



*City of Norwich, Connecticut
City Council's Adopted Budget
Fiscal Year 2017-18*

Approved June 12, 2017

Cover Picture Description

This budget document is dedicated in memory of former Emergency Management Director, Gene Arters, who passed away January 22, 2017. Gene was an extraordinarily dedicated member of Norwich's public safety team who served the City as Director since 2001. Prior to that, Gene spent several years as a volunteer with the emergency management team.

The photo on the cover, taken by Aaron Flaum of the [Norwich Bulletin](#), shows Gene in March 2009 accepting the American Red Cross Spirit of Caring Award on the City's behalf for its response to the Peachtree Apartment fire.

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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, 2016

Executive Director

AN ORDINANCE RELATIVE TO THE APPROPRIATIONS FOR THE CITY OF NORWICH AND THE CITY AND TOWN CONSOLIDATION DISTRICTS OF SAID CITY FOR FISCAL YEAR 2017-18.

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, 2017 and ending June 30, 2018 to wit:

	2015-16 Budget	2016-17 Budget	2017-18 Adopted
City Manager	335,047	366,118	379,102
Finance	1,585,675	1,560,791	1,624,111
City Treasurer	240,893	249,551	265,446
Assessor	451,989	848,235	430,071
Human Resources	551,694	531,943	475,698
Law	538,358	511,000	511,000
City Clerk	468,703	416,925	490,478
City Council	376,585	364,541	322,439
Police	15,473,505	15,640,995	16,212,394
Fire - Central	2,020,619	2,031,726	2,027,756
Fire - East Great Plain	141,571	129,867	138,693
Fire - Laurel Hill	67,889	68,414	70,812
Fire - Occum	70,589	69,821	76,041
Fire - Taftville	164,399	161,333	157,397
Fire - Yantic	176,225	174,339	161,683
Human Services	2,049,169	1,853,699	2,100,037
Public Works	10,582,587	10,770,199	10,663,131
Election	141,799	155,988	145,779
Planning & Neighborhood Services	1,181,791	1,094,322	1,026,438
Debt Service	4,542,192	4,373,019	4,470,107
Miscellaneous	5,877,744	6,064,204	5,779,819
Emergency Management	85,476	88,945	86,687
Education	74,000,000	75,430,000	76,184,300
City Consolidation District	7,253,782	7,101,397	7,657,212
Town Consolidation District	579,990	581,147	581,805
TOTALS	128,958,271	130,638,519	132,038,436
General Operations	40,857,072	40,730,466	40,685,892
Debt Service	4,542,192	4,373,019	4,470,107
Capital Improvements	1,725,235	2,422,490	2,459,120
Education	74,000,000	75,430,000	76,184,300
City Consolidation District	7,253,782	7,101,397	7,657,212
Town Consolidation District	579,990	581,147	581,805
TOTALS	128,958,271	130,638,519	132,038,436

AN ORDINANCE CONCERNING THE TAX LEVIES ON THE
LIST OF OCTOBER 1, 2016

Section 1. On the City Assessment list of 2016 a tax of forty and fifty-two hundredths (40.52) mills on the dollar is hereby granted to be levied upon the ratable Real Estate and Personal Property 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 2016 a tax is hereby granted to be levied upon the ratable Motor Vehicles within the City of Norwich of the inhabitants of said City and all others liable to pay taxes therein at the maximum mill rate established and allowed by the Connecticut General Statutes applicable on Motor Vehicles for the City Assessment list of 2016 or at the applicable mill rates established in Sections 1, 3, and 4 of this tax levy ordinance, whichever is the lesser.

Section 3. On the City Assessment list of 2016, a tax of fifteen hundredths (0.15) mills on the dollar, is hereby granted to be levied for fire services upon the ratable Real Estate and Personal Property within the Town 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 2016, a tax of eight and twenty-two hundredths (8.22) mills on the dollar, is hereby granted 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 5. Real Estate and Personal Property taxes shall become due on July 1, 2017, and payable on said date in whole or in equal installments from that date, namely on July 1, 2017 and January 1, 2018 except that any tax of less than one hundred dollars shall be due and payable on July 1, 2017. If the first installment is not paid on or before August 1, 2017 or if the second installment is not paid on or before February 1, 2018, 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. Motor Vehicle taxes shall become due and payable in whole on October 1, 2017. If the payment is not paid on or before November 1, 2017 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.



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Budget Message

June 16, 2017

Introduction

I hereby present the City of Norwich budget for fiscal year 2017-18 adopted by the Norwich City Council on its Charter-prescribed deadline of June 12, 2017. As of the date of this printing, the State of Connecticut has not yet adopted a budget for the upcoming biennium. The Governor's budget proposed several radical changes which affect both the revenue and expenditure sides of the City's budget; the net effect of which would significantly increase funding for Norwich. The State House and Senate Republicans' budget proposal is nearly as favorable for Norwich as the Governor's budget. The Appropriations Committee's proposal would provide less revenue than is estimated in this adopted City of Norwich budget.

There is proposed legislation, passed by the Connecticut House of Representatives (HB 7294), which would allow a municipality to amend its budget for the fiscal year ending June 30, 2018 if it adopted its budget prior to the adoption of the state budget and "such municipality...receives, pursuant to such adopted state budget, a different amount of state aid than that projected in the municipality's...adopted budget." The Connecticut Conference of Municipalities will be advocating for the passage of such legislation in the State Legislature's upcoming special session.

During the budget deliberations, the Norwich City Council made several changes to the budget proposed by the City Manager on April 3, 2017.

May 1, 2017 Tentative Adoption of the Budget

- Accepted the City Manager's revisions to items included in Governor Malloy's original proposed budget from February 2017 and the City Manager's proposed budget which did not appear to have support from the Connecticut General Assembly as of the date of these amendments, namely:
 - Real estate taxes on private hospitals
 - Elimination of State PILOT for Colleges & Hospitals
 - Changes to Education Cost Sharing funding and formula
 - Changes to Special Education grant funding and formula
 - Local share of Teachers Retirement Board pension contribution
- Accepted the City Manager's revisions to other revenue estimates which were largely due to better revenue trend information available in late April than was available in early March when the original revenue estimates were developed and using a five-year average for volatile revenue sources.

- Made a number of cuts to expenditures:
 - \$2,329,574 from Norwich Public Schools
 - \$1,761,016 from Capital Improvements
 - \$978,652 in Salaries and Benefits, including the elimination of the following:
 - LAN Technician
 - Two Police Officers
 - Shared Clerk position between Norwich Human Services and Recreation
 - PW Streets Foreman
 - PW Streets Laborer
 - Revenue Collection Clerk to be shared between Tax and City Clerk's offices
 - Assessor's Administrative Clerk
 - Human Services Employment Case Manager
 - Senior Center Escort Driver
 - PW Civil Engineer
 - PW Recycling Coordinator
 - Seasonal Recreation Maintenance Staff
 - Seasonal Lifeguards for Spaulding Pond
 - \$508,081 cuts to other General Fund Line items
 - Small reductions to contributions to Workers' Compensation in the CCD and TCD and Health Insurance in the CCD

June 5, 2017 Amendments to Tentatively Adopted Budget

- Accepted the City Manager's revision to motor vehicle tax cap and related State of Connecticut revenue sharing grant. The reduction in the motor vehicle cap from 37 mills to 32 mills did not appear to have support from the Connecticut General Assembly as of the date of this amendment. This resulted in a net increase of \$408,419 in General Fund revenues
- Reinstated the following positions for a net increase of \$190,982 in General Fund salaries and benefits:
 - Revenue Collection Clerk to be shared between Tax and City Clerk's offices
 - Senior Center Escort Driver
 - Seasonal Lifeguards for Spaulding Pond
 - Code Enforcement Secretary
- \$434,420 net expenditure cuts to other General Fund Line items

June 12, 2017 Amendments and Adoption of Budget

- Increased Norwich Public Schools' funding by \$754,300
- Restored Civil Engineer position with a net increase of \$87,000
- Reduced Otis Library funding by \$63,000 to \$1 million
- Eliminated Human Resources Assistant position effective September 1, 2017
- Delayed the elimination of the Recycling Coordinator until September 1, 2017:
- Delayed the hiring of one Police Officer, the Recreation Director, and the Blight Control/Housing Enforcement Officer until September 1, 2017
- Appropriated \$346,000 of TCD fund balance to mitigate TCD taxes
- Appropriated \$311,000 of CCD fund balance to mitigate CCD taxes
- Reduced PW Building Maintenance budget by \$20,000 for estimated maintenance and utilities savings for the discontinuance of using 80 Broadway for Human Services offices
- Reallocated 2017-18 Capital Budget funds to different projects

Goals & Priorities

The goals listed below are a summary of the items brought up by members of the City Council at the September 2016 strategic planning session.

Long-term Goals

Description of Citywide Goal		Department(s) whose Goals & Action Plans most directly support the Citywide Goal
A	Foster an environment that increases the number of commercial entities in the city (e.g., utilizing Enterprise Zone benefits, addressing infrastructure deficiencies, and an inter-departmental economic development approach)	City Manager, Planning, Assessor, Human Services, Public Works
B	Increase the City's self-sufficiency (e.g., returning brownfield and/or City-owned properties to the tax rolls, regional initiatives, process improvements, and inter-departmental cooperation).	City Manager, Planning, Finance, Treasurer, Human Resources, City Clerk, Public Works, Police
C	Develop and promote the inner city and inner harbor.	City Manager, Planning, Public Works
D	Prioritize the citywide long-term capital improvement needs and identify funding sources for them.	City Manager, Finance, Public Works, Police, Fire Departments
E	Provide adequate funding to meet the needs of the Board of Education's goals for educating Norwich children.	Norwich Public Schools

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 letter (i.e, **G-A**) under the "Department Goal" (**DG**) section, which associates the department goal with the 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.

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 2017-18 budget was developed with this list of priorities in mind:

1. Provide some relief for taxpayers
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 ensure 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 revise the performance measures to ensure that the most meaningful management information is reported.

Budget Environment

Revenue Factors

State of Connecticut Biennial Budget

The preparation of this budget was predicated upon the estimation of State aid revenues at approximately the same level as fiscal year 2016-17 for fiscal year 2017-18.

Education Grant Funding

The Education Cost Sharing Grant (ECS) is a General Fund revenue source and the Special Education Grants are netted against the expenditures of the General Fund budget for Norwich Public Schools. *The*

City's 2017-18 budget estimates the same level of ECS and Special Education funding as previous years. The Governor's budget proposal and the budget proposal from the House and Senate Republicans both include large net increases for Norwich for education grant funding (between \$10 - \$13 million). However, the Appropriations Committee includes approximately the same level of funding for Norwich as previous years for these grants.

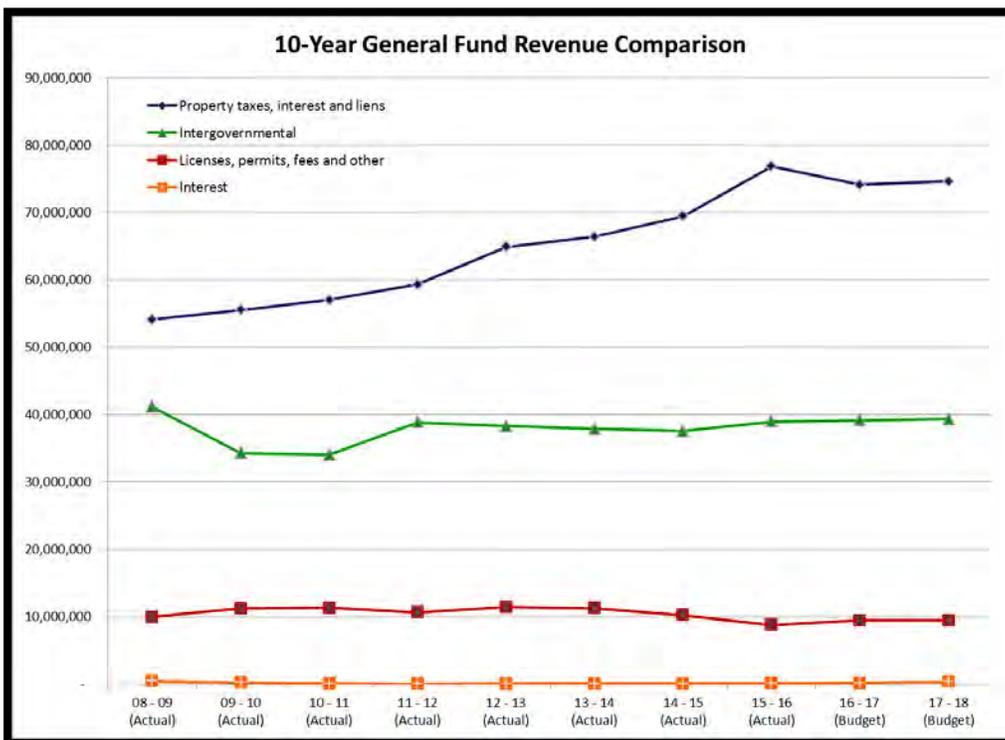
The State of Connecticut administers and funds the pensions for the certified staff (Teachers and Administrators) of the Connecticut boards of education. *The City's 2017-18 budget uses the assumption that the City will not have to contribute to the Teachers Retirement Board (TRB).* The Governor's budget proposal is the only proposal which would require the City to contribute to the TRB in 2017-18 (over \$3 million).

Colleges & Hospital PILOT/ Hospital Real Property Taxes

The State of Connecticut exempts private colleges and hospitals from real estate taxation and gives towns and cities a payment in lieu of taxes (PILOT) for a portion of these foregone taxes. *The City's 2017-18 budget estimates the same level of Colleges & Hospital PILOT funding as previous years.* The Governor's budget proposal is the only proposal which would eliminate this PILOT and allow the City to tax hospital real estate. His proposal would provide a net increase of over \$3 million in revenue for the City. The budget proposals from the House and Senate Republicans and the Appropriations Committee include the same level of funding as previous years for this grant.

Mashantucket Pequot/Mohegan Grant

The City's 2017-18 budget is currently estimating approximately the same level of Mashantucket Pequot/Mohegan Grant funding as previous years. The Governor's budget proposal is the only proposal which would eliminate this grant. The budget proposals from the House and Senate Republicans and the Appropriations Committee include the same level of funding as previous years for this grant.



Motor Vehicle Taxes and Municipal Revenue Sharing Account Grant Reimbursement

The City's 2017-18 budget is currently estimating the same motor vehicle property tax cap of 37 mills and the same level of MRSA Grant reimbursement related to motor vehicles as 2016-17. Without any further action by the State of Connecticut, the motor vehicle cap is slated to decrease to 32 mills, however, the proposals from the Governor, the House and Senate Republicans, and the Appropriations Committee point to a tax cap of 37 or higher.

Grand List

The October 1, 2016 collectible grand list increased by \$35 million, or 2.0%, to \$1,787,000,000. All else being equal, the \$35 million increase in the collectible grand list adds approximately \$1.3 million in tax revenue.

10% Share of Norwich Public Utilities Revenues

The payments from Norwich Public Utilities will decrease by \$182,000 to \$8,489,095 for fiscal year 2017-18. NPU's gross revenues decreased from 2014-15 to 2015-16 because of the mild winter in 2015-16 and decreases in wholesale prices of gas and electricity. Consistent with the 2016-17 Adopted Budget, \$2,399,876 is allocated to the CCD and the remainder is allocated to the General Fund.

Expenditure Factors

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

Salaries & Fringe Benefits

After the elimination of positions and reduction of some health insurance and workers' compensation costs, the City's salary and fringe benefit costs have increased by \$0.9 million. Fringe benefits include Social Security, Medicare, health insurance, life insurance, workers' compensation, pension and other post-employment benefits (OPEB).

The largest drivers in 2017-18 are the pension contribution, which increased by 15%, or \$0.7 million, over 2016-17 and health insurance which increased by 14.8%, or \$0.5 million. This increase in pension contributions will support the town's goal to soundly fund the actuarial recommendations over a series of years.

Capital Improvements

In accordance with the 2015 charter revision, this budget appropriates the minimum General Fund appropriation for capital improvements for 2017-18 of \$2.45 million (2% of the 2016-17 General Fund budget in addition to the \$592,000 from the LOCIP grant. The capital budget includes paving projects, firefighter equipment, and repairs to City buildings. Capital requests from departments totaled \$17.8 million.

Strategies for Developing the Budget

Expenditures

General Government

General Operations are funded in the amount of \$45,155,999 – a 0.12%, or \$ 52,514 increase from

Summary of Appropriations and Prior Year Comparison				
	2016-17	2017-18	\$ Change from Prior Year	% Change from Prior Year
General Operations	40,651,087	40,685,892	34,805	0.09%
Debt Service	4,452,398	4,470,107	17,709	0.40%
Subtotal-General Gov't	45,103,485	45,155,999	52,514	0.12%
Capital Improvements	2,422,490	2,459,120	36,630	1.51%
Education	75,430,000	76,184,300	754,300	1.00%
Total General Fund	122,955,975	123,799,419	843,444	0.69%
Special Revenue Funds				
CCD Fire District	7,101,397	7,657,212	555,815	7.83%
TCD Fire District	581,147	581,805	658	0.11%
Norwich Public Utilities	93,893,903	94,893,763	999,860	1.06%
Total	224,532,422	226,932,199	2,399,777	1.07%

last year. In the individual department pages, you will see a column labeled “2017-18 Request.” This represents what the department heads requested in order to accomplish their missions. Department budget requests totaled \$47.6 million.

Staffing & Service Levels

General Fund

Several staffing changes were made in this adopted budget.

- Finance/ City Clerk – Share an existing Revenue Collection Clerk position between the Tax and City Clerk offices.
- Police – Add one Lieutenant position and reduce one Sergeant position. Also, eliminate two vacant Police Officer positions and wait until September 1, 2017 to fill another vacant Police Officer position.
- Fire/Emergency Management – Allocate 25% of the Fire Chief’s salary to Emergency Management.
- Human Services
 - Eliminate General Fund-portion of Employment Case Manager position
 - Add a part-time Recreation Director effective September 1, 2017
- Public Works – Discontinue the city-operated transfer station and make these staffing changes:
 - Eliminate the Weighmaster Clerk and Laborer positions on July 1, 2017 and eliminate the Recycling Coordinator position on September 1, 2017 in the Transfer Station, Recycling & Refuse division
 - Add a Heavy Equipment Operator and Light Equipment Operator and eliminate a Laborer and a Foreman in the Street Maintenance division.
- Planning & Neighborhood Services
 - Eliminate the Director of Planning & Community Development position
 - Delay the hiring of the Blight Control/Housing Enforcement Officer until September 1, 2017
 - Give the City Planner a stipend pursuant to a MOU for supervising this department
 - Hire a Community Development Supervisor for CDBG/Lead activities. This position will be paid for by grant funds outside of the General Fund budget.

City Consolidation Fire District Fund

No staffing changes.

Board of Education (BOE)

If State education funding is consistent with prior years, the BOE will continue to receive approximately \$3.5 million in Alliance District funding which is awarded to the BOE outside of this budget. The BOE requested an increase of 3.09%, or \$2,329,574. The City Council approved a funding increase of 1%, or 754,300, for a total education appropriation of \$76,184,300.

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

Norwich Public Utilities

The budget adopted by the Public Utilities Board of Commissioners includes expenditure increases of \$1.0 million. These expenditures reflect operational costs necessary to meet the following priorities:

- Proactive investment in aging infrastructure
- Meet or exceed Local, State & Federal regulatory requirements
- Exceed customer expectations for reliability
- Deployment of technology for the combined benefit of NPU and the City

Revenues

Property Taxes

The following mill rates real estate and personal property for the General, TCD, and CCD funds are as follows:

	General Fund	Fire Districts		Combined	
		Town Consolidation District (TCD)	City Consolidation District (CCD)	GF + TCD	GF + CCD
Adopted 2017-18	40.52	0.15	8.22	40.67	48.74
Adopted 2016-17	41.22	0.47	7.84	41.69	49.06
Change	(0.70)	(0.32)	0.38	(1.02)	(0.32)
Percent Change	-1.70%	-68.09%	4.85%	-2.45%	-0.65%

Because of the uncertainty regarding the cap on motor vehicle taxes, it is difficult to say for sure what the taxes will be on motor vehicles. For this reason, the City is postponing the billing of motor vehicle taxes and move the due date for them from July 1, 2017 to October 1, 2017.

Assuming that the State continues the motor vehicle tax cap of 37 mills, the average homeowner with two vehicles will see a *decrease* in his/her total property tax liability in both the Town and City consolidation districts.

Town Consolidation District	2016-17	2017-18	\$ Change	% Change
Median Assessed Value of Home	93,800	93,800		
Median Assessed Value of Two Cars	9,880	9,880		
Combined Mill Rate-Home	41.69	40.67		
Combined Mill Rate-Cars	37.00	37.00		
Tax on Home	\$ 3,910.52	\$ 3,814.85	\$ (95.67)	-2.45%
Tax on Cars	\$ 365.56	\$ 365.56	\$ -	0.00%
Total Tax	\$ 4,276.08	\$ 4,180.41	\$ (95.67)	-2.24%
City Consolidation District	2016-17	2017-18	\$ Change	% Change
Median Assessed Value of Home	93,800	93,800		
Median Assessed Value of Two Cars	9,880	9,880		
Combined Mill Rate-Home	49.06	48.74		
Combined Mill Rate-Cars	37.00	37.00		
Tax on Home	\$ 4,601.83	\$ 4,571.81	\$ (30.02)	-0.65%
Tax on Cars	\$ 365.56	\$ 365.56	\$ -	0.00%
Total Tax	\$ 4,967.39	\$ 4,937.37	\$ (30.02)	-0.60%

Norwich Public Utilities

The budget adopted by the Public Utilities Board of Commissioners includes revenue increases of \$1.2 million. These revenues are developed from comprehensive cost of service studies and reflect weather normalized sales and expected load growth.

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:

- State of Connecticut will continue funding strategies included in the Governor's proposed budget
- Revenue from grants will be flat and then increase by 0.5% each year starting in fiscal year 2021
- Investment income will be roughly 2% on our bank deposits starting in fiscal year 2019.
- 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, unemployment) are indexed according to increases in salaries
- Pension will increase by 15% each year through fiscal year 2020 (two more years) and then will increase by the percentage increase in salaries
- Health insurance – used 3% increases each year
- OPEB – used recommended contributions from our actuaries for fiscal year 2018 and then 4% increases each year thereafter
- 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 like the wastewater treatment plant and school construction, estimates of the impact on debt will be added in the out years.

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

- Other postemployment benefits (OPEB). The City of Norwich has been much more responsible than many other governments in contributing to the OPEB fund. According to the Municipal Fiscal Indicators report issued by the Connecticut Office of Policy & Management in January 2017, as of June 30, 2015, Norwich was in the top 15 of the 169 Connecticut towns and cities for funding its OPEB plan. In addition, the City has been working with its bargaining units to eliminate or decrease post-employment medical benefits.
- Utilities & fuel. Norwich Public Utilities is very proactive in holding down the City's utility and fuel bills as well as its carbon footprint. City buildings have been outfitted with solar panels, wind turbines, HVAC and lighting upgrades, and window and roof replacements. Our fleet has added several compressed natural gas and hybrid electric vehicles through the Connecticut Clean Cities program.

On the other hand, there are some challenges:

- Pension. The City has funded the full annual required contribution (ARC) for several years. Starting in 2014-15, some changes in accounting standards included in Governmental Accounting Standards Board Statement 68 (GASB 68) required us to review the actuarial assumptions used to calculate our pension liabilities and contributions. As a result, we are phasing in the funding of the actuarial determined employer contribution (ADEC – the term that replaced "ARC" in GASB 68) over four to five years.
- Capital Improvements. The City has many capital assets that will need to be repaired or replaced in the upcoming years.
- High Cost Insurance Plan Excise Tax. (Starting in 2020 there will be a 40% excise tax on medical benefit costs in excess of certain thresholds unless the Affordable Care Act (ACA) is repealed or modified. As currently designed, several of the City's plans, would be subject to this tax.

	Budget FY2017	Budget FY2018	Projected FY2019	Projected FY2020	Projected FY2021	Projected FY2022	Projected FY2023
Revenues (excluding current RE and PP tax levy)							
Taxes/interest/liens	9,969,274	10,257,515	10,360,090	10,463,691	10,568,329	10,674,012	10,780,752
Building Permits	504,000	569,000	574,690	580,437	586,241	592,103	598,024
Investment Income	198,823	364,000	387,158	396,649	404,693	415,921	425,119
10% NPU Gross Revenues	6,270,969	6,089,219	6,211,003	6,335,223	6,461,927	6,591,166	6,722,989
Landfill/Direct Hauler Fees	920,000	822,000	825,030	828,141	833,334	841,610	849,970
Recording Fees	338,000	353,000	356,530	360,095	363,696	367,333	371,006
Conveyance Taxes	342,000	435,000	443,700	452,574	461,625	470,858	480,275
Non-education grants	6,754,572	6,944,076	7,136,457	7,147,310	7,180,908	7,215,117	7,249,920
Education grants	32,435,676	32,379,018	32,379,018	32,379,018	32,540,913	32,703,618	32,867,137
All other revenues	1,080,757	1,219,267	1,214,567	1,210,955	1,208,383	1,206,821	1,206,231
	58,814,071	59,432,095	59,888,243	60,154,093	60,610,049	61,078,559	61,551,423
Expenditures							
Salaries	16,671,187	16,435,085	16,787,093	17,108,646	17,436,490	17,770,749	18,111,546
Fringe Benefits	12,427,361	13,594,789	14,480,242	14,735,224	14,997,594	15,267,583	15,545,424
Contracted Services	3,985,142	3,925,750	3,980,250	4,035,613	4,091,859	4,149,001	4,207,057
Materials & Supplies	1,399,882	1,411,266	1,438,962	1,467,206	1,496,010	1,525,384	1,555,340
Equipment & Furniture Maint	394,593	401,688	409,722	417,916	426,274	434,799	443,495
Vehicle Fuel & Utilities	2,036,031	1,947,761	1,983,664	2,019,406	2,055,824	2,092,930	2,130,739
Debt Service	4,452,398	4,470,107	4,665,399	4,908,249	6,270,971	6,804,143	7,282,041
Capital Budget	2,422,490	2,459,120	2,459,120	2,475,988	2,538,949	2,590,578	2,666,497
Building Maintenance	465,524	476,134	489,057	498,838	508,815	518,992	529,372
Contrib - outside agencies	1,333,398	1,236,398	1,260,796	1,285,679	1,311,057	1,336,939	1,363,337
Property & Liability Insurance	1,028,657	788,109	811,002	834,567	858,824	883,793	909,495
All other General City	909,312	468,912	474,137	479,428	484,785	490,208	495,700
	47,525,975	47,615,119	49,239,444	50,266,760	52,477,452	53,865,099	55,240,043
Education	75,430,000	76,184,300	77,707,986	79,262,146	80,847,389	82,464,337	84,113,624
	122,955,975	123,799,419	126,947,430	129,528,906	133,324,841	136,329,436	139,353,667
Current Levy Needed	64,141,904	64,367,324	67,059,186	69,374,813	72,714,791	75,250,878	77,802,244
Collectible Grand List	1,556,384,602	1,588,672,007	1,596,615,367	1,604,598,444	1,612,621,436	1,620,684,543	1,628,787,966
Mill Rate	41.22	40.52	42.01	43.24	45.10	46.44	47.77
Change in Mill Rate	0.32	-0.70	1.49	1.23	1.86	1.34	1.33
Motor Vehicle Capped Rate	37.00	37.00	37.00	37.00	37.00	37.00	37.00
Property Taxes for "Average Homeowner"							
House - Assessed Value	93,800	93,800	93,800	94,269	94,740	95,214	95,690
Car 1	4,940	4,940	4,965	4,990	5,015	5,040	5,065
Car 2	4,940	4,940	4,965	4,990	5,015	5,040	5,065
	103,680	103,680	103,730	104,249	104,770	105,294	105,820
General Fund Taxes	\$4,232	\$4,166	\$4,308	\$4,445	\$4,644	\$4,795	\$4,946
Increase/ (Decrease) from Previous Year	(\$9)	(\$66)	\$142	\$137	\$199	\$151	\$151
Monthly Increase/ (Decrease)	(\$0.75)	(\$5.50)	\$11.83	\$11.42	\$16.58	\$12.58	\$12.58
% Change in Taxes	-0.21%	-1.56%	3.41%	3.18%	4.48%	3.25%	3.15%

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; seeking competitive proposals for insurance and broker services; implementation of new software; refinancing debt; streamlining processes; introducing new user fees; and energy efficiency investments have saved the City millions of dollars.

Sincerely,
Joshua A. Pothier
Comptroller

TIME TABLE FOR PREPARATION OF 2017-18 CITY BUDGET

PURSUANT TO CHAPTER 7 OF NORWICH CITY CHARTER

TIMEFRAME	EVENT	AGENDA
Late October 2016	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.
Early December 2016	Initial budget requests due	Department heads and outside agencies return their written requests, Finance Department coordinates process.
January 2017- February 2017	Budget meetings on proposed requests	City Manager and Comptroller meet with department heads and outside agencies on proposed budget requests.
February 2017	Revenue projected	Comptroller calculates State revenue projections.
March 2017	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 2017	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 2017	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 2017	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 2017	Council shall act on proposed budget	The Council acts initially on the City Manager's proposed budget.
Prior to third Monday in May 2017	Second public hearing	The purpose is to listen to citizens' input on proposed budget.
No later than 2nd Monday in June 2017	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, 2017 - June 30, 2018	Budget implementation	Comptroller oversees revenues and expenditures according to the budget established by Council.
July 2018	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. During fiscal year 2015, a City Charter Revision Committee was appointed for the purpose of reviewing the existing Charter and proposing any changes. The November 2015 referendum had 18 recommendations made by the Charter Revision Committee, of which 14 were approved. The financially significant changes passed by voters were:

- Changing the minimum annual levy for the capital budget to 2% of the previous year's General Fund budget rather than the value of one mill.
- Requiring that the terms, conditions, details, and particulars with respect to the issuance of bonds and notes be those prescribed by the Connecticut General Statutes.

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, a 6th grade academy, a middle school, and an elementary clinical day treatment program. Of the seven elementary schools, two are designated as Commissioner's Network schools by the Connecticut Department of Education, two are Magnet schools, and one is a School Improvement Concept school. 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

Also located within the City are various health facilities including the 213-bed William H. Backus Hospital. Backus has added the Outpatient Care Center on Salem Turnpike and, in August 2014, the Family Health Center in Norwichtown Commons. Backus became affiliated with Hartford Healthcare in July 2013.

Industry

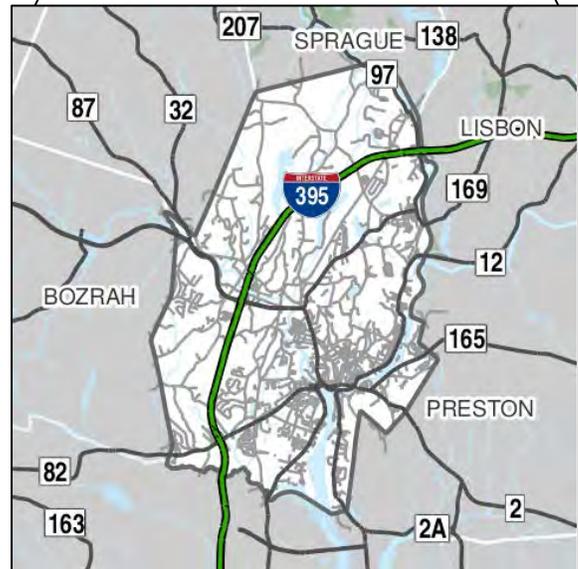
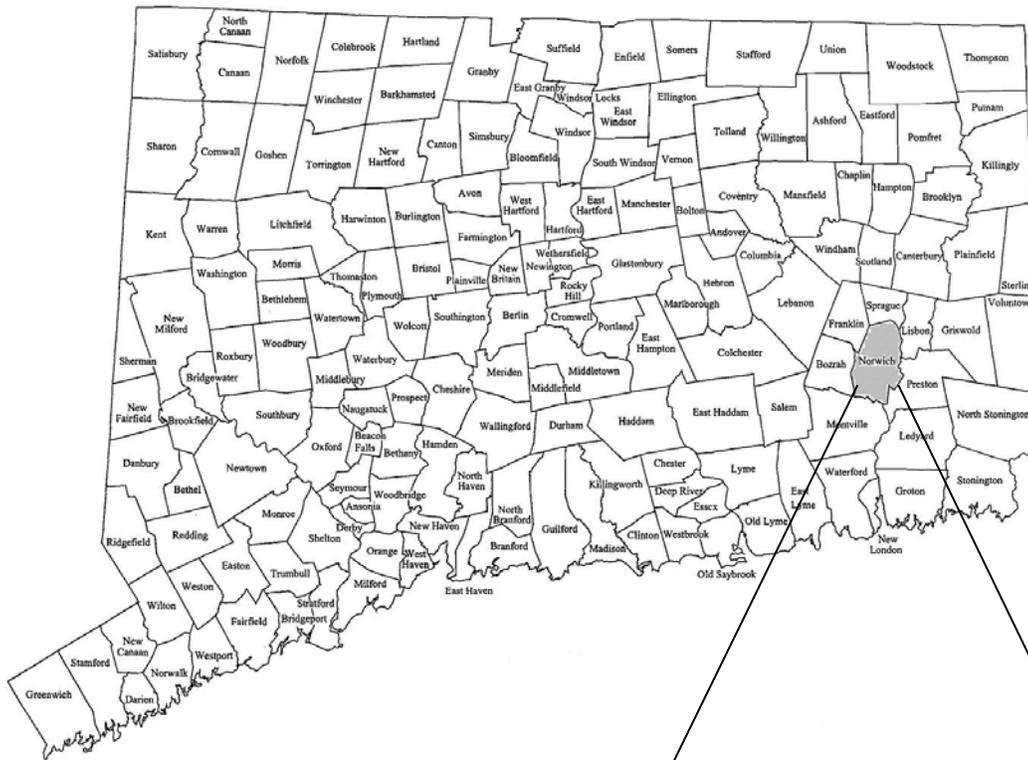
Norwich is also home to a modern industrial park operated by the Norwich Community Development Corporation, a private non-profit organization. The industrial park is conveniently located close to Route 2, I-395 and other major highways. The park offers commercial and industrial sites on more than 400 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 re-opened under the new management of the Norwich RoseGarden Ice Associates in December 2014.

Entertainment & Culture

The City has a number of historical and cultural attractions including: Dodd Stadium – home of the Connecticut Tigers, the Leffingwell House Museum, the Chestnut Street Playhouse, the Norwich Arts Council/ 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
2011	40,085	3,580,709	5,451	544,179
2012	40,502	3,590,347	5,381	538,197
2013	40,347	3,596,080	5,413	533,198
2014	40,178	3,596,677	5,380	528,438
2015	39,899	3,590,886	5,373	523,182

Source: January 2017 State of Connecticut Municipal Fiscal Indicators; US Census Bureau 2010 Census

Age Characteristics of Population - 2014

Age Group	City of Norwich		State of Connecticut	
	Number	Percent	Number	Percent
Under 15	7,652	19.0%	646,495	18.0%
15 - 24	5,116	12.7%	489,981	13.6%
25 - 44	11,581	28.7%	892,275	24.8%
45 - 64	10,736	26.6%	1,032,223	28.7%
65 and over	5,293	13.1%	531,079	14.8%
Total	40,378	100.0%	3,592,053	100.0%

Source: CERC Town Profile 2016

Debt information

	City of Norwich			Average of 169 CT Municipalities
	Long-term Debt	Debt Service	Per Capita Debt	Per Capita Debt
2011	\$27,544,000	\$4,772,000	\$687	2,253
2012	37,740,000	4,990,000	932	2,245
2013	33,757,000	5,164,000	837	2,276
2014	41,933,000	5,613,000	1,044	2,325
2015	44,629,000	5,618,000	1,119	2,430

Source: Norwich Finance Department; January 2017 State of Connecticut Municipal Fiscal Indicators

Principal Taxpayers

Name	Nature of Business	Net Taxable Valuation as of 10/1/16
Computer Science Corporation	Computer Products & Services	\$30,728,140
NorwichTown Commons	Shopping Center	16,814,800
Domino Solar Ltd.	Solar Installations	15,684,560
Bob's Discount Furniture	Retail Store & Distribution Center	14,818,370
U.S. Food Service	Food Distribution	14,058,890
Norwich Realty Associates, LLC	Real Estate	9,322,430
Plaza Enterprises	Shopping Center	9,263,000
Mashantucket Pequot Tribe	Real Estate	8,505,105
Algonquin Gas Transmissions LLC	Natural Gas Pipeline	8,203,990
Wal-Mart Stores, Inc.	Department Store	8,071,260
		<u>\$135,470,545</u>

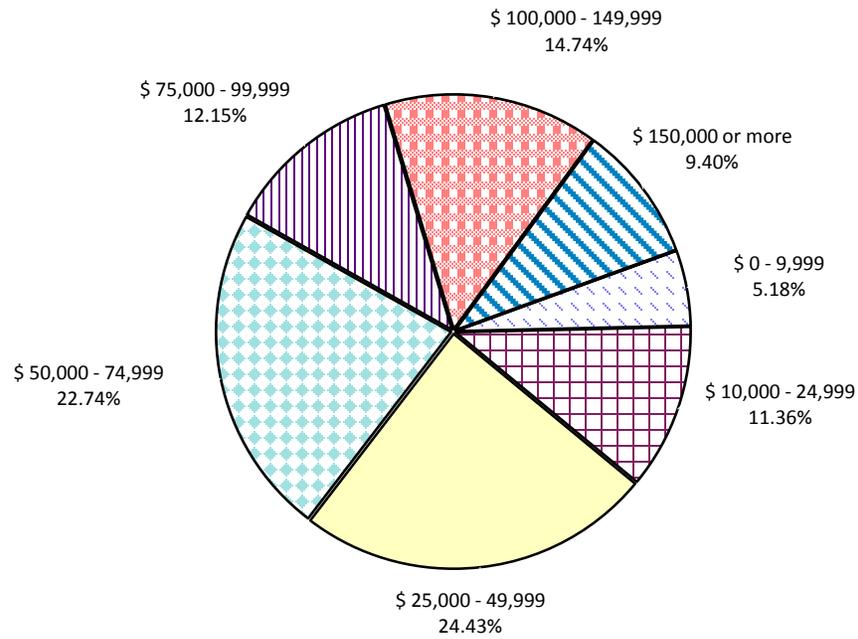
Source: Norwich Assessor

Top Employers

Name	Nature of Business	# of FTE Employees
William W. Backus Hospital	Medical Center	1,439
City of Norwich (incl. NPU & BOE)	Municipality	1,097
State of Connecticut	All State agencies	881
Bob's Discount Furniture	Distribution Center	553
U.S. Food Service	Food Distribution	335
Norwich Free Academy	Quasi-private high school	303
United Community & Family Services	Healthcare & community services	245
Shop Rite	Grocery	225
The American Group	Ambulance Service and other oper	192
AC Linen	Uniform laundry service	169

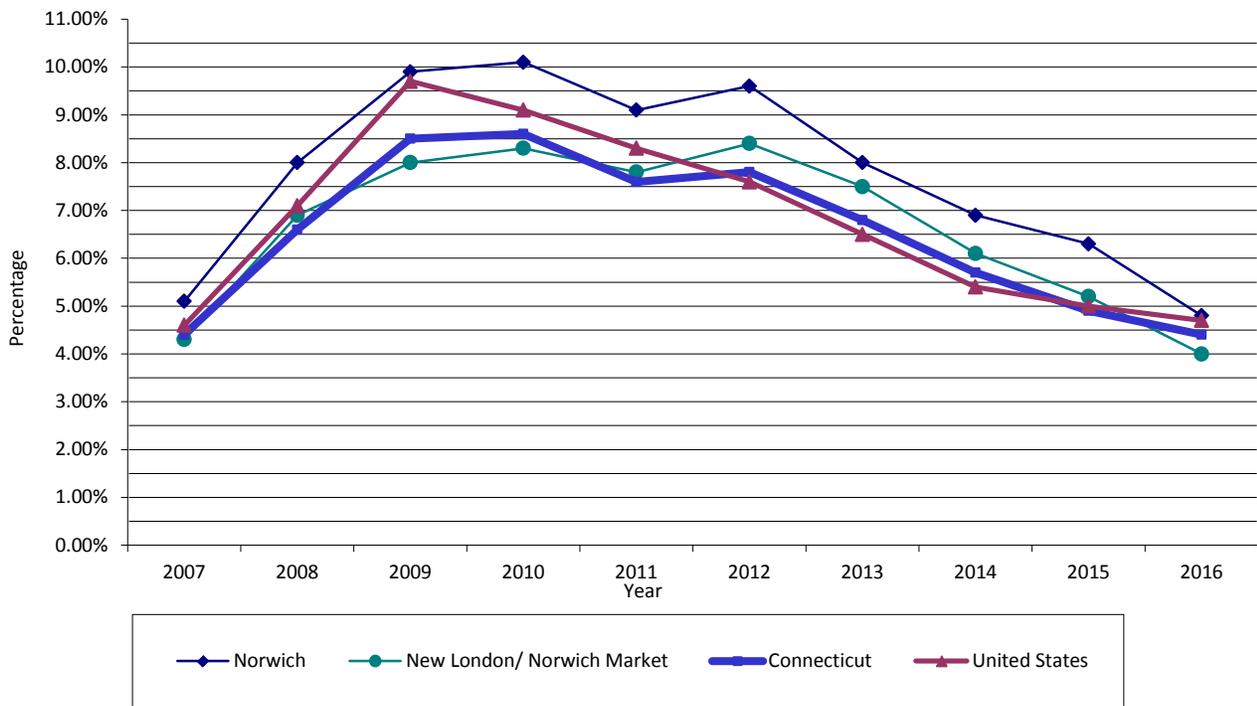
Source: July 2016 survey by Norwich Finance Department. Some companies did not respond.

