



City of Norwich, Connecticut  
City Council's Adopted Budget  
Fiscal Year 2019-2020

Approved June 10, 2019

## **Yantic Falls & Uncas Leap Heritage Area**

The Uncas Leap Heritage Area, also known as Indian Leap or Yantic Falls, is located at 196-200 Yantic Street in the heart of the beautiful City of Norwich, Connecticut, “The Rose of New England”. The property, acquired by the City in 2010 is historically significant and has remained a sacred part of Mohegan Tribe history since 1643. The 1.2-acre landmark along the Yantic River is the site of the culmination of the Battle of Great Plains between the Mohegan and Narragansett Tribes. The passive recreational site boasts a nineteenth century mill ruin, a breathtaking waterfall, and an incredible gorge that plays a major role in the story of the community and tribal nation.

## Table of Contents

	Page Number
Table of Contents	i
GFOA Distinguished Budget Presentation Award	ii
Appropriations Ordinance	iii
Tax Levy Ordinance	iv
<b>Budget Message</b>	<b>1</b>
<b>General City Information</b>	<b>10</b>
Geography	12
Economic & Demographic Data	13
City Officials	18
Organizational Chart	20
<b>Financial Policies and Summaries</b>	<b>21</b>
Financial Management Policies	21
Calculation of Mill Rates	31
Budget Graphs & Charts	33
Authorized Full-Time Equivalent Positions	37
Consolidated Debt Schedule	39
Summary of All Funds Subject to Appropriation	40
<b>General Fund</b>	<b>41</b>
Summary of Revenues & Expenditures	41
Presentation Changes Resulting from Uniform Chart of Accounts Project	42
Revenue Descriptions	42
Expenditure Descriptions	48
City Council	49
City Manager	51
Finance	53
Assessment	56
Treasurer	58
Law	60
Human Resources	61
City Clerk	63
Planning & Neighborhood Services	65
Registrars of Voters	68
Police	70
Norwich Fire	74
Emergency Management	78
East Great Plain Volunteer Fire	80
Laurel Hill Volunteer Fire	82
Occum Volunteer Fire	84
Taftville Volunteer Fire	86
Yantic Volunteer Fire	88
Public Works	90
Human Services	97
Board of Education	108
Debt Service / Non-Departmental	113
Capital Budget	115
<b>Special Revenue Funds</b>	<b>121</b>
Summary of Revenues & Expenditures	121
City Consolidation District	122
Town Consolidation District	124
Enterprise Fund – Norwich Public Utilities	125
<b>Glossary</b>	<b>133</b>



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Norwich  
Connecticut**

For the Fiscal Year Beginning

**July 1, 2018**

*Christopher P. Morrill*

Executive Director

**ORDINANCE 1777**  
**ADOPTED 6/10/2019**  
**PUBLISHED 6/12/2019**

AN ORDINANCE RELATIVE TO THE APPROPRIATIONS FOR THE CITY OF NORWICH AND THE CITY AND TOWN CONSOLIDATION DISTRICTS OF SAID CITY FOR FISCAL YEAR 2019-20.

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, 2019 and ending June 30, 2020 to wit:

	2017-18 Budget	2018-19 Budget	2019-20 Adopted
<b>City Council</b>	289,439	426,524	429,384
<b>City Manager</b>	366,102	374,699	380,781
<b>Finance</b>	1,589,111	1,596,154	1,741,710
<b>Assessor</b>	421,071	508,881	510,952
<b>City Treasurer</b>	253,446	255,126	275,341
<b>Law</b>	391,400	446,000	431,000
<b>Human Resources</b>	494,329	516,331	544,136
<b>City Clerk</b>	483,478	494,702	508,943
<b>Planning &amp; Neighborhood Services</b>	977,691	1,036,664	1,101,313
<b>Election</b>	115,779	153,376	147,449
<b>Police</b>	16,399,440	16,199,251	17,261,380
<b>Fire - Central</b>	2,017,756	2,141,876	2,107,278
<b>Emergency Management</b>	82,687	81,574	82,637
<b>Fire - East Great Plain</b>	126,693	144,138	145,552
<b>Fire - Laurel Hill</b>	73,812	71,396	78,360
<b>Fire - Occum</b>	76,041	71,626	81,393
<b>Fire - Taftville</b>	160,397	160,552	165,713
<b>Fire - Yantic</b>	161,683	168,011	165,341
<b>Public Works</b>	11,211,366	11,132,406	10,898,348
<b>Human Services</b>	1,977,845	2,039,006	2,151,697
<b>Education</b>	77,284,300	78,469,829	81,039,000
<b>Debt Service</b>	4,470,107	4,262,998	4,383,985
<b>Miscellaneous</b>	4,958,446	5,324,291	5,297,260
<b>City Consolidation District</b>	7,657,212	7,573,222	8,011,975
<b>Town Consolidation District</b>	581,805	552,571	481,312
<b>TOTALS</b>	<b>132,621,436</b>	<b>134,201,204</b>	<b>138,422,240</b>
<b>General Operations</b>	40,168,892	40,866,596	41,984,300
<b>Debt Service</b>	4,470,107	4,262,998	4,383,985
<b>Capital Improvements</b>	2,459,120	2,475,988	2,521,668
<b>Education</b>	77,284,300	78,469,829	81,039,000
<b>City Consolidation District</b>	7,657,212	7,573,222	8,011,975
<b>Town Consolidation District</b>	581,805	552,571	481,312
<b>TOTALS</b>	<b>132,621,436</b>	<b>134,201,204</b>	<b>138,422,240</b>

Mayor Peter Albert Nystrom

**AN ORDINANCE CONCERNING THE TAX LEVIES ON THE  
LIST OF OCTOBER 1, 2018**

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

Section 1. On the City Assessment list of October 1, 2018 a tax of forty and twenty-eight hundredths (40.28) 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, 2018, a tax of thirty-six hundredths (0.36) 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, 2018, a tax of seven and seventy-one hundredths (7.71) 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, 2018, a tax of four and seventy-two hundredths (4.72) 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, 2019, and payable on said date in whole or in equal installments from that date, namely on July 1, 2019 and January 1, 2020, except that any tax of less than one hundred dollars shall be due and payable on July 1, 2019. If the first installment is not paid on or before August 1, 2019 or if the second installment is not paid on or before February 1, 2020, 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, 2019. If the payment is not paid on or before August 1, 2019 interest will be charged on the delinquent payment at the rate of one and one-half (1½%) per cent per month from due date or \$2.00 whichever is greater, as provided for in the general statutes.

Mayor Peter Albert Nystrom



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## Budget Message

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June 17, 2019

### Introduction

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The City of Norwich budget for fiscal year 2019-20 was adopted by the Norwich City Council at its June 10, 2019 meeting. During the budget deliberations, the Norwich City Council made several changes to the budget proposed by the City Manager on April 1, 2019.

### *May 6, 2019 Tentative Adoption of the Budget*

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

- Accepted minor corrections to expenditures for the ambulance services contract, lower life insurance premiums, settlement of City Hall Employees bargaining unit contract, and Senior Center utilities.
- Added \$30,314 of funding for Recreation seasonal maintenance employees
- Decreased Demolition funding by \$170,078 in the Capital budget in order to fund golf course maintenance equipment and a local match on a harbor docks project

### *May 20, 2019 Amendments to Tentatively Adopted Budget*

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

- Incorporated the ratified Public Works Employees collective bargaining unit agreement.
- Decreased Demolition funding by \$145,000 in the Capital budget in order to fund Yantic Volunteer Fire Department fire marshal abatement improvements and Hamilton Avenue field irrigation improvements.

### *June 10, 2019 Amendments and Adoption*

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

- Accepted corrections to the General Fund revenue estimates; most notably the \$500,000 increase in Mashantucket Pequot/Mohegan Grant revenues included in the State's adopted budget
- In the Capital budget, reduced funding for file servers, Mohegan Park beach repairs, and demolition and added funding for the replacement of a mini-utility vehicle for Public Works and repairs to the Sachem Street stairs.
- Added \$1 million to the Norwich Public Schools' budget

## 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. The final presentation of these goals was 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 2019-20 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

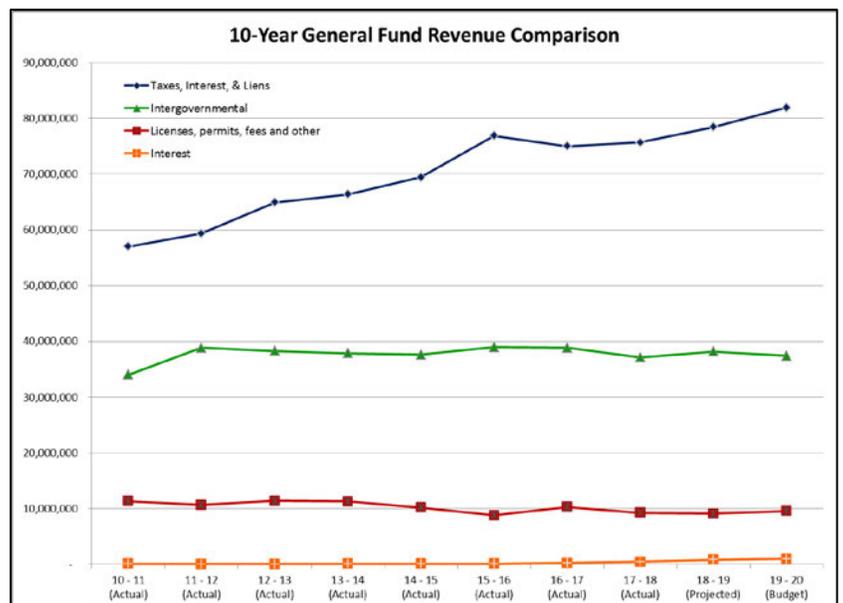
### Revenue Factors

#### 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, 2018 collectible grand list increased by \$119 million, or 6.5%, to \$1,943,000,000. 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. The large increase in the grand list is primarily due to the revaluation.



The current statutes cap the mill rate on the \$223 million of motor vehicles assessed value at 45 mills.

### Intergovernmental

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

### Adopted State Biennial Budget

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

### Education Cost Sharing

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

### Mashantucket Pequot/Mohegan Grant

The State budget increased Mashantucket Pequot/Mohegan Grant funding to the City by \$500,000 to \$2,360,229

### 10% Share of Norwich Public Utilities Revenues

The payments from Norwich Public Utilities will increase by \$385,095 to \$8,860,667 for fiscal year 2019-20. NPU's gross revenues increased primarily because of an increase in gas rates. Consistent with the 2018-19 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 has picked up significantly over the last few years as interest rates rise and the Treasurer positions the City to take full advantage of these higher interest rates. This revenue source is projected to be \$1 million in 2019-20.

### Loss of One-Time Funding Sources

The 2019-20 budget does not include the following non-recurring funding sources which were used in the adopted 2018-19 budget:

- \$1 million School Construction Grant for the Kelly Middle School project
- \$200,000 use of General Fund Unrestricted Fund Balance
- \$280,000 use of CCD Unrestricted Fund Balance

### Expenditure Factors

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

#### Salaries & Fringe Benefits

The City's salary and fringe benefit costs have increased by \$1.4 million. Fringe benefits include Social Security, Medicare, health insurance, life insurance, workers' compensation, pension and other post-employment benefits (OPEB). This figure does not include potential wage increases for the unions with which the City is currently or will be negotiating contracts (Firefighters, City Hall Supervisors, and Public Works Supervisors).

The largest drivers for salary and fringe benefits in 2019-20 are health insurance, overtime and replacement cost, and pension.

The City will fund 96.7% of the OPEB actuarial contribution in fiscal year 2019-20.

#### Capital Improvements

In accordance with the Charter, the minimum General Fund appropriation for capital improvements for 2019-20 is funded at \$2.5 million (2% of the 2018-19 General Fund budget) in addition to the \$342,000 from the LOCIP grant. The capital budget includes paving projects, firefighter equipment, replacement of Public Works vehicles, and repairs to City buildings. The Capital Budget also includes \$183,000 funding for demolition to raze and abate dilapidated buildings to make properties easier to develop. Capital requests from departments totaled \$12 million.

## Strategies for Developing the Budget

### Expenditures

#### General Government

General Operations are funded in the amount of \$ 46.4 million – a 2.74%, or \$1.2 million increase from last year. In the individual department pages, you will see a column labeled “2019-20 Request.” This represents what the department heads requested in order to accomplish their missions. Department budget requests totaled \$50.5 million.

#### Initiatives

#### Marketing/ Economic Development

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

#### Staffing & Service Levels

#### General Fund

Several staffing changes are included in this budget.

- Treasurer, Assessment, and Human Resources – Increase to full-time the four positions in these offices which were funded at 28 hours per week in fiscal year 2018-19.
- Finance – add one LAN Technician position. All of the City’s departments are heavily dependent on IT resources.

#### City Consolidation Fire District Fund

No proposed changes in staffing.

#### Board of Education (BOE)

Under the adopted State budget, the BOE will receive \$5.6 million in Alliance District funding – a \$1.2 million increase over the current year – which is awarded to the BOE outside of this budget. This grant is slated to increase another \$1.2 million in 2020-21 to \$6.8 million. The BOE requested a budget of \$83,304,338 which is a 6.16%, or \$4,834,508 increase over fiscal year 2018-19. The Council adopted an increase in local funding for the BOE’s General Fund operating budget this year of 3.27% to \$81,039,000 – a \$2,569,171 increase.

For further detail on the BOE budget, please see their section of this document or their full budget document at [www.norwichpublicschools.org](http://www.norwichpublicschools.org).

#### Norwich Public Utilities

The budget adopted by the Public Utilities Board of Commissioners includes expenditure increases of \$1.1 million. These expenditures reflect operational costs necessary to meet the following priorities:

- Proactive investment in aging infrastructure
- Meet or exceed local, state and federal regulatory requirements
- Exceed customer expectations for customer service and reliability
- Deployment of technology for the combined benefit of NPU and the City

Summary of Appropriations and Prior Year Comparison				
	2018-19	2019-20	\$ Change from Prior Year	% Change from Prior Year
General Operations	40,866,596	41,984,300	1,117,704	2.74%
Debt Service	4,262,998	4,383,985	120,987	2.84%
Subtotal-General Gov't	45,129,594	46,368,285	1,238,691	2.74%
Capital Improvements	2,475,988	2,521,668	45,680	1.84%
Education	78,469,829	81,039,000	2,569,171	3.27%
Total General Fund	126,075,411	129,928,953	3,853,542	3.06%
Special Revenue Funds				
CCD Fire District	7,573,222	8,011,975	438,753	5.79%
TCD Fire District	552,571	481,312	(71,259)	-12.90%
Norwich Public Utilities	93,568,517	94,649,661	1,081,144	1.16%
Total	227,769,721	233,071,901	5,302,180	2.33%

## Revenues

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### Property Taxes

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

	General Fund	Fire Districts		Combined	
		Town Consolidation District (TCD)	City Consolidation District (CCD)	GF + TCD	GF + CCD
Adopted 2019-20	40.28	0.36	7.71	40.64	47.99
Adopted 2018-19	41.01	0.45	7.38	41.46	48.39
Change	(0.73)	(0.09)	0.33	(0.82)	(0.40)
Percent Change	-1.78%	-20.00%	4.47%	-1.98%	-0.83%

### Motor Vehicles

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

### Norwich Public Utilities

The budget adopted by the Public Utilities Board of Commissioners includes revenue increases of \$2.5 million. These revenues are developed from cost of service studies (which will continue through 2019) and reflect weather normalized sales and expected load growth as well as recovery of forecasted wholesale energy market pricing.

## Strategy for Future Budgets

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### Five-Year General Fund Budget Projection

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

#### Revenue Assumptions:

- Annual growth in the collectible grand list of 1%.
- 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 increase by 2% each year.
- Most other revenues will increase 1% to 2%.

#### Expenditure Assumptions:

- Most categories of expenditures increase at 1 to 2%.
- Certain fringe benefits (payroll taxes, workers' compensation, life insurance, perfect attendance pay, unemployment, and pension) are indexed according to increases in salaries.
- Health insurance – 3% increases each year.
- OPEB – 2% increases in the contribution 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 FY2019	Budget FY2020	Projected FY2021	Projected FY2022	Projected FY2023	Projected FY2024	Projected FY2025
<b>Revenues (excluding current RE and PP tax levy)</b>							
Taxes/Interest/liens	11,476,654	11,700,123	12,322,551	12,727,190	13,279,688	13,722,536	14,215,228
Licenses & Permits	493,700	462,200	466,822	471,490	476,205	480,967	485,777
Federal Grants	20,204	20,204	20,204	20,204	20,204	20,204	20,204
State Grants	37,714,454	37,220,277	37,220,277	37,406,378	37,593,410	37,781,377	37,970,284
Other Intergovernmental Revenue	137,000	165,000	166,650	168,317	170,000	171,700	173,417
Charges for Services	1,381,700	1,292,500	1,305,425	1,318,479	1,331,664	1,344,981	1,358,431
Fines & Assessments	352,100	292,000	292,000	292,000	292,000	292,000	292,000
Investment Earnings	500,000	1,000,000	1,020,000	1,040,400	1,061,208	1,082,432	1,104,081
Rents	493,085	510,589	515,695	520,852	526,061	531,322	536,635
Other Revenues	190,664	196,888	198,857	200,846	202,854	204,883	206,932
Transfers & Other Financing Sour	6,436,696	6,842,791	6,911,219	6,980,331	7,050,134	7,120,635	7,191,841
Use of Unrestricted Fund Balance	200,000	-	-	-	-	-	-
	59,396,257	59,702,572	60,439,700	61,146,487	62,003,428	62,753,037	63,554,830
<b>Expenditures</b>							
Salaries	16,612,632	17,523,102	17,834,514	18,225,932	18,626,228	19,035,602	19,454,267
Fringe Benefits	13,347,372	13,813,447	14,109,072	14,442,009	14,783,174	15,132,773	15,491,025
Contracted Services	4,032,110	4,150,705	4,434,122	4,523,229	4,614,140	4,706,893	4,801,524
Materials & Supplies	1,410,396	1,373,848	1,400,757	1,428,198	1,456,183	1,484,722	1,513,826
Equipment & Furniture Maint	432,059	442,078	450,920	459,938	469,137	478,520	488,090
Vehicle Fuel & Utilities	1,837,205	1,595,470	1,713,981	1,743,928	1,774,432	1,805,501	1,837,147
Debt Service	4,262,998	4,383,985	4,629,571	5,834,893	6,494,902	7,285,660	7,652,414
Capital Budget	2,475,988	2,521,668	2,598,579	2,659,442	2,736,552	2,804,167	2,875,316
Building Maintenance	436,622	440,215	449,019	457,999	467,159	476,502	486,032
Contrib - outside agencies	1,285,224	1,331,524	1,356,784	1,382,547	1,408,821	1,435,620	1,462,950
Property & Liability Insurance	763,141	743,576	758,448	773,617	789,089	804,870	820,968
All other General City	709,835	570,335	576,576	582,892	589,283	595,752	602,299
	47,605,582	48,889,953	50,312,343	52,514,624	54,209,100	56,046,582	57,485,858
Education	78,469,829	81,039,000	82,659,780	84,312,976	85,999,236	87,719,221	89,473,605
	126,075,411	129,928,953	132,972,123	136,827,600	140,208,336	143,765,803	146,959,463
<b>Current Levy Needed</b>	<b>66,679,154</b>	<b>70,226,381</b>	<b>72,532,423</b>	<b>75,681,113</b>	<b>78,204,908</b>	<b>81,012,766</b>	<b>83,404,633</b>
Collectible Grand List	1,625,907,504	1,743,645,591	1,761,082,047	1,778,692,867	1,796,479,796	1,814,444,594	1,832,589,040
Mill Rate	41.01	40.28	41.19	42.55	43.54	44.65	45.52
Change in Mill Rate	0.49	-0.73	0.91	1.36	0.99	1.11	0.87
Motor Vehicle Capped Rate	41.01	40.28	41.19	42.55	43.54	44.65	45.00
<b>Property Taxes for "Average Homeowner"</b>							
House - Assessed Value	93,800	97,400	97,400	97,400	97,400	97,400	97,400
Car 1	4,940	5,060	5,111	5,162	5,214	5,266	5,319
Car 2	4,940	5,060	5,111	5,162	5,214	5,266	5,319
	103,680	107,520	107,622	107,724	107,828	107,932	108,038
General Fund Taxes	\$4,252	\$4,331	\$4,433	\$4,584	\$4,695	\$4,819	\$4,912
Increase/ (Decrease) from Previou	\$66	\$79	\$102	\$151	\$111	\$124	\$93
Monthly Increase/ (Decrease)	\$5.50	\$6.58	\$8.50	\$12.58	\$9.25	\$10.33	\$7.75
% Change in Taxes	1.58%	1.86%	2.36%	3.41%	2.42%	2.64%	1.93%

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

- Other postemployment benefits (OPEB). The City of Norwich has been much more responsible than many other governments in contributing to the OPEB fund. According to the Municipal Fiscal Indicators report issued by the Connecticut Office of Policy & Management in January 2019, as of June 30, 2017, 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.
- Utilities & fuel. Norwich Public Utilities is very proactive in holding down the City's utility and fuel bills as well as its carbon footprint. City buildings have been outfitted with solar panels, wind turbines, HVAC and lighting upgrades, and window and roof replacements. NPU completed the LED streetlight project in fiscal year 2018-19 which saves the City around \$300,000 per year in utilities costs.
- Health Insurance. Most employees 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.
- 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, the City has 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 2019-20 CITY BUDGET  
PURSUANT TO CHAPTER 7 OF NORWICH CITY CHARTER

TIMEFRAME	EVENT	AGENDA
<b>Late September 2018</b>	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.
<b>Late October 2018</b>	Initial budget requests due	Department heads and outside agencies return their written requests, Finance Department coordinates process.
<b>Early February 2019</b>	Council SWOT Analysis/ Goal Setting Sessions	Set long-term goals for the City
<b>February 2019</b>	Revenue projected	Comptroller calculates State revenue projections.
<b>February 2019</b>	Budget meetings on proposed requests	City Manager and Comptroller meet with department heads and outside agencies on proposed budget requests.
<b>March 2019</b>	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.
<b>1st Monday in April 2019</b>	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.
<b>April 2019</b>	Council meets with department heads and outside agencies	City Manager and staff present revenues, requests and recommendations to Council.
<b>Prior to third Monday in April 2019</b>	First public hearing	The purpose of the budget hearing is to listen to citizens' testimony on the City Manager's budget.
<b>By 2nd Monday in May 2019</b>	Council shall act on proposed budget	The Council acts initially on the City Manager's proposed budget.
<b>Prior to third Monday in May 2019</b>	Second public hearing	The purpose is to listen to citizens' input on proposed budget.
<b>No later than 2nd Monday in June 2019</b>	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.
<b>July 1, 2019 - June 30, 2020</b>	Budget implementation	Comptroller oversees revenues and expenditures according to the budget established by Council.
<b>July 2020</b>	Audit of fiscal year records	The final step is a certified audit of the previous fiscal year.

## General City Information

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### Form of Government

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

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

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

### Community Profile

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#### *History*

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

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

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

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

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

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

### *Education*

The City school system includes two preschools, seven elementary, two middle schools, and an elementary clinical day treatment program. Of the seven elementary schools, two are 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*

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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*

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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*

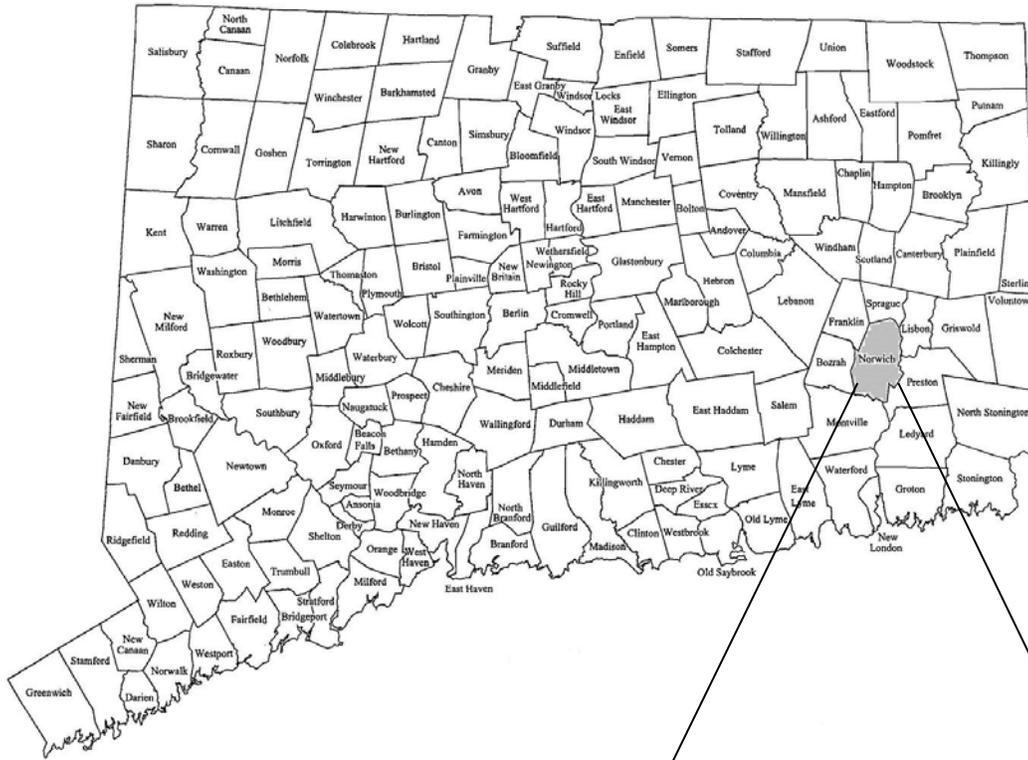
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The City has the 350-acre Mohegan Park in the heart of the city. Facilities at Mohegan Park include a beach, hiking trails, rose gardens, picnic areas and two children's playgrounds. The City has several other parks, playgrounds, and recreation fields,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

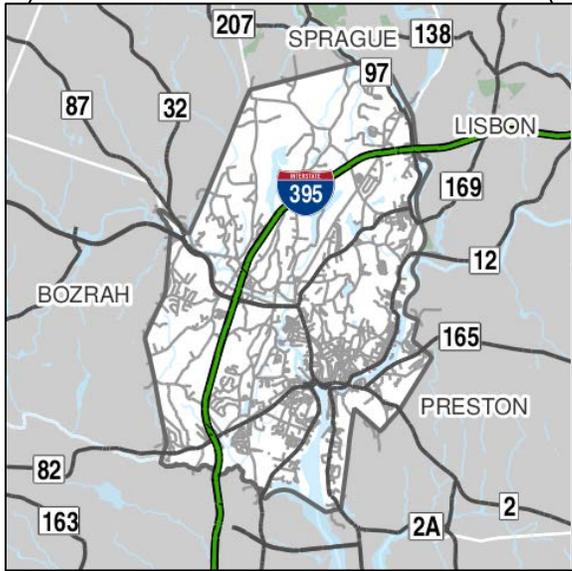
### *Entertainment & Culture*

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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 Center/ Donald Oat Theater, and the Slater Memorial Museum at Norwich Free Academy.



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



## Economic & Demographic Data

### Population Trends

	Total Population		School Enrollment	
	City of Norwich	State of Connecticut	City of Norwich	State of Connecticut
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
2017	39,470	3,588,184	5,275	514,603

Source: January 2019 State of Connecticut Municipal Fiscal Indicators

### Age Characteristics of Population - 2016

Age Group	City of Norwich		State of Connecticut	
	Number	Percent	Number	Percent
Under 15	7,425	18.5%	627,912	17.5%
15 - 24	5,525	13.8%	494,529	13.8%
25 - 44	11,194	28.0%	878,077	24.5%
45 - 64	10,317	25.8%	1,033,029	28.8%
65 and over	5,596	14.0%	555,023	15.5%
Total	40,057	100.0%	3,588,570	100.0%

Source: CERC Town Profile August 2018

### Debt information

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

Source: CERC Town Profile August 2018

### Principal Taxpayers

Name	Nature of Business	Net Taxable Valuation as of 10/1/18
Computer Science Corporation	Computer Products & Services	\$42,227,480
NorwichTown Commons	Shopping Center	19,076,000
Domino Solar Ltd.	Solar Installations	14,404,190
Bob's Discount Furniture	Retail Store & Distribution Center	16,851,680
Norwich Realty Associates, LLC	Real Estate	11,397,090
Wal-Mart Stores, Inc.	Department Store	11,238,280
Algonquin Gas Transmissions LLC	Natural Gas Pipeline	11,236,240
Plaza Enterprises	Shopping Center	11,026,600
Mashantucket Pequot Tribe	Real Estate	10,026,440
Elk Thamesview LLC	Apartment Complex	9,547,500
		\$157,031,500

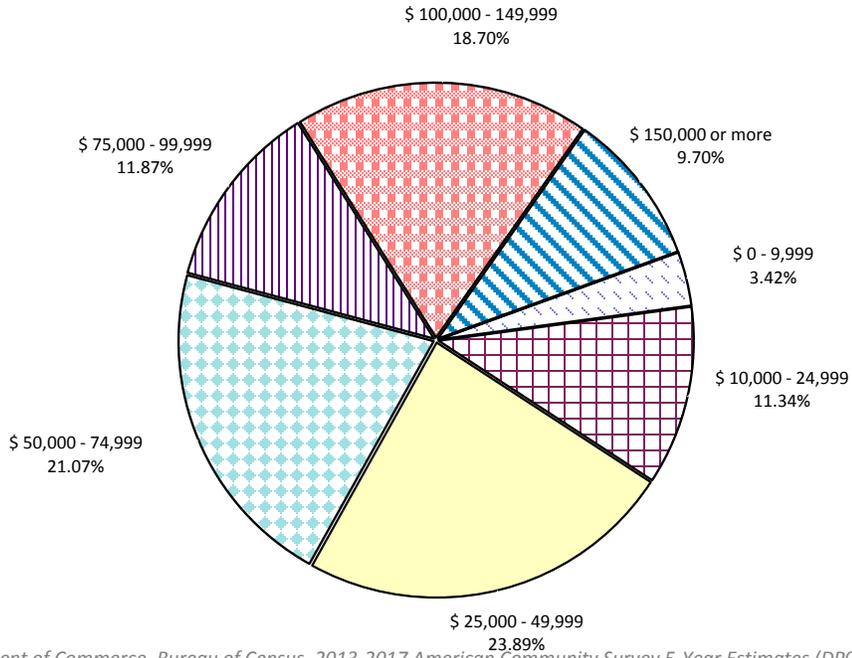
Source: Norwich Assessor

### 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

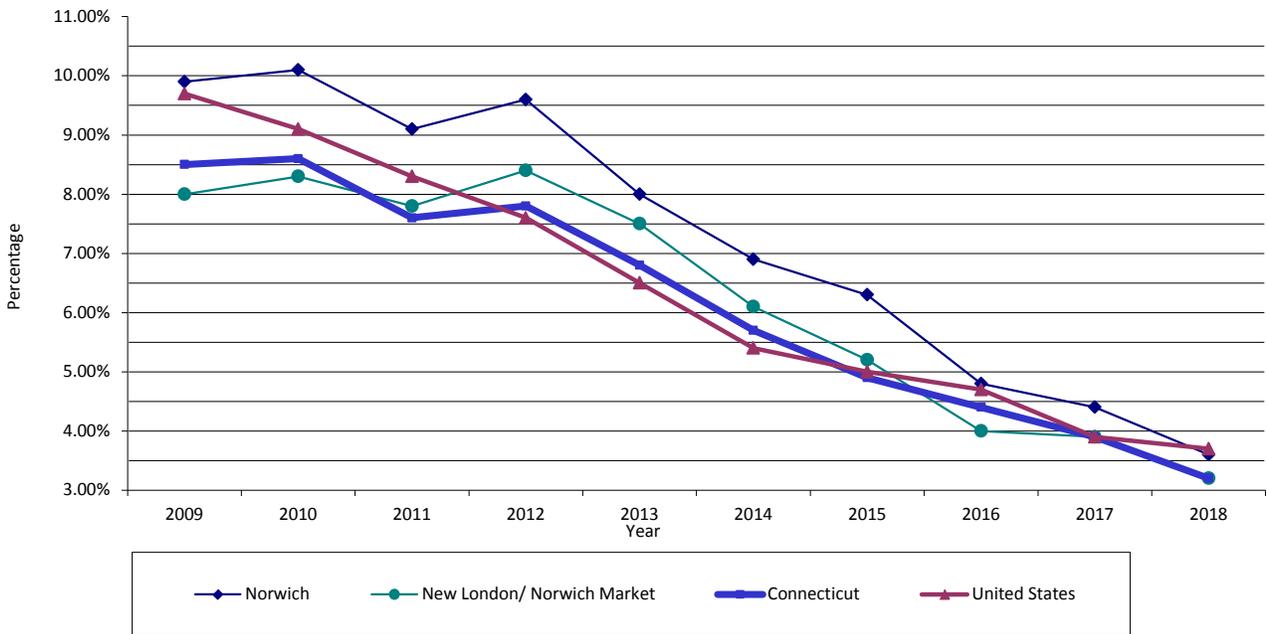
Source: June 2018 survey by Norwich Community Development Corporation. Some companies did not respond.

### City of Norwich Family Income Distribution



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

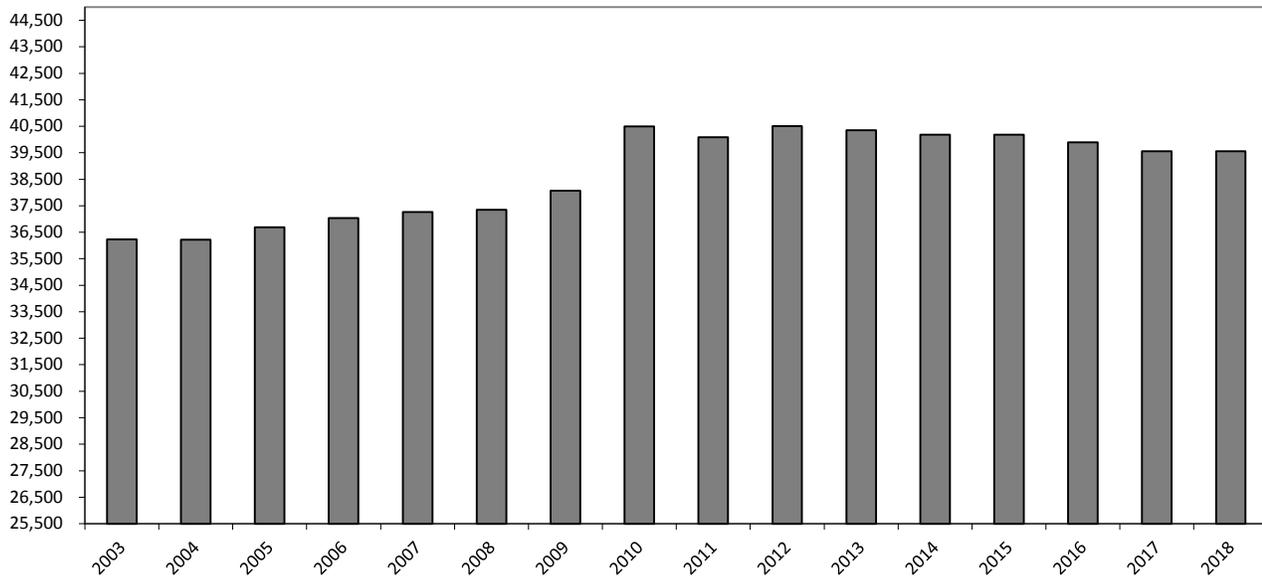
### Unemployment Percentages



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

## Norwich Population History - Last 15 Years

For 2017, Norwich's population was the 25th highest of the 169 Connecticut towns and cities. Norwich's population density is 1,406.5 per square mile compared to the statewide average of 741.



