

CITY OF NEW LONDON ANNUAL BUDGET

FY 2020-2021

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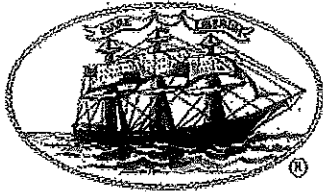
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City of New London
Office of the Mayor

181 State Street • New London, CT 06320 • Phone (860) 447-5201 • Fax (860) 447-7971

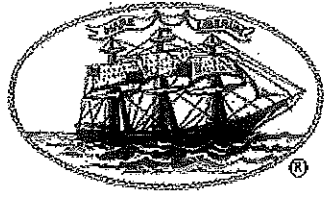
Good evening President Dominquez and members of the City Council.

This is the fifth budget that I have presented to the City Council as Mayor. Each budget that the City Council has adopted under my administration has resulted in either an increase in fund balance or a decrease in the adopted mil rate, or both. I am pleased to report that the budget I am presenting to you this evening continues this positive trend as the proposed mil rate under the Proposed FY2021 Budget will decrease nearly 4.5% to 38.19 mils. If this budget is adopted by Council, we will have worked together to lower the city's mil rate by approximately 5 mils over the last two budgets while sustaining sound fund balance growth. As of June 30th, 2019, the close of FY19, the fund balance increased to over 16% of the general fund operating budget.

Tonight, Finance Director David McBride will be presenting an overview of the city's financial performance over the past several years and he will provide you with some details of the proposed budget for FY 2021. The finance department has also prepared a detailed budget book which has been made available to all of you. This information has also been made available to the general public on the City's internet web page. The FY 2021 budget continues a commitment to providing excellence in our schools, in our public safety and in our overall quality of life while keeping the city on the road to fiscal stability.

The proposed FY 2021 budget includes a modest 1.48% increase in taxpayer support totaling \$1,382,860. This increase is distributed equally between the General Government budget, which is increased 1.49%, and the Education budget, which is increased 1.47%. The budget increase is offset by the growth in our grand list and improvements in the city's other revenue streams. Overall revenue growth, combined with limiting increases in expenses, has resulted in the reduced mil rate.

This budget is largely the product of economic conditions that existed prior to unprecedented and still emergent consequences of the global Novel Coronavirus pandemic on our country, our state and our city. As of today, we have not experienced any significant financial impact from the coronavirus crisis and we hope any negative impact is short term and can be rectified during the upcoming fiscal year. However, if this pandemic results in unanticipated losses in revenue, be assured that all appropriate measures will be taken to mitigate any potential financial ramifications to the City.



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Despite the remarkable improvement in the City's fiscal health over the past few years, this budget reflects a continued emphasis on lean spending to minimize year-over-year growth in expenses. This philosophy has allowed us to continue the goal of walking back the mil rate while maintaining the city's economic expansion and enhanced quality of life initiatives.

Sincerely,

A handwritten signature in cursive script, appearing to read "Michael E. Passero".

Michael E. Passero, Mayor



City of New London

**ANNUAL FINANCIAL PLAN
NEW LONDON, CONNECTICUT
FISCAL YEAR 2021**

ANNUAL APPROPRIATION ORDINANCE FOR THE CITY OF NEW LONDON FOR THE FISCAL YEAR
BEGINNING JULY 1, 2020 AND ENDING ON JUNE 30, 2021

Be It Ordained By The City Council of New London:

Section 1: That the following appropriations be and they hereby made to meet the
General Fund expenditures of the City for the Fiscal Year
beginning July 1, 2020 and ending June 30, 2021:

GENERAL FUND

Administration and Finance			
	City Council		\$ 291,101
	Probate Court		\$ 30,000
	Mayor/Personnel		\$ 850,238
	Registrar of Voters		\$ 117,571
	Finance		\$ 3,006,946
	City Clerk		\$ 301,319
	Law		\$ 355,000
	Contingency		\$ 10,000
Public Safety			
	Police		\$ 12,268,567
	Fire		\$ 9,337,453
	Emergency Management		\$ 25,500
Public Works			
	Public Works		\$ 6,787,956
Utilities			
	Electric, Water, Heat		\$ 1,132,500
Health			
	Ledge Light Health District		\$ 200,000
Recreation and Culture			
	Recreation		\$ 551,409
	Library		\$ 947,600
	Human Services/Sr. Center		\$ 591,806
Community Development			
	Office of Development & Planning		\$ 1,405,155
Benefits			
	Health, Life, Long & Faithful	\$ 738,049	
	Health, Life, H&H	\$ 971,650	
	Benefit Total		\$ 1,709,699
Interfund Transfers			
	Transfers to Other Funds		\$ 10,789,700

TOTAL GENERAL FUND CITY APPROPRIATIONS: \$ 50,709,520

Section 2: That the following appropriations be and they hereby made to meet the Special Revenue Funds expenditures of the City for the Fiscal Year beginning July 1, 2020 and ending June 30, 2021:

CITY CENTER DISTRICT

General Government			
1510	City Center District	\$	100,000
TOTAL CITY CENTER DISTRICT APPROPRIATIONS		\$	<u>100,000</u>

POLICE PRIVATE PROTECTION

Public Safety			
2101	Police Private Protection	\$	930,000
TOTAL POLICE PRIVATE PROTECTION APPROPRIATIONS		\$	<u>930,000</u>

WHEADON FUND

Human Services			
5603	Wheadon Fund	\$	24,760
TOTAL WHEADON FUND APPROPRIATIONS		\$	<u>24,760</u>

HOUSING CONSERVATION FUND

Home & Community			
6592	Community Development	\$	68,800
TOTAL HOUSING CONSERVATION FUND APPROPRIATIONS		\$	<u>68,800</u>

HOUSING & COMMUNITY DEVELOPMENT FUND

Home & Community			
6593	Community Development	\$	26,000
TOTAL HOUSING & COMMUNITY DEVELOPMENT FUND APPROPRIATIONS		\$	<u>26,000</u>

Section 2: (continued)

COMMUNITY DEVELOPMENT BLOCK GRANT FUND

a & Community				
6301		Urban renewal	\$	31,000
6501		Office of Development & Planning-Administration	\$	172,600
6504		Safe Futures	\$	8,000
6505		Employability Skills Training	\$	20,000
6511		TVCCA-RSVP-Southern NL County	\$	3,000
6511		TVCCA-NL Elderly Nutrition/Meals on Wheels	\$	20,000
6515		Drop-In Learning Center	\$	9,000
6517		Fresh Crew Youth Program	\$	6,500
6523		Moran UW Food Center	\$	9,000
6324		Public Library renovation	\$	20,000
6527		Fatherhood Initiative	\$	4,500
6530		Community Health Center Facility	\$	10,000
6536		Hygenic Art, Inc.	\$	7,000
6542		Façade Improvement	\$	50,000
6547		Homeless Hospitality Center	\$	8,000
6552		ODP-Neighborhoods Enhancement	\$	197,000
6553		ODP-Housing Conservation	\$	298,000
6580		Covenant Shelter	\$	5,000
6589		Flock Theater Company	\$	7,000
6599	9902	Heavy Hitters-Boxing & Wrestling Program		
	9903	Lyman Allyn Art Museum Children's Education Program	\$	4,000
	9905	STEPS-Youth Leadership Development Program	\$	6,000
	9911	Handicapped Access		
	9913	Early Childhood Family Center	\$	4,000
	9919	Higher Edge-College Access Program	\$	6,500
	9938	Alliance for Living	\$	8,618
	9940	Rec-Swimming Lessons NL	\$	7,500
	9943	Rec.-1:1 Aides Playground	\$	4,620
	9948	Church of the City		
	9949	NL Parks Conservancy	\$	2,567
	9954	NL Area Food Coalition	\$	8,000
		IASC	\$	5,000
		Historical Society	\$	7,000
		Recreation-ADA Imp	\$	10,067
		NL Landmarks	\$	7,000
		Recreation-Mayor's Initiative	\$	1,500
		Community Meal Center	\$	10,000
	9958	Hygienic Facility Improvements	\$	7,000
	9959	Jewish Federation of Eastern Ct.		
TOTAL CDBG FUND APPROPRIATIONS			\$	984,972

Section 2: (continued)

WORKER'S COMP. FUND

Employee Benefits			
8103	Fringe Benefits	\$	1,277,290
TOTAL WORKER'S COMP.FUND APPROPRIATIONS		\$	<u>1,277,290</u>

LAP INSURANCE FUND

Employee Benefits			
8107	Liability, Auto & Property Insurance	\$	1,115,000
TOTAL LAP INSURANCE FUND APPROPRIATIONS		\$	<u>1,115,000</u>

CAMP NEW LONDON

Recreation			
5186	Camp Programs	\$	331,000
TOTAL CAMP NEW LONDON FUND APPROPRIATIONS		\$	<u>331,000</u>

PORT AUTHORITY FUND

Public Works			
3160	Port Authority	\$	36,600
TOTAL PORT AUTHORITY FUND APPROPRIATIONS		\$	<u>36,600</u>

Town Aid FUND

Public Works			
31	Public Works	\$	510,000
TOTAL TOWN AID ROAD FUND APPROPRIATIONS		\$	<u>510,000</u>

YOUTH AFFAIRS

Youth Affairs			
	Grant Expenditures	\$	491,400
TOTAL YOUTH AFFAIRS		\$	<u>491,400</u>

Section 3: That the following appropriations be and they hereby are made to meet the expenses of the City's Enterprise Funds (activities for the Fiscal Year beginning July1, 2020 and ending June 30, 2021:

ENTERPRISE FUNDS			
Home & Community			
421.68	Water Authority Fund	\$	7,402,500
431.69	Water Pollution Control Authority Fund	\$	6,585,000
451.68	Storm Water Authority Fund	\$	1,280,000
441.31	Parking Authority Fund	\$	1,132,896
TOTAL ENTERPRISE FUNDS APPROPRIATIONS			\$ 16,400,396

Section 4: That the following appropriations be and they hereby are made to meet the expenses of the City's Pension Trust Aactivities for the Fiscal Year beginning July1, 2020 and ending June 30, 2021:

PENSION TRUST FUND			
Employee Benefits			
523	Pension Trust Fund	\$	4,176,588
TOTAL PENSION TRUST FUND APPROPRIATIONS			\$ 4,176,588

Section 5: That the following appropriations be and they hereby are made to meet the expenses of the City's debt Service Fund activities for the Fiscal Year beginning July1, 2020 and ending June 30, 2021:

DEBT SERVICE FUND			
Debt Service			
307	Debt Service Fund	\$	7,885,193
TOTAL DEBT SERVICE FUND APPROPRIATIONS			\$ 7,885,193

Date Approved by City Council: _____

Effective Date: _____

Signed: _____
Efrain Dominguez, Jr. , City Council President

Countersigned: _____
Jonathan Ayala, City Clerk

**ANNUAL FINANCIAL PLAN
NEW LONDON, CONNECTICUT
FISCAL YEAR 2020-2021**

ANNUAL APPROPRIATION ORDINANCE FOR THE CITY OF NEW LONDON FOR THE FISCAL YEAR
BEGINNING JULY 1, 2020 AND ENDING ON JUNE 30, 2021

Be It Ordained By The City Council of New London:

Section 1: That the following appropriations be and they hereby made to meet the Board of Education expenditures of the City for the Fiscal Year beginning July 1, 2020 and ending June 30, 2021:

