



CITY OF NORWICH, CONNECTICUT
CITY COUNCIL'S ADOPTED BUDGET
FISCAL YEAR 2018-19

APPROVED JUNE 4, 2018

Photographs

The Norwich Memorial Rose Garden located on Rockwell Street in Mohegan Park is situated on one acre and features 1,200 rose bushes in 200 varieties. This garden is one of 140 gardens throughout the United States that displays award winning roses in cooperation with the All-American Rose Selections. The roses are at their full bloom during the month of June.

Ponemah Mills is believed to have been the largest cotton mill complex in the world. The mill complex and surrounding village in Taftville are listed on the National Register of Historic Places. The mill is currently being converted into 314 apartments.

The inner harbor waterfront includes an outstanding marina, fishing and restaurant. Howard T. Brown Memorial Park hosts summer concerts and events throughout the year and includes a boat launch.

Table of Contents

	Page Number
Table of Contents	i
GFOA Distinguished Budget Presentation Award	ii
Appropriations Ordinance	iii
Tax Levy Ordinance	iv
Budget Message	1
General City Information	11
Geography	13
Economic & Demographic Data	14
City Officials	19
Organizational Chart	21
Financial Policies and Summaries	22
Financial Management Policies	22
Comparative Budget Summary	32
Calculation of Mill Rates	33
Budget Graphs & Charts	35
Authorized Full-Time Equivalent Positions	39
Consolidated Debt Schedule	41
Summary of All Funds Subject to Appropriation	42
General Fund	43
Summary of Revenues & Expenditures	43
Revenue Descriptions	44
Expenditure Descriptions	52
City Manager	53
Finance	55
Treasurer	58
Assessment	60
Human Resources	62
Law	64
City Clerk	65
Mayor/City Council	67
Police	69
Norwich Fire	73
East Great Plain Volunteer Fire	77
Laurel Hill Volunteer Fire	79
Occum Volunteer Fire	81
Taftville Volunteer Fire	83
Yantic Volunteer Fire	85
Human Services	87
Public Works	98
Election	106
Planning & Neighborhood Services	108
Board of Education	111
Debt Service / Non-Departmental	115
Capital Budget	117
Emergency Management	122
Special Revenue Funds	124
Summary of Revenues & Expenditures	124
City Consolidation District	125
Town Consolidation District	127
Enterprise Fund – Norwich Public Utilities	128
Glossary	135



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Norwich
Connecticut**

For the Fiscal Year Beginning

July 1, 2017

Christopher P. Morill

Executive Director

ORDINANCE 1766
ADOPTED 6/4/2018
PUBLISHED 6/8/2018

AN ORDINANCE RELATIVE TO THE APPROPRIATIONS FOR THE CITY OF NORWICH AND THE CITY AND TOWN CONSOLIDATION DISTRICTS OF SAID CITY FOR FISCAL YEAR 2018-19.

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, 2018 and ending June 30, 2019 to wit:

	2016-17 Budget	2017-18 Budget	2018-19 Adopted
City Manager	366,118	379,102	374,699
Finance	1,560,791	1,624,111	1,588,786
City Treasurer	249,551	265,446	252,964
Assessor	848,235	430,071	505,592
Human Resources	531,943	519,329	516,331
Law	511,000	491,400	446,000
City Clerk	426,925	490,478	491,269
City Council	364,541	322,439	426,524
Police	15,660,995	16,194,440	16,160,918
Fire - Central	2,091,726	2,027,756	2,139,828
Fire - East Great Plain	131,867	138,693	144,138
Fire - Laurel Hill	73,414	70,812	71,396
Fire - Occum	71,821	76,041	71,626
Fire - Taftville	161,333	157,397	160,552
Fire - Yantic	174,339	161,683	168,011
Human Services	1,853,699	2,029,845	2,023,132
Public Works	10,770,199	10,686,366	10,500,083
Election	155,988	145,779	153,376
Planning & Neighborhood Services	1,094,322	1,006,691	1,030,312
Debt Service	4,373,019	4,470,107	4,262,998
Miscellaneous	5,965,204	5,840,446	6,035,473
Emergency Management	88,945	86,687	81,574
Education	75,430,000	76,184,300	78,469,829
City Consolidation District	7,475,397	7,657,212	7,573,222
Town Consolidation District	589,147	581,805	552,571
TOTALS	131,020,519	132,038,436	134,201,204
General Operations	40,730,466	40,685,892	40,866,596
Debt Service	4,373,019	4,470,107	4,262,998
Capital Improvements	2,422,490	2,459,120	2,475,988
Education	75,430,000	76,184,300	78,469,829
City Consolidation District	7,475,397	7,657,212	7,573,222
Town Consolidation District	589,147	581,805	552,571
TOTALS	131,020,519	132,038,436	134,201,204

Mayor Peter Albert Nystrom

Relative to the adoption of the tax levy ordinance for Fiscal Year 2018-19.

RESOLVED, that the tax levy ordinance of the City of Norwich for the Fiscal Year 2018-19 as submitted by the City Manager on April 2, 2018, as amended and tentatively adopted by the Council of the City of Norwich on May 7, 2018 and as further amended by the Council of the City of Norwich on May 21, 2018 and June 4, 2018 be, and the same hereby is, adopted.

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

Section 1. On the City Assessment list of October 1, 2017 a tax of forty and one hundredth (41.01) mills on the dollar is hereby established to be levied upon the ratable Real Estate, Personal Property, and Motor Vehicles within the City of Norwich of the inhabitants of said City and all others liable to pay taxes therein.

Section 2. On the City Assessment list of October 1, 2017, a tax of forty-five hundredths (0.45) mills on the dollar, is hereby established to be levied for fire services upon the ratable Real Estate, Personal Property, and Motor Vehicles within the Town Consolidation District of the inhabitants of said District and of all others liable to pay taxes therein.

Section 3. On the City Assessment list of October 1, 2017, a tax of seven and thirty-eight hundredths (7.38) mills on the dollar, is hereby established to be levied for fire services upon the ratable Real Estate and Personal Property within the City Consolidation District of the inhabitants of said District and of all others liable to pay taxes therein.

Section 4. On the City Assessment list of October 1, 2017, a tax of three and ninety-nine hundredths (3.99) mills on the dollar, is hereby established to be levied for fire services upon the ratable Motor Vehicles within the City Consolidation District of the inhabitants of said District and of all others liable to pay taxes therein.

Section 5. Except as provided in Section 6, all taxes on Real Estate and Personal Property listed in Sections 1 through 4 shall become due on July 1, 2018, and payable on said date in whole or in equal installments from that date, namely on July 1, 2018 and January 1, 2019, except that any tax of less than one hundred dollars shall be due and payable on July 1, 2018. If the first installment is not paid on or before August 1, 2018 or if the second installment is not paid on or before February 1, 2019, interest will be charged on any such delinquent payment at the rate of one and one-half (1½%) per cent per month from the due date or \$2.00 whichever is greater, as provided for in the general statutes. Any person may pay the total amount of such tax for which he is liable at the time when the first installment shall be payable.

Section 6. Taxes on Motor Vehicles shall become due and payable in full on July 1, 2018. If the payment is not paid on or before August 1, 2018 interest will be charged on the delinquent payment at the rate of one and one-half (1½%) per cent per month from due date or \$2.00 whichever is greater, as provided for in the general statutes.

Mayor Peter A. Nystrom



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Budget Message

June 11, 2018

Introduction

I hereby present the City of Norwich budget for fiscal year 2018-19 adopted by the Norwich City Council at its June 4, 2018 meeting.

During the budget deliberations, the Norwich City Council made several changes to the budget proposed by the City Manager on April 2, 2018.

May 7, 2018 Tentative Adoption of the Budget

- Accepted the City Manager's revisions to 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 updated grand list information.
- Made a number of cuts to expenditures:
 - \$1,092,000 in wages and benefits, including the following:
 - Four vacant Police Officer positions which were scheduled to be hired in phases in the proposed 2018-19 budget
 - Vacant Public Works Accounting Clerk
 - Vacant Crew Leader position in the Public Works Streets Division
 - Reduction of vacant Assessment Clerk from 35 hrs/week to 28 hrs/week
 - Reduction of filled Human Resources Assistant from 35 hrs/week to 28 hrs/week
 - Reduction of filled Accounting Assistant in the Treasurer's Office from 35 hrs/week to 28 hrs/week
 - Reduction of filled part-time Animal Control Officer's hours
 - Reductions to part-time, overtime, and replacement overtime accounts
 - Reductions to contributions to Workers' Compensation in the General Fund, CCD and TCD and Health Insurance in the General Fund and CCD
 - \$476,000 cuts to other General Fund Line items

May 21, 2018 Amendments to Tentatively Adopted Budget

- Accepted the City Manager's revision to revenues based on the municipal grant estimates for the budget adopted by the State of Connecticut on May 15, 2018.

June 4, 2018 Amendments and Adoption of Budget

The City Council deliberated on several changes to the City’s budget on June 4, 2018 and adopted a budget which included:

- Adding \$761,843 of funding for Norwich Public Schools
- The NPU budget which had been revised and approved by its Board of Commissioners
- Adjustments related to the approval of the Police bargaining unit contract
- Eliminating a vacant Public Works Heavy Equipment Operator position
- Reducing the Human Resources Pension Administrator position to 28 hrs/week
- Restoring funding for:
 - Phase-in of four vacant police officer positions
 - Vacant Public Works Accounting Clerk
- Adding an Assistant Planner position in the Planning & Neighborhood Services department starting January 2019
- Reducing funding for OPEB in the General Fund and CCD by a total of \$242,214
- Several other changes to line items in the General Fund and CCD

Goals & Priorities

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

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

The goals listed below are a summary of the items brought up by members of the City Council at the January and March 2018 strategic planning sessions. These goals were presented at the Council meeting of March 19, 2018.

Goal #		Long-Term	Short-Term	Departments/Agencies
G1	Economic Development & Infrastructure	Collaborate with Mohegan Tribe for development of waterfront and historical assets	Complete Uncas Leap Project	Planning & Neighborhood Services
			Reinstate the Sachem Fund	City Council, Sachem Fund Board
			Clean up waterfront properties	Public Works
			Review downtown zoning regulations to ensure that they support appropriate development of waterfront and downtown	City Council, Planning & Neighborhood Services
			Reexamine location of parking lots and garages and parking signage in the downtown	Parking Commission, NCDC, Norwich Historical Society
		Focus on the economic development needs of Norwich's villages and neighborhoods as outlined in the POCD	Focus on the economic development needs of Norwich's villages and neighborhoods as outlined in the POCD	City Council, Planning & Neighborhood Services
		Address flooding issues/ mitigation plans in downtown to support development	Support FEMA's efforts to study flooding mitigation in downtown	Planning & Neighborhood Services, Emergency Management
		Upgrade railroad lines to enhance transportation assets in support of economic development	Support TIGER grant-funded initiatives	City Council, City Manager, SCCOG
		Propose revisions to Charter to stagger City Council terms in order to support continuity	Propose revisions to Charter to stagger City Council terms in order to support continuity	City Council, Voters

G2	Public Safety & Quality of Life	Consolidate public safety computer and communications systems in order to improve functionality and provide long-term cost savings	Make decisions on the use of the \$3.2 million public safety equipment bond	Police and Fire Departments, Finance, NPU
		Relocate police department	Make improvements to existing building while the relocation is considered	City Council, City Manager, Police, Finance
		Continue to evaluate zoning to ensure appropriate balance between development and quality of life	Make a funding decision with regard to the future of Dodd Stadium	City Council, Planning & Neighborhood Services, City Manager, Finance, Stadium Authority
G3	Education	Plan and Re-align and/or consolidate school system in order to make it more sustainable given current population trends and funding constraints. This consolidation would also make demographics, economics, services and programs more equitable throughout the city.	Determine the appropriate level of funding for education in the short-term	City Council, Board of Education
		Determine how NFA fits into the overall long-term vision for the City's education system		

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 2018-19 budget was developed with this list of priorities in mind:

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

Performance Measures

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

Budget Environment

Revenue Factors

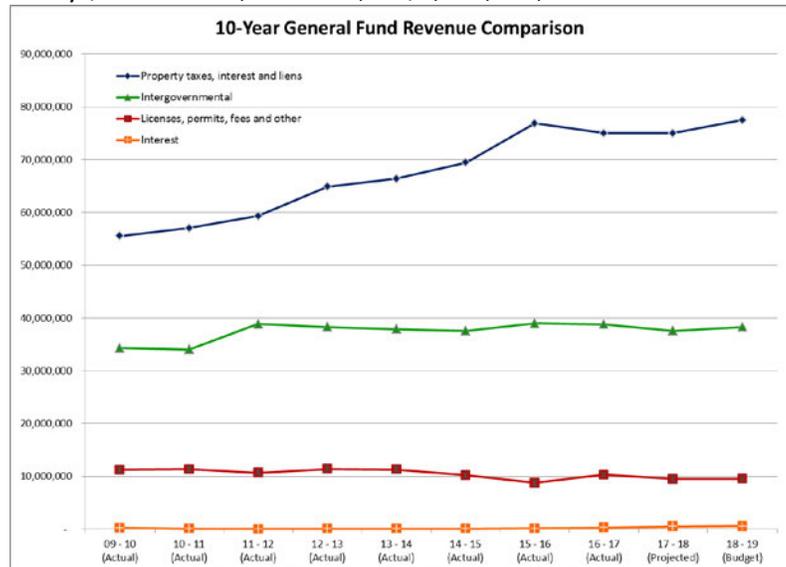
Property Taxes, Interest, and Liens

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

Grand List

The October 1, 2017 collectible grand list increased by \$36.5 million, or 2.04%, to \$1,823,500,000. The collectible grand list is calculated by reducing the gross grand list by exemptions, credits, and estimated certificates of correction and then multiplying it by the three-year average of tax collection percentages. All else being equal, the \$36.5 million increase in the collectible grand list adds approximately \$1.4 million in tax revenue. Some of the increase is due to penalties and losses of exemptions for taxpayers which failed to file necessary documents on a timely basis.

The current statutes cap the mill rate on the \$198 million of motor vehicles assessed value at 45 mills.



Intergovernmental

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

Adopted State Budget

The preparation of this budget was predicated upon the revenues included in the State's adopted budget.

Education Cost Sharing

The State budget maintains the current level of non-Alliance Education Cost Sharing (ECS) grant funding for the City at \$32.3 million.

Non-Education Formula Grants

The State budget increased grants for State-Owned and Colleges & Hospital PILOTs and the reimbursement for the motor vehicle tax cap.

School Construction Grant

With Senator Osten's leadership, the legislature approved an increased reimbursement percentage on the Kelly Middle School renovation project. When the project is audited and the City receives the final retainage payment from the State of Connecticut, up to \$1 million of savings will be transferred from the project to the General Fund. If there are any savings beyond \$1 million, the excess will be allocated to other authorized bond projects to reduce the amount that the City issues in new bonds for those projects.

Licenses, Permits, Fees, and Other

Revenues in this category have also been relatively flat over the past decade.

10% Share of Norwich Public Utilities Revenues

The payments from Norwich Public Utilities will decrease by \$13,523 to \$8,475,572 for fiscal year 2018-19. NPU's gross revenues decreased slightly primarily because of a decrease in electric rates. Consistent with the 2017-18 Adopted Budget, \$2,399,876 is allocated to the CCD and the remainder is allocated to the General Fund.

Interest

Interest earned on the City's cash and investments had been flat for several years but has picked up over the last few years as interest rates rise and the Treasurer positions the City to take full advantage of these higher interest rates.

Expenditure Factors

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

Salaries & Fringe Benefits

The City's salary and fringe benefit costs have *decreased* by \$356,000. Fringe benefits include Social Security, Medicare, health insurance, life insurance, workers' compensation, pension and other post-employment benefits (OPEB).

The largest drivers in 2018-19 are the pension contribution, which is increasing by 14%, or \$687,000, over 2017-18 and health insurance which is *decreasing* by 11%, or \$440,000. Also, cuts to positions, overtime, part-time, and replacement cost contributed to the net decrease in salary and fringe benefits.

Capital Improvements

In accordance with the 2015 charter revision, the minimum General Fund appropriation for capital improvements for 2018-19 is \$2.48 million (2% of the 2017-18 General Fund budget) in addition to the \$399,000 from the LOCIP grant. The capital budget includes paving projects, firefighter equipment, replacement of some emergency and City maintenance vehicles, and repairs to City buildings. Capital requests from departments totaled \$29.8 million.

Strategies for Developing the Budget

Expenditures

General Government

General Operations are funded in the amount of \$45,129,594 – a slight decrease from last year. In the individual department pages, you will see a column labeled "2018-19 Request." This represents what the department heads requested in order to accomplish their missions. Department budget requests totaled \$50.9 million.

Initiatives

Marketing/ Economic Development

The Mayor/Council budget includes additional funding for marketing efforts which are intended to drive more activity to the downtown area.

Energy Efficiency Projects

Several small capital projects aimed at reducing the City's long-term operating costs are funded; such as window replacements and LED lighting projects.

Summary of Appropriations and Prior Year Comparison				
	2017-18	2018-19	\$ Change from Prior Year	% Change from Prior Year
General Operations	40,685,892	40,866,596	180,704	0.44%
Debt Service	4,470,107	4,262,998	(207,109)	-4.63%
Subtotal-General Gov't	45,155,999	45,129,594	(26,405)	-0.06%
Capital Improvements	2,459,120	2,475,988	16,868	0.69%
Education	76,184,300	78,469,829	2,285,529	3.00%
Total General Fund	123,799,419	126,075,411	2,275,992	1.84%
Special Revenue Funds				
CCD Fire District	7,657,212	7,573,222	(83,990)	-1.10%
TCD Fire District	581,805	552,571	(29,234)	-5.02%
Norwich Public Utilities	94,893,763	93,568,517	(1,325,246)	-1.40%
Total	226,932,199	227,769,721	837,522	0.37%

Staffing & Service Levels

General Fund

There are several staffing changes in this adopted budget.

Filled Positions Eliminated or Reduced

- Treasurer's Office – Accounting Assistant reduced from 35 hrs/week to 28 hrs/week
- Human Resources
 - HR Assistant - reduced from 35 hrs/week to 28 hrs/week
 - Retirement Plan Administrator - reduced from 35 hrs/week to 28 hrs/week
- Police - Part-Time Animal Control Officer reduced from 30 hrs/week to 18 hrs/week
- Planning & Neighborhood Services – One administrative position is eliminated

Vacant Positions Eliminated or Reduced

- Recreation Facilities Maintenance position eliminated
- Public Works Heavy Equipment Operator eliminated
- Public Works Crew Leader eliminated

New Positions or Increases to Existing Positions

- Clerk added to Assessor's office at 28 hrs/week
- Recreation Director increased to full-time
- Assistant Planner position added starting in January 2019

City Consolidation Fire District Fund

No changes in staffing.

Board of Education (BOE)

The BOE will receive over \$4.6 million in Alliance District funding in the adopted State Budget which is awarded to the BOE outside of this budget. The BOE requested a budget of \$83,062,353 which is a 9.03%, or \$6,878,053 increase over fiscal year 2017-18. The City Council adopted an increase in local funding for the BOE's General Fund operating budget this year of 3% to \$78,469,829 – a \$2,285,529 increase.

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

Norwich Public Utilities

The budget proposed by the Public Utilities Board of Commissioners includes expenditure decreases of \$1.3 million. The budget 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 are approved for real estate and personal property for the General, TCD, and CCD funds:

	General Fund	Fire Districts		Combined	
		Town Consolidation District (TCD)	City Consolidation District (CCD)	GF + TCD	GF + CCD
Adopted 2018-19	41.01	0.45	7.38	41.46	48.39
Adopted 2017-18	40.52	0.15	8.22	40.67	48.74
Change	0.49	0.30	(0.84)	0.79	(0.35)
Percent Change	1.21%	200.00%	-10.22%	1.94%	-0.72%

Motor Vehicles

The cap on motor vehicle taxes will increase from 39 mills to 45 mills. As a result, the full General Fund mill rate will be collected on motor vehicles. In addition, all of the TCD mill rate and a portion of the CCD mill rate (3.99 mills) will be collected on motor vehicles in their respective fire districts.

Norwich Public Utilities

The budget adopted by the Public Utilities Board of Commissioners includes revenue decreases of \$168,000. 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:

- 5% growth in the grand list from the 10/1/2018 revaluation followed by annual growth in the collectible grand list of 1%.
- 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 2022.
- Investment income will be roughly 2% on our bank deposits starting in fiscal year 2020.
- 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 – used the ADEC's from our actuaries for fiscal year 2020 and then assumed the normal cost will increase by the percentage increase in salaries.
- Health insurance – used 3% increases each year.
- OPEB – used the ADEC's from our actuaries for fiscal year 2020 and then 1% increases in the normal cost each year thereafter to reflect the combination of the phasing out of OPEB benefits for new hires and the increase in medical inflation.
- Capital budget –2% of the prior year General Fund operating budget.
- Debt service – layered in existing authorized but unissued debt. As City officials discuss future long-term capital projects such as the wastewater treatment plant and school construction, estimates of the impact on debt will be added in future budgets.

	Budget FY2018	Budget FY2019	Projected FY2020	Projected FY2021	Projected FY2022	Projected FY2023	Projected FY2024
Revenues (excluding current RE and PP tax levy)							
Taxes/interest/liens	10,257,515	10,803,654	10,911,691	11,020,808	11,131,016	11,242,326	11,354,749
Building Permits	569,000	514,000	519,140	524,331	529,574	534,870	540,219
Investment Income	364,000	568,000	573,662	585,448	598,177	613,240	627,018
10% NPU Gross Revenues	6,089,219	6,075,696	6,197,210	6,321,154	6,447,577	6,576,529	6,708,060
Landfill/Direct Hauler Fees	822,000	859,400	868,588	877,881	887,281	896,790	906,409
Recording Fees	353,000	345,000	348,450	351,935	355,454	359,009	362,599
Conveyance Taxes	435,000	508,000	518,160	528,523	539,093	549,875	560,873
Non-education grants	6,944,076	5,879,752	4,937,747	4,940,054	4,962,968	4,986,412	5,010,375
Education grants	32,379,018	32,420,906	32,420,906	32,420,906	32,583,011	32,745,926	32,909,656
All other revenues	1,219,267	1,421,849	1,219,638	1,218,461	1,218,282	1,219,067	1,220,784
	59,432,095	59,396,257	58,515,192	58,789,501	59,252,433	59,724,044	60,200,742
Expenditures							
Salaries	16,435,085	16,408,499	16,939,213	17,298,202	17,665,066	18,039,980	18,423,122
Fringe Benefits	13,594,789	13,347,372	13,178,200	13,358,686	13,543,872	13,733,883	13,928,854
Contracted Services	3,925,750	4,037,522	4,092,495	4,348,325	4,409,032	4,470,707	4,533,368
Materials & Supplies	1,411,266	1,418,894	1,446,701	1,475,058	1,503,977	1,533,469	1,563,545
Equipment & Furniture Maint	401,688	427,749	436,304	445,030	453,931	463,010	472,270
Vehicle Fuel & Utilities	1,947,761	1,840,205	1,873,193	1,906,802	1,941,046	1,975,935	2,011,482
Debt Service	4,470,107	4,262,998	4,765,399	5,005,749	5,980,971	6,574,268	7,125,641
Capital Budget	2,459,120	2,475,988	2,459,120	2,521,508	2,573,507	2,630,077	2,698,175
Building Maintenance	476,134	435,622	444,334	453,221	462,286	471,532	480,963
Contrib - outside agencies	1,236,398	1,284,224	1,308,578	1,333,417	1,358,749	1,384,586	1,410,935
Property & Liability Insurance	788,109	763,141	778,404	793,972	809,851	826,048	842,569
All other General City	468,912	903,367	914,165	923,862	933,668	943,586	953,615
	47,615,119	47,605,582	48,636,105	49,863,832	51,635,956	53,047,081	54,444,539
Education	76,184,300	78,469,829	80,039,226	81,640,011	83,272,811	84,938,267	86,637,032
	123,799,419	126,075,411	128,675,331	131,503,843	134,908,767	137,985,348	141,081,571
Current Levy Needed	64,367,324	66,679,154	70,160,140	72,714,341	75,656,333	78,261,304	80,880,828
Collectible Grand List	1,588,672,007	1,625,907,504	1,707,202,879	1,724,274,908	1,741,517,657	1,758,932,834	1,776,522,162
Mill Rate	40.52	41.01	41.10	42.18	43.45	44.50	45.53
Change in Mill Rate	-0.70	0.49	0.09	1.08	1.27	1.05	1.03
Motor Vehicle Capped Rate	39.00	41.01	41.10	42.18	43.45	44.50	45.00
Property Taxes for "Average Homeowner"							
House - Assessed Value	93,800	93,800	98,490	98,490	98,490	98,490	98,490
Car 1	4,940	4,940	4,989	5,039	5,089	5,140	5,191
Car 2	4,940	4,940	4,989	5,039	5,089	5,140	5,191
	103,680	103,680	108,468	108,568	108,668	108,770	108,872
General Fund Taxes	\$4,186	\$4,252	\$4,458	\$4,579	\$4,722	\$4,840	\$4,951
Increase/ (Decrease) from Previous Year	(\$55)	\$66	\$206	\$121	\$143	\$118	\$111
Monthly Increase/ (Decrease)	(\$4.58)	\$5.50	\$17.17	\$10.08	\$11.92	\$9.83	\$9.25
% Change in Taxes	-1.30%	1.58%	4.84%	2.71%	3.12%	2.50%	2.29%

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 December 2017, as of June 30, 2016, Norwich was in the top 15 of the 169 Connecticut towns and cities for funding its OPEB plan. The City has been working with its bargaining units to eliminate or decrease post-employment medical benefits and, most recently, negotiated to eliminate OPEB benefits for police officers hired after December 31, 2017.
- 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.
- Health Insurance. Many City bargaining units have migrated from more costly PPO and HMO plans over to High Deductible Health Plans with HSA's. The City hired a new employee benefits broker firm in 2017

which has aggressively negotiated lower fees, prescription costs, and stop-loss insurance premiums. All of these initiatives should mitigate our exposure to the High Cost Insurance Plan Excise Tax. Starting in 2022 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 further modified.

- Pension. As a result of the City's move towards more conservative actuarial assumptions, the phasing-in of funding, and the negotiation of more sustainable pension benefits; the City's pension contributions should be leveling off starting in 2021.

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

- Schools – The Council formed a new School Facilities Review Committee to evaluate school facilities and make recommendations on the consolidation, maintenance and improvements of these facilities.
- Dodd Stadium – The City Council approved an \$800,000 bond ordinance to make improvements, such as lighting and HVAC.
- Wastewater treatment plant – The upgrade to NPU's wastewater treatment plant is expected to cost in excess of \$100 million and will be financed with Connecticut Clean Water Fund grants and loans. The debt service costs will be shared among ratepayers, taxpayers, and other towns buying into the project.

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

Sincerely,

Joshua A. Pothier
Comptroller

TIME TABLE FOR PREPARATION OF 2018-19 CITY BUDGET

PURSUANT TO CHAPTER 7 OF NORWICH CITY CHARTER

TIMEFRAME	EVENT	AGENDA
Late November 2017	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 2017	Initial budget requests due	Department heads and outside agencies return their written requests, Finance Department coordinates process.
January 2018 – March 2018	Council SWOT Analysis/ Goal Setting Sessions	Set long-term goals for the City
February 2018	Revenue projected	Comptroller calculates State revenue projections.
March 2018	Budget meetings on proposed requests	City Manager and Comptroller meet with department heads and outside agencies on proposed budget requests.
March 2018	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 2018	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 2018	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 2018	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 2018	Council shall act on proposed budget	The Council acts initially on the City Manager's proposed budget.
Prior to third Monday in May 2018	Second public hearing	The purpose is to listen to citizens' input on proposed budget.
No later than 2nd Monday in June 2018	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, 2018 - June 30, 2019	Budget implementation	Comptroller oversees revenues and expenditures according to the budget established by Council.
July 2019	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

Various health facilities, including the 213-bed William H. Backus Hospital, are located in the City. 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

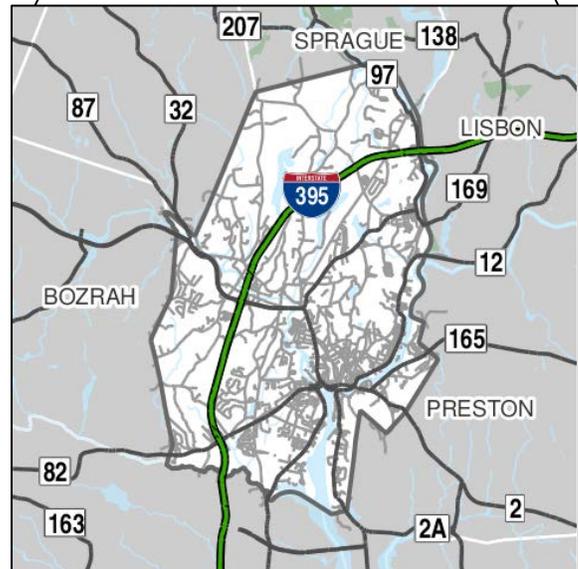
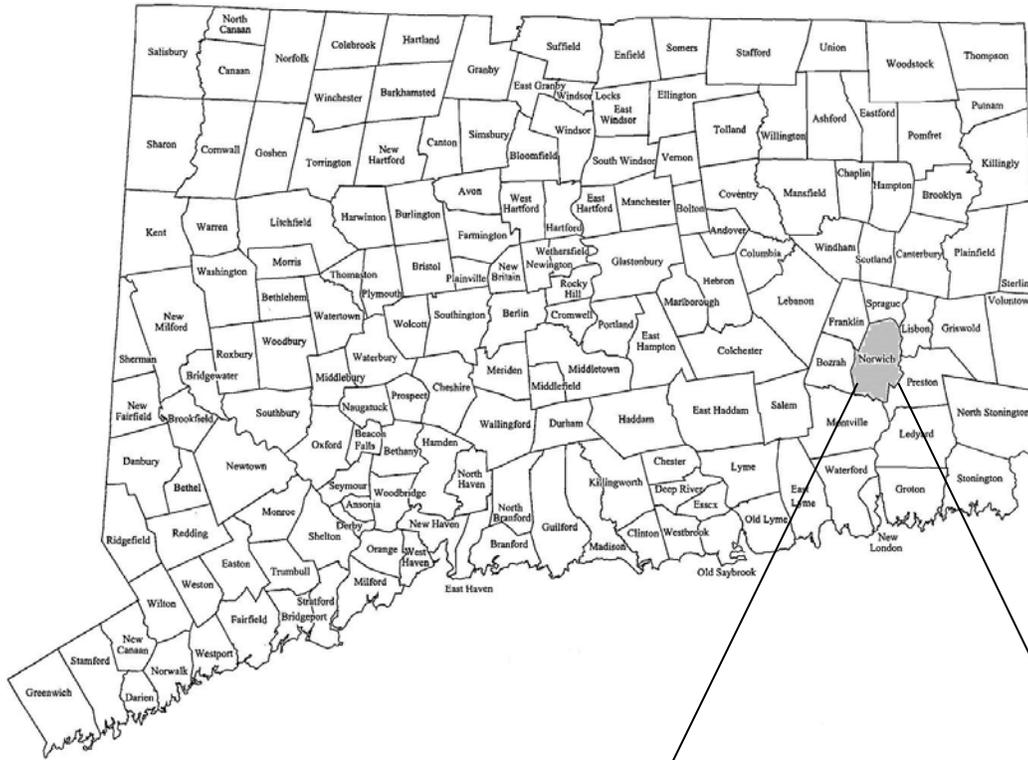
Norwich is home to a modern industrial park operated by the Norwich Community Development Corporation, a private non-profit organization. The industrial park is conveniently located close to Route 2, I-395 and other major highways. The park offers commercial and industrial sites on more than 400 wooded 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
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
2016	39,556	3,576,452	5,268	517,912

Source: December 2017 State of Connecticut Municipal Fiscal Indicators

Age Characteristics of Population - 2015

Age Group	City of Norwich		State of Connecticut	
	Number	Percent	Number	Percent
Under 15	7,398	18.4%	637,503	17.7%
15 - 24	5,467	13.6%	492,864	13.7%
25 - 44	11,414	28.4%	885,518	24.6%
45 - 64	10,579	26.3%	1,035,059	28.8%
65 and over	5,396	13.4%	542,278	15.1%
Total	40,254	100.0%	3,593,222	100.0%

Source: CERC Town Profile September 2017

Debt information

	City of Norwich			Average of 169 CT Municipalities
	Long-term Debt	Debt Service	Per Capita Debt	Per Capita Debt
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	2,429
2016	49,240,000	5,743,000	1,245	2,480

Source: CERC Town Profile September 2017

Principal Taxpayers

Name	Nature of Business	Net Taxable Valuation as of 10/1/17
Computer Science Corporation	Computer Products & Services	\$38,024,010
NorwichTown Commons	Shopping Center	16,814,800
Domino Solar Ltd.	Solar Installations	15,684,560
Bob's Discount Furniture	Retail Store & Distribution Center	15,126,200
Norwich Realty Associates, LLC	Real Estate	10,189,439
Algonquin Gas Transmissions LLC	Natural Gas Pipeline	9,284,820
Plaza Enterprises	Shopping Center	9,263,000
U.S. Food Service	Food Distribution	8,667,710
Mashantucket Pequot Tribe	Real Estate	8,655,670
Wal-Mart Stores, Inc.	Department Store	8,157,910
		\$139,868,119

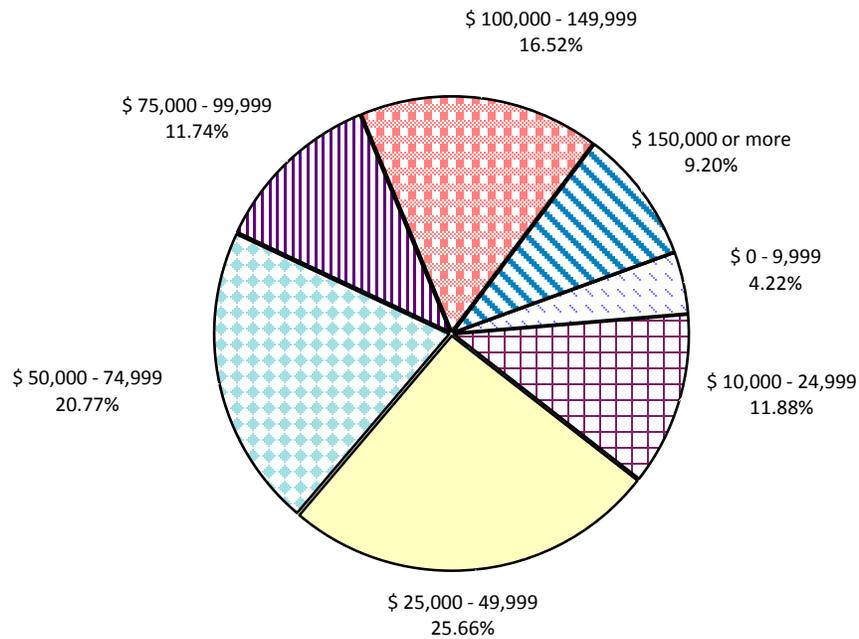
Source: Norwich Assessor

Top Employers

Name	Nature of Business	# of FTE Employees
Wililam W. Backus Hospital	Medical Center	1,439
City of Norwich (incl. NPU & BOE)	Municipality	1,116
State of Connecticut	All State Agencies	788
Bob's Discount Furniture	Distribution Center	553
U.S. Food Service	Food Distribution	325
Norwich Free Academy	Quasi-private high school	303
United Community & Family Services	Healthcare & Community Services	245
Shop Rite	Grocery	225
The American Group	Ambulance Service and Other Oper	221
Plas-Pak Industries	Plastic Products Manufacturing	175

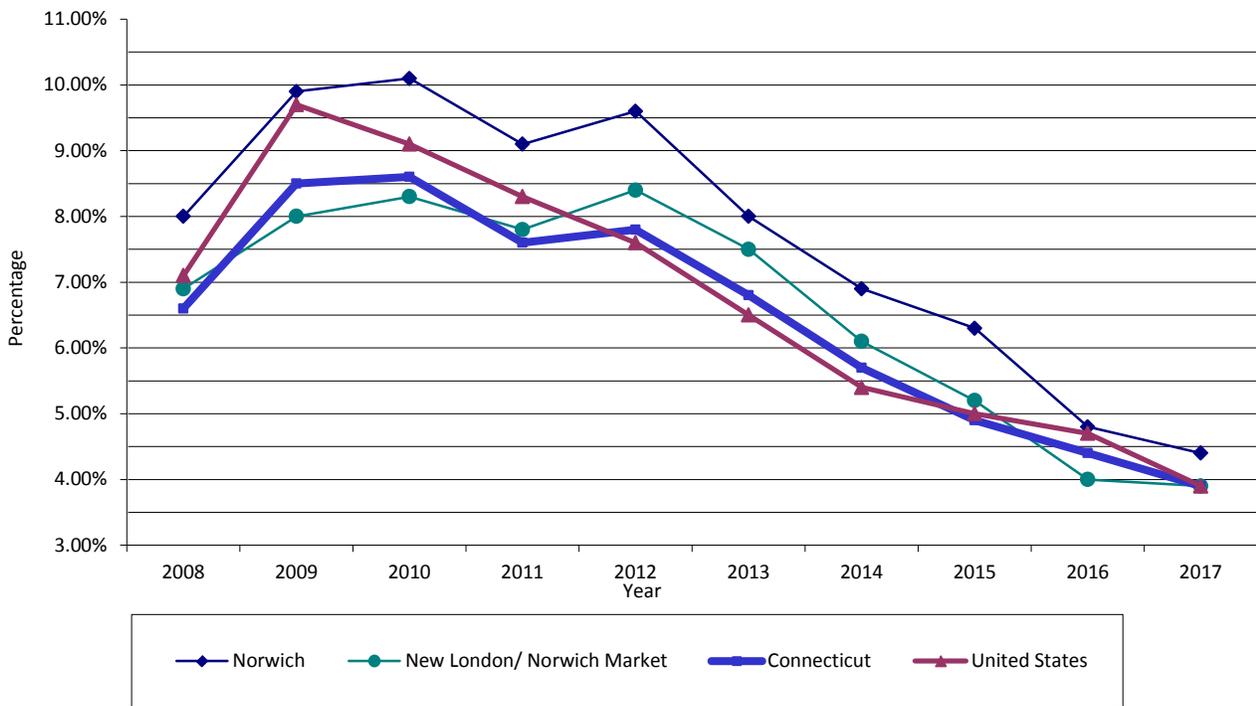
Source: June 2018 survey by Norwich Community Development Corporation. Some companies did not respond.