Source: State of Connecticut Department of Public Health

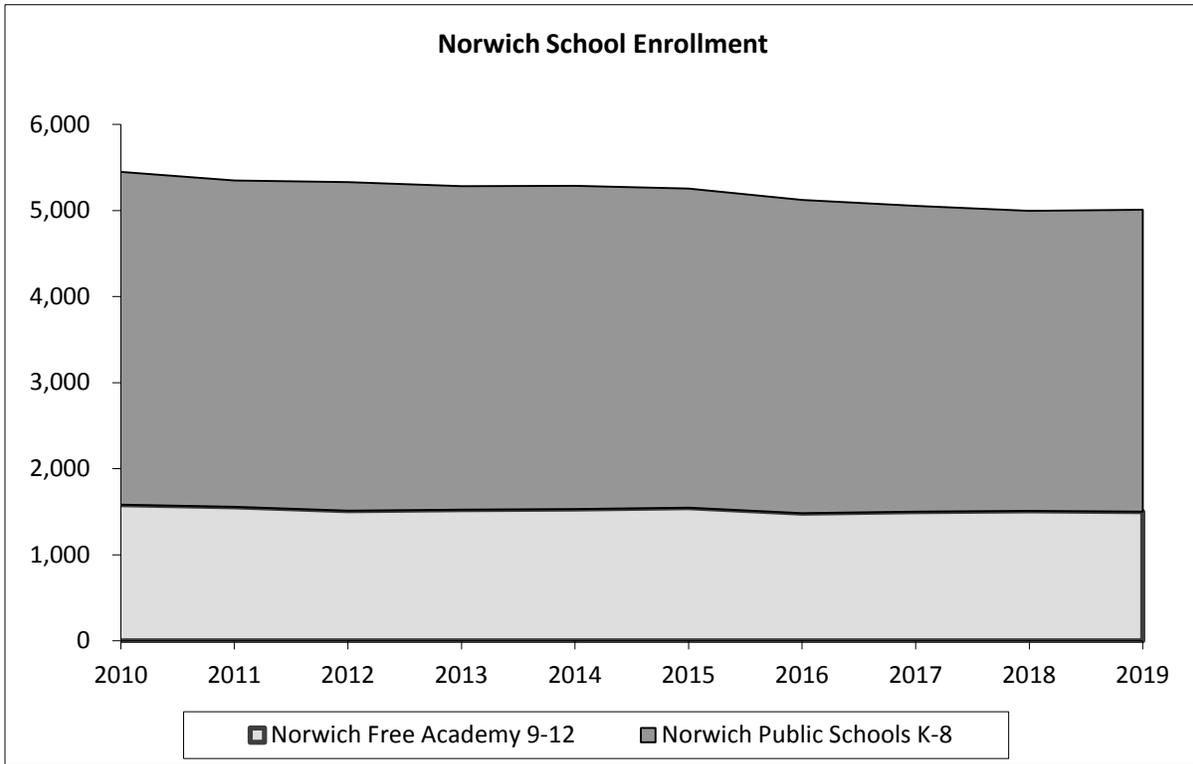
## Norwich Births



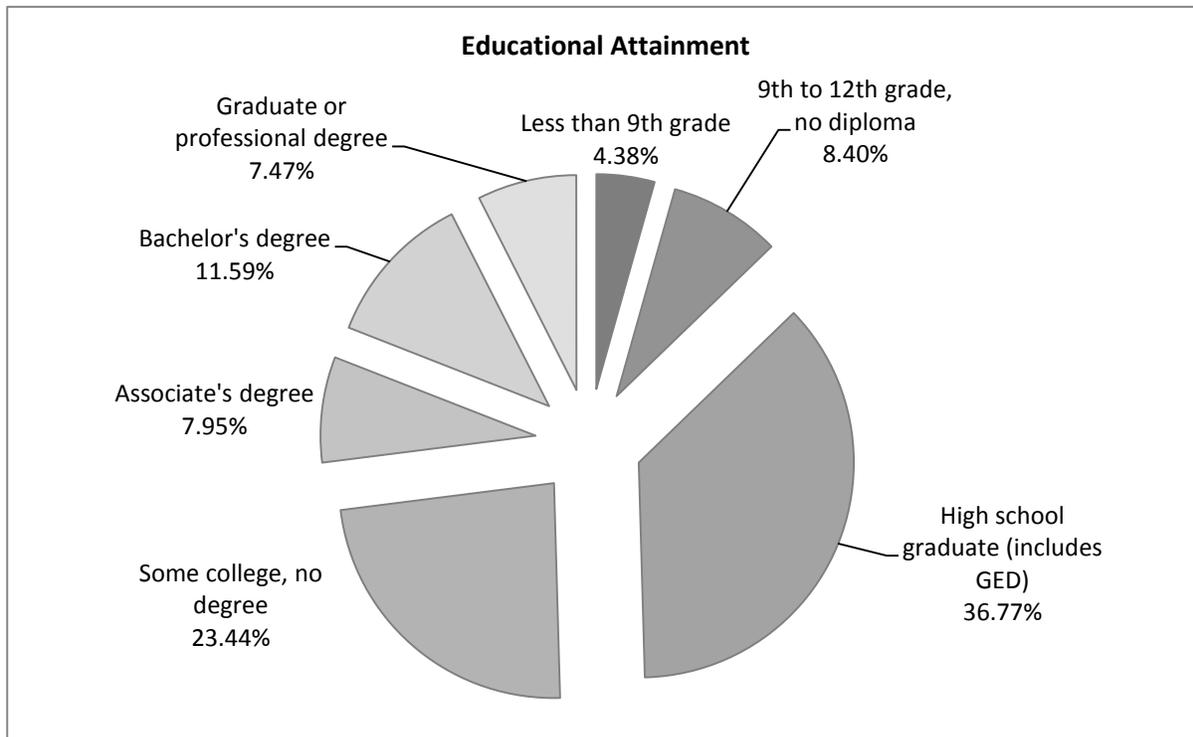
Source: Norwich City Clerk

## School Enrollment & Educational Attainment

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

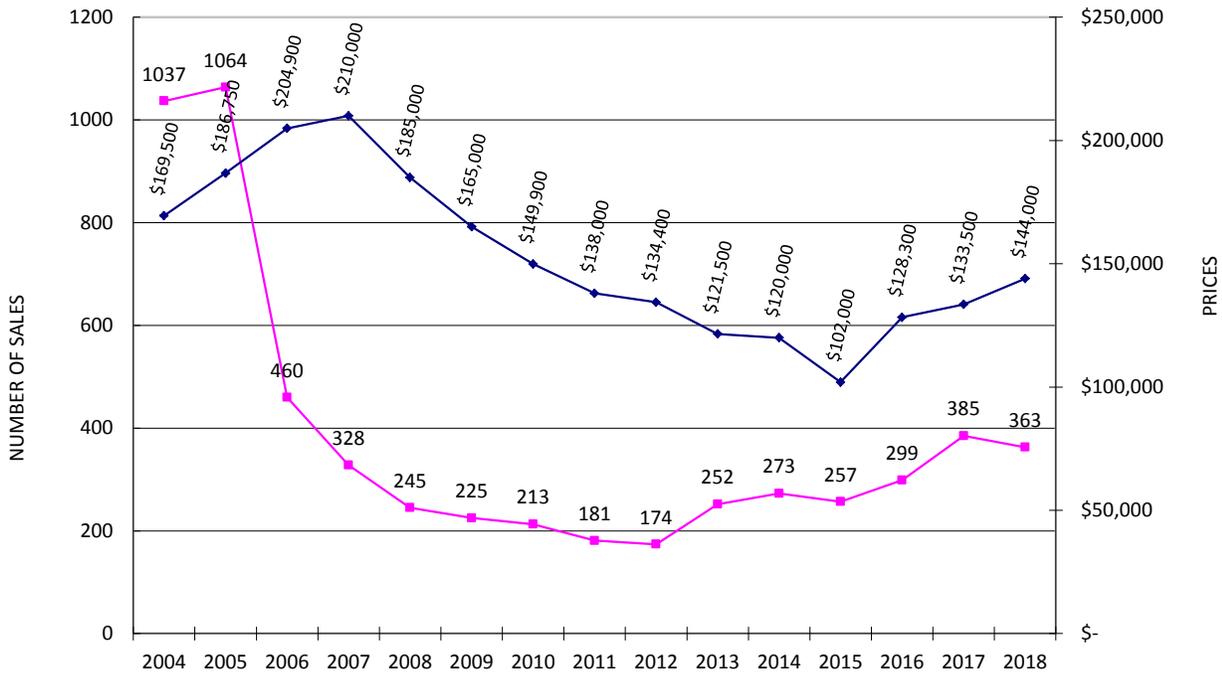


Source: Norwich Public Schools



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

**Housing Sales and Median Prices Norwich - Calendar Year**



**Comparable Communities Median Sales Price - Calendar Year**



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

## City Officials

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### Elected City Officials & NPU Commissioners

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#### City Council

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	<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

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	<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

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

#### Registrar of Voters

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	<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

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	<u>Term Length</u>	<u>Term Expires</u>
Robert A. Staley, Chairperson (R)	5 Years	3/01/23
Stewart Peil, Vice Chairperson (R)	5 Years	3/01/22
Stephen Becker, Secretary (R)	5 Years	3/01/24
Michael A. Goldblatt, (R)	5 Years	3/01/20
Dr. Grace Jones (D) *	5 Years	2/28/21

\* Dr. Grace Jones resigned in June 2019

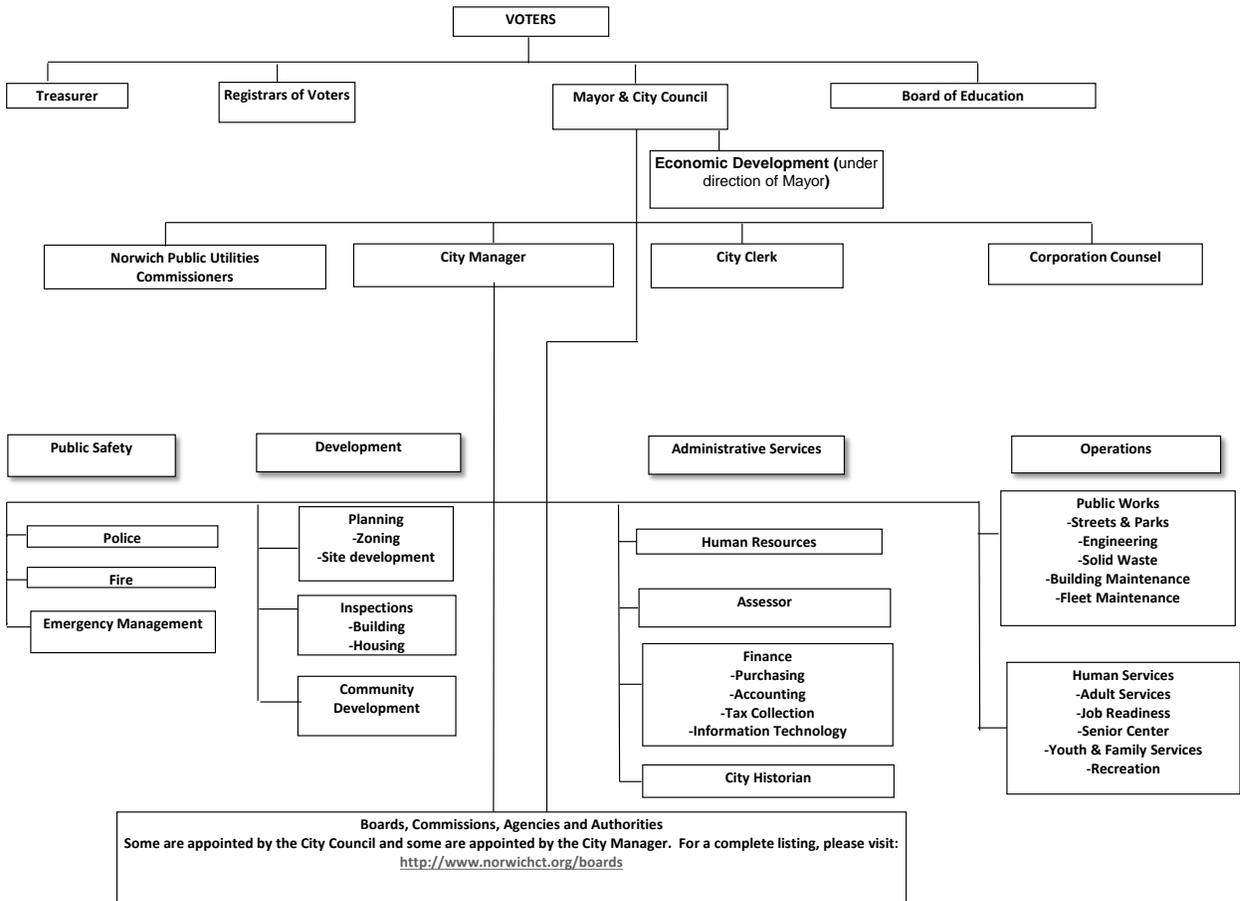
## Directory of City Administrative Officials

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

+ Abby Dolliver retired in June 2019 and was replaced by Kristen Stringfellow.

Organization Chart



# Financial Management Policies & Summaries

## Financial Management Policies

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

### Basis of Accounting

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

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

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

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

Fund Category	Reporting Basis of Accounting	Budgeting Basis of Accounting, when applicable	Fund Type	Fund Type is Used to Account for	Name of Fund	Major Fund in CAFR?	Function(s)	
Fiduciary	Accrual	Not Applicable	Agency	Reporting assets that are held in a custodial relationship	Bid Deposits	No	General government	
					Dangerous Buildings	No	General government	
					Performance Bonds	No	General government	
					Rehabilitation Deposits	No	Social services	
					Employees Retirement	No	All functions	
Other Postemployment Benefits (OPEB)		No						
Proprietary		Enterprise	Accrual	Internal Service	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	
		Stadium Authority				No	Recreation	
	Medical Benefits	No				All functions		
	Workers' Compensation	No				All functions		

### Relationship among Funds Included in this Budget Document

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

### Operating Budgeting Practices

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



## General Fund, CCD and TCD Budgetary Process

### Development Phase

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

### Implementation/Amendment Phase

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

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

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

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

## Board of Education Budget Process

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### 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*

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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.

From November to January, 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, 2018.

Type of Debt	Multiple	Limitation	Total Indebtedness	Limitation in Excess of Actual Indebtedness	Percent of Limit
<b>General Purpose</b>	2.25	178,700,677	28,192,153	150,508,524	15.78%
<b>Schools</b>	4.5	357,401,354	6,135,337	351,266,017	1.72%
<b>Sewers</b>	3.75	297,834,461	2,716,607	295,117,854	0.91%
<b>Urban Renewal</b>	3.25	258,123,200	2,582,325	255,540,875	1.00%
<b>Pension Deficit</b>	3	238,267,569	0	238,267,569	0.00%
<b>Overall Debt Limit</b>	7	555,957,661	39,626,422	516,331,239	7.13%

### 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. (2.21% at June 30, 2018)
- 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
<b>Information from latest actuarial valuation</b>			
Date of valuation	7/1/2017	1/1/2018	7/1/2017
<b>Plan Members</b>			
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
<b>Total</b>	<b>1,240</b>	<b>180</b>	<b>1,247</b>
<b>Funding Progress</b>			
Actuarial value of assets	\$170,119,608	\$2,771,076	\$16,160,044
Actuarial accrued liability	(273,378,344)	(6,210,023)	(57,791,590)
Unfunded frozen actuarial liability (UFAL)	(\$103,258,736)	(\$3,438,947)	(\$41,631,546)
Funded ratio	62.23%	44.62%	27.96%
Covered payroll	\$40,062,787	N/A	\$61,920,000
UFAL as a % of covered payroll	257.74%	N/A	67.23%
<b>Information from latest Comprehensive Annual Financial Statements</b>			
Net Pension/OPEB Asset/ (Liability)	(\$108,266,245)	(\$3,490,907)	(\$40,744,959)
<b>2019-20 Budgeted Contribution</b>	<b>\$12,073,000</b>	<b>\$365,469</b>	<b>\$5,339,344</b>
<b>2019-20 ADEC</b>	<b>\$12,073,000</b>	<b>\$365,469</b>	<b>\$5,521,897</b>
<b>Difference</b>	<b>\$0</b>	<b>\$0</b>	<b>(\$182,553)</b>

### 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

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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

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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

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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 <sup>th</sup>	Unrestricted Fund Balance	Annual Expenditures and Encumbrances	Balance as % of Expenditures
<b>2018</b>	\$15,564,000	\$124,283,000	12.52%
<b>2017</b>	17,681,000	122,210,000	14.47%
<b>2016</b>	14,879,000	120,347,000	12.36%
<b>2015</b>	10,399,000	117,682,000	8.84%
<b>2014</b>	10,981,000	116,151,000	9.45%
<b>2013</b>	11,195,000	114,142,019	9.81%
<b>2012</b>	10,635,000	109,244,843	9.74%
<b>2011</b>	10,648,983	102,430,104	10.40%
<b>2010</b>	9,834,382	101,204,777	9.72%
<b>2009</b>	9,616,208	106,745,559	9.01%

## Accounting, Auditing and Financial Reporting

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### Annual audit

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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

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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, 2018, the GFOA awarded the city a “Distinguished Budget Presentation Award” for its adopted budgets. The budgets submitted had to satisfy four different criteria: the budget as a Policy Document, the budget as a Financial Plan, the budget as an Operations Guide, and the budget as a Communications Device. The award earned by the city is the highest form of recognition in the area of budgeting.

## Calculation of Mill Rates

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

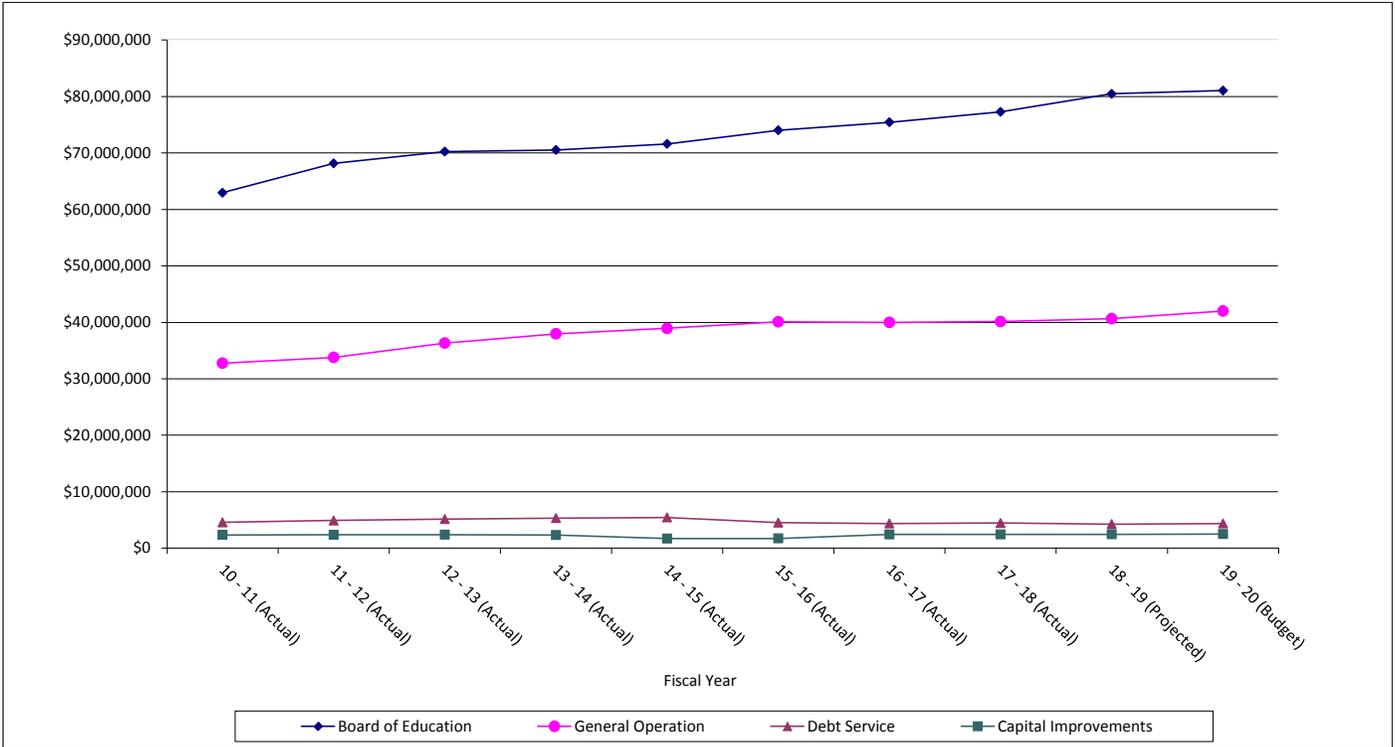
	General Fund	Town Consolidation District	City Consolidation District
<i>Calculation of Grand List, Personal Property and Real Estate</i>			
Personal Property	200,534,210	179,865,510	20,668,700
Real Estate	1,668,057,471	1,104,139,699	563,917,772
Gross Grand List, Personal Property and Real Estate	1,868,591,681	1,284,005,209	584,586,472
<i>Less: Exemptions, Credits, Etc.</i>			
Elderly Reimbursement	8,625,000	5,375,000	3,250,000
Veterans/ military exemptions	3,971,350	2,759,350	1,212,000
Disabled exemptions	232,000	147,000	85,000
Economic Dev & Mfg exemptions	68,851,816	62,444,756	6,407,060
Projected Certificates of Correction	5,500,000	3,500,000	2,000,000
Total Exemptions, Credits, Etc.	87,180,166	74,226,106	12,954,060
<i>Grand list, net of exemptions &amp; credits</i>	1,781,411,515	1,209,779,103	571,632,412
<i>Estimated Tax Collection Percentage</i>	97.88%	98.77%	96.88%
<i>Collectible Grand List, Personal Property and Real Estate</i>	1,743,645,591	1,194,898,820	553,797,481
<i>Taxes to be Levied:</i>			
General City	15,089,271		
Board of Education	48,481,457		
Capital Improvements	2,521,668		
Debt Service	4,133,985		
Fire Districts		422,387	4,269,355
Total Tax Levy, Personal Property and Real Estate	70,226,381	422,387	4,269,355
<i>Mill Rates Required:</i>			
General City	8.66		
Board of Education	27.80		
Capital Improvements	1.45		
Debt Service	2.37		
Town Consolidation District		0.36	
City Consolidation District			7.71
Total Mill Rates Required	40.28	0.36	7.71
Last Year's Mill Rate	41.01	0.45	7.38
Change	(0.73)	(0.09)	0.33
Percent Change	-1.78%	-20.00%	4.47%

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

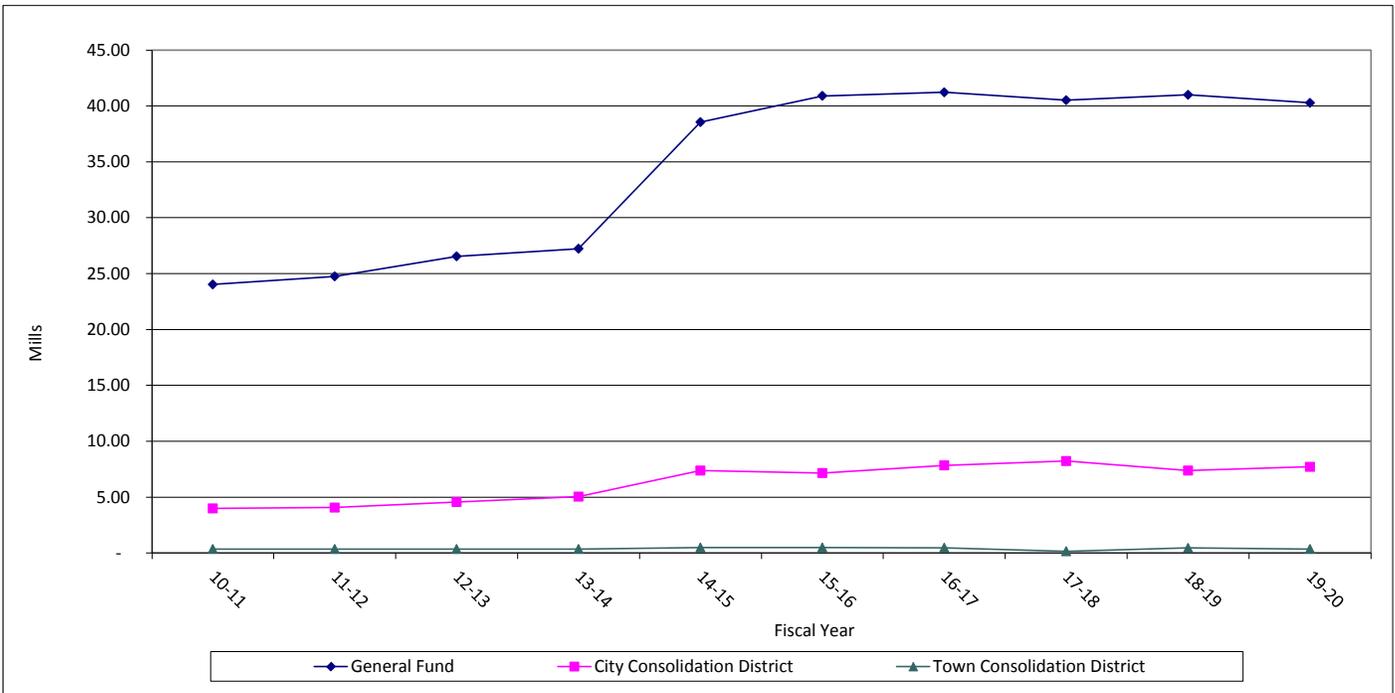
	General Fund	Town Consolidation District	City Consolidation District
Motor Vehicles - July Billing	198,151,041	125,809,931	72,341,110
Motor Vehicles - Estimated January Billing	31,600,000	18,800,000	12,800,000
<i>Less: Exemptions, Credits, Etc.</i>	(6,300,530)	(4,618,980)	(1,681,550)
<i>Grand list, net of exemptions &amp; credits</i>	<u>223,450,511</u>	<u>139,990,951</u>	<u>83,459,560</u>
<i>Estimated Tax Collection Percentage</i>	89.24%	92.12%	85.56%
<i>Collectible Grand List, Motor Vehicles</i>	<u>199,407,236</u>	<u>128,959,664</u>	<u>71,408,000</u>
Mill Rate Cap	40.28	0.36	4.72
Taxes on Motor Vehicles	8,032,123	46,425	337,046
GRAND TOTAL - COLLECTIBLE GRAND LIST	1,943,052,827	1,323,858,484	625,205,481
GRAND TOTAL - CURRENT TAX LEVY	78,258,504	468,812	4,606,401

## Budget Graphs & Charts

### General Fund Expenditures - Ten Year Comparison



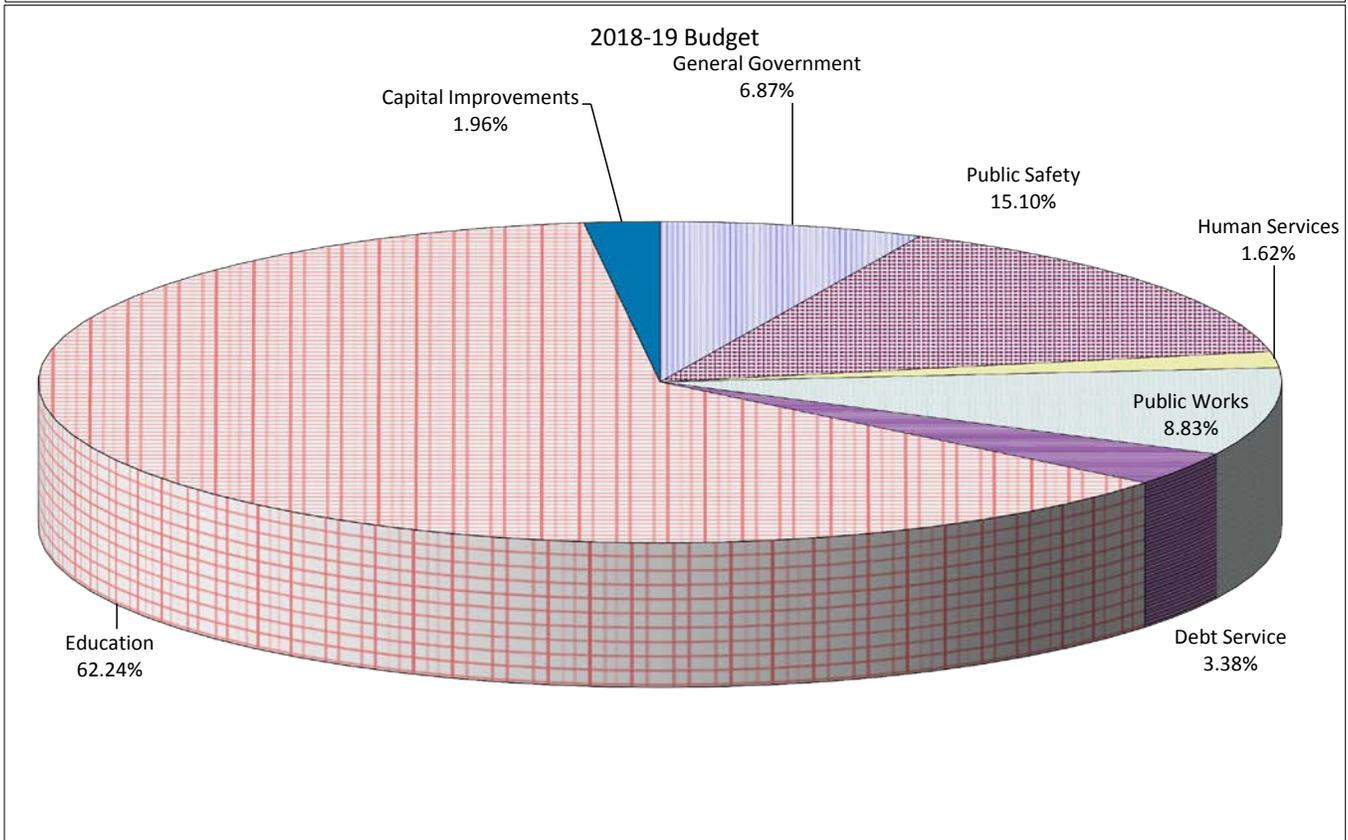
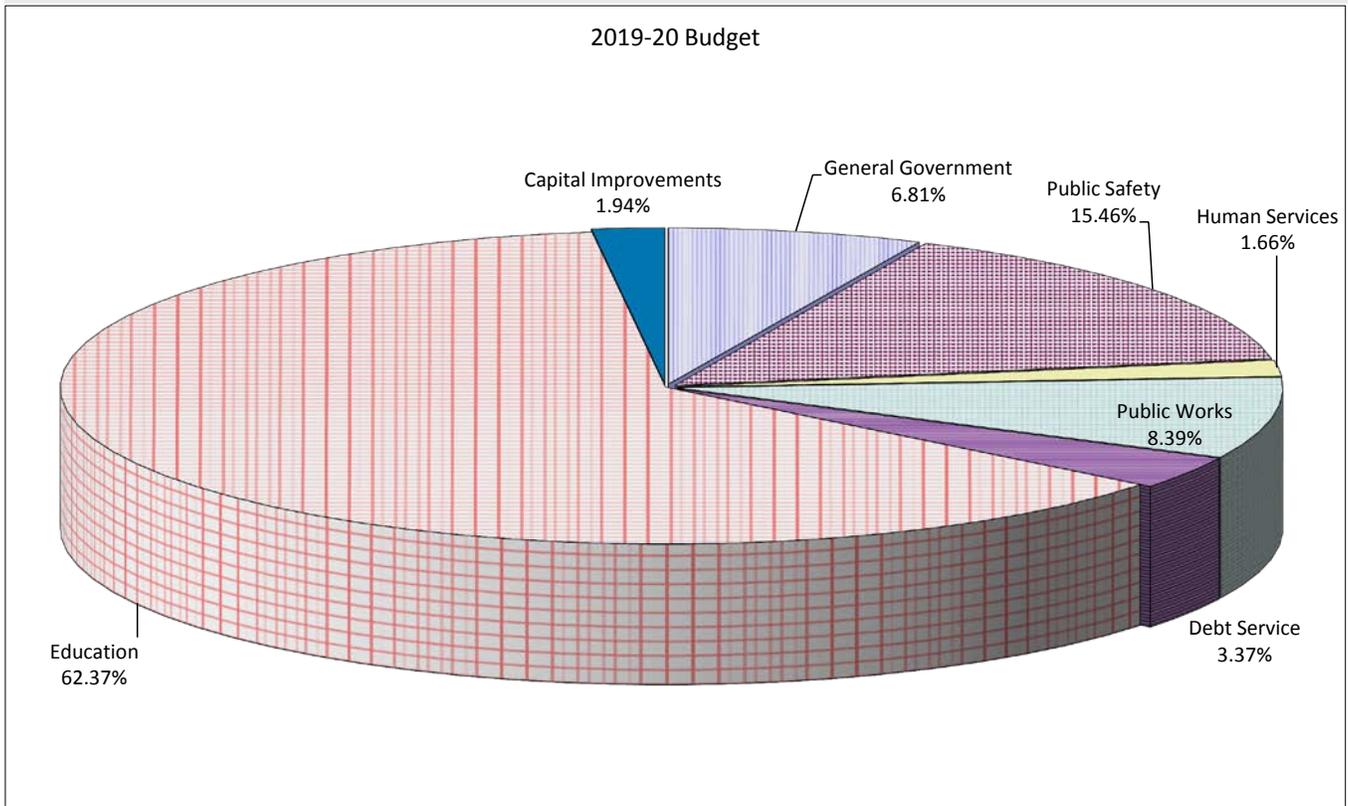
### Mill Rates - Ten Year Comparison



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

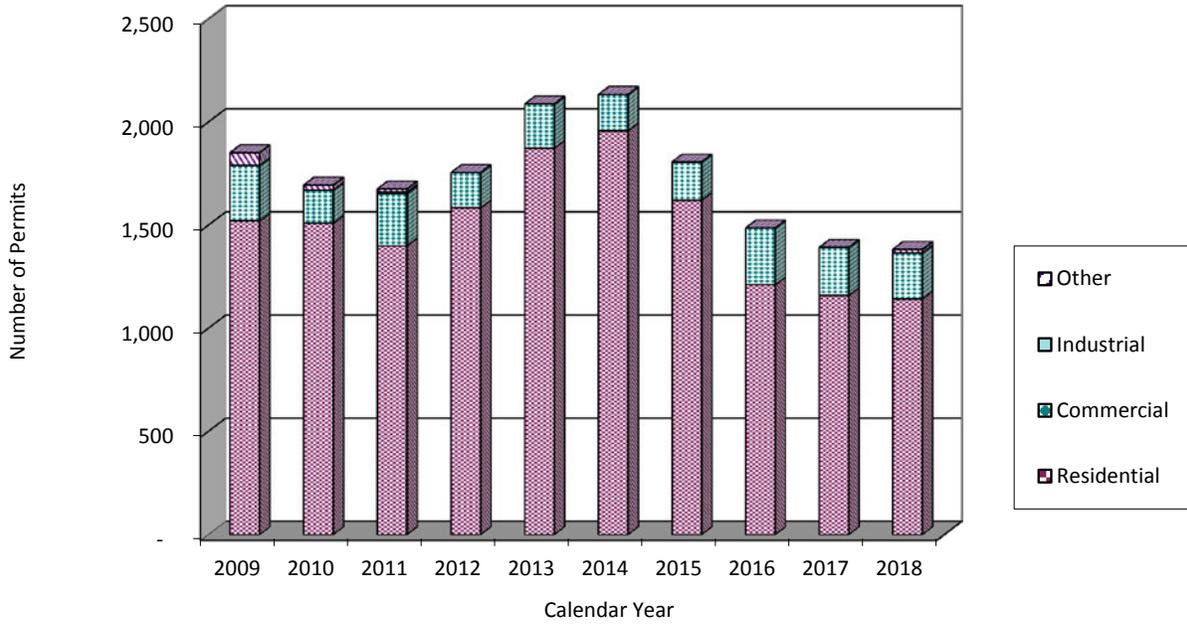
In fiscal year 2019-20, the 10/1/2018 grand list revaluation resulted in an increase in the net grand list of \$119 million to \$1.95 billion compared to 10/1/2017.

