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GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Norwich
Connecticut**

For the Fiscal Year Beginning

July 1, 2014

Jeffrey R. Emer

Executive Director





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Budget Message

June 12, 2015

Introduction

I hereby present the City of Norwich budget for fiscal year 2015-16 adopted by the Norwich City Council on June 8, 2015.

During the budget deliberations, the Norwich City Council increased funding for Board of Education by \$1,690,828, made \$219,758 of line item cuts offered by City departments, and eliminated a Fire Code Clerk position effective October 2015. The net effect of these changes increased General Fund appropriations by \$1,425,885 and increased the mill rate by 0.83 mills over what was included in the City Manager’s proposed budget.

The Town and City Consolidated Fire Districts, as well as Norwich Public Utilities, were left unchanged from what was included in the City Manager’s proposed budget.

Goals & Priorities

The City Manager met with members of the City Council individually to discuss the challenges facing the City in the next budget season and beyond and to get an understanding of what their long-term goals and short-term budget priorities are for the City. These meetings provided him with the foundation for aligning citywide programs and resources.

Long-term Goals

	Description of Citywide Goal	Department(s) whose Goals & Action Plans most directly support the Citywide Goal
1	Find efficiencies and consolidate services in order to maintain essential services while keeping tax increases at a minimum.	City Manager, Finance, Treasurer, Human Resources, Public Works, Norwich Public Utilities, Board of Education
2	Protect the lives and property of residents and businesses.	Police, All Fire Departments, Public Works, Emergency Management, Human Services, Planning & Development
3	Support our public schools.	Board of Education
4	Develop long-term economic sustainability plan.	City Manager, Assessor, Planning & Development
5	Maintain vital links with State representatives, Council of Governments, and public.	City Manager
6	Prioritize the citywide long-term capital improvement needs and identify funding sources for them.	City Manager, Planning & Development, Public Works, Police, All Fire Departments, Recreation

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

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

Budget Priorities

For the 2015-16 budget, the Council took into consideration the City’s long-term goals as well as the immediate needs and economic conditions of our residents and generated this list of priorities:

1. Provide an increase in education funding
2. Provide some tax relief for City Consolidated District taxpayers
3. Collaboration and sharing of resources among departments
4. Maintain the City’s infrastructure.

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 is working towards ensuring that services are provided in the most efficient and effective way. The performance measures serve as management tools for department heads, the City Manager, and City Council as well as provide important data to residents. The City’s management staff use the performance measures to make accurate assessments of what has happened, to help understand which needs are not being met, and to devise plans to meet those needs. Governments also require this information to plan for the long-term and to ensure that day-to-day operations run smoothly. Like other City programs, the performance measurement program continues to evolve and mature. City staff continues to review and revise the performance measures to ensure that the most meaningful management information is reported.

Budget Environment

Revenue Factors

Adopted FY 2016 – FY 2017 Biennium State of Connecticut Budget

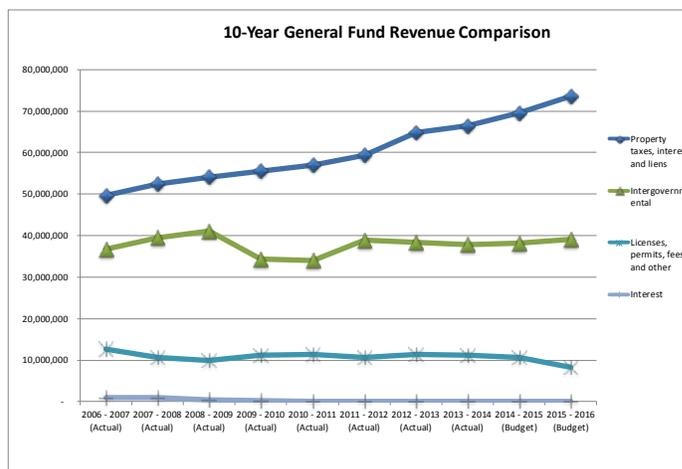
The preparation of this budget was predicated upon the revenues included in the Adopted FY 2016 – FY 2017 Biennium State of Connecticut budget.

Grand List

The October 1, 2014 collectible grand list increased by \$10 million, or 0.5%, to \$1,725,200,000.

10% Share of Norwich Public Utilities Revenues

The payments from Norwich Public Utilities will increase by \$338,000 to \$7,804,364 for fiscal year 2015-16. This payment is split between the General Fund and the CCD.



Expenditure Factors

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

Salaries & Fringe Benefits

The City’s salary and fringe benefit costs have increased by over \$500,000. Fringe benefits include Social Security, Medicare, health insurance, life insurance, workers’ compensation, pension and other post-employment benefits (OPEB).

The largest drivers in 2015-16 are the pension and OPEB contributions which are increasing by 15% and 9%, respectively, over 2014-15.

Capital Improvements

In accordance with the 2000 charter revision mandate, this budget includes the minimum of \$1.7 million (the value of one mill of the net grand list) plus the Local Capital Improvement Program (LOCIP) grant of \$320,837 for capital improvements. The capital budget includes paving projects, firefighter equipment, replacement of some emergency and City maintenance vehicles and repairs to City buildings. Capital requests from departments totaled \$7 million.

Four of the six fire departments will need to replace all of their expiring SCBA packs in order for them to have a standard platform. The estimated cost of all of these replacements is over \$500,000; the funding for which will be sought in a future bond ordinance.

Strategies for Developing the Budget

Expenditures

General Operations

General Operations are being funded in the amount of \$47,124,499 – a 0.44%, or \$204,447, increase from last year. In the individual department pages, you will see a column labeled “2015-16 Request.” This represents what the department heads requested in order to accomplish their missions. Department budget requests totaled \$49.6 million.

Summary of Appropriations and Prior Year Comparison				
	2014-15	2015-16	\$ Change from Prior Year	% Change from Prior Year
General Operations	39,768,021	40,857,072	1,089,051	2.74%
Debt Service	5,436,313	4,542,192	(894,121)	-16.45%
Capital Improvements	1,715,718	1,725,235	9,517	0.55%
Subtotal-Non-Education	46,920,052	47,124,499	204,447	0.44%
Education	71,593,240	74,000,000	2,406,760	3.36%
Total General Fund	118,513,292	121,124,499	2,611,207	2.20%
Special Revenue Funds				
CCD Fire District	7,304,791	7,253,782	(51,009)	-0.70%
TCD Fire District	583,203	579,990	(3,213)	-0.55%
Norwich Public Utilities	85,353,309	91,706,391	6,353,082	7.44%

Initiatives

- Added \$19,000 to the Planning & Neighborhood Services budget to pay for the targeted clean-up of blighted properties.
- Automated refuse and recycling collection – the benefits of this initiative are manifold. Collection will be faster, more efficient, and standardized. The larger recycling containers will allow citizens to recycle more items, thereby increasing recycling revenue and decreasing incinerator charges. The automated trucks will spend less time on the City’s roads; improving traffic flow and reducing wear and tear on the roads.
- Internships – In keeping with the City’s commitment to diversity, the Human Resources department will continue a program which it initiated in 2013. Collaborating with NFA the first year and both NFA and Norwich Tech the second year, this program has provided 15 students with working experience within numerous city departments. Students have been placed at Norwich Public Utilities, Public Works, Senior Center, Human Services, City Clerk, Human Resources, Building Inspection, and Finance. The Norwich

Diversity Internship Program continues to pay huge dividends, benefitting both the City and the interns. It helps break down invisible barriers to employment and is tangible evidence of our commitment to diversity and inclusion.

- Consolidation of office space to decrease City's overall footprint.

Staffing

General Fund

- City Clerk – a Records Clerk is added in the City Clerk office to assist with their increased work load.
- Police – The Crime Analyst position that was included in the proposed budget was removed in the adopted budget. Also, the City will leave one police officer vacancy open until October 1, 2015.
- Public Works – the City will leave one Light Equipment Operator and one Heavy Equipment Operator vacancy open until October 1, 2015.
- Norwich Fire – One of the Fire Code Clerk positions which was included in the proposed budget was eliminated in the adopted budget effective October 1, 2015.
- Human Services – The proposed budget included a plan to share the Receptionist at the Senior Center with the Adult & Family Services office. While there may be some sharing of time between these two offices, the funding split was reversed in the adopted budget.
- Recreation – For the time being, the Recreation Department will be overseen by the Human Services Director.

City Consolidated Fire District Fund

There are no changes in staffing for 2015-16 in the CCD.

Board of Education (BOE)

Under the proposed State budget, the BOE will continue to receive \$3,460,817 in Alliance District funding which is awarded to the BOE outside of this budget. Given the City's very difficult budget challenges, the City Manager included an increase in local funding for the BOE's General Fund operating budget this year of 1.0%, or \$715,932 to a funding level of \$72,309,172 in the proposed budget in addition to the direct crediting of net Special Education Excess Cost Grant Revenues to the BOE's budget.

In meeting with Superintendent Abby Dolliver and Business Administrator Athena Nagel, it appeared that a budget increase of as much as 5.98% would have been necessary to provide their current level of services and to add instrumental music and world languages to the middle schools. In order to meet this \$3,565,870 increase in expenditures from the 1.0% level to the 5.98% level, the mill rate would have increased by 2.07 mills above what is included in the proposed budget; which would have caused an additional 5.36% increase to the mill rate.

The City Council added \$1,690,828 to the BOE budget when it tentatively adopted its budget on May 4, 2015 which caused a 0.98 mill, or 2.54%, increase to the mill rate.

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

Norwich Public Utilities

The budget adopted by the Public Utilities Board of Commissioners includes expenditure increases of \$5.9 million primarily caused by the increase in natural gas and electric activity.

Revenues

Revenue Allocation between General Fund and City Consolidated District

Over the years, the City has made logical allocations of various revenue sources between the General Fund and the CCD in order to defray the cost of the Norwich Fire Department. This budget eliminates all of these allocations except one – the 10% of NPU’s gross revenues. This budget uses this one revenue source from NPU for the general use of the City to provide tax relief for the CCD. The CCD mill rate will decrease by nearly 3% this year.

Property Taxes

The mill rates for the General, TCD, and CCD funds are as follows:

	General Fund (GF)	Fire Districts		Combined	
		Town Consolidated District (TCD)	City Consolidated District (CCD)	GF + TCD	GF + CCD
Adopted 2015-16	40.90	0.49	7.16	41.39	48.06
Adopted 2014-15	38.55	0.49	7.38	39.04	45.93
Change	2.35	0.00	(0.22)	2.35	2.13
Percent Change	6.10%	0.00%	-2.98%	6.02%	4.64%

Norwich Public Utilities

The revenue estimates in the budget presented to the Public Utilities Board of Commissioners rose primarily because of the expected increase in natural gas and electric activity.

Accounting & Budgeting Presentation Changes

Special Education Excess Cost Grant Revenues

To reduce the volatility in General Fund revenues and BOE expenditures, the revenue estimate for Special Education Excess Cost grants has been eliminated. Starting in fiscal year 2015-16, any Special Education Excess Cost grants and any subsequent positive or negative adjustments to the Education Cost Sharing grant for prior year differences in Special Education Excess Cost grants will be netted against the BOE General Fund expenditures.

Debt Service Fund

Because of the increase in NPU’s gas line extension activity in the past few years, the ratio of the debt service on the City’s general obligation debt related to NPU activities compared to general government activities has changed significantly. In response to this, a Debt Service Fund will account for the transfers from NPU, the Golf Course, and the General Fund for the payment of this debt.

Other Postemployment Benefits (OPEB)

OPEB contributions have been allocated to the departments and are included in their Fringe Benefits line items. This treatment will make it more consistent with other similar fringe benefit items like pension and, overtime, will give citizens a more accurate reflection of the cost of each department’s operations.

Non-Departmental Expenses

Several items which had been listed as “non-departmental” in previous years have been moved into the department to which the items are most closely related. This too will give citizens a better idea of the amount that the City is spending on each functional category.

Strategy for Future Budgets

Five-Year General Fund Budget Projection

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

Revenue Assumptions:

- PILOTs for State-Owned and Colleges & Hospitals property will increase by 4% in fiscal year 2017 and 0.5% each year thereafter
- Revenue from grants will increase by 0.5% each year starting in fiscal year 2018
- Investment income will be roughly 2% on our bank deposits starting in fiscal year 2017.
- Most other revenues will increase 1% to 2%

Expenditure Assumptions:

- Most categories of expenditures increase at a rate of 1 - 2%
- Certain fringe benefits (payroll taxes, workers' compensation, life insurance, perfect attendance pay, unemployment) are indexed according to increases in salaries
- Pension will increase by 15% each year through fiscal year 2019 and then will increase by the percentage increase in salaries
- Health insurance – assumed 6% increases each year
- OPEB – used ARC's from our actuaries for fiscal year 2016 and then 6% increases each year thereafter
- Capital budget – assumes that the City begins to include 2% of the prior year General Fund operating budget for capital.
- Debt service – layered in existing authorized but unissued debt. As City officials discuss future long-term capital projects like the wastewater treatment plant and school construction, estimates of the impact on debt will be added in the out years.

	Budget FY2015	Budget FY2016	Projected FY2017	Projected FY2018	Projected FY2019	Projected FY2020	Projected FY2021
Revenues (excluding current tax levy)							
Delinquent taxes/interest/liens	3,410,000	3,086,000	3,147,720	3,210,674	3,274,888	3,340,386	3,407,194
Building Permits	580,000	569,000	574,690	580,437	586,241	592,103	598,024
Investment Income	105,463	122,580	143,832	269,504	276,656	283,015	289,395
10% NPU Gross Revenues	6,250,494	4,897,130	4,946,101	4,995,562	5,045,518	5,095,973	5,146,933
Landfill/Direct Hauler Fees	1,093,000	1,008,000	1,014,380	1,025,903	1,037,570	1,049,384	1,061,346
Recording Fees	365,000	330,000	333,300	336,633	339,999	343,399	346,833
Conveyance Taxes	420,000	368,000	371,680	375,397	379,151	382,943	386,772
Non-education grants	4,166,072	6,029,136	6,114,069	6,139,198	6,165,130	5,941,826	5,969,255
Education grants	33,951,505	33,132,561	33,132,561	33,297,530	33,463,324	33,629,947	33,797,403
All other revenues	2,036,925	1,029,098	1,019,874	1,011,763	1,004,723	998,708	993,680
	52,378,459	50,571,505	50,798,207	51,242,601	51,573,200	51,657,684	51,996,835
Expenditures							
Salaries	16,861,870	17,019,055	17,483,095	17,905,388	18,338,305	18,782,124	19,237,133
Fringe Benefits	11,618,139	11,911,484	12,709,223	13,592,483	14,728,545	15,336,935	15,975,388
Contracted Services	3,967,978	4,120,976	4,178,568	4,237,076	4,296,518	4,356,909	4,418,267
Materials & Supplies	1,472,987	1,408,697	1,436,357	1,464,564	1,493,330	1,522,665	1,552,582
Equipment & Furniture Maint	385,025	412,482	420,732	429,147	437,730	446,485	455,415
Vehicle Fuel & Utilities	2,028,591	2,134,988	2,177,687	2,221,241	2,265,666	2,310,980	2,357,200
Debt Service	5,436,313	4,542,192	4,185,420	4,427,160	4,695,757	4,928,063	5,089,668
Capital Budget	1,715,718	1,725,235	2,422,570	2,488,312	2,554,935	2,628,063	2,690,953
Building Maintenance	481,484	465,364	474,672	484,165	493,848	503,725	513,800
Contrib - outside agencies	1,367,048	1,414,822	1,442,783	1,471,301	1,500,385	1,530,048	1,560,302
Property & Liability Insurance	1,056,842	1,097,824	1,119,780	1,142,176	1,165,020	1,188,321	1,212,088
All other General City	528,057	875,380	884,713	894,152	903,700	913,357	923,126
	46,920,052	47,128,499	48,935,600	50,757,165	52,873,739	54,447,675	55,985,922
Education	71,593,240	74,000,000	75,480,000	76,989,600	78,529,392	80,099,980	81,701,980
	118,513,292	121,128,499	124,415,600	127,746,765	131,403,131	134,547,655	137,687,902
Current Levy Needed	66,134,833	70,556,994	73,617,392	76,504,164	79,829,931	82,889,970	85,691,067
Collectible Grand List	1,715,717,739	1,725,235,076	1,733,861,251	1,742,530,557	1,751,243,210	1,759,999,426	1,768,799,423
Mill Rate	38.55	40.90	42.46	43.91	45.59	47.10	48.45
Change in Mill Rate		2.35	1.56	1.45	1.68	1.51	1.35
% Change in Mill Rate		6.10%	3.81%	3.41%	3.83%	3.31%	2.87%

The City has had a series of tough budget years. You can see the five year budget projection above which shows an estimate of what future budgets will look like. There are several items which had put pressure on earlier budgets which 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 2015, as of June 30, 2013 Norwich was in the top 25 of the 169 Connecticut towns and cities for funding its OPEB plan. In addition, the City has been working with its bargaining units to eliminate or decrease post-employment medical benefits.
- Utilities & fuel. Norwich Public Utilities is very proactive in holding down the City's utility and fuel bills as well as its carbon footprint. City buildings have been outfitted with solar panels, wind mills, HVAC and lighting upgrades, and window and roof replacements. Our fleet has added several compressed natural gas and hybrid electric vehicles through the Connecticut Clean Cities program.

Conversely, there are some challenges:

- Pension. The City has been funding the full annual required contribution (ARC) for several years. Starting in 2014-15, some changes in accounting standards included in Governmental Accounting Standards Board Statement 68 (GASB 68) caused us to review the actuarial assumptions used to calculate our pension liabilities and contributions. As a result, we are phasing into funding the actuarial determined employer contribution (ADEC – the term which replaced “ARC” in GASB 68) over four to five years. This strategy was found to be acceptable to the bond ratings agencies in January 2015 when Moody's and Standard & Poor's affirmed our Aa2 and AA ratings, respectively.
- Capital Improvements. The City has many capital assets which will need to be repaired or replaced in the upcoming years.
 - Technology – Norwich Public Utilities is working in concert with City departments and the Board of Education to develop a plan to use NPU's fiber optic network to consolidate servers, improve network security, and increase reliability. The City has already connected some of its departments together and reduced the number of servers. The Norwich City Council supported an \$800,000 bond ordinance to implement technology upgrades which will help our departments operate more efficiently and effectively.
 - Schools – The City Council created the School Facilities Review Committee in February 2015 to evaluate school facilities and make recommendations based on its findings.
- High Cost Plan Excise Tax. Pursuant to Affordable Care Act (ACA), starting in 2018 there will be a 40% excise tax on medical benefit costs in excess of certain thresholds. It is likely that several of the City's plans, as they are now designed, would be subject to this tax.

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 Pothier
Comptroller

TIME TABLE FOR PREPARATION OF 2015-16 CITY BUDGET

PURSUANT TO CHAPTER 7 OF NORWICH CITY CHARTER

TIMEFRAME	EVENT	AGENDA
Late October 2014	Budget instructions distributed	City Manager's Office through the Comptroller's Office distributes budget instructions to operating departments and outside agencies. It is the City Manager's duty according to the charter to prepare the budget.
Early December 2014	Initial budget requests due	Department heads and outside agencies return their written requests, Finance Department coordinates process.
Late January 2015	Budget meetings with Council	City Manager and Comptroller meet with members of City Council to discuss budget process and get the Council's priorities
January 2015-February 2015	Budget meetings on proposed requests	City Manager and Comptroller meet with department heads and outside agencies on proposed budget requests.
February 2015	Revenue projected	Comptroller calculates State revenue projections.
March 2015	Proposed budget is prepared	City Manager and Comptroller analyze revenues and expenditures to develop proposed City budget. The BOE and NPU present separate budgets. Only the bottom line of the BOE budget can be modified. The BOE is responsible for its own budget line items.
1st Monday in April 2015	City Manager submits proposed budget to City Council	By charter, the proposed budget is due to be presented to the Council by the first Monday in April. The budget becomes public record at this point.
April 2015	Council meets with department heads and outside agencies	City Manager and staff present revenues, requests and recommendations to Council.
Prior to third Monday in April 2015	First public hearing	The purpose of the budget hearing is to listen to citizens' testimony on the City Manager's budget.
By 2nd Monday in May 2015	Council shall act on proposed budget	The Council acts initially on the City Manager's proposed budget.
Prior to third Monday in May 2015	Second public hearing	The purpose is to listen to citizens' input on proposed budget.
No later than 2nd Monday in June 2015	City Council adopts budget	The resolution to formally adopt the budget must occur no later than the 2nd Monday in June. The resolution, when adopted, gives the City the authority to spend the funds appropriated.
July 1, 2015 - June 30, 2016	Budget implementation	Comptroller oversees revenues and expenditures according to the budget established by Council.
July 2016	Audit of fiscal year records	The final step is a certified audit of the previous fiscal year.

Appropriations Ordinance

ORDINANCE 1717
 ADOPTED 6/8/2015
 PUBLISHED 6/10/2015

AN ORDINANCE RELATIVE TO THE APPROPRIATIONS FOR THE CITY OF NORWICH AND THE CITY CONSOLIDATED DISTRICT OF SAID CITY FOR THE FISCAL YEAR 2015-16.

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 City Consolidated District of the City of Norwich for the fiscal year beginning July 1, 2015 and ending June 30, 2016 to wit:

	2013-14 BUDGET	2014-15 BUDGET	2015-16 PROPOSED	2015-16 ADOPTED
City Manager	322,324	328,088	337,047	335,047
Finance	1,425,895	1,438,557	1,581,265	1,573,265
City Treasurer	229,125	228,374	238,811	238,811
Assessment	413,846	417,506	432,391	430,238
Human Resources	455,695	504,073	554,494	551,694
Law	570,536	538,358	538,358	538,358
City Clerk	371,502	379,633	468,387	465,987
City Council	217,215	382,141	390,585	376,585
Police	13,054,873	13,653,343	15,530,042	15,446,930
Fire - Central	2,101,945	2,137,366	2,074,384	2,018,827
Fire - East Great Plain	117,646	127,210	141,571	141,571
Fire - Laurel Hill	53,868	62,468	67,889	67,889
Fire - Occum	59,819	69,219	70,589	70,589
Fire - Taftville	130,059	147,905	164,399	164,399
Fire - Yantic	141,457	160,234	176,225	176,225
Recreation	689,100	558,836	584,011	581,091
Human Services	1,345,379	1,332,948	1,427,657	1,420,519
Public Works	9,776,035	10,181,785	10,630,410	10,576,977
Election	117,443	130,738	141,799	141,799
Planning & Neighborhood Service	976,131	996,579	1,179,083	1,173,083
Debt Service	5,455,558	5,436,313	4,542,192	4,542,192
Miscellaneous	7,833,606	7,629,630	6,032,447	6,007,447
Emergency Management	77,422	78,748	85,406	84,976
Education	70,535,212	71,593,240	72,309,172	74,000,000
City Consolidated Fire District	7,052,701	7,304,791	7,253,782	7,253,782
Town Consolidated Fire District	552,396	583,203	579,990	579,990
TOTALS	124,076,788	126,401,286	127,532,386	128,958,271
General Operations	38,160,230	39,768,021	41,122,015	40,857,072
Debt Service	5,455,558	5,436,313	4,542,192	4,542,192
Capital Improvements	2,320,691	1,715,718	1,725,235	1,725,235
Education	70,535,212	71,593,240	72,309,172	74,000,000
City Consolidated Fire District	7,052,701	7,304,791	7,253,782	7,253,782
Town Consolidated Fire District	552,396	583,203	579,990	579,990
TOTALS	124,076,788	126,401,286	127,532,386	128,958,271

Mayor Debercy Hinchey

ORDINANCE 1718
ADOPTED 6/08/2015
PUBLISHED 6/10/2015

AN ORDINANCE CONCERNING THE TAX LEVY ON THE
LIST OF OCTOBER 1, 2014

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

Section 1. On the City Assessment list of 2014 a tax of forty and ninety hundredths (40.90) mills on the dollar is hereby granted to be levied upon the ratable estate 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 2014, a tax of forty-nine hundredths (0.49) mills on the dollar, is hereby granted to be levied for fire services upon the ratable estate within the Town Consolidated District of the inhabitants of said District and of all others in said district liable to pay taxes therein.

Section 3. On the City Assessment list of 2014, a tax of seven and sixteen hundredths (7.16) mills on the dollar, is hereby granted to be levied for fire services upon the ratable estate within the City Consolidated District of the inhabitants of said District and of all others in said district liable to pay taxes therein.

Section 4. Real Estate and Personal Property, shall become due on July 1, 2015, and payable on said date in whole or in equal installments from that date, namely on July 1, 2015 and January 1, 2016 except that any tax of less than one hundred dollars shall be due and payable on July 1, 2015. If the first installment is not paid on or before August 1, 2015 or if the second installment is not paid on or before February 1, 2016, 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 5. Motor Vehicle taxes shall become due and payable in whole on July 1, 2015. If the payment is not paid on or before August 1, 2015 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 Deberay Hinchey

General City Information

Form of Government

Norwich was founded in 1659 and incorporated in May 1784. The town and city were consolidated on January 1, 1952. The City of Norwich operates under a Charter adopted in 1952, which was most recently revised March 13, 2001. The significant changes passed by voters in that referendum were the reduction of the City Council members from 11 to six elected at large and the City Council President was replaced with a Mayor. The city operates under a Council/Manager form of government. The City Council consists of six members and one 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 and general statutes of the State of Connecticut, the City Council also has specific powers to be executed through the enactment and enforcement of ordinances and bylaws which protect or promote the peace, safety, good government and welfare of the city and its inhabitants. The Council also has the power to provide for the organization, conduct, and operation of the departments, agencies and offices of the city; for the number, titles qualifications, powers, duties and compensation of all officers and employees of the city; and for making of rules and regulations necessary for the control, management and operation of all public buildings, grounds, parks, cemeteries or other property of the city.

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

Community Profile

History

Norwich 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 Rivers. 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 of which are Network and two of which are Magnet), two middle schools, and an elementary clinical day treatment program. In addition, the city has three parochial schools, two Montessori schools, a charter school, a regional adult education program. Norwich Free Academy is a privately-endowed high school and serves as one of the city's designated high schools. Also located in the city are a state regional technical high school, a middle college, and a community college.

Healthcare

Also located within the city are various health facilities including the 213-bed William H. Backus Hospital, which underwent a \$50 million expansion in 2007. Since then, Backus has added the Outpatient Care Center on Salem Turnpike and, in August 2014, the Family Health Center in Norwichtown Commons. Backus became affiliated with Hartford Healthcare in July 2013.

Industry

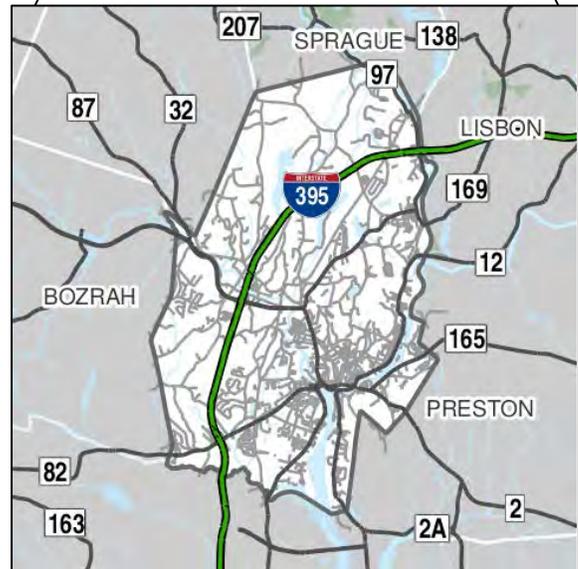
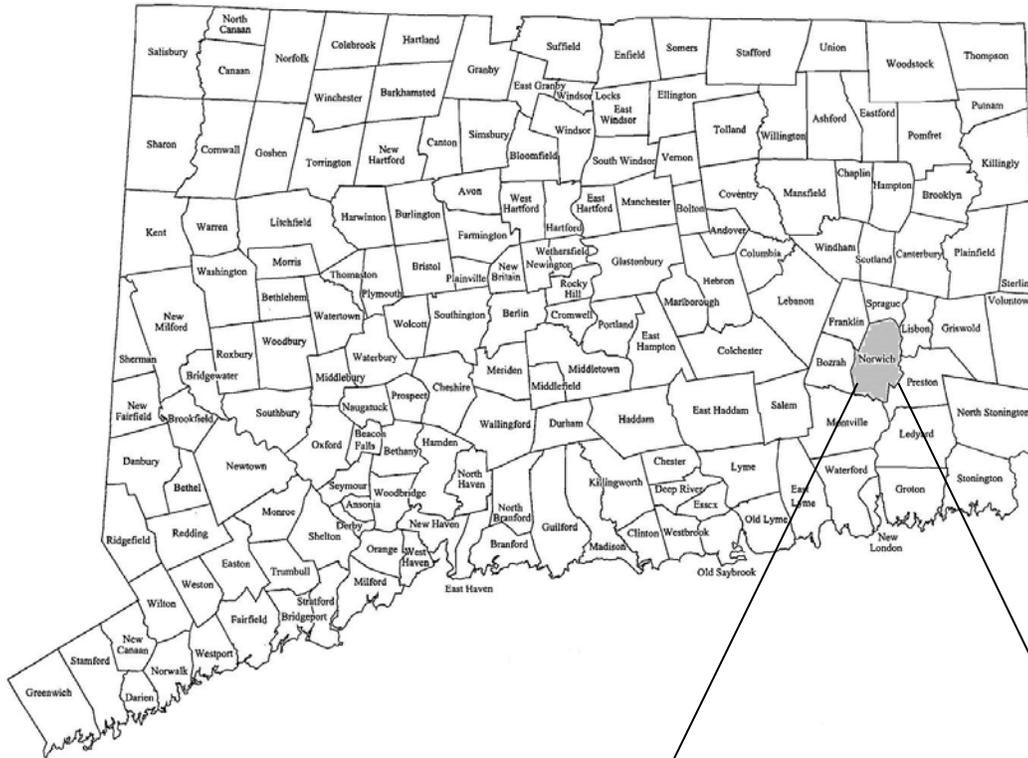
Norwich is also home to a modern industrial park operated by the Norwich Community Development Corporation, a private non-profit organization. The industrial park is conveniently located close to Route 2, I-395 and other major highways. The park offers commercial and industrial sites on more than 400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

Recreation

The city has the 350-acre Mohegan Park in the heart of the city. Facilities at Mohegan Park include a beach, hiking trails, rose gardens, picnic areas and two children's playgrounds. The city has several other parks, playgrounds, and recreation fields, as well as a number of fishing locations. The city also offers an eighteen-hole public golf course and a public ice skating rink. The ice skating rink re-opened under the new management of the Norwich RoseGarden Ice Associates in December 2014.

Entertainment & Culture

The city has a number of historical and cultural attractions including: Dodd Stadium – home of the Connecticut Tigers, the Leffingwell House Museum, the Spirit of Broadway Theater, the Norwich Arts Council/ Donald Oat Theater, and the Slater Memorial Museum at Norwich Free Academy.



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

Economic & Demographic Data

Population Trends

	Total Population		School Enrollment	
	City of Norwich	State of Connecticut	City of Norwich	State of Connecticut
2009	38,071	3,497,398	5,801	552,782
2010	40,493	3,577,845	5,578	548,313
2011	40,085	3,580,709	5,451	544,179
2012	40,502	3,590,347	5,381	538,197
2013	40,347	3,596,080	5,413	533,198

Source: January 2015 State of Connecticut Municipal Fiscal Indicators; US Census Bureau 2010 Census

Age Characteristics of Population - 2012

Age Group	City of Norwich		State of Connecticut	
	Number	Percent	Number	Percent
Under 18	9,115	22.6%	812,212	22.7%
18 - 24	3,543	8.8%	328,661	9.2%
25 - 49	13,916	34.5%	1,194,793	33.5%
50 - 64	8,139	20.2%	726,725	20.3%
65 and over	5,609	13.9%	509,822	14.3%
Total	40,322	100.0%	3,572,213	100.0%

Source: CERC Town Profile, October 2014

Debt information

	City of Norwich			Average of 169 CT Municipalities
	Long-term Debt	Debt Service	Per Capita Debt	Per Capita Debt
2009	\$35,285,000	\$4,537,782	\$927	2,108
2010	35,115,000	4,472,763	867	2,187
2011	31,640,000	4,771,889	789	2,253
2012	37,405,000	4,990,000	924	2,245
2013	33,445,000	5,164,332	829	2,276

Source: Norwich Finance Department; January 2015 State of Connecticut Municipal Fiscal Indicators

Principal Taxpayers

Name	Nature of Business	Net Taxable Valuation as of 10/1/14
Computer Science Corporation	Computer Products & Services	\$26,939,520
NorwichTown Commons	Shopping Center	15,637,300
Bob's Discount Furniture	Retail Store & Distribution Center	15,129,070
EMC Corporation	Computer Leasing	11,627,430
Norwich Realty Associates, LLC	Real Estate	9,668,350
Plaza Enterprises	Shopping Center	9,259,300
Wal-Mart Stores, Inc.	Department Store	8,444,520
Norwich Community Development Corporation	Office building	7,943,100
Algonquin Gas Transmissions LLC	Natural Gas Pipeline	7,575,130
Mashantucket Pequot Tribe	Real Estate	7,298,610
		<u>\$119,522,330</u>

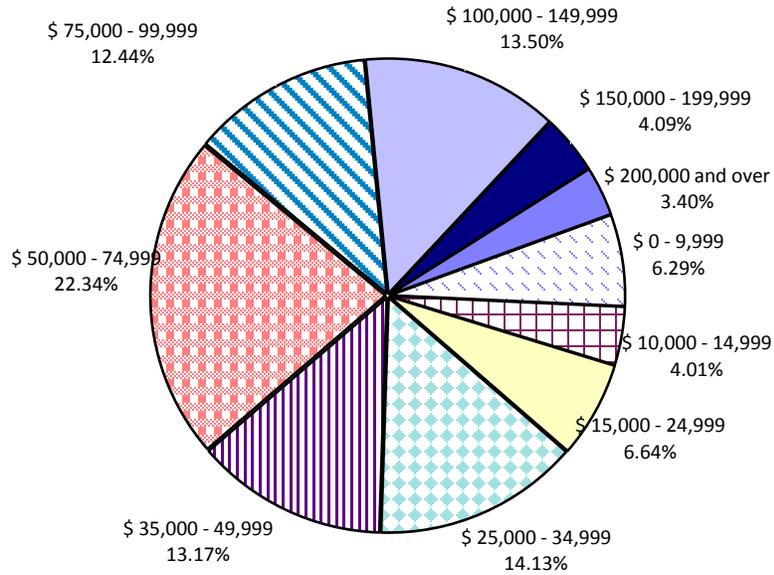
Source: Norwich Assessor

Top Employers

Name	Nature of Business	# of FTE Employees
William W. Backus Hospital	Medical Center	1,439
City of Norwich (incl. NPU & BOE)	Municipality	1,073
State of Connecticut	All State agencies	911
Bob's Discount Furniture	Distribution Center	530
U.S. Food Service	Food Distribution	375
Norwich Free Academy	Quasi-private high school	295
United Community & Family Services	Healthcare & community services	252
Wal-Mart	Grocery & Retailer	226
Shop Rite	Grocery	225
The American Group	Ambulance Service and other oper	181

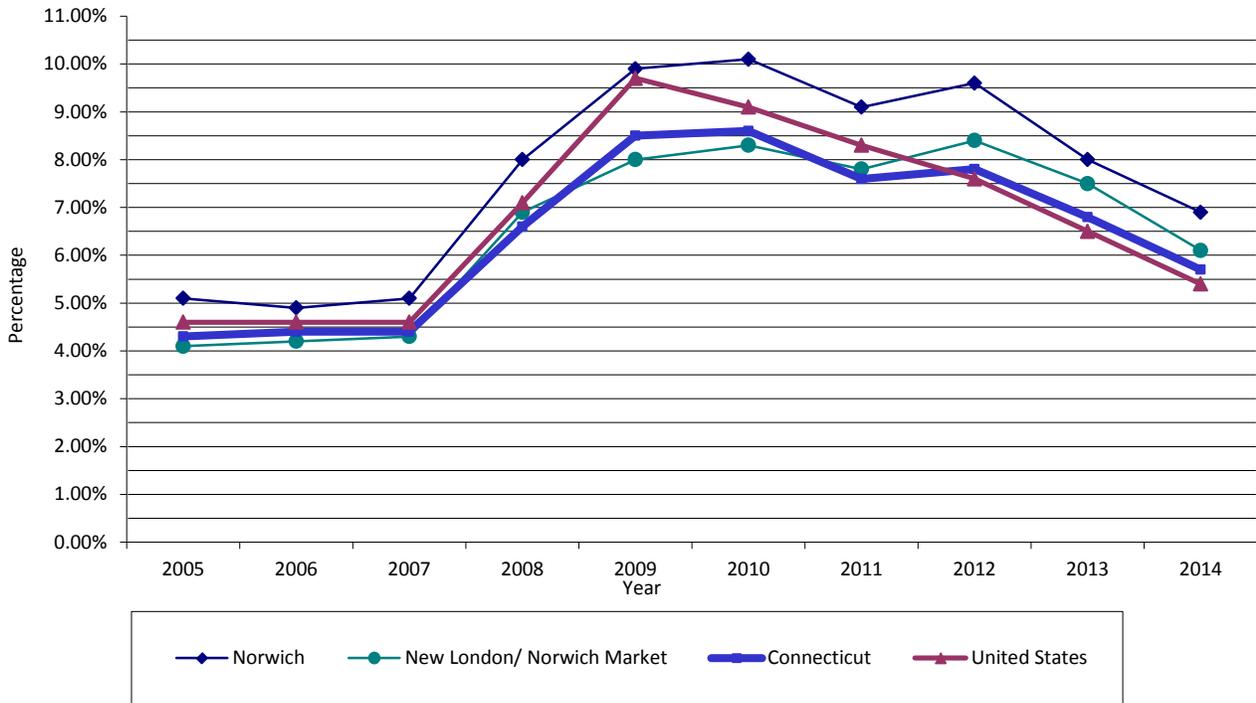
Source: January 2015 survey by Norwich Finance Department. Some companies did not respond.

City of Norwich Family Income Distribution



Source: U.S. Department of Commerce, Bureau of Census, 2011-2013 American Community Survey 3-Year Estimates (DP03)

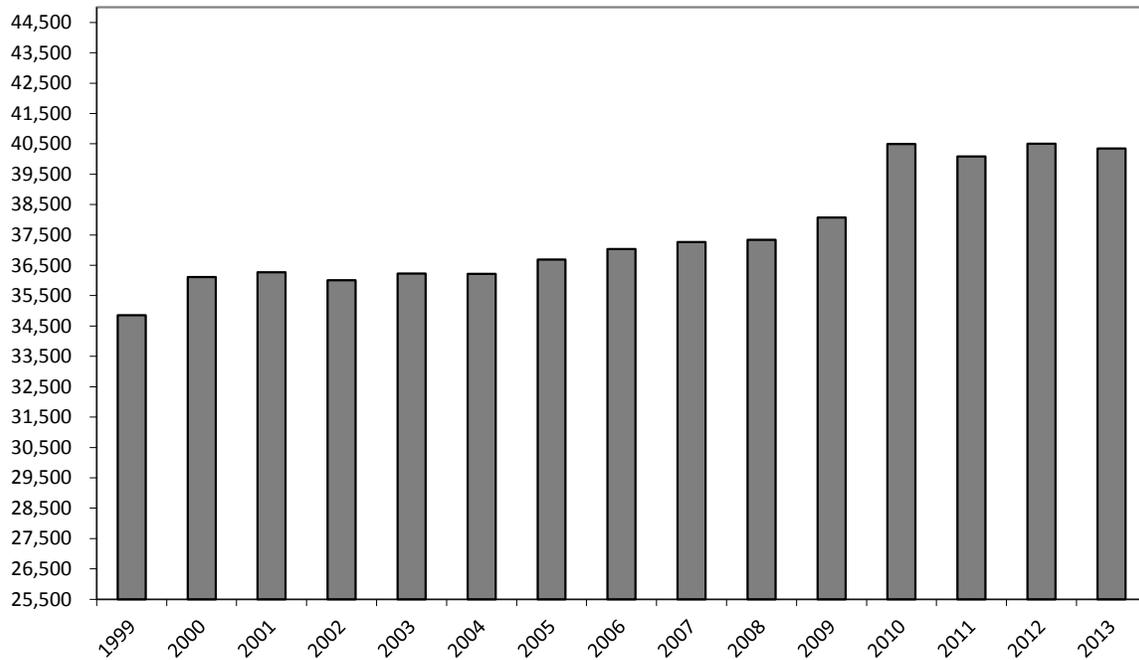
Unemployment Percentages



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

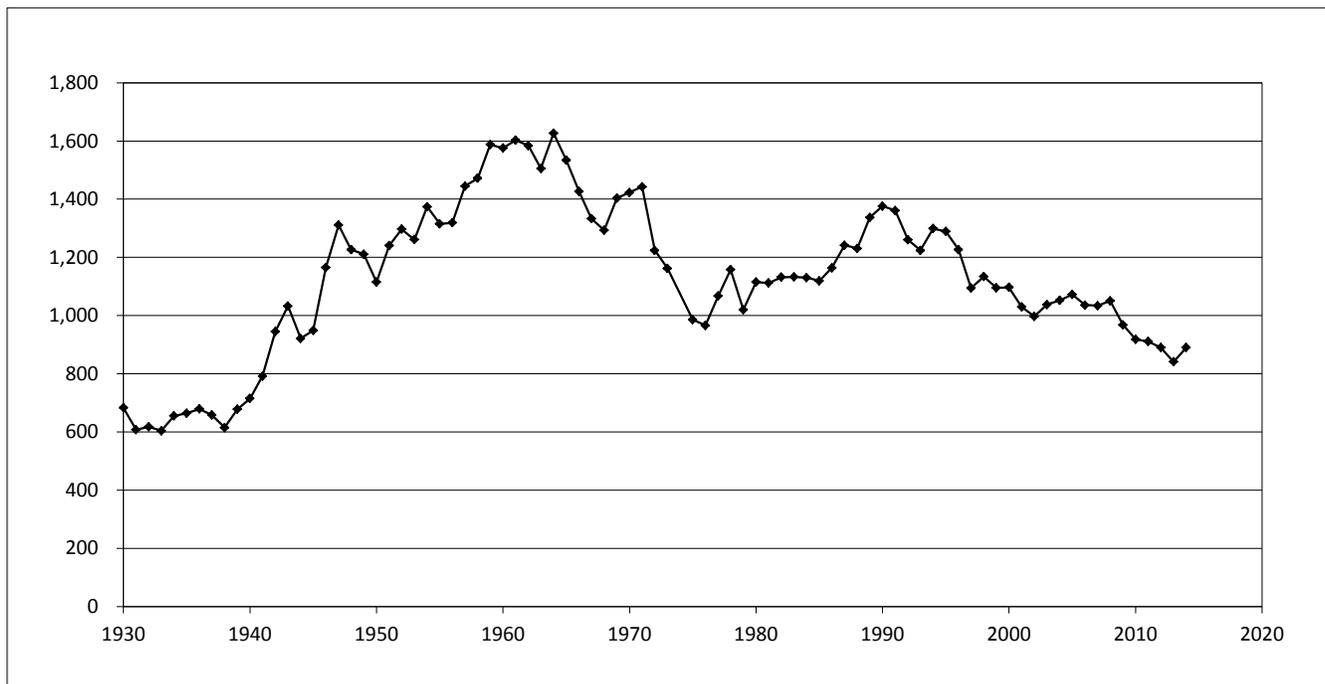
Norwich Population History - Last 15 Years

For 2013, Norwich's population was the 25th highest of the 169 Connecticut towns and cities. Norwich's population density is 1,437.8 per square mile compared to the statewide average of 742.6.



