



**City of Norwich, Connecticut
City Council's Adopted Budget
Fiscal Year 2014-15**

Approved June 2, 2014

Description of Cover

Aerial photograph of Norwich taken by Geoff Steadman, Harbor Management Commission Consultant, in 2008.



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June 5, 2014

EXPLANATION OF CHANGES MADE TO THE 2014-15 BUDGET DURING THE ADOPTION PROCESS

During the 2014-15 budget adoption process, some changes were made to the budget proposed by the City Manager on April 7, 2014. Here is a chronological summary of the legislative items that affected the 2014-15 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 2015 Midterm budget.

May 5, 2014 – Norwich City Council tentatively adopted the City Manager’s proposed budget without any changes.

May 19, 2014 – The City Manager revised his revenue estimates in his report to the City Council based on the new grant estimates included in the State of Connecticut’s budget and related implementer bills adopted between May 4th and May 7th as follows:

Schedule A - Revenues				
<i>General Fund Revenues</i>				
Page #	Item	Line #	Description	Change in Revenues
45	State-In Lieu of Taxes	70247	PILOT: State-Owned Property	131,414
45	State-In Lieu of Taxes	70247	PILOT: Colleges & Hospitals	13,866
45	Mashantucket-Pequot/ Mohegan Grant	70254	Pequot-Mohegan Grant	(3,348)
45	Shared Revenues	73500	Municipal Revenue Sharing	170,483
45	Shared Revenues	73500	Property Tax Relief/ Hold Harmless	3,211
				315,626
<i>City Consolidated District Fire Fund Revenues</i>				
Page #	Item	Line #	Description	Change in Revenues
128	State-In Lieu of Taxes	70247	PILOT: State-Owned Property	8,507
				8,507

June 2, 2014 – The Norwich City Council incorporated the revenue estimate changes listed above in Schedule A and made the expenditure adjustments in Schedule B:

Schedule B - Expenditures				
<i>General Fund</i>				
Page #	Department	Line #	Description	Change in Expenditures
77-78	Norwich Fire	80012	Add Fire Code Clerk	42,043
77-78	Norwich Fire	89999	Fringe Benefits on Fire Code Clerk	24,467
				<u>66,510</u>
108	PW Streets & Parks	80012	Add Laborer	41,889
108	PW Streets & Parks	89999	Fringe benefits on Laborer	24,435
				<u>66,324</u>
			Total	132,834

These amendments made on May 19, 2014 and June 2, 2014 decreased the General Fund mill rate by 0.11 mills and the City Consolidated fire district mill rate by 0.01 mills, compared to the Manager’s Proposed Budget. The Council adopted the 2014-15 budget and tax levy, resulting in mill rates of 38.55 for the General Fund, 7.38 for the City Consolidated fire district, and 0.49 for the Town Consolidated fire district.



GOVERNMENT FINANCE OFFICERS ASSOCIATION

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Connecticut**

For the Fiscal Year Beginning

July 1, 2013

Executive Director

TABLE OF CONTENTS

	<u>PAGE</u>
BUDGET MESSAGE	1
FINANCIAL SUMMARIES, BUDGET PROCESS AND MISCELLANEOUS (Blue Divider)	
THE CITY	11
DEMOGRAPHIC & ECONOMIC DATA	14
DIRECTORY OF ELECTED OFFICIALS	19
DIRECTORY OF ADMINISTRATORS	20
ORGANIZATIONAL CHART	21
FINANCIAL MANAGEMENT POLICIES	22
COMPARATIVE BUDGET SUMMARY	33
CALCULATION OF MILL RATE	34
GRAPHIC ILLUSTRATIONS	35
AUTHORIZED POSITIONS	39
CONSOLIDATED DEBT SCHEDULE	41
SUMMARY OF ALL FUNDS SUBJECT TO APPROPRIATION	42
GENERAL FUND (Gold Divider)	
SUMMARY - GENERAL FUND REVENUES & EXPENDITURES	43
GENERAL FUND REVENUE	44
EXPENDITURE DESCRIPTIONS	52
CITY MANAGER	53
FINANCE	55
TREASURER	58
ASSESSMENT	60
HUMAN RESOURCES	62
LAW	64
CITY CLERK	65
MAYOR/CITY COUNCIL	67
POLICE	69
NORWICH FIRE	74
EAST GREAT PLAIN VOLUNTEER FIRE	79
LAUREL HILL VOLUNTEER FIRE	81
OCCUM VOLUNTEER FIRE	83
TAFTVILLE VOLUNTEER FIRE	85
YANTIC VOLUNTEER FIRE	87
RECREATION	89
HUMAN SERVICES	91
PUBLIC WORKS	102
ELECTION	110
PLANNING & DEVELOPMENT	112
BOARD OF EDUCATION	115
DEBT SERVICE / NON-DEPARTMENTAL	119
CAPITAL BUDGET	122
EMERGENCY MANAGEMENT	125
SPECIAL REVENUE FUNDS (Pink Divider)	
SUMMARY OF SPECIAL REVENUE FUNDS	127
CITY CONSOLIDATED FIRE DISTRICT	128
TOWN CONSOLIDATED FIRE DISTRICT	130
ENTERPRISE FUND – NORWICH PUBLIC UTILITIES (Green Divider)	131
GLOSSARY (Peach Divider)	139



Alan H. Bergren, City Manager

BUDGET MESSAGE/ EXECUTIVE SUMMARY

April 7, 2014

Mayor Deberey Hinchey and Members of the Norwich City Council:

Introduction

I hereby present the proposed City of Norwich budget for fiscal year 2014-15. The budget document for a municipality reflects the financial 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 Josh Pothier, Deputy Comptroller Tony Madeira, Community Development Director Gary Evans, and Human Resources Director Brigid Marks for their assistance and efforts in the preparation of this budget.

The preparation of this budget was predicated upon the revenues as proposed in the second year of the State's biennial budget as submitted by the Governor to the General Assembly in February of 2014. This budget, as recommended, reduces revenue from the State of Connecticut to the City of Norwich by approximately \$100,000. During last year's budget process, the General Assembly worked to hold municipalities harmless in State aid revenue allocations. The General Assembly's adjustments corrected a proposal by the Governor in 2013 to drastically alter municipal aid away from operational assistance to capital assistance. The City of Norwich, along with our fellow municipalities across the state, lobbied hard during the 2013 session to re-establish traditional municipal aid. Our municipal budget has been prepared and presented, as always, using the Governor's projections. Prior to the end of the General Assembly, those revenue proposals could be altered by State legislative action.

The state's economy continues to remain slow to recover particularly in Southeastern Connecticut. In addition, the State has yet to adequately fund education costs particularly for municipalities like Norwich with no increase to the base or foundation level of funding. Alliance and Commissioner's Network school funding has been significantly increased over the last three years to assist school districts in need of improvement, however, that funding has been earmarked for improvements and new initiatives only. In urban school districts like ours with many challenges, we struggle to support the base increases needed for the general operations of our school system. Norwich continues to participate in the Connecticut Coalition on Justice in Education Funding lawsuit against the State of Connecticut for adequate funding for our public schools. It is hoped that this year may be a turning point with this legal challenge to bring about real change in education funding for urban school districts. Unfortunately, there is a limit to what our taxpayers can afford without adequate financial support for education at the State level.

We are the largest city in Southeastern Connecticut. We also house the majority of the employees at the two area casinos. This is evidenced by the 12% increase in our population over the last decade. The challenge to provide services to all of our taxpayers continues to manifest itself as the impact of this long, national recession and the needs of our community increase. With the advent of casino gaming coming to Massachusetts, the saturation of the market with gaming venues in New England will drastically diminish future revenues to the State of Connecticut and to the City of Norwich unless we as a region embrace new economic drivers to plan for sustainability in the next decade.

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2014-15 Budget Environment

Revenue Factors

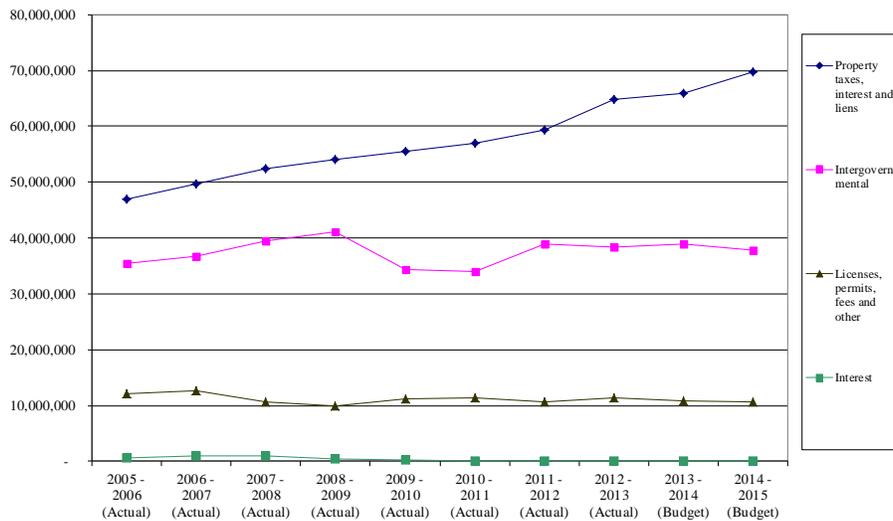
Governor's Proposed 2015 Midterm Budget

Non-Education Grants

The proposed State budget reduces the PILOT for State-owned property by \$120,000. There were some increases in other non-education grants, but the net effect is a decrease of roughly \$100,000 in total non-education grants from the State of Connecticut.

Education Cost Sharing grant (ECS) – The ECS grant for 2014-15 would be increased by \$1,082,593, all of which will be subject to the Alliance District process for which the BOE will have to apply. The Alliance District funds are discussed in more detail later in this message.

10-Year General Fund Revenue Comparison



Grand List – The October 1, 2013 grand list revaluation resulted in a decrease in the total gross grand list of \$623.7 million. In addition, estimated exemptions, credits, and certificates of correction increased \$6.6 million – for a total decrease in the net grand list of \$630.3 million; or 26.17%.

After taking into consideration the budgeted collection rate increase from 96.35% in 2013-14 to 96.48% in 2014-15, the collectible grand list decreased \$605 million, or 26.07%.

This table summarizes the breakdown among categories and districts.

	Fiscal Year 2013-14			Fiscal Year 2014-15			Change		
	General Fund	TCD	CCD	General Fund	TCD	CCD	General Fund	TCD	CCD
<i>Calculation of Grand List</i>									
Motor Vehicles	194,509,080	122,087,620	72,421,460	199,569,950	124,956,820	74,613,130	5,060,870	2,869,200	2,191,670
Personal Property	140,057,210	116,482,740	23,574,470	138,291,980	116,265,530	22,026,450	(1,765,230)	(217,210)	(1,548,020)
Real Estate	2,123,111,000	1,340,646,100	782,464,900	1,496,073,000	976,787,400	519,285,600	(627,038,000)	(363,858,700)	(263,179,300)
Total Gross Grand List	2,457,677,290	1,579,216,460	878,460,830	1,833,934,930	1,218,009,750	615,925,180	(623,742,360)	(361,206,710)	(262,535,650)
<i>Less: Exemptions, Credits, Etc.</i>									
	49,072,723	30,053,924	19,018,799	55,620,524	36,940,452	18,680,072	6,547,801	6,886,528	(338,727)
Grand list, net of exemptions & credits	2,408,604,567	1,549,162,536	859,442,031	1,778,314,406	1,181,069,298	597,245,108	(630,290,161)	(368,093,238)	(262,196,923)
<i>Estimated Tax Collection Percentage</i>									
	96.35%	97.57%	95.17%	96.48%	97.75%	95.17%	0.13%	0.18%	0.00%
Collectible Grand List	2,320,690,500	1,511,517,886	817,930,981	1,715,717,739	1,154,495,239	568,398,169	(604,972,761)	(357,022,647)	(249,532,812)

10% Share of Norwich Public Utilities Revenues - The payments from Norwich Public Utilities will decrease by \$551,220 to \$7,466,520 for fiscal year 2014-15. 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 2013-14, the City’s salary and fringe benefit costs would have increased by \$600,000. Fringe benefits include Social Security, Medicare, health insurance, life insurance, workers’ compensation, pension and other post employment benefits (OPEB).

The largest drivers in 2014-15 are the pension and OPEB contributions which are increasing by 15% and 13%, respectively, over 2013-14.

Capital Improvements – In accordance with the 2000 charter revision mandate, I have budgeted the minimum of \$1.7 million (the value of one mill of the net grand list) plus the LOCIP grant of \$329,508 for capital improvements. The capital budget includes paving projects, firefighter equipment, replacement of some emergency and City maintenance vehicles and repairs to City buildings. Capital requests from departments totaled \$7 million.

Goals & Priorities

In February, 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	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
G2	Protect the lives and property of residents and businesses.	Police, All Fire Departments, Public Works, Emergency Management, Human Services, Planning & Development
G3	Support our public schools.	Board of Education
G4	Develop long-term economic sustainability plan.	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

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

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

Budget Priorities

For the 2014-15 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. Keep the mill rate increase as low as possible.
 2. Provide adequate public safety services.
 3. Provide an effective teaching and learning environment in our public schools.
 4. Maintain the City’s infrastructure.
 5. Preserve the financial foundation and the credit rating for which we have worked so diligently to achieve.
-

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 2014-15 Budget

Expenditures

Summary of Appropriations and Prior Year Comparison				
	Revised Budget 2013-14	Proposed Budget 2014-15	\$ Change from Prior Year	% Change from Prior Year
General Operations	38,160,230	39,635,187	1,474,957	3.87%
Debt Service	5,455,558	5,436,313	(19,245)	-0.35%
Capital Improvements	2,320,691	1,715,718	(604,973)	-26.07%
Subtotal-Non-Education	45,936,479	46,787,218	850,739	1.85%
Education	70,535,212	71,593,240	1,058,028	1.50%
Total General Fund	116,471,691	118,380,458	1,908,767	1.64%
Special Revenue Funds				
CCD Fire District	7,052,701	7,304,791	252,090	3.57%
TCD Fire District	544,639	583,203	38,564	7.08%
Norwich Public Utilities	82,579,354	85,358,169	2,778,815	3.37%
Total	206,648,385	211,626,621	4,978,236	2.41%

General Operations are being recommended for funding in the amount of \$46,787,218 – a 1.85%, or \$850,739, increase from last year. In the individual department pages, you will see a column labeled “2014-15 Budget Request.” This represents what the department heads requested in order to accomplish their missions. Department budget requests totaled \$50 million.

