

2001

APPLICATION FOR  
HERMAN GOLDSTEIN AWARD

for

"ACHIEVING  
THE  
EXTRAORDINARY"



Submitted by

**Colonel John F. Bardelli**  
**Commanding Officer**  
**Connecticut State Police**

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**WHYCOPS**  
**WINDHAM HEIGHTS YOUTH AND COMMUNITY**  
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**Problem:** Drug trafficking in the Windham Heights community, deteriorating quality of life exemplified by the fear of residents to leave their home and to let their children go out to play.

**Analysis:** Connecticut State Police discovered by analyzing past experience that applying traditional police methods without the support of residents in a community known regionally as a drug distribution center limited the effectiveness of anti-drug initiatives. Furthermore, the inability of police to permanently curb drug trafficking and associated crimes only deepened the community's lack of confidence in and distrust of law enforcement.

**Response:** State police management and task force members developed jointly with property owners Konover Residential Corporation, property management, residents, and representatives from neighboring communities the following two-part "weed and seed" strategy:

*Weed:* Aggressive, systematic reduction of drug activity from the Windham

Heights community through:

- Expansion of the task force from two to six troopers under the leadership of a sergeant, all trained in community oriented policing
- Strict enforcement against drug traffickers and their customers
- Assistance in site improvements
- Supporting property management policies of issuing photo ID's to residents age 10 and older and making the arrest for a drug-related offense grounds for immediate eviction.

*Seed:* Cultivating a positive relationship with area residents through participation in the following youth-oriented initiatives:

- + Reclaiming the basketball court from drug dealers
- Constructing two age-appropriate playgrounds, baseball and multi-purpose fields
- Establishing sports leagues
- Establishing a car seat lendllease program
- Conducting a job fair for youth of working age and adults
- Providing support to an existing teen center, computer center, and after school programs

**Assessment:** Within six months of strategy implementation, areas designated for the recreation of families were reclaimed from drug dealers. State police reported a 90 percent reduction in the number of calls for service. Arrest data showed a 16 percent increase for drug-related offenses, confirming the effectiveness of increased trooper presence. Results from a December 2000 survey showed 18 percent of residents said they were afraid to leave their homes as compared to more than 50 percent in 1999, and 35 percent of those surveyed in 2000 said they restricted their children from playing outside as compared to nearly 60 percent in 1999. Troopers also noted a corresponding increase in the residents' willingness to participate in community programs and cooperate with law enforcement.

**WHYCOPS**  
**WINDHAM HEIGHTS YOUTH AND COMMUNITY OUTREACH**  
**PROGRAM AND SERVICES**

**Connecticut State Police**

**Scanning**

Windham Heights is a privately owned and managed but federally funded community located in the town of Windham on the Willimantic town line in rural eastern Connecticut. A lease population of approximately 1600 residents, 85 percent Hispanic, occupies 350 apartments in 21 buildings. However, the actual population is estimated to be between 2,300 and 3,000 when persons not on the lease but living with the lessee are taken into account. About 80 percent of the leases are to single parents with a female as head of household and more than 90 percent receive public assistance.

Since the mid-1980's, the community had a reputation throughout New England for drug trafficking, with heroin and powder cocaine being the two predominant drugs being cut, processed and packaged for sale. Associated crimes such assault, burglary and robbery all but eliminated what little quality of life the residents had. Threats, fear of retaliation and a general lack of confidence in police to provide them with a safe environment kept residents from participating in existing programs and from cooperating with law enforcement.

For more than 10 years, state police from Troop K in Colchester had maintained a two-person task force at the Windhams. However, the workload surpassed the capacity for two troopers to handle, with drug traffickers conducting their activities around the scheduled presence of police. In 1988, during a six-month long "Save Our Streets" campaign, a task force using traditional law enforcement tactics drove drug dealing out of the Windhams. However, without the cooperation of residents, long-term success proved to be elusive as dealers returned shortly after the program ended.

The turning point came in the late afternoon of July 10, 1999, when two men carrying 9mm semi-automatic handguns entered the property and fired more than 12 rounds, narrowly missing several children, seniors, and causing property damage. Frustration from dealing with the escalating violence and property damage stemming from drug trafficking prompted the property manager to write a letter in September that year to local, state, and law enforcement officials, detailing the criminal activities that occurred and asking for their assistance. Almost immediately, state police management initiated the exploration of possible alternatives for solving the growing problem at the Windhams and began to evaluate staff for possible inclusion on an expanded task force.