Source: State of Connecticut Department of Public Health

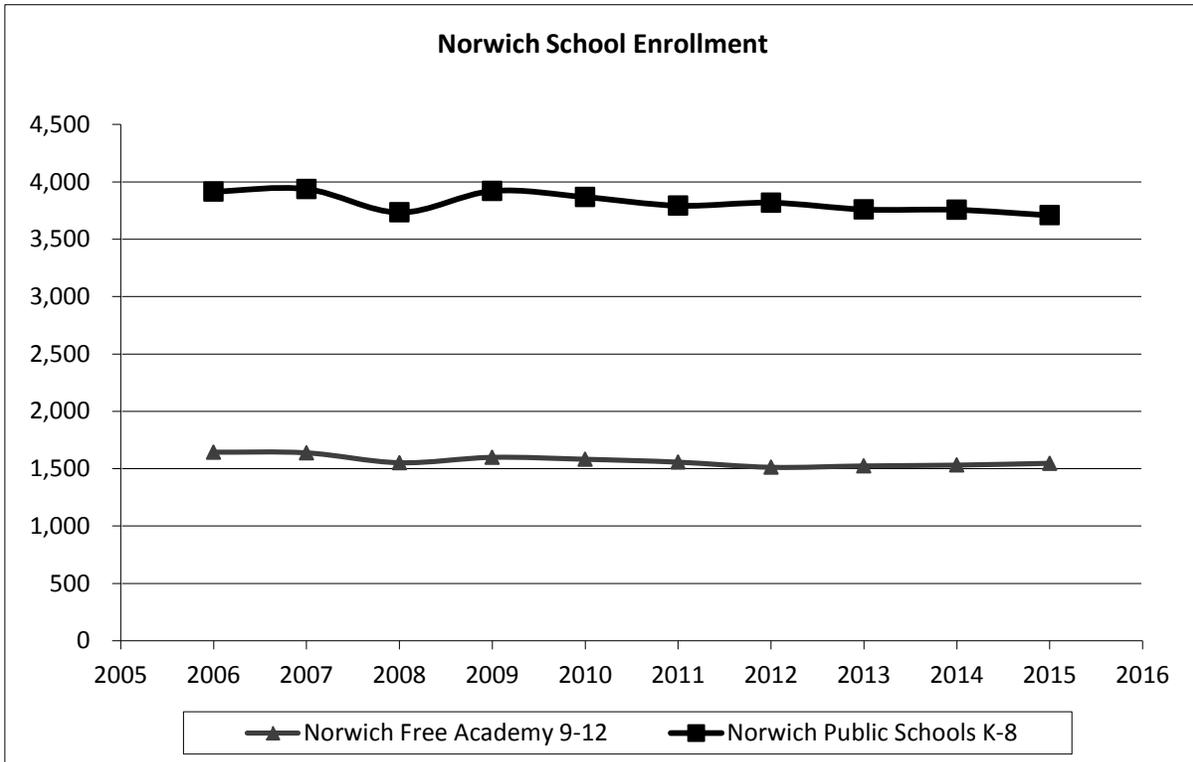
Norwich Births



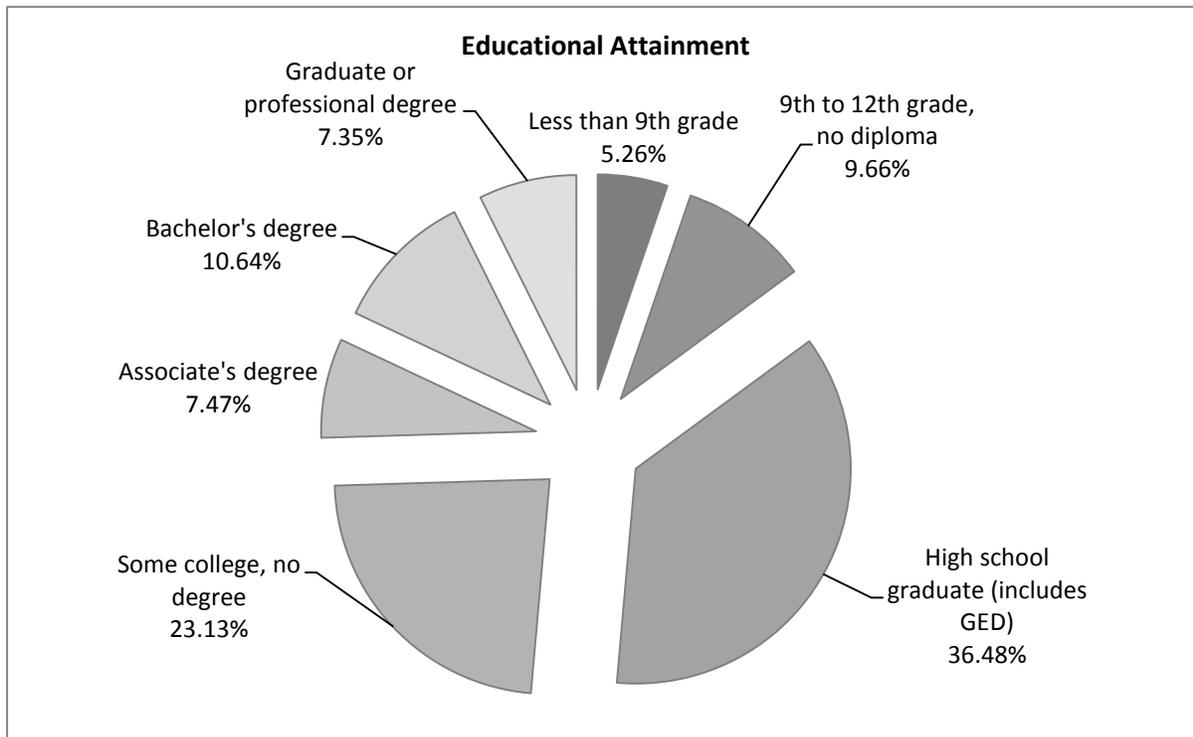
Source: Norwich City Clerk

School Enrollment & Educational Attainment

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

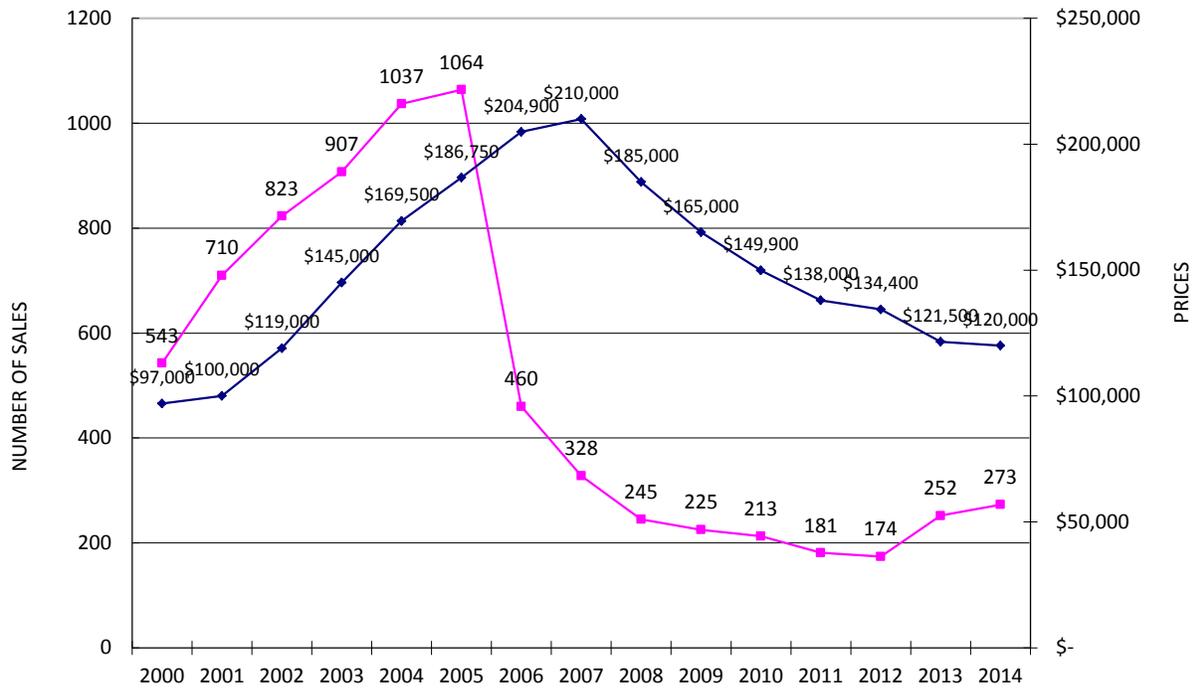


Source: Norwich Public Schools

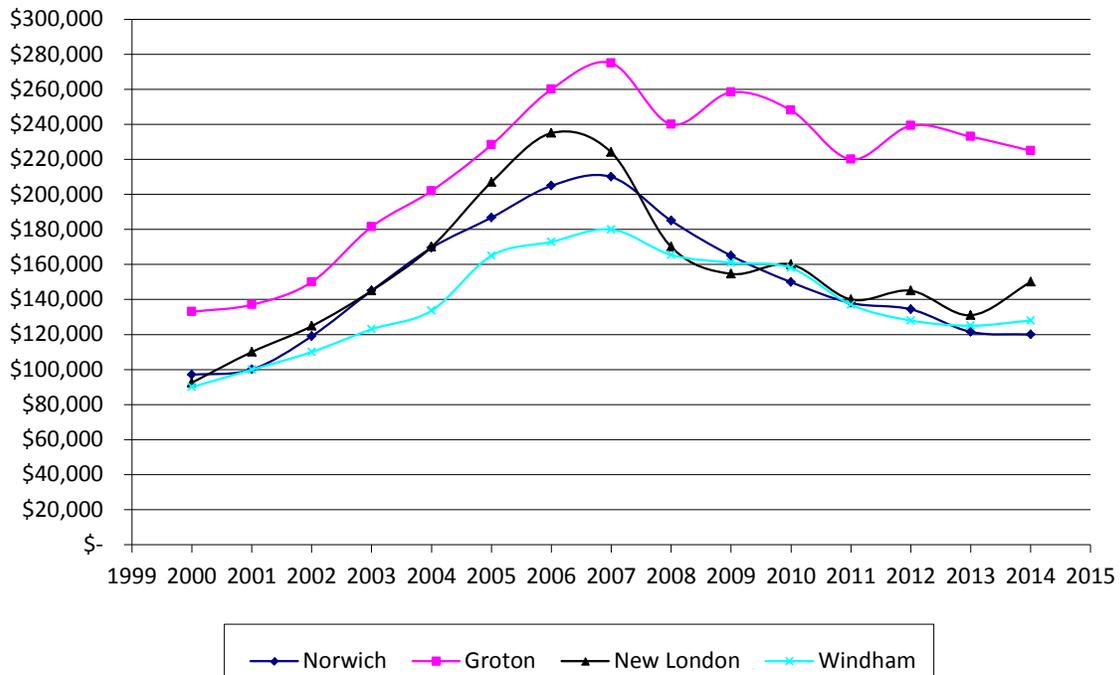


Source: 2011-2013 American Community Survey 3-Year Estimates (DP02)

Housing Sales and Median Prices Norwich - Calendar Year



Comparable Communities Median Sales Price - Calendar Year



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

City Officials

Elected City Officials & NPU Commissioners

City Council

	<u>Term Length</u>	<u>Term Expires</u>
Deberey Hinchey, Mayor (D)	4 Years	12/4/17
Peter Desaulniers, President Pro Tempore (D)	2 Years	12/7/15
Mark M. Bettencourt (D)	2 Years	12/7/15
William Eyberse (D)	2 Years	12/7/15
William Nash (R)	2 Years	12/7/15
Sofee Noblick (R)	2 Years	12/7/15
Terell T. Wilson (D)	2 Years	12/7/15

Board of Education

	<u>Term Length</u>	<u>Term Expires</u>
Dr. Yvette C. Jacaruso, Chairperson (D)	2 Years	11/3/15
John P. LeVangie, Vice Chairperson (D)	2 Years	11/3/15
Cora Lee Boulware, Secretary (D)	2 Years	11/3/15
Robert J. Aldi (D)	2 Years	11/3/15
Jesshua Pina (D)	2 Years	11/3/15
Aaron Daniels (R)	2 Years	11/3/15
Dennis Slopak (R)	2 Years	11/3/15
Joyce C. Werden (D)	2 Years	11/3/15
Angelo Yeitz (R)	2 Years	11/3/15

Treasurer

	<u>Term Length</u>	<u>Term Expires</u>
Brian Curtin (D)	2 Years	12/7/15

Registrar of Voters

	<u>Term Length</u>	<u>Term Expires</u>
Dianne Daniels (D)	2 Years	1/4/17
Dianne Slopak (R)	2 Years	1/4/17

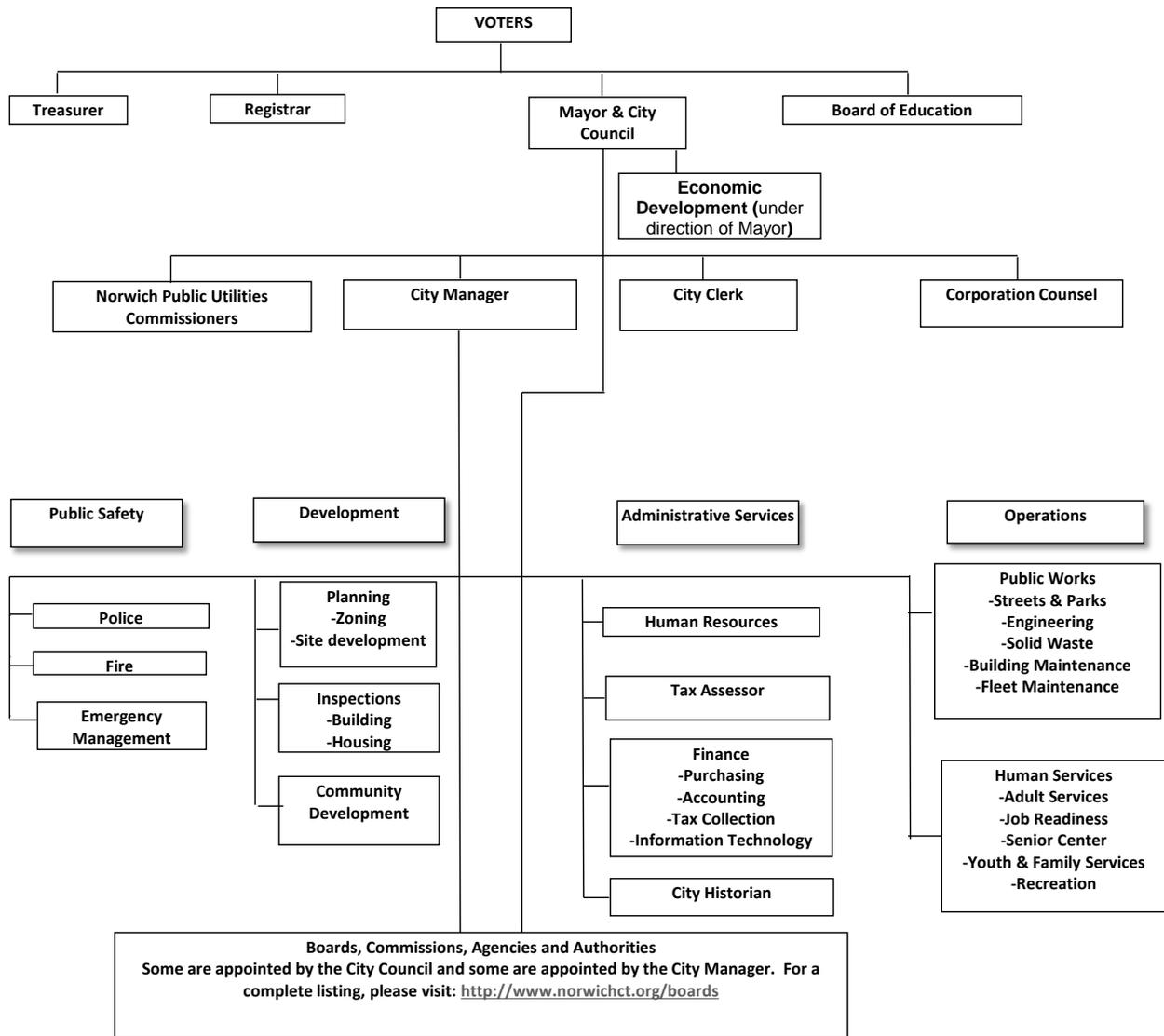
Appointed NPU Commissioners

	<u>Term Length</u>	<u>Term Expires</u>
James M. Sullivan, Chair (D)	5 Years	3/01/19
Diana Boisclair, Vice Chair (R)	5 Years	3/01/20
Larry Goldman, Secretary (D)	5 Years	3/01/17
Robert Groner, (D)	5 Years	3/01/18
Grace Jones (D)	5 Years	2/28/16

Directory of City Administrative Officials

Title	Name	Phone Number
City Manager, Acting	John Bilda	(860) 823-3750
Assessor	Donna Ralston	(860) 823-3722
Building Inspector	James Troeger	(860) 823-3775
City Clerk	Betsy Barrett	(860) 823-3734
Comptroller	Joshua A. Pothier	(860) 823-3720
Deputy Comptroller	Anthony Madeira	(860) 823-3717
Corporation Counsel	Michael E. Driscoll	(860) 889-3321
Emergency Management Director	Gene M. Arters	(860) 887-1018
Engineer	Patrick McLaughlin	(860) 823-3798
Fire Chief, Norwich (CCD)	Ken Scandariato	(860) 892-6080
Fire Chief, East Great Plain VFD	Patrick Daley	(860) 886-0392
Fire Chief, Laurel Hill VFD	Aaron Westervelt	(860) 892-1973
Fire Chief, Occum VFD	Robert LaChapelle	(860) 822-8285
Fire Chief, Taftville VFD	Timothy Jencks	(860) 887-6676
Fire Chief, Yantic VFD	Frank Blanchard	(860) 887-2221
Health Director	Patrick McCormack, MPH	(860) 823-1189
Housing Authority Director	Charles Whitty	(860) 887-1605
Human Resources Director	Brigid Marks	(860) 823-3786
Human Services Director	Lee-Ann Gomes	(860) 823-3778
LAN Supervisor	Leon Barnowski	(860) 859-4404
Parking Administrator	Judy Rizzuto	(860) 889-5586
Planning & Development Director	Peter Davis	(860) 823-3766
Police Chief	Louis J. Fusaro, Sr.	(860) 886-5561
Public Utilities Manager	John Bilda	(860) 887-2555
Public Works Director	Barry Ellison	(860) 823-3789
Purchasing Agent	William Hathaway	(860) 823-3706
Senior Center Director	Michael Wolak	(860) 889-5960
Superintendent of Schools	Abby I. Dolliver	(860) 823-6284
Tax Collector	Kathy Daley	(860) 823-3760
Zoning Enforcement Officer	Tianne Curtis	(860) 823-3752

Organization Chart



Financial Management Policies & Summaries

Financial Management Policies

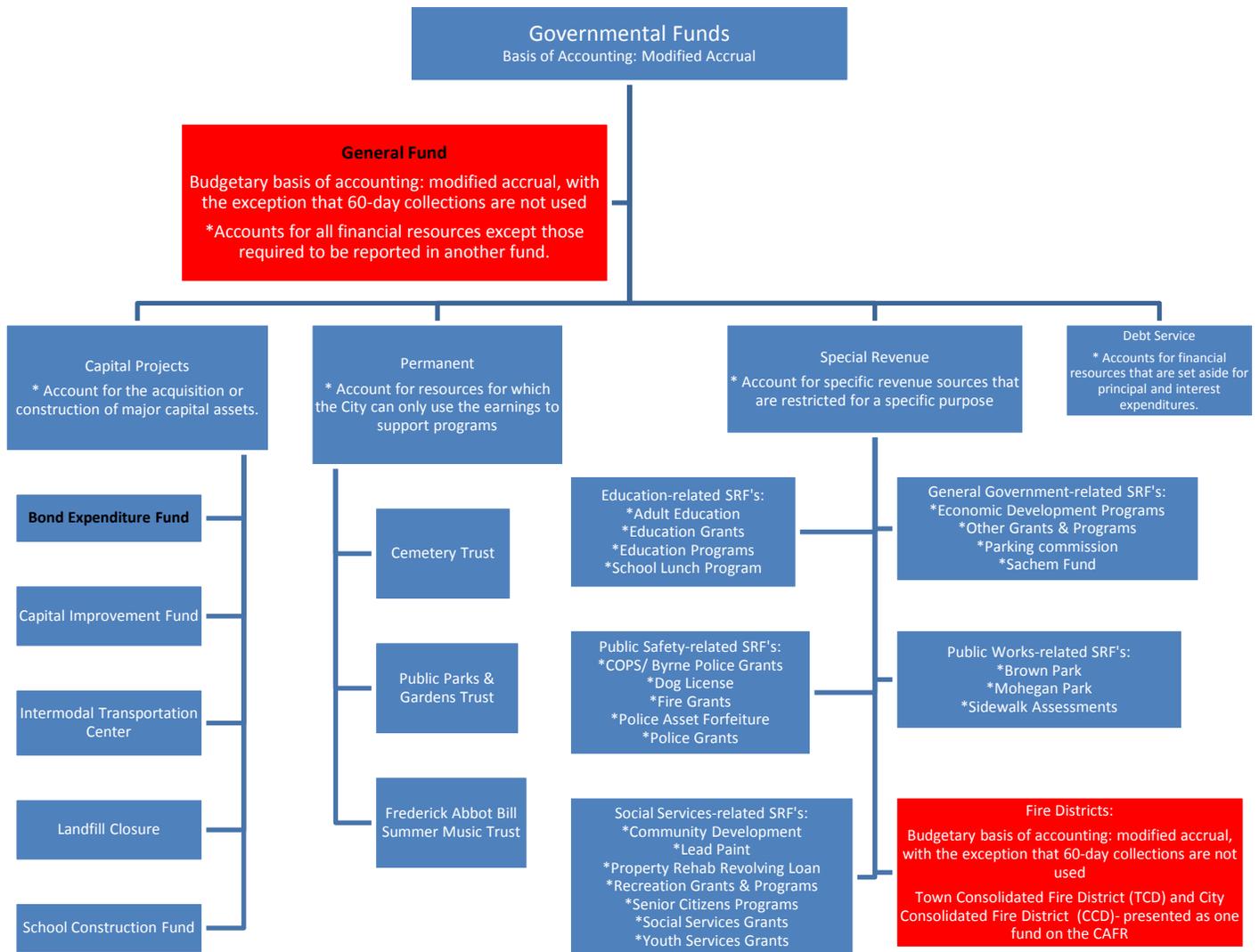
The following description of the City of Norwich’s financial management policies cover all of the city’s funds as enumerated in the Basis of Accounting section.

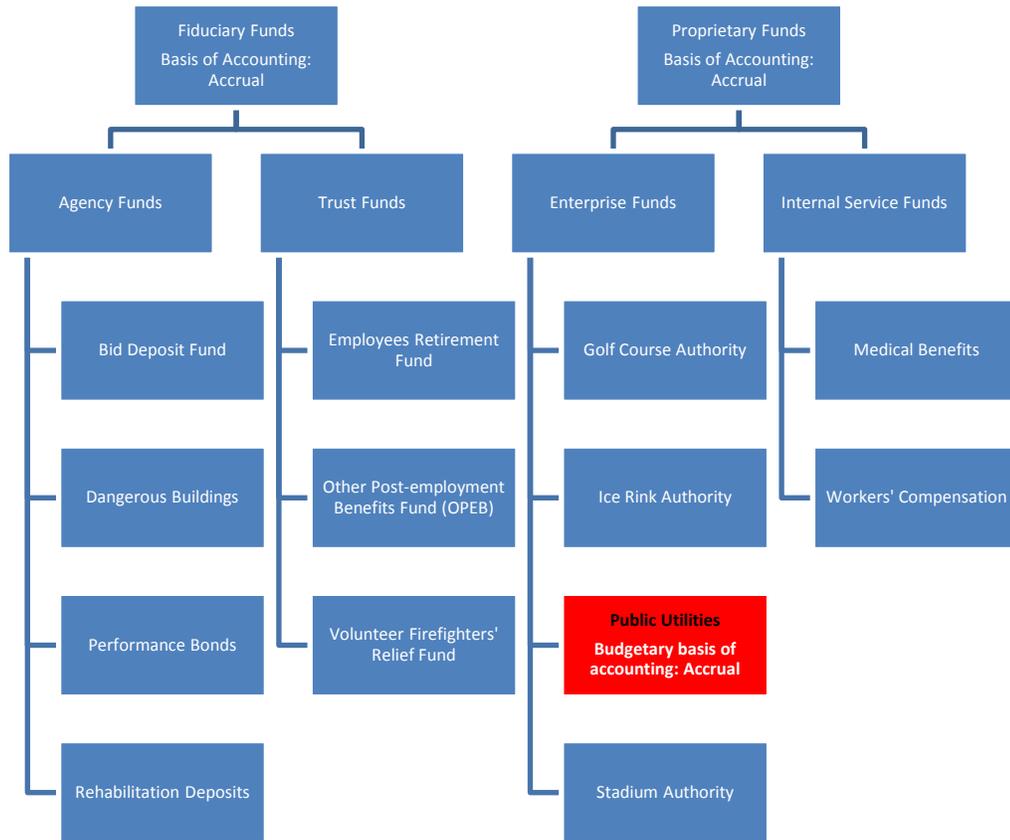
Basis of Accounting

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

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

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





Operating Budgeting Practices

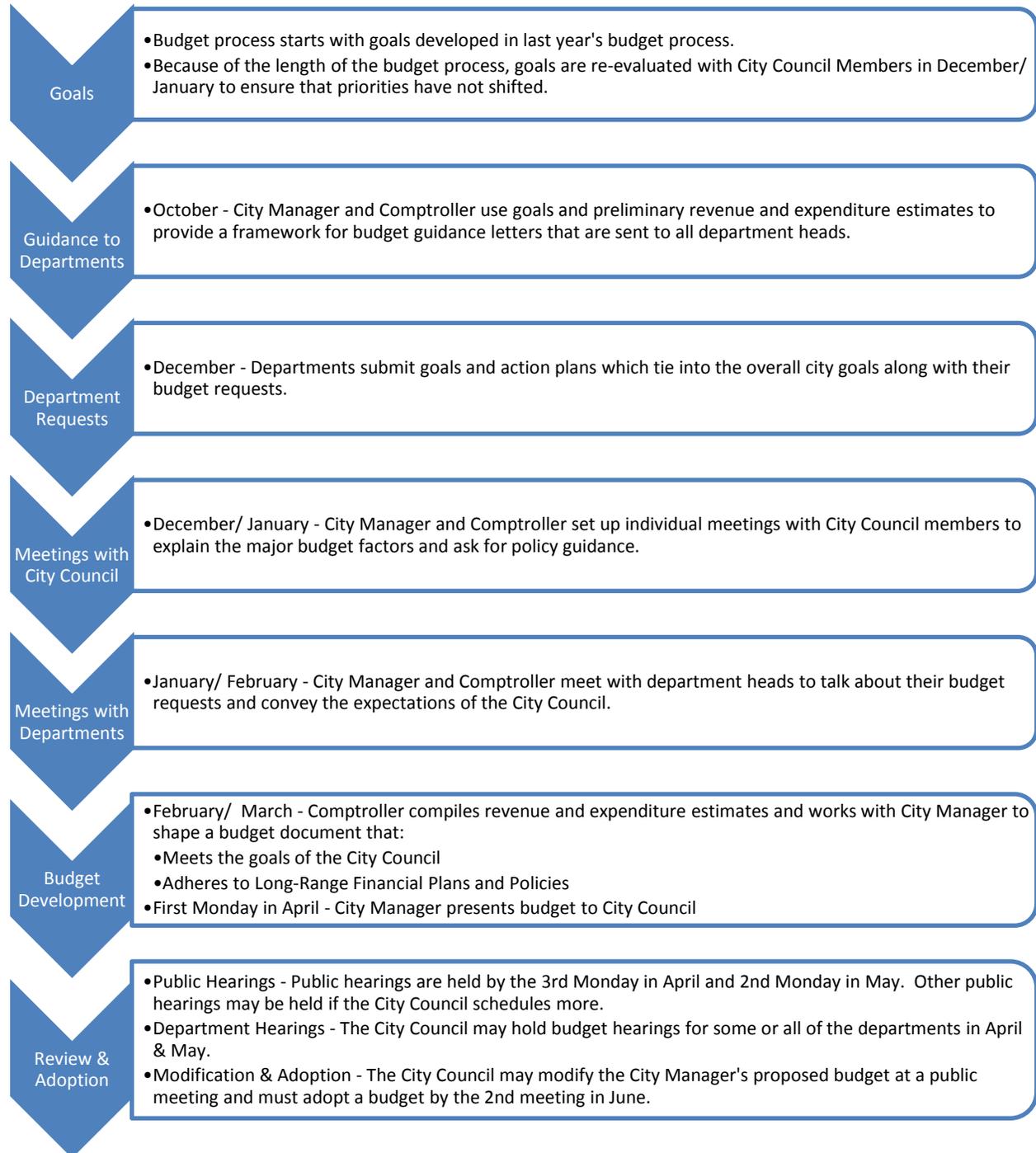
As noted above, the City has many funds for which it is accountable. Some of these funds are subject to budgetary controls. The objective of these controls is to ensure compliance with legal provisions embodied in the annual appropriated budget approved by the City Council. Activities of the **General Fund, CCD Fire, TCD Fire 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 Fire and TCD Fire Budgetary Process

Development Phase

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



Implementation/Amendment Phase

The department heads oversee their individual budgets and the Comptroller oversees the City budget as a whole. If the Comptroller anticipates that expenditures will exceed budget at the fund level, the following steps must be taken to effect a budget amendment:

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

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

Board of Education Budget Process

Overview

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

Budget Planning

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

Preparing the Budget Document

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

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

and textbooks on a dollar amount per student. Other principals calculate the actual cost they require per grade level.

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

Budget Adoption, Implementation, and Evaluation

The Board of Education's budget is approved at the March Board of Education meeting. Prior to the adoption of the Board's budget, a public hearing is held along with a question and answer period for taxpayers to ask questions about the proposed budget. The City Manager then submits his budget to the City Council with either a reduction or increase in the Board's budget. The City holds the first public hearing in session in April. The City Council, under city charter, has to make a resolution to formally adopt the City of Norwich's budget no later than the second Monday in June. Once the City budget is adopted, then the Board of Education is notified of the final appropriation of the education budget. During the implementation process of the budget phase, the Board of Education is given a copy of the budget by object summary in their board package each month. This allows them the ability to see how the budget is being spent according to plan. The final step in the evaluation process is with the completion of the ED001 report to the State of Connecticut Department of Education. This report is due on September 1st of every year. Once the report is submitted to the state, an independent auditor of the City audits this report and the Board of Education's records for that year. The audit is required to be completed by December 31st following the close of the fiscal year on June 30th.

Norwich Public Utilities Budget Process

Norwich Public Utilities begins its budget process in November. Utilizing the Excel-based Budgeting Module in its Microsoft-based Great Plains Financial Management System, budget input sheets are created for each manager with their responsible accounts and employees. During the month of November the 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 age and condition of the infrastructure. Revenues, purchased power and purchased gas budgets are created by an independent consultant using weather normalized statistical analysis models and forward prices for gas and electricity in the commodities markets.

Meetings are held with other City of Norwich departments to coordinate all underground construction work to maximize efficiencies and minimize costs. In addition, each city department's utilities are analyzed to provide the most accurate projections to both the city department's budgets as well as NPU's revenues.

Staffing dollars are based on an allocation of approximately 88% of each employee's annual base salary as negotiated with the three bargaining units that represent NPU employees. Benefits such as sick, vacation, holiday and workers compensation account for the remaining 12%. Retiree vacation and sick leave payouts are estimated based on known upcoming retirements and a reasonable estimate of those who qualify for retirement.

As budget requests are determined, the detailed items are input 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 assumptions and projections.

A balanced budget with options is presented in detail to the Board of Commissioners in March. The Board makes any requests for changes and the final version is forwarded to the City of Norwich Finance Department for inclusion in the proposed City of Norwich budget.

In May, the final approved budget is sent to the Norwich City Council.

When necessary to balance the budget 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 notifications before approving or rejecting rate recommendations.

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 at least one mill of capital improvements.

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 for the fiscal year ended June 30, 2014.

Type of Debt	Multiple	Limitation	Total Indebtedness	Limitation in Excess of Actual Indebtedness	Percent of Limit
General Purpose	2.25	161,007,750	30,597,000	130,410,750	19.00%
Schools	4.5	322,015,500	13,182,000	308,833,500	4.09%
Sewers	3.75	268,346,250	12,799,000	255,547,250	4.77%
Urban Renewal	3.25	232,566,750	0	232,566,750	0.00%
Pension Deficit	3	214,677,000	0	214,677,000	0.00%
Overall Debt Limit	7	500,913,000	58,845,000	442,068,000	11.75%

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 non-self-supporting debt - It is the City's policy to manage the authorization and issuance of GO debt 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 indebtedness shall be limited to a maximum of 5% of the City's taxable assessed value. (2.33% at June 30, 2014)
- Statutory limitation - In addition, this amount of net indebtedness shall be limited to a maximum of 50% of the City's statutory debt limit.

Enterprise Fund Debt

While the City's NPU and other enterprise funds issue debt under the GO pledge of the City, the City's policy is to treat such debt as revenue debt. Thus, the debt (principal and interest) will be paid entirely from service revenues. To that end, the City will manage and issue NPU and other enterprise debt such that the net income (less interest expense/ plus administrative payment) of each utility or enterprise fund will be no less than 125% of debt service. Such management will include a policy of increasing rates and fees as necessary to maintain debt service coverage.

Refunding

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

Bond Ratings

Good communication with bond rating agencies will be maintained and full disclosure on every financial report as well as bond prospectus will continue. The City's latest bond ratings are Aa2, AA, and AA from Moody's, Standard & Poor's and Fitch, respectively.

Pension and Other Post-Employment Benefits

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

	Employees' Retirement Fund	Volunteer Firefighters' Relief Fund	OPEB Fund
Information from latest actuarial valuation			
Date of valuation	7/1/2013	1/1/2014	7/1/2013
Plan Members			
Currently receiving benefits	532	50	387
Terminated, not yet receiving benefits	52	-	-
No longer active	-	77	-
Active plan members	553	60	833
Total	1,137	187	1,220
Funding Progress			
Actuarial value of assets	\$144,788,588	\$2,139,179	\$9,683,474
Actuarial accrued liability	(227,931,935)	(5,040,812)	(55,482,879)
Unfunded frozen actuarial liability (UFAL)	(\$83,143,347)	(\$2,901,633)	(\$45,799,405)
Funded ratio	63.52%	42.44%	17.45%
Covered payroll	\$37,572,000	N/A	\$52,400,000
UFAL as a % of covered payroll	221.29%	N/A	87.40%
Information from June 30, 3014 Comprehensive Annual Financial Statements			
Net Pension or OPEB Asset/ (Liability)	\$267,000	(\$91,000)	(\$4,794,000)
2015-16 Budgeted Contribution	\$7,655,953	\$350,729	\$5,565,907
2015-16 Actuarially Determined Contribution	\$9,651,000	\$350,729	\$5,565,907
Difference	(\$1,995,048)	\$0	\$0

Employee Retirement Fund

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

Pension contributions are allocated to the departments and budgeted in their respective fringe benefit line items. With the City's July 1, 2013 valuation, the Personnel & Pension Board voted to make some changes in the actuarial assumptions to bring them in line with other pension funds, GASB Statement 68, and GFOA best practices. As a result of these changes, the City's Actuarially Determined Employer Contribution (ADEC) increased substantially. The City is committed to increasing its employer contribution by 15% each year until the City returns to funding 100% of the ADEC. It is projected that the City will be funding 100% of the ADEC by fiscal year 2018-19.

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 Consolidated District. Pension contributions are budgeted in the TCD Fire fund. The City has committed to funding 100% of the ADEC for the Volunteer Firefighters' Relief Fund.

Other Post-Employment Benefits Funding

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

OPEB contributions are allocated to the departments and budgeted in their respective fringe benefit line items. The City has committed to funding 100% of the ARC for the OPEB fund.

Cash Management

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

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

Risk Management

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

The General Fund, CCD Fire Fund, and NPU Enterprise Fund include contributions to the Medical Insurance Fund in the Fringe Benefits line items of their budgets. The Medical 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 Fire Fund, TCD Fire 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 and heart and hypertension claims and administrative costs for current and former employees.

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

Management of General Fund Unrestricted Fund Balance

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

The City Council adopted by ordinance a formal General Fund Unrestricted Fund Balance (UFB) policy in December 2014. This policy identifies a target fund balance range of 12% to 17% of annual General Fund expenditures and operating transfers. As of June 30, 2014, UFB was 9.45%. The policy provides the City will use all General Fund operating surpluses for the initial build-up from 9.45% to 12%. The policy does not allow appropriations from UFB to balance the budget, thereby facilitating the 12% goal. As an example, if the City had discontinued the practice of using Unrestricted Fund Balance to balance the annual budget from fiscal year 2007-08 forward – just seven years ago – the City's UFB would be over 13% at the end of fiscal year 2013-14.

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

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

A detailed history of the UFB follows:

Fiscal Year Ended June 30th	Unrestricted Fund Balance	Annual Expenditures and Encumbrances	Balance as % of Expenditures
2014	\$10,981,000	\$116,151,000	9.45%
2013	11,195,000	114,142,019	9.81%
2012	10,635,000	109,244,843	9.74%
2011	10,648,983	102,430,104	10.40%
2010	9,834,382	101,204,777	9.72%
2009	9,616,208	106,745,559	9.01%
2008	10,676,062	104,542,627	10.21%
2007	11,651,288	99,712,831	11.68%
2006	11,026,609	94,614,448	11.65%
2005	10,572,489	90,066,142	11.74%

Accounting, Auditing and Financial Reporting

Annual audit

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

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

Awards

The Government Finance Officers Association of the United States and Canada (GFOA) awarded a Certificate of Achievement for Excellence in Financial Reporting to the City of Norwich, Connecticut for its comprehensive annual financial report for the year ended June 30, 2014. This was the 22nd consecutive year that the city has received this prestigious award. For each of the fiscal years beginning July 1, 2000 through July 1, 2014, the GFOA awarded the city a “Distinguished Budget Presentation Award” for its adopted budgets. The budgets submitted had to satisfy four different criteria: the budget as a Policy Document, the budget as a Financial Plan, the budget as an Operations Guide, and the budget as a Communications Device. The award earned by the city is the highest form of recognition in the area of budgeting.

Comparative Budget Summary

As Required by the City Charter

	2013-14 BUDGET	2014-15 BUDGET	2015-16 PROPOSED	2015-16 ADOPTED
City Manager	322,324	328,088	337,047	335,047
Finance	1,425,895	1,438,557	1,581,265	1,573,265
City Treasurer	229,125	228,374	238,811	238,811
Assessment	413,846	417,506	432,391	430,238
Human Resources	455,695	504,073	554,494	551,694
Law	570,536	538,358	538,358	538,358
City Clerk	371,502	379,633	468,387	465,987
City Council	217,215	382,141	390,585	376,585
Police	13,054,873	13,653,343	15,530,042	15,446,930
Fire - Central	2,101,945	2,137,366	2,074,384	2,018,827
Fire - East Great Plain	117,646	127,210	141,571	141,571
Fire - Laurel Hill	53,868	62,468	67,889	67,889
Fire - Occum	59,819	69,219	70,589	70,589
Fire - Taftville	130,059	147,905	164,399	164,399
Fire - Yantic	141,457	160,234	176,225	176,225
Recreation	689,100	558,836	584,011	581,091
Human Services	1,345,379	1,332,948	1,427,657	1,420,519
Public Works	9,776,035	10,181,785	10,630,410	10,576,977
Election	117,443	130,738	141,799	141,799
Planning & Neighborhood Services	976,131	996,579	1,179,083	1,173,083
Debt Service	5,455,558	5,436,313	4,542,192	4,542,192
Miscellaneous	7,833,606	7,629,630	6,032,447	6,007,447
Emergency Management	77,422	78,748	85,406	84,976
Education	70,535,212	71,593,240	72,309,172	74,000,000
City Consolidated Fire District	7,052,701	7,304,791	7,253,782	7,253,782
Town Consolidated Fire District	552,396	583,203	579,990	579,990
TOTALS	124,076,788	126,401,286	127,532,386	128,958,271
General Operations	38,160,230	39,768,021	41,122,015	40,857,072
Debt Service	5,455,558	5,436,313	4,542,192	4,542,192
Capital Improvements	2,320,691	1,715,718	1,725,235	1,725,235
Education	70,535,212	71,593,240	72,309,172	74,000,000
City Consolidated Fire District	7,052,701	7,304,791	7,253,782	7,253,782
Town Consolidated Fire District	552,396	583,203	579,990	579,990
TOTALS	124,076,788	126,401,286	127,532,386	128,958,271

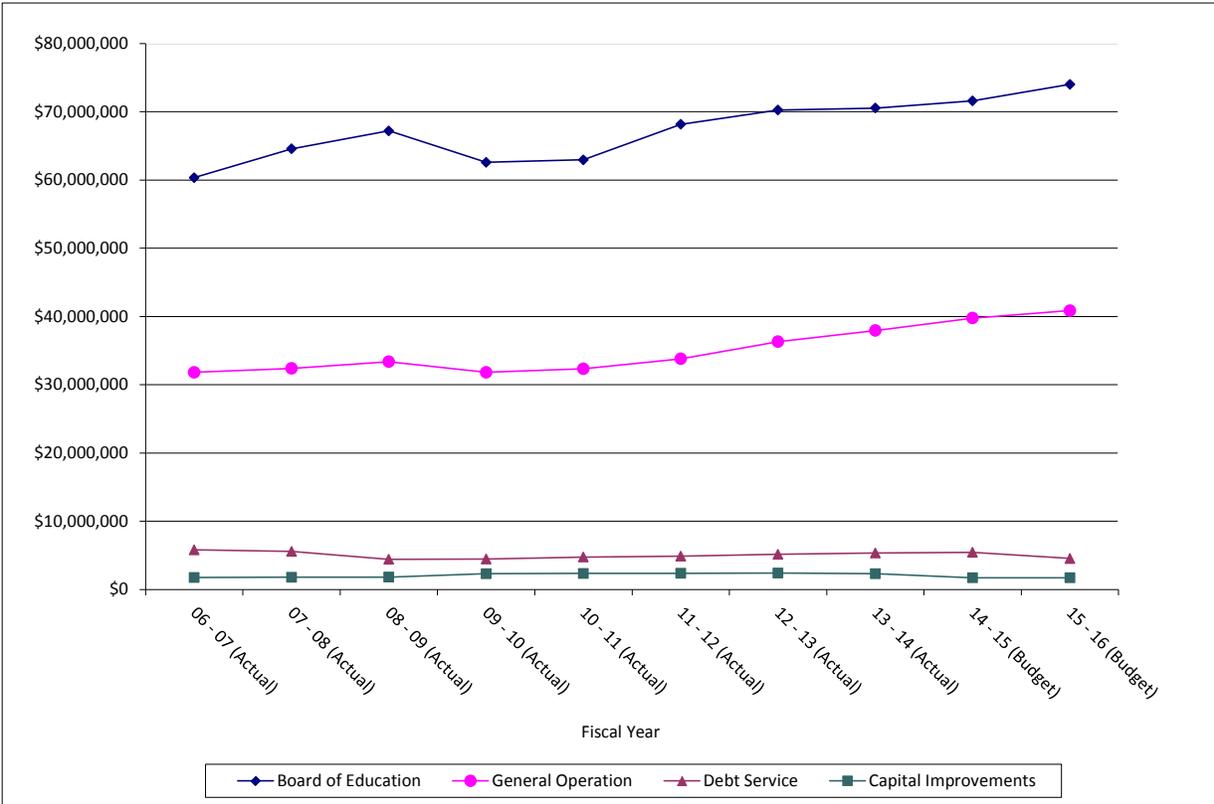
Calculation of Mill Rates

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 Disabled Tax Relief Program, Homeowners'-Elderly/Disabled Circuit Breaker Tax Relief Program, Homeowners' Elderly/Disabled Freeze Tax Relief Program, Veterans Additional Exemption Tax Relief Program, Distressed Municipalities Tax Reimbursement Program and Manufacturing Machinery & Equipment Reimbursement Program 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.

