



City of Norwich, Connecticut
City Council's Adopted Budget
Fiscal Year 2020-2021

Approved June 8, 2020

Norwich City Hall circa 1873

NORWICH CITY HALL

IN COLONIAL TIMES THE COURT AND TOWN HALL WAS LOCATED ON THE NORWICHTOWN GREEN, BUT IN 1829 WAS MOVED TO COURT STREET ON JAIL HILL IN CHELSEA- A GESTURE COMMENSURATE WITH THE ECONOMIC AND POLITICAL INFLUENCE GAINED BY THE HARBOR DISTRICT. FIRE DESTROYED THAT BUILDING IN 1865, AND THE CURRENT IMPOSING SECOND EMPIRE STRUCTURE WAS CONSTRUCTED BETWEEN 1870-1873.

THIS COMBINED COUNTY COURTHOUSE AND CITY HALL OFFICE BUILDING, INSPIRED BY THE LOUVRE, WITH AN IMPRESSIVE FACADE OF PHILADELPHIA PRESSED BRICK AND WINDOW TRIMMED GRANITE, IS LOCATED PROMINENTLY ON UNION SQUARE. THE TOTAL COST OF \$324,732 WAS ENORMOUS AND ILLUSTRATED NORWICH'S PRESTIGE AND WEALTH.

LOCAL CONSTRUCTION FIRMS INVOLVED DESIGNER AND GENERAL CONTRACTOR BURDICK AND ARNOLD, WITH ANOTHER LOCAL CONTRACTOR JOHN MURPHY, LAYING THE FOUNDATION. JOSEPH SMITH INSTALLED THE BRICK AND GRANITE.

FOLLOWING 127 YEARS OF USE AND SERVICE, A TOTAL OF \$4,500,000 WAS EXPENDED IN THE YEAR 2000 ON MAINTENANCE AND CODE RENOVATIONS.

Photos by Jacquie Barbarossa, Executive Assistant to the City Manager

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GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Norwich
Connecticut**

For the Fiscal Year Beginning

July 1, 2019

Christopher P. Morill

Executive Director

ORDINANCE 1786
ADOPTED 06/08/2020
PUBLISHED 06/10/2020

AN ORDINANCE RELATIVE TO THE APPROPRIATIONS FOR THE CITY OF NORWICH AND THE CITY AND TOWN CONSOLIDATION DISTRICTS OF SAID CITY FOR FISCAL YEAR 2020-21.

BE IT ORDAINED BY THE COUNCIL OF THE CITY OF NORWICH, the following appropriations hereby are made to meet the expense of the City of Norwich and the City and Town Consolidation Districts of the City of Norwich for the fiscal year beginning July 1, 2020 and ending June 30, 2021 to wit:

	2018-19 Budget	2019-20 Budget	2020-21 Adopted
City Council	395,524	429,384	437,340
City Manager	371,699	380,781	396,796
Finance	1,586,154	1,752,343	1,691,804
Assessor	475,881	512,880	474,396
City Treasurer	251,126	275,341	278,050
Law	486,000	431,000	454,000
Human Resources	509,331	544,136	548,745
City Clerk	494,702	508,943	518,172
Planning & Neighborhood Services	1,019,664	1,106,325	1,042,594
Election	145,376	147,449	164,183
Police	16,759,251	17,261,380	17,294,300
Fire - Central	2,081,876	2,120,770	2,190,032
Emergency Management	68,574	82,637	76,331
Fire - East Great Plain	144,138	145,552	149,216
Fire - Laurel Hill	66,396	78,360	78,445
Fire - Occum	71,626	81,393	88,060
Fire - Taftville	153,552	165,713	164,584
Fire - Yantic	168,011	165,341	162,904
Public Works	10,722,406	10,907,164	10,857,197
Human Services	2,015,006	2,156,044	2,044,053
Education	78,469,829	81,039,000	84,240,102
Debt Service	4,262,998	4,383,985	4,097,319
Miscellaneous	4,784,291	5,253,032	5,409,119
City Consolidation District	7,573,222	8,011,975	7,782,705
Town Consolidation District	552,571	537,300	448,631
TOTALS	133,629,204	138,478,228	141,089,078
General Operations	40,294,596	41,984,300	41,876,961
Debt Service	4,262,998	4,383,985	4,097,319
Capital Improvements	2,475,988	2,521,668	2,643,360
Education	78,469,829	81,039,000	84,240,102
City Consolidation District	7,573,222	8,011,975	7,782,705
Town Consolidation District	552,571	537,300	448,631
TOTALS	133,629,204	138,478,228	141,089,078

Mayor Peter Albert Nystrom

**AN ORDINANCE CONCERNING THE TAX LEVIES ON THE
LIST OF OCTOBER 1, 2019**

BE IT ORDAINED BY THE COUNCIL OF THE CITY OF NORWICH:

Section 1. On the City Assessment list of October 1, 2019 a tax of forty-two and six hundredths (42.06) mills on the dollar is hereby established to be levied upon the ratable Real Estate, Personal Property, and Motor Vehicles within the City of Norwich of the inhabitants of said City and all others liable to pay taxes therein.

Section 2. On the City Assessment list of October 1, 2019, a tax of thirty-two hundredths (0.32) mills on the dollar, is hereby established to be levied for fire services upon the ratable Real Estate, Personal Property, and Motor Vehicles within the Town Consolidation District of the inhabitants of said District and of all others liable to pay taxes therein.

Section 3. On the City Assessment list of October 1, 2019, a tax of six and forty-one hundredths (6.41) mills on the dollar, is hereby established to be levied for fire services upon the ratable Real Estate and Personal Property within the City Consolidation District of the inhabitants of said District and of all others liable to pay taxes therein.

Section 4. On the City Assessment list of October 1, 2019, a tax of two and ninety-four hundredths (2.94) mills on the dollar, is hereby established to be levied for fire services upon the ratable Motor Vehicles within the City Consolidation District of the inhabitants of said District and of all others liable to pay taxes therein.

Section 5. Except as provided in Section 6, all taxes on Real Estate and Personal Property listed in Sections 1 through 4 shall become due on July 1, 2020, and payable on said date in whole or in equal installments from that date, namely on July 1, 2020 and January 1, 2021, except that any tax of less than one hundred dollars shall be due and payable on July 1, 2020. If the first installment is not paid on or before August 1, 2020 or if the second installment is not paid on or before February 1, 2021, interest will be charged on any such delinquent payment at the rate of one and one-half (1½%) per cent per month from the due date or \$2.00 whichever is greater, as provided for in the general statutes. Any person may pay the total amount of such tax for which he is liable at the time when the first installment shall be payable.

Section 6. Taxes on Motor Vehicles shall become due and payable in full on July 1, 2020. If the payment is not paid on or before August 1, 2020 interest will be charged on the delinquent payment at the rate of one and one-half (1½%) per cent per month from due date or \$2.00 whichever is greater, as provided for in the general statutes.

Mayor Peter Albert Nystrom



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Budget Message

June 12, 2020

Introduction

The City of Norwich budget for fiscal year 2020-21 was adopted by the Norwich City Council at its June 8, 2020 meeting. During the budget deliberations, several changes were made to the budget proposed by the City Manager on April 6, 2020.

May 4, 2020 Tentative Adoption of the Budget

The Norwich City Council tentatively adopted a budget with the following changes:

- Accepted minor adjustments to the revenue estimates, City Manager professional services, and Volunteer Firefighters' Relief Fund actuarial contribution
- Added \$30,314 of funding for Recreation seasonal maintenance employees
- Decreased police cruiser funding by \$41,775 in the Capital budget and increased \$25,000 funding for Armstrong Tennis Courts and \$60,000 for the School Building Committee.
- Increased funding for Otis Library by \$25,000

May 22, 2020 – Assessor Update Grand List for Board of Assessment Appeals and Other Corrections

The proposed 2020-21 City of Norwich budget presented to the City Council on April 6, 2020 used grand list information prior to Board of Assessment Appeals (BAA) changes and pre-billing certificates of correction. The proposed budget included an estimate of \$1.5 million for certificates of correction.

The BAA completed their deliberations on May 19, 2020 and Assessor Donna Ralston updated these changes along with any court appeal settlements and other certificates of correction on May 22, 2020. Real Estate had \$1.2 million of reductions with approximately \$900,000 coming from court appeal settlements. The remaining changes were corrections to value/exemptions and BAA adjustments. Commercial Personal Property reductions of \$0.5 million were mainly corrections to data entry and clarification of declaration filings – one \$122,000 reduction was a BAA change to a penalty. Motor Vehicle reductions of \$2 million dollars resulted from an aggregate of 488 cars selling and plates being returned.

Because the actual changes in the grand list between April 6, 2020 and the date of this memo were significantly higher than the estimated changes, there is a small impact on the mill rates. **These grand list changes increased the General Fund by 0.06 mills and the CCD by 0.02 mills. The TCD mill rate was not impacted.**

June 1, 2020 Amendments to Tentatively Adopted Budget

The Norwich City Council eliminated \$200,000 funding for server replacements in the Capital budget in order to fund permit software for the Planning & Neighborhood Services department.

June 8, 2020 Amendments and Adoption

The Norwich City Council made the following amendments and adopted the budget:

Amendment 1

Transfer from NPU

- a. Page 48 – Reduce General Fund revenue line item 49195 by \$900,000
- b. Page 122– Increase CCD revenue line item 49195 by \$900,000

Amendment 2

Norwich Public Schools Funding

- a. Page 110 – Increase Norwich Public Schools Funding by \$1,240,102 to a total of \$84,240,102

Amendment 3

Leave vacant for a portion of the year or delay hiring of the following positions:

Position	Page-Department	FTE portion of the year	Full Year Salary	Salary Savings	Fringe Savings	Total Savings
Accountant	55-Finance	0.1667	67,066	11,178	3,685	14,863
Administrative Specialist	67-Planning & Neighborhood Services	0.5000	51,114	25,557	10,447	36,004
Revenue Collection Clerk	55-Finance	0.5000	46,306	23,153	10,264	33,417
Police Officer	73-Police	1.0000	59,991	59,991	17,870	77,861
Receptionist Senior Center	100-Senior Center	0.5000	36,174	18,087	9,878	27,965
Assessment Technician	58-Assessment	0.5000	46,306	23,153	10,264	33,417
YFS Caseworker	103-Youth & Family Services	0.1667	63,834	10,639	3,644	14,283
Director of Human Services	106-Adult & Family Services	0.1667	98,795	16,466	4,088	20,554
Laborer	93-Public Works	1.0000	48,120	48,120	20,667	68,787
		4.5000	877,293	236,344	90,807	327,151

Goals & Priorities

As part of a multi-year approach the individual department budget pages state department-level goals. The department goals support the long-term goals. When reviewing department budgets, readers will see a (G) with a number (i.e, G1) under the “Department Goal” (DG) section, which associates some department goals with a long-term Council goal. Under the department goal section is an “Action Plan” section. After each action plan are the letters (DG) which associate the action item with the appropriate department goal.

This is an evolutionary process in which department heads continue to align annual activities based on achieving the goals set forth by the Council. The result is to maintain a high level of accountability with budgets that support achieving these outcomes. This provides residents with a road map of what we are doing and why, while providing performance measures.

The goals listed below build on previous City Council goals with other items brought up by members of the City Council at the February 2020 strategic planning session.

Goal #		Long-Term	Short-Term	Departments/Agencies
G1	Economic Development & Infrastructure	Collaborate with Mohegan Tribe for development of waterfront and historical assets	Reinstate the Sachem Fund	City Council, Sachem Fund Board
			Marina & Waterfront Development	City Council, Planning & Neighborhood Services
			Review downtown zoning regulations to ensure that they support appropriate development of waterfront and downtown	City Council, Planning & Neighborhood Services
			Reexamine location of parking lots and garages and their usage downtown	Parking Commission, NCDC, Planning & Neighborhood Services
		Focus on the economic development needs of Norwich's villages and neighborhoods as outlined in the POCD	Focus on the economic development needs of Norwich's villages and neighborhoods as outlined in the POCD	City Council, Planning & Neighborhood Services
		Norwich Schools Upgrades	Update schools that are in need of significant capital improvements including roofs & boilers	City Council, City Manager, BOE & NPU
		Norwich School Building Committee	Bond referendum for fall 2021 for new school construction	City Council, City Manager, Voters
		Traffic Patterns in downtown & Rt. 82 Roundabouts	Franklin Square Roundabout	Public Works, DOT
G2	Public Safety & Quality of Life	Continue to evaluate zoning to ensure appropriate balance between development and quality of life	Lobby, State, Federal with MLB for continued commitment to team at Dodd Stadium	City Council, City Manager, Finance & Stadium Authority
		Relocate police department	Make improvements to existing building – possible to repurpose existing school building	City Council, City Manager, Planning & Neighborhood Services
		Consolidate computer systems, resources and communications systems in order to improve functionality and provide long-term cost savings.	Program & facility scheduling and Building permitting software.	City Manager & Finance
G3	Education	Plan and Re-align and/or consolidate school system in order to make it more sustainable given current population trends and funding constraints. This consolidation would also make demographics, economics, services and programs more equitable throughout the city.	School budget Ad hoc Committee to review budget throughout the year to determine the appropriate level of funding for education	City Council, City Manager, Board of Education

Budget Priorities

The guidance distributed to department heads asked them to prepare a flat budget for non-personnel expenditures with no new staff, programs or initiatives unless they could demonstrate that it will save the City money in the long term. The 2020-21 budget was developed with this list of priorities in mind:

1. Minimize impact on taxpayers while maintaining or minimizing a reduction of services and funding long-term liabilities.
2. Collaboration and sharing of resources among departments.
3. Maintain the City's infrastructure.
4. Provide for some increase in education funding.

Performance Measures

Performance measures are established to provide a link between goals, actions, and objectives. Departments focus their goals to coincide with achieving organizational goals. The City works to ensure that services are

provided in the most efficient and effective way. Performance measures serve as a management tool for department heads, the City Manager, and City Council as well as provide important data to residents. The City’s management uses performance measures to assess what needs are and are not being met, and to devise plans to meet those needs. Governments also require this information to plan for the long-term and to confirm that day-to-day operations run smoothly. It is one of the many tools that the City uses to assess needs and work to improve services for its citizens. The City’s performance measurement program continues to evolve and mature. For example, City staff continuously reviews and revises the performance measures to ensure that the most meaningful management information is reported.

Budget Environment

Revenue Factors

Property Taxes, Interest, and Liens

Over the years, property taxes have had to fill the void when all other revenue sources have not been able to keep pace with expenditures.

Grand List

The October 1, 2019 collectible grand list increased by \$30 million, or 1.54%, to \$1.975 billion. The collectible grand list is calculated by reducing the gross grand list by exemptions, credits, and certificates of correction and then multiplying it by the three-year average of tax collection percentages. The increase in the grand list is primarily due to commercial real and personal property and motor vehicles.

The current statutes cap the mill rate on the \$228 million of motor vehicles assessed value at 45 mills.

Intergovernmental

Revenues from State and Federal grants have been flat for the past several years.

Governor’s Proposed Biennial Budget

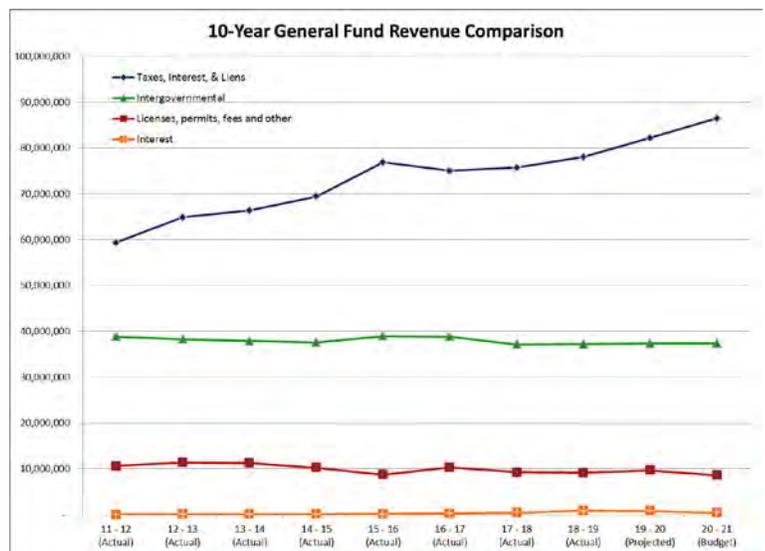
The preparation of this budget was predicated upon the revenues included in the State’s mid-term budget proposed by the Governor to the General Assembly in February 2020. With the disruption of the COVID-19 pandemic, these proposals may be altered by State legislative action.

Education Cost Sharing

The Governor’s proposed budget maintains the current level of non-Alliance Education Cost Sharing (ECS) grant funding for the City at \$32.3 million. This level of funding has been essentially unchanged since fiscal year 2011-12.

10% Share of Norwich Public Utilities Revenues

The payments from Norwich Public Utilities will increase by \$309,054 to \$9,169,722 for fiscal year 2020-21. NPU’s gross revenues increased primarily because of an increase in gas rates. Consistent with the 2020-21 Adopted Budget, \$2,399,876 is allocated to the CCD and the remainder is allocated to the General Fund.



Interest

Interest earned on the City’s cash and investments had picked up significantly over the last few years as interest rates rose and the Treasurer positioned the City to take full advantage of the higher interest rates. Because of a decline in our reserves and interest rates, this revenue source is projected to be \$450,000 in 2020-21.

Expenditure Factors

The following are explanations of the major cost drivers for the City.

Salaries & Fringe Benefits

The City’s salary and fringe benefit costs have *decreased* by \$0.7 million. Fringe benefits include Social Security, Medicare, health insurance, life insurance, workers’ compensation, pension and other post-employment benefits (OPEB). The \$955,000 decrease in the General Fund OPEB contribution more than offset the increases in wages, workers’ compensation and the pension contribution. This figure does not include potential wage increases for the Firefighters union with which the City will be negotiating a new contract.

Capital Improvements

The capital improvements budget for 2020-21 of \$2,643,360 is slightly above the Charter-prescribed minimum (2% of the 2019-20 General Fund budget). The capital budget includes paving projects, firefighter equipment, replacement of Public Works vehicles, and repairs to City buildings. Capital requests from departments totaled \$53 million with some large requests such as the police station and several fire trucks.

Strategies for Developing the Budget

Expenditures

General Government

General Operations are funded in the amount of \$46.0 million – a 0.85%, or \$394,005 *decrease* from last year. In the individual department pages, you will see a column labeled “2020-21 Request.” This represents what the department heads requested in order to accomplish their missions. Department budget requests totaled \$51.0 million.

Initiatives

Marketing/ Economic Development

The City Council budget includes \$25,000 for marketing and \$25,000 match towards the Multicultural Development program.

Global Positioning System in Public Works Vehicles

This budget adds GPS in Public Works’ vehicles which will enable the department to monitor engine idle time, fuel economy, and engine diagnostics while the vehicles are in the field.

Summary of Appropriations and Prior Year Comparison				
	2019-20	2020-21	\$ Change from Prior Year	% Change from Prior Year
General Operations	41,984,300	41,876,961	(107,339)	-0.26%
Debt Service	4,383,985	4,097,319	(286,666)	-6.54%
Subtotal-General Gov't	46,368,285	45,974,280	(394,005)	-0.85%
Capital Improvements	2,521,668	2,643,360	121,692	4.83%
Education	81,039,000	84,240,102	3,201,102	3.95%
Total General Fund	129,928,953	132,857,742	2,928,789	2.25%
Special Revenue Funds				
CCD Fire District	8,011,975	7,782,705	(229,270)	-2.86%
TCD Fire District	481,312	448,631	(32,681)	-6.79%
Norwich Public Utilities	94,649,661	96,902,997	2,253,336	2.38%
Total	233,071,901	237,992,075	4,920,174	2.11%

Staffing & Service Levels

General Fund

In addition to the delays in filling vacant positions in Amendment 3 on June 8, 2020, the following staffing changes will be made in fiscal year 2020-21.

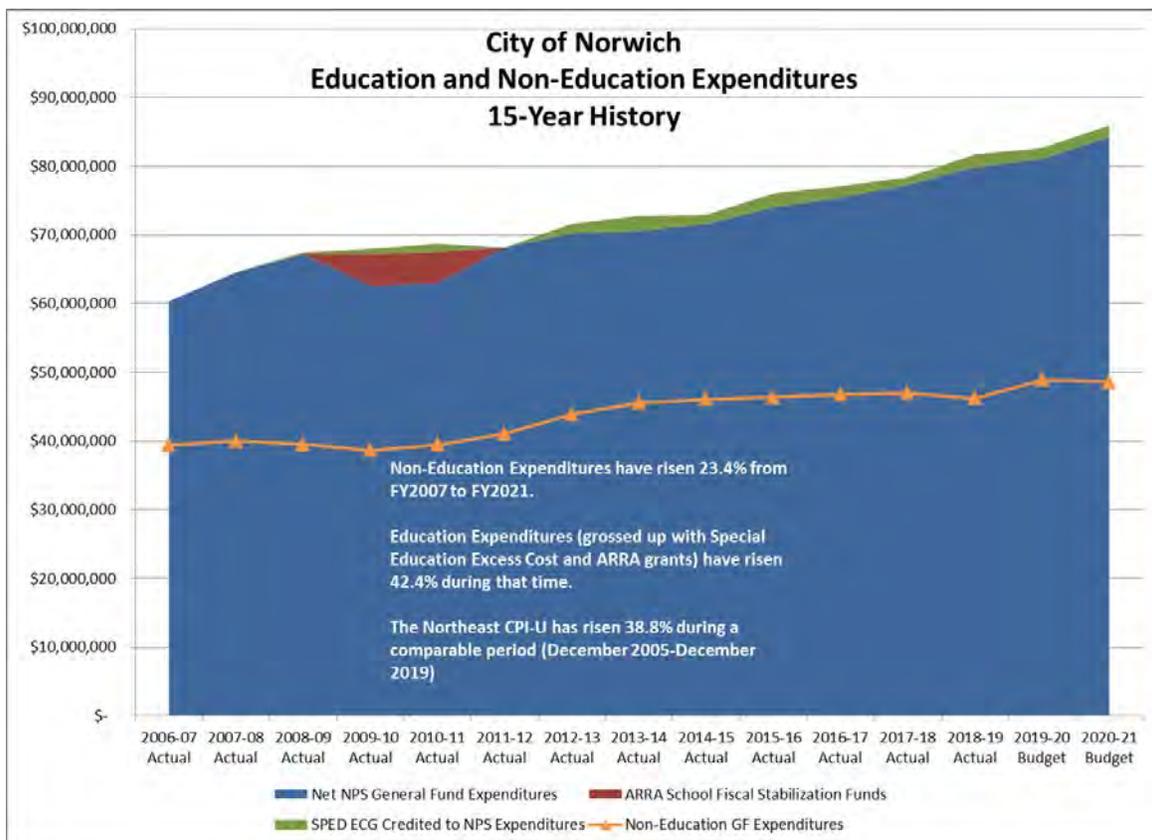
- Police – The City is negotiating with NECCOG and the Police bargaining unit to move the Animal Control Services to NECCOG as a regional provider.
- Public Works – Public Works Director Patrick McLaughlin requested to add a Crew Leader and a Heavy Equipment Operator and reduce one Light Equipment Operator and Laborer in order to be able to work at more locations with crews at any given time.

City Consolidation Fire District Fund

No changes in staffing.

Board of Education (BOE)

Under the proposed State budget, the BOE will receive \$6.8 million in Alliance District funding – a \$1.2 million increase over the current year – which is awarded to the BOE outside of this budget. The BOE requested a budget of \$85,496,145 which is a 5.5%, or \$4.5 million increase over fiscal year 2019-20. The City Manager’s proposed budget included funding of \$83,000,000 for fiscal year 2020-21. The NFA Foundation made a grant which was accepted by the NFA Board of Trustees which enabled NFA to eliminate its planned tuition increases for fiscal year 2020-21 for a savings of \$1.2 million to NPS. The City Council adopted an increase in local funding for the BOE’s General Fund operating budget this year of 3.95% to \$84,240,102 – a \$3,201,102 increase. As you can see from the chart below, the City has made a consistent effort to fund the BOE at a higher level than it funds other City departments.



For further detail on the BOE budget, please see their section of this document or their full budget document at www.norwichpublicschools.org.

Norwich Public Utilities

The budget adopted by the Public Utilities Board of Commissioners includes expenses that reflect operational costs necessary to meet the following priorities:

- Continuing to implement the Board’s priority to support economic development in Norwich
- Proactive investment in aging infrastructure – all four utilities
- Meeting or exceeding local, state and federal regulatory requirements
- Exceeding customer expectations for customer service and reliability
- Deploying technology for the continued benefit of NPU and the City

Revenues

Property Taxes

The following mill rates are approved for the General, TCD, and CCD funds:

	General Fund	Fire Districts		Combined	
		Town Consolidation District (TCD)	City Consolidation District (CCD)	GF + TCD	GF + CCD
Adopted 2020-21	42.06	0.32	6.41	42.38	48.47
Adopted 2019-20	40.28	0.36	7.71	40.64	47.99
Change	1.78	(0.04)	(1.30)	1.74	0.48
Percent Change	4.42%	-11.11%	-16.86%	4.28%	1.00%

Motor Vehicles

The cap on motor vehicle taxes remains at 45 mills. As a result, the full General Fund mill rate will be collected on motor vehicles. In addition, all of the TCD mill rate and a portion of the CCD mill rate will be collected on motor vehicles in their respective fire districts.

Norwich Public Utilities

The budget adopted by the Public Utilities Board of Commissioners includes revenues of \$98.6M and is based on the following:

- NPU’s FY2021 budget includes no rate increases for natural gas, electric, or water. This is the second consecutive year that NPU has adopted a budget that does not increase these rates.
- The budget includes a 6% increase for wastewater rates, which would result in an increase of approximately \$3.00 per month for a typical residential customer, less than a dime a day. This begins to prepare us financially for the planned sewer plant upgrade project.
- These revenues are developed from cost of service studies and reflect weather normalized sales and expected load growth as well as recovery of forecasted wholesale energy market pricing.

Strategy for Future Budgets

Five-Year General Fund Budget Projection

The Finance Department developed the following five-year projection for the General Fund budget.

Revenue Assumptions:

- Annual growth in the collectible grand list of 1%.

- Revenue from State grants will be flat and then increase by 0.5% each year starting in fiscal year 2024.
- Investment income will increase by 1% each year.
- Most other revenues will increase 1% to 2%.

Expenditure Assumptions:

- Most categories of expenditures increase at 1 to 2%.
- Certain fringe benefits (payroll taxes, workers' compensation, life insurance, perfect attendance pay, and unemployment) are indexed according to increases in salaries.
- Health insurance – 3% increases each year.
- OPEB –2.5% increases in the contribution to reflect the combination of the phasing out of OPEB benefits for new hires and the increase in medical inflation.
- Pension – 5% increase each year.
- Capital budget –2% of the prior year General Fund operating budget.
- Debt service – layered in existing authorized but unissued debt. As City officials discuss future long-term capital projects such as the wastewater treatment plant and school construction, estimates of the impact on debt will be added in future budgets.

	Budget FY2020	Budget FY2021	Projected FY2022	Projected FY2023	Projected FY2024	Projected FY2025	Projected FY2026
Revenues (excluding current RE and PP tax levy)							
Taxes/Interest/Liens	11,700,123	11,917,326	12,642,794	13,017,559	13,600,616	14,088,725	14,610,813
Licenses & Permits	462,200	368,600	372,286	376,009	379,769	383,567	387,403
Federal Grants	20,204	-	-	-	-	-	-
State Grants	37,220,277	37,192,339	37,192,339	37,192,339	37,378,301	37,565,193	37,753,019
Other Intergovernmental Revenue	165,000	163,700	165,337	166,990	168,660	170,347	172,050
Charges for Services	1,292,500	1,139,900	1,151,299	1,162,812	1,174,440	1,186,184	1,198,046
Fines & Assessments	292,000	210,500	210,500	210,500	210,500	210,500	210,500
Investment Earnings	1,000,000	450,000	454,500	459,045	463,635	468,271	472,954
Rents	510,589	559,543	570,734	582,149	593,792	605,668	617,781
Other Revenues	196,888	201,474	203,489	205,524	207,579	209,655	211,752
Transfers & Other Financing Sour	6,842,791	6,152,946	6,700,000	6,834,000	6,970,680	7,110,094	7,252,296
	59,702,572	58,356,328	59,663,278	60,206,927	61,147,972	61,998,204	62,886,614
Expenditures							
Salaries	17,523,102	17,700,604	18,334,246	18,745,491	19,166,271	19,596,807	20,037,332
Fringe Benefits	13,813,447	12,955,988	13,673,879	14,185,295	14,717,764	15,272,217	15,849,628
Contracted Services	4,150,705	4,614,442	4,899,112	4,989,425	5,081,494	5,175,356	5,271,043
Materials & Supplies	1,373,848	1,432,519	1,460,568	1,489,173	1,518,344	1,548,093	1,578,430
Equipment & Furniture Maint	442,078	529,064	534,355	539,699	545,096	550,547	556,052
Vehicle Fuel & Utilities	1,595,470	1,524,692	1,641,461	1,669,628	1,698,312	1,727,523	1,757,270
Debt Service	4,383,985	4,097,319	4,122,487	5,184,496	6,003,330	6,851,034	7,087,003
Capital Budget	2,521,668	2,643,360	2,598,579	2,657,155	2,727,462	2,807,052	2,883,399
Building Maintenance	440,215	452,450	461,499	470,729	480,144	489,747	499,542
Contrib - outside agencies	1,331,524	1,418,973	1,446,052	1,473,670	1,501,839	1,530,570	1,559,873
Property & Liability Insurance	743,576	766,092	788,445	811,456	835,144	859,530	884,634
All other General City	570,335	482,137	487,522	492,973	498,492	504,081	509,739
	48,889,953	48,617,640	50,448,205	52,709,190	54,773,692	56,912,557	58,473,945
Education	81,039,000	84,240,102	85,924,904	87,643,402	89,396,270	91,184,195	93,007,879
	129,928,953	132,857,742	136,373,109	140,352,592	144,169,962	148,096,752	151,481,824
Current Levy Needed	70,226,381	74,501,414	76,709,831	80,145,665	83,021,990	86,098,548	88,595,210
Collectible Grand List	1,743,645,591	1,771,725,163	1,789,442,415	1,807,336,839	1,825,410,207	1,843,664,309	1,862,100,952
Mill Rate	40.28	42.06	42.87	44.35	45.49	46.70	47.58
Change in Mill Rate	-0.73	1.78	0.81	1.48	1.14	1.21	0.88
Motor Vehicle Capped Rate	40.28	42.06	42.87	44.35	45.00	45.00	45.00
Property Taxes for "Average Homeowner"							
House - Assessed Value	97,400	97,400	97,400	97,400	97,400	97,400	98,374
Car 1	5,060	5,111	5,162	5,214	5,266	5,319	5,372
Car 2	5,060	5,111	5,162	5,214	5,266	5,319	5,372
	107,520	107,622	107,724	107,828	107,932	108,038	109,118
General Fund Taxes	\$4,331	\$4,527	\$4,618	\$4,782	\$4,905	\$5,027	\$5,164
Incr./ (Decr) from Previous Year	\$79	\$196	\$91	\$164	\$123	\$122	\$137
Monthly Increase/ (Decrease)	\$6.58	\$16.33	\$7.58	\$13.67	\$10.25	\$10.17	\$11.42
% Change in Taxes	1.86%	4.53%	2.01%	3.55%	2.57%	2.49%	2.73%

The City has had a series of difficult budget years. The City reduced its workforce while, in many cases, increasing taxes. You can see the five year budget projection below which shows our best estimate of what future budgets will look like. There are several items which put pressure on earlier budgets that should be improving over the coming years:

- Other postemployment benefits (OPEB). The City of Norwich has been much more responsible than many other governments in contributing to the OPEB fund. According to the Municipal Fiscal Indicators report

issued by the Connecticut Office of Policy & Management in January 2020, as of June 30, 2018, Norwich was in the top 20 of the 169 Connecticut towns and cities for funding its OPEB plan. The City has been working with its bargaining units to eliminate or decrease post-employment medical benefits.

- Utilities & fuel. Norwich Public Utilities is very proactive in holding down the City's utility and fuel bills as well as its carbon footprint. City buildings have been outfitted with solar panels, wind turbines, HVAC and lighting upgrades, and window and roof replacements. NPU completed the LED streetlight project in fiscal year 2018-19 which saves the City around \$300,000 per year in utilities costs.
- Health Insurance. Most City bargaining units have migrated from more costly PPO and HMO plans over to High Deductible Health Plans with HSA's. The City hired a new employee benefits broker firm in 2017 which has aggressively negotiated lower fees, prescription costs, and stop-loss insurance premiums.
- Pension. As a result of the City's move towards more conservative actuarial assumptions, the phasing-in of funding, and the negotiation of more sustainable pension benefits; the City's pension contributions will begin to level off in 2021.

Capital improvement funding will continue to be a challenge. The City has many capital assets that will need to be repaired or replaced in the upcoming years.

- Schools – The Council formed a new School Facilities Review Committee to evaluate school facilities and make recommendations on the consolidation, maintenance and improvements of these facilities.
- Wastewater treatment plant – The upgrade to NPU's wastewater treatment plant is expected to cost in excess of \$100 million and will be financed with Connecticut Clean Water Fund grants and loans. The debt service costs will be shared among ratepayers, taxpayers, and other towns buying into the project.

Over the years, we have pursued several strategies to lower the cost of services to taxpayers. Initiatives such as single-stream recycling; elimination of refuse bills; consolidation of positions, departments, divisions and office space; implementation of new software; refinancing debt; streamlining processes; introducing new user fees; and energy efficiency investments have saved the City hundreds of thousands of dollars.

Sincerely,

Joshua A. Pothier
Comptroller

TIME TABLE FOR PREPARATION OF 2020-21 CITY BUDGET
PURSUANT TO CHAPTER 7 OF NORWICH CITY CHARTER

TIMEFRAME	EVENT	AGENDA
Late September 2019	Budget instructions distributed	City Manager's Office through the Comptroller's Office distributes budget instructions to operating departments and outside agencies. It is the City Manager's duty according to the charter to prepare the budget.
Late October 2019	Initial budget requests due	Department heads and outside agencies return their written requests, Finance Department coordinates process.
January 2020	Budget meetings on proposed requests	City Manager and Comptroller meet with department heads and outside agencies on proposed budget requests.
Early February 2020	Council SWOT Analysis/ Goal Setting Sessions	Set short- and long-term goals for the City
February 2020	Revenue projected	Comptroller calculates State revenue projections.
March 2020	Proposed budget is prepared	City Manager and Comptroller analyze revenues and expenditures to develop proposed City budget. The BOE and NPU present separate budgets. Only the bottom line of the BOE budget can be modified. The BOE is responsible for its own budget line items.
1st Monday in April 2020	City Manager submits proposed budget to City Council	By charter, the proposed budget is due to be presented to the Council by the first Monday in April. The budget becomes public record at this point.
April 2020	Council meets with department heads and outside agencies	City Manager and staff present revenues, requests and recommendations to Council.
Prior to third Monday in April 2020	First public hearing	The purpose of the budget hearing is to listen to citizens' testimony on the City Manager's budget.
By 2nd Monday in May 2020	Council shall act on proposed budget	The Council acts initially on the City Manager's proposed budget.
Prior to third Monday in May 2020	Second public hearing	The purpose is to listen to citizens' input on proposed budget.
No later than 2nd Monday in June 2020	City Council adopts budget	The resolution to formally adopt the budget must occur no later than the 2nd Monday in June. The resolution, when adopted, gives the City the authority to spend the funds appropriated.
July 1, 2020 - June 30, 2021	Budget implementation	Comptroller oversees revenues and expenditures according to the budget established by Council.
July 2021	Audit of fiscal year records	The final step is a certified audit of the previous fiscal year.

General City Information

Form of Government

The City operates under a Charter adopted in 1952, which was most recently revised November 3, 2015. The City operates under a Council/Manager form of government. The City Manager is appointed by the Council and serves as the Chief Executive Officer. The City Council consists of six members and a Mayor, all elected at large. Elections are held during odd calendar years as provided by state statute.

In addition to all powers granted to towns and cities under the Constitution of the State and the Connecticut General Statutes, the City Council also has specific powers to be executed through the enactment and enforcement of ordinances and bylaws which protect or promote the peace, safety, good government and welfare of the City and its inhabitants. The Council also has the power to provide for the organization, conduct, and operation of the departments, agencies and offices of the City; for the number, titles qualifications, powers, duties and compensation of all officers and employees of the City; and for making of rules and regulations necessary for the control, management and operation of all public buildings, grounds, parks, cemeteries or other property of the City.

The City Manager is appointed by and directly responsible to the Council and serves at the pleasure of the Council. The manager is responsible to the Council for the supervision and administration of City departments.

Community Profile

History

The City was founded in 1659 by settlers from Old Saybrook led by Major John Mason and Reverend James Fitch. They purchased the land that would become Norwich from the local Native American Mohegan Tribe. In 1668, a wharf was established at Yantic Cove. Settlement was primarily in the three mile area around the Norwichtown Green. The 69 founding families soon divided up the land in the Norwichtown vicinity for farms and businesses. By 1694 the public landing built at the head of the Thames River allowed ships to off load goods at the harbor. The distance between the port and Norwichtown was serviced by the East and West Roads which later became Washington Street and Broadway.

Norwich merchants were shipping goods directly from England, but the Stamp Act of 1764, forced Norwich to become more self-sufficient. Soon large mills and factories sprang up along the three rivers which traverse the town, the Yantic, Shetucket, and Thames. During the American Revolution Norwich supported the cause for independence by supplying soldiers, ships, and munitions. One of the most infamous figures of the Revolution, Benedict Arnold, was born in Norwich. Other Colonial era noteworthies include Samuel Huntington, Christopher Leffingwell, and Daniel Lathrop.

Regular steamship service between New York and Boston helped Norwich to prosper as a shipping center through the early part of the 19th century. During the Civil War, Norwich once again rallied around the cause of freedom and saw the growth of its textile, armaments, and specialty item manufacturing. This was also spurred by the building of the Norwich-Worcester Railroad in 1832 bringing goods and people both in and out of Norwich.

Norwich served as leadership center for Connecticut during the Civil War as Governor William Buckingham was from Norwich and used his home as a de facto office during the war years. Also, State Senator Lafayette Foster later became Acting Vice President after President Abraham Lincoln was assassinated. During this period, Frances M. Caulkins composed her histories of both Norwich and New London.

Through the end of the 19th century and into the early 20th century, Norwich served as home to many large mills. The population grew and became more diverse with an insurgence of different ethnic groups. These new residents helped to build the City's schools, churches, and social centers.

Today, Norwich is a thriving city with a stable population, wide range of municipal services, a modern industrial park, its own utility company, and a positive outlook for residential and business growth.

Education

The City school system includes two preschools, seven elementary, two middle schools, and an elementary clinical day treatment program. Of the seven elementary schools, two are Magnet schools, and one is a School Improvement Concept school. Both middle schools are Magnet schools. In addition, the City has three parochial schools, two Montessori schools, a charter school, a regional adult education program. Norwich Free Academy is a privately-endowed high school and serves as one of the City's designated high schools. Also located in the City are a state regional technical high school, a middle college, and a community college.

Healthcare

Various health facilities, including the 213-bed William H. Backus Hospital, are located in the City. Backus, which is affiliated with Hartford Healthcare, also has the Outpatient Care Center on Salem Turnpike and the Family Health Center in Norwichtown Commons.

Industry

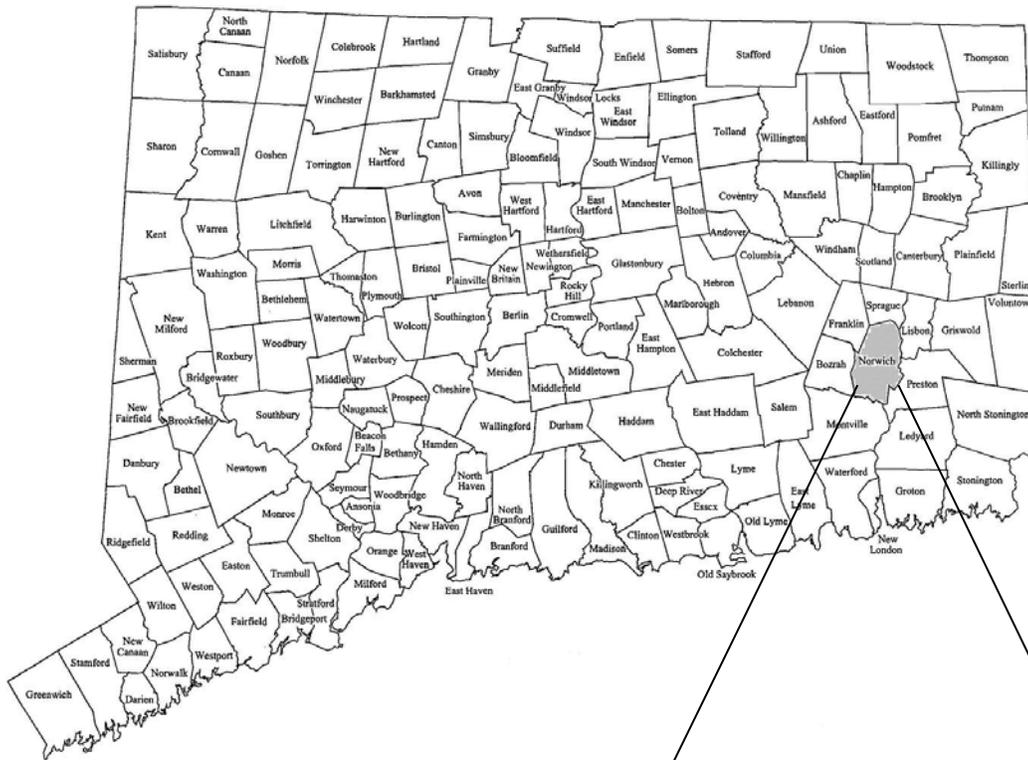
Norwich is home to a modern industrial park operated by the Norwich Community Development Corporation, a private non-profit organization. The industrial park is conveniently located close to Route 2, I-395 and other major highways. The park offers commercial and industrial sites on more than 400 wooded acres currently employing over 2,000 people.

Recreation

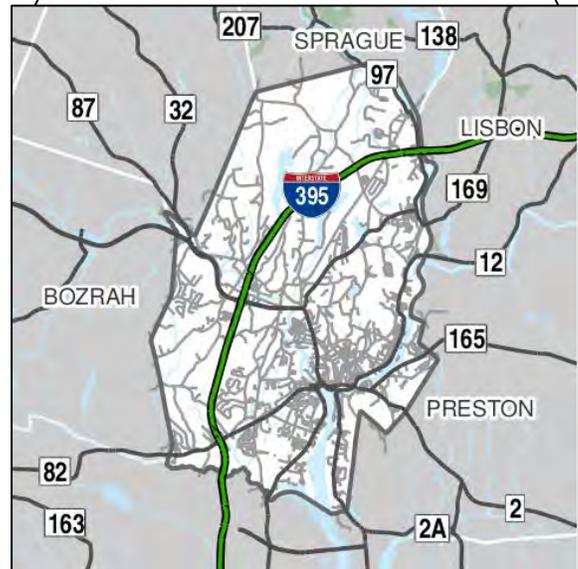
The City has the 350-acre Mohegan Park in the heart of the city. Facilities at Mohegan Park include a beach, hiking trails, rose gardens, picnic areas and two children's playgrounds. The City has several other parks, playgrounds, and recreation fields, as well as a number of fishing locations. The City also offers an eighteen-hole public golf course and a public ice skating rink. The ice skating rink is operated by Norwich RoseGarden Ice Associates.

Entertainment & Culture

The City has a number of historical and cultural attractions including: Dodd Stadium – home of the Norwich Sea Unicorns, the Leffingwell House Museum, the Chestnut Street Playhouse, the Norwich Arts Center/ Donald Oat Theater, and the Slater Memorial Museum at Norwich Free Academy.



Norwich covers an area of 27.1 square miles located 40 miles southeast of Hartford surrounded by Montville, Preston, Lisbon, Sprague, Franklin, and Bozrah. The City is about three hours from New York City by rail or highway transportation. Providence, Rhode Island is approximately an hour from the City and Boston is approximately two hours away. The City is served by interstate, intrastate, and local bus lines. The City is served by Interstate 395 from north to south connecting Norwich with I-95 and I-90 to Boston and New York. Route 2 links the City with Hartford and I-91. State Route 82 connects downtown Norwich with I-395. Rail transportation and freight service is available to major points including New York, Boston, Providence and Montreal. Air service is available at Groton-New London Airport to the south, Green Airport (Providence) to the east and Bradley Airport to the north. Norwich Harbor provides a 600-foot turning basin connecting with the Thames River and Long Island Sound.



Economic & Demographic Data

Population Trends

	Total Population		School Enrollment	
	City of Norwich	State of Connecticut	City of Norwich	State of Connecticut
2014	40,178	3,596,677	5,380	528,438
2015	39,899	3,590,886	5,373	523,182
2016	39,556	3,576,452	5,268	517,912
2017	39,470	3,588,184	5,275	514,605
2018	39,136	3,572,665	5,296	508,415

Source: January 2020 State of Connecticut Municipal Fiscal Indicators

Age Characteristics of Population - 2017

Age Group	City of Norwich		State of Connecticut	
	Number	Percent	Number	Percent
Under 15	7,494	18.8%	618,555	17.2%
15 - 24	5,301	13.3%	495,626	13.8%
25 - 44	11,392	28.6%	872,640	24.3%
45 - 64	9,726	24.4%	1,031,900	28.7%
65 and over	5,962	15.0%	575,757	16.0%
Total	39,875	100.0%	3,594,478	100.0%

Source: CERC Town Profile January 2020

Debt information

	City of Norwich			Average of 169 CT Municipalities
	Long-term Debt	Debt Service	Per Capita Debt	Per Capita Debt
2013	33,757,000	5,164,000	837	2,276
2014	41,933,000	5,613,000	1,044	2,325
2015	44,629,000	5,618,000	1,119	2,429
2016	49,240,000	5,743,000	1,245	2,480
2017	50,105,000	5,871,000	1,269	2,514
2018	45,514,000	6,099,000	1,163	2,580

Source: January 2020 State of Connecticut Municipal Fiscal Indicators

Principal Taxpayers

Name	Nature of Business	Net Taxable Valuation as of 10/1/19
Computer Science Corporation	Computer Products & Services	\$49,385,040
NorwichTown Commons	Shopping Center	19,075,900
Bob's Discount Furniture	Retail Store & Distribution Center	16,701,210
Domino Solar Ltd.	Solar Installations	12,803,720
Norwich Realty Associates, LLC	Real Estate	11,394,340
Plaza Enterprises	Shopping Center	11,026,420
Mashantucket Pequot Tribe	Real Estate	10,258,160
Elk Thamesview LLC	Apartment Complex	9,547,500
Algonquin Gas Transmissions LLC	Natural Gas Pipeline	9,500,370
Wal-Mart Stores, Inc.	Department Store	9,446,510
		\$159,139,170

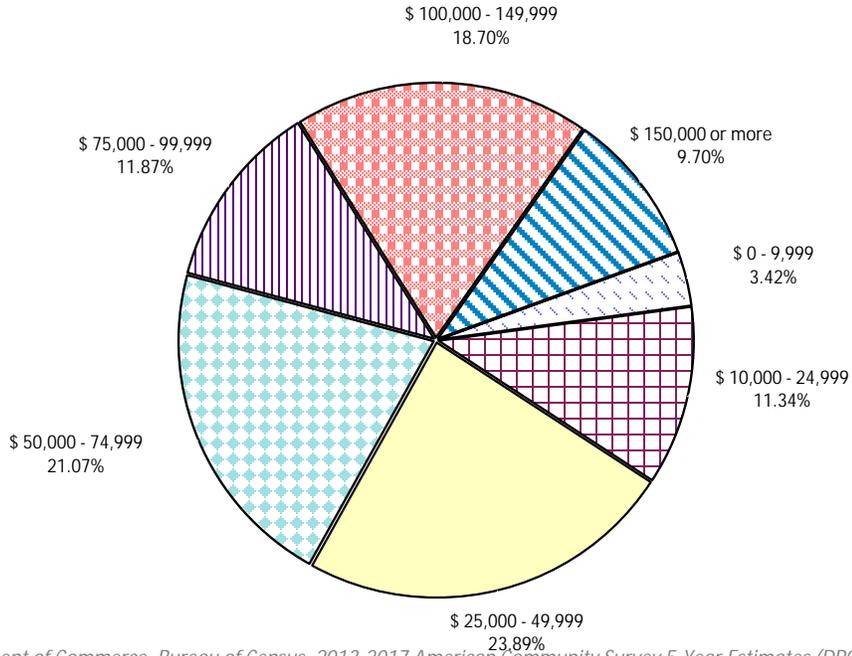
Source: Norwich Assessor

Top Employers

Name	Nature of Business	# of FTE Employees
William W. Backus Hospital	Medical Center	1,439
City of Norwich (incl. NPU & BOE)	Municipality	1,116
State of Connecticut	All State Agencies	788
Bob's Discount Furniture	Distribution Center	553
U.S. Food Service	Food Distribution	325
Norwich Free Academy	Quasi-private high school	303
Nordson EFD (fka PlasPak)	Plastic Products Manufacturing	270
United Community & Family Services	Healthcare & Community Services	245
Shop Rite	Grocery	225
The American Group	Ambulance Service and Other Oper	221

Source: November 2019 survey by Norwich Community Development Corporation. Some companies did not respond.