Funding Initiatives –The following initiatives I have proposed in this budget address areas of priority that were the result of conversations with members of the City Council:

- Added \$10,000 to the Planning & Neighborhood Services budget to pay for the targeted clean-up of blighted properties.
- Increased training budgets for several departments. These increases are relatively small, but I expect that continuing to invest in our workforce will pay dividends in productivity.

Staffing – General government staffing has decreased by over 38 positions since fiscal year 2001-02 - this figure is net of the increases in public safety positions driven by Council initiatives. I believe that we may need to review staffing levels in particular areas in order to continue to address Council priorities.

General Fund

- Human Resources – The assistant human resources director was filled in April 2014. Fiscal year 2014-15 will be the first full year that this position has been filled since 2007-08. 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. Because of the number of unfilled positions as of the date of this budget proposal and because of the length of time it takes to fill a police officer position, I am recommending that four unfilled positions be left vacant for 2014-15.
- Recreation – the vacant recreation director position is not being filled at this time pending review.

City Consolidated Fire District Fund – I am not proposing any changes in staffing for 2014-15 in the CCD.

Efficiencies and consolidation of services – I have endeavored to find operational efficiencies over the years and 2014-15 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 (BOE) – Under the proposed State budget 2014-15, the BOE receives an increase of \$1,082,593, for a total of \$3,460,817, in Alliance District funding that is given to the BOE outside of this budget. Given the City's very difficult budget challenges, I am recommending an increase in local funding for the BOE's General Fund operating budget this year of 1.5%, or \$1,058,028 to a funding level of \$71,593,240.

In meeting with Superintendent Abby Dolliver and Business Administrator Athena Nagel, it appears that, after some adjustments for contracts and estimates that were not available when the BOE adopted a budget on March 11, 2014, a budget increase of 2.31% should be sufficient to fund all of the initiatives included in the BOE's adopted budget. In order to meet this \$572,000 increase in expenditures from the 1.5% level to the 2.31% level, the mill rate would have to be increased by 0.34 mills above what is included in my proposed budget.

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

Norwich Public Utilities – The budget presented to the Public Utilities Board of Commissioners includes expenditure increases of \$2.3 million primarily caused by the increase in natural gas and electric activity.

Revenues

In order to fulfill the priorities of providing adequate public safety services, I am recommending a mill rate increase.

Property Taxes

	General Fund (GF)	Fire Districts		Combined	
		Town Consolidated District (TCD)	City Consolidated District (CCD)	GF + TCD	GF + CCD
Proposed 2014-15	38.66	0.49	7.39	39.15	46.05
Adopted 2013-14	27.23	0.36	5.04	27.59	32.27
Change	11.43	0.13	2.35	11.56	13.78
Percent Change	41.98%	36.11%	46.63%	41.90%	42.70%

The table shown above compares the mill rates from the adopted 2013-14 budget to those in this proposed 2014-15 budget. Because of the grand list revaluation, it is not as easy for the average taxpayer to see what impact the proposed budget will have on his/her personal finances.

The table to the right starts with the median appraised value from the October 2013 revaluation for a single family house, assumes that the taxpayer has two cars with a taxable value of \$7,200 apiece, and calculates the total tax bill on the house and cars for fiscal year 2014-15. Then, the table compares those 2014-15 taxes to the 2013-14 taxes on the same home, assuming that the house value was 33.44% higher on the October 2012 grand list.

	TCD	CCD
FY2015		
Median appraised value of single family home	134,000	134,000
Assessed Value (@ 70%)	93,800	93,800
2 Cars at \$7,200 each	14,400	14,400
Total Taxable Property	108,200	108,200
Mill Rate	39.15	46.05
Taxes	4,236	4,983
FY2014		
Estimated value of same home before revaluation (33.44% higher than 10/1/13 value)	201,000	201,000
Assessed Value (@ 70%)	140,700	140,700
2 Cars at \$7,200 each	14,400	14,400
Total Taxable Property	155,100	155,100
Mill Rate	27.59	32.27
Taxes	4,279	5,005
\$ Change	(43)	(22)
% Change	-1.00%	-0.44%

Obviously, each taxpayer will have different results, depending on the values of their real estate and vehicles. One thing that is different about this revaluation compared to other recent revaluations is that there will be a shift in tax burden *from* residential property owners *to* commercial property owners and there will be a shift in taxes *from* real estate in general *to* motor vehicles and commercial personal property.

Use of Surplus - I have not included the use of any General Fund unrestricted fund balance to support expenses during Fiscal Year 2014-15. 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.

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

Strategy for future budgets

Five-Year General Fund Budget Projection

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

Revenue Assumptions:

- Revenue from grants will increase by 0.5% each year starting in fiscal year 2017
- Investment income will be roughly 2% on our bank deposits starting in fiscal year 2016.
- Most other revenues will increase 1% to 2%

Expenditure Assumptions:

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

City of Norwich							
Five Year General Fund Budget Projection							
	Budget	Budget	Projected	Projected	Projected	Projected	Projected
	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020
Revenues (excluding current tax levy)							
Delinquent taxes/interest/liens	2,743,000	3,410,000	3,444,100	3,478,541	3,513,327	3,548,460	3,583,945
Building Permits	550,000	580,000	585,800	591,658	597,575	603,551	609,587
Investment Income	87,709	105,463	251,081	256,102	261,224	266,448	271,777
10% NPU Gross Revenues	7,182,802	6,250,494	6,312,999	6,376,129	6,439,890	6,504,289	6,569,332
Landfill/Direct Hauler Fees	1,007,800	1,093,000	1,094,750	1,105,608	1,116,574	1,127,650	1,138,837
Recording Fees	350,000	365,000	368,650	372,337	376,060	379,821	383,619
Conveyance Taxes	390,000	420,000	424,200	428,442	432,726	437,053	441,424
Non-education grants	4,717,402	3,850,446	3,851,281	3,868,266	3,885,741	3,903,690	3,922,107
Education grants	34,247,816	33,951,505	33,951,505	34,120,656	34,290,652	34,461,499	34,633,200
All other revenues	2,006,145	2,036,925	2,071,426	2,037,131	2,012,969	1,986,224	1,902,847
	53,282,674	52,062,833	52,355,792	52,634,870	52,926,738	53,218,685	53,456,675
Expenditures							
Salaries	16,033,834	16,263,128	16,614,920	17,085,532	17,580,116	18,081,472	18,443,102
Fringe Benefits	11,383,993	11,751,669	12,554,632	13,541,219	14,633,157	15,841,331	16,474,275
Contracted Services	3,896,731	3,957,978	4,013,632	4,070,177	4,127,631	4,186,007	4,245,323
Materials & Supplies	1,350,160	1,472,987	1,502,447	1,532,497	1,563,147	1,594,410	1,626,298
Equipment & Furniture Maint	325,040	385,025	392,726	400,581	408,593	416,765	425,100
Vehicle Fuel & Utilities	1,853,132	2,028,591	2,071,741	2,115,833	2,160,887	2,206,923	2,253,964
Debt Service	5,455,558	5,436,313	5,382,973	4,917,148	4,748,648	4,513,973	4,198,598
Capital Budget	2,320,691	1,715,718	1,724,297	1,732,918	1,741,583	1,750,291	1,759,042
Building Maintenance	456,569	481,484	491,114	500,936	510,954	521,174	531,597
Contrib - outside agencies	1,167,244	1,367,048	1,394,389	1,422,277	1,450,722	1,479,737	1,509,331
Property & Liability Insurance	986,261	1,056,842	1,077,979	1,099,539	1,121,530	1,143,961	1,166,841
All other General City	707,266	870,435	707,644	721,598	735,830	750,348	765,155
	45,936,479	46,787,218	47,928,494	49,140,255	50,782,798	52,486,392	53,398,626
Education	70,535,212	71,593,240	73,025,105	74,485,607	75,975,319	77,494,825	79,044,722
	116,471,691	118,380,458	120,953,599	123,625,862	126,758,117	129,981,217	132,443,348
Current Levy Needed	63,189,017	66,317,625	68,597,807	70,990,992	73,831,379	76,762,532	78,986,673
Increase over previous year		4.95%	3.44%	3.49%	4.00%	3.97%	2.90%

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 3% to 4% range starting in fiscal year 2015-16. You can see the five year budget projection above which shows our best estimate of what future budgets will look like. There are several items which put pressure on earlier budgets which should be improving over the coming years:

- Other post employment benefits (OPEB). The City of Norwich has been much more responsible than many other governments in contributing to the OPEB fund. According to the Municipal Fiscal Indicators report issued by the Connecticut Office of Policy & Management in March 2014, as of June 30, 2012 Norwich was in the top 20 of the 169 Connecticut towns and cities for funding its OPEB plan. In addition, the City has been working with its bargaining units to eliminate post-employment medical benefits.
- Utilities & fuel. Norwich Public Utilities is very proactive in holding down the City's utility and fuel bills as well as its carbon footprint. City buildings have been outfitted with solar panels, wind mills, HVAC and lighting upgrades, and window and roof replacements. Our fleet has added several compressed natural gas and hybrid electric vehicles through the Connecticut Clean Cities program.

On the other hand, there are some challenges:

- Pension. The City has been funding the full annual required contribution (ARC) for several years. Starting in 2014-15, some changes in accounting standards included in Governmental Accounting Standards Board Statement 68 (GASB 68) caused us to review the actuarial assumptions used to calculate our pension liabilities and contributions. As a result, we will be phasing into funding the actuarial determined employer contribution (ADEC – the term which replaced “ARC” in GASB 68) over four to five years. This strategy was found to be acceptable by the bond ratings agencies in January when Moody's affirmed our Aa2 rating and Standard & Poor's upgraded our rating to AA.
- Capital Improvements. The City has many capital needs that must be addressed in the upcoming years. For instance, in 2016, four of the six fire departments will need to replace all of their 83 expiring SCBA packs in order for them to have a standard platform. The estimated cost of all of these replacements is over \$550,000. Some funds have been set aside towards this in fiscal year 2013-14, but the remainder will need to be included in the 2015-16 capital budget or a bond ordinance.
- High Cost Plan Excise Tax. Pursuant to Affordable Care Act (ACA), starting in 2018 there will be a 40% excise tax on medical benefit costs in excess of certain thresholds. It is likely that several of the City's plans, as they are now designed, would be subject to this tax.

Over the years, 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. The Norwich City Council supported an \$800,000 bond ordinance to implement technology upgrades which will help our departments operate more efficiently and effectively.

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?

Norwich is still recovering and we need to do our part to help business grow and hold down the costs of our services. 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, such as mandatory direct deposit, bi-weekly pay for all employees, and redesigned pension benefits for new employees. It is also in both the

City's and employees' interests to redesign employee and post-employment medical and dental benefits through a coalition of the bargaining units in order to avoid the ACA High Cost Plan Excise Tax mentioned above.

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?

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 have recognized the importance to map out a strategic plan to position our city for economic recovery by focusing on new investment opportunities while improving our infrastructure. 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 2014-15 budget which continues the strategy of maintaining service levels with existing resources, and redirecting resources to priority initiatives.

The voters of Norwich continue to show their confidence in the ability of our community to prepare for the future by their recent support of the City's third infrastructure bond and the City's second gas line extension bond.

We have much to celebrate in our heritage and cultural diversity that makes Norwich the story of the promise of America and together we will emerge a stronger and more competitive community. We can be proud of the quality and level of the services the City is able to provide to its citizens.

I personally acknowledge the many extra hours our elected officials 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

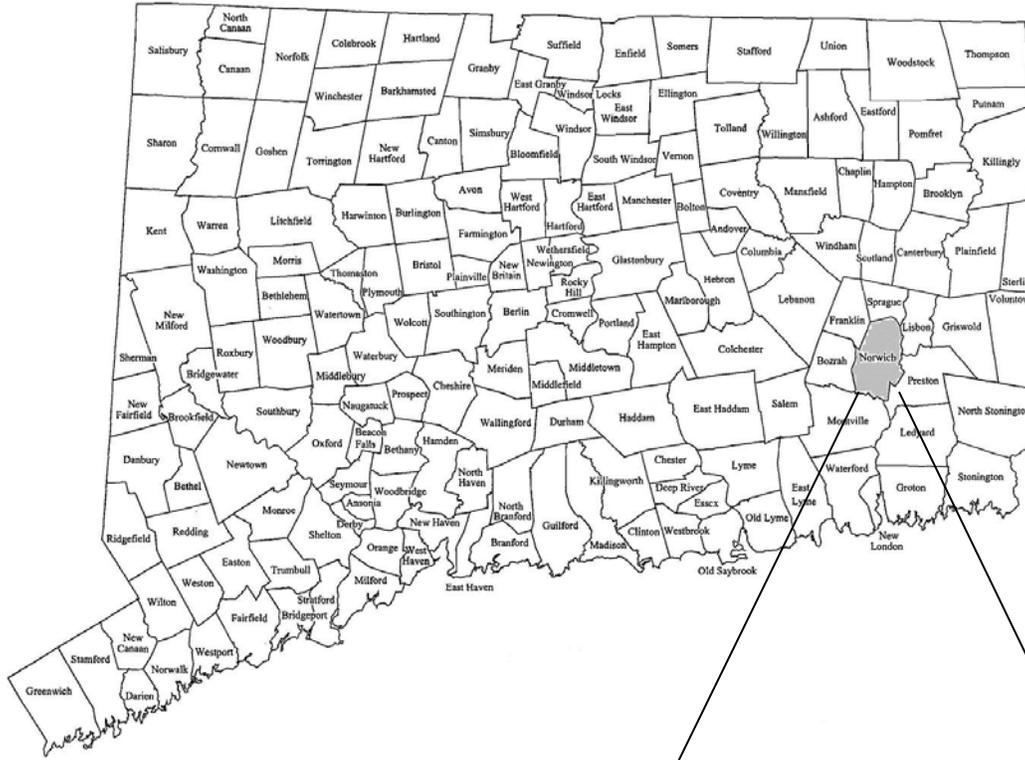
CITY OF NORWICH
TIME TABLE FOR PREPARATION OF 2014-15 CITY BUDGET
PURSUANT TO CHAPTER 7 OF NORWICH CITY CHARTER

TIMEFRAME	EVENT	AGENDA
Late October 2013	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 2013	Initial budget requests due	Department heads and outside agencies return their written requests, Finance Department coordinates process.
Late January 2014	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 2014 - February 2014	Budget meetings on proposed requests	City Manager and Comptroller meet with department heads and outside agencies on proposed budget requests.
February 2014	Revenue projected	Comptroller calculates State revenue projections.
March 2014	Proposed budget is prepared	City Manager and Comptroller analyze revenues and expenditures to develop proposed city budget. The BOE and NPU present separate budgets. Only the bottom line of the BOE budget can be cut. The BOE is responsible for its own budget line items.
1st Monday in April 2014	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 2014	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 2014	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 2014	Council shall act on proposed budget	The Council acts initially on the city Manager's proposed budget.
Prior to third Monday in May 2014	Second public hearing	The purpose is to listen to citizens' input on proposed budget.
No later than 2nd Monday in June 2014	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, 2014 - June 30, 2015	Budget implementation	Comptroller oversees revenues and expenditures according to the budget established by Council.
July 2015	Audit of fiscal year records	The final step is a certified audit of the previous fiscal year.

