



City of Norwich, Connecticut City Council's Adopted Budget Fiscal Year 2013-14

Approved June 10, 2013

Description of Cover Collage

Yantic Fire Truck in Winterfest Parade. Contributed by Keith Ripley

Dragon Boat Race

Memorial Day Parade. Contributed by Bill Kenny

Juvenile Justice Workshop

Casting of the Freedom Bell. Contributed by Keith Ripley

Children First Norwich Mohegan Park Family Day. Contributed by Keith Ripley

Podunk Bluegrass Festival at Dodd Stadium. Contributed by Keith Ripley

Senior Center Corned Beef Fundraiser

Rock the Docks. Contributed by Keith Ripley

Emancipation Proclamation Anniversary. Contributed by Keith Ripley

Senior Center Halloween Party

Truck Day Coast Guard. Contributed by Keith Ripley

Taste of Italy at Howard T. Brown Park Gazebo-Keith Ripley

Youth Action Counsel Flocking Flamingos

Amistad in the Harbor. Contributed by Mark Kulos

Brown Park Farmers Market. Contributed by Keith Ripley



GOVERNMENT FINANCE OFFICERS ASSOCIATION

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**City of Norwich
Connecticut**

For the Fiscal Year Beginning

July 1, 2012

Christopher P. Morill

President

Jeffrey R. Egan

Executive Director

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June 17, 2013

EXPLANATION OF CHANGES MADE TO THE 2013-14 BUDGET DURING THE ADOPTION PROCESS

During the 2013-14 budget adoption process, some changes were made to the budget proposed by the City Manager on April 1, 2013. Here is a chronological summary of the legislative items that affected the 2013-14 budget after City Manager Alan H. Bergren proposed his budget in April. Please note that the "Budget Message/ Executive Summary" on pages 1-10 is the City Manager's budget message based on the information in the Governor's Proposed State of Connecticut 2014-2015 biennial budget.

May 6, 2013 – Norwich City Council tentatively adopted the City Manager's proposed budget with the following amendments in Schedule A:

SCHEDULE A						
<i>General Fund</i>						
Page #	Department	Line #	Description	Change in Expenditures	Change in Mill Rate	% Change in Mill Rate
124-125	Laurel Hill VFD	88424	Reduce Capital Budget for two LHVFD AED's	(5,600)		
124-125	Laurel Hill VFD	88224	Add funding in Capital Budget for painting of LHVFD station	5,600		
124-125	Recreation	88432	Reduce Capital Budget for Recreation scoreboard	(4,700)		
124-125	Recreation	88232	Add funding in Capital Budget for Recreation shed	4,700		
121	Non-Departmental	80093	Increase Probate Court budget	1,413		
124-125	Yantic	88427	Hydraulic hose	22,200		
124-125	Yantic	88427	Air Bag system	28,358		
				51,971	0.03	0.11%

June 10, 2013 – The Council made further amendments to the budget as listed below in Schedules A, B, and C. Schedule D replaced the Norwich Public Utilities budget that was presented in the Manager’s Proposed Budget with pages 133 to 140 of this document.

Schedule A - Revenues (6/10/2013)						
<u><i>General Fund Revenues</i></u>						
Page #	Item	Line #	Description	Change in Revenues	Change in Mill Rate	% Change in Mill Rate
45	State-In Lieu of Taxes	70247	State-owned PILOT added back as a separate grant	741,708		
45	State-City Housing	70250	DECD Housing PILOT added back in the adopted State of Connecticut budget	36,420		
45	Mashantucket-Pequot/ Mohegan Grant	70253	Increase in Mashantucket-Pequot/ Mohegan Grant	975,968		
45	Public Safety Access Point Subsidy	73221	New subsidy of emergency dispatch costs for City in 2013	90,000		
45	Shared Revenues	73500	Municipal Revenue Sharing Bond Revenue	175,997		
45	State-Education Transportation	70280	Public Transportation grant added back in adopted State of Connecticut budget	603,897		
45	Education Cost Sharing	70284	State-owned PILOT removed from ECS allocation	(666,628)		
45	Special Education Excess Cost Grant	70296	Reduction of revenue estimate	(600,000)		
				1,357,362	(0.58)	-2.19%
<u><i>City Consolidated District Fire Fund Revenues</i></u>						
Page #	Item	Line #	Description	Change in Revenues	Change in Mill Rate	% Change in Mill Rate
130	State-In Lieu of Taxes	70247	State-owned PILOT added back as a separate grant	41,428		
130	Hold Harmless Grant	70247	Revenue item included in Governor's Proposed budget, but eliminated in Adopted State of Connecticut budget	(189,014)		
130	State-City Housing	70250	DECD Housing PILOT added back in the adopted State of Connecticut budget	83,810		
				(63,776)	0.08	1.75%

Schedule B - Expenditures (6/10/2013)

General Fund Expenditures

Page #	Department	Line #	Description	Change in Expenditures	Change in Mill Rate	% Change in Mill Rate
55	City Manager	80012	Reduce salary for Executive Secretary	(2,835)		
55	City Manager	80013	Cut Part-Time Employees funding	(7,000)		
55	City Manager	89999	Fringe related to reductions in Employees and PT Employees	(1,016)		
55	City Manager	80034	Cut Postage funding	(500)		
74	Police	80012	Extend phase-in of Police Officer positions	(212,152)		
74	Police	89999	Reduction in Fringe related to extension of phase-in of Police Officer positions	(72,572)		
74	Police	80032	Reduce Equipment & Furniture Maint by 10%	(7,500)		
79	Norwich FD	80012	Eliminate Part-Time Fire Code Clerk position	(24,731)		
79	Norwich FD	89999	Fringe related to eliminating Part-Time Fire Code Clerk position	(22,184)		
79	Norwich FD	80032	Reduce Equipment & Furniture Maint by 10%	(6,500)		
82	EGP VFD	80032	Reduce Equipment & Furniture Maint by 10%	(3,000)		
84	LH VFD	80032	Reduce Equipment & Furniture Maint by 10%	(1,600)		
86	Occum VFD	80032	Reduce Equipment & Furniture Maint by 10%	(2,000)		
88	Taftville VFD	80032	Reduce Equipment & Furniture Maint by 10%	(3,300)		
90	Yantic VFD	80032	Reduce Equipment & Furniture Maint by 10%	(2,715)		
96	Human Services	80012	Eliminate one Human Service Caseworker position on 3/31/14	(13,859)		
96	Human Services	80012	Eliminate Human Service Accounting Clerk position on 9/30/13	(28,707)		
96	Human Services	89999	Fringe related to Caseworker and Accounting Clerk	(24,898)		
100	Senior Center	80012	Eliminate vacant PT Escort Driver position and and combine duties with another position	(18,849)		
100	Senior Center	89999	Fringe related to eliminating vacant PT Escort Driver position and and combine duties with another position	(20,423)		
110	PW Streets & Parks Division	80012	Fill vacant Laborer position in July 2013 instead of January 2014	20,944		
110	PW Streets & Parks Division	89999	Fringe related to filling vacant Laborer position in July 2013 instead of January 2014	14,522		
118	Board of Education	80700	Increase Board of Education budget	150,000		
121	Non-Departmental	80141	Reduce SEAT budget	(6,111)		
121	Non-Departmental	80098	Reduce Capital Budget to minimum	(50,558)		
121	Non-Departmental	80101	Unemployment	73,371		
				(274,173)	(0.12)	-0.45%

City Consolidated District Fire Fund Expenditures

Page #	Department	Line #	Description	Change in Expenditures	Change in Mill Rate	% Change in Mill Rate
131	Norwich FD	80012	Eliminate funding for one firefighter	(48,415)		
131	Norwich FD	89999	Fringe related to eliminating funding for one firefighter	(18,940)		
				(67,355)	(0.09)	-1.97%

Schedule C - Capital Budget (6/10/2013)

Capital Budget

Page #	Department	Line #	Description	Change in Expenditures
124	Norwich FD	10214-88222	Two-bay garage	(110,000)
124	Police	10214-88321	Police Armored Rescue Vehicle	(274,000)
125	Board of Education	10214-88570	Local match on VOIP system and related infrastructure for 10 of the school buildings.	(400,000)
125	Public Works	10214-88600	Road and Parking Lot Resurfacing and preventative maintenance	(243,278)

(1,027,278)

Note: The purpose of this amendment is to reduce the Capital Budget to the minimum required by Charter and LOCIP.

Reductions in capital budget due to LOCIP funding reductions	976,720
Reductions to offset the 5/6/2013 additions of Yantic Fire Department equipment	50,558
	<u>1,027,278</u>

These amendments made on May 6, 2013 and June 10, 2013 decreased the General Fund mill rate by 0.68 mills and the City Consolidated fire district mill rate by 0.01 mills, compared to the Manager's Proposed Budget. The Council adopted the 2013-14 budget and tax levy, as amended on May 6th and June 10th, resulting in mill rates of 27.23 for the General Fund, 5.04 for the City Consolidated fire district, and 0.36 for the Town Consolidated fire district.



Alan H. Bergren, City Manager

BUDGET MESSAGE/ EXECUTIVE SUMMARY

April 1, 2013

Mayor Peter Nystrom and Members of the Norwich City Council:

Introduction

I hereby present the proposed City of Norwich budget for the fiscal year 2013-14. The budget document for a municipality reflects the fiscal work plan for the community for the succeeding fiscal year. Some of the overarching principles which guided this budget preparation include: maintaining public safety presence, maintaining a competitive tax policy compared to other Connecticut municipalities, and preserving fund balance. I would like to take this opportunity to thank the department heads, Comptroller Joseph Ruffo, Deputy Comptroller Josh Pothier, and Human Resources Director Brigid Marks for their assistance and efforts in the preparation of this budget.

The preparation of this budget was created against a backdrop of uncertainty brought about by fiscal troubles being experienced by the State of Connecticut. This has created an even tougher challenge in budget planning than this city has previously experienced. While there are claims the proposed State budget is “hold harmless” to municipalities, the reality it results in dramatic revenue reductions to Norwich. Norwich, as well as every municipality in the state has been presented with a proposed state budget which is an extreme divergence from how the state has provided support to Connecticut’s cities and towns for decades. Norwich is even more deeply impacted as this city relies on state funding, receiving 34% of revenues in state aid last year.

As stated state aid remains uncertain as the Governor’s budget passes through the legislature in Hartford. What is clear is that the Governor’s budget as presented reduces state aid to this city. This proposed city of Norwich budget has been prepared using the Governor’s numbers as we always have in the past. We must deliver a strong message to the legislature that the Governor’s budget does not make an effort to decrease local property taxes; but instead increases them.

2013-14 Budget Environment

Revenue Factors

Governor’s Proposed 2-14-15 Biennial Budget

State-Owned Property Payment in Lieu of Taxes (PILOT) - The proposed state budget eliminates the PILOT for state-owned property. This program, enacted in 1969, was designed to partially reimburse host municipalities for the loss of property tax revenue due to state-mandated property tax exemption on state-owned real property. The loss of these funds, once again, pushes the burden down to local property taxpayers. This is a loss in revenue of \$666,628.

Mashantucket and Mohegan Fund - This grant provided local property tax relief funded by Native American slot machine revenues. For Norwich funding will be literally cut in half. This is a loss in operating funding from the prior year of \$976,720. This \$976,720 of Mashantucket and Mohegan Fund funds directed to Norwich are now proposed to be used only for capital projects through the Local Capital Improvement Program (see below).

Public School Transportation Grant – This grant program to assist the communities in paying for public school transportation is eliminated. This results in a loss of \$603,897 in grant aid from the prior year.

Municipal Revenue Sharing Grant – This grant program was eliminated after one year. It was created to allow the municipalities to share a portion of state sales and state real estate conveyance taxes generated in the community. Elimination of this program results in a reduction in operating revenues of \$575,424.

Manufacturing Transition Grant/ Public Housing PILOT – One grant program replaced funding lost when the state exempted manufacturing property from local taxation. The housing grant program partially

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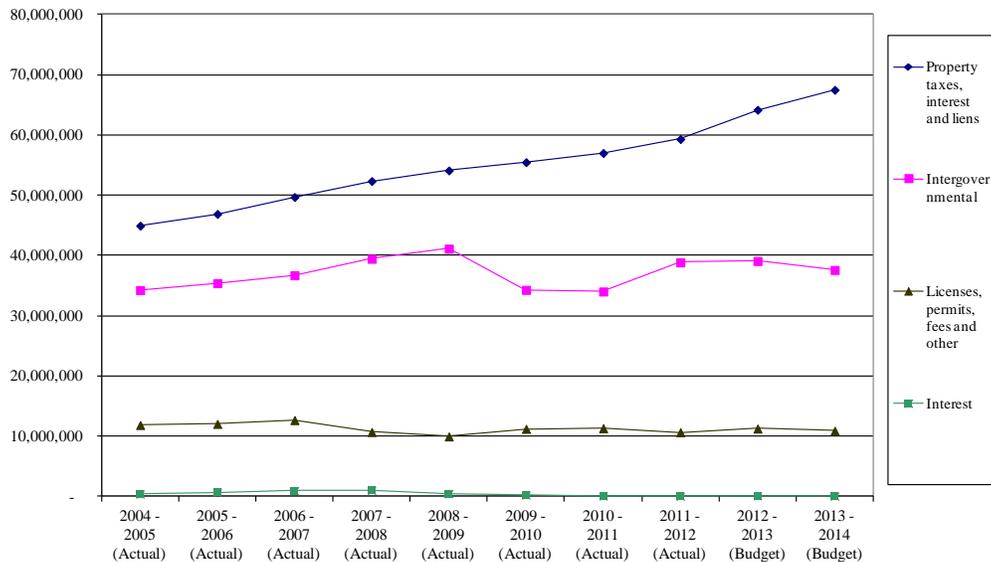
reimburses the city for revenue losses from state mandated exemptions on real property taxes for housing authorities. Elimination of these grants equal \$267,829.

Local Capital Improvement Program (LOCIP) – The proposed state budget does increase some revenue sources, but does so in a manner that may not benefit general fund operations. The LOCIP grant, which reimburses municipalities for eligible capital projects, will increase by \$976,720, which is the amount of the decrease in the Mashantucket and Mohegan grant. Those are projects which are prohibited from use to support general operations, but can be used for brick and cement projects. This means that funding will be available to pave our streets but not pay for a police officer to patrol those streets. This may help reduce our bonding cost over time but the immediate effect is a reduction in operating revenues which, by itself, causes a 1.6% increase in the mill rate.

Education Cost Sharing grant (ECS) – The ECS grant for 2013-2014 would be increased by \$1,694,773, but of that amount \$1,028,145 will be paid directly to the Board of Education (BOE). This is considered Alliance District fund grants for which the BOE will have to apply. The remaining increase to current ECS funding this current year is \$666,628 which mirrors the reduction of PILOT fund aid. This \$666,628 can be used to fund any city expenditure. Neither of these amounts increases the Minimum Budget Requirement (MBR). The prior year (2012-2013) increase in ECS funding of \$1,024,982 which is also included in ECS funding for the city also goes directly to the BOE.

Motor Vehicle Tax Exemption – I am not recommending the city choose to exempt the first \$20,000 of assessed value from taxation in 2013-14. This change would result in a loss of approximately \$5 million in tax revenue, which would require an 8% increase in the mill rate.

10-Year General Fund Revenue Comparison



Grand List Growth - The total net collectible grand list grew 0.06% from October 2011 to October 2012. The net taxable values changed as follows: real estate decreased by 0.17%, motor vehicles decreased by 1.31%, and personal property decreased by 1.77%. These decreases were offset by the *increase* in the budgeted collection rate from 96.09% in 2012-13 to 96.35% in 2013-14.

10% Share of Norwich Public Utilities Revenues - The payments from Norwich Public Utilities will decrease by \$118,260 to \$8,017,740 for fiscal year 2013-14. 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 – For the same level of staffing as 2012-13, the city’s salary and fringe benefit costs would have increased by \$1.3 million. Fringe benefits include Social Security, Medicare, health insurance, life insurance, workers’ compensation, pension and other post employment benefits (OPEB).

Pension and medical costs are rising at rates significantly higher than inflation.

Debt Service – The city’s debt service requirements increased by \$220,000 over 2012-13 – a 4.19% increase. Debt service will peak this year as voter-approved Kelly Middle School project costs are layered in with the rest of the city’s debt.

Capital Improvements – In accordance with the 2000 charter revision mandate, I have budgeted the minimum of \$2,320,691 (the value of one mill of the net grand list) plus the LOCIP grant of \$1,290,731 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 \$11 million.

Goals & Priorities

In January, I met with members of the City Council individually to discuss the challenges facing the city in the next budget season and beyond and to get an understanding of what your long-term goals and short-term budget priorities are for the city. These meetings provided me with the foundation for aligning citywide programs and resources.

Long-term Goals

	Description of Citywide Goal	Department(s) whose Goals & Action Plans most directly support the Citywide Goal
G1	Protect the lives and property of residents and businesses.	Police, All Fire Departments, Public Works, Emergency Management, Human Services, Planning & Development
G2	Support our public schools.	Board of Education
G3	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
G4	Develop a plan for long-term economic sustainability.	City Manager, Assessor, Planning & Development
G5	Maintain vital links with state representatives, Council of Governments, and public.	City Manager
G6	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

On the individual department budget pages, you will see references at the end of the department-level goals and action plans (e.g., “G1”) which identifies the citywide long-term goal listed below which the department-level goal supports.

Budget Priorities

For the 2013-14 budget, I took into consideration the city’s long-term goals as well as the immediate needs and economic conditions of our residents and came up with this list of priorities:

1. Provide adequate public safety services.
 2. Provide an effective teaching and learning environment in our public schools.
 3. Maintain the city’s infrastructure.
 4. Preserve the financial foundation and the credit rating for which we have worked so diligently to achieve.
 5. Keep the mill rate increase as low as possible.
-

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. The intent is to have all departments follow the format of providing measures in the four categories defined below:

- Input measures address the amount of resources used to produce an output or outcome (e.g., 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 (e.g., 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 (e.g., 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 (e.g., employee hours per crime solved).

Budget Guidance to Departments

The focus and priority was to preserve as much of the current level of services while maintaining the public safety presence in the city. Departments and agencies were initially asked to develop a flat budget request.

Strategies for Developing the 2013-14 Budget

Expenditures

Summary of Appropriations and Prior Year Comparison				
	Revised Budget 2012-13	Proposed Budget 2013-14	\$ Change from Prior Year	% Change from Prior Year
General Operations	36,766,068	38,441,932	1,675,864	4.56%
Debt Service	5,164,332	5,380,558	216,226	4.19%
Capital Improvements	2,414,235	2,320,691	(93,544)	-3.87%
Education	70,385,212	70,385,212	-	0.00%
Total General Fund	114,729,847	116,528,393	1,798,546	1.57%
Special Revenue Funds				
CCD Fire District	6,582,363	7,120,056	537,693	8.17%
TCD Fire District	554,376	552,396	(1,980)	-0.36%
Norwich Public Utilities	88,331,135	81,770,005	(6,561,130)	-7.43%
Total	210,197,721	205,970,850	(4,226,871)	-2.01%

General Operations are being recommended for funding in the amount of \$38,441,932 – a 4.56%, or \$1,675,166, increase from last year. In the individual department pages, you will see a column labeled “2013-14 Budget Request.” This represents what the department heads requested in order to accomplish their missions. Department budget requests totaled \$42 million.

Funding Initiatives – I have taken the direction from Council members to fund certain items that will enhance or maintain the quality of life for the citizens of Norwich:

- Added \$17,700 to the Human Resources budget for professional services related to diversity outreach and pre-employment testing
- Included \$100,000 for NCDC for economic development initiatives in the capital budget and \$50,000 in the operating budget.
- Included funding for the October 2013 revaluation in the capital budget in order to save the city the cost of bonding the project.

Staffing - City staffing has decreased by over 38 positions since fiscal year 2001-02. This figure climbs to 46 if you exclude the change in public safety positions. This is an especially tough budget year in which we will need to tighten our belts one more time, however I believe that staffing will need to be added in some areas in succeeding years in order to be effective in providing services.

General Fund

- Human Resources – I will postpone the hiring of the Assistant Human Resources Director until April 2014. This position was slated to be filled in April 2013, but, because of budget pressures, I decided to hold off on hiring for this position for one more year. Human Resources has been operating without this position since May 2009 and it has been difficult for the office to keep up with its myriad responsibilities.
- Police – In the last few budget years, the city has increased its police force by 13 which had a palpable impact on public safety. The city will be able to add three more officers through a federal grant aimed at hiring veterans from the conflicts in Iraq and Afghanistan. I am also recommending the addition of one Dispatcher.
- Public Works – I am recommending the elimination of one currently vacant Light Equipment Operator position and hiring an additional Laborer in its place in January 2014. This will reduce the city’s costs slightly.

City Consolidated Fire District Fund – I am not proposing any changes in staffing for 2013-14 in the CCD.

Efficiencies and consolidation of services – I have endeavored to find operational efficiencies over the years and 2013-14 is no exception. I will be working with departments and employee groups to further consolidate operations whenever practicable in efforts to achieve efficiencies both in the future and the near-term. This may include relocation of agencies to share office space, equipment, materials and other resources.

Board of Education – Under the proposed state budget 2013-2014, the Board receives an increase in Alliance District grant funding of \$1,028,145, for a total of \$2,053,127 in Alliance District funding that is given to the Board of Education outside of this budget. It is not clear whether this part of the state budget proposal will ultimately be adopted by the legislature and any anticipated change will need to be taken into account during the city’s budget review process.

In addition to Alliance District grant funding, the city’s capital budget will include \$400,000, which will enable the Board of Education to start on technology upgrade projects costing in excess of \$4 million. City funds will be the local match on this project, primarily paid through the FCC’s E-Rate grant program. The Board administration has taken many measures to reduce expenditures and has built a substantial reserve in the Worker’s Compensation Fund which serves to eliminate the Board’s contribution in 2013-14. Given the city’s very difficult budget challenges, I am not recommending any increase in local funding for the Board of Education’s General Fund operating budget this year.

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

Norwich Public Utilities – The budget presented to the Public Utilities Board of Commissioners includes expenditure decreases of \$6.5 million primarily caused by the decline in the purchase price of natural gas and electricity.

Revenues

In order to fulfill the priorities of providing adequate public safety services, I am recommending a mill rate increase above the rate of inflation. The Consumer Price Index for all urban consumers in the Northeast (Northeast CPI-U) increased 1.98% from February 2012 to February 2013.

Property Taxes

	General Fund (GF)	Fire Districts		Combined	
		Town Consolidated District (TCD)	City Consolidated District (CCD)	GF + TCD	GF + CCD
Proposed 2013-14	27.91	0.36	5.05	28.27	32.96
Adopted 2012-13	26.54	0.36	4.56	26.90	31.10
Change	1.37	0.00	0.49	1.37	1.86
Percent Change	5.16%	0.00%	10.75%	5.09%	5.98%

This budget proposes a 5.16% increase in the general fund mill rate, or 1.37 mills from 26.54 to 27.91. The General Fund taxes on a home with an assessed value of \$100,000 would increase \$137 from \$2,654 to \$2,791.

The Town Consolidated Fire District mill rate remains unchanged at 0.36 mills. The combined General Fund & TCD mill rate for TCD residents will increase by 5.09%, or 1.37 mills, from 26.90 to 28.27.

The City Consolidated Fire District mill rate will increase by 10.75%, or 0.49 mills, from 4.56 to 5.05. The combined General Fund & CCD mill rate for CCD residents will increase by 5.98%, or 1.86 mills, from 31.10 to 32.96.

Use of Surplus - I have included the use of \$400,000 of General Fund unrestricted fund balance to support expenses during Fiscal Year 2013-14. This will keep the unrestricted fund balance at the 8-10% target level. See the “Financial Management Policies” section for a 10-year history of fund balance. As the state legislature continues to meet in Hartford, there is increasing pressure on the Governor’s proposed budget. If the legislature adopts a budget with lower grant allocations to Norwich, prudence requires that the shortfall be dealt with by identifying cuts to the budget. Also, in the CCD, I recommend the use of \$600,000 of the CCD’s unrestricted fund balance to mitigate the tax increase for CCD residents.

Norwich Public Utilities – The revenue estimates in the budget presented to the Public Utilities Board of Commissioners included an expected increase in Gas division revenues due to the recovery of prior period purchased power adjustment and a decrease in the jet turbine credit.

Strategy for future budgets

The City has had a series of tough budget years. We’ve had to shrink our workforce in many cases while increasing taxes. I believe that there is a light at the end of this tunnel, however. Barring any disasters or further cuts by the State of Connecticut, we should see the General Fund tax levy increases fall back into 2.5% to 3.5% range starting in fiscal year 2015-16. You can see the five year budget projection on page 10 which shows our best estimate of what future budgets will look like. There are several items which put pressure on the 2013-14 budget and earlier budgets which should be improving over the coming years:

- Debt service peaked in 2013-14. Unless there are some large new bond authorizations, the city's debt service will start tailing off in 2014-15.
- Other post employment benefits (OPEB). The City of Norwich has been much more responsible than many other governments in contributing to the OPEB fund. We have been ramping up our contributions since 2008 and 2014 will be the first year in which we are funding 100% of our actuarial contribution. In addition, the city has been working with its bargaining units to eliminate post-employment medical benefits. The increases in this category should be much tamer in the future.
- Pension. The improvement in the economy has boosted the pension fund's investment returns which, in turn, will stabilize future annual required contributions that the city includes in the budget.
- 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 hindrances:

- Elimination of motor vehicle taxes. The Governor's proposed biennial 2014-15 budget includes the exemption of the first \$20,000 of assessed value of motor vehicles starting in July 2015. This change, by itself, would result in a loss of \$5 million of revenues and cause an 8% increase in the mill rate.
- More shifting of state revenues. In the second year of the Governor's proposed biennial 2014-15 budget, an additional \$1,027,140 is made available to the BOE through the ECS Alliance District Funds, but the city loses the one-time \$189,014 "Hold Harmless Grant."

Over the last few 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.

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.

We need help from all of the stakeholders in the future of Norwich need to keep open minds and lend their assistance to the cause.

What can city officials do?

The fiscal year 2014 proposed budget has been very challenging – reflective of an economy in transition and a reduction in state aid. I urge department heads and other city officials to continue to seek efficiencies and always think about what their core mission is. Are there activities mandated by state or local laws that do not seem to add value to their operations? I want to help make these issues known to our representatives. Are there services that we perform that could be funded through other means? Are there activities that they perform that are necessary, but might be done more efficiently by leveraging technology? Can we generate new revenue sources to relieve some of the burden on taxpayers?

As opportunities present themselves, we need to evaluate collaborations with the Board of Education, Norwich Public Utilities and surrounding communities.

What can city employee groups do?

As we enter future negotiations, I ask them to please keep an open mind about changing some things in which save the city money but little or no impact on the amount *current employees* are compensated,

including, but not limited to: mandatory direct deposit and bi-weekly pay for all employees, redesigning post-employment medical and pension benefits, and redesigning health and dental benefits through a coalition of the bargaining units.

What can our state representatives do?

The city will be looking to our legislature to:

- Support increases to aid to municipalities and adopt the budget early.
- Offer mandate relief and financial assistance and incentives for regionalization of services.
- Update sections of the Connecticut General Statutes to allow towns and cities to convert “paper” reporting, advertising, and record-keeping processes to electronic ones.
- Update sections of the Connecticut General Statutes that prescribe the fees that municipalities may charge – many of these haven’t been changed in decades.

What can our citizens do?

The city will be looking to citizens to understand and recognize that we have been through some of the worst economic conditions since the Great Depression and, in an effort to reduce costs, some services may be reduced or eliminated. Also, I ask the citizens to try their best to:

- Reduce our tax collection costs by paying bills on time and online
- Reduce our printing costs by utilizing our online resources
- Reduce our incinerator fees and increase our recycling revenue by maximizing weekly recycling
- Reduce our Police and Fire costs for false alarms by maintaining their burglar and fire alarm systems.
- Reduce our Public Works overtime costs by shoveling the snow off of their sidewalks.
- Reduce our Fire costs by shoveling out fire hydrants located in front of your property.

Ending comments

Our Mayor and City Council as our leaders have recognized the importance to become more self-reliant. They proposed a strategy to position our great city for economic recovery by energizing the city for new investment. Healthy, vibrant communities will raise the fortune of all in the State of Connecticut.

In order for a city to sustain itself, it must invest in itself. Roads need to be paved. Buildings need to be repaired. Schools need to be funded. The emphasis on providing quality public facilities, services and infrastructure; fostering economic development; promoting a safe, strong, and healthy community with thriving neighborhoods; and limited tax increases continues. This has provided the guidance for the current 2013-14 budget which continues the strategy of maintaining service levels with existing resources, and redirecting resources to priority initiatives.

The voters of Norwich showed their confidence in the ability of our community to prosper by supporting the downtown revitalization and gas line extensions bond referenda.

We have much to celebrate in our heritage and cultural diversity that makes Norwich the story of the promise of America. As we recover from this recession, together we will emerge stronger and more competitive. I am proud of the level and quality of the services the city is able to provide to its citizens.

I personally acknowledge the many extra hours you our local leaders have invested in this process. Together we will move forward with a common purpose to position the city for the future.

Respectfully Submitted,

Alan H. Bergren
City Manager

CITY OF NORWICH
TIME TABLE FOR PREPARATION OF 2013-14 CITY BUDGET
PURSUANT TO CHAPTER 7 OF NORWICH CITY CHARTER

DATE	EVENT	AGENDA
Late October 2012	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 2012	Initial budget requests due	Department heads and outside agencies return their written requests, Finance Department coordinates process.
Late January 2013	Budget meetings with Council	City Manager and Comptroller meet with members of City Council to discuss budget process and get the Council's priorities
January 2013 - February 2013	Budget meetings on proposed requests	City Manager and Comptroller meet with department heads and outside agencies on proposed budget requests.
February 2013	Revenue projected	Comptroller calculates state revenue projections.
March 2013	Proposed budget is prepared	City Manager and Comptroller analyze revenues and expenditures to develop proposed city budget. The Board of Ed and NPU present separate budgets. Only the bottom line of the Board of Ed budget can be cut. The Board of Ed is responsible for its own budget line items.
1st Monday in April 2013	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 2013	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 2013	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 2013	Council shall act on proposed budget	The Council acts initially on the City Manager's proposed budget.
Prior to third Monday in May 2013	Second public hearing	The purpose is to listen to citizens' input on proposed budget.
No later than 2nd Monday in June 2013	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, 2013 - June 30, 2014	Budget implementation	Comptroller oversees revenues and expenditures according to the budget established by Council.
July 2014	Audit of fiscal year records	The final step is a certified audit of the previous fiscal year.

Five-Year General Fund Budget Projection

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

Revenue Assumptions:

- Included the impact of the Governor's proposed biennial budget (e.g., further cuts to grants, \$20,000 motor vehicle exemption)
- Most other revenues increase 0.5% to 2%
- Investment income will be roughly 3% on our bank deposits starting in fiscal year 2015.

Expenditure Assumptions:

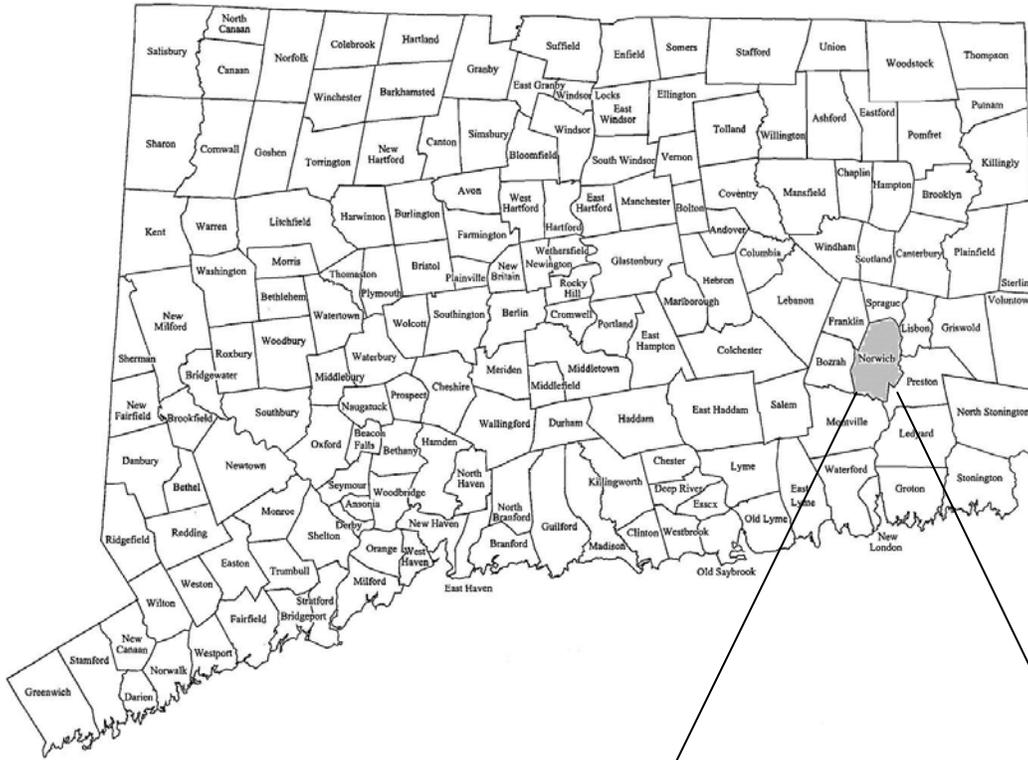
- Most categories of expenditures increase at 2%
- Certain fringe benefits (payroll taxes, pension contribution, workers' compensation, life insurance, perfect attendance pay, unemployment) are indexed according to increases in salaries
- Health insurance and OPEB – 6% increases each year starting in fiscal year 2015
- Debt service – layered in existing authorized but unissued debt

	Budget FY2013	Budget FY2014	Projected FY2015	Projected FY2016	Projected FY2017	Projected FY2018	Projected FY2019
Revenues (excluding current tax levy)							
Delinquent taxes/interest/liens	2,650,000	2,743,000	2,250,280	1,590,948	1,606,858	1,622,927	1,639,156
Building Permits	520,000	550,000	555,500	561,055	566,666	572,333	578,056
Investment Income	135,731	87,709	344,351	354,093	364,116	374,427	385,035
10% NPU Gross Revenues	7,450,994	7,182,802	7,254,630	7,327,176	7,400,448	7,474,452	7,549,197
Landfill/Direct Hauler Fees	1,117,000	1,007,800	1,007,700	1,017,699	1,027,798	1,037,998	1,048,300
Recording Fees	350,000	350,000	353,500	357,035	360,605	364,211	367,853
Conveyance Taxes	390,000	390,000	393,900	397,839	401,817	405,835	409,893
Non-education grants	4,175,689	2,697,309	2,133,302	2,142,506	2,152,127	2,162,158	2,172,589
Education grants	34,926,705	34,910,547	34,910,547	35,084,775	35,259,873	35,435,847	35,612,702
All other revenues	1,467,872	1,840,645	1,450,874	1,435,290	1,421,192	1,408,520	1,402,141
	53,183,991	51,759,812	50,654,584	50,268,416	50,561,500	50,858,708	51,164,922
Expenditures							
Salaries	15,809,782	16,281,703	16,913,226	17,383,559	17,880,984	18,238,605	18,603,377
Fringe Benefits	10,151,607	11,437,193	12,013,942	12,567,169	13,153,081	13,724,579	14,326,013
Contracted Services	4,042,548	3,901,429	3,956,209	4,011,865	4,068,410	4,125,864	4,184,243
Materials & Supplies	1,314,831	1,350,660	1,377,673	1,405,227	1,433,331	1,461,998	1,491,237
Equipment & Furniture Maint	357,448	351,655	358,688	365,862	373,179	380,643	388,256
Vehicle Fuel & Utilities	1,983,960	1,853,132	1,897,712	1,943,410	1,990,254	2,038,273	2,087,499
Debt Service	5,164,332	5,380,558	5,142,495	4,776,407	4,365,510	4,342,544	4,304,649
Capital Budget	2,414,235	2,320,691	2,332,294	2,343,955	2,355,675	2,367,453	2,379,290
Building Maintenance	457,991	456,569	465,700	475,014	484,514	494,204	504,089
Contrib - outside agencies	1,330,090	1,135,296	1,174,780	1,198,276	1,222,241	1,246,685	1,271,618
Property & Liability Insurance	770,262	986,261	1,005,986	1,026,106	1,046,629	1,067,562	1,088,914
All other General City	547,549	688,034	521,595	531,826	542,262	552,907	563,764
	44,344,635	46,143,181	47,160,300	48,028,676	48,916,070	50,041,317	51,192,949
Education	70,385,212	70,385,212	71,792,916	73,228,774	74,693,349	76,187,216	77,710,960
	114,729,847	116,528,393	118,953,216	121,257,450	123,609,419	126,228,533	128,903,909
Current Levy Needed	61,545,856	64,768,581	68,298,632	70,989,034	73,047,919	75,369,825	77,738,987
Increase over previous year		5.24%	5.45%	3.94%	2.90%	3.18%	3.14%

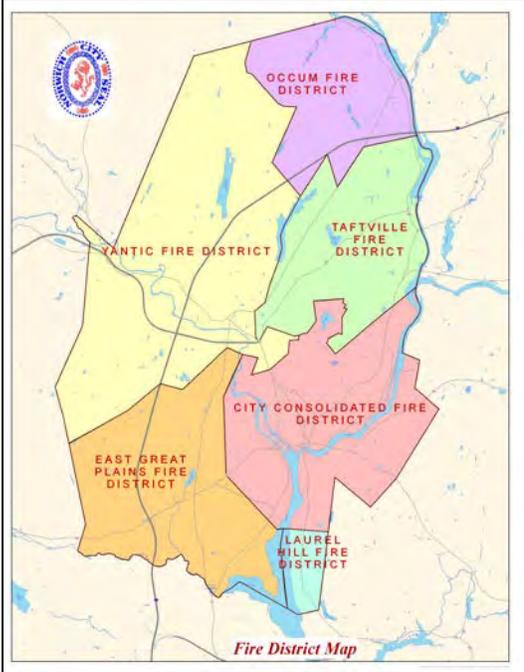
Financial Summaries /
Budget Process /
Miscellaneous



State of Connecticut



City of Norwich



THE CITY

Form of Government

Norwich was founded in 1659 and incorporated in May 1784. The town and city were consolidated on January 1, 1952. The City of Norwich operates under a Charter adopted in 1952, which was most recently revised March 13, 2001. The significant changes passed by voters in that referendum were the reduction of the City Council members from 11 to six elected at large and the City Council President was replaced with a Mayor. The city operates under a Council/Manager form of government. The City Council consists of six members and one Mayor, all elected at large. Elections are held during odd calendar years as provided by state statute.

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

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

Geography

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.

Community Profile

History

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

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

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

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

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

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

Education

The city school system includes seven public and three parochial elementary schools, two public middle schools, an alternative high school, a regional adult education program and a privately-endowed high school, Norwich Free Academy, which serves the city. Also located in the city are a Regional State technical high school, Norwich Regional Technical School, and a Regional State Technical/Community College, Three Rivers Community College, offering associate degree programs.

Healthcare

Also located within the city are various health facilities including the 213-bed Backus Hospital, which underwent a \$50 million expansion in 2007.

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.

Entertainment & Culture

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

DEMOGRAPHICS AND ECONOMICS

Population Trends

	Total Population		School Enrollment	
	City of Norwich	State of Connecticut	City of Norwich	State of Connecticut
2007	37,267	3,549,606	5,609	562,684
2008	37,344	3,540,846	5,591	558,048
2009	38,071	3,497,398	5,801	552,782
2010	40,493	3,577,845	5,578	548,313
2011	40,408	3,580,709	5,451	544,179

Source: January 2013 State of Connecticut Municipal Fiscal Indicators; US Census Bureau 2010 Census

Age Characteristics of Population - 2011

Age Group	City of Norwich		State of Connecticut	
	Number	Percent	Number	Percent
Under 18	8,699	21.3%	829,573	23.0%
18 - 24	3,815	9.4%	343,959	9.5%
25 - 49	13,864	34.0%	1,213,300	33.6%
50 - 64	8,804	21.6%	711,463	19.7%
65 and over	5,599	13.7%	511,778	14.2%
Total	40,781	100.0%	3,610,073	100.0%

Source: CERC Town Profile, July 2012

Debt information

	City of Norwich			Average of 169 CT Municipalities
	Long-term Debt	Debt Service	Per Capita Debt	Per Capita Debt
2008	\$27,535,000	\$5,587,544	\$737	\$2,139
2009	35,285,000	4,537,782	945	2,108
2010	35,115,000	4,472,763	922	2,187
2011	31,640,000	4,771,889	781	2,253
2012	37,405,000	5,164,332	926	Not available

Source: Norwich Finance Department; January 2013 State of Connecticut Municipal Fiscal Indicators

Principal Taxpayers

Name	Nature of Business	Net Taxable Valuation as of 10/1/12
Computer Science Corporation	Computer Products & Services	\$31,731,220
Bob's Discount Furniture	Retail Store & Distribution Center	22,718,490
Plaza Enterprises	Shopping Center	14,782,000
EMC Corporation	Computer Leasing	13,416,200
US Food Service	Food Service	12,301,770
Algonquin Gas Transmissions LLC	Natural Gas Pipeline	9,868,200
Mashantucket Pequot Tribe	Real Estate	9,730,880
Wal-Mart Stores, Inc.	Department Store	9,637,260
Norwich Community Development Corporation	Office building	9,297,000
NorwichTown Commons	Shopping Center	9,241,000
		<u>\$142,724,020</u>

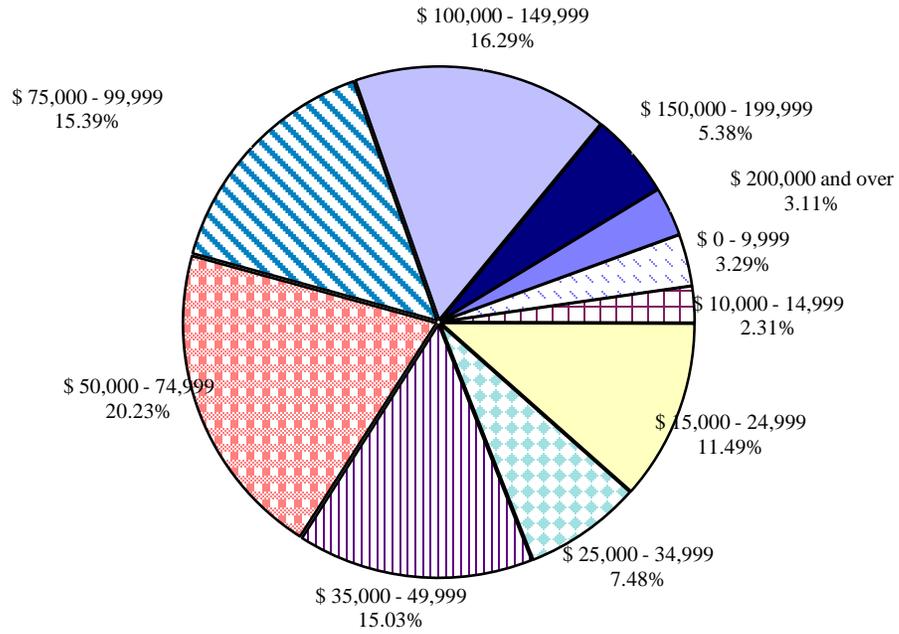
Source: Norwich Assessor Department

Top Employers

Name	Nature of Business	# of FTE Employees
William W. Backus Hospital	Medical center	1,200
City of Norwich (incl. NPU & BOE)	Municipality	1,000
State of Connecticut	All State agencies	895
Bob's Discount Furniture	Distribution center	523
Norwich Free Academy	Quasi-private high school	252
Computer Science Corporation	Computer products & services	242
United Community & Family Services	Healthcare & community services	216
American Group	Conglomerate	196
Thames Valley Council for Community Action	Community action agency	149
Big Y	Grocery Store	138

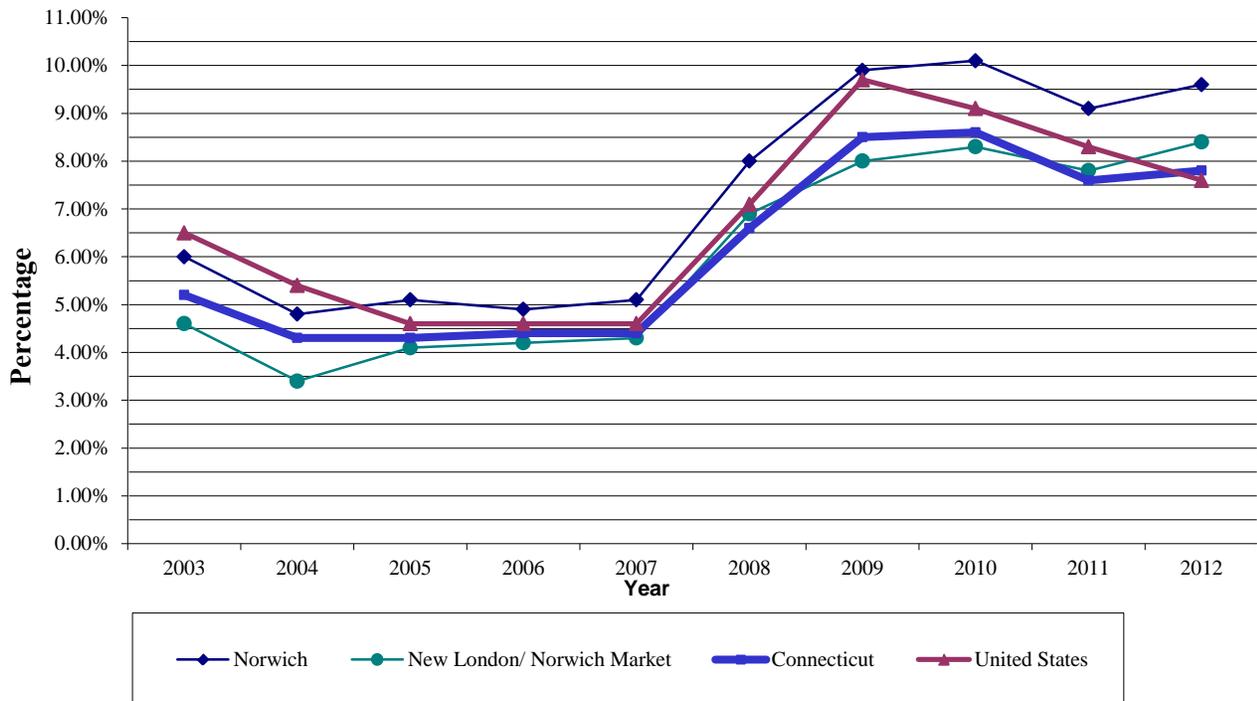
Source: Survey by Norwich Finance Department. Some companies did not respond.