GENERAL FUND

Education				
66		Board of Education	\$	44,224,900

TOTAL GENERAL FUND (110) APPROPRIATIONS: \$ 44,224,900

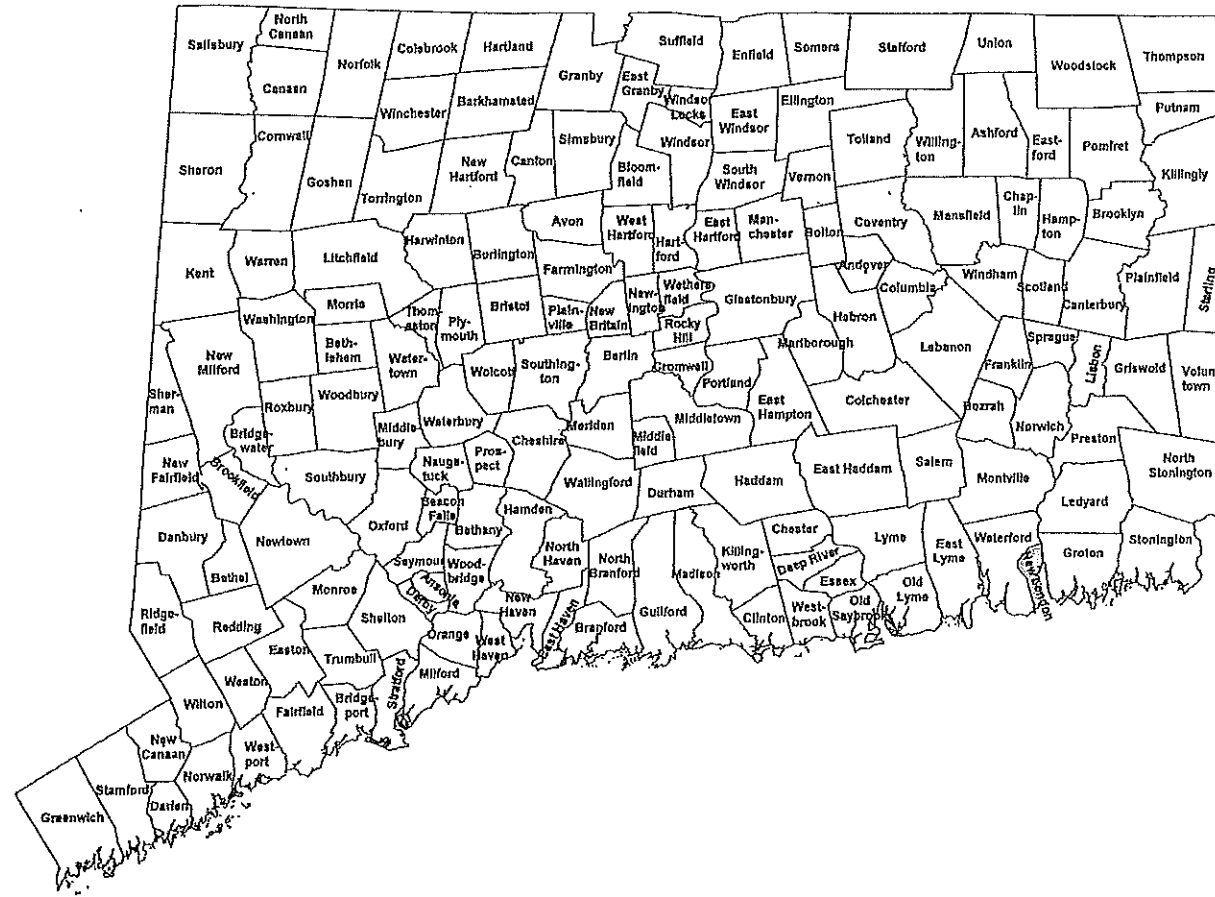
Date Approved by City Council: _____

Effective Date: _____

Signed: _____
Efrain Dominguez, Jr. , City Council President

Countersigned: _____
Jonathan Ayala, City Clerk

THE CITY OF NEW LONDON



DESCRIPTION OF THE CITY

The City of New London, founded in 1659, is Connecticut's sixteenth largest city by population. The City was incorporated in May 1784. New London is located 50 miles southeast of Hartford and covers an area of 5.5 square miles and is surrounded by the Town of Waterford on the north and west, the Thames River on the east, and Long Island Sound on the south. The City is centrally located approximately 120 miles northeast of New York City and approximately 100 miles southwest of Boston, Massachusetts.

The City is about two and one-half 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 95 to Boston and New York. Routes 82, 32 and 2 link the City with Hartford. Rail transportation and freight service are available to major points including New York, Boston, Providence and Montreal. Air service is available at T.F. Green Airport (Providence) to the east and Bradley International Airport (Hartford) to the north. The City has one of the finest natural harbors on the eastern seaboard and the State Pier in New London is a noted cargo port. The port has two ferry terminals that provide services to Fishers Island, New York, Orient Point, Long Island, New York and Block Island, Rhode Island.

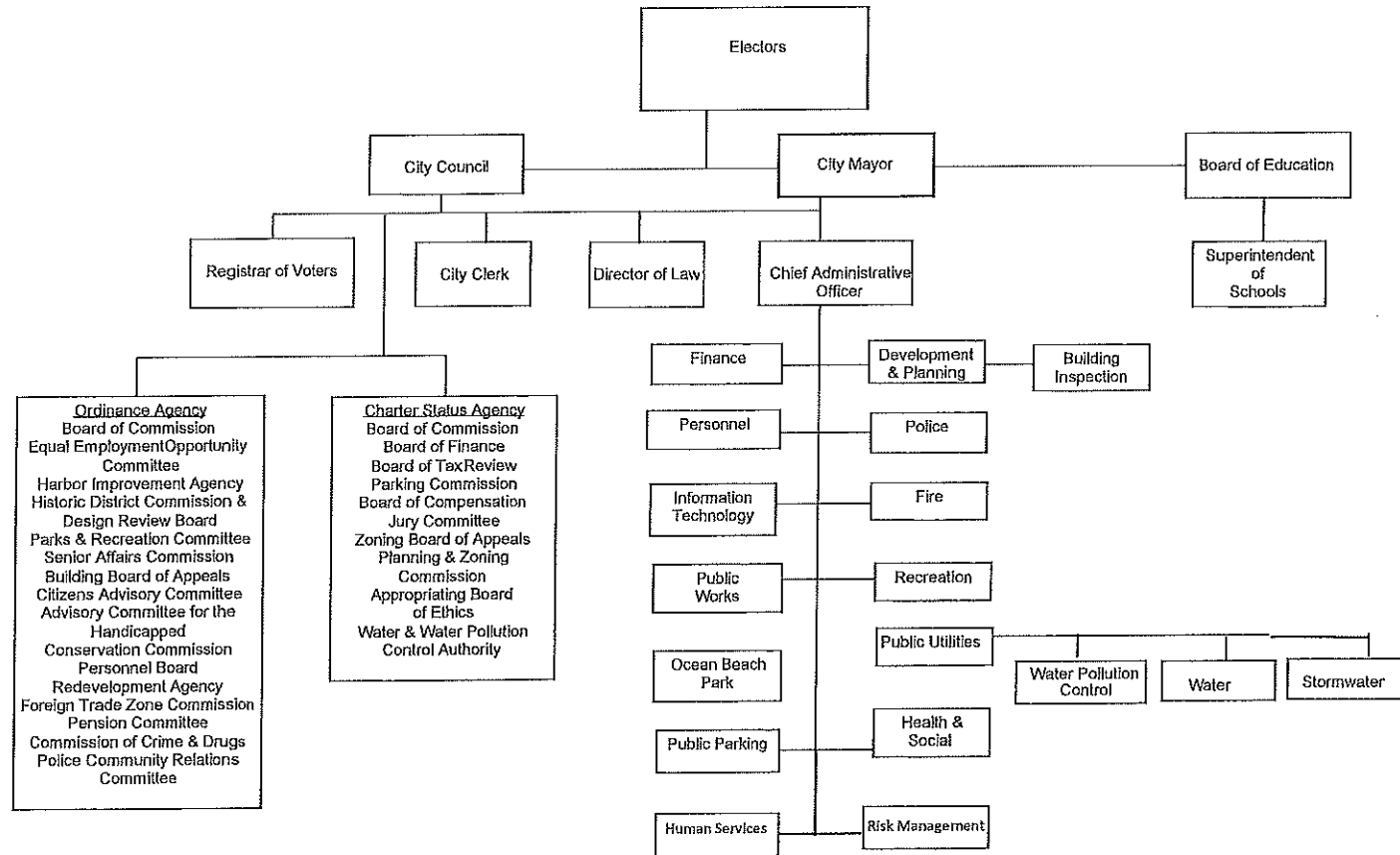
The City is rich in historical significance. Throughout the City there are hundreds of historical and architecturally significant structures, including a central business district which is a registered historic district containing some of the oldest structures in Connecticut.

The City school system includes eight public schools, a regional magnet school, an interdistrict school for arts and communications and a special needs preschool at Connecticut College. The City is also home of the United States Coast Guard Academy, Connecticut College and Mitchell College.

FORM OF GOVERNMENT

The City of New London (the "City") has a Mayor-Council form of government and operates under a Charter adopted in 1927, which was most recently revised in 2010. The amendment to the City Charter approved in 2010 instituted a strong mayor form of government that took effect with the local election held in November 2011. Elections are held on the first Tuesday following the first Monday in November of each odd calendar year as provided by state statute.

DEPARTMENTAL ORGANIZATIONAL CHART



MUNICIPAL OFFICIALS

<u>Office</u>	<u>Name</u>	<u>Manner of Selection</u>	<u>Term</u>
Mayor.....	Michael E. Passero	Elected	12/2/19-12/4/23
Chief Administrative Officer.....	Steven Fields	Appointed	Indefinite
City Councilor.....	Efrain Dominguez, Jr.	Elected	12/2/19-12/6/21
City Councilor.....	Alma Nartatez	Elected	12/2/19-12/6/21
City Councilor.....	Kevin Booker, Jr.	Elected	12/2/19-12/6/21
City Councilor.....	James Burke	Elected	12/2/19-12/6/21
City Councilor.....	Reonna M. Dyess	Elected	12/2/19-12/6/21
City Councilor.....	Curtis K. Goodwin	Elected	12/2/19-12/6/21
City Councilor.....	John D. Satti	Elected	12/2/19-12/6/21
Director of Finance.....	David F. McBride Jr.	Appointed	Indefinite
Deputy Director of Finance/Treasurer.....	Donna J. Rinehart	Appointed	Indefinite
Tax Collector.....	Samantha Krakowiak	Appointed	Indefinite
City Clerk.....	Jonathan Ayala	Appointed	Indefinite
Superintendent of Schools.....	Dr. Cynthia Ritchie	Appointed	Indefinite

SUMMARY OF MUNICIPAL SERVICES

Police: The New London Police Department, the City's most visible provider of public services, provides public safety service to the estimated 75,000 individuals who live in, work in or visit the City each day. The department has an authorized staff consisting of eighty (80) sworn and fourteen (14) civilian staff. The Police Department is working to reintergrate community policing in the City of New London, regionalizing public safety dispatching services and replacing aging information technology including the dispatch computer-aided design (“CAD”) system and report management system to a total paperless system.

Fire: The New London Fire Department operates three fire stations, strategically located within the City. The department is authorized for 68 people consisting of a Fire Chief, a Fire Marshal, 4 Battalion Chiefs, 12 Fire Lieutenants, 32 Fire Fighters, 1 Fire Inspector, 16 .MTs, and 1 Administrative Assistant. Services provided by the Fire Department are categorized in three general groups: Fire Inspection, Prevention and Code Enforcement; Fire Suppression and Hazardous Materials Response/Abatement; and Emergency Medical Services.

Water: The City has hired Veolia Water to operate the water supply system utilizing five reservoirs, which are located in neighboring towns. The present use of the reservoirs is 5.4 million gallons per day with a capacity of 6.4 million gallons per day. Veolia Water serves customers in the City of New London and parts of the Towns of Waterford and Montville. Major replacements are contained in a 20-year capital plan that is on-going. Additional planned projects include sealing of the Lake Konomoc Dam and lowering of the Filtration Plant intake to access an additional 500,000 gallons of water.

Water Pollution Control: The City also uses Veolia Water to operate its own water pollution control plant which serves the City of New London as well as parts of East Lyme and Waterford. The daily flow is 8 million gallons per day with a capacity of 10 million gallons per day, which is expandable to 20 million gallons per day. Construction was recently completed on an \$11 million sewer system repair and rehabilitation project. Construction has also recently been completed for the Wastewater Treatment Plant modification, which includes nitrification/denitrification and electrical and process upgrades.

Recreation: The New London Department of Recreation is the only Nationally Accredited Parks and Recreation Agency in Connecticut and administers a multitude of recreation programs. These programs include sports leagues, arts and leisure activities, after-school programs, and summer playground for children. The New London Department of Recreation offered 239 programs in 2019. Overall, 4,697 participants took advantage of these programs. The Department took in \$153,645 in program revenue to offset taxpayer costs and create as many self-sufficient programs as possible. The Department oversaw and funded a free beach which was open and staffed with lifeguards for 87 days. 240 children took advantage of our free swim lessons at Ocean Beach pool. Additionally, 590 children took part in our leveled swim lessons in the fall, summer, and spring.