City of Norwich Family Income Distribution



Source: U.S. Department of Commerce, Bureau of Census, 2011-2015 American Community Survey 5-Year Estimates (DP03)

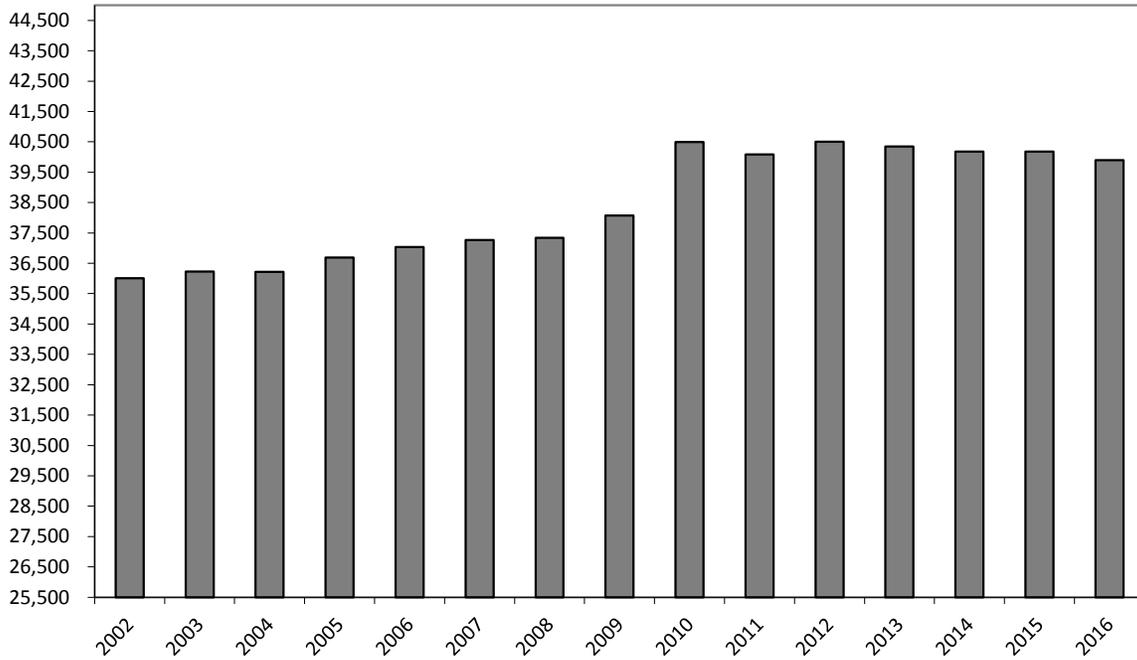
Unemployment Percentages



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

Norwich Population History - Last 15 Years

For 2015, Norwich's population was the 25th highest of the 169 Connecticut towns and cities. Norwich's population density is 1,421.8 per square mile compared to the statewide average of 741.6.



Source: State of Connecticut Department of Public Health

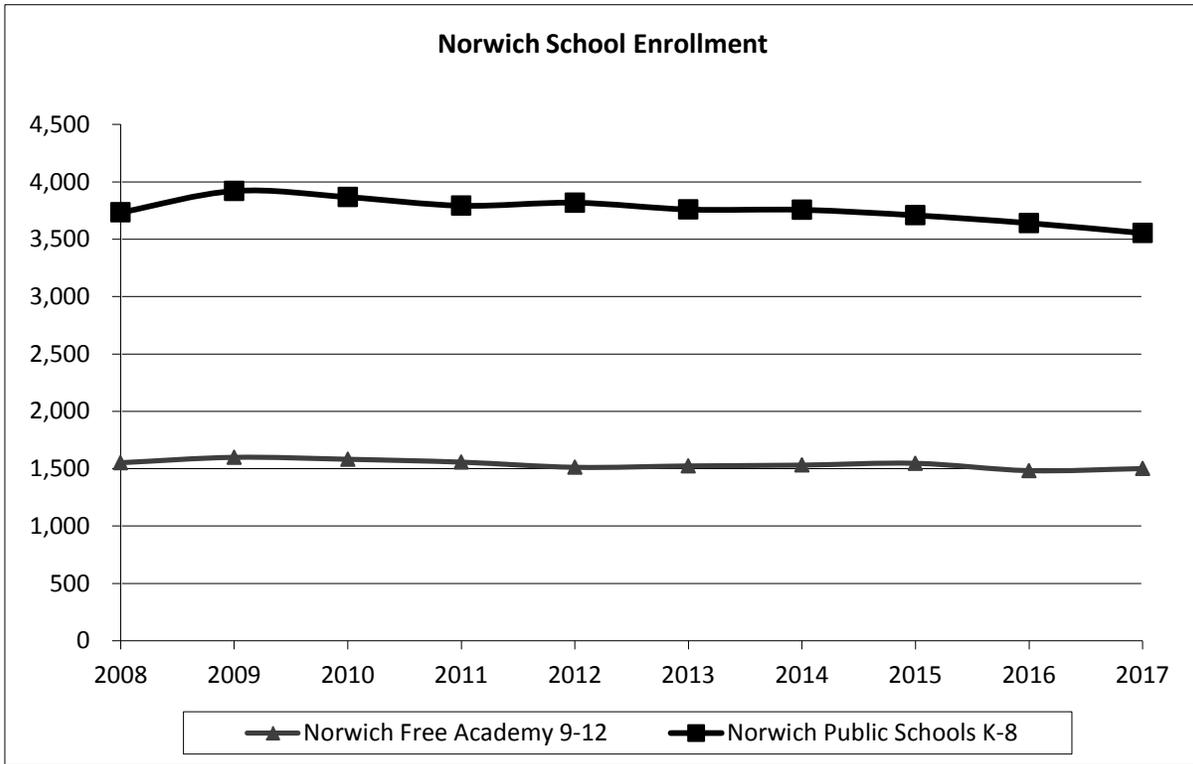
Norwich Births



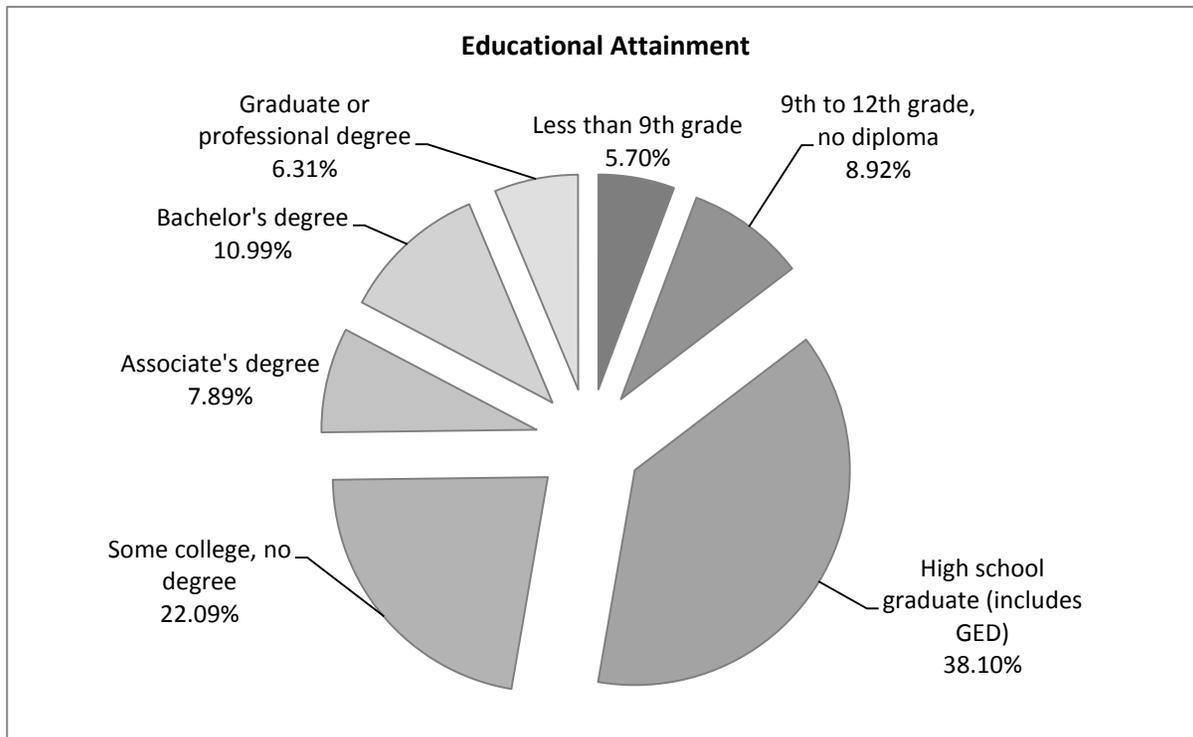
Source: Norwich City Clerk

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.

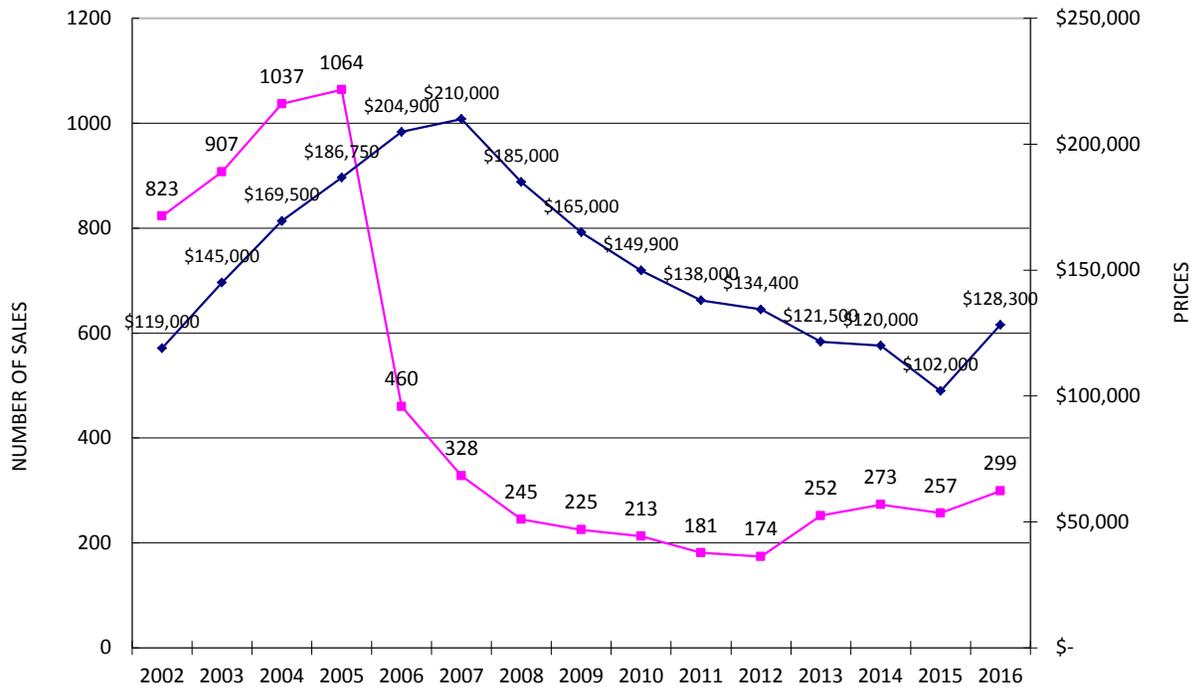


Source: Norwich Public Schools



Source: 2011-2015 American Community Survey 5-Year Estimates (DP02)

Housing Sales and Median Prices Norwich - Calendar Year



Comparable Communities Median Sales Price - Calendar Year



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

City Officials

Elected City Officials & NPU Commissioners

City Council

	<u>Term Length</u>	<u>Term Expires</u>
Deberey Hinchey, Mayor (D)	4 Years	12/5/17
Peter A. Nystrom, President Pro Tempore (R)	2 Years	12/5/17
H. Tucker Braddock (D)	2 Years	12/5/17
Stacy Gould (R)	2 Years	12/5/17
Gerald Martin (R)	2 Years	12/5/17
William Nash (R)	2 Years	12/5/17
Joanne Philbrick (R)	2 Years	12/5/17

Board of Education

	<u>Term Length</u>	<u>Term Expires</u>
Aaron Daniels, Chairperson (R)	2 Years	12/5/17
Dennis Slopak, Vice Chairperson (R)	2 Years	12/5/17
Angelo Yeitz, Secretary (R)	2 Years	12/5/17
Robert J. Aldi (D)	2 Years	12/5/17
Margaret Becotte (R)	2 Years	12/5/17
Rashid Haynes (R) #	2 Years	12/5/17
Dr. Yvette Jacaruso (D)	2 Years	12/5/17
Kevin Saythany (D)	2 Years	12/5/17
Joyce C. Werden (D)	2 Years	12/5/17

Rashid Haynes was appointed on February 21, 2017 to fill the vacancy created by the resignation of Susan Thomas.

Treasurer

	<u>Term Length</u>	<u>Term Expires</u>
Michael Gualtieri (R)	2 Years	12/5/17

Registrar of Voters

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

Appointed NPU Commissioners

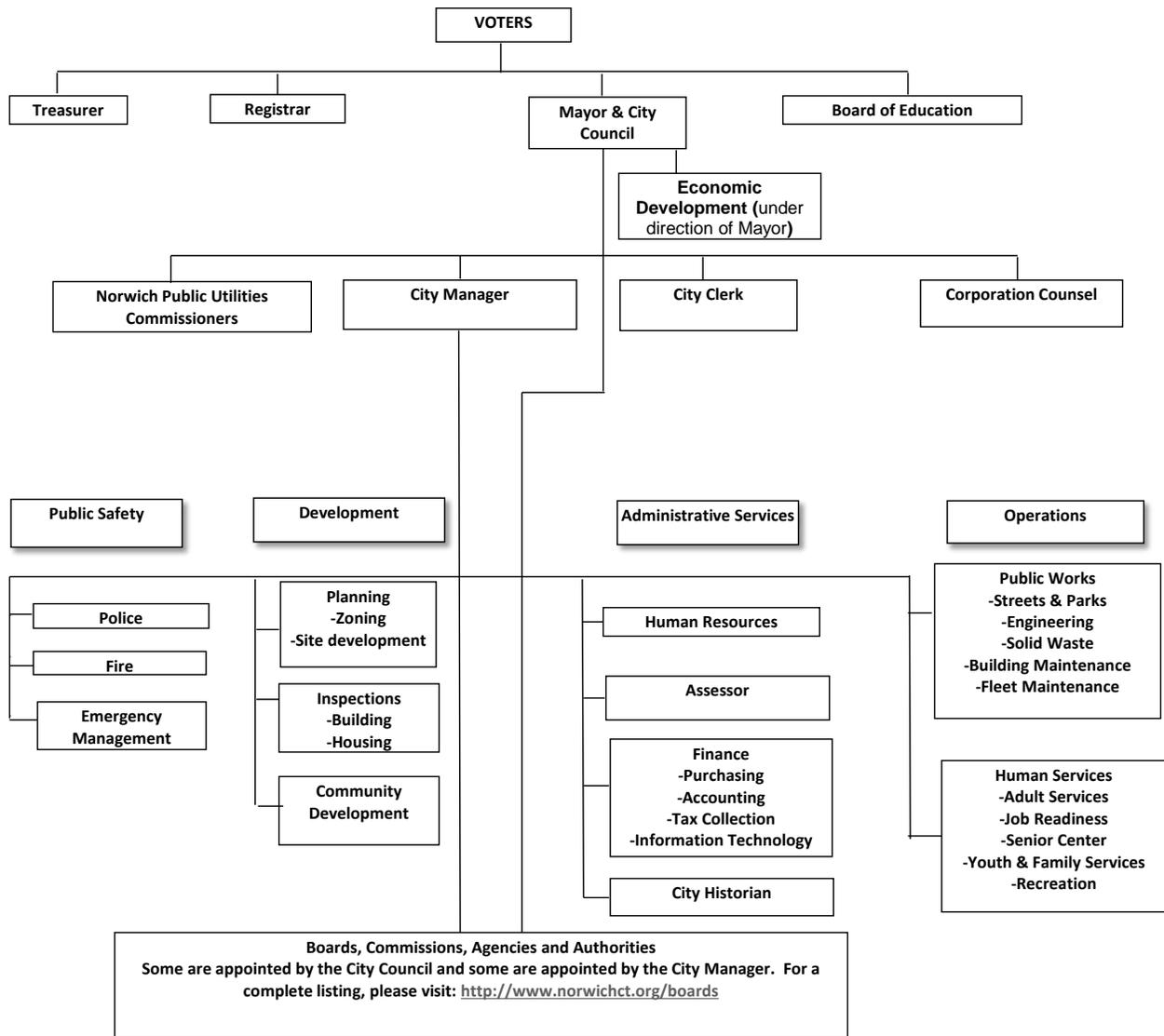
	<u>Term Length</u>	<u>Term Expires</u>
Dr. Grace Jones, Chair Pro Tempore (D)	5 Years	2/28/21
Stephen Becker (R)	5 Years	3/01/19
Michael A. Goldblatt, (R)*	5 Years	3/01/20
Stewart Peil, (R)	5 Years	3/01/22
Robert A. Staley, (R)*	5 Years	3/01/18

*Michael A. Goldblatt and Robert A. Staley were appointed on June 5, 2017 to fill the vacancies created by the resignations of Diana Boisclair and Robert Groner, respectively.

Directory of City Administrative Officials

Title	Name	Phone Number
City Manager	John Salomone	(860) 823-3750
Assessor	Donna Ralston	(860) 823-3722
Building Inspector	James Troeger	(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	Ken Scandariato	(860) 892-6080
Engineer	Patrick McLaughlin	(860) 823-3798
Fire Chief, Norwich (CCD)	Ken Scandariato	(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	Robert LaChapelle	(860) 822-8285
Fire Chief, Taftville VFD	Timothy Jencks	(860) 887-6676
Fire Chief, Yantic VFD	Frank Blanchard	(860) 887-2221
Health Director	Patrick McCormack, MPH	(860) 823-1189
Housing Authority Director	Charles Whitty	(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	John Bilda	(860) 887-2555
Public Works Director	Ryan Thompson	(860) 823-3789
Purchasing Agent	William Hathaway	(860) 823-3706
Senior Center Director	Michael Wolak	(860) 889-5960
Superintendent of Schools	Abby I. Dolliver	(860) 823-6284
Zoning Enforcement Officer	Richard Shuck	(860) 823-3752

Organization Chart



Financial Management Policies & Summaries

Financial Management Policies

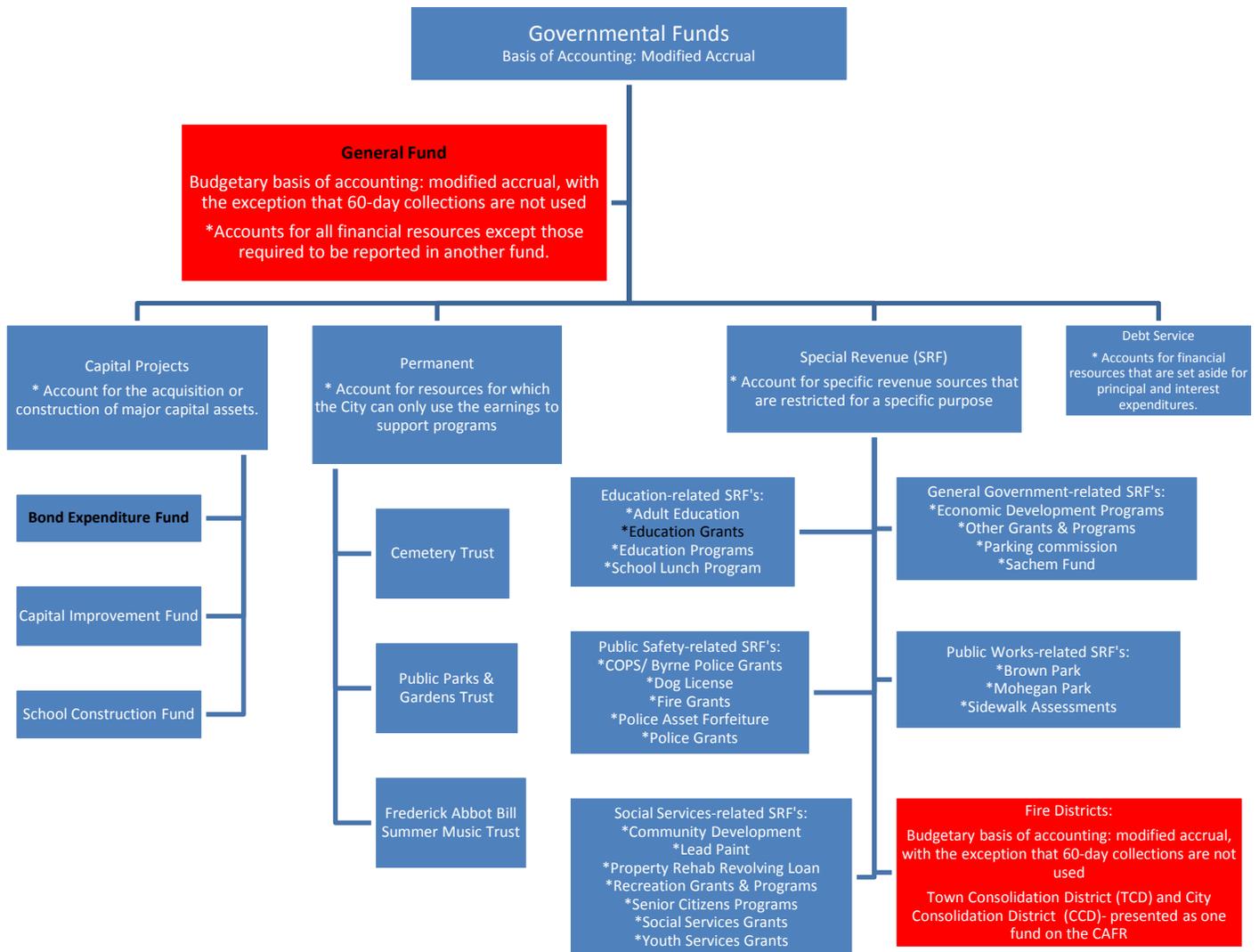
The following description of the City of Norwich’s financial management policies cover all of the City’s funds as enumerated in the Basis of Accounting section.

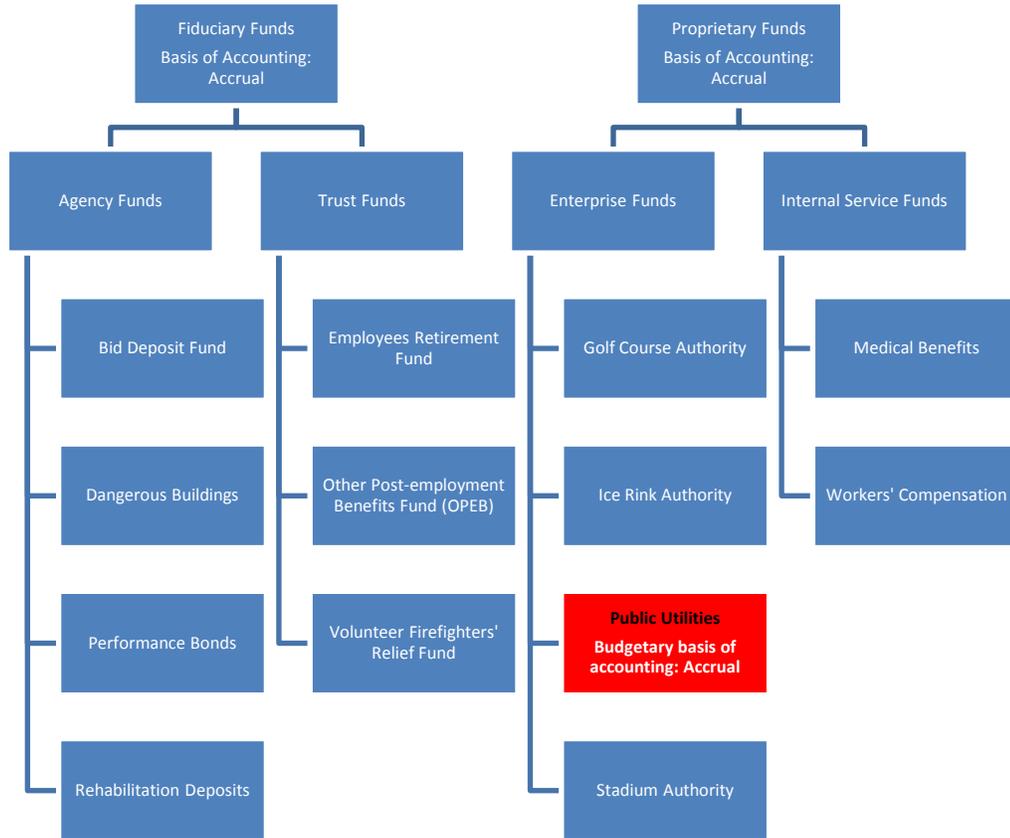
Basis of Accounting

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 charts display all of the City’s funds. The funds that are included in this budget document are highlighted in **red**. Also, if a fund is considered a “Major Fund” in the City’s Comprehensive Annual Financial Report, then the name of the fund is in **bold black** text.

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





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 any UFB from the General Fund, but it does appropriate \$311,000 of UFB from the CCD and \$346,000 from the TCD 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 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, directs 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 subcommittee, the Budget Expenditure Committee, meets with the Superintendent and his/her assistant 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 Manager 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. The Superintendent and the Business Manager meet with the finance committee members from each school to discuss their requests for the upcoming school budget. Prior to this meeting the Business Manager 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. Some of the principals will calculate their supplies and textbooks on a dollar amount per student. Other principals calculate the actual cost they require per grade level.

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 Lyman Memorial High School in Lebanon.

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 along with a question and answer period for taxpayers to ask questions about the proposed budget. 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 ED001 report 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 input sheets are created for each manager with their responsible accounts and employees across the entire organization.

Throughout November budget managers meet with their staff 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, 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 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.

Once budget requests are submitted, the detailed items are entered into the budget sheets and reviewed with the senior manager for 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. The Board makes any necessary adjustments 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 his/ her 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 March 10, 2017.

Type of Debt	Multiple	Limitation	Total Indebtedness	Limitation in Excess of Actual Indebtedness	Percent of Limit
General Purpose	2.25	184,394,250	19,289,199	165,105,051	10.46%
Schools	4.5	368,788,500	9,028,241	359,760,259	2.45%
Sewers	3.75	307,323,750	3,691,424	303,632,326	1.20%
Urban Renewal	3.25	266,347,250	3,925,000	262,422,250	1.47%
Pension Deficit	3	245,859,000	0	245,859,000	0.00%
Overall Debt Limit	7	573,671,000	35,933,864	537,737,136	6.26%

Debt Policies

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

General Policies

The City will:

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

Maturity

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

Debt Limitation

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

- Stabilization of net direct debt - It is the City's policy to manage the authorization and issuance of GO debt 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. (1.79% at March 10, 2017)
- 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 Aa2, 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	7/1/2015	1/1/2016	7/1/2015
Plan Members			
Currently receiving benefits	565	47	412
Terminated, not yet receiving benefits	65	1	-
No longer active	-	81	-
Active plan members	593	47	887
Total	1,223	176	1,299
Funding Progress			
Actuarial value of assets	\$161,710,945	\$2,308,178	\$13,586,231
Actuarial accrued liability	(254,730,459)	(5,877,178)	(57,409,418)
Unfunded frozen actuarial liability (UFAL)	(\$93,019,514)	(\$3,569,000)	(\$43,823,187)
Funded ratio	63.48%	39.27%	23.67%
Covered payroll	\$40,590,392	N/A	\$57,814,000
UFAL as a % of covered payroll	229.17%	N/A	75.80%
Information from latest Comprehensive Annual Financial Statements			
Net Pension Asset/ (Liability)	(\$112,466,000)	(\$3,733,000)	
Net OPEB Obligation			(\$4,765,000)
2017-18 Budgeted Contribution	\$9,990,540	\$373,322	\$5,542,101
2017-18 Actuarially Determined Contribution	\$10,820,000	\$373,322	\$5,542,101
Difference	(\$829,460)	\$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. With the City's July 1, 2013 valuation, the Personnel & Pension Board voted to make some 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. The City is committed to increasing its employer contribution by 15% each year until the City returns to funding 100% of the ADEC. It is projected that the City will be funding 100% of the ADEC by fiscal year 2018-19 or 2019-20.

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 committed to funding 100% of the ARC for the OPEB fund.

Cash Management

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

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

Risk Management

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

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

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

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

Management of General Fund Unrestricted Fund Balance

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

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

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

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

A detailed history of the UFB follows:

Fiscal Year Ended June 30 th	Unrestricted Fund Balance	Annual Expenditures and Encumbrances	Balance as % of Expenditures
2016	\$14,879,000	\$120,347,000	12.36%
2015	10,399,000	117,682,000	8.84%
2014	10,981,000	116,151,000	9.45%
2013	11,195,000	114,142,019	9.81%
2012	10,635,000	109,244,843	9.74%
2011	10,648,983	102,430,104	10.40%
2010	9,834,382	101,204,777	9.72%
2009	9,616,208	106,745,559	9.01%
2008	10,676,062	104,542,627	10.21%
2007	11,651,288	99,712,831	11.68%

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, 2016. This was the 24th consecutive year that the city has received this prestigious award. For each of the fiscal years beginning July 1, 2000 through July 1, 2016, 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.

Comparative Budget Summary

As Required by the City Charter

	2015-16 Budget	2016-17 Budget	2017-18 Adopted
City Manager	335,047	366,118	379,102
Finance	1,585,675	1,560,791	1,624,111
City Treasurer	240,893	249,551	265,446
Assessor	451,989	848,235	430,071
Human Resources	551,694	531,943	475,698
Law	538,358	511,000	511,000
City Clerk	468,703	416,925	490,478
City Council	376,585	364,541	322,439
Police	15,473,505	15,640,995	16,212,394
Fire - Central	2,020,619	2,031,726	2,027,756
Fire - East Great Plain	141,571	129,867	138,693
Fire - Laurel Hill	67,889	68,414	70,812
Fire - Occum	70,589	69,821	76,041
Fire - Taftville	164,399	161,333	157,397
Fire - Yantic	176,225	174,339	161,683
Human Services	2,049,169	1,853,699	2,100,037
Public Works	10,582,587	10,770,199	10,663,131
Election	141,799	155,988	145,779
Planning & Neighborhood Services	1,181,791	1,094,322	1,026,438
Debt Service	4,542,192	4,373,019	4,470,107
Miscellaneous	5,877,744	6,064,204	5,779,819
Emergency Management	85,476	88,945	86,687
Education	74,000,000	75,430,000	76,184,300
City Consolidation District	7,253,782	7,101,397	7,657,212
Town Consolidation District	579,990	581,147	581,805
TOTALS	128,958,271	130,638,519	132,038,436
General Operations	40,857,072	40,730,466	40,685,892
Debt Service	4,542,192	4,373,019	4,470,107
Capital Improvements	1,725,235	2,422,490	2,459,120
Education	74,000,000	75,430,000	76,184,300
City Consolidation District	7,253,782	7,101,397	7,657,212
Town Consolidation District	579,990	581,147	581,805
TOTALS	128,958,271	130,638,519	132,038,436

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 , Homeowners'-Elderly/Disabled Circuit Breaker , Homeowners' Elderly/Disabled Freeze, Veterans Additional Exemption , and Distressed Municipalities 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 General Fund accounts.

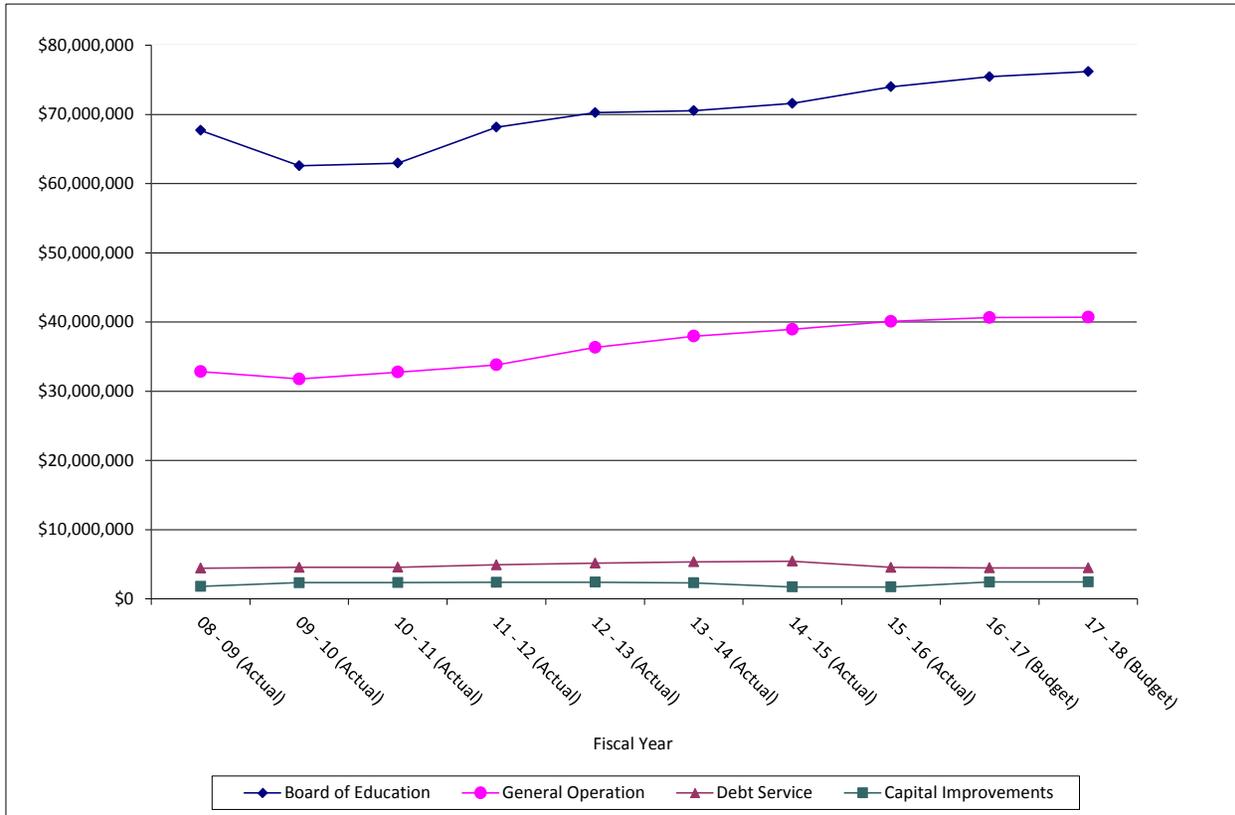
	General Fund	Town Consolidation District	City Consolidation District
<i>Calculation of Grand List, Personal Property and Real Estate</i>			
Personal Property	159,426,660	138,896,470	20,530,190
Real Estate	1,512,711,450	994,793,400	517,918,050
Gross Grand List, Personal Property and Real Estate	1,672,138,110	1,133,689,870	538,448,240
<i>Less: Exemptions, Credits, Etc.</i>			
Elderly Reimbursement	8,707,317	5,487,805	3,219,512
Veterans/ military exemptions	4,585,750	3,169,500	1,416,250
Disabled exemptions	278,000	177,000	101,000
Economic Dev & Mfg exemptions	25,489,185	18,532,280	6,956,905
Projected Certificates of Correction	2,500,000	1,500,000	1,000,000
Total Exemptions, Credits, Etc.	41,560,252	28,866,585	12,693,667
<i>Grand list, net of exemptions & credits</i>	1,630,577,858	1,104,823,285	525,754,573
<i>Estimated Tax Collection Percentage</i>	97.43%	98.41%	96.36%
<i>Collectible Grand List, Personal Property and Real Estate</i>	1,588,672,007	1,087,256,595	506,617,107
<i>Taxes to be Levied:</i>			
General City	14,080,816		
Board of Education	43,707,282		
Capital Improvements	2,459,120		
Debt Service	4,120,107		
Town Consolidation District		156,956	
City Consolidation District			4,160,771
Total Tax Levy, Personal Property and Real Estate	64,367,325	156,956	4,160,771
<i>Mill Rates Required:</i>			
General City	8.86		
Board of Education	27.52		
Capital Improvements	1.55		
Debt Service	2.59		
Town Consolidation District		0.15	
City Consolidation District			8.22
Total Mill Rates Required	40.52	0.15	8.22
Last Year's Mill Rate	41.22	0.47	7.84
Change	(0.70)	(0.32)	0.38
Percent Change	-1.70%	-68.09%	4.85%

Calculation of Revenues from Motor Vehicle Taxes, as Capped by CGS (Public Act 16-3)

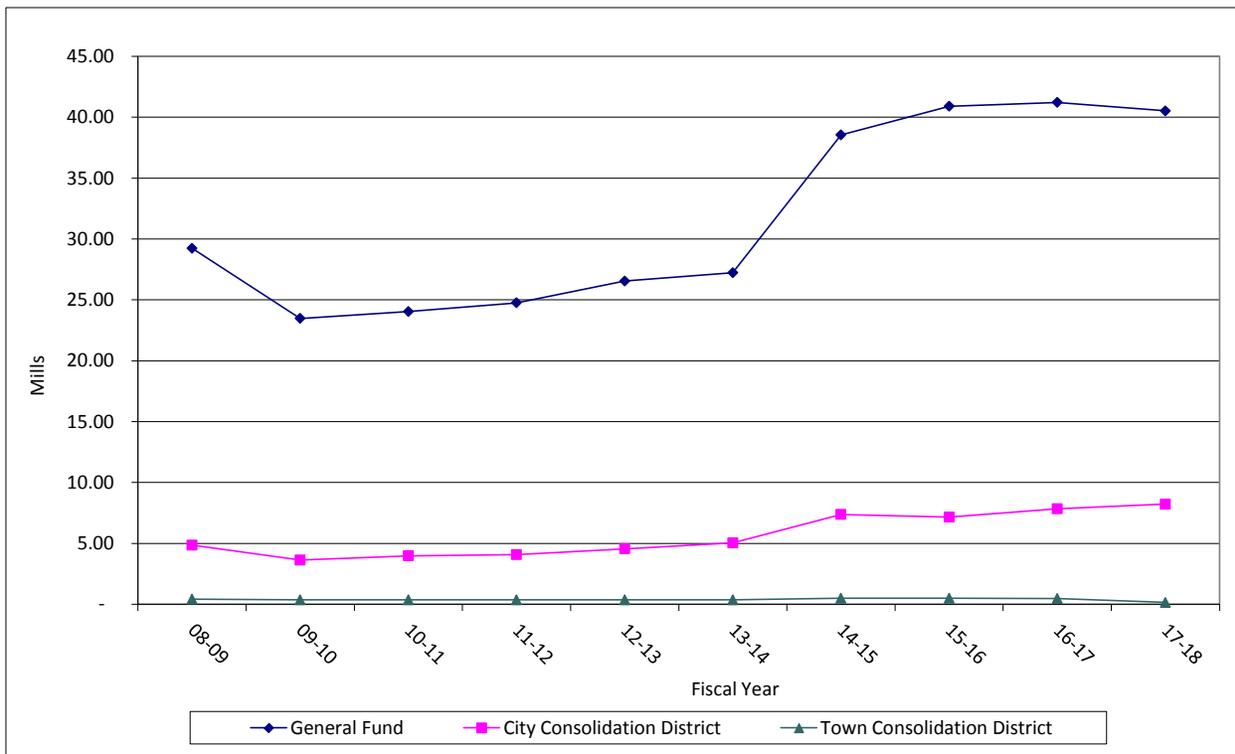
	General Fund	Town Consolidation District	City Consolidation District
Motor Vehicles - July Billing	198,325,062	124,660,112	73,664,950
Motor Vehicles - Estimated January Billing	30,400,000	16,200,000	14,200,000
<i>Less: Exemptions, Credits, Etc.</i>	(6,538,400)	(4,921,660)	(1,616,740)
<i>Grand list, net of exemptions & credits</i>	<u>222,186,662</u>	<u>135,938,452</u>	<u>86,248,210</u>
<i>Estimated Tax Collection Percentage</i>	89.23%	91.68%	85.17%
<i>Collectible Grand List, Motor Vehicles</i>	<u>198,257,159</u>	<u>124,628,373</u>	<u>73,457,600</u>
Mill Rate Cap	37.00	0.00	0.00
Taxes on Motor Vehicles	7,335,515	0	0
Mill Rate	40.52	0.15	8.22
Difference	3.52	0.15	8.22
Tax Loss from Mill Rate Cap	697,865	18,694	603,821
Municipal Revenue Sharing Grant	336,074	62,849	552,565
Net Revenue Difference from Motor Vehicle Tax Cap	361,791	(44,155)	51,256
<p>The Municipal Revenue Sharing Grant is based on the difference between the amount of motor vehicle property levied by Norwich on the October 1, 2013 grand list and the amount such levy would have been if the mill rate on motor vehicles for said assessment year was 37 mills. The MRSG is allocated to the General Fund, TCD, and CCD accordingly.</p>			
GRAND TOTAL - COLLECTIBLE GRAND LIST	1,786,929,166	1,211,884,968	580,074,707
GRAND TOTAL - CURRENT TAX LEVY	71,702,840	156,956	4,160,771