General Fund Expenditures - Two-Year Comparison

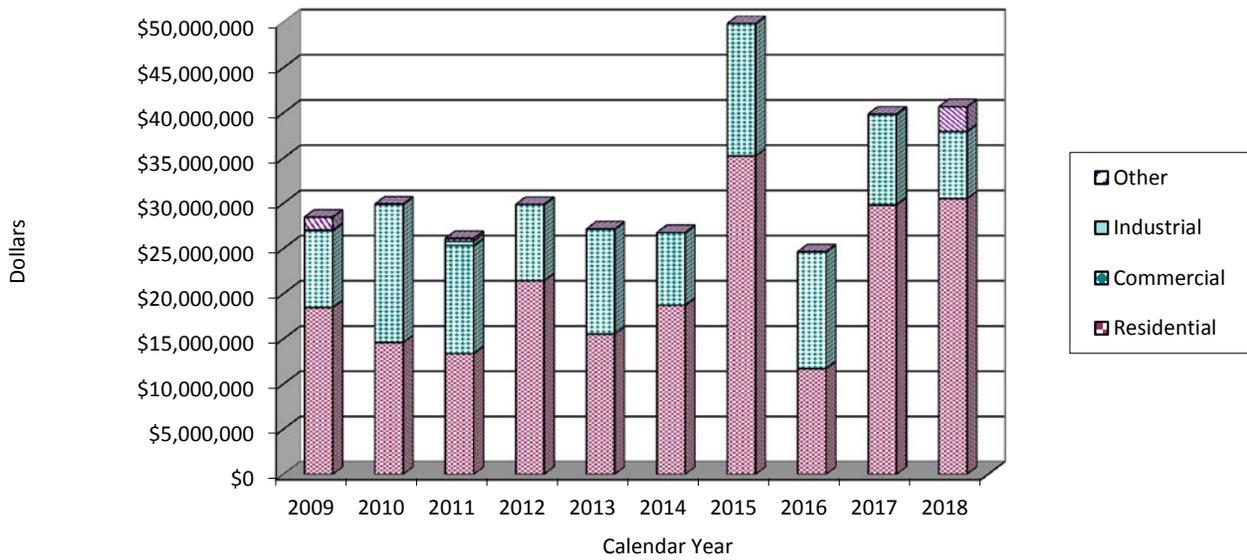


	2019-20 Budget	2018-19 Budget	Dollar Change	Percent Change
General Government	8,846,601	8,656,760	189,841	2.19%
Public Safety	20,087,654	19,038,424	1,049,230	5.51%
Human Services	2,151,697	2,039,006	112,691	5.53%
Public Works	10,898,348	11,132,406	(234,058)	-2.10%
Debt Service	4,383,985	4,262,998	120,987	2.84%
Education	81,039,000	78,469,829	2,569,171	3.27%
Capital Improvements	2,521,668	2,475,988	45,680	1.84%
	<b>129,928,953</b>	<b>126,075,411</b>	<b>3,853,542</b>	<b>3.06%</b>

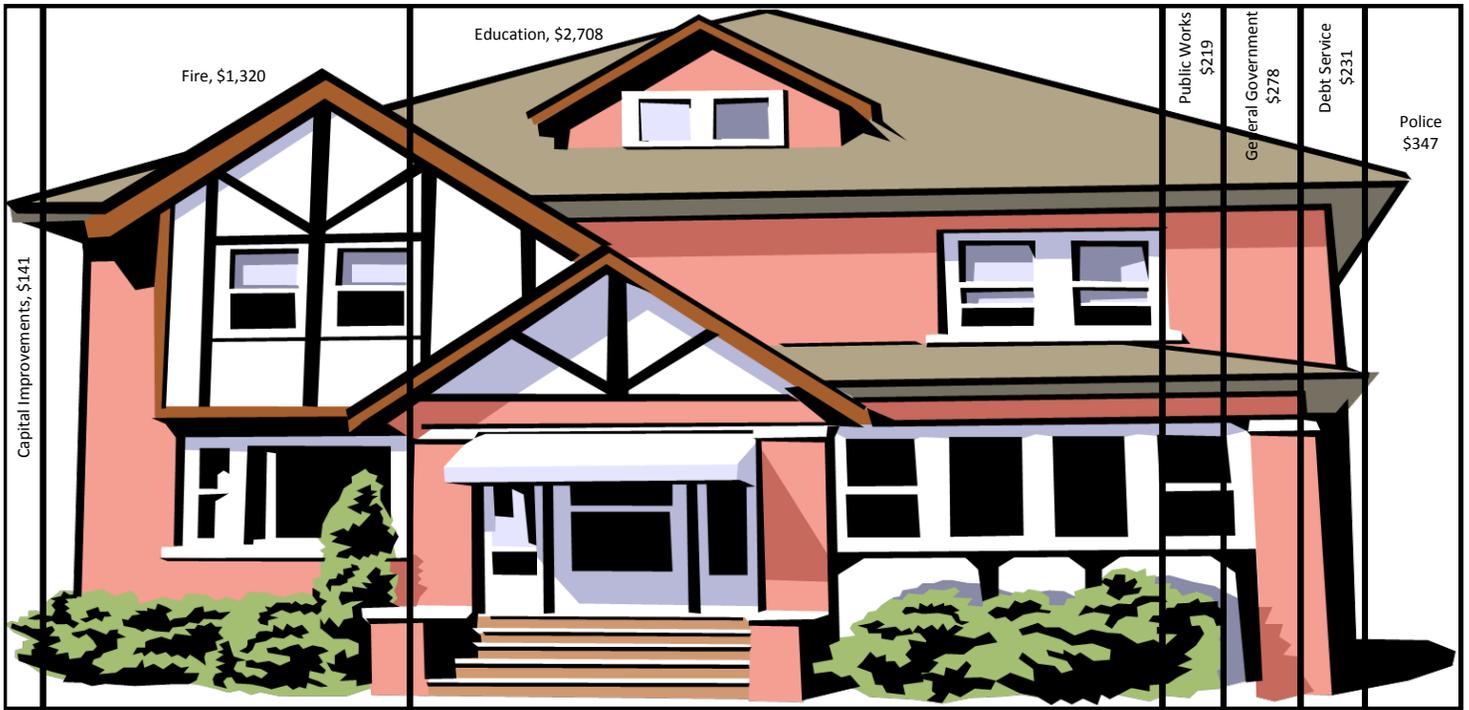
**Building Permits Issued by Category**



**Value of Building Permits by Category**

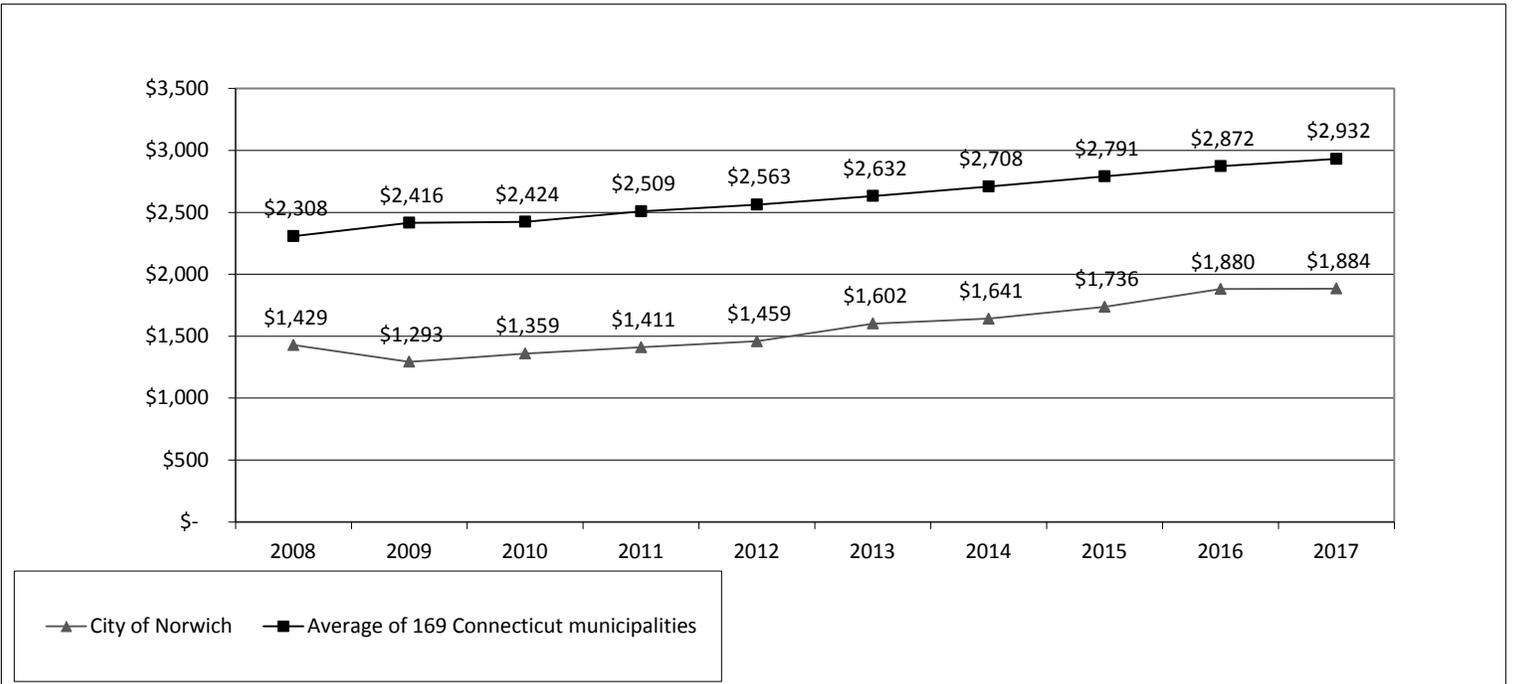


**Property Tax on Residential Home in the City Consolidation District with a Market Value of \$139,140**



Capital improvements	\$141	Taxes support the improvement and expansion of the city's infrastructure.
Fire	\$1,320	Taxes provide fire protection for residents.
Education	\$2,708	Taxes fund the Norwich Public School system.
Public Works	\$219	Taxes support maintenance of city roads, buildings, parks and vehicles and refuse and recycling collection.
General Government	\$278	Taxes support the administration of city services.
Debt Service	\$231	Taxes provide for the scheduled debt service payments from the city's long-term borrowings.
Police	\$347	Taxes provide police protection for residents.
<b>TOTAL TAX BILL:</b>	<b>\$5,244</b>	

**Property Tax Revenue Per Capita**



Source: State of Connecticut Office of Policy & Management's January 2019 Municipal Fiscal Indicators. The last available statistic for the Average of 169 Connecticut municipalities is for fiscal year 2017.

## Authorized Full-Time Equivalent Positions

<b>Department</b>	<b>15-16</b>	<b>16-17</b>	<b>17-18</b>	<b>18-19</b>	<b>19-20</b>
<b>General City *</b>					
City Council	2.0	2.0	2.0	2.0	2.0
City Manager	2.0	2.0	2.0	2.0	2.0
Finance	12.0	12.0	11.5	11.5	12.5
Assessment	4.0	3.0	3.0	3.6	4.0
Treasurer	3.0	3.0	3.0	2.8	3.0
Human Resources	4.6	4.0	4.0	3.6	4.0
City Clerk	5.0	4.0	4.5	4.5	4.5
Planning & Neighborhood Services	11.0	9.5	9.0	9.0	9.0
Registrars of Voters	2.0	2.0	2.0	2.0	2.0
Police	110.5	106.8	104.8	104.5	104.5
Fire	61.0	59.0	58.8	58.8	58.8
Emergency Management	1.0	1.0	0.3	0.3	0.3
PW Street Maintenance	37.0	35.0	34.0	32.0	32.0
PW Engineering & Administration	5.0	6.0	6.0	6.0	6.0
PW Fleet Maintenance	7.0	7.0	7.0	7.0	7.0
PW Refuse & Recycling	3.0	3.0	0.0	0.0	0.0
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
Senior Center	7.6	7.0	7.0	7.0	7.0
Youth & Family Services	2.0	2.0	2.0	2.0	2.0
Human Services	5.0	3.0	3.0	3.4	3.4
Recreation	5.0	5.0	5.6	5.0	5.0
<b>Subtotal - General City</b>	<b>299.7</b>	<b>286.3</b>	<b>279.4</b>	<b>276.9</b>	<b>278.9</b>
<b>Board of Education</b>					
General Fund-funded positions	409.7	375.9	410.5	447.7	447.7
School Lunch (CT & Fed. grant)	42.3	42.3	31.0	28.0	28.0
Adult Education (CT & Fed. grants)	22.3	22.3	21.0	21.3	21.3
Other CT & Fed. grant-funded positions	214.6	220.9	226.4	266.1	266.1
<b>Subtotal - Board of Education</b>	<b>688.8</b>	<b>661.3</b>	<b>688.9</b>	<b>763.1</b>	<b>763.1</b>
<b>Norwich Public Utilities</b>	<b>149.5</b>	<b>149.5</b>	<b>148.5</b>	<b>147.5</b>	<b>146.0</b>
<b>GRAND TOTALS</b>	<b>1,138.0</b>	<b>1,097.0</b>	<b>1,116.8</b>	<b>1,187.4</b>	<b>1,187.9</b>

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

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

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

Board of Education - some of the increase in positions is due to the recognition of FTE's for some part-time workers that had been left off of the counts in previous years, such as: the afterschool program, Adult Education teachers, and some Family Resource Center employees. There has been an increase in staffing due to the Alliance District and Network School programs. The FTE's for 2019-20 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	7/1/2017	6/30/2022
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	49.80	7/1/2018	6/30/2022
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	7/1/2017	6/30/2022
Public Works Supervisors, American Federation of State, County & Municipal Employees (AFSCME), Local 818, Council 4	City Public Works Supervisors	4.00	7/1/2016	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	20.00	7/1/2018	6/30/2021
MEUI Local 506, SEIU, AFL-CIO	NPS Custodians	29.00	7/1/2017	6/30/2020
MEUI Local 506, SEIU, AFL-CIO	NPS Paraeducators	159.00	7/1/2017	6/30/2020
New England Health Care Employees Union District 1199, SEIU, AFL-CIO	NPS School Nurses	14.50	7/1/2017	6/30/2020
Norwich Educational Administrative Assistants, AFSCME Local 1303-190, Council 4	NPS Administrative Assistants	26.50	7/1/2018	6/30/2022
Norwich Teachers League	NPS Teachers	308.80	7/1/2018	6/30/2021
UPSEU, BOE	NPS Food Service Workers	20.70	7/1/2017	6/30/2021
Supervisory Employees Association , Inc. AFSCME Local 818, Council 4	NPU Supervisory and Professional Employees	46.00	7/1/2018	6/30/2021
International Brotherhood of Electrical Workers Local 457, Norwich Unit	NPU Technical and clerical workers	94.00	7/1/2018	6/30/2021
United Steelworkers of America AFL-CIO-CLC Local No. 9411-02	NPU Water distribution employees	5.00	7/1/2018	6/30/2021

Non-Bargaining Employees

General Government	15.60
Department of Public Utilities	1.00
Board of Education	184.56
	<u>201.16</u>

**Consolidated Debt Schedule**

Description	Issue Date	Interest Rates	Original Debt	Outstanding at 7/1/2019	Principal	Interest	FY 2020 Debt Service	
<b>Supported by General Fund</b>								
<u>Bonds</u>								
Qualified Zone Academy Bond-Kelly Renovations	12/30/2008	0.00%	2,940,000	490,000	245,000	-	245,000	
Series A, Capital Project Bonds (Road Improvements, Flyers Drive Sewer Extensions, Fire equipment, Kelly MS Renovations, etc.)	12/17/2009	3.0 - 4.0%	11,410,000	600,000	600,000	9,000	609,000	
Series A, Capital Project (Road Improvements, Sewer Extensions, Kelly MS Renovations, etc.)	12/13/2011	2.0 - 4.0%	9,680,000	6,680,000	500,000	179,881	679,881	
Refunding Bonds	2/15/2012	2.00%	2,725,000	740,000	255,000	14,800	269,800	
Series A, Capital Project Bonds (Infrastructure, Sewer Extensions, Gas Line Extensions, etc.)	2/12/2014	3.0 - 5.0%	12,365,000	9,105,000	645,000	354,719	999,719	
Series B, 2004 & 2005 Refunding Bonds	2/12/2014	3.0 - 5.0%	5,780,000	525,000	525,000	7,875	532,875	
Series A, Tax-Exempt	3/3/2015	3.0 - 4.0%	5,600,000	4,300,000	350,000	141,250	491,250	
Series B, Taxable	3/3/2015	2.0 - 3.0%	1,140,000	680,000	115,000	15,870	130,870	
Series A, Tax-Exempt	3/1/2016	2.00 - 2.55%	6,300,000	5,205,000	365,000	123,988	488,988	
Series B, Taxable	3/1/2016	2.00 - 3.00%	2,500,000	1,750,000	250,000	35,125	285,125	
Series C, Partial Refunding of 2009 Series A	10/12/2016	1.75 - 4.00%	2,925,000	2,925,000	-	104,438	104,438	
Series A, Tax-Exempt	3/10/2017	3.00 - 4.00%	4,450,000	4,000,000	225,000	140,975	365,975	
Series A, Partial Refunding of 2009 Series A	3/10/2017	3.00 - 4.00%	2,825,000	2,825,000	-	107,400	107,400	
Series B, Taxable	3/10/2017	1.00 - 3.90%	1,000,000	900,000	50,000	28,975	78,975	
Series A, Tax-Exempt	12/6/2018	3.00 - 5.00%	7,970,000	7,970,000	-	373,442	373,442	
Less: General Obligation debt for NPU and NGCA operations				<b>Sum (A) =</b> (15,093,051)	(1,057,051)	(498,026)	(1,555,077)	
				<b>Subtotal-Bonds</b>	<b>33,601,949</b>	<b>3,067,949</b>	<b>4,207,662</b>	
<u>Capital Leases</u>								
2009 Pierce Arrow XT 100' Platform Truck	11/2/2009	4.74%	874,288	106,740	106,740	5,059	111,799	
2013 Ferrara Ignitor XD 1,500 GPM Pumper	2/25/2013	2.37%	573,992	243,499	58,753	5,771	64,524	
				<b>Subtotal-Capital Leases</b>	<b>350,239</b>	<b>165,492</b>	<b>176,323</b>	
<b>Subtotal - General Fund Debt</b>				<b>33,952,187</b>	<b>3,233,441</b>	<b>1,150,543</b>	<b>4,383,985</b>	
<b>Supported by Norwich Public Utilities</b>								
<u>Bonds &amp; Notes</u>								
CT CWF NOTES 349-C Washington Street CSO Separation	12/31/2002	2.00%	880,594	129,040	50,844	2,116	52,960	
CT CWF NOTES 495-C WWTP Digester	6/1/2013	2.00%	5,747,554	3,931,883	269,490	76,176	345,666	
CT CWF 625-D WWTP Design	12/31/2012	2.00%	1,864,518	1,239,297	88,154	23,981	112,135	
CT CWF 625-D1 WWTP Design	5/31/2015	2.00%	2,510,422	1,868,833	132,934	36,162	169,096	
DWSRF 200801-C Business Park Tank Painting & Rehab	6/30/2009	2.27%	450,000	223,125	22,500	4,831	27,331	
DWSRF 9714-C Yantic Lane	12/31/2002	2.77%	1,898,651	294,839	115,494	6,708	122,202	
DWSRF 2010-8005 Brown/Fitch Hill Tank Rehab	3/31/2010	2.06%	144,728	75,982	7,236	1,497	8,733	
DWSRF 2010-8006 Fairview Tank Rehab	3/31/2010	2.06%	326,250	179,438	16,313	3,542	19,855	
DWSRF 2011-7005 Deep River Pumps, Drives, Tank Design	4/30/2014	2.00%	160,285	115,521	8,664	2,231	10,895	
DWSRF 2011-7006 Deep River Transmission Main Design	4/30/2014	2.00%	147,989	105,511	8,222	2,035	10,257	
DWSRF 2014-7027 Stony Brook	6/30/2015	2.00%	505,762	391,965	25,288	7,607	32,895	
DWSRF 2014-7036 Deep River Pumps, Drives, Tank Construction	5/31/2016	2.00%	4,051,579	3,325,671	202,579	64,656	267,235	
DWSRF 2015-7037 Royal Oaks Water Main Extension	10/31/2016	2.00%	1,528,016	1,294,569	84,890	25,113	110,003	
DWSRF 2017-7056 Mohegan Park Tank	TBD	2.00%	2,869,392	2,869,392	263,028	73,229	336,257	
Stony Brook Reservoir	2/1/1996	4.50 - 5.00%	750,000	10,551	10,551	158	10,709	
Gas Line Extensions (2010)	12/13/2011	2.00 - 4.00%	1,000,000	690,000	50,000	18,669	68,669	
Gas Line Extensions (2012)	2/12/2014	3.00 - 5.00%	5,780,000	4,322,500	291,500	168,387	459,887	
Gas Line Extensions (2010)	2/12/2014	3.00 - 5.00%	2,000,000	1,500,000	100,000	57,766	157,766	
Gas Line Extensions (2012)	3/3/2015	3.0 - 4.0%	2,220,000	1,780,000	110,000	58,375	168,375	
Gas Line Extensions (2014)	3/3/2015	3.0 - 4.0%	1,000,000	800,000	50,000	26,250	76,250	
Gas Line Extensions (2014) Taxable	3/1/2016	2.00 - 3.00%	1,250,000	875,000	125,000	17,563	142,563	
Gas Line Extensions (2014)	3/1/2016	2.00 - 2.55%	2,750,000	2,330,000	140,000	56,438	196,438	
Gas Line Extensions (2014) Taxable	3/10/2017	1.00 - 3.90%	1,000,000	900,000	50,000	28,975	78,975	
Gas Line Extensions (2014)	3/10/2017	3.00 - 4.00%	2,000,000	1,800,000	100,000	63,439	163,439	
				<b>Subtotal-Bonds &amp; Notes</b>	<b>31,053,117</b>	<b>2,322,687</b>	<b>825,902</b>	<b>3,148,589</b>
<u>Capital Leases &amp; Other Debt</u>								
LED Streetlight GE Capital Financing	12/29/2017	4.25%	1,937,131	1,937,131	295,814	70,521	366,335	
Other						36,001	36,001	
				<b>Subtotal-Capital Leases &amp; Other Debt</b>	<b>1,937,131</b>	<b>295,814</b>	<b>402,336</b>	
<b>Subtotal - Norwich Public Utilities Debt</b>				<b>32,990,248</b>	<b>2,618,501</b>	<b>932,424</b>	<b>3,550,925</b>	
<b>Supported by Norwich Golf Course Authority</b>								
Norwich Golf Course Authority	12/17/2009	3.0 - 4.0%	265,000	85,000	30,000	2,008	32,008	
<b>GRAND TOTAL</b>				<b>67,027,435</b>	<b>5,881,942</b>	<b>2,084,975</b>	<b>7,966,918</b>	

**Summary of All Funds Subject to Appropriation**

	FYE 2018 - Actual				FYE 2019 - Projected				FYE 2020 - Budgeted			
	General	SRF	NPU	Total	General	SRF	NPU	Total	General	SRF	NPU	Total
<b>Revenues</b>												
Taxes	75,693,572	4,529,657	-	80,223,229	78,450,311	4,875,000	-	83,325,311	81,926,504	5,258,713	-	87,185,217
Licenses & Permits	370,978	-	-	370,978	502,400	-	-	502,400	462,200	-	-	462,200
Federal Grants	86,048	-	-	86,048	20,204	-	-	20,204	20,204	-	-	20,204
State Grants	36,884,263	571,640	-	37,455,903	38,020,656	623,634	-	38,644,290	37,220,277	820,698	-	38,040,975
Other Intergovernmental Revenue	170,709	-	-	170,709	165,759	-	-	165,759	165,000	-	-	165,000
Charges for Services	1,251,905	-	97,159,761	98,411,666	1,169,755	-	98,707,244	99,876,999	1,292,500	-	100,921,650	102,214,150
Fines & Assessments	360,725	-	-	360,725	256,300	-	-	256,300	292,000	-	-	292,000
Investment Earnings	457,924	13,371	55,683	526,978	840,000	22,000	32,280	894,280	1,000,000	14,000	312,900	1,326,900
Rents & Royalties	492,689	-	-	492,689	495,000	-	-	495,000	510,589	-	-	510,589
Other Revenues	240,870	-	-	240,870	193,032	-	-	193,032	196,888	-	-	196,888
Other Financing Sources	6,540,932	2,399,876	-	8,940,808	6,500,942	2,399,876	-	8,900,818	6,842,791	2,399,876	-	9,242,667
Total revenue	122,550,615	7,514,544	97,215,444	227,280,603	126,614,359	7,920,510	98,739,524	233,274,393	129,928,953	8,493,287	101,234,550	239,656,790
<b>Expenditures/ Expenses</b>												
City Council	288,805	-	-	288,805	401,845	-	-	401,845	429,384	-	-	429,384
City Manager	365,483	-	-	365,483	373,488	-	-	373,488	380,781	-	-	380,781
Finance	1,585,891	-	-	1,585,891	1,593,167	-	-	1,593,167	1,741,710	-	-	1,741,710
Assessment	419,265	-	-	419,265	488,391	-	-	488,391	510,952	-	-	510,952
Treasurer	252,811	-	-	252,811	254,064	-	-	254,064	275,341	-	-	275,341
Human Resources	489,592	-	-	489,592	518,085	-	-	518,085	544,136	-	-	544,136
Law	355,807	-	-	355,807	470,000	-	-	470,000	431,000	-	-	431,000
City Clerk	482,561	-	-	482,561	486,646	-	-	486,646	508,943	-	-	508,943
Planning & Neighborhood Services	975,810	-	-	975,810	1,030,272	-	-	1,030,272	1,101,313	-	-	1,101,313
Registrars of Voters	114,161	-	-	114,161	149,876	-	-	149,876	147,449	-	-	147,449
Police	16,395,249	-	-	16,395,249	16,768,945	-	-	16,768,945	17,261,380	-	-	17,261,380
Norwich Fire	2,015,499	-	-	2,015,499	2,092,000	-	-	2,092,000	2,107,278	-	-	2,107,278
Emergency Management	81,813	-	-	81,813	76,100	-	-	76,100	82,637	-	-	82,637
East Great Plain VFD	125,347	-	-	125,347	141,458	-	-	141,458	145,552	-	-	145,552
Laurel Hill VFD	72,651	-	-	72,651	74,078	-	-	74,078	78,360	-	-	78,360
Occum VFD	74,319	-	-	74,319	71,172	-	-	71,172	81,393	-	-	81,393
Taftville VFD	155,380	-	-	155,380	159,596	-	-	159,596	165,713	-	-	165,713
Yantic VFD	159,294	-	-	159,294	173,186	-	-	173,186	165,341	-	-	165,341
Public Works	11,206,618	-	-	11,206,618	10,871,572	-	-	10,871,572	10,898,348	-	-	10,898,348
Human Services	1,975,624	-	-	1,975,624	2,028,108	-	-	2,028,108	2,151,697	-	-	2,151,697
Education	77,284,300	-	-	77,284,300	80,469,830	-	-	80,469,830	81,039,000	-	-	81,039,000
Debt Service	4,468,906	-	927,833	5,396,739	4,262,998	-	960,230	5,223,228	4,383,985	-	932,424	5,316,409
Miscellaneous	4,954,867	-	-	4,954,867	4,869,361	-	-	4,869,361	5,297,260	-	-	5,297,260
City Consolidation District	-	7,801,181	-	7,801,181	-	7,990,000	-	7,990,000	-	8,011,975	-	8,011,975
Town Consolidation District	-	584,783	-	584,783	-	537,571	-	537,571	-	481,312	-	481,312
Gas, Water, Electric & Sewer	-	-	84,482,361	84,482,361	-	-	84,132,715	84,132,715	-	-	84,856,570	84,856,570
Total expenditures/expenses	124,300,053	8,385,964	85,410,194	218,096,211	127,824,238	8,527,571	85,092,945	221,444,754	129,928,953	8,493,287	85,788,994	224,211,234
Other financing uses/ (sources)	-	-	8,489,095	8,489,095	-	-	8,475,572	8,475,572	-	-	8,860,667	8,860,667
Capital contributions	-	-	-	-	-	-	-	-	-	-	-	-
Total resources used	124,300,053	8,385,964	93,899,289	226,585,306	127,824,238	8,527,571	93,568,517	229,920,326	129,928,953	8,493,287	94,649,661	233,071,901
<b>Fund balances carried forward</b>	17,680,955	1,338,289	106,180,876	125,200,120	15,931,517	466,869	109,497,031	125,895,417	14,721,638	(140,192)	114,668,038	129,249,484
Increase/ (Decrease) in Fund Balance	(1,749,438)	(871,420)	3,316,155	695,297	(1,209,879)	(607,061)	5,171,007	3,354,067	-	-	6,584,889	6,584,889
Percent Change	-9.89%	-65.11%	3.12%	0.56%	-7.59%	-130.03%	4.72%	2.66%	0.00%	0.00%	5.74%	5.09%
<b>Fund balance/net assets to carry forward</b>	15,931,517	466,869	109,497,031	125,895,417	14,721,638	(140,192)	114,668,038	129,249,484	14,721,638	(140,192)	121,252,927	135,834,373
GF Fund Balance as a % of Expenditures	12.82%				11.52%				11.33%			

NPU expenditures do not include capital expenditures and debt service principal payments as these expenditures are not considered "expenses" for purposes of proprietary fund accounting.

The decrease in General Fund Unrestricted Fund Balance in FYS 2018 and 2019 was primarily due to increased Education expenditures.

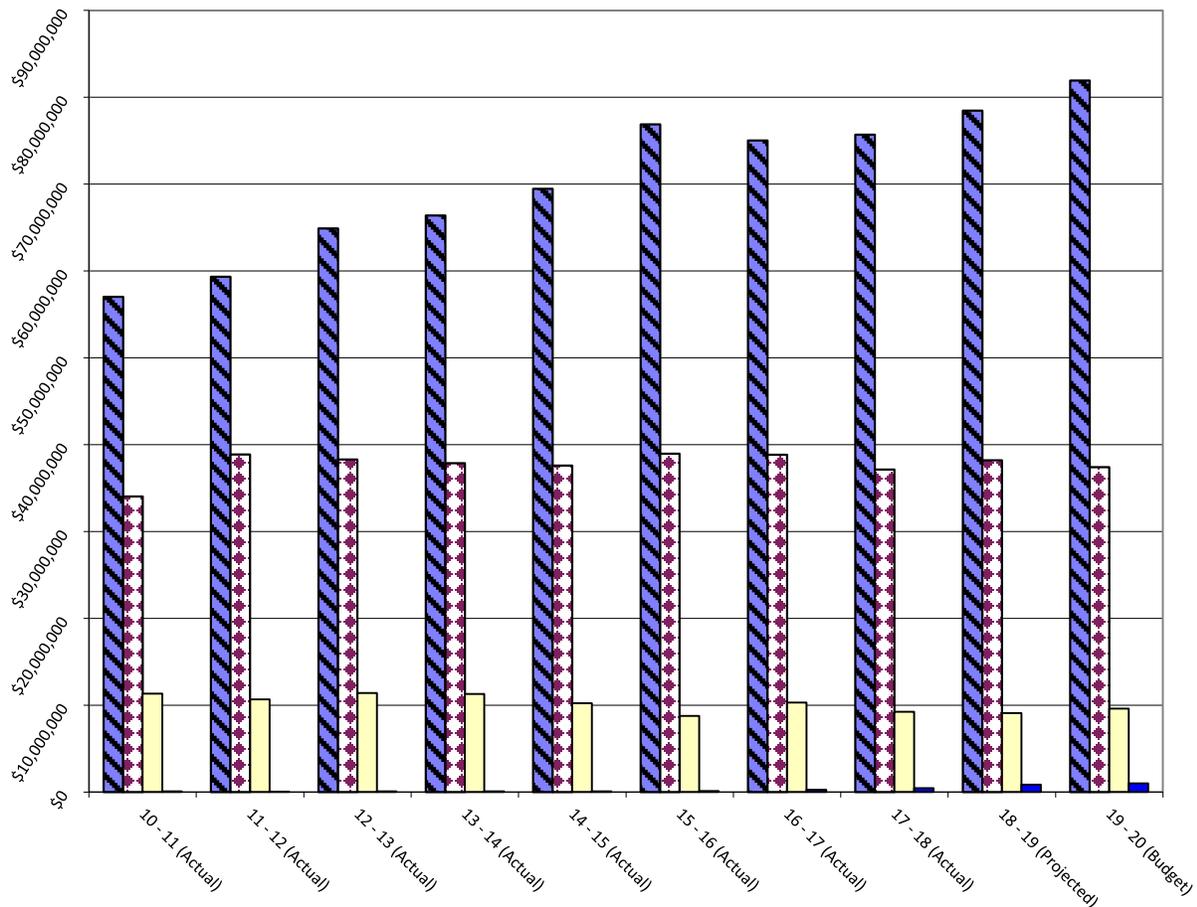
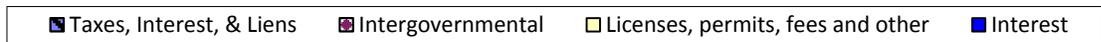
# General Fund

## Summary of Revenues & Expenditures

	General City	Debt Service	Capital Improvements	Education	Total General Fund
<b>EXPENDITURES</b>					
Total by category	41,984,300	4,383,985	2,521,668	81,039,000	129,928,953
<b>TOTALS</b>	<b>41,984,300</b>	<b>4,383,985</b>	<b>2,521,668</b>	<b>81,039,000</b>	<b>129,928,953</b>
<b>REVENUES</b>					
Current Levy RE & PP	15,089,271	4,133,985	2,521,668	48,481,457	70,226,381
Taxes (other than Current Levy RE & PP)	11,700,123	0	0	0	11,700,123
Licenses & Permits	462,200	0	0	0	462,200
Federal Grants	20,204	0	0	0	20,204
State Grants	4,786,734	0	0	32,433,543	37,220,277
Other Intergovernmental Revenue	165,000	0	0	0	165,000
Charges for Services	1,168,500	0	0	124,000	1,292,500
Fines & Assessments	42,000	250,000	0	0	292,000
Investment Earnings	1,000,000	0	0	0	1,000,000
Rents & Royalties	510,589	0	0	0	510,589
Other Revenues	196,888	0	0	0	196,888
Other Financing Sources	6,842,791	0	0	0	6,842,791
<b>TOTALS</b>	<b>41,984,300</b>	<b>4,383,985</b>	<b>2,521,668</b>	<b>81,039,000</b>	<b>129,928,953</b>

### General Fund Revenue Sources

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



## Presentation Changes Resulting from Uniform Chart of Accounts (UCOA) Project

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Pursuant to Public Acts 11-57 and 12-116, the Office of Policy & Management and Department of Education developed benchmarking systems for the financial data of municipalities and school districts reported in accordance with the UCOA. With the creation of the UCOA, the State, its municipalities and school districts can begin to measure financial results and establish standards or targets using financial measures with the goal of promoting financial transparency, uniformity, accountability, and comparability among communities.

Since the inception of the State's UCOA initiative, the City had Norwich Public Schools (NPS) have been "mapping" their financial data from their accounting software systems and uploading it to the State's UCOA website.

One of the goals of the bond ordinance appropriating \$675,000 for integrating and improving NPS and City of Norwich administrative functions was to get the chart of accounts in-line with UCOA. As a result many of the revenue and expenditure descriptions in this document have been changed and/or reordered so that they align with the way the data is reported in the audited financial statements and to OPM for UCOA.

## Revenue Descriptions

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The following are descriptions of the larger revenue items.

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

## Taxes

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### Property Taxes

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#### Current Real Estate and Personal Property Levy

The current levy is based on all taxable property in the City as of 10/1/2018, 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.

General Fund Current Levy Collections			
Fiscal Year	Total Tax Levy	Current Collected	Tax Collection %
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%
2017-18	\$ 74,351,051	\$ 72,124,359	97.0%

#### Current 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. The cap for 2019-20 is 45 mills.

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## Prior Year Levies

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

General Fund Delinquent Tax Collections			
Fiscal Year	Amount Collectible	Total Collected	% Collected
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%
2017-18	\$ 3,526,054	\$ 1,858,968	46.4%

## 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.

## Other Taxes

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### Conveyance Tax Ø

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

### Telecommunications Tax

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

### Licenses & Permits Ø

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

### Federal Grants

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

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

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### State Grants

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#### Town Aid Road Fund Grant (TAR)

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

### *Mashantucket-Pequot/Mohegan Fund Grant*

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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.

### *Youth Service Bureau*

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

### *Education Cost Sharing*

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

### *Health Services*

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

### *Shared Revenues*

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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
<b>MRSA Motor Vehicles</b>	0	0	820,698
<b>MRSA Municipal Projects</b>	187,132	0	0
<b>Stabilization grant</b>	210,834	0	0
<b>Littering Fines</b>	12,000	0	0
	<b>409,966</b>	<b>0</b>	<b>820,698</b>

### *Payments In Lieu of Taxes (PILOT)*

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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.
- Elderly tax credit reimbursement includes the Homeowners’ – Elderly/Disabled Tax Relief Program and the Elderly/Disabled Freeze Tax Relief Program. These grants were eliminated in 2016-17.

## Other Intergovernmental Revenue Ø

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

## Charges for Services

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### *Recording Fees Ø*

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

### *Tuition Revenue Ø*

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Tuition received from outlying towns by the Board of Education.

### *Recycling Revenues Ø*

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Includes revenues from the sale of recyclable material.

### *Direct Hauler Fees Ø*

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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.

### *Vital Statistics*

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

## Fines & Assessments

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### *Blight & Zoning Citations Ø*

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

### *Sewer Assessments*

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

## Investment Earnings

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

## Rents & Royalties

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### *Building Rent*

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#### Probate Court

Revenue from rental of the 1,747 ft<sup>2</sup> 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 2018 to June 2019.

#### State of Connecticut – City Hall

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

## Other

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

### *Property Rent*

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Revenue collected for billboards and the Rogers Road solar panels.

### *Cell Tower Rent*

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Leases for cellular towers on City property.

## Other Revenues

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### *Services to Other Funds*

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

## Other Financing Sources

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### *Police Private Duty Ø*

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

### *Public Parking Commission (PPC)*

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Partial reimbursement from the PPC for public works maintenance.

### *Cemetery Trust Fund*

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

### *Norwich Public Utilities*

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The 10% payment is pursuant to Chapter XII, Section 6, of the Charter of the City of Norwich. This reflects 10% of the gross revenues from water, gas and electric operations of NPU as reported in its June 30, 2018 annual financial statements. This calculation excludes sewer revenues. A portion of these revenues has been allocated to the City Consolidation District (CCD).

