

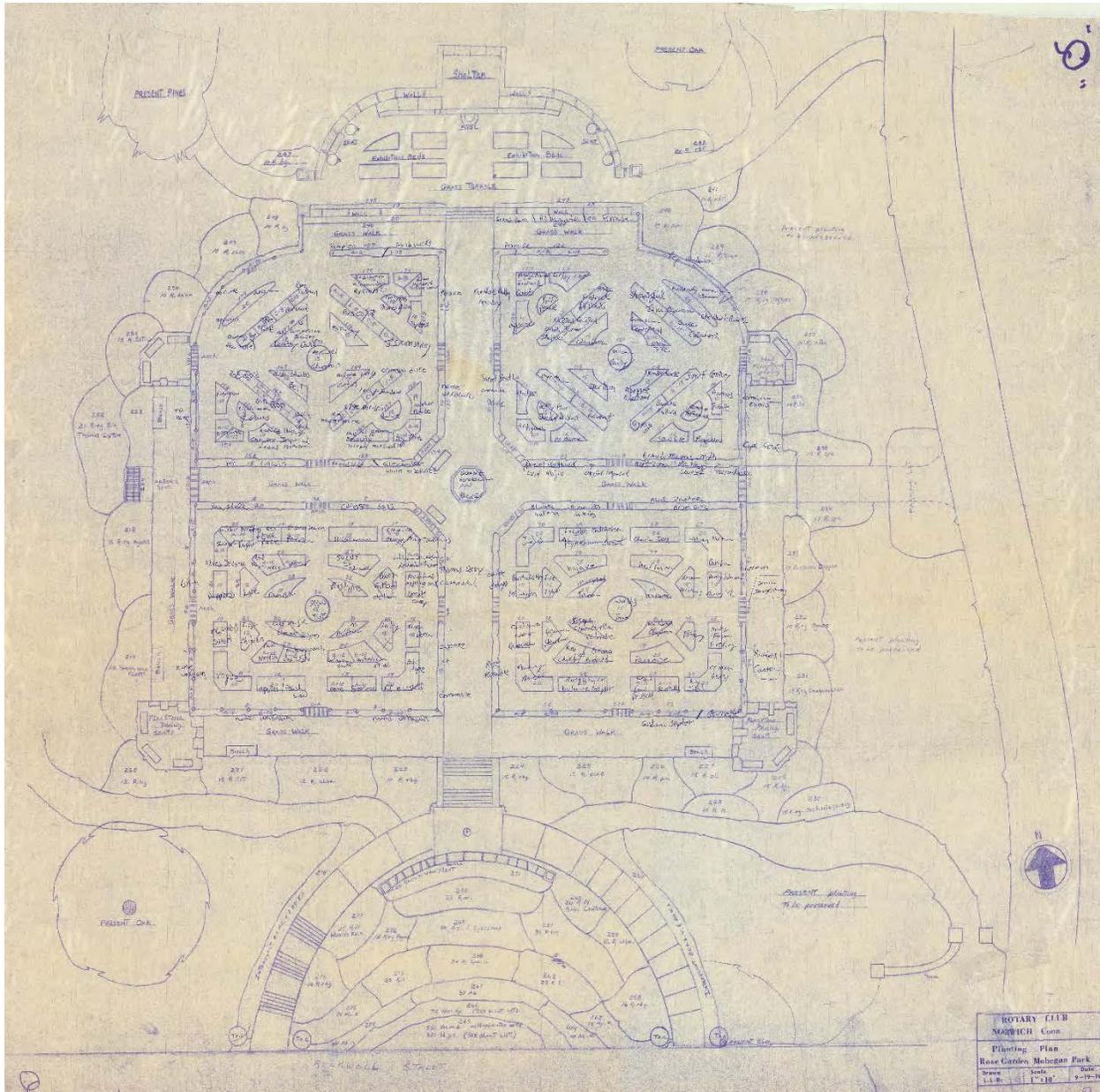


City of Norwich, Connecticut

City Council's Adopted Budget

Fiscal Year 2021-2022

Approved June 14, 2021



The Veterans Memorial Rose Garden (also known as Mohegan Memorial Rose Garden) was dedicated on July 11, 1948 and re-dedicated in July 2008 to honor veterans of World War II. It is located at the Rockwell Street entrance of Mohegan Park. There are over a 120 varieties of roses and more than 1,200 rose bushes on the .75 acre garden plot which is maintained by the City's Public Works Department. The roses are at peak during June but continue to blossom throughout the summer.

Cover 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, 2020

Christopher P. Morill

Executive Director

ORDINANCE 1797
ADOPTED 06/14/2021
PUBLISHED 06/17/2021

AN ORDINANCE RELATIVE TO THE APPROPRIATIONS FOR THE CITY OF NORWICH AND THE CITY AND TOWN CONSOLIDATION DISTRICTS OF SAID CITY FOR FISCAL YEAR 2021-22.

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, 2021 and ending June 30, 2022 to wit:

	2019-20 Budget	2020-21 Budget	2021-22 Budget
City Council	389,384	437,340	408,622
City Manager	380,781	396,796	424,267
Finance	1,722,343	1,691,804	1,804,792
Assessor	462,880	474,396	479,656
City Treasurer	275,341	278,050	296,705
Law	431,000	454,000	439,000
Human Resources	544,136	548,745	637,636
City Clerk	508,943	518,172	548,235
Planning & Neighborhood Services	1,056,325	1,042,594	1,189,146
Election	127,450	164,183	160,655
Police	17,031,379	17,294,300	18,365,141
Fire - Central	2,120,770	2,190,032	2,272,887
Emergency Management	82,637	76,331	72,252
Fire - East Great Plain	145,552	149,216	154,996
Fire - Laurel Hill	78,360	78,445	81,221
Fire - Occum	81,393	88,060	92,300
Fire - Taftville	165,713	164,584	173,968
Fire - Yantic	165,341	162,904	160,383
Public Works	10,687,164	10,857,197	11,144,301
Human Services	2,156,044	2,044,053	2,221,289
Education	81,789,000	84,240,102	86,346,105
Debt Service	4,383,985	4,097,319	3,907,535
Miscellaneous	5,143,032	5,409,119	5,633,250
City Consolidation District	8,011,975	7,782,705	8,157,074
Town Consolidation District	481,312	448,631	505,129
TOTALS	138,422,240	141,089,078	145,676,545
General Operations	41,234,300	41,876,961	44,103,547
Debt Service	4,383,985	4,097,319	3,907,535
Capital Improvements	2,521,668	2,643,360	2,657,155
Education	81,789,000	84,240,102	86,346,105
City Consolidation District	8,011,975	7,782,705	8,157,074
Town Consolidation District	481,312	448,631	505,129
TOTALS	138,422,240	141,089,078	145,676,545

Mayor Peter Albert Nystrom
President Pro Tem Mark M. Bettencourt
Alderman Stacy Gould

AN ORDINANCE CONCERNING THE TAX LEVIES ON THE
LIST OF OCTOBER 1, 2020

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

Section 1. On the City Assessment list of October 1, 2020 a tax of forty-one and ninety-eight hundredths (41.98) 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, 2020, a tax of thirty-seven hundredths (0.37) 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, 2020, a tax of six and sixty-six hundredths (6.66) 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, 2020, a tax of three and two hundredths (3.02) 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, 2021, and payable on said date in whole or in equal installments from that date, namely on July 1, 2021 and January 1, 2022, except that any tax of less than one hundred dollars shall be due and payable on July 1, 2021. If the first installment is not paid on or before August 1, 2021 or if the second installment is not paid on or before February 1, 2022, 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, 2021. If the payment is not paid on or before August 1, 2021 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
President Pro Tem Mark M. Bettencourt
Alderwoman Stacy Gould



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Budget Message

June 25, 2021

Introduction

The City of Norwich budget for fiscal year 2021-22 was adopted by the Norwich City Council at its June 7, 2021 meeting. During the budget deliberations, several changes were made to the budget proposed by the City Manager on April 5, 2021.

May 3, 2021 Tentative Adoption of the Budget

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

- Added 1 full-time equivalent Records Clerk in the City Clerk's office and moved the 0.5 FTE Revenue Collection Clerk from the City Clerk's office back into the Finance Department
- Reduced Capital Contingency by \$500,000

May 17, 2021 – Assessor Update Grand List for Board of Assessment Appeals and Other Corrections

The Norwich City Council made the following changes to the tentatively adopted budget:

- Accepted an \$1,451,915 increase in the revenue estimate for Payments in Lieu of Taxes in the General Fund and minor adjustments to other revenue estimates in the General fund and CCD
- Reduced some line items in the Police, Norwich Fire, and Public Works departments
- Added an Assistant Zoning and Blight Enforcement Officer effective 10/1/2021

June 14, 2021 Amendments and Adoption

The Norwich City Council made the following changes to the tentatively adopted budget and adopted a final budget:

Revenues

- Removed the \$3,528,980 of Distressed Municipalities funding
- Added \$1,300,000 of Education Cost Sharing funding.
- Added \$350,000 of Coronavirus Relief Funds
- Added \$200,000 to revenue estimates for conveyance taxes, sale of City assets, and building permit revenue

Expenditures

- A cut of \$1,240,000 to Norwich Public Schools was voted down because of the addition of \$1.3 million of ECS funds. NPS Superintendent Stringfellow and NPS Business Manager Sirpenski agreed that, should the \$1,300,000 increase in General Fund ECS funding not materialize, they would not spend this \$1,240,000.
- Removed the additional Records Clerk which had been added on May 3rd.
- Removed the Assistant Zoning and Blight Enforcement Officer which had been added on May 17th
- Delayed hiring the Assistant Assessor position by six months
- Removed funding for three Police Officers
- Removed funding for one Laborer from Public Works
- Removed the proposed Fire Services Director from the City Manager's budget
- Reduced the NDCD funding by \$50,000 and removed funding for Marketing and Multicultural Development from the Mayor/Council budget
- Reduced Otis Library budget by \$25,000
- Removed \$52,500 from various NFD and Recreation Capital projects and \$121,247 from Capital Contingency

After Budget Adoption

Firefighters Contract

The City Council approved the 2020-2024 Firefighters contract on June 21, 2021 and made budget adjustments accordingly.

Education Cost Sharing

As of the date of this printing, the Norwich Public Schools agrees that most likely the \$1.3 million increase in ECS funding will become part of the Alliance District portion of the ECS grant. Consequently, at its June 22, 2021 meeting the BOE agreed to not spend the \$1,240,000 which had been the proposed amount to be cut by the City Council should the ECS increase become part of the Alliance Grant funding. To ensure that the \$1,240,000 will not be spent if the Alliance Grant is increased by \$1.3 million, the District's Business Administrator will set aside the \$1,240,000 in a separate account to ensure that it will not be expended or encumbered. As a result, the amount available for Norwich Public Schools to spend from its General Fund appropriation in FY 2021-2022 is \$85,346,105 (\$86,346,105 - \$1,240,000).

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 2021-22 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

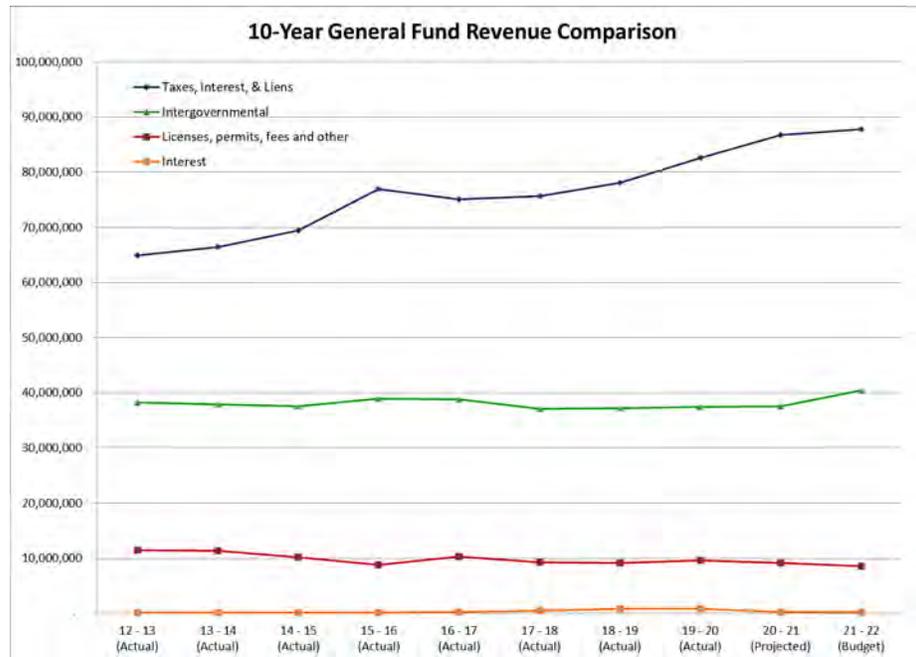
Revenue Factors

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, 2020 collectible grand list increased by \$26 million, or 1.31%, to \$2.01 billion. The collectible grand list is calculated by reducing the gross grand list by exemptions, credits, and estimated 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 personal property and motor vehicles.



The current statutes cap the mill rate on the \$238 million of motor vehicles assessed value at 45 mills.

Intergovernmental

Revenues from State and Federal grants have been flat for the past several years. This year introduces some new sources of revenues.

Federal American Rescue Plan

The City’s General Government and BOE are receiving allocations of over \$25 million and \$17 million, respectively from the recently enacted American Rescue Plan (ARP). ***These funds will be accounted for outside of the annual budget process.*** The types of eligible uses for the education portion of funding are fairly broad while the portion for general government are more restricted.

General Government

Local governments may use ARP funds to:

- respond to the public health emergency with respect to COVID–19 or its negative economic impacts, including assistance to households, small businesses, and nonprofits, or aid to impacted industries such as tourism, travel, and hospitality;
- respond to workers performing essential work during the COVID–19 public health emergency by providing premium pay to eligible workers of local government that are performing such essential work, or by providing grants to eligible employers that have eligible workers who perform essential work;

- provide government services to the extent of the reduction in revenue of such local government due to the COVID–19 public health emergency relative to revenues collected in the most recent full fiscal year prior to the emergency; or
 - make necessary investments in water, sewer, or broadband infrastructure.
- Local governments *cannot* use funds for deposit into any pension fund. In addition, cannot be used for directly or indirectly offsetting a tax cut.

Education

School districts may use ARP funds to:

- hire and retain teachers and other school personnel,
- purchase computers and hot spot devices for online learning;
- support the unique needs of underserved students, and foster and homeless youth;
- pay for training and professional development;
- purchase supplies for cleaning and sanitization;
- carry out IDEA requirements, including providing assistive technology or adaptive equipment to support students with disabilities;
- pay for Summer learning; and
- pay for other activities to maintain the continuity of educational services, address learning loss, and school facility repairs etc.

State of Connecticut Budget

The preparation of this budget was predicated upon the revenues included in the State's budget adopted in June 2021. As of the date the City's budget was adopted, some of the details defined in the State's budget implementer bills were not known.

Education Cost Sharing

The City's adopted budget assumed that the \$1.3 million increase in the Education Cost Sharing (ECS) grant funding will go to the non-Alliance District grant portion as a General Fund revenue.

Payments in Lieu of Taxes

The State budget includes a \$1,451,915 increase in PILOT reimbursement for non-taxable real estate in the City of Norwich.

10% Share of Norwich Public Utilities Revenues

The payments from Norwich Public Utilities will decrease by \$521,418 to \$8,648,304 for fiscal year 2021-22. NPU's gross revenues increased primarily because of an increase in gas rates. Consistent with the 2020-21 Adopted Budget, \$3,299,876 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 \$240,000 in 2021-22.

Expenditure Factors

The following are explanations of the major cost drivers for the City's General Fund.

Salaries & Fringe Benefits

The City's salary and fringe benefit costs have increased by \$1.7 million. Fringe benefits include Social Security, Medicare, health insurance, life insurance, workers' compensation, pension and other post-employment benefits (OPEB). Salaries increased by \$417,000, or 2.35%.

Health Insurance increased by \$660,000 as a result of Anthem’s estimate for backlogged medical care that was deferred during the pandemic. Pension and OPEB costs increased by a combined \$562,000 in order to fully fund their Actuarial Determined Contributions (ADC).

Capital Improvements

The capital improvements budget for 2021-22 is \$2.7 million. The capital budget includes funding towards the McGrath Fire Services Study recommended dispatch and communications improvements, paving projects, firefighter equipment, replacement of Public Works vehicles, and repairs to City buildings. Capital requests from departments totaled \$46 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 \$48.0 million – a 4.43%, or \$2.0 million increase from last year. In the individual department pages, you will see a column labeled “2021-22 Request.” This represents what the department heads requested in order to accomplish their missions. Department budget requests totaled \$51.9 million.

Initiatives During 2021-22

McGrath Fire Study Recommendations

Between now and the end of fiscal year 2021-22, the City plans to:

- identify cost estimates for the upgrade of dispatch operations
- add an exhaust system to the Yantic fire station

Summary of Appropriations and Prior Year Comparison				
	2020-21	2021-22	\$ Change from Prior Year	% Change from Prior Year
General Operations	41,876,961	44,103,547	2,226,586	5.32%
Debt Service	4,097,319	3,907,535	(189,784)	-4.63%
Subtotal-General Gov't	45,974,280	48,011,082	2,036,802	4.43%
Capital Improvements	2,643,360	2,657,155	13,795	0.52%
Education	84,240,102	86,346,105	2,106,003	2.50%
Total General Fund	132,857,742	137,014,342	4,156,600	3.13%
Special Revenue Funds				
CCD Fire District	7,782,705	8,157,074	374,369	4.81%
TCD Fire District	448,631	505,129	56,498	12.59%
Norwich Public Utilities	96,902,997	97,196,988	293,991	0.30%
Total	237,992,075	242,873,533	4,881,458	2.05%

Staffing & Service Levels

General Fund

This budget reduces staffing levels by:

- Postponing the filling of the Assistant Assessor position for six months
- Leaving three Police Officer positions vacant
- Leaving one Laborer position vacant in the Public Works department

City Consolidation Fire District Fund

No changes in staffing.

Board of Education (BOE)

Under the State budget, the BOE will receive an increase in Alliance District grants. In addition to the Alliance District Funding and the \$17.2 million of Federal ARP funds described earlier, the BOE also is allocated \$4.2 million

of ESSER II funding through the proposed State budget. The ESSER II funds, like the Federal ARP education funds, have a similarly broad list of eligible uses.

The BOE requested a budget of \$87,567,584 which is a 3.95%, or \$3.3 million increase over fiscal year 2020-21. The City Council adopted an increase in local funding for the BOE’s General Fund operating budget this year of 2.5% to \$86,346,105 – a \$2,106,003 increase. \$1,240,000 of this \$2,106,003 was predicated on the receipts of the additional \$1.3 million in ECS funding in the General Fund.

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 proposed 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 (GF)	Fire Districts		Combined	
		Town Consolidation District (TCD)	City Consolidation District (CCD)	GF + TCD	GF + CCD
Adopted 2021-22	41.98	0.37	6.66	42.35	48.64
Adopted 2020-21	42.06	0.32	6.41	42.38	48.47
Change	(0.08)	0.05	0.25	(0.03)	0.17
Percent Change	-0.19%	15.63%	3.90%	-0.07%	0.35%

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 \$100.3 million and is based on the following:

- 1.5% rate increase for electric starting in October 2021. Prior to that, NPU had three consecutive years with no increases to these rates.
- 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. These increases prepare NPU for the planned sewer plant upgrade project.
- 2.3% increase in natural gas rates.
- No increase in water rates for the third consecutive year.

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 increase by 3% in 2023 due to the changes in PILOT and then increase by 0.5% each year thereafter.
- Investment income will increase to \$600,000 in 2023 and then by 1% each year thereafter.
- 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.

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 have been addressed in order to stabilize future budgets:

- 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 April 2021, as of June 30, 2019, Norwich was in the top 25 of the 169 Connecticut towns and cities for funding its OPEB plan. The City and NPS have eliminated post-employment medical benefits for new employees in most bargaining units.
- 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. Many City and NPS bargaining units have migrated from more costly PPO and HMO plans over to High Deductible Health Plans with HSA's. In addition, the City has aggressively negotiated lower fees, prescription costs, and stop-loss insurance premiums.
- Refinancing Debt. The City refinanced 2011 and 2014 bonds in October 2020 for net present value savings of \$416,000. About two-thirds of this savings is for NPU gas line extension bonds.
- 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 have begun to level off. Given the very low interest rate environment, we are evaluating whether pension obligation bonds would be an effective tool to decrease the City's long-term costs.

	Budget FY2021	Budget FY2022	Projected FY2023	Projected FY2024	Projected FY2025	Projected FY2026	Projected FY2027
Revenues (excluding current RE and PP tax levy)							
Taxes/interest/liens	11,917,326	12,693,898	12,790,201	13,183,542	13,771,328	14,283,030	14,800,409
Licenses & Permits	368,600	638,400	644,784	651,232	657,744	664,321	670,964
Federal Grants	-	350,000	-	-	-	-	-
State Grants	37,192,339	39,962,309	41,161,178	41,366,984	41,573,819	41,781,688	41,990,596
Other Intergovernmental Revenue	163,700	166,000	167,660	169,337	171,030	172,740	174,467
Charges for Services	1,139,900	1,065,200	1,075,852	1,086,611	1,097,477	1,108,452	1,119,537
Fines & Assessments	210,500	216,400	216,400	216,400	216,400	216,400	216,400
Investment Earnings	450,000	240,000	600,000	606,000	612,060	618,181	624,363
Rents	559,543	573,342	584,809	596,505	608,435	620,604	633,016
Other Revenues	201,474	204,113	206,154	208,216	210,298	212,401	214,525
Transfers & Other Financing Sour	6,152,946	5,838,056	5,954,817	6,073,913	6,195,391	6,319,299	6,445,685
	58,356,328	61,947,718	63,401,855	64,158,740	65,113,982	65,997,116	66,889,962
Expenditures							
Salaries	17,723,518	18,190,141	19,047,836	19,473,988	19,909,994	20,356,091	20,812,518
Fringe Benefits	12,958,976	14,227,990	15,029,099	15,588,905	16,171,639	16,778,313	17,409,982
Contracted Services	4,498,042	4,672,521	4,955,217	5,043,455	5,133,344	5,224,916	5,318,207
Materials & Supplies	1,475,296	1,423,819	1,444,886	1,466,267	1,487,965	1,509,986	1,532,334
Equipment & Furniture Maint	519,774	599,064	605,055	611,106	617,217	623,389	629,623
Vehicle Fuel & Utilities	1,591,203	1,748,826	1,777,476	1,806,627	1,836,289	1,866,471	1,897,182
Debt Service	4,097,319	3,907,535	3,758,552	4,942,298	5,797,406	6,545,092	6,732,150
Capital Budget	2,643,360	2,657,155	2,740,287	2,815,541	2,899,673	2,978,843	3,057,236
Building Maintenance	438,250	420,500	426,808	433,210	439,708	446,304	452,998
Contrib - outside agencies	1,423,226	1,394,073	1,465,652	1,487,570	1,509,832	1,532,445	1,555,414
Property & Liability Insurance	766,092	838,735	859,123	880,012	901,414	923,343	945,811
All other General City	482,584	587,878	594,009	600,206	606,470	612,802	619,202
	48,617,640	50,668,237	52,704,000	55,149,185	57,310,951	59,397,995	60,962,657
Education	84,240,102	86,346,105	88,073,027	89,834,488	91,631,178	93,463,802	95,333,078
	132,857,742	137,014,342	140,777,027	144,983,673	148,942,129	152,861,797	156,295,735
Current Levy Needed	74,501,414	75,066,624	77,375,171	80,824,933	83,828,147	86,864,681	89,405,773
Collectible Grand List	1,771,725,163	1,788,190,063	1,806,071,964	1,824,132,684	1,842,374,011	1,860,797,751	1,879,405,729
Mill Rate	42.06	41.98	42.85	44.31	45.51	46.69	47.58
Change in Mill Rate	1.78	-0.08	0.87	1.46	1.20	1.18	0.89
Motor Vehicle Capped Rate	42.06	41.98	42.85	44.31	45.00	45.00	45.00

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 Building Committee to make a plan for a referendum for the consolidation, maintenance and improvements of the schools.
- Wastewater treatment plant – The upgrade to NPU’s wastewater treatment plant is expected to cost in excess of \$160 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.
- Public Safety – The recent McGrath Fire Services Study made recommendations for dispatch, communications, and fire apparatus replacement and improvements.

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 2021-22 CITY BUDGET
PURSUANT TO CHAPTER 7 OF NORWICH CITY CHARTER**

TIMEFRAME	EVENT	AGENDA
Late September 2020	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 2020	Initial budget requests due	Department heads and outside agencies return their written requests, Finance Department coordinates process.
January 2021	Budget meetings on proposed requests	City Manager and Comptroller meet with department heads and outside agencies on proposed budget requests.
February 2021	Revenue projected	Comptroller calculates State revenue projections.
March 2021	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 2021	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 2021	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 2021	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 2021	Council shall act on proposed budget	The Council acts initially on the City Manager's proposed budget.
Prior to third Monday in May 2021	Second public hearing	The purpose is to listen to citizens' input on proposed budget.
No later than 2nd Monday in June 2021	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, 2021 - June 30, 2022	Budget implementation	Comptroller oversees revenues and expenditures according to the budget established by Council.
July 2022	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

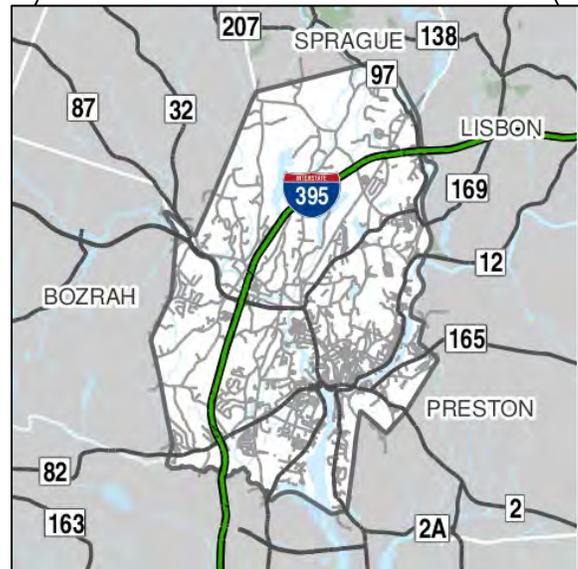
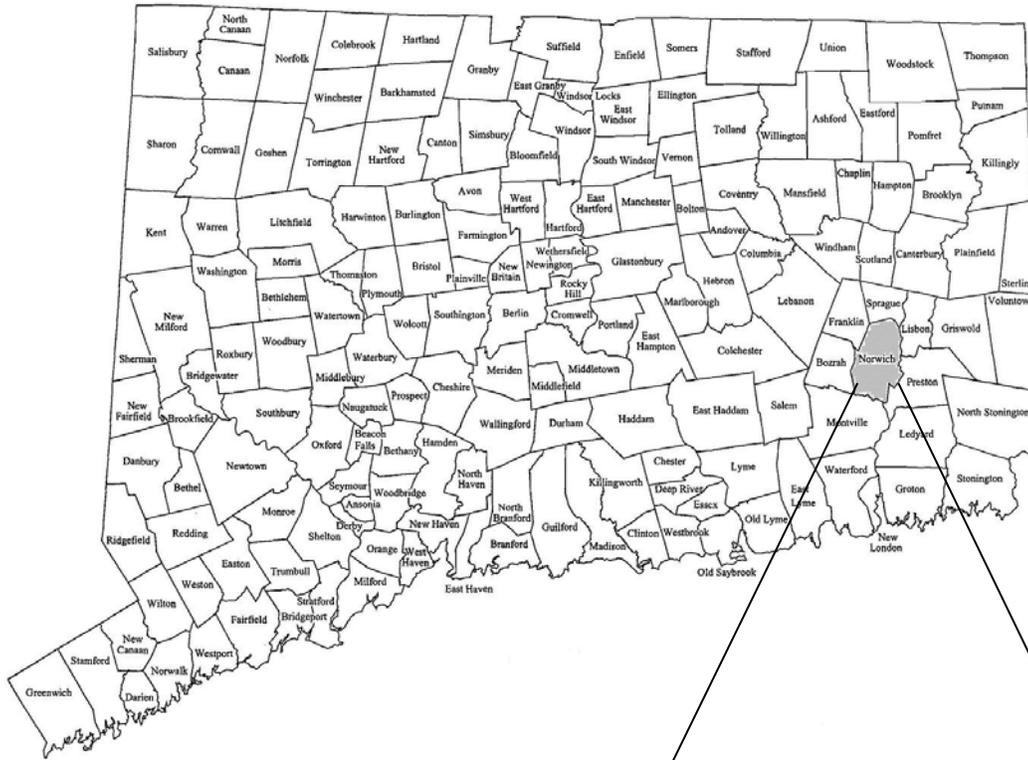
Norwich is home to a modern industrial park operated by the Norwich Community Development Corporation, a private non-profit organization. The industrial park is conveniently located close to Route 2, I-395 and other major highways. The park offers commercial and industrial sites on more than 400 wooded 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, 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
2015	39,899	3,590,886	5,236	523,182
2016	39,556	3,576,452	5,123	541,815
2017	39,470	3,588,184	5,083	538,899
2018	39,136	3,572,665	5,020	535,025
2019	38,768	3,565,287	5,031	527,829

Source: State of Connecticut DPH Population Estimates; SDE Public School Enrollment; NPS Enrollment Stats

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
	Total Governmental GO Debt	Total Governmental Debt Service	Per Capita Debt	Per Capita Debt
2015	44,571,000	5,618,000	1,117	2,429
2016	51,063,000	4,542,192	1,291	2,480
2017	52,689,000	4,373,019	1,335	2,514
2018	47,921,000	4,468,906	1,224	2,580
2019	51,425,000	4,262,998	1,326	2,639

Source: May 2021 State of Connecticut Municipal Fiscal Indicators; Norwich annual financial reports

Principal Taxpayers

Name	Nature of Business	Net Taxable Valuation as of 10/1/20
Computer Science Corporation	Computer Products & Services	\$49,644,060
NorwichTown Commons	Shopping Center	19,080,060
Bob's Discount Furniture	Retail Store & Distribution Center	16,777,730
Norwich Realty Associates, LLC	Real Estate	11,380,600
Domino Solar Ltd.	Solar Installations	11,203,260
Plaza Enterprises	Shopping Center	11,026,050
Mashantucket Pequot Tribe	Real Estate	10,296,840
Elk Thamesview LLC	Apartment Complex	9,410,700
Wal-Mart Stores, Inc.	Department Store	9,150,910
Algonquin Gas Transmissions LLC	Natural Gas Pipeline	8,772,380
		\$156,742,590

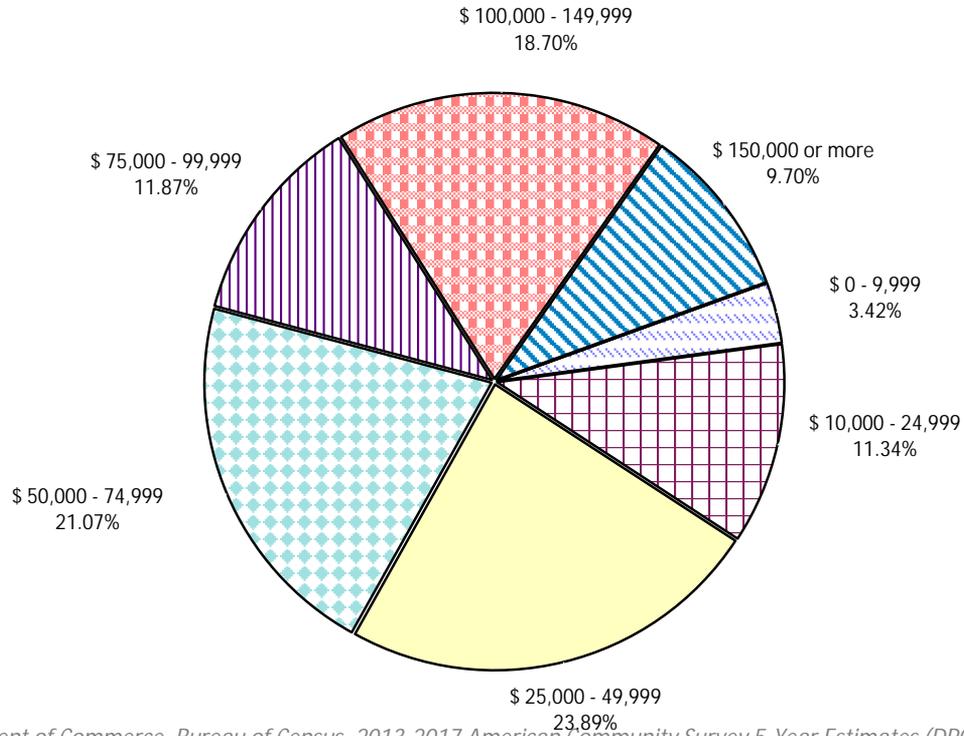
Source: Norwich Assessor

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 Operations	221

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

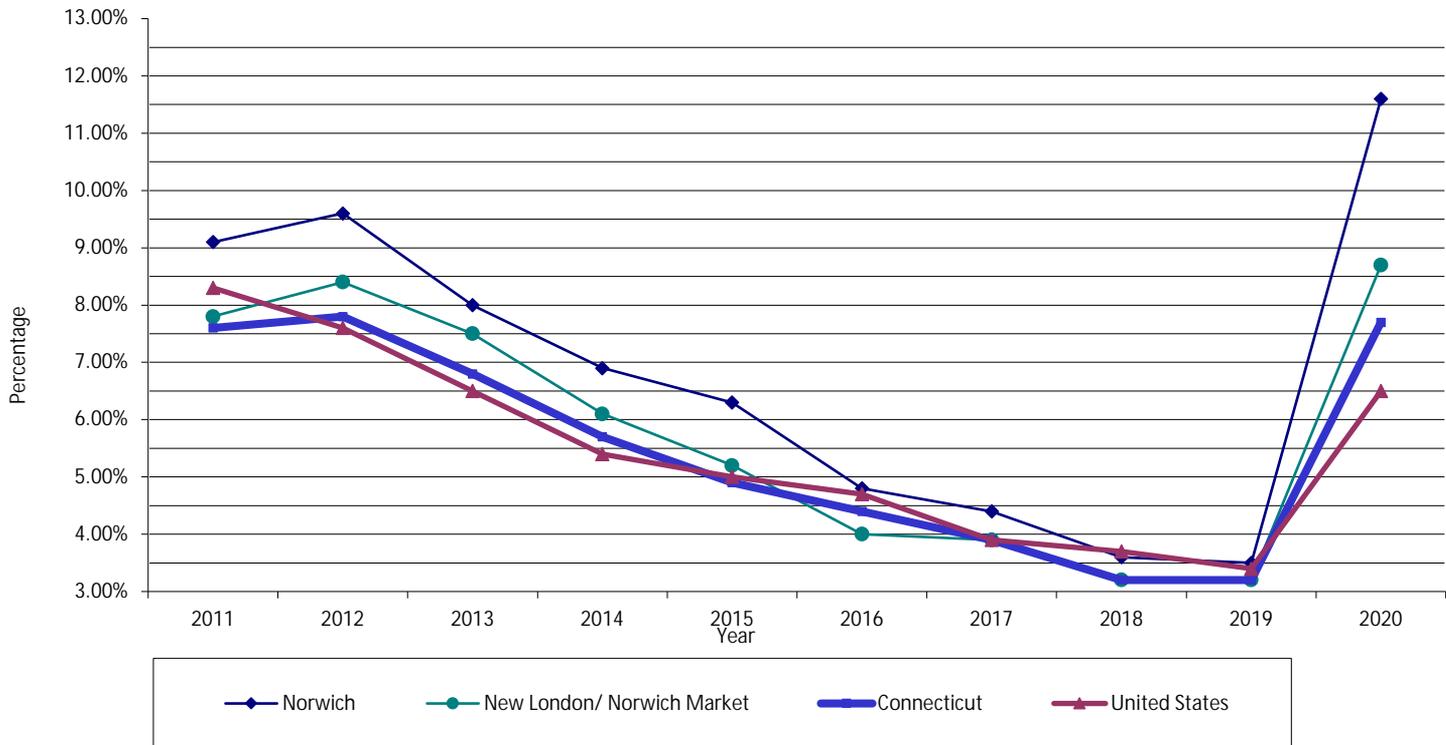
City of Norwich Family Income Distribution



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

Unemployment Percentages

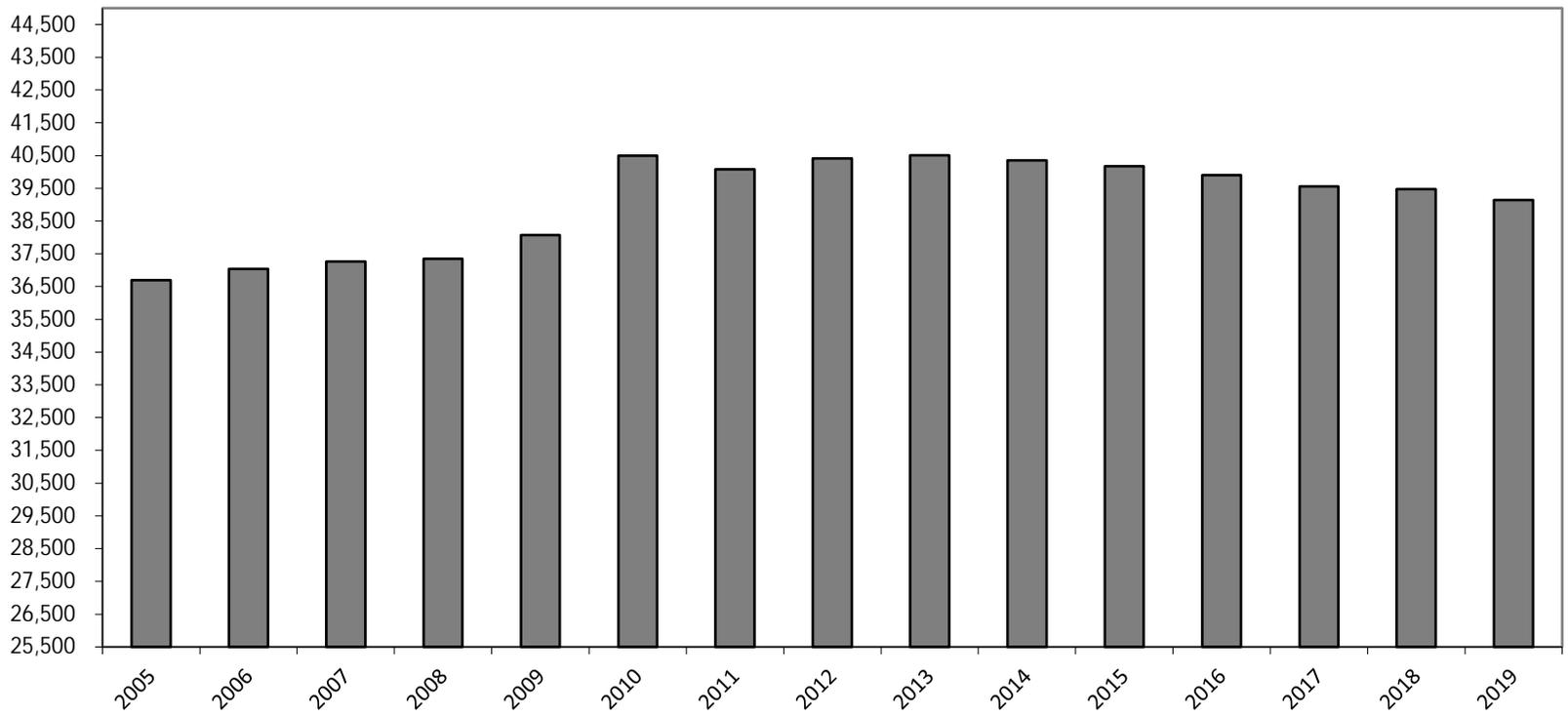
As of December 31st of each year



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

Norwich Population History - Last 15 Years

For 2019, Norwich's population was the 25th highest of the 169 Connecticut towns and cities. Norwich's population density is 1,381.5 per square mile compared to the statewide average of 736.3.