Budget Graphs & Charts

General Fund Expenditures - Ten Year Comparison



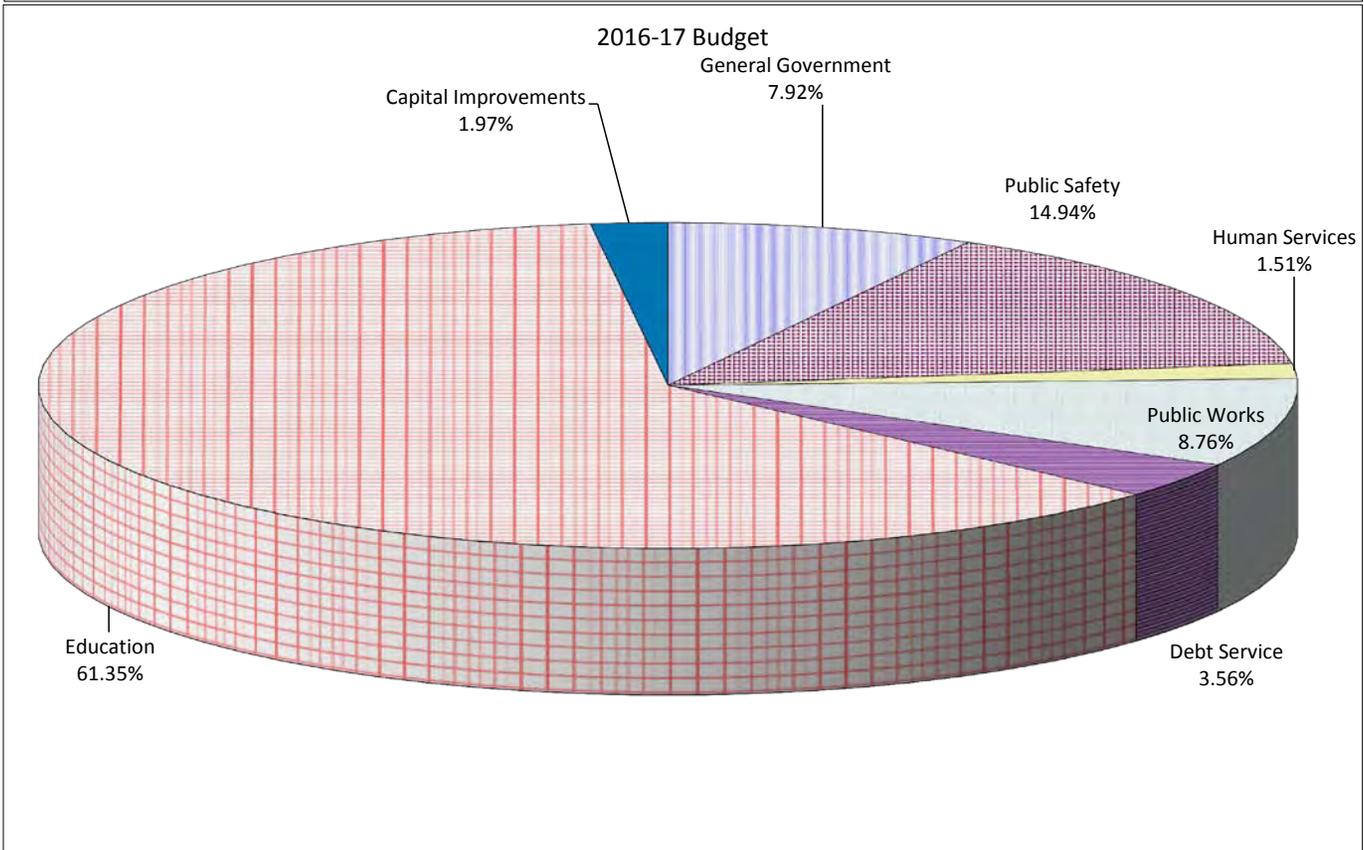
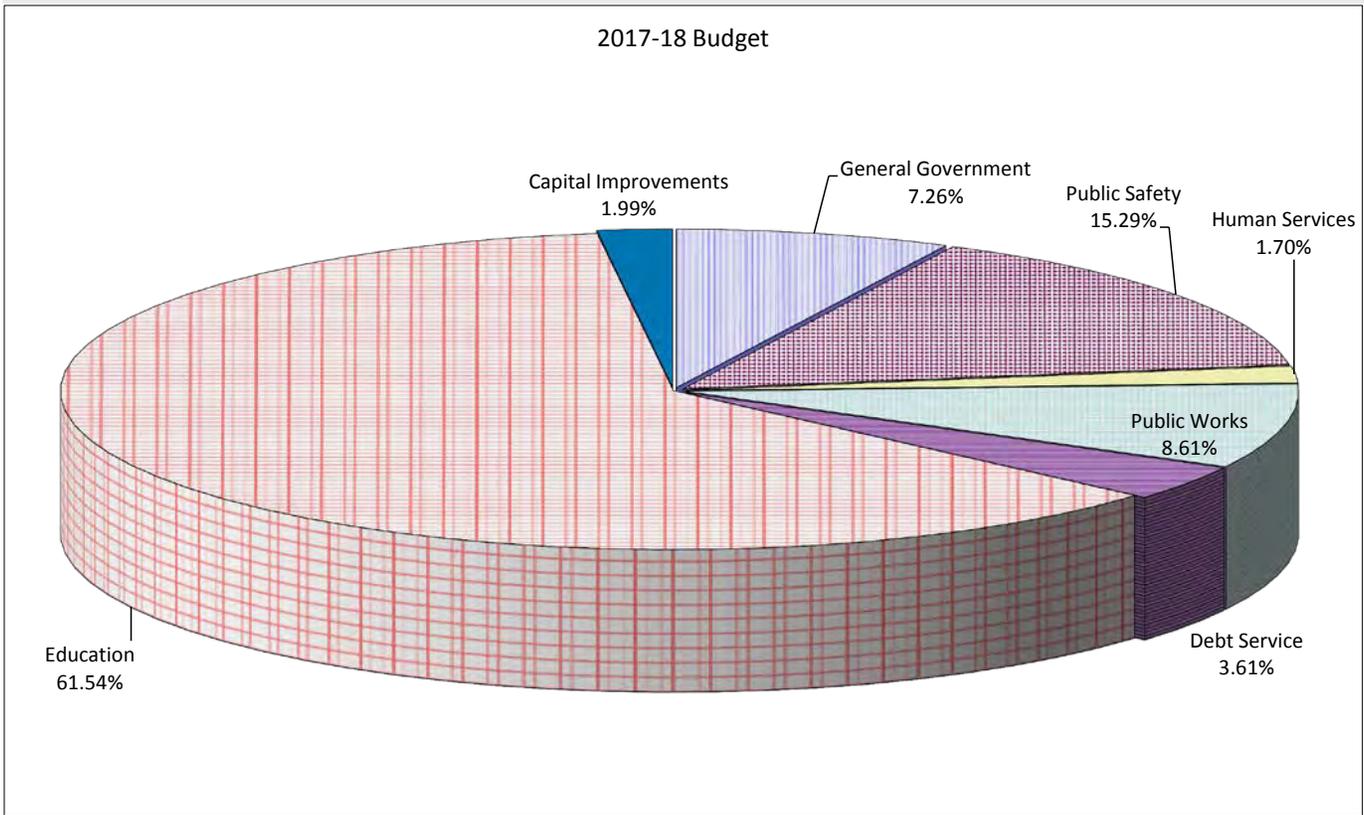
Mill Rates - Ten Year Comparison



In fiscal year 2009-10, the 10/1/2008 grand list revaluation resulted in an increase of \$494,000,000 to \$2,327,000,000 from the 10/1/2007 net grand list value of \$1,833,000,000.

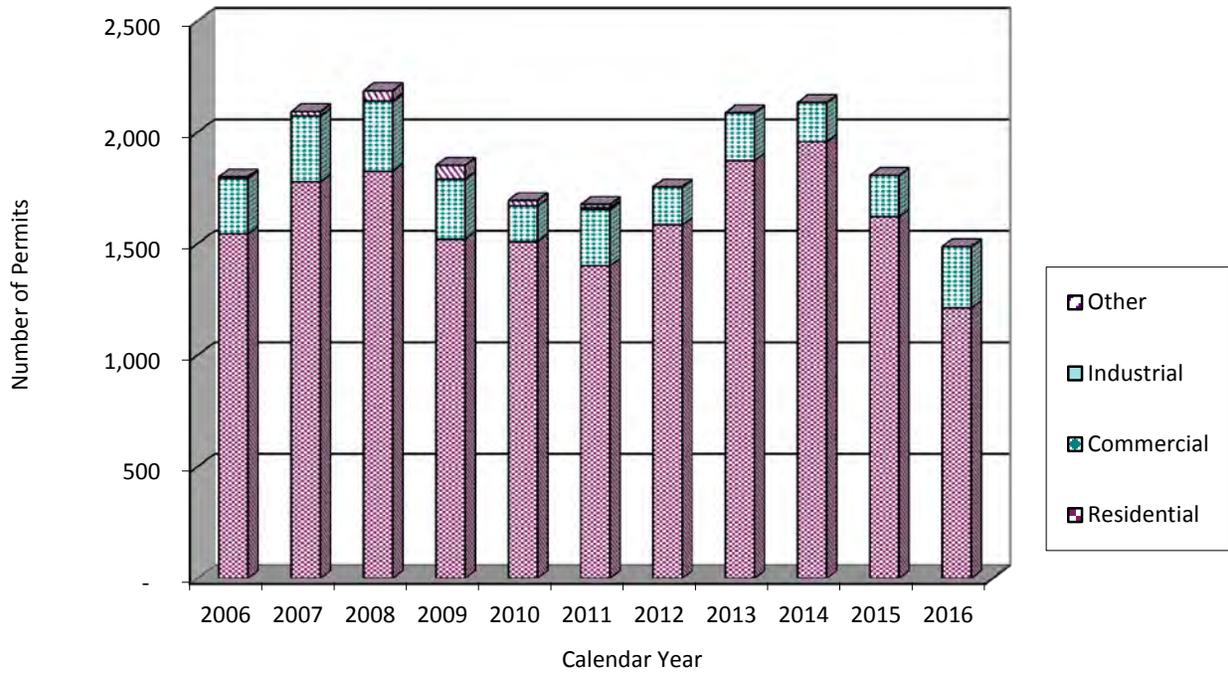
In fiscal year 2014-15, the 10/1/2013 grand list revaluation resulted in a decrease in the net grand list of \$630,000,000 from \$2,408,000,000 to \$1,778,000,000.

General Fund Expenditures - Two-Year Comparison

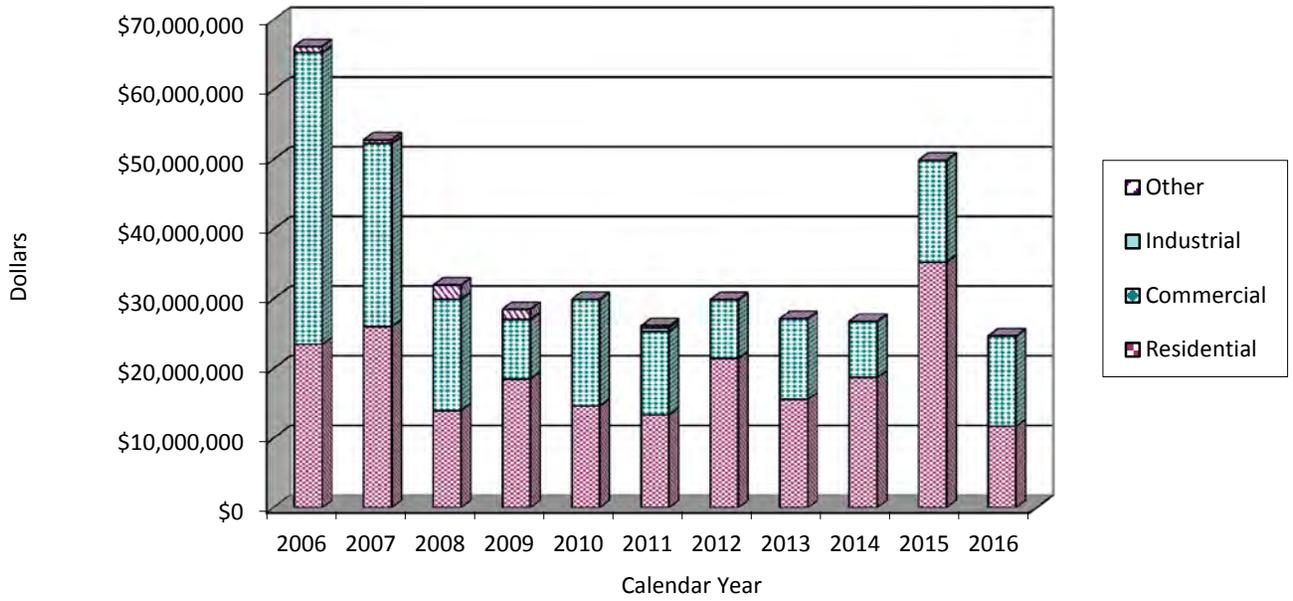


	2017-18 Budget	2016-17 Budget	Dollar Change	Percent Change
General Government	8,991,261	9,741,128	(749,867)	-7.70%
Public Safety	18,931,463	18,365,440	566,023	3.08%
Human Services	2,100,037	1,853,699	246,338	13.29%
Public Works	10,663,131	10,770,199	(107,068)	-0.99%
Debt Service	4,470,107	4,373,019	97,088	2.22%
Education	76,184,300	75,430,000	754,300	1.00%
Capital Improvements	2,459,120	2,422,490	36,630	1.51%
	123,799,419	122,955,975	843,444	0.69%

Building Permits Issued by Category



Value of Building Permits by Category

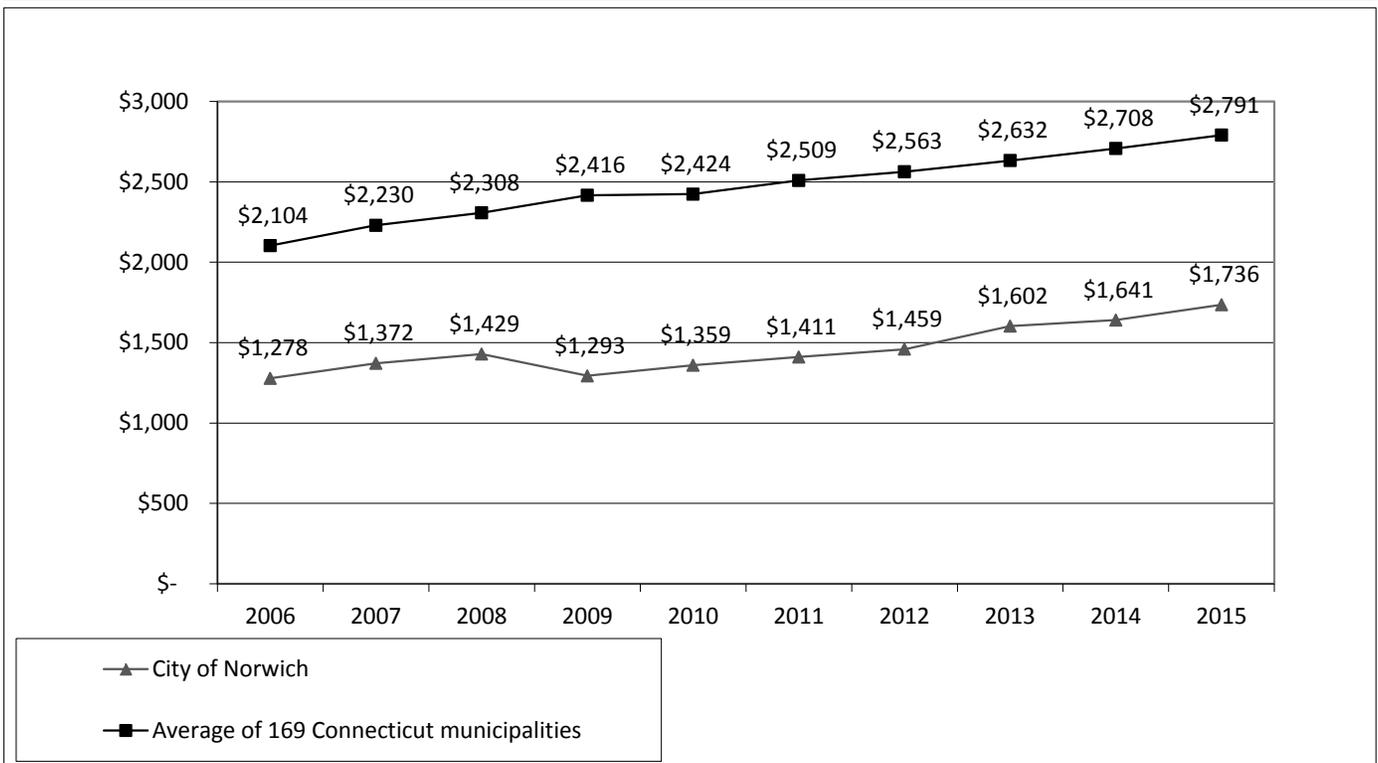


Property Tax on Residential Home in the City Consolidation District with a Market Value of \$134,000



Capital improvements	\$145	Taxes support the improvement and expansion of the city's infrastructure.
Fire	\$828	Taxes provide fire protection for residents.
Education	\$2,581	Taxes fund the Norwich Public School system.
Public Works	\$218	Taxes support maintenance of city roads, buildings, parks and vehicles and refuse and recycling collection.
General Government	\$282	Taxes support the administration of city services.
Debt Service	\$243	Taxes provide for the scheduled debt service payments from the city's long-term borrowings.
Police	\$331	Taxes provide police protection for residents.
TOTAL TAX BILL:	\$4,628	

Property Tax Revenue Per Capita



Source: State of Connecticut Office of Policy & Management's January 2017 Municipal Fiscal Indicators. The last available statistic for the Average of 169 Connecticut municipalities is for fiscal year 2015.

Authorized Full-Time Equivalent Positions

<u>Department</u>	<u>13-14</u>	<u>14-15</u>	<u>15-16</u>	<u>16-17</u>	<u>17-18</u>
General City *					
City Manager	2.0	2.0	2.0	2.0	2.0
Finance	12.0	12.0	12.0	12.0	11.5
Treasurer	3.0	3.0	3.0	3.0	3.0
Assessor	4.0	4.0	4.0	3.0	3.0
Human Resources	4.6	4.6	4.6	4.0	3.0
City Clerk	4.0	4.0	5.0	4.0	4.5
City Council	2.0	2.0	2.0	2.0	2.0
Police	110.8	110.8	110.5	106.8	104.8
Fire	61.0	62.0	61.0	59.0	58.8
Recreation	6.0	5.0	5.0	5.0	5.6
Human Services	5.0	5.0	5.0	3.0	3.0
Senior Citizens Center	7.0	7.6	7.6	7.0	7.0
Youth Service Bureau	2.0	2.0	2.0	2.0	2.0
PW Engineering & Administration	5.0	5.0	5.0	6.0	6.0
PW Fleet Maintenance	7.0	7.0	7.0	7.0	7.0
PW Solid Waste	3.0	3.0	3.0	3.0	0.0
PW Street Maintenance	36.0	37.0	37.0	35.0	34.0
PW Building Maintenance	9.0	9.0	9.0	9.0	9.0
PW Parking Maintenance	1.0	1.0	1.0	1.0	1.0
Election	2.0	2.0	2.0	2.0	2.0
Planning & Neighborhood Services	10.0	10.0	11.0	9.5	9.0
Emergency Management	1.0	1.0	1.0	1.0	0.3
Subtotal - General City	297.4	299.0	299.7	286.3	278.4
Board of Education					
General Fund-funded positions	357.2	388.3	409.7	375.9	387.8
State & Federal grant-funded positions	159.8	159.8	190.1	196.4	276.2
School Lunch (Federal grant)	39.0	39.0	42.3	42.3	50.0
Adult Education (State & Federal grants)	22.3	22.3	22.3	22.3	42.2
Family Resource Ctr (State & Fed grants)	24.5	24.5	24.5	24.5	24.5
Subtotal - Board of Education	602.8	633.9	688.8	661.3	780.7
Norwich Public Utilities	142.0	146.5	149.5	149.5	148.5
GRAND TOTALS	1,042.2	1,079.4	1,138.0	1,097.0	1,207.6

* 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 its workforce by 17% from a high of 335 FTE's in 2001-02.

Board of Education - some of the increase in positions is due to the recognition of FTE's for some part-time workers that had been left off of the counts in previous years, such as: the afterschool program, Adult Education teachers, and some Family Resource Center employees. There has been an increase in staffing due to the Alliance District and Network School programs. The FTE's for 2017-18 are subject to change based on the level of funding of the BOE's other grants and guidance from the State for what purposes those grants may be expended.

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	7/1/2014	6/30/2017
International Association of Fire Fighters, Local 892	City Firefighters	56.00	7/1/2016	6/30/2019
Council 4 AFSCME, Local 2422	City Non-supervisory administrative employees	47.00	7/1/2015	6/30/2018
United Public Service Employees Union, Connecticut Organization for Public Safety Division	City Police Officers	89.80	7/1/2013	6/30/2016
United Public Service Employees Union, Connecticut Organization for Public Safety Division	City Public Works Employees	47.00	7/1/2014	6/30/2017
Public Works Supervisors, American Federation of State, County & Municipal Employees (AFSCME), Local 818, Council 4	City Public Works Supervisors	4.00	7/1/2016	6/30/2019
Municipal Employees Union "Independent" (MEUI) Supervisors	City Supervisory administrative employees	9.60	7/1/2016	6/30/2019
Norwich School Administrators Association	NPS Administrators	21.00	7/1/2015	6/30/2018
MEUI Local 506, SEIU, AFL-CIO	NPS Custodians	27.00	7/1/2016	6/30/2017
MEUI Local 506, SEIU, AFL-CIO	NPS Paraeducators	135.50	7/1/2012	6/30/2017
New England Health Care Employees Union District 1199, SEIU, AFL-CIO	NPS School Nurses	15.25	7/1/2016	6/30/2017
Norwich Educational Administrative Assistants, AFSCME Local 1303-190, Council 4	NPS Administrative Assistants	25.60	7/1/2015	6/30/2018
Norwich Teachers League	NPS Teachers	276.50	7/1/2015	6/30/2018
Supervisory Employees Association, Inc. AFSCME Local 818, Council 4	NPU Supervisory and Professional Employees	47.00	7/1/2015	6/30/2018
International Brotherhood of Electrical Workers Local 457, Norwich Unit	NPU Technical and clerical workers	94.50	7/1/2015	6/30/2018
United Steelworkers of America AFL-CIO-CLC Local No. 9411-02	NPU Water distribution employees	6.00	7/1/2016	6/30/2018

Non-Bargaining Employees

General Government	16.00
Department of Public Utilities	1.00
Board of Education	279.80
	<u>296.80</u>

Consolidated Debt Schedule

Description	Issue Date	Interest Rates	Original Debt	Outstanding at 7/1/2017	Principal	Interest	FY 2018 Debt Service	
Supported by General Fund								
<u>Bonds</u>								
Qualified Zone Academy Bond-Kelly Renovations	12/30/2008	0.00%	2,940,000	980,000	245,000	-	245,000	
Series A, Capital Project Bonds (Road Improvements, Flyers Drive Sewer Extensions, Fire equipment, Kelly MS Renovations, etc.)	12/17/2009	3.0 - 4.0%	11,410,000	1,800,000	600,000	45,000	645,000	
Series A, Capital Project (Road Improvements, Sewer Extensions, Kelly MS Renovations, etc.)	12/13/2011	2.0 - 4.0%	9,680,000	7,680,000	500,000	204,881	704,881	
Refunding Bonds	2/15/2012	2.00%	2,725,000	1,270,000	270,000	25,400	295,400	
Series A, Capital Project Bonds (Infrastructure, Sewer Extensions, Gas Line Extensions, etc.)	2/12/2014	3.0 - 5.0%	12,365,000	10,405,000	650,000	413,219	1,063,219	
Series B, 2004 & 2005 Refunding Bonds	2/12/2014	3.0 - 5.0%	5,780,000	2,085,000	835,000	65,625	900,625	
Series A, Tax-Exempt	3/3/2015	3.0 - 4.0%	5,600,000	5,000,000	350,000	167,500	517,500	
Series B, Taxable	3/3/2015	2.0 - 3.0%	1,140,000	910,000	115,000	20,585	135,585	
Series A, Tax-Exempt	3/1/2016	2.00 - 2.55%	6,300,000	5,935,000	365,000	138,588	503,588	
Series B, Taxable	3/1/2016	2.00 - 3.00%	2,500,000	2,250,000	250,000	45,125	295,125	
Series C, Partial Refunding of 2009 Series A	10/12/2016	1.75 - 4.00%	2,925,000	2,925,000	-	104,438	104,438	
Series A, Tax-Exempt	3/10/2017	3.00 - 4.00%	4,450,000	4,450,000	225,000	137,375	362,375	
Series A, Partial Refunding of 2009 Series A	3/10/2017	3.00 - 4.00%	2,825,000	2,825,000	-	95,765	95,765	
Series B, Taxable	3/10/2017	1.00 - 3.90%	1,000,000	1,000,000	50,000	27,035	77,035	
Less: General Obligation debt for NPU and NGCA operations				Sum (A) =	(17,333,322)	(1,098,903)	(560,048)	(1,658,951)
				Subtotal-Bonds	32,181,678	3,356,097	930,487	4,286,584
<u>Capital Leases</u>								
2009 Pierce Arrow XT 100' Platform Truck	11/2/2009	4.74%	874,288	305,946	97,297	14,502	111,799	
2013 Ferrara Ignitor XD 1,500 GPM Pumper	2/25/2013	2.37%	573,992	356,956	56,064	8,460	64,524	
Fingerprinting system capital lease	2/28/2013	0.00%	43,200	12,000	7,200	-	7,200	
				Subtotal-Capital Leases	674,902	160,561	22,962	183,523
Subtotal - General Fund Debt					32,856,579	3,516,658	953,449	4,470,107
Supported by Norwich Public Utilities								
<u>Bonds & Notes</u>								
CT CWF Notes 298-C	6/30/2000	2.00%	1,507,962	150,796	75,398	2,325	77,723	
CT CWF Notes 9714-C	12/31/2002	2.77%	1,898,651	516,459	109,277	12,925	122,202	
CT CWF Notes 349-C	12/31/2002	2.00%	880,594	227,729	48,852	4,108	52,960	
CT CWF Notes 200801-C	6/30/2009	2.27%	450,000	268,125	22,500	5,852	28,352	
Drinking Water State Revolving Fund 2010-8005	3/31/2010	2.06%	144,728	90,455	7,236	1,795	9,031	
Drinking Water State Revolving Fund 2010-8006	3/31/2010	2.06%	326,250	212,061	16,313	4,214	20,527	
Clean Water Fund WWTP 625-D	12/31/2012	2.00%	1,864,518	1,410,407	84,700	27,435	112,135	
CT CWF Notes 495-C	6/1/2013	2.00%	5,747,554	4,454,972	258,931	86,734	345,665	
DWSRF 2011-7005	4/30/2014	2.00%	160,285	132,849	8,664	2,578	11,242	
DWSRF 2011-7006	4/30/2014	2.00%	147,989	121,954	8,222	2,364	10,586	
Clean Water Fund WWTP 625-D-1	5/31/2015	2.00%	2,510,422	2,126,863	127,726	41,371	169,097	
DWSRF 2014-7027	6/30/2015	2.00%	505,762	442,542	25,288	8,619	33,907	
DWSRF 2014-7036	5/31/2016	2.27%	4,051,579	3,730,829	202,579	72,760	275,339	
DWSRF 2015-7037	10/31/2016	2.00%	1,528,016	1,464,348	84,890	28,509	113,399	
Stony Brook Reservoir	2/1/1996	4.50 - 5.00%	750,000	32,154	10,852	1,018	11,870	
Sludge Handling	7/1/2004	3.60%	510,000	120,668	41,551	3,046	44,597	
Gas Line Extensions (2010)	12/13/2011	2.00 - 4.00%	1,000,000	800,000	55,000	21,369	76,369	
Gas Line Extensions (2010)	2/12/2014	3.00 - 5.00%	2,000,000	1,700,000	100,000	66,766	166,766	
Gas Line Extensions (2012)	2/12/2014	3.00 - 5.00%	5,780,000	4,905,500	291,500	194,622	486,122	
Gas Line Extensions (2012)	3/3/2015	3.0 - 4.0%	2,220,000	2,000,000	110,000	66,625	176,625	
Gas Line Extensions (2014)	3/3/2015	3.0 - 4.0%	1,000,000	900,000	50,000	30,000	80,000	
Gas Line Extensions (2014)	3/1/2016	2.00 - 2.55%	2,750,000	2,610,000	140,000	62,038	202,038	
Gas Line Extensions (2014) Taxable	3/1/2016	2.00 - 3.00%	1,250,000	1,125,000	125,000	22,563	147,563	
Gas Line Extensions (2014)	3/10/2017	3.00 - 4.00%	2,000,000	2,000,000	100,000	61,741	161,741	
Gas Line Extensions (2014) Taxable	3/10/2017	1.00 - 3.90%	1,000,000	1,000,000	50,000	27,035	77,035	
				Subtotal-Bonds & Notes	32,543,711	2,154,479	858,412	3,012,891
<u>Capital Leases & Other Debt</u>								
Municipal Area Network	12/19/2007	4.00%	2,300,000	116,304	116,304	1,224	117,528	
Cisco-DeLage Landen Public Finance LLC	4/8/2015	3.72%	239,618	80,083	80,083	797	80,880	
Other						50,424	50,424	
				Subtotal-Capital Leases & Other Debt	196,387	196,387	52,445	248,832
Subtotal - Norwich Public Utilities Debt					32,740,098	2,350,866	910,857	3,261,723
Supported by Norwich Golf Course Authority								
Norwich Golf Course Authority	12/17/2009	3.0 - 4.0%	265,000	140,000	25,000	3,225	28,225	
GRAND TOTAL					65,736,677	5,892,524	1,867,531	7,760,055

Summary of All Funds Subject to Appropriation

	FYE 2016 - Actual				FYE 2017 - Projected				FYE 2018 - Budgeted			
	General	SRF	NPU	Total	General	SRF	NPU	Total	General	SRF	NPU	Total
Revenues												
General Property taxes	76,878,502	5,017,628	-	81,896,130	74,930,000	4,787,849	-	79,717,849	74,624,840	4,556,727	-	79,181,567
Licenses and permits	661,288	-	-	661,288	530,000	-	-	530,000	569,000	-	-	569,000
Fines & penalties	6,257	-	-	6,257	59,000	-	-	59,000	23,700	-	-	23,700
Investment income	135,247	3,958	5,874	145,079	285,467	9,200	2,900	297,567	364,000	10,000	2,952	376,952
Revenue from other city operations	6,606,739	2,907,234	-	9,513,973	7,952,043	2,399,876	-	10,351,919	7,561,251	2,399,876	-	9,961,127
Charges for current service	900,260	-	91,074,000	91,974,260	910,118	-	97,663,776	98,573,894	826,707	-	98,903,731	99,730,438
Other revenues	567,668	-	-	567,668	480,000	-	-	480,000	408,828	-	-	408,828
State grants in aid - General	5,661,858	-	-	5,661,858	6,428,363	552,565	-	6,980,928	6,840,106	615,414	-	7,455,520
Federal grants in aid - General	252,470	-	-	252,470	287,174	-	-	287,174	103,970	-	-	103,970
State grants in aid - Education	33,046,772	-	-	33,046,772	32,122,795	-	-	32,122,795	32,379,018	-	-	32,379,018
Other revenue - Education	40,520	-	-	40,520	110,000	-	-	110,000	98,000	-	-	98,000
Total revenue	124,757,581	7,928,820	91,079,874	223,766,275	124,094,960	7,749,490	97,666,676	229,511,126	123,799,419	7,582,017	98,906,683	230,288,119
Expenditures/expenses												
City Manager	290,656	-	-	290,656	363,619	-	-	363,619	379,102	-	-	379,102
Finance	1,585,374	-	-	1,585,374	1,555,345	-	-	1,555,345	1,624,111	-	-	1,624,111
City Treasurer	240,693	-	-	240,693	249,551	-	-	249,551	265,446	-	-	265,446
Assessor	451,737	-	-	451,737	860,662	-	-	860,662	430,071	-	-	430,071
Human Resources	546,627	-	-	546,627	531,943	-	-	531,943	475,698	-	-	475,698
Law	464,212	-	-	464,212	396,000	-	-	396,000	511,000	-	-	511,000
City Clerk	442,141	-	-	442,141	427,835	-	-	427,835	490,478	-	-	490,478
City Council	375,823	-	-	375,823	349,669	-	-	349,669	322,439	-	-	322,439
Police	15,151,437	-	-	15,151,437	15,772,394	-	-	15,772,394	16,212,394	-	-	16,212,394
Fire - Central	2,016,919	-	-	2,016,919	2,096,935	-	-	2,096,935	2,027,756	-	-	2,027,756
Fire - East Great Plain	125,107	-	-	125,107	129,867	-	-	129,867	138,693	-	-	138,693
Fire - Laurel Hill	66,806	-	-	66,806	67,660	-	-	67,660	70,812	-	-	70,812
Fire - Occum	68,196	-	-	68,196	68,742	-	-	68,742	76,041	-	-	76,041
Fire - Taftville	163,673	-	-	163,673	160,214	-	-	160,214	157,397	-	-	157,397
Fire - Yantic	164,153	-	-	164,153	167,210	-	-	167,210	161,683	-	-	161,683
Human Services	2,046,638	-	-	2,046,638	1,847,561	-	-	1,847,561	2,100,037	-	-	2,100,037
Public Works	10,378,000	-	-	10,378,000	10,690,793	-	-	10,690,793	10,663,131	-	-	10,663,131
Election	138,288	-	-	138,288	151,615	-	-	151,615	145,779	-	-	145,779
Planning & Neighborhood Services	1,137,858	-	-	1,137,858	1,048,459	-	-	1,048,459	1,026,438	-	-	1,026,438
Education	74,000,000	-	-	74,000,000	75,430,000	-	-	75,430,000	76,184,300	-	-	76,184,300
Debt Service	4,542,192	-	667,000	5,209,192	4,373,019	-	1,158,535	5,531,554	4,470,107	-	910,856	5,380,963
Miscellaneous	5,862,925	-	-	5,862,925	6,062,283	-	-	6,062,283	5,779,819	-	-	5,779,819
Emergency Management	85,263	-	-	85,263	88,581	-	-	88,581	86,687	-	-	86,687
City Consolidation District	-	7,224,155	-	7,224,155	-	7,424,487	-	7,424,487	-	7,657,212	-	7,657,212
Town Consolidation District	-	573,907	-	573,907	-	588,806	-	588,806	-	581,805	-	581,805
Gas, Water, Electric & Sewer	-	-	81,175,000	81,175,000	-	-	84,065,523	84,065,523	-	-	85,493,812	85,493,812
Total expenditures/expenses	120,344,718	7,798,062	81,842,000	209,984,780	122,889,957	8,013,293	85,224,058	216,127,308	123,799,419	8,239,017	86,404,668	218,443,104
Other financing uses/ (sources)	-	-	7,467,000	7,467,000	-	-	8,670,845	8,670,845	-	-	8,489,095	8,489,095
Capital contributions	-	-	(3,471,000)	-	-	-	-	-	-	-	-	-
Total resources used	120,344,718	7,798,062	85,838,000	217,451,780	122,889,957	8,013,293	93,894,903	224,798,153	123,799,419	8,239,017	94,893,763	226,932,199
Fund balances carried forward	10,387,463	1,480,464	95,171,000	107,038,927	14,800,326	1,611,222	100,412,874	116,824,422	16,005,329	1,347,419	104,184,647	121,537,395
Increase/ (Decrease) in Fund Balance	4,412,863	130,758	5,241,874	6,314,495	1,205,003	(263,803)	3,771,773	4,712,973	-	(657,000)	4,012,920	3,355,920
Percent Change	42.48%	8.83%	5.51%	5.90%	8.14%	-16.37%	3.76%	4.03%	0.00%	-48.76%	3.85%	2.76%
Fund balance/net assets to carry forward	14,800,326	1,611,222	100,412,874	113,353,422	16,005,329	1,347,419	104,184,647	121,537,395	16,005,329	690,419	108,197,567	124,893,315
GF Fund Balance as a % of Expenditures	12.30%				13.02%				12.93%			

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 Unrestricted Fund Balance in 2015-16 was primarily due to additional collections of commercial personal property taxes resulting from audits.

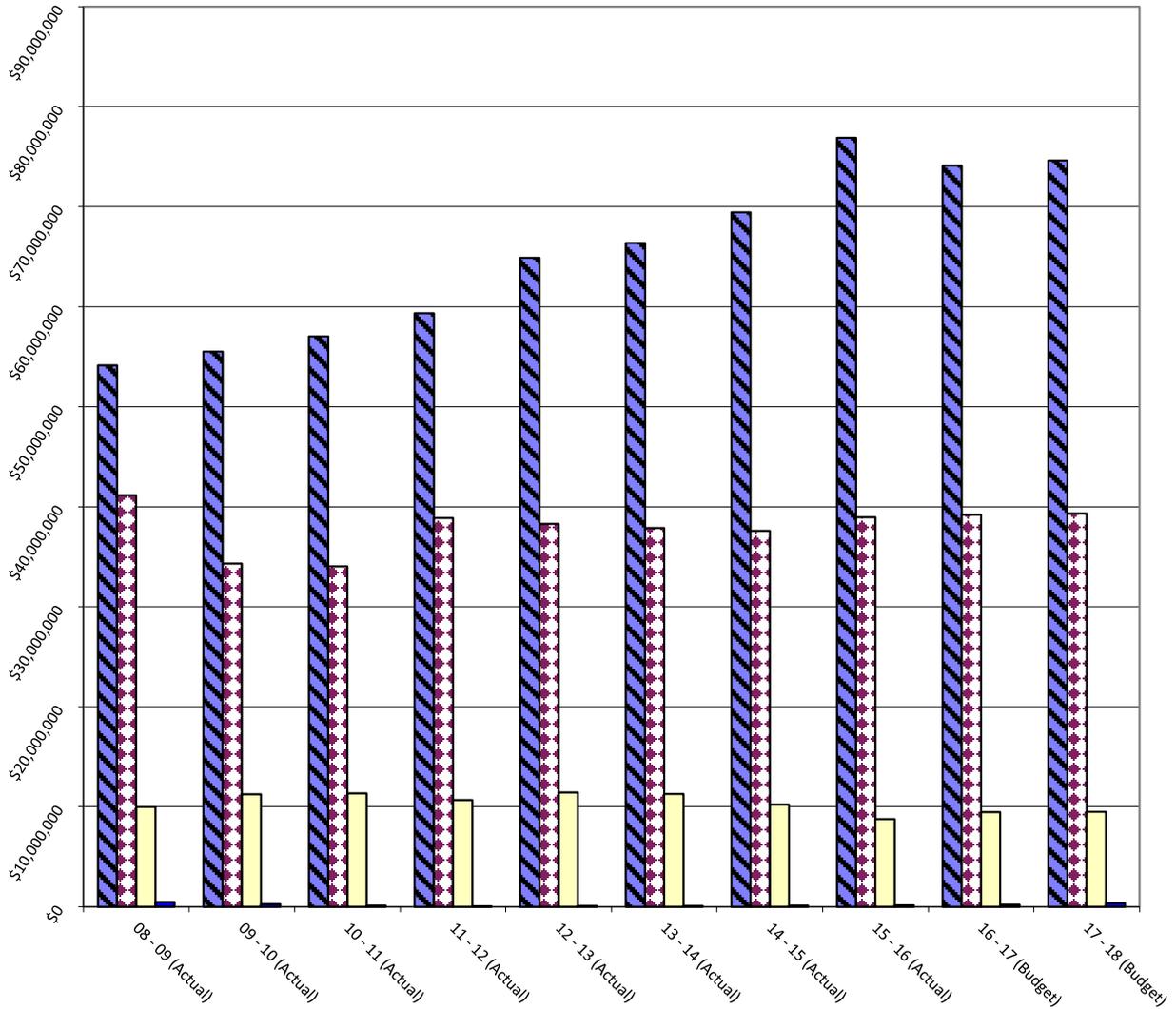
General Fund

Summary of Revenues & Expenditures

	General City	Debt Service	Capital Improvements	Education	Total General Fund
EXPENDITURES					
Total by category	40,685,892	4,470,107	2,459,120	76,184,300	123,799,419
TOTALS	40,685,892	4,470,107	2,459,120	76,184,300	123,799,419
REVENUES					
General Revenues	26,605,077	350,000	0	32,477,018	59,432,095
Taxes to be levied - General Fund	14,080,816	4,120,107	2,459,120	43,707,282	64,367,325
TOTALS	40,685,892	4,470,107	2,459,120	76,184,300	123,799,419

General Fund Revenue Sources

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



Revenue Descriptions

Ø Note on method of calculating revenue estimates: all revenue items which have a “Ø” were estimated using the average actual revenues from of the last five years.

General Property Taxes

70201 Current Real Estate and Personal Property Levy

The current levy for 2017-18 is based on all taxable property in the City as of 10/1/2016, 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 not budget unrealistic property tax revenues. Current taxes are due July 1 and January 1.

Starting in fiscal year 2016-17, motor vehicle taxes are levied with a maximum mill rate of 37 mills. Because of this, all motor vehicle taxes after FY2015-16 are budgeted for in account 70208.

General Fund Current Levy Collections			
Fiscal Year	Total Tax Levy	Current Collected	Tax Collection %
2006-07	\$ 49,972,990	\$ 48,323,538	96.7%
2007-08	\$ 51,980,360	\$ 50,213,269	96.6%
2008-09	\$ 54,308,632	\$ 52,081,267	95.9%
2009-10	\$ 55,162,306	\$ 53,056,137	96.2%
2010-11	\$ 57,006,148	\$ 54,816,062	96.2%
2011-12	\$ 59,109,668	\$ 57,141,194	96.7%
2012-13	\$ 64,617,976	\$ 62,401,066	96.6%
2013-14	\$ 65,920,369	\$ 63,720,850	96.7%
2014-15	\$ 69,333,132	\$ 66,666,856	96.2%
2015-16	\$ 74,375,047	\$ 72,017,229	96.8%

70202 Prior Year Levies

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

General Fund Delinquent Tax Collections			
Fiscal Year	Amount Collectible	Total Collected	% Collected
2006-07	\$ 2,862,229	\$ 759,797	26.5%
2007-08	\$ 3,111,798	\$ 1,346,209	43.3%
2008-09	\$ 3,277,753	\$ 1,159,611	35.4%
2009-10	\$ 3,449,280	\$ 1,439,119	41.7%
2010-11	\$ 3,585,669	\$ 1,372,712	38.3%
2011-12	\$ 4,280,884	\$ 1,378,331	32.2%
2012-13	\$ 4,080,485	\$ 1,559,613	38.2%
2013-14	\$ 4,261,556	\$ 1,697,134	39.8%
2014-15	\$ 3,615,816	\$ 1,822,080	50.4%
2015-16	\$ 4,179,620	\$ 3,770,697	90.2%

70203 Interest and Lien Fees

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.