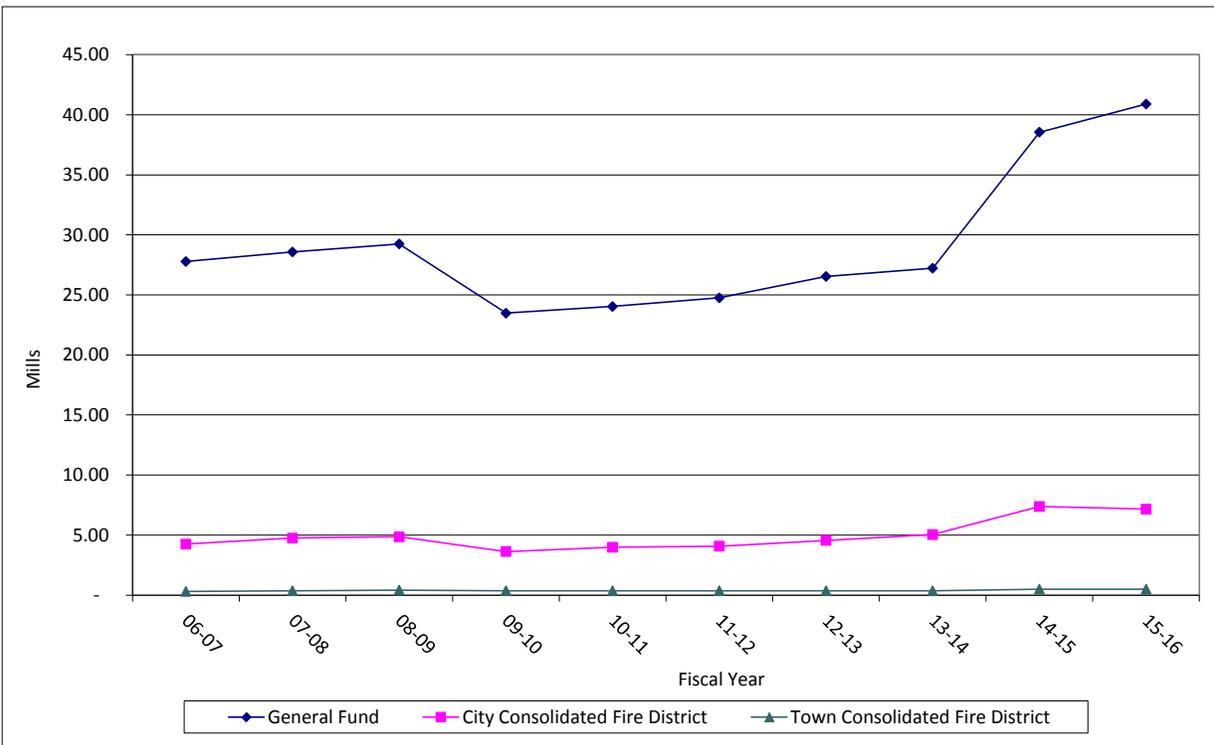
	General Fund	Town Consolidated Fire District	City Consolidated Fire District
<i>Calculation of Grand List</i>			
Motor Vehicles	194,968,984	122,713,456	72,255,528
Personal Property	141,099,222	120,376,195	20,723,027
Real Estate	1,500,677,960	982,210,690	518,467,270
Total Gross Grand List	1,836,746,166	1,225,300,341	611,445,825
<i>Less: Exemptions, Credits, Etc.</i>			
Elderly Reimbursement	10,107,313	6,388,820	3,718,493
Veterans/ military exemptions	5,938,393	3,939,533	1,998,860
Disabled exemptions	603,290	341,490	261,800
Economic Dev & Mfg exemptions	31,618,855	22,807,745	8,811,110
Elderly Freeze	94,900	94,900	0
Projected Certificates of Correction	3,165,000	2,783,000	382,000
Total Exemptions, Credits, Etc.	51,527,751	36,355,488	15,172,263
Grand list, net of exemptions & credits	1,785,218,415	1,188,944,853	596,273,562
<i>Estimated Tax Collection Percentage</i>	96.64%	97.83%	95.30%
Collectible Grand List	1,725,235,076	1,163,144,750	568,248,705
<i>Taxes to be Levied:</i>			
General City	23,898,128		
Board of Education	40,767,439		
Capital Improvements	1,725,235		
Debt Service	4,162,192		
Town Consolidated Fire District		558,890	
City Consolidated Fire District			4,066,548
Total Tax Levy	70,552,994	558,890	4,066,548
<i>Mill Rates Required:</i>			
General City	13.85		
Board of Education	23.64		
Capital Improvements	1.00		
Debt Service	2.41		
Town Consolidated Fire District		0.49	
City Consolidated Fire District			7.16
Total Mill Rates Required	40.90	0.49	7.16
Last Year's Mill Rate	38.55	0.49	7.38
Change	2.35	0.00	(0.22)
Percent Change	6.10%	0.00%	-2.98%

Budget Graphs & Charts

General Fund Expenditures - Ten Year Comparison



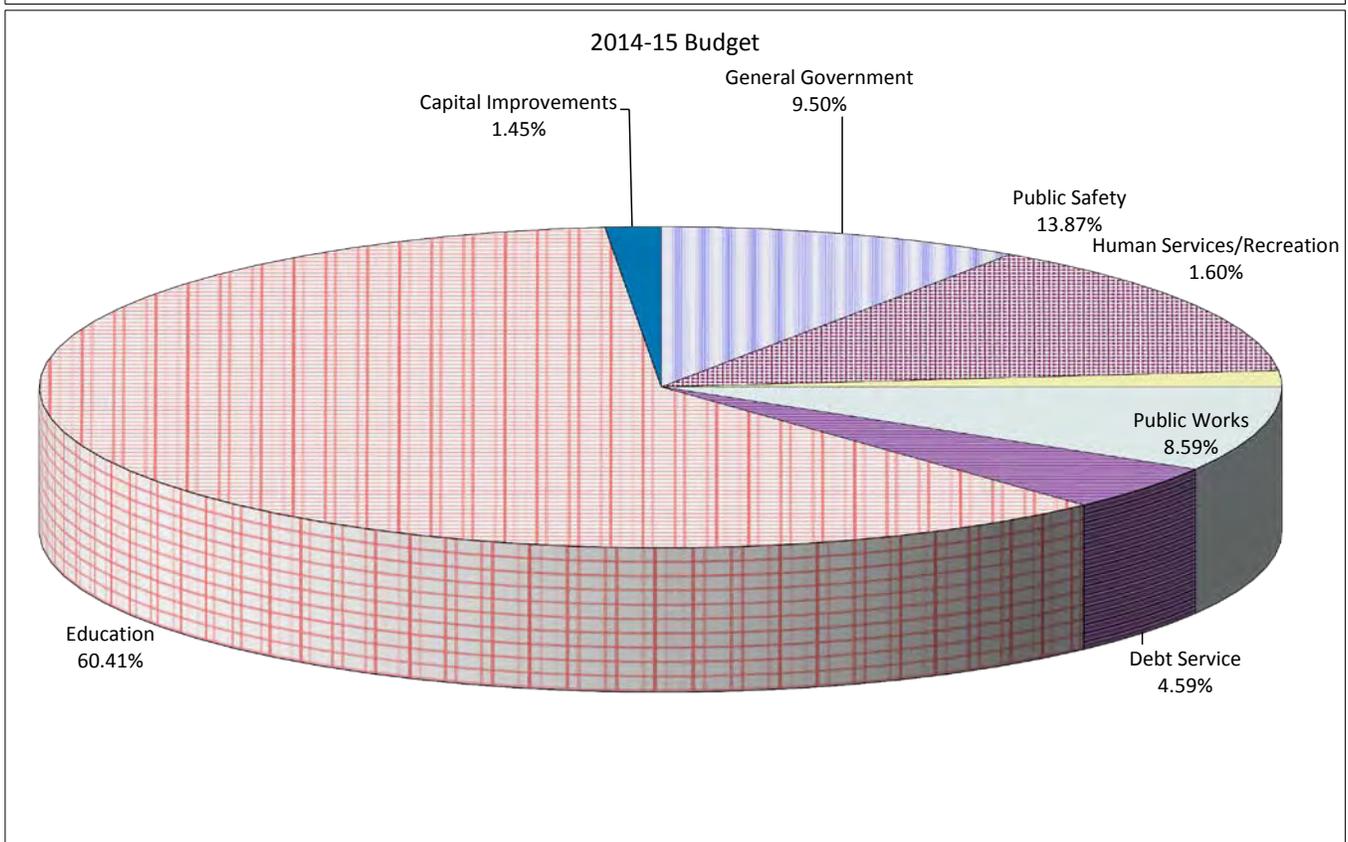
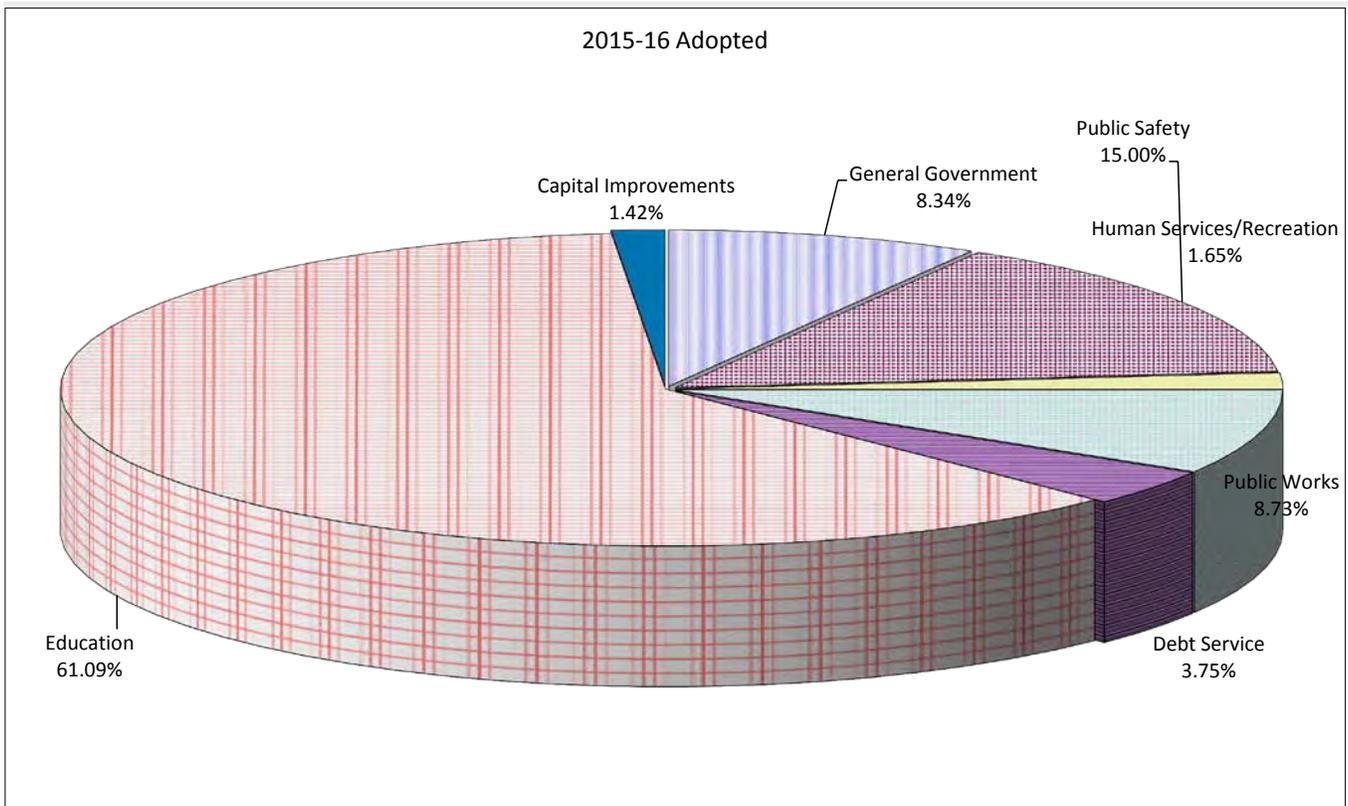
Mill Rates - Ten Year Comparison



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

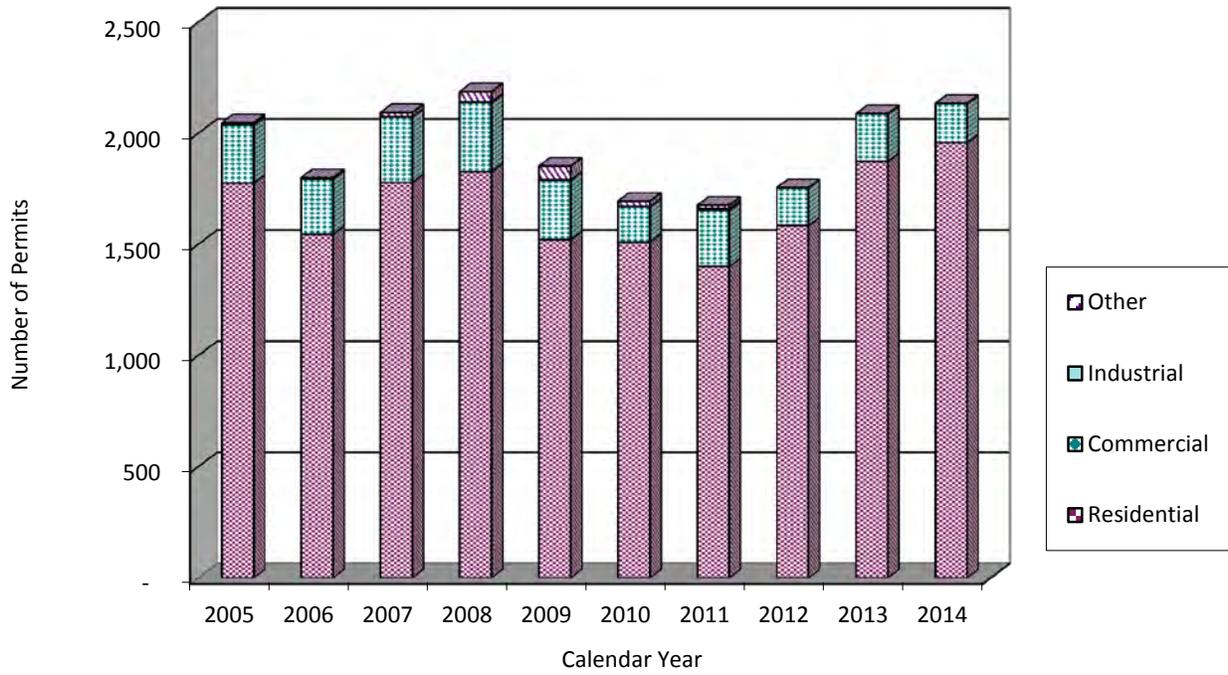
In fiscal year 2014-15, the 10/1/2013 grand list revaluation resulted in a decrease in the net grand list of \$630,000,000 from \$2,408,000,000 to \$1,778,000,000.

General Fund Expenditures - Two-Year Comparison

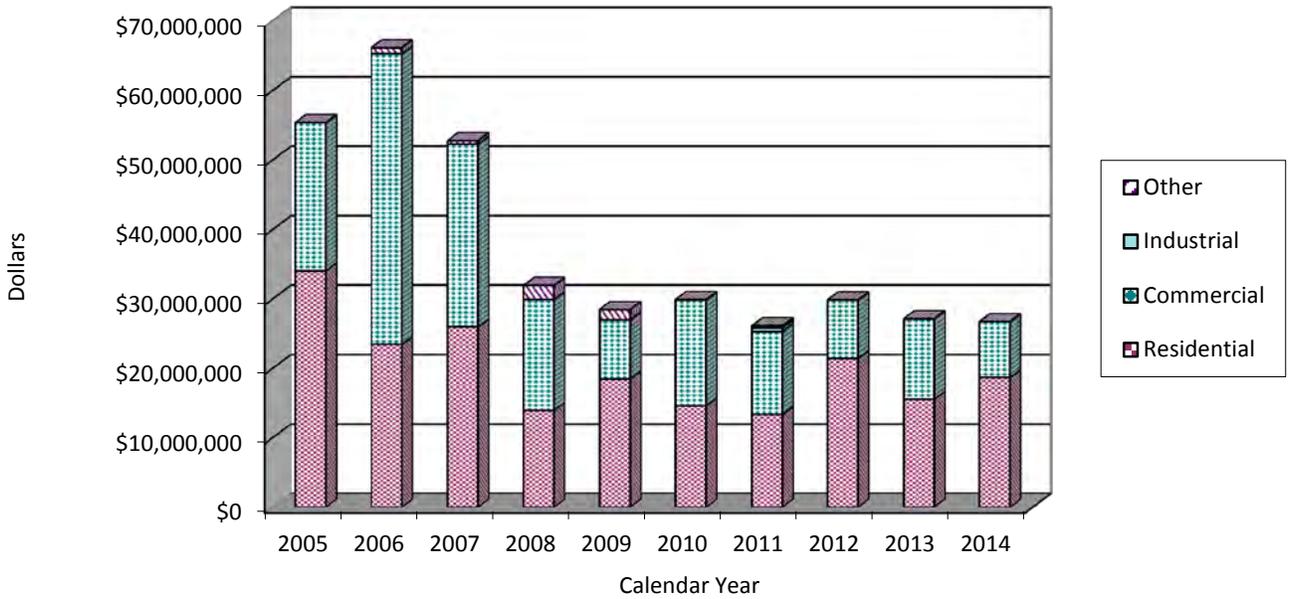


	2015-16 Adopted	2014-15 Budget	Dollar Change	Percent Change
General Government	10,107,079	11,257,959	(1,150,880)	-10.22%
Public Safety	18,171,406	16,436,493	1,734,913	10.56%
Human Services/Recreation	2,001,610	1,891,784	109,826	5.81%
Public Works	10,576,977	10,181,785	395,192	3.88%
Debt Service	4,542,192	5,436,313	(894,121)	-16.45%
Education	74,000,000	71,593,240	2,406,760	3.36%
Capital Improvements	1,725,235	1,715,718	9,517	0.55%
	<u>121,124,499</u>	<u>118,513,292</u>	<u>2,611,207</u>	<u>2.20%</u>

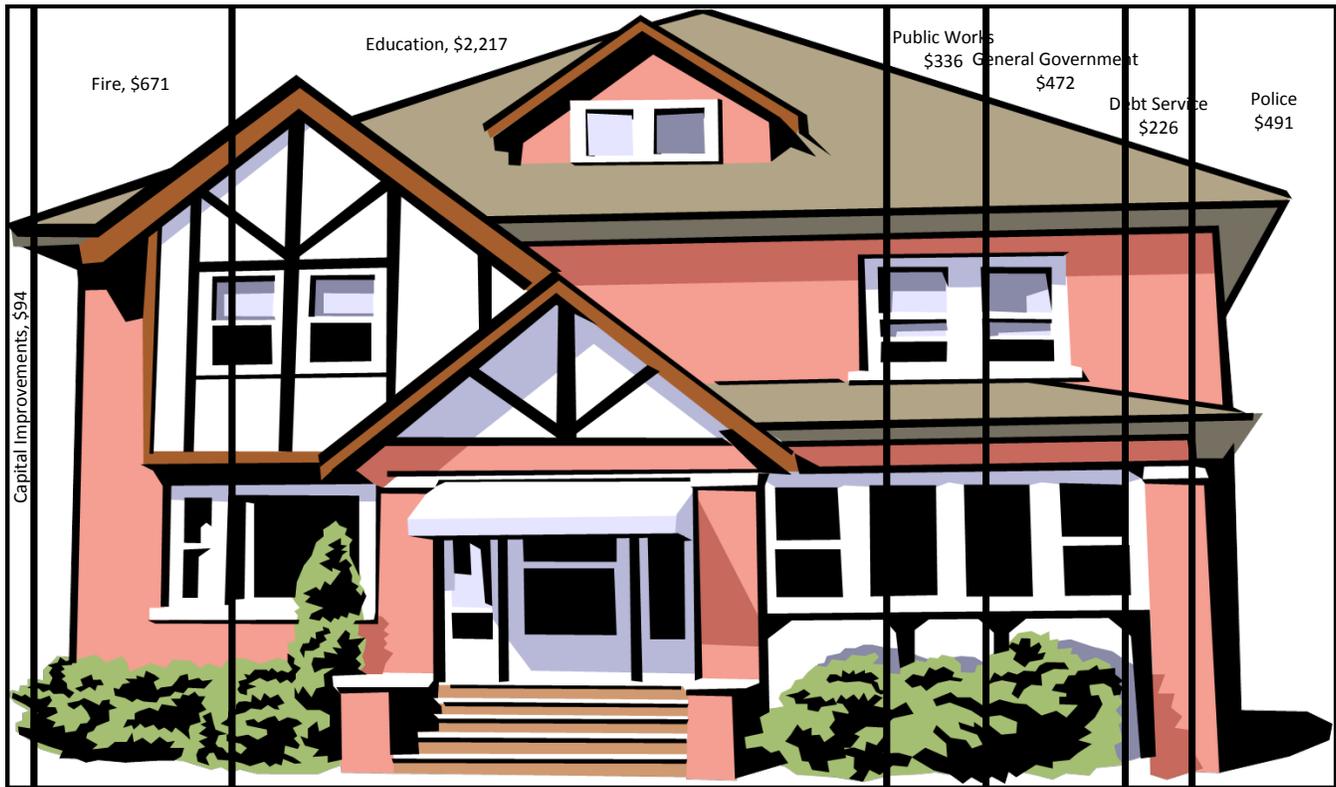
Building Permits Issued by Category



Value of Building Permits by Category

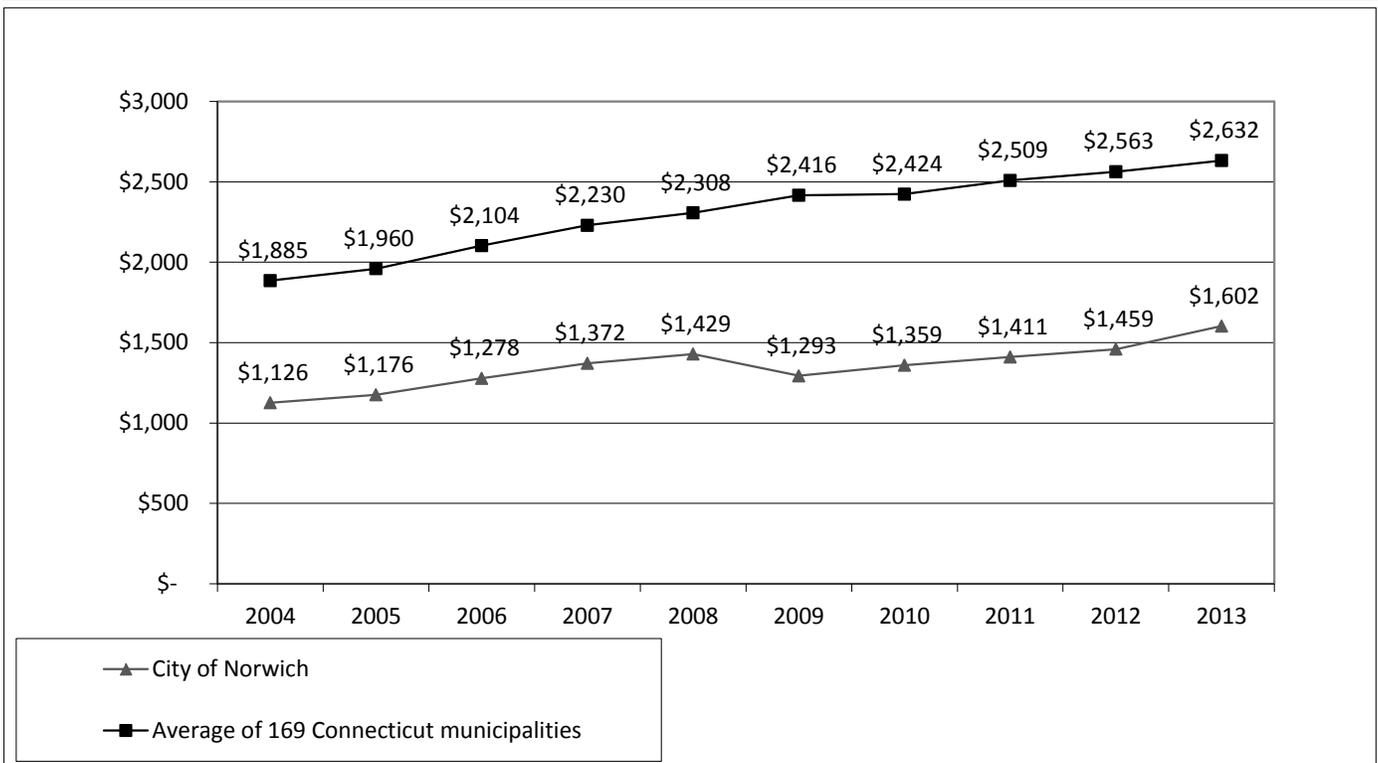


Property Tax on Residential Home in the City Consolidated Fire District with a Market Value of \$134,000



Capital improvements	\$94	Taxes support the improvement and expansion of the city's infrastructure.
Fire	\$671	Taxes provide fire protection for residents.
Education	\$2,217	Taxes fund the Norwich Public School system.
Public Works	\$336	Taxes support maintenance of city roads, buildings, parks and vehicles and refuse and recycling collection.
General Government	\$472	Taxes support the administration of city services.
Debt Service	\$226	Taxes provide for the scheduled debt service payments from the city's long-term borrowings.
Police	\$491	Taxes provide police protection for residents.
TOTAL TAX BILL:	\$4,507	

Property Tax Revenue Per Capita



Source: State of Connecticut Office of Policy & Management's January 2015 Municipal Fiscal Indicators. The last available statistic for the Average of 169 Connecticut municipalities is for fiscal year 2013.

Authorized Full-Time Equivalent Positions

<u>Department</u>	<u>11-12</u>	<u>12-13</u>	<u>13-14</u>	<u>14-15</u>	<u>15-16</u>
General City *					
City Manager	2.0	2.0	2.0	2.0	2.0
Finance	12.0	12.0	12.0	12.0	12.0
Treasurer	3.0	3.0	3.0	3.0	3.0
Assessment	4.0	4.0	4.0	4.0	4.0
Human Resources	3.6	4.6	4.6	4.6	4.6
City Clerk	4.0	4.0	4.0	4.0	5.0
City Council	2.0	2.0	2.0	2.0	2.0
Police	100.0	107.0	104.0	104.0	104.0
Fire	59.6	62.6	61.0	62.0	61.0
Recreation	5.5	6.0	6.0	5.0	5.0
Human Services	7.0	7.0	5.0	5.0	5.0
Senior Citizens Center	6.5	7.6	7.0	7.6	7.6
Youth Service Bureau	2.0	2.0	2.0	2.0	2.0
PW Engineering & Administration	5.0	5.0	5.0	5.0	5.0
PW Fleet Maintenance	7.0	7.0	7.0	7.0	7.0
PW Solid Waste	3.0	3.0	3.0	3.0	3.0
PW Street Maintenance	36.0	36.0	36.0	37.0	37.0
PW Building Maintenance	8.0	9.0	9.0	9.0	9.0
PW Parking Maintenance	1.0	1.0	1.0	1.0	1.0
Election	2.0	2.0	2.0	2.0	2.0
Planning & Neighborhood Services	10.0	10.0	10.0	10.0	11.0
Emergency Management	1.0	1.0	1.0	1.0	1.0
Subtotal - General City	284.2	297.8	290.6	292.2	293.2
Board of Education					
General Fund-funded positions	342.5	358.8	357.2	388.3	409.7
State & Federal grant-funded positions	65.7	65.7	159.8	159.8	190.1
School Lunch (Federal grant)	37.5	37.5	39.0	39.0	42.3
Adult Education (State & Federal grants)	12.0	12.0	22.3	22.3	22.3
Family Resource Ctr (State & Fed grants)	24.5	28.5	24.5	24.5	24.5
Subtotal - Board of Education	482.2	502.5	602.8	633.9	688.8
Norwich Public Utilities	152.0	148.0	142.0	146.5	149.5
GRAND TOTALS	918.4	948.3	1,035.4	1,072.6	1,131.5

* 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 - from 2001-02 to 2010-11, the City reduced 14% of its workforce. The additions since then have been primarily in Police and Fire.

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 2015-16 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	7/1/2012	6/30/2014
International Association of Fire Fighters, Local 892	City Firefighters	58.00	7/1/2013	6/30/2016
Council 4 AFSCME, Local 2422	City Non-supervisory administrative employees	53.20	7/1/2012	6/30/2015
United Public Service Employees Union, Connecticut Organization for Public Safety Division	City Police Officers	92.00	7/1/2013	6/30/2016
United Public Service Employees Union, Connecticut Organization for Public Safety Division	City Public Works Employees	49.00	7/1/2014	6/30/2017
Public Works Supervisors, American Federation of State, County & Municipal Employees (AFSCME), Local 818, Council 4	City Public Works Supervisors	5.00	7/1/2013	6/30/2016
Municipal Employees Union "Independent" (MEUI)-Supervisors	City Supervisory administrative employees	10.00	7/1/2013	6/30/2016
Norwich School Administrators Association	NPS Administrators	19.00	7/1/2015	6/30/2018
MEUI Local 506, SEIU, AFL-CIO	NPS Custodians	28.80	7/1/2012	6/30/2016
MEUI Local 506, SEIU, AFL-CIO	NPS Paraeducators	131.00	7/1/2012	6/30/2016
New England Health Care Employees Union District 1199, SEIU, AFL-CIO	NPS School Nurses	17.60	7/1/2012	6/30/2016
Norwich Educational Secretaries, AFSCME Local 1303-190, Council 4	NPS Secretaries	24.50	7/1/2012	6/30/2015
Norwich Teachers League	NPS Teachers	326.64	7/1/2015	6/30/2018
Supervisory Employees Association , Inc. AFSCME Local 818, Council 4	NPU Supervisory and Professional Employees	47.00	7/1/2012	6/30/2016
International Brotherhood of Electrical Workers Local 457, Norwich Unit	NPU Technical and clerical workers	95.50	7/1/2012	6/30/2015
United Steelworkers of America AFL-CIO-CLC Local No. 9411-02	NPU Water distribution employees	6.00	7/1/2012	6/30/2015

Non-Bargaining Employees

General Government	17.00
Department of Public Utilities	1.00
Board of Education	141.28
	<u>159.28</u>

Consolidated Debt Schedule

Description	Issue Date	Interest Rates	Original Debt	Outstanding at 7/1/2015	Principal	Interest	Total FY 2016 Debt Service
Supported by General Fund							
<u>Bonds</u>							
Qualified Zone Academy Bond-Kelly Renovations	12/30/2008	0.00%	2,940,000	1,470,000	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	9,000,000	600,000	312,000	912,000
Series A, Capital Project (Road Improvements, Sewer Extensions, Kelly MS Renovations, etc.)	12/13/2011	2.0 - 4.0%	9,680,000	8,680,000	500,000	232,381	732,381
Refunding Bonds	2/15/2012	2.00%	2,725,000	1,835,000	290,000	36,700	326,700
Series A, Capital Project Bonds (Infrastructure, Sewer Extensions, Gas Line Extensions, etc.)	2/12/2014	3.0 - 5.0%	12,365,000	11,710,000	655,000	452,369	1,107,369
Series B, 2004 & 2005 Refunding Bonds	2/12/2014	3.0 - 5.0%	5,780,000	4,380,000	1,410,000	166,000	1,576,000
Series A, Tax-Exempt	3/3/2015	3.0 - 4.0%	5,600,000	5,600,000	250,000	170,044	420,044
Series B, Taxable	3/3/2015	2.0 - 3.0%	1,140,000	1,140,000	115,000	22,844	137,844
Less: General Obligation debt for NPU and NGCA operations				Sum (A) = (11,931,066)	(680,185)	(418,485)	(1,098,669)
			Subtotal-Bonds	31,883,934	3,384,815	973,854	4,358,669
<u>Capital Leases</u>							
2009 Pierce Arrow XT 100' Platform Truck	11/2/2009	4.74%	874,288	487,530	88,690	23,109	111,799
2013 Ferrara Ignitor XD 1,500 GPM Pumper	2/25/2013	2.37%	573,992	465,220	53,498	11,026	64,524
Fingerprinting system capital lease	2/28/2013	0.00%	43,200	26,400	7,200	-	7,200
			Subtotal-Capital Leases	979,150	149,388	34,135	183,523
Subtotal - General Fund Debt				32,863,084	3,534,204	1,007,988	4,542,192
Supported by Norwich Public Utilities							
<u>Bonds & Notes</u>							
CT CWF Notes 106-C	10/31/1997	2.00%	3,410,000	272,243	201,505	3,551	205,056
CT CWF Notes 298-C	6/30/2000	2.00%	1,507,962	301,591	75,398	5,341	80,739
CT CWF Notes 9714-C	12/31/2002	2.77%	1,898,651	726,147	103,394	18,808	122,202
CT CWF Notes 349-C	12/31/2002	2.00%	880,594	322,552	46,938	6,022	52,960
CT CWF Notes 200801-C	6/30/2009	2.27%	450,000	313,125	22,500	6,874	29,374
Drinking Water State Revolving Fund 2010-8005	3/31/2010	2.06%	144,728	104,898	7,236	2,093	9,330
Drinking Water State Revolving Fund 2010-8006	3/31/2010	2.06%	326,250	244,686	16,313	4,887	21,199
Clean Water Fund WWTP 625-D	12/31/2012	2.00%	1,864,518	1,574,812	81,382	30,753	112,135
CT CWF Notes 495-C	6/1/2013	2.00%	5,747,554	4,978,076	248,373	96,879	345,252
DWSRF 2011-7005	4/30/2014	2.00%	160,285	150,177	8,664	2,924	11,588
DWSRF 2011-7006	4/30/2014	2.00%	147,989	138,397	8,222	2,693	10,914
Clean Water Fund WWTP 625-D-1	5/31/2015	2.00%	2,510,422	2,374,784	122,722	46,375	169,097
Sludge Handling	7/1/2004	3.60%	510,000	199,488	38,713	5,883	44,596
Stony Brook Reservoir	2/1/1996	4.50 - 5.00%	750,000	58,078	14,972	2,211	17,183
Gas Line Extensions (2010)	12/13/2011	2.00 - 4.00%	1,000,000	900,000	50,000	24,219	74,219
Gas Line Extensions (2012)	2/12/2014	3.00 - 5.00%	5,780,000	5,488,500	291,500	212,112	503,612
Gas Line Extensions (2010)	2/12/2014	3.00 - 5.00%	2,000,000	1,900,000	100,000	72,766	172,766
Gas Line Extensions (2012)	3/3/2015	3.0 - 4.0%	2,220,000	2,220,000	110,000	66,569	176,569
Gas Line Extensions (2014)	3/3/2015	3.0 - 4.0%	1,000,000	1,000,000	50,000	30,000	80,000
			Subtotal-Bonds & Notes	23,267,554	1,597,831	640,959	2,238,790
<u>Capital Leases & Other Debt</u>							
Municipal Area Network	12/19/2007	4.00%	2,300,000	647,134	259,852	22,215	282,067
Altec Capital Corp LLC -2011 Bucket Truck	9/1/2011	4.00%	122,900	28,795	26,542	686	27,228
Kansas Manhattan Bank-2011 Excavator	8/22/2011	3.38%	95,079	21,951	20,233	440	20,673
Other debt					437,053	305,130	742,183
			Subtotal-Capital Leases & Other Debt	697,880	743,680	328,471	1,072,151
Subtotal - Norwich Public Utilities Debt				23,965,434	2,341,511	969,430	3,310,941
Supported by Norwich Golf Course Authority							
Norwich Golf Course Authority	12/17/2009	3.0 - 4.0%	265,000	165,000	25,000	4,725	29,725
GRAND TOTAL				56,993,518	5,900,715	1,982,143	7,882,858

Summary of All Funds Subject to Appropriation

	FYE 2014 - Actual				FYE 2015 - Projected				FYE 2016 - Budgeted			
	General	SRF	NPU	Total	General	SRF	NPU	Total	General	SRF	NPU	Total
Revenues												
General Property taxes	66,380,027	4,930,019	-	71,310,046	69,544,833	5,015,109	-	74,559,942	73,638,994	4,921,538	-	78,560,532
Licenses and permits	543,462	-	-	543,462	580,000	-	-	580,000	569,000	-	-	569,000
Fines & penalties	22,822	-	-	22,822	14,500	-	-	14,500	12,500	-	-	12,500
Investment income	98,081	2,962	5,340	106,383	105,463	3,000	7,050	115,513	122,580	5,000	2,900	130,480
Revenue from other city operations	9,162,612	919,666	-	10,082,278	8,859,513	1,315,719	-	10,175,232	6,494,907	2,907,234	-	9,402,141
Charges for current service	970,712	-	85,037,902	86,008,614	823,466	-	89,354,497	90,177,963	734,165	-	96,876,849	97,611,014
Other revenues	537,327	14,000	-	551,327	367,940	14,000	-	381,940	290,656	-	-	290,656
State grants in aid - General	4,684,172	1,195,091	-	5,879,263	4,045,868	1,540,166	-	5,586,034	5,758,932	-	-	5,758,932
Federal grants in aid - General	104,038	-	-	104,038	120,204	-	-	120,204	270,204	-	-	270,204
State grants in aid - Education	33,093,771	-	-	33,093,771	33,951,505	-	-	33,951,505	33,132,561	-	-	33,132,561
Other revenue - Education	55,286	-	-	55,286	100,000	-	-	100,000	100,000	-	-	100,000
Total revenue	115,652,310	7,064,738	85,043,242	207,757,290	118,513,292	7,887,994	89,364,547	215,762,833	121,124,499	7,833,772	96,879,749	225,838,020
Expenditures/expenses												
City Manager	312,411	-	-	312,411	328,088	-	-	328,088	335,047	-	-	335,047
Finance	1,412,771	-	-	1,412,771	1,438,557	-	-	1,438,557	1,573,265	-	-	1,573,265
City Treasurer	222,439	-	-	222,439	228,374	-	-	228,374	238,811	-	-	238,811
Assessment	392,197	-	-	392,197	417,506	-	-	417,506	430,238	-	-	430,238
Human Resources	445,837	-	-	445,837	504,073	-	-	504,073	551,694	-	-	551,694
Law	548,097	-	-	548,097	538,358	-	-	538,358	538,358	-	-	538,358
City Clerk	370,046	-	-	370,046	379,633	-	-	379,633	465,987	-	-	465,987
City Council	211,734	-	-	211,734	382,141	-	-	382,141	376,585	-	-	376,585
Police	13,047,398	-	-	13,047,398	13,653,343	-	-	13,653,343	15,446,930	-	-	15,446,930
Fire - Central	2,098,289	-	-	2,098,289	2,137,366	-	-	2,137,366	2,018,827	-	-	2,018,827
Fire - East Great Plain	105,360	-	-	105,360	127,210	-	-	127,210	141,571	-	-	141,571
Fire - Laurel Hill	53,408	-	-	53,408	62,468	-	-	62,468	67,889	-	-	67,889
Fire - Occum	56,785	-	-	56,785	69,219	-	-	69,219	70,589	-	-	70,589
Fire - Taftville	129,813	-	-	129,813	147,905	-	-	147,905	164,399	-	-	164,399
Fire - Yantic	140,702	-	-	140,702	160,234	-	-	160,234	176,225	-	-	176,225
Recreation	684,906	-	-	684,906	558,836	-	-	558,836	581,091	-	-	581,091
Human Services	1,326,926	-	-	1,326,926	1,332,948	-	-	1,332,948	1,420,519	-	-	1,420,519
Public Works	9,758,767	-	-	9,758,767	10,181,785	-	-	10,181,785	10,576,977	-	-	10,576,977
Election	113,632	-	-	113,632	130,738	-	-	130,738	141,799	-	-	141,799
Planning & Neighborhood Services	974,016	-	-	974,016	996,579	-	-	996,579	1,173,083	-	-	1,173,083
Education	70,535,212	-	-	70,535,212	71,593,240	-	-	71,593,240	74,000,000	-	-	74,000,000
Debt Service	5,339,572	-	497,243	5,836,815	5,436,313	-	894,103	6,330,416	4,542,192	-	986,230	5,528,422
Miscellaneous	7,793,578	-	-	7,793,578	7,629,630	-	-	7,629,630	6,007,447	-	-	6,007,447
Emergency Management	77,150	-	-	77,150	78,748	-	-	78,748	84,976	-	-	84,976
City Consolidated Fire District	-	6,866,565	-	6,866,565	-	7,304,791	-	7,304,791	-	7,253,782	-	7,253,782
Town Consolidated Fire District	-	544,866	-	544,866	-	583,203	-	583,203	-	579,990	-	579,990
Gas, Water, Electric & Sewer	-	-	76,964,570	76,964,570	-	-	76,992,686	76,992,686	-	-	82,915,797	82,915,797
Total expenditures/expenses	116,151,046	7,411,431	77,461,813	201,024,290	118,513,292	7,887,994	77,886,789	204,288,075	121,124,499	7,833,772	83,902,027	212,860,298
Other financing uses/ (sources)	-	-	8,017,740	8,017,740	-	-	7,466,520	7,466,520	-	-	7,804,364	7,804,364
Capital contributions	-	-	(1,797,691)	-	-	-	-	-	-	-	-	-
Total resources used	116,151,046	7,411,431	83,681,862	209,042,030	118,513,292	7,887,994	85,353,309	211,754,595	121,124,499	7,833,772	91,706,391	220,664,662
Fund balances carried forward	11,195,000	1,536,014	118,545,535	131,276,549	10,696,264	1,186,321	119,906,915	131,789,590	10,696,264	1,186,321	123,915,153	135,797,738
Increase/ (Decrease) in Fund Balance	(498,736)	(349,693)	1,361,380	(1,284,740)	-	-	4,008,238	4,008,238	0	-	5,173,358	5,173,358
Percent Change	-4.45%	-22.77%	1.15%	-0.98%	0.00%	0.00%	3.34%	3.04%	0.00%	0.00%	4.17%	3.81%
Fund balance/net assets to carry forward	10,696,264	1,186,321	119,906,915	129,991,809	10,696,264	1,186,321	123,915,153	135,797,738	10,696,264	1,186,321	129,088,511	140,971,096
GF Fund balance as a % of Expenditures	9.21%				9.03%				8.83%			

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.