Source: State of Connecticut Department of Public Health

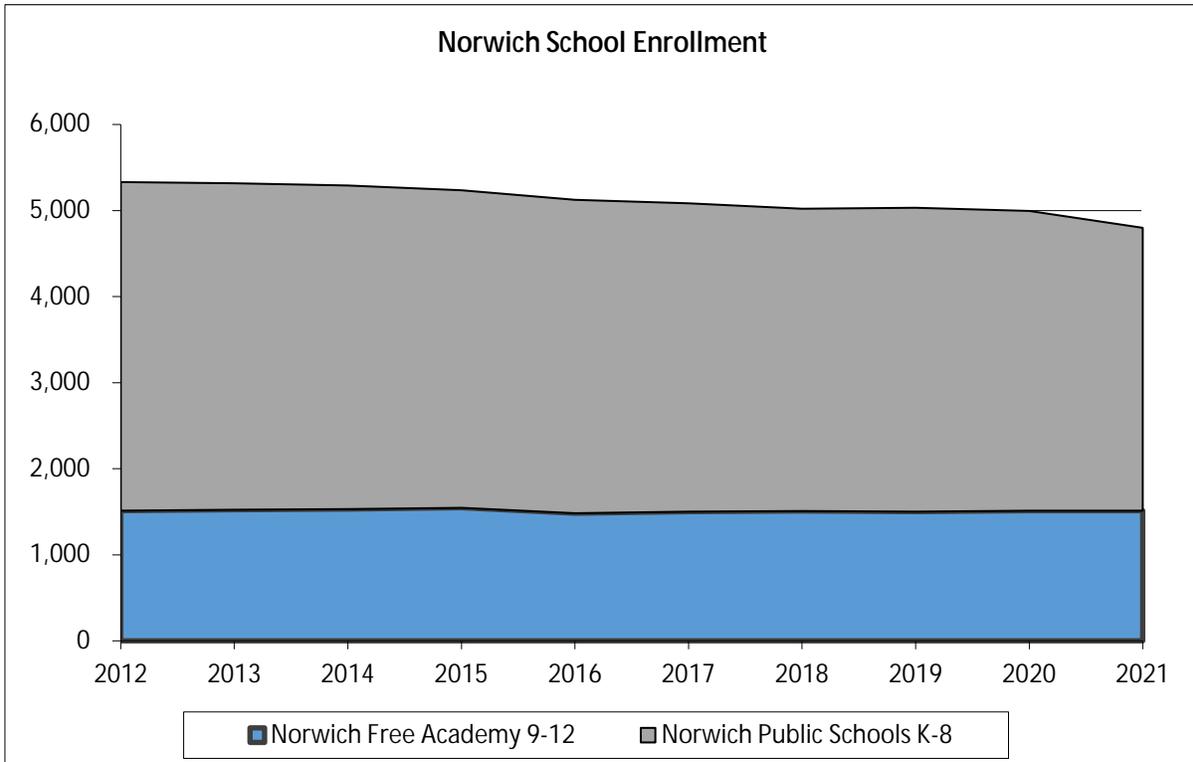
Norwich Births



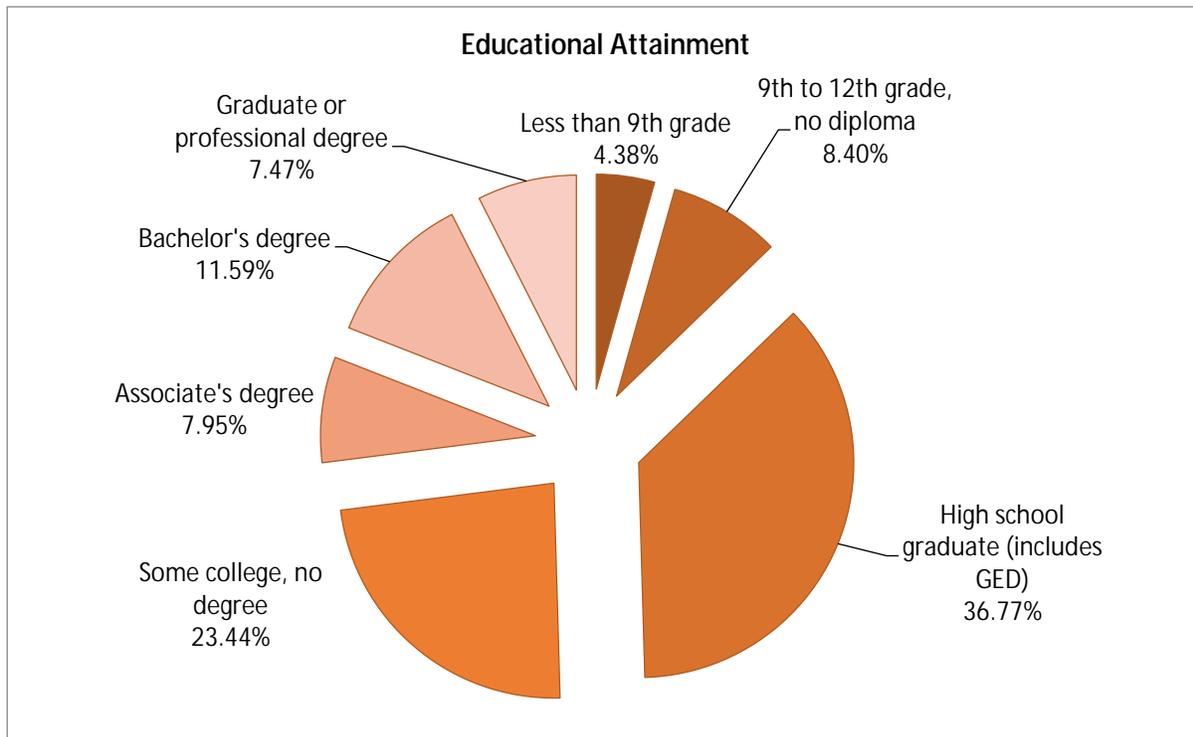
Source: Norwich City Clerk

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.

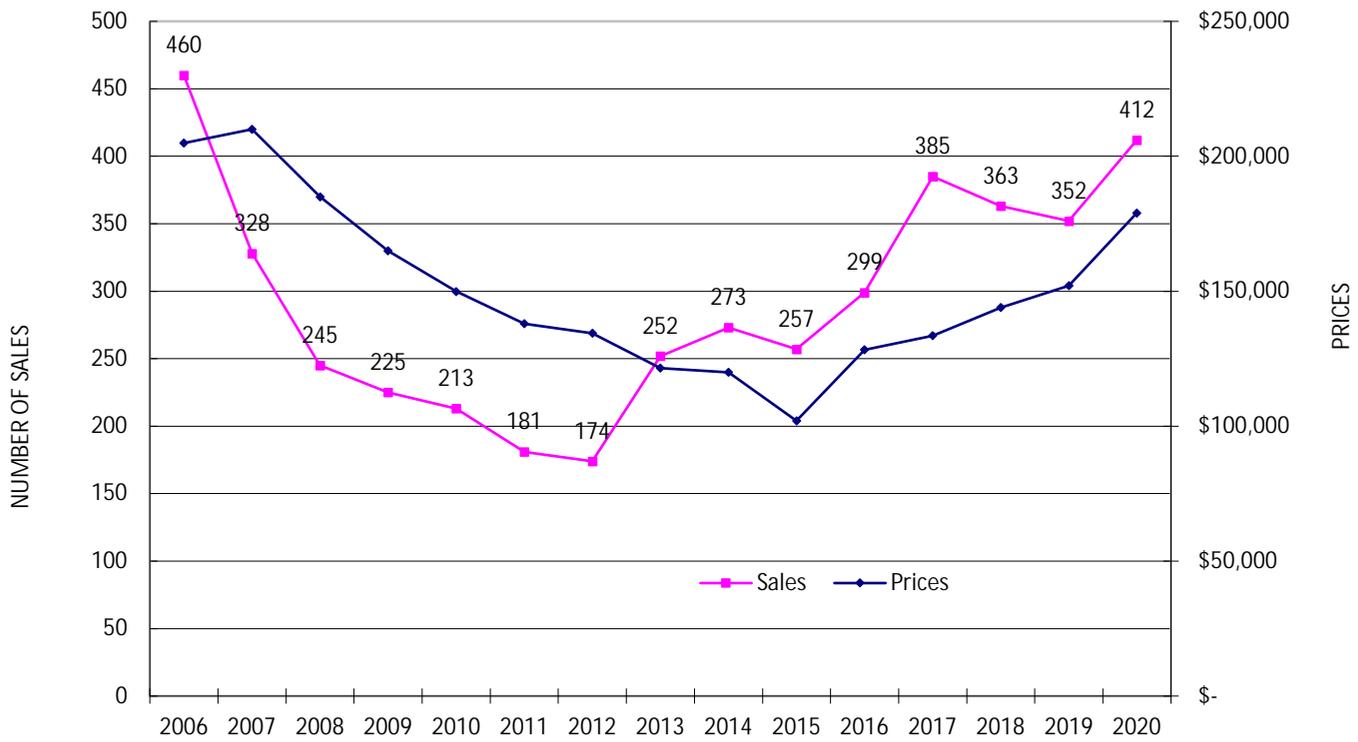


Source: Norwich Public Schools

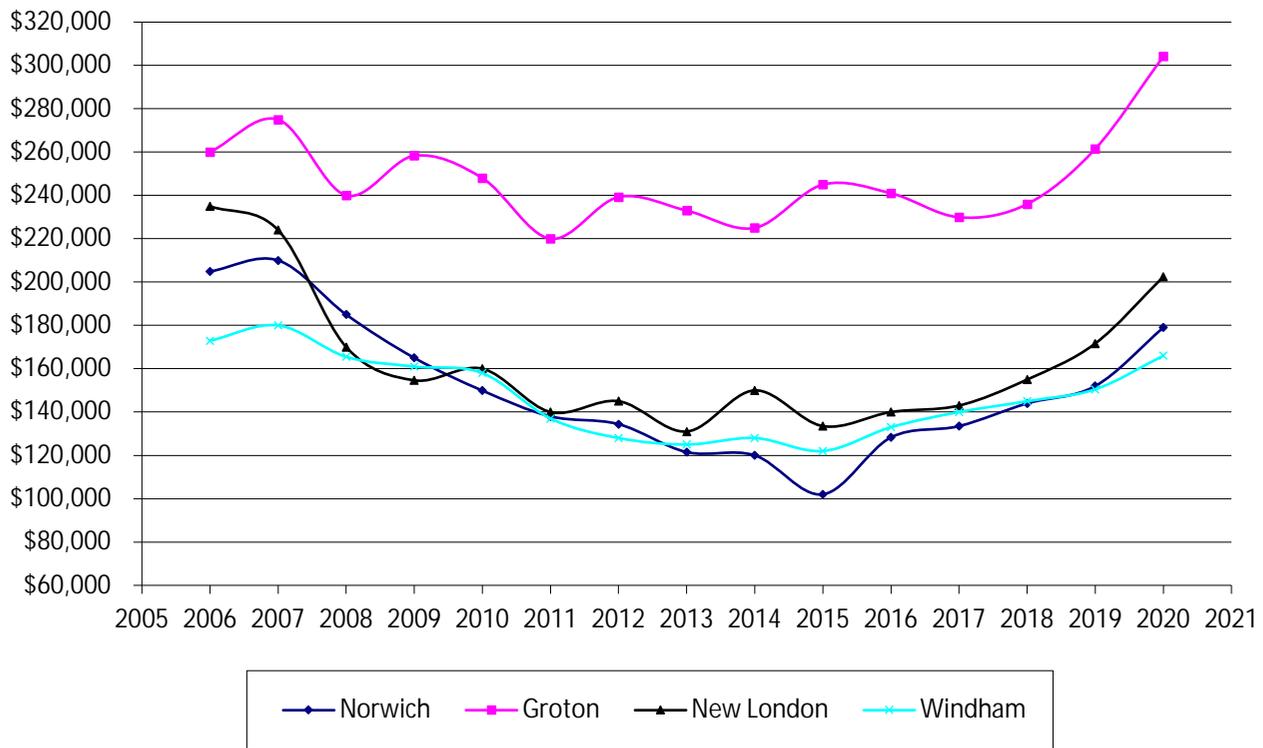


Source: 2013-2017 American Community Survey 5-Year Estimates (DP02)

Housing Sales and Median Prices Norwich - Calendar Year



Comparable Communities Median Sales Price - Calendar Year



Source: Eastern Connecticut Realtors Association Website

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	1/8/25
Dianne Slopak (R)	4 Years	1/8/25

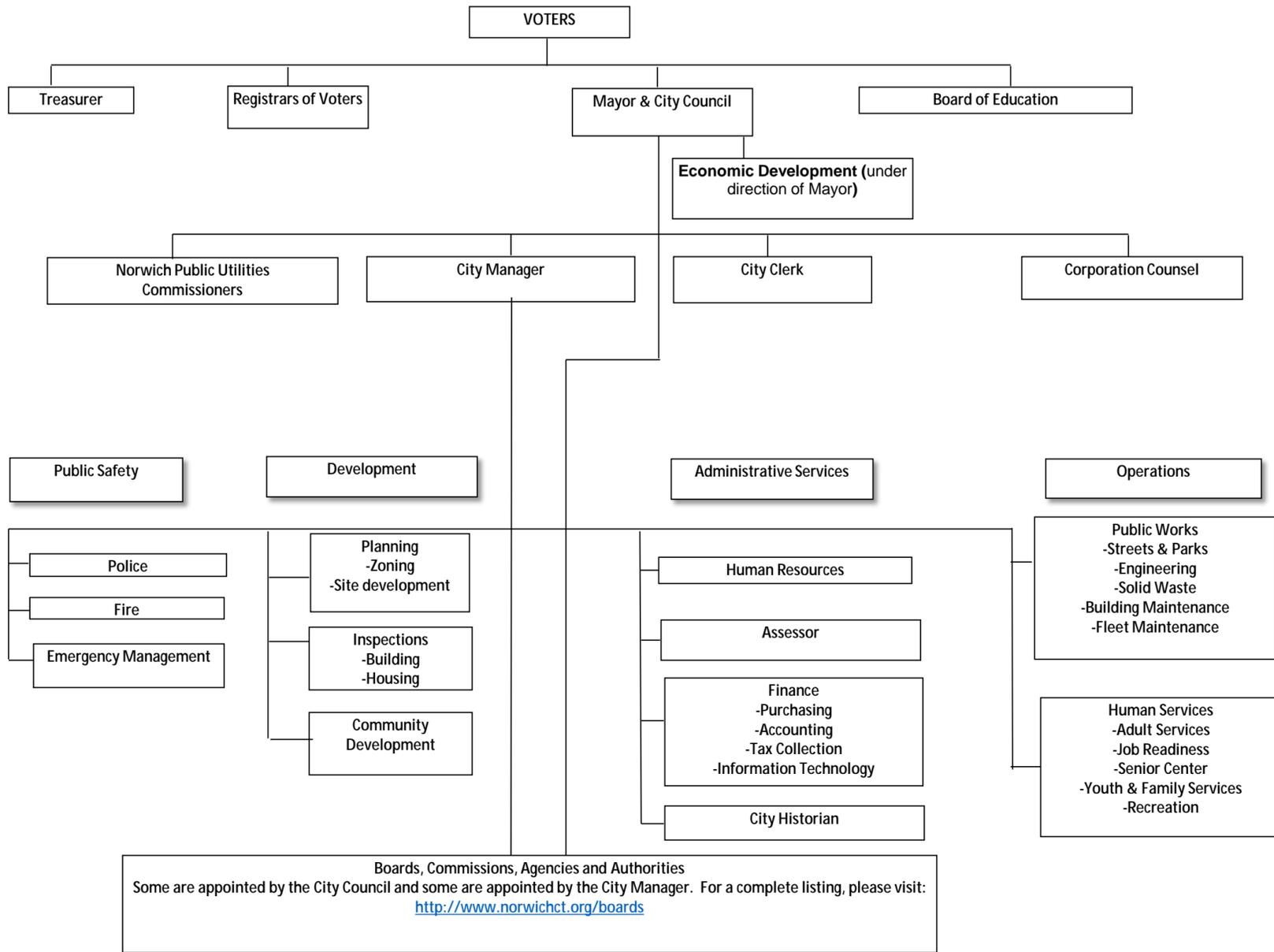
Appointed NPU Commissioners

	<u>Term Length</u>	<u>Term Expires</u>
Robert A. Staley, Chairperson (R)	5 Years	3/1/23
Stewart Peil, Vice Chairperson (R)	5 Years	3/1/22
Stephen Becker, Secretary (R)	5 Years	3/1/24
Michael A. Goldblatt, (R)	5 Years	3/1/25
William Warzecha (D)	5 Years	3/1/26

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	Tracy Montoya	(860) 892-6080
Engineer	Patrick McLaughlin	(860) 823-3798
Fire Chief, Norwich (CCD)	Tracy Montoya	(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	William Eyberse	(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	Robert Castronova	(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 AFR?	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	
					Community Development	No	
					Lead Paint	No	Social services
			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 AFR?	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, 2020.

Type of Debt	Multiple	Limitation	Total Indebtedness	Percent of Limit
General Purpose	2.25	192,775,500	26,530,000	13.76%
Schools	4.5	385,551,000	5,076,000	1.32%
Sewers	3.75	321,292,500	2,417,000	0.75%
Urban Renewal	3.25	278,453,500	2,687,000	0.96%
Pension Deficit	3	257,034,000	0	0.00%
Overall Debt Limit	7	599,746,000	38,201,000	6.37%

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.
- 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. (1.885% at June 30, 2020)
- 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	553
Terminated vested members	41	-	-
No longer active	-	78	-
Active plan members	599	52	1,012
Total	1,265	183	1,565
Funding Progress			
Actuarial value of assets	\$187,440,424	\$3,109,212	\$25,681,313
Actuarial accrued liability	(315,758,880)	(6,871,905)	(62,455,534)
Unfunded accrued liability (UAL)	(\$128,318,456)	(\$3,762,693)	(\$36,774,221)
Funded ratio	59.36%	45.25%	41.12%
Covered payroll	\$43,693,106	N/A	\$68,378,763
UAL as a % of covered payroll	293.68%	N/A	53.78%
2021-22 Budgeted Contribution			
	\$13,684,418	\$357,417	\$4,683,787
2021-22 ADEC			
	\$13,684,418	\$357,417	\$4,683,787
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 June 30, 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 and TCD 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 Unassigned 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 Unassigned Fund Balance (UFB).

The City Council adopted by ordinance a formal General Fund UFB policy in December 2014 which was amended in June 2021. 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

In addition to the UFB policy, in June 2021 the City Council added a policy for a nonlapsing account for unexpended education funds. This policy allows the BOE to request that an unexpended General Fund appropriation be deposited into the nonlapsing account. The funds may be later used for covering future BOE operating deficits, improvements to school facilities and equipment, or improvements to programs which would not create ongoing operating costs.

A detailed history of the UFB follows:

Fiscal Year Ended June 30 th	Unrestricted Fund Balance	Annual Expenditures and Encumbrances	Balance as % of Expenditures
2020	\$14,394,000	\$129,668,000	11.10%
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%

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, 2019. The City has received this prestigious award every year since 1993. For each of the fiscal years beginning July 1, 2000 through July 1, 2020, 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.

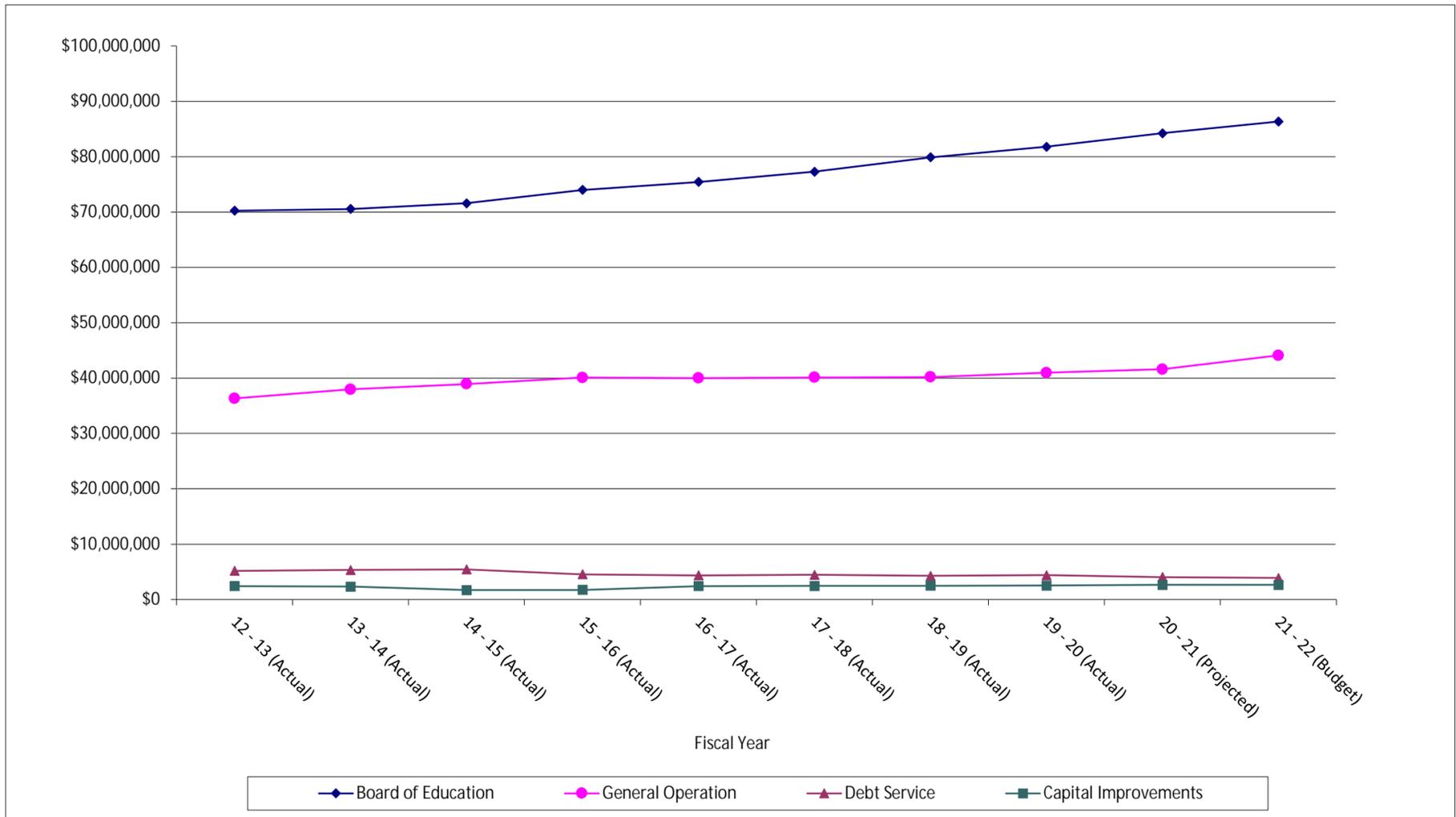
	General Fund	Town Consolidation District	City Consolidation District
<i>Calculation of Grand List, Personal Property and Real Estate</i>			
Personal Property	216,294,980	186,811,510	29,483,470
Real Estate	1,683,340,362	1,116,296,170	567,044,192
Gross Grand List, Personal Property and Real Estate	1,899,635,342	1,303,107,680	596,527,662
<i>Less: Exemptions, Credits, Etc.</i>			
Elderly Reimbursement	8,238,095	4,976,190	3,261,905
Veterans/ military exemptions	2,480,250	1,718,250	762,000
Disabled exemptions	1,398,050	923,050	475,000
Economic Dev & Mfg exemptions	61,579,674	53,858,788	7,720,886
Projected Certificates of Correction	2,000,000	1,000,000	1,000,000
Total Exemptions, Credits, Etc.	75,696,069	62,476,278	13,219,791
<i>Grand list, net of exemptions & credits</i>	1,823,939,273	1,240,631,402	583,307,871
<i>Estimated Tax Collection Percentage</i>	98.04%	98.94%	97.12%
<i>Collectible Grand List, Personal Property and Real Estate</i>	1,788,190,063	1,227,480,709	566,508,604
<i>Taxes to be Levied:</i>			
General City	16,084,100		
Board of Education	52,619,562		
Capital Improvements	2,657,155		
Debt Service	3,705,807		
Fire Districts		448,322	3,767,621
Total Tax Levy, Personal Property and Real Estate	75,066,624	448,322	3,767,621
<i>Mill Rates Required:</i>			
General City	8.99		
Board of Education	29.43		
Capital Improvements	1.49		
Debt Service	2.07		
Town Consolidation District		0.37	
City Consolidation District			6.66
Total Mill Rates Required	41.98	0.37	6.66
Last Year's Mill Rate	42.06	0.32	6.41
Change	(0.08)	0.05	0.25
Percent Change	-0.19%	15.63%	3.90%

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

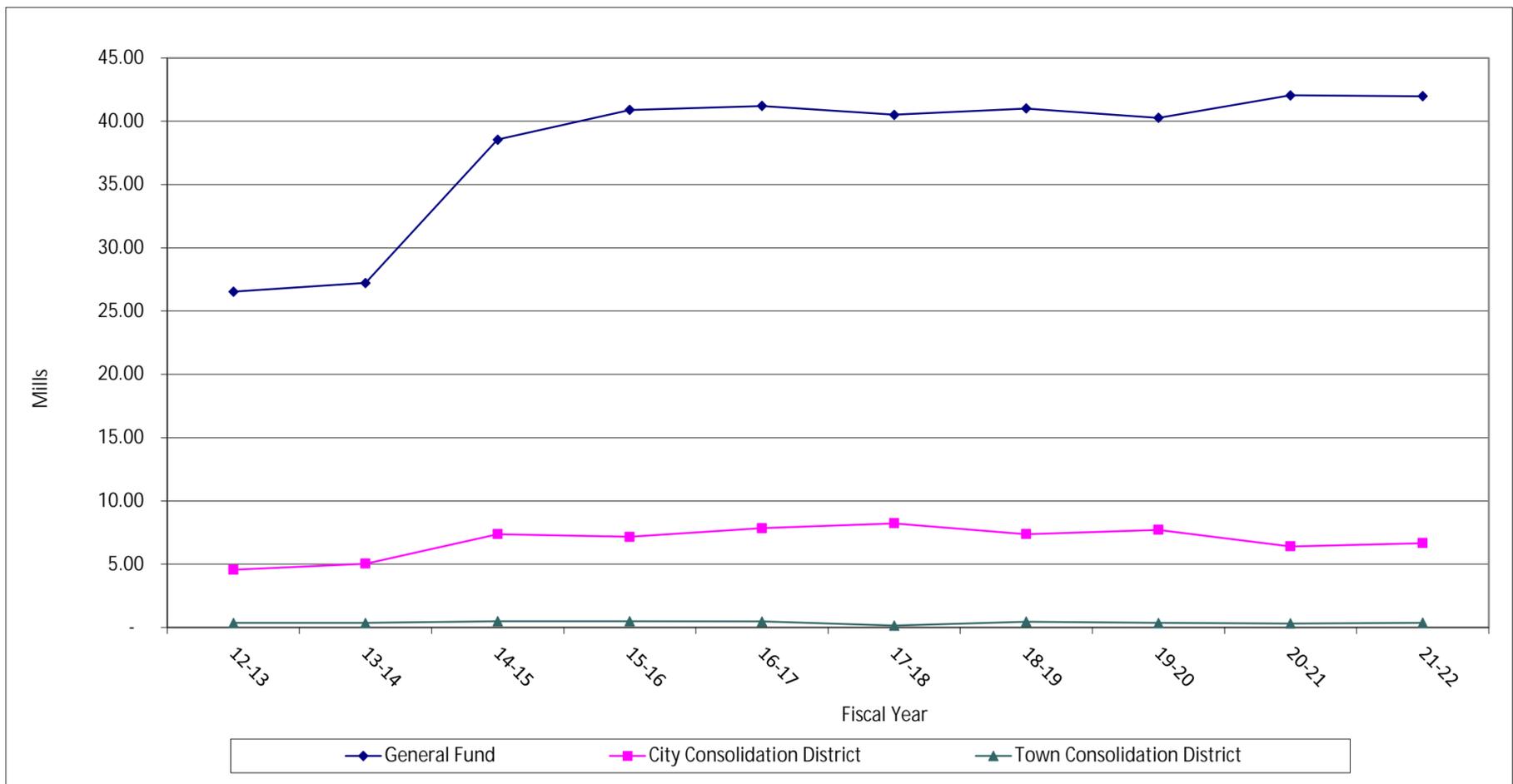
	General Fund	Town Consolidation District	City Consolidation District
Motor Vehicles - July Billing	216,295,204	138,362,580	77,932,624
Motor Vehicles - Estimated January Billing	28,895,797	16,911,988	11,983,809
<i>Less: Exemptions, Credits, Etc.</i>	<i>(6,696,903)</i>	<i>(4,844,435)</i>	<i>(1,852,468)</i>
<i>Grand list, net of exemptions & credits</i>	<u>238,494,098</u>	<u>150,430,133</u>	<u>88,063,965</u>
<i>Estimated Tax Collection Percentage</i>	89.28%	92.18%	85.62%
<i>Collectible Grand List, Motor Vehicles</i>	<u>212,927,531</u>	<u>138,666,497</u>	<u>75,400,367</u>
Mill Rate Cap	41.98	0.37	3.02
Taxes on Motor Vehicles	8,938,698	51,307	227,709
GRAND TOTAL - COLLECTIBLE GRAND LIST	2,001,117,594	1,366,147,206	641,908,971
GRAND TOTAL - CURRENT TAX LEVY	84,005,322	499,629	3,995,330

Budget Graphs & Charts

General Fund Expenditures - Ten Year Comparison



Mill Rates - Ten Year Comparison

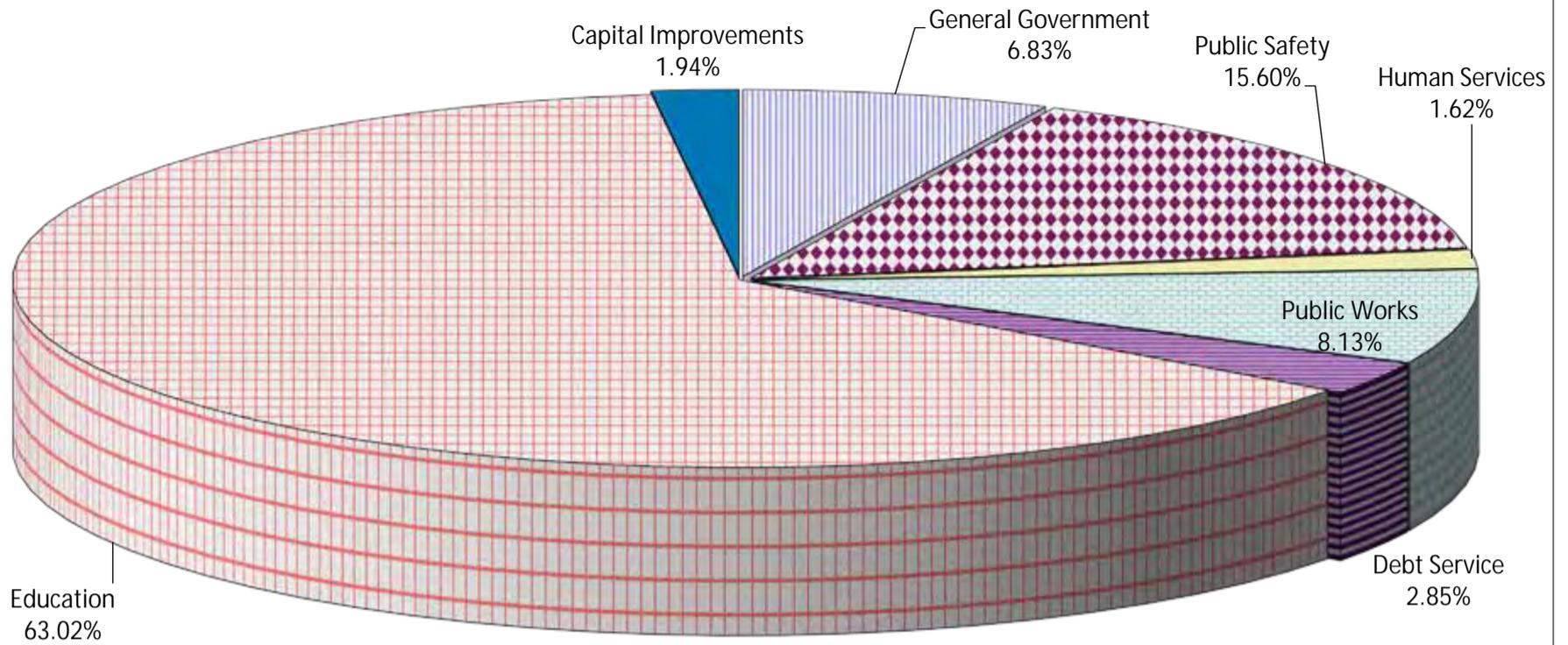


In fiscal year 2014-15, the 10/1/2013 grand list revaluation resulted in a decrease in the net grand list of \$630 million to \$1.78 billion compared to 10/1/2012.