### *Sale of City Assets Ø*

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

## Use of Unrestricted Fund Balance

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

<b>General Fund Revenues</b>	<b>2016-17</b>	<b>2017-18</b>	<b>2018-19</b>	<b>2018-19</b>	<b>2019-20</b>	<b>2019-20</b>
	<b>Actual</b>	<b>Actual</b>	<b>Budget</b>	<b>Projected</b>	<b>Proposed</b>	<b>Adopted</b>
<b>Taxes</b>						
41101 Current Real Estate and Personal Proper	65,038,463	64,646,096	66,679,154	66,800,000	69,730,579	70,226,381
41103 Current Motor Vehicle Taxes	7,142,832	7,427,245	8,103,654	7,845,000	7,967,111	8,032,123
41105 Prior Year Levies	1,867,611	1,858,968	1,800,000	1,950,000	1,892,000	1,892,000
41106 Interest and Lien Fees	1,048,508	1,061,880	935,000	1,300,000	1,137,000	1,137,000
41200 Conveyance Tax	584,466	581,723	508,000	450,000	555,000	539,000
41300 Telecommunications Tax	133,139	117,660	130,000	105,311	100,000	100,000
<b>Totals</b>	<b>75,815,019</b>	<b>75,693,572</b>	<b>78,155,808</b>	<b>78,450,311</b>	<b>81,381,690</b>	<b>81,926,504</b>
<b>Licenses &amp; Permits</b>						
42130 Public Safety Permits	18,065	16,910	15,000	15,000	16,700	16,700
42201 Building Permits	487,423	346,527	471,300	480,000	428,000	438,000
42206 Road Opening Permits	2,200	2,400	2,000	2,000	2,200	2,200
42241 Hunting & Fishing Licenses	414	530	400	400	400	400
42251 Marriage Licenses	3,531	3,168	3,500	3,500	3,400	3,400
42261 Animal Licenses	1,598	1,443	1,500	1,500	1,500	1,500
<b>Totals</b>	<b>513,231</b>	<b>370,978</b>	<b>493,700</b>	<b>502,400</b>	<b>452,200</b>	<b>462,200</b>
<b>Federal Grants-Operating</b>						
43100 Totals	286,828	86,048	20,204	20,204	20,204	20,204
<b>State Grants</b>						
43300 PSAP Subsidy	6,087	0	0	0	0	0
43320 Town Aid Road Grant	497,815	495,941	495,941	494,405	494,405	494,405
43354 Mashantucket Pequot/Mohegan	1,912,306	1,912,306	1,860,229	1,860,229	1,860,229	2,360,229
43359 Youth Services Bureau	69,870	66,779	66,779	71,798	69,000	71,000
43371 Education Cost Sharing	32,060,320	32,101,759	32,316,543	32,613,938	32,316,543	32,316,543
43376 Health Services	62,475	104,363	104,363	119,382	117,000	117,000
43470 School Construction Grant	0	0	1,000,000	1,000,000	0	0
43500 Shared Revenues	1,761,763	817,985	417,966	407,771	409,966	407,966
43600 Payments in Lieu of Taxes	1,586,980	1,385,130	1,452,633	1,453,133	1,453,134	1,453,134
<b>Totals</b>	<b>37,957,616</b>	<b>36,884,263</b>	<b>37,714,454</b>	<b>38,020,656</b>	<b>36,720,277</b>	<b>37,220,277</b>
<b>Other Intergovernmental Revenue-Housing PILOT</b>						
43901 Totals	159,683	170,709	137,000	165,759	165,000	165,000
<b>Charges for Services</b>						
44102 Recording Fees	139,695	140,039	151,000	151,000	144,000	144,000
44103 Planning & Zoning Fees	20,474	39,101	20,000	20,000	27,000	27,000
44104 Printing & Duplication Fees-GG	42,495	36,332	40,000	40,000	40,000	40,000
44104 Printing & Duplication Fees-PS	13,289	8,877	8,500	8,500	10,000	10,000
44105 Notary Public Fees	3,860	3,305	3,000	3,000	3,000	3,000
44106 Land Recording Capital Improvement	14,184	13,638	14,000	12,000	14,000	13,000
44206 Fingerprinting	5,711	3,543	5,000	5,000	5,000	5,000
44300 Tuition Revenue	238,668	84,587	126,000	50,000	124,000	124,000
44403 Refuse Collection Fees	55,567	12,043	9,000	7,455	25,000	7,500
44404 Recycling Revenues	150,283	77,215	68,400	67,000	67,000	67,000
44405 Direct Hauler Fees	763,460	681,633	782,000	650,000	705,000	698,000
44406 Burial Fees	827	1,300	800	800	1,000	1,000
44501 Vital Statistics	143,880	141,709	145,000	145,000	144,000	144,000
44708 Senior Center Fees	7,576	8,583	9,000	10,000	9,000	9,000
<b>Totals</b>	<b>1,599,969</b>	<b>1,251,905</b>	<b>1,381,700</b>	<b>1,169,755</b>	<b>1,318,000</b>	<b>1,292,500</b>
<b>Fines &amp; Assessments</b>						
45102 Public Safety Fines	5,555	3,470	6,100	3,800	4,000	4,000
45104 Blight Citations	55,911	41,291	26,000	17,500	37,000	38,000
45501 Sewer Assessment Revenue	472,326	315,964	320,000	235,000	250,000	250,000
<b>Totals</b>	<b>533,792</b>	<b>360,725</b>	<b>352,100</b>	<b>256,300</b>	<b>291,000</b>	<b>292,000</b>
<b>Investment Earnings</b>						
46101 Interest	222,217	457,924	500,000	840,000	1,000,000	1,000,000
<b>Totals</b>	<b>222,217</b>	<b>457,924</b>	<b>500,000</b>	<b>840,000</b>	<b>1,000,000</b>	<b>1,000,000</b>
<b>Rents &amp; Royalties</b>						
47201 Building Rent	346,664	333,650	345,169	320,000	324,724	324,724
47202 Property Rent	62,115	88,381	69,156	80,000	94,588	94,588
47203 Cell Tower Rent	67,819	57,768	56,760	65,000	70,277	70,277
47901 Facilities Rent	20,400	12,890	22,000	30,000	21,000	21,000
<b>Totals</b>	<b>496,998</b>	<b>492,689</b>	<b>493,085</b>	<b>495,000</b>	<b>510,589</b>	<b>510,589</b>
<b>Other Revenues</b>						
48962 Financial Services to Other Funds	75,409	62,444	80,444	80,444	77,998	77,998
48963 HR Services to Other Funds	39,832	37,588	37,588	37,588	42,690	42,690
48967 Janitorial Services to NPU	35,000	35,000	35,000	35,000	35,000	35,000
48990 Miscellaneous Revenue	127,444	105,838	37,632	40,000	41,200	41,200
<b>Totals</b>	<b>277,845</b>	<b>240,870</b>	<b>190,664</b>	<b>193,032</b>	<b>196,888</b>	<b>196,888</b>
<b>Other Financing Sources</b>						
49125 Transfer from Police Private Duty	174,509	196,797	165,000	250,000	207,000	207,000
49152 Transfer from Cemetery Trust	60,467	64,886	68,000	65,246	63,000	63,000
49154 Transfer from PPC	0	0	30,000	30,000	0	0
49195 Transfer from NPU	6,270,969	6,089,219	6,075,696	6,075,696	6,460,791	6,460,791
49200 Sale of City Assets	67,458	190,030	98,000	80,000	112,000	112,000
<b>Totals</b>	<b>6,573,403</b>	<b>6,540,932</b>	<b>6,436,696</b>	<b>6,500,942</b>	<b>6,842,791</b>	<b>6,842,791</b>
<b>Use of Unrestricted Fund Balance</b>						
<b>Totals</b>	<b>0</b>	<b>0</b>	<b>200,000</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>GRAND TOTALS</b>	<b>124,436,601</b>	<b>122,550,615</b>	<b>126,075,411</b>	<b>126,614,359</b>	<b>128,898,639</b>	<b>129,928,953</b>

## Expenditure Descriptions

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

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

## City Council

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### Mission

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

### Vision

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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)

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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

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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

10410300 City Council	2016-17 Actual	2017-18 Actual	2018-19 Budget	2018-19 Projected	2019-20 Request	2019-20 Proposed	2019-20 Adopted
51601 Department Head	45,000	44,828	45,000	45,000	45,000	45,000	45,000
51602 City Council	7,200	7,200	7,200	7,200	7,200	7,200	7,200
51610 Regular Employees	46,265	36,600	36,621	36,621	37,353	37,353	37,353
52000 Fringe Benefits	29,658	32,549	52,229	40,000	54,824	54,824	55,138
53322 Professional Development	125	175	1,000	200	1,000	1,000	1,000
54310 Equip & Furniture Maintenance	2,693	2,588	2,400	1,800	2,400	2,400	2,400
55500 Printing	0	0	950	700	200	200	200
55530 Communications	2,999	2,330	3,080	3,080	2,477	2,477	2,499
55532 Postage	59	76	150	150	150	150	150
55800 Travel & Mileage Reimbursement	1,345	81	3,000	1,000	3,000	3,000	3,000
56610 Supplies	925	2,743	3,800	1,500	3,800	3,800	3,800
58000 Miscellaneous Expenditures	5,820	4,069	6,000	4,000	6,000	6,000	6,000
58100 Dues Licenses & Subscriptions	805	417	4,250	4,250	6,000	6,000	6,000
58258 SCCOG	22,271	22,271	22,271	22,271	22,271	22,271	22,271
58811 Norwich Community Development	135,000	100,000	150,000	150,000	150,000	150,000	150,000
58812 SECTER	14,173	14,173	14,173	14,173	14,173	14,173	14,173
58815 Economic Development Contingency	3,229	2,250	7,500	3,000	5,000	5,000	5,000
58840 Marketing	0	0	25,000	25,000	25,000	25,000	25,000
58913 Veterans' Organizations	1,294	2,555	3,000	3,000	4,000	4,000	4,000
58975 Multicultural Development Prog	0	0	25,000	25,000	25,000	25,000	25,000
59194 Harbor Commission	7,000	7,000	7,000	7,000	7,000	7,000	7,000
59194 Ethics Commission	1,500	1,500	1,500	1,500	1,500	1,500	1,500
59194 City Historian	3,400	3,400	3,400	3,400	5,000	3,900	3,900
59194 Disabilities Committee	1,000	2,000	2,000	2,000	1,800	1,800	1,800
<b>TOTALS</b>	<b>331,761</b>	<b>288,805</b>	<b>426,524</b>	<b>401,845</b>	<b>430,148</b>	<b>429,048</b>	<b>429,384</b>

**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		37,353	37,353	37,353

**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		37,353	37,353	37,353
<b>TOTAL SALARIES</b>			<u>88,821</u>		<u>89,553</u>	<u>89,553</u>	<u>89,553</u>

## City Manager

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### Mission

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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

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

### Values

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- Respect
- Knowledge
- Strategy & Execution

### Department Goals (DG)

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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

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

### Accomplishments

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1. Negotiated new labor contracts with Police, Dispatch and City Hall Unions **(DG6)**
2. Negotiated new pension agreements with Police and Dispatch resulting in significant savings which reflect current fiscal realities. **(DG6)**
3. Continued to provide leadership for regional projects and cooperation. **(DG3, 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. Implemented goal setting session with City Council and Department Heads **(DG1, DG6)**
6. Provided quarterly reports from Department Heads to Council
7. Completed the conveyance of 193-201 Main St (Reid & Hughes) to private developer for housing and commercial use.
8. Ordered fire vehicles from \$3.2 million Public Safety Equipment bond approved by voters in 2017.

		2016-17	2017-18	2018-19	2018-19	2019-20	2019-20	2019-20
10411300 City Manager		Actual	Actual	Budget	Projected	Request	Proposed	Adopted
51601	Department Head	151,613	152,211	156,060	156,060	159,181	159,181	159,181
51610	Regular Employees	50,622	67,367	68,979	68,979	70,358	70,358	70,358
51620	Seasonal/ Temporary	12,744	0	0	0	0	0	0
51630	Overtime	0	185	189	189	0	0	0
52000	Fringe Benefits	94,622	100,285	104,171	104,171	105,940	103,264	103,041
53010	Professional Services	8,515	3,366	3,000	3,000	6,000	6,000	6,000
53322	Professional Development	702	2,290	1,311	1,000	2,500	2,500	2,500
54310	Equip & Furniture Maintenance	2,804	2,459	2,800	2,300	2,500	2,500	2,500
55500	Printing	0	0	500	500	500	500	500
55530	Communications	3,211	3,059	2,309	2,309	1,896	1,711	1,721
55532	Postage	113	173	300	100	200	200	200
55800	Travel & Mileage Reimbursement	5,100	5,100	5,500	5,500	5,500	5,500	5,500
56610	Supplies	1,847	1,011	1,200	1,000	1,200	1,200	1,200
58000	Miscellaneous Expenditures	526	412	500	500	500	500	500
58100	Dues Licenses & Subscriptions	1,728	1,985	2,300	2,300	2,000	2,000	2,000
58111	Connecticut Conference of Municipalities	25,580	25,580	25,580	25,580	25,580	25,580	25,580
		<b>359,727</b>	<b>365,483</b>	<b>374,699</b>	<b>373,488</b>	<b>383,855</b>	<b>380,994</b>	<b>380,781</b>

**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
<b>TOTAL FTE'S</b>	<b>2.00</b>						

**Salaries**

City Manager			156,060		159,181	159,181	159,181
Executive Assistant			68,979		70,358	70,358	70,358

**Total Salaries Paid by General Fund**

City Manager			156,060		159,181	159,181	159,181
Executive Assistant			68,979		70,358	70,358	70,358
Subtotal - Employees			<u>68,979</u>		<u>70,358</u>	<u>70,358</u>	<u>70,358</u>
<b>TOTAL SALARIES</b>			<u><b>225,039</b></u>		<u><b>229,539</b></u>	<u><b>229,539</b></u>	<u><b>229,539</b></u>

## Finance

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### Mission

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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

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

### Values

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- Fiscal Integrity
- Accuracy
- Efficiency
- Timeliness

### Departmental Goals (DG)

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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

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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 2018-19 audited financial statements by November 7, 2019. (DG3)
4. Develop personal development plans for each staff and ensure proper level of professional certifications are achieved through education and training. (DG4)
5. Integrate Norwich Public Schools' accounting functions into the City's accounting system by June 2020. (DG1)

### Accomplishments

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1. Entered into a new audit contract through an RFP process in February 2018 which saved the City, NPU, and NPS approximately \$7,000 per year. (DG1)
2. Selected a new actuary through an RFP process in July 2018 which should save the City approximately \$2,000 in fees for pension and OPEB valuations. (DG1,DG2)
3. Selected a new collection agency in May 2018 which has been very successful in finding, billing, and collecting from delinquent taxpayers. (DG1)
4. As of September 2018, 92% of employees and 68% of retirees receive both direct deposit and electronic advice delivery. (DG1,DG2)
5. Reviewed and restructured wireless plans and network managed services contracts in 2018-19 which will save approximately \$30,000 in departments' annual Communications line item costs. (DG1)
6. Received GFOA's Certificate of Achievement for Excellence in Financial Reporting every year since 1993 and Distinguished Budget Presentation Award every year since 2001. (DG3)
7. Comptroller and Deputy Comptroller are Certified Public Finance Officers (only 513 in US & Canada and 18 in Connecticut) and 75% of the Tax Collector Staff are Certified Connecticut Municipal Collectors. (DG4)

10411700 Finance		2016-17 Actual	2017-18 Actual	2018-19 Budget	2018-19 Projected	2019-20 Request	2019-20 Proposed	2019-20 Adopted
51601	Department Head	113,472	115,469	118,232	118,232	118,232	120,596	120,596
51610	Regular Employees	663,908	662,593	680,885	679,000	747,101	748,960	765,317
51620	Seasonal/ Temporary	25,114	6,234	9,120	9,120	2,630	2,630	2,630
51630	Overtime	18,964	16,830	12,150	12,150	12,540	12,540	12,540
52000	Fringe Benefits	464,596	516,121	528,507	528,507	565,086	578,243	573,878
53322	Professional Development	5,086	740	3,500	3,500	3,500	3,500	3,500
53331	Audit Services	57,312	53,626	42,335	42,335	46,800	46,800	46,800
53510	Software Updates & Maintenance	125,116	123,232	124,223	124,223	142,000	142,000	142,000
54310	Equip & Furniture Maintenance	22,139	6,750	9,000	9,000	10,000	10,000	10,000
55500	Printing	13,404	25,917	15,300	15,300	14,300	14,300	14,300
55530	Communications	11,669	10,780	11,518	11,200	11,518	9,234	9,309
55531	Advertising	4,237	5,614	2,600	2,600	3,300	3,300	3,300
55532	Postage	26,096	33,361	29,132	29,000	24,340	24,340	24,340
55800	Travel & Mileage Reimbursement	2,959	1,777	2,700	2,400	4,500	4,500	4,500
56610	Supplies	2,183	4,081	3,352	3,000	4,900	4,900	4,900
58100	Dues Licenses & Subscriptions	3,570	2,766	3,600	3,600	3,800	3,800	3,800
		<b>1,559,825</b>	<b>1,585,891</b>	<b>1,596,154</b>	<b>1,593,167</b>	<b>1,714,547</b>	<b>1,729,643</b>	<b>1,741,710</b>

**Notes on Line items:**

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

**Staffing**

Comptroller	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Deputy Comptroller	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Collector of Taxes & Revenues	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Purchasing Agent	1.00	1.00	1.00	1.00	1.00	1.00	1.00
LAN Supervisor	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
LAN Technician	1.00	1.00	1.00	1.00	2.00	2.00	2.00
Accounting Generalist	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Revenue Collections Clerks	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
<b>TOTAL FTE'S</b>	<b>12.00</b>	<b>11.50</b>	<b>11.50</b>	<b>11.50</b>	<b>12.50</b>	<b>12.50</b>	<b>12.50</b>

**Salaries**

Comptroller			118,232		118,232	120,596	120,596
Deputy Comptroller			92,989		92,989	94,848	94,848
Collector of Taxes & Revenues			85,520		85,519	85,519	85,519
Purchasing Agent			83,251		83,250	83,250	83,250
LAN Supervisor			78,144		78,144	78,144	78,144
Accountant			63,043		63,043	63,043	65,590
LAN Technician			60,006		60,005	60,005	62,429
Accounting Generalist			53,037		53,036	53,036	55,179
Revenue Collections Clerks			43,529		43,529	43,529	45,287
Collector of Delinquent Taxes			50,480		50,480	50,480	52,519

**Total Salaries Paid by General Fund**

Comptroller			118,232		118,232	120,596	120,596
Deputy Comptroller			92,989		92,989	94,848	94,848
Collector of Taxes & Revenues			85,520		85,519	85,519	85,519
Purchasing Agent			83,251		83,250	83,250	83,250
LAN Supervisor			78,144		78,144	78,144	78,144
Accountant			63,043		63,043	63,043	65,590
LAN Technician			60,006		120,010	120,010	124,858
Accounting Generalist			106,074		106,072	106,072	110,358
Revenue Collections Clerks			65,294		65,294	65,294	67,931
Collector of Delinquent Taxes			50,480		50,480	50,480	52,519
LAN Supervisor On-Call Stipend			2,300		2,300	2,300	2,300
Subtotal - Employees			<u>687,101</u>		<u>747,101</u>	<u>748,960</u>	<u>765,317</u>
<b>TOTAL SALARIES</b>			<u><b>805,333</b></u>		<u><b>865,333</b></u>	<u><b>869,556</b></u>	<u><b>885,913</b></u>

10411700 Finance	2016-17 Actual	2017-18 Actual	2018-19 Budget	2018-19 Projected	2019-20 Request	2019-20 Proposed	2019-20 Adopted
<b>Performance Measures</b>	Actual	Actual	Projected	Projected	Projected	Projected	Projected
<b>Inputs</b>							
Value of current levy GF tax bills	74,456,240	73,590,227	76,653,145	76,653,145	78,022,089	78,022,089	79,953,519
Current levy taxes collected	72,150,315	71,698,958	74,782,808	74,782,808	76,118,350	76,118,350	78,258,504
Debt Service Interest Paid	925,718	953,449	869,194	869,194	869,194	869,194	1,150,543
Outstanding debt at beginning of the year	34,103,880	32,856,579	29,375,991	29,375,991	29,375,991	29,375,991	33,952,187
<b>Workload/ Output</b>							
Number of training opportunities offered	4	13	4	4	4	4	4
Number of training participants	40	47	40	40	40	40	40
Number of internal audits performed	2	21	2	2	2	2	2
<b>Outcome/ Results</b>							
Percent of current tax levy collected	96.90%	97.43%	97.56%	97.56%	97.56%	97.56%	97.88%
Actual General Fund revenue collected as a percentage of the amount budgeted	101.20%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Percent of employees with direct deposit & email delivery	91.45%	94.00%	94.00%	94.00%	94.00%	94.00%	94.00%
Percent of vendor payments made by ACH	44.57%	58.00%	50.00%	50.00%	50.00%	50.00%	50.00%
Number of accounts payable checks issued	1,961	2,500	2,000	2,000	2,000	2,000	2,000
Audit adjustments	2	2	2	2	2	2	2
Website visits	280,797	305,000	290,000	290,000	290,000	290,000	290,000
<b>Efficiency</b>							
Cost of department/ cost of total General Fund operations	1.28%	1.28%	1.29%	1.29%	1.32%	1.33%	1.34%
Average interest rate on debt	2.71%	2.90%	2.96%	2.96%	2.96%	2.96%	3.39%
Date financial statement audit finished	11/15/2017	12/12/2018	11/7/2019	11/7/2019	10/31/2020	10/31/2020	10/31/2020
Number of business days budget printed after adoption	4	5	5	5	5	5	5

## Assessment

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### Mission

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

### Vision

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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

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- Accuracy
- Uniformity
- Fairness
- Consistency

### Department Goals (DG)

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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. Train new Assessment Technician Clerk.
4. Train all 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

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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 levels of professional certification are achieved through education and training. **(DG3)**

### Accomplishments

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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. Continually identifying and resolving 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. Continue to import information from the building permit software into the Assessors' database. **(DG4)**
6. Worked with Vision Government Solutions to complete the 2018 revaluation. As of Dec, 2018, informal hearings are being held. The 2018 Grand List will be filed by February, 2019 **(DG1)**
7. Organized and updated hundreds of veterans' applications in digital format.

		2016-17	2017-18	2018-19	2018-19	2019-20	2019-20	2019-20
10413100 Assessment		Actual	Actual	Budget	Projected	Request	Proposed	Adopted
51601	Department Head	92,676	94,167	96,420	96,420	96,420	96,420	96,420
51610	Regular Employees	111,593	109,498	147,637	132,000	153,448	153,448	159,647
51620	Seasonal/ Temporary	13,635	31,111	13,500	11,387	8,000	4,000	4,000
51630	Overtime	1,163	0	8,160	7,000	4,000	1,000	1,000
52000	Fringe Benefits	120,425	133,964	172,418	172,184	172,879	174,977	175,437
53010	Professional Services	462,729	4,400	17,000	17,000	20,000	20,000	20,000
53322	Professional Development	2,397	3,716	4,750	4,750	5,750	5,750	5,750
54310	Equip & Furniture Maintenance	27,230	27,072	29,650	29,150	29,250	29,250	29,250
55500	Printing	3,067	3,378	5,000	5,000	5,400	5,400	5,400
55530	Communications	3,250	1,828	1,946	1,900	1,883	1,507	1,523
55531	Advertising	93	594	1,000	1,600	1,150	1,150	1,150
55532	Postage	2,863	2,901	3,000	3,500	3,000	3,000	3,000
55800	Travel & Mileage Reimbursement	3,083	3,010	4,000	3,000	5,000	3,500	3,500
56610	Supplies	295	1,532	1,000	1,000	1,000	1,000	1,000
58100	Dues Licenses & Subscriptions	3,394	2,094	3,400	2,500	3,875	3,875	3,875
		<b>847,893</b>	<b>419,265</b>	<b>508,881</b>	<b>488,391</b>	<b>511,055</b>	<b>504,277</b>	<b>510,952</b>

**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	0.80	0.80	1.00	1.00	1.00
Assessment Data Entry Clerk	0.10	0.00	0.00	0.00	0.00	0.00	0.00
TOTAL FTE'S	<u>3.10</u>	<u>3.00</u>	<u>3.80</u>	<u>3.80</u>	<u>4.00</u>	<u>4.00</u>	<u>4.00</u>

**Salaries**

Assessor			96,420		96,420	96,420	96,420
Assistant Assessor			63,043		63,043	63,043	65,590
Assessment Analyst			46,876		46,876	46,876	48,770
Clerk			43,529		43,529	43,529	45,287
Assessment Data Entry Clerk			39,435		39,435	39,435	41,028

**Total Salaries Paid by General Fund**

Assessor			96,420		96,420	96,420	96,420
Assistant Assessor			63,043		63,043	63,043	65,590
Assessment Analyst			46,876		46,876	46,876	48,770
Clerk			34,823		43,529	43,529	45,287
Assessment Data Entry Clerk			0		0	0	0
Subtotal - Employees			<u>144,742</u>		<u>153,448</u>	<u>153,448</u>	<u>159,647</u>
TOTAL SALARIES			<u>241,162</u>		<u>249,868</u>	<u>249,868</u>	<u>256,067</u>

**Performance Measures**

Actual      Actual      Projected      Projected      Projected      Projected      Projected

**Workload/ Output**

Grand List Date	10/1/2015	10/1/2016	10/1/2017	10/1/2017	10/1/2018	10/1/2018	10/1/2018
Real estate accounts (number)	14,006	14,006	13,997	13,997	13,997	13,997	13,997
Motor vehicle accounts (number)	29,000	28,387	28,720	28,720	28,720	28,720	28,720
Personal property accounts (number)	1,700	1,751	1,780	1,780	1,780	1,780	1,780
Total number of accounts	<u>44,706</u>	<u>44,144</u>	<u>44,497</u>	<u>44,497</u>	<u>44,497</u>	<u>44,497</u>	<u>44,497</u>
Deed transfers	1,493	1,483	1,600	1,600	1,600	1,600	1,600
Building permits	1,717	1,689	1,700	1,700	1,700	1,700	1,700
Personal property declarations	1,733	1,800	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	100	94	80	80	80	80	80
BAA adjustments	43	23	20	20	20	20	20

**Efficiency**

Number of assessments per FTE staff	14,421	14,715	11,710	11,710	11,124	11,124	11,124
Cost per assessment	\$18.97	\$9.50	\$11.44	\$10.98	\$11.49	\$11.33	\$11.48

## Treasurer

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### Mission

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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

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

### Values

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- Prudence
- Integrity
- Accuracy
- Timeliness

### Departmental Goals (DG)

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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

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

### Accomplishments

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1. Adjusted the investment strategy to take advantage of a rising interest rate environment by switching from a long-term 24-month laddering program to a shorter three, six, and 12-month program. (DG1)
2. On target to out-perform the General Fund budgeted investment income by over \$250,000 in fiscal year 2018-19. (DG1)
3. Implemented a tax payment acceptance program with local partner PeoplesUnited bank branches which sped up cash flows and reduced overtime costs. (DG1)
4. Assisted the Personnel and Pension Board with the RFP process for investment advisors. (DG1)

10413700 Treasurer		2016-17 Actual	2017-18 Actual	2018-19 Budget	2018-19 Projected	2019-20 Request	2019-20 Proposed	2019-20 Adopted
51601	Department Head	46,464	46,286	46,464	46,464	46,464	46,464	46,464
51610	Regular Employees	109,206	100,405	102,398	102,000	110,485	110,485	114,948
52000	Fringe Benefits	88,969	103,316	102,073	102,000	100,921	110,762	110,506
55500	Printing	631	417	600	600	600	600	600
55530	Communications	2,424	1,198	1,491	1,450	1,183	1,109	1,123
55800	Travel & Mileage Reimbursement	1,109	564	1,000	500	600	600	600
56610	Supplies	613	625	750	700	750	750	750
58100	Dues Licenses & Subscriptions	135	0	350	350	350	350	350
		<b>249,551</b>	<b>252,811</b>	<b>255,126</b>	<b>254,064</b>	<b>261,353</b>	<b>271,120</b>	<b>275,341</b>

<b>Staffing</b>								
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	0.80	0.80	1.00	1.00	1.00
TOTAL FTE'S		<u>3.00</u>	<u>3.00</u>	<u>2.80</u>	<u>2.80</u>	<u>3.00</u>	<u>3.00</u>	<u>3.00</u>
<b>Salaries</b>								
Treasurer				46,464		46,464	46,464	46,464
Assistant to the City Treasurer				60,006		60,005	60,005	62,429
Accounting Assistant				50,480		50,480	50,480	52,519
<b>Total Salaries Paid by General Fund</b>								
Treasurer				46,464		46,464	46,464	46,464
Assistant to the City Treasurer				60,006		60,005	60,005	62,429
Accounting Assistant				40,384		50,480	50,480	52,519
Subtotal - Employees				<u>100,390</u>		<u>110,485</u>	<u>110,485</u>	<u>114,948</u>
TOTAL SALARIES				<u>146,854</u>		<u>156,949</u>	<u>156,949</u>	<u>161,412</u>

<b>Performance Measures</b>	Actual	Actual	Projected	Projected	Projected	Projected	Projected
<b>Workload/ Output</b>							
Number of accounts	88	85	85	85	85	85	85
Budgeted cash receipts	\$225,000,000	\$225,000,000	\$225,000,000	\$225,000,000	\$225,000,000	\$225,000,000	\$225,000,000
<b>Outcome/ Results</b>							
Average return on investments	0.34%	0.64%	1.00%	1.00%	1.75%	1.75%	1.75%
Average number of days to perform bank reconciliations	12	12	12	12	12	12	12
<b>Efficiency</b>							
Cost of department per budgeted cash receipts	0.11%	0.11%	0.11%	0.11%	0.12%	0.12%	0.12%
Number of accounts per full-time equivalent staff	29	28	30	30	28	28	28

## Law

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### Mission

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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

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

### Values

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- Trustworthiness
- Dependability
- Accountable
- Professional
- Responsiveness

### Departmental Goals (DG)

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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

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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

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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)**

		2016-17 Actual	2017-18 Actual	2018-19 Budget	2018-19 Projected	2019-20 Request	2019-20 Proposed	2019-20 Adopted
10413900	Law							
53021	City Attorney	216,000	216,000	216,000	216,000	216,000	216,000	216,000
53022	Outside Attorneys	199,078	154,566	173,000	171,000	160,000	160,000	160,000
58200	Claims	28,835	(14,759)	57,000	83,000	55,000	55,000	55,000
	<b>TOTALS</b>	<b>443,913</b>	<b>355,807</b>	<b>446,000</b>	<b>470,000</b>	<b>431,000</b>	<b>431,000</b>	<b>431,000</b>

## Human Resources

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### Mission

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

### Vision

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

### Values

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- 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

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

### Accomplishments

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

10414100 Human Resources		2016-17 Actual	2017-18 Actual	2018-19 Budget	2018-19 Projected	2019-20 Request	2019-20 Proposed	2019-20 Adopted
51601	Department Head	98,630	100,222	102,620	102,620	102,620	104,672	104,672
51610	Regular Employees	178,124	179,483	162,449	162,449	183,778	187,452	187,452
51630	Overtime	3,094	2,071	1,900	1,900	1,900	1,900	1,900
52000	Fringe Benefits	163,289	153,493	192,016	192,016	197,013	188,986	189,105
52501	Education Incentive	800	2,213	500	3,000	3,000	3,000	3,000
53322	Professional Development	1,391	3,877	3,100	3,100	3,100	3,100	3,100
53330	Professional Services	57,242	29,800	36,820	36,000	37,771	37,771	37,771
54310	Equip & Furniture Maintenance	4,343	3,679	3,500	3,500	3,500	3,500	3,500
55500	Printing	284	141	500	300	500	300	300
55530	Communications	4,387	2,702	3,126	3,200	3,643	3,113	3,136
55531	Advertising	5,792	5,344	5,000	5,000	5,000	5,000	5,000
55532	Postage	741	662	1,000	700	1,000	1,000	1,000
56610	Supplies	3,025	4,679	3,000	3,000	3,000	3,000	3,000
58100	Dues Licenses & Subscriptions	1,306	1,226	800	1,300	1,200	1,200	1,200
		<b>522,448</b>	<b>489,592</b>	<b>516,331</b>	<b>518,085</b>	<b>547,025</b>	<b>543,994</b>	<b>544,136</b>

**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	0.80	0.80	1.00	1.00	1.00
Human Resources Assistant	1.00	0.17	0.80	0.80	1.00	1.00	1.00
Labor Relations Clerk (21 hours)	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>TOTAL FTE'S</b>	<b>4.00</b>	<b>3.17</b>	<b>3.60</b>	<b>3.60</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>

**Salaries**

Director of Human Resources			102,620		102,620	104,672	104,672
Assistant Human Resources Director			77,130		77,130	78,672	78,672
Retirement Plan Administrator			57,372		57,372	58,519	58,519
Human Resources Assistant			49,276		49,276	50,261	50,261
Labor Relations Clerk (21 hours)			39,237		39,237	40,022	40,022

**Total Salaries Paid by General Fund**

Director of Human Resources			102,620		102,620	104,672	104,672
Assistant Human Resources Director			77,130		77,130	78,672	78,672
Retirement Plan Administrator			45,898		57,372	58,519	58,519
Human Resources Assistant			39,421		49,276	50,261	50,261
Labor Relations Clerk (21 hours)			0		0	0	0
<b>Subtotal - Employees</b>			<b>162,449</b>		<b>183,778</b>	<b>187,452</b>	<b>187,452</b>
<b>TOTAL SALARIES</b>			<b>265,069</b>		<b>286,398</b>	<b>292,124</b>	<b>292,124</b>

**Performance Measures**

	Actual	Actual	Projected	Projected	Projected	Projected	Projected
<b>Workload/outputs</b>							
Total City employees	274.0	266.0	282.5	282.5	282.5	282.5	282.5
Total NPU employees	145.0	142.0	145.0	145.0	145.0	145.0	145.0
Total applications processed	1,731	3,510	1,800	1,800	1,800	1,800	1,800
Number of promotional exams given	32	18	25	25	25	25	25
Number of entry exams given	19	27	15	15	15	15	15
Vacancies filled through promotion	21	21	20	20	20	20	20
Vacancies filled through new hires	20	17	20	20	20	20	20
Classifications reviewed	10	12	10	10	10	10	10
Training programs provided	8	4	10	10	10	10	10
Percent of female employees	23.60%	25.73%	26.40%	26.40%	26.40%	26.40%	26.40%
Percent of minority employees	9.00%	10.00%	9.00%	9.00%	9.00%	9.00%	9.00%

**Outcome/results**

Employee turnover rate	5.70%	7.80%	5.00%	5.00%	5.00%	5.00%	5.00%
Percent of employees completing probation	100.00%	99.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Number of employees given service awards	-	-	-	-	-	-	-

**Efficiency**

Number of active city employees per FTE	68.5	84.0 62	78.5	78.5	70.6	70.6	70.6
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## City Clerk

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### Mission

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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

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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

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- Accuracy
- Confidentiality
- Efficiency
- Professionalism
- Teamwork

### Departmental Goals (DG)

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

### Action Plans

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

### Accomplishments

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

10414700 City Clerk	2016-17 Actual	2017-18 Actual	2018-19 Budget	2018-19 Projected	2019-20 Request	2019-20 Proposed	2019-20 Adopted
51601 Department Head	83,344	84,685	86,710	86,710	88,445	88,445	88,445
51610 Regular Employees	141,235	166,634	162,625	155,000	209,465	167,364	174,124
51620 Part Time/Seasonal Employees	10,818	567	8,500	8,500	10,000	2,000	2,000
52000 Fringe Benefits	144,934	188,017	186,781	186,781	186,263	188,973	190,811
53010 Professional Services	20,052	18,496	20,620	20,620	21,440	20,000	20,000
53322 Professional Development	1,139	676	1,950	1,500	2,500	2,000	2,000
54310 Equip & Furniture Maintenance	7,993	7,919	9,365	9,365	14,975	14,815	14,815
54490 Other Purchased Services	176	258	350	350	400	350	350
55500 Printing	214	205	445	445	600	300	300
55530 Communications	4,322	2,577	3,281	3,500	3,004	2,371	2,398
55531 Advertising	0	0	250	250	1,000	0	0
55532 Postage	2,015	2,089	2,500	2,500	4,456	2,100	2,100
55800 Travel & Mileage Reimbursement	112	270	700	500	900	900	900
56610 Supplies	9,263	9,543	10,000	10,000	11,400	10,000	10,000
58100 Dues Licenses & Subscriptions	230	625	625	625	775	700	700
<b>TOTALS</b>	<b>425,847</b>	<b>482,561</b>	<b>494,702</b>	<b>486,646</b>	<b>555,623</b>	<b>500,318</b>	<b>508,943</b>

**Notes on Line items:**

Professional Services: Cover costs of auditing land records.

**Staffing**

City Clerk	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Assistant City Clerk	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Records Clerks	2.00	2.00	2.00	2.00	3.00	2.00	2.00
Revenue Collection Clerk	0.00	0.50	0.50	0.50	0.50	0.50	0.50
<b>TOTAL FTE'S</b>	<b>4.00</b>	<b>4.50</b>	<b>4.50</b>	<b>4.50</b>	<b>5.50</b>	<b>4.50</b>	<b>4.50</b>

**Salaries**

City Clerk			86,710		88,445	88,445	88,445
Assistant City Clerk			57,113		57,113	58,541	60,906
Records Clerks			43,529		43,529	43,529	45,287
Revenue Collection Clerk			43,529		43,529	43,529	45,287

**Total Salaries Paid by General Fund**

City Clerk			86,710		88,445	88,445	88,445
Assistant City Clerk			57,113		57,113	58,541	60,906
Records Clerks			87,058		130,587	87,058	90,574
Revenue Collection Clerk			21,765		21,765	21,765	22,644
<b>Subtotal - Employees</b>			<b>165,936</b>		<b>209,465</b>	<b>167,364</b>	<b>174,124</b>
<b>TOTAL SALARIES</b>			<b>252,646</b>		<b>297,910</b>	<b>255,809</b>	<b>262,569</b>

**Performance Measures**

Actual      Actual      Projected      Projected      Projected      Projected      Projected

**Workload/outputs**

Council minutes prepared	24	24	24	24	24	24	24
Land records recorded	6,447	6,517	7,200	7,200	7,200	7,200	7,200
Marriage licenses issued	321	279	400	400	400	400	400
Death certificates recorded	479	566	600	600	600	600	600
Birth certificates recorded	936	961	1,050	1,050	1,050	1,050	1,050
Absentee ballots issued	271	268	800	800	800	800	800
Dog licenses issued	1,582	1,436	2,000	2,000	2,000	2,000	2,000
<b>Total transactions</b>	<b>10,036</b>	<b>10,027</b>	<b>12,050</b>	<b>12,050</b>	<b>12,050</b>	<b>12,050</b>	<b>12,050</b>

**Outcome/results**

City Revenues received	\$738,345	\$736,000	\$736,000	\$736,000	\$865,000	\$736,000	\$736,000
% of Council minutes prepared without correction	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

**Efficiency**

Number of transactions per FTE	2,509.0	2,228.2	2,677.8	2,677.8	2,190.9	2,677.8	2,677.8
Budget per transaction	\$42.43	\$48.13	\$41.05	\$40.39	\$46.11	\$41.52	\$42.24
Cost of dept/cost of total general fund operations	0.35%	0.39%	0.40%	0.39%	0.43%	0.39%	0.39%

## Planning & Neighborhood Services

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### Mission

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

### Vision

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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

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- Professionalism
- Communication
- Public Education & Safety
- Accountability

### Departmental Goals (DG)

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1. Improve quality of life in the community and stabilize property values. **(G1, G2)**
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. **(G1,G2)**

### Action Plans

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1. Administer building, zoning, housing, blight & environmental regulations/codes. **(DG1, DG2)**
2. Enforce housing and property maintenance codes. **(DG1, DG2)**
3. Ensure proper level of professional certifications are achieved through education and training. **(DG1)**
4. Continue to implement technology and software upgrades to streamline permitting, inspections, complaint resolution, and accounting practices in order to improve efficiency and customer service. **(DG1)**
5. Review and, if necessary, amend standards for project review processes. **(DG1, DG2)**
6. Pursue outside funding opportunities to assist the City with planning and development projects. **(DG1)**

### Accomplishments

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1. Collaborated with the Uncas Leap Sterling Committee and Milone and McBroom to finalize the Uncas Leap Heritage Area Master Plan. **(DG1)**
2. Initiated bi-monthly meetings of the Plan Implementation Committee for the Plan of Conservation and Development. **(DG1)**
3. Assisted with the State of Connecticut application for approval of federally designated Opportunity Zones to entice economic development. **(DG1)**
4. Initiated a process for review of municipally owned properties for potential disposition. **(DG1)**
5. Assisted with the preparation of zoning regulations and design guidelines for the Norwichtown Village District that was adopted by the City Council. **(DG1)**
6. Modified department procedures relative to permit processing, scheduling and collection of fees to improve time management and efficiency. **(DG1)**
7. Attended internal, local, regional and national trainings related to customer service, planning, brownfields, zoning, blight, permit processing and building codes. **(DG1)**

		2016-17	2017-18	2018-19	2018-19	2019-20	2019-20	2019-20
10415100 Planning & Neighborhood Services		Actual	Actual	Budget	Projected	Request	Proposed	Adopted
51601	Department Head	45,736	0	96,420	96,420	96,420	96,420	96,420
51610	Regular Employees	486,187	524,297	475,015	470,000	673,286	505,222	521,843
51620	Seasonal/Temporary Employees	0	6,000	4,000	4,000	5,200	0	0
51630	Overtime	1,651	2,752	5,610	5,000	3,500	3,500	3,500
52000	Fringe Benefits	381,252	398,232	402,752	402,752	423,736	427,219	424,899
53010	Professional Services	2,101	1,696	9,300	9,300	14,800	14,000	14,000
53322	Professional Development	1,552	1,157	2,900	2,000	4,000	2,900	2,900
54310	Equip & Furniture Maintenance	7,025	8,660	8,500	8,500	8,500	8,000	8,000
55530	Communications	13,861	8,649	9,367	9,300	9,006	8,150	8,196
55531	Advertising	11,162	17,013	12,000	12,000	12,000	12,000	12,000
55532	Postage	2,693	1,895	3,200	3,200	2,500	2,500	2,500
55800	Travel & Mileage Reimbursement	662	195	500	700	500	500	500
56610	Supplies	1,360	2,071	2,000	2,000	4,000	2,000	2,000
56627	Vehicle Fuel	1,998	1,848	2,050	2,050	2,365	2,055	2,055
58100	Dues Licenses & Subscriptions	1,492	722	1,500	1,500	4,000	1,500	1,500
58699	Committee Expenditures	501	623	1,550	1,550	2,388	1,000	1,000
<b>TOTALS</b>		<b>959,233</b>	<b>975,810</b>	<b>1,036,664</b>	<b>1,030,272</b>	<b>1,266,201</b>	<b>1,086,966</b>	<b>1,101,313</b>