CITY OF NORWICH FAMILY INCOME DISTRIBUTION



Source: U.S. Department of Commerce, Bureau of Census, 2007-2011 American Community Survey 5-Year Estimates

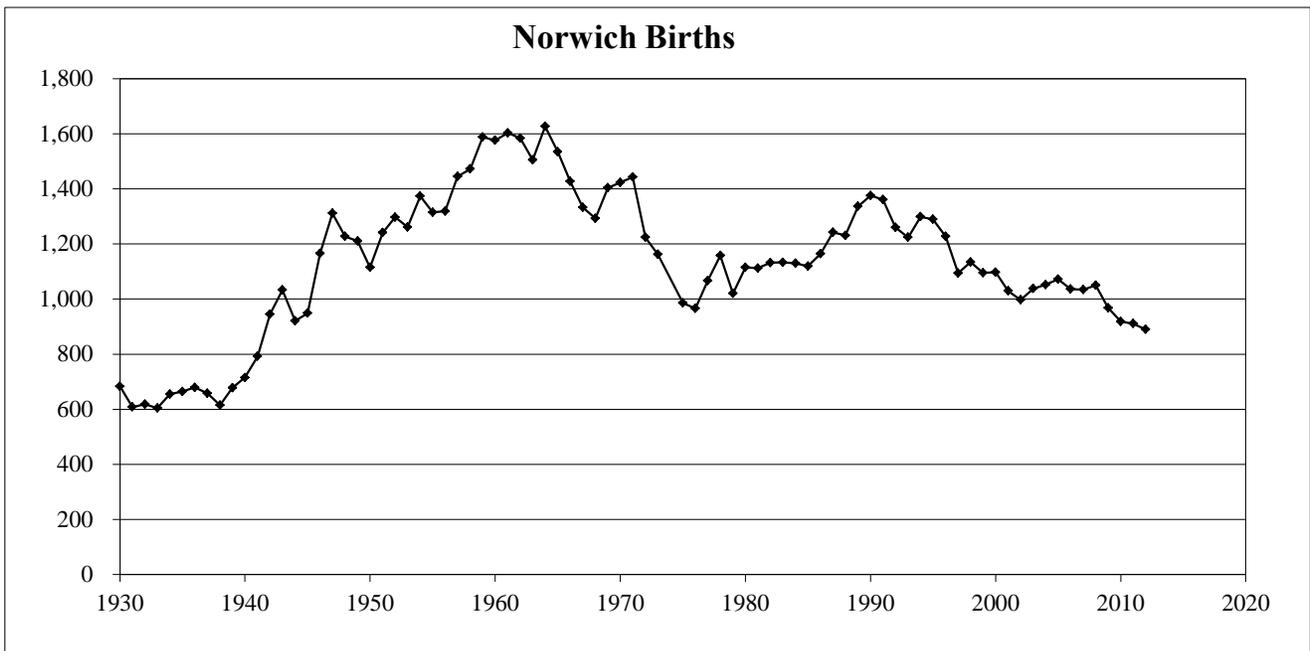
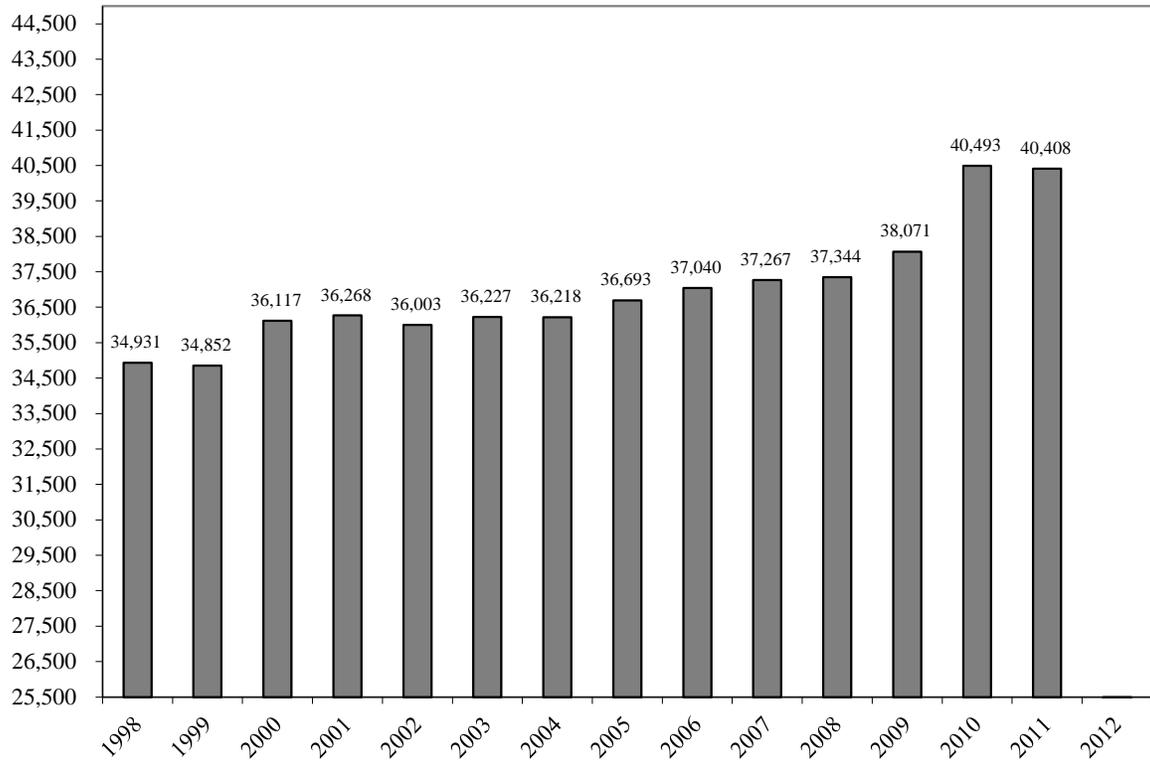
UNEMPLOYMENT PERCENTAGES



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

Norwich Population History Last 15 Years

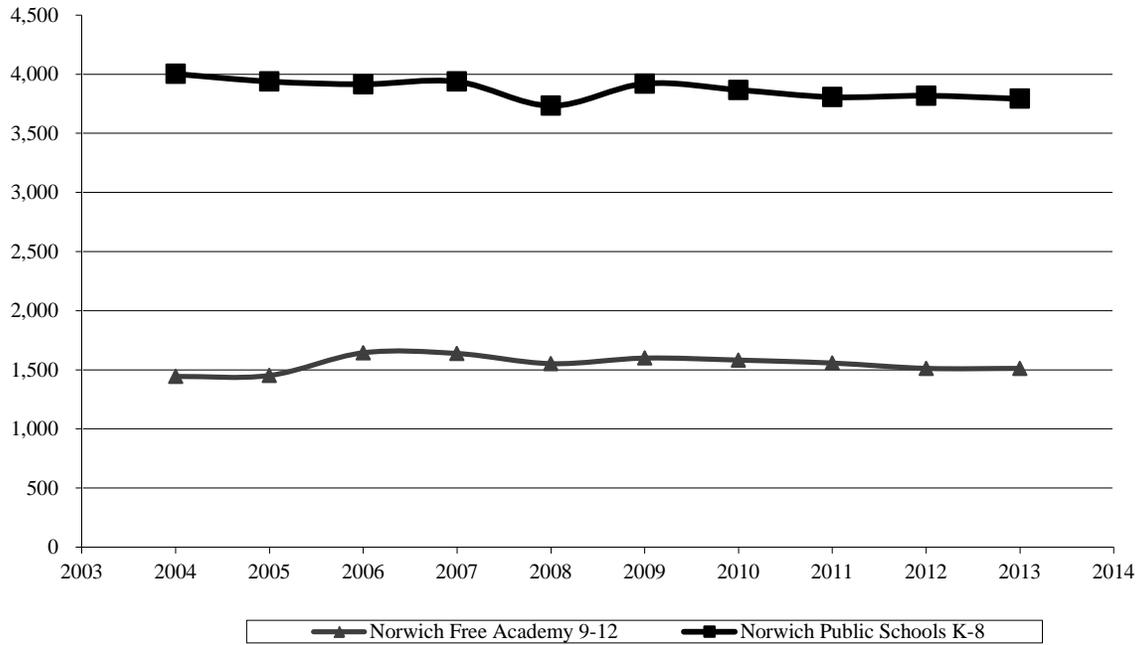
For 2011, Norwich's population was the 24th highest of the 169 Connecticut towns and cities. Norwich's population density is 1,440.0 per square mile compared to the statewide average of 739.5.



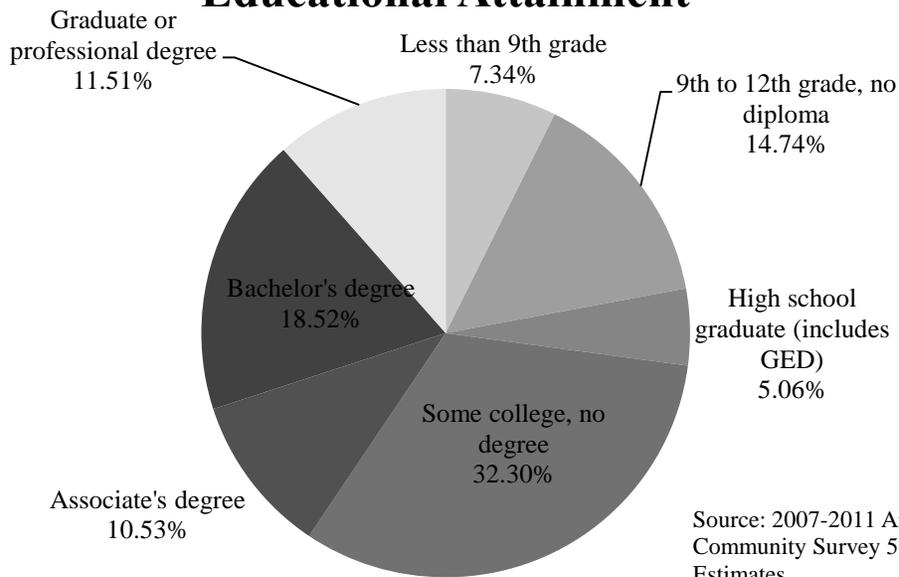
School Enrollment & Educational Attainment

The enrollment numbers on the Demographics & Economics page are slightly different because they include non-public schools' enrollment in addition to public schools.

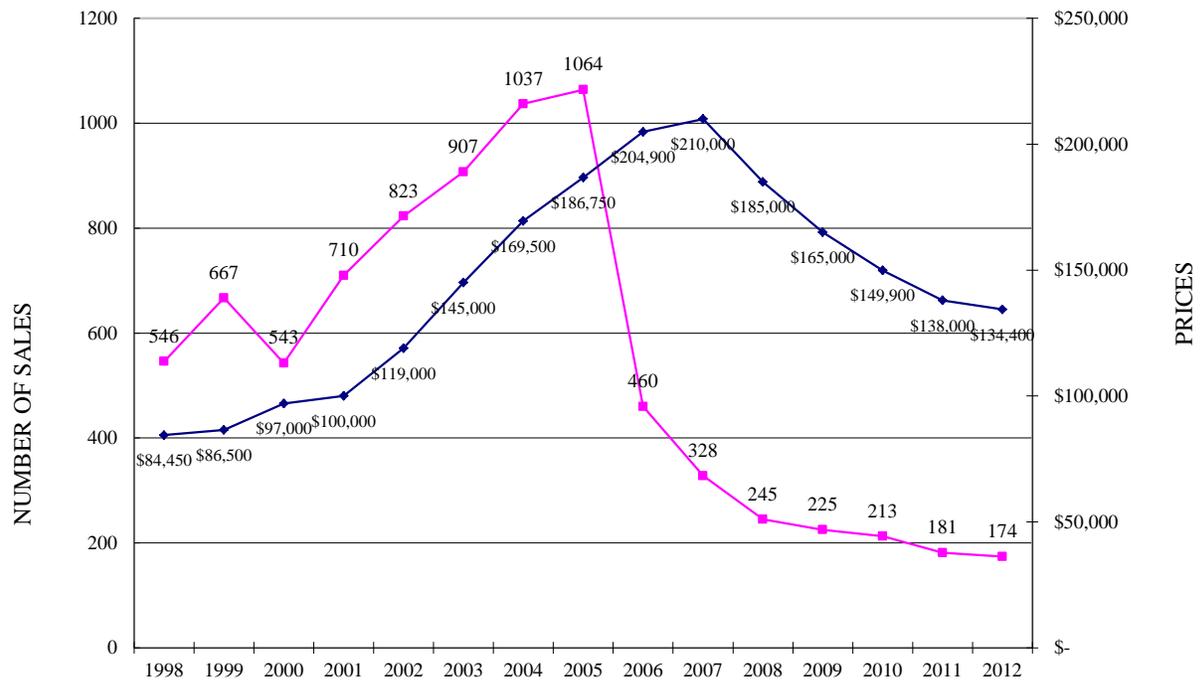
Norwich School Enrollment



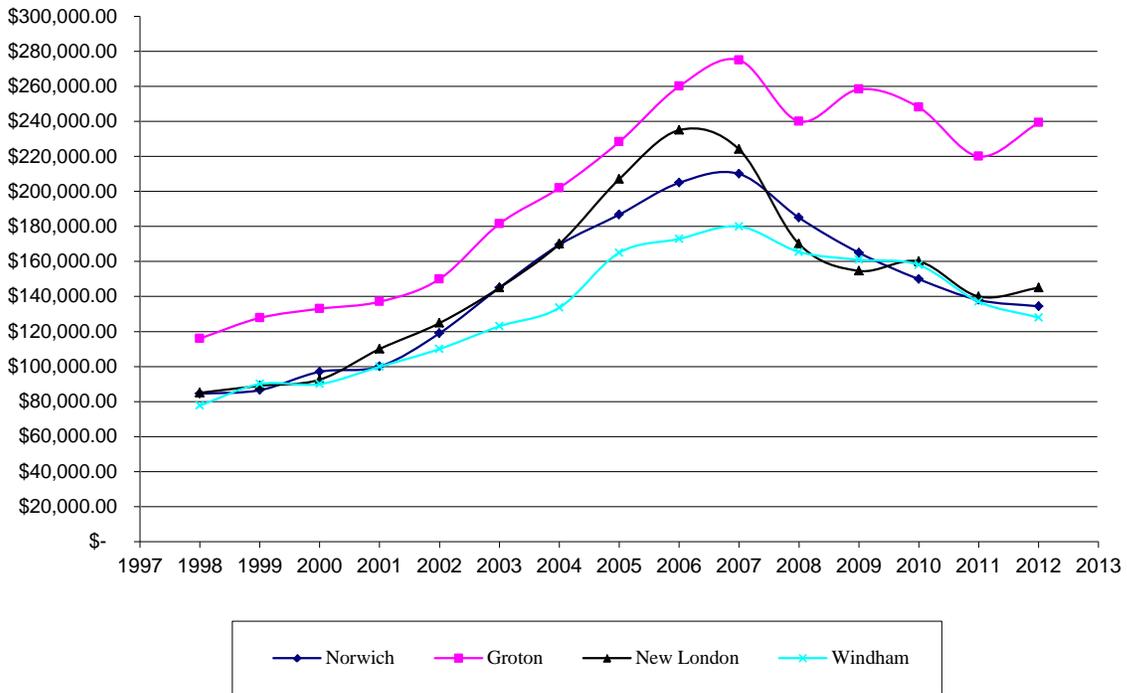
Educational Attainment



Housing Sales and Median Prices Norwich - Calendar Year



Comparable Communities Median Sales Price - Calendar Year



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

DIRECTORY OF ELECTED CITY OFFICIALS AND NPU COMMISSIONERS

CITY COUNCIL

	<u>Term Length</u>	<u>Term Expires</u>
Peter Nystrom, Mayor (R)	4 Years	12/3/13
Peter Desaulniers, President Pro Tempore (D)	2 Years	12/3/13
Mark Bettencourt (D)	2 Years	12/3/13
H. Tucker Braddock, Jr. (D)	2 Years	12/3/13
Debereg Hinchey (D)	2 Years	12/3/13
Charles A. Jaskiewicz III (D)	2 Years	12/3/13
Sofee Noblick (R)	2 Years	12/3/13

BOARD OF EDUCATION

	<u>Term Length</u>	<u>Term Expires</u>
Dr. Yvette C. Jacaruso, Chairperson (D)	2 Years	11/12/13
John P. LeVangie, Vice Chairperson (D)	2 Years	11/12/13
Cora Lee Boulware, Secretary (D)	2 Years	11/12/13
Robert J. Aldi (D) *	2 Years	11/12/13
Jesshua Ballaro-Pina (D)	2 Years	11/12/13
Aaron Daniels (R)	2 Years	11/12/13
Lynn Norris (R)	2 Years	11/12/13
Dennis Slopak (R)	2 Years	11/12/13
Joyce C. Werden (D)	2 Years	11/12/13

TREASURER

	<u>Term Length</u>	<u>Term Expires</u>
Brian Curtin (D)	2 Years	12/3/13

REGISTRAR OF VOTERS

	<u>Term Length</u>	<u>Term Expires</u>
Dianne Daniels (D)	2 Years	1/14/15
Dianne Slopak (R)	2 Years	1/14/15

APPOINTED NPU COMMISSIONERS

	<u>Term Length</u>	<u>Term Expires</u>
James M. Sullivan, Chair (D)	5 Years	3/01/14
Diana Boisclair, Vice Chair (R)	5 Years	3/01/15
Larry Goldman, Secretary (D)	5 Years	3/01/17
Robert Groner, (D)	5 Years	3/01/18
Grace Jones (D) **	5 Years	2/28/16

*Robert J. Aldi was appointed by the Norwich City Council on July 16, 2012 to fill the vacancy on the Board of Education created by the resignation due to relocation of Keleigh Arian, for the remainder of her term.

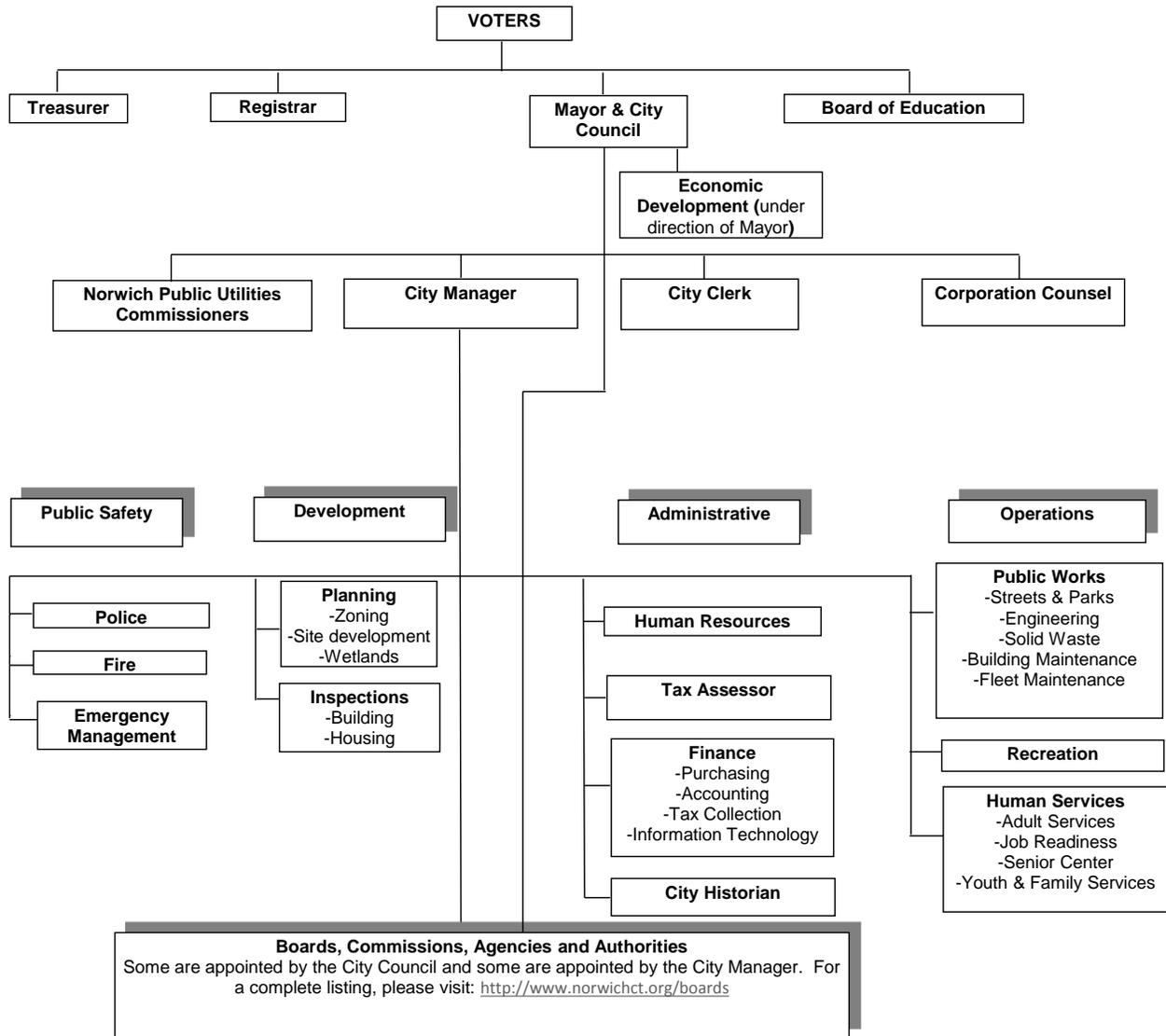
** Grace Jones was appointed by the Norwich City Council on March 4, 2013 to fill the vacancy on the Board of Public Utilities Commissioners and Sewer Authority created when Alan M. Remondi left.

CITY OF NORWICH
100 BROADWAY
NORWICH, CT 06360-4431
PHONE: (860) 823-3700
FAX: (860) 823-3790
WEBSITE: www.norwichct.org

**DIRECTORY OF CITY ADMINISTRATIVE
OFFICIALS**

Title	Name	Phone
City Manager	Alan H. Bergren	(860) 823-3750
Assessor	Donna Ralston	(860) 823-3722
Building Inspector	James Troeger	(860) 823-3775
City Clerk	Betsy Barrett	(860) 823-3734
Comptroller	Joseph A. Ruffo	(860) 823-3730
Deputy Comptroller	Joshua A. Pothier	(860) 823-3720
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 Patton	(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	Beverly Goulet	(860) 823-3778
LAN Supervisor	Leon Barnowski	(860) 859-4404
Parking Administrator	Judy Rizzuto	(860) 889-5586
Planning & Development Director	Peter Davis	(860) 823-3766
Police Chief	Louis J. Fusaro	(860) 886-5561
Public Utilities Manager	John Bilda	(860) 887-2555
Public Works Director	Barry Ellison	(860) 823-3789
Purchasing Agent	William R. Block	(860) 823-3706
Recreation Director	C. Roger Moss	(860) 823-3791
Senior Center Director	Michael Wolak	(860) 889-5960
Superintendent of Schools	Abby I. Dolliver	(860) 823-6284
Tax Collector	Kathy Daley	(860) 823-3760
Zoning Enforcement Officer	Tianne Curtis	(860) 823-3752

City of Norwich Organization Chart

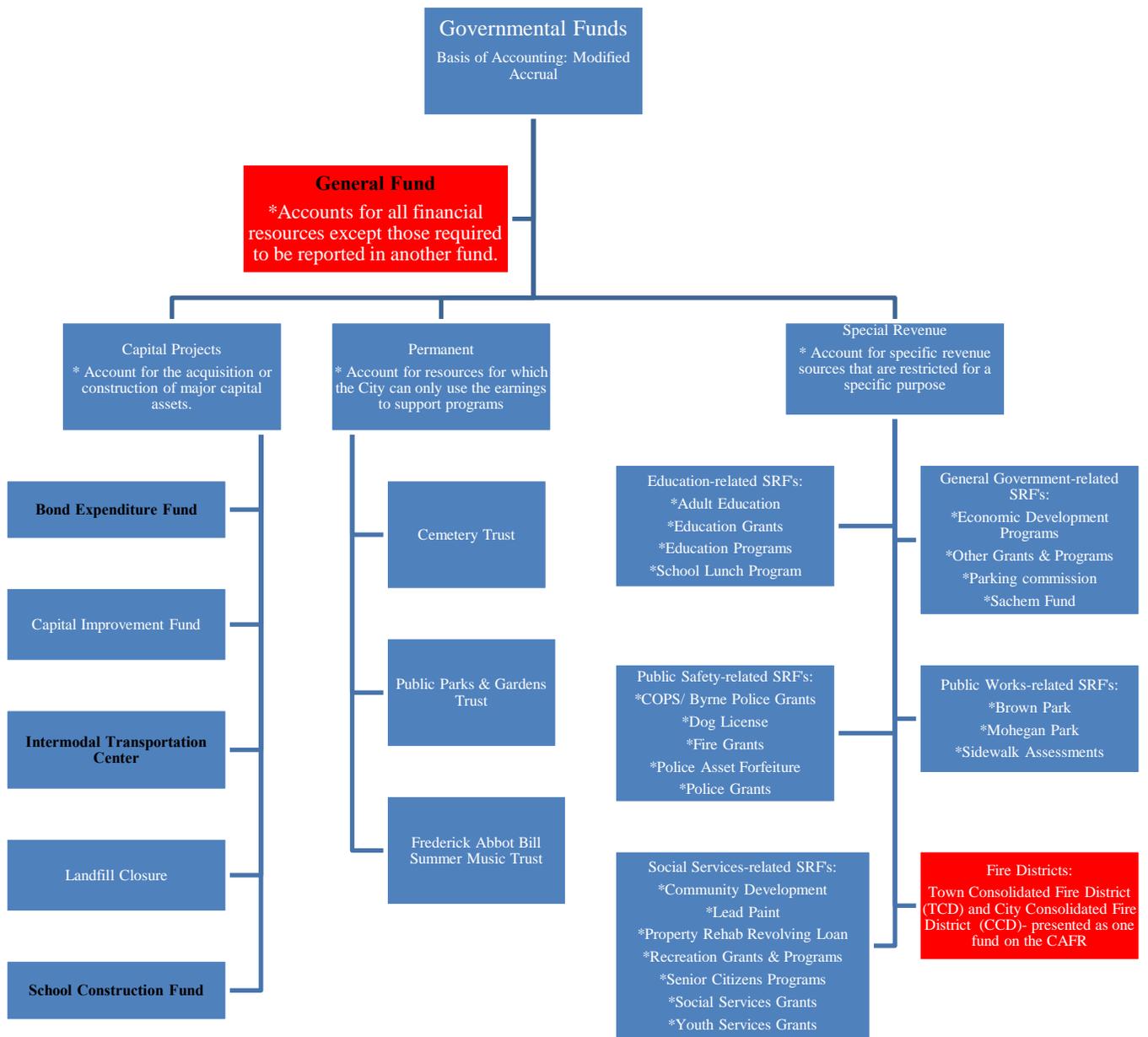


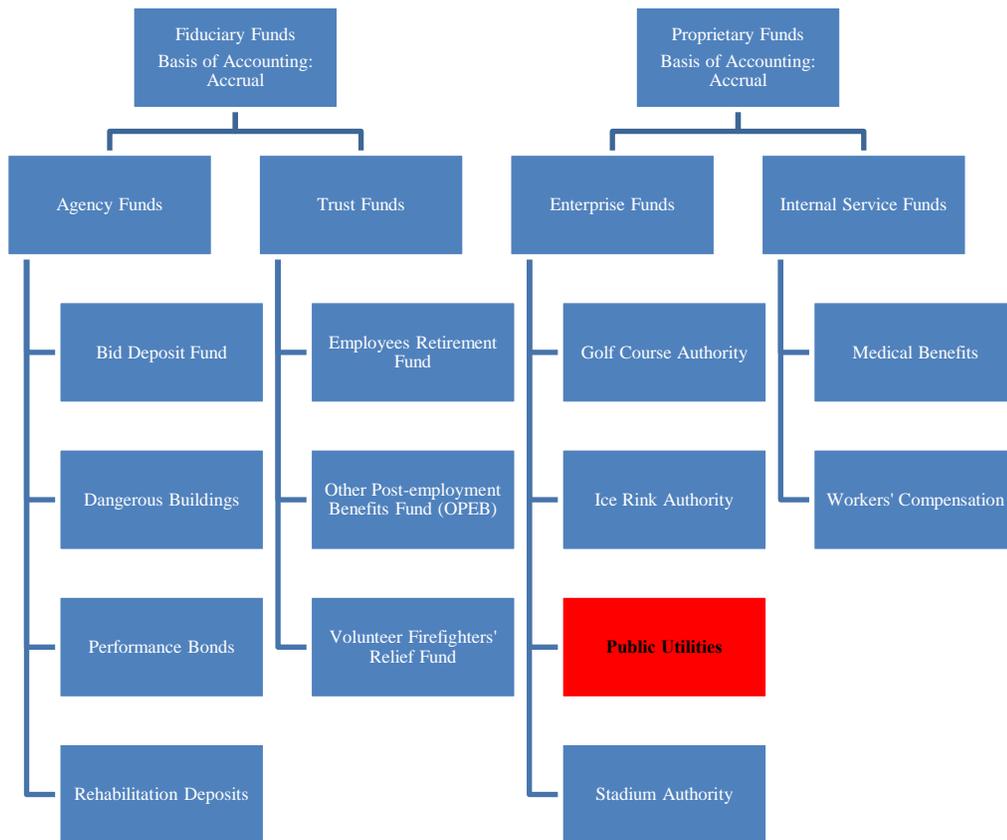
FINANCIAL MANAGEMENT POLICIES

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.

I. 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 is maintained 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**.





II. OPERATING BUDGETING PRACTICES

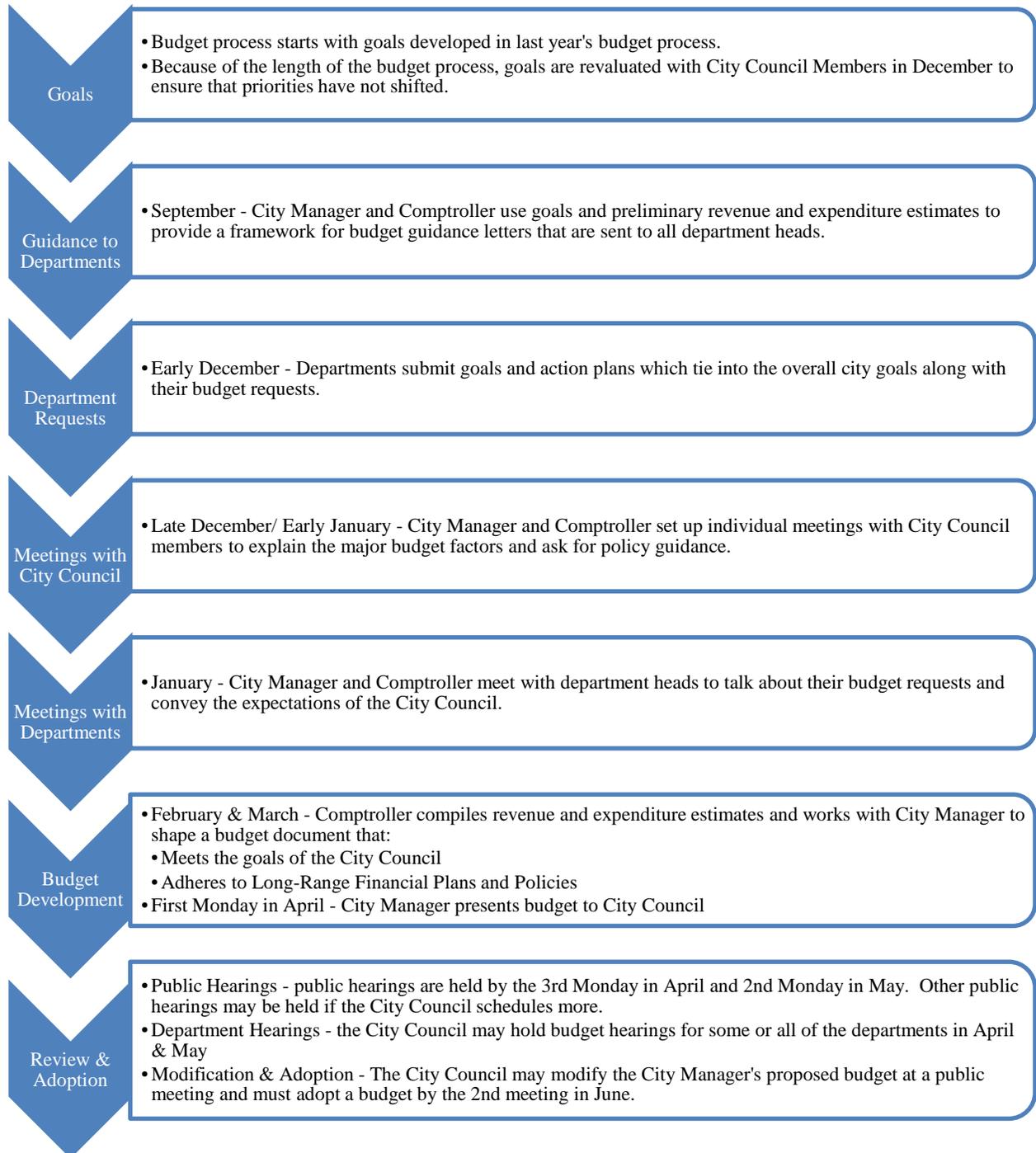
As noted above, the city has many funds for which it is accountable. Some of these funds are subject to budgetary controls. The objective of these controls is to ensure compliance with legal provisions embodied in the annual appropriated budget approved by the City Council. Activities of the **General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



General Fund, CCD Fire and TCD Fire Budgetary Process

Development Phase

The General Fund, CCD Fire and TCD Fire Fund budgets are developed together using inputs and estimates from all city departments in addition to revenue estimates from the State of Connecticut, transfers to and from other city funds, funding requests from outside organizations and other factors. In the end, the product is a balanced budget with appropriations equaling anticipated revenues plus/ (minus) budgeted use of/ (contribution to) unrestricted fund balance (“UFB”). *The current budget utilizes \$400,000 of UFB from the General Fund and \$600,000 of UFB from the CCD Fire Fund.*



Implementation/Amendment Phase

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

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

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

Board of Education Budget Process

Overview

The BOE budget process is segregated into a six-step process that includes planning, preparation, adoption, revision, implementation, and evaluation. The process is developed with two major objectives in mind – (1) to provide every child in Norwich with the best educational opportunities available to them 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. Based upon the budget cuts or increases 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 called 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 and 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 their salary for the upcoming year. In addition, the form seeks information regarding anyone interested in taking a leave of absence or possible maturity leave for the upcoming year.

The enrollment projections for the upcoming year are based upon the October 1 count and are incremented to the next grade to calculate staffing requirements. For example: the number of students in grade 1 on October first will be reflected in grade 2 for the next year. The enrollment projection is also used for the allocation of 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 2nd 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 the report and completes an audit of the Board of Education's records for that year. The audit is required to be completed by December 31 following the close of the fiscal year on June 30th.

Norwich Public Utilities Budget Process

Pursuant to Chapter XII, §6 of the City Charter,

the public utilities commission shall annually prepare and submit a budget for the approval of the city manager and the council in the manner prescribed in chapter VII of this charter. This budget shall include as an item of expenditure an amount to be turned over to the city treasurer during the ensuing fiscal year for the general use of the city, which amount, unless reduced by majority vote of the council, shall not be less than ten per cent (10%) of the gross revenues of the Department of Public Utilities as reported in the annual reports of the commission for the preceding calendar year to the Public Utilities Commission of the state of Connecticut.

Norwich Public Utilities begins its budget process in October. 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 weekly during January and February to discuss assumptions and projections.

A balanced budget with options is presented in detail to the Board of Commissioners Finance Committee and to the full Board in March. The Committee and/or Board make requests for changes and the final version is forwarded to the City of Norwich Finance Department for inclusion in the draft City of Norwich budget.

In April the final approved budget is sent to the Norwich City Council for approval.

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.

Please see the Green-divided section of this document for further information on the NPU budget.

III. 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 since they are all so closely intertwined. The Capital Improvement Plan, Debt Policy, Pension Funding, OPEB Funding, Cash Management, Risk Management, and Management of General Fund Unrestricted Fund Balance make up the city's long-term financial planning.

Capital Improvement Plan

Pursuant to chapter VII, section 17 of the city charter, the City Manager recommends to the City Council in his/ her budget document which projects should be undertaken and how they should be financed. The City Council must adopt a budget with at least one mill of capital improvements.

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

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

Debt

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

Type of Financing

General Obligation Bonds

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

Revenue Bonds

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

Lease Purchases

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

Bond Anticipation Notes

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

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

Statutory Debt Limitations

The Connecticut General Statutes Section 7-374(b) provides that the total authorized debt of a city shall not exceed seven times the total tax receipts from the most recently completed fiscal year for debt limitation computation nor shall the total authorized particular purpose debt exceed certain multiples of the tax receipts. The following table summarizes the city's debt limitations for the fiscal year ended June 30, 2012.

Total tax collections: 63,294,000

Type of Debt	Multiple	Limitation	Total Indebtedness	Limitation in Excess of Actual Indebtedness	Percent of Limit
General Purpose	2.25	142,411,500	30,451,000	111,960,500	21.38%
Schools	4.50	284,823,000	9,962,000	274,861,000	3.50%
Sewers	3.75	237,352,500	13,086,000	224,266,500	5.51%
Urban Renewal	3.25	205,705,500	-	205,705,500	0.00%
Pension Deficit	3.00	189,882,000	-	189,882,000	0.00%
Overall Debt Limit	7.00	443,058,000	53,499,000	389,559,000	12.07%

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 competitively bids for bonds and BANs unless there is a clear indication it is in the best interest to do otherwise and the council approves the alternative.
- Utilize credit enhancement when necessary to lower total borrowing costs.

Maturity

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

Debt Limitation

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

- Stabilization of non self-supporting debt - It is the city's policy to manage the authorization and issuance of GO debt that debt service will increase on an annual basis by no greater than the same percentage as the total General Fund expenditure in order to maintain stability. The city may exceed this parameter if additional debt is needed to:
 - address a clear and present threat to public health or safety
 - satisfy a clear mandate from the voters of the city to undertake such debt (upon the written request of the Comptroller, recommendation of the City Manager and approval of the City Council)
- Limitation based on assessed value - In addition, this amount of net indebtedness shall be limited to a maximum of 5% of the city's taxable assessed value. (Currently at 2.23%)
- Statutory limitation - In addition, this amount of net indebtedness shall be limited to a maximum of 50% of the city's statutory debt limit.

Enterprise Fund Debt

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

Refunding

The city may undertake a refunding, where necessary, to:

- Reduce interest costs by no less than 2% of present value of refunded debt, with no more than 50% of savings coming from the first two years.
- Restructure debt service
- 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 city has two pension trust funds and an Other Post Employment Benefits (OPEB) trust fund. The city has made a commitment to fund these trust funds at 100% of our actuary's annual required contribution (ARC) in order to mitigate to overall long-term cost of providing postemployment benefits.

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.

Volunteer Firefighters' Relief Fund

This fund is used to account for the benefit system for volunteer firefighters from the five fire companies in the Town Consolidated District.

Pension contributions are budgeted in the TCD Fire fund.

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 and budgeted in the General Fund, CCD Fire Fund, and NPU Enterprise Fund.

The following information is taken from the city's most recent actuarial valuations and the June 30, 2012 audited financial statements:

	Employees' Retirement Fund	Volunteer Firefighters' Relief Fund	OPEB Fund
Information from latest actuarial valuation			
Date of valuation	7/1/2011	1/1/2012	7/1/2011
Plan Members			
Currently receiving benefits	497	52	377
Terminated, not yet receiving benefits	43	0	0
Active plan members	561	143	823
Total	<u>1101</u>	<u>195</u>	<u>1200</u>
Funding Progress			
Actuarial value of assets	\$148,332,000	\$1,639,000	\$4,405,000
Actuarial accrued liability	(195,652,000)	(4,804,000)	(57,618,000)
Unfunded frozen actuarial liability (UFAL)	<u>(\$47,320,000)</u>	<u>(\$3,165,000)</u>	<u>(\$53,213,000)</u>
Funded ratio	75.81%	34.12%	7.65%
Covered payroll	\$33,523,000	N/A	\$50,093,000
UFAL as a % of covered payroll	141.16%	N/A	106.23%
Information from June 30, 2012 Comprehensive Annual Financial Statements			
Net Pension or OPEB Asset/ (Liability)	\$206,000	(\$93,000)	(\$4,490,000)
2013-14 Annual Required Contribution	\$5,789,000	\$308,987	\$6,040,321

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- and short-term cash flow demands of the city and conforming to all statutes governing the investment of funds. Idle cash during the year is invested in temporary, legally permitted investments on a short-term basis.

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

Risk Management

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

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

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

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

Management of General Fund Unrestricted Fund Balance

City government is prohibited from spending more than the total amount appropriated in its annual budget document. General fund surpluses are accumulated in an account called Unrestricted Fund Balance (UFB), which can be used to offset revenue deficits that might occur in a subsequent year.

Like operating capital, the UFB can function as a financial shock absorber to smooth out short-term revenue and expense fluctuations. When sluggish economic conditions result in lower-than-projected revenues, a portion of fund balance can be allocated to cover budgeted operating expenses. When the economy is healthy, and revenues are higher than predicted for annual budgeting purposes, the excess revenues can be added to the UFB for future use.

City Council policies discourage the routine use of fund balance to support long-term or ongoing expenses in the operating budget. The city's financial policy requires that the city's UFB target an amount to be 8 to 10% percent of expenditures. If fund balance is used for one-time projects, restoring them becomes the highest budgeting priority after assuring that adequate operating funds are available to support essential services and infrastructure needs. In the event that UFB exceeds 10%, use of fund balance may be budgeted in the subsequent year. 8% represents roughly one month of operating expenses. It also provides the liquidity necessary to accommodate the city's uneven cash flow inherent in periodic tax collection and state grant payments. City policy is to avoid UFB dipping below 8%, except in the case of extraordinary and unexpected events, such as a natural disaster.

A detailed history of the UFB follows:

Fiscal Year Ended June 30 th	Unrestricted Fund Balance	Annual Expenditures and Encumbrances	Balance as % of Expenditures
2012	\$10,635,000	\$109,244,843	9.74%
2011	10,648,983	102,430,104	10.40%
2010	9,834,382	101,204,777	9.72%
2009	9,616,208	106,745,559	9.01%
2008	10,676,062	104,542,627	10.21%
2007	11,651,288	99,712,831	11.68%
2006	11,026,609	94,614,448	11.65%
2005	10,572,489	90,066,142	11.74%
2004	9,302,144	87,433,775	10.64%
2003	8,770,626	86,505,078	10.14%

IV. 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, 2011. This was the 19th consecutive year that the city has received this prestigious award. For each of the fiscal years beginning July 1, 2000 through July 1, 2012, 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. Additionally, the city was awarded the GFOA's Popular Annual Financial Reporting (PAFR) award for the City Manager's fiscal year 2004-05 Annual Report.

**COMPARATIVE BUDGET SUMMARY AS REQUIRED BY CITY CHARTER
GENERAL FUND AND SPECIAL REVENUE FUNDS**

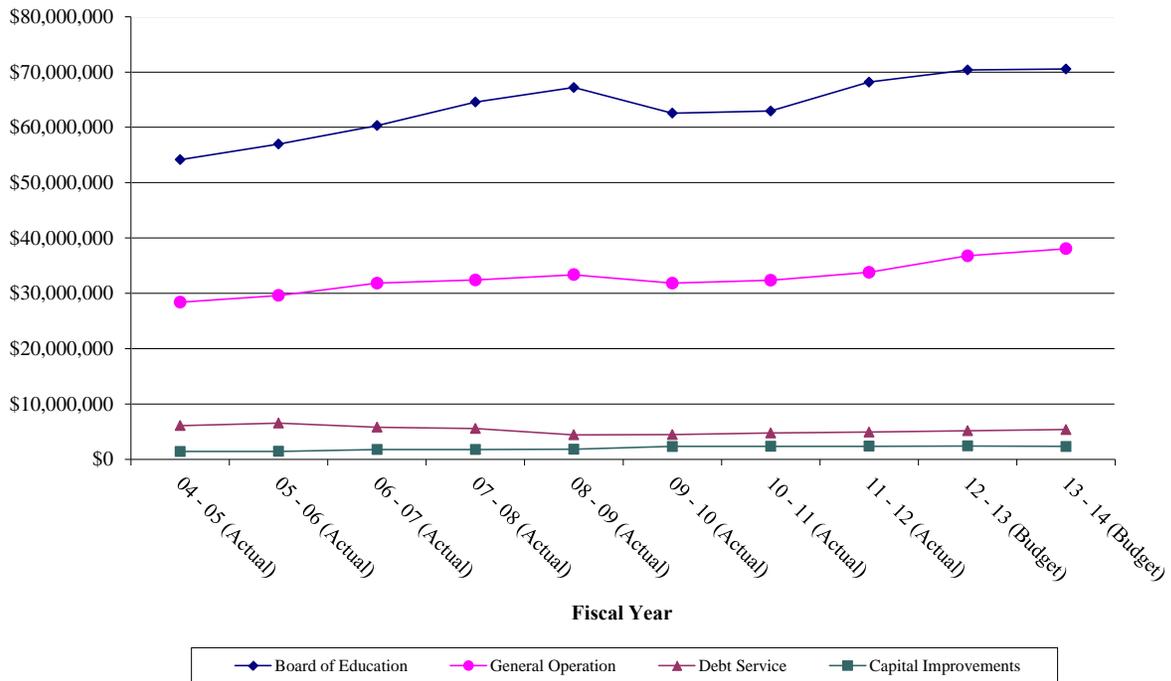
	2011-12 REVISED BUDGET	2012-13 REVISED BUDGET	2013-14 PROPOSED BUDGET	2013-14 ADOPTED BUDGET
City Manager	264,118	272,076	308,095	296,744
Finance	1,269,604	1,363,798	1,401,010	1,401,010
City Treasurer	203,834	219,505	229,125	229,125
Assessment	361,349	373,780	412,134	412,134
Human Resources	370,111	409,095	455,695	455,695
Law	420,000	436,800	445,536	445,536
City Clerk	363,884	356,225	369,002	369,002
City Council	391,500	371,772	194,944	194,944
Police	11,040,487	12,344,335	13,268,630	12,976,406
Fire - Central	1,827,077	2,024,898	2,073,348	2,019,933
Fire - East Great Plain	109,781	118,178	120,646	117,646
Fire - Laurel Hill	45,997	51,749	52,968	51,368
Fire - Occum	62,866	60,766	61,819	59,819
Fire - Taftville	114,786	124,290	131,359	128,059
Fire - Yantic	114,229	131,445	140,172	137,457
Recreation	551,103	669,618	687,534	687,534
Human Services	1,282,221	1,376,325	1,450,727	1,343,991
Public Works	9,005,167	9,778,058	9,721,909	9,757,375
Election	109,979	116,802	117,443	117,443
Planning & Neighborhood Service:	895,221	928,514	966,553	966,553
Debt Service - Principal	3,970,000	3,960,000	4,420,000	4,420,000
Debt Service - Interest	1,001,075	1,204,332	960,558	960,558
Miscellaneous	7,343,007	7,582,084	8,076,552	8,145,225
Emergency Management	51,048	70,190	77,422	77,422
Education	68,163,405	70,385,212	70,385,212	70,535,212
City Consolidated Fire District	5,910,738	6,582,363	7,120,056	7,052,701
Town Consolidated Fire District	535,662	524,038	552,396	552,396
TOTALS	115,778,249	121,836,248	124,200,845	123,911,288
General Operations	33,824,677	36,766,068	38,441,932	38,069,730
Debt Service	4,971,075	5,164,332	5,380,558	5,380,558
Capital Improvements	2,372,692	2,414,235	2,320,691	2,320,691
Education	68,163,405	70,385,212	70,385,212	70,535,212
City Consolidated Fire District	5,910,738	6,582,363	7,120,056	7,052,701
Town Consolidated Fire District	535,662	524,038	552,396	552,396
TOTALS	115,778,249	121,836,248	124,200,845	123,911,288

CITY OF NORWICH
MILLAGE REQUIREMENTS

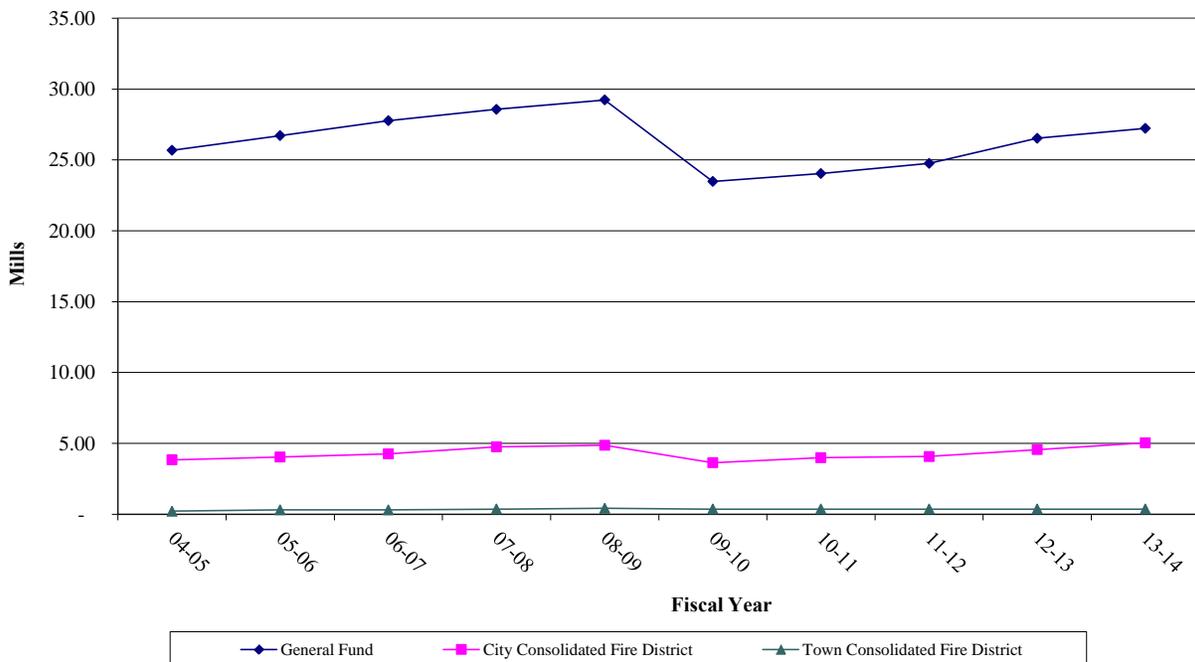
The Assessor values all of the real estate, motor vehicles and personal property each year as of October 1. The sum of these values (less exemptions and credits) is the grand list. Anyone owning property at that date incurs a tax liability due on July 1 of the next year. When the budget is adopted by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

	General Fund	Town Consolidated Fire District	City Consolidated Fire District
<i>Calculation of Grand List</i>			
Motor Vehicles	194,509,080	122,087,620	72,421,460
Personal Property	140,057,210	116,482,740	23,574,470
Real Estate	2,123,111,000	1,340,646,100	782,464,900
Total Gross Grand List	2,457,677,290	1,579,216,460	878,460,830
<i>Less: Exemptions, Credits, Etc.</i>			
Elderly Reimbursement	14,792,453	9,509,434	5,283,019
Veterans/ military exemptions	6,449,530	4,269,710	2,179,820
Disabled exemptions	682,840	415,630	267,210
Economic Dev & Mfg exemptions	26,617,900	15,529,150	11,088,750
Elderly Freeze	130,000	130,000	0
Projected Certificates of Correction	400,000	200,000	200,000
Total Exemptions, Credits, Etc.	49,072,723	30,053,924	19,018,799
<i>Grand list, net of exemptions & credits</i>	2,408,604,567	1,549,162,536	859,442,031
<i>Estimated Tax Collection Percentage</i>	96.35%	97.57%	95.17%
<i>Collectible Grand List</i>	2,320,690,500	1,511,517,886	817,930,981
<i>Taxes to be Levied:</i>			
General City	20,225,728		
Board of Education	35,978,396		
Capital Improvements	2,320,691		
Debt Service	4,664,202		
Town Consolidated Fire District		534,396	
City Consolidated Fire District			4,118,944
Total Tax Levy	63,189,017	534,396	4,118,944
<i>Mill Rates Required:</i>			
General City	8.71		
Board of Education	15.51		
Capital Improvements	1.00		
Debt Service	2.01		
Town Consolidated Fire District		0.36	
City Consolidated Fire District			5.04
Total Mill Rates Required	27.23	0.36	5.04
Last Year's Mill Rate	26.54	0.36	4.56
Change	0.69	0.00	0.48
Percent Change	2.60%	0.00%	10.53%

**CITY OF NORWICH
GENERAL FUND - SUMMARY OF EXPENDITURES
TEN YEAR COMPARISON**



**CITY OF NORWICH
PROPERTY TAX MILL RATES
TEN YEAR COMPARISON**

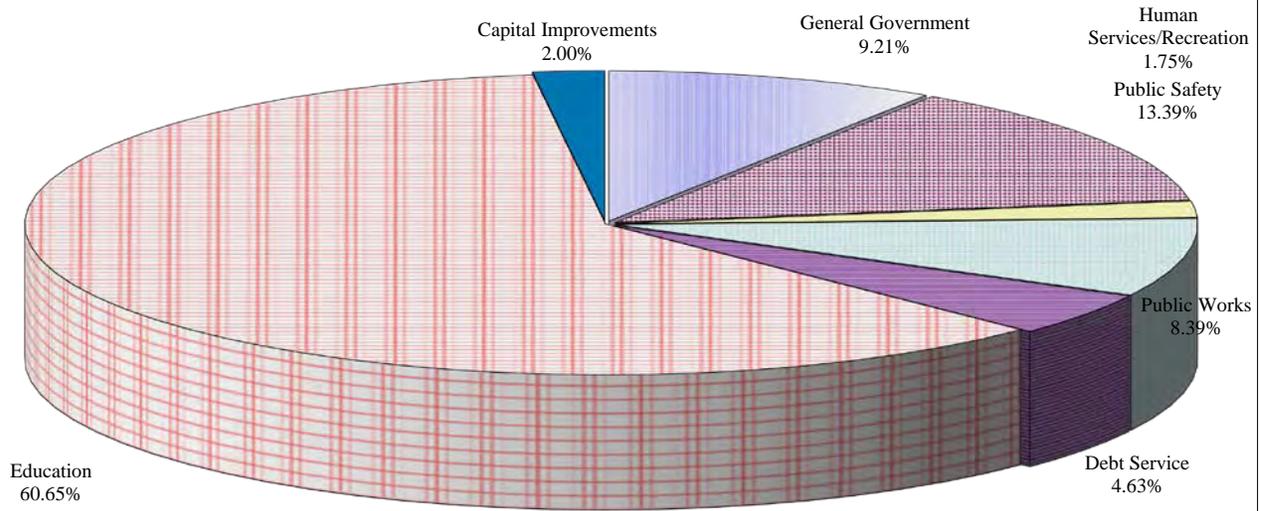


In fiscal year 2004-05, a revaluation was done for grand list 10/1/2003. This revaluation resulted in the net grand list increasing \$568,306,854 to \$1,732,000,000 from the 10/1/2002 net grand list value of \$1,163,693,146.

