has complied with CHRO requirements. The Human Capital Talent Office will forward the completed packet to the Senior HR generalist. The Senior HR generalist will make a verbal offer and negotiate salary within 72 hours of receiving the recommendation per the CHRO agreement. The Senior HR generalist will email the Principal to inform of contact/attempt made.

- Now,
 - When a principal is seeking to interview and hire teaching candidates, the principal must email the Human Capital Talent Office to request a list of qualified candidates.
 - The Human Capital Talent Office forwards qualified candidates to the principal and ensures that the candidate pool is diverse.
 - Principals have been instructed to diversify interview panels pursuant to the teacher hiring process.

- Principals must complete an Equal Employment Opportunity checklist sheet for every interview.
- The Human Capital Talent Office will ensure that the interview checklist is complete, all documents have been submitted, and that the interview process has complied with the CHRO recommendations. The Human Capital Talent Office will forward the completed packet to the Senior HR generalist.

Board of Education Hiring Data (Total Hires)

Year	Total Hires	Minority Hires	% of Minority Hires
2013	485	160	33%
2014	539	158	29.3%
2015	429	131	30.5%
2016	399	154	38.6%
2017	325	137	42.1%
2018	421	203	48.2%
2019	398	157	39.4%
2020 (As of 9/10/2020)	231	81	35.93%

- In the preceding slides, I have described the concerted effort made by the City of Waterbury to recruit and hire a diverse and capable education staff.
- Prior to the Commission on Human Rights and Opportunities' investigation of Waterbury's hiring practices, we as an administration recognized and acknowledged a shortage of minority teachers and administrators.
- With this shortcoming in mind, the city has demonstrated a commitment to actively recruiting and hiring a diverse pool of paraprofessionals, teacher aides, and English as a Second Language assistants.

- In the years 2013 through 2016, the % of minority hires made by Waterbury's Board of Education on an annual basis averaged out to 32.85% .
- In the years proceeding the signing of CHRO's best practice recommendations, 2017 through 2020, the % of minority hires made by Waterbury's Board of Education on an annual basis jumped almost 10% to an average of 41.40%.
- I believe that these numbers are proof that our approach is working.

Board of Education Teacher Hires (WTA)

Year	Total Hires	Minority Hires	% of Minority Hires
2013	153	18	11.76%
2014	195	36	18.46%
2015	149	22	14.77%
2016	145	31	21.38 %
2017	88	26	29.55%
2018	119	35	29.41%
2019	108	19	17.59%
2020 (As of 9/10/2020)	100	25	25%

- When we take a closer look at the hiring of teachers in Waterbury, the numbers speak to a trend similar to that seen in the numbers that reflect the Board of Education's total annual hires.
- In the years 2013 through 2016, the % of minority teachers hires made by Waterbury's Board of Education on an annual basis averaged out to 16.59%
- In the years proceeding the signing of the CHRO's best practice recommendations, 2017 through 2020, the average % of minority teacher hires made by Waterbury's Board of Education on an annual basis jumped to

25.38%

- I think it is important to recognize that this increase is in no small part attributed to the dynamic leadership and direction that Dr. Ruffin has brought to Waterbury Public Schools since she arrived here.

Board of Education Administrative Hires (SAW)

Year	Total Hires	Minority Hires	% of Minority Hires
2013	6	4	66.67%
2014	4	2	50%
2015	1	1	100%
2016	-	-	-
2017	1	0	0 %
2018	2	2	100%
2019	4	2	50%
2020 (as of 9/10/2020)	5	3	60%

- When we take a closer look at the hiring of school administrators, I believe that the data speaks to a prolonged commitment and recognized need for minority leadership.
- From 2013 through September 10th of this year, the % of minority administrative hires made by Waterbury's Board of Education on an annual basis averages out to approximately 60% (actually 60.95%)

Board of Education Teacher Promotions (WTA)

Year	Total Promotions	Minority Promotions	% of Minority Promotions
2013	72	8	11.11%
2014	81	7	8.6 %
2015	69	14	20.29%
2016	67	15	22.39 %
2017	39	14	35.90 %
2018	51	19	37.25 %
2019	53	16	30.19 %
2020 (As of 8/5/2020)	26	11	42.31 %

- The slide before you shows WTA Promotion data. These promotions represent individuals who were not originally hired as teachers, but were then promoted. This happens often with individuals who are hired as a substitute teacher or paraprofessional while working towards their teaching degree.
- In the years 2013 through 2016, the % of minority teacher promotions made on an annual basis averaged out to 15.59%
- From 2017-2020, the years that followed the signing of the CHRO's best practice recommendations, the % of

minority teacher promotions made on an annual basis more than doubled to an average of 36.41% per year. I think that Dr. Ruffin's presence has made a tangible difference as it relates to the increase in minority promotions illustrated here.

Board of Education Administrative Promotions (SAW)

Year	Total Promotions	Minority Promotions	% of Minority Promotions
2013	9	2	22.22%
2014	20	5	25%
2015	16	4	25%
2016	8	3	37.50%
2017	3	2	66.67%
2018	7	2	28.57 %
2019	13	3	23.08 %
2020 (as of 9/10/2020)	3	2	66.67%

- This slide before you displays SAW Promotion data. These promotions represent WTA employees who were promoted to an administrative position within the School Administrators of Waterbury union.
- From 2013 through 2016, the % of minority administrative promotions made on an annual basis averaged out to 27.43%
- From 2017-2020, the years that followed the signing of the CHRO's best practice recommendations, the % of minority administrative promotions made on an annual basis increased to an average of 46.24% per year.

- The presence of Dr. Ruffin's leadership has made a substantive difference here as well.

Hiring a Diverse Staff of Educators Continues to be a local, state, and national challenge

- A CT Mirror data analysis from 2018 showed that while the number of minority teachers in Connecticut schools has increased over the last decade, **“the growth hasn’t kept pace with the influx of Hispanic and Latino students entering public schools. As a result, minority students are now less likely to have a teacher who looks like them.”**
 - Source: CT Mirror (<https://www.courant.com/education/hc-pol-education-minority-teacher-recruitment-20181210-story.html>)
- A lack of diversity among teachers remains a national issue. According to the National Center of Education Statistics, 80% of America’s public school teachers during the 2015-2016 school year were white, while 7% were black, 9% were Hispanic and 2% were Asian.
 - Source: Hartford Courant (<https://www.courant.com/politics/hc-pol-minority-teacher-recruitment-20200210-2bqkpn5f5g23hr4cat6sepsby-story.html>)

- We will continue to work proactively to enhance diversity and opportunity within our school system, but I believe it is worth noting that diversity among teachers is a challenge that is not unique just to the City of Waterbury.

City of Waterbury General Government Minority Recruitment Efforts

- The Human Resources Department makes every effort to recruit qualified, diverse candidates for all positions. Achieving greater diversity amongst city employees is one of our key objectives.
- All of our civil service open competitive positions are announced and advertised as a general recruitment. Position announcements are made through a number of public platforms:
 - All City employees – General government email
 - Local Waterbury Republican newspaper
 - Facebook
 - Indeed
 - CT Hires
 - Twitter
 - LinkedIn

- When it comes to General Government, the city's Human Resources Department makes every effort to recruit qualified, diverse candidates for all positions. Achieving greater diversity in our City is one of our key objectives.

City of Waterbury General Government Targeted Recruitment (Cont.)

Career Recruitment Fairs/College Visits:

- Tunxis Community College
- Western Connecticut State University (WESTCONN)
- POST University
- University of New Haven
- John-Jay University (Manhattan)
- Hartford Career Fair
- Naugatuck Valley Community College
Middlesex Community College
- Central Connecticut State University Career Fair
- Housatonic Valley Community College
- Quinnipiac University Career Fair
- Northwest Connecticut Community College
- Southern Connecticut State University Career Fair
- Manchester Community College
- Eastern Connecticut State University Career Fair
- Connecticut Department of Labor – Waterbury Office

- As you can see here, the city's Human Resources department attends career recruitment fairs across the state of Connecticut seeking talented and diverse applicants.

City of Waterbury General Government Targeted Recruitment

- In an effort to increase the recruitment of diverse candidates, the city's Human Resources Department has teamed up with both the Police and Fire Departments on targeted minority recruitment efforts. These creative efforts included active recruitment at:

Community Events:

- Brass City Brew Fest
- The Gathering
- House of Prayer – Thomaston Ave – Two visits
- Garlic Festival (Bethlehem, CT)
- Community Outreach Meeting – Veterans Hall (HR/Chief/Clergy)
- Angel Drive Community Outreach
- Walnut Avenue Community Outreach Event
- Walnut Street Community Outreach Event
- Coffee with a COP event – Third Day Café/Bunker Hill
- Brass Mill Mall – Three times

- In an effort to increase the recruitment of diverse candidates, the city's Human Resources Department has teamed up with both the Police and Fire Departments on targeted minority recruitment efforts.
- These efforts include scheduling of outreach events within the City of Waterbury, engaging our faith leaders, and attending community events that garner large crowds of people from the greater Waterbury region.

Change in Residency Points Policy

- In 2017, in an effort to remove barriers that may have an adverse impact on minority applicants, the Human Resources Department instituted a change providing Waterbury residents with 10 residency points on their passing score for both the entry level Firefighter and Maintainer I positions.

- In 2017, in an effort to remove barriers that may have had an adverse impact on minority applicants, the Human Resources Department instituted a change providing Waterbury residents with 10 residency points on their passing score for both the entry level Firefighter and Maintainer I positions.