70208 Motor Vehicle Taxes

Prior to fiscal year 2016-17, this account was used to account solely for the revenues from 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.

Starting in fiscal year 2016-17, this account is used to account for *all* current levies of motor vehicle property taxes as they will be subject to a different mill rate than Real Estate and Personal Property.

Hospital Real Property Taxes

The Governor's proposed FY2017-19 budget would have eliminated the Colleges & Hospitals PILOT, but enabled municipalities to levy taxes on hospitals' real property.

Licenses & Permits

70213 Miscellaneous Permits & Fees ∅

Includes a broad range of user fees, 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 fees, police issued permits, and miscellaneous fees. Most of the revenue is derived from building permits. On June 1, 2009 the Norwich City Council adopted Ordinance 1616 which increased building and demolition permit fees and Ordinance 1617 which created some fees for services performed by the Building Division of the Planning & Neighborhood Services Department.

Fines & Penalties

70218 Traffic Violations ∅

Includes police department fines for traffic violations.

77064 Blight & Zoning Citations ∅

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

Investment Income

70223 Interest on Investments

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.

70224 Interest Cemetery Trust Fund

Income derived 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.

Revenue from Other City Operations

70209 Prior Refuse Charges

Collections of delinquent refuse charges, interest and lien fees. Before fiscal year 2009-10, the City billed for refuse collection outside of the general property taxes. Ordinance 1613 adopted on April 20, 2009 made refuse service part of the general property taxes starting in July 2009.

70226 Police Outside Services 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.

70227 Senior Citizens Center Ø

Includes contributions for van fees.

70228 NPU 10%

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 of the Norwich Public Utilities (NPU) as reported in its June 30, 2016 annual financial statements. This calculation excludes sewer revenues. A portion of these revenues has been allocated to the City Consolidation District (CCD).

70229 NPU City Service

Covers proportionate cost of City personnel for administrative services provided by the City to the NPU. Starting in fiscal year 2016-17, this account also includes charges for custodial services provided by Public Works to NPU.

70230 NPU Debt Service

This offsets debt payments for Stonybrook Reservoir, sludge handling facility, and gas line extension projects from NPU. The City began using a debt service fund to account for the debt service reimbursements and payments in fiscal year 2015-16.

70232 Landfill Revenues

Includes revenues from fees at the Rogers Road Transfer Station for garbage, bulky waste, tires and freon units as well as sale of recyclable material. Ordinance 1613 increased the fee structure starting on July 1, 2009 for garbage and bulky waste.

Starting in fiscal year 2017-18, most of these revenues will no longer be collected by the City as the City intends to discontinue the operation of the transfer station.

70239 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.

70241 NGCA Debt Service

Represents reimbursement by the Norwich Golf Course Authority for the debt service on \$265,000 of the December 2009 General Obligation bonds issued for NGCA course improvements and equipment. Starting in fiscal year 2015-16, the City will use a debt service fund to account for the debt service reimbursements and payments.

76040 Direct Hauler Fees Ø

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

76041 Backyard Rollout Fees Ø

Annual fees for refuse and recycling customers for picking up their containers anywhere other than curbside.

Charges for Current Service

70234 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 economy has an influence on the volume of documents submitted for recording as it impacts the number of real estate sales or the refinancing of property in return for a lower mortgage rate. Over the years, these numbers have varied and have been impacted by economic conditions. The City receives \$13 for the first page of every document and \$5 for each page thereafter. Other City Clerk fees include notary, death, and birth certificates.

70235 Land Record Capital Improvement Fees Ø

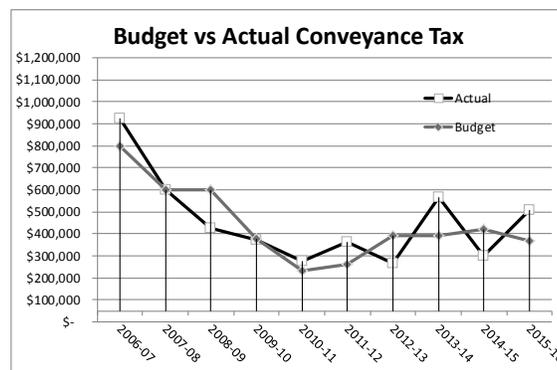
PA 05-228 established an additional \$30 fee per land recording. \$26 of this fee is remitted to the State of Connecticut's "Land protection, affordable housing and historic preservation fund." \$1 of this fee is designated for use by the local city or town clerk. \$3 of this fee is deposited into the municipality's general revenue and used for local capital improvement projects as defined by Connecticut General Statutes ("CGS") §7-536.

70236 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 June to June. The estimated revenue is based on our estimate of inflation from June 2016 to June 2017.

70238 Conveyance Tax Ø

The City collects, as revenue, \$5.00 for each \$1,000 of taxable value. The City also collects an additional tax at the rate of \$5.00 for each \$1,000 of the purchase price and remits this tax to the State of Connecticut.



Other Revenues

70243 Miscellaneous Unclassified

Various revenues, including: Recreation Department league fees, Mohegan Park fees, police report fees, cell phone tower rentals, cemetery care receipts, purchase card rebates, solar panel licensing fees, and other revenues.

70246 City Property Ø

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

State Grants in Aid – General

As of the date of this printing, the State of Connecticut has not yet adopted a budget for the upcoming biennium. The Governor's budget proposed several radical changes which affect both the revenue and expenditure sides of the City's budget; the net effect of which would significantly increase funding for Norwich. The State House and Senate Republicans' budget proposal is nearly as favorable for Norwich as the Governor's budget. The Appropriations Committee's proposal would provide less revenue than is estimated in this adopted City of Norwich budget. Please see the Budget Message for more information on the assumptions used for the major General and Education State Grants in Aid.

70247 Payments In Lieu of Taxes (PILOT)

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

- State-owned property PILOT is a 45% reimbursement of the tax loss from property tax exemptions based on the current grand list.
- Privately-owned colleges and hospitals PILOT is a 77% reimbursement of the tax loss from property tax exemptions based on the current grand list.
- Manufacturing facilities in distressed municipalities PILOT is a reimbursement of the tax loss from property tax exemptions pursuant to §§ 12-81 (59)-(60).
- 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.

70249 Building Maintenance

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.

70250 City Housing

Reimbursement for City housing PILOT money. Revenue is based on the contract with the Housing Authority. Prior to 2015-16, these grants were split between the General Fund and CCD Fund according to the location of the properties.

70254 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. Prior to 2015-16, this grant was allocated to the CCD according to the CCD taxes that would be collected on tax exempt real property if it were owned by a taxable entity with the remainder of the grant going to the General Fund.

70257 Elderly Tax Credit Reimbursement

Includes the Homeowners' – Elderly/Disabled Tax Relief Program and the Elderly/Disabled Freeze Tax Relief Program. Prior to 2015-16, these grants were split between the General Fund and CCD Fund according to the location of the homes.

70259 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.

70266 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.

73221 Public Safety Answering Point Subsidy (PSAP)

Funding from the State of Connecticut pursuant to the regulations issued by Commissioner of Emergency Services and Public Protection to subsidize municipalities' costs for serving as a public safety answering point.

73420 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.

73500 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	336,074	62,849	552,565
MRSA Select PILOT	259,862	0	0
MRSA Sales Tax Sharing	1,362,971	0	0
Littering Fines	20,000	0	0
	1,978,907	62,849	552,565

Federal Grants in Aid - General

70268 Emergency Management Performance Grant (EMPG)

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.

74210 COPS Hiring Program

Federal Department of Justice which are used to defray the cost of hiring new police officers.

State Grants in Aid - Board of Education

70276 Health Services

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

70280 School Transportation

Statutory grant reimbursements by the State of Connecticut for public and non-public school pupil transportation. The Public School Pupil Transportation Grant is administered pursuant to CGS §§10-54, 10-66ee, 10-97, 10-158a, 10-

266m, 10-273a and 10-277. The Non-public School Pupil Transportation Grant is administered pursuant to CGS §§10-266m, 10-277 and 10-281. This grant was eliminated in FY 2016-17.

70284 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.

70296 Excess Cost Grant

Includes the State of Connecticut "Special Education: Excess Costs-Student Based" grant and the "Special Education: Excess Costs-Equity" grant. The Student Based grant as administered pursuant to CGS §§ 10-76d, 10-76g and 10-253 provides for reimbursement of costs in excess of 4.5 times the City's average cost per pupil for the prior year. The Equity grant as administered pursuant to CGS 10-76g(c) provides for additional funding when the City's special education expenditures for the previous year are higher than the state-wide average spending for regular programs. This grant is determined by its eligible excess costs multiplied by its ECS base aid ratio.

Starting in fiscal year 2015-16, the City budgets for all of these funds as a direct credit to the BOE expenditure line item.

Other Revenue - Board of Education

70291 School Tuition Ø

Tuition received from outlying towns by the Board of Education.

General Fund Revenues		2014-15 Actual	2015-16 Actual	2016-17 Budget	2016-17 Projected	2017-18 Proposed	2017-18 Adopted
General Property Taxes							
70201	Current Levy - Real Estate and Personal	65,942,623	71,178,741	64,141,904	65,000,000	62,815,044	64,367,325
70202	Prior Year Levies	1,822,080	3,770,697	1,800,000	1,830,000	1,709,000	1,934,000
70203	Interest and Lien Fees	891,278	1,048,068	929,000	960,000	988,000	988,000
70208	Motor Vehicle Taxes	793,408	880,996	7,240,274	7,140,000	6,344,229	7,335,515
	Hospital Real Property Taxes	0	0	0	0	3,846,382	0
	Totals	69,449,389	76,878,502	74,111,178	74,930,000	75,702,655	74,624,840
Licenses & Permits							
70213	Misc. Permits & Fees	438,838	661,288	504,000	530,000	512,000	569,000
	Totals	438,838	661,288	504,000	530,000	512,000	569,000
Fines & Penalties							
70218	Traffic Violations	10,479	3,981	6,000	6,000	6,000	6,700
77064	Blight Citations	13,540	2,276	7,000	53,000	12,000	17,000
	Totals	24,019	6,257	13,000	59,000	18,000	23,700
Investment Income							
70223	Interest on Investments	43,186	74,732	140,000	225,000	240,000	300,000
70224	Interest Cemetery Trust	61,529	60,515	58,823	60,467	62,111	64,000
	Totals	104,715	135,247	198,823	285,467	302,111	364,000
Revenue from Other City Operations							
70209	Prior Refuse Charges	11,236	9,699	2,000	48,000	10,000	15,000
70226	Police Outside Services	146,262	188,984	135,000	200,000	134,000	154,000
70227	Senior Citizens Center	4,736	6,389	6,000	7,200	10,000	11,000
70228	NPU 10%	6,250,494	4,897,130	6,270,969	6,270,969	6,089,219	6,089,219
70229	NPU City Service	93,963	95,277	132,241	132,241	135,032	135,032
70230	NPU Debt Service	817,081	0	0	0	0	0
70232	Landfill Revenues	152,147	168,501	142,000	145,000	5,000	5,000
70239	Sewer Assessments	381,844	435,045	280,000	460,000	280,000	350,000
70241	NGCA Debt Service	30,475	0	0	0	0	0
76040	Direct Hauler Fees	768,165	795,567	768,000	680,000	768,000	793,000
76041	Backyard Rollout Fees	9,140	10,147	8,000	8,633	8,000	9,000
	Totals	8,665,543	6,606,739	7,744,210	7,952,043	7,439,251	7,561,251
Charges for Current Services							
70234	Recording Fees	337,787	356,890	338,000	338,000	338,000	353,000
70235	Land Record Cap Improv. Fees	13,269	14,157	14,000	14,000	13,000	15,000
70236	Probate Court Charge	22,938	22,945	23,060	23,118	23,707	23,707
70238	Conveyance Tax	301,649	506,268	342,000	535,000	392,000	435,000
	Totals	675,643	900,260	717,060	910,118	766,707	826,707
Other Revenues							
70243	Misc. Unclassified	239,122	428,050	302,456	350,000	293,828	293,828
70246	City Property	72,382	139,618	90,000	130,000	98,000	115,000
	Totals	311,504	567,668	392,456	480,000	391,828	408,828
State Grants in Aid - General							
70247	Payments in Lieu of Taxes	1,592,051	2,026,277	1,399,365	1,398,060	842,499	1,601,165
70249	Building Maintenance	319,518	315,344	315,000	300,146	309,000	299,000
70250	City Housing	89,626	151,184	151,184	159,683	159,683	159,683
70254	Mashantucket-Pequot/Mohegan	785,175	2,023,985	1,912,306	1,912,306	1,965,986	1,965,986
70257	Elderly Tax Credit Reimbursement	127,636	203,682	203,681	188,920	141,750	141,750
70259	Youth Service Bureau	88,833	80,909	80,909	69,870	0	60,000
70266	Telecommunications Tax	140,779	131,822	125,000	133,139	126,000	134,000
73221	PSAP Subsidy	43,948	23,423	15,000	6,661	1,800	1,800
73420	Town Aid Roads	501,077	499,259	499,260	497,815	497,815	497,815
73500	Shared Revenues	196,346	205,973	1,765,663	1,761,763	2,561,774	1,978,907
	Totals	3,884,989	5,661,858	6,467,368	6,428,363	6,606,307	6,840,106
Federal Grants in Aid - General							
70268	EMPG	18,599	4,298	20,204	20,174	20,204	20,204
74210	COPS Hiring Recovery Program	233,134	248,172	267,000	267,000	83,766	83,766
	Totals	251,733	252,470	287,204	287,174	103,970	103,970
State Grants in Aid - Education							
70276	Health Services	138,819	121,778	121,000	62,475	62,475	62,475
70280	School Transportation	691,100	577,751	0	0	0	0
70284	Education Cost Sharing	32,049,356	32,347,243	32,314,676	32,060,320	29,707,957	32,316,543
70296	Excess Cost Grant	574,333	0	0	0	0	0
	Totals	33,453,608	33,046,772	32,435,676	32,122,795	29,770,432	32,379,018
Other Revenue - Board of Education							
70291	School Tuition	113,703	40,520	85,000	110,000	89,000	98,000
	Totals	113,703	40,520	85,000	110,000	89,000	98,000
	GRAND TOTALS	117,373,684	124,757,581	122,955,975	124,094,960	121,702,260	123,799,419

Expenditure Descriptions

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

- 80011 Head of Department – The salary for the head of the department.
- 80012 Employees – The salaries for the employees of the department, including any longevity bonuses or other stipends pursuant to collective bargaining contracts.
- 80013 Part-time Employees – The wages for seasonal and/ or temporary employees.
- 80014 Overtime – The wages paid to employees for working beyond their normal work hours.
- 80015 Professional Services – Fees paid to outside contractors for their expertise in a particular field.
- 80016 Clothing Allowance – For the Police Department and Norwich Fire Department, 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.
- 80017 Replacement Cost – The cost to replace shifts vacated by police officers and firefighters who are sick, on vacation, out for workers' compensation leave, etc.
- 80021 Materials & Supplies – The cost of consumable goods such as office supplies.
- 80023 Gas, Oil, and Grease – The cost of gasoline and diesel for the City's rolling stock.
- 80032 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.
- 80033 Communications – Landlines, high-speed internet, wireless telephone service, fiber optic connection charges, network infrastructure annual maintenance costs, and wireless broadband service.
- 80034 Postage – Postage and shipping costs.
- 80035 Utilities – Water, gas, propane, heating oil, sewage, and electricity usage.
- 80037 Mileage – For the most part, this line item is used for reimbursement of mileage driven for City business (excluding normal commute) at the applicable Federal standard mileage rate.
- 80038 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.
- 80039 Printing – Cost of printing reports, bills, etc.
- 80040 Building & Grounds 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.
- 80048 Departmental Expense – Civic and cultural meetings, awards, small contributions to civic and cultural organizations.
- 80057 Dues, Licenses, and Subscriptions – The costs of professional organization memberships, professional licenses, and subscriptions to newspapers and technical journals.
- 80059 Training – 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.
- 80063 Postemployment Medical – Other postemployment benefits (OPEB) costs. Starting with fiscal year 2015-16, these costs are included in the Fringe Benefits line item for each department.
- 89999 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.

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

Action Plans

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

Accomplishments

1. Negotiated new labor contracts with Fire, Public Works Supervisors, and City Hall Supervisors which reflect current fiscal realities. (DG6)
2. Continued to provide leadership for regional projects and cooperation. (DG3 and DG4)
3. Successful lobbying of the general assembly to protect traditional sources of revenue for municipalities and continued to foster positive local, state and federal office relationships. (DG4)
4. Refinanced debt to reduce debt service payments. (DG4)
5. Implement goal setting session with City Council and Department Heads. (DG1 through DG6)

11	City Manager	2014-15 Actual	2015-16 Actual	2016-17 Budget	2016-17 Projected	2017-18 Request	2017-18 Proposed	2017-18 Adopted
80011	Head of Department	127,500	60,461	151,500	151,500	153,000	153,000	153,000
80012	Employees	61,326	55,633	66,300	51,000	67,626	67,626	67,626
80013	Seasonal/ Temporary	10,345	17,581	0	13,000	0	0	0
80014	Overtime	0	688	0	0	0	0	0
89999	Fringe Benefits	72,222	103,065	94,173	94,074	103,990	103,990	104,114
80015	Professional Services	2,119	13,256	7,000	10,000	7,000	7,000	7,000
80021	Materials & Supplies	3,225	1,317	2,000	2,000	2,000	2,000	2,000
80032	Equip & Furn Maint	2,757	3,629	2,500	2,500	2,500	2,500	2,500
80033	Communications	2,470	2,222	3,465	3,465	3,682	3,682	3,682
80034	Postage	288	238	600	300	600	600	600
80037	Mileage	2,254	2,125	5,500	5,200	5,500	5,500	5,500
80039	Printing	1,331	1,311	500	200	500	500	500
80048	Departmental Expense	540	2,502	500	800	500	500	500
80057	Dues Licenses & Subscriptions	488	812	2,000	2,000	2,000	2,000	2,000
80059	Training	1,731	236	4,500	2,000	4,500	4,500	4,500
80104	Connecticut Conference of Municipalities	25,580	25,580	25,580	25,580	25,580	25,580	25,580

TOTALS		314,176	290,656	366,118	363,619	378,978	378,978	379,102
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Staffing

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

Salaries

City Manager			151,500		153,000	153,000	153,000
Executive Assistant			66,300		67,626	67,626	67,626

Total Salaries Paid by General Fund

City Manager			151,500		153,000	153,000	153,000
Executive Assistant			66,300		67,626	67,626	67,626
Subtotal - Employees			<u>66,300</u>		<u>67,626</u>	<u>67,626</u>	<u>67,626</u>
TOTAL SALARIES			<u>217,800</u>		<u>220,626</u>	<u>220,626</u>	<u>220,626</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. (G-B)
2. Maintain strong community relations through candid communication, professional service, and the implementation of technology (G-A, G-B)
3. Provide timely, accurate, and transparent budgets, reports and analysis to stakeholders (G-A, G-B)
4. Train personnel to the highest standards while holding them accountable to those standards (G-B)

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 2016-17 audited financial statements by the middle of November 2017. (DG3)
4. Develop personal development plans for each staff and ensure proper level of professional certifications are achieved through education and training. (DG4)

Accomplishments

1. Changed property and casualty insurance to CIRMA which reduced the City's and Norwich Public School's annual premiums by \$500,000 and, in some cases, expanded coverage.
2. Worked with Treasurer's office in selecting and transitioning to a new banking provider. (DG1,DG2)
3. Selected a new employee benefits broker through an RFP process that will save \$30,000 annually. (DG1)
4. Selected a Commercial Insurance Broker which will save \$164,000 annually. (DG1)
5. As of March 2017, 57% of Accounts Payable vendors received electronic payments. (DG1,DG2)
6. As of March 2017, 92% of employees and 62% of retirees receive both direct deposit and electronic Payroll advice delivery. (DG1,DG2)
7. Replaced 50 computers to complete the transition to Windows 7 along with the server virtualization project. (DG1, DG2)
8. Provided support for the Police cruiser mobile data project. (DG1,DG2)
9. 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)
10. Comptroller and Deputy Comptroller are Certified Public Finance Officers (only 610 in US & Canada) and 75% of the Tax Collector Staff are Certified Connecticut Municipal Collectors. (DG4)
11. Achieved a total net present value savings of \$411,000 from bond refunding transactions in October 2016 and March 2017. (DG1)

12	Finance	2014-15 Actual	2015-16 Actual	2016-17 Budget	2016-17 Projected	2017-18 Request	2017-18 Proposed	2017-18 Adopted
80011	Head of Department	109,228	111,977	113,641	113,641	115,914	115,914	115,914
80012	Employees	682,074	714,718	672,478	664,000	732,205	710,439	680,436
80013	Seasonal/ Temporary	4,568	5,111	20,780	25,000	6,720	6,720	6,720
80014	Overtime	12,004	14,751	17,565	17,565	13,510	13,510	13,510
89999	Fringe Benefits	373,103	435,811	464,596	464,596	548,003	543,033	530,907
80015	Professional Services	44,437	45,776	54,200	56,500	55,600	55,600	55,600
80021	Materials & Supplies	6,138	3,655	4,500	3,500	6,200	6,200	6,200
80032	Equip & Furn Maint	7,459	11,051	10,850	11,500	10,500	10,500	10,500
80033	Communications	11,915	9,089	13,103	13,103	12,787	12,787	12,787
80034	Postage	26,587	30,235	25,338	28,000	21,237	21,237	21,237
80037	Mileage	3,079	4,762	4,200	3,000	4,200	4,200	4,200
80038	Advertising	3,124	4,106	3,100	3,500	3,300	3,300	3,300
80039	Printing	13,191	12,705	13,000	16,000	17,500	17,500	17,500
80044	Data Center	123,693	167,442	134,000	126,000	134,000	134,000	134,000
80057	Dues Licenses & Subscriptions	3,895	2,973	3,600	3,600	4,500	4,500	4,500
80059	Training	4,224	2,710	5,840	5,840	7,700	7,700	6,800
80115	Tax Collection Services	19,297	8,502	0	0	0	0	0
TOTALS		1,448,016	1,585,374	1,560,791	1,555,345	1,693,876	1,667,140	1,624,111

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	1.00
Deputy Comptroller	1.00	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	1.00
Purchasing Agent	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
LAN Supervisor	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Accountant	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
LAN Technician	1.00	1.00	1.00	1.00	1.50	1.50	1.50	1.00
Accounting Generalist	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Revenue Collections Clerks	2.00	2.00	2.00	2.00	2.00	1.50	1.50	1.50
Collector of Delinquent Taxes	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
TOTAL FTE'S	12.00	12.00	12.00	12.00	12.50	12.00	12.00	11.50

Salaries

Comptroller			113,641		115,914	115,914	115,914
Deputy Comptroller			89,378		91,166	91,166	91,166
Collector of Taxes & Revenues			82,199		83,843	83,843	83,843
Purchasing Agent			80,017		81,618	81,618	81,618
LAN Supervisor			75,109		76,612	76,612	76,612
Accountant			61,807		63,043	63,043	63,043
LAN Technician			58,830		60,006	60,006	60,006
Accounting Generalist			51,998		53,037	53,037	53,037
Revenue Collections Clerks			42,675		43,529	43,529	43,529
Collector of Delinquent Taxes			49,490		50,480	50,480	50,480

Total Salaries Paid by General Fund

Comptroller			113,641		115,914	115,914	115,914
Deputy Comptroller			89,378		91,166	91,166	91,166
Collector of Taxes & Revenues			82,199		83,843	83,843	83,843
Purchasing Agent			80,017		81,618	81,618	81,618
LAN Supervisor			75,109		76,612	76,612	76,612
Accountant			61,807		63,043	63,043	63,043
LAN Technician			58,830		90,009	90,009	60,006
Accounting Generalist			103,996		106,074	106,074	106,074
Revenue Collections Clerks			85,350		87,058	65,294	65,294
Collector of Delinquent Taxes			49,490		50,480	50,480	50,480
LAN Supervisor On-Call Stipend			2,300		2,300	2,300	2,300
Subtotal - Employees			<u>688,476</u>		<u>732,203</u>	<u>710,439</u>	<u>680,436</u>
TOTAL SALARIES			<u>802,117</u>		<u>848,117</u>	<u>826,353</u>	<u>796,350</u>

12 Finance	2014-15 Actual	2015-16 Actual	2016-17 Budget	2016-17 Projected	2017-18 Request	2017-18 Proposed	2017-18 Adopted
Performance Measures	Actual	Actual	Projected	Projected	Projected	Projected	Projected
Inputs							
Value of current levy tax bills mailed	69,333,132	73,005,995	74,001,843	74,001,843	70,983,550	70,983,550	73,594,211
Current levy taxes collected	66,666,856	70,552,994	71,382,178	71,382,178	69,159,273	69,159,273	71,702,840
Debt Service Interest Paid	1,367,177	1,007,988	1,005,097	1,005,097	953,449	953,449	953,449
Outstanding debt at beginning of the year	42,123,286	32,863,084	34,103,880	34,103,880	32,856,579	32,856,579	32,856,579
Workload/ Output							
Hardware/ software service requests cleared	2,163	1,967	2,300	2,300	2,300	2,300	2,300
Number of training opportunities offered	4	-	4	4	4	4	4
Number of training participants	17	-	40	40	40	40	40
Number of internal audits performed	2	1	2	2	2	2	2
Outcome/ Results							
Percent of current tax levy collected	96.15%	96.64%	96.46%	96.46%	97.43%	97.43%	97.43%
Actual General Fund revenue collected as a percentage of the amount budgeted	99.04%	103.07%	100.00%	100.00%	100.00%	100.00%	100.00%
Percent of employees with direct deposit & email delivery	81.95%	86.10%	90.00%	92.00%	94.00%	94.00%	94.00%
Percent of vendor payments made by ACH	35.47%	41.33%	50.00%	57.00%	58.00%	58.00%	58.00%
Number of accounts payable checks issued	2,900	2,599	2,500	2,500	2,500	2,500	2,500
Audit adjustments	3	3	2	2	2	2	2
Website visits	274,847	303,488	290,000	290,000	305,000	305,000	305,000
Efficiency							
Cost of department/ cost of total General Fund operations	1.23%	1.30%	1.27%	1.27%	1.44%	1.38%	1.35%
Average interest rate on debt	3.25%	3.07%	2.95%	2.95%	2.90%	2.90%	2.90%
Date financial statement audit finished	12/4/2015	11/18/2016	11/15/2017	11/15/2017	11/7/2018	11/7/2018	11/7/2018
Number of business days budget printed after adoption	5	10	5	5	5	5	5

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. (G-B)
2. Maintain strong community relations and transparency through candid communication, professional service, and the implementation of technology. (G-B)
3. Train personnel to the highest standards while holding them accountable to those standards. (G-B)

Action Plans

1. Conduct a comprehensive review and enhance point of sale credit card acceptance as part of the 2016 request for proposal for banking services.

Accomplishments

1. Reviewed and revised the list of Declared Depositories to ensure safety and a competitive rate of return is obtained on City investments.
2. Reviewed and implemented revised internal and external safety procedures.
3. Issued a Banking Services Request for Proposal (RFP) and reviewed eight proposals. Successfully replaced and transitioned the main banking services provider which significantly lowered fees and simultaneously increased interest income.
4. Created a Treasury Management Policy to ensure safe and sound cash management practices are followed.
5. Created a declared depository checklist and periodic review procedure.
6. Created a quarterly City Council report detailing Safety, Liquidity and Yield measures.
7. Accounting Assistant successfully completed a governmental accounting course.

02 Treasurer		2014-15 Actual	2015-16 Actual	2016-17 Budget	2016-17 Projected	2017-18 Request	2017-18 Proposed	2017-18 Adopted
80011	Head of Department	46,464	46,642	46,464	46,464	46,464	46,464	46,464
80012	Employees	96,450	106,634	108,320	108,320	110,487	110,487	110,487
89999	Fringe Benefits	71,816	84,358	89,382	89,382	97,826	104,325	104,174
80021	Materials & Supplies	533	1,392	750	750	750	750	750
80033	Communications	648	624	2,685	2,685	1,621	1,621	1,621
80037	Mileage	975	654	1,000	1,200	1,000	1,000	1,000
80039	Printing	0	41	600	400	600	600	600
80057	Dues Licenses & Subscriptions	250	348	350	350	350	350	350
TOTALS		217,136	240,693	249,551	249,551	259,098	265,597	265,446

Staffing

Treasurer	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Assistant to the City Treasurer	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Accounting Assistant	1.00	1.00	1.00	1.00	1.00	1.00	1.00
TOTAL FTE'S	3.00						

Salaries

Treasurer			46,464		46,464	46,464	46,464
Assistant to the City Treasurer			58,830		60,007	60,007	60,007
Accounting Assistant			49,490		50,480	50,480	50,480

Total Salaries Paid by General Fund

Treasurer			46,464		46,464	46,464	46,464
Assistant to the City Treasurer			58,830		60,007	60,007	60,007
Accounting Assistant			49,490		50,480	50,480	50,480
Subtotal - Employees			108,320		110,487	110,487	110,487

TOTAL SALARIES			154,784		156,951	156,951	156,951
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Performance Measures

Actual Actual Projected Projected Projected Projected Projected

Workload/ Output

Number of accounts	31	86	86	86	86	86	86
Budgeted cash receipts	\$180,000,000	\$224,189,833	\$225,000,000	\$225,000,000	\$225,000,000	\$225,000,000	\$225,000,000

Outcome/ Results

Average return on investments	0.14%	0.14%	0.28%	0.28%	0.50%	0.50%	0.50%
Average number of days to perform bank reconciliations	15	12	12	12	12	12	12

Efficiency

Cost of department per budgeted cash receipts	0.12%	0.11%	0.11%	0.11%	0.12%	0.12%	0.12%
Number of accounts per full-time equivalent staff	10	29	29	29	29	29	29

Assessor

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 discover, list and value all real and personal property for the purpose of ensuring that each taxpayer bears only their appropriate share of the tax burden.

Value

- Accuracy
- Uniformity
- Fairness
- Consistency

Department Goals (DG)

1. Complete grand list and remit all reports by their statutory deadlines.
2. Maintain strong community relations through candid communication, professional service, and the implementation of community programs (G-A)
3. Train personnel to the highest standards for municipal assessors while holding them accountable to those standards (G-B)
4. Increase efficiencies and impact by working collaboratively with other departments, agencies, boards and commissions as well as outside agencies. (G-B)

Action Plans

1. Meet statutory deadlines for all real estate, personal property and motor vehicle assessments. (DG1)
2. Process exemptions and/or abatements for all eligible individuals, business and/or organizations. (DG1,DG2)
3. Provide technical assistance and information in response to inquiries from residents, businesses and interested parties. (DG2, DG4)
4. Develop personnel development plans for each staff and ensure proper level of professional certifications are achieved through education and training. (DG3)
5. Select a firm to perform the reappraisal/revaluation for the October 1, 2018 grand list through an RFP process. (DG1)

Accomplishments

1. Conducted in-depth searches for new personal property, which includes the use of outside auditors who conduct field audits. (DG4)
2. Identified and resolved mapping issues (mismatches, zoning codes, etc.) and created additional layers for other departments in the GIS system. (DG4)

13	Assessor	2014-15 Actual	2015-16 Actual	2016-17 Budget	2016-17 Projected	2017-18 Request	2017-18 Proposed	2017-18 Adopted
80011	Head of Department	89,077	91,207	92,676	92,676	92,676	94,530	94,530
80012	Employees	137,719	146,561	108,348	111,593	156,908	153,448	109,919
80013	Seasonal/ Temporary	0	0	3,800	18,000	3,800	3,800	15,800
80014	Overtime	842	996	4,000	1,500	4,000	2,000	2,000
89999	Fringe Benefits	117,315	138,981	120,425	120,000	131,138	172,180	136,817
80015	Professional Services	25,959	50,262	470,000	470,000	20,000	200,000	20,000
80021	Materials & Supplies	470	0	1,000	500	1,000	1,000	1,000
80032	Equip & Furn Maint	5,194	7,956	27,750	27,750	28,450	28,450	28,450
80033	Communications	819	829	3,776	3,776	2,842	3,025	3,025
80034	Postage	2,782	3,149	1,800	2,800	1,800	1,800	1,800
80037	Mileage	2,999	3,628	3,500	3,500	4,000	4,000	4,000
80038	Advertising	574	0	1,000	100	1,000	1,000	1,000
80039	Printing	2,307	1,002	3,050	3,067	4,200	4,200	4,200
80057	Dues Licenses & Subscriptions	1,795	3,771	3,330	3,400	3,330	3,330	3,330
80059	Training	2,605	3,395	3,780	2,000	4,200	4,200	4,200
TOTALS		390,457	451,737	848,235	860,662	459,344	676,963	430,071

Staffing

Assessor	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Assistant Assessor	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Assessment Analyst	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Administrative Clerk	0.00	0.00	0.00	0.00	1.00	1.00	0.00
Assessment Data Entry Clerk	1.00	1.00	0.10	0.10	0.00	0.00	0.00
TOTAL FTE'S	4.00	4.00	3.10	3.10	4.00	4.00	3.00

Salaries

Assessor			92,676		92,676	94,530	94,530
Assistant Assessor			61,807		63,043	63,043	63,043
Assessment Analyst			42,675		49,249	46,876	46,876
Administrative Clerk					43,529	43,529	43,529
Assessment Data Entry Clerk			38,662		39,435	39,435	39,435

Total Salaries Paid by General Fund

Assessor			92,676		92,676	94,530	94,530
Assistant Assessor			61,807		63,043	63,043	63,043
Assessment Analyst			42,675		49,249	46,876	46,876
Administrative Clerk			0		43,529	43,529	0
Assessment Data Entry Clerk			3,866		0	0	0
Subtotal - Employees			108,348		155,821	153,448	109,919
TOTAL SALARIES			201,024		248,497	247,978	204,449

Performance Measures

Actual Actual Projected Projected Projected Projected Projected

Workload/ Output

	10/1/2013	10/1/2014	10/1/2015	10/1/2015	10/1/2016	10/1/2016	10/1/2016
Grand List Date							
Grand list, net of exemptions and credits	1,778,000,000	1,801,526,140	1,785,000,000	1,785,000,000	1,816,284,482	1,816,284,482	1,816,284,482
Real estate accounts (gross)	1,496,000,000	2,059,271,400	2,057,044,100	2,057,044,100	2,065,841,300	2,065,841,300	2,065,841,300
Motor vehicle accounts (gross)	199,500,000	196,595,060	200,000,000	200,000,000	196,375,020	196,375,020	196,375,020
Personal property accounts (gross)	138,000,000	140,717,010	140,000,000	140,000,000	147,599,382	147,599,382	147,599,382
Real estate accounts (number)	13,134	14,018	14,006	14,006	14,001	14,001	14,001
Motor vehicle accounts (number)	29,000	28,124	29,000	29,000	27,983	27,983	27,983
Personal property accounts (number)	1,680	1,718	1,700	1,700	1,733	1,733	1,733
Total number of accounts	43,814	43,860	44,706	44,706	43,717	43,717	43,717
Deed transfers	1,496	1,466	2,000	1,493	1,600	1,600	1,600
Building permits	2,000	2,122	2,000	1,717	1,700	1,700	1,700
Personal property declarations	2,000	1,719	2,000	1,733	1,700	1,700	1,700

Outcome/ Results

Grand lists filed timely	1	1	1	1	1	1	1
Appeals to Board of Assessment Appeals	200	50	200	100	80	80	80
BAA adjustments	100	10	100	43	20	20	20

Efficiency

Number of assessments per FTE staff	10,954	10,965	14,421	14,421	10,929	10,929	14,572
Cost per assessment	\$8.91	\$10.30	\$18.97	\$19.25	\$10.51	\$15.49	\$9.84

Human Resources

Mission

To enhance the value of the employment relationship for City of Norwich employees and for the City within the framework of Connecticut and federal labor laws, the City's Merit System Rules, and the various collective bargaining agreements. To provide leadership and expertise in the development and implementation of human resource policy, systems, and programs that support employees in meeting the organization's commitment to provide quality services to the residents of the City of Norwich.

Vision

To be a valued resource for all employees and retirees. 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. To encourage contact between City and individuals interested in employment with the City.

Values

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

Departmental Goals (DG)

1. Increase efficiencies and impact by working collaboratively with other department, agencies, boards, commissions and unions. (G-B)
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. (G-B)

Action Plans

1. Negotiate and administer labor contracts. (DG1,DG2)
2. Implement strategies to stabilize and/or reduce costs associated with human resources and increase efficiencies through technology. (DG1)
3. Establish a talent management plan to ensure proper level of professional certifications for all staff through education and training. (DG3)

Accomplishments

1. Negotiated and came to agreement on three collective bargaining agreements and one pension plan. (DG1)
2. Continued and expanded on a summer diversity internship program in conjunction with Norwich Free Academy and Norwich Technical High School. (DG2)
3. Participated in community events with the Diversity in Employment Committee. (DG2)
4. 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. (DG1)
5. Conducted a dependent eligibility verification audit for insurance benefits which produced an estimated \$200,000 in annual savings. (DG3)
6. Automated federal reporting. (DG1)
7. Ongoing update of job descriptions. (DG1)
8. Managed numerous recruitment and promotion processes.
9. Negotiated agreement with union to improve productivity.
10. Settled grievances prior to labor board involvement.