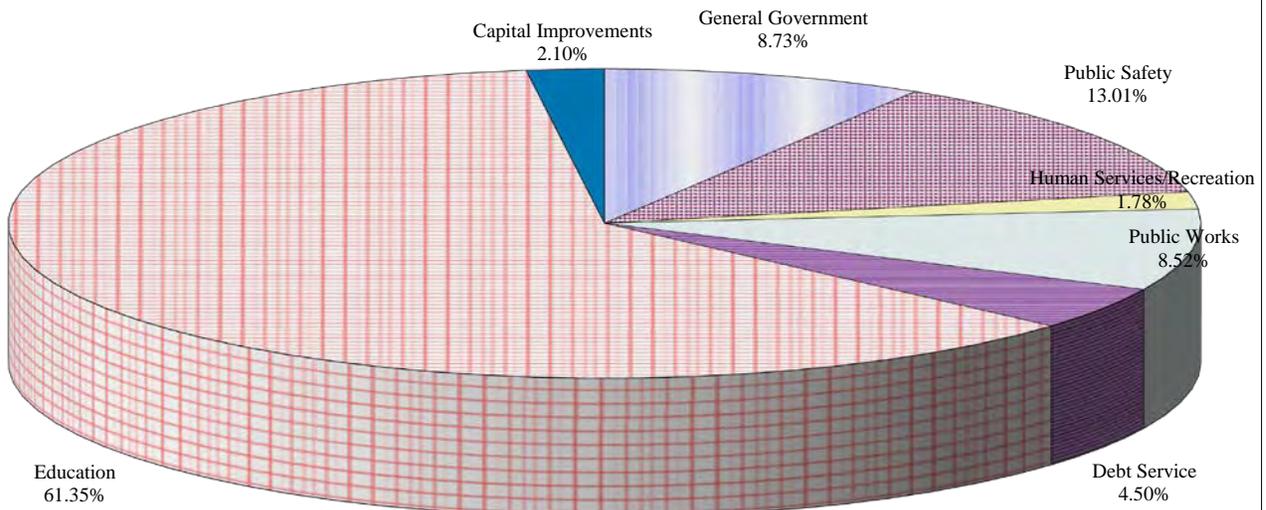
For fiscal year 2009-10, the 10/1/2008 grand list revaluation resulted in an increase of \$494,000,000 to \$2,327,000,000 from the 10/1/2007 net grand list value of \$1,833,000,000.

**CITY OF NORWICH
SUMMARY OF EXPENDITURES**

2013-14 ADOPTED BUDGET

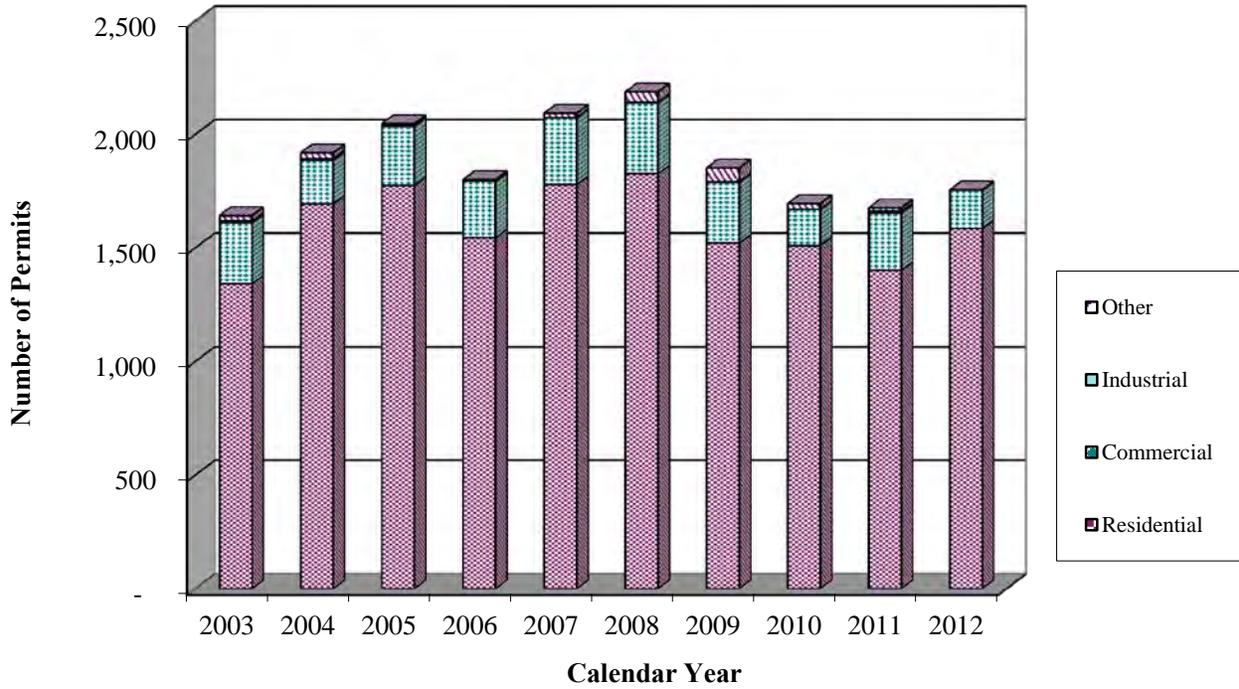


2012-13 REVISED BUDGET

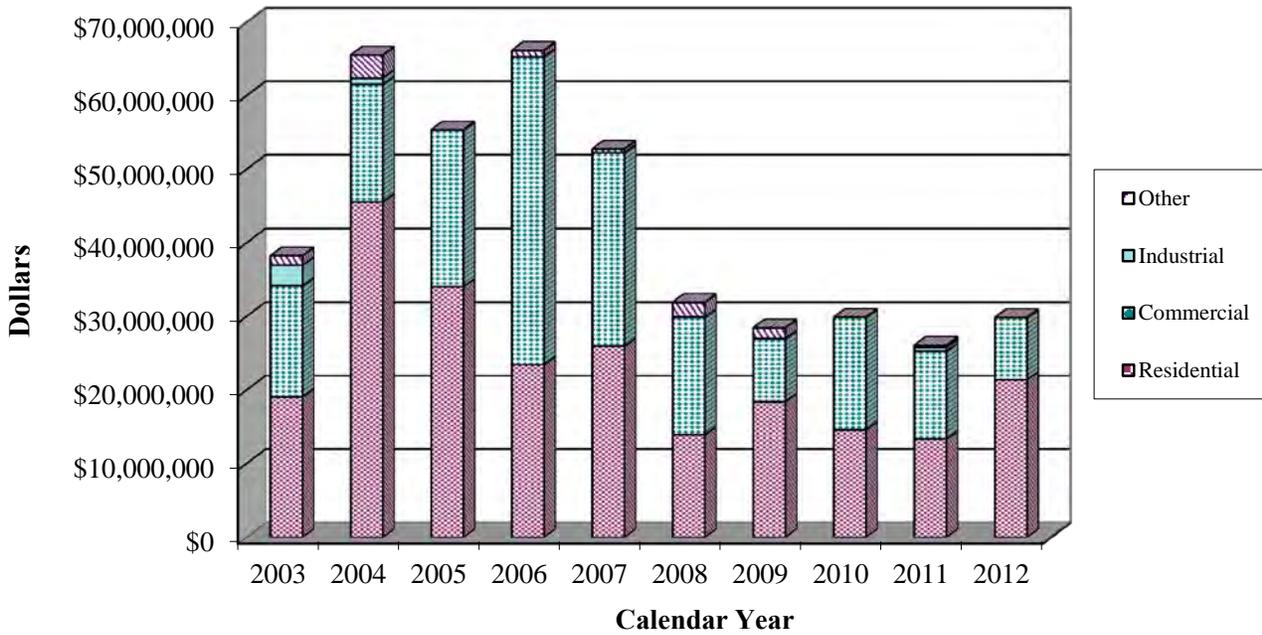


	2013-14 Adopted Budget	2012-13 Revised Budget	Dollar Change	Percent Change
General Government	10,712,720	10,016,216	696,504	6.95%
Public Safety	15,568,110	14,925,851	642,259	4.30%
Human Services/Recreation	2,031,525	2,045,943	(14,418)	-0.70%
Public Works	9,757,375	9,778,058	(20,683)	-0.21%
Debt Service	5,380,558	5,164,332	216,226	4.19%
Education	70,535,212	70,385,212	150,000	0.21%
Capital Improvements	2,320,691	2,414,235	(93,544)	-3.87%
	<u>116,306,191</u>	<u>114,729,847</u>	<u>1,576,344</u>	<u>1.37%</u>

BUILDING PERMITS ISSUED BY CATEGORY



TOTAL VALUE OF BUILDING PERMITS BY CATEGORY

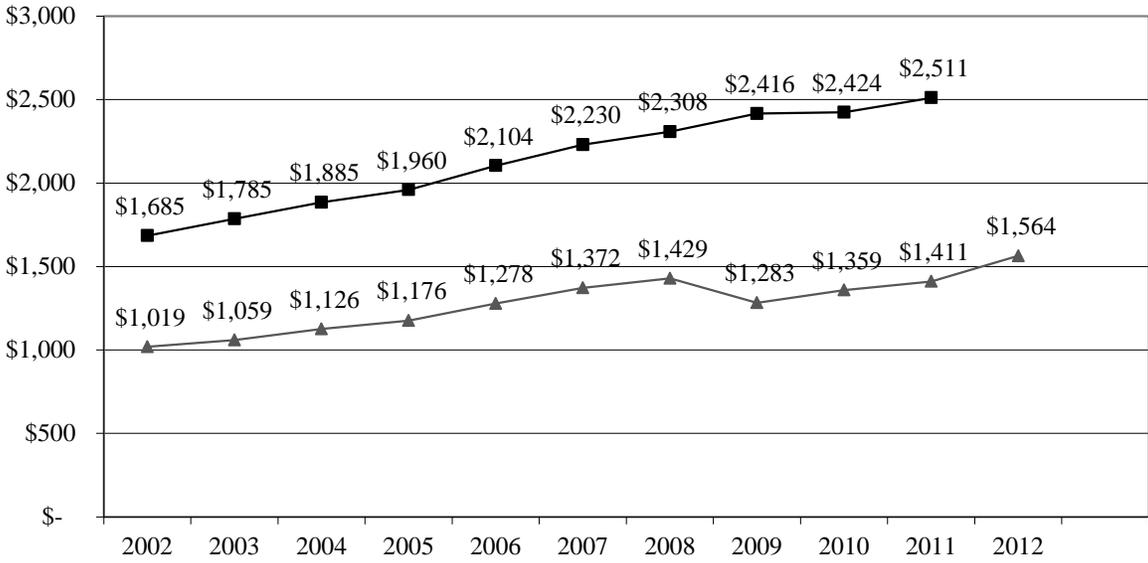


**PROPERTY TAX ON RESIDENTIAL HOME IN THE CITY CONSOLIDATED FIRE DISTRICT
WITH A MARKET VALUE OF \$180,000**



Capital improvements	\$126	Taxes support the improvement and expansion of the city's infrastructure.
Fire	\$727	Taxes provide fire protection for residents.
Education	\$1,953	Taxes fund the Norwich Public School system.
Public Works	\$281	Taxes support maintenance of city roads, buildings, parks and vehicles and refuse and recycling collection.
General Government	\$442	Taxes support the administration of city services.
Debt Service	\$253	Taxes provide for the scheduled debt service payments from the city's long-term borrowings.
Police	\$374	Taxes provide police protection for residents.
TOTAL TAX BILL:	\$4,156	

PROPERTY TAX REVENUE PER CAPITA



▲ City of Norwich
 ■ Average of 169 Connecticut municipalities

Source: State of Connecticut Office of Policy & Management's January 2013 Municipal Fiscal Indicators. The last available statistic for the Average of 169 Connecticut municipalities is for fiscal year 2011.

CITY OF NORWICH
AUTHORIZED FULL-TIME EQUIVALENT POSITIONS

<u>DEPARTMENT</u>	<u>09-10</u>	<u>10-11</u>	<u>11-12</u>	<u>12-13</u>	<u>13-14</u>
General City *					
City Manager	3.0	2.0	2.0	2.0	2.0
Finance	12.0	12.0	12.0	12.0	12.0
Treasurer	3.0	3.0	3.0	3.0	3.0
Assessment	4.0	4.0	4.0	4.0	4.0
Human Resources	4.5	3.6	3.6	4.6	4.6
City Clerk	5.0	5.0	4.0	4.0	4.0
City Council	2.0	2.0	2.0	2.0	2.0
Police	96.0	94.0	100.0	107.0	104.0
Fire	59.6	59.6	59.6	62.6	61.0
Recreation	6.0	6.0	5.5	6.0	6.0
Human Services	8.6	8.0	7.0	7.0	5.0
Senior Citizens Center	6.5	6.5	6.5	7.6	7.0
Youth Service Bureau	2.0	2.0	2.0	2.0	2.0
PW Engineering & Administration	6.0	5.0	5.0	5.0	5.0
PW Fleet Maintenance	7.0	7.0	7.0	7.0	7.0
PW Solid Waste	3.0	3.0	3.0	3.0	3.0
PW Street Maintenance	39.0	38.0	36.0	36.0	36.0
PW Building Maintenance	9.0	8.0	8.0	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	13.0	12.0	10.0	10.0	10.0
Emergency Management	1.0	1.0	1.0	1.0	1.0
Subtotal - General City	293.2	284.7	284.2	297.8	290.6
Board of Education					
General Fund-funded positions	291.1	286.4	342.5	358.8	360.5
State & federal grant-funded positions	226.3	193.0	65.7	65.7	157.4
School Lunch (federal grant)	30.0	46.0	37.5	37.5	39.0
Adult Education (state & federal grants)	12.0	12.0	12.0	12.0	22.3
Family Resource Ctr (state & fed grants)	24.5	24.5	24.5	28.5	27.5
Subtotal - Board of Education	583.9	561.9	482.2	502.5	606.7
Norwich Public Utilities	139.5	142.5	152.0	148.0	142.0
GRAND TOTALS	1,016.6	989.1	918.4	948.3	1,039.3

* 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, a police officer added in January 2013 - the middle of the fiscal year - would be included as 0.5 FTE. The summary above is intended to show the total staffing resources as of the end of the fiscal year, so that same police officer would be counted as a full FTE.

General Government - from 2001-02 to 2010-11, the City reduced 14% of its workforce. The additions since then have been in Police and Fire. In 2013-14, one more Dispatcher is added to the Police Department.

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 of roughly 30 FTE's due to the Alliance District and Network School programs. The FTE's for 2013-14 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.

**CITY OF NORWICH
COLLECTIVE BARGAINING UNITS**

Collective Bargaining Group Name	Group Represented	FTE Positions Represented	Beginning Date of Contract	End Date of Contract
International Brotherhood of Police Officers (IBPO), Local 38	City 911 Dispatchers	9.00	7/1/2011	6/30/2012
International Association of Fire Fighters, Local 892	City Firefighters	58.00	7/1/2007	6/30/2013
Council 4 AFSCME, Local 2422	City Non-supervisory administrative employees	53.80	7/1/2012	6/30/2015
United Public Service Employees Union, Connecticut Organization for Public Safety Division	City Police Officers	90.00	7/1/2007	6/30/2013
United Public Service Employees Union, Connecticut Organization for Public Safety Division	City Public Works Employees	48.00	7/1/2011	6/30/2014
Public Works Supervisors, American Federation of State, County & Municipal Employees (AFSCME), Local 818, Council 4	City Public Works Supervisors	5.00	7/1/2008	6/30/2013
Municipal Employees Union "Independent" (MEUI)-Supervisors	City Supervisory administrative employees	11.00	7/1/2009	6/30/2013
Norwich School Administrators Association	NPS Administrators	16.00	7/1/2012	6/30/2015
MEUI Local 506, SEIU, AFL-CIO	NPS Custodians	27.00	7/1/2012	6/30/2016
MEUI Local 506, SEIU, AFL-CIO	NPS Paraeducators	97.00	7/1/2012	6/30/2016
New England Health Care Employees Union District 1199, SEIU, AFL-CIO	NPS School Nurses	14.20	7/1/2012	6/30/2016
Norwich Educational Secretaries, AFSCME Local 1303-190, Council 4	NPS Secretaries	23.00	7/1/2012	6/30/2015
Norwich Teachers League	NPS Teachers	313.80	7/1/2012	6/30/2015
Supervisory Employees Association , Inc. AFSCME Local 818, Council 4	NPU Supervisory and Professional Employees	39.00	7/1/2012	6/30/2016
International Brotherhood of Electrical Workers Local 457, Norwich Unit	NPU Technical and clerical workers	98.00	7/1/2012	6/30/2016
United Steelworkers of America AFL-CIO-CLC Local No. 9411-02	NPU Water distribution employees	4.00	7/1/2012	6/30/2016

Non-Bargaining Employees

General Government	17.00
Department of Public Utilities	1.00
Board of Education	116.00
	<u>134.00</u>

**CITY OF NORWICH
CONSOLIDATED DEBT SCHEDULE**

Description	Original Bond Date	Interest Rates	Amount Bonded	Outstanding at 7/1/2013	Principal	Interest	Total FY 2014 Debt Service
Series B Taxable (Wauregan Hotel)	4/5/2001	6.5 - 6.75%	400,000	100,000	25,000	6,750	31,750
Series A, Capital Project Bonds (Sewer extensions, Fire equipment, Sludge handling, etc.)	4/15/2004	3.0 - 3.55%	3,120,000	465,000	235,000	16,155	251,155
Series B, Refunding Bonds	4/15/2004	2.0 - 4.0%	4,575,000	1,880,000	340,000	71,465	411,465
Series A, Capital Project Bonds (Otis Library, Wawecus St Bridge, Waterline extension, Dodd Stadium, Sewer extensions, etc.)	3/15/2005	3.0 - 5.0%	3,520,000	1,050,000	350,000	30,975	380,975
Series B, Refunding Bonds	3/15/2005	3.0 - 4.0%	8,570,000	4,665,000	810,000	163,432	973,432
Qualified Zone Academy Bond-Kelly Renovations	12/30/2008	0.00%	2,940,000	1,960,000	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	10,200,000	600,000	348,000	948,000
Series B, Refunding Bonds	12/17/2009	2.0 - 3.0%	4,235,000	1,015,000	1,015,000	20,300	1,035,300
Series A, Capital Project (Road Improvements, Sewer Extensions, Kelly MS Renovations, etc.)	12/13/2011	2.0 - 4.0%	9,680,000	9,680,000	500,000	254,881	754,881
Refunding Bonds	2/15/2012	2.00%	2,725,000	2,430,000	300,000	48,600	348,600

Subtotal - General Fund Debt

33,445,000 4,420,000 960,558 5,380,558

Description	Original Bond Date	Interest Rates	Amount Bonded	Outstanding at 7/1/2012	Principal	Interest	Total FY 2013 Debt Service
CT CWF Notes 106-C	10/31/1997	2.00%	3,410,000	660,702	193,611	11,446	205,057
CT CWF Notes 298-C	6/30/2000	2.00%	1,507,962	452,387	75,398	8,357	83,755
CT CWF Notes 9714-C	12/31/2002	2.77%	1,898,651	924,548	97,828	24,374	122,202
CT CWF Notes 349-C	12/31/2002	2.00%	880,594	413,660	45,099	7,861	52,960
CT CWF Notes 200801-C	6/30/2009	2.27%	450,000	358,125	22,500	7,896	30,396
Drinking Water State Revolving Fund 2010-8005	3/31/2010	2.06%	144,728	119,401	7,267	2,391	9,658
Drinking Water State Revolving Fund 2010-8006	3/31/2010	2.06%	326,250	277,312	16,313	5,559	21,872
Clean Water Fund WWTP 625-D	12/31/2012	2.00%	1,864,518	1,758,496	78,193	33,942	112,135
Municipal Area Network	12/19/2007	4.00%	2,300,000	1,137,390	237,287	44,780	282,067
Key Gov't Finance Inc-2009 Digger Derrick	3/6/2009	4.00%	200,500	33,235	32,267	776	33,043
Altec Capital Corp LLC -2011 Bucket Truck	9/1/2011	4.00%	122,900	80,729	24,372	2,856	27,228
Kansas Manhattan Bank-2011 Excavator	8/22/2011	3.38%	95,079	61,091	18,776	1,897	20,673
Other debt					713,731	279,621	993,352

Subtotal - Norwich Public Utilities Debt

6,277,075 1,562,643 431,756 1,994,398

GRAND TOTAL

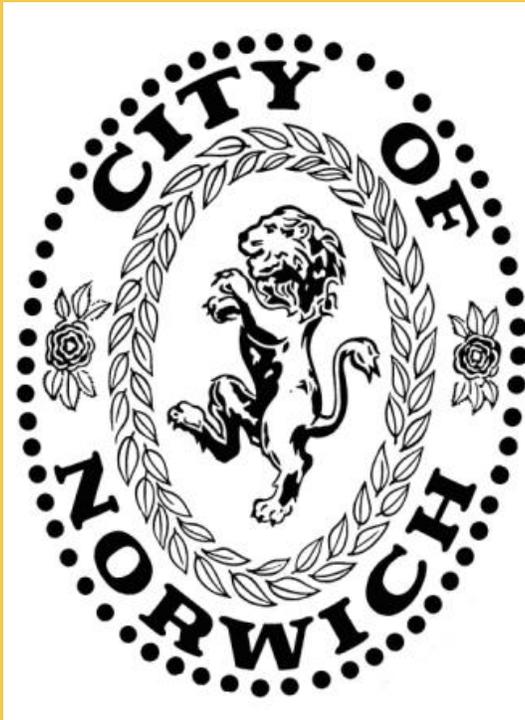
39,722,075 5,982,643 1,392,314 7,374,956

CITY OF NORWICH
FINANCING CITY OPERATIONS - ALL BUDGETED FUNDS SUBJECT TO APPROPRIATION

	Governmental		Proprietary	Total	Governmental		Proprietary	Total	Governmental		Proprietary	Total
	General	SRF	NPU	FYE 2012 Actual	General	SRF	NPU	FYE 2013 Projected	General	SRF	NPU	FYE 2014 Budgeted
Fund balances carried forward	10,648,983	1,046,825	105,339,542	117,035,350	10,371,295	1,340,039	120,169,234	131,880,568	10,371,295	1,340,039	123,713,856	135,425,190
Revenues												
General Property taxes	59,343,131	4,038,146	-	63,381,277	64,195,956	4,477,491	-	68,673,447	65,932,017	4,871,340	-	70,803,357
Licenses and permits	495,296	-	-	495,296	520,000	-	-	520,000	550,000	-	-	550,000
Fines & penalties	14,065	-	-	14,065	18,500	-	-	18,500	12,000	-	-	12,000
Investment income	63,918	7,353	8,750	80,021	135,731	7,000	10,800	153,531	87,709	5,000	7,050	99,759
Revenue from other city operations	8,957,427	750,800	-	9,708,227	9,591,090	819,778	-	10,410,868	9,167,896	919,666	-	10,087,562
Charges for current service	750,212	-	87,053,660	87,803,872	778,536	-	91,864,957	92,643,493	780,211	-	87,617,961	88,398,172
Other revenues	350,194	12,000	-	362,194	337,740	14,000	-	351,740	302,140	14,000	-	316,140
State grants in aid - General	3,649,276	1,724,026	-	5,373,302	4,155,689	1,818,470	-	5,974,159	4,697,402	1,195,091	-	5,892,493
Federal grants in aid - General	17,610	-	-	17,610	20,000	-	-	20,000	20,000	-	-	20,000
State grants in aid - Education	35,216,563	-	-	35,216,563	34,926,705	-	-	34,926,705	34,247,816	-	-	34,247,816
Other revenue - Education	109,463	-	-	109,463	50,000	-	-	50,000	109,000	-	-	109,000
Total revenue	108,967,155	6,532,325	87,062,410	202,561,890	114,729,947	7,136,739	91,875,757	213,742,443	115,906,191	7,005,097	87,625,011	210,536,299
Expenditures/expenses												
City Manager	261,261	-	-	261,261	271,234	-	-	271,234	296,744	-	-	296,744
Finance	1,268,279	-	-	1,268,279	1,357,829	-	-	1,357,829	1,401,010	-	-	1,401,010
City Treasurer	203,432	-	-	203,432	217,706	-	-	217,706	229,125	-	-	229,125
Assessment	358,531	-	-	358,531	371,403	-	-	371,403	412,134	-	-	412,134
Human Resources	369,775	-	-	369,775	407,031	-	-	407,031	455,695	-	-	455,695
Law	412,829	-	-	412,829	436,800	-	-	436,800	445,536	-	-	445,536
City Clerk	360,627	-	-	360,627	353,878	-	-	353,878	369,002	-	-	369,002
City Council	388,328	-	-	388,328	371,772	-	-	371,772	194,944	-	-	194,944
Police	11,231,953	-	-	11,231,953	12,201,876	-	-	12,201,876	12,976,406	-	-	12,976,406
Fire - Central	1,821,142	-	-	1,821,142	2,012,674	-	-	2,012,674	2,019,933	-	-	2,019,933
Fire - East Great Plain	104,794	-	-	104,794	118,178	-	-	118,178	117,646	-	-	117,646
Fire - Laurel Hill	45,917	-	-	45,917	51,749	-	-	51,749	51,368	-	-	51,368
Fire - Occum	54,215	-	-	54,215	60,766	-	-	60,766	59,819	-	-	59,819
Fire - Taftville	115,925	-	-	115,925	124,290	-	-	124,290	128,059	-	-	128,059
Fire - Yantic	121,055	-	-	121,055	131,445	-	-	131,445	137,457	-	-	137,457
Recreation	596,611	-	-	596,611	665,529	-	-	665,529	687,534	-	-	687,534
Human Services	1,266,414	-	-	1,266,414	1,354,846	-	-	1,354,846	1,343,991	-	-	1,343,991
Public Works	8,994,998	-	-	8,994,998	9,673,295	-	-	9,673,295	9,757,375	-	-	9,757,375
Election	107,331	-	-	107,331	116,802	-	-	116,802	117,443	-	-	117,443
Planning & Neighborhood Services	888,508	-	-	888,508	920,912	-	-	920,912	966,553	-	-	966,553
Education	68,163,405	-	-	68,163,405	70,385,212	-	-	70,385,212	70,535,212	-	-	70,535,212
Debt Service - Principal	3,970,000	-	-	3,970,000	3,960,000	-	-	3,960,000	4,420,000	-	-	4,420,000
Debt Service - Interest	937,649	-	234,986	1,172,635	1,204,332	-	370,387	1,574,719	960,558	-	431,756	1,392,314
Miscellaneous	7,146,968	-	-	7,146,968	7,890,198	-	-	7,890,198	8,145,225	-	-	8,145,225
Emergency Management	54,896	-	-	54,896	70,190	-	-	70,190	77,422	-	-	77,422
City Consolidated Fire District	-	5,715,073	-	5,715,073	-	6,582,363	-	6,582,363	-	7,052,701	-	7,052,701
Town Consolidated Fire District	-	524,038	-	524,038	-	554,376	-	554,376	-	552,396	-	552,396
Gas, Water, Electric & Sewer	-	-	82,873,121	82,873,121	-	-	87,960,748	87,960,748	-	-	81,780,103	81,780,103
Total expenditures/expenses	109,244,843	6,239,111	83,108,107	198,592,061	114,729,947	7,136,739	88,331,135	210,197,821	116,306,191	7,605,097	82,211,859	206,123,147
Other financing uses/ (sources)												
Capital contributions	-	-	(10,875,389)	-	-	-	-	-	-	-	-	-
Total resources used	109,244,843	6,239,111	72,232,718	198,592,061	114,729,947	7,136,739	88,331,135	210,197,821	116,306,191	7,605,097	82,211,859	206,123,147
Fund balance/net assets to carry forward	10,371,295	1,340,039	120,169,234	121,005,179	10,371,295	1,340,039	123,713,856	135,425,190	9,971,295	740,039	129,127,008	139,838,342
GF Fund Balance as a % of Expenditures	9.49%				9.04%				8.57%			

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

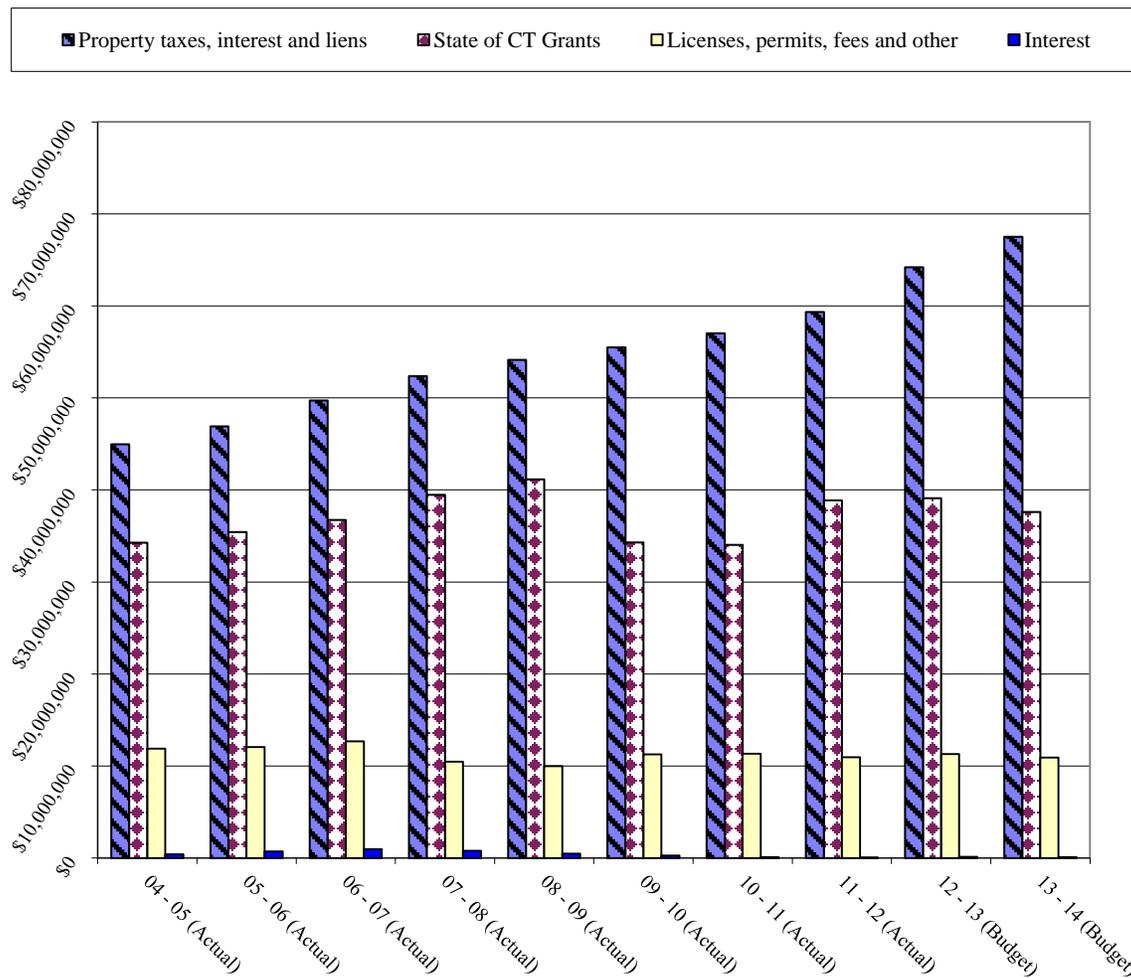
General Fund



CITY OF NORWICH SUMMARY OF GENERAL FUND BUDGET 2013-14 ADOPTED BUDGET					
	General City	Debt Service	Capital Improvements	Education	Total General Fund
EXPENDITURES					
Total by category	38,069,730	5,380,558	2,320,691	70,535,212	116,306,191
TOTALS	38,069,730	5,380,558	2,320,691	70,535,212	116,306,191
REVENUES					
General Revenues	17,644,002	716,356	0	34,356,816	52,717,174
Surplus	200,000	0	0	200,000	400,000
Taxes to be levied - General Fund	20,225,728	4,664,202	2,320,691	35,978,396	63,189,017
TOTALS	38,069,730	5,380,558	2,320,691	70,535,212	116,306,191

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.



**CITY OF NORWICH
GENERAL FUND REVENUES
2013-14 ADOPTED BUDGET**

	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 ACTUAL	2012-13 REVISED BUDGET	2013-14 MANAGER'S PROPOSED	2013-14 ADOPTED BUDGET
GENERAL PROPERTY TAXES						
70201	PROPERTY TAX CURRENT LEVY	52,751,927	54,357,272	56,715,920	61,545,956	63,189,017
70202	PROPERTY TAX PRIOR LEVY	1,439,119	1,372,712	1,378,330	1,400,000	1,428,000
70203	PROPERTY TAX-INT & LIENS	813,974	855,346	774,654	750,000	800,000
70208	PROP.TAX-M.V. PA-76-338	500,900	446,348	474,227	500,000	515,000
TOTALS						
		55,505,920	57,031,678	59,343,131	64,195,956	65,932,017

LICENSES & PERMITS						
70213	MISC. PERMITS & FEES	512,430	623,950	495,296	520,000	550,000
TOTALS						
		512,430	623,950	495,296	520,000	550,000

FINES & PENALTIES						
70218	TRAFFIC VIOLATIONS	10,305	12,536	6,650	8,500	7,000
77064	BLIGHT CITATIONS	43,200	10,626	7,415	10,000	5,000
TOTALS						
		53,505	23,162	14,065	18,500	12,000

INVESTMENT INCOME						
70223	INTEREST ON INVESTMENTS	193,100	47,103	7,382	80,000	30,000
70224	INTEREST CEMETERY TRUST	61,977	59,715	56,536	55,731	57,709
TOTALS						
		255,077	106,818	63,918	135,731	87,709

REVENUE FROM OTHER CITY OPERATIONS						
70209	PRIOR REFUSE CHARGES	125,159	119,537	35,429	20,000	10,000
70226	OUTSIDE CONTRACTED JOBS	245,923	155,742	167,318	170,000	150,000
70227	SENIOR CITIZENS CENTER	49,050	24,513	17,013	19,000	19,000
70228	PUBLIC UTILITIES 10%	6,557,959	7,749,073	6,908,035	7,450,994	7,182,802
70229	D.P.U. CITY SERVICE	84,771	88,283	87,698	92,234	91,938
70230	BOND & NOTE PAYMENTS	95,498	93,696	92,143	129,887	165,131
70232	LANDFILL REVENUES	116,782	153,652	165,219	190,000	170,000
70239	D.P.U.SEWER ASSESSMENTS	300,000	275,000	529,064	520,000	520,000
70241	NGCA DEBT SERVICE	0	11,813	32,725	31,975	31,225
70260	PARKING COMMISSION	110,000	90,000	90,000	60,000	0
76040	DIRECT HAULER FEES	925,306	846,588	825,683	900,000	820,000
76041	BACKYARD ROLLOUT FEES	7,020	6,879	7,100	7,000	7,800
TOTALS						
		8,617,468	9,614,776	8,957,427	9,591,090	9,167,896

CHARGES FOR CURRENT SERVICE						
70234	RECORDING FEES	344,019	344,144	350,777	350,000	350,000
70235	LAND RECORD CAP IMPROV FEE	23,708	17,150	14,628	16,000	17,500
70236	PROBATE COURT CHARGE	20,807	21,156	21,872	22,536	22,711
70238	CONVEYANCE TAX	371,618	274,099	362,935	390,000	390,000
TOTALS						
		760,152	656,549	750,212	778,536	780,211

**CITY OF NORWICH
GENERAL FUND REVENUES
2013-14 ADOPTED BUDGET**

	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 ACTUAL	2012-13 REVISED BUDGET	2013-14 MANAGER'S PROPOSED	2013-14 ADOPTED BUDGET
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OTHER REVENUES

70243 MISC. UNCLASSIFIED	935,269	251,117	513,867	257,740	222,140	222,140
70246 CITY PROPERTY	57,786	74,044	109,327	80,000	80,000	80,000
TOTALS	993,055	325,161	623,194	337,740	302,140	302,140

STATE GRANTS IN AID - GENERAL

70247 STATE-IN LIEU OF TAXES	1,506,712	1,521,919	1,471,564	1,471,829	801,178	1,542,886
70249 STATE-BUILDING MAINT.	238,519	289,099	317,406	277,000	280,000	280,000
70250 STATE-CITY HOUSING	104,583	195,234	86,799	87,208	46,060	82,480
70253 STATE MFG MACH & EQUIP	152,972	153,630	0	0	0	0
70254 STATE - MASH/PEQUOT FUNDS	414,221	437,261	607,103	526,850	136,737	1,112,705
70257 STATE-ELDERLY REIMBURSE.	161,691	151,381	154,339	137,731	133,504	133,504
70259 YOUTH SERVICE BUREAU	87,556	87,596	87,296	87,596	87,596	87,596
70261 STATE-SCH.BOND INTEREST	128,996	121,365	116,698	108,944	104,107	104,107
70266 STATE-ACCESS LINE TX SHR	152,845	141,407	140,258	140,000	110,000	110,000
73221 PSAP SUBSIDY	0	0	0	0	0	90,000
73420 TOWN AID ROADS	237,344	237,246	237,584	237,583	503,127	503,127
73500 SHARED REVENUES	0	0	113,436	764,155	475,000	650,997
73800 LOCAL CAPITAL IMPROVE. PROGRA	288,131	294,788	316,793	316,793	0	0
TOTALS	3,473,570	3,630,926	3,649,276	4,155,689	2,677,309	4,697,402

FEDERAL GRANTS IN AID - GENERAL

70268 EMERGENCY MANAGEMENT PERFO	16,851	17,109	17,610	20,000	20,000	20,000
74210 COPS HIRING RECOVERY PROGRAM	116,277	70,776	0	0	0	0
TOTALS	133,128	87,885	17,610	20,000	20,000	20,000

STATE GRANTS IN AID - EDUCATION

70276 HEALTH SERVICES	180,943	164,668	123,162	123,162	65,000	65,000
70280 STATE-ED TRANSPORTATION	698,820	723,542	727,321	687,000	62,376	666,273
70284 STATE-ED EQUALIZE GRANT	27,393,130	27,537,531	32,111,673	32,316,543	32,983,171	32,316,543
70285 STATE-ED SERV.FOR BLIND	11,764	9,718	13,867	0	0	0
70296 EXCESS COST GRANT	2,422,331	1,884,608	2,240,540	1,800,000	1,800,000	1,200,000
TOTALS	30,706,988	30,320,067	35,216,563	34,926,705	34,910,547	34,247,816

OTHER REVENUE - EDUCATION

70291 OTHER ED SCHOOL TUITIONS	307,944	103,335	109,463	50,000	109,000	109,000
TOTALS	307,944	103,335	109,463	50,000	109,000	109,000

SURPLUS GENERAL FUND

70294 SURPLUS-GENERAL FUND	0	0	0	0	400,000	400,000
TOTALS	0	0	0	0	400,000	400,000

GRAND TOTALS	101,319,237	102,524,307	109,240,155	114,729,947	116,528,393	116,306,191
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DESCRIPTION OF REVENUES

GENERAL PROPERTY TAXES

70201 Current Levy - The current levy for 2013-14 is based on all taxable property in the city as of 10/1/2012, 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.

Property Tax Collection - General Fund					
Current Taxes					
	Fiscal Year		Total Tax Levy	Current Collected	Tax Collection %
	2002-03	\$	41,063,766	\$ 39,437,731	96.0%
	2003-04	\$	42,773,755	\$ 41,136,220	96.2%
	2004-05	\$	43,998,693	\$ 42,680,930	97.0%
	2005-06	\$	46,541,197	\$ 44,977,469	96.6%
	2006-07	\$	49,972,990	\$ 48,323,538	96.7%
	2007-08	\$	51,980,360	\$ 50,213,269	96.6%
	2008-09	\$	54,308,632	\$ 52,081,267	95.9%
	2009-10	\$	55,162,306	\$ 53,056,137	96.2%
	2010-11	\$	57,006,148	\$ 54,816,062	96.2%
	2011-12	\$	59,109,668	\$ 57,141,194	96.7%

70202 Prior Year Levies - Delinquent taxes anticipated to be collected from prior years unpaid taxes. Collection of taxes is enforced through liens, foreclosure and tax warrants. We are anticipating a small increase in the total dollar amount of prior year levies' collections as a result of the improving economy.

Property Tax Collection - General Fund					
Delinquent Taxes					
	Fiscal Year		Amount Collectible	Total Collected	% Collected
	2002-03	\$	3,639,033	\$ 1,389,112	38.2%
	2003-04	\$	3,974,515	\$ 1,263,719	31.8%
	2004-05	\$	4,005,901	\$ 1,375,536	34.3%
	2005-06	\$	2,618,437	\$ 1,168,996	44.6%
	2006-07	\$	2,862,229	\$ 759,797	26.5%
	2007-08	\$	3,111,798	\$ 1,346,209	43.3%
	2008-09	\$	3,277,753	\$ 1,159,611	35.4%
	2009-10	\$	3,449,280	\$ 1,439,119	41.7%
	2010-11	\$	3,585,669	\$ 1,372,712	38.3%
	2011-12	\$	4,280,884	\$ 1,378,331	32.2%

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 on real estate property lienied. We expect a small increase in the amount of revenue from interest and lien fees.

70208 M.V. PA 76-338 – Commonly referred to as the supplemental motor vehicle tax, this is tax revenue anticipated from motor vehicles purchased after assessment date of October 1, 2012 and prior to August 1, 2013 (P.A. 76-338). This revenue item is expected to increase over the next few years as a result of the increase in vehicle purchases after the recession.

LICENSES & PERMITS

70213 Misc. Permits & Fees - Includes a broad range of user fees, most of which the city has the power to establish, and the remainder of which are set by Connecticut General Statutes. Includes building and housing fees, police issued permits, and miscellaneous fees. Most of the revenue is derived from building permits. On June 1, 2009 the Norwich City Council adopted Ordinance 1616 which increased building and demolition permit fees and Ordinance 1617 which created some new fees for services performed by the Building Division of the Planning & Neighborhood Services Department.

FINES AND PENALTIES

70218 Traffic Violations - Includes police department fines for traffic violations. Traffic violation budgeted revenue is based on the projection of fiscal year 2013 revenue.

77064 Blight & Zoning Citations – Collections of Blight and Zoning Officers' citations for violations of the city's ordinances.

REVENUE FROM THE USE OF CITY MONEY

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

70227 Senior Citizens Center - Includes contributions for memberships and van fees. 60% of Senior Center membership fees are credited to the General Fund. The remaining 40% is credited to the Senior Citizens Programs Special Revenue Fund to support senior programs.

70228 Public Utilities 10% - Reflects anticipated Norwich Public Utilities; 10% payment to the city per 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 its 6/30/2012 annual financial statements. A portion of these revenues has been allocated to the City Consolidated Fire District based on the assets housed in the CCD.

70229 Public Utilities City Service - Covers proportionate cost of city personnel for administrative services provided by the city to the Norwich Public Utilities.

70230 Bond & Note Payment - This offsets debt payments for Stonybrook Reservoir, sludge handling facility,

and gas line extension projects from Norwich Public Utilities.

70232 Landfill Receipts – Includes revenues from fees at the Rogers Road Transfer Station for garbage, bulky waste, tires and freon units as well as sale of recyclable material. Ordinance 1613 increased the fee structure starting on July 1, 2009 for garbage and bulky waste. Revenue is used to offset cost of landfill operation. The revenue projections are based upon the prior two years of landfill activity, factoring in recent trends.

70239 Public Utilities Sewer Assessments – The city borrows funds through general obligation bonds for sewer installations. These sewer assessment payments are reflected as income and offset the associated debt service from the sewer project bonds.

70241 Municipal Golf Course - 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.

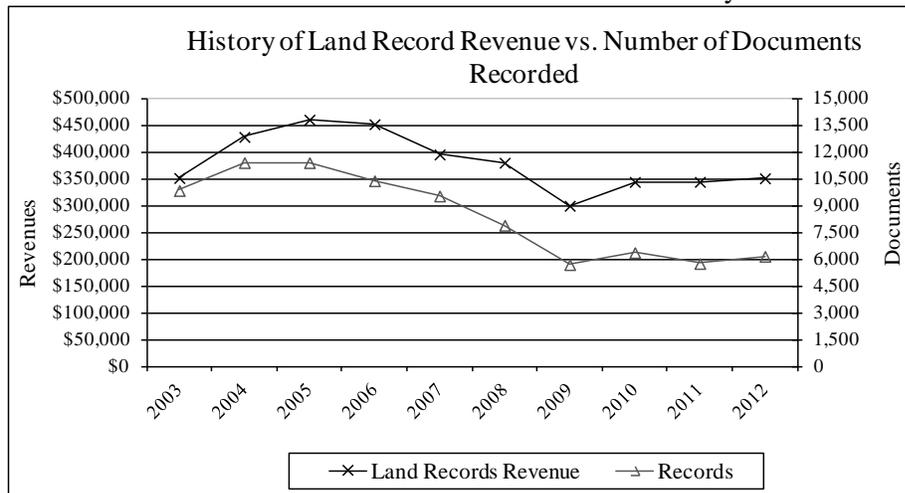
70260 Parking Commission Revenue – Reflects the partial reimbursement from the Public Parking Commission for public works maintenance. This transfer has been eliminated in the 2013-14 budget.

76040 Direct hauler fees – Charges to haulers who register with the city to bring refuse directly to the Preston incinerator. The City Council adopted a resolution on May 3, 2010 which increased the rate to \$66/ton on July 1, 2010.

76041 Backyard rollout fees – Ordinance 1613 established a standard city-wide additional annual fee of \$60 per unit to refuse customers for picking up their garbage anywhere other than curbside. There is also an additional \$60 annual fee per unit for recycling customers for picking up their recyclables anywhere other than curbside.

CHARGES FOR CURRENT SERVICE

70234 Recording Fees – A major activity of the City Clerk’s office involves the processing of land record documents which includes logging, indexing, scanning, proof-reading, and returning each document within a specified amount of time to its rightful owner or guardian. These documents include liens, property transfers and refinancing documents. The economy has an influence on the volume of documents submitted for recording as it impacts the number of real estate sales or the refinancing of property in return for a lower mortgage rate. Over the years, these numbers have varied and have been impacted by economic conditions. The city receives \$13 for the first page of every document and \$5 for each page thereafter. Other City Clerk fees include notary, death, and birth certificates. The revenue is estimated based on recent trends in activity.