## **Analysis**

### **EFFECTIVENESS OF TWO-TROOPER TASK FORCE**

An analysis of crime data revealed the two troopers assigned primarily for drug enforcement were overwhelmed by the magnitude of the problem that spilled into surrounding communities. Data showed the two troopers carried 10 percent of the workload for the 13-town sector covered by Troop K with Windham Heights alone generating from four to seven calls for service per day. Furthermore, police effectiveness was reduced 50 percent because a history of violence against troopers and their vehicles created the necessity to work in pairs.

Arrest records indicated the customer base involved eastern and central Connecticut, Rhode Island and Massachusetts. Furthermore, arrest history and intelligence determined that 95 percent of the persons involved in illegal drugs, both dealers and their customers, did not reside legally within the Windhams but used the property to transact business with the peak flow occurring between 9 a.m. and 9 p.m. Documentation from property management showed residents and employees were accosted daily to buy drugs and provide information to dealers. Furthermore, threats against employees and residents were a common occurrence.



Although state police had always worked well with property management, a review of past anti-drug initiatives attributed the inability to achieve sustainable success to a lack of resident support. Devising innovative methods (EXHIBIT A) to harness available resources became imperative. Therefore, from the very beginning, state police sought input from area residents as well as from property owners and property management to effect an improvement in the quality of life at the Windhams.

#### SURVEY RESULTS PRIOR TO TASK FORCE EXPANSION

A 1999 resident survey (EXHIBIT B) conducted by property management revealed the following:

- + Concerned about drugs in the neighborhood: 94 percent
- Did not feel safe: 51 percent
- + Afraid to leave their apartments: 52 percent
- Restricted children from playing outside: 59 percent
- Willingness to participate in activities: 30 percent

Results of this survey corroborated those of an earlier one conducted in 1997.

Analysis of the 1999 survey led police, property management and the resident services coordinator to conclude unanimously that children living on the property were victimized. Drug dealing occurring every day on playgrounds, near school, and drug paraphernalia littering the property jeopardized their safety.

## ROLE OF ENVIRONMENT

A joint review of the site and its buildings conducted by state police and property management identified several conditions existed that supported illegal drug activity:

- + Lack of continuous visible police presence
- + Large areas of scrub brush and trees surrounding the property
- Accessibility to the property from two, town-owned streets
- Easy access into the buildings themselves
- Lack of adequate outdoor lighting
- Lack of surveillance equipment
- Lack of monitoring of visitors on the property
- Inadequate recreation facilities and activities for the youth.

## ROLE OF DEMOGRAPHICS

Past experience and analysis of statistics, crime and demographics (EXHIBIT C), for Windham Heights and the surrounding communities indicated that unemployment in this area is nearly three times the state average. Without a more comprehensive approach to address the underlying causes of crime in the community (lack of skills, unemployment, poverty, and a lack of activities for youth) police would not be able to eradicate the predatory activities of drug traffickers nor gain the trust and cooperation of the community. Dealers would continue to hold sway over the residents through fear and intimidation.

Strict drug enforcement measures, therefore, would at best be again only temporarily effective.

## **Response**

### VALUE OF PAST EXPERIENCE

Experience gained from the "Save our Streets" initiative in 1988 proved to be of great value to state police management in several ways. First, the 1988 experience prepared state police for dealing with crime displacement. Strategic planning included coordinating enforcement activities with police in the neighboring town of Willimantic, the Statewide Narcotics Task Force, the State Attorney's office and other agencies. Secondly, the ineffectiveness of using a "blitzkrieg" approach for a short period led management to commit an expanded task force of six troopers under the leadership of a state police sergeant for a longer period of time.

### TEAM STRATEGY

The sergeant was given complete discretion to implement the new initiative. Retaining the two troopers from the original task force, he selected four more, each having the skills required to create a cohesive unit to support their objectives. Furthermore, in addition to having top-notch policing skills, all team members needed to embrace the philosophy of community oriented policing. In preparation for their new assignment, the team and their managers participated in several community oriented policing workshops (EXHIBIT D).