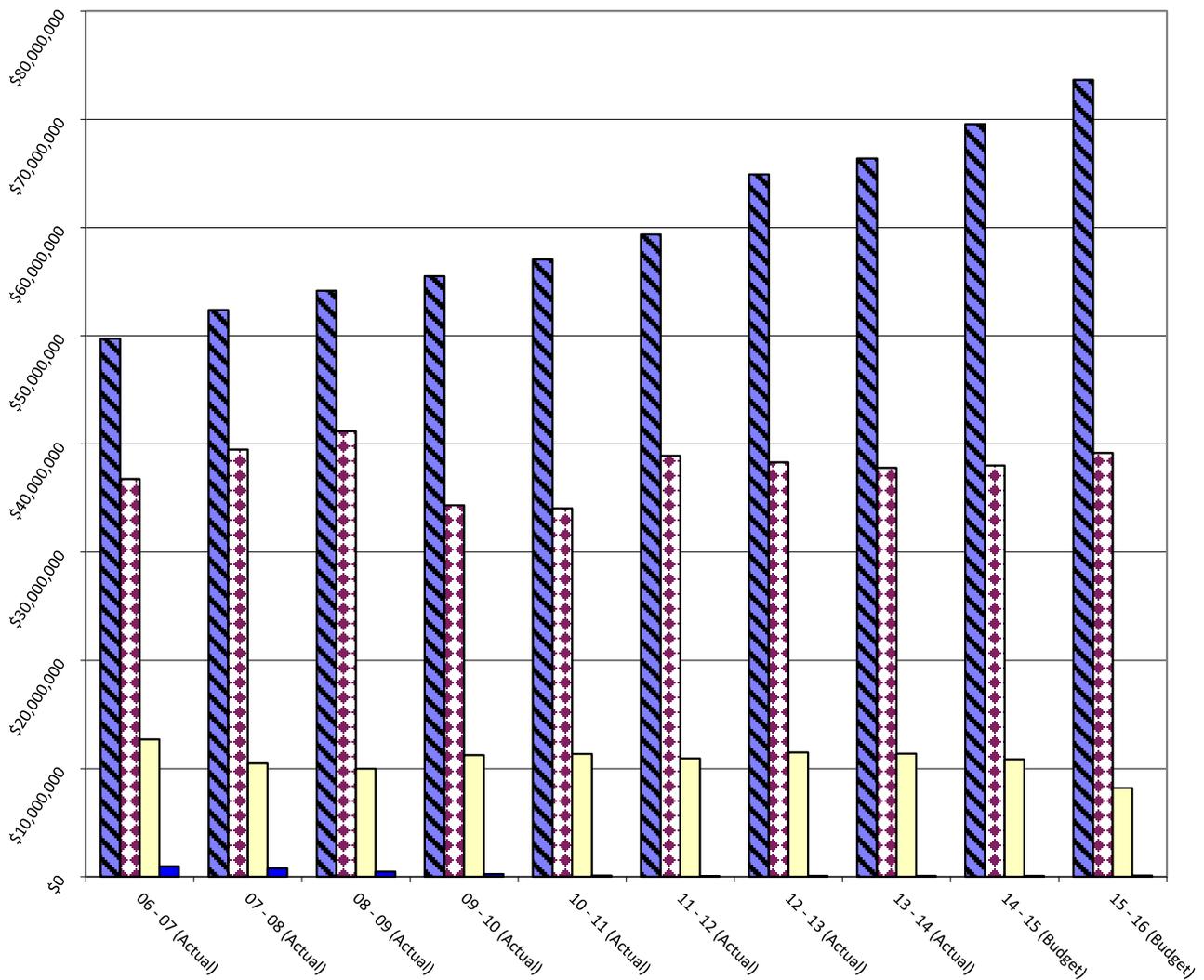
General Fund

Summary of Revenues & Expenditures

	General City	Debt Service	Capital Improvements	Education	Total General Fund
EXPENDITURES					
Total by category	40,857,072	4,542,192	1,725,235	74,000,000	121,124,499
TOTALS	40,857,072	4,542,192	1,725,235	74,000,000	121,124,499
REVENUES					
General Revenues	16,958,944	380,000	0	33,232,561	50,571,505
Taxes to be levied - General Fund	23,898,128	4,162,192	1,725,235	40,767,439	70,552,994
TOTALS	40,857,072	4,542,192	1,725,235	74,000,000	121,124,499

General Fund Revenue Sources

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



Revenue Descriptions

General Property Taxes

70201 Current Levy

The current levy for 2015-16 is based on all taxable property in the City as of 10/1/2014, which includes real estate, personal property, and motor vehicle taxes. 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 %
2004-05	\$ 43,998,693	\$ 42,680,930	97.0%
2005-06	\$ 46,541,197	\$ 44,977,469	96.6%
2006-07	\$ 49,972,990	\$ 48,323,538	96.7%
2007-08	\$ 51,980,360	\$ 50,213,269	96.6%
2008-09	\$ 54,308,632	\$ 52,081,267	95.9%
2009-10	\$ 55,162,306	\$ 53,056,137	96.2%
2010-11	\$ 57,006,148	\$ 54,816,062	96.2%
2011-12	\$ 59,109,668	\$ 57,141,194	96.7%
2012-13	\$ 64,617,976	\$ 62,401,066	96.6%
2013-14	\$ 65,920,369	\$ 63,720,850	96.7%

70202 Prior Year Levies

Delinquent taxes anticipated to be collected from prior years' unpaid taxes. Collection of taxes is enforced through liens, foreclosure and tax warrants. We are anticipating a decrease in the total dollar amount of prior year levies' collections as a result of the projected decrease in the amount collectible going into fiscal year 2015-16.

General Fund Delinquent Tax Collections			
Fiscal Year	Amount Collectible	Total Collected	% Collected
2004-05	\$ 4,005,901	\$ 1,375,536	34.3%
2005-06	\$ 2,618,437	\$ 1,168,996	44.6%
2006-07	\$ 2,862,229	\$ 759,797	26.5%
2007-08	\$ 3,111,798	\$ 1,346,209	43.3%
2008-09	\$ 3,277,753	\$ 1,159,611	35.4%
2009-10	\$ 3,449,280	\$ 1,439,119	41.7%
2010-11	\$ 3,585,669	\$ 1,372,712	38.3%
2011-12	\$ 4,280,884	\$ 1,378,331	32.2%
2012-13	\$ 4,080,485	\$ 1,559,613	38.2%
2013-14	\$ 4,261,556	\$ 1,697,134	39.8%

70203 Interest and Lien Fees

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

70208 Supplemental Motor Vehicle

Pursuant to PA 76-338, this is tax revenue anticipated from motor vehicles purchased after assessment date of October 1, 2014 and prior to August 1, 2015. This revenue item increased in fiscal year 2014-15 as a result of the October 1, 2013 revaluation which decreased overall real estate values, thereby increasing the mill rate.

Licenses & Permits

70213 Misc. Permits & Fees

Includes a broad range of user fees, most of which the City has the power to establish, and the remainder of which are set by Connecticut General Statutes. Includes building and housing fees, police issued permits, and miscellaneous fees. Most of the revenue is derived from building permits. On June 1, 2009 the Norwich City Council adopted Ordinance 1616 which increased building and demolition permit fees and Ordinance 1617 which created some new fees for services performed by the Building Division of the Planning & Neighborhood Services Department.

Fines & Penalties

70218 Traffic Violations

Includes police department fines for traffic violations. Traffic violation budgeted revenue is based on the projection of fiscal year 2015 revenue.

77064 Blight & Zoning Citations

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

Investment Income

70223 Interest on Investments

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

70224 Interest Cemetery Trust Fund

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

Revenue from Other City Operations

70209 Prior Refuse Charges

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

70226 Police Outside Services

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

70227 Senior Citizens Center

Includes contributions for van fees.

70228 NPU 10%

The 10% payment is pursuant to Chapter XII, Section 6, of the Charter of the City of Norwich. This reflects 10% of the gross revenues from water, gas and electric of the Norwich Public Utilities as reported in its June 30, 2014 annual financial statements. This calculation excludes sewer revenues. A portion of these revenues has been allocated to the City Consolidated Fire District.

70229 NPU City Service

Covers proportionate cost of City personnel for administrative services provided by the City to the Norwich Public Utilities.

70230 NPU Debt Service

This offsets debt payments for Stonybrook Reservoir, sludge handling facility, and gas line extension projects from Norwich Public Utilities. Starting in fiscal year 2015-16, the City will use a debt service fund to account for the debt service reimbursements and payments.

70232 Landfill Revenues

Includes revenues from fees at the Rogers Road Transfer Station for garbage, bulky waste, tires and freon units as well as sale of recyclable material. Ordinance 1613 increased the fee structure starting on July 1, 2009 for garbage and bulky waste. Revenue is used to offset cost of landfill operation. The revenue projections are based upon the prior two years of landfill activity, factoring in recent trends.

70239 Sewer Assessments

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

70241 NGCA Debt Service

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

70260 Parking Commission Revenue

Reflects the partial reimbursement from the Public Parking Commission for public works maintenance. This transfer has been eliminated starting with the 2013-14 budget.

76040 Direct Hauler Fees

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

76041 Backyard Rollout Fees

Ordinance 1613 established a standard City-wide additional annual fee of \$60 per unit to refuse customers for picking up their garbage anywhere other than curbside. There is also an additional \$60 annual fee per unit for recycling customers for picking up their recyclables anywhere other than curbside. These fees will be modified for fiscal year 2015-16 based on the amount charged to the City by its vendor.

Charges for Current Service

70234 Recording Fees

A major activity of the City Clerk's office involves the processing of land record documents which includes logging, indexing, scanning, proof-reading, and returning each document within a specified amount of time to its rightful owner or guardian. These documents include liens, property transfers and refinancing documents. The economy has an influence on the volume of documents submitted for recording as it impacts the number of real estate sales or the refinancing of property in return for a lower mortgage rate. Over the years, these numbers have varied and have been impacted by economic conditions. The City receives \$13 for the first page of every document and \$5 for each page thereafter. Other City Clerk fees include notary, death, and birth certificates. The revenue is estimated based on recent trends in activity.

70235 Land Record Capital Improvement Fees

PA 05-228 established an additional \$30 fee per land recording. \$26 of this fee is remitted to the State of Connecticut's "Land protection, affordable housing and historic preservation fund." \$1 of this fee is designated for use by the local city or town clerk. \$3 of this fee is deposited into the municipality's general revenue and used for local capital improvement projects as defined by Connecticut General Statutes ("CGS") §7-536. The revenue in 70235 is that \$3 portion of the fee and is estimated by the projected activity in fiscal year 2015.

70236 Probate Court

Revenue from rental of the 1,747 ft² Probate Court space in City Hall. The City increases the rent by the change in the Northeast CPI-U from June to June. The estimated revenue is based on our estimate of inflation from June 2014 to June 2015.

70238 Conveyance Tax

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

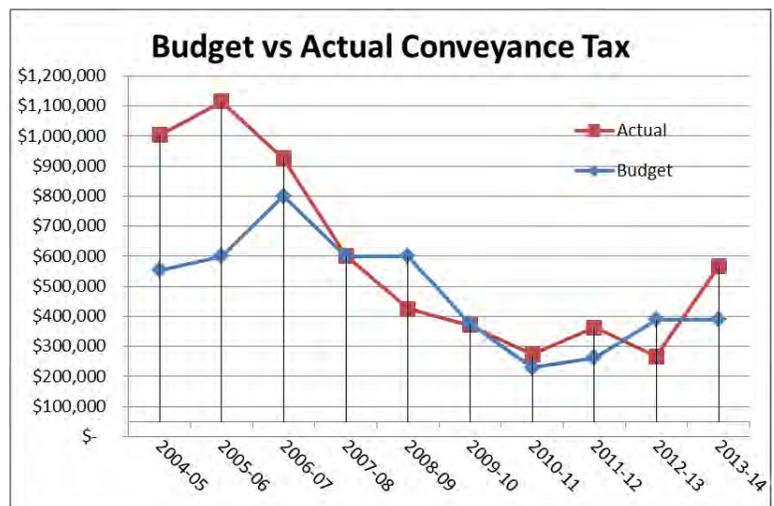
Other Revenues

70243 Miscellaneous Unclassified

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

70246 City Property

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



State Grants in Aid - General

70247 Payments In Lieu of Taxes (PILOT)

Projected reimbursement based on the Adopted FY 2016 – FY 2017 Biennium State of Connecticut budget. This account includes the payments for state-owned property; privately owned colleges and hospitals; manufacturing facilities in distressed municipalities; total disability exemptions; and additional veterans' exemptions.

- State-owned property PILOT is a 45% reimbursement of the tax loss from property tax exemptions based on the current grand list.
- Privately-owned colleges and hospitals PILOT is a 77% reimbursement of the tax loss from property tax exemptions based on the current grand list.
- Manufacturing facilities in distressed municipalities PILOT is a reimbursement of the tax loss from property tax exemptions pursuant to §§ 12-81 (59)-(60).
- Total disability exemption PILOT is a reimbursement for the tax loss from the \$1,000 property tax exemption pursuant to PA 74-123 for property owners who are permanently and totally disabled.
- Additional veterans' exemption PILOT is a reimbursement for the tax loss from the additional exemption for veterans and disabled veterans who are eligible for the basic exemption and who can meet certain income limits. The basic exemption is a \$1,000 property tax exemption for certain honorably discharged veterans who actively served at least 90 days during war time, or their survivors.

70249 Building Maintenance

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

70250 City Housing

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

70254 Mashantucket-Pequot/Mohegan Fund Grant

Includes projected funds from Governor's agreement reached in 1993 between the Mashantucket Pequot Nation, the Mohegan Tribal Nation, and the State of Connecticut. Prior to 2015-16, this grant was allocated to the CCD according to the CCD taxes that would be collected on tax exempt real property if it were owned by a taxable entity with the remainder of the grant going to the General Fund.

70257 Elderly Tax Credit Reimbursement

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

70259 Youth Service Bureau

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

70261 State Reimbursement for School Bond Interest and Principal

Bond Issue of 1986 includes \$4 million for schools and is being reimbursed by General Statute Section 10-292, also 75% of principal and interest on the school portion of the 1993 Bond Issue. These payments ended in fiscal year 2013-14.

70266 Telecommunications Tax

P.A. 86-410 required all of the telephone companies to pay the towns two-ninths of their gross earnings tax in lieu of paying property taxes. P.A. 08-130 changed this by directing some of these telephone companies to file personal property declarations for this property to the assessor of each town beginning with grand list 10/1/2010 for fiscal year 2011-12. Starting in fiscal year 2009-10, this revenue item includes taxes from AT&T U-verse video-ready assistive devices.

73221 Public Safety Answering Point Subsidy (PSAP)

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

73420 Town Aid Road Fund Grant (TAR)

Funding from the State of Connecticut pursuant to CGS §§13a-175a through 13a-175e and 13a-175i to support construction and maintenance of public highways, roads and bridges. The allocation of funds is based on factors such as population and the number of improved and unimproved road miles. The estimate is based on the funding amount included in the Adopted FY 2016 – FY 2017 Biennium State of Connecticut budget.

73500 Shared Revenues

Effective July 1, 2011, PA 11-61 established the Municipal Revenue Sharing Account funded by portion of the sales, luxury and state real estate conveyance tax. The distribution of these funds is apportioned based on factors including a municipality's population, adjusted equalized net grand list per capita, and per capita income of town residents as well as a transition from the elimination of the PILOT for Exempt Machinery & Equipment and Commercial Motor Vehicles.

Starting in fiscal year 2013-14, the portion of the Municipal Revenue Sharing account that was apportioned based on factors including a municipality's population, adjusted equalized net grand list per capita, and per capita income of town residents was eliminated and the portion that was for the transition from the elimination of the PILOT for Machinery & Commercial Motor vehicles was modified so that the requirements are similar to those of the Town Aid Road Fund Grant.

This revenue item also includes revenues that the state shares with municipalities for littering fines.

73800 Local Capital Improvement Program (LOCIP)

Funding from the State of Connecticut pursuant to CGS §§7-535 through 7-538 to support capital improvements. The estimate is based on the funding amount included in the Adopted FY 2016 – FY 2017 Biennium State of Connecticut budget.

Federal Grants in Aid - General

70268 Emergency Management Performance Grant (EMPG)

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

74210 COPS Hiring Program

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

State Grants in Aid - Board of Education

70276 Health Services

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

70280 School Transportation

Statutory grant reimbursements by the State of Connecticut for public and non-public school pupil transportation. The funding amount is included in the Adopted FY 2016 – FY 2017 Biennium State of Connecticut budget. The Public School Pupil Transportation Grant is administered pursuant to CGS §§10-54, 10-66ee, 10-97, 10-158a, 10-266m, 10-273a and 10-277. The Non-public School Pupil Transportation Grant is administered pursuant to CGS §§10-266m, 10-277 and 10-281.

70284 Education Cost Sharing

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

70285 Services for the Blind

Reimburses the City a portion of the cost of educating blind or visually impaired students pursuant to CGS §10-295.

70296 Excess Cost Grant

Includes the State of Connecticut "Special Education: Excess Costs-Student Based" grant and the "Special Education: Excess Costs-Equity" grant. The Student Based grant as administered pursuant to CGS §§ 10-76d, 10-76g and 10-253 provides for reimbursement of costs in excess of 4.5 times the City's average cost per pupil for the prior year. The Equity grant as administered pursuant to CGS 10-76g(c) provides for additional funding when the City's special education expenditures for the previous year are higher than the state-wide average spending for regular programs. This grant is determined by its eligible excess costs multiplied by its ECS base aid ratio. Starting in fiscal year 2015-16, the City will budget for all of these funds as a direct credit to the BOE expenditure line item.

Other Revenue - Board of Education

70291 School Tuition

Tuition received from outlying towns by the Board of Education. Estimate is based on projections by the Board of Education.

General Fund Revenues		2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Proposed	2015-16 Adopted
General Property Taxes							
70201	Current Levy	56,715,920	61,912,119	63,257,927	66,134,833	69,127,109	70,552,994
70202	Prior Year Levies	1,378,330	1,559,613	1,697,134	1,810,000	1,521,000	1,521,000
70203	Interest and Lien Fees	774,654	866,330	884,820	850,000	813,000	813,000
70208	Supplemental Motor Vehicle	474,227	553,308	540,146	750,000	752,000	752,000
Totals		59,343,131	64,891,370	66,380,027	69,544,833	72,213,109	73,638,994
Licenses & Permits							
70213	Misc. Permits & Fees	495,296	671,370	543,462	580,000	569,000	569,000
Totals		495,296	671,370	543,462	580,000	569,000	569,000
Fines & Penalties							
70218	Traffic Violations	6,650	4,918	7,994	7,000	8,500	8,500
77064	Blight Citations	7,415	3,703	14,828	7,500	4,000	4,000
Totals		14,065	8,621	22,822	14,500	12,500	12,500
Investment Income							
70223	Interest on Investments	7,382	31,749	38,962	45,000	60,000	60,000
70224	Interest Cemetery Trust	56,536	56,680	59,119	60,463	62,580	62,580
Totals		63,918	88,429	98,081	105,463	122,580	122,580
Revenue from Other City Operations							
70209	Prior Refuse Charges	35,429	29,347	25,821	9,000	5,000	5,000
70226	Police Outside Services	167,318	121,816	114,632	80,000	110,000	110,000
70227	Senior Citizens Center	17,013	20,004	17,651	4,500	4,500	4,500
70228	NPU 10%	6,908,035	7,451,034	7,182,802	6,250,494	4,897,130	4,897,130
70229	NPU City Service	87,698	92,234	91,838	93,963	95,277	95,277
70230	NPU Debt Service	92,143	129,887	165,131	817,081	0	0
70232	Landfill Revenues	165,219	145,622	142,163	135,000	144,000	144,000
70239	Sewer Assessments	529,064	405,842	500,118	490,000	380,000	380,000
70241	NGCA Debt Service	32,725	31,975	31,225	30,475	0	0
76040	Direct Hauler Fees	825,683	840,039	882,153	940,000	850,000	850,000
76041	Backyard Rollout Fees	7,100	7,855	9,078	9,000	9,000	9,000
Totals		8,957,427	9,335,655	9,162,612	8,859,513	6,494,907	6,494,907
Charges for Current Services							
70234	Recording Fees	350,777	363,373	366,813	365,000	330,000	330,000
70235	Land Record Cap Improv. Fees	14,628	18,150	15,321	16,000	13,000	13,000
70236	Probate Court Charge	21,872	22,100	22,431	22,466	23,165	23,165
70238	Conveyance Tax	362,935	267,207	566,147	420,000	368,000	368,000
Totals		750,212	670,830	970,712	823,466	734,165	734,165
Other Revenues							
70243	Misc. Unclassified	513,867	423,034	447,903	267,940	232,656	232,656
70246	City Property	109,327	144,489	89,424	100,000	58,000	58,000
Totals		623,194	567,523	537,327	367,940	290,656	290,656
State Grants in Aid - General							
70247	Payments in Lieu of Taxes	1,471,564	1,455,499	1,504,402	1,631,692	2,164,802	2,164,802
70249	Building Maintenance	317,406	280,262	305,334	294,000	304,000	304,000
70250	City Housing	86,799	87,985	112,256	84,337	140,427	140,427
70254	Mashantucket-Pequot/Mohegan	607,103	507,442	1,111,810	780,058	2,019,673	2,019,673
70257	Elderly Tax Credit Reimbursement	154,339	127,830	135,082	132,064	214,309	214,309
70259	Youth Service Bureau	87,296	87,555	88,833	88,800	67,512	67,512
70261	School Bond Reimbursement	116,698	108,945	104,107	0	0	0
70266	Telecommunications Tax	140,258	137,356	126,382	120,000	115,000	115,000
73221	PSAP Subsidy	0	107,569	64,308	49,000	30,000	30,000
73420	Town Aid Roads	237,584	251,564	501,226	501,226	501,077	501,077
73500	Shared Revenues	113,436	740,507	630,432	364,691	202,132	202,132
73800	LOCIP	316,793	314,011	0	0	0	0
Totals		3,649,276	4,206,525	4,684,172	4,045,868	5,758,932	5,758,932
Federal Grants in Aid - General							
70268	EMPG	17,610	22,671	20,161	20,204	20,204	20,204
74210	COPS Hiring Recovery Program	0	0	83,877	100,000	250,000	250,000
Totals		17,610	22,671	104,038	120,204	270,204	270,204
State Grants in Aid - Education							
70276	Health Services	123,162	109,327	121,462	121,462	138,819	138,819
70280	School Transportation	727,321	605,774	655,766	663,500	677,199	677,199
70284	Education Cost Sharing	32,111,673	32,321,262	32,259,345	32,316,543	32,316,543	32,316,543
70285	Services for the Blind	13,867	15,016	0	0	0	0
70296	Excess Cost Grant	2,240,540	1,014,901	57,198	850,000	0	0
Totals		35,216,563	34,066,280	33,093,771	33,951,505	33,132,561	33,132,561
Other Revenue - Board of Education							
70291	School Tuition	109,463	172,743	55,286	100,000	100,000	100,000
Totals		109,463	172,743	55,286	100,000	100,000	100,000
GRAND TOTALS		109,240,155	114,702,017	115,652,310	118,513,292	119,698,614	121,124,499

Expenditure Descriptions

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

- 80011 Head of Department – The salary for the head of the department.
- 80012 Employees – The salaries for the employees of the department, including any longevity bonuses or other stipends pursuant to collective bargaining contracts.
- 80013 Part-time Employees – The wages for seasonal and/ or temporary employees.
- 80014 Overtime – The wages paid to employees for working beyond their normal work hours.
- 80015 Professional Services – Fees paid to outside contractors for their expertise in a particular field.
- 80016 Clothing Allowance – For the Police Department and Norwich Fire Department, this line item includes clothing allowances pursuant to collective bargaining contracts. For the volunteer fire departments, this line item includes dress uniforms for ceremonies and other clothing items purchased for members.
- 80017 Replacement Cost – The cost to replace shifts vacated by police officers and firefighters who are sick, on vacation, out for workers' compensation leave, etc.
- 80021 Materials & Supplies – The cost of consumable goods such as office supplies.
- 80023 Gas, Oil, and Grease – The cost of gasoline and diesel for the City's rolling stock.
- 80032 Equipment & Furniture Maintenance – Costs of: replacement of equipment and furniture valued less than \$5,000 per unit or with an estimated useful life of less than five years; repairs of such equipment and furniture; and maintenance contracts on equipment and furniture.
- 80033 Telephone – Landlines, high-speed internet, wireless telephone service, fiber optic connection charges, and wireless broadband service.
- 80034 Postage – Postage and shipping costs.
- 80035 Utilities – Water, gas, propane, heating oil, sewage, and electricity usage.
- 80037 Mileage – For the most part, this line item is used for reimbursement of mileage driven for City business (excluding normal commute) at the applicable Federal standard mileage rate.
- 80038 Advertising – The cost of advertising for bids, requests for proposals, job announcements, public hearings, and other City business. Most of these are required by Connecticut statutes, City Charter or Code of Ordinances.
- 80039 Printing – Cost of printing reports, bills, etc.
- 80040 Building & Grounds Maintenance – Costs of: improvements to City's real property valued less than \$5,000 per project or with an estimated useful life of less than five years; repairs and maintenance to City's real property; and maintenance contracts on City's buildings and fixtures.
- 80048 Departmental Expense – Civic and cultural meetings, awards, small contributions to civic and cultural organizations.
- 80057 Dues, Licenses, and Subscriptions – The costs of professional organization memberships, professional licenses, and subscriptions to newspapers and technical journals.
- 80059 Training – Registration fees, tuition, books and other materials and travel associated with training. These training activities are either required by professional standards boards, Federal law, Connecticut statutes or recommended by prudent business practices.
- 80063 Postemployment Medical – Other post employment benefits (OPEB) costs. Starting with fiscal year 2015-16, these costs are included in the Fringe Benefits line item for each department.
- 89999 Fringe Benefits – The cost of payroll taxes, sick pay bonuses, pension contributions, workers' compensation allocated rates, and health insurance allocated rates.

City Manager

Mission

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

Vision

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

Values

- Respect
- Knowledge
- Strategy & Execution

Department Goals (DG)

1. Provide effective communication to the Mayor and City Council (G1)
2. Aid in setting department goals and ensure goals are achieved by providing leadership, communication and direction to the management team. (G1,G2,G4,G5,G6)
3. Maintain strong community relations through candid communication, professional service, and the implementation of partnerships. (G5)
4. Increase efficiencies and impact through the coordination of departments, agencies, boards, commissions, and outside organizations (G1,G2,G3,G4,G5,G6)
5. Train personnel to the highest standards while holding them accountable to those standards. (G1)

Action Plans

1. Develop a quarterly progress "dashboard" document focusing on high level activity. (DG1, DG4)
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. Evaluate organizational units to determine strengths, efficiencies and opportunities. (DG4)
4. Maintain core hours of operation and utilize technology 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)

Accomplishments

1. Assigned the coordination of the Positive Workforce Committee and goal-setting process to the Community Development Director & Special Projects Assistant and monitored the progress of these initiatives. (DG2)
2. Assigned staff to work with the Mayor and RDA on Brownfields projects and grants and economic development initiatives. (DG4)
3. Continued to provide leadership for regional rail and road projects. (DG3)
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. Revised the Annual Report document to more effectively communicate information to the community. (DG3)
6. Continued to provide assistance & coordination to the docent program & City Boards/Commission/Committees. (DG3)

11 City Manager		2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Request	2015-16 Proposed	2015-16 Adopted
80011	Head of Department	125,000	125,000	125,000	127,500	127,500	127,500	127,500
80012	Employees	45,372	47,166	56,729	58,963	83,541	63,032	63,032
80013	Seasonal/ Temporary	4,857	4,972	8,171	7,000	0	0	0
89999	Fringe Benefits	60,013	68,767	76,681	78,537	97,857	90,219	90,219
80015	Professional Services	6,948	1,211	2,320	9,000	9,000	9,000	8,000
80021	Materials & Supplies	2,601	3,452	2,247	2,000	2,000	2,000	2,000
80032	Equip & Furn Maint	2,717	2,543	2,300	2,500	2,500	2,500	2,500
80033	Telephone	2,170	2,179	2,302	2,408	2,784	2,616	2,616
80034	Postage	331	266	335	600	600	600	600
80037	Mileage	3,743	3,862	3,737	6,000	6,000	6,000	5,000
80039	Printing	0	318	0	500	500	500	500
80048	Departmental Expense	3,488	241	981	500	500	500	500
80057	Dues Licenses & Subscriptions	3,055	1,902	1,722	2,000	2,000	2,000	2,000
80059	Training	966	4,582	4,306	5,000	5,000	5,000	5,000
80104	CCM	25,327	25,580	25,580	25,580	25,580	25,580	25,580

TOTALS	286,588	292,041	312,411	328,088	365,362	337,047	335,047
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Staffing

City Manager	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Assistant City Manager	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Executive Assistant	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Administrative Clerk	0.00	0.00	0.00	0.00	0.40	0.00	0.00
TOTAL FTE'S	2.00	2.00	2.00	2.00	2.40	2.00	2.00

Salaries

City Manager				127,500	127,500	127,500	127,500
Assistant City Manager				0	0	0	0
Executive Assistant				51,963	54,062	54,062	54,062
Administrative Clerk				0	42,043	42,043	42,043

Total Salaries Paid by General Fund

City Manager				127,500	127,500	127,500	127,500
Assistant City Manager				0	0	0	0
Executive Assistant				51,963	54,062	54,062	54,062
Administrative Clerk				0	16,817	0	0
Management Assignment				7,000	8,970	8,970	8,970
Subtotal - Employees				<u>58,963</u>	<u>79,849</u>	<u>63,032</u>	<u>63,032</u>
TOTAL SALARIES				<u>186,463</u>	<u>207,349</u>	<u>190,532</u>	<u>190,532</u>

Performance Measures

	Actual	Actual	Actual	Projected	Projected	Projected	Projected
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Workload/ Output

Meetings attended	264	264	264	264	264	264	264
Number of FTE's managed	286	298	291	292	295	295	295
Budget managed	\$109,244,843	\$114,142,019	\$116,151,045	\$118,513,292	\$121,124,499	\$121,124,499	\$121,124,499

Efficiency

Cost of department/ cost of total General Fund operations	0.26%	0.26%	0.27%	0.28%	0.30%	0.28%	0.28%
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Finance

Mission

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

Vision

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

Values

- Fiscal Integrity
- Efficiency
- Accuracy
- Timeliness

Departmental Goals (DG)

1. Increase efficiencies and impact by working collaboratively with other departments, agencies, boards, and commissions as well as outside agencies. (G1,G5)
2. Maintain strong community relations through candid communication, professional service, and the implementation of technology (G5)
3. Provide timely, accurate, and transparent budgets, reports and analysis to stakeholders (G1)
4. Train personnel to the highest standards while holding them accountable to those standards (G1)

Action Plans

1. Increase property tax collection rate on current tax levy over the next five years. (DG1)
2. Implement strategies to reduce costs and increase efficiencies through technology and process review. (DG1,DG2,DG3)
3. Issue the fiscal year 2014-15 audited financial statements by the end of November 2015. (DG3)
4. Develop personal development plans for each staff and ensure proper level of professional certifications are achieved through education and training. (DG4)

Accomplishments

1. City website was ranked eighth out of the 169 Connecticut municipalities by the Yankee Institute for Public Policy in its 2013 Transparency survey. (DG1,DG2)
2. As of 12/31/2014, 37% of Accounts Payable vendors received ACH (electronic) payments. (DG1,DG2)
3. As of 12/31/2014, 79% of employees and 46% of retirees receive both direct deposit and electronic advice delivery. (DG1,DG2)
4. As of 12/31/2014, cumulative General Fund collection rate is up 0.812% while online tax payments account for 4.35% of total tax payments. (DG1)
5. Received GFOA Certificate of Achievement for Excellence in Financial Reporting every year since fiscal year 1992-93 and received GFOA Distinguished Budget Presentation Award every year since fiscal year 2000-01. (DG3)
6. 10 of the 12 employees have a personal development plan and are working toward their goals. (DG4)

12	Finance	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Request	2015-16 Proposed	2015-16 Adopted
80011	Head of Department	96,812	103,632	101,627	109,228	109,228	111,413	111,413
80012	Employees	588,345	616,934	648,488	661,031	664,093	667,311	667,311
80013	Seasonal/ Temporary	12,601	17,576	5,196	5,600	15,540	6,000	6,000
80014	Overtime	5,522	12,270	11,776	7,800	14,190	12,000	12,000
89999	Fringe Benefits	294,884	339,426	368,486	365,764	427,517	446,097	446,097
80015	Professional Services	51,000	48,002	43,000	48,800	51,600	51,600	51,600
80021	Materials & Supplies	7,546	5,350	8,227	6,000	5,800	5,800	5,800
80032	Equip & Furn Maint	10,732	14,581	11,699	13,108	16,550	16,550	13,550
80033	Telephone	7,100	6,552	11,968	10,443	10,443	5,766	5,766
80034	Postage	23,846	28,954	23,416	28,583	30,028	30,028	28,028
80037	Mileage	4,309	3,692	4,513	3,900	4,200	4,200	4,200
80038	Advertising	5,048	5,366	5,543	4,400	4,800	4,800	4,800
80039	Printing	14,319	14,985	14,287	15,700	15,900	15,900	15,900
80044	Data Center	140,576	139,058	129,084	130,000	177,000	177,000	177,000
80057	Dues Licenses & Subscriptions	4,075	3,160	3,396	4,800	4,400	4,400	4,400
80059	Training	1,564	1,486	3,086	3,400	11,400	11,400	8,400
80115	Tax Collection Services	11,053	19,570	18,979	20,000	11,000	11,000	11,000
TOTALS		1,279,332	1,380,594	1,412,771	1,438,557	1,573,689	1,581,265	1,573,265

Notes on Line items:

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

Staffing

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

Salaries

Comptroller				109,228	109,228	111,413	111,413
Deputy Comptroller				85,907	85,907	87,625	87,625
Tax Collector				79,007	80,587	80,587	80,587
Purchasing Agent				76,910	78,449	78,449	78,449
LAN Supervisor				72,194	73,637	73,637	73,637
Accountant				59,407	59,407	59,407	59,407
LAN Technician				56,545	56,545	56,545	56,545
Accounting Generalist				49,978	49,978	49,978	49,978
Revenue Collections Clerks				41,018	41,018	41,018	41,018
Collector of Delinquent Taxes				47,569	47,569	47,569	47,569

Total Salaries Paid by General Fund

Comptroller				109,228	109,228	111,413	111,413
Deputy Comptroller				85,907	85,907	87,625	87,625
Tax Collector				79,007	80,587	80,587	80,587
Purchasing Agent				76,910	78,449	78,449	78,449
LAN Supervisor				72,194	73,637	73,637	73,637
Accountant				59,407	59,407	59,407	59,407
LAN Technician				56,545	56,545	56,545	56,545
Accounting Generalist				99,956	99,956	99,956	99,956
Revenue Collections Clerks				82,036	82,036	82,036	82,036
Collector of Delinquent Taxes				47,569	47,569	47,569	47,569
LAN Supervisor On-Call Stipend				1,500	1,500	1,500	1,500
Subtotal - Employees				<u>661,031</u>	<u>665,593</u>	<u>667,311</u>	<u>667,311</u>
TOTAL SALARIES				<u>770,259</u>	<u>774,821</u>	<u>778,724</u>	<u>778,724</u>

12 Finance	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Request	2015-16 Proposed	2015-16 Adopted
Performance Measures	Actual	Actual	Actual	Projected	Projected	Projected	Projected
Inputs							
Value of current levy tax bills mailed	58,516,475	64,617,976	65,920,369	68,547,712	73,005,995	73,005,995	73,005,995
Current levy taxes collected	56,666,967	62,401,066	63,720,850	66,134,833	70,552,994	70,552,994	70,552,994
Debt Service Interest Paid	937,649	1,204,331	873,504	1,367,177	1,007,988	1,007,988	1,007,988
Outstanding debt at beginning of the year	31,640,000	37,405,000	29,025,000	42,123,286	32,863,084	32,863,084	32,863,084
Workload/ Output							
Hardware/ software service requests cleared	1,995	2,124	2,598	2,000	2,300	2,300	2,300
Number of training opportunities offered	-	5	10	2	4	4	4
Number of training participants	-	40	91	20	40	40	40
Number of internal audits performed	2	2	2	2	2	2	2
Outcome/ Results							
Percent of current tax levy collected	96.84%	96.57%	96.66%	96.48%	96.64%	96.64%	96.64%
Actual General Fund revenue collected as a percentage of the amount budgeted	100.58%	100.03%	100.22%	100.00%	100.00%	100.00%	100.00%
Percent of employees with direct deposit & email delivery	60.00%	69.00%	74.00%	80.00%	90.00%	90.00%	90.00%
Percent of vendor payments made by ACH	0.00%	0.00%	4.31%	10.00%	50.00%	50.00%	50.00%
Number of accounts payable checks issued	4,558	4,120	3,930	3,800	3,300	3,300	3,300
Audit adjustments	3	1	4	3	3	3	3
Website visits	200,043	246,421	219,706	275,000	280,000	280,000	280,000
Efficiency							
Cost of department/ cost of total General Fund operations	1.17%	1.21%	1.22%	1.21%	1.30%	1.31%	1.30%
Average interest rate on debt	2.96%	3.22%	3.01%	3.25%	3.07%	3.07%	3.07%
Date financial statement audit finished	12/26/2012	12/4/2013	12/17/2014	11/30/2015	11/15/2016	11/15/2016	11/15/2016
Number of business days budget printed after adoption	14	9	7	10	10	10	10

Treasurer

Mission

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

Vision

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

Values

- Prudence
- Integrity
- Accuracy
- Timeliness

Departmental Goals (DG)

1. Increase efficiencies and impact by working collaboratively with other departments, agencies, boards and commissions as well as outside agencies and financial institutions. (G1,G5)
2. Maintain strong community relations and transparency through candid communication, professional service, and the implementation of technology. (G5)
3. Train personnel to the highest standards while holding them accountable to those standards. (G1)

Action Plans

1. Review interest rates offered by qualified institutions monthly and adjust investments accordingly. (DG1)
2. Monitor and anticipate cash flow needs by setting up a calendar of reoccurring payments. (DG1)
3. Implement strategies to reduce costs and increase efficiencies through technology and process review. (DG1,DG2)
4. Develop personal development plans for each staff and ensure proper level of professional certifications are achieved through education and training. (DG3)

Accomplishments

1. Working with Norwich Public Utilities to streamline and automate treasury functions and the reconciliation process. (DG1,DG2)
2. Working with Norwich Board of Education to streamline and automate treasury functions and the reconciliation process. (DG1,DG2)
3. Reviewed services and processes with correspondent bank to maximize value and reduce paper. Working with Norwich Public Utilities to streamline and automate treasury functions and the reconciliation process. (DG1,DG2)
4. Staff members have undergone intermediate Excel training in order to increase efficiency. (DG3)
5. Bank reconciliations, tax forms and hard copies of records are being scanned for electronic storage to eliminate paper and file space. (DG1)
6. Recurring bank statements are being received and balanced via internet, saving paper and space as well as bank charges. (DG1)

02 Treasurer		2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Request	2015-16 Proposed	2015-16 Adopted
80011	Head of Department	46,464	46,464	46,464	46,464	46,464	46,464	46,464
80012	Employees	93,545	94,576	96,155	104,114	104,114	104,114	104,114
89999	Fringe Benefits	60,935	70,342	76,975	74,366	85,753	85,429	85,429
80021	Materials & Supplies	415	706	293	750	750	750	750
80033	Telephone	593	605	779	780	54	54	54
80037	Mileage	956	1,467	1,021	1,000	1,050	1,050	1,050
80039	Printing	524	496	752	600	600	600	600
80057	Dues Licenses & Subscriptions	0	60	0	300	350	350	350
TOTALS		203,432	214,716	222,439	228,374	239,135	238,811	238,811

Staffing

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

Salaries

Treasurer				46,464	46,464	46,464	46,464
Assistant to the City Treasurer				56,545	56,545	56,545	56,545
Accounting Assistant				47,569	47,569	47,569	47,569
Total Salaries Paid by General Fund							
Treasurer				46,464	46,464	46,464	46,464
Assistant to the City Treasurer				56,545	56,545	56,545	56,545
Accounting Assistant				47,569	47,569	47,569	47,569
Subtotal - Employees				<u>104,114</u>	<u>104,114</u>	<u>104,114</u>	<u>104,114</u>
TOTAL SALARIES				<u>150,578</u>	<u>150,578</u>	<u>150,578</u>	<u>150,578</u>

Performance Measures

Actual Actual Actual Projected Projected Projected Projected

Workload/ Output

Number of accounts	32	33	31	31	35	35	35
Budgeted cash receipts	\$180,000,000	\$180,000,000	\$180,000,000	\$180,000,000	\$180,000,000	\$180,000,000	\$180,000,000

Outcome/ Results

Average return on investments	0.40%	0.40%	0.25%	0.40%	0.25%	0.25%	0.25%
Average number of days to perform bank reconciliations	15	15	15	15	12	12	12

Efficiency

Cost of department per budgeted cash receipts	0.11%	0.12%	0.12%	0.13%	0.13%	0.13%	0.13%
Number of accounts per full-time equivalent staff	11	11	10	10	12	12	12

Assessor

Mission

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

Vision

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

Value

- Accuracy
- Uniformity
- Fairness
- Consistency

Department Goals (DG)

1. Complete grand list and remit all reports by their statutory deadlines. (G1,G4)
2. Maintain strong community relations through candid communication, professional service, and the implementation of community programs (G5)
3. Train personnel to the highest standards for municipal assessors while holding them accountable to those standards (G1)
4. Increase efficiencies and impact by working collaboratively with other departments, agencies, boards and commissions as well as outside agencies. (G1,G5)

Action Plans

1. Meet statutory deadlines for all real estate, personal property and motor vehicle assessments. (DG1)
2. Process exemptions and/or abatements for all eligible individuals, business and/or organizations. (DG1,DG2)
3. Complete and transmit reports to appropriate state agencies. (DG1)
4. Provide technical assistance and information in response to inquiries from residents, businesses and interested parties. (DG2, DG4)
5. Develop personnel development plans for each staff and ensure proper level of professional certifications are achieved through education and training. (DG3)

Accomplishments

1. Filed the 2013 Grand List post revaluation. Coordinated Board of Appeals hearings and assisted the Board with questions regarding the new values. (DG1)
2. Continue to conduct in-depth searches for new personal property. (DG4)
3. Maintenance of the new geographic information system (GIS) that is available online. It is for use by all departments within the City, as well as the general public. (DG4)
4. Continually working with the mapping company to identify the problem areas on maps and resolve any and all issues one-by-one. (DG4)
5. Worked with all departments to create additional layers of information to be used within the GIS system. These layers will allow for more efficiency within each department and provide a better method of communication amongst all departments, as well as with our taxpayers. (DG4)
6. Identified all zoning discrepancies on the Assessors' property record cards and working with the zoning department to resolve them. (DG4)
7. Sharing information with the building Department in hopes of developing a software program that will assist both departments with the building/zoning information. (DG4)

13	Assessment	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Request	2015-16 Proposed	2015-16 Adopted
80011	Head of Department	82,723	85,618	87,331	89,077	90,859	90,859	90,859
80012	Employees	129,649	132,023	118,247	137,586	137,586	137,586	137,586
80013	Seasonal/ Temporary	1,000	2,369	10,591	15,800	10,000	4,000	3,000
80014	Overtime	0	0	0	5,000	5,000	3,000	2,000
89999	Fringe Benefits	102,044	105,841	116,663	116,400	145,363	140,874	140,721
80015	Professional Services	20,701	12,961	42,906	24,400	19,500	24,400	24,400
80021	Materials & Supplies	0	1,970	67	2,000	2,000	2,000	2,000
80032	Equip & Furn Maint	6,923	7,070	2,808	11,000	20,000	11,000	11,000
80033	Telephone	790	937	918	948	1,200	852	852
80034	Postage	3,273	2,844	2,747	1,800	1,800	1,800	1,800
80037	Mileage	2,948	2,450	2,307	3,000	4,500	4,500	4,500
80038	Advertising	647	1,110	1,022	1,000	1,000	1,000	1,000
80039	Printing	4,063	2,888	2,406	3,000	3,000	3,000	3,000
80057	Dues Licenses & Subscriptions	1,616	2,764	1,836	3,245	3,570	3,570	3,570
80059	Training	2,154	2,082	2,348	3,250	3,950	3,950	3,950
80155	Revaluation	0	10,000		0	0	0	0
TOTALS		358,531	372,927	392,197	417,506	449,328	432,391	430,238

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 Clerk	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Assessment Data Entry Clerk	1.00	1.00	1.00	1.00	1.00	1.00	1.00
TOTAL FTE'S	4.00						

Salaries

Assessor				89,077	90,859	90,859	90,859
Assistant Assessor				59,407	59,407	59,407	59,407
Assessment Clerk				41,018	41,018	41,018	41,018
Assessment Data Entry Clerk				37,161	37,161	37,161	37,161
Total Salaries Paid by General Fund							
Assessor				89,077	90,859	90,859	90,859
Assistant Assessor				59,407	59,407	59,407	59,407
Assessment Clerk				41,018	41,018	41,018	41,018
Assessment Data Entry Clerk				37,161	37,161	37,161	37,161
Subtotal - Employees				<u>137,586</u>	<u>137,586</u>	<u>137,586</u>	<u>137,586</u>
TOTAL SALARIES				<u>226,663</u>	<u>228,445</u>	<u>228,445</u>	<u>228,445</u>

Performance Measures

Actual Actual Actual Projected Projected Projected Projected

Workload/ Output

Grand List Date	10/1/2010	10/1/2011	10/1/2012	10/1/2013	10/1/2014	10/1/2014	10/1/2014
Grand list, net of exemptions and credits	2,392,732,148	2,435,275,979	2,424,399,070	1,778,000,000	1,785,000,000	1,785,000,000	1,785,000,000
Real estate accounts (gross)	2,666,339,100	2,683,897,919	2,698,881,900	1,496,000,000	2,057,044,100	2,057,044,100	2,057,044,100
Motor vehicle accounts (gross)	183,820,573	194,916,959	194,513,900	199,500,000	200,000,000	200,000,000	200,000,000
Personal property accounts (gross)	133,275,850	144,057,800	140,058,840	138,000,000	140,000,000	140,000,000	140,000,000
Real estate accounts (number)	13,947	13,923	14,003	13,134	14,006	14,006	14,006
Motor vehicle accounts (number)	29,253	28,753	28,616	29,000	29,000	29,000	29,000
Personal property accounts (number)	1,701	1,626	1,686	1,680	1,700	1,700	1,700
Total number of accounts	<u>44,901</u>	<u>44,302</u>	<u>44,305</u>	<u>43,814</u>	<u>44,706</u>	<u>44,706</u>	<u>44,706</u>
Deed transfers	982	2,000	2,000	2,000	2,000	2,000	2,000
Building permits	2,000	2,000	2,000	2,000	2,000	2,000	2,000
Personal property declarations	1,795	2,000	2,000	2,000	2,000	2,000	2,000

Outcome/ Results

Grand lists filed timely	1	1	1	1	1	1	1
Appeals to Board of Assessment Appeals	150	200	200	200	200	200	200
BAA adjustments	37	100	200	100	100	100	100

Efficiency

Number of assessments per FTE staff	11,225	11,076	11,076	10,954	10,954	10,954	11,177
Cost per assessment	\$7.98	\$8.42	\$8.85	\$9.53	\$9.72	\$9.53	\$9.62

Human Resources

Mission

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

Vision

To be a valued resource for all employees and retirees. To support the efforts of all city departments in order to improve employee productivity, job satisfaction, and organizational performance through effective administration of human resources services and programs. To encourage contact between city and individuals interested in employment with the city.