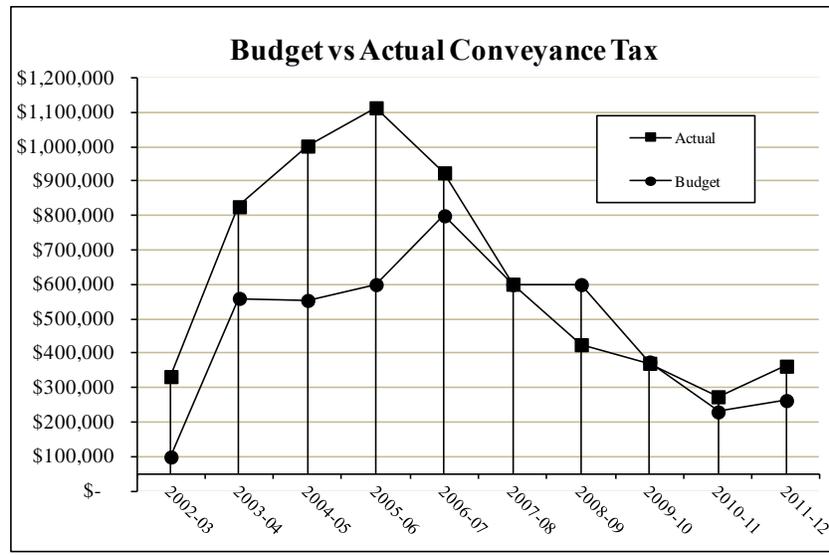


70235 Land Record Capital Improvement Fees – PA 05-228 established an additional \$30 fee per land recording. \$26 of this fee is remitted to the State of Connecticut’s “Land protection, affordable housing and historic preservation fund.” \$1 of this fee is designated for use by the local city or town clerk. \$3 of this fee is

deposited into the municipality’s general revenue and used for local capital improvement projects as defined by Connecticut General Statutes (“CGS”) §7-536. The revenue in 70235 is that \$3 portion of the fee and is estimated by the projected activity in fiscal year 2013.

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 2012 to June 2013.

70238 Conveyance Tax – The city collects, as revenue, \$5.00 for each \$1,000 of taxable value. The city also collects an additional tax at the rate of \$5.00 for each \$1,000 of the purchase price and remits this tax to the State of Connecticut.



OTHER REVENUES

70243 Miscellaneous Unclassified – Various revenues, including: Recreation Department league fees, Mohegan Park fees, police report fees, cell phone tower rentals, cemetery care receipts, purchase card rebates, and other revenues.

70246 City Property – Includes income from the sale of municipal properties, reimbursement of legal fees, expenses and lien fees on foreclosures, code enforcement liens and property tax liens.

STATE GRANTS IN AID - GENERAL

70247 State - In Lieu of Taxes – Projected reimbursement based on the Adopted State of Connecticut 2014-2015 biennial budget. This account includes the payments in lieu of taxes (PILOT) for state-owned property; privately owned colleges and hospitals; manufacturing facilities in distressed municipalities; total disability exemptions; and additional veterans’ exemptions. These PILOT funds are split according to the location of the underlying properties between the General Fund and City Consolidated Fire District Fund.

- *State-owned property PILOT* for fiscal year 2013-14 is a 45% reimbursement of the tax loss from property tax exemptions based on the 10/1/2011 grand list.
- *Privately-owned colleges and hospitals PILOT* for fiscal year 2013-14 is a 77% reimbursement of the tax loss from property tax exemptions based on the 10/1/2011 grand list.
- *Manufacturing facilities in distressed municipalities PILOT* for fiscal year 2013-14 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. These grants are split between the General Fund and City Consolidated Fire District Fund according to the location of the properties.

70253 Manufacturer Machinery and Equipment - Reimbursement for tax revenue loss of 100% exempt new eligible manufacturing machinery and equipment. These grants are split between the General Fund and City Consolidated Fire District Fund according to the location of the properties. This grant program was eliminated in fiscal year 2011-12.

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. The grant is 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 State Grant - Elderly – Includes the Homeowners' – Elderly/Disabled Tax Relief Program and the Elderly/Disabled Freeze Tax Relief Program. These grants are split between the General Fund and City Consolidated Fire District Fund according to the location of the homes.

70259 Youth Service Bureau – Grant revenue from Youth Service Bureau Grant program administered in accordance with CGS §§ 10-19m through 10-19p used to support local youth & family services activities.

70261 State Reimbursement for School Bond Interest and Principal - Bond Issue of 1986 includes \$4 million for schools and is being reimbursed by General Statute Section 10-292, also 75% of principal and interest on the school portion of the 1993 Bond Issue. These payments will end in fiscal year 2013-14.

70266 Access Line Tax Share - P.A. 86-410 required all of the telephone companies to pay the towns two-ninths of their gross earnings tax in lieu of paying property taxes. P.A. 08-130 changed this by directing some of these telephone companies to file personal property declarations for this property to the assessor of each town beginning with grand list 10/1/2010 for fiscal year 2011-12. Starting in fiscal year 2009-10, this revenue item includes taxes from AT&T U-verse video-ready assistive devices.

73221 Public Safety Answering Point Subsidy (PSAP) – Funding from the State of Connecticut pursuant to the regulations issued by Commissioner of Emergency Services and Public Protection to subsidize municipalities' costs for serving as a public safety answering point.

73420 Town Aid Road Fund Grant (TAR) – Funding from the State of Connecticut pursuant to CGS §§13a-175a through 13a-175e and 13a-175i to support construction and maintenance of public highways, roads and bridges. The allocation of funds is based on factors such as population and the number of improved and unimproved road miles. The estimate is based on the funding amount included in the Adopted State of Connecticut 2014-2015 biennial budget.

73500 Shared Revenues – Effective July 1, 2011, PA 11-61 established the Municipal Revenue Sharing Account funded by portion of the sales, luxury and state real estate conveyance tax. The distribution of these funds is apportioned based on factors including a municipality's population, adjusted equalized net grand list per capita, and per capita income of town residents as well as a transition from the elimination of the PILOT for

Exempt Machinery & Equipment and Commercial Motor Vehicles. Grant payments are made quarterly, payable on the fifteenth of November, February, May and August. This revenue item also includes revenues that the state shares with municipalities for littering fines.

The Adopted State of Connecticut 2014-2015 biennial budget eliminates the portion of the Municipal Revenue Sharing account that is apportioned based on factors including a municipality's population, adjusted equalized net grand list per capita, and per capita income of town residents and only leaves in place the transition from the elimination of the PILOT for Machinery & Commercial Motor vehicles.

73800 Local Capital Improvement Program (LOCIP) – Funding from the State of Connecticut pursuant to CGS §§7-535 through 7-538 to support capital improvements. The estimate is based on the funding amount included in the Adopted State of Connecticut 2014-2015 biennial budget.

FEDERAL GRANTS IN AID - GENERAL

70268 Emergency Management Performance Grant - 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 Recovery Program – Federal Department of Justice funds included in the 2009 American Recovery and Reinvestment Act which will be used to defray the cost of police operations. This grant funding expired on June 30, 2011.

STATE GRANTS IN AID - BOARD OF EDUCATION

70276 Health Services – State grant pursuant to CGS §10-217a which provides funds to partially offset the cost of providing health services to students attending private, nonprofit schools.

70280 School Transportation - Statutory grant reimbursements by the State of Connecticut for public and non-public school pupil transportation. The funding amount is included in the Adopted State of Connecticut 2014-2015 biennial 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 State Service 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.

OTHER REVENUE - BOARD OF EDUCATION

70291 School Tuition - Tuition received from outlying towns by the Board of Education. Estimate is based on projections by the Board of Education.

SURPLUS – GENERAL FUND

70294 Surplus for Appropriation- General Fund – Based on audit of June 30, 2012 and anticipated surplus as of June 30, 2013.

DESCRIPTION OF EXPENDITURES

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 only the dress uniforms for ceremonies.

80017 Replacement Cost – The cost to replace shifts vacated by police officers and firefighters who are sick, on vacation, out for workers' compensation leave, etc.

80021 Materials & Supplies – The cost of consumable goods such as office supplies.

80023 Gas, Oil, and Grease – The cost of gasoline and diesel for the city's rolling stock.

80032 Equipment & Furniture Maintenance – Costs of: replacement of equipment and furniture valued less than \$5,000 per unit or with an estimated useful life of less than five years; repairs of such equipment and furniture; and maintenance contracts on equipment and furniture.

80033 Telephone – Landlines, high-speed internet, wireless telephone service, fiber optic connection charges, and wireless broadband service.

80034 Postage – Postage and shipping costs.

80035 Utilities – Water, gas, propane, heating oil, sewage, and electricity usage.

80037 Mileage – For the most part, this line item is used for reimbursement of mileage driven for city business (excluding normal commute) at the applicable Federal standard mileage rate.

80038 Advertising – The cost of advertising for bids, requests for proposals, job announcements, public hearings, and other city business. Most of these are required by Connecticut statutes, the City Charter or Code of Ordinances.

80039 Printing – Cost of printing reports, bills, etc.

80040 Building & Grounds Maintenance – Costs of: improvements to city's real property valued less than \$5,000 per project or with an estimated useful life of less than five years; repairs and maintenance to city's real property; and maintenance contracts on city's buildings and fixtures.

80048 Departmental Expense – Civic and cultural meetings, awards, small contributions to civic and cultural organizations.

80057 Dues, Licenses, and Subscriptions – The costs of professional organization memberships, professional licenses, and subscriptions to newspapers and technical journals.

80059 Training – Registration fees, tuition, books and other materials and travel associated with training. These training activities are either required by professional standards boards, Federal law, Connecticut statutes or recommended by prudent business practices.

80063 Postemployment Medical – Other post employment benefits (OPEB) costs. Starting with fiscal year 2007-08, the city was required to account for OPEB costs similar to the way pension costs are reported.

89999 Fringe Benefits – The cost of payroll taxes, sick pay bonuses, pension contributions, workers' compensation allocated rates, and health insurance allocated rates.

CITY MANAGER

MISSION: To coordinate, supervise, direct and control the operations of the city's administrative departments to ensure that city employees fully and faithfully execute the laws of the State, the City Charter, and the ordinances and policies established by the City Council. The City Manager and his staff work with the members of the City Council and the Mayor to ensure that their goals for the city are realized.

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

VALUES:

- We have a deep respect for the residents of Norwich and strive to be responsive to their questions and concerns.
- We are committed to honesty and openness in government.
- We believe that Norwich city employees are capable men and women who possess the skills and knowledge necessary to lead the city forward.
- We believe that strategic investment and sound financial practices are essential to the city's well being.

GOALS & ACTION PLANS:

- 1) Increase flow of information to the Mayor & City Council pertaining to functions and performance of all City departments under the direction of the City Manager. **(G3)**
 - a) Evaluating possible reorganization of City Manager's Office by assigning projects to other department heads, reallocating some staff from other departments to manager's office, review if there is a need for an Assistant City Manager or other staff in the Manager's office.
 - b) Having quarterly meetings with Mayor & City Council about goals
 - c) Continuing to conduct department head meetings on a regular monthly basis and provide Council with a summary of these meetings to keep them informed of progress on goals and projects
 - d) Serving as a leader with department heads to encourage them to provide more initiatives for improvements and efficiencies.
 - e) Holding informational meetings with Mayor & City Council about department functions and activities other than during budget time.
 - f) Having each department head evaluate his/her workforce, functions, organizational strengths, possible efficiencies, consolidations, or reorganizations and presenting them to Mayor & City Council.
- 2) Maintain adequate fund balance. **(G4)**
- 3) Work with Redevelopment Agency and other entities to develop and execute a brownfield redevelopment plan. **(G4)**
- 4) Review and publish priority list for brownfield redevelopment with Council assistance. **(G4)**
- 5) Collaborate with the Board of Education to identify and implement opportunities to consolidate education physical plants and infrastructure, including establishing a committee to advise on the same. **(G4)**
- 6) Update public safety five-year plans. **(G1)**
- 7) Update Public Works five-year plans; including anticipated staffing needs of all Public Works functions. **(G4)**
- 8) Coordinating and follow through with NCDC's efforts to create a marketing plan to highlight the City and its assets through a branding message. **(G4)**
- 9) Continue to modernize pension plan. **(G3)**

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2013-14 ADOPTED BUDGET**

11 CITY MANAGER	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 ACTUAL	2012-13 REVISED BUDGET	2013-14 BUDGET REQUEST	2013-14 MANAGER'S PROPOSED	2013-14 ADOPTED BUDGET
80011 HEAD OF DEPT	124,985	125,000	125,000	125,000	125,000	125,000	125,000
80012 EMPLOYEES	70,996	43,534	45,372	46,788	58,963	58,963	56,128
80013 PART TIME EMPLOYEES	0	3,463	4,857	2,100	17,100	17,100	10,100
89999 FRINGE BENEFITS	76,180	61,903	60,013	70,388	79,024	79,024	78,008
80015 PROFESSIONAL SERVICES	1,437	1,950	6,948	9,000	9,000	9,000	9,000
80021 MATERIALS & SUPPLIES	1,622	3,675	2,601	2,000	2,000	2,000	2,000
80032 EQUIP & FURN MAINT.	3,246	2,665	2,717	2,500	2,500	2,500	2,500
80033 TELEPHONE	3,928	3,297	2,170	2,200	2,408	2,408	2,408
80034 POSTAGE	459	259	331	1,100	1,100	1,100	600
80037 MILEAGE	4,733	3,732	3,743	6,000	6,000	6,000	6,000
80039 PRINTING	0	0	0	500	500	500	500
80048 DEPARTMENTAL EXPENSE	0	114	3,488	500	500	500	500
80057 DUES, LICENSES, SUBSCRIPTIONS	1,875	1,427	3,055	2,000	2,000	2,000	2,000
80059 TRAINING	1,431	1,941	966	2,000	2,000	2,000	2,000

TOTALS	290,892	252,960	261,261	272,076	308,095	308,095	296,744
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Staffing

City Manager	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Assistant City Manager	1.00	0.00	0.00	0.00	0.00	0.00	0.00
Management Assignment	0.00	0.00	0.00	0.00	1.00	1.00	1.00
Executive Secretary	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Administrative Clerk	0.60	0.00	0.00	0.00	0.00	0.00	0.00
TOTAL FTE'S	3.60	2.00	2.00	2.00	3.00	3.00	3.00

Salaries

City Manager			125,000	125,000	125,000	125,000	125,000
Assistant City Manager			0	0	0	0	0
Management Assignment			0	0	7,000	7,000	7,000
Executive Secretary			45,946	46,788	51,963	51,963	49,128
Administrative Clerk			0	0	0	0	0

Total Salaries Paid by General Fund

City Manager			125,000	125,000	125,000	125,000	125,000
Assistant City Manager			0	0	0	0	0
Management Assignment			0	0	7,000	7,000	7,000
Executive Secretary			45,946	46,788	51,963	51,963	49,128
Administrative Clerk			0	0	0	0	0
Subtotal - Employees			45,946	46,788	58,963	58,963	56,128

TOTAL SALARIES			170,946	171,788	183,963	183,963	181,128
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PERFORMANCE MEASURES

ACTUAL ACTUAL ACTUAL PROJECTED PROJECTED PROJECTED PROJECTED

Workload/ Output

Meetings attended	264	264	264	264	264	264	264
Number of FTE's managed	293	286	286	298	291	291	291
Budget managed	\$101,204,777	\$102,646,823	\$109,244,843	\$114,729,947	\$116,306,191	\$116,306,191	\$116,306,191

Efficiency

Cost of department/ cost of total General Fund operations	0.29%	0.25%	0.24%	0.24%	0.26%	0.26%	0.26%
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FINANCE

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

VISION: To be considered by departments, taxpayers and other municipalities as the model of prudent financial management.

VALUES:

- Fiscal Integrity
- Efficiency
- Accuracy
- Timeliness

GOALS & ACTION PLANS:

1. Begin to offer the option of electronic (ACH) payments to vendors in lieu of checks. **(G3)**
2. Reduce redundancy in payroll process by implementing decentralized time entry directly into our payroll system. **(G3)**
3. Roll out Intranet feature on new city website to facilitate the sharing of policies, best practices, and other information among city departments. **(G3)**
4. Continue to consolidate the city's servers by utilizing NPU's fiber optic network. **(G3)**
5. Work with NPU to determine whether the city can achieve long-term savings by making technology changes such as voice over internet protocol (VOIP), consolidating disaster recovery systems, etc. **(G3)**

ACCOMPLISHMENTS:

1. Redesigned city's website including aesthetic improvements, several functional enhancements, and consolidation of separate NPD, NFD, and Emergency Management sites into the main city website.
2. Connected Recreation, Public Works, and Golf Course to our central file server.
3. Secured funding for VOIP pilot project.
4. 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.

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2013-14 ADOPTED BUDGET**

12	FINANCE	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 ACTUAL	2012-13 REVISED BUDGET	2013-14 BUDGET REQUEST	2013-14 MANAGER'S PROPOSED	2013-14 ADOPTED BUDGET
80011	HEAD OF DEPT	92,172	92,170	96,812	103,632	104,986	107,086	107,086
80012	EMPLOYEEES	570,575	574,406	588,345	632,311	640,563	642,214	642,214
80013	PART TIME EMPLOYEES	10,695	3,972	12,601	5,600	5,600	5,600	5,600
80014	OVERTIME	1,790	1,076	5,522	4,725	7,800	7,800	7,800
89999	FRINGE BENEFITS	223,535	266,875	294,884	334,739	369,176	369,176	369,176
80015	PROFESSIONAL SERVICE	39,785	48,422	51,000	54,400	48,800	48,800	48,800
80021	MATERIALS & SUPPLIES	5,429	6,096	7,546	6,000	6,000	6,000	6,000
80032	EQUIP & FURN MAINT	29,434	15,229	10,732	13,108	13,108	13,108	13,108
80033	TELEPHONE	11,125	9,552	7,100	6,300	10,443	10,443	10,443
80034	POSTAGE	31,660	21,205	23,846	28,583	28,583	28,583	28,583
80037	MILEAGE	3,692	3,615	4,309	3,900	3,900	3,900	3,900
80038	ADVERTISING	4,920	2,221	5,048	3,100	4,400	4,400	4,400
80039	PRINTING	12,820	13,807	14,319	15,200	15,700	15,700	15,700
80044	DATA CENTER	172,432	166,917	140,576	144,000	130,000	130,000	130,000
80057	DUES, LICENSES, SUBSCRIPTIONS	3,792	3,811	4,075	4,800	4,800	4,800	4,800
80059	TRAINING	1,118	2,102	1,564	3,400	3,400	3,400	3,400
TOTALS		1,214,974	1,231,476	1,268,279	1,363,798	1,397,259	1,401,010	1,401,010

Notes on Line items:

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

Staffing

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

Salaries

Comptroller			96,815	103,632	104,986	107,086	107,086
Deputy Comptroller			76,146	81,507	82,572	84,223	84,223
Tax Collector			73,371	75,939	75,939	75,939	75,939
Purchasing Agent			71,424	73,924	73,924	73,924	73,924
LAN Supervisor			67,043	69,390	69,390	69,390	69,390
Accountant			55,980	57,006	58,242	58,242	58,242
LAN Technician			53,283	54,260	55,436	55,436	55,436
Accounting Generalist			47,095	47,958	48,998	48,998	48,998
Revenue Collections Clerks			38,652	39,361	40,214	40,214	40,214
Collector of Delinquent Taxes			44,825	45,647	46,636	46,636	46,636

Total Salaries Paid by General Fund

Comptroller			96,815	103,632	104,986	107,086	107,086
Deputy Comptroller			76,146	81,507	82,572	84,223	84,223
Tax Collector			73,371	75,939	75,939	75,939	75,939
Purchasing Agent			71,424	73,924	73,924	73,924	73,924
LAN Supervisor			67,043	69,390	69,390	69,390	69,390
Accountant			55,980	57,006	58,242	58,242	58,242
LAN Technician			53,283	54,260	55,436	55,436	55,436
Accounting Generalist			94,190	95,916	97,996	97,996	97,996
Revenue Collections Clerks			77,304	78,722	80,428	80,428	80,428
Collector of Delinquent Taxes			44,825	45,647	46,636	46,636	46,636
Subtotal - Employees			613,566	632,311	640,563	642,214	642,214
TOTAL SALARIES			710,381	735,943	745,549	749,300	749,300

12 FINANCE		2009-10 ACTUAL	2010-11 ACTUAL	2011-12 ACTUAL	2012-13 REVISED BUDGET	2013-14 BUDGET REQUEST	2013-14 MANAGER'S PROPOSED	2013-14 ADOPTED BUDGET
PERFORMANCE MEASURES		ACTUAL	ACTUAL	ACTUAL	PROJECTED	PROJECTED	PROJECTED	PROJECTED
<i>Inputs</i>								
Value of current levy tax bills mailed		55,162,306	57,006,148	58,516,475	64,050,324	65,582,789	65,582,789	65,582,789
Current levy taxes collected		53,056,137	54,816,062	56,666,967	61,545,956	63,189,017	63,189,017	63,189,017
Debt Service Interest Paid		942,764	1,296,888	937,649	1,204,332	960,558	960,558	960,558
Outstanding debt at beginning of the year		35,285,000	35,115,000	31,640,000	37,405,000	33,445,000	33,445,000	33,445,000
<i>Workload/ Output</i>								
Hardware/ software service requests cleared		1,900	2,360	1,995	1,900	1,900	1,900	1,900
Number of computers maintained		260	260	260	260	260	260	260
Number of computers replaced during the year		15	23	34	20	20	20	20
Number of servers maintained		16	12	12	12	12	12	12
Number of servers replaced during the year		2	1	3	2	2	2	2
Number of printers maintained		100	100	98	100	100	100	100
Number of training opportunities offered		-	-	-	2	2	2	2
Number of training participants		-	-	-	20	20	20	20
Number of internal audits performed		2	2	2	2	2	2	2
<i>Outcome/ Results</i>								
Percent of current tax levy collected		96.18%	96.16%	96.84%	96.09%	96.35%	96.35%	96.35%
Actual General Fund revenue collected as a % of the amount budgeted		100.25%	100.00%	100.58%	100.00%	100.00%	100.00%	100.00%
Reportable findings by external auditor		-	-	-	-	-	-	-
Reportable findings - Federal & State awards		1	1	-	-	-	-	-
Audit adjustments		10	6	3	10	5	5	5
Average number of days to pay bills		19	18	27	20	20	20	20
Percent of bills paid within 30 days		89.16%	92.27%	81.82%	90.00%	90.00%	90.00%	90.00%
Website visits		165,923	170,527	200,043	180,000	210,000	210,000	210,000
<i>Efficiency</i>								
Cost of department/ cost of total General Fund operations		1.20%	1.20%	1.16%	1.19%	1.20%	1.20%	1.20%
Average interest rate on debt		2.67%	3.69%	2.96%	3.22%	2.87%	2.87%	2.87%
Date financial statement audit finished		12/22/2010	12/19/2011	12/26/2012	10/31/2013	10/31/2014	10/31/2014	10/31/2014
Number of business days budget printed after adoption		11	17	14	10	10	10	10

TREASURER

MISSION: To invest available city funds prudently. To file all mandatory reports quickly and accurately. To maintain a complete archive of current city deeds, leases, bonds and agreements.

VISION: To maintain an efficient cash management system and safeguard the city's assets.

VALUES:

- Prudence
- Integrity
- Accuracy
- Timeliness

GOALS:

1. Review interest rates offered by qualified institutions monthly and adjust investments accordingly. **(G3)**
2. Create a calendar of all recurring filing requirements. **(G3)**
3. Scan all city deeds, leases, bonds and agreements into an electronic format which will be stored on the server and backed up nightly. **(G3)**
4. Reduce the amount of time it takes to issue our internal and external reports. **(G3)**
5. Establish electric fund transfers for all state payments. **(G3)**

ACCOMPLISHMENTS:

1. Added a second check imaging machine, making check deposits more efficient.
2. Converted all checking accounts to online service.

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2013-14 ADOPTED BUDGET**

02	TREASURER	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 ACTUAL	2012-13 REVISED BUDGET	2013-14 BUDGET REQUEST	2013-14 MANAGER'S PROPOSED	2013-14 ADOPTED BUDGET
80011	HEAD OF DEPT	46,461	46,464	46,464	46,464	46,464	46,464	46,464
80012	EMPLOYEES	87,216	94,274	93,545	99,907	102,072	102,072	102,072
89999	FRINGE BENEFITS	49,643	58,322	60,935	69,384	77,159	77,159	77,159
80021	MATERIALS & SUPPLIES	370	800	415	750	750	750	750
80032	EQUIP & FURN MAINT	548	63	0	500	0	0	0
80033	TELEPHONE	846	1,112	593	600	780	780	780
80037	MILEAGE	1,039	881	956	900	1,000	1,000	1,000
80039	PRINTING	363	464	524	500	600	600	600
80057	DUES, LICENSES, SUBSCRIPTIONS	415	215	0	500	300	300	300
TOTALS		186,908	202,595	203,432	219,505	229,125	229,125	229,125

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	46,464
Assistant to the City Treasurer			53,283	54,260	55,436	55,436	55,436
Accounting Assistant			44,825	45,647	46,636	46,636	46,636
Total Salaries Paid by General Fund							
Treasurer			46,464	46,464	46,464	46,464	46,464
Assistant to the City Treasurer			53,283	54,260	55,436	55,436	55,436
Accounting Assistant			44,825	45,647	46,636	46,636	46,636
Subtotal - Employees			<u>98,108</u>	<u>99,907</u>	<u>102,072</u>	<u>102,072</u>	<u>102,072</u>
TOTAL SALARIES			<u>144,572</u>	<u>146,371</u>	<u>148,536</u>	<u>148,536</u>	<u>148,536</u>

PERFORMANCE MEASURES

ACTUAL ACTUAL ACTUAL PROJECTED PROJECTED PROJECTED PROJECTED

Workload/ Output

Number of accounts	33	33	32	33	31	31	31
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	2.00%	1.00%	0.40%	0.40%	0.40%	0.40%	0.40%
Average number of days to perform bank reconciliations	15	15	15	15	15	15	15

Efficiency

Cost of department per budgeted cash receipts	0.10%	0.11%	0.11%	0.12%	0.13%	0.13%	0.13%
Number of accounts per full-time equivalent staff	11	11	11	11	10	10	10

ASSESSMENT

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

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

VALUES:

- Accuracy
- Uniformity
- Fairness
- Consistency

GOALS & ACTION PLANS:

1. Complete each year's grand list by the statutory deadline by inspecting all new construction, processing real estate transfers, valuing motor vehicles, calculating personal property declarations, pro-rating new construction and accepting, processing and applying all property exemptions. **(G3)**
2. Statutory revaluation, effective October 1, 2013 underway. This process will equalize value throughout the City **(G3,G4,G5)**
3. Remit all reports by their statutory deadlines. These reports include: sales ratio reports for the equalized net grand list, reimbursement requests for tax relief programs, additional veterans programs, distressed municipality and enterprise zone programs, state-owned and college and hospital programs. **(G4)**
4. Ensure that all senior citizens, veterans, disabled, blind and volunteer firemen file for and receive exemptions and abatements to which they are entitled. **(G1+G5)**
5. Act as a liaison to the Board of Assessment Appeals by publishing legal ads, making appointments and making any adjustments that they may authorize. **(G5)**
6. Provide technical assistance and information to residents, attorneys, title searchers, appraisers, real estate agents, and all other city departments. **(G5)**

ACCOMPLISHMENTS:

1. Filed the October 1, 2012 Grand List on January 31, 2013 with a net decrease of \$8,306,839.
2. Continued to utilize the Vision Appraisal "CAMA" (Computer Assisted Mass Appraisal) System to calculate uniform assessments for all real estate.
3. Continued conducting in-depth searches for new Personal Property in order to increase that portion of the Grand List.
4. The search and selection of a revaluation company, Vision Government Solutions to perform the statutorily required October 1, 2013 revaluation.
5. The creation of a working GIS (geographic information system) that is available on-line. It is for use by all departments within the City, as well as the general public.
6. Working with the mapping company to identify the problem areas on the maps and resolve any/all issues one-by-one.
7. Working 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.
8. Identifying all zoning discrepancies on the Assessors' property record cards and working with the zoning department to resolve them.
9. Purchasing building permit software that will ultimately allow for the streamlining of a massive process. This is so that the Assessor is able to review each and every permit for its grand list value without duplication of efforts between the building department and the Assessor.

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2013-14 ADOPTED BUDGET**

13	ASSESSMENT	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 ACTUAL	2012-13 REVISED BUDGET	2013-14 BUDGET REQUEST	2013-14 MANAGER'S PROPOSED	2013-14 ADOPTED BUDGET
80011	HEAD OF DEPT	72,859	78,701	82,723	85,618	85,618	85,618	85,618
80012	EMPLOYEES	124,834	125,265	129,649	132,026	134,888	134,888	134,888
80013	PART TIME EMPLOYEES	0	0	1,000	3,000	3,000	3,000	3,000
80014	OVERTIME	409	0	0	0	5,000	5,000	5,000
89999	FRINGE BENEFITS	82,273	98,337	102,044	105,096	117,035	117,035	117,035
80015	PROFESSIONAL SERVICE	16,479	12,724	20,701	15,000	44,900	44,900	44,900
80021	MATERIALS & SUPPLIES	5,937	767	0	1,500	2,000	2,000	2,000
80032	EQUIP & FURN MAINT	6,547	6,724	6,923	7,040	2,400	2,400	2,400
80033	TELEPHONE	1,207	1,527	790	1,200	1,200	948	948
80034	POSTAGE	2,601	3,654	3,273	1,800	1,800	1,800	1,800
80037	MILEAGE	33	2,419	2,948	2,500	3,000	3,000	3,000
80038	ADVERTISING	331	960	647	1,000	1,000	1,000	1,000
80039	PRINTING	775	3,400	4,063	4,000	4,300	4,300	4,300
80057	DUES, LICENSES, SUBSCRIPTIONS	3,222	2,431	1,616	1,500	3,245	3,245	3,245
80059	TRAINING	816	1,997	2,154	2,500	3,000	3,000	3,000
80155	REVALUATION	36,900	10,000	0	10,000	258,300	0	0
TOTALS		355,223	348,906	358,531	373,780	670,686	412,134	412,134

Staffing

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

Salaries

Assessor			82,722	85,618	85,618	85,618	85,618
Assistant Assessor			55,980	57,006	58,242	58,242	58,242
Assessment Clerk			38,652	39,361	40,214	40,214	40,214
Assessment Data Entry Clerk			35,017	35,659	36,432	36,432	36,432
Total Salaries Paid by General Fund							
Assessor			82,722	85,618	85,618	85,618	85,618
Assistant Assessor			55,980	57,006	58,242	58,242	58,242
Assessment Clerk			38,652	39,361	40,214	40,214	40,214
Assessment Data Entry Clerk			35,017	35,659	36,432	36,432	36,432
Subtotal - Employees			129,649	132,026	134,888	134,888	134,888
TOTAL SALARIES			212,371	217,644	220,506	220,506	220,506

PERFORMANCE MEASURES

ACTUAL ACTUAL ACTUAL PROJECTED PROJECTED PROJECTED PROJECTED

Workload/ Output

Grand List Date	10/1/2008	10/1/2009	10/1/2010	10/1/2011	10/1/2012	10/1/2012	10/1/2012
Grand list, net of exemptions and credits	2,360,598,184	2,388,666,315	2,392,732,148	2,450,000,000	2,450,000,000	2,450,000,000	2,450,000,000
Real estate accounts (gross)	2,509,228,237	2,673,695,500	2,666,339,100	2,690,000,000	2,690,000,000	2,690,000,000	2,690,000,000
Motor vehicle accounts (gross)	174,082,080	178,643,725	183,820,573	195,000,000	195,000,000	195,000,000	195,000,000
Personal property accounts (gross)	115,173,377	118,435,010	133,275,850	145,000,000	145,000,000	145,000,000	145,000,000
Real estate accounts (number)	13,811	13,883	13,947	14,000	14,000	14,000	14,000
Motor vehicle accounts (number)	29,737	29,521	29,253	29,000	29,000	29,000	29,000
Personal property accounts (number)	1,132	1,467	1,701	1,650	1,650	1,650	1,650
Total number of accounts	44,680	44,871	44,901	44,650	44,650	44,650	44,650
Deed transfers	1,500	2,600	982	2,000	2,000	2,000	2,000
Building permits	1,600	1,500	2,000	2,000	2,000	2,000	2,000
Personal property declarations	1,650	1,800	1,795	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	500	250	150	200	200	200	200
BAA adjustments	147	300	37	100	100	100	100

Efficiency

Number of assessments per FTE staff	11,170	11,218	11,225	11,163	11,163	11,163	11,163
Cost per assessment	\$7.95	\$7.78	\$7.98	\$8.37	\$15.02	\$9.23	\$9.23

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
- Consistency
- Integrity
- Professionalism
- Respect
- Teamwork

GOALS & ACTION PLANS:

1. Administer seven labor contracts and respond to grievances to avoid arbitration by finding the parties' mutual interest; or to prevail in arbitration in the absence of a negotiated agreement. **(G4)**
2. Increase the number of diverse applicants through outreach efforts including job fairs, education programs, and community forums. **(G5)**
3. Offer at least eight training opportunities to supervisory employees through the Employee Assistance Program, the Training Consortium, Connecticut Conference of Municipalities, and other sources.
4. Update the city's Affirmative Action Plan. **(G3)**
5. Maximize the use of available technology to convert all active employee salary and pension data into a useable database. **(G3)**
6. Ensure that the assistive listening system purchased from Community Development funds to assist the hearing impaired is established in Council Chambers.
7. Maintain Human Resources effectiveness by continually providing a varied and challenging work environment, encouraging innovation from staff and promptly responding to staff needs.

ACCOMPLISHMENTS:

1. Negotiated and came to agreement on three wage re-openers and one collective bargaining agreement.
2. Converted retiree pension payments to an in-house system, saving the pension plan \$34,000 annually. Organized and maintained pension information for 518 pensions. Information including pension payments, insurance, federal/state tax deductions, and ACH banking. Import then test numerous times for accuracy.
3. Investigated and implemented way to track retiree status through Social Security Administration.
4. Established a Positive Work Environment Committee to explore ways in which to be more customer-friendly to internal and external customers.
5. Created an open and trusting atmosphere resulting in a better working relationship with employees, retirees, and the public.
6. Established and continued outreach efforts and programs to attract a more diverse applicant base.
7. Collaborated with Police and Fire Departments to establish outreach education programs.

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2013-14 ADOPTED BUDGET**

14 HUMAN RESOURCES	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 ACTUAL	2012-13 REVISED BUDGET	2013-14 BUDGET REQUEST	2013-14 MANAGER'S PROPOSED	2013-14 ADOPTED BUDGET
80011 HEAD OF DEPT	73,947	80,000	84,029	89,948	91,124	92,946	92,946
80012 EMPLOYEES	104,903	109,630	106,341	130,166	179,915	133,168	133,168
80014 OVERTIME	0	0	0	0	2,000	2,000	2,000
89999 FRINGE BENEFITS	69,712	89,802	91,627	108,881	129,541	121,741	121,741
80015 PROFESSIONAL SERVICE	26,557	34,542	61,386	57,000	74,700	74,700	74,700
80021 MATERIALS & SUPPLIES	1,973	3,777	3,117	3,000	3,000	3,000	3,000
80032 EQUIP & FURN MAINT	3,651	3,131	6,588	3,500	3,500	3,500	3,500
80033 TELEPHONE	2,624	3,081	1,616	2,300	2,340	2,340	2,340
80034 POSTAGE	1,394	1,320	2,761	1,800	1,800	1,800	1,800
80038 ADVERTISING	3,778	4,223	5,152	4,000	5,000	5,000	5,000
80039 PRINTING	434	462	926	1,000	4,000	4,000	4,000
80057 DUES, LICENSES, SUBSCRIPTIONS	2,210	2,193	2,784	2,500	2,500	2,500	2,500
80059 TRAINING	0	0	0	0	5,500	5,500	5,500
80153 HEALTH SAFETY COMPLIANCE	29,993	23,229	0	0	0	0	0
80167 PERFORMANCE INCENTIVES	4,121	2,872	3,448	5,000	3,500	3,500	3,500
TOTAL	325,297	358,262	369,775	409,095	508,420	455,695	455,695

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, HazMat technician testing, influenza shots for employees, and pulmonary function tests for firefighters.
The cost for actuarial service is not included in this budget. Actuary fees are paid out of Employee Retirement Fund.
Training includes training for Human Resources staff as well as contractual obligations for tuition reimbursement for the other city departments.

Staffing

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

Salaries

Director of Human Resources			84,032	89,948	91,124	92,946	92,946
Assistant Human Resources Director			57,865	61,938	62,748	64,003	64,003
Retirement Plan Administrator			49,945	50,861	51,963	51,963	51,963
Human Resources Assistant			41,974	42,743	43,669	43,669	43,669
Labor Relations Clerk (21 hours)			34,497	35,129	35,891	35,891	35,891

Total Salaries Paid by General Fund

Director of Human Resources			84,032	89,948	91,124	92,946	92,946
Assistant Human Resources Director			0	15,485	62,748	16,001	16,001
Retirement Plan Administrator			49,945	50,861	51,963	51,963	51,963
Human Resources Assistant			41,974	42,743	43,669	43,669	43,669
Labor Relations Clerk (21 hours)			20,698	21,077	21,535	21,535	21,535
Subtotal - Employees			<u>112,617</u>	<u>130,166</u>	<u>179,915</u>	<u>133,168</u>	<u>133,168</u>
TOTAL SALARIES			<u>196,649</u>	<u>220,114</u>	<u>271,039</u>	<u>226,114</u>	<u>226,114</u>

PERFORMANCE MEASURES

	ACTUAL	ACTUAL	ACTUAL	PROJECTED	PROJECTED	PROJECTED	PROJECTED
Workload/outputs							
Total City employees	293.0	280.0	285.0	297.0	290.6	290.6	290.6
Total NPU employees	139.5	146.0	148.0	144.0	142.0	142.0	142.0
Total applications processed	960	476	1,231	600	600	600	600
Number of promotional exams given	14	7	7	10	10	10	10
Number of entry exams given	20	2	6	10	10	10	10
Vacancies filled through promotion	6	4	14	5	5	5	5
Vacancies filled through new hires	8	2	19	5	5	5	5
Classifications reviewed	10	10	10	10	10	10	10
Training programs provided	10	10	10	10	10	10	10
Percent of female employees	26.40%	25.00%	26.40%	26.40%	26.40%	26.40%	26.40%
Percent of minority employees	8.00%	7.44%	8.00%	8.00%	8.00%	8.00%	8.00%
Outcome/results							
Employee turnover rate	5.60%	6.00%	7.00%	5.00%	5.00%	5.00%	5.00%
Percent of employees completing probation	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Number of employees given service awards	-	-	-	-	-	-	-
Efficiency							
Number of active city employees per FTE	81.4	77.8	79.2	77.1	63.2	75.5	75.5

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2013-14 ADOPTED BUDGET**

15 LAW	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 ACTUAL	2012-13 REVISED BUDGET	2013-14 BUDGET REQUEST	2013-14 MANAGER'S PROPOSED	2013-14 ADOPTED BUDGET
80134 CITY ATTORNEY	216,000	216,000	216,000	319,280	325,666	325,666	325,666
80135 OUTSIDE ATTORNEYS	179,577	200,579	196,829	117,520	119,870	119,870	119,870
TOTALS	395,577	416,579	412,829	436,800	445,536	445,536	445,536

MISSION: To provide advice, documents, and other responses to the city so that it can engage in the informed decision making required to govern lawfully.

The Law budget is the estimated amount of money to be paid to the Corporation Counsel and other attorneys during the fiscal year. The Corporation Counsel is described by Chapter XVI, §1 of the City Charter:

There shall be a corporation counsel who shall be appointed by the city council as of the first Tuesday of January, 1978 and biennial thereafter. He shall be an elector of the City of Norwich and an attorney of at least five (5) years' practice. He shall be the legal advisor of the city council, the chief executive officer of the city, and all other departments, officers, boards, commissions or agencies of the city in all matters affecting the interests of the city, and shall, upon request, furnish them with a written opinion on any question of law involving their respective powers and duties. He shall appear for and protect the rights of the city in all actions, suits or proceedings brought by or against it or any of its departments, officers, boards, commissions or agencies. He shall have the power, without prior approval of the city council to compromise and settle any claims by or against the city in an amount equal to, or less than, twelve thousand (\$12,000.00) dollars. He shall also have the power, with the approval of the chief executive officer of the city, to appeal from orders, decision or judgments in such cases and with the approval of the city council, compromise and settle any claims by or against the city in an amount greater than twelve thousand (\$12,000.00) dollars. He shall prepare and approve all forms of contract or other instruments to which the city is a party or in which it has an interest. He shall attend all meetings of the city council. He shall render written opinions on all resolutions, other than those purely ceremonial in nature, prior to their effective date. The city council shall have power to employ additional counsel and other employees to aid the corporation counsel as the city council deems necessary. If the corporation counsel has an interest in any matter which is in substantial conflict with the proper discharge of his duty, or if, in his opinion, it would be improper for him to act in any matter and shall disqualify himself there from, the city council shall have the power to retain special counsel to act in place of the corporation counsel in such matter. Each department, officer, board, commission and agency of the city is prohibited from engaging its own counsel.

CITY CLERK

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

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

VALUES:

- Accuracy
- Efficiency
- Professionalism
- Courtesy

GOALS & ACTION PLANS:

1. Provide confidentiality with respect to vital records. **(G5)**
2. Through our state-of-the-art computer system, New Vision Systems, documents are recorded, indexed and scanned; providing immediate availability of the images from our four public computer terminals and for our increasing off site subscribers for viewing and reproduction. **(G3)**
3. Image older land record documents on the current computer system for broader customer access in the office and for off-site subscribers. **(G3)**
4. Index and image maps as they come in for ease of access for viewing and reproduction. **(G3)**
5. Image veterans' discharges and trade names on the internal computer database for quicker customer service. **(G3)**

ACCOMPLISHMENTS:

1. Applied and awarded State grant money to preserve older deteriorated vital record books.
2. Continue to use current personnel to do in house scanning of older land records as opposed to outside source.
3. Performed many varied tasks that assist in the smooth operation of local government.
4. Eliminated a third party company for express shipped vital records, therefore, bringing in higher revenues.
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.
6. Offered copy size options for maps to provide better customer service.

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2013-14 ADOPTED BUDGET**

16	CITY CLERK	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 ACTUAL	2012-13 REVISED BUDGET	2013-14 BUDGET REQUEST	2013-14 MANAGER'S PROPOSED	2013-14 ADOPTED BUDGET
80011	HEAD OF DEPT	65,236	65,140	92,499	68,276	74,280	70,837	70,837
80012	EMPLOYEES	160,491	145,622	128,945	130,366	173,406	133,192	133,192
80013	PART TIME EMPLOYEES	339	0	8,449	2,500	7,500	7,500	7,500
89999	FRINGE BENEFITS	86,294	101,314	91,306	101,433	120,076	111,489	111,489
80015	PROFESSIONAL SERVICE	7,596	15,056	21,462	19,000	19,800	19,800	19,800
80021	MATERIALS & SUPPLIES	21,985	7,396	6,903	13,000	13,000	10,000	10,000
80032	EQUIP & FURN MAINT	7,140	10,610	5,745	4,800	5,400	5,400	5,400
80033	TELEPHONE	2,040	2,652	1,682	2,000	2,000	1,884	1,884
80034	POSTAGE	2,225	2,410	1,633	2,000	2,000	2,000	2,000
80037	MILEAGE	589	379	67	600	600	600	600
80038	ADVERTISING	3,559	5,365	486	6,000	6,000	3,000	3,000
80039	PRINTING	941	202	843	3,000	3,000	1,000	1,000
80056	VITAL STAT PAYMENTS	166	184	166	150	200	200	200
80057	DUES, LICENSES, SUBSCRIPTIONS	590	1,100	140	600	600	600	600
80059	TRAINING	450	1,287	300	2,500	2,500	1,500	1,500
TOTALS		359,641	358,717	360,626	356,225	430,362	369,002	369,002

Notes on Line items:

Professional Services: Cover costs of auditing land records.

Staffing

City Clerk	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Assistant City Clerk	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Records Clerks	3.00	3.00	2.00	2.00	3.00	2.00	2.00
TOTAL FTE'S	5.00	5.00	4.00	4.00	5.00	4.00	4.00

Salaries

City Clerk			68,276	68,276	74,280	70,837	70,837
Assistant City Clerk			50,715	51,644	52,764	52,764	52,764
Records Clerks			38,652	39,361	40,214	40,214	40,214
Total Salaries Paid by General Fund							
City Clerk			68,276	68,276	74,280	70,837	70,837
Assistant City Clerk			50,715	51,644	52,764	52,764	52,764
Records Clerks			77,304	78,722	120,642	80,428	80,428
Subtotal - Employees			128,019	130,366	173,406	133,192	133,192
TOTAL SALARIES			196,295	198,642	247,686	204,029	204,029

PERFORMANCE MEASURES

ACTUAL ACTUAL ACTUAL PROJECTED PROJECTED PROJECTED PROJECTED

Workload/outputs

Council minutes prepared	24	24	24	24	24	24	24
Land records recorded	6,364	5,753	6,154	6,000	6,500	6,500	6,500
Marriage licenses issued	323	291	301	350	400	400	400
Death certificates recorded	472	524	509	550	600	600	600
Birth certificates recorded	978	884	940	1,000	1,050	1,050	1,050
Absentee ballots issued	427	108	108	500	500	500	500
Dog licenses issued	2,071	1,946	1,931	1,950	2,000	2,000	2,000
Total transactions	10,635	9,506	9,943	10,350	11,050	11,050	11,050

Outcome/results

Revenues received (Recording Fees and Conveyance Taxes)	\$715,637	\$1,110,000	\$713,000	\$1,110,000	\$1,110,000	\$1,110,000	\$1,110,000
% of Council minutes prepared without correction	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Efficiency

Number of transactions per FTE	2,127.0	1,901.2	2,485.8	2,587.5	2,210.0	2,762.5	2,762.5
Budget per transaction	\$33.82	\$37.74	\$36.27	\$34.42	\$38.95	\$33.39	\$33.39
Cost of dept/cost of total general fund operations	0.36%	0.35%	0.33%	0.31%	0.37%	0.32%	0.32%

MAYOR/ CITY COUNCIL

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

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

GOALS & ACTION PLANS:

1. Improve the grand list and reduce the tax burden on residential property. **(G4)**
2. Promote downtown development and oversee the redevelopment plan for downtown. **(G4)**
3. Stabilize and improve the economic development position of Norwich within the region and state. **(G4)**
4. Facilitate economic development projects, job creation projects, and business retention and expansion programs. **(G4)**
5. Improve the ability of the city to compete at the state and federal level for grants. **(G5)**
6. Market the City of Norwich throughout the region, the state and country. **(G4)**



Peter A. Nystrom
Mayor



Peter Desaulniers
President Pro-Tempore



Mark Bettencourt
City Councilman



H. Tucker Braddock, Jr.
City Councilman



Deb Hinchey
City Councilwoman



Charles A. Jaskiewicz, III
City Councilman



Sofee Noblick
City Councilwoman

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2013-14 ADOPTED BUDGET**

17	CITY COUNCIL	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 ACTUAL	2012-13 REVISED BUDGET	2013-14 BUDGET REQUEST	2013-14 MANAGER'S PROPOSED	2013-14 ADOPTED BUDGET
80011	HEAD OF DEPT	44,999	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	33,593	36,735	32,855	33,833	34,510	34,510	34,510
80014	OVERTIME	405	0	415	0	0	0	0
80015	PROFESSIONAL SERVICES	12,000	0	0	0	0	0	0
89999	FRINGE BENEFITS	22,965	9,323	6,667	7,373	7,854	7,854	7,854
80021	MATERIALS & SUPPLIES	7,094	3,236	4,262	3,800	3,800	3,800	3,800
80032	EQUIP & FURN MAINT	851	0	242	2,300	2,300	2,300	2,300
80033	TELEPHONE	1,612	1,709	2,590	1,750	1,764	1,764	1,764
80034	POSTAGE	135	157	302	200	200	200	200
80039	PRINTING	3,758	2,283	2,398	200	200	200	200
80048	DEPARTMENTAL EXPENSE	5,575	866	4,110	10,000	5,000	5,000	5,000
80057	DUES, LICENSES, SUBSCRIPTIONS	89	112	395	600	600	600	600
80059	TRAINING	99	66	65	1,000	1,000	1,000	1,000
81000	PROJECT CONTINGENCY	9,654	5,359	68,667	25,000	25,000	5,000	5,000
81072	MAIN STREET PROGRAM	25,000	25,000	0	0	0	0	0
87102	TASTE OF ITALY	0	0	0	5,000	0	0	0
87103	VETERAN ORGANIZATIONS	3,958	3,744	519	5,000	5,000	5,000	5,000
87105	HARBOR COMMISSION	4,554	7,194	0	7,000	7,000	7,000	7,000
87112	NORWICH COMMUNITY DEV. CORP.	150,000	150,000	150,000	150,000	150,000	50,000	50,000
87113	SECTER	10,641	12,641	12,641	12,641	12,641	12,641	12,641
89S80	SACHEM FUND TRANSFER	50,000	50,000	50,000	50,000	50,000	0	0
89S99	ETHICS COMMISSION	0	0	0	0	2,000	2,000	2,000
89S99	CITY HISTORIAN	0	0	0	3,875	4,573	3,875	3,875
TOTALS		394,182	360,625	388,328	371,772	365,642	194,944	194,944

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

Salaries

Mayor			45,000	45,000	45,000	45,000	45,000
City Council Members			1,200	1,200	1,200	1,200	1,200
Council Secretary			31,590	33,833	34,510	34,510	34,510

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			31,590	33,833	34,510	34,510	34,510
TOTAL SALARIES			83,790	86,033	86,710	86,710	86,710

PERFORMANCE MEASURES

ACTUAL ACTUAL ACTUAL PROJECTED PROJECTED PROJECTED PROJECTED

Workload/ Output

Mayor's Forums	NR	24	24	24	24	24	24
City Council Meetings	24	24	24	24	24	24	24

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
- Compassion
- Integrity
- Accountability
- Communication

GOALS & ACTION PLANS:

1. Generally; to provide the citizens of the City of Norwich with the finest possible police service; a professional, caring, and efficient law enforcement agency. **(G1)**
2. Accomplish our goals through a department-wide, community policing model. **(G1)**
3. Increase our community policing efforts by re-initiating a dedicated Problem Oriented Policing Teams. **(G1)**
4. Maintain strong police-community relations through open candid communication, professional service, and the implementation of various innovative law enforcement, crime prevention, traffic safety, and educational programs. **(G1)**
5. Minimize the opportunity for crime, traffic violation, and motor vehicle collisions via proactive enforcement, crime prevention, traffic safety and educational programs; including citizen involvement and partnerships. **(G1)**
6. Reduce fear by providing preventative patrols and effective investigative services to the community. **(G1)**
7. Strive to maintain responses to citizen calls for service within contemporary standards in the face of increased demands. **(G1)**
8. Train our personnel to the highest standards in law enforcement and other related duties by taking advantage of local, state, and federal funding for advanced training, wherever possible. **(G1, G3)**
9. Maintain an effective crime prevention programs and successful drug trafficking enforcement and education techniques aimed at stemming the tide of drug/substance abuse and related drug and gun crime. **(G1)**
10. Support effective traffic safety, enforcement, and educational activities through grant funding, where possible. **(G1)**
11. Endorse a positive working environment by focusing on department goals; providing for career development through training, advancement, accountability and rewards for exemplary performance; and fostering professional interpersonal work relationships. **(G1)**
12. Interact and work cooperatively with other departments, agencies, boards and commissions. **(G5)**
13. Anticipate, monitor, and cope with increased traffic and other law enforcement related activity spawned by the Mohegan Sun Casino, the Foxwoods Resort Casino. **(G4)**

ORGANIZATIONAL ACCOMPLISHMENTS:

- During 2011 the department had the luxury of hiring three certified police officers from other police departments. These officers were hired fully trained and certified enabling the city to save approximately \$78,000 in police academy training expenses and eliminating 108 weeks of combined training time. The training time and money savings have a compounded effect allowing the department put officers into service faster all while reducing replacement labor costs. The department additionally hired two new recruit officers who completed the Connecticut Police Academy and their field training periods. The new officers were assigned to the Patrol Division in November.
- In 2011 the Police Department lost nearly half of the command staff and approximately 85 years of police experience to the retirements of Captain Timothy Menard, Lieutenant William Molis and Lieutenant Stephany Bakoulis. As result of competitive testing, Patrick Daley was promoted to the rank of Captain and Christopher Ferace, Albert Costa and Christopher Ladd were each promoted to the rank of Lieutenant. Filling the vacancies created by those promotions Steven Lamantini, Robert Blanch, and Patrick Mickens were promoted to the rank of Sergeant.
- During calendar year 2011, the Norwich Arson Unit continued to combat the large number of arson fires within the city. The unit is comprised of a Norwich Police Sergeant and Officer and a Connecticut State Police Detective from the State Fire Marshall's Office and The Norwich Fire Department Fire Marshall's office worked diligently investigating 14 arson fires in the city. This unit solved 5 of the 14 arson fires effecting arrests and continue to actively investigate the open cases.
- During fiscal year 2011-12, the City Manager, Mayor, and City Council endorsed the department's strategic staffing plan to resurrect the community policing program. As a result one sergeant's position and six police officer positions were funded and added to the police budget enabling us to fulfill the staffing goal and institute the problem oriented policing teams.
- Through the \$236,000 grant awarded from The United States Department of Homeland Security under the Port Security Grants Program, the Police Department's the new Harbor Patrol & Rescue Vessel, a 28-foot Protector boat arrived. This patrol vessel was launched in May of 2011 and called into service under a mutual aid request for our assistance with the Thames River Presidential Security Detail at President Obama's visit to the US Coast Guard Academy Graduation in New London, as well as the routine safety and security patrols of the river and harbor.
- In 2011 with funding for training and equipment provided by the Chief State's Attorney's Office, the Norwich Police Department created a Polygraph Unit. Detective James Curtis was the first Norwich Police Officer to become a certified polygrapher after attending the New England Polygraph Institute in New Hampshire for 10 weeks. A second Norwich Police detective was sent to the same school in 2012.

