

*City of Norwich, Connecticut
City Council's Adopted Budget
Fiscal Year 2016-17*

Approved June 6, 2016

Cover Picture Descriptions

From left to right and top to bottom

Officer Harsley putting the finishing touches on a hydrant for a Greenville Neighborhood Revitalization hydrant painting contest.

Deputy Comptroller Tony Madeira with fellow TVCCA volunteers helping prepare meals on wheels for seniors.

Registrars of Voters Dianne Daniels and Dianne Slopak marching in the Taftville 150th Anniversary parade in 2015.

Representatives from several City departments posing for a #DStrong picture in honor of Dorian Murray, a Westerly, Rhode Island boy who had been battling cancer.

Officer Marsh gives a demonstration with Norwich Police K9 Luther.

Several NPU employees volunteering for the Tommy Toy Fund toy drive.

Table of Contents

	Page Number
Table of Contents	i
GFOA Distinguished Budget Presentation Award	ii
Adopted Appropriations Ordinance	iii
Adopted Tax Levy Ordinance	iv
Budget Message	1
General City Information	11
Geography	13
Economic & Demographic Data	14
City Officials	19
Organizational Chart	21
Financial Policies and Summaries	22
Financial Management Policies	22
Comparative Budget Summary	32
Calculation of Mill Rates	33
Budget Graphs & Charts	35
Authorized Full-Time Equivalent Positions	39
Consolidated Debt Schedule	41
Summary of All Funds Subject to Appropriation	42
General Fund	43
Summary of Revenues & Expenditures	43
Revenue Descriptions	44
Expenditure Descriptions	52
City Manager	53
Finance	55
Treasurer	58
Assessment	60
Human Resources	62
Law	64
City Clerk	65
Mayor/City Council	67
Police	69
Norwich Fire	73
East Great Plain Volunteer Fire	77
Laurel Hill Volunteer Fire	79
Occum Volunteer Fire	81
Taftville Volunteer Fire	83
Yantic Volunteer Fire	85
Human Services	87
Public Works	98
Election	105
Planning & Development	107
Board of Education	110
Debt Service / Non-Departmental	114
Capital Budget	116
Emergency Management	119
Special Revenue Funds	121
City Consolidation District	122
Town Consolidation District	124
Enterprise Fund – Norwich Public Utilities	125
Glossary	132



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Norwich
Connecticut**

For the Fiscal Year Beginning

July 1, 2015

Jeffrey R. Emer

Executive Director

AN ORDINANCE RELATIVE TO THE APPROPRIATIONS FOR THE CITY OF NORWICH AND THE CITY CONSOLIDATED DISTRICT OF SAID CITY FOR THE FISCAL YEAR 2016-17.

BE IT ORDAINED BY THE COUNCIL OF THE CITY OF NORWICH, the following appropriations hereby are made to meet the expense of the General Fund, Capital Budget, Town Consolidation District, and City Consolidation District of the City of Norwich for the fiscal year beginning July 1, 2016 and ending June 30, 2017 to wit:

	2014-15 Budget	2015-16 Budget	2016-17 Proposed	2016-17 Adopted
City Manager	328,088	335,047	372,687	364,719
Finance	1,450,557	1,580,175	1,566,487	1,555,653
City Treasurer	228,374	240,893	251,301	249,551
Assessment	417,506	432,989	467,918	397,479
Human Resources	504,073	551,694	531,918	528,930
Law	538,358	538,358	511,000	511,000
City Clerk	379,633	468,703	418,071	416,037
City Council	382,141	376,585	386,668	364,541
Police	13,653,343	15,473,505	15,821,706	15,638,591
Fire - Central	2,137,366	2,020,619	2,035,977	2,020,738
Fire - East Great Plain	127,210	141,571	138,605	129,867
Fire - Laurel Hill	62,468	67,889	71,381	68,414
Fire - Occum	69,219	70,589	71,841	69,821
Fire - Taftville	147,905	164,399	166,607	161,333
Fire - Yantic	160,734	176,225	178,328	174,339
Human Services	1,921,784	2,019,169	1,975,849	1,852,352
Public Works	10,181,785	10,582,587	10,831,473	10,765,426
Election	130,738	141,799	157,432	155,988
Planning & Neighborhood Service	996,579	1,181,791	1,106,860	1,094,267
Debt Service	5,436,313	4,542,192	4,452,398	4,452,398
Miscellaneous	7,586,630	5,932,744	6,823,487	6,465,937
Emergency Management	79,248	84,976	90,296	88,594
Education	71,593,240	74,000,000	75,480,000	75,430,000
City Consolidation District	7,304,791	7,253,782	7,326,525	7,101,397
Town Consolidation District	583,203	579,990	584,174	581,147
TOTALS	126,401,286	128,958,271	131,818,989	130,638,519
General Operations	39,768,021	40,857,072	41,553,402	40,651,087
Debt Service	5,436,313	4,542,192	4,452,398	4,452,398
Capital Improvements	1,715,718	1,725,235	2,422,490	2,422,490
Education	71,593,240	74,000,000	75,480,000	75,430,000
City Consolidation District	7,304,791	7,253,782	7,326,525	7,101,397
Town Consolidation District	583,203	579,990	584,174	581,147
TOTALS	126,401,286	128,958,271	131,818,989	130,638,519

AN ORDINANCE CONCERNING THE TAX LEVY ON THE
LIST OF OCTOBER 1, 2015

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

Section 1. On the City Assessment list of 2015 a tax of forty-one and twenty-two hundredths (41.22) mills on the dollar is hereby granted to be levied upon the ratable Real Estate and Personal Property within the City of Norwich of the inhabitants of said City and all others liable to pay taxes therein.

Section 2. On the City Assessment list of 2015 a tax of thirty-seven (37.00) mills on the dollar is hereby granted to be levied upon the ratable Motor Vehicles within the City of Norwich of the inhabitants of said City and all others liable to pay taxes therein.

Section 3. On the City Assessment list of 2015, a tax of forty-seven hundredths (0.47) mills on the dollar, is hereby granted to be levied for fire services upon the ratable Real Estate and Personal Property within the Town Consolidated District of the inhabitants of said District and of all others in said District liable to pay taxes therein.

Section 4. On the City Assessment list of 2015, a tax of seven and eighty-four hundredths (7.84) mills on the dollar, is hereby granted to be levied for fire services upon the ratable Real Estate and Personal Property within the City Consolidated District of the inhabitants of said District and of all others in said District liable to pay taxes therein.

Section 5. Real Estate and Personal Property, shall become due on July 1, 2016, and payable on said date in whole or in equal installments from that date, namely on July 1, 2016 and January 1, 2017 except that any tax of less than one hundred dollars shall be due and payable on July 1, 2016. If the first installment is not paid on or before August 1, 2016 or if the second installment is not paid on or before February 1, 2017, interest will be charged on any such delinquent payment at the rate of one and one-half (1½%) per cent per month from the due date or \$2.00 whichever is greater, as provided for in the general statutes. Any person may pay the total amount of such tax for which he is liable at the time when the first installment shall be payable.

Section 6. Motor Vehicle taxes shall become due and payable in whole on July 1, 2016. If the payment is not paid on or before August 1, 2016 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.



JOSHUA A. POTHIER, C.P.A.
COMPTROLLER
Phone: (860) 823-3720
Fax: (860) 823-3812

100 Broadway Room 105
Norwich, CT 06360-4431
www.norwichct.org/finance
jpothier@cityofnorwich.org

Budget Message

June 16, 2016

Introduction

I hereby present the City of Norwich budget for fiscal year 2016-17 adopted by the Norwich City Council on June 6, 2016.

During the budget deliberations, the Norwich City Council made the following changes to the budget proposed by the City Manager on April 4, 2016:

May 2, 2016 Tentative Adoption of the Budget

- Reduced General Fund expenditures by \$197,447 which includes the elimination of the Assessment Data Entry Clerk position when it becomes vacant in August 2016.
- Reduced City Consolidation District (CCD) expenditures by \$70,128 by eliminating a vacant Firefighter position.
- Redistributed funding for capital budget items.

June 6, 2016 Final Adoption of the Budget

- Accepted the City Manager's revisions to revenue estimates; most of which resulted from reductions in formula grants in the State of Connecticut's adopted budget.
- Accepted the City Manager's recommended expenditure cuts of \$514,105 to the General Fund, \$55,000 to the CCD, and \$3,027 to the Town Consolidation District (TCD).
- Made further reductions to General Fund expenditures of \$240,763 which includes the elimination of a vacant Adult & Family Services Caseworker position and a \$100,000 decrease to Police Replacement Cost.
- Reduced CCD expenditures with \$100,000 decrease to Replacement Cost.
- Redistributed funding for capital budget items.
- Increased allocation of 10% Share of Norwich Public Utilities Revenues to the General Fund by \$500,000 and decreased allocation to the CCD accordingly.

Goals & Priorities

Long-term Goals

The budget was developed with these long-term goals in mind:

	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 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 measures.

Budget Priorities

For the 2016-17 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 some relief for taxpayers
2. Collaboration and sharing of resources among departments
3. Maintain the City’s infrastructure.
4. Provide for some increase in education funding

Performance Measures

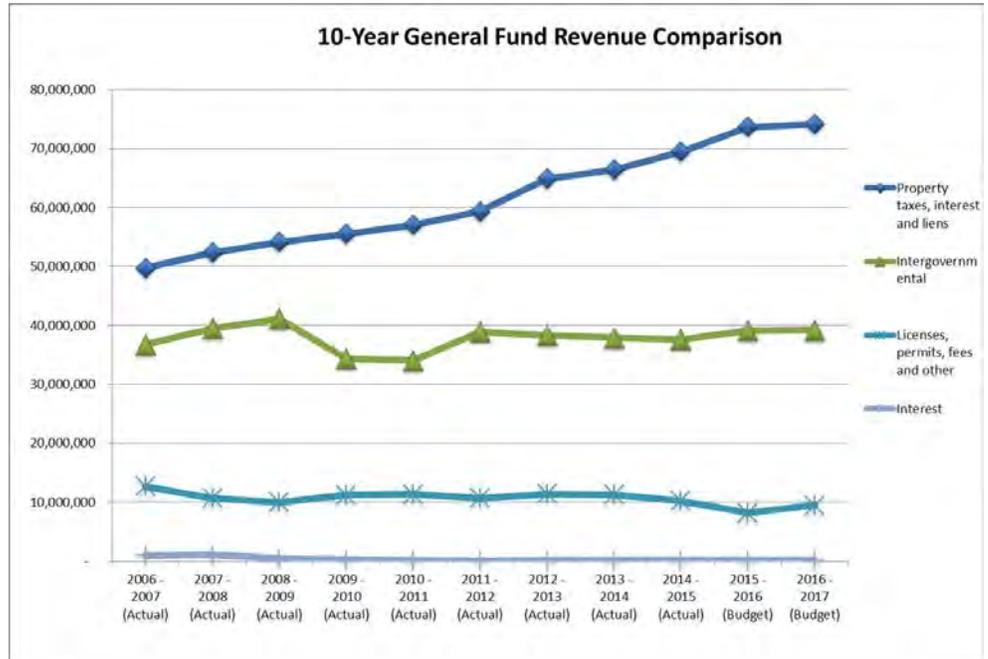
Performance measures are established to provide a link between goals, actions and objectives. Departments focus their goals to coincide with achieving organizational goals. The City is working towards ensuring that services are provided in the most efficient and effective way. The performance measures serve as a management tool for department heads, the City Manager, and City Council as well as provide important data to residents. The City’s management staff use the performance measures to make accurate assessments of what has happened, to help understand what needs are and are not being met, and to devise plans to meet those needs and demands. Governments also require this information to plan for the long-term and to ensure that day-to-day operations run smoothly. It is one of the many tools that the City uses to assess needs and work to improve services for the citizens. Like other City programs, the performance measurement program continues to evolve and mature. For example, 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 State of Connecticut Budget

The preparation of this budget was predicated upon the revenues as adopted in the State's biennial budget as adjusted during the May Special Session of the Connecticut General Assembly. The Governor subsequently exercised his line item veto authority to cut \$20 million in municipal aid. As of the date that this document was published, the impact of this cut, if any, on the revenues for the City of Norwich has not been determined.



Grand List

The October 1, 2015 collectible grand list increased by \$27 million, or 1.6%, to \$1,752,000,000. All else being equal, the \$27 million increase in the collectible grand list would add \$1.1 million in tax revenue. However, Public Act 16-3 caps the mill rate on the \$195 million of motor vehicle assessed value starting in fiscal year 2016-17 at 37 mills. The cap decreases to 32 mills for each year thereafter.

10% Share of Norwich Public Utilities Revenues

The payments from Norwich Public Utilities will increase by \$867,000 to \$8,670,845 for fiscal year 2016-17. 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 \$600,000. Fringe benefits include Social Security, Medicare, health insurance, life insurance, workers' compensation, pension and other post-employment benefits (OPEB).

The largest driver in 2016-17 is pension contributions which are increasing by 15%, or \$540,000, over 2015-16. This increase will support the town's goal to soundly fund the actuarial recommendations over a series of years.

Capital Improvements

In accordance with the 2015 charter revision, this budget includes the minimum of \$2.4 million (2% of the 2015-16 General Fund budget), which is a planned increase of \$697,255, plus the Local Capital Improvement Program (LOCIP) grant of \$322,978 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 \$9.3 million.

Strategies for Developing the Budget

Expenditures

General Operations

General Operations are being funded in the amount of \$45,103,485— a 0.65%, or \$295,779, *decrease* from last year. In the individual department pages, you will see a column labeled "2016-17 Request." This represents what the department heads requested in order to accomplish their missions. Department budget requests totaled \$49.8 million.

Initiatives

During fiscal year 2016-17, the City will be researching the viability of:

- the replacement of street lights with LED or other more energy efficient fixtures in order to save money over the long term;
- the contracting out of Transfer Station operations; and
- moving Human Services and Youth & Family Services staff out of their offices at 80 Broadway and into another existing City-owned location.

Summary of Appropriations and Prior Year Comparison				
	2015-16	2016-17	\$ Change from Prior Year	% Change from Prior Year
General Operations	40,857,072	40,651,087	(205,985)	-0.50%
Debt Service	4,542,192	4,452,398	(89,794)	-1.98%
Subtotal-General Gov't	45,399,264	45,103,485	(295,779)	-0.65%
Capital Improvements	1,725,235	2,422,490	697,255	40.42%
Education	74,000,000	75,430,000	1,430,000	1.93%
Total General Fund	121,124,499	122,955,975	1,831,476	1.51%
Special Revenue Funds				
CCD Fire District	7,253,782	7,101,397	(152,385)	-2.10%
TCD Fire District	579,990	581,147	1,157	0.20%
Norwich Public Utilities	91,706,391	93,893,903	2,187,512	2.39%
Total	220,664,662	224,532,422	3,867,760	1.75%

Staffing & Service Levels

General Fund

There are several staffing/ staff funding changes in this budget. Many of these are facilitated by the early retirement incentive offered to eligible City Hall employees. These staffing changes will have some impact on service levels and departmental operations.

- Assessment – The Assessment Data Entry Clerk position will be eliminated when it becomes vacant in August 2016. The City will evaluate sharing administrative clerk time between Planning & Neighborhood Services' Building Division.
- Human Resources – The vacant part-time Labor Relations Clerk position is eliminated.
- City Clerk – The vacant Records Clerk position in the City Clerk office is eliminated and the City will be working with the City Hall Employees bargaining unit to share resources from the Finance Department's Tax Office to assist with the City Clerk's work load.
- Police – Four vacant Police officer positions are eliminated and Overtime and Replacement Cost line items have been reduced.
- Human Services – Two Caseworker positions will be eliminated when they become vacant on July 3, 2016.
- Senior Center – The Senior Center Office Coordinator position will be eliminated when it becomes vacant on September 8, 2016.
- Youth & Family Services – Eliminate the Clinical Coordinator position when it becomes vacant on July 3, 2016 and add a Caseworker position for a net savings in salaries.
- Public Works Engineering – Although there is no change in staffing, I intend on funding both Civil Engineers out of General Fund operations rather than funding one of them from the Infrastructure Improvement bond program.
- Public Works Streets & Parks – Two vacant Laborer positions are eliminated.
- Planning & Neighborhood Services
 - The vacant Director position is eliminated and the Community Development Supervisor is assigned to supervise this department and the Community Development department.
 - One vacant Assistant Building Official position is eliminated.

City Consolidation District Fund

Two vacant Firefighter positions are eliminated.

Board of Education (BOE)

The City Manager initially recommended an increase in local funding for the BOE's General Fund operating budget this year of 2.0%, or \$1,480,000 to a funding level of \$75,480,000. After the reductions in municipal aid in the State's adopted budget, the funding level was reduced by \$50,000 to \$75,430,000.

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 \$2.2 million. These expenditures reflect operational costs necessary to meet the following priorities:

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

Revenues

Property Taxes

I am proposing the following mill rates for the General, TCD, and CCD funds:

	General Fund (GF)	Fire Districts		Combined	
		Town Consolidated District (TCD)	City Consolidated District (CCD)	GF + TCD	GF + CCD
Adopted 2016-17	41.22	0.47	7.84	41.69	49.06
Adopted 2015-16	40.90	0.49	7.16	41.39	48.06
Change	0.32	(0.02)	0.68	0.30	1.00
Percent Change	0.78%	-4.08%	9.50%	0.72%	2.08%

Because of the cap on motor vehicle taxes adopted by the State of Connecticut this year, the average homeowner with two vehicles will likely see a slight *decrease* in his/her total property tax liability in both the Town and City consolidated districts.

Town Consolidated District	2015-16	2016-17	\$ Change	% Change
Median Assessed Value of Home	93,800	93,800		
Median Assessed Value of Two Cars	9,880	9,880		
Combined Mill Rate-Home	41.39	41.69		
Combined Mill Rate-Cars	41.39	37.00		
Tax on Home	\$ 3,882.38	\$ 3,910.52	\$ 28.14	0.72%
Tax on Cars	\$ 408.93	\$ 365.56	\$ (43.37)	-10.61%
Total Tax	\$ 4,291.31	\$ 4,276.08	\$ (15.23)	-0.35%
City Consolidated District	2015-16	2016-17	\$ Change	% Change
Median Assessed Value of Home	93,800	93,800		
Median Assessed Value of Two Cars	9,880	9,880		
Combined Mill Rate-Home	48.06	49.06		
Combined Mill Rate-Cars	48.06	37.00		
Tax on Home	\$ 4,508.03	\$ 4,601.83	\$ 93.80	2.08%
Tax on Cars	\$ 474.83	\$ 365.56	\$ (109.27)	-23.01%
Total Tax	\$ 4,982.86	\$ 4,967.39	\$ (15.47)	-0.31%

Norwich Public Utilities

The budget adopted by the Public Utilities Board of Commissioners includes revenue increases of \$786 thousand. These revenues are developed from comprehensive cost of service studies and reflect weather normalized sales and expected load growth.

Accounting & Budgeting Presentation Changes

Unemployment Compensation

Estimated unemployment compensation costs 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, over time, will give citizens a more accurate reflection of the cost of each department's operations.

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:

- Revenue from grants will increase by 0.5% each year starting in fiscal year 2020.
- Investment income will be roughly 2% on our bank deposits starting in fiscal year 2019.
- Most other revenues will increase 1% to 2%

Expenditure Assumptions:

- Most categories of expenditures increase at 1 to 2%
- Certain fringe benefits (payroll taxes, workers' compensation, life insurance, perfect attendance pay, unemployment) are indexed according to increases in salaries
- Pension will increase by 15% each year through fiscal year 2019 (two more years) and then will increase by the percentage increase in salaries
- Health insurance – used 3% increases each year
- OPEB – used ARC's from our actuaries for fiscal year 2018 and then 4% increases each year thereafter
- Capital budget –2% of the prior year General Fund operating budget
- Debt service – layered in existing authorized but unissued debt. As City officials discuss future long-term capital projects like the wastewater treatment plant and school construction, estimates of the impact on debt will be added in the out years.

City of Norwich							
Five Year General Fund Budget Projection							
	Budget	Budget	Projected	Projected	Projected	Projected	Projected
	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Revenues (excluding current RE and PP tax levy)							
Taxes/Interest/liens	3,086,000	9,969,274	8,812,837	8,926,465	9,041,740	9,158,688	9,277,336
Building Permits	569,000	504,000	509,040	514,130	519,271	524,464	529,709
Investment Income	122,580	198,823	330,502	338,310	345,869	352,918	360,161
10% NPU Gross Revenues	4,897,130	6,270,969	6,333,679	6,397,016	6,460,986	6,525,596	6,590,852
Landfill/Direct Hauler Fees	1,008,000	920,000	928,520	939,174	949,963	960,890	971,956
Recording Fees	330,000	338,000	341,380	344,794	348,242	351,724	355,241
Conveyance Taxes	368,000	342,000	345,420	348,874	352,363	355,887	359,446
Non-education grants	6,029,136	6,754,572	6,817,081	6,742,518	6,773,667	6,805,508	6,838,017
Education grants	33,132,561	32,435,676	32,435,676	32,435,676	32,597,249	32,759,630	32,922,823
All other revenues	1,029,098	1,080,757	1,078,518	1,077,172	1,076,686	1,077,031	1,078,180
	50,571,505	58,814,071	57,932,653	58,064,129	58,466,036	58,872,336	59,283,721
Expenditures							
Salaries	17,015,055	16,671,187	16,926,545	17,252,057	17,583,952	17,922,353	18,267,386
Fringe Benefits	11,911,484	12,427,361	13,202,715	14,094,877	14,342,504	14,597,281	14,859,432
Contracted Services	4,120,976	3,985,142	4,440,300	4,096,329	4,153,249	4,211,073	4,269,818
Materials & Supplies	1,408,697	1,399,882	1,427,310	1,455,280	1,483,805	1,512,895	1,542,560
Equipment & Furniture Maint	412,482	394,593	402,485	410,535	418,746	427,121	435,663
Vehicle Fuel & Utilities	2,134,988	2,036,031	1,926,624	1,965,157	2,004,460	2,044,549	2,085,439
Debt Service	4,542,192	4,452,398	4,700,272	4,968,269	5,199,975	5,464,454	5,390,985
Capital Budget	1,725,235	2,422,490	2,459,120	2,519,188	2,576,779	2,629,518	2,683,791
Building Maintenance	465,364	465,524	474,834	484,331	494,018	503,898	513,976
Contrib - outside agencies	1,414,822	1,333,398	1,359,736	1,386,597	1,413,993	1,441,934	1,470,433
Property & Liability Insurance	1,097,824	1,028,657	1,049,230	1,070,215	1,091,620	1,113,453	1,135,722
All other General City	875,380	909,312	651,642	658,726	665,892	673,145	680,484
	47,124,499	47,525,975	49,020,813	50,361,561	51,428,993	52,541,674	53,335,689
Education	74,000,000	75,430,000	76,938,600	78,477,372	80,046,919	81,647,857	83,280,814
	121,124,499	122,955,975	125,959,413	128,838,933	131,475,912	134,189,531	136,616,503
Current Levy Needed	70,552,994	64,141,904	68,026,760	70,774,804	73,009,876	75,317,195	77,332,782
Collectible Grand List	1,725,235,076	1,556,384,602	1,564,166,525	1,571,987,358	1,579,847,295	1,587,746,531	1,595,685,264
Mill Rate	40.90	41.22	43.50	45.03	46.22	47.44	48.47
Change in Mill Rate	2.35	0.32	2.28	1.53	1.19	1.22	1.03
Motor Vehicle Capped Rate	N/A	37.00	32.00	32.00	32.00	32.00	32.00
Property Taxes for "Average Homeowner"							
House - Assessed Value	93,800	93,800	93,800	93,800	94,269	94,740	95,214
Car 1	4,940	4,940	4,965	4,990	5,015	5,040	5,065
Car 2	4,940	4,940	4,965	4,990	5,015	5,040	5,065
	103,680	103,680	103,730	103,780	104,299	104,820	105,344
General Fund Taxes	\$4,241	\$4,232	\$4,398	\$4,543	\$4,678	\$4,817	\$4,939
Increase/ (Decrease) from Previous Year	\$244	(\$9)	\$166	\$145	\$135	\$139	\$122
Monthly Increase/ (Decrease)	\$20.33	(\$0.75)	\$13.83	\$12.08	\$11.25	\$11.58	\$10.17
% Change in Taxes	6.10%	-0.21%	3.92%	3.30%	2.97%	2.97%	2.53%

The City has had a series of difficult budget years. You can see the five year budget projection above which shows our best estimate of what future budgets will look like. There are several items which 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 2016, as of June 30, 2014, Norwich was in the top 15 of the 169 Connecticut towns and cities for funding its OPEB plan. In addition, the City has been working with its bargaining units to eliminate or decrease post-employment medical benefits.

- Utilities & fuel. Norwich Public Utilities is very proactive in holding down the City's utility and fuel bills as well as its carbon footprint. City buildings have been outfitted with solar panels, wind 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.

On the other hand, 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.
- 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 2020 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, we have pursued several strategies to lower the cost of services to taxpayers. Initiatives such as single-stream recycling; elimination of refuse bills; consolidation of positions, departments, divisions and office space; implementation of new software; refinancing debt; streamlining processes; introducing new user fees; and energy efficiency investments have saved the City hundreds of thousands of dollars.

Sincerely

Joshua A. Pothier
Comptroller

TIME TABLE FOR PREPARATION OF 2016-17 CITY BUDGET

PURSUANT TO CHAPTER 7 OF NORWICH CITY CHARTER

TIMEFRAME	EVENT	AGENDA
Late October 2015	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 2015	Initial budget requests due	Department heads and outside agencies return their written requests, Finance Department coordinates process.
January 2016-February 2016	Budget meetings on proposed requests	City Manager and Comptroller meet with department heads and outside agencies on proposed budget requests.
February 2016	Revenue projected	Comptroller calculates State revenue projections.
March 2016	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 2016	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 2016	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 2016	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 2016	Council shall act on proposed budget	The Council acts initially on the City Manager's proposed budget.
Prior to third Monday in May 2016	Second public hearing	The purpose is to listen to citizens' input on proposed budget.
No later than 2nd Monday in June 2016	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, 2016 - June 30, 2017	Budget implementation	Comptroller oversees revenues and expenditures according to the budget established by Council.
July 2017	Audit of fiscal year records	The final step is a certified audit of the previous fiscal year.

General City Information

Form of Government

The City operates under a Charter adopted in 1952, which was most recently revised November 3, 2015. During fiscal year 2015, a City Charter Revision Committee was appointed for the purpose of reviewing the existing Charter and proposing any changes. The November 2015 referendum included 18 recommendations made by the Charter Revision Committee, of which 14 were approved. The financially significant changes passed by voters were.

- Changing the minimum annual levy for the capital budget at 2% of the previous year's General Fund budget rather than the value of 1 mill.
- Setting the rules for the terms, conditions, details, and particulars of the issuance of bonds and notes equal to those prescribed by the Connecticut General Statutes rather than imposing some additional restrictions through the Charter.

The City operates under a Council/Manager form of government. The City Manager is appointed by the Council and serves as the Chief Executive Officer. The City Council consists of six members and a Mayor, all elected at large. Elections are held during odd calendar years as provided by state statute.

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

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

Community Profile

History

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

Norwich merchants were shipping goods directly from England, but the Stamp Act of 1764, forced Norwich to become more self-sufficient. Soon large mills and factories sprang up along the three rivers which traverse the town, the Yantic, Shetucket, and Thames 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 middle schools, and an elementary clinical day treatment program. Of the seven elementary schools, two are designated as Commissioner's Network schools by the Connecticut Department of Education, two are Magnet schools, and one is a School Improvement Concept school. In addition, the City has three parochial schools, two Montessori schools, a charter school, a regional adult education program. Norwich Free Academy is a privately-endowed high school and serves as one of the City's designated high schools. Also located in the City are a state regional technical high school, a middle college, and a community college.

Healthcare

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

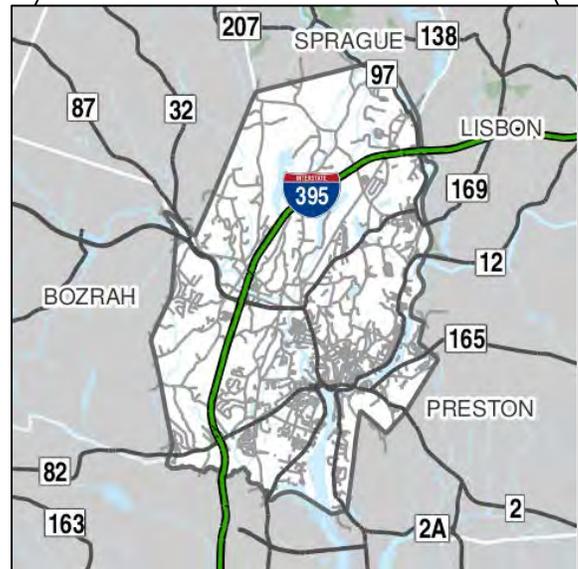
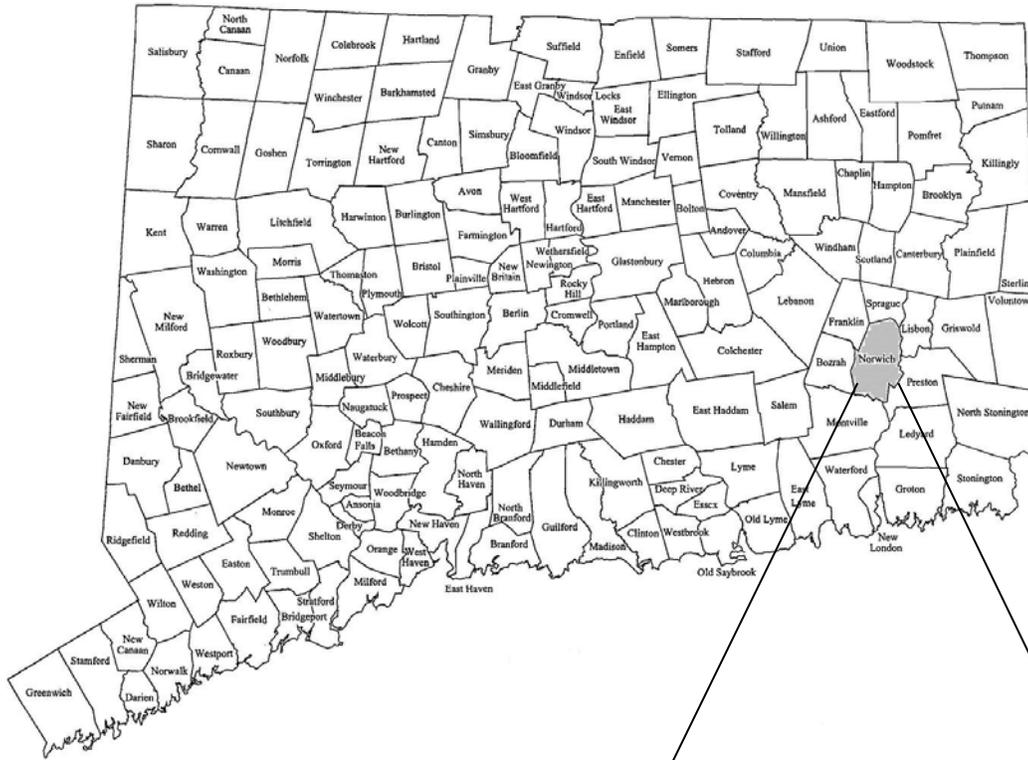
Norwich is also home to a modern industrial park operated by the Norwich Community Development Corporation, a private non-profit organization. The industrial park is conveniently located close to Route 2, I-395 and other major highways. The park offers commercial and industrial sites on more than 400 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 Chestnut Street Playhouse, the Norwich Arts Council/ Donald Oat Theater, and the Slater Memorial Museum at Norwich Free Academy.



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

Economic & Demographic Data

Population Trends

	Total Population		School Enrollment	
	City of Norwich	State of Connecticut	City of Norwich	State of Connecticut
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
2014	40,178	3,596,677	5,380	528,438

Source: January 2016 State of Connecticut Municipal Fiscal Indicators; US Census Bureau 2010 Census

Age Characteristics of Population - 2014

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

Source: CERC Town Profile 2016

Debt information

	City of Norwich			Average of 169 CT Municipalities
	Long-term Debt	Debt Service	Per Capita Debt	Per Capita Debt
2010	\$29,628,000	\$4,243,000	\$732	2,187
2011	27,544,000	4,772,000	687	2,253
2012	37,740,000	4,990,000	932	2,245
2013	33,757,000	5,164,000	837	2,276
2014	41,933,000	5,613,000	1,044	2,325

Source: Norwich Finance Department; January 2016 State of Connecticut Municipal Fiscal Indicators

Principal Taxpayers

Name	Nature of Business	Net Taxable Valuation as of 10/1/15
Computer Science Corporation	Computer Products & Services	\$31,470,640
NorwichTown Commons	Shopping Center	16,814,800
Bob's Discount Furniture	Retail Store & Distribution Center	14,536,810
Norwich Realty Associates, LLC	Real Estate	9,666,400
Plaza Enterprises	Shopping Center	9,263,000
Norwich Community Development Corporation	Office building	8,662,100
EMC Corporation	Computer Leasing	8,364,790
Wal-Mart Stores, Inc.	Department Store	8,355,340
Mashantucket Pequot Tribe	Real Estate	7,290,100
Algonquin Gas Transmissions LLC	Natural Gas Pipeline	6,591,840
		\$121,015,820

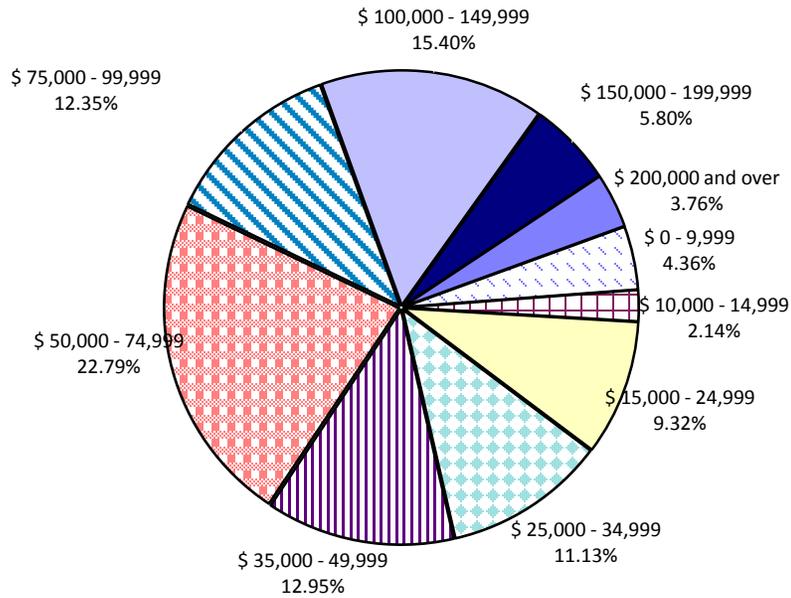
Source: Norwich Assessor

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

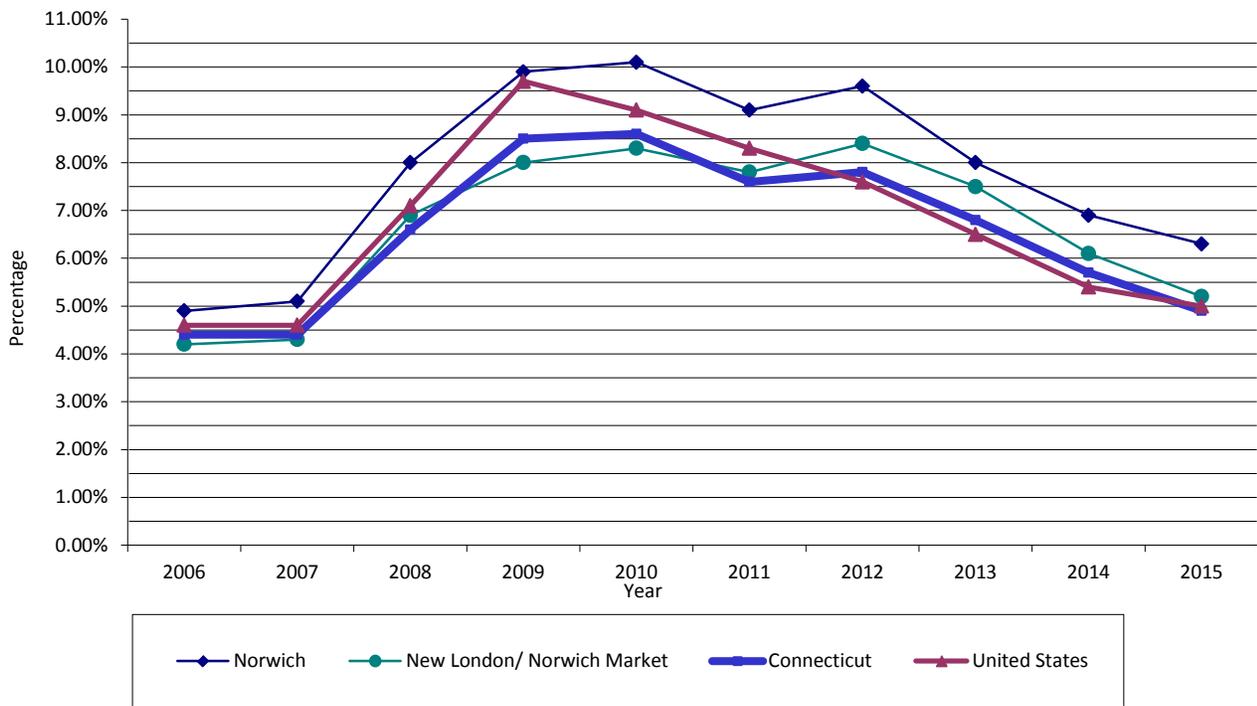
Source: January 2015 survey by Norwich Finance Department. Some companies did not respond.