Residency Points

- In 2019, the City continued to focus on breaking down barriers standing in the way of minority recruitment and hiring. A Residency Points Sub-Committee was formed and recommended additional changes to the City of Waterbury's existing Residency Points ordinance. The Commission approved recommendations to provide 10 residency points for "Entry Level" positions. The Human Resources Department conducted a review, and developed a listing of positions that could be characterized as "entry level":

- Paraprofessional
- Accountant 1
- Carpenter
- Tree Trimmer
- Payroll Clerk 1
- Chief Refuse collector
- Painter
- Water Service Person
- Admin Associate 1
- Food Service Driver
- Library Page

- In 2019, the City continued to focus on breaking down barriers standing in the way of minority recruitment and hiring. A Residency Points Sub-Committee was formed and recommended additional changes to the City of Waterbury's existing Residency Points ordinance.
- The Civil Service Commission approved this recommendation, and asked the city's Human Resources Department to develop a listing of positions that could be characterized as "entry level".
- The commission will further review the additional positions listed before you in this slide tonight.

General Government Hires

Year	Total Hires	Minority Hires	% of Minority Hires
2013	402	160	39.8%
2014	322	121	37.5%
2015	311	112	36%
2016	272	113	41.5%
2017	272	107	39.3%
2018	320	130	40.6%
2019	208	72	34.6%
2020 (as of 9/10/2020)	168	69	41.07%

- Going back to 2013, you can see that there has been a sustained commitment to hiring a diverse general government workforce.

Department of Public Works Hires

Year	Total Hires	Minority Hires	% of Minority Hires
2013	272	128	47.06%
2014	208	88	42.31 %
2015	176	71	40.34 %
2016	174	84	48.28 %
2017	172	77	44.77 %
2018	203	98	48.28 %
2019	134	53	39.55 %
2020 (as of 9/10/2020)	109	46	42.20 %

- Over the last 8 years, the Department of Public Works percentage of minority hires made on an annual basis averages out to 44.09%.

City of Waterbury Police Department Hires

Year	Total Hires	Minority Hires	% of Minority Hires
2013	21	5	23.81 %
2014	19	6	31.58 %
2015	32	8	25.00 %
2016	1	0	0 %
2017	23	8	34.78 %
2018	32	9	28.13 %
2019	9	4	44.44 %
2020 (As of 9/10/2020)	*	*	*

*The Waterbury Police Department is preparing to select 12 candidates for their next Police Academy Class.

*9 candidates are currently moving forward with their oral interview/medical exam.

*3 out of the 9 candidates moving forward at this time, or 33.3%, self identified as being Hispanic, Black, or two or more races.

- Under the leadership of Chief of Police Fred Spagnolo, the Waterbury Police Department has shown a commitment to rethinking recruitment opportunities in an effort to diversify the pool of candidates seeking to become Waterbury Police Officers.
- They have set-up a recruitment table at the C.H.I.P. Physical Ability Tests in multiple cities including Danbury, Middletown, and of course Waterbury.
- A computer was installed at the front desk of Waterbury City Hall so that residents without access to a computer or Wi-Fi could still apply. Right here in city hall, at the front desk, as you walk through the front door.

- And Electronic Billboards on I-84 and I-91 have been used used prior to, and immediately after a police exam is announced to promote awareness.
- In 2019, the Waterbury Police Department fielded a historically diverse class of academy recruits, with just under half of the candidates self identifying as a minority.
- We are currently in the process of identifying our next Police Academy Class, and 1/3rd of those candidates who are moving forward with their oral interview and medical exam have self identified as being a minority.

City of Waterbury Police Department Promotions

Year	Total Promotions	Minority Promotions	% of Minority Promotions
2013	3	2	66.67%
2014	1	1	100%
2015	32	8	25.00%
2016	7	2	28.57%
2017	33	5	15.15%
2018	56	16	28.57%
2019	38	8	21.05%
2020 (As of 9/10/2020)	9	3	33.33%

- The percentage of minority Waterbury Police Department promotions made on an annual basis over the last 8 years averages out to 39.79% .

Historic Hires Made by the City of Waterbury Police Department

- In **2007**, Chief of Police Neil M. O’Leary appointed Patrick Ridenhour to serve as Waterbury’s first African American Assistant Deputy Chief. At the time, this was the highest ranking African American in the Waterbury Police Department’s history.
 - Patrick Ridenhour went on to serve as Chief of the Stratford Police Department, and currently serves as Chief of the Danbury Police Department
- In **2009**, Chief of Police Neil M. O’Leary appointed Vernon Riddick, Jr. to serve as Deputy Chief of the Waterbury Police Department.
- In **2013**, Mayor Neil M. O’Leary made the historic decision to appoint Vernon Riddick, Jr. as the City of Waterbury’s first African-American Chief of Police.
 - Vernon Riddick, Jr. currently serves as the Chief of the West Hartford Police Department

- Over the course of my career in public service, I have prided myself on being able to recognize talent and leadership.
- As Chief of Police, I was fortunate to be surrounded by talented leaders.
- In 2007, I appointed Patrick Ridenhour to serve as Waterbury’s first African American Assistant Deputy Chief, and in 2009, I appointed Vernon Riddick to serve as the departments Deputy Chief.
- A few years later, while serving my first term as Mayor, I made the historic decision to appoint Vernon Riddick to

serve as the Waterbury Police Departments first African American Police Chief.

- I'm appreciative of both of these men, and the service they have provided to our city and residents.
- Both Patrick and Vernon have gone on to serve as Chief's in other big-city departments.

City of Waterbury Fire Department Hires

Year	Total Hires	Minority Hires	% of Minority Hires
2013	19	1	5.26%
2014	14	0	0.00%
2015	1	0	0.00%
2016	9	1	21.38
2017	-	-	-
2018	15	6	40.00%
2019	1	0	0.00%
2020 (As of 9/10/2020)	*	*	*

*The City of Waterbury is preparing to hire a new class of 24 firefighters.

*Conditional offer letters were sent out to the top 30 applicants on the civil service firefighter eligibility list.

*11 of the top 30 applicants, or 36.67%, self identified as either Hispanic, Black, or two or more races.

First class hired after instituting an additional 10 residency points for firefighters.

- In the past, it was not a secret that the city has struggled to hire diverse classes of firefighters.
- A few slides ago, I shared with you the steps that the city took in 2017 to provide an additional 10 residency points for residents applying to be firefighters.
- The first class of firefighters hired after this change was instituted was the most diverse class in the departments recent history.
- Currently, the City of Waterbury is preparing to hire a new class of firefighters. Conditional offer letters were

recently sent to the top 30 applicants, and more than 1/3 of the individuals receiving letters self identified as being a minority.

City of Waterbury Fire Department Promotions

Year	Total Hires	Minority Hires	% of Minority Promotions
2013	8	0	0%
2014	11	1	9.09%
2015	9	2	22.22%
2016	2	0	0%
2017	12	1	8.33%
2018	10	1	10%
2019	21	6	28.57%
2020 (As of 9/10/2020)	12	1	8.33%

- As we continue to take tangible steps to diversify our Fire Department, I am confident that we will see the number of minority promotions within the Waterbury Fire Department increase.

Investing in Neighborhood Quality of Life

Waterbury's Police Activity League (PAL)

- PAL served about 80 participants in 2005, and was on the brink of collapsing.
- Then Chief of Police, Neil M. O'Leary, spearheaded an aggressive revitalization campaign to restore the organization and develop a campus to serve one of the poorer neighborhoods in the city.
- Today, the PAL Park is located on a 2.5 acre parcel located directly across from the PAL Recreation Center and Headquarters. PAL programs are run by volunteers, most of them being police officers, who donate their time to coach and mentor.
- Since 2009, PAL has on average had more than 3,000 members annually. Waterbury's children and youth, ages 4 – 18, are able to participate in over 30 educational, athletic and recreation programs designed to emphasize health, education, learning, job training, and participation on team and individual sports.
 - **80% of members come from low income households.**
- The mission of the Police Activity League of Waterbury is to promote partnerships between youth, police and the community. The mission is achieved through the aforementioned programming which encourages positive relationships among law enforcement and the community.

- The Waterbury Police Activity League has been the recipient of 5 national awards.
- The Waterbury Police Activity league was recreated if you will back in 2005.
- Back in 2005 when I was chief in police, there were about 80 students who were PAL participants.
- Under our leadership, and with the support of the vast community that we serve, we immediately partnered up with our Board of Education, and our teachers in the City of Waterbury to identify the students in our city who needed the most support.

- Within one year, we went from 80 members to 1,300 members.
- The important part of the PAL program to note is that 80% of the members we serve come from low income households.
- Since 2009, we have been serving about 3,000 members annually.

Police Activity League Park

Before



Funding:

- \$500 K EPA Cleanup grant
- \$8 K EPA Assessment grant
- \$225 K HUD demolition funds
- \$586 K CDBG funding
- \$194 K Private grants
- \$453 K Private donations
- In-Kind Services

After



- Part of the PAL revitalization that I undertook as Chief of Police was the creation of a PAL Park Campus.
- The PAL Park is located on a 2.5 acre parcel located directly across from the PAL Recreation Center and Headquarters.
- In its original state, the parcel of land was significantly blighted by several decaying buildings that once housed a lumber company and cabinet manufacturer. These structures required demolition.
- Soil contaminants were identified that required remediation in several locations throughout the property.