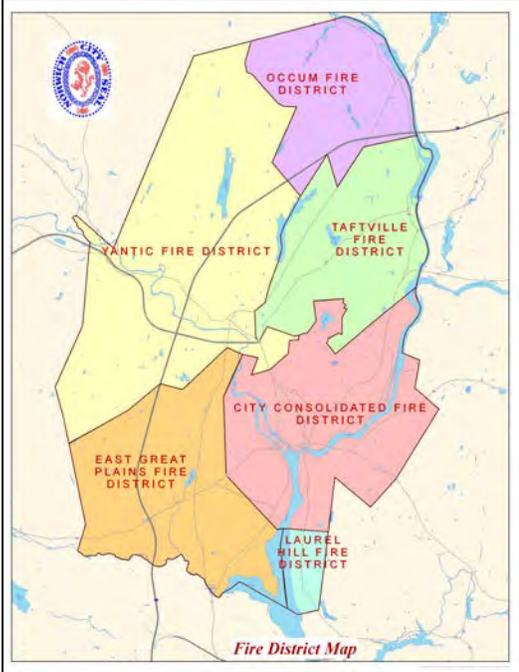
Financial Summaries /
Budget Process /
Miscellaneous



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, the Integrated Day Charter School, 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
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	40,085	3,580,709	5,451	544,179
2012	40,502	3,590,347	5,381	538,197

Source: March 2014 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	9,309	23.2%	829,573	23.0%
18 - 24	3,469	8.7%	343,959	9.5%
25 - 49	13,982	34.9%	1,213,300	33.6%
50 - 64	7,889	19.7%	711,463	19.7%
65 and over	5,436	13.6%	511,778	14.2%
Total	40,085	100.0%	3,610,073	100.0%

Source: CERC Town Profile, November 2013

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	927	2,108
2010	35,115,000	4,472,763	867	2,187
2011	31,640,000	4,771,889	789	2,253
2012	37,405,000	5,164,332	924	2,245

Source: Norwich Finance Department; March 2014 State of Connecticut Municipal Fiscal Indicators

Principal Taxpayers

Name	Nature of Business	Net Taxable Valuation as of 10/1/13
Computer Science Corporation	Computer Products & Services	\$24,985,670
NorwichTown Commons	Shopping Center	15,637,300
Bob's Discount Furniture	Retail Store & Distribution Center	15,353,890
EMC Corporation	Computer Leasing	11,489,310
Norwich Realty Associates, LLC	Real Estate	9,662,730
Plaza Enterprises	Shopping Center	9,259,300
Algonquin Gas Transmissions LLC	Natural Gas Pipeline	8,698,720
Wal-Mart Stores, Inc.	Department Store	8,643,920
Norwich Community Development Corporation	Office building	7,675,700
Mashantucket Pequot Tribe	Real Estate	7,294,800
		\$118,701,340

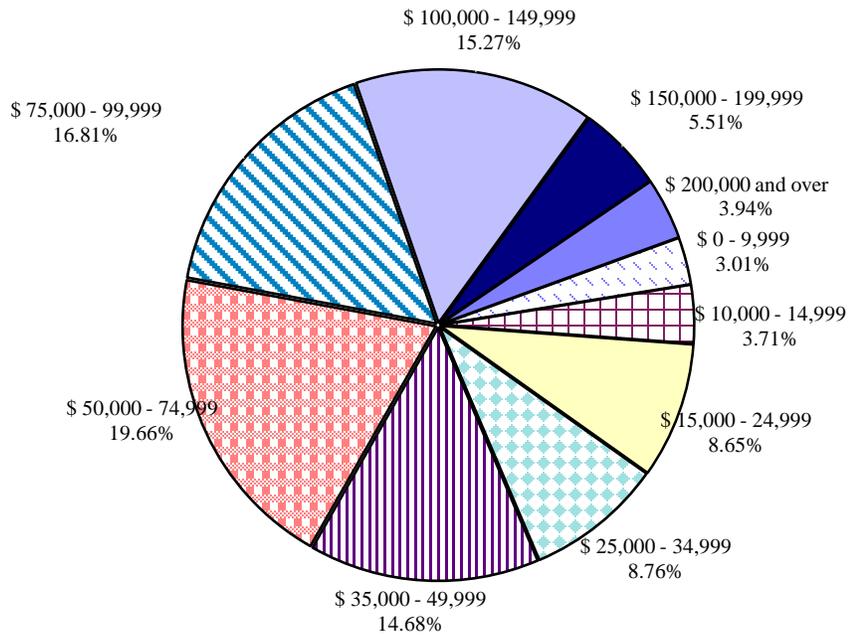
Source: Norwich Assessor Department

Top Employers

Name	Nature of Business	# of FTE Employees
William W. Backus Hospital	Medical Center	1,437
City of Norwich (incl. NPU & BOE)	Municipality	948
State of Connecticut	All State agencies	890
Bob's Discount Furniture	Distribution Center	530
Computer Science Corporation	Computer Products & Services	443
Norwich Free Academy	Quasi-private high school	275
United Community & Family Services	Healthcare & community services	225
The American Group	Ambulance Service and other oper	187
AC Linen Services	Commercial laundry & dry cleanin	185
Dime Bank	Financial institution	177

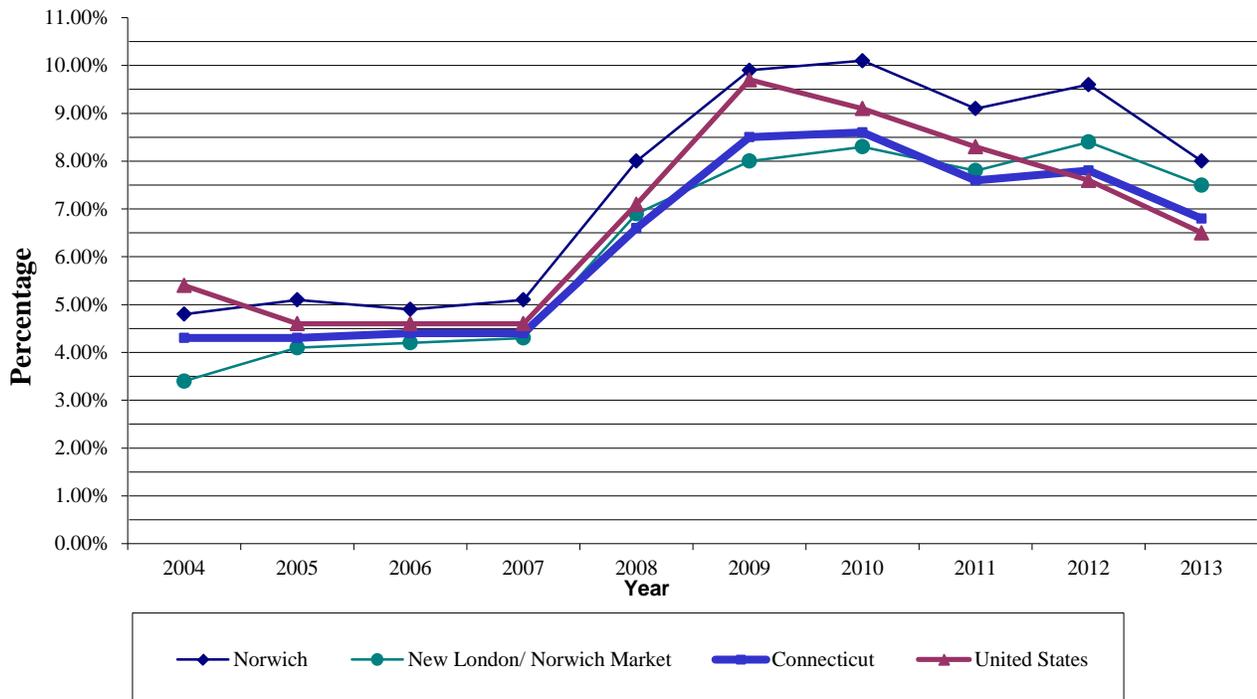
Source: October 2013 survey by Norwich Finance Department. Some companies did not respond.

CITY OF NORWICH FAMILY INCOME DISTRIBUTION



Source: U.S. Department of Commerce, Bureau of Census, 2008-2012 American Community Survey 5-Year Estimates

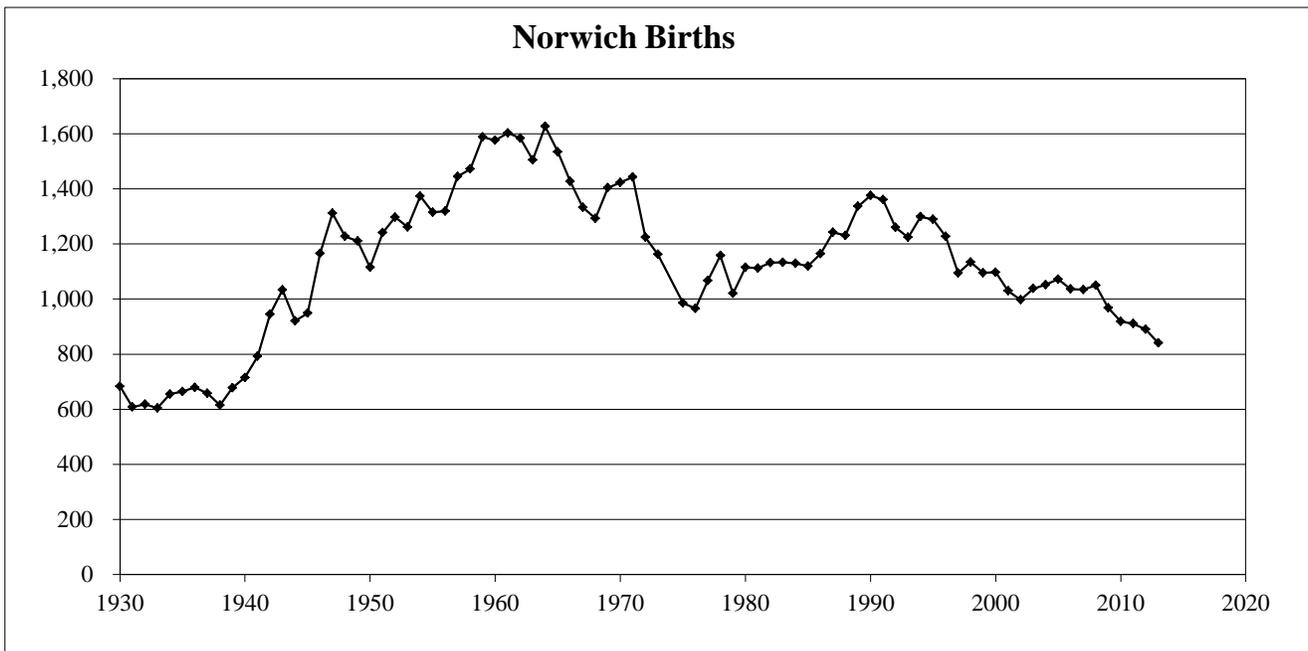
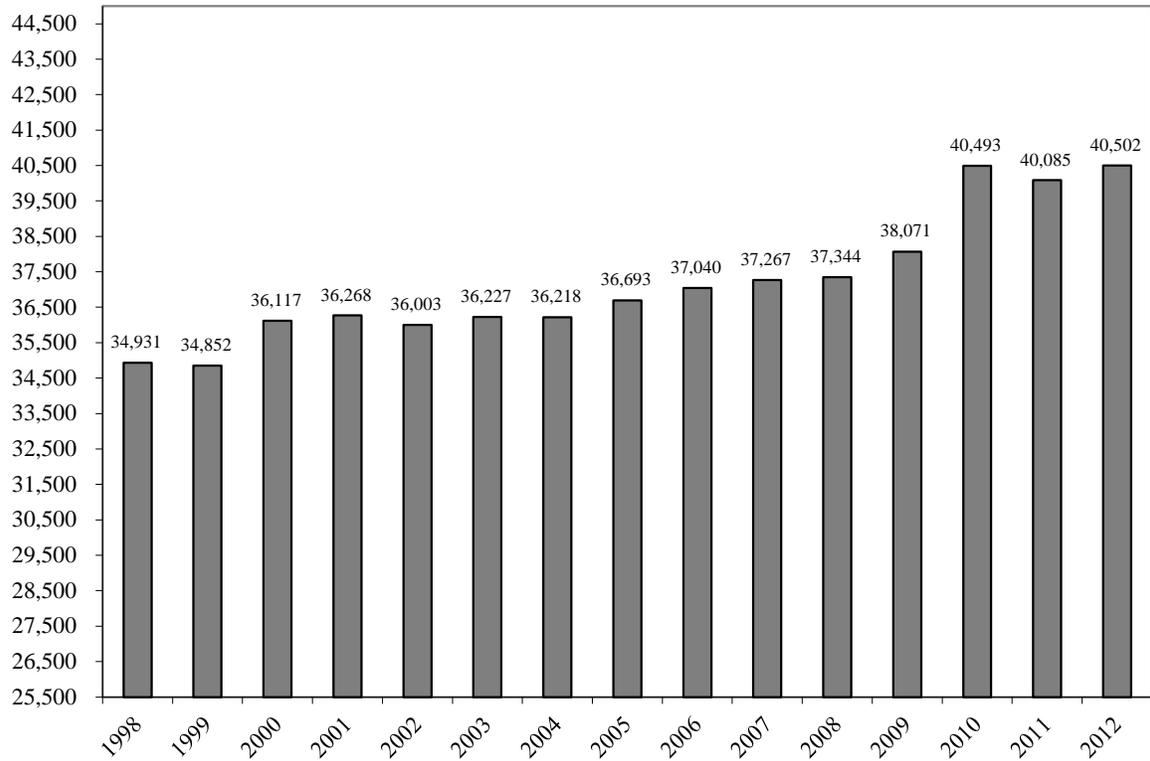
UNEMPLOYMENT PERCENTAGES