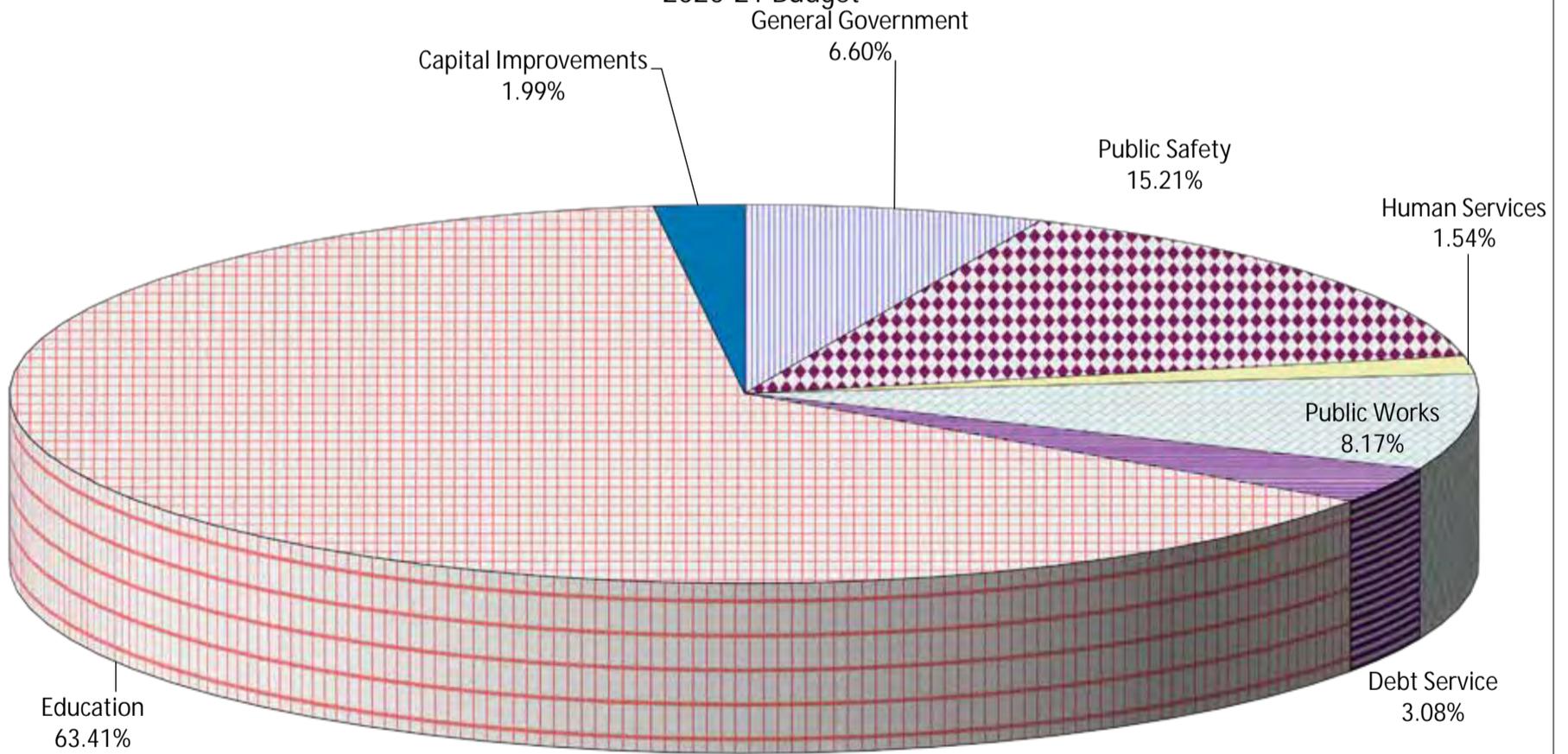
In fiscal year 2019-20, the 10/1/2018 grand list revaluation resulted in an increase in the net grand list of \$119 million to \$1.95 billion compared to 10/1/2017.

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

2021-22 Budget

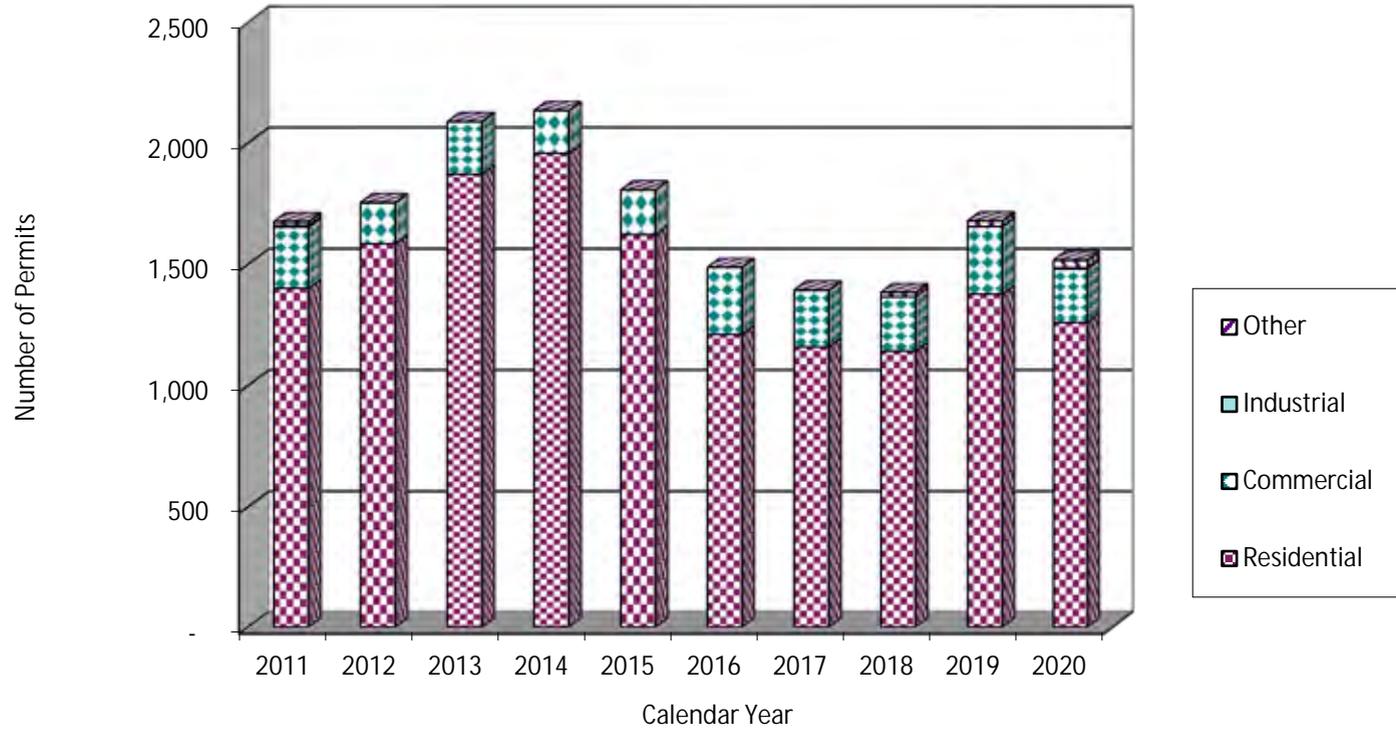


2020-21 Budget

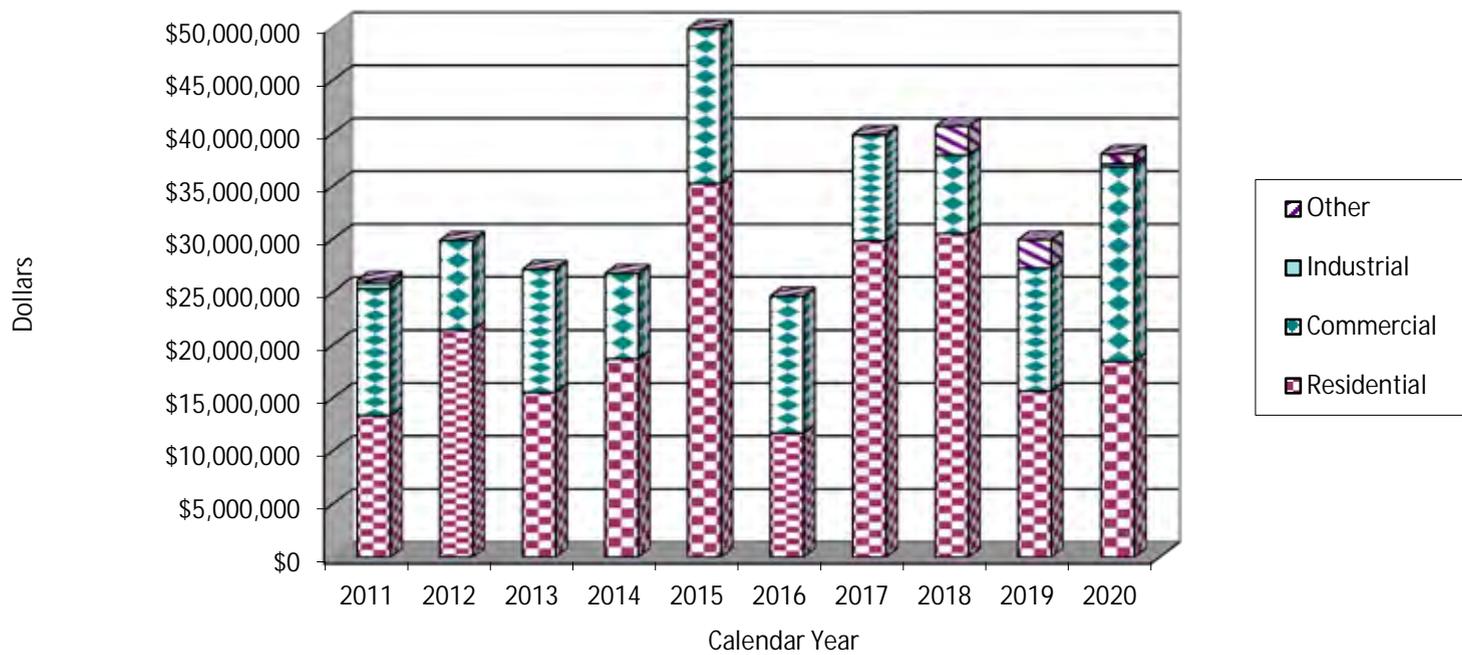


	2021-22 Budget	2020-21 Budget	Dollar Change	Percent Change
General Government	9,364,809	8,771,839	592,970	6.76%
Public Safety	21,373,148	20,203,872	1,169,276	5.79%
Human Services	2,221,289	2,044,053	177,236	8.67%
Public Works	11,144,301	10,857,197	287,104	2.64%
Debt Service	3,907,535	4,097,319	(189,784)	-4.63%
Education	86,346,105	84,240,102	2,106,003	2.50%
Capital Improvements	2,657,155	2,643,360	13,795	0.52%
Total	137,014,342	132,857,742	4,156,599	3.13%

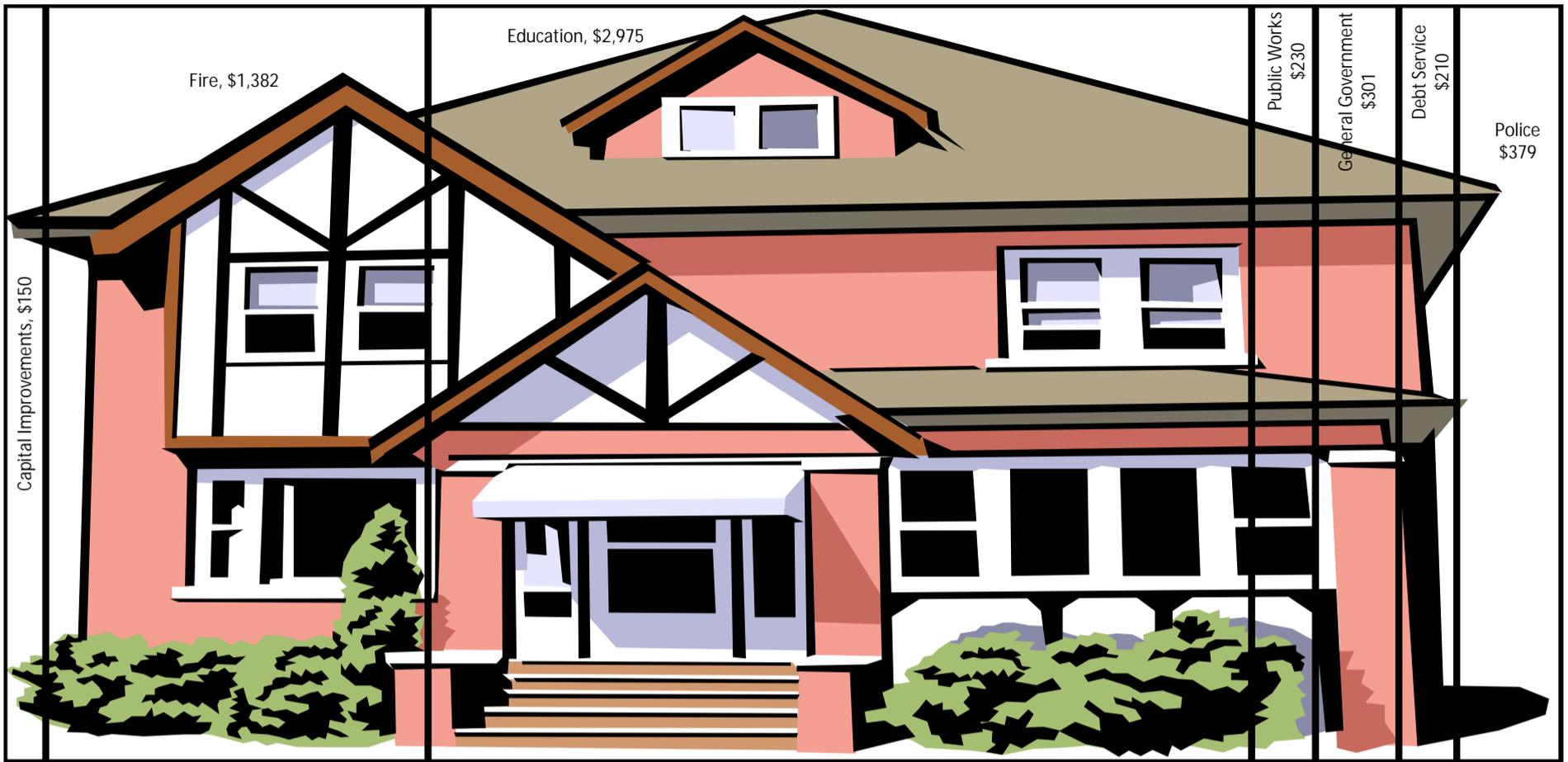
Building Permits Issued by Category



Value of Building Permits by Category

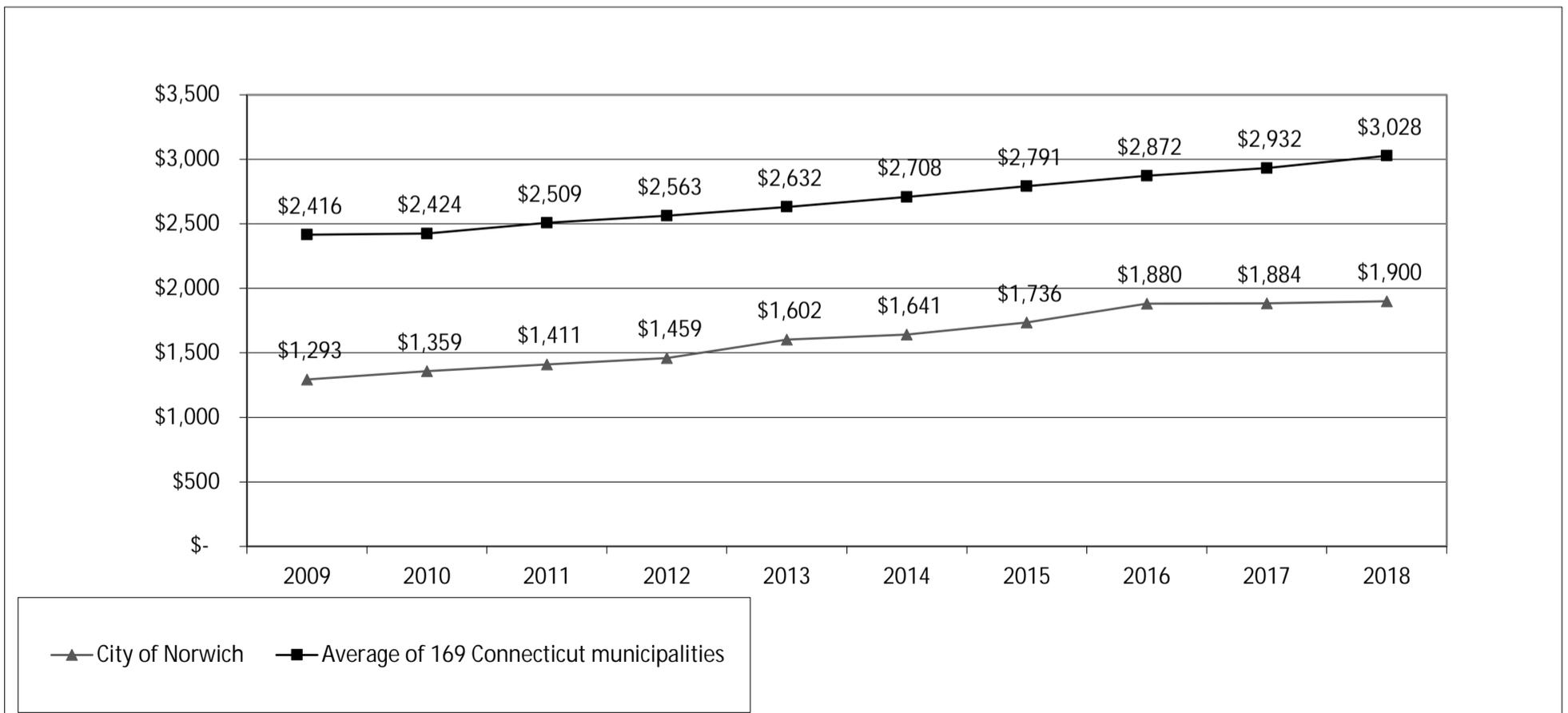


Property Tax on Residential Home in the City Consolidation District with a Market Value of \$143,000



Capital improvements	\$150	Taxes support the improvement and expansion of the city's infrastructure.
Fire	\$1,382	Taxes provide fire protection for residents.
Education	\$2,975	Taxes fund the Norwich Public School system.
Public Works	\$230	Taxes support maintenance of city roads, buildings, parks and vehicles and refuse and recycling collection.
General Government	\$301	Taxes support the administration of city services.
Debt Service	\$210	Taxes provide for the scheduled debt service payments from the city's long-term borrowings.
Police	\$379	Taxes provide police protection for residents.
TOTAL TAX BILL:	\$5,627	

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>17-18</u>	<u>18-19</u>	<u>19-20</u>	<u>20-21</u>	<u>21-22</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	11.50	11.50	12.50	12.50	12.50
Assessment	3.00	3.60	4.00	4.00	4.00
Treasurer	3.00	2.80	3.00	3.00	3.00
Human Resources	4.00	3.60	4.00	4.00	4.00
City Clerk	4.50	4.50	4.50	4.50	4.50
Planning & Neighborhood Services	9.00	9.00	9.00	9.00	9.00
Registrars of Voters	2.00	2.00	2.00	2.00	2.00
Police	104.80	104.45	104.45	103.00	100.00
Fire	58.75	58.75	58.75	58.75	58.68
Emergency Management	0.25	0.25	0.25	0.25	0.32
PW Street Maintenance	34.00	32.00	32.00	32.00	31.00
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	0.00	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	3.40	3.40	3.40	3.40
Recreation	5.60	5.00	5.00	5.00	5.00
Subtotal - General City	279.40	276.85	278.85	277.40	273.40
Board of Education (excluding Adult Education)					
General Fund-funded positions	410.50	447.67	379.50	379.50	380.50
School Lunch (CT & Fed. grant)	31.00	28.00	38.70	36.13	36.13
Other CT & Fed. grant-funded positions	226.35	266.09	329.20	291.51	261.23
Subtotal - Board of Education	667.85	741.76	747.40	707.14	677.86
Norwich Public Utilities	148.50	147.50	146.00	148.00	150.00
GRAND TOTALS	1,095.75	1,166.11	1,172.25	1,132.54	1,101.26

* 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 18% from a high of 335 FTE's in 2001-02.

Board of Education - The FTE's for 2021-22 will 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	7/1/2020	6/30/2024
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	85.00	7/1/2016	6/30/2023
United Public Service Employees Union, Connecticut Organization for Public Safety Division	City Public Works Employees	44.00	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	6/30/2022
MEUI Local 506, SEIU, AFL-CIO	NPS Custodians	28.00	7/1/2017	6/30/2021
MEUI Local 506, SEIU, AFL-CIO	NPS Paraeducators	144.00	7/1/2017	6/30/2021
New England Health Care Employees Union District 1199, SEIU, AFL-CIO	NPS School Nurses	11.00	7/1/2020	6/30/2024
Norwich Educational Administrative Assistants, AFSCME Local 1303-190, Council 4	NPS Administrative Assistants	26.00	7/1/2018	6/30/2022
Norwich Teachers League	NPS Teachers	346.40	7/1/2018	6/30/2022
UPSEU, BOE	NPS Food Service Workers	36.13	7/1/2017	6/30/2021
Supervisory Employees Association , Inc. AFSCME Local 818, Council 4	NPU Supervisory and Professional Employees	47.00	7/1/2018	6/30/2022
International Brotherhood of Electrical Workers Local 457, Norwich Unit	NPU Technical and clerical workers	98.00	7/1/2018	6/30/2022
United Steelworkers of America AFL-CIO-CLC Local No. 9411-02	NPU Water distribution employees	4.00	7/1/2018	6/30/2022

Non-Bargaining Employees

General Government	15.60
Department of Public Utilities	1.00
Board of Education	67.33

Consolidated Debt Schedule

Description	Issue Date	Interest Rates	Original Debt	Outstanding at 7/1/2021	Principal	Interest	FY 2022 Debt Service	
Supported by General Fund								
Bonds								
Refunding Bonds	2/15/2012	2.00%	2,725,000	240,000	240,000	4,800	244,800	
Series A, Tax-Exempt	3/3/2015	3.0 - 4.0%	5,600,000	3,600,000	275,000	114,750	389,750	
Series B, Taxable	3/3/2015	2.0 - 3.0%	1,140,000	450,000	115,000	10,695	125,695	
Series A, Tax-Exempt	3/1/2016	2.00 - 2.55%	6,300,000	4,475,000	365,000	103,913	468,913	
Series B, Taxable	3/1/2016	2.00 - 3.00%	2,500,000	1,250,000	250,000	25,125	275,125	
Series C, Partial Refunding of 2009 Series A	10/12/2016	1.75 - 4.00%	2,925,000	2,340,000	585,000	75,938	660,938	
Series A, Tax-Exempt	3/10/2017	3.00 - 4.00%	4,450,000	3,550,000	225,000	127,475	352,475	
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	800,000	50,000	26,988	76,988	
Series A, Tax-Exempt	12/6/2018	3.00 - 5.00%	7,970,000	7,560,000	420,000	292,950	712,950	
Series A, Tax-Exempt	12/5/2019	2.00 - 5.00%	3,575,000	3,575,000	185,000	101,655	286,655	
Series A, Tax-Exempt	10/28/2020	2.0 - 3.0%	1,205,000	1,205,000	65,000	27,750	92,750	
Series B, Taxable refunding of 2011 Series A and 2014 Series A	10/28/2020	0.39% - 2.17%	15,920,000	14,525,000	1,350,000	177,583	1,527,583	
Less: General Obligation debt for NPU operations				Sum (A) = (14,432,104)	(1,154,800)	(324,211)	(1,479,011)	
				Subtotal-Bonds	31,962,896	2,970,200	872,811	3,843,011
Capital Leases								
2013 Ferrara Ignitor XD 1,500 GPM Pumper	2/25/2013	2.37%	573,992	124,601	61,571	2,953	64,524	
				Subtotal-Capital Leases	124,601	61,571	2,953	64,524
Subtotal - General Fund Debt				32,087,497	3,031,771	875,764	3,907,535	
Supported by Norwich Public Utilities								
Bonds & Notes								
CT CWF NOTES 349-C Washington Street CSO Separation	12/31/2002	2.00%	880,594	26,326	26,326	154	26,480	
CT CWF NOTES 495-C WWTP Digester	6/1/2013	2.00%	5,747,554	3,387,464	280,478	65,187	345,665	
CT CWF 625-D WWTP Design	12/31/2012	2.00%	1,864,518	1,061,210	91,749	20,386	112,135	
CT CWF 625-D1 WWTP Design	5/31/2015	2.00%	2,510,422	1,600,282	138,355	30,742	169,097	
DWSRF 200801-C Business Park Tank Painting & Rehab	6/30/2009	2.27%	450,000	178,125	22,500	3,809	26,309	
DWSRF 9714-C Yantic Lane	12/31/2002	2.77%	1,898,651	60,611	60,611	491	61,102	
DWSRF 2010-8005 Brown/Fitch Hill Tank Rehab	3/31/2010	2.06%	144,728	61,510	7,236	1,199	8,435	
DWSRF 2010-8006 Fairview Tank Rehab	3/31/2010	2.06%	326,250	146,812	16,313	2,870	19,183	
DWSRF 2011-7005 Deep River Pumps, Drives, Tank Design	4/30/2014	2.00%	160,285	98,193	8,664	1,884	10,548	
DWSRF 2011-7006 Deep River Transmission Main Design	4/30/2014	2.00%	147,989	89,067	8,222	1,706	9,928	
DWSRF 2014-7027 Stony Brook DAF/Tank/Transmission Main North & South	6/30/2015	2.00%	505,762	341,389	25,288	6,596	31,884	
DWSRF 2014-7036 Deep River Pumps, Drives, Tank Construction	5/31/2016	2.00%	4,051,579	2,920,513	202,579	56,553	259,132	
DWSRF 2015-7037 Royal Oaks Water Main Extension	10/31/2016	2.00%	1,528,016	1,124,789	84,890	21,718	106,608	
DWSRF 2017-7056 Mohegan Park Tank	2/28/2019	2.00%	2,869,392	2,471,609	134,755	45,031	179,786	
DWSRF 2017-7072 Water AMI Meter	8/30/2019	2.00%	1,582,335	1,397,729	79,117	27,229	106,346	
DWSRF 2019-7081 Stony Brook Transmission Main & Sprague Interconnect	11/30/2020	2.00%	2,413,669	2,292,985	120,683	44,753	165,436	
DWSRF 2019-7069-2 Deep River Sand Filters & Occum Tank	12/31/2020	2.00%	2,477,090	2,353,236	123,855	45,929	169,784	
CT CWF 707-PD Eastside CSO Planning & Design	2/26/2021	2.00%	1,655,000	1,655,000	117,229	46,087	163,316	
DWSRF 2019-7077 Stony Brook DAF Construction	TBD	2.00%	TBD	TBD	13,897	343,638	357,535	
Gas Line Extensions (2012)	3/3/2015	3.0 - 4.0%	2,220,000	1,560,000	110,000	49,575	159,575	
Gas Line Extensions (2014)	3/3/2015	3.0 - 4.0%	1,000,000	700,000	50,000	22,250	72,250	
Gas Line Extensions (2014) Taxable	3/1/2016	2.00 - 3.00%	1,250,000	625,000	125,000	12,563	137,563	
Gas Line Extensions (2014)	3/1/2016	2.00 - 2.55%	2,750,000	2,050,000	140,000	48,738	188,738	
Gas Line Extensions (2014) Taxable	3/10/2017	1.00 - 3.90%	1,000,000	800,000	50,000	26,988	76,988	
Gas Line Extensions (2014)	3/10/2017	3.00 - 4.00%	2,000,000	1,600,000	100,000	57,454	157,454	
Gas Line Extensions (2014)	12/5/2019	2.00 - 5.00%	1,060,000	1,060,000	50,000	29,959	79,959	
Refunding of 2011 and 2014 bond issues for 2010 and 2012 Gas Line Extension bond ordinances	10/28/2020	0.39% - 2.17%	8,780,000	6,037,104	529,800	76,684	606,484	
				Subtotal-Bonds & Notes	35,698,954	2,717,547	1,090,173	3,807,720
Capital Leases & Other Debt								
LED Streetlight GE Capital Financing	12/29/2017	4.25%	1,937,131	899,118	320,692	45,643	366,335	
Cisco Financing for IT equipment	8/19/2020	3.05%	320,968	255,021	60,877	7,874	68,751	
				Subtotal-Capital Leases & Other Debt	1,154,139	381,569	53,517	435,086
Subtotal - Norwich Public Utilities Debt				36,853,093	3,099,116	1,143,690	4,242,806	
GRAND TOTAL				68,940,590	6,130,887	2,019,454	8,150,341	