In 2019, the Department offered a program to combat childhood obesity for the third year in a row. The Mayor’s Youth Fitness Initiative trained 254 children ages 5-10 in healthy eating, fitness, and multi-sport racing. The Department partnered with 4 New London Public Schools to provide an afterschool program for 18 weeks of the year with funding obtained through grants, sponsorships, and City revenue. In addition, 4 races were offered, with 730 participants racing.

Youth Affairs: Highlights of the Youth Affairs program include: 94% of age-eligible children in the Family Center transitioned on to a pre-school program; 5,110 free books were distributed to families through the Whale's Tales Children's Book bank; 100% of the COOL program participants increased their basic academic and/or work readiness skills, 98% of summer teen workers complied with employer expectation of punctuality, 80% of Juvenile Review Board clients had no further involvement with the Juvenile Justice System, 92% of parents (of teenagers) surveyed perceived prescription drugs as very harmful; and 86% of parent leadership training graduates increased their ability to proactively discipline their children.

Human Services: The Department of Human Services oversees and coordinates the non-profit human services delivery system to safeguard and improve the general wellbeing of City residents in New London. The Department, in partnership with first responders, Ledge Light Health District and Alliance for Living has developed and implemented a comprehensive initiative to prevent opioid overdose deaths and increase coordinated access to treatment and recovery support services. The Department oversees a system to reduce frequent transports to the emergency room for individuals who have overdosed. The Department operates the New London Senior Center and provides support for neighborhood groups and directs residents who are looking for rental assistance, utility assistance, food, homeless resources, mental health resources, domestic violence assistance, transportation assistance, etc. to resources available in the New London area.

The Senior Citizen Center is also administered by the Department of Human Services. It is responsible for serving in excess of two hundred lunches per day, distribution of surplus food commodities, providing escort services for visits to doctors, bus trips for shopping, the Rental Rebate Program, Medicare counseling, dissemination of information on available state and federal programs, and a variety of recreational programs and events.

Public Parking: The Parking Authority oversees the City's off-street public parking facilities, which consist of a total of 1,725 parking spaces, and metered on-street public parking, which consist of a total of 155 parking spaces. The Parking Authority is composed of seven members; five are appointed by the City Council to five-year terms, a City Council Liaison appointed by the City Council, and the seventh is the Mayor. The City parking facilities include a downtown multi-level parking garage at Water Street, which has a capacity of 931 parking spaces. The garage is operated by a private parking company through a parking management agreement with the City. In addition, a series of surface lots augment the parking garage. The two downtown surface lots located between Tilley and Golden Streets along Eugene O'Neill Drive provide a combined capacity of 201 spaces, the Fort Trumbull Parking Zone, which consist of 355 spaces, the Fort Trumbull Surface Lot and Green Harbor Surface Lot provide a combined capacity of 138 spaces and the Pequot Avenue lot, which serves a series of marinas and restaurants, contains 100 spaces.

Public Works: The Public Works Department is responsible for the administration, care, and management of all public highways, beaches, parks, athletic fields, playgrounds, sidewalks, trees and brooks as well as litter control throughout the City. The Department is responsible for the Solid Waste Collection and Disposal Division, Recycling Program (see below), and collection of Hazardous Waste. It also maintains all of the City's public buildings. It is responsible for the maintenance of all street signs, streetlights, traffic lights, and the mechanical maintenance of all City-owned vehicles and equipment.

Inspection: The Building Inspection Division of the Office of Development and Planning is the City's regulatory authority for the Connecticut Building Code, the City's Demolition Ordinance, the City's Housing Code and the City's Flood Plain Management Ordinance. It provides all required inspection services for new construction, repairs, alterations and additions, issues demolition permits, inspects existing structures, and issues abatement orders for Housing Code compliance.

Solid Waste: The City operates under a Municipal Solid Waste Management Services Contract, as amended, (the "Services Contract") with the Southeastern Connecticut Regional Resources Recovery Authority (the "Authority") where it participates with twelve other municipalities in the Southeastern Connecticut System (the "System"). One additional area municipality, Fishers Island, New York, has contracted with the System for solid waste disposal services. The System consists of a mass-burn solid waste disposal and electric generation facility which is located in Preston, Connecticut.

Under the Services Contract, the City is required to deliver all solid waste generated within its boundaries, and to pay a uniform per ton disposal service payment (the "Service Payment") at the current rate of \$58.00 per ton.

Service Payments are payable so long as the System is accepting solid waste delivered by or on behalf of the City, whether or not such solid waste is processed at the Facility. The City's obligation to pay the Service Payment, so long as the System is so accepting the City's solid waste, is absolute and unconditional, is not subject to any setoff, counterclaim, recoupment, defense (other than payment itself) or other right which the City may have against the System or any person for any reason whatsoever, and is not to be affected by any defect in title, design, fitness for use, loss or destruction of the System. The City has pledged its full faith and credit to the payment of Service Payments and has also agreed to enforce or levy and collect all taxes, cost sharing or other assessments or charges and take all such other action as may be necessary to provide for the payment of the Service Payments.

Recycling Program: The City operates three refuse compactors and two recycling vehicles full-time with supplemental assistance for leaves, and yard waste. The City's goal of recycling 25% of its waste is close to being achieved; office paper, regional composting, and the recycling of food waste from public schools and restaurants offer potential for even more expansion.

EDUCATIONAL SYSTEM

New London Public Schools ("NLPS") is designated as an All Magnet District per Legislation (CT P.A 14-90, Sec. 37, (a)) and is currently transitioning to become Connecticut's first and only all-magnet school district. NLPS serves more than 3,500 resident and non-resident students annually, in preschool – 12th grade. NLPS consists of four elementary schools (of the four elementary schools, three successfully completed new construction) and one Multi-Magnet Secondary School that operates across two 6-12 campuses (set to begin new construction). The district offers the choice of three comprehensive magnet pathways, including International Education (IB Candidacy), Science, Technology, Engineering, Mathematics (STEM) and Visual & Performing Arts. The fully transitioned all-magnet district project will offer completed K-12 pathways as a viable, high-quality school choice option for all Connecticut residents.

MUNICIPAL EMPLOYEES BARGAINING ORGANIZATIONS

With the exception of management, almost all full-time employees are represented by bargaining organizations as follows:

<u>Employees</u>	<u>Organization</u>	<u>Number of Employees</u>	<u>Contract Expiration</u>
<u>General Government</u>			
Police.....	Local 724, Council 4, AFSCME, AFL-CIO.....	68	6/30/20
Fire.....	Local 1522, IAFF, AFL-CIO.....	68	6/30/21
Public Works.....	Local 1378, Council 4, AFSCME, AFL-CIO.....	73	6/30/22
Municipal Employees.....	Local 1303, 125, Council 4, AFSCME-CIO.....	23	6/30/22
	Organized.....	232	
	Non-Union.....	18	
	General Government sub-total.....	250	
<u>Board of Education</u>			
Teachers.....	New London Education Association.....	321	8/31/22
Administrators.....	New London Administration Association.....	29	6/30/20
Custodians.....	Local 1378A, Council 4, AFSCME, AFL-CIO.....	30	6/30/22 (1)
Secretaries.....	Professional Secretaries Association of New London.....		
	Public Schools.....	31	6/30/22
Non-Certified.....	Paraprofessionals and Tutors.....	137	6/30/21 (1)
	Organized.....	548	
	Non-Union.....	95	
	Board of Education sub-total.....	643	
	Total General Government and Board of Education.....	893	

ECONOMIC DEVELOPMENT

Defense and health care industries continue to play a major and vital role in the economy of the region, and particularly in New London. Leading the way is the Electric Boat ("EB") division of General Dynamics, which in 2019 was awarded over \$22.5 billion in contracts for the construction and support services of submarines for the U.S. Navy. In 2017, an additional \$5.1 billion was awarded to complete the design of the Columbia Class Submarine. Since 2018, a maintenance contract awarded to EB for work on the Virginia Class Submarine 'Indiana' has added additional near-future work for this critical aspect of our national maritime defense. The vast majority of this work will extend 15-20 years or more; guaranteeing continued employment for over 4,400 engineering and technical service employees, most of whom work at EB's 762,000 square foot research, engineering and development office complex in New London.

The City's second single largest employer is Lawrence + Memorial Hospital ("L+M"). With over 2,500 employees, L+M has expanded rapidly in the last couple of years. In 2013, L+M acquired the 125-bed Westerly (Rhode Island) Hospital and opened a new 47,000-square-foot cancer center in nearby Waterford, CT. In 2014, L+M completed \$13 million in renovations to a 48,330-square-foot New London office building they purchased in 2012 and reopened it as a quality care medical office building. L+M is now a part of the Yale New Haven Health System. Currently, L+M Yale is constructing an \$81 million renovation of its emergency room that includes improvements to parking, infrastructure and interior amenities for its patients and visitors. L+M continues to play a critical role in community out-reach and support of local programs that promote health and well-being in New London.

In 2013, the National Coast Guard Museum Association officially announced that it will open a 54,000 square foot state-of-the-art museum on the historic waterfront adjacent to New London's downtown multi-modal transportation center. The museum is projected to bring 500,000 annual visitors to the city. The Museum Association demonstrated its commitment to this project by purchasing the New London Union Station for \$3 million in January 2015. National, State of Connecticut, and local support totaling over \$56 million has been raised and committed to the project. Groundbreaking is scheduled to occur in the Fall of 2020 with additional design and engineering expected to be for a pedestrian bridge and interior exhibits.

The first-ever National Coast Guard Museum would complement the U.S. Coast Guard Academy which is in New London on the Thames River near the campus of Connecticut College. The two colleges each have close to 900 employees working on their campuses. In addition, the U.S. Coast Guard's Research and Development Center and the International Ice Patrol Unit are in the Fort Trumbull district of the city. In recognition of New London's support of the Coast Guard from the beginning of its very history, New London was formally recognized as a "Coast Guard City" in 2015.

The City designated the Renaissance City Development Association ("RCDA"), a not-for-profit community development corporation, to administer a municipal development plan ("MDP") for the redevelopment of the Fort Trumbull peninsula, which encompasses approximately 90 acres of land of which there is the potential for 300,000 square feet of new development. In 2018, AR Builders broke ground on a 137-unit multi-family apartment complex in downtown New London. These market rate apartments are the second of four scheduled projects in the City expected to be built by AR Builders. In the spring of 2018, the developers completed a 104-unit project that was fully leased within five months of completion. That market success has warranted an additional 80 units that are expected to be built alongside Mansfield Road in New London within the next three years. In addition to AR Builders, RJ Development is expected to break ground on a 200-unit apartment complex in 2020 that is with walking distance of Electric Boat. RCDA plays a critical role in helping developers build a pipeline of projects to construct the necessary housing to satisfy the needs of EB, our local colleges and other growing regional employers and industries. Other projects in the planning phases include a \$40 million hotel and 104-unit market rate complex on the Fort Trumbull peninsula.

The City's downtown Waterfront Park continues to be a popular venue for summer events which draw thousands of visitors each summer to New London's downtown from surrounding areas. The park features a 2,500-foot bicycle and pedestrian walkway, as well as a large plaza with a stage for concerts and special events. The park includes the 300-foot-long City Pier, which was completely improved in 2012 at a cost of \$5.5 million. City Pier can provide berthing for the 295-foot U.S. Coast Guard Barque Eagle when it is at its home port of New London. City Pier will complement the future National Coast Guard Museum. City Pier is also a principal landing for the Thames River Heritage Park's water taxi service, which provides transportation access to rich maritime-related heritage and cultural attractions in New London, Groton, and on the Thames River.

Downtown New London is also highlighted by the 'Parade Plaza,' which provides a public space for music events and festivals and is conveniently located near the multi-modal transportation hub. The recent expansion of Shoreline East Commuter Rail to New London has augmented New London's transportation hub, which includes a Greyhound bus terminal and ferry terminals that provide ferry service to Block Island, Rhode Island, and to Orient Point and Fishers Island, New York. The historic Union Station is the area's main terminal for both Amtrak and Shoreline East trains. The City also made over \$800,000 in improvements to its nearby public parking garage which services this area. Ongoing improvements through 2020 are scheduled for Union Station to address exterior re-pointing and interior infrastructure so we can enjoy this historic building for another 100 years.