City of Norwich Family Income Distribution



Source: U.S. Department of Commerce, Bureau of Census, 2010-2014 American Community Survey 5-Year Estimates (DP03)

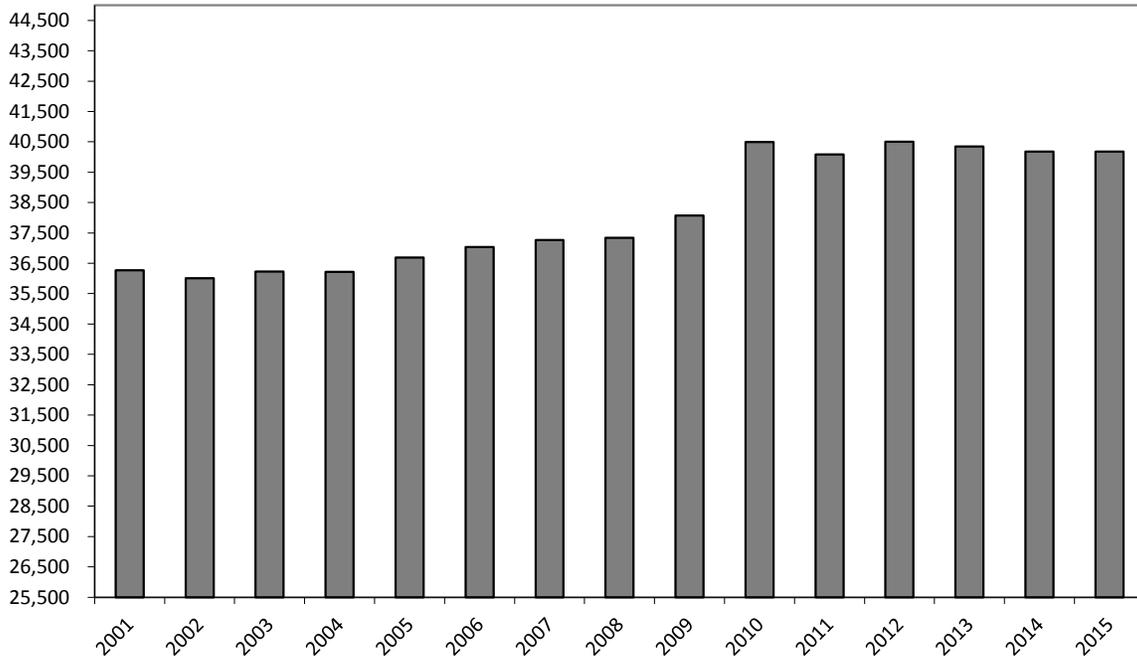
Unemployment Percentages



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

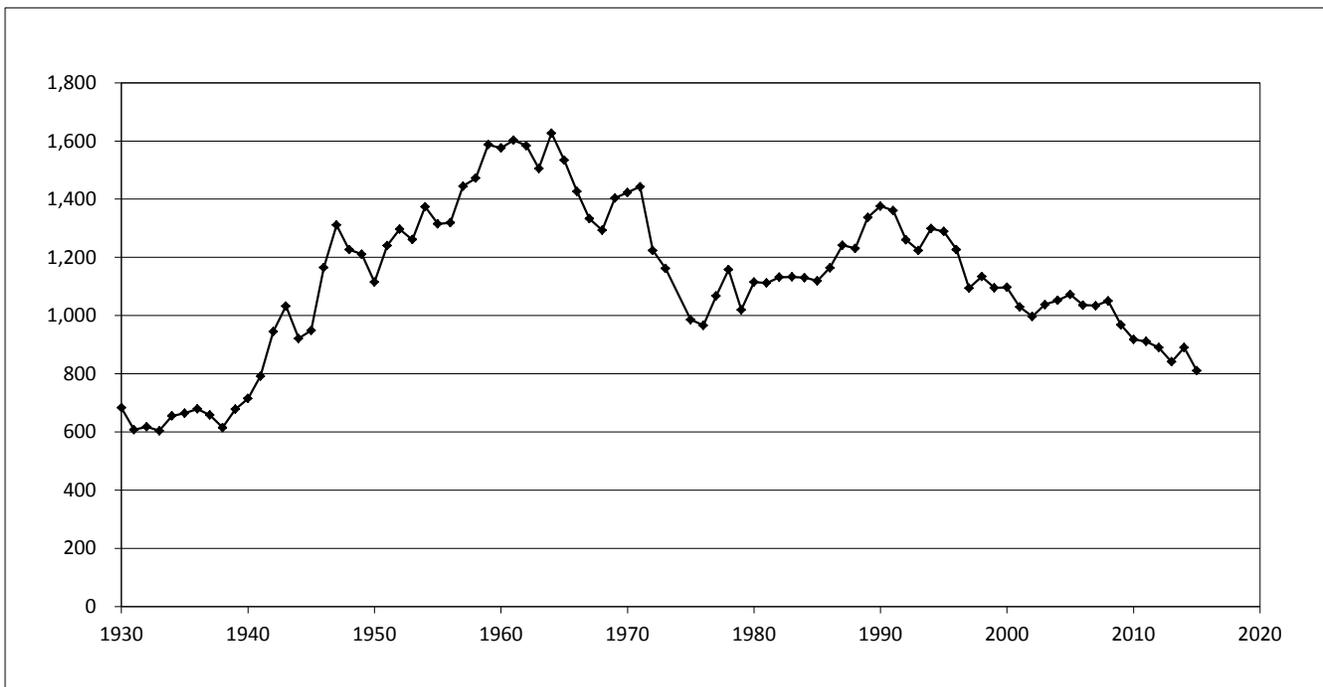
Norwich Population History - Last 15 Years

For 2014, Norwich's population was the 25th highest of the 169 Connecticut towns and cities. Norwich's population density is 1,431.8 per square mile compared to the statewide average of 742.8.



Source: State of Connecticut Department of Public Health

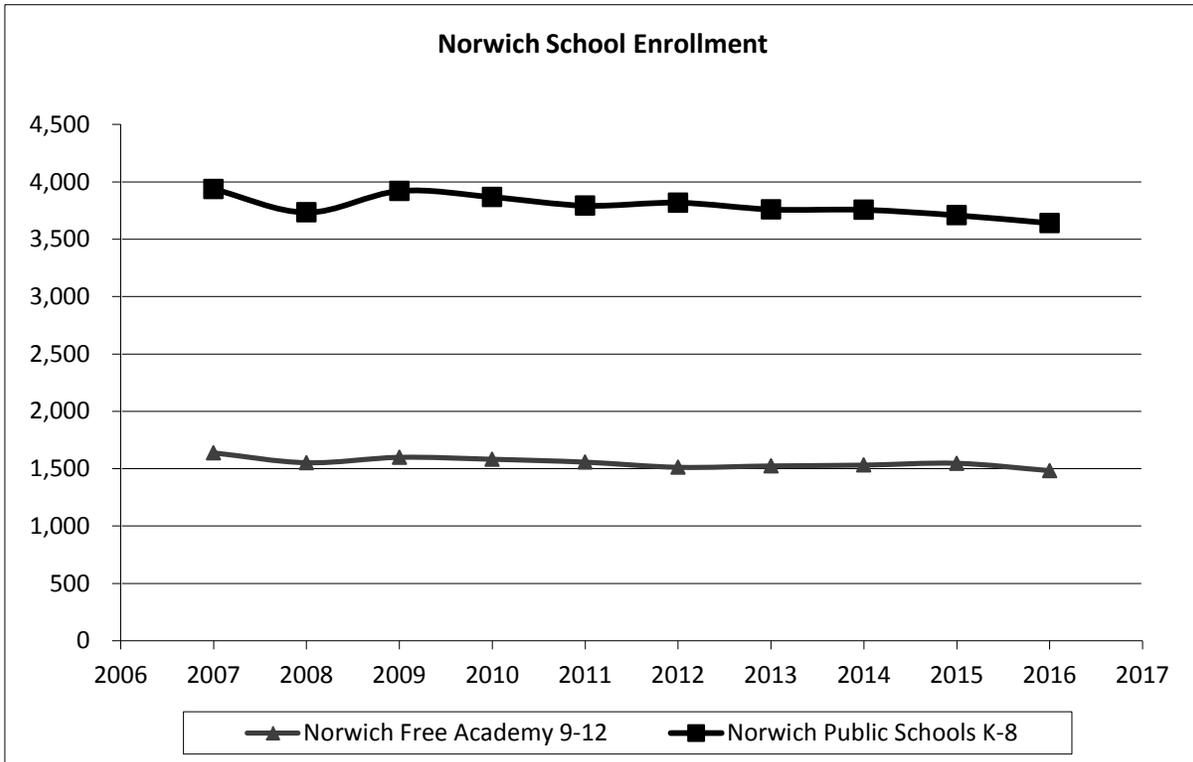
Norwich Births



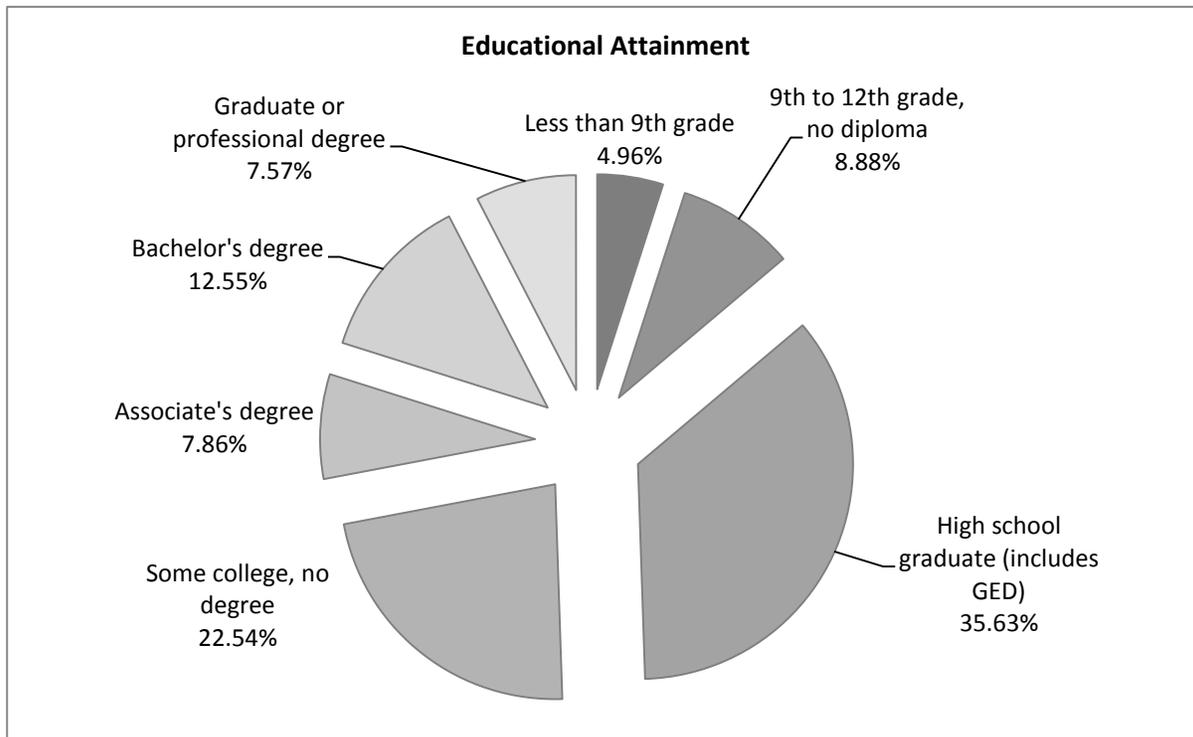
Source: Norwich City Clerk

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.

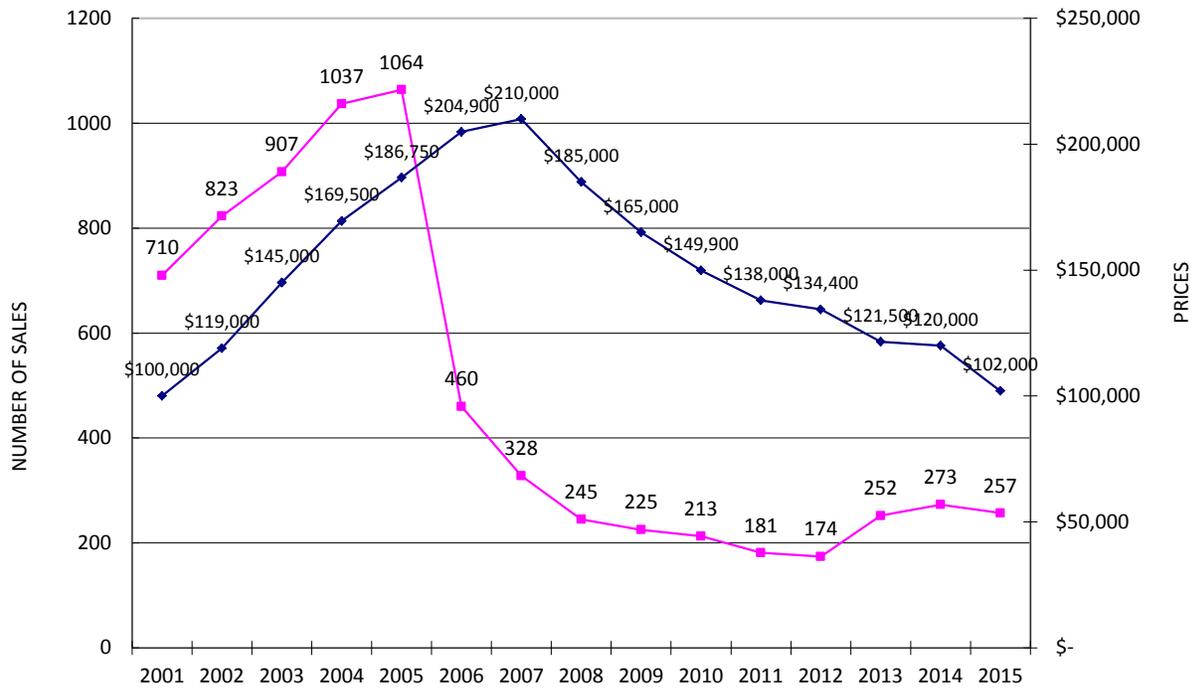


Source: Norwich Public Schools



Source: 2010-2014 American Community Survey 5-Year Estimates (DP02)

Housing Sales and Median Prices Norwich - Calendar Year



Comparable Communities Median Sales Price - Calendar Year



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

City Officials

Elected City Officials & NPU Commissioners

City Council

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

Board of Education

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

Treasurer

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

Registrar of Voters

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

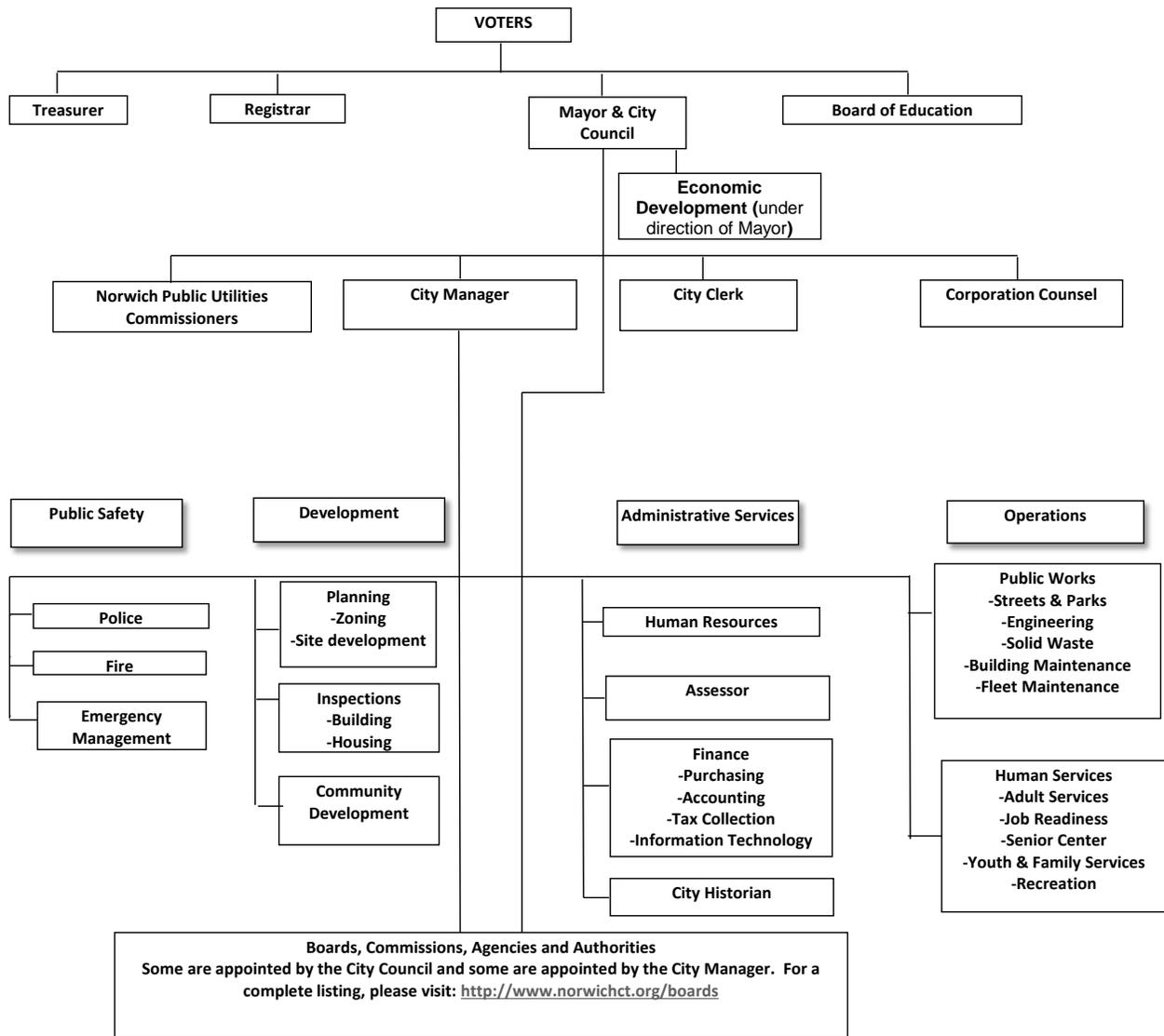
Appointed NPU Commissioners

	<u>Term Length</u>	<u>Term Expires</u>
Diana Boisclair, Chair (R)	5 Years	3/01/20
Robert Groner, Vice-Chair (D)	5 Years	3/01/18
Larry Goldman, Secretary (D)	5 Years	3/01/17
Stephen Becker (R)	5 Years	3/01/19
Dr. Grace Jones (D)	5 Years	2/28/21

Directory of City Administrative Officials

Title	Name	Phone Number
City Manager	John Salomone	(860) 823-3750
Assessor	Donna Ralston	(860) 823-3722
Building Inspector	James Troeger	(860) 823-3775
City Clerk	Betsy Barrett	(860) 823-3734
Collector of Taxes & Revenues	Karlene Deal	(860) 823-3760
Comptroller	Joshua A. Pothier	(860) 823-3720
Deputy Comptroller	Anthony Madeira	(860) 823-3717
Corporation Counsel	Michael E. Driscoll	(860) 889-3321
Emergency Management Director	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 & Community Development Director	Gary Evans	(860) 823-3766
Police Chief	Louis J. Fusaro, Sr.	(860) 886-5561
Public Utilities Manager	John Bilda	(860) 887-2555
Public Works Director	Ryan Thompson	(860) 823-3789
Purchasing Agent	William Hathaway	(860) 823-3706
Senior Center Director	Michael Wolak	(860) 889-5960
Superintendent of Schools	Abby I. Dolliver	(860) 823-6284
Zoning Enforcement Officer	Tianne Curtis	(860) 823-3752

Organization Chart



Financial Management Policies & Summaries

Financial Management Policies

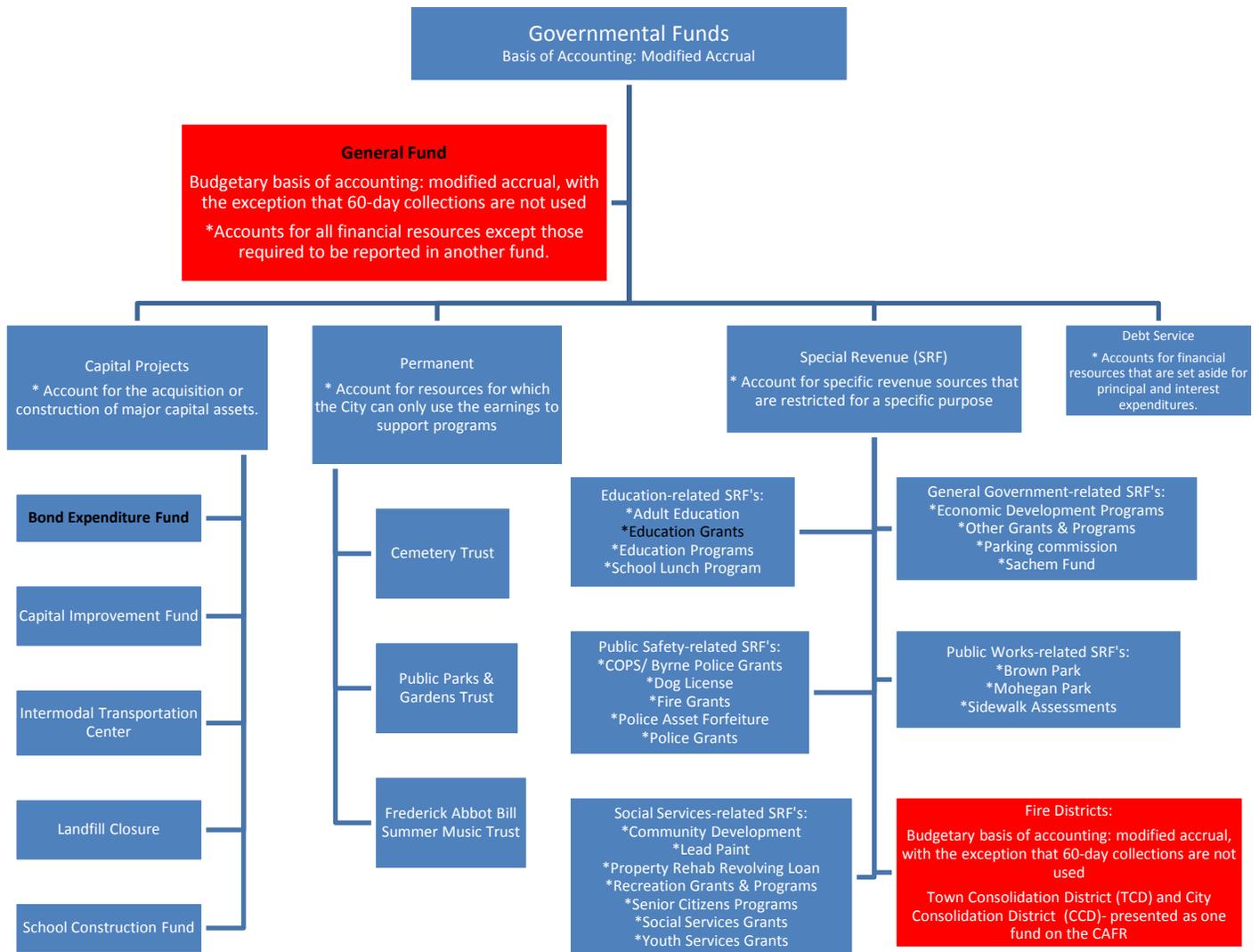
The following description of the City of Norwich’s financial management policies cover all of the city’s funds as enumerated in the Basis of Accounting section.

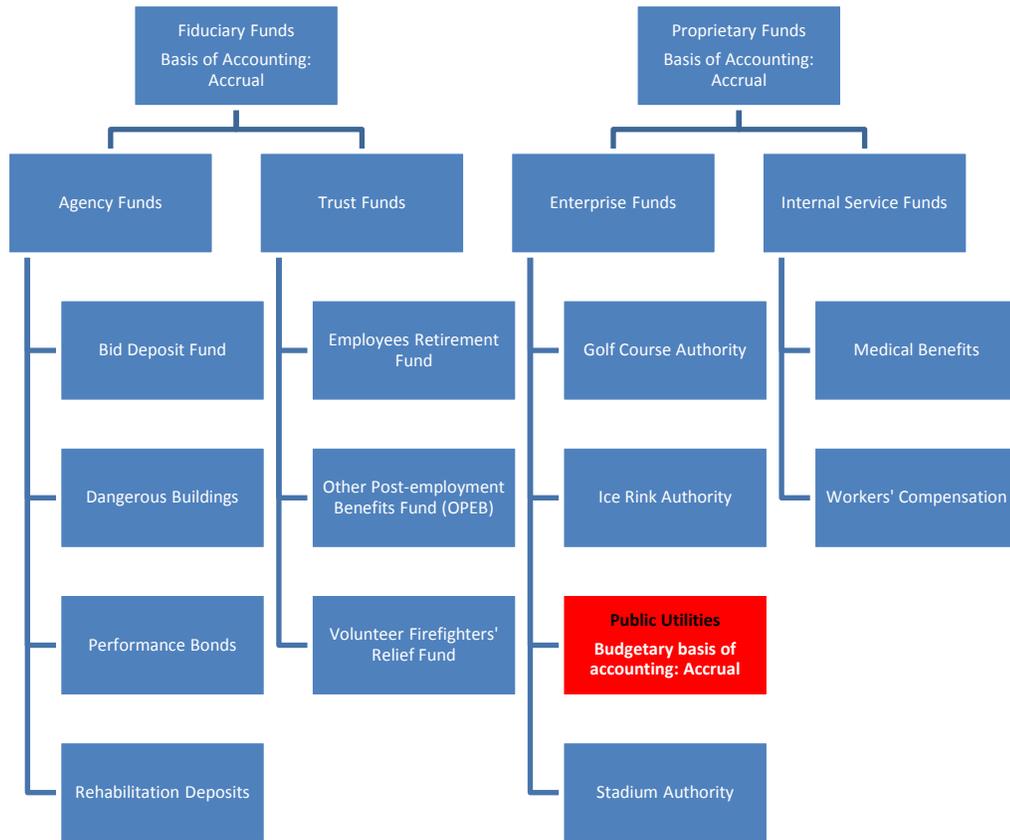
Basis of Accounting

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, TCD and NPU** are included in the annual appropriated budget. Project-length budgets are prepared for the capital projects funds. The City also maintains an encumbrance accounting system as one method of maintaining budgetary control. Unencumbered amounts lapse at year-end. Encumbered amounts at year-end are reported as reservations of fund balance.



General Fund, CCD and TCD Budgetary Process

Development Phase

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

Implementation/Amendment Phase

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

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

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

Board of Education Budget Process

Overview

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

Budget Planning

Norwich begins the budget process in September. At this time, the Business Office prepares the salary backup sheets and increments the salaries according to the bargaining contracts. During this time the Board of Education’s subcommittee, the Budget Expenditure Committee, meets with the Superintendent and his 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 appropriations for capital improvements of at least 2% of the prior General Fund budgeted expenditures.

The process starts in the beginning of November, when each department head submits to the Planning department a list of capital needs for the next five years. The planning staff assembles documents for submission to the Commission on the City Plan for review. The Commission reviews the requests submitted and, upon approval, forwards the document to the City Manager for his consideration for inclusion in the Capital Budget. It is possible that a project with a low priority can remain in the Capital Improvement Plan (CIP) program longer than five years as more important projects appear and move ahead of it. Conversely, a project may be implemented sooner than originally planned due to changing priorities. Much of the work involved in the development of a capital plan consists of the balancing of available sources of financing with the various capital needs. This balancing act may lead to apparent inconsistencies between the City's proposed budget and the CIP. For example, the CIP has included police department renovations of \$3.75 million. This project will require a referendum as it should be funded through a bond issue.

The City has utilized a "pay-as-you-go" methodology in funding smaller capital projects in order to mitigate the total cost of those projects. Under this methodology, the City funds capital projects with current tax levies rather than with bonded debt. See the Capital Budget section for detail of the capital improvement budget.

Debt

The City will use debt to assure that needed facilities are funded with a longer-term perspective that matches costs to the useful life of the facilities.

Type of Financing

General Obligation Bonds

General obligation bonds (GOs) are used only to fund capital assets of the general government and are not used to fund operating needs of the City. GOs are backed by the full faith and credit of the City as well as the ad valorem tax authority of the City. GOs must be authorized by a vote of the citizens of the City of Norwich where expenditures are greater than \$800,000 per project.

Revenue Bonds

Revenue Bonds (RBs) are issued to finance capital requirements necessary for continuation or expansion of services which produce revenues and for which the assets are reasonably expected to provide a revenue stream to fund the debt service requirements.

Lease Purchases

Lease Purchases are used to fund capital requirements that are not otherwise covered under either the RBs or GOs. Debt service for leases will be used to fund capital assets where full bond issues are not warranted as a result of the cost of the asset(s) to be funded through the instrument.

Bond Anticipation Notes

The City may use short-term financing in the form of bond anticipation notes (BANs) to provide temporary financing. BANs will be retired either through cash reserves or through the issuance of long-term bonds as soon as market conditions permit, or otherwise in accordance with sound financial planning.

GO debt service is paid out of the General Fund and NPU debt service is paid out from NPU. Please see the Consolidated Debt Schedule for descriptions of the General Fund and NPU debt service due in this budget.

Statutory Debt Limitations

The Connecticut General Statutes Section 7-374(b) provides that the total authorized debt of a City shall not exceed seven times the total tax receipts from the most recently completed fiscal year for debt limitation computation nor shall the total authorized particular purpose debt exceed certain multiples of the tax receipts. The following table summarizes the City's debt limitations as of March 1, 2016.

Type of Debt	Multiple	Limitation	Total Indebtedness	Limitation in Excess of Actual Indebtedness	Percent of Limit
General Purpose	2.25	168,000,521	20,204,684	147,795,837	12.03%
Schools	4.5	336,001,041	10,331,666	325,669,375	3.07%
Sewers	3.75	280,000,868	4,180,925	275,819,943	1.49%
Urban Renewal	3.25	242,667,419	3,310,000	239,357,419	1.36%
Pension Deficit	3	224,000,694	0	224,000,694	0.00%
Overall Debt Limit	7	522,668,286	34,565,041	488,103,245	6.61%

Debt Policies

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

General Policies

The City will:

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

Maturity

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

Debt Limitation

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

- Stabilization of net direct debt - It is the City's policy to manage the authorization and issuance of GO debt that debt service will increase on an annual basis by no greater than the same percentage as the total General Fund expenditure in order to maintain stability. The City may exceed this parameter if additional debt is needed to:
 - address a clear and present threat to public health or safety
 - satisfy a clear mandate from the voters of the City to undertake such debt (upon the written request of the Comptroller, recommendation of the City Manager and approval of the City Council)
- Limitation based on assessed value - In addition, this amount of net direct debt shall be limited to a maximum of 5% of the City's taxable assessed value. (1.92% at March 1, 2016)
- Statutory limitation - In addition, this amount of net direct debt shall be limited to a maximum of 50% of the City's statutory debt limit.

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	7/1/2015	1/1/2016	7/1/2015
Plan Members			
Currently receiving benefits	565	47	412
Terminated, not yet receiving benefits	65	1	-
No longer active	-	81	-
Active plan members	593	47	887
Total	1,223	176	1,299
Funding Progress			
Actuarial value of assets	\$161,710,945	\$2,308,178	\$13,586,231
Actuarial accrued liability	(254,730,459)	(5,877,178)	(57,409,418)
Unfunded frozen actuarial liability (UFAL)	(\$93,019,514)	(\$3,569,000)	(\$43,823,187)
Funded ratio	63.48%	39.27%	23.67%
Covered payroll	\$40,590,392	N/A	\$57,814,000
UFAL as a % of covered payroll	229.17%	N/A	75.80%
Information from June 30, 2015 Comprehensive Annual Financial Statements			
Net Pension Asset/ (Liability)	(\$83,181,000)	(\$3,042,000)	
Net OPEB Obligation			(\$4,780,000)
2016-17 Budgeted Contribution			
	\$8,804,347	\$373,322	\$5,492,366
2016-17 Actuarially Determined Contribution			
	\$10,732,000	\$373,322	\$5,492,366
Difference	(\$1,927,653)	\$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 fund. The City has committed to funding 100% of the ADEC for the Volunteer Firefighters' Relief Fund.

Other Post-Employment Benefits Funding

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

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

Cash Management

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

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

Risk Management

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

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

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

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

A detailed history of the UFB follows:

Fiscal Year Ended June 30 th	Unrestricted Fund Balance	Annual Expenditures and Encumbrances	Balance as % of Expenditures
2015	\$10,399,000	\$117,682,000	8.84%
2014	10,981,000	116,151,000	9.45%
2013	11,195,000	114,142,019	9.81%
2012	10,635,000	109,244,843	9.74%
2011	10,648,983	102,430,104	10.40%
2010	9,834,382	101,204,777	9.72%
2009	9,616,208	106,745,559	9.01%
2008	10,676,062	104,542,627	10.21%
2007	11,651,288	99,712,831	11.68%
2006	11,026,609	94,614,448	11.65%

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, 2015. This was the 23rd consecutive year that the city has received this prestigious award. For each of the fiscal years beginning July 1, 2000 through July 1, 2015, 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

	2014-15 Budget	2015-16 Budget	2016-17 Proposed	2016-17 Adopted
City Manager	328,088	335,047	372,687	364,719
Finance	1,450,557	1,580,175	1,566,487	1,555,653
City Treasurer	228,374	240,893	251,301	249,551
Assessor	417,506	432,989	467,918	397,479
Human Resources	504,073	551,694	531,918	528,930
Law	538,358	538,358	511,000	511,000
City Clerk	379,633	468,703	418,071	416,037
City Council	382,141	376,585	386,668	364,541
Police	13,653,343	15,473,505	15,821,706	15,638,591
Fire - Central	2,137,366	2,020,619	2,035,977	2,020,738
Fire - East Great Plain	127,210	141,571	138,605	129,867
Fire - Laurel Hill	62,468	67,889	71,381	68,414
Fire - Occum	69,219	70,589	71,841	69,821
Fire - Taftville	147,905	164,399	166,607	161,333
Fire - Yantic	160,734	176,225	178,328	174,339
Human Services	1,921,784	2,019,169	1,975,849	1,852,352
Public Works	10,181,785	10,582,587	10,831,473	10,765,426
Election	130,738	141,799	157,432	155,988
Planning & Neighborhood Services	996,579	1,181,791	1,106,860	1,094,267
Debt Service	5,436,313	4,542,192	4,452,398	4,452,398
Miscellaneous	7,586,630	5,932,744	6,823,487	6,465,937
Emergency Management	79,248	84,976	90,296	88,594
Education	71,593,240	74,000,000	75,480,000	75,430,000
City Consolidation District	7,304,791	7,253,782	7,326,525	7,101,397
Town Consolidation District	583,203	579,990	584,174	581,147
TOTALS	126,401,286	128,958,271	131,818,989	130,638,519
General Operations	39,768,021	40,857,072	41,553,402	40,651,087
Debt Service	5,436,313	4,542,192	4,452,398	4,452,398
Capital Improvements	1,715,718	1,725,235	2,422,490	2,422,490
Education	71,593,240	74,000,000	75,480,000	75,430,000
City Consolidation District	7,304,791	7,253,782	7,326,525	7,101,397
Town Consolidation District	583,203	579,990	584,174	581,147
TOTALS	126,401,286	128,958,271	131,818,989	130,638,519

Calculation of Mill Rates

The Assessor values all of the real estate, motor vehicles and personal property each year as of October 1st. The sum of these values (less exemptions and credits) is the grand list. Anyone owning property at that date incurs a tax liability due on July 1 of the next year. When the budget is adopted by the City Council, a mill rate is set. One mill is one dollar of tax for every \$1,000 of assessed value. In order to calculate the mill rate, the Comptroller takes the gross grand list and subtracts the exemptions and credits shown below and multiplies the net grand list by the three-year average collection rate. The exemptions and credits are established by Connecticut General Statutes or by adoption of a city ordinance. Included in these amounts are the tax relief programs for the Disabled , Homeowners'-Elderly/Disabled Circuit Breaker , Homeowners' Elderly/Disabled Freeze, Veterans Additional Exemption , and Distressed Municipalities for which the State of Connecticut reimburses a portion of the property taxes lost as a result of these programs. The revenues generated by these state reimbursements are recorded in General Fund accounts.