Values

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

Departmental Goals (DG)

1. Increase efficiencies and impact by working collaboratively with other department, agencies, boards, commissions and unions. (G1,G5)
2. Maintain strong community relations through candid communication, professional service, and the implementation of community outreach programs partnerships. (G5)
3. Recruit and train all personnel to ensure the highest standards while holding them accountable to those standards. (G1)

Action Plans

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

Accomplishments

1. Negotiated and came to agreement on three collective bargaining agreements and two pension plans. (DG1)
2. Continued and expanded on a summer diversity internship program in conjunction with Norwich Free Academy and Norwich Technical High School. (DG2)
3. Participated in community events with the Diversity in Employment Committee. (DG2)
4. Automated payroll time entry to reduce duplication of work in payroll process. (DG1)
5. On-going city-wide diversity training program. (DG3)
6. On-going city-wide harassment prevention training program. (DG3)
7. Conversion of all active salary data into a useable database. (DG1)
8. Cataloging of archived files. (DG1)
9. Update and automate forms and processes. (DG1)
10. Proposed Charter revisions to Chapter XIV: Personnel, Pay and Pensions. (DG1)
11. Continuing education for department employees. (DG3)

14	Human Resources	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Request	2015-16 Proposed	2015-16 Adopted
80011	Head of Department	84,029	89,948	92,955	94,805	94,805	96,701	96,701
80012	Employees	106,341	117,576	127,010	186,713	186,713	192,464	192,464
80014	Overtime	0	272	3,903	2,000	3,000	3,000	3,000
89999	Fringe Benefits	91,627	109,865	122,622	141,870	150,464	181,163	181,163
80015	Professional Services	61,386	70,660	64,251	47,545	52,638	52,638	49,838
80021	Materials & Supplies	3,117	3,234	5,835	3,000	3,000	3,000	3,000
80032	Equip & Furn Maint	6,588	5,270	5,705	3,500	3,500	3,500	3,500
80033	Telephone	1,616	2,022	2,293	2,340	1,896	1,728	1,728
80034	Postage	2,761	2,373	1,418	1,800	1,800	1,800	1,800
80038	Advertising	5,152	6,577	9,602	5,000	5,000	5,000	5,000
80039	Printing	926	1,134	2,003	4,000	4,000	2,000	2,000
80057	Dues Licenses & Subscriptions	2,784	2,104	2,496	2,500	2,500	2,500	2,500
80059	Training	0	0	5,094	5,500	5,500	5,500	5,500
80167	Education Incentive	3,448	4,060	650	3,500	3,500	3,500	3,500
TOTAL		369,775	415,095	445,837	504,073	518,316	554,494	551,694

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	0.00	0.25	0.25	1.00	1.00	1.00	1.00
Retirement Plan Administrator	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Human Resources Assistant	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Labor Relations Clerk (21 hours)	0.60	0.60	0.60	0.60	0.60	0.60	0.60
TOTAL FTE'S	3.60	3.85	3.85	4.60	4.60	4.60	4.60

Salaries

Director of Human Resources	94,805	96,701	96,701	96,701	96,701	96,701	96,701
Assistant Human Resources Director	67,204	70,564	70,564	70,564	70,564	70,564	70,564
Retirement Plan Administrator	53,002	54,062	54,062	54,062	54,062	54,062	54,062
Human Resources Assistant	44,542	45,433	45,433	45,433	45,433	45,433	45,433
Labor Relations Clerk (21 hours)	36,609	37,341	37,341	37,341	37,341	37,341	37,341

Total Salaries Paid by General Fund

Director of Human Resources	94,805	96,701	96,701	96,701	96,701	96,701	96,701
Assistant Human Resources Director	67,204	70,564	70,564	70,564	70,564	70,564	70,564
Retirement Plan Administrator	53,002	54,062	54,062	54,062	54,062	54,062	54,062
Human Resources Assistant	44,542	45,433	45,433	45,433	45,433	45,433	45,433
Labor Relations Clerk (21 hours)	21,965	22,405	22,405	22,405	22,405	22,405	22,405
Subtotal - Employees	186,713	192,464	192,464	192,464	192,464	192,464	192,464
TOTAL SALARIES	281,518	289,165	289,165	289,165	289,165	289,165	289,165

Performance Measures

	Actual	Actual	Actual	Projected	Projected	Projected	Projected
Workload/outputs							
Total City employees	285.0	297.0	290.6	290.6	290.6	290.6	290.6
Total NPU employees	148.0	144.0	147.0	142.0	142.0	142.0	142.0
Total applications processed	1,231	1,521	1,825	600	600	600	600
Number of promotional exams given	7	11	27	10	10	10	10
Number of entry exams given	6	15	23	10	10	10	10
Vacancies filled through promotion	14	12	14	5	5	5	5
Vacancies filled through new hires	19	34	17	5	5	5	5
Classifications reviewed	10	10	11	10	10	10	10
Training programs provided	10	10	9	10	10	10	10
Percent of female employees	26.40%	26.40%	26.00%	26.40%	26.40%	26.40%	26.40%
Percent of minority employees	8.00%	8.00%	9.00%	8.00%	8.00%	8.00%	8.00%

Outcome/results

Employee turnover rate	7.00%	9.50%	13.00%	5.00%	5.00%	5.00%	5.00%
Percent of employees completing probation	100.00%	91.00%	99.00%	100.00%	100.00%	100.00%	100.00%
Number of employees given service awards	-	-	-	-	-	-	-

Efficiency

Number of active city employees per FTE	79.2	77.1	75.5	63.2	63.2	63.2	63.2
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Law

Mission

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

Vision

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

Values

- Trustworthiness
- Dependability
- Accountable
- Professional
- Responsiveness

Departmental Goals (DG)

1. Represent and protect the rights and legal interests of the City as required. (G2,G3)
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,G5)

Action Plans

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

Accomplishments

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

15	Law	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Request	2015-16 Proposed	2015-16 Adopted
80134	City Attorney	216,000	216,000	216,000	338,693	338,693	338,693	338,693
80135	Outside Attorneys	196,829	272,049	269,826	124,665	124,665	124,665	124,665
80072	Claims	103,695	147,692	62,271	75,000	75,000	75,000	75,000
TOTALS		516,524	635,741	548,097	538,358	538,358	538,358	538,358

City Clerk

Mission

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

Vision

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

Values

- Accuracy
- Efficiency
- Professionalism
- Courtesy

Departmental Goals (DG)

1. Maintain strong community relations through candid communication, professional service, and the implementation of appropriate technology. (G1,G5)
2. Increase efficiencies and impact by working collaboratively with other departments, agencies, boards and commissions as well as outside agencies. (G1,G5)
3. Train personnel to the highest standards for municipal clerk while holding them accountable to those standards.(G1)

Action Plans

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

Accomplishments

1. Applied and awarded State grant money to preserve older deteriorated vital record books. (DG2)
2. Continue to use current personnel to do in house scanning of older land records as opposed to outside source increasing access to public records. (DG2)
3. Performed many varied tasks with other City agencies to promote efficiency. (DG2)
4. Eliminated a third party company for express shipped vital records, therefore, bringing in higher revenues and reducing costs. (DG2)
5. Continued to upgrade our computer system to incorporate recording of land records, trade name certificates, military discharge and vitals to provide a comprehensive way of receiving and indexing all documents an increase of 18%. (DG1,DG2)
6. Reorganize the office to be more user-friendly and enhance the workflow for the public and staff. (DG1)

16	City Clerk	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Request	2015-16 Proposed	2015-16 Adopted
80011	Head of Department	92,499	68,339	73,337	77,582	83,281	79,134	79,134
80012	Employees	128,945	131,361	133,213	135,855	176,873	176,873	176,873
80013	Seasonal/ Temporary	8,449	3,479	12,235	7,500	10,000	0	0
89999	Fringe Benefits	91,306	100,615	113,264	110,112	150,156	166,100	166,100
80015	Professional Services	21,462	18,326	15,986	19,800	19,800	19,800	19,500
80021	Materials & Supplies	6,903	9,323	8,784	10,000	10,000	8,500	8,500
80032	Equip & Furn Maint	5,745	7,623	6,782	8,000	8,000	7,500	7,500
80033	Telephone	1,682	1,623	1,824	1,884	2,000	2,000	2,000
80034	Postage	1,633	3,494	2,788	2,000	2,500	2,500	2,500
80037	Mileage	67	357	383	600	600	600	600
80038	Advertising	486	921	355	3,000	3,000	2,000	1,000
80039	Printing	843	970	0	1,000	1,000	1,000	400
80056	Vital Stat Payments	166	130	254	200	280	280	280
80057	Dues Licenses & Subscriptions	140	380	310	600	600	600	400
80059	Training	300	840	531	1,500	1,500	1,500	1,200
TOTALS		360,626	347,781	370,046	379,633	469,590	468,387	465,987

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	3.00	3.00
TOTAL FTE'S	4.00	4.00	4.00	4.00	5.00	5.00	5.00

Salaries

City Clerk				77,582	79,134	79,134	79,134
Assistant City Clerk				53,819	53,819	53,819	53,819
Records Clerks				41,018	41,018	41,018	41,018
Total Salaries Paid by General Fund							
City Clerk				77,582	79,134	79,134	79,134
Assistant City Clerk				53,819	53,819	53,819	53,819
Records Clerks				82,036	123,054	123,054	123,054
Subtotal - Employees				135,855	176,873	176,873	176,873
TOTAL SALARIES				213,437	256,007	256,007	256,007

Performance Measures

Actual Actual Actual Projected Projected Projected Projected

Workload/outputs

Council minutes prepared	24	24	24	24	24	24	24
Land records recorded	6,154	7,018	6,823	7,200	7,200	7,200	7,200
Marriage licenses issued	301	312	285	400	400	400	400
Death certificates recorded	509	484	433	600	600	600	600
Birth certificates recorded	940	842	894	1,050	1,050	1,050	1,050
Absentee ballots issued	108	1,798	437	800	800	800	800
Dog licenses issued	1,931	1,818	1,693	2,000	2,000	2,000	2,000
Total transactions	9,943	12,272	10,565	12,050	12,050	12,050	12,050

Outcome/results

Revenues received (Recording Fees and Conveyance Taxes)	\$713,000	\$630,580	\$780,527	\$764,000	\$764,000	\$764,000	\$764,000
% 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	2,485.8	3,068.0	2,641.3	3,012.5	2,410.0	2,410.0	2,410.0
Budget per transaction	\$36.27	\$28.34	\$35.03	\$31.50	\$38.97	\$38.87	\$38.67
Cost of dept/cost of total general fund operations	0.33%	0.30%	0.32%	0.32%	0.39%	0.39%	0.38%

Mayor/ City Council

Mission

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

Vision

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

Departmental Goals (DG)

1. Maintain strong community relations through candid, open and transparent communication. (G5)
2. Establish city-wide goals and priorities (G1, G2, G3, G4, G5, G6)
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 (G3,G5)
4. Increase the grand list through economic development (G4, G6)

Action Plans

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



Debery Hinchey
Mayor



Peter Desaulniers
President Pro-Tempore



Mark Bettencourt
City Councilman



William Eyberse
City Councilman



William Nash
City Councilman



Sofee Noblick
City Councilwoman



Terell Wilson
City Councilman

17	City Council	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Request	2015-16 Proposed	2015-16 Adopted
80011	Head of Department	45,000	45,000	45,000	45,000	45,000	45,000	45,000
80012	Council Members	7,200	7,200	7,200	7,200	7,200	7,200	7,200
80013	Employees	32,855	35,251	34,255	34,510	35,065	35,903	35,903
80014	Overtime	415	152	161	0	0	0	0
89999	Fringe Benefits	6,667	7,397	7,773	39,024	45,817	45,747	45,747
80021	Materials & Supplies	4,262	2,497	3,252	3,800	3,800	3,800	3,800
80032	Equip & Furn Maint	242	2,197	2,195	2,300	2,300	2,300	2,300
80033	Telephone	2,590	1,213	1,674	1,764	1,092	1,092	1,092
80034	Postage	302	86	97	200	200	200	200
80037	Mileage	0	0	337	5,824	5,824	5,824	5,824
80039	Printing	2,398	0	0	200	200	200	200
80048	Departmental Expense	4,110	3,692	9,182	6,000	6,000	6,000	6,000
80057	Dues Licenses & Subscriptions	395	0	573	1,000	1,000	1,000	1,000
80059	Training	65	60	122	1,000	1,000	1,000	1,000
80095	SCCOG	18,059	22,271	22,271	22,271	22,271	22,271	22,271
81000	Council Project Contingency	68,667	23,903	1,140	25,000	25,000	25,000	20,000
87102	Taste of Italy	0	5,000	0	0	0	0	0
87103	Veterans Organizations	519	1,698	986	5,000	5,000	5,000	5,000
87105	Harbor Commission	0	7,000	7,000	7,000	7,000	7,000	7,000
87112	NCDC	150,000	150,000	50,000	150,000	150,000	150,000	145,000
87113	SECTER	12,641	12,641	12,641	14,173	14,173	14,173	14,173
89565	Redevelopment Agency	0	0	0	0	4,000	4,000	0
89580	Sachem Fund Transfer	50,000	50,000	0	0	0	0	0
89599	Ethics Commission	0	0	2,000	2,000	2,000	2,000	2,000
89599	City Historian	0	3,875	3,875	3,875	3,875	3,875	3,875
89599	Community Center Committee	0	0	0	0	1,000	1,000	1,000
89599	Disabilities Committee	0	0	0	0	1,000	1,000	1,000
89599	Charter Revision Commission	0	0	0	5,000	0	0	0
TOTALS		406,387	381,133	211,734	382,141	389,817	390,585	376,585

Notes on Line items:

The accounts which had been included under the separate "Economic Development" budget are included in the Mayor/Council budget above.
 Departmental Expense pays for the tickets and travel costs for the Mayor and Council members to attend local, regional, and state functions.

Staffing

Mayor	1.00	1.00		1.00	1.00	1.00	1.00
City Council Members	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

Salaries

Mayor				45,000	45,000	45,000	45,000
City Council Members				1,200	1,200	1,200	1,200
Council Secretary				34,510	35,903	35,903	35,903

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				34,510	35,903	35,903	35,903
TOTAL SALARIES				86,710	88,103	88,103	88,103

Police

Mission

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

Vision

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

Values

- Professionalism
- Integrity
- Communication
- Compassion
- Accountability

Departmental Goals (DG)

1. Maintain strong community relations through candid communication, professional service, and the implementation of community outreach programs partnerships. (G1,G2,G5)
2. Train personnel to the highest standards in law enforcement and other related duties while holding them accountable to those standards (G1,G3)
3. Maintain effective law enforcement programs and operational efficiencies (G1)
4. Increase efficiencies and impact by working collaboratively with other departments, agencies, boards and commissions as well as outside law enforcement agencies. (G1,G2,G3,G5)

Action Plans

1. Utilize community policing model and community partnerships to enhance as well as strengthen relationship with community members. (DG1, DG2)
2. Provide proactive crime and drug trafficking prevention as well as traffic safety programming. (DG3, DG4)
3. Focus on improving processing time and clearance rate. (DG3)
4. Officers will participate in career development opportunities. (DG2)

Accomplishments

1. During 2013, the department hired two certified police officers from other police departments. Hiring these certified officers saved a total of approximately \$160,000 in training expenses and replacement costs, while eliminating 72 weeks of combined training time by getting experienced officers. (DG4)
2. The department hired seven recruit officers who completed the Connecticut Police Academy and their field training periods. The new officers were assigned to the Patrol Division. (DG2)
3. March 23, 2013, the Community Policing Unit expanded by 4 officers, bringing the total to 11. These additional 4 officers enable the unit to provide Community Policing Patrols into Downtown, the villages of Greenville and Taftville 7 days a week during the Evening Shift hours. This increase now provides the department the ability to schedule Community Policing Patrols on a regular basis during the day shift hours. (DG1,DG3)
4. During fiscal year 2013-14, the City Manager, Mayor, and City Council continued to support the department's strategic staffing plan to resurrect the community policing program by adding four grant funded police officer positions. (DG3)
5. In calendar year 2013, Norwich continued to see the dramatic decline in the Violent Crime rate. 10 year lows were achieved in the overall violent crime rates and in the specific areas of rape, robbery and felonious assaults. (DG3)

Grants Descriptions

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

Federal Grants:

Federal Department of Justice Direct Grants

- COPS Grant \$575,000 – For the second year in a row, Norwich was only one of two cities in Connecticut to be awarded funding allowing us to hire four police officers. One of the four officers hired must be a Post-9/11 veteran of the US Armed Forces. This grant provides the department 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 same four year period.
- Edward Byrnes Grant (2013-2014) \$16,430 – Law enforcement technology upgrades & equipment purchases.
- Bureau of Justice Assistance, BJA (2014-2015) Body Armor Grant. \$5,400 – Purchase of soft body armor for police officers through a 50% reimbursement of department expenditures.

Federal Department of Transportation passed through Connecticut Department of Transportation

- Comprehensive DUI Enforcement Program for 2014-2015. \$86,800 - from the State of CT DOT Highway Safety Office for DUI/Traffic Enforcement patrols and checkpoints over holiday periods throughout the year. These enforcement efforts are reimbursable at a 75% rate of labor and fringe benefit costs.
- Click It or Ticket Enforcement Program (2013) \$7,500- 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 (2014) \$15,000-, from the State of CT DOT Highway Safety Office for "Distracted Driving Enforcement". This grant provided funding at an 80% reimbursement rate for overtime and fringe benefits.

Community Development Block Grant

- Security and Surveillance System (2014) \$50,000- To expand security cameras to monitor crime and quality of life issues by adding four more security cameras in the Greenville section of the city.

Glossary of Expenses

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

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

21	Police Department	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Request	2015-16 Proposed	2015-16 Adopted
80011	Head of Department	100,138	107,184	110,756	112,971	112,971	115,230	115,230
80012	Employees	5,574,275	6,063,819	6,535,170	6,944,177	7,535,442	7,325,579	7,264,995
80013	Seasonal/ Temporary	0	6,560	70	65,000	67,500	67,500	67,500
80014	Overtime	353,514	411,766	301,448	320,000	332,000	310,000	310,000
89999	Fringe Benefits	3,267,023	3,815,312	4,333,042	4,464,224	6,180,599	6,129,676	6,107,148
80016	Clothing Allowance	135,631	144,407	122,381	136,570	136,570	136,570	136,570
80017	Replacement Cost	1,116,438	1,230,938	980,098	900,000	932,000	800,000	800,000
80021	Materials & Supplies	54,355	53,570	63,029	69,500	70,000	70,000	70,000
80023	Gas Oil & Grease	222,312	213,087	211,301	225,903	175,531	161,690	161,690
80032	Equip & Furn Maint	72,431	78,714	69,175	88,050	88,050	88,050	88,050
80033	Telephone	58,496	64,033	71,350	87,505	102,330	96,954	96,954
80034	Postage	2,370	2,061	1,752	2,500	2,500	2,500	2,500
80035	Utilities	121,693	114,873	113,426	121,000	136,000	136,000	136,000
80057	Dues Licenses & Subscriptions	6,652	6,190	5,828	15,293	15,293	15,293	15,293
80058	School Guards	59,598	58,245	58,945	0	0	0	0
80059	Training	17,129	36,415	44,650	40,000	40,000	40,000	40,000
80116	Law Enforcement Council	12,130	12,130	12,130	0	0	0	0
80117	Alcohol Enforcement	0	0	0	20,650	21,700	0	0
80119	Special Investigations	21,000	14,500	10,500	20,000	20,000	15,000	15,000
80150	Downtown Community Policing	34,616	18,022	2,347	20,000	20,000	20,000	20,000
TOTALS		11,231,953	12,451,826	13,047,398	13,653,343	15,988,486	15,530,042	15,446,930

Notes on Line items:

- "Crossing Guards" were combined into "Part Time" employees line item
- "LEC" fees were combined into the "Dues, Licensing & Subscriptions" line item
- "Alcohol Enforcement Program" was combined into the "Overtime" line item

Staffing

Chief	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Deputy Chief	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Captain - Step 2	1.00	1.00	1.00	1.00	1.00	1.00	0.00	0.00
Captain - Step 1	0.00	0.00	0.00	0.00	0.00	0.00	1.00	1.00
Lieutenant - Step 2	2.00	4.00	4.00	4.00	4.00	4.00	3.00	3.00
Lieutenant - Step 1	2.00	0.00	0.00	0.00	0.00	0.00	1.00	1.00
Sergeant - Step 3	0.00	0.00	0.00	0.00	0.00	5.00	4.00	4.00
Sergeant - Step 2	8.00	9.00	8.00	6.00	5.00	4.00	4.00	4.00
Sergeant - Step 1	1.00	0.83	2.00	4.00	0.00	2.00	2.00	2.00
Police Officer - Step 6 (includes SRO's)	0.00	0.00	0.00	0.00	16.00	16.00	16.00	16.00
Police Officer - Step 5	26.00	25.50	28.00	25.00	7.00	7.00	7.00	7.00
Police Officer - Step 4	10.00	6.00	5.00	10.00	15.00	15.00	15.00	15.00
Police Officer - Step 3	1.00	22.00	8.00	6.00	5.00	5.00	5.00	5.00
Police Officer - Step 2	21.00	7.00	26.00	31.00	31.00	31.00	31.00	31.00
Police Officer - Step 1	8.00	13.25	10.00	5.00	3.00	3.00	3.00	2.75
Police Officer - Step 1 (unfunded)	0.00	0.00	4.00	4.00	4.00	4.00	4.00	4.00
Sergeant - Step 1 paid by CDBG	0.00	0.17	0.00	0.00	0.00	0.00	0.00	0.00
Subtotal - Uniformed Officers	82.00	90.75	98.00	98.00	98.00	98.00	98.00	97.75
Executive Secretary	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Records Div. Clerical Coordinator	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Police Rec. Computer Operator	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00
Animal Control Officer	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Assistant Animal Control Officer	0.63	0.81	0.75	0.75	0.75	0.75	0.75	0.75
911 Civilian Dispatcher	8.00	8.00	9.00	9.00	9.00	9.00	9.00	9.00
Crime Analyst	0.00	0.00	0.00	0.00	1.00	1.00	1.00	0.00
Subtotal - All other Police Employees	15.63	15.81	16.75	16.75	17.75	17.75	17.75	16.75
TOTAL FTE'S	97.63	106.56	114.75	114.75	115.75	115.75	115.75	114.50

Salaries

Chief	112,971	115,230	115,230	115,230
Deputy Chief	105,831	107,948	107,948	107,948
Captain - Step 2	95,337	97,120	97,120	97,120
Captain - Step 1	92,953	94,692	94,692	94,692
Lieutenant - Step 2	85,135	89,120	89,120	89,120
Lieutenant - Step 1	81,081	86,892	86,892	86,892
Sergeant - Step 3	79,337	81,120	81,120	81,120
Sergeant - Step 2	77,353	79,092	79,092	79,092
Sergeant - Step 1	75,419	77,115	77,115	77,115
Police Officer - Step 6 (includes SRO's)	71,337	73,120	73,120	73,120
Police Officer - Step 5	69,910	71,658	71,658	71,658
Police Officer - Step 4	67,463	69,150	69,150	69,150
Police Officer - Step 3	64,427	66,038	66,038	66,038
Police Officer - Step 2	60,239	61,745	61,745	61,745
Police Officer - Step 1	53,038	54,336	54,336	54,336
Executive Secretary	47,569	47,569	47,569	47,569
Records Div. Clerical Coordinator	42,043	42,043	42,043	42,043
Police Rec. Computer Operator	37,161	37,161	37,161	37,161
Animal Control Officer	45,613	46,525	46,525	46,525
Assistant Animal Control Officer	42,252	43,097	43,097	43,097
911 Civilian Dispatcher	55,604	55,604	55,604	55,604
Crime Analyst	47,000	47,000	47,000	47,000

21 Police Department	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Request	2015-16 Proposed	2015-16 Adopted
Total Salaries Paid by General Fund							
Chief				112,971	115,230	115,230	115,230
Deputy Chief				105,831	107,948	107,948	107,948
Captain - Step 2				95,337	97,120	0	0
Captain - Step 1				0	0	94,692	94,692
Lieutenant - Step 2				340,540	356,480	267,360	267,360
Lieutenant - Step 1				0	0	86,892	86,892
Sergeant - Step 3				0	405,600	324,480	324,480
Sergeant - Step 2				464,118	395,460	316,368	316,368
Sergeant - Step 1				301,676	0	154,230	154,230
Police Officer - Step 6 (includes SRO's)				0	1,169,920	1,169,920	1,169,920
Police Officer - Step 5				1,747,750	501,606	501,606	501,606
Police Officer - Step 4				674,630	1,037,250	1,037,250	1,037,250
Police Officer - Step 3				386,562	330,190	330,190	330,190
Police Officer - Step 2				1,867,409	1,914,095	1,914,095	1,914,095
Police Officer - Step 1				265,190	163,008	163,008	149,424
Executive Secretary				47,569	47,569	47,569	47,569
Records Div. Clerical Coordinator				42,043	42,043	42,043	42,043
Police Rec. Computer Operator				148,644	148,644	148,644	148,644
Animal Control Officer				45,613	46,525	46,525	46,525
Assistant Animal Control Officer				31,689	32,323	32,323	32,323
911 Civilian Dispatcher				500,436	500,436	500,436	500,436
Crime Analyst				0	47,000	47,000	0
Shift Differentials				48,000	48,000	48,000	48,000
Longevity Bonuses				21,000	21,000	21,000	21,000
On-call Stipends				74,000	74,000	74,000	74,000
Less: Portion of SRO's salary paid from BOE budget				-150,000	-150,000	-150,000	-150,000
Subtotal - Employees				7,058,037	7,336,217	7,325,579	7,264,995
TOTAL SALARIES				7,171,008	7,451,447	7,440,809	7,380,225

Performance Measures	Actual	Actual	Actual	Projected	Projected	Projected	Projected
Workload/outputs							
911 Hard Line	5,500	4,854	4,244	5,569	4,866	4,866	4,866
911 Cellular	15,282	16,111	15,481	14,962	15,625	15,625	15,625
911 VOIP	2,282	2,668	2,490	2,041	2,480	2,480	2,480
Subtotal - Emergency Calls	23,064	23,633	22,215	22,572	22,971	22,971	22,971
Non-emergency Line	32,499	33,702	34,302	33,108	33,108	33,108	33,108
Total Calls	55,563	57,335	56,517	55,680	56,079	56,079	56,079
Calls (Police)	50,808	52,624	55,472	50,556	52,968	52,968	52,968
Calls (Fire)	4,755	4,711	4,699	5,124	4,722	4,722	4,722
Auto Accidents (Investigated)	1,549	1,524	1,449	1,566	1,507	1,507	1,507
Auto Accidents (Fatalities)	1	1	2	2	2	2	2
Auto Accidents (Injuries)	382	356	259	371	332	332	332
Vandalism (Reported)	449	412	501	470	454	454	454
Outcome/results							
Part I Crimes (per 100,000)	0.113	0.028	0.011	0.140	0.011	0.011	0.011
DWI Arrests	207	192	223	239	207	207	207
Neighborhood Watch Groups	38	38	42	48	44	44	44
Dare Students - 1st Grade	422	418	406	414	435	435	435
Dare Students - 3rd Grade	433	401	407	420	432	432	432
Dare Students - 5th Grade	430	423	388	449	420	420	420
Efficiency							
Police calls per uniformed officer	620	580	566	516	540	540	563
Per capita cost of department	\$280.20	\$307.44	\$323.38	\$338.40	\$396.27	\$384.91	\$382.85

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

Note: FBI Uniform Crime Report (UCR) - Part I Offenses - Part I offense classifications include the following offenses:
Criminal Homicide, Forcible Rape, Robbery, Aggravated Assault, Burglary, Larceny-theft, Motor Vehicle theft, Arson

Norwich Fire Department

Mission

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

Vision

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

Values

- Professionalism
- Reliability
- Courtesy
- Competence

Departmental Goals (DG)

1. Maintain strong community relations through candid communication, professional service, and the implementation of fire prevention, education, and outreach programs. (G2,G3,G5)
2. Maintain effective fire prevention programs and review operational efficiencies (G1)
3. Increase efficiencies and enforce the life safety code by working collaboratively with other departments, agencies, boards and commissions as well as outside agencies. (G1,G2,G5)
4. Train fire personnel to the highest standards in suppression and other related emergencies while holding them accountable to those standards (G1, G2, G3).
5. Reduce costs through an asset management plan that focuses on maintenance measures and energy efficiency initiatives on all City assets. (G1,G4,G6)
6. Diversify the makeup of the fire personnel through outreach programs and public assembly.

Action Plans

1. Educate the public in all aspects of life safety, focusing on public education programs, school safety classes, and outreach programs. (DG1)
2. Enforce the life safety code and construction planning through inspections, technological advancements and greater interagency cooperation. (DG2,DG3)
3. Reduce lost service time due to injury and illness by analyzing cause and effect policy and practices. (DG2, DG3)
4. Train fire personnel to the highest standards in suppression and other related emergencies. (DG4)
5. Increase leadership opportunities while achieving operational efficiency through the assignment of collateral duties. (DG2,DG4)
6. Achieve maximum life expectancy of fire apparatus while providing an ongoing assessment of needs (DG5)
7. Focus capital improvement planning to match measures and initiatives. (DG5)

Accomplishments

- 1) Transitioned to paperless operations in the Fire Marshal's Office. (DG3)
- 2) Collaborated with Norwich Public Utilities to build hot water solar system in Fire Headquarters. The system has added an additional 15,000kWh with yearly savings of \$2,475 and reducing the carbon footprint by 142,000 lbs. over five years. (DG3,DG5)
- 3) Completed the Greeneville Fire Station Renovation-an eight year project which includes a community room. (DG1)
- 4) Responded to structural fires, hazardous materials incidents, marina emergencies, brush fires, emergency medical emergencies, and serious motor vehicle accidents without serious injury to

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

Grants Descriptions

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

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

22 Fire General		2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Request	2015-16 Proposed	2015-16 Adopted
80011	Head of Department	94,874	101,557	104,942	107,041	107,041	109,182	109,182
80012	Employees	630,682	688,849	725,594	743,418	762,586	764,778	733,246
80014	Overtime	15,835	10,722	16,075	16,000	18,000	16,000	16,000
89999	Fringe Benefits	380,544	491,514	512,100	512,363	658,731	706,494	692,841
80016	Clothing Allowance	23,428	33,820	26,287	26,300	43,162	25,900	25,100
80017	Replacement Cost	27,817	39,563	52,729	50,000	71,796	35,000	35,000
80021	Materials & Supplies	33,452	39,762	34,909	40,000	52,585	40,000	40,000
80023	Gas Oil & Grease	40,538	35,565	39,944	38,087	33,352	31,867	31,867
80032	Equip & Furn Maint	81,856	48,088	63,809	75,000	93,711	90,000	90,000
80033	Telephone	37,112	37,489	41,232	55,727	68,755	64,543	64,543
80035	Utilities	64,344	60,509	60,526	57,000	63,000	63,000	63,000
80040	Bldg & Grnd Maint	21,488	37,637	35,549	25,000	49,470	26,970	26,970
80051	Special Service Charge	165,825	134,932	84,728	99,693	79,843	0	0
80057	Dues Licenses & Subscriptions	2,850	2,958	3,717	2,650	20,950	4,550	4,550
80059	Training	47,460	71,114	81,943	56,000	69,600	53,600	49,028
80063	Postemployment Medical	135,790	144,874	172,180	182,432	0	0	0
80114	Haz Mat Technician	12,247	14,487	15,302	18,500	18,500	12,500	12,500
80144	Physical Fitness Prog	5,000	4,923	26,723	32,155	32,155	30,000	25,000
TOTALS		1,821,142	1,998,363	2,098,289	2,137,366	2,243,237	2,074,384	2,018,827

Notes on Line items:

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

Staffing

Chief	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Safety & Training Marshal	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Battalion Chiefs - Step 2	4.00	4.00	4.00	3.00	3.00	4.00	4.00	4.00
Battalion Chiefs - Step 1	0.00	0.00	0.00	1.00	1.00	0.00	0.00	0.00
Firefighters	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Subtotal - Firefighters	6.00	6.00	6.00	6.00	6.00	6.00	6.00	6.00
Captain - Fire Marshal	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Inspectors - Step 2	2.00	2.00	1.00	2.00	2.00	2.00	2.00	2.00
Inspectors - Step 1	0.00	0.00	1.00	0.00	0.00	0.00	0.00	0.00
Fire Code Clerk	1.60	1.60	1.00	2.00	2.00	2.00	2.00	1.25
Executive Secretary	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Subtotal - All other Fire Employees	5.60	5.60	5.00	6.00	6.00	6.00	6.00	5.25
TOTAL FTE'S	11.60	11.60	11.00	12.00	12.00	12.00	12.00	11.25

Salaries

Chief				107,041	109,182	109,182	109,182
Director of Training & Safety				71,121	71,121	71,121	71,121
Battalion Chiefs - Step 2				78,032	79,983	79,983	79,983
Battalion Chiefs - Step 1				75,894	77,791	77,791	77,791
Firefighters				48,094	49,297	49,297	49,297
Captain - Fire Marshal				77,199	79,129	79,129	79,129
Inspectors - Step 2				69,764	71,508	71,508	71,508
Inspectors - Step 1				67,732	69,425	69,425	69,425
Fire Code Clerk				42,043	42,043	42,043	42,043
Executive Secretary				47,569	47,569	47,569	47,569

Total Salaries Paid by General Fund

Chief				107,041	109,182	109,182	109,182
Safety & Training Marshal				71,121	71,121	71,121	71,121
Battalion Chiefs - Step 2				234,096	239,949	319,932	319,932
Battalion Chiefs - Step 1				75,894	77,791	0	0
Firefighters				0	0	0	0
Captain - Fire Marshal				77,199	79,129	79,129	79,129
Inspectors - Step 2				139,528	143,016	143,016	143,016
Inspectors - Step 1				0	0	0	0
Fire Code Clerk				84,086	84,086	84,086	52,554
Executive Secretary				47,569	47,569	47,569	47,569
Stand-by pay per contract				6,925	6,925	6,925	6,925
EMT Stipends					6,000	6,000	6,000
Haz-Mat Stipends				7,000	7,000	7,000	7,000
Subtotal - Employees				743,418	762,586	764,778	733,246
TOTAL SALARIES				850,459	871,768	873,960	842,428

22 Fire General	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Request	2015-16 Proposed	2015-16 Adopted
Performance Measures	Actual	Actual	Actual	Projected	Projected	Projected	Projected
Inputs (includes both the General Fund and City Consolidated Fire District)							
Budget (General Fund + CCD-Special Service Charge)	\$7,370,390	\$8,408,493	\$8,880,126	\$9,342,464	\$9,795,205	\$9,275,954	\$9,272,609
Non-personnel budget	\$369,775	\$386,352	\$429,941	\$426,419	\$472,950	\$426,419	\$432,558
Total full-time equivalent employees	59.6	60.9	61.0	62.0	62.0	62.0	61.3
Total firefighters	54.0	55.3	56.0	56.0	56.0	56.0	56.0
Workload/outputs							
Fires	496	490	421	149	417	417	417
EMS	1,669	1,633	1,746	1,667	1,446	1,446	1,446
Hazardous materials	146	132	87	77	112	112	112
Service calls	98	205	147	123	102	102	102
Other	12	-	17	403	20	20	20
Total calls	2,421	2,460	2,418	2,419	2,097	2,097	2,097
Outcome/results							
Civilian casualties	-	-	-	-	-	-	-
Fire Service Injuries	25	20	16	15	14	14	14
Arson fires leading to arrests	1	10	4	2	2	2	2
Inspections/re-inspections	585	651	658	714	679	679	679
Complaints Investigated	40	28	30	44	68	68	68
Violations found	1,251	1,392	1,624	1,900	1,502	1,502	1,502
Violations corrected	631	924	653	1,035	508	508	508
Fire investigations conducted	55	57	20	34	62	62	62
Community service/public safety presentations	88	55	72	60	80	80	80
Training hours per person	350	300	114	450	450	450	450
Marine Operations	20	20	14	25	25	25	25
Efficiency							
Average response time (minutes)	4.0	3.0	4.0	4.0	4.0	4.0	4.0
Total calls/ firefighter	44.83	44.52	44.78	43.20	37.45	37.45	37.45
Total non-personnel budget/Total General Fund budget	0.34%	0.34%	0.37%	0.36%	0.40%	0.36%	0.36%

East Great Plain Volunteer Fire

Mission

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

Vision

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

Values

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

Departmental Goals (DG)

1. Maintain effective fire prevention programs and review operational efficiencies. (G1,G2)
2. Train fire personnel to the highest standards in suppression and other related emergencies while holding them accountable to those standards. (G1,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,G3,G5)
4. Increase efficiencies and enforce the life safety code by working collaboratively with other departments, agencies, boards and commissions as well as outside agencies. (G1,G2,G5)
5. Reduce costs through an asset management plan that focuses on maintenance measures and energy efficiency initiatives on all City assets. (G1,G4,G6)

Action Plans

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

Accomplishments

1. Won Life Safety Award for zero fire deaths. (DG1,DG2)
2. Awarded a competitive federal SAFER grant for \$392,000 to recruit and retain members. (DG1)
3. Awarded a state DESPP State grant for station generator saving the City 75% of the cost. (DG4)
4. Had the most responses of any volunteer fire company in Norwich and is ranked among the busiest in New London County. (DG4)
5. Successfully mitigated several structural fires and serious motor vehicle accidents without serious injury to the company's members. (DG1)
6. Had no apparatus accidents despite the large number of responses. (DG2)

23	East Great Plain Volunteer Fire	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Request	2015-16 Proposed	2015-16 Adopted
80015	Professional Services	0	0	0	3,000	7,500	7,500	7,500
80016	Clothing Allowance	2,852	2,215	7,966	3,000	7,000	4,000	4,000
80021	Materials & Supplies	13,412	12,155	20,048	22,500	24,000	22,500	22,500
80023	Gas Oil & Grease	6,207	4,507	8,505	5,701	8,500	5,221	5,221
80032	Equip & Furn Maint	38,532	27,342	23,623	28,000	32,000	32,000	32,000
80033	Telephone	2,407	2,566	2,871	5,709	7,250	9,650	9,650
80035	Utilities	14,080	14,100	15,422	13,800	16,200	15,200	15,200
80040	Bldg & Grnd Maint	13,204	25,906	17,765	29,000	33,000	29,000	29,000
80057	Dues Licenses & Subscriptions	2,405	1,647	2,753	2,500	2,500	2,500	2,500
80059	Training	11,695	7,730	6,407	14,000	20,000	14,000	14,000
TOTALS		104,794	98,168	105,360	127,210	157,950	141,571	141,571

Notes on Line items:

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

Performance Measures	Actual	Actual	Actual	Projected	Projected	Projected	Projected
Workload/outputs							
Fire (Building, vehicle, brush, etc.)	63	36	35	42	42	42	42
Overpressure Rupture, Explosion (no fire)	-	-	2	-	-	-	-
Rescue & EMS Incidents (EMS vehicle accidents, extrication)	634	623	544	639	639	639	639
Hazardous Conditions	42	42	34	40	40	40	40
Service Calls	18	41	37	45	45	45	45
Good Intent Calls (Authorized controlled burns, smoke scares)	72	50	50	89	89	89	89
False Alarms & False Calls	102	99	95	100	100	100	100
Severe Weather & Natural Disaster	-	1	1	-	-	-	-
Total Calls	931	892	798	955	955	955	955