New London has also seen a significant resurgence of interest by developers and investors and the opening of new businesses. Several new restaurants, bakeries, and specialty stores have opened both on State and Bank streets since 2018. A resurgence of private development downtown has occurred in 2015-2019 with approximately \$7 million invested into the rehabilitation of several iconic and historic buildings. With (3) opportunity zones located in New London, investors and developers are taking advantage of this tax-break initiative. Currently, The New Hampshire Company is developing a commercial storage facility along with other adaptive re-use projects in downtown. Additional 'Opportunity Funds' are being created for developments both on Howard St. and Green St. These developments will add additional medical office space, retail, restaurants, and market rate housing to Downtown New London.

The City's diverse population, including students from Connecticut College, Mitchell College, the U. S. Coast Guard Academy, as well as, the University of Connecticut Avery Point Campus located in nearby Groton, help energize a diverse cultural entertainment district. Local venues, such as the Garde Arts Center, the Hygienic Art galleries, the Custom House Museum, the Lyman Allyn Art Museum and many clubs continue to draw individuals to the City and fuel the growth of restaurants and related businesses.

The City boasts one of the finest deep-water ports in New England. Two major piers in the State Pier industrial area, each 1,000 feet in length, service international cargo ships as well as local fishing fleets and major passenger cruise lines. In 2018, New London's fishery caught more than 9 million pounds of seafood for distribution throughout the region. The New England Central Railroad ("NECR") rail lines connect the New London port to freight rail lines throughout Canada and the U.S. The New London Foreign Trade Zone ("FTZ"), one of the most productive FTZs in Connecticut, is located in this area. New London also offers state and local municipal tax incentive programs through its Enterprise Zone program, as well as alternative tax incentive programs under the City and Town Development Act, and a federal HUBZone program.

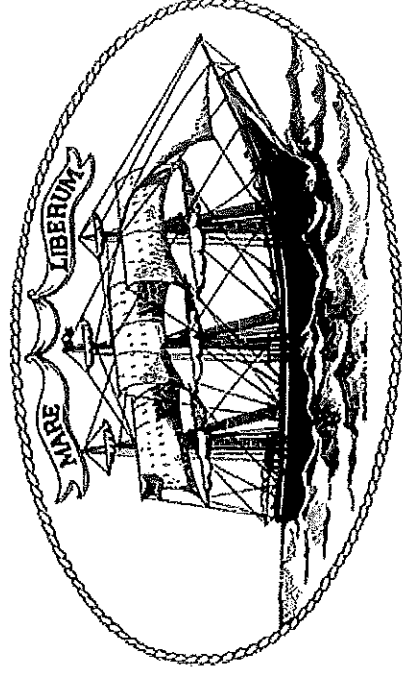
In 2018, the Connecticut Port Authority announced more than \$50 million in public and private investment for equipment and infrastructure improvements of State Pier. These funds will revitalize the pier, maximizing its potential as a driver of regional economic growth. With New London's unobstructed access to its deep-water port, as well as Connecticut's manufacturing community, our region has a major advantage in maritime development initiatives moving forward. By late 2023, renewable energy projects such as those proposed by Ørsted US Offshore Wind are expected to be powering Connecticut with up to 35 wind turbines, built in federal waters southwest of Martha's Vineyard as part of the proposed 75-turbine wind farm project "Revolution Wind". New London is well positioned to be the assembly and staging area for the fabrication of components for Revolution Wind and other offshore wind projects throughout the northeast. Recently, the Energy and Technology Committee of the Connecticut General Assembly agreed to a bill that would require Connecticut to procure at least 2,000 megawatts of offshore wind energy by 2030. Such a commitment from the State of Connecticut could provide an opportunity for New London to be the hub for off-shore wind development in the Northeast, which would provide further economic benefits to the City of New London.

MUNICIPAL INDICATORS

Information as of 2018	New London	Groton	Norwich	Waterford	Montville	Stonington
Population	26,939	38,692	39,136	18,887	18,716	18,449
Equalized Net Grand List	\$1,816,064,648	\$5,310,972,334	\$2,711,519,846	\$4,842,942,667	\$1,791,570,396	\$3,905,088,640
Bond Rating	AA	Aa2	Aa3	Aa2	Aa3	Aa1
Unemployment	5.50%	3.50%	4.50%	3.60%	4.10%	3.30%
Equalized Mill Rate*	30.91	16.47	27.42	18.08	22.34	15.66
Current Year Adjusted Tax Levy	\$56,138,026	\$87,457,827	\$74,348,000	\$87,563,306	\$40,017,994	\$61,137,740
Total Revenues	\$101,799,856	\$142,125,353	\$127,017,000	\$101,806,299	\$65,184,644	\$74,104,634
Total Expenditures	\$90,377,665	\$135,344,350	\$128,523,000	\$96,016,401	\$64,468,325	\$68,936,496
Total Fund Balance	\$12,821,728	\$20,308,903	\$15,564,000	\$14,789,151	\$11,530,618	\$17,946,471
Fund Balance % of Expenditures	14%	15%	12%	15%	18%	26%
Net Pension Liability	\$28,790,733	\$19,304,318	\$75,908,000	\$14,262,138	\$6,671,614	\$4,174,076
Bonded Long-Term Debt	\$65,150,870	\$47,546,060	\$45,514,000	\$74,485,000	\$29,693,389	\$76,377,914
Annual Debt Service	\$6,476,811	\$5,682,396	\$6,099,000	\$7,428,542	\$4,544,278	\$7,746,945

* Equalized Mill Rate, or the Effective Tax Rate, is calculated by dividing the adjusted tax levy, as presented in the municipality's Tax Collector's Report, by the Equalized Net Grand List.

The City of New London



Statement of Finances and Fiscal Year 2021 Budget

Presented to the City Council

April 1, 2020

Agenda

Historical Financial Performance

- Revenues and Expenses
- Fund Balance

FY 2021 Mayor's Recommended Budget

- Summary
- Mill Rate Calculation
- Proposed Mill Rate and Property Tax Impact

Revenues

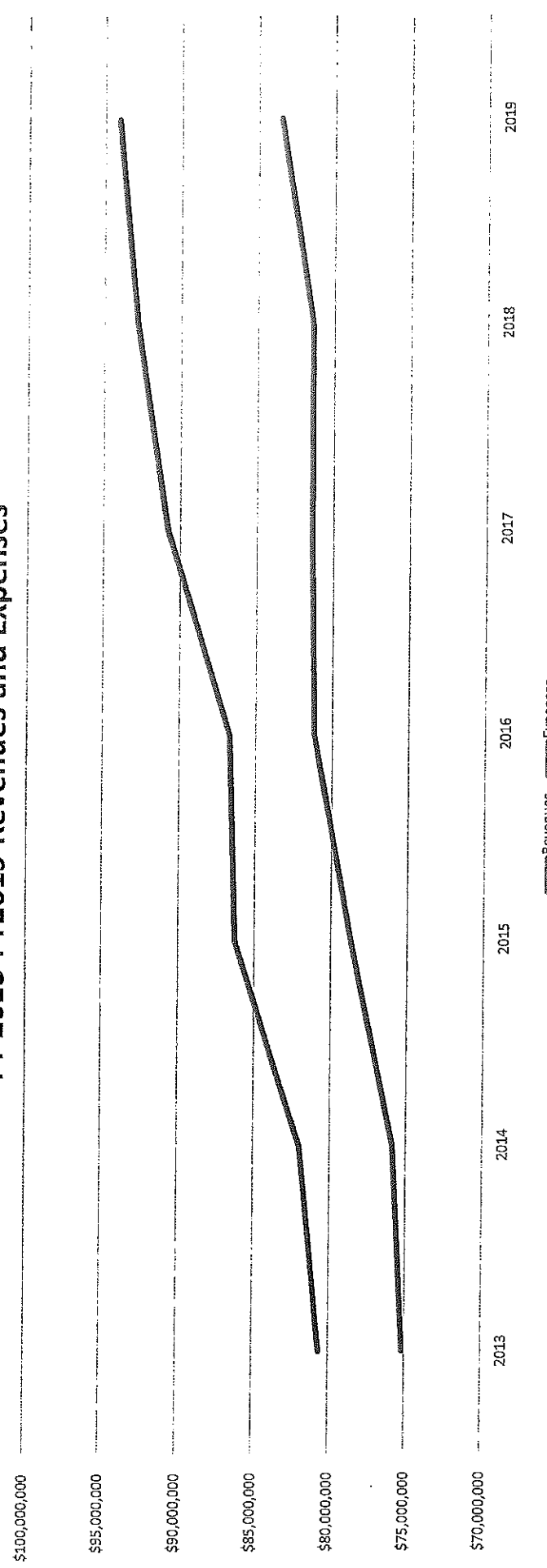
- Revenue Sources
- New London Grand List Growth
- Local Municipal Grand List Growth Comparison
- Intergovernmental Revenues
- Historical State Aid
- Charges for Services

Expenditures

- Summarized Budgeted Appropriations
- City Departmental Budgets
- FY2020 vs FY 2021 Budgets
- Education Budget

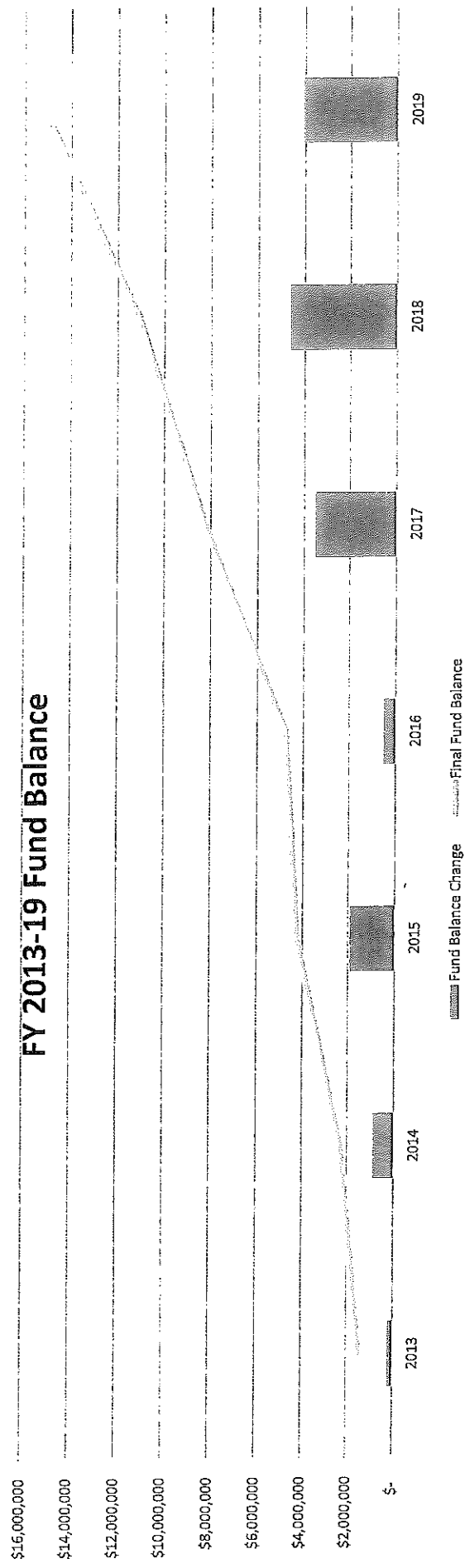
Summary

FY 2013-FY2019 Revenues and Expenses



	2013	2014	2015	2016	2017	2018	2019	Avg. Growth
Revenues	\$ 80,613,875	\$ 81,999,709	\$ 86,264,613	\$ 86,665,349	\$ 90,791,973	\$ 92,808,426	\$ 94,071,882	2.6%
Expenses	\$ 75,166,494	\$ 75,876,946	\$ 78,675,446	\$ 81,166,073	\$ 81,390,475	\$ 81,386,235	\$ 83,475,035	1.8%

FY 2013-19 Fund Balance



	2013	2014	2015	2016	2017	2018	2019
Fund Balance Change	\$ 208,169	\$ 848,163	\$ 1,925,668	\$ 480,800	\$ 3,490,698	\$ 4,605,241	\$ 4,057,969
Final Fund Balance	\$ 1,471,158	\$ 2,319,321	\$ 4,244,989	\$ 4,725,789	\$ 8,216,487	\$ 11,021,728	\$ 15,079,697
Operating Budget	\$ 80,405,706	\$ 81,151,546	\$ 84,338,945	\$ 86,184,549	\$ 87,301,275	\$ 88,203,185	\$ 93,551,560
FB as a % of Op Budget	1.8%	2.9%	5.0%	5.5%	9.4%	12.5%	16.1%
Fund Balance Policy	NA	NA	NA	NA	8.3%	9.3%	10.3%

FY 2021 MAYOR'S RECOMMENDED BUDGET

	FY 2021 Mayors Budget
Revenues	
Taxes, net	\$ 57,435,763
Intergovernmental	\$ 31,382,403
Charges for Services	\$ 3,689,890
Other	<u>\$ 2,426,364</u>
Total Revenues	\$ 94,934,420
Expenditures	
Personnel	\$ 20,791,850
Fringe Benefits	\$ 9,751,578
Operating	\$ 7,434,251
Debt Service	\$ 6,885,193
Education	\$ 44,224,900
Other	<u>\$ 5,846,648</u>
Total Expenditures	\$ 94,934,420

Mill Rate Calculation

Tax Warrant Computation

Proposed Budget		
City General Fund	\$ 50,709,520	
Board of Education	\$ 44,224,900	
Total	\$ 94,934,420	\$ 94,934,420

Non tax related items

Supplemental Motor Vehicle	\$ (550,000)
Collections on Suspense	\$ (125,000)
Prior Year Lists	\$ (450,000)
Non-Tax Revenues	\$ (37,498,657)
Funds not needed from tax revenues	\$ (38,623,657)

Amount to Raise by Taxes (current levy)

Other amounts needed to raise	\$ 56,310,763
Reserve for Uncollected Taxes	\$ 50,000
Elderly Program Exemptions	\$ 122,100
Veterans Exemptions	\$ 10,000
	\$ 182,100

Tax Warrant

\$ 56,492,863

Mill Rate Computation (assuming 100% collection rate)

Tax Warrant	\$ 56,492,863
Taxable Grand List	\$ 1,492,043,348

(A) This mill rate assumes 100% collection and cannot be the final mill rate proposed.