The following are a small sampling of noteworthy crimes and incidents from calendar year 2011:

- February 25, 2011 – the Patrol Division responded to 514 New London Tpke for a report of a shot fired into a residence. Police determined someone had fired a gun at the residence striking the rear of the building. No one was injured as a result of the shooting. The two responsible suspects were arrested on February 28, 2011 by Norwich Police Detectives. March 6, 2011, the Norwich Police Patrol Division responded to 88 Chestnut St. Apt. #9, Norwich for a report of someone shot. Upon arrival Police located an adult subject who was the victim of a gunshot with non-life threatening wound. On March 7, 2011 the Norwich Police Detectives arrested the suspect for attempted murder
- March 8, 2011 – the Patrol Division responded to the Walgreens Pharmacy located at 399 West Main Street for a report of a robbery. Police determined a lone male suspect entered the store and confronted the clerk demanding money. The suspect Joseph Michaud was arrested the following day detectives.
- March 28, 2011 – in the early morning hours, the Patrol Division responded to both a home invasion of an elderly resident and a occupied residential burglary on Elizabeth Street. The

investigations revealed the responsible party was the same individual. A female suspect was arrested for her part in both crimes and charged among other crimes with home invasion, burglary first degree, robbery third degree and assault third degree on an elderly person

- April 28 & 29, 2011, over a 48-hour period, two individuals were responsible for removing and stealing 15 storm drain grates to sell for scrap from roadways in the city, posing a danger to vehicle and pedestrian traffic. The Patrol and Detective Divisions working in concert effected the arrest of the two suspects on the second day of their crime spree.
- May 19, 2011 – the Detective Division and the Homeland Security Investigations served a prostitution-related search and seizure warrant at 438 Asylum Street. As result of this investigation one female was arrested for promoting prostitution second degree and second female was arrested for prostitution, effectively closing down the illegal operation.
- May 21, 2011 – in the early morning hours, the victim of an intentional shooting a 25-year old city resident, was murdered as he walked on Franklin Street after leaving a local liquor establishment. To date one suspect has been arrested and is awaiting trial while the second suspect is currently incarcerated in New York awaiting extradition to Connecticut.
- June 3, 2011 – the body of a 41 year old female was found dead, partially dressed in the wood line adjacent to Lake Street Park. The circumstances of her death were highly suspicious and initially treated as a homicide. The Office of the State Medical Examiner could not determine the cause of death but ruled it to be accidental. This investigation is currently open and active by the Detective Division.
- July 2, 2011 – At approximately 8:00 pm, a 17-year old male resident was shot and gravely wounded on Central Avenue after an altercation with two individuals. The teenager was permanently paralyzed as a result of being shot. This case is open and still actively under investigation by Norwich Police Detectives.
- July 29, 2011 - At approximately 2:00 am, while operating his motorcycle under the influence of alcohol and without a helmet, a 25 year old male lost control and crashed his motorcycle on Bridge Street in Occum resulting in his death. Speed and alcohol were factors in this fatal crash.
- September 23, 2011 – The Patrol and Detective Divisions responded to the Core Plus Federal Credit Union, 30 Norwich Ave., for a report of a robbery. Police determined a white male suspect confronted the bank tellers and displayed a note demanding money. The suspect fled with an undisclosed amount of cash. No weapon was displayed and no one was injured during the incident. Norwich Detectives are continuing the investigation.
- October 11, 2011 – The Patrol Division responded to a Kennedy Drive residence for a report of a residential burglary in progress. The homeowner arrived home and interrupted the burglary being committed by two armed suspects, who fled the scene on foot. A Norwich Police K-9 Team was able to track the suspects to a nearby location, leading to their arrest.
- October 27, 2011 – The owner of Shur Fire Stoves, 340 West Thames Street burned down his place of business for the insurance money. The owner was arrested in 2012 for arson first degree, criminal attempt of arson first degree, insurance fraud, and false statement second degree.
- November 19, 2011 – A female resident of New London was working as an employee at a hot cart vendor outside of the liquor establishment on Sherman St. A verbal and physical altercation ensued between female employee and a male bar patron, at which time she stabbed the patron multiple times in the chest and abdomen area with a knife. The female was arrested and charged with assault second degree and carrying a dangerous weapon.
- November 25, 2011, a 32 year old male was shot and seriously wounded at 16 Franklin Street. The shooting was the result of an attempted robbery during a narcotics deal in the common hallway in the Thayer Building apartments. The suspect a convicted felon with an extensive criminal history including firearm and assaults convictions was arrested for attempted murder.
- December 14, 2011 – At approximately 2:00 am the ambush-style murder of 26-year old female resident, the mother of two children , who was gunned down through the closed door in her home on East Baltic Street. The Norwich Police, the State Attorney's Office and the New London County

Regional Cold Case Homicide Unit continue to work tirelessly to bring the responsible party to justice.

- December 15, 2011 – While investigating the a homicide, a person of interest was identified in the investigation, who in turn was determined to be an illegal alien from Jamaica and a wanted fugitive from Toronto, Canada for the manslaughter of a child. This male suspect was charged by the Norwich Police with firearms and narcotics violations and US Immigration & Customs Enforcement placed a federal detainer upon him. In 2012 he was extradited back to Canada to be formally charged and stand trial.
- December 22, 2011 – Over a 12 hour time period, members of the Norwich Police Department Patrol and Detective Divisions launched Operation GRINCH (Get Rid of Illegal Narcotics and Criminals for the Holidays). Operation GRINCH was the result of a four month investigation targeting narcotic traffickers and those with active felony warrants in Norwich. As a result of Operation GRINCH 16 suspects were arrested and quantities of crack cocaine, heroin, marijuana, a handgun, and approximately \$11,000 cash were seized.

GRANTS DESCRIPTIONS

In addition to the city-funded department budget, the Police Department has applied for and 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:

Edward Byrnes Grant (2011-2012) \$20,674 – Law enforcement technology and equipment purchases.

BJA (Bureau of Justice Assistance) Body Armor Grant \$3,400 – Purchase of soft body armor for officers through a 50% reimbursement of department expenditures.

Federal Department of Justice Passed through Connecticut Office of Policy & Management:

Summer 2012 Anti-Violence Initiative Grant \$42,000– Purchase of law enforcement equipment to combat violence and assists in the payment of personnel cost to a regional task force.

Click It or Ticket Enforcement Program (2011) \$6,200- Enforcement and education of seatbelt/child safety seat compliance through media checkpoints during two designated time periods throughout the year. The enforcement checkpoints are 100% reimbursable in labor costs.

Federal Department of Transportation Passed through Connecticut Department of Transportation:

Comprehensive DUI Enforcement Program for 2012 \$62,000 –DUI/Traffic Enforcement patrols and checkpoints through a 75% reimbursement of department expenditures.

Community Development Block Grants

Norwich Community Police Project (2011) \$92,500- Personnel costs for nine months of salary and fringe benefits of the Community Policing Outreach Coordinator (Police Sergeant) and overtime funding for community policing patrols in the three targeted neighborhoods of Downtown, Greenville and Taftville.

Greenville Security and Surveillance System (2011) \$40,000- To purchase and install surveillance cameras to monitor crime and quality of life issues in the Greenville section of the city.

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2013-14 ADOPTED BUDGET**

21 POLICE DEPARTMENT	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 ACTUAL	2012-13 REVISED BUDGET	2013-14 BUDGET REQUEST	2013-14 MANAGER'S PROPOSED	2013-14 ADOPTED BUDGET
80011 HEAD OF DEPT	95,521	95,321	100,138	107,184	108,584	110,756	110,756
80012 EMPLOYEES	5,330,657	5,394,279	5,574,275	6,368,264	7,074,143	6,843,255	6,631,103
80013 PART TIME EMPLOYEES	1,917	0	0	3,000	3,000	3,000	3,000
80014 OVERTIME	214,926	258,030	353,514	318,942	350,000	300,000	300,000
89999 FRINGE BENEFITS	2,727,806	3,189,121	3,267,023	3,872,564	4,416,477	4,409,824	4,337,252
80016 CLOTHING ALLOWANCE	135,256	88,351	135,631	132,270	141,945	133,945	133,945
80017 REPLACEMENT COST	822,384	901,503	1,116,438	868,842	865,788	800,000	800,000
80021 MATERIALS & SUPPLIES	34,729	47,534	54,355	53,000	63,000	63,000	63,000
80023 GAS OIL & GREASE	158,533	147,862	222,312	195,239	189,286	189,154	189,154
80024 FOOD	3,888	5,278	0	0	0	0	0
80030 STATE COLLECT SYSTEM	736	72	72	4,000	4,000	0	0
80031 RADIO SERVICE	12,917	26,925	0	0	0	0	0
80032 EQUIP & FURN MAINT	42,182	53,128	72,431	71,900	75,000	75,000	67,500
80033 TELEPHONE	37,346	55,083	58,496	55,000	55,000	78,566	78,566
80034 POSTAGE	2,113	2,503	2,370	2,500	2,500	2,500	2,500
80035 UTILITIES	106,605	116,432	121,693	120,000	107,200	102,000	102,000
80039 PRINTING	3,550	4,813	2,080	0	0	0	0
80057 DUES, LICENSES, SUBSCRIPTIONS	5,167	4,184	6,652	5,000	5,000	5,000	5,000
80058 SCHOOL GUARDS	84,769	54,112	59,598	65,000	65,000	62,000	62,000
80059 TRAINING	14,349	5,659	17,129	30,000	40,000	35,000	35,000
80116 LAW ENFORCEMENT COUNCIL	10,748	11,239	12,130	12,130	12,130	12,130	12,130
80117 ALCOHOL ENFORCEMENT PROG	5,000	1,807	0	5,000	7,500	7,500	7,500
80119 SPECIAL INVESTIGATIONS	14,500	8,190	21,000	14,500	16,000	16,000	16,000
80150 DOWNTOWN COMMUNITY POLICING	2,076	623	34,616	40,000	20,000	20,000	20,000
TOTALS	9,901,646	10,472,049	11,231,953	12,344,335	13,621,553	13,268,630	12,976,406

Notes on Line items:

The "Food" and "Printing" line items have been combined with "Materials & Supplies"
"Radio Service" and "State Collect System" have been combined with "Equipment & Furniture Maintenance"

Staffing

Chief	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Deputy Chief	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Captain	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Lieutenant - Step 2	4.00	4.00	2.00	4.00	4.00	4.00	4.00
Lieutenant - Step 1	0.00	0.00	2.00	0.00	0.00	0.00	0.00
Sergeant - Step 2	9.00	9.00	8.00	9.00	8.00	8.00	8.00
Sergeant - Step 1	0.00	0.00	1.00	0.83	2.00	2.00	2.00
Police Officer - Step 5	32.00	28.00	26.00	23.00	20.00	26.00	26.00
Police Officer - Step 4	5.00	8.00	10.00	6.00	10.00	5.00	5.00
Police Officer - Step 3	10.00	3.00	1.00	22.00	37.00	8.00	8.00
Police Officer - Step 2	16.00	19.00	21.00	7.00	7.00	26.00	26.00
Police Officer - Step 1	0.00	5.00	8.00	13.25	6.00	14.00	10.00
Police Officer - Step 1 (unfunded)	0.00	0.00	0.00	0.00	0.00	0.00	4.00
School Resource Officer (SRO) paid by BOE	2.00	0.00	0.00	2.50	2.00	2.00	2.00
Sergeant - Step 1 paid by CDBG	0.00	0.00	0.00	0.17	0.00	0.00	0.00
Subtotal - Uniformed Officers	81.00	79.00	82.00	90.75	99.00	98.00	98.00
Executive Secretary	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Records Div. Clerical Coordinator	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Police Rec. Computer Operator	4.00	4.00	4.00	4.00	4.00	4.00	4.00
Animal Control Officer	1.00	1.00	1.00	1.00	1.00	1.00	1.00
P/T Animal Control Officer	0.65	0.65	0.63	0.81	0.75	0.75	0.75
911 Civilian Dispatcher	8.00	8.00	8.00	8.00	9.00	9.00	9.00
Crime Analyst	0.00	0.00	0.00	0.00	1.00	0.00	0.00
Subtotal - All other Police Employees	15.65	15.65	15.63	15.81	17.75	16.75	16.75
TOTAL FTE'S	96.65	94.65	97.63	106.56	116.75	114.75	114.75

Salaries

Chief			100,134	107,184	108,584	110,756	110,756
Deputy Chief			93,805	100,409	101,721	103,756	103,756
Captain			88,575	93,092	93,244	93,244	93,244
Lieutenant - Step 2			82,648	84,996	85,135	85,135	85,135
Lieutenant - Step 1			78,711	80,746	81,081	81,081	81,081
Sergeant - Step 2			71,866	73,909	74,029	74,029	74,029
Sergeant - Step 1			68,444	70,389	70,505	70,505	70,505
Police Officer - Step 5			64,131	66,801	66,910	66,910	66,910
Police Officer - Step 4			62,494	64,269	64,375	64,375	64,375
Police Officer - Step 3			59,518	61,209	61,309	61,309	61,309
Police Officer - Step 2			55,598	57,177	57,271	57,271	57,271
Police Officer - Step 1			51,488	52,951	53,038	53,038	53,038
Executive Secretary			44,825	45,647	46,636	46,636	46,636
Records Div. Clerical Coordinator			39,618	40,344	41,219	41,219	41,219
Police Rec. Computer Operator			35,017	35,659	36,432	36,432	36,432
Animal Control Officer - Step 2			42,561	43,770	43,842	43,842	43,842
Animal Control Officer - Step 1			39,425	40,545	40,611	40,611	40,611
911 Civilian Dispatcher			52,397	53,358	53,445	53,445	53,445
Crime Analyst			0	0	47,000	47,000	47,000

21 POLICE DEPARTMENT	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 ACTUAL	2012-13 REVISED BUDGET	2013-14 BUDGET REQUEST	2013-14 MANAGER'S PROPOSED	2013-14 ADOPTED BUDGET
Total Salaries Paid by General Fund							
Chief			100,134	107,184	108,584	110,756	110,756
Deputy Chief			93,805	100,409	101,721	103,756	103,756
Captain			88,575	93,092	93,244	93,244	93,244
Lieutenant - Step 2			165,296	339,984	340,540	340,540	340,540
Lieutenant - Step 1			157,422	0	0	0	0
Sergeant - Step 2			574,928	665,181	592,232	592,232	592,232
Sergeant - Step 1			68,444	58,658	141,010	141,010	141,010
Police Officer - Step 5			1,667,406	1,536,423	1,338,200	1,739,660	1,739,660
Police Officer - Step 4			624,940	385,614	643,750	321,875	321,875
Police Officer - Step 3			59,518	1,346,598	2,268,433	490,472	490,472
Police Officer - Step 2			1,167,558	400,239	400,897	1,489,046	1,489,046
Police Officer - Step 1			411,904	701,601	318,228	742,532	530,380
Executive Secretary			44,825	45,647	46,636	46,636	46,636
Records Div. Clerical Coordinator			39,618	40,344	41,219	41,219	41,219
Police Rec. Computer Operator			140,068	142,636	145,728	145,728	145,728
Animal Control Officer - Step 2			42,561	43,770	43,842	43,842	43,842
Animal Control Officer - Step 1			25,000	32,828	30,458	30,458	30,458
911 Civilian Dispatcher			419,176	426,864	481,005	481,005	481,005
Crime Analyst			0	0	47,000	0	0
Subtotal - Employees			5,791,044	6,359,888	7,074,143	6,843,255	6,631,103
TOTAL SALARIES			5,891,178	6,467,072	7,182,727	6,954,011	6,741,859

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	PROJECTED	PROJECTED	PROJECTED	PROJECTED
Workload/outputs							
911 Hard Line	11,323	8,145	5,500	6,886	4,925	4,925	4,925
911 Cellular	8,903	13,237	15,282	13,901	15,821	15,821	15,821
911 VOIP	322	443	2,282	1,359	2,674	2,674	2,674
Non-emergency Line	35,815	36,078	32,499	33,641	34,302	34,302	34,302
Total Calls	56,363	57,903	55,563	55,787	57,722	57,722	57,722
Calls (Police)	51,724	52,683	50,808	49,890	53,084	53,084	53,084
Calls (Fire)	4,639	5,220	4,755	5,897	4,639	4,639	4,639
Auto Accidents (Investigated)	1,689	1,682	1,549	1,687	1,560	1,560	1,560
Auto Accidents (Fatalities)	1	2	1	2	2	2	2
Auto Accidents (Injuries)	348	409	382	390	326	326	326
Vandalism (Reported)	665	503	449	486	574	574	574
Outcome/results							
Part I Crimes (per 100,000)	0.152	0.123	0.111	0.123	0.110	0.110	0.110
DWI Arrests	219	241	207	233	212	212	212
Neighborhood Watch Groups	38	38	38	40	40	40	40
Dare Students - 1st Grade	435	496	422	595	447	447	447
Dare Students - 3rd Grade	440	495	433	631	453	453	453
Dare Students - 5th Grade	420	402	430	621	482	482	482
Efficiency							
Police calls per uniformed officer	639	667	620	550	536	542	542
Per capita cost of department	\$260.08	\$258.61	\$277.38	\$304.85	\$336.39	\$327.68	\$320.46

* Police activity is based and reported by Calendar Year. For example, the "2011-12 Actual" statistics are from calendar year 2011.

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

- 1 Criminal Homicide
- 2 Forcible Rape
- 3 Robbery
- 4 Aggravated Assault
- 5 Burglary
- 6 Larceny-theft (except motor vehicle theft)
- 7 Motor Vehicle Theft
- 8 Arson

NORWICH FIRE DEPARTMENT

MISSION: The members of the Norwich Fire Department are dedicated to serve the people of the City of Norwich. We will provide the highest level of professional response to fire, medical, and environmental emergencies and disaster, either natural or man-made. We strive to create a safer community through fire prevention, code enforcement and education for the public. Our goal is to provide twenty-four hour emergency service for the protection of life and property within a four minute response time frame with all necessary forces assembled, focused, and mission ready.

VISION: To reduce the impact of fire or other emergencies on life and property through prevention, training, public education and skilled mitigation procedures.

VALUES: Professionalism, Courtesy, Reliability, Confidence

GOALS & ACTION PLANS:

1. Educate the public in all aspects of life safety, focusing especially on children and elderly with public education programs, school safety classes, elderly housing and senior outreach programs. **(G1)**
2. Enforce the life safety code through inspections and construction planning by increasing inspections rate and performing proactive inspections. **(G1)**
3. Train fire personnel to the highest standards in suppression and other related emergencies by taking advantage of state and federal funding of training programs and personnel initiative. **(G1)**
4. Reduce lost service time due to injury and illness by offering health and wellness programs and safe practices education. **(G1, G3)**
5. Reduce expense to the taxpayer by taking advantage of bulk purchases, state-negotiated contracts, federal purchase programs and local, state and federal grants. **(G3)**
6. Strategically plan for tomorrow's needs today through a proactive process and visionary thinking. **(G6)**

ACCOMPLISHMENTS:

1. Collaborated with Norwich Public Utilities to build hot water solar system in Headquarters station. **(G4)**
2. Awarded \$8,440 grant through Department of Transportation towards the purchase of a hybrid vehicle. **(G4)**
3. Awarded an additional \$40,000 in CDBG funds for completion of the renovation of Greeneville Fire Station. **(G3)**
4. Renovated the Greeneville station to accommodate space for neighborhood association community groups
5. Responded to structural fires, hazardous materials incidents, marina emergencies, brush fires, emergency medical emergencies, and serious motor vehicle accidents without serious injury to personnel. **(G1)**
6. Continued to sponsor Project Safe Kids Program to ensure properly installed child safety seat installation. **(G1)**
7. Continued to expand 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. **(G1)**
8. Instituted total restructuring of Fire Department Standard Operating Guidelines, and Rules and Regulations.
9. All Fire personnel are trained to ICS 100, 200 and 700, Fire II, and Hazardous Materials technician and EMT/CPR levels. **(G1)**

10. All Battalion Chief's are additionally trained to ICS 300 and 400 levels and Fire investigator levels. **(G1)**
11. The Chief Officer is trained to ICS 400, 800 and large-scale incident management, Certified Explosion and Fire investigator and Executive Fire Officer Levels. **(G1)**
12. Promoted Fire officers to ranks of Battalion Chief, Captain and Lieutenant. **(G1)**
13. Hired four new firefighters to fill vacancies and reduced costs. **(G1)**
14. Restructured record keeping in accordance with NFPA guidelines.
15. Started "Sounding the Alarm in Norwich" program to deliver 1000 smoke detectors to homes of low income or ESL families in collaboration with Norwich Human Services. **(G1)**
16. Established attack plan format for target hazards within the City. Preplanned the Norwich Textile mill. **(G1)**

COLLABORATIONS:

The Norwich Fire Department works in collaboration with the following organizations:

The New London County Safe Kids Seatbelt program: The NFD hosts the Safe kids program bimonthly to promote the safety and welfare of child seat correct installations and distributing fire prevention literature.

The Boys and Girls Scouts programs of Norwich: The NFD hosts the city's youth organizations to promote good citizenship and fire prevention.

Fire Prevention /Public Education: All elementary schools and daycare facilities during October. Other community groups as requested. Developed lesson plan format for all grades in prevention education. Over 100 children have been through program.

Fire Prevention Poster Contest: September- December, all city schools (public and parochial). Local awards presentation at the end of December/January with local winner going to the State Level competition.

Open House: First week in October sponsored by Norwich Fire Department and Local 892, Multi-agency (DARE, American Ambulance, Norwich Public Utilities, Mystic Fire Smoke house trailer, State Police Arson Dog), and Vehicle extrication, fire extinguisher and sprinkler demonstrations. Raffle prizes awarded from local merchants.

Fire Hawk Program: Juvenile fire setter intervention program-ongoing, as needed service for community.

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.

AFG (Assistance to Firefighters Grants Program) – The primary goal of the Assistance to Firefighters Grants (AFG) is to meet the firefighting and emergency response needs of fire departments and nonaffiliated emergency medical services organizations. Since 2001, AFG has helped firefighters and other first responders to obtain critically needed equipment, protective gear, emergency vehicles,

training, and other resources needed to protect the public and emergency personnel from fire and related hazards. The Grant Programs Directorate of the Federal Emergency Management Agency administers the grants in cooperation with the U.S. Fire Administration.

CDBG (Community Development Block Grant, July 2012) – This grant supports specific projects and equipment within a specified area of the City of Norwich. CDBG's are 100% grant funded. We apply for an amount based upon need. The amount is normally adjusted and set by the CDBG Board based on the amount of funds available and the number of applicants.

CEDAP (Commercial Equipment Direct Assistance Program) - 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. Awards are made to law enforcement and emergency responder agencies not currently eligible for funding through the Department's Urban Areas Security Initiative grant program.

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. This program also supports local communities within a certain radius of the emergency planning zone and host communities outside of the emergency planning zone (i.e., evacuation centers). In addition, this program supports other State agencies responding to these emergencies.

CERRIT (Connecticut Eastern Regional Response Integrated Team) – Various reimbursements from state programs through Department of Emergency Management and Homeland Security (DEMHS).

The Connecticut Fair Plan – Various merchants provide limited funding for fire prevention, inspection, and investigation equipment and materials. Annually we successfully apply to this fund for these purposes.

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.

CITY OF NORWICH
GENERAL FUND EXPENDITURES
2013-14 ADOPTED BUDGET

22	FIRE GENERAL	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 ACTUAL	2012-13 REVISED BUDGET	2013-14 BUDGET REQUEST	2013-14 MANAGER'S PROPOSED	2013-14 ADOPTED BUDGET
80011	HEAD OF DEPT	90,327	90,325	94,874	101,557	102,884	104,942	104,942
80012	EMPLOYEES	625,116	656,586	630,682	678,990	680,359	680,359	655,628
80014	OVERTIME	0	15,262	15,835	16,000	16,000	16,000	16,000
89999	FRINGE BENEFITS	297,981	388,420	380,544	497,329	534,777	534,333	512,149
80016	CLOTHING ALLOWANCE	22,573	8,242	23,428	24,600	41,200	31,200	31,200
80017	REPLACEMENT COSTS	92,622	69,953	27,817	85,000	85,000	77,000	77,000
80021	MATERIALS & SUPPLIES	25,933	23,909	33,452	32,000	41,760	36,760	36,760
80023	GAS OIL & GREASE	27,861	34,461	40,538	36,491	35,099	34,550	34,550
80031	RADIO SERVICE	20,312	22,124	0	0	0	0	0
80032	EQUIP & FURN MAINT	11,038	44,878	81,856	65,000	65,000	65,000	58,500
80033	TELEPHONE	37,342	39,323	37,112	37,800	37,800	46,408	46,408
80035	UTILITIES	59,341	65,140	64,344	59,000	63,000	55,000	55,000
80036	LAUNDRY & CLEANING	2,465	2,706	0	0	0	0	0
80039	PRINTING	771	976	0	0	0	0	0
80040	BLDG & GRND MAINT	18,571	20,119	21,488	17,100	20,444	20,444	20,444
80051	SPECIAL SERVICE CHARGE	112,106	116,000	165,825	134,932	79,064	84,728	84,728
80057	DUES, LICENSES, SUBSCRIPTIONS	2,643	2,641	2,850	1,925	2,650	2,650	2,650
80059	TRAINING	38,755	35,424	47,460	74,000	74,000	56,000	56,000
80063	POST-EMPLOYMENT MEDICAL	81,320	93,240	135,790	144,874	172,180	172,180	172,180
80114	HAZ MAT TECHNICIAN	11,014	10,573	12,247	13,300	25,194	25,194	25,194
80144	PHYSICAL FITNESS PROGRAM	2,000	2,000	5,000	5,000	30,600	30,600	30,600
TOTALS		1,580,091	1,742,302	1,821,142	2,024,898	2,107,011	2,073,348	2,019,933

Notes on Line items:

The "Food" and "Printing" line items have been combined with "Materials & Supplies"
"Radio Service" has been combined with "Equipment & Furniture Maintenance"

Clothing Allowance - contractual allowances include: Firefighters at \$400 each; Battalion Chiefs, Safety/Training Marshal, Captains, and Inspectors at \$500 each; and the Fire Chief a
Special Service Charge - calculated by: (Mutual Aid Calls Given / Total Incidents) X CCD budget. Uses most recent calendar year statistics.

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	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00
Firefighters	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Subtotal - Firefighters	6.00	6.00	6.00	6.00	6.00	6.00	6.00	6.00
Captain - Fire Marshal	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Inspectors - Step 2	2.00	2.00	2.00	2.00	2.00	1.00	1.00	1.00
Inspectors - Step 1	0.00	0.00	0.00	0.00	1.00	1.00	1.00	1.00
Fire Code Clerk	1.60	1.60	1.60	1.60	1.60	1.60	1.60	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	5.60	5.60	5.60	5.60	5.60	5.60	5.00
TOTAL FTES	11.60	11.60	11.60	11.60	11.60	11.60	11.60	11.00

Salaries

Chief			94,877	101,557	102,884	104,942	104,942
Safety & Training Marshal			63,090	66,136	66,244	66,244	66,244
Battalion Chiefs			72,470	73,799	73,919	73,919	73,919
Firefighters			0	46,039	46,114	46,114	46,114
Captain - Fire Marshal			72,569	73,899	74,020	74,020	74,020
Inspectors - Step 2			65,579	66,781	66,891	66,891	66,891
Inspectors - Step 1			63,669	64,836	64,942	64,942	64,942
Fire Code Clerk			39,618	40,344	41,219	41,219	41,219
Executive Secretary			44,825	45,647	46,636	46,636	46,636

22 FIRE GENERAL	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 ACTUAL	2012-13 REVISED BUDGET	2013-14 BUDGET REQUEST	2013-14 MANAGER'S PROPOSED	2013-14 ADOPTED BUDGET
Total Salaries Paid by General Fund							
Chief			94,877	101,557	102,884	104,942	104,942
Safety & Training Marshal			63,090	66,136	66,244	66,244	66,244
Battalion Chiefs			289,880	295,196	295,676	295,676	295,676
Firefighters			0	0	0	0	0
Captain - Fire Marshal			72,569	73,899	74,020	74,020	74,020
Inspectors - Step 2			131,158	133,562	66,891	66,891	66,891
Inspectors - Step 1			0	0	64,942	64,942	64,942
Fire Code Clerk			63,389	64,550	65,950	65,950	41,219
Executive Secretary			44,825	45,647	46,636	46,636	46,636
Subtotal - Employees			664,911	678,990	680,359	680,359	655,628
TOTAL SALARIES			759,788	780,547	783,243	785,301	760,570
PERFORMANCE MEASURES							
	ACTUAL	ACTUAL	ACTUAL	PROJECTED	PROJECTED	PROJECTED	PROJECTED
Inputs (includes both the General Fund and City Consolidated Fire District)							
Budget (General Fund + CCD-Special Service Charge)	\$6,792,339	\$7,186,490	\$7,370,390	\$8,472,329	\$9,353,157	\$9,108,676	\$8,987,906
Non-personnel budget	\$280,619	\$312,516	\$369,775	\$366,216	\$436,747	\$403,806	\$397,306
Total full-time equivalent employees	59.6	59.6	59.6	60.9	64.4	62.6	61.0
Total firefighters	54.0	54.0	54.0	55.3	58.8	57.0	56.0
Workload/outputs							
Fires	682	477	496	539	592	592	592
EMS	1,921	1,607	1,669	1,833	2,195	2,195	2,195
Hazardous materials	121	96	146	105	127	127	127
Service calls	185	108	98	123	128	128	128
Other	132	42	12	47	16	16	16
Total calls	3,041	2,330	2,421	2,647	3,058	3,058	3,058
Outcome/results							
Civilian casualties	-	-	-	-	-	-	-
Fire Service Injuries	25	39	25	30	20	20	20
Arson fires leading to arrests	1	5	1	10	-	-	-
Inspections/re-inspections	967	588	585	882	702	702	702
Complaints Investigated	71	23	40	28	47	47	47
Violations found	580	814	1,251	985	1,534	1,534	1,534
Violations corrected	169	674	631	815	860	860	860
Fire investigations conducted	50	45	55	55	55	55	55
Community service/public safety presentations	88	41	88	55	55	55	55
Training hours per person	575	326	350	395	395	395	395
Marine Operations	20	20	20	20	20	20	20
Efficiency							
Average response time (minutes)	2.5	3.0	4.0	3.0	4.0	4.0	4.0
Total calls/ firefighter	56.31	43.15	44.83	47.91	51.98	53.65	54.61
Total non-personnel budget/Total General Fund budget	0.28%	0.30%	0.34%	0.32%	0.38%	0.35%	0.34%

EAST GREAT PLAIN VOLUNTEER FIRE

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

VISION: To provide fire suppression, emergency medical services, hazardous materials response services, rescue services and fire prevention training to our community using the best personnel and equipment available. To provide these services 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. We will aggressively take advantage of every opportunity to make this vision a reality.

VALUES:

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

GOALS & ACTION PLANS:

1. Maintain the fire station and all departmental equipment in a safe and proper manner. **(G1)**
2. Foster good relations with the community, private sector and governmental entities in order to build goodwill and increase the possibility of outside funding. **(G5)**
3. Continue to provide prompt, high-quality service to the community in a safe and fiscally prudent manner. **(G1)**
4. Responsibly plan for future needs of the department by maintaining equipment and adequately training members. **(G4)**
5. Aggressively seek alternative funding sources such as grants. **(G3)**

ACCOMPLISHMENTS:

1. Won Life Safety Award for zero fire deaths.
2. Had the most responses of any volunteer fire company in Norwich and is ranked among the busiest in New London County.
3. Successfully mitigated several structural fires and serious motor vehicle accidents without serious injury to the company's members.
4. Had no apparatus accidents despite the large number of responses

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2013-14 ADOPTED BUDGET**

23 EAST GREAT PLAIN VFD	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 ACTUAL	2012-13 REVISED BUDGET	2013-14 BUDGET REQUEST	2013-14 MANAGER'S PROPOSED	2013-14 ADOPTED BUDGET
80016 CLOTHING ALLOWANCE	598	1,342	2,852	2,000	3,500	2,500	2,500
80021 MATERIALS & SUPPLIES	5,177	6,449	13,412	22,000	27,000	22,000	22,000
80023 GAS OIL & GREASE	6,297	4,828	6,207	5,678	6,500	5,990	5,990
80031 RADIO SERVICE	10,510	6,445	0	0	0	0	0
80032 EQUIP & FURN MAINT	39,235	11,216	38,532	33,000	40,000	30,000	27,000
80033 TELEPHONE	4,691	4,288	2,407	2,500	2,550	4,156	4,156
80035 UTILITIES	15,452	15,859	14,080	13,000	14,000	12,000	12,000
80040 BLDG & GRND MAINT	21,071	27,098	13,204	22,000	35,000	28,000	28,000
80057 DUES, LICENSES, SUBSCRIPTIONS	2,800	1,041	2,405	3,000	3,000	3,000	3,000
80059 TRAINING	3,675	3,750	11,695	15,000	15,000	13,000	13,000
TOTALS	109,506	82,316	104,794	118,178	146,550	120,646	117,646

Notes on Line items:

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

PERFORMANCE MEASURES

	ACTUAL	ACTUAL	ACTUAL	PROJECTED	PROJECTED	PROJECTED	PROJECTED
Workload/outputs							
Fire (Building, vehicle, brush, etc.)	32	35	63	37	50	50	50
Overpressure Rupture, Explosion (no fire)	1	-	-	2	2	2	2
Rescue & EMS Incidents (EMS vehicle accidents, extrication)	621	677	634	685	645	645	645
Hazardous Conditions	42	34	42	40	37	37	37
Service Calls	50	43	18	48	27	27	27
Good Intent Calls (Authorized controlled burns, smoke scares)	79	80	72	75	75	75	75
False Alarms & False Calls	106	92	102	100	100	100	100
Severe Weather & Natural Disaster	-	-	-	-	-	-	-
Total Calls	931	961	931	987	936	936	936
Outcome/results							
Number of volunteers attending training	45	45	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	42	35	35	35	35	35	35
Number of volunteers trained to use defibrillators	45	45	45	45	45	45	45
Number of State Fire Certified volunteers	30	35	35	35	35	35	35
Efficiency							
Cost of dept/cost of total general fund operations	0.11%	0.08%	0.10%	0.10%	0.13%	0.10%	0.10%

LAUREL HILL VOLUNTEER FIRE

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

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

VALUES:

- Professionalism
- Service to the public
- Teamwork
- Ability to adapt to the changing and diverse needs of our community and department.

GOALS & ACTION PLANS:

1. To have 100% of members with at least one State of Connecticut certification in either EMT or Firefighter 1 by the end of the year. **(G1)**
2. Continue to be the global means of fire protection for the City of Norwich with Laurel Hill providing the forestry and wild land fire suppression services. **(G1)**
3. Continue to be a global water supply company for the City of Norwich with Hose Tender 6. **(G1)**
4. To continue working toward a more global outlook for fire services in the city. **(G1)**

ACCOMPLISHMENTS:

1. Two firefighters were trained to the Firefighter 1 level.
2. Three firefighters were trained to the EMT basic level.
3. Voted in seven new members into the department.
4. All members are trained and certified to the State of Connecticut DEP level for wild land firefighting; Laurel Hill is one of only ten departments in the State with this level of training, and the only department in southeast Connecticut.

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2013-14 ADOPTED BUDGET**

24 LAUREL HILL VFD	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 ACTUAL	2012-13 REVISED BUDGET	2013-14 BUDGET REQUEST	2013-14 MANAGER'S PROPOSED	2013-14 ADOPTED BUDGET
80016 CLOTHING ALLOWANCE	3,946	1,378	678	2,000	3,000	3,000	3,000
80021 MATERIALS & SUPPLIES	4,034	4,333	4,683	4,000	4,000	4,000	4,000
80023 GAS OIL & GREASE	2,039	1,956	2,053	2,249	2,163	2,284	2,284
80031 RADIO SERVICE	400	2,894	0	0	0	0	0
80032 EQUIP & FURN MAINT	15,317	13,031	11,032	17,000	19,000	16,000	14,400
80033 TELEPHONE	5,947	6,576	5,498	5,500	5,500	6,184	6,184
80035 UTILITIES	6,315	7,873	7,323	7,500	7,200	6,500	6,500
80040 BLDG & GRND MAINT	7,400	4,081	3,303	6,000	6,000	6,000	6,000
80057 DUES, LICENSES, SUBSCRIPTIONS	0	275	286	500	500	500	500
80059 TRAINING	3,651	4,552	11,061	7,000	10,000	8,500	8,500
TOTALS	49,049	46,949	45,917	51,749	57,363	52,968	51,368

Notes on Line items:

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

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	PROJECTED	PROJECTED	PROJECTED	PROJECTED
<i>Workload/outputs</i>							
Brush Fires	3	6	2	4	3	3	3
Structure Fires	11	14	6	7	9	9	9
Fire Alarms	19	18	17	22	21	21	21
Service Calls	29	7	19	6	7	7	7
Rescue/Emergency	4	-	2	5	4	4	4
Motor Vehicle Accidents	3	5	3	4	3	3	3
Vehicle Fires	1	-	-	1	1	1	1
Haz-Mat Calls	1	1	3	2	3	3	3
Mutual Aid	36	27	22	31	29	29	29
CO Problems	1	2	2	3	3	3	3
Water Emergency	22	2	2	5	3	3	3
Medical Calls	20	39	28	36	32	32	32
Total Calls	150	121	106	126	118	118	118
<i>Outcome/results</i>							
Accidents involving city fire vehicles	-	-	-	-	-	-	-
Civilian Casualties	-	-	-	-	-	-	-
Fire Service Injuries	-	-	-	-	-	-	-
Drills/Training	76	76	76	76	76	76	76
Training Hours	3,100	3,100	3,100	3,100	3,100	3,100	3,100
Community events attended	22	22	22	22	22	22	22
Percentage of women/minority members	38.00%	38.00%	33.00%	38.00%	38.00%	38.00%	38.00%
Firefighters with State of CT Certifications	97.00%	91.00%	97.00%	97.00%	97.00%	97.00%	97.00%
<i>Efficiency</i>							
Average response time (minutes)	3.5	3.5	3.5	3.5	3.5	3.5	3.5
Cost of dept/cost of total general fund operation:	0.05%	0.05%	0.04%	0.05%	0.05%	0.05%	0.04%

OCCUM VOLUNTEER FIRE

MISSION: Respond to all calls for assistance, within both the Occum area 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 anyway possible.

VALUES:

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

GOALS & ACTION PLANS:

1. Professionally respond to and mitigation of emergency incidents. **(G1)**
2. Promote the safety and health of our personnel. **(G1)**
3. Provide training and education to maintain and improve the skills of an effective firefighting organization. **(G1)**
4. Continue to Recruit, train and maintain new firefighters and/ or emergency medical personnel. **(G1)**
5. Promote a safer community by providing community fire safety and personal safety education programs. **(G1)**
6. Continue to support our public schools. **(G2)**
7. Conduct numerous in house training sessions including search and rescue as well as fire ground safety. **(G1)**
8. Conduct a recruitment drive by advertising and outreach at community events. **(G1)**
9. Continue extensive training both in house and outside the department. **(G1)**

ACCOMPLISHMENTS:

1. Successfully mitigated emergency calls for the past year with no serious injuries to personnel.
2. Continued in house OSHA training.
3. Held training in house as well as joint training with other departments
4. Provided training and education to maintain and improve the skills of an effective emergency services organization.
5. Added three new members from recruitment work

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2013-14 ADOPTED BUDGET**

25 OCCUM VFD	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 ACTUAL	2012-13 REVISED BUDGET	2013-14 BUDGET REQUEST	2013-14 MANAGER'S PROPOSED	2013-14 ADOPTED BUDGET
80016 CLOTHING ALLOWANCE	492	143	3,549	500	750	750	750
80021 MATERIALS & SUPPLIES	21,592	9,134	4,449	5,000	7,000	7,000	7,000
80023 GAS OIL & GREASE	1,419	1,428	1,757	2,000	2,000	2,284	2,284
80031 RADIO SERVICE	272	257	0	0	0	0	0
80032 EQUIP & FURN MAINT	6,526	26,833	16,619	20,000	25,000	20,000	18,000
80033 TELEPHONE	2,818	3,153	2,730	2,300	2,300	3,785	3,785
80035 UTILITIES	9,904	10,016	10,057	11,466	12,500	8,500	8,500
80040 BLDG & GRND MAINT	18,643	8,042	6,089	11,000	13,000	11,000	11,000
80057 DUES, LICENSES, SUBSCRIPTIONS	195	395	350	500	500	500	500
80059 TRAINING	6,630	2,666	8,615	8,000	9,000	8,000	8,000
TOTALS	68,491	62,067	54,215	60,766	72,050	61,819	59,819

Notes on Line items:

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

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	PROJECTED	PROJECTED	PROJECTED	PROJECTED
<i>Workload/outputs</i>							
CO Problem	2	4	4	6	6	6	6
Structural fires	3	3	7	3	8	8	8
Mutual aid (fire & medical)	37	8	11	20	15	15	15
Assorted fires	8	25	21	30	25	25	25
Service calls	32	3	4	12	16	16	16
Other calls	54	40	29	56	50	50	50
Emergency medical calls	84	108	93	120	120	120	120
Total Calls	220	191	169	247	240	240	240
<i>Outcome/results</i>							
Accidents involving city vehicles	-	-	-	-	-	-	-
Civillian casualties	-	-	-	-	-	-	-
Fire service injuries	-	-	1	-	-	-	-
Drills (weekdays and evenings)	78	80	80	80	80	80	80
Drills (man hours) in house	1,922	2,400	2,100	2,000	2,200	2,200	2,200
Community events attended	28	25	28	28	30	30	30
Percentage of women/minority	25.00%	30.00%	40.00%	40.00%	45.00%	45.00%	45.00%
Firefighters with State of CT certification	45.00%	65.00%	50.00%	50.00%	55.00%	55.00%	55.00%
Percentage of personnel with EMT certification	45.00%	70.00%	50.00%	50.00%	55.00%	55.00%	55.00%
<i>Efficiency</i>							
Average response time (minutes)	3.2	3.5	3.5	3.5	3.5	3.5	3.5
Cost of dept/cost of total general fund operations	0.07%	0.06%	0.05%	0.05%	0.06%	0.05%	0.05%

TAFTVILLE VOLUNTEER FIRE

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

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

VALUES:

- Professionalism
- Safety
- Service
- Efficiency
- Fiscal Integrity

GOALS & ACTION PLANS:

1. Professional response to, and mitigation of, emergency incidents. **(G1)**
2. Organize, manage and train fire personnel. **(G1)**
3. Procure, repair and maintain all fire equipment and the fire station. **(G3)**
4. To have a prompt, punctual and trustworthy membership in order to facilitate an efficient firefighting organization that will win the approval of everyone. **(G1)**

ACCOMPLISHMENTS:

1. Completed all annual required training.
2. Six firefighters attended National Fire Academy training.
3. Members attended several community events
4. Increased public education program delivery.
5. Applied for several Fire Service Grants
6. One member completed training to become rescue diver
7. Fourteen members completed swiftwater rescue training.
8. Completed energy efficiency upgrades to the station.
9. Continued work with the Juvenile Review Board
10. No accidents involving city apparatus.