- This project was recognized by the EPA as a top brownfield project at a national brownfield conference I was invited to attend in Chicago in 2015.
- In addition to providing support in areas of education, athletics, and behavioral health related issues. The PAL program has also created opportunities for students to participate in high school and college searches.
- I approached Taft School in Watertown back in 2007, and asked if they would be willing to support the underserved population engaged in our PAL program.
- Since that time, a number of students have received full scholarships to attend Taft School, graduated, and went on to attend some amazing colleges.
- Also, in addition to Taft's participation in those programs, we have run the summer programs at Taft School that tutor and mentor our students in math, reading, foreign languages, and English.
- In addition, our students are given support studying for the SAT exam which we all know is such a challenge for our children.
- The outcomes from the Taft summer school program have been remarkable. This has enabled our students from all demographics to qualify and get into colleges all over this country.

Waterbury Police Activity League (PAL) (Cont.)

- Since the onset of COVID-19 Waterbury PAL and city police officers have:
 - Assembled and hand delivered basic need packages for families who have tested positive, and need supplies that they should not leave their home to look for.
 - Staffed and helped facilitate the distribution of over 20,000 pounds of fresh produce to Waterbury families from the PAL parking lot.
 - The PAL parking lot is utilized as a mobile testing location every Thursday from 9 am to 4 pm. This mobile testing location is a collaborative partnership between St. Mary's Hospital and the City of Waterbury. The goal is to bring testing to neighborhoods where residents encounter barriers to testing.

- The Waterbury Police Department and the Police Activity League continue to play a key role in the city's efforts to prepare, prevent, and respond to COVID-19
- On a daily basis, officers assigned to PAL have secured basic need supplies, and hand delivered basic need packages to families and individuals who are required to stay home due to COVID related quarantine.
- The City of Waterbury and PAL have partnered with the United States Department of Agriculture's Farmers to Families program to distribute over 20,000 pounds of fresh produce to Waterbury families.

- In addition, I worked with St. Mary's Hospital to secure mobile testing in the PAL parking lot every Thursday so that North End residents who face barriers to testing have a free testing option right in the middle of their neighborhood.

Waterbury Police Department Community Outreach

- Chief Spagnolo and the Waterbury Police Department actively engage in community based events. These efforts are aimed at strengthening the relationships between residents and police officers in the city's neighborhoods.
- **Community Outreach Events**
 - Fulton Park, Washington Park, the Waterbury Senior Center, Waterville Park, Brooklyn Traffic Island, WOW Center parking lot, Angel Drive, Brass Mill Center
- **Pop-up Events**
 - Harris Circle Youth Fair, Truman Apartments Youth Fair, Chestnut Avenue, Walnut Avenue
- **Chief Spagnolo's Community Roundtables**
 - Held at the Waterbury Police Department, the Police Activity League, and Waterbury City Hall

- Under the direction of Chief of Police Fred Spagnolo, the Waterbury Police Department frequently engages in community based events.
- These efforts include outreach events, pop-up events, and community roundtables.
- All of these efforts are aimed at strengthening the relationships between residents and police officers in our city's neighborhoods.

Commitment to Increased Officer Training

- At the direction of Mayor O’Leary, the amount of review training received by Waterbury Police Officers was dramatically increased this June.
- In the past, our officers received **three days of review training every three years**. Officers will **now receive five days of review training on an annual basis**.
- **Revised Annual Training Includes:** Use of Force, Search and Seizure, Police and the Public, Handling Juveniles, Domestic Violence, Crimes Motivated by Bigotry and Bias, Cultural Awareness & Diversity, De-escalation, Crowd Control/ Civil Disorder.

- When I watched the killing of George Floyd in Minneapolis, I was pained and disturbed by the officer kneeling on Mr. Floyd’s neck, as well as the complicit role played by officers on that scene.
- While thinking about what needed to be done to ensure that a similar offence does not occur here in Waterbury, I reflected on the role of training, and whether the officers involved in that incident had received an adequate amount of training.
- In the day’s that followed, I met many times with Chief Spagnolo to review the training that our officers here in Waterbury receive. At the time of our discussion, the State of Connecticut’s POST certification policy required

that officers receive three days of review training every three years. I will note that this policy is being changed.

- Neither Chief Spagnolo or I thought three days of training every three years was adequate, and we quickly moved to strengthen our review training program.
- Review training has now been changed so that officers receive five days of training every year. So every year, officers will be mandated through department policy to attend training 5 days every year, as opposed to 3 days of training every 3 years.
- The next series of trainings for Waterbury Police officers began today, and will run every day through Friday.
- Examples of the seminars that our officers are mandated to attend include training on :
 - Use of force
 - Crimes motivated by bigotry and bias
 - Cultural awareness and diversity
 - Crowd control
 - Handling juveniles
 - Domestic violence
 - And de-escalation

Proactive Role in Passage of Connecticut's Police Accountability Bill

- In the wake of the killing of George Floyd, the Connecticut General Assembly was called into special session to debate proposed Police Accountability Legislation.
- Mayor O'Leary was instrumental in negotiating the final version of the bill, working with the Joint Committee on Judiciary, as well as the offices of both the House Majority and Minority Leaders.
- On July 31st Governor Lamont invited Mayor O'Leary to participate and provide remarks at the bill signing of Public Act No. 20-1, "An Act Concerning Police Accountability", one of the nations strongest and most progressive legislative police reforms.
 - **Mayor O'Leary was the only municipal official invited to participate in the signing of this historic legislation.**

- When the Connecticut General Assembly went into special session earlier this summer to debate Police Accountability Legislation, the leaders of the Judiciary Committee, as well as both the House Majority and Minority Leaders reached out to me and asked if I would provide input and perspective.
- I was proud to work across partisan lines to negotiate the final version of the bill which will:
 - Mandate the use of body-worn cameras and dashboard cameras
 - Require officers to intervene if they see a fellow officer using excessive force

- Provide new mechanisms to investigate police killings
- and make easier the decertification of police officers who have exhibited discriminatory conduct, excessive use of force, or racial profiling
- This was a very, very difficult bill to work on because it had created so much dissension between police officers in the State of Connecticut, and non-police officers, particularly members of the legislature.
- But I want you to know, after 32 years in the police department, I don't agree with the bill in its entirety. But in response to what's happening across this country, I do agree with a higher level of police accountability, and I do agree with most of the language contained within the bill. Some of the language has to be revisited, but we have plenty of time to work together to fix what I think could be unintended consequences of the bill.
- However, having said that, there is not a police officer in America who does not recognize and understand that things need to change.
- The George Floyd killing, the Breonna Taylor killing, and the Rayshard Brooks killing in Atlanta are unacceptable.
- We need to work together, because the vast majority of police officers here in the state of Connecticut go to work each and every day to protect and serve. They put their lives on the line, and leave their families to go out and do what they believe in doing, which is protecting each and every

one of us.

- Yes, like every profession, there are some bad apples. And yes, it is our obligation as elected officials and police managers to identify those individuals who never should have worn the badge.
- This reform legislation makes it easier to identify those officers, and take the action necessary to separate them from police service.
- As controversial as this bill is, having seen what's happened across the country, it is imperative that we work together to make sure that officers who have created a lack of trust in the community are identified, and we need to make sure that those officers are taken out of police service permanently. They have already smeared the reputation of dedicated police officers across our country and that is unacceptable. This is why I support this legislation.

Implementation of Body and Dashboard Cameras

- On September 11th, the Waterbury Police Department began the first in a series of body-worn camera trials.
 - Body-worn cameras and dashboard cameras will be implemented prior to the state mandated deadline of July 1st, 2022
- The use of body-worn cameras will:
 - **Strengthen police accountability** by documenting incidents and encounters between officers and the public.
 - **Resolve officer-involved incidents and complaints** by providing an objectively independent record of events.
 - **Improve agency transparency** by allowing the public to see video evidence of police activities and encounters in accordance with applicable laws regarding public disclosure.

- Earlier this month, the Waterbury Police Department began the first in a series of body-worn camera trials.
- Axon was selected for the first body-worn camera trial. Axon has provided the Waterbury Police Department with 17 body cameras with accompanying sensors on gun holsters and tasers. This first trial began on September 11th.

Implementation of Body and Dashboard Cameras (Cont.)

- **Identify and strengthen officer performance** by using footage for officer training and monitoring when appropriate and consistent with the law.
- **Improve evidence documentation** for investigation, prosecutions, and administrative reviews of employee performance and/or civil actions.
- The implementation of body-worn cameras and dashboard cameras has been accompanied by a detailed department policy that will ensure that cameras are in operation anytime an officer is performing his or her duties.

- Today's technology has built in safeguards that will trigger the activation of a body-worn camera in any number of situations including when a firearm or taser is drawn.
- The Waterbury Police Department has developed a body-worn and dashboard camera policy that leaves zero discretion to officers. If officers fail to turn on their body cameras, they will be held accountable.
- I can honestly say that I believe body-worn cameras and dashboard cameras will make for safer interactions between the public and police officers, as well as strengthen the accountability of our officers and the

department.

- The use of body-worn cameras and dashboard cameras will be fully implemented prior to the state mandated deadline of July 1st, 2022

Recently Held Community Conversations and Town Hall Forums

June 1st: In response to the tragic killing of George Floyd, Mayor O'Leary held a Community Conversation on Current Events, Relationships, and Solidarity.

June 18th: Mayor O'Leary hosted the first of a series of four radio Town Halls on WATR to ensure strong, two-way communication between residents and city government. The subject of this Town Hall was the role of local government in combatting systemic racism and implicit bias.

June 23rd: Chief Spagnolo hosted the second Town Hall on the subject of race and the role of policing in Waterbury.

June 30th: Dr. Verna Ruffin hosted the third Town Hall on the critical importance of diversity and social justice in Waterbury Public Schools.

July 7th: States Attorney Maureen Platt hosted the fourth Town Hall on race and the role of the judicial system.