	General Fund	Town Consolidation District	City Consolidation District
<i>Calculation of Grand List, Personal Property and Real Estate</i>			
Personal Property	147,409,642	128,840,692	18,568,950
Real Estate	1,506,443,900	986,560,850	519,883,050
Gross Grand List, Personal Property and Real Estate	1,653,853,542	1,115,401,542	538,452,000
<i>Less: Exemptions, Credits, Etc.</i>			
Elderly Reimbursement	8,658,008	5,435,305	3,222,703
Veterans/ military exemptions	4,632,500	3,230,750	1,401,750
Disabled exemptions	274,000	176,000	98,000
Economic Dev & Mfg exemptions	25,086,440	17,630,900	7,455,540
Projected Certificates of Correction	1,700,000	1,000,000	700,000
Total Exemptions, Credits, Etc.	40,350,948	27,472,955	12,877,993
<i>Grand list, net of exemptions & credits</i>	1,613,502,594	1,087,928,587	525,574,007
<i>Estimated Tax Collection Percentage</i>	96.46%	97.63%	95.04%
<i>Collectible Grand List, Personal Property and Real Estate</i>	1,556,384,602	1,062,144,679	499,505,536
<i>Taxes to be Levied:</i>			
General City	14,637,692		
Board of Education	42,909,324		
Capital Improvements	2,422,490		
Debt Service	4,172,398		
Town Consolidation District		497,798	
City Consolidation District			3,912,956
Total Tax Levy, Personal Property and Real Estate	64,141,904	497,798	3,912,956
<i>Mill Rates Required:</i>			
General City	9.41		
Board of Education	27.57		
Capital Improvements	1.56		
Debt Service	2.68		
Town Consolidation District		0.47	
City Consolidation District			7.84
Total Mill Rates Required	41.22	0.47	7.84
Last Year's Mill Rate	40.90	0.49	7.16
Change	0.32	(0.02)	0.68
Percent Change	0.78%	-4.08%	9.50%

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

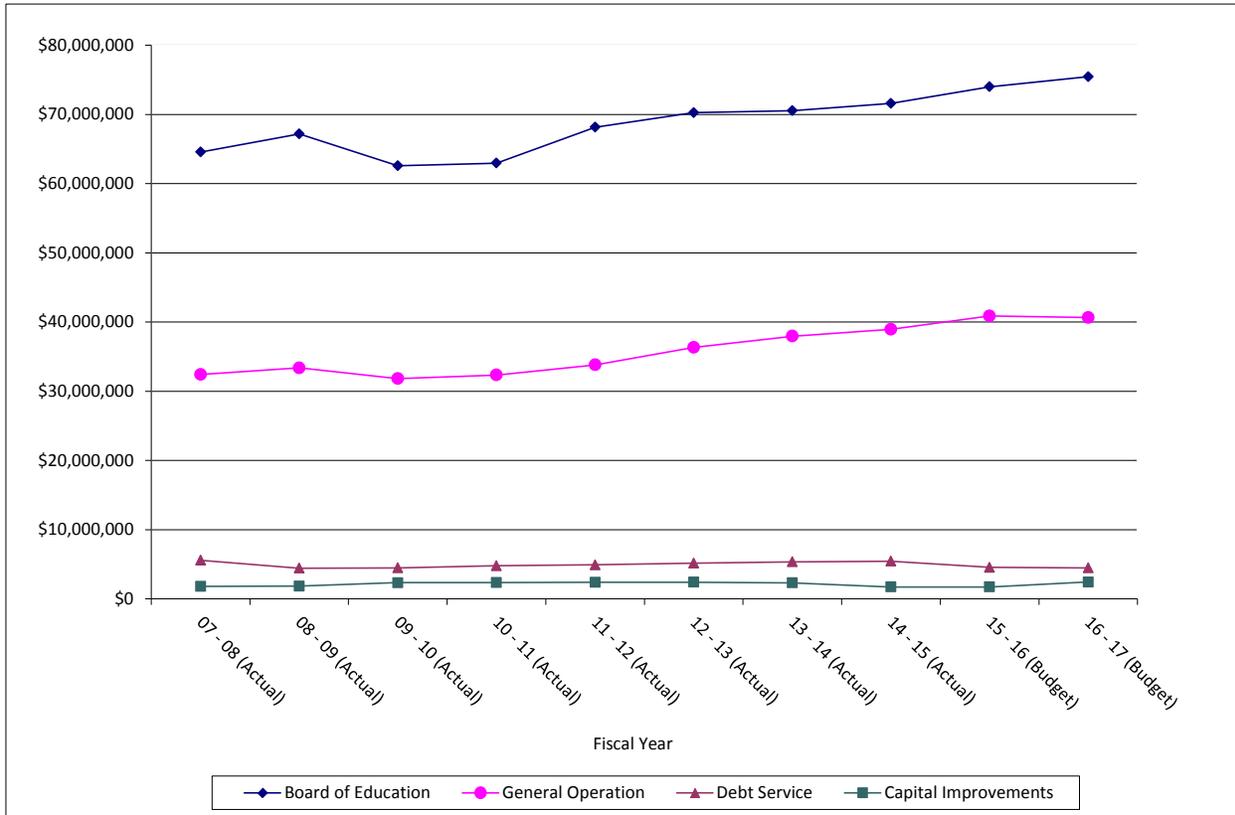
	Town Consolidation		City Consolidation
	General Fund	District	District
Motor Vehicles - July Billing	196,372,960	120,014,300	76,358,660
Motor Vehicles - Estimated January Billing	28,600,000	14,700,000	13,900,000
<i>Less: Exemptions, Credits, Etc.</i>	(5,720,200)	(4,121,050)	(1,599,150)
<i>Grand list, net of exemptions & credits</i>	<u>219,252,760</u>	<u>130,593,250</u>	<u>88,659,510</u>
<i>Estimated Tax Collection Percentage</i>	89.25%	91.60%	85.12%
<i>Collectible Grand List, Motor Vehicles</i>	<u>195,683,088</u>	<u>119,623,417</u>	<u>75,466,975</u>
Mill Rate Cap	37.00	0.00	0.00
Taxes on Motor Vehicles	7,240,274	0	0
Mill Rate	41.22	0.47	7.84
Difference	4.22	0.47	7.84
Tax Loss from Mill Rate Cap	825,783	56,223	591,661
Municipal Revenue Sharing Grant	336,074	62,849	552,565
Net Revenue Difference from Motor Vehicle Tax Cap	489,709	(6,626)	39,096

The Municipal Revenue Sharing Grant is based on the difference between the amount of motor vehicle property levied by Norwich on the October 1, 2013 grand list and the amount such levy would have been if the mill rate on motor vehicles for said assessment year was 37 mills. The MRSG is allocated to the General Fund, TCD, and CCD accordingly.

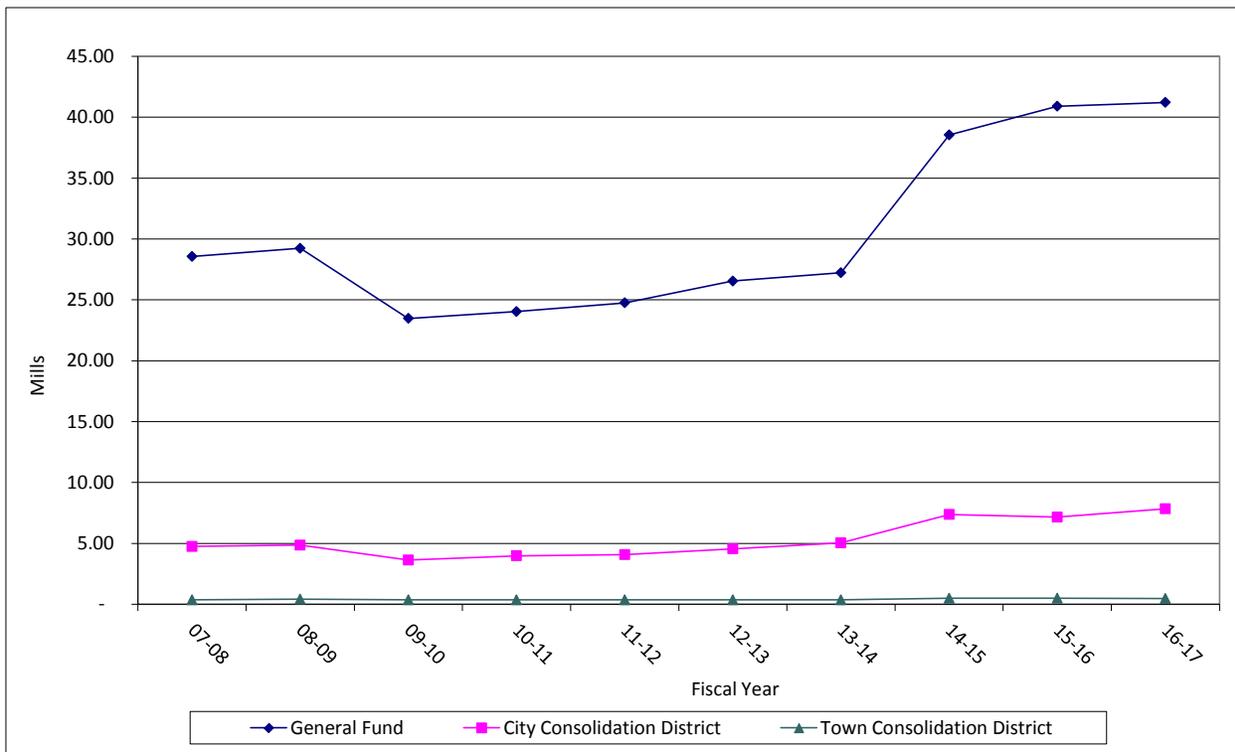
GRAND TOTAL - COLLECTIBLE GRAND LIST	1,752,067,690	1,181,768,096	574,972,511
GRAND TOTAL - CURRENT TAX LEVY	71,382,178	497,798	3,912,956

Budget Graphs & Charts

General Fund Expenditures - Ten Year Comparison



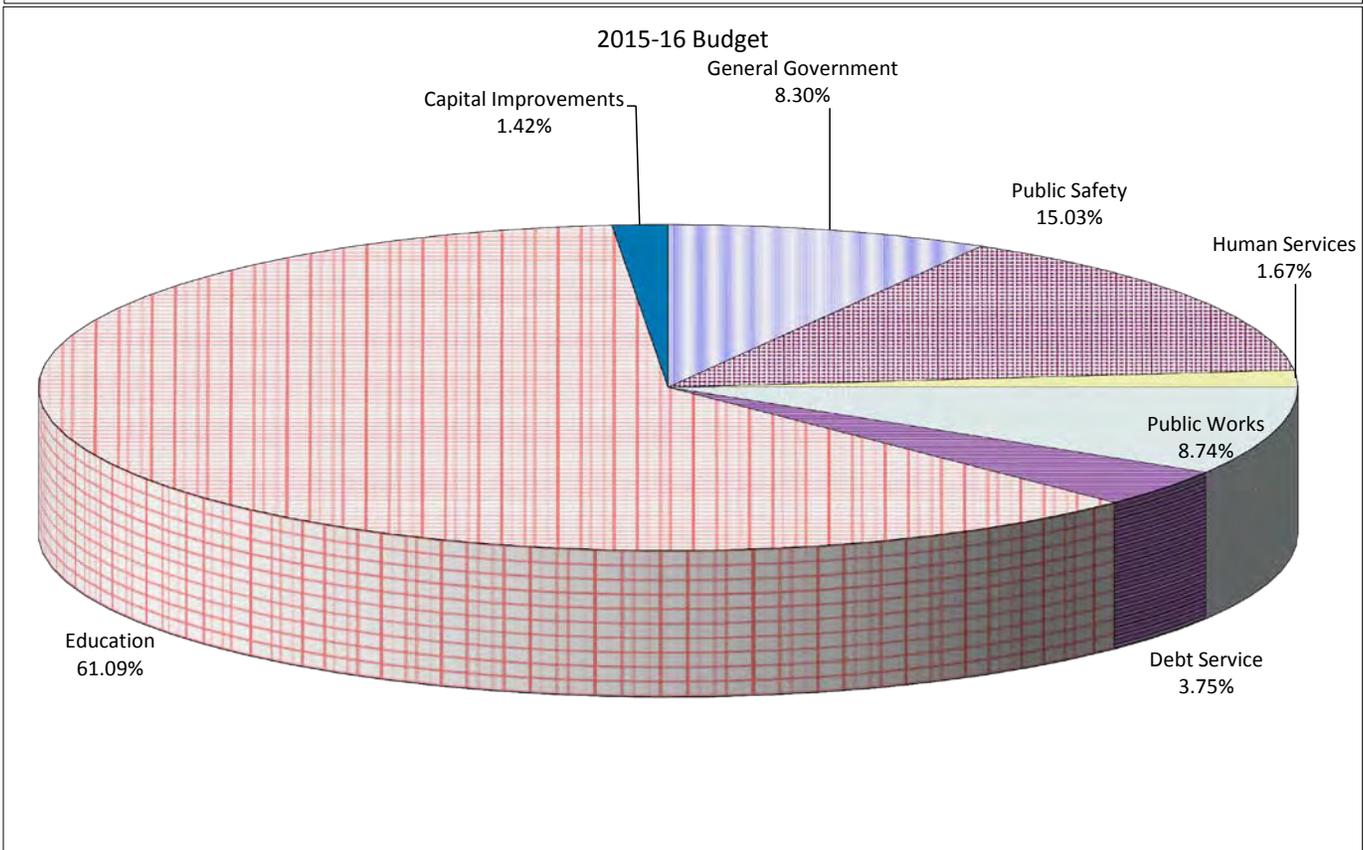
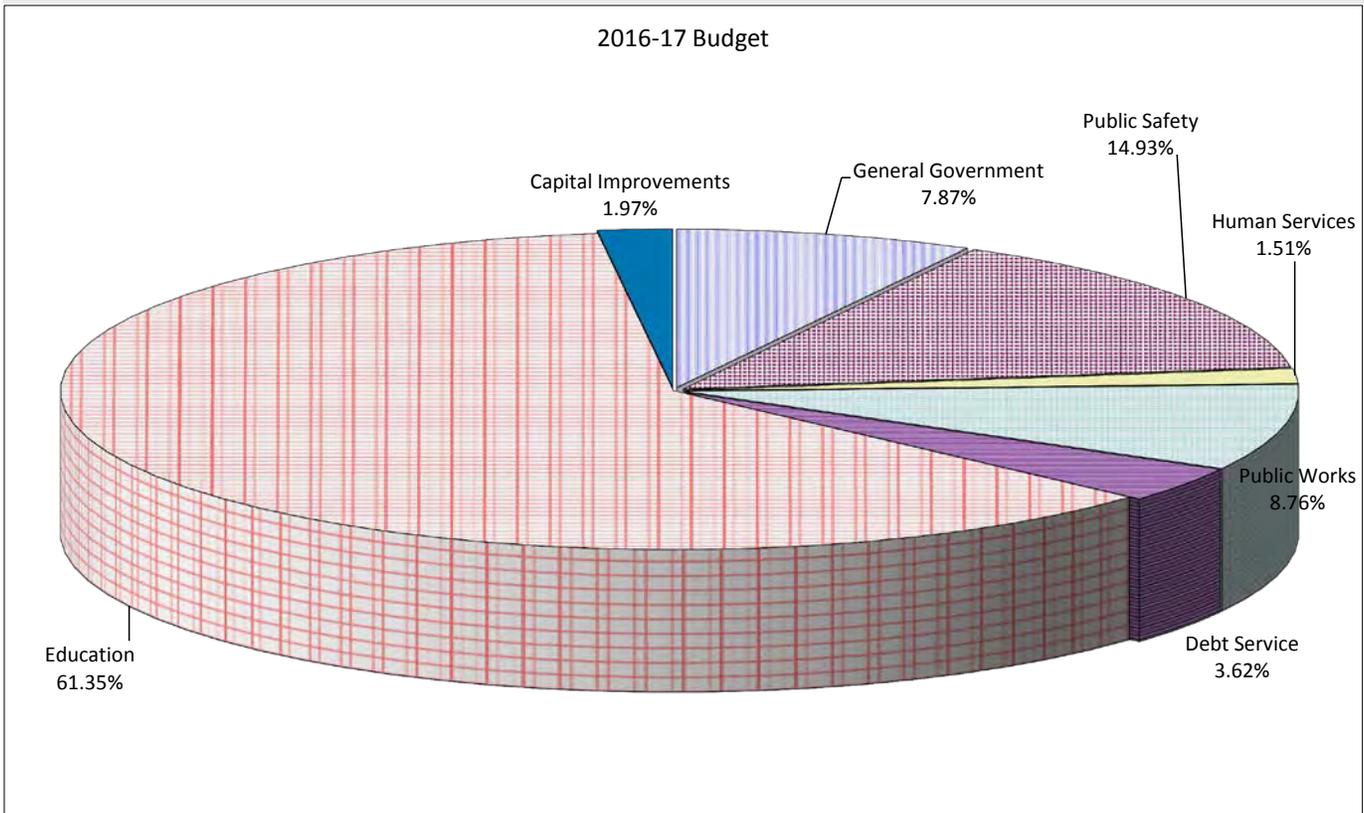
Mill Rates - Ten Year Comparison



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.

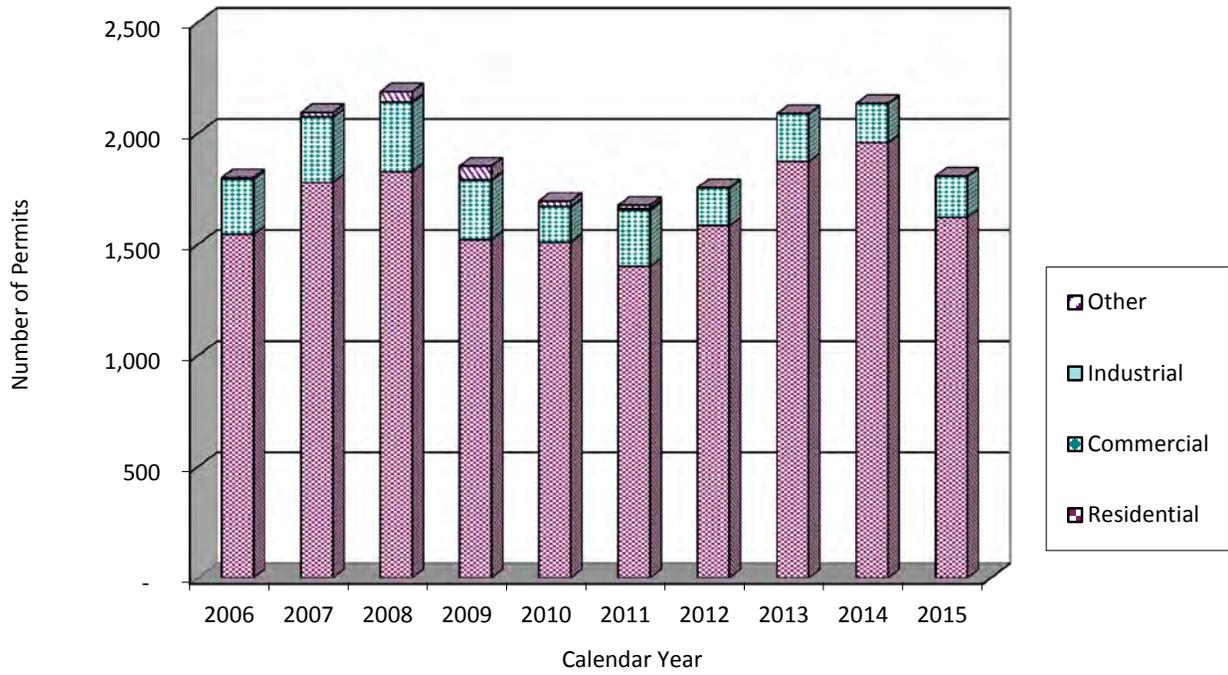
In fiscal year 2014-15, the 10/1/2013 grand list revaluation resulted in a decrease in the net grand list of \$630,000,000 from \$2,408,000,000 to \$1,778,000,000.

General Fund Expenditures - Two-Year Comparison

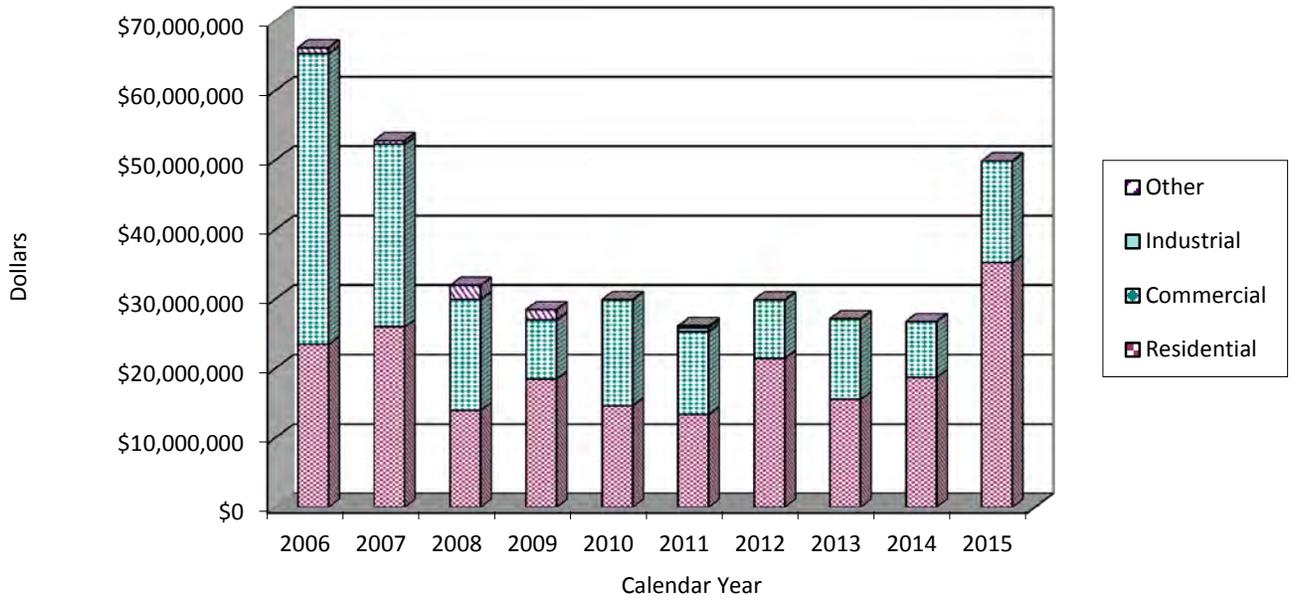


	2016-17 Budget	2015-16 Budget	Dollar Change	Percent Change
General Government	9,681,612	10,055,543	(373,931)	-3.72%
Public Safety	18,351,697	18,199,773	151,924	0.83%
Human Services	1,852,352	2,019,169	(166,817)	-8.26%
Public Works	10,765,426	10,582,587	182,839	1.73%
Debt Service	4,452,398	4,542,192	(89,794)	-1.98%
Education	75,430,000	74,000,000	1,430,000	1.93%
Capital Improvements	2,422,490	1,725,235	697,255	40.42%
	122,955,975	121,124,499	1,831,476	1.51%

Building Permits Issued by Category



Value of Building Permits by Category

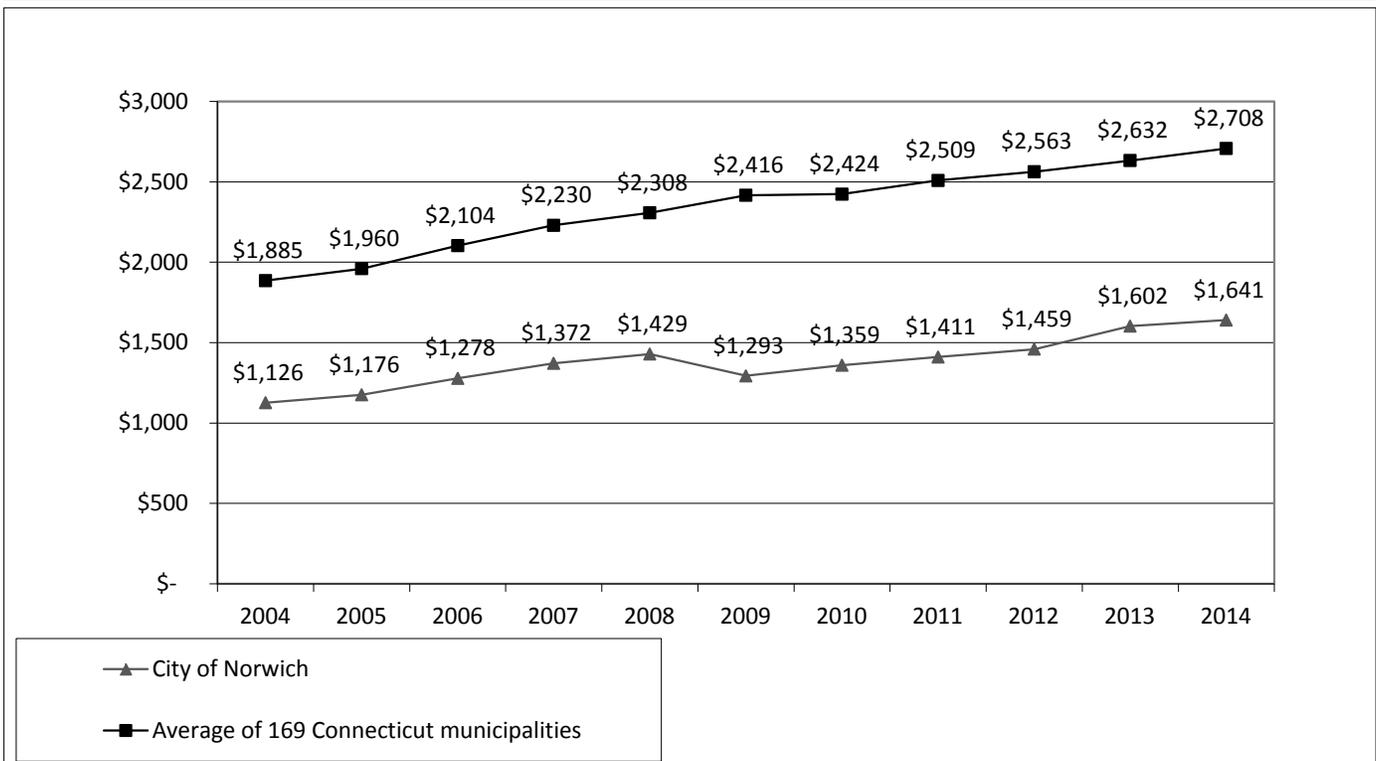


Property Tax on Residential Home in the City Consolidation District with a Market Value of \$134,000



Capital improvements	\$146	Taxes support the improvement and expansion of the city's infrastructure.
Fire	\$735	Taxes provide fire protection for residents.
Education	\$2,586	Taxes fund the Norwich Public School system.
Public Works	\$234	Taxes support maintenance of city roads, buildings, parks and vehicles and refuse and recycling collection.
General Government	\$309	Taxes support the administration of city services.
Debt Service	\$251	Taxes provide for the scheduled debt service payments from the city's long-term borrowings.
Police	\$339	Taxes provide police protection for residents.
TOTAL TAX BILL:	\$4,600	

Property Tax Revenue Per Capita



Source: State of Connecticut Office of Policy & Management's January 2016 Municipal Fiscal Indicators. The last available statistic for the Average of 169 Connecticut municipalities is for fiscal year 2014.

Authorized Full-Time Equivalent Positions

<u>Department</u>	<u>12-13</u>	<u>13-14</u>	<u>14-15</u>	<u>15-16</u>	<u>16-17</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
Assessor	4.0	4.0	4.0	4.0	3.0
Human Resources	4.6	4.6	4.6	4.6	4.0
City Clerk	4.0	4.0	4.0	5.0	4.0
City Council	2.0	2.0	2.0	2.0	2.0
Police	107.0	110.8	110.8	110.5	106.8
Fire	62.6	61.0	62.0	61.0	59.0
Recreation	6.0	6.0	5.0	5.0	5.0
Human Services	7.0	5.0	5.0	5.0	3.0
Senior Citizens Center	7.6	7.0	7.6	7.6	7.0
Youth Service Bureau	2.0	2.0	2.0	2.0	2.0
PW Engineering & Administration	5.0	5.0	5.0	5.0	6.0
PW Fleet Maintenance	7.0	7.0	7.0	7.0	7.0
PW Solid Waste	3.0	3.0	3.0	3.0	3.0
PW Street Maintenance	36.0	36.0	37.0	37.0	35.0
PW Building Maintenance	9.0	9.0	9.0	9.0	9.0
PW Parking Maintenance	1.0	1.0	1.0	1.0	1.0
Election	2.0	2.0	2.0	2.0	2.0
Planning & Neighborhood Services	10.0	10.0	10.0	11.0	9.5
Emergency Management	1.0	1.0	1.0	1.0	1.0
Subtotal - General City	297.8	297.4	299.0	299.7	286.3
Board of Education					
General Fund-funded positions	358.8	357.2	388.3	409.7	375.9
State & Federal grant-funded positions	65.7	159.8	159.8	190.1	196.4
School Lunch (Federal grant)	37.5	39.0	39.0	42.3	42.3
Adult Education (State & Federal grants)	12.0	22.3	22.3	22.3	22.3
Family Resource Ctr (State & Fed grants)	28.5	24.5	24.5	24.5	24.5
Subtotal - Board of Education	502.5	602.8	633.9	688.8	661.3
Norwich Public Utilities	148.0	142.0	146.5	149.5	149.5
GRAND TOTALS	948.3	1,042.2	1,079.4	1,138.0	1,097.0

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

General Government - the City reduced its workforce by over 14% from a high of 335 FTE's in 2001-02.

Board of Education - some of the increase in positions is due to the recognition of FTE's for some part-time workers that had been left off of the counts in previous years, such as: the afterschool program, Adult Education teachers, and some Family Resource Center employees. There has been an increase in staffing due to the Alliance District and Network School programs. The FTE's for 2016-17 are subject to change based on the level of funding of the BOE's other grants and guidance from the State for what purposes those grants may be expended.

Norwich Public Utilities - the staffing has been relatively stable over the years despite the expansion of the sewer, water, and gas lines.