The sergeant's leadership style permitted team members to function optimally according to their abilities and talents. Because of their field experience, some of the team members continued to work in narcotics intelligence and suppression while the others focused their efforts on initiating and supporting community-based programs. One trooper, with a reputation for inventiveness and creativity evaluated programs suitable for the Windhams, a community where women head the majority of households. Others, with extensive experience in working with youths researched work that had been done by other communities. Based on their research, the team focused on capturing the attention of youth ages 8 through 15 through youth programs.

#### INTEGRATING LAW ENFORCEMENT NEEDS AND SOCIAL ASPECTS OF COMMUNITY ORIENTED POLICING

Rumors circulated in the community that a larger contingent of troopers would be deployed. Some residents, remembering only too well the drug offensive of 1988, braced themselves for confrontation. So did state police management, who fully expected to have troopers assaulted and their cruisers vandalized. Nothing of the sort happened. The troopers entered the Windhams in May 2000 without fanfare and immersed themselves in community oriented programs. With a basic objective of reducing drug trafficking by 50 percent, their mission was to apply strict enforcement measures against drug traffickers, but more importantly, cultivate a partnership based on trust with area residents.

Taking a "wait and see" stance, residents were reported as saying, "They're not here to cuff us."

From the outset, the team planned for the time when they would have to answer questions about their dual role to residents of a community traumatized by on-going criminal activity and negative experiences with law enforcement. The troopers anticipated scenarios where children would wonder why the same police who played basketball with them one time could come into their home at another time and arrest a relative who was breaking the law. One of the team's strategies, therefore, included devising methods for integrating law enforcement with the more social aspects of their community based assignments. As a result, effecting an arrest might take longer, however, potentially dangerous situations were defused. Troopers spent more "follow-through" time on cases after arrests to help families navigate the criminal justice system. In the end, residents, particularly the children learned in a more gentle way about the consequences that follow one's actions.

#### ENFORCEMENT ACTION

Increased trooper presence facilitated investigation of a greater number of cases.

Troopers conducted frequent checks of persons entering the property for proof of residence, promptly asking those without a legitimate reason for being there to leave.

Availability of additional manpower relieved the individual trooper from reliance on traditional law enforcement action alone to resolve situations.

The team as a whole had more time to pursue creative solutions to community problems. Experience taught the team that law enforcement action did not always address the root cause of an issue. It was an option, not just the first or only option. For example, residents often did not use child restraints in their vehicles. When troopers examined the situation, they found out that residents who had no vehicles would borrow one from a friend or a relative. Aside from the high cost of car seats, if the friend or relative did not have a child, he or she would have no need to own a car seat. Enforcement measures call for issuing a ticket, placing yet another burden on already poor families. With help from civic organizations, troopers acquired car seats for use by residents who needed them. In another instance, many children were observed riding bicycles without wearing helmets. When troopers asked them why, the children said, "Helmets are not cool." Troopers came up with the idea of holding a workshop with the help of university art students to personalize helmets with custom designs. The problem was solved.

#### SITE IMPROVEMENTS

The team worked closely with property owners and management to recommend and initiate several changes that would make it more difficult for drug traffickers to avoid detection and apprehension. First, the town of Windham:

- Authorized the closure of the Jeffrey Road/Route 6 intersection, thus allowing only one entrance to the property.
- Installed speed bumps on town roads accessing the property to improve the safety of pedestrians, particularly children.

Secondly, with the assistance of two HUD federal drug elimination grants totaling \$250,000, property management made the following improvements:

- More than five acres of scrub brush and trees were removed to accommodate the construction of two playgrounds and a baseball field.
- A daily maintenance schedule was established to pick up trash, drug paraphernalia and to remove graffiti.
- Secure hallway entrances were installed.
- Heating elements and carpeting in hallways and stairwells were removed. ROPPE seamless rubber flooring was installed to make hiding narcotics more difficult.
- High pressure sodium 400-Watt vandal proof lighting and closed-circuit television surveillance were installed along with appropriate warning signs to alert visitors that common areas were video taped.
- Office space for the troopers was relocated adjacent to the property administrative offices to facilitate speedier communication among police, management and the resident services coordinator.