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2013-14 ADOPTED BUDGET**

26 TAFTVILLE VFD	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 ACTUAL	2012-13 REVISED BUDGET	2013-14 BUDGET REQUEST	2013-14 MANAGER'S PROPOSED	2013-14 ADOPTED BUDGET
80016 CLOTHING ALLOWANCE	5,322	2,161	2,862	3,500	4,000	3,500	3,500
80021 MATERIALS & SUPPLIES	15,301	10,046	15,069	19,000	24,896	19,000	19,000
80023 GAS OIL & GREASE	8,522	7,253	9,420	3,990	8,420	9,218	9,218
80031 RADIO SERVICE	6,489	3,563	0	0	0	0	0
80032 EQUIP & FURN MAINT	33,054	29,787	21,033	35,000	35,000	33,000	29,700
80033 TELEPHONE	8,075	7,508	5,996	5,800	6,000	6,641	6,641
80035 UTILITIES	18,152	20,212	18,365	17,000	21,000	17,500	17,500
80040 BLDG & GRND MAINT	11,683	15,328	25,376	20,000	25,445	20,000	20,000
80057 DUES, LICENSES, SUBSCRIPTIONS	1,524	876	950	2,000	3,948	2,500	2,500
80059 TRAINING	15,849	19,607	16,854	18,000	25,740	20,000	20,000
TOTALS	123,971	116,341	115,925	124,290	154,449	131,359	128,059

Notes on Line items:

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

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	PROJECTED	PROJECTED	PROJECTED	PROJECTED
<i>Workload/outputs</i>							
Structural fires	31	30	35	30	30	30	30
Mutual aid	15	44	63	65	65	65	65
Standby	15	4	4	15	15	15	15
Water Rescue	1	2	2	5	5	5	5
Service Calls	19	7	19	20	20	20	20
Emergency Medical Calls	457	422	422	450	450	450	450
Motor Vehical Accidents	56	47	48	56	56	56	56
False Alarms	51	78	71	60	60	60	60
Brush Fires	2	7	3	2	2	2	2
Other	2	3	4	2	2	2	2
Investigation	49	62	83	25	25	25	25
Total Calls	698	706	754	730	730	730	730
<i>Outcome/results</i>							
Accidents involving city vehicles	-	-	-	-	-	-	-
Civilian casualties	-	-	-	-	-	-	-
Fire Service injuries	-	-	-	-	-	-	-
Drills (weekdays and evenings)	70	70	70	70	70	70	70
Drills (man hours)	3,800	3,800	3,800	3,800	3,800	3,800	3,800
Percentage of women/minority members	6.00%	6.00%	6.00%	6.00%	6.00%	6.00%	6.00%
Firefighters with State of CT certification	90.00%	96.00%	97.00%	98.00%	98.00%	98.00%	98.00%
<i>Efficiency</i>							
Average response time (minutes)	3.5	3.5	3.5	3.5	3.5	3.5	3.5
Cost of dept/cost of total general fund operation:	0.12%	0.11%	0.11%	0.11%	0.13%	0.11%	0.11%

YANTIC VOLUNTEER FIRE

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

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

VALUES:

- Professionalism
- Communication
- Competence
- Safety

GOALS & ACTION PLANS:

1. Continue to serve the people of our area, and to provide mutual aid to other areas as needed in a professional manner while providing fire suppression services; emergency rescue & medical care; and hazardous material identification and training. **(G1)**
2. Maintain high levels of performance and professionalism through constant training of our firefighters. **(G1)**
3. Keep up to date with the many changes in the area so that we may assess what needs may arise in the future. **(G1)**
4. Continue public education in our schools, daycare's, elderly housing and industries. **(G1)**
5. Continue to apply for federal and state aid to help in the acquisition of new equipment and fund training opportunities. **(G3)**

ACCOMPLISHMENTS:

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

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2013-14 ADOPTED BUDGET**

	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 ACTUAL	2012-13 REVISED BUDGET	2013-14 BUDGET REQUEST	2013-14 MANAGER'S PROPOSED	2013-14 ADOPTED BUDGET
27 YANTIC VFD							
80016 CLOTHING ALLOWANCE	895	168	1,147	3,000	4,470	3,470	3,470
80021 MATERIALS & SUPPLIES	22,479	22,793	16,579	25,000	29,893	25,000	25,000
80023 GAS OIL & GREASE	5,282	6,525	9,421	7,691	7,361	8,019	8,019
80031 RADIO SERVICE	3,130	6,478	0	0	0	0	0
80032 EQUIP & FURN MAINT	27,355	14,019	29,462	23,000	27,147	27,147	24,432
80033 TELEPHONE	5,831	5,833	4,032	4,000	4,000	4,997	4,997
80035 UTILITIES	22,979	25,633	24,008	23,000	24,000	21,500	21,500
80040 BLDG & GRND MAINT	23,725	20,623	18,343	23,630	31,875	26,875	26,875
80057 DUES, LICENSES, SUBSCRIPTIONS	1,144	295	1,441	4,624	4,624	4,624	4,624
80059 TRAINING	4,388	7,772	16,622	17,500	22,540	18,540	18,540
TOTALS	117,208	110,139	121,055	131,445	155,910	140,172	137,457

Notes on Line items:

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

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	PROJECTED	PROJECTED	PROJECTED	PROJECTED
<i>Workload/outputs</i>							
Structure Fires	18	15	4	20	20	20	20
False Alarms	20	10	6	10	10	10	10
Internal alarms	88	100	106	100	100	100	100
Miscellaneous calls	83	60	59	50	50	50	50
Rescue/emergency	277	301	271	250	250	250	250
Vehical accidents	81	84	91	100	100	100	100
Automobile fire	15	11	14	20	20	20	20
Grass/brush fires	10	11	10	20	20	20	20
Chemical incidents	11	3	4	5	5	5	5
Mutual aid	33	26	27	30	30	30	30
Service calls	43	22	29	100	100	100	100
Total Calls	679	643	621	705	705	705	705
<i>Outcome/results</i>							
Accidents involving city fire vehicles	-	-	-	-	-	-	-
Civillian casualties	-	-	-	-	-	-	-
Fire service casualties	-	-	-	-	-	-	-
Fire-related civilian casualties	-	-	-	-	-	-	-
Fire-related injuries	2	2	3	-	-	-	-
Public education man hours	702	763	778	800	800	800	800
Training man hours	2,263	2,112	2,247	2,500	2,500	2,500	2,500
Firefighters with State of CT certification	95.00%	97.00%	97.00%	95.00%	95.00%	95.00%	95.00%
Percentage of personnel receiving EMT training	59.00%	58.00%	59.00%	62.00%	62.00%	62.00%	62.00%
<i>Efficiency</i>							
Average response time (minutes)	3.2	3.2	3.2	3.2	3.2	3.2	3.2
Cost of dept/cost of total general fund operations	0.12%	0.11%	0.11%	0.11%	0.13%	0.12%	0.12%

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: Recreation has three values that make it essential services to the community:

1. Economic value
2. Health and environmental benefits
3. Social importance

GOALS & ACTION PLANS:

- Recreational programs provide organized, structured, enjoyable activities for all ages. **(G1, G2)**
- Improve the physical appearance of the Recreation Department building, rooms and offices. Improvements will include converting the building to natural gas, painting, replacement of broken tiles and stained ceiling tiles. **(G4)**
- Continue to seek opportunities that will lead to the establishment of a Community Center. **(G4, G5, G6)**
- Expand the Summer Camp Programs to allow for increased participation. **(G1, G3)**
- The Recreation Department through its program, classes and special events are developing tomorrow's leaders. Community recreation programs at public park and recreation facilities provide children with a safe refuge and a place to play, which are important in reducing at-risk behavior such as drug use and gang involvement. Recreational programs led by trained leaders offer children healthy role models and give valuable life lessons to help steer youth to a future of promise and opportunity for success. **(G1, G4)**
- The diverse range of recreational programs offered by the recreation department offers citizens the opportunity to develop the skills necessary to successfully and confidently engage in sports, dance, crafts and other social activities. **(G1)**
- Public recreation leagues and classes offer seniors, adults and children alike the opportunity to interact with coaches and teachers who often turn into mentors and role models. Quality recreational programs facilitate safety, good sportsmanship and community participation. **(G4, G6)**

ACCOMPLISHMENTS:

- Applied for and received \$10,000 from Eastern CT Foundation Grant funds to provide 112 slots for our 2012 summer camp program.
- Received \$15,000 Grant from NRPA for Fishing Grant.
- Expanded the Summer Camp Program to include Kinder Camp for 4 and 5 year olds. Program ran for eight weeks.
- Started Toddler Playgroup for pre-school age children and parents held at the Recreation Building.
- Started Teen and Adult Social Club for those with special needs. Meets on Fridays at Recreation Building.
- Continued to support the Otis Library, working in partnership with them to increase programs to preschool age children.
- Fully integrated RecTrac software system for all registrations and facility usage.
- Repaired sprinkler system at Ouellet Park.
- Renovations to Recreation Building including new lighting, windows both which reduced operating costs. Plan to convert heating to natural gas and remove hot water heaters to on demand system to realize additional savings.
- Started Teen and Adult Social Club for individuals with disabilities 18 years and older. Group meets on Friday evenings at the Recreation Hall throughout the year.

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2013-14 ADOPTED BUDGET**

32 RECREATION DEPARTMENT	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 ACTUAL	2012-13 REVISED BUDGET	2013-14 BUDGET REQUEST	2013-14 MANAGER'S PROPOSED	2013-14 ADOPTED BUDGET
80011 HEAD OF DEPT	68,732	71,759	75,362	78,302	78,302	78,302	78,302
80012 EMPLOYEES	221,030	220,092	242,656	227,154	232,078	232,078	232,078
80013 PART TIME EMPLOYEES	97,684	12,397	17,018	35,720	40,000	35,000	35,000
80014 OVERTIME	2,324	2,340	5,181	3,187	3,187	3,187	3,187
89999 FRINGE BENEFITS	139,457	148,702	156,597	204,742	221,785	221,032	221,032
80015 PROFESSIONAL SERVICE	42,901	29,417	13,910	25,000	33,000	25,000	25,000
80021 MATERIALS & SUPPLIES	27,096	11,789	7,711	12,000	12,000	12,000	12,000
80023 GAS OIL & GREASE	7,477	7,233	9,385	10,132	10,000	9,017	9,017
80032 EQUIP & FURN MAINT	3,129	2,445	3,079	3,000	2,600	2,600	2,600
80033 TELEPHONE	2,734	3,093	3,091	2,270	2,270	3,468	3,468
80034 POSTAGE	58	197	154	500	250	250	250
80035 UTILITIES	16,180	15,465	18,941	15,600	16,600	16,500	16,500
80037 MILEAGE	117	49	887	250	1,000	1,000	1,000
80040 BLDG & GRND MAINT	43,861	18,831	34,511	43,261	46,061	40,000	40,000
86007 OCCUM ENVIR TESTING/MAINT	14,900	17,077	8,128	8,500	8,500	8,100	8,100
TOTALS	687,680	560,886	596,611	669,618	707,633	687,534	687,534

Staffing

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

Salaries

Director of Recreation			75,654	78,302	78,302	78,302	78,302
Recreation Facilities Mtn. Supervisor			57,379	58,431	59,697	59,697	59,697
Recreation Facilities Maintainer II			44,825	45,647	46,636	46,636	46,636
Recreation Facilities Maintainer I			39,618	40,344	41,219	41,219	41,219
Administrative Secretary			41,625	42,388	43,307	43,307	43,307

Total Salaries Paid by General Fund

Director of Recreation			75,654	78,302	78,302	78,302	78,302
Recreation Facilities Mtn. Supervisor			57,379	58,431	59,697	59,697	59,697
Recreation Facilities Maintainer II			44,825	45,647	46,636	46,636	46,636
Recreation Facilities Maintainer I			59,427	80,688	82,438	82,438	82,438
Administrative Secretary			41,625	42,388	43,307	43,307	43,307
Subtotal - Employees			<u>203,256</u>	<u>227,154</u>	<u>232,078</u>	<u>232,078</u>	<u>232,078</u>
TOTAL SALARIES			<u>278,910</u>	<u>305,456</u>	<u>310,380</u>	<u>310,380</u>	<u>310,380</u>

PERFORMANCE MEASURES

	ACTUAL	ACTUAL	ACTUAL	PROJECTED	PROJECTED	PROJECTED	PROJECTED
Workload/outputs							
Number of your program hours	1,900	1,980	3,530	2,000	6,000	6,000	6,000
Total acreage of athletic facilities	166	166	166	166	166	166	166
Outcome/ Results							
Number of youth registrations	4,600	4,618	3,671	4,650	4,500	4,500	4,500
Number of adult registrations	N/R	N/R	N/R	462	600	600	600
Efficiency Measures							
Recreation budget as % of total general fund budget	0.68%	0.55%	0.55%	0.58%	0.61%	0.59%	0.59%
Full-time staff salary cost as percentage of department budget	42.14%	52.03%	53.30%	45.62%	43.86%	45.14%	45.14%

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

VALUES:

- Self-reliance
- Empowerment
- Innovation

GOALS & ACTION PLANS:

1. To protect the lives of Norwich residents by ensuring that basic needs are met by providing emergency shelter services, housing services, rental/mortgage assistance, utility assistance, food assistance, prescription assistance and access to healthcare and medical insurance. **(G1)**
2. To provide opportunities for residents to increase their income and socio-economic status in the community by providing work, education and training opportunities and by administering programs that enhance income. **(G4)**
3. Increase participation in the Federal Earned Income Tax Credit Program and the State of Connecticut's Renters Rebate Program, which have a positive economic impact on Norwich's low-income earners and infuse money into the local economy. **(G4)**
4. Continue to seek Federal Workforce Investment and Community Development funds to maintain employment-training opportunities for the city's unskilled and/or underemployed labor force. **(G4)**
5. To lead and innovate change by identifying trends in the population and develop/administer supports to improve the economic health of the citizenry. **(G5)**
6. Maintain leadership positions on local, State and regional economic development, employment, housing and human services committees, i.e.; Workforce Investment Board, Co-Chair/Partnership to End Homelessness in Southeastern CT, Economic Development Education Committee, Southeastern Council of Governments Human Services Coordinating Council, United Way of Southeastern CT Board of Directors, Chair/Norwich Safety Net Team, Board/Community Economic Development Foundation (Statewide), Board/CT Coalition to End Homelessness. **(G5)**

ACCOMPLISHMENTS:

1. Assisted 995 Norwich disabled and elderly residents apply for the State of CT Renter's Rebate Program which brought back over \$464,000 to the community in rebates.
2. Continued the Volunteer Income Tax Assistance Program and filed CT and Federal returns for 329 low-income families and brought back over \$694,000 in refunds to the Norwich community. In addition, we assisted 168 residents in accessing the new State Earned Income Tax Credit, and 169 residents received the Federal Earned Income Tax Credit.
3. 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. In addition, the City Council approved \$5,000 to help defray oil costs to homeowners and renters. This brought \$86,626 in utility assistance to Norwich residents.
4. Awarded \$42,000 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. 23 Residents completed the Certified Nurse's Aid Program, 3 completed the Patient Care Tech Program, 1 completed Emergency Medical Technician training, and 1 completed the Pharmacy Tech course. Currently, more than 50% of these formerly unemployed

- people are now working with the rest actively seeking work and interviewing in their new field.
5. Sheltered 60 Norwich homeless residents in the Norwich Hospitality Center and found permanent housing for 70% of them. Garnered over \$50,000 in grants and awards to operate the Center. We also participated in the first State of Connecticut universal intake process for homeless families, as well as participate in a new \$250,000 (regional) State fund to rapidly re-house families/adults or divert them from shelters.
 6. Awarded \$27,687 in grants and donations through the Norwich Safety Net Team for the provision of basic needs to Norwich families and individuals.
 7. Awarded \$18,500 in federal emergency rent/mortgage funds for economically distressed Norwich families and individuals.
 8. Assisted 25 fire victims in restoring their lives.
 9. Awarded \$25,000 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.
 10. Supervisory staff served in leadership roles in a number of local, regional and state human service organizations and initiatives, including the Southeaster CT Council To End Homelessness Board, United Way of Southeastern CT Board, and The Regional Federal Emergency Food and Shelter Board.
 11. Hosted a meeting with area legislators and Operation Fuel and testified in Hartford. We were successful in convincing Connecticut to allocate additional funds for energy to allow utility companies to receive these funds.
 12. Organized the annual Christmas “Adopt A Family” program, matching sponsors who provided Christmas gifts to children of low-income Norwich families. Approximately 325 children, representing 125 families were assisted.
 13. Garnered \$7,500 from the Melville Charitable Trust to assist the Norwich Employment and Training Committee in employing people who are homeless. Trained people and placed them in subsidized jobs throughout the City.
 14. Recovered \$16,168 in Relocation Liens.
 15. Total Revenue in Grant Funding for Fiscal Year 2011-12: \$285,208

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. The following is a listing of those funds:

Federal Grants:

Community Development Block Grant/ Hospitality Center/Homeless Services \$30,000 – Provides funding for staffing & heat at St. Vincent de Paul's Place to support our chronically homeless population in Norwich, as well as shelter diversion and rapid re-housing services.

Community Development Block Grant/ Training Services \$32,000 – Provides job training and support services to low-income Norwich residents.

Emergency Food & Shelter Program (passed through United Way) \$18,500 - Federal Emergency Food & Shelter Program provides for emergency rent and utility assistance for Norwich families/ individuals.

State of Connecticut Grants:

Kinship & Respite Programs \$25,000 - 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 \$25,000 - Funding received from local foundation grants and donations from the community allow for the provision of programs such as a 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 \$7,500 – Provides subsidized employment opportunities to homeless people staying at the Hospitality Center to help them re-enter the workforce.

TVCCA/HUD Funding \$9,000 - Offsets staff salaries for the provision of case management to individuals/families who are homeless or in danger of becoming homeless, under the Supportive Housing Program.

CITY OF NORWICH
GENERAL FUND EXPENDITURES - SUMMARY OF HUMAN SERVICES
2013-14 ADOPTED BUDGET

HUMAN SERVICES DEPARTMENT	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 ACTUAL	2012-13 REVISED BUDGET	2013-14 BUDGET REQUEST	2013-14 MANAGER'S PROPOSED	2013-14 ADOPTED BUDGET
01033 Admin/ Adult & Family Services	573,916	571,911	598,304	632,371	706,434	662,785	595,102
01036 Senior Citizens Center	498,012	472,854	498,045	550,809	604,220	581,153	542,100
01037 Youth & Family Services	164,081	170,170	170,065	193,145	206,789	206,789	206,789
TOTALS	1,236,009	1,214,935	1,266,414	1,376,325	1,517,443	1,450,727	1,343,991

Administration/ Adult & Family Services 33 Division	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 ACTUAL	2012-13 REVISED BUDGET	2013-14 BUDGET REQUEST	2013-14 MANAGER'S PROPOSED	2013-14 ADOPTED BUDGET
80011 HEAD OF DEPT	73,847	55,385	77,969	83,029	84,114	85,796	85,796
80012 EMPLOYEES	321,791	329,564	314,549	320,613	350,528	327,562	284,996
89999 FRINGE BENEFITS	134,695	146,889	167,925	189,374	227,437	209,808	184,691
80021 MATERIALS & SUPPLIES	5,267	3,709	3,578	4,000	4,000	4,000	4,000
80032 EQUIP & FURN MAINT	6,658	6,724	5,898	6,000	6,000	6,000	6,000
80033 TELEPHONE	4,371	6,023	3,212	3,000	3,000	3,264	3,264
80034 POSTAGE	2,796	2,249	1,858	2,500	2,500	2,500	2,500
80037 MILEAGE	1,153	1,935	2,103	2,000	2,000	2,000	2,000
80039 PRINTING	714	33	66	500	500	500	500
80057 DUES, LICENSES, SUBSCRIPTIONS	1,966	894	1,298	855	855	855	855
80059 TRAINING	635	320	838	500	500	500	500
83514 HUMAN SERVICES PROGRAMS	20,023	18,186	19,010	20,000	25,000	20,000	20,000
TOTALS	573,916	571,911	598,304	632,371	706,434	662,785	595,102

Staffing

Director of Human Services	1.00	0.75	1.00	1.00	1.00	1.00	1.00
Supervisor of Human Services	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Human Services Caseworkers	3.00	3.00	3.00	3.00	3.00	3.00	2.75
Administrative Coordinator	2.00	1.00	1.00	1.00	1.00	1.00	1.00
Accounting Clerk	1.60	1.00	1.00	1.00	1.60	1.00	0.25
TOTAL FTE'S	8.60	6.75	7.00	7.00	7.60	7.00	6.00

Salaries

Director of Human Services			77,568	83,029	84,114	85,796	85,796
Supervisor of Human Services			64,919	66,109	67,542	67,542	67,542
Human Services Caseworkers			53,283	54,260	55,436	55,436	55,436
Administrative Coordinator			53,283	54,260	55,436	55,436	55,436
Accounting Clerk			36,790	37,464	38,276	38,276	38,276
Total Salaries Paid by General Fund							
Director of Human Services			77,568	83,029	84,114	85,796	85,796
Supervisor of Human Services			64,919	66,109	67,542	67,542	67,542
Human Services Caseworkers			159,849	162,780	166,308	166,308	152,449
Administrative Coordinator			53,283	54,260	55,436	55,436	55,436
Accounting Clerk			36,790	37,464	61,242	38,276	9,569
Subtotal - Employees			314,841	320,613	350,528	327,562	284,996
TOTAL SALARIES			392,409	403,642	434,642	413,358	370,792

33 Administration/ Adult & Family Services Division	2009-10	2010-11	2011-12	2012-13	2013-14	2013-14	2013-14
	ACTUAL	ACTUAL	ACTUAL	REVISED BUDGET	BUDGET REQUEST	MANAGER'S PROPOSED	ADOPTED BUDGET
PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	PROJECTED	PROJECTED	PROJECTED	PROJECTED
<i>Workload/outputs</i>							
<i>Number Served</i>							
Job Placement	206	191	251	200	250	250	250
Rent and housing	117	97	107	100	120	120	120
Relocation due to condemnation							
Adults	40	46	35	45	35	35	35
Children	9	33	15	30	15	15	15
Utilities	482	477	423	490	450	450	450
Food (grocery cards)	152	141	49	140	60	60	60
Emergency prescriptions	102	233	103	225	105	105	105
Financial aid to seniors	11	18	29	25	30	30	30
Backpacks (back-to-school assistance)	700	748	748	750	750	750	750
Case management	1,628	1,459	1,429	1,500	1,450	1,450	1,450
<i>Outcome/ Results</i>							
% 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	47.00%	58.00%	70.00%	52.00%	55.00%	55.00%	55.00%
Federal dollars received for housing	\$22,000	\$18,501	\$18,500	\$18,500	\$18,500	\$18,500	\$18,500
% change in Federal dollars received for housing	-0.37%	-31.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Total amount in safety net services funding	\$31,760	\$21,970	\$27,687	\$22,000	\$25,000	\$25,000	\$25,000
# of families assistance with Earned Income Tax Credit	280	329	387	350	375	375	375
Amount of dollars into community due to EITC	\$320,000	\$476,557	\$288,798	\$450,000	\$290,000	\$290,000	\$290,000
% of clients served in Norwich Works who become gainfully employed	20.00%	85.00%	70.00%	90.00%	75.00%	75.00%	75.00%
% of Norwich Works participants successfully completing training	86.00%	94.00%	85.00%	96.00%	85.00%	85.00%	85.00%
<i>Efficiency Measures</i>							
Human Services budget as % of total general fund budget	0.57%	0.56%	0.55%	0.55%	0.61%	0.57%	0.51%

ROSE CITY SENIOR CENTER

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

VISION: To become the focal point for information and activities for senior citizens in the community.

VALUES: Integrity, Compassion, Self-worth and Independence

GOALS & ACTION PLANS:

1. Continue to provide out-of-town medical transportation for Norwich and Montville residents who are disabled or elderly through a State of Connecticut DOT grant. **(G3)**
2. Provide continued access to benefits and services through our Outreach Administrator and Grant Funded Benefits Counselor **(G1)**
3. Provide affordable day trips for seniors with our new natural gas mini bus **(G1)**
4. Continue to look at ways to recruit and retain new members for the center **(G1,G4,G5)**
5. Continue to make the center more energy efficient **(G6)**
6. Fundraise to support more programming money for the center **(G3)**

ACCOMPLISHMENTS:

1. Received a \$56,344 State of Connecticut Department of Transportation grant for regional out-of-town medical transportation with the Town of Montville for the sixth year. **(G1/G3)**
2. Delivered over 800 Farmers' Market coupons to Norwich seniors representing over \$12,000 back into local Farmers' Markets. **(G5)**
3. Provided additional outreach services to senior citizens through a \$6,500 federal grant from Senior Resources. **(G1/G4)**
4. Honored 150+ volunteers for hundreds of hours of service to the senior center throughout the year.**(G3/G5)**
5. Provide a Foot Care Clinic with a Certified Podiatrist that served 260 seniors through a \$5,000 federal grant from Senior Resources. **(G4)**
6. Provided programming space to many civic groups throughout the year. **(G5)**
7. Reorganized, along with the entire city, a detailed listing on the city webpage. **(G4)**
8. Provided some weekend and evening programs without straining the budget. **(G4)**
9. Received a \$25,000 grant from the Edward and Mary Lord Foundation to support our Preventive Health Clinic. **(G1/G3/G5)**
10. Received through donations and fundraisers, over \$15,000 to offset programming costs. **(G4)**
11. With the assistance of Lowe's and Norwich Human Services, put in a senior community garden at the Senior Center along with a paver patio. **(G3)**
12. Through capital funds, re-paved the North parking lot at the Senior Center and made significant upgrades to the drainage at the center. **(G1)**
13. Purchased a clean energy, natural gas powered senior transport mini-bus. **(G1, G3, G4, G5,G6)**
14. Received just under \$90,000 in Grant funds for programs and services at the Senior Center. **(G5)**
15. Provided 88 individuals from Montville/Norwich with 947 out-of-town medical transports through a State of Connecticut Grant. **(G1, G3, G5)**
16. Purchase \$10,000 worth of new furniture for the Senior Center common areas with money raised from various fundraisers. **(G3,G4)**

GRANT DESCRIPTIONS

In addition to the city funded department budget, the Senior Center also currently administers special revenue fund grants, which may necessitate hiring additional 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:

Senior Resources Area Agency on Aging \$5,000 – Provides Podiatrist for diabetics and clients on blood thinning medications

Senior Resources Area Agency on Aging \$6,500 – Provides additional hours for Outreach Worker.

State Grants:

State of CT Transportation Grant \$56,363 – Collaborative grant with Montville for the provision of out of town transportation for seniors (Town of Montville is fiduciary)

Private Grants:

Lord Foundation \$25,000 – For the provision of the Preventive Health Clinic

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2013-14 ADOPTED BUDGET**

36 Senior Citizen Center	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 ACTUAL	2012-13 REVISED BUDGET	2013-14 BUDGET REQUEST	2013-14 MANAGER'S PROPOSED	2013-14 ADOPTED BUDGET
80011 HEAD OF DEPT	60,912	63,783	67,043	69,390	69,390	69,390	69,390
80012 EMPLOYEES	241,094	229,157	244,975	255,715	261,257	261,257	242,408
80013 PART TIME EMPLOYEES	2,844	0	0	3,000	3,000	3,000	3,000
89999 FRINGE BENEFITS	108,430	145,805	154,724	189,442	212,443	212,443	192,239
80021 MATERIALS & SUPPLIES	15,790	7,993	3,636	6,000	6,000	6,000	6,000
80023 GAS OIL & GREASE	12,851	11,780	14,483	15,558	14,978	14,558	14,558
80032 EQUIP & FURN MAINT	4,838	6,021	5,475	4,500	4,500	4,500	4,500
80033 TELEPHONE	5,765	6,226	4,501	4,300	4,300	6,653	6,653
80034 POSTAGE	3,500	1,483	1,825	2,052	2,052	2,052	2,052
80037 MILEAGE	892	606	1,383	852	1,300	1,300	1,300
80128 PREVENTIVE HEALTH CLINIC	23,676	0	0	0	25,000	0	0
80131 ECAAA GRANT	17,420	0	0	0	0	0	0
TOTALS	498,012	472,854	498,045	550,809	604,220	581,153	542,100

Staffing

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

Salaries

Senior Citizens Director			67,045	69,390	69,390	69,390	69,390
Program Administrator			55,980	57,006	58,242	58,242	58,242
Outreach Administrator (21 hours)			53,283	54,260	55,436	55,436	55,436
Senior Center Office Coordinator			41,625	42,388	43,307	43,307	43,307
Lead Van Driver			30,951	31,518	32,201	32,201	32,201
Van Driver			30,195	30,749	31,415	31,415	31,415
Receptionist			30,195	30,749	31,415	31,415	31,415
Part-time Escort Drivers *			30,195	30,749	31,415	31,415	31,415

Total Salaries Paid by General Fund

Senior Citizens Director			67,045	69,390	69,390	69,390	69,390
Program Administrator			55,980	57,006	58,242	58,242	58,242
Outreach Administrator (21 hours)			31,970	32,556	33,262	33,262	33,262
Senior Center Office Coordinator			41,625	42,388	43,307	43,307	43,307
Lead Van Driver			30,951	31,518	32,201	32,201	32,201
Van Driver			30,195	30,749	31,415	31,415	31,415
Receptionist			30,195	30,749	31,415	31,415	31,415
Part-time Escort Drivers *			30,195	30,749	31,415	31,415	12,566
Subtotal - Employees			251,111	255,715	261,257	261,257	242,408
TOTAL SALARIES			318,156	325,105	330,647	330,647	311,798

* There is one PT Escort Driver who works 14 hours/week (0.4 FTE) and one who works 21 hours/week (0.6 FTE). The 0.6 FTE position was eliminated effective 7/1/13.

PERFORMANCE MEASURES

	ACTUAL	ACTUAL	ACTUAL	PROJECTED	PROJECTED	PROJECTED	PROJECTED
Workload/outputs							
Number of Rose City Senior City memberships	2,597	2,700	2,626	2,850	2,850	2,850	2,850
Number Served:							
Preventative health clinic	981	1,500	10,059	1,500	10,100	10,100	10,100
Transportation	16,544	11,500	12,390	12,000	12,500	12,500	12,500
Outreach	817	686	627	750	900	900	900
Programs	44,017	45,400	46,760	46,000	47,000	47,000	47,000
Outcome/ Results							
Increases in innovative programming	2.00%	3.00%	5.00%	2.00%	5.00%	5.00%	5.00%
Increase in homebound senior services	0.00%	2.00%	0.00%	2.00%	0.00%	0.00%	0.00%
Increase in membership support	2.00%	3.00%	9.00%	2.00%	8.00%	8.00%	8.00%

Efficiency Measures

Budgeted/Actual Expenditures / memberships	\$191.76	\$175.13	\$189.66	\$193.27	\$212.01	\$203.91	\$190.21
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YOUTH & FAMILY SERVICES

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

VISION: Our vision is that one day 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

GOALS & ACTION PLANS:

1. Promote the health and well being of all of Norwich's children by providing and supporting positive youth development activities for Norwich youth, families and the community. **(G1, G2)**
2. Ensuring positive life outcomes for Norwich teens and their children. **(G1, G2)**
3. Providing parent consultation and crisis management. **(G1,G2)**
4. Directing family communication and adolescent health education. **(G1,G2)**
5. Providing individual and family counseling without regard to a family's financial status.**(G1)**
6. Providing program enhancement and support services to Norwich Public Schools and other agencies. **(G1,G2,G4)**
7. Provide weekend and evening services at no increased cost to the city. **(G4)**
8. Provide coordination services for Children First Norwich to support the Community Enhancement Plan..."All Norwich children will be safe, healthy and ready to learn." **(G1,G2)**
9. Prevent juvenile delinquency and reduce recidivism by leading the court, schools and police to maintain a Juvenile Review Board and helping reform the Juvenile Justice system. **(G1,G3)**
10. Working with the middle schools to foster and support FWSN (Families with Service Needs) Team. **(G1,G2)**
11. Training youth in leadership skills. **(G1,G2,G4)**
12. Provide diversion services at the Middle schools. **(G2,G3)**
13. Provide leadership-training activities to all segments of the Norwich population by training and mentoring youth and parent leaders and supervising, mentoring and guiding graduates as they continue to provide service to the community and schools. **(G4,G5)**
14. Increase the employability of Norwich youth by teaching job readiness skills; arranging and supervising internships; providing employment opportunities; providing individual, family or group counseling; and offering parent consultation and crisis management. **(G2,G4)**
15. Direct public forums and educational events for the community on pertinent issues. **(G2)**
16. Support/expand summer youth programming **(G2,G5)**

ACCOMPLISHMENTS: 2011/2012

- Norwich Youth and Family Services fulfills its mandate as outlined in Connecticut General Statute section 10-19m, by providing services in seven recommended core areas: youth development, juvenile justice, family involvement, mental health services, child welfare, teen pregnancy prevention, and community outreach.
- Received annual funding in the amount of \$87,596 through the State Department of Education to

support services to youth. In addition, received \$7,550 in Enhancement Funding which was used to provide additional programming.

- Employed 121 youth in a 5-week Summer Youth Employment Program funded by the Eastern Workforce Investment Board. 250 Youth applied. Total monies brought into Norwich by this program, \$292,548
- Served 95 individual and/or family counseling cases providing assessment, case management, and crisis intervention and referral services.
- Provided specialized, school year, work training/readiness services to 31 at-risk teens, through a contract with EASTCONN/Workforce Investment Board of \$61,619
- Was awarded specialized “Pipeline” grant money in the amount of \$14,007 to be used to train youth in the areas of healthcare, science and technology.
- Secured a \$5,675 grant for the Norwich area for substance abuse prevention activities from SERAC. Served 1,719 Norwich youth with that activity money. Executed a public relations prevention campaign in August-September regarding marijuana abuse and planned a “Sticker Shock” campaign to increase public awareness of selling alcohol to minors.
- Continued the evidenced-based programming... Girls Circle and Strengthening Families to the agencies offerings... served 57 youth with positive outcomes. Received \$3,000 from the Dime Bank Foundation for Girls Circle.
- Cosponsored 12 sessions of Grandparents Raising Children.
- Worked extensively with the Juvenile Review Board and Families with Service Needs Board to divert 50 young people from further involvement with Juvenile Court. Worked with the regional LIST to improve the service delivery system of juvenile justice services and co-sponsored a Community Forum on “Education vs. Incarceration” that was attended by 52 professionals and community members. Provided a community workshop on “Kids, Sex and the Law” to the larger community attended by 47.
- Received \$85,000 through 2/29/12 in Federal grant money for our Young Parents Program to Norwich with the goal of assuring that our teen parents and their children have the best possible opportunity to grow up to be productive citizens. Served 37 young parents and their 35 babies, toddlers, and children. This program ended 2/29/12.
- Received \$60,763 from private and public donors to fund Children First Norwich. This is designed to promote healthy outcomes for Norwich children birth to age eight. The continued focus has been on creating Norwich’s Enhancement Plan with special emphasis on promoting no cost/low cost ways to ensure all Norwich’s children are safe, healthy and ready to learn.
- Collaborated with Norwich Public Schools, United Community & Family Services, and Thames Valley Council for Community Action to provide school readiness slots and using grant funds totaling \$1,668,980.
- Children First Norwich organizes two annual events, Family Day (an event serving over 2,500 people at Mohegan Park and sponsored by Backus Hospital for \$5,000) and Touch A Truck Day (highlighting our childcare centers, attended by 1,500 people, mostly fathers with young children).
- Collaborate with Children First Southeastern Connecticut to regionally focus our advocacy efforts for the needs of young children. The goal always is to educate state legislators about the needs of children in the Southeastern Connecticut area and to encourage the allocation of appropriate levels of state and federal fiscal resources.
- We continue to collaborate with the Connecticut Youth Services Association, State Department of Education, Southeastern Regional Action Council, System of Care, EWIB Youth Council, New Parent Resource Team, Norwich Prevention Council, Safety Net Team, Southeastern Early Childhood Alliance, New London County Health Collaborative, Local Implementation Team (LIST), Executive Implementation Team, CFN/School Readiness Council, and the BullyBuster Coalition. We continue to reorganize our service efforts to meet Results Based Accountability Standards.

- NYFS and the NYFS Advisory Board sponsored youth to the Norwich Youth Action Council. This youth driven and executed group is a community service organization mentored by NYFS and the NYFS Advisory Board. This year they have planned and executed 3 Family Fun Nights for **360** parents and their kids, run craft nights at the local transitional housing center, Thames River Family Program, sponsored movie night for preschool students at NFA, organized a blood drive for the Red Cross, sponsored a Pancake Breakfast and Silent Auction to raise money for the Golden Wishes Fund for seniors...**\$1,453**, and organized the second annual “Flocking Flamingos for Summer Fun” fundraiser where they raised **\$1,747** to support summer programming for Norwich youth.
- Awarded a grant from CDBG (FY 2012-2013) in the amount of **\$21,500** to increase capacity, improve data collection and data management, and provide more intensive, consistent coordinated care for the combined Norwich Juvenile Justice Alliance. Will be hiring a case manager for September 2012.
- Planned and organized a summer diversion program for youth involved in the juvenile justice system to begin in **July 2012**. Served **18** youth in collaboration with the Bully Buster Coalition for a total cost of \$8,269 received in grants, fees and donations.

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 \$61,619 – Provides funding for the COOL Directions Program (Careers of Our Lives), a Youth Readiness & Employment Program.

Department of Labor Workforce Investment Board \$175,000 – Provides funding for Summer Youth Employment Program. Fiduciary is EASTCONN, staffing fees, materials/supplies are reimbursed to City.

Community Development Block Grant \$21,500 – Juvenile justice services.

State of Connecticut Grants:

Department of Education \$87,596 – Support services for youth, offsets salaries and operation expenses

Department of Education \$7,550 – Enhancement Grant, supports Children’s programs in Norwich

Private Grants:

Discovery Funds \$25,000 – Received for the Norwich Children First Initiative

Grants/Donations \$8,722 – Received for the Norwich Children First Initiative Annual Family Day and Touch A Truck Day Events

SERC Funding \$27,013 – Received by Norwich Children First Initiative for Parent Leadership Training

SERAC Funding \$5,675 - Received by YFS for Norwich Area Prevention Activities

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2013-14 ADOPTED BUDGET**

		2009-10	2010-11	2011-12	2012-13	2013-14	2013-14	2013-14
		ACTUAL	ACTUAL	ACTUAL	REVISED BUDGET	BUDGET REQUEST	MANAGER'S PROPOSED	ADOPTED BUDGET
37	Youth & Family Services							
80012	EMPLOYEES	121,555	121,114	125,585	127,887	130,657	130,657	130,657
89999	FRINGE BENEFITS	40,986	48,556	43,980	64,758	75,632	75,632	75,632
80015	PROFESSIONAL SERVICES	1,040	500	500	500	500	500	500
80059	TRAINING	500	0	0	0	0	0	0
TOTALS		164,081	170,170	170,065	193,145	206,789	206,789	206,789

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

Staffing

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

Salaries

Clinical Coordinator			68,205	69,456	70,960	70,960	70,960
Youth & Family Therapist			57,379	58,431	59,697	59,697	59,697

Total Salaries Paid by General Fund

Clinical Coordinator			68,205	69,456	70,960	70,960	70,960
Youth & Family Therapist			57,379	58,431	59,697	59,697	59,697
TOTAL SALARIES			125,584	127,887	130,657	130,657	130,657

PERFORMANCE MEASURES

Workload/outputs

	ACTUAL	ACTUAL	ACTUAL	PROJECTED	PROJECTED	PROJECTED	PROJECTED
<i>Number Served:</i>							
Counseling cases	126	97	95	90	90	90	90
Young parent cases	40	48	37	-	-	-	-
COOL youth employment	24	22	31	25	25	25	25
Summer Youth Employment	124	141	121	90	90	90	90
Leadership initiatives	32	27	20	30	30	30	30
Juvenile Review Board cases	31	37	33	30	30	30	30
Individual/ community consultations	766	689	589	650	650	650	650
Positive youth development/ recreation/ cultural/ community education	8,408	7,300	3,300	8,000	3,000	3,000	3,000
Relative Caregivers Groups (Grandparents raising grandchildren)	NR	12	12	12	12	12	12
Middle School Diversion Program	NR	10	8	25	15	15	15
Families With Service Needs/Youth served	NR	15	11	25	35	35	35
Child Welfare Services	NR	800+	925	800+	800	800	800
Girls Circle Program	NR	36	15	30	22	22	22

Outcome/ Results

% of contacted parents/ community partners that will report satisfaction with agency services	90.00%	89.00%	90.00%	90.00%	90.00%	90.00%	90.00%
Hours of professional counseling services to low-income Norwich families	2,350	2,090	1,900	1,800	1,800	1,800	1,800
Mentor graduates in 3+ community projects	27	17	15	18	18	18	18
Provide youth with employability assessment	201	151	121	90	90	90	90
Provide employment/ internships to eligible youth	-	151	-	100	100	100	100
Provide anti-smoking substance abuse to youths	650	1,168	1,719	1,200	1,000	1,000	1,000
Provide public forums/ educational events to parents	1,200	1,660	2,700	2,000	1,500	1,500	1,500
Engage youth in community service	26	19	25	30	20	20	20

Efficiency Measures

Cost of department/ population	\$4.31	\$4.20	\$4.20	\$4.77	\$5.11	\$5.11	\$5.11
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PUBLIC WORKS

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

VISION: To be the model public works department in Southeastern Connecticut – one that other public works department's utilize as a benchmark.

VALUES:

- Integrity
- Service
- Skill
- Efficiency

GOALS & ACTION PLANS:

1. Enhance emergency response efforts through technology and innovation. **(G1, G3)**
2. Aggressively pursue preventative maintenance measures on all City assets. **(G1, G4, G6)**
3. Improve drainage system operation and maintenance. **(G1)**
4. Decrease the overall cost of road maintenance by resurfacing at a 20-year cycle. **(G1, G4)**
5. Modernize department functions through electronic storage and retrieval of maps, plans and documents; integration of GIS technology into work order system and capital project planning; and utilizing the many capabilities of the new city website. **(G3, G6)**
6. Increase recycling rate in solid waste program by increasing public awareness and by improving the single stream recycling program. **(G4)**
7. Increase effectiveness of fleet by reducing average age of heavy trucks to 10 years with no individual trucks greater than 20 years old. **(G4)**
8. Reduce operating costs through operational and energy efficiency initiatives. **(G4)**
9. Continue to seek and obtain federal, state and regional grant funding for capital improvements and vehicle purchases. **(G5, G6)**

ACCOMPLISHMENTS:

1. Resurfaced 4.8 miles of city streets and extended the life of an additional 3.0 miles thru preventative maintenance treatments such as chip sealing and crack sealing.
2. Awarded design contract for the rehabilitation of the Sherman Street bridges – 90% of project funded thru Federal and State grants secured by DPW.
3. Awarded design contract for the rehabilitation of the Sunnyside Street bridge – up to \$1 million in State grant funding secured by DPW.
4. Designed, permitted and managed the construction of approximately 2,300 linear feet of sidewalk on West Thames Street (CT Route 32). Project funded by CDBG.
5. Completed the demolition of the former Buckingham School and Greeneville School.
6. Secured a State Historic Preservation Office grant for 50% of the cost to rehabilitate and restore the two exterior stairways at City Hall (grant ceiling is \$200,000).
7. Teamed with Norwich Public Utilities in the design and project management for the installation of a 150kW natural gas generator at City Hall.
8. Designed and managed the installation of the new gazebo at the Greeneville Park – corner of 7th Street and Central Avenue. Project funded by CDBG.

CITY OF NORWICH
GENERAL FUND EXPENDITURES - SUMMARY OF PUBLIC WORKS DEPARTMENT
2013-14 ADOPTED BUDGET

PUBLIC WORKS DEPARTMENT		2009-10 ACTUAL	2010-11 ACTUAL	2011-12 ACTUAL	2012-13 REVISED BUDGET	2013-14 BUDGET REQUEST	2013-14 MANAGER'S PROPOSED	2013-14 ADOPTED BUDGET
01038	Engineering & Administration	570,867	517,205	501,657	548,850	634,395	579,715	579,715
01039	Fleet Maintenance	1,148,101	1,208,977	1,177,567	1,263,606	1,293,236	1,276,097	1,276,097
01040	Transfer Station, Recycling & Refuse	2,656,175	2,599,311	2,704,381	2,745,365	2,733,395	2,686,120	2,686,120
01042	Street Maintenance	3,503,860	3,587,830	3,397,675	3,941,342	4,049,613	3,881,858	3,917,324
01047	Building Maintenance	1,005,979	1,070,035	1,083,715	1,138,002	1,178,863	1,165,861	1,165,861
01048	Parking Maintenance	109,947	117,587	130,003	140,893	132,258	132,258	132,258
TOTALS		8,994,929	9,100,945	8,994,998	9,778,058	10,021,760	9,721,909	9,757,375

PERFORMANCE MEASURES		ACTUAL	ACTUAL	ACTUAL	PROJECTED	PROJECTED	PROJECTED	PROJECTED
Inputs								
	Full-time equivalent employees	66.00	63.00	61.00	62.00	64.00	61.50	62.00
Workload/outputs								
	Improved miles of road	161	161	161	161	161	161	161
	Buildings maintained	13	13	13	13	13	13	13
	Vehicles & equipment maintained	300	300	300	300	300	300	300
	Parks & cemeteries maintained	15	15	15	15	15	15	15
	Parking lots, decks & garages maintained	13	13	14	14	14	14	14
Outcome/ Results								
	Recycling flyers, newspaper articles, TV spots,	10	12	11	12	12	12	17
	Recycling rate	34.00%	40.00%	29.00%	40.00%	40.00%	40.00%	36.00%
	Road miles paved, chip-sealed, or crack-sealed	4.8	5.8	7.8	8.0	8.0	8.0	8.0
	Clean catch basins at least one time each year	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
	Percentage of streets swept by August	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
	Number of trucks > 20 years	1	2	1	2	2	2	1
	Average age of fleet (years)	11.3	12.3	11.0	11.0	11.0	11.0	10.7
Efficiency Measures								
	Median time to close our citizen service request	10	15	13	10	15	15	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	\$236	\$225	\$222	\$241	\$247	\$240	\$241

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2013-14 ADOPTED BUDGET**

38	Engineering & Administration Division	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 ACTUAL	2012-13 REVISED BUDGET	2013-14 BUDGET REQUEST	2013-14 MANAGER'S PROPOSED	2013-14 ADOPTED BUDGET
80011	HEAD OF DEPT	101,599	156,277	100,027	109,062	110,488	112,697	112,697
80012	EMPLOYEES	296,309	208,349	231,003	245,793	294,081	249,081	249,081
80014	OVERTIME	250	0	294	0	1,500	1,500	1,500
89999	FRINGE BENEFITS	117,857	102,381	118,342	148,095	176,126	163,126	163,126
80015	PROFESSIONAL SERVICE	28,107	31,393	25,439	25,000	28,300	28,300	28,300
80021	MATERIALS & SUPPLIES	6,338	6,548	7,624	7,000	7,000	7,000	7,000
80033	TELEPHONE	2,239	2,882	2,627	1,600	1,600	2,711	2,711
80034	POSTAGE	1,456	815	1,583	2,000	2,000	2,000	2,000
80037	MILEAGE	6,125	3,394	4,900	4,800	4,800	4,800	4,800
80057	DUES, LICENSES, SUBSCRIPTIONS	5,717	1,076	9,716	2,500	5,500	5,500	5,500
80059	TRAINING	4,870	4,090	102	3,000	3,000	3,000	3,000
TOTALS		570,867	517,205	501,657	548,850	634,395	579,715	579,715

Staffing

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

Salaries

Director of Public Works		101,889	109,062	110,488	112,697	112,697
City Engineer		90,917	94,099	94,099	94,099	94,099
Civil Engineer		71,659	72,973	74,554	74,554	74,554
Engineering Technician		45,000	45,000	45,000	45,000	45,000
Public Works Accounting Clerk		38,652	39,361	40,214	40,214	40,214

Total Salaries Paid by General Fund

Director of Public Works		101,889	109,062	110,488	112,697	112,697
City Engineer		90,917	94,099	94,099	94,099	94,099
Civil Engineer		71,659	72,973	74,554	74,554	74,554
Engineering Technician		0	0	45,000	0	0
Public Works Accounting Clerk		77,304	78,722	80,428	80,428	80,428
Subtotal - Employees		239,880	245,794	294,081	249,081	249,081
TOTAL SALARIES		341,769	354,856	404,569	361,778	361,778

Note: In addition to the one Civil Engineer funded in this budget, one Civil Engineer will temporarily be funded from the Road Improvement Bond as he/she will primarily be administering the Road Improvement Program. It is anticipated that the temporary funding of one Civil Engineer position through the Road Improvement Bond will cease upon the start of FY 2014-15, at which time this Civil Engineer position will revert back to the Public Works-Engineering and Administration budget.

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2013-14 ADOPTED BUDGET**

		2009-10	2010-11	2011-12	2012-13	2013-14	2013-14	2013-14
		ACTUAL	ACTUAL	ACTUAL	REVISED BUDGET	BUDGET REQUEST	MANAGER'S PROPOSED	ADOPTED BUDGET
39	Fleet Maintenance Division							
80012	EMPLOYEES	402,005	419,263	450,329	423,666	430,615	430,615	430,615
80014	OVERTIME	19,003	26,647	24,392	30,000	27,500	27,500	27,500
89999	FRINGE BENEFITS	206,727	217,808	207,620	242,378	266,941	266,424	266,424
80023	VEHICLE FUEL	137,612	192,374	153,534	187,962	181,580	166,273	166,273
80027	AUTO SUPPLIES & MAINT	330,222	300,174	292,543	325,000	333,000	333,000	333,000
80033	TELEPHONE	2,195	2,168	1,329	600	600	2,785	2,785
80035	UTILITIES	36,653	42,480	36,690	40,000	37,000	37,000	37,000
80040	BLDG & GRND MAINT	13,684	8,063	11,130	14,000	11,000	7,500	7,500
80059	TRAINING	0	0	0	0	5,000	5,000	5,000
TOTALS		1,148,101	1,208,977	1,177,567	1,263,606	1,293,236	1,276,097	1,276,097

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
TOTAL FTE'S	7.00						

Salaries

Fleet Maintenance Superintendent		70,995	73,657	73,657	73,657	73,657	73,657
Lead Mechanic		59,673	60,866	62,083	62,083	62,083	62,083
Auto Equipment Mechanics		56,531	57,662	58,815	58,815	58,815	58,815
Total Salaries Paid by General Fund							
Fleet Maintenance Superintendent		70,995	73,657	73,657	73,657	73,657	73,657
Lead Mechanic		59,673	60,866	62,083	62,083	62,083	62,083
Auto Equipment Mechanics		282,655	288,310	294,075	294,075	294,075	294,075
TOTAL SALARIES		413,323	422,833	429,815	429,815	429,815	429,815

* - Difference between wages per above schedule and those listed for account 80012 on the previous page is due to longevity bonus pay and differentials.