Collective Bargaining Units

Collective Bargaining Group Name	Group Represented	FTE Positions Represented	Beginning Date of Contract	End Date of Contract
United Public Service Employees Union (UPSEU)	City 911 Dispatchers	9.00	7/1/2014	6/30/2017
International Association of Fire Fighters, Local 892	City Firefighters	56.00	7/1/2013	6/30/2016
Council 4 AFSCME, Local 2422	City Non-supervisory administrative employees	51.00	7/1/2015	6/30/2018
United Public Service Employees Union, Connecticut Organization for Public Safety Division	City Police Officers	91.75	7/1/2013	6/30/2016
United Public Service Employees Union, Connecticut Organization for Public Safety Division	City Public Works Employees	47.00	7/1/2014	6/30/2017
Public Works Supervisors, American Federation of State, County & Municipal Employees (AFSCME), Local 818, Council 4	City Public Works Supervisors	5.00	7/1/2013	6/30/2016
Municipal Employees Union "Independent" (MEUI) Supervisors	City Supervisory administrative employees	9.50	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	27.00	7/1/2012	6/30/2016
MEUI Local 506, SEIU, AFL-CIO	NPS Paraeducators	120.00	7/1/2012	6/30/2016
New England Health Care Employees Union District 1199, SEIU, AFL-CIO	NPS School Nurses	17.25	7/1/2012	6/30/2016
Norwich Educational Administrative Assistants, AFSCME Local 1303-190, Council 4	NPS Administrative Assistants	23.60	7/1/2015	6/30/2018
Norwich Teachers League	NPS Teachers	272.60	7/1/2015	6/30/2018
Supervisory Employees Association, Inc. AFSCME Local 818, Council 4	NPU Supervisory and Professional Employees	48.00	7/1/2015	6/30/2018
International Brotherhood of Electrical Workers Local 457, Norwich Unit	NPU Technical and clerical workers	94.50	7/1/2015	6/30/2018
United Steelworkers of America AFL-CIO-CLC Local No. 9411-02	NPU Water distribution employees	6.00	7/1/2015	6/30/2016

Non-Bargaining Employees

General Government	17.00
Department of Public Utilities	1.00
Board of Education	181.82
	<u>199.82</u>

Consolidated Debt Schedule

Description	Issue Date	Interest Rates	Original Debt	Outstanding at 7/1/2016	Principal	Interest	Total FY 2017 Debt Service	
Supported by General Fund								
<u>Bonds</u>								
Qualified Zone Academy Bond-Kelly Renovations	12/30/2008	0.00%	2,940,000	1,225,000	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	8,400,000	600,000	294,000	894,000	
Series A, Capital Project (Road Improvements, Sewer Extensions, Kelly MS Renovations, etc.)	12/13/2011	2.0 - 4.0%	9,680,000	8,180,000	500,000	219,881	719,881	
Refunding Bonds	2/15/2012	2.00%	2,725,000	1,545,000	275,000	30,900	305,900	
Series A, Capital Project Bonds (Infrastructure, Sewer Extensions, Gas Line Extensions, etc.)	2/12/2014	3.0 - 5.0%	12,365,000	11,055,000	650,000	432,719	1,082,719	
Series B, 2004 & 2005 Refunding Bonds	2/12/2014	3.0 - 5.0%	5,780,000	2,970,000	885,000	108,625	993,625	
Series A, Tax-Exempt	3/3/2015	3.0 - 4.0%	5,600,000	5,350,000	350,000	178,000	528,000	
Series B, Taxable	3/3/2015	2.0 - 3.0%	1,140,000	1,025,000	115,000	22,885	137,885	
Series A, Tax-Exempt	3/1/2016	2.00 - 2.55%	6,300,000	6,300,000	365,000	133,426	498,426	
Series B, Taxable	3/1/2016	2.00 - 3.00%	2,500,000	2,500,000	250,000	45,740	295,740	
Less: General Obligation debt for NPU and NGCA operations				Sum (A) =	(15,275,881)	(942,559)	(489,742)	(1,432,301)
				Subtotal-Bonds	33,274,119	3,292,441	976,434	4,268,875
<u>Capital Leases</u>								
2009 Pierce Arrow XT 100' Platform Truck	11/2/2009	4.74%	874,288	398,840	92,894	18,905	111,799	
2013 Ferrara Ignitor XD 1,500 GPM Pumper	2/25/2013	2.37%	573,992	411,722	54,766	9,758	64,524	
Fingerprinting system capital lease	2/28/2013	0.00%	43,200	19,200	7,200	-	7,200	
				Subtotal-Capital Leases	829,762	154,860	28,663	183,523
Subtotal - General Fund Debt					34,103,880	3,447,301	1,005,097	4,452,398
Supported by Norwich Public Utilities								
<u>Bonds & Notes</u>								
CT CWF Notes 106-C	10/31/1997	2.00%	3,410,000	68,068	68,068	284	68,352	
CT CWF Notes 298-C	6/30/2000	2.00%	1,507,962	226,193	75,398	3,833	79,231	
CT CWF Notes 9714-C	12/31/2002	2.77%	1,898,651	622,753	106,295	15,908	122,202	
CT CWF Notes 349-C	12/31/2002	2.00%	880,594	275,614	47,885	5,075	52,960	
CT CWF Notes 200801-C	6/30/2009	2.27%	450,000	290,625	22,500	6,363	28,863	
Drinking Water State Revolving Fund 2010-8005	3/31/2010	2.06%	144,728	97,661	7,236	1,944	9,180	
Drinking Water State Revolving Fund 2010-8006	3/31/2010	2.06%	326,250	228,373	16,313	4,551	20,863	
Clean Water Fund WWTP 625-D	12/31/2012	2.00%	1,864,518	1,493,430	83,024	29,110	112,135	
CT CWF Notes 495-C	6/1/2013	2.00%	5,747,554	4,708,781	253,386	91,857	345,243	
DWSRF 2011-7005	4/30/2014	2.00%	160,285	141,513	8,664	2,751	11,415	
DWSRF 2011-7006	4/30/2014	2.00%	147,989	130,176	8,222	2,528	10,750	
Clean Water Fund WWTP 625-D-1	5/31/2015	2.00%	2,510,422	2,252,062	125,199	43,898	169,097	
DWSRF 2014-7027	6/30/2015	2.27%	505,762	467,830	25,288	9,125	34,413	
DWSRF 2014-7036	5/31/2016	2.27%	4,051,579	3,832,118	202,579	84,881	287,460	
DWSRF Royal Oaks	5/31/2016	2.27%	1,633,603	1,633,603	74,184	31,083	105,267	
Stony Brook Reservoir	2/1/1996	4.50 - 5.00%	750,000	43,106	10,952	1,563	12,515	
Sludge Handling	7/1/2004	3.60%	510,000	160,775	40,107	4,489	44,596	
Gas Line Extensions (2010)	12/13/2011	2.00 - 4.00%	1,000,000	850,000	50,000	22,969	72,969	
Gas Line Extensions (2010)	2/12/2014	3.00 - 5.00%	2,000,000	1,800,000	100,000	69,766	169,766	
Gas Line Extensions (2012)	2/12/2014	3.00 - 5.00%	5,780,000	5,197,000	291,500	203,367	494,867	
Gas Line Extensions (2012)	3/3/2015	3.0 - 4.0%	2,220,000	2,110,000	110,000	69,925	179,925	
Gas Line Extensions (2014)	3/3/2015	3.0 - 4.0%	1,000,000	950,000	50,000	31,500	81,500	
Gas Line Extensions (2014)	3/1/2016	2.00 - 2.55%	2,750,000	2,750,000	140,000	59,318	199,318	
Gas Line Extensions (2014) Taxable	3/1/2016	2.00 - 3.00%	1,250,000	1,250,000	125,000	22,870	147,870	
				Subtotal-Bonds & Notes	31,579,682	2,041,800	818,957	2,860,757
<u>Capital Leases & Other Debt</u>								
Municipal Area Network	12/19/2007	4.00%	2,300,000	387,282	270,978	11,089	282,067	
Kansas Manhattan Bank-2011 Excavator	8/22/2011	3.38%	95,079	1,718	1,718	5	1,723	
Altec Capital Corp LLC -2011 Bucket Truck	9/1/2011	4.00%	122,900	2,261	2,261	8	2,269	
Cisco-DeLage Landen Public Finance LLC	4/8/2015	3.72%	239,618	159,377	79,294	1,587	80,881	
South Golden Street Building	TBD	TBD	8,705,000	8,705,000	322,594	256,738	579,332	
				Subtotal-Capital Leases & Other Debt	9,255,638	676,845	269,427	946,272
Subtotal - Norwich Public Utilities Debt					40,835,320	2,718,645	1,088,384	3,807,029
Supported by Norwich Golf Course Authority								
Norwich Golf Course Authority	12/17/2009	3.0 - 4.0%	265,000	165,000	25,000	3,975	28,975	
GRAND TOTAL					75,104,200	6,190,946	2,097,456	8,288,402

Summary of All Funds Subject to Appropriation

	FYE 2015 - Actual				FYE 2016 - Projected				FYE 2017 - Budgeted			
	General	SRF	NPU	Total	General	SRF	NPU	Total	General	SRF	NPU	Total
Revenues												
General Property taxes	69,449,389	5,074,418	-	74,523,807	76,570,000	4,963,748	-	81,533,748	74,111,178	4,725,103	-	78,836,281
Licenses and permits	438,838	-	-	438,838	650,000	-	-	650,000	504,000	-	-	504,000
Fines & penalties	24,019	-	-	24,019	6,000	-	-	6,000	13,000	-	-	13,000
Investment income	104,715	2,707	5,282	112,704	130,000	3,000	2,900	135,900	198,823	5,000	2,900	206,723
Revenue from other city operations	8,665,543	1,315,719	-	9,981,262	6,626,954	2,907,234	-	9,534,188	7,744,210	2,399,876	-	10,144,086
Charges for current service	675,643	-	93,493,941	94,169,584	781,945	-	96,876,849	97,658,794	717,060	-	97,663,775	98,380,835
Other revenues	311,504	14,000	-	325,504	450,000	-	-	450,000	392,456	-	-	392,456
State grants in aid - General	3,884,989	1,540,166	-	5,425,155	5,511,488	-	-	5,511,488	6,467,368	552,565	-	7,019,933
Federal grants in aid - General	251,733	-	-	251,733	352,316	-	-	352,316	287,204	-	-	287,204
State grants in aid - Education	33,453,608	-	-	33,453,608	33,014,205	-	-	33,014,205	32,435,676	-	-	32,435,676
Other revenue - Education	113,703	-	-	113,703	20,000	-	-	20,000	85,000	-	-	85,000
Total revenue	117,373,684	7,947,010	93,499,223	218,819,917	124,112,908	7,873,982	96,879,749	228,866,639	122,955,975	7,682,544	97,666,675	228,305,194
Expenditures/expenses												
City Manager	314,176	-	-	314,176	335,047	-	-	335,047	364,719	-	-	364,719
Finance	1,448,016	-	-	1,448,016	1,580,175	-	-	1,580,175	1,555,653	-	-	1,555,653
City Treasurer	217,136	-	-	217,136	240,893	-	-	240,893	249,551	-	-	249,551
Assessor	390,457	-	-	390,457	432,989	-	-	432,989	397,479	-	-	397,479
Human Resources	494,535	-	-	494,535	551,694	-	-	551,694	528,930	-	-	528,930
Law	505,292	-	-	505,292	538,358	-	-	538,358	511,000	-	-	511,000
City Clerk	378,475	-	-	378,475	468,703	-	-	468,703	416,037	-	-	416,037
City Council	351,951	-	-	351,951	376,585	-	-	376,585	364,541	-	-	364,541
Police	13,476,485	-	-	13,476,485	15,473,505	-	-	15,473,505	15,638,591	-	-	15,638,591
Fire - Central	2,079,905	-	-	2,079,905	2,020,619	-	-	2,020,619	2,020,738	-	-	2,020,738
Fire - East Great Plain	116,430	-	-	116,430	141,571	-	-	141,571	129,867	-	-	129,867
Fire - Laurel Hill	60,442	-	-	60,442	67,889	-	-	67,889	68,414	-	-	68,414
Fire - Occum	66,997	-	-	66,997	70,589	-	-	70,589	69,821	-	-	69,821
Fire - Taftville	146,587	-	-	146,587	164,399	-	-	164,399	161,333	-	-	161,333
Fire - Yantic	160,472	-	-	160,472	176,225	-	-	176,225	174,339	-	-	174,339
Human Services	1,867,996	-	-	1,867,996	2,019,169	-	-	2,019,169	1,852,352	-	-	1,852,352
Public Works	10,028,851	-	-	10,028,851	10,582,587	-	-	10,582,587	10,765,426	-	-	10,765,426
Election	122,490	-	-	122,490	141,799	-	-	141,799	155,988	-	-	155,988
Planning & Neighborhood Services	987,123	-	-	987,123	1,181,791	-	-	1,181,791	1,094,267	-	-	1,094,267
Education	71,593,240	-	-	71,593,240	74,000,000	-	-	74,000,000	75,430,000	-	-	75,430,000
Debt Service	5,436,313	-	667,011	6,103,324	4,542,192	-	986,230	5,528,422	4,452,398	-	1,158,535	5,610,933
Miscellaneous	7,360,122	-	-	7,360,122	5,932,744	-	-	5,932,744	6,465,937	-	-	6,465,937
Emergency Management	78,994	-	-	78,994	84,976	-	-	84,976	88,594	-	-	88,594
City Consolidation District	-	7,099,834	-	7,099,834	-	7,253,782	-	7,253,782	-	7,101,397	-	7,101,397
Town Consolidation District	-	553,033	-	553,033	-	573,990	-	573,990	-	581,147	-	581,147
Gas, Water, Electric & Sewer	-	-	83,595,086	83,595,086	-	-	82,915,797	82,915,797	-	-	84,064,523	84,064,523
Total expenditures/expenses	117,682,485	7,652,867	84,262,097	209,597,449	121,124,499	7,827,772	83,902,027	212,854,298	122,955,975	7,682,544	85,223,058	215,861,577
Other financing uses/ (sources)	-	-	7,466,520	7,466,520	-	-	7,804,364	7,804,364	-	-	8,670,845	8,670,845
Capital contributions	-	-	(3,470,464)	-	-	-	-	-	-	-	-	-
Total resources used	117,682,485	7,652,867	88,258,153	217,063,969	121,124,499	7,827,772	91,706,391	220,658,662	122,955,975	7,682,544	93,893,903	224,532,422
Fund balances carried forward	10,696,264	1,186,321	95,170,689	107,053,274	10,387,463	1,480,464	100,411,759	112,279,686	13,375,872	1,526,674	105,585,117	120,487,663
Increase/ (Decrease) in Fund Balance	(308,801)	294,143	5,241,070	1,755,948	2,988,409	46,210	5,173,358	8,207,977	-	-	3,772,772	3,772,772
Percent Change	-2.89%	24.79%	5.51%	1.64%	28.77%	3.12%	5.15%	7.31%	0.00%	0.00%	3.57%	3.13%
Fund balance/net assets to carry forward	10,387,463	1,480,464	100,411,759	108,809,222	13,375,872	1,526,674	105,585,117	120,487,663	13,375,872	1,526,674	109,357,889	124,260,435
GF Fund Balance as a % of Expenditures	8.83%				11.04%				10.88%			

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

The projected increase in General Fund Unrestricted Fund Balance in 2015-16 is primarily due to additional collections of commercial personal property taxes resulting from audits.

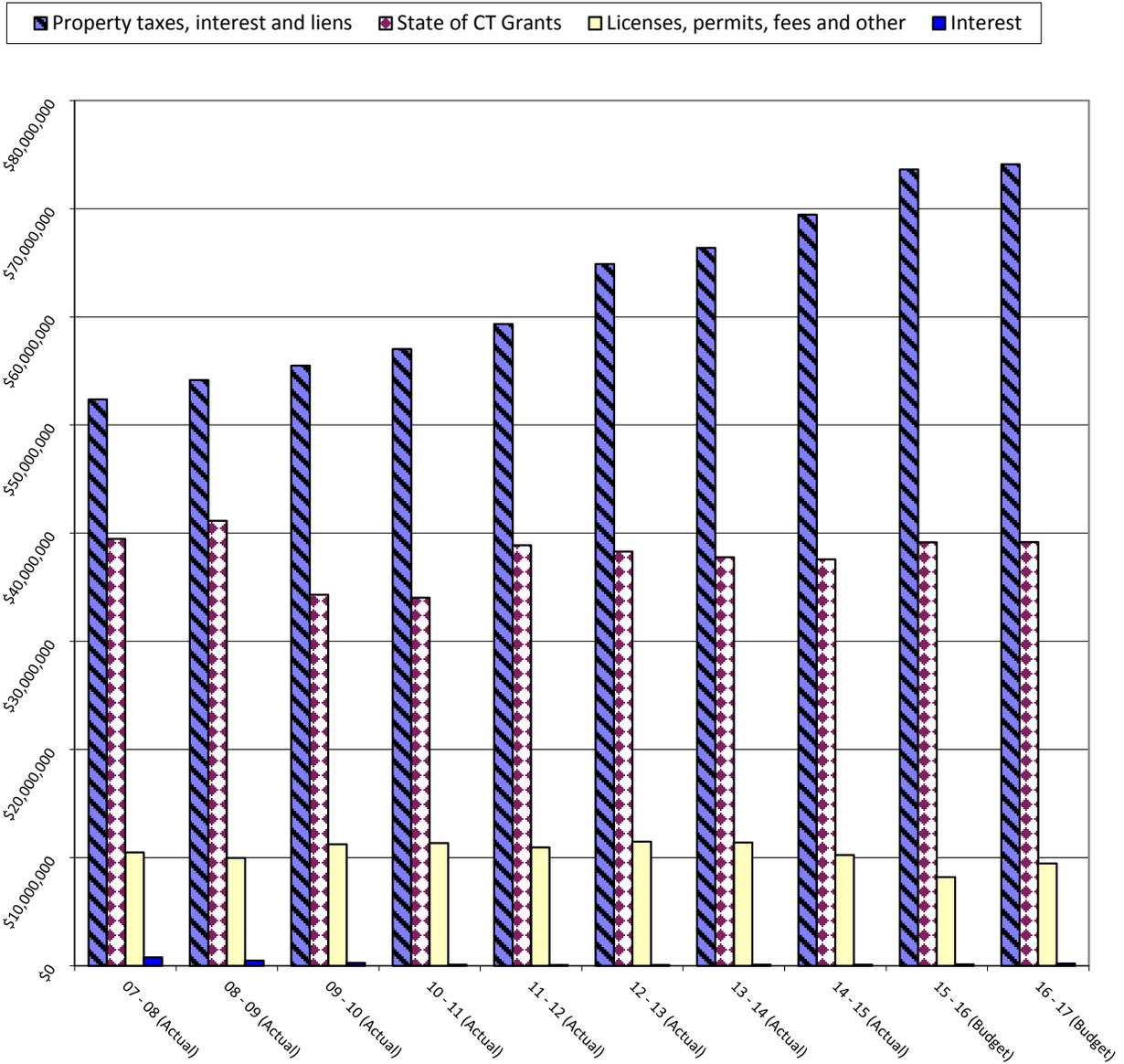
General Fund

Summary of Revenues & Expenditures

	General City	Debt Service	Capital Improvements	Education	Total General Fund
EXPENDITURES					
Total by category	40,651,087	4,452,398	2,422,490	75,430,000	122,955,975
TOTALS	40,651,087	4,452,398	2,422,490	75,430,000	122,955,975
REVENUES					
General Revenues	26,013,395	280,000	0	32,520,676	58,814,071
Taxes to be levied - General Fund	14,637,692	4,172,398	2,422,490	42,909,324	64,141,904
TOTALS	40,651,087	4,452,398	2,422,490	75,430,000	122,955,975

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

∅ Note on method of calculating revenue estimates: For all revenue items which have a “∅”, the following formula is used to estimate revenues for 2016-17: the greater of 1) 90% of the average of the last five years or 2) the lowest amount from the last five years. This method is used because of the unpredictable nature of these revenue sources.

General Property Taxes

70201 Current Real Estate and Personal Property Levy

The current levy for 2016-17 is based on all taxable property in the City as of 10/1/2015, 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.

Pursuant to Public Act 16-3, motor vehicle taxes are subject to a capped mill rate, starting in fiscal year 2016-17 with a maximum mill rate of 37 mills and then 32 mills for each year thereafter. Because of this, all motor vehicle taxes will be budgeted for in account 70208.

General Fund Current Levy Collections			
Fiscal Year	Total Tax Levy	Current Collected	Tax Collection %
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%
2014-15	\$ 69,333,132	\$ 66,666,856	96.2%

70202 Prior Year Levies

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

General Fund Delinquent Tax Collections			
Fiscal Year	Amount Collectible	Total Collected	% Collected
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%
2014-15	\$ 3,615,816	\$ 1,822,080	50.4%

70203 Interest and Lien Fees

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

70208 Motor Vehicle Taxes

Prior to fiscal year 2016-17, this account was used to account for the revenues from the Supplemental Motor Vehicle tax billing in January of each year. 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.

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

Licenses & Permits

70213 Miscellaneous Permits & Fees ∅

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

Fines & Penalties

70218 Traffic Violations ∅

Includes police department fines for traffic violations.

77064 Blight & Zoning Citations ∅

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

Investment Income

70223 Interest on Investments

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

70224 Interest Cemetery Trust Fund

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

Revenue from Other City Operations

70209 Prior Refuse Charges

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

70226 Police Outside Services Ø

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

70227 Senior Citizens Center

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, 2015 annual financial statements. This calculation excludes sewer revenues. A portion of these revenues has been allocated to the City Consolidation District.

70229 NPU City Service

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

70230 NPU Debt Service

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

70232 Landfill Revenues Ø

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.

70239 Sewer Assessments

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

70241 NGCA Debt Service

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

76040 Direct Hauler Fees Ø

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

76041 Backyard Rollout Fees Ø

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

Charges for Current Service

70234 Recording Fees Ø

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

70235 Land Record Capital Improvement Fees Ø

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

70236 Probate Court

Revenue from rental of the 1,747 ft² Probate Court space in City Hall. The City increases the rent by the change in the Northeast CPI-U from June to June. The estimated revenue is based on our estimate of inflation from June 2015 to June 2016.

70238 Conveyance Tax Ø

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

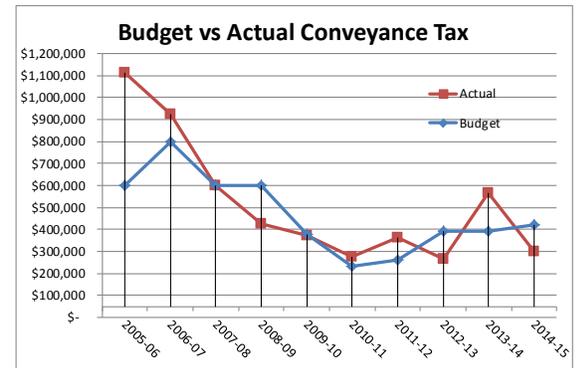
Other Revenues

70243 Miscellaneous Unclassified

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

70246 City Property Ø

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



State Grants in Aid - General

70247 Payments In Lieu of Taxes (PILOT)

Projected reimbursement based on the State of Connecticut's adopted FY2017 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 Consolidation 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 Consolidation 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.

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 State of Connecticut's adopted FY2017 budget.

73500 Shared Revenues

This account includes a few different revenues from the State of Connecticut; most of which are Municipal Revenue Sharing Account revenues. This revenue item also includes revenues that the state shares with municipalities for littering fines.

Description	General Fund	TCD Fire	CCD Fire
MRSA Motor Vehicles	336,074	62,849	552,565
MRSA Municipal Projects	187,132	0	0
MRSA Select PILOT	248,588	0	0
MRSA Sales Tax Sharing	973,869	0	0
Littering Fines	20,000	0	0
<u>Total</u>	1,765,663	62,849	552,565

Federal Grants in Aid - General

70268 Emergency Management Performance Grant (EMPG)

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

74210 COPS Hiring Program

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

State Grants in Aid - Board of Education

70276 Health Services

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

70280 School Transportation

Statutory grant reimbursements by the State of Connecticut for public and non-public school pupil transportation. The funding amount is included in the State of Connecticut's adopted FY2017 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 budgets for all of these funds as a direct credit to the BOE expenditure line item.

Other Revenue - Board of Education

70291 School Tuition Ø

Tuition received from outlying towns by the Board of Education.

General Fund Revenues		2012-13	2013-14	2014-15	2015-16	2016-17	2016-17
		Actual	Actual	Actual	Budget	Proposed	Adopted
General Property Taxes							
70201	Current Levy - Real Estate and Personal	61,912,119	63,257,927	65,942,623	70,552,994	64,779,727	64,141,904
70202	Prior Year Levies	1,559,613	1,697,134	1,822,080	1,521,000	1,712,000	1,800,000
70203	Interest and Lien Fees	866,330	884,820	891,278	813,000	929,000	929,000
70208	Motor Vehicle Taxes	553,308	540,146	793,408	752,000	6,261,859	7,240,274
Totals		64,891,370	66,380,027	69,449,389	73,638,994	73,682,586	74,111,178
Licenses & Permits							
70213	Misc. Permits & Fees	671,370	543,462	438,838	569,000	500,000	504,000
Totals		671,370	543,462	438,838	569,000	500,000	504,000
Fines & Penalties							
70218	Traffic Violations	4,918	7,994	10,479	8,500	6,000	6,000
77064	Blight Citations	3,703	14,828	13,540	4,000	7,000	7,000
Totals		8,621	22,822	24,019	12,500	13,000	13,000
Investment Income							
70223	Interest on Investments	31,749	38,962	43,186	60,000	60,000	140,000
70224	Interest Cemetery Trust	56,680	59,119	61,529	62,580	58,823	58,823
Totals		88,429	98,081	104,715	122,580	118,823	198,823
Revenue from Other City Operations							
70209	Prior Refuse Charges	29,347	25,821	11,236	5,000	2,000	2,000
70226	Police Outside Services	121,816	114,632	146,262	110,000	131,000	135,000
70227	Senior Citizens Center	20,004	17,651	4,736	4,500	4,700	6,000
70228	NPU 10%	7,451,034	7,182,802	6,250,494	4,897,130	5,730,969	6,270,969
70229	NPU City Service	92,234	91,838	93,963	95,277	132,241	132,241
70230	NPU Debt Service	129,887	165,131	817,081	0	0	0
70232	Landfill Revenues	145,622	142,163	152,147	144,000	142,000	142,000
70239	Sewer Assessments	405,842	500,118	381,844	380,000	280,000	280,000
70241	NGCA Debt Service	31,975	31,225	30,475	0	0	0
76040	Direct Hauler Fees	840,039	882,153	768,165	850,000	768,000	768,000
76041	Backyard Rollout Fees	7,855	9,078	9,140	9,000	8,000	8,000
Totals		9,335,655	9,162,612	8,665,543	6,494,907	7,198,910	7,744,210
Charges for Current Services							
70234	Recording Fees	363,373	366,813	337,787	330,000	330,000	338,000
70235	Land Record Cap Improv. Fees	18,150	15,321	13,269	13,000	13,000	14,000
70236	Probate Court Charge	22,100	22,431	22,938	23,165	23,060	23,060
70238	Conveyance Tax	267,207	566,147	301,649	368,000	336,000	342,000
Totals		670,830	970,712	675,643	734,165	702,060	717,060
Other Revenues							
70243	Misc. Unclassified	423,034	447,903	239,122	232,656	300,856	302,456
70246	City Property	144,489	89,424	72,382	58,000	88,000	90,000
Totals		567,523	537,327	311,504	290,656	388,856	392,456
State Grants in Aid - General							
70247	Payments in Lieu of Taxes	1,455,499	1,504,402	1,592,051	2,164,802	1,410,114	1,399,365
70249	Building Maintenance	280,262	305,334	319,518	304,000	315,000	315,000
70250	City Housing	87,985	112,256	89,626	140,427	151,184	151,184
70254	Mashantucket-Pequot/Mohegan	507,442	1,111,810	785,175	2,019,673	1,917,276	1,912,306
70257	Elderly Tax Credit Reimbursement	127,830	135,082	127,636	214,309	203,681	203,681
70259	Youth Service Bureau	87,555	88,833	88,833	67,512	80,909	80,909
70261	School Bond Reimbursement	108,945	104,107	0	0	0	0
70266	Telecommunications Tax	137,356	126,382	140,779	115,000	135,000	125,000
73221	PSAP Subsidy	107,569	64,308	43,948	30,000	15,000	15,000
73420	Town Aid Roads	251,564	501,226	501,077	501,077	499,260	499,260
73500	Shared Revenues	740,507	630,432	196,346	202,132	3,205,412	1,765,663
73800	LOCIP	314,011	0	0	0	0	0
Totals		4,206,525	4,684,172	3,884,989	5,758,932	7,932,836	6,467,368
Federal Grants in Aid - General							
70268	EMPG	22,671	20,161	18,599	20,204	20,204	20,204
74210	COPS Hiring Recovery Program	0	83,877	233,134	250,000	267,000	267,000
Totals		22,671	104,038	251,733	270,204	287,204	287,204
State Grants in Aid - Education							
70276	Health Services	109,327	121,462	138,819	138,819	121,000	121,000
70280	School Transportation	605,774	655,766	691,100	677,199	563,339	0
70284	Education Cost Sharing	32,321,262	32,259,345	32,049,356	32,316,543	32,314,676	32,314,676
70285	Services for the Blind	15,016	0	0	0	0	0
70296	Excess Cost Grant	1,014,901	57,198	574,333	0	0	0
Totals		34,066,280	33,093,771	33,453,608	33,132,561	32,999,015	32,435,676
Other Revenue - Board of Education							
70291	School Tuition	172,743	55,286	113,703	100,000	85,000	85,000
Totals		172,743	55,286	113,703	100,000	85,000	85,000
GRAND TOTALS		114,702,017	115,652,310	117,373,684	121,124,499	123,908,290	122,955,975

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 Communications – Landlines, high-speed internet, wireless telephone service, fiber optic connection charges, network infrastructure annual maintenance costs, and wireless broadband service.
- 80034 Postage – Postage and shipping costs.
- 80035 Utilities – Water, gas, propane, heating oil, sewage, and electricity usage.
- 80037 Mileage – For the most part, this line item is used for reimbursement of mileage driven for City business (excluding normal commute) at the applicable Federal standard mileage rate.
- 80038 Advertising – The cost of advertising for bids, requests for proposals, job announcements, public hearings, and other City business. Most of these are required by Connecticut statutes, City Charter or Code of Ordinances.
- 80039 Printing – Cost of printing reports, bills, etc.
- 80040 Building & Grounds Maintenance – Costs of: improvements to City's real property valued less than \$5,000 per project or with an estimated useful life of 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 postemployment benefits (OPEB) costs. Starting with fiscal year 2015-16, these costs are included in the Fringe Benefits line item for each department.
- 89999 Fringe Benefits – The cost of payroll taxes; perfect attendance bonuses; pension trust contributions; workers' compensation; health insurance allocated rates; life, short-term disability, and long-term disability premiums; unemployment costs; and other postemployment benefits (OPEB) trust contributions.

City Manager

Mission

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

Vision

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

Values

- Respect
- Knowledge
- Strategy & Execution

Department Goals (DG)

1. Provide effective communication to the Mayor and City Council (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	2012-13 Actual	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Request	2016-17 Proposed	2016-17 Adopted
80011	Head of Department	125,000	125,000	127,500	127,500	151,500	151,500	151,500
80012	Employees	47,166	56,729	61,326	63,032	70,000	70,000	65,000
80013	Seasonal/ Temporary	4,972	8,171	10,345	0	0	0	0
89999	Fringe Benefits	68,767	76,681	72,222	90,219	95,946	95,946	94,074
80015	Professional Services	1,211	2,320	2,119	8,000	8,000	8,000	7,000
80021	Materials & Supplies	3,452	2,247	3,225	2,000	2,000	2,000	2,000
80032	Equip & Furn Maint	2,543	2,300	2,757	2,500	2,500	2,500	2,500
80033	Communications	2,179	2,302	2,470	2,616	3,561	3,561	3,465
80034	Postage	266	335	288	600	600	600	600
80037	Mileage	3,862	3,737	2,254	5,000	5,500	5,500	5,500
80039	Printing	318	0	1,331	500	500	500	500
80048	Departmental Expense	241	981	540	500	500	500	500
80057	Dues Licenses & Subscriptions	1,902	1,722	488	2,000	2,000	2,000	2,000
80059	Training	4,582	4,306	1,731	5,000	4,500	4,500	4,500
80104	Connecticut Conference of Municipalities	25,580	25,580	25,580	25,580	25,580	25,580	25,580

TOTALS		292,041	312,411	314,176	335,047	372,687	372,687	364,719
---------------	--	----------------	----------------	----------------	----------------	----------------	----------------	----------------

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
TOTAL FTE'S	2.00						

Salaries

City Manager				127,500	151,500	151,500	151,500
Assistant City Manager				0	0	0	0
Executive Assistant				54,062	70,000	70,000	65,000
Total Salaries Paid by General Fund							
City Manager				127,500	127,500	127,500	151,500
Assistant City Manager				0	0	0	0
Executive Assistant				54,062	70,000	70,000	65,000
Management Assignment				8,970	0	0	0
Subtotal - Employees				<u>63,032</u>	<u>70,000</u>	<u>70,000</u>	<u>65,000</u>
TOTAL SALARIES				<u>190,532</u>	<u>197,500</u>	<u>197,500</u>	<u>216,500</u>

Finance

Mission

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

Vision

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

Values

- Fiscal Integrity
- Accuracy
- Efficiency
- Timeliness

Departmental Goals (DG)

1. Increase efficiencies and impact by working collaboratively with other departments, agencies, boards, and commissions as well as outside agencies. (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 2015-16 audited financial statements by the end of November 2016. (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. Worked with Atrion and NPU to make significant network upgrades in order to move to a VOIP phone system.
2. Coordinated the implementation of the building permit software system for the Planning & Neighborhood Services Department.
3. Issued requests for proposals and handled the transitions for new bond counsel and deferred compensation providers.
4. As of 12/31/2015, 39% of Accounts Payable vendors received ACH (electronic) payments. (DG1,DG2)
5. As of 12/31/2015, 85% of employees and 56% of retirees receive both direct deposit and electronic advice delivery. (DG1,DG2)
6. 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)
7. 10 of the 12 employees have a personal development plan and are working toward their goals. 5 of 10 employees have or will have achieved their goals by 6/30/2016.(DG4)

12	Finance	2012-13 Actual	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Request	2016-17 Proposed	2016-17 Adopted
80011	Head of Department	103,632	101,627	109,228	111,413	111,413	112,527	112,527
80012	Employees	616,934	648,488	682,074	674,221	681,271	681,709	681,709
80013	Seasonal/ Temporary	17,576	5,196	4,568	6,000	5,780	5,780	4,780
80014	Overtime	12,270	11,776	12,004	12,000	13,330	13,330	13,330
89999	Fringe Benefits	339,426	368,486	373,103	446,097	475,320	476,245	472,576
80015	Professional Services	48,002	43,000	44,437	51,600	54,200	54,200	54,200
80021	Materials & Supplies	5,350	8,227	6,138	5,800	5,500	5,500	5,500
80032	Equip & Furn Maint	14,581	11,699	7,459	13,550	10,350	10,350	10,350
80033	Communications	6,552	11,968	11,915	5,766	14,368	14,368	13,103
80034	Postage	28,954	23,416	26,587	28,028	25,338	25,338	25,338
80037	Mileage	3,692	4,513	3,079	4,200	4,200	4,200	4,200
80038	Advertising	5,366	5,543	3,124	4,800	3,100	3,100	3,100
80039	Printing	14,985	14,287	13,191	15,900	14,900	14,900	10,000
80044	Data Center	139,058	129,084	123,693	177,000	134,000	134,000	134,000
80057	Dues Licenses & Subscriptions	3,160	3,396	3,895	4,400	4,100	4,100	4,100
80059	Training	1,486	3,086	4,224	8,400	7,600	6,840	6,840
80115	Tax Collection Services	19,570	18,979	19,297	11,000	0	0	0
TOTALS		1,380,594	1,412,771	1,448,016	1,580,175	1,564,770	1,566,487	1,555,653

Notes on Line items:

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

Staffing

Comptroller	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Deputy Comptroller	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Collector of Taxes & Revenues	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Purchasing Agent	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
LAN Supervisor	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Accountant	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
LAN Technician	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Accounting Generalist	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Revenue Collections Clerks	2.00	2.00	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				111,413	111,413	112,527	112,527
Deputy Comptroller				87,625	87,625	88,063	88,063
Collector of Taxes & Revenues				80,587	80,587	80,587	80,587
Purchasing Agent				78,449	78,449	78,449	78,449
LAN Supervisor				73,637	73,637	73,637	73,637
Accountant				60,595	61,807	61,807	61,807
LAN Technician				57,676	58,830	58,830	58,830
Accounting Generalist				50,978	51,998	51,998	51,998
Revenue Collections Clerks				41,838	42,675	42,675	42,675
Collector of Delinquent Taxes				48,520	49,490	49,490	49,490

Total Salaries Paid by General Fund

Comptroller				111,413	111,413	112,527	112,527
Deputy Comptroller				87,625	87,625	88,063	88,063
Collector of Taxes & Revenues				80,587	80,587	80,587	80,587
Purchasing Agent				78,449	78,449	78,449	78,449
LAN Supervisor				73,637	73,637	73,637	73,637
Accountant				60,595	61,807	61,807	61,807
LAN Technician				57,676	58,830	58,830	58,830
Accounting Generalist				101,956	103,996	103,996	103,996
Revenue Collections Clerks				83,676	85,350	85,350	85,350
Collector of Delinquent Taxes				48,520	49,490	49,490	49,490
LAN Supervisor On-Call Stipend				1,500	1,500	1,500	1,500
Subtotal - Employees				<u>674,221</u>	<u>681,271</u>	<u>681,709</u>	<u>681,709</u>
TOTAL SALARIES				<u>785,634</u>	<u>792,684</u>	<u>794,236</u>	<u>794,236</u>

12 Finance	2012-13 Actual	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Request	2016-17 Proposed	2016-17 Adopted
Performance Measures	Actual	Actual	Actual	Projected	Projected	Projected	Projected
Inputs							
Value of current levy tax bills mailed	64,617,976	65,920,369	69,333,132	73,005,995	74,001,843	74,001,843	74,001,843
Current levy taxes collected	62,401,066	63,720,850	66,666,856	70,552,994	71,382,178	71,382,178	71,382,178
Debt Service Interest Paid	1,204,331	873,504	1,367,177	1,007,988	1,005,097	1,005,097	1,005,097
Outstanding debt at beginning of the year	37,405,000	29,025,000	42,123,286	32,863,084	34,103,880	34,103,880	34,103,880
Workload/ Output							
Hardware/ software service requests cleared	2,124	2,598	2,163	2,300	2,300	2,300	2,300
Number of training opportunities offered	5	10	4	4	4	4	4
Number of training participants	40	91	17	40	40	40	40
Number of internal audits performed	2	2	2	2	2	2	2
Outcome/ Results							
Percent of current tax levy collected	96.57%	96.66%	96.15%	96.64%	96.46%	96.46%	96.46%
Actual General Fund revenue collected as a percentage of the amount budgeted	100.03%	99.78%	99.04%	100.00%	100.00%	100.00%	100.00%
Percent of employees with direct deposit & email delivery	69.00%	74.00%	81.95%	90.00%	90.00%	90.00%	90.00%
Percent of vendor payments made by ACH	0.00%	4.31%	35.47%	50.00%	50.00%	50.00%	50.00%
Number of accounts payable checks issued	4,120	3,930	2,900	3,300	2,500	2,500	2,500
Audit adjustments	1	4	3	3	2	2	2
Website visits	246,421	219,706	274,847	280,000	290,000	290,000	290,000
Efficiency							
Cost of department/ cost of total General Fund operations	1.21%	1.22%	1.23%	1.30%	1.33%	1.29%	1.27%
Average interest rate on debt	3.22%	3.01%	3.25%	3.07%	2.95%	2.95%	2.95%
Date financial statement audit finished	12/4/2013	12/17/2014	12/4/2015	11/15/2016	11/15/2017	11/15/2017	11/15/2017
Number of business days budget printed after adoption	9	7	5	10	5	5	5

Treasurer

Mission

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

Vision

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

Values

- Prudence
- Integrity
- Accuracy
- Timeliness

Departmental Goals (DG)

1. Increase efficiencies and impact by working collaboratively with other departments, agencies, boards and commissions as well as outside agencies and financial institutions. (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. Issue Banking Services Request for Proposal. (DG1)
2. Create an Investment Policy Statement to ensure safety and sound cash management practices are followed. (DG1)
3. Review and revise the list of Declared Depositories to ensure safety and competitive rates of return. (DG1,DG2)
4. Review and implement revised internal and external safety procedures. (DG1)

Accomplishments

1. Collaborated with the Finance Department and Norwich Public Utilities to automate the weekly transfer of deferred compensation to the City's new provider (MetLife). (DG1,DG2)
2. Crossed trained the job duties of the Assistant to the Treasurer and Accounting Assistant. (DG1,DG2)
3. Updated the Procedures Manual. (DG1)
4. Reduced the need for paper storage by scanning all documents and maintaining them electronically. (DG1)
5. Increased security of electronic access by working closely with the City's banking partners. (DG1,DG2)
6. Transitioned to a newly elected City Treasurer. (DG1)

02 Treasurer		2012-13 Actual	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Request	2016-17 Proposed	2016-17 Adopted
80011	Head of Department	46,464	46,464	46,464	46,464	46,464	46,464	46,464
80012	Employees	94,576	96,155	96,450	106,196	108,320	108,320	108,320
89999	Fringe Benefits	70,342	76,975	71,816	85,429	90,782	90,535	89,382
80021	Materials & Supplies	706	293	533	750	750	750	750
80033	Communications	605	779	648	54	3,282	3,282	2,685
80037	Mileage	1,467	1,021	975	1,050	1,000	1,000	1,000
80039	Printing	496	752	0	600	600	600	600
80057	Dues Licenses & Subscriptions	60	0	250	350	350	350	350
TOTALS		214,716	222,439	217,136	240,893	251,548	251,301	249,551

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				57,676	58,830	58,830	58,830
Accounting Assistant				48,520	49,490	49,490	49,490
Total Salaries Paid by General Fund							
Treasurer				46,464	46,464	46,464	46,464
Assistant to the City Treasurer				57,676	58,830	58,830	58,830
Accounting Assistant				48,520	49,490	49,490	49,490
Subtotal - Employees				<u>106,196</u>	<u>108,320</u>	<u>108,320</u>	<u>108,320</u>
TOTAL SALARIES				<u>152,660</u>	<u>154,784</u>	<u>154,784</u>	<u>154,784</u>

Performance Measures

Actual Actual Actual Projected Projected Projected Projected

Workload/ Output

Number of accounts	33	31	31	35	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%	0.25%	0.40%	0.25%	0.25%	0.25%	0.25%
Average number of days to perform bank reconciliations	15	15	15	12	12	12	12

Efficiency

Cost of department per budgeted cash receipts	0.12%	0.12%	0.12%	0.13%	0.14%	0.14%	0.14%
Number of accounts per full-time equivalent staff	11	10	10	12	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 bears only their appropriate share of the tax burden.