## RECLAIMING THE BASKETBALL COURT

Highly visible, almost centrally located on the property, the basketball court, with nets torn from its hoops, had evolved from playground for children to marketplace for drug dealers. Residents said dealers would aggressively tempt passersby with, "I got stuff, wanna buy some?" The troopers and their sergeant viewed the children as gatekeepers to the heart of the community and key to breaking the generational cycle of drug trafficking and related crimes. Reclaiming the basketball court from drug dealers and restoring it to its intended purpose to be a place where children could play was symbolic of an initiative designed to attract the involvement of adults in the community, media attention and the support of businesses from surrounding communities. With support from management and labor provided by residents, the basketball court was refurbished within 10 days of the troopers' arrival and ready for use by nearly 50 children who signed up for the first practice. The successful spring/summer basketball season extended into the school year. In the fall troopers impressed upon the youth that scholastic excellence was as important as sports. Travel team members were required to show their report cards as proof of solid academic performance.



## CONSTRUCTING PLAYSCAPES AND OTHER RECREATIONAL FIELDS

From the basketball court, the troopers planned to eliminate rampant drug dealing, working their way from the core of the property to the perimeter to provide safe, recreational alternatives to crime for the families living at the Windhams. State police, property management, residents, volunteers from the community and area businesses mounted a massive effort to erect two age-appropriate playscapes, delineate baselines for a new baseball field and grade additional property for use as multi-purpose fields. The large-scale project attracted statewide mass media coverage. The news coverage, in turn, signaled a turnaround in a widely held perception that Windham Heights was a dangerous place unfit to be a home to families. Media attention also generated support from area businesses for youth sports leagues. A basketball tournament held at the end of summer followed by a baseball game between residents and troopers drew more than 100 participants from the Windhams and Willimantic.

## TACKLING UNEMPLOYMENT

With unemployment and the promise of instant wealth being a root cause of drug dealing state police, property management and the resident services coordinator jointly sponsored a job fair at the Windhams. Representatives *from* military branches and many local businesses participated, actively recruiting workers. At least 20 of the more than 200 persons who attended the fair were hired immediately.

## **Assessment**

### **ENFORCEMENT RESULTS**

If the sight of a silent crowd holding its collective breath during a foul shot on the basketball court, the squeals from children dangling in monkey bars on new playgrounds and more than 100 residents enjoying a post tournament barbecue where brush used to be are any indication, the "weed and seed" strategy adopted by state police, property management and community leaders was a success. State police exceeded their goal of reducing drug dealing by 50 percent ahead of schedule Six months after program implementation; measurable results indicate overt drug dealing in the Windhams was completely eliminated.

- Narcotics investigations increased 16 percent from 21 cases in 1999 to 25 cases in 2000.
- Opportunity for police controlled buys of narcotics declined rapidly from 14 in the first six months of program implementation to none in the ensuing four months.
- Calls for service declined 90 percent, from four to seven per day to no more than three per week.
- Statistics for Troop K show a 10 percent decline in the number of criminal investigations for their area of coverage.
- Vandalism in the Windhams and to nearby businesses and homes is virtually non-existent.

Property managers reported no damage to buildings or playscapes on Halloween night, traditionally a time when an extensive amount of vandalism occurs.

#### RESULTS FROM TOWNIPOLICEIMANAGEMENT COOPERATION

Exceptional working relationships established among resources from the very beginning of the program resulted in the following

- State police, the Willimantic Police Department, state and federal agencies addressed the issue of crime relocation. Conducting more than 70 percent of anti-drug operations jointly with Willimantic police assured the arrest of drug dealers no matter where they went.
- Limiting access to the property by closing a town road, installing speed bumps, using cameras and checking photo ID's effectively stemmed the entry of non-residents entering the property to conduct illegal activities.
- Response time from barracks located more than twenty miles away decreased from 30 minutes to less than five minutes for calls generated in the Windhams and vicinity, thus reducing demands on road troopers.
- Proximity of police services offices to those of property management facilitated speedier processing of evictions upon notice of a resident's arrest for narcotics violations. The time span from arrest to eviction is less than three months.