(A) 37.8627 mills

Final mill rate proposed assuming estimated collection rates is 38.19

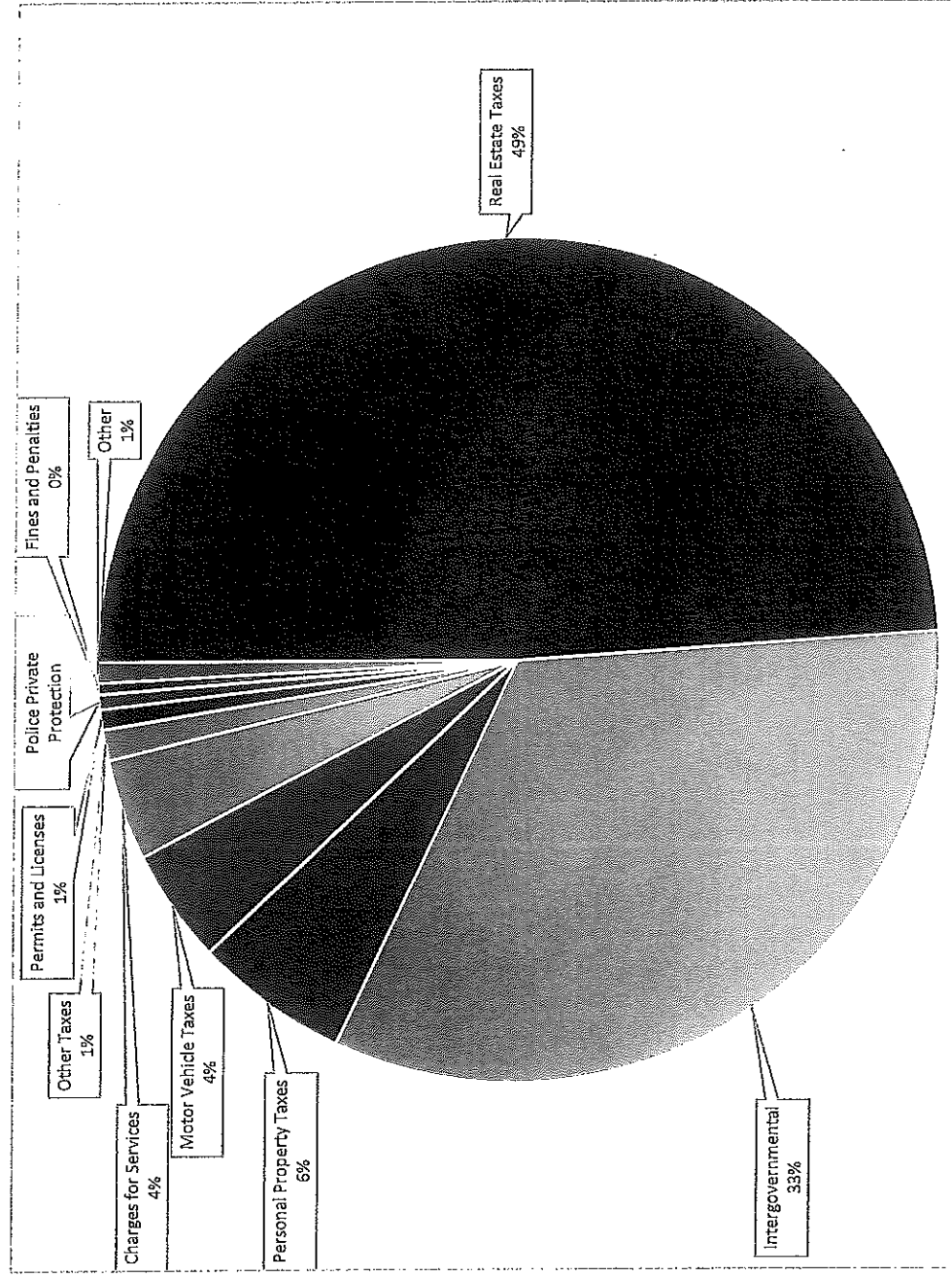
Proposed Mill Rate and Property Tax Impact

Property Category	Median Assessment	Mill Rate	Property Taxes	Estimated Increase/ (Decrease)
2019 Grand List				
Commercial	\$ 234,360	<u>FY 2021</u> 0.03819	\$ 8,950	\$(98)
Single Family	\$ 109,830	0.03819	\$ 4,194	\$(177)
Condo	\$ 47,040	0.03819	\$ 1,796	\$(176)
Multi Family	\$ 105,140	0.03819	\$ 4,015	\$(91)
Industrial	\$ 228,375	0.03819	\$ 8,721	\$(141)
		1.710 DECREASE		
		4.48% DECREASE		
2018 Grand List (reval)				
Commercial	\$ 226,765	<u>FY 2020</u> 0.0399	\$ 9,048	\$ 117
Single Family	\$ 109,550	0.0399	\$ 4,371	\$(212)
Condo	\$ 49,420	0.0399	\$ 1,972	\$(230)
Multi Family	\$ 102,900	0.0399	\$ 4,106	\$ 365
Industrial	\$ 215,040	0.0399	\$ 8,580	\$(440)
2017 Grand List				
Commercial	\$ 204,750	<u>FY 2019</u> 0.04362	\$ 8,931	\$ 107
Single Family	\$ 105,070	0.04362	\$ 4,583	\$ 59
Condo	\$ 50,470	0.04362	\$ 2,202	\$ 23
Multi Family	\$ 85,750	0.04362	\$ 3,740	\$ 45
Industrial	\$ 206,780	0.04362	\$ 9,020	\$ 93

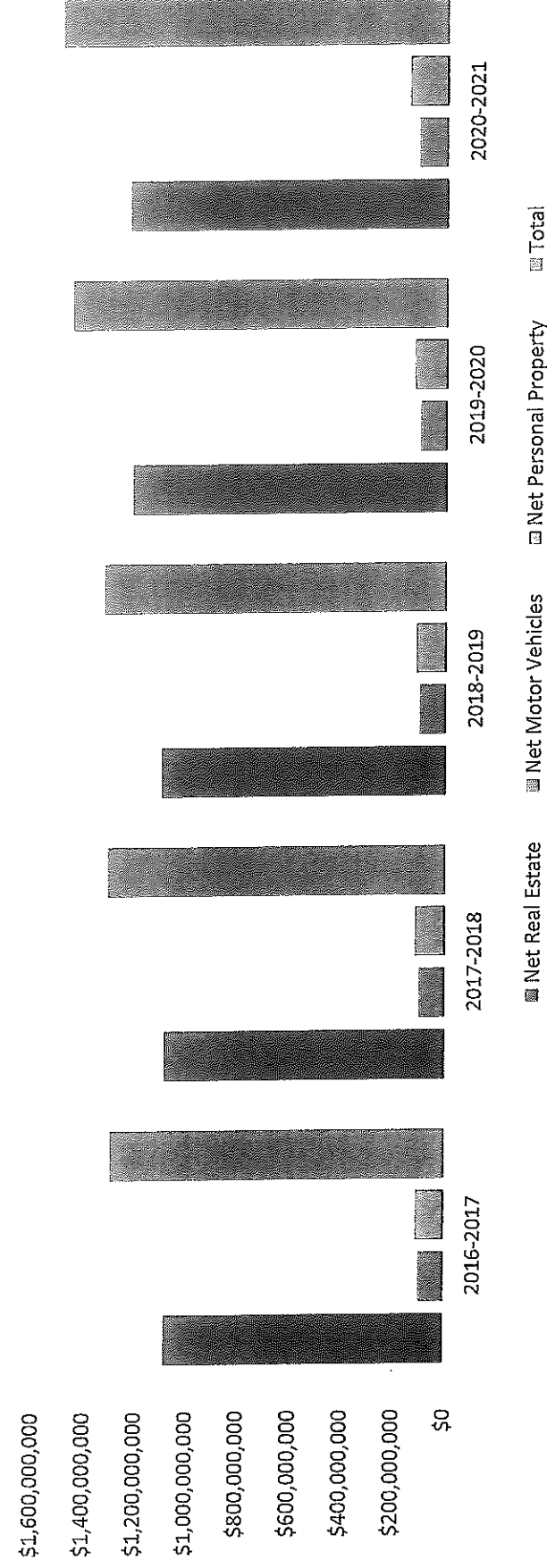
REVENUES

FY 2021 Budgeted Revenue Sources

Real Estate Taxes	\$ 46,455,781
Intergovernmental	\$ 31,382,403
Personal Property Taxes	\$ 5,659,693
Motor Vehicle Taxes	\$ 4,195,290
Charges for Services	\$ 3,689,890
Other Taxes	\$ 1,125,000
Permits and Licenses	\$ 730,000
Police Private Protection	\$ 530,000
Fines and Penalties	\$ 416,960
Other	\$ 749,404
Total Revenues	\$ 94,934,420