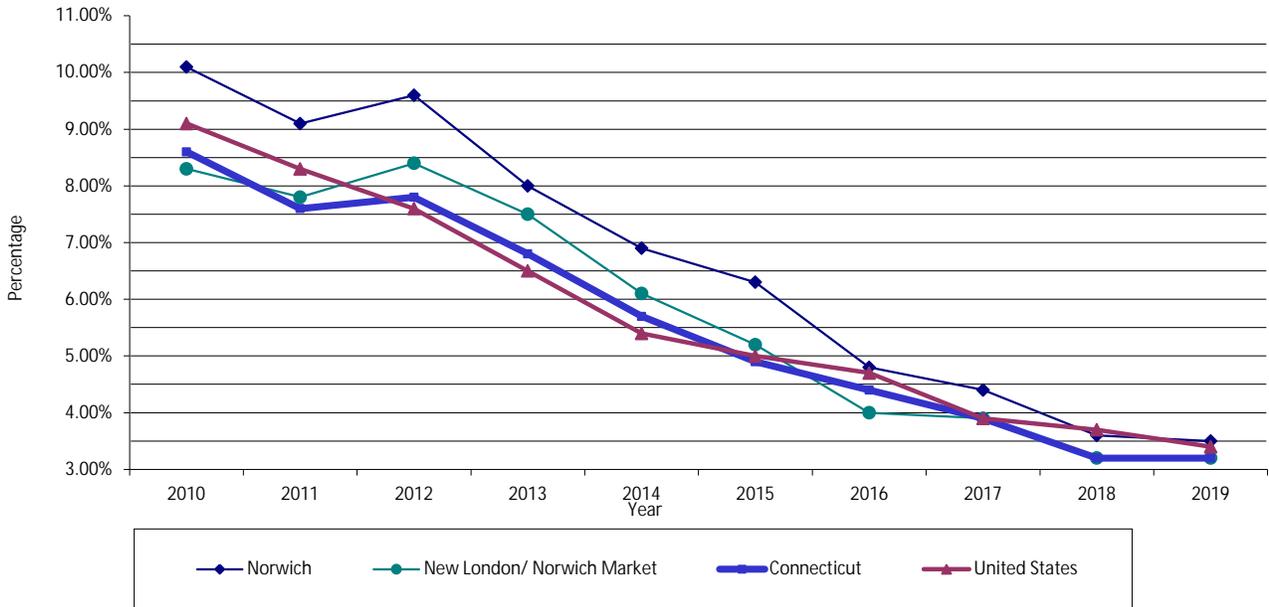
City of Norwich Family Income Distribution



Source: U.S. Department of Commerce, Bureau of Census, 2013-2017 American Community Survey 5-Year Estimates (DP03)

Unemployment Percentages

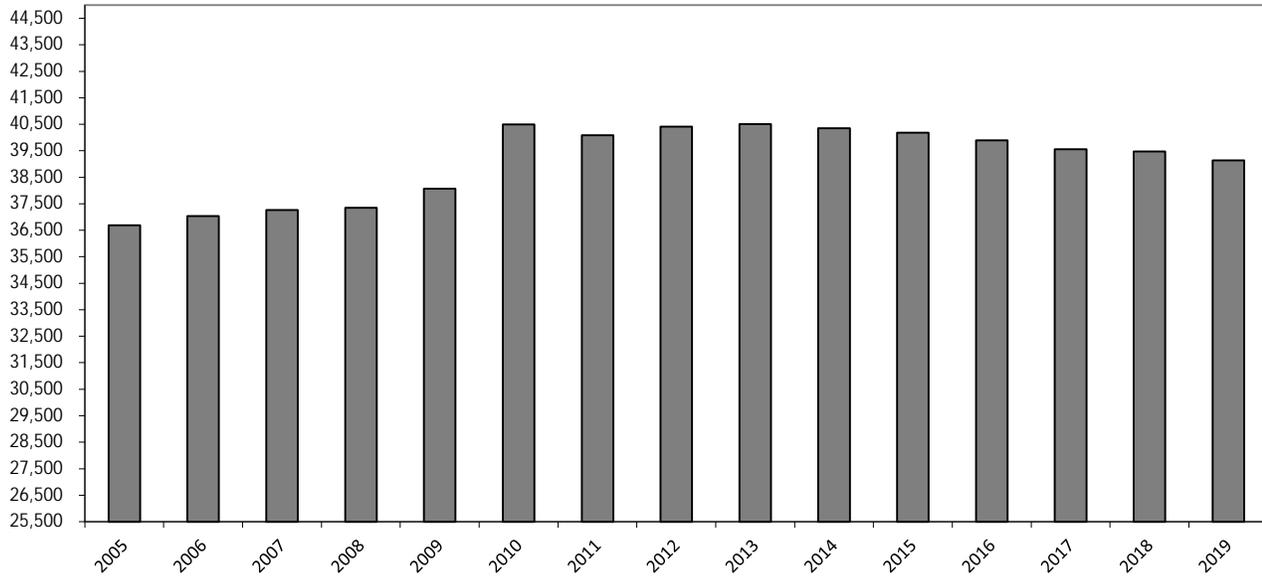
As of December 31st of each year



Source: Connecticut Department of Labor Office of Research Labor Force Data for Labor Market Areas & Towns.

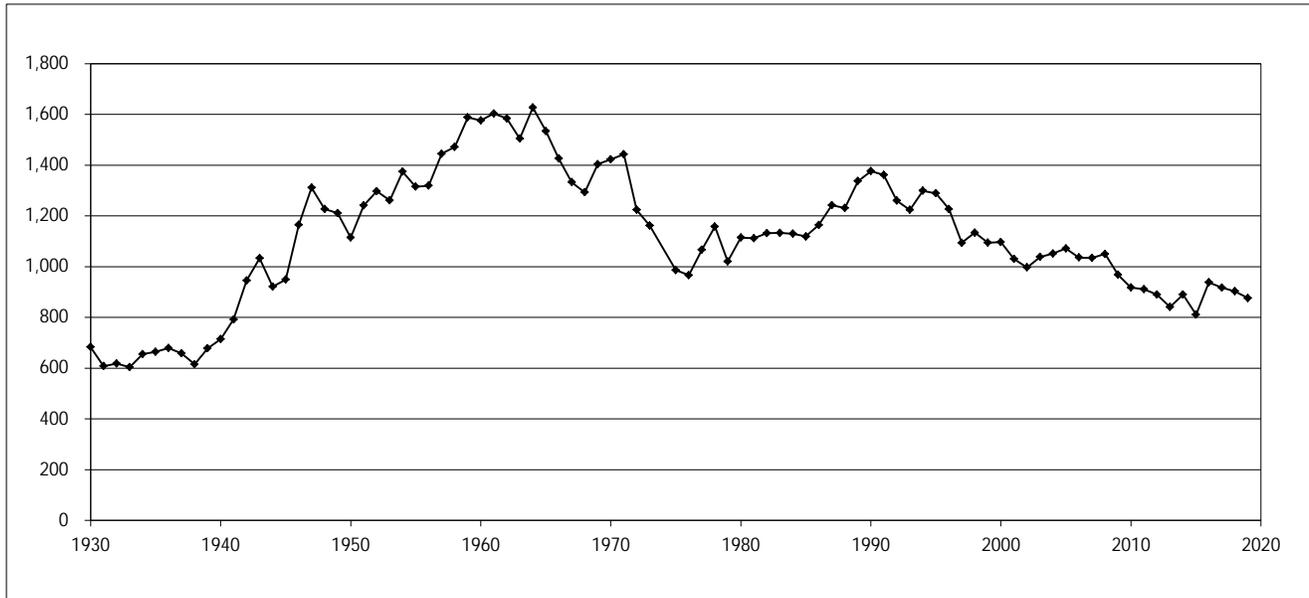
Norwich Population History - Last 15 Years

For 2018, Norwich's population was the 25th highest of the 169 Connecticut towns and cities. Norwich's population density is 1,394.6 per square mile compared to the statewide average of 737.8.



Source: State of Connecticut Department of Public Health

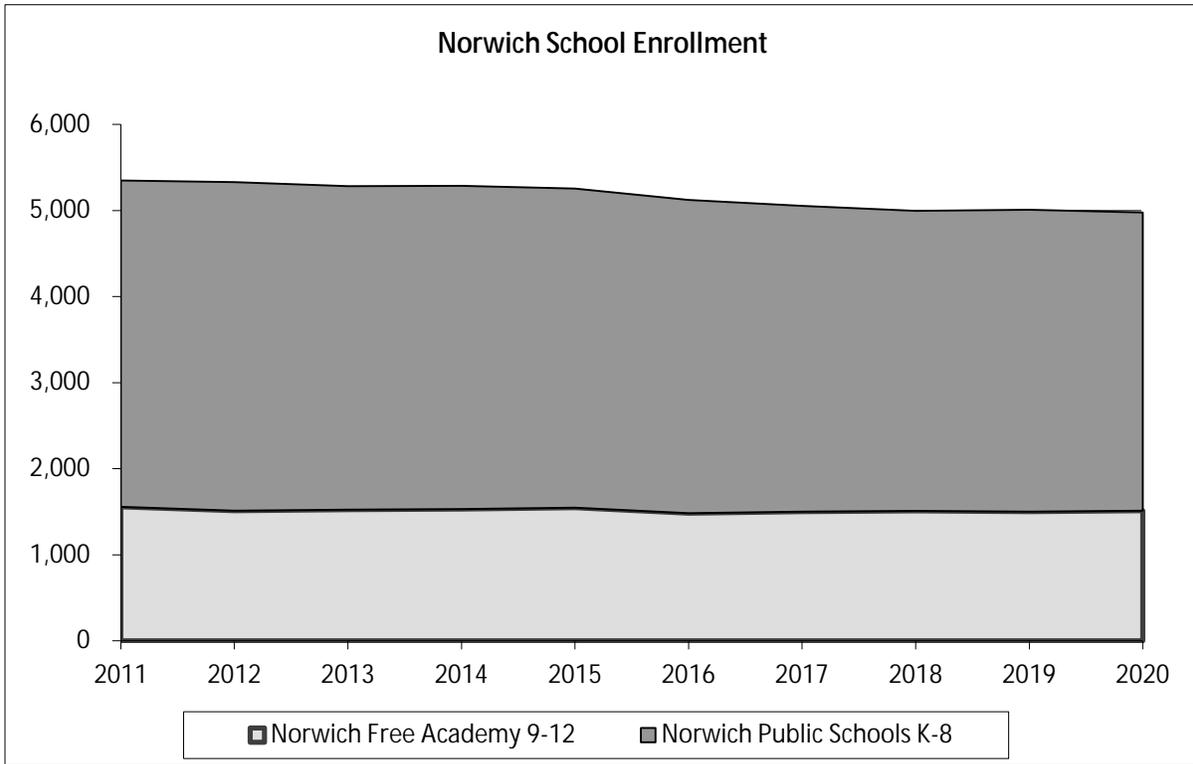
Norwich Births



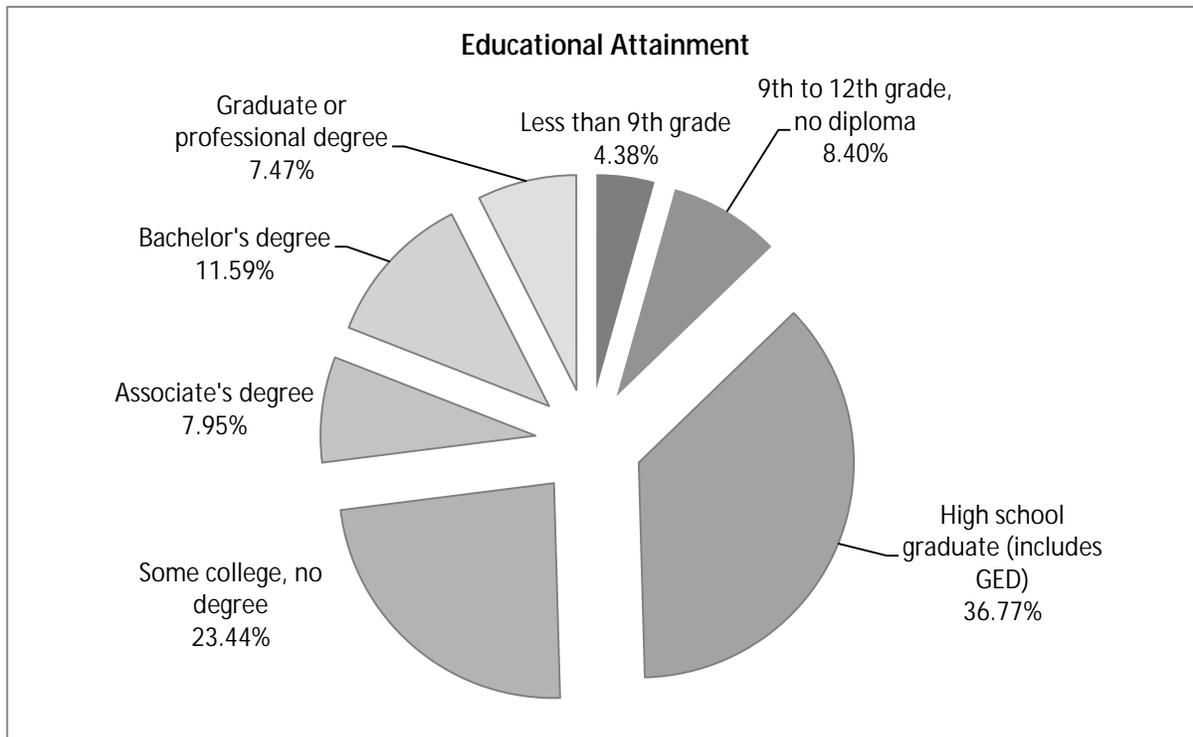
Source: Norwich City Clerk

School Enrollment & Educational Attainment

The enrollment numbers listed under Population Trends are slightly different because they include non-public schools' enrollment in addition to public schools.

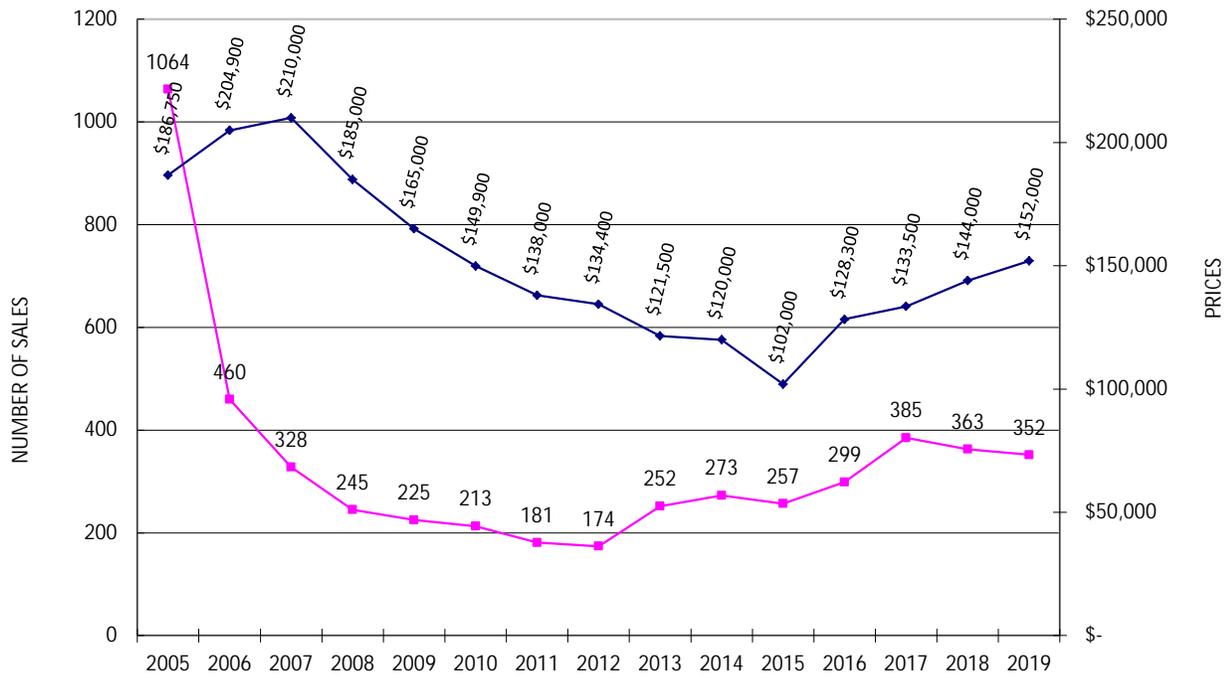


Source: Norwich Public Schools

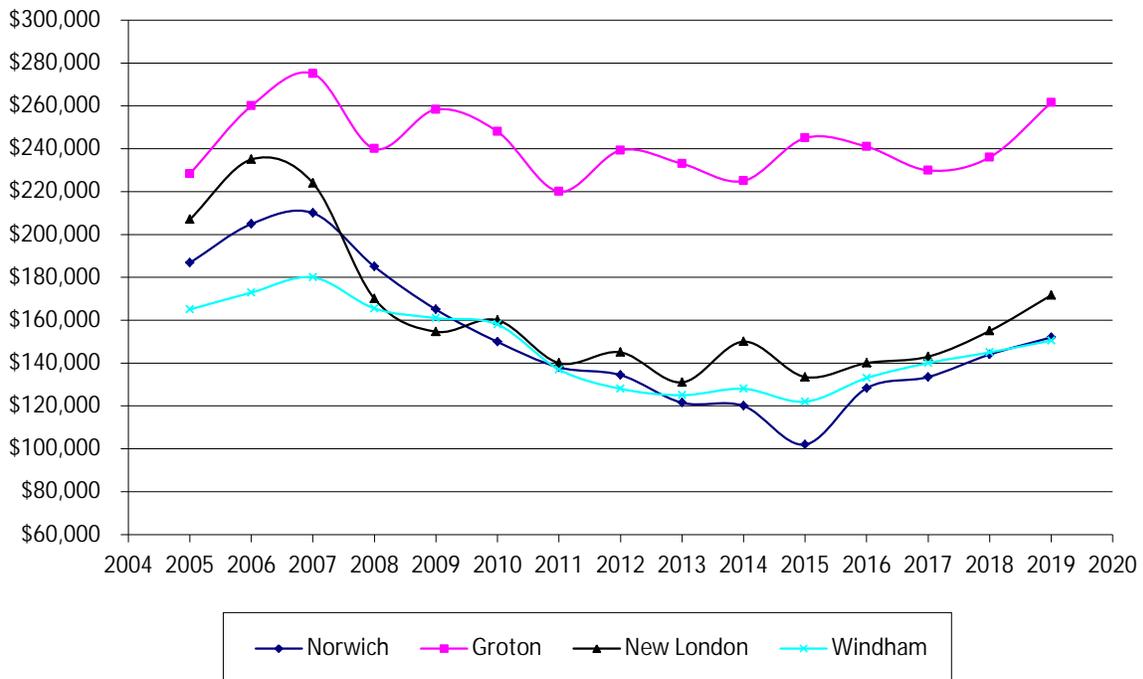


Source: 2013-2017 American Community Survey 5-Year Estimates (DP02)

Housing Sales and Median Prices Norwich - Calendar Year



Comparable Communities Median Sales Price - Calendar Year



Source: Eastern Connecticut Realtors Association Website: <http://www.easternctrealtors.com/marketstatistics.html>

City Officials

Elected City Officials & NPU Commissioners

City Council

	<u>Term Length</u>	<u>Term Expires</u>
Peter A. Nystrom, Mayor (R)	4 Years	12/7/21
Mark Bettencourt, President Pro Tempore (D)	2 Years	12/7/21
Joseph A. DeLucia (D)	2 Years	12/7/21
Stacy L. Gould (R)	2 Years	12/7/21
Ella Myles (D)	2 Years	12/7/21
William L. Nash (R)	2 Years	12/7/21
Derell Q. Wilson (D)	2 Years	12/7/21

Board of Education

	<u>Term Length</u>	<u>Term Expires</u>
Heather Romanski, Chairperson (D)	2 Years	12/7/21
Kevin Saythany, Vice Chairperson (D)	2 Years	12/7/21
Carline Charmelus, Secretary (D)	2 Years	12/7/21
Swaranjit Singh Bhatia (D)	2 Years	12/7/21
Aaron Daniels (R)	2 Years	12/7/21
Christine Distasio (R)	2 Years	12/7/21
Dr. Yvette Jacaruso (D)	2 Years	12/7/21
Mark Kulos (D)	2 Years	12/7/21
Patricia F. Staley (R)	2 Years	12/7/21

Treasurer

	<u>Term Length</u>	<u>Term Expires</u>
Michael Gualtieri (R)	2 Years	12/7/21

Registrar of Voters

	<u>Term Length</u>	<u>Term Expires</u>
Dianne Daniels (D)	4 Years	1/6/21
Dianne Slopak (R)	4 Years	1/6/21

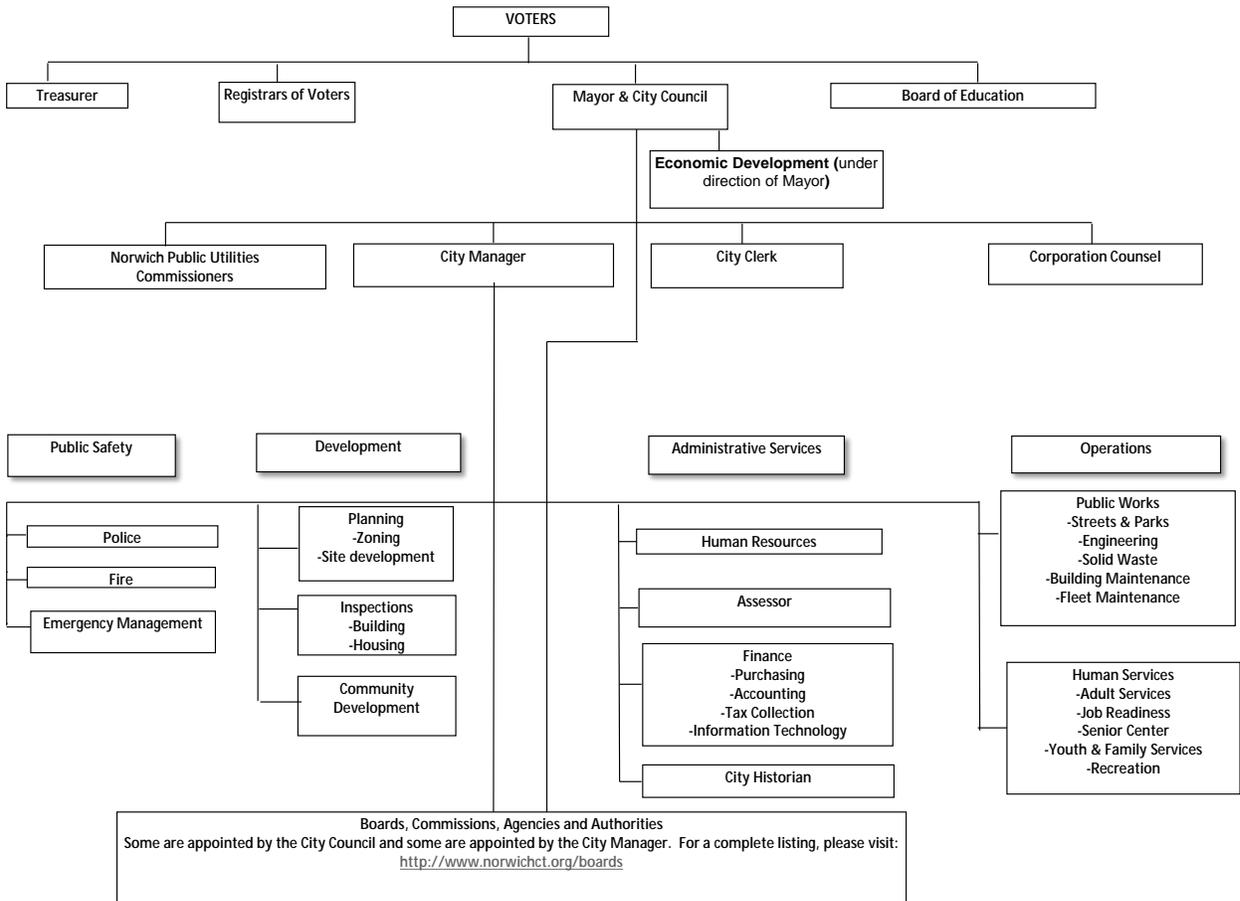
Appointed NPU Commissioners

	<u>Term Length</u>	<u>Term Expires</u>
Robert A. Staley, Chairperson (R)	5 Years	3/01/23
Stewart Peil, Vice Chairperson (R)	5 Years	3/01/22
Stephen Becker, Secretary (R)	5 Years	3/01/24
Michael A. Goldblatt, (R)	5 Years	3/01/25
William Warzecha (D)	5 Years	2/28/21

Directory of City Administrative Officials

Title	Name	Phone Number
City Manager	John Salomone	(860) 823-3750
Assessor	Donna Ralston	(860) 823-3722
Building Inspector	Daniel Coley	(860) 823-3775
City Clerk	Betsy Barrett	(860) 823-3734
City Planner	Deanna Rhodes	(860) 823-3767
Collector of Taxes & Revenues	Karlene Deal	(860) 823-3760
Comptroller	Joshua A. Pothier	(860) 823-3720
Deputy Comptroller	Anthony Madeira	(860) 823-3717
Corporation Counsel	Michael E. Driscoll	(860) 889-3321
Emergency Management Director, Acting	Keith Wucik	(860) 892-6080
Engineer	Patrick McLaughlin	(860) 823-3798
Fire Chief, Norwich (CCD), Acting	Keith Wucik	(860) 892-6080
Fire Chief, East Great Plain VFD	Keith Milton	(860) 886-0392
Fire Chief, Laurel Hill VFD	Aaron Westervelt	(860) 892-1973
Fire Chief, Occum VFD	Carroll J. Spaulding, III	(860) 822-8285
Fire Chief, Taftville VFD	Timothy Jencks	(860) 887-6676
Fire Chief, Yantic VFD	Frank Blanchard	(860) 887-2221
Health Director	Patrick McCormack, MPH	(860) 823-1189
Housing Authority Director	Jeffrey Arn	(860) 887-1605
Human Resources Director	Brigid Marks	(860) 823-3786
Human Services Director	Lee-Ann Gomes	(860) 823-3778
LAN Supervisor	Leon Barnowski	(860) 859-4404
Parking Administrator	Judy Rizzuto	(860) 889-5586
Police Chief	Patrick Daley	(860) 886-5561
Public Utilities Manager	Chris LaRose	(860) 887-2555
Public Works Director	Patrick McLaughlin	(860) 823-3789
Purchasing Agent	William Hathaway	(860) 823-3706
Recreation Manager	Cheryl Hancin-Preston	(860) 823-3797
Senior Center Manager	Michael Wolak	(860) 889-5960
Superintendent of Schools	Dr. Kristen Stringfellow Ed.D.	(860) 823-6284
Youth & Family Services Manager	Erin Haggan	(860) 823-3782
Zoning Enforcement Officer	Richard Shuck	(860) 823-3752

Organization Chart



Financial Management Policies & Summaries

Financial Management Policies

The following description of the City of Norwich’s financial management policies cover all of the City’s funds as enumerated in the Basis of Accounting section.

Basis of Accounting

The financial transactions of the city are budgeted and recorded in individual funds. The rules of fund accounting are established by the Governmental Accounting Standards Board (GASB). Fund accounting segregates funds according to their intended purpose and is used to aid management in demonstrating compliance with finance-related legal and contractual provisions. The minimum number of funds maintained is consistent with legal and managerial requirements. Funds are classified into three basic types: governmental funds, proprietary funds, and fiduciary funds. The next two tables display all of the City’s funds. The funds that are included in this budget document are highlighted in red.

Accrual Basis: basis of accounting in which transactions are recognized at the time they are incurred, as opposed to when cash is received or spent.

Modified Accrual Basis: basis of accounting in which revenues are recorded when collected within the current period or soon enough thereafter to be used to pay liabilities of the current period and expenditures are recognized when the related liability is incurred

Fund Category	Reporting Basis of Accounting	Budgeting Basis of Accounting, when applicable	Fund Type	Fund Type is Used to Account for	Name of Fund	Major Fund in CAFR?	Function(s)
Governmental	Modified Accrual	Modified Accrual, excluding 60-day revenue collections	General	All financial resources except those required to be reported in another fund	General	Yes	Education, general government, public safety, public works, social services
			Capital Projects	Acquisition or construction of major capital assets	Bond Expenditure	Yes	Capital
					Capital Improvement	No	
					School Construction	No	
			Permanent	Resources for which the City can only use the earnings to support programs	Cemetery Trust	No	Public works
					Public Parks & Gardens	No	
					Frederick Abbot Bill Summer Music Trust	No	Social services
			Special Revenue	Specific revenue sources that are restricted for specific purposes	Adult Education	No	Education
					Education Grants	Yes	
					Education Programs	No	
					School Lunch	No	General government
					Economic Development Programs	No	
					Other Grants & Programs	No	
					Parking Commission	No	
					Sachem Fund	No	
					City Consolidation District	No	
					Public safety	COPS/Byrne Grant	No
						Dog License	No
						Fire Grants	No
						Police Asset Forfeiture	No
						Police Grants	No
						Town Consolidation District	No
					Public works	Brown Park	No
						Mohegan Park	No
						Sidewalk Assessments	No
			Social services	Community Development	No		
				Lead Paint	No		
				Property Rehab Revolving Loan	No		
				Recreation Grants & Programs	No		
				Senior Citizens Programs	No		
				Social Services Grants	No		
				Youth Services Grants	No		
Debt Service	Financial resources set aside for principal and interest expenditures	Debt Service	No	Debt service			

Fund Category	Reporting Basis of Accounting	Budgeting Basis of Accounting, when applicable	Fund Type	Fund Type is Used to Account for	Name of Fund	Major Fund in CAFR?	Function(s)
Fiduciary	Accrual	Not Applicable	Agency	Reporting assets that are held in a custodial relationship	Bid Deposits	No	General government
					Dangerous Buildings	No	General government
					Performance Bonds	No	General government
					Rehabilitation Deposits	No	Social services
			Pension and OPEB Trust	Resources required to be held in trust for the members and beneficiaries of defined benefit plans	Employees Retirement	No	All functions
					Other Postemployment Benefits (OPEB)	No	
Proprietary		Accrual	Enterprise	Activities for which a fee is charged to external users for goods and services.	Golf Course Authority	No	Recreation
					Ice Rink Authority	No	Recreation
					Public Utilities	Yes	Public utilities
			Internal Service	Activities for sharing costs within the government which will essentially break-even over time	Stadium Authority	No	Recreation
					Medical Benefits	No	All functions
					Workers' Compensation	No	All functions

Relationship among Funds Included in this Budget Document

The General Fund accounts for all education, general government, social services, public works, and public safety activities not accounted for in other funds; including the salary and benefits of the Norwich Fire Department Fire Chief, Safety & Training Marshal, Battalion Chiefs, and Fire Code staff. The CCD accounts for the salary and benefits of the remainder of the career Norwich Fire Department staff. The TCD accounts for tax abatements, volunteer firefighters’ relief fund contribution, and workers’ compensation costs for the five volunteer fire departments.

Operating Budgeting Practices

As noted above, the City has many funds for which it is accountable. Some of these funds are subject to budgetary controls. The objective of these controls is to ensure compliance with legal provisions embodied in the annual appropriated budget approved by the City Council. Activities of the General Fund, CCD, TCD and NPU are included in the annual appropriated budget. Project-length budgets are prepared for the capital projects funds. The City also maintains an encumbrance accounting system as one method of maintaining budgetary control. Unencumbered amounts lapse at year-end. Encumbered amounts at year-end are reported as reservations of fund balance.



General Fund, CCD and TCD Budgetary Process

Development Phase

The General Fund, CCD and TCD Fund budgets are developed together using inputs and estimates from all City departments in addition to revenue estimates from the State of Connecticut, transfers to and from other City funds, funding requests from outside organizations and other factors. In the end, the product is a balanced budget with appropriations equaling anticipated revenues plus/ (minus) budgeted use of/ (contribution to) unrestricted fund balance (“UFB”). **The current budget does not utilize UFB from any of these funds to balance their budgets.** The Budget Message contains a detailed description of how the budget is developed.

Implementation/Amendment Phase

The department heads oversee their individual budgets and the Comptroller oversees the City budget as a whole. If a department head or the Comptroller anticipates that line item transfers are needed within a department’s budget, they work together to determine the transfers needed and then seek the City Manager’s approval to make the transfers in the City’s accounting system.

If the Comptroller anticipates that expenditures will exceed budget **at the fund level**, the following steps must be taken to effect a budget amendment:

1. The Comptroller meets with the City Council to review the anticipated expenditures in excess of budget and the possible funding sources for these expenditures.
2. Budget amendment ordinances are prepared and presented to City Council for approval.
3. The budget amendment must be adopted during public meetings by ordinance, which requires two readings. By ordinance, a minimum of 30 days must separate the first and second reading.
4. Upon approval of City Council, supplemental revenues and expenditures outlined in the budget amendment ordinances are added to the original revenue and expenditure budgets.

If the Comptroller anticipates that revenues will fall short of the budgeted amounts, he advises the City Manager who, in turn, may direct department heads to curtail spending.

Board of Education Budget Process

Overview

The BOE budget process is segregated into a six-step process that includes planning, preparation, adoption, revision, implementation, and evaluation. The process is developed with two major objectives in mind – (1) to provide every child in Norwich with the best educational opportunities and (2) to maximize the resources available in order to respectfully submit a reasonable budget. Once the budget is prepared and adopted by the Board, the City Council then has the authority to either increase or decrease the requested budget amount. Once the final City of Norwich budget is approved the Board then goes through the revision stage of the process. The Board makes final changes to their adopted budget to comply with the bottom number that the City Council has appropriated for the BOE budget. Once this is completed then the process of implementation and evaluation begin.

Budget Planning

Norwich begins the budget process in September. At this time, the Business Office prepares the salary backup sheets and increments the salaries according to the bargaining contracts. During this time the Board of Education’s Budget Expenditure Subcommittee meets with the Superintendent and his/her Central Office Administrative Team to discuss the goals and objectives of the upcoming budget document. As sections of the proposed budget are developed, the committee meets along with the City Manager, City Comptroller, and any members of the City Council who are interested in participating in the Board’s budget. The Business Administrator explains the sections of the budget and answers questions that arise.

Preparing the Budget Document

During the month of October, each principal and department head is scheduled for a budget meeting. Prior to this meeting the Business Administrator provides the principals with the budget documents for their particular school to assist them with the process and ensure that the required information is supplied to the Business Office. In addition, the forms ask for information pertaining to the staff as well. This is necessary information in order to project possible retirements and degree changes, which would affect salaries for the upcoming year. In addition, the form seeks information regarding anyone interested in taking a leave of absence or possible maternity leave for the upcoming year.

The enrollment projections for the upcoming year are based upon the October 1st count and are incremented to the next grade to calculate staffing requirements. For example, the number of students in grade 1 on October 1st will be reflected in grade 2 for the next year. The enrollment projection is also used for per pupil allocations for some of the object items.

The Norwich Public Schools is a kindergarten through eighth-grade system; therefore, secondary tuition costs need to be included in the overall Board of Education's budget. Norwich Free Academy is Norwich's designated high school and their tuition is categorized by regular education and special education costs. In addition, Norwich has some students attending Ledyard High School and Ledyard Vocational-Agricultural School along with Bacon Academy in Colchester.

Budget Adoption, Implementation, and Evaluation

The Board of Education's budget is approved at the March Board of Education meeting. Prior to the adoption of the Board's budget, a public hearing is held for taxpayers to ask questions about the proposed budget. After the public hearing, a budget subcommittee meeting is scheduled to discuss the hearing questions and comments. The City Manager then submits his budget to the City Council with his/her recommendation for funding for the Board of Education's budget. The City holds the first public hearing in session in April. The City Council, under city charter, has to make a resolution to formally adopt the City of Norwich's budget no later than the second Monday in June. Once the City budget is adopted, then the Board of Education is notified of the final appropriation of the education budget. During the implementation process of the budget phase, the Board of Education is given a copy of the budget by object summary in their board package each month. This allows them the ability to see how the budget is being spent according to plan. The final step in the evaluation process is with the completion of the year-end financial reporting to the State of Connecticut Department of Education. This report is due on September 1st of every year. Once the report is submitted to the state, an independent auditor of the City audits this report and the Board of Education's records for that year. The audit is required to be completed by December 31st following the close of the fiscal year on June 30th.

Norwich Public Utilities Budget Process

Each year, Norwich Public Utilities begins its budget process in November. Budget managers meet with their staff from November to January to review current year performance and to plan activities for the coming budget year, with an emphasis on controlling costs and maximizing efficiencies. Capital projects for new or replacement infrastructure are based on projected customer needs, development plans, and state regulations, as well as the condition of the infrastructure. Meetings are held with other City of Norwich departments to coordinate any underground construction work to maximize efficiencies and minimize costs.

Funding for personnel is calculated based on salary rates and benefits in accordance with the bargaining unit contracts. Estimated costs for variable benefits, including sick time, are calculated based on historical averages. Retiree vacation and sick leave payouts are estimated based on anticipated retirements. Revenues, purchased power, and purchased gas budgets are created by a consultant using weather normalized statistical analysis models and forward prices for gas and electricity in the commodities markets.

Accounts are identified for each manager in the budgeting software. The detailed items are entered into the budget software and reviewed with the senior manager of each area. After all managers have completed the budget input, the process of compiling the entire budget into a single document for senior management review begins. Meetings are held during January and February to discuss budget assumptions and projections.

The proposed budget is presented in detail to the Board of Commissioners in March. Any necessary adjustments are made in April. The Board votes on the budget in May and it is then forwarded to the City of Norwich Finance Department. The proposed NPU budget is then part of the overall city budget which is considered by the City Council in June.

When necessary, based on the cost of providing utility services, and only after all costs have been examined and reduced, NPU may recommend rate adjustments. The Board of Commissioners then follows a multi-month process including public hearings and public notifications before approving or rejecting rate recommendations. This may occur during the budget process or at other times during the year as needed.

Long-Range Financial Planning & Policies

In addition to and in harmony with the City's operating budget policies, the City has developed practices to ensure long-term financial stability which are adopted as part of this budget ordinance. It is difficult to speak of these as discrete policies as they are all so closely intertwined. The Capital Improvement Plan, Debt Policy, Pension Funding, OPEB Funding, Cash Management, Risk Management, and Management of General Fund Unrestricted Fund Balance make up the City's long-term financial planning.

Capital Improvement Plan

Pursuant to Chapter VII, section 17 of the City charter, the City Manager recommends to the City Council in the budget document which projects should be undertaken and how they should be financed. The City Council must adopt a budget with appropriations for capital improvements of at least 2% of the prior General Fund budgeted expenditures.

The process starts in the beginning of November, when each department head submits to the Planning department a list of capital needs for the next five years. The planning staff assembles documents for submission to the Commission on the City Plan for review. The Commission reviews the requests submitted and, upon approval, forwards the document to the City Manager for his consideration for inclusion in the Capital Budget. It is possible that a project with a low priority can remain in the Capital Improvement Plan (CIP) program longer than five years as more important projects appear and move ahead of it. Conversely, a project may be implemented sooner than originally planned due to changing priorities. Much of the work involved in the development of a capital plan consists of the balancing of available sources of financing with the various capital needs. This balancing act may lead to apparent inconsistencies between the City's proposed budget and the CIP. For example, the CIP has included police department renovations of \$3.75 million. This project will require a referendum as it should be funded through a bond issue.

The City has utilized a "pay-as-you-go" methodology in funding smaller capital projects in order to mitigate the total cost of those projects. Under this methodology, the City funds capital projects with current tax levies rather than with bonded debt. See the Capital Budget section for detail of the capital improvement budget.

Debt

The City will use debt to assure that needed facilities are funded with a longer-term perspective that matches costs to the useful life of the facilities.

Type of Financing

General Obligation Bonds

General obligation bonds (GOs) are used only to fund capital assets of the general government and are not used to fund operating needs of the City. GOs are backed by the full faith and credit of the City as well as the ad valorem tax authority of the City. GOs must be authorized by a vote of the citizens of the City of Norwich where expenditures are greater than \$800,000 per project.

Revenue Bonds

Revenue Bonds (RBs) are issued to finance capital requirements necessary for continuation or expansion of services which produce revenues and for which the assets are reasonably expected to provide a revenue stream to fund the debt service requirements.

Lease Purchases

Lease Purchases are used to fund capital requirements that are not otherwise covered under either the RBs or GOs. Debt service for leases will be used to fund capital assets where full bond issues are not warranted as a result of the cost of the asset(s) to be funded through the instrument.

Bond Anticipation Notes

The City may use short-term financing in the form of bond anticipation notes (BANs) to provide temporary financing. BANs will be retired either through cash reserves or through the issuance of long-term bonds as soon as market conditions permit, or otherwise in accordance with sound financial planning.

GO debt service is paid out of the General Fund and NPU debt service is paid out from NPU. Please see the Consolidated Debt Schedule for descriptions of the General Fund and NPU debt service due in this budget.

Statutory Debt Limitations

The Connecticut General Statutes Section 7-374(b) provides that the total authorized debt of a City shall not exceed seven times the total tax receipts from the most recently completed fiscal year for debt limitation computation nor shall the total authorized particular purpose debt exceed certain multiples of the tax receipts. The following table summarizes the City's debt limitations as of June 30, 2019.

Type of Debt	Multiple	Limitation	Total Indebtedness	Percent of Limit
General Purpose	2.25	185,195,250	31,530,433	17.03%
Schools	4.5	370,390,500	5,076,101	1.37%
Sewers	3.75	308,658,750	2,416,607	0.78%
Urban Renewal	3.25	267,504,250	2,387,325	0.89%
Pension Deficit	3	246,927,000	0	0.00%
Overall Debt Limit	7	576,163,000	41,410,466	7.19%

Debt Policies

The City has adopted the following policies through the annual budget adoption process.

General Policies

The City will:

- Not issue debt to underwrite operations.
- Always try to identify alternative sources of funding in order to minimize the level of debt.
- Seek the highest debt ratings appropriate to each type of debt instrument.
- Ensure that debt service can be fully supported within current revenues or income for the relevant fund.
- Obtain competitive bids for bonds and BANs unless there is a clear indication it is in the best interest to do otherwise and the council approves the alternative.
- Utilize credit enhancement when necessary to lower total borrowing costs.

Maturity

The City will not issue debt with a maturity date greater than the reasonable expected useful life of the underlying asset.

Debt Limitation

In addition to statutory debt limitations, the City of Norwich incorporates other self-imposed financial policies in relation to debt management. They are:

- Stabilization of net direct debt - It is the City's policy to manage the authorization and issuance of GO bonds so that debt service will increase on an annual basis by no greater than the same percentage as the total General Fund expenditure in order to maintain stability. The City may exceed this parameter if additional debt is needed to:
 - address a clear and present threat to public health or safety
 - satisfy a clear mandate from the voters of the City to undertake such debt (upon the written request of the Comptroller, recommendation of the City Manager and approval of the City Council)
- Limitation based on assessed value - In addition, this amount of net direct debt shall be limited to a maximum of 5% of the City's taxable assessed value. (2.04% at June 30, 2019)
- Statutory limitation - In addition, this amount of net direct debt shall be limited to a maximum of 50% of the City's statutory debt limit.

Refunding

The City may undertake a refunding, where necessary, to reduce interest costs by no less than 2% of present value of refunded debt with no more than 50% of savings coming from the first two years; restructure debt service; or eliminate restrictive bond covenants.

Bond Ratings

Good communication with bond rating agencies will be maintained and full disclosure on every financial report as well as bond prospectus will continue. The City's latest bond ratings are Aa3, AA, and AA from Moody's, Standard & Poor's and Fitch, respectively.

Pension and Other Post-Employment Benefits

The following information is taken from the City's most recent actuarial valuations and audited financial statements:

	Employees' Retirement Fund	Volunteer Firefighters' Relief Fund	OPEB Fund
Information from latest actuarial valuation			
Date of valuation	7/1/2019	1/1/2020	7/1/2019
Plan Members			
Currently receiving benefits	625	53	425
Terminated vested members	41	-	-
No longer active	-	78	-
Active plan members	599	52	1,012
Total	1,265	183	1,437
Funding Progress			
Actuarial value of assets	\$184,095,839	\$3,199,398	\$21,953,484
Actuarial accrued liability	(306,141,512)	(6,802,589)	(59,354,973)
Unfunded accrued liability (UAL)	(\$122,045,673)	(\$3,603,191)	(\$37,401,489)
Funded ratio	60.13%	47.00%	36.98%
Covered payroll	\$43,693,106	N/A	\$68,378,763
UAL as a % of covered payroll	279.33%	N/A	54.69%
2020-21 Budgeted Contribution			
	\$12,759,364	\$334,817	\$4,367,168
2020-21 ADEC			
	\$12,759,364	\$334,817	\$4,367,168
Difference	\$0	\$0	\$0

Employee Retirement Fund

This fund is used to account for the retirement system which covers City, NPU, and some BOE employees. These benefits are established through collective bargaining for union employees and City Council ordinances for non-union employees.

Pension contributions are allocated to the departments and budgeted in their respective fringe benefit line items. The Personnel & Pension Board has voted to make incremental changes in the actuarial assumptions to bring them in line with other pension funds, GASB Statement 68, and GFOA best practices. As a result of these changes, the City's Actuarially Determined Employer Contribution (ADEC) increased substantially. Most recently, the assumed rate of return was lowered from 7.5% to 7.25%.

Volunteer Firefighters' Relief Fund

This fund is used to account for the benefit system for volunteer firefighters from the five fire companies in the Town Consolidation District. Pension contributions are budgeted in the TCD fund. The City has committed to funding 100% of the ADEC for the Volunteer Firefighters' Relief Fund.

Other Post-Employment Benefits Funding

The City maintains a fund to pay for retirees' medical and life insurance benefits. These benefits are established through collective bargaining for union employees and City Council ordinances for non-union employees.

OPEB contributions are allocated to the departments and budgeted in their respective fringe benefit line items. *The City has suspended the requirement to fund 100% of the ADEC for the OPEB fund until 2022 with Ord. 1768.*

Cash Management

It is the policy of the City to invest funds in a manner which will provide the highest investment return with the maximum security while meeting the long-term and short-term cash flow demands of the City and conforming to all statutes governing the investment of funds.

Investment income is budgeted in the revenues of the General Fund, CCD Fund, and NPU Enterprise Fund.

Risk Management

The City has a comprehensive program for managing all areas of risk, which includes health and life insurance for active and retired employees, workers' compensation, heart and hypertension, property and casualty, general liability, professional liability, and others including theft, performance and surety.

The General Fund, CCD Fund, and NPU Enterprise Fund include contributions to the Health Insurance Fund in the Fringe Benefits line items of their budgets. The Health Insurance Fund is a self-insured internal service fund which accounts for medical, dental, and prescription claims and administrative costs for current employees.

The General Fund, CCD Fund, TCD Fund, and NPU Enterprise Fund include contributions to the Workers' Compensation Fund in the fringe benefits line items of their budgets. The Workers' Compensation Fund is a self-insured internal service fund which accounts for workers' compensation, heart and hypertension claims, and administrative costs for current and former employees.

The General Fund and NPU Enterprise Fund budget for premiums for property and casualty and other insurances are included in their budgets.

Management of General Fund Unrestricted Fund Balance

City government is prohibited from spending more than the total amount appropriated in its annual budget document. General fund surpluses are accumulated in an account called Unrestricted Fund Balance (UFB).

The City Council adopted by ordinance a formal General Fund Unrestricted Fund Balance (UFB) policy in December 2014. This policy identifies a target fund balance range of 12% to 17% of annual General Fund expenditures and operating transfers.

The UFB may be used for absorbing operating deficits at any time. If UFB goes over 17%, the Council may appropriate the excess to:

- fund capital improvements beyond the level required by the Charter
- transfer funds to the bonded projects fund to finance authorized, but unissued projects
- retire existing debt early
- make extra contributions into the Pension or OPEB funds

With Ord. 1765, the City has suspended portions of the UFB policy until 2022 which allows it to budget some General Fund UFB to balance the budget and let the balance drop to 10%.

A detailed history of the UFB follows:

Fiscal Year Ended June 30 th	Unrestricted Fund Balance	Annual Expenditures and Encumbrances	Balance as % of Expenditures
2019	\$13,722,000	\$126,856,000	10.82%
2018	15,564,000	124,283,000	12.52%
2017	17,681,000	122,210,000	14.47%
2016	14,879,000	120,347,000	12.36%
2015	10,399,000	117,682,000	8.84%
2014	10,981,000	116,151,000	9.45%
2013	11,195,000	114,142,019	9.81%
2012	10,635,000	109,244,843	9.74%
2011	10,648,983	102,430,104	10.40%
2010	9,834,382	101,204,777	9.72%

Accounting, Auditing and Financial Reporting

Annual audit

An independent audit of all City funds and accounts will be performed annually by a nationally recognized public accounting firm who conducts their audit in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in “Government Auditing Standards” issued by the Comptroller General of the United States. Those standards require that they plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

A few reports are generated from the annual audit. The Comprehensive Annual Financial Report presents the financial activity for all City-run activities. The NPU also has separate financial statements which show the results of each of its divisions. The federal and state financial and compliance reports give our auditor’s opinion on the City’s compliance with the requirements established for state and federal programs.

Awards

The Government Finance Officers Association of the United States and Canada (GFOA) awarded a Certificate of Achievement for Excellence in Financial Reporting to the City of Norwich, Connecticut for its comprehensive annual financial report for the year ended June 30, 2018. The City has received this prestigious award every year since 1993. For each of the fiscal years beginning July 1, 2000 through July 1, 2019, the GFOA awarded the city a “Distinguished Budget Presentation Award” for its adopted budgets. The budgets submitted had to satisfy four different criteria: the budget as a Policy Document, the budget as a Financial Plan, the budget as an Operations Guide, and the budget as a Communications Device. The award earned by the city is the highest form of recognition in the area of budgeting.

Calculation of Mill Rates

The Assessor values all of the real estate, motor vehicles and personal property each year as of October 1st. The sum of these values (less exemptions and credits) is the grand list. Anyone owning property at that date incurs a tax liability due on July 1 of the next year. When the budget is adopted by the City Council, a mill rate is set. One mill is one dollar of tax for every \$1,000 of assessed value. In order to calculate the mill rate, the Comptroller takes the gross grand list and subtracts the exemptions and credits shown below and multiplies the net grand list by the three-year average collection rate. The exemptions and credits are established by Connecticut General Statutes or by adoption of a city ordinance. Included in these amounts are the tax relief programs for the Disabled, and Veterans Additional Exemption for which the State of Connecticut reimburses a portion of the property taxes lost as a result of these programs. The revenues generated by these state reimbursements are recorded in Payments in Lieu of Taxes account 43600.