In calendar year 2000, 47 of 74 move-outs were evictions resulting from drug-related arrests. Fear of losing one's home discouraged lessees from harboring friends and relatives not on the lease and who might be involved in drug trafficking. For the first time in 30 years, records for fifteen persons arrested in a major drug raid conducted February 2001 in Willimantic revealed that none resided in the Windhams. Word is out on the street that the increased presence of troopers has made the Windhams "too hot" to conduct business.

The proximity of the police services to property management offices also afforded the cloak of anonymity to those who needed to speak with troopers. In the past, the consequences of being perceived as a "snitch" were enough to dissuade residents from having any contact with law enforcement authorities. Presently, if a resident is observed going to the property offices, one could not determine if they were taking care of a housing matter or if they were speaking with police.

#### RESULTS OF COMMUNITY ORIENTED PROGRAMS

Curbing drug trafficking resulted in many tangible and non-tangible benefits to the Windhams and surrounding communities. Among these:

- Recreational and educational programs were able to develop uninterrupted by gunfire and other acts of violence.

Children and families were able to enjoy outdoor recreation on a property free of drug paraphernalia and other trash.

- Residents' perception of troopers evolved from one where police are there only to arrest people to one where troopers enforce the law so citizens might be secure with their lives and property.
- Troopers discovered that interacting in non-crisis situations with residents made taking law enforcement action easier.
- Growing confidence in the ability of police to respond to and handle complaints led residents to approach troopers more readily with information about illegal activities as well as routine problems arising from apartment living.
- Residents acquired a confidence in their ability to effect a change in the community.

This newly found confidence led the resident services coordinator to present a petition signed by 300 residents to Windham town officials requesting the installation of speed bumps.

#### SUCCESS VIEWED THROUGH THE EYES OF RESIDENTS

December 22, 2000, a bright day that might have been somewhat warm were it not for a brisk northwest wind, residents queued for their turn to get one of 350 pork shoulders donated by an area business for their Christmas dinner. Troopers mingled in the crowd, exchanging holiday greetings. Residents said this was the first time anyone had done anything for them. Other residents were reported as saying, "The troopers are talking to us now. They're trying to get to know us." Conversations with randomly chosen

residents, some of whom lived at the Windhams for more than 20 years, supported the dramatic quality of life improvements that occurred with expansion of the task force. Some said in the past, fear of being burglarized prevented them from leaving their apartments. Now, they say it is less likely that someone would break into their homes. All residents approved of the speed bumps to slow down motorists driving through the property. In testimony to the state police management mission motto, "Together we will achieve the extraordinary," one resident attributed success of the community oriented program to three C's, with the first "C" referring to the initial of the property manager's first name, and the other two being cameras and cops.

#### SURVEY RESULTS SIX MONTHS AFTER TASK FORCE EXPANSION

Results of a December 2000 survey (EXHIBIT 13) conducted by property management confirmed a change in the resident's perception of their community:

	1999	2000
Concerned about drugs in the neighborhood:	94 percent	83 percent
• Did not feel safe:	51 percent	27 percent
• Afraid to leave their apartments:	52 percent	18 percent
• Restricted their children from playing outside:	59 percent	35 percent
• Willingness to participate in activities:	30 percent	63 percent

Although it is declining, concern with the existence of drugs in the community remains very strong. Increased police presence cannot possibly erase in ten months a long history of drug trafficking laced with violence from the memory of long-term residents.