Summary of All Funds Subject to Appropriation

	FYE 2020 - Actual				FYE 2021 - Projected				FYE 2022 - Budgeted			
	General	SRF	NPU	Total	General	SRF	NPU	Total	General	SRF	NPU	Total
Revenues												
Taxes	82,601,068	5,290,862	-	87,891,930	86,713,508	4,456,000	-	91,169,508	87,760,522	4,683,459	-	92,443,981
Licenses & Permits	606,075	-	-	606,075	657,700	-	-	657,700	638,400	-	-	638,400
Federal Grants	17,538	-	-	17,538	-	-	-	-	350,000	-	-	350,000
State Grants	37,194,785	820,698	-	38,015,483	37,325,179	702,992	-	38,028,171	39,962,309	677,368	-	40,639,677
Other Intergovernmental Revenue	163,746	-	-	163,746	168,352	-	-	168,352	166,000	-	-	166,000
Charges for Services	1,116,909	-	96,469,686	97,586,595	1,107,203	-	98,577,146	99,684,349	1,065,200	-	100,290,558	101,355,758
Fines & Assessments	285,606	-	-	285,606	266,500	-	-	266,500	216,400	-	-	216,400
Investment Earnings	786,366	20,567	385,093	1,192,026	216,000	1,100	453,600	670,700	240,000	1,500	60,996	302,496
Rents & Royalties	534,232	-	-	534,232	529,459	-	-	529,459	573,342	-	-	573,342
Other Revenues	209,644	-	-	209,644	196,573	-	-	196,573	204,113	-	-	204,113
Other Financing Sources	6,901,704	2,399,876	-	9,301,580	6,345,104	3,299,876	-	9,644,980	5,838,056	3,299,876	-	9,137,932
Total revenue	130,417,673	8,532,003	96,854,779	235,804,455	133,525,578	8,459,968	99,030,746	241,016,292	137,014,342	8,662,203	100,351,554	246,028,099
Expenditures/ Expenses												
City Council	386,844	-	-	386,844	430,658	-	-	430,658	408,622	-	-	408,622
City Manager	377,986	-	-	377,986	389,574	-	-	389,574	424,267	-	-	424,267
Finance	1,716,525	-	-	1,716,525	1,686,521	-	-	1,686,521	1,804,792	-	-	1,804,792
Assessment	453,580	-	-	453,580	461,909	-	-	461,909	479,656	-	-	479,656
Treasurer	273,690	-	-	273,690	272,622	-	-	272,622	296,705	-	-	296,705
Human Resources	534,120	-	-	534,120	548,055	-	-	548,055	637,636	-	-	637,636
Law	427,203	-	-	427,203	411,000	-	-	411,000	439,000	-	-	439,000
City Clerk	502,202	-	-	502,202	517,138	-	-	517,138	548,235	-	-	548,235
Planning & Neighborhood Services	1,054,612	-	-	1,054,612	1,027,370	-	-	1,027,370	1,189,146	-	-	1,189,146
Registrars of Voters	120,410	-	-	120,410	149,559	-	-	149,559	160,655	-	-	160,655
Police	17,004,853	-	-	17,004,853	17,318,178	-	-	17,318,178	18,365,141	-	-	18,365,141
Norwich Fire	2,117,094	-	-	2,117,094	2,153,464	-	-	2,153,464	2,272,887	-	-	2,272,887
Emergency Management	64,066	-	-	64,066	70,799	-	-	70,799	72,252	-	-	72,252
East Great Plain VFD	145,126	-	-	145,126	143,559	-	-	143,559	154,996	-	-	154,996
Laurel Hill VFD	76,870	-	-	76,870	84,550	-	-	84,550	81,221	-	-	81,221
Occum VFD	76,674	-	-	76,674	86,215	-	-	86,215	92,300	-	-	92,300
Taftville VFD	158,813	-	-	158,813	153,643	-	-	153,643	173,968	-	-	173,968
Yantic VFD	164,310	-	-	164,310	161,704	-	-	161,704	160,383	-	-	160,383
Public Works	10,564,195	-	-	10,564,195	10,705,208	-	-	10,705,208	11,144,301	-	-	11,144,301
Human Services	2,138,691	-	-	2,138,691	2,042,823	-	-	2,042,823	2,221,289	-	-	2,221,289
Education	81,789,000	-	-	81,789,000	84,240,102	-	-	84,240,102	86,346,105	-	-	86,346,105
Debt Service	4,383,985	-	951,058	5,335,043	4,061,814	-	938,770	5,000,584	3,907,535	-	1,143,690	5,051,225
Miscellaneous	5,141,146	-	-	5,141,146	5,405,378	-	-	5,405,378	5,633,250	-	-	5,633,250
City Consolidation District	-	7,925,319	-	7,925,319	-	7,825,000	-	7,825,000	-	8,157,074	-	8,157,074
Town Consolidation District	-	471,071	-	471,071	-	450,443	-	450,443	-	505,129	-	505,129
Gas, Water, Electric & Sewer	-	-	80,808,633	80,808,633	-	-	86,794,505	86,794,505	-	-	87,404,994	87,404,994
Total expenditures/expenses	129,671,995	8,396,390	81,759,691	219,828,076	132,521,843	8,275,443	87,733,275	228,530,561	137,014,342	8,662,203	88,548,684	234,225,229
Other financing uses/ (sources)	-	-	8,860,667	8,860,667	-	-	9,169,772	9,169,772	-	-	8,648,304	8,648,304
Capital contributions	-	-	(3,848,927)	(3,848,927)	-	-	-	-	-	-	-	-
Total resources used	129,671,995	8,396,390	86,771,431	224,839,816	132,521,843	8,275,443	96,903,047	237,700,333	137,014,342	8,662,203	97,196,988	242,873,533
Fund balances carried forward	13,722,000	(172,000)	121,315,841	134,865,841	14,467,678	(36,387)	131,399,189	145,830,480	15,471,413	148,138	133,526,888	149,146,439
Increase/ (Decrease) in Fund Balance	745,678	135,613	10,083,348	10,964,639	1,003,735	184,525	2,127,699	3,315,959	-	-	3,154,566	3,154,566
Percent Change	5.43%	-78.84%	8.31%	8.13%	6.94%	-507.12%	1.62%	2.27%	0.00%	0.00%	2.36%	2.12%
Fund balance/net assets to carry forward	14,467,678	(36,387)	131,399,189	145,830,480	15,471,413	148,138	133,526,888	149,146,439	15,471,413	148,138	136,681,454	152,301,005
GF Fund Balance as a % of Expenditures	11.16%				11.67%				11.29%			

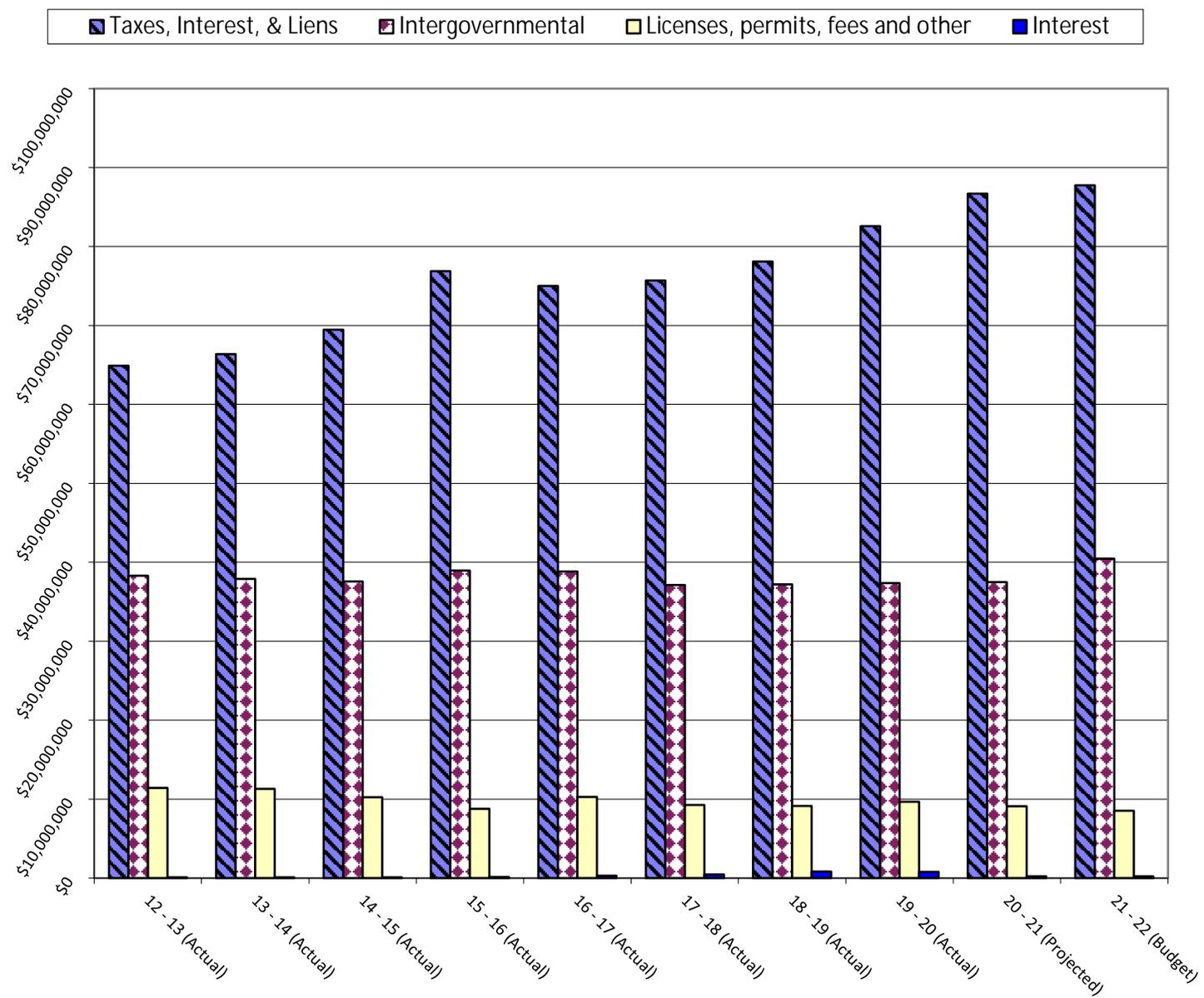
NPU expenditures do not include capital expenditures and debt service principal payments as these expenditures are not considered "expenses" for purposes of proprietary fund accounting.
 The increase in General Fund UFB in FYS 2020 and 2021 is due primarily to higher than anticipated building permit, conveyance tax, and property tax collections.

General Fund

Summary of Revenues & Expenditures

	General City	Debt Service	Capital Improvements	Education	Total General Fund
EXPENDITURES					
Total by category	44,103,547	3,907,535	2,657,155	86,346,105	137,014,342
TOTALS	44,103,547	3,907,535	2,657,155	86,346,105	137,014,342
REVENUES					
Current Levy RE & PP	16,084,100	3,705,807	2,657,155	52,619,562	75,066,624
Taxes (other than Current Levy RE & PP)	12,693,898	0	0	0	12,693,898
Licenses & Permits	638,400	0	0	0	638,400
State Grants	6,235,766	0	0	33,726,543	39,962,309
Other Intergovernmental Revenue	166,000	0	0	0	166,000
Charges for Services	1,065,200	0	0	0	1,065,200
Fines & Assessments	36,400	180,000	0	0	216,400
Investment Earnings	240,000	0	0	0	240,000
Rents & Royalties	573,342	0	0	0	573,342
Other Revenues	204,113	0	0	0	204,113
Other Financing Sources	5,816,328	21,728	0	0	5,838,056
TOTALS	44,103,547	3,907,535	2,657,155	86,346,105	137,014,342

General Fund Revenue Sources



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 *average* 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, 2020, 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 %
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%
2019-20	\$ 81,312,479	\$ 79,043,079	97.2%

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 2021-22 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
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%
2019-20	\$ 3,520,887	\$ 1,732,419	49.2%

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

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. These revenues have been rising since 2020 and the 2021-22 budget assumes a continued high level of activity.

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

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. These revenues have been rising since 2020 and the 2021-22 budget assumes a continued high level of activity.

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.

For 2021-22, this account also includes a portion of Federal CARES Act Coronavirus Relief Funds passed through to the City by the State to defray a portion of public safety and human services costs.

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 Ø

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	677,368
MRSA Municipal Projects	187,132	0	0
Stabilization grant	210,834	0	0
Littering Fines	13,000	0	0
Total	410,966	0	677,368

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. The State of Connecticut changed some of these PILOTs starting in 2021-22 using a three-tier system for funding.

- 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

Tuition received from outlying towns by the Board of Education. Starting in FY2021-22, NPS will use all of these revenues to offset the related line items in its General Fund operating budget.

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, 2020 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

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.

General Fund Revenues		2018-19	2019-20	2020-21	2020-21	2021-22	2021-22
		Actual	Actual	Budget	Projected	Proposed	Adopted
Taxes							
10040000	41101 Current Real Estate and Personal Property	66,690,653	70,965,720	74,501,414	74,430,000	76,365,148	75,066,624
10040000	41103 Current Motor Vehicle Taxes	7,830,054	8,036,835	8,562,426	8,440,000	9,129,859	8,938,698
10040000	41105 Prior Year Levies	1,834,751	1,718,032	1,750,000	1,730,000	1,784,300	1,801,600
10040000	41106 Interest and Lien Fees	1,113,871	1,008,566	1,045,000	1,100,000	1,055,800	1,084,100
10040000	41200 Conveyance Tax	459,904	764,648	459,900	910,000	664,900	771,500
10040000	41300 Telecommunications Tax	105,311	107,267	100,000	103,508	98,000	98,000
	Totals	78,034,544	82,601,068	86,418,740	86,713,508	89,098,007	87,760,522
Licenses & Permits							
10042000	42130 Public Safety Permits	15,577	11,080	15,000	19,500	13,200	13,900
10041000	42201 Building Permits	462,292	587,819	346,500	630,000	566,700	616,700
10043000	42206 Road Opening Permits	2,000	2,050	2,000	3,500	2,500	2,500
10041000	42241 Hunting & Fishing Licenses	452	237	500	200	300	300
10041000	42251 Marriage Licenses	4,288	3,632	3,200	3,500	3,800	3,800
10041000	42261 Animal Licenses	1,415	1,257	1,400	1,000	1,200	1,200
	Totals	486,024	606,075	368,600	657,700	587,700	638,400
Federal Grants-Operating							
10042000	43100 Totals	0	17,538	0	0	1,764,490	350,000
State Grants							
10043000	43320 Town Aid Road Grant	494,405	492,648	492,648	490,906	490,000	490,000
10040000	43354 Mashantucket Pequot/Mohegan	1,860,229	2,360,229	2,360,229	2,360,229	2,360,229	2,360,229
10044000	43359 Youth Services Bureau	71,798	71,798	71,798	71,987	71,798	71,798
10047000	43371 Education Cost Sharing	32,613,938	32,316,543	32,316,543	32,430,757	32,316,543	33,616,543
10047000	43376 Health Services	119,382	93,570	90,000	117,185	110,000	110,000
10040000	43500 Shared Revenues	407,771	409,842	410,966	403,257	410,966	410,966
10040000	43500 Distressed Municipalities	0	0	0	0	1,764,490	0
10040000	43600 Payments in Lieu of Taxes	1,453,133	1,450,155	1,450,155	1,450,858	1,450,858	2,902,773
	Totals	37,020,656	37,194,785	37,192,339	37,325,179	38,974,884	39,962,309
Other Intergovernmental Revenue-Housing PILOT							
10040000	43901 Totals	165,759	163,746	163,700	168,352	166,000	166,000
Charges for Services							
10041000	44102 Recording Fees	136,304	150,303	136,300	210,000	158,900	162,200
10049000	44102 Land Recording Capital Improvement	12,231	11,559	12,000	12,000	11,900	11,900
10041000	44103 Planning & Zoning Fees	25,049	24,514	25,000	21,000	21,500	23,500
10041000	44104 Printing & Duplication Fees-GG	38,814	46,816	36,300	50,000	44,200	44,200
10042000	44104 Printing & Duplication Fees-PS	12,782	7,720	8,600	4,000	8,200	8,200
10041000	44105 Notary Public Fees	3,845	2,710	3,300	200	2,300	2,300
10042000	44206 Fingerprinting	4,050	4,340	0	0	0	0
10047000	44300 Tuition Revenue	45,613	64,473	45,600	45,600	0	0
10043000	44403 Refuse Collection Fees	7,652	7,310	7,300	7,603	7,300	7,500
10043000	44404 Recycling Revenues	64,950	73,515	65,000	90,000	76,200	76,200
10043000	44405 Direct Hauler Fees	653,538	591,509	653,500	550,000	598,300	598,300
10043000	44406 Burial Fees	800	300	300	0	500	400
10041000	44501 Vital Statistics	138,127	124,704	138,100	112,000	120,900	123,300
10044000	44708 Senior Center Fees	9,696	7,136	8,600	4,800	6,900	7,200
	Totals	1,153,451	1,116,909	1,139,900	1,107,203	1,057,100	1,065,200
Fines & Assessments							
10042000	45102 Public Safety Fines	3,415	4,150	3,200	6,500	4,200	4,700
10041000	45104 Blight Citations	17,340	47,847	17,300	30,000	31,700	31,700
10048000	45501 Sewer Assessment Revenue	263,759	233,609	190,000	230,000	180,000	180,000
	Totals	284,514	285,606	210,500	266,500	215,900	216,400
Investment Earnings							
10040000	46101 Totals	835,124	786,366	450,000	216,000	240,000	240,000
Rents & Royalties							
10043000	47201 Building Rent	342,249	346,272	374,000	348,000	378,300	378,300
10043000	47202 Property Rent	88,967	100,862	98,963	98,000	101,674	101,674
10043000	47203 Cell Tower Rent	64,110	72,983	73,680	83,459	77,268	77,268
10043000	47901 Facilities Rent	34,075	14,115	12,900	0	16,100	16,100
	Totals	529,401	534,232	559,543	529,459	573,342	573,342
Other Revenues							
10041000	48962 Financial Services to Other Funds	77,576	74,947	77,998	66,000	77,998	77,998
10041000	48963 HR Services to Other Funds	37,588	42,684	44,491	46,253	52,230	52,230
10043000	48967 Janitorial Services to NPU	35,000	35,000	37,885	37,885	37,885	37,885
10041000	48990 Miscellaneous Revenue	65,037	57,013	41,100	46,435	36,000	36,000
	Totals	215,201	209,644	201,474	196,573	204,113	204,113
Other Financing Sources							
10042000	49125 Transfer from Police Private Duty	279,536	179,077	196,800	200,000	236,200	219,500
10043000	49152 Transfer from Cemetery Trust	65,245	68,679	64,000	76,227	77,000	77,000
10043000	49154 Transfer from PPC	30,000	0	0	0	0	0
10048000	49160 Transfer from NGCA	4,926	11,266	10,000	22,614	21,728	21,728
10040000	49195 Transfer from NPU	6,075,696	6,460,791	5,869,846	5,869,846	5,348,428	5,348,428
10040000	49200 Sale of City Assets	12,283	181,891	12,300	176,417	121,400	171,400
	Totals	6,467,686	6,901,704	6,152,946	6,345,104	5,804,756	5,838,056
	GRAND TOTALS	125,192,360	130,417,673	132,857,742	133,525,578	138,686,292	137,014,342

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 vehicles.
- 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	2018-19 Actual	2019-20 Actual	2020-21 Budget	2020-21 Projected	2021-22 Request	2021-22 Proposed	2021-22 Adopted
51601 Department Head	44,837	45,172	45,000	45,000	45,000	45,000	45,000
51602 City Council	7,200	7,000	7,200	7,200	7,200	7,200	7,200
51610 Regular Employees	36,321	37,497	38,287	38,287	39,148	39,148	39,148
52000 Fringe Benefits	39,302	55,138	56,962	58,000	62,833	78,373	78,548
53322 Professional Development	0	280	1,000	0	1,000	1,000	1,000
54310 Equip & Furniture Maintenance	1,538	2,105	2,400	2,000	2,400	2,400	2,400
55500 Printing	637	0	200	0	200	200	200
55530 Communications	3,041	2,534	2,697	2,697	2,697	3,332	3,332
55532 Postage	117	83	150	30	150	150	150
55800 Travel & Mileage Reimbursement	0	0	2,700	0	3,000	3,000	3,000
56610 Supplies	1,700	1,128	3,800	2,000	3,800	3,800	3,800
58000 Miscellaneous Expenditures	2,207	5,014	6,000	6,000	6,000	6,000	6,000
58100 Dues Licenses & Subscriptions	510	40	1,747	1,747	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	150,000	150,000	150,000	150,000	275,000	200,000	150,000
58812 SECTER	14,173	14,173	14,173	14,173	14,173	14,173	14,173
58815 Economic Development Contingency	3,719	2,989	5,300	5,300	5,000	5,000	5,000
58840 Marketing	25,000	25,000	25,000	25,000	25,000	25,000	0
58913 Veterans' Organizations	3,767	2,220	4,000	2,500	4,000	4,000	4,000
58975 Multicultural Development Prog	25,000	0	29,253	29,253	25,000	25,000	0
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	3,900	3,900	3,900	3,900	3,900	3,900
59194 School Building Committee	0	0	5,000	5,000	5,000	5,000	5,000
59194 Disabilities Committee	2,000	1,800	1,800	1,800	0	0	0
TOTALS	395,240	386,844	437,340	430,658	567,272	508,447	408,622

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.

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			38,287		39,148	39,148	39,148

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			38,287		39,148	39,148	39,148
TOTAL SALARIES			<u>90,487</u>		<u>91,348</u>	<u>91,348</u>	<u>91,348</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. Implement Phase 2 COVID-19 Return to Work Plan and reopen City Hall to public as COVID-19 restrictions are lifted **(DG3)**
2. Continue to develop City Council goal sessions and quarterly reports **(DG1, DG2)**
3. 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)**
4. Implement departmental consolidation where fiscally practicable. **(DG4)**
5. Coordinate and implement various recommendations of the McGrath Fire Study
6. Implement multi-million dollar Federal American Rescue Plan

Accomplishments

1. Adhered to the Governor's orders and Implemented and practiced safe procedures according to Center for Disease Control (CDC) for City employees and the public during COVID-19 pandemic.
2. Implemented City's Phase -1 COVID-19 Return to Work Plan.
3. Instituted video and telecommunication methods for City Council, Boards & Commissions. Executive Assistant become proficient in monitoring City Council and internal meetings and assisted in training others.
4. Completed Analysis of the City's Fire/EMS Service.
5. Continued to provide leadership for regional projects (NECOG) and cooperation. **(DG3, DG4)**
6. 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)**
7. Provided quarterly reports from Department Heads to Council
8. Completed the conveyance of several city owned properties for residential use.

10411300 City Manager	2018-19 Actual	2019-20 Actual	2020-21 Budget	2020-21 Projected	2021-22 Request	2021-22 Proposed	2021-22 Adopted
51601 Department Head	155,462	158,962	163,161	163,161	166,832	166,832	166,832
51610 Regular Employees	68,714	71,593	72,117	72,117	178,740	178,740	73,740
51630 Overtime	189	192	1,300	1,100	0	0	0
52000 Fringe Benefits	100,994	102,341	113,506	113,506	195,821	195,821	135,116
53010 Professional Services	6,520	2,100	12,500	12,500	4,000	4,000	4,000
53322 Professional Development	308	1,619	3,000	2,000	3,000	3,000	3,000
54310 Equip & Furniture Maintenance	1,980	2,438	3,500	3,000	2,500	2,500	2,500
55500 Printing	0	0	500	0	500	500	500
55530 Communications	2,344	1,962	2,132	2,000	2,599	2,599	2,599
55532 Postage	66	105	300	300	200	200	200
55800 Travel & Mileage Reimbursement	5,111	5,790	6,000	5,100	6,500	6,500	6,500
56610 Supplies	930	2,869	1,200	1,000	1,200	1,200	1,200
58000 Miscellaneous Expenditures	329	35	500	0	500	500	500
58100 Dues Licenses & Subscriptions	2,240	2,400	2,000	1,000	2,000	2,000	2,000
58111 Connecticut Conference of Municipalities	25,580	25,580	15,080	12,790	25,580	25,580	25,580
	370,767	377,986	396,796	389,574	589,972	589,972	424,267

Staffing

City Manager	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Fire Services Coordinator	0.00	0.00	0.00	0.00	0.75	0.75	0.00
Executive Assistant	1.00	1.00	1.00	1.00	1.00	1.00	1.00
TOTAL FTE'S	2.00	2.00	2.00	2.00	2.75	2.75	2.00

Salaries

City Manager			163,161		166,832	166,832	166,832
Fire Services Coordinator					140,000	140,000	140,000
Executive Assistant			72,117		73,740	73,740	73,740

Total Salaries Paid by General Fund

City Manager			163,161		166,832	166,832	166,832
Fire Services Coordinator			0		105,000	105,000	0
Executive Assistant			72,117		73,740	73,740	73,740
Subtotal - Employees			<u>72,117</u>		<u>178,740</u>	<u>178,740</u>	<u>73,740</u>
TOTAL SALARIES			<u>235,278</u>		<u>345,572</u>	<u>345,572</u>	<u>240,572</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
- Accuracy
- Efficiency
- 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 2020-21 audited financial statements by mid-November 2021. (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 Accounts Receivable/ General Billing modules in City's ERP system by June 2021. (DG1)

Accomplishments

1. Transitioned NPS payroll functions into the City's Finance Department in Fall 2020. (DG1)
2. Implemented Bonfire online bid/RFP portal in March 2021. (DG1)
3. As of December 2020, 99% of employees and 73% of retirees receive both direct deposit and electronic advice delivery. Finance is working with HR to move employees and retirees over to Employee Self Service. (DG1,DG2)
4. Maintained the City's AA rating from Standard & Poor's and issued \$15.9 million of taxable refunding bonds for a net present value savings of \$416,000 and issued \$1.25 million 20-year bonds at the true interest cost of 1.92% in October 2020. (DG1)
5. 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)
6. Comptroller and Deputy Comptroller are Certified Public Finance Officers (only 629 in US & Canada) and 50% of the Tax Collector Staff are Certified Connecticut Municipal Collectors. (DG4)

10411700 Finance		2018-19 Actual	2019-20 Actual	2020-21 Budget	2020-21 Projected	2021-22 Request	2021-22 Proposed	2021-22 Adopted
51601	Department Head	117,778	121,058	123,611	123,611	126,392	126,392	126,392
51610	Regular Employees	680,938	744,312	761,600	758,000	813,248	813,248	813,248
51620	Seasonal/ Temporary	9,120	0	2,678	2,678	2,100	2,100	2,100
51630	Overtime	11,976	19,628	34,284	34,284	7,640	7,640	7,640
52000	Fringe Benefits	524,041	573,878	513,303	513,303	578,949	590,562	594,761
53322	Professional Development	1,583	2,032	2,700	2,500	3,200	3,200	3,200
53331	Audit Services	42,335	42,860	43,850	43,850	48,945	48,945	48,945
53510	Software Updates & Maintenance	124,222	136,672	133,500	132,995	130,000	130,000	130,000
54310	Equip & Furniture Maintenance	7,527	10,027	9,000	9,000	8,000	8,000	8,000
55500	Printing	18,941	20,128	20,200	22,000	20,900	20,900	20,900
55530	Communications	11,160	9,388	10,378	10,200	10,488	10,906	10,906
55531	Advertising	2,652	3,355	3,300	3,000	3,200	3,200	3,200
55532	Postage	26,454	24,722	24,000	22,000	26,000	26,000	26,000
55800	Travel & Mileage Reimbursement	2,069	2,653	1,800	1,500	3,300	3,300	3,300
56610	Supplies	2,072	3,242	4,900	4,900	3,000	3,000	3,000
58100	Dues Licenses & Subscriptions	2,757	2,570	2,700	2,700	3,200	3,200	3,200
		1,585,625	1,716,525	1,691,804	1,686,521	1,788,562	1,800,593	1,804,792

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	0.78	1.00	0.95	0.95	0.95
LAN Technician	1.00	2.00	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	1.00	1.50	1.50	1.50	1.50
Collector of Delinquent Taxes	1.00	1.00	1.00	1.00	1.00	1.00	1.00
TOTAL FTE'S	11.50	12.50	11.78	12.50	12.45	12.45	12.45

Salaries

Comptroller		123,611		126,392	126,392	126,392
Deputy Comptroller		97,219		99,406	99,406	99,406
Collector of Taxes & Revenues		88,975		90,977	90,977	90,977
Purchasing Agent		86,613		88,562	88,562	88,562
LAN Manager		92,915		95,006	95,006	95,006
Accountant		67,066		68,575	68,575	68,575
LAN Technician		63,834		65,270	65,270	65,270
Accounting Generalist		56,421		57,690	57,690	57,690
Revenue Collections Clerks		46,306		47,348	47,348	47,348
Collector of Delinquent Taxes		53,701		54,909	54,909	54,909

Total Salaries Paid by General Fund

Comptroller		123,611		126,392	126,392	126,392
Deputy Comptroller		97,219		99,406	99,406	99,406
Collector of Taxes & Revenues		88,975		90,977	90,977	90,977
Purchasing Agent		86,613		88,562	88,562	88,562
LAN Manager		92,915		95,006	95,006	95,006
Accountant		52,533		65,146	65,146	65,146
LAN Technician		127,668		130,540	130,540	130,540
Accounting Generalist		112,842		115,380	115,380	115,380
Revenue Collections Clerks		46,306		71,022	71,022	71,022
Collector of Delinquent Taxes		53,701		54,909	54,909	54,909
LAN Supervisor On-Call Stipend		2,300		2,300	2,300	2,300
Subtotal - Employees		<u>761,072</u>		<u>813,248</u>	<u>813,248</u>	<u>813,248</u>
TOTAL SALARIES		<u>884,683</u>		<u>939,640</u>	<u>939,640</u>	<u>939,640</u>

10411700 Finance	2018-19 Actual	2019-20 Actual	2020-21 Budget	2020-21 Projected	2021-22 Request	2021-22 Proposed	2021-22 Adopted
Performance Measures	Actual	Actual	Projected	Projected	Projected	Projected	Projected
<i>Inputs</i>							
Value of current levy GF tax bills	76,808,287	81,312,479	84,828,268	84,828,268	87,187,594	85,684,743	85,684,743
Current levy taxes collected	74,446,820	79,043,079	83,063,840	83,200,000	85,478,717	84,005,322	84,005,322
Debt Service Interest Paid	869,194	1,150,543	1,098,674	1,150,543	875,764	875,764	875,764
Outstanding debt at beginning of the year	29,375,991	33,952,187	33,258,746	33,258,746	32,087,497	32,087,497	32,087,497
<i>Workload/ Output</i>							
Number of training opportunities offered	4	2	4	4	4	4	4
Number of training participants	40	10	40	40	40	40	40
Number of internal audits performed	2	2	2	2	2	2	2
<i>Outcome/ Results</i>							
Percent of current tax levy collected	96.93%	97.21%	97.92%	98.08%	98.04%	98.04%	98.04%
Actual General Fund revenue collected as a percentage of the amount budgeted	99.30%	100.13%	100.00%	100.00%	100.00%	100.00%	100.00%
Percent of employees with direct deposit & email delivery	98.00%	97.67%	99.00%	94.00%	99.00%	99.00%	99.00%
Percent of vendor payments made by ACH	47.31%	45.62%	50.00%	50.00%	50.00%	50.00%	50.00%
Number of accounts payable checks issued	1,518	2,639	2,000	2,000	2,000	2,000	2,000
Audit adjustments	2	2	2	2	2	2	2
Website visits	284,917	344,707	290,000	290,000	290,000	290,000	290,000
<i>Efficiency</i>							
Cost of department/ cost of total General Fund operations	1.25%	1.32%	1.27%	1.27%	1.31%	1.31%	1.32%
Average interest rate on debt	2.96%	3.39%	3.30%	3.46%	2.73%	2.73%	2.73%
Date financial statement audit finished	12/9/2019	3/11/2021	11/15/2021	11/15/2021	11/15/2022	11/15/2022	11/15/2022
Number of business days budget published after adoption	5	7	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	2018-19 Actual	2019-20 Actual	2020-21 Budget	2020-21 Projected	2021-22 Request	2021-22 Proposed	2021-22 Adopted
51601 Department Head	96,058	98,731	100,315	100,315	102,572	102,572	102,572
51610 Regular Employees	132,740	118,959	133,686	130,000	166,912	166,912	132,625
51620 Seasonal/ Temporary	11,387	8,810	4,000	2,080	4,000	4,000	4,000
51630 Overtime	5,430	0	1,000	1,000	1,000	1,000	1,000
52000 Fringe Benefits	168,316	175,437	144,525	144,525	175,779	175,057	153,890
53010 Professional Services	13,359	3,000	20,000	23,000	20,000	20,000	20,000
53322 Professional Development	5,289	364	5,750	3,000	5,750	5,750	5,750
54310 Equip & Furniture Maintenance	24,481	35,974	43,084	43,000	38,084	38,084	38,084
55500 Printing	3,897	2,336	5,400	4,000	5,400	5,400	5,400
55530 Communications	1,870	1,547	2,261	2,000	1,200	2,960	2,960
55531 Advertising	1,521	814	2,500	2,089	1,500	1,500	1,500
55532 Postage	3,264	2,529	3,000	3,000	3,000	3,000	3,000
55800 Travel & Mileage Reimbursement	3,658	3,124	4,000	1,000	4,000	4,000	4,000
56610 Supplies	1,622	288	1,000	400	1,000	1,000	1,000
58100 Dues Licenses & Subscriptions	2,283	1,667	3,875	2,500	3,875	3,875	3,875
	475,175	453,580	474,396	461,909	534,072	535,110	479,656

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	0.50
Assessment Analyst	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Assessment Technician Clerk	0.80	1.00	0.50	1.00	1.00	1.00	1.00
TOTAL FTE'S	3.80	4.00	3.50	4.00	4.00	4.00	3.50

Salaries

Assessor			100,315		102,572	102,572	102,572
Assistant Assessor			67,066		68,575	68,575	68,575
Assessment Analyst			49,867		50,989	50,989	50,989
Assessment Technician Clerk			46,306		47,348	47,348	47,348

Total Salaries Paid by General Fund

Assessor			100,315		102,572	102,572	102,572
Assistant Assessor			67,066		68,575	68,575	34,288
Assessment Analyst			49,867		50,989	50,989	50,989
Assessment Technician Clerk			23,153		47,348	47,348	47,348
Subtotal - Employees			<u>140,086</u>		<u>166,912</u>	<u>166,912</u>	<u>132,625</u>
TOTAL SALARIES			<u>240,401</u>		<u>269,484</u>	<u>269,484</u>	<u>235,197</u>

Performance Measures

Actual Actual Projected Projected Projected Projected Projected

Workload/ Output

Grand List Date	10/1/2017	10/1/2018	10/1/2019	10/1/2019	10/1/2020	10/1/2020	10/1/2020
Real estate accounts (number)	13,997	13,100	13,946	13,997	13,946	13,946	13,946
Motor vehicle accounts (number)	28,720	35,489	28,732	28,720	28,732	28,732	28,732
Personal property accounts (number)	1,780	1,800	1,881	1,780	1,881	1,881	1,881
Total number of accounts	<u>44,497</u>	<u>50,389</u>	<u>44,559</u>	<u>44,497</u>	<u>44,559</u>	<u>44,559</u>	<u>44,559</u>
Deed transfers	1,549	1,758	1,543	1,600	1,543	1,543	1,543
Building permits	1,681	1,082	1,923	1,700	1,923	1,923	1,923
Personal property declarations	1,850	2,027	1,970	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	60	54	76	80	76	76	76
BAA adjustments	11	7	20	20	20	20	20

Efficiency

Number of assessments per FTE staff	11,710	12,597	12,731	11,124	11,140	11,140	12,731
Cost per assessment	\$10.68	\$9.00	\$10.65	\$10.38	\$11.99	\$12.01	\$10.76

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	2018-19 Actual	2019-20 Actual	2020-21 Budget	2020-21 Projected	2021-22 Request	2021-22 Proposed	2021-22 Adopted
51601 Department Head	46,286	46,642	46,464	46,464	46,464	46,464	46,464
51610 Regular Employees	102,061	114,580	117,535	113,000	120,179	120,179	120,179
52000 Fringe Benefits	99,713	110,506	110,516	110,516	125,724	125,724	126,626
55500 Printing	621	0	600	304	600	600	600
55530 Communications	1,417	1,127	1,235	1,238	1,286	1,286	1,286
55800 Travel & Mileage Reimbursement	400	429	600	350	450	450	450
56610 Supplies	306	406	750	750	750	750	750
58100 Dues Licenses & Subscriptions	0	0	350	0	350	350	350
	250,804	273,690	278,050	272,622	295,803	295,803	296,705

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	0.80	1.00	1.00	1.00	1.00	1.00	1.00
TOTAL FTE'S	<u>2.80</u>	<u>3.00</u>	<u>3.00</u>	<u>3.00</u>	<u>3.00</u>	<u>3.00</u>	<u>3.00</u>

Salaries							
Treasurer			46,464		46,464	46,464	46,464
Assistant to the City Treasurer			63,834		65,270	65,270	65,270
Accounting Assistant			53,701		54,909	54,909	54,909
Total Salaries Paid by General Fund							
Treasurer			46,464		46,464	46,464	46,464
Assistant to the City Treasurer			63,834		65,270	65,270	65,270
Accounting Assistant			53,701		54,909	54,909	54,909
Subtotal - Employees			<u>117,535</u>		<u>120,179</u>	<u>120,179</u>	<u>120,179</u>
TOTAL SALARIES			<u>163,999</u>		<u>166,643</u>	<u>166,643</u>	<u>166,643</u>

Performance Measures	Actual	Actual	Projected	Projected	Projected	Projected	Projected
Workload/ Output							
Number of accounts	85	85	85	85	85	85	85
Estimated 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	1.00%	1.75%	1.00%	0.40%	0.40%	0.40%	0.40%
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%	0.12%	0.12%	0.12%	0.13%	0.13%	0.13%
Number of accounts per full-time equivalent staff	30	28	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)**