- On June 1st, we were the first city to hold a community forum in the wake of George Floyd's killing. Unfortunately, COVID-19 limited the in-person attendance, but we were grateful that Governor Lamont, Lieutenant Governor Susan Bysiewicz, Senator Murphy, Congresswoman Hayes, State Senator Joan Hartley, Representative Butler, Representative Napoli, Pastor Reese, Dr. Gatling, Ginnie-Rae Clay, Reggie Beamon, Warren Leach and Pastor Hopson took time out of their day to join us.
- In an effort to ensure strong, two-way communication between residents and city government, I then planned and scheduled a four part series of radio town halls on WATR.

- Each of the four town hall meetings were four hours long, and provided us an opportunity to hear honest and candid feedback from our residents.
- I'd like to thank States Attorney Maureen Platt, Pastor Reese, Dr. Verna Ruffin, Pastor Hopson, and Chief Spagnolo for participating in these important conversations.

Affordable Housing Development

- Mayor O'Leary and Waterbury's state delegation lobbied the State of Connecticut for \$1,192,000 to support the rehabilitation of Liberty Hall Apartments on South Main Street. This project was completed in 2015.
- Mayor O'Leary and Waterbury's state delegation lobbied for and supported construction of the \$10 million, 33 unit, Liberty Commons affordable housing complex. This project was completed on South Main Street in 2015.
- Mayor O'Leary and Waterbury's state delegation lobbied for and supported the \$6.7 million conversion of the former St. Francis Xavier School into a 20 unit supportive housing complex. This project was completed in 2015.
- Mayor O'Leary and Waterbury's state delegation lobbied for and supported the \$7.8 million rehabilitation of the 63 unit Frost Homestead complex. This project was completed in 2016.
- Mayor O'Leary and Waterbury's state delegation lobbied for and supported the \$33 million, 122 unit, Davis Gardens reconstruction project. This project was completed in 2017.

- I'm going to talk now about affordable housing development, which is so important to Waterbury and our population that continues to struggle in poverty.
- Since coming to office, I have worked with our state legislative delegation to secure funding to aide in the construction and rehabilitation of affordable housing stock.
- The completion of these projects: Liberty Hall Apartments, Liberty Commons, the conversion of the former St. Francis Xavier School, Frost and Homestead Avenues, and Davis Gardens, have all taken place within the last 5 years.

Waterbury Housing Authority (WHA)

- In 2012, the WHA received a failing Public Housing Assessment System (PHAS) audit score of 58 out of 100, as a result the U.S. Department of Housing and Urban Development (HUD) designated the WHA a “Troubled Agency”.
- In response, Mayor O’Leary traveled to Washington D.C. several times to meet with representatives of HUD’s Regional and National Offices to assist the WHA in developing a recovery plan to address these issues, specifically with regards to management and financial operations.
- Following this, Mayor O’Leary hired a new Executive Director and reconstituted the Board of Commissioners, replacing several members.
- A full audit and independent assessment of the Housing Authority was ordered as well, which resulted in the discovery of **300 unused vouchers which were immediately issued to house local families**. During this time HUD also sought to recapture \$177,366 in funding, however following discussions with HUD and after providing additional documentation, the recapture was rescinded.

- For those that do not know, one of my responsibilities as Mayor is to appoint the commissioners of the Waterbury Housing Authority Board of Commissioners.
- When I came into office, the Waterbury Housing Authority was in distress, receiving a “troubled agency” designation from the U.S. Department of Housing and Urban Development.
- After traveling several times to Washington D.C. to meet with the Department of Housing and Urban Development, and developing a recovery plan, we identified 300 unused vouchers which were then immediately issued to our local families.

- 300 unused vouchers, 300 families that could have been in public housing that for whatever reason, the prior administration decided not to take advantage of.
- This experience was eye opening, and I quickly moved to hire a new executive director and reconstitute the Board of Commissioners.

Waterbury Housing Authority (WHA) (Cont.)

- The WHA has gone on to continually improve operations as reflected in HUD's Public Housing Assessment System scoring which has designated the WHA as a **"High Performer"** for FY 2017-2019.
- The WHA has continually worked to improve the lives of its residents, hiring extra duty police officers to respond to an uptick in gang violence, and partnering with local community organizations like **NWRIB, PAL, and the YMCA on the following programs:**
 - YMCA Youth Program at the Berkeley Heights Recreation Center, Neighborhood Watch Programs, Youth Build Program, Section 3 Resident Employment Program, Waterbury Police Department/PAL Youth Outreach Event and Waterbury Police Department/PAL Community Outreach Event, Berkeley Knights Drill Team, Holiday & Back to School Events for our residents and children, Coffee Hour & Games with senior residents
- The WHA has also continued to improve the physical condition of its housing; most recently they have undertaken large capital improvement projects like the full exterior upgrade of its Oak Terrace and Austin Road complexes, replacement of all windows in the Berkeley Heights complex, and converting fourteen (14) units of housing to full 504 ADA compliance to serve our handicap population.

- Since implementation of these changes, the Waterbury Housing Authority has continually improved.
- In fact, each of the last three fiscal years, the Waterbury Housing Authority has been designated as a "High Performer" by HUD.
- I am proud of the work undertaken by our housing authority to improve the live of our residents. They have partnered with local community organizations to provide programming for tenants, and continue to invest in capital improvement projects to upgrade our residents units.

Active Brownfield Remediation Sites

698 South Main Street (Anamet Site)

- The City of Waterbury purchased this 17 acre parcel in 2017 for \$935,000, reclaiming land that had been left unattended since the plant closed in 2000.
- The City of Waterbury sought and was awarded a \$2.1 million DECD grant which was used to clear overgrown brush from the site, begin demolition, and hire a licensed hygienist who monitored the air to ensure that no contamination was being aerosolized.
- The City of Waterbury is currently investing \$2.3 million to replace the roof of the 220,000 square foot industrial building on the site.

2100 South Main Street (Risdon Site)

- The City of Waterbury secured a \$1 million grant from DECD to demolish the former Risdon Manufacturing building that was destroyed by fire.
- The City of Waterbury invited DECD Commissioner Lehman to visit this site in an effort to secure the remaining \$1 million required to remediate.

- Since coming into office I have worked tirelessly with state and federal partners to secure millions of dollars for the assessment, remediation, and redevelopment of Waterbury's contaminated brownfield sites.
- Aside from the fact that brownfields remain the City's biggest obstacle to the provision of pad ready properties for redevelopment and job creation, I firmly believe that these efforts have had a tremendously positive impact on the environment, resident quality of life, and the overall psyche of Waterbury's residents.
- Nowhere has this contemporary investment in our city's environment been more evident than in the South End of Waterbury.

- Two examples of brownfields we are actively working to remediate and redevelop are:

698 South Main Street (Anamet Site)

- The City of Waterbury purchased this 17 acre parcel in 2017 for \$935,000, reclaiming land that had been left unattended since the plant closed in 2000.
- I was able to work with our state partners to secure a \$2.1 million DECD grant which was used to clear overgrown brush and blight from the site, and begin demolition.
- We are currently investing \$2.3 million to replace the roof of the 220,000 square foot industrial building on the site

2100 South Main Street (Risdon Site)

- My administration secured a \$1 million grant from DECD to demolish the former Risdon Manufacturing building that was destroyed by fire.
- Last summer I invited DECD Commissioner David Lehman to visit this site in an effort to secure the remaining \$1 million required to remediate.

Active Brownfield Remediation Sites (Cont.)

313 Mill Street (Former site of Nova Dye and Print Co.)

- The City of Waterbury worked to secure \$2.5 million in DECD grants to demolish and remediate the former Nova Dye factory which was destroyed by fire.
- The City of Waterbury worked with Governor Malloy to secure a \$3 million grant from DEEP, and a \$93,000 grant from DECD to plan and construct a little league baseball field.

909 Bank Street (Former site of Amici's)

- The City of Waterbury purchased this site for \$50,000 in 2019.
- \$245,000 of site remediation work was completed earlier this year.
- A firm has been selected to perform park design services, and public participation meetings will begin in the near future.

- Two projects that I'm excited to see break ground are 313 Mill Street and 909 Bank Street. Both of these sites are brownfields, and both sites will be transformed into parks for our city's residents.
- After public meetings with South End residents, it was decided that a little league baseball field would be constructed at the 313 Mill Street site.
- We are now preparing to begin the process of soliciting public input from residents, the Brooklyn Neighborhood Association, and the Waterbury Neighborhood Council for the design of the future park at 909 Bank Street.

Construction of the Brass City Regional Food Hub

- The City of Waterbury worked with Brass City Harvest and members of our state delegation to secure a combined \$2.825 million in CDBG, DECD, EPA, and NVCOG funding to remediate this site, and construct the state's first regional food hub.
 - Ground was broken on May 13th, 2019
 - The Food Hub opened and began operations in May of 2020
- Located on a former brownfield, and in a USDA food desert, this facility has created jobs, established a best-practice facility for local farms to wash their produce, and is providing the residents of the City's South End with access to quality fresh produce.

- One of our recent successful brownfield remediation projects is the Brass City Regional Food Hub.
- Located on a former brownfield, and in a United States Department of Agriculture Food Desert, the City of Waterbury and Brass City Harvest partnered to create the first regional food hub in the State of Connecticut.
- This trailblazing facility has enhanced the River Baldwin neighborhood, and has provided our local residents with access to quality and fresh produce.