Outcome/results

Number of volunteers attending training	45	45	43	45	45	45	45
Total training hours	2,100	2,100	2,100	2,100	2,100	2,100	2,100
Number of volunteers trained as EMT or MRT	35	35	36	38	38	38	38
Number of volunteers trained to use defibrillators	45	45	45	38	38	38	38
Number of State Fire Certified volunteers	35	35	37	40	40	40	40

Efficiency

Cost of dept/cost of total general fund operations	0.10%	0.09%	0.09%	0.11%	0.13%	0.12%	0.12%
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Laurel Hill Volunteer Fire

Mission

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

Vision

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

Values

- Professionalism
- Service to the public
- Teamwork
- Adaptability

Departmental Goals (DG)

1. Maintain effective fire prevention programs and review operational efficiencies. (G1,G2)
2. Train fire personnel to the highest standards in suppression and other related emergencies while holding them accountable to those standards. (G1,G2).
3. Maintain strong community relations through candid communication, professional service, and the implementation of fire prevention, education and outreach programs. (G2,G3,G5)
4. Increase efficiencies and enforce the life safety code by working collaboratively with other departments, agencies, boards and commissions as well as outside agencies. (G1,G2,G5)
5. Reduce costs through an asset management plan that focuses on maintenance measures and energy efficiency initiatives on all City assets. (G1,G4,G6)

Action Plans

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

Accomplishments

1. Five firefighters were trained to the Firefighter 1 level. (DG3)
2. One firefighter was trained to the EMT basic level. (DG2)
3. Voted in five new members into the department. (DG1)
4. All members are trained and certified to the Connecticut Department of Energy & Environmental Protection level for wild land firefighting; Laurel Hill is one of only 10 departments in the State with this level of training, and the only department in Southeast Connecticut. (DG2)
5. No serious injuries sustained by members. (DG1,DG2)
6. Attended 22 local events and provided educational programs to our local school. (DG3)
7. Provided City Manager with a plan for equipment needs and capital improvements. (DG5)

24	Laurel Hill Volunteer Fire	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Request	2015-16 Proposed	2015-16 Adopted
80015	Professional Services	0	0	0	4,000	4,000	4,000	4,000
80016	Clothing Allowance	678	5,870	1,302	3,000	3,300	3,300	3,300
80021	Materials & Supplies	4,683	3,704	4,088	4,000	4,000	4,000	4,000
80023	Gas Oil & Grease	2,053	1,699	1,330	2,131	1,412	1,356	1,356
80032	Equip & Furn Maint	11,032	17,159	23,782	17,000	20,000	20,000	20,000
80033	Telephone	5,498	5,358	4,582	7,737	8,413	10,333	10,333
80035	Utilities	7,323	7,230	7,307	7,300	7,400	7,400	7,400
80040	Bldg & Grnd Maint	3,303	1,950	3,785	6,000	6,000	6,000	6,000
80057	Dues Licenses & Subscriptions	286	891	594	1,300	1,500	1,500	1,500
80059	Training	11,061	5,785	6,638	10,000	10,000	10,000	10,000
TOTALS		45,917	49,646	53,408	62,468	66,025	67,889	67,889

Notes on Line items:

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

Performance Measures	Actual	Actual	Actual	Projected	Projected	Projected	Projected
Workload/outputs							
Brush Fires	2	3	4	4	4	4	4
Structure Fires	6	7	6	7	7	7	7
Fire Alarms	17	11	13	14	14	14	14
Service Calls	19	8	6	6	6	6	6
Rescue/Emergency	2	1	1	-	1	1	1
Motor Vehicle Accidents	3	5	3	6	6	6	6
Vehicle Fires	-	2	1	2	2	2	2
Haz-Mat Calls	3	4	1	3	3	3	3
Mutual Aid	22	29	29	31	31	31	31
CO Problems	2	2	1	3	3	3	3
Water Emergency	2	3	1	5	5	5	5
Medical Calls	28	38	35	36	36	36	36
Total Calls	106	113	101	117	118	118	118
Outcome/results							
Accidents involving city fire vehicles	-	-	-	-	-	-	-
Civilian Casualties	-	-	-	-	-	-	-
Fire Service Injuries	-	1	-	-	-	-	-
Drills/Training	76	76	74	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	21	22	22	22	22
Percentage of women/minority members	33.00%	39.00%	42.00%	38.00%	42.00%	42.00%	42.00%
Firefighters with State of CT Certifications	97.00%	92.00%	91.00%	97.00%	97.00%	97.00%	97.00%
Efficiency							
Average response time (minutes)	3.5	3.5	3.5	3.5	3.5	3.5	3.5
Cost of dept/cost of total GF operations	0.04%	0.04%	0.05%	0.05%	0.05%	0.06%	0.06%

Occum Volunteer Fire

Mission

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

Vision

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

Values

- Professionalism
- Safety
- Service
- Fiscal Integrity
- Efficiency
- Team work

Departmental Goals (DG)

1. Maintain effective fire prevention programs and review operational efficiencies. (G1,G2)
2. Train fire personnel to the highest standards in suppression and other related emergencies while holding them accountable to those standards. (G1,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,G3,G5)
4. Increase efficiencies and enforce the life safety code by working collaboratively with other departments, agencies, boards and commissions as well as outside agencies. (G1,G2,G5)
5. Reduce costs through an asset management plan that focuses on maintenance measures and energy efficiency initiatives on all City assets. (G1,G4,G6)

Action Plans

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

Accomplishments

1. Successfully mitigated emergency calls for the past year with no injuries to personnel. (DG1,DG2)
2. Continued in-house Occupational Safety & Health Administration (OSHA) training. (DG2)
3. Held training in-house as well as joint training with other departments. (DG2)
4. Provided training and education to maintain and improve the skills of an effective emergency services organization. (DG2)
5. Added four new members from recruitment work, but lost two members due to personal reasons. Did a door to door drive through part of the district. Planning to do another section in the spring. (DG1)
6. Currently we have over 50% of members with at least Firefighter 1 certification, and over 50% of members with medical certification EMR/EMT. (DG2)

25 Occum Volunteer Fire		2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Request	2015-16 Proposed	2015-16 Adopted
80015	Professional Services	0	0	0	2,500	2,500	2,500	2,500
80016	Clothing Allowance	3,549	0	772	750	750	750	750
80021	Materials & Supplies	4,449	11,059	6,148	7,000	7,000	7,000	7,000
80023	Gas Oil & Grease	1,757	2,067	1,871	2,131	1,412	1,356	1,356
80032	Equip & Furn Maint	16,619	10,446	17,510	20,000	20,000	20,000	20,000
80033	Telephone	2,730	2,999	3,033	5,338	7,311	8,583	8,583
80035	Utilities	10,057	9,366	11,639	11,000	11,900	11,900	11,900
80040	Bldg & Grnd Maint	6,089	10,496	12,355	12,000	12,000	12,000	12,000
80057	Dues Licenses & Subscriptions	350	992	507	500	500	500	500
80059	Training	8,615	4,995	2,950	8,000	8,000	6,000	6,000
TOTALS		54,215	52,420	56,785	69,219	71,373	70,589	70,589

Notes on Line items:

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

Performance Measures	Actual	Actual	Actual	Projected	Projected	Projected	Projected
Workload/outputs							
CO Problem	4	4	5	6	6	6	6
Structural fires	7	10	5	10	10	10	10
Mutual aid (fire & medical)	11	15	11	18	18	18	18
Assorted fires	21	32	21	32	32	32	32
Service calls	4	4	7	16	16	16	16
Other calls	29	16	31	40	40	40	40
Emergency medical calls	93	103	148	120	120	120	120
Total Calls	169	184	228	242	242	242	242
Outcome/results							
Accidents involving city vehicles	-	-	-	-	-	-	-
Civillian casualties	-	-	-	-	-	-	-
Fire service injuries	1	-	-	-	-	-	-
Drills (weekdays and evenings)	80	80	80	80	80	80	80
Drills (man hours) in house	2,100	2,000	2,100	2,300	2,300	2,300	2,300
Community events attended	28	28	28	30	30	30	30
Percentage of women/minority	40.00%	40.00%	42.00%	45.00%	45.00%	45.00%	45.00%
Firefighters with State of CT certification	50.00%	50.00%	50.00%	55.00%	55.00%	55.00%	55.00%
Percentage of personnel with EMT certification	50.00%	50.00%	52.00%	55.00%	55.00%	55.00%	55.00%
Efficiency							
Average response time (minutes)	3.5	3.5	3.5	3.5	3.5	3.5	3.5
Cost of dept/cost of total GF operations	0.05%	0.05%	0.05%	0.06%	0.06%	0.06%	0.06%

Taftville Volunteer Fire

Mission

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

Vision

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

Values

- Professionalism
- Service
- Fiscal Integrity
- Safety
- Efficiency

Departmental Goals (DG)

1. Maintain effective fire prevention programs and review operational efficiencies. (G1,G2)
2. Train fire personnel to the highest standards in suppression and other related emergencies while holding them accountable to those standards. (G1,G2).
3. Maintain strong community relations through candid communication, professional service, and the implementation of fire prevention, education and outreach programs. (G2,G3,G5)
4. Increase efficiencies and enforce the life safety code by working collaboratively with other departments, agencies, boards and commissions as well as outside agencies. (G1,G2,G5)
5. Reduce costs through an asset management plan that focuses on maintenance measures and energy efficiency initiatives on all City assets. (G1,G4,G6)

Action Plans

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

Accomplishments

1. Maintained appropriate levels of training. (DG2)
2. Members attended several community events. (DG3)
3. Increased public education program delivery. (DG3)
4. Received a grant to train rescue divers and dive tenders. (DG1,DG2)
5. Four members completed training to become rescue divers. (DG2)
6. Participated in the Norwich Public School's NEXTT Program and Juvenile Review Board. (DG3)
7. Began work with the New London Marine group for the formation of a regional water rescue team. (DG4).
8. Completed electrical energy efficiency upgrades to the station. (DG4)
9. Continued work with the Juvenile Review Board. (DG3)
10. No accidents involving city apparatus. (DG1,DG2)

26	Taftville Volunteer Fire	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Request	2015-16 Proposed	2015-16 Adopted
80015	Professional Services	0	0	0	6,750	0	6,750	6,750
80016	Clothing Allowance	2,862	1,622	1,826	3,500	4,000	3,500	3,500
80021	Materials & Supplies	15,069	19,639	25,062	21,000	33,382	25,000	25,000
80023	Gas Oil & Grease	9,420	7,889	9,562	8,661	9,000	7,001	7,001
80032	Equip & Furn Maint	21,033	11,518	28,730	32,000	54,262	35,000	35,000
80033	Telephone	5,996	5,647	5,152	8,194	6,000	11,523	11,523
80035	Utilities	18,365	18,722	19,461	18,300	24,000	19,000	19,000
80040	Bldg & Grnd Maint	25,376	24,321	13,761	25,000	27,945	27,945	27,945
80057	Dues Licenses & Subscriptions	950	1,490	1,272	2,500	3,948	2,500	2,500
80059	Training	16,854	21,411	24,987	22,000	26,180	26,180	26,180
TOTALS		115,925	112,259	129,813	147,905	188,717	164,399	164,399

Notes on Line items:

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

Performance Measures	Actual	Actual	Actual	Projected	Projected	Projected	Projected
Workload/outputs							
Structural fires	35	34	30	30	30	30	30
Mutual aid	63	62	43	65	65	65	65
Standby	4	-	-	-	45	45	45
Water Rescue	2	2	2	5	5	5	5
Service Calls	19	34	51	20	20	20	20
Emergency Medical Calls	422	426	428	450	450	450	450
Motor Vehical Accidents	48	40	31	56	56	56	56
False Alarms	71	44	61	60	60	60	60
Brush Fires	3	5	1	5	5	5	5
Other	4	-	1	-	10	10	10
Investigation	83	51	13	55	55	55	55
Total Calls	754	698	661	746	801	801	801
Outcome/results							
Accidents involving city vehicles	-	-	-	-	-	-	-
Civilian casualties	-	-	-	-	-	-	-
Fire Service injuries	-	-	1	-	-	-	-
Drills (weekdays and evenings)	70	70	70	70	70	70	70
Drills (man hours)	3,800	3,800	4,351	3,800	3,800	3,800	3,800
Percentage of women/minority members	6.00%	4.00%	6.00%	6.00%	6.00%	6.00%	6.00%
Firefighters with State of CT certification	97.00%	98.00%	98.00%	99.00%	99.00%	99.00%	99.00%
Efficiency							
Average response time (minutes)	3.5	3.5	3.5	3.5	3.5	3.5	3.5
Cost of dept/cost of total GF operations	0.11%	0.10%	0.11%	0.12%	0.16%	0.14%	0.14%

Yantic Volunteer Fire

Mission

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

Vision

Provide fire protection & suppression, technical rescue, hazardous materials identification & containment along with R1 emergency medical services to the residents and businesses in the Yantic area of Norwich (which is an area of approximately 9.6 square miles of the city's 27.1 square miles and includes many of the city's largest employers and taxpayers).

Values

- Professionalism
- Communication
- Competence
- Safety

Departmental Goals (DG)

1. Maintain effective fire prevention programs and review operational efficiencies (G1,G2)
2. Train fire personnel to the highest standards in suppression and other related emergencies while holding them accountable to those standards (G1,G2).
3. Maintain strong community relations through candid communication, professional service, and the implementation of fire prevention, education and outreach programs. (G2,G3,G5)
4. Increase efficiencies and enforce the life safety code by working collaboratively with other departments, agencies, boards and commissions as well as outside agencies. (G1,G2,G5)
5. Reduce costs through an asset management plan that focuses on maintenance measures and energy efficiency initiatives on all City assets. (G1,G4,G6)

Action Plans

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

Accomplishments

1. Won Life Safety Achievement Award for zero fire deaths. (DG1,DG2)
2. Brought three new members into our department. (DG1)
3. Continue to work with the Taftville Fire Company to expand the services of the Norwich Underwater Search & Rescue Team – DIVE 23. (DG4)
4. Worked with all Norwich fire companies to enhance apparatus responses, purchase equipment in bulk, review of all apparatus currently in service, and plan future equipment needs of the city's entire fire service with the city's fire chiefs. (DG1,DG4)

27	Yantic Volunteer Fire	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Request	2015-16 Proposed	2015-16 Adopted
80015	Professional Services	0	0	0	9,500	18,300	18,300	18,300
80016	Clothing Allowance	1,147	1,756	2,947	4,170	2,195	2,195	2,195
80021	Materials & Supplies	16,579	22,518	23,552	27,000	35,468	27,000	27,000
80023	Gas Oil & Grease	9,421	9,469	7,174	9,474	8,111	7,956	7,956
80032	Equip & Furn Maint	29,462	41,824	39,496	26,000	30,677	30,677	30,677
80033	Telephone	4,032	4,266	4,411	6,550	8,390	10,790	10,790
80035	Utilities	24,008	25,412	25,048	24,000	25,500	25,500	25,500
80040	Bldg & Grnd Maint	18,343	26,798	26,185	28,540	28,807	28,807	28,807
80057	Dues Licenses & Subscriptions	1,441	848	1,450	5,000	6,388	5,000	5,000
80059	Training	16,622	11,044	10,439	20,000	36,429	20,000	20,000
TOTALS		121,055	143,935	140,702	160,234	200,265	176,225	176,225

Notes on Line items:

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

Performance Measures	Actual	Actual	Actual	Projected	Projected	Projected	Projected
Workload/outputs							
Structure Fires	4	5	6	20	20	20	20
False Alarms	6	-	2	10	10	10	10
Internal alarms	106	103	71	100	100	100	100
Miscellaneous calls	59	59	59	50	50	50	50
Rescue/emergency	271	298	264	250	250	250	250
Vehicle accidents	91	80	115	100	100	100	100
Automobile fire	14	8	15	20	20	20	20
Grass/brush fires	10	8	7	20	20	20	20
Chemical incidents	4	3	4	5	5	5	5
Mutual aid	27	41	42	30	30	30	30
Service calls	29	2	37	100	100	100	100
Total Calls	621	607	622	705	705	705	705
Outcome/results							
Accidents involving city fire vehicles	-	1	1	-	-	-	-
Fire service casualties	-	-	-	-	-	-	-
Fire-related civilian casualties	-	-	-	-	-	-	-
Fire-related injuries	3	4	3	-	-	-	-
Public education man-hours	778	879	910	800	800	800	800
Training man hours	2,247	2,384	2,227	2,500	2,500	2,500	2,500
Firefighters with State of CT certification	97.00%	95.00%	96.00%	95.00%	95.00%	95.00%	95.00%
Percentage of personnel receiving EMT training	59.00%	62.00%	61.00%	62.00%	62.00%	62.00%	62.00%
Efficiency							
Average response time (minutes)	3.2	3.2	3.2	3.2	3.2	3.2	3.2
Cost of dept/cost of total GF operations	0.11%	0.13%	0.12%	0.14%	0.17%	0.15%	0.15%

Recreation

Mission

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

Vision

The Norwich Recreation Department will provide exceptional facilities, programs and services that will be enjoyed by all Norwich residents. To also offer programs and events that will bring people to Norwich to use the facilities and programs that may not otherwise visit Norwich, thus making an economic impact on the city.

Values

- Economic value
- Health and environmental benefits
- Social importance

Departmental Goals (DG)

1. Promote the health and well-being of Norwich residents through organized and structured activities. (G2)
2. Maintain strong community relations through candid communication, professional service, and the implementation of community outreach programs and partnerships. (G2,G3,G5)
3. Increase efficiencies by working collaboratively with other departments, agencies, boards, and commissions as well as outside agencies. (G1,G2,G5)
4. Reduce costs through an asset management plan that focuses on maintenance measures and energy efficiency initiatives on all City assets. (G1,G4,G6)
5. Train personnel to the highest standards while holding them accountable to those standards. (G1)

Action Plans

1. Provide access to recreational activities through promotion, coordination and publication of information using a variety of media. (DG1,DG2,DG3)
2. Offer a positive environment which facilitates opportunities for youth mentoring. (DG1,DG5)
3. Ensure proper level of professional certifications are achieved through education and training. (DG5)
4. Achieve maximum life expectancy of vehicles, equipment, buildings and parks while providing an ongoing assessment of needs. (DG3,DG4)
5. Employ technology to streamline process. (DG2,DG3)

Accomplishments

1. Awarded a \$10,000 grant from Eastern Connecticut Foundation to provide 112 slots for our 2014 summer camp program. (DG1,DG2)
2. Awarded a \$4,000 grant from the National Recreation and Parks Association and National Arthritis Foundation to offer Arthritis Exercise Programs and exercise equipment. (DG1,DG2)
3. Moved the Summer Camp Program (8 weeks) location to Recreation Department Complex. (DG3)
4. Continued to support the Otis Library, working in partnership with them to increase programs to preschool aged children. (DG1,DG2)
5. Renovations to Recreation Building include paint interior/exterior, replaced floor tiles/ carpeting/ counters in office& kitchenette and replaced cabinetry, sink in kitchenette. Replaced electrical panel and service. (DG4)
6. Completed RecTrac Software training as well as Excel and Word training. (DG5)
7. Made numerous improvements to various fields, tennis courts, parks, etc. (DG4)

32 Recreation Department		2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Request	2015-16 Proposed	2015-16 Adopted
80011	Head of Department	75,362	78,279	25,251	0	0	0	0
80012	Employees	242,656	217,305	260,632	236,719	236,719	236,719	236,719
80013	Seasonal/ Temporary	17,018	51,132	42,550	35,000	35,000	35,000	35,000
80014	Overtime	5,181	0	10,988	4,000	4,000	4,000	4,000
89999	Fringe Benefits	156,597	204,849	219,005	175,255	198,456	197,766	197,766
80015	Professional Services	13,910	11,801	15,475	12,000	12,000	12,000	12,000
80021	Materials & Supplies	7,711	18,747	16,551	10,000	10,000	10,000	10,000
80023	Gas Oil & Grease	9,385	9,844	12,702	9,694	5,595	9,166	9,166
80032	Equip & Furn Maint	3,079	1,234	3,169	8,000	8,000	8,000	6,218
80033	Telephone	3,091	2,348	2,294	4,668	6,860	6,860	6,860
80034	Postage	154	372	227	500	500	500	500
80035	Utilities	18,941	24,065	26,442	26,000	27,000	27,000	27,000
80037	Mileage	887	1,177	475	1,000	1,000	1,000	1,000
80040	Bldg & Grnd Maint	34,511	35,914	40,950	35,000	35,000	35,000	33,862
80057	Dues Licenses & Subscriptions	0	0	0	500	500	500	500
80059	Training	0	0	0	500	500	500	500
86007	Occum Park Environmental Test	8,128	8,074	8,195	0	0	0	0
TOTALS		596,611	665,141	684,906	558,836	581,130	584,011	581,091

Staffing

Director of Recreation	1.00	1.00	1.00	0.00	0.00	0.00	0.00
Recreation Facilities Mtn. Supervisor	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Recreation Facilities Maintainer II	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Recreation Facilities Maintainer I	1.50	2.00	2.00	2.00	2.00	2.00	2.00
Administrative Secretary	1.00	1.00	1.00	1.00	1.00	1.00	1.00
TOTAL FTE'S	5.50	6.00	6.00	5.00	5.00	5.00	5.00

Salaries

Director of Recreation				81,465	83,094	83,094	83,094
Recreation Facilities Mtn. Supervisor				60,891	60,891	60,891	60,891
Recreation Facilities Maintainer II				47,569	47,569	47,569	47,569
Recreation Facilities Maintainer I				42,043	42,043	42,043	42,043
Administrative Secretary				44,173	44,173	44,173	44,173

Total Salaries Paid by General Fund

Director of Recreation				0	0	0	0
Recreation Facilities Mtn. Supervisor				60,891	60,891	60,891	60,891
Recreation Facilities Maintainer II				47,569	47,569	47,569	47,569
Recreation Facilities Maintainer I				84,086	84,086	84,086	84,086
Administrative Secretary				44,173	44,173	44,173	44,173
Subtotal - Employees				<u>236,719</u>	<u>236,719</u>	<u>236,719</u>	<u>236,719</u>
TOTAL SALARIES				236,719	236,719	236,719	236,719

Performance Measures

Workload/outputs

	Actual	Actual	Actual	Projected	Projected	Projected	Projected
Number of your program hours	3,530	3,526	3,300	6,000	5,000	5,000	5,000
Total acreage of athletic facilities	166	166	166	166	166	166	166

Outcome/ Results

Number of youth registrations	3,671	2,343	3,066	4,500	4,500	4,500	4,500
Number of adult registrations	N/R	115	541	600	600	600	600

Efficiency Measures

Recreation budget as % of total general fund budget	0.55%	0.58%	0.59%	0.47%	0.48%	0.48%	0.48%
Full-time staff salary cost as percentage of department budget	53.30%	44.44%	41.74%	42.36%	40.73%	40.53%	40.74%

Human Services

Mission

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

Vision

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

Values

- Self-reliance
- Empowerment
- Innovation

Departmental Goals (DG)

1. To protect and/or enhance the lives of Norwich residents by aiding them in attaining self-sufficiency (G2)
2. Maintain strong community relations through candid communication, professional service, and the implementation of community outreach programs and partnerships. (G1,G5)
3. Train personnel to the highest standards while holding them accountable to those standards (G1,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. (G1,G5)

Action Plans

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

Accomplishments

1. Assisted 1,021 Norwich disabled and elderly residents apply for the State of Connecticut Renter's Rebate Program which brought back over \$537,916 to the community in rebates. (DG1)
2. Administered three different energy assistance programs to help families meet the rising cost of oil and utilities; Emergency Food & Shelter Program (EFSP) Utility Fund, Project Warm Up and Operation Fuel. This brought \$113,904 in utility assistance to Norwich residents. (DG1)
3. Awarded \$34,233 in federal employment and training funds to assist our area's unskilled and/or undereducated labor force develop more marketable job skills, focusing in the health and medical related fields. Seventeen residents completed the healthcare training programs, including Certified Nurse's Aid Program. Currently, more than 88% of these formerly unemployed people are now working. The remaining 12% are actively seeking work and interviewing in their new field. Income for these participants increased by 84%, on average. (DG1)

4. Converted funds used to operate the winter overflow shelter to the best practices of rapid re-housing and shelter diversion. The department diverted 91 persons from shelter and rapidly re-housed 57 residents. Garnered over \$47,646 in grants and awards for this effort. (DG1)
5. Participated in the first State of Connecticut coordinated access to shelter program for singles and families, as well as participated in the New London County Fund to End Homelessness, a \$250,000 (regional) State fund for diversion and re-housing. (DG1,DG4)
6. Awarded \$17,371 in grants and donations through the Norwich Safety Net Team for the provision of basic needs to Norwich families and individuals. (DG1,DG4)
7. Awarded \$20,691 in federal emergency rent/mortgage funds for economically distressed Norwich families and individuals. (DG1,DG4)
8. Awarded \$58,688 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. (DG1,DG4)
9. Served in leadership roles in a number of local, regional and state human service organizations and initiatives, including the Southeastern Connecticut Council to End Homelessness Board, United Way of Southeastern Connecticut Board, CT Coalition to End Homelessness and the Regional Federal Emergency Food and Shelter Board. (DG2)
10. Organized the annual Christmas "Adopt a Family" program, matching sponsors who provided Christmas gifts to children of low-income Norwich families. Approximately 500 children, representing 130 families were assisted. (DG1)
11. Recovered \$31,516 in Relocation Liens. (DG1,DG4)

Grant Descriptions

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

Federal Grants

- Community Development Block Grant/ Shelter Diversion/Rapid Rehousing \$30,000 – Provides funding to assist Norwich residents with maintaining their housing to avoid costly shelter stays and to regain housing quickly should they have to enter a shelter.
- Community Development Block Grant/ Training Services \$34,233 – Provides job training and support services to low-income Norwich residents.
- Emergency Food & Shelter Program (passed through United Way) \$19,500 - Federal Emergency Food & Shelter Program provides for emergency rent and utility assistance for Norwich families/ individuals.

State of Connecticut Grants

- Kinship & Respite Programs \$58,688 - Funding received from State of Connecticut Probate Court to assist non-parent relative guardians of minor children. No city funds are required.

Private Grants

- Safety Net Team \$17,500 - 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 \$2,000 – Anticipate private grant funding to provide job training and support services to low-income Norwich residents.
- Direct Client Needs \$15,000 – Anticipate private grants and donations for the provision of clients' basic needs.
- Housing/Homelessness \$12,500 – Anticipate private grants to assist Norwich residents with maintaining their housing to avoid costly shelter stays and to regain housing quickly should they have to enter a shelter.
- TVCCA/HUD Funding \$9,000 – For the provision of case management to individuals/families who are homeless or in danger of becoming homeless, under the Supportive Housing Program.
- Bethsaida Community \$1,340 – For the provision of case management services to homeless women.
- Norwich Human Services also administers services for the provision of rent and utility assistance through the New London County Fund, Operation Fuel and Project Warm-Up, and receives direct funds for administration of these programs.

Human Services Department		2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Request	2015-16 Proposed	2015-16 Adopted
01033	Admin/ Adult & Family Services	598,304	632,288	595,787	536,642	564,065	567,947	544,677
01036	Senior Center	498,045	539,080	525,350	586,494	639,470	606,487	623,249
01037	Youth & Family Services	170,065	186,184	205,789	209,812	258,531	253,223	252,593
TOTALS		1,266,414	1,357,552	1,326,926	1,332,948	1,462,066	1,427,657	1,420,519

33 Administration/ Adult & Family Services Division								
80011	Head of Department	77,969	83,029	87,997	87,512	87,512	89,262	89,262
80012	Employees	314,549	321,084	287,263	238,528	258,223	238,997	226,180
89999	Fringe Benefits	167,925	190,951	183,294	171,183	173,336	194,694	187,717
80021	Materials & Supplies	3,578	3,217	3,474	4,000	3,738	3,738	3,738
80032	Equip & Furn Maint	5,898	4,780	6,504	6,000	8,394	8,394	8,394
80033	Telephone	3,212	2,836	3,432	3,264	2,652	2,652	2,652
80034	Postage	1,858	2,024	1,519	2,300	1,520	1,520	1,520
80037	Mileage	2,103	2,250	1,683	2,000	1,700	1,700	1,700
80039	Printing	66	637	166	500	500	500	500
80057	Dues Licenses & Subscriptions	1,298	1,111	308	855	920	920	920
80059	Training	838	450	210	500	570	570	570
83514	Non-Reimbursable	19,010	19,919	19,937	20,000	25,000	25,000	21,524
TOTALS		598,304	632,288	595,787	536,642	564,065	567,947	544,677

Staffing

Director of Human Services	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Supervisor of Human Services	1.00	1.00	1.00	1.00	0.00	0.00	0.00
Human Services Caseworkers	3.00	3.00	2.75	2.00	3.00	3.00	3.00
Administrative Coordinator	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Accounting Clerk	1.00	1.00	0.25	0.00	0.00	0.00	0.00
Receptionist	0.00	0.00	0.00	0.00	1.00	0.40	0.00
TOTAL FTE'S	7.00	7.00	6.00	5.00	6.00	5.40	5.00

Salaries

Director of Human Services				87,512	87,512	89,262	89,262
Supervisor of Human Services				68,893	68,893	68,893	68,893
Human Services Caseworkers				56,545	56,545	56,545	56,545
Administrative Coordinator				56,545	56,545	56,545	56,545
Accounting Clerk				39,042	39,042	39,042	39,042
Receptionist				32,043	32,043	32,043	32,043

Total Salaries Paid by General Fund

Director of Human Services				87,512	87,512	89,262	89,262
Supervisor of Human Services				68,893	0	0	0
Human Services Caseworkers				113,090	169,635	169,635	169,635
Administrative Coordinator				56,545	56,545	56,545	56,545
Accounting Clerk				0	0	0	0
Receptionist				0	32,043	12,817	0
Subtotal - Employees				238,528	258,223	238,997	226,180
TOTAL SALARIES				326,040	345,735	328,259	315,442

Performance Measures

Workload/outputs

	Actual	Actual	Actual	Projected	Projected	Projected	Projected
<i>Number Served</i>							
Job Placement	251	294	190	250	200	200	200
Rent and housing	107	107	101	120	125	125	125
Relocation due to condemnation							
Adults	35	45	61	40	50	50	50
Children	15	11	27	12	20	20	20
Utilities	423	423	401	450	400	400	400
Food (grocery cards)	49	54	137	60	125	125	125
Emergency prescriptions	103	97	116	105	110	110	110
Financial aid to seniors	29	18	22	20	20	20	20
Backpacks (back-to-school assistance)	748	759	730	-	-	-	-
Case management	1,429	1,429	1,269	966	950	950	950

Outcome/ Results

% of people applying for relocation who are housed	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
% of people at shelter who become permanently housed	70.00%	46.00%	N/A	N/A	N/A	N/A	N/A
% of people diverted from shelter or Rapidly Rehoused	N/A	N/A	47.00%	72.00%	50.00%	50.00%	50.00%
Federal dollars received for housing	\$18,500	\$18,500	\$20,691	\$18,500	\$19,500	\$19,500	\$19,500
% change in Federal dollars received for housing	0.00%	0.00%	0.00%	0.00%	-6.00%	-6.00%	-6.00%
Total amount in safety net services funding	\$27,687	\$34,700	\$17,371	\$25,000	\$17,500	\$17,500	\$17,500
# of families assistance with Earned Income Tax Credit	387	436	387	375	N/A	N/A	N/A
Amount of dollars into community due to EITC	\$288,798	\$314,725	\$306,069	\$290,000	N/A	N/A	N/A
% of clients served in Norwich Works who become gainfully employed	70.00%	78.00%	88.00%	80.00%	88.00%	88.00%	88.00%
% of Norwich Works participants successfully completing training	85.00%	100.00%	100.00%	85.00%	100.00%	100.00%	100.00%

Efficiency Measures

Human Services budget as % of total general fund budget	0.55%	0.55%	0.51%	0.45%	0.47%	0.47%	0.45%
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Rose City Senior Center

Mission

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

Vision

Every senior in Norwich will have the opportunity to achieve a high quality of life with access to programs, services and benefits that foster an independent and healthy lifestyle.

Values

- Integrity
- Compassion
- Self-worth
- Independence

Departmental Goals (DG)

1. Protect and/or enhance the lives of Norwich's seniors. (G2,G3)
2. Maintain strong community relations through candid communication, professional service, and the implementation of community outreach programs and partnerships. (G2,G3,G5)
3. Increase efficiencies by working collaboratively with other departments, agencies, boards and commissions as well as outside agencies. (G1,G5)
4. Train personnel to the highest standards while holding them accountable to those standards. (G1,G2)

Action Plans

1. Ensure Norwich Seniors are aware of and gain access to eligible benefits. (DG1,DG 2,DG3)
2. Coordinate and provide preventive health services along with continued Medical Transportation services. (DG1,DG2,DG 3)
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, Norwich Police Department Coffee with the Captain Program and the Farmer's Market Program with the State of Connecticut. (DG2,DG3)

Accomplishments

1. Provided 9,836 daily transports to medical appointments, local shopping trips, out-of-town trips and to and from the Senior Center. (DG1)
2. Distributed 450 Farmer's Market Coupons totaling \$8,100 to eligible Norwich Residents. (DG1)
3. Over 44,500 scan-ins for programs and services were recorded which results in an average of 171 average daily attendees for programs and services. (DG3)
4. Were awarded \$690,000 from the State of Connecticut Bond Commission for much need upgrades to the center. (DG3)
5. Received a \$75,150 State of Connecticut Department of Transportation grant for regional out-of-town medical transportation with the Town of Montville for the eighth year. (DG1,DG3)
6. Provided 270 additional outreach services to senior citizens through a \$6,500 federal grant from Senior Resources. (DG1,DG3)
7. Provide a Foot Care Clinic with a Certified Podiatrist that served over 300 seniors through a \$5,000 federal grant from Senior Resources. (DG1,DG3)
8. Awarded \$25,000 by the Edward and Mary Lord Foundation to operate the Preventative Health Clinic and provided 147 appointments. (DG1,DG3)
9. Provided 947 outreach appointments, of which 304 were Medicare specific. (DG1,DG3)

36 Senior Citizen Center	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Request	2015-16 Proposed	2015-16 Adopted
80011 Head of Department	67,043	69,390	70,778	72,194	73,637	73,637	73,637
80012 Employees	244,975	235,358	229,889	266,481	266,481	253,664	266,481
80013 Seasonal/ Temporary	0	10,965	4,658	3,000	3,000	3,000	2,000
89999 Fringe Benefits	154,724	188,614	188,395	209,472	266,481	246,902	253,879
80021 Materials & Supplies	3,636	7,275	6,586	4,300	3,550	3,550	2,550
80023 Gas Oil & Grease	14,483	11,894	11,431	15,341	10,655	10,068	10,068
80032 Equip & Furn Maint	5,475	7,105	4,607	4,500	4,500	4,500	3,468
80033 Telephone	4,501	5,441	5,406	7,854	7,826	7,826	7,826
80034 Postage	1,825	1,257	2,020	2,052	2,040	2,040	2,040
80037 Mileage	1,383	1,781	1,580	1,300	1,300	1,300	1,300
TOTALS	498,045	539,080	525,350	586,494	639,470	606,487	623,249

Staffing

Senior Citizens Director	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Program Administrator	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Outreach Administrator (21 hours)	0.60	0.60	0.60	0.60	0.60	0.60	0.60
Senior Center Office Coordinator	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Lead Van Driver	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Van Driver	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Receptionist	1.00	1.00	1.00	1.00	1.00	0.60	1.00
Escort Driver	1.00	1.00	0.40	1.00	1.00	1.00	1.00
TOTAL FTE'S	7.60	7.60	7.00	7.60	7.60	7.20	7.60

Salaries

Senior Citizens Director				72,194	73,637	73,637	73,637
Program Administrator				59,407	59,407	59,407	59,407
Outreach Administrator (21 hours)				56,545	56,545	56,545	56,545
Senior Center Office Coordinator				44,173	44,173	44,173	44,173
Lead Van Driver				32,845	32,845	32,845	32,845
Van Driver				32,043	32,043	32,043	32,043
Receptionist				32,043	32,043	32,043	32,043
Escort Driver				32,043	32,043	32,043	32,043

Total Salaries Paid by General Fund

Senior Citizens Director				72,194	73,637	73,637	73,637
Program Administrator				59,407	59,407	59,407	59,407
Outreach Administrator (21 hours)				33,927	33,927	33,927	33,927
Senior Center Office Coordinator				44,173	44,173	44,173	44,173
Lead Van Driver				32,845	32,845	32,845	32,845
Van Driver				32,043	32,043	32,043	32,043
Receptionist				32,043	32,043	19,226	32,043
Escort Driver				32,043	32,043	32,043	32,043
Subtotal - Employees				<u>266,481</u>	<u>266,481</u>	<u>253,664</u>	<u>266,481</u>
TOTAL SALARIES				338,675	340,118	327,301	340,118

Performance Measures

Workload/outputs

	Actual	Actual	Actual	Projected	Projected	Projected	Projected
Number of Rose City Senior City memberships	2,626	2,644	3,195	2,600	3,400	3,400	3,400
Active Members	1,016	1,025	1,079	N/A	1,300	1,300	1,300
<i>Number Served:</i>							
Preventative health clinic	10,059	10,000	9,836	10,000	10,000	10,000	10,000
Transportation	12,390	11,384	10,849	12,500	12,500	12,500	12,500
Outreach	627	851	997	900	1,000	1,000	1,000
Programs	46,760	45,016	44,606	47,000	46,500	46,500	46,500

Outcome/ Results

Increases in innovative programming	5.00%	8.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Increase in homebound senior services	0.00%	55.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Increase in membership support	9.00%	4.00%	3.00%	3.00%	3.00%	3.00%	3.00%

Efficiency Measures

Expenditures / memberships	\$189.66	\$203.89	\$164.43	\$225.57	\$188.08	\$178.38	\$183.31
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Youth & Family Services

Mission

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

Vision

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

Values

- Empowerment
- Innovation
- Collaboration

Departmental Goals (DG)

1. Protect and/or enhance the lives of Norwich's youth and their families. (G2,G3)
2. Maintain strong community relations through candid communication, professional service, and the implementation of community outreach programs and partnerships. (G2,G3,G5)
3. Increase efficiencies by working collaboratively with other departments, agencies, boards and commissions as well as outside agencies. (G1,G5)
4. Train personnel to the highest standards while holding them accountable to those standards. (G1,G2)

Action Plans

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

Accomplishments

1. Fulfilled the mandate of youth service bureaus as outlined in Connecticut General Statute for the evaluation, planning, coordination and implementation of services, including prevention and intervention programs, for youth. (DG1)
2. Received annual funding in the amount of \$88,833 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 \$7,455 in Enhancement Funding through the State Department of Education which was used to provide additional programming such as Girls Circle and the Norwich Youth Action Council. (DG1,DG3)
4. Received \$182,899 to employ 122 youth in the Summer Youth Employment Program funded by the Eastern Workforce Investment Board, and an additional \$66,167 to provide work, education and training services to 46 at-risk in school youth. (DG1,DG3)
5. Served 83 individual and/or family counseling cases providing assessment, case management, crisis intervention and referral services. (DG1)

6. Secured a \$5,675 grant from SERAC for substance abuse prevention activities and an additional \$2,500 Suicide Prevention grant which served 3,977 Norwich youth. (DG1,DG2)
7. Co-facilitated 12 sessions of Grandparents Raising Grandchildren. (DG1,DG2)
8. Worked extensively with the Juvenile Review Board, Families with Service Needs Board, NFA Families with Service Needs Board and Summer Jam and Learn Diversion Collaborative to divert young people from further involvement with Juvenile Court. 67 young people were served by those programs. Administered Community Development Block Grant funding in the amount of \$20,200 to increase capacity, improve data collection and management, and improve coordinated care for the Norwich Juvenile Justice Alliance. (DG2,DG3)
9. Received \$40,000 from private and public donors to fund Children First Norwich, which promotes healthy outcomes for Norwich children birth to age eight. Children First Norwich also organized the annual Family Day an event serving over 2,000 people. (DG1,DG2)
10. Administered Summer Jam and Learn Diversion Collaborative for youth involved in the juvenile justice system, serving 19 youth in collaboration with the Bully Buster Coalition for a total cost of \$9,920 received in grants, fees and donations. (DG1,DG2)

Grant Descriptions

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

Federal Grants

- Department of Labor Workforce Investment Board \$66,167 – Provides funding for the COOL Directions Program (Careers of Our Lives), a Youth Readiness & Employment Program.
- Department of Labor Workforce Investment Board \$182,899 – Provides funding for Summer Youth Employment Program. Fiduciary is EASTCONN, staffing fees, materials/supplies are reimbursed to City.
- Community Development Block Grant \$20,200 – Juvenile justice services.

State of Connecticut Grants

- Department of Education \$88,833 – Partnership allocation to City of Norwich for maintenance of Norwich's Youth Service Bureau.
- Department of Education \$7,455 – YSB Enhancement Grant supports youth programming in Norwich.

Private Grants

- William Casper Graustein Memorial Fund \$25,000 – Received from Graustein Memorial Fund for Children First Norwich.
- Grants/Donations \$1,600 – Received for the Norwich Children First Initiative Annual Family Day and Touch A Truck Day Events.
- Southeastern Connecticut Regional Action Council (SERAC) funding \$5,675 for Norwich Substance abuse prevention activities and \$2,500 for suicide prevention awareness.
- Foundations Grants \$20,000 Received for the provision of various youth programs.