City of Norwich Family Income Distribution



Source: U.S. Department of Commerce, Bureau of Census, 2012-2016 American Community Survey 5-Year Estimates (DP03)

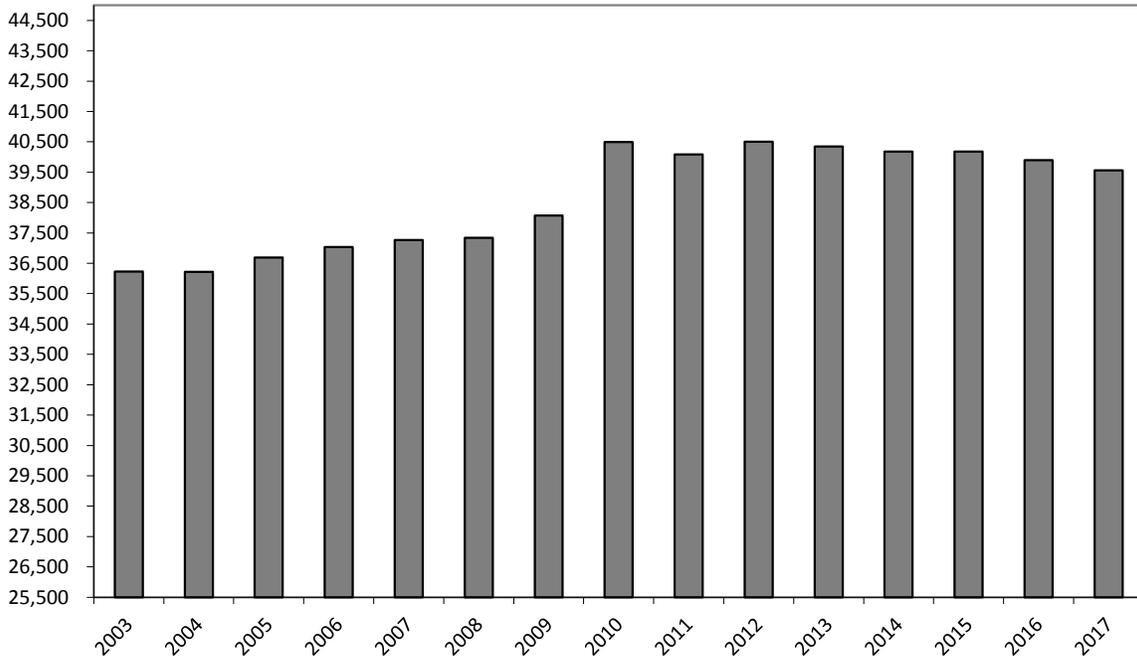
Unemployment Percentages



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

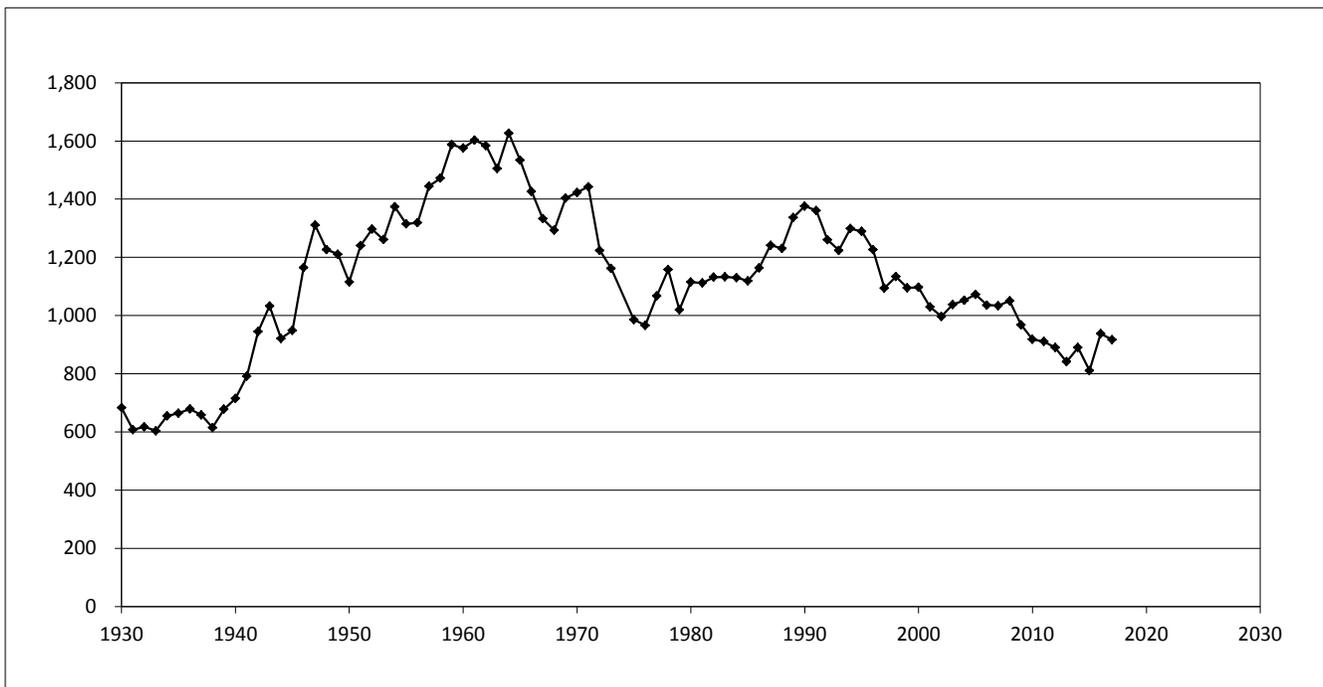
Norwich Population History - Last 15 Years

For 2016, Norwich's population was the 25th highest of the 169 Connecticut towns and cities. Norwich's population density is 1,409.6 per square mile compared to the statewide average of 738.6.



Source: State of Connecticut Department of Public Health

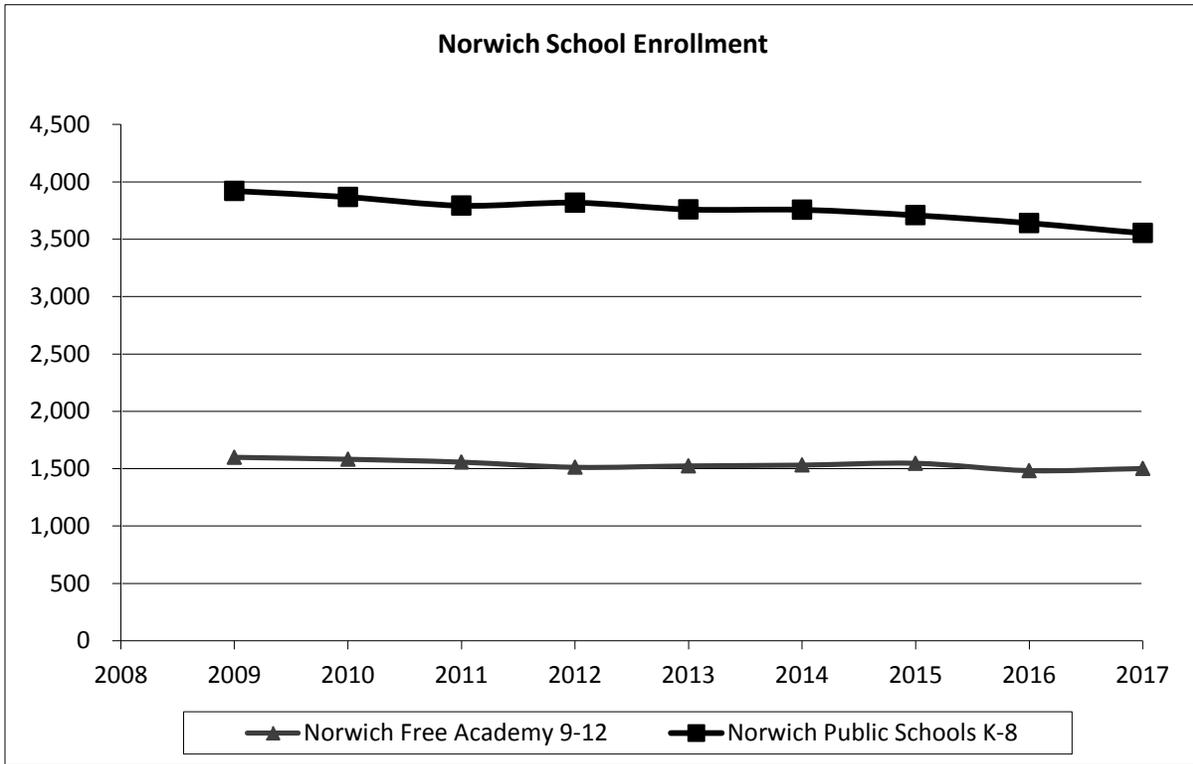
Norwich Births



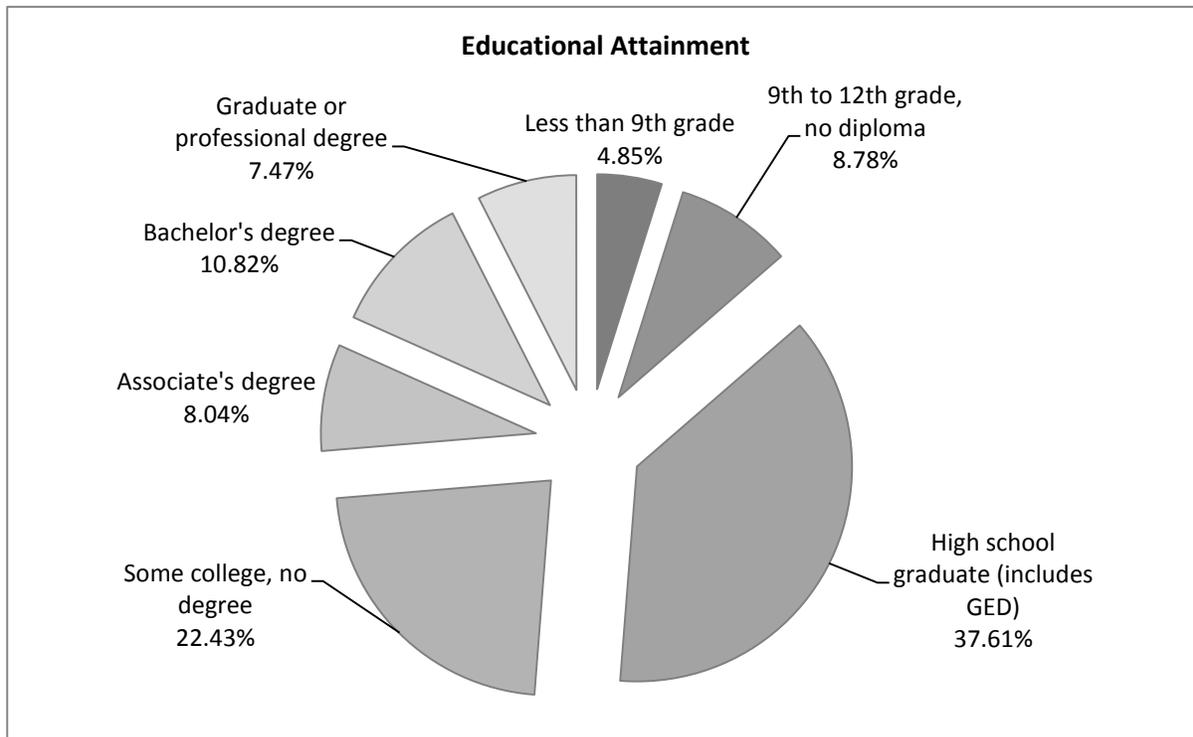
Source: Norwich City Clerk

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.

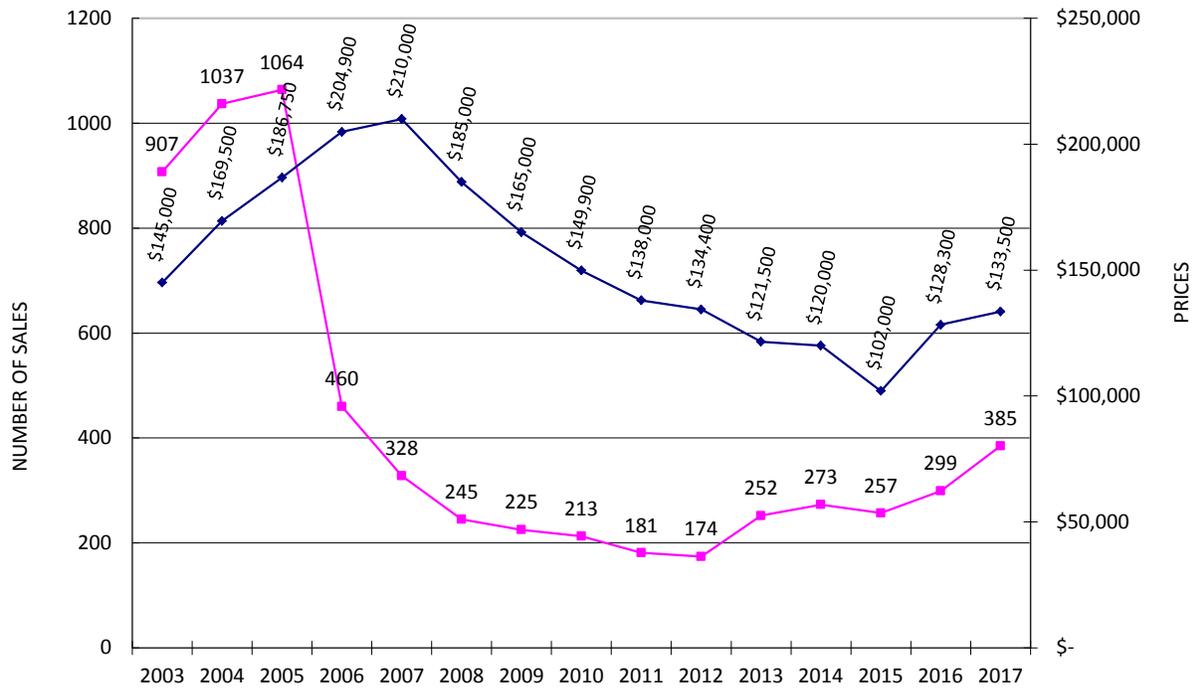


Source: Norwich Public Schools



Source: 2012-2016 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>
Peter A. Nystrom, Mayor (R)	4 Years	12/7/21
William L. Nash, President Pro Tempore (R)	2 Years	12/3/19
Samuel P. Browning IV (D)	2 Years	12/3/19
Stephanie L. Burnham (D)	2 Years	12/3/19
Joseph A. DeLucia (D)	2 Years	12/3/19
Stacy L. Gould (R)	2 Years	12/3/19
Joanne M. Philbrick (R)	2 Years	12/3/19

Board of Education

	<u>Term Length</u>	<u>Term Expires</u>
Dr. Yvette Jacaruso, Chairperson (D)	2 Years	12/3/19
Joyce C. Werden, Vice Chairperson (D)	2 Years	12/3/19
Heather Romanski, Secretary (D)	2 Years	12/3/19
Robert J. Aldi (D)	2 Years	12/3/19
Aaron Daniels (R)	2 Years	12/3/19
Mark Kulos (D)	2 Years	12/3/19
James Maloney (D)	2 Years	12/3/19
Dennis Slopak (R)	2 Years	12/3/19
Patricia F. Staley (R)	2 Years	12/3/19

Treasurer

	<u>Term Length</u>	<u>Term Expires</u>
Michael Gualtieri (R)	2 Years	12/3/19

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

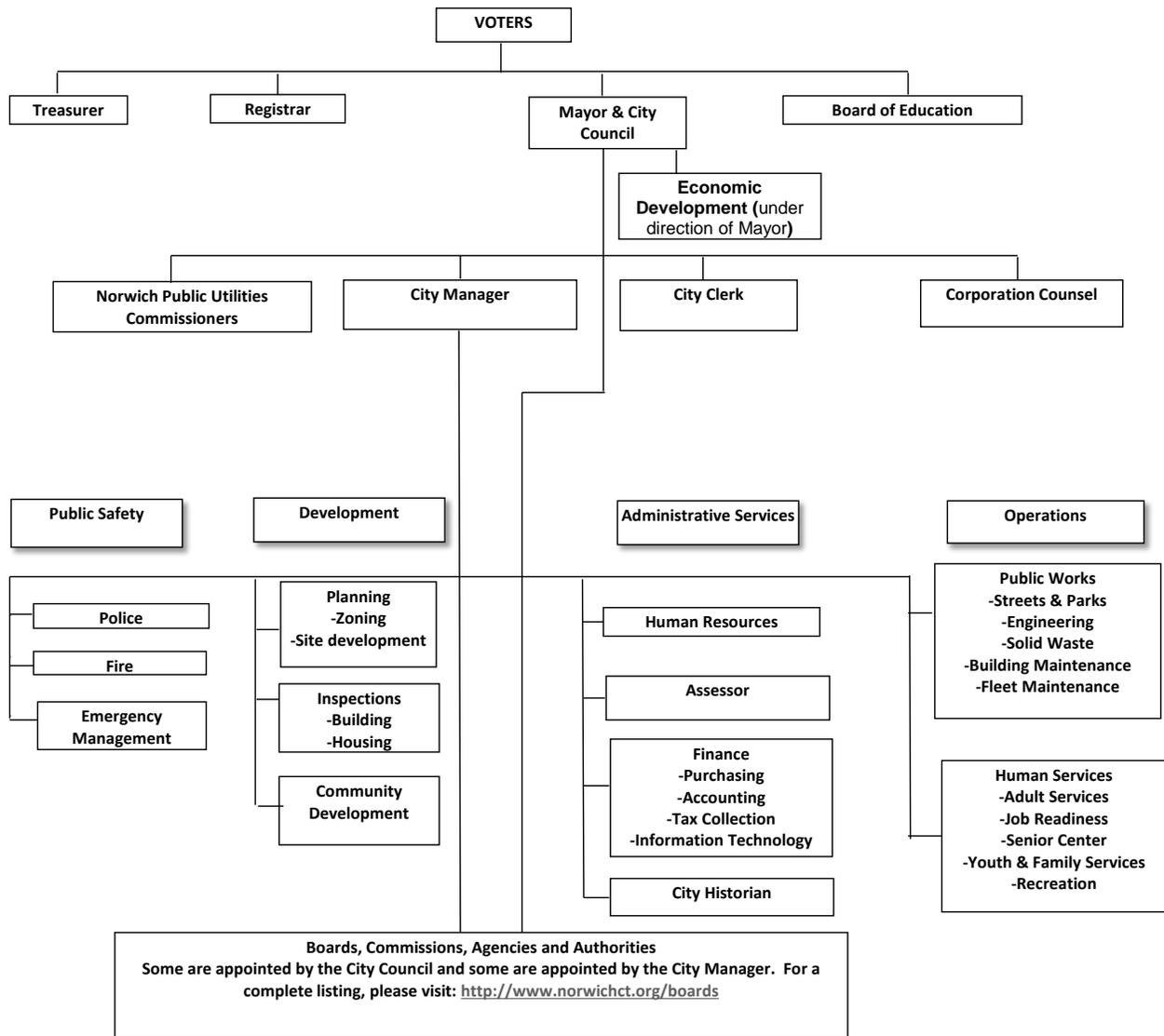
Appointed NPU Commissioners

	<u>Term Length</u>	<u>Term Expires</u>
Dr. Grace Jones, Chairperson (D)	5 Years	2/28/21
Stewart Peil, Vice Chairperson (R)	5 Years	3/01/22
Robert A. Staley, Secretary (R)	5 Years	3/01/23
Stephen Becker (R)	5 Years	3/01/19
Michael A. Goldblatt, (R)	5 Years	3/01/20

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	Jeffrey Arn	(860) 887-1605
Human Resources Director	Brigid Marks	(860) 823-3786
Human Services Director	Lee-Ann Gomes	(860) 823-3778
LAN Supervisor	Leon Barnowski	(860) 859-4404
Parking Administrator	Judy Rizzuto	(860) 889-5586
Police Chief	Patrick Daley	(860) 886-5561
Public Utilities Manager	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 tables display all of the City’s funds. The funds that are included in this budget document are highlighted in red.

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

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

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

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

Relationship among Funds Included in this Budget Document

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

Operating Budgeting Practices

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



General Fund, CCD and TCD Budgetary Process

Development Phase

The General Fund, CCD and TCD Fund budgets are developed together using inputs and estimates from all City departments in addition to revenue estimates from the State of Connecticut, transfers to and from other City funds, funding requests from outside organizations and other factors. In the end, the product is a balanced budget with appropriations equaling anticipated revenues plus/ (minus) budgeted use of/ (contribution to) unrestricted fund balance (“UFB”). **The current budget utilizes \$200,000 and \$280,000 of UFB from the General Fund and CCD, respectively, to balance their budgets.** The Budget Message contains a detailed description of how the budget is developed.

Implementation/Amendment Phase

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

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

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

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

Board of Education Budget Process

Overview

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

Budget Planning

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

Preparing the Budget Document

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

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

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

Budget Adoption, Implementation, and Evaluation

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

Norwich Public Utilities Budget Process

Each year, Norwich Public Utilities begins its budget process in November. Budget 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, and state regulations, as well as the condition of the infrastructure. Meetings are held with other City of Norwich departments to coordinate any underground construction work to maximize efficiencies and minimize costs.

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

normalized statistical analysis models and forward prices for gas and electricity in the commodities markets.

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

The proposed budget is presented in detail to the Board of Commissioners in March. 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 June 30, 2017.

Type of Debt	Multiple	Limitation	Total Indebtedness	Limitation in Excess of Actual Indebtedness	Percent of Limit
General Purpose	2.25	179,730,000	22,647,000	157,083,000	12.60%
Schools	4.5	359,460,000	9,028,000	350,432,000	2.51%
Sewers	3.75	299,550,000	3,551,000	295,999,000	1.19%
Urban Renewal	3.25	259,610,000	3,125,000	256,485,000	1.20%
Pension Deficit	3	239,640,000	0	239,640,000	0.00%
Overall Debt Limit	7	559,160,000	38,351,000	520,809,000	6.86%

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. (1.99% at June 30, 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 Aa3, AA, and AA from Moody's, Standard & Poor's and Fitch, respectively.

Pension and Other Post-Employment Benefits

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

	Employees' Retirement Fund	Volunteer Firefighters' Relief Fund	OPEB Fund
Information from latest actuarial valuation			
Date of valuation	7/1/2017*	1/1/2018	7/1/2017*
Plan Members			
Currently receiving benefits	597	54	351
Terminated vested members	32	1	-
Vested in employee contributions only	10		
No longer active	-	73	-
Active plan members	601	52	896
Total	1,240	180	1,247
Funding Progress			
Actuarial value of assets	\$170,119,608	\$2,771,076	\$16,160,044
Actuarial accrued liability	(273,730,739)	(6,210,023)	(58,436,051)
Unfunded frozen actuarial liability (UFAL)	(\$103,611,131)	(\$3,438,947)	(\$42,276,007)
Funded ratio	62.15%	44.62%	27.65%
Covered payroll	\$40,062,787	N/A	\$61,920,000
UFAL as a % of covered payroll	258.62%	N/A	68.28%
Information from latest Comprehensive Annual Financial Statements			
Net Pension/OPEB Asset/ (Liability)	(\$112,466,000)	(\$3,733,000)	(\$44,845,000)
2018-19 Budgeted Contribution	\$11,405,065	\$365,469	\$5,485,006
2018-19 ADEC	\$12,010,000	\$365,469	\$5,158,909
Difference	(\$604,935)	\$0	(\$326,097)

** The 7/1/17 Employees' Retirement Fund and OPEB valuations may be restated after this printing because of a recently negotiated Teachers and Police contracts.*

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. The City will return to funding 100% of the ADEC in fiscal year 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 suspended the requirement to fund 100% of the ADEC for the OPEB fund until 2022 with Ord. 1768.*

Cash Management

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

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

Risk Management

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

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

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

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

Management of General Fund Unrestricted Fund Balance

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

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

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

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

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

A detailed history of the UFB follows:

Fiscal Year Ended June 30 th	Unrestricted Fund Balance	Annual Expenditures and Encumbrances	Balance as % of Expenditures
2017	\$17,681,000	\$122,210,000	14.47%
2016	14,879,000	120,347,000	12.36%
2015	10,399,000	117,682,000	8.84%
2014	10,981,000	116,151,000	9.45%
2013	11,195,000	114,142,019	9.81%
2012	10,635,000	109,244,843	9.74%
2011	10,648,983	102,430,104	10.40%
2010	9,834,382	101,204,777	9.72%
2009	9,616,208	106,745,559	9.01%
2008	10,676,062	104,542,627	10.21%

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, 2017. This was the 25th consecutive year that the city has received this prestigious award. For each of the fiscal years beginning July 1, 2000 through July 1, 2017, 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

	2016-17 Budget	2017-18 Budget	2018-19 Budget
City Manager	366,118	379,102	374,699
Finance	1,560,791	1,624,111	1,588,786
City Treasurer	249,551	265,446	252,964
Assessor	848,235	430,071	505,592
Human Resources	531,943	519,329	516,331
Law	511,000	491,400	446,000
City Clerk	426,925	490,478	491,269
City Council	364,541	322,439	426,524
Police	15,660,995	16,384,440	16,160,918
Fire - Central	2,091,726	2,027,756	2,139,828
Fire - East Great Plain	131,867	138,693	144,138
Fire - Laurel Hill	73,414	70,812	71,396
Fire - Occum	71,821	76,041	71,626
Fire - Taftville	161,333	157,397	160,552
Fire - Yantic	174,339	161,683	168,011
Human Services	1,853,699	2,029,845	2,023,132
Public Works	10,770,199	10,686,366	10,500,083
Election	155,988	145,779	153,376
Planning & Neighborhood Services	1,094,322	1,006,691	1,030,312
Debt Service	4,373,019	4,470,107	4,262,998
Miscellaneous	5,965,204	5,650,446	6,035,473
Emergency Management	88,945	86,687	81,574
Education	75,430,000	76,184,300	78,469,829
City Consolidation District	7,475,397	7,657,212	7,573,222
Town Consolidation District	589,147	581,805	552,571
TOTALS	131,020,519	132,038,436	134,201,204
General Operations	40,730,466	40,685,892	40,866,596
Debt Service	4,373,019	4,470,107	4,262,998
Capital Improvements	2,422,490	2,459,120	2,475,988
Education	75,430,000	76,184,300	78,469,829
City Consolidation District	7,475,397	7,657,212	7,573,222
Town Consolidation District	589,147	581,805	552,571
TOTALS	131,020,519	132,038,436	134,201,204

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	208,400,600	188,139,170	20,261,430
Real Estate	1,549,480,455	1,021,541,037	527,939,418
Gross Grand List, Personal Property and Real Estate	<u>1,757,881,055</u>	<u>1,209,680,207</u>	<u>548,200,848</u>
<i>Less: Exemptions, Credits, Etc.</i>			
Elderly Reimbursement	8,674,698	5,590,361	3,084,337
Veterans/ military exemptions	4,401,600	3,098,100	1,303,500
Disabled exemptions	267,000	170,000	97,000
Economic Dev & Mfg exemptions	71,815,900	65,049,270	6,766,630
Projected Certificates of Correction	6,150,000	5,400,000	750,000
Total Exemptions, Credits, Etc.	<u>91,309,198</u>	<u>79,307,731</u>	<u>12,001,467</u>
<i>Grand list, net of exemptions & credits</i>	<u>1,666,571,857</u>	<u>1,130,372,476</u>	<u>536,199,381</u>
<i>Estimated Tax Collection Percentage</i>	97.56%	98.48%	96.54%
<i>Collectible Grand List, Personal Property and Real Estate</i>	<u>1,625,907,504</u>	<u>1,113,190,814</u>	<u>517,646,882</u>
<i>Taxes to be Levied:</i>			
General City	14,437,245		
Board of Education	45,822,923		
Capital Improvements	2,475,988		
Debt Service	3,942,998		
Town Consolidation District		491,803	
City Consolidation District			3,817,021
Total Tax Levy, Personal Property and Real Estate	<u>66,679,154</u>	<u>491,803</u>	<u>3,817,021</u>
<i>Mill Rates Required:</i>			
General City	8.88		
Board of Education	28.18		
Capital Improvements	1.52		
Debt Service	2.43		
Town Consolidation District		0.45	
City Consolidation District			7.38
Total Mill Rates Required	<u>41.01</u>	<u>0.45</u>	<u>7.38</u>
Last Year's Mill Rate	40.52	0.15	8.22
Change	0.49	0.30	(0.84)
Percent Change	1.21%	200.00%	-10.22%

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

	General Fund	Town Consolidation District	City Consolidation District
Motor Vehicles - July Billing	197,523,231	123,471,203	74,052,028
Motor Vehicles - Estimated January Billing	30,000,000	16,000,000	14,000,000
<i>Less: Exemptions, Credits, Etc.</i>	(6,492,020)	(4,883,555)	(1,608,465)
<i>Grand list, net of exemptions & credits</i>	<u>221,031,211</u>	<u>134,587,648</u>	<u>86,443,563</u>
<i>Estimated Tax Collection Percentage</i>	89.40%	92.08%	85.15%
<i>Collectible Grand List, Motor Vehicles</i>	<u>197,601,903</u>	<u>123,928,306</u>	<u>73,606,694</u>
Mill Rate Cap	41.01	0.45	3.99
Taxes on Motor Vehicles	8,103,654	55,768	293,691

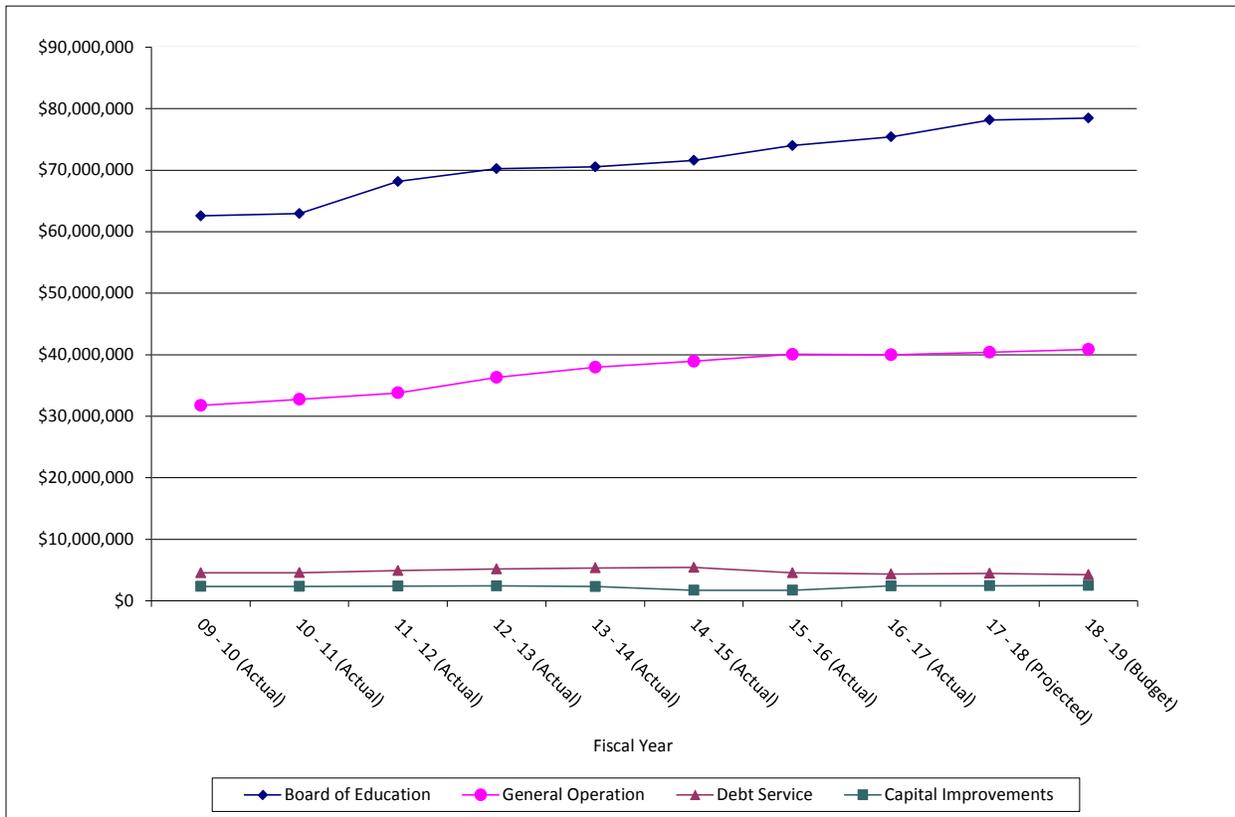
Mill Rate	41.01	0.45	7.38
Difference	0.00	0.00	3.39
Tax Loss from Mill Rate Cap	0	0	249,527
Municipal Revenue Sharing Grant	0	0	623,634
Net Revenue Difference from Motor Vehicle Tax Cap	0	0	(374,107)

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 45 mills. The MRSRG is allocated to the General Fund, TCD, and CCD accordingly.