Investing in Waterbury's Workforce

Investment in Waterbury's Workforce

- **Waterbury's Good Job Ordinance** was established to enhance Waterbury residents opportunity for employment related to publicly-funded construction projects taking place within the City of Waterbury.
 - **Hiring Goals:**
 - 30% of the total worker hours on each covered project shall be Waterbury residents
 - 70% of all new hires shall be economically disadvantaged individuals, defined as those earning less than 150% of the poverty line at the time of application
 - The Northwest Regional Workforce Investment Board (NRWIB) administers the City of Waterbury's Good Job Ordinance, and partners with the city to provide residents with workforce training in high demand labor markets.

- At the time that Waterbury's Good Job Ordinance was enacted, the Waterbury Development Corporation served as the ordinance administrator.
- Admittedly, the success of Waterbury Development Corporations oversight was limited.
- After coming into office, I transitioned the role of Good Jobs Administrator to the Northwest Regional Workforce Investment Board.
- Under the leadership of Cathy Awwad, we have seen far greater success.

Investment in Waterbury's Workforce (Cont.)

Waterbury's Construction Careers Initiative

- Results of Program Years: 2016-2020
 - **478 program participants**
 - 309 of the 478 program participants were former offenders or have a criminal record
 - 62 of the 478 program participants had dropped out of high school
 - **Demographic Breakdown of Participants:**
 - Black or African American: 234
 - Hispanic/Latino: 139
 - White: 95
 - Asian, American Indian or Alaskan native, Native Hawaiian or Pacific Islander: 10

- The City of Waterbury is fortunate to have a strong collaborative relationship with the Northwest Regional Workforce Investment Board, and their Executive Director Cathy Awwad. I have served as a member of their Board of Directors since 2011, and I believe firmly in the city's collaborative partnership.
- The Waterbury's Construction Careers Initiative reaches out to Waterbury residents in the interest of recruiting them for career opportunities in the construction building trades.
- This program provides opportunity for individuals with barriers to employment such as having a criminal record or being a high school dropout.

- This initiative brings together community based organizations, direct-service providers such as the American Job Center, our local school system, and other community groups to achieve training and employment goals.
- For a number of year's the home of the Construction Career Initiative was on Bishop Street at Waterbury Opportunities Industrialization Center. This was a very successful partnership that connected North End residents with employment opportunities.

Investment in Waterbury's Workforce (Cont.)

Connecticut Youth Employment Program (CYEP)

- Results of Program Year: 2018-2019
 - 547 program participants placed in employment.
 - Demographic Breakdown: Asian (14), Black or African American (151), Hispanic/Latino (267), White (107), Native Hawaiian or Pacific Islander (8).
 - Results of Program Year: 2019-2020
 - 228 program participants placed in employment.
- *Demographic data not yet available

- The Connecticut Youth Employment Program Provides work experience for youth ages 14-21 for a minimum of six weeks throughout the summer.
- This program serves both youth who are currently in school, as well as those who are out of school.
- Program participants receive career experience, as well as career exploration learning, and training on skills employers look for within their employees.

Investment in Waterbury's Workforce (Cont.)

Jobs First Employment Services (JFES)

- Results of Program Years: 2016-2020
 - **1,891 program participants**
 - 1076 of the 1891 program participants had dropped out of high school
- Demographic Breakdown:
 - Black or African American: 373
 - Hispanic/Latino: 274
 - White: 820
 - Asian, American Indian or Alaskan native, Native Hawaiian or Pacific Islander : 52
 - Unknown: 372

- Jobs First Employment Services is a program for adults and single mothers who are recipients of Temporary Assistance to Needy Families support. This program is designed to help these individuals gain and maintain independence from federal and state financial assistance.
- This is achieved by providing education, training services, and case management needed to secure employment.
- All participants receive assistance in preparing and looking for a job, transportation assistance, and help with payment for childcare.

Investment in Waterbury's Workforce (Cont.)

YouthBuild Waterbury

- Results of Program Year: 2019-2020
 - **46 program recruits**
 - 3 of the 46 program recruits were former offenders or have a criminal record
 - 35 of the 46 program recruits had dropped out of high school
 - **Demographic Breakdown:**
 - Black or African American: 22
 - Hispanic/Latino: 19
 - White: 3
 - Other: 2

- Youth Build Waterbury provides services to 17-24 years old who are in need of their High School Diploma, and are interested in receiving post-secondary credentials in the construction sector.
- Program participants receive monthly stipend payments and additional incentives for participation within the program.
- Youth participants receive assistance in being placed in an internship or permanent employment at the end of the program.

Investment in Waterbury's Workforce (Cont.)

- The **Manufacturing Alliance Service Center** (MASC) provides in-demand, high-quality manufacturing training, tailored to the needs of the regions employers.
- The goal of MASC is to equip program participants with the skills necessary for a career in manufacturing. Manufacturing Programs that are available include:
 - The CNC (Computerized Numeric Control) Entry Level Program
 - Fundamentals of Manufacturing Technology Program (First Year of Program)
 - MasterCam- and Davenport Set-up Training (First Year of Program)
- These training opportunities are available to individuals with varying backgrounds including veterans, high school students, long-term unemployed, and former offenders.

- The Manufacturing Alliance Service Center, also known as MASC, is a critically important partnership between the City of Waterbury and the greater Waterbury manufacturing community.
- After years of troubled leadership and dwindling program participation, the MASC center closed.
- In July of 2016 I led the city's purchase of the MASC building located at 173 Interstate Lane, and reconstituted the board of directors.
- I believe that the importance of MASC programming is truly two-fold:

- 1. The training provides participants with an in-demand skill set that has lead to gainful employment and living wages for many.
- 2. Manufacturing remains the backbone of our economy, and it is vitally important to have a skilled manufacturing workforce development program to support local employer hiring needs.

Investment in Waterbury's Workforce (Cont.)

- **Manufacturing Alliance Service Center** (Program Years 2016-2020)
 - 96 Program Participants Attended Daytime Entry Level CNC Operator Training Programming
 - 52 out of 96 program participants were former offenders
 - 61 out of 96 program participants were successfully placed in jobs
 - Demographic Breakdown:
 - Black or African American: 39
 - Hispanic/Latino: 24
 - White: 33
 - On an annual basis, 40 registered apprentices from local manufacturing employers attend evening classes

- MASC offers a variety of manufacturing skills training programs designed by and for manufacturers. These programs are flexible and created for people of all education levels. Participants who attend daytime entry level CNC operator training earn two National Institute for Metalworking Skills industry level recognized credentials upon completion.
- In addition to daytime training, on an annual basis, 40 registered apprentices from local manufacturing employers attend evening classes to further develop their manufacturing skillset.

Investment in Waterbury's Workforce (Cont.)

- **UCONN Waterbury Allied Health Center of Excellence**

- Mayor O'Leary worked directly with the former Acting Chairman of the University of Connecticut Board of Trustees, Thomas Ritter, to have the UCONN Waterbury Branch designated as a center for excellence in Allied Health Science.
- This designation means that beginning this fall, students from Waterbury have the opportunity to complete all Allied Health Sciences bachelor degree requirements at UCONN Waterbury.
- Mayor O'Leary recognized the importance of establishing this designation, because most Waterbury students don't have the financial means to attend UCONN's Main Campus in Storrs.
- Financially distressed Waterbury students who in the past may have dropped out after completing two years of courses at UCONN's Waterbury Branch, can now complete their 4 year bachelor degree, and attain a high paying job in one of the nations fastest-growing career fields.

- I worked directly with the former Acting Chairman of the University of Connecticut Board of Trustees, Mr. Thomas Ritter, to have the UCONN Waterbury Branch designated as a center for excellence in Allied Health Science.
- Through collaboration with Dr. William Pizzuto and Mr. Thomas Ritter, beginning this fall, students from Waterbury have the opportunity to complete all Allied Health Sciences bachelor degree requirements at UCONN Waterbury.
- I recognized the importance of establishing this designation, because most Waterbury students don't have

the financial means to attend UCONN's Main Campus in Storrs.

- Financially distressed Waterbury students who in the past may have dropped out after completing two years of courses at UCONN's Waterbury Branch, can now complete their four year bachelors degree in Allied Health Sciences, and attain a high paying job in one of the nations fastest-growing career fields.
- I'd like to point out that there are great allied health programs at POST university and Naugatuck Valley Community College.

Investment in Waterbury's Workforce (Cont.)

- **Waterbury Career Academy**

- Offers students four industry sector career pathway options:
 - **Manufacturing**
 - **Healthcare**
 - **Information Technology**
 - **Human Services**
- These pathways were selected based on labor market information in an effort to best align curriculum with employment opportunities in Waterbury.

Manufacturing Pathway

- Students are able to earn up to **17 college credits** from Naugatuck Valley Community college.
- Students are connected directly with local companies such as Cly-Del, MacDermid, and Eyelet Design for site visits, job shadowing, and pre-apprentice placement
- Some of these students pursue job placement, while others continue their education.
- Over the last four years, Waterbury Career Academy has placed approximately **30 students in fulltime positions** throughout Greater Waterbury.

- Waterbury Career Academy opened in the fall of 2013, and has been tremendously successful.
- What makes Waterbury Career Academy unique in comparison to our other public high schools, is that enrolled students are offered four industry sector career pathways in the fields of manufacturing, healthcare, information technology and human services.
- In the manufacturing pathway, students are connected directly with local companies such as Cly-Del manufacturing, MacDermid, and Eyelet Design for site visits, job shadowing, and pre-apprentice placement.

- These students are also able to earn up to 17 college credits from Naugatuck Valley Community College.
- Over the last four years, Waterbury Career Academy has placed approximately 30 students in fulltime, high paying positions in manufacturing.