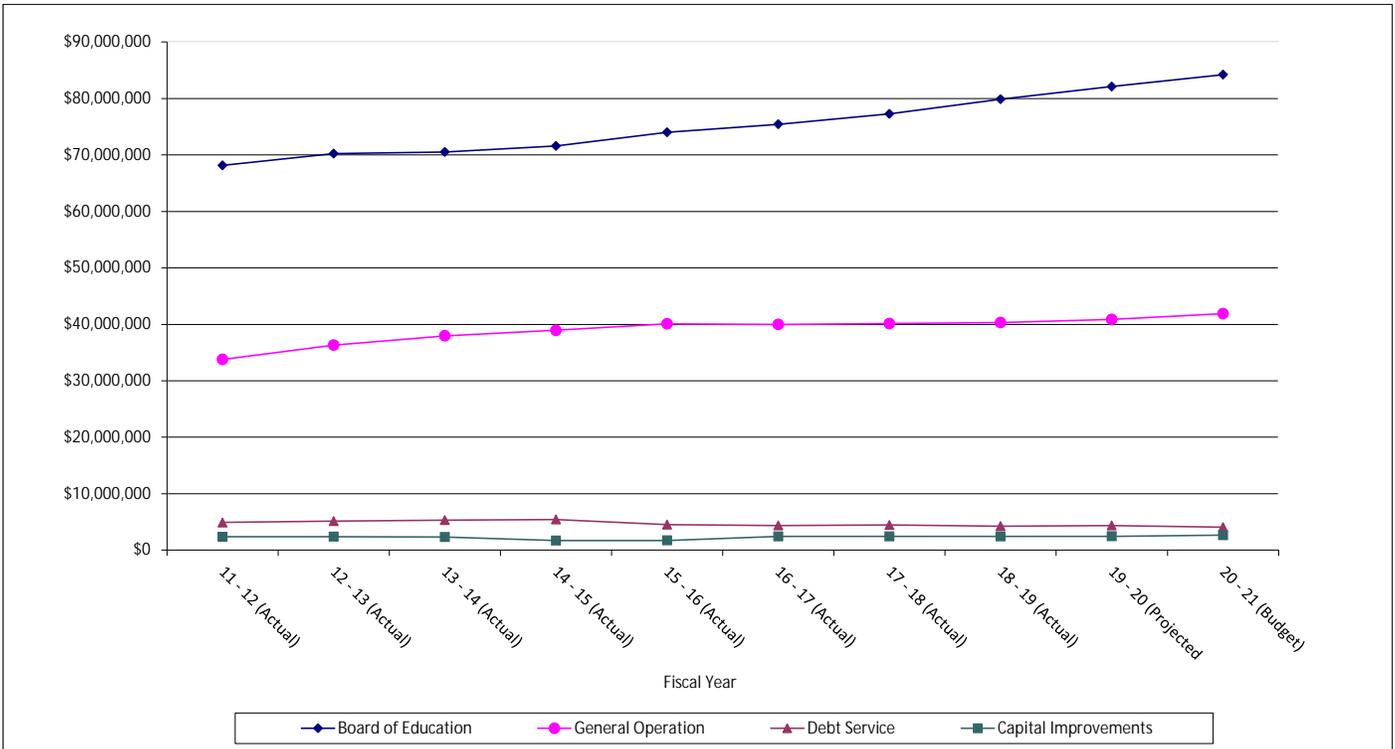
	General Fund	Town Consolidation District	City Consolidation District
<i>Calculation of Grand List, Personal Property and Real Estate</i>			
Personal Property	209,876,170	190,043,610	19,832,560
Real Estate	1,677,327,951	1,112,997,984	564,329,967
Gross Grand List, Personal Property and Real Estate	<u>1,887,204,121</u>	<u>1,303,041,594</u>	<u>584,162,527</u>
<i>Less: Exemptions, Credits, Etc.</i>			
Elderly Reimbursement	8,714,285	5,428,571	3,285,714
Veterans/ military exemptions	4,002,750	2,719,000	1,283,750
Disabled exemptions	226,000	147,000	79,000
Economic Dev & Mfg exemptions	64,901,238	58,898,318	6,002,920
Total Exemptions, Credits, Etc.	<u>77,844,273</u>	<u>67,192,889</u>	<u>10,651,384</u>
<i>Grand list, net of exemptions & credits</i>	<u>1,809,359,848</u>	<u>1,235,848,705</u>	<u>573,511,143</u>
<i>Estimated Tax Collection Percentage</i>	97.92%	98.79%	97.01%
<i>Collectible Grand List, Personal Property and Real Estate</i>	<u>1,771,725,163</u>	<u>1,220,894,936</u>	<u>556,363,160</u>
<i>Taxes to be Levied:</i>			
General City	16,172,776		
Board of Education	51,787,959		
Capital Improvements	2,643,360		
Debt Service	3,897,319		
Fire Districts		396,481	3,564,138
Total Tax Levy, Personal Property and Real Estate	<u>74,501,414</u>	<u>396,481</u>	<u>3,564,138</u>
<i>Mill Rates Required:</i>			
General City	9.14		
Board of Education	29.23		
Capital Improvements	1.49		
Debt Service	2.20		
Town Consolidation District		0.32	
City Consolidation District			6.41
Total Mill Rates Required	<u>42.06</u>	<u>0.32</u>	<u>6.41</u>
Last Year's Mill Rate	40.28	0.36	7.71
Change	1.78	(0.04)	(1.30)
Percent Change	4.42%	-11.11%	-16.86%

Calculation of Revenues from Motor Vehicle Taxes, as Capped by Connecticut General Statutes

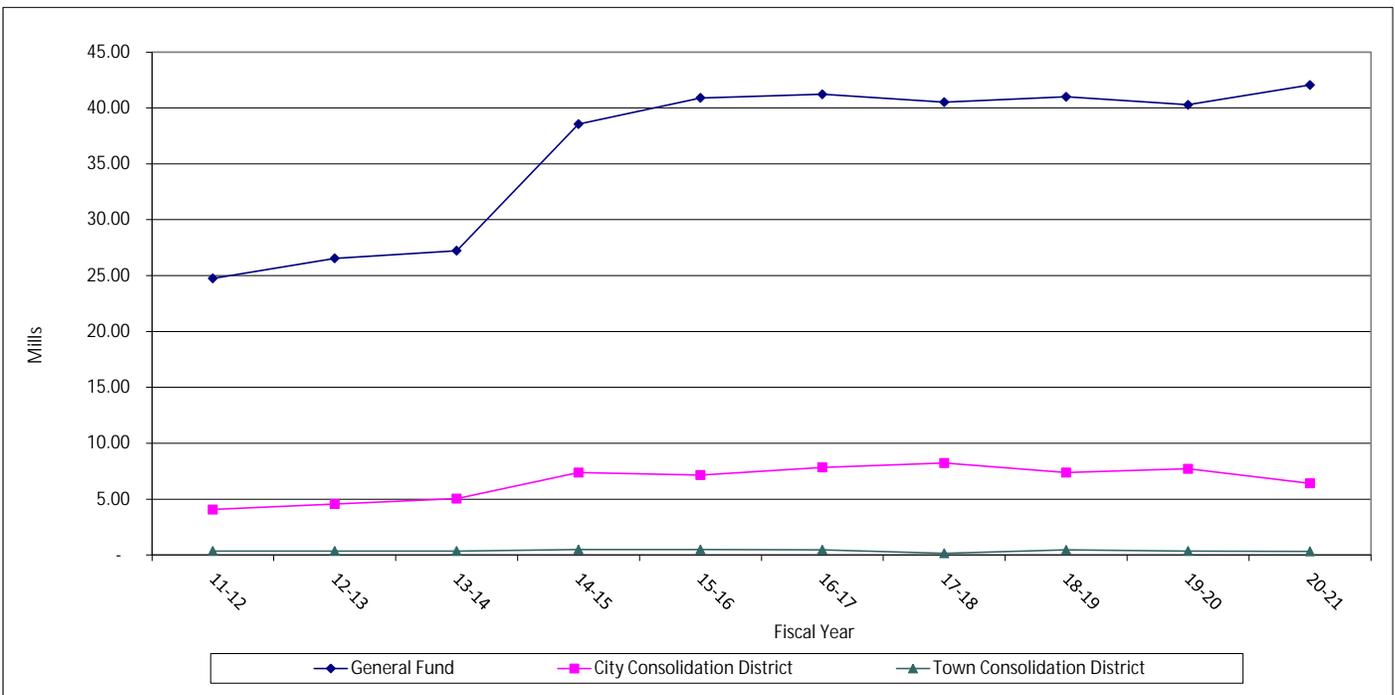
	General Fund	Town Consolidation District	City Consolidation District
Motor Vehicles - July Billing	204,577,408	130,344,759	74,232,649
Motor Vehicles - Estimated January Billing	28,900,000	19,900,000	9,000,000
<i>Less: Exemptions, Credits, Etc.</i>	(5,124,673)	(3,373,216)	(1,751,457)
<i>Grand list, net of exemptions & credits</i>	<u>228,352,735</u>	<u>146,871,543</u>	<u>81,481,192</u>
<i>Estimated Tax Collection Percentage</i>	89.15%	91.81%	85.45%
<i>Collectible Grand List, Motor Vehicles</i>	<u>203,576,463</u>	<u>134,842,764</u>	<u>69,625,679</u>
Mill Rate Cap	42.06	0.32	2.94
Taxes on Motor Vehicles	8,562,426	43,150	204,699
GRAND TOTAL - COLLECTIBLE GRAND LIST	1,975,301,626	1,355,737,700	625,988,839
GRAND TOTAL - CURRENT TAX LEVY	83,063,840	439,631	3,768,837

Budget Graphs & Charts

General Fund Expenditures - Ten Year Comparison



Mill Rates - Ten Year Comparison

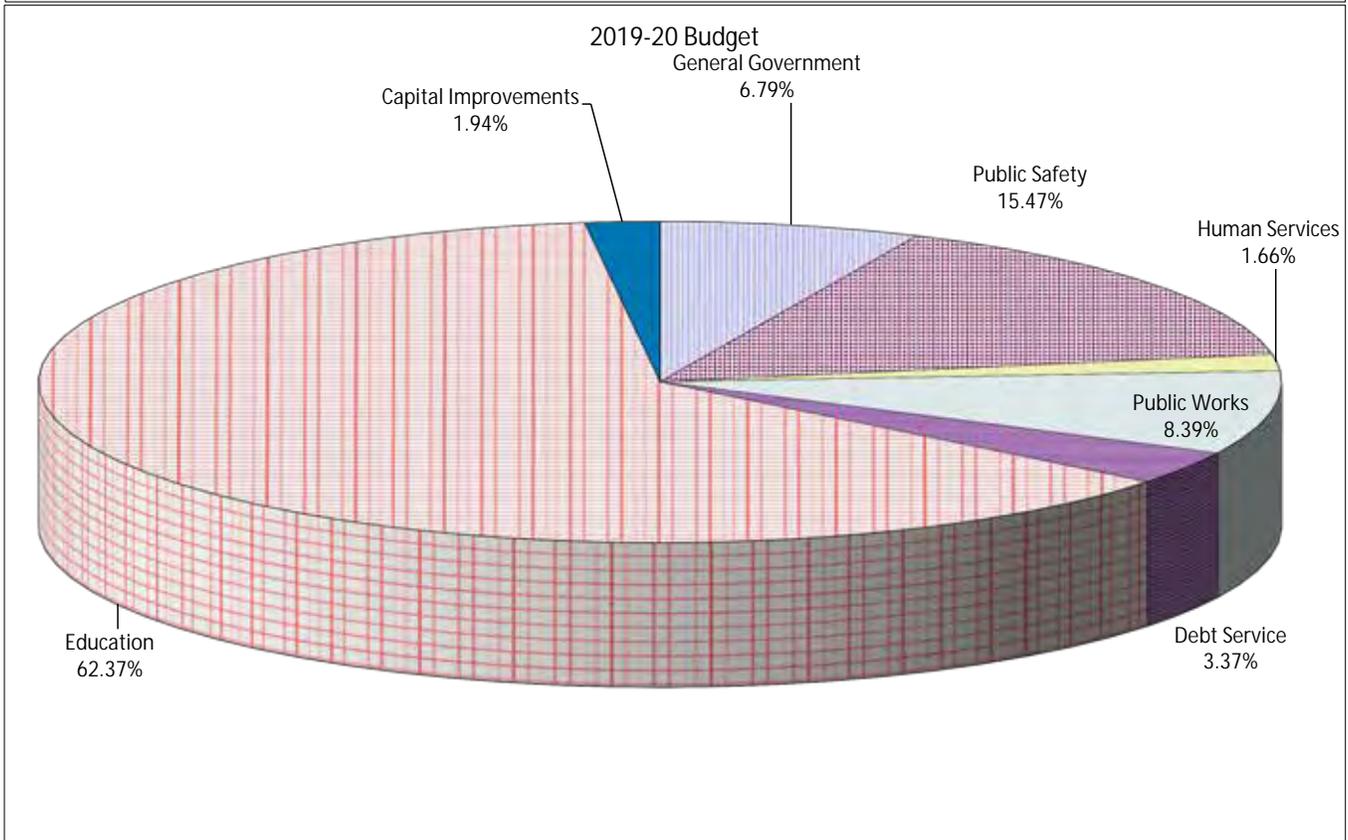
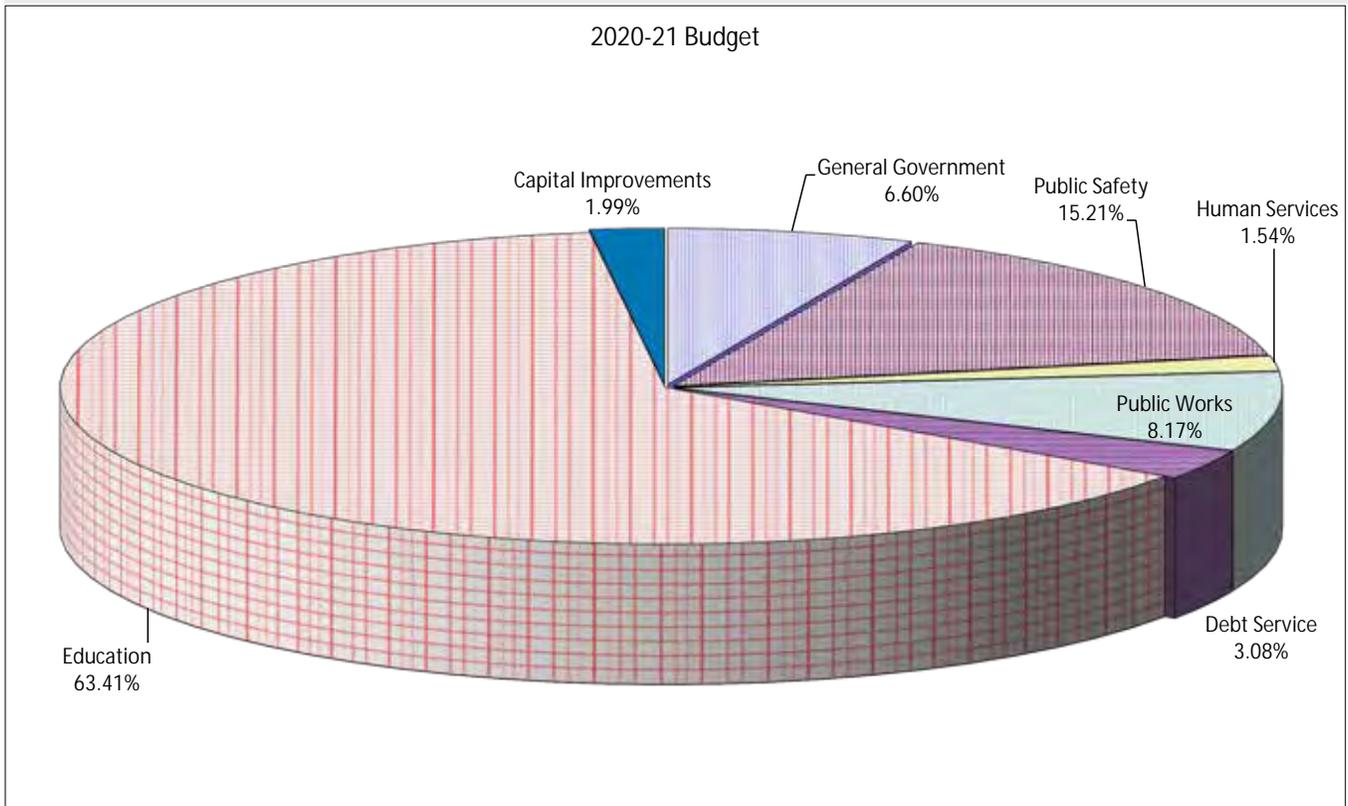


In fiscal year 2014-15, the 10/1/2013 grand list revaluation resulted in a decrease in the net grand list of \$630 million to \$1.78 billion compared to 10/1/2012.

In fiscal year 2019-20, the 10/1/2018 grand list revaluation resulted in an increase in the net grand list of \$119 million to \$1.95 billion compared to 10/1/2017.

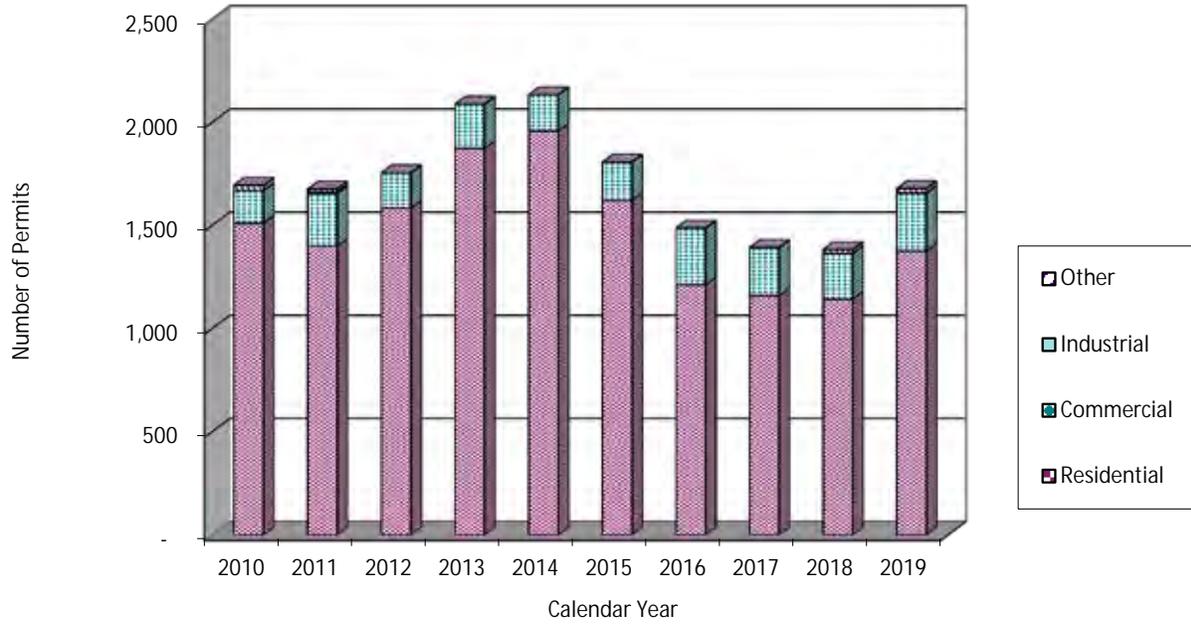
The next revaluation will be for the 10/1/2023 grand list for fiscal year 2024-25.

General Fund Expenditures - Two-Year Comparison

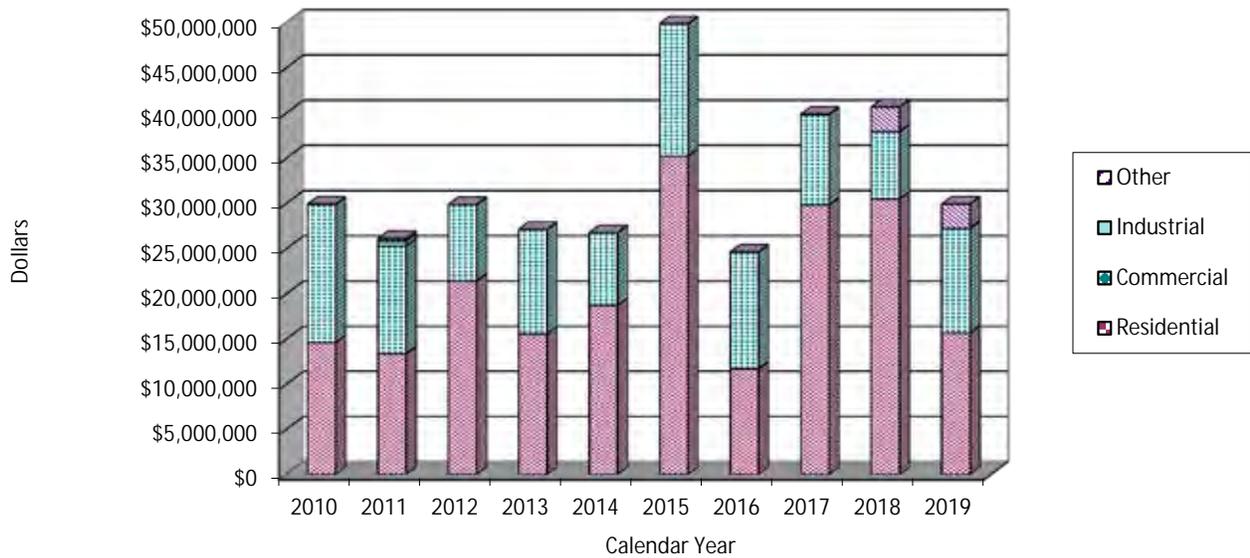


	2020-21 Budget	2019-20 Budget	Dollar Change	Percent Change
General Government	8,771,839	8,819,946	(48,107)	-0.55%
Public Safety	20,203,872	20,101,146	102,726	0.51%
Human Services	2,044,053	2,156,044	(111,991)	-5.19%
Public Works	10,857,197	10,907,164	(49,967)	-0.46%
Debt Service	4,097,319	4,383,985	(286,666)	-6.54%
Education	84,240,102	81,039,000	3,201,102	3.95%
Capital Improvements	2,643,360	2,521,668	121,692	4.83%
	<u>132,857,742</u>	<u>129,928,953</u>	<u>2,928,789</u>	<u>2.25%</u>

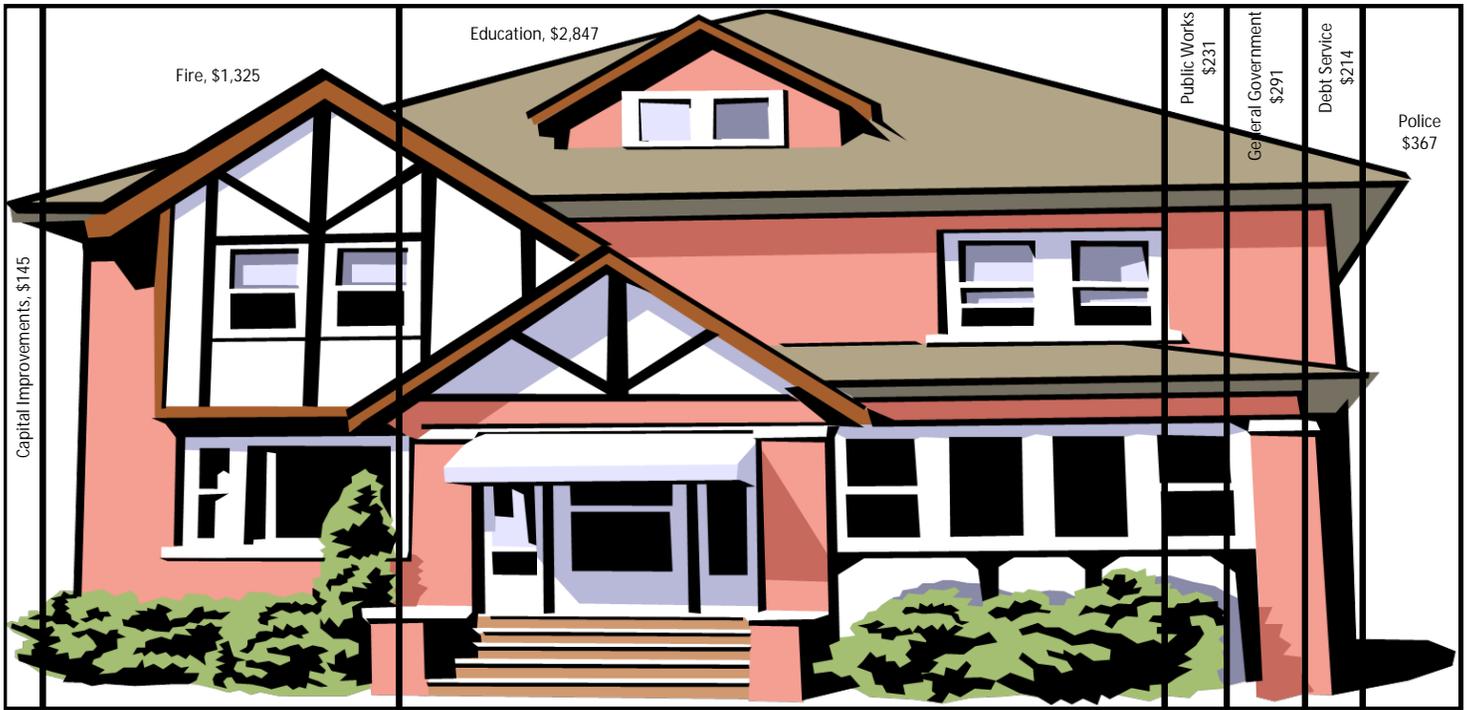
Building Permits Issued by Category



Value of Building Permits by Category

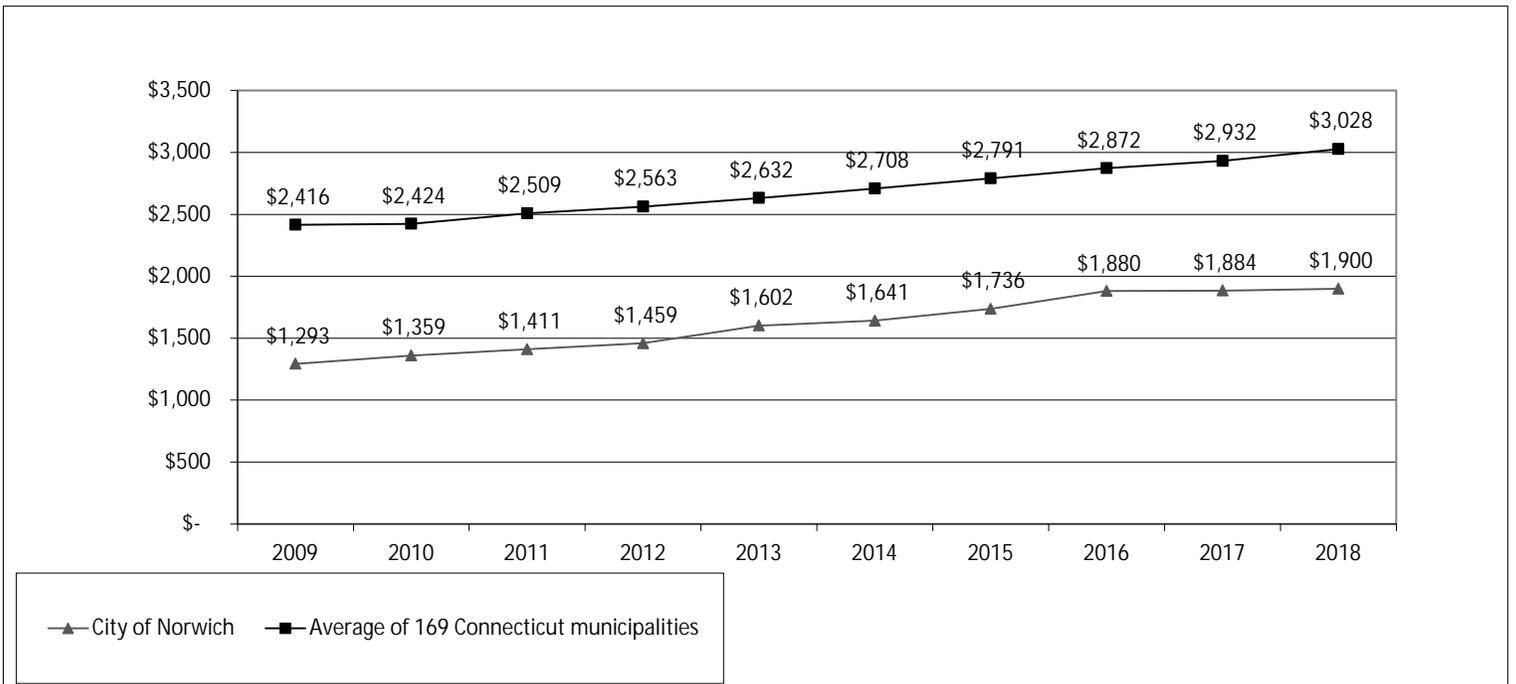


Property Tax on Residential Home in the City Consolidation District with a Market Value of \$139,140



Capital improvements	\$145	Taxes support the improvement and expansion of the city's infrastructure.
Fire	\$1,325	Taxes provide fire protection for residents.
Education	\$2,847	Taxes fund the Norwich Public School system.
Public Works	\$231	Taxes support maintenance of city roads, buildings, parks and vehicles and refuse and recycling collection.
General Government	\$291	Taxes support the administration of city services.
Debt Service	\$214	Taxes provide for the scheduled debt service payments from the city's long-term borrowings.
Police	\$367	Taxes provide police protection for residents.
TOTAL TAX BILL:	\$5,420	

Property Tax Revenue Per Capita



Source: State of Connecticut Office of Policy & Management's January 2020 Municipal Fiscal Indicators. The last available statistic for the Average of 169 Connecticut municipalities is for fiscal year 2018.

Authorized Full-Time Equivalent Positions

<u>Department</u>	<u>16-17</u>	<u>17-18</u>	<u>18-19</u>	<u>19-20</u>	<u>20-21</u>
General City *					
City Council	2.00	2.00	2.00	2.00	2.00
City Manager	2.00	2.00	2.00	2.00	2.00
Finance	12.00	11.50	11.50	12.50	12.50
Assessment	3.00	3.00	3.60	4.00	4.00
Treasurer	3.00	3.00	2.80	3.00	3.00
Human Resources	4.00	4.00	3.60	4.00	4.00
City Clerk	4.00	4.50	4.50	4.50	4.50
Planning & Neighborhood Services	9.50	9.00	9.00	9.00	9.00
Registrars of Voters	2.00	2.00	2.00	2.00	2.00
Police	106.75	104.80	104.45	104.45	103.00
Fire	59.00	58.75	58.75	58.75	58.75
Emergency Management	1.00	0.25	0.25	0.25	0.25
PW Street Maintenance	35.00	34.00	32.00	32.00	32.00
PW Engineering & Administration	6.00	6.00	6.00	6.00	6.00
PW Fleet Maintenance	7.00	7.00	7.00	7.00	7.00
PW Refuse & Recycling	3.00	0.00	0.00	0.00	0.00
PW Building Maintenance	9.00	9.00	9.00	9.00	9.00
PW Parking Maintenance	1.00	1.00	1.00	1.00	1.00
Senior Center	7.00	7.00	7.00	7.00	7.00
Youth & Family Services	2.00	2.00	2.00	2.00	2.00
Human Services	3.00	3.00	3.40	3.40	3.40
Recreation	5.00	5.60	5.00	5.00	5.00
Subtotal - General City	286.25	279.40	276.85	278.85	277.40
Board of Education (excluding Adult Education)					
General Fund-funded positions	375.85	410.50	447.67	379.50	379.50
School Lunch (CT & Fed. grant)	42.25	31.00	28.00	38.70	38.70
Other CT & Fed. grant-funded positions	220.87	226.35	266.09	329.20	329.20
Subtotal - Board of Education	638.97	667.85	741.76	747.40	747.40
Norwich Public Utilities	149.50	148.50	147.50	146.00	148.00
GRAND TOTALS	1,074.72	1,095.75	1,166.11	1,172.25	1,172.80

* The General Government position counts may differ from those given on the individual departments' budget pages for the following reasons:

- 1) The individual departments' budget pages include positions funded by sources outside of the General Fund, such as grants and bond funds.
- 2) If an employee will be added in the middle of the fiscal year, the individual departments' budget pages show this as a partial employee. For example, if a police officer is added in January - the middle of the fiscal year - would be included as 0.5 FTE. The summary above is intended to show the total staffing resources as of the end of the fiscal year, so that same police officer would be counted as a full FTE.

General Government - the City reduced of its workforce by 17% from a high of 335 FTE's in 2001-02. The 2020-21 budget includes leaving nine positions vacant for some or all of the fiscal year. These reductions are not reflected in the numbers above.

Board of Education - The FTE's for 2020-21 are subject to change based on the level of funding of the BOE's other grants and guidance from the State for what purposes those grants may be expended. The employee counts exclude Adult Education.

Norwich Public Utilities - the staffing has been relatively stable over the years despite the expansion of the sewer, water, and gas lines.

Collective Bargaining Units

Collective Bargaining Group Name	Group Represented	FTE Positions Represented	Beginning Date of Contract	End Date of Contract
United Public Service Employees Union (UPSEU)	City 911 Dispatchers	9.00	7/1/2017	6/30/2022
International Association of Fire Fighters, Local 892	City Firefighters	56.00	7/1/2016	6/30/2020
Council 4 AFSCME, Local 2422	City Non-supervisory administrative employees	49.80	7/1/2018	6/30/2022
United Public Service Employees Union, Connecticut Organization for Public Safety Division	City Police Officers	88.00	7/1/2016	6/30/2023
United Public Service Employees Union, Connecticut Organization for Public Safety Division	City Public Works Employees	45.00	7/1/2017	6/30/2022
Public Works Supervisors, American Federation of State, County & Municipal Employees (AFSCME), Local 818, Council 4	City Public Works Supervisors	4.00	7/1/2019	6/30/2024
Municipal Employees Union "Independent" (MEUI)-Supervisors	City Supervisory administrative employees	10.00	7/1/2019	6/30/2023
Norwich School Administrators Association	NPS Administrators	19.00	7/1/2018	6/30/2021
MEUI Local 506, SEIU, AFL-CIO	NPS Custodians	29.00	7/1/2017	6/30/2020
MEUI Local 506, SEIU, AFL-CIO	NPS Paraeducators	175.64	7/1/2017	6/30/2020
New England Health Care Employees Union District 1199, SEIU, AFL-CIO	NPS School Nurses	14.40	7/1/2017	6/30/2020
Norwich Educational Administrative Assistants, AFSCME Local 1303-190, Council 4	NPS Administrative Assistants	28.10	7/1/2018	6/30/2022
Norwich Teachers League	NPS Teachers	313.80	7/1/2018	6/30/2021
UPSEU, BOE	NPS Food Service Workers	24.26	7/1/2017	6/30/2021
Supervisory Employees Association , Inc. AFSCME Local 818, Council 4	NPU Supervisory and Professional Employees	45.00	7/1/2018	6/30/2021
International Brotherhood of Electrical Workers Local 457, Norwich Unit	NPU Technical and clerical workers	98.00	7/1/2018	6/30/2021
United Steelworkers of America AFL-CIO-CLC Local No. 9411-02	NPU Water distribution employees	4.00	7/1/2018	6/30/2021

Non-Bargaining Employees

General Government	15.60
Department of Public Utilities	1.00
Board of Education	143.16
	<u>159.76</u>

The 2020-21 budget includes leaving nine General Government positions vacant for some or all of the fiscal year. These reductions are not reflected in the numbers above.

Consolidated Debt Schedule

Description	Issue Date	Interest Rates	Original Debt	Outstanding at 7/1/2020	Principal	Interest	FY 2021 Debt Service	
Supported by General Fund								
<u>Bonds</u>								
Qualified Zone Academy Bond-Kelly Renovations	12/30/2008	0.00%	2,940,000	245,000	245,000	-	245,000	
Series A, Capital Project (Road Improvements, Sewer Extensions, Kelly MS Renovations, etc.)	12/13/2011	2.0 - 4.0%	9,680,000	6,180,000	500,000	169,881	669,881	
Refunding Bonds	2/15/2012	2.00%	2,725,000	485,000	245,000	9,700	254,700	
Series A, Capital Project Bonds (Infrastructure, Sewer Extensions, Gas Line Extensions, etc.)	2/12/2014	3.0 - 5.0%	12,365,000	8,460,000	645,000	322,469	967,469	
Series A, Tax-Exempt	3/3/2015	3.0 - 4.0%	5,600,000	3,950,000	350,000	127,250	477,250	
Series B, Taxable	3/3/2015	2.0 - 3.0%	1,140,000	565,000	115,000	13,340	128,340	
Series A, Tax-Exempt	3/1/2016	2.00 - 2.55%	6,300,000	4,840,000	365,000	114,863	479,863	
Series B, Taxable	3/1/2016	2.00 - 3.00%	2,500,000	1,500,000	250,000	30,125	280,125	
Series C, Partial Refunding of 2009 Series A	10/12/2016	1.75 - 4.00%	2,925,000	2,925,000	585,000	96,038	681,038	
Series A, Tax-Exempt	3/10/2017	3.00 - 4.00%	4,450,000	3,775,000	225,000	134,225	359,225	
Series A, Partial Refunding of 2009 Series A	3/10/2017	3.00 - 4.00%	2,825,000	2,825,000	-	107,400	107,400	
Series B, Taxable	3/10/2017	1.00 - 3.90%	1,000,000	850,000	50,000	28,050	78,050	
Series A, Tax-Exempt	12/6/2018	3.00 - 5.00%	7,970,000	7,970,000	410,000	313,700	723,700	
Series A, Tax-Exempt	12/5/2019	2.00 - 5.00%	3,575,000	3,575,000	-	122,812	122,812	
Less: General Obligation debt for NPU and NGCA operations				Sum (A) = (15,071,000)	(1,046,500)	(495,558)	(1,542,058)	
				Subtotal-Bonds	33,074,000	2,938,500	1,094,295	4,032,795
<u>Capital Leases</u>								
2013 Ferrara Ignitor XD 1,500 GPM Pumper	2/25/2013	2.37%	573,992	184,746	60,145	4,379	64,524	
				Subtotal-Capital Leases	184,746	60,145	4,379	64,524
Subtotal - General Fund Debt					33,258,746	2,998,645	1,098,674	4,097,319
Supported by Norwich Public Utilities								
<u>Bonds & Notes</u>								
CT CWF NOTES 349-C Washington Street CSO Separation	12/31/2002	2.00%	880,594	78,196	51,870	1,090	52,960	
CT CWF NOTES 495-C WWTP Digester	6/1/2013	2.00%	5,747,554	3,662,393	274,929	70,737	345,666	
CT CWF 625-D WWTP Design	12/31/2012	2.00%	1,864,518	1,151,143	89,933	22,201	112,134	
CT CWF 625-D1 WWTP Design	5/31/2015	2.00%	2,510,422	1,735,899	135,617	33,479	169,096	
DWSRF 200801-C Business Park Tank Painting & Rehab	6/30/2009	2.27%	450,000	200,625	22,500	4,320	26,820	
DWSRF 9714-C Yantic Lane	12/31/2002	2.77%	1,898,651	179,345	118,734	3,468	122,202	
DWSRF 2010-8005 Brown/Fitch Hill Tank Rehab	3/31/2010	2.06%	144,728	68,746	7,236	1,348	8,584	
DWSRF 2010-8006 Fairview Tank Rehab	3/31/2010	2.06%	326,250	163,125	16,313	3,206	19,519	
DWSRF 2011-7005 Deep River Pumps, Drives, Tank Design	4/30/2014	2.00%	160,285	106,857	8,664	2,058	10,722	
DWSRF 2011-7006 Deep River Transmission Main Design	4/30/2014	2.00%	147,989	97,289	8,222	1,870	10,092	
DWSRF 2014-7027 Stony Brook	6/30/2015	2.00%	505,762	366,677	25,288	7,102	32,390	
DWSRF 2014-7036 Deep River Pumps, Drives, Tank Construction	5/31/2016	2.00%	4,051,579	3,123,092	202,579	60,605	263,184	
DWSRF 2015-7037 Royal Oaks Water Main Extension	10/31/2016	2.00%	1,528,016	1,209,679	84,890	23,415	108,305	
DWSRF 2017-7056 Mohegan Park Tank	2/28/2019	2.00%	2,869,392	2,606,364	134,755	47,726	182,481	
DWSRF 2017-7072 Water AMI Meter	8/30/2019	2.00%	1,582,335	1,476,846	79,117	28,812	107,929	
DWSRF 2019-7081 Stony Brook Transmission Main & Sprague Interconnect	TBD	2.00%	2,665,819	2,665,819	133,290	26,658	159,948	
Gas Line Extensions (2010)	12/13/2011	2.00 - 4.00%	1,000,000	640,000	50,000	17,669	67,669	
Gas Line Extensions (2012)	2/12/2014	3.00 - 5.00%	5,780,000	4,031,000	291,500	153,812	445,312	
Gas Line Extensions (2010)	2/12/2014	3.00 - 5.00%	2,000,000	1,400,000	100,000	52,766	152,766	
Gas Line Extensions (2012)	3/3/2015	3.0 - 4.0%	2,220,000	1,670,000	110,000	53,975	163,975	
Gas Line Extensions (2014)	3/3/2015	3.0 - 4.0%	1,000,000	750,000	50,000	24,250	74,250	
Gas Line Extensions (2014) Taxable	3/1/2016	2.00 - 3.00%	1,250,000	750,000	125,000	15,063	140,063	
Gas Line Extensions (2014)	3/1/2016	2.00 - 2.55%	2,750,000	2,190,000	140,000	52,938	192,938	
Gas Line Extensions (2014) Taxable	3/10/2017	1.00 - 3.90%	1,000,000	850,000	50,000	28,050	78,050	
Gas Line Extensions (2014)	3/10/2017	3.00 - 4.00%	2,000,000	1,700,000	100,000	60,446	160,446	
Gas Line Extensions (2014)	12/5/2019	2.00 - 5.00%	1,060,000	1,060,000	-	36,064	36,064	
				Subtotal-Bonds & Notes	33,933,095	2,410,437	833,128	3,243,565
<u>Capital Leases & Other Debt</u>								
LED Streetlight GE Capital Financing	12/29/2017	4.25%	1,937,131	1,219,810	320,692	45,643	366,335	
Other						59,999	59,999	
				Subtotal-Capital Leases & Other Debt	1,219,810	320,692	105,642	426,334
Subtotal - Norwich Public Utilities Debt					35,152,905	2,731,129	938,770	3,669,899
Supported by Norwich Golf Course Authority								
Norwich Golf Course Authority	12/17/2009	3.0 - 4.0%	265,000	30,000	30,000	525	30,525	
GRAND TOTAL					68,441,651	5,759,774	2,037,969	7,797,743

Summary of All Funds Subject to Appropriation

	FYE 2019 - Actual				FYE 2020 - Projected				FYE 2021 - Budgeted			
	General	SRF	NPU	Total	General	SRF	NPU	Total	General	SRF	NPU	Total
Revenues												
Taxes	78,034,544	4,836,855	-	82,871,399	82,202,267	5,270,000	-	87,472,267	86,418,740	4,364,468	-	90,783,208
Licenses & Permits	486,024	-	-	486,024	522,400	-	-	522,400	368,600	-	-	368,600
Federal Grants	-	-	-	-	17,538	-	-	17,538	-	-	-	-
State Grants	37,020,656	623,634	-	37,644,290	37,194,785	820,698	-	38,015,483	37,192,339	702,992	-	37,895,331
Other Intergovernmental Revenue	165,759	-	-	165,759	163,746	-	-	163,746	163,700	-	-	163,700
Charges for Services	1,153,451	-	97,466,872	98,620,323	1,179,633	-	100,981,649	102,161,282	1,139,900	-	98,577,146	99,717,046
Fines & Assessments	284,514	-	-	284,514	281,150	-	-	281,150	210,500	-	-	210,500
Investment Earnings	835,124	21,586	420,014	1,276,724	780,000	22,000	312,900	1,114,900	450,000	2,000	453,600	905,600
Rents & Royalties	529,401	-	-	529,401	531,000	-	-	531,000	559,543	-	-	559,543
Other Revenues	215,201	-	-	215,201	209,690	-	-	209,690	201,474	-	-	201,474
Other Financing Sources	6,467,686	2,399,876	-	8,867,562	6,967,682	2,399,876	-	9,367,558	6,152,946	3,299,876	-	9,452,822
Total revenue	125,192,360	7,881,951	97,886,886	230,961,197	130,049,891	8,512,574	101,294,549	239,857,014	132,857,742	8,369,336	99,030,746	240,257,824
Expenditures/ Expenses												
City Council	395,240	-	-	395,240	412,881	-	-	412,881	437,340	-	-	437,340
City Manager	370,767	-	-	370,767	366,383	-	-	366,383	396,796	-	-	396,796
Finance	1,585,625	-	-	1,585,625	1,727,105	-	-	1,727,105	1,691,804	-	-	1,691,804
Assessment	475,175	-	-	475,175	451,871	-	-	451,871	474,396	-	-	474,396
Treasurer	250,804	-	-	250,804	267,237	-	-	267,237	278,050	-	-	278,050
Human Resources	509,290	-	-	509,290	538,679	-	-	538,679	548,745	-	-	548,745
Law	481,101	-	-	481,101	462,000	-	-	462,000	454,000	-	-	454,000
City Clerk	493,460	-	-	493,460	505,513	-	-	505,513	518,172	-	-	518,172
Planning & Neighborhood Services	1,018,424	-	-	1,018,424	1,038,249	-	-	1,038,249	1,042,594	-	-	1,042,594
Registrars of Voters	144,465	-	-	144,465	122,491	-	-	122,491	164,183	-	-	164,183
Police	16,755,875	-	-	16,755,875	16,901,545	-	-	16,901,545	17,294,300	-	-	17,294,300
Norwich Fire	2,081,791	-	-	2,081,791	2,108,247	-	-	2,108,247	2,190,032	-	-	2,190,032
Emergency Management	67,782	-	-	67,782	63,786	-	-	63,786	76,331	-	-	76,331
East Great Plain VFD	142,911	-	-	142,911	140,080	-	-	140,080	149,216	-	-	149,216
Laurel Hill VFD	62,502	-	-	62,502	76,350	-	-	76,350	78,445	-	-	78,445
Occum VFD	71,352	-	-	71,352	81,058	-	-	81,058	88,060	-	-	88,060
Taftville VFD	152,620	-	-	152,620	163,600	-	-	163,600	164,584	-	-	164,584
Yantic VFD	167,662	-	-	167,662	159,586	-	-	159,586	162,904	-	-	162,904
Public Works	10,718,540	-	-	10,718,540	10,484,395	-	-	10,484,395	10,857,197	-	-	10,857,197
Human Services	2,012,386	-	-	2,012,386	2,070,372	-	-	2,070,372	2,044,053	-	-	2,044,053
Education	79,869,829	-	-	79,869,829	82,115,793	-	-	82,115,793	84,240,102	-	-	84,240,102
Debt Service	4,262,998	-	960,230	5,223,228	4,383,985	-	932,424	5,316,409	4,097,319	-	938,770	5,036,089
Miscellaneous	4,779,380	-	-	4,779,380	5,197,871	-	-	5,197,871	5,409,119	-	-	5,409,119
City Consolidation District	-	7,990,417	-	7,990,417	-	7,938,000	-	7,938,000	-	7,782,705	-	7,782,705
Town Consolidation District	-	537,300	-	537,300	-	471,071	-	471,071	-	448,631	-	448,631
Gas, Water, Electric & Sewer	-	-	79,107,212	79,107,212	-	-	84,856,570	84,856,570	-	-	86,794,505	86,794,505
Total expenditures/expenses	126,869,979	8,527,717	80,067,442	215,465,138	129,839,077	8,409,071	85,788,994	224,037,142	132,857,742	8,231,336	87,733,275	228,822,353
Other financing uses/ (sources)	-	-	8,475,572	8,475,572	-	-	8,860,667	8,860,667	-	-	-	-
Capital contributions	-	-	(5,155,842)	-	-	-	-	-	-	-	-	-
Total resources used	126,869,979	8,527,717	83,387,172	223,940,710	129,839,077	8,409,071	94,649,661	232,897,809	132,857,742	8,231,336	96,902,997	237,992,075
Fund balances carried forward	15,399,619	473,766	106,816,127	125,895,417	13,722,000	(172,000)	121,315,841	134,865,841	13,932,814	(68,497)	127,960,729	141,825,046
Increase/ (Decrease) in Fund Balance	(1,677,619)	(645,766)	14,499,714	7,020,487	210,814	103,503	6,644,888	6,959,205	-	138,000	2,127,749	2,265,749
Percent Change	-10.89%	-136.30%	13.57%	5.58%	1.54%	-60.18%	5.48%	5.16%	0.00%	-201.47%	1.66%	1.60%
Fund balance/net assets to carry forward	13,722,000	(172,000)	121,315,841	132,915,904	13,932,814	(68,497)	127,960,729	141,825,046	13,932,814	69,503	130,088,478	144,090,795
GF Fund Balance as a % of Expenditures	10.82%				10.73%				10.49%			

NPU expenditures do not include capital expenditures and debt service_principal payments as these expenditures are not considered "expenses" for purposes of proprietary fund accounting. The decrease in General Fund UFB in FY2019 and 2020 is due to increased Education expenditures and the decrease in the SRF fund balance in FY2019 was because of CCD expenditure in excess of the original budget allocation.

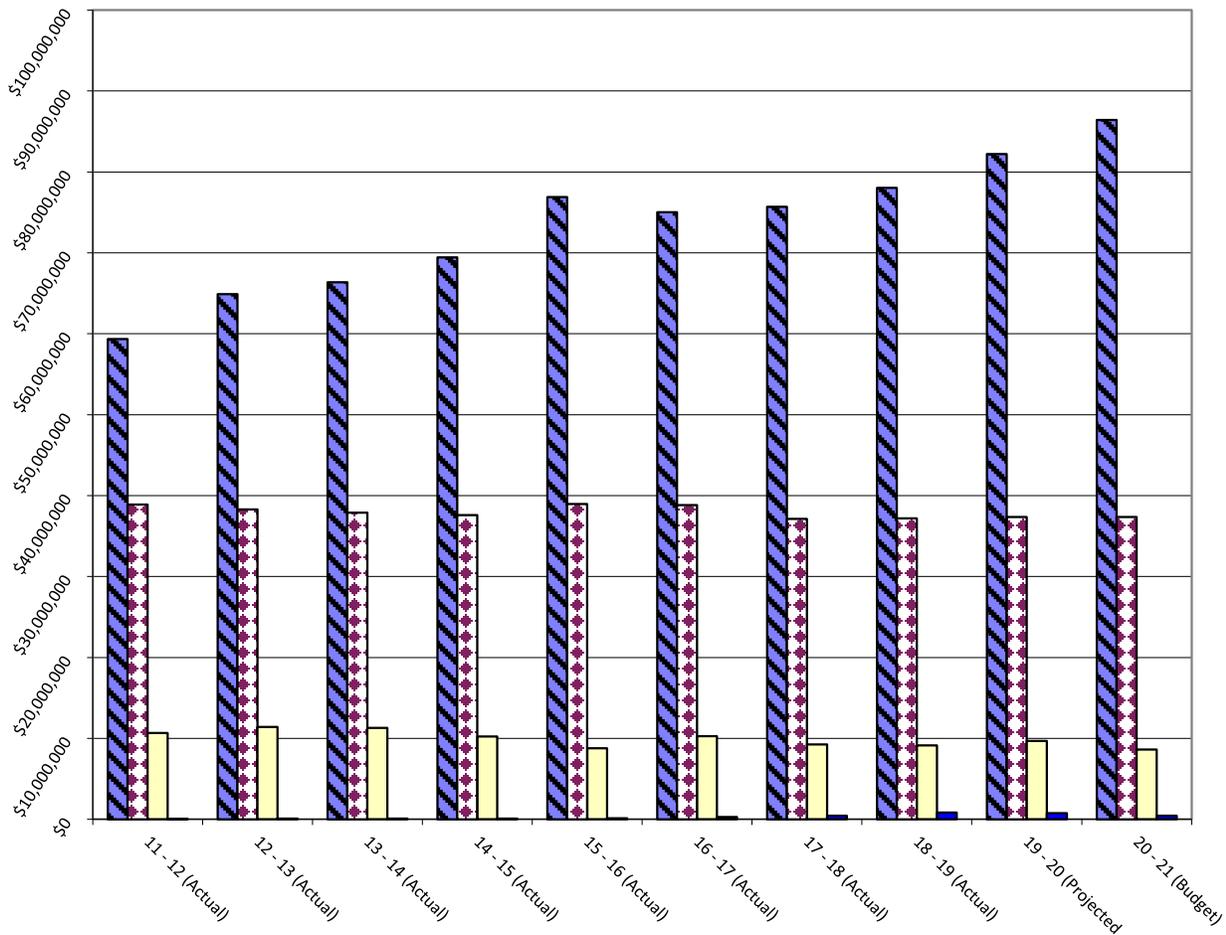
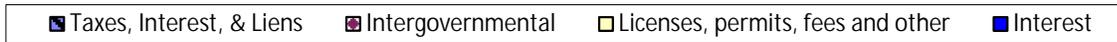
General Fund

Summary of Revenues & Expenditures

	General City	Debt Service	Capital Improvements	Education	Total General Fund
EXPENDITURES					
Total by category	41,876,961	4,097,319	2,643,360	84,240,102	132,857,742
TOTALS	41,876,961	4,097,319	2,643,360	84,240,102	132,857,742
REVENUES					
Current Levy RE & PP	16,172,776	3,897,319	2,643,360	51,787,959	74,501,414
Taxes (other than Current Levy RE & PP)	11,917,326	0	0	0	11,917,326
Licenses & Permits	368,600	0	0	0	368,600
State Grants	4,785,796	0	0	32,406,543	37,192,339
Other Intergovernmental Revenue	163,700	0	0	0	163,700
Charges for Services	1,094,300	0	0	45,600	1,139,900
Fines & Assessments	20,500	190,000	0	0	210,500
Investment Earnings	450,000	0	0	0	450,000
Rents & Royalties	559,543	0	0	0	559,543
Other Revenues	201,474	0	0	0	201,474
Other Financing Sources	6,142,946	10,000	0	0	6,152,946
TOTALS	41,876,961	4,097,319	2,643,360	84,240,102	132,857,742

General Fund Revenue Sources

As you can see from the chart below, the City of Norwich has had to rely on local property tax revenue as intergovernmental revenue and other income have stagnated.