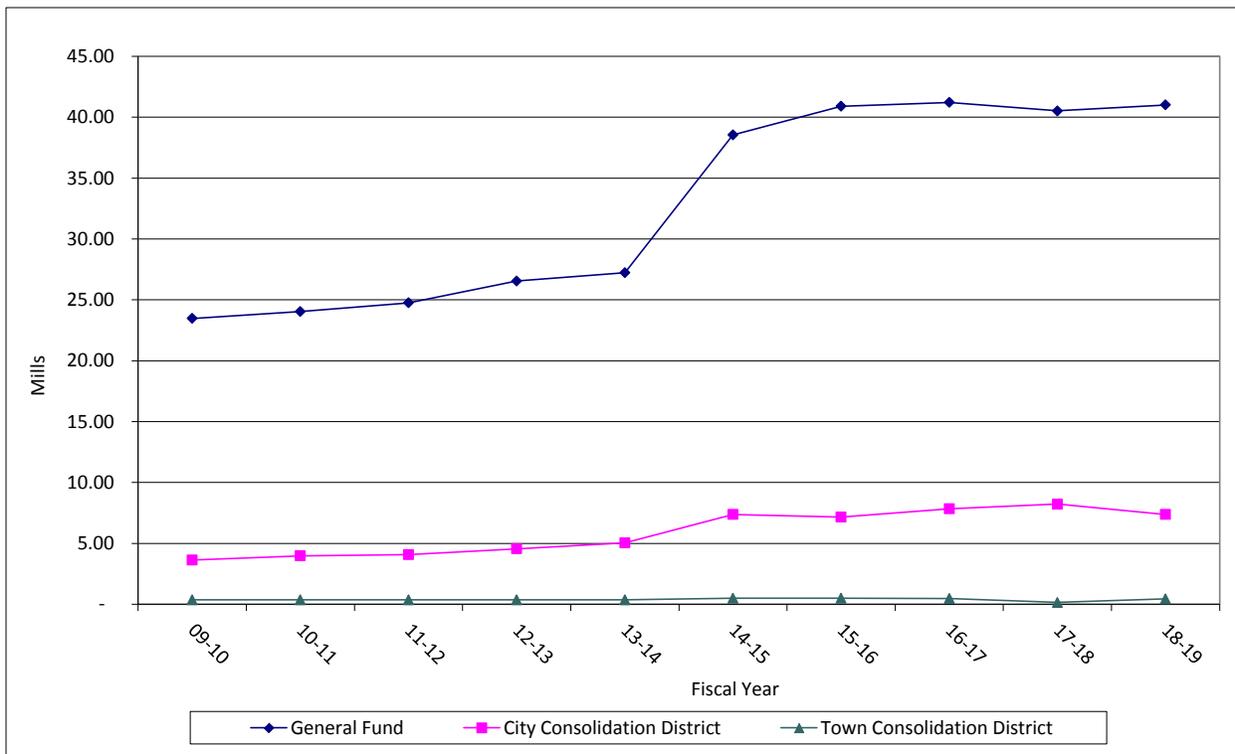
GRAND TOTAL - COLLECTIBLE GRAND LIST	1,823,509,407	1,237,119,120	591,253,576
GRAND TOTAL - CURRENT TAX LEVY	74,782,808	547,571	4,110,712

Budget Graphs & Charts

General Fund Expenditures - Ten Year Comparison



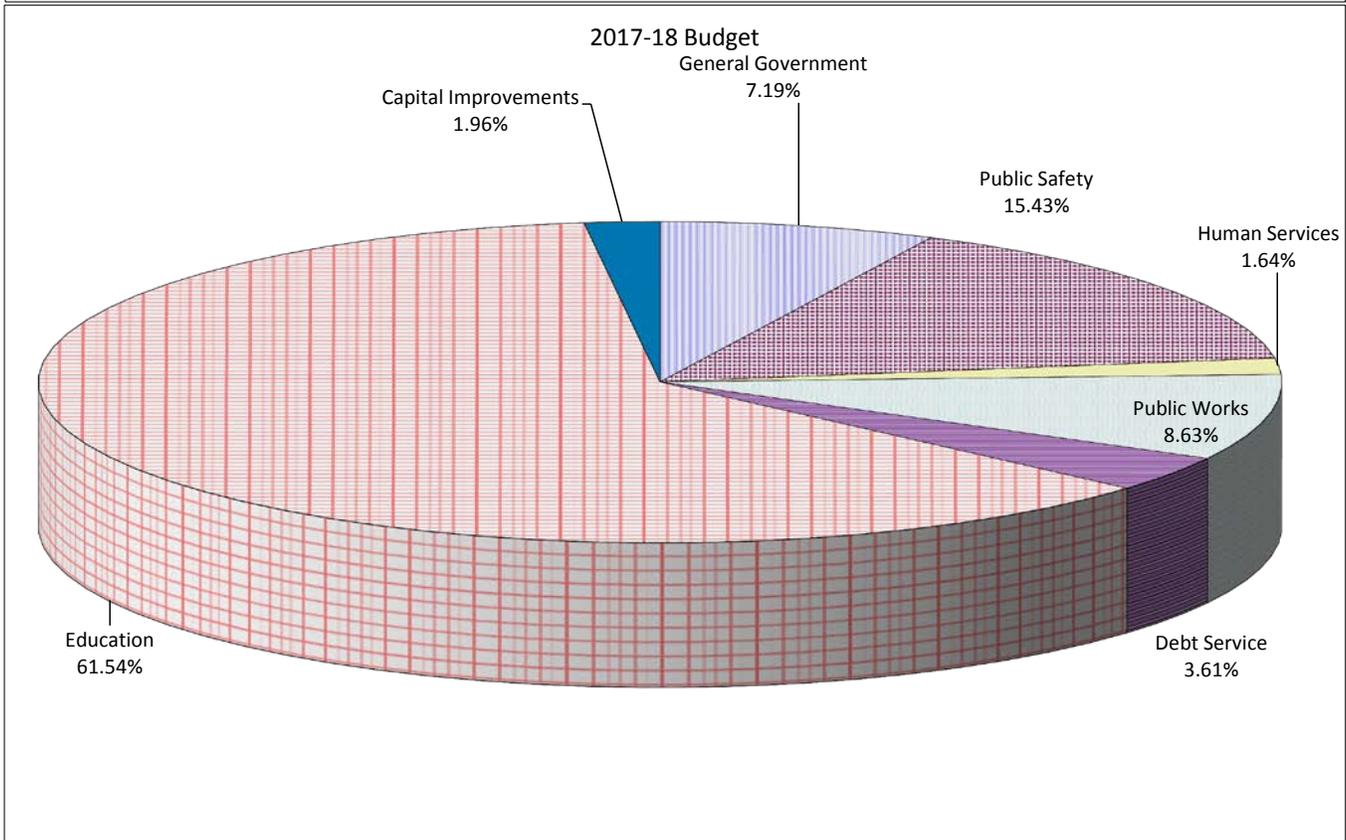
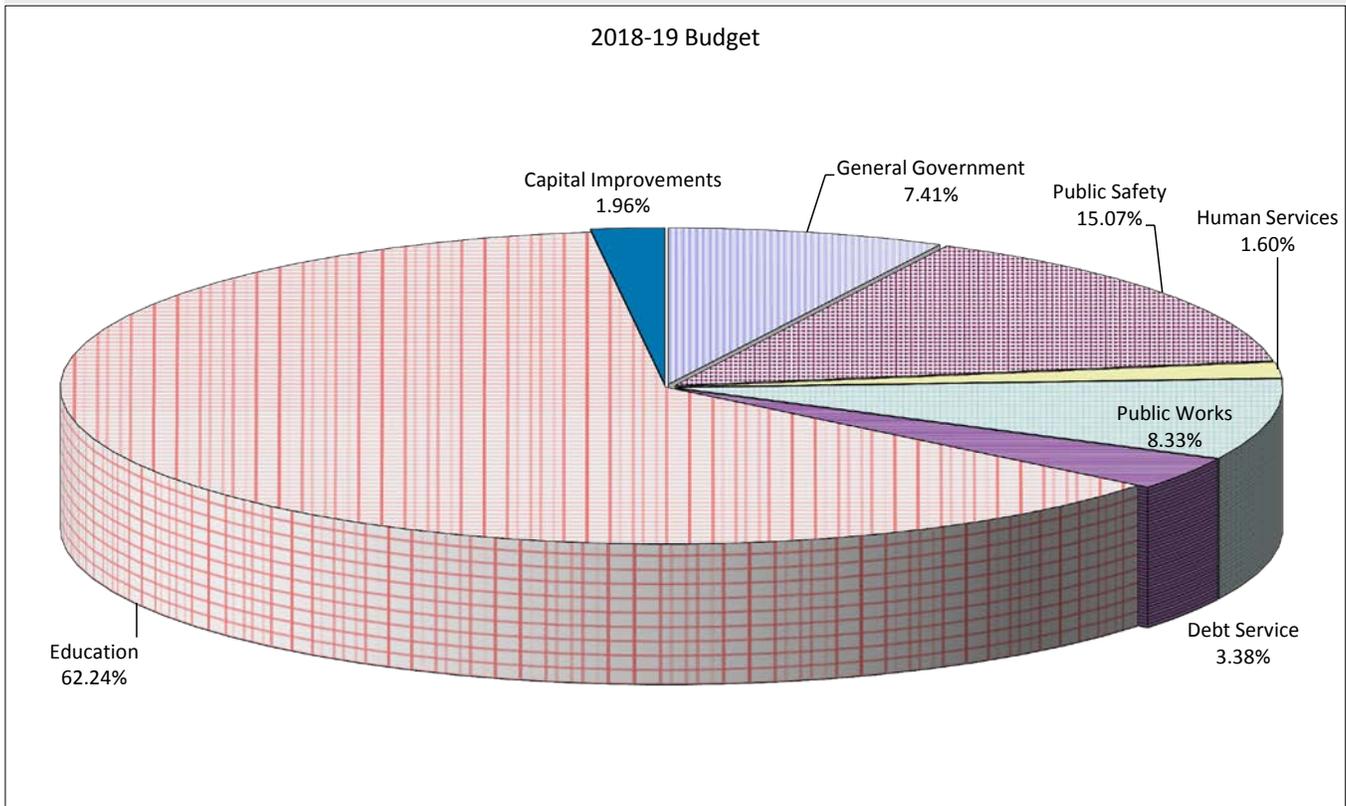
Mill Rates - Ten Year Comparison



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.

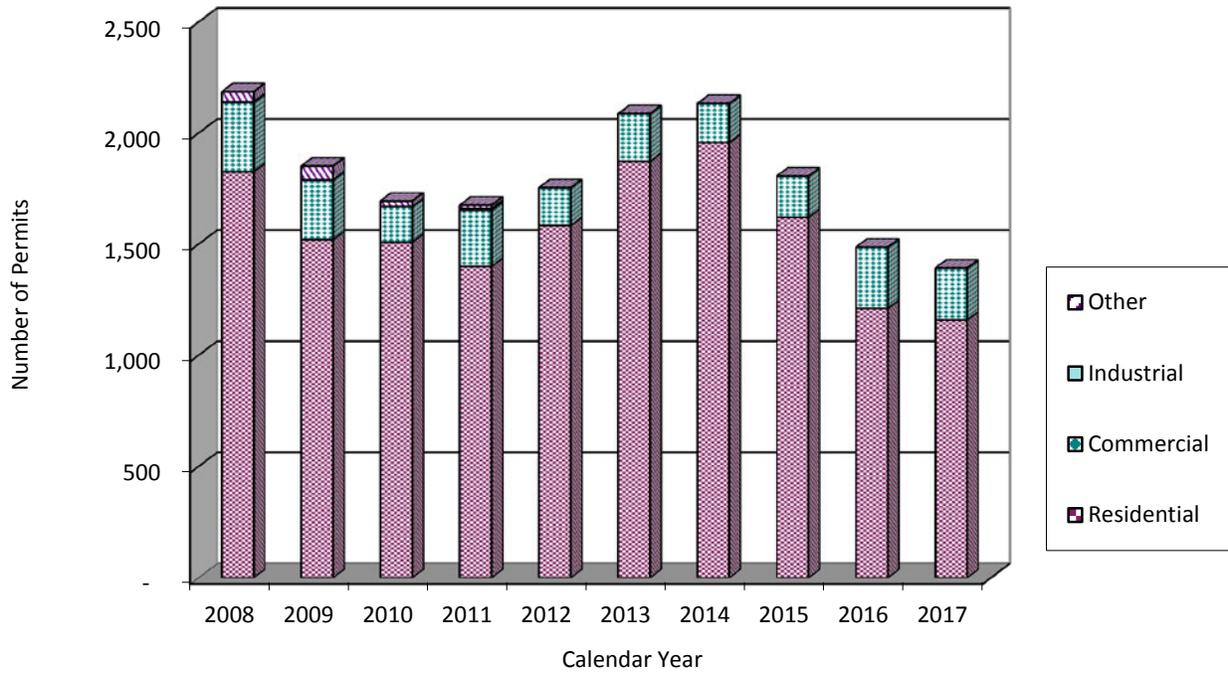
In fiscal year 2014-15, the 10/1/2013 grand list revaluation resulted in a decrease in the net grand list of \$630,000,000 from \$2,408,000,000 to \$1,778,000,000.

General Fund Expenditures - Two-Year Comparison

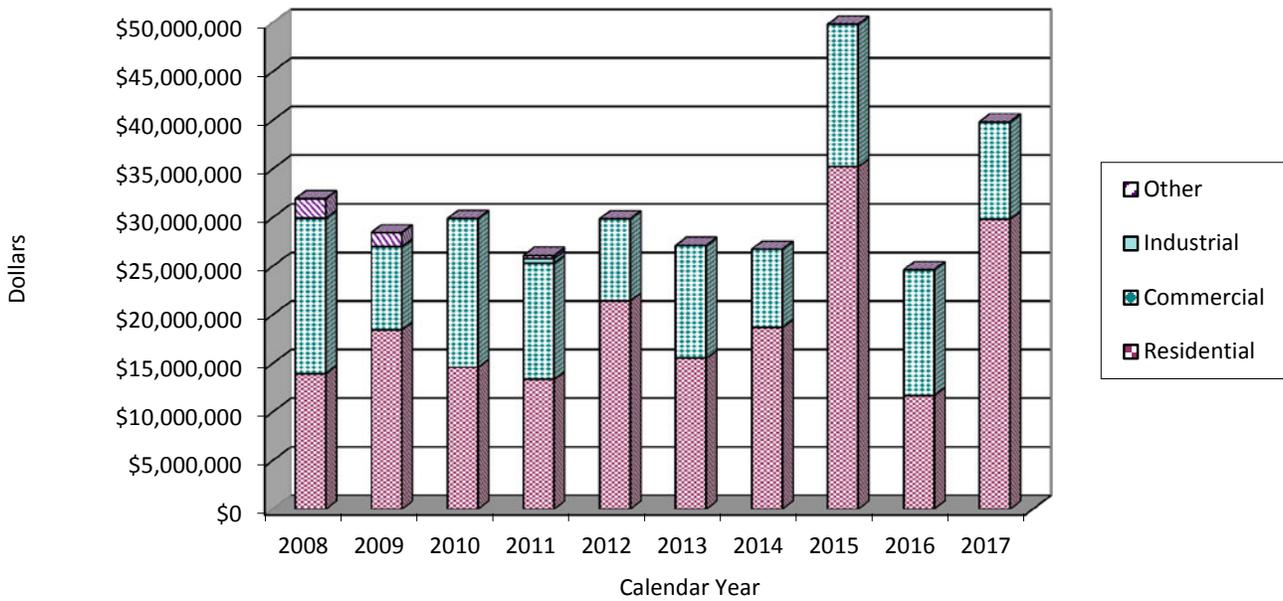


	2018-19 Budget	2017-18 Budget	Dollar Change	Percent Change
General Government	9,345,338	8,902,802	442,536	4.97%
Public Safety	18,998,043	19,103,509	(105,466)	-0.55%
Human Services	2,023,132	2,029,845	(6,713)	-0.33%
Public Works	10,500,083	10,686,366	(186,283)	-1.74%
Debt Service	4,262,998	4,470,107	(207,109)	-4.63%
Education	78,469,829	76,184,300	2,285,529	3.00%
Capital Improvements	2,475,988	2,422,490	53,498	2.21%
	126,075,411	123,799,419	2,275,992	1.84%

Building Permits Issued by Category



Value of Building Permits by Category

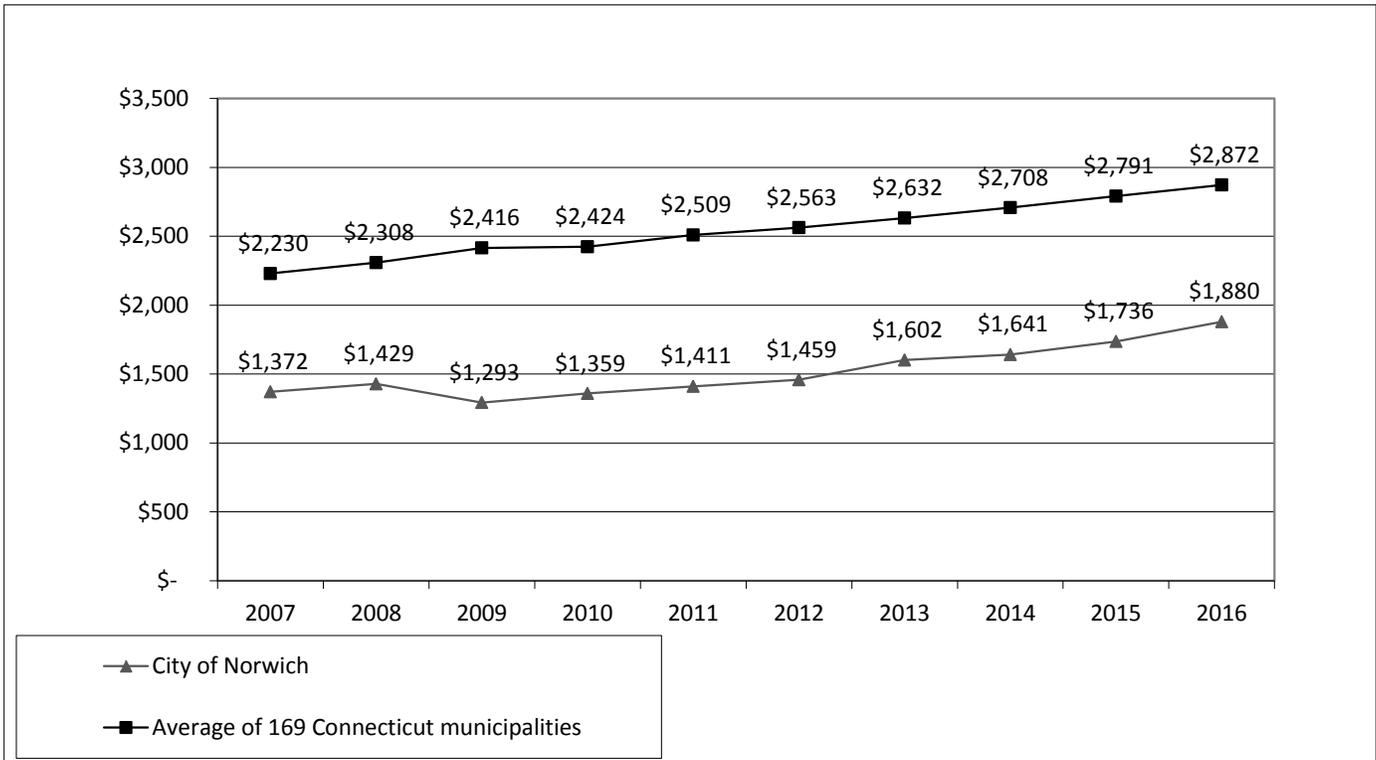


Property Tax on Residential Home in the City Consolidation District with a Market Value of \$134,000



Capital improvements	\$143	Taxes support the improvement and expansion of the city's infrastructure.
Fire	\$742	Taxes provide fire protection for residents.
Education	\$2,644	Taxes fund the Norwich Public School system.
Public Works	\$214	Taxes support maintenance of city roads, buildings, parks and vehicles and refuse and recycling collection.
General Government	\$290	Taxes support the administration of city services.
Debt Service	\$227	Taxes provide for the scheduled debt service payments from the city's long-term borrowings.
Police	\$329	Taxes provide police protection for residents.
TOTAL TAX BILL:	\$4,589	

Property Tax Revenue Per Capita



Source: State of Connecticut Office of Policy & Management's December 2017 Municipal Fiscal Indicators. The last available statistic for the Average of 169 Connecticut municipalities is for fiscal year 2016.

Authorized Full-Time Equivalent Positions

<u>Department</u>	<u>14-15</u>	<u>15-16</u>	<u>16-17</u>	<u>17-18</u>	<u>18-19</u>
General City *					
City Manager	2.0	2.0	2.0	2.0	2.0
Finance	12.0	12.0	12.0	11.5	11.5
Treasurer	3.0	3.0	3.0	3.0	2.8
Assessor	4.0	4.0	3.0	3.0	3.6
Human Resources	4.6	4.6	4.0	4.0	3.6
City Clerk	4.0	5.0	4.0	4.5	4.5
City Council	2.0	2.0	2.0	2.0	2.0
Police	110.8	110.5	106.8	104.8	104.5
Fire	62.0	61.0	59.0	58.8	58.8
Recreation	5.0	5.0	5.0	5.6	5.0
Human Services	5.0	5.0	3.0	3.0	3.4
Senior Citizens Center	7.6	7.6	7.0	7.0	7.0
Youth Service Bureau	2.0	2.0	2.0	2.0	2.0
PW Engineering & Administration	5.0	5.0	6.0	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	0.0	0.0
PW Street Maintenance	37.0	37.0	35.0	34.0	32.0
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	11.0	9.5	9.0	9.0
Emergency Management	1.0	1.0	1.0	0.3	0.3
Subtotal - General City	299.0	299.7	286.3	279.4	276.9
Board of Education					
General Fund-funded positions	388.3	409.7	375.9	410.5	410.5
State & Federal grant-funded positions	159.8	190.1	196.4	179.2	179.2
School Lunch (Federal grant)	39.0	42.3	42.3	31.0	31.0
Adult Education (State & Federal grants)	22.3	22.3	22.3	21.0	21.0
Family Resource Ctr (State & Fed grants)	24.5	24.5	24.5	47.2	47.2
Subtotal - Board of Education	633.9	688.8	661.3	688.9	688.9
Norwich Public Utilities	146.5	149.5	149.5	148.5	147.5
GRAND TOTALS	1,079.4	1,138.0	1,097.0	1,116.8	1,113.2

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

General Government - the City reduced of its workforce by 17% from a high of 335 FTE's in 2001-02.

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 2018-19 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	47.80	7/1/2015	6/30/2018
United Public Service Employees Union, Connecticut Organization for Public Safety Division	City Police Officers	89.45	7/1/2016	6/30/2023
United Public Service Employees Union, Connecticut Organization for Public Safety Division	City Public Works Employees	45.00	7/1/2014	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	10.00	7/1/2016	6/30/2019
Norwich School Administrators Association	NPS Administrators	21.00	7/1/2018	6/30/2021
MEUI Local 506, SEIU, AFL-CIO	NPS Custodians	27.00	7/1/2017	6/30/2020
MEUI Local 506, SEIU, AFL-CIO	NPS Paraeducators	141.00	7/1/2017	6/30/2020
New England Health Care Employees Union District 1199, SEIU, AFL-CIO	NPS School Nurses	14.40	7/1/2017	6/30/2020
Norwich Educational Administrative Assistants, AFSCME Local 1303-190, Council 4	NPS Administrative Assistants	26.60	7/1/2015	6/30/2018
Norwich Teachers League	NPS Teachers	284.10	7/1/2018	6/30/2021
Supervisory Employees Association, Inc. AFSCME Local 818, Council 4	NPU Supervisory and Professional Employees	47.00	7/1/2018	6/30/2021
International Brotherhood of Electrical Workers Local 457, Norwich Unit	NPU Technical and clerical workers	94.50	7/1/2018	6/30/2021
United Steelworkers of America AFL-CIO-CLC Local No. 9411-02	NPU Water distribution employees	5.00	7/1/2016	6/30/2018

Non-Bargaining Employees

General Government	15.60
Department of Public Utilities	1.00
Board of Education	174.75
	<u>191.35</u>

Summary of All Funds Subject to Appropriation

	FYE 2017 - Actual				FYE 2018 - Projected				FYE 2019 - Budgeted			
	General	SRF	NPU	Total	General	SRF	NPU	Total	General	SRF	NPU	Total
Revenues												
General Property taxes	75,020,108	4,774,284	-	79,794,392	74,988,000	4,509,622	-	79,497,622	77,482,808	4,808,283	-	82,291,091
Licenses and permits	538,903	-	-	538,903	390,000	-	-	390,000	514,000	-	-	514,000
Fines & penalties	61,466	-	-	61,466	44,400	-	-	44,400	32,100	-	-	32,100
Investment income	282,684	9,448	12,708	304,840	504,886	14,400	2,952	522,238	568,000	14,000	32,280	614,280
Revenue from other city operations	8,026,930	2,399,876	-	10,426,806	7,482,294	2,399,876	-	9,882,170	7,591,260	2,399,876	-	9,991,136
Charges for current service	957,602	-	88,607,470	89,565,072	946,967	-	98,903,730	99,850,697	890,969	-	98,707,244	99,598,213
Other revenues	473,307	-	-	473,307	550,000	-	-	550,000	369,616	-	-	369,616
State grants in aid - General	6,427,789	552,565	-	6,980,354	5,261,060	571,640	-	5,832,700	5,859,548	623,634	-	6,483,182
Federal grants in aid - General	286,828	-	-	286,828	106,252	-	-	106,252	20,204	-	-	20,204
State grants in aid - Education	32,122,795	-	-	32,122,795	32,206,122	-	-	32,206,122	32,420,906	-	-	32,420,906
Other revenue - Education	238,668	-	-	238,668	84,587	-	-	84,587	126,000	-	-	126,000
Total revenue	124,437,080	7,736,173	88,620,178	220,793,431	122,564,568	7,495,538	98,906,682	228,966,788	125,875,411	7,845,793	98,739,524	232,460,728
Expenditures/ Expenses												
City Manager	359,727	-	-	359,727	376,887	-	-	376,887	374,699	-	-	374,699
Finance	1,559,825	-	-	1,559,825	1,624,111	-	-	1,624,111	1,588,786	-	-	1,588,786
City Treasurer	249,551	-	-	249,551	253,885	-	-	253,885	252,964	-	-	252,964
Assessor	847,893	-	-	847,893	430,071	-	-	430,071	505,592	-	-	505,592
Human Resources	522,448	-	-	522,448	513,479	-	-	513,479	516,331	-	-	516,331
Law	443,913	-	-	443,913	366,000	-	-	366,000	446,000	-	-	446,000
City Clerk	425,847	-	-	425,847	486,572	-	-	486,572	491,269	-	-	491,269
City Council	331,761	-	-	331,761	304,300	-	-	304,300	426,524	-	-	426,524
Police	15,624,609	-	-	15,624,609	16,384,595	-	-	16,384,595	16,160,918	-	-	16,160,918
Fire - Central	2,091,726	-	-	2,091,726	2,026,229	-	-	2,026,229	2,139,828	-	-	2,139,828
Fire - East Great Plain	129,856	-	-	129,856	138,693	-	-	138,693	144,138	-	-	144,138
Fire - Laurel Hill	70,478	-	-	70,478	74,185	-	-	74,185	71,396	-	-	71,396
Fire - Occum	67,958	-	-	67,958	76,041	-	-	76,041	71,626	-	-	71,626
Fire - Taftville	158,207	-	-	158,207	155,295	-	-	155,295	160,552	-	-	160,552
Fire - Yantic	157,089	-	-	157,089	161,403	-	-	161,403	168,011	-	-	168,011
Human Services	1,838,671	-	-	1,838,671	2,010,454	-	-	2,010,454	2,023,132	-	-	2,023,132
Public Works	10,645,636	-	-	10,645,636	10,625,325	-	-	10,625,325	10,500,083	-	-	10,500,083
Election	137,582	-	-	137,582	120,870	-	-	120,870	153,376	-	-	153,376
Planning & Neighborhood Services	959,233	-	-	959,233	982,707	-	-	982,707	1,030,312	-	-	1,030,312
Education	75,430,000	-	-	75,430,000	78,184,300	-	-	78,184,300	78,469,829	-	-	78,469,829
Debt Service	4,373,019	-	858,826	5,231,845	4,470,107	-	910,856	5,380,963	4,262,998	-	960,230	5,223,228
Miscellaneous	5,699,996	-	-	5,699,996	5,646,613	-	-	5,646,613	6,035,473	-	-	6,035,473
Emergency Management	85,514	-	-	85,514	81,687	-	-	81,687	81,574	-	-	81,574
City Consolidation District	-	7,420,300	-	7,420,300	-	7,807,775	-	7,807,775	-	7,573,222	-	7,573,222
Town Consolidation District	-	588,806	-	588,806	-	584,805	-	584,805	-	552,571	-	552,571
Gas, Water, Electric & Sewer	-	-	78,622,100	78,622,100	-	-	85,601,200	85,601,200	-	-	84,132,715	84,132,715
Total expenditures/expenses	122,210,539	8,009,106	79,480,926	209,700,571	125,493,809	8,392,580	86,512,056	220,398,445	126,075,411	8,125,793	85,092,945	219,294,149
Other financing uses/ (sources)	-	-	8,670,845	8,670,845	-	-	8,489,095	8,489,095	-	-	8,475,572	8,475,572
Capital contributions	-	-	(4,584,773)	-	-	-	-	-	-	-	-	-
Total resources used	122,210,539	8,009,106	83,566,998	218,371,416	125,493,809	8,392,580	95,001,151	228,887,540	126,075,411	8,125,793	93,568,517	227,769,721
Fund balances carried forward	14,800,326	1,611,222	101,127,696	117,539,244	17,026,867	1,338,289	106,180,876	124,546,032	14,097,626	441,247	110,086,407	124,625,280
Increase/ (Decrease) in Fund Balance	2,226,541	(272,933)	5,053,180	2,422,015	(2,929,241)	(897,042)	3,905,531	79,248	(200,000)	(280,000)	5,171,007	4,691,007
Percent Change	15.04%	-16.94%	5.00%	2.06%	-17.20%	-67.03%	3.68%	0.06%	-1.42%	-63.46%	4.70%	3.76%
Fund balance/net assets to carry forward	17,026,867	1,338,289	106,180,876	119,961,259	14,097,626	441,247	110,086,407	124,625,280	13,897,626	161,247	115,257,414	129,316,287
GF Fund Balance as a % of Expenditures	13.93%	-	-	-	11.23%	-	-	-	11.02%	-	-	-

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 2016-17 was primarily due to increased property and conveyance tax collections.

General Fund

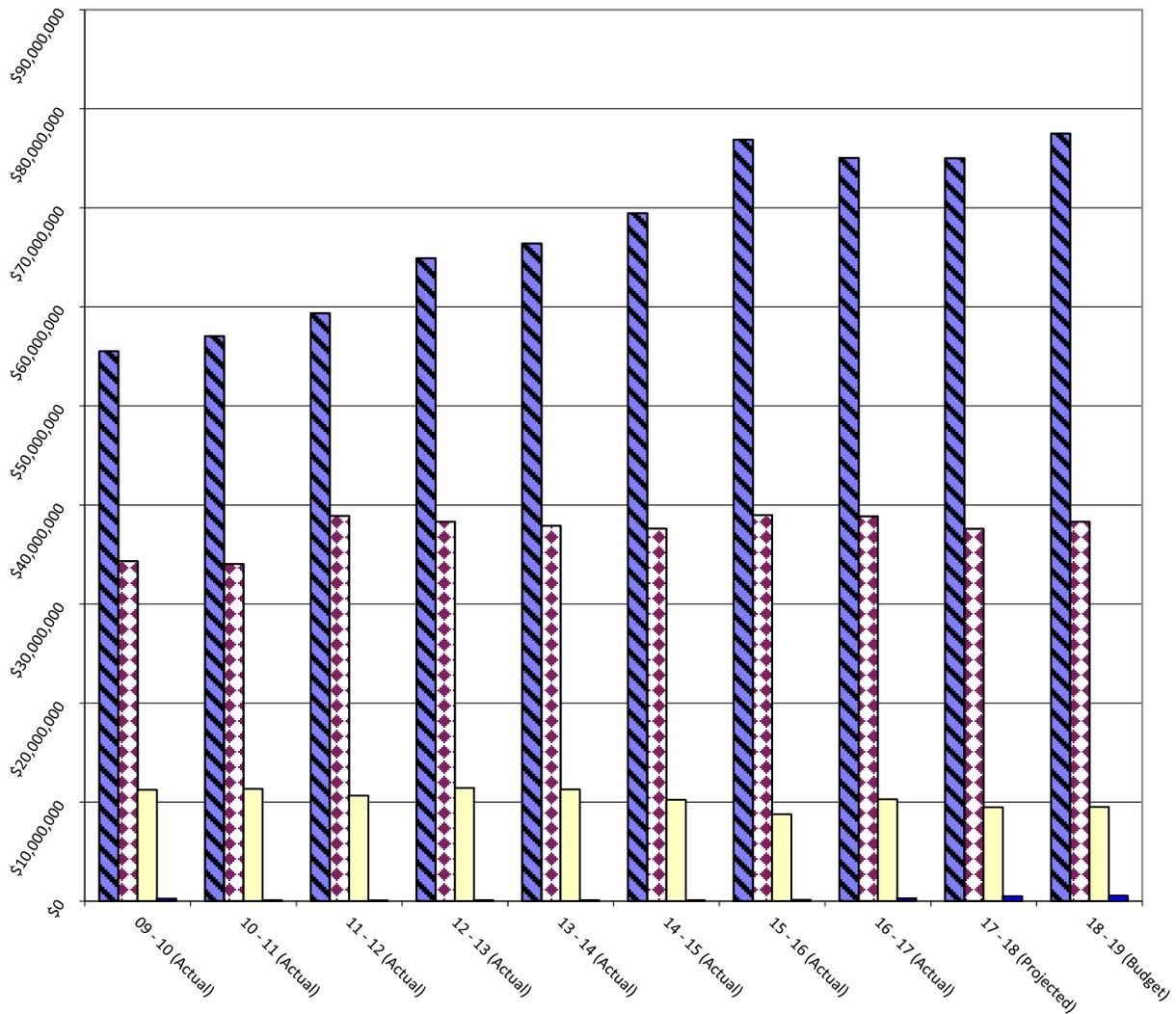
Summary of Revenues & Expenditures

	General City	Debt Service	Capital Improvements	Education	Total General Fund
EXPENDITURES					
Total by category	40,866,596	4,262,998	2,475,988	78,469,829	126,075,411
TOTALS	40,866,596	4,262,998	2,475,988	78,469,829	126,075,411
REVENUES					
General Revenues	26,329,351	320,000	0	32,546,906	59,196,257
Surplus	100,000	0	0	100,000	200,000
Taxes to be levied - General Fund	14,437,245	3,942,998	2,475,988	45,822,923	66,679,154
TOTALS	40,866,596	4,262,998	2,475,988	78,469,829	126,075,411

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.

Property taxes, interest and liens
 State of CT Grants
 Licenses, permits, fees and other
 Interest



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 is based on all taxable property in the City as of 10/1/2017, 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 have been capped at amounts specified in the Connecticut General Statutes. Because of this, all motor vehicle taxes after FY2015-16 are budgeted for in account 70208. The cap for 2018-19 is 45 mills.

General Fund Current Levy Collections			
Fiscal Year	Total Tax Levy	Current Collected	Tax Collection %
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%
2016-17	\$ 74,365,626	\$ 72,150,315	97.0%

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
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%
2016-17	\$ 4,010,002	\$ 1,867,611	46.6%

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 may be subject to a different mill rate than Real Estate and Personal 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 ∅

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, 2017 annual financial statements. This calculation excludes sewer revenues. A portion of these revenues has been allocated to the City Consolidation District (CCD).