Investing in City Parks and Active Recreation Spaces

Investment in City Parks and Active Recreation Facilities

- Over the last eight years, the O'Leary Administration has invested more than **\$15 million** to support the revitalization of our parks and active recreation facilities.
- When Mayor O'Leary first came to office in 2011, Waterbury had **one functioning splash pad.**
- After launching a splash pad replacement program, **Waterbury now has 16 functioning splash pads:**
 - River-Baldwin Recreation, North End Recreation, Chase Park, Rivera-Hughes Park, Town Plot Park, Lower Murry Park, Bucks Hill Park, Hamilton Park, Fairlawn Park, Washington Park, East Mountain Park, Waterville Park, Berkley Park, Hopeville Park, Fulton Park, Curtain Park
- Installed new public restroom facilities:
 - City Mills Park, Hamilton Park, Hopeville Park, Huntingdon Park, Library Park, MLK Park, Waterville Park, Rivera-Hughes Park, Municipal Stadium

- The City of Waterbury's parks are treasured public assets that are utilized every day by our residents of all ages from all different background. I believe that providing residents with access to clean, modern, and safe parks to exercise and recreate in is critically important.
- When I was first elected as Mayor, I was dismayed with a city parks system that had gone without critically needed maintenance and capital investment for decades.
- After touring every single city park and recreation facility during my first year in office, I made a commitment to take decisive action.

- Over the last eight years my administration has invested more than \$15 million to support the revitalization of our parks and active recreation facilities. This included the launch of a splash pad replacement program. When I got to office we had 1 functioning splash pad.
- Currently we have 16 functioning splash pads that our children and families are able to use to escape the summer heat.
- We have also installed 9 new public restroom facilities in 9 different parks.

Investment in City Parks and Active Recreation Spaces (Cont.)

- **Examples of Investment:**

- **Hamilton Park Pool:** Ensured resident access to outdoor cooling option by investing in renovations this past spring (\$62,000).
- **North End Rec Center:** Design and installation of air conditioning (\$162,000)
- **River Baldwin Recreation Center:** Renovation of basketball courts with site amenities, design and installation of air condition (\$282,000)
- **Hopeville Park:** Installation of basketball courts with site amenities and fencing, replaced bathroom, construction of splash pad, installed new playscape(\$490,000)

- **Hamilton Park Pool:** Ensured resident access to outdoor cooling option by investing in renovations this past spring (\$62,000).
- **North End Rec Center:** Design and installation of central air conditioning (\$162,000)
- **River Baldwin Recreation Center:** Renovated outdoor basketball courts with site amenities. Design and installation of central air condition (\$282,000)
- **Hopeville Park:** Constructed outdoor basketball courts with site amenities and fencing, replaced bathroom,

constructed a splash pad, and installed a new playscape (\$490,000)

Investment in City Parks and Active Recreation Spaces (Cont.)

- **Examples of Investment:**

- **Berkeley Park:** construction of splash pad, and fence replacement (\$80,000)
- **Lakewood Park:** Construction of double handball court, abatement and painting of gazebo, installation of new playscape, parking lot improvements, renovation of basketball court, replacement of roof on bathhouse (\$765,000)
- **Washington Park:** Installation of new windows in recreation center (\$185,000)

- **Berkeley Park:** construction of splash pad, and fence replacement (\$80,000)
- **Lakewood Park:** Construction of double handball court, abatement and painting of gazebo, installation of new playscape, parking lot improvements, renovation of basketball court, replacement of roof on bathhouse (\$765,000)
- **Washington Park:** Installation of new windows in recreation center (\$185,000)

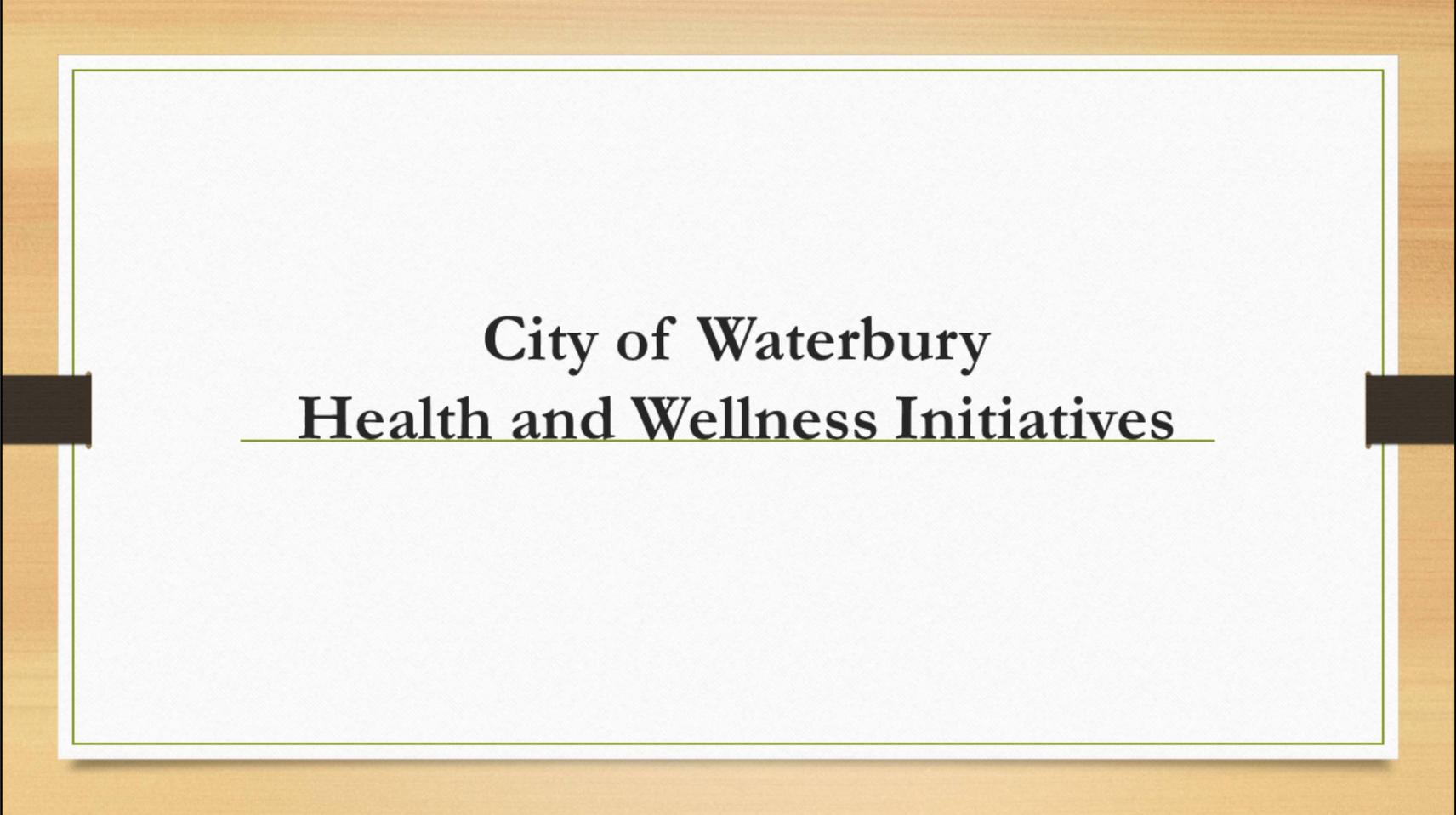
Investment in City Parks and Active Recreation Spaces (Cont.)

- Examples of additional investment:
 - **Rivera-Hughes Memorial Park:** Construction of double handball court, splash pad, restrooms, resurfaced basketball court, site amenities (\$275,000)
 - **Municipal Stadium:** constructed a new locker room/restroom facility, replaced field turf, conducted renovations of baseball fields (\$4,650,000)
 - **Fulton Park:** Reconstructed the wading pool, annual pool maintenance, bathroom restorations, rehabilitated pond fountains, installed new fencing and sidewalks, repaired fountain and improved landscaping, warming hut renovations and amenities, new playscape, greenhouse/storage shed/cottage improvements (\$2,375,500)

- **Rivera-Hughes Memorial Park:** Construction of double handball court, splash pad, installed a new restroom, and resurfaced basketball court (\$275,000)
 - **Municipal Stadium:** constructed a new locker room/restroom facility, replaced field turf, and conducted renovations of baseball fields (\$4,650,000)
 - **Fulton Park:** Reconstructed the wading pool, conduct annual pool maintenance, completed bathroom restorations, rehabilitated pond fountains, installed new fencing and sidewalks, improved landscaping, completed warming hut renovations and amenities, installed a new playscape, and made improvements to the greenhouse, storage shed, and cottage (\$2,375,500)
- We have invested over \$15 million in our parks, and I believe, and I think you'll agree, this was an investment well worth

making. I was shocked by the conditions of our parks in the spring of 2012. It was devastating to see some of the city's most beautiful parks had been let go the way that they had been.

- Instead of using Community Development Block Grant (CDBG) funding to buy fire trucks, or to replace windows in city owned buildings that the city is obligated to maintain, we have taken the CDBG funding that is allocated to the city, and we have invested in our parks so that our students, children and families have a quality of life in the City of Waterbury that they deserve.
- This is how CDBG funding is supposed to be spent, and that is what we are doing.