Revenue Descriptions

The following are descriptions of the larger revenue items.

∅ Note on method of calculating revenue estimates: all revenue items which have a “∅” were estimated using the *minimum* actual revenues from the last three years.

Taxes

Property Taxes

Current Real Estate and Personal Property Levy

The current levy is based on all taxable property in the City as of October 1, 2019, which includes real estate and personal property. The amount of taxes to be levied is determined by subtracting estimated revenues from all other sources from proposed budget appropriations. The mill rate is then calculated by dividing the amount to be raised in taxes by the grand list as adjusted for the collection rate. This collection rate percentage is derived from the Charter-prescribed method of taking the average of the past three years of taxes collected from the current levy. This method assures that Norwich will budget realistic property tax revenues. Current taxes are due July 1 and January 1.

General Fund Current Levy Collections			
Fiscal Year	Total Tax Levy	Current Collected	Tax Collection %
2009-10	\$ 55,162,306	\$ 53,056,137	96.2%
2010-11	\$ 57,006,148	\$ 54,816,062	96.2%
2011-12	\$ 59,109,668	\$ 57,141,194	96.7%
2012-13	\$ 64,617,976	\$ 62,401,066	96.6%
2013-14	\$ 65,920,369	\$ 63,720,850	96.7%
2014-15	\$ 69,333,132	\$ 66,666,856	96.2%
2015-16	\$ 74,375,047	\$ 72,017,229	96.8%
2016-17	\$ 74,365,626	\$ 72,150,315	97.0%
2017-18	\$ 74,351,051	\$ 72,124,359	97.0%
2018-19	\$ 76,808,287	\$ 74,446,820	96.9%

Current Motor Vehicle Taxes

This account is used to account for the revenues from the July motor vehicle tax billing and the supplemental motor vehicle tax billing in January of each year. Pursuant to PA 76-338, Supplemental Motor Vehicle taxes are levied on motor vehicles purchased after the October 1 assessment date and prior to August 1 of the following year. Motor vehicle property taxes may be subject to a different mill rate than Real Estate and Personal Property due to a statutory mill rate cap. The cap for 2020-21 is 45 mills.

Prior Year Levies ∅

Delinquent taxes anticipated to be collected from prior years' unpaid taxes. Collection of taxes is enforced through liens, foreclosure, tax warrants, tax sales, and transfer to a collection agency.

General Fund Delinquent Tax Collections			
Fiscal Year	Amount Collectible	Total Collected	% Collected
2009-10	\$ 3,449,280	\$ 1,439,119	41.7%
2010-11	\$ 3,585,669	\$ 1,372,712	38.3%
2011-12	\$ 4,280,884	\$ 1,378,331	32.2%
2012-13	\$ 4,080,485	\$ 1,559,613	38.2%
2013-14	\$ 4,261,556	\$ 1,697,134	39.8%
2014-15	\$ 3,615,816	\$ 1,822,080	50.4%
2015-16	\$ 4,179,620	\$ 3,770,697	90.2%
2016-17	\$ 4,010,002	\$ 1,867,611	46.6%
2017-18	\$ 3,526,054	\$ 1,858,968	46.4%
2018-19	\$ 4,167,985	\$ 1,899,853	45.6%

Interest and Lien Fees Ø

Interest and lien fees collected on payment of delinquent taxes. State statute requires 1.5% per month plus \$24 lien fee for real estate property lien.

Other Taxes

Conveyance Tax Ø

The City collects, as revenue, \$5 for each \$1,000 of taxable value. The City also collects an additional tax at the rate of \$5 for each \$1,000 of the purchase price and remits this tax to the State of Connecticut.

Telecommunications Tax

P.A. 86-410 required all of the telephone companies to pay the towns two-ninths of their gross earnings tax in lieu of paying property taxes. P.A. 08-130 changed this by directing some of these telephone companies to file personal property declarations for this property to the assessor of each town beginning with grand list 10/1/2010 for fiscal year 2011-12.

Licenses & Permits Ø

This category includes a broad range of licenses and permits, most of which the City has the power to establish, and the remainder of which are set by Connecticut General Statutes. Includes building and housing permits, police and fire issued permits, hunting & fishing licenses, marriage licenses, and animal licenses. The largest source of revenue in this category is from building permits.

Federal Grants

Federal funds passed through the Connecticut Department of Emergency Management and Homeland Security to reimburse City for a portion of Emergency Management expenditures. This is based on a projection of reimbursable expenditures.

This account also included the COPS Hiring Program through the Federal Department of Justice which had been used to defray the cost of hiring new police officers. This grant ended in 2017-18.

State Grants

Town Aid Road Fund Grant (TAR)

Funding from the State of Connecticut pursuant to CGS §§13a-175a through 13a-175e and 13a-175i to support construction and maintenance of public highways, roads and bridges. The allocation of funds is based on factors such as population and the number of improved and unimproved road miles.

Mashantucket-Pequot/Mohegan Fund Grant

Includes projected funds from Governor's agreement reached in 1993 between the Mashantucket Pequot Nation, the Mohegan Tribal Nation, and the State of Connecticut.

Youth Service Bureau

Grant revenue from Youth Service Bureau Grant program administered in accordance with CGS §§ 10-19m through 10-19p used to support local youth & family services activities.

Education Cost Sharing

Statutory grant reimbursement anticipated from State of Connecticut pursuant to CGS §§ 10-262f through 10-262j. This grant is derived from a formula that takes into account a municipality's wealth, state guaranteed wealth level, state minimum education requirements and the count of "need students". These dollars will be used to offset educational expenses.

Health Services

State grant pursuant to CGS §10-217a which provides funds to partially offset the cost of providing health services to students attending private, nonprofit schools.

Shared Revenues

This account includes a few different revenues from the State of Connecticut; most of which are Municipal Revenue Sharing Account revenues. This revenue item also includes revenues that the state shares with municipalities for littering fines.

Description	General Fund	TCD Fire	CCD Fire
MRSA Motor Vehicles	0	0	702,992
MRSA Municipal Projects	187,132	0	0
Stabilization grant	210,834	0	0
Littering Fines	13,000	0	0
	410,966	0	702,992

Payments In Lieu of Taxes (PILOT)

This account includes the payments for state-owned property; privately owned colleges and hospitals; manufacturing facilities in distressed municipalities; total disability exemptions; and additional veterans' exemptions.

- State-owned property PILOT is a 45% reimbursement of the tax loss from property tax exemptions based on the current grand list.
- Privately-owned colleges and hospitals PILOT is a 77% reimbursement of the tax loss from property tax exemptions based on the current grand list.
- Total disability exemption PILOT is a reimbursement for the tax loss from the \$1,000 property tax exemption pursuant to PA 74-123 for property owners who are permanently and totally disabled.
- Additional veterans' exemption PILOT is a reimbursement for the tax loss from the additional exemption for veterans and disabled veterans who are eligible for the basic exemption and who can meet certain income limits. The basic exemption is a \$1,000 property tax exemption for certain honorably discharged veterans who actively served at least 90 days during war time, or their survivors.

Other Intergovernmental Revenue Ø

Reimbursement for City housing PILOT money. Revenue is based on the contract with the Norwich Housing Authority.

Charges for Services

Recording Fees Ø

A major activity of the City Clerk's office involves the processing of land record documents which includes logging, indexing, scanning, proof-reading, and returning each document within a specified amount of time to its rightful owner or guardian. These documents include liens, property transfers and refinancing documents. The City receives \$13 for the first page of every document and \$5 for each page thereafter.

Tuition Revenue Ø

Tuition received from outlying towns by the Board of Education.

Recycling Revenues Ø

Revenues from the sale of recyclable material.

Direct Hauler Fees Ø

Charges to haulers who register with the City to bring refuse directly to the Preston and Lisbon incinerators. The City Council adopted a resolution on May 3, 2010 which increased the rate to \$66/ton on July 1, 2010.

Vital Statistics Ø

Revenues collected by City Clerk for birth, death, and marriage certificates.

Fines & Assessments

Blight & Zoning Citations Ø

Collections of Blight and Zoning Officers' citations for violations of the City's ordinances.

Sewer Assessments

The City borrows funds through general obligation bonds for sewer installations. These sewer assessment payments partially defray the cost of the sewer project bonds.

Investment Earnings

Reflects income earned from temporary investments made when City funds in a given period exceed the City's immediate disbursement needs. After reviewing the historical interest trends from the prior years, the revenue was estimated based on the expected rates of return on the mix of certificates of deposit, money market investments and savings accounts held in the General Fund.

Rents & Royalties

Building Rent

Probate Court

Revenue from rental of the 1,747 ft² Probate Court space in City Hall. The City increases the rent by the change in the Northeast CPI-U from July to June. The estimated revenue is based on our estimate of inflation from July 2020 to June 2021.

State of Connecticut – City Hall

Represents State of Connecticut's proportionate share of costs to maintain City Hall building. The State of Connecticut occupies 37% of City Hall. Consequently, 37% of the building maintenance costs are billed to the state.

Other

The City also collects rent for some space used in the Buckingham Memorial building and the Salem Turnpike childcare center.

Property Rent

Revenue collected for billboards and the Rogers Road solar panels.

Cell Tower Rent

Leases for cellular towers on City property.

Other Revenues

Services to Other Funds

Amounts charged to other funds for services provided by General Fund department staff.

Other Financing Sources

Police Private Duty Ø

This is an operating transfer from the special revenue fund which collects revenue received from police officers performing outside work at construction sites and events. The entities performing this work are charged the cost of the officers' overtime wages; fringe benefits rates for pension contribution, workers' compensation, and payroll taxes; and a 5% administrative charge.

Public Parking Commission (PPC)

Partial reimbursement from the PPC for public works maintenance.

Cemetery Trust Fund

Transfer from the investment of funds set aside to maintain the City's cemeteries. The revenue was estimated based on the expected rates of return on the mix of investments held in the Cemetery Trust.

Norwich Public Utilities

The 10% payment is pursuant to Chapter XII, Section 6, of the Charter of the City of Norwich. This reflects 10% of the gross revenues from water, gas and electric operations of NPU as reported in its June 30, 2019 annual financial statements. This calculation excludes sewer revenues. A portion of these revenues has been allocated to the City Consolidation District (CCD).

Sale of City Assets Ø

Includes income from the sale of municipal properties, reimbursement of legal fees, expenses and lien fees on foreclosures, code enforcement liens and property tax liens.

Use of Unrestricted Fund Balance (UFB)

Amount of UFB appropriated through the budget process to balance the budget.

General Fund Revenues		2017-18	2018-19	2019-20	2019-20	2020-21	2020-21
		Actual	Actual	Budget	Projected	Proposed	Adopted
Taxes							
10040000	41101 Current Real Estate and Personal Prope	64,646,096	66,690,653	70,226,381	70,650,000	72,728,406	74,501,414
10040000	41103 Current Motor Vehicle Taxes	7,427,245	7,830,054	8,032,123	7,950,000	8,423,858	8,562,426
10040000	41105 Prior Year Levies	1,858,968	1,834,751	1,892,000	1,750,000	1,780,000	1,750,000
10040000	41106 Interest and Lien Fees	1,061,880	1,113,871	1,137,000	1,045,000	1,061,900	1,045,000
10040000	41200 Conveyance Tax	581,723	459,904	539,000	700,000	459,900	459,900
10040000	41300 Telecommunications Tax	117,660	105,311	100,000	107,267	100,000	100,000
	Totals	75,693,572	78,034,544	81,926,504	82,202,267	84,554,064	86,418,740
Licenses & Permits							
10042000	42130 Public Safety Permits	16,910	15,577	16,700	15,000	15,000	15,000
10041000	42201 Building Permits	346,527	462,292	438,000	500,000	346,500	346,500
10043000	42206 Road Opening Permits	2,400	2,000	2,200	2,000	2,000	2,000
10041000	42241 Hunting & Fishing Licenses	530	452	400	500	500	500
10042000	42251 Marriage Licenses	3,168	4,288	3,400	3,500	3,200	3,200
10042000	42261 Animal Licenses	1,443	1,415	1,500	1,400	1,400	1,400
	Totals	370,978	486,024	462,200	522,400	368,600	368,600
Federal Grants-Operating							
10042000	43100 Totals	86,048	0	20,204	17,538	0	0
State Grants							
10043000	43320 Town Aid Road Grant	495,941	494,405	494,405	492,648	492,648	492,648
10040000	43354 Mashantucket Pequot/Mohegan	1,912,306	1,860,229	2,360,229	2,360,229	2,360,229	2,360,229
10044000	43359 Youth Services Bureau	66,779	71,798	71,000	71,798	71,798	71,798
10047000	43371 Education Cost Sharing	32,101,759	32,613,938	32,316,543	32,316,543	32,316,543	32,316,543
10047000	43376 Health Services	104,363	119,382	117,000	93,570	90,000	90,000
10040000	43500 Shared Revenues	817,985	407,771	407,966	409,842	410,966	410,966
10040000	43600 Payments in Lieu of Taxes	1,385,130	1,453,133	1,453,134	1,450,155	1,450,155	1,450,155
	Totals	36,884,263	37,020,656	37,220,277	37,194,785	37,192,339	37,192,339
Other Intergovernmental Revenue-Housing PILOT							
10040000	43901 Totals	170,709	165,759	165,000	163,746	163,700	163,700
Charges for Services							
10041000	44102 Recording Fees	140,039	136,304	144,000	138,000	136,300	136,300
10049000	44102 Land Recording Capital Improvement	13,638	12,231	13,000	12,000	12,000	12,000
10041000	44103 Planning & Zoning Fees	39,101	25,049	27,000	25,000	25,000	25,000
10041000	44104 Printing & Duplication Fees-GG	36,332	38,814	40,000	41,000	36,300	36,300
10042000	44104 Printing & Duplication Fees-PS	8,877	12,782	10,000	8,550	8,600	8,600
10041000	44105 Notary Public Fees	3,305	3,845	3,000	3,300	3,300	3,300
10042000	44206 Fingerprinting	3,543	4,050	5,000	4,500	3,500	0
10047000	44300 Tuition Revenue	84,587	45,613	124,000	64,473	45,600	45,600
10043000	44403 Refuse Collection Fees	12,043	7,652	7,500	7,310	7,300	7,300
10043000	44404 Recycling Revenues	77,215	64,950	67,000	75,000	65,000	65,000
10043000	44405 Direct Hauler Fees	681,633	653,538	698,000	653,500	653,500	653,500
10043000	44406 Burial Fees	1,300	800	1,000	300	300	300
10041000	44501 Vital Statistics	141,709	138,127	144,000	138,100	138,100	138,100
10044000	44708 Senior Center Fees	8,583	9,696	9,000	8,600	8,600	8,600
	Totals	1,251,905	1,153,451	1,292,500	1,179,633	1,143,400	1,139,900
Fines & Assessments							
10042000	45102 Public Safety Fines	3,470	3,415	4,000	3,150	3,200	3,200
10041000	45104 Blight Citations	41,291	17,340	38,000	48,000	17,300	17,300
10048000	45501 Sewer Assessment Revenue	315,964	263,759	250,000	230,000	190,000	190,000
	Totals	360,725	284,514	292,000	281,150	210,500	210,500
Investment Earnings							
10040000	46101 Totals	457,924	835,124	1,000,000	780,000	450,000	450,000
Rents & Royalties							
10043000	47201 Building Rent	333,650	342,249	324,724	341,000	374,000	374,000
10043000	47202 Property Rent	88,381	88,967	94,588	100,000	98,963	98,963
10043000	47203 Cell Tower Rent	57,768	64,110	70,277	73,000	73,680	73,680
10043000	47901 Facilities Rent	12,890	34,075	21,000	17,000	12,900	12,900
	Totals	492,689	529,401	510,589	531,000	559,543	559,543
Other Revenues							
10041000	48962 Financial Services to Other Funds	62,444	77,576	77,998	75,000	77,998	77,998
10041000	48963 HR Services to Other Funds	37,588	37,588	42,690	42,690	44,491	44,491
10043000	48967 Janitorial Services to NPU	35,000	35,000	35,000	35,000	37,885	37,885
10041000	48990 Miscellaneous Revenue	105,838	65,037	41,200	57,000	41,100	41,100
	Totals	240,870	215,201	196,888	209,690	201,474	201,474
Other Financing Sources							
10042000	49125 Transfer from Police Private Duty	196,797	279,536	207,000	250,000	196,800	196,800
10043000	49152 Transfer from Cemetery Trust	64,886	65,245	63,000	68,000	64,000	64,000
10043000	49154 Transfer from PPC	0	30,000	0	0	0	0
10040000	49160 Transfer from NGCA	0	4,926	0	7,000	10,000	10,000
10040000	49195 Transfer from NPU	6,089,219	6,075,696	6,460,791	6,460,791	6,769,846	5,869,846
10040000	49200 Sale of City Assets	190,030	12,283	112,000	181,891	12,300	12,300
	Totals	6,540,932	6,467,686	6,842,791	6,967,682	7,052,946	6,152,946
	GRAND TOTALS	122,550,615	125,192,360	129,928,953	130,049,891	131,896,566	132,857,742

Expenditure Descriptions

The following are descriptions of expenditure objects which are common to many departments:

- 51601 Department Head – Salary for the head of the department.
- 51610 Employees – Salaries for the employees of the department, including any longevity bonuses or other stipends pursuant to collective bargaining contracts.
- 51620 Seasonal/Temporary Employees – Wages for seasonal and/ or temporary employees.
- 51630 Overtime – Wages paid to employees for working beyond their normal work hours.
- 51631 Replacement Cost – The cost to replace shifts vacated by police officers and firefighters who are sick, on vacation, out for workers' compensation leave, etc.
- 52000 Fringe Benefits – The cost of payroll taxes; perfect attendance bonuses; pension trust contributions; workers' compensation; health insurance allocated rates; life, short-term disability, and long-term disability premiums; unemployment costs; and other postemployment benefits (OPEB) trust contributions.
- 53010 Professional Services – Fees paid to outside contractors for their expertise in a particular field.
- 53322 Professional Development – Registration fees, tuition, books and other materials and travel associated with training. These training activities are either required by professional standards boards, Federal law, Connecticut statutes or recommended by prudent business practices.
- 54310 Equipment & Furniture Maintenance – Costs of: replacement of equipment and furniture valued less than \$5,000 per unit or with an estimated useful life of fewer than five years; repairs of such equipment and furniture; and maintenance contracts on equipment and furniture.
- 54410 Utilities – Water, gas, propane, heating oil, sewage, and electricity usage.
- 54430 Building Repairs & Maintenance – Costs of: improvements to City's real property valued less than \$5,000 per project or with an estimated useful life of fewer than five years; repairs and maintenance to City's real property; and maintenance contracts on City's buildings and fixtures.
- 55500 Printing – Cost of printing reports, bills, etc.
- 55530 Communications – Landlines, high-speed internet, wireless telephone service, fiber optic connection charges, network infrastructure annual maintenance costs, translation services, and wireless broadband service.
- 55531 Advertising – The cost of advertising for bids, requests for proposals, job announcements, public hearings, and other City business. Most of these are required by Connecticut statutes, City Charter or Code of Ordinances.
- 55532 Postage – Postage and shipping costs.
- 55800 Travel & Mileage Reimbursement – Reimbursement of mileage driven for City business (excluding normal commute) at the applicable Federal standard mileage rate and mileage stipends for certain employees in lieu of reimbursements.
- 56600 Uniforms & Clothing – For the Police and Norwich Fire departments, this line item includes clothing allowances pursuant to collective bargaining contracts. For the volunteer fire departments, this line item includes dress uniforms for ceremonies and other clothing items purchased for members.
- 56610 Supplies – The cost of consumable goods such as office supplies.
- 56627 Vehicle Fuel – The cost of gasoline, diesel, and compressed natural gas for the City's rolling stock.
- 58000 Miscellaneous Expenditures – Civic and cultural meetings, awards, small contributions to civic and cultural organizations.
- 58100 Dues, Licenses, and Subscriptions – The costs of professional organization memberships, professional licenses, and subscriptions to newspapers and technical journals.

City Council

Mission

To set legislative policy and to identify the types and levels of programs and services to be provided by the city.

Vision

To foster a climate that attracts new businesses, creates a broad range of employment opportunities and promotes a vibrant downtown business district.

Departmental Goals (DG)

1. Maintain strong community relations through candid, open and transparent communication.
2. Establish city-wide goals and priorities.
3. Increase efficiencies and impact by providing direction to the City Manager, City Clerk, Corporation Counsel and appointed commissioners as outlined in the City Charter.
4. Increase the grand list through economic development.

Action Plans

1. Set clear expectations to the City Manager, City Clerk, Corporation Counsel and appointed commissioners and hold appropriate individuals accountable for achieving those expectations. **(DG1,DG2,DG3,DG4)**
2. Provide for an efficient and productive government through legislative action and community engagement. **(DG1,DG2,DG3,DG4)**
3. Establish a priority for economic development initiatives and implement those priorities **(DG4)**



Standing, from left to right: Councilman Joseph A. DeLucia, Councilwoman Ella Myles, Councilwoman Stacy Gould, Councilman Derell Q. Wilson

Sitting, from left to right: President Pro-Tempore Mark Bettencourt, Mayor Peter A. Nystrom, Councilman William Nash

10410300 City Council	2017-18 Actual	2018-19 Actual	2019-20 Budget	2019-20 Projected	2020-21 Request	2020-21 Proposed	2020-21 Adopted
51601 Department Head	44,828	44,837	45,000	45,000	45,000	45,000	45,000
51602 City Council	7,200	7,200	7,200	7,100	7,200	7,200	7,200
51610 Regular Employees	36,600	36,321	37,353	37,353	38,287	38,287	38,287
52000 Fringe Benefits	32,549	39,302	55,138	48,000	63,883	56,659	56,962
53322 Professional Development	175	0	1,000	100	1,000	1,000	1,000
54310 Equip & Furniture Maintenance	2,588	1,538	2,400	2,400	2,400	2,400	2,400
55500 Printing	0	637	200	0	200	200	200
55530 Communications	2,330	3,041	2,699	2,699	2,693	2,697	2,697
55532 Postage	76	117	150	100	150	150	150
55800 Travel & Mileage Reimbursement	81	0	2,800	0	3,000	3,000	3,000
56610 Supplies	2,743	1,700	3,800	1,300	3,800	3,800	3,800
58000 Miscellaneous Expenditures	4,069	2,207	6,000	5,000	6,000	6,000	6,000
58100 Dues Licenses & Subscriptions	417	510	2,315	500	6,000	6,000	6,000
58258 SCCOG	22,271	22,271	22,271	22,271	22,271	22,271	22,271
58811 Norwich Community Development	100,000	150,000	150,000	150,000	150,000	150,000	150,000
58812 SECTER	14,173	14,173	14,173	14,173	14,173	14,173	14,173
58815 Economic Development Contingency	2,250	3,719	8,685	8,685	5,000	5,000	5,000
58840 Marketing	0	25,000	25,000	25,000	25,000	25,000	25,000
58913 Veterans' Organizations	2,555	3,767	4,000	4,000	4,000	4,000	4,000
58975 Multicultural Development Prog	0	25,000	25,000	25,000	25,000	25,000	25,000
59194 Harbor Commission	7,000	7,000	7,000	7,000	7,000	7,000	7,000
59194 Ethics Commission	1,500	1,500	1,500	1,500	1,500	1,500	1,500
59194 City Historian	3,400	3,400	3,900	3,900	3,900	3,900	3,900
59194 School Building Committee	0	0	0	0	5,000	5,000	5,000
59194 Disabilities Committee	2,000	2,000	1,800	1,800	1,800	1,800	1,800
TOTALS	288,805	395,240	429,384	412,881	444,257	437,037	437,340

Notes on Line items:

Departmental Expense pays for the tickets and travel costs for the Mayor and Council members to attend local, regional, and state functions.

The Multicultural Development line item is a match on a \$100,000 grant from Chelsea Groton to promote activities in the downtown area.

Staffing

Mayor	1.00	1.00	1.00	1.00	1.00	1.00	1.00
City Council Members	6.00	6.00	6.00	6.00	6.00	6.00	6.00
Council Secretary	1.00	1.00	1.00	1.00	1.00	1.00	1.00

Salaries

Mayor			45,000		45,000	45,000	45,000
City Council Members			1,200		1,200	1,200	1,200
Council Secretary			37,353		38,287	38,287	38,287

Total Salaries Paid by General Fund

Mayor			45,000		45,000	45,000	45,000
City Council Members			7,200		7,200	7,200	7,200
Council Secretary			37,353		38,287	38,287	38,287
TOTAL SALARIES			<u>89,553</u>		<u>90,487</u>	<u>90,487</u>	<u>90,487</u>

City Manager

Mission

To coordinate, supervise, direct and control the operations of the City's administrative departments to ensure that City employees fully and faithfully execute the laws of the State, the City Charter, and the ordinances, policies, and goals established by the City Council.

Vision

The City Council and the general public will regard the City Manager's office as a competent, responsive and effective government office.

Values

- Respect
- Knowledge
- Strategy & Execution

Department Goals (DG)

1. Provide effective communication to the Mayor and City Council **(G1, G2, G3)**
2. Aid in setting department goals and ensure goals are achieved by providing leadership, communication and direction to the management team. **(G1, G2, G3)**
3. Maintain strong community relations through candid communication, professional service, and the implementation of partnerships. **(G1, G2, G3)**
4. Increase efficiencies and impact through the coordination of departments, agencies, boards, commissions, and outside organizations **(G1, G2, G3)**
5. Train personnel to the highest standards while holding them accountable to those standards.
6. Negotiate labor agreements that reflect fiscal restraints

Action Plans

1. Continue to develop City Council goal sessions and quarterly reports **(DG1, DG2)**
2. Enhance department director meetings to ensure a high degree of interdepartmental communication and interactive problem solving. Effectively communicate with department directors to ensure department needs are reasonably met, goals are on track to being achieved and/or plans are amended accordingly. **(DG2, DG4)**
3. Implement departmental consolidation where fiscally practicable. **(DG4)**
4. Maintain core hours of operation and utilize website and new phone system to alert citizenry of City department activities. **(DG3)**
5. Develop personal development plans for each staff and ensure proper level of professional certifications are achieved through education and training. **(DG5)**
6. Expand negotiating team and communicate objectives to City Council **(DG6)**

Accomplishments

1. Negotiated labor contracts with Public Works Supervisor, MEUI Union & Fire Union **(DG6)**
2. Continued to provide leadership for regional projects and cooperation. **(DG3, DG4)**
3. Successful lobbying of the general assembly to protect traditional sources of revenue for municipalities and continued to foster positive local, state and federal office relationships. **(DG4)**
4. Continued goal setting session with City Council and Department Heads **(DG1, DG6)**
5. Provided quarterly reports from Department Heads to Council
6. Completed the conveyance of several city owned properties for residential or commercial use.
7. Negotiated updated lease for Stadium.
8. Completed first stage of Fire Apparatus Study

10411300 City Manager		2017-18 Actual	2018-19 Actual	2019-20 Budget	2019-20 Projected	2020-21 Request	2020-21 Proposed	2020-21 Adopted
51601	Department Head	152,211	155,462	159,181	159,181	163,161	163,161	163,161
51610	Regular Employees	67,367	68,714	70,358	70,358	72,117	72,117	72,117
51630	Overtime	185	189	200	193	0	0	0
52000	Fringe Benefits	100,285	100,994	102,341	91,000	119,907	112,330	113,506
53010	Professional Services	3,366	6,520	3,150	2,000	24,000	24,000	4,000
53322	Professional Development	2,290	308	2,500	2,000	3,000	3,000	3,000
54310	Equip & Furniture Maintenance	2,459	1,980	3,000	2,500	2,500	2,500	2,500
55500	Printing	0	0	500	0	500	500	500
55530	Communications	3,059	2,344	1,971	1,971	2,031	2,032	2,032
55532	Postage	173	66	200	100	200	200	200
55800	Travel & Mileage Reimbursement	5,100	5,111	5,800	5,800	6,500	6,500	6,500
56610	Supplies	1,011	930	3,200	3,200	1,200	1,200	1,200
58000	Miscellaneous Expenditures	412	329	500	100	500	500	500
58100	Dues Licenses & Subscriptions	1,985	2,240	2,300	2,400	2,000	2,000	2,000
58111	Connecticut Conference of Municipalities	25,580	25,580	25,580	25,580	25,580	25,580	25,580
		365,483	370,767	380,781	366,383	423,196	415,620	396,796

Staffing

City Manager	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Executive Assistant	1.00	1.00	1.00	1.00	1.00	1.00	1.00
TOTAL FTE'S	2.00						

Salaries

City Manager			159,181		163,161	163,161	163,161
Executive Assistant			70,358		72,117	72,117	72,117

Total Salaries Paid by General Fund

City Manager			159,181		163,161	163,161	163,161
Executive Assistant			70,358		72,117	72,117	72,117
Subtotal - Employees			<u>70,358</u>		<u>72,117</u>	<u>72,117</u>	<u>72,117</u>
TOTAL SALARIES			<u>229,539</u>		<u>235,278</u>	<u>235,278</u>	<u>235,278</u>

Finance

Mission

To provide the highest level of fiscal integrity and department support through training, prudent policies and business practices within its procurement, payroll, accounts payable, accounting and reporting, tax collection, debt management, information technology and risk management functions.

Vision

To be a model of prudent financial management, integrity, and professionalism.

Values

- Fiscal Integrity
- Efficiency
- Accuracy
- Timeliness

Departmental Goals (DG)

1. Increase efficiencies and impact by working collaboratively with other departments, agencies, boards, and commissions as well as outside agencies. (G2)
2. Maintain strong community relations through candid communication, professional service, and the implementation of technology. (G2)
3. Provide timely, accurate, and transparent budgets, reports and analysis to stakeholders.
4. Train personnel to the highest standards while holding them accountable to those standards.

Action Plans

1. Increase current levy property tax collection rate to 98.5% by fiscal year 2021-22. (DG1)
2. Implement strategies to reduce costs and increase efficiencies through technology and process review. (DG1,DG2,DG3)
3. Issue the fiscal year 2019-20 audited financial statements by mid-November 2020. (DG3)
4. Develop personal development plans for each staff and ensure proper level of professional certifications are achieved through education and training. (DG4)
5. Implement Employee Self Service and Accounts Receivable/ General Billing modules in City's ERP system by June 2021. (DG1)

Accomplishments

1. Completed restructuring of City's general ledger to the Connecticut uniform chart of accounts format in March 2019. (DG1)
2. In conjunction with Human Resources, changed payroll to biweekly in November 2019. (DG1,DG2)
3. Selected a new collection agency in May 2018 which has been very successful in finding, billing, and collecting from delinquent taxpayers. (DG1)
4. As of September 2019, 98% of employees and 70% of retirees receive both direct deposit and electronic advice delivery. (DG1,DG2)
5. Maintained the City's AA rating from Standard & Poor's and issued \$3.5 million of 20-year bonds at the true interest cost of 2.34% in November 2019. (DG1)
6. Received GFOA's Certificate of Achievement for Excellence in Financial Reporting every year since 1993 and Distinguished Budget Presentation Award every year since 2001. (DG3)
7. Comptroller and Deputy Comptroller are Certified Public Finance Officers (only 562 in US & Canada and 22 in Connecticut) and 75% of the Tax Collector Staff are Certified Connecticut Municipal Collectors. (DG4)

10411700 Finance	2017-18 Actual	2018-19 Actual	2019-20 Budget	2019-20 Projected	2020-21 Request	2020-21 Proposed	2020-21 Adopted
51601 Department Head	115,469	117,778	120,596	120,596	120,596	123,611	123,611
51610 Regular Employees	662,593	680,938	761,680	755,000	793,034	795,405	761,072
51620 Seasonal/ Temporary	6,234	9,120	0	0	1,950	1,950	1,950
51630 Overtime	16,830	11,976	19,540	20,000	7,640	7,640	7,640
52000 Fringe Benefits	516,121	524,041	573,878	568,000	582,245	531,812	513,303
53322 Professional Development	740	1,583	3,500	3,000	3,200	3,200	3,200
53331 Audit Services	53,626	42,335	46,800	42,860	47,850	47,850	47,850
53510 Software Updates & Maintenance	123,232	124,222	142,000	138,000	159,000	159,000	159,000
54310 Equip & Furniture Maintenance	6,750	7,527	10,000	9,000	8,000	8,000	8,000
55500 Printing	25,917	18,941	20,800	20,800	14,700	14,700	14,700
55530 Communications	10,780	11,160	9,709	9,709	10,488	10,378	10,378
55531 Advertising	5,614	2,652	3,300	3,300	3,200	3,300	3,300
55532 Postage	33,361	26,454	27,340	27,340	26,000	26,000	26,000
55800 Travel & Mileage Reimbursement	1,777	2,069	4,500	3,000	3,300	3,300	3,300
56610 Supplies	4,081	2,072	4,900	3,500	4,900	4,900	4,900
58100 Dues Licenses & Subscriptions	2,766	2,757	3,800	3,000	3,600	3,600	3,600
	1,585,891	1,585,625	1,752,343	1,727,105	1,789,703	1,744,646	1,691,804

Notes on Line items:

Professional Service represents cost of annual municipal audit and required audits of Federal and State grants.
Data Center includes financial system software maintenance & support contracts.

Staffing

Comptroller	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Deputy Comptroller	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Collector of Taxes & Revenues	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Purchasing Agent	1.00	1.00	1.00	1.00	1.00	1.00	1.00
LAN Manager	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Accountant	1.00	1.00	1.00	1.00	0.95	0.95	0.78
LAN Technician	1.00	1.00	2.00	2.00	2.00	2.00	2.00
Accounting Generalist	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Revenue Collections Clerks	1.50	1.50	1.50	1.50	1.50	1.50	1.00
Collector of Delinquent Taxes	1.00	1.00	1.00	1.00	1.00	1.00	1.00
TOTAL FTE'S	<u>11.50</u>	<u>11.50</u>	<u>12.50</u>	<u>12.50</u>	<u>12.45</u>	<u>12.45</u>	<u>11.78</u>

Salaries

Comptroller			120,596		120,596	123,611	123,611
Deputy Comptroller			94,848		94,848	97,219	97,219
Collector of Taxes & Revenues			85,519		88,975	88,975	88,975
Purchasing Agent			83,250		86,613	86,613	86,613
LAN Manager			78,144		92,915	92,915	92,915
Accountant			65,590		67,066	67,066	67,066
LAN Technician			62,429		63,834	63,834	63,834
Accounting Generalist			55,179		56,421	56,421	56,421
Revenue Collections Clerks			45,287		46,306	46,306	46,306
Collector of Delinquent Taxes			52,519		53,701	53,701	53,701

Total Salaries Paid by General Fund

Comptroller			120,596		120,596	123,611	123,611
Deputy Comptroller			94,848		94,848	97,219	97,219
Collector of Taxes & Revenues			85,519		88,975	88,975	88,975
Purchasing Agent			83,250		86,613	86,613	86,613
LAN Manager			78,144		92,915	92,915	92,915
Accountant			65,590		63,713	63,713	52,533
LAN Technician			124,858		127,668	127,668	127,668
Accounting Generalist			110,358		112,842	112,842	112,842
Revenue Collections Clerks			67,931		69,459	69,459	46,306
Collector of Delinquent Taxes			52,519		53,701	53,701	53,701
LAN Supervisor On-Call Stipend			2,300		2,300	2,300	2,300
Subtotal - Employees			<u>765,317</u>		<u>793,034</u>	<u>795,405</u>	<u>761,072</u>
TOTAL SALARIES			<u>885,913</u>		<u>913,630</u>	<u>919,016</u>	<u>884,683</u>

10411700 Finance	2017-18 Actual	2018-19 Actual	2019-20 Budget	2019-20 Projected	2020-21 Request	2020-21 Proposed	2020-21 Adopted
Performance Measures	Actual	Actual	Projected	Projected	Projected	Projected	Projected
Inputs							
Value of current levy GF tax bills	73,590,227	76,808,287	79,953,519	79,953,519	82,876,087	82,876,087	84,828,268
Current levy taxes collected	71,698,958	74,446,820	78,258,504	78,258,504	81,152,264	81,152,264	83,063,840
Debt Service Interest Paid	953,449	869,194	1,150,543	1,150,543	1,098,674	1,098,674	1,098,674
Outstanding debt at beginning of the year	32,856,579	29,375,991	33,952,187	33,952,187	33,258,746	33,258,746	33,258,746
Workload/ Output							
Number of training opportunities offered	13	4	4	4	4	4	4
Number of training participants	47	40	40	40	40	40	40
Number of internal audits performed	21	2	2	2	2	2	2
Outcome/ Results							
Percent of current tax levy collected	97.43%	96.93%	97.88%	97.88%	97.92%	97.92%	97.92%
Actual General Fund revenue collected as a percentage of the amount budgeted	100.00%	100.00%	97.92%	97.92%	100.00%	100.00%	100.00%
Percent of employees with direct deposit & email delivery	94.00%	98.00%	94.00%	94.00%	99.00%	99.00%	99.00%
Percent of vendor payments made by ACH	40.01%	47.31%	50.00%	50.00%	50.00%	50.00%	50.00%
Number of accounts payable checks issued	2,500	1,518	2,000	2,000	2,000	2,000	2,000
Audit adjustments	2	2	2	2	2	2	2
Website visits	305,000	284,917	290,000	290,000	290,000	290,000	290,000
Efficiency							
Cost of department/ cost of total General Fund operations	1.28%	1.25%	1.34%	1.32%	1.35%	1.31%	1.27%
Average interest rate on debt	2.90%	2.96%	3.39%	3.39%	3.30%	3.30%	3.30%
Date financial statement audit finished	12/12/2018	12/9/2019	10/31/2020	10/31/2020	11/15/2021	11/15/2021	11/15/2021
Number of business days budget published after adoption	5	5	5	5	5	5	5

Assessment

Mission

To ensure that all property located within the City is valued in accordance with the Connecticut General Statutes and acceptable appraisal practices.

Vision

To carry out the mission by discovering, listing and valuing all real and personal property to produce the most uniform and equitable grand list as of October 1. This ensures that each taxpayer bears only their fair share of the tax burden.

Values

- Accuracy
- Uniformity
- Fairness
- Consistency
- Compassion
- Integrity

Department Goals (DG)

1. With the resignation and replacement of the Assistant Assessor, we will be reassigning tasks within the stated job descriptions for greater efficiencies and customer service.
2. Continuing education for all personnel so as to maintain the high standards required by the Connecticut Certified Municipal Assessors (CCMA) Association.
3. Maintaining strong community relations through candid and thorough communications utilizing the City's website to its fullest potential.
4. Working collaboratively with all City departments, agencies, Boards and Commissions, as well as with outside agencies.

Action Plans

1. Meet statutory deadlines for all real estate, personal property and motor vehicle assessments. **(DG1)**
2. Processing all program applications and exemptions and determining their eligibility. **(DG1,DG2)**
3. Completing and transmitting all reports required by State and local agencies. **(DG1)**
4. Provide technical assistance and information in response to inquiries from residents, businesses and interested parties. **(DG2, DG4)**
5. Develop personnel development plans for each staff member and ensure proper levels of professional certification are achieved through education and training. **(DG3)**
6. Review and negotiate settlement of all Court appeals

Accomplishments

1. Successfully completed the 2018 revaluation of all taxable and tax exempt real estate and received had it certified by the State of Connecticut.
2. Conducted in-depth searches for new personal property **(DG4)**
3. Continually identifying and resolving GIS mapping issues (mismatches, zoning codes, acreage, etc).**(DG4)**
4. Worked with all departments to create additional layers of information to be used within the GIS system. Any new layers allow for more efficiency within all departments and provide a better method of communication amongst all departments, taxpayers and the public. **(DG4)**
5. Continue to import information from the building permit software into the Assessors' database. **(DG4)**
6. Organized and cataloged many boxes of old documents. Requested permission for the State Library to destroy those that were eligible.

10413100 Assessment	2017-18 Actual	2018-19 Actual	2019-20 Budget	2019-20 Projected	2020-21 Request	2020-21 Proposed	2020-21 Adopted
51601 Department Head	94,167	96,058	98,348	98,348	100,315	100,315	100,315
51610 Regular Employees	109,498	132,740	149,597	130,000	163,239	163,239	140,086
51620 Seasonal/ Temporary	31,111	11,387	9,300	9,000	4,000	4,000	4,000
51630 Overtime	0	5,430	1,000	0	1,000	1,000	1,000
52000 Fringe Benefits	133,964	168,316	175,437	165,000	179,936	159,884	144,525
53010 Professional Services	4,400	13,359	20,000	0	20,000	20,000	20,000
53322 Professional Development	3,716	5,289	5,750	2,000	5,750	5,750	5,750
54310 Equip & Furniture Maintenance	27,072	24,481	31,250	31,000	38,084	38,084	38,084
55500 Printing	3,378	3,897	5,400	4,000	5,400	5,400	5,400
55530 Communications	1,828	1,870	1,573	1,573	1,859	1,861	1,861
55531 Advertising	594	1,521	1,650	1,650	1,500	1,500	1,500
55532 Postage	2,901	3,264	4,200	3,000	3,000	3,000	3,000
55800 Travel & Mileage Reimbursement	3,010	3,658	4,500	3,500	4,000	4,000	4,000
56610 Supplies	1,532	1,622	1,000	500	1,000	1,000	1,000
58100 Dues Licenses & Subscriptions	2,094	2,283	3,875	2,300	3,875	3,875	3,875
	419,265	475,175	512,880	451,871	532,958	512,908	474,396

Staffing

Assessor	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Assistant Assessor	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Assessment Analyst	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Clerk	0.00	0.80	1.00	1.00	1.00	1.00	0.50
TOTAL FTE'S	3.00	3.80	4.00	4.00	4.00	4.00	3.50

Salaries

Assessor			96,420		100,315	100,315	100,315
Assistant Assessor			65,590		67,066	67,066	67,066
Assessment Analyst			48,770		49,867	49,867	49,867
Clerk			45,287		46,306	46,306	46,306

Total Salaries Paid by General Fund

Assessor			96,420		100,315	100,315	100,315
Assistant Assessor			65,590		67,066	67,066	67,066
Assessment Analyst			48,770		49,867	49,867	49,867
Clerk			45,287		46,306	46,306	23,153
Subtotal - Employees			159,647		163,239	163,239	140,086
TOTAL SALARIES			256,067		263,554	263,554	240,401

Performance Measures

Actual Actual Projected Projected Projected Projected Projected

Workload/ Output

Grand List Date	10/1/2016	10/1/2017	10/1/2018	10/1/2018	10/1/2019	10/1/2019	10/1/2019
Real estate accounts (number)	14,006	13,997	13,997	13,997	13,946	13,946	13,946
Motor vehicle accounts (number)	28,387	28,720	28,720	28,720	28,732	28,732	28,732
Personal property accounts (number)	1,751	1,780	1,780	1,780	1,881	1,881	1,881
Total number of accounts	44,144	44,497	44,497	44,497	44,559	44,559	44,559
Deed transfers	1,483	1,549	1,600	1,600	1,543	1,543	1,543
Building permits	1,689	1,681	1,700	1,700	1,923	1,923	1,923
Personal property declarations	1,800	1,850	1,700	1,700	1,970	1,970	1,970

Outcome/ Results

Grand lists filed timely	1	1	1	1	1	1	1
Appeals to Board of Assessment Appeals	94	60	80	80	76	76	76
BAA adjustments	23	11	20	20	20	20	20

Efficiency

Number of assessments per FTE staff	14,715	11,710	11,124	11,124	11,140	11,140	12,731
Cost per assessment	\$9.50	\$10.68	\$11.53	\$10.16	\$11.96	\$11.51	\$10.65

Treasurer

Mission

To maintain an efficient cash management system and to safeguard the city's assets by investing available city funds prudently; filing all reports quickly and accurately; and maintaining a complete archive of current city deeds, leases, bonds, and agreements.

Vision

To be a model of prudent treasury management, integrity, and professionalism.

Values

- Prudence
- Integrity
- Accuracy
- Timeliness

Departmental Goals (DG)

1. Increase efficiencies and impact by working collaboratively with other departments, agencies, boards and commissions as well as outside agencies and financial institutions.
2. Maintain strong community relations and transparency through candid communication, professional service, and the implementation of technology.
3. Train personnel to the highest standards while holding them accountable to those standards.

Action Plans

1. Continue to monitor the general level of interest rates and determine whether a long or short-term investment strategy makes the best sense. (DG1)
2. Continue to monitor tax collections from local partner bank and expand with other partners, if practicable. (DG1)

Accomplishments

1. Adjusted the investment strategy to take advantage of a rising interest rate environment by switching from a long-term 24-month laddering program to a shorter three, six, and 12-month program. (DG1)
2. Outperformed the General Fund budgeted investment income by over \$330,000 in fiscal year 2018-19. (DG1)
3. Implemented a tax payment acceptance program with local partner People's United bank branches which sped up cash flows and reduced overtime costs. (DG1)
4. Assisted the Personnel and Pension Board with the RFP process for investment advisors. (DG1)

10413700 Treasurer		2017-18 Actual	2018-19 Actual	2019-20 Budget	2019-20 Projected	2020-21 Request	2020-21 Proposed	2020-21 Adopted
51601	Department Head	46,286	46,286	46,464	46,464	46,464	46,464	46,464
51610	Regular Employees	100,405	102,061	114,948	113,000	117,535	117,535	117,535
52000	Fringe Benefits	103,316	99,713	110,506	105,000	109,593	109,593	110,516
55500	Printing	417	621	600	600	600	600	600
55530	Communications	1,198	1,417	1,173	1,173	1,235	1,235	1,235
55800	Travel & Mileage Reimbursement	564	400	550	400	600	600	600
56610	Supplies	625	306	750	600	750	750	750
58100	Dues Licenses & Subscriptions	0	0	350	0	350	350	350
		252,811	250,804	275,341	267,237	277,127	277,127	278,050

Staffing								
Treasurer		1.00	1.00	1.00	1.00	1.00	1.00	1.00
Assistant to the City Treasurer		1.00	1.00	1.00	1.00	1.00	1.00	1.00
Accounting Assistant		1.00	0.80	1.00	1.00	1.00	1.00	1.00
TOTAL FTE'S		3.00	2.80	3.00	3.00	3.00	3.00	3.00
Salaries								
Treasurer				46,464		46,464	46,464	46,464
Assistant to the City Treasurer				62,429		63,834	63,834	63,834
Accounting Assistant				52,519		53,701	53,701	53,701
Total Salaries Paid by General Fund								
Treasurer				46,464		46,464	46,464	46,464
Assistant to the City Treasurer				62,429		63,834	63,834	63,834
Accounting Assistant				52,519		53,701	53,701	53,701
Subtotal - Employees				114,948		117,535	117,535	117,535
TOTAL SALARIES				161,412		163,999	163,999	163,999

Performance Measures	Actual	Actual	Projected	Projected	Projected	Projected	Projected
Workload/ Output							
Number of accounts	85	85	85	85	85	85	85
Budgeted cash receipts	\$225,000,000	\$225,000,000	\$225,000,000	\$225,000,000	\$225,000,000	\$225,000,000	\$225,000,000
Outcome/ Results							
Average return on investments	0.64%	1.00%	1.75%	1.75%	1.00%	1.00%	1.00%
Average number of days to perform bank reconciliations	12	12	12	12	12	12	12
Efficiency							
Cost of department per budgeted cash receipts	0.11%	0.11%	0.12%	0.12%	0.12%	0.12%	0.12%
Number of accounts per full-time equivalent staff	28	30	28	28	28	28	28

Law

Mission

To serve the City of Norwich as legal adviser to assist and support city officials and employees in accordance with the rule of law and the hallmarks of good governance.

Vision

All representatives of the City of Norwich benefit from quality legal advice that enables them to govern openly, honestly, efficiently and effectively.

Values

- Trustworthiness
- Dependability
- Accountable
- Professional
- Responsiveness

Departmental Goals (DG)

1. Represent and protect the rights and legal interests of the City as required. **(G1)**
2. Provide effective communication to the Mayor, City Council, City Manager, and related departments, agencies, commissions and organizations. **(G1)**
3. Increase efficiencies and impact by working collaboratively with other departments, agencies, boards, and commissions as well as outside agencies. **(G1)**

Action Plans

1. Provide timely legal representation, advice, opinions, and assistance to the City. **(DG1,DG2,DG3)**
2. Provide input at the request of City representatives in keeping with the goal to streamline government processes making them as cost-effective as possible. **(DG1,DG2,DG3)**
3. Assist in the preparation and review of contracts and other instruments to which the City is a party or in which it has an interest. **(DG1,DG2,DG3)**

Accomplishments

1. Represented the interests of the City regarding a considerable variety of legal matters including general litigation, negotiation of development agreements, property foreclosures, land use cases, housing matters, freedom of information requests, and real estate transactions. **(DG1)**
2. Facilitated and maintained excellent working relationships to support the legal needs of all members of the City Council including the Mayor, and more than 15 City departments. **(DG1,DG2)**
3. Provided legal advice for all departments, professional staff, and elected officials to support decision-making in keeping with statutes, the City Charter, and ordinances. **(DG1,DG2, DG3)**
4. Drafted resolutions and ordinances at the behest of elected officials for consideration by, and under the direction of, the City Council in accordance with state statute, City Charter, and applicable case law. **(DG1,DG2)**
5. Attended City Council meetings to provide parliamentary and legal guidance when necessary. **(DG1)**
6. Generated judgment liens and releases for recording on the land records resulting in the regular collection of funds on behalf of the City. **(DG1,DG2)**

		2017-18 Actual	2018-19 Actual	2019-20 Budget	2019-20 Projected	2020-21 Request	2020-21 Proposed	2020-21 Adopted
10413900	Law							
53021	City Attorney	216,000	216,000	216,000	216,000	216,000	216,000	216,000
53022	Outside Attorneys	154,566	174,748	189,000	220,000	175,000	175,000	175,000
58200	Claims	(14,759)	90,353	26,000	26,000	63,000	63,000	63,000
	TOTALS	355,807	481,101	431,000	462,000	454,000	454,000	454,000

Human Resources

Mission

To support City of Norwich departments by providing human resources management and services to more than 1,400 full-time, part-time, seasonal, employees and retirees in areas of recruit and hiring, pension and benefits, workers compensation, employee and labor relations, training. To collaborate with and support departments and employees by providing consultative services and solutions to wide range of human resource issues in a responsive and cost-effective manner. To provide leadership and expertise in the development and implementation of human resource policies, systems, and programs.