14	Human Resources	2014-15 Actual	2015-16 Actual	2016-17 Budget	2016-17 Projected	2017-18 Request	2017-18 Proposed	2017-18 Adopted
80011	Head of Department	94,805	97,072	98,635	98,635	97,668	100,608	100,608
80012	Employees	183,522	180,253	176,641	176,641	174,877	180,175	139,917
80014	Overtime	3,413	3,980	3,000	3,000	3,000	3,000	3,000
89999	Fringe Benefits	144,480	181,257	163,289	163,289	179,661	188,327	170,004
80015	Professional Services	46,031	56,476	62,774	62,774	65,204	65,204	34,564
80021	Materials & Supplies	3,791	4,457	3,000	3,000	3,000	3,000	3,000
80032	Equip & Furn Maint	2,894	3,236	3,500	3,500	3,500	3,500	3,500
80033	Communications	1,768	1,683	5,154	5,154	3,900	3,655	3,655
80034	Postage	1,880	1,037	1,000	1,000	1,000	1,000	1,000
80038	Advertising	5,719	7,777	5,000	5,000	5,000	5,000	5,000
80039	Printing	0	0	1,000	1,000	500	500	500
80057	Dues Licenses & Subscriptions	3,085	1,462	2,500	2,500	2,500	2,500	2,500
80059	Training	2,272	5,737	2,950	2,950	4,950	4,950	4,950
80167	Education Incentive	875	2,200	3,500	3,500	3,500	3,500	3,500
TOTAL		494,535	546,627	531,943	531,943	548,260	564,919	475,698

Notes on Line items:

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

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

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

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

Staffing

Director of Human Resources	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Assistant Human Resources Director	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Retirement Plan Administrator	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Human Resources Assistant	1.00	1.00	1.00	1.00	1.00	1.00	0.17
Labor Relations Clerk (21 hours)	0.60	0.60	0.00	0.00	0.00	0.00	0.00
TOTAL FTE'S	4.60	4.60	4.00	4.00	4.00	4.00	3.17

Salaries

Director of Human Resources			98,635		97,668	100,608	100,608
Assistant Human Resources Director			74,135		73,387	75,618	75,618
Retirement Plan Administrator			55,144		54,603	56,247	56,247
Human Resources Assistant			47,362		46,887	48,310	48,310
Labor Relations Clerk (21 hours)			37,714		37,714	38,468	38,468

Total Salaries Paid by General Fund

Director of Human Resources			98,635		97,668	100,608	100,608
Assistant Human Resources Director			74,135		73,387	75,618	75,618
Retirement Plan Administrator			55,144		54,603	56,247	56,247
Human Resources Assistant			47,362		46,887	48,310	8,052
Labor Relations Clerk (21 hours)			0		0	0	0
Subtotal - Employees			176,641		174,877	180,175	139,917
TOTAL SALARIES			275,276		272,545	280,783	240,525

Performance Measures

	Actual	Actual	Projected	Projected	Projected	Projected	Projected
Workload/outputs							
Total City employees	292.2	275.0	286.3	286.3	282.5	282.5	282.5
Total NPU employees	146.5	145.0	142.0	142.0	142.0	142.0	142.0
Total applications processed	1,349	1,942	600	600	600	600	600
Number of promotional exams given	19	28	10	10	10	10	10
Number of entry exams given	10	16	10	10	10	10	10
Vacancies filled through promotion	19	19	5	5	5	5	5
Vacancies filled through new hires	29	21	5	5	5	5	5
Classifications reviewed	10	10	10	10	10	10	10
Training programs provided	15	10	10	10	10	10	10
Percent of female employees	21.60%	22.61%	26.40%	26.40%	26.40%	26.40%	26.40%
Percent of minority employees	7.57%	7.99%	8.00%	8.00%	8.00%	8.00%	8.00%

Outcome/results

Employee turnover rate	1.53%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%
Percent of employees completing probation	98.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Number of employees given service awards	-	-	-	-	-	-	-

Efficiency

Number of active city employees per FTE	63.5	59.8	71.6	71.6	70.6	70.6	89.2
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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
- Efficiency
- Teamwork
- Professionalism
- Courtesy

Departmental Goals (DG)

1. Maintain strong community relations through candid communication, professional service, and the implementation of appropriate technology. (G-B)
2. Increase efficiencies and impact by working collaboratively with other departments, agencies, boards and commissions as well as outside agencies. (G-B)
3. Train personnel to the highest standards for municipal clerk while holding them accountable to those standards.(G-B)

Action Plans

1. Increase access to public records. (DG1, DG2)
2. Index and image records and maps for efficient retrieval. (DG1, DG2)
3. Ensure proper level of professional certifications for all staff through education and training.(DG3)

Accomplishments

1. Continue to use current personnel to do in house 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. Provided online via city 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 computer 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 an increase of 28%. (DG1,DG2)
5. Increase availability of land record access for searchers to include one week, one month and six month subscriptions in addition to the previous one year only option.(DG1,DG2)

16	City Clerk	2014-15 Actual	2015-16 Actual	2016-17 Budget	2016-17 Projected	2017-18 Request	2017-18 Proposed	2017-18 Adopted
80011	Head of Department	77,579	81,210	83,343	83,343	85,818	85,010	85,010
80012	Employees	135,730	139,381	141,343	141,343	187,700	165,936	165,936
80013	Seasonal/ Temporary	7,027	9,412	0	12,000	12,000	5,000	5,000
89999	Fringe Benefits	113,055	166,100	144,934	143,000	159,515	187,165	188,108
80015	Professional Services	21,031	17,257	19,800	19,800	19,800	19,800	19,800
80021	Materials & Supplies	8,785	8,290	8,800	10,800	8,800	8,800	8,800
80032	Equip & Furn Maint	7,825	9,725	6,695	7,800	7,195	7,195	7,195
80033	Communications	1,636	1,657	4,959	4,959	3,466	3,123	3,123
80034	Postage	2,188	2,311	2,956	1,900	3,056	3,056	3,056
80037	Mileage	774	709	700	200	700	700	700
80038	Advertising	0	2,848	1,000	0	1,000	1,000	1,000
80039	Printing	768	938	400	400	600	600	600
80056	Vital Stat Payments	232	162	200	200	200	200	200
80057	Dues Licenses & Subscriptions	645	290	400	290	400	400	400
80059	Training	1,200	1,851	1,395	1,800	1,750	1,750	1,550
TOTALS		378,475	442,141	416,925	427,835	492,000	489,735	490,478

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	3.00	2.00	2.00	3.00	2.00	2.00
Revenue Collection Clerk	0.00	0.00	0.00	0.00	0.00	0.50	0.50
TOTAL FTE'S	4.00	5.00	4.00	4.00	5.00	4.50	4.50

Salaries

City Clerk			83,343		85,818	85,010	85,010
Assistant City Clerk			55,993		57,113	57,113	57,113
Records Clerks			42,675		43,529	43,529	43,529
Revenue Collection Clerk					43,529	43,529	43,529

Total Salaries Paid by General Fund

City Clerk			83,343		85,818	85,010	85,010
Assistant City Clerk			55,993		57,113	57,113	57,113
Records Clerks			85,350		130,587	87,058	87,058
Revenue Collection Clerk			0		0	21,765	21,765
Subtotal - Employees			141,343		187,700	165,936	165,936
TOTAL SALARIES			224,686		273,518	250,946	250,946

Performance Measures

Actual Actual Projected Projected Projected Projected Projected

Workload/outputs

Council minutes prepared	24	24	24	24	24	24	24
Land records recorded	6,146	6,451	7,200	7,200	7,200	7,200	7,200
Marriage licenses issued	296	315	400	400	400	400	400
Death certificates recorded	467	476	600	600	600	600	600
Birth certificates recorded	860	941	1,050	1,050	1,050	1,050	1,050
Absentee ballots issued	488	1,382	800	800	800	800	800
Dog licenses issued	1,519	1,585	2,000	2,000	2,000	2,000	2,000
Total transactions	9,776	11,150	12,050	12,050	12,050	12,050	12,050

Outcome/results

City Revenues received	\$709,351	\$877,315	\$694,000	\$887,000	\$743,000	\$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	2,444.0	2,230.0	3,012.5	3,012.5	2,410.0	2,677.8	2,677.8
Budget per transaction	\$38.71	\$39.65	\$34.60	\$35.50	\$40.83	\$40.64	\$40.70
Cost of dept/cost of total general fund operations	0.32%	0.37%	0.34%	0.35%	0.40%	0.40%	0.40%

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. (G-A)
2. Establish city-wide goals and priorities (G-A,G-B)
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 (G-B)
4. Increase the grand list through economic development (G-A)

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)



Deberey Hinchey
Mayor



Peter Nystrom
President Pro-Tempore



Stacy Gould
City Councilwoman



H. Tucker Braddock
City Councilman



William Nash
City Councilman



Joanne Philbrick
City Councilwoman



Gerald Martin
City Councilman

17	City Council	2014-15 Actual	2015-16 Actual	2016-17 Budget	2016-17 Projected	2017-18 Request	2017-18 Proposed	2017-18 Adopted
80011	Head of Department	45,000	45,172	45,000	45,000	45,000	45,000	45,000
80012	Council Members	7,200	7,200	7,200	7,200	7,200	7,200	7,200
80013	Employees	35,377	43,500	36,621	47,000	36,621	36,621	36,621
89999	Fringe Benefits	39,494	45,747	53,851	35,000	54,257	54,257	53,539
80021	Materials & Supplies	6,957	2,803	3,800	2,000	3,800	3,800	3,800
80032	Equip & Furn Maint	2,144	2,523	2,300	3,000	2,300	2,300	2,300
80033	Communications	1,230	1,155	3,025	3,025	2,735	2,735	2,735
80034	Postage	107	125	200	100	200	200	200
80037	Mileage	2,925	1,808	3,000	1,800	3,000	3,000	3,000
80039	Printing	0	171	200	200	200	200	200
80048	Departmental Expense	3,222	5,097	6,000	2,000	6,000	6,000	6,000
80057	Dues Licenses & Subscriptions	3,034	6,793	1,000	1,000	1,000	1,000	1,000
80059	Training	60	0	1,000	1,000	1,000	1,000	1,000
80095	SCCOG	22,271	22,271	22,271	22,271	22,271	22,271	22,271
81000	Council Project Contingency	750	15,817	15,000	15,000	15,000	15,000	7,500
87103	Veterans Organizations	133	1,594	2,000	2,000	2,000	2,000	2,000
87105	Harbor Commission	7,000	7,000	7,000	7,000	7,000	7,000	7,000
87112	NCDC	150,000	145,000	135,000	135,000	135,000	135,000	100,000
87113	SECTER	14,172	14,172	14,173	14,173	14,173	14,173	14,173
89599	Ethics Commission	2,000	2,000	1,500	1,500	1,500	1,500	1,500
89599	City Historian	3,875	3,875	3,400	3,400	3,400	3,400	3,400
89599	Community Center Committee	0	1,000	0	0	0	0	0
89599	Disabilities Committee	0	1,000	1,000	1,000	2,000	2,000	2,000
89599	Charter Revision Commission	5,000	0	0	0	0	0	0
TOTALS		351,951	375,823	364,541	349,669	365,657	365,657	322,439

Notes on Line items:

The accounts which had been included under the separate "Economic Development" budget are included in the Mayor/Council budget above. 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			36,621		36,621	36,621	36,621

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			36,621		36,621	36,621	36,621
TOTAL SALARIES			88,821		88,821	88,821	88,821

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. Further strengthen community relations through candid communication, professional service, and the implementation of community outreach programs partnerships.
2. Continue to train personnel to the highest standards in law enforcement and other related duties while holding them accountable to those standards. (G-B)
3. Increase effective law enforcement programs that foster public confidence, build community trust, and maintain transparent professional police operations. Implementing nationally recognized model programs such as “De-escalation” to reduce the use of force and “Fair & Impartial Policing” education are our top priorities. (G-B)
4. Create efficiencies and impact by working collaboratively with other departments, agencies, boards and commissions as well as outside law enforcement agencies. (G-B)

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 crime and traffic violations; Traffic crashes and injuries. (DG3, DG4)
3. Follow the report 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 a high 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 calendar year 2015, the State of Connecticut saw an overall crime rate reduction of nearly 5 % from the previous year. The City of Norwich also saw a continued decline in the crime rate, four times greater than the state average. The Uniform Crime Reports (UCR) for Norwich demonstrated an astonishing decline of 24.8% from the previous year, which were already at a 10 year low. (DG1, DG2,DG3)
2. In July of 2016 after 48 years of service to the City of Norwich and the Police Department, Chief Louis J. Fusaro Sr, retired. His leadership, experience, and institutional knowledge is irreplaceable; However, in September of 2016, lifelong Norwich resident and 23 year veteran of the Police

Department, Patrick J. Daley was promoted from Deputy Chief and sworn in as the 23rd Chief of Police in our proud 151 year history. (DG5)

3. At one point in time in calendar year 2016 The Norwich Police Department had a full complement of all 90 sworn officer positions filled – 62 are assigned to Uniformed Services which included the Patrol Division, Community Policing Unit and the School Resource Officer. This number was bolstered and supplemented by the Department of Justice COPS Grants awarded to Norwich in 2012 & 2013. (DG1, DG2)

Grants Descriptions

In addition to the city-funded department budget, the Police Department administers several grants providing technology, equipment, and additional traffic enforcement efforts. The following is a list of the estimated amount of 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 (2016) \$324,000 - 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 (2015-2016) \$16,638 – Traffic calming strategies & equipment purchases.
- Bureau of Justice Assistance, BJA (2015-2016) Body Armor Grant. \$5,800 - Purchase of soft body armor for officers through a 50% reimbursement of department expenditures.

Federal Department of Transportation passed through Connecticut Department of Transportation

- Comprehensive DUI Enforcement Program for 2016-2017. \$92,800 - 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 75% rate of labor and fringe benefit costs.
- Click It or Ticket Enforcement Program (2016) \$8,000- from the State of CT DOT Highway Safety Office for Enforcement and education of seatbelt/child safety seat compliance through media checkpoints during two designated time periods within the year. These enforcement checkpoints were 100% reimbursable in labor costs.
- Distracted Driving Enforcement Program (2015-2016) \$35,200 - from the State of CT DOT Highway Safety Office for "Distracted Driving Enforcement". This grant provided funding at a 75% reimbursement rate for overtime and fringe benefits.

Glossary of Expenses

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

Special Investigation: This item allows the department to conduct special investigations. These investigations include three general categories: Vice Control, Intelligence Gathering, and Forensic Investigations.

21	Police	2014-15 Actual	2015-16 Actual	2016-17 Budget	2016-17 Projected	2017-18 Request	2017-18 Proposed	2017-18 Adopted
80011	Head of Department	112,971	115,672	117,535	164,824	116,382	119,886	119,886
80012	Employees	6,767,005	6,941,760	7,152,791	6,920,000	7,252,585	7,102,521	6,984,793
80013	Seasonal/ Temporary	61,476	64,472	60,000	68,000	60,000	68,000	68,000
80014	Overtime	382,895	408,322	320,000	415,000	365,000	365,000	365,000
89999	Fringe Benefits	4,493,173	6,108,804	6,568,956	6,615,000	7,058,826	7,274,043	7,165,995
80016	Clothing Allowance	138,963	126,800	128,570	128,570	128,570	128,570	128,570
80017	Replacement Cost	964,515	823,092	650,000	770,000	900,000	750,000	750,000
80021	Materials & Supplies	64,125	49,726	67,000	63,000	70,000	70,000	70,000
80023	Gas Oil & Grease	141,280	104,114	85,733	102,000	96,928	99,072	99,072
80032	Equip & Furn Maint	72,651	70,182	83,050	125,000	97,950	97,950	97,950
80033	Communications	72,958	104,140	193,506	200,000	191,470	147,074	147,074
80034	Postage	3,057	1,684	2,500	2,000	2,500	2,500	2,500
80035	Utilities	142,837	145,419	144,200	135,000	136,400	143,000	143,000
80057	Dues Licenses & Subscriptions	16,957	18,468	16,154	19,000	16,554	16,554	16,554
80059	Training	33,622	52,119	36,000	30,000	44,000	44,000	44,000
80119	Special Investigations	8,000	10,000	10,000	10,000	10,000	10,000	10,000
80150	Downtown Community Policing	0	6,663	5,000	5,000	5,000	5,000	0
TOTALS		13,476,485	15,151,437	15,640,995	15,772,394	16,552,165	16,443,170	16,212,394

Staffing

Chief	1.00	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	1.00
Captain - Step 2	1.00	0.00	1.00	1.00	1.00	1.00	0.00	0.00
Captain - Step 1	0.00	1.00	0.00	0.00	0.00	0.00	1.00	1.00
Lieutenant - Step 2	4.00	3.00	3.00	3.00	4.00	3.00	3.00	3.00
Lieutenant - Step 1	0.00	1.00	1.00	1.00	1.00	2.00	2.00	
Sergeant - Step 3	0.00	4.00	4.00	4.00	2.00	2.00	2.00	
Sergeant - Step 2	6.00	4.00	5.00	5.00	8.00	6.00	6.00	
Sergeant - Step 1	4.00	2.00	1.00	1.00	0.00	1.00	1.00	
Police Officer - Step 6 (includes SRO's)	0.00	16.00	17.00	17.00	14.00	14.00	14.00	
Police Officer - Step 5	25.00	7.00	11.00	11.00	16.00	13.00	13.00	
Police Officer - Step 4	10.00	15.00	9.00	9.00	6.00	7.00	7.00	
Police Officer - Step 3	6.00	5.00	13.00	13.00	14.00	13.00	13.00	
Police Officer - Step 2	31.00	31.00	23.00	23.00	22.00	22.00	22.00	
Police Officer - Step 1	5.00	2.75	0.00	0.00	2.00	4.00	1.83	
Police Officer - Step 1 (unfunded)	4.00	4.00	0.00	0.00	0.00	0.00	0.00	
Subtotal - Uniformed Officers	98.00	97.75	90.00	90.00	92.00	90.00	87.83	
Executive Secretary	1.00	1.00	1.00	1.00	1.00	1.00	1.00	
Records Div. Clerical Coordinator	1.00	1.00	1.00	1.00	1.00	1.00	1.00	
Police Rec. Computer Operator	4.00	4.00	4.00	4.00	4.00	4.00	4.00	
Animal Control Officer	1.00	1.00	1.00	1.00	1.00	1.00	1.00	
Assistant Animal Control Officer	0.75	0.75	0.75	0.75	0.75	0.75	0.75	
911 Civilian Dispatcher	9.00	9.00	9.00	9.00	9.00	9.00	9.00	
Subtotal - All other Police Employees	16.75	16.75	16.75	16.75	16.75	16.75	16.75	
TOTAL FTE'S	114.75	114.50	106.75	106.75	108.75	106.75	104.58	

Salaries

Chief			117,535		116,382	119,886	119,886
Deputy Chief			110,107		109,027	112,309	112,309
Captain - Step 2			97,120		97,120	97,120	97,120
Captain - Step 1			94,692		94,692	94,692	94,692
Lieutenant - Step 2			89,120		89,120	89,120	89,120
Lieutenant - Step 1			86,892		86,892	86,892	86,892
Sergeant - Step 3			81,120		81,120	81,120	81,120
Sergeant - Step 2			79,092		79,092	79,092	79,092
Sergeant - Step 1			77,115		77,115	77,115	77,115
Police Officer - Step 6 (includes SRO's)			73,120		73,120	73,120	73,120
Police Officer - Step 5			71,658		71,658	71,658	71,658
Police Officer - Step 4			69,150		69,150	69,150	69,150
Police Officer - Step 3			66,038		66,038	66,038	66,038
Police Officer - Step 2			61,745		61,745	61,745	61,745
Police Officer - Step 1			54,336		54,336	54,336	54,336
Executive Secretary			49,490		50,480	50,480	50,480
Records Div. Clerical Coordinator			43,742		44,617	44,617	44,617
Police Rec. Computer Operator			38,662		39,435	39,435	39,435
Animal Control Officer			46,525		46,525	46,525	46,525
Assistant Animal Control Officer			43,097		43,097	43,097	43,097
911 Civilian Dispatcher			59,008		59,008	59,008	59,008

21 Police	2014-15 Actual	2015-16 Actual	2016-17 Budget	2016-17 Projected	2017-18 Request	2017-18 Proposed	2017-18 Adopted
Total Salaries Paid by General Fund							
Chief			117,535		116,382	119,886	119,886
Deputy Chief			110,107		109,027	112,309	112,309
Captain - Step 2			97,120		97,120	0	0
Captain - Step 1			0		0	94,692	94,692
Lieutenant - Step 2			267,360		356,480	267,360	267,360
Lieutenant - Step 1			86,892		86,892	173,784	173,784
Sergeant - Step 3			324,480		162,240	162,240	162,240
Sergeant - Step 2			395,460		632,736	474,552	474,552
Sergeant - Step 1			77,115		0	77,115	77,115
Police Officer - Step 6 (includes SRO's)			1,243,040		1,023,680	1,023,680	1,023,680
Police Officer - Step 5			788,238		1,146,528	931,554	931,554
Police Officer - Step 4			622,350		414,900	484,050	484,050
Police Officer - Step 3			858,494		924,532	858,494	858,494
Police Officer - Step 2			1,420,135		1,358,390	1,358,390	1,358,390
Police Officer - Step 1			0		108,672	217,344	99,616
Executive Secretary			49,490		50,480	50,480	50,480
Records Div. Clerical Coordinator			43,742		44,617	44,617	44,617
Police Rec. Computer Operator			154,648		157,740	157,740	157,740
Animal Control Officer			46,525		46,525	46,525	46,525
Assistant Animal Control Officer			32,323		32,323	32,323	32,323
911 Civilian Dispatcher			531,072		531,072	531,072	531,072
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
Less: Portion of SRO's salary paid from BOE budget			-75,000		-75,000	-75,000	-75,000
Subtotal - Employees			7,152,791		7,288,154	7,102,521	6,984,793
TOTAL SALARIES			7,270,326		7,404,536	7,222,407	7,104,679

Performance Measures	Actual	Actual	Projected	Projected	Projected	Projected	Projected
Workload/outputs							
911 Hard Line	3,387	3,143	4,162	4,162	3,591	3,591	3,591
911 Cellular	14,380	15,290	15,324	15,324	15,050	15,050	15,050
911 VOIP	2,336	2,074	2,498	2,498	2,302	2,302	2,302
Subtotal - Emergency Calls	20,103	20,507	21,984	21,984	20,943	20,943	20,943
Non-emergency Line	36,646	36,702	34,883	34,883	35,883	35,883	35,883
Total Calls	56,749	57,209	56,867	56,867	56,826	56,826	56,826
Calls (Police)	52,739	52,606	53,612	53,612	53,605	53,605	53,605
Calls (Fire)	4,413	4,413	4,607	4,607	4,572	4,572	4,572
Auto Accidents (Investigated)	1,415	1,415	1,462	1,462	1,391	1,391	1,391
Auto Accidents (Fatalities)	3	3	2	2	2	2	2
Auto Accidents (Injuries)	232	232	282	282	245	245	245
Vandalism (Reported)	501	111	452	452	430	430	430
Outcome/results							
Part I Crimes (per 100,000)	0.011	0.011	0.010	0.010	0.010	0.010	0.010
DWI Arrests	223	182	199	199	200	200	200
Neighborhood Watch Groups	42	42	44	44	43	43	43
Dare Students - 1st Grade	406	406	-	-	-	-	-
Dare Students - 3rd Grade	407	407	-	-	-	-	-
Dare Students - 5th Grade	388	388	-	-	-	-	-
Efficiency							
Police calls per uniformed officer	538	538	596	596	583	596	610
Per capita cost of department	\$335.42	\$377.11	\$389.29	\$392.56	\$411.97	\$409.26	\$403.51

* Police activity is based and reported by Calendar Year. For example, the "2013-14 Actual" statistics are from calendar year 2013.

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

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
- Reliability
- Courtesy
- Competence

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 (G-B)
3. Increase efficiencies and enforce the life safety code by working collaboratively with other departments, agencies, boards and commissions as well as outside agencies. (G-B)
4. Train fire personnel to the highest standards in suppression and other related emergencies while holding them accountable to those standards (G-B).
5. Reduce costs through an asset management plan that focuses on maintenance measures and energy efficiency initiatives on all City assets. (G-B)
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. (DG1)
2. Enforce the life safety code and construction planning through inspections, technological advancements and greater interagency cooperation. (DG2,DG3)
3. Reduce lost service time due to injury and illness by analyzing cause and effect policy and practices. (DG2, DG3)
4. Train fire personnel to the highest standards in suppression and other related emergencies. (DG4)
5. Increase leadership opportunities while achieving operational efficiency through the assignment of collateral duties. (DG2,DG4)
6. Achieve maximum life expectancy of fire apparatus while providing an ongoing assessment of needs (DG5)
7. Focus capital improvement planning to match measures and initiatives. (DG5)

Accomplishments

- 1) Transitioned to paperless operations in the Fire Marshal's Office. (DG3)
- 2) Collaborated with Norwich Public Utilities to build hot water solar system in Fire Headquarters. The system has added an additional 15,000kWh with yearly savings of \$2,475 and reducing the carbon footprint by 142,000 lbs. over five years. (DG3,DG5)
- 3) Responded to structural fires, hazardous materials incidents, marina emergencies, brush fires, emergency medical emergencies, and serious motor vehicle accidents without serious injury to personnel. (DG2,DG3)
- 4) Expanded training for the Connecticut Eastern Regional Response Integrated Team (CERRIT) to

protect our city in response to HAZMAT, chemical or terrorist type emergencies throughout Norwich and Southeastern Connecticut. (DG2,DG3)

- 5) Maintained all fire personnel training to appropriate levels for their position. (DG4)
- 6) Started diversity program, in collaboration with Human Resources. (DG6)
- 7) Established attack plan format for target hazards within the City. Upgraded information management systems to enhance data collection and strategic planning. (DG2,DG3)
- 8) Collaborated with volunteer fire departments to enhance State Statute report submission requirements. (DG3)
- 9) Community Outreach Programs to promote fire prevention and good citizenship. (DG1)
 - a) The Boys and Girls Scouts programs of Norwich.
 - b) Fire Prevention /Public Education - All elementary schools and daycare facilities.
 - c) Fire Prevention Poster Contest - public and parochial schools.
 - d) Fire Prevention Day – multi-agency event with demonstrations.
 - e) Fire Hawk Program – fire setter intervention program.
 - f) Juvenile Review Board – multi departmental and organizational opportunity to counsel young people.
 - g) Provided fire prevention materials in multiple languages.

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.
- Nuclear Safety Emergency Preparedness Fund - A program administered by the Office of Emergency Management to maintain and staff the Governor's Emergency Operations Center during nuclear emergencies.
- 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.

22 Norwich Fire		2014-15 Actual	2015-16 Actual	2016-17 Budget	2016-17 Projected	2017-18 Request	2017-18 Proposed	2017-18 Adopted
80011	Head of Department	107,041	109,600	111,366	102,471	110,274	89,915	89,915
80012	Employees	738,538	803,018	742,432	774,380	993,710	750,116	750,116
80014	Overtime	19,079	15,166	16,320	20,000	17,063	17,063	17,063
89999	Fringe Benefits	507,910	684,505	746,288	746,288	757,569	761,017	755,312
80016	Clothing Allowance	28,455	28,172	24,000	27,000	23,800	23,800	23,800
80017	Replacement Cost	25,184	4,893	30,600	48,000	124,360	40,000	35,000
80021	Materials & Supplies	40,928	31,004	40,000	39,000	36,300	36,300	36,300
80023	Gas Oil & Grease	27,719	17,509	15,683	17,500	19,039	18,919	18,919
80032	Equip & Furn Maint	76,280	98,560	75,000	78,000	122,834	80,870	80,870
80033	Communications	49,942	52,295	87,689	88,000	61,230	72,742	72,742
80035	Utilities	71,456	59,224	61,700	63,000	57,900	62,000	62,000
80040	Bldg & Grnd Maint	33,858	34,153	26,970	26,970	29,390	29,390	29,390
80051	Special Service Charge	99,693	0	0	0	0	0	0
80057	Dues Licenses & Subscriptions	1,871	3,159	4,150	3,326	3,400	3,400	3,400
80059	Training	52,602	48,643	24,028	38,000	27,593	27,593	27,593
80063	Postemployment Medical	182,432	0	0	0	0	0	0
80114	Haz Mat Technician	2,756	9,298	5,500	6,000	6,836	6,836	6,836
80144	Physical Fitness Prog	14,161	17,720	20,000	19,000	23,500	23,500	18,500
TOTALS		2,079,905	2,016,919	2,031,726	2,096,935	2,414,798	2,043,461	2,027,756

Notes on Line items:

Clothing Allowance - 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	1.00	1.00	1.00	1.00	1.00	0.75	0.75
Safety & Training Marshal	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Battalion Chiefs - Step 2	3.00	4.00	4.00	4.00	2.00	2.00	2.00
Battalion Chiefs - Step 1	1.00	0.00	0.00	0.00	2.00	2.00	2.00
Lieutenants	0.00	0.00	0.00	0.00	4.00	0.00	0.00
Subtotal - Firefighters	6.00	6.00	6.00	6.00	10.00	5.75	5.75
Captain - Fire Marshal	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Inspectors - Step 2	2.00	2.00	2.00	2.00	1.00	1.00	1.00
Inspectors - Step 1	0.00	0.00	0.00	0.00	1.00	1.00	1.00
Fire Code Clerk	2.00	1.25	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	6.00	5.25	5.00	5.00	5.00	5.00	5.00
TOTAL FTE'S	12.00	11.25	11.00	11.00	15.00	10.75	10.75

Salaries

Fire Chief/ EMD			111,366		110,274	119,886	119,886
Director of Training & Safety			74,357		72,898	75,844	75,844
Battalion Chiefs - Step 2			81,583		79,983	83,215	83,215
Battalion Chiefs - Step 1			79,347		77,791	80,934	80,934
Lieutenants			70,388		67,045	71,796	71,796
Captain - Fire Marshal			80,712		79,129	82,326	82,326
Inspectors - Step 2			72,938		71,508	74,397	74,397
Inspectors - Step 1			70,813		69,425	72,229	72,229
Fire Code Clerk			43,742		44,617	44,617	44,617
Executive Secretary			49,490		50,480	50,480	50,480

Total Salaries Paid by General Fund

Fire Chief/ EMD			111,366		110,274	89,915	89,915
Safety & Training Marshal			74,357		72,898	75,844	75,844
Battalion Chiefs - Step 2			326,332		159,966	166,430	166,430
Battalion Chiefs - Step 1			0		155,582	161,868	161,868
Lieutenants			0		268,180	0	0
Captain - Fire Marshal			80,712		79,129	82,326	82,326
Inspectors - Step 2			145,876		71,508	74,397	74,397
Inspectors - Step 1			0		69,425	72,229	72,229
Fire Code Clerk			43,742		44,617	44,617	44,617
Executive Secretary			49,490		50,480	50,480	50,480
Stand-by pay per contract			6,925		6,925	6,925	6,925
EMT Stipends			8,000		8,000	8,000	8,000
Haz-Mat Stipends			7,000		7,000	7,000	7,000
Subtotal - Employees			<u>742,434</u>		<u>993,710</u>	<u>750,116</u>	<u>750,116</u>
TOTAL SALARIES			<u>853,800</u>		<u>1,103,984</u>	<u>840,031</u>	<u>840,031</u>

22	Norwich Fire	2014-15 Actual	2015-16 Actual	2016-17 Budget	2016-17 Projected	2017-18 Request	2017-18 Proposed	2017-18 Adopted
Performance Measures		Actual	Actual	Projected	Projected	Projected	Projected	Projected
Inputs (includes both the General Fund and City Consolidation District)								
Budget (General Fund + CCD-Special Service Charge)		\$9,080,046	\$9,241,074	\$9,133,123	\$9,521,422	\$9,580,795	\$9,762,614	\$9,684,968
Non-personnel budget		\$400,028	\$399,737	\$384,720	\$405,796	\$411,822	\$385,350	\$380,350
Total full-time equivalent employees		62.0	61.3	59.0	59.0	59.0	58.8	58.8
Total firefighters		56.0	56.0	54.0	54.0	54.0	53.8	53.8
Workload/outputs								
Fires		396	418	426	426	428	428	428
EMS		1,580	1,616	1,581	1,581	1,720	1,720	1,720
Hazardous materials		127	140	147	147	151	151	151
Service calls		109	106	93	93	115	115	115
Other		10	27	24	24	34	34	34
Total calls		2,222	2,307	2,271	2,271	2,448	2,448	2,448
Outcome/results								
Civilian casualties		-	2	-	-	-	-	-
Fire Service Injuries		14	25	14	14	14	14	14
Arson fires leading to arrests		-	-	2	2	2	2	2
Inspections/re-inspections		576	611	612	612	680	680	680
Complaints Investigated		71	58	75	75	77	77	77
Violations found		1,659	2,717	2,094	2,094	2,850	2,850	2,850
Violations corrected		712	1,007	690	690	1,200	1,200	1,200
Fire investigations conducted		60	48	57	57	55	55	55
Community service/public safety presentations		95	89	100	100	100	100	100
Training hours per person		450	450	450	450	450	450	450
Marine Operations		25	25	25	25	30	30	30
Efficiency								
Total calls/ firefighter		39.68	41.20	42.06	42.06	45.33	45.54	45.54
Total non-personnel budget/Total General Fund budget		0.34%	0.33%	0.31%	0.33%	0.33%	0.31%	0.31%

East Great Plain Volunteer Fire

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
- Professionalism
- Dedication
- Efficiency
- Responsibility

Departmental Goals (DG)

1. Maintain effective fire prevention programs and review operational efficiencies. (G-B)
2. Train fire personnel to the highest standards in suppression and other related emergencies while holding them accountable to those standards. (G-B)
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.
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. (G-B)
5. Reduce costs through an asset management plan that focuses on maintenance measures and energy efficiency initiatives on all City assets. (G-B)

Action Plans

1. Provide a high level of service 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 support for community events. (DG3)
4. Provide mutual aid to fire and coordinate necessary activities with Fire Marshal.(DG4)
5. Achieve maximum life expectancy of fire apparatus. (DG5)

Accomplishments

1. Won Life Safety Award for zero fire deaths. (DG1,DG2)
2. Awarded a grant for a new computer and pre-planning software. (DG1,DG3,DG4)
3. Participated in "Operation Save A Life" (2015, 2016) in which we received and distributed smoke detectors and carbon monoxide detectors to the public. (DG3)
4. Most responses of any volunteer Fire Company in Norwich. (DG4)
5. Along with Laurel Hill VFD, the first fire departments in Southeastern Connecticut to do both classroom and practical training for response to active violence incidents. (DG2,DG3)

23	East Great Plain Volunteer Fire	2014-15 Actual	2015-16 Actual	2016-17 Budget	2016-17 Projected	2017-18 Request	2017-18 Proposed	2017-18 Adopted
80015	Professional Services	2,981	7,500	7,500	7,500	17,250	17,250	15,250
80016	Clothing Allowance	1,610	3,649	2,000	2,000	3,000	3,000	3,000
80021	Materials & Supplies	11,117	26,018	25,500	25,500	30,000	26,000	22,000
80023	Gas Oil & Grease	5,744	3,114	2,336	2,336	2,673	2,650	2,650
80032	Equip & Furn Maint	36,054	21,921	30,000	30,000	32,000	30,000	30,000
80033	Communications	5,804	9,546	13,231	13,231	8,835	11,293	11,293
80035	Utilities	15,359	13,359	12,200	12,200	13,100	14,000	14,000
80040	Bldg & Grnd Maint	26,766	26,329	22,000	22,000	31,000	29,000	25,000
80057	Dues Licenses & Subscriptions	1,500	2,263	2,500	2,500	2,500	2,500	2,500
80059	Training	9,495	11,408	12,600	12,600	15,000	13,000	13,000
TOTALS		116,430	125,107	129,867	129,867	155,358	148,693	138,693

Notes on Line items:

"Radio Service" has been combined with "Equipment & Furniture Maintenance"

"Professional Services" is the annual medical evaluations required for volunteer firefighters which had previously been paid out of the Human Resources budget.

Performance Measures

Inputs

Workload/outputs

	Actual	Actual	Projected	Projected	Projected	Projected	Projected
Fire (Building, vehicle, brush, etc.)	40	42	44	42	46	46	46
Overpressure Rupture, Explosion (no fire)	2	-	1	-	2	2	2
Rescue & EMS Incidents (EMS vehicle accidents, extrication)	589	639	598	639	610	610	610
Hazardous Conditions	50	40	42	40	45	45	45
Service Calls	36	45	33	45	36	36	36
Good Intent Calls (Authorized controlled burns, smoke scares)	66	89	60	89	60	60	60
False Alarms & False Calls	99	100	98	100	100	100	100
Severe Weather & Natural Disaster	-	-	1	-	1	1	1
Total Calls	882	955	877	955	900	900	900

Outcome/results

Number of volunteers attending training	45	45	45	45	48	48	48
Total training hours	2,100	2,100	2,100	2,100	2,200	2,200	2,200
Number of volunteers trained as EMT or MRT	38	38	38	38	37	37	37
Number of volunteers trained to use defibrillators	38	38	38	38	37	37	37
Number of State Fire Certified volunteers	40	40	40	40	40	40	40

Efficiency

Cost of dept/cost of total general fund operations	0.10%	0.10%	0.11%	0.11%	0.13%	0.12%	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. (G-B)
2. Train fire personnel to the highest standards in suppression and other related emergencies while holding them accountable to those standards. (G-B).
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. (G-B)
5. Reduce costs through an asset management plan that focuses on maintenance measures and energy efficiency initiatives on all City assets. (G-B)

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 our local school 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. Three firefighters were trained to the Firefighter 1 level. (DG3)
2. Two members trained to the EMT basic level. (DG2)
3. Voted in three new members into the department. (DG1)
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. (DG2)
5. No serious injuries sustained by members. (DG1,DG2)
6. Attended 20 local events and provided educational programs to our local schools. (DG3)
7. Along with East Great Plain VFD, the first fire departments in Southeastern Connecticut to do both classroom and practical training for response to active violence incidents. (DG2,DG3)

24	Laurel Hill Volunteer Fire	2014-15 Actual	2015-16 Actual	2016-17 Budget	2016-17 Projected	2017-18 Request	2017-18 Proposed	2017-18 Adopted
80015	Professional Services	4,000	5,098	4,000	4,000	6,000	6,000	6,000
80016	Clothing Allowance	5,305	6,729	1,650	3,000	3,000	3,000	3,000
80021	Materials & Supplies	5,440	5,538	4,000	8,000	4,000	4,000	4,000
80023	Gas Oil & Grease	1,096	778	779	900	927	927	927
80032	Equip & Furn Maint	11,300	19,657	19,500	15,000	19,500	19,500	19,500
80033	Communications	6,925	10,250	13,985	15,000	9,821	11,085	11,085
80035	Utilities	8,926	8,450	8,000	8,500	7,300	7,800	7,800
80040	Bldg & Grnd Maint	7,565	7,591	6,000	5,000	7,000	7,000	7,000
80057	Dues Licenses & Subscriptions	582	255	1,500	260	1,500	1,500	1,500
80059	Training	9,303	2,460	9,000	8,000	11,000	11,000	10,000
TOTALS		60,442	66,806	68,414	67,660	70,048	71,812	70,812

Notes on Line items:

"Professional Services" is the annual medical evaluations required for volunteer firefighters which had previously been paid out of the Human Resources budget.

Performance Measures	Actual	Actual	Projected	Projected	Projected	Projected	Projected
Workload/outputs							
Brush Fires	5	4	4	3	4	4	4
Structure Fires	4	7	7	8	7	7	7
Fire Alarms	18	14	14	11	14	14	14
Service Calls	4	6	6	7	6	6	6
Rescue/Emergency	1	1	1	2	1	1	1
Motor Vehicle Accidents	5	6	6	4	6	6	6
Vehicle Fires	2	2	2	1	2	2	2
Haz-Mat Calls	3	3	3	3	3	3	3
Mutual Aid	27	31	31	24	31	31	31
CO Problems	2	3	3	3	3	3	3
Water Emergency	1	5	5	3	5	5	5
Medical Calls	31	36	36	33	36	36	36
Total Calls	103	118	118	102	118	118	118
Outcome/results							
Accidents involving city fire vehicles	-	-	-	-	-	-	-
Civilian Casualties	-	-	-	-	-	-	-
Fire Service Injuries	-	-	-	-	-	-	-
Drills/Training	76	76	76	76	76	76	76
Training Hours	3,100	3,100	3,100	3,100	3,100	3,100	3,100
Community events attended	21	22	22	22	22	22	22
Percentage of women/minority members	38.00%	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%	0.06%	0.06%	0.06%

Occum Volunteer Fire

Mission

Respond to all calls for assistance, within both the Occum Fire District and mutual aid communities. Provide services up to the level of train/certification of the department and notify appropriate agencies if the incident requires other intervention. Perform community education activities to promote a safer environment.

Vision

To be considered by the City of Norwich and taxpayers as a valuable asset. Aid the community in fire or EMS protection in any way possible.

Values

- Professionalism
- Safety
- Service
- Fiscal Integrity
- Efficiency

Departmental Goals (DG)

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

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 and provide support for local 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. Successfully mitigated emergency calls for the past year with no injuries to personnel. (DG1,DG2)
2. Continued in-house Occupational Safety & Health Administration (OSHA) training. (DG2)
3. Held training in-house as well as joint training with other departments. (DG2)
4. Provided training and education to maintain and improve the skills of an effective emergency services organization. (DG2)
5. Awarded \$51,000 state grant for building repairs, and improvements.

25	Occum Volunteer Fire	2014-15 Actual	2015-16 Actual	2016-17 Budget	2016-17 Projected	2017-18 Request	2017-18 Proposed	2017-18 Adopted
80015	Professional Services	4,075	6,006	2,500	2,500	3,500	3,500	3,500
80016	Clothing Allowance	217	410	1,400	1,500	2,000	2,000	2,000
80021	Materials & Supplies	12,445	13,423	7,000	6,000	12,000	9,500	9,500
80023	Gas Oil & Grease	1,606	912	1,079	1,100	927	927	927
80032	Equip & Furn Maint	13,475	18,300	15,400	15,400	19,500	19,500	19,500
80033	Communications	5,854	8,145	13,042	13,042	12,000	9,714	9,714
80035	Utilities	11,632	8,252	8,500	8,500	8,300	10,000	10,000
80040	Bldg & Grnd Maint	14,370	9,150	15,000	15,000	12,000	10,000	10,000
80057	Dues Licenses & Subscriptions	210	185	500	300	900	900	900
80059	Training	3,113	3,413	5,400	5,400	12,000	12,000	10,000
TOTALS		66,997	68,196	69,821	68,742	83,127	78,041	76,041

Notes on Line items:

"Professional Services" is the annual medical evaluations required for volunteer firefighters. These costs had previously been paid out of the Human Resources budget.

Performance Measures	Actual	Actual	Projected	Projected	Projected	Projected	Projected
Workload/outputs							
CO Problem	7	12	9	9	20	20	20
Structural fires	10	10	10	10	15	15	15
Mutual aid (fire & medical)	20	23	22	22	30	30	30
Assorted fires	35	34	40	40	40	40	40
Service calls	16	22	16	16	30	30	30
Other calls	40	40	40	40	40	40	40
Emergency medical calls	174	170	200	200	240	240	240
Total Calls	302	311	337	337	415	415	415
Outcome/results							
Accidents involving city vehicles	-	-	-	-	-	-	-
Civillian casualties	-	-	-	-	-	-	-
Fire service injuries	-	-	-	-	-	-	-
Drills (weekdays and evenings)	80	80	80	80	110	110	110
Drills (man hours) in house	2,300	2,300	2,300	2,300	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 operations	0.06%	0.06%	0.06%	0.06%	0.07%	0.06%	0.06%

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
- Service
- Fiscal Integrity
- Safety
- Efficiency

Departmental Goals (DG)

1. Maintain effective fire prevention programs and review operational efficiencies. (G-B)
2. Train fire personnel to the highest standards in suppression and other related emergencies while holding them accountable to those standards. (G-B).
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. (G-B)
5. Reduce costs through an asset management plan that focuses on maintenance measures and energy efficiency initiatives on all City assets. (G-B)

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. Members attended several community events. (DG3)
3. Increased public education program delivery. (DG3)
4. Received a grant for station addition to house the dive team apparatus and equipment. (DG1,DG2)
5. One member has completed training for Subsurface Tactical Anti-Terrorism. (DG2)
6. Provided divers for the U. S. Coast Guard, Connecticut State Police, and local Police. (DG4)
7. Four members completed training at the National Fire Academy. (DG4)
8. Continued work with the Juvenile Review Board. (DG3)
9. Two members completed Emergency Medical Technician. (DG4)
10. No accidents involving city apparatus. (DG1,DG2)

26 Taftville Volunteer Fire	2014-15 Actual	2015-16 Actual	2016-17 Budget	2016-17 Projected	2017-18 Request	2017-18 Proposed	2017-18 Adopted
80015 Professional Services	8,073	9,397	6,750	6,750	0	6,750	6,750
80016 Clothing Allowance	1,777	379	3,150	3,150	4,000	2,000	2,000
80021 Materials & Supplies	34,392	42,317	26,500	26,500	30,506	28,000	28,000
80023 Gas Oil & Grease	9,419	6,087	6,119	6,700	7,361	7,045	7,045
80032 Equip & Furn Maint	32,092	27,279	30,600	30,000	35,000	30,000	30,000
80033 Communications	7,176	10,598	15,214	15,214	6,000	10,862	10,862
80035 Utilities	21,453	19,425	19,600	20,800	24,000	22,000	22,000
80040 Bldg & Grnd Maint	13,873	25,182	26,600	26,600	30,415	28,000	25,000
80057 Dues Licenses & Subscriptions	1,336	1,406	2,500	2,000	4,548	2,000	2,000
80059 Training	16,996	21,603	24,300	22,500	28,740	28,740	23,740
TOTALS	146,587	163,673	161,333	160,214	170,570	165,397	157,397

Notes on Line items:

"Professional Services" is the annual medical evaluations required for volunteer firefighters which had previously been paid out of the Human Resources budget.