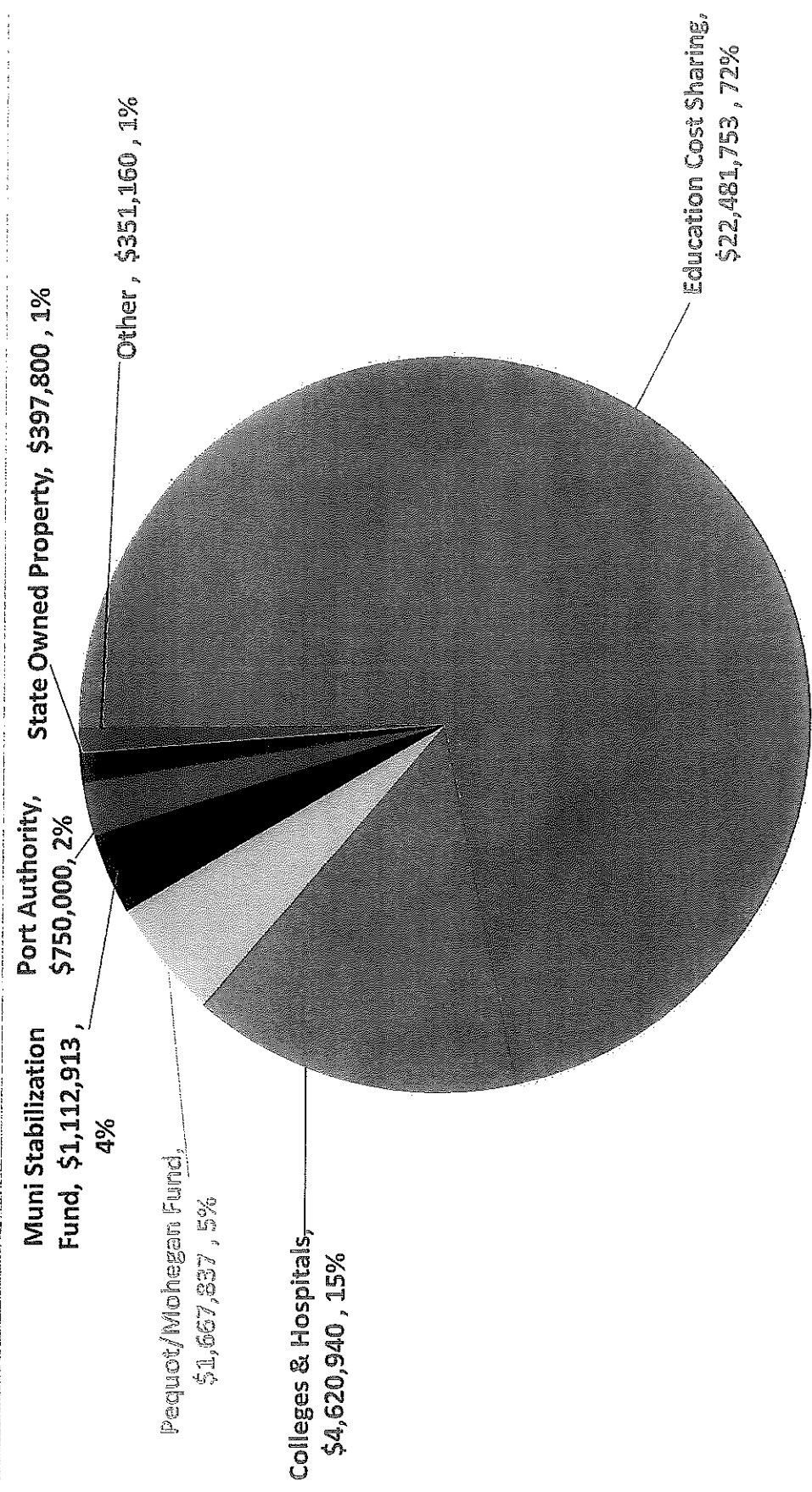


New London Grand List Growth

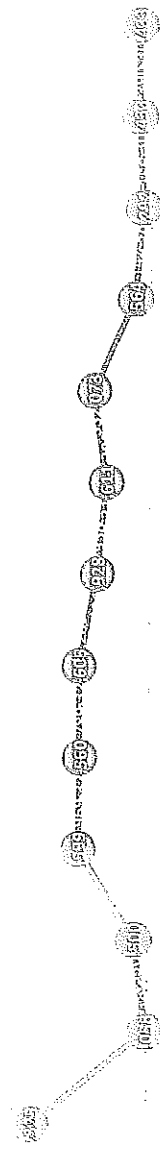


Fiscal Year	Net Real Estate	Net Motor Vehicles	Net Personal Property	Total
2016-2017	\$1,086,663,333	\$98,879,400	\$111,131,221	\$1,296,673,954
2017-2018	\$1,087,976,909	\$102,134,000	\$118,386,543	\$1,308,497,452
2018-2019	\$1,102,086,733	\$104,392,680	\$118,902,910	\$1,325,382,323
2019-2020	\$1,217,308,946	\$105,532,580	\$127,817,317	\$1,450,658,843
2020-2021	\$1,228,725,606	\$112,094,990	\$151,222,752	\$1,492,043,348
Avg. Growth	3.2%	3.2%	8.2%	3.6%
				0.91%
				1.29%
				9.45%
				2.85%

INTERGOVERNMENTAL REVENUES - \$31.4M

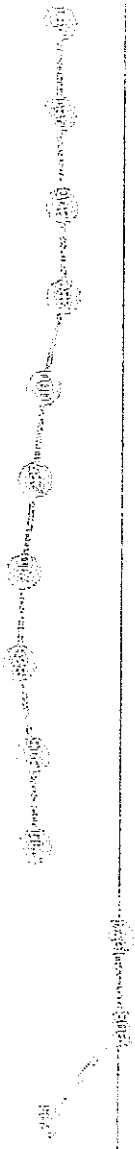


Historical State Aid



TOTAL STATE AID
FY 2009-FY 2021
Loss: - 11.3%

TOTAL STATE AID
Average Annual
Loss: - 1.0%



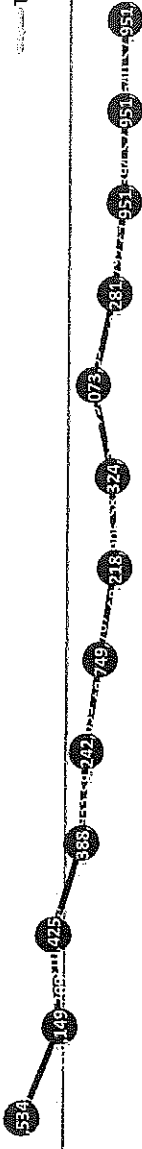
Education Cost
Sharing (ECS)
FY 2009-FY 2021
Loss: - 1.4%

Education Cost
Sharing (ECS)
Average Annual
Change: 0.0%

Colleges & Hospitals
Pequot/Mashentucket

TOTAL STATE AID TO CITY

TOTAL STATE AID TO EDUCATION



General Govt
State Aid
FY 2009-FY 2021
Loss: - 31.1%

General Govt
State Aid
Average Annual
Loss: - 3.2%



Colleges &
Hospital PILOT
FY 2009-FY 2021
Loss: - 23.4%

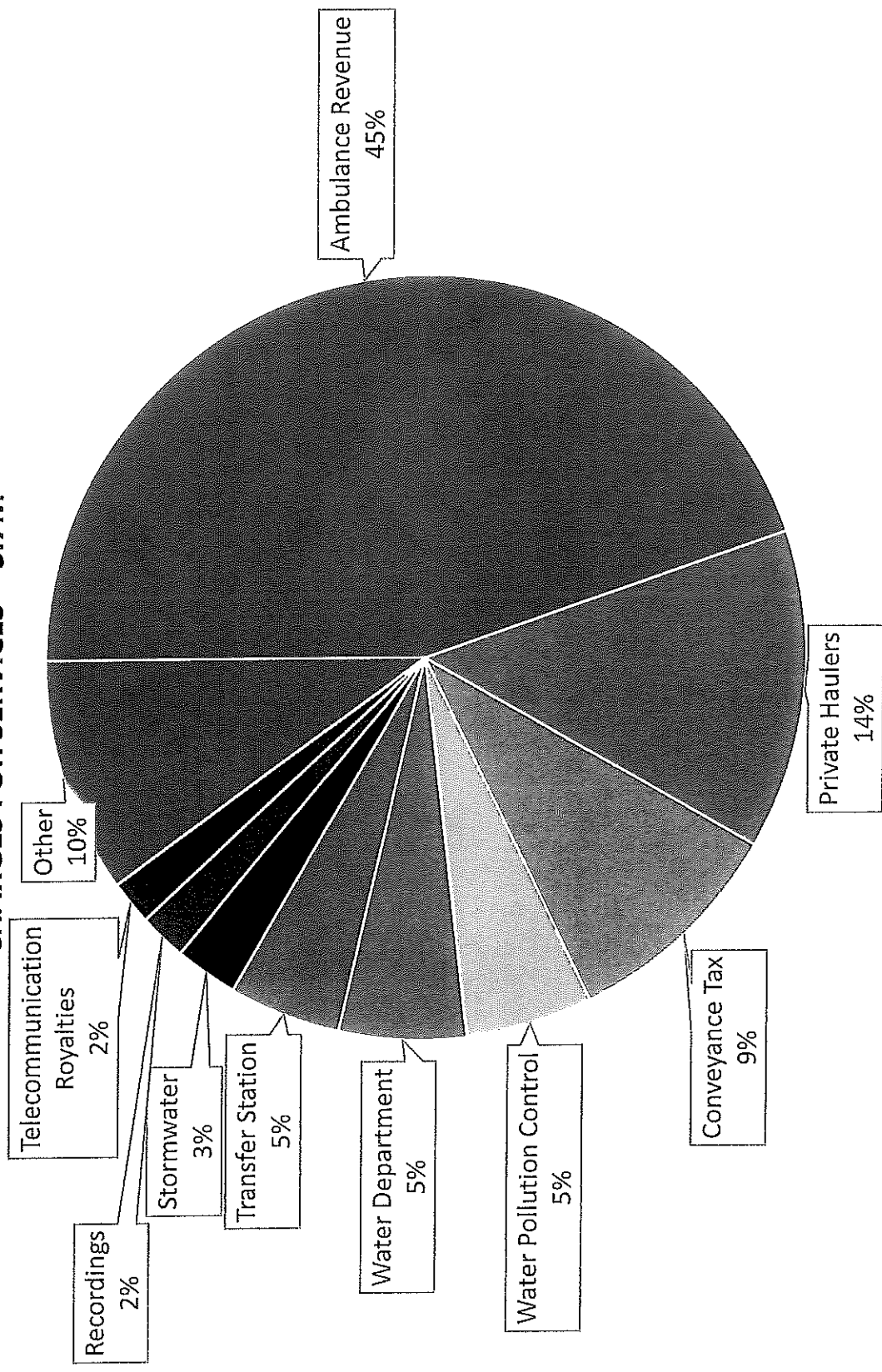
Colleges &
Hospital PILOT
Average Annual
Loss: - 2.2%



Mashantucket Fund
FY 2009-FY 2021
Loss: - 43.6%

Mashantucket Fund
Average Annual
Loss: - 4.3%

CHARGES FOR SERVICES – 3.7M



EXPENDITURES

Budgeted Appropriations

FY 2021 MAYORS
BUDGET REQUEST

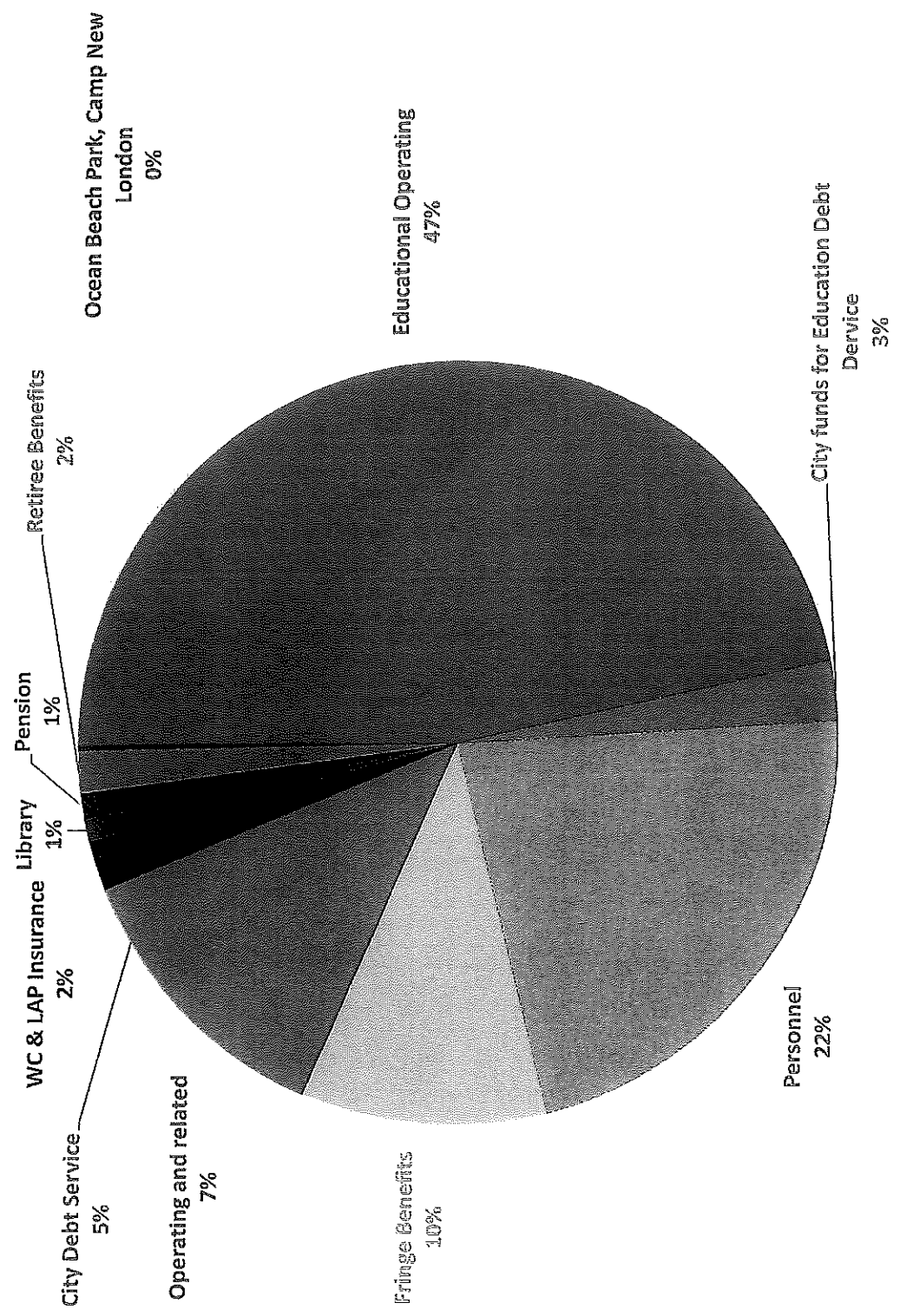
CITY

Personnel	\$	20,791,850
Fringe Benefits		9,751,578
Operating and related		<u>7,434,251</u>
CITY OPERATING	\$	37,977,679
City Debt Service	\$	4,441,832
WC & LAP Insurance		1,974,340
Retiree Benefits		1,709,699
Pension		1,015,009
Library		947,600
Ocean Beach Park, Camp New London		<u>200,000</u>
CITY OTHER	\$	10,288,480
TOTAL CITY	\$	48,266,159