Vision

To be a valued resource for employees, retirees and the public. To support the efforts of all City departments in order to improve employee productivity, job satisfaction, and organizational performance through effective administration of human resources services and programs.

Values

- Fairness
- Integrity
- Respect
- Consistency
- Professionalism
- Teamwork

Departmental Goals (DG)

1. Increase efficiencies and impact by working collaboratively with other department, agencies, boards, commissions and unions.
2. Maintain strong community relations through candid communication, professional service, and the implementation of community outreach programs partnerships.
3. Recruit and train all personnel to ensure the highest standards while holding them accountable to those standards.

Action Plans

1. Negotiate and administer labor contracts and pension plans to work toward cost-reductions. **(DG1)**
2. Implement strategies to stabilize and/or reduce costs associated with human resources and increase efficiencies through technology. **(DG1, DG2, DG3)**
3. Collaborate with Finance on implementation of MUNIS integration project for City and NPS. **(DG1)**
4. Work with Finance and attorneys to codify Police, Fire, and Police pension plans. **(DG1)**

Accomplishments

1. Successfully negotiated three collective bargaining agreements and one pension plan, including health care and pension reform resulting in significant cost reductions.
2. Successfully worked with department directors on 15 recruitments and 25 promotional exams. On-boarded 20 new hires and processed 1,800 applications.
3. Successfully coordinated the recruitment process for Fire Chief.
4. Reduced workers compensation renewal by over \$50,000 through competitive bid process.
5. Reduced health care expenditures by implementing high deductible insurance plan.
6. Continued a summer diversity internship program on a limited basis in conjunction with NFA.
7. Managed the reporting requirements of the Affordable Care Act for the Board of Education, Department of Public Utilities, Otis Library, and the Norwich Housing Authority.
8. Managed the grievance and arbitration process and represented the City in CHRO and other litigation.
9. Coordinated RFP for voluntary benefits.
10. Worked with P&P Board in the RFP process for investment advisor for pension and OPEB.

10414100 Human Resources		2017-18 Actual	2018-19 Actual	2019-20 Budget	2019-20 Projected	2020-21 Request	2020-21 Proposed	2020-21 Adopted
51601	Department Head	100,222	102,227	104,672	104,672	107,289	107,289	107,289
51610	Regular Employees	179,483	161,824	181,952	180,000	195,410	195,410	195,410
51630	Overtime	2,071	2,164	3,400	3,400	2,500	2,500	2,500
52000	Fringe Benefits	153,493	181,288	189,105	188,000	189,523	175,172	176,788
52501	Education Incentive	2,213	2,400	5,500	5,500	5,000	5,000	5,000
53010	Professional Services	29,800	38,177	38,771	38,771	41,470	41,470	41,470
53322	Professional Development	3,877	2,613	3,100	2,000	3,100	3,100	3,100
54310	Equip & Furniture Maintenance	3,679	4,335	3,500	3,500	3,500	3,500	3,500
55500	Printing	141	195	300	0	300	300	300
55530	Communications	2,702	3,156	3,136	3,136	2,906	2,788	2,788
55531	Advertising	5,344	4,937	5,500	5,000	5,000	5,000	5,000
55532	Postage	662	931	1,000	1,000	1,000	1,000	1,000
56610	Supplies	4,679	3,439	3,000	2,500	3,000	3,000	3,000
58100	Dues Licenses & Subscriptions	1,226	1,604	1,200	1,200	1,600	1,600	1,600
		489,592	509,290	544,136	538,679	561,598	547,129	548,745

Notes on Line items:

Overtime covers secretarial duties for the Personnel and Pension Board meetings and giving exams for the Human Resources Department.

Professional Services includes costs of applicant test development, pre-placement physicals, evaluations, Employees' Assistance Program (EAP), drug testing, polygraph/ psychological testing, and influenza shots for employees.

The cost for actuarial service is not included in this budget. Actuary fees are paid out of Employee Retirement Fund.

Training includes training for Human Resources staff as well as contractual obligations for tuition reimbursement for the other city departments.

Staffing

Director of Human Resources	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Assistant Human Resources Director	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Retirement Plan Administrator	1.00	0.80	1.00	1.00	1.00	1.00	1.00
Human Resources Assistant	0.17	0.80	1.00	1.00	1.00	1.00	1.00
TOTAL FTE'S	3.17	3.60	4.00	4.00	4.00	4.00	4.00

Salaries

Director of Human Resources			104,672		107,289	107,289	107,289
Assistant Human Resources Director			78,672		80,245	80,245	80,245
Retirement Plan Administrator			58,519		59,689	59,689	59,689
Human Resources Assistant			50,261		55,476	55,476	55,476

Total Salaries Paid by General Fund

Director of Human Resources			104,672		107,289	107,289	107,289
Assistant Human Resources Director			78,672		80,245	80,245	80,245
Retirement Plan Administrator			58,519		59,689	59,689	59,689
Human Resources Assistant			50,261		55,476	55,476	55,476
Subtotal - Employees			187,452		195,410	195,410	195,410
TOTAL SALARIES			292,124		302,699	302,699	302,699

Performance Measures

Actual Actual Projected Projected Projected Projected Projected

Workload/outputs

Total City employees	266.0	265.0	282.5	282.5	282.5	282.5	282.5
Total NPU employees	142.0	143.0	145.0	145.0	146.0	146.0	146.0
Total applications processed	3,510	2,295	1,800	1,800	1,800	1,800	1,800
Number of promotional exams given	18	10	25	25	25	25	25
Number of entry exams given	27	15	15	15	15	15	15
Vacancies filled through promotion	21	29	20	20	20	20	20
Vacancies filled through new hires	17	26	20	20	20	20	20
Classifications reviewed	12	4	10	10	10	10	10
Training programs provided	4	6	10	10	10	10	10
Percent of female employees	25.73%	23.50%	26.40%	26.40%	26.40%	26.40%	26.40%
Percent of minority employees	10.00%	11.00%	9.00%	9.00%	9.00%	9.00%	9.00%

Outcome/results

Employee turnover rate	7.80%	11.00%	5.00%	5.00%	5.00%	5.00%	5.00%
Percent of employees completing probation	99.00%	99.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Number of employees given service awards	-	-	-	-	-	-	-

Efficiency

Number of active city employees per FTE	84.0	73.6	70.6	70.6	70.6	70.6	70.6
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City Clerk

Mission

To serve as the custodians and distributors of the city's vital and land records which capture the history of Norwich. Service the general public with pleasant and professional customer service on a daily basis. Provide and maintain a safe and organized environment for proper record preservation and public access. Serve as the administrator of election laws we continue to partner with the Registrar's office and provide ease through the voter registration and absentee ballot process.

Vision

To carry out our mission with efficiency and to continuously explore and implement new technology to aid in the access, distribution and preservation of the city's archival records for future generations.

Values

- Accuracy
- Confidentiality
- Efficiency
- Professionalism
- Teamwork

Departmental Goals (DG)

1. Train an additional employee to increase staff from three and one half to four full time.
2. Continue to maintain the highest standards for municipal clerk while holding them accountable to those standards.
3. Maintain strong community relations through candid communication, professional service, and the implementation of appropriate technology.
4. Increase efficiencies and impact by working collaboratively with other departments, agencies, boards and commissions as well as outside agencies.

Action Plans

1. Create and maintain hard copy records for archival purposes made possible through additional staffing levels. **(DG1, DG2)**
2. Index and image records and maps for efficient retrieval. **(DG1, DG2)**
3. Increase access to public records. **(DG1, DG2)**
4. Ensure proper level of professional certifications for all staff through education and training. **(DG1)**

Accomplishments

1. Used in house staff for scanning of older land records as opposed to outside source increasing access to public records. **(DG2)**
2. Performed many varied tasks with other City agencies to promote efficiency. **(DG2)**
3. Enhanced website information to ease in the process of ordering vital statistics, explaining all requirements and options for more efficient customer service. **(DG2)**
4. Continued to upgrade our records management system to incorporate recording of land records, trade name certificates, military discharge and vitals to provide a comprehensive way of receiving and indexing all documents. **(DG1, DG2)**
5. Increased availability of land record access for searchers to include one week, one month and six month subscriptions in addition to the annual option. **(DG1, DG2)**

10414700 City Clerk		2017-18 Actual	2018-19 Actual	2019-20 Budget	2019-20 Projected	2020-21 Request	2020-21 Proposed	2020-21 Adopted
51601	Department Head	84,685	86,378	88,445	88,445	96,500	92,425	92,425
51610	Regular Employees	166,634	154,326	174,124	172,000	182,830	182,830	182,830
51620	Part Time/Seasonal Employees	567	8,411	0	0	2,000	2,000	2,000
51630	Overtime	0	0	0	0	0	1,000	1,000
52000	Fringe Benefits	188,017	198,766	190,811	190,000	197,472	176,523	178,038
53010	Professional Services	18,496	15,490	22,000	22,000	28,391	21,000	21,000
53322	Professional Development	676	800	1,900	1,100	2,500	2,500	2,500
54310	Equip & Furniture Maintenance	7,919	9,971	14,815	15,000	8,815	15,000	15,000
54490	Other Purchased Services	258	124	350	350	400	400	400
55500	Printing	205	410	690	1,000	600	600	600
55530	Communications	2,577	3,135	2,498	2,498	2,821	2,824	2,824
55531	Advertising	0	0	0	20	2,356	2,356	2,356
55532	Postage	2,089	2,442	2,100	2,100	2,100	2,100	2,100
55800	Travel & Mileage Reimbursement	270	237	900	300	1,000	1,000	1,000
56610	Supplies	9,543	12,345	9,610	10,000	13,324	13,324	13,324
58100	Dues Licenses & Subscriptions	625	625	700	700	775	775	775
TOTALS		482,561	493,460	508,943	505,513	541,884	516,657	518,172

Notes on Line items:

Professional Services: Cover costs of auditing land records.

Staffing

City Clerk	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Assistant City Clerk	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Records Clerks	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Revenue Collection Clerk	0.50	0.50	0.50	0.50	0.50	0.50	0.50
TOTAL FTE'S	4.50						

Salaries

City Clerk			88,445		96,500	92,425	92,425
Assistant City Clerk			60,906		67,065	67,065	67,065
Records Clerks			45,287		46,306	46,306	46,306
Revenue Collection Clerk			45,287		46,306	46,306	46,306

Total Salaries Paid by General Fund

City Clerk			88,445		96,500	92,425	92,425
Assistant City Clerk			60,906		67,065	67,065	67,065
Records Clerks			90,574		92,612	92,612	92,612
Revenue Collection Clerk			22,644		23,153	23,153	23,153
Subtotal - Employees			174,124		182,830	182,830	182,830
TOTAL SALARIES			262,569		279,330	275,255	275,255

Performance Measures

Actual Actual Projected Projected Projected Projected Projected

Workload/outputs

Council minutes prepared	24	24	24	24	24	24	24
Land records recorded	6,517	6,382	7,200	7,200	7,200	7,200	7,200
Marriage licenses issued	279	230	400	400	400	400	400
Death certificates recorded	566	555	600	600	600	600	600
Birth certificates recorded	961	854	1,050	1,050	1,050	1,050	1,050
Absentee ballots issued	268	561	800	800	800	800	800
Dog licenses issued	1,436	1,429	2,000	2,000	2,000	2,000	2,000
Total transactions	10,027	10,011	12,050	12,050	12,050	12,050	12,050

Outcome/results

City Revenues received	\$736,000	\$736,000	\$736,000	\$736,000	\$865,000	\$736,000	\$736,000
% of Council minutes prepared without correction	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Efficiency

Number of transactions per FTE	2,228.2	2,224.7	2,677.8	2,677.8	2,677.8	2,677.8	2,677.8
Budget per transaction	\$48.13	\$49.29	\$42.24	\$41.95	\$44.97	\$42.88	\$43.00
Cost of dept/cost of total general fund operations	0.39%	0.39%	0.39%	0.39%	0.41%	0.39%	0.39%

Planning & Neighborhood Services

Mission

To facilitate the orderly growth and redevelopment of residential, commercial, and industrial properties in order to stabilize, diversify and increase the tax base.

Vision

To ensure the well-being of Norwich residents and the Norwich economy through sound planning and effective administration of the zoning, building, and housing and property maintenance codes.

Values

- Professionalism
- Communication
- Public Education & Safety
- Accountability

Departmental Goals (DG)

1. Improve quality of life in the community and stabilize property values.
2. Maintain strong community relations through candid communication, professional service, and the timely review of plans and applications.
3. Train personnel to the highest standards for related activities while holding them accountable to those standards
4. Increase efficiencies and impact by working collaboratively with other municipal departments, local boards and commissions, and outside agencies including NPU and NCDC.

Action Plans

1. Administer building, zoning, housing, blight & environmental regulations/codes.
2. Enforce housing and property maintenance codes.
3. Ensure proper level of professional certifications are achieved through education and training.
4. Continue to implement technology and software upgrades to streamline permitting, inspections, complaint resolution, and accounting practices in order to improve efficiency and customer service.
5. Review and, if necessary, amend standards for project review processes.
6. Pursue outside funding opportunities to assist the City with planning and development projects.

Accomplishments

1. Prepared and presented a TAP grant application before SCCOG for installation of additional sidewalks and bike lanes on New London Turnpike to facilitate recommendations in the POCD for Complete Streets. The regional Council of Governments ranked the City's project #1 for funding.
2. Managed and facilitated the utilization of EPA grant funds to provide free environmental assessment for 13 non-residential properties to assist with future redevelopment of the sites.
3. Collaborated with the Public Works Department to move forward the Uncas Leap Heritage Area Master Plan. This work included final engineered design and bid for the off-site parking area and the preparation of specifications for the deconstruction of the granite mill into the SHPO approved ruin concept.
4. Partnered with NPU to prepare an application for Sustainable CT certification. The City received bronze certification at an event being held in December 2019.
5. Participated in hosting a pop-up bike lane event held on Central Avenue as part of the Regional SCCOG Bike/Ped Plan project.
6. Prepared and submitted the required FEMA paperwork, with assistance from the SCCOG's engineering consultant, to apply for acceptance into the Federal Community Rating System (CRS) program. The City was notified in November 2019 that it has been accepted and will enter at a Class 8 which will result in a 10% premium discount on flood insurance for policy holders in the City.

10415100 Planning & Neighborhood Services	2017-18 Actual	2018-19 Actual	2019-20 Budget	2019-20 Projected	2020-21 Request	2020-21 Proposed	2020-21 Adopted
51601 Department Head	0	95,351	98,348	98,348	100,315	100,315	100,315
51610 Regular Employees	524,297	471,078	510,697	480,000	590,413	531,215	505,658
51620 Seasonal/Temporary Employees	6,000	0	2,230	2,205	0	0	0
51630 Overtime	2,752	4,288	5,500	5,500	3,500	3,500	3,500
52000 Fringe Benefits	398,232	400,052	424,899	400,000	457,641	390,106	375,244
53010 Professional Services	1,696	6,844	14,000	7,000	14,000	14,000	14,000
53322 Professional Development	1,157	1,643	2,900	2,000	2,900	2,900	2,900
54310 Equip & Furniture Maintenance	8,660	7,724	13,000	11,000	8,700	8,700	8,700
55530 Communications	8,649	9,241	8,196	8,196	10,575	8,636	8,636
55531 Advertising	17,013	11,331	14,000	12,000	12,000	12,000	12,000
55532 Postage	1,895	3,522	3,500	3,500	2,500	2,500	2,500
55800 Travel & Mileage Reimbursement	195	675	500	500	500	500	500
56610 Supplies	2,071	2,129	2,000	2,000	3,500	3,500	3,500
56627 Vehicle Fuel	1,848	2,019	2,055	1,500	1,900	1,253	1,253
58100 Dues Licenses & Subscriptions	722	826	2,500	2,500	1,500	1,500	1,500
58699 Historic District Commission	623	1,701	2,000	2,000	2,388	2,388	2,388
TOTALS	975,810	1,018,424	1,106,325	1,038,249	1,212,332	1,083,013	1,042,594

Staffing

Director of Planning & Neighborhood Services	0.00	1.00	1.00	1.00	1.00	1.00	1.00
City Planner	1.00	0.00	0.00	0.00	0.00	0.00	0.00
Assistant Planner	0.00	0.50	1.00	1.00	1.00	1.00	1.00
Building Official	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Zoning Enforcement Officer	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Administrative Specialist	2.00	2.00	2.00	2.00	2.00	2.00	1.50
Assistant Building Official	1.00	1.00	1.00	1.00	2.00	2.00	1.00
Code Enforcement Official	1.00	1.00	1.00	1.00	0.00	0.00	1.00
Blight/Housing Code Enforcement Officer	0.83	1.00	1.00	1.00	1.00	1.00	1.00
Assistant ZEO/ Blight Enforcement Official	0.00	0.00	0.00	0.00	1.00	0.00	0.00
Code Enforcement Secretary	1.00	0.00	0.00	0.00	0.00	0.00	0.00
TOTAL FTE'S	8.83	8.50	9.00	9.00	10.00	9.00	8.50

Salaries

Director of Planning & Neighborhood Services			96,420		100,315	100,315	100,315
City Planner			88,235		88,235	88,235	88,235
Assistant Planner			66,000		68,666	68,666	68,666
Building Official			88,180		86,613	86,613	86,613
Zoning Enforcement Officer			63,990		65,430	65,430	65,430
Administrative Specialist			49,989		51,114	51,114	51,114
Assistant Building Official			70,633		72,222	72,222	72,222
Code Enforcement Official			70,633		72,222	72,222	72,222
Blight/Housing Code Enforcement Officer			62,429		63,834	63,834	63,834
Assistant ZEO/ Blight Enforcement Official					59,198	59,198	59,198
Code Enforcement Secretary			49,989		51,114	51,114	51,114

Total Salaries Paid by General Fund

Director of Planning & Neighborhood Services			96,420		100,315	100,315	100,315
City Planner			0		0	0	0
Assistant Planner			66,000		68,666	68,666	68,666
Building Official			88,180		86,613	86,613	86,613
Zoning Enforcement Officer			63,990		65,430	65,430	65,430
Administrative Specialist			99,978		102,228	102,228	76,671
Assistant Building Official			70,633		144,444	144,444	72,222
Code Enforcement Official			70,633		0	0	72,222
Blight/Housing Code Enforcement Officer			62,429		63,834	63,834	63,834
Assistant ZEO/ Blight Enforcement Official			0		59,198	0	0
Code Enforcement Secretary			0		0	0	0
Subtotal - Employees			<u>521,843</u>		<u>590,413</u>	<u>531,215</u>	<u>505,658</u>
TOTAL SALARIES			<u>618,263</u>		<u>690,728</u>	<u>631,530</u>	<u>605,973</u>

10415100 Planning & Neighborhood Services	2017-18 Actual	2018-19 Actual	2019-20 Budget	2019-20 Projected	2020-21 Request	2020-21 Proposed	2020-21 Adopted
Performance Measures	Actual	Actual	Projected	Projected	Projected	Projected	Projected
<i>Inputs</i>							
Building & housing division FTEs	3.0	3.0	3.0	3.0	4.0	3.0	3.0
<i>Workload/ Output Measures</i>							
Site development plans reviewed	3	3	6	6	12	12	12
Subdivision/resubdivision plans reviewed	1	1	1	1	5	5	5
Special permit applications reviewed	9	9	6	6	6	6	6
Zoning permit applications	280	299	450	450	360	360	360
Zoning Variances Granted	14	16	10	10	12	12	12
Zoning Variances Denied	-	-	1	1			
Inland Wetland Applications	19	19	15	15	20	20	20
Zoning Complaints	70	54	100	100	100	100	100
Residential Building Permits	1,334	1,185	1,300	1,300	1,400	1,400	1,400
Commercial Building Permits	290	263	250	250	339	339	339
Industrial Building Permits	1	-	12	12	15	15	15
Structures Condemned	8	12	10	10	10	10	10
Dwelling Units Condemned	27	43	50	50	30	30	30
Buildings Demolished	9	10	10	10	18	18	18
<i>Outcome/ Results</i>							
Citations Issued	22	214	500	500	170	170	170
Citation Fees Collected	\$15,118	\$13,182	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000
Violations Investigated	526	986	850	850	1,028	1,028	1,028
<i>Efficiency Measures</i>							
Residential building permits per assigned FTE	445	395	433	433	350	467	467

Registrars of Voters

Mission

To maintain accurate voter registration lists, administer all elections, referenda and primaries and perform annual canvass of voters.

Vision

To perform all of the duties required by statutes accurately, efficiently, and in a timely manner.

Values

- Efficiency
- Accuracy
- Timeliness
- Professionalism

Departmental Goals (DG)

1. Increase efficiencies and impact by working collaboratively with each other, City departments, agencies, boards and commissions as well as outside agencies.
2. Train personnel to the highest standards for election related activities while holding appropriate personnel accountable to those standards.
3. Maintain strong community relations through candid and courteous communication, professional service, and the implementation of appropriate technology.

Action Plans

1. Meet federal, state and local statutory requirements and deadlines for election related activities. (DG1)
2. Recruit election workers and ensure proper level of certification for all staff and poll workers through education and training. (DG2)
3. Provide opportunities for qualified Norwich residents to become registered voters. (DG3)
4. Ensure accuracy of existing voter registration data and educate registered voters on appropriate precinct locations. (DG3)

Accomplishments

1. Completed annual canvass of voters, as well as a canvass on all non-voting registered voters. (DG1)
2. Organized and ran a Presidential election. (DG1)
3. Provided accurate voter registration lists for candidates, City Clerk, and other interested parties. (DG3)
4. Supported and participated in voter registration drives. (DG3)
5. Recruited and trained all election workers to perform their assigned duties for each election efficiently and correctly. (DG2)
6. Conducted voter outreach to inform electorate of precinct and location changes. (DG3)
7. Worked to maintain accurate voter registration information, both electronically and in paper files. (DG1)
8. Updated the municipal website throughout the year with appropriate information relating to voter registration, scheduled elections, and election related activities. (DG3)

		2017-18	2018-19	2019-20	2019-20	2020-21	2020-21	2020-21
10419700 Registrars of Voters		Actual	Actual	Budget	Projected	Request	Proposed	Adopted
51601	Department Head	53,355	54,149	55,166	55,166	55,993	55,994	55,994
51620	Seasonal/Temporary Employees	25,142	41,896	36,700	21,000	48,400	50,300	50,300
52000	Fringe Benefits	5,399	8,438	9,173	5,500	8,662	9,292	9,296
53322	Professional Development	2,520	3,288	5,000	2,000	5,000	5,000	5,000
54310	Equip & Furniture Maintenance	7,125	7,455	16,825	16,825	12,000	12,000	12,000
55500	Printing	6,048	13,275	8,000	8,000	10,000	10,000	10,000
55530	Communications	2,404	2,742	2,485	2,400	3,000	2,793	2,793
55531	Advertising	2,277	2,381	2,500	2,500	3,000	5,000	5,000
55532	Postage	5,303	6,565	5,500	4,000	7,500	7,500	7,500
55800	Travel & Mileage Reimbursement	148	664	1,100	1,100	800	800	800
55902	Moving Voting Machine	416	0	1,000	0	1,000	1,000	1,000
56610	Supplies	4,024	3,612	4,000	4,000	4,500	4,500	4,500
TOTALS		114,161	144,465	147,449	122,491	159,855	164,179	164,183

Staffing

Registrars	2.00	2.00	2.00	2.00	2.00	2.00	2.00
TOTAL FTE'S	2.00						

Salaries

Registrars			27,583		27,997	27,997	27,997
Total Salaries Paid by General Fund							
Registrars			55,166		55,994	55,994	55,994
TOTAL SALARIES			55,166		55,994	55,994	55,994

Elections Workers

Deputy Registrars			3,000		6,000	6,000	6,000
Head Moderator			600		600	600	600
Precinct Moderators			2,100		2,250	2,250	2,250
Assistant Registrars			5,200		3,900	3,900	3,900
Ballot Clerks			2,400		2,700	2,700	2,700
Checkers			2,400		2,700	2,700	2,700
Machine Tenders			1,200		1,800	1,800	1,800
Demonstrators			1,200		1,800	1,800	1,800
Moderator/ Absentee			300		300	300	300
Absentee Counters			1,200		1,200	1,200	1,200
Meeting Costs			1,200		1,200	1,200	1,200
Contingency			700		700	700	700
Cost of One Elections			21,500		25,150	25,150	25,150
Cost of Two Elections			43,000		50,300	50,300	50,300

Performance Measures

	Actual	Actual	Projected	Projected	Projected	Projected	Projected
Inputs							
Type of Election	Municipal	State	Municipal	Municipal	Presidential	Presidential	Presidential
Voting locations	7	7	7	7	7	7	7
Workload/ Output Measures							
General elections	1	1	1	1	1	1	1
Primaries	2	2	2	2	2	2	2
Total elections	3	3	3	3	3	3	3
New registrations	1,527	2,316	2,000	2,000	2,000	2,000	2,000
Changes	3,632	3,753	4,500	4,500	4,500	4,500	4,500
Removals	N/R	3,258	N/R	N/R	3,500	3,500	3,500
Number of active eligible voters	18,109	16,976	20,110	20,110	21,000	21,000	21,000
Outcome/ Results							
Number of voters voting in General Election	5,198	11,074	10,000	10,000	15,000	15,000	15,000
Percentage of eligible voters voting	28.70%	65.23%	49.73%	49.73%	71.43%	71.43%	71.43%
Efficiency Measures							
Average total cost per election	\$38,054	\$48,155	\$49,150	\$40,830	\$53,285	\$54,726	\$54,728
Average cost per polling place per election	\$5,436	\$6,879	\$7,021	\$5,833	\$7,612	\$7,818	\$7,818
Cost of election per registered voter	\$2.10	\$2.84	\$2.44	\$2.03	\$2.54	\$2.61	\$2.61

Police

Mission

To protect life, safeguard property, and maintain social order within carefully prescribed ethical and constitutional restrictions while providing community-based police services with compassion and concern.

Vision

A department committed to community policing, professional service, innovative leadership, problem solving, and prevention by highly trained and motivated employees who recognize the strength and value of the cultural diversity of our citizens.

Values

- Professionalism
- Integrity
- Courage
- Compassion
- Accountability
- Communication

Departmental Goals (DG)

1. Continue to strengthen community relations through open and candid conversations, professional service, and the implementation of community outreach programs partnerships. **(G2)**
2. Further train personnel to the highest standards in law enforcement and other related duties while holding them accountable to those standards. **(G2)**
3. Increase effective law enforcement programs that foster public confidence, build community trust, and maintain transparent professional police operations. The completion of Tier I State of CT POSTC Accreditation is a top priority. **(G2)**
4. Create efficiencies and impact by working collaboratively with other departments, agencies, boards and commissions as well as outside law enforcement agencies. **(G2)**

Action Plans

1. Utilize community policing model and community partnerships to enhance as well as strengthen relationship with community members. **(DG1, DG2)**
2. Provide proactive and effective crime and drug trafficking prevention as well as traffic safety programming; both focused on reduction of violent crime and traffic violations; Opioid related deaths, Traffic crashes and injuries. **(DG3, DG4)**
3. Continue to implement recommendations of the President's Task Force on 21st Century Policing and the 6 Pillars it references, as it applies to modern policing strategies. **(DG1,DG2)**
4. Maximize patrol efficiencies and officer safety through the use of technology. **(DG3)**
5. Provide services with the highest level of professionalism and with public confidence resulting in the reduction of lawsuits and performance complaints **(DG1,DG2)**
6. Provide officers opportunities to participate in career development. **(DG2)**

Accomplishments

1. In 2019 construction began on the Norwich Police Radio System which had been overwhelmingly passed by voters in November 2018.
2. In late 2019 the Norwich Police Department went operational with its Body Worn and in-car camera systems. These items will greatly increase accountability, transparency as well as reduce civil liability.
3. Chief Patrick J. Daley promoted three veteran and experienced supervisors within the Police Administration: Christopher Callaway was promoted to Lieutenant and Ryan Kelsey and Kyle Besse were promoted to Sergeant.

4. In 2019 the Norwich Police Department was one of a small handful of departments in the country to participate in the Police Foundation's resident satisfaction survey.

Grants Descriptions

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

Federal Grants:

Federal Department of Justice Direct Grants

- Department of Justice COPS Grant (2013-2018) \$287,000 - From the DOJ was our award for the COPS Grants. In both of 2012 & 2013 the department was awarded competitive grant funding for 4 officers each year. This grant provided the opportunity to expand the Community Policing Program and to combat gun violence within the city. This grant pays for salaries of the four officers over a four year period, with gradual funding decreases over the grant period.
- Edward Byrnes Grant (2016-2017) \$18,219 – Portable Thermal Imaging detection equipment.
- Bureau of Justice Assistance, BJA (2016-2017) Body Armor Grant. \$5,300 - Purchase of soft body armor for officers through a 50% reimbursement of department expenditures.

State of CT Office Policy & Management

- JAG Local Grant-\$34,000 grant to be used to foster adoption of Body-worn and in-car cameras
- State Bonding Commission \$500,000 Grant administered by OPM for New Radio System
- State Bonding Commission \$146,000 Grant administered by OPM for Body and Cruiser cameras

Federal Department of Transportation passed through Connecticut Department of Transportation

- Comprehensive DUI Enforcement Program for 2017-2018. \$74,000 - from the State of CT DOT Highway Safety Office for DUI/Traffic Enforcement patrols and checkpoints over holiday periods throughout the year. These enforcement efforts are reimbursable at a 100% rate of labor and fringe benefit costs.
- Click It or Ticket Enforcement Program (2018) \$8,000- from the State of CT DOT Highway Safety Office for Enforcement and education of seatbelt/child safety seat compliance through media checkpoints during two designated time periods within the year. These enforcement checkpoints were 100% reimbursable in labor costs.
- Distracted Driving Enforcement Program (2017-2018) \$17,200 - from the State of CT DOT Highway Safety Office for "Distracted Driving Enforcement". This grant provided funding at a 75% reimbursement rate for overtime and fringe benefits.

Glossary of Expenses

Alcohol Enforcement Program: This funding supplements the department's grant funded efforts in DUI enforcement, affirming the city's commitment to traffic safety. This was combined with overtime in FY 2015-16 and future years.

Special Investigations: This item funds unique investigations and services enabling the department to conduct narcotic enforcement, forensic services & examinations and unclaimed/unfunded corpse removal.

10420100 Police	2017-18 Actual	2018-19 Actual	2019-20 Budget	2019-20 Projected	2020-21 Request	2020-21 Proposed	2020-21 Adopted
51601 Department Head	125,398	128,843	131,929	131,929	124,729	127,847	127,847
51610 Regular Employees	7,163,610	7,208,744	7,507,631	7,350,000	7,771,316	7,807,358	7,747,367
51620 Seasonal/Temporary Employees	68,104	76,058	80,180	28,500	73,180	81,000	81,000
51630 Overtime	338,931	429,787	380,000	220,000	383,600	366,000	366,000
51631 Replacement Cost	794,480	982,154	846,000	880,000	968,295	750,000	750,000
52000 Fringe Benefits	7,171,816	7,148,805	7,549,026	7,549,026	7,867,064	7,400,446	7,389,119
53322 Professional Development	45,932	47,385	36,800	36,800	42,000	42,000	42,000
54310 Equip & Furniture Maintenance	109,814	104,808	116,500	116,500	114,000	114,000	114,000
54410 Utilities	125,883	127,434	134,000	120,000	129,500	111,200	111,200
55019 Special Investigations	10,000	10,000	11,600	11,600	11,600	11,600	11,600
55530 Communications	140,267	161,469	152,119	152,119	239,447	154,508	154,508
55532 Postage	2,291	2,049	2,375	2,375	2,375	2,375	2,375
56600 Uniforms & Clothing	113,483	125,157	126,020	126,020	126,020	126,020	126,020
56610 Supplies	47,515	67,265	58,000	58,000	58,000	58,000	58,000
56627 Vehicle Fuel	120,295	118,521	110,524	100,000	125,862	72,164	72,164
58100 Dues Licenses & Subscriptions	17,430	17,396	18,676	18,676	17,100	17,100	17,100
58259 Regional Animal Services	0	0	0	0	0	124,000	124,000
TOTALS	16,395,249	16,755,875	17,261,380	16,901,545	18,054,088	17,365,618	17,294,300

Staffing

Chief	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Deputy Chief	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Captain - Step 2	0.00	1.00	1.00	1.00	1.00	1.00	1.00
Captain - Step 1	1.00	0.00	0.00	0.00	0.00	0.00	0.00
Lieutenant - Step 2	3.00	2.00	5.00	5.00	5.00	5.00	5.00
Lieutenant - Step 1	2.00	3.00	0.00	0.00	0.00	0.00	0.00
Sergeant - Step 3	2.00	1.00	2.00	2.00	2.00	2.00	2.00
Sergeant - Step 2	6.00	5.00	7.00	7.00	7.00	7.00	7.00
Sergeant - Step 1	1.00	3.00	0.00	0.00	0.00	0.00	0.00
Police Officer - Step 6 (includes SRO's)	14.00	6.00	16.00	16.00	16.00	20.00	20.00
Police Officer - Step 5	13.00	12.00	11.00	11.00	11.00	7.00	7.00
Police Officer - Step 4	7.00	13.00	21.00	21.00	21.00	25.00	25.00
Police Officer - Step 3	13.00	14.00	8.00	8.00	8.00	5.00	5.00
Police Officer - Step 2	22.00	14.00	9.00	9.00	9.00	9.00	9.00
Police Officer - Step 1	1.83	9.50	6.00	6.00	6.00	5.00	4.00
Subtotal - Uniformed Officers	87.83	85.50	88.00	88.00	88.00	88.00	87.00
Executive Secretary	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Records Div. Clerical Coordinator	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Police Rec. Computer Operator	4.00	4.00	4.00	4.00	4.00	4.00	4.00
Animal Control Officer	1.00	1.00	1.00	1.00	0.00	0.00	0.00
Assistant Animal Control Officer	0.75	0.45	0.45	0.45	0.00	0.00	0.00
911 Civilian Dispatcher	9.00	9.00	9.00	9.00	9.00	9.00	9.00
Subtotal - All other Police Employees	16.75	16.45	16.45	16.45	15.00	15.00	15.00
TOTAL FTE'S	104.58	101.95	104.45	104.45	103.00	103.00	102.00

Salaries

Chief	124,729	124,729	127,847	127,847
Deputy Chief	116,846	116,846	119,767	119,767
Captain - Step 2	105,126	107,229	107,229	107,229
Captain - Step 1	102,498	104,548	104,548	104,548
Lieutenant - Step 2	96,466	98,395	98,395	98,395
Lieutenant - Step 1	94,055	95,936	95,936	95,936
Sergeant - Step 3	87,807	89,563	89,563	89,563
Sergeant - Step 2	85,612	87,324	87,324	87,324
Sergeant - Step 1	83,472	85,141	85,141	85,141
Police Officer - Step 6 (includes SRO's)	79,148	80,731	80,731	80,731
Police Officer - Step 5	77,565	79,116	79,116	79,116
Police Officer - Step 4	74,850	76,347	76,347	76,347
Police Officer - Step 3	71,482	72,912	72,912	72,912
Police Officer - Step 2	66,835	68,172	68,172	68,172
Police Officer - Step 1	58,815	59,991	59,991	59,991
Executive Secretary	52,519	53,701	53,701	53,701
Records Div. Clerical Coordinator	47,579	49,867	49,867	49,867
Police Rec. Computer Operator	42,054	46,304	46,304	46,304
Animal Control Officer	50,360	51,367	51,367	51,367
Assistant Animal Control Officer	46,649	47,582	47,582	47,582
911 Civilian Dispatcher	62,619	63,871	63,871	63,871

10420100 Police	2017-18 Actual	2018-19 Actual	2019-20 Budget	2019-20 Projected	2020-21 Request	2020-21 Proposed	2020-21 Adopted
Total Salaries Paid by General Fund							
Chief			124,729		124,729	127,847	127,847
Deputy Chief			116,846		116,846	119,767	119,767
Captain - Step 2			105,126		107,229	107,229	107,229
Captain - Step 1			0		0	0	0
Lieutenant - Step 2			482,330		491,975	491,975	491,975
Lieutenant - Step 1			0		0	0	0
Sergeant - Step 3			175,614		179,126	179,126	179,126
Sergeant - Step 2			599,284		611,268	611,268	611,268
Sergeant - Step 1			0		0	0	0
Police Officer - Step 6 (includes SRO's)			1,266,368		1,291,696	1,614,620	1,614,620
Police Officer - Step 5			853,215		870,276	553,812	553,812
Police Officer - Step 4			1,571,850		1,603,287	1,908,675	1,908,675
Police Officer - Step 3			571,856		583,296	364,560	364,560
Police Officer - Step 2			601,515		613,548	613,548	613,548
Police Officer - Step 1			352,890		359,946	299,955	239,964
Executive Secretary			52,519		53,701	53,701	53,701
Records Div. Clerical Coordinator			47,579		49,867	49,867	49,867
Police Rec. Computer Operator			168,216		185,216	185,216	185,216
Animal Control Officer			50,360		0	0	0
Assistant Animal Control Officer			20,992		0	0	0
911 Civilian Dispatcher			563,571		574,839	574,839	574,839
Shift Differentials			48,000		48,000	48,000	48,000
Longevity Bonuses			21,000		21,000	21,000	21,000
On-call Stipends			10,200		10,200	10,200	10,200
Subtotal - Employees			<u>7,679,331</u>		<u>7,771,316</u>	<u>7,807,358</u>	<u>7,747,367</u>
TOTAL SALARIES			<u>7,804,060</u>		<u>7,896,045</u>	<u>7,935,205</u>	<u>7,875,214</u>

Performance Measures	Actual	Actual	Projected	Projected	Projected	Projected	Projected
Workload/outputs							
911 Hard Line	N/R	2,487	3,267	3,267	2,487	2,487	2,487
911 Cellular	N/R	16,334	15,426	15,426	16,334	16,334	16,334
911 VOIP	N/R	2,174	2,227	2,227	2,174	2,174	2,174
911 Text	N/R	108			108	108	108
Subtotal - Emergency Calls	N/R	21,103	20,920	20,920	21,103	21,103	21,103
Non-emergency Line	N/R	35,016	36,156	36,156	35,016	35,016	35,016
Total Calls	N/R	56,119	57,076	57,076	56,119	56,119	56,119
Calls (Police)	N/R	51,212	52,568	52,568	51,212	51,212	51,212
Calls (Fire)	N/R	4,907	4,509	4,509	4,907	4,907	4,907
Auto Accidents (Investigated)	N/R	1,246	1,405	1,405	1,246	1,246	1,246
Auto Accidents (Fatalities)	N/R	3	2	2	3	3	3
Auto Accidents (Injuries)	N/R	238	267	267	238	238	238
Vandalism (Reported)	N/R	253	346	346	253	253	253
Outcome/results							
Part I Crimes (per 100,000)	N/R	0.012	0.010	0.010	0.012	0.012	0.012
DWI Arrests	N/R	144	197	197	144	144	144
Neighborhood Watch Groups	N/R	43	43	43	43	43	43
Efficiency							
Police calls per uniformed officer	N/R	599	597	597	582	582	589
Per capita cost of department	\$415.39	\$428.14	\$441.06	\$431.87	\$461.32	\$443.72	\$441.90

* Police activity is based and reported by Calendar Year. For example, the "2017-18 Actual" statistics are from calendar year 2017.

Note: FBI Uniform Crime Report (UCR) - Part I Offenses - Part I offense classifications include the following offenses:

Criminal Homicide, Forcible Rape, Robbery, Aggravated Assault, Burglary, Larceny-theft, Motor Vehicle theft, Arson

Norwich Fire Department

Mission

To protect the lives and property of all residents and visitors of the city from fires, medical emergencies, hazardous materials, or other dangerous conditions and aid in prevention of harm through public fire education.

Vision

To always be prepared to provide emergency services to those who cannot take care themselves whenever called to duty.

Values

- Professionalism
- Integrity
- Courtesy
- Commitment

Departmental Goals (DG)

1. Maintain strong community relations through candid communication, professional service, and the implementation of fire prevention, education, and outreach programs.
2. Maintain effective fire prevention programs and review operational efficiencies.
3. Increase efficiencies and enforce the life safety code by working collaboratively with other departments, agencies, boards and commissions as well as outside agencies.
4. Train fire personnel to the highest standards in suppression and other related emergencies while holding them accountable to those standards.
5. Reduce costs through an asset management plan that focuses on maintenance measures and energy efficiency initiatives on all City assets.
6. Diversify the makeup of the fire personnel through outreach programs and public assembly.

Action Plans

1. Educate the public in all aspects of life safety, focusing on public education programs, school safety classes, and outreach programs.
2. Enforce the life safety code and construction planning through inspections, technological advancements and greater interagency cooperation.
3. Reduce lost service time due to injury and illness by analyzing cause and effect policy and practices.
4. Train fire personnel to the highest standards in suppression and other related emergencies.
5. Increase leadership opportunities while achieving operational efficiency through the assignment of collateral duties.
6. Achieve maximum life expectancy of fire apparatus and equipment while providing an ongoing assessment of needs.
7. Focus capital improvement planning to match measures and initiatives.

Accomplishments

- 1) Responded to structural fires, hazardous materials incidents, marina emergencies, brush fires, emergency medical emergencies, and serious motor vehicle accidents without serious injury to personnel.
- 2) Norwich Fire is a leading member of CERRIT that responds to all hazardous materials incidents, manmade/natural disasters and CBRNE events for Norwich, Region 4 and beyond.
- 3) Maintained all fire personnel training to appropriate levels for their position.
- 4) Promoted Fire officers to rank of Lieutenant, Captain and Battalion Chief.
- 5) Hired 1 firefighter to meet staffing vacancies and reduce overtime.
- 6) Expanded diversity program, in collaboration with Human Resources.

- 7) Established attack plan format for target hazards within the City. Upgraded information management systems to enhance data collection and strategic planning.
- 8) Revised response policies to enhance integration with City volunteer fire departments.
- 9) Community Outreach Programs to promote fire prevention and good citizenship.
 - a) The Boys and Girls Scouts programs of Norwich.
 - b) Fire Prevention /Public Education - All elementary schools and daycare facilities.
 - c) Fire Prevention Poster Contest - public and parochial schools.
 - d) Fire Prevention Day – multi-agency event with demonstrations.
 - e) Fire Hawk Program – fire setter intervention program.
 - f) Juvenile Review Board – multi departmental and organizational opportunity to counsel young people.
 - g) Provided fire prevention materials in multiple languages.
- 10) Put in service the “Chief Scand” – Marine 1 Fire/Rescue boat, which was secured by grant funding.

Grants Descriptions

In addition to the city-funded department budget and using the data derived from Norwich Fire records only, the Norwich Fire Department regularly applies for fire prevention, suppression, and emergency equipment grants. These grants are provided from outside sources, are given for a specific purpose, and do not necessarily coincide with the city’s fiscal year. In future periods, these amounts could differ or be eliminated.

- Community Development Block Grant (CDBG) – This grant supports specific projects and equipment within a specified area of the City of Norwich. The amount is based on need and set by the CDBG Board based on the amount of funds available and the number of applicants.
- Commercial Equipment Direct Assistance Program (CEDAP) - CEDAP helps meet the equipment needs of smaller jurisdictions by providing communications interoperability, information sharing, chemical detection, sensors, personal protective equipment, technology, and training in using the equipment, devices, and technology.
- Connecticut Eastern Regional Response Integrated Team (CERRIT) – Various reimbursements from state programs through Department of Emergency Management and Homeland Security.
- The Connecticut Fair Plan – Various merchants provide limited funding for fire prevention, inspection, and investigation equipment and materials.
- FM Global – The Norwich Fire Department has partnered with FM Global to develop an improved inspection system using the latest computer technology.
- Homeland Security -funding for equipment upgrades to the hazardous materials response team.

10420200 Norwich Fire		2017-18 Actual	2018-19 Actual	2019-20 Budget	2019-20 Projected	2020-21 Request	2020-21 Proposed	2020-21 Adopted
51601	Department Head	89,570	119,152	101,247	101,247	93,547	95,651	95,651
51610	Regular Employees	731,387	682,649	795,185	795,000	743,501	778,389	778,389
51630	Overtime	16,304	22,110	20,419	18,000	25,239	25,239	25,239
51631	Replacement Cost	47,868	76,147	51,000	55,000	86,766	86,766	86,766
52000	Fringe Benefits	743,831	776,858	778,327	790,000	822,322	720,441	721,234
53080	Physicals	17,442	17,682	18,500	18,500	25,000	25,000	25,000
53201	Haz Mat Technician Training	1,632	5,053	6,000	5,000	9,169	9,169	9,169
53322	Professional Development	23,128	25,503	20,992	16,000	56,780	56,780	56,780
54310	Equip & Furniture Maintenance	87,447	93,942	84,300	80,000	121,092	121,092	121,092
54410	Utilities	71,941	78,449	80,100	73,000	73,500	80,900	80,900
54430	Building Repairs & Maintenance	29,540	28,771	21,215	20,000	40,450	40,450	40,450
55530	Communications	66,575	63,848	56,470	55,000	55,955	56,039	56,039
56600	Uniforms & Clothing	26,153	27,494	27,000	27,000	28,800	28,800	28,800
56610	Supplies	39,808	39,795	35,193	34,000	47,700	47,700	47,700
56627	Vehicle Fuel	21,095	23,318	21,322	18,000	19,543	13,323	13,323
58100	Dues Licenses & Subscriptions	1,778	1,020	3,500	2,500	3,500	3,500	3,500
TOTALS		2,015,499	2,081,791	2,120,770	2,108,247	2,252,864	2,189,239	2,190,032

Notes on Line items:

Uniforms & Clothing - Firefighters at \$400 each; Battalion Chiefs, Safety/Training Marshal, Captains, and Inspectors at \$500 each; and the Fire Chief at \$600.

Staffing

Fire Chief/ EMD	0.75	0.75	0.75	0.75	0.75	0.75	0.75
Director of Training & Safety	1.00	1.00	1.00	1.00	0.75	1.00	1.00
Battalion Chiefs - Step 2	2.00	4.00	3.00	3.00	3.00	3.00	3.00
Battalion Chiefs - Step 1	2.00	0.00	1.00	1.00	1.00	1.00	1.00
Subtotal - Firefighters	5.75	5.75	5.75	5.75	5.50	5.75	5.75
Captain - Fire Marshal	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Inspectors - Step 2	1.00	1.00	1.00	1.00	1.00	2.00	2.00
Inspectors - Step 1	1.00	1.00	1.00	1.00	1.00	0.00	0.00
Fire Code Clerk	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Executive Secretary	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Subtotal - All other Fire Employees	5.00	5.00	5.00	5.00	5.00	5.00	5.00
TOTAL FTE'S	10.75	10.75	10.75	10.75	10.50	10.75	10.75

Salaries

Fire Chief/ EMD			124,729		124,729	127,535	127,535
Director of Training & Safety			77,361		77,361	78,908	78,908
Battalion Chiefs - Step 2			84,879		84,879	86,577	86,577
Battalion Chiefs - Step 1			82,553		82,553	84,204	84,204
Captain - Fire Marshal			83,973		83,973	85,652	85,652
Inspectors - Step 2			75,885		75,885	77,403	77,403
Inspectors - Step 1			73,674		73,674	75,147	75,147
Fire Code Clerk			46,418		47,462	47,462	47,462
Executive Secretary			52,519		53,701	53,701	53,701

Total Salaries Paid by General Fund

Fire Chief/ EMD			93,547		93,547	95,651	95,651
Director of Training & Safety			77,361		58,021	78,908	78,908
Battalion Chiefs - Step 2			254,637		254,637	259,731	259,731
Battalion Chiefs - Step 1			82,553		82,553	84,204	84,204
Captain - Fire Marshal			83,973		83,973	85,652	85,652
Inspectors - Step 2			75,885		75,885	154,806	154,806
Inspectors - Step 1			73,674		73,674	0	0
Fire Code Clerk			46,418		47,462	47,462	47,462
Executive Secretary			52,519		53,701	53,701	53,701
Stand-by pay per contract			6,925		6,925	6,925	6,925
Haz-Mat Stipends			7,000		7,000	7,000	7,000
Subtotal - Employees			760,945		743,831	778,389	778,389
TOTAL SALARIES			854,492		837,378	874,040	874,040

10420200 Norwich Fire	2017-18 Actual	2018-19 Actual	2019-20 Budget	2019-20 Projected	2020-21 Request	2020-21 Proposed	2020-21 Adopted
Performance Measures	Actual	Actual	Projected	Projected	Projected	Projected	Projected
Inputs (includes both the General Fund and City Consolidation District)							
Budget (General Fund + CCD)	\$9,816,680	\$10,072,208	\$10,132,745	\$10,046,247	\$10,565,258	\$10,110,816	\$10,110,737
Non-personnel budget	\$338,671	\$328,728	\$323,592	\$294,000	\$394,723	\$395,987	\$395,987
Total full-time equivalent employees	58.8	58.8	58.8	58.8	58.5	58.8	58.8
Total firefighters	53.8	53.8	53.8	53.8	53.5	53.8	53.8
Workload/outputs							
Fires	428	427	430	430	427	427	427
EMS	1,720	1,723	1,963	1,963	1,723	1,723	1,723
Hazardous materials	151	96	140	140	96	96	96
Service calls	115	114	109	109	109	109	109
Other	34	49	43	43	49	49	49
Total calls	2,448	2,409	2,685	2,685	2,404	2,404	2,404
Outcome/results							
Civilian casualties	-	-	-	-	-	-	-
Fire Service Injuries	14	9	14	14	6	6	6
Arson fires leading to arrests	2	-	2	2	2	2	2
Inspections/re-inspections	680	1,008	700	700	1,008	1,008	1,008
Complaints Investigated	77	43	77	77	43	43	43
Violations found	2,850	1,263	2,850	2,850	1,263	1,263	1,263
Violations corrected	1,200	1,000	1,200	1,200	1,000	1,000	1,000
Fire investigations conducted	55	79	70	70	79	79	79
Community service/public safety presentations	100	100	100	100	100	100	100
Training hours per person	450	185	165	165	185	185	185
Marine Operations	30	36	41	41	36	36	36
Efficiency							
Total calls/ firefighter	45.54	44.82	49.95	49.95	44.93	44.73	44.73
Total non-personnel budget/Total General Fund budget	0.27%	0.26%	0.25%	0.23%	0.30%	0.30%	0.30%

Emergency Management

Mission

To exercise the standards, procedures and disciplines for the protection of life and property from natural and man-made disasters through effective public information, education programs, and emergency operations planning.

Vision

Enhance the collaboration and build strong partnerships between local, state and federal agencies to ensure the public is well prepared and Norwich will be disaster resilient.

Values

- Professionalism
- Fiscal responsibility
- Integrity
- Collaboration

Departmental Goals (DG)

1. Maintain strong community relations through candid communication, professional service and the implementation of various community outreach and educational programs. **(G1)**
2. Increase efficiencies and impact by working collaboratively with other departments, agencies, boards, and commissions as well as outside agencies. **(G2)**
3. Train and cross-train personnel to the highest standards in support of the Emergency Operations Center (EOC) while holding them accountable to those standards.