		2018-19 Actual	2019-20 Actual	2020-21 Budget	2020-21 Projected	2021-22 Request	2021-22 Proposed	2021-22 Adopted
10413900	Law							
53021	City Attorney	216,000	216,000	216,000	216,000	216,000	216,000	216,000
53022	Outside Attorneys	174,748	191,699	175,000	160,000	165,000	165,000	165,000
58200	Claims	90,353	19,504	63,000	35,000	58,000	58,000	58,000
	TOTALS	481,101	427,203	454,000	411,000	439,000	439,000	439,000

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		2018-19 Actual	2019-20 Actual	2020-21 Budget	2020-21 Projected	2021-22 Request	2021-22 Proposed	2021-22 Adopted
51601	Department Head	102,227	105,016	107,289	107,289	112,653	117,000	117,000
51610	Regular Employees	161,824	181,482	195,410	194,000	205,631	205,631	205,631
51630	Overtime	2,164	3,151	4,000	6,000	2,500	2,500	2,500
52000	Fringe Benefits	181,288	189,105	176,788	176,788	187,481	219,803	221,513
52501	Education Incentive	2,400	4,485	5,000	3,000	5,000	5,000	5,000
53010	Professional Services	38,177	35,098	41,470	46,000	62,170	62,170	62,170
53322	Professional Development	2,613	1,671	2,100	1,000	5,000	5,000	5,000
54310	Equip & Furniture Maintenance	4,335	2,525	2,500	2,500	3,500	3,500	3,500
55500	Printing	195	0	300	0	300	300	300
55530	Communications	3,156	2,633	3,288	2,788	2,906	4,422	4,422
55531	Advertising	4,937	4,790	5,000	3,500	5,000	5,000	5,000
55532	Postage	931	363	1,000	100	1,000	1,000	1,000
56610	Supplies	3,439	2,820	3,000	4,000	3,000	3,000	3,000
58100	Dues Licenses & Subscriptions	1,604	981	1,600	1,090	1,600	1,600	1,600
		509,290	534,120	548,745	548,055	597,741	635,926	637,636

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	0.80	1.00	1.00	1.00	1.00	1.00	1.00
Human Resources Assistant	0.80	1.00	1.00	1.00	1.00	1.00	1.00
TOTAL FTE'S	3.60	4.00	4.00	4.00	4.00	4.00	4.00

Salaries

Director of Human Resources	107,289	112,653	117,000	117,000
Assistant Human Resources Director	80,245	82,663	82,663	82,663
Retirement Plan Administrator	59,835	61,484	61,484	61,484
Human Resources Assistant	55,476	61,484	61,484	61,484

Total Salaries Paid by General Fund

Director of Human Resources	107,289	112,653	117,000	117,000
Assistant Human Resources Director	80,245	82,663	82,663	82,663
Retirement Plan Administrator	59,835	61,484	61,484	61,484
Human Resources Assistant	55,476	61,484	61,484	61,484
Subtotal - Employees	195,556	205,631	205,631	205,631
TOTAL SALARIES	302,845	318,284	322,631	322,631

Performance Measures

	Actual	Actual	Projected	Projected	Projected	Projected	Projected
Workload/outputs							
Total City employees	276.9	278.9	277.4	277.4	273.4	273.4	273.4
Total NPU employees	147.5	146.0	148.0	148.0	150.0	150.0	150.0
Total applications processed	2,295	2,271	1,800	1,800	1,800	1,800	1,800
Number of promotional exams given	10	23	25	25	25	25	25
Number of entry exams given	15	28	15	15	15	15	15
Vacancies filled through promotion	29	31	20	20	20	20	20
Vacancies filled through new hires	26	32	20	20	20	20	20
Classifications reviewed	4	16	10	10	10	10	10
Training programs provided	6	2	10	10	10	10	10
Percent of female employees	23.50%	25.11%	26.40%	26.40%	26.40%	26.40%	26.40%
Percent of minority employees	11.00%	10.66%	9.00%	9.00%	9.00%	9.00%	9.00%

Outcome/results

Employee turnover rate	11.00%	9.20%	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%

Efficiency

Number of active city employees per FTE	76.9	69.7	69.4	69.4	68.4	68.4	68.4
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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	2018-19 Actual	2019-20 Actual	2020-21 Budget	2020-21 Projected	2021-22 Request	2021-22 Proposed	2021-22 Adopted
51601 Department Head	86,378	88,784	92,425	95,000	97,500	97,500	97,500
51610 Regular Employees	154,326	172,849	182,830	178,000	234,292	186,944	186,944
51620 Part Time/Seasonal Employees	8,411	0	2,000	0	2,000	2,000	2,000
51630 Overtime	0	0	1,000	7,000	1,000	1,000	1,000
52000 Fringe Benefits	198,766	190,273	178,038	178,038	191,702	199,240	198,794
53010 Professional Services	15,490	18,806	19,200	19,200	21,000	21,000	21,000
53322 Professional Development	800	570	2,000	93	2,500	2,500	2,500
54310 Equip & Furniture Maintenance	9,971	14,355	15,800	18,000	15,000	15,000	15,000
54490 Other Purchased Services	124	152	400	48	400	400	400
55500 Printing	410	955	600	530	600	600	600
55530 Communications	3,135	2,424	3,324	2,900	2,824	2,942	2,942
55531 Advertising	0	20	2,356	188	2,356	2,356	2,356
55532 Postage	2,442	2,601	3,100	3,700	2,100	2,100	2,100
55800 Travel & Mileage Reimbursement	237	197	1,000	141	1,000	1,000	1,000
56610 Supplies	12,345	9,886	13,324	14,000	13,324	13,324	13,324
58100 Dues Licenses & Subscriptions	625	330	775	300	775	775	775
TOTALS	493,460	502,202	518,172	517,138	588,373	548,681	548,235

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	3.00	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	4.50	4.50	4.50	5.50	4.50	4.50

Salaries

City Clerk			92,425		97,500	97,500	97,500
Assistant City Clerk			67,065		68,574	68,574	68,574
Records Clerks			46,306		47,348	47,348	47,348
Revenue Collection Clerk			46,306		47,348	47,348	47,348

Total Salaries Paid by General Fund

City Clerk			92,425		97,500	97,500	97,500
Assistant City Clerk			67,065		68,574	68,574	68,574
Records Clerks			92,612		142,044	94,696	94,696
Revenue Collection Clerk			23,153		23,674	23,674	23,674
Subtotal - Employees			<u>182,830</u>		<u>234,292</u>	<u>186,944</u>	<u>186,944</u>
TOTAL SALARIES			<u>275,255</u>		<u>331,792</u>	<u>284,444</u>	<u>284,444</u>

Performance Measures

Actual Actual Projected Projected Projected Projected Projected

Workload/outputs

Council minutes prepared	24	24	24	24	24	24	24
Land records recorded	6,382	6,081	7,200	7,200	7,200	7,200	7,200
Marriage licenses issued	230	217	400	400	400	400	400
Death certificates recorded	555	558	600	600	600	600	600
Birth certificates recorded	854	876	1,050	1,050	1,050	1,050	1,050
Absentee ballots issued	561	8,508	800	800	800	800	800
Dog licenses issued	1,429	1,249	2,000	2,000	2,000	2,000	2,000
Total transactions	10,011	17,489	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	2,224.7	3,886.4	2,677.8	2,677.8	2,190.9	2,677.8	2,677.8
Budget per transaction	\$49.29	\$28.72	\$43.00	\$42.92	\$48.83	\$45.53	\$45.50
Cost of dept/cost of total general fund operations	0.39%	0.38%	0.39%	0.39%	0.43%	0.40%	0.40%

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. Instituted new procedures to ease electronic submission of permit applications and to allow for 24/7 credit card payments for permit fees.
2. Renovated the interior and installed an exterior handicap ramp to facilitate handicap accessibility and to provide a safer, updated, more functional work environment.
3. Applied for and received CEDAS (Connecticut Economic Development Association) recognition for Best Practices in Land Use and Economic Development.
4. Submitted an application and received grant funding for a Complete Street project to install paint curb extensions along Central Avenue in Greeneville to improve the safety of pedestrians.
5. Collaborated with Norwich Public Utilities on an application for Sustainable CT certification. The City was recognized and awarded bronze certifications at the 2019 Annual CCM event.
6. Finalized and closed-out a \$200K DECD grant funded brownfield assessment for the South Mill at Ponemah.
7. Hosted a “Zoning and ‘Za” event at Foundry 66 to gage public support and to solicit input on potential future zoning amendments including regulating short term rentals.
8. Received a \$3,500 grant from the CT Chapter of the American Planning Association to fund a summer intern to evaluate and catalog sidewalk conditions throughout the City utilizing GIS technology. Due to COVID19, the grant award was extended for use in 2021.

10415100 Planning & Neighborhood Services	2018-19 Actual	2019-20 Actual	2020-21 Budget	2020-21 Projected	2021-22 Request	2021-22 Proposed	2021-22 Adopted
51601 Department Head	95,351	98,774	100,315	100,315	102,572	102,572	102,572
51610 Regular Employees	471,078	475,827	489,658	470,000	603,697	543,167	543,167
51620 Seasonal/Temporary Employees	0	2,205	19,900	17,189	0	0	0
51630 Overtime	4,288	4,372	3,500	3,500	3,500	3,500	3,500
52000 Fringe Benefits	400,052	424,899	375,244	387,000	448,391	427,122	431,609
53010 Professional Services	6,844	6,535	13,100	15,000	14,000	14,000	14,000
53322 Professional Development	1,643	1,972	2,900	1,938	2,900	2,900	2,900
54310 Equip & Furniture Maintenance	7,724	11,682	9,300	8,700	12,200	56,400	56,400
55530 Communications	9,241	7,732	9,136	8,200	8,636	8,694	8,694
55531 Advertising	11,331	10,239	4,400	4,400	12,000	12,000	12,000
55532 Postage	3,522	2,828	3,500	2,700	2,500	2,500	2,500
55800 Travel & Mileage Reimbursement	675	328	500	28	500	500	500
56610 Supplies	2,129	1,935	5,500	3,500	4,500	4,500	4,500
56627 Vehicle Fuel	2,019	1,477	1,753	1,500	1,340	2,066	2,066
58100 Dues Licenses & Subscriptions	826	2,249	1,500	1,700	2,350	2,350	2,350
58699 Historic District Commission	1,701	1,558	2,388	1,700	2,388	2,388	2,388
TOTALS	1,018,424	1,054,612	1,042,594	1,027,370	1,221,474	1,184,659	1,189,146

Staffing

Director of Planning & Neighborhood Service	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Assistant Planner	0.50	1.00	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	1.50	2.00	2.00	2.00	2.00
Assistant Building Official	1.00	1.00	1.00	1.00	2.00	2.00	2.00
Code Enforcement Official	1.00	1.00	1.00	1.00	0.00	0.00	0.00
Blight/Housing Code Enforcement Officer	1.00	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
TOTAL FTE'S	8.50	9.00	8.50	9.00	10.00	9.00	9.00

Salaries

Director of Planning & Neighborhood Services	100,315	102,572	102,572	102,572
Assistant Planner	68,666	70,211	70,211	70,211
Building Official	86,613	88,562	88,562	88,562
Zoning Enforcement Officer	65,430	66,902	66,902	66,902
Administrative Specialist	51,114	52,264	52,264	52,264
Assistant Building Official	72,222	73,847	73,847	73,847
Code Enforcement Official	72,222	73,847	73,847	73,847
Blight/Housing Code Enforcement Officer	63,834	65,270	65,270	65,270
Assistant ZEO/ Blight Enforcement Official	59,198	60,530	60,530	60,530

Total Salaries Paid by General Fund

Director of Planning & Neighborhood Services	100,315	102,572	102,572	102,572
Assistant Planner	68,666	70,211	70,211	70,211
Building Official	86,613	88,562	88,562	88,562
Zoning Enforcement Officer	65,430	66,902	66,902	66,902
Administrative Specialist	76,671	104,528	104,528	104,528
Assistant Building Official	72,222	147,694	147,694	147,694
Code Enforcement Official	72,222	0	0	0
Blight/Housing Code Enforcement Officer	63,834	65,270	65,270	65,270
Assistant ZEO/ Blight Enforcement Official	0	60,530	0	0
Subtotal - Employees	505,658	603,697	543,167	543,167
TOTAL SALARIES	605,973	706,269	645,739	645,739

10415100 Planning & Neighborhood Services	2018-19 Actual	2019-20 Actual	2020-21 Budget	2020-21 Projected	2021-22 Request	2021-22 Proposed	2021-22 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	12	6	12	12	12
Subdivision/resubdivision plans reviewed	1	4	5	1	5	5	5
Special permit applications reviewed	9	6	6	6	6	6	6
Zoning permit applications	299	295	360	450	360	360	360
Zoning Variances Granted	16	12	12	10	12	12	12
Zoning Variances Denied	-	-		1			
Inland Wetland Applications	19	13	20	15	20	20	20
Zoning Complaints	54	28	100	100	100	100	100
Residential Building Permits	1,185	1,318	1,400	1,300	1,400	1,400	1,400
Commercial Building Permits	263	240	339	250	339	339	339
Industrial Building Permits	-	6	15	12	15	15	15
Structures Condemned	12	14	10	10	10	10	10
Dwelling Units Condemned	43	21	30	50	30	30	30
Buildings Demolished	10	21	18	10	18	18	18
<i>Outcome/ Results</i>							
Citations Issued	214	181	170	500	170	170	170
Citation Fees Collected	\$13,182	\$47,847	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000
Violations Investigated	986	793	1,028	850	1,028	1,028	1,028
<i>Efficiency Measures</i>							
Residential building permits per assigned FTE	395	439	467	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)

10419700 Registrars of Voters		2018-19 Actual	2019-20 Actual	2020-21 Budget	2020-21 Projected	2021-22 Request	2021-22 Proposed	2021-22 Adopted
51601	Department Head	54,149	55,378	55,994	55,994	56,820	56,820	56,820
51620	Seasonal/Temporary Employees	41,896	20,524	34,453	32,000	50,300	50,300	50,300
52000	Fringe Benefits	8,438	9,030	9,296	9,296	9,355	10,355	10,358
53322	Professional Development	3,288	1,424	3,000	898	5,000	5,000	5,000
54310	Equip & Furniture Maintenance	7,455	15,517	12,000	9,800	12,000	12,000	12,000
55500	Printing	13,275	6,760	15,600	15,000	10,000	8,500	8,500
55530	Communications	2,742	2,272	3,293	2,900	2,793	2,877	2,877
55531	Advertising	2,381	2,345	5,000	1,000	5,000	3,500	3,500
55532	Postage	6,565	2,750	10,500	9,000	7,500	5,000	5,000
55800	Travel & Mileage Reimbursement	664	774	800	300	800	800	800
55902	Moving Voting Machine	0	0	1,000	124	1,000	1,000	1,000
56610	Supplies	3,612	3,636	13,247	13,247	4,500	4,500	4,500
TOTALS		144,465	120,410	164,183	149,559	165,068	160,652	160,655

Staffing

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

Salaries

Registrars			27,997		28,410	28,410	28,410
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Total Salaries Paid by General Fund

Registrars			55,994		56,820	56,820	56,820
TOTAL SALARIES			55,994		56,820	56,820	56,820

Elections Workers

Deputy Registrars			6,000		6,000	6,000	6,000
Head Moderator			600		600	600	600
Precinct Moderators			2,250		2,250	2,250	2,250
Assistant Registrars			3,900		3,900	3,900	3,900
Ballot Clerks			2,700		2,700	2,700	2,700
Checkers			2,700		2,700	2,700	2,700
Machine Tenders			1,800		1,800	1,800	1,800
Demonstrators			1,800		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			25,150		25,150	25,150	25,150
Cost of Two Elections			50,300		50,300	50,300	50,300

Performance Measures

	Actual	Actual	Projected	Projected	Projected	Projected	Projected
Inputs							
Type of Election	State	Municipal	Presidential	Presidential	Municipal	Municipal	Municipal
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	2,316	1,752	2,000	2,000	2,000	2,000	2,000
Changes	3,753	2,829	4,500	4,500	4,500	4,500	4,500
Removals	3,258	1,632	3,500	N/R	3,500	3,500	3,500
Number of active eligible voters	16,976	20,525	21,000	20,040	21,000	21,000	21,000
Outcome/ Results							
Number of voters voting in General Election	11,074	10,000	15,000	15,495	15,000	15,000	15,000
Percentage of eligible voters voting	65.23%	48.72%	71.43%	77.32%	71.43%	71.43%	71.43%
Efficiency Measures							
Average total cost per election	\$48,155	\$40,137	\$54,728	\$49,853	\$55,023	\$53,551	\$53,552
Average cost per polling place per election	\$6,879	\$5,734	\$7,818	\$7,122	\$7,860	\$7,650	\$7,650
Cost of election per registered voter	\$2.84	\$1.96	\$2.61	\$2.49	\$2.62	\$2.55	\$2.55

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 June 2020, construction was completed on the Norwich Police Radio System which had been overwhelmingly passed by voters in November 2018. The radio system is fully functional and has greatly increased our communications and services.
2. In late 2019 the Norwich Police Department went operational with its Body Worn and in-car camera systems. These items have greatly increased accountability, transparency as well as reduced civil liability.
3. In the latter half of 2020, Chief Patrick J. Daley promoted three veteran and experienced supervisors within the Police Administration: Anthony Gomes and Christopher Merrill were promoted to Lieutenant and Steven Schmidt and Christopher Chastang 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

Federal Department of Transportation passed through Connecticut Department of Transportation

- Comprehensive DUI Enforcement Program for 2019-2020. \$46,000 - 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.
- Distracted Driving Enforcement Program (2019-2020) \$26,200 - from the State of CT DOT Highway Safety Office for "Distracted Driving Enforcement". This grant provided funding at a 100% 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	2018-19 Actual	2019-20 Actual	2020-21 Budget	2020-21 Projected	2021-22 Request	2021-22 Proposed	2021-22 Adopted
51601 Department Head	128,843	134,287	140,147	140,147	134,240	141,000	141,000
51610 Regular Employees	7,208,744	7,412,251	7,747,367	7,720,000	8,030,310	8,045,852	7,861,379
51620 Seasonal/Temporary Employees	76,058	58,624	61,000	63,011	98,329	98,329	98,329
51630 Overtime	429,787	239,967	242,000	190,000	380,000	360,000	310,000
51631 Replacement Cost	982,154	903,268	900,000	1,120,000	915,632	910,000	910,000
52000 Fringe Benefits	7,148,805	7,550,365	7,389,119	7,320,000	8,029,799	8,054,229	7,997,706
53010 Professional Services	0	0	0	0	0	13,200	13,200
53322 Professional Development	47,385	34,943	62,000	50,000	65,000	65,000	65,000
54310 Equip & Furniture Maintenance	104,808	115,877	124,000	140,000	135,000	135,000	135,000
54410 Utilities	127,434	121,010	121,200	121,200	127,500	123,000	123,000
55019 Special Investigations	10,000	7,000	11,600	11,600	11,600	11,600	11,600
55530 Communications	161,469	148,900	156,508	154,000	246,708	248,108	248,108
55532 Postage	2,049	2,019	2,375	2,100	2,375	2,375	2,375
56600 Uniforms & Clothing	125,157	126,016	126,020	126,020	126,020	126,020	126,020
56610 Supplies	67,265	37,083	58,000	45,000	70,000	60,000	60,000
56627 Vehicle Fuel	118,521	94,389	82,164	98,000	76,980	118,324	118,324
58100 Dues Licenses & Subscriptions	17,396	18,854	19,100	17,100	20,100	20,100	20,100
58259 Regional Animal Services	0	0	51,700	0	124,000	124,000	124,000
TOTALS	16,755,875	17,004,853	17,294,300	17,318,178	18,593,593	18,656,137	18,365,141

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	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Captain - Step 1	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Lieutenant - Step 2	2.00	5.00	5.00	5.00	5.00	5.00	5.00
Lieutenant - Step 1	3.00	0.00	0.00	0.00	0.00	0.00	0.00
Sergeant - Step 3	1.00	2.00	2.00	2.00	4.00	3.00	3.00
Sergeant - Step 2	5.00	7.00	7.00	7.00	5.00	6.00	6.00
Sergeant - Step 1	3.00	0.00	0.00	0.00	0.00	0.00	0.00
Police Officer - Step 6	6.00	16.00	20.00	16.00	20.00	19.00	19.00
Police Officer - Step 5	12.00	11.00	7.00	11.00	19.00	16.00	16.00
Police Officer - Step 4	13.00	21.00	25.00	21.00	7.00	17.00	17.00
Police Officer - Step 3	14.00	8.00	5.00	8.00	12.00	8.00	8.00
Police Officer - Step 2	14.00	9.00	9.00	9.00	9.00	7.00	7.00
Police Officer - Step 1	9.50	6.00	4.00	6.00	4.00	4.00	1.00
Subtotal - Uniformed Officers	85.50	88.00	87.00	88.00	88.00	88.00	85.00
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 Records Clerk	4.00	4.00	4.00	4.00	4.00	4.00	4.00
Animal Control Officer	1.00	1.00	0.00	1.00	0.00	0.00	0.00
Assistant Animal Control Officer	0.45	0.45	0.00	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	16.45	16.45	15.00	16.45	15.00	15.00	15.00
TOTAL FTE'S	101.95	104.45	102.00	104.45	103.00	103.00	100.00

Salaries

Chief			127,847		134,240	141,000	141,000
Deputy Chief			119,767		122,462	122,462	122,462
Captain - Step 2			107,229		109,910	109,910	109,910
Captain - Step 1			104,548		107,162	107,162	107,162
Lieutenant - Step 2			98,395		100,855	100,855	100,855
Lieutenant - Step 1			95,936		98,334	98,334	98,334
Sergeant - Step 3			89,563		91,802	91,802	91,802
Sergeant - Step 2			87,324		89,507	89,507	89,507
Sergeant - Step 1			85,141		87,270	87,270	87,270
Police Officer - Step 6			80,731		82,749	82,749	82,749
Police Officer - Step 5			79,116		81,094	81,094	81,094
Police Officer - Step 4			76,347		78,256	78,256	78,256
Police Officer - Step 3			72,912		74,735	74,735	74,735
Police Officer - Step 2			68,172		69,876	69,876	69,876
Police Officer - Step 1			59,991		61,491	61,491	61,491
Executive Secretary			53,701		54,909	54,909	54,909
Records Div. Clerical Coordinator			49,867		50,989	50,989	50,989
Police Records Clerk			46,304		47,346	47,346	47,346
Animal Control Officer			51,367		52,651	52,651	52,651
Assistant Animal Control Officer			47,582		48,772	48,772	48,772
911 Civilian Dispatcher			63,871		65,468	65,468	65,468

10420100 Police	2018-19 Actual	2019-20 Actual	2020-21 Budget	2020-21 Projected	2021-22 Request	2021-22 Proposed	2021-22 Adopted
Total Salaries Paid by General Fund							
Chief			127,847		134,240	141,000	141,000
Deputy Chief			119,767		122,462	122,462	122,462
Captain - Step 2			107,229		109,910	109,910	109,910
Captain - Step 1			0		0	0	0
Lieutenant - Step 2			491,975		504,275	504,275	504,275
Lieutenant - Step 1			0		0	0	0
Sergeant - Step 3			179,126		367,208	275,406	275,406
Sergeant - Step 2			611,268		447,535	537,042	537,042
Sergeant - Step 1			0		0	0	0
Police Officer - Step 6			1,614,620		1,654,980	1,572,231	1,572,231
Police Officer - Step 5			553,812		1,540,786	1,297,504	1,297,504
Police Officer - Step 4			1,908,675		547,792	1,330,352	1,330,352
Police Officer - Step 3			364,560		896,820	597,880	597,880
Police Officer - Step 2			613,548		628,884	489,132	489,132
Police Officer - Step 1			239,964		245,964	245,964	61,491
Executive Secretary			53,701		54,909	54,909	54,909
Records Div. Clerical Coordinator			49,867		50,989	50,989	50,989
Police Records Clerk			185,216		189,384	189,384	189,384
Animal Control Officer			0		0	0	0
Assistant Animal Control Officer			0		0	0	0
911 Civilian Dispatcher			574,839		589,212	589,212	589,212
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
			<u>7,747,367</u>		<u>8,030,310</u>	<u>8,045,852</u>	<u>7,861,379</u>
TOTAL SALARIES			<u><u>7,775,214</u></u>		<u><u>8,164,550</u></u>	<u><u>8,186,852</u></u>	<u><u>8,002,379</u></u>

Performance Measures	Actual	Actual	Projected	Projected	Projected	Projected	Projected
Workload/outputs							
911 Hard Line	2,487	3,267	2,487	3,267	2,089	2,089	2,089
911 Cellular	16,334	15,426	16,334	15,426	16,742	16,742	16,742
911 VOIP	2,174	2,227	2,174	2,227	2,006	2,006	2,006
911 Text	108	101	108		108	108	108
Subtotal - Emergency Calls	<u>21,103</u>	<u>21,021</u>	<u>21,103</u>	<u>20,920</u>	<u>20,945</u>	<u>20,945</u>	<u>20,945</u>
Non-emergency Line	<u>35,016</u>	<u>36,156</u>	<u>35,016</u>	<u>36,156</u>	<u>35,016</u>	<u>35,016</u>	<u>35,016</u>
Total Calls	<u><u>56,119</u></u>	<u><u>57,177</u></u>	<u><u>56,119</u></u>	<u><u>57,076</u></u>	<u><u>55,961</u></u>	<u><u>55,961</u></u>	<u><u>55,961</u></u>
Calls (Police)	51,212	52,568	51,212	52,568	51,212	51,212	51,212
Calls (Fire)	4,907	4,509	4,907	4,509	4,749	4,749	4,749
Auto Accidents (Investigated)	1,246	1,635	1,246	1,405	1,246	1,246	1,246
Auto Accidents (Fatalities)	3	1	3	2	3	3	3
Auto Accidents (Injuries)	238	261	238	267	238	238	238
Vandalism (Reported)	253	249	253	346	253	253	253
Outcome/results							
Part I Crimes (per 100,000)	0.012	0.010	0.012	0.010	0.012	0.012	0.012
DWI Arrests	144	120	144	197	144	144	144
Neighborhood Watch Groups	43	43	43	43	43	43	43
Efficiency							
Police calls per uniformed officer	599	597	589	597	582	582	602
Per capita cost of department	\$428.14	\$434.51	\$446.10	\$446.71	\$479.61	\$481.23	\$473.72

* Police activity is based and reported by Calendar Year. For example, the "2019-20 Actual" statistics are from calendar year 2019.

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, Emergency Medical Services, technical rescue, and other related emergencies.
5. Increase leadership opportunities while achieving operational efficiency through the assignment of collateral duties. Develop personnel to increase professional growth and advancement.
6. Achieve maximum life expectancy of fire apparatus and equipment while providing a realistic, 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. We work in coordination with Regional partners to facilitate team training and skills maintenance.
- 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) Expanded diversity program, in collaboration with Human Resources.
- 6) Established attack plan format for target hazards within the City. Upgraded information management systems to enhance data collection and strategic planning.
- 7) Revised response policies to enhance integration with City volunteer fire departments, updated City alarm cards to more effectively and efficiently utilize resources.
- 8) Received Assistance to Firefighter Grant (AFG) to provide equipment and training for extrication/rescue operations. Grant total was \$213,394 (\$193,977 federal share, \$19,397 City share).

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.
- Assistance to Firefighter Grant (AFG) – Various Fire Safety grants to provide critically needed resources to equip and train emergency personnel, enhance efficiencies, and support community resilience.
- 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	2018-19 Actual	2019-20 Actual	2020-21 Budget	2020-21 Projected	2021-22 Request	2021-22 Proposed	2021-22 Adopted
51601 Department Head	119,152	99,114	95,651	97,891	111,115	111,115	111,115
51610 Regular Employees	682,649	807,160	842,389	842,000	846,846	771,016	771,016
51630 Overtime	22,110	18,161	20,239	50,000	25,239	22,000	22,000
51631 Replacement Cost	76,147	65,237	84,766	75,000	86,766	80,000	75,000
52000 Fringe Benefits	776,858	778,327	721,234	721,234	775,950	811,720	818,063
53080 Physicals	17,682	13,112	25,000	18,000	25,000	25,000	25,000
53201 Haz Mat Technician Training	5,053	4,592	5,169	2,000	9,169	9,169	9,169
53322 Professional Development	25,503	16,641	46,780	25,000	56,780	56,780	56,780
54310 Equip & Furniture Maintenance	93,942	80,154	91,092	85,000	121,092	121,092	121,092
54410 Utilities	78,449	73,519	80,900	75,000	79,600	76,100	76,100
54430 Building Repairs & Maintenance	28,771	19,096	30,450	30,000	40,450	35,000	35,000
55530 Communications	63,848	55,459	57,039	57,039	56,039	57,116	57,116
56600 Uniforms & Clothing	27,494	25,427	28,800	28,800	28,800	28,800	28,800
56610 Supplies	39,795	40,954	37,700	25,000	47,700	42,000	42,000
56627 Vehicle Fuel	23,318	17,760	19,323	19,000	13,075	21,136	21,136
58100 Dues Licenses & Subscriptions	1,020	2,381	3,500	2,500	3,500	3,500	3,500
TOTALS	2,081,791	2,117,094	2,190,032	2,153,464	2,327,121	2,271,544	2,272,887

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	0.85	0.85	0.85
Director of Training & Safety	1.00	1.00	1.00	1.00	0.83	0.83	0.83
Battalion Chiefs - Step 2	4.00	3.00	3.00	3.00	4.00	4.00	4.00
Battalion Chiefs - Step 1	0.00	1.00	1.00	1.00	0.00	0.00	0.00
Subtotal - Firefighters	5.75	5.75	5.75	5.75	5.68	5.68	5.68
Captain - Fire Marshal	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Inspectors - Step 2	1.00	1.00	2.00	1.00	3.00	2.00	2.00
Inspectors - Step 1	1.00	1.00	0.00	1.00	0.00	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	6.00	5.00	5.00
TOTAL FTE'S	10.75	10.75	10.75	10.75	11.68	10.68	10.68

Salaries

Fire Chief/ EMD	127,847	130,724	130,724	130,724
Director of Training & Safety	78,908	77,361	80,585	80,585
Battalion Chiefs - Step 2	86,577	86,577	86,577	86,577
Battalion Chiefs - Step 1	84,204	84,204	84,204	84,204
Captain - Fire Marshal	85,652	85,652	85,652	85,652
Inspectors - Step 2	77,403	77,403	77,403	77,403
Inspectors - Step 1	75,147	75,147	75,147	75,147
Fire Code Clerk	47,462	48,530	48,530	48,530
Executive Secretary	53,701	54,909	54,909	54,909

Total Salaries Paid by General Fund

Fire Chief/ EMD	95,651	111,115	111,115	111,115
Director of Training & Safety	78,908	64,210	66,886	66,886
Battalion Chiefs - Step 2	259,731	346,308	346,308	346,308
Battalion Chiefs - Step 1	84,204	0	0	0
Captain - Fire Marshal	85,652	85,652	85,652	85,652
Inspectors - Step 2	154,806	232,209	154,806	154,806
Inspectors - Step 1	0	0	0	0
Fire Code Clerk	47,462	48,530	48,530	48,530
Executive Secretary	53,701	54,909	54,909	54,909
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	778,389	845,743	771,016	771,016
TOTAL SALARIES	874,040	956,858	882,131	882,131

10420200 Norwich Fire	2018-19 Actual	2019-20 Actual	2020-21 Budget	2020-21 Projected	2021-22 Request	2021-22 Proposed	2021-22 Adopted
Performance Measures	Actual	Actual	Projected	Projected	Projected	Projected	Projected
Inputs (includes both the General Fund and City Consolidation District)							
Budget (General Fund + CCD)	\$10,072,208	\$10,042,413	\$10,110,737	\$9,978,464	\$10,489,165	\$10,428,618	\$10,429,961
Non-personnel budget	\$328,728	\$283,858	\$395,987	\$292,339	\$394,439	\$395,693	\$400,693
Total full-time equivalent employees	58.8	58.8	58.8	58.8	59.7	58.7	58.7
Total firefighters	53.8	53.8	53.8	53.8	53.7	53.7	53.7
Workload/outputs							
Fires	427	366	427	430	427	427	427
EMS	1,723	1,513	1,723	1,963	1,723	1,723	1,723
Hazardous materials	96	98	96	140	96	96	96
Service calls	114	128	109	109	109	109	109
Other	49	160	49	43	49	49	49
Total calls	2,409	2,265	2,404	2,685	2,404	2,404	2,404
Outcome/results							
Civilian casualties	-	-	-	-	-	-	-
Fire Service Injuries	9	14	6	14	6	6	6
Arson fires leading to arrests	-	2	2	2	2	2	2
Inspections/re-inspections	1,008	964	1,008	700	1,008	1,008	1,008
Complaints Investigated	43	31	43	77	43	43	43
Violations found	1,263	1,218	1,263	2,850	1,263	1,263	1,263
Violations corrected	1,000	1,200	1,000	1,200	1,000	1,000	1,000
Fire investigations conducted	79	65	79	70	79	79	79
Community service/public safety presentations	100	100	100	100	100	100	100
Training hours per person	185	165	185	165	185	185	185
Marine Operations	36	41	36	41	36	36	36
Efficiency							
Total calls/ firefighter	44.82	42.14	44.73	49.95	44.78	44.78	44.78
Total non-personnel budget/Total General Fund budget	0.26%	0.22%	0.30%	0.22%	0.29%	0.29%	0.29%

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 Public Information & Education programs for COVID testing and local/regional resources. (DG3)
2. Provided training for the Web/EOC. (DG3)
3. Partnered with Uncas Health District for pandemic/point of distribution of PPE for COVID response. (DG3)
4. Partnered with American Red Cross and Medical Reserve Corp. for Vaccination administering, and annual Recertification drill. (DG3)
5. Acquired funding through the Nuclear Safety Emergency Program for communications upgrade including portable radios and base stations. (DG3)

10422300 Emergency Management	2018-19 Actual	2019-20 Actual	2020-21 Budget	2020-21 Projected	2021-22 Request	2021-22 Proposed	2021-22 Adopted
51601 Department Head	23,351	23,495	40,884	39,000	19,609	19,609	19,609
51610 Regular Employees	0	0	0	1,500	13,414	13,699	13,699
52000 Fringe Benefits	19,114	15,557	16,864	16,864	15,646	14,547	14,651
53322 Professional Development	227	1,216	1,500	0	3,500	2,000	2,000
54310 Equip & Furniture Maintenance	3,759	2,273	700	700	4,700	4,000	4,000
54410 Utilities	7,781	6,269	7,800	5,900	6,100	6,000	6,000
54430 Building Repairs & Maintenance	1,137	3,786	2,000	1,500	4,000	4,000	4,000
55530 Communications	7,566	9,669	4,348	4,100	3,348	3,406	3,406
56610 Supplies	4,708	1,369	2,000	1,000	6,000	4,500	4,500
56627 Vehicle Fuel	139	432	235	235	250	387	387
TOTALS	67,782	64,066	76,331	70,799	76,567	72,148	72,252

Staffing

Fire Chief/ EMD	0.25	0.25	0.25	0.25	0.15	0.15	0.15
Director of Training & Safety	0.00	0.00	0.00	0.00	0.17	0.17	0.17
TOTAL FTE'S	0.25	0.25	0.25	0.25	0.32	0.32	0.32