Value

- Accuracy
- Uniformity
- Fairness
- Consistency

Department Goals (DG)

1. Complete grand list and remit all reports by their statutory deadlines. (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 2015 Grand List with a \$14,758,342 overall NET increase. Coordinated Board of Assessment Appeal hearings and assisted the Board with questions regarding value. (DG1)
2. Continue to conduct in-depth searches for new personal property, which includes the use of outside auditors who conduct field audits. The results have been better than expected. (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. Working to identify and resolve any GIS mapping issues (mis-matches, zoning codes, etc). (DG4)
5. Work 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. Working to merge info from the building permit software to the Assessors' database. (DG4)

13 Assessor		2012-13 Actual	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Request	2016-17 Proposed	2016-17 Adopted
80011	Head of Department	85,618	87,331	89,077	90,859	90,859	90,859	90,859
80012	Employees	132,023	118,247	137,719	140,337	143,144	143,144	108,348
80013	Seasonal/ Temporary	2,369	10,591	0	3,000	3,800	3,800	3,800
80014	Overtime	0	0	842	2,000	5,000	4,000	4,000
89999	Fringe Benefits	105,841	116,663	117,315	140,721	148,951	150,706	121,486
80015	Professional Services	12,961	42,906	25,959	24,400	20,000	25,000	20,000
80021	Materials & Supplies	1,970	67	470	2,000	2,000	2,000	1,000
80032	Equip & Furn Maint	7,070	2,808	5,194	11,000	27,750	27,750	27,750
80033	Communications	937	918	819	852	4,199	4,199	3,776
80034	Postage	2,844	2,747	2,782	1,800	1,800	1,800	1,800
80037	Mileage	2,450	2,307	2,999	4,500	4,500	3,500	3,500
80038	Advertising	1,110	1,022	574	1,000	1,000	1,000	1,000
80039	Printing	2,888	2,406	2,307	3,000	3,050	3,050	3,050
80057	Dues Licenses & Subscriptions	2,764	1,836	1,795	3,570	3,330	3,330	3,330
80059	Training	2,082	2,348	2,605	3,950	4,200	3,780	3,780
80155	Revaluation	10,000	0	0	0	0	0	0
TOTALS		372,927	392,197	390,457	432,989	463,583	467,918	397,479

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	0.10
TOTAL FTE'S	4.00	4.00	4.00	4.00	4.00	4.00	3.10

Salaries

Assessor				90,859	90,859	90,859	90,859
Assistant Assessor				60,595	61,807	61,807	61,807
Assessment Clerk				41,838	42,675	42,675	42,675
Assessment Data Entry Clerk				37,904	38,662	38,662	38,662
Total Salaries Paid by General Fund							
Assessor				90,859	90,859	90,859	90,859
Assistant Assessor				60,595	61,807	61,807	61,807
Assessment Clerk				41,838	42,675	42,675	42,675
Assessment Data Entry Clerk				37,904	38,662	38,662	3,866
Subtotal - Employees				140,337	143,144	143,144	108,348
TOTAL SALARIES				231,196	234,003	234,003	199,207

Performance Measures

Actual Actual Actual Projected Projected Projected Projected

Workload/ Output

Grand List Date	10/1/2011	10/1/2012	10/1/2013	10/1/2014	10/1/2015	10/1/2015	10/1/2015
Grand list, net of exemptions and credits	2,435,275,979	2,424,399,070	1,778,000,000	1,785,000,000	1,785,000,000	1,785,000,000	1,785,000,000
Real estate accounts (gross)	2,683,897,919	2,698,881,900	1,496,000,000	2,057,044,100	2,057,044,100	2,057,044,100	2,057,044,100
Motor vehicle accounts (gross)	194,916,959	194,513,900	199,500,000	200,000,000	200,000,000	200,000,000	200,000,000
Personal property accounts (gross)	144,057,800	140,058,840	138,000,000	140,000,000	140,000,000	140,000,000	140,000,000
Real estate accounts (number)	13,923	14,003	13,134	14,006	14,006	14,006	14,006
Motor vehicle accounts (number)	28,753	28,616	29,000	29,000	29,000	29,000	29,000
Personal property accounts (number)	1,626	1,686	1,680	1,700	1,700	1,700	1,700
Total number of accounts	44,302	44,305	43,814	44,706	44,706	44,706	44,706
Deed transfers	1,301	1,401	1,496	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	2,000	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	200	200	200	200	200	200	200
BAA adjustments	33	110	100	100	100	100	100

Efficiency

Number of assessments per FTE staff	11,076	11,076	10,954	11,177	10,954	10,954	14,421
Cost per assessment	\$8.42	\$8.85	\$8.91	\$9.62	\$9.72	\$9.53	\$8.89

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	2012-13 Actual	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Request	2016-17 Proposed	2016-17 Adopted
80011	Head of Department	89,948	92,955	94,805	96,701	96,701	97,668	97,668
80012	Employees	117,576	127,010	183,522	192,464	177,636	174,877	174,877
80014	Overtime	272	3,903	3,413	3,000	3,000	3,000	3,000
89999	Fringe Benefits	109,865	122,622	144,480	181,163	166,994	164,185	163,007
80015	Professional Services	70,660	64,251	46,031	49,838	59,774	59,774	59,774
80021	Materials & Supplies	3,234	5,835	3,791	3,000	3,000	3,000	3,000
80032	Equip & Furn Maint	5,270	5,705	2,894	3,500	3,500	3,500	3,500
80033	Communications	2,022	2,293	1,768	1,728	6,164	6,164	5,154
80034	Postage	2,373	1,418	1,880	1,800	1,800	1,800	1,000
80038	Advertising	6,577	9,602	5,719	5,000	5,000	5,000	5,000
80039	Printing	1,134	2,003	0	2,000	2,000	2,000	2,000
80057	Dues Licenses & Subscriptions	2,104	2,496	3,085	2,500	2,500	2,500	2,500
80059	Training	0	5,094	2,272	5,500	5,500	4,950	4,950
80167	Education Incentive	4,060	650	875	3,500	3,500	3,500	3,500
TOTAL		415,095	445,837	494,535	551,694	537,069	531,918	528,930

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	0.25	0.25	1.00	1.00	1.00	1.00	1.00
Retirement Plan Administrator	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Human Resources Assistant	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Labor Relations Clerk (21 hours)	0.60	0.60	0.60	0.60	0.00	0.00	0.00
TOTAL FTE'S	3.85	3.85	4.60	4.60	4.00	4.00	4.00

Salaries

Director of Human Resources				96,701	96,701	97,668	97,668
Assistant Human Resources Director				70,564	73,387	73,387	73,387
Retirement Plan Administrator				54,062	55,143	54,603	54,603
Human Resources Assistant				45,433	46,887	46,887	46,887
Labor Relations Clerk (21 hours)				37,341	37,341	37,714	37,714

Total Salaries Paid by General Fund

Director of Human Resources				96,701	96,701	97,668	97,668
Assistant Human Resources Director				70,564	73,387	73,387	73,387
Retirement Plan Administrator				54,062	55,143	54,603	54,603
Human Resources Assistant				45,433	46,887	46,887	46,887
Labor Relations Clerk (21 hours)				22,405	0	0	0
Subtotal - Employees				<u>192,464</u>	<u>175,417</u>	<u>174,877</u>	<u>174,877</u>
TOTAL SALARIES				<u>289,165</u>	<u>272,118</u>	<u>272,545</u>	<u>272,545</u>

Performance Measures

	Actual	Actual	Actual	Projected	Projected	Projected	Projected
Workload/outputs							
Total City employees	297.0	290.6	292.2	293.2	282.5	282.5	286.3
Total NPU employees	144.0	147.0	146.5	149.5	142.0	142.0	142.0
Total applications processed	1,521	1,825	1,349	600	600	600	600
Number of promotional exams given	11	27	19	10	10	10	10
Number of entry exams given	15	23	10	10	10	10	10
Vacancies filled through promotion	12	14	19	5	5	5	5
Vacancies filled through new hires	34	17	29	5	5	5	5
Classifications reviewed	10	11	10	10	10	10	10
Training programs provided	10	9	15	10	10	10	10
Percent of female employees	26.40%	26.00%	21.60%	26.40%	26.40%	26.40%	26.40%
Percent of minority employees	8.00%	9.00%	7.57%	8.00%	8.00%	8.00%	8.00%

Outcome/results

Employee turnover rate	9.50%	13.00%	1.53%	5.00%	5.00%	5.00%	5.00%
Percent of employees completing probation	91.00%	99.00%	98.00%	100.00%	100.00%	100.00%	100.00%
Number of employees given service awards	-	-	-	-	-	-	-

Efficiency

Number of active city employees per FTE	77.1	75.5	63.5	63.2	70.6	70.6	71.6
---	------	------	------	------	------	------	------

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	2012-13 Actual	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Request	2016-17 Proposed	2016-17 Adopted
80072	Claims	147,692	62,271	86,507	75,000	75,000	75,000	75,000
80134	City Attorney	216,000	216,000	216,000	338,693	216,000	216,000	216,000
80135	Outside Attorneys	272,049	269,826	202,785	124,665	220,000	220,000	220,000
	TOTALS	635,741	548,097	505,292	538,358	511,000	511,000	511,000

City Clerk

Mission

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

Vision

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

Values

- Accuracy
- Efficiency
- Teamwork
- 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 a \$4,000 State grant to preserve older deteriorated vital records. (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. (Grant Funded) (DG2)
3. Performed many varied tasks with other City agencies to promote efficiency. (DG2)
4. Provided online via city website information to ease in the process of ordering vital statistics, explaining all requirements and options for more efficient customer service.(DG2)
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 26%. (DG1,DG2)
6. Increase availability of land record access for searchers to include one week, one month and six month subscriptions in addition to the previous one year only option.(DG1,DG2)

16	City Clerk	2012-13 Actual	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Request	2016-17 Proposed	2016-17 Adopted
80011	Head of Department	68,339	73,337	77,579	79,134	82,518	82,518	82,518
80012	Employees	131,361	133,213	135,730	179,589	184,018	141,343	141,343
80013	Seasonal/ Temporary	3,479	12,235	7,027	0	0	0	0
89999	Fringe Benefits	100,615	113,264	113,055	166,100	176,325	146,144	144,871
80015	Professional Services	18,326	15,986	21,031	19,500	19,800	19,800	19,800
80021	Materials & Supplies	9,323	8,784	8,785	8,500	8,800	8,800	8,800
80032	Equip & Furn Maint	7,623	6,782	7,825	7,500	6,695	6,695	6,695
80033	Communications	1,623	1,824	1,636	2,000	2,000	5,720	4,959
80034	Postage	3,494	2,788	2,188	2,500	2,956	2,956	2,956
80037	Mileage	357	383	774	600	700	700	700
80038	Advertising	921	355	0	1,000	1,000	1,000	1,000
80039	Printing	970	0	768	400	400	400	400
80056	Vital Stat Payments	130	254	232	280	200	200	200
80057	Dues Licenses & Subscriptions	380	310	645	400	400	400	400
80059	Training	840	531	1,200	1,200	1,550	1,395	1,395
TOTALS		347,781	370,046	378,475	468,703	487,362	418,071	416,037

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	3.00	3.00	2.00	2.00
TOTAL FTE'S	4.00	4.00	4.00	5.00	5.00	4.00	4.00

Salaries

City Clerk				79,134	82,518	82,518	82,518
Assistant City Clerk				54,895	55,993	55,993	55,993
Records Clerks				41,838	42,675	42,675	42,675
Total Salaries Paid by General Fund							
City Clerk				79,134	82,518	82,518	82,518
Assistant City Clerk				54,895	55,993	55,993	55,993
Records Clerks				125,514	128,025	85,350	85,350
Subtotal - Employees				180,409	184,018	141,343	141,343
TOTAL SALARIES				259,543	266,536	223,861	223,861

Performance Measures

Actual Actual Actual Projected Projected Projected Projected

Workload/outputs

Council minutes prepared	24	24	24	24	24	24	24
Land records recorded	7,018	6,823	6,146	7,200	7,200	7,200	7,200
Marriage licenses issued	312	285	296	400	400	400	400
Death certificates recorded	484	433	467	600	600	600	600
Birth certificates recorded	842	894	860	1,050	1,050	1,050	1,050
Absentee ballots issued	1,798	437	488	800	800	800	800
Dog licenses issued	1,818	1,693	1,519	2,000	2,000	2,000	2,000
Total transactions	12,272	10,565	9,776	12,050	12,050	12,050	12,050

Outcome/results

City Revenues received	\$630,580	\$969,768	\$709,351	\$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	3,068.0	2,641.3	2,444.0	2,410.0	2,410.0	3,012.5	3,012.5
Budget per transaction	\$28.34	\$35.03	\$38.71	\$38.67	\$40.44	\$34.69	\$34.53
Cost of dept/cost of total general fund operations	0.30%	0.32%	0.32%	0.39%	0.40%	0.34%	0.34%

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 Nystrom
President Pro-Tempore



Stacy Gould
City Councilwoman



H. Tucker Braddock
City Councilman



William Nash
City Councilman



Joanne Philbrick
City Councilwoman



Gerald Martin
City Councilman

17	City Council	2012-13 Actual	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Request	2016-17 Proposed	2016-17 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	35,251	34,255	35,377	35,903	36,621	36,621	36,621
80014	Overtime	152	161	0	0	0	0	0
89999	Fringe Benefits	7,397	7,773	39,494	45,747	54,765	54,765	53,851
80021	Materials & Supplies	2,497	3,252	6,957	3,800	3,800	3,800	3,800
80032	Equip & Furn Maint	2,197	2,195	2,144	2,300	2,300	2,300	2,300
80033	Communications	1,213	1,674	1,230	1,092	3,238	3,238	3,025
80034	Postage	86	97	107	200	200	200	200
80037	Mileage	0	337	2,925	5,824	3,000	3,000	3,000
80039	Printing	0	0	0	200	200	200	200
80048	Departmental Expense	3,692	9,182	3,222	6,000	6,000	6,000	6,000
80057	Dues Licenses & Subscriptions	0	573	3,034	1,000	1,000	1,000	1,000
80059	Training	60	122	60	1,000	1,000	1,000	1,000
80095	SCCOG	22,271	22,271	22,271	22,271	22,271	22,271	22,271
81000	Council Project Contingency	23,903	1,140	750	20,000	25,000	25,000	15,000
87102	Taste of Italy	5,000	0	0	0	0	0	0
87103	Veterans Organizations	1,698	986	133	5,000	2,000	2,000	2,000
87105	Harbor Commission	7,000	7,000	7,000	7,000	7,000	7,000	7,000
87112	NCDC	150,000	50,000	150,000	145,000	145,000	145,000	135,000
87113	SECTER	12,641	12,641	14,172	14,173	14,173	14,173	14,173
89580	Sachem Fund Transfer	50,000	0	0	0	0	0	0
89599	Ethics Commission	0	2,000	2,000	2,000	2,000	1,500	1,500
89599	City Historian	3,875	3,875	3,875	3,875	3,400	3,400	3,400
89599	Community Center Committee	0	0	0	1,000	1,000	1,000	0
89599	Disabilities Committee	0	0	0	1,000	1,000	1,000	1,000
89599	Charter Revision Commission	0	0	5,000	0	0	0	0
TOTALS		381,133	211,734	351,951	376,585	387,168	386,668	364,541

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	45,000
City Council Members	1,200	1,200	1,200	1,200	1,200
Council Secretary	34,510	35,903	36,621	36,621	36,621

Total Salaries Paid by General Fund

Mayor	45,000	45,000	45,000	45,000	45,000
City Council Members	7,200	7,200	7,200	7,200	7,200
Council Secretary	34,510	35,903	36,621	36,621	36,621
TOTAL SALARIES	86,710	88,103	88,821	88,821	88,821

Police

Mission

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

Vision

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

Values

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

Departmental Goals (DG)

1. 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; both focused on reduction of crime and traffic violations; Traffic crashes and injuries. (DG3, DG4)
3. Increase and maximize patrol efficiencies through the use of technology. (DG3, G1)
4. Provide services with a high level of professionalism and with public confidence resulting in the reduction of lawsuits and performance complaints (DG1,DG2, G1)
5. Provide officers opportunities to participate in career development. (DG2)

Accomplishments

1. In calendar year 2014, the State of Connecticut saw an overall crime rate reduction of 3.8 %. The City of Norwich also saw a continued decline in the crime rate, three times greater than the state average. The Uniform Crime Reports (UCR) for Norwich demonstrated a dramatic decline of 12% from the previous year, which were already at a 10 year low. It should be noted that in 2014, for the first time since 2005, the City of Norwich did not have a homicide. (DG1, DG3)
2. On February 4, 2015, After an extensive three year collaborative investigation (New London County Cold Case Unit and the New London County State's Attorney) consisting of hundreds of interviews and countless hours the Norwich Police Department affected the arrest of the individual responsible for the murder of Jaclyn Worth. (DG3, DG4)
3. Chief Louis J. Fusaro Sr, promoted a number of veteran and experienced supervisors: Norwich residents; Captain Patrick J. Daley and Lieutenant Christopher D. Ferace were promoted to the ranks of Deputy Chief of Police and Captain respectively; Sergeants 1st Class James M. Veiga and Corey D. Poore were promoted to the rank of Lieutenant; Officer Michael McKinney and Detectives Timothy Rykowski and Carl Dye were promoted to the rank of Sergeant. (DG5)

4. The Norwich Police Department had 72 of a possible 77 Police Officer positions filled – 61 are assigned to Uniformed Services which included the Patrol Division, Community Policing Unit or those assigned to schools. The 72 officers, is the largest number of Police Officers employed since the late 1990's. This number was bolstered and supplemented by the Department of Justice COPS Grants awarded to the department in 2012 & 2013.(DG1, DG2)

Grants Descriptions

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

Federal Grants:

Federal Department of Justice Direct Grants

- Department of Justice COPS Grant (2015) \$332,000 - From the DOJ was our award for the COPS Grants. In both of 2012 & 2013 the department was awarded competitive grant funding for 4 officers each year. This grant provided the opportunity to expand the Community Policing Program and to combat gun violence within the city. This grant pays for salaries of the four officers over a four year period, with gradual funding decreases over the grant period.
- Edward Byrnes Grant (2014-2015) \$14,232 - Law enforcement technology upgrades & equipment purchases.
- Bureau of Justice Assistance, BJA (2014-2015) Body Armor Grant. \$5,400 - Purchase of soft body armor for officers through a 50% reimbursement of department expenditures.

Federal Department of Transportation passed through Connecticut Department of Transportation

- Comprehensive DUI Enforcement Program for 2015-2016. \$90,500 - 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 (2015) \$6,600- from the State of CT DOT Highway Safety Office for Enforcement and education of seatbelt/child safety seat compliance through media checkpoints during two designated time periods within the year. These enforcement checkpoints were 100% reimbursable in labor costs.
- Distracted Driving Enforcement Program (2015) \$35,200 - from the State of CT DOT Highway Safety Office for "Distracted Driving Enforcement". This grant provided funding at a 75% reimbursement rate for overtime and fringe benefits.

Community Development Block Grant

- Security and Surveillance System (2015) \$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 was combined with overtime in FY 2015-16 and future years.

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

21	Police	2012-13 Actual	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Request	2016-17 Proposed	2016-17 Adopted
80011	Head of Department	107,184	110,756	112,971	115,230	115,230	116,382	116,382
80012	Employees	6,063,819	6,535,170	6,767,005	7,287,938	7,461,579	7,151,711	7,151,711
80013	Seasonal/ Temporary	6,560	70	61,476	67,500	67,500	67,500	60,000
80014	Overtime	411,766	301,448	382,895	310,124	310,124	320,000	320,000
89999	Fringe Benefits	3,815,312	4,333,042	4,493,173	6,108,804	6,550,204	6,624,686	6,568,785
80016	Clothing Allowance	144,407	122,381	138,963	136,570	133,570	133,570	128,570
80017	Replacement Cost	1,230,938	980,098	964,515	801,852	801,852	750,000	650,000
80021	Materials & Supplies	53,570	63,029	64,125	70,000	70,000	70,000	67,000
80023	Gas Oil & Grease	213,087	211,301	141,280	161,690	105,265	85,733	85,733
80032	Equip & Furn Maint	78,714	69,175	72,651	88,050	93,050	88,050	83,050
80033	Communications	64,033	71,350	72,958	96,954	200,220	200,220	193,506
80034	Postage	2,061	1,752	3,057	2,500	2,500	2,500	2,500
80035	Utilities	114,873	113,426	142,837	136,000	151,950	144,200	144,200
80057	Dues Licenses & Subscriptions	6,190	5,828	16,957	15,293	16,154	16,154	16,154
80058	School Guards	58,245	58,945	0	0	0	0	0
80059	Training	36,415	44,650	33,622	40,000	40,000	36,000	36,000
80116	Law Enforcement Council	12,130	12,130	0	0	0	0	0
80119	Special Investigations	14,500	10,500	8,000	15,000	15,000	10,000	10,000
80150	Downtown Community Policing	18,022	2,347	0	20,000	20,000	5,000	5,000
TOTALS		12,451,826	13,047,398	13,476,485	15,473,505	16,154,198	15,821,706	15,638,591

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	0.00	1.00	1.00	1.00	1.00
Captain - Step 1	0.00	0.00	0.00	1.00	0.00	0.00	0.00	0.00
Lieutenant - Step 2	4.00	4.00	4.00	3.00	3.00	3.00	3.00	3.00
Lieutenant - Step 1	0.00	0.00	0.00	1.00	1.00	1.00	1.00	1.00
Sergeant - Step 3	0.00	0.00	0.00	4.00	4.00	4.00	4.00	4.00
Sergeant - Step 2	9.00	8.00	6.00	4.00	5.00	5.00	5.00	5.00
Sergeant - Step 1	0.83	2.00	4.00	2.00	1.00	1.00	1.00	1.00
Police Officer - Step 6 (includes SRO's)	0.00	0.00	0.00	16.00	17.00	17.00	17.00	17.00
Police Officer - Step 5	25.50	28.00	25.00	7.00	11.00	11.00	11.00	11.00
Police Officer - Step 4	6.00	5.00	10.00	15.00	9.00	9.00	9.00	9.00
Police Officer - Step 3	22.00	8.00	6.00	5.00	13.00	13.00	13.00	13.00
Police Officer - Step 2	7.00	26.00	31.00	31.00	23.00	23.00	23.00	23.00
Police Officer - Step 1	13.25	10.00	5.00	2.75	4.00	0.00	0.00	0.00
Police Officer - Step 1 (unfunded)	0.00	4.00	4.00	4.00	4.00	0.00	0.00	0.00
Sergeant - Step 1 paid by CDBG	0.17	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Subtotal - Uniformed Officers	90.75	98.00	98.00	97.75	98.00	90.00	90.00	90.00
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	0.81	0.75	0.75	0.75	0.75	0.75	0.75	0.75
911 Civilian Dispatcher	8.00	9.00	9.00	9.00	9.00	9.00	9.00	9.00
Crime Analyst	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Subtotal - All other Police Employees	15.81	16.75	16.75	16.75	16.75	16.75	16.75	16.75
TOTAL FTE'S	106.56	114.75	114.75	114.50	114.75	106.75	106.75	106.75

Salaries

Chief				115,230	115,230	116,382	116,382
Deputy Chief				107,948	107,948	109,027	109,027
Captain - Step 2				97,120	97,120	97,120	97,120
Captain - Step 1				94,692	94,692	94,692	94,692
Lieutenant - Step 2				89,120	89,120	89,120	89,120
Lieutenant - Step 1				86,892	86,892	86,892	86,892
Sergeant - Step 3				81,120	81,120	81,120	81,120
Sergeant - Step 2				79,092	79,092	79,092	79,092
Sergeant - Step 1				77,115	77,115	77,115	77,115
Police Officer - Step 6 (includes SRO's)				73,120	73,120	73,120	73,120
Police Officer - Step 5				71,658	71,658	71,658	71,658
Police Officer - Step 4				69,150	69,150	69,150	69,150
Police Officer - Step 3				66,038	66,038	66,038	66,038
Police Officer - Step 2				61,745	61,745	61,745	61,745
Police Officer - Step 1				54,336	54,336	54,336	54,336
Executive Secretary				48,520	49,490	49,490	49,490
Records Div. Clerical Coordinator				42,884	43,742	43,742	43,742
Police Rec. Computer Operator				37,904	38,662	38,662	38,662
Animal Control Officer				46,525	46,525	46,525	46,525
Assistant Animal Control Officer				43,097	43,097	43,097	43,097
911 Civilian Dispatcher				57,851	59,008	59,008	59,008
Crime Analyst				47,000	47,000	47,000	47,000

21 Police	2012-13 Actual	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Request	2016-17 Proposed	2016-17 Adopted
Total Salaries Paid by General Fund							
Chief				115,230	115,230	116,382	116,382
Deputy Chief				107,948	107,948	109,027	109,027
Captain - Step 2				0	97,120	97,120	97,120
Captain - Step 1				94,692	0	0	0
Lieutenant - Step 2				267,360	267,360	267,360	267,360
Lieutenant - Step 1				86,892	86,892	86,892	86,892
Sergeant - Step 3				324,480	324,480	324,480	324,480
Sergeant - Step 2				316,368	395,460	395,460	395,460
Sergeant - Step 1				154,230	77,115	77,115	77,115
Police Officer - Step 6 (includes SRO's)				1,169,920	1,243,040	1,243,040	1,243,040
Police Officer - Step 5				501,606	788,238	788,238	788,238
Police Officer - Step 4				1,037,250	622,350	622,350	622,350
Police Officer - Step 3				330,190	858,494	858,494	858,494
Police Officer - Step 2				1,914,095	1,420,135	1,420,135	1,420,135
Police Officer - Step 1				149,424	217,344	0	0
Executive Secretary				48,520	49,490	49,490	49,490
Records Div. Clerical Coordinator				42,884	43,742	43,742	43,742
Police Rec. Computer Operator				151,616	154,648	154,648	154,648
Animal Control Officer				46,525	46,525	46,525	46,525
Assistant Animal Control Officer				32,323	32,323	32,323	32,323
911 Civilian Dispatcher				520,659	531,072	531,072	531,072
Crime Analyst				0	0	0	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	10,200	10,200	10,200
Less: Portion of SRO's salary paid from BOE budget				-150,000	-75,000	-75,000	-75,000
Subtotal - Employees				7,289,982	7,367,976	7,151,711	7,151,711
TOTAL SALARIES				7,405,212	7,483,206	7,268,093	7,268,093

Performance Measures	Actual	Actual	Actual	Projected	Projected	Projected	Projected
Workload/outputs							
911 Hard Line	4,854	4,244	3,387	4,866	4,162	4,162	4,162
911 Cellular	16,111	15,481	14,380	15,625	15,324	15,324	15,324
911 VOIP	2,668	2,490	2,336	2,480	2,498	2,498	2,498
Subtotal - Emergency Calls	23,633	22,215	20,103	22,971	21,984	21,984	21,984
Non-emergency Line	33,702	34,302	36,646	33,108	34,883	34,883	34,883
Total Calls	57,335	56,517	56,749	56,079	56,867	56,867	56,867
Calls (Police)	52,624	55,472	52,739	52,968	53,612	53,612	53,612
Calls (Fire)	4,711	4,699	4,413	4,722	4,607	4,607	4,607
Auto Accidents (Investigated)	1,524	1,449	1,415	1,507	1,462	1,462	1,462
Auto Accidents (Fatalities)	1	2	3	2	2	2	2
Auto Accidents (Injuries)	356	259	232	332	282	282	282
Vandalism (Reported)	412	501	501	454	452	452	452
Outcome/results							
Part I Crimes (per 100,000)	0.028	0.011	0.011	0.011	0.010	0.010	0.010
DWI Arrests	192	223	223	207	199	199	199
Neighborhood Watch Groups	38	42	42	44	44	44	44
Dare Students - 1st Grade	418	406	406	435	-	-	-
Dare Students - 3rd Grade	401	407	407	432	-	-	-
Dare Students - 5th Grade	423	388	388	420	-	-	-
Efficiency							
Police calls per uniformed officer	580	566	538	542	547	596	596
Per capita cost of department	\$307.44	\$323.38	\$335.42	\$382.85	\$402.07	\$393.79	\$389.23

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

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

Norwich Fire

Mission

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

Vision

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

Values

- Professionalism
- Reliability
- Courtesy
- Competence

Departmental Goals (DG)

1. Maintain strong community relations through candid communication, professional service, and the implementation of fire prevention, education, and outreach programs. (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) Responded to structural fires, hazardous materials incidents, marina emergencies, brush fires, emergency medical emergencies, and serious motor vehicle accidents without serious injury to personnel. (DG2,DG3)
- 4) Expanded training for the Connecticut Eastern Regional Response Integrated Team (CERRIT) to

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

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

Grants Descriptions

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

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

22 Norwich Fire		2012-13 Actual	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Request	2016-17 Proposed	2016-17 Adopted
80011	Head of Department	101,557	104,942	107,041	109,182	109,182	110,274	110,274
80012	Employees	688,849	725,594	738,538	735,038	726,242	730,132	730,132
80014	Overtime	10,722	16,075	19,079	16,000	16,000	16,000	16,000
89999	Fringe Benefits	491,514	512,100	507,910	692,841	707,524	743,006	749,612
80016	Clothing Allowance	33,820	26,287	28,455	25,100	25,000	25,000	24,000
80017	Replacement Cost	39,563	52,729	25,184	35,000	35,000	35,000	30,000
80021	Materials & Supplies	39,762	34,909	40,928	40,000	40,000	40,000	40,000
80023	Gas Oil & Grease	35,565	39,944	27,719	31,867	19,853	15,683	15,683
80032	Equip & Furn Maint	48,088	63,809	76,280	90,000	75,000	75,000	75,000
80033	Communications	37,489	41,232	49,942	64,543	103,534	103,534	87,689
80035	Utilities	60,509	60,526	71,456	63,000	75,600	61,700	61,700
80040	Bldg & Grnd Maint	37,637	35,549	33,858	26,970	26,970	26,970	26,970
80051	Special Service Charge	134,932	84,728	99,693	0	0	0	0
80057	Dues Licenses & Subscriptions	2,958	3,717	1,871	4,550	4,150	4,150	4,150
80059	Training	71,114	81,943	52,602	49,028	24,028	24,028	24,028
80063	Postemployment Medical	144,874	172,180	182,432	0	0	0	0
80114	Haz Mat Technician	14,487	15,302	2,756	12,500	5,500	5,500	5,500
80144	Physical Fitness Prog	4,923	26,723	14,161	25,000	20,000	20,000	20,000
TOTALS		1,998,363	2,098,289	2,079,905	2,020,619	2,013,583	2,035,977	2,020,738

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	3.00	4.00	4.00	4.00	4.00	4.00
Battalion Chiefs - Step 1	0.00	0.00	1.00	0.00	0.00	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	1.00	2.00	2.00	2.00	2.00	2.00	2.00
Inspectors - Step 1	0.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00
Fire Code Clerk	1.60	1.00	2.00	1.25	1.00	1.00	1.00	1.00
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	5.00	6.00	5.25	5.00	5.00	5.00	5.00
TOTAL FTE'S	11.60	11.00	12.00	11.25	11.00	11.00	11.00	11.00

Salaries

Chief				109,182	109,182	110,274	110,274
Director of Training & Safety				71,121	69,008	72,898	72,898
Battalion Chiefs - Step 2				79,983	79,983	79,983	79,983
Battalion Chiefs - Step 1				77,791	77,791	77,791	77,791
Firefighters				49,297	49,297	49,297	49,297
Captain - Fire Marshal				79,129	79,129	79,129	79,129
Inspectors - Step 2				71,508	71,508	71,508	71,508
Inspectors - Step 1				69,425	69,425	69,425	69,425
Fire Code Clerk				42,884	43,742	43,742	43,742
Executive Secretary				48,520	49,490	49,490	49,490

Total Salaries Paid by General Fund

Chief				109,182	109,182	110,274	110,274
Safety & Training Marshal				71,121	69,008	72,898	72,898
Battalion Chiefs - Step 2				319,932	319,932	319,932	319,932
Battalion Chiefs - Step 1				0	0	0	0
Firefighters				0	0	0	0
Captain - Fire Marshal				79,129	79,129	79,129	79,129
Inspectors - Step 2				143,016	143,016	143,016	143,016
Inspectors - Step 1				0	0	0	0
Fire Code Clerk				53,605	43,742	43,742	43,742
Executive Secretary				48,520	49,490	49,490	49,490
Stand-by pay per contract				6,925	6,925	6,925	6,925
EMT Stipends				8,000	8,000	8,000	8,000
Haz-Mat Stipends				7,000	7,000	7,000	7,000
Subtotal - Employees				737,248	726,242	730,132	730,132
TOTAL SALARIES				846,430	835,424	840,406	840,406

22 Norwich Fire	2012-13 Actual	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Request	2016-17 Proposed	2016-17 Adopted
Performance Measures	Actual	Actual	Actual	Projected	Projected	Projected	Projected
Inputs (includes both the General Fund and City Consolidation District)							
Budget (General Fund + CCD-Special Service Charge)	\$8,408,493	\$8,880,126	\$9,342,464	\$9,272,609	\$9,795,205	\$9,275,954	\$9,122,135
Non-personnel budget	\$386,352	\$429,941	\$400,028	\$432,558	\$419,635	\$401,565	\$384,720
Total full-time equivalent employees	60.9	61.0	62.0	61.3	60.0	60.0	59.0
Total firefighters	55.3	56.0	56.0	56.0	55.0	55.0	54.0
Workload/outputs							
Fires	490	421	396	417	426	426	426
EMS	1,633	1,746	1,580	1,446	1,581	1,581	1,581
Hazardous materials	132	87	127	112	147	147	147
Service calls	205	147	109	102	93	93	93
Other	-	17	10	20	24	24	24
Total calls	2,460	2,418	2,222	2,097	2,271	2,271	2,271
Outcome/results							
Civilian casualties	-	-	-	-	-	-	-
Fire Service Injuries	20	16	14	14	14	14	14
Arson fires leading to arrests	10	4	-	2	2	2	2
Inspections/re-inspections	651	658	576	679	612	612	612
Complaints Investigated	28	30	71	68	75	75	75
Violations found	1,392	1,624	1,659	1,502	2,094	2,094	2,094
Violations corrected	924	653	712	508	690	690	690
Fire investigations conducted	57	20	60	62	57	57	57
Community service/public safety presentations	55	72	95	80	100	100	100
Training hours per person	300	114	450	450	450	450	450
Marine Operations	20	14	25	25	25	25	25
Efficiency							
Average response time (minutes)	3.0	4.0	4.0	4.0	4.0	4.0	4.0
Total calls/ firefighter	44.52	44.78	43.20	37.45	41.29	41.29	42.06
Total non-personnel budget/Total General Fund budget	0.34%	0.37%	0.34%	0.36%	0.34%	0.33%	0.31%