**Staffing**

Director of Planning & Neighborhood Services	0.00	0.00	1.00	1.00	1.00	1.00	1.00	1.00
Director of Planning & Community Development	0.50	0.00	0.00	0.00	0.00	0.00	0.00	0.00
City Planner	1.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00
Assistant Planner	0.00	0.00	0.50	0.50	1.00	1.00	1.00	1.00
Building/Housing Code Enforcement Official	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Zoning Enforcement Officer	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Administrative Specialist	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Assistant Building Officials	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Code Enforcement Official	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Blight/Housing Code Enforcement Officer	1.00	0.83	1.00	1.00	2.00	1.00	1.00	1.00
Code Enforcement Secretary	1.00	1.00	0.00	0.00	0.50	0.00	0.00	0.00
<b>TOTAL FTE'S</b>	<b>9.50</b>	<b>8.83</b>	<b>8.50</b>	<b>8.50</b>	<b>10.50</b>	<b>9.00</b>	<b>9.00</b>	<b>9.00</b>

**Salaries**

Director of Planning & Neighborhood Services	96,420	96,420	96,420	96,420	96,420	96,420	96,420
Director of Planning & Community Development	96,905	96,905	96,905	96,905	96,905	96,905	96,905
City Planner	88,235	88,235	88,235	88,235	88,235	88,235	88,235
Assistant Planner	66,000	66,000	66,000	66,000	66,000	66,000	66,000
Building/Housing Code Enforcement Official	88,180	88,180	88,180	88,180	88,180	88,180	88,180
Zoning Enforcement Officer	61,504	61,505	61,505	61,505	61,505	63,990	63,990
Administrative Specialist	46,876	46,876	46,876	46,876	46,876	49,989	49,989
Assistant Building Officials	67,891	67,890	67,890	67,890	67,890	70,633	70,633
Code Enforcement Official	67,891	67,890	67,890	67,890	67,890	70,633	70,633
Blight/Housing Code Enforcement Officer	60,006	60,005	60,005	60,005	60,005	62,429	62,429
Code Enforcement Secretary	48,049	48,047	48,047	48,047	48,047	49,989	49,989

**Total Salaries Paid by General Fund**

Director of Planning & Neighborhood Services	96,420	96,420	96,420	96,420	96,420	96,420	96,420
Director of Planning & Community Development	0	0	0	0	0	0	0
City Planner	0	0	0	0	0	0	0
Assistant Planner	33,000	66,000	66,000	66,000	66,000	66,000	66,000
Building/Housing Code Enforcement Official	88,180	88,180	88,180	88,180	88,180	88,180	88,180
Zoning Enforcement Officer	61,504	61,505	61,505	61,505	61,505	63,990	63,990
Administrative Specialist	93,752	93,752	93,752	93,752	93,752	99,978	99,978
Assistant Building Officials	67,891	67,890	67,890	67,890	67,890	70,633	70,633
Code Enforcement Official	67,891	67,890	67,890	67,890	67,890	70,633	70,633
Blight/Housing Code Enforcement Officer	60,006	120,010	60,005	60,005	60,005	62,429	62,429
Code Enforcement Secretary	0	24,024	0	0	0	0	0
Subtotal - Employees		<u>472,224</u>		<u>589,251</u>	<u>505,222</u>	<u>521,843</u>	
<b>TOTAL SALARIES</b>		<u>568,644</u>		<u>685,671</u>	<u>601,642</u>	<u>618,263</u>	

<b>10415100 Planning &amp; Neighborhood Services</b>	<b>2016-17 Actual</b>	<b>2017-18 Actual</b>	<b>2018-19 Budget</b>	<b>2018-19 Projected</b>	<b>2019-20 Request</b>	<b>2019-20 Proposed</b>	<b>2019-20 Adopted</b>
<b>Performance Measures</b>	Actual	Actual	Projected	Projected	Projected	Projected	Projected
<b>Inputs</b>							
Building & housing division FTEs	3.0	3.0	3.0	3.0	3.0	3.0	3.0
<b>Workload/ Output Measures</b>							
Site development plans reviewed	3	3	6	6	6	6	6
Subdivision/resubdivision plans reviewed	-	1	1	1	1	1	1
Special permit applications reviewed	1	9	3	3	6	6	6
Zoning permit applications	278	280	300	300	450	450	450
Zoning Variances Granted	14	14	15	15	10	10	10
Zoning Variances Denied	-	-	1	1	1	1	1
Inland Wetland Applications	15	19	10	10	15	15	15
Zoning Complaints	47	70	75	75	100	100	100
Residential Building Permits	1,147	1,334	1,300	1,300	1,300	1,300	1,300
Commercial Building Permits	260	290	250	250	250	250	250
Industrial Building Permits	19	1	12	12	12	12	12
Structures Condemned	15	8	5	5	10	10	10
Dwelling Units Condemned	23	27	10	10	50	50	50
Buildings Demolished	19	9	12	12	10	10	10
<b>Outcome/ Results</b>							
Citations Issued	77	22	150	150	500	500	500
Citation Fees Collected	\$55,911	\$15,118	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000
Violations Investigated	1,178	526	850	850	850	850	850
<b>Efficiency Measures</b>							
Residential building permits per assigned FTE	382	445	433	433	433	433	433

## Registrars of Voters

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### Mission

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

### Vision

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

### Values

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- Efficiency
- Accuracy
- Timeliness
- Professionalism

### Departmental Goals (DG)

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

### Action Plans

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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

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

10419700 Registrars of Voters	2016-17 Actual	2017-18 Actual	2018-19 Budget	2018-19 Projected	2019-20 Request	2019-20 Proposed	2019-20 Adopted
51601 Department Head	52,807	53,355	54,363	54,363	55,166	55,166	55,166
51620 Seasonal/Temporary Employees	40,261	25,142	43,000	43,000	44,850	43,000	43,000
52000 Fringe Benefits	10,173	5,399	8,631	8,631	9,181	9,181	9,173
53322 Professional Development	3,605	2,520	6,000	4,500	6,000	5,000	5,000
54310 Equip & Furniture Maintenance	7,409	7,125	8,000	7,500	14,930	11,325	11,325
55500 Printing	8,881	6,048	15,000	15,000	15,000	8,000	8,000
55530 Communications	4,544	2,404	2,782	2,782	2,186	2,169	2,185
55531 Advertising	415	2,277	4,000	2,500	4,000	2,500	2,500
55532 Postage	5,065	5,303	7,000	7,000	6,000	5,500	5,500
55800 Travel & Mileage Reimbursement	289	148	600	600	600	600	600
55902 Moving Voting Machine	0	416	0	0	1,000	1,000	1,000
56610 Supplies	4,133	4,024	4,000	4,000	4,000	4,000	4,000
<b>TOTALS</b>	<b>137,582</b>	<b>114,161</b>	<b>153,376</b>	<b>149,876</b>	<b>162,913</b>	<b>147,441</b>	<b>147,449</b>

**Staffing**

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

**Salaries**

Registrars			27,182		27,583	27,583	27,583
<b>Total Salaries Paid by General Fund</b>							
Registrars			54,363		55,166	55,166	55,166
TOTAL SALARIES			54,363		55,166	55,166	55,166

**Elections Workers**

Deputy Registrars			3,000		3,000	3,000	3,000
Head Moderator			600		600	600	600
Precinct Moderators			2,100		2,100	2,100	2,100
Assistant Registrars			5,200		5,200	5,200	5,200
Ballot Clerks			2,400		2,400	2,400	2,400
Checkers			2,400		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			300		300	300	300
Absentee Counters			1,200		1,200	1,200	1,200
Meeting Costs			1,200		1,200	1,200	1,200
Contingency			700		700	700	700
Cost of One Elections			21,500		21,500	21,500	21,500
Cost of Two Elections			43,000		43,000	43,000	43,000

**Performance Measures**

	Actual	Actual	Projected	Projected	Projected	Projected	Projected
<b>Inputs</b>							
Type of Election	Presidential	Municipal	State	State	Municipal	Municipal	Municipal
Voting locations	7	7	7	7	7	7	7
<b>Workload/ Output Measures</b>							
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	1,800	1,527	2,000	2,000	2,000	2,000	2,000
Changes	2,200	3,632	4,500	4,500	4,500	4,500	4,500
Number of eligible voters	17,210	18,109	20,110	20,110	20,110	20,110	20,110
<b>Outcome/ Results</b>							
Number of voters voting in General Election	13,762	5,198	10,000	10,000	10,000	10,000	10,000
Percentage of eligible voters voting	79.97%	28.70%	49.73%	49.73%	49.73%	49.73%	49.73%
<b>Efficiency Measures</b>							
Average total cost per election	\$45,861	\$38,054	\$51,125	\$49,959	\$54,304	\$49,147	\$49,150
Average cost per polling place per election	\$6,552	\$5,436	\$7,304	\$7,137	\$7,758	\$7,021	\$7,021
Cost of election per registered voter	\$2.66	\$2.10	\$2.54	\$2.48	\$2.70	\$2.44	\$2.44

## Police

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### Mission

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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

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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

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

### Departmental Goals (DG)

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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

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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 21<sup>st</sup> 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

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1. In 2018 the Norwich Police Department transitioned to the National Incident Based Reporting System well in advance of the Federal Bureau of Investigation's 2020 mandated change over date.
2. In 2018 the Norwich Police Department completed a comprehensive inventory and bar coded each and every piece of evidence, approximately 5,500 pieces, kept within the Norwich Police Evidence Vault, allowing for greater accountability and greatly increased efficiency.
3. Chief Patrick J. Daley promoted four veteran and experienced supervisors within the Police Administration: Norwich residents Timothy Rykowski was promoted to Lieutenant along with Josip Peperni, while Avery Marsh and Julie St. Jean were promoted to Sergeant Christopher D. Ferace and James Veiga were promoted to the ranks of Deputy Chief of Police and Captain respectively. In

addition Captain James Veiga graduated from the prestigious FBI National Academy, Session 271, focusing on leadership and executive development. (DG5)

4. In November 2018 Norwich voters overwhelmingly passed the Norwich Public Safety Radio System bond referendum.

## Grants Descriptions

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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:*

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#### Federal Department of Justice Direct Grants

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

#### State of CT Office Policy & Management

JAG Local Grant-\$34,000 grant to be used to foster adoption of Body-worn and in-car cameras

#### Federal Department of Transportation passed through Connecticut Department of Transportation

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

## Glossary of Expenses

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

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

10420100 Police	2016-17 Actual	2017-18 Actual	2018-19 Budget	2018-19 Projected	2019-20 Request	2019-20 Proposed	2019-20 Adopted
51601 Department Head	164,824	125,398	122,284	129,000	122,284	124,729	124,729
51610 Regular Employees	6,888,782	7,163,610	7,178,165	7,160,000	7,668,314	7,668,912	7,679,331
51620 Seasonal/Temporary Employees	67,265	68,104	64,600	77,000	73,180	73,180	73,180
51630 Overtime	382,099	338,931	275,572	470,000	389,625	380,000	380,000
51631 Replacement Cost	776,389	794,480	650,874	1,000,000	797,987	700,000	700,000
52000 Fringe Benefits	6,570,488	7,171,816	7,144,351	7,145,000	7,579,810	7,532,723	7,549,026
53322 Professional Development	30,428	45,932	49,800	49,000	44,505	36,800	36,800
54310 Equip & Furniture Maintenance	101,940	109,814	106,500	106,500	126,500	106,500	106,500
54410 Utilities	131,553	125,883	132,300	132,000	131,800	134,000	134,000
55019 Special Investigations	10,000	10,000	11,600	11,600	11,600	11,600	11,600
55530 Communications	189,392	140,267	154,408	164,000	240,000	142,524	143,119
55532 Postage	2,281	2,291	2,375	2,375	2,375	2,375	2,375
56600 Uniforms & Clothing	135,559	113,483	121,470	121,470	126,020	126,020	126,020
56610 Supplies	57,331	47,515	66,500	62,000	66,500	58,000	58,000
56627 Vehicle Fuel	99,814	120,295	102,276	121,000	128,879	120,524	120,524
58100 Dues Licenses & Subscriptions	16,464	17,430	16,176	18,000	16,176	16,176	16,176
<b>TOTALS</b>	<b>15,624,609</b>	<b>16,395,249</b>	<b>16,199,251</b>	<b>16,768,945</b>	<b>17,525,555</b>	<b>17,234,063</b>	<b>17,261,380</b>

#### Staffing

Chief	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Deputy Chief	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Captain - Step 2	1.00	0.00	1.00	1.00	1.00	1.00	1.00
Captain - Step 1	0.00	1.00	0.00	0.00	0.00	0.00	0.00
Lieutenant - Step 2	3.00	3.00	2.00	2.00	5.00	5.00	5.00
Lieutenant - Step 1	1.00	2.00	3.00	3.00	0.00	0.00	0.00
Sergeant - Step 3	4.00	2.00	1.00	1.00	2.00	2.00	2.00
Sergeant - Step 2	5.00	6.00	5.00	5.00	7.00	7.00	7.00
Sergeant - Step 1	1.00	1.00	3.00	3.00	0.00	0.00	0.00
Police Officer - Step 6 (includes SRO's)	17.00	14.00	6.00	6.00	18.00	16.00	16.00
Police Officer - Step 5	11.00	13.00	12.00	12.00	11.00	11.00	11.00
Police Officer - Step 4	9.00	7.00	13.00	13.00	21.00	21.00	21.00
Police Officer - Step 3	13.00	13.00	14.00	14.00	8.00	8.00	8.00
Police Officer - Step 2	23.00	22.00	14.00	14.00	9.00	9.00	9.00
Police Officer - Step 1	0.00	1.83	9.50	9.50	4.00	6.00	6.00
Subtotal - Uniformed Officers	90.00	87.83	85.50	85.50	88.00	88.00	88.00
Executive Secretary	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Records Div. Clerical Coordinator	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Police Rec. Computer Operator	4.00	4.00	4.00	4.00	4.00	4.00	4.00
Animal Control Officer	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Assistant Animal Control Officer	0.75	0.75	0.45	0.45	0.45	0.45	0.45
911 Civilian Dispatcher	9.00	9.00	9.00	9.00	9.00	9.00	9.00
Subtotal - All other Police Employees	16.75	16.75	16.45	16.45	16.45	16.45	16.45
<b>TOTAL FTE'S</b>	<b>106.75</b>	<b>104.58</b>	<b>101.95</b>	<b>101.95</b>	<b>104.45</b>	<b>104.45</b>	<b>104.45</b>

#### Salaries

Chief			122,284		122,284	124,729	124,729
Deputy Chief			114,555		114,555	116,846	116,846
Captain - Step 2			103,065		105,126	105,126	105,126
Captain - Step 1			100,488		102,498	102,498	102,498
Lieutenant - Step 2			94,575		96,466	96,466	96,466
Lieutenant - Step 1			92,210		94,055	94,055	94,055
Sergeant - Step 3			86,085		87,807	87,807	87,807
Sergeant - Step 2			83,933		85,612	85,612	85,612
Sergeant - Step 1			81,835		83,472	83,472	83,472
Police Officer - Step 6 (includes SRO's)			77,596		79,148	79,148	79,148
Police Officer - Step 5			76,044		77,565	77,565	77,565
Police Officer - Step 4			73,383		74,850	74,850	74,850
Police Officer - Step 3			70,080		71,482	71,482	71,482
Police Officer - Step 2			65,524		66,835	66,835	66,835
Police Officer - Step 1			57,662		58,815	58,815	58,815
Executive Secretary			50,480		50,480	50,480	52,519
Records Div. Clerical Coordinator			44,617		44,617	45,731	47,579
Police Rec. Computer Operator			39,435		39,435	40,421	42,054
Animal Control Officer			49,373		50,360	50,360	50,360
Assistant Animal Control Officer			45,735		46,649	46,649	46,649
911 Civilian Dispatcher			59,008		59,008	62,619	62,619

10420100 Police	2016-17 Actual	2017-18 Actual	2018-19 Budget	2018-19 Projected	2019-20 Request	2019-20 Proposed	2019-20 Adopted
<b>Total Salaries Paid by General Fund</b>							
Chief			122,284		122,284	124,729	124,729
Deputy Chief			114,555		114,555	116,846	116,846
Captain - Step 2			103,065		105,126	105,126	105,126
Captain - Step 1			0		0	0	0
Lieutenant - Step 2			189,150		482,330	482,330	482,330
Lieutenant - Step 1			276,630		0	0	0
Sergeant - Step 3			86,085		175,614	175,614	175,614
Sergeant - Step 2			419,665		599,284	599,284	599,284
Sergeant - Step 1			245,505		0	0	0
Police Officer - Step 6 (includes SRO's)			465,576		1,424,664	1,266,368	1,266,368
Police Officer - Step 5			912,528		853,215	853,215	853,215
Police Officer - Step 4			953,979		1,571,850	1,571,850	1,571,850
Police Officer - Step 3			981,120		571,856	571,856	571,856
Police Officer - Step 2			917,336		601,515	601,515	601,515
Police Officer - Step 1			547,789		235,260	352,890	352,890
Executive Secretary			50,480		50,480	50,480	52,519
Records Div. Clerical Coordinator			44,617		44,617	45,731	47,579
Police Rec. Computer Operator			157,740		157,740	161,684	168,216
Animal Control Officer			49,373		50,360	50,360	50,360
Assistant Animal Control Officer			20,581		20,992	20,992	20,992
911 Civilian Dispatcher			531,072		531,072	563,571	563,571
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			0		0	0	0
Subtotal - Employees			7,146,046		7,669,730	7,668,912	7,679,331
<b>TOTAL SALARIES</b>			<b>7,268,330</b>		<b>7,792,014</b>	<b>7,793,641</b>	<b>7,804,060</b>

**Performance Measures**

**Workload/outputs**

	Actual	Actual	Projected	Projected	Projected	Projected	Projected
911 Hard Line	3,273	N/R	3,267	3,267	3,267	3,267	3,267
911 Cellular	16,609	N/R	15,426	15,426	15,426	15,426	15,426
911 VOIP	2,271	N/R	2,227	2,227	2,227	2,227	2,227
Subtotal - Emergency Calls	22,153	N/R	20,920	20,920	20,920	20,920	20,920
Non-emergency Line	35,122	N/R	36,156	36,156	36,156	36,156	36,156
Total Calls	57,275	N/R	57,076	57,076	57,076	57,076	57,076
Calls (Police)	52,573	N/R	52,568	52,568	52,568	52,568	52,568
Calls (Fire)	4,702	N/R	4,509	4,509	4,509	4,509	4,509
Auto Accidents (Investigated)	1,386	N/R	1,405	1,405	1,405	1,405	1,405
Auto Accidents (Fatalities)	2	N/R	2	2	2	2	2
Auto Accidents (Injuries)	337	N/R	267	267	267	267	267
Vandalism (Reported)	427	N/R	346	346	346	346	346

**Outcome/results**

Part I Crimes (per 100,000)	0.011	N/R	0.010	0.010	0.010	0.010	0.010
DWI Arrests	185	N/R	197	197	197	197	197
Neighborhood Watch Groups	43	N/R	43	43	43	43	43
Dare Students - 1st Grade	-	-	-	-	-	-	-
Dare Students - 3rd Grade	-	-	-	-	-	-	-
Dare Students - 5th Grade	-	-	-	-	-	-	-

**Efficiency**

Police calls per uniformed officer	584	N/R	615	615	597	597	597
Per capita cost of department	\$395.00	\$414.48	\$403.19	\$423.93	\$443.06	\$435.69	\$436.38

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

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

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

## Norwich Fire Department

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### Mission

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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

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

### Values

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- Professionalism
- Integrity
- Courtesy
- Commitment

### Departmental Goals (DG)

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

### Action Plans

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

### Accomplishments

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- 1) Responded to structural fires, hazardous materials incidents, marina emergencies, brush fires, emergency medical emergencies, and serious motor vehicle accidents without serious injury to personnel.
- 2) 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.
- 3) Maintained all fire personnel training to appropriate levels for their position.
- 4) Promoted Fire officers to rank of Lieutenant.
- 5) Hired 3 firefighters to meet staffing vacancies and reduce overtime.

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

## Grants Descriptions

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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.

10420200 Norwich Fire	2016-17 Actual	2017-18 Actual	2018-19 Budget	2018-19 Projected	2019-20 Request	2019-20 Proposed	2019-20 Adopted
51601 Department Head	102,584	89,570	91,713	119,000	91,713	93,547	93,547
51610 Regular Employees	772,858	731,387	761,334	690,000	740,913	757,105	760,945
51630 Overtime	21,464	16,304	20,019	26,000	21,827	20,019	20,019
51631 Replacement Cost	52,353	47,868	69,664	78,500	69,664	50,000	50,000
52000 Fringe Benefits	743,417	743,831	788,982	767,000	784,549	778,613	779,475
53080 Physicals	18,230	17,442	20,000	18,500	25,000	18,500	18,500
53201 Haz Mat Technician Training	5,078	1,632	9,168	2,000	9,168	6,000	6,000
53322 Professional Development	37,764	23,128	33,992	30,000	107,735	33,992	33,992
54310 Equip & Furniture Maintenance	77,354	87,447	100,000	100,000	116,273	100,000	100,000
54410 Utilities	64,846	71,941	65,100	71,000	72,100	72,100	72,100
54430 Building Repairs & Maintenance	25,873	29,540	28,215	30,000	37,350	28,215	28,215
55530 Communications	88,540	66,575	66,809	65,000	61,567	56,249	56,470
56600 Uniforms & Clothing	23,432	26,153	27,000	29,000	27,000	27,000	27,000
56610 Supplies	37,529	39,808	35,193	40,000	43,800	35,193	35,193
56627 Vehicle Fuel	17,078	21,095	21,187	24,000	24,681	22,322	22,322
58100 Dues Licenses & Subscriptions	3,326	1,778	3,500	2,000	3,500	3,500	3,500
<b>TOTALS</b>	<b>2,091,726</b>	<b>2,015,499</b>	<b>2,141,876</b>	<b>2,092,000</b>	<b>2,236,840</b>	<b>2,102,355</b>	<b>2,107,278</b>

**Notes on Line items:**

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

**Staffing**

Fire Chief/ EMD	1.00	0.75	0.75	0.75	0.75	0.75	0.75
Safety & Training Marshal	1.00	1.00	1.00	1.00	0.75	1.00	1.00
Battalion Chiefs - Step 2	4.00	2.00	4.00	4.00	4.00	3.00	3.00
Battalion Chiefs - Step 1	0.00	2.00	0.00	0.00	0.00	1.00	1.00
Subtotal - Firefighters	6.00	5.75	5.75	5.75	5.50	5.75	5.75
Captain - Fire Marshal	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Inspectors - Step 2	2.00	1.00	1.00	1.00	1.00	1.00	1.00
Inspectors - Step 1	0.00	1.00	1.00	1.00	1.00	1.00	1.00
Fire Code Clerk	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Executive Secretary	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Subtotal - All other Fire Employees	5.00	5.00	5.00	5.00	5.00	5.00	5.00
<b>TOTAL FTE'S</b>	<b>11.00</b>	<b>10.75</b>	<b>10.75</b>	<b>10.75</b>	<b>10.50</b>	<b>10.75</b>	<b>10.75</b>

**Salaries**

Fire Chief/ EMD			122,284		122,284	124,729	124,729
Director of Training & Safety			77,361		77,361	77,361	77,361
Battalion Chiefs - Step 2			84,879		84,879	84,879	84,879
Battalion Chiefs - Step 1			82,553		82,553	82,553	82,553
Captain - Fire Marshal			83,973		83,973	83,973	83,973
Inspectors - Step 2			75,885		75,885	75,885	75,885
Inspectors - Step 1			73,675		73,675	73,674	73,674
Fire Code Clerk			44,617		44,617	44,617	46,418
Executive Secretary			50,480		50,480	50,480	52,519

**Total Salaries Paid by General Fund**

Fire Chief/ EMD			91,713		91,713	93,547	93,547
Safety & Training Marshal			77,361		58,021	77,361	77,361
Battalion Chiefs - Step 2			339,516		339,516	254,637	254,637
Battalion Chiefs - Step 1			0		0	82,553	82,553
Captain - Fire Marshal			83,973		83,973	83,973	83,973
Inspectors - Step 2			75,885		75,885	75,885	75,885
Inspectors - Step 1			73,675		73,675	73,674	73,674
Fire Code Clerk			44,617		44,617	44,617	46,418
Executive Secretary			50,480		50,480	50,480	52,519
Stand-by pay per contract			6,925		6,925	6,925	6,925
Haz-Mat Stipends			7,000		7,000	7,000	7,000
Subtotal - Employees			759,432		740,092	757,105	760,945
<b>TOTAL SALARIES</b>			<b>851,145</b>		<b>831,805</b>	<b>850,652</b>	<b>854,492</b>

10420200 Norwich Fire	2016-17 Actual	2017-18 Actual	2018-19 Budget	2018-19 Projected	2019-20 Request	2019-20 Proposed	2019-20 Adopted
<b>Performance Measures</b>	Actual	Actual	Projected	Projected	Projected	Projected	Projected
<b>Inputs (includes both the General Fund and City Consolidation District)</b>							
Budget (General Fund + CCD)	\$9,512,026	\$9,816,680	\$9,715,098	\$10,082,000	\$10,339,019	\$10,114,480	\$10,119,253
Non-personnel budget	\$346,697	\$338,671	\$340,500	\$333,000	\$458,510	\$353,071	\$353,292
Total full-time equivalent employees	59.0	58.8	58.8	58.8	58.5	58.8	58.8
Total firefighters	54.0	53.8	53.8	53.8	53.5	53.8	53.8
<b>Workload/outputs</b>							
Fires	437	428	430	430	430	430	430
EMS	1,707	1,720	1,963	1,963	1,963	1,963	1,963
Hazardous materials	122	151	140	140	140	140	140
Service calls	95	115	109	109	109	109	109
Other	37	34	43	43	43	43	43
Total calls	2,398	2,448	2,685	2,685	2,685	2,685	2,685
<b>Outcome/results</b>							
Civilian casualties	7	-	-	-	-	-	-
Fire Service Injuries	7	14	14	14	14	14	14
Arson fires leading to arrests	2	2	2	2	2	2	2
Inspections/re-inspections	676	680	700	700	700	700	700
Complaints Investigated	60	77	77	77	77	77	77
Violations found	2,200	2,850	2,850	2,850	2,850	2,850	2,850
Violations corrected	900	1,200	1,200	1,200	1,200	1,200	1,200
Fire investigations conducted	76	55	70	70	70	70	70
Community service/public safety presentations	81	100	100	100	100	100	100
Training hours per person	157	450	165	165	165	165	165
Marine Operations	37	30	41	41	41	41	41
<b>Efficiency</b>							
Total calls/ firefighter	44.41	45.54	49.95	49.95	50.19	49.95	49.95
Total non-personnel budget/Total General Fund budget	0.28%	0.27%	0.28%	0.27%	0.35%	0.27%	0.27%

## Emergency Management

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### Mission

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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

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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

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- Professionalism
- Fiscal responsibility
- Integrity
- Collaboration

### Departmental Goals (DG)

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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

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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

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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.

10422300 Emergency Management	2016-17 Actual	2017-18 Actual	2018-19 Budget	2018-19 Projected	2019-20 Request	2019-20 Proposed	2019-20 Adopted
51601 Department Head	29,747	29,857	27,871	26,000	30,571	31,182	31,182
52000 Fringe Benefits	32,321	18,147	15,895	20,000	16,156	15,769	15,557
53322 Professional Development	3,662	209	3,500	500	3,500	3,500	3,500
54310 Equip & Furniture Maintenance	4,194	4,648	4,700	4,700	4,700	4,700	4,700
54410 Utilities	3,061	6,235	8,000	7,600	7,200	7,700	7,700
54430 Building Repairs & Maintenance	2,908	12,865	5,396	4,000	5,396	4,000	4,000
55530 Communications	2,289	3,154	9,530	7,900	9,285	9,407	9,412
56610 Supplies	6,888	6,077	6,000	5,000	6,000	6,000	6,000
56627 Vehicle Fuel	444	621	682	400	788	586	586
<b>TOTALS</b>	<b>85,514</b>	<b>81,813</b>	<b>81,574</b>	<b>76,100</b>	<b>83,596</b>	<b>82,844</b>	<b>82,637</b>

**Staffing**

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

**Salaries**

Emergency Management Director			33,917	33,917	33,917	33,917	33,917
Fire Chief/ EMD			122,284	122,284	122,284	124,729	124,729

**Total Salaries**

Emergency Management Director			0	0	0	0	0
Fire Chief/ EMD			30,571	30,571	30,571	31,182	31,182
<b>TOTAL SALARIES</b>			<b>30,571</b>	<b>30,571</b>	<b>30,571</b>	<b>31,182</b>	<b>31,182</b>

**Performance Measures**

**Workload/ Output Measures**

	Actual	Actual	Projected	Projected	Projected	Projected	Projected
Hours of emergency training	1,500	1,850	1,850	1,850	1,850	1,850	1,850
Personnel trained	205	375	375	375	375	375	375
Shelter maintained	16	17	17	17	17	17	17
EOC activations	20	17	17	17	17	17	17
Flood assistance calls	125	60	60	60	60	60	60
Speaking engagements	30	30	30	30	30	30	30
Public information/education exhibits	30	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	\$2.16	\$2.07	\$2.03	\$1.92	\$2.11	\$2.09	\$2.09
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## East Great Plain Volunteer Fire

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### Mission

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

### Vision

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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

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

### Departmental Goals (DG)

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

### Action Plans

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

### Accomplishments

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1. Won Life Safety Award for zero fire deaths. **(DG1,DG2)**
2. Participated in "Operation Save A Life" (2015-2108) in which we received and distributed smoke detectors and carbon monoxide detectors to the public. **(DG3)**
3. Responded to the most calls of any Norwich volunteer fire company. Ranked among the busiest in New London County. **(DG4)**
4. Mitigated several structure fires and motor vehicle accidents without serious injury to the company's members. **(DG1)**
5. Recruited new volunteers using an on-line application on the City's website. **(DG4)**

10423300 East Great Plain Volunteer Fire	2016-17 Actual	2017-18 Actual	2018-19 Budget	2018-19 Projected	2019-20 Request	2019-20 Proposed	2019-20 Adopted
53080 Physicals	10,183	1,306	10,457	10,457	12,000	9,000	9,000
53322 Professional Development	14,537	8,441	15,784	15,784	17,000	15,000	15,000
54310 Equip & Furniture Maintenance	24,758	19,786	24,119	24,119	35,000	30,000	30,000
54410 Utilities	15,118	16,152	17,016	15,200	16,000	15,400	15,400
54430 Building Repairs & Maintenance	18,787	25,289	24,617	24,617	30,000	26,000	26,000
55530 Communications	14,713	10,383	10,364	9,500	11,000	8,560	8,580
56600 Uniforms & Clothing	1,008	12,029	3,827	3,827	5,000	5,000	5,000
56610 Supplies	25,024	23,962	31,417	31,417	30,000	27,000	27,000
56627 Vehicle Fuel	5,017	5,707	5,161	5,161	5,500	7,196	7,196
58100 Dues Licenses & Subscriptions	711	2,292	1,376	1,376	2,376	2,376	2,376
<b>TOTALS</b>	<b>129,856</b>	<b>125,347</b>	<b>144,138</b>	<b>141,458</b>	<b>163,876</b>	<b>145,532</b>	<b>145,552</b>

**Performance Measures**

	Actual	Actual	Projected	Projected	Projected	Projected	Projected
<b>Inputs</b>							
<b>Workload/outputs</b>							
Fire (Building, vehicle, brush, etc.)	45	46	50	50	52	52	52
Overpressure Rupture, Explosion (no fire)	-	2	2	2	2	2	2
Rescue & EMS Incidents (EMS vehicle accidents, extrication)	645	632	680	680	625	625	625
Hazardous Conditions	40	45	40	40	42	42	42
Service Calls	45	36	32	32	35	35	35
Good Intent Calls (Authorized controlled burns, smoke scares)	89	80	60	60	65	65	65
False Alarms & False Calls	105	150	85	85	140	140	140
Severe Weather & Natural Disaster	1	1	1	1	1	1	1
Total Calls	970	992	950	950	962	962	962

**Outcome/results**

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

**Efficiency**

Cost of dept/cost of total general fund operations	0.11%	0.10%	0.12%	0.11%	0.13%	0.11%	0.11%
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## Laurel Hill Volunteer Fire

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### Mission

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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

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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

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- Professionalism
- Service to the public
- Teamwork
- Adaptability

### Departmental Goals (DG)

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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

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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. Maximize life expectancy of fire apparatus while providing an annual assessment of needs. **(DG5)**

### Accomplishments

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1. Two firefighters were trained to the Firefighter 2 level. **(DG3)**
2. One member was trained to the Firefighter 1 level. **(DG3)**
3. One members trained to the EMT basic level. **(DG2)**
4. Trained 17 total members in CERT. **(DG2)**
5. 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)**
6. No serious injuries sustained by members. **(DG1,DG2)**
7. Attended 20 local events and provided educational programs to our local school. **(DG3)**
8. 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)**

10423400 Laurel Hill Volunteer Fire		2016-17 Actual	2017-18 Actual	2018-19 Budget	2018-19 Projected	2019-20 Request	2019-20 Proposed	2019-20 Adopted
53080	Physicals	3,705	6,253	5,704	5,704	6,250	6,250	6,250
53322	Professional Development	9,186	6,265	10,456	9,000	12,000	10,500	10,500
54310	Equip & Furniture Maintenance	17,924	19,838	18,537	18,537	25,000	20,000	20,000
54410	Utilities	8,269	9,141	9,411	8,500	9,700	8,600	8,600
54430	Building Repairs & Maintenance	4,947	6,375	6,654	8,500	9,000	9,000	9,000
55530	Communications	14,781	11,361	10,626	10,500	9,978	9,959	9,975
56600	Uniforms & Clothing	2,601	2,919	3,137	3,137	5,000	5,000	5,000
56610	Supplies	8,067	8,990	3,802	8,500	7,000	7,000	7,000
56627	Vehicle Fuel	793	1,219	1,120	1,300	1,376	1,035	1,035
58100	Dues Licenses & Subscriptions	205	290	1,949	400	2,000	1,000	1,000
<b>TOTALS</b>		<b>70,478</b>	<b>72,651</b>	<b>71,396</b>	<b>74,078</b>	<b>87,304</b>	<b>78,344</b>	<b>78,360</b>

**Performance Measures**

**Workload/outputs**

	Actual	Actual	Projected	Projected	Projected	Projected	Projected
Brush Fires	5	4	4	4	4	4	4
Structure Fires	6	7	7	7	7	7	7
Fire Alarms	13	14	14	14	14	14	14
Service Calls	5	6	6	6	6	6	6
Rescue/Emergency	3	1	1	1	1	1	1
Motor Vehicle Accidents	5	6	6	6	6	6	6
Vehicle Fires	1	2	2	2	2	2	2
Haz-Mat Calls	2	3	3	3	3	3	3
Mutual Aid	27	31	31	31	31	31	31
CO Problems	2	3	3	3	3	3	3
Water Emergency	4	5	5	5	5	5	5
Medical Calls	32	36	36	36	36	36	36
Total Calls	105	118	118	118	118	118	118

**Outcome/results**

Accidents involving city fire vehicles	-	-	-	-	-	-	-
Civilian Casualties	-	-	-	-	-	-	-
Fire Service Injuries	-	-	-	-	-	-	-
Drills/Training	76	76	76	76	76	76	76
Training Hours	3,100	3,100	3,100	3,100	3,100	3,100	3,100
Community events attended	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%	0.07%	0.06%	0.06%
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## Occum Volunteer Fire

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### Mission

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

### Vision

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

### Values

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- Professionalism
- Safety
- Service
- Fiscal Integrity
- Efficiency

### Departmental Goals (DG)

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

### Action Plans

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

### Accomplishments

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1. Trained two members to Firefighter I, three members to the level of Fire Fighter II, one member to the level of Fire Service Instructor, one member to the level of Emergency Medical Technician, and two members to the level of Emergency Medical Responder.
2. Also successfully had three members renew their Emergency Medical Technician certification.
3. Successfully renewed 11 members in Basic Lifesaver Course (CPR).
4. Celebrated 75 years of service with several departments and VIP's from the city and state level.
5. Outfitted several members of the department with a second set of gear and hoods for the new cancer protocol.