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 has discontinued its 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.

70260 Public Parking Commission

Partial reimbursement from the PPC for public works maintenance.

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 July to June. The estimated revenue is based on our estimate of inflation from July 2017 to June 2018.

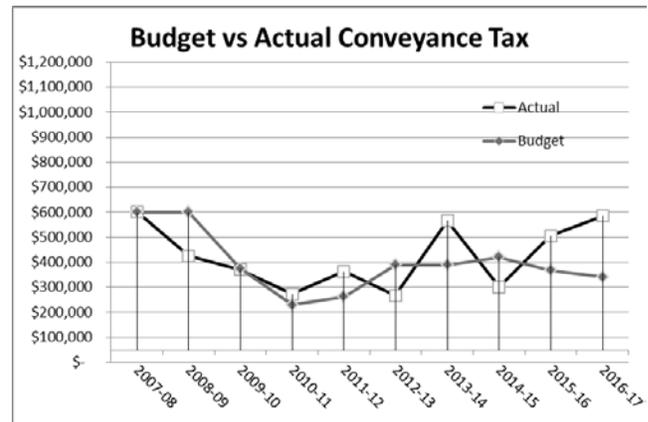
70238 Conveyance Tax Ø

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

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

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). There are currently no eligible properties under this program.
- 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 Ø

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. These grants have been eliminated in 2016-17.

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.

70261 School Construction Reimbursement

With Senator Osten's leadership, the legislature approved an increased reimbursement percentage on the Kelly Middle School renovation project which should ultimately result approximately \$1 million in savings compared to what the City has already bonded for this project. When the project is audited and the City receives the final retainage payment from the State of Connecticut, up to \$1 million of savings will be transferred from the project to the General Fund. If there are any savings beyond \$1 million, the excess will be allocated to other authorized bond projects to reduce the amount that the City issues in new bonds for those projects.

70266 Telecommunications Tax Ø

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	0	0	623,634
MRSA Municipal Projects	187,132	0	0
Stabilization grant	210,834	0	0
Littering Fines	20,000	0	0
	417,966	0	623,634

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. This grant ended in 2017-18.

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		2015-16 Actual	2016-17 Actual	2017-18 Budget	2017-18 Projected	2018-19 Proposed	2018-19 Adopted
General Property Taxes							
70201	Current Levy - Real Estate and Personal	71,178,741	65,038,463	64,367,325	64,750,000	67,795,732	66,679,154
70202	Prior Year Levies	3,770,697	1,867,611	1,934,000	1,850,000	1,667,000	1,800,000
70203	Interest and Lien Fees	1,048,068	971,202	988,000	988,000	823,000	900,000
70208	Motor Vehicle Taxes	880,996	7,142,832	7,335,515	7,400,000	8,327,618	8,103,654
Totals		76,878,502	75,020,108	74,624,840	74,988,000	78,613,350	77,482,808
Licenses & Permits							
70213	Misc. Permits & Fees	661,288	538,903	569,000	390,000	514,000	514,000
Totals		661,288	538,903	569,000	390,000	514,000	514,000
Fines & Penalties							
70218	Traffic Violations	3,981	5,555	6,700	3,400	6,100	6,100
77064	Blight Citations	2,276	55,911	17,000	41,000	25,000	26,000
Totals		6,257	61,466	23,700	44,400	31,100	32,100
Investment Income							
70223	Interest on Investments	74,732	222,217	300,000	440,000	500,000	500,000
70224	Interest Cemetery Trust	60,515	60,467	64,000	64,886	68,000	68,000
Totals		135,247	282,684	364,000	504,886	568,000	568,000
Revenue from Other City Operations							
70209	Prior Refuse Charges	9,699	46,886	15,000	3,190	0	0
70226	Police Outside Services	188,984	174,509	154,000	200,000	165,000	165,000
70227	Senior Citizens Center	6,389	7,576	11,000	8,000	9,000	9,000
70228	NPU 10%	4,897,130	6,270,969	6,089,219	6,089,219	6,075,696	6,075,696
70229	NPU City Service	95,277	132,241	135,032	135,032	136,429	132,164
70232	Landfill Revenues	168,501	150,283	5,000	73,000	68,400	68,400
70239	Sewer Assessments	435,045	472,326	350,000	315,000	320,000	320,000
76040	Direct Hauler Fees	795,567	763,460	793,000	650,000	782,000	782,000
76041	Backyard Rollout Fees	10,147	8,680	9,000	8,853	9,000	9,000
79320	Parking Commission	0	0	0	0	0	30,000
Totals		6,606,739	8,026,930	7,561,251	7,482,294	7,565,525	7,591,260
Charges for Current Services							
70234	Recording Fees	356,890	335,834	353,000	330,000	343,000	345,000
70235	Land Record Cap Improv. Fees	14,157	14,184	15,000	13,500	14,000	14,000
70236	Probate Court Charge	22,945	23,118	23,707	23,467	23,969	23,969
70238	Conveyance Tax	506,268	584,466	435,000	580,000	508,000	508,000
Totals		900,260	957,602	826,707	946,967	888,969	890,969
Other Revenues							
70243	Misc. Unclassified	428,050	359,333	293,828	400,000	256,616	256,616
70246	City Property	139,618	113,974	115,000	150,000	107,000	113,000
Totals		567,668	473,307	408,828	550,000	363,616	369,616
State Grants in Aid - General							
70247	Payments in Lieu of Taxes	2,026,277	1,398,060	1,601,165	1,385,130	1,367,326	1,452,633
70249	Building Maintenance	315,344	300,146	299,000	286,783	299,000	299,000
70250	City Housing	151,184	159,683	159,683	170,709	137,000	137,000
70254	Mashantucket-Pequot/Mohegan	2,023,985	1,912,306	1,965,986	1,912,306	1,860,229	1,860,229
70257	Elderly Tax Credit Reimbursement	203,682	188,920	141,750	0	0	0
70259	Youth Service Bureau	80,909	69,870	60,000	66,779	66,779	66,779
70261	School Construction Reimbursement	0	0	0	0	1,000,000	1,000,000
70266	Telecommunications Tax	131,822	133,139	134,000	117,660	130,000	130,000
73221	PSAP Subsidy	23,423	6,087	1,800	0	0	0
73420	Town Aid Roads	499,259	497,815	497,815	495,941	495,941	495,941
73500	Shared Revenues	205,973	1,761,763	1,978,907	825,752	410,022	417,966
Totals		5,661,858	6,427,789	6,840,106	5,261,060	5,766,297	5,859,548
Federal Grants in Aid - General							
70268	EMPG	4,298	20,174	20,204	20,204	20,204	20,204
74210	COPS Hiring Recovery Program	248,172	266,654	83,766	86,048	0	0
Totals		252,470	286,828	103,970	106,252	20,204	20,204
State Grants in Aid - Education							
70276	Health Services	121,778	62,475	62,475	104,363	104,363	104,363
70280	School Transportation	577,751	0	0	0	0	0
70284	Education Cost Sharing	32,347,243	32,060,320	32,316,543	32,101,759	32,316,543	32,316,543
Totals		33,046,772	32,122,795	32,379,018	32,206,122	32,420,906	32,420,906
Other Revenue - Board of Education							
70291	School Tuition	40,520	238,668	98,000	84,587	126,000	126,000
Totals		40,520	238,668	98,000	84,587	126,000	126,000
SURPLUS GENERAL FUND							
70294	Surplus-General Fund	0	0	0	0	0	200,000
Totals		0	0	0	0	0	200,000
GRAND TOTALS		124,757,581	124,437,080	123,799,419	122,564,568	126,877,967	126,075,411

Expenditure Descriptions

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

- 80011 Head of Department – Salary for the head of the department.
- 80012 Employees – Salaries for the employees of the department, including any longevity bonuses or other stipends pursuant to collective bargaining contracts.
- 80013 Part-time Employees – Wages for seasonal and/ or temporary employees.
- 80014 Overtime – 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. For the volunteer fire departments, this line item includes annual medical evaluations required for volunteer firefighters which had previously been paid out of the Human Resources budget.
- 80016 Clothing Allowance – For the Police and Norwich Fire departments, this line item includes clothing allowances pursuant to collective bargaining contracts. For the volunteer fire departments, this line item includes dress uniforms for ceremonies and other clothing items purchased for members.
- 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, diesel, and compressed natural gas 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, translation services, and wireless broadband service.
- 80034 Postage – Postage and shipping costs.
- 80035 Utilities – Water, gas, propane, heating oil, sewage, and electricity usage.
- 80037 Mileage – Reimbursement of mileage driven for City business (excluding normal commute) at the applicable Federal standard mileage rate and mileage stipends for certain employees in lieu of reimbursements.
- 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.
- 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 **(G1, G2, G3)**
2. Aid in setting department goals and ensure goals are achieved by providing leadership, communication and direction to the management team. **(G1, G2, G3)**
3. Maintain strong community relations through candid communication, professional service, and the implementation of partnerships. **(G1, G2, G3)**
4. Increase efficiencies and impact through the coordination of departments, agencies, boards, commissions, and outside organizations **(G1, G2, G3)**
5. Train personnel to the highest standards while holding them accountable to those standards.
6. Negotiate labor agreements that reflect fiscal restraints

Action Plans

1. Continue to develop City Council goal sessions and quarterly reports (DG1 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. (DG6)
2. Negotiated new 10 year pension agreement with 10 union coalitions resulting in significant savings which reflect current fiscal realities. (DG6)
3. Continued to provide leadership for regional projects and cooperation. (DG3 and DG4)
4. 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)
5. Refinanced debt to reduce debt service payments. (DG4)
6. Implement goal setting session with City Council and Department Heads. (DG1 through DG6)
7. Relocated Norwich Human Services to City Hall which allowed for the sale of 68-80 Broadway (DG4)

11	City Manager	2015-16 Actual	2016-17 Actual	2017-18 Budget	2017-18 Projected	2018-19 Request	2018-19 Proposed	2018-19 Adopted
80011	Head of Department	60,461	151,613	153,000	153,000	156,060	156,060	156,060
80012	Employees	55,633	50,622	67,626	67,626	68,979	68,979	68,979
80013	Seasonal/ Temporary	17,581	12,744	0	0	0	0	0
80014	Overtime	688	0	185	185	0	0	0
89999	Fringe Benefits	103,065	94,622	104,114	104,114	105,588	105,280	104,171
80015	Professional Services	13,256	8,515	7,000	7,000	7,000	7,000	2,000
80021	Materials & Supplies	1,317	1,847	2,000	1,500	1,500	1,500	1,500
80032	Equip & Furn Maint	3,629	2,804	2,500	2,500	2,800	2,800	2,800
80033	Communications	2,222	3,211	3,682	3,682	2,309	2,309	2,309
80034	Postage	238	113	600	200	300	300	300
80037	Mileage	2,125	5,100	5,500	5,500	5,500	5,500	5,500
80039	Printing	1,311	0	500	500	500	500	500
80048	Departmental Expense	2,502	526	500	500	500	500	500
80057	Dues Licenses & Subscriptions	812	1,728	2,000	2,000	2,000	2,000	2,000
80059	Training	236	702	4,315	3,000	4,500	4,500	2,500
80104	Connecticut Conference of Municipalities	25,580	25,580	25,580	25,580	25,580	25,580	25,580

TOTALS		290,656	359,727	379,102	376,887	383,116	382,808	374,699
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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			153,000		156,060	156,060	156,060
Executive Assistant			67,626		68,979	68,979	68,979

Total Salaries Paid by General Fund

City Manager			153,000		156,060	156,060	156,060
Executive Assistant			67,626		68,979	68,979	68,979
Subtotal - Employees			<u>67,626</u>		<u>68,979</u>	<u>68,979</u>	<u>68,979</u>
TOTAL SALARIES			<u>220,626</u>		<u>225,039</u>	<u>225,039</u>	<u>225,039</u>

Finance

Mission

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

Vision

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

Values

- Fiscal Integrity
- Efficiency
- Accuracy
- Timeliness

Departmental Goals (DG)

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

Action Plans

1. Increase current levy property tax collection rate to 98.5% by fiscal year 2021-22. (DG1)
2. Implement strategies to reduce costs and increase efficiencies through technology and process review. (DG1,DG2,DG3)
3. Issue the fiscal year 2017-18 audited financial statements by November 7, 2018. (DG3)
4. Develop personal development plans for each staff and ensure proper level of professional certifications are achieved through education and training. (DG4)
5. Perform a tax sale in Fall 2018 for larger and older delinquent real estate tax accounts. (DG1)

Accomplishments

1. Selected a new third-party administrator for workers' compensation through an RFP process in November 2017 which should save the City, NPU, and NPS approximately \$50,000 per year while maintaining the same level of service. (DG1)
2. Selected a new municipal advisor for debt through an RFP process in September 2017 which should save the City approximately \$5,000 in reduced fees each time it issues debt. (DG1,DG2)
3. Reduced the number of accounts payable checks by 78.1% over the last 10 years. (DG1,DG2)
4. As of March 2018, 92.4% of employees and 64.0% of retirees receive both direct deposit and electronic advice delivery. (DG1,DG2)
5. Hired a firm to perform a telephone bill audit which will save approximately \$15,000 in departments' annual Communications line item costs. (DG1)
6. Facilitated the redesign of the norwichct.org website. (DG1, DG2)
7. Implemented online registration for the Recreation Office. (DG1, DG2)
8. 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)
9. Comptroller and Deputy Comptroller are Certified Public Finance Officers (only 537 in US & Canada and 21 in Connecticut) and 75% of the Tax Collector Staff are Certified Connecticut Municipal Collectors. (DG4)

12	Finance	2015-16 Actual	2016-17 Actual	2017-18 Budget	2017-18 Projected	2018-19 Request	2018-19 Proposed	2018-19 Adopted
80011	Head of Department	111,977	113,472	115,914	115,914	115,914	118,232	118,232
80012	Employees	714,718	663,908	662,936	662,936	685,278	687,101	687,101
80013	Seasonal/ Temporary	5,111	25,114	7,220	7,220	6,720	6,720	2,720
80014	Overtime	14,751	18,964	18,010	18,010	17,390	17,390	8,390
89999	Fringe Benefits	435,811	464,596	528,907	528,907	540,537	538,773	527,983
80015	Professional Services	45,776	57,312	55,600	55,600	51,010	51,010	44,010
80021	Materials & Supplies	3,655	2,183	6,200	6,200	4,000	4,000	3,000
80032	Equip & Furn Maint	11,051	22,139	10,500	10,500	10,000	10,000	10,000
80033	Communications	9,089	11,669	12,787	12,787	11,518	11,518	11,518
80034	Postage	30,235	26,096	36,237	36,237	23,632	23,632	23,632
80037	Mileage	4,762	2,959	3,200	3,200	4,200	4,200	3,200
80038	Advertising	4,106	4,237	4,800	4,800	3,600	3,600	2,600
80039	Printing	12,705	13,404	21,500	21,500	14,300	14,300	13,300
80044	Data Center	167,442	125,116	134,000	134,000	127,000	127,000	127,000
80057	Dues Licenses & Subscriptions	2,973	3,570	3,500	3,500	4,600	4,600	2,600
80059	Training	2,710	5,086	2,800	2,800	3,500	3,500	3,500
80115	Tax Collection Services	8,502	0	0	0	0	0	0
TOTALS		1,585,374	1,559,825	1,624,111	1,624,111	1,623,199	1,625,576	1,588,786

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	1.00	1.00	1.00	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	1.50	1.50	1.50	1.50	1.50	1.50
Collector of Delinquent Taxes	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
TOTAL FTE'S	12.00	12.00	11.50	11.50	11.50	11.50	11.50	11.50

Salaries

Comptroller			115,914		115,914	118,232	118,232
Deputy Comptroller			91,166		91,166	92,989	92,989
Collector of Taxes & Revenues			83,843		85,520	85,520	85,520
Purchasing Agent			81,618		83,251	83,251	83,251
LAN Supervisor			76,612		78,144	78,144	78,144
Accountant			63,043		63,043	63,043	63,043
LAN Technician			60,006		60,006	60,006	60,006
Accounting Generalist			53,037		53,037	53,037	53,037
Revenue Collections Clerks			43,529		43,529	43,529	43,529
Collector of Delinquent Taxes			50,480		50,480	50,480	50,480

Total Salaries Paid by General Fund

Comptroller			115,914		115,914	118,232	118,232
Deputy Comptroller			91,166		91,166	92,989	92,989
Collector of Taxes & Revenues			83,843		85,520	85,520	85,520
Purchasing Agent			81,618		83,251	83,251	83,251
LAN Supervisor			76,612		78,144	78,144	78,144
Accountant			63,043		63,043	63,043	63,043
LAN Technician			60,006		60,006	60,006	60,006
Accounting Generalist			106,074		106,074	106,074	106,074
Revenue Collections Clerks			65,294		65,294	65,294	65,294
Collector of Delinquent Taxes			50,480		50,480	50,480	50,480
LAN Supervisor On-Call Stipend			2,300		2,300	2,300	2,300
Subtotal - Employees			<u>680,436</u>		<u>685,278</u>	<u>687,101</u>	<u>687,101</u>
TOTAL SALARIES			<u>796,350</u>		<u>801,192</u>	<u>805,333</u>	<u>805,333</u>

12 Finance	2015-16 Actual	2016-17 Actual	2017-18 Budget	2017-18 Projected	2018-19 Request	2018-19 Proposed	2018-19 Adopted
Performance Measures	Actual	Actual	Projected	Projected	Projected	Projected	Projected
Inputs							
Value of current levy GF tax bills	73,005,995	74,456,240	73,590,227	73,590,227	78,022,089	78,022,089	76,653,145
Current levy taxes collected	70,552,994	72,150,315	71,698,958	71,698,958	76,118,350	76,118,350	74,782,808
Debt Service Interest Paid	1,007,988	925,718	953,449	953,449	869,194	869,194	869,194
Outstanding debt at beginning of the year	32,863,084	34,103,880	32,856,579	32,856,579	29,375,991	29,375,991	29,375,991
Workload/ Output							
Hardware/ software service requests cleared	1,967	2,000	2,300	2,300	2,300	2,300	2,300
Number of training opportunities offered	-	4	4	13	4	4	4
Number of training participants	-	40	40	47	40	40	40
Number of internal audits performed	1	2	2	21	2	2	2
Outcome/ Results							
Percent of current tax levy collected	96.64%	96.90%	97.43%	97.43%	97.56%	97.56%	97.56%
Actual General Fund revenue collected as a percentage of the amount budgeted	103.07%	101.20%	100.00%	100.00%	100.00%	100.00%	100.00%
Percent of employees with direct deposit & email delivery	86.10%	91.45%	94.00%	94.00%	94.00%	94.00%	94.00%
Percent of vendor payments made by ACH	41.33%	44.57%	58.00%	58.00%	50.00%	50.00%	50.00%
Number of accounts payable checks issued	2,599	1,961	2,500	2,500	2,000	2,000	2,000
Audit adjustments	3	2	2	2	2	2	2
Website visits	303,488	280,797	305,000	305,000	290,000	290,000	290,000
Efficiency							
Cost of department/ cost of total General Fund operations	1.32%	1.28%	1.31%	1.31%	1.28%	1.28%	1.26%
Average interest rate on debt	3.07%	2.71%	2.90%	2.90%	2.96%	2.96%	2.96%
Date financial statement audit finished	11/18/2016	11/15/2017	11/7/2018	11/7/2018	11/7/2019	11/7/2019	11/7/2019
Number of business days budget printed after adoption	10	4	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.
2. Maintain strong community relations and transparency through candid communication, professional service, and the implementation of technology.
3. Train personnel to the highest standards while holding them accountable to those standards.

Action Plans

1. Create a 3-6 month maturity schedule utilizing United States Treasury obligations as security. (DG1)
2. Revise, review and institute the City's current Cash Handling Policy with all appropriate departments. (DG1)

Accomplishments

1. Completed a review of the City's point of sale credit card acceptance program and replaced point of sale hardware with current technology within the City Clerk's Office, Norwich Golf Course, Public Works Department, Recreation Department and Senior Center. The change in credit card and debit card providers should save the city over \$3,000 annually in addition to reducing the City's exposure to Payment Card Industry Data Security Standard compliance. (DG1)
2. Completed a 24 month certificate of deposit laddering strategy. (DG1)
3. Opened a Treasury Securities account with the City's Banking Services partner. (DG1)
4. Assisted the Personnel and Pension Board on custody transfer of the City's Pension Fund from Broadbridge Matrix to Comerica Bank. (DG1)

02 Treasurer		2015-16 Actual	2016-17 Actual	2017-18 Budget	2017-18 Projected	2018-19 Request	2018-19 Proposed	2018-19 Adopted
80011	Head of Department	46,642	46,464	46,464	46,464	46,464	46,464	46,464
80012	Employees	106,634	109,206	110,487	100,500	110,486	110,486	100,390
89999	Fringe Benefits	84,358	88,969	104,174	103,000	108,369	104,774	101,919
80021	Materials & Supplies	1,392	613	750	750	750	750	750
80033	Communications	624	2,424	1,621	1,621	1,621	1,491	1,491
80037	Mileage	654	1,109	1,000	600	1,000	1,000	1,000
80039	Printing	41	631	600	600	600	600	600
80057	Dues Licenses & Subscriptions	348	135	350	350	350	350	350
TOTALS		240,693	249,551	265,446	253,885	269,640	265,915	252,964

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	0.80
TOTAL FTE'S	3.00	3.00	3.00	3.00	3.00	3.00	2.80

Salaries

Treasurer			46,464		46,464	46,464	46,464
Assistant to the City Treasurer			60,006		60,006	60,006	60,006
Accounting Assistant			50,480		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			60,007		60,006	60,006	60,006
Accounting Assistant			50,480		50,480	50,480	40,384
Subtotal - Employees			<u>110,487</u>		<u>110,486</u>	<u>110,486</u>	<u>100,390</u>
TOTAL SALARIES			<u>156,951</u>		<u>156,950</u>	<u>156,950</u>	<u>146,854</u>

Performance Measures

Actual Actual Projected Projected Projected Projected Projected

Workload/ Output

Number of accounts	86	88	86	85	85	85	85
Budgeted cash receipts	\$224,189,833	\$225,000,000	\$225,000,000	\$225,000,000	\$225,000,000	\$225,000,000	\$225,000,000

Outcome/ Results

Average return on investments	0.14%	0.34%	0.50%	0.64%	1.00%	1.00%	1.00%
Average number of days to perform bank reconciliations	12	12	12	12	12	12	12

Efficiency

Cost of department per budgeted cash receipts	0.11%	0.11%	0.12%	0.12%	0.12%	0.12%	0.11%
Number of accounts per full-time equivalent staff	29	29	29	29	28	28	30

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.

Values

- Accuracy
- Fairness
- Uniformity
- Consistency

Department Goals (DG)

1. Complete revaluation 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.
3. Replace Assessment Technician position.
4. Train personnel to the highest standards for municipal assessors while holding them accountable to those standards.
5. Increase efficiencies and impact by working collaboratively with other departments, agencies, boards and commissions as well as outside agencies.

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. Complete and transmit reports to appropriate state agencies. (DG1)
4. Provide technical assistance and information in response to inquiries from residents, businesses and interested parties. (DG2, DG4)
5. Develop personnel development plans for each staff and ensure proper level of professional certifications are achieved through education and training. (DG3)

Accomplishments

1. Filed the 2017 Grand List with a \$31.5 million, or 1.72% overall net increase.
2. Conducted in-depth searches for new personal property (DG4)
3. Identified and resolved hundreds of GIS mapping issues (mismatches, zoning codes, etc). (DG4)
4. Worked with all departments to create additional layers of information to be used within the GIS system. Any new layers allow for more efficiency within all departments and provide a better method of communication amongst all departments, taxpayers and the public. (DG4)
5. Began importing information from the building permit software into the Assessors' database. (DG4)
6. Selected Vision Appraisal through an RFP process to perform the October 2018 grand list revaluation. (G1)
7. Organized and updated hundreds of veterans' applications in digital format.

13	Assessor	2015-16 Actual	2016-17 Actual	2017-18 Budget	2017-18 Projected	2018-19 Request	2018-19 Proposed	2018-19 Adopted
80011	Head of Department	91,207	92,676	94,530	94,530	96,420	96,420	96,420
80012	Employees	146,561	111,593	109,919	109,919	153,448	153,448	144,742
80013	Seasonal/ Temporary	0	13,635	31,300	31,300	18,000	18,000	18,000
80014	Overtime	996	1,163	2,000	2,000	10,000	4,000	4,000
89999	Fringe Benefits	138,981	120,425	136,817	136,817	145,343	178,110	172,184
80015	Professional Services	50,262	462,729	4,500	4,500	20,000	20,000	17,000
80021	Materials & Supplies	0	295	1,500	1,500	1,500	1,000	1,000
80032	Equip & Furn Maint	7,956	27,230	27,950	27,950	29,150	29,150	29,150
80033	Communications	829	3,250	3,025	3,025	3,200	1,946	1,946
80034	Postage	3,149	2,863	3,000	3,000	3,000	3,000	3,000
80037	Mileage	3,628	3,083	4,000	4,000	4,500	4,000	4,000
80038	Advertising	0	93	600	600	1,000	1,000	1,000
80039	Printing	1,002	3,067	3,400	3,400	5,000	5,000	5,000
80057	Dues Licenses & Subscriptions	3,771	3,394	3,330	3,330	3,400	3,400	3,400
80059	Training	3,395	2,397	4,200	4,200	4,750	4,750	4,750
TOTALS		451,737	847,893	430,071	430,071	498,711	523,224	505,592

Staffing

Assessor	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Assistant Assessor	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Assessment Analyst	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Clerk	0.00	0.00	0.00	0.00	1.00	1.00	0.80
Assessment Data Entry Clerk	1.00	0.10	0.00	0.00	0.00	0.00	0.00
TOTAL FTE'S	4.00	3.10	3.00	3.00	4.00	4.00	3.80

Salaries

Assessor			94,530		96,420	96,420	96,420
Assistant Assessor			63,043		63,043	63,043	63,043
Assessment Analyst			46,876		46,876	46,876	46,876
Clerk			43,529		43,529	43,529	43,529
Assessment Data Entry Clerk			39,435		39,435	39,435	39,435

Total Salaries Paid by General Fund

Assessor			94,530		96,420	96,420	96,420
Assistant Assessor			63,043		63,043	63,043	63,043
Assessment Analyst			46,876		46,876	46,876	46,876
Clerk			0		43,529	43,529	34,823
Assessment Data Entry Clerk			0		0	0	0
Subtotal - Employees			109,919		153,448	153,448	144,742
TOTAL SALARIES			204,449		249,868	249,868	241,162

Performance Measures

Actual Actual Projected Projected Projected Projected Projected

Workload/ Output

	10/1/2014	10/1/2015	10/1/2016	10/1/2016	10/1/2017	10/1/2017	10/1/2017
Grand List Date							
Grand list, net of exemptions and credits	1,801,526,140	1,785,000,000	1,816,284,482	1,816,284,482	1,874,000,000	1,874,000,000	1,874,000,000
Real estate accounts (gross)	2,059,271,400	2,057,044,100	2,065,841,300	2,065,841,300	2,088,000,000	2,088,000,000	2,088,000,000
Motor vehicle accounts (gross)	196,595,060	200,000,000	196,375,020	196,375,020	230,000,000	230,000,000	230,000,000
Personal property accounts (gross)	140,717,010	140,000,000	147,599,382	147,599,382	209,000,000	209,000,000	209,000,000
Real estate accounts (number)	14,018	14,006	14,001	14,001	13,997	13,997	13,997
Motor vehicle accounts (number)	28,124	29,000	27,983	27,983	28,720	28,720	28,720
Personal property accounts (number)	1,718	1,700	1,733	1,733	1,780	1,780	1,780
Total number of accounts	43,860	44,706	43,717	43,717	44,497	44,497	44,497
Deed transfers	1,466	1,493	1,600	1,600	1,600	1,600	1,600
Building permits	2,122	1,717	1,700	1,700	1,700	1,700	1,700
Personal property declarations	1,719	1,733	1,700	1,700	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	50	100	80	80	80	80	80
BAA adjustments	10	43	20	20	20	20	20

Efficiency

Number of assessments per FTE staff	10,965	14,421	14,572	14,572	11,124	11,124	11,710
Cost per assessment	\$10.30	\$18.97	\$9.84	\$9.84	\$11.21	\$11.76	\$11.36

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
- Integrity
- Respect
- Consistency
- Professionalism
- Teamwork

Departmental Goals (DG)

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

Action Plans

1. Negotiate and administer labor contracts. (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)
4. Coordinate data transfer from current worker's compensation provider to new provider. (DG1)
5. Work with Finance and attorneys to codify Police, Fire, and Police pension plans.

Accomplishments

1. Negotiated and came to agreement on pension changes for a 10 bargaining unit coalition. (DG1)
2. Continued a summer diversity internship program on a limited basis in conjunction with Norwich Free Academy. (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. Settled grievances and arbitration prior to labor board involvement.
6. Implemented training program for Volunteer Fire Departments for HR topics.
7. Coordinated RFP for life insurance.
8. Worked with Finance, NPS, and NPU in the RFP process for worker's compensation administration.
9. Collaborate with department heads and supervisors on performance measures.
10. Collected, analyzed, and provided data to Actuary on all employees and retirees, to include City, NPU and NPS for the biennial pension and OPEB actuarial valuation reports.

14 Human Resources		2015-16 Actual	2016-17 Actual	2017-18 Budget	2017-18 Projected	2018-19 Request	2018-19 Proposed	2018-19 Adopted
80011	Head of Department	97,072	98,630	100,608	100,608	100,608	102,620	102,620
80012	Employees	180,253	178,124	180,175	180,175	180,175	183,778	162,449
80014	Overtime	3,980	3,094	3,000	1,000	3,000	3,000	1,900
89999	Fringe Benefits	181,257	163,289	173,377	173,377	173,377	196,383	192,016
80015	Professional Services	56,476	57,242	34,564	34,564	36,820	36,820	36,820
80021	Materials & Supplies	4,457	3,025	3,000	3,500	3,000	3,000	3,000
80032	Equip & Furn Maint	3,236	4,343	3,500	3,500	3,500	3,500	3,500
80033	Communications	1,683	4,387	3,655	3,655	3,655	3,126	3,126
80034	Postage	1,037	741	1,000	800	1,000	1,000	1,000
80038	Advertising	7,777	5,792	5,500	5,000	5,000	5,000	5,000
80039	Printing	0	284	500	500	500	500	500
80057	Dues Licenses & Subscriptions	1,462	1,306	2,500	1,500	2,500	2,000	800
80059	Training	5,737	1,391	4,450	3,000	4,950	4,000	3,100
80167	Education Incentive	2,200	800	3,500	2,300	3,500	2,500	500
TOTAL		546,627	522,448	519,329	513,479	521,585	547,227	516,331

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	0.80
Human Resources Assistant	1.00	1.00	0.17	0.17	1.00	1.00	0.80
Labor Relations Clerk (21 hours)	0.60	0.00	0.00	0.00	0.00	0.00	0.00
TOTAL FTE'S	4.60	4.00	3.17	3.17	4.00	4.00	3.60

Salaries

Director of Human Resources			100,608		100,608	102,620	102,620
Assistant Human Resources Director			75,618		75,618	77,130	77,130
Retirement Plan Administrator			56,247		56,247	57,372	57,372
Human Resources Assistant			48,310		48,310	49,276	49,276
Labor Relations Clerk (21 hours)			38,468		38,468	39,237	39,237

Total Salaries Paid by General Fund

Director of Human Resources			100,608		100,608	102,620	102,620
Assistant Human Resources Director			75,618		75,618	77,130	77,130
Retirement Plan Administrator			56,247		56,247	57,372	45,898
Human Resources Assistant			8,052		48,310	49,276	39,421
Labor Relations Clerk (21 hours)			0		0	0	0
Subtotal - Employees			139,917		180,175	183,778	162,449
TOTAL SALARIES			240,525		280,783	286,398	265,069

Performance Measures

	Actual	Actual	Projected	Projected	Projected	Projected	Projected
Workload/outputs							
Total City employees	275.0	274.0	282.5	282.5	282.5	282.5	282.5
Total NPU employees	145.0	145.0	142.0	142.0	145.0	145.0	145.0
Total applications processed	1,942	1,731	600	600	1,800	1,800	1,800
Number of promotional exams given	28	32	10	10	25	25	25
Number of entry exams given	16	19	10	10	15	15	15
Vacancies filled through promotion	19	21	5	5	20	20	20
Vacancies filled through new hires	21	20	5	5	20	20	20
Classifications reviewed	10	10	10	10	10	10	10
Training programs provided	10	8	10	10	10	10	10
Percent of female employees	22.61%	23.60%	26.40%	26.40%	26.40%	26.40%	26.40%
Percent of minority employees	7.99%	9.00%	8.00%	8.00%	9.00%	9.00%	9.00%

Outcome/results

Employee turnover rate	5.00%	5.70%	5.00%	5.00%	5.00%	5.00%	5.00%
Percent of employees completing probation	100.00%	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	59.8	68.5	89.2	89.2	70.6	70.6	78.5
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Law

Mission

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

Vision

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

Values

- Trustworthiness
- Dependability
- Accountable
- Professional
- Responsiveness

Departmental Goals (DG)

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

Action Plans

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

Accomplishments

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

15	Law	2015-16 Actual	2016-17 Actual	2017-18 Budget	2017-18 Projected	2018-19 Request	2018-19 Proposed	2018-19 Adopted
80072	Claims	75,966	28,835	75,000	5,000	57,000	57,000	57,000
80134	City Attorney	218,500	216,000	216,000	216,000	216,000	216,000	216,000
80135	Outside Attorneys	169,746	199,078	200,400	145,000	198,000	198,000	173,000
TOTALS		464,212	443,913	491,400	366,000	471,000	471,000	446,000

City Clerk

Mission

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

Vision

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

Values

- Accuracy
- Confidentiality
- Efficiency
- Professionalism
- Teamwork

Departmental Goals (DG)

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

Action Plans

1. Create and maintain hard copy records for archival purposes made possible through additional staffing levels.(DG1, DG2)
2. Index and image records and maps for efficient retrieval. (DG1, DG2)
3. Increase access to public records. (DG1, DG2)
4. Ensure proper level of professional certifications for all staff through education and training. (DG3)

Accomplishments

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

16	City Clerk	2015-16 Actual	2016-17 Actual	2017-18 Budget	2017-18 Projected	2018-19 Request	2018-19 Proposed	2018-19 Adopted
80011	Head of Department	81,210	83,344	85,010	85,010	85,010	86,710	86,710
80012	Employees	139,381	141,235	166,936	166,936	165,936	165,936	165,936
80013	Seasonal/ Temporary	9,412	10,818	2,800	800	5,000	5,000	2,000
89999	Fringe Benefits	166,100	144,934	188,108	188,108	197,670	190,704	186,537
80015	Professional Services	17,257	20,052	19,600	19,600	20,620	20,620	20,620
80021	Materials & Supplies	8,290	9,263	9,550	9,550	11,100	10,000	10,000
80032	Equip & Furn Maint	9,725	7,993	8,195	8,195	8,615	8,615	8,615
80033	Communications	1,657	4,322	3,123	3,123	3,123	3,281	3,281
80034	Postage	2,311	2,015	3,056	2,500	3,056	2,500	2,500
80037	Mileage	709	112	700	400	700	700	700
80038	Advertising	2,848	0	300	300	1,000	1,000	1,000
80039	Printing	938	214	600	300	600	600	600
80056	Vital Stat Payments	162	176	350	350	200	350	350
80057	Dues Licenses & Subscriptions	290	230	600	600	470	470	470
80059	Training	1,851	1,139	1,550	800	1,950	1,950	1,950
TOTALS		442,141	425,847	490,478	486,572	505,050	498,436	491,269