East Great Plain Volunteer Fire

Mission

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

Vision

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

Values

- Community Service
- Dedication
- Family
- Efficiency
- Caring
- 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. Only Fire Department to conduct grant funded smoke and CO detector giveaway in Norwich. (DG3)
3. Had the most responses of any volunteer fire company in Norwich and is ranked among the busiest in New London County. (DG4)
4. Successfully mitigated several structural fires and serious motor vehicle accidents without serious injury to the company's members. (DG1)
5. Successfully recruited new volunteers using an on-line application on the City's website. (DG4)

23	East Great Plain Volunteer Fire	2012-13 Actual	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Request	2016-17 Proposed	2016-17 Adopted
80015	Professional Services	0	0	2,981	7,500	7,500	7,500	7,500
80016	Clothing Allowance	2,215	7,966	1,610	4,000	4,000	4,000	2,000
80021	Materials & Supplies	12,155	20,048	11,117	22,500	25,000	22,500	20,500
80023	Gas Oil & Grease	4,507	8,505	5,744	5,221	3,007	2,336	2,336
80032	Equip & Furn Maint	27,342	23,623	36,054	32,000	34,000	32,000	30,000
80033	Communications	2,566	2,871	5,804	9,650	13,969	13,969	13,231
80035	Utilities	14,100	15,422	15,359	15,200	16,275	12,200	12,200
80040	Bldg & Grnd Maint	25,906	17,765	26,766	29,000	35,000	29,000	27,000
80057	Dues Licenses & Subscriptions	1,647	2,753	1,500	2,500	2,500	2,500	2,500
80059	Training	7,730	6,407	9,495	14,000	16,500	12,600	12,600
TOTALS		98,168	105,360	116,430	141,571	157,751	138,605	129,867

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.)	36	35	40	42	44	44	44
Overpressure Rupture, Explosion (no fire)	-	2	2	-	1	1	1
Rescue & EMS Incidents (EMS vehicle accidents, extrication)	623	544	589	639	598	598	598
Hazardous Conditions	42	34	50	40	42	42	42
Service Calls	41	37	36	45	33	33	33
Good Intent Calls (Authorized controlled burns, smoke scares)	50	50	66	89	60	60	60
False Alarms & False Calls	99	95	99	100	98	98	98
Severe Weather & Natural Disaster	1	1	-	-	1	1	1
Total Calls	892	798	882	955	877	877	877

Outcome/results

Number of volunteers attending training	45	43	45	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	36	38	38	38	38	38
Number of volunteers trained to use defibrillators	45	45	38	38	38	38	38
Number of State Fire Certified volunteers	35	37	40	40	40	40	40

Efficiency

Cost of dept/cost of total general fund operations	0.09%	0.09%	0.10%	0.12%	0.13%	0.11%	0.11%
--	-------	-------	-------	-------	-------	-------	-------

Laurel Hill Volunteer Fire

Mission

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

Vision

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

Values

- Professionalism
- Service to the public
- Teamwork
- Adaptability

Departmental Goals (DG)

1. Maintain effective fire prevention programs and review operational efficiencies. (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. Three firefighters were trained to the Firefighter 1 level. (DG3)
2. Two members trained to the EMT basic level. (DG2)
3. Voted in three new members into the department. (DG1)
4. All members are trained and certified to the Connecticut Department of Energy & Environmental Protection level for wild land firefighting; Laurel Hill is one of only 10 departments in the State with this level of training, and the only department in Southeast Connecticut. (DG2)
5. No serious injuries sustained by members. (DG1,DG2)
6. Attended 20 local events and provided educational programs to our local schools. (DG3)
7. Provided City Manager with a plan for equipment needs and capital improvements. (DG5)

24	Laurel Hill Volunteer Fire	2012-13 Actual	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Request	2016-17 Proposed	2016-17 Adopted
80015	Professional Services	0	0	4,000	4,000	4,000	4,000	4,000
80016	Clothing Allowance	5,870	1,302	5,305	3,300	3,300	3,300	1,650
80021	Materials & Supplies	3,704	4,088	5,440	4,000	4,000	4,000	4,000
80023	Gas Oil & Grease	1,699	1,330	1,096	1,356	998	779	779
80032	Equip & Furn Maint	17,159	23,782	11,300	20,000	20,000	20,000	19,500
80033	Communications	5,358	4,582	6,925	10,333	14,802	14,802	13,985
80035	Utilities	7,230	7,307	8,926	7,400	9,450	8,000	8,000
80040	Bldg & Grnd Maint	1,950	3,785	7,565	6,000	6,000	6,000	6,000
80057	Dues Licenses & Subscriptions	891	594	582	1,500	1,500	1,500	1,500
80059	Training	5,785	6,638	9,303	10,000	10,000	9,000	9,000
TOTALS		49,646	53,408	60,442	67,889	74,050	71,381	68,414

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	3	4	5	4	4	4	4
Structure Fires	7	6	4	7	7	7	7
Fire Alarms	11	13	18	14	14	14	14
Service Calls	8	6	4	6	6	6	6
Rescue/Emergency	1	1	1	1	1	1	1
Motor Vehicle Accidents	5	3	5	6	6	6	6
Vehicle Fires	2	1	2	2	2	2	2
Haz-Mat Calls	4	1	3	3	3	3	3
Mutual Aid	29	29	27	31	31	31	31
CO Problems	2	1	2	3	3	3	3
Water Emergency	3	1	1	5	5	5	5
Medical Calls	38	35	31	36	36	36	36
Total Calls	113	101	103	118	118	118	118

Outcome/results

Accidents involving city fire vehicles	-	-	-	-	-	-	-
Civilian Casualties	-	-	-	-	-	-	-
Fire Service Injuries	1	-	-	-	-	-	-
Drills/Training	76	74	76	76	76	76	76
Training Hours	3,100	3,100	3,100	3,100	3,100	3,100	3,100
Community events attended	22	21	21	22	22	22	22
Percentage of women/minority members	39.00%	42.00%	38.00%	42.00%	42.00%	42.00%	42.00%
Firefighters with State of CT Certifications	92.00%	91.00%	97.00%	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%	0.05%	0.05%	0.06%	0.06%	0.06%	0.06%

Occum Volunteer Fire

Mission

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

Vision

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

Values

- Professionalism
- Safety
- Service
- Fiscal Integrity
- Efficiency
- 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		2012-13 Actual	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Request	2016-17 Proposed	2016-17 Adopted
80015	Professional Services	0	0	4,075	2,500	2,500	2,500	2,500
80016	Clothing Allowance	0	772	217	750	1,200	1,200	600
80021	Materials & Supplies	11,059	6,148	12,445	7,000	7,000	7,000	7,000
80023	Gas Oil & Grease	2,067	1,871	1,606	1,356	998	779	779
80032	Equip & Furn Maint	10,446	17,510	13,475	20,000	20,000	20,000	19,500
80033	Communications	2,999	3,033	5,854	8,583	13,962	13,962	13,042
80035	Utilities	9,366	11,639	11,632	11,900	12,245	8,500	8,500
80040	Bldg & Grnd Maint	10,496	12,355	14,370	12,000	12,000	12,000	12,000
80057	Dues Licenses & Subscriptions	992	507	210	500	500	500	500
80059	Training	4,995	2,950	3,113	6,000	6,000	5,400	5,400
TOTALS		52,420	56,785	66,997	70,589	76,405	71,841	69,821

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	5	7	6	9	9	9
Structural fires	10	5	10	10	10	10	10
Mutual aid (fire & medical)	15	11	20	18	22	22	22
Assorted fires	32	21	35	32	40	40	40
Service calls	4	7	16	16	16	16	16
Other calls	16	31	40	40	40	40	40
Emergency medical calls	103	148	174	120	200	200	200
Total Calls	184	228	302	242	337	337	337
Outcome/results							
Accidents involving city vehicles	-	-	-	-	-	-	-
Civillian casualties	-	-	-	-	-	-	-
Fire service injuries	-	-	-	-	-	-	-
Drills (weekdays and evenings)	80	80	80	80	80	80	80
Drills (man hours) in house	2,000	2,100	2,300	2,300	2,300	2,300	2,300
Community events attended	28	28	30	30	30	30	30
Percentage of women/minority	40.00%	42.00%	45.00%	45.00%	45.00%	45.00%	45.00%
Firefighters with State of CT certification	50.00%	50.00%	55.00%	55.00%	55.00%	55.00%	55.00%
Percentage of personnel with EMT certification	50.00%	52.00%	55.00%	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%	0.06%	0.06%	0.06%	0.06%	0.06%

Taftville Volunteer Fire

Mission

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

Vision

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

Values

- Professionalism
- 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	2012-13 Actual	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Request	2016-17 Proposed	2016-17 Adopted
80015 Professional Services	0	0	8,073	6,750	6,750	6,750	6,750
80016 Clothing Allowance	1,622	1,826	1,777	3,500	4,000	3,500	1,750
80021 Materials & Supplies	19,639	25,062	34,392	25,000	31,822	27,000	26,500
80023 Gas Oil & Grease	7,889	9,562	9,419	7,001	8,420	3,719	3,719
80032 Equip & Furn Maint	11,518	28,730	32,092	35,000	35,000	35,000	33,000
80033 Communications	5,647	5,152	7,176	11,523	6,000	16,238	15,214
80035 Utilities	18,722	19,461	21,453	19,000	24,000	19,600	19,600
80040 Bldg & Grnd Maint	24,321	13,761	13,873	27,945	32,389	28,000	28,000
80057 Dues Licenses & Subscriptions	1,490	1,272	1,336	2,500	3,948	2,500	2,500
80059 Training	21,411	24,987	16,996	26,180	29,040	24,300	24,300
TOTALS	112,259	129,813	146,587	164,399	181,369	166,607	161,333

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	34	30	15	30	30	30	30
Mutual aid	62	43	39	65	65	65	65
Standby	-	-	3	45	45	45	45
Water Rescue	2	2	-	5	5	5	5
Service Calls	34	51	28	20	20	20	20
Emergency Medical Calls	426	428	463	450	450	450	450
Motor Vehical Accidents	40	31	27	56	56	56	56
False Alarms	44	61	5	60	60	60	60
Brush Fires	5	1	5	5	5	5	5
Other	-	1	25	10	10	10	10
Investigation	51	13	95	55	55	55	55
Total Calls	698	661	705	801	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	4,351	4,443	3,800	3,800	3,800	3,800
Percentage of women/minority members	4.00%	6.00%	6.00%	6.00%	6.00%	6.00%	6.00%
Firefighters with State of CT certification	98.00%	98.00%	99.00%	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	0.10%	0.11%	0.12%	0.14%	0.15%	0.14%	0.13%

Yantic Volunteer Fire

Mission

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

Vision

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

Values

- Professionalism
- Communication
- Competence
- Safety

Departmental Goals (DG)

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

27 Yantic Volunteer Fire		2012-13 Actual	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Request	2016-17 Proposed	2016-17 Adopted
80015	Professional Services	0	0	13,554	18,300	25,300	20,000	20,000
80016	Clothing Allowance	1,756	2,947	4,042	2,195	2,100	2,100	1,050
80021	Materials & Supplies	22,518	23,552	30,190	27,000	32,030	28,000	28,000
80023	Gas Oil & Grease	9,469	7,174	5,812	7,956	5,053	4,088	4,088
80032	Equip & Furn Maint	41,824	39,496	18,709	30,677	28,643	28,643	28,643
80033	Communications	4,266	4,411	6,785	10,790	15,730	15,730	14,791
80035	Utilities	25,412	25,048	27,357	25,500	27,950	29,400	29,400
80040	Bldg & Grnd Maint	26,798	26,185	30,667	28,807	27,367	27,367	27,367
80057	Dues Licenses & Subscriptions	848	1,450	2,213	5,000	6,388	5,000	3,000
80059	Training	11,044	10,439	21,143	20,000	25,625	18,000	18,000
TOTALS		143,935	140,702	160,472	176,225	196,186	178,328	174,339

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	5	6	4	20	20	20	20
False Alarms	-	2	6	10	10	10	10
Internal alarms	103	71	92	100	100	100	100
Miscellaneous calls	59	59	48	50	50	50	50
Rescue/emergency	298	264	270	250	250	250	250
Veical accidents	80	115	93	100	100	100	100
Automobile fire	8	15	12	20	20	20	20
Grass/brush fires	8	7	9	20	20	20	20
Chemical incidents	3	4	4	5	5	5	5
Mutual aid	41	42	48	30	30	30	30
Service calls	2	37	52	100	100	100	100
Total Calls	607	622	638	705	705	705	705

Outcome/results

Accidents involving city fire vehicles	1	1	-	-	-	-	-
Fire service casualties	-	-	-	-	-	-	-
Fire-related civilian casualties	-	-	-	-	-	-	-
Fire-related injuries	4	3	-	-	-	-	-
Public education man-hours	879	910	890	800	800	800	800
Training man hours	2,384	2,227	2,310	2,500	2,500	2,500	2,500
Firefighters with State of CT certification	95.00%	96.00%	95.00%	95.00%	95.00%	95.00%	95.00%
Percentage of personnel receiving EMT training	62.00%	61.00%	62.00%	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	0.13%	0.12%	0.14%	0.15%	0.17%	0.15%	0.14%

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		2012-13 Actual	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Request	2016-17 Proposed	2016-17 Adopted
01032	Recreation	665,141	684,906	586,082	586,130	606,119	647,851	627,729
01033	Admin/ Adult & Family Services	632,288	595,787	499,849	549,201	485,341	474,401	377,654
01036	Senior Center	539,080	525,350	575,041	628,579	617,704	617,401	611,710
01037	Youth & Family Services	186,184	205,789	207,024	255,259	227,434	236,196	235,259
TOTALS		2,022,693	2,011,832	1,867,996	2,019,169	1,936,598	1,975,849	1,852,352

33 Administration/ Adult & Family Services Division								
80011	Head of Department	83,029	87,997	52,642	89,262	89,262	90,155	90,155
80012	Employees	321,084	287,263	235,641	230,704	185,033	176,490	117,660
89999	Fringe Benefits	190,951	183,294	160,399	187,717	163,601	160,311	123,187
80021	Materials & Supplies	3,217	3,474	4,266	3,738	3,870	3,870	3,870
80032	Equip & Furn Maint	4,780	6,504	17,653	8,394	8,394	8,394	8,394
80033	Communications	2,836	3,432	3,195	2,652	7,971	7,971	7,178
80034	Postage	2,024	1,519	1,222	1,520	1,520	1,520	1,520
80037	Mileage	2,250	1,683	2,159	1,700	1,700	1,700	1,700
80039	Printing	637	166	64	500	500	500	500
80057	Dues Licenses & Subscriptions	1,111	308	1,706	920	920	920	920
80059	Training	450	210	899	570	570	570	570
83514	Non-Reimbursable	19,919	19,937	20,003	21,524	22,000	22,000	22,000
TOTALS		632,288	595,787	499,849	549,201	485,341	474,401	377,654

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	0.00	0.00	0.00	0.00
	Human Services Caseworkers	3.00	2.75	2.00	3.00	2.00	2.00	1.00
	Administrative Coordinator	1.00	1.00	1.00	1.00	1.00	1.00	1.00
	Accounting Clerk	1.00	0.25	0.00	0.00	0.00	0.00	0.00
	Administrative Assistant	0.00	0.00	0.00	0.00	0.25	0.00	0.00
	TOTAL FTE'S	7.00	6.00	5.00	5.00	4.25	4.00	3.00

Salaries								
	Director of Human Services				89,262	89,262	90,155	90,155
	Supervisor of Human Services				70,271	71,676	71,676	71,676
	Human Services Caseworkers				57,676	58,830	58,830	58,830
	Administrative Coordinator				57,676	58,830	58,830	58,830
	Accounting Clerk				39,823	40,619	40,619	40,619
	Administrative Assistant				0	34,172	34,172	34,172
Total Salaries Paid by General Fund								
	Director of Human Services				89,262	89,262	90,155	90,155
	Supervisor of Human Services				0	0	0	0
	Human Services Caseworkers				173,028	117,660	117,660	58,830
	Administrative Coordinator				57,676	58,830	58,830	58,830
	Accounting Clerk				0	0	0	0
	Administrative Assistant				0	8,543	0	0
	Subtotal - Employees				230,704	185,033	176,490	117,660
TOTAL SALARIES					319,966	274,295	266,645	207,815

Performance Measures		Actual	Actual	Actual	Projected	Projected	Projected	Projected
Workload/outputs								
<i>Number Served</i>								
	Job Placement	294	190	225	200	250	250	250
	Rent and housing	107	101	170	125	200	200	200
	Relocation due to condemnation							
	Adults	45	61	47	50	50	50	50
	Children	11	27	17	20	20	20	20
	Utilities	423	401	450	400	400	400	400
	Food (grocery cards)	54	137	88	125	100	100	100
	Emergency prescriptions	97	116	76	110	75	75	75
	Financial aid to seniors	18	22	30	20	20	20	20
	Backpacks (back-to-school assistance)	759	730	-	-	-	-	-
	Case management	1,429	1,269	1,042	950	1,000	1,000	1,000
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	46.00%	N/A	N/A	N/A	N/A	N/A	N/A
	% of people diverted from shelter or Rapidly Rehoused	N/A	47.00%	72.00%	50.00%	50.00%	50.00%	50.00%
	Federal dollars received for housing	\$18,500	\$20,691	\$19,500	\$19,500	\$19,500	\$19,500	\$19,500
	% change in Federal dollars received for housing	0.00%	0.00%	0.00%	-6.00%	-6.00%	-6.00%	-6.00%
	Total amount in safety net services funding	\$34,700	\$17,371	\$15,000	\$17,500	\$15,000	\$15,000	\$15,000
	# of families assistance with Earned Income Tax Credit	436	387	N/A	N/A	N/A	N/A	N/A
	Amount of dollars into community due to EITC	\$314,725	\$306,069	N/A	N/A	N/A	N/A	N/A
	% of clients served in Norwich Works who become gainfully employed	78.00%	88.00%	85.00%	88.00%	82.00%	82.00%	82.00%
	% of Norwich Works participants successfully completing training	100.00%	100.00%	95.00%	100.00%	95.00%	95.00%	95.00%
Efficiency Measures								
	Human Services budget as % of total general fund budget	0.55%	0.51%	0.42%	0.45%	0.39%	0.39%	0.31%

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	2012-13 Actual	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Request	2016-17 Proposed	2016-17 Adopted
80011	Head of Department	78,279	25,251	0	0	0	0	0
80012	Employees	217,305	260,632	262,253	241,758	226,933	262,132	262,132
80013	Seasonal/ Temporary	51,132	42,550	37,663	35,000	64,000	64,000	50,000
80014	Overtime	0	10,988	5,238	4,000	4,000	4,000	4,000
89999	Fringe Benefits	204,849	219,005	181,223	197,766	196,574	206,479	203,269
80015	Professional Services	11,801	15,475	16,788	12,000	12,000	12,000	12,000
80021	Materials & Supplies	18,747	16,551	7,516	10,000	10,000	10,000	10,000
80023	Gas Oil & Grease	9,844	12,702	8,339	9,166	6,319	5,197	5,197
80032	Equip & Furn Maint	1,234	3,169	5,524	6,218	6,218	6,218	6,218
80033	Communications	2,348	2,294	5,109	6,860	15,663	15,663	12,751
80034	Postage	372	227	89	500	500	500	500
80035	Utilities	24,065	26,442	26,952	27,000	28,050	25,800	25,800
80037	Mileage	1,177	475	0	1,000	1,000	1,000	1,000
80040	Bldg & Grnd Maint	35,914	40,950	28,739	33,862	33,862	33,862	33,862
80057	Dues Licenses & Subscriptions	0	0	149	500	500	500	500
80059	Training	0	0	500	500	500	500	500
86007	Occum Park Environmental Test	8,074	8,195	0	0	0	0	0
TOTALS		665,141	684,906	586,082	586,130	606,119	647,851	627,729

Staffing

Director of Recreation	1.00	1.00	0.00	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	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Program Administrator	0.00	0.00	0.00	0.00	1.00	1.00	1.00
Administrative Secretary	1.00	1.00	1.00	1.00	0.00	0.00	0.00
Administrative Assistant	0.00	0.00	0.00	0.00	0.25	0.00	0.00
TOTAL FTE'S	6.00	6.00	5.00	5.00	5.25	5.00	5.00

Salaries

Director of Recreation	83,094	83,094	83,094	83,094
Recreation Facilities Mtn. Supervisor	62,109	63,351	63,351	63,351
Recreation Facilities Maintainer II	48,520	49,490	49,490	49,490
Recreation Facilities Maintainer I	42,884	43,742	43,742	43,742
Program Administrator	0	61,807	61,807	61,807
Administrative Secretary	45,056	45,957	45,957	45,957
Administrative Assistant	0	34,172	34,172	34,172

Total Salaries Paid by General Fund

Director of Recreation	0	0	0	0
Recreation Facilities Mtn. Supervisor	62,109	63,351	63,351	63,351
Recreation Facilities Maintainer II	48,520	49,490	49,490	49,490
Recreation Facilities Maintainer I	85,768	87,484	87,484	87,484
Program Administrator	0	61,807	61,807	61,807
Administrative Secretary	45,056	0	0	0
Administrative Assistant	0	8,543	0	0
Differentials	0	0	0	0
Subtotal - Employees	241,453	270,675	262,132	262,132
TOTAL SALARIES	241,453	270,675	262,132	262,132

Performance Measures

Workload/outputs

	Actual	Actual	Actual	Projected	Projected	Projected	Projected
Number of your program hours	3,526	3,300	1,950	5,000	2,000	2,000	2,000
Total acreage of athletic facilities	166	166	166	166	166	166	166

Outcome/ Results

Number of youth registrations	2,343	3,066	2,122	4,500	2,500	2,500	2,500
Number of adult registrations	115	541	226	600	250	250	250

Efficiency Measures

Recreation budget as % of total general fund budget	0.58%	0.59%	0.50%	0.48%	0.49%	0.53%	0.51%
Full-time staff salary cost as percentage of department budget	44.44%	41.74%	44.75%	41.25%	37.44%	40.46%	41.76%

Senior Center

Mission

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

Vision

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

Values

- Integrity
- Compassion
- Support
- Collaboration

Departmental Goals (DG)

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

Action Plans

1. Ensure Norwich Seniors are aware of and gain access to eligible benefits through education, Outreach and Benefits Counseling. (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 and the Farmer's Market Program with the State of Connecticut. (DG2,DG3)

Accomplishments

1. Provided 12,072 daily transports to medical appointments, local shopping trips, out-of-town trips and to and from the Senior Center. (DG1)
2. Distributed 500 Farmer's Market Coupons totaling \$9,000 to eligible Norwich Residents. (DG1)
3. Completed renovations including a new roof, HVAC units and several interior upgrades with \$690,000 from the State of Connecticut Bond Commission. (DG3)
4. Received a \$75,150 State of Connecticut DOT grant for regional out-of-town medical transportation with the Town of Montville for the ninth year which resulted in 2,462 round trips for seniors/disabled of Norwich and Montville to out-of-town medical appointments. (DG1,DG3)
5. Provided 270 additional outreach services to senior citizens through a \$6,500 federal grant from Senior Resources. (DG1,DG3)
6. Provide a Foot Care Clinic with a Certified Podiatrist that served over 300 seniors through a \$5,000 federal grant from Senior Resources. (DG1,DG3)
7. Awarded \$25,000 by the Edward and Mary Lord Foundation to operate the Preventative Health Clinic and provided over 450 appointments. (DG1,DG3)
8. Provided 882 outreach appointments between our Outreach Administrator and Grant Funded Benefits Counselor (DG1,DG3)

36 Senior Center	2012-13 Actual	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Request	2016-17 Proposed	2016-17 Adopted
80011 Head of Department	69,390	70,778	72,193	73,637	73,637	73,637	73,637
80012 Employees	235,358	229,889	251,763	271,811	263,366	264,474	264,474
80013 Seasonal/ Temporary	10,965	4,658	9,390	2,000	2,000	2,000	2,000
89999 Fringe Benefits	188,614	188,395	212,512	253,879	250,888	250,499	247,981
80021 Materials & Supplies	7,275	6,586	4,980	2,550	2,550	2,550	2,550
80023 Gas Oil & Grease	11,894	11,431	8,814	10,068	6,908	5,886	5,886
80032 Equip & Furn Maint	7,105	4,607	4,606	3,468	3,468	3,468	3,468
80033 Communications	5,441	5,406	7,286	7,826	11,547	11,547	8,374
80034 Postage	1,257	2,020	2,072	2,040	2,040	2,040	2,040
80037 Mileage	1,781	1,580	1,425	1,300	1,300	1,300	1,300
TOTALS	539,080	525,350	575,041	628,579	617,704	617,401	611,710

Staffing

Senior Citizens Director	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Program Administrator	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Outreach Administrator	0.60	0.60	0.60	0.60	1.00	1.00	1.00
Senior Center Office Coordinator	1.00	1.00	1.00	1.00	0.00	0.21	0.21
Administrative Assistant	0.00	0.00	0.00	0.00	0.25	0.00	0.00
Lead Van Driver	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Van Driver	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Receptionist	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Escort Driver	1.00	0.40	1.00	1.00	1.00	1.00	1.00
TOTAL FTE'S	7.60	7.00	7.60	7.60	7.25	7.21	7.21

Salaries

Senior Citizens Director				73,637	73,637	73,637	73,637
Program Administrator				60,595	61,807	61,807	61,807
Outreach Administrator				57,676	58,830	58,830	58,830
Senior Center Office Coordinator				45,056	45,957	45,957	45,957
Administrative Assistant				0	34,172	34,172	34,172
Lead Van Driver				33,502	34,172	34,172	34,172
Van Driver				32,684	33,338	33,338	33,338
Receptionist				32,684	33,338	33,338	33,338
Escort Driver				32,684	33,338	33,338	33,338

Total Salaries Paid by General Fund

Senior Citizens Director				73,637	73,637	73,637	73,637
Program Administrator				60,595	61,807	61,807	61,807
Outreach Administrator				34,606	58,830	58,830	58,830
Senior Center Office Coordinator				45,056	0	9,651	9,651
Administrative Assistant				0	8,543	0	0
Lead Van Driver				33,502	34,172	34,172	34,172
Van Driver				32,684	33,338	33,338	33,338
Receptionist				32,684	33,338	33,338	33,338
Escort Driver				32,684	33,338	33,338	33,338
Subtotal - Employees				<u>271,811</u>	<u>263,366</u>	<u>264,474</u>	<u>264,474</u>
TOTAL SALARIES				345,448	337,003	338,111	338,111

Performance Measures

Workload/outputs

	Actual	Actual	Actual	Projected	Projected	Projected	Projected
Number of Rose City Senior City memberships	2,644	3,195	2,600	3,400	3,400	3,400	3,400
Active Members	1,025	1,079	1,118	1,300	1,400	1,400	1,400
<i>Number Served:</i>							
Preventative health clinic	10,000	9,836	9,488	10,000	10,000	10,000	10,000
Transportation	11,384	10,849	12,072	12,500	13,000	13,000	13,000
Outreach	851	997	882	1,000	1,050	1,050	1,050
Programs	45,016	44,606	44,500	46,500	47,000	47,000	47,000

Outcome/ Results

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

Efficiency Measures

Expenditures / memberships	\$203.89	\$164.43	\$221.17	\$184.88	\$181.68	\$181.59	\$179.91
----------------------------	----------	----------	----------	----------	----------	----------	----------

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 \$63,567 – Provides funding for the COOL Directions Program (Careers of Our Lives), a Youth Readiness & Employment Program.
- Department of Labor Workforce Investment Board \$188,598 – Provides funding for Summer Youth Employment Program. Fiduciary is EASTCONN, staffing fees, materials/supplies are reimbursed to City.

State of Connecticut Grants

- Department of Education \$80,909 – Partnership allocation to City of Norwich for maintenance of Norwich's Youth Service Bureau.
- Department of Education \$7,026 – YSB Enhancement Grant supports youth programming in Norwich.
- CT Youth Services Association/Department of Children & Families \$9,696 – Juvenile Justice Program
- State Education Resource Center (SERC) \$27,603 – Leadership Training

Private Grants

- Southeastern Connecticut Regional Action Council (SERAC) funding \$5,675 for Norwich Substance abuse prevention activities and suicide prevention awareness.
- Foundations Grants \$11,580 Received for the provision of various youth programs.

37 Youth & Family Services	2012-13 Actual	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Request	2016-17 Proposed	2016-17 Adopted
80012 Employees	127,884	130,659	133,271	135,936	135,373	122,181	122,181
89999 Fringe Benefits	57,800	74,815	73,253	119,323	92,061	114,015	113,078
80015 Professional Services	500	315	500	0	0	0	0
TOTALS	186,184	205,789	207,024	255,259	227,434	236,196	235,259

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	0.00	0.00	0.00
Youth & Family Therapist	1.00	1.00	1.00	1.00	1.00	1.00	1.00
YFS Caseworker	0.00	0.00	0.00	0.00	1.00	1.00	1.00
Administrative Assistant	0.00	0.00	0.00	0.00	0.25	0.00	0.00
Positions funded from other sources	2.60	2.60	2.60	2.60	1.60	1.60	1.60
TOTAL FTE'S	4.60	4.60	4.60	4.60	3.85	3.60	3.60

Salaries

Clinical Coordinator				73,827	75,304	75,304	75,304
Youth & Family Therapist				62,109	68,000	63,351	63,351
YFS Caseworker					58,830	58,830	58,830
Administrative Assistant				0	34,172	34,172	34,172

Total Salaries Paid by General Fund

Clinical Coordinator				73,827	0	0	0
Youth & Family Therapist				62,109	68,000	63,351	63,351
YFS Caseworker				0	58,830	58,830	58,830
Administrative Assistant				0	8,543	0	0
TOTAL SALARIES				135,936	135,373	122,181	122,181

Performance Measures

Workload/outputs

	Actual	Actual	Actual	Projected	Projected	Projected	Projected
<i>Number Served:</i>							
Counseling cases	87	83	76	85	85	85	85
COOL youth employment	56	46	54	50	50	50	50
Summer Youth Employment	121	122	113	90	90	90	90
Leadership initiatives	60	13	46	60	60	60	60
Juvenile Review Board cases	25	24	30	25	25	25	25
Individual/ community consultations	525	541	495	500	500	500	500
Positive youth development/ recreation/ cultural/ community education	9,500	9,722	8,616	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	14	10	16	25	25	25	25
Families With Service Needs/Youth served	29	21	9	25	25	25	25
Child Welfare Services	925	950	250	250	250	250	250
Girls Circle Program	18	13	10	15	15	15	15
Summer Jam & Learn Program	18	19	20	20	20	20	20

Outcome/ Results

% of contacted parents/ community partners that will report satisfaction with agency services	87.00%	92.02%	91.00%	90.00%	90.00%	90.00%	90.00%
Hours of professional counseling services to low-income Norwich families	1,740	1,660	1,520	1,800	1,800	1,800	1,800
Mentor graduates in 3+ community projects	10	3	7	5	5	5	5
Provide youth with employability assessment	121	122	113	90	90	90	90
Provide employment/ internships to eligible youth	121	122	113	90	90	90	90
Provide anti-smoking substance abuse to youths	1,785	3,915	3,424	1,200	1,200	1,200	1,200
Provide public forums/ educational events to parents	2,800	2,000	2,297	1,800	1,800	1,800	1,800
Engage youth in community service	19	22	9	20	20	20	20

Efficiency Measures

Cost of department/ population	\$4.60	\$5.10	\$5.15	\$6.35	\$5.66	\$5.88	\$5.86
--------------------------------	--------	--------	--------	--------	--------	--------	--------

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

Accomplishments

1. Paved, sealed, or otherwise improved 8 miles of roadway within the city, representing 5% of the total city roadway network. (DG1)
2. Replaced over 50 faded, damaged, or obscured street and traffic signs as part of a targeted downtown street maintenance program. (DG1)
3. Installed pedestrian / vehicle alert systems at the Main Street Garage and the Market Street Garage to enhance public safety. (DG1)
4. Constructed 2,500 linear feet, or nearly one half mile, of sidewalk. (DG1)
5. Demolished the dugouts and concession stand at Taftville little league field. (DG3)
6. The City Hall and Police Station windows were cleaned, the Senior Center was renovated, and the Department responded to 26 different snow events without the need to close city offices and without running out of salt. (DG1,DG3)
7. The Fleet Maintenance Division performed over 1,500 services / repairs during this year and impounded 21 vehicles in coordination with the Police Department. (DG1,DG3)

Public Works		2012-13 Actual	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Request	2016-17 Proposed	2016-17 Adopted
01038	Engineering & Administration	547,597	548,866	569,495	638,362	758,533	763,196	760,484
01039	Fleet Maintenance	1,287,482	1,305,364	1,372,628	1,445,486	1,514,730	1,413,459	1,406,452
01040	Transfer Station, Recycling & Refuse	2,579,499	2,630,863	2,500,303	2,834,038	2,887,243	2,833,845	2,821,595
01042	Street Maintenance	3,782,519	3,939,417	4,242,628	4,229,081	4,489,671	4,321,491	4,284,118
01047	Building Maintenance	1,149,574	1,189,197	1,229,832	1,276,619	1,368,307	1,334,742	1,328,521
01048	Parking Maintenance	145,105	145,060	113,965	159,001	164,786	164,740	164,256
TOTALS		9,491,776	9,758,767	10,028,851	10,582,587	11,183,270	10,831,473	10,765,426

Performance Measures	Actual	Actual	Actual	Projected	Projected	Projected	Projected
Inputs							
Full-time equivalent employees	62.00	62.00	63.00	62.50	65.00	61.00	61.00
Workload/outputs							
Improved miles of road	161	161	161	161	161	161	161
Buildings maintained	13	13	13	13	15	15	15
Vehicles & equipment maintained	300	320	332	332	335	335	335
Parks & cemeteries maintained	15	15	15	15	15	15	15
Parking lots, decks & garages maintained	14	24	14	14	14	14	14
Outcome/ Results							
Recycling flyers, newspaper articles, TV spots, etc.	12	10	18	18	18	18	18
Recycling rate	40.00%	28.00%	42.00%	42.00%	42.00%	42.00%	42.00%
Road miles paved, chip-sealed, or crack-sealed	12.8	10.4	12.0	12.0	12.0	12.0	12.0
Clean catch basins at least one time each year	75.00%	100.00%	75.00%	75.00%	100.00%	100.00%	100.00%
Percentage of streets swept by August	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Number of trucks > 20 years	2	2	1	1	1	1	1
Average age of fleet (years)	10.8	10.5	10.5	10.5	11.4	11.4	11.4
Efficiency Measures							
Median time to close our citizen service requests (days)	10	8	8	8	8	8	8
Percentage of procurements screened for possible state bids	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Cost of department per capita	\$234	\$242	\$250	\$262	\$278	\$270	\$268

38 Engineering & Administration Division		2012-13 Actual	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Request	2016-17 Proposed	2016-17 Adopted
80011	Head of Department	109,062	112,697	114,951	117,250	107,500	108,949	108,949
80012	Employees	249,399	231,203	253,764	262,621	347,725	345,439	345,439
80014	Overtime	3,229	2,950	2,177	3,200	3,200	3,200	3,200
89999	Fringe Benefits	129,965	139,044	146,746	197,184	241,787	249,937	248,225
80015	Professional Services	32,638	28,622	25,021	31,045	34,000	33,000	33,000
80021	Materials & Supplies	5,057	14,011	6,501	6,410	6,410	6,410	6,410
80033	Communications	2,887	2,957	3,018	2,880	2,911	2,911	2,911
80034	Postage	1,025	1,045	1,143	2,000	2,000	1,500	500
80037	Mileage	5,026	4,897	4,865	4,800	500	500	500
80057	Dues Licenses & Subscriptions	9,084	10,150	10,790	9,500	10,000	10,000	10,000
80059	Training	225	1,290	519	1,472	2,500	1,350	1,350
TOTALS		547,597	548,866	569,495	638,362	758,533	763,196	760,484

Staffing

Director of Public Works	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
City Engineer	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Project Manager	0.00	0.00	0.00	0.00	1.00	0.00	0.00	0.00
Civil Engineer	1.00	1.00	1.00	1.00	1.00	2.00	2.00	2.00
Engineering Technician	0.00	0.00	0.00	0.00	0.00	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	0.00	0.00	0.00
TOTAL FTE'S	6.00	6.00	6.00	6.00	7.00	6.00	6.00	6.00

Salaries

Director of Public Works	117,250	107,500	108,949	108,949
City Engineer	99,858	101,855	101,855	101,855
Project Manager	0	83,400	83,400	83,400
Civil Engineer	77,566	79,117	79,117	79,117
Engineering Technician	45,900	46,818	46,818	46,818
Public Works Accounting Clerk	41,838	42,675	42,675	42,675

Total Salaries Paid by General Fund

Director of Public Works	117,250	107,500	108,949	108,949
City Engineer	99,858	101,855	101,855	101,855
Project Manager	0	83,400	0	0
Civil Engineer	77,566	79,117	158,234	158,234
Engineering Technician	0	0	0	0
Public Works Accounting Clerk	83,676	85,350	85,350	85,350
Subtotal - Employees	261,100	349,722	345,439	345,439
TOTAL SALARIES	378,350	457,222	454,388	454,388

Note: In addition to the one Civil Engineer funded in this budget, one Civil Engineer had been funded from the Road Improvement Bond as he/she was primarily be administering the Road Improvement Program. Starting in Fiscal Year 2016-17, this position will be funded from the General Fund.