Performance Measures	Actual	Actual	Projected	Projected	Projected	Projected	Projected
Workload/outputs							
Structural fires	15	30	30	30	30	30	30
Mutual aid	39	65	65	65	65	65	65
Standby	3	45	45	45	45	45	45
Water Rescue	-	5	5	5	5	5	5
Service Calls	28	20	20	20	20	20	20
Emergency Medical Calls	463	450	450	450	450	450	450
Motor Vehical Accidents	27	56	56	56	56	56	56
False Alarms	5	60	60	60	60	60	60
Brush Fires	5	5	5	5	5	5	5
Other	25	10	10	10	10	10	10
Investigation	95	55	55	55	55	55	55
Total Calls	705	801	801	801	801	801	801
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)	4,443	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%	0.14%	0.13%	0.13%	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 (G-B)
2. Train fire personnel to the highest standards in suppression and other related emergencies while holding them accountable to those standards (G-B).
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. (G-B)
5. Reduce costs through an asset management plan that focuses on maintenance measures and energy efficiency initiatives on all City assets. (G-B)

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 five 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 personnel. (DG2,DG3)
7. Completed street run cards for all 129 streets within area to standardize our mutual aid.

27	Yantic Volunteer Fire	2014-15 Actual	2015-16 Actual	2016-17 Budget	2016-17 Projected	2017-18 Request	2017-18 Proposed	2017-18 Adopted
80015	Professional Services	13,554	13,828	20,912	17,000	23,800	16,800	16,800
80016	Clothing Allowance	4,042	2,290	1,978	5,500	1,800	1,800	1,800
80021	Materials & Supplies	30,190	28,917	26,160	25,000	32,030	32,030	29,230
80023	Gas Oil & Grease	5,812	3,480	4,088	3,700	4,601	4,512	4,512
80032	Equip & Furn Maint	18,709	45,585	28,643	28,643	28,643	28,643	28,643
80033	Communications	6,785	9,990	14,791	16,000	10,695	12,718	12,718
80035	Utilities	27,357	20,910	29,400	23,000	22,100	22,000	22,000
80040	Bldg & Grnd Maint	30,667	28,695	27,367	27,367	23,567	23,567	23,567
80057	Dues Licenses & Subscriptions	2,213	345	3,000	3,000	6,388	6,388	2,388
80059	Training	21,143	10,113	18,000	18,000	24,025	24,025	20,025
TOTALS		160,472	164,153	174,339	167,210	177,649	172,483	161,683

Notes on Line items:

"Professional Services" is the annual medical evaluations required for volunteer firefighters which had previously been paid out of the Human Resources budget.

Performance Measures	Actual	Actual	Projected	Projected	Projected	Projected	Projected
Workload/outputs							
Structure Fires	4	20	20	3	20	20	20
False Alarms	6	10	10	15	10	10	10
Internal alarms	92	100	100	91	100	100	100
Miscellaneous calls	48	50	50	52	50	50	50
Rescue/emergency	270	250	250	288	250	250	250
Vehicle accidents	93	100	100	99	100	100	100
Automobile fire	12	20	20	9	20	20	20
Grass/brush fires	9	20	20	8	20	20	20
Chemical incidents	4	5	5	4	5	5	5
Mutual aid	48	30	30	52	30	30	30
Service calls	52	100	100	48	100	100	100
Total Calls	638	705	705	669	705	705	705
Outcome/results							
Accidents involving city fire vehicles	-	-	-	-	-	-	-
Fire service casualties	-	-	-	-	-	-	-
Fire-related civilian casualties	-	-	-	-	-	-	-
Fire-related injuries	-	-	-	-	-	-	-
Public education man-hours	890	800	800	800	800	800	800
Training man hours	2,310	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	62.00%	62.00%	62.00%	62.00%	62.00%	62.00%	62.00%
Efficiency							
Cost of dept/cost of total GF operations	0.14%	0.14%	0.14%	0.14%	0.14%	0.14%	0.13%

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

Departmental Goals (DG)

1. To protect and/or enhance the lives of Norwich residents by aiding them in attaining self-sufficiency (G-B)
2. Maintain strong community relations through candid communication, professional service, and the implementation of community outreach programs and partnerships.
3. Train personnel to the highest standards while holding them accountable to those standards (G-B)
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. (G-B)

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 while incorporating best practices in social service issues. (DG2, DG4)

Accomplishments

1. Assisted 1,162 Norwich disabled and elderly residents apply for the State of Connecticut Renter's Rebate Program which brought back over \$554,600 to the community in rebates. (DG1)
2. Administered three different energy assistance programs to help families meet the cost of oil and utilities; Emergency Food & Shelter Program (EFSP) Utility Fund, Project Warm Up and Operation Fuel. This brought \$200,000 in utility assistance to Norwich residents. (DG1)
3. Awarded \$42,610 in federal employment and training funds to assist our area's unskilled and/or undereducated labor force develop more marketable job skills, focusing in the health and medical related fields. Screened 212 Norwich residents for employment related services. Twenty-eight residents completed the training programs, including Certified Nurse's Aid Program. Currently, more than 82% of these formerly unemployed people are now working and the remaining are actively seeking employment in their new field. (DG1)
4. Converted funds used to operate the winter overflow shelter to the best practices of rapid re-housing and shelter diversion. The department diverted 49 persons from shelter and rapidly re-

- housed 22 residents using funds. Garnered over \$33,000 in grants and awards for this effort.
5. Participated in the first State of Connecticut coordinated access to shelter program for singles and families, as well as participated in the New London County Fund to End Homelessness, a \$250,000 (regional) State fund for diversion and re-housing.
 6. Awarded \$11,400 in grants and donations through the Norwich Safety Net Team for the provision of basic needs to Norwich families and individuals.
 7. Awarded \$19,500 in federal emergency rent/mortgage funds for economically distressed Norwich families and individuals.
 8. Awarded \$34,720 in Kinship and Respite Program funds through the State Probate Court. This program provides funding for children in the care of relatives who have been awarded guardianship through the Probate and Superior Court systems.
 9. Served in leadership roles in a number of local, regional and state human service organizations and initiatives, including the Southeastern Connecticut Council to End Homelessness Board, United Way of Southeastern Connecticut Board, CT Coalition to End Homelessness and the Regional Federal Emergency Food and Shelter Board.
 10. Organized the annual Christmas "Adopt a Family" program, matching sponsors who provided Christmas gifts to children of low-income Norwich families. Approximately 500 children, representing 130 families were assisted.
 11. Recovered \$27,487 in Relocation Liens.

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 \$30,000 – 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 \$42,610 – Provides job training and support services to low-income Norwich residents.
- Emergency Food & Shelter Program (passed through United Way) \$19,500 - Federal Emergency Food & Shelter Program provides for emergency rent and utility assistance for Norwich families/ individuals.

State of Connecticut Grants

- Kinship & Respite Programs \$34,720 - 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 \$11,400 - Funding received from local foundation grants and donations from the community allow for the provision of programs such as emergency grocery cards, Golden Wishes Program for Norwich seniors, pharmacy fund, utility fund, a fund for job-related incidentals, hygiene closet and the Backpack It To School Program. No city funds are required.
- Employment and Training Program Grants \$4,000 – Anticipate private grant funding to provide job training and support services to low-income Norwich residents.

- Direct Client Needs \$6,000 – Anticipate private grants and donations for the provision of clients' basic needs.
- Housing/Homelessness \$6,000 – Anticipate private grants 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.
- TVCCA/HUD Funding \$9,000 – For the provision of case management to individuals/families who are homeless or in danger of becoming homeless, under the Supportive Housing Program.
- Bethsaida Community \$1,340 – For the provision of case management services to homeless women.
- 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.

Human Services Department		2014-15 Actual	2015-16 Actual	2016-17 Budget	2016-17 Projected	2017-18 Request	2017-18 Proposed	2017-18 Adopted
01032	Recreation	586,082	615,129	627,729	627,420	714,911	790,881	714,049
01033	Admin/ Adult & Family Services	499,849	536,935	378,615	378,553	533,538	493,117	429,562
01036	Senior Center	575,041	627,383	612,096	611,510	692,668	652,757	652,584
01037	Youth & Family Services	207,024	267,191	235,259	230,078	316,965	302,846	303,842
TOTALS		1,867,996	2,046,638	1,853,699	1,847,561	2,258,082	2,239,601	2,100,037

33 Administration/ Adult & Family Services Division								
80011	Head of Department	52,642	89,604	91,048	91,048	90,155	92,869	92,869
80012	Employees	235,641	235,106	117,660	117,660	214,026	160,453	120,012
89999	Fringe Benefits	160,399	174,057	123,255	123,255	184,851	196,491	173,377
80021	Materials & Supplies	4,266	3,034	3,870	3,200	3,870	3,870	3,870
80032	Equip & Furn Maint	17,653	7,393	8,394	9,500	8,394	8,394	8,394
80033	Communications	3,195	2,537	7,178	8,500	5,052	3,850	3,850
80034	Postage	1,222	1,012	1,520	1,100	1,520	1,520	1,520
80037	Mileage	2,159	1,355	1,700	700	1,700	1,700	1,700
80039	Printing	64	32	500	100	500	500	500
80057	Dues Licenses & Subscriptions	1,706	612	920	920	900	900	900
80059	Training	899	451	570	570	570	570	570
83514	Non-Reimbursable	20,003	21,742	22,000	22,000	22,000	22,000	22,000
TOTALS		499,849	536,935	378,615	378,553	533,538	493,117	429,562

Staffing								
	Director of Human Services	1.00	1.00	1.00	1.00	1.00	1.00	1.00
	Supervisor of Human Services	1.00	0.00	0.00	0.00	0.00	0.00	0.00
	Human Services Caseworkers	2.00	3.00	1.00	1.00	2.00	1.00	1.00
	Administrative Coordinator	1.00	1.00	1.00	1.00	1.00	1.00	1.00
	Employment Case Manager	0.00	0.00	0.00	0.00	0.50	0.50	0.00
	Receptionist	0.00	0.00	0.00	0.00	1.00	0.50	0.00
	TOTAL FTE'S	5.00	5.00	3.00	3.00	5.50	4.00	3.00

Salaries								
	Director of Human Services			91,048		90,155	92,869	92,869
	Supervisor of Human Services			71,676		71,676	71,676	71,676
	Human Services Caseworkers			58,830		60,007	60,006	60,006
	Administrative Coordinator			58,830		60,007	60,006	60,006
	Employment Case Manager					46,876	46,876	46,876
	Receptionist			34,172		34,005	34,005	34,005

Total Salaries Paid by General Fund								
	Director of Human Services			91,048		90,155	92,869	92,869
	Supervisor of Human Services			0		0	0	0
	Human Services Caseworkers			58,830		120,014	60,006	60,006
	Administrative Coordinator			58,830		60,007	60,006	60,006
	Employment Case Manager			0		23,438	23,438	0
	Receptionist			0		34,005	17,003	0
	Subtotal - Employees			<u>117,660</u>		<u>237,464</u>	<u>160,453</u>	<u>120,012</u>
	TOTAL SALARIES			<u>208,708</u>		<u>327,619</u>	<u>253,322</u>	<u>212,881</u>

Performance Measures	Actual	Actual	Projected	Projected	Projected	Projected	Projected
Workload/outputs							
<i>Number Served</i>							
Job Placement	225	212	250	250	220	220	220
Rent and housing	170	128	200	200	130	130	130
Relocation due to condemnation							
Adults	47	37	50	50	40	40	40
Children	17	12	20	20	15	15	15
Utilities	450	462	400	400	50	50	50
Food (grocery cards)	88	73	100	100	75	75	75
Emergency prescriptions	76	66	75	75	70	70	70
Financial aid to seniors	30	25	20	20	25	25	25
Backpacks (back-to-school assistance)	-	-	-	-	-	-	-
Case management (New cases)	1,042	1,407	1,000	1,000	450	450	450
Total cases assisted	N/R	1,974	N/R	N/R	800	800	800
Outcome/ Results							
% of people applying for relocation who are housed	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
% of people at shelter who become permanently housed	N/A	N/A	N/A	N/A	N/A	N/A	N/A
% of people diverted from shelter or Rapidly Rehoused	72.00%	18.70%	50.00%	50.00%	20.00%	20.00%	20.00%
Federal dollars received for housing	\$19,500	\$19,500	\$19,500	\$19,500	\$17,700	\$17,700	\$17,700
% change in Federal dollars received for housing	0.00%	-6.00%	-6.00%	-6.00%	-9.00%	-9.00%	-9.00%
Total amount in safety net services funding	\$15,000	\$5,500	\$15,000	\$15,000	\$6,000	\$6,000	\$6,000
# of families assistance with Earned Income Tax Credit	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Amount of dollars into community due to EITC	N/A	N/A	N/A	N/A	N/A	N/A	N/A
% of clients served in Norwich Works who become gainfully employed	85.00%	82.00%	82.00%	82.00%	85.00%	85.00%	85.00%
% of Norwich Works participants successfully completing training	95.00%	96.00%	95.00%	95.00%	95.00%	95.00%	95.00%
Efficiency Measures							
Human Services budget as % of total general fund budget	0.42%	0.45%	0.31%	0.31%	0.43%	0.40%	0.35%

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. To also offer programs and events that will bring people to Norwich to use the facilities and programs that may not otherwise visit Norwich, thus making an economic impact on the City.

Values

- Economic value
- Health and environmental benefits
- Social importance

Departmental Goals (DG)

1. Promote the health and well-being of Norwich residents through organized and structured activities.
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. (G-B)
4. Reduce costs through an asset management plan that focuses on maintenance measures and energy efficiency initiatives on all City assets. (G-B)
5. Train personnel to the highest standards while holding them accountable to those standards. (G-B)

Action Plans

1. Provide access to recreational activities through promotion, coordination and publication of information using a variety of media. (DG1,DG2,DG3)
2. Offer a positive environment which facilitates opportunities for youth mentoring. (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. Awarded a \$7,000 grant from Eastern Connecticut Foundation to provide Summer Camp scholarships for the 2016 Summer Camp Program. (DG1,DG2)
2. Awarded a grant to offer free snacks and supper to all Summer Camp participants. (DG1,DG2)
3. Worked in partnership with Otis Library to increase programs to school aged children by participating in the Borrow a Books Program at Summer Camp and Mohegan Park Beach. (DG1,DG2)
4. Renovated the Recreation Building. (DG4)
5. Received training from Lighted Path for understanding children with special needs. (DG5)
6. Developed a Social Group for Adults with Special Needs. (DG1)
7. Started Splash and Dash Aquathon Event at Mohegan Park for Youth – 165 participants. (DG1, DG2)
8. Partnered with Southeastern CT. Region Recreation Department “DU IT” Youth Du-Athlon – 178 participants and “TRI” Youth Tri-Athlon – 216 participants. (DG1, DG2)
9. Partnered with 4-H of New London County to offer programs to our Summer Camp participants. (DG1, DG2)

32	Recreation	2014-15 Actual	2015-16 Actual	2016-17 Budget	2016-17 Projected	2017-18 Request	2017-18 Proposed	2017-18 Adopted
80011	Head of Department	0	0	0	0	0	48,028	40,024
80012	Employees	262,253	272,883	262,132	278,000	301,380	284,379	267,376
80013	Seasonal/ Temporary	37,663	43,673	50,000	50,000	64,000	64,000	38,400
80014	Overtime	5,238	3,964	4,000	3,000	4,000	4,000	4,000
89999	Fringe Benefits	181,223	201,886	203,269	203,269	235,540	284,078	257,853
80015	Professional Services	16,788	11,216	12,000	9,000	12,000	12,000	12,000
80021	Materials & Supplies	7,516	9,777	10,000	7,000	10,000	10,000	10,000
80023	Gas Oil & Grease	8,339	5,399	5,197	4,800	6,156	6,276	6,276
80032	Equip & Furn Maint	5,524	5,655	6,218	7,000	6,218	6,218	6,218
80033	Communications	5,109	7,045	12,751	12,751	8,655	9,540	9,540
80034	Postage	89	302	500	200	500	500	500
80035	Utilities	26,952	24,741	25,800	20,000	30,600	26,000	26,000
80037	Mileage	0	389	1,000	400	1,000	1,000	1,000
80040	Bldg & Grnd Maint	28,739	27,777	33,862	31,000	33,862	33,862	33,862
80057	Dues Licenses & Subscriptions	149	322	500	500	500	500	500
80059	Training	500	100	500	500	500	500	500
TOTALS		586,082	615,129	627,729	627,420	714,911	790,881	714,049

Staffing

Director of Recreation	0.00	0.00	0.00	0.00	0.00	0.60	0.50
Recreation Facilities Mtn. Supervisor	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Recreation Facilities Maintainer II	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Recreation Facilities Maintainer I	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Program Administrator	0.00	0.00	1.00	1.00	1.00	1.00	1.00
Administrative Secretary	1.00	1.00	0.00	0.00	0.00	0.00	0.00
Receptionist	0.00	0.00	0.00	0.00	1.00	0.50	0.00
TOTAL FTE'S	5.00	5.00	5.00	5.00	6.00	6.10	5.50

Salaries

Director of Recreation			0		80,047	80,047	80,047
Recreation Facilities Mtn. Supervisor			63,351		64,618	64,619	64,619
Recreation Facilities Maintainer II			49,490		50,480	50,480	50,480
Recreation Facilities Maintainer I			43,742		44,617	44,617	44,617
Program Administrator			61,807		63,043	63,043	63,043
Administrative Secretary			45,957		46,876	46,876	46,876
Receptionist			34,172		34,005	34,005	34,005

Total Salaries Paid by General Fund

Director of Recreation			0		0	48,028	40,024
Recreation Facilities Mtn. Supervisor			63,351		64,618	64,619	64,619
Recreation Facilities Maintainer II			49,490		50,480	50,480	50,480
Recreation Facilities Maintainer I			87,484		89,234	89,234	89,234
Program Administrator			61,807		63,043	63,043	63,043
Administrative Secretary			0		0	0	0
Receptionist			0		34,005	17,003	0
Subtotal - Employees			<u>262,132</u>		<u>301,380</u>	<u>284,379</u>	<u>267,376</u>
TOTAL SALARIES			<u>262,132</u>		<u>301,380</u>	<u>332,407</u>	<u>307,400</u>

Performance Measures

Workload/outputs

	Actual	Actual	Projected	Projected	Projected	Projected	Projected
Number of your program hours	1,950	1,725	2,000	2,000	2,000	2,000	2,000
Total acreage of athletic facilities	166	166	166	166	166	166	166

Outcome/ Results

Number of youth registrations	2,122	2,177	2,500	2,500	2,500	2,500	2,500
Number of adult registrations	226	160	250	250	250	250	250

Efficiency Measures

Recreation budget as % of total general fund budget	0.50%	0.51%	0.51%	0.51%	0.58%	0.64%	0.58%
Full-time staff salary cost as percentage of department budget	44.75%	44.36%	41.76%	44.31%	42.16%	42.03%	43.05%

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 high quality of life with access to programs, services and benefits that foster an independent and healthy lifestyle.

Values

- Integrity
- Compassion
- Support
- Collaboration

Departmental Goals (DG)

1. Protect and/or enhance the lives of Norwich's seniors.
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. (G-B)

Action Plans

1. Ensure Norwich Seniors are aware of and gain access to eligible benefits through education, Outreach and Benefits Counseling. (DG1,DG2,DG3)
2. Coordinate and provide preventive health services along with continued Medical Transportation services. (DG1,DG2,DG3)
3. Participate with multiple teams/programs such as: the Eldercare Review Team, Health Advisory Committee, UCFS Eldercare Committee, Three-Rivers Nursing Program Partnership, Norwich Tech Nursing Program Partnership and the Farmer's Market Program with the State of Connecticut. (DG2,DG3)

Accomplishments

1. Provided 11,360 transports to medical appointments, local shopping trips, out-of-town trips and to and from the Senior Center. (DG1,DG2)
2. Distributed 500 Farmer's Market Coupons totaling \$9,000 to eligible Norwich Residents. (DG1)
3. Completed renovations including a new roof, HVAC units and several interior upgrades with \$690,000 from the State of Connecticut Bond Commission. (DG3)
4. Received a \$75,150 State of Connecticut DOT grant for regional out-of-town medical transportation with the Town of Montville for the ninth year which resulted in 2,462 round trips for seniors/disabled of Norwich and Montville to out-of-town medical appointments. (DG1,DG3)
5. Provided 270 additional outreach services to senior citizens through a \$6,500 federal grant from Senior Resources. (DG1,DG3)
6. Provide a Foot Care Clinic with a Certified Podiatrist that served over 300 seniors through a \$5,000 federal grant from Senior Resources. (DG1,DG3)
7. Awarded \$25,000 by the Edward and Mary Lord Foundation to operate the Preventative Health Clinic and provided over 450 appointments. (DG1,DG3)
8. Provided 1,053 outreach appointments of which 324 were Medicare specific and 198 were home visits. (DG1,DG3)

36	Senior Center	2014-15 Actual	2015-16 Actual	2016-17 Budget	2016-17 Projected	2017-18 Request	2017-18 Proposed	2017-18 Adopted
80011	Head of Department	72,193	73,919	75,110	75,110	73,637	76,612	76,612
80012	Employees	251,763	271,531	264,474	260,000	300,726	259,920	259,920
80013	Seasonal/ Temporary	9,390	4,770	2,000	7,000	2,000	2,000	2,000
89999	Fringe Benefits	212,512	250,553	246,894	242,000	293,766	285,421	285,248
80021	Materials & Supplies	4,980	2,155	2,550	2,200	2,550	2,550	2,550
80023	Gas Oil & Grease	8,814	7,532	5,886	8,000	6,757	6,829	6,829
80032	Equip & Furn Maint	4,606	4,483	3,468	4,500	3,468	3,468	3,468
80033	Communications	7,286	8,451	8,374	9,000	6,424	12,617	12,617
80034	Postage	2,072	1,911	2,040	2,300	2,040	2,040	2,040
80037	Mileage	1,425	2,078	1,300	1,400	1,300	1,300	1,300
TOTALS		575,041	627,383	612,096	611,510	692,668	652,757	652,584

Staffing

Senior Citizens Director	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
Outreach Administrator	0.60	0.60	1.00	1.00	1.00	1.00	1.00
Senior Center Office Coordinator	1.00	1.00	0.21	0.21	0.00	0.00	0.00
Lead Van Driver	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
Receptionist	1.00	1.00	1.00	1.00	1.60	1.00	1.00
Escort Driver	1.00	1.00	1.00	1.00	1.00	1.00	1.00
TOTAL FTE'S	7.60	7.60	7.21	7.21	7.60	7.00	7.00

Salaries

Senior Citizens Director			75,110		73,637	76,612	76,612
Program Administrator			61,807		63,043	63,043	63,043
Outreach Administrator			58,830		60,007	60,007	60,007
Senior Center Office Coordinator			45,957		46,876	46,876	46,876
Lead Van Driver			34,172		34,855	34,855	34,855
Van Driver			33,338		34,005	34,005	34,005
Receptionist			33,338		34,005	34,005	34,005
Escort Driver			33,338		34,005	34,005	34,005

Total Salaries Paid by General Fund

Senior Citizens Director			75,110		73,637	76,612	76,612
Program Administrator			61,807		63,043	63,043	63,043
Outreach Administrator			58,830		60,007	60,007	60,007
Senior Center Office Coordinator			9,651		0	0	0
Lead Van Driver			34,172		34,855	34,855	34,855
Van Driver			33,338		34,005	34,005	34,005
Receptionist			33,338		54,408	34,005	34,005
Escort Driver			33,338		34,005	34,005	34,005
Subtotal - Employees			<u>264,474</u>		<u>280,323</u>	<u>259,920</u>	<u>259,920</u>
TOTAL SALARIES			<u>339,584</u>		<u>353,960</u>	<u>336,532</u>	<u>336,532</u>

Performance Measures

Workload/outputs

	Actual	Actual	Projected	Projected	Projected	Projected	Projected
Active Members	1,118	1,295	1,400	1,400	1,400	1,400	1,400
<i>Number Served:</i>							
Preventative health clinic	9,488	9,410	10,000	10,000	10,000	10,000	10,000
Transportation	12,072	13,469	13,000	13,000	13,000	13,000	13,000
Outreach	882	1,053	1,050	1,050	1,050	1,050	1,050
Programs	44,500	42,000	47,000	47,000	47,000	47,000	47,000

Outcome/ Results

Increases in innovative programming	2.00%	10.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Increase in homebound senior services	2.00%	31.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Increase in membership support	3.00%	14.00%	3.00%	3.00%	3.00%	3.00%	3.00%

Efficiency Measures

Expenditures / memberships	\$221.17	#DIV/0!	\$180.03	\$179.86	\$203.73	\$191.99	\$191.94
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Youth & Family Services

Mission

We seek to promote the social and emotional health of our youth, create opportunities for them to maximize their potential, become balanced and functioning citizens in our community, to educate, and engage the community on important issues impacting youth and families.

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

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.
3. Increase efficiencies by working collaboratively with other departments, agencies, boards and commissions as well as outside agencies. (G-B)
4. Train personnel to the highest standards while holding them accountable to those standards. (G-B)

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, in-school services and support services to schools in Norwich. (DG2,DG3)
4. Ensure proper level of professional certifications for all staff through education and training. (DG4)
5. Provide a leadership role on key local and regional boards/committees. (DG3)
6. Coordinate activities with Police, Human Services, Rose City Senior Center, Norwich Recreation, and Norwich Public Schools. (DG1, DG2, DG3)

Accomplishments

1. Fulfilled the mandate of youth service bureaus as outlined in Connecticut General Statute for the evaluation, planning, coordination and implementation of services, including prevention and intervention programs, for youth. (DG1)
2. Received annual funding in the amount of \$80,909 through the State Department of Education as part of a partnership with the City of Norwich to maintain its Youth Service Bureau. (DG1,DG3)
3. Received \$7,026 in Enhancement Funding through the State Department of Education which was used to provide additional programming such as Girls Circle and the Norwich Youth Action Council. (DG1,DG3)
4. Received \$188,589 to employ 170 youth in the Summer Youth Employment Program funded by the Eastern Workforce Investment Board, and an additional \$63,567 to provide work, education and training services to 46 at-risk in school youth. (DG1,DG3)
5. Served 55 individual and/or family counseling cases providing assessment, case management, and crisis intervention and referral services. (DG1)
6. Secured a \$7116 grant from SERAC for substance abuse and suicide prevention activities which

- served 3,977 Norwich youth. (DG1,DG2)
7. Co-facilitated 12 sessions of Grandparents Raising Grandchildren. (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. 81 young people were served by those programs.
 9. Received \$9,696 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. Was invited by the Connecticut Youth service Association, The National League of Cities Institute for Youth, Education and families and The Tow Foundation to participate in the Engaging City leaders Initiative. This initiative engages local officials with the agencies who serve youth to create sustainable juvenile justice reform both locally and, ultimately, across the state. Norwich is one of three cities chosen to participate.
 11. Received \$48,755 from private and public donors to fund Children First Norwich, which promotes healthy outcomes for Norwich children birth to age eight. Children First Norwich also organized the annual Family Day an event serving over 2,000 people. (DG1,DG2)
 12. Administered Summer Jam and Learn Diversion Collaborative for youth involved in the juvenile justice system, serving 19 youth in collaboration with the Bully Buster Coalition for a total cost of \$9,795 received in grants, fees and donations. (DG1,DG2)

Grant Descriptions

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

Federal Grants

- Department of Labor Workforce Investment Board \$63,567 – Provides funding for the COOL Directions Program (Careers of Our Lives), a Youth Readiness & Employment Program.
- Department of Labor Workforce Investment Board \$188,589 – Provides funding for Summer Youth Employment Program. Fiduciary is EASTCONN, staffing fees, materials/supplies are reimbursed to City.
- Department of Mental Health & Addiction Services (*new FY 16/17, 4 year grant*) \$138,094 – Provides funding to address underage drinking and/or prescription drug abuse/misuse prevention.

State of Connecticut Grants

- Department of Education \$80,909 – Partnership allocation to City of Norwich for maintenance of Norwich's Youth Service Bureau.
- Department of Education \$7,026 – YSB Enhancement Grant supports youth programming in Norwich.
- CT Youth Services Association/Department of Children and Families \$9696- Juvenile Justice Program.
- State Education Resource Center (SERC) \$19,398- Leadership Training.

Private Grants

- William Casper Graustein Memorial Fund \$48,755– Received from Graustein Memorial Fund for Children First Norwich.
- Grants/Donations \$1,600 – Received for the Norwich Children First Initiative Annual Family Day.
- Southeastern Connecticut Regional Action Council (SERAC) funding \$7,116 for Norwich Substance Abuse and Suicide Prevention activities.
- Foundations Grants \$11,580 Received for the provision of various youth programs.

37 Youth & Family Services	2014-15 Actual	2015-16 Actual	2016-17 Budget	2016-17 Projected	2017-18 Request	2017-18 Proposed	2017-18 Adopted
80012 Employees	133,271	136,458	122,181	117,000	156,555	133,116	133,116
89999 Fringe Benefits	73,253	130,733	113,078	113,078	160,410	169,730	170,726
80015 Professional Services	500	0	0	0	0	0	0
TOTALS	207,024	267,191	235,259	230,078	316,965	302,846	303,842

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

Staffing

Clinical Coordinator	1.00	1.00	0.00	0.00	0.00	0.00	0.00
YFS Therapist/ Coordinator	1.00	1.00	1.00	1.00	1.00	1.00	1.00
YFS Caseworker	0.00	0.00	1.00	1.00	1.00	1.00	1.00
Positions funded from other sources	2.60	2.60	1.60	1.60	2.84	2.84	2.84
TOTAL FTE'S	4.60	4.60	3.60	3.60	4.84	4.84	4.84

Salaries

Clinical Coordinator			75,304		76,810	76,810	76,810
YFS Therapist/ Coordinator			63,351		73,110	73,110	73,110
YFS Caseworker			58,830		60,007	60,006	60,006

Total Salaries Paid by General Fund

Clinical Coordinator			0		0	0	0
YFS Therapist/ Coordinator			63,351		73,110	73,110	73,110
YFS Caseworker			58,830		60,007	60,006	60,006
TOTAL SALARIES			122,181		133,117	133,116	133,116

Performance Measures

Workload/outputs

Number Served:

	Actual	Actual	Projected	Projected	Projected	Projected	Projected
Counseling cases	76	55	85	85	70	70	70
COOL youth employment	54	46	50	50	50	50	50
Summer Youth Employment	113	170	90	90	140	140	140
Leadership initiatives	46	40	60	60	48	48	48
Juvenile Review Board cases	30	38	25	25	25	25	25
Individual/ community consultations	495	700	500	500	700	700	700
Positive youth development/ recreation/ cultural/ community education	8,616	8,010	5,000	5,000	7,000	7,000	7,000
Relative Caregivers Groups (Grandparents raising grandchildren)	12	12	12	12	12	12	12
Middle School Diversion Program	16	25	25	25	25	25	25
Families With Service Needs/Youth served	9	56	25	25	56	56	56
Child Welfare Services	250	250	250	250	250	250	250
Girls Circle Program	10	20	15	15	15	15	15
Summer Jam & Learn Program	20	19	20	20	15	15	15

Outcome/ Results

% of contacted parents/ community partners that will report satisfaction with agency services

	91.00%	90.00%	90.00%	90.00%	90.00%	90.00%	90.00%
Hours of professional counseling services to low-income Norwich families	1,520	1,800	1,800	1,800	1,800	1,800	1,800
Mentor graduates in 3+ community projects	7	-	5	5	5	5	5
Provide youth with employability assessment	113	90	90	90	90	90	90
Provide employment/ internships to eligible youth	113	90	90	90	90	90	90
Provide anti-smoking substance abuse to youths	3,424	1,200	1,200	1,200	1,200	1,200	1,200
Provide public forums/ educational events to parents	2,297	1,800	1,800	1,800	1,800	1,800	1,800
Engage youth in community service	9	20	20	20	20	20	20

Efficiency Measures

Cost of department/ population	\$5.15	\$6.65	\$5.86	\$5.73	\$7.89	\$7.54	\$7.56
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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 model public works department in Southeastern Connecticut – one that other public works departments utilize as a benchmark.

Values

- Integrity
- Service
- Skill
- Efficiency

Departmental Goals (DG)

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

Action Plans

1. Implement strong safety program. (DG1, DG4)
2. Develop and implement a comprehensive competency enhancement training program (DG4)
3. Implement Public Safety Enhancements (DG3)
4. Based on funding, resurface road network on a 10-year cycle. (DG1)
5. Maximize life expectancy of vehicles while providing an ongoing assessment of needs. (DG1)
6. Promote City-wide recycling program. (DG2)
7. Use social media to alert citizenry of department activities. (DG2, DG3)
8. Employ technology to streamline work order system, capital project planning and document storage in order to improve efficiency and response time. (DG3)

Accomplishments

1. Paved, sealed, or otherwise improved 13 miles of roadway within the city, representing 8% of the total city roadway network. (DG1)
2. Engineers managing \$28.1 million of projects (DG1)
3. Replaced over 50 faded, damaged, or obscured street and traffic signs as part of a targeted downtown street maintenance program. (DG1)
4. Constructed 1,600 linear feet of sidewalk. (DG1)
5. Demolished old dog pound, concession stand at Mohegan Park, and unsafe foundation on 41 Lake Street. (DG3)
6. The Department responded to 26 different snow events without the need to close city offices and without running out of salt. (DG1,DG3)
7. The Fleet Maintenance Division performed over 1,500 services / repairs during this year, impounded approximately 20 vehicles in coordination with the Police Department, assembled and commissioned four police cruisers, one large dump truck, customized the new mason trailer, ordered 9 vehicles including a new sweeper. (DG1,DG3)

Public Works		2014-15 Actual	2015-16 Actual	2016-17 Budget	2016-17 Projected	2017-18 Request	2017-18 Proposed	2017-18 Adopted
01038	Engineering & Administration	569,495	623,208	760,446	735,111	794,057	813,978	829,810
01039	Fleet Maintenance	1,372,628	1,392,720	1,407,054	1,444,406	1,441,576	1,444,825	1,444,831
01040	Transfer Station, Recycling & Refuse	2,500,303	2,815,587	2,821,595	2,776,274	2,821,182	2,582,865	2,450,933
01042	Street Maintenance	4,242,628	4,088,938	4,287,938	4,253,460	4,459,203	4,613,614	4,419,428
01047	Building Maintenance	1,229,832	1,311,992	1,328,910	1,337,286	1,357,212	1,366,763	1,347,942
01048	Parking Maintenance	113,965	145,555	164,256	144,256	168,669	170,283	170,187
TOTALS		10,028,851	10,378,000	10,770,199	10,690,793	11,041,899	10,992,328	10,663,131

Performance Measures	Actual	Actual	Projected	Projected	Projected	Projected	Projected
Inputs							
Full-time equivalent employees	63.00	62.50	61.00	61.00	61.00	60.00	57.17
Workload/outputs							
Improved miles of road	161	162	162	162	162	162	162
Buildings maintained	13	13	15	15	15	15	15
Vehicles & equipment maintained	332	335	335	335	335	335	335
Parks & cemeteries maintained	15	15	15	15	15	15	15
Parking lots, decks & garages maintained	14	14	14	14	14	14	14
Outcome/ Results							
Recycling flyers, newspaper articles, TV spots, etc.	18	17	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	8.8	12.0	12.0	12.0	12.0	12.0
Clean catch basins at least one time each year	75.00%	75.00%	100.00%	100.00%	100.00%	100.00%	100.00%
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	1	1	1	1	1	1	1
Average age of fleet (years)	10.5	10.0	11.4	11.4	11.4	11.4	11.4
Efficiency Measures							
Median time to close our citizen service requests (days)	8	8	8	8	8	8	8
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	\$250	\$263	\$268	\$268	\$275	\$274	\$265

38 Engineering & Administration Division		2014-15 Actual	2015-16 Actual	2016-17 Budget	2016-17 Projected	2017-18 Request	2017-18 Proposed	2017-18 Adopted
80011	Head of Department	114,951	109,600	110,028	101,000	108,949	112,228	112,228
80012	Employees	253,764	262,670	345,439	330,000	350,311	352,348	352,348
80014	Overtime	2,177	7,166	3,200	1,000	3,200	3,200	3,200
89999	Fringe Benefits	146,746	197,184	247,108	245,000	276,946	286,508	302,340
80015	Professional Services	25,021	28,068	33,000	33,000	33,000	33,000	33,000
80021	Materials & Supplies	6,501	6,226	6,410	7,500	6,410	6,410	6,410
80033	Communications	3,018	1,654	2,911	2,911	1,241	4,284	4,284
80034	Postage	1,143	217	500	1,350	500	500	500
80037	Mileage	4,865	2,383	500	4,000	500	5,000	5,000
80057	Dues Licenses & Subscriptions	10,790	6,747	10,000	8,000	10,000	7,500	7,500
80059	Training	519	1,293	1,350	1,350	3,000	3,000	3,000
TOTALS		569,495	623,208	760,446	735,111	794,057	813,978	829,810

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	1.00	1.00	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
Civil Engineer funded by Road Bond	1.00	1.00	0.00	0.00	0.00	0.00	0.00
TOTAL FTE'S	6.00						

Salaries

Director of Public Works			110,027		108,949	112,228	112,228
City Engineer			101,855		101,855	103,892	103,892
Civil Engineer			79,117		80,699	80,699	80,699
Public Works Accounting Clerk			42,675		43,529	43,529	43,529

Total Salaries Paid by General Fund

Director of Public Works			110,027		108,949	112,228	112,228
City Engineer			101,855		101,855	103,892	103,892
Civil Engineer			158,234		161,398	161,398	161,398
Public Works Accounting Clerk			85,350		87,058	87,058	87,058
Subtotal - Employees			<u>345,439</u>		<u>350,311</u>	<u>352,348</u>	<u>352,348</u>
TOTAL SALARIES			<u>455,466</u>		<u>459,260</u>	<u>464,576</u>	<u>464,576</u>

39 Fleet Maintenance Division		2014-15 Actual	2015-16 Actual	2016-17 Budget	2016-17 Projected	2017-18 Request	2017-18 Proposed	2017-18 Adopted
80012	Employees	446,790	454,523	458,488	462,000	456,925	460,083	460,083
80014	Overtime	46,781	44,326	44,732	46,000	44,732	44,732	44,732
89999	Fringe Benefits	319,865	349,220	363,696	363,696	388,906	396,637	396,643
80023	Gas Oil & Grease	102,662	88,741	100,613	111,000	113,051	112,842	112,842
80027	Auto Supplies & Maint	407,501	396,859	375,000	400,000	375,000	375,000	375,000
80033	Communications	4,821	6,382	9,710	9,710	6,647	8,216	8,216
80035	Utilities	29,957	26,789	37,000	28,000	37,000	28,000	28,000
80040	Bldg & Grnd Maint	13,316	20,590	13,315	17,000	13,315	13,315	13,315
80059	Training	935	5,290	4,500	7,000	6,000	6,000	6,000
TOTALS		1,372,628	1,392,720	1,407,054	1,444,406	1,441,576	1,444,825	1,444,831

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			79,729		78,166	81,324	81,324
Lead Mechanic			65,884		65,884	65,884	65,884
Auto Equipment Mechanics			62,415		62,415	62,415	62,415

Total Salaries Paid by General Fund

Fleet Maintenance Superintendent			79,729		78,166	81,324	81,324
Lead Mechanic			65,884		65,884	65,884	65,884
Auto Equipment Mechanics			312,075		312,075	312,075	312,075
Longevity Bonuses			800		800	800	800
TOTAL SALARIES			458,488		456,925	460,083	460,083

40 Transfer Station, Recycling & Refuse		2014-15 Actual	2015-16 Actual	2016-17 Budget	2016-17 Projected	2017-18 Request	2017-18 Proposed	2017-18 Adopted
80012	Employees	142,507	143,910	152,314	165,000	153,280	49,249	8,208
80014	Overtime	18,709	17,912	34,520	20,000	33,722	1,000	1,000
89999	Fringe Benefits	101,095	115,464	126,367	126,367	125,690	95,349	4,458
80021	Materials & Supplies	642	5,208	2,395	3,000	2,395	500	500
80032	Equip & Furn Maint	11,768	11,309	14,125	6,000	14,125	3,000	3,000
80033	Communications	224	216	907	907	703	0	0
80035	Utilities	4,785	4,142	4,200	5,000	4,500	0	0
80124	Landfill/Recycle Operations	2,220,573	2,517,426	2,486,767	2,450,000	2,486,767	2,433,767	2,433,767
TOTALS		2,500,303	2,815,587	2,821,595	2,776,274	2,821,182	2,582,865	2,450,933

Staffing

Weighmaster Clerk	1.00	1.00	1.00	1.00	1.00	1.00	0.00	0.00
Recycling Coordinator	1.00	1.00	1.00	1.00	1.00	1.00	1.00	0.17
Laborer	1.00	1.00	1.00	1.00	1.00	1.00	0.00	0.00
TOTAL FTE'S	3.00	3.00	3.00	3.00	3.00	3.00	1.00	0.17

Salaries

Weighmaster Clerk			59,576		59,576	59,576	59,576	59,576
Recycling Coordinator			48,283		49,249	49,249	49,249	49,249
Attendant			44,455		44,455	44,455	44,455	44,455
Total Salaries Paid by General Fund								
Weighmaster Clerk			59,576		59,576	0	0	0
Recycling Coordinator			48,283		49,249	49,249	8,208	8,208
Attendant			44,455		44,455	0	0	0
TOTAL SALARIES			152,314		153,280	49,249	8,208	8,208

Detail of Landfill/ Recycling Operations Line:

Material disposal fees	30,000		30,000		-	-	-
Bulky waste disposal	25,000		25,000		-	-	-
Bagged leaf collection	15,000		15,000		15,000	15,000	15,000
SCRRA Contract	1,208,000		1,208,000		1,160,000	1,160,000	1,160,000
Automated citywide refuse and recycling collection	1,064,267		1,064,267		1,064,267	1,064,267	1,064,267
Bulky waste collection	52,000		52,000		52,000	52,000	52,000
Catch basin cleaning	75,000		75,000		75,000	75,000	75,000
Transfer Station Contract	-		-		50,000	50,000	50,000
Annual Landfill Post-closure Monitoring Costs	17,500		17,500		17,500	17,500	17,500
	2,486,767		2,486,767		2,433,767	2,433,767	2,433,767

42 Streets & Parks Maintenance Division		2014-15 Actual	2015-16 Actual	2016-17 Budget	2016-17 Projected	2017-18 Request	2017-18 Proposed	2017-18 Adopted
80009	Tree Care	39,245	38,764	39,875	39,875	39,875	39,875	39,875
80012	Employees	1,853,075	1,809,689	1,875,748	1,800,000	1,870,274	1,944,142	1,829,169
80013	Seasonal/ Temporary	34,738	29,118	40,000	40,000	40,000	35,000	35,000
80014	Overtime	201,594	109,945	126,630	145,000	126,630	126,630	126,630
89999	Fringe Benefits	1,307,685	1,465,814	1,533,705	1,533,705	1,691,818	1,782,557	1,703,344
80021	Materials & Supplies	655,803	500,505	502,033	502,033	502,033	502,033	502,033
80033	Communications	11,910	12,571	17,677	17,677	13,543	14,747	14,747
80035	Utilities	58,069	49,778	51,100	54,000	58,400	52,000	52,000
80040	Bldg & Grnd Maint	32,747	38,336	38,440	38,440	50,000	50,000	50,000
80043	Emergency Storm Drain	47,762	34,418	54,630	74,630	54,630	54,630	54,630
80059	Training	0	0	8,100	8,100	12,000	12,000	12,000
TOTALS		4,242,628	4,088,938	4,287,938	4,253,460	4,459,203	4,613,614	4,419,428

Staffing

Public Works Superintendent	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Streets/ Parks Foreman	2.00	2.00	2.00	2.00	2.00	2.00	1.00
Crew Leaders	3.00	3.00	4.00	4.00	4.00	4.00	4.00
Mason	1.00	1.00	0.00	0.00	0.00	0.00	0.00
Maintenance Man	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Heavy Equipment Operators	3.00	2.75	3.00	3.00	3.00	4.00	4.00
Light Equipment Operators	12.00	11.75	12.00	12.00	12.00	13.00	13.00
Laborers	14.00	14.00	12.00	12.00	12.00	11.00	10.00
TOTAL FTE'S	37.00	36.50	35.00	35.00	35.00	36.00	34.00

Salaries

Public Works Superintendent		79,729		78,166	81,324	81,324
Streets/ Parks Foreman		69,135		67,779	70,518	70,518
Crew Leaders		60,228		60,228	60,228	60,228
Mason		59,576		59,576	59,576	59,576
Maintenance Man		59,576		59,576	59,576	59,576
Heavy Equipment Operators		56,738		56,738	56,738	56,738
Light Equipment Operators		52,949		52,949	52,949	52,949
Laborers		44,455		44,455	44,455	44,455

Total Salaries Paid by General Fund

Public Works Superintendent		79,729		78,166	81,324	81,324
Streets/ Parks Foreman		138,270		135,558	141,036	70,518
Crew Leaders		240,912		240,912	240,912	240,912
Mason		0		0	0	0
Maintenance Man		59,576		59,576	59,576	59,576
Heavy Equipment Operators		170,214		170,214	226,952	226,952
Light Equipment Operators		635,388		635,388	688,337	688,337
Laborers		533,460		533,460	489,005	444,550
Longevity Bonuses & Wage Differentials		17,000		17,000	17,000	17,000
TOTAL SALARIES		1,874,549		1,870,274	1,944,142	1,829,169

47 Building Maintenance Division		2014-15 Actual	2015-16 Actual	2016-17 Budget	2016-17 Projected	2017-18 Request	2017-18 Proposed	2017-18 Adopted
80004	Materials & Supplies - Other	13,883	12,529	13,000	19,000	13,000	13,000	13,000
80007	Utilities - Other	76,932	74,530	77,200	72,000	73,500	68,000	58,000
80012	Employees	450,706	439,125	457,392	460,000	456,014	458,798	458,798
80014	Overtime	49,190	46,645	36,000	36,000	36,000	36,000	36,000
89999	Fringe Benefits	274,059	324,001	342,597	343,586	378,820	393,043	394,222
80021	Materials & Supplies	47,045	52,806	42,000	40,000	42,000	42,000	42,000
80033	Communications	5,996	8,023	8,521	9,700	6,278	6,922	6,922
80035	Utilities	165,342	175,206	170,200	173,000	169,600	167,000	167,000
80040	Bldg & Grnd Maint	66,105	90,808	74,000	74,000	92,000	92,000	92,000
80108	Bldg Grnd Maint Other	80,574	88,319	108,000	110,000	90,000	90,000	80,000
TOTALS		1,229,832	1,311,992	1,328,910	1,337,286	1,357,212	1,366,763	1,347,942

Notes on Line items:

80040 Building & Grounds Maint 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 70249). State of Connecticut offices occupy 37% of City Hall.