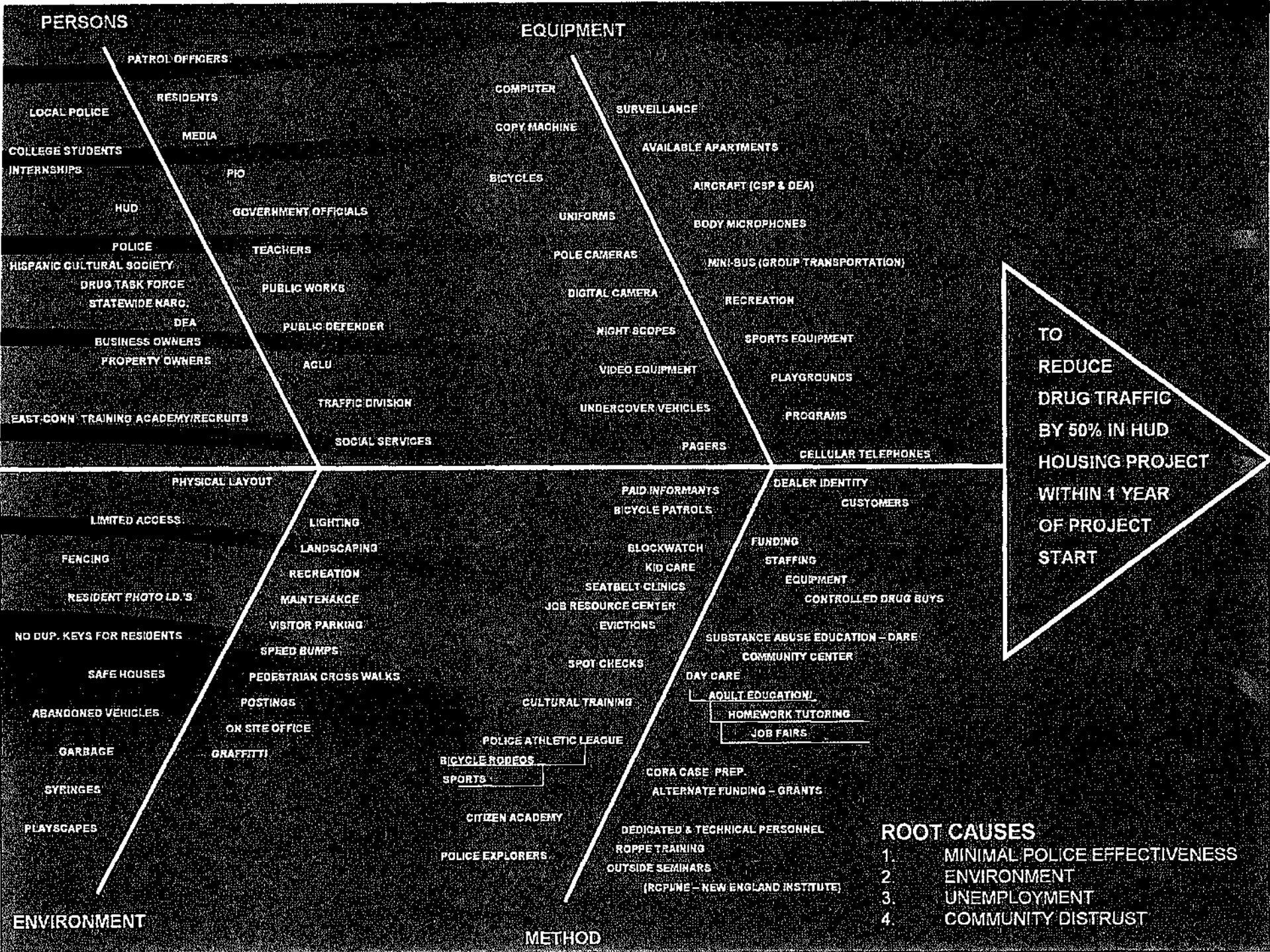
One resident, whose apartment was riddled with bullet holes in the July 1999 shoot out said, "There is hope for us as long as cops stay."

To sustain the growth of burgeoning quality of life programs, state police managers will continue monitoring closely criminal activity generated in the Windhams and surrounding communities to maintain appropriate staffing levels for deterring drug reentry at the Windhams.

#### **Agency Information**

**For more information about the WHYCOPS program, contact Connecticut State Police Lt. Mark T. Coleman, Troop K-Colchester, Old Hartford Road, Colchester, CT 06415. Telephone: 860-537-7500. Fax: 860-537-7550.**

# EXHIBIT A





## EXHIBIT C

# Windham Connecticut

Town Hall  
979 Main Street  
Willimantic, CT 06226  
(860) 465-3006

*Belongs to*  
Windham County  
Hartford Labor Market Area  
Northeast Economic Dev. Region  
Windham Planning Area