	2016-17 Actual	2017-18 Actual	2018-19 Budget	2018-19 Projected	2019-20 Request	2019-20 Proposed	2019-20 Adopted
<b>10423500 Occum Volunteer Fire</b>							
<b>53080</b> Physicals	4,039	5,555	6,767	6,767	3,327	3,327	3,327
<b>53322</b> Professional Development	4,517	9,784	7,605	7,605	14,000	10,000	10,000
<b>54310</b> Equip & Furniture Maintenance	15,930	16,311	15,097	16,000	25,000	19,000	19,000
<b>54410</b> Utilities	8,855	10,161	9,981	12,000	19,000	12,200	12,200
<b>54430</b> Building Repairs & Maintenance	12,352	8,679	9,506	9,000	19,000	12,000	12,000
<b>55530</b> Communications	12,579	9,648	8,621	8,600	15,000	8,013	8,031
<b>56600</b> Uniforms & Clothing	890	708	2,567	2,000	9,000	3,000	3,000
<b>56610</b> Supplies	7,430	12,094	9,506	7,500	15,000	12,500	12,500
<b>56627</b> Vehicle Fuel	1,181	1,299	1,120	1,200	3,500	1,035	1,035
<b>58100</b> Dues Licenses & Subscriptions	185	80	856	500	2,500	300	300
<b>TOTALS</b>	<b>67,958</b>	<b>74,319</b>	<b>71,626</b>	<b>71,172</b>	<b>125,327</b>	<b>81,375</b>	<b>81,393</b>

<b>Performance Measures</b>	Actual	Actual	Projected	Projected	Projected	Projected	Projected
<b>Workload/outputs</b>							
CO Problem	9	6	20	20	20	20	20
Structural fires	10	4	15	15	15	15	15
Mutual aid (fire & medical)	22	15	30	30	30	30	30
Assorted fires	40	30	40	40	40	40	40
Service calls	16	3	30	30	30	30	30
Other calls	40	41	40	40	40	40	40
Emergency medical calls	200	141	240	240	240	240	240
<b>Total Calls</b>	<b>337</b>	<b>240</b>	<b>415</b>	<b>415</b>	<b>415</b>	<b>415</b>	<b>415</b>

**Outcome/results**

Accidents involving city vehicles	-	-	-	-	-	-	-
Civillian casualties	-	-	-	-	-	-	-
Fire service injuries	-	-	-	-	-	-	-
Drills (weekdays and evenings)	80	110	110	110	110	110	110
Drills (man hours) in house	2,300	3,850	3,850	3,850	3,850	3,850	3,850
Community events attended	30	30	30	30	30	30	30
Percentage of women/minority	45.00%	45.00%	45.00%	45.00%	45.00%	45.00%	45.00%
Firefighters with State of CT							
certification	55.00%	55.00%	55.00%	55.00%	55.00%	55.00%	55.00%
Percentage of personnel with EMT							
certification	55.00%	55.00%	55.00%	55.00%	55.00%	55.00%	55.00%

**Efficiency**

Cost of dept/cost of total GF operator	0.06%	0.06%	0.06%	0.06%	0.10%	0.06%	0.06%
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## Taftville Volunteer Fire

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### Mission

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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

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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

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- Professionalism
- Safety
- Service
- Efficiency
- Fiscal Integrity

### Departmental Goals (DG)

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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

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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

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1. Maintained appropriate levels of training. (DG2)
2. Attended several community events. (DG3)
3. Increased public education program delivery. (DG3)
4. Completed construction of the station addition to house the dive team apparatus and equipment. (DG1,DG2)
5. Continued participation with the New London County Marine Group (ESF 20). (DG2)
6. Provided divers for the U. S. Coast Guard, Connecticut State Police, and local Police. (DG4)
7. The dive team underwent an evaluation by the Mine Warfare Maritime Homeland Defense.
8. Four members completed training at the National Fire Academy. (DG4)
9. Continued work with the Juvenile Review Board. (DG3)
10. One member completed Emergency Medical Technician. (DG4)
11. No accidents involving city apparatus. (DG1,DG2)

10423600 Taftville Volunteer Fire		2016-17 Actual	2017-18 Actual	2018-19 Budget	2018-19 Projected	2019-20 Request	2019-20 Proposed	2019-20 Adopted
53080	Physicals	8,732	9,047	8,555	8,555	9,500	9,500	9,500
53322	Professional Development	23,756	23,396	22,765	22,765	28,740	24,000	24,000
54310	Equip & Furniture Maintenance	26,679	30,319	33,518	35,000	39,244	31,000	31,000
54410	Utilities	20,550	20,198	23,004	21,500	24,000	21,800	21,800
54430	Building Repairs & Maintenance	23,449	22,824	25,716	25,000	30,580	25,000	25,000
55530	Communications	14,552	13,640	9,747	8,900	6,000	9,523	9,523
56600	Uniforms & Clothing	2,137	927	2,376	2,376	4,000	3,000	3,000
56610	Supplies	30,055	23,603	23,999	25,000	31,895	30,000	30,000
56627	Vehicle Fuel	7,022	8,946	8,020	8,000	8,369	9,390	9,390
58100	Dues Licenses & Subscriptions	1,275	2,480	2,852	2,500	4,548	2,500	2,500
<b>TOTALS</b>		<b>158,207</b>	<b>155,380</b>	<b>160,552</b>	<b>159,596</b>	<b>186,876</b>	<b>165,713</b>	<b>165,713</b>

**Performance Measures**

**Workload/outputs**

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

**Outcome/results**

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

**Efficiency**

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

## Yantic Volunteer Fire

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### Mission

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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

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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

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- Professionalism
- Communication
- Competence
- Safety

### Departmental Goals (DG)

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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

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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

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

		2016-17	2017-18	2018-19	2018-19	2019-20	2019-20	2019-20
10423700 Yantic Volunteer Fire		Actual	Actual	Budget	Projected	Request	Proposed	Adopted
53080	Physicals	13,539	12,711	13,708	14,000	24,000	13,500	13,500
53322	Professional Development	13,599	17,226	20,913	19,000	28,655	18,000	18,000
54310	Equip & Furniture Maintenance	35,472	32,910	37,655	39,000	30,670	30,670	30,670
54410	Utilities	21,790	24,720	25,476	24,500	25,800	24,900	24,900
54430	Building Repairs & Maintenance	20,448	27,963	28,518	28,518	44,720	29,000	29,000
55530	Communications	14,764	12,689	12,216	11,500	10,842	9,994	10,016
56600	Uniforms & Clothing	5,244	0	1,596	1,600	2,100	2,100	2,100
56610	Supplies	26,610	25,597	20,968	29,468	38,755	29,500	29,500
56627	Vehicle Fuel	3,808	4,943	5,060	5,000	6,138	5,655	5,655
58100	Dues Licenses & Subscriptions	1,815	535	1,901	600	6,747	2,000	2,000
<b>TOTALS</b>		<b>157,089</b>	<b>159,294</b>	<b>168,011</b>	<b>173,186</b>	<b>218,427</b>	<b>165,319</b>	<b>165,341</b>

**Performance Measures**

**Workload/outputs**

	Actual	Actual	Projected	Projected	Projected	Projected	Projected
Structure Fires	5	9	20	20	20	20	20
False Alarms	12	14	10	10	10	10	10
Internal alarms	82	79	100	100	100	100	100
Miscellaneous calls	60	61	50	50	50	50	50
Rescue/emergency	291	262	250	250	250	250	250
Vehicle accidents	88	91	100	100	100	100	100
Automobile fire	13	17	20	20	20	20	20
Grass/brush fires	10	6	20	20	20	20	20
Chemical incidents	5	5	5	5	5	5	5
Mutual aid	51	53	30	30	30	30	30
Service calls	37	98	100	100	100	100	100
Total Calls	654	695	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	820	915	800	800	800	800	800
Training man hours	2,611	2,874	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	0.13%	0.13%	0.14%	0.14%	0.17%	0.13%	0.13%
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## Public Works

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### Mission

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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

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To be the model public works department in Southeastern Connecticut – one that other public works departments utilize as a benchmark.

### Values

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- Integrity
- Service
- Skill
- Efficiency

### Departmental Goals (DG)

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

### Action Plans

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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

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1. Managed \$24 million in projects and paved, sealed, or otherwise improved 6.2 miles City roads, representing 4% of the total city roadway network. **(DG1)**
2. Constructed over 1000 linear feet of sidewalk and Installed 700 linear feet of storm drainage pipe **(DG1)**
3. Completed the construction of Pleasant Street Bridge.
4. Successfully completed a comprehensive OSHA safety audit with very good results. **(DG1, DG4)**
5. Completed the construction of Yantic Culverts. **(DG1)**
6. Completed 20 ADA compliance upgrades throughout the City. **(DG2, DG3)**
7. Responded to 15 winter weather events without the need to close city offices and without running out of salt. **(DG1, DG3)**
8. 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. Currently working with Volunteer Fire Departments in the purchase of Fire apparatus as part of bond. **(DG1,DG3)**

Public Works	2016-17 Actual	2017-18 Actual	2018-19 Budget	2018-19 Projected	2019-20 Request	2019-20 Proposed	2019-20 Adopted
<b>10430300</b> Street Maintenance	4,201,306	4,269,757	4,215,450	4,007,130	4,310,266	4,119,212	4,227,566
<b>10430500</b> Engineering & Administration	742,691	792,074	828,635	810,400	870,471	747,161	754,742
<b>10431100</b> Street Lighting	649,830	639,605	514,800	480,000	290,400	290,400	290,400
<b>10431300</b> Fleet Maintenance	1,415,054	1,470,161	1,429,534	1,371,530	1,422,286	1,410,130	1,433,622
<b>10431700</b> Refuse & Recycling	2,799,344	2,599,414	2,615,234	2,700,000	2,720,149	2,694,449	2,694,449
<b>10434700</b> Building Maintenance	1,321,275	1,281,888	1,362,741	1,336,500	1,337,065	1,337,442	1,331,078
<b>10434800</b> Parking Maintenance	165,966	153,719	166,012	166,012	163,491	163,802	166,491
<b>TOTALS</b>	<b>11,295,466</b>	<b>11,206,618</b>	<b>11,132,406</b>	<b>10,871,572</b>	<b>11,114,128</b>	<b>10,762,596</b>	<b>10,898,348</b>

Performance Measures	Actual	Actual	Projected	Projected	Projected	Projected	Projected
<b>Inputs</b>							
Full-time equivalent employees	61.00	57.17	55.00	55.00	58.00	55.00	55.00
<b>Workload/outputs</b>							
Improved miles of road	162	163	163	163	163	163	163
Buildings maintained	15	14	14	14	14	14	14
Vehicles & equipment maintained	335	338	337	337	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
<b>Outcome/ Results</b>							
Recycling flyers, newspaper articles, TV spots, etc.	18	20	18	18	18	18	18
Recycling rate	42.00%	45.00%	42.00%	42.00%	42.00%	42.00%	42.00%
Road miles paved, chip-sealed, or crack-sealed	12.0	6.2	12.0	12.0	12.0	12.0	12.0
Clean catch basins at least one time each year	100.00%	50.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Percentage of streets swept by August	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Number of trucks > 20 years	1	5	1	1	1	1	1
Average age of fleet (years)	11.4	14.7	11.4	11.4	11.4	11.4	11.4
<b>Efficiency Measures</b>							
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	\$272	\$270	\$261	\$265	\$281	\$272	\$276

10430300 Streets & Parks Maintenance Division		2016-17 Actual	2017-18 Actual	2018-19 Budget	2018-19 Projected	2019-20 Request	2019-20 Proposed	2019-20 Adopted
51610	Regular Employees	1,787,448	1,778,057	1,778,279	1,696,000	1,804,150	1,715,225	1,809,705
51620	Seasonal/Temporary Employees	40,057	55,090	40,000	23,000	40,000	40,000	40,000
51630	Overtime	143,714	150,541	131,746	100,000	126,630	110,000	110,000
52000	Fringe Benefits	1,533,705	1,687,066	1,561,410	1,550,000	1,641,178	1,538,056	1,551,912
53322	Professional Development	4,228	1,570	8,000	8,000	5,000	5,000	5,000
54399	Emergency Repairs	69,922	2,040	54,630	54,630	54,630	50,000	50,000
54410	Utilities	51,390	52,647	56,100	51,500	54,600	52,300	52,300
54425	Tree Care	41,288	38,275	40,000	40,000	40,000	40,000	40,000
54426	Catch Basin Cleaning	0	0	0	0	0	75,000	75,000
54430	Building Repairs & Maintenance	33,945	29,982	35,000	50,000	35,000	35,000	35,000
55530	Communications	16,754	14,760	10,285	14,000	9,078	8,631	8,649
56610	Supplies	478,855	459,729	500,000	420,000	500,000	450,000	450,000
<b>TOTALS</b>		<b>4,201,306</b>	<b>4,269,757</b>	<b>4,215,450</b>	<b>4,007,130</b>	<b>4,310,266</b>	<b>4,119,212</b>	<b>4,227,566</b>

<b>Staffing</b>								
	Public Works Superintendent	1.00	1.00	1.00	1.00	1.00	1.00	1.00
	Streets/ Parks Foreman	2.00	1.00	1.00	1.00	1.00	1.00	1.00
	Crew Leaders	4.00	4.00	3.00	3.00	3.00	3.00	3.00
	Maintenance Man	1.00	1.00	1.00	1.00	1.00	1.00	1.00
	Heavy Equipment Operators	3.00	4.00	3.00	3.00	3.00	3.00	3.00
	Light Equipment Operators	12.00	13.00	13.00	13.00	13.00	13.00	13.00
	Laborers	12.00	10.00	10.00	10.00	12.00	10.00	10.00
	<b>TOTAL FTE'S</b>	<b>35.00</b>	<b>34.00</b>	<b>32.00</b>	<b>32.00</b>	<b>34.00</b>	<b>32.00</b>	<b>32.00</b>

<b>Salaries</b>								
	Public Works Superintendent			82,951		82,951	82,950	82,950
	Streets/ Parks Foreman			71,928		71,928	71,927	71,927
	Crew Leaders			60,228		60,228	60,228	63,914
	Maintenance Man			59,576		59,576	59,576	63,223
	Heavy Equipment Operators			56,738		56,738	56,737	60,211
	Light Equipment Operators			52,949		52,949	52,949	56,190
	Laborers			44,455		44,455	44,454	47,176

<b>Total Salaries Paid by General Fund</b>								
	Public Works Superintendent			82,951		82,951	82,950	82,950
	Streets/ Parks Foreman			71,928		71,928	71,927	71,927
	Crew Leaders			180,684		180,684	180,684	191,742
	Maintenance Man			59,576		59,576	59,576	63,223
	Heavy Equipment Operators			170,214		170,214	170,211	180,633
	Light Equipment Operators			688,337		688,337	688,337	730,470
	Laborers			444,550		533,460	444,540	471,760
	Longevity Bonuses & Wage Differentials			17,000		17,000	17,000	17,000
	<b>TOTAL SALARIES</b>			<b>1,715,240</b>		<b>1,804,150</b>	<b>1,715,225</b>	<b>1,809,705</b>

10430500 Engineering & Administration Division		2016-17 Actual	2017-18 Actual	2018-19 Budget	2018-19 Projected	2019-20 Request	2019-20 Proposed	2019-20 Adopted
51601	Department Head	97,517	104,140	114,473	117,200	114,473	116,762	116,762
51610	Regular Employees	329,092	355,448	359,396	340,000	405,427	314,078	322,484
51630	Overtime	238	48	1,275	1,000	2,750	1,000	1,000
52000	Fringe Benefits	247,108	283,164	294,555	297,000	291,132	259,265	258,405
53010	Professional Services	45,733	27,417	30,000	30,000	30,000	30,000	30,000
53322	Professional Development	770	1,945	1,000	1,000	1,000	1,000	1,000
55530	Communications	2,757	4,235	7,736	5,000	6,989	6,356	6,391
55532	Postage	1,365	359	1,000	1,000	1,000	1,000	1,000
55800	Travel & Mileage Reimbursement	3,969	4,851	4,200	4,200	4,200	4,200	4,200
56610	Supplies	6,788	3,447	6,000	6,000	6,000	6,000	6,000
58100	Dues Licenses & Subscriptions	7,354	7,020	9,000	8,000	7,500	7,500	7,500
<b>TOTALS</b>		<b>742,691</b>	<b>792,074</b>	<b>828,635</b>	<b>810,400</b>	<b>870,471</b>	<b>747,161</b>	<b>754,742</b>

Staffing		2016-17	2017-18	2018-19	2018-19	2019-20	2019-20	2019-20
		Actual	Actual	Budget	Projected	Request	Proposed	Adopted
	Director of Public Works	1.00	1.00	1.00	1.00	1.00	1.00	1.00
	City Engineer	1.00	1.00	1.00	1.00	1.00	1.00	1.00
	Civil Engineer	2.00	2.00	2.00	2.00	2.00	1.50	1.50 *
	Environmental Compliance Coordinator	0.00	0.00	0.00	0.00	1.00	0.00	0.00
	Public Works Accounting Clerk	2.00	2.00	2.00	2.00	2.00	2.00	2.00
	Civil Engineer funded by Road Bond	0.00	0.00	0.00	0.00	0.00	0.50	0.50 *
	<b>TOTAL FTE'S</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>7.00</b>	<b>6.00</b>	<b>6.00</b>

\* One Civil Engineer will be charged to the Road Bond during road construction season.

Salaries		2016-17	2017-18	2018-19	2018-19	2019-20	2019-20	2019-20
		Actual	Actual	Budget	Projected	Request	Proposed	Adopted
	Director of Public Works			114,473		114,473	116,762	116,762
	City Engineer			105,971		105,971	105,970	105,970
	Civil Engineer			80,699		80,699	80,700	83,960
	Environmental Compliance Coordinator			51,000		51,000	51,000	53,060
	Public Works Accounting Clerk			43,529		43,529	43,529	45,287
<b>Total Salaries Paid by General Fund</b>								
	Director of Public Works			114,473		114,473	116,762	116,762
	City Engineer			105,971		105,971	105,970	105,970
	Civil Engineer			161,398		161,398	121,050	125,940
	Environmental Compliance Coordinator			0		51,000	0	0
	Public Works Accounting Clerk			87,058		87,058	87,058	90,574
	Subtotal - Employees			354,427		405,427	314,078	322,484
	<b>TOTAL SALARIES</b>			<b>468,900</b>		<b>519,900</b>	<b>430,840</b>	<b>439,246</b>

10431100 Street Lighting		2016-17	2017-18	2018-19	2018-19	2019-20	2019-20	2019-20
		Actual	Actual	Budget	Projected	Request	Proposed	Adopted
54410	Utilities	649,830	639,605	514,800	480,000	290,400	290,400	290,400
<b>TOTALS</b>		<b>649,830</b>	<b>639,605</b>	<b>514,800</b>	<b>480,000</b>	<b>290,400</b>	<b>290,400</b>	<b>290,400</b>

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

<b>10431300 Fleet Maintenance Division</b>	<b>2016-17 Actual</b>	<b>2017-18 Actual</b>	<b>2018-19 Budget</b>	<b>2018-19 Projected</b>	<b>2019-20 Request</b>	<b>2019-20 Proposed</b>	<b>2019-20 Adopted</b>
<b>51610</b> Regular Employees	461,622	459,914	477,012	430,000	461,710	461,709	484,842
<b>51630</b> Overtime	37,059	40,880	46,818	40,000	45,000	45,000	45,000
<b>52000</b> Fringe Benefits	363,208	392,962	349,318	340,000	344,652	345,998	346,342
<b>53322</b> Professional Development	6,278	369	6,000	4,000	6,000	4,000	4,000
<b>54410</b> Utilities	29,383	28,763	29,400	31,000	28,800	31,500	31,500
<b>54430</b> Building Repairs & Maintenance	16,270	15,005	14,000	14,000	14,000	14,000	14,000
<b>55530</b> Communications	9,200	7,371	7,552	7,530	7,514	7,169	7,184
<b>56610</b> Supplies	384,301	406,901	385,000	405,000	385,000	385,000	385,000
<b>56627</b> Vehicle Fuel	107,733	117,996	114,434	100,000	129,610	115,754	115,754
<b>TOTALS</b>	<b>1,415,054</b>	<b>1,470,161</b>	<b>1,429,534</b>	<b>1,371,530</b>	<b>1,422,286</b>	<b>1,410,130</b>	<b>1,433,622</b>

**Staffing**

Fleet Maintenance Superintendent	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Lead Mechanic	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Auto Equipment Mechanics	5.00	5.00	5.00	5.00	5.00	5.00	5.00
<b>TOTAL FTE'S</b>	<b>7.00</b>						

**Salaries**

Fleet Maintenance Superintendent			82,951		82,951	82,950	82,950
Lead Mechanic			65,884		65,884	65,884	69,917
Auto Equipment Mechanics			62,415		62,415	62,415	66,235
Mechanics Assistant			43,610		43,610	43,610	46,279

**Total Salaries Paid by General Fund**

Fleet Maintenance Superintendent			82,951		82,951	82,950	82,950
Lead Mechanic			65,884		65,884	65,884	69,917
Auto Equipment Mechanics			312,075		312,075	312,075	331,175
Longevity Bonuses			800		800	800	800
<b>TOTAL SALARIES</b>			<b>461,710</b>		<b>461,710</b>	<b>461,709</b>	<b>484,842</b>

		2016-17	2017-18	2018-19	2018-19	2019-20	2019-20	2019-20
10431700 Refuse & Recycling		Actual	Actual	Budget	Projected	Request	Proposed	Adopted
51610	Regular Employees	168,055	25,096	0	0	0	0	0
51630	Overtime	17,741	0	0	0	0	0	0
52000	Fringe Benefits	126,367	3,749	0	0	0	0	0
54101	Refuse Services	2,470,805	2,570,569	2,615,234	2,700,000	2,720,149	2,694,449	2,694,449
54310	Equip & Furniture Maintenance	8,638	0	0	0	0	0	0
54410	Utilities	4,163	0	0	0	0	0	0
55530	Communications	780	0	0	0	0	0	0
56610	Supplies	2,795	0	0	0	0	0	0
<b>TOTALS</b>		<b>2,799,344</b>	<b>2,599,414</b>	<b>2,615,234</b>	<b>2,700,000</b>	<b>2,720,149</b>	<b>2,694,449</b>	<b>2,694,449</b>

**Staffing**

Weighmaster Clerk	1.00	0.00	0.00	0.00	0.00	0.00	0.00
Recycling Coordinator	1.00	0.17	0.00	0.00	0.00	0.00	0.00
Laborer	1.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>TOTAL FTE'S</b>	<b>3.00</b>	<b>0.17</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

**Salaries**

Weighmaster Clerk  
 Recycling Coordinator  
 Attendant

**Total Salaries Paid by General Fund**

Weighmaster Clerk  
 Recycling Coordinator  
 Attendant  
**TOTAL SALARIES**

**Detail of Landfill/ Recycling Operations Line:**

Bulky waste disposal	40,000	100,000	100,000	100,000
Bagged leaf collection	17,000	25,000	25,000	25,000
SCRRA Contract	1,206,400	1,212,200	1,261,500	1,261,500
Automated citywide refuse and recycling collection	1,157,334	1,189,161	1,189,161	1,189,161
Bulky waste collection	52,000	52,000	52,000	52,000
Catch basin cleaning	75,000	75,000	-	-
Transfer Station Contract	50,000	52,788	52,788	52,788
Annual Landfill Post-closure Monitoring Costs	17,500	14,000	14,000	14,000
	<u>2,615,234</u>	<u>2,720,149</u>	<u>2,694,449</u>	<u>2,694,449</u>

10434700 Building Maintenance Division		2016-17 Actual	2017-18 Actual	2018-19 Budget	2018-19 Projected	2019-20 Request	2019-20 Proposed	2019-20 Adopted
51610	Regular Employees	454,765	458,004	475,872	476,000	460,233	460,232	483,849
51630	Overtime	31,223	30,617	37,454	26,200	36,000	36,000	36,000
52000	Fringe Benefits	347,165	390,021	394,940	390,000	389,402	391,922	393,711
54410	Utilities	171,924	167,902	178,500	161,000	164,800	163,400	163,400
54411	Utilities Other	68,824	68,708	60,100	70,000	71,100	71,100	39,300
54430	Building Repairs & Maintenance	75,219	60,789	80,000	78,000	80,000	80,000	80,000
54432	Building Maintenance-Other	103,784	54,338	77,000	77,000	75,000	75,000	75,000
55530	Communications	8,634	8,610	7,875	5,300	7,530	6,788	6,818
56610	Supplies	38,586	32,384	40,000	42,000	40,000	40,000	40,000
56690	Supplies-Other	21,151	10,515	11,000	11,000	13,000	13,000	13,000
<b>TOTALS</b>		<b>1,321,275</b>	<b>1,281,888</b>	<b>1,362,741</b>	<b>1,336,500</b>	<b>1,337,065</b>	<b>1,337,442</b>	<b>1,331,078</b>

**Notes on Line items:**

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

**Staffing**

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

**Salaries**

Facilities & Grounds Manager			73,137		73,137	73,136	73,136	73,136
Chief Maintenance Man			62,415		62,415	62,415	62,415	66,235
Lead Janitor			54,843		54,843	54,843	54,843	58,200
Janitors			44,773		44,773	44,773	44,773	47,513

**Total Salaries Paid by General Fund**

Facilities & Grounds Manager			73,137		73,137	73,136	73,136	73,136
Chief Maintenance Man			62,415		62,415	62,415	62,415	66,235
Lead Janitor			54,843		54,843	54,843	54,843	58,200
Janitors			268,638		268,638	268,638	268,638	285,078
Longevity Bonuses			1,200		1,200	1,200	1,200	1,200
<b>TOTAL SALARIES</b>			<b>460,233</b>		<b>460,233</b>	<b>460,232</b>	<b>460,232</b>	<b>483,849</b>

10434800 Parking Maintenance Division		2016-17 Actual	2017-18 Actual	2018-19 Budget	2018-19 Projected	2019-20 Request	2019-20 Proposed	2019-20 Adopted
51610	Regular Employees	44,773	44,773	46,582	46,582	44,773	44,773	47,513
52000	Fringe Benefits	41,083	46,884	39,430	39,430	38,718	39,029	38,978
54412	Parking Lease	10,000	10,000	10,000	10,000	10,000	10,000	10,000
54430	Building Repairs & Maintenance	70,110	52,062	70,000	70,000	70,000	70,000	70,000
<b>TOTALS</b>		<b>165,966</b>	<b>153,719</b>	<b>166,012</b>	<b>166,012</b>	<b>163,491</b>	<b>163,802</b>	<b>166,491</b>

**Staffing**

Janitors	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
<b>TOTAL FTE'S</b>	<b>1.00</b>							

**Salaries**

Janitors			44,773		44,773	44,773	44,773	47,513
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**Total Salaries Paid by General Fund**

Janitors			44,773		44,773	44,773	44,773	47,513
<b>TOTAL SALARIES</b>			<b>44,773</b>		<b>44,773</b>	<b>44,773</b>	<b>44,773</b>	<b>47,513</b>

<b>Human Services Department</b>	<b>2016-17 Actual</b>	<b>2017-18 Actual</b>	<b>2018-19 Budget</b>	<b>2018-19 Projected</b>	<b>2019-20 Request</b>	<b>2019-20 Proposed</b>	<b>2019-20 Adopted</b>
<b>10441700</b> Senior Center	618,096	646,122	645,343	643,922	677,298	643,244	685,469
<b>10441900</b> Youth & Family Services	234,106	298,109	278,409	278,409	275,543	276,971	283,710
<b>10442700</b> Admin/ Adult & Family Services	373,636	410,228	423,169	417,276	439,304	420,379	429,591
<b>10450300</b> Recreation	612,833	621,165	692,085	688,501	875,273	705,898	752,927
<b>TOTALS</b>	<b>1,838,671</b>	<b>1,975,624</b>	<b>2,039,006</b>	<b>2,028,108</b>	<b>2,267,418</b>	<b>2,046,492</b>	<b>2,151,697</b>

## Senior Center

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### Mission

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

### Vision

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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

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- Integrity
- Compassion
- Support
- Collaboration

### Departmental Goals (DG)

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

### Action Plans

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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, AARP Driver Safety and the Farmer's Market Program with the State of Connecticut. **(DG2,DG3)**

### Accomplishments

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1. Provided 13,897 transports to medical appointments, local shopping trips, out-of-town trips as well as trips to and from the Senior Center. **(DG1,DG2)**
2. Distributed 450 Farmer's Market Coupons totaling \$8,100 to eligible Norwich Residents. **(DG1)**
3. Received a \$75,150 State of Connecticut DOT grant for regional out-of-town medical transportation with the Town of Montville for the eleventh year which resulted in 3,804 round trips for seniors/disabled of Norwich and Montville to out-of-town medical appointments. **(DG1,DG3)**
4. Provided 318 additional units of benefits counseling services to senior citizens through a \$6,500 federal grant from Senior Resources. **(DG1,DG3)**
5. Provide Foot Care Clinics monthly with a certified podiatrist that provided 409 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 378 appointments. **(DG1,DG3)**
7. Provided 2,782 outreach services of which 824 were Medicare specific and 173 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)**

		2016-17	2017-18	2018-19	2018-19	2019-20	2019-20	2019-20
10441700 Senior Center		Actual	Actual	Budget	Projected	Request	Proposed	Adopted
51601	Department Head	75,109	76,413	78,144	78,144	78,144	78,144	78,144
51610	Regular Employees	259,658	246,319	265,117	263,000	293,924	259,918	270,418
51620	Seasonal/Temporary Employees	8,584	8,674	4,000	3,000	8,000	4,000	4,000
52000	Fringe Benefits	246,234	281,633	271,208	270,810	269,703	275,566	275,429
54310	Equip & Furniture Maintenance	4,605	6,750	918	918	918	918	918
54410	Utilities	0	0	0	0	0	0	31,800
55530	Communications	9,807	12,096	12,621	12,500	12,354	10,969	11,031
55532	Postage	2,173	1,871	2,040	1,900	2,040	2,040	2,040
55800	Travel & Mileage Reimbursement	1,621	1,409	1,000	1,300	1,000	1,000	1,000
56610	Supplies	2,640	3,006	2,050	2,050	2,050	2,050	2,050
56627	Vehicle Fuel	7,665	7,951	8,245	10,300	9,165	8,639	8,639
<b>TOTALS</b>		<b>618,096</b>	<b>646,122</b>	<b>645,343</b>	<b>643,922</b>	<b>677,298</b>	<b>643,244</b>	<b>685,469</b>

#### Staffing

Senior Citizens Director	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Program Administrator	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Outreach Administrator	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Senior Center Office Coordinator	0.21	0.00	0.00	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	1.00
Van Driver	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Receptionist	1.00	1.00	1.00	1.00	2.00	1.00	1.00	1.00
Escort Driver	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
<b>TOTAL FTE'S</b>	<b>7.21</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>8.00</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>

#### Salaries

Senior Citizens Director			78,144		78,144	78,144	78,144	78,144
Program Administrator			63,043		63,043	63,043	63,043	65,590
Outreach Administrator			60,006		60,006	60,005	60,005	62,430
Lead Van Driver			34,855		34,855	34,855	34,855	36,264
Van Driver			34,005		34,005	34,005	34,005	35,378
Receptionist			34,005		34,005	34,005	34,005	35,378
Escort Driver			34,005		34,005	34,005	34,005	35,378

#### Total Salaries Paid by General Fund

Senior Citizens Director			78,144		78,144	78,144	78,144	78,144
Program Administrator			63,043		63,043	63,043	63,043	65,590
Outreach Administrator			60,006		60,006	60,005	60,005	62,430
Lead Van Driver			34,855		34,855	34,855	34,855	36,264
Van Driver			34,005		34,005	34,005	34,005	35,378
Receptionist			34,005		68,010	34,005	34,005	35,378
Escort Driver			34,005		34,005	34,005	34,005	35,378
Subtotal - Employees			<u>259,919</u>		<u>293,924</u>	<u>259,918</u>	<u>259,918</u>	<u>270,418</u>
<b>TOTAL SALARIES</b>			<b><u>338,063</u></b>		<b><u>372,068</u></b>	<b><u>338,062</u></b>	<b><u>338,062</u></b>	<b><u>348,562</u></b>

#### Performance Measures

##### Workload/outputs

	Actual	Actual	Projected	Projected	Projected	Projected	Projected
Active Members	1,547	1,642	1,700	1,700	1,650	1,650	1,650
New Memberships	203	234	225	225	225	225	225
Program visits	41,707	42,794	45,000	45,000	45,000	45,000	45,000

##### Number Served:

Preventative health clinic (includes all exercise classes, appointments with nurse & podiatrist)	9,668	9,015	10,000	10,000	9,000	9,000	9,000
Senior Center Transports	12,127	13,897	13,000	13,000	13,000	13,000	13,000
Completed Outreach appointments (includes home visits)	2,304	2,782	2,400	2,400	2,600	2,600	2,600
Completed Benefits Counseling appointments	233	318	252	252	300	300	300

##### Outcome/ Results

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

##### Efficiency Measures

Expenditures / memberships	\$399.54	\$393.50	\$379.61	\$378.78	\$410.48	\$389.84	\$415.44
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## Youth & Family Services

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### Mission

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

### Vision

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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

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- Empowerment
- Innovation
- Collaboration
- Results

### Departmental Goals (DG)

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

### Action Plans

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

### Accomplishments

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

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

## Grant Descriptions

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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

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

### State of Connecticut Grants

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

### Private Grants

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

		2016-17	2017-18	2018-19	2018-19	2019-20	2019-20	2019-20
10441900 Youth & Family Services		Actual	Actual	Budget	Projected	Request	Proposed	Adopted
51610	Regular Employees	116,473	132,607	135,778	135,778	133,116	133,115	138,493
52000	Fringe Benefits	117,633	165,502	142,631	142,631	142,427	143,856	145,217
<b>TOTALS</b>		<b>234,106</b>	<b>298,109</b>	<b>278,409</b>	<b>278,409</b>	<b>275,543</b>	<b>276,971</b>	<b>283,710</b>

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

<b>Staffing</b>								
	YFS Therapist/ Coordinator	1.00	1.00	1.00	1.00	1.00	1.00	1.00
	YFS Caseworker	1.00	1.00	1.00	1.00	1.00	1.00	1.00
	Positions funded from other sources	1.60	2.84	2.70	2.70	2.70	2.70	2.70
	<b>TOTAL FTE'S</b>	<b>3.60</b>	<b>4.84</b>	<b>4.70</b>	<b>4.70</b>	<b>4.70</b>	<b>4.70</b>	<b>4.70</b>
<b>Salaries</b>								
	YFS Therapist/ Coordinator			73,110		73,110	73,110	76,063
	YFS Caseworker			60,006		60,006	60,005	62,430
<b>Total Salaries Paid by General Fund</b>								
	YFS Therapist/ Coordinator			73,110		73,110	73,110	76,063
	YFS Caseworker			60,006		60,006	60,005	62,430
	<b>TOTAL SALARIES</b>			<b>133,116</b>		<b>133,116</b>	<b>133,115</b>	<b>138,493</b>

<b>Performance Measures</b>		Actual	Actual	Projected	Projected	Projected	Projected	Projected
<b>Workload/outputs</b>								
<i>Number Served:</i>								
	Counseling cases	60	79	70	70	70	70	70
	COOL youth employment	27	35	50	50	35	35	35
	Summer Youth Employment	129	42	140	140	50	50	50
	Leadership initiatives	67	129	48	48	50	50	50
	Juvenile Review Board cases	63	89	70	70	70	70	70
	Individual/ community consultations	719	922	700	700	700	700	700
	Positive youth development/ recreation/ cultural/ community education	6,600	8,186	5,000	5,000	6,000	6,000	6,000
	Relative Caregivers Groups (Grandparents raising grandchildren)	28	12	15	15	12	12	12
	Middle School Diversion Program	42	301	60	60	200	200	200
<b>Outcome/ Results</b>								
	% of contacted parents/ community partners that will report satisfaction with agency services	90.00%	95.00%	90.00%	90.00%	90.00%	90.00%	90.00%
	Hours of professional counseling services to low-income Norwich families	1,088	1,007	1,200	1,200	1,000	1,000	1,000
	Provide youth with employability assessment	120	39	135	135	35	35	35
	Provide employment/ internships to eligible youth	23	9	25	25	18	18	18
	Provide anti-smoking substance abuse to youths	5,153	1,110	5,000	5,000	1,200	1,200	1,200
	Provide public forums/ educational events to parents	1,655	800	1,500	1,500	800	800	800
	Engage youth in community service	67	199	30	30	75	75	75
<b>Efficiency Measures</b>								
	Cost of department/ population	\$5.92	\$7.54	\$6.93	\$7.04	\$6.97	\$7.00	\$7.17

## Human Services

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### Mission

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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

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

### Values

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- Self-reliance
- Empowerment
- Innovation
- Equity

### Departmental Goals (DG)

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

### Action Plans

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

### Accomplishments

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1. Assisted 1,137 Norwich disabled and elderly residents apply for the State of Connecticut Renter's Rebate Program which brought back over \$578,924 to the community in rebates. **(DG1)**
2. Instrumental in receiving the United Way funding to increase the economic viability of Norwich Residents, especially NFA students.
3. Increased federal work education and training dollars to \$48,000 to assist our area's unskilled and/or undereducated labor force develop more marketable job skills, focusing on manufacturing and health and medical related fields.
4. Screened 111 Norwich residents for employment related services. Thirty-one residents completed training programs, including the Manufacturing Pipeline Program. **(DG1)**
5. The department diverted from shelter, and rapidly rehoused, 36 households. Garnered over \$13,500 in grants and awards for this effort.
6. Acted as the regional Coordinated Access hub for access to shelter and administered the regional New London County Fund to End Homelessness, a \$250,000 State fund for diversion and re-housing efforts.
7. Collaborated with other agencies to garner resources to address the opioid epidemic.

8. Awarded \$10,918 in grants and donations through the Norwich Safety Net Team for the provision of basic needs to Norwich families and individuals.
9. Awarded \$15,062 in federal emergency rent/mortgage funds for distressed families and individuals.
10. Awarded \$46,900 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 Partnership 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, which matched sponsors who provided Christmas gifts to 250 children from 100 low-income Norwich families.
13. Recovered \$50,000 in Relocation Liens, assisting 18 households who experienced condemnation.

### Grant Descriptions

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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

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- 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 \$38,000 – Provides job training and support services to low-income Norwich residents.
- Emergency Food & Shelter Program (passed through United Way) \$15,062 - Federal Emergency Food & Shelter Program provides for emergency rent and utility assistance for Norwich families/ individuals.

### State of Connecticut Grants

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- Kinship & Respite Programs \$46,900 - Funding received from State of Connecticut Probate Court to assist non-parent relative guardians of minor children. No city funds are required.

### Private Grants

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- Safety Net Team \$10,918 - 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 \$6,000 – Anticipate private grant funding to provide job training and support services to low-income Norwich residents.
- Direct Client Needs \$2,500 – Private grants/donations for the provision of clients' basic needs.
- Housing/Homelessness \$7,500 – Private grants to assist residents with maintaining their housing to avoid costly shelter stays and to regain housing quickly should they have to enter a shelter.
- New London County Fund to End Homelessness - \$2,800 received for administering the program.
- Administration of the Henry Farnham Charitable Trust - \$24,000 to assist low-income widows.
- Norwich Human Services also administers services for the provision of rent and utility assistance through the New London County Fund, Operation Fuel and Project Warm-Up, and receives direct funds for administration of these programs.