Action Plans

1. Engage community through social media, speaking engagements, radio, public TV channels, exhibit booths at civic events and senior citizen outreach programs. (DG1)
2. Engage business community and/or local organizations to expedite the return to pre-emergency operations. (DG2)
3. Seek grant opportunities including but not limited to the Federal Emergency Management Agency, Department of Homeland Security, Environmental Protection Hazard Mitigation Grants and Nuclear Safety Funds from the Dominion Nuclear Power Station. (DG2)
4. Recruit personnel, including non-emergency related city employees in order to provide improved coverage in the EOC. (DG3)

Accomplishments

1. Conducted nine Public Information & Education programs for Norwich Elderly Housing units. (DG3)
2. Provided training for the Web/EOC. (DG3)
3. Partnered with Uncas Health District for pandemic/point of distribution training. (DG3)
4. Partnered with American Red Cross and Medical Reserve Corp. for multi-jurisdictional sheltering. (DG3)
5. Acquired funding through the Nuclear Safety Emergency Program for Host Community Drill. (DG3)

10422300 Emergency Management	2017-18 Actual	2018-19 Actual	2019-20 Budget	2019-20 Projected	2020-21 Request	2020-21 Proposed	2020-21 Adopted
51601 Department Head	29,857	23,351	31,182	24,000	31,182	31,884	31,884
51610 Regular Employees	0	0	0	0	19,230	0	0
52000 Fringe Benefits	18,147	19,114	15,557	14,500	16,105	14,706	14,864
53322 Professional Development	209	227	3,500	500	3,500	3,500	3,500
54310 Equip & Furniture Maintenance	4,648	3,759	4,700	3,000	4,700	4,700	4,700
54410 Utilities	6,235	7,781	7,700	7,700	7,800	7,800	7,800
54430 Building Repairs & Maintenance	12,865	1,137	4,000	2,000	4,000	4,000	4,000
55530 Communications	3,154	7,566	10,412	9,500	3,348	3,348	3,348
56610 Supplies	6,077	4,708	5,000	2,000	6,000	6,000	6,000
56627 Vehicle Fuel	621	139	586	586	235	235	235
TOTALS	81,813	67,782	82,637	63,786	96,100	76,173	76,331

Staffing

Fire Chief/ EMD	0.25	0.25	0.25	0.25	0.25	0.25	0.25
Director of Training & Safety					0.25	0.00	0.00
TOTAL FTE'S	0.25	0.25	0.25	0.25	0.50	0.25	0.25

Salaries

Fire Chief/ EMD			124,729		124,729	127,535	127,535
Director of Training & Safety					77,361	78,908	78,908

Total Salaries

Fire Chief/ EMD			31,182		31,182	31,884	31,884
Director of Training & Safety					19,340	0	0
TOTAL SALARIES			31,182		50,522	31,884	31,884

Performance Measures

Workload/ Output Measures

	Actual	Actual	Projected	Projected	Projected	Projected	Projected
Hours of emergency training	1,850	1,900	1,850	1,850	1,950	1,950	1,950
Personnel trained	375	375	375	375	375	375	375
Shelter maintained	17	17	17	17	17	17	17
EOC activations	17	15	17	17	17	17	17
Flood assistance calls	60	60	60	60	60	60	60
Speaking engagements	30	30	30	30	45	45	45
Public information/education exhibits	30	30	30	30	45	45	45

Outcome/ Results

Percentage of emergency plans updated	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
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Efficiency Measures

Cost of department per capita	\$2.07	\$1.73	\$2.11	\$1.63	\$2.46	\$1.95	\$1.95
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East Great Plain Volunteer Fire Company

Mission

To provide emergency services to our fellow citizens in a prompt, professional, and personal manner. We accomplish this by treating all persons we encounter as if they are part of our family. We strive to remain on the cutting edge of our chosen vocation in a caring and efficient way.

Vision

To provide fire suppression, emergency medical, hazardous materials response, rescue and fire prevention training services to our community with members who are thoroughly trained in the latest techniques and equipped with the most up-to-date equipment. To be a part of the county's professional associations and various subcommittees to ensure our community is well represented. To look out for the health and welfare of our members and their families.

Values

- Community Service
- Family
- Caring
- Dedication
- Efficiency
- Responsibility
- Professionalism
- Customer Service
- Compassion

Departmental Goals (DG)

1. Maintain effective fire prevention programs and review operational efficiencies. **(G2)**
2. Train fire personnel to the highest standards in suppression and other related emergencies while holding them accountable to those standards. **(G2)**
3. Maintain strong community relations through candid communication, professional service, and the implementation of citizen involvement and outreach fire prevention and educational programs. **(G2)**
4. Increase efficiencies and enforce the life safety code by working collaboratively with other departments, agencies, and boards and commissions as well as outside agencies. **(G2)**
5. Reduce costs through an asset management plan that focuses on maintenance measures and energy efficiency initiatives on all City assets. **(G2)**

Action Plans

1. Provide a high level of professional service to the community through multi-year planning and fire prevention programs. **(DG1)**
2. Recruit volunteer and ensure proper level of professional certifications for all staff through education and training. **(DG2)**
3. Present educational programs to our local schools and provide support for the local events in the community. **(DG3)**
4. Provide mutual aid to fire companies and coordinate necessary activities with Fire Marshal. **(DG4)**
5. Achieve maximum life expectancy of fire apparatus while providing an annual assessment of needs. **(DG5)**

Accomplishments

1. Won Life Safety Award for zero fire deaths. **(DG1,DG2)**
2. Participated in "Operation Save A Life" (2015-2109) in which we received and distributed smoke detectors and carbon monoxide detectors to the public. **(DG3)**
3. Responded to the most calls of any Norwich volunteer fire company. Ranked among the busiest in New London County. **(DG4)**
4. Mitigated several structure fires and motor vehicle accidents without serious injury to the company's members. **(DG1)**
5. Continuing recruiting new volunteers using an on-line application on the City's website. **(DG4)**

10423300 East Great Plain Volunteer Fire	2017-18 Actual	2018-19 Actual	2019-20 Budget	2019-20 Projected	2020-21 Request	2020-21 Proposed	2020-21 Adopted
53080 Physicals	1,306	10,203	9,000	7,000	9,000	9,000	9,000
53322 Professional Development	8,441	14,646	19,500	19,500	20,000	20,000	20,000
54310 Equip & Furniture Maintenance	19,786	23,462	25,500	25,500	35,000	30,000	30,000
54410 Utilities	16,152	15,120	15,400	15,000	15,700	15,600	15,600
54430 Building Repairs & Maintenance	25,289	24,719	26,000	26,000	32,000	26,000	26,000
55530 Communications	10,383	9,147	8,580	8,580	8,834	8,834	8,834
56600 Uniforms & Clothing	12,029	3,692	5,000	5,000	7,000	5,000	5,000
56610 Supplies	23,962	34,533	27,000	27,000	33,000	27,000	27,000
56627 Vehicle Fuel	5,707	6,098	7,196	5,000	10,000	5,406	5,406
58100 Dues Licenses & Subscriptions	2,292	1,291	2,376	1,500	2,376	2,376	2,376
TOTALS	125,347	142,911	145,552	140,080	172,910	149,216	149,216

Performance Measures	Actual	Actual	Projected	Projected	Projected	Projected	Projected
Inputs							
Workload/outputs							
Fire (Building, vehicle, brush, etc.)	46	39	52	52	48	48	48
Overpressure Rupture, Explosion (no fire)	2	-	2	2	1	1	1
Rescue & EMS Incidents (EMS vehicle accidents, extrication)	632	650	625	625	630	630	630
Hazardous Conditions	45	19	42	42	30	30	30
Service Calls	36	28	35	35	35	35	35
Good Intent Calls (Authorized controlled burns, smoke scares)	80	40	65	65	70	70	70
False Alarms & False Calls	150	145	140	140	145	145	145
Severe Weather & Natural Disaster	1	1	1	1	1	1	1
Total Calls	992	922	962	962	960	960	960
Outcome/results							
Number of volunteers attending training	48	50	50	50	54	54	54
Total training hours	2,200	2,400	2,400	2,400	2,600	2,600	2,600
Number of volunteers trained as EMT or MRT	37	38	40	40	42	42	42
Number of volunteers trained to use defibrillators	37	38	40	40	42	42	42
Number of State Fire Certified volunteers	40	44	44	44	46	46	46
Efficiency							
Cost of dept/cost of total general fund operations	0.10%	0.11%	0.11%	0.11%	0.13%	0.11%	0.11%

Laurel Hill Volunteer Fire

Mission

To deliver quality, efficient, and effective preventative and emergency service to our community through the timely delivery of services, public education and ongoing training.

Vision

To protect residents' life and property. To be the finest fire service organization possible by utilizing and developing our members to their fullest potential and maximizing our use of the resources available to achieve our goal.

Values

- Professionalism
- Service to the public
- Teamwork
- Adaptability

Departmental Goals (DG)

1. Maintain effective fire prevention programs and review operational efficiencies.
2. Train fire personnel to the highest standards in suppression and other related emergencies while holding them accountable to those standards.
3. Maintain strong community relations through candid communication, professional service, and the implementation of fire prevention, education and outreach programs.
4. Increase efficiencies and enforce the life safety code by working collaboratively with other departments, agencies, boards and commissions as well as outside agencies.
5. Reduce costs through an asset management plan that focuses on maintenance measures and energy efficiency initiatives on all City assets.

Action Plans

1. Provide a high level of professional service to the community through multi-year planning and fire prevention programs.
2. Recruit volunteers and ensure proper level of professional certifications for all staff through education and training.
3. Present educational programs to our local school and provide support for local events in the community.
4. Provide mutual aid to fire companies and coordinate necessary activities with Fire Marshal.
5. Maximize life expectancy of fire apparatus while providing an annual assessment of needs.

Accomplishments

1. Two firefighters were trained to the Firefighter 2 level.
2. Two member was trained to the Firefighter 1 level.
3. Eight members trained to the EMR level.
4. All members are trained and certified to the Connecticut Department of Energy & Environmental Protection level for wild land firefighting; Laurel Hill is one of only 10 departments in the State with this level of training, and the only department in Southeast Connecticut.
5. No serious injuries sustained by members.
6. Attended 14 local events and provided educational programs to our local school.
7. Conducted annual training on active shooter response with Norwich Police Dept.

10423400 Laurel Hill Volunteer Fire		2017-18	2018-19	2019-20	2019-20	2020-21	2020-21	2020-21
		Actual	Actual	Budget	Projected	Request	Proposed	Adopted
53080	Physicals	6,253	1,755	6,250	5,000	6,250	6,250	6,250
53322	Professional Development	6,265	6,325	9,000	2,000	13,150	10,500	10,500
54310	Equip & Furniture Maintenance	19,838	15,814	20,000	23,000	26,700	20,000	20,000
54410	Utilities	9,141	8,570	8,600	8,600	8,700	8,700	8,700
54430	Building Repairs & Maintenance	6,375	8,984	9,000	6,000	10,200	9,000	9,000
55530	Communications	11,361	10,564	10,375	10,000	10,380	10,380	10,380
56600	Uniforms & Clothing	2,919	1,547	3,600	2,800	5,000	5,000	5,000
56610	Supplies	8,990	7,779	10,000	18,000	7,700	7,000	7,000
56627	Vehicle Fuel	1,219	989	1,035	700	906	615	615
58100	Dues Licenses & Subscriptions	290	175	500	250	2,000	1,000	1,000
TOTALS		72,651	62,502	78,360	76,350	90,986	78,445	78,445

Performance Measures

Workload/outputs

	Actual	Actual	Projected	Projected	Projected	Projected	Projected
Brush Fires	4	4	4	3	3	3	4
Structure Fires	7	7	7	5	5	5	7
Fire Alarms	14	14	14	15	15	15	14
Service Calls	6	6	6	6	6	6	6
Rescue/Emergency	1	1	1	1	1	1	1
Motor Vehicle Accidents	6	6	6	8	8	8	6
Vehicle Fires	2	2	2	2	2	2	2
Haz-Mat Calls	3	3	3	3	3	3	3
Mutual Aid	31	31	31	21	21	21	31
CO Problems	3	3	3	3	3	3	3
Water Emergency	5	5	5	3	3	3	5
Medical Calls	36	36	36	41	41	41	36
Total Calls	118	118	118	111	111	111	118

Outcome/results

Accidents involving city fire vehicles	-	-	-	-	-	-	-
Civilian Casualties	-	-	-	-	-	-	-
Fire Service Injuries	-	-	-	-	-	-	-
Drills/Training	76	76	76	76	76	76	76
Training Hours	3,100	3,100	3,100	3,100	3,100	3,100	3,100
Community events attended	22	22	22	22	22	22	22
Percentage of women/minority members	42.00%	42.00%	42.00%	42.00%	42.00%	42.00%	42.00%
Firefighters with State of CT Certifications	97.00%	97.00%	97.00%	97.00%	97.00%	97.00%	97.00%

Efficiency

Cost of dept/cost of total GF operations	0.06%	0.05%	0.06%	0.06%	0.07%	0.06%	0.06%
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Occum Volunteer Fire

Mission

To respond to all calls for assistance both within district and to mutual aid communities. Provide services up to the level of training and certification of our personnel in the department and notify appropriate agencies if the agency requires other intervention. Perform community education activities to promote a safer environment, for us and the community.

Vision

To protect resident's life and property. While striving to become a better organization, while utilizing and developing our members to their fullest potentials for our use and the communities overall betterment and to be considered by the City of Norwich and taxpayers as a valuable asset.

Values

- Professionalism
- Service
- Efficiency
- Safety
- Fiscal Integrity

Departmental Goals (DG)

1. Maintain effective fire prevention programs and review operational efficiencies. **(G2)**
2. Train fire personnel to the highest standards in suppression and other related emergencies while holding them accountable to those standards. **(G2)**
3. Maintain strong community relations through candid communication, professional service, and the implementation of fire prevention and educational programs, including citizen involvement and outreach programs. **(G2)**
4. Increase efficiencies and enforce the life safety code by working collaboratively with other departments, agencies, boards and commissions as well as outside agencies. **(G2)**
5. Reduce costs through an asset management plan that focuses on maintenance measures and energy efficiency initiatives on all City assets. **(G2)**

Action Plans

1. Promote the safety and health of our personnel, which is a high priority. **(DG4)**
2. Promote a safer environment by performing community education with emphasis on fire prevention and personal safety. **(DG3)**
3. Provide ongoing training and education to maintain the knowledge and professional skill of all department members while working to complete all necessary training requirements. **(DG2)**
4. Recruit volunteers and ensure proper level of certifications, education, and training are obtained in a timely manner. **(DG2)**
5. Renew mutual aid relationships through training and incident response with surrounding departments to ensure the safety of the public remains our number one priority. **(DG4)**

Accomplishments

1. Trained two members to Firefighter I, two members to the level of Fire Fighter II, four member to the level of Emergency Medical Technician, and one members to Basic Life Support Instructor.
2. Also successfully had three members renew their Emergency Medical Technician certification.
3. Successfully renewed 11 members in Basic Lifesaver Course (CPR).
4. Outfitted several members of the department with a second set of gear and hoods for the new cancer protocol.
5. Recruited six new members into the department.
6. Attended various community relations events around Norwich.

10423500 Occum Volunteer Fire	2017-18 Actual	2018-19 Actual	2019-20 Budget	2019-20 Projected	2020-21 Request	2020-21 Proposed	2020-21 Adopted
53080 Physicals	5,555	10,170	3,327	3,327	12,000	7,000	7,000
53322 Professional Development	9,784	6,697	14,000	14,000	15,000	12,000	12,000
54310 Equip & Furniture Maintenance	16,311	15,364	18,000	20,000	19,000	18,000	18,000
54410 Utilities	10,161	12,396	13,200	12,000	14,000	13,300	13,300
54430 Building Repairs & Maintenance	8,679	6,820	10,200	10,200	12,000	12,000	12,000
55530 Communications	9,648	8,703	8,331	8,331	9,000	8,345	8,345
56600 Uniforms & Clothing	708	4,588	3,000	2,000	6,000	4,000	4,000
56610 Supplies	12,094	4,851	9,500	9,500	12,500	12,500	12,500
56627 Vehicle Fuel	1,299	1,266	1,035	900	1,200	615	615
58100 Dues Licenses & Subscriptions	80	497	800	800	300	300	300
TOTALS	74,319	71,352	81,393	81,058	101,000	88,060	88,060

Performance Measures	Actual	Actual	Projected	Projected	Projected	Projected	Projected
Workload/outputs							
CO Problem	6	2	20	20	10	10	10
Structural fires	4	4	15	15	10	10	10
Mutual aid (fire & medical)	15	35	30	30	45	45	45
Assorted fires	30	20	40	40	20	20	20
Service calls	3	20	30	30	20	20	20
Other calls	41	20	40	40	20	20	20
Emergency medical calls	141	119	240	240	150	150	150
Total Calls	240	220	415	415	275	275	275

Outcome/results

Accidents involving city vehicles	-	-	-	-	-	-	-
Civillian casualties	-	-	-	-	-	-	-
Fire service injuries	-	-	-	-	-	-	-
Drills (weekdays and evenings)	110	110	110	110	110	110	110
Drills (man hours) in house	3,850	3,850	3,850	3,850	3,850	3,850	3,850
Community events attended	30	30	30	30	30	30	30
Percentage of women/minority	45.00%	45.00%	45.00%	45.00%	45.00%	45.00%	45.00%
Firefighters with State of CT certification	55.00%	55.00%	55.00%	55.00%	55.00%	55.00%	55.00%
Percentage of personnel with EMT certification	55.00%	55.00%	55.00%	55.00%	55.00%	55.00%	55.00%

Efficiency

Cost of dept/cost of total GF operati	0.06%	0.06%	0.06%	0.06%	0.08%	0.07%	0.07%
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Taftville Volunteer Fire

Mission

To provide a high quality emergency fire and rescue service, an excellent fire prevention program (including public education), and a firefighting and rescue force capable of handling all types of emergencies.

Vision

The fire company is one of the important branches of the municipal government. The primary purposes for which said corporation was formed is to prevent loss of life and/or property by fire, accident and medical emergencies in the Taftville area and in all mutual aid response situation regardless of location.

Values

- Professionalism
- Safety
- Service
- Efficiency
- Fiscal Integrity

Departmental Goals (DG)

1. Maintain effective fire prevention programs and review operational efficiencies. (G2)
2. Train fire personnel to the highest standards in suppression and other related emergencies while holding them accountable to those standards.
3. Maintain strong community relations through candid communication, professional service, and the implementation of fire prevention, education and outreach programs.
4. Increase efficiencies and enforce the life safety code by working collaboratively with other departments, agencies, boards and commissions as well as outside agencies. (G2)
5. Reduce costs through an asset management plan that focuses on maintenance measures and energy efficiency initiatives on all City assets. (G2)

Action Plans

1. Provide a high level of professional service to the community through multi-year planning and fire prevention programs. (DG1)
2. Recruit volunteers and ensure proper level of professional certifications for all staff through education and training. (DG2)
3. Present educational programs to schools and provide support for community events. (DG3)
4. Provide mutual aid and coordinate necessary activities with Fire Marshal. (DG4)
5. Achieve maximum life expectancy of fire apparatus. (DG5)

Accomplishments

1. Maintained appropriate levels of training. (DG2)
2. Attended several community events. (DG3)
3. Increased public education program delivery. (DG3)
4. Took delivery and placed into service a new engine replacing a 34 year old engine. (DG1,DG2)
5. Took delivery and placed into service a new rescue truck replacing a 39 year old truck. (DG2)
6. Provided divers for the U. S. Coast Guard, Connecticut State Police, and local Police. (DG4)
7. Two members completed training at the National Fire Academy. (DG4)
8. Continued to make energy upgrades to the station
9. Continued work with the Juvenile Review Board. (DG3)
10. Five new members completed Emergency Medical Responder class. (DG4)
11. No accidents involving city apparatus. (DG1,DG2)

10423600 Taftville Volunteer Fire		2017-18 Actual	2018-19 Actual	2019-20 Budget	2019-20 Projected	2020-21 Request	2020-21 Proposed	2020-21 Adopted
53080	Physicals	9,047	8,555	8,500	8,500	9,500	9,500	9,500
53322	Professional Development	23,396	24,858	15,000	15,000	28,740	25,000	25,000
54310	Equip & Furniture Maintenance	30,319	32,719	35,000	35,000	39,919	32,000	32,000
54410	Utilities	20,198	21,248	19,800	19,800	24,000	20,200	20,200
54430	Building Repairs & Maintenance	22,824	27,030	36,000	36,000	27,580	26,000	26,000
55530	Communications	13,640	8,849	9,523	9,000	6,000	9,643	9,643
56600	Uniforms & Clothing	927	1,756	3,000	3,000	5,000	3,000	3,000
56610	Supplies	23,603	18,813	30,000	30,000	32,763	30,000	30,000
56627	Vehicle Fuel	8,946	7,734	6,390	5,800	8,369	6,741	6,741
58100	Dues Licenses & Subscriptions	2,480	1,058	2,500	1,500	4,548	2,500	2,500
TOTALS		155,380	152,620	165,713	163,600	186,419	164,584	164,584

Performance Measures

Workload/outputs

	Actual	Actual	Projected	Projected	Projected	Projected	Projected
Structural fires	N/R	12	30	30	30	30	30
Mutual aid	N/R	4	65	65	65	65	65
Standby	N/R	6	45	45	45	45	45
Water Rescue	N/R	2	5	5	5	5	5
Service Calls	N/R	38	20	20	20	20	20
Emergency Medical Calls	N/R	463	450	450	450	450	450
Motor Vehicle Accidents	N/R	50	56	56	56	56	56
False Alarms	N/R	136	60	60	60	60	60
Brush Fires	N/R	3	5	5	5	5	5
Other	N/R	69	10	10	10	10	10
Investigation	N/R	-	55	55	55	55	55
Total Calls	N/R	783	801	801	801	801	801

Outcome/results

Accidents involving city vehicles	N/R	-	-	-	-	-	-
Civilian casualties	N/R	-	-	-	-	-	-
Fire Service injuries	N/R	-	-	-	-	-	-
Drills (weekdays and evenings)	N/R	70	70	70	70	70	70
Drills (man hours)	N/R	3,800	3,800	3,800	3,800	3,800	3,800
Percentage of women/minority members	N/R	6.00%	6.00%	6.00%	6.00%	6.00%	6.00%
Firefighters with State of CT certification	N/R	99.00%	99.00%	99.00%	99.00%	99.00%	99.00%

Efficiency

Cost of dept/cost of total GF operations	0.13%	0.12%	0.13%	0.13%	0.14%	0.12%	0.12%
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* The statistics for these years are not available because of a software conversion.

Yantic Volunteer Fire

Mission

To respond to all calls for emergency services including fire suppression, medical assistance, hazardous materials, confined space rescue and motor vehicle extrication. To educate our members in safe, up-to-date fire and rescue techniques. To educate the public in fire prevention and home safety practices.

Vision

Provide fire protection & suppression, technical rescue, hazardous materials identification & containment along with R1 emergency medical services to the residents and businesses in the Yantic area of Norwich (which is an area of approximately 10 square miles of the City's 27 square miles and includes many of the City's largest employers and taxpayers).

Values

- Professionalism
- Communication
- Competence
- Safety

Departmental Goals (DG)

1. Maintain effective fire prevention programs and review operational efficiencies. **(G2)**
2. Train fire personnel to the highest standards in suppression and other related emergencies while holding them accountable to those standards.
3. Maintain strong community relations through candid communication, professional service, and the implementation of fire prevention, education and outreach programs.
4. Increase efficiencies and enforce the life safety code by working collaboratively with other departments, agencies, boards and commissions as well as outside agencies. **(G2)**
5. Reduce costs through an asset management plan that focuses on maintenance measures and energy efficiency initiatives on all City assets. **(G2)**

Action Plans

1. Provide a high level of professional service to the community through multi-year planning and fire prevention programs. **(DG1)**
2. Recruit volunteers and ensure proper level of certifications, education, and training. **(DG2)**
3. Present educational programs to schools and provide support for community events. **(DG3)**
4. Provide mutual aid and coordinate necessary activities with the Fire Marshal. **(DG4)**
5. Achieve maximum life expectancy of fire apparatus. **(DG5)**

Accomplishments

1. Brought four new members into our department. **(DG1)**
2. Worked to expand the services of the Norwich Underwater Search & Rescue Team – DIVE 23. **(DG4)**
3. Worked to enhance apparatus responses, standardize purchases, review apparatus in service, and plan future equipment needs with the city's fire chiefs. **(DG1,DG4)**
4. Provided Community Outreach Programs to promote fire prevention and good citizenship. **(DG1)**
5. Established attack plan format for target hazards within the City. Implemented citywide iPad information management systems. **(DG2,DG3)**
6. Responded to structural fires, hazardous materials incidents, brush fires, emergency medical emergencies, and serious motor vehicle accidents without serious injury to fire personnel. **(DG2,DG3)**
7. Continue to revised street run cards for all 129 streets within PSA to enhance our mutual aid.

10423700 Yantic Volunteer Fire	2017-18 Actual	2018-19 Actual	2019-20 Budget	2019-20 Projected	2020-21 Request	2020-21 Proposed	2020-21 Adopted
53080 Physicals	12,711	15,748	7,500	7,500	24,000	15,000	15,000
53322 Professional Development	17,226	14,491	13,200	13,200	28,655	15,000	15,000
54310 Equip & Furniture Maintenance	32,910	40,399	36,670	36,670	30,670	30,670	30,670
54410 Utilities	24,720	24,644	24,900	20,000	25,400	22,200	22,200
54430 Building Repairs & Maintenance	27,963	27,235	24,000	24,000	33,500	30,000	30,000
55530 Communications	12,689	11,403	10,816	10,816	11,392	11,176	11,176
56600 Uniforms & Clothing	0	995	1,100	1,100	2,100	2,100	2,100
56610 Supplies	25,597	26,910	41,500	41,500	38,155	31,000	31,000
56627 Vehicle Fuel	4,943	5,088	4,655	4,000	5,256	3,758	3,758
58100 Dues Licenses & Subscriptions	535	749	1,000	800	6,747	2,000	2,000
TOTALS	159,294	167,662	165,341	159,586	205,875	162,904	162,904

Performance Measures

Workload/outputs

	Actual	Actual	Projected	Projected	Projected	Projected	Projected
Structure Fires	9	16	20	20	20	20	20
False Alarms	14	12	10	10	10	10	10
Internal alarms	79	69	100	100	100	100	100
Miscellaneous calls	61	71	50	50	50	50	50
Rescue/emergency	262	280	250	250	250	250	250
Vehicle accidents	91	88	100	100	100	100	100
Automobile fire	17	14	20	20	20	20	20
Grass/brush fires	6	5	20	20	20	20	20
Chemical incidents	5	4	5	5	5	5	5
Mutual aid	53	57	30	30	30	30	30
Service calls	98	72	100	100	100	100	100
Total Calls	695	688	705	705	705	705	705

Outcome/results

Accidents involving city fire vehicles	-	-	-	-	-	-	-
Fire service casualties	-	-	-	-	-	-	-
Fire-related civilian casualties	-	-	-	-	-	-	-
Fire-related injuries	-	-	-	-	-	-	-
Public education man-hours	915	902	800	800	800	800	800
Training man hours	2,874	2,744	2,500	2,500	2,500	2,500	2,500
Firefighters with State of CT certification	95.00%	95.00%	95.00%	95.00%	95.00%	95.00%	95.00%
Percentage of personnel receiving EMT training	62.00%	61.00%	62.00%	62.00%	62.00%	62.00%	62.00%

Efficiency

Cost of dept/cost of total GF operations	0.13%	0.13%	0.13%	0.13%	0.16%	0.12%	0.12%
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Public Works

Mission

Protect the safety, property and well-being of all Norwich citizens and businesses through the maintenance and preservation of the city's assets and infrastructure, including roads, bridges, parks, buildings, cemeteries, solid waste facilities and automotive equipment.

Vision

To be the most efficient and professional public works department in Southeastern Connecticut – one that other public works departments strive to emulate.

Values

- Integrity
- Service
- Professionalism
- Efficiency

Departmental Goals (DG)

1. Reduce costs through an asset management plan that focuses on maintenance measures and energy efficiency initiatives on all City assets. **(G1)**
2. Maintain strong community relations through candid communication and professional service, including citizen involvement and partnerships.
3. Increase efficiencies and impact through the use of technology and by working collaboratively with other departments, agencies, boards and commissions. **(G1)**
4. Train personnel to the highest standards while holding them accountable to those standards. **(G1)**

Action Plans

1. Continue to prioritize a strong safety program. **(DG1, DG4)**
2. Make better use of the Connecticut Technology Transfer program for training. **(DG4)**
3. Implement Public Safety Enhancements **(DG3)**
4. Based on funding, resurface road network on a 15-20 year cycle. **(DG1)**
5. Maximize life expectancy of vehicles while providing an ongoing assessment of needs. **(DG1)**
6. Better educate the public on proper solid waste disposal. **(DG2)**
7. Use City web site to alert citizenry of department activities. **(DG2, DG3)**
8. Employ technology to streamline work order system, capital project planning and document storage in order to improve efficiency and response time. **(DG3)**

Accomplishments

1. Managed \$20 million in projects and paved, sealed, or otherwise improved 10 miles of City roads, representing 6 % of the total city roadway network. **(DG1)**
2. Constructed over 1000 linear feet of sidewalk and Installed 700 linear feet of storm drainage pipe **(DG1)**
3. Completed the construction of the Vehicle Wash building to extend the life of City vehicles.
4. Successfully completed an Environmental Protection Agency compliance audit related to the City's Municipal Separated Storm Sewer System (MS4) with very good results. **(DG1, DG4)**
5. Replaced the truck scale at the Transfer Station. **(DG3)**
6. Responded to 13 winter weather events and numerous wind/rain events keeping the road network operational. **(DG1, DG3)**
7. Performed over 1,500 services / repairs, impounded approximately 20 vehicles in coordination with the Police Department, assembled and commissioned three police cruisers, and put into service a new payload truck and dump truck. Currently working with Volunteer Fire Departments in the purchase of Fire apparatus as part of bond. **(DG1, DG3)**

Public Works	2017-18 Actual	2018-19 Actual	2019-20 Budget	2019-20 Projected	2020-21 Request	2020-21 Proposed	2020-21 Adopted
10430300 Street Maintenance	4,269,757	4,025,022	4,184,301	4,059,549	4,342,163	4,198,213	4,126,776
10430500 Engineering & Administration	792,074	783,552	791,362	777,171	907,037	839,920	842,509
10431100 Street Lighting	639,605	478,478	290,400	297,700	300,700	300,700	300,700
10431300 Fleet Maintenance	1,470,161	1,354,400	1,447,508	1,380,284	1,544,902	1,405,139	1,408,491
10431700 Refuse & Recycling	2,599,414	2,638,573	2,694,449	2,540,000	2,692,902	2,692,902	2,692,902
10434700 Building Maintenance	1,281,888	1,291,854	1,332,653	1,293,200	1,348,185	1,317,743	1,321,249
10434800 Parking Maintenance	153,719	146,661	166,491	136,491	168,684	164,238	164,570
TOTALS	11,206,618	10,718,540	10,907,164	10,484,395	11,304,573	10,918,855	10,857,197

Performance Measures	Actual	Actual	Projected	Projected	Projected	Projected	Projected
Inputs							
Full-time equivalent employees	57.17	55.00	55.00	55.00	57.00	55.00	54.00
Workload/outputs							
Improved miles of road	163	162	163	163	162	162	162
Buildings maintained	14	14	14	14	15	15	15
Vehicles & equipment maintained	338	337	337	337	337	337	337
Parks & cemeteries maintained	15	21	15	15	21	21	21
Parking lots, decks & garages maintained	14	14	14	14	14	14	14
Outcome/ Results							
Recycling flyers, newspaper articles, TV spots, etc.	20	18	18	18	18	18	18
Recycling rate	45.00%	42.00%	42.00%	42.00%	42.00%	42.00%	42.00%
Road miles paved, chip-sealed, or crack-sealed	6.2	12.0	12.0	12.0	12.0	12.0	12.0
Clean catch basins at least one time each year	50.00%	50.00%	100.00%	100.00%	75.00%	75.00%	75.00%
Percentage of streets swept by August	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Number of trucks > 20 years	5	5	1	1	5	5	5
Average age of fleet (years)	14.7	11.4	11.4	11.4	11.4	11.4	11.4
Efficiency Measures							
Median time to close our citizen service requests (days)	8	8	8	8	7	7	7
Percentage of procurements screened for possible state bids	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Cost of department per capita	\$270	\$268	\$278	\$278	\$289	\$279	\$277

10430300 Streets & Parks Maintenance Division	2017-18 Actual	2018-19 Actual	2019-20 Budget	2019-20 Projected	2020-21 Request	2020-21 Proposed	2020-21 Adopted
51610 Regular Employees	1,778,057	1,665,336	1,767,803	1,700,000	1,863,640	1,869,897	1,821,777
51620 Seasonal/Temporary Employees	55,090	19,890	40,000	28,000	40,000	40,000	40,000
51630 Overtime	150,541	103,529	92,400	50,000	110,000	100,000	100,000
52000 Fringe Benefits	1,687,066	1,555,572	1,552,149	1,552,149	1,589,042	1,440,355	1,417,038
53322 Professional Development	1,570	10,060	10,000	10,000	8,000	8,000	8,000
54399 Emergency Repairs	2,040	48,549	56,000	56,000	50,000	50,000	50,000
54410 Utilities	52,647	53,914	52,300	50,000	54,100	52,500	52,500
54425 Tree Care	38,275	57,359	45,000	45,000	75,000	75,000	75,000
54426 Catch Basin Cleaning	0	0	75,000	75,000	40,000	40,000	40,000
54430 Building Repairs & Maintenance	29,982	42,532	35,000	35,000	35,000	35,000	35,000
55530 Communications	14,760	13,610	8,649	8,400	8,631	18,711	18,711
56610 Supplies	459,729	454,671	450,000	450,000	468,750	468,750	468,750
TOTALS	4,269,757	4,025,022	4,184,301	4,059,549	4,342,163	4,198,213	4,126,776

Staffing							
Public Works Superintendent	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Streets/ Parks Foreman	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Crew Leaders	4.00	3.00	3.00	3.00	4.00	4.00	4.00
Maintenance Man	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Heavy Equipment Operators	4.00	3.00	3.00	3.00	4.00	4.00	4.00
Light Equipment Operators	13.00	13.00	13.00	13.00	12.00	12.00	12.00
Laborers	10.00	10.00	10.00	10.00	9.00	9.00	8.00
TOTAL FTE'S	34.00	32.00	32.00	32.00	32.00	32.00	31.00

Salaries							
Public Works Superintendent			82,950		82,950	86,301	86,301
Streets/ Parks Foreman			71,927		71,927	74,833	74,833
Crew Leaders			63,914		65,192	65,192	65,192
Maintenance Man			63,223		64,487	64,487	64,487
Heavy Equipment Operators			60,211		61,415	61,415	61,415
Light Equipment Operators			56,190		57,314	57,314	57,314
Laborers			47,176		48,120	48,120	48,120

Total Salaries Paid by General Fund							
Public Works Superintendent			82,950		82,950	86,301	86,301
Streets/ Parks Foreman			71,927		71,927	74,833	74,833
Crew Leaders			191,742		260,768	260,768	260,768
Maintenance Man			63,223		64,487	64,487	64,487
Heavy Equipment Operators			180,633		245,660	245,660	245,660
Light Equipment Operators			730,470		687,768	687,768	687,768
Laborers			471,760		433,080	433,080	384,960
Longevity Bonuses & Wage Differentials			17,000		17,000	17,000	17,000
TOTAL SALARIES			1,809,705		1,863,640	1,869,897	1,821,777

10430500 Engineering & Administration Division		2017-18 Actual	2018-19 Actual	2019-20 Budget	2019-20 Projected	2020-21 Request	2020-21 Proposed	2020-21 Adopted
51601	Department Head	104,140	117,034	118,262	118,262	119,500	119,389	119,389
51610	Regular Employees	355,448	323,222	356,604	356,604	424,534	374,562	374,562
51630	Overtime	48	0	1,000	300	1,000	1,000	1,000
52000	Fringe Benefits	283,164	294,931	258,405	258,405	287,042	270,169	272,758
53010	Professional Services	27,417	25,327	30,000	20,000	50,000	50,000	50,000
53322	Professional Development	1,945	263	1,000	500	1,000	1,000	1,000
55530	Communications	4,235	4,713	6,391	5,800	5,961	6,000	6,000
55532	Postage	359	586	1,000	800	1,000	800	800
55800	Travel & Mileage Reimbursement	4,851	3,759	4,200	3,500	4,000	4,000	4,000
56610	Supplies	3,447	5,152	6,000	4,500	5,500	5,500	5,500
58100	Dues Licenses & Subscriptions	7,020	8,565	8,500	8,500	7,500	7,500	7,500
TOTALS		792,074	783,552	791,362	777,171	907,037	839,920	842,509

Staffing		2017-18	2018-19	2019-20	2019-20	2020-21	2020-21	2020-21
	Director of Public Works	1.00	1.00	1.00	1.00	1.00	1.00	1.00
	City Engineer	1.00	1.00	1.00	1.00	1.00	1.00	1.00
	Civil Engineer	2.00	2.00	1.50	2.00	2.00	2.00	2.00
	Environmental Compliance Coordinator	0.00	0.00	0.00	0.00	1.00	0.00	0.00
	Public Works Accounting Clerk	2.00	2.00	2.00	2.00	2.00	2.00	2.00
	Civil Engineer funded by Road Bond	0.00	0.00	0.50	0.00	0.00	0.00	0.00
	TOTAL FTE'S	6.00	6.00	6.00	6.00	7.00	6.00	6.00

Salaries		2017-18	2018-19	2019-20	2019-20	2020-21	2020-21	2020-21
	Director of Public Works			116,762		119,500	119,389	119,389
	City Engineer			105,970		105,970	110,252	110,252
	Civil Engineer			83,960		85,849	85,849	85,849
	Environmental Compliance Coordinator			53,060		54,254	54,254	54,254
	Public Works Accounting Clerk			45,287		46,306	46,306	46,306
Total Salaries Paid by General Fund								
	Director of Public Works			116,762		119,500	119,389	119,389
	City Engineer			105,970		105,970	110,252	110,252
	Civil Engineer			125,940		171,698	171,698	171,698
	Environmental Compliance Coordinator			0		54,254	0	0
	Public Works Accounting Clerk			90,574		92,612	92,612	92,612
	Subtotal - Employees			322,484		424,534	374,562	374,562
	TOTAL SALARIES			439,246		544,034	493,951	493,951

10431100 Street Lighting		2017-18	2018-19	2019-20	2019-20	2020-21	2020-21	2020-21
54410	Utilities	639,605	478,478	290,400	297,700	300,700	300,700	300,700
TOTALS		639,605	478,478	290,400	297,700	300,700	300,700	300,700

The Street Lighting cost is the payment to Norwich Public Utilities for the energy used to light the street lamps.

10431300 Fleet Maintenance Division	2017-18 Actual	2018-19 Actual	2019-20 Budget	2019-20 Projected	2020-21 Request	2020-21 Proposed	2020-21 Adopted
51610 Regular Employees	459,914	429,409	507,501	502,000	560,425	496,216	496,216
51630 Overtime	40,880	34,463	40,000	21,000	45,000	45,000	45,000
52000 Fringe Benefits	392,962	343,190	346,469	340,000	375,121	320,736	324,088
53322 Professional Development	369	1,991	4,000	1,000	4,000	4,000	4,000
54410 Utilities	28,763	34,465	37,500	33,000	32,100	35,400	35,400
54430 Building Repairs & Maintenance	15,005	12,989	14,000	13,000	14,000	14,000	14,000
55530 Communications	7,371	7,499	7,284	7,284	7,942	7,822	7,822
56613 Supplies	406,901	402,857	385,000	375,000	400,000	400,000	400,000
56627 Vehicle Fuel	117,996	87,537	105,754	88,000	106,314	81,965	81,965
TOTALS	1,470,161	1,354,400	1,447,508	1,380,284	1,544,902	1,405,139	1,408,491

Staffing

Fleet Maintenance Superintendent	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Lead Mechanic	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Auto Equipment Mechanics	5.00	5.00	5.00	5.00	6.00	5.00	5.00
TOTAL FTE'S	7.00	7.00	7.00	7.00	8.00	7.00	7.00

Salaries

Fleet Maintenance Superintendent			82,950		82,950	86,301	86,301
Lead Mechanic			69,917		71,315	71,315	71,315
Auto Equipment Mechanics			66,235		67,560	67,560	67,560

Total Salaries Paid by General Fund

Fleet Maintenance Superintendent			82,950		82,950	86,301	86,301
Lead Mechanic			69,917		71,315	71,315	71,315
Auto Equipment Mechanics			331,175		405,360	337,800	337,800
Longevity Bonuses			800		800	800	800
TOTAL SALARIES			484,842		560,425	496,216	496,216

10431700 Refuse & Recycling		2017-18 Actual	2018-19 Actual	2019-20 Budget	2019-20 Projected	2020-21 Request	2020-21 Proposed	2020-21 Adopted
51610	Regular Employees	25,096	0	0	0	0	0	0
52000	Fringe Benefits	3,749	0	0	0	0	0	0
54101	Refuse Services	2,570,569	2,638,573	2,694,449	2,540,000	2,692,902	2,692,902	2,692,902
TOTALS		2,599,414	2,638,573	2,694,449	2,540,000	2,692,902	2,692,902	2,692,902

Staffing

Recycling Coordinator	0.17	0.00	0.00	0.00	0.00	0.00	0.00
TOTAL FTE'S	0.17	0.00	0.00	0.00	0.00	0.00	0.00

Detail of Landfill/ Recycling Operations Line:

Bulky waste disposal		100,000		100,000	100,000	100,000
Bagged leaf collection		25,000		-	-	-
SCRRA Contract		1,261,500		1,261,500	1,249,500	1,249,500
Automated citywide refuse and recycling collection		1,189,161		1,221,863	1,221,863	1,221,863
Bulky waste collection		52,000		52,000	52,000	52,000
Catch basin cleaning		-		-	-	-
Transfer Station Contract		52,788		55,539	55,539	55,539
Annual Landfill Post-closure Monitoring Costs		14,000		14,000	14,000	14,000
		<u>2,694,449</u>		<u>2,704,902</u>	<u>2,692,902</u>	<u>2,692,902</u>

10434700 Building Maintenance Division		2017-18 Actual	2018-19 Actual	2019-20 Budget	2019-20 Projected	2020-21 Request	2020-21 Proposed	2020-21 Adopted
51610	Regular Employees	458,004	452,411	483,312	477,000	492,038	494,993	494,993
51630	Overtime	30,617	25,879	36,000	23,500	36,000	36,000	36,000
52000	Fringe Benefits	390,021	392,313	393,823	390,000	402,661	362,217	365,723
53322	Professional Development	0	0	2,000	1,000	0	2,000	2,000
54410	Utilities	167,902	159,463	165,900	163,000	163,200	164,600	164,600
54411	Utilities Other	68,708	71,855	36,800	36,800	37,700	37,200	37,200
54430	Building Repairs & Maintenance	60,789	64,662	80,000	75,000	80,000	79,000	79,000
54432	Building Maintenance-Other	54,338	63,395	75,000	66,000	75,000	74,000	74,000
55530	Communications	8,610	5,251	6,818	5,900	8,586	14,733	14,733
56610	Supplies	32,384	46,806	46,000	46,000	40,000	40,000	40,000
56690	Supplies-Other	10,515	9,819	7,000	9,000	13,000	13,000	13,000
TOTALS		1,281,888	1,291,854	1,332,653	1,293,200	1,348,185	1,317,743	1,321,249

Notes on Line items:

Building Repairs & Maintenance includes exterior/interior repairs, including office renovations and painting. This account is offset in part by revenue from the State of Connecticut for their space in city hall (See account 47201). State of Connecticut offices occupy 37% of City Hall.

Staffing

Facilities & Grounds Manager	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Chief Maintenance Man	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Lead Janitor	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Janitors	6.00	6.00	6.00	6.00	6.00	6.00	6.00	6.00
TOTAL FTE'S	9.00							

Salaries

Facilities & Grounds Manager			73,136		73,136	76,091	76,091
Chief Maintenance Man			66,235		67,560	67,560	67,560
Lead Janitor			58,200		59,364	59,364	59,364
Janitors			47,513		48,463	48,463	48,463

Total Salaries Paid by General Fund

Facilities & Grounds Manager			73,136		73,136	76,091	76,091
Chief Maintenance Man			66,235		67,560	67,560	67,560
Lead Janitor			58,200		59,364	59,364	59,364
Janitors			285,078		290,778	290,778	290,778
Longevity Bonuses			1,200		1,200	1,200	1,200
TOTAL SALARIES			483,849		492,038	494,993	494,993

10434800 Parking Maintenance Division								
51610	Regular Employees	44,773	44,773	47,513	47,513	48,463	48,463	48,463
52000	Fringe Benefits	46,884	40,847	38,978	38,978	40,221	35,775	36,107
54412	Parking Lease	10,000	10,000	10,000	10,000	10,000	10,000	10,000
54430	Building Repairs & Maintenance	52,062	51,041	70,000	40,000	70,000	70,000	70,000
TOTALS		153,719	146,661	166,491	136,491	168,684	164,238	164,570

Staffing

Janitors	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
TOTAL FTE'S	1.00							

Salaries

Janitors			47,513		48,463	48,463	48,463
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Total Salaries Paid by General Fund

Janitors			47,513		48,463	48,463	48,463
TOTAL SALARIES			47,513		48,463	48,463	48,463

Human Services Department		2017-18 Actual	2018-19 Actual	2019-20 Budget	2019-20 Projected	2020-21 Request	2020-21 Proposed	2020-21 Adopted
10441700	Senior Center	646,122	643,398	688,052	666,617	759,968	674,726	643,380
10441900	Youth & Family Services	298,109	273,144	279,210	270,993	292,086	274,960	259,007
10442700	Admin/ Adult & Family Services	410,228	414,527	434,091	420,819	473,194	420,308	396,661
10450300	Recreation	621,165	681,317	754,691	711,943	913,361	742,949	745,005
TOTALS		1,975,624	2,012,386	2,156,044	2,070,372	2,438,609	2,112,943	2,044,053

Senior Center

Mission

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

Vision

Every senior in Norwich will have the opportunity to achieve a higher quality of life with access to programs, services and benefits that foster independence and promote a healthier lifestyle.

Values

- Integrity
- Compassion
- Support
- Collaboration

Departmental Goals (DG)

1. Protect and/or enhance the lives of Norwich's seniors. **(G2)**
2. Maintain strong community relations through candid communication, professional service, and the implementation of community outreach programs and partnerships. **(G2, G3)**
3. Increase efficiencies by working collaboratively with other departments, agencies, boards and commissions as well as outside agencies. **(G2, G3)**

Action Plans

1. Ensure Norwich Seniors are aware of and gain access to eligible benefits through education, outreach and benefits counseling. **(DG2, DG3)**
2. Coordinate and provide preventive health services along with continued Medical Transportation services. **(DG2,DG3)**
3. Participate with multiple teams/programs such as: the Eldercare Review Team, Health Advisory Committee, UCFS Eldercare Committee, Three-Rivers Nursing Program Partnership, Norwich Tech Nursing Program Partnership, AARP Driver Safety and the Farmer's Market Program with the State of Connecticut. **(DG2,DG3)**

Accomplishments

1. Provided 14,186 transports to medical appointments, local shopping trips, out-of-town trips as well as trips to and from the Senior Center. **(DG1,DG2)**
2. Distributed 450 Farmer's Market Coupons totaling \$8,100 to eligible Norwich Residents. **(DG1, DG2)**
3. Received a \$75,150 State of Connecticut DOT grant for regional out-of-town medical transportation with the Town of Montville for the eleventh year which resulted in 2,612 round trips for seniors/disabled of Norwich and Montville to out-of-town medical appointments. **(DG1,DG2)**
4. Provided 252 additional units of benefits counseling services to senior citizens through a \$6,500 federal grant from Senior Resources. **(DG2,DG3)**
5. Provide Foot Care Clinics monthly with a certified podiatrist that provided 434 appointments for seniors through a \$6,300 federal grant from Senior Resources. **(DG2,DG3)**
6. Awarded \$10,000 by the Edward and Mary Lord Foundation to operate the Preventative Health Clinic and provided 451 appointments. **(DG2,DG3)**
7. Provided 2,895 outreach services of which 916 were Medicare specific and 156 were home visits. **(DG2,DG3)**
8. Awarded \$10,000 from the Edward and Mary Lord Foundation that was distributed to eligible seniors, through the Golden Wishes program. **(DG2)**

10441700 Senior Center		2017-18 Actual	2018-19 Actual	2019-20 Budget	2019-20 Projected	2020-21 Request	2020-21 Proposed	2020-21 Adopted
51601	Department Head	76,413	77,844	80,727	80,727	78,144	82,342	82,342
51610	Regular Employees	246,319	263,338	262,118	257,000	312,677	276,503	258,416
51620	Seasonal/Temporary Employees	8,674	3,992	7,000	7,000	4,000	4,000	4,000
52000	Fringe Benefits	281,633	270,984	275,429	260,000	303,583	249,734	236,475
54310	Equip & Furniture Maintenance	6,750	0	918	3,000	918	918	918
54410	Utilities	0	0	35,800	35,000	33,700	36,200	36,200
55530	Communications	12,096	12,437	11,531	11,300	14,032	13,700	13,700
55532	Postage	1,871	1,819	2,040	2,040	1,920	1,920	1,920
55800	Travel & Mileage Reimbursement	1,409	1,132	1,000	1,000	1,120	1,120	1,120
56610	Supplies	3,006	1,919	2,050	2,050	2,050	2,050	2,050
56627	Vehicle Fuel	7,951	9,933	9,439	7,500	7,824	6,239	6,239
TOTALS		646,122	643,398	688,052	666,617	759,968	674,726	643,380

Staffing

Senior Center Manager	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Program Administrator	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Outreach Administrator	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Lead Van Driver	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Van Driver	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Receptionist	1.00	1.00	1.00	1.00	2.00	1.00	1.00	0.50
Escort Driver	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
TOTAL FTE'S	7.00	7.00	7.00	7.00	8.00	7.00	7.00	6.50

Salaries

Senior Center Manager			78,144		82,862	82,862	82,862
Program Administrator			65,590		67,066	67,066	67,066
Outreach Administrator			62,430		63,835	63,835	63,835
Lead Van Driver			36,264		37,080	37,080	37,080
Van Driver			35,378		36,174	36,174	36,174
Receptionist			35,378		36,174	36,174	36,174
Escort Driver			35,378		36,174	36,174	36,174

Total Salaries Paid by General Fund

Senior Center Manager			78,144		78,144	82,862	82,342
Program Administrator			65,590		67,066	67,066	67,066
Outreach Administrator			62,430		63,835	63,835	63,835
Lead Van Driver			36,264		37,080	37,080	37,080
Van Driver			35,378		36,174	36,174	36,174
Receptionist			35,378		72,348	36,174	18,087
Escort Driver			35,378		36,174	36,174	36,174
Subtotal - Employees			<u>270,418</u>		<u>312,677</u>	<u>276,503</u>	<u>258,416</u>
TOTAL SALARIES			<u>348,562</u>		<u>390,821</u>	<u>359,365</u>	<u>340,758</u>

Performance Measures

Workload/outputs

	Actual	Actual	Projected	Projected	Projected	Projected	Projected
Active Members	1,642	1,688	1,650	1,650	1,700	1,700	1,700
New Memberships	234	259	225	225	260	260	260
Program visits	42,794	46,728	45,000	45,000	46,000	46,000	46,000

Number Served:

Preventative health clinic (includes all exercise classes, appointments with nurse & podiatrist)	9,015	9,013	9,000	9,000	9,000	9,000	9,000
Senior Center Transports	13,897	14,186	13,000	13,000	14,000	14,000	14,000
Completed Outreach appointments (includes home visits)	2,782	2,895	2,600	2,600	2,800	2,800	2,800
Completed Benefits Counseling appointments	318	252	300	300	252	252	252

Outcome/Results

Increases in innovative programming	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Increase in homebound senior services	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Increase in membership support	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%

Efficiency Measures

Expenditures / memberships	\$393.50	\$381.16	\$417.00	\$404.01	\$447.04	\$396.90	\$378.46
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Youth & Family Services

Mission

Promote the social and emotional health of our youth, families and community by creating opportunities to engage, educate and empower all citizens of Norwich.