Staffing

Building & Grounds Maintenance Supervisor	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

Building & Grounds Maintenance Supervisor			70,296		68,918	71,702	71,702
Chief Maintenance Man			62,415		62,415	62,415	62,415
Lead Janitor			54,843		54,843	54,843	54,843
Janitors			44,773		44,773	44,773	44,773

Total Salaries Paid by General Fund

Building & Grounds Maintenance Supervisor			70,296		68,918	71,702	71,702
Chief Maintenance Man			62,415		62,415	62,415	62,415
Lead Janitor			54,843		54,843	54,843	54,843
Janitors			268,638		268,638	268,638	268,638
Longevity Bonuses			1,200		1,200	1,200	1,200
TOTAL SALARIES			457,392		456,014	458,798	458,798

48 Parking Maintenance Division		2014-15 Actual	2015-16 Actual	2016-17 Budget	2016-17 Projected	2017-18 Request	2017-18 Proposed	2017-18 Adopted
80012	Employees	42,190	43,895	44,773	44,773	44,773	44,773	44,773
89999	Fringe Benefits	32,228	37,243	39,483	39,483	43,896	45,510	45,414
80040	Bldg & Grnd Maint	29,547	54,417	70,000	50,000	70,000	70,000	70,000
80181	Parking Lease	10,000	10,000	10,000	10,000	10,000	10,000	10,000
TOTALS		113,965	145,555	164,256	144,256	168,669	170,283	170,187

Staffing

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

Salaries

Janitors			44,773		44,773	44,773	44,773
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Total Salaries Paid by General Fund

Janitors			44,773		44,773	44,773	44,773
TOTAL SALARIES			44,773		44,773	44,773	44,773

Election

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. (G-B)
2. Train personnel to the highest standards for election related activities while holding appropriate personnel accountable to those standards. (G-B)
3. Maintain strong community relations through candid 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 do their assigned duties for each election. (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)

63	Election	2014-15 Actual	2015-16 Actual	2016-17 Budget	2016-17 Projected	2017-18 Request	2017-18 Proposed	2017-18 Adopted
80011	Head of Department	49,977	52,299	52,780	52,780	53,560	53,560	53,560
80013	Seasonal/ Temporary	31,144	37,196	51,100	43,000	51,100	42,700	42,700
89999	Fringe Benefits	4,411	7,479	10,173	7,000	9,274	8,594	8,594
80021	Materials & Supplies	3,720	6,565	3,000	5,500	3,000	3,000	3,000
80032	Equip & Furn Maint	12,937	8,454	4,400	8,000	6,000	6,000	6,000
80033	Communications	1,943	2,479	5,435	5,435	3,000	7,825	7,825
80034	Postage	4,433	4,295	5,000	6,000	5,000	5,000	5,000
80037	Mileage	94	70	600	400	600	600	600
80038	Advertising	1,694	3,191	6,000	3,000	3,000	3,000	3,000
80039	Printing	8,466	11,294	15,000	15,000	12,000	12,000	12,000
80053	Moving Voting Machine	0	0	500	500	500	500	500
80059	Training	3,671	4,966	2,000	5,000	3,000	3,000	3,000
TOTALS		122,490	138,288	155,988	151,615	150,034	145,779	145,779

Staffing

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

Salaries

Registrars			26,390		26,780	26,780	26,780
Total Salaries Paid by General Fund							
Registrars			52,780		53,560	53,560	53,560
TOTAL SALARIES			52,780		53,560	53,560	53,560

Elections Workers

Deputy Registrars			3,000		3,000	3,000	3,000
Head Moderator			600		600	600	600
Precinct Moderators			2,100		2,100	2,100	2,100
Assistant Registrars			5,200		5,200	5,200	5,200
Ballot Clerks			2,400		2,400	1,200	1,200
Checkers			3,000		3,000	1,200	1,200
Machine Tenders			1,200		1,200	1,200	1,200
Demonstrators			2,400		2,400	1,200	1,200
Moderator/ Absentee			250		250	250	250
Absentee Counters			1,200		1,200	1,200	1,200
Meeting Costs			1,200		1,200	1,200	1,200
Contingency			3,000		3,000	3,000	3,000
Security			0		0	0	0
Cost of One Elections			25,550		25,550	21,350	21,350
Cost of Two Elections			51,100		51,100	42,700	42,700

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	578	1,908	1,800	1,800	750	750	750
Changes	1,967	2,538	2,200	2,200	1,200	1,200	1,200
Number of eligible voters	20,803	14,729	22,600	22,600	20,000	20,000	20,000
Outcome/ Results							
Number of voters voting in General Election	9,000	4,266	15,800	15,800	7,000	7,000	7,000
Percentage of eligible voters voting	43.26%	28.96%	69.91%	69.91%	35.00%	35.00%	35.00%
Efficiency Measures							
Average total cost per election	\$40,830	\$46,096	\$51,996	\$50,538	\$50,011	\$48,593	\$48,593
Average cost per polling place per election	\$5,833	\$6,585	\$7,428	\$7,220	\$7,144	\$6,942	\$6,942
Cost of election per registered voter	\$1.96	\$3.13	\$2.30	\$2.24	\$2.50	\$2.43	\$2.43

Planning & Neighborhood Services

Mission

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

Vision

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

Values

- Equity & Fairness
- Communication
- Public Education & Protection

Departmental Goals (DG)

1. Improve quality of life and stabilize property values. (G-A)
2. Maintain strong community relations through candid communication, professional service, and the timely review of plans and applications (G-B)
3. Train personnel to the highest standards for related activities while holding them accountable to those standards (G-B)
4. Increase efficiencies and impact by working collaboratively with other departments, agencies, boards and commissions as well as outside agencies. (G-A,G-B)

Action Plans

1. Administer building, zoning, housing, blight & environmental regulations/codes. (DG1 DG2, DG4)
2. Enforce housing and property maintenance codes. (DG1, DG2)
3. Ensure proper level of professional certifications are achieved through education and training. (DG1, DG3)
4. Acquire and implement technology upgrades, such as permit and inspection tracking software. (DG2, DG4)
5. Review and, if necessary, amend standards for project review processes. (DG1, DG2,DG4)

Accomplishments

1. Applied for and awarded a Federal Environmental Protection Agency Brownfield & Petroleum Assessment Grants applications. (DG1)
2. Applied for and awarded a State DECD Brownfield Assessment Grant applications for Shipping Street and Uncas Leap areas. (DG1)
3. Assisted in the application for a State DECD Brownfield Clean-up Grant application for a boat launch located at Shipping Street
4. Participated in City Manager's Capital Planning Committee. (DG1,DG4)
5. Completed update of Comprehensive Plan update (Zoning Regulations & Map). (DG1,DG4)
6. Participated in Mayor's Economic Development Strategy Plan Committee. (DG1,DG4)

64 Planning & Neighborhood Services		2014-15 Actual	2015-16 Actual	2016-17 Budget	2016-17 Projected	2017-18 Request	2017-18 Proposed	2017-18 Adopted
80011	Head of Department	104,645	125,916	46,571	46,571	46,500	0	0
80012	Employees	524,070	539,725	604,834	545,000	565,334	529,000	567,048
80013	Seasonal/ Temporary	484	0	0	0	0	0	0
80014	Overtime	4,132	2,388	2,500	2,500	3,500	3,500	3,500
89999	Fringe Benefits	310,170	407,002	381,252	375,000	428,496	365,010	402,919
80015	Professional Services	4,935	12,680	3,500	15,000	30,000	10,000	10,000
80021	Materials & Supplies	2,576	2,180	2,000	5,000	2,000	2,000	2,000
80023	Gas Oil & Grease	2,715	1,712	1,530	1,800	1,856	1,792	1,792
80032	Equip & Furn Maint	5,365	5,038	7,000	9,000	9,000	9,000	9,000
80033	Communications	10,467	9,240	15,247	16,000	12,528	11,291	11,291
80034	Postage	2,888	3,966	3,000	3,000	3,000	3,000	3,000
80037	Mileage	3,922	2,689	700	700	3,500	3,500	1,500
80038	Advertising	6,359	12,642	9,800	13,000	6,000	6,000	6,000
80039	Printing	0	6,497	0	0	0	0	0
80057	Dues Licenses & Subscriptions	214	449	2,000	1,500	2,500	2,500	2,500
80059	Training	1,837	1,327	2,000	2,000	3,500	3,500	3,500
80103	Historic District	2,344	556	2,388	2,388	2,388	2,388	2,388
83200	Contracted Services	0	3,851	10,000	10,000	20,000	20,000	0
TOTALS		987,123	1,137,858	1,094,322	1,048,459	1,140,102	972,481	1,026,438

Staffing

Director of Planning	1.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00
Director of Planning & Community Developn	0.00	0.00	0.50	0.50	0.50	0.00	0.00	0.00
City Planner	0.00	0.75	1.00	1.00	1.00	1.00	1.00	1.00
Building/Housing Code Enforcement Official	1.00	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	1.00
Administrative Secretary	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Assistant Building Officials	2.00	2.00	1.00	1.00	1.00	1.00	1.00	1.00
Code Enforcement Official	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Blight/Housing Code Enforcement Officer	1.00	1.00	1.00	1.00	1.00	1.00	1.00	0.83
Code Enforcement Secretary	1.00	1.00	1.00	1.00	1.00	0.00	0.00	1.00
TOTAL FTE'S	10.00	10.75	9.50	9.50	9.50	8.00	8.83	

Salaries

Director of Planning					0	90,000	90,000
Director of Planning & Community Development			93,142		93,000	95,005	95,005
City Planner			84,809		83,146	86,505	86,505
Building/Housing Code Enforcement Official			84,756		83,094	86,451	86,451
Zoning Enforcement Officer			60,298		61,504	61,504	61,504
Administrative Secretary			45,957		46,876	46,876	46,876
Assistant Building Officials			66,560		67,891	67,891	67,891
Code Enforcement Official			66,560		67,891	67,891	67,891
Blight/Housing Code Enforcement Officer			58,830		60,007	60,006	60,006
Code Enforcement Secretary			47,107		48,049	48,049	48,049

Total Salaries Paid by General Fund

Director of Planning			0		0	0	0
Director of Planning & Community Development			46,571		46,500	0	0
City Planner			84,809		83,146	86,505	86,505
Building/Housing Code Enforcement Official			84,756		83,094	86,451	86,451
Zoning Enforcement Officer			60,298		61,504	61,504	61,504
Administrative Secretary			91,914		93,752	93,752	93,752
Assistant Building Officials			66,560		67,891	67,891	67,891
Code Enforcement Official			66,560		67,891	67,891	67,891
Blight/Housing Code Enforcement Officer			58,830		60,007	60,006	50,005
Code Enforcement Secretary			47,107		48,049	0	48,049
Supervisory Stipend			0		0	5,000	5,000
Subtotal - Employees			560,834		565,334	529,000	567,048
TOTAL SALARIES			560,834		611,834	529,000	567,048

64 Planning & Neighborhood Services		2014-15 Actual	2015-16 Actual	2016-17 Budget	2016-17 Projected	2017-18 Request	2017-18 Proposed	2017-18 Adopted
Performance Measures		Actual	Actual	Projected	Projected	Projected	Projected	Projected
Inputs								
	Building & housing division FTEs	6.0	6.0	5.0	5.0	5.0	4.0	4.8
Workload/ Output Measures								
	Site development plans reviewed	5	4	6	6	6	6	6
	Subdivision/resubdivision plans reviewed	1	-	1	1	1	1	1
	Special permit applications reviewed	1	3	6	6	6	6	6
	Zoning permit applications	259	260	300	300	300	300	300
	Zoning Variances Granted	7	12	15	15	15	15	15
	Zoning Variances Denied	1	1	1	1	1	1	1
	Inland Wetland Applications	1	5	2	2	6	6	6
	Zoning Complaints	59	38	100	100	100	100	100
	Residential Building Permits	1,655	1,636	1,500	1,500	1,500	1,500	1,500
	Commercial Building Permits	181	256	200	200	200	200	200
	Industrial Building Permits	3	-	5	5	5	5	5
	Structures Condemned	4	1	5	5	5	5	5
	Dwelling Units Condemned	10	13	10	10	10	10	10
	Buildings Demolished	6	8	6	6	6	6	6
Outcome/ Results								
	Citations Issued	121	145	200	200	500	500	500
	Citation Fees Collected	\$11,825	\$2,298	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000
	Violations Investigated	504	572	500	500	500	500	500
Efficiency Measures								
	Residential building permits per assigned FTE	276	273	300	300	300	375	310

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. Set and meet expectations for academic achievement for all students. (G-E)
2. Increase efficiencies and impact through the use of technology and by working collaboratively with other departments, agencies, boards and commissions. (G-B,G-E)
3. Maintain strong community relations through candid communication and professional service, including the use of citizen involvement and partnerships. (G-E)
4. Train personnel to the highest standards while holding them accountable to those standards. (G-E)
5. Reduce costs through an asset management plan that focuses on maintenance measures and energy efficiency initiatives on all Board of Education assets. (G-D, G-E)

Action Plans

1. Improve student outcomes by using data-based decision-making. (DG1, DG4)
2. Implement and integrate technology into all aspects of the teaching, learning, and management. (DG1, DG2, DG3, DG4)
3. Continue grade level content area meetings with regard to connecting 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. (DG5)
7. Focus capital improvement planning to match measures and initiatives. (DG5)

Accomplishments

1. Moriarty School, Wequonnoc School transitioned to Intra-district Magnet Schools (DG1, DG2, DG3, DG4)
2. Stanton School and Uncas School continue as Network Schools. (DG1, DG2, DG3, DG4)
3. Veterans School has become a School Improvement Grant (SIG) School. (DG1, DG2, DG3, DG4)
4. After School students are being offered dinner at all locations. (DG1,DG3)
5. Moriarty was awarded the National Magnet School of Excellence for the second year in a row.(DG1)
6. Huntington and Mahan were named Schools of Distinction in the Connecticut State Department of Education's 2015-16 Next Generation Accountability Report. (DG1)

70 Board of Education	2014-15 Actual	2015-16 Actual	2016-17 Budget	2016-17 Projected	2017-18 Request	2017-18 Proposed	2017-18 Adopted
80700 Board of Education	71,593,240	74,000,000	75,430,000	75,430,000	67,197,352	67,197,352	76,184,300
Teachers Retirement Board Contribution	0	0	0	0	3,331,735	3,331,735	0
TOTALS	71,593,240	74,000,000	75,430,000	75,430,000	70,529,087	70,529,087	76,184,300

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 grants 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	3,638	3,732	3,598	3,598	3,598	3,598	3,598
<i>Average class size</i>							
Kindergarten	19.7	19.7	20.6	21.3	21.3	21.3	21.3
Grade 2	19.6	19.6	19.6	21.3	21.3	21.3	21.3
Grade 5	20.2	20.2	21.1	23.6	23.6	23.6	23.6
Grade 7	21.3	21.3	24.5	22.5	22.5	22.5	22.5
High School	N/A	N/A	N/A	N/A	N/A	N/A	N/A
<i>Where Norwich Students are Being Educated</i>							
Norwich Public Schools Pre-K through 8	N/R	57.95%	N/R	57.49%	58.00%	58.00%	58.00%
Integrated Day Charter Schook Pre-K through 8	N/R	4.49%	N/R	4.40%	4.50%	4.50%	4.50%
Public Pre-K through 8 Out of District	N/R	2.66%	N/R	2.46%	2.50%	2.50%	2.50%
Non-Public Pre-K through 8 in Norwich	N/R	4.58%	N/R	4.33%	4.50%	4.50%	4.50%
Norwich Free Academy	N/R	23.67%	N/R	23.99%	24.00%	24.00%	24.00%
Other Public High Schools in Norwich	N/R	2.69%	N/R	2.70%	2.50%	2.50%	2.50%
Public High Schools Out of District	N/R	2.27%	N/R	2.80%	2.50%	2.50%	2.50%
Non-Public Out of Norwich	N/R	1.71%	N/R	1.83%	1.50%	1.50%	1.50%

Smarter Balanced Test

Percentage of students meeting or exceeding the achievement standard

English Language Arts		
Grade 3	24.44%	33.24%
Grade 4	28.81%	33.89%
Grade 5	33.04%	39.38%
Grade 6	28.77%	31.78%
Grade 7	32.15%	31.67%
Grade 8	30.79%	30.59%
Math		
Grade 3	21.17%	34.92%
Grade 4	19.44%	22.78%
Grade 5	12.87%	17.85%
Grade 6	13.32%	18.95%
Grade 7	14.96%	17.22%
Grade 8	18.11%	15.20%

Norwich Public Schools - Summary of Accounts

	Description	2013-14 Actual	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget	Change
111	CERTIFIED SALARIES	16,376,933	17,433,165	17,422,960	17,465,888	17,651,787	185,899
112	SUPPORT SALARIES	4,418,794	4,983,262	5,682,598	5,319,408	5,824,874	505,466
121	TEMP PAY CERT PERSONNEL	297,974	393,608	449,991	415,000	415,000	0
122	TEMP PAY SUPPT PERSONNEL	249,219	211,264	266,520	254,000	254,000	0
201	BLUE CROSS MAJOR MEDICAL	6,779,749	3,752,211	6,935,573	6,446,213	7,203,932	757,719
203	LIFE INSURANCE	34,256	41,718	33,767	34,202	34,202	0
204	UNEMPLOYMENT COMPENSATION	106,190	76,374	72,713	120,000	120,000	0
205	WORKER'S COMPENSATION	7,280	145,629	(22,697)	100,000	500,000	400,000
206	CITY RETIREMENT PLAN	425,332	490,897	574,093	663,957	728,000	64,043
207	FICA EMPLOYER'S SHARE	902,237	1,090,729	1,109,516	1,025,000	1,075,000	50,000
208	SEVERANCE PAY	33,095	29,898	41,998	100,000	100,000	0
209	MEDICARE REIMBURSEMENT	37,567	37,285	31,423	10,000	10,000	0
322	PROFESSIONAL DEVELOPMENT	140	250	160	0	0	0
323	CONTRACT HEALTH SERVICE	997,649	955,601	511,607	717,700	965,283	247,583
330	PROFESSIONAL SERVICES	105,154	197,149	132,413	203,400	203,512	112
333	CONTRACT TRANSPORTATION	3,216,510	3,303,670	3,218,590	3,673,122	3,764,950	91,828
410	PUBLIC UTILITIES	811,239	945,244	1,008,880	864,849	908,091	43,242
431	CONTRACT REPAIRS BLDGS	177,396	180,487	93,448	190,955	190,955	0
510	SPED CONTRACTED TRANS.	2,501,104	2,825,579	2,872,841	2,043,000	2,094,075	51,075
520	PROPERTY INSURANCE	283,115	293,722	331,946	347,278	337,856	(9,422)
521	LIABILITY INSURANCE	102,472	145,268	140,209	293,122	47,080	(246,042)
530	TELEPHONE	40,325	(48,993)	(13,514)	145,632	145,632	0
531	ADVERTISING	6,115	1,628	4,022	10,000	10,000	0
532	METERED POSTAGE	11,029	21,510	9,010	25,000	25,000	0
560	TUITION PAYMENT	26,515,557	29,130,799	30,825,433	30,900,028	31,290,941	390,913
580	REIMBURSABLE EXPENSES	26,508	28,835	26,794	30,900	30,975	75
590	OTHER PURCHASED SERVICES	3,141,219	2,627,319	2,068,165	2,195,450	2,157,860	(37,590)
592	ADULT EDUCATION	153,708	156,782	156,782	156,782	159,918	3,136
593	MAINTENANCE SERVICES	269,878	339,803	226,006	386,111	386,111	0
594	FINANCIAL SERVICES	36,061	40,647	38,507	43,000	43,000	0
611	INSTRUCTIONAL SUPPLIES	508,797	208,541	173,375	525,027	342,587	(182,440)
612	HEALTH SUPPLIES	17,154	14,442	11,109	22,000	14,000	(8,000)
613	MAINTENANCE SUPPLIES	60,462	60,652	54,442	65,375	65,375	0
614	CUSTODIAL SUPPLIES	197,387	106,722	206,370	120,000	120,000	0
620	HEATING EXPENSES	476,896	538,582	390,655	616,182	583,860	(32,322)
627	FUEL	507,154	390,575	292,282	832,818	832,818	(0)
641	TEXTBOOKS	0	0	0	20,000	20,000	0
642	LIBRARY SUPPLIES/MATRLS.	24,263	23,894	22,410	25,000	25,000	0
690	OTHER SUPPLIES AND MATERIALS	1,819	1,795	1,691	8,000	8,000	0
692	OFFICE SUPPLIES	79,935	45,988	37,745	59,432	58,932	(500)
693	AFTERSCHOOL PROGRAMS	0	1,918	9,882	0	0	0
694	PROFESSIONAL MATERIALS	371	271	3,929	3,000	3,000	0
720	FACILITIES PROJECTS AND REPAIRS	490,278	296,138	392,066	300,000	300,000	0
730	INSTRUCT. EQUIP. REPAIRS	370	0	0	3,400	3,400	0
731	INSTRUCTIONAL EQUIPMENT	231	1,904	3,323	3,200	5,000	1,800
734	SOFTWARE LICENSES	0	0	36,226	30,000	30,000	0
735	TECHNOLOGY HARDWARE	0	389	98,658	150,000	200,000	50,000
736	MAINT VEH/EQUIP REPAIR	64,920	24,604	29,979	24,250	24,250	0
739	OTHER EQUIPMENT	12,099	235	13,993	29,188	32,188	3,000
810	DUES & SUBSCRIPTIONS	27,538	45,250	10,223	30,130	30,130	0
	Special Education Reimbursement			(2,038,112)	(1,617,000)	(1,617,000)	0
	TOTAL	70,535,212	71,593,240	74,000,000	75,430,000	77,759,574	2,329,574

Reduction in funding by City Council
Adopted Budget

(1,575,274)
76,184,300

Norwich Public Schools Grants Grid

	2015-16	2016-17	Applies To
Title One Improving Basic Programs	1,558,079	2,211,426	
	1,547,922	2,191,016	All
	10,157	20,410	
Title II Part A Teacher Training Entitlement	353,436	354,114	
	195,269	195,511	All
	158,167	158,603	
Title III Part A English Language Acquisition	98,475	101,266	
	76,952	80,984	All
	21,523	20,282	
Title III Immigrant Children and Youth Grant			
		20,212	
Bilingual/ESOL Education Program	14,666	20,753	All
School Readiness	2,241,350	2,277,046	
Quality Enhancement	20,120	20,120	All
School Accountability- Summer	115,822	115,551	
Extended School Hours	100,767	100,187	
IDEA (Part B) 611(94-142 Special Education)	1,415,533	1,439,195	All
	1,389,015	1,423,970	
	26,518	15,225	
IDEA (Part B) 619 Preschool Entitlement	36,348	38,552	All
Stewart B. McKinney Education of Homeless Children and	40,000	40,000	All
After School Program- Aspire	173,281	163,386	Kelly, Teachers
After School Program	130,781	123,313	Stanton
Summer Program- Aspire			
21st Century Community Learning Centers-Mahan, Huntington, Veterans	180,000	180,000	Mahan, Huntington, Veterans
English Language Civics	35,000	35,000	Adult Education
Family Resource Center	108,518	103,000	Wequonnoc
Program Improvement Projects	160,000	160,000	Adult Education
*Adult Education Provider	1,163,488	929,165	Adult Education
Early Childhood Bond Funds	77,406		
Smart Start	75,000	75,000	Preschool
Smart Start Program	75,000	75,000	Preschool
School Improvement, 1003(g)	425,000	425,000	Veterans- (425,000 for 3 years)
Commissioner's Network- Stanton	400,000	200,000	Stanton
Commissioner's Network- Uncas	500,000	350,000	Uncas
Family Resource Center	108,518	103,000	Stanton
21st Century Community Learning Center	150,000	100,000	Wequonnoc, Uncas, Moriarty
Alliance District Funding	4,261,426	3,893,121	All Schools
Priority	954,911	988,371	
Teen Outreach	57,328	52,929	Kelly, Teachers
Kindergarten Attendance	28,000	28,000	All Schools
Low Performing Schools-Stanton	180,186		Stanton
Low Performing Schools-Uncas	200,000		Uncas
Low Performing Schools-Veterans		460,000	
CCS Professional Learning Mini Grants			Kelly, Teachers, Mahan
Technology Grant	81,070		Kelly, Teachers, Mahan, Veterans
DAS-Alliance	1,225,000		All Elementary, 2 Middle Schools
Primary Mental Health	17,118	19,650	Uncas

Debt Service/ Non-Departmental Expenses

The following expenses do not specifically relate to any one department but are essential to the operations of city government.

Debt Service

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

Non-Departmental

Contributions to Outside Agencies

80077 Library: Appropriation funds over 80% of the Otis Library's operating budget. The Otis Library is Norwich's public library. 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.

80088 Ambulance Service: Cost of contract with American Ambulance which expires 11/3/2024.

80093 Probate Court: City of Norwich share of maintenance of probate court as required by CGS §45a-8.

80120 Regional Health District: The city's cost of \$6.54 per capita (population based on 7/1/2015 Connecticut Department of Public Health estimates) to participate in the Uncas Health District which is comprised of Bozrah, Griswold, Lebanon, Lisbon, Montville, Norwich, Salem, Sprague, and Voluntown.

80141 SEAT Bus: Subsidy of bus service to Southeastern Connecticut.

87109 United Community & Family Services, Inc.: Amount used to help defray a portion of the cost of uncompensated care that UCFS will provide to Norwich residents. United Community & Family Services' 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.

87110 TVCCA: Amount requested to support services provided by the Thames Valley Council for Community Action (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.

Operating Transfers

89100 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

80035 Street Lighting: Payment to Norwich Public Utilities for the energy used to light the street lamps.

80073 Insurance: Covers cost for fire, general liability, auto, excess workers' compensation, and other insurance.

80086 Contingency: Includes funds for unanticipated expenses/obligations, increases in fuel and utilities costs and contract negotiations with city unions. Starting in fiscal year 2017-18, the retirement payouts of accumulated compensated absences (sick, vacation, personal time, etc.) for any department with fewer than 20 employees funded by the General Fund will be paid from this account.

80 Debt Service	2014-15 Actual	2015-16 Actual	2016-17 Budget	2016-17 Projected	2017-18 Request	2017-18 Proposed	2017-18 Adopted
80801 Principal	4,069,136	0	0	0	0	0	0
80802 Interest	1,367,177	0	0	0	0	0	0
89D00 Transfer to Debt Service Fund	0	4,542,192	4,373,019	4,373,019	4,470,107	4,470,107	4,470,107
TOTALS	5,436,313	4,542,192	4,373,019	4,373,019	4,470,107	4,470,107	4,470,107

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.

90 NON-DEPARTMENTAL EXPENSES

Contributions to Outside Agencies

80077 Library	1,075,002	1,125,000	1,063,000	1,063,000	1,125,000	1,116,150	1,000,000
80088 Ambulance Service	65,607	68,034	70,552	70,552	70,552	70,552	70,552
80093 Probate Court	25,318	29,390	31,934	29,313	31,934	31,934	29,673
80120 Uncas Health District	262,453	261,449	260,354	260,354	260,940	260,940	260,940
80141 SEAT Bus	158,121	163,655	166,655	163,655	178,198	178,198	178,198
87109 UCFS	50,000	52,500	49,600	49,600	150,000	51,500	49,600
87110 TVCCA	35,000	36,750	34,725	34,725	36,875	36,875	34,725
Subtotal - Contributions to Outside Agencies	1,671,501	1,736,778	1,676,820	1,671,199	1,853,499	1,746,149	1,623,688

Operating Transfers

80063 Postemployment Medical Benefits	2,296,626	0	0	0	0	0	0
89100 Capital Budget	1,715,718	1,725,235	2,422,490	2,422,490	4,220,136	4,220,136	2,459,120
Subtotal - Operating Transfers	4,012,344	1,725,235	2,422,490	2,422,490	4,220,136	4,220,136	2,459,120

Other

80035 Utilities	745,778	777,421	648,300	652,000	652,000	652,000	652,000
80073 Insurance	858,527	1,006,834	753,657	753,657	713,109	713,109	713,109
80086 Contingency	55,381	590,900	562,937	562,937	891,902	891,902	331,902
80101 Unemployment Compensation	16,591	25,757	0	0	0	0	0
Subtotal - Other	1,676,277	2,400,912	1,964,894	1,968,594	2,257,011	2,257,011	1,697,011
TOTALS	7,360,122	5,862,925	6,064,204	6,062,283	8,330,646	8,223,296	5,779,819

Removed from Non-Departmental

Starting in FY 2015-16, the following items were removed from this category and moved into department budgets.

80063 Other Postemployment Benefits (OPEB): Covers the annual required contribution to the Other Post Employment Benefits Fund as calculated in our latest actuarial valuation. These costs have been allocated to departments and included in their respective Fringe Benefits line items.

80072 Claims: Covers claims against the city for injury to person or damage to property not covered by insurance. Also, an amount has been included for relocation claims associated with municipal code enforcement. This line item has been moved to the Law budget.

80095 Southeastern Connecticut Council of Governments: Transportation, planning, and technical assistance provided to the southeastern Connecticut area. The cost is based on \$0.55 per capita using the 2010 US Census population data of 40,493. This line item has been moved to the Mayor/ Council budget.

80103 Historic District Commission: Supports Historic District Commission activities which include: annual preservation awards program and assisting the Building Division and residents with compliance with historic preservation guidelines. This line item has been moved to the Planning & Neighborhood Services budget.

80104 CCM: Connecticut Conference of Municipalities is an advocacy group for municipalities. This line item has been moved to the City Manager budget.

80115 Tax Collections Services/ Credit Card Fees: The costs the city incurs for the fee levied by the State of Connecticut Department of Motor Vehicles to accept a list of delinquent taxpayers and the credit card fees on delinquent taxes. This line item has been moved to the Finance budget.

80181 Parking Lease: Annual cost for the Broadway parking deck lease with United Congregational Church. The lease ends in November 2049. This line item has been moved to the PW-Building Maintenance budget.

In fiscal year 2016-17, 80101 - Unemployment Compensation was pushed down to individual departments' fringe benefit line items.

Capital Budget

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

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

Capital Budget Highlights



Road and Parking Lot Resurfacing and preventative maintenance

From 2007 to 2016, the Public Works department has been able to resurface 65 miles of Norwich roads through a combination of infrastructure bonds, state & federal grants, and capital budget funding. This budget includes the appropriation of \$1.4 million.

Vehicle Wash Station

Extensive use of salt in winter operations is adversely impacting vehicle and equipment life across all City departments. A vehicle wash station will be usable by all City departments that run City vehicles and/or equipment. A wash station should extend the useful life of all equipment and vehicles. The 2014-15 Capital Budget included \$30,000 for the design of a vehicle wash station. This budget includes \$250,000 to for the construction of a vehicle wash station.