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

Norwich Population History Last 15 Years

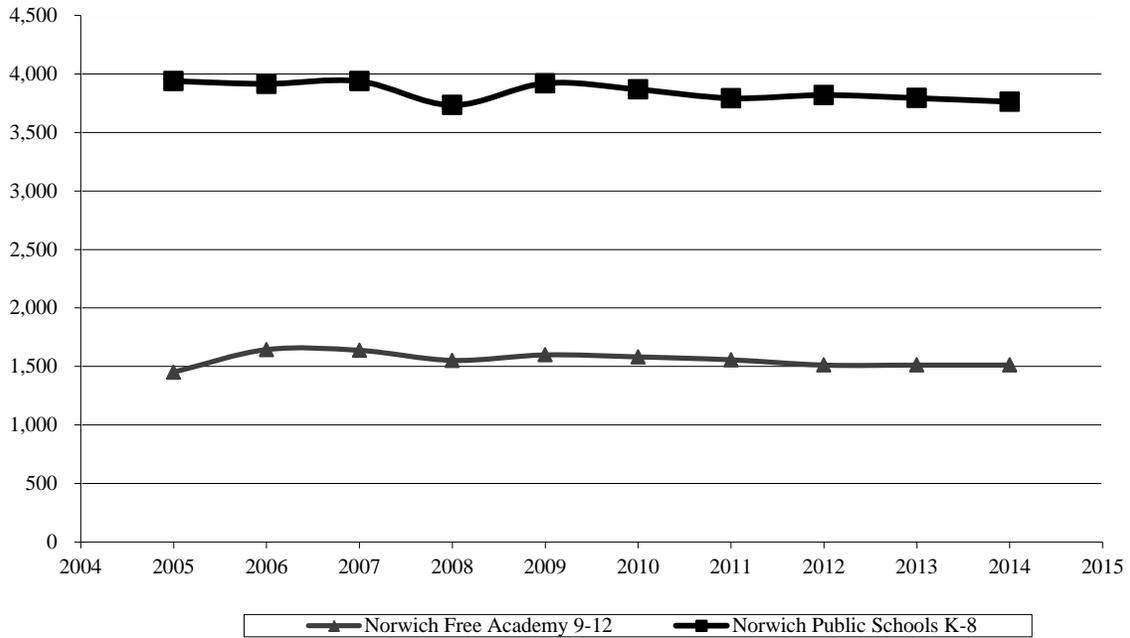
For 2012, Norwich's population was the 24th highest of the 169 Connecticut towns and cities. Norwich's population density is 1,443.3 per square mile compared to the statewide average of 741.4.



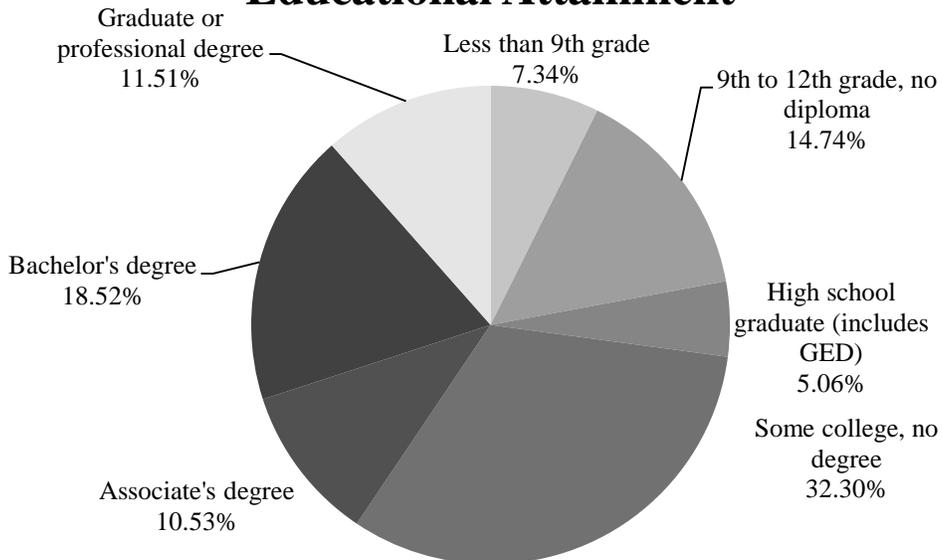
School Enrollment & Educational Attainment

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

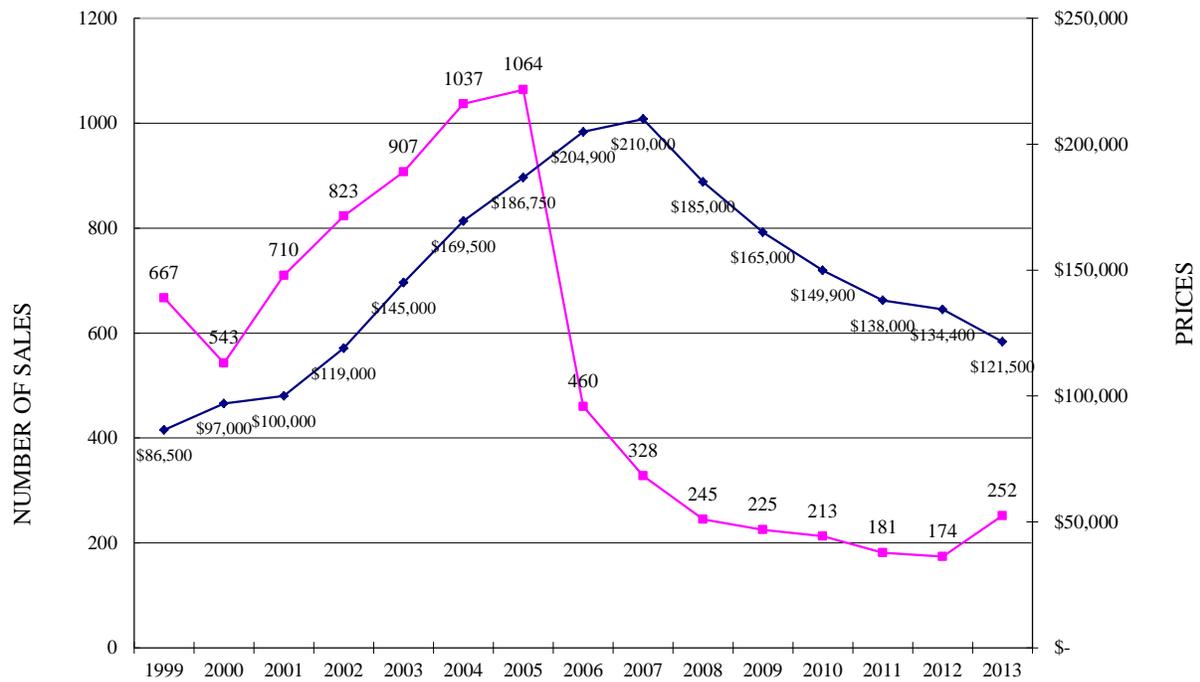


Educational Attainment

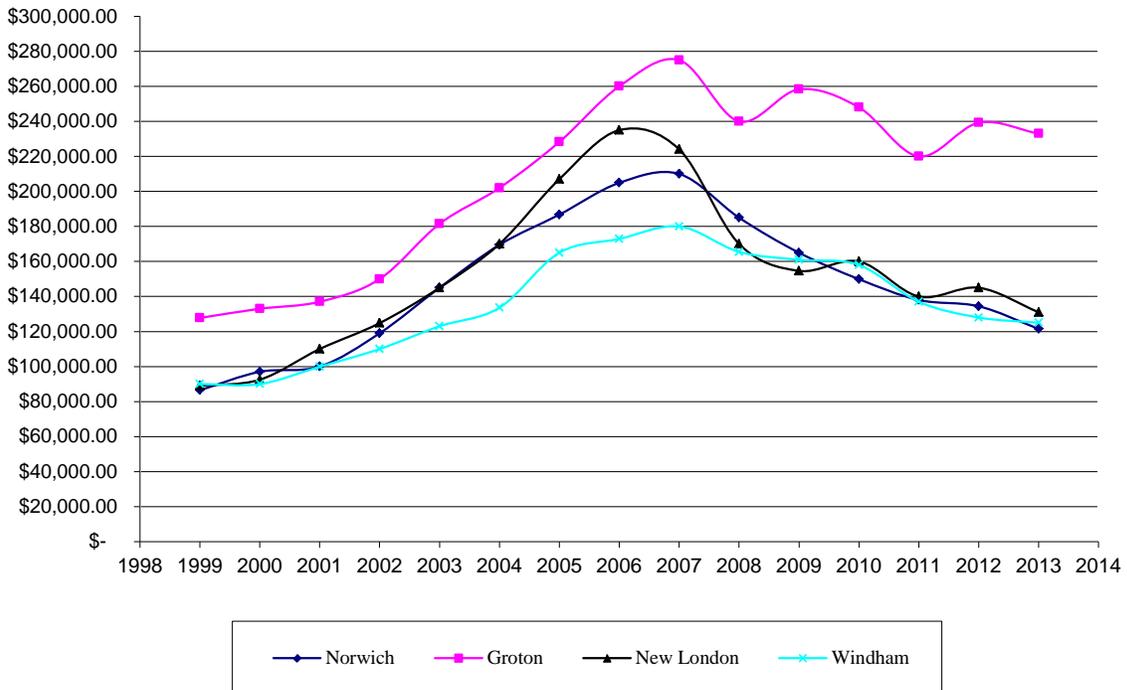


Source: 2008-2012 American Community Survey 5-Year Estimates

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

BOARD OF EDUCATION

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

TREASURER

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

REGISTRAR OF VOTERS

	<u>Term Length</u>	<u>Term Expires</u>
Dianne Daniels (D)	2 Years	1/14/15
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	3/01/19
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

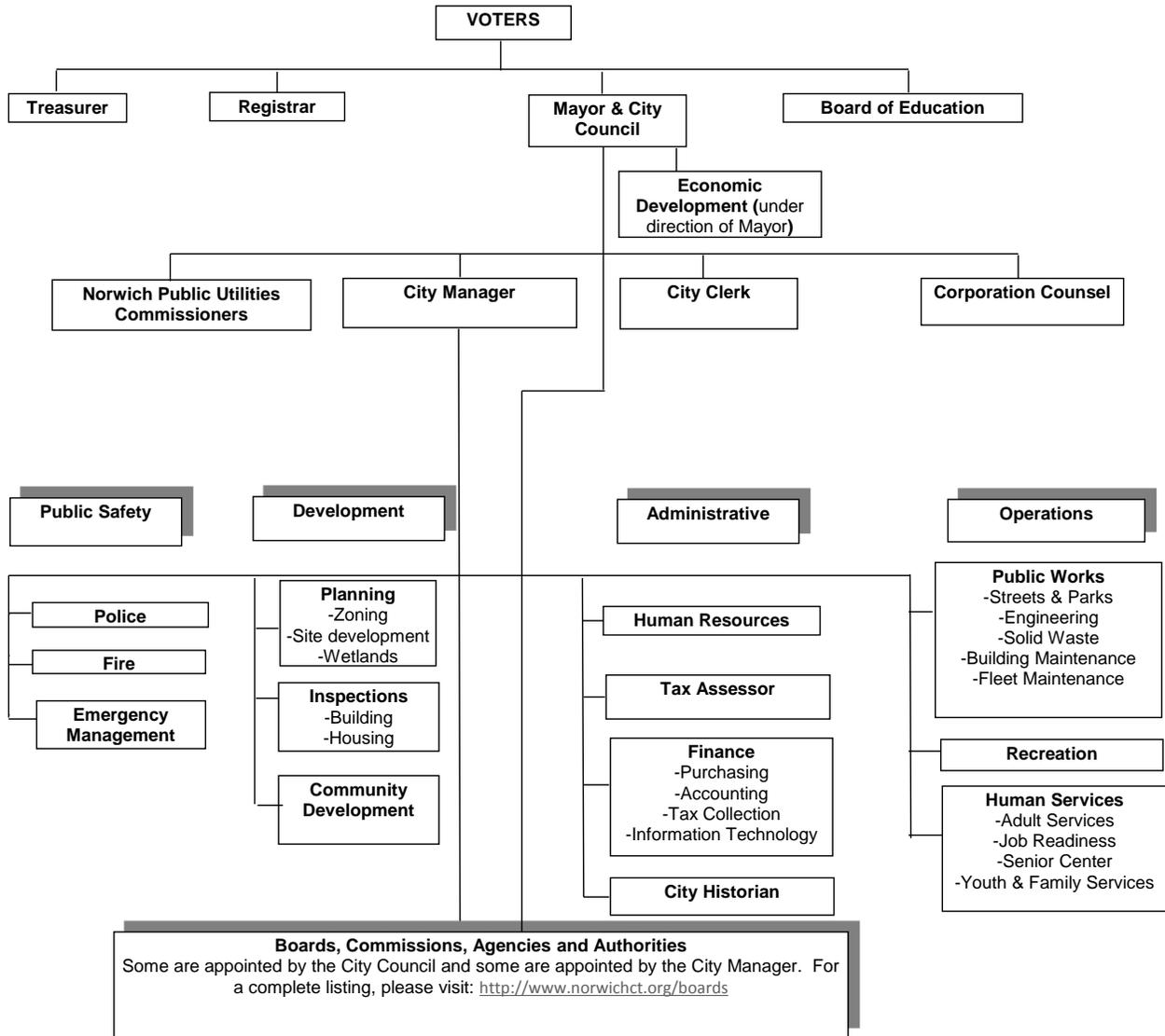
* Grace Jones was appointed by the Norwich City Council on March 4, 2013 to fill the vacancy on the Board of Public Utilities Commissioners and Sewer Authority created when Alan M. Remondi left.