Salaries

Fire Chief/ EMD			127,535		130,724	130,724	130,724
Director of Training & Safety			78,908		80,585	80,585	80,585

Total Salaries

Fire Chief/ EMD			31,884		19,609	19,609	19,609
Director of Training & Safety			0		13,699	13,699	13,699
TOTAL SALARIES			31,884		33,308	33,308	33,308

Performance Measures

Workload/ Output Measures

	Actual	Actual	Projected	Projected	Projected	Projected	Projected
Hours of emergency training	1,900	1,850	1,950	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	15	17	17	17	17	17	17
Flood assistance calls	60	60	60	60	60	60	60
Speaking engagements	30	30	45	30	45	45	45
Public information/education exhibits	30	30	45	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	\$1.73	\$1.64	\$1.97	\$1.83	\$1.98	\$1.86	\$1.86
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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 local schools and provide support for 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" (2015-2019) 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)**
6. Received a donated drone through Airborne Works through program National Public Safety Drone Donation Program (NPS-DDP.org). **(DG3)**

10423300 East Great Plain Volunteer Fire	2018-19 Actual	2019-20 Actual	2020-21 Budget	2020-21 Projected	2021-22 Request	2021-22 Proposed	2021-22 Adopted
53080 Physicals	10,203	6,744	9,000	7,000	9,000	9,000	9,000
53322 Professional Development	14,646	19,391	13,210	13,210	20,000	20,000	20,000
54310 Equip & Furniture Maintenance	23,462	30,970	40,000	41,000	33,000	30,000	30,000
54410 Utilities	15,120	15,274	15,600	16,000	15,900	16,200	16,200
54430 Building Repairs & Maintenance	24,719	23,196	26,000	21,000	29,000	25,000	25,000
55530 Communications	9,147	8,692	9,134	9,134	8,834	8,908	8,908
56600 Uniforms & Clothing	3,692	6,315	1,897	3,415	6,000	6,000	6,000
56610 Supplies	34,533	29,585	26,393	26,500	30,000	30,000	30,000
56627 Vehicle Fuel	6,098	4,158	6,406	5,000	6,000	7,512	7,512
58100 Dues Licenses & Subscriptions	1,291	801	1,576	1,300	2,376	2,376	2,376
TOTALS	142,911	145,126	149,216	143,559	160,110	154,996	154,996

Performance Measures

<i>Inputs</i>	Actual	Actual	Projected	Projected	Projected	Projected	Projected
<i>Workload/outputs</i>							
Fire (Building, vehicle, brush, etc.)	39	43	48	52	48	48	48
Overpressure Rupture, Explosion (no fire)	-	-	1	2	1	1	1
Rescue & EMS Incidents (EMS vehicle accidents, extrication)	650	544	630	625	630	630	630
Hazardous Conditions	19	25	30	42	30	30	30
Service Calls	28	35	35	35	35	35	35
Good Intent Calls (Authorized controlled burns, smoke scares)	40	85	70	65	70	70	70
False Alarms & False Calls	145	110	145	140	145	145	145
Severe Weather & Natural Disaster	1	2	1	1	1	1	1
Total Calls	922	844	960	962	960	960	960

Outcome/results

Number of volunteers attending training	50	42	54	50	54	54	54
Total training hours	2,400	2,500	2,600	2,400	2,600	2,600	2,600
Number of volunteers trained as EMT or MRT	38	25	42	40	42	42	42
Number of volunteers trained to use defibrillators	38	30	42	40	42	42	42
Number of State Fire Certified volunteers	44	30	46	44	46	46	46

Efficiency

Cost of dept/cost of total general fund operations	0.11%	0.11%	0.11%	0.11%	0.12%	0.11%	0.11%
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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. One firefighters were trained to the Firefighter 2 level.
2. Three member was trained to the Firefighter 1 level.
3. Eight members trained to the EMR level and one to EMT
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.
8. Continued to train and build up Norwich CERT team

10423400 Laurel Hill Volunteer Fire	2018-19 Actual	2019-20 Actual	2020-21 Budget	2020-21 Projected	2021-22 Request	2021-22 Proposed	2021-22 Adopted
53080 Physicals	1,755	3,786	6,250	5,000	6,250	6,250	6,250
53322 Professional Development	6,325	1,850	8,000	7,000	13,700	10,500	10,500
54310 Equip & Furniture Maintenance	15,814	22,159	22,000	22,000	26,900	21,000	21,000
54410 Utilities	8,570	9,338	9,700	10,000	9,700	10,200	10,200
54430 Building Repairs & Maintenance	8,984	4,564	9,000	8,000	8,800	8,800	8,800
55530 Communications	10,564	10,212	11,380	11,000	10,380	10,477	10,477
56600 Uniforms & Clothing	1,547	2,657	1,700	2,500	5,000	5,000	5,000
56610 Supplies	7,779	21,339	9,000	17,000	7,000	7,000	7,000
56627 Vehicle Fuel	989	885	1,115	1,700	612	994	994
58100 Dues Licenses & Subscriptions	175	80	300	350	2,000	1,000	1,000
TOTALS	62,502	76,870	78,445	84,550	90,342	81,221	81,221

Performance Measures

Workload/outputs

	Actual	Actual	Projected	Projected	Projected	Projected	Projected
Brush Fires	4	3	4	3	3	3	3
Structure Fires	7	5	7	5	8	8	8
Fire Alarms	14	15	14	15	12	12	12
Service Calls	6	6	6	6	5	5	5
Rescue/Emergency	1	1	1	1	2	2	2
Motor Vehicle Accidents	6	8	6	8	7	7	7
Vehicle Fires	2	2	2	2	2	2	2
Haz-Mat Calls	3	3	3	3	3	3	3
Mutual Aid	31	21	31	21	30	30	30
CO Problems	3	3	3	3	3	3	3
Water Emergency	5	3	5	3	5	5	5
Medical Calls	36	41	36	41	30	30	30
Total Calls	118	111	118	111	110	110	110

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	0.05%	0.06%	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
- Safety
- Community Service
- Family
- Dedication
- Service
- Fiscal Integrity
- Efficiency

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)**
6. Maximize life expectancy of fire apparatus while providing an annual assessment of needs. **(DG2)**

Accomplishments

1. Trained one member to Emergency Medical Services Instructor and six members to the level of Emergency Medical Technician and had two members renew their Emergency Medical Technician certification and renewed 17 members in Basic Lifesaver Course (CPR).
2. Outfitted several members of the department with a second set of gear and hoods for the new cancer protocol.
3. Recruited five new members into the department.

4. Attended various community relations events around Norwich.
5. Updated run cards to renew mutual aid agreements with surrounding departments.
6. Performed multiple extrication drills to include one at our open house where all Norwich departments participated in as well as surrounding departments.
7. Mitigated several structure fires and motor vehicle accidents without injuries.
8. Enhanced departments website to allow public to download and submit applications electronically as well as through recruiting via Facebook and Instagram.

10423500 Occum Volunteer Fire	2018-19 Actual	2019-20 Actual	2020-21 Budget	2020-21 Projected	2021-22 Request	2021-22 Proposed	2021-22 Adopted
53080 Physicals	10,170	5,873	13,000	7,000	7,000	7,000	7,000
53322 Professional Development	6,697	15,391	12,000	10,000	18,000	15,000	15,000
54310 Equip & Furniture Maintenance	15,364	19,609	14,000	18,000	18,000	18,000	18,000
54410 Utilities	12,396	11,458	13,800	13,800	12,200	14,000	14,000
54430 Building Repairs & Maintenance	6,820	5,418	14,000	14,000	12,000	12,000	12,000
55530 Communications	8,703	8,208	8,845	8,400	8,345	8,506	8,506
56600 Uniforms & Clothing	4,588	1,000	2,000	2,000	4,000	4,000	4,000
56610 Supplies	4,851	8,259	8,500	11,000	12,500	12,500	12,500
56627 Vehicle Fuel	1,266	851	1,115	1,115	612	994	994
58100 Dues Licenses & Subscriptions	497	607	800	900	300	300	300
TOTALS	71,352	76,674	88,060	86,215	92,957	92,300	92,300

Performance Measures

Workload/outputs

	Actual	Actual	Projected	Projected	Projected	Projected	Projected
CO Problem	2	4	10	20	10	10	10
Structural fires	4	7	10	15	10	10	10
Mutual aid (fire & medical)	35	30	45	30	45	45	45
Assorted fires	20	4	20	40	20	20	20
Service calls	20	25	20	30	20	20	20
Other calls	20	40	20	40	20	20	20
Emergency medical calls	119	92	150	240	150	150	150
Total Calls	220	202	275	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 operatio	0.06%	0.06%	0.07%	0.07%	0.07%	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. Successfully implemented numerous response protocols pertaining to the COVID-19 Pandemic
5. Continued emergency medical responses during the Nationwide COVID-19 Pandemic
6. Provided divers for the U. S. Coast Guard, Connecticut State Police, and local Police. (DG4)
7. Successfully decreased the Fleet by consolidating apparatus. (DG4)
8. Continued with upgrades to the station and grounds
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	2018-19 Actual	2019-20 Actual	2020-21 Budget	2020-21 Projected	2021-22 Request	2021-22 Proposed	2021-22 Adopted
53080 Physicals	8,555	7,669	9,500	8,000	9,500	9,500	9,500
53322 Professional Development	24,858	13,018	25,000	15,000	28,740	26,000	26,000
54310 Equip & Furniture Maintenance	32,719	32,571	32,000	34,000	40,591	33,000	33,000
54410 Utilities	21,248	19,127	20,200	22,000	25,000	22,300	22,300
54430 Building Repairs & Maintenance	27,030	35,278	26,000	26,000	26,000	26,000	26,000
55530 Communications	8,849	8,910	10,143	10,143	9,643	8,975	8,975
56600 Uniforms & Clothing	1,756	2,673	3,000	3,000	5,000	3,500	3,500
56610 Supplies	18,813	33,049	30,000	30,000	33,462	32,000	32,000
56627 Vehicle Fuel	7,734	5,303	6,241	4,000	6,790	9,693	9,693
58100 Dues Licenses & Subscriptions	1,058	1,215	2,500	1,500	4,548	3,000	3,000
TOTALS	152,620	158,813	164,584	153,643	189,274	173,968	173,968

Performance Measures	Actual	Actual	Projected	Projected	Projected	Projected	Projected
Workload/outputs							
Structural fires	12	23	30	30	30	30	30
Mutual aid	4	1	65	65	74	74	74
Standby	6	67	45	45	30	30	30
Water Rescue	2	2	5	5	12	12	12
Service Calls	38	28	20	20	20	20	20
Emergency Medical Calls	463	409	450	450	450	450	450
Motor Vehicle Accidents	50	50	56	56	56	56	56
False Alarms	136	105	60	60	60	60	60
Brush Fires	3	2	5	5	5	5	5
Other	69	59	10	10	10	10	10
Investigation	-	5	55	55	55	55	55
Total Calls	783	751	801	801	802	802	802
Outcome/results							
Accidents involving city vehicles	-	-	-	-	-	-	-
Civilian casualties	-	-	-	-	-	-	-
Fire Service injuries	-	-	-	-	-	-	-
Drills (weekdays and evenings)	70	70	70	70	70	70	70
Drills (man hours)	3,800	3,800	3,800	3,800	3,800	3,800	3,800
Percentage of women/minority members	6.00%	6.00%	6.00%	6.00%	6.00%	6.00%	6.00%
Firefighters with State of CT certification	99.00%	99.00%	99.00%	99.00%	99.00%	99.00%	99.00%
Efficiency							
Cost of dept/cost of total GF operations	0.12%	0.12%	0.12%	0.12%	0.14%	0.13%	0.13%

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 three 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	2018-19 Actual	2019-20 Actual	2020-21 Budget	2020-21 Projected	2021-22 Request	2021-22 Proposed	2021-22 Adopted
53080	Physicals	15,748	12,359	14,000	13,000	15,000	15,000	15,000
53322	Professional Development	14,491	7,426	17,000	17,000	15,000	15,000	15,000
54310	Equip & Furniture Maintenance	40,399	33,796	30,670	30,670	30,670	30,670	30,670
54410	Utilities	24,644	20,498	22,460	19,500	21,400	19,800	19,800
54430	Building Repairs & Maintenance	27,235	31,072	37,000	37,000	30,000	30,000	30,000
55530	Communications	11,403	10,838	11,676	11,176	11,176	11,243	11,243
56600	Uniforms & Clothing	995	522	1,100	1,100	2,100	2,100	2,100
56610	Supplies	26,910	43,303	24,740	28,000	31,000	31,000	31,000
56627	Vehicle Fuel	5,088	4,016	3,258	3,258	3,570	3,570	3,570
58100	Dues Licenses & Subscriptions	749	480	1,000	1,000	2,000	2,000	2,000
TOTALS		167,662	164,310	162,904	161,704	161,916	160,383	160,383

Performance Measures

Workload/outputs

	Actual	Actual	Projected	Projected	Projected	Projected	Projected
Structure Fires	16	19	20	20	20	20	20
False Alarms	12	14	10	10	10	10	10
Internal alarms	69	58	100	100	100	100	100
Miscellaneous calls	71	77	50	50	50	50	50
Rescue/emergency	280	296	250	250	250	250	250
Vehical accidents	88	76	100	100	100	100	100
Automobile fire	14	12	20	20	20	20	20
Grass/brush fires	5	8	20	20	20	20	20
Chemical incidents	4	3	5	5	5	5	5
Mutual aid	57	59	30	30	30	30	30
Service calls	72	60	100	100	100	100	100
Total Calls	688	682	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	902	800	800	800	800	800	800
Training man hours	2,744	2,500	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	61.00%	62.00%	62.00%	62.00%	62.00%	62.00%	62.00%

Efficiency

Cost of dept/cost of total GF operations	0.13%	0.13%	0.12%	0.12%	0.12%	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
- Efficiency
- Accountability
- Professionalism
- Fiscal Responsibility

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 accountability 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)**
5. Improve traffic patterns and flow in the downtown. **(G1)**

Action Plans

1. Maintain Parking garages, lots and road network to a good or better condition. **(DG1)**
2. Continue to prioritize a strong safety program. **(DG1, DG4)**
3. Better educate the public on proper solid waste disposal. **(DG2)**
4. Use City web site to alert citizenry of department activities. **(DG2, DG3)**
5. Implement Public Safety Enhancements, including accessibility upgrades to existing infrastructure. **(DG3)**
6. Employ technology to streamline work order system, capital project planning and document storage in order to improve efficiency and response time. **(DG3)**
7. Make better use of the Connecticut Technology Transfer program for training. **(DG4)**

Accomplishments

1. Managed over \$20 million in projects and paved, sealed, or otherwise improved 11 miles of City roads, representing 6 % of the total city roadway network. **(DG1)**
2. Constructed over 510 linear feet of sidewalk, and 21 ADA compliant ramps. Installed 700 linear feet of storm drainage pipe, and reconstructed the Howard Brown Parking Lot. **(DG1)**
3. Began construction on the Sunnyside Street Bridge rehabilitation project. This \$1.5M project preserved the historic character of the bridge while installing a waterproof deck, reconstructing the parapets and the retaining walls between the two arches, and the turret roofs. **(DG1)**
4. Oversaw the construction of a new accessible entrance for 23 Union St. and renovation of the metal fire escape. **(DG1, DG4)**
5. Responded to 7 winter weather events and numerous wind/rain events keeping the roads, parking garages and City sidewalks operational. Completed leaf collection in house, saving \$17k. **(DG1, DG3)**
6. Performed over 1,500 services / repairs, impounded 20 vehicles for the Police Department, and installed 43 GPS units in the Public Works Fleet and 33 GPS units in the Police Fleet. **(DG1, DG3)**

Public Works	2018-19 Actual	2019-20 Actual	2020-21 Budget	2020-21 Projected	2021-22 Request	2021-22 Proposed	2021-22 Adopted
10430300 Street Maintenance	4,025,022	4,078,241	4,070,076	3,968,038	4,345,238	4,331,224	4,243,955
10430500 Engineering & Administration	783,552	775,716	847,709	824,674	878,500	879,300	882,097
10431100 Street Lighting	478,478	298,856	300,700	299,400	306,000	305,400	305,400
10431300 Fleet Maintenance	1,354,400	1,397,125	1,477,991	1,476,906	1,441,228	1,466,620	1,470,026
10431700 Refuse & Recycling	2,638,573	2,593,030	2,682,902	2,682,000	2,740,484	2,740,484	2,740,484
10434700 Building Maintenance	1,291,854	1,285,976	1,323,249	1,316,898	1,367,722	1,351,344	1,353,750
10434800 Parking Maintenance	146,661	135,251	154,570	137,292	168,655	148,277	148,589
TOTALS	10,718,540	10,564,195	10,857,197	10,705,208	11,247,827	11,222,649	11,144,301

Performance Measures	Actual	Actual	Projected	Projected	Projected	Projected	Projected
Inputs							
Full-time equivalent employees	55.00	55.00	54.00	54.00	55.00	55.00	54.00
Workload/outputs							
Improved miles of road	162	163	162	163	162	162	162
Buildings maintained	14	14	15	14	15	15	15
Vehicles & equipment maintained	337	337	337	337	337	337	337
Parks & cemeteries maintained	21	21	21	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.	18	18	18	18	18	18	18
Recycling rate	42.00%	42.00%	42.00%	42.00%	42.00%	42.00%	42.00%
Road miles paved, chip-sealed, or crack-sealed	12.0	11.2	12.0	12.0	12.0	12.0	11.0
Clean catch basins at least one time each year	50.00%	60.00%	75.00%	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	5	1	5	5	5
Average age of fleet (years)	11.4	13.6	11.4	11.4	11.4	11.4	11.4
Efficiency Measures							
Median time to close our citizen service requests (days)	8	8	7	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	\$268	\$278	\$280	\$281	\$290	\$289	\$287

10430300 Streets & Parks Maintenance Division	2018-19 Actual	2019-20 Actual	2020-21 Budget	2020-21 Projected	2021-22 Request	2021-22 Proposed	2021-22 Adopted
51610 Regular Employees	1,665,336	1,739,991	1,764,077	1,720,000	1,907,351	1,907,351	1,858,269
51620 Seasonal/Temporary Employees	19,890	29,324	40,000	38,000	40,000	38,000	38,000
51630 Overtime	103,529	46,232	100,000	99,000	100,000	100,000	100,000
52000 Fringe Benefits	1,555,572	1,552,572	1,417,038	1,417,038	1,558,426	1,552,579	1,529,392
53322 Professional Development	10,060	9,909	9,000	9,000	8,000	8,000	8,000
54399 Emergency Repairs	48,549	54,213	50,000	47,000	50,000	50,000	50,000
54410 Utilities	53,914	47,078	52,500	52,000	49,000	52,800	52,800
54425 Tree Care	57,359	46,745	75,000	75,000	90,000	80,000	80,000
54426 Catch Basin & Pipe Cleaning	0	74,919	40,000	10,000	20,000	20,000	20,000
54430 Building Repairs & Maintenance	42,532	14,620	35,000	25,000	35,000	35,000	30,000
55530 Communications	13,610	8,047	18,711	16,000	18,711	18,744	18,744
56610 Supplies	454,671	454,591	468,750	460,000	468,750	468,750	458,750
TOTALS	4,025,022	4,078,241	4,070,076	3,968,038	4,345,238	4,331,224	4,243,955

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	3.00	3.00	4.00	4.00	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	3.00	3.00	4.00	4.00	4.00	4.00	4.00
Light Equipment Operators	13.00	13.00	12.00	12.00	12.00	12.00	12.00
Laborers	10.00	10.00	8.00	8.00	9.00	9.00	8.00
TOTAL FTE'S	32.00	32.00	31.00	31.00	32.00	32.00	31.00
Salaries							
Public Works Superintendent			86,301		88,243	88,243	88,243
Streets/ Parks Foreman			74,833		76,517	76,517	76,517
Crew Leaders			65,192		66,496	66,496	66,496
Maintenance Man			64,487		65,777	65,777	65,777
Heavy Equipment Operators			61,415		62,643	62,643	62,643
Light Equipment Operators			57,314		58,460	58,460	58,460
Laborers			48,120		49,082	49,082	49,082
Total Salaries Paid by General Fund							
Public Works Superintendent			86,301		88,243	88,243	88,243
Streets/ Parks Foreman			74,833		76,517	76,517	76,517
Crew Leaders			260,768		265,984	265,984	265,984
Maintenance Man			64,487		65,777	65,777	65,777
Heavy Equipment Operators			245,660		250,572	250,572	250,572
Light Equipment Operators			687,768		701,520	701,520	701,520
Laborers			384,960		441,738	441,738	392,656
Longevity Bonuses & Wage Differentials			17,000		17,000	17,000	17,000
TOTAL SALARIES			1,821,777		1,907,351	1,907,351	1,858,269

10430500 Engineering & Administration Division	2018-19 Actual	2019-20 Actual	2020-21 Budget	2020-21 Projected	2021-22 Request	2021-22 Proposed	2021-22 Adopted
51601 Department Head	117,034	118,924	122,089	122,467	125,223	125,223	125,223
51610 Regular Employees	323,222	359,080	374,562	360,000	382,991	382,991	382,991
51630 Overtime	0	218	1,000	249	1,000	1,000	1,000
52000 Fringe Benefits	294,931	258,405	272,758	272,758	294,486	300,163	302,960
53010 Professional Services	25,327	16,211	50,000	45,000	50,000	45,000	45,000
53322 Professional Development	263	99	1,000	1,000	1,000	1,000	1,000
55530 Communications	4,713	5,767	6,500	6,000	6,000	6,123	6,123
55532 Postage	586	959	800	600	800	800	800
55800 Travel & Mileage Reimbursement	3,759	3,086	4,000	3,100	4,000	4,000	4,000
56610 Supplies	5,152	5,285	6,500	6,500	5,500	5,500	5,500
58100 Dues Licenses & Subscriptions	8,565	7,682	8,500	7,000	7,500	7,500	7,500
TOTALS	783,552	775,716	847,709	824,674	878,500	879,300	882,097

Staffing

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	2.00	2.00	2.00	2.00	2.00
Public Works Accounting Clerk	2.00	2.00	2.00	2.00	2.00	2.00	2.00
TOTAL FTE'S	6.00						

Salaries

Director of Public Works			122,467		125,223	125,223	125,223
City Engineer			110,252		112,733	112,733	112,733
Civil Engineer			85,849		87,781	87,781	87,781
Public Works Accounting Clerk			46,306		47,348	47,348	47,348
Total Salaries Paid by General Fund							
Director of Public Works			122,467		125,223	125,223	125,223
City Engineer			110,252		112,733	112,733	112,733
Civil Engineer			171,698		175,562	175,562	175,562
Public Works Accounting Clerk			92,612		94,696	94,696	94,696
Subtotal - Employees			<u>374,562</u>		<u>382,991</u>	<u>382,991</u>	<u>382,991</u>
TOTAL SALARIES			<u>497,029</u>		<u>508,214</u>	<u>508,214</u>	<u>508,214</u>

10431100 Street Lighting							
54410 Utilities	478,478	298,856	300,700	299,400	306,000	305,400	305,400
TOTALS	478,478	298,856	300,700	299,400	306,000	305,400	305,400

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

10431300 Fleet Maintenance Division	2018-19 Actual	2019-20 Actual	2020-21 Budget	2020-21 Projected	2021-22 Request	2021-22 Proposed	2021-22 Adopted
51610 Regular Employees	429,409	506,811	498,716	498,000	506,339	508,439	508,439
51630 Overtime	34,463	22,918	37,000	35,500	45,000	40,000	40,000
52000 Fringe Benefits	343,190	346,469	324,088	324,088	348,387	343,255	346,661
53322 Professional Development	1,991	1,596	4,000	2,000	3,000	3,000	3,000
54410 Utilities	34,465	32,711	37,400	36,000	34,700	36,500	36,500
54430 Building Repairs & Maintenance	12,989	13,681	14,000	14,000	14,000	14,000	14,000
55530 Communications	7,499	7,209	7,822	7,318	7,822	7,336	7,336
56613 Supplies	402,857	373,025	450,000	450,000	400,000	400,000	400,000
56627 Vehicle Fuel	87,537	92,705	104,965	110,000	81,980	114,090	114,090
TOTALS	1,354,400	1,397,125	1,477,991	1,476,906	1,441,228	1,466,620	1,470,026

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	5.00	5.00	5.00
TOTAL FTE'S	7.00						

Salaries

Fleet Maintenance Superintendent			86,301		88,243	88,243	88,243
Lead Mechanic			71,315		72,741	72,741	72,741
Auto Equipment Mechanics			67,560		68,911	68,911	68,911

Total Salaries Paid by General Fund

Fleet Maintenance Superintendent			86,301		88,243	88,243	88,243
Lead Mechanic			71,315		72,741	72,741	72,741
Auto Equipment Mechanics			337,800		344,555	344,555	344,555
Longevity Bonuses			800		800	800	800
After hours stipend			0		0	2,100	2,100
TOTAL SALARIES			496,216		506,339	508,439	508,439

10431700 Refuse & Recycling							
54101 Refuse Services	2,638,573	2,593,030	2,682,902	2,682,000	2,740,484	2,740,484	2,740,484
TOTALS	2,638,573	2,593,030	2,682,902	2,682,000	2,740,484	2,740,484	2,740,484

Detail of Landfill/ Recycling Operations Line:

Bulky waste disposal			100,000		100,000	100,000	100,000
SCRRRA Contract			1,249,500		1,249,500	1,249,500	1,249,500
Automated citywide refuse and recycling collection			1,221,863		1,267,918	1,267,918	1,267,918
Bulky waste collection			52,000		52,000	52,000	52,000
Transfer Station Contract			55,539		57,066	57,066	57,066
Annual Landfill Post-closure Monitoring Costs			14,000		14,000	14,000	14,000
			2,692,902		2,740,484	2,740,484	2,740,484

10434700 Building Maintenance Division	2018-19 Actual	2019-20 Actual	2020-21 Budget	2020-21 Projected	2021-22 Request	2021-22 Proposed	2021-22 Adopted
51610 Regular Employees	452,411	478,458	495,993	509,000	505,057	505,057	505,057
51630 Overtime	25,879	25,740	36,000	39,000	36,000	32,000	32,000
52000 Fringe Benefits	392,313	392,888	365,723	365,723	394,932	388,393	390,799
53322 Professional Development	0	695	3,200	3,175	2,000	2,000	2,000
54410 Utilities	159,463	161,918	164,600	165,000	166,300	167,500	167,500
54411 Utilities Other	71,855	36,448	37,200	36,000	37,700	36,500	36,500
54430 Building Repairs & Maintenance	64,662	74,722	57,800	45,000	79,000	76,000	76,000
54432 Building Maintenance-Other	63,395	60,062	94,000	94,000	74,000	70,000	70,000
55530 Communications	5,251	5,661	15,733	15,000	14,733	15,894	15,894
56610 Supplies	46,806	44,316	40,000	32,000	45,000	45,000	45,000
56690 Supplies-Other	9,819	5,068	13,000	13,000	13,000	13,000	13,000
TOTALS	1,291,854	1,285,976	1,323,249	1,316,898	1,367,722	1,351,344	1,353,750

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
Chief Maintenance Man	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
Janitors	6.00	6.00	6.00	6.00	6.00	6.00	6.00
TOTAL FTE'S	9.00						

Salaries

Facilities & Grounds Manager			76,091		77,803	77,803	77,803
Chief Maintenance Man			67,560		68,911	68,911	68,911
Lead Janitor			59,364		60,551	60,551	60,551
Janitors			48,463		49,432	49,432	49,432

Total Salaries Paid by General Fund

Facilities & Grounds Manager			76,091		77,803	77,803	77,803
Chief Maintenance Man			67,560		68,911	68,911	68,911
Lead Janitor			59,364		60,551	60,551	60,551
Janitors			290,778		296,592	296,592	296,592
Longevity Bonuses			1,200		1,200	1,200	1,200
TOTAL SALARIES			494,993		505,057	505,057	505,057

10434800 Parking Maintenance Division							
51610 Regular Employees	44,773	47,513	48,463	48,463	49,432	49,432	49,432
52000 Fringe Benefits	40,847	38,978	36,107	38,829	39,223	38,845	39,157
54412 Parking Lease	10,000	10,000	10,000	10,000	10,000	10,000	10,000
54430 Building Repairs & Maintenance	51,041	38,760	60,000	40,000	70,000	50,000	50,000
TOTALS	146,661	135,251	154,570	137,292	168,655	148,277	148,589

Staffing

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

Salaries

Janitors			48,463		49,432	49,432	49,432
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Total Salaries Paid by General Fund

Janitors			48,463		49,432	49,432	49,432
TOTAL SALARIES			48,463		49,432	49,432	49,432

Human Services Department		2018-19 Actual	2019-20 Actual	2020-21 Budget	2020-21 Projected	2021-22 Request	2021-22 Proposed	2021-22 Adopted
10441700	Senior Center	643,398	684,890	641,131	641,124	700,547	705,795	707,855
10441900	Youth & Family Services	273,144	273,882	241,302	241,000	292,450	295,237	296,055
10442700	Admin/ Adult & Family Services	414,527	432,445	416,615	415,831	436,028	440,667	440,612
10450300	Recreation	681,317	747,474	745,005	744,868	918,405	774,657	776,767
TOTALS		2,012,386	2,138,691	2,044,053	2,042,823	2,347,430	2,216,356	2,221,289

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. Continue to provide out-of-town medical transportation for Norwich and Montville residents who are disabled or elderly through a State of Connecticut DOT grant. **(G2)**
2. Provide continued access to benefits and services through our Outreach Administrator and Grant Funded Benefits Counselor **(G2)**
3. Provide Preventive Health Services that will result in a positive financial impact and a better quality of life for our members **(G2)**
4. Provide a variety of health related programs and exercise programs that will enhance our members overall health.**(G2, G3)**

Action Plans

1. Coordinate and provide Medical Transportation services through Sr. Resources Grant for out-of-town medical rides as well as continued in-town medical transportation for both ambulatory and non-ambulatory seniors. **(G2)**
2. Coordinate and provide benefit counseling services through Sr. Resources Grant**(G2)**
3. Coordinate and provide Health Services through Sr. Resources Grant as well as Lord Foundation Grants**(G2)**
4. Coordinate a wide variety of exercise programs with professional instructors as well as provide various health related topics to educate our members with coordination through providers in the Greater Norwich Community. **(G2, G3)**

Accomplishments- ***some lower numbers due to COVID-19***

1. Provided 10,749 transports to medical appointments, local shopping trips, out-of-town trips as well as trips to and from the Senior Center. **(DG2)**
2. Distributed 450 Farmer's Market Coupons totaling \$8,100 to eligible Norwich Residents. **(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 1,558 round trips for seniors/disabled of Norwich and Montville to out-of-town medical appointments. **(DG2)**
4. Provided 252 additional units of benefits counseling services to senior citizens through a \$6,615 federal grant from Senior Resources. **(DG2, DG3)**
5. Provide Foot Care Clinics monthly with a certified podiatrist that provided 326 appointments for seniors through a \$6,300 federal grant from Senior Resources. **(DG2)**
6. Awarded \$10,000 by the Edward and Mary Lord Foundation to operate the Preventative Health Clinic and provided 200+ appointments. **(DG2,DG3)**
7. Provided 2,974 outreach services of which 1166 were Medicare specific and 110 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		2018-19 Actual	2019-20 Actual	2020-21 Budget	2020-21 Projected	2021-22 Request	2021-22 Proposed	2021-22 Adopted
51601	Department Head	77,844	81,080	82,342	82,342	84,193	84,193	84,193
51610	Regular Employees	263,338	259,935	258,416	260,000	282,724	282,724	282,724
51620	Seasonal/Temporary Employees	3,992	6,864	4,000	700	4,000	4,000	4,000
52000	Fringe Benefits	270,984	275,429	236,475	236,475	268,728	271,721	273,781
54310	Equip & Furniture Maintenance	0	3,235	918	811	918	918	918
54410	Utilities	0	34,855	33,951	33,951	34,700	34,500	34,500
55530	Communications	12,437	11,341	14,200	14,000	13,700	13,922	13,922
55532	Postage	1,819	1,948	1,920	1,920	1,920	1,920	1,920
55800	Travel & Mileage Reimbursement	1,132	881	120	125	1,120	1,120	1,120
56610	Supplies	1,919	2,391	3,550	4,400	2,050	2,050	2,050
56627	Vehicle Fuel	9,933	6,931	5,239	6,400	6,494	8,727	8,727
TOTALS		643,398	684,890	641,131	641,124	700,547	705,795	707,855

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	0.50	1.00	1.00	1.00	1.00	1.00
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	6.50	7.00	7.00	7.00	7.00	7.00

Salaries

Senior Center Manager			82,862		84,193	84,193	84,193
Program Administrator			67,066		68,575	68,575	68,575
Outreach Administrator			63,835		65,271	65,271	65,271
Lead Van Driver			37,080		37,914	37,914	37,914
Van Driver			36,174		36,988	36,988	36,988
Receptionist			36,174		36,988	36,988	36,988
Escort Driver			36,174		36,988	36,988	36,988

Total Salaries Paid by General Fund

Senior Center Manager			82,862		84,193	84,193	84,193
Program Administrator			67,066		68,575	68,575	68,575
Outreach Administrator			63,835		65,271	65,271	65,271
Lead Van Driver			37,080		37,914	37,914	37,914
Van Driver			36,174		36,988	36,988	36,988
Receptionist			18,087		36,988	36,988	36,988
Escort Driver			36,174		36,988	36,988	36,988
Subtotal - Employees			<u>258,416</u>		<u>282,724</u>	<u>282,724</u>	<u>282,724</u>
TOTAL SALARIES			<u>341,278</u>		<u>366,917</u>	<u>366,917</u>	<u>366,917</u>

Performance Measures

Workload/outputs

	Actual	Actual	Projected	Projected	Projected	Projected	Projected
Active Members	1,688	1,721	1,700	1,650	1,500	1,500	1,500
New Memberships	259	180	260	225	200	200	200
Program visits	46,728	29,246	46,000	45,000	30,000	30,000	30,000

Number Served:

Preventative health clinic (includes all exercise classes, appointments with nurse & podiatrist)	9,013	5,891	9,000	9,000	6,000	6,000	6,000
Senior Center Transports	14,186	10,774	14,000	13,000	11,000	11,000	11,000
Completed Outreach appointments (includes home visits)	2,895	2,720	2,800	2,600	2,800	2,800	2,800
Completed Benefits Counseling appointments	252	254	252	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	\$381.16	\$397.96	\$377.14	\$388.56	\$467.03	\$470.53	\$471.90
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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 CT General Statute for the evaluation, planning, coordination and implementation of services, including prevention and intervention programs, for youth. **(DG1)**
2. Received annual funding totaling \$71,798 through the State of CT, Department of Children and Families (DCF) as part of a partnership with the City of Norwich to maintain its Youth Service Bureau. **(DG1,DG3, DG4)**
3. Received \$13,069.50 in Enhancement Funding through the State of CT, DCF, to provide additional prevention programming and other positive youth development activities to 53,283 individuals. **(DG1,DG2, DG3)**
4. Received \$265,934 to provide career counseling, as well as employment and internship opportunities to 177 at-risk, in school, youth. **(DG1,DG3)**
5. Provided 460 hours of individual, family and/or group counseling to Norwich residents/children dealing with physical, sexual and emotional abuse, PTSD, depression, anxiety and out of control behaviors. **(DG1, DG3)**
6. Secured \$283,141.66 in local, state and federal grants to provide substance abuse prevention, and mental health promotion activities, impacting 22,496 Norwich residents. **(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, serving 66 young people in Norwich. **(DG1,DG2)**
9. 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)**
10. Became the hub for coordinating efforts to deal with substance misuse through our Partnership for Success grant (PFS). **(DG1,DG2)**
11. Developed an extensive multi-media campaign through social, print media, radio PSA's, and billboards to increase awareness of the risks of youth substance misuse. **(DG1,DG2)**
12. Administered Summer Jam and Learn Diversion Collaborative serving 15 youth for a total cost of \$12,500 received in grants, fees and donations. **(DG1,DG2)**
13. Participated in the Youth Homelessness Count. **(DG3)**
14. Distributed 125 care packages to families in Norwich, in response to the COVID-19 pandemic. **(DG1)**

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.
- Workforce Innovation Opportunity Act (WIOA) \$43,350 –Funds to provide employment, internship and social emotional learning opportunities for in school youth.
- Substance Abuse and Mental Health Services Administration (SAMHSA) \$125,000 – Drug Free Communities grant to prevent and reduce the risk of underage substance use.