Capital Budget Listing

Department	Account Code	Description	Financial and/ or Non-financial impacts	QTY	UOM	Estimated Unit Cost	Estimated Total Cost
Public Works	10218-80040	City Property Management - securing and maintaining properties acquired by the City	R/NOI	1	each	25,000.00	25,000
City Manager	10218-88000	Capital contingency - For other capital improvements, design costs, and/or matches on State/Federal grants as the City Manager deems necessary.	If the City is able to leverage some of these funds as local matches on Federal or State grants to purchase equipment that makes City operations more efficient, it may be able to reduce future operating costs.	1	each	250,000.00	250,000
EGP VFD	10218-88223	Station Exhaust System	R/NOI	1	each	45,000.00	45,000
Taftville VFD	10218-88226	Replace station's alarm system	R/NOI	1	each	17,000.00	17,000
Yantic VFD	10218-88227	FMO Abatement	R/NOI	1	each	140,000.00	140,000
Public Works	10218-88239	Vehicle Wash Station	R/NOI	1	each	250,000.00	250,000
Public Works	10218-88242	Church Street Retaining Wall Repairs	R/NOI	1	each	50,000.00	50,000
Public Works	10218-88247	Fleet Maintenance garage lower roof	R/NOI	1	each	12,000.00	12,000
Public Works	10218-88247	23 Union Street ADA Access	R/NOI	1	each	20,000.00	20,000
Police	10218-88321	Police Cruisers - Replace police cruisers	Should reduce future maintenance and fuel costs.	3	each	33,984.00	101,952
Police	10218-88321	Harbor Patrol Boat - replace 2 outboard engines and worn sponson (inflatable collar).	This is the City's 25% match on the total cost. The remainder will be paid by a Federal grant.	0.25	each	163,296.00	40,824
Police	10218-88421	Body armor	R/NOI	8	each	700.00	5,600
Police	10218-88421	Patrol rifle storage racks	R/NOI	11	total	500.00	5,500
Police	10218-88421	Mobile radios	R/NOI	3	each	4,000.00	12,000
Norwich Fire	10218-88422	Turnout gear - full sets	R/NOI	6	each	3,200.00	19,200
Norwich Fire	10218-88422	Escape Harness Assembly	R/NOI	24	each	350.00	8,400
EGP VFD	10218-88423	Turnout gear - full sets	R/NOI	4	each	3,200.00	12,800
Laurel Hill VFD	10218-88424	Thermal Imaging Camera	R/NOI	1	each	13,000.00	13,000
Laurel Hill VFD	10218-88424	Turnout gear - full sets	R/NOI	3	each	3,200.00	9,600
Laurel Hill VFD	10218-88424	Pagers	R/NOI	5	each	505.00	2,525
Occum VFD	10218-88425	Replace 1 3/4" Hose	R/NOI	20	each	190.00	3,800
Occum VFD	10218-88425	Replace 2 1/2" Hose	R/NOI	20	each	215.50	4,310
Occum VFD	10218-88425	Replace 1 3/4" Smooth Bore Nozzle	R/NOI	3	each	750.00	2,250
Occum VFD	10218-88425	Helmet	R/NOI	3	each	375.00	1,125
Occum VFD	10218-88425	Mini Blitzfire (Deck Gun)	R/NOI	1	each	4,500.00	4,500
Occum VFD	10218-88425	Pager Replacement	R/NOI	4	each	505.00	2,020
Occum VFD	10218-88425	Turnout Gear - coats & pants	R/NOI	3	each	2,900.00	8,700
Taftville VFD	10218-88426	Turnout gear - full sets	R/NOI	6	each	3,200.00	19,200
Yantic VFD	10218-88427	Turnout Gear - coats & pants	R/NOI	4	each	2,600.00	10,400
Yantic VFD	10218-88427	Turnout gear - full sets	R/NOI	2	each	3,200.00	6,400
Yantic VFD	10218-88427	Helmet & shield replacement	R/NOI	10	each	680.00	6,800
Yantic VFD	10218-88427	Pagers	R/NOI	5	each	505.00	2,525
Yantic VFD	10218-88427	Hose - replace failed sections from last two years	R/NOI	1	each	6,000.00	6,000
Yantic VFD	10218-88427	Rapid Intervention Team pack	R/NOI	1	each	3,544.00	3,544
Finance	10218-88500	Microsoft Server Workstation Network 2012 License	R/NOI	200	each	35.00	7,000
Finance	10218-88500	Computer replacements - cost to replace computers that cannot be upgraded to accommodate Windows 7.	R/NOI	15	each	500.00	7,500
Finance	10218-88500	MS Office Upgrade for new computers	R/NOI	25	each	300.00	7,500
Finance	10218-88500	Computer Peripherals - Printers, Monitors, Hard Drives, NIC Cards, Keyboards, etc.	R/NOI	1	each	20,000.00	20,000

Capital Budget Listing

Department	Account Code	Description	Financial and/ or Non-financial impacts	QTY	UOM	Estimated Unit Cost	Estimated Total Cost
Finance	10218-88500	Replace virtual file servers	R/NOI	2	each	13,500.00	27,000
Public Works	10218-88600	Road and parking lot resurfacing and preventive maintenance.	R/NOI	1	each	1,402,771.00	1,402,771
Public Works	10218-88604	Sunnyside Street Bridge	R/NOI	1	each	150,000.00	150,000
Public Works	10218-88612	Pleasant Street Bridge	R/NOI	1	each	300,000.00	300,000
City Manager	10218-89599	Harbor Management Plan	This is the City's 50% match on the total cost. The remainder will be paid by a State grant.	0.5	each	15,000.00	7,500

TOTAL CAPITAL IMPROVEMENT BUDGET	3,051,246
Amount funded by General Fund Appropriation	2,459,120
Amount funded by LOCIP Grant	592,126
	3,051,246
Minimum General Fund Appropriation	2,459,120

Capital Requests Not Funded

Department	Account Code	Description	Financial and/ or Non-financial impacts	QTY	UOM	Estimated Unit Cost	Estimated Total Cost
Public Works	10218-88221	Central Fire House Windows	R/NOI	1	each	25,000.00	25,000
EGP VFD	10218-88223	New Fire House		1	each	4,000,000.00	4,000,000
EGP VFD	10218-88223	Siding of Fire House	R/NOI	1	each	45,000.00	45,000
Laurel Hill VFD	10218-88224	Pave parking lot	R/NOI	1	each	30,000.00	30,000
Laurel Hill VFD	10218-88224	Paint, flooring, install shower. Note: if Thermal Imaging Camera is failing, LH will request that these funds be reallocated for that purpose.	R/NOI	1	each	13,000.00	13,000
Taftville VFD	10218-88226	Pave parking lot	R/NOI	1	each	60,000.00	60,000
Taftville VFD	10218-88226	Strip, reseal and repaint the entire interior of the station	R/NOI	1	each	13,000.00	13,000
Yantic VFD	10218-88227	LED upgrade (NPU)	Anticipate cost savings of about \$1,200 year	1	each	49,200.00	49,200
Yantic VFD	10218-88227	Air Conditioning (Lower Level)	May decrease utility costs.	4	each	9,645.00	38,580
Yantic VFD	10218-88227	Underground Fuel Tank design	R/NOI	1	each	7,000.00	7,000
Yantic VFD	10218-88227	Refinish Bay Floors - refinish with anti-slip coating.	R/NOI	1	each	16,000.00	16,000
Yantic VFD	10218-88227	Annex Building Expansion	Will likely increase utility costs.	1	each	780,000.00	780,000
Yantic VFD	10218-88227	Training Facility	May decrease cost of firefighter training.	1	each	166,000.00	166,000
Yantic VFD	10218-88227	Paving		1	each	89,000.00	89,000
Recreation	10218-88232	Elizabeth & Thamesville Playground Masonary Work	R/NOI	1	each	25,000.00	25,000
Recreation	10218-88232	Basketball Court Reconstruction - Lake Street & Taftville	R/NOI	1	each	165,000.00	165,000
Recreation	10218-88232	Decorative Wooden Posts		1	each	12,000.00	12,000
Recreation	10218-88232	Occum Improve playscape, track & parking	R/NOI	1	each	75,000.00	75,000
Recreation	10218-88232	Fence & Backstop Replacement at Fernwood and Occum Parks	R/NOI	1	each	75,000.00	75,000
Recreation	10218-88232	Fontaine Field Improvements ADA access & track	R/NOI	1	each	40,000.00	40,000
Public Works	10218-88242	City Hall Annex - Retaining wall repairs	R/NOI	1	each	100,000.00	100,000
Public Works	10218-88242	Little Plain Park Fence Repairs/Painting	R/NOI	1	each	150,000.00	150,000
Public Works	10218-88242	Small Bridge & Culvert Repairs	R/NOI	1	each	50,000.00	50,000
Public Works	10218-88242	City Parking Garages - fixing leaks, broken stairs in Main Street Garage, electrical upgrades in Market Street Garage, and potentially LED lighting upgrades in Market Street Garage.	R/NOI	1	each	50,000.00	50,000
Public Works	10218-88242	Mohegan Park Bathrooms	R/NOI	1	each	50,000.00	50,000
Public Works	10218-88247	Dodd Stadium field lighting replacement	R/NOI	1	each	480,000.00	480,000
Public Works	10218-88247	Buckingham Building Roof	R/NOI	1	each	100,000.00	100,000
Public Works	10218-88247	Otis Library Sump Pump	R/NOI	1	each	10,000.00	10,000
Public Works	10218-88247	City Hall Storage Shed	R/NOI	1	each	12,000.00	12,000
Public Works	10218-88247	City Property Management	R/NOI	1	each	25,000.00	25,000
Public Works	10218-88247	Buckingham Building Boiler	R/NOI	1	each	20,000.00	20,000
Planning	10218-88247	Window replacement 23 Union St	Should reduce future maintenance and utilities costs.	46	each	995.86	45,810
Public Works	10218-88247	Buckingham Building Interior Renovations	R/NOI	1	each	20,000.00	20,000
Police	10218-88321	Police Cruisers - Replace police cruisers	Should reduce future maintenance and fuel costs.	3	each	33,984.00	101,952
Police	10218-88321	Police Passenger Van (12 person)	Should reduce future maintenance and fuel costs.	1	each	33,943.00	33,943

Capital Requests Not Funded

Department	Account Code	Description	Financial and/ or Non-financial impacts	QTY	UOM	Estimated Unit Cost	Estimated Total Cost
Norwich Fire	10218-88322	Replace Battalion Vehicle 1 (2001 Tahoe)	Should reduce future maintenance and fuel costs.	1	each	45,000.00	45,000
Norwich Fire	10218-88322	Replace Squad A	Should reduce future maintenance and fuel costs.	1	each	650,000.00	650,000
Norwich Fire	10218-88322	Replace Marine 1 & 2 with one boat capable of fire suppression and rescue. Marine 1 is 45 years old.	Should reduce future maintenance and fuel costs.	1	each	200,000.00	200,000
EGP VFD	10218-88323	Tanker (1988 replacement)	Should reduce future maintenance and fuel costs.	1.00	each	650,000.00	650,000
Laurel Hill VFD	10218-88324	Replace Engine 61 - over 30-year old equipment	Should reduce future maintenance and fuel costs.	1	each	350,000.00	350,000
Laurel Hill VFD	10218-88324	Hose Tender 6 - over 30-year old equipment	Should reduce future maintenance and fuel costs.	1	each	425,000.00	425,000
Laurel Hill VFD	10218-88324	Replace UTV 6 with a more efficient and heavy-duty UTV	R/NOI	1	each	29,000.00	29,000
Taftville VFD	10218-88326	Replace 1981 Heavy Rescue, 1986 Pierce Pumper & 2000 Chevy Squad with new rescue pumper and large squad	Should reduce future maintenance and fuel costs.	1	each	850,000.00	850,000
Yantic VFD	10218-88327	UTV Trailer	R/NOI	1	each	26,800.00	26,800
Yantic VFD	10218-88327	Replace Engine 31	Should reduce future maintenance and fuel costs.	1	each	668,000.00	668,000
Yantic VFD	10218-88327	Replace Rescue 3	Should reduce future maintenance and fuel costs.	1	each	950,000.00	950,000
Yantic VFD	10218-88327	Replace Squad 36	Should reduce future maintenance and fuel costs.	1	each	129,000.00	129,000
Public Works	10218-88342	Paving Box	Should reduce future maintenance and fuel costs.	1	each	60,000.00	60,000
Public Works	10218-88342	Payloader	Should reduce future maintenance and fuel costs.	1	each	190,000.00	190,000
Public Works	10218-88342	Replace pickup trucks	Should reduce future maintenance and fuel costs.	1	each	33,000.00	33,000
Fire Departments	10218-883XX	Fire Apparatus - To Be Determined	Should reduce future maintenance and fuel costs.				1,020,000
Police	10218-88421	Patrol rifle storage racks	R/NOI	11	total	500.00	5,500
Police	10218-88421	Mobile radios	R/NOI	2	each	4,000.00	8,000
Police	10218-88421	Body armor	R/NOI	8	each	700.00	5,600
Police	10218-88421	Cruiser Dash Cameras	R/NOI	1	each	165,000.00	165,000
Police	10218-88421	Predictive Software	R/NOI	1	each	55,000.00	55,000
Norwich Fire	10218-88422	Turnout gear - full sets	R/NOI	6	each	3,200.00	19,200
Norwich Fire	10218-88422	Escape Harness Assembly	R/NOI	24	each	350.00	8,400
Norwich Fire	10218-88422	SCBA Upgrades	R/NOI	1	each	248,778.00	248,778
EGP VFD	10218-88423	Escape Harness Assembly (includes training)	R/NOI	18	each	470.00	8,460
EGP VFD	10218-88423	Turnout gear - full sets	R/NOI	4	each	3,200.00	12,800
Laurel Hill VFD	10218-88424	Turnout gear - full sets	R/NOI	3	each	3,200.00	9,600
Laurel Hill VFD	10218-88424	Body Armour for active shooter	R/NOI	4	each	2,000.00	8,000
Laurel Hill VFD	10218-88424	Pagers	R/NOI	5	each	505.00	2,525
Occum VFD	10218-88425	Helmet	R/NOI	3	each	375.00	1,125
Occum VFD	10218-88425	Turnout Gear - coats & pants	R/NOI	2	each	2,900.00	5,800
Taftville VFD	10218-88426	Turnout gear - full sets	R/NOI	4	each	3,200.00	12,800
Taftville VFD	10218-88426	Underwater Communications System	R/NOI	1	each	19,915.00	19,915
Taftville VFD	10218-88426	Turnout gear - full sets	R/NOI	2	each	3,200.00	6,400
Yantic VFD	10218-88427	Pagers	R/NOI	5	each	505.00	2,525
Yantic VFD	10218-88427	Turnout Gear - coats & pants	R/NOI	4	each	2,600.00	10,400
Yantic VFD	10218-88427	Turnout gear - full sets	R/NOI	2	each	3,200.00	6,400
Yantic VFD	10218-88427	Helmet & shield replacement	R/NOI	10	each	680.00	6,800
Yantic VFD	10218-88427	SCBA Packs	R/NOI	1		221,450.00	221,450

Capital Requests Not Funded

Department	Account Code	Description	Financial and/ or Non-financial impacts	QTY	UOM	Estimated Unit Cost	Estimated Total Cost
Yantic VFD	10218-88427	SCBA Parts	R/NOI	1	each	14,525.00	14,525
Yantic VFD	10218-88427	Thermal Imaging Cameras - small TIC units for RIT crew	R/NOI	5	each	1,548.00	7,740
Yantic VFD	10218-88427	Vehicle rescue equipment (Gripchoist, chain binder, chain, grab hooks, stakes)	R/NOI	1	each	8,800.00	8,800
Public Works	10218-88600	Road and parking lot resurfacing and preventive maintenance.	R/NOI	1	each	597,229.00	597,229
Public Works	10218-88610	Various sidewalk projects	R/NOI	1	each	100,000.00	100,000

TOTAL CAPITAL REQUESTS NOT FUNDED
 TOTAL CAPITAL REQUESTS

14,827,057
17,878,303

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.
2. Increase efficiencies and impact by working collaboratively with other departments, agencies, boards, and commissions as well as outside agencies. (G-B)
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. (G-B)

Action Plans

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

Accomplishments

1. Conducted nine Public Information & Education programs for Norwich Elderly Housing units. (DG3)
2. Provided training for EOC/ICS Interface with 29 graduates. (DG3)
3. Acquired a C.E.R.T. trailer through a Regional REPT grant. (DG2)
4. Provided training for a three day ICS-300 course with 31 graduates. (DG3)
5. Provided training for the new Web/Eoc Version 8.0 for 33 students. (DG3)
6. Partnered with Uncas Health District for pandemic/point of distribution training. (DG3)
7. Partnered with American Red Cross and Medical Reserve Corp. for multi-jurisdictional Sheltering. (DG3)

91 Emergency Management		2014-15 Actual	2015-16 Actual	2016-17 Budget	2016-17 Projected	2017-18 Request	2017-18 Proposed	2017-18 Adopted
80011	Head of Department	31,961	32,725	33,252	30,000	32,926	29,972	29,972
89999	Fringe Benefits	22,468	28,132	32,321	30,000	34,851	15,094	15,253
80021	Materials & Supplies	9,976	9,304	3,000	9,000	5,500	9,000	9,000
80023	Gas Oil & Grease	1,078	620	571	700	652	665	665
80032	Equip & Furn Maint	6,109	4,483	7,200	4,000	4,700	4,700	4,700
80033	Communications	1,922	2,221	4,181	4,181	3,472	3,797	3,797
80035	Utilities	3,432	3,165	4,700	4,700	3,100	2,800	2,800
80040	Bldg & Grnd Maint	944	926	570	2,000	570	17,000	17,000
80059	Training	1,104	3,687	3,150	4,000	3,500	3,500	3,500
TOTALS		78,994	85,263	88,945	88,581	89,271	86,528	86,687

Staffing

Emergency Management Director	1.00	1.00	1.00	1.00	1.00	0.00	0.00
Fire Chief/ EMD	0.00	0.00	0.00	0.00	0.00	0.25	0.25
TOTAL FTE'S	1.00	1.00	1.00	1.00	1.00	0.25	0.25

Salaries

Emergency Management Director			33,252		32,926	33,917	33,917
Fire Chief/ EMD						119,886	119,886

Total Salaries

Emergency Management Director			33,252		32,926	0	0
Fire Chief/ EMD			0		0	29,972	29,972
TOTAL SALARIES			33,252		32,926	29,972	29,972

Performance Measures

Workload/ Output Measures

	Actual	Actual	Projected	Actual	Actual	Projected	Projected
Hours of emergency training	1,115	1,450	1,500	1,500	1,850	1,850	1,850
Personnel trained	170	211	205	205	375	375	375
Shelter maintained	16	17	16	16	17	17	17
EOC activations	14	14	20	20	17	17	17
Flood assistance calls	82	77	125	125	60	60	60
Speaking engagements	27	26	30	30	30	30	30
Public information/education exhibits	27	22	30	30	30	30	30

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	\$1.97	\$2.12	\$2.21	\$2.20	\$2.22	\$2.15	\$2.16
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Special Revenue Funds

Summary of Revenues & Expenditures

	City Consolidation District (Fund 020)	Town Consolidation District (Fund S23)	Combined
EXPENDITURES			
General Operations	7,657,212	581,805	8,239,017
TOTALS	7,657,212	581,805	8,239,017
REVENUES			
General Revenues	3,185,441	78,849	3,264,290
Surplus	311,000	346,000	657,000
Taxes to be levied - CCD Fire	4,160,771	0	4,160,771
Taxes to be levied - TCD Fire	0	156,956	156,956
TOTALS	7,657,212	581,805	8,239,017

City Consolidation District						
Revenues	2014-15 Actual	2015-16 Actual	2016-17 Budget	2016-17 Projected	2017-18 Proposed	2017-18 Adopted
General Property Taxes						
70201 Current Levy	4,191,778	4,069,364	3,912,956	3,994,000	4,533,712	4,160,771
70202 Prior Year Levies	158,934	168,558	158,000	145,000	150,000	150,000
70203 Interest and Lien Fees	79,207	79,378	73,000	63,000	73,000	73,000
70208 Motor Vehicle Taxes	58,030	72,210	0	0	0	0
Totals	4,487,949	4,389,510	4,143,956	4,202,000	4,756,712	4,383,771
Revenue from Other City Operations						
70228 Public Utilities 10%	1,216,026	2,907,234	2,399,876	2,399,876	2,399,876	2,399,876
70231 Special Service Charge	99,693	0	0	0	0	0
Totals	1,315,719	2,907,234	2,399,876	2,399,876	2,399,876	2,399,876
Other Revenues						
70223 Interest on Investments	2,707	3,958	5,000	9,200	10,000	10,000
70238 Conveyance Tax	14,000	0	0	0	0	0
Totals	16,707	3,958	5,000	9,200	10,000	10,000
State Grants in Aid - General						
70247 Payments in Lieu of Taxes	56,462	0	0	0	0	0
70250 City Housing	180,514	0	0	0	0	0
70254 Mashantucket-Pequot Mohegan	1,216,517	0	0	0	0	0
70257 Elderly Tax Credit Reimbursement	86,673	0	0	0	0	0
73500 Shared Revenues	0	0	552,565	552,565	552,565	552,565
Totals	1,540,166	0	552,565	552,565	552,565	552,565
Unrestricted Fund Balance						
70294 Unrestricted Fund Balance	0	0	0	0	0	311,000
Totals	0	0	0	0	0	311,000
GRAND TOTALS	7,360,541	7,300,702	7,101,397	7,163,641	7,719,153	7,657,212

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

20	City Consolidation District	2014-15 Actual	2015-16 Actual	2016-17 Budget	2016-17 Projected	2017-18 Request	2017-18 Proposed	2017-18 Adopted
80012	Employees	3,018,747	3,152,663	3,085,918	3,119,207	2,843,034	3,227,685	3,210,437
80014	Overtime	26,603	23,547	10,000	35,000	16,525	24,000	24,000
89999	Fringe Benefits	2,527,491	3,294,562	3,498,479	3,535,280	3,753,220	3,857,468	3,812,775
80017	Replacement Cost	797,267	753,383	507,000	735,000	553,218	610,000	610,000
80063	Postemployment Medical Benefits	729,726	0	0	0	0	0	0
TOTALS		7,099,834	7,224,155	7,101,397	7,424,487	7,165,997	7,719,153	7,657,212

Staffing

Captain (FC 2)	2.00	3.00	3.00	3.00	2.00	2.00	2.00
Captain (FC 1)	2.00	1.00	1.00	1.00	2.00	2.00	2.00
Lieutenant - Step 2	6.00	7.00	6.00	6.00	6.00	6.00	6.00
Lieutenant - Step 1	2.00	1.00	2.00	2.00	2.00	6.00	2.00
Firefighter - Step 5	17.00	20.00	23.00	23.00	21.00	21.00	25.00
Firefighter - Step 4	8.00	9.00	5.00	5.00	7.00	5.00	5.00
Firefighter - Step 3	5.00	6.00	6.00	6.00	2.00	3.00	3.00
Firefighter - Step 2	6.00	0.00	2.00	2.00	1.00	1.00	1.00
Firefighter - Step 1	2.00	3.00	0.00	0.00	1.00	2.00	2.00
TOTAL FTE'S	50.00	50.00	48.00	48.00	44.00	48.00	48.00

Salaries

Captain (FC 2)			75,120		73,647	76,622	76,622
Captain (FC 1)			72,996		71,564	74,456	74,456
Lieutenant - Step 2			70,388		69,008	71,796	71,796
Lieutenant - Step 1			68,386		67,045	69,754	69,754
Firefighter - Step 5			64,159		62,901	65,442	65,442
Firefighter - Step 4			61,104		59,906	62,326	62,326
Firefighter - Step 3			58,198		57,057	59,362	59,362
Firefighter - Step 2			55,426		54,340	56,535	56,535
Firefighter - Step 1			52,792		51,757	53,848	53,848

Total Salaries Paid by City Consolidation District Fund

Captain (FC 2)			225,360		147,294	153,244	153,244
Captain (FC 1)			72,996		143,128	148,912	148,912
Lieutenant - Step 2			422,328		414,048	430,776	430,776
Lieutenant - Step 1			136,772		134,090	418,524	139,508
Firefighter - Step 5			1,475,657		1,320,921	1,374,282	1,636,050
Firefighter - Step 4			305,520		419,342	311,630	311,630
Firefighter - Step 3			349,188		114,114	178,086	178,086
Firefighter - Step 2			110,852		54,340	56,535	56,535
Firefighter - Step 1			0		51,757	107,696	107,696
EMT Differential			48,000		44,000	48,000	48,000
TOTAL SALARIES			3,146,673		2,843,034	3,227,685	3,210,437

Town Consolidation District						
Revenues	2014-15 Actual	2015-16 Actual	2016-17 Budget	2016-17 Projected	2017-18 Proposed	2017-18 Adopted
General Property Taxes						
70201 Current Levy	565,697	580,792	497,798	509,000	508,739	156,956
70202 Prior Year Levies	9,622	35,062	14,000	9,200	10,000	10,000
70203 Interest and Lien Fees	4,898	6,609	6,500	4,800	6,000	6,000
70208 Supplemental Motor Vehicle	6,252	5,655	0	0	0	0
73500 Shared Revenues	0	0	62,849	62,849	62,849	62,849
70294 Surplus	0	0	0	0	0	346,000
Totals	586,469	628,118	581,147	585,849	587,588	581,805

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

Expenditures						
80122 VFF Tax Abatement	69,830	78,917	64,062	71,721	72,000	72,000
89270 VFF Relief Fund Contribution	333,000	350,729	373,322	373,322	373,322	373,322
89150 Workers' Compensation	150,203	144,261	143,763	143,763	142,266	136,483
Totals	553,033	573,907	581,147	588,806	587,588	581,805

Town Consolidation District Fund

Program: Relief fund, tax abatements, 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 abatement of taxes for eligible volunteer firefighters. This fund also pays for workers' compensation claims for volunteer firefighters. This tax applies to residents in the town area only.

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

Enterprise Fund – Norwich Public Utilities

Norwich Public Utilities (NPU) provides four public utilities for the residents of the City of Norwich – natural gas, electricity, water and wastewater. 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 our customers the option of speaking with an NPU employee for any account issue, 24 hours a day, seven days a week. NPU's Control Room is also staffed around the clock throughout the year, to respond to utility emergencies or service issues effectively and efficiently.

Highlights & Accomplishments

Reliability

In 2015, NPU was among a select group of public power utilities to earn the Reliable Public Power Provider (RP3) recognition from the American Public Power Association. The designation, which is for three years, was also awarded to NPU in 2012. This significant achievement recognizes public power utilities that demonstrate proficiency in four key disciplines: reliability, safety, workforce development, and system improvements.

Natural Gas Expansion

NPU's natural gas expansion program, which began in 2010, continued with success in 2016. Since the start of the program, NPU has added more than 1,900 residential and commercial natural gas customers, which are generating more than \$2.8 million in new annual revenue.

Electric System

NPU ended 2016 without any major or prolonged power outages, due in large part to a strategic tree-trimming program that is conducted annually. NPU also ended 2016 with a very strong safety record on its electrical system.

Water Supply

Throughout 2016, NPU made progress on a number of important infrastructure projects to modernize and strengthen its water infrastructure, including a new water tank, larger transmission lines, and new pumps and drives, all of which will improve reliability and performance. NPU also completed a comprehensive water testing program that confirmed that its water quality is well within the federal and state standards for both copper and lead.

Waste Water Infrastructure

NPU continues its multi-year Combined Sewer Overflow (CSO) program which has eliminated dozens of sewer system overflows over the past several years from the utility's wastewater infrastructure. NPU remains on track to meet the requirements of an established 20-year plan which will improve water quality in the Shetucket and Thames Rivers.

Commercial and Industrial Efficiency

In 2016, NPU worked with 128 commercial and industrial customers to complete 90 electric and natural gas efficiency projects, providing \$402,000 in rebates for lighting, heating and cooling upgrades. These customers ranged from schools and churches to multi-family homes and businesses of all sizes; they will save over \$523,000 in future energy costs. At the same time, NPU will reduce its overall electric load by 102,711.88 kW. The majority of NPU's efficiency projects are focused on replacing outdated lighting and equipment with LED lighting and high-efficiency heating and air conditioning.

Residential Efficiency Programs

In 2016, NPU provided more than 294 residential energy audits for both single and multi-family homes and provided more than \$430,000 in rebates and incentives for both natural gas and electric customers. Rebates and incentives are provided for energy-efficient appliances, including central air systems for heat and air conditioning, as well as insulation.

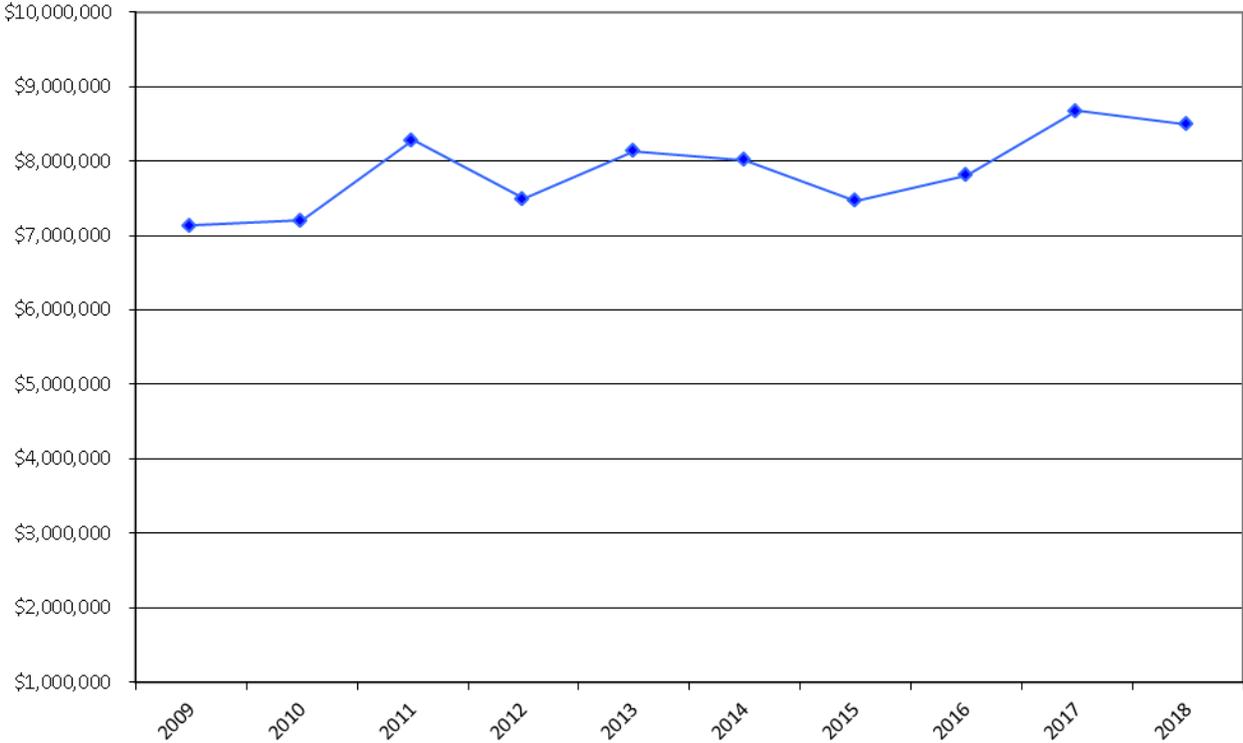
Clean Cities/Alternative Fuels

NPU continues to serve as the Host Agency for Norwich Area Clean Cities, a U.S. Department of Energy program that promotes the use of alternative fuels and technology. In May 2016, NPU celebrated the grand opening of its second Compressed Natural Gas public fueling station, which was funded through the Federal Highway Administration's (FHWA) Congestion, Mitigation and Air Quality (CMAQ) program.

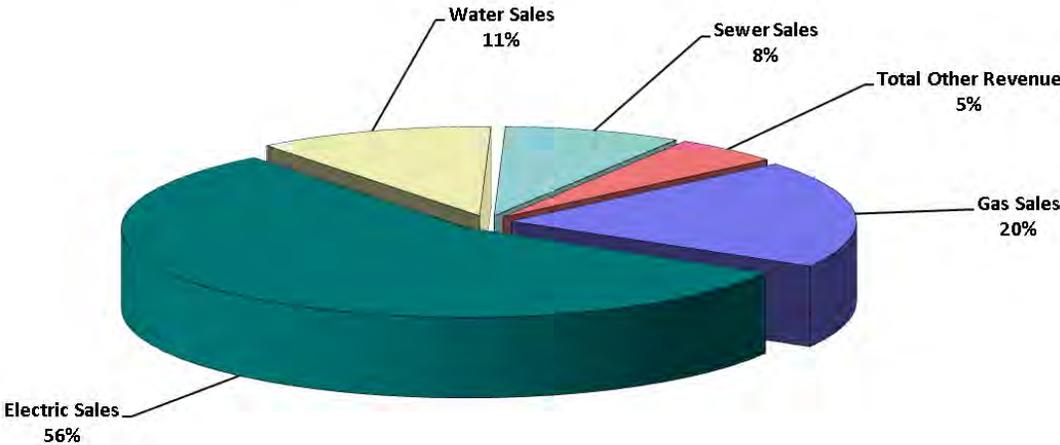
Performance Measures

	FY 2016	FY 2017	FY 2018
	Actual	Projected	Forecast
Customer Service Indicators			
Field Service			
Gas Service Calls	2,933	3,245	3,156
Electric Service Calls	1,526	1,295	1,378
Water Service Calls	2,797	2,015	2,2363
Sewer Service Calls	345	141	148
Service Center			
Walk-in Customers	44,628	43,120	43,663
# calls	144,246	139,625	137,983
Operations Indicators			
Distribution Systems			
Miles of Gas Main	156	156	156
Miles of Electric Line	234	235	235
Miles of Fiber Optic Cable	75	84	84
Miles of Water Main	195	196	196
Miles of Sewer Main	130	129	129
Electric System Reliability			
Avg. # outages per customer	.47	.36	.44
Avg. cumulative out of service time (min)	31	37	35
Wastewater Treatment			
Gallons Treated (Billion)	1.25	1.35	1.30
Quality Tests Conducted	5,665	5,600	5,600
Water Division			
Gallons of Potable Water (Billion)	1.65	1.57	1.7
Quality Tests Conducted	15,000	13,000	13,030
Paid to City General Fund			
	\$7,804,364	\$8,670,845	\$8,489,095

Payment to the City 10 Year History

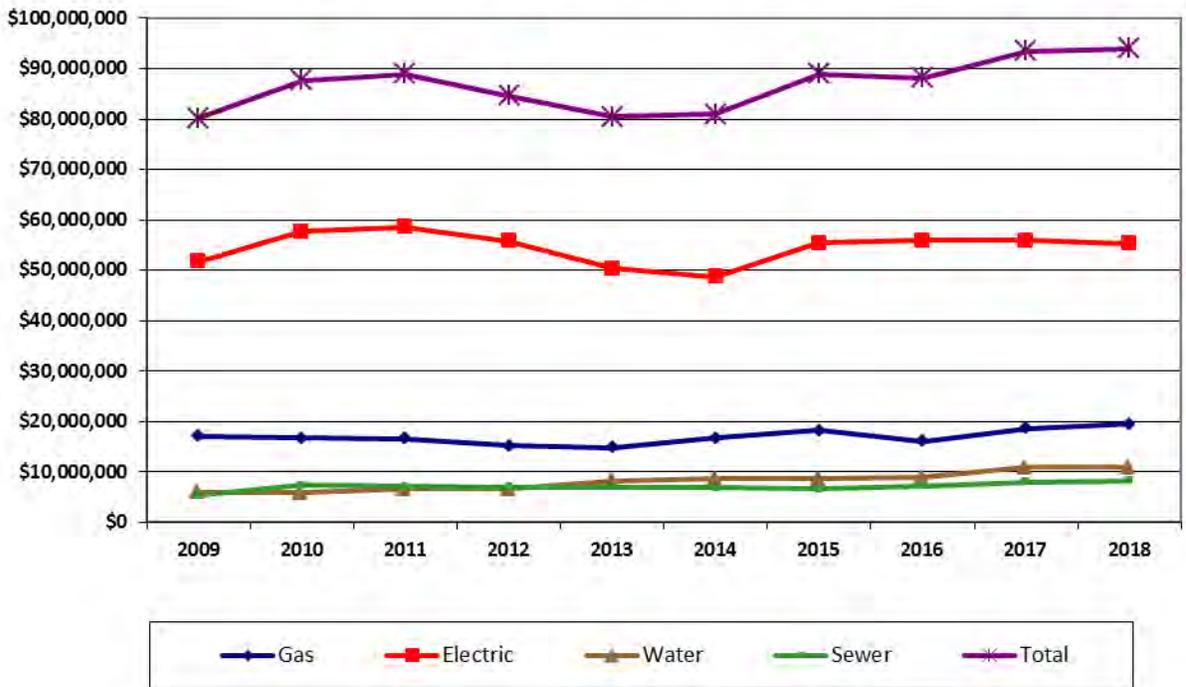


Revenue by Department Fiscal Year 2018

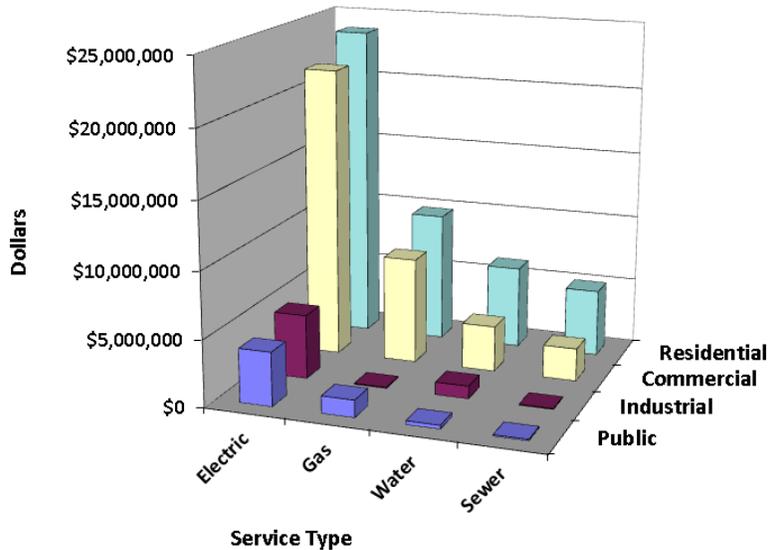


Revenue Summary	FY 2016	FY 2017	FY 2018
	Audited	Approved	Approved
REVENUE FROM SALES			
Residential Gas Sales	7,902,109	9,389,912	9,884,053
Commercial Gas Sales	6,942,742	7,826,057	8,067,356
Industrial Gas Sales	55,653	36,396	74,172
Public Gas Sales	1,054,948	1,261,577	1,304,503
Interdepartmental Gas Sales	121,973	146,390	147,619
Gas Sales	\$16,077,425	\$18,660,332	\$19,477,703
Residential Electric Sales	23,467,250	24,179,488	23,735,095
Commercial Electric Sales	22,417,976	21,989,153	21,824,807
Industrial Electric Sales	5,021,567	4,849,460	4,820,771
Public Electric Sales	4,198,698	4,128,264	4,033,429
Interdepartmental Electric Sales	857,411	811,878	861,350
Electric Sales	\$55,962,902	\$55,958,243	\$55,275,452
Residential Water Sales	5,094,978	6,157,471	6,190,463
Commercial Water Sales	2,814,302	3,468,684	3,443,318
Industrial Water Sales	706,074	861,581	942,844
Public Water Sales	235,636	304,716	276,049
Interdepartmental Water Sales	51,821	67,281	113,299
Water Sales	8,902,811	\$10,859,733	\$10,965,973
Residential Sewer Sales	4,470,350	4,907,430	5,027,193
Commercial Sewer Sales	2,446,710	2,673,393	2,454,470
Industrial Sewer Sales	43,807	31,091	66,284
Public Sewer Sales	97,444	104,829	107,112
Interdepartmental Sewer Sales	208,506	226,302	561,966
Sewer Sales	\$7,266,816	\$7,943,045	\$8,217,025
OTHER OPERATIONAL REVENUE			
Penalties for Late Payments	1,138,593	951,000	1,294,800
Municipal Area Network Fees	357,961	363,547	363,547
CNG Sales Revenue	197,540	250,000	215,000
Septage Charges	39,457	60,000	48,000
Utility Plant & Rental Income	224,385	164,547	164,547
Field Service Revenue	281,839	262,799	247,800
Jet Turbine Credit	600,285	1,000,000	1,496,429
Interest Income	5,874	2,900	2,952
Energy Efficiency Program	1,171,197	1,190,530	1,137,455
Total Other Revenue	4,017,131	\$4,245,323	\$4,970,530
TOTAL DEPARTMENT REVENUE	\$92,227,085	\$97,666,676	\$98,906,683

Budgeted Sales Revenues 10-Year Performance

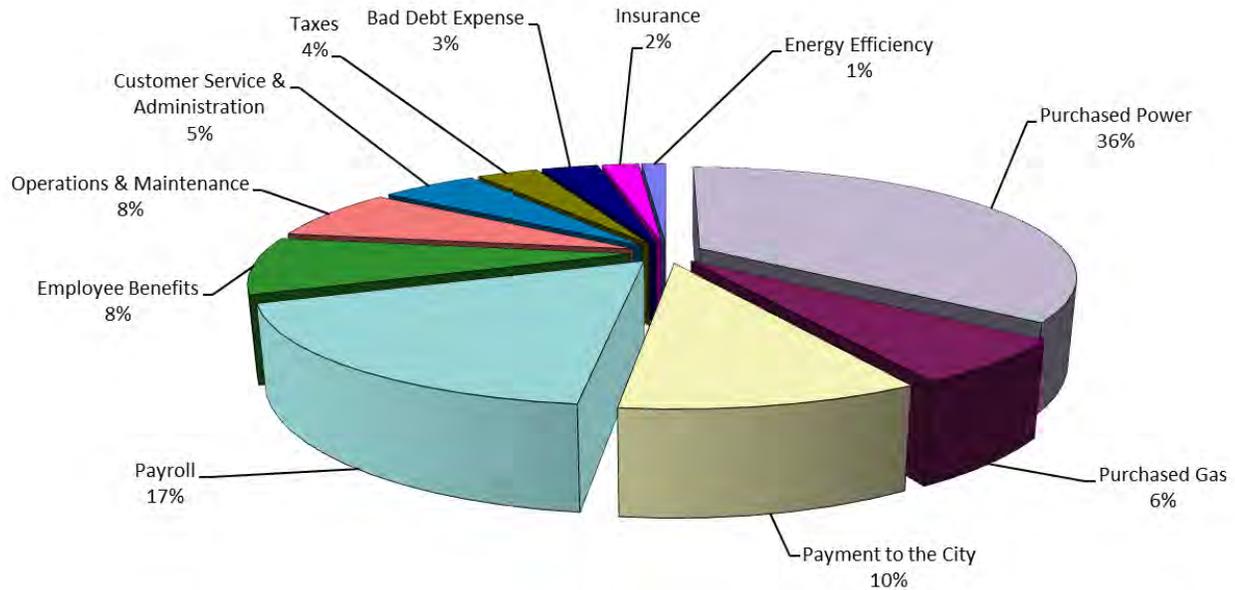


Estimated Sales by Customer Class Fiscal Year 2018



Budgeted revenues for Gas and Electric are calculated using weather normalized data to account for differences in seasonal fluctuations that could impact energy consumption. Increases/decreases in cost of Gas and Electric energy are reflected in the Purchased Power Adjustment (PPA) and the Purchased Gas Adjustment (PGA), factors which are applied monthly to the amount of energy used by each customer. Water and Sewer revenues are calculated based on historical consumption with adjustments for weather and any load growth.

Expenses by Category Fiscal Year 2018



Expense Summary	FY 2016	FY 2017	FY 2018
	Audited	Approved	Approved
DEPARTMENT EXPENSES			
Purchased Gas	3,364,509	5,361,245	5,339,837
Purchased Power	29,850,298	29,692,070	30,484,297
Payroll	13,851,741	14,215,753	14,768,034
Employee Benefits	9,989,189	6,969,829	7,089,358
Payment to the City	7,804,364	8,670,845	8,489,095
Gross Revenue Tax & Property Tax	2,493,111	2,992,992	2,875,733
Property & Liability Insurance	2,019,952	1,800,460	1,727,000
Operations & Maintenance	8,980,533	7,493,653	6,401,874
Customer Services and Administration	3,680,395	4,721,071	4,449,314
Bad Debt Expense	2,951,669	2,236,000	2,662,000
Energy Efficiency Program	1,310,574	1,190,370	1,137,455
Total Operational Expenses	\$86,296,335	\$85,344,288	\$85,423,997
Interest Expense	772,939	1,158,535	910,856
Debt Principal Repayment	1,390,119	2,674,067	2,350,865
Debt Service	\$2,163,058	\$3,832,602	\$3,261,721
Capital Purchases net expected reimbursements	\$8,165,307	\$8,463,410	\$8,576,990
Depreciation	\$7,109,257	\$7,392,080	\$8,558,910

Capital Budget Summary	FY 2016	FY 2017	FY 2018
	Audited	Approved	Approved
RECURRING CAPITAL			
Metering		6,584,852	5,919,987
Main Installations		1,758,690	803,220
Service Installations		2,014,544	1,392,218
Facilities & Structure Improvements		204,000	1,076,000
Fiber Installations		225,760	239,850
Transformers, Switches, & Capacitors		175,500	175,500
Poles & Fixtures		134,616	199,553
Street Lighting & Signal Systems		64,380	1,660,553
Manholes, Frames, & Frames		126,094	63,111
Hydrant Installations		57,570	38,000
State Projects		0	288,839
Total Recurring Capital	\$5,899,121	\$11,346,106	\$11,856,831
CAPITAL PROJECTS			
Customer Service Center Improvements		50,000	65,000
CNG Station Equipment		553,000	0
Regulator Station Improvements		362,030	316,504
Electric Distribution System Improvements		400,000	0
Electric Generation Improvements		0	50,000
Substation Improvements		150,000	630,000
Water Treatment Plant Improvements		1,352,425	625,000
Water Storage Improvements		3,500,000	2,406,667
Sewer Collection System Improvements		65,000	450,000
Pump Station Improvements		775,000	0
Wastewater Treatment Plan Improvements		2,325,000	2,710,000
Total Project Capital	\$7,116,379	\$9,532,455	\$7,253,171
VEHICLE & EQUIPMENT PURCHASES			
Vehicles & Transportation Equipment		665,000	693,000
Capitalized Tools & Equipment		144,300	46,000
Technology Equipment & Improvements		389,000	373,100
Total Equipment	\$609,492	\$1,198,300	\$1,112,100

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 Post-employment Benefits

PSAP

Public Safety Access Points

SCCOG

Southeastern Connecticut Council of Governments

SEAT

Southeastern Area Transit District

SECTER

Southeastern Connecticut Enterprise Region

SRO

School Resource Officer

TAR

Town Aid Roads grant

TVCCA

Thames Valley Council for Community Action

UCFS

United Community & Family Services

Glossary of Key Terms

Accrual Basis

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

Activity

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

Actuarial Basis

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

Adopted Budget

The final budget as approved by ordinance.

Actuarially Determined Employer Contribution (ADEC)

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

Americans with Disabilities Act of 1990 (ADA)

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

Appropriation

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

Assessed Valuation

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

Asset

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

Authorized Positions

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

Balanced Budget

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

Benchmark

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

Bond

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

Bond Refinancing

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

Budget

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

Capital Assets

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

Capital Budget

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

Capital Improvements

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

Capital Improvements Plan (CIP)

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

Cash Basis

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

City Consolidation District (CCD)

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

Comprehensive Annual Financial Report (CAFR)

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

Community Development Block Grant (CDBG)

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

Contingency

Those funds included in the budget for the purpose of providing a means to cover minor 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.