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	Joshua A. Pothier	(860) 823-3720
Deputy Comptroller	Anthony Madeira	(860) 823-3717
Corporation Counsel	Michael E. Driscoll	(860) 889-3321
Emergency Management Director	Gene M. Arters	(860) 887-1018
Engineer	Patrick McLaughlin	(860) 823-3798
Fire Chief, Norwich (CCD)	Ken Scandariato	(860) 892-6080
Fire Chief, East Great Plain VFD	Patrick Daley	(860) 886-0392
Fire Chief, Laurel Hill VFD	Aaron Westervelt	(860) 892-1973
Fire Chief, Occum VFD	Robert 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
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



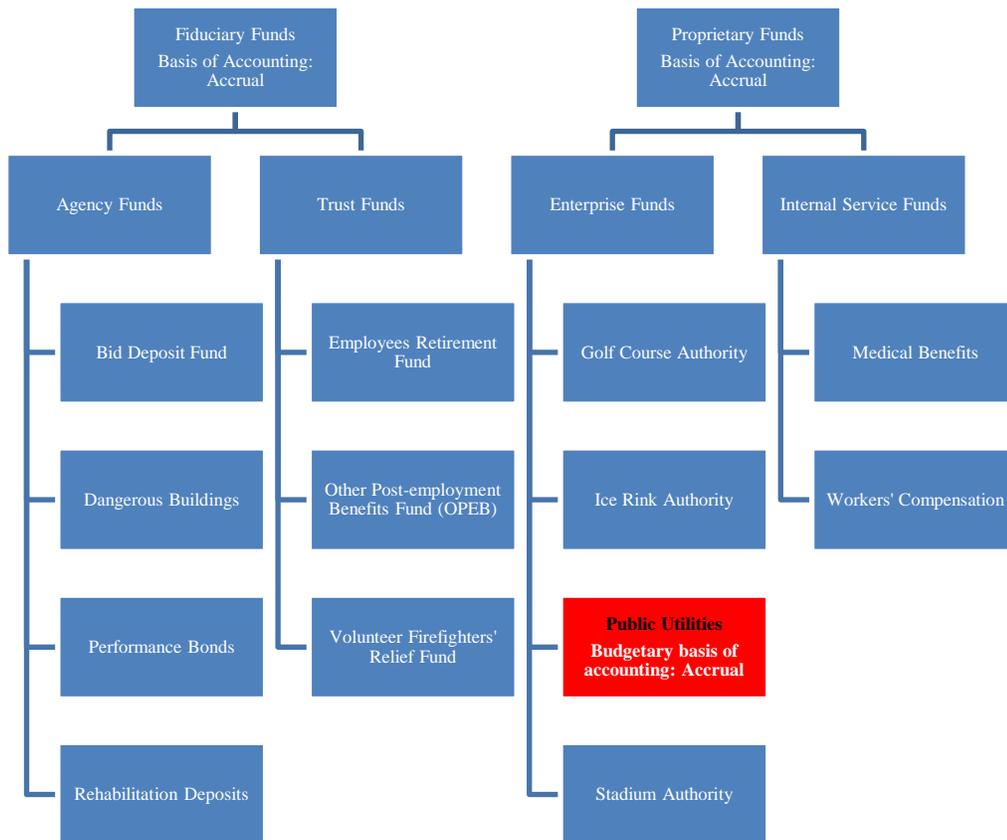
FINANCIAL MANAGEMENT POLICIES

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

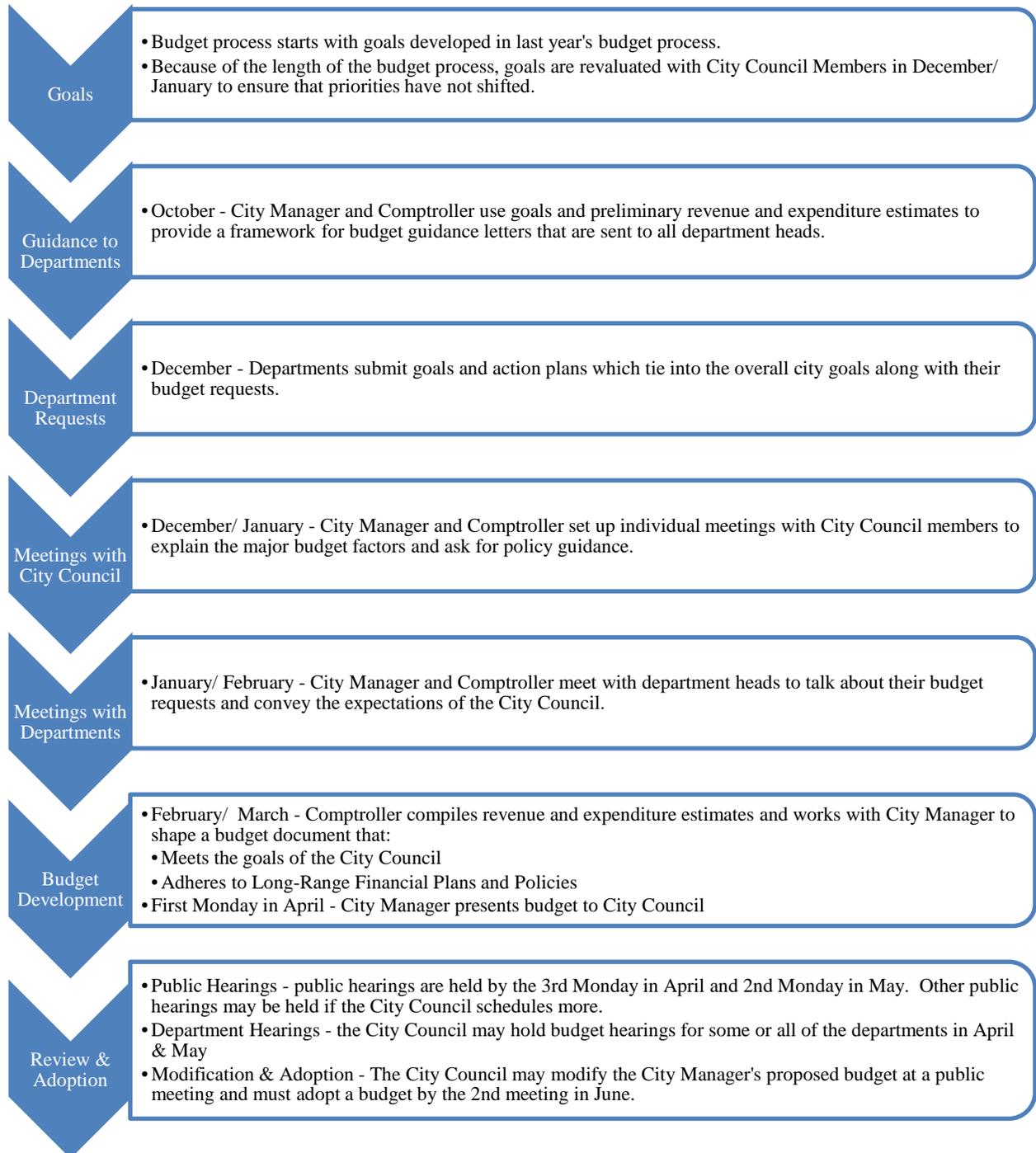
As noted above, the City has many funds for which it is accountable. Some of these funds are subject to budgetary controls. The objective of these controls is to ensure compliance with legal provisions embodied in the annual appropriated budget approved by the City Council. Activities of the **General 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 does not utilize any UFB from the General Fund.*



Implementation/Amendment Phase

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

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

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

Board of Education Budget Process

Overview

The BOE budget process is segregated into a six-step process that includes planning, preparation, adoption, revision, implementation, and evaluation. The process is developed with two major objectives in mind – (1) to provide every child in Norwich with the best educational opportunities 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 in March. The Board

makes any requests for changes and the final version is forwarded to the City of Norwich Finance Department for inclusion in the 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, 2013.

Total tax collections: 69,364,000

Type of Debt	Multiple	Limitation	Total Indebtedness	Limitation in Excess of Actual Indebtedness	Percent of Limit
General Purpose	2.25	156,069,000	27,364,000	128,705,000	17.53%
Schools	4.5	312,138,000	13,410,000	298,728,000	4.30%
Sewers	3.75	260,115,000	17,354,000	242,761,000	6.67%
Urban Renewal	3.25	225,433,000	0	225,433,000	0.00%
Pension Deficit	3	208,092,000	0	208,092,000	0.00%
Overall Debt Limit	7	485,548,000	58,128,000	427,420,000	11.97%

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. (2.37% at June 30, 2013)
- 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

Employee Retirement Fund

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

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

Volunteer Firefighters' Relief Fund

This fund is used to account for the benefit system for volunteer firefighters from the five fire companies in the Town Consolidated District. Pension contributions are budgeted in the TCD Fire fund. The City has committed to funding 100% of the ADEC for the Volunteer Firefighters' Relief Fund.

Other Post-Employment Benefits Funding

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

OPEB contributions are allocated to and budgeted in the General Fund, CCD Fire Fund, and NPU Enterprise Fund. The City has committed to funding 100% of the ARC for the OPEB fund.

The following information is taken from the City's most recent actuarial valuations and the June 30, 2013 audited financial statements:

	Employees' Retirement Fund	Volunteer Firefighters' Relief Fund	OPEB Fund
Information from latest actuarial valuation			
Date of valuation	7/1/2013	1/1/2012 *	7/1/2013
Plan Members			
Currently receiving benefits	532	52	387
Terminated, not yet receiving benefits	52	-	-
Active plan members	553	143	833
Total	1,137	195	1,220
Funding Progress			
Actuarial value of assets	\$144,788,588	\$1,639,000	\$9,683,474
Actuarial accrued liability	(227,931,935)	(4,804,000)	(55,482,879)
Unfunded frozen actuarial liability (UFAL)	(\$83,143,347)	(\$3,165,000)	(\$45,799,405)
Funded ratio	63.52%	34.12%	17.45%
Covered payroll	\$37,572,000	N/A	\$52,400,000
UFAL as a % of covered payroll	221.29%	N/A	87.40%
Information from June 30, 2013 Comprehensive Annual Financial Statements			
Net Pension or OPEB Asset/ (Liability)	\$208,000	(\$91,000)	(\$4,805,000)
2014-15 Budgeted Contribution	\$6,657,350	\$333,000	\$5,445,880
2014-15 Actuarially Determined Contribution	\$9,651,000	\$333,000	\$5,445,880
Difference	(\$2,993,650)	\$0	\$0

* The 1/1/2014 Volunteer Firefighters' Relief Fund actuarial valuation is not complete as of the date of this document. The contribution amount is a preliminary estimate.

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
2013	\$11,195,000	\$114,142,019	9.81%
2012	10,635,000	109,244,843	9.74%
2011	10,648,983	102,430,104	10.40%
2010	9,834,382	101,204,777	9.72%
2009	9,616,208	106,745,559	9.01%
2008	10,676,062	104,542,627	10.21%
2007	11,651,288	99,712,831	11.68%
2006	11,026,609	94,614,448	11.65%
2005	10,572,489	90,066,142	11.74%
2004	9,302,144	87,433,775	10.64%

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, 2013. This was the 21st consecutive year that the city has received this prestigious award. For each of the fiscal years beginning July 1, 2000 through July 1, 2013, 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.