incorporated in 1692

### Demographics

<i>Demographics</i>				<i>Race/Ethnicity (1998)</i>			
<i>Population (1998)</i>	<i>Town</i>	<i>County</i>	<i>State</i>		<i>Town</i>	<i>County</i>	<i>State</i>
1980	21,062	92,313	3,107,580	White	16,220	96,816	2,648,212
1990	22,039	102,525	3,287,116	Black	587	1,131	274,213
1998	21,534	105,074	3,271,239	Asian Pacific	322	1,128	73,304
2003	21,136	105,698	3,272,149	Native American	67	349	5,952
98-'03 Growth	-1.85%	0.59%	0.03%	Other	50	119	5,336
				Hispanic (any race)	4,288	5,531	264,222
Land Area (sq. miles)	27.06	512.80	4,845	<i>Poverty Rate (1990)</i>	15.15%	8.03%	6.61%
Pop./ Sq. Mile (1998)	795.79	204.90	653	<i>Educational Attainment (1990)</i>			
Per Capita Inc. (1998)	\$16,822	\$19,067	\$27,078	Persons Age 25 or Older	<i>Town</i>	<i>%</i>	<i>State</i>
Households (1998)	7,796	37,859	1,229,087	High School Graduate	4,120	31.4%	648,366 29.7%
Median Age (1997)	31.0	35.5	37.2	Some College	2,310	17.6%	495,696 22.7%
				Bachelors or More	2,490	19.0%	597,693 27.4%
<i>Age Distribution (1998)</i>							
	<i>0-4</i>	<i>5-17</i>	<i>18-24</i>	<i>25-49</i>	<i>50-64</i>	<i>65+</i>	<i>Total</i>
Male	878 9%	2,082 20%	1,433 14%	3,811 37%	1,196 12%	851 8%	10,251
Female	788 7%	1,924 17%	1,647 15%	4,084 36%	1,259 11%	1,581 14%	11,283
County Total	7,374 7%	19,288 18%	10,266 10%	39,269 37%	15,064 14%	13,813 13%	105,074
State Total	216,119 7%	550,400 17%	280,101 9%	1,257,928 38%	499,093 15%	467,598 14%	3,271,239

### Economic

<i>Business Profile (1997)</i>				<i>Top Five Grand List (1997)</i>		
<i>Sector</i>	<i>Firms</i>	<i>% of Total</i>	<i>Emp.</i>	<i>% of Total</i>	<i>Amount</i>	<i>% of Total</i>
Agriculture	12	1.5%	74	0.8%	Connecticut Light & Power Company	\$9,463,550 1.86%
Const. and Mining	118	14.7%	390	4.3%	Brand Rex Company	\$6,056,490 1.19%
Manufacturing	37	4.6%	1,680	18.7%	St. Joseph's Living Center, Inc.	\$4,040,680 0.79%
Trans. And Utilities	20	2.5%	353	3.9%	Renee H. Goldstein	\$4,027,950 0.79%
Trade	211	26.3%	1,741	19.4%	BICC Brand Rex Co.	\$3,770,450 0.74%
Finance, Ins. and Real Estate	49	6.1%	297	3.3%	Grand List Total (1996)	5508,791,468
Services	337	42.0%	3,192	35.6%	<i>Top Five Major Employers (1997)</i>	
Government	19	2.4%	1,246	13.9%	Town of Windham	Windham Community Mem. Hasp.
Total	803	100.0%	8,973	100.0%	BICC Brand-Rex Company	United Abrasives, Inc.
					Eastern CT State University	
					<i>Retail Sales (1996)</i>	<i>Town</i> \$115,457,922 <i>State</i> \$30,837,967,729

### Education

<i>1995-1996 School Year</i>			<i>Connecticut Mastery Test Percent Above Goal</i>					
	<i>Town</i>	<i>State</i>	<i>Grade 4</i>		<i>Grade 6</i>		<i>Grade 8</i>	
Total Students	3,378	461,203	<i>Town State</i>		<i>Town State</i>		<i>Town State</i>	
Total Expenditures Per Pupil	\$8,985	\$8,300	Reading	24 55	28 60	40 64		
Average Teacher's Salary	\$43,262	\$48,598	Math	25 59	22 52	27 51		
Students Attending Public School	91.2%	89.2%	Writing	17 46	15 46	31 51		
Student/Teacher Ratio	12.3	14.5						
Grads Pursuing Post-Sec. Education	66.6%	75.8%	<i>Average SAT Score</i>					
High School Dropout Rate	8.9%	4.6%	<i>Verbal</i>		<i>Town</i>		<i>State</i>	
<i>Average Class Size</i>			497		495		503	
Kindergarten 14.9	Grade 2 18.5		<i>Math</i>				499	
Grade 5 20.8	Grade 7 20.8	High School 18.0						