City of Waterbury
Health and Wellness Initiatives

City of Waterbury

Health and Wellness Initiatives

- The City of Waterbury's Health Department works tirelessly to fulfill the Center for Disease Controls 10 Essential Services of public health:
 - Monitor health status to identify and solve community health problems
 - Diagnose and investigate health problems and health hazards in the community
 - Inform, educate, and empower people about health issues
 - Mobilize community partnerships and action to identify and solve health problems
 - Develop policies and plans that support individual and community health efforts
 - Enforce laws and regulations that protect health and ensure safety
 - Link people to needed personal health services and assure the provision of health care when otherwise unavailable
 - Assure competent public and personal health care workforce
 - Evaluate effectiveness, accessibility, and quality of personal and population-based health services
 - Research for new insights and innovative solutions to health problems

- Even as the pandemic disrupted every facet of our lives, the Waterbury Health Department never faltered in delivering essential public health services to the City of Waterbury's residents.
- Our Health Department is comprised of the:
 - Environmental Health Division
 - Community Health Division
 - And the Preparedness Division
- Each of our divisions is dedicated to providing high-quality services to our community.

City of Waterbury

Health and Wellness Initiatives (Cont.)

The Lead & Healthy Homes Program:

- This program provides renovations to remediate lead-based paints and other environmental health hazards from income-qualified housing units occupied by young children to prevent lead poisoning.
- In January of 2012, less than two months into Mayor O'Leary's first term, the City of Waterbury was notified by the U.S. Department of Housing and Urban Development (HUD) that the City's Department of Health had been served with a subpoena from the U.S. Attorney's office due to violations committed by the former Lead and Healthy Home Program Director.
- Subsequently, the program was given a "High Risk" status by HUD. Mayor O'Leary traveled to Washington D.C. to meet with HUD officials to discuss the fulfillment of special conditions to restore good standing.
- **The program has had an overall performance rating of "100 out of 100" since January 2013.**

The Women, Infants, and Children (WIC) Program:

- This program provides supplemental nutritional assistance for income-qualified prenatal/post-natal women, infants and young children to support healthy pregnancies and deliveries, and healthy prenatal and early childhood development.

- **The Lead and Healthy Home Program** provides renovations to remediate lead-based paints and other environmental health hazards from income-qualified housing units occupied by young children.
- This program prevents lead poisoning, and the devastating developmental challenges that lead exposure causes.
- Less than two months into my first term as Mayor, I was notified by the U.S. Department of Housing and Urban Development (HUD) that the City's Department of Health's lead and healthy homes program was under federal investigation.

- Subsequently, the program was given a “High Risk” status by HUD, and I traveled to Washington D.C. on several occasions to meet with HUD officials to discuss the fulfillment of special conditions to restore good standing.
- Since then, under Fran Ford’s leadership, the program has had an overall performance rating of “100 out of 100” since January 2013, and is on track to complete abatement of 165 housing units of lead-based paint hazards by September 2021.

The Women, Infants and Children Program

- Is a regional program based out of our Health Department Office.
- This nutrition assistance program provides healthcare referrals, nutrition education, breastfeeding promotion and support, and supplemental foods to
 - Pregnant, breastfeeding, and post-partum women
 - As well as infants and children up to the age of 5

City of Waterbury

Health and Wellness Initiatives (Cont.)

Infant Immunization Action Plan:

- This program provides surveillance of local immunization rates and works with local and regional healthcare providers to meet immunization standards, and to locate hard to reach families to assist them in obtaining needed information for follow-up care.

The HIV Prevention Program:

- This program provides ongoing community outreach, education, testing and linkage to treatment for HIV as well as other sexually transmitted infections, harm reduction including Narcan training and distribution, and client-centered outreach and linkage to care for persons with substance use disorders. This program is fully integrated with the Opioid Overdose Prevention Program.

The Ryan White AIDS Health Care & Support Services Program:

- This program provides ongoing case management for individuals in our community living with HIV/AIDS, including: linkage to health care services; assistance to obtain health insurance, disability benefits, medication supplies as well as emergency assistance with housing, transportation and food.

Infant Immunization Action Plan:

- The goal of the city's Infant Immunization Action Plan is to facilitate access to recommended vaccines, and improve immunization coverage rates for Waterbury children.
- From July 1st, 2019 through June 30th, 2020, 676 Waterbury children under the age of 2 were identified for immunization outreach.
- 637 out of the 676 children identified were successfully brought back for immunization and updating of health records.

HIV Prevention Program

- In 1986 the Waterbury Health Department began providing HIV prevention Education services throughout Waterbury.
- Through the use of a mobile health van, anonymous and confidential HIV Outreach, testing, and linkage to services is offered to Waterbury residents free of charge.

The Ryan White AIDS Health Care & Support Services Program:

- Provides ongoing case management services for individuals in our community living with HIV/AIDS
- Services Offered include:
 - linkage to health care services;
 - assistance to obtain health insurance,
 - disability benefits,
 - medication supplies as well as emergency assistance with housing, transportation and food.

City of Waterbury

Health and Wellness Initiatives (Cont.)

City of Waterbury Files Suit Against Opioid Manufacturers:

- **August 30th, 2017:** At the direction of Mayor O'Leary the City of Waterbury became the first municipality in the State of Connecticut to file a lawsuit against opioid producing drug companies.
- Waterbury filed suit against 7 pharmaceutical companies, seeking damages related to the fraudulent marketing of prescription opioid painkillers, and the devastating health and fiscal costs bared by Waterbury and our residents.

The Opioid Overdose Prevention Program:

- Mayor O'Leary secured state and federal grant funding, to launch a program which provides outreach and linkage to treatment for persons with substance use disorders.
- The "warm hand-off" model for responding to overdoses utilizes recovery coaches, and was specifically requested from within the Waterbury Fire and Police Departments to achieve an evidence-based medical model to respond to substance use disorder in the field.
- This program is fully integrated with the HIV Prevention Program which works to prevent overdose and to promote linkage treatment for persons with substance use disorders.

• **Opioid Lawsuit**

- On August 30th, 2017 the City of Waterbury became the first municipality in the State of Connecticut to file a lawsuit against opioid producing drug companies.
- At my direction, the city filed suit against 7 pharmaceutical companies, seeking damages related to the fraudulent marketing of prescription opioids, and the devastating health and fiscal costs bared by Waterbury and our residents.

The Warm Hand Off Program

- I secured state and federal grant funding, to launch a program which provides outreach and linkage to treatment for persons with substance use disorders.
- The Warm Hand Off Program is initiated when anyone in the city of Waterbury experiences an opioid-related overdose.
- Overdose Response Technicians who have been trained and certified as Recovery Coaches are dispatched to the scene of an overdose with support from the Waterbury Police Department.
- The ultimate goal of the Warm Hand Off program is to connect people to care, primarily substance abuse treatment.
- 1 out of 3 households are impacted by opioid use. 1 out of 10 people with opioid addiction receive treatment. This is a terrible crisis, and it is amazing to me that these pharmaceutical companies were able to get away with this for all these years.

City of Waterbury Health and Wellness Initiatives (Cont.)

- **COVID-19 Emergency Response:**

- Mayor O'Leary ordered the opening of the city's Emergency Operations Center (EOC) on March 11th, 2020. Since opening, the EOC has been in operation and staffed 24/7.
 - Total Calls into the EOC: 14,787
- Nursing staff have provided contact tracing for 2,470 COVID-positive persons since the onset of COVID-19.
- The City of Waterbury has:
 - Distributed 551,142 student meals
 - Delivered 44,979 meals to homebound seniors
 - Fulfilled 481 basic needs service requests. These 481 basic needs requests represent 1,531 individuals served.

- The city opened our Emergency Operations Center (EOC) on March 11th, 2020. To my knowledge, we are the only city that has had an emergency operation center in continuous operation since the onset of COVID-19.
- Since opening, the EOC has been in operation and staffed by health department staff, and police and fire employees 24 hours a day, 7 days a week.
 - We have received 14,787 calls into the EOC since opening
- The City's school nursing staff have provided contact tracing for 2,470 COVID-positive persons since the

onset of COVID-19.

- The City of Waterbury has:
 - Distributed 551,142 student meals
 - Delivered 44,979 meals to homebound seniors
 - Volunteers deliver meals on Monday, Wednesday and Friday. Each delivery contains meals for days when meals are not delivered.
 - Fulfilled 481 basic needs service requests. These 481 basic needs requests represent 1,531 individuals served

City of Waterbury

Health and Wellness Initiatives (Cont.)

Mayor O'Leary's Kids Marathon

- Started in 2013 and held annually. Initially, approximately 450 students participated.
- Now, approximately 2,500 students representing every Waterbury Public School participate on an annual basis.
 - This program targets the city's youth to combat the risk of obesity and associated health risks (lacking good nutritional habits and physical activity).
 - Participating students run 1-2 miles, multiple times a week.

Mayor's Nuisance Enforcement Team:

- Under the leadership of Mayor O'Leary, the Health Department's Environmental Division works closely with departments citywide to contain and abate blight and other nuisances within the community.

- The Kids Marathon is an annual event that I started here in Waterbury, and take a lot of pride in.
- The goal of the Kids Marathon program is to introduce kids to the sport of running in an effort to promote healthy lifestyles amongst our youth.
- Under the direction of Olympian Rod Dixon, City Clerk Michael Dalton, and YMCA CEO Jim O'Rourke, we have seen the participant numbers jump from approximately 450 students back in 2013 to 2,500 students the last couple of years.

- Others have recognized the importance of what we are trying to do with our students, and organizations such as Cigna and Poland Springs help comprise a list of over 20 sponsors that support the program.

City of Waterbury Health and Wellness Initiatives (Cont.)

Collaboration with the Center for Human Development (CHD)

- The City of Waterbury has established a collaborative partnership to facilitate the operation of an inclement weather warming center so that homeless individuals, or individuals seeking shelter from the cold or severe weather are protected.
- At the onset of the COVID-19 pandemic, the City of Waterbury subsidized the rental of a large commercial event tent and heaters that were installed at CHD. This allowed for individuals to seek refuge from the cold in a safe and socially distanced manner.