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2013-14 ADOPTED BUDGET**

40	Transfer Station, Recycling & Refuse	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 ACTUAL	2012-13 REVISED BUDGET	2013-14 BUDGET REQUEST	2013-14 MANAGER'S PROPOSED	2013-14 ADOPTED BUDGET
80012	EMPLOYEES	136,317	139,421	141,077	140,936	143,829	143,829	143,829
80014	OVERTIME	18,531	19,515	21,661	18,000	20,000	20,000	20,000
89999	FRINGE BENEFITS	65,845	77,296	77,002	89,229	102,102	101,927	101,927
80021	MATERIALS & SUPPLIES	7,907	1,760	2,582	2,000	4,000	4,000	4,000
80032	EQUIP & FURN MAINT	38,307	13,469	21,740	22,000	24,500	24,500	24,500
80033	TELEPHONE	286	375	197	400	264	264	264
80035	UTILITIES	5,929	5,089	4,267	4,800	4,200	3,500	3,500
80037	MILEAGE	304	0	0	0	0	0	0
80124	CONTRACTS	2,382,749	2,342,386	2,435,855	2,468,000	2,434,500	2,388,100	2,388,100
TOTALS		2,656,175	2,599,311	2,704,381	2,745,365	2,733,395	2,686,120	2,686,120

Staffing

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

Salaries

Weighmaster Clerk			53,960	55,039	56,140	56,140	56,140
Recycling Coordinator			43,732	44,534	45,499	45,499	45,499
Attendant			40,552	41,363	42,190	42,190	42,190

Total Salaries Paid by General Fund

Weighmaster Clerk			53,960	55,039	56,140	56,140	56,140
Recycling Coordinator			43,732	44,534	45,499	45,499	45,499
Attendant			40,552	41,363	42,190	42,190	42,190
TOTAL SALARIES			138,244	140,936	143,829	143,829	143,829

* - Difference between wages per above schedule and those listed for account 80012 on the previous page is due to longevity bonus pay and differentials.

Detail of Contracts Line:

Material disposal fees			36,000	30,000	30,000	30,000
Bulky waste disposal			64,000	50,000	50,000	50,000
Bagged leaf collection			12,000	15,000	15,000	15,000
SCRRA Contract			1,476,000	1,450,000	1,403,600	1,403,600
CCD Refuse Collection contract			271,000	260,000	260,000	260,000
TCD Refuse Collection contract			269,000	252,000	252,000	252,000
Town & City recycling			290,000	285,000	285,000	285,000
Catch basin cleaning			50,000	75,000	75,000	75,000
Annual Landfill Post-closure Monitoring Costs			-	17,500	17,500	17,500
			2,468,000	2,434,500	2,388,100	2,388,100

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2013-14 ADOPTED BUDGET**

		2009-10	2010-11	2011-12	2012-13	2013-14	2013-14	2013-14
		ACTUAL	ACTUAL	ACTUAL	REVISED BUDGET	BUDGET REQUEST	MANAGER'S PROPOSED	ADOPTED BUDGET
42	Streets & Parks Maintenance Division							
80009	TREE CARE	21,186	43,895	31,844	80,000	80,000	40,000	40,000
80012	EMPLOYEES	1,698,187	1,639,597	1,666,626	1,779,291	1,851,731	1,780,893	1,801,837
80013	PART TIME EMPLOYEES	22,341	7,442	30,348	40,000	40,000	40,000	40,000
80014	OVERTIME	104,985	134,931	60,801	157,000	107,000	107,000	107,000
89999	FRINGE BENEFITS	891,961	988,479	953,085	1,194,951	1,302,782	1,301,189	1,315,711
80021	MATERIALS & SUPPLIES	503,520	500,355	391,656	475,000	465,000	465,000	465,000
80033	TELEPHONE	6,719	6,849	8,956	8,100	8,100	8,776	8,776
80035	UTILITIES	56,967	62,979	61,999	57,000	62,000	49,000	49,000
80040	BLDG & GRND MAINT	39,483	61,493	43,464	40,000	48,000	40,000	40,000
80043	EMERGENCY STORM DRAIN	156,983	140,324	148,896	110,000	85,000	50,000	50,000
80047	TRUST FUND VASES	1,528	1,486	0	0	0	0	0
TOTALS		3,503,860	3,587,830	3,397,675	3,941,342	4,049,613	3,881,858	3,917,324

Notes on Line items:

"Trust Fund Vases" has been combined with "Materials & Supplies"

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	4.00	4.00	3.00	3.00	3.00	3.00	3.00	3.00
Mason	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Maintenance Man	2.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Heavy Equipment Operators	3.00	2.00	2.00	3.00	3.00	3.00	3.00	3.00
Light Equipment Operators	14.00	14.00	14.00	13.00	13.00	12.00	12.00	12.00
Laborers	12.00	13.00	12.00	12.00	13.00	12.50	13.00	13.00
TOTAL FTE'S	39.00	38.00	36.00	36.00	37.00	35.50	36.00	36.00

Salaries

Public Works Superintendent			70,995	73,657	73,657	73,657	73,657	73,657
Streets/ Parks Foreman			61,561	63,869	63,869	63,869	63,869	63,869
Crew Leaders			53,960	55,039	56,140	56,140	56,140	56,140
Mason			53,960	55,039	56,140	56,140	56,140	56,140
Maintenance Man			53,960	55,039	56,140	56,140	56,140	56,140
Heavy Equipment Operators			51,389	52,417	53,465	53,465	53,465	53,465
Light Equipment Operators			47,957	48,916	49,894	49,894	49,894	49,894
Laborers			40,263	41,068	41,889	41,889	41,889	41,889

Total Salaries Paid by General Fund

Public Works Superintendent			70,995	73,657	73,657	73,657	73,657	73,657
Streets/ Parks Foreman			123,122	127,738	127,738	127,738	127,738	127,738
Crew Leaders			161,880	165,117	168,420	168,420	168,420	168,420
Mason			53,960	55,039	56,140	56,140	56,140	56,140
Maintenance Man			53,960	55,039	56,140	56,140	56,140	56,140
Heavy Equipment Operators			102,778	157,251	160,395	160,395	160,395	160,395
Light Equipment Operators			671,398	635,908	648,622	598,728	598,728	598,728
Laborers			483,156	492,816	544,557	523,613	544,557	544,557
TOTAL SALARIES			1,721,249	1,762,565	1,835,669	1,764,831	1,785,775	1,785,775

* - Difference between wages per above schedule and those listed for account 80012 on the previous page is due to longevity bonus pay and differentials.

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2013-14 ADOPTED BUDGET**

		2009-10	2010-11	2011-12	2012-13	2013-14	2013-14	2013-14
		ACTUAL	ACTUAL	ACTUAL	REVISED BUDGET	BUDGET REQUEST	MANAGER'S PROPOSED	ADOPTED BUDGET
47	Building Maintenance Division							
80004	MATERIALS & SUPPLIES-OTHER	10,850	11,667	11,540	12,500	11,500	11,500	11,500
80007	UTILITIES-OTHER	61,461	60,963	63,752	54,000	54,000	54,000	54,000
80012	EMPLOYEES	323,016	410,571	396,163	419,875	426,918	426,918	426,918
80013	PART TIME EMPLOYEES	0	0	1,360	0	0	0	0
80014	OVERTIME	13,832	20,629	26,026	25,000	22,000	22,000	22,000
89999	FRINGE BENEFITS	184,960	189,882	190,204	249,427	277,245	276,763	276,763
80021	MATERIALS & SUPPLIES	34,585	34,830	37,800	33,000	38,000	38,000	38,000
80033	TELEPHONE	0	0	0	0	0	4,680	4,680
80035	UTILITIES	152,822	172,469	152,433	159,200	153,200	139,000	139,000
80040	BLDG & GRND MAINT	96,279	88,181	112,314	90,000	98,000	95,000	95,000
80108	BLDG GRND MAINT-OTHER	128,174	80,843	92,123	95,000	98,000	98,000	98,000
TOTALS		1,005,979	1,070,035	1,083,715	1,138,002	1,178,863	1,165,861	1,165,861

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	5.00	5.00	6.00	6.00	6.00	6.00
TOTAL FTE'S	9.00	8.00	8.00	9.00	9.00	9.00	9.00

Salaries

Building & Grounds Maintenance Supervisor			61,561	63,869	63,869	63,869	63,869
Chief Maintenance Man			56,531	57,662	58,815	58,815	58,815
Lead Janitor			47,957	48,916	49,894	49,894	49,894
Janitors			40,552	41,363	42,190	42,190	42,190

Total Salaries Paid by General Fund

Building & Grounds Maintenance Supervisor			61,561	63,869	63,869	63,869	63,869
Chief Maintenance Man			56,531	57,662	58,815	58,815	58,815
Lead Janitor			47,957	48,916	49,894	49,894	49,894
Janitors			202,760	248,178	253,140	253,140	253,140
TOTAL SALARIES			368,809	418,625	425,718	425,718	425,718

* - Difference between wages per above schedule and those listed for account 80012 on the previous page is due to longevity bonus pay and differentials.

		2009-10	2010-11	2011-12	2012-13	2013-14	2013-14	2013-14
		ACTUAL	ACTUAL	ACTUAL	REVISED BUDGET	BUDGET REQUEST	MANAGER'S PROPOSED	ADOPTED BUDGET
48	Parking Maintenance Division							
80012	EMPLOYEES	36,758	40,269	39,757	41,363	42,190	42,190	42,190
89999	FRINGE BENEFITS	18,114	20,822	22,442	24,530	27,318	27,318	27,318
80040	MAINTENANCE	55,075	56,496	67,804	75,000	62,750	62,750	62,750
TOTALS		109,947	117,587	130,003	140,893	132,258	132,258	132,258

Staffing

Laborer	1.00	0.00	0.00	0.00	0.00	0.00	0.00
Janitors	1.00	1.00	1.00	1.00	1.00	1.00	1.00
TOTAL FTE'S	2.00	1.00	1.00	1.00	1.00	1.00	1.00

Salaries

Laborer			40,263	41,068	41,889	41,889	41,889
Janitors			40,552	41,363	42,190	42,190	42,190

Total Salaries Paid by General Fund

Laborer			0	0	0	0	0
Janitors			40,552	41,363	42,190	42,190	42,190
TOTAL SALARIES			40,552	41,363	42,190	42,190	42,190

ELECTION

MISSION: To maintain a voter registration list and orchestrate all elections, referenda and primaries.

VISION: To perform all of the duties required by statutes accurately and efficiently.

VALUES:

- Efficiency
- Accuracy
- Timeliness
- Professionalism

GOALS & ACTION PLANS:

1. Increase knowledge of election laws and keep up to date on changes.
2. Use technology to maintain complete and accurate voter registration with periodic changes referred by the Secretary of State, Department of Motor Vehicles and the Post Office. **(G3)**
3. Attend training programs sponsored by the Secretary of State and the Registrars of Voters Association of Connecticut (ROVAC), including periodic county meetings. **(G5)**
4. Organize and conduct primaries when needed. Conduct annual elections including municipal, state and federal elections.
5. Provided accurate voter registration lists to candidates, the City Clerk, and other interested parties. **(G5)**
6. Provide aid and support for voter registration drives.
7. Coordinate new technology. **(G3)**

ACCOMPLISHMENTS:

1. Completed annual canvas of voters.
2. Organized and ran three primaries and general election.
3. Provided accurate voter registration lists for candidates, City Clerk and other interested parties.
4. Supported and participated in voter registration drives.
5. Trained all election workers to do their assigned duties for each election
6. Worked with all city department heads and First Student Transportation to coordinate and execute the presidential election.
7. Conducted voter outreach to inform electorate of precinct and location changes
8. Completed redistricting of all voting districts to conform with state guidelines
9. Successfully completed audit of election results as required by Secretary of State

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2013-14 ADOPTED BUDGET**

63 ELECTION	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 ACTUAL	2012-13 REVISED BUDGET	2013-14 BUDGET REQUEST	2013-14 MANAGER'S PROPOSED	2013-14 ADOPTED BUDGET
80011 HEAD OF DEPT	46,450	48,000	48,000	48,000	50,000	48,000	48,000
80013 PART TIME EMPLOYEES	16,884	40,547	23,136	26,000	30,000	30,000	30,000
89999 FRINGE BENEFITS	6,709	4,128	4,369	5,802	6,280	6,123	6,123
80021 MATERIALS & SUPPLIES	4,207	11,766	5,149	4,000	4,000	4,000	4,000
80032 EQUIP & FURN MAINT	4,469	6,498	2,172	5,100	4,500	4,500	4,500
80033 TELEPHONE	3,310	3,663	7,439	4,300	4,300	4,920	4,920
80034 POSTAGE	1,598	6,985	6,002	5,000	5,000	5,000	5,000
80037 MILEAGE	0	69	0	200	200	200	200
80038 ADVERTISING	2,793	3,729	3,090	2,000	2,000	2,000	2,000
80039 PRINTING	0	560	6,543	12,000	8,000	8,000	8,000
80053 MOVING VOTING MACHINE	856	2,050	0	1,700	2,000	2,000	2,000
80059 TRAINING	0	0	1,431	2,700	2,700	2,700	2,700
TOTALS	87,276	127,995	107,331	116,802	118,980	117,443	117,443

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			24,000	24,000	25,000	24,000	24,000
Assistant to Registrar of Voters			0	0	0	0	0
Total Salaries Paid by General Fund			48,000	48,000	50,000	48,000	48,000
Registrars			48,000	48,000	50,000	48,000	48,000
Assistant to Registrar of Voters			0	0	0	0	0
TOTAL SALARIES			48,000	48,000	50,000	48,000	48,000

Elections Workers

Deputy Registrars			0	0	2,000	2,000	2,000
Head Moderator			650	650	650	650	650
Precinct Moderators			1,500	1,500	1,500	1,500	1,500
Assistant Registrars			2,500	2,500	2,500	2,500	2,500
Checkers			3,000	2,000	2,000	2,000	2,000
Machine Tabulators			2,000	1,000	1,000	1,000	1,000
Moderator/ Absentee			250	250	250	250	250
Absentee Counters			1,200	1,200	1,200	1,200	1,200
Meeting Costs			1,200	900	900	900	900
Contingency			3,000	3,000	3,000	3,000	3,000
Cost of One Elections			15,300	13,000	15,000	15,000	15,000
Cost of Two Elections			30,600	26,000	30,000	30,000	30,000

PERFORMANCE MEASURES

	ACTUAL	ACTUAL	ACTUAL	PROJECTED	PROJECTED	PROJECTED	PROJECTED
Inputs							
Voting locations	4	4	5	5	5	5	5
Workload/ Output Measures							
General elections	2	1	1	1	1	1	1
Primaries	1	2	2	2	2	2	2
Total elections	3	3	3	3	3	3	3
New registrations	438	1,060	667	4,000	700	700	700
Changes	2,376	3,049	2,021	3,500	1,040	1,040	1,040
Number of eligible voters	21,126	20,951	20,474	23,000	21,000	21,000	21,000
Outcome/ Results							
Number of voters voting in General Election	9,064	2,828	2,873	10,000	6,300	6,300	6,300
Percentage of eligible voters voting	42.90%	13.50%	14.03%	43.48%	30.00%	30.00%	30.00%
Efficiency Measures							
Average total cost per election	\$29,092	\$42,665	\$35,777	\$38,934	\$39,660	\$39,148	\$39,148
Average cost per polling place per election	\$7,273	\$10,666	\$7,155	\$7,787	\$7,932	\$7,830	\$7,830
Cost of election per registered voter	\$1.38	\$2.04	\$1.75	\$1.69	\$1.89	\$1.86	\$1.86

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

GOALS & ACTION PLANS:

1. Provide fair and effective administration of building, zoning, housing, blight and environmental regulations and codes in order to improve quality of life and stabilize property values. **(G4)**
2. Provide timely review of plans and applications through appropriate assignment of staff and implementation of appropriate technology. **(G3)**
3. Complete inspections in an efficient manner by providing staff with necessary materials and training. **(G3)**
4. Provide aggressive enforcement of housing and property maintenance codes through appropriate staffing and training. **(G1)**
5. Investigate methods of improving the interagency review process. **(G3)**
6. Ensure proper level of professional certifications for staff through education and training.

ACCOMPLISHMENTS:

1. Assisted with Federal EPA Brownfield & Petroleum Assessment Grants applications.
2. Participated in City Manager's Capital Planning Committee.
3. Assisted Redevelopment Agency with completion of Brownfield Area Wide Plan initiative.
4. Facilitated completion of Plan of Conservation & Development update.
5. Initiated update of Comprehensive Plan update (Zoning Regulations & Map).
6. Assisted Harbor Management Commission in analysis of potential boat launch relocation.

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2013-14 ADOPTED BUDGET**

64 PLANNING & NEIGHBORHOOD SERVICES		2009-10 ACTUAL	2010-11 ACTUAL	2011-12 ACTUAL	2012-13 REVISED BUDGET	2013-14 BUDGET REQUEST	2013-14 MANAGER'S PROPOSED	2013-14 ADOPTED BUDGET
80011	HEAD OF DEPT	88,281	92,455	97,181	100,581	100,581	100,581	100,581
80012	EMPLOYEES	633,184	610,550	491,251	500,571	509,724	509,724	509,724
80013	PART TIME	0	611	856	0	0	0	0
80014	OVERTIME	2,633	4,881	4,122	3,500	3,500	3,500	3,500
89999	FRINGE BENEFITS	264,529	278,331	254,662	283,036	308,796	308,180	308,180
80015	PROFESSIONAL SERVICES	52	1,067	0	0	0	0	0
80021	MATERIALS & SUPPLIES	1,984	2,297	3,260	726	2,000	2,000	2,000
80023	VEHICLE FUEL	2,617	2,661	4,009	3,000	3,000	3,582	3,582
80032	EQUIP & FURN MAINT	5,397	6,413	6,051	7,000	7,000	7,000	7,000
80033	TELEPHONE	9,610	9,931	7,593	7,600	7,600	9,486	9,486
80034	POSTAGE	3,479	3,485	3,334	3,000	5,000	5,000	5,000
80037	MILEAGE	4,083	3,209	3,215	3,500	3,500	3,500	3,500
80038	ADVERTISING	13,070	14,490	12,528	15,000	13,000	13,000	13,000
80057	DUES, LICENSES, SUBSCRIPTIONS	224	135	156	0	0	0	0
80059	TRAINING	50	452	290	1,000	1,000	1,000	1,000
TOTALS		1,029,193	1,031,064	888,508	928,514	964,701	966,553	966,553

Staffing

Planning & Neighborhood Services Director	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Building/Housing Code Enforcement Official	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Zoning Enforcement Officer	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Administrative Secretary	2.60	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Assistant Building Officials	2.50	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Code Enforcement Official	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Blight Control/ Housing Code Enforcement C	1.00	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	1.00
TOTAL FTE'S	13.10	12.00	10.00	10.00	10.00	10.00	10.00	10.00

Salaries

Planning & Neighborhood Services Director			97,181	100,581	100,581	100,581	100,581	100,581
Building/Housing Code Enforcement Official			75,654	78,301	78,301	78,301	78,301	78,301
Zoning Enforcement Officer			54,615	55,616	56,821	56,821	56,821	56,821
Administrative Secretary			41,625	42,388	43,307	43,307	43,307	43,307
Assistant Building Officials			60,285	61,390	62,721	62,721	62,721	62,721
Code Enforcement Official			60,285	61,390	62,721	62,721	62,721	62,721
Blight Control/ Housing Code Enforcement Officer			53,283	54,260	55,436	55,436	55,436	55,436
Code Enforcement Secretary			42,665	43,447	44,389	44,389	44,389	44,389

Total Salaries Paid by General Fund

Planning & Neighborhood Services Director			97,181	100,581	100,581	100,581	100,581	100,581
Building/Housing Code Enforcement Official			75,654	78,301	78,301	78,301	78,301	78,301
Zoning Enforcement Officer			54,615	55,616	56,821	56,821	56,821	56,821
Administrative Secretary			83,250	84,776	86,614	86,614	86,614	86,614
Assistant Building Officials			120,570	122,780	125,442	125,442	125,442	125,442
Code Enforcement Official			60,285	61,390	62,721	62,721	62,721	62,721
Blight Control/ Housing Code Enforcement Officer			53,283	54,260	55,436	55,436	55,436	55,436
Code Enforcement Secretary			42,665	43,447	44,389	44,389	44,389	44,389
Subtotal - Employees			<u>490,322</u>	<u>500,570</u>	<u>509,724</u>	<u>509,724</u>	<u>509,724</u>	<u>509,724</u>
TOTAL SALARIES			<u>587,503</u>	<u>601,151</u>	<u>610,305</u>	<u>610,305</u>	<u>610,305</u>	<u>610,305</u>

64 PLANNING & NEIGHBORHOOD SERVICES	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 ACTUAL	2012-13 REVISED BUDGET	2013-14 BUDGET REQUEST	2013-14 MANAGER'S PROPOSED	2013-14 ADOPTED BUDGET
PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	PROJECTED	PROJECTED	PROJECTED	PROJECTED
<i>Inputs</i>							
Building & housing division FTEs	6.5	6.0	6.0	6.0	6.0	6.0	6.0
<i>Workload/ Output Measures</i>							
Site development plans reviewed	7	7	7	10	12	12	12
Subdivision/resubdivision plans reviewed	1	3	1	1	1	1	1
Special permit applications reviewed	7	5	4	10	10	10	10
Zoning permit applications	327	295	326	300	400	400	400
Zoning Variances Granted	18	27	16	30	20	20	20
Zoning Variances Denied	1	3	4	5	5	5	5
Inland Wetland Applications	6	18	14	6	20	20	20
Zoning Complaints	167	130	113	200	150	150	150
Residential Building Permits	1,620	1,767	1,606	2,000	1,700	1,700	1,700
Commercial Building Permits	187	177	136	200	200	200	200
Industrial Building Permits	1	3	3	4	5	5	5
Structures Condemed	6	23	2	10	5	5	5
Dwelling Units Condemed	17	26	26	25	25	25	25
Buildings Demolished	3	18	22	6	10	10	10
<i>Outcome/ Results</i>							
Citations Issued	287	101	153	150	200	200	200
Citation Fees Collected	\$43,200	\$10,748	\$7,385	\$20,000	\$10,000	\$10,000	\$10,000
Violations Investigated	1,285	1,676	1,603	1,500	1,500	1,500	1,500
<i>Efficiency Measures</i>							
Residential building permits per assigned FTE	249	295	268	333	283	283	283

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 and achievement cannot be predicted by race or other demographics.

VISION: We provide a learning environment that encourages all students to excel.

VALUES:

- Professionalism
- Competency
- Compassion
- Community Involvement

GOALS & ACTION PLANS:

1. Increase the effectiveness of the internal and external communication system in order to enhance support for budgetary priorities and increase community support for the school budget. **(G2)**
2. Set and meet high expectations for academic achievement for all students and high performance standards for all teachers and administrators leading to and evidenced by improved student learning. **(G2)**
3. Continue grade level articulation meetings with regard to connecting schools, curriculum, instruction and assessment. **(G2)**
4. Implement technology into all aspects of the teaching, learning, and management of the Norwich Public Schools. **(G3)**
5. Work with community members, corporate volunteers, and staff members to ensure the successful integration of technology into offices and classrooms. **(G2)**
6. Develop technology for data-based decision-making that changes classroom instruction to improve student outcomes. **(G2)**
7. Provide leadership to the school system's effort to research and apply for competitive grant and foundation funds from state, corporate and private foundation sources. **(G2)**

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2013-14 ADOPTED BUDGET**

70 BOARD OF EDUCATION	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 ACTUAL	2012-13 REVISED BUDGET	2013-14 BUDGET REQUEST	2013-14 MANAGER'S PROPOSED	2013-14 ADOPTED BUDGET
80700 BOARD OF EDUCATION	62,580,561	62,952,966	68,163,405	70,385,212	71,898,496	70,385,212	70,535,212
TOTALS	62,580,561	62,952,966	68,163,405	70,385,212	71,898,496	70,385,212	70,535,212

Notes:

The Board of Education was given \$4,610,439 of ARRA State Fiscal Stabilization funds which replaced 14.27% of the State of Connecticut's ECS grant funding for fiscal years 2009-10 and 2010-11. These revenues and their related expenditures were accounted for outside of the General Fund.

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	3,865	3,805	3,792	3,805	3,805	3,805	3,805
Average class size							
Kindergarten	18.1	18.5	19.2	18.5	20.1	20.1	20.1
Grade 2	18.7	19.4	19.4	19.4	21.4	21.4	21.4
Grade 5	19.2	20.3	22.1	20.3	21.0	21.0	21.0
Grade 7	20.5	19.8	19.3	19.8	19.6	19.6	19.6
High School	9.5	14.2	12.7	14.2	N/A	N/A	N/A
Average teacher salary	\$56,934	*	\$68,008	*	*	*	*
Percentage of city resident children attending public schools	89.20%	89.80%	89.80%	89.80%	89.80%	89.80%	89.80%

Connecticut Mastery Test:

Percentage at or above "proficient"

Grade 4

Reading	52.1	53.2	59.6	53.2	59.6	59.6	59.6
Math	65.6	68.9	66.2	68.9	66.2	66.2	66.2
Writing	65.9	66.8	64.6	66.8	64.6	64.6	64.6

Grade 6

Reading	71.5	75.7	72.0	75.7	72.0	72.0	72.0
Math	73.2	68.2	67.0	68.2	67.0	67.0	67.0
Writing	72.9	77.2	76.4	77.2	76.4	76.4	76.4

Grade 8

Reading	70.2	67.7	71.2	67.7	71.2	71.2	71.2
Math	77.1	79.3	71.3	79.3	71.3	71.3	71.3
Writing	66.7	58.5	74.3	58.5	74.3	74.3	74.3

Norwich Public Schools - Summary of Accounts

	Description	11/12 Actual	12/13 Budget	13/14 Request	Difference
111	CERTIFIED SALARIES	\$16,529,464	\$16,633,241	\$17,238,315	\$605,074
112	SUPPORT SALARIES	\$3,738,631	\$4,250,503	\$4,617,839	\$367,336
121	TEMP PAY CERT PERSONNEL	\$298,514	\$265,000	\$265,000	\$0
122	TEMP PAY SUPPT PERSONNEL	\$215,463	\$154,000	\$154,000	\$0
200	POST EMPLOYMENT BENEFITS	\$0	\$0	\$0	\$0
201	BLUE CROSS MAJOR MEDICAL	\$5,642,023	\$6,286,578	\$6,286,578	\$0
203	LIFE INSURANCE	\$42,037	\$34,202	\$34,202	\$0
204	UNEMPLOYMENT COMPENSATION	\$88,167	\$100,000	\$100,000	\$0
205	WORKER'S COMPENSATION	\$2,011,770	\$577,000	\$0	(\$577,000)
206	CITY RETIREMENT PLAN	\$357,197	\$450,000	\$429,000	(\$21,000)
207	FICA EMPLOYER'S SHARE	\$714,828	\$811,133	\$847,634	\$36,501
208	SEVERANCE PAY	\$133,407	\$100,000	\$100,000	\$0
209	MEDICARE REIMBURSEMENT	\$30,751	\$10,000	\$10,000	\$0
323	CONTRACT HEALTH SERVICE	\$717,537	\$835,500	\$680,500	(\$155,000)
330	PROFESSIONAL SERVICES	\$124,341	\$139,900	\$163,600	\$23,700
333	CONTRACT TRANSPORTATION	\$2,920,597	\$3,231,471	\$3,392,690	\$161,219
410	PUBLIC UTILITIES	\$905,031	\$887,200	\$738,144	(\$149,056)
431	CONTRACT REPAIRS BLDGS	\$232,517	\$190,955	\$190,955	\$0
510	SPED CONTRACTED TRANS.	\$2,297,574	\$2,300,000	\$2,300,000	\$0
520	PROPERTY INSURANCE	\$223,546	\$149,990	\$194,985	\$44,995
521	LIABILITY INSURANCE	\$53,465	\$164,280	\$203,998	\$39,718
530	TELEPHONE	\$75,667	\$114,952	\$123,632	\$8,680
531	ADVERTISING	\$3,071	\$10,000	\$10,000	\$0
532	METERED POSTAGE	\$19,986	\$25,000	\$25,000	\$0
560	TUITION PAYMENT	\$25,152,834	\$25,574,819	\$26,780,888	\$1,206,069
580	REIMBURSABLE EXPENSES	\$25,708	\$28,900	\$30,900	\$2,000
590	OTHER PURCHASED SERVICES	\$3,338,537	\$3,463,125	\$3,670,104	\$206,979
592	ADULT EDUCATION	\$149,231	\$149,231	\$153,708	\$4,477
593	MAINTENANCE SERVICES	\$229,612	\$386,111	\$386,111	\$0
594	FINANCIAL SERVICES	\$43,537	\$41,000	\$43,000	\$2,000
611	INSTRUCTIONAL SUPPLIES	\$304,799	\$336,316	\$333,316	(\$3,000)
612	HEALTH SUPPLIES	\$18,929	\$22,000	\$22,000	\$0
613	MAINTENANCE SUPPLIES	\$72,192	\$65,375	\$65,375	\$0
614	CUSTODIAL SUPPLIES	\$161,960	\$120,000	\$120,000	\$0
620	HEATING EXPENSES	\$351,927	\$637,900	\$526,556	(\$111,344)
627	FUEL	\$615,293	\$797,261	\$819,697	\$22,436
641	TEXTBOOKS	\$75	\$20,000	\$20,000	\$0
642	LIBRARY SUPPLIES/MATRLS.	\$12,973	\$25,000	\$25,000	\$0
690	OTHER SUPPLIES AND MATERIALS	\$5,310	\$6,000	\$8,000	\$2,000
692	OFFICE SUPPLIES	\$34,913	\$56,932	\$59,432	\$2,500
693	AFTERSCHOOL PROGRAMS	\$12,452	\$0	\$0	\$0
694	PROFESSIONAL MATERIALS	\$8,810	\$3,000	\$3,000	\$0
720	CAPITAL PROJECTS	\$128,539	\$500,000	\$200,000	(\$300,000)
730	INSTRUCT. EQUIP. REPAIRS	\$0	\$3,400	\$3,400	\$0
731	INSTRUCTIONAL EQUIPMENT	\$0	\$3,200	\$3,200	\$0
734	SOFTWARE LICENSES	\$0	\$52,293	\$52,293	\$0
735	TECHNOLOGY EQUIPMENT	\$0	\$260,000	\$403,000	\$143,000
736	MAINT VEH/EQUIP REPAIR	\$86,674	\$24,250	\$24,250	\$0
739	OTHER EQUIPMENT	\$8,424	\$60,064	\$11,064	(\$49,000)
810	DUES & SUBSCRIPTIONS	\$25,092	\$28,130	\$28,130	\$0
	TOTAL	\$68,163,405	\$70,385,212	\$71,898,496	\$1,513,284
	ARRA SFSF Funds	\$0	\$0	\$0	\$0
	Total - including ARRA SFSF	\$68,163,405	\$70,385,212	\$71,898,496	\$1,513,284

2.15%

Reduction in funding in Manager's Proposed Budget

(\$1,513,284)

Increase in funding in Council's Adopted Budget

\$150,000

Council's Adopted Budget

\$70,535,212

Norwich Public Schools Grants Grid

		2010-11	2011-12	2012-13	Applies To
Title One Improving Basic Programs	overall	1,304,059	1,299,182	1,384,139	
	NPS	1,294,554	1,288,682	1,372,774	All
	Non public	9,505	10,500	11,365	
Title II Part A Teacher Training Entitlement	overall	405,260	366,776	365,828	
	NPS	226,835	202,553	203,663	All
	Non public	178,425	164,223	162,165	
Title II Part D Enhancing Education Through Technology	overall	Competitive Grant not posted yet	No RFP as of yet	No RFP as of yet	
	NPS				
	Non public				
Title III Part A English Language Acquisition	overall	73,743	78,012	80,425	
	NPS	60,056	63,933	65,948	All
	Non public	13,687	14,079	14,477	
Title III Immigrant Children and Youth Grant	overall	81,897			
	NPS	43,142		N/A	
	NFA	38,755			
Title IV Safe and Drug-Free Schools	overall				
	NPS			N/A	All
	Non public				
Bilingual/ESOL Education Program		15,139	19,975	17,673	All
School Readiness	NPS	1,668,980	1,668,980	1,843,284	All
Quality Enhancement		24,106	19,117	20,120	
Priority		1,170,737	1,159,225	1,146,180	
School Accountability- Summer		115,977	118,729	117,865	
Extended School Hours		105,597	104,980	103,860	
IDEA (Part B) 611(94-142 Special Education)	Overall	1,399,434	1,393,980	1,412,294	
	NPS	1,375,056	1,369,602	1,375,671	All
	Non-Public	24,378	24,378	36,623	
IDEA (Part B) 619 Preschool Entitlement	NPS	39,416	39,435	39,268	All
Stewart B. McKinney Education of Homeless Children and Youth	NPS	50,310	47,400	50,000	All
21st Century Community Learning Centers-Bridges	NPS	142,500	95,000	N/A	Middle Schools
21st Century Community Learning Centers-Aspire	NPS	198,248	148,686	99,124	Elementary
21st Century Community Learning Centers-STANTON BRIDGES (Formerly Greeneville)	NPS	113,498	113,498	85,123	Stanton
LEARN and SERVE AMERICA		37,000		N/A	
Interdistrict Cooperative	NPS	92,548	103,186	80,152	Middle Schools
English Language Civics	AE	29,400	29,400	35,000	Adult Education
Family Resource Center	NPS	97,000	92,435	105,213	Wequonnoc
Program Improvement Projects	AE	147,000	104,280	160,000	Adult Education
*Adult Education Provider	AE	1,274,664	1,225,569	*1,176,671	Adult Education
Adult Education	AE		42,720	see Program Improvement Projects	Adult Education
Norwich Sunrise Rotary Club		3,000	3,000	3,000	Huntington
Investing & Personal Finance Education	AE		25,000	N/A	Adult Education
Fresh Fruits and Vegetables	NPS	33,009	94,991	99,477	All Elementary Schools
Fresh Fruits and Vegetables	NPS	33,009		11,052	Start-up money
Title I Part A, School Improvement	NPS		30,000	N/A	
Smoke-Free Students	NPS		50,569	N/A	Middle Schools
Pegpetia	NPS		53,234	N/A	All
After-School Program	NPS		48,000	48,000	
Mediation for Success	NPS			40,000	Sachem Campus
Wrap Around Services	NPS			100,000	Stanton
School Health Coordinator Pilot	NPS			95,000	All Schools
Commissioner's Network	NPS			1,500,000	Stanton
Family Resource Center	NPS			105,213	Stanton
21st Century Community Learning Center	NPS			200,000	Wequonnoc, Uncas, Moriarty
Alliance District Funding	NPS			1,024,982	Moriarty, Veterans, Uncas, Wequonnoc

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2013-14 ADOPTED BUDGET**

80 DEBT SERVICE	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 ACTUAL	2012-13 REVISED BUDGET	2013-14 BUDGET REQUEST	2013-14 MANAGER'S PROPOSED	2013-14 ADOPTED BUDGET
80801 PRINCIPAL	3,530,000	3,475,000	3,970,000	3,960,000	4,420,000	4,420,000	4,420,000
80802 INTEREST	942,764	1,296,888	937,649	1,204,332	960,558	960,558	960,558
TOTALS	4,472,764	4,771,888	4,907,649	5,164,332	5,380,558	5,380,558	5,380,558

Please see the Financial Management Policies and **Consolidated Debt Schedule** in the Financial Summaries/ Budget Process/ Miscellaneous section (blue tab) 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							
80035 STREET LIGHTING	635,944	686,454	735,925	735,743	638,000	631,000	631,000
80063 POST-EMPLOYMENT MEDICAL	961,400	1,180,800	1,476,797	1,717,749	1,980,377	1,980,377	1,980,377
80072 CLAIMS	0	49,871	103,695	75,000	75,000	75,000	75,000
80073 INSURANCE	832,176	693,197	722,527	695,262	911,261	911,261	911,261
80077 LIBRARY	986,920	886,288	936,228	986,228	1,109,898	1,024,228	1,024,228
80086 CONTINGENCY	10,000	20,450	122,000	261,261	478,432	478,432	478,432
80088 AMBULANCE SERVICE	54,708	56,732	58,832	61,008	63,266	63,266	63,266
80093 PROBATE COURT	26,379	26,364	25,717	25,717	25,717	25,717	27,130
80095 SE CT COUNCIL GOVERN	18,059	18,059	18,059	22,271	22,271	22,271	22,271
80098 APPROP-CAPITAL BUDGET	2,327,880	2,358,066	2,372,692	2,414,235	2,320,691	2,320,691	2,320,691
80101 UNEMPLOY COMPENSATION	63,996	37,849	21,752	35,000	40,000	40,000	113,371
80103 HISTORIC DISTRICT	1,018	1,899	1,589	2,388	2,388	2,000	2,000
80104 CT CONF OF MUNICIPAL	25,327	25,327	25,327	25,327	25,580	25,580	25,580
80115 TAX COLLECTION SERVICES	19,585	14,071	11,053	18,000	19,000	19,000	19,000
80120 REGION HEALTH DISTRICT	248,466	248,167	249,878	263,121	261,844	261,844	261,844
80133 ELDERLY TAX CREDITS	70,400	0	0	0	0	0	0
80141 SEAT BUS	133,253	141,248	146,898	152,774	158,885	158,885	152,774
80181 PARKING LEASE	10,000	10,000	10,000	10,000	10,000	10,000	10,000
87109 UNITED COMMUNITY SERV	150,450	0	50,000	50,000	75,000	25,000	25,000
87110 TVCCA	11,500	0	4,000	4,000	26,000	2,000	2,000
87111 LITERACY VOLUNTEERS	3,500	0	0	0	0	0	0
89335 OPERATING TRANSFER TO ICE RINK	0	0	54,000	27,000	27,000	0	0
TOTALS	6,590,961	6,454,842	7,146,969	7,582,084	8,270,610	8,076,552	8,145,225

NON-DEPARTMENTAL EXPENSES

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

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

80063 Other Post-Employment Benefits: Covers the annual required contribution to the Other Post Employment Benefits Fund as calculated in our latest actuarial valuation.

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.

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

80077 Library: Appropriation funds over 90% of the Otis Library's operating budget. The Otis Library is Norwich's public library. Its mission is to provide books, services and facilities to assist residents of the greater Norwich area to meet their personal and educational information needs.

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

80088 Ambulance Service: Cost of contract with American Ambulance which expires 11/3/2018.

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

80095 Southeastern Connecticut Council of Governments: Transportation, planning, and technical assistance provided to the southeastern Connecticut area. The cost is based on \$0.55 per capita using the 2010 US Census population data of 40,493.

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

80101 Unemployment Compensation Payment: Amount represents city's obligation to the state for unemployment compensation benefits. This line item increased for fiscal years 2009-10 and 2010-11 because of the elimination of positions.

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.

80104 CCM: Connecticut Conference of Municipalities is an advocacy group for municipalities.

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. Starting in 2010, the city will pass the credit card fee costs onto the taxpayers.

80120 Regional Health District: The city's cost of \$6.48 per capita (population based on 7/1/2011 Connecticut Department of Public Health estimates) to participate in the Uncas Health District which is comprised of Bozrah, Griswold, Lisbon, Montville, Norwich, Sprague, and Voluntown.

80133 Elderly Tax Credits: Local municipal tax credit created for the elderly who meet certain income guidelines. Guidelines for homeowners mirrors state tax credit regulations. Starting in 2010-11, this item is

just reflected as a reduction of the taxable grand list. See the “Millage Requirements” page for further information on the calculation of the taxable grand list and mill rates.

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

80181 Parking Lease: Annual cost for the Broadway parking deck lease with United Congregational Church. The lease ends in November 2049.

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, and the JOBS First Initiative.

87111 Literacy Volunteers: Requested amount to support Literacy Volunteers of Eastern Connecticut. The volunteers tutor adults in reading, writing and speaking English.

89335 Operating Transfer to Ice Rink: In November 1994, Norwich voters approved the construction of an indoor ice rink. The ice rink was constructed in 1995 and put under the control of the newly formed Norwich Ice Rink Authority. There have been recent operating losses as well as a need for working capital. If the Rink operations are to continue it will require the Rink to make substantial improvements in process. It is necessary for the city to finance operations while the Rink makes changes to operate profitably. Without contributions and profitable operations, the city will be forced to close the Rink. The city considers this an advance and will be looking for reimbursement when the Rink is operating profitably.

CITY OF NORWICH
CAPITAL BUDGET SUMMARY

The following is a list of capital improvements and projects for fiscal year 2013-14 selected pursuant to Chapter VII, §17 of the City Charter (see Financial Management Policies section for a description of the capital planning process). Also described, is the financial and/or non-financial impact that the project will have once it is completed. Examples of what might have an impact on the operating budget due to a capital project are new staff needed, maintenance, and daily operations (utilities, supplies). Depreciation expense is not considered in the impact which is consistent with the city's budgeting procedures.

Although some projects are hard to define as far as impact on the operating budget, we have done our best to estimate what future expenditures will be necessary in relation to the project.

Department	Account Code	Description	Financial and/ or Non-financial impacts	QTY	UOM	Estimated Unit Cost	Estimated Total Cost
Planning	10214-80015	Update to Zoning Regulations & Map	This should not have an affect on future operating costs.	1	each	20,000	20,000
Mayor	10214-81000	Mayor's economic development initiatives	This should not have an affect on future operating costs.	1	each	20,000	20,000
NCDC	10214-87112	Norwich Community Development Corporation economic development initiatives	This should not have an affect on future operating costs.	1	each	100,000	100,000
City Manager	10214-88000	Capital contingency - For other capital improvements and design costs as the City Manager deems necessary. A portion of this contingency may be used towards local matches on Federal or State grants.	If the City is able to leverage some of these funds as local matches on Federal or State grants to purchase equipment that makes City operations more efficient, it may be able to reduce future operating costs.	1	each	350,000	350,000
Police	10214-88221	Indoor Range Repairs	This should not have an affect on future operating costs.	1	each	4,800	4,800
Norwich Fire Laurel Hill VFD	10214-88222	Catalyst Enhancing Lighting for NFD Headquarters	Energy-efficient lighting upgrades for Headquarters which should pay for itself within in two years.	1	each	11,433	11,433
Laurel Hill VFD	10214-88224	Replace Windows in Station	May reduce future utilities costs.	15	each	760	11,400
Laurel Hill VFD	10214-88224	Paint Fire Station	Routine capital expenditure - no significant impact on operating budgets.	1	each	5,600	5,600
Occum VFD	10214-88225	Lighting upgrades	Energy-efficient lighting upgrades should pay for itself within in five years.	1	each	8,000	8,000
Occum VFD	10214-88225	Reseal Occum Parking Lot area	This should not have an affect on future operating costs.	1	each	10,000	10,000
Recreation	10214-88232	Storage shed	Routine capital expenditure - no significant impact on operating budgets.	1	each	4,700	4,700
Recreation	10214-88232	Replace lighting at Armstrong, Buckingham, Greenville, Jenkins, Lake Street, McKeon, Spayne, Taftville, and Thamesville courts.	Savings from utility costs should pay for the upgrades within four years.	1		78,750	78,750
Human Resources	10214-88247	Four modular desks to replace three older desks and to add one additional desk for office personnel	This should not have an affect on future operating costs.	4	each	2,500	10,000
Public Works	10214-88247	HVAC upgrades at PW Headquarters and Fleet Maintenance facilities.	Should reduce future maintenance and utilities costs.	1		400,000	400,000
Police	10214-88321	Police Cruisers - Replace police cruisers	The new cruisers will be replacing the old Crown Victoria cruisers. The new cruisers are more fuel efficient than the Crown Vic's.	6	each	29,600	177,600
Recreation	10214-88332	Replace Truck 80, a 1990 dump truck, with a new truck with a plow for snow removal and a stainless steel dump body.	Should reduce future maintenance and fuel costs.	1	each	45,000	45,000
Public Works	10214-88342	Commercial mowers	Routine capital expenditure - no significant impact on operating budgets.	2	each	9,500	19,000
Public Works	10214-88342	Replace mason dump. This is a large pickup truck with a dump body used to haul small loads of earth materials and are valuable support vehicles during winter plowing operations.	Should reduce future maintenance and fuel costs.	1	each	45,000	45,000
Public Works	10214-88342	Replace mason truck. This is a large chassis truck with a tool body used by the PW mason crew to haul concrete blocks, cement, sand, mixing equipment, hand tools, levels, etc.	Should reduce future maintenance and fuel costs.	1	each	75,000	75,000
Public Works	10214-88342	Replace pickup truck	Should reduce future maintenance and fuel costs.	1	each	30,000	30,000
Public Works	10214-88342	Replace Large 4x4 Plow Truck with dump body and plow	Should reduce future maintenance and fuel costs.	1	each	161,000	161,000
Police	10214-88421	Body Armor	Routine capital expenditure - no significant impact on operating budgets.	20	each	600	12,000
Police	10214-88421	Livescan Fingerprinting System lease - year 2 of 6	Routine capital expenditure - no significant impact on operating budgets.	12	months	600	7,200

Department	Account Code	Description	Financial and/ or Non-financial impacts	QTY	UOM	Estimated Unit Cost	Estimated Total Cost
Norwich Fire	10214-88422	SCBA Epic Voice amplifiers	Routine capital expenditure - no significant impact on operating budgets.	10	each	359	3,590
Norwich Fire	10214-88422	SCBA Replacements	Routine capital expenditure - no significant impact on operating budgets.	8	each	5,250	42,000
Norwich Fire	10214-88422	Turnout Gear	Routine capital expenditure - no significant impact on operating budgets.	12	each	3,000	36,000
EGP VFD	10214-88423	Fire Hose & Hydrant Valves	Routine capital expenditure - no significant impact on operating budgets.	1	each	17,000	17,000
EGP VFD	10214-88423	Personal Lights	Routine capital expenditure - no significant impact on operating budgets.	55	each	150	8,250
EGP VFD	10214-88423	SCBA Face pieces	Routine capital expenditure - no significant impact on operating budgets.	30	each	250	7,500
EGP VFD	10214-88423	SCBA Replacements	Routine capital expenditure - no significant impact on operating budgets.	8	each	5,250	42,000
Laurel Hill VFD	10214-88424	Full Sets of Turnout Gear	Routine capital expenditure - no significant impact on operating budgets.	3	each	3,000	9,000
Laurel Hill VFD	10214-88424	SCBA Replacements	Routine capital expenditure - no significant impact on operating budgets.	6	each	5,250	31,500
Laurel Hill VFD	10214-88424	Automated External Defibrillators replacement	Routine capital expenditure - no significant impact on operating budgets.	2	each	2,800	5,600
Occum VFD	10214-88425	Thermal Imaging Cameras	Routine capital expenditure - no significant impact on operating budgets.	2	each	6,000	12,000
Taftville VFD	10214-88426	SCBA Replacements	Routine capital expenditure - no significant impact on operating budgets.	7	each	5,250	36,750
Taftville VFD	10214-88426	Turnout Gear	Routine capital expenditure - no significant impact on operating budgets.	6	each	3,000	18,000
Taftville VFD	10214-88426	Thermal Imaging Cameras	Routine capital expenditure - no significant impact on operating budgets.	2	each	6,000	12,000
Yantic VFD	10214-88427	Full Sets of Turnout Gear	Routine capital expenditure - no significant impact on operating budgets.	6	each	3,000	18,000
Yantic VFD	10214-88427	Pagers - Minitor V	Routine capital expenditure - no significant impact on operating budgets.	10	each	535	5,350
Yantic VFD	10214-88427	SCBA Bottles	Routine capital expenditure - no significant impact on operating budgets.	12	each	980	11,760
Yantic VFD	10214-88427	SCBA Replacements	Routine capital expenditure - no significant impact on operating budgets.	8	each	5,250	42,000
Yantic VFD	10214-88427	Hurst Reel Hose Rescue 3 - replaced hose on six fixed 100' hydraulic reels on R3.	Routine capital expenditure - no significant impact on operating budgets.	6	each	3,700	22,200
Yantic VFD	10214-88427	Replace Air Bags on Rescue 3. Bags come in sets of varying sizes.	Routine capital expenditure - no significant impact on operating budgets.	1	each	28,358	28,358
Yantic VFD	10214-88427	Automated External Defibrillators replacement	Routine capital expenditure - no significant impact on operating budgets.	3	each	2,800	8,400
Finance	10214-88500	Various PC's and parts - Replace computers and peripherals as needed.	Routine capital expenditure - no significant impact on operating budgets.	1		15,000	15,000
Finance	10214-88500	Computer replacements Year 2 - cost to replace computers that cannot be simply upgraded to accommodate Windows 7. Need to replace 100 in total.	Routine capital expenditure - no significant impact on operating budgets.	30	each	500	15,000
Finance	10214-88500	Lease purchase of tax and assessment software - The City entered into a five-year lease purchase of tax and assessment software in FY2010.	This software has allowed the Finance department to save roughly \$5,000 each year in postage and printing costs by sending out combined Motor Vehicle bills.	1	year	26,717	26,717
Finance	10214-88500	MS Office Upgrades - Over the next two years all of our PC's will be upgraded to a newer version of Microsoft Office.	By having users on a common Office platform it will be easier to share information among departments.	100	licenses	300	30,000
Finance	10214-88500	Server Replacements	Routine capital expenditure - no significant impact on operating budgets.	3		7,000	21,000
Finance	10214-88500	Windows Upgrades - cost to upgrade to Windows 7 and RAM to accommodate software upgrade. Need to upgrade 150 in total.	Routine capital expenditure - no significant impact on operating budgets.	50	each	250	12,500
Fire	10214-88522	Fire incident reporting software	The maintenance cost for this software is roughly \$5,000 per year.	1	each	35,000	35,000
Public Works	10214-88600	Road and Parking Lot Resurfacing and preventative maintenance	Routine capital expenditure - no significant impact on operating budgets.	1		235,744	235,744
Assessor	10214-89S99	Revaluation - professional services for the 2013 real estate assessment revaluation	This should not have an affect on future operating costs.	1	each	220,000	220,000

TOTAL CAPITAL IMPROVEMENT BUDGET

2,634,702

Please note that the lease payments that are due during fiscal year 2013-14 for the Norwich Fire Department's Tower Ladder and Pumper are funded by appropriations made in the 2012-13 budget. These items will both need to be included in the 2014-15 budget.