EDUCATION

Educational Operating	\$	44,224,900
City funds for Education Debt Service		<u>2,443,361</u>
TOTAL EDUCATION	\$	46,668,261
TOTAL BUDGET REQUEST	\$	94,934,420

FY 2021 City and Departmental Appropriations



FY 2020 vs. FY 2021 Departmental Budgets

Department	FY 20 Budget	Mayor's 21 Budget	Difference
City Council	\$ 281,570	\$ 291,101	\$ 9,531
Probate	\$ 30,000	\$ 30,000	-
Personnel	\$ 248,960	\$ 250,470	\$ 1,510
Mayor	\$ 569,560	\$ 599,768	\$ 30,208
Elections	\$ 110,260	\$ 117,571	\$ 7,311
Finance	\$ 3,234,840	\$ 3,006,946	\$ (227,894)
City Clerk	\$ 288,930	\$ 301,319	\$ 12,389
Law	\$ 340,000	\$ 355,000	\$ 15,000
Contingency	\$ 10,000	\$ 10,000	-
Police	\$ 11,566,350	\$ 12,268,567	\$ 702,217
Fire	\$ 9,017,240	\$ 9,337,453	\$ 320,213
Emergency Mgmt	\$ 27,000	\$ 25,500	\$ (1,500)
Public Works	\$ 7,440,690	\$ 7,920,456	\$ 479,766
Health	\$ 199,600	\$ 200,000	\$ 400
Recreation	\$ 474,310	\$ 551,409	\$ 77,099
Library	\$ 885,600	\$ 947,600	\$ 62,000
Sr. Center	\$ 499,020	\$ 591,806	\$ 92,786
ODP	\$ 1,179,890	\$ 1,405,155	\$ 225,265
Benefits	\$ 1,731,665	\$ 1,709,699	\$ (21,966)
Interfund Trns	\$ 11,830,175	\$ 10,789,700	\$ (1,040,475)
City	\$ 49,965,660	\$ 50,709,520	\$ 743,860
			1.49%
Education	\$ 43,585,900	\$ 44,224,900	\$ 639,000
			1.47%
TOTAL	\$ 93,551,560	\$ 94,934,420	\$ 1,382,860
			1.48%

Police - \$702k increase
 Increase in health care of \$407k
 Salary increase estimated at \$220k

Education - \$639k increase

Public Works - \$ 479k increase
 Payroll - \$187k
 Maintenance & Supplies-\$145k
 Waste fees - \$93k

Fire - \$320k increase
 Salary and Health Insurance

ODP - \$225k increase
 Health care (2020 budget error) - 106k
 Marketing & Advertising - \$50k

Finance - \$227k decrease
 Reduction in unfilled staffing position (Accountant & IT Technician)

Interfund Transfers - \$1M decrease (net)
 Decrease in contribution to debt service

Historical Education Budget and Actual Information

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	AVG
Education Appropriations	\$ 41,255,706 \$	42,445,400 \$	42,445,400 \$	42,445,400 \$	43,133,020 \$	43,585,900 \$	INCREASE
State ECS Support (incl State set aside)	\$ 22,940,565 \$	22,940,565 \$	22,940,560 \$	22,778,880 \$	22,668,320 \$	22,481,755 \$	
Taxpayer Support	\$ 18,315,141 \$	19,504,835 \$	19,504,840 \$	19,666,520 \$	20,464,700 \$	21,104,145 \$	
Taxpayer Support Budgeted Increase \$	\$	1,189,694 \$	5 \$	161,680 \$	798,180 \$	639,445 \$	3.1%
Taxpayer Support Budgeted Increase %		6.5%	0.0%	0.8%	4.1%	3.1%	2.9%
Education Actuals (2020 budget)	\$ 41,297,809 \$	42,457,655 \$	42,430,145 \$	42,016,793 \$	43,102,904 \$	43,585,900 \$	
State ECS Support (incl State set aside)	\$ 22,950,538 \$	22,962,679 \$	22,964,886 \$	22,234,384 \$	22,668,320 \$	22,481,755 \$	
Taxpayer Support	\$ 18,347,271 \$	19,494,976 \$	19,465,259 \$	19,782,409 \$	20,434,584 \$	21,104,145 \$	
Taxpayer Support Actual Increase \$	\$	1,147,705 \$	(29,717) \$	317,150 \$	652,175 \$	669,561 \$	3.3%
Taxpayer Support Actual Increase %		6.3%	-0.2%	1.6%	3.3%	3.3%	2.8%
Mayors Recommended Taxpayer Support for Education Budget							3.0%

FY 2021 Mayor's Recommended Education Budget

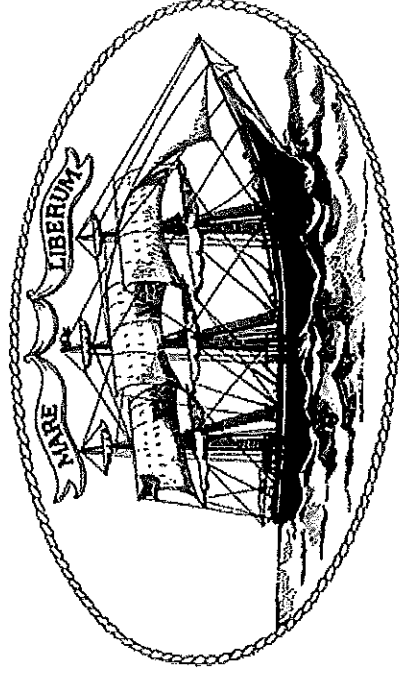
	FY 2021	Inc/(Dec)	from	FY 2021	Inc/(Dec)	from	FY 2020	Inc/(Dec)
FY 2021 State ECS Recommendation \$	28,628,975							
FY 2021 State Alliance \$	(5,688,409)							
FY 2021 estimated City Educational funding \$	22,940,566							
2% State set-aside \$	(458,811)							
FY 2021 Revised State ECS Support \$	22,481,754	\$	(0)	22,481,754	\$	0.0%	\$	(0)
Taxpayer Support \$	22,300,200	\$	1,196,054	21,743,146	\$	5.9%	\$	639,000
Taxpayer Support Budgeted Increase \$ \$	1,196,055			639,000				
Taxpayer Support Budgeted Increase %	5.8%			3.1%				

SUMMARY

	FY 2020	FY 2021	Increase \$	Increase %
General Government Budget	\$ 49,965,660	\$ 50,709,520	743,860	1.49%
Education Budget	\$ 43,585,900	\$ 44,224,900	639,000	1.47%
Total City Budget	\$ 93,551,560	\$ 94,934,420	1,382,860	1.48%

	FY 2020	FY 2021	(\$ Decrease)	(% Decrease)
Total City Mill Rate	0.03990	0.03819	(0.00171)	-4.48%

The City of New London



Thank you

	FY-2018 Actuals	FY-2019 Actual	FY-2020 Budget	FY-2020 Actual (6 months)	FY 2021 Proposed	FY 20-21 Increase/(Decrease)
Ad Valorem			(182,100)			182,100
Real Estate	46,324,642	47,567,111	47,751,000	26,005,557	46,455,781	(1,295,219)
Personal Property	5,027,588	5,034,886	4,883,460	3,114,741	5,659,693	776,233
Motor Vehicle	3,161,908	3,726,596	3,385,000	3,024,088	4,195,290	810,290
Supplemental Motor Vehicle	554,126	665,865	400,000	-	550,000	150,000
Collections on Suspense	89,536	161,770	82,000	94,388	125,000	43,000
Prior Year Lists	256,658	626,866	456,000	374,029	450,000	(6,000)
TOTAL TAXES AD VALOREM	55,414,458	57,783,094	56,957,460	32,612,803	57,435,763	478,303
Permits & Licenses						
Dog Licenses- City Share	858	413	1,100	385	1,000	(100)
Marriage Licenses	2,882	1,518	3,000	1,353	2,500	(500)
Itinerant Vendor	381	1,520	300	1,174	1,000	700
Dog & Kennel	2,774	956	3,000	1,110	2,000	(1,000)
Hand Guns	6,020	3,855	6,000	2,180	6,000	-
Bingo	42	-	-	-	-	-
Raffles	20	125	100	40	100	-
Annual Vendor	1,575	225	900	200	1,000	100
Gold/Precious Metal	100	-	100	-	100	-
Second Hand Dealer	150	150	100	50	100	-
Gasoline Storage Tank	5,905	1,040	5,900	1,015	6,000	100
Blasting	60	-	100	-	100	-
Fireworks Barge Operation	300	-	300	-	300	-
Propane Tank Use at Events	965	540	800	740	800	-
Demolition	1,656	-	-	-	-	-
Sprinkler	5,952	9,672	5,000	-	6,000	1,000
Excavation	13,662	3,058	10,000	7,098	10,000	-
Demolition	1,620	-	700	504	1,500	800
Building	281,623	326,186	300,000	300,840	450,000	150,000
Electrical	72,257	27,451	60,000	60,335	75,000	15,000
Heating	-	-	50,000	-	60,000	10,000
Plumbing	25,917	21,186	30,000	66,696	40,000	10,000
Sprinkler	75,911	19,600	40,000	10,224	50,000	10,000
Wall Mount Signs	6,825	3,526	6,000	2,575	7,500	1,500
Bldg Permit Admin Fees	264	240	300	209	500	200
Zoning Certification	2,450	1,000	1,600	900	2,500	900
Occupancy	6,950	1,550	6,000	1,450	6,000	-
TOTAL PERMITS & LICENSES	517,119	423,811	531,300	459,078	730,000	198,700
Intergovernmental Revenue						
Town of Waterford	28,664	-	28,000	-	28,000	-
PILOT: Colleges/Hospitals	4,620,940	4,620,940	4,620,940	-	4,620,940	-
State Owned Property	295,665	397,802	397,800	-	397,800	-
Disability	2,902	2,982	-	-	3,000	3,000
Add'l Veteran's Exemption	6,435	5,920	-	-	5,000	5,000
Telephone Access Lines	96,686	-	94,000	-	95,000	1,000
Pequot Grant 1114-9802-701	1,737,694	555,946	1,667,830	-	1,667,837	7
Muni. Stabilization Grant	1,463,068	1,112,913	1,112,910	-	1,112,913	3
MRSA Bonded Distribution	33,169	-	33,160	-	33,160	-
OTB Share	25,760	8,998	25,000	-	25,000	-
Elderly State Pilot	45,008	-	-	29,411	-	-
Federal Low Income	25,000	12,500	25,000	6,250	25,000	-
Port Authority	-	-	125,000	75,000	750,000	625,000
Court/Vehicle Misdemeanor	22,539	3,425	15,000	-	15,000	-
Emergency Management	9,423	-	13,590	-	10,000	(3,590)
MSW Transport Subsidy	-	-	62,000	-	60,000	(2,000)
Education Cost Sharing	22,234,384	11,285,084	22,481,750	-	22,481,753	3
Bldg Grant- School Proj #1	259,801	-	-	-	45,000	45,000
Non-Public Sch Health Grant	47,959	-	-	-	-	-
Int Subsidy- BDJMS	7,013	-	-	-	7,000	7,000
TOTAL INTERGOVERNMENTAL	30,962,110	18,006,510	30,701,980	110,661	31,382,403	680,423
Charges for Services						
Center for the Blind	5,518	2,408	-	200	-	-
Water/Water Pollution/Viola	61,668	-	61,660	-	20,000	(41,660)
Richard Humphreville	4,940	2,280	4,560	2,280	4,500	(60)
Peter S. Turello	7,425	4,050	7,500	3,375	8,100	600
M&T Parking	-	-	-	-	-	-
Sweetwater Boatworks	3,540	2,045	-	-	3,540	3,540
American Tower	38,851	-	35,000	1,770	40,000	5,000
T Mobile- Fire House	25,891	19,421	24,000	15,097	30,000	6,000
T Mobile- High School	25,870	19,443	24,000	15,074	30,000	6,000
String Theory School of Music	7,500	10,500	25,000	7,962	21,000	(4,000)