Vision

Every child in the City of Norwich will grow up in an environment free from physical, emotional and mental mistreatment; every Norwich family will enjoy a high degree of stability and will raise well-adjusted healthy children.

Values

- Empowerment
- Innovation
- Collaboration
- Results

Departmental Goals (DG)

1. Protect and/or enhance the lives of Norwich's youth and their families.
2. Maintain strong community relations through candid communication, professional service, and the implementation of community outreach programs and partnerships. **(G2)**
3. Increase efficiencies by working collaboratively with other departments, agencies, boards and commissions as well as outside agencies.
4. Train personnel to the highest standards while holding them accountable to those standards.

Action Plans

1. Prevent juvenile delinquency and reduce recidivism through counseling, consultation, crisis management and mentoring opportunities. **(DG1,DG2)**
2. Provide youth with work, education and job skills training. **(DG1,DG2)**
3. Provide program enhancement and support services to Norwich schools. **(DG2,DG3)**
4. Ensure proper level of professional certifications for all staff through education and training. **(DG4)**
5. Provide a leadership role on key local and regional boards/committees. **(DG3)**
6. Coordinate activities with Police, Human Services, Rose City Senior Center, Norwich Recreation, and Norwich Public Schools. **(DG1, DG2, DG3)**

Accomplishments

1. Fulfilled the mandate of youth service bureaus as outlined in Connecticut General Statute for the evaluation, planning, coordination and implementation of services, including prevention and intervention programs, for youth. **(DG1)**
2. Received annual funding in the amount of \$66,779 through the State Department of Education as part of a partnership with the City of Norwich to maintain its Youth Service Bureau. **(DG1,DG3)**
3. Received \$7,005 in Enhancement Funding through the State Department of Education which was used to provide additional prevention programming such as Girls Circle, Say it Straight, Voices, and the Norwich Youth Action Council. **(DG1,DG3)**
4. Received \$80,247 to employ 42 youth in the Summer Youth Employment Program funded by the Eastern Workforce Investment Board, and an additional \$65,894 to provide work, education and training services to 28 at-risk in school youth. **(DG1,DG3)**
5. Served 55 individual and/or family counseling cases providing assessment, case management, and crisis intervention and referral services to children dealing with physical, sexual and emotional abuse, PTSD, depression, anxiety and out of control behaviors.**(DG1)**
6. Secured a \$7,141.55 grant from SERAC for substance abuse and suicide prevention activities which served 3,977 Norwich youth. **(DG1,DG2)**

7. Co-facilitated 12 sessions of Grandparents Raising Grandchildren. Provided support, education and case management. **(DG1,DG2)**
8. Worked extensively with the Juvenile Review Board, Families with Service Needs Board, and Summer Jam and Learn Diversion Collaborative to divert young people from further involvement with Juvenile Court, where 81 young people were served. **(DG1,DG2)**
9. Youth Service Bureaus were appointed by the Connecticut general assembly to assume School Based FWSN petitions from the Juvenile Court system. We greatly increased our presence in the school system, and broadened our relationship with school staff and administration through increased services and training of staff and students. **(DG1,DG2, DG3)**
10. Received \$7,430 from CYSA/Juvenile Justice grant to increase capacity, improve data collection and management, and improve coordinated care for the Norwich Juvenile Justice Alliance. **(DG2,DG3)**
11. Through our Partnership for Success grant (PFS), became the hub for coordinating regional providers in strategizing and implementing a coordinated effort to deal with substance abuse. **(DG1,DG2)**
12. Developed an extensive media campaign through social, print media and billboards to increase awareness of the risks of youth prescription drug abuse. **(DG1,DG2)**
13. Administered Summer Jam and Learn Diversion Collaborative for youth involved in the juvenile justice system, serving 19 youth in collaboration with the Bully Buster Coalition for a total cost of \$12,500 received in grants, fees and donations. **(DG1,DG2)**
14. Received a \$10,000 grant from the Office of Policy and Management to engage youth with police, which fosters improved relations with at risk teens and police officers. \$10,000. **(DG1,DG2, DG3)**
15. Expanded efforts with state and regional partners to address the issue of teen homelessness. **(DG3)**
16. Chosen to be one of six, out 102 Youth Service Bureaus, to apply for national recognition as providing cutting edge services in Juvenile Justice programing. **(DG1,DG2)**

Grant Descriptions

In addition to the city funded department budget, Youth & Family Services also currently administers special revenue fund grants, which supports staff. These grants are provided from outside sources, are given for specific purposes, and do not necessarily coincide with the city's fiscal year. In future periods, these amounts may be different or eliminated. The following is a listing of those funds:

Federal Grants

- Department of Labor Workforce Investment Board (WIB) \$69,105 – Provides funding for Careers of Our Lives, a youth readiness and employment program.
- WIB \$96,582 – Provides funding for Summer Youth Employment Program.

State of Connecticut Grants

- Department of Education \$71,798 – Allocation for maintenance of Norwich's Youth Service Bureau.
- Department of Education \$6,949 – YSB Enhancement Grant which supports youth programming in Norwich.
- Department of Mental Health & Addiction Services (DMHAS) \$138,094 – Partnership for Success provides funding to address underage drinking and/or prescription drug abuse/misuse prevention.
- DMHAS \$16,000 – Partnership for Success additional funding for training and enforcement.
- DMHAS \$75,000 – Provides funding to support opioid recovery in the home.
- Office of Policy and Management/Youth and police grant \$6,588 - Fosters improved relations with at risk teens and police officers.

Private Grants

- Southeastern Connecticut Regional Action Council (SERAC) \$7,145 - Funding for Norwich Substance Abuse and Suicide Prevention activities and Narcan training.
- Foundations Grants \$12,500 - Received for the provision of various youth programs.

10441900 Youth & Family Services		2017-18 Actual	2018-19 Actual	2019-20 Budget	2019-20 Projected	2020-21 Request	2020-21 Proposed	2020-21 Adopted
51610	Regular Employees	132,607	136,068	133,993	133,993	141,609	141,609	130,970
52000	Fringe Benefits	165,502	137,076	145,217	137,000	150,477	133,351	128,037
TOTALS		298,109	273,144	279,210	270,993	292,086	274,960	259,007

Note: Fringe Benefits include some amounts for grant employees for which the grant does not reimburse fringes.

Staffing								
	YFS Therapist/ Coordinator	1.00	1.00	1.00	1.00	1.00	1.00	1.00
	YFS Caseworker	1.00	1.00	1.00	1.00	1.00	1.00	0.83
	Positions funded from other sources	2.84	2.70	2.70	2.70	2.70	2.70	2.70
	TOTAL FTE'S	4.84	4.70	4.70	4.70	4.70	4.70	4.53
Salaries								
	YFS Therapist/ Coordinator			76,063		77,774	77,774	77,774
	YFS Caseworker			62,430		63,835	63,835	63,835
Total Salaries Paid by General Fund								
	YFS Therapist/ Coordinator			76,063		77,774	77,774	77,774
	YFS Caseworker			62,430		63,835	63,835	53,196
	TOTAL SALARIES			138,493		141,609	141,609	130,970

Performance Measures		Actual	Actual	Projected	Projected	Projected	Projected	Projected
Workload/outputs								
<i>Number Served:</i>								
	Counseling cases	79	71	70	70	50	50	50
	COOL youth employment	35	37	35	35	35	35	35
	Summer Youth Employment	42	69	50	50	130	130	130
	Leadership initiatives	129	729	50	50	80	80	80
	Juvenile Review Board cases	89	92	70	70	70	70	70
	Individual/ community consultations	922	1,200	700	700	900	900	900
	Positive youth development/ recreation/ cultural/ community education	8,186	8,031	6,000	6,000	6,000	6,000	6,000
	Relative Caregivers Groups (Grandparents raising grandchildren)	12	12	12	12	12	12	12
	Middle School Diversion Program	301	614	200	200	200	200	200
Outcome/ Results								
	% of contacted parents/ community partners that will report satisfaction with agency services	95.00%	95.00%	90.00%	90.00%	90.00%	90.00%	90.00%
	Hours of professional counseling services to low-income Norwich families	1,007	810	1,000	1,000	800	800	800
	Provide youth with employability assessment	39	165	35	35	100	100	100
	Provide employment/ internships to eligible youth	9	25	18	18	20	20	20
	Provide anti-smoking substance abuse to youths	1,110	5,599	1,200	1,200	5,000	5,000	5,000
	Provide public forums/ educational events to parents	800	7,749	800	800	1,500	1,500	1,500
	Engage youth in community service	199	114	75	75	75	75	75
Efficiency Measures								
	Cost of department/ population	\$7.55	\$6.98	\$7.13	\$6.92	\$7.46	\$7.03	\$6.62

Human Services

Mission

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

Vision

Every Norwich resident will have accessible assistance in times of crisis and the opportunity to reach their full socio-economic potential.

Values

- Self-reliance
- Empowerment
- Innovation
- Equity

Departmental Goals (DG)

1. To protect and/or enhance the lives of residents by aiding them in attaining self-sufficiency **(G2)**
2. Maintain strong community relations through candid communication, professional service, and the implementation of community outreach programs and partnerships. **(G2)**
3. Train personnel to the highest standards while holding them accountable to those standards **(G2)**
4. Increase efficiencies by working collaboratively with other departments, agencies, boards and commissions as well as outside agencies that focus on increasing personal self-sufficiency. **(G2)**

Action Plans

1. Provide work, education, training, and job placement opportunities. **(DG1)**
2. Provide assistance in the area of housing related services including but not limited to re-housing residents displaced by fires, condemnations and disasters. **(DG1)**
3. Aid in improving access to food, healthcare and medical services. **(DG1)**
4. Administer programs that increase household income and act as a conduit for non-city dollars for Norwich residents. **(DG1)**
5. Participate in community-wide events, fairs and home visits. **(DG1,DG2)**
6. Develop personal development plans for each staff and ensure proper level of professional certifications are achieved through education and training. **(DG3)**
7. Coordinate and participate on teams to deliver best practices in social service issues. **(DG2, DG4)**
8. Address income inequality **(DG1)**

Accomplishments

1. Increased to 1,178 Norwich disabled and elderly residents who apply for the State of Connecticut Renter's Rebate Program which brought back over \$577,756 to the community in rebates. **(DG1)**
2. Instrumental in receiving the United Way funding to increase the economic viability of Norwich Residents, especially NFA students.
3. Increased federal work education and training dollars to \$50,000 to assist our area's unskilled and/or undereducated labor force develop more marketable job skills, focusing on manufacturing and health and medical related fields.
4. Increased the number of Norwich residents screened for employment related services to 218 individuals. Thirty-one residents completed training programs, including the Manufacturing Pipeline Program. **(DG1)**
5. Increased the number of households (37) diverted from shelter and rapidly rehoused. Grant funding and donations for this effort totaled more than \$15,000.
6. Acted as the regional Coordinated Access hub for access to shelter and administered the regional New London County Fund to End Homelessness, a \$250,000 State fund for diversion and re-housing efforts.

7. Collaborated with other agencies to garner resources to address the opioid epidemic.
8. Increased Norwich Safety Net Team grant and donation funding to \$14,453 for the provision of basic needs to Norwich families and individuals.
9. Awarded \$30,062 in federal emergency rent/mortgage funds for distressed families and individuals.
10. Awarded \$80,200 in Kinship and Respite Program funds through the State Probate Court. This program provides funding for children in the care of relatives who have been awarded guardianship through the Probate and Superior Court systems.
11. Served in leadership roles in a number of local, regional and state human service organizations and initiatives, including United Community and Family Services, Three Rivers Community College, the Connecticut Partnership to End Homelessness Board, United Way of Southeastern Connecticut Board, and the Regional Federal Emergency Food and Shelter Board.
12. Organized the annual Christmas "Adopt a Family" program, which matched sponsors who provided Christmas gifts to 250 children from 100 low-income Norwich families.
13. Recovered \$27,000 in Relocation Liens and assisted 49 households who experienced condemnation.

Grant Descriptions

In addition to the City funded department budget, the Human Services Department also currently administers special revenue fund grants. These grants are provided from outside sources, are given for specific purposes which provide valuable resources and services to Norwich residents, and do not necessarily coincide with the City's fiscal year. In future periods, these amounts may be different or eliminated.

Federal Grants

- Community Development Block Grant/ Shelter Diversion/Rapid Rehousing \$15,000 – Provides funding to assist Norwich residents with maintaining their housing to avoid costly shelter stays and to regain housing quickly should they have to enter a shelter.
- Community Development Block Grant/ Training Services \$50,000 – Provides job training and support services to low-income Norwich residents.
- Emergency Food & Shelter Program (passed through United Way) \$15,062 - Federal Emergency Food & Shelter Program provides for emergency rent and utility assistance for Norwich residents.

State of Connecticut Grants

- Kinship & Respite Programs \$80,200 - Funding received from State of Connecticut Probate Court to assist non-parent relative guardians of minor children. No city funds are required.

Private Grants

- Safety Net Team \$14,453 – Increased funding received from local foundation grants and donations from the community allow for the provision of programs such as food cards, Golden Wishes Program for Norwich seniors, pharmacy fund, utility fund, and funds for job-related incidentals.
- Employment and Training Program Grants \$3,000 – Anticipate private grant funding to provide job training and support services to low-income Norwich residents.
- Direct Client Needs \$2,500 – Private grants/donations for the provision of clients' basic needs.
- Housing/Homelessness \$10,849 – Increased private grant funding to assist residents with maintaining their housing to avoid costly shelter stays and to regain housing quickly should they have to enter a shelter.
- New London County Fund to End Homelessness - \$2,800 received for administering the program.
- Administration of the Henry Farnam Charitable Trust - \$24,000 to assist low-income widows.
- Norwich Human Services also administers services for the provision of rent and utility assistance through the New London County Fund, Operation Fuel and Project Warm-Up, and receives direct funds for administration of these programs.

10442700 Administration/ Adult & Family Services Division		2017-18 Actual	2018-19 Actual	2019-20 Budget	2019-20 Projected	2020-21 Request	2020-21 Proposed	2020-21 Adopted
51601	Department Head	92,513	94,363	94,726	94,726	96,621	98,795	82,329
51610	Regular Employees	113,393	120,440	124,858	124,858	145,755	127,668	127,668
52000	Fringe Benefits	162,688	161,017	170,602	158,000	190,288	153,432	146,251
53322	Professional Development	240	80	570	100	570	570	570
54310	Equip & Furniture Maintenance	8,079	7,121	8,500	8,500	7,500	7,500	7,500
55500	Printing	500	156	200	200	500	500	500
55530	Communications	4,984	3,685	3,055	3,055	3,880	3,763	3,763
55532	Postage	790	788	780	780	780	780	780
55800	Travel & Mileage Reimbursement	503	894	700	700	700	700	700
56610	Supplies	3,822	3,417	7,200	7,000	3,700	3,700	3,700
58100	Dues Licenses & Subscriptions	857	805	900	900	900	900	900
58730	Assistance Payments	21,859	21,761	22,000	22,000	22,000	22,000	22,000
TOTALS		410,228	414,527	434,091	420,819	473,194	420,308	396,661

Staffing		2017-18 Actual	2018-19 Actual	2019-20 Budget	2019-20 Projected	2020-21 Request	2020-21 Proposed	2020-21 Adopted
	Director of Human Services	1.00	1.00	1.00	1.00	1.00	1.00	0.83
	Human Services Caseworkers	1.00	1.00	1.00	1.00	1.00	1.00	1.00
	Administrative Coordinator	1.00	1.00	1.00	1.00	1.00	1.00	1.00
	Receptionist	0.00	0.00	0.00	0.00	0.50	0.00	0.00
	Positions funded from other sources	0.32	0.32	0.71	0.71	0.71	0.71	0.71
	TOTAL FTE'S	3.32	3.32	3.71	3.71	4.21	3.71	3.54

Salaries		2017-18 Actual	2018-19 Actual	2019-20 Budget	2019-20 Projected	2020-21 Request	2020-21 Proposed	2020-21 Adopted
	Director of Human Services			96,621		96,621	98,795	98,795
	Human Services Caseworkers			62,429		63,834	63,834	63,834
	Administrative Coordinator			62,429		63,834	63,834	63,834
	Receptionist			35,378		36,174	36,174	36,174
Total Salaries Paid by General Fund								
	Director of Human Services			96,621		96,621	98,795	82,329
	Human Services Caseworkers			62,429		63,834	63,834	63,834
	Administrative Coordinator			62,429		63,834	63,834	63,834
	Receptionist			0		18,087	0	0
	Subtotal - Employees			124,858		145,755	127,668	127,668
	TOTAL SALARIES			221,479		242,376	226,463	209,997

Performance Measures	Actual	Actual	Projected	Projected	Projected	Projected	Projected
Workload/outputs							
<i>Number Served</i>							
Walk Ins Seen	3,854	3,664	3,200	3,200	3,700	3,700	3,700
New cases applying for assistance	690	703	500	500	700	700	700
Rent/ mortgage assistance	91	72	150	150	80	80	80
Safety Net services (food, prescriptions, senior assistance)	235	242	200	200	250	250	250
Norwich widows assisted through the Farnam Trust Fund Kinship/Respite Grants for grandparents raising grandchildren	58	50	65	65	55	55	55
Renders Rebate Applications Completed	1,137	1,178	1,300	1,300	1,300	1,300	1,300
Relocation due to condemnation (# units)	18	49	20	20	20	20	20
Job Placement	220	218	250	250	250	250	250

Outcome/Results		2017-18 Actual	2018-19 Actual	2019-20 Budget	2019-20 Projected	2020-21 Request	2020-21 Proposed	2020-21 Adopted
	% of people applying for relocation who are housed	100.00%	100.00%	0.00%	0.00%	100.00%	100.00%	100.00%
	% of people diverted from shelter or Rapidly Rehoused	20.00%	18.00%	22.00%	22.00%	22.00%	22.00%	22.00%
	Federal dollars received for housing	\$17,700	\$30,062	\$18,000	\$18,000	\$15,000	\$15,000	\$15,000
	% change in Federal dollars received for housing	-9.00%	-12.40%	-9.00%	-9.00%	0.00%	0.00%	0.00%
	Total amount in safety net services funding	\$6,000	\$14,453	\$0	\$0	\$15,500	\$15,500	\$15,500
	% of clients served in Norwich Works who become gainfully employed	85.00%	85.00%	0.00%	0.00%	87.00%	87.00%	87.00%
	% of Norwich Works participants successfully completing training	95.00%	96.00%	0.00%	0.00%	95.00%	95.00%	95.00%

Efficiency Measures		2017-18 Actual	2018-19 Actual	2019-20 Budget	2019-20 Projected	2020-21 Request	2020-21 Proposed	2020-21 Adopted
	Adult & Family Services Division budget as % of total general fund budget	0.33%	0.33%	0.33%	0.32%	0.36%	0.32%	0.30%

Recreation

Mission

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

Vision

The Norwich Recreation Department will provide exceptional facilities, programs and services that will be enjoyed by all Norwich residents. Programs and events will bring people to Norwich to enjoy the facilities and programs making an economic impact on the City.

Values

- Economic development
- Health and environmental benefits
- Quality of Life
- Social importance

Departmental Goals (DG)

1. Promote the health and well-being of Norwich residents through organized and structured activities. **(G1)**
2. Maintain strong community relations through candid communication, professional service, and the implementation of community outreach programs and partnerships.
3. Increase efficiencies by working collaboratively with other departments, agencies, boards, and commissions as well as outside agencies.
4. Reduce costs through an asset management plan that focuses on maintenance measures and energy efficiency initiatives on all City assets. **(G1)**
5. Train personnel to the highest standards while holding them accountable to those standards.

Action Plans

1. Promote recreational activities through coordination and publication in a variety of media. **(DG1,DG2,DG3)**
2. Offer a positive environment which facilitates opportunities for youth and adult programming **(DG1,DG5)**
3. Ensure proper level of certifications are achieved through education and training. **(DG5)**
4. Achieve maximum life expectancy of vehicles, equipment, buildings, and parks. **(DG3,DG4)**
5. Employ technology to streamline process. **(DG2,DG3)**

Accomplishments

1. Recreation Director awarded statewide “Outstanding Recreation Professional of the Year” for 2019 for accomplishments in Norwich and through the state. **(DG5)**
2. Increased facility reservations by 20% to 6,200 hours for over 23 youth, adult sport leagues, and groups. **(DG1,DG5)**
3. Increased program offerings for youth and adults to over 40 a season. Established a program guide to be distributed 4x a year to the community. **(DG1,DG5)**
4. Maintained over 166 acres, including 25 sites, 18 fields, 10 playgrounds and 16 building structures. **(DG1,DG5)**
5. Repaired two irrigation systems and installed a new irrigation system on city fields. **(DG3,DG4)**
6. Awarded \$45,000 CDBG funding to construct a new basketball court in Taftville. **(DG3,DG4)**
7. Overseeing construction of a new concession stand at Jennings football field. **(DG3,DG4)**
8. Installed playground safety mulch at 7 playgrounds. **(DG3,DG4)**
9. Groomed, prepped, fertilized, and seeded fields for various NFA and youth sport groups through the year. **(DG1,DG5)**
10. Improved Mohegan Park Beach for the over 7000 visitors with support of Norwich Sunrise Rotary Club by installing new picnic tables, new sand, and a new signage. Offered affordable swim lessons with grant from Dime Bank. **(DG1,DG5)**

10450300 Recreation	2017-18 Actual	2018-19 Actual	2019-20 Budget	2019-20 Projected	2020-21 Request	2020-21 Proposed	2020-21 Adopted
51601 Department Head	38,786	78,768	80,243	80,243	87,842	91,743	91,743
51610 Regular Employees	194,260	222,928	215,759	215,000	331,902	236,974	236,974
51620 Seasonal/Temporary Employees	33,444	43,166	74,960	65,000	58,800	86,960	86,960
51630 Overtime	3,538	1,336	2,000	700	2,000	2,000	2,000
52000 Fringe Benefits	244,454	226,338	246,194	225,000	288,268	219,060	221,116
53010 Professional Services	10,723	7,694	14,500	12,000	40,700	12,000	12,000
53322 Professional Development	1,039	1,197	2,000	2,000	2,500	2,500	2,500
54310 Equip & Furniture Maintenance	10,219	9,021	26,000	25,000	10,000	10,000	10,000
54410 Utilities	23,558	24,872	22,900	22,900	24,400	23,100	23,100
54430 Building Repairs & Maintenance	36,235	36,212	43,700	40,000	35,700	33,000	33,000
55530 Communications	9,430	10,812	10,409	10,100	10,630	10,176	10,176
55532 Postage	24	69	200	200	100	100	100
55800 Travel & Mileage Reimbursement	549	1,101	1,200	1,000	1,200	1,200	1,200
56610 Supplies	10,502	13,093	10,000	9,000	14,000	10,000	10,000
56627 Vehicle Fuel	4,156	4,323	4,126	3,500	4,805	3,636	3,636
58100 Dues Licenses & Subscriptions	248	387	500	300	514	500	500
TOTALS	621,165	681,317	754,691	711,943	913,361	742,949	745,005

Staffing							
Recreation Manager	0.50	1.00	0.89	0.89	1.00	1.00	1.00
Recreation Facilities Mtn. Supervisor	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Recreation Facilities Maintainer II	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Recreation Facilities Maintainer I	2.00	1.00	1.00	1.00	2.00	1.00	1.00
Program Administrator	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Program Assistant	0.00	0.00	0.00	0.00	1.00	0.00	0.00
TOTAL FTE'S	5.50	5.00	4.89	4.89	7.00	5.00	5.00

Salaries							
Recreation Manager			88,179		88,180	91,743	91,743
Recreation Facilities Mtn. Supervisor			67,230		68,743	68,743	68,743
Recreation Facilities Maintainer II			52,519		53,701	53,701	53,701
Recreation Facilities Maintainer I			46,420		47,464	47,464	47,464
Program Administrator			65,590		67,066	67,066	67,066
Program Assistant			48,770		47,464	47,464	47,464
Total Salaries Paid by General Fund							
Recreation Manager			78,479		88,180	91,743	91,743
Recreation Facilities Mtn. Supervisor			67,230		68,743	68,743	68,743
Recreation Facilities Maintainer II			52,519		53,701	53,701	53,701
Recreation Facilities Maintainer I			46,420		94,928	47,464	47,464
Program Administrator			65,590		67,066	67,066	67,066
Program Assistant			0		47,464	0	0
Subtotal - Employees			231,759		331,902	236,974	236,974
TOTAL SALARIES			310,238		420,082	328,717	328,717

Performance Measures							
	Actual	Actual	Projected	Projected	Projected	Projected	Projected
Workload/outputs							
Number of your program hours	1,534	2,000	2,500	2,500	2,500	2,500	2,500
Total acreage of athletic facilities	166	166	166	166	166	166	166
Hours reserved for field usage	5,189	4,600	5,500	5,500	5,500	5,500	5,500
Outcome/ Results							
Number of youth registrations	3,476	2,500	4,500	4,500	4,500	4,500	4,500
Number of adult registrations	607	250	700	700	700	700	700
Efficiency Measures							
Recreation budget as % of total general fund budget	0.50%	0.54%	0.58%	0.55%	0.69%	0.56%	0.56%
Full-time staff salary cost as percentage of department budget	37.52%	44.28%	39.22%	41.47%	45.96%	44.24%	44.12%

Board of Education

Mission

The Norwich Public Schools will provide each student a rigorous, effective teaching and learning environment where equity is the norm, excellence is the goal, student health and safety is assured.

Vision

To enable each child to reach his/her full potential.

Values

- Professionalism
- Competency
- Compassion
- Community and Family Involvement

Departmental Goals (DG)

1. Increase student achievement for all students. **(G3)**
2. Increase efficiencies and impact through the use of technology and by working collaboratively with other departments, agencies, boards and commissions. **(G3)**
3. Maintain strong community relations through candid communication and professional service, including the use of citizen involvement and partnerships. **(G3)**
4. Train personnel to the highest standards while supporting and holding them accountable to those standards. **(G3)**

Action Plans

1. Improve student outcomes by using data-based decision-making. **(DG1, DG4)**
2. Implement and integrate technology into all aspects of teaching, learning, and management. **(DG1, DG2, DG3, DG4)**
3. Continue grade level content area meetings to connect schools, curriculum, instruction, and assessment. **(DG1, DG2, DG4)**
4. Research and apply for competitive grant and foundation funds from available sources. **(DG1, DG2, DG5)**
5. Ensure proper level of professional certifications are achieved through education and training. **(DG4)**
6. Achieve maximum life expectancy of vehicles while providing an ongoing assessment of needs.
7. Focus capital improvement planning to match measures and initiatives.

Accomplishments

1. Adding classrooms for STRIVE program which serves students with autism. **(DG1)**
2. Creation of an attendance/residency program to determine residency of students as needed. This is a budget neutral position.
3. Creation of a full time Medicaid position to achieve maximum reimbursements from the state. This is a budget neutral position.
4. Researching several other budget neutral opportunities that will not only benefit our district but work towards a collaborative effort with other districts.

4700	Norwich Public Schools	2017-18 Actual	2018-19 Actual	2019-20 Budget	2019-20 Projected	2020-21 Request	2020-21 Proposed	2020-21 Adopted
4700	Norwich Public Schools	77,284,300	79,869,829	81,039,000	82,115,793	85,496,145	83,000,000	84,240,102
TOTALS		77,284,300	79,869,829	81,039,000	82,115,793	85,496,145	83,000,000	84,240,102

In addition to the General Fund Board of Education budget, Norwich Public Schools also applies for and receives funding from several Federal, State of Connecticut and private grants to support education programs. A list of these revenues is provided in the pages following the Board of Education budget detail.

Performance Measures	Actual	Actual	Projected	Projected	Projected	Projected	Projected
Total number of students	3,486	3,486	3,486	3,486	3,486	3,486	3,486
<i>Average class size</i>							
Kindergarten	19.8	19.8	19.8	19.8	19.8	19.8	19.8
Grade 2	20.1	20.1	20.1	20.1	20.1	20.1	20.1
Grade 5	21.5	21.5	21.5	21.5	21.5	21.5	21.5
Grade 7	22.0	22.0	22.0	22.0	22.0	22.0	22.0
High School	N/A	N/A	N/A	N/A	N/A	N/A	N/A
<i>Where Norwich Students are Being Educated</i>							
Norwich Public Schools Pre-K through 8	55.74%	55.74%	55.74%	55.74%	55.74%	55.74%	55.74%
Integrated Day Charter School Pre-K through 8	4.56%	4.56%	4.56%	4.56%	4.56%	4.56%	4.56%
Public Pre-K through 8 Out of District	4.94%	4.94%	4.94%	4.94%	4.94%	4.94%	4.94%
Non-Public Pre-K through 8 in Norwich	4.19%	4.19%	4.19%	4.19%	4.19%	4.19%	4.19%
Norwich Free Academy	24.14%	24.14%	24.14%	24.14%	24.14%	24.14%	24.14%
Other Public High Schools in Norwich	2.97%	2.97%	2.97%	2.97%	2.97%	2.97%	2.97%
Public High Schools Out of District	2.46%	2.46%	2.46%	2.46%	2.46%	2.46%	2.46%
Non-Public Out of Norwich	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%

Smarter Balanced Test

Percentage of students meeting or exceeding the achievement standard

<i>English Language Arts</i>		
Grade 3	41.00%	46.80%
Grade 4	41.00%	38.40%
Grade 5	41.00%	41.20%
Grade 6	26.00%	32.40%
Grade 7	23.00%	24.50%
Grade 8	22.00%	25.20%
<i>Math</i>		
Grade 3	43.00%	48.40%
Grade 4	32.00%	31.40%
Grade 5	25.00%	25.50%
Grade 6	19.00%	21.40%
Grade 7	18.00%	14.90%
Grade 8	11.00%	17.60%

Norwich Public Schools - Summary of Accounts

Object	Description	2017-18 Actual	2018-19 Budget	2018-19 Actual	2019-20 Budget	2019-20 Projected	2020-21 Budget
51111	CERTIFIED SALARIES	17,451,134	18,840,760	17,847,955	18,502,487	18,364,668	19,556,418
51112	SUPPORT SALARIES	5,911,145	6,525,080	6,418,289	7,123,678	7,364,746	8,319,159
51121	TEMP PAY CERT PERSONNEL	530,652	415,000	470,687	525,000	328,680	667,500
51122	TEMP PAY SUPPT PERSONNEL	335,427	254,000	370,574	254,000	325,057	323,000
52201	BLUE CROSS MAJOR MEDICAL	4,861,814	6,546,803	4,036,884	4,705,097	4,705,097	5,871,108
52203	LIFE INSURANCE	36,656	31,802	44,650	31,802	53,214	55,000
52204	UNEMPLOYMENT COMPENSATION	95,396	120,000	107,306	120,000	120,000	120,000
52205	WORKER'S COMPENSATION	412,730	702,033	460,281	550,000	550,000	700,000
52206	CITY RETIREMENT PLAN	688,878	809,200	809,200	908,000	908,000	883,273
52207	FICA EMPLOYER'S SHARE	1,204,329	1,250,000	1,260,602	1,250,000	796,627	900,000
52208	SEVERANCE PAY	42,032	100,000	67,979	50,000	50,000	30,000
52209	MEDICARE REIMBURSEMENT	17,725	10,000	8,229	10,000	10,000	0
53323	CONTRACT HEALTH SERVICE	842,950	1,251,423	991,320	1,472,000	1,472,000	1,380,235
53330	PROFESSIONAL SERVICES	226,959	197,078	176,303	296,100	296,100	320,130
53333	CONTRACT TRANSPORTATION	3,380,789	3,478,149	3,831,914	4,127,654	4,445,894	4,292,760
54410	PUBLIC UTILITIES	937,661	953,496	971,926	941,044	909,032	920,294
54431	CONTRACT REPAIRS BLDGS	163,456	190,955	102,338	190,955	190,955	57,000
55510	SPED CONTRACTED TRANS.	3,447,582	3,205,937	4,138,790	4,000,000	4,442,595	4,500,000
55520	PROPERTY INSURANCE	334,844	362,840	339,298	350,000	320,248	359,896
55530	TELEPHONE	99,599	95,632	123,239	95,632	169,198	177,600
55531	ADVERTISING	1,566	5,000	1,522	2,000	2,000	8,000
55532	METERED POSTAGE	12,916	16,500	18,946	19,000	18,904	19,000
55560	TUITION PAYMENT	33,195,828	35,850,361	36,253,080	35,729,850	34,009,323	36,919,165
55580	REIMBURSABLE EXPENSES	29,317	30,975	39,152	35,975	40,125	39,000
55590	OTHER PURCHASED SERVICES	2,142,420	812,617	823,389	944,458	965,816	899,120
55592	ADULT EDUCATION	185,238	163,116	229,788	201,116	201,116	201,116
55593	MAINTENANCE SERVICES	293,656	386,111	243,528	386,111	386,111	258,114
55594	FINANCIAL SERVICES	46,601	40,500	42,137	44,500	9,096	47,000
56611	INSTRUCTIONAL SUPPLIES	98,280	224,027	43,092	239,027	139,777	204,027
56612	HEALTH SUPPLIES	10,462	12,900	8,438	12,900	12,900	12,900
56613	MAINTENANCE SUPPLIES	48,574	65,375	54,365	65,375	65,375	61,125
56614	CUSTODIAL SUPPLIES	107,920	120,000	140,166	120,000	119,797	168,615
56620	HEATING EXPENSES	441,252	613,053	478,803	603,946	594,903	500,359
56627	FUEL	430,229	533,280	486,594	453,280	495,758	520,000
56641	TEXTBOOKS	13,636	20,000	614	20,000	2,251	20,000
56642	LIBRARY SUPPLIES/MATRLS.	22,698	25,000	0	25,000	24,974	25,000
56690	OTHER SUPPLIES AND MATERIALS	838	3,000	4,289	3,000	3,000	6,000
56692	OFFICE SUPPLIES	31,201	44,132	34,504	44,132	52,519	56,259
56693	UNIFORMS/ SUPPLIES	0	0	0	0	0	2,000
56694	PROFESSIONAL MATERIALS	1,683	3,000	1,034	3,000	4,638	3,000
57720	FACILITIES PROJECTS AND REPAIRS	74,693	150,000	99,893	300,000	251,711	370,000
57730	INSTRUCT. EQUIP. REPAIRS	1,304	3,400	769	3,400	3,400	1,400
57731	INSTRUCTIONAL EQUIPMENT	532	5,000	2,157	5,000	6,757	5,000
57734	TECHNOLOGY EQUIPMENT	71	30,000	0	30,000	0	10,000
57735	SOFTWARE LICENSES	51,618	120,000	81,327	65,000	114,332	115,000
57736	MAINT VEH/EQUIP REPAIR	102,123	24,250	25,231	24,250	24,250	135,465
57739	OTHER EQUIPMENT	11,463	32,188	21,741	32,188	32,188	67,500
58810	DUES & SUBSCRIPTIONS	9,584	5,380	5,882	5,380	9,134	10,380
	Special Education Reimbursement	(1,103,163)	(1,617,000)	(1,848,376)	(1,617,000)	(1,296,473)	(1,700,000)
	Indirect		(4,592,524)		(2,265,337)		(2,921,773)
	TOTAL	77,284,300	78,469,829	79,869,829	81,039,000	82,115,793	85,496,145

Change in funding in Manager's Proposed Budget

(2,496,145)

Proposed Budget

83,000,000

Change in funding by City Council

1,240,102

Adopted Budget

84,240,102

NORWICH PUBLIC SCHOOLS FISCAL YEAR 2019-20 GRANT BUDGET

	Funding Type	Total	Public	Private
Federal Entitlement Grants	IDEA	\$ 1,464,929	\$ 1,441,755	\$ 23,174
	IDEA Pre K	\$ 35,920	\$ 35,920	\$ -
	Title I	\$ 2,316,170	\$ 2,269,574	\$ 46,596
	Title II	\$ 222,971	\$ 146,293	\$ 76,678
	Title III	\$ 111,320	\$ 85,589	\$ 25,731
	Title IV	\$ 175,772	\$ 109,914	\$ 65,858
	Subtotal	\$ 4,327,082	\$ 4,089,045	\$ 238,037
State Entitlement Grants	Alliance	\$ 5,667,185	\$ 5,667,185	\$ -
	Priority	\$ 829,017	\$ 829,017	\$ -
	Bilingual	\$ 27,268	\$ 27,268	\$ -
	McKinney Vento	\$ 50,000	\$ 50,000	\$ -
	Subtotal	\$ 6,573,470	\$ 6,573,470	\$ -
School-Specific Funding (Competitive)	Global Magnet	\$ 463,233	\$ 463,233	\$ -
	Kelly Magnet	\$ 423,451	\$ 423,451	\$ -
	School Improvement (SIG)	\$ 200,000	\$ 200,000	\$ -
	SIG Supplemental	\$ 34,352	\$ 34,352	\$ -
	Subtotal	\$ 1,121,036	\$ 1,121,036	\$ -
Preschool Grants (Competitive)	School Readiness	\$ 2,343,536	\$ 1,453,148	\$ 890,388
	Quality Enhancement	\$ 20,120	\$ 2,500	\$ 17,620
	Smart Start	\$ 75,000	\$ 75,000	\$ -
	Family Resource Centers	\$ 100,000	\$ 100,000	\$ -
	Subtotal	\$ 2,538,656	\$ 1,630,648	\$ 908,008
Extended Learning Funding (Entitlement and Competitive)	Teen Outreach Program	\$ 93,501	\$ 93,501	\$ -
	21st Century Community Learning Centers	\$ 200,000	\$ 200,000	\$ -
	21st Century Community Learning Centers	\$ 190,000	\$ 190,000	\$ -
	21st Century Community Learning Centers	\$ 190,000	\$ 190,000	\$ -
	Extended School Hours	\$ 91,937	\$ 91,937	\$ -
	Summer School	\$ 106,992	\$ 106,992	\$ -
	Subtotal	\$ 872,430	\$ 872,430	\$ -
Pre-K through 12 Funding Total		\$ 15,432,674	\$ 14,286,629	\$ 1,146,045
Adult Education	Local Non Mandated (50)	\$ 25,203	\$ 25,203	\$ -
	External Diploma (61)	\$ 23,284	\$ 23,284	\$ -
	Integrated Education Training (64)	\$ 25,000	\$ 25,000	\$ -
	Special Populations (65)	\$ 30,000	\$ 30,000	\$ -
	Adult Basic Education (75)	\$ 942,492	\$ 942,492	\$ -
	Family Literacy (77)	\$ 50,000	\$ 50,000	\$ -
	Out of School Youth (78)	\$ 37,066	\$ 37,066	\$ -
	Martin/ Reliance House (81)	\$ 13,019	\$ 13,019	\$ -
	Workforce Preparation (82)	\$ 46,982	\$ 46,982	\$ -
	English Learner Program (84)	\$ 38,000	\$ 38,000	\$ -
	Transition to Post Secondary Education (88)	\$ 40,000	\$ 40,000	\$ -
	Subtotal	\$ 1,271,046	\$ 1,271,046	\$ -
GRAND TOTAL		\$ 16,703,720	\$ 15,557,675	\$ 1,146,045

Please note: Federal entitlement grants are on a two-year grant cycle. Figures listed include FY20 award amounts only, however some funds will be carried forward to FY21. FY19 carry forward amounts not included.

Debt Service

This line item includes the transfer to the Debt Service Fund for the portion of debt service.

Miscellaneous

Contributions to Outside Agencies

Library

Appropriation funds over 80% of the Otis Library's operating budget. Its mission is to provide books, services and facilities to assist residents of the greater Norwich area to meet their personal and educational information needs.

Regional Health District

The city's cost of \$6.81 per capita to participate in the Uncas Health District which is comprised of Bozrah, Franklin, Griswold, Lebanon, Lisbon, Montville, Norwich, Preston, Salem, Sprague, and Voluntown.

Ambulance Service

Cost of contract with American Ambulance which expires 11/3/2024.

Probate Court

City of Norwich share of maintenance of probate court as required by CGS §45a-8.

United Community & Family Services, Inc. (UCFS)

Amount used to help defray a portion of the cost of uncompensated care that UCFS will provide to Norwich residents. Its mission is to be a leading provider of and advocate for affordable, comprehensive, high quality health and human services that strengthen those in need throughout greater Southeastern Connecticut.

Thames Valley Council for Community Action (TVCCA)

Amount requested to support services provided by TVCCA to the citizens of Norwich. TVCCA seeks to provide its clients with skills that foster independence with programs such as: Senior Nutrition Program, Comprehensive Neighborhood Services Program, Head Start, Meals on Wheels, and the JOBS First Initiative.

SEAT Bus

Subsidy of bus service to Southeastern Connecticut.

Operating Transfers

Appropriation to Capital Budget

This appropriation will be used to fund capital improvements. The minimum appropriation is based on the value 2% of the prior year's General Fund budget. See the Capital Budget section for further detail.

Other

Property Insurance

Covers cost for property, general liability, auto, and other insurance.

Contingency

Includes funds for unanticipated expenses/obligations, increases in fuel and utilities costs, contract negotiations with city unions and retirement payouts of accumulated compensated absences (sick, vacation, make-up time, etc.) for any department with fewer than 20 employees funded by the General Fund will be paid from this account.

10480000 Debt Service	2017-18 Actual	2018-19 Actual	2019-20 Budget	2019-20 Projected	2020-21 Request	2020-21 Proposed	2020-21 Adopted
59101 Transfer to Debt Service Fund	4,468,906	4,262,998	4,383,985	4,383,985	4,097,319	4,097,319	4,097,319
TOTALS	4,468,906	4,262,998	4,383,985	4,383,985	4,097,319	4,097,319	4,097,319

Please see the **Financial Management Policies** and **Consolidated Debt Schedule** in the Financial Policies & Summaries section for more information on the City of Norwich's debt policies and limitations as well as a list of its outstanding debt issuances.

10500000 MISCELLANEOUS

Contributions to Outside Agencies							
58251 Otis Library	999,857	950,061	995,000	995,000	1,150,000	1,050,000	1,075,000
58252 Uncas Health District	260,939	261,465	260,897	260,897	266,517	266,517	266,517
58253 Ambulance Service	73,162	75,869	78,676	78,676	81,588	81,588	81,588
58254 Probate Court	27,220	25,690	28,826	28,826	28,826	28,826	28,826
58711 United Community Family Svcs	49,600	47,120	47,120	47,120	150,000	48,500	48,500
58712 TVCCA	34,725	35,031	35,031	35,031	36,875	36,100	36,100
58713 SEAT Bus	178,198	178,198	203,858	182,653	187,219	187,219	187,219
Subtotal - Contributions to Outside Agencies	1,623,701	1,573,434	1,649,408	1,628,203	1,901,025	1,698,750	1,723,750

Operating Transfers

59102 Transfer To Capital Improvement Fund	2,459,120	2,475,988	2,521,668	2,521,668	2,600,135	2,600,135	2,643,360
Subtotal - Operating Transfers	2,459,120	2,475,988	2,521,668	2,521,668	2,600,135	2,600,135	2,643,360

Other

55521 Liability Insurance	693,720	626,911	688,576	698,000	703,092	703,092	703,092
58600 Contingency	178,326	103,047	393,380	350,000	338,917	338,917	338,917
Subtotal - Other	872,046	729,958	1,081,956	1,048,000	1,042,009	1,042,009	1,042,009

TOTALS	4,954,867	4,779,380	5,253,032	5,197,871	5,543,169	5,340,894	5,409,119
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Capital Budget

The following pages list the capital improvements and projects for the next fiscal year pursuant to Chapter VII, §17 of the City Charter (see Financial Management Policies section for a description of the capital planning process). Items with an estimated total cost of \$5,000 or more are included in the capital budget. Smaller purchases are included in the departments' operating budgets.

When applicable, financial and/or non-financial impacts that a project will have once it is completed are described in the listing. Examples of what might have an impact on the operating budget due to a capital project are new staff needed, maintenance, and daily operations (utilities, supplies). Depreciation expense is not considered in the impact which is consistent with the city's budgeting procedures. If a project is routine and is anticipated to have no operating impact, it is notated with "R/NOI."

Capital Budget Highlights



Road and Parking Lot Resurfacing and preventative maintenance

The Public Works department resurfaces several miles of Norwich roads each year through a combination of infrastructure bonds, state & federal grants, and capital budget funding. This capital budget includes the appropriation of \$341,699.

Demolition

This budget includes the appropriation of \$50,000 for the demolition and abatement of dilapidated buildings



Police Cruisers



Police cruisers are a primary piece of a police officer's equipment. The cruiser is their mobile office. The newer models are small SUV's with more fuel efficient engines. Police vehicles are subjected to twenty-four hour a day operation in all conditions from heat waves to subfreezing, from hurricanes to blizzards. This budget includes the appropriation of \$250,650 for the replacement of six cruisers.

Catch Basin Cleaner with Jet

This budget includes the appropriation of \$400,000 for the purchase of a catch basin cleaner to help the Public Works department meet the US EPA and CT DEEP Municipal Separate Storm Sewer Systems ("MS4") requirements.