State of Connecticut Grants

- DCF: \$71,798 – Allocation for maintenance of Norwich's Youth Service Bureau.
- DCF: \$13,069.50 – YSB Enhancement Grant, which supports youth programming in Norwich.
- DCF: \$42,174 – Funds provide employment, internship and drivers education opportunities to youth in DCF care.
- Department of Labor: \$120,473 – Provides funding for Summer Youth Employment program, which supports career counseling, as well as employment and internship opportunities to youth.
- Disability Employment Initiative: \$46,737 - Funds to provide career counseling, as well as employment and internship opportunities to youth.
- 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: \$75,000 – Provides funding to support opioid recovery in the home.
- Department of Education 21st Century Grant: \$10,000 – Provides funding for after-school social/emotional learning groups for middle school youth, as well as parenting education and enrichment programs.

Private Grants

- Southeastern Connecticut Regional Action Council (SERAC): \$7,145 - Funding for Norwich substance use, suicide prevention activities and Narcan training.
- Various Foundation Grants: \$25,700 - Received for the provision of various positive youth development, career counseling, as well as employment and internship opportunities to youth.

10441900 Youth & Family Services	2018-19 Actual	2019-20 Actual	2020-21 Budget	2020-21 Projected	2021-22 Request	2021-22 Proposed	2021-22 Adopted
51610 Regular Employees	136,068	128,665	118,265	115,000	144,795	144,795	144,795
52000 Fringe Benefits	137,076	145,217	123,037	126,000	145,455	148,101	148,919
55530 Communications	0	0	0	0	1,200	1,341	1,341
55800 Travel & Mileage Reimbursement	0	0	0	0	200	200	200
56610 Supplies	0	0	0	0	500	500	500
58100 Dues Licenses & Subscriptions	0	0	0	0	300	300	300
TOTALS	273,144	273,882	241,302	241,000	292,450	295,237	296,055

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	0.83	1.00	1.00	1.00	1.00
Positions funded from other sources	2.70	2.70	2.70	2.70	2.70	2.70	2.70
TOTAL FTE'S	4.70	4.70	4.53	4.70	4.70	4.70	4.70

Salaries

YFS Therapist/ Coordinator			77,774		79,524	79,524	79,524
YFS Caseworker			63,835		65,271	65,271	65,271

Total Salaries Paid by General Fund

YFS Therapist/ Coordinator			77,774		79,524	79,524	79,524
YFS Caseworker			53,196		65,271	65,271	65,271
TOTAL SALARIES			130,970		144,795	144,795	144,795

Performance Measures

Workload/outputs

	Actual	Actual	Projected	Projected	Projected	Projected	Projected
<i>Number Served:</i>							
Counseling cases	71	28	50	70	30	30	30
COOL youth employment	37	45	35	35	40	40	40
Summer Youth Employment	69	132	130	50	120	120	120
Leadership initiatives	729	70	80	50	50	50	50
Juvenile Review Board cases	92	51	70	70	70	70	70
Individual/ community consultations	1,200	280	900	700	300	300	300
Positive youth development/ recreation/ cultural/ community education	8,031	2,385	6,000	6,000	3,000	3,000	3,000
Relative Caregivers Groups (Grandparents raising grandchildren)	12	12	12	12	12	12	12
Summer Jam & Learn Program	15	15	15	15	15	15	15

Outcome/ Results

% of contacted parents/ community partners that will report satisfaction with agency services	95.00%	98.00%	90.00%	90.00%	98.00%	98.00%	98.00%
Hours of professional counseling services to low-income Norwich families	810	460	800	1,000	550	550	550
Mentor graduates in 3+ community projects	5						
Provide youth with employability assessment	165	177	100	35	170	170	170
Provide employment/ internships to eligible youth	25	132	20	18	100	100	100
Provide anti-smoking substance abuse to youths	5,599	22,496	5,000	1,200	20,000	20,000	20,000
Provide public forums/ educational events to parents	7,749	50,898	1,500	800	50,000	50,000	50,000
Engage youth in community service	114						

Efficiency Measures

Cost of department/ population	\$6.98	\$7.00	\$6.22	\$6.22	\$7.54	\$7.62	\$7.64
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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. Awarded **\$200,000** CDBG CARES funds to give financial relief to families due to COVID
2. Played a lead role in addressing social service needs due to COVID, including basic need assistance, food security, COVID testing, internet access, communication to partner agencies
3. Increased to 1,181 Norwich disabled and elderly residents who apply for the State of Connecticut Renter's Rebate Program, which brought back over \$581,150 to the community in rebates. **(DG1)**
4. Instrumental in receiving the United Way funding to increase the economic viability of Norwich Residents, especially NFA students.
5. 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.
6. Increased the number of Norwich residents screened for employment related services to 310 individuals. **(DG1)**
7. Increased the number of households (36) diverted from shelter and rapidly rehoused. Grant funding and donations for this effort totaled more than \$15,000.

8. 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.
9. Collaborated with other agencies to garner resources to address the opioid epidemic.
10. Utilized Norwich Safety Net Team grant and donation funding of \$13,380 for the provision of basic needs to Norwich families and individuals.
11. Awarded \$30,000 in federal emergency rent/mortgage funds for distressed families and individuals.
12. Awarded \$80,200 in Kinship and Respite Program funds through the State Probate Court.
13. 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.
14. Organized the annual Christmas “Adopt a Family” program, which matched sponsors who provided Christmas gifts to 243 children from 100 low-income Norwich families.
15. Recovered \$25,500 in Relocation Liens and assisted 15 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 \$13,380 – 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 \$5,050 – 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		2018-19 Actual	2019-20 Actual	2020-21 Budget	2020-21 Projected	2021-22 Request	2021-22 Proposed	2021-22 Adopted
51601	Department Head	94,363	96,991	98,795	98,795	101,264	101,264	101,264
51610	Regular Employees	120,440	125,337	125,168	124,700	130,540	130,540	130,540
52000	Fringe Benefits	161,017	164,779	152,239	152,239	166,011	170,667	170,612
53322	Professional Development	80	19	570	468	570	570	570
54310	Equip & Furniture Maintenance	7,121	8,076	7,500	8,400	7,500	7,500	7,500
55500	Printing	156	153	500	175	500	500	500
55530	Communications	3,685	3,054	4,263	4,150	2,563	2,546	2,546
55532	Postage	788	830	1,280	1,000	780	780	780
55800	Travel & Mileage Reimbursement	894	607	200	0	500	500	500
56610	Supplies	3,417	10,382	3,200	3,200	3,200	3,200	3,200
58100	Dues Licenses & Subscriptions	805	160	900	704	600	600	600
58730	Assistance Payments	21,761	22,057	22,000	22,000	22,000	22,000	22,000
TOTALS		414,527	432,445	416,615	415,831	436,028	440,667	440,612

Staffing		2018-19 Actual	2019-20 Actual	2020-21 Budget	2020-21 Projected	2021-22 Request	2021-22 Proposed	2021-22 Adopted
	Director of Human Services	1.00	1.00	0.83	1.00	1.00	1.00	1.00
	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
	Positions funded from other sources	0.32	0.71	0.71	0.71	0.71	0.71	0.71
	TOTAL FTE'S	3.32	3.71	3.54	3.71	3.71	3.71	3.71

Salaries		2018-19 Actual	2019-20 Actual	2020-21 Budget	2020-21 Projected	2021-22 Request	2021-22 Proposed	2021-22 Adopted
	Director of Human Services			99,036		101,264	101,264	101,264
	Human Services Caseworkers			63,834		65,270	65,270	65,270
	Administrative Coordinator			63,834		65,270	65,270	65,270
Total Salaries Paid by General Fund								
	Director of Human Services			82,530		101,264	101,264	101,264
	Human Services Caseworkers			63,834		65,270	65,270	65,270
	Administrative Coordinator			63,834		65,270	65,270	65,270
	Subtotal - Employees			127,668		130,540	130,540	130,540
	TOTAL SALARIES			210,198		231,804	231,804	231,804

Performance Measures		2018-19 Actual	2019-20 Actual	2020-21 Projected	2020-21 Projected	2021-22 Projected	2021-22 Projected	2021-22 Projected
Workload/outputs								
<i>Number Served</i>								
	Walk Ins Seen	3,664	307	3,700	3,200	3,700	3,700	3,700
	New cases applying for assistance	703	628	700	500	700	700	700
	Rent/ mortgage assistance	72	82	80	150	80	80	80
	Safety Net services (food, prescriptions, senior assistance)	242	200	250	200	250	250	250
	Norwich widows assisted through the Farnam Trust Fund	50	51	55	65	55	55	55
	Kinship/Respite Grants for grandparents raising grandchildren	28	38	50	70	50	50	50
	Renders Rebate Applications Completed	1,178	1,181	1,300	1,300	1,300	1,300	1,300
	Relocation due to condemnation (# units)	49	15	20	20	20	20	20
	Job Placement	218	310	250	250	250	250	250

Outcome/ Results		2018-19 Actual	2019-20 Actual	2020-21 Projected	2020-21 Projected	2021-22 Projected	2021-22 Projected	2021-22 Projected
	% of people applying for relocation who are housed	100.00%	100.00%	100.00%	0.00%	100.00%	100.00%	100.00%
	% of people diverted from shelter or Rapidly Rehoused	18.00%	25.00%	22.00%	22.00%	30.00%	30.00%	30.00%
	Federal dollars received for housing	\$30,062	\$30,000	\$15,000	\$18,000	\$15,000	\$15,000	\$15,000
	% change in Federal dollars received for housing	-12.40%	0.00%	0.00%	-9.00%	5.00%	5.00%	5.00%
	Total amount in safety net services funding	\$14,453	\$13,380	\$15,500	\$0	\$15,500	\$15,500	\$15,500
	% of clients served in Norwich Works who become gainfully employed	85.00%	85.00%	87.00%	0.00%	95.00%	95.00%	95.00%
	% of Norwich Works participants successfully completing training	96.00%	80.00%	95.00%	0.00%	95.00%	95.00%	95.00%

Efficiency Measures		2018-19 Actual	2019-20 Actual	2020-21 Projected	2020-21 Projected	2021-22 Projected	2021-22 Projected	2021-22 Projected
	Adult & Family Services Division budget as % of total general fund budget	0.33%	0.33%	0.31%	0.31%	0.32%	0.32%	0.32%

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. Operated summer camp safely during COVID-19 at three locations to meet community need and demand. Many private care programs were not open and parents needed care to get back to work. Trained all staff on COVID-19 protocols. No COVID-19 transmissions reported.
2. Applied for and received grant funding for the summer camp scholarship, COVID-19 supplies. **(DG1,DG2)**
3. Opened Mohegan Park beach for the over 6,500 visitor safely during COVID-19. Trained guards on all COVID-19 precautions. No lifesaving incidents or disease transmission occurred all summer. Offered affordable family swim lessons with COVID-19 precautions. **(DG1,DG5)**
4. Supported and approved permits for over 23 youth, adult sport leagues, and groups to play on city fields. **(DG1,DG5)**
5. Increased program offerings for youth and adults to over 70 a season before COVID-19. Continued to run virtual classes in the spring. Re-opened up in-person programs for the summer under Phase 2 guidelines. **(DG1,DG5)**
6. Maintained over 166 acres, including 25 sites, 18 fields, 10 playgrounds and 16 building structures. **(DG1,DG5)**
7. Aerated, over seeded and top-dressed several fields during the Spring in COVID-19 to create safer playing conditions for leagues. Used new irrigation systems to ensure strong roots and growth. **(DG3,DG4)**
8. Applied for and awarded \$70,000 CDBG funding to construct a new basketball court in Taftville. **(DG3,DG4)**

9. Oversaw the septic installation, fencing, and construction of a new concession stand at Jennings football field. . **(DG3,DG4)**
10. Repaired cracks and other safety issues at the skatepark and dugouts. **(DG1,DG5)**
11. Staff trained on various topics (Active shooter, Narcan administration, Sexual Harassment, Racism in the Workplace, CPR & First Aid, Blood Borne Pathogens, Hazmat, OSHA and Mandated Reporter). **(DG5)**
12. Partnered with several City and local organizations to offer programs and services safely during COVID-19 including Youth & Family Services, NFA, Project Outreach, NPS, Mohegan Striders. **(DG1,DG2)**
13. Obtained and implemented new recreation software giving user-friendly online registration.

10450300 Recreation	2018-19 Actual	2019-20 Actual	2020-21 Budget	2020-21 Projected	2021-22 Request	2021-22 Proposed	2021-22 Adopted
51601 Department Head	78,768	80,457	91,743	91,743	93,807	93,807	93,807
51610 Regular Employees	222,928	214,094	236,974	236,974	354,081	242,306	242,306
51620 Seasonal/Temporary Employees	43,166	64,221	71,460	77,460	86,960	72,880	72,880
51630 Overtime	1,336	1,136	2,000	1,970	2,000	2,000	2,000
52000 Fringe Benefits	226,338	242,980	221,116	221,116	238,115	236,964	239,074
53010 Professional Services	7,694	12,628	12,190	12,000	17,540	13,000	13,000
53322 Professional Development	1,197	1,672	2,500	2,500	2,500	2,500	2,500
54310 Equip & Furniture Maintenance	9,021	23,313	9,310	9,310	10,000	10,000	10,000
54410 Utilities	24,872	18,841	29,100	30,000	49,500	35,500	35,500
54430 Building Repairs & Maintenance	36,212	60,952	33,000	33,000	39,700	39,700	39,700
55530 Communications	10,812	10,089	10,676	10,500	10,176	10,325	10,325
55532 Postage	69	44	300	300	500	500	500
55800 Travel & Mileage Reimbursement	1,101	859	1,200	1,200	1,200	1,200	1,200
56610 Supplies	13,093	12,722	18,500	12,000	8,000	8,000	8,000
56627 Vehicle Fuel	4,323	3,341	4,636	4,636	3,826	5,475	5,475
58100 Dues Licenses & Subscriptions	387	125	300	159	500	500	500
TOTALS	681,317	747,474	745,005	744,868	918,405	774,657	776,767

Staffing

Recreation Manager	1.00	0.89	1.00	1.00	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	1.00	1.00	1.00	1.00	2.00	1.00	1.00
Program Administrator	1.00	1.00	1.00	1.00	2.00	1.00	1.00
TOTAL FTE'S	5.00	4.89	5.00	5.00	7.00	5.00	5.00

Salaries

Recreation Manager			91,743		93,807	93,807	93,807
Recreation Facilities Mtn. Supervisor			68,743		70,290	70,290	70,290
Recreation Facilities Maintainer II			53,701		54,909	54,909	54,909
Recreation Facilities Maintainer I			47,464		48,532	48,532	48,532
Program Administrator			67,066		68,575	68,575	68,575
Total Salaries Paid by General Fund							
Recreation Manager			91,743		93,807	93,807	93,807
Recreation Facilities Mtn. Supervisor			68,743		70,290	70,290	70,290
Recreation Facilities Maintainer II			53,701		54,909	54,909	54,909
Recreation Facilities Maintainer I			47,464		97,064	48,532	48,532
Program Administrator			67,066		137,150	68,575	68,575
Subtotal - Employees			<u>236,974</u>		<u>359,413</u>	<u>242,306</u>	<u>242,306</u>
TOTAL SALARIES			<u><u>328,717</u></u>		<u><u>453,220</u></u>	<u><u>336,113</u></u>	<u><u>336,113</u></u>

Performance Measures

	Actual	Actual	Projected	Projected	Projected	Projected	Projected
Workload/outputs							
Number of your program hours	2,000	2,500	2,500	2,500	4,000	4,000	4,000
Total acreage of athletic facilities	166	166	166	166	166	166	166
Hours reserved for field usage	4,600	5,500	5,500	5,500	6,000	6,000	6,000
Outcome/ Results							
Number of youth registrations	2,500	4,500	4,500	4,500	3,500	3,500	3,500
Number of adult registrations	250	700	700	700	700	700	700
Efficiency Measures							
Recreation budget as % of total general fund budget	0.54%	0.57%	0.56%	0.56%	0.67%	0.57%	0.57%
Full-time staff salary cost as percentage of department budget	44.28%	39.41%	44.12%	44.13%	48.77%	43.39%	43.27%

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	2018-19 Actual	2019-20 Actual	2020-21 Budget	2020-21 Projected	2021-22 Request	2021-22 Proposed	2021-22 Adopted
4700	Norwich Public Schools	79,869,829	81,789,000	84,240,102	84,240,102	87,567,584	86,346,105	86,346,105 *
TOTALS		79,869,829	81,789,000	84,240,102	84,240,102	87,567,584	86,346,105	86,346,105

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	3,377	3,489	3,489	3,427	3,427	3,427
<i>Average class size</i>							
Kindergarten	19.8	16.9	19.8	18.1			18.1
Grade 2	20.1	17.1	20.1	20.5			20.5
Grade 5	21.5	16.6	21.5	21.1			21.1
Grade 7	22.0	23.5	22.0	20.6			20.6
High School	N/A	N/A	N/A	N/A	Not Available	Not Available	N/A
<i>Where Norwich Students are Being Educated</i>							
Norwich Public Schools Pre-K through 8	55.74%	Not Available	55.74%	55.74%	Not Available	Not Available	55.74%
Integrated Day Charter School Pre-K through 8	4.56%	Not Available	4.56%	4.56%	Not Available	Not Available	4.56%
Public Pre-K through 8 Out of District	4.94%	Not Available	4.94%	4.94%	Not Available	Not Available	4.94%
Non-Public Pre-K through 8 in Norwich	4.19%	Not Available	4.19%	4.19%	Not Available	Not Available	4.19%
Norwich Free Academy	24.14%	Not Available	24.14%	24.14%	Not Available	Not Available	24.14%
Other Public High Schools in Norwich	2.97%	Not Available	2.97%	2.97%	Not Available	Not Available	2.97%
Public High Schools Out of District	2.46%	Not Available	2.46%	2.46%	Not Available	Not Available	2.46%
Non-Public Out of Norwich	1.00%	Not Available	1.00%	1.00%	Not Available	Not Available	1.00%

Smarter Balanced Test

Percentage of students meeting or exceeding the achievement standard

<i>English Language Arts</i>		
Grade 3	46.80%	No testing
Grade 4	38.40%	No testing
Grade 5	41.20%	No testing
Grade 6	32.40%	No testing
Grade 7	24.50%	No testing
Grade 8	25.20%	No testing
<i>Math</i>		
Grade 3	48.40%	No testing
Grade 4	31.40%	No testing
Grade 5	25.50%	No testing
Grade 6	21.40%	No testing
Grade 7	14.90%	No testing
Grade 8	17.60%	No testing

* Please see page 2 in the Budget Message under the heading of "Education Cost Sharing" for more information regarding the amount available to be spent from the adopted education budget.

Norwich Public Schools - Summary of Accounts

Object	Description	2018-19 Actual	2019-20 Budget	2019-20 Actual	2020-21 Budget	2021-22 Budget
51111	CERTIFIED SALARIES	17,847,955	18,502,487	18,310,781	19,007,265	19,386,809
51112	SUPPORT SALARIES	6,418,289	7,123,678	7,300,491	6,607,425	6,739,387
51121	TEMP PAY CERT PERSONNEL	470,687	525,000	299,572	667,500	680,850
51122	TEMP PAY SUPPT PERSONNEL	370,574	254,000	292,855	323,000	329,460
52000	FRINGE BENEFITS	0	0	9,327	0	0
52201	BLUE CROSS MAJOR MEDICAL	4,036,884	4,705,097	5,715,484	5,418,568	5,689,496
52203	LIFE INSURANCE	44,650	31,802	53,742	55,000	57,750
52204	UNEMPLOYMENT COMPENSATION	107,306	120,000	219,991	600,000	630,000
52205	WORKER'S COMPENSATION	460,281	550,000	521,325	700,000	714,000
52206	CITY RETIREMENT PLAN	809,200	908,000	908,000	883,273	927,436
52207	FICA EMPLOYER'S SHARE	1,260,602	1,250,000	670,504	701,150	736,150
52208	SEVERANCE PAY	67,979	50,000	57,476	30,000	31,500
52209	MEDICARE REIMBURSEMENT	8,229	10,000	2,264	0	0
53323	CONTRACT HEALTH SERVICE	991,320	1,472,000	1,270,577	1,329,735	1,329,735
53330	PROFESSIONAL SERVICES	176,303	296,100	218,585	320,130	320,130
53333	CONTRACT TRANSPORTATION	3,831,914	4,127,654	3,516,137	3,892,760	3,990,079
54410	PUBLIC UTILITIES	971,926	941,044	893,250	920,294	920,294
54431	CONTRACT REPAIRS BLDGS	102,338	190,955	91,611	57,000	117,719
55510	SPED CONTRACTED TRANS.	4,138,790	4,000,000	3,856,377	4,500,000	4,731,300
55520	PROPERTY INSURANCE	339,298	350,000	320,197	359,896	359,896
55530	TELEPHONE	123,239	95,632	129,178	177,600	177,600
55531	ADVERTISING	1,522	2,000	696	0	0
55532	METERED POSTAGE	18,946	19,000	19,117	9,000	9,000
55560	TUITION PAYMENT	36,253,080	35,729,850	35,610,561	35,814,126	37,574,832
55580	REIMBURSABLE EXPENSES	39,152	35,975	36,393	39,000	39,000
55590	OTHER PURCHASED SERVICES	823,389	944,458	641,427	899,120	899,120
55592	ADULT EDUCATION	229,788	201,116	201,116	201,116	201,116
55593	MAINTENANCE SERVICES	243,528	386,111	301,436	258,114	298,114
55594	FINANCIAL SERVICES	42,137	44,500	9,096	47,000	47,000
56611	INSTRUCTIONAL SUPPLIES	43,092	239,027	78,053	204,027	204,027
56612	HEALTH SUPPLIES	8,438	12,900	9,149	12,900	12,900
56613	MAINTENANCE SUPPLIES	54,365	65,375	47,265	61,125	61,125
56614	CUSTODIAL SUPPLIES	140,166	120,000	115,182	168,615	168,615
56620	HEATING EXPENSES	478,803	603,946	453,479	500,359	501,860
56627	FUEL	486,594	453,280	293,383	520,000	566,280
56641	TEXTBOOKS	614	20,000	17,956	20,000	20,000
56642	LIBRARY SUPPLIES/MATRLS.	0	25,000	16,358	25,000	25,000
56690	OTHER SUPPLIES AND MATERIALS	4,289	3,000	2,217	6,000	6,000
56692	OFFICE SUPPLIES	34,504	44,132	31,804	56,259	56,259
56694	PROFESSIONAL MATERIALS	1,034	3,000	4,638	3,000	3,000
57720	FACILITIES PROJECTS AND REPAIRS	99,893	300,000	177,231	300,000	300,000
57730	INSTRUCT. EQUIP. REPAIRS	769	3,400	0	1,400	1,400
57731	INSTRUCTIONAL EQUIPMENT	2,157	5,000	2,557	5,000	5,000
57734	TECHNOLOGY EQUIPMENT	0	30,000	147,630	10,000	50,000
57735	SOFTWARE LICENSES	81,327	65,000	161,284	115,000	135,000
57736	MAINT VEH/EQUIP REPAIR	25,231	24,250	16,698	135,465	135,465
57739	OTHER EQUIPMENT	21,741	32,188	21,619	67,500	67,500
58810	DUES & SUBSCRIPTIONS	5,882	5,380	11,404	10,380	10,380
	Special Education Reimbursement	(1,848,376)	(1,617,000)	(1,296,473)	(1,800,000)	(1,700,000)
	Indirect		(2,265,337)		0	0
	TOTAL	79,869,829	81,039,000	81,789,000	84,240,102	87,567,584

Change in funding in Manager's Proposed Budget	(1,221,479)
Proposed Budget	<u>86,346,105</u>
Change in funding by City Council	<u>0</u>
Adopted Budget	<u>86,346,105</u>

NORWICH PUBLIC SCHOOLS GRANT LISTING

Run Date: 03/31/2021		Total	Public	Private
Federal Entitlement Grants Year 2 of 2019 - 2021	IDEA 19-21	\$1,484,888.00	\$1,453,645.37	\$31,242.63
	IDEA Pre K 19-21	\$37,134.00	\$36,872.49	\$261.51
	Title I 19-21	\$2,316,170.00	\$2,269,574.19	\$46,595.81
	Title II 19-21	\$222,971.00	\$146,292.81	\$76,678.19
	Title III 19-21	\$111,320.00	\$85,589.10	\$25,730.90
	Title IV 19-21	\$175,772.00	\$101,067.74	\$65,858.26
Federal Entitlement Grants Year 1 of 2020 - 2022 85% spent in 1st year	IDEA 20 - 22	\$1,542,073.00	\$1,510,421.13	\$31,651.87
	IDEA Pre K 20 - 22	\$37,506.00	\$37,241.87	\$264.13
	Title I 20-22	\$2,200,144.00	\$2,174,839.27	\$25,304.73
	Title II 20-22	\$231,648.00	\$127,058.17	\$104,589.83
	Title III 20-22	\$113,670.00	\$85,670.00	\$28,000.00
	Title IV 20-22	\$166,926.00	\$91,558.36	\$75,367.64
State Entitlement Grants	Alliance	\$6,911,695.00	\$6,911,695.00	\$0.00
	Priority	\$840,238.00	\$840,238.00	\$0.00
	Bilingual	\$26,799.00	\$26,799.00	\$0.00
	McKinney Vento	\$50,000.00	\$50,000.00	\$0.00
	ESSER	\$1,920,228.00	\$1,920,228.00	\$0.00
	DAS Building Grant	\$477,600.00	\$477,600.00	\$0.00
School-Specific Funding (Competitive)	Global Magnet	\$464,548.00	\$464,548.00	\$0.00
	Kelly Magnet	\$424,767.00	\$424,767.00	\$0.00
	School Improvement (SIG)	\$200,000.00	\$200,000.00	\$0.00
	SIG Bond	\$153,320.00	\$153,320.00	\$0.00
Preschool Grants (Competitive)	School Readiness	\$2,082,947.00	\$1,253,171.00	\$829,776.00
	Quality Enhancement	\$20,120.00	\$2,500.00	\$17,620.00
	Smart Start	\$75,000.00	\$75,000.00	\$0.00
	Family Resource Centers	\$101,530.00	\$101,530.00	\$0.00
Extended Learning Funding (Entitlement and Competitive)	Teen Outreach Program	\$93,501.00	\$93,501.00	\$0.00
	21CCLC - HMOV	\$190,000.00	\$190,000.00	\$0.00
	21CCLC - MSU	\$190,000.00	\$190,000.00	\$0.00
	21CCLC Middle	\$150,000.00	\$150,000.00	\$0.00
	Extended School Hours	\$93,219.00	\$93,219.00	\$0.00
	Summer School	\$108,304.00	\$108,304.00	\$0.00

Please note:

The Federal Entitlement grants are two-year grants and the amounts shown above are the totals for both years.
This list includes Pre-K through High School funding. It does not include Adult Education nor Food Services.

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 \$6.98 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	2018-19 Actual	2019-20 Actual	2020-21 Budget	2020-21 Projected	2021-22 Request	2021-22 Proposed	2021-22 Adopted
59101 Transfer to Debt Service Fund	4,262,998	4,383,985	4,097,319	4,061,814	3,907,535	3,907,535	3,907,535
TOTALS	4,262,998	4,383,985	4,097,319	4,061,814	3,907,535	3,907,535	3,907,535

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	950,061	994,817	1,075,000	1,075,000	1,193,835	1,125,000	1,100,000
58252 Uncas Health District	261,465	260,897	266,517	266,516	270,601	270,601	270,601
58253 Ambulance Service	75,869	78,676	81,588	81,587	84,606	84,606	84,606
58254 Probate Court	25,690	28,825	28,826	27,096	28,826	28,826	28,826
58711 United Community Family Srvcs	47,120	47,120	48,500	48,500	150,000	50,000	50,000
58712 TVCCA	35,031	35,031	36,100	36,100	36,500	36,500	36,500
58713 SEAT Bus	178,198	182,653	187,219	187,219	187,219	187,219	187,219
Subtotal - Contributions to Outside Agencies	1,573,434	1,628,019	1,723,750	1,722,018	1,951,587	1,782,752	1,757,752
Operating Transfers							
59102 Transfer To Capital Improvement Fund	2,475,988	2,521,668	2,643,360	2,643,360	3,630,902	3,630,902	2,657,155
Subtotal - Operating Transfers	2,475,988	2,521,668	2,643,360	2,643,360	3,630,902	3,630,902	2,657,155
Other							
55521 Liability Insurance	626,911	692,751	703,092	780,000	780,735	780,735	780,735
58600 Contingency	103,047	298,708	338,917	260,000	437,718	437,718	437,608
Subtotal - Other	729,958	991,459	1,042,009	1,040,000	1,218,453	1,218,453	1,218,343
TOTALS	4,779,380	5,141,146	5,409,119	5,405,378	6,800,942	6,632,107	5,633,250

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



City Hall Slate Roofing and Gutters Replacement

Public Works is overseeing this \$730,000 multi-phased project. They have secured \$355,000 in Capital funding towards this project in prior years and are seeking State Historic Preservation Grant funding to defray the City's costs. This year's budget includes \$275,000 towards the project.

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 \$335,773.



Police Station Generator Replacement

This budget includes the appropriation of \$260,000 towards the replacement of the generator for the Norwich Police Station. \$116,000 was set aside for this project in previous budgets. The project is expected to cost approximately \$490,000. The City is seeking funds through Homeland Security to offset a portion of the cost.

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 \$264,000 for the replacement of six cruisers.