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

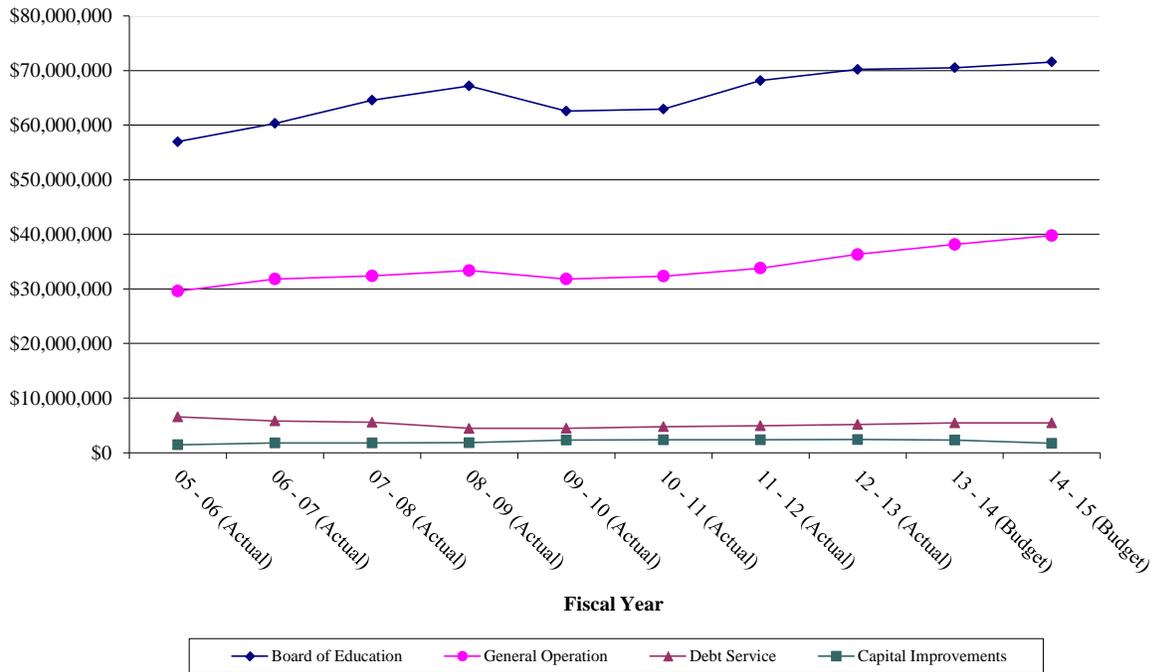
	2012-13 REVISED BUDGET	2013-14 REVISED BUDGET	2014-15 PROPOSED BUDGET	2014-15 ADOPTED BUDGET
City Manager	272,076	296,744	302,508	302,508
Finance	1,363,798	1,406,895	1,418,557	1,418,557
City Treasurer	219,505	229,125	228,374	228,374
Assessment	373,780	413,846	417,506	417,506
Human Resources	415,095	455,695	504,073	504,073
Law	491,800	445,536	463,358	463,358
City Clerk	356,225	371,502	379,633	379,633
City Council	371,772	194,944	359,870	359,870
Police	12,454,335	12,989,873	13,364,398	13,364,398
Fire - Central	2,024,898	2,036,945	2,070,856	2,137,366
Fire - East Great Plain	118,178	117,646	127,210	127,210
Fire - Laurel Hill	51,749	51,368	62,468	62,468
Fire - Occum	60,766	59,819	69,219	69,219
Fire - Taftville	124,290	128,059	147,905	147,905
Fire - Yantic	144,445	137,457	160,234	160,234
Recreation	669,618	689,100	558,836	558,836
Human Services	1,376,325	1,345,379	1,332,948	1,332,948
Public Works	9,778,058	9,766,035	10,052,028	10,118,352
Election	130,802	117,443	130,738	130,738
Planning & Neighborhood Services	928,514	970,131	994,191	994,191
Debt Service - Principal	3,960,000	4,495,000	4,069,136	4,069,136
Debt Service - Interest	1,204,332	960,558	1,367,177	1,367,177
Miscellaneous	7,384,084	8,179,957	8,127,247	8,127,247
Emergency Management	70,190	77,422	78,748	78,748
Education	70,385,212	70,535,212	71,593,240	71,593,240
City Consolidated Fire District	6,582,363	7,052,701	7,304,791	7,304,791
Town Consolidated Fire District	524,038	552,396	583,203	583,203
TOTALS	121,836,248	124,076,788	126,268,452	126,401,286
General Operations	36,766,068	38,160,230	39,635,187	39,768,021
Debt Service	5,164,332	5,455,558	5,436,313	5,436,313
Capital Improvements	2,414,235	2,320,691	1,715,718	1,715,718
Education	70,385,212	70,535,212	71,593,240	71,593,240
City Consolidated Fire District	6,582,363	7,052,701	7,304,791	7,304,791
Town Consolidated Fire District	524,038	552,396	583,203	583,203
TOTALS	121,836,248	124,076,788	126,268,452	126,401,286

CITY OF NORWICH
MILLAGE REQUIREMENTS

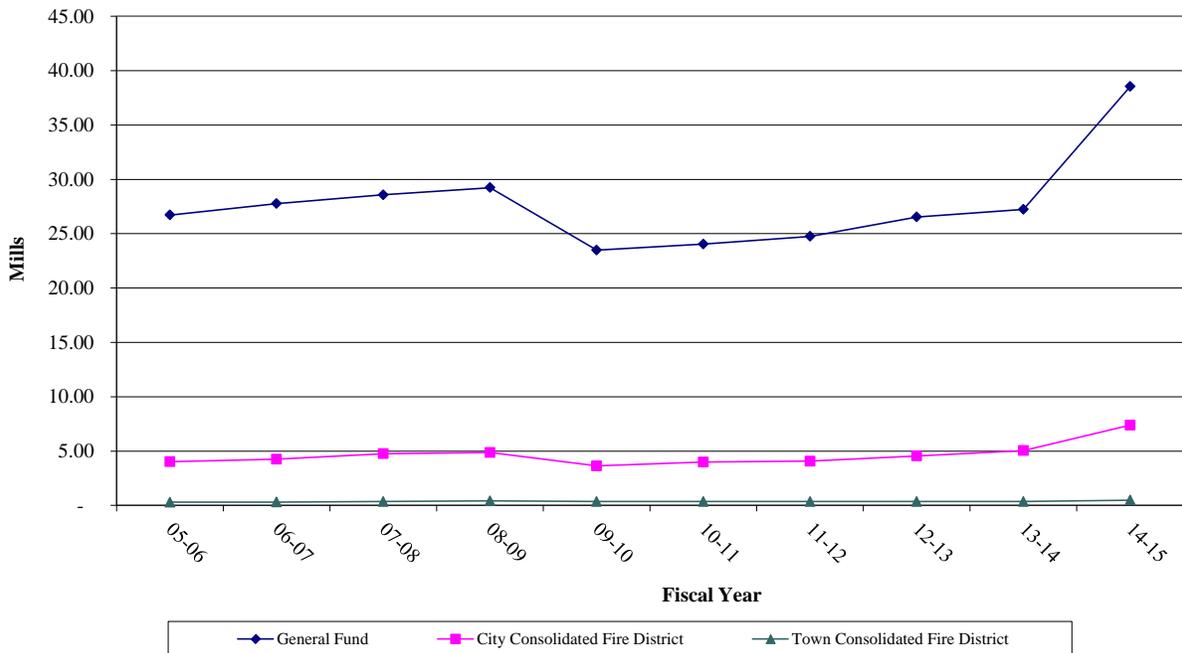
The Assessor values all of the real estate, motor vehicles and personal property each year as of October 1. The sum of these values (less exemptions and credits) is the grand list. Anyone owning property at that date incurs a tax liability due on July 1 of the next year. When the budget is adopted by 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	199,569,950	124,956,820	74,613,130
Personal Property	138,284,200	116,263,790	22,020,410
Real Estate	1,495,914,420	976,756,520	519,157,900
Total Gross Grand List	1,833,768,570	1,217,977,130	615,791,440
<i>Less: Exemptions, Credits, Etc.</i>			
Elderly Reimbursement	10,147,937	6,436,543	3,711,394
Veterans/ military exemptions	6,329,040	4,077,210	2,251,830
Disabled exemptions	362,940	231,400	131,540
Economic Dev & Mfg exemptions	31,425,170	22,304,680	9,120,490
Elderly Freeze	94,900	94,900	0
Projected Certificates of Correction	7,094,177	3,763,099	3,331,078
Total Exemptions, Credits, Etc.	55,454,164	36,907,832	18,546,332
<i>Grand list, net of exemptions & credits</i>	1,778,314,406	1,181,069,298	597,245,108
<i>Estimated Tax Collection Percentage</i>	96.48%	97.75%	95.17%
<i>Collectible Grand List</i>	1,715,717,739	1,154,495,239	568,398,169
<i>Taxes to be Levied:</i>			
General City	22,778,623		
Board of Education	37,541,735		
Capital Improvements	1,715,718		
Debt Service	4,098,757		
Town Consolidated Fire District		562,103	
City Consolidated Fire District			4,191,906
Total Tax Levy	66,134,833	562,103	4,191,906
<i>Mill Rates Required:</i>			
General City	13.27		
Board of Education	21.89		
Capital Improvements	1.00		
Debt Service	2.39		
Town Consolidated Fire District		0.49	
City Consolidated Fire District			7.38
Total Mill Rates Required	38.55	0.49	7.38
Last Year's Mill Rate	27.23	0.36	5.04
Change	11.32	0.13	2.34
Percent Change	41.57%	36.11%	46.43%

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



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

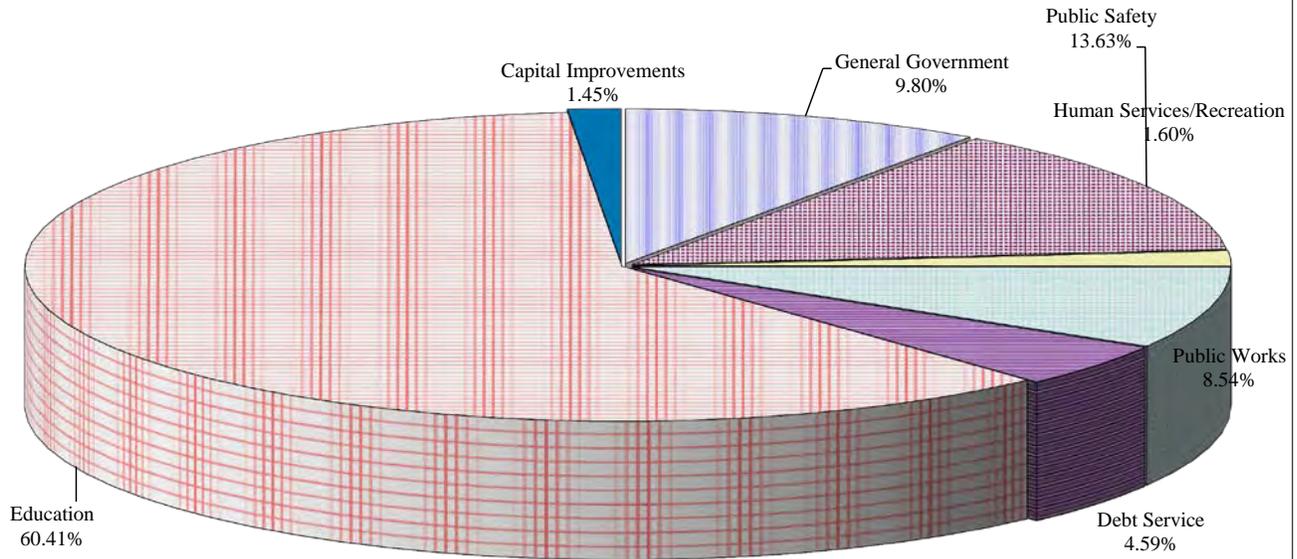


In fiscal year 2009-10, the 10/1/2008 grand list revaluation resulted in an increase of \$494,000,000 to \$2,327,000,000 from the 10/1/2007 net grand list value of \$1,833,000,000.

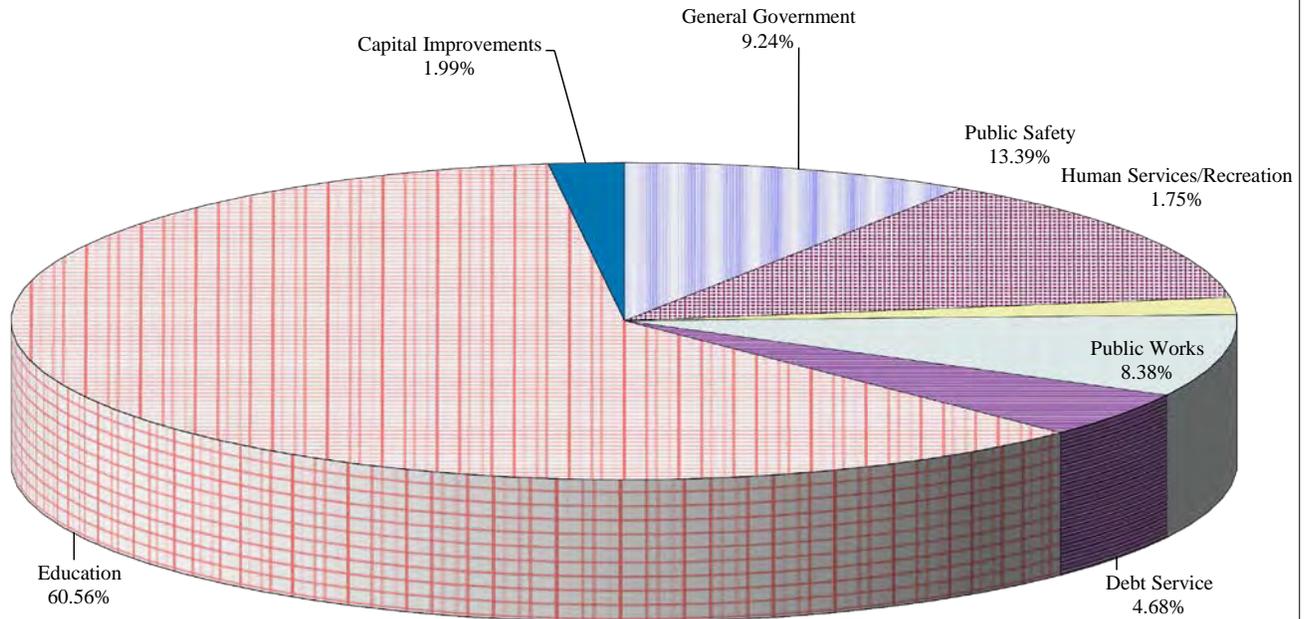
In fiscal year 2014-15, the 10/1/2013 grand list revaluation resulted in a decrease in the net grand list of \$630,000,000 from \$2,408,000,000 to \$1,778,000,000.