**Connecticut Town Profiles 1998-1999**

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# Windham Connecticut

<i>Government</i>					
Government Form	Selectman- Town Meeting		Annual Debt Service (1996)	51,657,162	
			As % of Expenditures	3.8%	
Total Revenue (1996)	\$43,841,968	Total Expenditures (1996)	543,413,274	Equalized Grand List (1996:	5770,780,947
Tax Revenue	\$15,784,506	Education	528,642,834	Per Capita	\$35,252
Non-tax Revenue	52,817,490	Other	514,770,440	As % of State Average	45.2%
Intergovernmental	525,239,972	Total Indebtness (1996)	\$31,607,721	Date of Last Revaluation	101 1193
Per Capita Tax (1996)	5770	As % of Expenditures	72.8%	Moody's Bond Rating (1997)	A
As % of State Average	54.1%	Per Capita	\$1,446	Actual Mill Rate (1997)	23.80
		As % of State Average	138.9%	Equalized Mill Rate (1996)	20.17
				% of Grand List Corn/Ind (1995)	21.7%

<i>Housing</i>				<i>Sales Price Distribution (1996)</i>		
<i>Housing Stock (1997)</i>	<i>Town</i>	<i>County</i>	<i>State</i>	<i>Town</i>	<i>County</i>	<i>State</i>
Existing Units (total)	8,799	42,880	1,374,566	Number of Sales		
% Single Unit	44.2%	65.0%	62.9%	Less than \$100,000	190	909
New Permits Auth. (1997)	13	323	9,349	5100,001-\$200,000	42	411
As % Existing Units	0.15%	0.75%	0.68%	5200,001-5300,000	1	27
Demolitions (1997)	10	28	1,193	5300,001-8400,000	1	6
Residential Sales (1996)	234	1,355	56,333	5400,001 or More	0	2
Average Price	575,954	\$99,084	5194,596	<i>1996 Characteristics</i>		
Median Price	577,000	593,825	5138,000	Owner Occupied Dwellings	4,041	24,954
				Housing Stock Age - Pre-1950	43.9%	36.4%
				Subsidized Housing Units	2,022	5,189

<i>Labor Force</i>				<i>Commuters (1990)</i>	
<i>1997</i>	<i>Town</i>	<i>County</i>	<i>State</i>	<i>Commuters into Town from</i>	<i>Town Residents Commuting to</i>
Labor Force	10,118	55,776	1,723,300	1. Windham	4404
Employed	9,522	52,071	1,635,400	2. Mansfield	845
Unemployed	596	3,705	87,900	3. Coventry	420
Unemployment Rate	5.9%	6.6%	5.1%	4. Lebanon	412
Total Employment	9,020	34,800	1,581,700	5. Columbia	412
Manufacturing	560	8,480	265,850	6. Chaplin	302
'92-'97 Growth Rate	-3.2%	7.7%	4.3%	7. Norwich	241
Daytime Population	10,948	42,607	1,740,247	8. Plainfield	228
				9. Scotland	181
				10. Killingly	168

<i>Quality of Life</i>				<i>Residential Utilities</i>	
	<i>Town</i>	<i>State</i>	<i>Library (1996-1997)</i>	<i>Town</i>	<i>Electric Provider</i>
Banks (1997)	10	1,378	Total Volumes	60,919	Connecticut Light & Power
Lodging (1997)	2	756	Circulation Per Capita	3.6	1-800-286-2000
Day Care Facilities (1998)	7	1,651			Gas Provider
Infant Mortality Rate Per 1,000 Res. (1995)	0.715	0.099	<i>Distance to Major Cities</i>	<i>Miles</i>	Yankee Gas Company
Crime Rate (1996) Per 1,000 Residents	9.6	40	Hartford	26	1-800-989-0900
% Open Land (1990)	68.9%	68.8%	Boston	74	Water Provider
			New York City	117	Municipal Provider
			Providence	40	Contact local provider
Hospitals (1997)	1	2			Cable Provider
Total Beds	130	234			Charter Communications of Northeastern CT
					800-872-7299