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

Salaries

City Clerk			85,010		85,010	86,710	86,710
Assistant City Clerk			57,113		57,113	57,113	57,113
Records Clerks			43,529		43,529	43,529	43,529
Revenue Collection Clerk			43,529		43,529	43,529	43,529

Total Salaries Paid by General Fund

City Clerk			85,010		85,010	86,710	86,710
Assistant City Clerk			57,113		57,113	57,113	57,113
Records Clerks			87,058		87,058	87,058	87,058
Revenue Collection Clerk			21,765		21,765	21,765	21,765
Subtotal - Employees			<u>165,936</u>		<u>165,936</u>	<u>165,936</u>	<u>165,936</u>
TOTAL SALARIES			<u>250,946</u>		<u>250,946</u>	<u>252,646</u>	<u>252,646</u>

Performance Measures

Actual Actual Projected Projected Projected Projected Projected

Workload/outputs

Council minutes prepared	24	24	24	24	24	24	24
Land records recorded	6,451	6,447	7,200	7,200	7,200	7,200	7,200
Marriage licenses issued	315	321	400	400	400	400	400
Death certificates recorded	476	479	600	600	600	600	600
Birth certificates recorded	941	936	1,050	1,050	1,050	1,050	1,050
Absentee ballots issued	1,382	271	800	800	800	800	800
Dog licenses issued	1,585	1,582	2,000	2,000	2,000	2,000	2,000
Total transactions	<u>11,150</u>	<u>10,036</u>	<u>12,050</u>	<u>12,050</u>	<u>12,050</u>	<u>12,050</u>	<u>12,050</u>

Outcome/results

City Revenues received	\$877,315	\$934,484	\$736,000	\$736,000	\$865,000	\$736,000	\$736,000
% of Council minutes prepared without correction	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Efficiency

Number of transactions per FTE	2,230.0	2,509.0	2,677.8	2,677.8	2,677.8	2,677.8	2,677.8
Budget per transaction	\$39.65	\$42.43	\$40.70	\$40.38	\$41.91	\$41.36	\$40.77
Cost of dept/cost of total general fund operations	0.37%	0.35%	0.40%	0.39%	0.40%	0.39%	0.39%

City Council

Mission

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

Vision

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

Departmental Goals (DG)

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

Action Plans

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



Peter A. Nystrom
Mayor



William L. Nash
President Pro-Tempore



Samuel P. Browning IV
City Councilman



Stephanie L. Burnham
City Councilwoman



Joseph A. DeLucia
City Councilman



Stacy L. Gould
City Councilwoman



Joanne M. Philbrick
City Councilwoman

17	City Council	2015-16 Actual	2016-17 Actual	2017-18 Budget	2017-18 Projected	2018-19 Request	2018-19 Proposed	2018-19 Adopted
80011	Head of Department	45,172	45,000	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	43,500	46,265	36,621	36,621	36,621	36,621	36,621
89999	Fringe Benefits	45,747	29,658	53,539	40,000	55,901	55,601	52,229
80021	Materials & Supplies	2,803	925	3,300	3,000	3,800	3,800	3,800
80032	Equip & Furn Maint	2,523	2,693	2,500	2,500	2,400	2,400	2,400
80033	Communications	1,155	2,999	3,035	3,035	3,080	3,080	3,080
80034	Postage	125	59	200	100	150	150	150
80037	Mileage	1,808	1,345	3,000	500	3,000	3,000	3,000
80039	Printing	171	0	200	0	200	200	200
80048	Departmental Expense	5,097	5,820	6,000	5,000	6,000	6,000	6,000
80057	Dues Licenses & Subscriptions	6,793	805	1,000	1,000	6,000	6,000	6,000
80059	Training	0	125	1,000	500	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	15,817	3,229	7,500	7,500	57,500	7,500	7,500
81070	Marketing and Branding	0	0	0	0	0	50,000	25,000
87103	Veterans Organizations	1,594	1,294	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	145,000	135,000	100,000	100,000	467,624	150,000	150,000
87113	SECTER	14,172	14,173	14,173	14,173	14,173	14,173	14,173
87115	Multicultural Development Program	0	0	0	0	50,000	50,000	25,000
89S80	Sachem Fund Transfer	0	0	0	0	100,000	100,000	0
89S99	Ethics Commission	2,000	1,500	1,500	1,500	1,500	1,500	1,500
89S99	City Historian	3,875	3,400	3,400	3,400	3,400	3,400	3,400
89S99	Community Center Committee	1,000	0	0	0	0	0	0
89S99	Disabilities Committee	1,000	1,000	2,000	2,000	2,000	2,000	2,000
89S99	Charter Revision Commission	0	0	0	0	0	0	0
TOTALS		375,823	331,761	322,439	304,300	897,820	579,896	426,524

Notes on Line items:

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

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

Staffing

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

Salaries

Mayor			45,000		45,000	45,000	45,000
City Council Members			1,200		1,200	1,200	1,200
Council Secretary			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			<u>88,821</u>		<u>88,821</u>	<u>88,821</u>	<u>88,821</u>

Police

Mission

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

Vision

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

Values

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

Departmental Goals (DG)

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

Action Plans

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

Accomplishments

1. In March 2017, the Norwich Police Department became the first police department in the region to train the department top to bottom in “De-Escalation” techniques, a nationally recognized initiative to reduce the use of force and strategically minimize conflict, all while making the preservation of the “sanctity of life” a paramount philosophy.
2. The Norwich Police partnered with the FBI, DEA, and the Connecticut State Police Statewide Narcotics Task Force in conducting three long term narcotic investigations in an effort to thwart the ongoing narcotic trafficking operations and address the opioid crisis in the region. The three investigations had trafficking ties to major cities on the east coast and also outside of the US. As a

result of these investigations, over three kilograms of heroin, approximately 415 opiate pills, over 500 grams of cocaine and crack, several pounds of marijuana, and 12 firearms were seized. These investigations led to eight federal indictments and six federal search warrants in addition to the 31 state arrests and 15 search warrants served.

3. Chief Patrick J. Daley promoted two veteran and experienced supervisors within the Police Administration: Norwich residents; Christopher D. Ferace and James Veiga were promoted to the ranks of Deputy Chief of Police and Captain respectively. In addition Deputy Chief Ferace graduated from the prestigious FBI National Academy, Session 269, focusing on leadership and executive development. (DG5)

Grants Descriptions

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

Federal Grants:

Federal Department of Justice Direct Grants

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

Federal Department of Transportation passed through Connecticut Department of Transportation

- Comprehensive DUI Enforcement Program for 2017-2018. \$74,000 - from the State of CT DOT Highway Safety Office for DUI/Traffic Enforcement patrols and checkpoints over holiday periods throughout the year. These enforcement efforts are reimbursable at a 100% rate of labor and fringe benefit costs.
- Click It or Ticket Enforcement Program (2017) \$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 (2016-2017) \$17,200 - from the State of CT DOT Highway Safety Office for "Distracted Driving Enforcement". This grant provided funding at a 75% reimbursement rate for overtime and fringe benefits.

Glossary of Expenses

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

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

21	Police	2015-16 Actual	2016-17 Actual	2017-18 Budget	2017-18 Projected	2018-19 Request	2018-19 Proposed	2018-19 Adopted
80011	Head of Department	115,672	164,824	119,886	125,900	119,886	122,284	122,284
80012	Employees	6,941,760	6,888,782	7,158,209	7,010,000	7,182,177	6,803,193	7,146,046
80013	Seasonal/ Temporary	64,472	67,265	68,000	68,000	68,000	68,000	64,600
80014	Overtime	408,322	382,099	365,000	370,000	391,000	391,000	272,750
89999	Fringe Benefits	6,108,804	6,570,488	7,164,625	7,161,625	7,537,607	7,435,261	7,141,409
80016	Clothing Allowance	126,800	135,559	128,570	128,570	130,020	130,020	126,020
80017	Replacement Cost	823,092	776,389	750,000	880,000	855,000	855,000	650,874
80021	Materials & Supplies	49,726	57,331	70,000	60,000	70,000	70,000	66,500
80023	Gas Oil & Grease	104,114	99,814	106,072	120,000	104,761	112,076	110,276
80032	Equip & Furn Maint	70,182	101,940	107,950	110,000	139,835	120,000	106,500
80033	Communications	104,140	189,392	147,074	150,000	159,381	160,158	154,408
80034	Postage	1,684	2,281	2,500	2,500	2,500	2,500	2,375
80035	Utilities	145,419	131,553	126,000	126,000	143,000	132,300	132,300
80057	Dues Licenses & Subscriptions	18,468	16,464	16,554	18,000	17,001	17,001	16,176
80059	Training	52,119	30,428	44,000	44,000	52,000	52,000	36,800
80119	Special Investigations	10,000	10,000	10,000	10,000	12,100	12,100	11,600
80150	Downtown Community Policing	6,663	0	0	0	0	0	0
TOTALS		15,151,437	15,624,609	16,384,440	16,384,595	16,984,268	16,482,893	16,160,918

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	0.00	1.00	0.00	0.00	1.00	1.00	1.00	1.00
Captain - Step 1	1.00	0.00	1.00	1.00	0.00	0.00	0.00	0.00
Lieutenant - Step 2	3.00	3.00	3.00	3.00	4.00	2.00	2.00	2.00
Lieutenant - Step 1	1.00	1.00	2.00	2.00	1.00	3.00	3.00	3.00
Sergeant - Step 3	4.00	4.00	2.00	2.00	2.00	1.00	1.00	1.00
Sergeant - Step 2	4.00	5.00	6.00	6.00	6.00	5.00	5.00	5.00
Sergeant - Step 1	2.00	1.00	1.00	1.00	1.00	3.00	3.00	3.00
Police Officer - Step 6 (includes SRO's)	16.00	17.00	14.00	14.00	14.00	6.00	6.00	6.00
Police Officer - Step 5	7.00	11.00	13.00	13.00	13.00	12.00	12.00	12.00
Police Officer - Step 4	15.00	9.00	7.00	7.00	7.00	13.00	13.00	13.00
Police Officer - Step 3	5.00	13.00	13.00	13.00	13.00	14.00	14.00	14.00
Police Officer - Step 2	31.00	23.00	22.00	22.00	22.00	14.00	14.00	14.00
Police Officer - Step 1	2.75	0.00	1.83	1.83	4.00	9.50	9.50	9.50
Police Officer - Step 1 (unfunded)	4.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Subtotal - Uniformed Officers	97.75	90.00	87.83	87.83	90.00	85.50	85.50	85.50
Executive Secretary	1.00	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	1.00
Police Rec. Computer Operator	4.00	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	1.00
Assistant Animal Control Officer	0.75	0.75	0.75	0.75	0.75	0.75	0.45	0.45
911 Civilian Dispatcher	9.00	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	16.45	16.45
TOTAL FTE'S	114.50	106.75	104.58	104.58	106.75	102.25	101.95	101.95

^ Two Officers to be hired in January 2019 and two officers in April 2019.

Salaries

Chief	119,886	119,886	119,886	122,284	122,284
Deputy Chief	112,309	112,309	112,309	114,555	114,555
Captain - Step 2	97,120	97,120	97,120	97,120	103,065
Captain - Step 1	94,692	94,692	94,692	94,692	100,488
Lieutenant - Step 2	89,120	89,120	89,120	89,120	94,575
Lieutenant - Step 1	86,892	86,892	86,892	86,892	92,210
Sergeant - Step 3	81,120	81,120	81,120	81,120	86,085
Sergeant - Step 2	79,092	79,092	79,092	79,092	83,933
Sergeant - Step 1	77,115	77,115	77,115	77,115	81,835
Police Officer - Step 6 (includes SRO's)	73,120	73,120	73,120	73,120	77,596
Police Officer - Step 5	71,658	71,658	71,658	71,658	76,044
Police Officer - Step 4	69,150	69,150	69,150	69,150	73,383
Police Officer - Step 3	66,038	66,038	66,038	66,038	70,080
Police Officer - Step 2	61,745	61,745	61,745	61,745	65,524
Police Officer - Step 1	54,336	54,336	54,336	54,336	57,662
Executive Secretary	50,480	50,480	50,480	50,480	50,480
Records Div. Clerical Coordinator	44,617	44,617	44,617	44,617	44,617
Police Rec. Computer Operator	39,435	39,435	39,435	39,435	39,435
Animal Control Officer	46,525	46,525	46,525	46,525	49,373
Assistant Animal Control Officer	43,097	43,097	43,097	43,097	45,735
911 Civilian Dispatcher	59,008	59,008	59,008	59,008	59,008

21 Police	2015-16 Actual	2016-17 Actual	2017-18 Budget	2017-18 Projected	2018-19 Request	2018-19 Proposed	2018-19 Adopted
Total Salaries Paid by General Fund							
Chief			119,886		119,886	122,284	122,284
Deputy Chief			112,309		112,309	114,555	114,555
Captain - Step 2			0		97,120	97,120	103,065
Captain - Step 1			94,692		0	0	0
Lieutenant - Step 2			267,360		356,480	178,240	189,150
Lieutenant - Step 1			173,784		86,892	260,676	276,630
Sergeant - Step 3			162,240		162,240	81,120	86,085
Sergeant - Step 2			474,552		474,552	395,460	419,665
Sergeant - Step 1			77,115		77,115	231,345	245,505
Police Officer - Step 6 (includes SRO's)			1,023,680		1,023,680	438,720	465,576
Police Officer - Step 5			931,554		931,554	859,896	912,528
Police Officer - Step 4			484,050		484,050	898,950	953,979
Police Officer - Step 3			858,494		858,494	924,532	981,120
Police Officer - Step 2			1,358,390		1,358,390	864,430	917,336
Police Officer - Step 1			99,616		217,344	516,192	547,789
Executive Secretary			50,480		50,480	50,480	50,480
Records Div. Clerical Coordinator			44,617		44,617	44,617	44,617
Police Rec. Computer Operator			157,740		157,740	157,740	157,740
Animal Control Officer			46,525		46,525	46,525	49,373
Assistant Animal Control Officer			32,323		32,323	32,323	20,581
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		0	0	0
Subtotal - Employees			<u>6,984,793</u>		<u>7,182,177</u>	<u>6,803,193</u>	<u>7,146,046</u>
TOTAL SALARIES			<u>7,104,679</u>		<u>7,302,063</u>	<u>6,925,477</u>	<u>7,268,330</u>

Performance Measures	Actual	Actual	Projected	Projected	Projected	Projected	Projected
Workload/outputs							
911 Hard Line	3,143	3,273	3,591	3,591	3,267	3,267	3,267
911 Cellular	15,290	16,609	15,050	15,050	15,426	15,426	15,426
911 VOIP	2,074	2,271	2,302	2,302	2,227	2,227	2,227
Subtotal - Emergency Calls	<u>20,507</u>	<u>22,153</u>	<u>20,943</u>	<u>20,943</u>	<u>20,920</u>	<u>20,920</u>	<u>20,920</u>
Non-emergency Line	<u>36,702</u>	<u>35,122</u>	<u>35,883</u>	<u>35,883</u>	<u>36,156</u>	<u>36,156</u>	<u>36,156</u>
Total Calls	<u>57,209</u>	<u>57,275</u>	<u>56,826</u>	<u>56,826</u>	<u>57,076</u>	<u>57,076</u>	<u>57,076</u>
Calls (Police)	52,606	52,573	53,605	53,605	52,568	52,568	52,568
Calls (Fire)	4,413	4,702	4,572	4,572	4,509	4,509	4,509
Auto Accidents (Investigated)	1,415	1,386	1,391	1,391	1,405	1,405	1,405
Auto Accidents (Fatalities)	3	2	2	2	2	2	2
Auto Accidents (Injuries)	232	337	245	245	267	267	267
Vandalism (Reported)	111	427	430	430	346	346	346
Outcome/results							
Part I Crimes (per 100,000)	0.011	0.011	0.010	0.010	0.010	0.010	0.010
DWI Arrests	182	185	200	200	197	197	197
Neighborhood Watch Groups	42	43	43	43	43	43	43
Dare Students - 1st Grade	406	-	-	-	-	-	-
Dare Students - 3rd Grade	407	-	-	-	-	-	-
Dare Students - 5th Grade	388	-	-	-	-	-	-
Efficiency							
Police calls per uniformed officer	538	584	610	610	584	615	615
Per capita cost of department	\$379.74	\$395.00	\$407.80	\$414.21	\$429.37	\$416.70	\$408.56

* Police activity is based and reported by Calendar Year. For example, the "2016-17 Actual" statistics are from calendar year 2016.

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 (**G2**)
3. Increase efficiencies and enforce the life safety code by working collaboratively with other departments, agencies, boards and commissions as well as outside agencies. (**G2**)
4. Train fire personnel to the highest standards in suppression and other related emergencies while holding them accountable to those standards.
5. Reduce costs through an asset management plan that focuses on maintenance measures and energy efficiency initiatives on all City assets. (**G2**)
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.
- Federal Port Security Grant 2017, funding for the acquisition of a new marine unit to protect the Thames.

22	Norwich Fire	2015-16 Actual	2016-17 Actual	2017-18 Budget	2017-18 Projected	2018-19 Request	2018-19 Proposed	2018-19 Adopted
80011	Head of Department	109,600	102,584	89,915	89,915	89,915	91,713	91,713
80012	Employees	803,018	772,858	750,116	735,000	754,780	759,432	759,432
80014	Overtime	15,166	21,464	17,063	19,000	20,019	20,019	20,019
89999	Fringe Benefits	684,505	743,417	755,312	755,312	801,790	816,216	788,836
80016	Clothing Allowance	28,172	23,432	23,800	28,000	27,000	27,000	27,000
80017	Replacement Cost	4,893	52,353	35,000	44,000	89,664	89,664	69,664
80021	Materials & Supplies	31,004	37,529	36,300	40,000	43,800	41,000	35,193
80023	Gas Oil & Grease	17,509	17,078	18,919	21,000	21,329	21,187	21,187
80032	Equip & Furn Maint	98,560	77,354	80,870	80,870	194,860	100,000	100,000
80033	Communications	52,295	88,540	72,742	72,742	72,742	66,809	66,809
80035	Utilities	59,224	64,846	62,000	62,000	62,000	65,100	65,100
80040	Bldg & Grnd Maint	34,153	25,873	29,390	29,390	30,150	30,150	28,215
80057	Dues Licenses & Subscriptions	3,159	3,326	3,400	2,000	3,500	3,500	3,500
80059	Training	48,643	37,764	27,593	24,000	94,693	35,927	33,992
80114	Haz Mat Technician	9,298	5,078	6,836	5,000	9,168	9,168	9,168
80144	Physical Fitness Prog	17,720	18,230	18,500	18,000	25,000	20,000	20,000
TOTALS		2,016,919	2,091,726	2,027,756	2,026,229	2,340,410	2,196,885	2,139,828

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	0.75	0.75	0.75	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	4.00	4.00	2.00	2.00	2.00	4.00	4.00
Battalion Chiefs - Step 1	0.00	0.00	2.00	2.00	2.00	0.00	0.00
Lieutenants	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Subtotal - Firefighters	6.00	6.00	5.75	5.75	5.75	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	1.00	1.00	1.00	1.00	1.00
Inspectors - Step 1	0.00	0.00	1.00	1.00	1.00	1.00	1.00
Fire Code Clerk	1.25	1.00	1.00	1.00	1.00	1.00	1.00
Executive Secretary	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Subtotal - All other Fire Employees	5.25	5.00	5.00	5.00	5.00	5.00	5.00
TOTAL FTE'S	11.25	11.00	10.75	10.75	10.75	10.75	10.75

Salaries

Fire Chief/ EMD		119,886		119,886	122,284	122,284
Director of Training & Safety		75,844		77,361	77,361	77,361
Battalion Chiefs - Step 2		83,215		84,879	84,879	84,879
Battalion Chiefs - Step 1		80,934		82,553	82,553	82,553
Lieutenants		71,796		73,232	73,232	73,232
Captain - Fire Marshal		82,326		83,973	83,973	83,973
Inspectors - Step 2		74,397		75,885	75,885	75,885
Inspectors - Step 1		72,229		73,675	73,675	73,675
Fire Code Clerk		44,617		44,617	44,617	44,617
Executive Secretary		50,480		50,480	50,480	50,480

Total Salaries Paid by General Fund

Fire Chief/ EMD		89,915		89,915	91,713	91,713
Safety & Training Marshal		75,844		77,361	77,361	77,361
Battalion Chiefs - Step 2		166,430		169,758	339,516	339,516
Battalion Chiefs - Step 1		161,868		165,106	0	0
Lieutenants		0		0	0	0
Captain - Fire Marshal		82,326		83,973	83,973	83,973
Inspectors - Step 2		74,397		75,885	75,885	75,885
Inspectors - Step 1		72,229		73,675	73,675	73,675
Fire Code Clerk		44,617		44,617	44,617	44,617
Executive Secretary		50,480		50,480	50,480	50,480
Stand-by pay per contract		6,925		6,925	6,925	6,925
EMT Stipends		8,000		0	0	0
Haz-Mat Stipends		7,000		7,000	7,000	7,000
Subtotal - Employees		750,116		754,780	759,432	759,432
TOTAL SALARIES		840,031		844,695	851,145	851,145

22 Norwich Fire		2015-16 Actual	2016-17 Actual	2017-18 Budget	2017-18 Projected	2018-19 Request	2018-19 Proposed	2018-19 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)		\$9,241,074	\$9,512,026	\$9,684,968	\$9,834,004	\$10,262,091	\$10,185,376	\$9,713,050
Non-personnel budget		\$399,737	\$399,050	\$380,350	\$383,002	\$584,242	\$419,841	\$410,164
Total full-time equivalent employees		61.3	59.0	58.8	58.8	58.8	58.8	58.8
Total firefighters		56.0	54.0	53.8	53.8	53.8	53.8	53.8
Workload/outputs								
Fires		418	437	428	428	430	430	430
EMS		1,616	1,707	1,720	1,720	1,963	1,963	1,963
Hazardous materials		140	122	151	151	140	140	140
Service calls		106	95	115	115	109	109	109
Other		27	37	34	34	43	43	43
Total calls		2,307	2,398	2,448	2,448	2,685	2,685	2,685
Outcome/results								
Civilian casualties		2	7	-	-	-	-	-
Fire Service Injuries		25	7	14	14	14	14	14
Arson fires leading to arrests		-	2	2	2	2	2	2
Inspections/re-inspections		611	676	680	680	700	700	700
Complaints Investigated		58	60	77	77	77	77	77
Violations found		2,717	2,200	2,850	2,850	2,850	2,850	2,850
Violations corrected		1,007	900	1,200	1,200	1,200	1,200	1,200
Fire investigations conducted		48	76	55	55	70	70	70
Community service/public safety presentations		89	81	100	100	100	100	100
Training hours per person		450	157	450	450	165	165	165
Marine Operations		25	37	30	30	41	41	41
Efficiency								
Total calls/ firefighter		41.20	44.41	45.54	45.54	49.95	49.95	49.95
Total non-personnel budget/Total General Fund budget		0.33%	0.33%	0.31%	0.31%	0.46%	0.33%	0.33%

East Great Plain Volunteer Fire

Mission

To provide emergency services to our fellow citizens in a prompt, professional, and personal manner by treating all persons we encounter as if they are part of our family.

Vision

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

Values

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

Departmental Goals (DG)

1. Maintain effective fire prevention programs and review operational efficiencies. **(G2)**
2. Train fire personnel to the highest standards in suppression and other related emergencies while holding them accountable to those standards.
3. Maintain strong community relations through candid communication, professional service, and the implementation of fire prevention and educational 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. **(G2)**
5. Reduce costs through an asset management plan that focuses on maintenance measures and energy efficiency initiatives on all City assets. **(G2)**

Action Plans

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

Accomplishments

1. Won Life Safety Award for zero fire deaths. (DG1,DG2)
2. Participated in "Operation Save A Life" (2015,2016,2017) in which we received and distributed smoke detectors and carbon monoxide detectors to the public. (DG3)
3. Had the most responses of any volunteer fire company in Norwich and is ranked among the busiest in New London County. (DG4)
4. Mitigated several structure fires and serious motor vehicle accidents without serious injury to the company's members. (DG1)
5. Recruited volunteers using an on-line application on the City's website. (DG4)

23	East Great Plain Volunteer Fire	2015-16 Actual	2016-17 Actual	2017-18 Budget	2017-18 Projected	2018-19 Request	2018-19 Proposed	2018-19 Adopted
80015	Professional Services	7,500	10,183	12,250	12,250	15,250	11,000	10,457
80016	Clothing Allowance	3,649	1,008	12,500	12,500	7,000	3,500	3,327
80021	Materials & Supplies	26,018	25,024	22,000	22,000	33,000	28,000	26,617
80023	Gas Oil & Grease	3,114	5,017	5,650	5,650	5,000	3,325	3,161
80032	Equip & Furn Maint	21,921	24,758	20,500	20,500	32,000	32,000	30,419
80033	Communications	9,546	14,713	11,293	11,293	12,000	10,903	10,364
80035	Utilities	13,359	15,118	17,000	17,000	14,000	17,900	17,016
80040	Bldg & Grnd Maint	26,329	18,787	25,000	25,000	30,000	28,000	26,617
80057	Dues Licenses & Subscriptions	2,263	711	2,500	2,500	2,500	2,500	2,376
80059	Training	11,408	14,537	10,000	10,000	17,000	14,500	13,784
TOTALS		125,107	129,856	138,693	138,693	167,750	151,628	144,138

Performance Measures

Inputs

Workload/outputs

	Actual	Actual	Projected	Projected	Projected	Projected	Projected
Fire (Building, vehicle, brush, etc.)	42	45	46	46	50	50	50
Overpressure Rupture, Explosion (no fire)	-	-	2	2	2	2	2
Rescue & EMS Incidents (EMS vehicle accidents, extrication)	639	645	610	610	680	680	680
Hazardous Conditions	40	40	45	45	40	40	40
Service Calls	45	45	36	36	32	32	32
Good Intent Calls (Authorized controlled burns, smoke scares)	89	89	60	60	60	60	60
False Alarms & False Calls	100	105	100	100	85	85	85
Severe Weather & Natural Disaster	-	1	1	1	1	1	1
Total Calls	955	970	900	900	950	950	950

Outcome/results

Number of volunteers attending training	45	46	48	48	50	50	50
Total training hours	2,100	2,200	2,200	2,200	2,400	2,400	2,400
Number of volunteers trained as EMT or MRT	38	38	37	37	40	40	40
Number of volunteers trained to use defibrillators	38	38	37	37	40	40	40
Number of State Fire Certified volunteers	40	40	40	40	44	44	44

Efficiency

Cost of dept/cost of total general fund operations	0.10%	0.11%	0.11%	0.11%	0.14%	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. **(G2)**
2. Train fire personnel to the highest standards in suppression and other related emergencies while holding them accountable to those standards.
3. Maintain strong community relations through candid communication, professional service, and the implementation of fire prevention, education and outreach programs.
4. Increase efficiencies and enforce the life safety code by working collaboratively with other departments, agencies, boards and commissions as well as outside agencies. **(G2)**
5. Reduce costs through an asset management plan that focuses on maintenance measures and energy efficiency initiatives on all City assets. **(G2)**

Action Plans

1. Provide a high level of professional service to the community through multi-year planning and fire prevention programs. (DG1)
2. Recruit volunteers and ensure proper level of professional certifications for all staff through education and training. (DG2)
3. Present educational programs to 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. Two firefighters were trained to the Firefighter 1 level. (DG3)
2. Two members trained to the EMT basic level. (DG2)
3. Started back up the Norwich CERT team and have eight new members. (DG 2)
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, one of the first fire departments in Southeastern Connecticut to do both classroom and practical training for response to active violence incidents annually. (DG2,DG3)

24 Laurel Hill Volunteer Fire		2015-16 Actual	2016-17 Budget	2017-18 Budget	2017-18 Projected	2018-19 Request	2018-19 Proposed	2018-19 Adopted
80015	Professional Services	5,098	4,000	6,000	5,500	6,000	6,000	5,704
80016	Clothing Allowance	6,729	1,650	3,000	3,000	3,300	3,300	3,137
80021	Materials & Supplies	5,538	9,000	7,350	8,000	4,000	4,000	3,802
80023	Gas Oil & Grease	778	779	927	1,200	1,035	1,178	1,120
80032	Equip & Furn Maint	19,657	19,500	19,500	19,500	19,500	19,500	18,537
80033	Communications	10,250	13,985	11,085	11,085	11,085	11,178	10,626
80035	Utilities	8,450	8,000	7,800	9,400	7,800	9,900	9,411
80040	Bldg & Grnd Maint	7,591	6,000	7,000	10,000	7,000	7,000	6,654
80057	Dues Licenses & Subscriptions	255	1,500	500	500	2,050	2,050	1,949
80059	Training	2,460	9,000	7,650	6,000	13,000	11,000	10,456
TOTALS		66,806	73,414	70,812	74,185	74,770	75,106	71,396

Performance Measures

Workload/outputs

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

Outcome/results

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

Efficiency

Cost of dept/cost of total GF operations	0.06%	0.06%	0.06%	0.06%	0.06%	0.06%	0.06%
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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. **(G2)**
2. Train fire personnel to the highest standards in suppression and other related emergencies while holding them accountable to those standards.
3. Maintain strong community relations through candid communication, professional service, and the implementation of fire prevention 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. **(G2)**
5. Reduce costs through an asset management plan that focuses on maintenance measures and energy efficiency initiatives on all City assets. **(G2)**

Action Plans

1. Provide a high level of professional service to the community through multi-year planning and fire prevention programs. (DG1)
2. Recruit volunteers and ensure proper level of certifications, education, and training. (DG2)
3. Present educational programs 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	2015-16 Actual	2016-17 Actual	2017-18 Budget	2017-18 Projected	2018-19 Request	2018-19 Proposed	2018-19 Adopted
80015	Professional Services	6,006	4,039	7,000	7,000	3,500	3,500	3,327
80016	Clothing Allowance	410	890	708	708	2,700	2,700	2,567
80021	Materials & Supplies	13,423	7,430	9,000	9,000	10,000	10,000	9,506
80023	Gas Oil & Grease	912	1,181	1,427	1,427	1,035	1,178	1,120
80032	Equip & Furn Maint	18,300	15,930	17,292	17,292	19,500	19,500	18,537
80033	Communications	8,145	12,579	9,714	9,714	9,714	9,069	8,621
80035	Utilities	8,252	8,855	10,000	10,000	10,000	10,500	9,981
80040	Bldg & Grnd Maint	9,150	12,352	10,500	10,500	10,000	10,000	9,506
80057	Dues Licenses & Subscriptions	185	185	400	400	900	900	856
80059	Training	3,413	4,517	10,000	10,000	10,000	8,000	7,605
TOTALS		68,196	67,958	76,041	76,041	77,349	75,347	71,626

Performance Measures	Actual	Actual	Projected	Projected	Projected	Projected	Projected
Workload/outputs							
CO Problem	12	9	20	20	20	20	20
Structural fires	10	10	15	15	15	15	15
Mutual aid (fire & medical)	23	22	30	30	30	30	30
Assorted fires	34	40	40	40	40	40	40
Service calls	22	16	30	30	30	30	30
Other calls	40	40	40	40	40	40	40
Emergency medical calls	170	200	240	240	240	240	240
Total Calls	311	337	415	415	415	415	415
Outcome/results							
Accidents involving city vehicles	-	-	-	-	-	-	-
Civillian casualties	-	-	-	-	-	-	-
Fire service injuries	-	-	-	-	-	-	-
Drills (weekdays and evenings)	80	80	110	110	110	110	110
Drills (man hours) in house	2,300	2,300	3,850	3,850	3,850	3,850	3,850
Community events attended	30	30	30	30	30	30	30
Percentage of women/minority	45.00%	45.00%	45.00%	45.00%	45.00%	45.00%	45.00%
Firefighters with State of CT certification	55.00%	55.00%	55.00%	55.00%	55.00%	55.00%	55.00%
Percentage of personnel with EMT certification	55.00%	55.00%	55.00%	55.00%	55.00%	55.00%	55.00%
Efficiency							
Cost of dept/cost of total GF operations	0.06%	0.06%	0.06%	0.06%	0.06%	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
- Safety
- Service
- Efficiency
- Fiscal Integrity

Departmental Goals (DG)

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

Action Plans

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

Accomplishments

1. Maintained appropriate levels of training. (DG2)
2. Attended several community events. (DG3)
3. Increased public education program delivery. (DG3)
4. 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	2015-16 Actual	2016-17 Actual	2017-18 Budget	2017-18 Projected	2018-19 Request	2018-19 Proposed	2018-19 Adopted
80015 Professional Services	9,397	8,732	6,750	6,750	0	9,000	8,555
80016 Clothing Allowance	379	2,137	2,000	2,000	4,000	2,500	2,376
80021 Materials & Supplies	42,317	30,055	28,000	28,000	30,506	30,506	28,999
80023 Gas Oil & Grease	6,087	7,022	9,045	9,045	7,361	8,437	8,020
80032 Equip & Furn Maint	27,279	26,679	27,000	26,500	35,855	30,000	28,518
80033 Communications	10,598	14,552	10,862	14,000	6,000	10,254	9,747
80035 Utilities	19,425	20,550	22,000	21,000	24,000	24,200	23,004
80040 Bldg & Grnd Maint	25,182	23,449	25,000	25,000	30,415	26,000	24,716
80057 Dues Licenses & Subscriptions	1,406	1,275	3,000	3,000	4,548	3,000	2,852
80059 Training	21,603	23,756	23,740	20,000	28,740	25,000	23,765
TOTALS	163,673	158,207	157,397	155,295	171,425	168,897	160,552

Performance Measures

Workload/outputs

	Actual	Actual	Projected	Projected	Projected	Projected	Projected
Structural fires	30	N/R	30	30	30	30	30
Mutual aid	65	N/R	65	65	65	65	65
Standby	45	N/R	45	45	45	45	45
Water Rescue	5	N/R	5	5	5	5	5
Service Calls	20	N/R	20	20	20	20	20
Emergency Medical Calls	450	N/R	450	450	450	450	450
Motor Vehical Accidents	56	N/R	56	56	56	56	56
False Alarms	60	N/R	60	60	60	60	60
Brush Fires	5	N/R	5	5	5	5	5
Other	10	N/R	10	10	10	10	10
Investigation	55	N/R	55	55	55	55	55
Total Calls	801	-	801	801	801	801	801

Outcome/results

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

Efficiency

Cost of dept/cost of total GF operations	0.14%	0.13%	0.13%	0.13%	0.14%	0.13%	0.13%
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Yantic Volunteer Fire

Mission

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

Vision

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

Values

- Professionalism
- Communication
- Competence
- Safety

Departmental Goals (DG)

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

Action Plans

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

Accomplishments

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

27 Yantic Volunteer Fire		2015-16 Actual	2016-17 Actual	2017-18 Budget	2017-18 Projected	2018-19 Request	2018-19 Proposed	2018-19 Adopted
80015	Professional Services	13,828	13,539	16,800	15,000	24,000	14,000	13,308
80016	Clothing Allowance	2,290	5,244	1,800	1,800	2,100	2,100	1,996
80021	Materials & Supplies	28,917	26,610	22,830	24,830	38,755	31,000	29,468
80023	Gas Oil & Grease	3,480	3,808	4,912	4,912	5,167	5,323	5,060
80032	Equip & Furn Maint	45,585	35,472	28,643	28,643	30,670	30,670	29,155
80033	Communications	9,990	14,764	12,718	12,718	12,718	12,851	12,216
80035	Utilities	20,910	21,790	26,000	25,500	22,000	26,800	25,476
80040	Bldg & Grnd Maint	28,695	20,448	27,567	27,000	63,642	30,000	28,518
80057	Dues Licenses & Subscriptions	345	1,815	2,388	2,000	6,747	2,000	1,901
80059	Training	10,113	13,599	18,025	19,000	28,655	22,000	20,913
TOTALS		164,153	157,089	161,683	161,403	234,454	176,744	168,011

Performance Measures

Workload/outputs

	Actual	Actual	Projected	Projected	Projected	Projected	Projected
Structure Fires	20	5	20	20	20	20	20
False Alarms	10	12	10	10	10	10	10
Internal alarms	100	82	100	100	100	100	100
Miscellaneous calls	50	60	50	50	50	50	50
Rescue/emergency	250	291	250	250	250	250	250
Veihcal accidents	100	88	100	100	100	100	100
Automobile fire	20	13	20	20	20	20	20
Grass/brush fires	20	10	20	20	20	20	20
Chemical incidents	5	5	5	5	5	5	5
Mutual aid	30	51	30	30	30	30	30
Service calls	100	37	100	100	100	100	100
Total Calls	705	654	705	705	705	705	705

Outcome/results

Accidents involving city fire vehicles	-	-	-	-	-	-	-
Fire service casualties	-	-	-	-	-	-	-
Fire-related civilian casualties	-	-	-	-	-	-	-
Fire-related injuries	-	-	-	-	-	-	-
Public education man-hours	800	820	800	800	800	800	800
Training man hours	2,500	2,611	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%	0.13%	0.13%	0.13%	0.18%	0.14%	0.13%
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Human Services

Mission

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

Vision

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

Values

- Self-reliance
- Empowerment
- Innovation

Departmental Goals (DG)

1. Protect and/or enhance the lives of Norwich residents by aiding them in attaining self-sufficiency.
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.
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.