10442700 Administration/ Adult & Family Services Division		2016-17 Actual	2017-18 Actual	2018-19 Budget	2018-19 Projected	2019-20 Request	2019-20 Proposed	2019-20 Adopted
51601	Department Head	91,048	92,513	94,726	94,726	94,726	94,726	94,726
51610	Regular Employees	117,657	113,393	122,412	122,000	137,015	120,010	124,858
52000	Fringe Benefits	123,255	162,688	165,665	160,000	167,367	166,267	170,602
53322	Professional Development	346	240	570	570	570	570	570
54310	Equip & Furniture Maintenance	5,042	8,079	7,800	7,800	7,500	7,500	7,500
55500	Printing	199	500	500	500	500	500	500
55530	Communications	8,112	4,984	3,557	4,000	3,387	2,726	2,755
55532	Postage	1,080	790	780	780	780	780	780
55800	Travel & Mileage Reimbursement	764	503	1,000	1,000	700	700	700
56610	Supplies	3,115	3,822	3,259	3,000	3,859	3,700	3,700
58100	Dues Licenses & Subscriptions	1,007	857	900	900	900	900	900
58730	Assistance Payments	22,011	21,859	22,000	22,000	22,000	22,000	22,000
<b>TOTALS</b>		<b>373,636</b>	<b>410,228</b>	<b>423,169</b>	<b>417,276</b>	<b>439,304</b>	<b>420,379</b>	<b>429,591</b>

Staffing		2016-17 Actual	2017-18 Actual	2018-19 Budget	2018-19 Projected	2019-20 Request	2019-20 Proposed	2019-20 Adopted
	Director of Human Services	1.00	1.00	1.00	1.00	1.00	1.00	1.00
	Human Services Caseworkers	1.00	1.00	1.00	1.00	1.00	1.00	1.00
	Administrative Coordinator	1.00	1.00	1.00	1.00	1.00	1.00	1.00
	Receptionist	0.00	0.00	0.00	0.00	0.50	0.00	0.00
	Positions funded from other sources	0.00	0.32	0.32	0.32	0.71	0.71	0.71
	<b>TOTAL FTE'S</b>	<b>3.00</b>	<b>3.32</b>	<b>3.32</b>	<b>3.32</b>	<b>4.21</b>	<b>3.71</b>	<b>3.71</b>

Salaries		2016-17 Actual	2017-18 Actual	2018-19 Budget	2018-19 Projected	2019-20 Request	2019-20 Proposed	2019-20 Adopted
	Director of Human Services			94,726		94,726	96,621	96,621
	Human Services Caseworkers			60,006		60,006	60,005	62,429
	Administrative Coordinator			60,006		60,006	60,005	62,429
	Receptionist			34,005		34,005	34,005	35,378
<b>Total Salaries Paid by General Fund</b>								
	Director of Human Services			94,726		94,726	96,621	96,621
	Human Services Caseworkers			60,006		60,006	60,005	62,429
	Administrative Coordinator			60,006		60,006	60,005	62,429
	Receptionist			0		17,003	0	0
	Subtotal - Employees			<u>120,012</u>		<u>137,015</u>	<u>120,010</u>	<u>124,858</u>
	<b>TOTAL SALARIES</b>			<u>214,738</u>		<u>231,741</u>	<u>216,631</u>	<u>221,479</u>

Performance Measures		Actual	Actual	Projected	Projected	Projected	Projected	Projected
<b>Workload/outputs</b>								
<i>Number Served</i>								
	Walk Ins Seen	3,068	3,854	3,100	3,100	3,200	3,200	3,200
	New cases applying for assistance	811	690	900	900	500	500	500
	Rent/ mortgage assistance	175	91	130	130	150	150	150
	Safety Net services (food, prescriptions, senior assistance)	209	235	225	225	200	200	200
	Norwich widows assisted through the Farnam Trust Fund	54	58	60	60	65	65	65
	Kinship/Respite Grants for grandparents raising grandchildren	41	58	50	50	70	70	70
	Renders Rebate Applications Completed	1,127	1,137	1,100	1,100	1,300	1,300	1,300
	Relocation due to condemnation (# units)	26	18	30	30	20	20	20
	Job Placement	208	220	200	200	250	250	250

Outcome/ Results		2016-17 Actual	2017-18 Actual	2018-19 Budget	2018-19 Projected	2019-20 Request	2019-20 Proposed	2019-20 Adopted
	% of people applying for relocation who are housed	100.00%	100.00%	100.00%	100.00%	0.00%	0.00%	0.00%
	% of people diverted from shelter or Rapidly Rehoused	18.00%	20.00%	18.00%	18.00%	22.00%	22.00%	22.00%
	Federal dollars received for housing	\$17,718	\$17,700	\$15,000	\$15,000	\$18,000	\$18,000	\$18,000
	% change in Federal dollars received for housing	-9.00%	-9.00%	-12.40%	-12.40%	-9.00%	-9.00%	-9.00%
	Total amount in safety net services funding	\$9,000	\$6,000	\$7,000	\$7,000	\$0	\$0	\$0
	% of clients served in Norwich Works who become gainfully employed	82.00%	85.00%	85.00%	85.00%	0.00%	0.00%	0.00%
	% of Norwich Works participants successfully completing training	92.14%	95.00%	96.00%	96.00%	0.00%	0.00%	0.00%

Efficiency Measures		2016-17 Actual	2017-18 Actual	2018-19 Budget	2018-19 Projected	2019-20 Request	2019-20 Proposed	2019-20 Adopted
	Adult & Family Services Division budget as % of total general fund budget	0.31%	0.33%	0.34%	0.34%	0.34%	0.32%	0.33%

## Recreation

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### Mission

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

### Vision

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

### Values

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

### Departmental Goals (DG)

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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

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

### Accomplishments

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1. Hired a highly-training professional Program Administrator.
2. Increased facility reservations by 20% to 5,200 hours for over 23 youth, adult sport leagues, and groups.
3. Maintained over 166 acres, including 25 sites, 18 fields, 10 playgrounds and 16 building structures.
4. Repaired two roofs at Hamilton Football Field, resurfaced Jenkins Tennis courts, installed new playground slide at Fernwood, and participated in constructing a new playground on Lake St.
5. Groomed, prepped, fertilized, and seeded fields for various NFA and youth sport groups through the year.
6. Re-opened Mohegan Park beach after being closed for a year and hired and trained all waterfront staff.
7. Updated all OSHA requirements for the department.
8. Trained staff on various topics (Active shooter, Narcan, CPR & First Aid, Blood Borne Pathogens, Hazmat, Mandated Reporter, Workplace Safety, and Sexual Harassment).
9. Partnered with several City and local organizations to offer programs and services including Girl Scouts of America, Youth & Family Services, NFA Project Outreach, Mohegan Striders, NFA basketball clinics and trail races, and Lowe's (to beautify Taftville Park). **(DG1,DG2)**
10. Applied for and received grant funding for the summer camp scholarship and snack program. **(DG1,DG2)**
11. Partnered with SECT Regional Recreation Departments to host a triathlon Series, serving over 600 youth. Hosted Splash & Dash at Mohegan Park. **(DG1, DG2)**

10450300 Recreation	2016-17 Actual	2017-18 Actual	2018-19 Budget	2018-19 Projected	2019-20 Request	2019-20 Proposed	2019-20 Adopted
51601 Department Head	0	38,786	78,144	78,500	89,760	78,479	78,479
51610 Regular Employees	277,913	194,260	227,214	226,000	301,379	222,758	231,759
51620 Seasonal/Temporary Employees	31,249	33,444	45,882	45,882	86,960	58,800	86,960
51630 Overtime	3,133	3,538	1,530	2,000	4,000	2,000	2,000
52000 Fringe Benefits	203,269	244,454	230,000	229,657	228,445	236,350	246,194
53010 Professional Services	9,400	10,723	11,700	12,000	14,210	12,000	12,000
53322 Professional Development	500	1,039	1,300	1,000	1,000	1,000	1,000
54310 Equip & Furniture Maintenance	6,618	10,219	10,000	10,000	22,618	10,000	10,000
54410 Utilities	19,748	23,558	25,200	24,000	22,300	24,400	24,400
54430 Building Repairs & Maintenance	35,644	36,235	32,000	32,000	75,000	33,000	33,000
55530 Communications	12,391	9,430	10,762	10,762	10,372	9,785	9,809
55532 Postage	99	24	200	200	200	200	200
55800 Travel & Mileage Reimbursement	448	549	1,000	1,000	800	500	500
56610 Supplies	7,156	10,502	10,000	10,000	10,000	10,000	10,000
56627 Vehicle Fuel	4,818	4,156	6,653	5,000	7,555	6,126	6,126
58100 Dues Licenses & Subscriptions	447	248	500	500	674	500	500
<b>TOTALS</b>	<b>612,833</b>	<b>621,165</b>	<b>692,085</b>	<b>688,501</b>	<b>875,273</b>	<b>705,898</b>	<b>752,927</b>

**Staffing**

Director of Recreation	0.00	0.50	1.00	1.00	0.89	0.89	0.89
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	1.00	1.00	2.00	1.00	1.00
Program Administrator	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Receptionist	0.00	0.00	0.00	0.00	1.00	0.00	0.00
<b>TOTAL FTE'S</b>	<b>5.00</b>	<b>5.50</b>	<b>5.00</b>	<b>5.00</b>	<b>6.89</b>	<b>4.89</b>	<b>4.89</b>

**Salaries**

Director of Recreation			78,144		88,179	88,179	88,179
Recreation Facilities Mtn. Supervisor			64,619		64,619	64,619	67,230
Recreation Facilities Maintainer II			50,480		50,480	50,480	52,519
Recreation Facilities Maintainer I			44,617		44,617	44,616	46,420
Program Administrator			63,043		63,043	63,043	65,590
Receptionist			34,005		34,005	34,005	35,378

**Total Salaries Paid by General Fund**

Director of Recreation			78,144		78,479	78,479	78,479
Recreation Facilities Mtn. Supervisor			64,619		64,619	64,619	67,230
Recreation Facilities Maintainer II			50,480		50,480	50,480	52,519
Recreation Facilities Maintainer I			44,617		89,234	44,616	46,420
Program Administrator			63,043		63,043	63,043	65,590
Receptionist			0		34,005	0	0
Subtotal - Employees			<u>222,759</u>		<u>301,381</u>	<u>222,758</u>	<u>231,759</u>
<b>TOTAL SALARIES</b>			<u><b>300,903</b></u>		<u><b>379,860</b></u>	<u><b>301,237</b></u>	<u><b>310,238</b></u>

**Performance Measures**

	Actual	Actual	Projected	Projected	Projected	Projected	Projected
<b>Workload/outputs</b>							
Number of your program hours	2,301	1,534	2,000	2,000	2,500	2,500	2,500
Total acreage of athletic facilities	166	166	166	166	166	166	166
Hours reserved for field usage	4,400	5,189	4,600	4,600	5,500	5,500	5,500
<b>Outcome/ Results</b>							
Number of youth registrations	2,500	3,476	2,500	2,500	4,500	4,500	4,500
Number of adult registrations	250	607	250	250	700	700	700
<b>Efficiency Measures</b>							
Recreation budget as % of total general fund budget	0.50%	0.50%	0.56%	0.56%	0.67%	0.54%	0.58%
Full-time staff salary cost as percentage of department budget	45.35%	37.52%	44.12%	44.23%	44.69%	42.67%	41.20%

## Board of Education

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### Mission

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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

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

### Values

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- Professionalism
- Competency
- Compassion
- Community and Family Involvement

### Departmental Goals (DG)

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

### Action Plans

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

### Accomplishments

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1. Kelly STEAM and Teachers' Global Studies Middle Schools began their transition to Intra-district Magnet Middle Schools **(DG1, DG2, DG3, DG4)**
2. Uncas School continues as Network School. **(DG1, DG2, DG3, DG4)**
3. Veterans School continues as a School Improvement Grant (SIG) School. **(DG1, DG2, DG3, DG4)**
4. Adding classrooms for STRIVE program which serves students with autism. **(DG1)**

4700	Norwich Public Schools	2016-17 Actual	2017-18 Actual	2018-19 Budget	2018-19 Projected	2019-20 Request	2019-20 Proposed	2019-20 Adopted
4700	Norwich Public Schools	75,430,000	77,284,300	78,469,829	80,469,830	83,304,338	80,039,000	81,039,000
<b>TOTALS</b>		<b>75,430,000</b>	<b>77,284,300</b>	<b>78,469,829</b>	<b>80,469,830</b>	<b>83,304,338</b>	<b>80,039,000</b>	<b>81,039,000</b>

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	3,598	3,486	3,486	3,486	3,486	3,486	3,486
<i>Average class size</i>							
Kindergarten	21.3	19.8	19.8	19.8	19.8	19.8	19.8
Grade 2	21.3	20.1	20.1	20.1	20.1	20.1	20.1
Grade 5	23.6	21.5	21.5	21.5	21.5	21.5	21.5
Grade 7	22.5	22.0	22.0	22.0	22.0	22.0	22.0
High School	N/A	N/A	N/A	N/A	N/A	N/A	N/A
<i>Where Norwich Students are Being Educated</i>							
Norwich Public Schools Pre-K through 8	57.49%	55.74%	55.74%	55.74%	55.74%	55.74%	55.74%
Integrated Day Charter School Pre-K through 8	4.40%	4.56%	4.56%	4.56%	4.56%	4.56%	4.56%
Public Pre-K through 8 Out of District	2.46%	4.94%	4.94%	4.94%	4.94%	4.94%	4.94%
Non-Public Pre-K through 8 in Norwich	4.33%	4.19%	4.19%	4.19%	4.19%	4.19%	4.19%
Norwich Free Academy	23.99%	24.14%	24.14%	24.14%	24.14%	24.14%	24.14%
Other Public High Schools in Norwich	2.70%	2.97%	2.97%	2.97%	2.97%	2.97%	2.97%
Public High Schools Out of District	2.80%	2.46%	2.46%	2.46%	2.46%	2.46%	2.46%
Non-Public Out of Norwich	1.83%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%

#### Smarter Balanced Test

Percentage of students meeting or exceeding the achievement standard

English Language Arts		
Grade 3	39.00%	41.00%
Grade 4	42.00%	41.00%
Grade 5	35.00%	41.00%
Grade 6	29.00%	26.00%
Grade 7	25.00%	23.00%
Grade 8	29.00%	22.00%
Math		
Grade 3	43.00%	43.00%
Grade 4	34.00%	32.00%
Grade 5	20.00%	25.00%
Grade 6	19.00%	19.00%
Grade 7	11.00%	18.00%
Grade 8	19.00%	11.00%

## Norwich Public Schools - Summary of Accounts

Object	Description	2016-17 Actual	2017-18 Budget	2017-18 Actual	2018-19 Budget	2019-20 Budget
51111	CERTIFIED SALARIES	17,148,761	17,512,746	17,451,134	18,840,760	18,502,487
51112	SUPPORT SALARIES	5,369,819	5,601,473	5,911,145	6,525,080	7,123,679
51121	TEMP PAY CERT PERSONNEL	364,818	415,000	530,652	415,000	525,000
51122	TEMP PAY SUPPT PERSONNEL	364,689	254,000	335,427	254,000	254,000
52201	BLUE CROSS MAJOR MEDICAL	6,653,523	6,109,058	4,861,814	6,546,803	5,800,001
52203	LIFE INSURANCE	34,691	31,802	36,656	31,802	31,802
52204	UNEMPLOYMENT COMPENSATION	138,755	120,000	95,396	120,000	120,000
52205	WORKER'S COMPENSATION	(33,571)	500,000	412,730	702,033	550,000
52206	CITY RETIREMENT PLAN	654,595	703,000	688,878	809,200	908,000
52207	FICA EMPLOYER'S SHARE	1,184,164	1,075,000	1,204,329	1,250,000	1,250,000
52208	SEVERANCE PAY	90,423	100,000	42,032	100,000	50,000
52209	MEDICARE REIMBURSEMENT	27,507	10,000	17,725	10,000	10,000
53323	CONTRACT HEALTH SERVICE	883,503	1,240,463	842,950	1,251,423	1,472,000
53330	PROFESSIONAL SERVICES	204,235	196,712	226,959	197,078	296,100
53333	CONTRACT TRANSPORTATION	3,280,059	3,064,950	3,380,789	3,478,149	3,620,750
54410	PUBLIC UTILITIES	950,792	908,091	937,661	953,496	941,044
54431	CONTRACT REPAIRS BLDGS	134,869	190,955	163,456	190,955	190,955
55510	SPED CONTRACTED TRANS.	3,112,625	2,812,225	3,447,582	3,205,937	3,450,000
55520	PROPERTY INSURANCE	338,095	337,856	334,844	350,000	350,000
55521	LIABILITY INSURANCE	0	47,080	0	12,840	0
55530	TELEPHONE	73,699	95,632	99,599	95,632	95,632
55531	ADVERTISING	3,425	10,000	1,566	5,000	2,000
55532	METERED POSTAGE	15,407	16,500	12,916	16,500	19,000
55560	TUITION PAYMENT	31,810,546	31,548,203	33,195,828	35,850,362	35,729,850
55580	REIMBURSABLE EXPENSES	24,582	30,975	29,317	30,975	35,975
55590	OTHER PURCHASED SERVICES	2,043,274	2,420,860	2,142,420	812,617	944,458
55592	ADULT EDUCATION	170,064	159,918	185,238	163,116	163,116
55593	MAINTENANCE SERVICES	254,911	386,111	293,656	386,111	386,111
55594	FINANCIAL SERVICES	42,773	43,000	46,601	40,500	44,500
56611	INSTRUCTIONAL SUPPLIES	356,606	222,587	98,280	224,027	239,027
56612	HEALTH SUPPLIES	9,600	12,900	10,462	12,900	12,900
56613	MAINTENANCE SUPPLIES	57,534	65,375	48,574	65,375	65,375
56614	CUSTODIAL SUPPLIES	102,892	120,000	107,920	120,000	120,000
56620	HEATING EXPENSES	409,729	583,860	441,252	613,053	603,946
56627	FUEL	341,927	382,818	430,229	533,280	453,280
56641	TEXTBOOKS	19,775	20,000	13,636	20,000	20,000
56642	LIBRARY SUPPLIES/MATRLS.	21,242	25,000	22,698	25,000	25,000
56690	OTHER SUPPLIES AND MATERIALS	1,713	5,000	838	3,000	3,000
56692	OFFICE SUPPLIES	38,236	48,932	31,201	44,132	44,132
56694	PROFESSIONAL MATERIALS	3,367	3,000	1,683	3,000	3,000
57720	FACILITIES PROJECTS AND REPAIRS	145,698	150,000	74,693	150,000	300,000
57730	INSTRUCT. EQUIP. REPAIRS	217	3,400	1,304	3,400	3,400
57731	INSTRUCTIONAL EQUIPMENT	2,776	5,000	532	5,000	5,000
57734	TECHNOLOGY EQUIPMENT	4,000	30,000	71	30,000	30,000
57735	SOFTWARE LICENSES	181,134	120,000	51,618	120,000	65,000
57736	MAINT VEH/EQUIP REPAIR	25,885	24,250	102,123	24,250	24,250
57739	OTHER EQUIPMENT	31,064	32,188	11,463	32,188	32,188
58810	DUES & SUBSCRIPTIONS	9,628	5,380	9,584	5,380	5,380
	Special Education Reimbursement	(1,674,086)	(1,617,000)	(1,103,163)	(1,617,000)	(1,617,000)
	Indirect				(4,592,524)	
	<b>TOTAL</b>	<b>75,430,000</b>	<b>76,184,300</b>	<b>77,284,300</b>	<b>78,469,830</b>	<b>83,304,338</b>

Change in funding in Manager's Proposed Budget	(3,265,338)
Proposed Budget	<u>80,039,000</u>
Change in funding by City Council	<u>1,000,000</u>
Adopted Budget	<u><u>81,039,000</u></u>

NORWICH PUBLIC SCHOOLS 2018-19 GRANT SPENDING		
Name	Fund	Amount
<b>1. FEDERAL PUBLIC SCHOOL FUNDS</b>		<b>\$ 4,862,075.03</b>
IDEA 2018-2020	6	\$ 1,062,209.96
IDEA 2017-2019	6	\$ 544,728.22
IDEA Pre K 2018-2020	20	\$ 32,877.82
IDEA PreK 2017-2019	20	\$ 4,022.11
Immigrant 2017-2019	42	\$ 143.51
Title I 2018-2020	2	\$ 2,290,212.46
Title I 2017-2019	2	\$ 536,833.34
Title II 2018-2020	18	\$ 162,532.43
Title II 2017-2019	18	\$ 24,500.44
Title III 2018-2020	63	\$ 70,713.93
Title III 2017-2019	63	\$ 17,614.20
Title IV 2018-2020	17	\$ 115,686.61
<b>2. STATE FUNDS</b>		<b>\$ 5,308,975.00</b>
Alliance	38	\$ 4,402,878.00
Bilingual	50	\$ 25,203.00
Displaced Students	36	\$ 7,305.00
McKinney Vento Homeless Assistance Act	37	\$ 50,000.00
Priority	80	\$ 823,589.00
TEAM Reimbursement (no commitment yet)	19	\$ -
<b>3. EXTENDED LEARNING FUNDS</b>		<b>\$ 601,714.69</b>
21st CCLC - Elementary	15	\$ 90,070.44
21st CCLC - Middle	51	\$ 220,808.25
Extended School Hours	83	\$ 106,389.00
Summer	82	\$ 90,544.00
TOP	9	\$ 93,903.00
<b>4. PRESCHOOL FUNDS</b>		<b>\$ 1,530,648.00</b>
Family Resource Centers	27	\$ 100,000.00
Quality Enhancement - Bishop	11	\$ 2,500.00
School Readiness Bishop	10	\$ 1,353,148.00
Smart Start	23	\$ 75,000.00
<b>5. SCHOOL- SPECIFIC FUNDS</b>		<b>\$ 1,687,595.32</b>
Global Studies Magnet	21	\$ 462,328.00
Kelly STEAM Magnet	32	\$ 439,555.00
Network	14	\$ 250,000.00
School Improvement Grant	48	\$ 304,011.32
School Improvement Grant - Supplemental	47	\$ 200,000.00
School Improvement Grant - Unused Funds	49	\$ 31,701.00

<b>1. FEDERAL &amp; STATE PRIVATE SCHOOL FUNDS</b>		<b>\$ 1,444,032.91</b>
IDEA 2018-2020	6	\$ 20,802.00
IDEA 2017-2019	6	\$ 26,327.25
IDEA Pre K 2018-2020	20	\$ 418.00
IDEA PreK 2017-2019	20	\$ 1,658.00
Immigrant 2017-2019	42	\$ 5,766.98
Title I 2018-2020	2	\$ 33,457.17
Title I 2017-2019	2	\$ 34,222.13
Title II 2018-2020	18	\$ 77,649.15
Title II 2017-2019	18	\$ 126,682.99
Title III 2018-2020	63	\$ 20,480.93
Title III 2017-2019	63	\$ 18,480.92
Title IV 2018-2020	17	\$ 70,079.39
School Readiness	12	\$ 990,388.00
Quality Enhancement	11	\$ 17,620.00
<b>1. FEDERAL CARRY OVER for 2019-2020</b>		<b>\$ 670,889.20</b>
IDEA 2018-2020	6	\$ 381,917.04
IDEA Pre K 2018-2020	20	\$ 2,624.18
Title I 2018-2020	2	\$ 266,325.37
Title II 2018-2020	18	\$ 11,310.47
Title III 2018-2020	63	\$ 8,712.14
Title IV 2018-2020	17	\$ -
<b>GRANTS TOTAL</b>		<b>\$ 16,105,930.15</b>

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## Debt Service

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

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## Miscellaneous

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### Contributions to Outside Agencies

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#### *Library*

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

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#### *Regional Health District*

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The city's cost of \$6.61 per capita to participate in the Uncas Health District which is comprised of Bozrah, Griswold, Lebanon, Lisbon, Montville, Norwich, Salem, Sprague, and Voluntown.

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#### *Ambulance Service*

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

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#### *Probate Court*

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

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#### *United Community & Family Services, Inc.*

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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.

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#### *Thames Valley Council for Community Action (TVCCA)*

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

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#### *SEAT Bus*

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Subsidy of bus service to Southeastern Connecticut.

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## Operating Transfers

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### *Appropriation to Capital Budget*

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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.

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## Other

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### *Property Insurance*

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

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### *Contingency*

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

<b>10480000 Debt Service</b>	<b>2016-17 Actual</b>	<b>2017-18 Actual</b>	<b>2018-19 Budget</b>	<b>2018-19 Projected</b>	<b>2019-20 Request</b>	<b>2019-20 Proposed</b>	<b>2019-20 Adopted</b>
<b>59101</b> Transfer to Debt Service Fund	4,373,019	4,468,906	4,262,998	4,262,998	4,383,985	4,383,985	4,383,985
<b>TOTALS</b>	<b>4,373,019</b>	<b>4,468,906</b>	<b>4,262,998</b>	<b>4,262,998</b>	<b>4,383,985</b>	<b>4,383,985</b>	<b>4,383,985</b>

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.

<b>10500000 MISCELLANEOUS</b>
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<b>Contributions to Outside Agencies</b>							
<b>58251</b> Otis Library	1,062,967	999,857	950,000	950,000	1,194,000	995,000	995,000
<b>58252</b> Uncas Health District	260,353	260,939	261,466	261,465	260,897	260,897	260,897
<b>58253</b> Ambulance Service	70,552	73,162	75,869	75,869	75,869	75,869	78,676
<b>58254</b> Probate Court	29,313	27,220	29,673	25,690	29,673	28,826	28,826
<b>58711</b> United Community Family Svcs	49,600	49,600	47,120	47,120	150,000	47,120	47,120
<b>58712</b> TVCCA	34,725	34,725	35,031	35,031	36,875	35,031	35,031
<b>58713</b> SEAT Bus	163,655	178,198	178,198	178,198	203,858	203,858	203,858
<b>Subtotal - Contributions to Outside Agencies</b>	<b>1,671,165</b>	<b>1,623,701</b>	<b>1,577,357</b>	<b>1,573,373</b>	<b>1,951,172</b>	<b>1,646,601</b>	<b>1,649,408</b>

**Operating Transfers**

<b>59102</b> Transfer To Capital Improvement Fund	2,422,490	2,459,120	2,475,988	2,475,988	2,521,668	2,521,668	2,521,668
<b>Subtotal - Operating Transfers</b>	<b>2,422,490</b>	<b>2,459,120</b>	<b>2,475,988</b>	<b>2,475,988</b>	<b>2,521,668</b>	<b>2,521,668</b>	<b>2,521,668</b>

**Other**

<b>55520</b> Property Insurance	645,379	693,720	706,141	620,000	688,576	688,576	688,576
<b>58600</b> Contingency	311,132	178,326	564,805	200,000	729,375	729,375	437,608
<b>Subtotal - Other</b>	<b>956,511</b>	<b>872,046</b>	<b>1,270,946</b>	<b>820,000</b>	<b>1,417,951</b>	<b>1,417,951</b>	<b>1,126,184</b>

<b>TOTALS</b>	<b>5,050,166</b>	<b>4,954,867</b>	<b>5,324,291</b>	<b>4,869,361</b>	<b>5,890,791</b>	<b>5,586,220</b>	<b>5,297,260</b>
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## Capital Budget

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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

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#### *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 \$500,000.

#### *Demolition*

This budget includes the appropriation of \$183,252 for the demolition and abatement of dilapidated buildings



#### *Police Cruisers*



Police cruisers are a primary piece of a police officer's equipment. The cruiser is their mobile office. The newer models are small SUV's with more fuel efficient engines. Police vehicles are subjected to twenty-four hour a day operation in all conditions from heat waves to subfreezing, from hurricanes to blizzards. This budget includes the appropriation of \$197,840 for the replacement of five cruisers.

#### *Plow Truck with Dump Body*

This budget includes the appropriation of \$200,000 for the replacement of a 1997 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

Request									Funding Sources			
Department	Org	Object	Project	Description	Financial and/ or Non-financial impacts	Qty	Unit Cost	Total Request	Amount Funded	Non-Capital Funding Source	Description of Non-Capital Funding Source	Capital Budget Funding
City Manager	36024113	54520	C2001	Demolition	R/NOI	1	500,000.00	500,000	183,252			183,252
City Manager	36024113	57506	C2002	Public Marina Docks	R/NOI	1	600,000.00	600,000	600,000	480,000	City's estimated 20% share of \$600,000 project. The City will be applying for a Port Authority grant for the remainder of the funding.	120,000
City Manager	36024113	58600	C2003	Capital contingency - For other capital improvements, design costs, and/or matches on State/Federal grants as the City Manager deems necessary.	R/NOI	1	200,000.00	200,000	200,000			200,000
Finance	36024117	57340	C2004	Computer replacements - cost to replace computers which cannot be upgraded to accommodate Windows 7.	R/NOI	100	745.00	74,500	74,500			74,500
Finance	36024117	57340	C2005	Maintenance on existing servers and planning for replacement of file servers and storage	R/NOI	1	55,000.00	55,000	55,000			55,000
Finance	36024117	57340	C2006	Replacement Equipment for Network infrastructure & Phone System	R/NOI	1	15,000.00	15,000	15,000			15,000
Finance	36024117	57340	C2007	Computer Peripherals - Printers, Monitors, Hard Drives, NIC Cards, Keyboards, etc.	R/NOI	1	21,500.00	21,500	21,500			21,500
Finance	36024117			Replace City Hall & Police networked file servers and storage	R/NOI	2	71,665.00	143,330	0			0
Planning	36024151	57200	C2008	23 Union St. Structural, Building, and Office Layout Improvements	R/NOI	1	50,000.00	50,000	50,000			50,000
Planning	36024151			Flood Hazard & Open Space Match	R/NOI	1	50,000.00	50,000	0			0
Election	36024197	57330	C2009	Fire Proof Filing Cabinets	R/NOI	2	4,000.00	8,000	8,000			8,000
Police	36024201	57200	C2010	Building Camera System	Should take less IT time to maintain	1	50,000.00	50,000	50,000			50,000
Police	36024201	57320	C2011	Police Cruisers	Should reduce future maintenance and fuel costs.	7	39,568.00	276,976	197,840			197,840
Police	36024201	57340	C2012	Technology Sustainment	R/NOI	1	13,500.00	13,500	10,000			10,000
Police	36024201	57300	C2013	Less Lethal System	R/NOI	1	7,000.00	7,000	7,000			7,000
Police	36024201	57300	C2014	Police K9	R/NOI	1	8,000.00	8,000	8,000			8,000
Police	36024201			Body Armor	R/NOI	12	730.00	8,760	0			0
Police	36024201			Office Furniture	R/NOI	1	92,000.00	92,000	0			0
Police	36024201			Supervisor Locker Room	R/NOI	1	15,000.00	15,000	0			0
Police	36024201			Kitchenette Replacement	R/NOI	1	12,000.00	12,000	0			0
Police	36024201			Gym Modernization	R/NOI	1	18,000.00	18,000	0			0
Police	36024201			Traffic/Speed Enforcement Sign	R/NOI	1	25,000.00	25,000	0			0

# Capital Budget Listing

Request									Funding Sources			
Department	Org	Object	Project	Description	Financial and/ or Non-financial impacts	Qty	Unit Cost	Total Request	Amount Funded	Non-Capital Funding Source	Description of Non-Capital Funding Source	Capital Budget Funding
Norwich Fire	36024202	57300	C2015	Firefighter Particulate Barrier Hoods	R/NOI	55	90.00	4,950	4,950			4,950
Norwich Fire	36024202	57300	C2016	Fire Hose	R/NOI	1	5,390.00	5,390	5,390			5,390
Norwich Fire	36024202	57300	C2017	SCBA 30 Min Cylinders	R/NOI	15	1,123.00	16,845	16,845			16,845
Norwich Fire	36024202			Window Replacement	Should reduce utilities cost	1	20,000.00	20,000	0			0
Norwich Fire	36024202			Turnout gear - full sets	R/NOI	12	3,600.00	43,200	0			0
Norwich Fire	36024202			Replace Fire Marshal's Office Vehicle	Should reduce future maintenance and fuel costs.	1	39,568.00	39,568	0			0
Norwich Fire	36024202			Squad A	Should reduce future maintenance and fuel costs.	1	695,000.00	695,000	0			0
Emergency Management	36024223			Replace 4X4 Pickup Truck	Should reduce future maintenance and fuel costs.	1	50,000.00	50,000	0			0
Emergency Management	36024223			Secondary Emergency Operations Center	Should increase utilities costs	1	15,000.00	15,000	0			0
EGP VFD	36024233	57200	C2018	Asbestos Remediation	R/NOI	1	30,000.00	30,000	20,000			20,000
EGP VFD	36024233	57300	C2019	Firefighter Particulate Barrier Hoods	R/NOI	50	90.00	4,500	4,500			4,500
EGP VFD	36024233	57300	C2020	Radio Communication Equipment	R/NOI	1	30,000.00	30,000	30,000			30,000
EGP VFD	36024233	57300	C2021	Rescue Airbag Replacement	R/NOI	1	10,000.00	10,000	10,000			10,000
EGP VFD	36024233	57300	C2022	Last Chance Rescue Filter Replacement	R/NOI	60	198.00	11,880	8,514			8,514
EGP VFD	36024233			Turnout gear - full sets	R/NOI	10	3,600.00	36,000	0			0
EGP VFD	36024233			Washer/Dryer for Gear	R/NOI	1	9,500.00	9,500	0			0
EGP VFD	36024233			Pagers	R/NOI	20	600.00	12,000	0			0
Laurel Hill VFD	36024234	57200	C2023	Exhaust System	R/NOI	1	26,000.00	26,000	26,000			26,000
Laurel Hill VFD	36024234	57300	C2024	Firefighter Particulate Barrier Hoods	R/NOI	50	90.00	4,500	4,500			4,500
Laurel Hill VFD	36024234	57300	C2025	Turnout Gear	R/NOI	30	3,600.00	108,000	28,800			28,800
Laurel Hill VFD	36024234			Hose Tender #6	Should reduce future maintenance and fuel costs.	1	425,000.00	425,000	0			0
Laurel Hill VFD	36024234			UTV 6 with trailer	R/NOI	1	60,000.00	60,000	0			0
Laurel Hill VFD	36024234			PPE for Active Shooter	R/NOI	7	1,500.00	10,500	0			0
Laurel Hill VFD	36024234			Cascade System	R/NOI	1	60,000.00	60,000	0			0
Occum VFD	36024235	57220	C2026	Resurface Parking Lot	R/NOI	1	6,000.00	6,000	6,000			6,000
Occum VFD	36024235	57200	C2027	Reseal Floor	R/NOI	1	3,000.00	3,000	3,000			3,000

**Capital Budget Listing**

Request									Funding Sources			
Department	Org	Object	Project	Description	Financial and/ or Non-financial impacts	Qty	Unit Cost	Total Request	Amount Funded	Non-Capital Funding Source	Description of Non-Capital Funding Source	Capital Budget Funding
Occum VFD	36024235	57300	C2028	Firefighter Particulate Barrier Hoods	R/NOI	50	90.00	4,500	4,500			4,500
Occum VFD	36024235	57300	C2029	Turnout Gear	R/NOI	5	3,600.00	18,000	14,400			14,400
Occum VFD	36024235	57300	C2030	Pager Replacement	R/NOI	6	500.00	3,000	3,000			3,000
Occum VFD	36024235	57300	C2031	Gate Valve	R/NOI	4	300.00	1,200	1,200			1,200
Taftville VFD	36024236	57200	C2032	Repainting Station Interior	R/NOI	1	18,439.00	18,439	18,439			18,439
Taftville VFD	36024236	57300	C2033	Firefighter Particulate Barrier Hoods	R/NOI	50	90.00	4,500	4,500			4,500
Taftville VFD	36024236	57300	C2034	Lucas Device	R/NOI	1	15,359.00	15,359	15,359			15,359
Taftville VFD	36024236			Parking Lot Expansion	R/NOI	1	625,000.00	625,000	0			0
Taftville VFD	36024236			Fire Marshal Office Abatement Improvements	R/NOI	1	71,000.00	71,000	0			0
Taftville VFD	36024236			Plymovent Extension (Exhaust System) for Dive Truck bay	R/NOI	1	32,000.00	32,000	0			0
Taftville VFD	36024236			Diver Communication System	R/NOI	1	19,915.00	19,915	0			0
Taftville VFD	36024236			Turnout gear - full sets	R/NOI	12	3,600.00	43,200	0			0
Taftville VFD	36024236			Turnout Gear Washer & Dryer	R/NOI	1	28,500.00	28,500	0			0
Taftville VFD	36024236			Chief/Command Staff Vehicle (New)	R/NOI	1	39,568.00	39,568	0			0
Yantic VFD	36024237	57200	C2035	Fire Marshal Office Abatement Improvements	R/NOI	1	215,000.00	215,000	100,000			100,000
Yantic VFD	36024237	57300	C2036	Turnout Gear - coats & pants	R/NOI	30	3,200.00	96,000	19,200			19,200
Yantic VFD	36024237	57300	C2037	Hurst Rescue Tools	R/NOI	2	7,800.00	15,600	15,600			15,600
Yantic VFD	36024237	57300	C2038	Pagers	R/NOI	10	500.00	5,000	5,000			5,000
Yantic VFD	36024237	57300	C2039	Firefighter Particulate Barrier Hoods	R/NOI	50	90.00	4,500	4,500			4,500
Yantic VFD	36024237			Gear Extractor - Washer	R/NOI	1	22,445.00	22,445	0			0
Yantic VFD	36024237			Gear Extractor - Dryer	R/NOI	2	5,400.00	10,800	0			0
Yantic VFD	36024237			Pave Main Lot	R/NOI	1	43,200.00	43,200	0			0
Yantic VFD	36024237			Main Floor HVAC	R/NOI	1	38,455.00	38,455	0			0
Yantic VFD	36024237			Trailer for Squad 36	R/NOI	1	17,200.00	17,200	0			0
Yantic VFD	36024237			UTV & Trailer	R/NOI	1	29,531.00	29,531	0			0
Yantic VFD	36024237			Annex Expansion 2 to 5 Bays	Should increase utilities costs	1	100,000.00	100,000	0			0
Yantic VFD	36024237			Portable Radios		1	203,000.00	203,000	0			0
Yantic VFD	36024237			Replace cab & chassis on Squad 36 (F450)	R/NOI	1	145,000.00	145,000	0			0
Yantic VFD	36024237			Rescue 3	Should reduce future maintenance and fuel costs.	1	1,150,000.00	1,150,000	0			0
Public Works	36024303	57320	C2040	Replacement of mini-utility vehicle for park maintenance	R/NOI	1	5,000.00	5,000	5,000			5,000
Public Works	36024303	57320	C2041	Pay loader	R/NOI	1	190,000.00	190,000	190,000			190,000
Public Works	36024303	57320	C2042	Plow Truck	R/NOI	1	200,000.00	200,000	200,000			200,000
Public Works	36024305	57400	C2043	Road and parking lot resurfacing and preventative maintenance.	R/NOI	1	2,100,000.00	2,100,000	500,000	341,699	State Local Capital Improvement Program Grant	158,301