39 Fleet Maintenance Division		2012-13 Actual	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Request	2016-17 Proposed	2016-17 Adopted
80012	Employees	432,336	433,958	446,790	449,513	498,814	456,925	456,925
80014	Overtime	52,563	40,424	46,781	43,855	44,732	44,732	44,732
89999	Fringe Benefits	246,242	260,200	319,865	349,220	383,721	368,568	364,657
80023	Gas Oil & Grease	188,462	178,034	102,662	160,588	119,671	100,613	100,613
80027	Auto Supplies & Maint	324,485	337,536	407,501	380,639	399,671	375,000	375,000
80033	Communications	730	1,304	4,821	6,356	12,806	12,806	9,710
80035	Utilities	31,157	35,586	29,957	37,000	37,000	37,000	37,000
80040	Bldg & Grnd Maint	11,507	17,307	13,316	13,315	13,315	13,315	13,315
80059	Training	0	1,015	935	5,000	5,000	4,500	4,500
TOTALS		1,287,482	1,305,364	1,372,628	1,445,486	1,514,730	1,413,459	1,406,452

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	1.00	0.00	0.00
TOTAL FTE'S	7.00	7.00	7.00	7.00	8.00	7.00	7.00

Salaries

Fleet Maintenance Superintendent	78,166	78,166	78,166	78,166
Lead Mechanic	64,592	65,884	65,884	65,884
Auto Equipment Mechanics	61,191	62,415	62,415	62,415
Mechanics Assistant	41,889	41,889	41,889	41,889

Total Salaries Paid by General Fund

Fleet Maintenance Superintendent	78,166	78,166	78,166	78,166
Lead Mechanic	64,592	65,884	65,884	65,884
Auto Equipment Mechanics	305,955	312,075	312,075	312,075
Mechanics Assistant	0	41,889	0	0
Longevity Bonuses	800	800	800	800
TOTAL SALARIES	449,513	498,814	456,925	456,925

40 Transfer Station, Recycling & Refuse		2012-13 Actual	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Request	2016-17 Proposed	2016-17 Adopted
80012	Employees	147,423	151,085	142,507	149,639	152,632	152,314	152,314
80014	Overtime	19,895	21,502	18,709	21,575	34,520	34,520	34,520
89999	Fringe Benefits	91,663	104,438	101,095	115,464	125,750	127,607	126,367
80021	Materials & Supplies	1,516	3,095	642	2,395	2,395	2,395	2,395
80032	Equip & Furn Maint	10,590	13,048	11,768	15,125	15,125	15,125	14,125
80033	Communications	206	259	224	240	917	917	907
80035	Utilities	3,936	4,167	4,785	4,300	5,040	4,200	4,200
80124	Landfill/Recycle Operations	2,304,270	2,333,269	2,220,573	2,525,300	2,550,864	2,496,767	2,486,767
TOTALS		2,579,499	2,630,863	2,500,303	2,834,038	2,887,243	2,833,845	2,821,595

Staffing

Weighmaster Clerk	1.00	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	1.00
Laborer	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
TOTAL FTE'S	3.00							

Salaries

Weighmaster Clerk				58,408	59,576	59,576	59,576	59,576
Recycling Coordinator				47,336	48,283	48,283	48,283	48,283
Attendant				43,895	44,773	44,455	44,455	44,455
Total Salaries Paid by General Fund								
Weighmaster Clerk				58,408	59,576	59,576	59,576	59,576
Recycling Coordinator				47,336	48,283	48,283	48,283	48,283
Attendant				43,895	44,773	44,455	44,455	44,455
TOTAL SALARIES				149,639	152,632	152,314	152,314	152,314

Detail of Landfill/ Recycling Operations Line:

Material disposal fees				30,000	30,000	30,000	30,000	30,000
Bulky waste disposal				25,000	25,000	25,000	25,000	25,000
Bagged leaf collection				15,000	15,000	15,000	15,000	15,000
SCRRA Contract				1,310,800	1,310,800	1,218,000	1,208,000	1,208,000
Automated citywide refuse and recycling collection				1,000,000	1,025,564	1,064,267	1,064,267	1,064,267
Bulky waste collection				52,000	52,000	52,000	52,000	52,000
Catch basin cleaning				75,000	75,000	75,000	75,000	75,000
Annual Landfill Post-closure Monitoring Costs				17,500	17,500	17,500	17,500	17,500
				2,525,300	2,550,864	2,496,767	2,486,767	2,486,767

42 Streets & Parks Maintenance Division		2012-13 Actual	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Request	2016-17 Proposed	2016-17 Adopted
80009	Tree Care	81,567	38,972	39,245	39,875	39,875	39,875	39,875
80012	Employees	1,749,579	1,761,183	1,853,075	1,896,829	1,958,532	1,870,274	1,870,274
80013	Seasonal/ Temporary	29,097	30,042	34,738	40,000	40,000	40,000	40,000
80014	Overtime	36,971	156,645	201,594	126,630	126,630	126,630	126,630
89999	Fringe Benefits	1,183,327	1,314,766	1,307,685	1,465,814	1,622,571	1,552,299	1,535,359
80021	Materials & Supplies	497,802	473,542	655,803	478,127	502,033	502,033	502,033
80033	Communications	6,675	7,582	11,910	13,736	18,110	18,110	17,677
80035	Utilities	66,814	66,254	58,069	55,000	59,850	51,100	51,100
80040	Bldg & Grnd Maint	45,219	26,636	32,747	38,440	38,440	38,440	38,440
80043	Emergency Storm Drain	85,468	63,795	47,762	74,630	74,630	74,630	54,630
80059	Training	0	0	0	0	9,000	8,100	8,100
TOTALS		3,782,519	3,939,417	4,242,628	4,229,081	4,489,671	4,321,491	4,284,118

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	4.00	4.00	4.00	4.00
Mason	1.00	1.00	1.00	1.00	0.00	0.00	0.00	0.00
Maintenance Man	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Heavy Equipment Operators	3.00	3.00	3.00	2.75	3.00	3.00	3.00	3.00
Light Equipment Operators	13.00	12.00	12.00	11.75	12.00	12.00	12.00	12.00
Laborers	12.00	13.00	14.00	14.00	14.00	12.00	12.00	12.00
TOTAL FTE'S	36.00	36.00	37.00	36.50	37.00	35.00	35.00	35.00

Salaries

Public Works Superintendent				78,166	78,166	78,166	78,166
Streets/ Parks Foreman				67,779	67,779	67,779	67,779
Crew Leaders				59,047	60,228	60,228	60,228
Mason				58,408	59,576	59,576	59,576
Maintenance Man				58,408	59,576	59,576	59,576
Heavy Equipment Operators				55,625	56,738	56,738	56,738
Light Equipment Operators				51,911	52,949	52,949	52,949
Laborers				43,583	44,455	44,455	44,455

Total Salaries Paid by General Fund

Public Works Superintendent				78,166	78,166	78,166	78,166
Streets/ Parks Foreman				135,558	135,558	135,558	135,558
Crew Leaders				177,141	240,912	240,912	240,912
Mason				58,408	0	0	0
Maintenance Man				58,408	59,576	59,576	59,576
Heavy Equipment Operators				152,969	170,214	170,214	170,214
Light Equipment Operators				609,954	635,388	635,388	635,388
Laborers				610,162	622,370	533,460	533,460
Longevity Bonuses & Wage Differentials				16,063	17,000	17,000	17,000
TOTAL SALARIES				1,896,829	1,959,184	1,870,274	1,870,274

47 Building Maintenance Division		2012-13 Actual	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Request	2016-17 Proposed	2016-17 Adopted
80004	Materials & Supplies - Other	11,489	12,222	13,883	11,750	13,000	13,000	13,000
80007	Utilities - Other	69,180	69,290	76,932	70,000	80,850	77,200	77,200
80012	Employees	420,114	431,381	450,706	448,447	464,187	456,014	456,014
80014	Overtime	30,064	35,078	49,190	34,715	36,000	36,000	36,000
89999	Fringe Benefits	248,421	279,313	274,059	325,962	352,346	346,904	343,586
80021	Materials & Supplies	41,565	42,303	47,045	40,555	42,000	42,000	42,000
80033	Communications	0	3,391	5,996	7,730	11,424	11,424	8,521
80035	Utilities	146,439	161,572	165,342	157,000	178,500	170,200	170,200
80040	Bldg & Grnd Maint	77,534	78,012	66,105	89,285	92,000	92,000	92,000
80108	Bldg Grnd Maint Other	104,768	76,635	80,574	91,175	98,000	90,000	90,000
TOTALS		1,149,574	1,189,197	1,229,832	1,276,619	1,368,307	1,334,742	1,328,521

Notes on Line items:

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

Staffing

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

Salaries

Building & Grounds Maintenance Supervisor				68,918	68,918	68,918	68,918
Chief Maintenance Man				61,191	62,415	62,415	62,415
Lead Janitor				53,768	54,843	54,843	54,843
Janitors				43,895	44,773	44,773	44,773

Total Salaries Paid by General Fund

Building & Grounds Maintenance Supervisor				68,918	68,918	68,918	68,918
Chief Maintenance Man				61,191	62,415	62,415	62,415
Lead Janitor				53,768	54,843	54,843	54,843
Janitors				263,370	268,638	268,638	268,638
Longevity Bonuses				1,200	1,200	1,200	1,200
TOTAL SALARIES				448,447	456,014	456,014	456,014

48 Parking Maintenance Division		2012-13 Actual	2013-14 Actual	2014-15 Actual	2015-16 Adopted	2016-17 Request	2016-17 Proposed	2016-17 Adopted
80012	Employees	39,757	42,190	42,190	43,895	44,773	44,773	44,773
89999	Fringe Benefits	24,534	27,504	32,228	37,111	40,013	39,967	39,483
80040	Bldg & Grnd Maint	70,814	65,366	29,547	67,995	70,000	70,000	70,000
80181	Parking Lease	10,000	10,000	10,000	10,000	10,000	10,000	10,000
TOTALS		145,105	145,060	113,965	159,001	164,786	164,740	164,256

Staffing

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

Salaries

Janitors				43,895	44,773	44,773	44,773
----------	--	--	--	--------	--------	--------	--------

Total Salaries Paid by General Fund

Janitors				43,895	44,773	44,773	44,773
TOTAL SALARIES				43,895	44,773	44,773	44,773

Election

Mission

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

Vision

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

Values

- Efficiency
- Accuracy
- Timeliness
- Professionalism

Departmental Goals (DG)

1. Increase efficiencies and impact by working collaboratively with each other, city departments, agencies, boards and commissions as well as outside agencies. (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. (DG1)
2. Organized and ran a municipal election. (DG1)
3. Provided accurate voter registration lists for candidates, City Clerk, and other interested parties. (DG3)
4. Supported and participated in voter registration drives. (DG3)
5. Recruited and trained all election workers to do their assigned duties for each election. (DG2)
6. Conducted voter outreach to inform electorate of precinct and location changes. (DG3)
7. Worked to maintain accurate voter registration information, both electronically and in paper files. (DG1)

63	Election	2012-13 Actual	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Request	2016-17 Proposed	2016-17 Adopted
80011	Head of Department	48,000	48,000	49,977	52,000	52,780	52,780	52,780
80013	Seasonal/ Temporary	42,131	26,639	31,144	43,400	60,300	51,100	51,100
89999	Fringe Benefits	4,057	3,994	4,411	7,479	9,531	10,178	10,173
80021	Materials & Supplies	5,900	6,969	3,720	4,000	3,000	3,000	3,000
80032	Equip & Furn Maint	3,431	5,452	12,937	9,000	4,400	4,400	4,400
80033	Communications	4,410	2,411	1,943	3,120	5,874	5,874	5,435
80034	Postage	2,876	8,557	4,433	4,000	5,000	5,000	5,000
80037	Mileage	92	235	94	600	600	600	600
80038	Advertising	3,791	3,083	1,694	4,000	6,000	6,000	6,000
80039	Printing	12,899	5,864	8,466	10,000	16,000	16,000	15,000
80053	Moving Voting Machine	130	0	0	1,000	500	500	500
80059	Training	2,688	2,428	3,671	3,200	2,000	2,000	2,000
TOTALS		130,405	113,632	122,490	141,799	165,985	157,432	155,988

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				26,000	26,390	26,390	26,390
Assistant to Registrar of Voters				0	0	0	0

Total Salaries Paid by General Fund

Registrars				52,000	52,780	52,780	52,780
Assistant to Registrar of Voters				0	0	0	0
TOTAL SALARIES				52,000	52,780	52,780	52,780

Elections Workers

Deputy Registrars				2,000	3,000	3,000	3,000
Head Moderator				600	600	600	600
Precinct Moderators				2,100	2,100	2,100	2,100
Assistant Registrars				3,900	5,200	5,200	5,200
Ballot Clerks				0	2,400	2,400	2,400
Checkers				2,400	3,000	3,000	3,000
Machine Tenders				1,200	1,200	1,200	1,200
Demonstrators				0	2,400	2,400	2,400
Moderator/ Absentee				250	250	250	250
Absentee Counters				1,200	1,200	1,200	1,200
Meeting Costs				2,800	1,200	1,200	1,200
Contingency				3,000	3,000	3,000	3,000
Security				2,250	0	0	0
Cost of One Elections				21,700	25,550	25,550	25,550
Cost of Two Elections				43,400	51,100	51,100	51,100

Performance Measures

Inputs

	Actual	Actual	Actual	Projected	Projected	Projected	Projected
Type of Election	Presidential	Municipal	State	Municipal	Presidential	Presidential	Presidential
Voting locations	5	6	7	6	7	7	7

Workload/ Output Measures

General elections	1	1	1	1	1	1	1
Primaries	2	2	2	2	2	2	2
Total elections	3						
New registrations	2,255	411	578	750	1,800	1,800	1,800
Changes	6,873	6,208	1,967	4,000	2,200	2,200	2,200
Number of eligible voters	21,005	15,450	20,803	20,000	22,600	22,600	22,600

Outcome/ Results

Number of voters voting in General Election	12,865	8,363	9,000	9,000	15,800	15,800	15,800
Percentage of eligible voters voting	61.25%	54.13%	43.26%	45.00%	69.91%	69.91%	69.91%

Efficiency Measures

Average total cost per election	\$43,468	\$37,877	\$40,830	\$47,266	\$55,328	\$52,477	\$51,996
Average cost per polling place per election	\$8,694	\$6,313	\$5,833	\$7,878	\$7,904	\$7,497	\$7,428
Cost of election per registered voter	\$2.07	\$2.45	\$1.96	\$2.36	\$2.45	\$2.32	\$2.30

Planning & Neighborhood Services

Mission

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

Vision

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

Values

- Equity & Fairness
- Communication
- Public Education & Protection

Departmental Goals (DG)

1. Improve quality of life and stabilize property values. (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		2012-13 Actual	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Request	2016-17 Proposed	2016-17 Adopted
80011	Head of Department	100,581	102,593	104,645	106,738	106,738	46,500	46,500
80012	Employees	501,459	499,925	524,070	594,212	557,509	604,009	604,009
80013	Seasonal/ Temporary	0	10,933	484	0	0	0	0
80014	Overtime	5,979	5,988	4,132	3,500	3,500	3,500	3,500
89999	Fringe Benefits	281,097	310,089	310,170	407,066	439,520	387,656	384,593
80015	Professional Services	0	0	4,935	5,000	0	0	0
80021	Materials & Supplies	1,601	2,719	2,576	2,000	2,000	2,000	2,000
80023	Gas Oil & Grease	3,820	3,921	2,715	3,191	1,920	1,530	1,530
80032	Equip & Furn Maint	5,940	5,718	5,365	7,000	7,000	9,000	9,000
80033	Communications	7,796	11,056	10,467	11,196	15,777	15,777	15,247
80034	Postage	2,828	2,502	2,888	4,000	3,000	3,000	3,000
80037	Mileage	3,215	3,215	3,922	3,500	3,500	3,500	3,500
80038	Advertising	13,095	9,790	6,359	8,000	6,000	6,000	6,000
80057	Dues Licenses & Subscriptions	156	1,394	214	2,000	1,000	1,000	1,000
80059	Training	0	1,534	1,837	3,000	2,000	2,000	2,000
80103	Historic District	1,716	2,639	2,344	2,388	2,388	2,388	2,388
83200	Contracted Services	0	0	0	19,000	19,000	19,000	10,000
TOTALS		929,283	974,016	987,123	1,181,791	1,170,852	1,106,860	1,094,267

Staffing

Planning & Neighborhood Services Director	1.00	1.00	1.00	1.00	1.00	0.00	0.00
Director of Planning & Community Developn	0.00	0.00	0.00	0.00	0.00	0.50	0.50
City Planner	0.00	0.00	0.00	0.75	1.00	1.00	1.00
Building/Housing Code Enforcement Official	1.00	1.00	1.00	1.00	1.00	1.00	1.00
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	1.00	1.00	1.00
Code Enforcement Official	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Blight/Housing Code Enforcement Officer	1.00	1.00	1.00	1.00	1.00	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	10.75	10.00	9.50	9.50

Salaries

Planning & Neighborhood Services Director				106,738	106,738	106,738	106,738
Director of Planning & Community Development Services				0	0	93,000	93,000
City Planner				83,146	83,146	83,146	83,146
Building/Housing Code Enforcement Official				83,094	83,094	83,094	83,094
Zoning Enforcement Officer				59,116	60,298	60,298	60,298
Administrative Secretary				45,056	45,957	45,957	45,957
Assistant Building Officials				65,255	66,560	66,560	66,560
Code Enforcement Official				65,255	66,560	66,560	66,560
Blight/Housing Code Enforcement Officer				57,676	58,830	58,830	58,830
Code Enforcement Secretary				46,183	47,107	47,107	47,107

Total Salaries Paid by General Fund

Planning & Neighborhood Services Director				106,738	106,738	0	0
Director of Planning & Community Development Services				0	0	46,500	46,500
City Planner				62,360	83,146	83,146	83,146
Building/Housing Code Enforcement Official				83,094	83,094	83,094	83,094
Zoning Enforcement Officer				59,116	60,298	60,298	60,298
Administrative Secretary				90,112	91,914	91,914	91,914
Assistant Building Officials				130,510	66,560	66,560	66,560
Code Enforcement Official				65,255	66,560	66,560	66,560
Blight/Housing Code Enforcement Officer				57,676	58,830	58,830	58,830
Code Enforcement Secretary				46,183	47,107	47,107	47,107
Subtotal - Employees				<u>594,306</u>	<u>557,509</u>	<u>604,009</u>	<u>604,009</u>
TOTAL SALARIES				<u>701,044</u>	<u>664,247</u>	<u>604,009</u>	<u>604,009</u>

64 Planning & Neighborhood Services	2012-13 Actual	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Request	2016-17 Proposed	2016-17 Adopted
Performance Measures	Actual	Actual	Actual	Projected	Projected	Projected	Projected
Inputs							
Building & housing division FTEs	6.0	6.0	6.0	6.0	5.0	5.0	5.0
Workload/ Output Measures							
Site development plans reviewed	7	7	5	10	6	6	6
Subdivision/resubdivision plans reviewed	-	-	1	2	1	1	1
Special permit applications reviewed	7	7	1	6	6	6	6
Zoning permit applications	303	266	259	300	300	300	300
Zoning Variances Granted	23	10	7	15	15	15	15
Zoning Variances Denied	4	1	1	1	1	1	1
Inland Wetland Applications	10	10	1	2	2	2	2
Zoning Complaints	135	80	59	100	100	100	100
Residential Building Permits	1,619	1,740	1,655	1,800	1,500	1,500	1,500
Commercial Building Permits	203	188	181	200	200	200	200
Industrial Building Permits	4	-	3	5	5	5	5
Structures Condemned	19	2	4	5	5	5	5
Dwelling Units Condemned	25	7	10	10	10	10	10
Buildings Demolished	6	2	6	6	6	6	6
Outcome/ Results							
Citations Issued	368	61	121	120	200	200	200
Citation Fees Collected	\$3,703	\$14,612	\$11,825	\$10,000	\$10,000	\$10,000	\$10,000
Violations Investigated	1,800	429	504	500	500	500	500
Efficiency Measures							
Residential building permits per assigned FTE	270	290	276	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, Wequonnoc School transitioned to Intra-district Magnet Schools (DG1, DG2, DG3, DG4)
2. Stanton School and Uncas School continue as Network Schools. (DG1, DG2, DG3, DG4)
3. Veterans School has become a School Improvement Grant (SIG) School. (DG1, DG2, DG3, DG4)
4. After School students are being offered dinner at all locations. (DG1, DG3)

70 Board of Education	2012-13 Actual	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Request	2016-17 Proposed	2016-17 Adopted
80700 Board of Education	70,235,212	70,535,212	71,593,240	74,000,000	78,615,915	75,480,000	75,430,000
TOTALS	70,235,212	70,535,212	71,593,240	74,000,000	78,615,915	75,480,000	75,430,000

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	3,759	3,711	3,638	3,732	3,598	3,598	3,598
Average class size							
Kindergarten	20.5	21.2	19.7	19.7	20.6	20.6	20.6
Grade 2	20.2	20.2	19.6	19.6	19.6	19.6	19.6
Grade 5	21.9	20.9	20.2	20.2	21.1	21.1	21.1
Grade 7	18.7	21.8	21.3	21.3	24.5	24.5	24.5
High School	N/A	N/A	N/A	N/A	N/A	N/A	N/A
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	2012-13 Actual	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Budget	Change
111	CERTIFIED SALARIES	16,197,881	16,376,933	17,433,165	18,421,139	17,465,888	(955,251)
112	SUPPORT SALARIES	4,093,216	4,418,794	4,983,262	5,329,022	5,319,408	(9,613)
121	TEMP PAY CERT PERSONNEL	332,718	297,974	393,608	265,000	415,000	150,000
122	TEMP PAY SUPPT PERSONNEL	266,588	249,219	211,264	154,000	254,000	100,000
201	BLUE CROSS MAJOR MEDICAL	6,937,077	6,779,749	3,752,211	4,992,667	6,446,213	1,453,547
203	LIFE INSURANCE	34,977	34,256	41,718	34,202	34,202	(0)
204	UNEMPLOYMENT COMPENSATION	64,119	106,190	76,374	30,000	120,000	90,000
205	WORKER'S COMPENSATION	144,681	7,280	145,629	150,000	100,000	(50,000)
206	CITY RETIREMENT PLAN	441,417	425,332	490,897	574,093	663,957	89,864
207	FICA EMPLOYER'S SHARE	1,054,584	902,237	1,090,729	980,000	1,025,000	45,000
208	SEVERANCE PAY	97,708	33,095	29,898	100,000	100,000	0
209	MEDICARE REIMBURSEMENT	28,419	37,567	37,285	10,000	10,000	0
322	PROFESSIONAL DEVELOPMENT	0	140	250	0	0	0
323	CONTRACT HEALTH SERVICE	796,881	997,649	955,601	714,169	717,700	3,531
330	PROFESSIONAL SERVICES	102,851	105,154	197,149	203,600	203,400	(200)
333	CONTRACT TRANSPORTATION	3,122,040	3,216,510	3,303,670	3,566,138	3,673,122	106,984
410	PUBLIC UTILITIES	772,198	811,239	945,244	775,952	864,849	88,897
431	CONTRACT REPAIRS BLDGS	186,967	177,396	180,487	190,955	190,955	0
510	SPED CONTRACTED TRANS.	2,511,586	2,501,104	2,825,579	2,669,000	2,169,000	(500,000)
520	PROPERTY INSURANCE	246,607	283,115	293,722	316,426	347,278	30,852
521	LIABILITY INSURANCE	92,035	102,472	145,268	272,004	293,122	21,118
530	TELEPHONE	9,804	40,325	(48,993)	140,632	145,632	5,000
531	ADVERTISING	5,343	6,115	1,628	10,000	10,000	0
532	METERED POSTAGE	21,816	11,029	21,510	25,000	25,000	0
560	TUITION PAYMENT	25,233,557	26,515,557	29,130,799	27,682,841	29,283,028	1,600,187
580	REIMBURSABLE EXPENSES	16,342	26,508	28,835	30,900	30,900	0
590	OTHER PURCHASED SERVICES	4,009,686	3,141,219	2,627,319	3,125,885	2,069,450	(1,056,436)
592	ADULT EDUCATION	165,466	153,708	156,782	156,782	156,782	0
593	MAINTENANCE SERVICES	275,577	269,878	339,803	386,111	386,111	0
594	FINANCIAL SERVICES	35,982	36,061	40,647	43,000	43,000	0
611	INSTRUCTIONAL SUPPLIES	901,246	508,797	208,541	375,027	525,027	150,000
612	HEALTH SUPPLIES	18,740	17,154	14,442	22,000	22,000	0
613	MAINTENANCE SUPPLIES	62,426	60,462	60,652	65,375	65,375	0
614	CUSTODIAL SUPPLIES	235,008	197,387	106,722	120,000	120,000	0
620	HEATING EXPENSES	444,300	476,896	538,582	552,883	616,182	63,299
627	FUEL	610,704	507,154	390,575	807,304	832,818	25,514
641	TEXTBOOKS	0	0	0	20,000	20,000	0
642	LIBRARY SUPPLIES/MATRLS.	6,142	24,263	23,894	25,000	25,000	0
690	OTHER SUPPLIES AND MATERIALS	3,123	1,819	1,795	8,000	8,000	0
692	OFFICE SUPPLIES	39,982	79,935	45,988	59,432	59,432	0
693	AFTERSCHOOL PROGRAMS	0	0	1,918	0	0	0
694	PROFESSIONAL MATERIALS	2,485	371	271	3,000	3,000	0
720	FACILITIES PROJECTS AND REPAIRS	555,489	490,278	296,138	300,000	300,000	0
730	INSTRUCT. EQUIP. REPAIRS	0	370	0	3,400	3,400	0
731	INSTRUCTIONAL EQUIPMENT	0	231	1,904	3,200	3,200	0
734	SOFTWARE LICENSES	0	0	0	52,293	30,000	(22,293)
735	TECHNOLOGY HARDWARE	0	0	389	150,000	150,000	0
736	MAINT VEH/EQUIP REPAIR	(29,893)	64,920	24,604	24,250	24,250	0
739	OTHER EQUIPMENT	78,248	12,099	235	29,188	29,188	0
810	DUES & SUBSCRIPTIONS	9,090	27,538	45,250	30,130	30,130	0
	TOTAL	70,235,212	70,535,212	71,593,240	74,000,000	75,430,000	1,430,000

Norwich Public Schools Grants Grid

		2014-15	2015-16	Applies TO
Title One Improving Basic Programs	overall	1,518,272	1,558,079	All
	NPS	1,508,197	1,547,922	
	Non public	10,075	10,157	
Title II Part A Teacher Training Entitlement	overall	353,721	353,436	All
	NPS	195,688	195,269	
	Non public	158,033	158,167	
Title III Part A English Language Acquisition	overall	96,867	98,475	All
	NPS	71,959	76,952	
	Non public	24,908	21,523	
Bilingual/ESOL Education Program		13,808	14,666	All
School Readiness	NPS	2,182,270	2,241,350	All
Quality Enhancement		20,120	20,120	
**Priority		1,144,757	954,911	
School Accountability- Summer		117,899	115,822	
Extended School Hours		102,884	100,767	
IDEA (Part B) 611(94-142 Special Education)	Overall	1,380,268	1,415,533	All
	NPS	1,353,750	1,389,015	
	Non-Public	26,518	26,518	
IDEA (Part B) 619 Preschool Entitlement	NPS	36,250	36,348	All
Stewart B. McKinney Education of Homeless Children and Youth	NPS	50,000	40,000	All
After School Program- Aspire	NPS	188,251	173,281	Kelly, Teachers
After School Program	NPS		130,781	Stanton
Summer Program- Aspire	NPS	30,000		
21st Century Community Learning Centers-Mahan, Huntington, Veterans	NPS	180,000	180,000	Mahan, Huntington, Veterans
English Language Civics	AE	35,000	35,000	Adult Education
Family Resource Center		109,500	109,615	Wequonnoc
Program Improvement Projects		160,000	160,000	Adult Education
*Adult Education Provider		1,229,522	1,163,488	Adult Education
Early Childhood Bond Funds			77,406	
Smart Start			75,000	
Smart Start Program			75,000	
School Improvement, 1003(g)	NPS		425,000	Veterans
School Health Coordinator Pilot	NPS	90,250		All Schools
Commissioner's Network- Stanton	NPS	899,435	400,000	Stanton
Commissioner's Network- Uncas	NPS	601,754	500,000	Uncas
Family Resource Center	NPS	109,500	109,615	Stanton
21st Century Community Learning Center	NPS	200,000	150,000	Wequonnoc, Uncas, Moriarty
Alliance District Funding	NPS	3,878,849	4,261,426	All Schools
Community Block Grant	NPS	50,000		Stanton, Uncas, Wequonnoc, Moriarty
Teen Outreach	NPS	65,413	57,328	Kelly, Teachers
Kindergarten Attendance	NPS	28,000	28,000	All Schools
4-H EAT.FIT. GROW	NPS	12,000		Stanton, Uncas, Wequonnoc, Moriarty
Low Performing Schools-Stanton	NPS	245,157	180,186	Stanton
Low Performing Schools-Uncas	NPS	684,540	200,000	Uncas
Low Performing Schools-Uncas		32,000		Uncas
CCS Professional Learning Mini Grants	NPS	2,500		Kelly, Teachers, Mahan
Technology Grant	NPS		81,070	Kelly, Teachers, Mahan, Veterans
DAS-Alliance	NPS		1,225,000	All Elementary, 2 Middle Schools
Primary Mental Health			17,118	Uncas

Debt Service/ Non-Departmental Expenses

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

Debt Service

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

Non-Departmental

Contributions to Outside Agencies

80077 Library: Appropriation funds over 80% of the Otis Library's operating budget. The Otis Library is Norwich's public library. Its mission is to provide books, services and facilities to assist residents of the greater Norwich area to meet their personal and educational information needs.

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

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

80120 Regional Health District: The city's cost of \$6.48 per capita (population based on 7/1/2014 Connecticut Department of Public Health estimates) to participate in the Uncas Health District which is comprised of Bozrah, Griswold, Lebanon, Lisbon, Montville, Norwich, Salem, Sprague, and Voluntown.

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

87109 United Community & Family Services, Inc.: Amount used to help defray a portion of the cost of uncompensated care that UCFS will provide to Norwich residents. United Community & Family Services' mission is to be a leading provider of and advocate for affordable, comprehensive, high quality health and human services that strengthen those in need throughout greater Southeastern Connecticut.

87110 TVCCA: Amount requested to support services provided by the Thames Valley Council for Community Action (TVCCA) to the citizens of Norwich. TVCCA seeks to provide its clients with skills that foster independence with programs such as: Senior Nutrition Program, Comprehensive Neighborhood Services Program, Head Start, Meals on Wheels, and the JOBS First Initiative.

Operating Transfers

89100 Appropriation to Capital Budget: This appropriation will be used to fund capital improvements. It is based on the value 2% of the prior year's General Fund budget. See the Capital Budget section for further detail.

Other

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

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

80086 Contingency: Includes funds for unanticipated expenses/obligations, increases in fuel and utilities costs and contract negotiations with city unions.

80 Debt Service		2012-13 Actual	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Request	2016-17 Proposed	2016-17 Adopted
80801	Principal	3,960,000	4,466,068	4,069,136	0	0	0	0
80802	Interest	1,204,331	873,504	1,367,177	0	0	0	0
89D00	Transfer to Debt Service Fund	0	0	0	4,542,192	4,452,398	4,452,398	4,452,398
TOTALS		5,164,331	5,339,572	5,436,313	4,542,192	4,452,398	4,452,398	4,452,398

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	986,228	1,024,228	1,075,002	1,125,000	1,250,116	1,130,000	1,063,000
80088	Ambulance Service	61,008	63,266	65,607	68,034	70,552	70,552	70,552
80093	Probate Court	25,717	25,161	25,318	29,391	31,934	31,934	31,934
80120	Uncas Health District	263,120	261,844	262,453	261,449	260,354	260,354	260,354
80141	SEAT Bus	152,774	152,774	158,121	163,655	166,655	166,655	166,655
87109	UCFS	50,000	25,000	50,000	52,500	150,000	53,000	49,600
87110	TVCCA	4,000	9,316	35,000	36,750	36,875	36,875	34,725
Subtotal - Contributions to Outside Agencies		1,542,847	1,561,589	1,671,501	1,736,779	1,966,486	1,749,370	1,676,820

Operating Transfers

80063	Postemployment Medical Benefits	1,717,749	1,980,377	2,296,626	0	0	0	0
89100	Capital Budget	2,414,235	2,320,691	1,715,718	1,725,235	2,422,490	2,422,490	2,422,490
89335	Transfer Out to Ice Rink	27,000	0	0	0	0	0	0
Subtotal - Operating Transfers		4,158,984	4,301,068	4,012,344	1,725,235	2,422,490	2,422,490	2,422,490

Other

80035	Utilities	662,383	664,386	745,778	777,000	698,300	698,300	648,300
80073	Insurance	681,101	896,842	858,527	1,022,824	993,657	993,657	953,657
80086	Contingency	62,294	291,167	55,381	645,906	959,670	959,670	764,670
80101	Unemployment Compensation	49,433	78,526	16,591	25,000	0	0	0
Subtotal - Other		1,455,211	1,930,921	1,676,277	2,470,730	2,651,627	2,651,627	2,366,627
TOTALS		7,157,042	7,793,578	7,360,122	5,932,744	7,040,603	6,823,487	6,465,937

Removed from Non-Departmental

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

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

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

80095 Southeastern Connecticut Council of Governments: Transportation, planning, and technical assistance provided to the southeastern Connecticut area. The cost is based on \$.055 per capita using the 2010 US Census population data of 40,493. This line item has been moved to the Mayor/ Council budget.

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

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

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

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

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

Capital Budget

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

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

Capital Budget Highlights



Police Mobile Data Terminals

The Police Department currently operates without computers in their cruisers. This budget includes \$136,400 for the hardware and software to outfit 22 cruisers with either tablets or laptops. The cruisers should allow officers to work more efficiently from their cruisers and reduce the need for them to travel back to the station to complete reports; thereby decreasing overtime costs.

Replacement of Flat Portion of Ice Rink Roof

Under the terms of the lease agreement, Norwich RoseGarden Ice Associates (NRIA) made over \$1.5 million of improvements to the rink in 2014-15. The Ice Rink roof is the original roof from 1995 and has reached the end of its useful life. This budget includes \$200,000 to replace the flat portion of the roof.



Google Earth aerial view of the Ice Rink

Street Sweeper



This budget includes the appropriation of \$200,000 for the replacement of a 1999 Elgin Pelican with 40,400 miles and 8,000 hours. This vehicle has reached the end of its useful life and its replacement should reduce maintenance and fuel costs.