Action Plans

1. Provide work, education, training, and job placement opportunities. (DG1)
2. Assist in the area of housing related services including but not limited to re-housing residents displaced by fires, condemnations and disasters. (DG1)
3. Improve 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. Managed the successful relocation of the offices at 80 Broadway. Adult and Family Services moved into City Hall and Youth and Family Services moved into the Recreation Department Building. This facilitated the sale of 80 Broadway, generating revenue and reducing departmental costs.
2. Assisted 1,135 Norwich disabled and elderly residents apply for the State of Connecticut Renter's Rebate Program which brought back over \$527,000 to the community in rebates. (DG1)
3. Instrumental in receiving the Working Cities Challenge planning grant to increase the economic viability of Norwich Residents
4. Increased federal work education and training dollars to \$48,885 to assist our area's unskilled and/or undereducated labor force develop more marketable job skills, focusing in the health and medical related fields.
5. Screened 141 Norwich residents for employment related services. 28 residents completed the training programs, including Certified Nurse's Aid Program. (DG1)
6. The department diverted from shelter and rapidly rehoused 50 households. Garnered over \$20,225 in grants and awards for this effort.

7. Acted as the Coordinated Access network regional hub for access to shelter and administered the New London County Fund to End Homelessness, a \$250,000 (regional) State fund for diversion and re-housing efforts.
8. Awarded \$9,000 in grants and donations through the Norwich Safety Net Team for the provision of basic needs to Norwich families and individuals.
9. Awarded \$17,720 in federal emergency rent/mortgage funds for economically distressed Norwich families and individuals.
10. Awarded \$28,600 in Kinship and Respite Program funds through the State Probate Court. This program provides funding for children in the care of relatives who have been awarded guardianship through the Probate and Superior Court systems.
11. Served in leadership roles in a number of local, regional and state human service organizations and initiatives, including Three Rivers Community College, 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.
12. 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.
13. Recovered \$30,730 in Relocation Liens, assisting 26 households who experienced condemnation.

Grant Descriptions

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

Federal Grants

- Community Development Block Grant/ Shelter Diversion/Rapid Rehousing \$15, 000 – Provides funding to assist Norwich residents with maintaining their housing to avoid costly shelter stays and to regain housing quickly should they have to enter a shelter.
- Community Development Block Grant/ Training Services \$48,885 – Provides job training and support services to low-income Norwich residents.
- Emergency Food & Shelter Program (passed through United Way) \$17,720 - Federal Emergency Food & Shelter Program provides for emergency rent and utility assistance for Norwich families/ individuals.

State of Connecticut Grants

- Kinship & Respite Programs \$26,800 - 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 \$9,000 - 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 \$3,000 – Anticipate private grant funding to provide job training and support services to low-income Norwich residents.
- Direct Client Needs \$2,500 – Anticipate private grants and donations for the provision of clients' basic needs.

- Housing/Homelessness \$5,000 – 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.
- New London County Fund to End Homelessness-\$2,800 admin received for administering the program.
- 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.

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

Action Plans

1. 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. Added Recreation Director position in the budget, which had been absent for three years.
2. Co-located the Department's Youth and Family Services within the Recreation Building for better coordination of services to the public and utilization. (DG4)
3. Purchased an online registration system to offer easy access to program registration for the public.
4. Reserved over 4,400 hours of field use for over 23 youth and adult sport leagues and groups
5. Maintained over 166 acres, including 25 sites, 18 fields, 10 playgrounds and 16 building structures.
6. Partnered with SECT Regional Recreation Departments to host a triathlon Series, serving over 600 youth. (DG1, DG2)
7. Partnered with several city and local organizations to offer programs and services: Otis Library to increase programs to school aged children and youth at summer camp; 4-H of New London County to offer programs to our Summer Camp participants, Youth & Family Services offering Girls Circle and Boys Council, NFA Project Outreach & Backpack program. Mohegan Striders for Youth and Adult Summer Fun Runs. (DG1,DG2)
8. Applied for and received grant funding for the Summer Camp scholarship and snack program. (DG1,DG2)
9. Continued Special Needs programming for Adults and Youth to ensure programming for all. (DG1, DG5)

32	Recreation	2015-16 Actual	2016-17 Actual	2017-18 Budget	2017-18 Projected	2018-19 Request	2018-19 Proposed	2018-19 Adopted
80011	Head of Department	0	0	40,419	40,419	78,144	88,180	78,144
80012	Employees	272,883	277,913	202,759	195,000	284,378	222,759	222,759
80013	Seasonal/ Temporary	43,673	31,249	37,000	37,000	65,035	65,035	45,882
80014	Overtime	3,964	3,133	4,000	4,000	4,000	2,000	2,000
89999	Fringe Benefits	201,886	203,269	250,283	250,283	300,760	245,026	229,657
80015	Professional Services	11,216	9,400	12,000	12,000	12,000	12,000	12,000
80021	Materials & Supplies	9,777	7,156	10,000	10,000	10,000	10,000	10,000
80023	Gas Oil & Grease	5,399	4,818	4,276	4,276	6,606	6,653	6,653
80032	Equip & Furn Maint	5,655	6,618	9,718	9,718	6,218	10,000	10,000
80033	Communications	7,045	12,391	10,540	10,540	9,540	10,762	10,762
80034	Postage	302	99	500	500	200	200	200
80035	Utilities	24,741	19,748	26,000	24,000	26,000	25,200	25,200
80037	Mileage	389	448	1,000	1,000	1,000	500	500
80040	Bldg & Grnd Maint	27,777	35,644	33,862	33,862	33,862	32,000	32,000
80057	Dues Licenses & Subscriptions	322	447	500	500	1,000	500	500
80059	Training	100	500	1,000	1,000	1,000	1,000	1,000
TOTALS		615,129	612,833	643,857	634,098	839,743	731,815	687,257

Staffing

Director of Recreation	0.00	0.00	0.50	0.50	1.00	1.00	1.00
Recreation Facilities Mtn. Supervisor	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Recreation Facilities Maintainer II	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Recreation Facilities Maintainer I	2.00	2.00	2.00	2.00	2.00	1.00	1.00
Program Administrator	0.00	1.00	1.00	1.00	1.00	1.00	1.00
Administrative Secretary	1.00	0.00	0.00	0.00	0.00	0.00	0.00
Receptionist	0.00	0.00	0.00	0.00	0.50	0.00	0.00
TOTAL FTE'S	5.00	5.00	5.50	5.50	6.50	5.00	5.00

Salaries

Director of Recreation			80,047		78,144	88,180	78,144
Recreation Facilities Mtn. Supervisor			64,619		64,619	64,619	64,619
Recreation Facilities Maintainer II			50,480		50,480	50,480	50,480
Recreation Facilities Maintainer I			44,617		44,617	44,617	44,617
Program Administrator			63,043		63,043	63,043	63,043
Administrative Secretary			46,876		46,876	46,876	46,876
Receptionist			34,005		34,005	34,005	34,005

Total Salaries Paid by General Fund

Director of Recreation			40,024		78,144	88,180	78,144
Recreation Facilities Mtn. Supervisor			64,619		64,619	64,619	64,619
Recreation Facilities Maintainer II			50,480		50,480	50,480	50,480
Recreation Facilities Maintainer I			89,234		89,234	44,617	44,617
Program Administrator			63,043		63,043	63,043	63,043
Administrative Secretary			0		0	0	0
Receptionist			0		17,003	0	0
Subtotal - Employees			<u>267,376</u>		<u>284,379</u>	<u>222,759</u>	<u>222,759</u>
TOTAL SALARIES			<u>307,400</u>		<u>362,523</u>	<u>310,939</u>	<u>300,903</u>

Performance Measures

Workload/outputs

	Actual	Actual	Projected	Projected	Projected	Projected	Projected
Number of your program hours	1,725	2,301	2,000	2,000	2,000	2,000	2,000
Total acreage of athletic facilities	166	166	166	166	166	166	166
Hours reserved for field usage	N/R	4,400	N/R	4,400	4,600	4,600	4,600

Outcome/ Results

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

Efficiency Measures

Recreation budget as % of total general fund budget	0.51%	0.50%	0.52%	0.51%	0.66%	0.58%	0.55%
Full-time staff salary cost as percentage of department budget	44.36%	45.35%	37.77%	37.13%	43.17%	42.49%	43.78%

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.

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 12,127 transports to medical appointments, local shopping trips, out-of-town trips and to and from the Senior Center. (DG1,DG2)
2. Distributed over 450 Farmer's Market Coupons totaling \$8,100 to eligible Norwich Residents. (DG1)
3. Received a \$75,150 State of Connecticut DOT grant for regional out-of-town medical transportation with the Town of Montville for the tenth year which resulted in 2,377 round trips for seniors/disabled of Norwich and Montville to out-of-town medical appointments. (DG1,DG3)
4. Provided 252 additional benefits counseling services to senior citizens through a \$6,500 federal grant from Senior Resources. (DG1,DG3)
5. Provide Foot Care Clinics 1x per month with a Certified Podiatrist that provided 393 appointments for seniors through a \$6,300 federal grant from Senior Resources. (DG1,DG3)
6. Awarded \$15,000 by the Edward and Mary Lord Foundation to operate the Preventative Health Clinic and provided over 500 appointments. (DG1,DG3)
7. Provided almost 2,400 outreach services of which 808 were Medicare specific and 179 were home visits. (DG1,DG3)
8. Awarded \$10,000 from the Edward and Mary Lord Foundation that was distributed to eligible seniors through the Golden Wishes program. (DG3)

36 Senior Center	2015-16 Actual	2016-17 Actual	2017-18 Budget	2017-18 Projected	2018-19 Request	2018-19 Proposed	2018-19 Adopted
80011 Head of Department	73,919	75,109	76,612	76,612	78,144	78,144	78,144
80012 Employees	271,531	259,658	249,812	246,800	293,925	259,919	259,919
80013 Seasonal/ Temporary	4,770	8,584	11,108	10,000	4,000	4,000	4,000
89999 Fringe Benefits	250,553	246,234	285,248	285,248	310,082	278,105	270,810
80021 Materials & Supplies	2,155	2,640	2,550	2,550	2,550	2,550	2,050
80023 Gas Oil & Grease	7,532	7,665	7,329	7,329	7,207	8,245	8,245
80032 Equip & Furn Maint	4,483	4,605	3,468	3,468	3,468	3,468	918
80033 Communications	8,451	9,807	12,617	12,617	12,617	12,621	12,621
80034 Postage	1,911	2,173	2,040	2,040	2,040	2,040	2,040
80037 Mileage	2,078	1,621	1,800	1,300	1,500	1,500	1,000
TOTALS	627,383	618,096	652,584	647,964	715,533	650,592	639,747

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	1.00	1.00	1.00	1.00	1.00	1.00
Senior Center Office Coordinator	1.00	0.21	0.00	0.00	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	2.00	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	7.21	7.00	7.00	8.00	7.00	7.00

Salaries

Senior Citizens Director			76,612		78,144	78,144	78,144
Program Administrator			63,043		63,043	63,043	63,043
Outreach Administrator			60,006		60,006	60,006	60,006
Senior Center Office Coordinator			46,876		46,876	46,876	46,876
Lead Van Driver			34,855		34,855	34,855	34,855
Van Driver			34,005		34,005	34,005	34,005
Receptionist			34,005		34,005	34,005	34,005
Escort Driver			34,005		34,005	34,005	34,005

Total Salaries Paid by General Fund

Senior Citizens Director			76,612		78,144	78,144	78,144
Program Administrator			63,043		63,043	63,043	63,043
Outreach Administrator			60,006		60,006	60,006	60,006
Senior Center Office Coordinator			0		0	0	0
Lead Van Driver			34,855		34,855	34,855	34,855
Van Driver			34,005		34,005	34,005	34,005
Receptionist			34,005		68,010	34,005	34,005
Escort Driver			34,005		34,005	34,005	34,005
Subtotal - Employees			259,919		293,924	259,919	259,919
TOTAL SALARIES			336,531		372,068	338,063	338,063

Performance Measures

Workload/outputs

	Actual	Actual	Projected	Projected	Projected	Projected	Projected
Active Members	1,295	1,547	1,400	1,400	1,700	1,700	1,700
New Memberships	N/R	203	N/R	N/R	225	225	225
Program visits	42,000	41,707	47,000	47,000	45,000	45,000	45,000

Number Served:

Preventative health clinic (includes all exercise classes, appointments with nurse & podiatrist)	9,410	9,668	10,000	10,000	10,000	10,000	10,000
Senior Center Transports	13,469	12,127	13,000	13,000	13,000	13,000	13,000
Completed Outreach appointments (includes home visits)	1,053	2,304	1,050	1,050	2,400	2,400	2,400
Completed Benefits Counseling appointments	N/R	233	N/R	N/R	252	252	252

Outcome/ Results

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

Efficiency Measures

Expenditures / memberships	\$484.47	\$399.54	\$466.13	\$462.83	\$420.90	\$382.70	\$376.32
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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.
4. Train personnel to the highest standards while holding them accountable to those standards.

Action Plans

1. Prevent juvenile delinquency and reduce recidivism through counseling, consultation, crisis management and mentoring opportunities. (DG1,DG2)
2. Provide youth with work, education and job skills training. (DG1,DG2)
3. Provide program enhancement, 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. Received annual funding in the amount of \$69,870 through the State Department of Education as part of a partnership with the City of Norwich to maintain its Youth Service Bureau. (DG1,DG3)
2. Received \$7,550 in Enhancement Funding through the State Department of Education which was used to provide additional prevention programming such as Girls Circle, Say it Straight, voices, and the Norwich Youth Action Council. (DG1,DG3)
3. Received \$80,247 to employ 42 youth in the Summer Youth Employment Program funded by the Eastern Workforce Investment Board, and an additional \$65,894 to provide work, education and training services to 28 at-risk in school youth. (DG1,DG3)
4. Served 55 individual and/or family counseling cases providing assessment, case management, and crisis intervention and referral services to children dealing with physical, sexual and emotional abuse, PTSD, depression, anxiety and out of control behaviors.(DG1)
5. Secured a \$7,116 grant from SERAC for substance abuse and suicide prevention activities which served 3,977 Norwich youth. (DG1,DG2)
6. Co-facilitated 12 sessions of Grandparents Raising Grandchildren. Provided support, education and

- case management. (DG1,DG2)
7. 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.
 8. Youth Service Bureaus were appointed by the Connecticut general assembly to assume School Based FWSN petitions from The Juvenile Court system. We greatly increased our presence in the school system, and broadened our relationship with school staff and administration through increased services and training of staff and students.
 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. Through our partnership for success grant (PFS), became the hub for coordinating regional providers in strategizing and implementing a coordinated effort to deal with substance abuse.
 11. Developed an extensive media campaign through social, print media and billboards to increase awareness of the risks of youth prescription drug abuse. Like us at “Norwich unhooked”.
 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 \$12,000 received in grants, fees and donations. (DG1,DG2)
 13. Received a grant Office of Policy and Management/Youth and police grant. Which Fosters improved relations with at risk teens and police officers. \$10,000
 14. Expanded efforts with state and regional partners to deal with the issue of teen homelessness.
 15. Was chosen to be one of six, out 102 Youth Service Bureaus, to apply for national recognition as providing cutting edge services in Juvenile Justice programing.

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 \$65,894 – Provides funding for the COOL Directions Program (Careers of Our Lives), a Youth Readiness & Employment Program.
- Department of Labor Workforce Investment Board \$80,247 – Provides funding for Summer Youth Employment Program. Fiduciary is EASTCONN, staffing fees, materials/supplies are reimbursed to City.

State of Connecticut Grants

- Department of Education \$69,870 – Partnership allocation to City of Norwich for maintenance of Norwich’s Youth Service Bureau.
- Department of Education \$7,550 – YSB Enhancement Grant supports City youth programming.
- CT Youth Services Association/DCF \$9,696- Juvenile Justice Program.
- 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.
- Office of Policy and Management/Youth and police grant. Fosters improved relations with at risk teens and police officers. \$10,000

Private Grants

- 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		2015-16 Actual	2016-17 Actual	2017-18 Budget	2017-18 Projected	2018-19 Request	2018-19 Proposed	2018-19 Adopted
80012	Employees	136,458	116,473	133,116	133,116	133,116	133,116	133,116
89999	Fringe Benefits	130,733	117,633	170,726	170,726	179,785	145,193	142,427
80032	Equip & Furn Maint	0	0	0	0	1,080	1,080	0
80033	Communications	0	0	0	0	0	708	0
TOTALS		267,191	234,106	303,842	303,842	313,981	280,097	275,543

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

Staffing

Clinical Coordinator	1.00	0.00	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	1.00	1.00	1.00	1.00	1.00	1.00
Positions funded from other sources	2.60	1.60	2.84	2.84	2.70	2.70	2.70
TOTAL FTE'S	4.60	3.60	4.84	4.84	4.70	4.70	4.70

Salaries

Clinical Coordinator			76,810		76,810	76,810	76,810
YFS Therapist/ Coordinator			73,110		73,110	73,110	73,110
YFS Caseworker			60,006		60,006	60,006	60,006
Total Salaries Paid by General Fund							
Clinical Coordinator			0		0	0	0
YFS Therapist/ Coordinator			73,110		73,110	73,110	73,110
YFS Caseworker			60,006		60,006	60,006	60,006
TOTAL SALARIES			133,116		133,116	133,116	133,116

Performance Measures

Workload/outputs

	Actual	Actual	Projected	Projected	Projected	Projected	Projected
<i>Number Served:</i>							
Counseling cases	55	60	70	70	70	70	70
COOL youth employment	46	27	50	50	50	50	50
Summer Youth Employment	170	129	140	140	140	140	140
Leadership initiatives	40	67	48	48	48	48	48
Juvenile Review Board cases	38	63	25	25	70	70	70
Individual/ community consultations	700	719	700	700	700	700	700
Positive youth development/ recreation/ cultural/ community education	8,010	6,600	7,000	7,000	5,000	5,000	5,000
Relative Caregivers Groups (Grandparents raising grandchildren)	12	28	12	12	15	15	15
Middle School Diversion Program	25	42	25	25	60	60	60
Girls Circle Program	20	15	15	15	15	15	15
Summer Jam & Learn Program	19	14	15	15	15	15	15

Outcome/ Results

% of contacted parents/ community partners that will report satisfaction with agency services	90.00%	90.00%	90.00%	90.00%	90.00%	90.00%	90.00%
Hours of professional counseling services to low-income Norwich families	1,800	1,088	1,800	1,800	1,200	1,200	1,200
Mentor graduates in 3+ community projects	-	5	5	5	5	5	5
Provide youth with employability assessment	90	120	90	90	135	135	135
Provide employment/ internships to eligible youth	90	23	90	90	25	25	25
Provide anti-smoking substance abuse to youths	1,200	5,153	1,200	1,200	5,000	5,000	5,000
Provide public forums/ educational events to parents	1,800	1,655	1,800	1,800	1,500	1,500	1,500
Engage youth in community service	20	67	20	20	30	30	30

Efficiency Measures

Cost of department/ population	\$6.70	\$5.92	\$7.56	\$7.56	\$7.81	\$7.08	\$6.97
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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. (G1)
2. Maintain strong community relations through candid communication and professional service, including citizen involvement and partnerships.
3. Increase efficiencies and impact through the use of technology and by working collaboratively with other departments, agencies, boards and commissions. (G1)
4. Train personnel to the highest standards while holding them accountable to those standards. (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. Managed \$25 million in projects and paved, sealed, or otherwise improved eight miles City roads, representing 5% of the total city roadway network. (DG1)
2. Constructed 900 linear feet of sidewalk. (DG1), Constructed two playscapes (one new, one replacement) (DG2), and Installed 700 linear feet of storm drainage pipe (DG1)
3. Demolished unsafe foundation on 15 Park St and oversaw the demolition of 196 Yantic Street and 232 Yantic Street. (DG3)
4. Responded to 16 different snow events without the need to close city offices and without running out of salt. (DG1, DG3)
5. Performed over 1,500 services / repairs, impounded approximately 20 vehicles in coordination with the Police Department, assembled and commissioned three police cruisers, reconditioned one large dump truck, reconditioned and repurposed one police cruiser for the Parking Commission, installed 21 rifle mounts and assisted in the installation and modification of 20 MDT computers and mounts for the Police Dept. Currently working with four Volunteer Fire Departments in the purchase of four pieces of Fire apparatus as part of \$3.2 million bond. (DG1,DG3)

6. Completed locker room remodeling and managed the installation of the new 50 Ton Air-Cooled Condenser and Indoor Air Handling Unit, patched, painted and installed new ceiling tiles in four rooms at the Norwich Police Dept.
7. Moved the Parking Commission from the Buckingham Building to the Intermodal Transportation Center.
8. Remodeled three rooms at City Hall and moved Human services from 80 Broadway to City Hall and Recreation Dept.
9. Updated the Kitchen Suppression System at the Senior Center

Public Works		2015-16 Actual	2016-17 Actual	2017-18 Budget	2017-18 Projected	2018-19 Request	2018-19 Proposed	2018-19 Adopted
01038	Engineering & Administration	623,208	742,691	829,810	821,472	904,448	827,542	823,259
01039	Fleet Maintenance	1,392,720	1,415,054	1,459,831	1,476,906	1,493,337	1,415,068	1,411,104
01040	Transfer Station, Recycling & Refuse	2,815,587	2,799,344	2,504,226	2,523,845	2,615,234	2,615,234	2,615,234
01042	Street Maintenance	4,088,938	4,201,306	4,389,370	4,347,471	4,591,465	4,421,354	4,142,081
01047	Building Maintenance	1,311,992	1,321,275	1,347,942	1,298,444	1,371,691	1,346,795	1,344,340
01048	Parking Maintenance	145,555	165,966	155,187	157,187	167,612	163,968	164,065
TOTALS		10,378,000	10,645,636	10,686,366	10,625,325	11,143,787	10,789,961	10,500,083

Performance Measures	Actual	Actual	Projected	Projected	Projected	Projected	Projected
Inputs							
Full-time equivalent employees	62.50	61.00	57.17	57.17	60.00	57.00	55.00
Workload/outputs							
Improved miles of road	162	162	162	162	163	163	163
Buildings maintained	13	15	15	15	15	15	15
Vehicles & equipment maintained	335	335	335	335	337	337	337
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.	17	18	18	18	18	18	18
Recycling rate	42.00%	42.00%	42.00%	42.00%	42.00%	42.00%	42.00%
Road miles paved, chip-sealed, or crack-sealed	8.8	12.0	12.0	8.0	12.0	12.0	12.0
Clean catch basins at least one time each year	75.00%	100.00%	100.00%	50.00%	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)	10.0	11.4	11.4	11.4	11.4	11.4	11.4
Efficiency Measures							
Median time to close our citizen service requests (days)	8	8	8	8	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	\$265	\$272	\$265	\$270	\$282	\$273	\$265

38 Engineering & Administration Division		2015-16 Actual	2016-17 Actual	2017-18 Budget	2017-18 Projected	2018-19 Request	2018-19 Proposed	2018-19 Adopted
80011	Head of Department	109,600	97,517	112,228	106,500	112,228	114,473	114,473
80012	Employees	262,670	329,092	352,348	352,348	405,427	354,427	354,427
80014	Overtime	7,166	238	2,200	1,000	2,750	2,750	2,750
89999	Fringe Benefits	197,184	247,108	302,340	302,340	331,743	298,456	294,173
80015	Professional Services	28,068	45,733	33,000	33,000	30,000	30,000	30,000
80021	Materials & Supplies	6,226	6,788	6,410	5,000	6,000	6,000	6,000
80033	Communications	1,654	2,757	5,284	5,284	2,600	7,736	7,736
80034	Postage	217	1,365	500	500	1,000	1,000	1,000
80037	Mileage	2,383	3,969	5,000	5,000	4,200	4,200	4,200
80057	Dues Licenses & Subscriptions	6,747	7,354	7,500	7,500	7,500	7,500	7,500
80059	Training	1,293	770	3,000	3,000	1,000	1,000	1,000
TOTALS		623,208	742,691	829,810	821,472	904,448	827,542	823,259

Staffing

Director of Public Works	1.00	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	1.00
Project Manager	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Civil Engineer	1.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Environmental Compliance Coordinator	0.00	0.00	0.00	0.00	1.00	0.00	0.00	0.00
Public Works Accounting Clerk	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Civil Engineer funded by Road Bond	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
TOTAL FTE'S	6.00	6.00	6.00	6.00	7.00	6.00	6.00	6.00

Salaries

Director of Public Works		112,228		112,228	114,473	114,473
City Engineer		103,892		105,971	105,971	105,971
Project Manager		83,400		83,400	83,400	83,400
Civil Engineer		80,699		80,699	80,699	80,699
Environmental Compliance Coordinator				51,000	51,000	51,000
Public Works Accounting Clerk		43,529		43,529	43,529	43,529

Total Salaries Paid by General Fund

Director of Public Works		112,228		112,228	114,473	114,473
City Engineer		103,892		105,971	105,971	105,971
Project Manager		0		0	0	0
Civil Engineer		161,398		161,398	161,398	161,398
Environmental Compliance Coordinator				51,000	0	0
Public Works Accounting Clerk		87,058		87,058	87,058	87,058
Subtotal - Employees		<u>352,348</u>		<u>405,427</u>	<u>354,427</u>	<u>354,427</u>
TOTAL SALARIES		<u>464,576</u>		<u>517,655</u>	<u>468,900</u>	<u>468,900</u>

39 Fleet Maintenance Division		2015-16 Actual	2016-17 Actual	2017-18 Budget	2017-18 Projected	2018-19 Request	2018-19 Proposed	2018-19 Adopted
80012	Employees	454,523	461,622	460,083	454,000	505,320	461,710	461,710
80014	Overtime	44,326	37,059	42,732	42,732	45,000	45,000	45,000
89999	Fringe Benefits	349,220	363,208	396,643	396,643	401,801	351,972	348,008
80023	Gas Oil & Grease	88,741	107,733	112,842	110,000	100,000	114,434	114,434
80027	Auto Supplies & Maint	396,859	384,301	390,000	420,000	385,000	385,000	385,000
80033	Communications	6,382	9,200	8,216	8,216	8,216	7,552	7,552
80035	Utilities	26,789	29,383	28,000	28,000	28,000	29,400	29,400
80040	Bldg & Grnd Maint	20,590	16,270	15,315	15,315	14,000	14,000	14,000
80059	Training	5,290	6,278	6,000	2,000	6,000	6,000	6,000
TOTALS		1,392,720	1,415,054	1,459,831	1,476,906	1,493,337	1,415,068	1,411,104

Staffing

Fleet Maintenance Superintendent	1.00	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	1.00
Auto Equipment Mechanics	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00
Mechanics Assistant	0.00	0.00	0.00	0.00	1.00	0.00	0.00	0.00
TOTAL FTE'S	7.00	7.00	7.00	7.00	8.00	7.00	7.00	7.00

Salaries

Fleet Maintenance Superintendent		81,324		82,951	82,951	82,951	82,951
Lead Mechanic		65,884		65,884	65,884	65,884	65,884
Auto Equipment Mechanics		62,415		62,415	62,415	62,415	62,415
Mechanics Assistant		41,889		43,610	43,610	43,610	43,610
Total Salaries Paid by General Fund							
Fleet Maintenance Superintendent		81,324		82,951	82,951	82,951	82,951
Lead Mechanic		65,884		65,884	65,884	65,884	65,884
Auto Equipment Mechanics		312,075		312,075	312,075	312,075	312,075
Mechanics Assistant		0		43,610	0	0	0
Longevity Bonuses		800		800	800	800	800
TOTAL SALARIES		460,083		505,320	461,710	461,710	461,710

40	Transfer Station, Recycling & Refuse	2015-16 Actual	2016-17 Actual	2017-18 Budget	2017-18 Projected	2018-19 Request	2018-19 Proposed	2018-19 Adopted
80012	Employees	143,910	168,055	25,096	25,096	0	0	0
80014	Overtime	17,912	17,741	0	0	0	0	0
89999	Fringe Benefits	115,464	126,367	3,749	3,749	0	0	0
80021	Materials & Supplies	5,208	2,795	0	0	0	0	0
80032	Equip & Furn Maint	11,309	8,638	0	0	0	0	0
80033	Communications	216	780	0	0	0	0	0
80035	Utilities	4,142	4,163	0	0	0	0	0
80124	Landfill/Recycle Operations	2,517,426	2,470,805	2,475,381	2,495,000	2,615,234	2,615,234	2,615,234
TOTALS		2,815,587	2,799,344	2,504,226	2,523,845	2,615,234	2,615,234	2,615,234

Staffing

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

Salaries

Weighmaster Clerk	59,576
Recycling Coordinator	49,249
Attendant	44,455

Total Salaries Paid by General Fund

Weighmaster Clerk	0
Recycling Coordinator	8,208
Attendant	0
TOTAL SALARIES	8,208

Detail of Landfill/ Recycling Operations Line:

Material disposal fees	-	-	-	-
Bulky waste disposal	-	40,000	40,000	40,000
Bagged leaf collection	15,000	17,000	17,000	17,000
SCRRA Contract	1,160,000	1,247,000	1,206,400	1,206,400
Automated citywide refuse and recycling collection	1,064,267	1,157,334	1,157,334	1,157,334
Bulky waste collection	52,000	52,000	52,000	52,000
Catch basin cleaning	75,000	75,000	75,000	75,000
Transfer Station Contract	50,000	50,000	50,000	50,000
Annual Landfill Post-closure Monitoring Costs	17,500	17,500	17,500	17,500
	2,433,767	2,655,834	2,615,234	2,615,234

42 Streets & Parks Maintenance Division		2015-16 Actual	2016-17 Actual	2017-18 Budget	2017-18 Projected	2018-19 Request	2018-19 Proposed	2018-19 Adopted
80009	Tree Care	38,764	41,288	39,875	39,875	40,000	40,000	40,000
80012	Employees	1,809,689	1,787,448	1,781,169	1,740,000	1,846,429	1,832,206	1,715,240
80013	Seasonal/ Temporary	29,118	40,057	60,000	60,000	40,000	40,000	40,000
80014	Overtime	109,945	143,714	145,630	160,000	126,630	126,630	126,630
89999	Fringe Benefits	1,465,814	1,533,705	1,703,344	1,703,344	1,874,776	1,718,503	1,556,196
80021	Materials & Supplies	500,505	478,855	524,565	524,565	500,000	500,000	500,000
80033	Communications	12,571	16,754	16,247	16,247	14,000	10,285	10,285
80035	Utilities	49,778	51,390	54,500	53,400	52,000	56,100	56,100
80040	Bldg & Grnd Maint	38,336	33,945	50,000	40,000	35,000	35,000	35,000
80043	Emergency Storm Drain	34,418	69,922	2,040	2,040	54,630	54,630	54,630
80059	Training	0	4,228	12,000	8,000	8,000	8,000	8,000
TOTALS		4,088,938	4,201,306	4,389,370	4,347,471	4,591,465	4,421,354	4,142,081

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	1.00	1.00	1.00	1.00	1.00
Crew Leaders	3.00	4.00	4.00	4.00	4.00	4.00	3.00
Mason	1.00	0.00	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	2.75	3.00	4.00	4.00	4.00	4.00	3.00
Light Equipment Operators	11.75	12.00	13.00	13.00	13.00	13.00	13.00
Office Assistant	0.00	0.00	0.00	0.00	1.00	0.00	0.00
Laborers	14.00	12.00	10.00	10.00	10.00	10.00	10.00
TOTAL FTE'S	36.50	35.00	34.00	34.00	35.00	34.00	32.00

Salaries

Public Works Superintendent		81,324		82,951	82,951	82,951
Streets/ Parks Foreman		70,518		71,928	71,928	71,928
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
Office Assistant				35,000	35,000	35,000
Laborers		44,455		44,455	44,455	44,455

Total Salaries Paid by General Fund

Public Works Superintendent	81,324	82,951	82,951	82,951
Streets/ Parks Foreman	70,518	71,928	71,928	71,928
Crew Leaders	240,912	240,912	240,912	180,684
Mason	0	0	0	0
Maintenance Man	59,576	59,576	59,576	59,576
Heavy Equipment Operators	226,952	226,952	226,952	170,214
Light Equipment Operators	688,337	688,337	688,337	688,337
Office Assistant		35,000	0	0
Laborers	444,550	444,550	444,550	444,550
Longevity Bonuses & Wage Differentials	17,000	17,000	17,000	17,000
TOTAL SALARIES	1,829,169	1,867,206	1,832,206	1,715,240

47 Building Maintenance Division		2015-16 Actual	2016-17 Actual	2017-18 Budget	2017-18 Projected	2018-19 Request	2018-19 Proposed	2018-19 Adopted
80004	Materials & Supplies - Other	12,529	21,151	13,000	13,000	13,000	13,000	13,000
80007	Utilities - Other	74,530	68,824	58,000	62,000	58,000	60,100	60,100
80012	Employees	439,125	454,765	458,798	450,300	460,233	460,233	460,233
80014	Overtime	46,645	31,223	36,000	33,000	36,000	36,000	36,000
89999	Fringe Benefits	324,001	347,165	394,222	394,222	428,536	396,087	393,632
80021	Materials & Supplies	52,806	38,586	40,000	32,000	42,000	40,000	40,000
80033	Communications	8,023	8,634	8,922	8,922	6,922	7,875	7,875
80035	Utilities	175,206	171,924	167,000	170,000	167,000	178,500	178,500
80040	Bldg & Grnd Maint	90,808	75,219	92,000	70,000	80,000	80,000	80,000
80108	Bldg Grnd Maint Other	88,319	103,784	80,000	65,000	80,000	75,000	75,000
TOTALS		1,311,992	1,321,275	1,347,942	1,298,444	1,371,691	1,346,795	1,344,340

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			71,702		73,137	73,137	73,137
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			71,702		73,137	73,137	73,137
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			458,798		460,233	460,233	460,233

48 Parking Maintenance Division		2015-16 Actual	2016-17 Actual	2017-18 Budget	2017-18 Projected	2018-19 Request	2018-19 Proposed	2018-19 Adopted
80012	Employees	43,895	44,773	44,773	44,773	44,773	44,773	44,773
89999	Fringe Benefits	37,243	41,083	45,414	45,414	42,839	39,195	39,292
80040	Bldg & Grnd Maint	54,417	70,110	55,000	57,000	70,000	70,000	70,000
80181	Parking Lease	10,000	10,000	10,000	10,000	10,000	10,000	10,000
TOTALS		145,555	165,966	155,187	157,187	167,612	163,968	164,065