37 Youth & Family Services		2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Request	2015-16 Proposed	2015-16 Adopted
80012	Employees	125,585	127,884	130,659	133,270	133,270	133,270	133,270
89999	Fringe Benefits	43,980	57,800	74,815	76,042	124,631	119,323	119,323
80015	Professional Services	500	500	315	500	630	630	0
TOTALS		170,065	186,184	205,789	209,812	258,531	253,223	252,593

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

Staffing

Clinical Coordinator	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Youth & Family Therapist	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Positions funded from other sources	3.60	2.60	2.60	2.60	2.60	2.60	2.60
TOTAL FTE'S	5.60	4.60	4.60	4.60	4.60	4.60	4.60

Salaries

Clinical Coordinator				72,379	72,379	72,379	72,379
Youth & Family Therapist				60,891	60,891	60,891	60,891

Total Salaries Paid by General Fund

Clinical Coordinator				72,379	72,379	72,379	72,379
Youth & Family Therapist				60,891	60,891	60,891	60,891
TOTAL SALARIES				133,270	133,270	133,270	133,270

Performance Measures

Workload/outputs

	Actual	Actual	Actual	Projected	Projected	Projected	Projected
<i>Number Served:</i>							
Counseling cases	95	87	83	85	85	85	85
Young parent cases	37	-	-	-	-	-	-
COOL youth employment	31	56	46	56	50	50	50
Summer Youth Employment	121	121	122	90	90	90	90
Leadership initiatives	20	60	13	30	60	60	60
Juvenile Review Board cases	33	25	24	30	25	25	25
Individual/ community consultations	589	525	541	650	500	500	500
Positive youth development/ recreation/ cultural/ community education	3,300	9,500	9,722	5,000	5,000	5,000	5,000
Relative Caregivers Groups (Grandparents raising grandchildren)	12	12	12	12	12	12	12
Middle School Diversion Program	8	14	10	15	25	25	25
Families With Service Needs/Youth served	11	29	21	35	25	25	25
Child Welfare Services	925	925	950	250	250	250	250
Girls Circle Program	15	18	13	20	15	15	15
Summer Jam & Learn Program	-	18	19	18	20	20	20

Outcome/ Results

% of contacted parents/ community partners that will report satisfaction with agency services	90.00%	87.00%	92.02%	90.00%	90.00%	90.00%	90.00%
Hours of professional counseling services to low-income Norwich families	1,900	1,740	1,660	1,800	1,800	1,800	1,800
Mentor graduates in 3+ community projects	15	10	3	-	5	5	5
Provide youth with employability assessment	121	121	122	90	90	90	90
Provide employment/ internships to eligible youth	-	121	122	90	90	90	90
Provide anti-smoking substance abuse to youths	1,719	1,785	3,915	1,200	1,200	1,200	1,200
Provide public forums/ educational events to parents	2,700	2,800	2,000	1,800	1,800	1,800	1,800
Engage youth in community service	25	19	22	20	20	20	20

Efficiency Measures

Cost of department/ population	\$4.24	\$4.60	\$5.10	\$5.20	\$6.41	\$6.28	\$6.26
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Public Works

Mission

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

Vision

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

Values

- Integrity
- Service
- Skill
- Efficiency

Departmental Goals (DG)

1. Reduce costs through an asset management plan that focuses on maintenance measures and energy efficiency initiatives on all City assets. (G1,G4,G6)
2. Maintain strong community relations through candid communication and professional service, including citizen involvement and partnerships. (G1,G2,G5)
3. Increase efficiencies and impact through the use of technology and by working collaboratively with other departments, agencies, boards and commissions. (G1,G2,G5,G6)
4. Train personnel to the highest standards while holding them accountable to those standards. (G1)

Action Plans

1. Pursue alternative energy vehicle and equipment purchases. (DG1, DG3)
2. Implement City Hall Master Plan recommendations. (DG1)
3. Based on funding, resurface road network on a 20-year cycle. (DG1)
4. Maximize life expectancy of vehicles while providing an ongoing assessment of needs. (DG1)
5. Promote City-wide recycling program. (DG2)
6. Use social media to alert citizenry of department activities. (DG2, DG3)
7. Employ technology to streamline work order system, capital project planning and document storage in order to improve efficiency and response time. (DG3)
8. Ensure professional certifications are achieved through education and training. (DG4)

Accomplishments

1. Resurfaced 4.9 miles of city streets and extended the life of an additional 5.5 miles thru preventative maintenance treatments such as chip sealing and crack filling. (DG1)
2. Secured grant funding of \$685,200 to resurface 3,000 feet of Connecticut Ave. (DG1,DG3)
3. Completed a Master Preservation Plan for historic City Hall using a \$10,000 grant from the Connecticut Trust for Historic Preservation to offset nearly 50% of the plan cost. (DG1)
4. Significant progress in the design, permitting, and/or construction of bridge rehabilitation projects on Sherman Street, Sunnyside Street, and Montville Road. All of these projects are at least 80% funded by State and/or Federal resources secured all or in part by Public Works. (DG1,DG3)
5. Secured a Federal Local Bridge Grant for the rehabilitation of the Pleasant Street Bridge. (DG1,DG3)
6. Designed and managed the construction of approximately 640 linear feet of new sidewalks funded through the City Capital Improvement Sidewalk Program. (DG1)
7. Initiated and managed the demolition of the former mill buildings at 77 Chestnut Street. (DG1)
8. Removed a short road known as Chelsea Parade North and installed the Post 9/11 Memorial at Chelsea Parade, working in coordination with the Norwich Area Veterans' Council. (DG3)

Public Works Department		2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Request	2015-16 Proposed	2015-16 Adopted
01038	Engineering & Administration	501,657	547,597	548,866	596,714	685,250	633,680	633,680
01039	Fleet Maintenance	1,177,567	1,287,482	1,305,364	1,418,608	1,440,224	1,445,486	1,445,486
01040	Transfer Station, Recycling & Refuse	2,704,381	2,579,499	2,630,863	2,704,391	2,912,992	2,833,110	2,833,110
01042	Street Maintenance	3,397,675	3,782,519	3,939,417	4,108,621	4,228,500	4,282,514	4,229,081
01047	Building Maintenance	1,083,715	1,149,574	1,189,197	1,203,796	1,265,727	1,276,619	1,276,619
01048	Parking Maintenance	140,003	145,105	145,060	149,655	157,936	159,001	159,001
TOTALS		9,004,998	9,491,776	9,758,767	10,181,785	10,690,629	10,630,410	10,576,977

Performance Measures	Actual	Actual	Actual	Projected	Projected	Projected	Projected
Inputs							
Full-time equivalent employees	61.00	62.00	62.00	63.00	64.00	63.00	62.50
Workload/outputs							
Improved miles of road	161	161	161	161	161	161	161
Buildings maintained	13	13	13	13	15	13	13
Vehicles & equipment maintained	300	300	320	332	335	332	332
Parks & cemeteries maintained	15	15	15	15	15	15	15
Parking lots, decks & garages maintained	14	14	24	14	24	14	14
Outcome/ Results							
Recycling flyers, newspaper articles, TV spots, etc.	11	12	10	18	18	18	18
Recycling rate	29.00%	40.00%	28.00%	42.00%	42.00%	42.00%	42.00%
Road miles paved, chip-sealed, or crack-sealed	7.8	12.8	10.4	12.0	12.0	12.0	12.0
Clean catch basins at least one time each year	100.00%	75.00%	100.00%	75.00%	75.00%	75.00%	75.00%
Percentage of streets swept by August	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Number of trucks > 20 years	1	2	2	1	1	1	1
Average age of fleet (years)	11.0	10.8	10.5	10.5	11.4	10.5	10.5
Efficiency Measures							
Median time to close our citizen service requests (days)	13	10	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	\$225	\$234	\$242	\$252	\$265	\$263	\$262

38 Engineering & Administration Division		2011-12	2012-13	2013-14	2014-15	2015-16	2015-16	2015-16
		Actual	Actual	Actual	Budget	Request	Proposed	Adopted
80011	Head of Department	100,027	109,062	112,697	114,951	114,951	117,250	117,250
80012	Employees	231,003	249,399	231,203	255,982	302,939	257,939	257,939
80014	Overtime	294	3,229	2,950	3,200	3,090	3,200	3,200
89999	Fringe Benefits	118,342	129,965	139,044	164,643	208,440	197,184	197,184
80015	Professional Services	25,439	32,638	28,622	31,045	28,900	31,045	31,045
80021	Materials & Supplies	7,624	5,057	14,011	6,410	6,200	6,410	6,410
80033	Telephone	2,627	2,887	2,957	2,711	2,880	2,880	2,880
80034	Postage	1,583	1,025	1,045	2,000	2,000	2,000	2,000
80037	Mileage	4,900	5,026	4,897	4,800	4,800	4,800	4,800
80057	Dues Licenses & Subscriptions	9,716	9,084	10,150	9,500	9,650	9,500	9,500
80059	Training	102	225	1,290	1,472	1,400	1,472	1,472
TOTALS		501,657	547,597	548,866	596,714	685,250	633,680	633,680

Staffing

Director of Public Works	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
City Engineer	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Civil Engineer	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Engineering Technician	0.00	0.00	0.00	0.00	1.00	0.00	0.00	0.00
Public Works Accounting Clerk	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Civil Engineer funded by Road Bond	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
TOTAL FTE'S	6.00	6.00	6.00	6.00	7.00	6.00	6.00	6.00

Salaries

Director of Public Works				114,951	117,250	117,250	117,250
City Engineer				97,901	99,858	99,858	99,858
Civil Engineer				76,045	76,045	76,045	76,045
Engineering Technician				45,000	45,000	45,000	45,000
Public Works Accounting Clerk				41,018	41,018	41,018	41,018
Total Salaries Paid by General Fund							
Director of Public Works				114,951	117,250	117,250	117,250
City Engineer				97,901	99,858	99,858	99,858
Civil Engineer				76,045	76,045	76,045	76,045
Engineering Technician				0	45,000	0	0
Public Works Accounting Clerk				82,036	82,036	82,036	82,036
Subtotal - Employees				255,982	302,939	257,939	257,939
TOTAL SALARIES				370,933	420,189	375,189	375,189

Note: In addition to the one Civil Engineer funded in this budget, one Civil Engineer will be funded from the Road Improvement Bond as he/she will

39 Fleet Maintenance Division		2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Request	2015-16 Proposed	2015-16 Adopted
80012	Employees	450,329	432,336	433,958	440,719	435,124	449,513	449,513
80014	Overtime	24,392	52,563	40,424	34,534	43,855	43,855	43,855
89999	Fringe Benefits	207,620	246,242	260,200	312,848	351,617	349,220	349,220
80023	Gas Oil & Grease	153,534	188,462	178,034	189,202	167,318	160,588	160,588
80027	Auto Supplies & Maint	292,543	324,485	337,536	384,734	380,639	380,639	380,639
80033	Telephone	1,329	730	1,304	4,338	6,356	6,356	6,356
80035	Utilities	36,690	31,157	35,586	37,000	37,000	37,000	37,000
80040	Bldg & Grnd Maint	11,130	11,507	17,307	10,233	13,315	13,315	13,315
80059	Training	0	0	1,015	5,000	5,000	5,000	5,000
TOTALS		1,177,567	1,287,482	1,305,364	1,418,608	1,440,224	1,445,486	1,445,486

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
Mechanics Assistant	0.00	0.00	0.00	0.00	0.00	0.00	0.00
TOTAL FTE'S	7.00						

Salaries

Fleet Maintenance Superintendent	76,633	78,166	78,166	78,166
Lead Mechanic	63,326	64,592	64,592	64,592
Auto Equipment Mechanics	59,992	61,191	61,191	61,191
Mechanics Assistant	41,889	41,889	41,889	41,889

Total Salaries Paid by General Fund

Fleet Maintenance Superintendent	76,633	78,166	78,166	78,166
Lead Mechanic	63,326	64,592	64,592	64,592
Auto Equipment Mechanics	299,960	305,955	305,955	305,955
Mechanics Assistant	0	0	0	0
Longevity Bonuses	800	800	800	800
TOTAL SALARIES	440,719	449,513	449,513	449,513

40 Transfer Station, Recycling & Refuse		2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Request	2015-16 Proposed	2015-16 Adopted
80012	Employees	141,077	147,423	151,085	146,705	144,738	148,711	148,711
80014	Overtime	21,661	19,895	21,502	20,911	21,575	21,575	21,575
89999	Fringe Benefits	77,002	91,663	104,438	99,392	118,119	115,464	115,464
80021	Materials & Supplies	2,582	1,516	3,095	1,952	2,395	2,395	2,395
80032	Equip & Furn Maint	21,740	10,590	13,048	15,267	15,125	15,125	15,125
80033	Telephone	197	206	259	264	240	240	240
80035	Utilities	4,267	3,936	4,167	3,800	4,300	4,300	4,300
80124	Landfill/Recycle Oper	2,435,855	2,304,270	2,333,269	2,416,100	2,606,500	2,525,300	2,525,300
TOTALS		2,704,381	2,579,499	2,630,863	2,704,391	2,912,992	2,833,110	2,833,110

Staffing

Weighmaster Clerk	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Recycling Coordinator	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Attendant	1.00	1.00	1.00	1.00	1.00	1.00	1.00
TOTAL FTE'S	3.00						

Salaries

Weighmaster Clerk				57,263	58,408	58,408	58,408
Recycling Coordinator				46,408	46,408	46,408	46,408
Attendant				43,034	43,895	43,895	43,895

Total Salaries Paid by General Fund

Weighmaster Clerk				57,263	58,408	58,408	58,408
Recycling Coordinator				46,408	46,408	46,408	46,408
Attendant				43,034	43,895	43,895	43,895
TOTAL SALARIES				146,705	148,711	148,711	148,711

Detail of Contracts Line:

Material disposal fees				30,000	30,000	30,000	30,000
Bulky waste disposal				50,000	25,000	25,000	25,000
Bagged leaf collection				15,000	15,000	15,000	15,000
SCRRA Contract				1,403,600	1,392,000	1,310,800	1,310,800
CCD Refuse Collection contract				270,000	-	-	-
TCD Refuse Collection contract				270,000	-	-	-
Town & City recycling				285,000	-	-	-
Automated citywide refuse and recycling collection				-	1,000,000	1,000,000	1,000,000
Bulky waste collection				-	52,000	52,000	52,000
Catch basin cleaning				75,000	75,000	75,000	75,000
Annual Landfill Post-closure Monitoring Costs				17,500	17,500	17,500	17,500
				2,416,100	2,606,500	2,525,300	2,525,300

42	Streets & Parks Maintenance Division	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Request	2015-16 Proposed	2015-16 Adopted
80009	Tree Care	31,844	81,567	38,972	58,518	56,875	56,875	39,875
80012	Employees	1,666,626	1,749,579	1,761,183	1,886,296	1,856,056	1,923,713	1,896,829
80013	Seasonal/ Temporary	30,348	29,097	30,042	40,000	40,000	40,000	40,000
80014	Overtime	60,801	36,971	156,645	127,311	126,630	126,630	126,630
89999	Fringe Benefits	953,085	1,183,327	1,314,766	1,281,352	1,488,838	1,475,363	1,465,814
80021	Materials & Supplies	391,656	497,802	473,542	513,584	478,127	478,127	478,127
80033	Telephone	8,956	6,675	7,582	10,329	13,904	13,736	13,736
80035	Utilities	61,999	66,814	66,254	55,000	55,000	55,000	55,000
80040	Bldg & Grnd Maint	43,464	45,219	26,636	51,231	38,440	38,440	38,440
80043	Emergency Storm Drain	148,896	85,468	63,795	85,000	74,630	74,630	74,630
TOTALS		3,397,675	3,782,519	3,939,417	4,108,621	4,228,500	4,282,514	4,229,081

Staffing

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

Salaries

Public Works Superintendent				76,633	78,166	78,166	78,166
Streets/ Parks Foreman				66,449	67,779	67,779	67,779
Crew Leaders				57,889	59,047	59,047	59,047
Mason				57,263	58,408	58,408	58,408
Maintenance Man				57,263	58,408	58,408	58,408
Heavy Equipment Operators				54,534	55,625	55,625	55,625
Light Equipment Operators				50,893	51,911	51,911	51,911
Laborers				42,728	43,583	43,583	43,583

Total Salaries Paid by General Fund

Public Works Superintendent				76,633	78,166	78,166	78,166
Streets/ Parks Foreman				132,898	135,558	135,558	135,558
Crew Leaders				173,667	177,141	177,141	177,141
Mason				57,263	58,408	58,408	58,408
Maintenance Man				57,263	58,408	58,408	58,408
Heavy Equipment Operators				163,602	166,875	166,875	152,969
Light Equipment Operators				610,716	622,932	622,932	609,954
Laborers				598,192	610,162	610,162	610,162
Longevity Bonuses & Wage Differentials				16,062	16,063	16,063	16,063
TOTAL SALARIES				1,886,296	1,923,713	1,923,713	1,896,829

47 Building Maintenance Division		2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Request	2015-16 Proposed	2015-16 Adopted
80004	Materials & Supplies - Other	11,540	11,489	12,222	11,917	11,750	11,750	11,750
80007	Utilities - Other	63,752	69,180	69,290	56,700	70,000	70,000	70,000
80012	Employees	396,163	420,114	431,381	439,176	431,967	448,447	448,447
80013	Seasonal/ Temporary	1,360	0	0	0	0	0	0
80014	Overtime	26,026	30,064	35,078	39,560	34,715	34,715	34,715
89999	Fringe Benefits	190,204	248,421	279,313	272,653	331,550	325,962	325,962
80021	Materials & Supplies	37,800	41,565	42,303	38,065	40,555	40,555	40,555
80033	Telephone	0	0	3,391	5,880	7,730	7,730	7,730
80035	Utilities	152,433	146,439	161,572	145,950	157,000	157,000	157,000
80040	Bldg & Grnd Maint	112,314	77,534	78,012	95,210	89,285	89,285	89,285
80108	Bldg Grnd Maint Other	92,123	104,768	76,635	98,685	91,175	91,175	91,175
TOTALS		1,083,715	1,149,574	1,189,197	1,203,796	1,265,727	1,276,619	1,276,619

Notes on Line items:

80040 Building & Grounds Maint includes exterior/interior repairs, including office renovations and painting. This account is offset in part by revenue from the State of Connecticut for their space in city hall (See account 70249). State of Connecticut offices occupy 37% of City Hall.

Staffing

Building & Grounds Maintenance Supervisor	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Chief Maintenance Man	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Lead Janitor	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Janitors	5.00	6.00	6.00	6.00	6.00	6.00	6.00
TOTAL FTE'S	8.00	9.00	9.00	9.00	9.00	9.00	9.00

Salaries

Building & Grounds Maintenance Supervisor				67,067	68,918	68,918	68,918
Chief Maintenance Man				59,992	61,191	61,191	61,191
Lead Janitor				52,713	53,768	53,768	53,768
Janitors				43,034	43,895	43,895	43,895

Total Salaries Paid by General Fund

Building & Grounds Maintenance Supervisor				67,067	68,918	68,918	68,918
Chief Maintenance Man				58,815	61,191	61,191	61,191
Lead Janitor				49,894	53,768	53,768	53,768
Janitors				253,140	263,370	263,370	263,370
Longevity Bonuses				1,200	1,200	1,200	1,200
TOTAL SALARIES				430,116	448,447	448,447	448,447

48 Parking Maintenance Division		2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Request	2015-16 Proposed	2015-16 Adopted
80012	Employees	39,757	39,757	42,190	43,034	42,190	43,895	43,895
89999	Fringe Benefits	22,442	24,534	27,504	32,036	37,751	37,111	37,111
80040	Bldg & Grnd Maint	67,804	70,814	65,366	64,585	67,995	67,995	67,995
80181	Parking Lease	10,000	10,000	10,000	10,000	10,000	10,000	10,000
TOTALS		140,003	145,105	145,060	149,655	157,936	159,001	159,001

Staffing

Laborer	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Janitors	1.00	1.00	1.00	1.00	1.00	1.00	1.00
TOTAL FTE'S	1.00						

Salaries

Laborer				42,728	43,583	43,583	43,583
Janitors				43,034	43,895	43,895	43,895

Total Salaries Paid by General Fund

Laborer				0	0	0	0
Janitors				42,190	43,895	43,895	43,895
TOTAL SALARIES				42,190	43,895	43,895	43,895

Election

Mission

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

Vision

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

Values

- Efficiency
- Accuracy
- Timeliness
- Professionalism

Departmental Goals (DG)

1. Increase efficiencies and impact by working collaboratively with each other, city departments, agencies, boards and commissions as well as outside agencies. (G1,G5)
2. Train personnel to the highest standards for election related activities while holding appropriate personnel accountable to those standards. (G1)
3. Maintain strong community relations through candid communication, professional service, and the implementation of appropriate technology. (G5)

Action Plans

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

Accomplishments

1. Completed annual canvass of voters, as well as a canvass on all non-voting registered voters, encompassing over 6,000 voters. (DG1)
2. Organized and ran one primary and one gubernatorial election. (DG1)
3. Provided accurate voter registration lists for candidates, City Clerk, and other interested parties. (DG3)
4. Supported and participated in voter registration drives. (DG3)
5. Recruited and trained all election workers to do their assigned duties for each election. (DG2)
6. Worked with all city department heads and First Student Transportation to coordinate and execute the gubernatorial election. (DG1)
7. Conducted voter outreach to inform electorate of precinct and location changes. (DG3)
8. Worked to maintain accurate voter registration information, both electronically and in paper files. (DG1)

63	Election	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Request	2015-16 Proposed	2015-16 Adopted
80011	Head of Department	48,000	48,000	48,000	50,000	52,000	52,000	52,000
80013	Seasonal/ Temporary	23,136	42,131	26,639	34,300	48,500	43,400	43,400
89999	Fringe Benefits	4,369	4,057	3,994	6,618	7,000	7,479	7,479
80021	Materials & Supplies	5,149	5,900	6,969	4,000	4,000	4,000	4,000
80032	Equip & Furn Maint	2,172	3,431	5,452	10,600	9,000	9,000	9,000
80033	Telephone	7,439	4,410	2,411	4,920	4,920	3,120	3,120
80034	Postage	6,002	2,876	8,557	4,000	4,000	4,000	4,000
80037	Mileage	0	92	235	600	600	600	600
80038	Advertising	3,090	3,791	3,083	4,000	4,000	4,000	4,000
80039	Printing	6,543	12,899	5,864	8,000	10,000	10,000	10,000
80053	Moving Voting Machine	0	130	0	1,000	1,000	1,000	1,000
80059	Training	1,431	2,688	2,428	2,700	3,200	3,200	3,200
TOTALS		107,331	130,405	113,632	130,738	148,220	141,799	141,799

Staffing

Registrars	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Assistant to Registrar of Voters	0.00	0.00	0.00	0.00	0.00	0.00	0.00
TOTAL FTE'S	2.00						

Salaries

Registrars				25,000	26,000	26,000	26,000
Assistant to Registrar of Voters				0	0	0	0

Total Salaries Paid by General Fund

Registrars				50,000	52,000	52,000	52,000
Assistant to Registrar of Voters				0	0	0	0
TOTAL SALARIES				50,000	52,000	52,000	52,000

Elections Workers

Deputy Registrars				2,000	2,000	2,000	2,000
Head Moderator				650	650	650	600
Precinct Moderators				1,950	2,450	1,950	2,100
Assistant Registrars				3,600	5,200	3,600	3,900
Checkers				2,400	4,400	2,400	2,400
Machine Tabulators				1,200	1,200	1,200	1,200
Moderator/ Absentee				250	250	250	250
Absentee Counters				1,200	400	1,200	1,200
Meeting Costs				900	3,000	900	2,800
Contingency				3,000	3,000	3,000	3,000
Security					2,250	2,250	2,250
Cost of One Elections				17,150	24,800	19,400	21,700
Cost of Two Elections				34,300	49,600	38,800	43,400

Performance Measures

	Actual	Actual	Actual	Projected	Projected	Projected	Projected
Inputs							
Type of Election	Municipal	Presidential	Municipal	State	Presidential	Presidential	Presidential
Voting locations	5	5	6	6	6	6	6
Workload/ Output Measures							
General elections	1	1	1	1	1	1	1
Primaries	2	2	2	2	2	2	2
Total elections	3	3	3	3	3	3	3
New registrations	667	2,255	411	750	750	750	750
Changes	2,021	6,873	6,208	4,000	4,000	4,000	4,000
Number of eligible voters	20,474	21,005	15,450	20,000	20,000	20,000	20,000
Outcome/ Results							
Number of voters voting in General Election	2,873	12,865	8,363	9,000	9,000	9,000	9,000
Percentage of eligible voters voting	14.03%	61.25%	54.13%	45.00%	45.00%	45.00%	45.00%
Efficiency Measures							
Average total cost per election	\$35,777	\$43,468	\$37,877	\$43,579	\$49,407	\$47,266	\$47,266
Average cost per polling place per election	\$7,155	\$8,694	\$6,313	\$7,263	\$8,234	\$7,878	\$7,878
Cost of election per registered voter	\$1.75	\$2.07	\$2.45	\$2.18	\$2.47	\$2.36	\$2.36

Planning & Development

Mission

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

Vision

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

Values

- Equity & fairness
- Communication
- Public education & protection

Departmental Goals (DG)

1. Improve quality of life and stabilize property values. (G2)
2. Maintain strong community relations through candid communication, professional service, and the timely review of plans and applications (G1,G5)
3. Train personnel to the highest standards for related activities while holding them accountable to those standards (G1)
4. Increase efficiencies and impact by working collaboratively with other departments, agencies, boards and commissions as well as outside agencies. (G1,G2,G4,G5,G6)

Action Plans

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

Accomplishments

1. Assisted with Federal Environmental Protection Agency Brownfield & Petroleum Assessment Grants applications. (DG1)
2. Assisted with State DECD Brownfield Assessment Grant applications for Shipping Street and Uncas Leap areas. (DG1)
3. Participated in City Manager's Capital Planning Committee. (DG1,DG4)
4. Assisted Redevelopment Agency with completion of Brownfield Area Wide Plan initiative. (DG1,DG4)
5. Facilitated completion of Plan of Conservation & Development update. (DG1,DG4)
6. Initiated update of Comprehensive Plan update (Zoning Regulations & Map). (DG1,DG4)
7. Assisted Harbor Management Commission in analysis of potential boat launch relocation. (DG1)
8. Assisted City Council in process to revise Blight Ordinance. (DG1,DG4)
9. Participated in Mayor's Economic Development Strategy Plan Committee. (DG1,DG4)
10. Reviewed Long Range Regional Transportation Plan. (DG1,DG4)
11. Partnered in Sachem Fund application process for Splash Pad/Recreational Funding. (DG1,DG4)

64	Planning & Neighborhood Services	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Request	2015-16 Proposed	2015-16 Adopted
80011	Head of Department	97,181	100,581	102,593	104,645	106,738	106,738	106,738
80012	Employees	491,251	501,459	499,925	521,514	652,830	585,504	585,504
80013	Seasonal/ Temporary	856	0	10,933	0	0	0	0
80014	Overtime	4,122	5,979	5,988	3,500	3,500	3,500	3,500
89999	Fringe Benefits	254,662	281,097	310,089	306,596	388,119	407,066	407,066
80015	Professional Services	0	0	0	5,000	5,000	5,000	5,000
80021	Materials & Supplies	3,260	1,601	2,719	2,000	2,000	2,000	2,000
80023	Gas Oil & Grease	4,009	3,820	3,921	3,950	3,583	3,191	3,191
80032	Equip & Furn Maint	6,051	5,940	5,718	7,000	7,000	7,000	7,000
80033	Telephone	7,593	7,796	11,056	9,486	9,486	11,196	11,196
80034	Postage	3,334	2,828	2,502	4,000	4,000	4,000	4,000
80037	Mileage	3,215	3,215	3,215	3,500	3,500	3,500	3,500
80038	Advertising	12,528	13,095	9,790	8,000	8,000	8,000	8,000
80057	Dues Licenses & Subscriptions	156	156	1,394	2,000	2,000	2,000	2,000
80059	Training	290	0	1,534	3,000	3,000	3,000	3,000
80103	Historic District	1,589	1,716	2,639	2,388	2,388	2,388	2,388
83200	Contracted Services	0	0	0	10,000	25,000	25,000	19,000
TOTALS		890,097	929,283	974,016	996,579	1,226,144	1,179,083	1,173,083

Staffing

Planning & Neighborhood Services Director	1.00	1.00	1.00	1.00	1.00	1.00	1.00
City Planner	0.00	0.00	0.00	0.00	1.00	0.75	0.75
Building/Housing Code Enforcement Official	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Zoning Enforcement Officer	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Administrative Secretary	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Assistant Building Officials	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Code Enforcement Official	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Blight/Housing Code Enforcement Officer	1.00	1.00	1.00	1.00	2.00	1.00	1.00
Code Enforcement Secretary	1.00	1.00	1.00	1.00	1.00	1.00	1.00
TOTAL FTE'S	10.00	10.00	10.00	10.00	12.00	10.75	10.75

Salaries

Planning & Neighborhood Services Director	104,645	106,738	106,738	106,738
City Planner	81,516	83,146	83,146	83,146
Building/Housing Code Enforcement Official	81,464	83,094	83,094	83,094
Zoning Enforcement Officer	57,957	57,957	57,957	57,957
Administrative Secretary	44,173	44,173	44,173	44,173
Assistant Building Officials	63,975	63,975	63,975	63,975
Code Enforcement Official	63,975	63,975	63,975	63,975
Blight/Housing Code Enforcement Officer	56,545	56,545	56,545	56,545
Code Enforcement Secretary	45,277	45,277	45,277	45,277

Total Salaries Paid by General Fund

Planning & Neighborhood Services Director	104,645	106,738	106,738	106,738
City Planner		83,146	62,360	62,360
Building/Housing Code Enforcement Official	81,464	83,094	83,094	83,094
Zoning Enforcement Officer	57,957	57,957	57,957	57,957
Administrative Secretary	88,346	88,346	88,346	88,346
Assistant Building Officials	127,950	127,950	127,950	127,950
Code Enforcement Official	63,975	63,975	63,975	63,975
Blight/Housing Code Enforcement Officer	56,545	113,090	56,545	56,545
Code Enforcement Secretary	45,277	45,277	45,277	45,277
Subtotal - Employees	521,514	662,835	585,504	585,504
TOTAL SALARIES	626,159	769,573	692,242	692,242

64 Planning & Neighborhood Services	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Request	2015-16 Proposed	2015-16 Adopted
Performance Measures	Actual	Actual	Actual	Projected	Projected	Projected	Projected
Inputs							
Building & housing division FTEs	6.0	6.0	6.0	6.0	7.0	6.0	6.0
Workload/ Output Measures							
Site development plans reviewed	7	7	7	10	10	10	10
Subdivision/resubdivision plans reviewed	1	-	-	1	2	2	2
Special permit applications reviewed	4	7	7	6	6	6	6
Zoning permit applications	326	303	266	350	300	300	300
Zoning Variances Granted	16	23	10	20	15	15	15
Zoning Variances Denied	4	4	1	6	1	1	1
Inland Wetland Applications	14	10	10	10	2	2	2
Zoning Complaints	113	135	80	150	100	100	100
Residential Building Permits	1,606	1,619	1,740	1,800	1,800	1,800	1,800
Commercial Building Permits	136	203	188	200	200	200	200
Industrial Building Permits	3	4	-	15	5	5	5
Structures Condemned	2	19	2	6	5	5	5
Dwelling Units Condemned	26	25	7	-	10	10	10
Buildings Demolished	22	6	2	6	6	6	6
Outcome/ Results							
Citations Issued	153	368	61	300	120	120	120
Citation Fees Collected	\$7,385	\$3,703	\$14,612	\$10,000	\$10,000	\$10,000	\$10,000
Violations Investigated	1,603	1,800	429	1,500	500	500	500
Efficiency Measures							
Residential building permits per assigned FTE	268	270	290	300	300	300	300

Board of Education

Mission

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

Vision

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

Values

- Professionalism
- Competency
- Compassion
- Community and Family Involvement

Departmental Goals (DG)

1. Set and meet expectations for academic achievement for all students. **(G3)**
2. Increase efficiencies and impact through the use of technology and by working collaboratively with other departments, agencies, boards and commissions. **(G1, G3)**
3. Maintain strong community relations through candid communication and professional service, including the use of citizen involvement and partnerships. **(G5)**
4. Train personnel to the highest standards while holding them accountable to those standards. **(G1, G3)**
5. Reduce costs through an asset management plan that focuses on maintenance measures and energy efficiency initiatives on all Board of Education assets. **(G1, G4, G6)**

Action Plans

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

Accomplishments

1. Moriarty School and Wequonnoc School transitioned to Intradistrict Magnet Schools **(DG1, DG2, DG3, DG4)**
2. Stanton School continues as a Network School and Uncas School became a Network School **(DG1, DG2, DG3, DG4)**
3. Awarded Bonds for Network Schools and the Security Grant **(D2,D5)**
4. Case Street Early Learning Center opened **(DG1, DG2, DG3, DG4)**
5. Applitrak online application service **(D2,D5)**
6. Every school in Norwich Public Schools now has afterschool programs available **(DG1, DG2, DG3, DG4)**

70 Board Of Education	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Request	2015-16 Proposed	2015-16 Adopted
80700 Board of Education	68,163,405	70,235,212	70,535,212	71,593,240	75,875,042	72,309,172	74,000,000
TOTALS	68,163,405	70,235,212	70,535,212	71,593,240	75,875,042	72,309,172	74,000,000

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

Performance Measures	Actual	Actual	Actual	Projected	Projected	Projected	Projected
Total number of students	3,792	3,759	3,711	3,805	3,732	3,732	3,732
Average class size							
Kindergarten	19.2	20.5	21.2	21.3	19.7	19.7	19.7
Grade 2	19.4	20.2	20.2	20.2	19.6	19.6	19.6
Grade 5	22.1	21.9	20.9	21.4	20.2	20.2	20.2
Grade 7	19.3	18.7	21.8	21.6	21.3	21.3	21.3
High School	12.7	N/A	N/A	N/A	N/A	N/A	N/A
Average teacher salary	\$68,008	*	*	*	*	*	*
Percentage of city resident children attending public schools	89.80%	89.80%	89.80%	89.80%	89.80%	89.80%	89.80%

Norwich Public Schools - Summary of Accounts

	Description	11/12 Actual	12/13 Actual	13/14 Budget	13/14 Actual	14/15 Budget	15/16 Request	Change
111	CERTIFIED SALARIES	16,529,464	16,197,881	16,616,981	16,376,933	17,227,855	18,721,139	1,493,284
112	SUPPORT SALARIES	3,738,631	4,093,216	4,617,839	4,418,794	5,050,414	5,701,775	651,361
121	TEMP PAY CERT PERSONNEL	298,514	332,718	265,000	297,974	265,000	265,000	0
122	TEMP PAY SUPPT PERSONNEL	215,463	266,588	154,000	249,219	154,000	154,000	0
200	POST EMPLOYMENT BENEFITS	0	0	0	0	0	0	0
201	BLUE CROSS MAJOR MEDICAL	5,642,023	6,937,077	6,225,246	6,779,749	4,997,057	4,992,667	(4,390)
203	LIFE INSURANCE	42,037	34,977	34,202	34,256	34,202	34,202	0
204	UNEMPLOYMENT COMPENSATION	88,167	64,119	25,000	106,190	25,000	30,000	5,000
205	WORKER'S COMPENSATION	2,011,770	144,681	0	7,280	150,000	150,000	0
206	CITY RETIREMENT PLAN	357,197	441,417	429,000	425,332	495,950	574,093	78,143
207	FICA EMPLOYER'S SHARE	714,828	1,054,584	847,634	902,237	980,000	980,000	0
208	SEVERANCE PAY	133,407	97,708	100,000	33,095	100,000	100,000	0
209	MEDICARE REIMBURSEMENT	30,751	28,419	10,000	37,567	10,000	10,000	0
323	CONTRACT HEALTH SERVICE	717,537	796,881	680,500	997,649	714,169	714,169	0
330	PROFESSIONAL SERVICES	124,341	102,851	173,600	105,154	203,600	203,600	0
333	CONTRACT TRANSPORTATION	2,920,597	3,122,040	3,392,690	3,216,510	3,284,505	3,566,138	281,633
410	PUBLIC UTILITIES	905,031	772,198	738,144	811,239	775,952	775,952	0
431	CONTRACT REPAIRS BLDGS	232,517	186,967	190,955	177,396	190,955	190,955	0
510	SPED CONTRACTED TRANS.	2,297,574	2,511,586	2,300,000	2,501,104	2,669,000	2,669,000	0
520	PROPERTY INSURANCE	223,546	246,607	292,978	283,115	316,416	316,426	10
521	LIABILITY INSURANCE	53,465	92,035	203,998	102,472	227,996	272,004	44,008
530	TELEPHONE	75,667	9,804	123,632	40,325	123,632	140,632	17,000
531	ADVERTISING	3,071	5,343	10,000	6,115	10,000	10,000	0
532	METERED POSTAGE	19,986	21,816	25,000	11,029	25,000	25,000	0
560	TUITION PAYMENT	25,152,834	25,233,557	26,532,777	26,515,557	26,582,117	28,182,841	1,600,724
580	REIMBURSABLE EXPENSES	25,708	16,342	30,900	26,508	30,900	30,900	0
590	OTHER PURCHASED SERVICES	3,338,537	4,009,686	3,464,604	3,141,219	3,706,980	3,795,885	88,905
592	ADULT EDUCATION	149,231	165,466	153,708	153,708	156,782	156,782	0
593	MAINTENANCE SERVICES	229,612	275,577	386,111	269,878	386,111	386,111	0
594	FINANCIAL SERVICES	43,537	35,982	43,000	36,061	43,000	43,000	0
611	INSTRUCTIONAL SUPPLIES	304,799	901,246	333,316	508,797	408,316	407,316	(1,000)
612	HEALTH SUPPLIES	18,929	18,740	22,000	17,154	22,000	22,000	0
613	MAINTENANCE SUPPLIES	72,192	62,426	65,375	60,462	65,375	65,375	0
614	CUSTODIAL SUPPLIES	161,960	235,008	120,000	197,387	120,000	120,000	0
620	HEATING EXPENSES	351,927	444,300	526,556	476,896	552,883	552,883	0
627	FUEL	615,293	610,704	819,697	507,154	807,304	807,304	0
641	TEXTBOOKS	75	0	20,000	0	20,000	20,000	0
642	LIBRARY SUPPLIES/MATRLS.	12,973	6,142	25,000	24,263	25,000	25,000	0
690	OTHER SUPPLIES AND MATERIALS	5,310	3,123	8,000	1,819	8,000	8,000	0
692	OFFICE SUPPLIES	34,913	39,982	59,432	79,935	59,432	59,432	0
693	AFTERSCHOOL PROGRAMS	12,452	0	0	0	0	0	0
694	PROFESSIONAL MATERIALS	8,810	2,485	3,000	371	3,000	3,000	0
720	FACILITIES PROJECTS AND REPAIRS	128,539	555,489	200,000	490,278	300,000	300,000	0
730	INSTRUCT. EQUIP. REPAIRS	0	0	3,400	370	3,400	3,400	0
731	INSTRUCTIONAL EQUIPMENT	0	0	3,200	231	3,200	3,200	0
734	SOFTWARE LICENSES	0	0	52,293	0	52,293	52,293	0
735	TECHNOLOGY HARDWARE	0	0	143,000	0	143,000	150,000	7,000
736	MAINT VEH/EQUIP REPAIR	86,674	(29,893)	24,250	64,920	24,250	24,250	0
739	OTHER EQUIPMENT	8,424	78,248	11,064	12,099	11,064	29,188	18,124
810	DUES & SUBSCRIPTIONS	25,092	9,090	28,130	27,538	28,130	30,130	2,000
	TOTAL	68,163,405	70,235,212	70,535,212	70,535,212	71,593,240	75,875,042	4,281,802

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

(3,565,870)
 1,690,828
74,000,000

GRANTS GRID 2014-15

Norwich Public Schools Grants Grid				
		2013-14	2014-15	Applies TO
Title One Improving Basic Programs	overall	1,407,612	1,518,272	
	NPS	1,397,729	1,508,197	All
	Non public	9,883	10,075	
Title II Part A Teacher Training Entitlement	overall	353,903	353,721	
	NPS	197,472	195,688	All
	Non public	156,431	158,033	
Title III Part A English Language Acquisition	overall	81,897	96,867	
	NPS	60,448	71,959	All
	Non public	21,449	24,908	
Title III Immigrant Children and Youth Grant	overall	32,822		
	NPS	24,675		
	NFA	8,147		
Bilingual/ESOL Education Program		15,202	13,808	All
School Readiness	NPS	1,918,398	2,182,270	All
Quality Enhancement		20,120	20,120	
**Priority		1,057,500	1,144,757	
School Accountability- Summer		118,584	117,899	
Extended School Hours		103,082	102,884	
IDEA (Part B) 611(94-142 Special Education)		Overall	1,325,910	
	NPS	1,294,947	1,353,750	
	Non-Public	30,963	26,518	
IDEA (Part B) 619 Preschool Entitlement	NPS	36,276	36,250	All
Stewart B. McKinney Education of Homeless Children and Youth	NPS	50,000	50,000	All
After School Program- Aspire	NPS	188,251	188,251	Elementary
Summer Program- Aspire	NPS		30,000	
21st Century Community Learning Centers-STANTON BRIDGES (Formerly Greenville)	NPS	56,749		Stanton
21st Century Community Learning Centers-Mahan, Huntington, Veterans	NPS		180,000	Mahan, Huntington, Veterans
English Language Civics	AE	35,000	35,000	Adult Education
Family Resource Center		104,500	109,500	Wequonnoc
Program Improvement Projects		160,000	160,000	Adult Education
*Adult Education Provider		1,199,898	1,229,522	Adult Education
Fresh Fruits and Vegetables	NPS	69,724		
Fresh Fruits and Vegetables	NPS	7,748		
Title I Part A, School Improvement	NPS			
Wrap Around Services-Stanton	NPS			
School Health Coordinator Pilot	NPS	95,000	90,250	All Schools
Commissioner's Network- Stanton	NPS	1,005,340	899,435	Stanton
Commissioner's Network- Uncas	NPS		601,754	Uncas
Family Resource Center	NPS	104,500	109,500	Stanton
21st Century Community Learning Center	NPS	200,000	200,000	Wequonnoc, Uncas, Moriarty
Alliance District Funding	NPS	2,378,224	3,878,849	All Schools
Community Block Grant	NPS	50,000	50,000	Stanton, Uncas, Wequonnoc, Moriarty
Teen Outreach	NPS		65,413	Kelly, Teachers
Kindergarten Attendance	NPS		28,000	All Schools
4-H EAT.FIT. GROW	NPS	17,000	12,000	Stanton, Uncas, Wequonnoc, Moriarty
Low Performing Schools-Stanton	NPS	99,470	245,157	Stanton
Low Performing Schools-Uncas	NPS		684,540	Uncas
Low Performing Schools-Uncas			32,000	Uncas
CCS Professional Learning Mini Grants	NPS		2,500	Kelly, Teachers, Mahan
High Quality Schools Funds	NPS	462,841		Teachers, Huntington , Mahan

Debt Service/ Non-Departmental Expenses

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

Debt Service

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

Non-Departmental

Contributions to Outside Agencies

- 80077 Library: Appropriation funds over 90% of the Otis Library's operating budget. The Otis Library is Norwich's public library. Its mission is to provide books, services and facilities to assist residents of the greater Norwich area to meet their personal and educational information needs.
- 80088 Ambulance Service: Cost of contract with American Ambulance which expires 11/3/2024.
- 80093 Probate Court: City of Norwich share of maintenance of probate court as required by CGS §45a-8.
- 80120 Regional Health District: The city's cost of \$6.48 per capita (population based on 7/1/2013 Connecticut Department of Public Health estimates) to participate in the Uncas Health District which is comprised of Bozrah, Griswold, Lisbon, Montville, Norwich, Sprague, and Voluntown.
- 80141 SEAT Bus: Subsidy of bus service to Southeastern Connecticut.
- 87109 United Community & Family Services, Inc.: Amount used to help defray a portion of the cost of uncompensated care that UCFS will provide to Norwich residents. United Community & Family Services' mission is to be a leading provider of and advocate for affordable, comprehensive, high quality health and human services that strengthen those in need throughout greater Southeastern Connecticut.
- 87110 TVCCA: Amount requested to support services provided by the Thames Valley Council for Community Action (TVCCA) to the citizens of Norwich. TVCCA seeks to provide its clients with skills that foster independence with programs such as: Senior Nutrition Program, Comprehensive Neighborhood Services Program, Head Start, Meals on Wheels, and the JOBS First Initiative.

Operating Transfers

- 80098 Appropriation to Capital Budget: This appropriation will be used to fund capital improvements. It is based on the value of one mill. See the Capital Budget section for further detail.

Other

- 80035 Street Lighting: Payment to Norwich Public Utilities for the energy used to light the street lamps.
- 80073 Insurance: Covers cost for fire, general liability, auto, excess workers' compensation, and other insurance.
- 80086 Contingency: Includes funds for unanticipated expenses/obligations, increases in fuel and utilities costs and contract negotiations with city unions.
- 80101 Unemployment Compensation Payment: Amount represents city's obligation to the state for unemployment compensation benefits.