- Two years ago, the City of Waterbury partnered with Belinda Lopez, and the Center for Human Development to establish a city warming center to protect homeless individuals from inclement winter weather.
- The Warming Center is housed in the Center for Human Development's Hospitality Center located on East Main Street.
- The City of Waterbury provides funding, health department staff, and a police officer to ensure that residents seeking shelter can do so in a safe environment.

- At the onset of the COVID-19 pandemic, Belinda reached out to me with social distancing concerns at the warming center. The city rented a commercial tent and heaters so that the warming center could continue to operate and offer services in a decompressed setting.

Our Commitment Moving Forward

- The City of Waterbury is committed to continuing our work with the Greater Waterbury Health Partnership, and our local nonprofit partners to better promote existing health and wellness opportunities, and identify strategies that will positively impact our residents health outcomes.

- Last Monday I had an opportunity to meet with Angie Matthis the Executive Director of the Greater Waterbury Health Partnership, JoAnn Reynolds-Balanda the United Way's Vice President of Community Impact, and Ellen Carter the Connecticut Community Foundations Vice President of Program and Strategy.
- Together we had a very open and honest conversation about how we can better use Waterbury's evidence-based health information to improve the overall health of our residents. We also talked about the need for better communication with our nonprofits so that they can share with their clients the great initiatives and services that already exist.
- My commitment to everyone watching tonight, and every resident of this city, is that we will work hard every day to be more successful in effecting positive health outcomes.

Investing in the Future of Waterbury's Students

Naugatuck Valley Community College (NVCC) *College Connection Program*

- The College Connections program at NVCC started in the Fall of 2012.
 - **A total of 172 Waterbury Public School high school students have participated in this program since 2012.**
- The goal of this program is to attract high school age students who want careers in the manufacturing industry, but are not four-year college-bound.
- High school juniors and seniors enrolled in the program take advanced manufacturing courses, and acquire college credit for classes taken over the course of four semesters. The hope is that these same students will apply to NVCC, and register for the full Advanced Manufacturing Certificate program.

- As I referenced earlier in my presentation, manufacturers in the region have consistently been challenged in their efforts to find skilled workers.
- The NVCC College Connections programs is geared towards high school juniors and seniors with a focus on garnering interest and raising awareness about the career opportunities in the State's manufacturing industry.
- The 172 Waterbury high school students who have participated in the program have been able to take advanced manufacturing courses, acquire college credit, and have had the opportunity to earn certification from the National Institute for Metalworking Skills.

POST University's Early College High School Program

- On February 11th, Mayor O'Leary joined Dr. Ruffin and POST University CEO and President, John Hopkins, for the Early College High School (ECHS) program announcement.
- This partnership between POST University and the City of Waterbury provides our high school students the opportunity to obtain an associate's degree in **Accounting, Criminal Justice, Early Childhood Education, Legal Studies, Management or Marketing**, while **simultaneously earning their high school diploma**.
- Currently 21 Waterbury students are enrolled in ECHS. All ECHS students are freshman attending the program which is held at Crosby High School. However, enrolled students have come from middle schools across the city:
 - Waterbury Arts Magnet School - 1 student
 - West Side Middle School - 6 students
 - Wallace Middle School - 12 students
 - North End Middle School - 2 students

- Thanks to the dynamic leadership and collaboration of Dr. Ruffin and John Hopkins, this past February, Waterbury Public Schools and Post University announced the creation of an Early College High School program.
- The Early College High School program is a unique partnership designed to eliminate barriers between high school and higher education in order to create a more seamless path for students towards college and a career.
- The Early College High School at Crosby High School will offer students the opportunity to earn an Associate Degree in Accounting, Criminal Justice, Early Childhood Education, Legal Studies, Management or Marketing while simultaneously earning their high school diploma.

- Students are able to attend college classes through: **Coursework at the POST Campus, online coursework, attending college classes taught by a POST credentialed Waterbury Public School Instructor.**
- **After graduating high school, students can take the credits they have earned to POST University, which has started an aggressive financial aid program for Waterbury students. Thank you POST University.**

UCONN Waterbury: Student Support Services

- The UCONN Waterbury Branch offers low-income, first-generation college students access to support services to support their goal of graduating.
- Over the course of the last eight years, 69 Waterbury students have graduated with the assistance of student support services.
- This fall, 33 incoming students from Waterbury schools will receive student support services.

- As discussed in a previous slide, UCONN Waterbury is a critically important resource for Waterbury students who would like to continue their education, but do not have the financial means to leave home to go to college.
- I am grateful that UCONN Waterbury continues to step-up and provide student support services for students coming from Waterbury schools who are low-income, first-generation college goers.
- These programs are key because many of our aspiring students will not be able to graduate without supplemental support.

- I'm pleased and excited that this fall 33 students from Crosby, Kennedy, Wilby, WAMS, Sacred Heart and Holy Cross will receive student support services at UCONN Waterbury.

Improving Student Graduation Rates

Four-Year Cohort Graduation Rate	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19
Waterbury School District	62.6%	66.5%	67.9%	69.2%	73.3%	75.6%	76.7%	82.1%

- Under the leadership of Dr. Verna Ruffin, **graduation rates have increased nearly 20% since 2011-2012.**
- Through the implementation of early intervention strategies, students at risk of delayed graduation, or not graduating at all, meet regularly with principals and counselors to identify barriers, and develop solutions.
- If students are behind on graduation requirements, they are provided with credit restoration opportunities, including summer school, to get them back on track.

- Waterbury Public Schools Four-Year cohort graduation rates have increased nearly twenty percentage points since 2011-2012. The rate has increased between 1 and 5 percentage points annually since 2011-2012.
- The four-year cohort graduation rate is calculated by tracking an individual group of students from their initial entrance into 9th grade through to graduation in four years or less.
- Dr. Ruffin has focused on early intervention to improve graduation rates.

- Instead of waiting until the Junior year of a student who is struggling, these students are identified early, and a regular schedule of meetings with principals and counselors takes place to identify what the issues are.
- Also, when a student is identified as being behind their respective cohort, they are provided credit restoration opportunities and summer school in an effort to “catch up”.

Reducing Student Suspensions

School Year	# of out of school suspensions	# in in school suspensions
2015-2016	6,743	6,297
2016-2017	6,358	5,870
2017-2018	5,033	5,552
2018-2019	4,626	4,696
2019-2020 (As of 3/12/2020)	3,109	2,623

- From the 2015-2016 to the 2018-2019 school year, Waterbury Public Schools has seen a **31% decrease in out-of-school suspensions**, and a **25% decrease in in-school suspensions**.
- Dr. Ruffin identified that students were being suspended for acts of minor misbehavior.
- Monthly suspension rates are being evaluated at a school and classroom level.

- Waterbury Public Schools has experienced a decrease in exclusionary discipline over the last five years.
- There has been a 31% decrease in out-of-school suspensions from the 2015-16 school year to the 2018-19 school year, and a 25% decrease in in-school suspensions from the 2015-16 school year to the 2018-2019 school year.
- Before school closure, we saw a similar downward trend with an out-of-school suspension rate that was 3% lower at the end of February 2020 than it was at the end of February for the previous year.

- Dr. Ruffin's administration is working closely with principals and teachers to track frequency of suspension by school, classroom, and student.

KIDS Program: Keeping Individuals Driven for Success

- In 2019, under the leadership of Chief Fred Spagnolo and Dr. Verna Ruffin, the Waterbury Police Department and Waterbury Public Schools collaborated to create a pre-arrest diversionary program for students who are first time offenders and committed a non-violent offense in our public schools.
- Students work directly with officers to develop relationships and enhance trust through a series of activities and experiences.
- In the two years that the KIDS program has been in existence, **186 students have been enrolled**, and **only 16 of these students have had a future negative interaction with the criminal justice system.**

- The KIDS program has allowed us to open lines of communication with our students that did not exist before.
- We have experienced an overwhelming response from the families as well as the students.
- The students are now approaching our School Resource Officer's in our schools frequently to not only address issues or concerns, but at times, just to say good morning.
- Creating meaningful relationships and preventing future disciplinary incidents are the overall goals of the KIDS program.

- In the two years that the KIDS program has been in existence, **186 students have been enrolled**, and **only 16 of these students have had a future negative interaction with the criminal justice system.**
- The program statistics for the first two years point to it being a great success.

Conclusion

- The City of Waterbury recognizes and embraces the responsibility of proactively investing in our residents quality of life.
- Ensuring that all residents have equitable access to gainful employment, safe neighborhoods, modern parks & recreation space, health & wellness programming, and quality education has and continues to remain top priorities of the O'Leary administration.
- The City of Waterbury will continue to engage in conversation, and work collaboratively with community organizations and stakeholders to improve the lives of Waterbury residents.

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- Ensuring that all residents have equitable access to gainful employment, safe neighborhoods, modern parks & recreation space, and health & wellness programming has and continues to remain a top priority of the O'Leary administration.
- The City of Waterbury will continue to engage in conversation, and work collaboratively with community organizations and stakeholders to improve the lives of Waterbury residents.

- As evident in the data shared this evening, over the last 9 years of this administration, systems in Waterbury have been changed.
- The hard work and commitment of so many has lead to improvements in every facet of city life including employment and promotion opportunities, quality of life, workforce training, and healthcare.
- The COVID-19 pandemic and the disproportionately high impact this virus has had on the black and brown communities we serve, has served to sharpen the focus of this administration as we continue to commit to continuing to work with the Greater Waterbury Health Partnership and other community partners to substantially reduce the inequities in healthcare received by our residents.