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.
2. Train personnel to the highest standards for election related activities while holding appropriate personnel accountable to those standards.
3. Maintain strong community relations through candid 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	2015-16 Actual	2016-17 Actual	2017-18 Budget	2017-18 Projected	2018-19 Request	2018-19 Proposed	2018-19 Adopted
80011	Head of Department	52,299	52,807	53,560	53,560	53,560	54,363	54,363
80013	Seasonal/ Temporary	37,196	40,261	42,700	27,000	43,000	43,000	43,000
89999	Fringe Benefits	7,479	10,173	8,594	8,594	8,714	8,704	8,631
80021	Materials & Supplies	6,565	4,133	6,000	4,500	4,000	4,000	4,000
80032	Equip & Furn Maint	8,454	7,409	7,407	8,000	8,000	8,000	8,000
80033	Communications	2,479	4,544	4,825	3,000	7,825	2,782	2,782
80034	Postage	4,295	5,065	5,000	5,000	6,000	6,000	6,000
80037	Mileage	70	289	600	300	600	600	600
80038	Advertising	3,191	415	3,000	2,500	4,000	4,000	4,000
80039	Printing	11,294	8,881	10,593	6,000	15,000	15,000	15,000
80053	Moving Voting Machine	0	0	500	416	1,000	1,000	1,000
80059	Training	4,966	3,605	3,000	2,000	6,000	6,000	6,000
TOTALS		138,288	137,582	145,779	120,870	157,699	153,449	153,376

Staffing

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

Salaries

Registrars			26,780		27,182	27,182	27,182
Total Salaries Paid by General Fund							
Registrars			53,560		54,363	54,363	54,363
TOTAL SALARIES			53,560		54,363	54,363	54,363

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			1,200		2,400	2,400	2,400
Checkers			1,200		2,400	2,400	2,400
Machine Tenders			1,200		1,200	1,200	1,200
Demonstrators			1,200		1,200	1,200	1,200
Moderator/ Absentee			250		300	300	300
Absentee Counters			1,200		1,200	1,200	1,200
Meeting Costs			1,200		1,200	1,200	1,200
Contingency			3,000		700	700	700
Security			0		0	0	0
Cost of One Elections			21,350		21,500	21,500	21,500
Cost of Two Elections			42,700		43,000	43,000	43,000

Performance Measures

	Actual	Actual	Projected	Projected	Projected	Projected	Projected
Inputs							
Type of Election	Municipal	Presidential	Municipal	Municipal	State	State	State
Voting locations	7	7	7	7	7	7	7
Workload/ Output Measures							
General elections	1	1	1	1	1	1	1
Primaries	2	2	2	2	2	2	2
Total elections	3	3	3	3	3	3	3
New registrations	1,908	1,800	750	1,527	2,000	2,000	2,000
Changes	2,538	2,200	1,200	3,632	4,500	4,500	4,500
Number of eligible voters	14,729	17,210	20,000	18,109	20,110	20,110	20,110
Outcome/ Results							
Number of voters voting in General Election	4,266	13,762	7,000	5,198	10,000	10,000	10,000
Percentage of eligible voters voting	28.96%	79.97%	35.00%	28.70%	49.73%	49.73%	49.73%
Efficiency Measures							
Average total cost per election	\$46,096	\$45,861	\$48,593	\$40,290	\$52,566	\$51,150	\$51,125
Average cost per polling place per election	\$6,585	\$6,552	\$6,942	\$5,756	\$7,509	\$7,307	\$7,304
Cost of election per registered voter	\$3.13	\$2.66	\$2.43	\$2.22	\$2.61	\$2.54	\$2.54

Planning & Neighborhood Services

Mission

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

Vision

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

Values

- Professionalism
- Communication
- Public Education & Safety
- Accountability

Departmental Goals (DG)

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

Action Plans

1. Administer building, zoning, housing, blight & environmental regulations/codes. (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. Implement technology and software upgrades to streamline permitting, inspections, complaint resolution, and accounting practices in order to improve efficiency and customer service. (DG3, DG4)
5. Review and, if necessary, amend standards for project review processes. (DG1, DG2, DG4)
6. Pursue outside funding opportunities to assist the City with planning and development projects. (DG1, DG4)

Accomplishments

1. Assisted the City Council to update the zoning ordinances which provide additional economic opportunities in the Waterfront Development District; and to comply with the FEMA/CTDEEP regulations relative to Special Flood Hazard Areas (DG1, DG4).
2. Collaborated with United Way of Southeastern Connecticut to receive a \$15K Working Cities Challenge Design Grant from the Federal Reserve Bank of Boston (DG4)
3. Facilitated and participated in the Plan of Conservation and Development Plan Implementation Committee to move forward recommendations in the 10 year Plan adopted in 2013 (DG1, DG4).
4. Applied for and awarded \$200K State DECD Brownfield Assessment Grant for the Ponemah Mill (DG1, DG4)
5. Applied for and awarded \$500K Urban Act Grant from DECD for Uncas Leap Project (DG1)
6. Attended internal, local, regional and national trainings related to customer service, planning, brownfields, zoning, blight, permit processing and building codes (DG2, DG3)
7. Assisted the RDA to form a subcommittee of Brownfields Stakeholders to assist with the facilitation of a \$384K EPA Grant awarded for City-wide brownfields assessment. (DG1, DG4)

64	Planning & Neighborhood Services	2015-16 Actual	2016-17 Actual	2017-18 Budget	2017-18 Projected	2018-19 Request	2018-19 Proposed	2018-19 Adopted
80011	Head of Department	125,916	45,736	0	0	96,420	96,420	96,420
80012	Employees	539,725	486,187	540,296	524,000	487,273	439,224	472,224
80013	Seasonal/ Temporary	0	0	6,750	6,750	0	0	0
80014	Overtime	2,388	1,651	3,500	2,500	3,500	3,500	2,500
89999	Fringe Benefits	407,002	381,252	398,174	398,174	442,878	387,546	402,301
80015	Professional Services	12,680	2,101	8,000	4,000	10,000	20,000	14,800
80021	Materials & Supplies	2,180	1,360	2,000	3,000	3,500	2,000	2,000
80023	Gas Oil & Grease	1,712	1,998	1,792	1,792	2,045	2,050	2,050
80032	Equip & Furn Maint	5,038	7,025	9,000	9,000	9,000	8,500	8,500
80033	Communications	9,240	13,861	11,291	11,291	11,291	9,367	9,367
80034	Postage	3,966	2,693	3,000	1,700	3,000	2,500	2,500
80037	Mileage	2,689	662	1,500	1,000	1,500	1,000	500
80038	Advertising	12,642	11,162	13,000	15,000	12,000	12,000	12,000
80039	Printing	6,497	0	0	0	0	0	0
80057	Dues Licenses & Subscriptions	449	1,492	2,500	1,500	3,000	2,500	1,500
80059	Training	1,327	1,552	3,500	2,000	5,000	3,500	2,900
80103	Historic District	556	501	2,388	1,000	2,388	2,388	750
83200	Contracted Services	3,851	0	0	0	18,000	0	0
TOTALS		1,137,858	959,233	1,006,691	982,707	1,110,795	992,495	1,030,312

Staffing

Director of Planning	1.00	0.00	0.00	0.00	1.00	1.00	1.00
Director of Planning & Community Developn	0.00	0.50	0.00	0.00	0.00	0.00	0.00
City Planner	0.75	1.00	1.00	1.00	0.00	0.00	0.00
Assistant Planner	0.00	0.00	0.00	0.00	0.00	0.00	0.50 *
Building/Housing Code Enforcement Official	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Zoning Enforcement Officer	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Administrative Secretary	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Assistant Building Officials	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
Blight/Housing Code Enforcement Officer	1.00	1.00	0.83	0.83	1.00	1.00	1.00
Code Enforcement Secretary	1.00	1.00	1.00	1.00	1.00	0.00	0.00
TOTAL FTE'S	10.75	9.50	8.83	8.83	9.00	8.00	8.50

Salaries

Director of Planning	90,000	96,420	96,420	96,420
Director of Planning & Community Development	95,005	96,905	96,905	96,905
City Planner	86,505	88,235	88,235	88,235
Assistant Planner		0	0	66,000
Building/Housing Code Enforcement Official	86,451	88,180	88,180	88,180
Zoning Enforcement Officer	61,504	61,504	61,504	61,504
Administrative Secretary	46,876	46,876	46,876	46,876
Assistant Building Officials	67,891	67,891	67,891	67,891
Code Enforcement Official	67,891	67,891	67,891	67,891
Blight/Housing Code Enforcement Officer	60,006	60,006	60,006	60,006
Code Enforcement Secretary	48,049	48,049	48,049	48,049

64	Planning & Neighborhood Services	2015-16 Actual	2016-17 Actual	2017-18 Budget	2017-18 Projected	2018-19 Request	2018-19 Proposed	2018-19 Adopted
Total Salaries Paid by General Fund								
	Director of Planning			0		96,420	96,420	96,420
	Director of Planning & Community Development			0		0	0	0
	City Planner			86,505		0	0	0
	Assistant Planner			0		0	0	33,000
	Building/Housing Code Enforcement Official			86,451		88,180	88,180	88,180
	Zoning Enforcement Officer			61,504		61,504	61,504	61,504
	Administrative Secretary			93,752		93,752	93,752	93,752
	Assistant Building Officials			67,891		67,891	67,891	67,891
	Code Enforcement Official			67,891		67,891	67,891	67,891
	Blight/Housing Code Enforcement Officer			50,005		60,006	60,006	60,006
	Code Enforcement Secretary			48,049		48,049	0	0
	Supervisory Stipend			0		0	0	0
	Subtotal - Employees			<u>562,048</u>		<u>487,273</u>	<u>439,224</u>	<u>472,224</u>
	TOTAL SALARIES			<u>562,048</u>		<u>583,693</u>	<u>535,644</u>	<u>568,644</u>

* Would hire the Assistant Planner in January 2019.

Performance Measures	Actual	Actual	Projected	Projected	Projected	Projected	Projected
Inputs							
Building & housing division FTEs	6.0	5.0	4.8	4.8	5.0	4.0	4.0
Workload/ Output Measures							
Site development plans reviewed	4	3	6	6	6	6	6
Subdivision/resubdivision plans reviewed	-	-	1	1	1	1	1
Special permit applications reviewed	3	1	6	6	3	3	3
Zoning permit applications	260	278	300	300	300	300	300
Zoning Variances Granted	12	14	15	15	15	15	15
Zoning Variances Denied	1	-	1	1	1	1	1
Inland Wetland Applications	5	15	6	6	10	10	10
Zoning Complaints	38	47	100	100	75	75	75
Residential Building Permits	1,636	1,147	1,500	1,500	1,300	1,300	1,300
Commercial Building Permits	256	260	200	200	250	250	250
Industrial Building Permits	-	19	5	5	12	12	12
Structures Condemned	1	15	5	5	5	5	5
Dwelling Units Condemned	13	23	10	10	10	10	10
Buildings Demolished	8	19	6	6	12	12	12
Outcome/ Results							
Citations Issued	145	77	500	500	150	150	150
Citation Fees Collected	\$2,298	\$55,911	\$10,000	\$10,000	\$20,000	\$20,000	\$20,000
Violations Investigated	572	1,178	500	500	850	850	850
Efficiency Measures							
Residential building permits per assigned FTE	273	229	310	310	260	325	325

Board of Education

Mission

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

Vision

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

Values

- Professionalism
- Competency
- Compassion
- Community and Family Involvement

Departmental Goals (DG)

1. Increase student achievement for all students.
2. Increase efficiencies and impact through the use of technology and by working collaboratively with other departments, agencies, boards and commissions. **(G3)**
3. Maintain strong community relations through candid communication and professional service, including the use of citizen involvement and partnerships.
4. Train personnel to the highest standards while supporting and holding them accountable to those standards.
5. Reduce costs through a facilities consolidation plan that focuses on achieving the mission of the Norwich Public Schools; advancing innovative curriculum and instruction; and maintenance measures and energy efficiency initiatives on all Board of Education assets. **(G3)**

Action Plans

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

Accomplishments

1. Moriarty and Wequonnoc Schools completed their transition to Intra-district Magnet Schools (DG1, DG2, DG3, DG4)
2. Kelly STEAM and Teachers' Global Studies Middle Schools began their transition to Intra-district Magnet Middle Schools (DG1, DG2, DG3, DG4)
3. Uncas School continues as Network School. (DG1, DG2, DG3, DG4)
4. Veterans School continues as a School Improvement Grant (SIG) School. (DG1, DG2, DG3, DG4)
5. Mahan School was awarded the National Blue Ribbon Award as a school of distinction. (DG1)
6. Utilized various grant funds to enable all schools to have one-to-one technology. (DG2)
7. Award of a new 21st Century Learning five-year grant to support after school programming at the two middle schools. (DG1, DG2, DG3, DG4)

70 Board of Education	2015-16 Actual	2016-17 Actual	2017-18 Budget	2017-18 Projected	2018-19 Request	2018-19 Proposed	2018-19 Adopted
80700 Board of Education	74,000,000	75,430,000	76,184,300	78,184,300	83,062,354	77,707,986	78,469,829
TOTALS	74,000,000	75,430,000	76,184,300	78,184,300	83,062,354	77,707,986	78,469,829

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

Performance Measures	Actual	Actual	Projected	Projected	Projected	Projected	Projected
Total number of students	3,732	3,598	3,598	3,486	3,486	3,486	3,486
<i>Average class size</i>							
Kindergarten	19.7	21.3	21.3	19.8	19.8	19.8	19.8
Grade 2	19.6	21.3	21.3	20.1	20.1	20.1	20.1
Grade 5	20.2	23.6	23.6	21.5	21.5	21.5	21.5
Grade 7	21.3	22.5	22.5	22.0	22.0	22.0	22.0
High School	N/A	N/A	N/A	N/A	N/A	N/A	N/A
<i>Where Norwich Students are Being Educated</i>							
Norwich Public Schools Pre-K through 8	57.95%	57.49%	58.00%	55.74%	55.74%	55.74%	55.74%
Integrated Day Charter School Pre-K through 8	4.49%	4.40%	4.50%	4.56%	4.56%	4.56%	4.56%
Public Pre-K through 8 Out of District	2.66%	2.46%	2.50%	4.94%	4.94%	4.94%	4.94%
Non-Public Pre-K through 8 in Norwich	4.58%	4.33%	4.50%	4.19%	4.19%	4.19%	4.19%
Norwich Free Academy	23.67%	23.99%	24.00%	24.14%	24.14%	24.14%	24.14%
Other Public High Schools in Norwich	2.69%	2.70%	2.50%	2.97%	2.97%	2.97%	2.97%
Public High Schools Out of District	2.27%	2.80%	2.50%	2.46%	2.46%	2.46%	2.46%
Non-Public Out of Norwich	1.71%	1.83%	1.50%	1.00%	1.00%	1.00%	1.00%

Smarter Balanced Test

Percentage of students meeting or exceeding the achievement standard

<i>English Language Arts</i>		
Grade 3	33.24%	39.00%
Grade 4	33.89%	42.00%
Grade 5	39.38%	35.00%
Grade 6	31.78%	29.00%
Grade 7	31.67%	25.00%
Grade 8	30.59%	29.00%
<i>Math</i>		
Grade 3	34.92%	43.00%
Grade 4	22.78%	34.00%
Grade 5	17.85%	20.00%
Grade 6	18.95%	19.00%
Grade 7	17.22%	11.00%
Grade 8	15.20%	19.00%

Norwich Public Schools - Summary of Accounts

	Description	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
111	CERTIFIED SALARIES	17,422,960	17,148,761	17,512,746	18,840,760
112	SUPPORT SALARIES	5,682,598	5,369,819	5,601,473	6,525,080
121	TEMP PAY CERT PERSONNEL	449,991	364,818	415,000	415,000
122	TEMP PAY SUPPT PERSONNEL	266,520	364,689	254,000	254,000
201	BLUE CROSS MAJOR MEDICAL	6,935,573	6,653,523	6,109,058	6,546,803
203	LIFE INSURANCE	33,767	34,691	31,802	31,802
204	UNEMPLOYMENT COMPENSATION	72,713	138,755	120,000	120,000
205	WORKER'S COMPENSATION	(22,697)	(33,571)	500,000	702,033
206	CITY RETIREMENT PLAN	574,093	654,595	703,000	809,200
207	FICA EMPLOYER'S SHARE	1,109,516	1,184,164	1,075,000	1,250,000
208	SEVERANCE PAY	41,998	90,423	100,000	100,000
209	MEDICARE REIMBURSEMENT	31,423	27,507	10,000	10,000
322	PROFESSIONAL DEVELOPMENT	160	30	0	0
323	CONTRACT HEALTH SERVICE	511,607	883,503	1,240,463	1,251,423
330	PROFESSIONAL SERVICES	132,413	204,235	196,712	197,078
333	CONTRACT TRANSPORTATION	3,218,590	3,280,059	3,064,950	3,478,149
410	PUBLIC UTILITIES	1,008,880	950,792	908,091	953,496
431	CONTRACT REPAIRS BLDGS	93,448	134,869	190,955	190,955
510	SPED CONTRACTED TRANS.	2,872,841	3,112,625	2,812,225	3,205,937
520	PROPERTY INSURANCE	331,946	338,095	337,856	350,000
521	LIABILITY INSURANCE	140,209	0	47,080	12,840
530	TELEPHONE	(13,514)	73,699	95,632	95,632
531	ADVERTISING	4,022	3,425	10,000	5,000
532	METERED POSTAGE	9,010	15,407	16,500	16,500
560	TUITION PAYMENT	30,825,433	31,810,546	31,548,203	35,850,362
580	REIMBURSABLE EXPENSES	26,794	24,582	30,975	30,975
590	OTHER PURCHASED SERVICES	2,068,165	2,043,274	2,420,860	812,617
592	ADULT EDUCATION	156,782	170,064	159,918	163,116
593	MAINTENANCE SERVICES	226,006	254,911	386,111	386,111
594	FINANCIAL SERVICES	38,507	42,773	43,000	40,500
611	INSTRUCTIONAL SUPPLIES	173,375	356,606	222,587	224,027
612	HEALTH SUPPLIES	11,109	9,600	12,900	12,900
613	MAINTENANCE SUPPLIES	54,442	57,534	65,375	65,375
614	CUSTODIAL SUPPLIES	206,370	102,892	120,000	120,000
620	HEATING EXPENSES	390,655	409,729	583,860	613,053
627	FUEL	292,282	341,927	382,818	533,280
641	TEXTBOOKS	0	19,775	20,000	20,000
642	LIBRARY SUPPLIES/MATRLS.	22,410	21,242	25,000	25,000
690	OTHER SUPPLIES AND MATERIALS	1,691	1,713	5,000	3,000
692	OFFICE SUPPLIES	37,745	38,236	48,932	44,132
693	AFTERSCHOOL PROGRAMS	9,882	0	0	0
694	PROFESSIONAL MATERIALS	3,929	3,367	3,000	3,000
720	FACILITIES PROJECTS AND REPAIRS	392,066	145,698	150,000	150,000
730	INSTRUCT. EQUIP. REPAIRS	0	217	3,400	3,400
731	INSTRUCTIONAL EQUIPMENT	3,323	2,776	5,000	5,000
734	TECHNOLOGY EQUIPMENT	36,226	4,000	30,000	30,000
735	SOFTWARE LICENSES	98,658	181,134	120,000	120,000
736	MAINT VEH/EQUIP REPAIR	29,979	25,885	24,250	24,250
739	OTHER EQUIPMENT	13,993	31,064	32,188	32,188
810	DUES & SUBSCRIPTIONS	10,223	9,628	5,380	5,380
	Special Education Reimbursement	(2,038,112)	(1,674,086)	(1,617,000)	(1,617,000)
	TOTAL	74,000,000	75,430,000	76,184,300	83,062,354

Reduction in funding in Manager's Proposed Budget
 Increase in funding by City Council
 Adopted Budget

(5,354,368)
 761,843
78,469,829

2017-18 Norwich Public Schools Grants & Fees*

*Includes funding for NFA & private schools.

Funding Source	Estimated Amount
Alliance	\$ 3,893,121
Priority	\$ 830,376
Title I* (2017-2019) (\$406,843.35 planned for use in 2018-19 school year)	\$ 2,736,808
Title I* (2016-2018)	\$ 316,627
Title II* (2017-2019)	\$ 319,405
Title II* (2016-2018)	\$ 329,243
Title III* (2017-2019) (\$41,545.62 planned for use in 2018-19 school year)	\$ 96,395
Title III* (2016-2018)	\$ 38,882
Bilingual	\$ 23,127
Immigrant*	\$ 20,539
IDEA (2017-2019) (\$378,986.32 planned for use in 2018-19 school year)	\$ 1,451,214
IDEA (2016-2018)	\$ 540,632
Pre K (2017-2019)	\$ 34,286
Pre K IDEA (2016-2018)	\$ 14,953
Extended School Hours	\$ 90,615
Summer School	\$ 105,988
21st Century Community Learning Centers (Cohort 13)	\$ 135,000
21st Century Community Learning Centers (Cohort 16)	\$ 140,000
Kelly STEAM Magnet	\$ 388,509
Global Studies Magnet	\$ 480,700
McKinney Vento	\$ 40,000
Network	\$ 190,000
School Improvement Grant	\$ 470,068
Teen Outreach Program	\$ 78,359
Department of Administrative Services School Security	\$ 112,671
Alliance Building Repair	\$ 580,000
Low Performing Schools Bond	\$ 248,752
Program Enhancement Grants	\$ 278,000
Title II Workforce Innovation and Opportunity	\$ 37,066
Misc. Adult Education Grants	\$ 18,000
Adult Education Grant	\$ 938,691
Family Resource Center	\$ 100,000
Smart Start	\$ 75,000
Quality Enhancement	\$ 2,445
School Readiness	\$ 1,353,148
Misc. Grants (Under \$10,000)	\$ 9,391
Before/After School Fees (projections)	\$ 278,496
Preschool Fees	\$ 377,965
Fresh Fruit and Vegetable Grant	\$ 38,179
Food Services Federal Reimbursement	\$ 1,866,877
Food Services Student Fees	\$ 172,282
Food Services Local Contracts*	\$ 23,571
Grand Total:	\$ 19,275,382

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 \$6.61 per capita (population based on 7/1/2016 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, make-up time, etc.) for any department with fewer than 20 employees funded by the General Fund will be paid from this account.

80 Debt Service	2015-16 Actual	2016-17 Actual	2017-18 Budget	2017-18 Projected	2018-19 Request	2018-19 Proposed	2018-19 Adopted
89D00 Transfer to Debt Service Fund	4,542,192	4,373,019	4,470,107	4,470,107	4,262,998	4,262,998	4,262,998
TOTALS	4,542,192	4,373,019	4,470,107	4,470,107	4,262,998	4,262,998	4,262,998

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	1,125,000	1,062,967	1,000,000	1,000,000	1,000,000	1,000,000	950,000
80088 Ambulance Service	68,034	70,552	73,162	73,162	75,869	75,869	75,869
80093 Probate Court	29,390	29,313	29,673	27,220	29,673	29,673	29,673
80120 Uncas Health District	261,449	260,353	260,940	260,940	261,466	261,466	261,466
80141 SEAT Bus	163,655	163,655	178,198	178,198	178,198	178,198	178,198
87109 UCFS	52,500	49,600	49,600	49,600	49,600	49,600	47,120
87110 TVCCA	36,750	34,725	34,725	34,725	36,875	36,875	35,031
Subtotal - Contributions to Outside Agencies	1,736,778	1,671,165	1,626,298	1,623,845	1,631,681	1,631,681	1,577,357
Operating Transfers							
89100 Capital Budget	1,725,235	2,422,490	2,459,120	2,459,120	2,474,776	2,475,988	2,475,988
Subtotal - Operating Transfers	1,725,235	2,422,490	2,459,120	2,459,120	2,474,776	2,475,988	2,475,988
Other							
80035 Utilities	777,421	649,830	640,000	638,620	574,800	574,800	514,800
80073 Insurance	1,006,834	645,379	710,499	710,499	726,141	726,141	706,141
80086 Contingency	590,900	311,132	214,529	214,529	1,141,187	1,141,187	761,187
80101 Unemployment Compensation	25,757	0	0	0	0	0	0
Subtotal - Other	2,400,912	1,606,341	1,565,028	1,563,648	2,442,128	2,442,128	1,982,128
TOTALS	5,862,925	5,699,996	5,650,446	5,646,613	6,548,585	6,549,797	6,035,473

Capital Budget

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

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

Capital Budget Highlights



Road and Parking Lot Resurfacing and preventative maintenance

The Public Works department resurfaces several miles of Norwich roads each year through a combination of infrastructure bonds, state & federal grants, and capital budget funding. This capital budget includes the appropriation of \$ 398,648.

SCBA Packs

This budget includes the appropriation of \$ 299,000 for the replacement of 31 self-contained breathing apparatus (SCBA) packs and related equipment for the Yantic Volunteer Fire Department. Most of the fire departments replaced their SCBA packs in 2016 with funding from bond ordinance 1727. Yantic was on a different replacement schedule, so their replacements came due two years later.



Police Cruisers



Police cruisers are a primary piece of a police officer's equipment. The cruiser is their mobile office. The newer models are smaller in size with more fuel efficient engines. Police vehicles are subjected to twenty-four hour a day operation in all conditions from heat waves to subfreezing, from hurricanes to blizzards. This budget includes the appropriation of \$255,836 for the replacement of seven cruisers.

Plow Truck with Dump Body

This budget includes the appropriation of \$215,000 for the replacement of a 1995 plow truck. The Department of Public Works operates these trucks year round in the maintenance of our 163 miles of City streets. Winter plowing and salting, paving, street sweeping, brush removal, and earth material transport are just a few ways these trucks are utilized every day. Wear and tear issues, as well as corrosion, are the most critical considerations in DPW's stated goal of maintaining an average fleet age of 10 years with no individual truck greater than 20 years old. With a fleet of 20 plow trucks (eight miles per plow route) the City should replace an average of one plow truck per year.



Capital Budget Listing

Department	Account Code	Description	Financial and/ or Non-financial impacts	QTY	UOM	Estimated Unit Cost	Estimated Total Cost
Public Works	10219-80015	Storm Water Compliance (MS4)	R/NOI	1	each	75,000.00	75,000
Public Works	10219-80040	City Property Management - securing and maintaining properties acquired by the City	R/NOI	1	each	22,354.00	22,354
City Manager	10219-88000	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
Police	10219-88221	LED Lighting for Offices	Estimate unit cost is net of rebate with an anticipated payback of 2.9 years.	1	each	55,000.00	55,000
Norwich Fire	10219-88222	Replace windows	Should reduce future maintenance and utility costs.	1	each	30,000.00	30,000
EGP VFD	10219-88223	Siding	R/NOI	1	each	50,000.00	50,000
Laurel Hill VFD	10219-88224	Resurface parking Lot	R/NOI	1	each	13,331.00	13,331
Taftville VFD	10219-88226	Station painting (interior)	R/NOI	1	each	15,000.00	15,000
Taftville VFD	10219-88226	Paving rear lot	R/NOI	1	each	12,000.00	12,000
Yantic VFD	10219-88227	Station LED Interior & Exterior Lighting Upgrade	Estimate unit cost is net of rebate with an anticipated payback of 4.9 years.	1	each	38,455.00	38,455
Yantic VFD	10219-88227	Pave Parking Lot (Side area)	R/NOI	1	each	32,300.00	32,300
Yantic VFD	10219-88227	Fire Marshall Office Abatement	R/NOI	1	each	40,000.00	40,000
Recreation	10219-88232	Resurface Fernwood Basketball Court	R/NOI	1	each	20,000.00	20,000
Recreation	10219-88232	Fencing Repair Greenville Park	R/NOI	1	each	5,000.00	5,000
Recreation	10219-88232	Sprinkler Repair (Fontaine Field)	R/NOI	2	each	15,000.00	30,000
Recreation	10219-88232	Sprinkler Repair (Outlette Park)	R/NOI	3	each	15,000.00	45,000
Public Works	10219-88242	Mohegan Park Bathrooms	R/NOI	1	each	50,000.00	50,000
Planning	10219-88247	Window Replacement 23 Union St	R/NOI	46	each	430.00	19,780
Police	10219-88321	Emergency Lighting Packages	R/NOI	22	each	3,000.00	66,000
Police	10219-88321	Police Cruisers	Should reduce future maintenance and fuel costs.	7	each	36,548.00	255,836
Norwich Fire	10219-88322	Battalion Chief Vehicle	Should reduce future maintenance and fuel costs.	1	each	50,000.00	50,000
Public Works	10219-88342	Pickup Truck (replaces PW#10 - Yr 1996)	Should reduce future maintenance and fuel costs.	1	each	35,000.00	35,000
Public Works	10219-88342	Large Plow Truck Replacements	Should reduce future maintenance and fuel costs.	1	each	215,000.00	215,000
Public Works	10219-88342	Replace paving box with a used unit	R/NOI	1	each	60,000.00	60,000
Police	10219-88421	Impound Lot Security System	R/NOI	1	each	7,294.00	7,294
Police	10219-88421	Cyber Security Backup	R/NOI	1	each	15,000.00	15,000
Police	10219-88421	Transfer Switch Generator	R/NOI	1	each	65,000.00	65,000
Police	10219-88421	Evidence Storage	R/NOI	1	each	12,500.00	12,500
Police	10219-88421	Fire Investigator PPE	R/NOI	4	each	3,000.00	12,000
Police	10219-88421	Technology Sustainment Fund	R/NOI	1	each	15,000.00	15,000
Police	10219-88421	Exterior Window Frame Painting	R/NOI	1	each	15,000.00	15,000
Norwich Fire	10219-88422	Turnout gear - full sets	R/NOI	14	each	3,200.00	44,800
Norwich Fire	10219-88422	Turnout Gear - coats & pants	R/NOI	12	each	2,755.00	33,060
Norwich Fire	10219-88422	Automatic External Defibrillators	R/NOI	10	each	1,500.00	15,000
Norwich Fire	10219-88422	Portable Radios TK-5210	R/NOI	6	each	1,813.00	10,878
Norwich Fire	10219-88422	Portable Radios 52W VHF	R/NOI	15	each	1,128.00	16,920
EGP VFD	10219-88423	Pagers	R/NOI	15	each	500.00	7,500
EGP VFD	10219-88423	Fire Helmets	R/NOI	15	each	300.00	4,500

Capital Budget Listing

Department	Account Code	Description	Financial and/ or Non-financial impacts	QTY	UOM	Estimated Unit Cost	Estimated Total Cost
Laurel Hill VFD	10219-88424	Turnout Gear	R/NOI	2	each	3,200.00	6,400
Laurel Hill VFD	10219-88424	Replace Light Tower for Engine 62	R/NOI	1	each	15,000.00	15,000
Laurel Hill VFD	10219-88424	Pagers	R/NOI	10	each	500.00	5,000
Occum VFD	10219-88425	Turnout Gear	R/NOI	6	each	3,200.00	19,200
Occum VFD	10219-88425	Pager Replacement	R/NOI	5	each	500.00	2,500
Occum VFD	10219-88425	Knox Boxes	R/NOI	3	each	1,512.33	4,537
Occum VFD	10219-88425	Scene Lights	R/NOI	2	each	1,766.00	3,532
Occum VFD	10219-88425	Base Station Radio	R/NOI	1	each	3,786.00	3,786
Taftville VFD	10219-88426	Turnout gear - full sets	R/NOI	2	each	3,200.00	6,400
Yantic VFD	10219-88427	Small Thermal Imaging Camera	R/NOI	6	each	1,500.00	9,000
Yantic VFD	10219-88427	Turnout Gear - coats & pants	R/NOI	4	each	2,755.00	11,020
Yantic VFD	10219-88427	Turnout gear - full sets	R/NOI	2	each	3,200.00	6,400
Yantic VFD	10219-88427	Pagers	R/NOI	10	each	500.00	5,000
Yantic VFD	10219-88427	Rescue Equipment	R/NOI	1	each	6,105.00	6,105
Yantic VFD	10219-88427	SCBA paks (31), regulators (31) & masks (31)	R/NOI	1	each	299,000.00	299,000
Finance	10219-88500	Computer replacements - cost to replace computers that cannot be upgraded to accommodate Windows 7.	R/NOI	16	each	600.00	9,600
Finance	10219-88500	MS Office Upgrade for new computers	R/NOI	25	each	300.00	7,500
Finance	10219-88500	Computer Peripherals - Printers, Monitors, Hard Drives, NIC Cards, Keyboards, etc.	R/NOI	1	each	21,500.00	21,500
Public Works	10219-88600	Road and parking lot resurfacing and preventative maintenance.	R/NOI	1	each	398,648.00	398,648
Public Works	10219-88604	Sunnyside Street Bridge	R/NOI	1	each	150,000.00	150,000
Public Works	10219-88610	Sidewalk Projects	R/NOI	1	each	100,000.00	100,000
Public Works	10219-88620	Small Bridge & Culvert Repairs	R/NOI	1	each	25,000.00	25,000

TOTAL CAPITAL IMPROVEMENT BUDGET

2,874,636

Amount funded by General Fund Appropriation

2,475,988

Amount funded by LOCIP Grant

398,648

2,874,636

Capital Requests Not Funded

Department	Account Code	Description	Financial and/ or Non-financial impacts	QTY	UOM	Estimated Unit Cost	Estimated Total Cost
Public Works	10219-80040	City Property Management - securing and maintaining properties acquired by the City	R/NOI	1	each	2,646.00	2,646
Police	10219-88221	Public Radio System	R/NOI	1	each	12,000,000.00	12,000,000
Norwich Fire	10219-88222	Exhaust System	R/NOI	1	each	39,420.00	39,420
EGP VFD	10219-88223	Resurface parking Lot	R/NOI	1	each	60,000.00	60,000
EGP VFD	10219-88223	HVAC System	Should reduce future maintenance and utility costs.	1	each	50,000.00	50,000
EGP VFD	10219-88223	New VFD Building	Should reduce future maintenance and utility costs.	1	each	6,500,000.00	6,500,000
Occum VFD	10219-88225	Reseal & Strip Parking Lot	R/NOI	1	each	4,600.00	4,600
Taftville VFD	10219-88226	Fire Marshal Office Abatement	R/NOI	1	each	15,000.00	15,000
Yantic VFD	10219-88227	Interior Painting & Repairs	R/NOI	1	each	21,200.00	21,200
Yantic VFD	10219-88227	Annex Building Expansion	Increase cost (\$1K / year)	1	each	800,000.00	800,000
Recreation	10219-88232	Resurface Armstrong Tennis Courts	R/NOI	1	each	200,000.00	200,000
Recreation	10219-88232	Replace Backstop & Fencing Occum & Fernwood	R/NOI	1	each	75,000.00	75,000
Recreation	10219-88232	Replace Playscape, Track, & Parking Lot	R/NOI	1	each	75,000.00	75,000
Recreation	10219-88232	Resurface Jenkins Tennis Courts	R/NOI	1	each	100,000.00	100,000
Recreation	10219-88232	Splash Pad - Recreation Complex	R/NOI	1	each	150,000.00	150,000
Recreation	10219-88232	Resurface Lake St & Taftville Basketball Courts	R/NOI	1	each	165,000.00	165,000
Recreation	10219-88232	Fontaine Field Improvements track/handicap	R/NOI	1	each	40,000.00	40,000
Recreation	10219-88232	Elizabeth & Thamesville masonry work	R/NOI	1	each	25,000.00	25,000
Planning	10219-88247	Renovate first floor 23 Union Street	R/NOI	1	each	50,000.00	50,000
Police	10219-88321	Police Cruisers	Should reduce future maintenance and fuel costs.	1	each	36,548.00	36,548
Police	10219-88321	Mobile Radios	R/NOI	5	each	5,000.00	25,000
Norwich Fire	10219-88322	Squad A	Should reduce future maintenance and fuel costs.	1	each	675,000.00	675,000
Norwich Fire	10219-88322	Fire Marshall Office Vehicle	Should reduce future maintenance and fuel costs.	1	each	30,000.00	30,000
Laurel Hill VFD	10219-88324	Replace Hose Tender 6	R/NOI	1	each	425,000.00	425,000
Laurel Hill VFD	10219-88324	Replace UTV 6 & Trailer	R/NOI	1	each	33,000.00	33,000
Taftville VFD	10219-88326	Staff Command Vehicle (new)	R/NOI	1	each	30,000.00	30,000
Taftville VFD	10219-88326	Staff Command Vehicle (repurposed)	R/NOI	1	each	12,000.00	12,000
Yantic VFD	10219-88327	Replace Rescue 3	Should reduce future maintenance and utility costs. (\$2K /year)	1	each	250,000.00	250,000
Yantic VFD	10219-88327	Replace Squad 36	Should reduce future maintenance and utility costs. (\$1K /year)	1	each	60,000.00	60,000
Yantic VFD	10219-88327	UTV & Trailer	R/NOI	1	each	28,205.00	28,205
Police	10219-88421	Kitchenette Replacement	R/NOI	1	each	11,000.00	11,000
Police	10219-88421	Suicidal Prisoner Cell	R/NOI	1	each	100,000.00	100,000
Police	10219-88421	Body armor	R/NOI	18	each	730.00	13,140
Police	10219-88421	Office Furniture	R/NOI	1	each	90,000.00	90,000
Police	10219-88421	K9 Patrol	R/NOI	1	each	8,000.00	8,000
Police	10219-88421	Supervisor Locker Room	R/NOI	1	each	14,700.00	14,700
Police	10219-88421	Dispatch Network Time Server	R/NOI	1	each	2,972.00	2,972
Police	10219-88421	K9 Patrol Narcotics	R/NOI	1	each	4,000.00	4,000
Police	10219-88421	Heat for Cell Block	R/NOI	1	each	6,000.00	6,000
Norwich Fire	10219-88422	SCBA paks (44), regulators (66) & masks (66)	R/NOI	1	each	404,000.00	404,000
Norwich Fire	10219-88422	Digital Bulletin Boards	R/NOI	2	each	3,250.00	6,500
EGP VFD	10219-88423	Turnout Gear Washer/Dryer	R/NOI	1	each	9,000.00	9,000
EGP VFD	10219-88423	Turnout Gear - coats & pants	R/NOI	12	each	2,603.23	31,239