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	Other Funding Source	Description of Other 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	C2201	Capital Contingency	R/NOI	1	each	1,000,000	1,000,000	78,753			78,753
Finance	36024117	57340	C2202	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	C2203	Upgrades to Microsoft Office 2019	R/NOI	50	each	400	20,000	20,000			20,000
Planning	36024151	57010		Open space acquisition	R/NOI	1	each	50,000	50,000	0			0
Planning	36024151	54520	C2204	Demolition	R/NOI	1	each	200,000	200,000	100,000			100,000
Police	36024201	57320	C2205	Police Cruisers	Should reduce future maintenance and fuel costs.	6	each	44,000	264,000	264,000			264,000
Police	36024201	57340	C2206	Crime scene mapping hardware and software	Should reduce time officers spend diagramming crime scenes	1	each	70,000	70,000	70,000			70,000
Police	36024201	57300	C2207	Replace marine unit engines	R/NOI	2	each	30,000	60,000	60,000			60,000
Police	36024201	57300		Speed advisory/ enforcement equipment	R/NOI	4	each	12,500	50,000	0			0
Police	36024201	57200	C2107	Generator replacement	Should reduce maintenance costs	1	each	490,000	490,000	376,000	116,000	2020-21 Capital budget. May need more funding in future budgets	260,000
Police	36024201	57300		Renovate kitchen	R/NOI	1	each	20,000	20,000	0			0
Police	36024201	57200		Police Station Replacement	R/NOI	1	each	30,000,000	30,000,000	0			0
Norwich Fire	36024202	57200	C2208	Repairs to showers	R/NOI	1	each	13,000	13,000	13,000			13,000
Norwich Fire	36024202	57200		Window replacement	Reduce future utilities costs	1	each	22,500	22,500	0			0
Norwich Fire	36024202	57300	C2209	Turnout gear - full sets	R/NOI	8	each	3,600	28,800	28,800			28,800
Norwich Fire	36024202	57320	C2210	Replace Fire Marshal vehicle	Should reduce future maintenance and fuel costs.	1	each	34,000	34,000	34,000			34,000
Norwich Fire	36024202	57320		Squad A	Should reduce future maintenance and fuel costs.	1	each	720,000	720,000	0			0
EGP VFD	36024233	57300	C2211	Battery operated rescue tools	R/NOI	2	each	15,000	30,000	30,000			30,000
EGP VFD	36024233	57300		Thermal camera for drone	R/NOI	1	each	5,000	5,000	0			0
EGP VFD	36024233	57300	C2212	SCBA masks	R/NOI	20	each	320	6,400	6,400			6,400
EGP VFD	36024233	57300	C2213	Fire hose (various diameters)	R/NOI	1	each	15,000	15,000	15,000			15,000
EGP VFD	36024233	57300	C2214	Station bay door replacement	R/NOI	3	each	2,500	7,500	7,500			7,500
EGP VFD	36024233	57300	C2215	Rescue strut kit	R/NOI	1	each	6,000	6,000	6,000			6,000
EGP VFD	36024233	57300	C2216	Streamlight survivor light	R/NOI	40	each	130	5,200	5,200			5,200

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	Other Funding Source	Description of Other Funding Source	Capital Budget Funding
EGP VFD	36024233	57300	C2217	Brush fire gear coat/pants	R/NOI	15	each	700	10,500	10,500			10,500
EGP VFD	36024233	57300		Helmets and boots	R/NOI	10	each	865	8,650	0			0
EGP VFD	36024233	57320		Engine 52 replacement	R/NOI	1	each	750,000	750,000	0			0
EGP VFD	36024233	57220		Resurface parking lot	R/NOI	1	each	100,000	100,000	0			0
EGP VFD	36024233	57200	C2218	Central air/heat system and associated electrical	Reduce future utilities costs	1	each	65,000	65,000	65,000			65,000
EGP VFD	36024233	57200		Station renovations	R/NOI	1	each	50,000	50,000	0			0
Laurel Hill VFD	36024234	57300	C2219	Turnout gear - full sets	R/NOI	20	each	3,600	72,000	36,000			36,000
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	67,000	67,000	0			0
Laurel Hill VFD	36024234	57300	C2220	Fire hose (various diameters)	R/NOI	1	each	6,000	6,000	6,000			6,000
Laurel Hill VFD	36024234	57300	C2221	Rescue strut kit	R/NOI	1	each	5,300	5,300	5,300			5,300
Laurel Hill VFD	36024234	57300	C2222	Generator for Squad	R/NOI	1	each	4,100	4,100	4,100			4,100
Laurel Hill VFD	36024234	57300	C2223	Reclation combi extrication tool and hardware	R/NOI	1	each	14,000	14,000	14,000			14,000
Laurel Hill VFD	36024234	57300	C2224	Replace obsolete radio equipment	R/NOI	1	each	50,000	50,000	50,000			50,000
Laurel Hill VFD	36024234	57200		Solar panels	Should reduce utilities cost	1	each	70,000	70,000	0			0
Laurel Hill VFD	36024234	57200		Storage shed	R/NOI	1	each	50,000	50,000	0			0
Laurel Hill VFD	36024234	57200		Station addition	R/NOI	1	each	300,000	300,000	0			0
Occum VFD	36024235	57320		Engine 41 replacement - a 1991 Pierce	R/NOI	1	each	750,000	750,000	0			0
Occum VFD	36024235	57200	C2225	Keyfob entry system	R/NOI	1	each	10,000	10,000	10,000			10,000
Occum VFD	36024235	57300	C2226	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	600,000	600,000	0			0
Taftville VFD	36024236	57300		Station electrical service relocation and upgrade	R/NOI	1	each	75,000	75,000	0			0
Taftville VFD	36024236	57300	C2227	Turnout gear - full sets	R/NOI	12	each	3,200	38,400	38,400			38,400
Taftville VFD	36024236	57320	C2228	Boat trailer	Slight reduction in maintenance costs	1	each	3,478	3,478	3,478			3,478
Taftville VFD	36024236	57300	C2229	SCBA bottles	R/NOI	6	each	1,100	6,600	6,600			6,600
Taftville VFD	36024236	57300	C2230	Hardwired Underwater Communications System	R/NOI	1	each	19,915	19,915	19,915			19,915
Taftville VFD	36024236	57300	C2231	Grip hoist	R/NOI	1	each	4,294	4,294	4,294			4,294
Taftville VFD	36024236	57300	C2232	Replace automatic external defibrillators (AED)	R/NOI	3	each	1,895	5,685	5,685			5,685

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	Other Funding Source	Description of Other Funding Source	Capital Budget Funding
Taftville VFD	36024236	57320		Chief/Command Staff Vehicle	R/NOI	1	each	42,000	42,000	0			0
Yantic VFD	36024237	57220	C2233	Pave Main Lot	May save \$500 per year in maintenance	1	each	89,805	89,805	89,805			89,805
Yantic VFD	36024237	57300		Portable radios and chargers	May save \$3,000/year in repairs	20	each	2,665	53,300	0			0
Yantic VFD	36024237	57200	C2234	Main Floor HVAC	May save \$2,000 in utilities	1	each	49,225	49,225	49,225			49,225
Yantic VFD	36024237	57300		Pagers	R/NOI	10	each	585	5,850	0			0
Yantic VFD	36024237	57300		Turnout gear - full sets	R/NOI	8	each	3,600	28,800	0			0
Yantic VFD	36024237	57320		UTV & Trailer	R/NOI	1	each	38,000	38,000	0			0
Yantic VFD	36024237	57200		CCTV system upgrade	R/NOI	1	each	11,455	11,455	0			0
Yantic VFD	36024237	57300		Rescue equipment	R/NOI	1	each	11,723	11,723	0			0
Yantic VFD	36024237	57320		Rescue 3	Should reduce future maintenance and fuel costs.	1	each	1,450,000	1,450,000	0			0
Yantic VFD	36024237	57320		Squad 36 and Trailer	R/NOI	1	each	158,000	158,000	0			0
Yantic VFD	36024237	57200		Annex Expansion 2 to 5 Bays	Should increase utilities costs	1	each	1,700,000	1,700,000	0			0
Yantic VFD	36024237	57200		Replace underground fuel tank	R/NOI	1	each	80,000	80,000	0			0
Yantic VFD	36024237	57200		Replace fire alarm system	R/NOI	1	each	85,000	85,000	0			0
Yantic VFD	36024237	57200	C2235	Exhaust system	R/NOI	1	each	54,000	54,000	54,000			54,000
Public Works	36024303	57320	C2236	Plow Truck	Reduce future maintenance and fuel costs	2	each	200,000	400,000	200,000			200,000
Public Works	36024303	57412	C2237	Lining of large culvert carrying to Norwichtown Brook	R/NOI	1	each	250,000	250,000	250,000			250,000
Public Works	36024303	57300	C2238	Replace zero turn mower for cemeteries	R/NOI	1	each	13,500	13,500	13,500			13,500
Public Works	36024303	57320		10 wheel dump truck	More efficient hauling of materials	1	each	190,000	190,000	0			0
Public Works	36024305	57200	C2132	Slate Roofing and gutters City Hall	R/NOI	1	each	730,000	730,000	730,000	455,000	\$100K grant plus \$355K capital funds approved in prior years	275,000
Public Works	36024305	57400	C2239	Road and parking lot resurfacing and preventative maintenance.	R/NOI	1	each	1,000,000	1,000,000	335,773	335,773	State Local Capital Improvement Program Grant	0
Public Works	36024305	57413	C2240	Sidewalk Projects	R/NOI	1	each	100,000	100,000	100,000			100,000
Public Works	36024305	57200	C2241	Maintenance on membrane roofs	R/NOI	1	each	100,000	100,000	100,000			100,000
Public Works	36024305	57220		Pave Clinton Ave Parking Lot	R/NOI	1	each	180,000	180,000	0			0
Public Works	36024305	57411	C2079	Sherman Street Bridge	R/NOI	1	each	1,300,000	1,300,000	0			0
Public Works	36024347	57200	C2242	Replacement of sky lights at Senior Center	Should reduce future maintenance and utilities costs.	1	each	15,000	15,000	15,000			15,000

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	Other Funding Source	Description of Other Funding Source	Capital Budget Funding
Public Works	36024347	57200	C2243	Replace air conditioning units in City Clerk's office	Reduce future maintenance and electric costs	1	each	15,000	15,000	15,000			15,000
Recreation	36024503	57100	C2244	Ouellet- Repair fence rails, add announcers booth, add benches and other park improvements-	R/NOI	1	each	25,000	25,000	25,000			25,000
Recreation	36024503	57100	C2245	Five-row bleachers at Moriarty and Jennings fields	R/NOI	6	each	5,200	31,200	31,200			31,200
Recreation	36024503	57300	C2246	Storage unit for fertilizer, equipment, supplies	R/NOI	2	each	3,000	6,000	6,000			6,000
Recreation	36024503	57100		Install water fountains at Mohegan Rd BK courts & Bldg	R/NOI		each	1,000	0	0			0
Recreation	36024503	57300		Zero-turn mower	R/NOI	1	each	15,000	15,000	0			0
Recreation	36024503	57300	C2247	New leaf trailer vacuum machine	R/NOI	1	each	9,000	9,000	9,000			9,000
Recreation	36024503	57100		ADA water fountain at Recreation building	R/NOI	1	each	3,500	3,500	0			0
Recreation	36024503	57100		Tree removal at local parks	R/NOI	5	each	2,000	10,000	0			0
Recreation	36024503	57100	C2248	Fix Dugout, announcers booth and roofs- Dickenman & Depina, Hamilton and Skatepark roof	R/NOI	1	each	25,000	25,000	13,500			13,500
Recreation	36024503	57100		Phase 2 Playground Mohegan Rd Playground	R/NOI	1	each	20,000	20,000	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		Resurface Lake St. B-ball courts and park improvements	R/NOI		each	40,000	0	0			0
Recreation	36024503	57100		Fence & backstop replacement at Fernwood & Occum parks	R/NOI	4	each	15,000	60,000	0			0
Recreation	36024503	57300		Scoreboard at Fontaine field	R/NOI	1	each	15,000	15,000	0			0
Recreation	36024503	57200		Paint outside of Rec Maintenance garage	R/NOI	1	each	15,000	15,000	0			0
Recreation	36024503	57100		Fontaine Field Improvements - upgrade track and handicap	R/NOI		each	40,000	0	0			0
Recreation	36024503	57100		Drainage at Dickenman field	R/NOI	1	each	20,000	20,000	0			0
Recreation	36024503	57200		Rec Hall Building Addition- Program space and storage (Close in Patio)	R/NOI	1	each	95,000	95,000	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	57220		Mohegan Rd - Pave parking lot for tennis, baseball, basketball and new playground	R/NOI	1	each	150,000	150,000	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	Other Funding Source	Description of Other Funding Source	Capital Budget Funding
Recreation	36024503	57100		Change Tennis Complex lights to LED	Should reduce electrical costs	1	each	100,000	100,000	0			0
Recreation	36024503	57100		BMX Track Development	R/NOI	1	each	50,000	50,000	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		Occum improve playscape, track & parking	R/NOI	1	each	175,000	175,000	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		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	C2249	Roof replacement	Slight reduction in utilities costs	1	each	30,000	30,000	30,000			30,000
Totals									46,871,894	3,563,928	906,773	2,657,155	

Special Revenue Funds

Summary of Revenues & Expenditures

	City Consolidation District (Fund 2835)	Town Consolidation District (Fund 2830)	Combined
EXPENDITURES			
General Operations	8,157,074	505,129	8,662,203
TOTALS	8,157,074	505,129	8,662,203
REVENUES			
Current Levy RE & PP	3,767,621	448,322	4,215,943
Taxes (other than Current Levy RE & PP)	410,709	56,807	467,516
State Grants	677,368	0	677,368
Investment Earnings	1,500	0	1,500
Other Financing Services	3,299,876	0	3,299,876
TOTALS	8,157,074	505,129	8,662,203

City Consolidation District			2018-19 Actual	2019-20 Actual	2020-21 Adopted	2020-21 Projected	2021-22 Proposed	2021-22 Adopted
Taxes								
28354200	41101	Current Real Estate and Personal Propert	3,825,386	4,291,989	3,564,138	3,570,000	3,800,383	3,767,621
28354200	41103	Current Motor Vehicle Taxes	282,028	328,365	204,699	215,000	173,323	227,709
28354200	41105	Prior Year Levies	99,030	108,814	97,000	152,000	118,000	120,000
28354200	41106	Interest and Lien Fees	63,883	62,866	50,000	77,000	61,000	63,000
Totals			4,270,327	4,792,034	3,915,837	4,014,000	4,152,706	4,178,330
State Grants								
28354200	43500	Shared Revenues	623,634	820,698	702,992	702,992	702,992	677,368
Totals			623,634	820,698	702,992	702,992	702,992	677,368
Investment Earnings								
28354200	46101	Interest	21,586	20,567	2,000	1,100	1,500	1,500
Totals			21,586	20,567	2,000	1,100	1,500	1,500
Other Financing Sources								
28354200	49195	Transfer from NPU	3,299,876	2,399,876	3,299,876	3,299,876	3,299,876	3,299,876
Totals			3,299,876	2,399,876	3,299,876	3,299,876	3,299,876	3,299,876
GRAND TOTALS			8,215,423	8,033,175	7,920,705	8,017,968	8,157,074	8,157,074

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

28354202	City Consolidation District	2018-19 Actual	2019-20 Actual	2020-21 Budget	2020-21 Projected	2021-22 Request	2021-22 Proposed	2021-22 Adopted
51610	Regular Employees	3,131,116	3,226,307	3,363,630	3,175,000	3,432,119	3,432,119	3,432,119
51630	Overtime	103,493	64,724	68,479	170,000	68,479	68,479	68,479
51631	Replacement Cost	892,520	746,075	762,755	770,000	762,755	762,755	762,755
52000	Fringe Benefits	3,863,288	3,888,213	3,587,841	3,710,000	3,898,691	3,893,721	3,893,721
	Restore Fund Deficit	0	0	138,000	0	0	0	0
TOTALS		7,990,417	7,925,319	7,920,705	7,825,000	8,162,044	8,157,074	8,157,074

Staffing

Captain (FC 2)	4.00	3.00	2.00	3.00	3.00	3.00	3.00	3.00
Captain (FC 1)	0.00	1.00	2.00	1.00	1.00	1.00	1.00	1.00
Lieutenant - Step 2	6.00	6.00	6.00	6.00	7.00	7.00	7.00	7.00
Lieutenant - Step 1	2.00	2.00	2.00	2.00	1.00	1.00	1.00	1.00
Firefighter - Step 5	26.00	27.00	27.00	27.00	26.00	26.00	26.00	26.00
Firefighter - Step 4	4.00	3.00	3.00	3.00	4.00	4.00	4.00	4.00
Firefighter - Step 3	3.00	2.00	1.00	2.00	4.00	2.00	2.00	2.00
Firefighter - Step 2	1.00	1.00	4.00	1.00	1.00	1.00	1.00	1.00
Firefighter - Step 1	2.00	3.00	1.00	3.00	1.00	3.00	3.00	3.00
TOTAL FTE'S	48.00							

Salaries

Captain (FC 2)	79,718	79,718	79,718	79,718
Captain (FC 1)	77,464	77,464	77,464	77,464
Lieutenant - Step 2	74,697	74,697	74,697	74,697
Lieutenant - Step 1	72,571	72,571	72,571	72,571
Firefighter - Step 5	68,087	68,087	68,087	68,087
Firefighter - Step 4	64,844	64,844	64,844	64,844
Firefighter - Step 3	61,761	61,761	61,761	61,761
Firefighter - Step 2	58,819	58,819	58,819	58,819
Firefighter - Step 1	56,024	56,024	56,024	56,024

Total Salaries Paid by City Consolidation District Fund

Captain (FC 2)	159,436	239,154	239,154	239,154
Captain (FC 1)	154,928	77,464	77,464	77,464
Lieutenant - Step 2	448,182	522,879	522,879	522,879
Lieutenant - Step 1	145,142	72,571	72,571	72,571
Firefighter - Step 5	1,838,349	1,770,262	1,770,262	1,770,262
Firefighter - Step 4	194,532	259,376	259,376	259,376
Firefighter - Step 3	61,761	247,044	123,522	123,522
Firefighter - Step 2	235,276	58,819	58,819	58,819
Firefighter - Step 1	56,024	56,024	168,072	168,072
Differentials	70,000	140,000	140,000	140,000
TOTAL SALARIES	3,363,630	3,443,593	3,432,119	3,432,119

Town Consolidation District		2018-19 Actual	2019-20 Actual	2020-21 Adopted	2020-21 Projected	2021-22 Proposed	2021-22 Adopted	
Revenues								
Taxes								
28304292	41101	Current Real Estate and Personal Propert	503,541	440,736	396,481	392,000	448,268	448,322
28304292	41103	Current Motor Vehicle Taxes	54,308	46,760	43,150	41,600	51,361	51,307
28304292	41105	Prior Year Levies	4,716	6,931	5,000	4,500	3,500	3,500
28304292	41106	Interest and Lien Fees	3,963	4,401	4,000	3,900	2,000	2,000
Totals		566,528	498,828	448,631	442,000	505,129	505,129	505,129
GRAND TOTALS		566,528	498,828	448,631	442,000	505,129	505,129	505,129

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

Expenditures								
28304292	52205	Workers' Compensation	97,097	43,843	49,814	49,814	53,712	53,712
28304292	58792	VFF Tax Credit	74,734	61,759	64,000	65,812	94,000	94,000
28304292	59150	Transfer to VFF Relief Fund	365,469	365,469	334,817	334,817	357,417	357,417
Totals		537,300	471,071	448,631	450,443	505,129	505,129	505,129

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. These benefits were increased by Ordinance 1791 on September 21, 2020 for up to \$1,500 in fiscal year 2021-22 and \$2,000 thereafter.

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 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.

2020 proved to be the most challenging year in the 116-year history of NPU. The dramatic impact of COVID-19 on our customers, community and employees cannot be overstated. The various health and safety protocols that were required resulted in a number of adjustments to NPU's operations which had to be implemented while continuing to provide safe and reliable utility services; our employees had to modify the manner in which we met the needs of our customers and worked as a team every day.

NPU successfully implemented a number of cost-control measures throughout the course of 2020 to mitigate the overall loss in revenues across all four utilities without compromising the high level of service our customers have come to expect from their utility provider.

Highlights & Accomplishments

Payment to the City

In FY2021, NPU's payment to the City's General Fund was \$9,169,722. This was the largest payment ever made by NPU to the City, and is based on 10% of gross revenues for FY2019. In FY2021, NPU revenue provided to the City has reduced taxpayers' burden by 4.64 mills. Over the past ten years, NPU has provided \$82,581,765 million to the City of Norwich. In FY2022, this payment will be \$8,648,304, based on gross revenues for FY2020.

Performance and Reliability

In August 2020, following Superstorm Isaias over 7,500 NPU customers were left without power, a substantial part of our system. NPU personnel worked tirelessly restoring 95% of those outages within the first 48 hours and full restoration within 72 hours. NPU's very strong restoration performance was recognized by a number of public officials and in local and state-wide media.

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 first awarded

to NPU in 2012 and was most recently renewed in 2021. 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 2020. The designation, which is for three years, was also awarded to NPU in 2014 and 2017. This national award recognizes public gas utilities that demonstrate Excellence in the Operation of its Natural Gas System in four key disciplines: system integrity, system improvement, employee safety, and workforce development.

Natural Gas System

In 2020, NPU supported all development projects where natural gas service was available including Westledge Apartments, Harbor Freight, and The Lofts at Ponemah Mills. NPU continued to work with the City of Norwich Public Works Department and the State of Connecticut Department of Transportation for the scheduling of gas system piping upgrades in coordination with paving schedules, an arrangement that reduces costs and maintains system integrity.

Electric System

The line crews supported economic development efforts by installing new or expanding customer services for Westledge apartment development, The Lofts at Ponemah Mills, Nordsen, Chipotle, and numerous other small commercial and residential customers.

AMI Meters

In 2020, NPU continued the critical work of modernizing its metering infrastructure through a multi-year automated metering infrastructure (AMI) project. Currently over 95% of the 42,000 meters across NPU's natural gas, water and electric services have been upgraded; all accessible remaining natural gas meters are scheduled to be installed by the end of the third quarter 2021. 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

NPU completed a number of major water infrastructure projects in 2020, including the Sprague Emergency Interconnect, Stony Brook Transmission main relocation, Deep River ABW filter rehabilitation, and water/sewer main extensions in Franklin and Bozrah. The Dissolved Air Flotation (DAF) upgrade to NPU's Stony Brook water treatment plant in Montville, CT was substantially completed. These projects will all enhance and strengthen NPU's water system and improve water quality for thousands of NPU customers in the years ahead.

Wastewater Infrastructure

In 2020, NPU made substantial progress toward completing our Long-term Control Plan (LTCP) with the Connecticut Department of Energy and Environmental Protection (CT DEEP) and remains hopeful to have final approval for the plan in the first half of 2021. NPU also started the administrative work with CT DEEP to formalize the funding process for our Wastewater Treatment Plant Upgrade, which will be the largest construction project in the history of Norwich.

Commercial and Industrial Efficiency

NPU and the City of Norwich received certification as a Connecticut Sustainable City in recognition of our extensive energy-efficiency and sustainability programs. NPU also received the Smart Energy Provider award from the American Public Power Association.

In 2020, NPU completed 29 Commercial efficiency projects which included rebates to customers of \$161,851. As a result, these customers will save more than \$70,000 on their annual energy costs going forward. The kWh saved were 370,011 and the demand saved was 121 kW, which is equivalent to replacing nearly 10,000 incandescent lightbulbs with energy-efficient LED bulbs or removing 56 passenger cars from the road.

Residential Efficiency Programs

In 2020, NPU launched the Cooling and Heating Incentive Pilot Program (CHIPP) to promote the installation of cold weather electric heat pumps which provide significant savings to customers in areas that are not served by natural gas while generating additional electric revenue. Initial interest in the program has been strong.

NPU provided 140 Home Energy Solution (HES) audits (121 single unit, 19 multi-family) and provided \$127,889 in residential rebates (gas - \$47,700,900; electric - \$80,189). Rebates and incentives are provided for energy-efficient appliances, including central air systems for heat and air conditioning, as well as insulation.

Alternative Fuels/Electric Vehicles

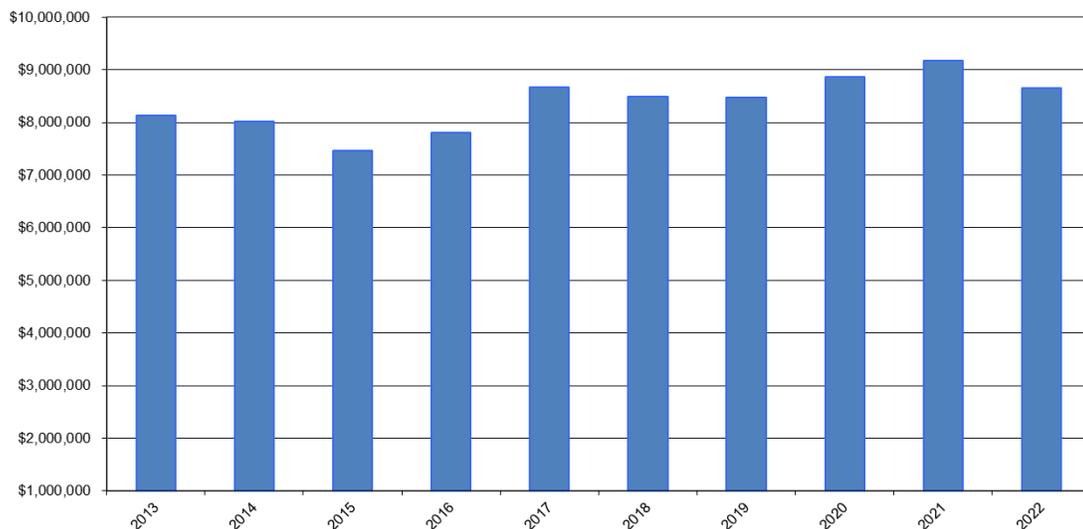
NPU continued its Electric Vehicle (EV) and EV Charging Rebate program in 2020, providing rebates to residential customers for three electric vehicles and three EV charging units in 2020. It is estimated that every EV charged in Norwich will generate nearly \$3,000 additional revenue per year. NPU's EV Charging Pilot Program for large multi-family properties and commercial customers provided rebates to Big Y Supermarket, CMEEC, The Lofts at Ponemah Mills, and Norwich Inn and Spa in 2020 for installing charging infrastructure and equipment.

NPU continues to lead by example in promoting the use of alternative fuels and technology by operating the only two public access compressed natural gas (CNG) fueling stations in Eastern Connecticut. In 2020, these facilities dispensed more than 76,600 gasoline-gallon equivalent (GGE) of fuel for NPU vehicles, the City of Norwich, and private fleets.

Performance Measures

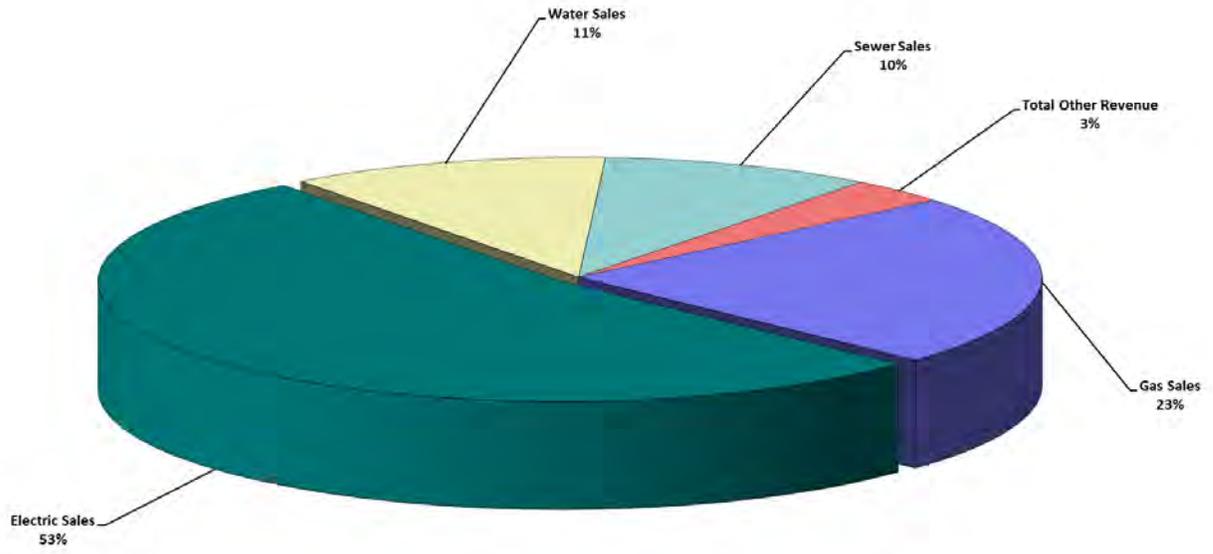
Customer Service Indicators	FY 2020	FY 2021	FY 2022
	Actual	Projected	Forecast
Field Service			
Gas Service Calls	2,270	2,720	2,460
Electric Service Calls	816	1,560	1,380
Water Service Calls	1,366	2,240	1,880
Sewer Service Calls	137	75	115
Service Center			
Walk-in Customers	44,254	52,700	51,600
# calls	136,445	150,000	145,700
Operations Indicators			
Distribution Systems			
Miles of Gas Main	156	156	156
Miles of Electric Line	232	232	232
Miles of Fiber Optic Cable	82	82	82
Miles of Water Main	199	199	199
Miles of Sewer Main	138	138	138
Electric System Reliability			
Avg. # outages per customer	.57	.44	.44
Avg. cumulative out of service time (min)	68	35	35
Wastewater Treatment			
Gallons Treated (Billion)	1.54	1.59	1.64
Quality Tests Conducted	5,850	5,700	5,700
Water Division			
Gallons of Potable Water (Billion)	1.81	1.70	1.70
Quality Tests Conducted	15,960	15,000	15,500

Revenues Generated for the City General Fund
Ten Year History



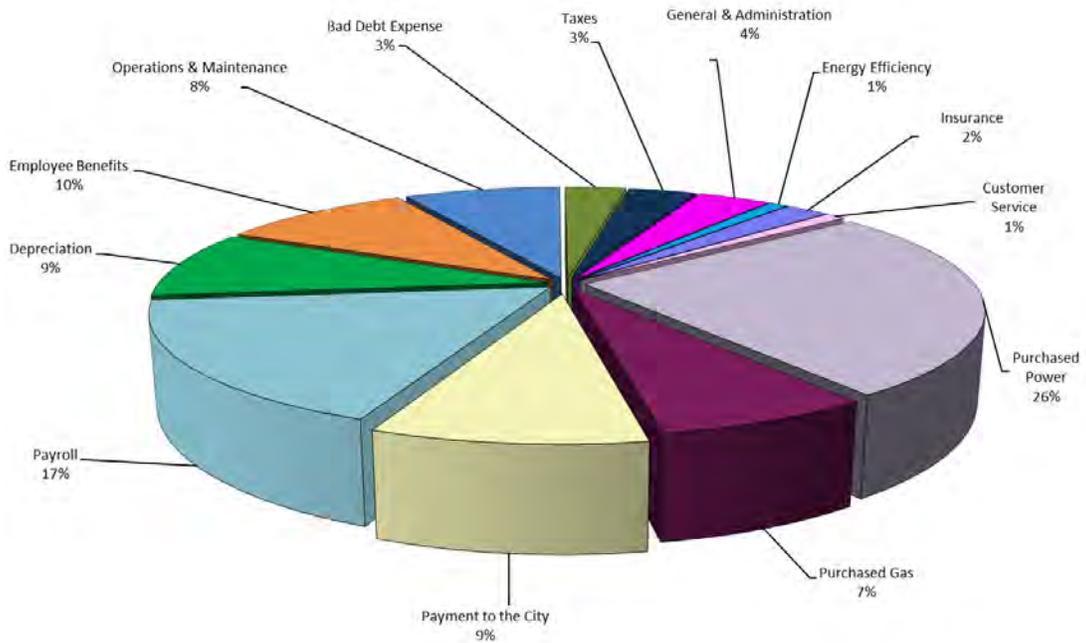
Revenue Summary	FY 2020	FY 2021	FY 2022
	Audited	Approved	Approved
SALES			
Residential Gas	\$10,595,687	\$10,886,900	\$12,114,954
Commercial Gas	8,150,606	8,433,230	9,375,736
Industrial Gas	37,759	45,481	75,990
Public Gas	1,226,058	1,280,473	1,552,492
Interdepartmental Gas	83,920	78,551	161,380
Total Gas Sales Revenue	\$20,094,030	\$20,724,635	\$23,280,552
Residential Electric			
Residential Electric	\$24,574,674	\$24,992,874	\$25,836,792
Commercial Electric	19,150,044	20,498,659	21,503,659
Industrial Electric	3,868,420	4,187,982	1,140,594
Public Electric	3,304,743	3,553,655	3,552,024
Interdepartmental Electric	861,130	889,284	818,671
Total Electric Sales Revenue	\$51,759,011	\$54,122,454	\$52,851,740
Residential Water			
Residential Water	\$6,447,932	\$6,356,296	\$6,590,960
Commercial Water	3,337,907	3,572,589	3,544,218
Industrial Water	994,149	993,655	820,882
Public Water	228,938	153,743	153,617
Interdepartmental Water	99,248	94,936	97,672
Total Water Sales Revenue	\$11,108,174	\$11,171,219	\$11,207,349
Residential Sewer			
Residential Sewer	\$5,714,708	\$5,608,188	\$6,139,216
Commercial Sewer	1,981,353	2,312,897	2,595,182
Industrial Sewer	74,664	90,550	41,883
Public Sewer	128,012	127,893	191,430
Interdepartmental Sewer	500,305	756,363	577,284
Total Sewer Sales Revenue	\$8,399,042	\$8,895,891	\$9,544,995
OTHER OPERATIONAL REVENUE			
Penalties for Late Payments	927,215	\$1,199,665	\$1,157,875
Municipal Area Network Fees	324,227	319,034	334,663
CNG Sales Revenue	142,215	156,416	157,533
Sewer Capital Connections	1,458,500	67,500	60,000
Septage Charges	11,362	23,419	19,100
Bulk Water	35,067	42,621	48,800
Utility Plant & Rental Income	237,190	390,361	388,651
Service Call Revenue	540,400	292,756	283,420
Jet Turbine Credit	1,433,253	1,171,175	955,880
Interest Income	385,093	453,600	60,996
Total Other Operational Revenue	\$5,494,522	\$4,116,547	\$3,466,918
TOTAL REVENUE	\$96,854,779	\$99,030,746	\$100,351,554

Revenue Fiscal Year 2022

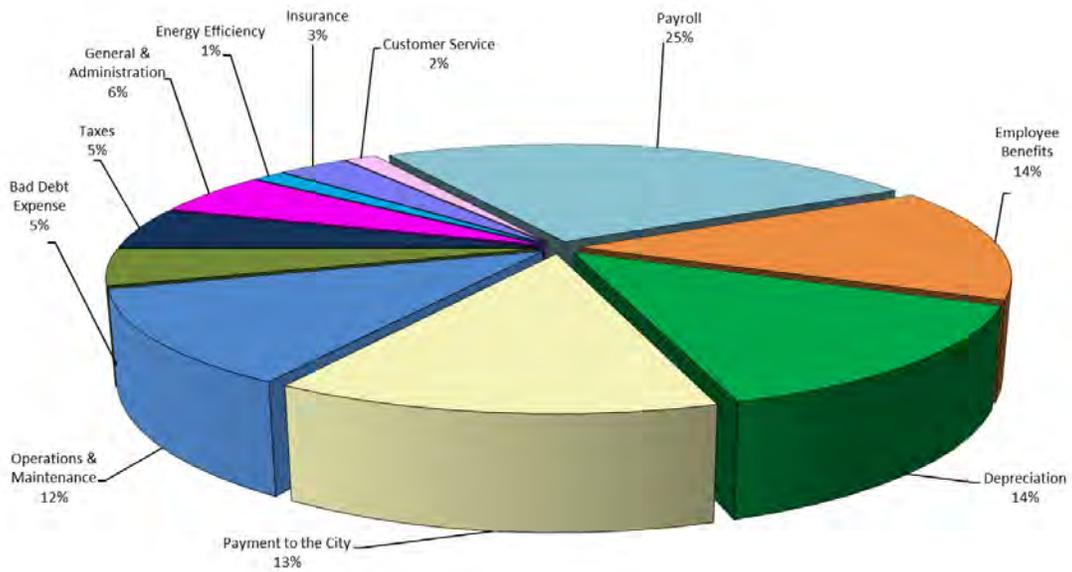


Expense Summary	FY 2020	FY 2021	FY 2022
	Audited	Approved	Approved
DEPARTMENT EXPENSES			
Purchased Gas	4,763,887	4,833,947	6,951,122
Purchased Power	23,920,335	27,076,539	24,817,261
Payroll	15,680,072	16,063,831	16,289,677
Employee Benefits	12,615,734	8,569,428	9,262,787
Payment to the City	8,860,667	9,169,722	8,648,304
Gross Revenue & Property Tax	3,016,381	3,183,929	3,312,392
Property & Liability Insurance	1,931,194	1,968,111	2,091,509
Operations & Maintenance	6,629,454	7,595,732	7,554,673
Customer Service	696,890	908,874	943,704
General & Administration	2,230,518	3,263,021	3,531,399
Energy Efficiency Program	830,488	938,653	908,240
Depreciation	8,066,596	9,212,440	8,797,230
Bad Debt Expense	1,203,671	3,180,000	2,945,000
Total Expenses	\$90,445,887	\$95,964,227	\$96,053,298
DEBT SERVICE			
Debt Principal Repayment	2,634,051	2,731,129	3,099,116
Interest Expense	951,058	938,770	1,143,690
Total Debt Service	\$3,585,109	\$3,669,899	\$4,347,347

FY22 Expenses by Category



FY22 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 2020	FY 2021	FY 2022
	Audited	Approved	Approved
Metering		1,509,392	676,009
Main Installations		2,026,019	2,752,044
Service Installations		1,150,614	1,215,768
Facilities & Structure Improvements		605,000	410,000
Fiber Installations		113,886	79,343
Transformers, Switches, & Capacitors		234,000	234,000
Poles & Fixtures		108,588	183,112
Street Lighting & Signal Systems		10,000	10,000
Manholes, Frames, & Covers		38,733	54,986
Hydrant Installations		82,908	52,270
State Projects		0	0
Regulator Station Improvements		257,552	232,933
LNG Plant Improvements		123,687	123,761
Electric Distribution System Improvements		0	0
Electric Generation Improvements		69,000	430,000
Substation Improvements		549,139	238,066
Pumping Station Improvements		50,000	0
Water Treatment Plant Improvements		2,725,000	1,011,000
Water Storage Improvements		325,000	350,000
Sewer Collection System Improvements		4,800,000	0
Wastewater Treatment Plan Improvements		140,000	1,070,000
Vehicles & Transportation Equipment		654,000	439,500
Capitalized Tools & Equipment		107,000	80,100
Technology Equipment & Improvements		142,200	410,500
Total Capital	\$14,218,191	\$15,821,718	\$10,053,392

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.

Annual Financial Report (AFR)

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. It is also sometimes referred to as the City's audited financial statements or comprehensive annual financial report.

Actuarially Determined Contribution (ADC)

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 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.

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.