Capital Budget Listing

Requested										Funded			Funding Sources		
Department	Org	Object	Project	Description	Financial and/ or Non-financial impacts	Qty	UOM	Unit Cost	Total Request	Amount Funded	Non-Capital Funding Source	Description of Non-Capital Funding Source	Capital Budget Funding		
City Council	36024103	53010	C2101	Architectural, engineering and other professional services for School Building Committee	R/NOI	1	each	60,000	60,000	60,000			60,000		
City Manager	36024113	58600	C2102	Capital contingency - For other capital improvements, design costs, and/or matches on State/Federal grants as the City Manager deems necessary.	R/NOI	1	each	205,374	205,374	205,374			205,374		
Finance	36024117	57340	C2103	Computer Peripherals - Printers, Monitors, Hard Drives, NIC Cards, Keyboards, etc.	R/NOI	1	each	25,000	25,000	25,000			25,000		
Finance	36024117	57340	C2104	Computer replacements	R/NOI	65	each	750	48,750	48,750			48,750		
Finance	36024117	57340		Replace City Hall & Police networked file servers and storage	R/NOI	1	each	200,000	200,000	0			0		
Planning	36024151	54520	C2105	Demolition	R/NOI	1	each	200,000	200,000	50,000			50,000		
Planning	36024151	57010		Open space acquisition	R/NOI	1	each	50,000	50,000	0			0		
Planning	36024151	57340	C2106	Permit Software	R/NOI	1	each	200,000	200,000	200,000			200,000		
Police	36024201	57100		Outdoor Firearms range	May take additional land off of taxable grand list	1	each	500,000	500,000	0			0		
Police	36024201	57200	C2107	Generator replacement	R/NOI	1	each	579,000	579,000	579,000	463,000	DESPP grant	116,000		
Police	36024201	57200		Police Station Replacement	R/NOI	1	each	30,000,000	30,000,000	0			0		
Police	36024201	57200	C2108	Renovate the eight prisoner cells	R/NOI	1	each	168,000	168,000	168,000			168,000		
Police	36024201	57220	C2109	Parking lot repairs	R/NOI	1	each	32,500	32,500	32,500			32,500		
Police	36024201	57300	C2110	Body Armor	R/NOI	12	each	730	8,760	8,760	2,000	DOJ bulletproof vest grants	6,760		
Police	36024201	57300		Gym Modernization	R/NOI	1	each	18,000	18,000	0			0		
Police	36024201	57300		Traffic Control signal	R/NOI	1	each	185,000	185,000	0			0		
Police	36024201	57300		Traffic/Speed Enforcement Sign	R/NOI	1	each	25,000	25,000	0			0		
Police	36024201	57320	C2111	Police Cruisers	Should reduce future maintenance and fuel costs.	7	each	41,775	292,425	250,650			250,650		
Police	36024201	57340	C2112	Technology Sustainment	R/NOI	1	each	18,000	18,000	18,000			18,000		
Norwich Fire	36024202	57220	C2113	Parking lot sealing and repair	Increase life of pavement	1	each	7,000	7,000	7,000			7,000		

Capital Budget Listing

Requested										Funded			Funding Sources		
Department	Org	Object	Project	Description	Financial and/ or Non-financial impacts	Qty	UOM	Unit Cost	Total Request	Amount Funded	Non-Capital Funding Source	Description of Non-Capital Funding Source	Capital Budget Funding		
Norwich Fire	36024202	57300	C2114	Turnout gear - full sets	R/NOI	10	each	3,600	36,000	36,000			36,000		
Norwich Fire	36024202	57320		Squad A	Should reduce future maintenance and fuel costs.	1	each	700,000	700,000	0			0		
Norwich Fire	36024202	57300	C2115	Rescue Airbag Replacement	R/NOI	1	each	9,000	9,000	9,000			9,000		
Norwich Fire	36024202	57300	C2116	SCBA 30 Min Cylinders	R/NOI	13	each	1,200	15,600	15,600			15,600		
Norwich Fire	36024202	57300	C2117	Thermal Imaging Camera	R/NOI	1	each	7,200	7,200	7,200			7,200		
EGP VFD	36024233	57300	C2118	Turnout Gear - coats & pants	R/NOI	15	each	3,200	48,000	48,000			48,000		
EGP VFD	36024233	57320		Engine 52 replacement	R/NOI	1	each	750,000	750,000	0			0		
EGP VFD	36024233	57320		Squad 5 replacement	R/NOI	1	each	100,000	100,000	0			0		
EGP VFD	36024233	57200		Central air/heat system and associated electrical	Reduce future utilities costs	1	each	60,000	60,000	0			0		
EGP VFD	36024233	57200		Replace station	R/NOI	1	each	6,500,000	6,500,000	0			0		
EGP VFD	36024233	57200		Upstairs station renovations	R/NOI	1	each	50,000	50,000	0			0		
EGP VFD	36024233	57300	C2119	Helmets and boots	R/NOI	15	each	869	13,041	13,041			13,041		
Laurel Hill VFD	36024234	57200		Solar panels	Should reduce utilities cost	1	each	70,000	70,000	0			0		
Laurel Hill VFD	36024234	57200		Station addition	R/NOI	1	each	300,000	300,000	0			0		
Laurel Hill VFD	36024234	57200		Storage shed	R/NOI	1	each	50,000	50,000	0			0		
Laurel Hill VFD	36024234	57300		PPE for Active Shooter	R/NOI	7	each	1,500	10,500	0			0		
Laurel Hill VFD	36024234	57300	C2120	Training room improvements	R/NOI	1	each	12,430	12,430	12,430			12,430		
Laurel Hill VFD	36024234	57320		Hose Tender #6	Should reduce future maintenance and fuel costs.	1	each	425,000	425,000	0			0		
Laurel Hill VFD	36024234	57320		UTV 6 with trailer	R/NOI	1	each	65,000	65,000	0			0		
Laurel Hill VFD	36024234	57300	C2121	Turnout gear - full sets	R/NOI	20	each	3,600	72,000	29,600			29,600		
Occum VFD	36024235	57320		Engine 41 replacement	R/NOI	1	each	666,250	666,250	0			0		
Occum VFD	36024235	57300	C2122	Hydrant Valves	R/NOI	2	each	1,000	2,000	2,000			2,000		
Occum VFD	36024235	57300	C2123	Tower Lights Squad 4	R/NOI	2	each	2,500	5,000	5,000			5,000		
Occum VFD	36024235	57300	C2124	Turnout gear - full sets	R/NOI	5	each	3,600	18,000	18,000			18,000		
Taftville VFD	36024236	57220		Parking Lot Expansion	R/NOI	1	each	250,000	250,000	0			0		
Taftville VFD	36024236	57220		Parking Lot Expansion design	R/NOI	1	each	15,000	15,000	0			0		
Taftville VFD	36024236	57300		Hardwired Underwater Communications System	R/NOI	1	each	11,000	11,000	0			0		
Taftville VFD	36024236	57300	C2125	Turnout gear - full sets	R/NOI	12	each	3,600	43,200	43,200			43,200		

Capital Budget Listing

Requested										Funded			Funding Sources		
Department	Org	Object	Project	Description	Financial and/ or Non-financial impacts	Qty	UOM	Unit Cost	Total Request	Amount Funded	Non-Capital Funding Source	Description of Non-Capital Funding Source	Capital Budget Funding		
Taftville VFD	36024236	57320		Chief/Command Staff Vehicle (used)	R/NOI	1	each	12,000	12,000	0			0		
Taftville VFD	36024236	57300	C2126	Replace mobile and portable radios in ET-22 and Tower 25 to standardize the radios	R/NOI	1	each	110,000	110,000	110,000			110,000		
Yantic VFD	36024237	57200		Annex Expansion 2 to 5 Bays	Should increase utilities costs	1	each	1,600,000	1,600,000	0			0		
Yantic VFD	36024237	57200		Main Floor HVAC	May save \$2,000 in utilities	1	each	42,225	42,225	0			0		
Yantic VFD	36024237	57200		Replace underground fuel tank	R/NOI	1	each	80,000	80,000	0			0		
Yantic VFD	36024237	57220		Pave Main Lot	May save \$500 per year in maintenance	1	each	49,805	49,805	0			0		
Yantic VFD	36024237	57300	C2127	Portable radios and chargers	May save \$3,000/year in repairs	32	each	2,455	78,560	78,560			78,560		
Yantic VFD	36024237	57320		Rescue 3	Should reduce future maintenance and fuel costs.	1	each	1,350,000	1,350,000	0			0		
Yantic VFD	36024237	57320		Squad 36 and Trailer	R/NOI	1	each	148,000	148,000	0			0		
Yantic VFD	36024237	57320		UTV & Trailer	R/NOI	1	each	31,550	31,550	0			0		
Yantic VFD	36024237	57300	C2128	Pagers	R/NOI	10	each	585	5,850	5,850			5,850		
Yantic VFD	36024237	57300	C2129	Replace PPV fan	R/NOI	1	each	5,245	5,245	5,245			5,245		
Yantic VFD	36024237	57300	C2130	Turnout gear - full sets	R/NOI	6	each	3,600	21,600	21,600			21,600		
Public Works	36024303	57300		Replace zero turn mower for cemeteries	R/NOI	1	each	13,000	13,000	0			0		
Public Works	36024303	57320		10 wheel dump truck	R/NOI	1	each	190,000	190,000	0			0		
Public Works	36024303	57320		Plow Truck	R/NOI	1	each	200,000	200,000	0			0		
Public Works	36024303	57320	C2131	Catch Basin Cleaner Truck with Jet	R/NOI	1	each	400,000	400,000	400,000			400,000		
Public Works	36024305	53010		Storm Water Compliance (MS4)	R/NOI	1	each	50,000	50,000	0			0		
Public Works	36024305	57220		Pave Clinton Ave Parking Lot	R/NOI	1	each	180,000	180,000	0			0		
Public Works	36024305	57320	C2132	Slate Roofing and gutters City Hall	R/NOI	1	each	330,000	330,000	330,000	100,000	State of CT share of City Hall improvement	230,000		
Public Works	36024305	57400	C2133	Road and parking lot resurfacing and preventative maintenance.	R/NOI	1	each	1,000,000	1,000,000	341,699	341,699	State Local Capital Improvement Program Grant	0		
Public Works	36024305	57411		Sherman Street Bridge	R/NOI	1	each	1,300,000	1,300,000	0			0		
Public Works	36024305	57411	C2044	Sunnyside Street Bridge	R/NOI	1	each	50,000	50,000	40,000			40,000		
Public Works	36024305	57413	C2134	Sidewalk Projects	R/NOI	1	each	200,000	200,000	100,000			100,000		

Capital Budget Listing

Requested										Funded			Funding Sources		
Department	Org	Object	Project	Description	Financial and/ or Non-financial impacts	Qty	UOM	Unit Cost	Total Request	Amount Funded	Non-Capital Funding Source	Description of Non-Capital Funding Source	Capital Budget Funding		
Public Works	36024313	57320		Replace pick-up truck	Should reduce future maintenance and fuel costs.	1	each	35,000	35,000	0			0		
Public Works	36024347	57200		Renovate Clinton Ave Bathrooms	R/NOI	2	each	10,000	20,000	0			0		
Senior Center	36024417	57320	C2135	Replace 2012 18-passenger CNG minibus	Should reduce future maintenance and fuel costs.	1	each	75,000	75,000	75,000			75,000		
Recreation	36024503	57200		Rec Hall Building Addition- Program space and storage (Close in Patio)	R/NOI	1	each	150,000	150,000	0			0		
Recreation	36024503	57200		Renovate Mo Peep (10 Jon Edwards Dr) Program space and storage	R/NOI	1	each	50,000	50,000	0			0		
Recreation	36024503	57200		Paint outside of Rec Maintenance garage	R/NOI	1	each	15,000	15,000	0			0		
Recreation	36024503	57220		Pave parking lot near Mohegan Rd & Maintainer building lot and other improvements	R/NOI	1	each	150,000	150,000	0			0		
Recreation	36024503	57300		Scoreboard at Fontaine field	R/NOI	1	each	15,000	15,000	0			0		
Recreation	36024503	57100	C2136	Armstrong Tennis Court - new construction	R/NOI	1	each	400,000	400,000	400,000	300,000	Grants and donations	100,000		
Recreation	36024503	57100		Hamilton Baseball Field- Add Fence	R/NOI	1	each	10,000	10,000	0			0		
Recreation	36024503	57100		Stanton Tennis courts- new construction	R/NOI	1	each	200,000	200,000	0			0		
Recreation	36024503	57100		BMX Track Development	R/NOI	1	each	50,000	50,000	0			0		
Recreation	36024503	57100		Drainage at Dickenman field	R/NOI	1	each	20,000	20,000	0			0		
Recreation	36024503	57100		Elizabeth & Thamesville Playground - masonry work	R/NOI	1	each	25,000	25,000	0			0		
Recreation	36024503	57100		Fence & backstop replacement at Fernwood & Occum parks	R/NOI	1	each	175,000	175,000	0			0		
Recreation	36024503	57100		Field Maintenance- 4 fields (2 Oulette, Fontaine, Hamilton) Seed, fertilizer, & Lime @ 2x	R/NOI	1	each	10,214	10,214	0			0		
Recreation	36024503	57100		Fix Dugout, announcers booth and roofs- Dickenman & Depina, Hamilton and Skatepark roof	R/NOI	10	each	2,500	25,000	0			0		
Recreation	36024503	57100		Fontaine Field improvements - upgrade track and handicap	R/NOI	1	each	40,000	40,000	0			0		
Recreation	36024503	57100		Greenville- New playscape needed - 25 years old	R/NOI	1	each	200,000	200,000	0			0		
Recreation	36024503	57100		Install water fountains at Mohegan Rd BK courts & Bldg	R/NOI	2	each	1,000	2,000	0			0		

Capital Budget Listing

Requested										Funded			Funding Sources		
Department	Org	Object	Project	Description	Financial and/ or Non-financial impacts	Qty	UOM	Unit Cost	Total Request	Amount Funded	Non-Capital Funding Source	Description of Non-Capital Funding Source	Capital Budget Funding		
Recreation	36024503	57100		Mohegan Rd- Parking lot creation ADA requirement at new playground	R/NOI	1	each	15,000	15,000	0			0		
Recreation	36024503	57100		Occum improve playscape, track & parking	R/NOI	1	each	175,000	175,000	0			0		
Recreation	36024503	57100		Ouellet- Repair fence rails, add announcers booth, add benches and other park improvements-	R/NOI	1	each	25,000	25,000	0			0		
Recreation	36024503	57100		Ouellet-Pave back lot, resurface front lot, and park improvements	R/NOI	1	each	175,000	175,000	0			0		
Recreation	36024503	57100		Phase 2 Playground Mohegan Rd Playground	R/NOI	1	each	20,000	20,000	0			0		
Recreation	36024503	57100		Remove dead trees- Fontaine & Skatepark & Beach tree & Elizabeth St playground	R/NOI	3	each	1,500	4,500	0			0		
Recreation	36024503	57100		Resurface Lake St. B-ball courts and park improvements	R/NOI	1	each	40,000	40,000	0			0		
Recreation	36024503	57100		Splash Pad at Rec Complex near new playground	R/NOI	1	each	150,000	150,000	0			0		
Recreation	36024503	57100		Replace Thamesville playscape	R/NOI	1	each	200,000	200,000	0			0		
Public Works	36024516	59106		Dodd Stadium improvements	R/NOI	1	each	200,000	200,000	0			0		
Golf Course	36024536	59107	C2137	Replace reel grinding machine	Anticipate a reduction in labor costs due to an increase in productivity.	1	each	50,000	50,000	50,000			50,000		
Totals										3,850,059	1,206,699		2,643,360		

Special Revenue Funds

Summary of Revenues & Expenditures

	City Consolidation District (Fund 2835)	Town Consolidation District (Fund 2830)	Combined
EXPENDITURES			
General Operations	7,920,705	448,631	8,369,336
TOTALS	7,920,705	448,631	8,369,336
REVENUES			
Current Levy RE & PP	3,564,138	396,481	3,960,619
Taxes (other than Current Levy RE & PP)	351,699	52,150	403,849
State Grants	702,992	0	702,992
Investment Earnings	2,000	0	2,000
Other Financing Services	3,299,876	0	3,299,876
TOTALS	7,920,705	448,631	8,369,336

City Consolidation District		2017-18 Actual	2018-19 Actual	2019-20 Budget	2019-20 Projected	2020-21 Proposed	2020-21 Adopted
Taxes							
41101	Current Real Estate and Personal Property	4,199,779	3,825,386	4,269,355	4,300,000	4,390,686	3,564,138
41103	Current Motor Vehicle Taxes	0	282,028	337,046	303,000	279,023	204,699
41105	Prior Year Levies	97,052	99,030	112,000	110,000	97,000	97,000
41106	Interest and Lien Fees	50,322	63,883	59,000	62,000	50,000	50,000
	Totals	4,347,153	4,270,327	4,777,401	4,775,000	4,816,709	3,915,837
State Grants							
43500	Shared Revenues	571,640	623,634	820,698	820,698	702,992	702,992
	Totals	571,640	623,634	820,698	820,698	702,992	702,992
Investment Earnings							
46101	Interest	13,371	21,586	14,000	22,000	2,000	2,000
	Totals	13,371	21,586	14,000	22,000	2,000	2,000
Other Financing Sources							
49195	Transfer from NPU	2,399,876	2,399,876	2,399,876	2,399,876	2,399,876	3,299,876
	Totals	2,399,876	2,399,876	2,399,876	2,399,876	2,399,876	3,299,876
Use of Unrestricted Fund Balance							
	Unrestricted Fund Balance	0	0	0	0	0	0
	Totals	0	0	0	0	0	0
	GRAND TOTALS	7,332,040	7,315,423	8,011,975	8,017,574	7,921,577	7,920,705

For description of the above revenues, please see the "Revenue Descriptions" in the General Fund Section.

28354202	City Consolidation District	2017-18 Actual	2018-19 Actual	2019-20 Budget	2019-20 Projected	2020-21 Request	2020-21 Proposed	2020-21 Adopted
51610	Regular Employees	3,192,155	3,131,116	3,293,662	3,233,000	3,293,662	3,363,630	3,363,630
51630	Overtime	72,541	103,493	50,000	65,000	68,479	68,479	68,479
51631	Replacement Cost	725,395	892,520	730,000	700,000	762,755	762,755	762,755
52000	Fringe Benefits	3,811,090	3,863,288	3,938,313	3,940,000	4,187,498	3,588,713	3,587,841
	Restore Fund Deficit	0	0	0	0	0	138,000	138,000
TOTALS		7,801,181	7,990,417	8,011,975	7,938,000	8,312,394	7,921,577	7,920,705

Staffing

Captain (FC 2)	2.00	4.00	3.00	3.00	3.00	2.00	2.00
Captain (FC 1)	2.00	0.00	1.00	1.00	1.00	2.00	2.00
Lieutenant - Step 2	6.00	6.00	6.00	6.00	6.00	6.00	6.00
Lieutenant - Step 1	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Firefighter - Step 5	25.00	26.00	27.00	27.00	27.00	27.00	27.00
Firefighter - Step 4	5.00	4.00	3.00	3.00	3.00	3.00	3.00
Firefighter - Step 3	3.00	3.00	2.00	2.00	2.00	1.00	1.00
Firefighter - Step 2	1.00	1.00	1.00	1.00	1.00	4.00	4.00
Firefighter - Step 1	2.00	2.00	3.00	3.00	3.00	1.00	1.00
TOTAL FTE'S	48.00						

Salaries

Captain (FC 2)			78,155		78,155	79,718	79,718
Captain (FC 1)			75,945		75,945	77,464	77,464
Lieutenant - Step 2			73,232		73,232	74,697	74,697
Lieutenant - Step 1			71,148		71,148	72,571	72,571
Firefighter - Step 5			66,752		66,752	68,087	68,087
Firefighter - Step 4			63,573		63,573	64,844	64,844
Firefighter - Step 3			60,550		60,550	61,761	61,761
Firefighter - Step 2			57,666		57,666	58,819	58,819
Firefighter - Step 1			54,925		54,925	56,024	56,024

Total Salaries Paid by City Consolidation District Fund

Captain (FC 2)			234,465		234,465	159,436	159,436
Captain (FC 1)			75,945		75,945	154,928	154,928
Lieutenant - Step 2			439,392		439,392	448,182	448,182
Lieutenant - Step 1			142,296		142,296	145,142	145,142
Firefighter - Step 5			1,802,304		1,802,304	1,838,349	1,838,349
Firefighter - Step 4			190,719		190,719	194,532	194,532
Firefighter - Step 3			121,100		121,100	61,761	61,761
Firefighter - Step 2			57,666		57,666	235,276	235,276
Firefighter - Step 1			164,775		164,775	56,024	56,024
Differentials			65,000		65,000	70,000	70,000
TOTAL SALARIES			3,293,662		3,293,662	3,363,630	3,363,630

Town Consolidation District		2017-18 Actual	2018-19 Actual	2019-20 Budget	2019-20 Projected	2020-21 Proposed	2020-21 Adopted
Revenues							
Taxes							
41101	Current Real Estate and Personal Property	164,513	503,541	422,387	441,000	430,882	396,481
41103	Current Motor Vehicle Taxes	0	54,308	46,425	43,000	48,932	43,150
41105	Prior Year Levies	8,497	4,716	7,000	6,700	5,000	5,000
41106	Interest and Lien Fees	4,122	3,963	5,500	4,300	4,000	4,000
	Totals	177,132	566,528	481,312	495,000	488,814	448,631
State Grants							
43500	Shared Revenues	5,372	0	0	0	0	0
	Totals	5,372	0	0	0	0	0
	GRAND TOTALS	182,504	566,528	481,312	495,000	488,814	448,631

For description of the above revenues, please see the "Revenue Descriptions" in the General Fund Section.

Expenditures							
52205	Workers' Compensation	136,483	97,097	43,843	43,843	49,814	49,814
58792	VFF Tax Credit	74,978	74,734	72,000	61,759	64,000	64,000
59150	Transfer to VFF Relief Fund	373,322	365,469	365,469	365,469	375,000	334,817
	Totals	584,783	537,300	481,312	471,071	488,814	448,631

Town Consolidation District Fund

Program: Relief fund, tax credits, and workers' compensation costs for volunteer firefighters.

Description: In 1987 an ordinance was passed for the purpose of establishing a relief fund for volunteer firefighters serving the City of Norwich. This relief fund plan has been amended in 1995, 2001, 2006, 2011, 2015 and 2016.

On December 4, 2000, the City Council adopted Ordinance 1437 which provides up to \$1,000 credit of taxes for eligible volunteer firefighters. This fund also pays for workers' compensation claims for volunteer firefighters. This tax applies to residents in the town area only.

Goals: To ensure that the city and the members of the volunteer fire companies contribute annually to maintain a sound actuarial plan.

Norwich Public Utilities

Norwich Public Utilities (NPU) provides four utility services for the residents of the City of Norwich – natural gas, electricity, water and wastewater treatment. Established in 1904, NPU is municipally-owned and governed by a five member Board of Commissioners and Sewer Authority, who are appointed by the City Council.

NPU operates a full-service Customer Service Center, giving customers the option of speaking with an NPU employee on any account issue. NPU's Control Room is staffed 24 hours a day, seven days a week to respond to utility emergencies or service issues effectively and efficiently.

Highlights & Accomplishments

Payment to the City

In FY2021, NPU's payment to the City's General Fund will be \$9,169,722. This is the largest payment ever made by NPU to the City, which will be made in monthly payments of \$764,143 between July, 2020 and June, 2021. In FY 2020, NPU's payment to the City's General Fund was \$8,860,667. In FY2021, NPU revenue provided to the City will reduce taxpayers' burden by 4.64 mills. Over the past ten years, NPU sent \$82,581,765 million to the City of Norwich.

Chris LaRose named General Manager

Chris LaRose was been named General Manager of Norwich Public Utilities by the NPU Board in July of 2019. LaRose had been serving as Acting General Manager since November, 2018. LaRose began his career at NPU in 1997 as a Utility Engineer and successfully managed a variety of utility projects and was subsequently promoted to more senior roles within NPU. He was promoted to Operations Integrity Manager, and then Operations Manager, where he was responsible for all aspects of the natural gas, electric, water and wastewater operations. Chris was promoted to Assistant General Manager in 2008.

Performance and Reliability

NPU is among 118 of the nation's more than 2,000 public power utilities that have earned the Reliable Public Power Provider (RP3)[®] designation from the American Public Power Association (APPA) for providing reliable and safe electric service. The designation, which is for three years, was awarded to NPU in 2012, 2015 and 2018. This significant achievement recognizes public power utilities that demonstrate proficiency in four key disciplines: reliability, safety, workforce development, and system improvements.

NPU received System Operational Achievement Recognition (SOAR) Silver recognition from the American Public Gas Association in 2017. The designation, which is for three years, was also awarded to NPU in 2014. This national award recognizes public power utilities that demonstrate proficiency in four key disciplines: system integrity, system improvement, employee safety and workforce development.

Natural Gas System/Expansion

In 2019, NPU completed several natural gas mains and services renewal projects, including larger projects on Hamilton Avenue and several streets in the Greenville section of the city. These system upgrades enhance the safety and reliability of the natural gas system; both projects were coordinated with the State of Connecticut's Department of Transportation which helped NPU save \$125,000 on paving costs.

NPU's natural gas expansion program, which began in 2010, continued with success in 2019. Since the start of the program, NPU has added approximately 2,100 residential and commercial natural gas customers, which are generating more than \$3 million in new annual revenue. In addition, NPU's natural gas expansion has facilitated significant private investment for infrastructure upgrades that have resulted in more than \$500,000 in new tax revenue for the City of Norwich.

Electric System

NPU continues its efforts to update and improve its electrical infrastructure which provides a number of benefits for customers, including: increased efficiency from reducing system losses, improved reliability through better voltage conditions and newer equipment; as well as reduced operating costs. In 2019, upgrades to Dudley St. substation were completed and NPU began work on upgrading the Bean Hill and North Main substations; these projects are expected to be completed in 2020.

NPU replaced more than 100 utility poles based on a priority ranking following the completion of its annual pole survey; this work will continue throughout 2020.

AMI Meters

In 2019, NPU continued the critical work of modernizing its metering infrastructure through a multi-year automated metering infrastructure (AMI) project. Over 90% of the 42,000 meters across NPU's natural gas, water and electric services have been replaced; all remaining natural gas meters are scheduled to be installed by the end of the fourth quarter 2020. When complete, NPU's new AMI infrastructure will increase operational efficiency, allowing for more accurate meter reading, improved customer service and enhanced outage management.

Water Supply

Throughout 2019, NPU continued with its treatment and infrastructure upgrades to address new drinking water regulations, improve system reliability and performance, and enhance regional initiatives. Specifically, NPU initiated filtration system upgrades at both water treatment plants, completed an emergency interconnection to a small neighboring water system, and made substantial progress towards a second water main extension to better serve its Norwich and Bozrah customers.

Wastewater Infrastructure

NPU submitted an updated Long-term Control Plan (LTCP) to the Connecticut Department of Energy and Environmental Protection (DEEP) in 2018 that reorganized the scheduled CSO reduction projects to incorporate the rebuilding of the 45-year-old waste water treatment plant (WWTP).

NPU will submit a construction bid package to DEEP for approval by the end of 2021 in order to begin construction in 2022. The WWTP reconstruction will be combined with the reconstruction of NPU's main sewer pump station along with the construction of a High Rate Clarification facility next to the WWTP which will aid in reducing sewer overflows during wet-weather events by 50%. These critical projects are part of a multi-year effort that will improve the water quality in the Shetucket and Thames rivers, and Long Island Sound.

Commercial and Industrial Efficiency

In 2019, NPU supported 45 commercial and industrial customers that invested nearly \$1.5 million on 75 energy-efficiency projects. Upon their completion, these projects earned the customers approximately \$410,000 in rebate and incentive payments and will generate an additional \$1,500,000 in annual energy savings for customers.

Residential Efficiency Programs

In 2019, NPU provided 350 home energy solution (HES) audits (185 single unit, 165 multi-family) and provided \$101,155 in residential rebates (gas - \$70,900; electric - \$30,255). Rebates and incentives are provided for energy-efficient appliances, including central air systems for heat and air conditioning, as well as insulation.

Clean Cities/Alternative Fuels/Electric Vehicles

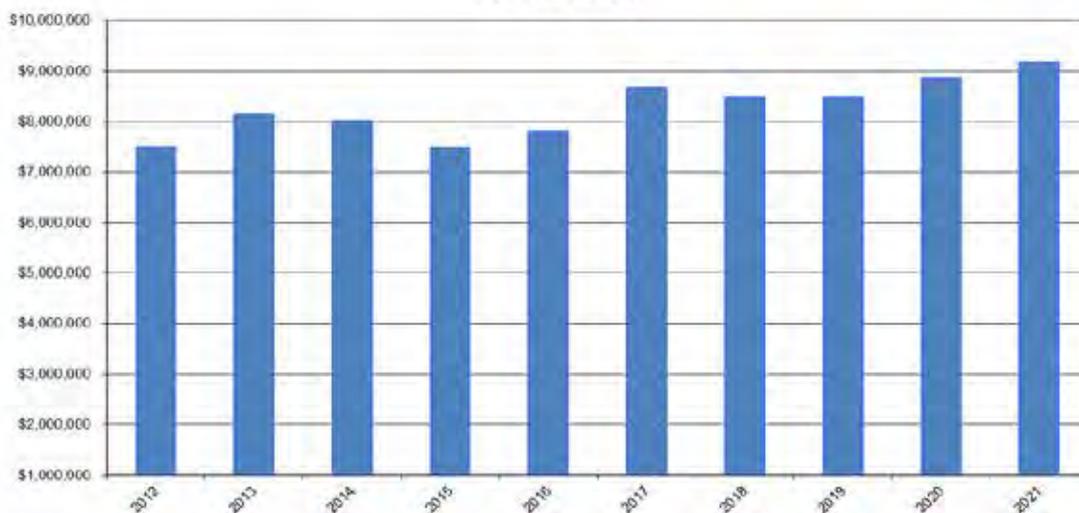
As the host agency for US Department of Energy-funded Clean Cities program, NPU continues to lead by example in promoting the use of alternative fuels and technology.

- NPU continues to operate the only two public access compressed natural gas (CNG) fueling stations in Eastern Connecticut, which dispensed more than 101,973 gasoline-gallon equivalent (GGE) of fuel to NPU, the City of Norwich, and private fleets in 2019. This is an increase of almost 30% over 2018.
- Continuing the Electric Vehicle (EV) and EV Charging Rebate program launched in 2018, NPU provided rebates for five electric vehicles and four EV charging units in 2019. It is estimated that every EV charged in Norwich could generate as much as \$2,800 additional revenue per year. In the fourth quarter of 2019, NPU launched an EV Charging Pilot Program for large multi-family properties and commercial customers.
- In December 2019, the first commercial pilot program was completed with the installation of public EV charging installed at 57 Franklin Street. Additional EV charging projects started in 2019 included Norwich Inn & Spa, Wauregan Hotel, the Lofts at Ponemah and Big Y. These projects will be completed by the end of the first quarter 2020.

Performance Measures

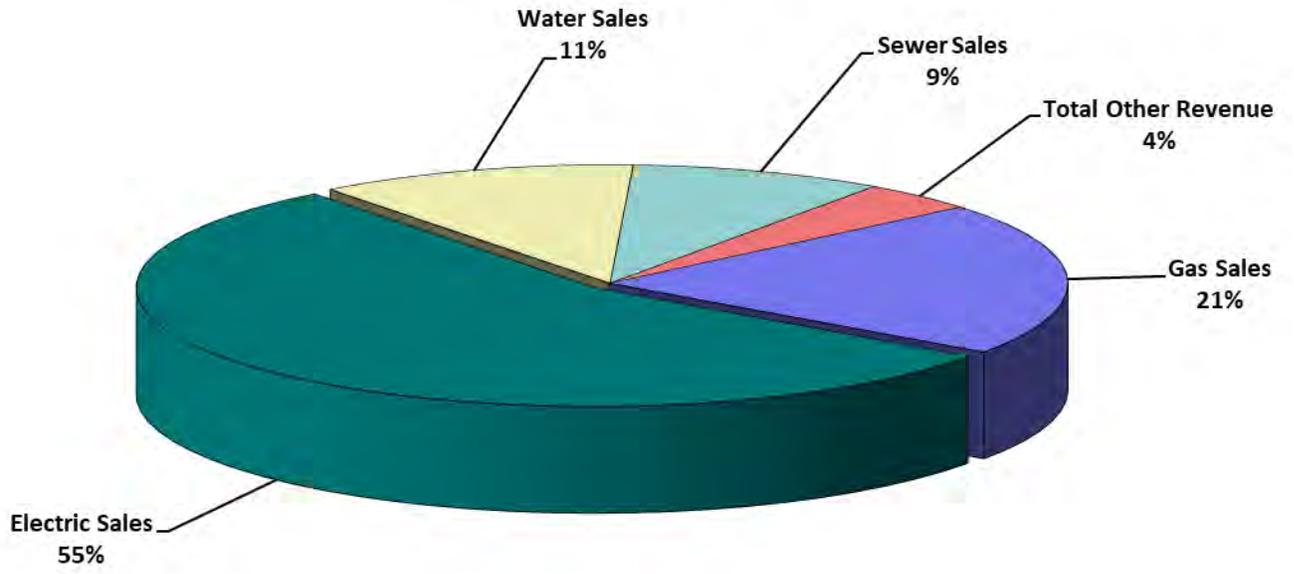
Customer Service Indicators	FY 2019	FY 2020	FY 2021
	Actual	Projected	Forecast
Field Service			
Gas Service Calls	2,444	2,550	2,720
Electric Service Calls	1,399	1,480	1,560
Water Service Calls	1,995	2,100	2,240
Sewer Service Calls	58	75	75
Service Center			
Walk-in Customers	57,515	55,200	52,700
# calls	143,250	150,000	150,000
Operations Indicators			
Distribution Systems			
Miles of Gas Main	157	157	158
Miles of Electric Line	233	233	233
Miles of Fiber Optic Cable	82	82	93
Miles of Water Main	196	198	198
Miles of Sewer Main	137	137	137
Electric System Reliability			
Avg. # outages per customer	.67	.44	.44
Avg. cumulative out of service time (min)	56	35	35
Wastewater Treatment			
Gallons Treated (Billion)	1.9	1.61	1.59
Quality Tests Conducted	5,775	5,665	5,700
Water Division			
Gallons of Potable Water (Billion)	1.7	1.7	1.7
Quality Tests Conducted	15,255	15,000	15,000

Revenues Generated for the City General Fund
Ten Year History



Revenue Summary	FY 2019	FY 2020	FY 2021
	Audited	Approved	Approved
SALES			
Residential Gas	\$10,838,759	\$11,352,910	\$10,886,900
Commercial Gas	8,611,561	9,004,470	8,433,230
Industrial Gas	46,687	72,057	45,481
Public Gas	1,294,758	1,422,042	1,280,473
Interdepartmental Gas	88,456	104,184	78,551
Total Gas Sales Revenue	\$20,880,221	\$21,955,663	\$20,724,635
Residential Electric	\$24,881,769	\$24,930,552	\$24,992,874
Commercial Electric	20,441,958	21,051,472	20,498,659
Industrial Electric	4,184,165	4,593,421	4,187,982
Public Electric	3,728,333	3,606,941	3,553,655
Interdepartmental Electric	877,452	881,531	889,284
Total Electric Sales Revenue	\$54,113,677	\$55,063,917	\$54,122,454
Residential Water	\$6,373,228	\$6,486,790	\$6,356,296
Commercial Water	3,464,822	3,403,396	3,572,589
Industrial Water	961,976	1,019,156	993,655
Public Water	231,463	149,816	153,743
Interdepartmental Water	95,456	88,527	94,936
Total Water Sales Revenue	\$11,126,945	\$11,147,685	\$11,171,219
Residential Sewer	\$5,310,702	\$5,575,401	\$5,608,188
Commercial Sewer	2,331,494	2,406,296	2,312,897
Industrial Sewer	89,261	99,216	90,550
Public Sewer	127,728	118,694	127,893
Interdepartmental Sewer	726,237	707,687	756,363
Total Sewer Sales Revenue	\$8,585,422	\$8,907,294	\$8,895,891
OTHER OPERATIONAL REVENUE			
Penalties for Late Payments	\$1,205,721	\$1,288,500	\$1,199,665
Municipal Area Network Fees	323,275	319,174	319,034
CNG Sales Revenue	174,136	143,975	156,416
Sewer Capital Connections	71,562	60,000	67,500
Septage Charges	19,240	40,000	23,419
Bulk Water	30,825	53,975	42,621
Utility Plant & Rental Income	422,074	243,195	390,361
Service Call Revenue	1,549,606	356,793	292,756
Jet Turbine Credit	1,982,523	1,401,478	1,171,175
Interest Income	420,014	312,900	453,600
Total Other Operational Revenue	\$6,198,976	\$4,219,990	\$4,116,547
TOTAL REVENUE	\$100,905,241	\$101,294,549	\$99,030,746

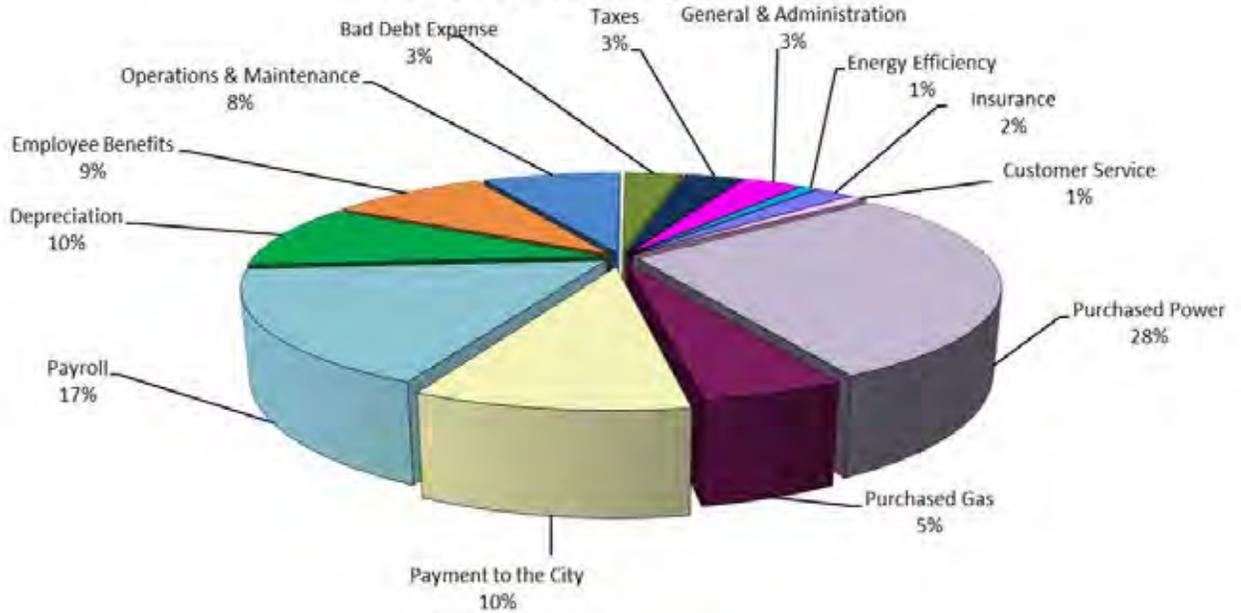
Revenue Fiscal Year 2021



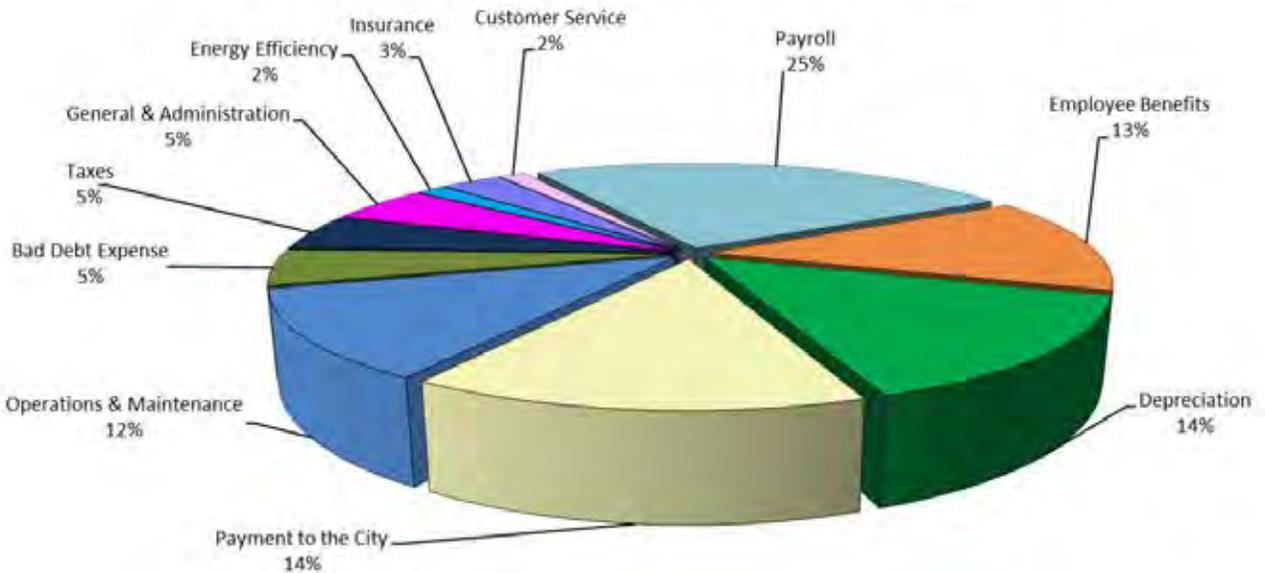
Expense Summary	FY 2019	FY 2020	FY 2021
	Audited	Approved	Approved
DEPARTMENT EXPENSES			
Purchased Gas	6,453,528	6,123,216	4,833,947
Purchased Power	25,930,417	26,216,024	27,076,539
Payroll	15,031,647	15,136,871	16,063,831
Employee Benefits	7,107,811	8,779,107	8,569,428
Payment to the City *	8,810,921	8,860,667	9,169,722
Gross Revenue & Property Tax	3,191,215	3,107,573	3,183,929
Property & Liability Insurance	1,146,370	1,769,324	1,968,111
Operations & Maintenance	7,020,229	6,884,592	7,595,732
Customer Service	802,276	848,709	908,874
General & Administration	2,369,751	2,588,702	3,263,021
Energy Efficiency Program	1,034,254	1,023,862	938,653
Depreciation	8,243,444	8,919,590	9,212,440
Bad Debt Expense	2,996,114	3,459,000	3,180,000
Total Expenses	\$90,137,977	\$93,717,237	\$95,964,227
DEBT SERVICE			
Debt Principal Repayment	2,664,906	2,618,501	2,731,129
Interest Expense	951,176	932,424	938,770
Total Debt Service	\$3,616,082	\$3,550,925	\$3,669,899

* FY19 Payment to the City includes an additional contribution of \$335,349, towards the Department of Public Works vehicle wash station.

FY21 Expenses by Category



FY21 Expenses by Category (less Purchased Power & Purchased Gas*)



*Purchased Power and Purchased Gas are pass-through expenses based on market pricing and recovered through the PPA (Purchased Power Adjustment) and PGA (Purchased Gas Adjustment) part of the customer bill.

Capital Budget Summary	FY 2019	FY 2020	FY 2021
	Audited	Approved	Approved
Metering		2,688,262	1,509,392
Main Installations		5,054,432	2,026,019
Service Installations		1,570,825	1,150,614
Facilities & Structure Improvements		520,000	605,000
Fiber Installations		154,042	113,886
Transformers, Switches, & Capacitors		484,992	234,000
Poles & Fixtures		97,056	108,588
Street Lighting & Signal Systems		24,408	10,000
Manholes, Frames, & Frames		52,191	38,733
Hydrant Installations		74,000	82,908
State Projects		0	0
Regulator Station Improvements		75,000	257,552
LNG Plant Improvements		150,000	123,687
Electric Distribution System Improvements		200,000	0
Electric Generation Improvements		0	69,000
Substation Improvements		30,000	549,139
Pumping Station Improvements		0	50,000
Water Treatment Plant Improvements		6,875,000	2,725,000
Water Storage Improvements		0	325,000
Sewer Collection System Improvements		1,330,000	4,800,000
Wastewater Treatment Plan Improvements		0	140,000
Vehicles & Transportation Equipment		615,000	654,000
Capitalized Tools & Equipment		49,500	107,000
Technology Equipment & Improvements		34,000	142,200
Total Capital	\$16,325,431	\$20,078,708	\$15,821,718

Glossary

Abbreviations and Acronyms

CGS

Connecticut General Statutes

ECS

Education Cost Sharing grant

EMPG

Emergency Management Performance Grant

GIS

Geographic Information System

GF

General Fund

GFOA

Government Finance Officers Association

MISC

Miscellaneous

MV

Motor Vehicle

NCDC

Norwich Community Development Corporation

NPU

Norwich Public Utilities

N/A

Not applicable

N/R

Not Reported before

OPEB

Other Postemployment Benefits

PSAP

Public Safety Access Points

SCCOG

Southeastern Connecticut Council of Governments

SEAT

Southeastern Area Transit District

SECTER

Southeastern Connecticut Enterprise Region

SRO

School Resource Officer

TAR

Town Aid Roads grant

TVCCA

Thames Valley Council for Community Action

UCFS

United Community & Family Services

Glossary of Key Terms

Accrual Basis

Basis of accounting in which transactions are recognized at the time they are incurred, as opposed to when cash is received or spent.

Activity

An organizational classification composed of related work programs aimed at accomplishing a major service or regulatory program for which a government is responsible. Activity expenditure functions relate to the principal purpose/service for which expenditures are made.

Actuarial Basis

A basis used in computing the amount of contributions to be made periodically to a fund or account so that the total contributions plus the compounded earnings thereon will equal the required payments to be made out of the fund or account.

Adopted Budget

The final budget as approved by ordinance.

Actuarially Determined Employer Contribution (ADEC)

Actuarial calculation of the annual contribution necessary to fully fund the expected liabilities of a pension or OPEB plan over the amortization period. This used to be referred to as the Annual Required Contribution (ARC) prior to GASB Statement 68.

Americans with Disabilities Act of 1990 (ADA)

Federal act which prohibits organizations from discriminating against individuals with physical and mental disabilities.

Appropriation

A specific amount of money authorized by City Council to make expenditures and incur obligations for specific purposes, frequently used interchangeably with expenditures.

Assessed Valuation

A value that is established for real and personal property for use as a basis for levying property taxes. In Connecticut, the assessed value is currently set at 70% of appraised value.

Asset

Resources owned or held by a government which have monetary value.

Authorized Positions

Employee positions, which are authorized in the adopted budget, to be filled during the year.

Balanced Budget

The City's budget must be balanced. In order for it to be balanced, estimated revenues plus budgeted use of Unrestricted Fund Balance must equal budgeted expenditures.

Benchmark

A standard or point of reference in measuring or judging quality, value, etc. For municipalities to identify appropriate benchmarks, there are two issues to address: the availability of data and the suitable comparability of the data.

Bond

A written promise to pay a specified sum of money, called the par value or principal, at a specified date or dates in the future, together with periodic interest at a specified rate.

Bond Refinancing

The payoff and re-issuance of bonds to obtain better interest rates and/or bond conditions.

Budget

A plan of financial operation comprised of an estimate of proposed expenditures for a fiscal year and the proposed means of financing those expenditures to fund City services in accordance with adopted policy.

Capital Assets

Assets of significant value and having a useful life of several years. Capital assets are also called fixed assets.

Capital Budget

The appropriation of bonds or operating revenue for improvements to city facilities including buildings, streets, water/sewer lines, and parks as well as purchase of equipment.

Capital Improvements

Expenditures related to the acquisition, expansion, or rehabilitation of an element of the governments physical plant which have an expected useful life of at least five years.

Capital Improvements Plan (CIP)

A plan for capital outlay to be incurred each year over a fixed number of years to meet capital needs arising from the government's long-term needs.

Cash Basis

A basis of accounting in which transactions are recognized only when cash is increased or decreased.

City Consolidation District (CCD)

A separate taxing district created to pay for the career firefighters in the Norwich Fire Department.

Comprehensive Annual Financial Report (CAFR)

The official annual financial report of a government prepared in conformity with Generally Accepted Accounting Principles as set forth by the Governmental Accounting Standards Board.

Community Development Block Grant (CDBG)

The Community Development Block Grant program is funded by the Department of Housing and Urban Development of the Federal Government.

Contingency

Those funds included in the budget for the purpose of providing a means to cover unexpected costs during the budget year.

Consumer Price Index (CPI)

A measure of the increase or decrease of the cost to maintain the same standard of living. There are many different price indices which attempt to measure this. In this budget, as in last year's budget, the U.S. Bureau of Labor Statistics' Consumer Price Index for all Northeast Urban Consumers ("CPI-U") was used as the standard.

Contractual Services

Items of expenditure from services the city receives primarily from an outside company.

Debt Service

Payments of principal and interest to lenders or creditors on outstanding debt.

Deficit

The excess of an entity's expenditures over revenues during a single fiscal year.

Department

A major administrative unit of the City with overall management responsibility for an operation or group of related operations within a functional area.

Depreciation

Expiration in the service life of capital assets attributable to wear and tear, deterioration, action of the physical elements, inadequacy or obsolescence.

Disbursement

Expenditure of monies from an account.

Division

An organizational unit with management responsibility for an operation or a group of related operations within a functional area, subordinate to the departmental level of the organization.

Encumbrance

Obligations in the form of purchase orders or contracts which are chargeable to an appropriation and for which the part of the appropriation is reserved. The obligation ceases to be an encumbrance when paid or when an actual liability for payment is recorded.

Enterprise Funds

Enterprise funds are used to account for operations including debt service (a) that are financed and operated in a manner similar to private businesses in that the intent of the entity is total cost of providing goods or services to the general public on a continuing basis is financed or recovered primarily through user charges; or (b) where the governing body has determined that segregation of revenues earned, expenses incurred, and/or net income is appropriate for capital maintenance, public policy, management control accountability or other purposes.

Estimate

A general calculation or judgment based on historical data or previous performance.

Expenditure

The payment of cash or the incurring of a liability for the acquisition of goods and services.

Expense

Charge incurred (whether paid or accrued) for the increase of a liability or the reduction of an asset.

Fiscal Year (FY)

The accounting period for which an organization budgets is termed the fiscal year. The City of Norwich's fiscal year is from July 1 to June 30.

Fringe Benefits

The city's cost for payroll taxes, health insurance, pension contributions, workers compensation and sick pay incentive.

Full-Time Equivalent (FTE)

A part-time position converted to the decimal equivalent of a full-time position based on 1,820 hours per year for a 35-hour week or 2,080 for a 40-hour week.

Fund

A set of interrelated accounts to record revenues and expenditures associated with a specific purpose.

Fund Balance

The excess of the revenues and other financing sources over the expenditures and other uses.

Generally Accepted Accounting Principles (GAAP)

Uniform minimum standards for financial accounting and recording, encompassing the conventions, rules and procedures that define accepted accounting principles.

Governmental Accounting Standards Board (GASB)

A five-member committee which formulates accounting standards for state and local governments.

General Fund

Accounts for all revenues and expenditures that are not accounted for in specific purpose funds. It finances the regular day-to-day operations of the city.

General Obligation Bonds (GO Bonds)

Bonds that finance a variety of public projects such as streets, building, and improvements; these bonds are backed by the "full faith and credit" of the issuing government.

Goal

A statement of broad direction, purpose or intent based on the needs of the community.

Grand List

A total value of all taxable real estate, personal property and motor vehicles upon which the property tax levy is allocated among the property owners in the city. Real estate assessments are based on 70% of market value as of the last valuation on October 1st. Personal property and motor vehicles are computed at 70% of market value.

Grant

An amount provided by a governmental unit or other type organization in aid or support of a particular governmental function or program.

Interfund Transfers

Amount transferred from one fund to another fund, primarily for work or services provided.

Intergovernmental Revenue

Revenue received from other governments (i.e., state or federal) in the form of grants, shared revenue or payments in lieu of taxes.

Infrastructure

Infrastructure refers to assets of the city which are immovable and have value only to the city. It includes such things as streets, sidewalks, bridges, and storm drainage systems.

Levy

The total amount of taxes imposed by a governmental unit.

Local Capital Improvement Program (LOCIP)

A state-funded capital improvement program. Each municipality receives reimbursement up to the amount of its entitlement after certification that an approved project has been completed.

Minimum Budget Requirement (MBR)

A formula calculated under state guidelines which sets a minimum amount by which the board of education may fund the programs.

Mill Rate

The rate applied to assessed valuation to determine property taxes. A mill is the amount of tax paid for each \$1,000 of assessed value and is \$1.00 of tax for each \$1,000 of assessed value.

Modified Accrual Accounting

A basis of accounting in which revenues are recorded when collected within the current period or soon enough thereafter to be used to pay liabilities of the current period and expenditures are recognized when the related liability is incurred.

Net Grand List

This is the grand list less exemptions for elderly, blind, disabled, veterans, military and volunteer firemen.

Non-Recurring

Items that do not qualify for capital improvements, but whose nature is that they are not an on-going yearly expenditure.

Object Code

As used in expenditures classifications, this term applies to the article purchased or the service obtained, such as contractual services, utilities, postage, equipment maintenance, overtime, etc.

Ordinance

A formal legislative enactment by the City Council that has the full force and effect of law within the boundaries of the city.

Organization Chart

A chart representing the authority, responsibility, and relationships among departmental entities within the city organization.

Pay-As-You-Go Basis

A term used to describe a financial policy by which capital outlays are financed from current revenues rather than through borrowing.

Performance Measure

Data collected to determine how effective or efficient a program is in achieving its goals and objectives. There are four types of performance measures:

- Input measures address the amount of resources used to produce an output or outcome (i.e., dollars, hours, etc.)
- Workload/ Output measures describe the amount of services provided, units produced, or work accomplished (output); or the external demand that drives city activities (i.e., number of emergency calls, number of applications processed, etc.)
- Outcome/ Results measures the direct results of a program or program element on clients, users, or some other target group; the degree to which the program mission is achieved (i.e., number of crimes committed per capita, income generated on investments, etc.)
- Efficiency measures outputs per unit of input, inputs per unit of output, savings achieved, and similar measures of how well resources are being used to produce goods and services (i.e., employee hours per crime solved).

Payment in lieu of taxes (PILOT)

Various grants received from the State of Connecticut based on a formula for reimbursement of a portion of the taxes that would be paid if the state-owned property located in the city were private property.

Projected

Estimation of revenues and expenditure based on past trends, current economic conditions and future financial forecasts.

Property Rehabilitation Program

The city receives bids on property acquired by foreclosure. Bidders make proposals on renovating property. A city committee reviews these bids and awards property.

Revaluation

A complete revaluation of all real estate parcels within the city.

Revenue

Money or income received by the city from external sources such as taxes collected or an amount received for performing a service.

Risk Management

The coordinated and continuous effort to minimize the potential financial and human resources losses arising from workers compensation, liability, and property exposures.

Special Revenue Fund

Accounts for the proceeds of specific revenue sources that are legally restricted to expenditure for specified purposes.

State Mandate

This is legislation in place with which local governments must comply. Specifically, a community must create, expand or modify its activities in such a way as to necessitate additional expenditures.

Taxes

Compulsory charges levied by a government for the purpose of financing services performed for the common benefit of the people. This term does not include specific charges made against particular persons or property for current or permanent benefits, such as special assessments.

Town Consolidation District (TCD)

A separate taxing district which pays for the contributions to the Volunteer Firefighters' Relief Fund, the volunteer tax abatements, and workers' compensation costs for the individuals who volunteer at the East Great Plain, Laurel Hill, Occum, Taftville, and Yantic fire departments.

Unrestricted Fund Balance (UFB)

The excess of a governmental fund's assets over its liabilities and reserved fund balances.

Unfunded Mandate

This is state or federal legislation in place which requires municipalities to create, expand or modify its activities in such a way as to necessitate additional expenditures from local revenues. The additional expenditures are not reimbursed from state or federal agencies.

Volunteer Firefighters' Relief Fund

This provides a retirement benefit for qualified volunteer firefighters who meet the criteria. This applies to taxpayers in all of the five areas served by the volunteer fire companies.