Amount funded by General Fund Appropriation
Amount funded by LOCIP Grant

2,320,691

314,011

2,634,702

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 and 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

GOALS & ACTION PLANS:

1. Increase Community Awareness through social media, speaking engagements, radio, public service TV channels, exhibit booths at civic events, and senior citizen outreach programs. **(G1)**
2. Continue to mitigate the expense of emergency management activities to the Norwich taxpayer by fueling the budget engine with grants from the Federal Emergency Management Agency, Department of Homeland Security, Environmental Protection hazard mitigation grants and nuclear safety funds from the Dominion Nuclear Power Station. **(G3)**
3. Continue to train and cross-train more personnel to support the Emergency Operations Center. Training will include WEB/EOC, miscellaneous administrative functions, operations, planning, and logistics. **(G1)**

ACCOMPLISHMENTS:

1. Converted Kelly Middle School to the primary shelter for the city. This multi-jurisdictional shelter will provide safe refuge for all residents, persons with disabilities, and those needing shelter for their pets.
2. Conducted a successful Emergency Operations Center for Tropical Storm Irene that resulted in over 1,000 calls for assistance.
3. Completed necessary plans to receive enhanced Emergency Management Performance Grant Funding.

CITY OF NORWICH GENERAL FUND EXPENDITURES 2013-14 ADOPTED BUDGET								
91	EMERGENCY MANAGEMENT	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 ACTUAL	2012-13 REVISED BUDGET	2013-14 BUDGET REQUEST	2013-14 MANAGER'S PROPOSED	2013-14 ADOPTED BUDGET
80011	HEAD OF DEPT	26,966	26,970	28,345	30,324	30,720	31,334	31,334
80013	PART TIME EMPLOYEES	0	0	4,387	0	0	0	0
89999	FRINGE BENEFITS	2,120	1,505	1,759	17,927	23,296	23,296	23,296
80021	MATERIALS & SUPPLIES	7,224	2,900	3,745	3,000	3,000	3,000	3,000
80023	GAS OIL & GREASE	1,820	1,488	1,234	1,739	1,871	1,871	1,871
80031	RADIO SERVICE	120	0	0	0	0	0	0
80032	EQUIP & FURN MAINT	(362)	6,313	2,265	7,200	7,200	7,200	7,200
80033	TELEPHONE	6,871	7,631	5,980	5,000	5,321	5,321	5,321
80035	UTILITIES	4,738	4,394	2,847	3,000	2,400	2,400	2,400
80040	BLDG & GRND MAINT	1,100	874	1,640	1,000	1,000	1,000	1,000
80059	TRAINING	2,150	220	2,694	1,000	2,000	2,000	2,000
TOTALS		52,747	52,295	54,896	70,190	76,808	77,422	77,422

Notes on line items:

"Radio Service" has been combined with "Equipment & Furniture Maintenance"
This department receives a grant from the federal government which is reflected in revenue account 70268 (See revenue section of the budget).
For the 2013-14 year those revenues are estimated to be \$20,000.

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			28,329	30,324	30,720	31,334	31,334
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Total Salaries

Emergency Management Director			28,329	30,324	30,720	31,334	31,334
TOTAL SALARIES			28,329	30,324	30,720	31,334	31,334

PERFORMANCE MEASURES

	ACTUAL	ACTUAL	ACTUAL	PROJECTED	PROJECTED	PROJECTED	PROJECTED
Workload/ Output Measures							
Hours of emergency training	975	1,075	1,145	800	1,200	1,200	1,200
Personnel trained	47	81	81	75	100	100	100
Shelter maintained	19	19	94	16	16	16	16
EOC activations	12	19	15	22	15	15	15
Flood assistance calls	176	217	642	100	100	100	100
Speaking engagements	27	23	23	25	25	25	25
Public information/education exhibits	23	21	23	25	25	25	25
Outcome/ Results							
Percentage of emergency operations plans updat	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Efficiency Measures							
Cost of department per capita	\$1.39	\$1.29	\$1.36	\$1.73	\$1.90	\$1.91	\$1.91



Special Revenue Funds



CITY OF NORWICH			
SUMMARY OF SPECIAL REVENUE FUNDS BUDGETS			
2013-14 ADOPTED BUDGET			
	City Consolidated Fire District (Fund 020)	Town Consolidated Fire District (Fund S23)	COMBINED
EXPENDITURES			
General Operations	7,052,701	552,396	7,605,097
TOTALS	7,052,701	552,396	7,605,097
REVENUES			
General Revenues	2,333,757	18,000	2,351,757
Surplus	600,000	0	600,000
Taxes to be levied - CCD Fire	4,118,944	0	4,118,944
Taxes to be levied - TCD Fire	0	534,396	534,396
TOTALS	7,052,701	552,396	7,605,097

CITY OF NORWICH CITY CONSOLIDATED FIRE DISTRICT REVENUES 2013-14 ADOPTED BUDGET							
		2009-10 ACTUAL	2010-11 ACTUAL	2011-12 ACTUAL	2012-13 REVISED BUDGET	2013-14 MANAGER'S PROPOSED	2013-14 ADOPTED BUDGET
GENERAL PROPERTY TAXES							
70201	PROPERTY TAX CURRENT LEVY	2,966,255	3,219,767	3,304,446	3,738,115	4,122,523	4,118,944
70202	PROPERTY TAX PRIOR LEVY	113,727	100,562	89,305	105,000	105,000	105,000
70203	PROPERTY TAX-INT & LIENS	60,147	58,087	53,706	53,000	53,000	53,000
70208	PROP.TAX-M.V. PA-76-338	36,916	31,322	31,201	27,000	42,000	42,000
	TOTALS	3,177,045	3,409,738	3,478,658	3,923,115	4,322,523	4,318,944
REVENUE FROM OTHER CITY OPERATIONS							
70228	PUBLIC UTILITIES 10%	643,661	528,401	584,975	684,846	834,938	834,938
70231	FIRE SS-GF CHARGE-SS	112,106	116,000	165,825	134,932	84,728	84,728
	TOTALS	755,767	644,401	750,800	819,778	919,666	919,666
OTHER REVENUES							
70223	INTEREST ON INVESTMENTS	428	5,952	7,353	7,000	5,000	5,000
70238	CONVEYANCE TAX	20,000	21,190	12,000	14,000	14,000	14,000
	TOTALS	20,428	27,142	19,353	21,000	19,000	19,000
STATE GRANTS IN AID - GENERAL							
70247	STATE-IN LIEU OF TAXES	65,519	54,400	50,139	48,809	196,433	48,847
70250	STATE-CITY HOUSING	168,633	94,079	201,881	201,472	105,993	189,803
70254	MASHANTUCKET PEQUOT GRANT	1,550,268	1,547,256	1,397,286	1,476,861	870,786	870,786
70257	STATE-ELDERLY REIMBURSE.	77,229	77,807	74,720	91,328	85,655	85,655
	TOTALS	1,861,649	1,773,542	1,724,026	1,818,470	1,258,867	1,195,091
SURPLUS SPECIAL SERVICE							
70294	SURPLUS-SPECIAL SERVICE	0	0	0	0	600,000	600,000
	TOTALS	0	0	0	0	600,000	600,000
	GRAND TOTALS	5,814,889	5,854,823	5,972,837	6,582,363	7,120,056	7,052,701

NOTE: For description of the above revenues, please see the "Description of Revenues" in the General Fund Section (Gold divider).

**CITY OF NORWICH
CITY CONSOLIDATED FIRE DISTRICT EXPENDITURES
2013-14 ADOPTED BUDGET**

20	CITY CONSOLIDATED FIRE DISTRICT	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 ACTUAL	2012-13 REVISED BUDGET	2013-14 BUDGET REQUEST	2013-14 MANAGER'S PROPOSED	2013-14 ADOPTED BUDGET
80012	EMPLOYEES	2,475,438	2,582,109	2,667,880	2,901,552	3,142,411	3,051,702	3,003,287
80014	OVERTIME	28,439	30,119	3,268	80,000	80,000	40,000	40,000
89999	FRINGE BENEFITS	1,725,549	1,894,191	1,707,378	2,277,314	2,391,535	2,467,090	2,448,150
80017	REPLACEMENT COSTS	769,648	680,809	793,386	744,000	1,022,542	872,542	872,542
80063	POST-EMPLOYMENT MEDICAL	325,280	372,960	543,161	579,497	688,722	688,722	688,722
TOTALS		5,324,354	5,560,188	5,715,073	6,582,363	7,325,210	7,120,056	7,052,701

Staffing

Captain (FC 2)	4.00	3.00	3.00	3.00	3.00	3.00	2.00	2.00
Captain (FC 1)	0.00	1.00	1.00	1.00	1.00	1.00	2.00	2.00
Lieutenant - Step 2	8.00	7.00	7.00	6.00	7.00	7.00	7.00	7.00
Lieutenant - Step 1	0.00	1.00	1.00	2.00	1.00	1.00	1.00	1.00
Firefighter - Step 5	14.00	17.00	15.00	18.00	17.00	17.00	17.00	17.00
Firefighter - Step 4	9.00	6.00	8.00	7.00	6.00	6.00	6.00	6.00
Firefighter - Step 3	5.00	6.00	4.00	7.00	9.00	9.00	9.00	9.00
Firefighter - Step 2	8.00	0.00	7.00	2.00	5.00	5.00	5.00	5.00
Firefighter - Step 1	0.00	7.00	2.00	3.25	3.83	2.00	1.00	1.00
TOTAL FTE'S	48.00	48.00	48.00	49.25	52.83	51.00	50.00	50.00

Salaries

Captain (FC 2)		66,855	68,081	68,192	68,192	68,192	68,192	68,192
Captain (FC 1)		64,945	66,136	66,136	66,244	66,244	66,244	66,244
Lieutenant - Step 2		63,090	64,247	64,247	64,352	64,352	64,352	64,352
Lieutenant - Step 1		61,290	62,414	62,414	62,516	62,516	62,516	62,516
Firefighter - Step 5		57,686	58,744	58,744	58,840	58,840	58,840	58,840
Firefighter - Step 4		54,939	55,946	55,946	56,038	56,038	56,038	56,038
Firefighter - Step 3		52,326	53,285	53,285	53,373	53,373	53,373	53,373
Firefighter - Step 2		49,834	50,748	50,748	50,831	50,831	50,831	50,831
Firefighter - Step 1		47,465	48,335	48,335	48,415	48,415	48,415	48,415
Total Salaries Paid by City Consolidated Fire District Fund								
Captain (FC 2)		200,565	204,243	204,243	204,576	136,384	136,384	136,384
Captain (FC 1)		64,945	66,136	66,136	66,244	132,488	132,488	132,488
Lieutenant - Step 2		441,630	385,482	385,482	450,464	450,464	450,464	450,464
Lieutenant - Step 1		61,290	124,828	124,828	62,516	62,516	62,516	62,516
Firefighter - Step 5		865,290	1,057,392	1,057,392	1,000,280	1,000,280	1,000,280	1,000,280
Firefighter - Step 4		439,512	391,622	391,622	336,228	336,228	336,228	336,228
Firefighter - Step 3		209,304	372,995	372,995	480,357	480,357	480,357	480,357
Firefighter - Step 2		348,838	101,496	101,496	254,155	254,155	254,155	254,155
Firefighter - Step 1		94,930	157,089	157,089	185,591	96,830	48,415	48,415
TOTAL SALARIES		2,726,304	2,861,283	2,861,283	3,040,411	2,949,702	2,901,287	2,901,287

Difference between figure in total wages in supporting detail and employee cost in budget represents increment pay, differential pay and education incentive pay as well as anticipated payouts of accrued sick and vacation time upon retirement.

CITY OF NORWICH TOWN CONSOLIDATED FIRE DISTRICT (FUND S23) 2013-14 ADOPTED BUDGET							
REVENUES		2009-10 ACTUAL	2010-11 ACTUAL	2011-12 ACTUAL	2012-13 REVISED BUDGET	2013-14 MANAGER'S PROPOSED	2013-14 ADOPTED BUDGET
GENERAL PROPERTY TAXES							
70201	PROPERTY TAX CURRENT LEVY	521,043	531,358	539,972	540,876	534,396	534,396
70202	PROPERTY TAX PRIOR LEVY	13,651	9,765	9,819	8,000	8,000	8,000
70203	PROPERTY TAX-INT & LIENS	5,694	6,135	5,534	3,000	6,000	6,000
70208	PROP.TAX-M.V. PA-76-338	3,910	3,866	4,163	2,500	4,000	4,000
70294	SURPLUS	0	0	0	0	0	0
TOTALS		544,298	551,124	559,488	554,376	552,396	552,396

NOTE: For description of the above revenues, please see the "Description of Revenues" in the General Fund Section (Gold divider).

EXPENDITURES		2009-10 ACTUAL	2010-11 ACTUAL	2011-12 ACTUAL	2012-13 REVISED BUDGET	2013-14 MANAGER'S PROPOSED	2013-14 ADOPTED BUDGET
80122	VOLUNTEER TAX CREDIT	81,432	79,530	71,029	85,000	85,000	85,000
89270	TRUST FUND	250,000	250,000	281,000	310,000	308,987	308,987
891S0	WORKERS COMPENSATION	173,833	184,498	172,009	159,376	158,409	158,409
TOTALS		505,265	514,028	524,038	554,376	552,396	552,396

TOWN CONSOLIDATED FIRE DISTRICT FUND

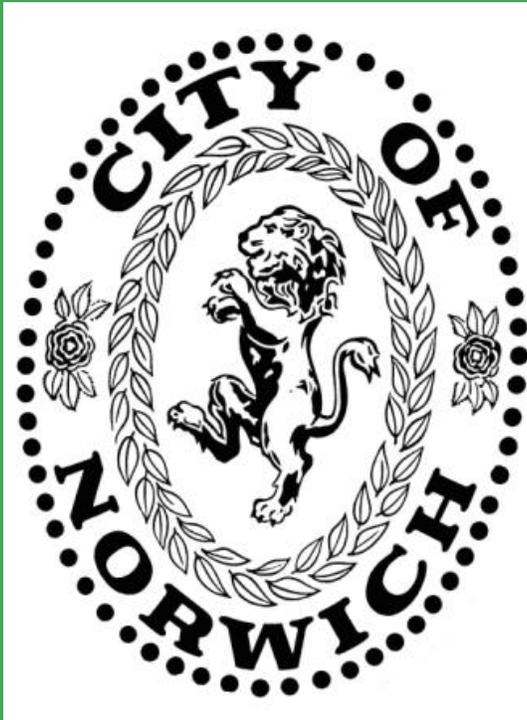
Program: Pension fund, tax abatements, and workers' compensation costs for volunteer firefighters.

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

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 insure 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

- MISSION:** Norwich Public Utilities exists to make Norwich a better place to live, work, and do business.
- VISION:** We work together to deliver utility services in a way that reflects our passion for exceptional reliability and strong customer and community relationships. We know how vital our services are to each person, family, neighborhood, business, and community group we serve.
- VALUES:**
- People* – We work together with mutual respect and kindness. We are committed to building our skills, and combining them with the skills of others to ensure top performance.
 - Reliability* – We can be counted on every day. We continually improve our services and infrastructure to give our customers efficient and reliable service.
 - Customer Focus* – We build strong one-on-one relationships. We meet the needs of individual customers while protecting the needs of all customers and the community.
 - Norwich* – We play a vital part in improving the quality of life in Norwich by contributing people, resources, leadership and generating revenues for the City General Fund. We leave assets and the environment better than we found them for future generations.
- GOALS:**
- Significant value to the community
 - Exceptional reliability & emergency response
 - Satisfied Customers
 - High-performing, fairly-treated staff
 - Competitive rates
 - Cleaner environment

HIGHLIGHTS & ACCOMPLISHMENTS:

Customer

- **Emergency Response:** Newly revised emergency plans continued to play a direct role in the swift recovery of Norwich's electric infrastructure following Storm Sandy. Additional training and drills are scheduled to be performed annually.
- **Environmental Protection:** Completed long term CSO (Combined Sewer Overflow) plan to keep the Thames and Shetucket rivers clean. The final plan is under review by the CT DEEP.
- **Website:** Developed and implemented enhanced website with improved online bill pay features and bill web presentation.

Asset Infrastructure

- **Fiber Optic Network:** NPU continued to promote use of the fiber network to City agencies and other local businesses to provide enhanced connectivity services.
- **Water Supply:** New water supply development is contained in the 2010 revised water supply plan and NPU continues to work with the SECOG and regional water suppliers to create a water interconnection to the north and to develop a new ground water supply to increase capacity.
- **Plant Construction:** Sewer digester project to upgrade wastewater treatment resulting in odor reduction and reduced operating costs. Construction was completed in early 2012.
- **Plant Improvement:** NPU continued work on the design of the Wastewater Treatment Plant redevelopment. Design is 75% complete.
- **Plant Construction:** NPU received over \$18M in grants and low interest loans through the State of Connecticut Drinking Water State Revolving Fund for needed water infrastructure upgrades. This funding is available on a competitive basis and is granted based on need and financial capability to repay. The funding allows the cost of these projects to be spread over twenty years to minimize impact to customers. These projects include:
 - Stony Brook Water Treatment Plant (WTP) Buoyant Media Retrofit
 - Deep River WTP backwash recycling project
 - Stony Brook WTP backwash recycling project
 - Stony Brook Transmission Main Upgrade
 - Deep River WTP Pumps and Drives and Elevated Storage Tanks
 - Plain Hill Water Main
 - Mohegan Park Tank Upgrade

IT Infrastructure

- **Web Based GIS:** Continued work to provide web based GIS solutions to work force in the field to provide more efficient and enhanced response.
- **Customer Service and Accounting System Upgrade:** Completed upgrade of Great Plains customer service and financial management software in early 2012.
- **Control Room and Data Center:** The project will be completed in phases. The first phase included a new garage to replace the existing maintenance garage and shop. The garage was completed in the spring of 2012. Phase II has been completed to demolish the old garage to make room for the new control room and datacenter building. The design is underway for the control room and datacenter and is approximately 50% complete.
- **Mobile Devices and Work Management:** Work management is being used in gas, water, sewer and electric utilities, along with mobile devices. NPU also implemented software for improved asset management and planned maintenance.
- **Virtualized Environment:** Completed installation of servers to allow all technology systems to be operated in a virtualized environment. This provides enhanced system availability, less downtime and in house disaster recovery capabilities.
- **Cameras:** Installed and operate cameras at several city facilities for public safety access.

Human Resources

- **HR Job Review:** Continued to updated and refine job descriptions, paths and workflows allowing for a more efficient and effective workforce.
- **Training:** Training programs completed in teamwork, anti-bullying, communication skills and leadership.
- **Community Communications:** In addition to establishing a new website, focused on social media to provide additional methods for customer interaction. This proved to be invaluable during Storm Sandy. Engaging our customers continues to be our highest priority.

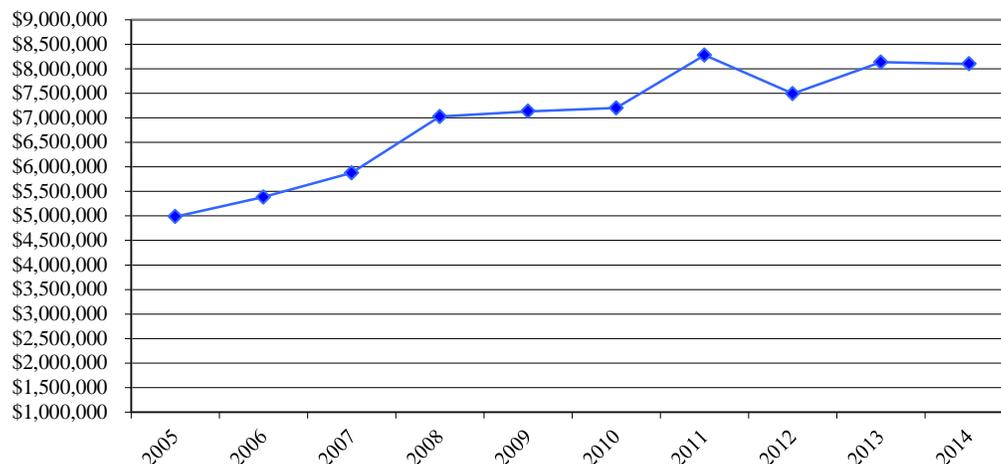
Energy Efficiency

- **Commercial and Industrial Efficiency:** NPU staff works directly with customers on comprehensive energy efficiency plans. This year NPU worked with 38 commercial customers resulting in over 3.6 Million dollars in savings to our customers over the life of the upgrades. Focus has expanded to look at efficiency opportunities beyond lighting including heating and cooling (HVAC), building management and process control. NPU also works with large customers on reducing load at peak times. This effort plays a major role in the economic development and retention efforts for the City of Norwich.
- **Residential Efficiency Programs:** In addition to weatherizing over 600 homes this past year, rebates and incentives continue to be offered to all customers for appliances, heating and cooling systems as well as attic insulation. Direct customer education and support remains a key focus. NPU will continue to focus on providing the highest possible value to the customer.
- **Alternative Energy:** NPU has installed two solar electric (PV) systems, 1 standard 10kw system on the city firehouse and 1 "thin film" type on the Kelly middle school with a third is under construction at the local community college. NPU also installed two Wind turbines at the Sr. center. NPU also facilitated the installation of a solar hot water heating system at the firehouse. NPU supported the Norwich BOE on the Kelly Middle School renovation, which received the prestigious LEED (Leadership in Energy and Environmental Design) Gold certification level. NPU also facilitated the installation of a private solar electric system at Hospice. NPU facilitated state and federal grant funds to pay for several of these projects. NPU will continue to work with city and private customers on additional renewable energy projects.
- **Gas Efficiency:** NPU continues to offer Gas Efficiency Programs that leverage and support the current Gas Expansion Bond as well as retrofits to existing gas equipment. Installation of new gas services and high efficiency equipment is up considerably due to these combined efforts.
- **NPU Efficiency Upgrades:** NPU staff reviews the efficiency and energy requirements for all NPU renovations and upgrades. Reducing energy usage reduces costs and is a priority where practical in all designs. The highest practical efficiency equipment is installed wherever possible.
- **Standardize Construction Requirements and Direct Customer Support:** Developer agreements are implemented to standardize all construction related utility requirements and coordination. NPU has staff dedicated to direct customer coordination and support. This single point of contact makes sure all customers are as educated and informed on our programs, processes and procedures as possible.
- **Clean Cities/Alternative Fuels:** The number of alternative fuel vehicles purchased by NPU and the city is up significantly due to NPU staff efforts. City leaders have been engaged to support alternative fuels for all city vehicle purchases. A grant application has also been submitted to add an additional Natural Gas Filling Station and support the purchase of additional alternate fuel vehicles for the city as well as several local private fleets. Will continue apply for additional grants/funding for

vehicles and infrastructure. NPU will continue community education and outreach efforts to promote alternative fuels. Norwich has become a national model for the use of alternative fuels and we seek to expand and improve these efforts.

- **Hydroelectric Generation:** In the process of acquiring hydroelectric renewable energy sources for electric generation. NPU has filed a competing FERC license application for the Scotland Hydro facility.

Revenues Generated to City Fund

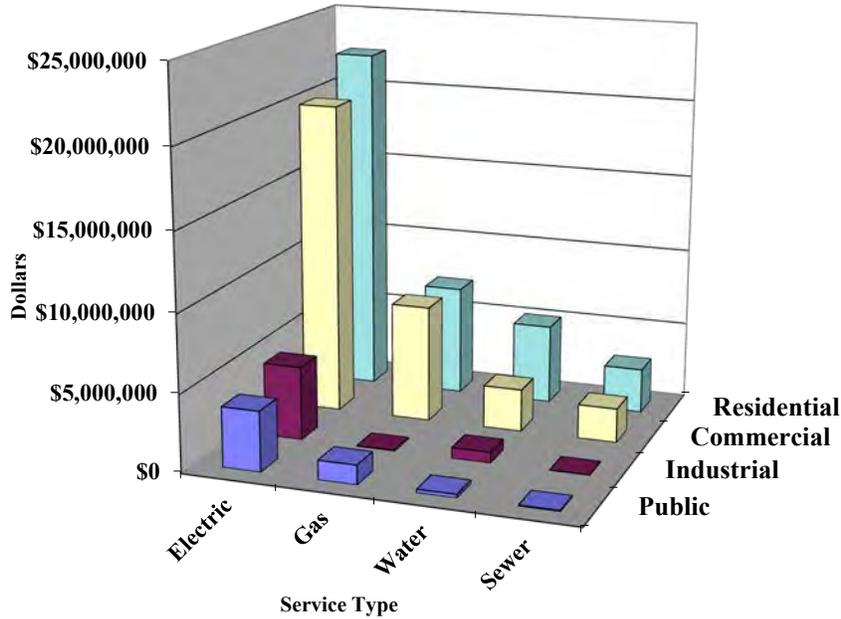


<i>2014 Performance Measures</i>				
	FY 2012	FY 2013	FY 2014	FY 2014
PERFORMANCE MEASURES	Audited	Approved	Proposed	Approved
<i>Fiscal Integrity</i>				
<i>Sales</i>				
Gas	\$15,230,297	\$14,881,617	\$16,094,556	\$16,094,556
Electric	\$55,761,091	\$56,877,802	\$51,909,891	\$51,909,891
Water	\$6,594,288	\$8,273,147	\$8,842,142	\$8,842,142
Sewer	\$7,024,390	\$7,374,046	\$7,156,435	\$7,156,435
<i>Customer Service Indicators</i>				
<i>Field Service</i>				
Gas Service Calls	5,031			
Electric Service Calls	2,048			
Water Service Calls	1591			
Sewer Service Calls	124			
<i>Service Center</i>				
Walk-in Customers	47,038			
# calls	139,735			
<i>Operations Indicators</i>				
<i>Distribution Systems</i>				
Miles of Gas Main	138	140	144	144
Miles of Electric Line	229	233	229	229
Miles of Water Main	189	195	195	195
Miles of Sewer Main	121	122	122	122
<i>Electric System Reliability</i>				
Avg. # outages per customer	0.53	.53	.50	.50
Avg. cumulative out of service time (min)	62	62	55	55
<i>Wastewater Treatment</i>				
Gallons Treated (Billion)	1.33	1.20	1.30	1.30
Quality Tests Conducted	5,500	5,500	5,500	5,500
<i>Water Division</i>				
Gallons of Potable Water (Billion)	1.69	1.69	1.65	1.65
Quality Tests Conducted	10,600	11,000	12,500	13,000
<i>Paid to City General Fund</i>				
	\$7,491,360	\$8,135,880	\$8,099,880	\$8,099,880

Norwich Public Utilities: Revenues Summary

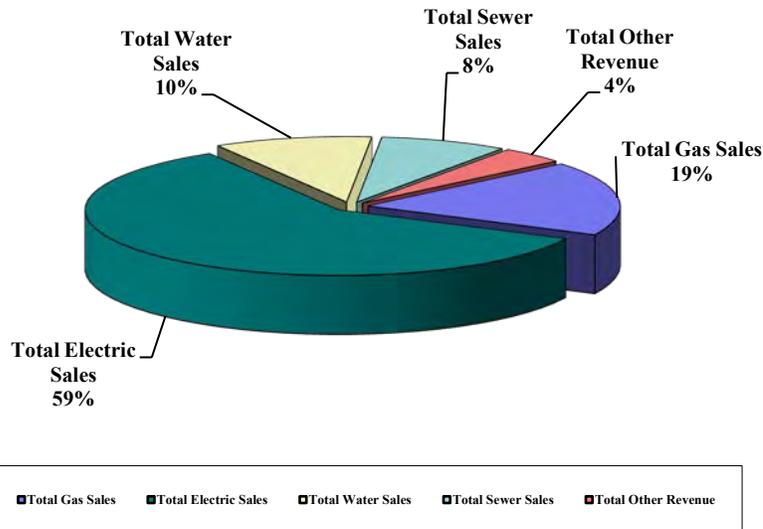
	FY 2012	FY 2013	FY 2014	FY 2014
	Audited	Approved	Proposed	Approved
REVENUE FROM SALES				
Residential Gas Sales	\$6,990,447	\$6,779,692	\$7,108,815	\$7,108,815
Commercial Gas Sales	\$6,987,003	\$6,807,843	\$7,526,394	\$7,526,394
Industrial Gas Sales	0	0	\$52,565	\$52,565
Public Gas Sales	\$1,186,526	\$1,227,616	\$1,254,523	\$1,254,523
Interdepartmental Gas Sales	\$66,321	\$66,466	\$152,259	\$152,259
Total Gas Sales	\$15,230,297	\$14,881,617	\$16,094,556	\$16,094,556
Residential Electric Sales	\$23,409,538	\$23,555,053	\$22,426,582	\$22,426,582
Commercial Electric Sales	\$21,993,231	\$22,744,914	\$20,113,472	\$20,113,472
Industrial Electric Sales	\$5,443,581	\$5,543,968	\$,748,837	\$,748,837
Public Electric Sales	\$4,169,868	\$4,310,341	\$3,898,284	\$3,898,284
Interdepartmental Electric Sales	\$744,873	\$723,526	\$722,716	\$722,716
Total Electric Sales	\$55,761,091	\$56,877,802	\$ 51,909,891	\$ 51,909,891
Residential Water Sales	\$3,861,016	\$4,833,488	\$5,133,517	\$5,133,517
Commercial Water Sales	\$2,035,174	\$2,594,486	\$2,743,981	\$2,743,981
Industrial Water Sales	\$507,399	\$620,624	\$695,675	\$695,675
Public Water Sales	\$170,975	\$190,675	\$223,065	\$223,065
Interdepartmental Water Sales	\$19,724	\$34,234	\$45,904	\$45,904
Total Water Sales	\$6,594,288	\$8,273,147	\$8,842,142	\$8,842,142
Residential Sewer Sales	\$2,622,234	\$2,904,149	\$2,879,325	\$2,879,325
Commercial Sewer Sales	\$2,194,814	\$2,353,238	\$2,208,133	\$2,208,133
Industrial Sewer Sales	\$22,738	\$19,373	\$20,978	\$20,978
Public Sewer Sales	\$74,664	\$57,636	\$61,799	\$61,799
Interdepartmental Sewer Sales	\$108,252	\$121,382	\$121,981	\$121,981
Mandatory Upgrade Fee	\$2,001,688	\$1,918,268	\$1,864,219	\$1,864,219
Total Sewer Sales	\$7,024,390	\$7,374,046	\$7,156,435	\$ 7,156,435
OTHER OPERATIONAL REVENUE				
Penalties for Late Payments	\$682,242	\$716,355	\$687,000	\$687,000
Field Service & Water Heater Rentals	\$466,876	\$329,580	\$275,320	\$275,320
Jet Turbine Credit	\$4,000,000	\$1,500,000	\$595,510	\$595,510
Reservation Charges, Rentals & CNG Sales	\$534,153	\$605,132	\$757,735	\$757,735
Septage Charges	\$213,000	\$147,000	\$125,000	\$125,000
Interest Income	\$10,800	\$10,800	\$7,050	\$7,050
Energy Efficiency Program	\$1,149,617	\$1,160,278	\$1,174,372	\$1,174,372
Total Other Revenue	\$7,058,788	\$4,469,145	\$3,621,987	\$3,621,987
TOTAL DEPARTMENT REVENUE	\$91,668,854	\$91,875,757	\$87,625,011	\$87,625,011

Estimated Sales by Customer Class Fiscal Year 2014



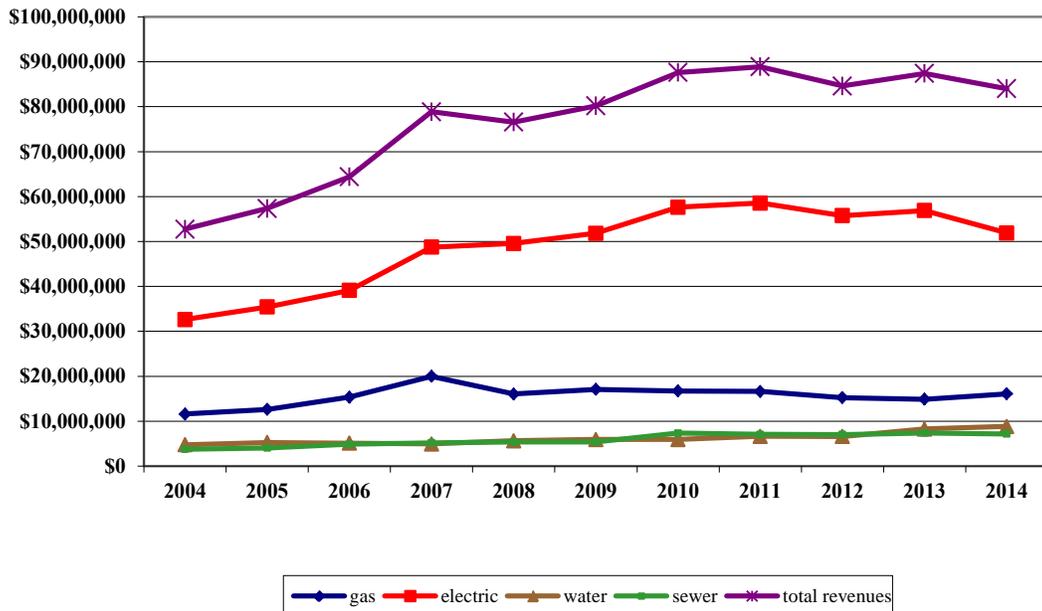
- ◆ Budgeted revenues for Gas and Electric are calculated using weather normalized data to account for differences in weather year to year that may impact energy consumption.
- ◆ Increases/decreases in cost of Gas and Electric energy are reflected in the PPA and PGA factors which are applied monthly to the amount of energy actually used by each customer.
- ◆ Water and Sewer revenues are calculated using historical actuals.

Estimated Revenues by Type Fiscal Year 2014



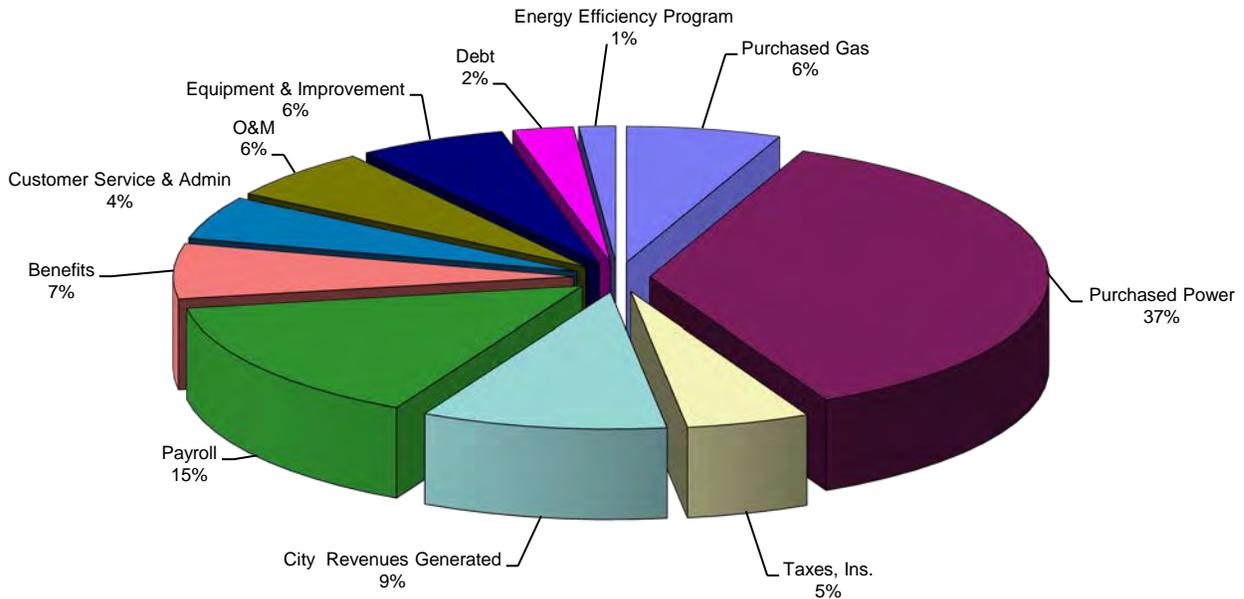
Electric and gas revenues show the most volatility as they are dependent on the recovery of wholesale energy costs as well as being subject to fluctuations in weather and customer demand. Market cost of energy is recovered by the Purchased Power Adjustment (PPA) and the Purchased Gas Adjustment (PGA) charges which are reconciled monthly and changed only as needed to recover costs; the intent is to keep the two charges as stable as possible so that customers can plan for their energy bills, particularly in the coldest and warmest months when bills fluctuate most.

Budgeted Sales Revenues: 10-Year Performance



Norwich Public Utilities: Department Expense Summary			
	FY 2012	FY 2013	FY 2014
	Audited	Approved	Approved
DEPARTMENT EXPENSES			
Purchased Gas	\$6,544,152	\$6,342,433	\$5,112,022
Purchased Electricity	\$37,349,746	\$35,499,897	\$29,865,457
Payroll	\$10,651,033	\$11,596,047	\$12,039,393
Employee Benefits	\$4,764,416	\$5,183,970	\$5,342,626
City Payment 10%	\$7,491,360	\$8,135,880	\$8,017,740
Gross Revenue Tax	\$1,582,350	\$1,563,570	\$2,426,405
Property Tax	\$80,776	\$82,836	\$150,200
Property & Liability Insurances	\$1,378,944	\$1,391,184	\$1,493,300
Operations & Maintenance	\$4,787,366	\$4,675,170	\$4,980,088
Customer Service	\$679,408	\$604,228	\$671,897
Office Expenses	\$952,222	\$1,154,620	\$1,216,573
Administrative Expenses	\$1,830,195	\$2,402,125	\$2,299,184
Bad Debt Expense	\$834,000	\$2,124,000	\$823,980
Energy Efficiency Program	\$1,141,170	\$1,193,588	\$1,212,234
Municipal Area Network	\$120,496	\$386,200	\$145,204
Total Operational Expenses	\$80,187,634	\$82,335,748	\$75,796,303
Interest Expense	\$450,818	\$370,387	\$431,756
Debt Principal Repayment	\$1,031,800	\$1,421,633	\$1,562,643
Debt Service	\$1,482,618	\$1,792,020	\$1,994,399
Capital Purchases net expected reimbursements	\$7,160,321	\$5,060,130	\$3,735,889
Capital Labor	\$844,346	\$1,075,909	\$1,144,414
Total Capital	\$8,004,667	\$6,136,039	\$4,880,303
Depreciation	\$5,427,000	\$5,625,000	\$5,983,800

Expenses by Category Fiscal Year 2014



Department of Public Utilities Capital Budget Summary	FUNDING LEVEL	IMPACT ON OPERATIONAL EXPENSE
<p>ANNUAL RECURRING CAPITAL Expenditures in this category are made to ensure the reliability and integrity of the utility's overhead and underground infrastructure and its ability to accurately record the amounts of gas, electricity, and water sold. Through these appropriations the utility is able to implement meter, pole and fixtures, and service delivery hardware replacement and improvement programs. The overall impact to the operational budget is positive in that infrastructure maintenance costs are controlled; accurate metering equipment ensures revenues and reflects the sales of product for future planning and energy purchase strategies. Major projects include:</p> <ul style="list-style-type: none"> • Gas and Water main replacement to upgrade aging infrastructure, support development and to support the bonded City paving project. • Gas System Reliability Upgrades (DIMP) • Electric system upgrades from 4,800 v to 13,800 v. • Pole replacement program to upgrade aging infrastructure. 	\$8,272,833	\$0
<p>CAPITAL PROJECTS and EQUIPMENT PURCHASES Expenditures in this category are made for upgrading and improving the systems in place. The impact on the operations budget is quantified in cost avoidance; well-maintained equipment and systems allow the utility to control maintenance costs and improve operations activities. Many of these are multi-year projects. Most significant this year include:</p> <ul style="list-style-type: none"> • Complete AMI proof of concept pilot to meet federal grant requirements. • The design of the Wastewater facility improvements (\$96M) will be completed in early 2014. NPU will be working with the City and regional towns on potential funding opportunities. • The long term Combined Sewer Overflow (CSO) Project plan has been completed is under review by DEEP. The City of Norwich will be required to implement the plan over the next 20 years. • Upgrade aging and inefficient water treatment and distribution infrastructure through the State of CT DWSRF Program. • Connecticut Hydros project, pursuing additional hydro generation to reduce reliance on purchased power. • Phone system and IVR Phase 2, allows for expanded capability for utilizing the Municipal Area Network and improve customer service using Integrated Voice Recognition. • Upgrade the NPU network operation and data center to meet NERC and Cyber Security requirements. • Construct backwash recycling system at Stony Brook Reservoir. • \$8M Gas bond approved for expansion of gas mains and services within the City of Norwich. 	\$14,026,269	\$0

Norwich Public Utilities: Capital Budget Summary

	FY 2012	FY 2013	FY 2014
	Audited	Approved	Approved
RECURRING CAPITAL			
Metering		\$433,920	\$427,160
Mains: replacements, new		\$1,757,105	\$6,132,522
Services: new, renewals		\$1,074,091	\$1,171,411
Municipal Area Network		\$130,000	\$105,250
Poles & fixtures		\$90,000	\$90,000
Street lighting & signal systems		\$51,000	\$51,000
Transformers & capacitors		\$141,500	\$181,500
Hydrants & valves		\$41,066	\$47,470
Manholes & frames		\$53,722	\$58,160
Tool Committee			\$8,360
Total recurring Capital	\$ 2,077,606	\$3,772,404	\$8,272,833
CAPITAL PROJECTS			
Talman St Station Upgrade		\$37,280	
Customer Service Storage Ice Storage Cooling		\$70,000	\$15,000
Greenville Dam repair		\$183,000	\$50,600
Phone System & IVR		\$25,000	\$45,000
Gatehouse Refurbishment		\$60,000	
Dam & Canal Grouting		\$27,500	
Security System Water Treatment Plant		\$30,000	
GIS Water Model		\$180,000	
Updated Color Aerial Photogrammetry		\$51,600	\$43,200
NPU/City GIS Web Application Base & Add-ons		\$75,000	
LTCP II		\$145,358	
Shore Rd Generator		\$70,000	\$144,000
Canterbury Tpke Extension		\$430,000	
RAS Pump		\$19,950	
Cogeneration Project (Grant)		\$672,408	
Salem #2 Roof Replacement		\$10,000	
Stonybrook Septic System		\$20,000	\$10,000
Francis Street Control System		\$22,000	
New CNG Station			\$1,594,580
Capital Roof Project		\$160,200	\$42,000
Francis Street Generator			\$88,890
WWTP 100% Design - Downes Group Project Mgt		\$427,122	\$2,424,076
Backus 912 Upgrade			\$215,000
Chlorine, Turbidity Monitoring For IPT, FHT, OT (HACH)			\$21,000
Deep River Compressor Generator			\$231,900
Connsmart Program – AMI		\$1,880,621	\$1,506,924
Deep River WTP and Reservoir Security			\$40,000
Norwichtown Well Site Generator			\$76,225
10th Street Hydro Wall Repair		\$31,230	
Bean Hill Standby Generator		\$50,000	
Stonybrook WTP Generator			\$172,425
Deep River Aeration Generator			\$78,690
Rooftop unit replacement - South Golden Street		\$45,000	
Circuit 803 Rt. 97 wire/poles/framing		\$75,000	
Tank Security			\$20,000
Jet HMI Upgrade		\$18,000	
10th Street Hydro Bearing Overhaul		\$75,000	
Spare 4.8kv Substation Transformer		\$175,000	
Mohegan Park Tank Upgrade			\$107,645
Stony Brook Buoyant Media			\$300,000
Royal Oaks Pump Station			\$113,500
Stony Brook North Trans Main			\$122,370
Stony Brook South Trans Main			\$85,940
Rose Alley Pump Station Generator			\$300,500
South Thames Pump Station Generator			\$280,300
Cove Street Pump Station Generator			\$135,000
Occum Pump Station Generator			\$133,500
Salem #1 Pump Station Generator			\$142,255
Marcus Plaza Pump Station Generator			\$65,000
Falls Mills Apartments Generator			\$52,000
2 CNG Transits (Installer Collectors)			\$95,000
Emergency Operations Center Generator			\$685,000
Greenville Waste Gate Wall Repair			\$175,000
Deep River New Pumps and Drives			\$824,600
Upgrade Obsolete PLC Modicons			\$250,000
Stony Brook Backwash Lagoon			\$2150,000
Deep River Chemical Feed Pump Replacement			\$200,000
Prior year projects	\$ 2,576,695		
Total Projected Capital	\$ 7,492,443	\$ 5,066,269	\$ 13,037,120
EQUIPMENT PURCHASES			
Vehicles		\$154,000	\$708,649
Leak Detection Equipment		\$21,000	\$24,500
Computer system and hardware		\$208,000	\$256,000
Miscellaneous construction equipment		\$53,380	
Deep River Chemical Feed Pump		\$100,000	
Stonybrook Aeration Material		\$33,000	
Stonybrook Main Pump VFD's		\$50,000	
Bacteriological Incubator		\$6,000	
Wemco Hydrogritter		\$55,000	
Prior year purchases	\$746,500		
Total Equipment	\$746,500	\$680,380	\$989,149

Glossary



ABBREVIATIONS AND ACRONYMS

ADA – The **Americans with Disabilities Act** of 1990 prohibits organizations from discriminating against individuals with physical and mental disabilities.

ARRA – The **American Recovery and Reinvestment Act** of 2009.

CAFR – The **Comprehensive Annual Financial Report**.

CCD – **City Consolidated District** is a separate taxing district created to pay for the paid firefighters in the Norwich Fire Department.

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

CGS – **Connecticut General Statutes**

CIP – **Capital Improvement Plan**

CPI – **Consumer Price Index**

FTE – **Full Time Equivalent**

GAAP – **Generally Accepted Accounting Principles**

GASB – **Governmental Accounting Standards Board**

GIS – **Geographic Information System**

GFOA – **Government Finance Officers Association**

ISTEA – **Intermodal Surface Transportation Efficiency Act**

LOCIP – **State funded Local Capital Improvement Program**

MER – **Minimum Education Requirement**

MISC – **Miscellaneous**

MV – **Motor Vehicle**

NCDC – **Norwich Community Development Corporation**

NPU – **Norwich Public Utilities**

N/R – **Not Reported before**

OPEB – **Other Post Employment Benefits**

PILOT – **Payment In Lieu Of Taxes**

TCD – **Town Consolidated District** is 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.

TVCCA – **Thames Valley Council for Community Action**

SECTER – **Southeastern Connecticut Enterprise Region**

GLOSSARY OF KEY TERMS

ACCOUNTING SYSTEM – the total set of records and procedures which are used to record, classify, and report information on the financial status and operations of an entity or fund.

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.

ACTUAL – data that exists in fact, as opposed to data that is estimated or projected.

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.

ANNUAL REQUIRED CONTRIBUTION (ARC) – Actuarial calculation of the annual contribution necessary to fully fund the expected liabilities of a pension plan over the amortization period.

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 Undesignated Fund Balance must equal budgeted expenditures.

BENCHMARK/BENCHMARKING – 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.

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.

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 – An annual financial plan embodying estimated expenditures for providing services and the proposed means of financing them for a single fiscal year.

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 PROGRAM – 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.

COMPREHENSIVE ANNUAL FINANCIAL REPORT (CAFR) – the official annual financial report of a government prepared in conformity with Generally Accepted Accounting Principles (GAAP) as set forth by the Governmental Accounting Standards Board (GASB).

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

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

COST-OF-LIVING – Cost-of-living is 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.

DEBT RETIREMENT – The repayment of general long-term debt principal and interest.

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.

DISTINGUISHED BUDGET PRESENTATION AWARDS PROGRAM – A voluntary awards program administered by the Government Finance Officers Association to encourage governments to prepare effective budget documents.

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 – 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 – 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.

GAAP – Generally Accepted Accounting Principles. Uniform minimum standards for financial accounting and recording, encompassing the conventions, rules and procedures that define accepted accounting principles.

GASB – Governmental Accounting Standards Board. 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 – 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.

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.

MATERIALS AND SUPPLIES – Expendable materials and operating supplies necessary to conduct departmental operations.

MBR – Minimum budget requirement. This is the formula calculated under state guidelines. It 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.

NPU – Norwich Public Utilities

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).

PILOT – Payment in lieu of taxes. 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 REHAB 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.

TAX CREDIT FUND – This represents a reduction of up to \$1,000 in taxes for volunteers who meet the requirements outlined by the volunteer fire chiefs.

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.

UNRESTRICTED FUND BALANCE – 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 firemen who meet the criteria. This applies to taxpayers in all of the five areas served by the volunteer fire companies.