Capital Requests Not Funded

Department	Account Code	Description	Financial and/ or Non-financial impacts	QTY	UOM	Estimated Unit Cost	Estimated Total Cost
EGP VFD	10219-88423	Escape Kits	R/NOI	25	each	500.00	12,500
Laurel Hill VFD	10219-88424	Turnout Gear	R/NOI	4	each	3,200.00	12,800
Laurel Hill VFD	10219-88424	PPE for Active Shooters	R/NOI	7	each	1,400.00	9,800
Taftville VFD	10219-88426	Climate Controlled Inflatable Tent (Regional Dive Team)	R/NOI	1	each	58,942.00	58,942
Taftville VFD	10219-88426	Lucas CPR Device	R/NOI	1	each	17,589.00	17,589
Taftville VFD	10219-88426	Turnout gear - full sets	R/NOI	10	each	3,200.00	32,000
Taftville VFD	10219-88426	Hardwired Underwater Communications Equipment	R/NOI	1	each	19,915.00	19,915
Yantic VFD	10219-88427	Turnout Gear - coats & pants	R/NOI	4	each	2,755.00	11,020
Yantic VFD	10219-88427	Turnout gear - full sets	R/NOI	2	each	3,505.00	7,010
Yantic VFD	10219-88427	New PCs	R/NOI	3	each	600.00	1,800
Yantic VFD	10219-88427	Hose - replace failed sections	R/NOI	1	each	5,200.00	5,200
Yantic VFD	10219-88427	Radio Replacement	R/NOI	1	each	181,250.00	181,250
Public Works	10219-88600	Road and parking lot resurfacing and preventative maintenance.	R/NOI	1	each	1,601,352.00	1,601,352
Public Works	10219-88604	Dodd Stadium Improvements (HVAC, Grease Traps, & Outfield Fencing)	Should reduce future maintenance costs.	1	each	200,000.00	200,000
Public Works	10219-88604	Large Plow Truck Repalcements	Should reduce future maintenance and fuel costs.	2	each	215,000.00	430,000
Public Works	10219-88604	Main & Market Street Parking Gargages Improvements	Should reduce future maintenance and utility costs.	1	each	50,000.00	50,000
Public Works	10219-88604	Small Bridge & Culvert Repairs	R/NOI	1	each	25,000.00	25,000
Public Works	10219-88604	Front-end Bucket Loader (Replaces PW#52 - Yr 1997 > 12,000 hours)	Should reduce future maintenance and fuel costs.	1	each	190,000.00	190,000
Baseball Stadium	34000-15210	Baseball Stadium LED Field Lighting	R/NOI	1	each	500,000.00	500,000
Baseball Stadium	34000-15210	Baseball Stadium Roof	R/NOI	1	each	600,000.00	600,000
Baseball Stadium	34000-15210	Baseball Stadium Repair concrete pavement & drainage	R/NOI	1	each	250,000.00	250,000

TOTAL CAPITAL REQUESTS NOT FUNDED
TOTAL CAPITAL REQUESTS

26,894,348
29,768,984

Emergency Management

Mission

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

Vision

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

Values

- Professionalism
- Fiscal responsibility
- Integrity
- Collaboration

Departmental Goals (DG)

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

Action Plans

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

Accomplishments

1. Conducted nine Public Information & Education programs for Norwich Elderly Housing units. (DG3)
2. Provided training for 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)
8. Acquired grant funding for communications, media management, and operational efficiencies for the emergency operations center.
9. Acquired Grant funding for the Logistics storage garage for the EOC equipment.

91	Emergency Management	2015-16 Actual	2016-17 Actual	2017-18 Budget	2017-18 Projected	2018-19 Request	2018-19 Proposed	2018-19 Adopted
80011	Head of Department	32,725	29,747	29,972	29,972	29,972	30,571	30,571
89999	Fringe Benefits	28,132	32,321	15,253	15,253	16,404	15,942	15,895
80021	Materials & Supplies	9,304	6,888	9,000	6,500	9,000	6,000	6,000
80023	Gas Oil & Grease	620	444	665	665	708	682	682
80032	Equip & Furn Maint	4,483	4,194	4,700	4,000	4,700	4,700	4,700
80033	Communications	2,221	2,289	3,797	3,797	3,797	9,530	9,530
80035	Utilities	3,165	3,061	4,300	5,000	2,800	5,300	5,300
80040	Bldg & Grnd Maint	926	2,908	15,500	13,000	17,000	10,000	5,396
80059	Training	3,687	3,662	3,500	3,500	3,500	3,500	3,500
TOTALS		85,263	85,514	86,687	81,687	87,881	86,225	81,574

Staffing

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

Salaries

Emergency Management Director			33,917		33,917	33,917	33,917
Fire Chief/ EMD			119,886		122,284	122,284	122,284

Total Salaries

Emergency Management Director			0		33,917	0	0
Fire Chief/ EMD			29,972		0	30,571	30,571
TOTAL SALARIES			29,972		33,917	30,571	30,571

Performance Measures

Workload/ Output Measures

	Actual	Actual	Projected	Projected	Actual	Projected	Actual
Hours of emergency training	1,450	1,500	1,850	1,850	1,850	1,850	1,850
Personnel trained	211	205	375	375	375	375	375
Shelter maintained	17	16	17	17	17	17	17
EOC activations	14	20	17	17	17	17	17
Flood assistance calls	77	125	60	60	60	60	60
Speaking engagements	26	30	30	30	30	30	30
Public information/education exhibits	22	30	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	\$2.14	\$2.16	\$2.16	\$2.16	\$2.19	\$2.18	\$2.06
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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	7,573,222	552,571	8,125,793
TOTALS	7,573,222	552,571	8,125,793
REVENUES			
General Revenues	3,476,201	60,768	3,536,969
Surplus	280,000	0	280,000
Taxes to be levied - CCD Fire	3,817,021	0	3,817,021
Taxes to be levied - TCD Fire	0	491,803	491,803
TOTALS	7,573,222	552,571	8,125,793

City Consolidation District

Revenues	2015-16 Actual	2016-17 Actual	2017-18 Budget	2017-18 Projected	2018-19 Proposed	2018-19 Adopted
General Property Taxes						
70201 Current Levy	4,069,364	3,985,637	4,160,771	4,200,000	5,144,479	3,817,021
70202 Prior Year Levies	168,558	143,215	150,000	84,000	100,000	100,000
70203 Interest and Lien Fees	79,378	60,180	73,000	43,000	45,000	45,000
70208 Motor Vehicle Taxes	72,210	0	0	0	215,504	293,691
Totals	4,389,510	4,189,032	4,383,771	4,327,000	5,504,983	4,255,712
Revenue from Other City Operations						
70228 Public Utilities 10%	2,907,234	2,399,876	2,399,876	2,399,876	2,399,876	2,399,876
Totals	2,907,234	2,399,876	2,399,876	2,399,876	2,399,876	2,399,876
Other Revenues						
70223 Interest on Investments	3,958	9,448	10,000	14,400	14,000	14,000
Totals	3,958	9,448	10,000	14,400	14,000	14,000
State Grants in Aid - General						
73500 Shared Revenues	0	552,565	552,565	571,640	69,632	623,634
Totals	0	552,565	552,565	571,640	69,632	623,634
Unrestricted Fund Balance						
70294 Unrestricted Fund Balance	0	0	311,000	0	0	280,000
Totals	0	0	311,000	0	0	280,000
GRAND TOTALS	7,300,702	7,150,921	7,657,212	7,312,916	7,988,491	7,573,222

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

20	City Consolidation District	2015-16 Actual	2016-17 Actual	2017-18 Budget	2017-18 Projected	2018-19 Request	2018-19 Proposed	2018-19 Adopted
80012	Employees	3,152,663	3,110,154	3,210,437	3,200,000	3,225,719	3,233,318	3,233,318
80014	Overtime	23,547	41,933	24,000	75,000	29,200	29,200	29,200
89999	Fringe Benefits	3,294,562	3,501,705	3,812,775	3,812,775	3,988,060	4,047,271	3,838,002
80017	Replacement Cost	753,383	766,508	610,000	720,000	678,702	678,702	472,702
TOTALS		7,224,155	7,420,300	7,657,212	7,807,775	7,921,681	7,988,491	7,573,222

Staffing

Captain (FC 2)	3.00	3.00	2.00	2.00	2.00	4.00	4.00
Captain (FC 1)	1.00	1.00	2.00	2.00	2.00	0.00	0.00
Lieutenant - Step 2	7.00	6.00	6.00	6.00	6.00	6.00	6.00
Lieutenant - Step 1	1.00	2.00	2.00	2.00	2.00	2.00	2.00
Firefighter - Step 5	20.00	23.00	25.00	25.00	25.00	26.00	26.00
Firefighter - Step 4	9.00	5.00	5.00	5.00	5.00	4.00	4.00
Firefighter - Step 3	6.00	6.00	3.00	3.00	3.00	3.00	3.00
Firefighter - Step 2	0.00	2.00	1.00	1.00	1.00	1.00	1.00
Firefighter - Step 1	3.00	0.00	2.00	2.00	2.00	2.00	2.00
TOTAL FTE'S	50.00	48.00	48.00	48.00	48.00	48.00	48.00

Salaries

Captain (FC 2)			76,622		78,155	78,155	78,155
Captain (FC 1)			74,456		75,945	75,945	75,945
Lieutenant - Step 2			71,796		73,232	73,232	73,232
Lieutenant - Step 1			69,754		71,148	71,148	71,148
Firefighter - Step 5			65,442		66,752	66,752	66,752
Firefighter - Step 4			62,326		63,573	63,573	63,573
Firefighter - Step 3			59,362		60,550	60,550	60,550
Firefighter - Step 2			56,535		57,666	57,666	57,666
Firefighter - Step 1			53,848		54,925	54,925	54,925

Total Salaries Paid by City Consolidation District Fund

Captain (FC 2)			153,244		156,310	312,620	312,620
Captain (FC 1)			148,912		151,890	0	0
Lieutenant - Step 2			430,776		439,392	439,392	439,392
Lieutenant - Step 1			139,508		142,296	142,296	142,296
Firefighter - Step 5			1,636,050		1,668,800	1,735,552	1,735,552
Firefighter - Step 4			311,630		317,865	254,292	254,292
Firefighter - Step 3			178,086		181,650	181,650	181,650
Firefighter - Step 2			56,535		57,666	57,666	57,666
Firefighter - Step 1			107,696		109,850	109,850	109,850
EMT Differential			48,000		0	0	0
TOTAL SALARIES			3,210,437		3,225,719	3,233,318	3,233,318

Town Consolidation District						
Revenues	2015-16 Actual	2016-17 Actual	2017-18 Budget	2017-18 Projected	2018-19 Proposed	2018-19 Adopted
General Property Taxes						
70201 Current Levy	580,792	508,168	156,956	165,000	510,779	491,803
70202 Prior Year Levies	35,062	9,344	10,000	8,500	3,000	3,000
70203 Interest and Lien Fees	6,609	4,891	6,000	3,750	2,000	2,000
70208 Motor Vehicle Taxes	5,655	0	0	0	58,592	55,768
73500 Shared Revenues	0	62,849	62,849	5,372	0	0
70294 Surplus	0	0	346,000	0	0	0
Totals	628,118	585,252	581,805	182,622	574,371	552,571

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

Expenditures						
80122 VFF Tax Abatement	78,917	71,721	72,000	75,000	90,000	90,000
89270 VFF Relief Fund Contribution	350,729	373,322	373,322	373,322	365,469	365,469
89150 Workers' Compensation	144,261	143,763	136,483	136,483	118,902	97,102
Totals	573,907	588,806	581,805	584,805	574,371	552,571

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

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

Highlights & Accomplishments

Reliability

In 2017, NPU began the application process to earn recognition from the American Public Power Association as a Reliable Public Power Provider (RP3) for selection in 2018. The designation, which is for three years, was awarded to NPU in 2012 and 2015. This significant achievement recognizes public power utilities that demonstrate proficiency in four key disciplines: reliability, safety, workforce development, and system improvements.

Natural Gas System/Expansion

NPU will be renewing older gas mains and services in the East Side in advance of Public Works paving plans and the Sewer combined sewer overflow (CSO) project.

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

NPU's natural gas expansion program, which began in 2010, continued with success in 2017. Since the start of the program, NPU has added approximately 2,100 residential and commercial natural gas customers, which are generating more than \$2.9 million in new annual revenue.

Electric System

In 2017, NPU started efforts to update the 54 year-old Taftville Substation. The station transformer and breakers are being replaced with automatic reclosing devices and voltage regulators which will improve reliability and performance in the Taftville area. NPU continues its strategic system-wide tree-trimming. NPU also ended 2017 with a very strong safety record on its electrical system.

Water Supply

Throughout 2017, NPU continued to pursue infrastructure improvement projects to improve reliability and performance including construction of a new water tank and pressure reducing station rehabilitation. Projects designed and bid for construction in early 2018 included an aeration and mixing system for a second water tank and rehabilitation of the filtration system at one water treatment plant. Design of two regionally significant water main extension projects were initiated with construction expected in 2018. Design of a complete filtration system upgrade at a second treatment plant is nearing completion with construction planned in late 2018.

Wastewater Infrastructure

NPU will be submitting an updated Long Term Control Plan (LTCP) to the Connecticut Department of Energy and Environmental Protection (DEEP) in 2018. This plan will detail how flow from the remaining 14 combined sewer overflows (CSOs) will be reduced or eliminated. This is a multi-year effort to improve the water quality in the Shetucket and Thames rivers. NPU is designing the first phase CSO reduction project on the East Side of the City, with construction expected to begin in late 2018.

Commercial and Industrial Efficiency

In 2017, NPU worked with 160 commercial and industrial customers to complete 50 electric and natural gas efficiency projects, providing \$598,408 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 \$303,900 in future energy costs. At the same time, NPU will reduce its overall electric load by 351 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

NPU provided more than 596 residential energy audits for both single and multi-family homes and provided more than \$217,925 in rebates and incentives for both natural gas and electric customers in 2017. Rebates and incentives are provided for energy-efficient appliances, including central air systems for heat and air conditioning, as well as insulation.

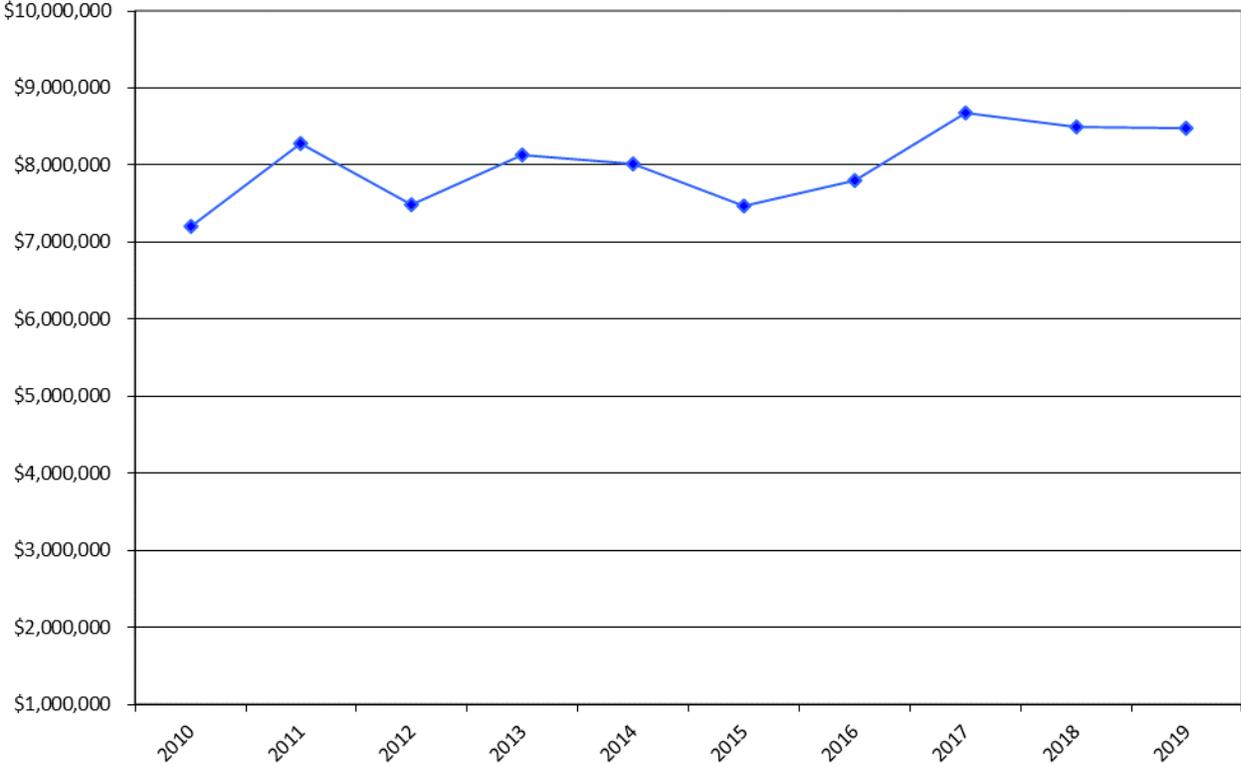
Clean Cities/Alternative Fuels

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 and continues to operate the only two compressed natural gas (CNG) fueling stations in Eastern Connecticut. NPU's fleet of alternative fueled vehicles displaced more than 34,000 gallons of gasoline and diesel fuel in 2017, which reduces more than 67 tons of greenhouse gas emissions annually.

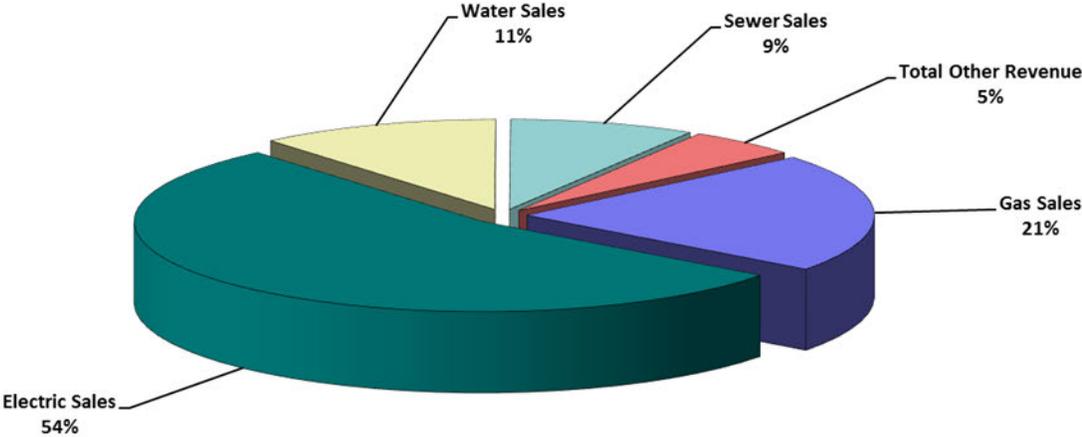
Performance Measures

	FY 2017	FY 2018	FY 2019
	Actual	Projected	Forecast
Customer Service Indicators			
Field Service			
Gas Service Calls	3,042	3,156	3,088
Electric Service Calls	1,347	1,378	1,395
Water Service Calls	2,437	2,363	2,504
Sewer Service Calls	195	148	145
Service Center			
Walk-in Customers	47,564	43,663	45,144
# calls	147,752	137,983	143,606
Operations Indicators			
Distribution Systems			
Miles of Gas Main	156	156	157
Miles of Electric Line	232	235	235
Miles of Fiber Optic Cable	77	84	92
Miles of Water Main	196	196	198
Miles of Sewer Main	128	128	128
Electric System Reliability			
Avg. # outages per customer	.65	.44	.44
Avg. cumulative out of service time (min)	61	35	35
Wastewater Treatment			
Gallons Treated (Billion)	1.39	1.30	1.30
Quality Tests Conducted	5,665	5,600	5,600
Water Division			
Gallons of Potable Water (Billion)	1.73	1.7	1.7
Quality Tests Conducted	15,100	13,030	13,030
Paid to City General Fund			
	\$8,670,845	\$8,489,095	\$8,475,572

Payment to the City 10 Year History

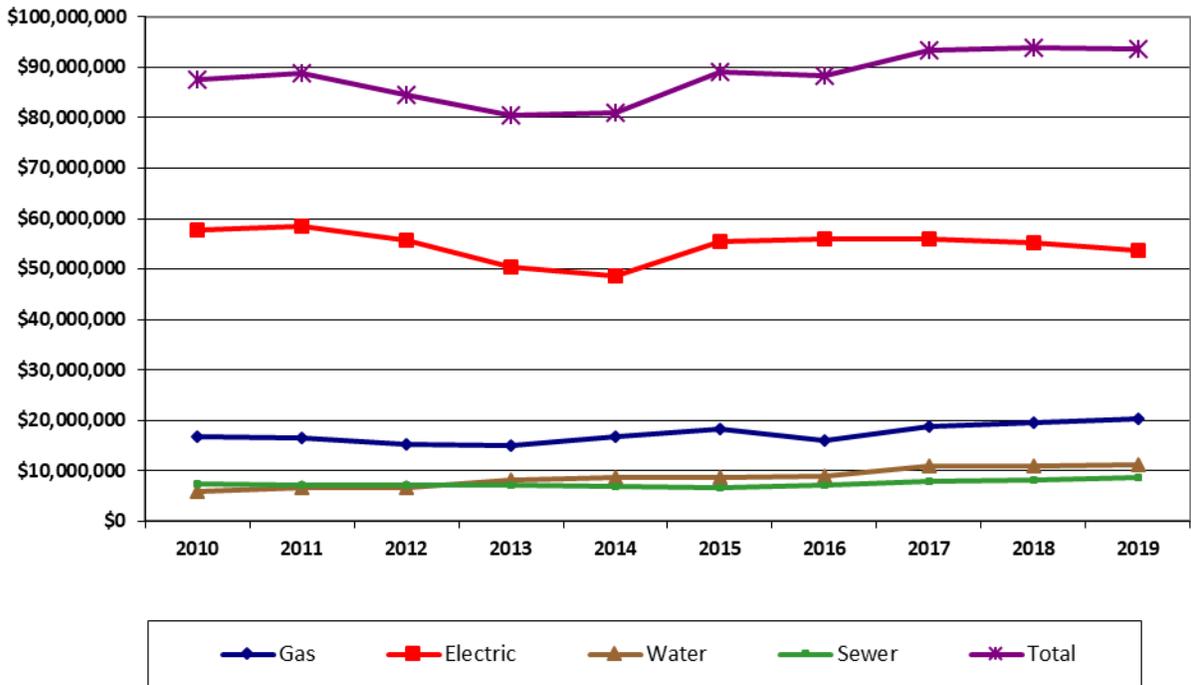


Revenue Fiscal Year 2019

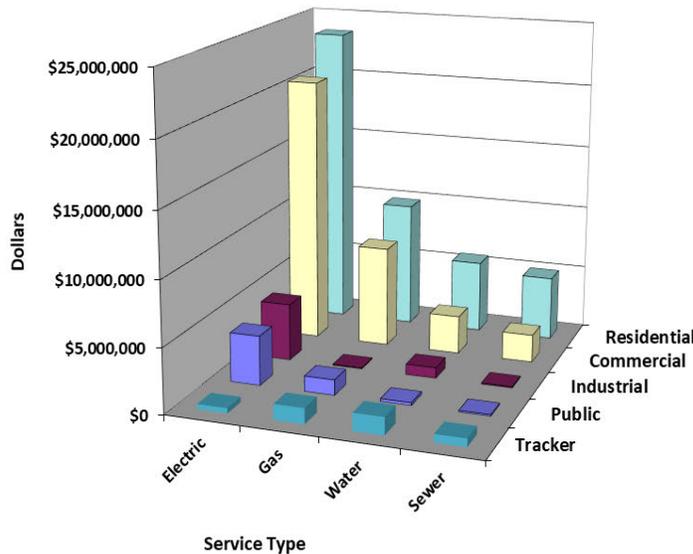


Revenue Summary	FY 2017	FY 2018	FY 2019
	Audited	Approved	Approved
REVENUE FROM SALES			
Residential Gas Sales	7,729,947	8,780,750	9,819,849
Commercial Gas Sales	6,177,159	6,925,865	7,847,852
Industrial Gas Sales	52,285	63,342	67,877
Public Gas Sales	925,661	1,119,799	1,196,608
Interdepartmental Gas Sales	112,670	127,858	134,632
Capital Tracker Sales	2,298,081	2,460,089	1,200,000
Gas Sales	\$17,295,803	\$19,477,703	\$20,266,818
Residential Electric Sales	22,863,479	23,305,989	23,550,703
Commercial Electric Sales	20,417,943	21,339,522	20,680,404
Industrial Electric Sales	4,346,140	4,719,869	4,452,232
Public Electric Sales	3,722,749	3,947,812	3,844,770
Interdepartmental Electric Sales	787,081	842,252	801,325
Capital Tracker Sales	1,110,318	1,120,008	396,000
Electric Sales	\$53,247,710	\$55,275,452	\$53,725,434
Residential Water Sales	5,534,133	5,531,778	5,632,381
Commercial Water Sales	3,057,957	2,960,214	2,975,341
Industrial Water Sales	785,734	785,230	826,464
Public Water Sales	245,546	243,778	215,624
Interdepartmental Water Sales	103,946	94,688	83,744
Capital Tracker Sales	626,204	1,350,285	1,355,000
Water Sales	\$10,353,520	\$10,965,973	\$11,088,554
Residential Sewer Sales	4,645,222	4,564,566	4,976,626
Commercial Sewer Sales	2,120,805	2,162,866	2,156,572
Industrial Sewer Sales	71,965	59,370	81,621
Public Sewer Sales	100,036	96,188	117,582
Interdepartmental Sewer Sales	598,195	502,821	710,189
Capital Tracker Sales	848,810	831,213	627,000
Sewer Sales	\$8,385,033	\$8,217,024	\$8,669,590
OTHER OPERATIONAL REVENUE			
Penalties for Late Payments	1,051,338	1,294,800	1,270,800
Municipal Area Network Fees	367,799	363,547	335,734
CNG Sales Revenue	154,410	215,000	143,975
Septage Charges	41,294	48,000	40,000
Utility Plant & Rental Income	242,783	164,547	166,475
Field Service Revenue	114,447	247,800	377,078
Jet Turbine Credit	646,811	1,496,429	1,499,969
Interest Income	12,709	2,952	32,280
Energy Efficiency Program	1,294,529	1,137,455	1,122,817
Total Other Revenue	\$3,926,120	\$4,970,530	\$4,989,128
TOTAL DEPARTMENT REVENUE	\$93,208,186	\$98,906,682	\$98,739,524

Budgeted Sales Revenues 10-Year Performance

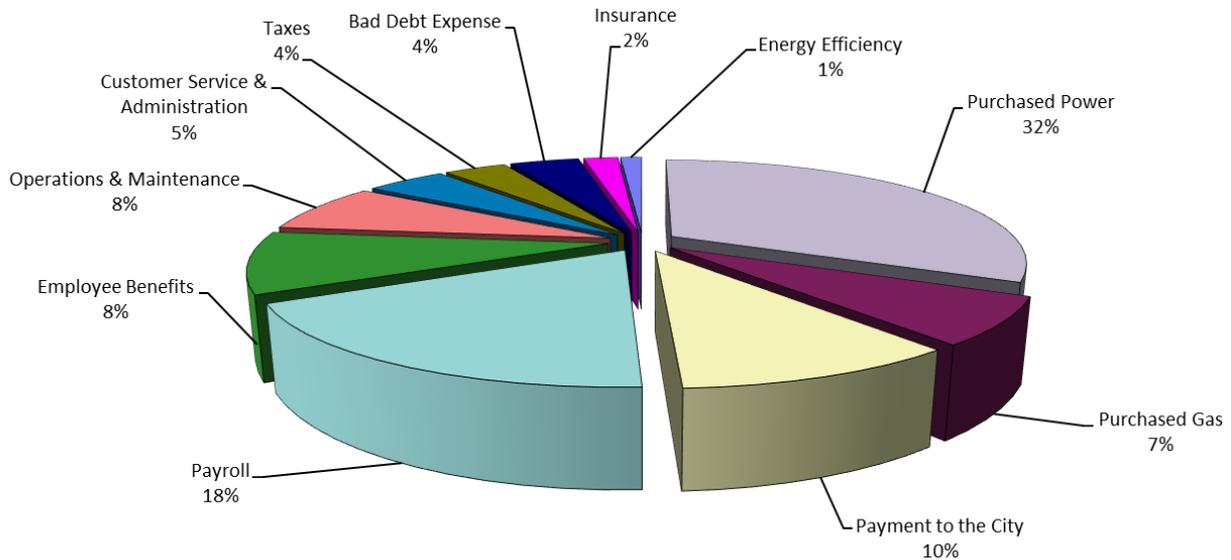


Estimated Sales Fiscal Year 2019



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 2019



Expense Summary	FY 2017	FY 2018	FY 2019
	Audited	Approved	Approved
DEPARTMENT EXPENSES			
Purchased Gas	3,939,786	5,339,837	5,919,216
Purchased Power	27,801,925	30,484,297	26,898,986
Payroll	14,318,616	14,768,034	15,226,958
Employee Benefits	8,887,786	7,089,358	7,986,868
Payment to the City	8,670,845	8,489,095	8,475,572
Gross Revenue Tax & Property Tax	2,891,428	2,875,733	3,042,380
Property & Liability Insurance	886,199	1,727,000	1,685,339
Operations & Maintenance	7,034,151	6,401,874	6,434,552
Customer Services and Administration	3,789,992	4,449,314	3,869,963
Bad Debt Expense	4,823,462	2,662,000	3,404,000
Energy Efficiency Program	1,381,279	1,137,455	1,039,576
Total Operational Expenses	\$84,425,469	\$85,423,997	\$84,074,410
Interest Expense	858,826	910,856	960,230
Debt Principal Repayment	1,574,506	2,350,865	2,444,042
Debt Service	\$2,433,332	\$3,261,721	\$3,404,272
Capital Purchases net expected reimbursements	\$5,189,149	\$8,576,990	\$5,211,343
Depreciation	\$7,571,697	\$8,666,298	\$8,533,877

Capital Budget Summary	FY 2017	FY 2018	FY 2019
	Audited	Approved	Approved
RECURRING CAPITAL			
Metering		5,919,987	3,747,598
Main Installations		803,220	7,198,865
Service Installations		1,392,218	1,385,386
Facilities & Structure Improvements		1,076,000	2,921,600
Fiber Installations		239,850	268,135
Transformers, Switches, & Capacitors		175,500	235,500
Poles & Fixtures		199,553	239,185
Street Lighting & Signal Systems		1,660,553	182,185
Manholes, Frames, & Frames		63,111	55,700
Hydrant Installations		38,000	23,200
State Projects		288,839	0
Total Recurring Capital	\$4,269,249	\$11,856,831	\$16,257,354
CAPITAL PROJECTS			
Customer Service Center Improvements		65,000	60,000
Regulator Station Improvements		316,504	78,500
Electric Distribution System Improvements		0	200,000
Electric Generation Improvements		50,000	225,000
Substation Improvements		630,000	500,000
Water Treatment Plant Improvements		625,000	7,333,000
Water Storage Improvements		2,406,667	0
Sewer Collection System Improvements		450,000	700,000
Wastewater Treatment Plan Improvements		2,710,000	0
Total Project Capital	\$8,004,013	\$7,253,171	\$9,096,500
VEHICLE & EQUIPMENT PURCHASES			
Vehicles & Transportation Equipment		693,000	95,000
Capitalized Tools & Equipment		46,000	20,000
Technology Equipment & Improvements		373,100	293,500
Total Equipment	\$932,339	\$1,112,100	\$408,500

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 or OPEB plan over the amortization period. This used to be referred to as the Annual Required Contribution (ARC) prior to GASB Statement 68.

Americans with Disabilities Act of 1990 (ADA)

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

Appropriation

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

Assessed Valuation

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

Asset

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

Authorized Positions

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

Balanced Budget

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

Benchmark

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

Bond

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

Bond Refinancing

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

Budget

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

Capital Assets

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

Capital Budget

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

Capital Improvements

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

Capital Improvements Plan (CIP)

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

Cash Basis

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

City Consolidation District (CCD)

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

Comprehensive Annual Financial Report (CAFR)

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

Community Development Block Grant (CDBG)

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

Contingency

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

Consumer Price Index (CPI)

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

Contractual Services

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

Debt Service

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

Deficit

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

Department

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

Depreciation

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

Disbursement

Expenditure of monies from an account.

Division

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

Encumbrance

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

Enterprise Funds

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

Estimate

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

Expenditure

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

Expense

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

Fiscal Year (FY)

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

Fringe Benefits

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

Full-Time Equivalent (FTE)

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

Fund

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

Fund Balance

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

Generally Accepted Accounting Principles (GAAP)

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

Governmental Accounting Standards Board (GASB)

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

General Fund

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

General Obligation Bonds (GO Bonds)

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

Goal

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

Grand List

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

Grant

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

Interfund Transfers

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

Intergovernmental Revenue

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

Infrastructure

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

Levy

The total amount of taxes imposed by a governmental unit.

Local Capital Improvement Program (LOCIP)

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

Minimum Budget Requirement (MBR)

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

Mill Rate

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

Modified Accrual Accounting

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

Net Grand List

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

Non-Recurring

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

Object Code

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

Ordinance

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

Organization Chart

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

Pay-As-You-Go Basis

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

Performance Measure

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

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

Payment in lieu of taxes (PILOT)

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

Projected

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

Property Rehabilitation Program

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

Revaluation

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

Revenue

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

Risk Management

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

Special Revenue Fund

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

State Mandate

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

Taxes

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

Town Consolidation District (TCD)

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

Unrestricted Fund Balance (UFB)

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

Unfunded Mandate

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

Volunteer Firefighters' Relief Fund

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