Removed from Non-Departmental

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

- 80063 Other Postemployment Benefits (OPEB): Covers the annual required contribution to the Other Post Employment Benefits Fund as calculated in our latest actuarial valuation. These costs have been allocated to departments and included in their respective Fringe Benefits line items.
- 80072 Claims: Covers claims against the city for injury to person or damage to property not covered by insurance. Also, an amount has been included for relocation claims associated with municipal code enforcement. This line item has been moved to the Law budget.
- 80095 Southeastern Connecticut Council of Governments: Transportation, planning, and technical assistance provided to the southeastern Connecticut area. The cost is based on \$0.55 per capita using the 2010 US Census population data of 40,493. This line item has been moved to the Mayor/ Council budget.
- 80103 Historic District Commission: Supports Historic District Commission activities which include: annual preservation awards program and assisting the Building Division and residents with compliance with historic preservation guidelines. This line item has been moved to the Planning & Neighborhood Services budget.
- 80104 CCM: Connecticut Conference of Municipalities is an advocacy group for municipalities. This line item has been moved to the City Manager budget.
- 80115 Tax Collections Services/ Credit Card Fees: The costs the city incurs for the fee levied by the State of Connecticut Department of Motor Vehicles to accept a list of delinquent taxpayers and the credit card fees on delinquent taxes. This line item has been moved to the Finance budget.
- 80181 Parking Lease: Annual cost for the Broadway parking deck lease with United Congregational Church. The lease ends in November 2049. This line item has been moved to the PW-Building Maintenance budget.

80 Debt Service		2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Request	2015-16 Proposed	2015-16 Adopted
80801	Principal	3,970,000	3,960,000	4,466,068	4,069,136	0	0	0
80802	Interest	937,649	1,204,331	873,504	1,367,177	0	0	0
89D00	Transfer to Debt Service Fund	0	0	0	0	4,542,192	4,542,192	4,542,192
TOTALS		4,907,649	5,164,331	5,339,572	5,436,313	4,542,192	4,542,192	4,542,192

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

90 NON-DEPARTMENTAL EXPENSES

Contributions to Outside Agencies

80077	Library	936,228	986,228	1,024,228	1,075,000	1,190,587	1,125,000	1,125,000
80088	Ambulance Service	58,832	61,008	63,266	65,607	68,034	68,034	68,034
80093	Probate Court	25,717	25,717	25,161	27,130	29,391	29,391	29,391
80120	Uncas Health District	249,878	263,120	261,844	262,453	261,449	261,449	261,449
80141	SEAT Bus	146,898	152,774	152,774	158,121	163,655	163,655	163,655
87109	UCFS	50,000	50,000	25,000	50,000	160,000	52,500	52,500
87110	TVCCA	4,000	4,000	9,316	35,000	45,160	36,750	36,750
Subtotal - Contributions to Outside Agencies		1,471,553	1,542,847	1,561,589	1,673,311	1,918,276	1,736,779	1,736,779

Operating Transfers

80063	Postemployment Medical Benefits	1,476,797	1,717,749	1,980,377	2,296,626	0	0	0
80098	Capital Budget	2,372,692	2,414,235	2,320,691	1,715,718	1,725,235	1,725,235	1,725,235
89335	Transfer Out to Ice Rink	54,000	27,000	0	0	0	0	0
Subtotal - Operating Transfers		3,903,489	4,158,984	4,301,068	4,012,344	1,725,235	1,725,235	1,725,235

Other

80035	Utilities	735,925	662,383	664,386	645,600	777,000	777,000	777,000
80073	Insurance	722,527	681,101	896,842	981,842	1,042,824	1,042,824	1,022,824
80086	Contingency	122,000	62,294	291,167	268,533	720,609	720,609	720,609
80101	Unemployment Compensation	21,752	49,433	78,526	48,000	30,000	30,000	25,000
Subtotal - Other		1,602,204	1,455,211	1,930,921	1,943,975	2,570,433	2,570,433	2,545,433
TOTALS		6,977,246	7,157,042	7,793,578	7,629,630	6,213,944	6,032,447	6,007,447

In fiscal year 2015-16, some Non-Departmental items were moved into other operating departments' budgets in order to improve the classification of the expenditures by their function.

Capital Budget

The following two 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). Also described, is the financial and/or non-financial impact that the project will have once it is completed. 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. Although some projects are hard to define as far as impact on the operating budget, we have done our best to estimate what future expenditures will be necessary in relation to the project.

Capital Budget Highlights



Road and Parking Lot Resurfacing and preventative maintenance

From 2007 to 2013, the Public Works department has been able to resurface nearly 45 miles of Norwich roads through a combination of infrastructure bonds, state & federal grants, and capital budget funding. This budget includes the appropriation of \$507,735.

Police Cruisers

Police cruisers are a primary piece of a police officer's equipment. The cruiser is their mobile office. The newer models are smaller in size with more fuel efficient engines. Replacing the Crown Victorias with the newer models creates a 20% annual fuel savings per new vehicle. 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 \$130,536 for the replacement of the four remaining Crown Victoria model cruisers.



Plow Truck with Dump Body



This budget includes the appropriation of \$160,000 for the replacement of a 1993 plow truck. The Department of Public Works operates these trucks year round in the maintenance of our 161 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 one plow truck per year.

Capital Budget Listing

Department	Account Code	Description	Financial and/ or Non-financial impacts	QTY	UOM	Estimated Unit Cost	Estimated Total Cost
City Manager	10216-88000	Capital contingency - For other capital improvements and design costs as the City Manager deems necessary. A portion of this contingency may be used towards local matches on Federal or State grants.	If the City is able to leverage some of these funds as local matches on Federal or State grants to purchase equipment that makes City operations more efficient, it may be able to reduce future operating costs.	1	each	300,000	300,000
EGP VFD	10216-88223	Epoxy sealing bay floors	Routine capital expenditure - no significant impact on operating budgets.	1	each	35,000	35,000
Laurel Hill VFD	10216-88224	Hood for kitchen	Routine capital expenditure - no significant impact on operating budgets.	1	each	17,600	17,600
Laurel Hill VFD	10216-88224	Bay floors pavement repair	Routine capital expenditure - no significant impact on operating budgets.	1	each	21,000	21,000
Occum VFD	10216-88225	Bathroom - handicap upgrade	Routine capital expenditure - no significant impact on operating budgets.	1	each	9,850	9,850
Public Works	10216-88239	Car wash facility	Routine capital expenditure - no significant impact on operating budgets.	1		100,000	100,000
Public Works	10216-88242	Mohegan Park playscape and brick paver repairs and demo of old dog pound	Routine capital expenditure - no significant impact on operating budgets.	1		100,000	100,000
Public Works	10216-88247	Exterior painting City Hall Annex	Routine capital expenditure - no significant impact on operating budgets.	1		30,000	30,000
Public Works	10216-88247	City Hall chimney liner	Routine capital expenditure - no significant impact on operating budgets.	1		80,000	80,000
Public Works	10216-88247	City Hall electrical upgrades	Routine capital expenditure - no significant impact on operating budgets.	1		80,000	80,000
Police	10216-88321	Police Cruisers - Replace police cruisers	Routine capital expenditure - no significant impact on operating budgets.	4	each	32,634	130,536
Senior Center	10216-88336	Replace 2000 14-15 Wheelchair Accessible Minibus	Should reduce future maintenance and fuel costs.	1	each	50,000	50,000
Public Works	10216-88342	Replace 1993 and 1995 pickup trucks with plows	Should reduce future maintenance and fuel costs.	2	each	33,000	66,000
Public Works	10216-88342	Replace 1993 Large Dump Truck	Should reduce future maintenance and fuel costs.	1	each	160,000	160,000
Police	10216-88421	Taser Replacement	Routine capital expenditure - no significant impact on operating budgets.	20	each	2,092	41,840
Police	10216-88421	Body Armor	Routine capital expenditure - no significant impact on operating budgets.	18	each	680	12,240
Police	10216-88421	Mobile Radios	Routine capital expenditure - no significant impact on operating budgets.	3	each	2,016	6,048
Police	10216-88421	Portable Radios	Routine capital expenditure - no significant impact on operating budgets.	5	each	1,313	6,565
Norwich Fire	10216-88422	Turnout Gear	Routine capital expenditure - no significant impact on operating budgets.	12	each	3,200	38,400
Norwich Fire	10216-88422	Extrication system	Routine capital expenditure - no significant impact on operating budgets.	1	each	65,000	65,000
EGP VFD	10216-88423	Turnout Gear	Routine capital expenditure - no significant impact on operating budgets.	5	various	3,200	16,000

Department	Account Code	Description	Financial and/ or Non-financial impacts	QTY	UOM	Estimated Unit Cost	Estimated Total Cost
Laurel Hill VFD	10216-88424	Turnout Gear	Routine capital expenditure - no significant impact on operating budgets.	4	each	3,200	12,800
Occum VFD	10216-88425	Turnout Gear (just coat & pants)	Routine capital expenditure - no significant impact on operating budgets.	5	each	2,500	12,500
Occum VFD	10216-88425	Pager Replacement	Routine capital expenditure - no significant impact on operating budgets.	10	each	560	5,600
Taftville VFD	10216-88426	Pager Replacement	Routine capital expenditure - no significant impact on operating budgets.	13	each	560	7,280
Taftville VFD	10216-88426	Radio Replacement	Routine capital expenditure - no significant impact on operating budgets.	10	each	900	9,000
Taftville VFD	10216-88426	Turnout Gear	Routine capital expenditure - no significant impact on operating budgets.	5	each	3,200	16,000
Yantic VFD	10216-88427	Turnout Gear (just coat & pants)	Routine capital expenditure - no significant impact on operating budgets.	6	each	2,500	15,000
Yantic VFD	10216-88427	Full Sets of Turnout Gear	Routine capital expenditure - no significant impact on operating budgets.	3	each	3,200	9,600
Yantic VFD	10216-88427	Strut System - Rescue Tech	Routine capital expenditure - no significant impact on operating budgets.	1	each	48,210	48,210
Yantic VFD	10216-88427	Pager Replacement	Routine capital expenditure - no significant impact on operating budgets.	10	each	560	5,600
Finance	10216-88500	Computer replacements - cost to replace computers that cannot be simply upgraded to accommodate Windows 7.	Routine capital expenditure - no significant impact on operating budgets.	50	each	500	25,000
Finance	10216-88500	MS Office Upgrades - Over the next two years all of our PC's will be upgraded to a newer version of Microsoft Office.	By having users on a common Office platform it will be easier to share information among departments.	20	licenses	300	6,000
Public Works	10216-88600	Road and parking lot resurfacing and preventative maintenance	Routine capital expenditure - no significant impact on operating budgets.	1		507,403	507,403

TOTAL CAPITAL IMPROVEMENT BUDGET

2,046,072

Amount funded by General Fund Appropriation

1,725,235

Amount funded by LOCIP Grant

320,837

2,046,072

Emergency Management

Mission

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

Vision

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

Values

- Professionalism
- Fiscal responsibility
- Integrity
- Collaboration

Departmental Goals (DG)

1. Maintain strong community relations through candid communication, professional service and the implementation of various community outreach and educational programs. (G2, G3, G5)
2. Increase efficiencies and impact by working collaboratively with other departments, agencies, boards and commissions as well as outside agencies. (G1, G5)
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. (G1)

Action Plans

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

Accomplishments

1. Completed Radiological Training for seventy two (72) personnel using the new Ludlum and Dosimeter equipment. (DG3)
2. Trained twenty seven (27) personnel in "Pet Shelter Management" to staff our multi-jurisdictional shelter. (DG3)
3. Participated in four (4) major Public Information and Education exhibits that had exposure to over 10,000 people. (DG1,DG2)
4. Participated in five (5) table-top disaster drills. (DG3)
5. Trained seven (7) new OEM personnel in the CERT (Community Emergency Response Team) disciplines. (DG3)
6. Provided training to address the Ebola and Entero viruses. (DG3)

91 Emergency Management		2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Request	2015-16 Proposed	2015-16 Adopted
80011	Head of Department	28,345	30,324	31,335	31,961	31,961	32,600	32,600
80013	Seasonal/ Temporary	4,387	0	0	0	0	0	0
89999	Fringe Benefits	1,759	17,951	23,334	22,286	31,885	31,032	31,032
80021	Materials & Supplies	3,745	816	9,209	3,000	3,000	3,000	3,000
80023	Gas Oil & Grease	1,234	1,454	1,397	1,727	1,366	1,256	1,256
80032	Equip & Furn Maint	2,265	3,402	3,860	7,200	7,200	7,200	7,200
80033	Telephone	5,980	4,033	2,622	6,874	3,018	3,018	3,018
80035	Utilities	2,847	3,030	2,814	2,700	2,800	2,800	2,800
80040	Bldg & Grnd Maint	1,640	1,053	300	1,000	1,000	1,000	570
80059	Training	2,694	2,567	2,279	2,000	3,500	3,500	3,500
TOTALS		54,896	64,630	77,150	78,748	85,730	85,406	84,976

Notes on line items:

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

This department receives a grant from the federal government which is reflected in revenue account 70268 (See revenue section of the budget).

Those revenues are estimated to be \$20,204.

Staffing

Emergency Management Director	1.00	1.00	1.00	1.00	1.00	1.00	1.00
TOTAL FTE'S	1.00						

Salaries

Emergency Management Director				31,961	32,600	32,600	32,600
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Total Salaries

Emergency Management Director				31,961	32,600	32,600	32,600
TOTAL SALARIES				31,961	32,600	32,600	32,600

Performance Measures

Workload/ Output Measures

	Actual	Actual	Actual	Projected	Projected	Projected	Projected
Hours of emergency training	1,145	1,030	1,171	1,300	1,300	1,300	1,300
Personnel trained	81	73	124	90	90	90	90
Shelter maintained	94	16	16	16	16	16	16
EOC activations	15	23	22	27	27	27	27
Flood assistance calls	642	1,016	541	125	125	125	125
Speaking engagements	23	23	23	27	27	27	27
Public information/education exhibits	23	23	21	27	27	27	27

Outcome/ Results

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

Cost of department per capita	\$1.37	\$1.60	\$1.91	\$1.95	\$2.12	\$2.12	\$2.11
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Special Revenue Funds

Summary of Revenues & Expenditures

	City Consolidated Fire District (Fund 020)	Town Consolidated Fire District (Fund S23)	Combined
EXPENDITURES			
General Operations	7,253,782	579,990	7,833,772
TOTALS	7,253,782	579,990	7,833,772
REVENUES			
General Revenues	3,187,234	21,100	3,208,334
Taxes to be levied - CCD Fire	4,066,548	0	4,066,548
Taxes to be levied - TCD Fire	0	558,890	558,890
TOTALS	7,253,782	579,990	7,833,772

City Consolidated Fire District

Revenues	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Proposed	2015-16 Adopted
General Property Taxes						
70201 Current Levy	3,304,446	3,773,572	4,125,963	4,191,906	4,066,548	4,066,548
70202 Prior Year Levies	89,305	127,821	128,309	120,000	148,000	148,000
70203 Interest and Lien Fees	53,706	62,722	62,002	60,000	66,000	66,000
70208 Supplemental Motor Vehicle	31,201	35,995	45,745	60,000	61,000	61,000
Totals	3,478,658	4,000,110	4,362,019	4,431,906	4,341,548	4,341,548
Revenue from Other City Operations						
70228 Public Utilities 10%	584,975	684,846	834,938	1,216,026	2,907,234	2,907,234
70231 Special Service Charge	165,825	134,932	84,728	99,693	0	0
Totals	750,800	819,778	919,666	1,315,719	2,907,234	2,907,234
Other Revenues						
70223 Interest on Investments	7,353	2,590	2,962	3,000	5,000	5,000
70238 Conveyance Tax	12,000	14,000	14,000	14,000	0	0
Totals	19,353	16,590	16,962	17,000	5,000	5,000
State Grants in Aid - General						
70247 Payments in Lieu of Taxes	50,139	48,809	48,847	56,462	0	0
70250 City Housing	201,881	201,472	189,803	180,514	0	0
70254 Mashantucket-Pequot Mohegan	1,397,286	1,476,861	870,786	1,216,517	0	0
70257 Elderly Tax Credit Reimbursement	74,720	91,328	85,655	86,673	0	0
Totals	1,724,026	1,818,470	1,195,091	1,540,166	0	0
GRAND TOTALS	5,972,837	6,654,948	6,493,738	7,304,791	7,253,782	7,253,782

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

20	City Consolidated Fire District	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Request	2015-16 Proposed	2015-16 Adopted
80012	Employees	2,667,880	2,849,715	2,952,553	3,026,309	3,385,568	3,190,393	3,190,393
80014	Overtime	3,268	7,113	28,228	40,000	40,000	28,000	28,000
89999	Fringe Benefits	1,707,378	2,280,840	2,455,933	2,483,745	3,379,308	3,285,389	3,285,389
80017	Replacement Cost	793,386	827,897	741,129	1,025,011	1,025,011	750,000	750,000
80063	Postemployment Medical Benefits	543,161	579,497	688,722	729,726	0	0	0
TOTALS		5,715,073	6,545,062	6,866,565	7,304,791	7,829,887	7,253,782	7,253,782

Staffing

Captain (FC 2)	3.00	3.00	2.00	2.00	2.00	3.00	3.00
Captain (FC 1)	1.00	1.00	2.00	2.00	2.00	1.00	1.00
Lieutenant - Step 2	7.00	6.00	7.00	6.00	6.00	7.00	7.00
Lieutenant - Step 1	1.00	2.00	1.00	2.00	6.00	1.00	1.00
Firefighter - Step 5	15.00	18.00	17.00	17.00	13.00	20.00	20.00
Firefighter - Step 4	8.00	7.00	6.00	8.00	8.00	9.00	9.00
Firefighter - Step 3	4.00	7.00	9.00	5.00	5.00	6.00	6.00
Firefighter - Step 2	7.00	2.00	5.00	6.00	6.00	0.00	0.00
Firefighter - Step 1	2.00	3.25	1.00	2.00	6.00	3.00	3.00
TOTAL FTE'S	48.00	49.25	50.00	50.00	54.00	50.00	50.00

Salaries

Captain (FC 2)				71,851	73,647	73,647	73,647
Captain (FC 1)				69,819	74,564	74,564	74,564
Lieutenant - Step 2				67,325	69,008	69,008	69,008
Lieutenant - Step 1				65,409	67,045	67,045	67,045
Firefighter - Step 5				61,367	62,901	62,901	62,901
Firefighter - Step 4				58,445	59,906	59,906	59,906
Firefighter - Step 3				55,666	57,057	57,057	57,057
Firefighter - Step 2				53,014	54,340	54,340	54,340
Firefighter - Step 1				50,494	51,757	51,757	51,757

Total Salaries Paid by City Consolidated Fire District Fund

Captain (FC 2)				143,702	147,294	220,941	220,941
Captain (FC 1)				139,638	149,128	74,564	74,564
Lieutenant - Step 2				403,950	414,048	483,056	483,056
Lieutenant - Step 1				130,818	402,270	67,045	67,045
Firefighter - Step 5				1,043,239	817,713	1,258,020	1,258,020
Firefighter - Step 4				467,560	479,248	539,154	539,154
Firefighter - Step 3				278,330	285,285	342,342	342,342
Firefighter - Step 2				318,084	326,040	0	0
Firefighter - Step 1				100,988	310,542	155,271	155,271
EMT Differential				0	54,000	50,000	50,000
TOTAL SALARIES				3,026,309	3,385,568	3,190,393	3,190,393

Town Consolidated Fire District							
Revenues		2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Proposed	2015-16 Adopted
General Property Taxes							
70201	Current Levy	539,972	549,071	548,278	562,003	558,890	558,890
70202	Prior Year Levies	9,819	9,838	10,175	10,000	10,000	10,000
70203	Interest and Lien Fees	5,534	5,402	5,657	5,600	5,300	5,300
70208	Supplemental Motor Vehicle	4,163	4,693	3,890	5,600	5,800	5,800
Totals		559,488	569,004	568,000	583,203	579,990	579,990

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

Expenditures		2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Proposed	2015-16 Adopted
80122	VFF Tax Abatement	71,029	76,385	77,470	100,000	85,000	85,000
89270	VFF Relief Fund Contribution	281,000	310,000	308,987	333,000	350,729	350,729
89150	Workers' Compensation	172,009	158,254	158,409	150,203	144,261	144,261
Totals		524,038	544,639	544,866	583,203	579,990	579,990

Town Consolidated Fire District Fund

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

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

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

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

Enterprise Fund – Norwich Public Utilities

Norwich Public Utilities (NPU) provides four public utilities to the City of Norwich – natural gas, electricity, water and wastewater. Established in 1904, NPU is municipally-owned and governed by a five member Board of Commissioners and Sewer Authority, who are appointed by the Mayor.

NPU operates a full-service Customer Service Center, giving our customer the ability of speaking directly with an NPU employee for any account issue, 24 hours a day, seven days a week. NPU’s control room is also staffed around the clock throughout the year, to respond to any utility emergency or service issue effectively and efficiently.

Highlights & Accomplishments

Reliability

NPU is among a select group of public utility companies in the United States who have received the highest levels of recognition from two national trade associations. Both the American Public Power Association (APPA) and the American Public Gas Association (APGA) have honored NPU for its ability to deliver electricity and natural gas to customers in a safe, efficient and cost-effective manner.

Natural Gas Expansion

Over the past three years, NPU has added more than 1,700 new natural gas customers to our network through a comprehensive customer outreach and education program. These new customers have contributed nearly \$2.5 million in new annual revenue to NPU’s bottom line.

Electric Distribution

NPU and the Connecticut Municipal Electric Energy Cooperative (CMEEC) completed a \$9 million microgrid generation project that provides additional backup power capabilities to the Backus Hospital. This unit also has the capability to provide electricity to a number of critical facilities adjacent to the site in the event of a large-scale power outage in Norwich.

Water Supply

NPU strengthened its water system with the completion of a water tank project in December of 2014. The tank, which is located in Lebanon, has a capacity of one million gallons and allows NPU to shut down its water treatment plant for short periods of time for maintenance and routine repair without impacting customers. The tank also provides for the emergency storage of water that can be used during power outages, water main failures or other NPU system emergencies.

Waste Water Infrastructure

NPU continues to make progress with a project to upgrade its wastewater treatment plant forward. NPU was recently awarded \$100 million in grants and loans from the State of Connecticut for this important project. The design plans for this project are complete and it is expected to be put out to bid mid-2015.

Internet/Broadband Services

NPU’s Municipal Area Network (MAN) consists of more than 70 miles of fiber cabling throughout Norwich. This infrastructure provides NPU with the ability manage the operation and control of its utility facilities located throughout the city, maintaining the excellent quality of the natural gas, electricity, water and wastewater collection services.

Public Safety Cameras

NPU has partnered with the Norwich Police Department on the installation and operation of 16 public safety cameras strategically placed and operated throughout the city, as well as five public safety cameras located at the Norwich Transportation Center, which are operated for Southeast Area Transit (SEAT).

Commercial and Industrial Efficiency

In 2014, 28 customers took advantage of NPU's Lighting Retrofit program projects and earned \$367,387 in rebates. NPU provides rebates to business customers for replacing traditional incandescent lighting with light-emitting diodes (LEDs) and high-efficiency linear fluorescent tubes.

Residential Efficiency Programs

In 2014, NPU provided 266 home energy audits for customers to help identify areas to improve energy efficiency. NPU continues to offer a Smart E-Loan with through local lenders, providing low-interest loans for more than 40 different energy efficiency projects in the home.

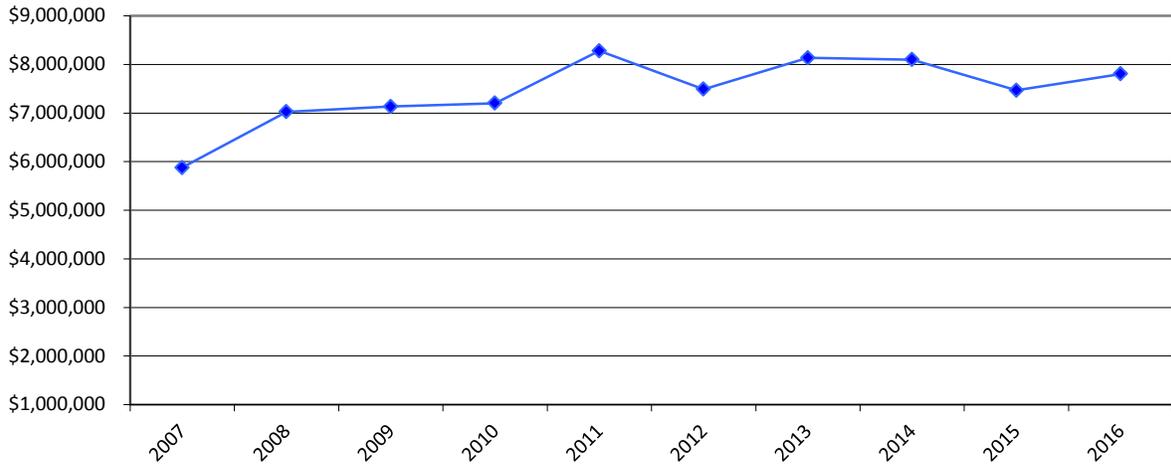
Clean Cities/Alternative Fuels

NPU secured a grant from the State of Connecticut's Clean Fuel Program for \$150,420 to fund the incremental costs of procuring a number of energy efficient vehicles. NPU has awarded the contract to build a new compressed natural gas filling station to Norwich, with construction to begin in mid-2015.

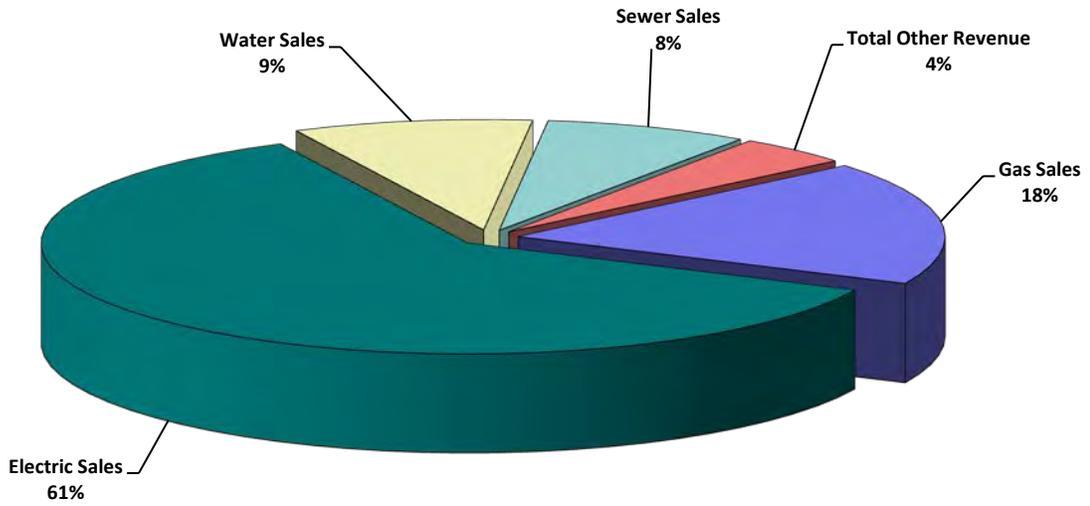
Performance Measures

	FY 2014	FY 2015	FY 2016
	Actual	Approved	Forecast
Customer Service Indicators			
Field Service			
Gas Service Calls	4,057	4,700	4,700
Electric Service Calls	1,228	1,500	1,500
Water Service Calls	2,635	2,000	2,000
Sewer Service Calls	162	130	130
Service Center			
Walk-in Customers	44,287	44,730	44,730
# Calls	135,513	121,550	121,550
Operations Indicators			
Distribution Systems			
Miles of Gas Main	149	151.5	154.5
Miles of Electric Line	235	235	235
Miles of Fiber Optic Cable	72	75	75
Miles of Water Main	195	195	195
Miles of Sewer Main	129	129	129
Electric System Reliability			
Avg. # outages per customer	0.5	0.51	0.51
Avg. cumulative out of service time (min)	35	47	47
Wastewater Treatment			
Gallons Treated (Billion)	1.39	1.27	1.27
Quality Tests Conducted	5,500	5,500	5,500
Water Division			
Gallons of Potable Water (Billion)	1.6	1.6	1.6
Quality Tests Conducted	12,500	12,200	12,200
Paid to City General Fund			
	\$8,017,740	\$7,466,520	\$7,804,364

Payment to the City 10 Year History

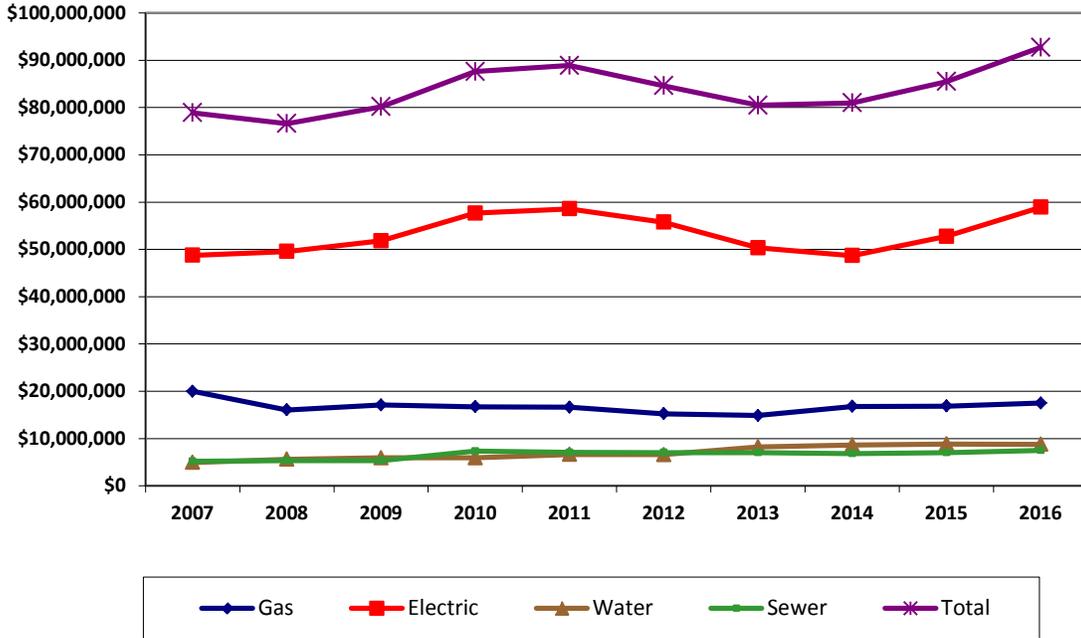


Revenue by Department Fiscal Year 2016

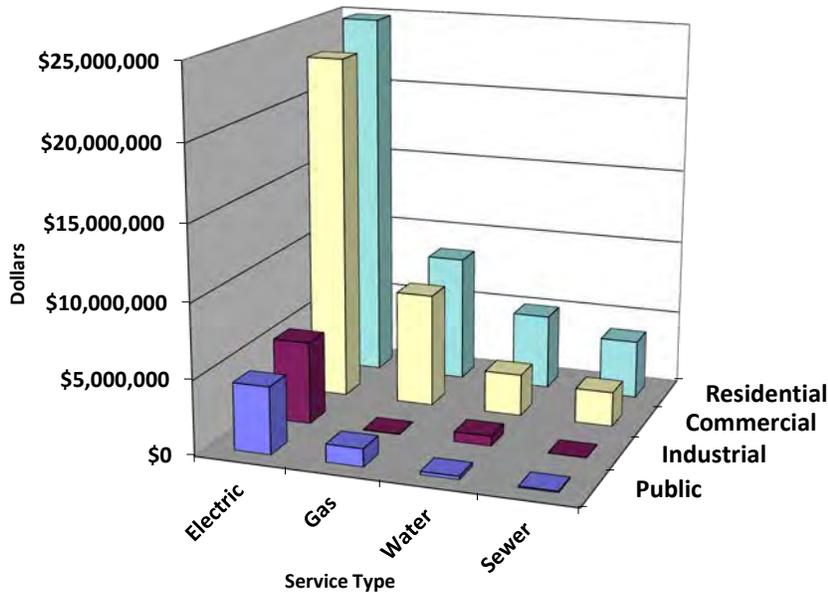


Revenue Summary	FY 2014	FY 2015	FY 2016
	Audited	Approved	Approved
REVENUE FROM SALES			
Residential Gas Sales	7,914,777	7,447,756	8,521,264
Commercial Gas Sales	7,407,948	8,067,474	7,614,179
Industrial Gas Sales	\$37,763	46,379	35,447
Public Gas Sales	1,285,120	1,150,812	1,211,509
Interdepartmental Gas Sales	141,250	154,040	124,895
Gas Sales	\$16,786,858	\$16,866,461	\$17,507,294
Residential Electric Sales	21,133,387	22,594,573	24,850,040
Commercial Electric Sales	18,738,900	20,505,146	23,131,654
Industrial Electric Sales	4,408,190	4,893,902	5,518,723
Public Electric Sales	3,690,767	3,954,727	4,517,279
Interdepartmental Electric Sales	721,385	786,166	877,570
Electric Sales	\$48,692,629	\$52,734,514	\$58,895,266
Residential Water Sales	5,008,351	5,075,131	5,047,343
Commercial Water Sales	2,706,464	2,811,990	2,798,605
Industrial Water Sales	663,609	665,449	662,322
Public Water Sales	202,206	203,757	216,177
Interdepartmental Water Sales	78,226	94,142	75,215
Water Sales	\$8,658,856	\$8,850,469	\$8,799,662
Residential Sewer Sales	2,797,404	2,857,557	3,906,176
Commercial Sewer Sales	2,052,549	2,141,520	2,314,259
Industrial Sewer Sales	15,091	19,363	21,305
Public Sewer Sales	61,471	61,582	88,571
Interdepartmental Sewer Sales	120,013	121,254	175,115
Mandatory Upgrades Fee	1,775,149	1,827,855	1,000,000
Sewer Sales	\$6,821,677	\$7,029,131	\$7,505,426
OTHER OPERATIONAL REVENUE			
Penalties for Late Payments	799,890	660,000	768,000
Field Service & Water Heater Rentals	364,432	252,700	250,104
Jet Turbine Credit	1,041,856	750,000	1,000,000
Reservation Charges, Rentals & CNG Sales	579,986	982,743	836,494
Septage Charges	25,661	50,000	138,000
Interest Income	5,339	7,050	2,900
Energy Efficiency Program	1,175,633	1,178,479	1,176,603
Total Other Revenue	\$3,992,797	\$3,880,972	\$4,172,101
TOTAL DEPARTMENT REVENUE	\$84,952,817	\$89,361,547	\$96,879,749

Budgeted Sales Revenues 10-Year Performance

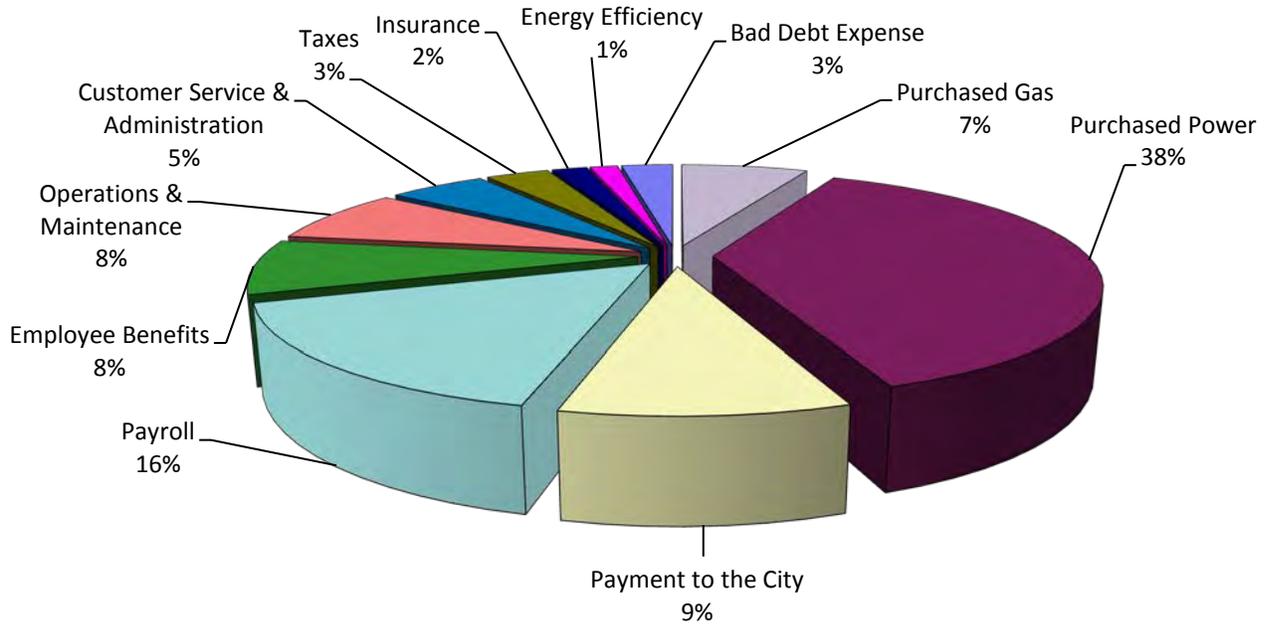


Estimated Sales by Customer Class Fiscal Year 2016



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

Expenses by Category Fiscal Year 2016



Expense Summary	FY 2014	FY 2015	FY 2016
	Audited	Approved	Approved
DEPARTMENT EXPENSES			
Purchased Gas	6,646,096	5,605,437	5,730,282
Purchased Power	27,479,490	29,520,560	31,506,009
Payroll	11,866,110	12,000,431	13,281,362
Employee Benefits	5,428,155	5,748,761	6,535,155
Payment to the City	8,017,740	7,466,520	7,804,364
Gross Revenue Tax & Property Tax	2,695,481	2,615,397	2,841,308
Property & Liability Insurance	2,275,663	1,563,600	1,595,400
Operations & Maintenance	6,761,977	5,614,740	6,504,148
Customer Services and Administration	3,197,053	4,558,181	4,343,933
Bad Debt Expense	2,378,859	823,980	2,324,000
Energy Efficiency Program	1,028,185	1,357,599	1,264,200
Total Operational Expenses	\$77,774,809	\$76,875,206	\$83,730,161
Interest Expense	497,244	894,103	986,230
Debt Principal Repayment	1,459,240	2,051,527	2,341,926
Debt Service	\$1,956,484	\$2,945,630	\$3,329,689
Capital Purchases net expected reimbursements	4,422,112	6,908,707	7,221,644
Capital Labor	784,427	1,032,568	954,332
Total Capital	\$5,206,539	\$7,941,275	\$8,175,976
Depreciation	\$7,083,940	\$7,584,000	\$6,990,000

Capital Budget Summary	FY 2014	FY 2015	FY 2016
	Audited	Approved	Approved
RECURRING CAPITAL			
Metering		1,943,580	1,187,526
Mains - New & Replacements		3,789,735	1,604,006
Services - New & Replacements		1,862,134	1,251,098
Fiber Installations		505,000	225,760
Poles & Fixtures		150,000	200,000
Street Lighting & Signal Systems		51,000	51,000
Transformers, Switches, & Capacitors		241,500	380,500
Hydrants - New & Replacements		39,988	59,752
Manholes & Frames		101,663	95,475
Capitalized Small Tools		32,130	71,500
Total Recurring Capital	\$8,272,833	\$8,716,730	\$5,126,617
CAPITAL PROJECTS			
CNG Station - Otrobando Ave		1,652,335	1,480,000
Hydro & Dam Upgrades		145,000	0
Electric Transmission & PTF Upgrades		198,000	215,600
Electric Generation Upgrades		0	1,000,000
Deep River Water Treatment Plant Upgrades		3,184,500	1,215,000
Stony Brook Water Treatment Plant Upgrades		8,297,874	6,826,246
New Source Development		80,000	40,000
Fitchville Bridge Main Support		50,000	0
WWTP Design & Construction		23,100,000	11,800,000
Wastewater Inflow & Infiltration Project		0	750,000
South Golden Street Renovations		222,000	20,000
Customer Service Renovations		0	99,500
FEMA Generators		2,009,930	930,225
Regulator, Substation, & Pumping Station Upgrades		216,400	402,400
Total Project Capital	\$12,942,120	\$39,156,039	\$24,778,971
VEHICLE & EQUIPMENT PURCHASES			
Vehicles		799,999	724,000
Computer System & Hardware Upgrades		1,291,500	511,000
Miscellaneous construction equipment		426,750	0
Total Equipment	\$1,084,149	\$2,518,249	\$1,235,000



Glossary

Abbreviations and Acronyms

CGS

Connecticut General Statutes

ECS

Education Cost Sharing grant

EMPG

Emergency Management Performance Grant

GIS

Geographic Information System

GF

General Fund

GFOA

Government Finance Officers Association

MISC

Miscellaneous

MV

Motor Vehicle

NCDC

Norwich Community Development Corporation

NPU

Norwich Public Utilities

N/A

Not applicable

N/R

Not Reported before

OPEB

Other Post-employment Benefits

PSAP

Public Safety Access Points

SCCOG

Southeastern Connecticut Council of Governments

SEAT

Southeastern Area Transit District

SECTER

Southeastern Connecticut Enterprise Region

SRO

School Resource Officer

TAR

Town Aid Roads grant

TVCCA

Thames Valley Council for Community Action

UCFS

United Community & Family Services

Glossary of Key Terms

Accrual Basis

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

Activity

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

Actuarial Basis

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

Adopted Budget

The final budget as approved by ordinance.

Actuarially Determined Employer Contribution (ADEC)

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

Americans with Disabilities Act of 1990 (ADA)

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

Appropriation

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

Assessed Valuation

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

Asset

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

Authorized Positions

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

Balanced Budget

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

Benchmark

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

Bond

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

Bond Refinancing

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

Budget

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

Capital Assets

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

Capital Budget

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

Capital Improvements

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

Capital Improvements Plan (CIP)

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

Cash Basis

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

City Consolidated Fire District (CCD)

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

Comprehensive Annual Financial Report (CAFR)

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

Community Development Block Grant (CDBG)

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

Contingency

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

Consumer Price Index (CPI)

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

Contractual Services

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

Debt Service

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

Deficit

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

Department

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

Depreciation

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

Disbursement

Expenditure of monies from an account.

Division

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

Encumbrance

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

Enterprise Funds

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

Estimate

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

Expenditure

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

Expense

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

Fiscal Year (FY)

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

Fringe Benefits

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

Full-Time Equivalent (FTE)

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

Fund

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

Fund Balance

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

Generally Accepted Accounting Principles (GAAP)

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

Governmental Accounting Standards Board (GASB)

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

General Fund

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

General Obligation Bonds (GO Bonds)

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

Goal

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

Grand List

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

Grant

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

Interfund Transfers

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

Intergovernmental Revenue

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

Infrastructure

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

Levy

The total amount of taxes imposed by a governmental unit.

Local Capital Improvement Program (LOCIP)

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

Minimum Budget Requirement (MBR)

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

Mill Rate

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

Modified Accrual Accounting

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

Net Grand List

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

Non-Recurring

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

Object Code

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

Ordinance

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

Organization Chart

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

Pay-As-You-Go Basis

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

Performance Measure

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

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

Payment in lieu of taxes (PILOT)

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

Projected

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

Property Rehabilitation Program

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

Revaluation

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

Revenue

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

Risk Management

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

Special Revenue Fund

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

State Mandate

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

Taxes

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

Town Consolidated Fire 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 trust 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.