# Capital Budget Listing

Request									Funding Sources			
Department	Org	Object	Project	Description	Financial and/ or Non-financial impacts	Qty	Unit Cost	Total Request	Amount Funded	Non-Capital Funding Source	Description of Non-Capital Funding Source	Capital Budget Funding
Public Works	36024305	57411	C2044	Sunnyside Street Bridge	R/NOI	1	40,000.00	40,000	40,000			40,000
Public Works	36024305	57413	C2045	Sidewalk Projects	R/NOI	1	150,000.00	150,000	100,000			100,000
Public Works	36024305	57100	C2046	Sachem Street Stairs	R/NOI	1	90,000.00	90,000	90,000			90,000
Public Works	36024305	57200	C2047	Heating/Asbestos Removal City Garage	R/NOI	1	20,000.00	20,000	20,000			20,000
Public Works	36024305			Pave Clinton Ave Parking Lot	R/NOI	1	180,000.00	180,000	0			0
Public Works	36024305			Storm Water Compliance (MS4)	R/NOI	1	50,000.00	50,000	0			0
Public Works	36024305			Franklin Square Reconstruction	R/NOI	1	450,000.00	450,000	0			0
Public Works	36024313	57320	C2048	Replace Maintenance Service Vehicle	Should reduce future maintenance and fuel costs.	1	45,000.00	45,000	45,000			45,000
Public Works	36024347			Clinton Ave Bathrooms	R/NOI	3	20,000.00	60,000	0			0
Senior Center	36024417	57320	C2049	Replace two Senior Center vehicles with one escort sedan	Should reduce future maintenance and fuel costs.	1	32,000.00	32,000	32,000			32,000
Senior Center	36024417			Steel Garage Structure	R/NOI	1	150,000.00	150,000	0			0
Recreation	36024503	57100	C2050	Repairs of fence and four dugouts at Hamilton Avenue baseball field	R/NOI	1	5,000.00	5,000	5,000			5,000
Recreation	36024503	57200	C2051	Install water fountains at Mohegan basketball court and Recreation building	R/NOI	2	1,000.00	2,000	2,000			2,000
Recreation	36024503	57100	C2052	Resurface Lake Street basketball courts	R/NOI	1	40,000.00	40,000	40,000			40,000
Recreation	36024503	57100	C2053	Recoat Hamilton Avenue basketball courts	R/NOI	1	20,000.00	20,000	20,000			20,000
Recreation	36024503	57100	C2054	Irrigation/Sprinklers at Hamilton Ave	R/NOI	1	45,000.00	45,000	45,000			45,000
Recreation	36024503	57100	C2055	Remove Dead Trees - Fontaine Field & Depina Field	R/NOI	1	3,000.00	3,000	3,000			3,000
Recreation	36024503	57200	C2056	Dugout - Cage/Fence Depina Softball	R/NOI	1	2,000.00	2,000	2,000			2,000
Recreation	36024503			Resurface Taftville Basketball Courts #1	R/NOI	1	48,000.00	48,000	0			0
Recreation	36024503			Resurface Taftville, Basketball Courts #2	R/NOI	1	48,000.00	48,000	0			0
Recreation	36024503			Mohegan Park beach repairs	R/NOI	1	5,000.00	5,000	0	0	Rotary Club will pay for these repairs	0
Recreation	36024503			Pave Ouellette Parking Lot	R/NOI	1	40,000.00	40,000	0			0
Recreation	36024503			Ouellette Field Announcers Booth	R/NOI	1	15,000.00	15,000	0			0
Recreation	36024503			Splash Pad at Rec Complex	R/NOI	1	150,000.00	150,000	0			0

**Capital Budget Listing**

Request									Funding Sources			
Department	Org	Object	Project	Description	Financial and/ or Non-financial impacts	Qty	Unit Cost	Total Request	Amount Funded	Non-Capital Funding Source	Description of Non-Capital Funding Source	Capital Budget Funding
Recreation	36024503			Resurface Armstrong Tennis Courts	R/NOI	1	200,000.00	200,000	0			0
Recreation	36024503			Pave Parking Lot at Mohegan Rd & Maintainer Building	R/NOI	2	70,000.00	140,000	0			0
Recreation	36024503			Siding & Deck Hamilton Football Concessions	R/NOI	1	5,000.00	5,000	0			0
Recreation	36024503			BMX Track Development	R/NOI	1	50,000.00	50,000	0			0
Recreation	36024503			Parking Lot Mohegan Rd	R/NOI	1	15,000.00	15,000	0			0
Recreation	36024503			Elizabeth & Thamesville Playgrounds masonry work	R/NOI	1	25,000.00	25,000	0			0
Recreation	36024503			Fontaine Field Improvements - upgrade track	R/NOI	1	40,000.00	40,000	0			0
Recreation	36024503			Fence & Backstop Replacements Fernwood & Occum Parks	R/NOI	1	75,000.00	75,000	0			0
Recreation	36024503			Occum improve playscape, track & parking	R/NOI	1	75,000.00	75,000	0			0
Baseball Stadium	36024516	59106	C2057	Dodd Stadium Improvements	R/NOI	1	200,000.00	200,000	100,000			100,000
Golf Course	36024536	59107	C2058	PTO Blower for Tractor	R/NOI	1	5,200.00	5,200	5,200			5,200
Golf Course	36024536	59107	C2058	Greens Mower (Used)	R/NOI	1	10,000.00	10,000	10,000			10,000
Golf Course	36024536	59107	C2058	John Deere Tractor w/turf tires	R/NOI	1	34,878.45	34,878	34,878			34,878
<b>Totals</b>									<b>12,060,389</b>	<b>3,343,367</b>	<b>821,699</b>	<b>2,521,668</b>

## Special Revenue Funds

### Summary of Revenues & Expenditures

	City Consolidation District (Fund 2835)	Town Consolidation District (Fund 2830)	Combined
<b>EXPENDITURES</b>			
General Operations	8,011,975	481,312	8,493,287
<b>TOTALS</b>	<b>8,011,975</b>	<b>481,312</b>	<b>8,493,287</b>
<b>REVENUES</b>			
Current Levy RE & PP	4,269,355	422,387	4,691,742
Taxes (other than Current Levy RE & PP)	508,046	58,925	566,971
State Grants	820,698	0	820,698
Investment Earnings	14,000	0	14,000
Other Financing Services	2,399,876	0	2,399,876
<b>TOTALS</b>	<b>8,011,975</b>	<b>481,312</b>	<b>8,493,287</b>

<b>City Consolidation District</b>		<b>2016-17 Actual</b>	<b>2017-18 Actual</b>	<b>2018-19 Budget</b>	<b>2018-19 Projected</b>	<b>2019-20 Proposed</b>	<b>2019-20 Adopted</b>
<b>Taxes</b>							
<b>41101</b>	Current Real Estate and Personal Property	3,985,637	4,199,779	3,817,021	3,860,000	4,269,355	4,269,355
<b>41103</b>	Current Motor Vehicle Taxes	0	0	293,691	285,000	337,046	337,046
<b>41105</b>	Prior Year Levies	143,215	97,052	100,000	95,000	112,000	112,000
<b>41106</b>	Interest and Lien Fees	60,180	50,322	45,000	65,000	59,000	59,000
<b>Totals</b>		<b>4,189,032</b>	<b>4,347,153</b>	<b>4,255,712</b>	<b>4,305,000</b>	<b>4,777,401</b>	<b>4,777,401</b>
<b>State Grants</b>							
<b>43500</b>	Shared Revenues	552,565	571,640	623,634	623,634	820,698	820,698
<b>Totals</b>		<b>552,565</b>	<b>571,640</b>	<b>623,634</b>	<b>623,634</b>	<b>820,698</b>	<b>820,698</b>
<b>Investment Earnings</b>							
<b>46101</b>	Interest	9,448	13,371	14,000	22,000	14,000	14,000
<b>Totals</b>		<b>9,448</b>	<b>13,371</b>	<b>14,000</b>	<b>22,000</b>	<b>14,000</b>	<b>14,000</b>
<b>Other Financing Sources</b>							
<b>49194</b>	Transfer from NPU	2,399,876	2,399,876	2,399,876	2,399,876	2,399,876	2,399,876
<b>Totals</b>		<b>2,399,876</b>	<b>2,399,876</b>	<b>2,399,876</b>	<b>2,399,876</b>	<b>2,399,876</b>	<b>2,399,876</b>
<b>Use of Unrestricted Fund Balance</b>							
Unrestricted Fund Balance		0	0	280,000	0	0	0
<b>Totals</b>		<b>0</b>	<b>0</b>	<b>280,000</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>GRAND TOTALS</b>		<b>7,150,921</b>	<b>7,332,040</b>	<b>7,573,222</b>	<b>7,350,510</b>	<b>8,011,975</b>	<b>8,011,975</b>

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

28354202	City Consolidation District	2016-17 Actual	2017-18 Actual	2018-19 Budget	2018-19 Projected	2019-20 Request	2019-20 Proposed	2019-20 Adopted
51610	Regular Employees	3,110,154	3,192,155	3,233,318	3,130,000	3,293,662	3,293,662	3,293,662
51630	Overtime	41,933	72,541	29,200	130,000	89,229	50,000	50,000
51631	Replacement Cost	766,508	725,395	472,702	885,000	721,616	730,000	730,000
52000	Fringe Benefits	3,501,705	3,811,090	3,838,002	3,845,000	3,997,672	3,938,463	3,938,313
<b>TOTALS</b>		<b>7,420,300</b>	<b>7,801,181</b>	<b>7,573,222</b>	<b>7,990,000</b>	<b>8,102,179</b>	<b>8,012,125</b>	<b>8,011,975</b>

**Staffing**

Captain (FC 2)	3.00	2.00	4.00	4.00	4.00	3.00	3.00
Captain (FC 1)	1.00	2.00	0.00	0.00	0.00	1.00	1.00
Lieutenant - Step 2	6.00	6.00	6.00	6.00	7.00	6.00	6.00
Lieutenant - Step 1	2.00	2.00	2.00	2.00	1.00	2.00	2.00
Firefighter - Step 5	23.00	25.00	26.00	26.00	28.00	27.00	27.00
Firefighter - Step 4	5.00	5.00	4.00	4.00	3.00	3.00	3.00
Firefighter - Step 3	6.00	3.00	3.00	3.00	2.00	2.00	2.00
Firefighter - Step 2	2.00	1.00	1.00	1.00	1.00	1.00	1.00
Firefighter - Step 1	0.00	2.00	2.00	2.00	2.00	3.00	3.00
<b>TOTAL FTE'S</b>	<b>48.00</b>						

**Salaries**

Captain (FC 2)			78,155		78,155	78,155	78,155
Captain (FC 1)			75,945		75,945	75,945	75,945
Lieutenant - Step 2			73,232		73,232	73,232	73,232
Lieutenant - Step 1			71,148		71,148	71,148	71,148
Firefighter - Step 5			66,752		66,752	66,752	66,752
Firefighter - Step 4			63,573		63,573	63,573	63,573
Firefighter - Step 3			60,550		60,550	60,550	60,550
Firefighter - Step 2			57,666		57,666	57,666	57,666
Firefighter - Step 1			54,925		54,925	54,925	54,925

**Total Salaries Paid by City Consolidation District Fund**

Captain (FC 2)			312,620		312,620	234,465	234,465
Captain (FC 1)			0		0	75,945	75,945
Lieutenant - Step 2			439,392		512,624	439,392	439,392
Lieutenant - Step 1			142,296		71,148	142,296	142,296
Firefighter - Step 5			1,735,552		1,869,056	1,802,304	1,802,304
Firefighter - Step 4			254,292		190,719	190,719	190,719
Firefighter - Step 3			181,650		121,100	121,100	121,100
Firefighter - Step 2			57,666		57,666	57,666	57,666
Firefighter - Step 1			109,850		109,850	164,775	164,775
Differentials			0		65,000	65,000	65,000
<b>TOTAL SALARIES</b>			<b>3,233,318</b>		<b>3,309,783</b>	<b>3,293,662</b>	<b>3,293,662</b>

Town Consolidation District		2016-17	2017-18	2018-19	2018-19	2019-20	2019-20
		Actual	Actual	Budget	Projected	Proposed	Adopted
<b>Revenues</b>							
<b>Taxes</b>							
<b>41101</b>	Current Real Estate and Personal Property	508,168	164,513	491,803	505,000	422,387	422,387
<b>41103</b>	Current Motor Vehicle Taxes	0	0	55,768	55,000	46,425	46,425
<b>41105</b>	Prior Year Levies	9,344	8,497	3,000	5,000	7,000	7,000
<b>41106</b>	Interest and Lien Fees	4,891	4,122	2,000	5,000	5,500	5,500
	<b>Totals</b>	<b>522,403</b>	<b>177,132</b>	<b>552,571</b>	<b>570,000</b>	<b>481,312</b>	<b>481,312</b>
<b>State Grants</b>							
<b>43500</b>	Shared Revenues	62,849	5,372	0	0	0	0
	<b>Totals</b>	<b>62,849</b>	<b>5,372</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>GRAND TOTALS</b>	<b>585,252</b>	<b>182,504</b>	<b>552,571</b>	<b>570,000</b>	<b>481,312</b>	<b>481,312</b>

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

<b>Expenditures</b>							
<b>52205</b>	Workers' Compensation	143,763	136,483	97,102	97,102	43,843	43,843
<b>58792</b>	VFF Tax Credit	71,721	74,978	90,000	75,000	72,000	72,000
<b>59150</b>	Transfer to VFF Relief Fund	373,322	373,322	365,469	365,469	365,469	365,469
	<b>Totals</b>	<b>588,806</b>	<b>584,783</b>	<b>552,571</b>	<b>537,571</b>	<b>481,312</b>	<b>481,312</b>

#### Town Consolidation District Fund

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

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

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

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

## **Norwich Public Utilities**

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

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

### *Highlights & Accomplishments*

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#### *Payment to the City General Fund*

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In FY2020, NPU's payment to the City's General Fund will be \$8,860,667, made in monthly payments of \$738,388 between July, 2019 and June, 2020. In 2019, NPU's payment to the City's General Fund was \$8,475,572. In FY2020, revenue generated for the City will reduce taxpayers' burden by 4.68 mills. Over the past ten years, NPU has generated \$81.69 million for the City's General Fund.

#### *Enhancements of Operations and Board Governance*

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In 2018, NPU began the process of enhancing a number of issues related to operations and Board Governance in response to concerns raised by the public, NPU Commissioners and City Councilors. These initiatives include new Board bylaws, travel policy, enhancements in transparency and FOI guidelines, and additional financial controls. These reforms will be finalized and put in place during the first half of 2019.

#### *Performance and Reliability*

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

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

#### *Natural Gas System/Expansion*

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In 2018, NPU completed a number of projects to renew and upgrade natural gas services, including the areas surrounding Quarto Road and Central Avenue in Greeneville, and a large section of West Thames Street. NPU commissioned a second new natural gas gate station on Salem Turnpike, an important infrastructure upgrade to meet the growing demand for natural gas.

NPU's natural gas expansion program, which began in 2010, continued with success in 2018. Since the start of the program, NPU has added approximately 2,100 residential and commercial natural gas customers, which are generating more than \$3 million in new annual revenue. In addition, NPU's natural

gas expansion have facilitated significant private investment for infrastructure upgrades that have resulted in more than \$500,000 in new tax revenue for the City of Norwich.

### *Electric System*

---

NPU continues to update and improve its electrical distribution system to 13.8kV which provides a number of benefits, including increased efficiency from reducing system losses, improving reliability through better voltage conditions and newer equipment, along with reducing operating costs. In 2018, upgrades to the 54-year old Taftville Substation were completed, with the replacement of station transformers and breakers with more modern equipment.

NPU replaced more than 100 utility poles based on a priority ranking following the completion of its annual pole survey; this work will continue throughout 2019.

### *AMI Meters*

---

In 2018, NPU continued the critical work of modernizing its metering infrastructure through a multi-year automated metering infrastructure (AMI) project. Nearly 80% of the 42,000 meters across NPU's natural gas, water and electric services have been replaced; all remaining water and electric meters are scheduled to be installed before the end of Q2 with the remaining 4,000 natural gas meters scheduled to be installed in 2020. When complete, NPU's new AMI infrastructure will increase operational efficiency, allowing for more accurate meter reading, improved customer service and enhanced outage management.

### *Water Supply*

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Throughout 2018, NPU made significant progress on a number of important infrastructure projects to improve reliability and performance of its water system; most significant was the completion of the new Mohegan Park water tank.

In 2018, NPU also completed an aeration and mixing system on a second water storage tank and made substantial progress toward completing an upgrade of the filtration system at one of the water treatment plants. Two important regional water main extension projects and a complete filtration system upgrade at a second treatment plant are likely to get underway in early 2019.

### *Wastewater Infrastructure*

---

NPU submitted its updated Long Term Control Plan (LTCP) to the Connecticut Department of Energy and Environmental Protection (DEEP) in 2018. This plan details how flow from the remaining 14 combined sewer overflows (CSOs) will be reduced or eliminated. NPU's multi-year effort will improve the water quality in the Shetucket and Thames rivers, and ultimately Long Island Sound. NPU is designing the first phase CSO reduction project on the East Side of the City, with construction expected to begin in 2020.

### *Commercial and Industrial Efficiency*

---

In 2018, 52 NPU commercial and industrial customers invested nearly \$2 million on 81 energy efficiency projects. These projects earned our customers approximately \$800,000 in rebate and incentive payments and will generate an additional \$351,000 in annual energy savings for customers as a result of their investments.

### *Residential Efficiency Programs*

---

In 2018, NPU conducted 174 residential energy audits for both single- and multi-family homes and provided more than \$131,517 in rebates and incentives for both natural gas and electric customers. Rebates and incentives are provided for energy-efficient appliances, including central air systems for heat and air conditioning, as well as insulation.

## Clean Cities/Alternative Fuels / Electric Vehicles

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

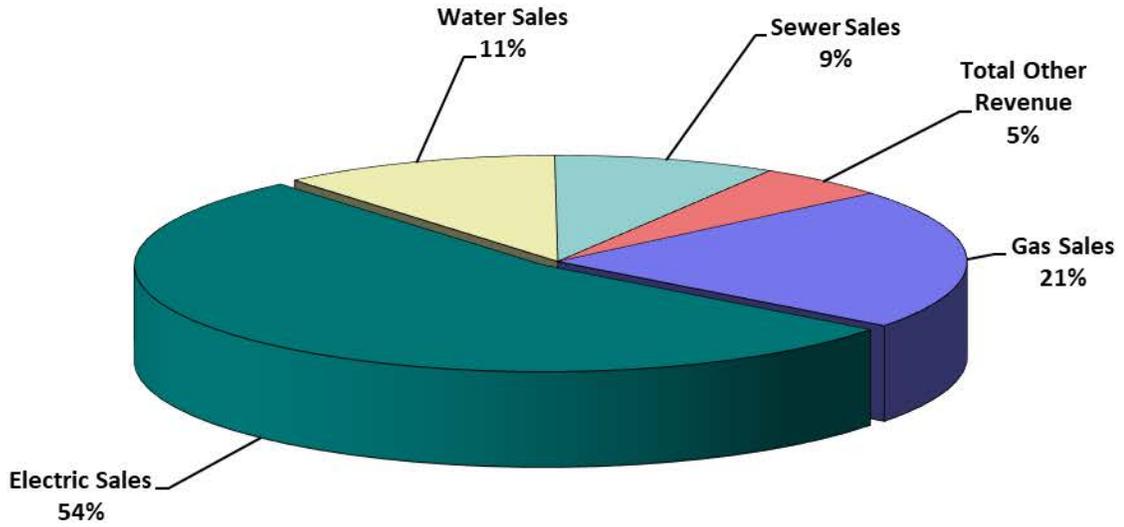
- NPU operates the only two compressed natural gas (CNG) fueling stations in Eastern Connecticut, which dispensed more than 79,000 gasoline gallon equivalent (GGE) of fuel to NPU, City, and private fleets; NPU also provides public electric vehicle charging at its Customer Service Center.
- NPU's fleet of alternative fueled vehicles (CNG, electric, and biodiesel) displaced more than 32,000 gallons of gasoline and diesel fuel in 2018, which eliminated more than 46 tons of greenhouse gas emissions.
- In September 2018, NPU launched an Electric Vehicle and EV Charging Rebate program for electric customers in our service territory. This program is designed to encourage the adoption of electric vehicles and promote EV charging in our community. In the fourth quarter of 2018, NPU provided rebates for four electric vehicles and 4 EV charging units. It is estimated that every EV charged in Norwich could generate as much as \$2,800 additional revenue per year. NPU is also working with developers to encourage the installation of EV charging equipment at multi-family complexes.

## Performance Measures

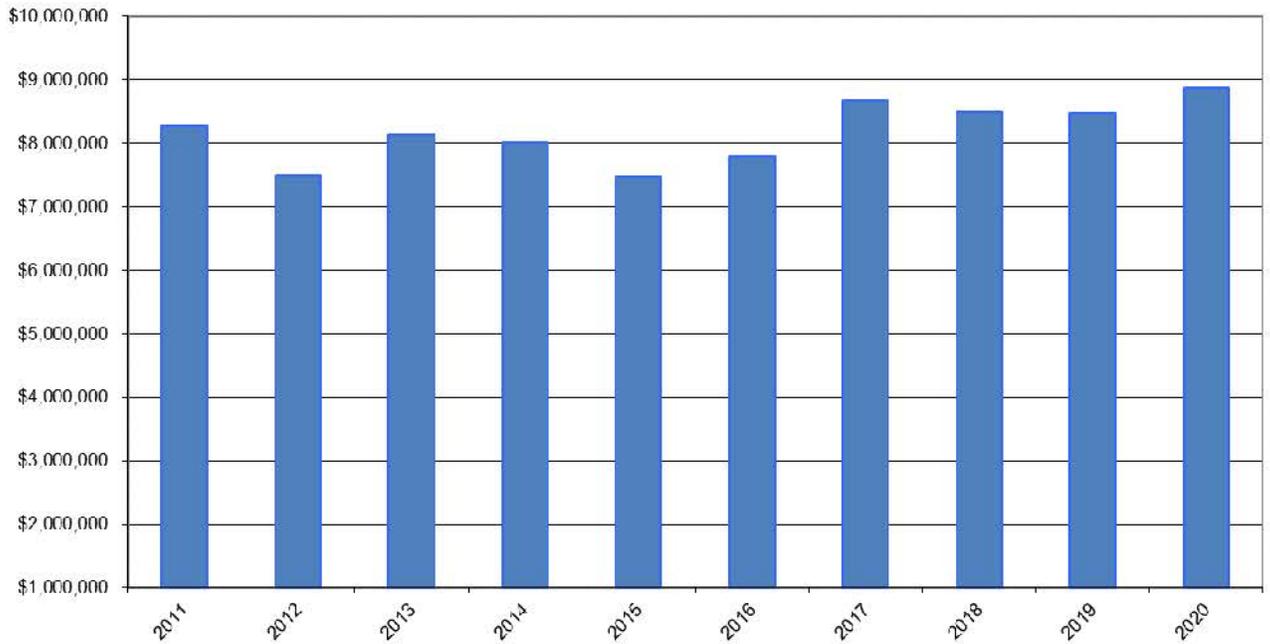
Customer Service Indicators	FY 2018	FY 2019	FY 2020
	Actual	Projected	Forecast
<b>Field Service</b>			
Gas Service Calls	2,666	3,088	2,900
Electric Service Calls	1,934	1,395	1,600
Water Service Calls	2,277	2,504	2,500
Sewer Service Calls	152	145	145
<b>Service Center</b>			
Walk-in Customers	53,033	45,144	48,400
# calls	157,409	143,606	150,000
<b>Operations Indicators</b>			
<b>Distribution Systems</b>			
Miles of Gas Main	156	157	157
Miles of Electric Line	232	232	232
Miles of Fiber Optic Cable	80	92	92
Miles of Water Main	196	198	198
Miles of Sewer Main	136	136	136
<b>Electric System Reliability</b>			
Avg. # outages per customer	.71	.44	.44
Avg. cumulative out of service time (min)	87	35	35
<b>Wastewater Treatment</b>			
Gallons Treated (Billion)	1.48	1.30	1.37
Quality Tests Conducted	5,665	5,665	5,665
<b>Water Division</b>			
Gallons of Potable Water (Billion)	1.63	1.7	1.7
Quality Tests Conducted	15,225	15,000	15,000

Revenue Summary	FY 2018	FY 2019	FY 2020
	Audited	Approved	Approved
<b>SALES</b>			
Residential Gas	\$8,751,484	\$9,819,849	\$10,682,372
Commercial Gas	7,258,273	7,847,852	8,408,095
Industrial Gas	53,717	67,877	66,368
Public Gas	1,093,909	1,196,608	1,314,047
Interdepartmental Gas	83,932	134,632	96,731
Gas Capital Tracker	2,505,436	1,200,000	1,139,519
<b>Total Gas Sales Revenue</b>	<b>\$19,746,751</b>	<b>\$20,266,818</b>	<b>\$21,707,132</b>
Residential Electric	\$22,810,326	\$23,550,703	\$24,417,532
Commercial Electric	19,865,346	20,680,404	20,525,501
Industrial Electric	4,293,735	4,452,232	4,472,323
Public Electric	3,725,557	3,844,770	3,519,629
Interdepartmental Electric	818,511	801,325	859,285
Electric Capital Tracker	1,098,246	396,000	399,848
<b>Total Electric Sales Revenue</b>	<b>\$52,611,721</b>	<b>\$53,725,434</b>	<b>\$54,194,118</b>
Residential Water	\$5,528,375	\$5,632,381	\$5,797,929
Commercial Water	2,904,101	2,975,341	2,930,172
Industrial Water	783,025	826,464	847,985
Public Water	205,339	215,624	135,957
Interdepartmental Water	82,802	83,744	74,301
Water Capital Tracker	1,327,731	1,355,000	1,361,341
<b>Total Water Sales Revenue</b>	<b>\$10,831,373</b>	<b>\$11,088,554</b>	<b>\$11,147,685</b>
Residential Sewer	\$4,759,849	\$4,976,626	\$5,187,190
Commercial Sewer	2,033,319	2,156,572	2,222,720
Industrial Sewer	72,109	81,621	91,366
Public Sewer	105,463	117,582	109,560
Interdepartmental Sewer	661,954	710,189	651,392
Sewer Capital Tracker	789,165	627,000	645,067
<b>Total Sewer Sales Revenue</b>	<b>\$8,421,859</b>	<b>\$8,669,590</b>	<b>\$8,907,295</b>
<b>OTHER OPERATIONAL REVENUE</b>			
Penalties for Late Payments	\$1,076,284	\$1,270,800	\$1,288,500
Municipal Area Network Fees	299,697	335,734	319,174
CNG Sales Revenue	138,695	143,975	143,975
Septage Charges	43,544	40,000	40,000
Utility Plant & Rental Income	228,391	166,475	168,195
Field Service Revenue	1,172,044	377,078	410,768
Jet Turbine Credit	1,453,764	1,499,969	1,401,478
Interest Income	55,683	32,280	312,900
Energy Efficiency Program	1,135,638	1,122,817	1,193,330
<b>Total Other Operational Revenue</b>	<b>\$5,603,740</b>	<b>\$4,989,128</b>	<b>\$5,278,320</b>
<b>TOTAL REVENUE</b>	<b>\$97,215,444</b>	<b>\$98,739,524</b>	<b>\$101,234,550</b>

### Revenue Fiscal Year 2020

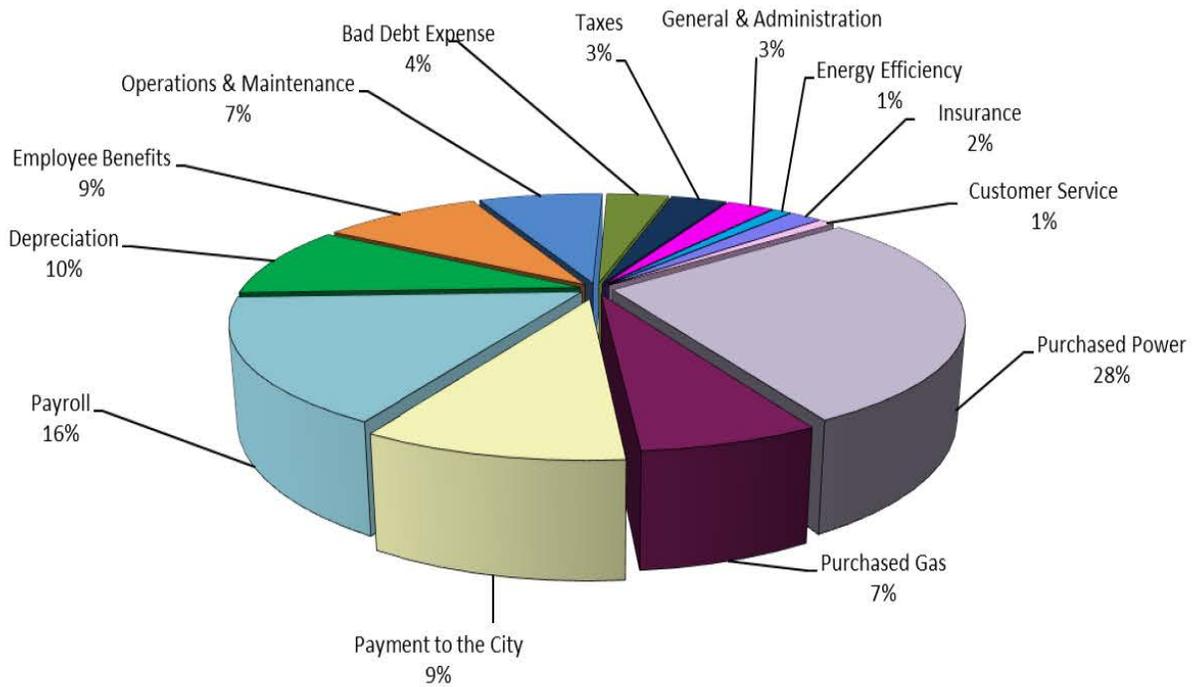


### Revenues Generated for the City General Fund Ten Year History

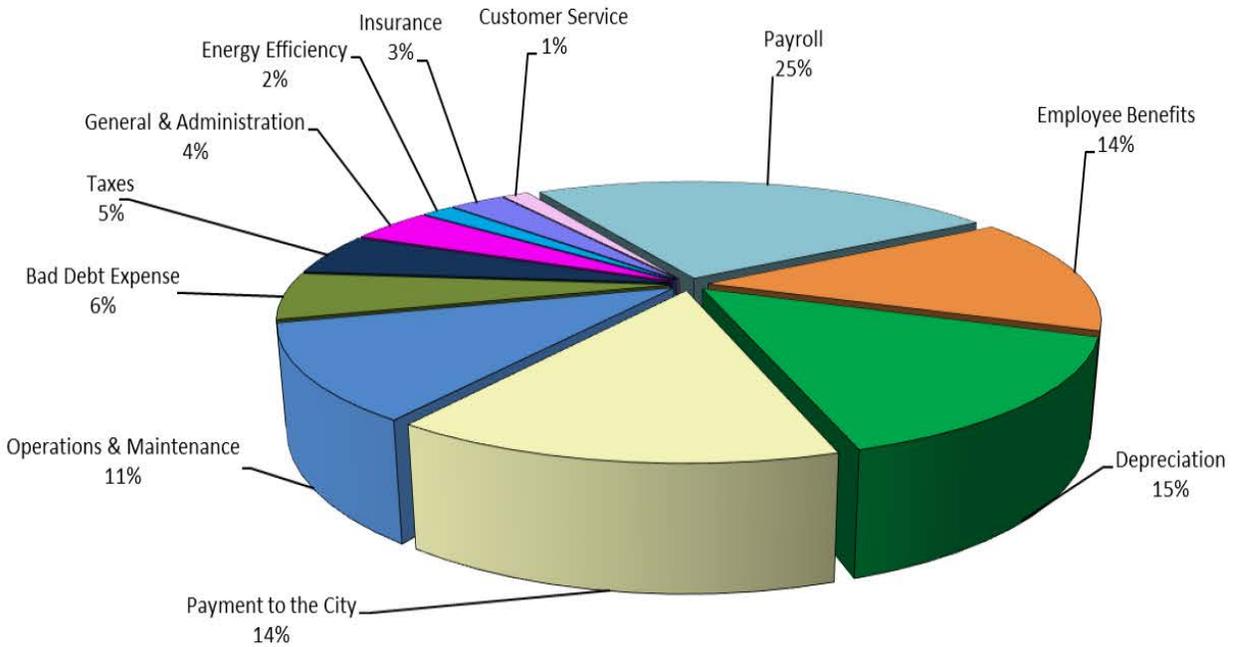


<b>Expense Summary</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>
	Audited	Approved	Approved
<b>DEPARTMENT EXPENSES</b>			
<b>Purchased Gas</b>	5,506,952	5,919,216	6,123,216
<b>Purchased Power</b>	27,288,525	26,898,986	26,216,024
<b>Payroll</b>	15,303,692	15,226,958	15,136,871
<b>Employee Benefits</b>	9,900,355	7,986,868	8,779,107
<b>Payment to the City</b>	8,489,095	8,475,572	8,860,667
<b>Gross Revenue &amp; Property Tax</b>	2,885,208	3,042,380	3,107,573
<b>Property &amp; Liability Insurance</b>	1,914,405	1,685,339	1,769,324
<b>Operations &amp; Maintenance</b>	6,458,516	6,788,232	6,884,592
<b>Customer Service</b>	892,352	742,403	848,709
<b>General &amp; Administration</b>	3,182,668	2,773,880	2,588,702
<b>Energy Efficiency Program</b>	1,175,679	1,039,576	1,023,862
<b>Depreciation</b>	7,852,982	8,533,877	8,919,590
<b>Bad Debt Expense</b>	2,121,027	3,404,000	3,459,000
<b>Total Expenses</b>	<b>\$92,971,456</b>	<b>\$92,608,287</b>	<b>\$93,717,237</b>
<b>DEBT SERVICE</b>			
<b>Debt Principal Repayment</b>	\$2,373,884	\$2,444,042	\$2,618,501
<b>Interest Expense</b>	927,833	960,230	932,424
<b>Total Debt Service</b>	<b>\$3,301,717</b>	<b>\$3,404,272</b>	<b>\$3,550,925</b>

### FY20 Expenses by Category



### FY20 Expenses by Category (less Purchased Power & Purchased Gas\*)



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

Capital Budget Summary	FY 2018	FY 2019	FY 2020
	Audited	Approved	Approved
<b>RECURRING CAPITAL</b>			
Metering		3,747,598	2,688,262
Main Installations		7,198,865	5,054,432
Service Installations		1,385,386	1,570,825
Facilities & Structure Improvements		2,981,600	520,000
Fiber Installations		268,135	154,042
Transformers, Switches, & Capacitors		235,500	484,992
Poles & Fixtures		239,185	97,056
Street Lighting & Signal Systems		182,185	24,408
Manholes, Frames, & Frames		55,700	52,191
Hydrant Installations		23,200	74,000
State Projects		0	0
<b>Total Recurring Capital</b>	<b>\$3,640,801</b>	<b>\$16,317,354</b>	<b>\$10,720,208</b>
<b>CAPITAL PROJECTS</b>			
Regulator Station Improvements		78,500	75,000
LNG Plant Improvements		0	150,000
Electric Distribution System Improvements		200,000	200,000
Electric Generation Improvements		225,000	0
Substation Improvements		500,000	30,000
Water Treatment Plant Improvements		7,333,000	6,875,000
Water Storage Improvements		0	0
Sewer Collection System Improvements		700,000	1,330,000
Wastewater Treatment Plan Improvements		0	0
<b>Total Project Capital</b>	<b>\$6,325,786</b>	<b>\$9,036,500</b>	<b>\$8,660,000</b>
<b>VEHICLE &amp; EQUIPMENT PURCHASES</b>			
Vehicles & Transportation Equipment		95,000	615,000
Capitalized Tools & Equipment		20,000	49,500
Technology Equipment & Improvements		293,500	34,000
<b>Total Equipment</b>	<b>\$736,666</b>	<b>\$408,500</b>	<b>\$698,500</b>
<b>Total Capital</b>	<b>\$10,703,253</b>	<b>\$25,762,354</b>	<b>\$20,078,708</b>

## Glossary

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### Abbreviations and Acronyms

---

#### CGS

---

Connecticut General Statutes

#### ECS

---

Education Cost Sharing grant

#### EMPG

---

Emergency Management Performance Grant

#### GIS

---

Geographic Information System

#### GF

---

General Fund

#### GFOA

---

Government Finance Officers Association

#### MISC

---

Miscellaneous

#### MV

---

Motor Vehicle

#### NCDC

---

Norwich Community Development Corporation

#### NPU

---

Norwich Public Utilities

#### N/A

---

Not applicable

#### N/R

---

Not Reported before

#### OPEB

---

Other Postemployment Benefits

#### PSAP

---

Public Safety Access Points

#### SCCOG

---

Southeastern Connecticut Council of Governments

#### SEAT

---

Southeastern Area Transit District

#### SECTER

---

Southeastern Connecticut Enterprise Region

#### SRO

---

School Resource Officer

#### TAR

---

Town Aid Roads grant

#### TVCCA

---

Thames Valley Council for Community Action

#### UCFS

---

United Community & Family Services

## Glossary of Key Terms

---

### Accrual Basis

---

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

### Activity

---

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

### Actuarial Basis

---

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

### Adopted Budget

---

The final budget as approved by ordinance.

### Actuarially Determined Employer Contribution (ADEC)

---

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

### Americans with Disabilities Act of 1990 (ADA)

---

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

### Appropriation

---

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

### Assessed Valuation

---

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

### Asset

---

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

### Authorized Positions

---

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

### Balanced Budget

---

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

## Benchmark

---

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

## Bond

---

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

## Bond Refinancing

---

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

## Budget

---

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

## Capital Assets

---

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

## Capital Budget

---

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

## Capital Improvements

---

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

## Capital Improvements Plan (CIP)

---

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

## Cash Basis

---

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

## City Consolidation District (CCD)

---

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

## Comprehensive Annual Financial Report (CAFR)

---

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

## Community Development Block Grant (CDBG)

---

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

## Contingency

---

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

## Consumer Price Index (CPI)

---

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

## Contractual Services

---

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

## Debt Service

---

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

## Deficit

---

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

## Department

---

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

## Depreciation

---

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

## Disbursement

---

Expenditure of monies from an account.

## Division

---

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

## Encumbrance

---

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

## Enterprise Funds

---

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

## Estimate

---

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

## Expenditure

---

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

## Expense

---

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

## Fiscal Year (FY)

---

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

## Fringe Benefits

---

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

## Full-Time Equivalent (FTE)

---

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

## Fund

---

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

## Fund Balance

---

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

## Generally Accepted Accounting Principles (GAAP)

---

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

## Governmental Accounting Standards Board (GASB)

---

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

## General Fund

---

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

## General Obligation Bonds (GO Bonds)

---

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

## Goal

---

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

## Grand List

---

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

## Grant

---

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

## Interfund Transfers

---

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

## Intergovernmental Revenue

---

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

## Infrastructure

---

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

## Levy

---

The total amount of taxes imposed by a governmental unit.

## Local Capital Improvement Program (LOCIP)

---

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

## Minimum Budget Requirement (MBR)

---

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

## Mill Rate

---

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

## Modified Accrual Accounting

---

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

## Net Grand List

---

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

## Non-Recurring

---

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

## Object Code

---

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

## Ordinance

---

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

## Organization Chart

---

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

## Pay-As-You-Go Basis

---

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

## Performance Measure

---

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

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

## Payment in lieu of taxes (PILOT)

---

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

## Projected

---

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

## Property Rehabilitation Program

---

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

## Revaluation

---

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

## Revenue

---

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

## Risk Management

---

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

## Special Revenue Fund

---

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

## State Mandate

---

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

## Taxes

---

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

## Town Consolidation District (TCD)

---

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

## Unrestricted Fund Balance (UFB)

---

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

## Unfunded Mandate

---

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

## Volunteer Firefighters' Relief Fund

---

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