**CITY OF NORWICH
SUMMARY OF EXPENDITURES**

2014-15 ADOPTED BUDGET



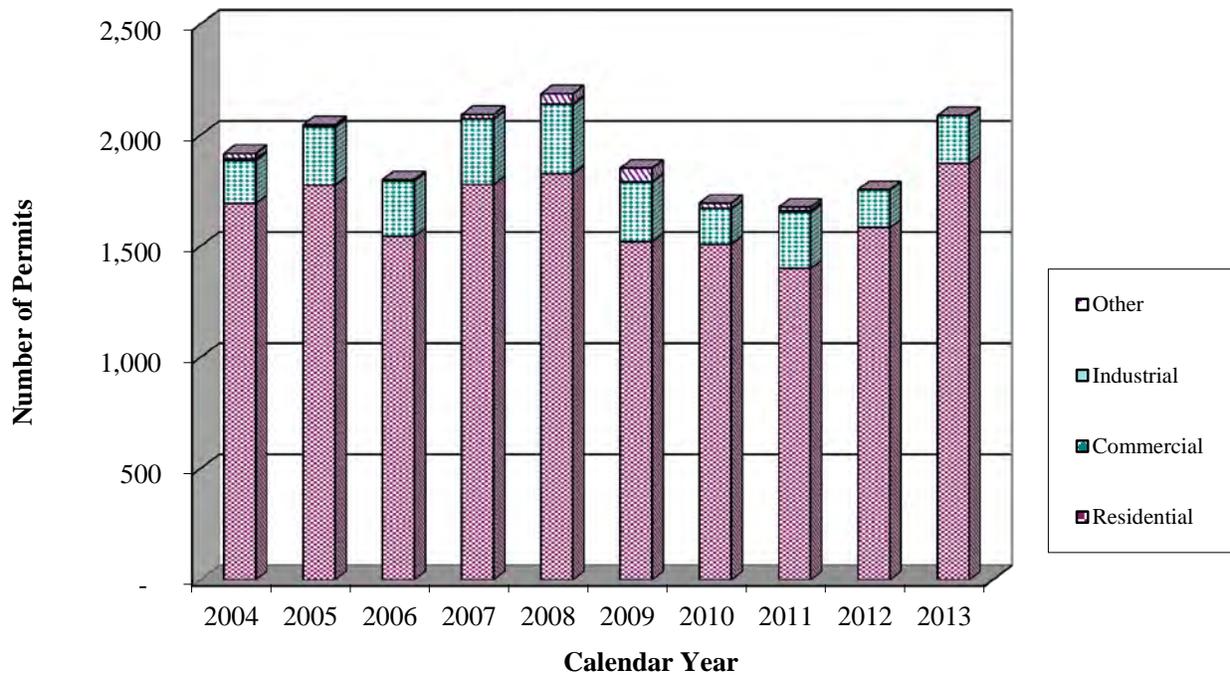
2013-14 REVISED BUDGET



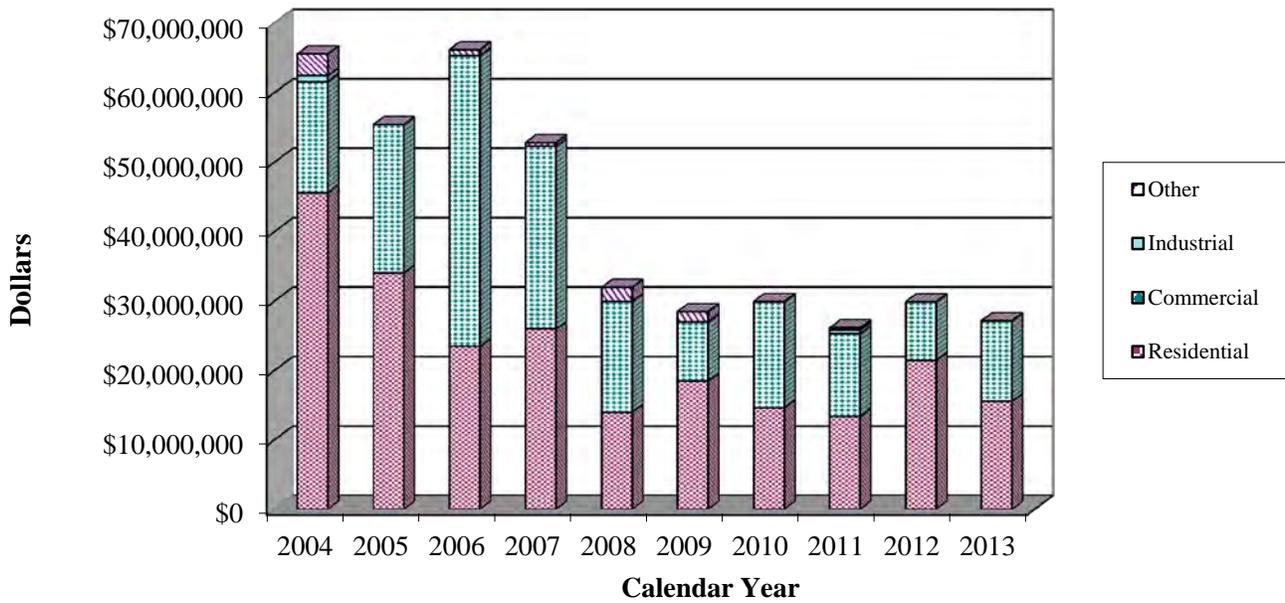
	2014-15 Adopted Budget	2013-14 Revised Budget	Dollar Change	Percent Change
General Government	11,610,337	10,761,127	849,210	7.89%
Public Safety	16,147,548	15,598,589	548,959	3.52%
Human Services/Recreation	1,891,784	2,034,479	(142,695)	-7.01%
Public Works	10,118,352	9,766,035	352,317	3.61%
Debt Service	5,436,313	5,455,558	(19,245)	-0.35%
Education	71,593,240	70,535,212	1,058,028	1.50%
Capital Improvements	1,715,718	2,320,691	(604,973)	-26.07%

	118,513,292	116,471,691	2,041,601	1.75%
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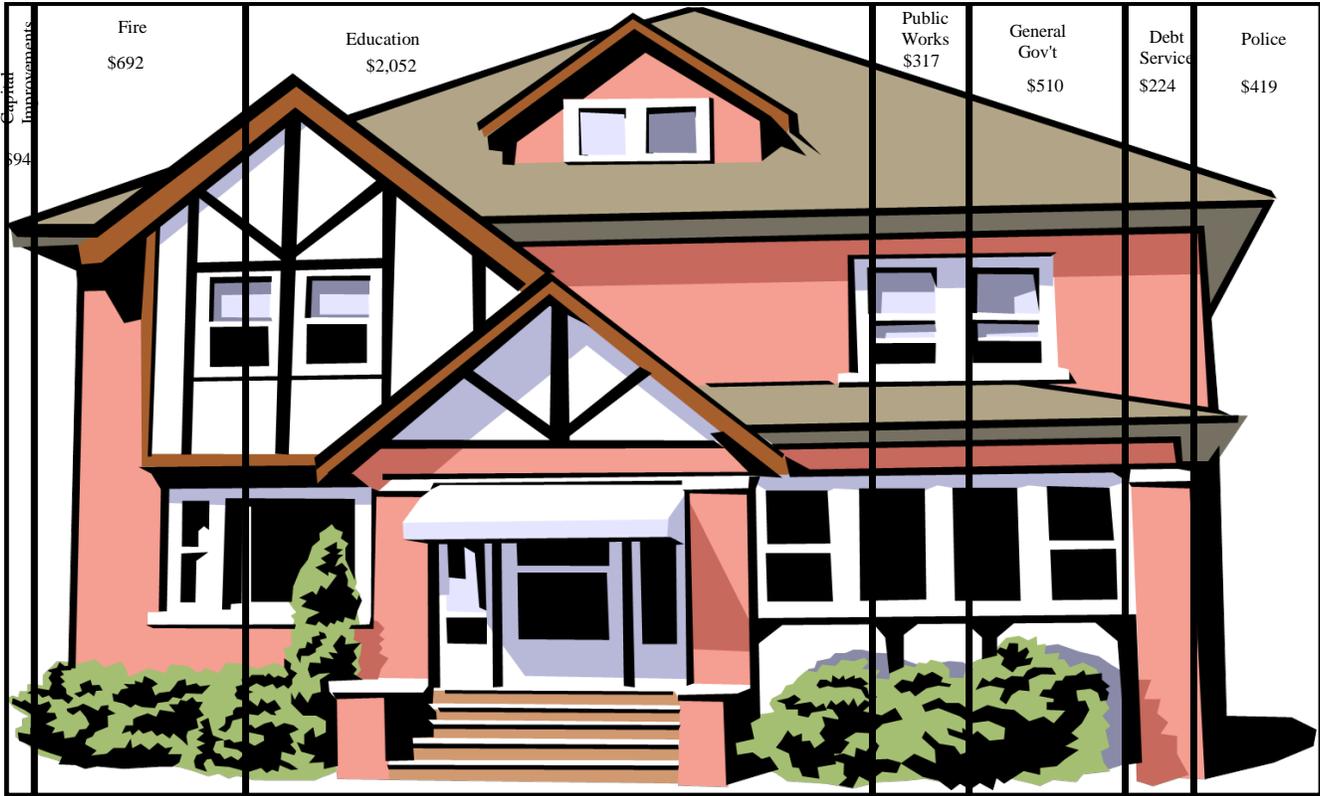
BUILDING PERMITS ISSUED BY CATEGORY



TOTAL VALUE OF BUILDING PERMITS BY CATEGORY

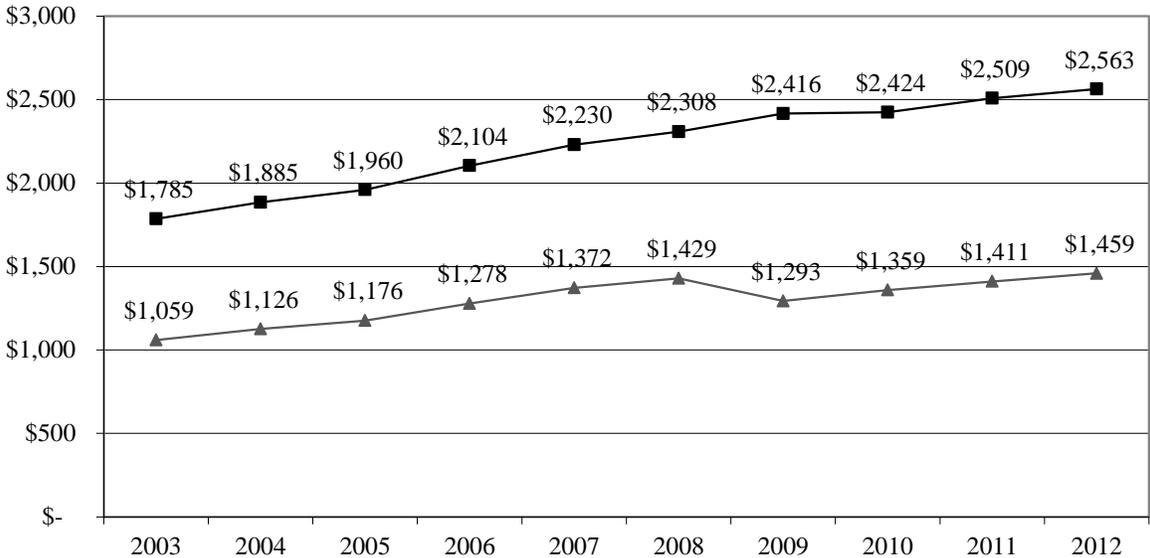


**PROPERTY TAX ON RESIDENTIAL HOME IN THE CITY CONSOLIDATED FIRE DISTRICT
WITH A MARKET VALUE OF \$134,000**



Capital improvements	\$94	Taxes support the improvement and expansion of the city's infrastructure.
Fire	\$692	Taxes provide fire protection for residents.
Education	\$2,052	Taxes fund the Norwich Public School system.
Public Works	\$317	Taxes support maintenance of city roads, buildings, parks and vehicles and refuse and recycling collection.
General Government	\$510	Taxes support the administration of city services.
Debt Service	\$224	Taxes provide for the scheduled debt service payments from the city's long-term borrowings.
Police	\$419	Taxes provide police protection for residents.
TOTAL TAX BILL:	\$4,308	

PROPERTY TAX REVENUE PER CAPITA



▲ City of Norwich
 ■ Average of 169 Connecticut municipalities

Source: State of Connecticut Office of Policy & Management's March 2014 Municipal Fiscal Indicators. The last available statistic for the Average of 169 Connecticut municipalities is for fiscal year 2012.

CITY OF NORWICH
AUTHORIZED FULL-TIME EQUIVALENT POSITIONS

<u>DEPARTMENT</u>	<u>10-11</u>	<u>11-12</u>	<u>12-13</u>	<u>13-14</u>	<u>14-15</u>
General City *					
City Manager	2.0	2.0	2.0	2.0	2.0
Finance	12.0	12.0	12.0	12.0	12.0
Treasurer	3.0	3.0	3.0	3.0	3.0
Assessment	4.0	4.0	4.0	4.0	4.0
Human Resources	3.6	3.6	4.6	4.6	4.6
City Clerk	5.0	4.0	4.0	4.0	4.0
City Council	2.0	2.0	2.0	2.0	2.0
Police	94.0	100.0	107.0	104.0	104.0
Fire	59.6	59.6	62.6	61.0	62.0
Recreation	6.0	5.5	6.0	6.0	5.0
Human Services	8.0	7.0	7.0	5.0	5.0
Senior Citizens Center	6.5	6.5	7.6	7.0	7.6
Youth Service Bureau	2.0	2.0	2.0	2.0	2.0
PW Engineering & Administration	5.0	5.0	5.0	5.0	5.0
PW Fleet Maintenance	7.0	7.0	7.0	7.0	7.0
PW Solid Waste	3.0	3.0	3.0	3.0	3.0
PW Street Maintenance	38.0	36.0	36.0	36.0	37.0
PW Building Maintenance	8.0	8.0	9.0	9.0	9.0
PW Parking Maintenance	1.0	1.0	1.0	1.0	1.0
Election	2.0	2.0	2.0	2.0	2.0
Planning & Neighborhood Services	12.0	10.0	10.0	10.0	10.0
Emergency Management	1.0	1.0	1.0	1.0	1.0
Subtotal - General City	284.7	284.2	297.8	290.6	292.2
Board of Education					
General Fund-funded positions	286.4	342.5	358.8	357.2	388.3
State & federal grant-funded positions	193.0	65.7	65.7	159.8	159.8
School Lunch (federal grant)	46.0	37.5	37.5	39.0	39.0
Adult Education (state & federal grants)	12.0	12.0	12.0	22.3	22.3
Family Resource Ctr (state & fed grants)	24.5	24.5	28.5	24.5	24.5
Subtotal - Board of Education	561.9	482.2	502.5	602.8	633.9
Norwich Public Utilities	142.5	152.0	148.0	142.0	146.5
GRAND TOTALS	989.1	918.4	948.3	1,035.4	1,072.6

* 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 2015 - the middle of the fiscal year - would be included as 0.5 FTE. The summary above is intended to show the total staffing resources as of the end of the fiscal year, so that same police officer would be counted as a full FTE.