Capital Budget Listing

Department	Account Code	Description	Financial and/ or Non-financial impacts	QTY	UOM	Estimated Unit Cost	Estimated Total Cost
City Manager	10217-80015	Land mobile radio system planning and acquisition consulting services	The results of this study may be considered for a future bond referendum item.	1	each	150,000.00	150,000
City Manager	10217-88000	Capital contingency - For other capital improvements, design costs, and/or matches on State/Federal grants as the City Manager deems necessary.	If the City is able to leverage some of these funds as local matches on Federal or State grants to purchase equipment that makes City operations more efficient, it may be able to reduce future operating costs.	1	each	300,000.00	300,000
Public Works	10217-88221	Police Station cell & locker room tile work and other repairs	R/NOI	1	each	25,000.00	25,000
Public Works	10217-88221	Police Station - New Lockers	R/NOI	1	each	85,000.00	85,000
Laurel Hill VFD	10217-88224	Energy efficient lighting for interior and exterior of station	Should reduce future utilities and maintenance costs	1	each	21,000.00	21,000
Occum VFD	10217-88225	Replace overhead doors	Should reduce future utilities and maintenance costs	3	each	3,250.00	9,750
Occum VFD	10217-88225	Convert oil furnace to natural gas	Estimated savings of \$1,500 annually for utilities and maintenance costs.	1	each	12,500.00	12,500
Occum VFD	10217-88225	Station exhaust system for trucks	R/NOI	2	each	9,500.00	19,000
Occum VFD	10217-88225	Resurface station bay floor	R/NOI	1	each	35,000.00	35,000
Taftville VFD	10217-88226	Resurface station bay floor	R/NOI	1	each	55,000.00	55,000
Public Works	10217-88242	Pleasant Street Bridge preliminary engineering and design	This a part of the City match on project that is 80% funded by a Federal grant administered by the CT DOT.	1	each	50,000.00	50,000
Public Works	10217-88242	Retaining wall repairs	R/NOI	1	each	50,000.00	50,000
Public Works	10217-88242	Yantic Lane Drainage (Lg Culvert Replacement)	R/NOI	1	each	40,000.00	40,000
Public Works	10217-88247	City Hall ADA and security improvements	R/NOI	1	each	25,000.00	25,000
Public Works	10217-88247	City Hall exterior painting/ caulking	R/NOI	1	each	50,000.00	50,000
Public Works	10217-88247	Main Street Garage - Preventive maintenance on some settlement issues in upper ramp, expansion joint repair, etc.	R/NOI	1	each	60,000.00	60,000
Public Works	10217-88247	Replace flat portion of the Ice Rink roof	See Capital Budget Highlights for further detail	1	each	200,000.00	200,000
Public Works	10217-88247	23 Union St - fire escape repairs	R/NOI	1	each	12,000.00	12,000
Police	10217-88321	Police Cruisers - Replace police cruisers	Should reduce future maintenance and fuel costs.	3	each	32,634.00	97,902
Public Works	10217-88342	Replace two pickup trucks & plows	Should reduce future maintenance and fuel costs.	2	each	33,000.00	66,000
Public Works	10217-88342	Replace street sweeper	See Capital Budget Highlights for further detail	1	each	200,000.00	200,000
Police	10217-88421	Body armor	R/NOI	15	each	680.00	10,200
Police	10217-88421	Mobile data terminals for cruisers	See Capital Budget Highlights for further detail	22	each	6,200.00	136,400
Police	10217-88421	Mobile radios for cruisers	R/NOI	7	each	2,116.85	14,818
Norwich Fire	10217-88422	Turnout gear - full sets	R/NOI	12	each	3,200.00	38,400
EGP VFD	10217-88423	Replace firefighter safety escape kits (ropes, bags, and harnesses)	R/NOI	25	each	700.00	17,500
EGP VFD	10217-88423	Turnout gear - full sets	R/NOI	5	each	3,200.00	16,000
EGP VFD	10217-88423	Turnout Gear - coats & pants	R/NOI	6	each	2,500.00	15,000
EGP VFD	10217-88423	Pager Replacement	R/NOI	15	each	560.00	8,400
EGP VFD	10217-88423	LED scene lights for Ladder 5	R/NOI	1	each	9,374.00	9,374

Department	Account Code	Description	Financial and/ or Non-financial impacts	QTY	UOM	Estimated Unit Cost	Estimated Total Cost
EGP VFD	10217-88423	Replace 45/60 min SCBA Cylinders	Cylinder replacements needed in addition to those included in the 2016 SCBA bond ordinance.	6	each	2,350.00	14,100
Laurel Hill VFD	10217-88424	Turnout gear - full sets	R/NOI	6	each	3,200.00	19,200
Laurel Hill VFD	10217-88424	Replacement - Stokes basket & safety rope	R/NOI	1	each	7,300.00	7,300
Laurel Hill VFD	10217-88424	Replacement - vehicle extrication equipment	R/NOI	1	each	32,000.00	32,000
Occum VFD	10217-88425	Pager Replacement	R/NOI	5	each	425.00	2,125
Occum VFD	10217-88425	Turnout Gear - coats & pants	R/NOI	5	each	2,500.00	12,500
Occum VFD	10217-88425	Ladder system with flashing light kit	R/NOI	1	each	3,550.00	3,550
Taftville VFD	10217-88426	Pager Replacement	R/NOI	15	each	475.00	7,125
Taftville VFD	10217-88426	Turnout gear - full sets	R/NOI	12	each	3,200.00	38,400
Yantic VFD	10217-88427	Turnout Gear - coats & pants	R/NOI	8	each	2,500.00	20,000
Yantic VFD	10217-88427	Turnout gear - full sets	R/NOI	3	each	3,200.00	9,600
Yantic VFD	10217-88427	Replace Hurst Strong Arm Tools	R/NOI	3	each	8,100.00	24,300
Yantic VFD	10217-88427	Helmet & shield replacement	R/NOI	15	each	680.00	10,200
Finance	10217-88500	Anti-virus software	R/NOI	200	licenses	12.50	2,500
Finance	10217-88500	Computer replacements - cost to replace computers that cannot be upgraded to accommodate Windows 7.	R/NOI	25	each	700.00	17,500
Finance	10217-88500	MS Office Upgrade for new computers	R/NOI	25	licenses	300.00	7,500
Finance	10217-88500	Computer Peripherals - Printers, Monitors, Hard Drives, NIC Cards, Keyboards, etc.	R/NOI	1	each	20,000.00	20,000
Public Works	10217-88600	Road and parking lot resurfacing and preventative maintenance.	R/NOI	1	each	593,324.00	593,324
Public Works	10217-88610	Various sidewalk projects	R/NOI	1	each	75,000.00	75,000

TOTAL CAPITAL IMPROVEMENT BUDGET

2,745,468

Amount funded by General Fund Appropriation

2,422,490

Amount funded by LOCIP Grant

322,978

2,745,468

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. Responded to 27 National Weather Service weather warnings - Blizzard Juno/Colby resulted in a full scale EOC operation that resulted in a State of Emergency Declaration and a Presidential Declaration of Disaster Area. (DG1)
2. Received the prestigious National Weather Service "Storm Ready" designation for the ninth consecutive year. (DG1)
3. Completed review of Governor Malloy's mandatory "School Security Plan" for all public/private schools which opened funding for school security equipment. (DG2)
4. Completed training Community Emergency Response Team (C.E.R.T.) Coordinator. (DG3)
5. Completed review of Emergency Operation Plans for area Rehabilitation Centers that resulted in recertification by State of Connecticut Dept. of Public Health. (DG1)
6. Provided training for 26 (twenty six) personnel on ICS/EOC Interface. (DG3)

91 Emergency Management		2012-13 Actual	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Request	2016-17 Proposed	2016-17 Adopted
80011	Head of Department	30,324	31,335	31,961	32,600	32,600	32,926	32,926
89999	Fringe Benefits	17,951	23,334	22,468	31,032	32,324	32,649	32,296
80021	Materials & Supplies	816	9,209	9,976	3,000	3,000	3,000	3,000
80023	Gas Oil & Grease	1,454	1,397	1,078	1,256	717	571	571
80032	Equip & Furn Maint	3,402	3,860	6,109	7,200	7,200	7,200	7,200
80033	Communications	4,033	2,622	1,922	3,018	5,530	5,530	4,181
80035	Utilities	3,030	2,814	3,432	2,800	3,675	4,700	4,700
80040	Bldg & Grnd Maint	1,053	300	944	570	570	570	570
80059	Training	2,567	2,279	1,104	3,500	3,500	3,150	3,150
TOTALS		64,630	77,150	78,994	84,976	89,116	90,296	88,594

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				32,600	32,600	32,926	32,926
Total Salaries				32,600	32,600	32,926	32,926
TOTAL SALARIES				32,600	32,600	32,926	32,926

Performance Measures

Workload/ Output Measures

	Actual	Actual	Actual	Projected	Projected	Projected	Projected
Hours of emergency training	1,030	1,171	1,115	1,300	1,500	1,500	1,500
Personnel trained	73	124	170	90	205	205	205
Shelter maintained	16	16	16	16	16	16	16
EOC activations	23	22	14	27	20	20	20
Flood assistance calls	1,016	541	82	125	125	125	125
Speaking engagements	23	23	27	27	30	30	30
Public information/education exhibits	23	21	27	27	30	30	30

Outcome/ Results

Percentage of emergency plans updated	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
---------------------------------------	---------	---------	---------	---------	---------	---------	---------

Efficiency Measures

Cost of department per capita	\$1.60	\$1.91	\$1.97	\$2.11	\$2.22	\$2.25	\$2.21
-------------------------------	--------	--------	--------	--------	--------	--------	--------

Special Revenue Funds

Summary of Revenues & Expenditures

	City Consolidation District (Fund 020)	Town Consolidation District (Fund S23)	Combined
EXPENDITURES			
General Operations	7,101,397	581,147	7,682,544
TOTALS	7,101,397	581,147	7,682,544
REVENUES			
General Revenues	3,188,441	83,349	3,271,790
Taxes to be levied - CCD Fire	3,912,956	0	3,912,956
Taxes to be levied - TCD Fire	0	497,798	497,798
TOTALS	7,101,397	581,147	7,682,544

City Consolidation District

Revenues		2012-13 Actual	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Proposed	2016-17 Adopted
General Property Taxes							
70201	Current Levy	3,773,572	4,125,963	4,191,778	4,066,548	3,561,066	3,912,956
70202	Prior Year Levies	127,821	128,309	158,934	148,000	158,000	158,000
70203	Interest and Lien Fees	62,722	62,002	79,207	66,000	73,000	73,000
70208	Motor Vehicle Taxes	35,995	45,745	58,030	61,000	0	0
Totals		4,000,110	4,362,019	4,487,949	4,341,548	3,792,066	4,143,956
Revenue from Other City Operations							
70228	Public Utilities 10%	684,846	834,938	1,216,026	2,907,234	2,939,876	2,399,876
70231	Special Service Charge	134,932	84,728	99,693	0	0	0
Totals		819,778	919,666	1,315,719	2,907,234	2,939,876	2,399,876
Other Revenues							
70223	Interest on Investments	2,590	2,962	2,707	5,000	5,000	5,000
70238	Conveyance Tax	14,000	14,000	14,000	0	0	0
Totals		16,590	16,962	16,707	5,000	5,000	5,000
State Grants in Aid - General							
70247	Payments in Lieu of Taxes	48,809	48,847	56,462	0	0	0
70250	City Housing	201,472	189,803	180,514	0	0	0
70254	Mashantucket-Pequot Mohegan	1,476,861	870,786	1,216,517	0	0	0
70257	Elderly Tax Credit Reimbursement	91,328	85,655	86,673	0	0	0
73500	Shared Revenues	0	0	0	0	589,583	552,565
Totals		1,818,470	1,195,091	1,540,166	0	589,583	552,565
GRAND TOTALS		6,654,948	6,493,738	7,360,541	7,253,782	7,326,525	7,101,397

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

20	City Consolidation District	2012-13 Actual	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Request	2016-17 Proposed	2016-17 Adopted
80012	Employees	2,849,715	2,952,553	3,018,747	3,190,393	3,144,258	3,141,258	3,085,918
80014	Overtime	7,113	28,228	26,603	28,000	10,000	10,000	10,000
89999	Fringe Benefits	2,280,840	2,455,933	2,527,491	3,285,389	3,462,564	3,568,267	3,498,479
80017	Replacement Cost	827,897	741,129	797,267	750,000	607,000	607,000	507,000
80063	Postemployment Medical Benefits	579,497	688,722	729,726	0	0	0	0
TOTALS		6,545,062	6,866,565	7,099,834	7,253,782	7,223,822	7,326,525	7,101,397

Staffing

Captain (FC 2)	3.00	2.00	2.00	3.00	3.00	3.00	3.00
Captain (FC 1)	1.00	2.00	2.00	1.00	1.00	1.00	1.00
Lieutenant - Step 2	6.00	7.00	6.00	7.00	6.00	6.00	6.00
Lieutenant - Step 1	2.00	1.00	2.00	1.00	2.00	2.00	2.00
Firefighter - Step 5	18.00	17.00	17.00	20.00	23.00	23.00	23.00
Firefighter - Step 4	7.00	6.00	8.00	9.00	5.00	5.00	5.00
Firefighter - Step 3	7.00	9.00	5.00	6.00	6.00	6.00	6.00
Firefighter - Step 2	2.00	5.00	6.00	0.00	3.00	3.00	2.00
Firefighter - Step 1	3.25	1.00	2.00	3.00	0.00	0.00	0.00
TOTAL FTE'S	49.25	50.00	50.00	50.00	49.00	49.00	48.00

Salaries

Captain (FC 2)				73,647	73,647	73,647	73,647
Captain (FC 1)				71,564	71,564	71,564	71,564
Lieutenant - Step 2				69,008	69,008	69,008	69,008
Lieutenant - Step 1				67,045	67,045	67,045	67,045
Firefighter - Step 5				62,901	62,901	62,901	62,901
Firefighter - Step 4				59,906	59,906	59,906	59,906
Firefighter - Step 3				57,057	57,057	57,057	57,057
Firefighter - Step 2				54,340	54,340	54,340	54,340
Firefighter - Step 1				51,757	51,757	51,757	51,757

Total Salaries Paid by City Consolidation District Fund

Captain (FC 2)				220,941	220,941	220,941	220,941
Captain (FC 1)				71,564	71,564	71,564	71,564
Lieutenant - Step 2				483,056	414,048	414,048	414,048
Lieutenant - Step 1				67,045	134,090	134,090	134,090
Firefighter - Step 5				1,258,020	1,446,723	1,446,723	1,446,723
Firefighter - Step 4				539,154	299,530	299,530	299,530
Firefighter - Step 3				342,342	342,342	342,342	342,342
Firefighter - Step 2				0	163,020	163,020	108,680
Firefighter - Step 1				155,271	0	0	0
EMT Differential				50,000	49,000	49,000	48,000
TOTAL SALARIES				3,187,393	3,141,258	3,141,258	3,085,918

Town Consolidation District						
Revenues	2012-13 Actual	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Proposed	2016-17 Adopted
General Property Taxes						
70201 Current Levy	549,071	548,278	565,697	558,890	509,145	497,798
70202 Prior Year Levies	9,838	10,175	9,622	10,000	14,000	14,000
70203 Interest and Lien Fees	5,402	5,657	4,898	5,300	6,500	6,500
70208 Supplemental Motor Vehicle	4,693	3,890	6,252	5,800	0	0
73500 Shared Revenues	0	0	0	0	54,529	62,849
Totals	569,004	568,000	586,469	579,990	584,174	581,147

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

Expenditures	2012-13 Actual	2013-14 Actual	2014-15 Actual	2015-16 Budget	2016-17 Proposed	2016-17 Adopted
80122 VFF Tax Abatement	76,385	77,470	69,830	85,000	64,062	64,062
89270 VFF Relief Fund Contribution	310,000	308,987	333,000	350,729	373,322	373,322
89150 Workers' Compensation	158,254	158,409	150,203	144,261	146,790	143,763
Totals	544,639	544,866	553,033	579,990	584,174	581,147

Town Consolidation District Fund

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

Description: In 1987 an ordinance was passed for the purpose of establishing a relief fund for volunteer firefighters serving the City of Norwich. This relief fund plan has been amended in 1995, 2001, 2006, 2011, and 2015 and codified in November 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 for the residents of the City of Norwich – natural gas, electricity, water and wastewater. Established in 1904, NPU is municipally-owned and governed by a five member Board of Commissioners and Sewer Authority, who are appointed by the City Council.

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

Highlights & Accomplishments

Reliability

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

Natural Gas Expansion

NPU’s natural gas expansion program continues with great success, with more than 1,800 residential and commercial customers converting to natural gas since 2010. These new customers are generating more than \$2.6 million in new revenue for NPU.

Electric System

NPU invested \$1.2 million to repair and upgrade the Combustion Turbine Electric Generator Unit - the Norwich Jet - which assists ISO-New England in providing additional electric system reliability while helping to stabilize electric rates for NPU customers.

Water Supply

Over the past several years NPU has completed and is continuing to work on a number of critical infrastructure projects to modernize and strengthen its water infrastructure. These projects, which include a new water tank, larger transmission lines, and new pumps and drives to improve reliability and performance, represent a total investment of nearly \$29 million within the next 4 years.

Waste Water Infrastructure

NPU continues its multi-year Combined Sewer Overflow (CSO) program which has eliminated dozens of sewer system overflows over the past several years from the utility’s wastewater infrastructure. NPU remains on track for the complete elimination of all CSOs in accordance with the 20 year plan, which will improve water quality in the Shetucket and Thames Rivers.

Internet/Broadband Services

NPU continues to explore the feasibility of providing much faster internet service to Norwich across its fiber network and has launched a pilot program with both residential and commercial customers participating. The results of this pilot program will be analyzed in early 2016.

Commercial and Industrial Efficiency

In 2015, NPU provided \$378,661 in rebates for commercial and industrial customers who completed nearly 80 energy efficiency programs. These customers will also save more than \$288,000 on their annual electric costs by working with NPU, which provides rebates for business customers for investing in more energy-efficient equipment such as air conditioning, heating, and replacing traditional incandescent lighting with light-emitting diodes (LEDs) and high efficient fluorescent tubes.

Residential Efficiency Programs

In 2015, NPU provided more than 525 residential energy audits for both single and multi-family homes and provided more than \$90,000 in various rebates to residential customers for buying energy-efficient appliances, including central air systems for heat and air conditioning, as well as insulation.

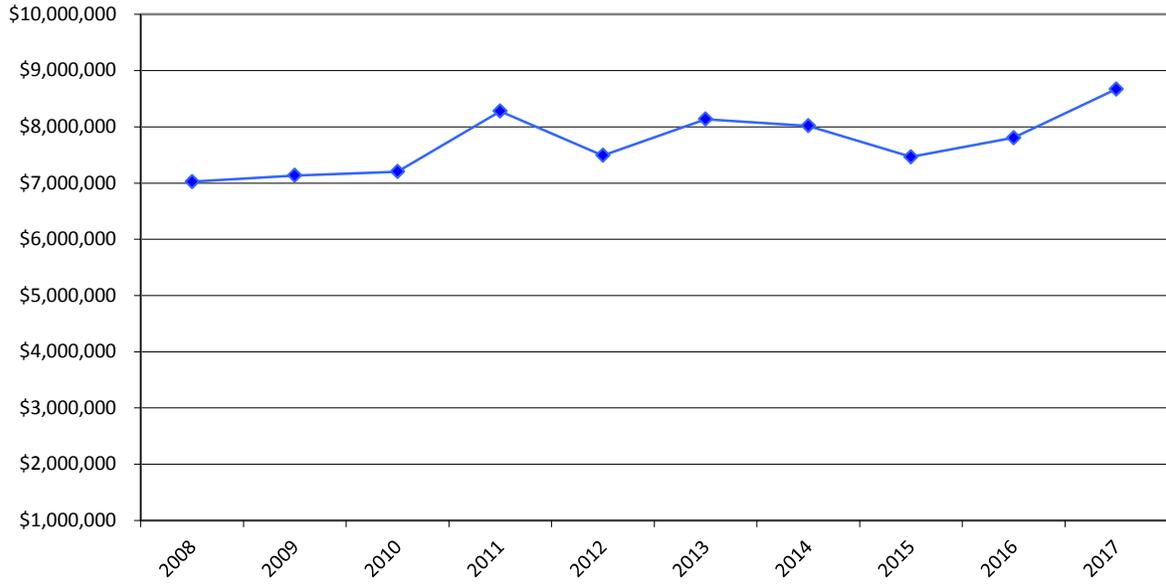
Clean Cities/Alternative Fuels

NPU continues to serve as the Host Agency for Norwich Area Clean Cities, a U.S. Department of Energy program that promotes the use of alternative fuels and technology. In 2015, NPU completed construction of its second Compressed Natural Gas (CNG) filling station that will be in service and open to the public in early 2016.

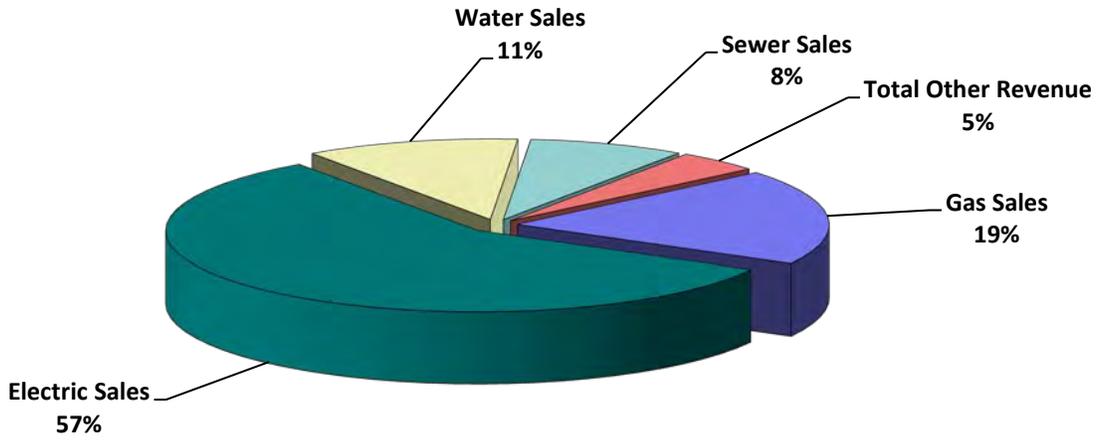
Performance Measures

	FY 2015	FY 2016	FY 2017
	Actual	Projected	Forecast
Customer Service Indicators			
Field Service			
Gas Service Calls	3,290	3,395	3,245
Electric Service Calls	1,313	1,350	1,295
Water Service Calls	2,277	1,975	2,015
Sewer Service Calls	142	137	141
Service Center			
Walk-in Customers	43,240	42,950	43,120
# calls	138,812	139,215	139,625
Operations Indicators			
Distribution Systems			
Miles of Gas Main	151	153	154.8
Miles of Electric Line	235	235	235
Miles of Fiber Optic Cable	74	74	83.8
Miles of Water Main	196	196	196
Miles of Sewer Main	129	129	129
Electric System Reliability			
Avg. # outages per customer	0.26	0.46	0.36
Avg. cumulative out of service time (min)	23	42	37
Wastewater Treatment			
Gallons Treated (Billion)	1.30	1.28	1.35
Quality Tests Conducted	5,600	5,600	5,600
Water Division			
Gallons of Potable Water (Billion)	1.61	1.59	1.57
Quality Tests Conducted	13,000	13,000	13,030
Paid to City General Fund			
	\$7,466,520	\$7,804,364	\$8,670,845

Payment to the City 10 Year History

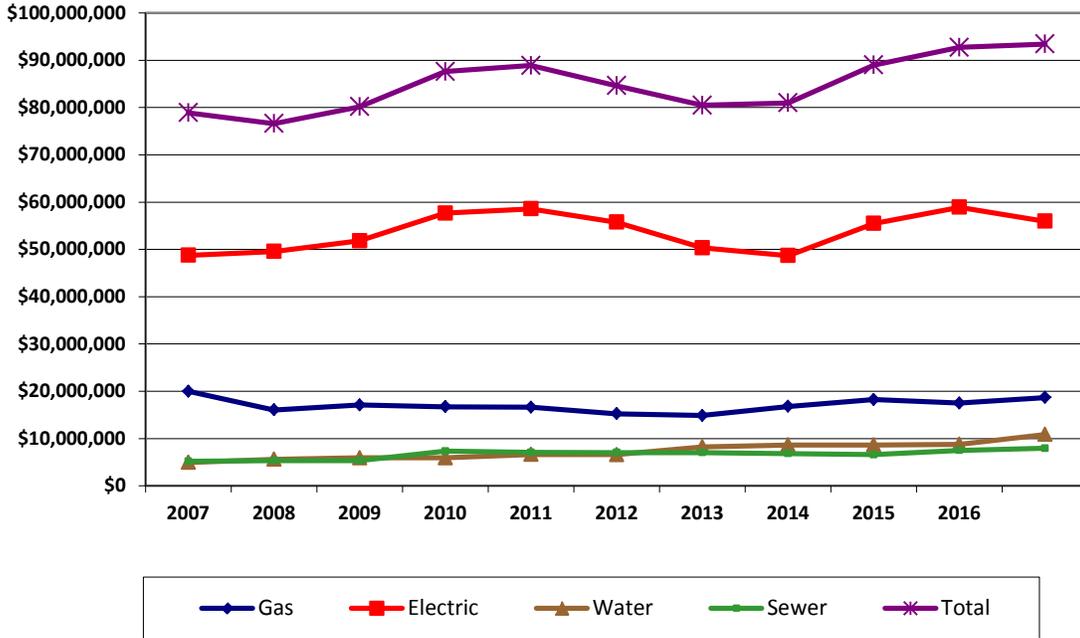


Revenue by Department Fiscal Year 2017

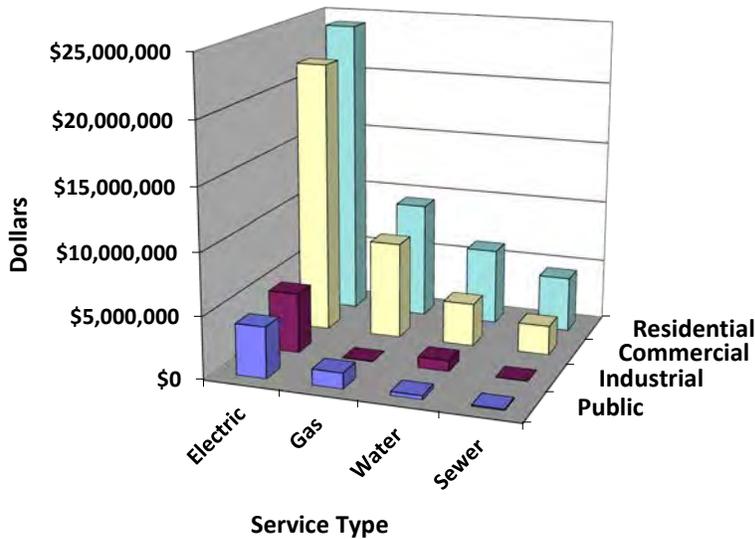


Revenue Summary	FY 2015	FY 2016	FY 2017
	Audited	Approved	Approved
REVENUE FROM SALES			
Residential Gas Sales	8,790,182	8,521,264	9,389,912
Commercial Gas Sales	7,956,090	7,614,179	7,826,057
Industrial Gas Sales	38,149	35,447	36,396
Public Gas Sales	1,317,740	1,211,509	1,261,577
Interdepartmental Gas Sales	145,341	124,895	146,390
Gas Sales	\$18,247,502	\$17,507,294	\$18,660,332
Residential Electric Sales	23,565,049	24,850,040	24,179,488
Commercial Electric Sales	21,848,796	23,131,654	21,989,153
Industrial Electric Sales	5,072,814	5,518,723	4,849,460
Public Electric Sales	4,153,134	4,517,279	4,128,264
Interdepartmental Electric Sales	833,468	877,570	811,878
Electric Sales	\$55,473,251	\$58,895,266	\$55,958,243
Residential Water Sales	4,981,482	5,047,343	6,157,471
Commercial Water Sales	2,763,612	2,798,605	3,468,684
Industrial Water Sales	618,310	662,322	861,581
Public Water Sales	226,293	216,177	304,716
Interdepartmental Water Sales	70,522	75,215	67,281
Water Sales	\$8,660,219	\$8,799,662	\$10,859,733
Residential Sewer Sales	2,872,973	3,906,176	4,456,793
Commercial Sewer Sales	1,829,888	2,314,259	2,354,507
Industrial Sewer Sales	25,866	21,305	27,873
Public Sewer Sales	61,683	88,571	94,147
Interdepartmental Sewer Sales	126,362	175,115	202,522
Mandatory Upgrades Fee	1,682,872	1,000,000	807,202
Sewer Sales	\$6,599,644	\$7,505,426	\$7,943,044
OTHER OPERATIONAL REVENUE			
Penalties for Late Payments	929,552	768,000	951,000
Municipal Area Network Fees	301,495	441,547	363,547
CNG Sales Revenue	222,829	212,400	250,000
Septage Charges	22,310	138,000	60,000
Utility Plant & Rental Income	185,568	164,547	164,547
Field Service Revenue	328,598	268,104	262,799
Jet Turbine Credit	1,178,810	1,000,000	1,000,000
Interest Income	5,282	2,900	2,900
Energy Efficiency Program	1,245,921	1,176,603	1,190,530
Total Other Revenue	\$4,420,365	\$4,172,101	\$4,245,323
TOTAL DEPARTMENT REVENUE	\$93,400,981	\$96,879,749	\$97,666,675

Budgeted Sales Revenues 10-Year Performance

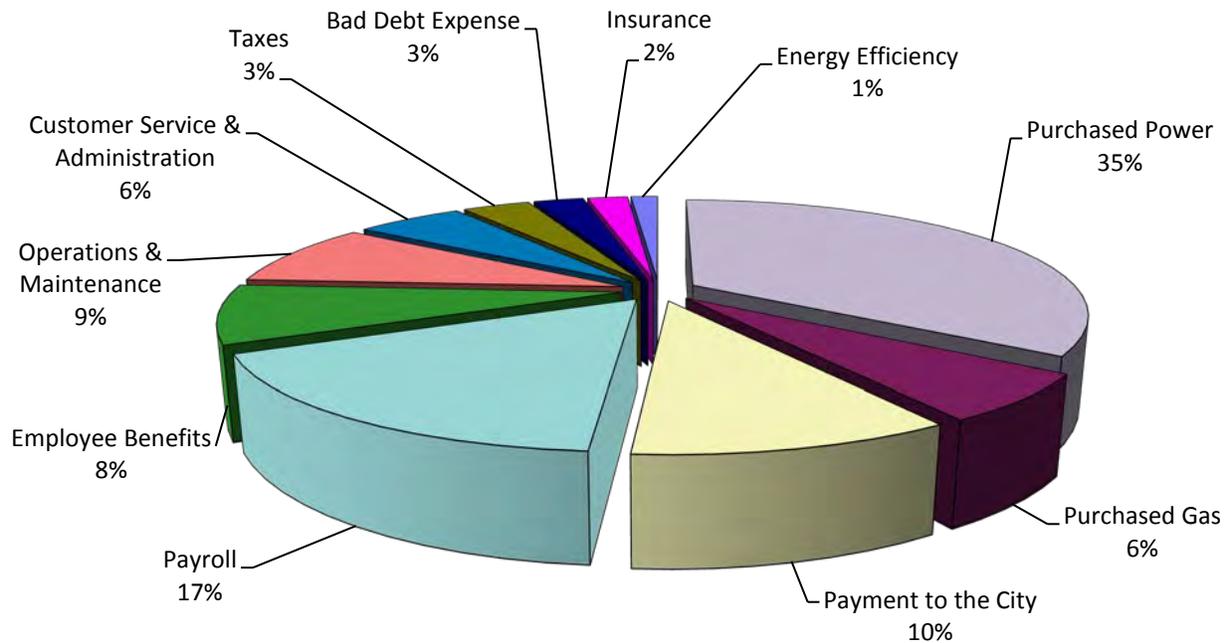


Estimated Sales by Customer Class Fiscal Year 2017



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

Expenses by Category Fiscal Year 2017



Expense Summary	FY 2015	FY 2016	FY 2017
	Audited	Approved	Approved
DEPARTMENT EXPENSES			
Purchased Gas	6,355,162	5,730,282	5,361,245
Purchased Power	31,275,126	31,506,009	29,691,070
Payroll	13,073,169	13,281,362	14,215,753
Employee Benefits	6,708,126	6,535,155	6,969,829
Payment to the City	7,466,520	7,804,364	8,670,845
Gross Revenue Tax & Property Tax	2,596,136	2,841,308	2,992,992
Property & Liability Insurance	1,862,350	1,595,400	1,800,460
Operations & Maintenance	6,967,463	6,504,148	7,493,653
Customer Services and Administration	4,089,522	4,343,933	4,721,071
Bad Debt Expense	2,420,393	2,324,000	2,236,000
Energy Efficiency Program	1,129,133	1,264,200	1,190,370
Total Operational Expenses	\$83,943,100	\$83,730,161	\$85,343,288
Interest Expense	667,011	986,231	1,158,535
Debt Principal Repayment	1,268,282	2,341,926	2,674,067
Debt Service	\$1,935,293	\$3,328,157	\$3,832,602
Capital Purchases net expected reimbursements	11,122,660	7,221,644	7,197,995
Capital Labor	607,435	954,332	1,265,415
Total Capital	\$11,730,095	\$8,175,976	\$8,463,410
Depreciation	\$6,971,933	\$6,990,000	\$7,392,080

Capital Budget Summary	FY 2015	FY 2016	FY 2017
	Audited	Approved	Approved
RECURRING CAPITAL			
Metering		1,187,526	6,484,800
Mains - New & Replacements		1,604,006	1,490,007
Services - New & Replacements		1,251,098	1,137,560
Fiber Installations		225,760	225,760
Poles & Fixtures		200,000	775,000
Street Lighting & Signal Systems		51,000	51,000
Transformers, Switches, & Capacitors		380,500	175,500
Hydrants - New & Replacements		59,752	45,000
Manholes & Frames		95,475	126,094
Capitalized Small Tools		71,500	144,300
Total Recurring Capital	\$9,256,181	\$5,126,617	\$10,655,021
CAPITAL PROJECTS			
CNG Station - Otrobando Ave		1,480,000	0
CNG Station Equipment Upgrade		0	553,000
Electric Transmission & PTF Upgrades		215,600	0
Electric Generation Upgrades		1,000,000	0
Deep River Water Treatment Plant Upgrades		1,215,000	800,000
Stony Brook Water Treatment Plant Upgrades		6,826,246	3,940,000
New Source Development		40,000	0
WWTP Design & Construction		11,800,000	25,000
WWTP Upgrades		0	2,300,000
Wastewater Inflow & Infiltration Project		750,000	65,000
South Golden Street Renovations		20,000	162,000
Customer Service Renovations		99,500	50,000
FEMA Generators		930,225	272,425
Regulator, Substation, & Pumping Station Upgrades		402,400	935,000
Total Project Capital	\$6,335,225	\$24,778,971	\$9,102,425
VEHICLE & EQUIPMENT PURCHASES			
Vehicles		724,000	665,000
Computer System & Hardware Upgrades		511,000	389,000
Total Equipment	\$1,606,232	\$1,235,000	\$1,054,000

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 Consolidation District (CCD)

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

Comprehensive Annual Financial Report (CAFR)

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

Community Development Block Grant (CDBG)

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

Contingency

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

Consumer Price Index (CPI)

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

Contractual Services

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

Debt Service

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

Deficit

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

Department

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

Depreciation

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

Disbursement

Expenditure of monies from an account.

Division

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

Encumbrance

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

Enterprise Funds

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

Estimate

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

Expenditure

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

Expense

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

Fiscal Year (FY)

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

Fringe Benefits

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

Full-Time Equivalent (FTE)

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

Fund

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

Fund Balance

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

Generally Accepted Accounting Principles (GAAP)

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

Governmental Accounting Standards Board (GASB)

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

General Fund

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

General Obligation Bonds (GO Bonds)

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

Goal

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

Grand List

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

Grant

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

Interfund Transfers

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

Intergovernmental Revenue

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

Infrastructure

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

Levy

The total amount of taxes imposed by a governmental unit.

Local Capital Improvement Program (LOCIP)

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

Minimum Budget Requirement (MBR)

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

Mill Rate

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

Modified Accrual Accounting

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

Net Grand List

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

Non-Recurring

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

Object Code

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

Ordinance

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

Organization Chart

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

Pay-As-You-Go Basis

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

Performance Measure

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

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

Payment in lieu of taxes (PILOT)

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

Projected

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

Property Rehabilitation Program

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

Revaluation

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

Revenue

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

Risk Management

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

Special Revenue Fund

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

State Mandate

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

Taxes

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

Town Consolidation District (TCD)

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

Unrestricted Fund Balance (UFB)

The excess of a governmental 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.