	FY-2018 Actuals	FY-2019 Actual	FY-2020 Budget	FY-2020 Actual (6 months)	FY 2021 Proposed	FY 20-21 Increase/(Decrease)
Tilley/Pearl Lot	\$ 14,678	\$ -	\$ -	\$ -	\$ -	-
Liens	\$ 40	\$ -	\$ -	\$ 20	\$ -	-
Water Department	\$ 200,000	\$ 200,000	\$ 200,000	\$ -	\$ 200,000	-
Water Pollution Control	\$ 200,000	\$ 200,000	\$ 200,000	\$ -	\$ 200,000	-
Stormwater	\$ -	\$ -	\$ 100,000	\$ -	\$ 100,000	-
Parking Authority	\$ -	\$ 56,600	\$ 56,600	\$ -	\$ 56,600	-
Xerox Copies	\$ 2,109	\$ 947	\$ 2,000	\$ 334	\$ 2,000	-
Liens	\$ 1,580	\$ 1,008	\$ 2,500	\$ 634	\$ 2,000	(500)
Conveyance Tax	\$ 417,735	\$ 189,444	\$ 300,000	\$ 186,131	\$ 350,000	50,000
Recordings	\$ 69,782	\$ 41,020	\$ 75,000	\$ 38,393	\$ 75,000	-
Mort Elec Reg Sys- Cityshare	\$ 8,350	\$ 4,122	\$ 8,500	\$ 3,928	\$ 8,500	-
Preservation Fee City	\$ -	\$ -	\$ -	\$ -	\$ -	-
Xerox Copies	\$ 44,741	\$ 33,017	\$ 35,000	\$ 32,008	\$ 40,000	5,000
Police Overtime	\$ 429,744	\$ -	\$ -	\$ -	\$ -	-
Police Vehicle	\$ 191,071	\$ -	\$ -	\$ -	\$ -	-
Board of Education	\$ 80,608	\$ -	\$ -	\$ -	\$ -	-
Administrative Fees	\$ 116,691	\$ -	\$ -	\$ -	\$ -	-
Xerox Copies	\$ 8,311	\$ 4,312	\$ 8,000	\$ 3,801	\$ 8,000	-
Background Checks	\$ 1,240	\$ 920	\$ 900	\$ 560	\$ 900	-
Fingerprints	\$ 565	\$ 295	\$ 600	\$ 530	\$ 500	(100)
Fire Equipment	\$ 2,200	\$ -	\$ -	\$ -	\$ -	-
Fire Dept- New London	\$ 36,819	\$ 49,845	\$ 43,000	\$ 27,824	\$ 40,000	(3,000)
Xerox Copies	\$ 133	\$ 65	\$ 300	\$ -	\$ 200	(100)
Ambulance Services	\$ 1,590,622	\$ 793,703	\$ 1,650,000	\$ 766,078	\$ 1,650,000	-
Fire & Rescue Services	\$ -	\$ (7,348)	\$ 500	\$ -	\$ 500	-
Telecommunication Royalty	\$ 71,892	\$ 46,521	\$ 70,000	\$ 47,374	\$ 70,000	-
Private Haulers	\$ 585,246	\$ 321,200	\$ 600,000	\$ 167,189	\$ 500,000	(100,000)
Single Stream Recycling	\$ 15,470	\$ 5,617	\$ 15,000	\$ 2,198	\$ 10,000	(5,000)
Transfer Station	\$ 172,574	\$ 80,046	\$ 170,000	\$ 68,192	\$ 175,000	5,000
Board of Education	\$ -	\$ -	\$ 4,000	\$ 3,212	\$ -	(4,000)
Xerox Copies	\$ 37	\$ -	\$ -	\$ -	\$ -	-
Recreation Dept	\$ 12,705	\$ 10,643	\$ 13,000	\$ 11,950	\$ 12,000	(1,000)
Variance/Zoning/MV C.O.A.	\$ 1,850	\$ 700	\$ 3,000	\$ 2,125	\$ 2,000	(1,000)
Façade	\$ 300	\$ -	\$ 150	\$ -	\$ -	(150)
Plan Modification	\$ 5,005	\$ 2,200	\$ 3,000	\$ 1,050	\$ 2,500	(500)
Special Permit	\$ 12,895	\$ 8,925	\$ 10,000	\$ 1,675	\$ 10,000	-
Subdivision/Resubdivision	\$ -	\$ 800	\$ 500	\$ -	\$ 500	-
Maps/Regulations/Subdiv	\$ 600	\$ 1,800	\$ 600	\$ 300	\$ 750	150
Application Fees	\$ 1,000	\$ 85	\$ 200	\$ -	\$ 200	-
Poster Deposits	\$ 500	\$ 300	\$ 300	\$ 80	\$ 300	-
Public Act 92-535	\$ 92	\$ 58	\$ 50	\$ 36	\$ 50	-
Xerox Copies	\$ 353	\$ 113	\$ 100	\$ 169	\$ 250	150
Foreign Trade Zone	\$ 15,500	\$ -	\$ 15,500	\$ -	\$ 15,000	(500)
New London High School	\$ 28,000	\$ -	\$ -	\$ -	\$ -	-
TOTAL CHARGES FOR SERVICES	\$ 4,522,241	\$ 2,107,105	\$ 3,770,020	\$ 1,411,549	\$ 3,689,890	(80,130)
Fines & Penalties						
Delinquent Taxes- Interst	\$ 446,034	\$ 508,709	\$ 400,000	\$ 110,904	\$ 400,000	-
Tax Warrant Preparation	\$ 996	\$ 1,176	\$ 1,000	\$ 94	\$ 1,000	-
Lien Preparation	\$ 292	\$ 232	\$ 400	\$ 120	\$ 200	(200)
Insufficient Funds Check	\$ 420	\$ 339	\$ 400	\$ 120	\$ 160	(240)
Canine Redemption- Shelter	\$ 490	\$ 15	\$ 1,000	\$ 50	\$ 500	(500)
Canine Redemption- Advertisement	\$ 21	\$ 180	\$ 100	\$ -	\$ 100	-
Solid Waste	\$ 13,304	\$ 9,948	\$ 15,000	\$ -	\$ 15,000	-
TOTAL FINES & PENALTIES	\$ 461,557	\$ 520,599	\$ 417,900	\$ 111,288	\$ 416,960	(940)
Miscellaneous						
Miscellaneous revenue	\$ -	\$ -	\$ -	\$ 25,654	\$ -	-
Electronic Sign Revenue	\$ -	\$ -	\$ -	\$ -	\$ 20,000	20,000
Refund Current Year Expense	\$ 81	\$ -	\$ -	\$ 11,323	\$ -	-
Miscellaneous revenue	\$ 143	\$ 112	\$ -	\$ -	\$ -	-
Interest Income	\$ 1	\$ -	\$ 400,000	\$ -	\$ 307,304	(92,696)
Prudential	\$ 799	\$ -	\$ -	\$ -	\$ -	-
Miscellaneous	\$ 543	\$ 125,866	\$ -	\$ 15,119	\$ -	-
Connecticut College	\$ 12,500	\$ -	\$ -	\$ -	\$ 50,000	50,000
Refund Prior Year Expense	\$ -	\$ -	\$ -	\$ 3,032	\$ -	-
Miscellaneous revenue	\$ 31,756	\$ -	\$ -	\$ -	\$ -	-
Payment in Lieu of Taxes-Mitchell	\$ 27,244	\$ 31,194	\$ 31,000	\$ 11,897	\$ 31,000	-
Recordings	\$ 300	\$ -	\$ -	\$ -	\$ -	-
Vitals	\$ 139,337	\$ 54,045	\$ 160,000	\$ 42,265	\$ 150,000	(10,000)
Miscellaneous	\$ 6,249	\$ 19,022	\$ 10,000	\$ 4,157	\$ 10,000	-
Impounded Animals	\$ 1,967	\$ 1,305	\$ 1,900	\$ 1,310	\$ 1,500	(400)
Miscellaneous	\$ -	\$ 675	\$ -	\$ -	\$ 500	500

	FY-2018 Actuals	FY-2019 Actual	FY-2020 Budget	FY-2020 Actual (6 months)	FY 2021 Proposed	FY 20-21 Increase/(Decrease)
Refund Prior Year Expense	\$ 1,334	\$ 2,244	\$ -	\$ -	\$ 1,500	\$ 1,500
Refund Current Year Expense	\$ 1,176	\$ -	\$ -	\$ -	\$ -	\$ -
Auction Proceeds	\$ 429	\$ -	\$ -	\$ -	\$ -	\$ -
Miscellaneous Revenue	\$ 7,683	\$ 420	\$ 1,000	\$ 6,301	\$ 500	\$ (500)
Refund Prior Year Expense	\$ 79	\$ -	\$ -	\$ -	\$ -	\$ -
Refund Current Year Expense	\$ -	\$ -	\$ -	\$ 505	\$ -	\$ -
Sale of Equipment	\$ -	\$ 30,975	\$ 30,000	\$ 5,931	\$ 20,000	\$ (10,000)
Scrap Metal	\$ 11,187	\$ -	\$ 12,000	\$ -	\$ 10,000	\$ (2,000)
Winthrop Solar	\$ 81,042	\$ -	\$ 80,000	\$ -	\$ 75,000	\$ (5,000)
Claims, Property Damage	\$ 6,129	\$ 5,573	\$ 10,000	\$ 1,088	\$ 7,000	\$ (3,000)
Refund Current Year Expense	\$ 3,432	\$ 13,632	\$ 4,000	\$ 500	\$ 5,000	\$ 1,000
Miscellaneous Revenue	\$ 789	\$ -	\$ -	\$ -	\$ -	\$ -
Miscellaneous revenue	\$ 6,181	\$ 4,738	\$ -	\$ 1,648	\$ 5,000	\$ 5,000
Inland/Wetland Regulation	\$ 950	\$ 75	\$ 15,000	\$ -	\$ 5,000	\$ (10,000)
Zoning Maps	\$ 17	\$ -	\$ -	\$ -	\$ -	\$ -
Refund Current Year Expense	\$ 100	\$ -	\$ -	\$ -	\$ -	\$ -
Miscellaneous revenue	\$ 1,547	\$ 87	\$ 100	\$ -	\$ 100	\$ -
Refund Prior Year Expense	\$ -	\$ 27,307	\$ -	\$ 98,651	\$ -	\$ -
Refund Current Year Expense	\$ -	\$ 3,002	\$ -	\$ -	\$ -	\$ -
Refund Prior Year Expense	\$ 15,122	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL MISCELLANEOUS REVENUE	\$ 358,117	\$ 320,272	\$ 755,000	\$ 229,381	\$ 699,404	\$ (55,596)
Transfers In						
Contribution from Community Dev.	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Police Private Protection	\$ -	\$ -	\$ 500,000	\$ -	\$ 530,000	\$ 30,000
Parking Garage	\$ -	\$ -	\$ 200,000	\$ -	\$ 50,000	\$ (150,000)
TOTAL TRANSFERS IN	\$ -	\$ -	\$ 700,000	\$ -	\$ 580,000	\$ (120,000)
	\$ 92,235,602	\$ 79,161,391	\$ 93,651,560	\$ 34,934,760	\$ 94,934,420	\$ 1,282,860