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

Board of Education - some of the increase in positions is due to the recognition of FTE's for some part-time workers that had been left off of the counts in previous years, such as: the afterschool program, Adult Education teachers, and some Family Resource Center employees. There has been an increase of roughly 30 FTE's due to the Alliance District and Network School programs. The FTE's for 2014-15 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
United Public Service Employees Union (UPSEU)	City 911 Dispatchers	9.00	7/1/2012	6/30/2014
International Association of Fire Fighters, Local 892	City Firefighters	58.00	7/1/2013	6/30/2016
Council 4 AFSCME, Local 2422	City Non-supervisory administrative employees	54.80	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	49.00	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	7/1/2013	6/30/2016
Municipal Employees Union "Independent" (MEUI)-Supervisors	City Supervisory administrative employees	10.00	7/1/2013	6/30/2016
Norwich School Administrators Association	NPS Administrators	17.00	7/1/2012	6/30/2015
MEUI Local 506, SEIU, AFL-CIO	NPS Custodians	28.00	7/1/2012	6/30/2016
MEUI Local 506, SEIU, AFL-CIO	NPS Paraeducators	115.73	7/1/2012	6/30/2016
New England Health Care Employees Union District 1199, SEIU, AFL-CIO	NPS School Nurses	15.00	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	336.91	7/1/2012	6/30/2015
Supervisory Employees Association , Inc. AFSCME Local 818, Council 4	NPU Supervisory and Professional Employees	44.00	7/1/2012	6/30/2016
International Brotherhood of Electrical Workers Local 457, Norwich Unit	NPU Technical and clerical workers	96.50	7/1/2012	6/30/2015
United Steelworkers of America AFL-CIO-CLC Local No. 9411-02	NPU Water distribution employees	5.00	7/1/2012	6/30/2015

Non-Bargaining Employees

General Government	17.00
Department of Public Utilities	1.00
Board of Education	98.26
	116.26

**CITY OF NORWICH
CONSOLIDATED DEBT SCHEDULE**

Description	Issue Date	Interest Rates	Original Debt	Outstanding at 7/1/2014	Principal	Interest	Total FY 2015 Debt Service
Bonds							
Series A, Capital Project Bonds (Sewer extensions, Fire equipment, Sludge handling, etc.)	4/15/2004	3.0 - 3.55%	3,120,000	230,000	230,000	8,165	238,165
Qualified Zone Academy Bond-Kelly Renovations	12/30/2008	0.00%	2,940,000	1,715,000	245,000	-	245,000
Series A, Capital Project Bonds (Road Improvements, Flyers Drive Sewer Extensions, Fire equipment, Kelly MS Renovations, etc.)	12/17/2009	3.0 - 4.0%	11,410,000	9,600,000	600,000	330,000	930,000
Series A, Capital Project (Road Improvements, Sewer Extensions, Kelly MS Renovations, etc.)	12/13/2011	2.0 - 4.0%	9,680,000	9,180,000	500,000	244,881	744,881
Refunding Bonds	2/15/2012	2.00%	2,725,000	2,130,000	295,000	42,600	337,600
Series A, Capital Project Bonds (Infrastructure, Sewer Extensions, Gas Line Extensions, etc.)	2/12/2014	3.0 - 5.0%	12,365,000	12,365,000	655,000	457,596	1,112,596
Series B, 2004 & 2005 Refunding Bonds	2/12/2014	3.0 - 5.0%	5,780,000	5,780,000	1,400,000	244,548	1,644,548
Subtotal-Bonds				41,000,000	3,925,000	1,327,790	5,252,790

Description	Issue Date	Interest Rates	Original Debt	Outstanding at 7/1/2014	Principal	Interest	Total FY 2015 Debt Service
Capital Leases							
2009 Pierce Arrow XT 100' Platform Truck	11/2/2009	4.74%	730,237	572,207	84,676	27,123	111,799
2013 Ferrara Ignitor XD 1,500 GPM Pumper	2/25/2013	2.37%	573,992	517,479	52,260	12,264	64,524
Fingerprinting system capital lease	2/28/2013	0.00%	43,200	33,600	7,200	-	7,200
Subtotal-Capital Leases				1,123,286	144,136	39,387	183,523

Subtotal - General Fund Debt 42,123,286 4,069,136 1,367,177 5,436,313

Description	Issue Date	Interest Rates	Original Debt	Outstanding at 7/1/2014	Principal	Interest	Total FY 2015 Debt Service
Bonds & Notes							
CT CWF Notes 106-C	10/31/1997	2.00%	3,410,000	467,091	194,848	7,209	202,057
CT CWF Notes 298-C	6/30/2000	2.00%	1,507,962	376,989	75,398	6,849	82,247
CT CWF Notes 9714-C	12/31/2002	2.77%	1,898,651	826,720	100,573	21,630	122,203
CT CWF Notes 349-C	12/31/2002	2.00%	880,594	368,561	46,009	6,951	52,960
CT CWF Notes 200801-C	6/30/2009	2.27%	450,000	335,625	22,500	7,385	29,885
Drinking Water State Revolving Fund 2010-8005	3/31/2010	2.06%	144,728	112,134	7,236	2,242	9,478
Drinking Water State Revolving Fund 2010-8006	3/31/2010	2.06%	326,250	260,999	16,313	5,223	21,536
Clean Water Fund WWTP 625-D	12/31/2012	2.00%	1,864,518	1,654,584	79,772	32,363	112,135
CT CWF Notes 495-C	6/1/2013	2.00%	5,747,554	5,221,535	243,459	102,207	345,666
DWSRF 2011-7005	4/30/2014	2.00%	160,285	158,841	8,664	3,097	11,761
DWSRF 2011-7006	4/30/2014	2.00%	147,989	146,619	8,222	2,857	11,079
Sludge Handling	7/1/2004	3.60%	510,000	236,856	37,368	7,228	44,596
Stony Brook Reservoir	2/1/1996	4.50 - 5.00%	750,000	72,949	14,871	3,086	17,958
Gas Line Extensions (2010)	12/13/2011	2.00 - 4.00%	1,000,000	950,000	50,000	25,469	75,469
Gas Line Extensions (2012)	2/12/2014	3.00 - 5.00%	5,780,000	5,780,000	291,500	214,108	505,608
Gas Line Extensions (2010)	2/12/2014	3.00 - 5.00%	2,000,000	2,000,000	100,000	73,451	173,451
Subtotal-Bonds & Notes				18,969,502	1,296,733	521,355	1,818,088

Description	Issue Date	Interest Rates	Original Debt	Outstanding at 7/1/2014	Principal	Interest	Total FY 2015 Debt Service
Capital Leases & Other Debt							
Municipal Area Network	12/19/2007	4.00%	2,300,000	900,103	247,447	34,620	282,067
Altec Capital Corp LLC -2011 Bucket Truck	9/1/2011	4.00%	122,900	56,357	25,390	1,838	27,228
Kansas Manhattan Bank-2011 Excavator	8/22/2011	3.38%	95,079	42,314	19,435	1,238	20,673
Other debt					462,522	318,254	780,776
Subtotal-Capital Leases & Other Debt				998,774	754,794	355,950	1,110,744

Subtotal - Norwich Public Utilities Debt 19,968,276 2,051,527 877,305 2,928,832

Less: Interfund elimination of General Obligation debt paid by City and reimbursed by NPU Sum (A) = (9,039,805) (493,739) (323,342) (817,081)

GRAND TOTAL **53,051,757 5,626,924 1,921,140 7,548,064**

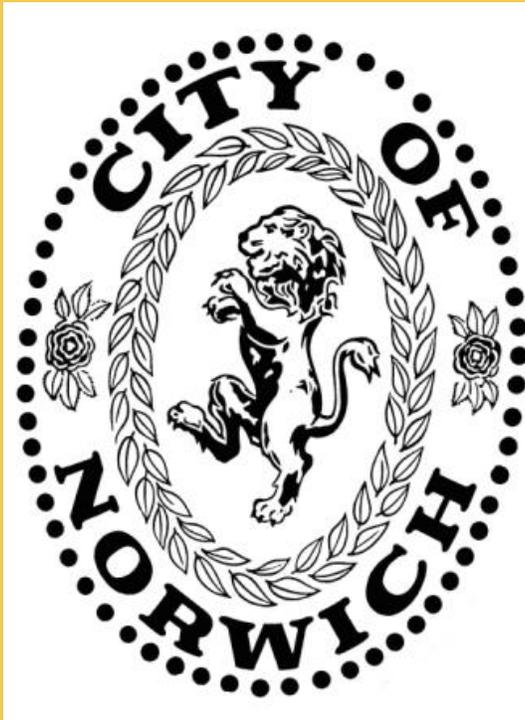
CITY OF NORWICH

FINANCING CITY OPERATIONS - ALL BUDGETED FUNDS SUBJECT TO APPROPRIATION

	Governmental		Proprietary		Total		Governmental		Proprietary		Total			
	General	SRF	NPU		General	SRF	General	SRF	NPU		General	SRF	Projected	
Fund balances carried forward	10,635,000	1,407,000	120,169,234	132,211,234	11,195,000	1,536,014	123,904,362	136,635,376			10,629,500	943,771	128,950,019	140,523,290
Revenues														
General Property taxes	64,891,370	4,565,912	-	69,457,282	65,932,017	4,871,340	-	70,803,357	-	-	69,544,833	5,015,109	-	74,559,942
Licenses and permits	671,370	-	-	671,370	550,000	-	-	550,000	-	-	580,000	-	-	580,000
Fines & penalties	8,621	-	-	8,621	12,000	-	-	12,000	-	-	14,500	-	-	14,500
Investment income	88,429	2,590	6,135	97,154	87,709	5,000	7,050	99,759	7,050	3,000	105,463	3,000	7,050	115,513
Revenue from other city operations	9,335,655	819,778	-	10,155,433	9,167,896	919,666	-	10,087,562	-	-	8,859,513	1,315,719	-	10,175,232
Charges for current service	670,830	-	81,917,188	82,588,018	780,211	-	87,617,961	88,398,172	-	-	823,466	-	89,354,496	90,177,962
Other revenues	567,523	21,702	-	589,225	302,140	14,000	-	316,140	-	-	367,940	14,000	-	381,940
State grants in aid - General	4,206,525	1,818,470	-	6,024,995	4,697,402	1,195,091	-	5,892,493	-	-	4,045,868	1,540,166	-	5,586,034
Federal grants in aid - General	22,671	-	-	22,671	20,000	-	-	20,000	-	-	120,204	-	-	120,204
State grants in aid - Education	34,066,280	-	-	34,066,280	34,247,816	-	-	34,247,816	-	-	33,951,505	-	-	33,951,505
Other revenue - Education	172,743	-	-	172,743	109,000	-	-	109,000	-	-	100,000	-	-	100,000
Total revenue	114,702,017	7,228,452	81,923,323	203,853,792	115,906,191	7,005,097	87,625,011	210,536,299			118,513,292	7,887,994	89,361,546	215,762,832
Expenditures/expenses														
City Manager	266,461	-	-	266,461	296,744	-	-	296,744	-	-	302,508	-	-	302,508
Finance	1,361,024	-	-	1,361,024	1,406,895	-	-	1,406,895	-	-	1,418,557	-	-	1,418,557
City Treasurer	214,716	-	-	214,716	229,125	-	-	229,125	-	-	228,374	-	-	228,374
Assessment	372,927	-	-	372,927	413,846	-	-	413,846	-	-	417,506	-	-	417,506
Human Resources	415,095	-	-	415,095	455,695	-	-	455,695	-	-	504,073	-	-	504,073
Law	488,049	-	-	488,049	445,536	-	-	445,536	-	-	463,358	-	-	463,358
City Clerk	347,781	-	-	347,781	371,502	-	-	371,502	-	-	379,633	-	-	379,633
City Council	358,862	-	-	358,862	194,944	-	-	194,944	-	-	359,870	-	-	359,870
Police	12,451,826	-	-	12,451,826	12,976,406	-	-	12,976,406	-	-	13,364,398	-	-	13,364,398
Fire - Central	1,998,363	-	-	1,998,363	2,036,945	-	-	2,036,945	-	-	2,137,366	-	-	2,137,366
Fire - East Great Plain	98,168	-	-	98,168	117,646	-	-	117,646	-	-	127,210	-	-	127,210
Fire - Laurel Hill	49,646	-	-	49,646	51,368	-	-	51,368	-	-	62,468	-	-	62,468
Fire - Occum	52,420	-	-	52,420	59,819	-	-	59,819	-	-	69,219	-	-	69,219
Fire - Taftville	112,259	-	-	112,259	128,059	-	-	128,059	-	-	147,905	-	-	147,905
Fire - Yantic	143,935	-	-	143,935	137,457	-	-	137,457	-	-	160,234	-	-	160,234
Recreation	665,141	-	-	665,141	689,100	-	-	689,100	-	-	558,836	-	-	558,836
Human Services	1,357,552	-	-	1,357,552	1,345,379	-	-	1,345,379	-	-	1,332,948	-	-	1,332,948
Public Works	9,481,776	-	-	9,481,776	9,766,035	-	-	9,766,035	-	-	10,118,352	-	-	10,118,352
Election	130,405	-	-	130,405	117,443	-	-	117,443	-	-	130,738	-	-	130,738
Planning & Neighborhood Services	927,567	-	-	927,567	970,131	-	-	970,131	-	-	994,191	-	-	994,191
Education	70,235,212	-	-	70,235,212	70,535,212	-	-	70,535,212	-	-	71,593,240	-	-	71,593,240
Debt Service - Principal	3,960,000	-	-	3,960,000	4,495,000	-	-	4,495,000	-	-	4,069,136	-	-	4,069,136
Debt Service - Interest	1,204,331	-	252,133	1,456,464	960,558	-	431,756	1,392,314	431,756	-	1,367,177	-	894,103	2,261,280
Miscellaneous	7,383,871	-	-	7,383,871	8,193,424	-	-	8,193,424	-	-	8,127,247	-	-	8,127,247
Emergency Management	64,630	-	-	64,630	77,422	-	-	77,422	-	-	78,748	-	-	78,748
City Consolidated Fire District	-	6,545,062	-	6,545,062	-	7,052,701	-	7,052,701	-	-	-	7,304,791	-	7,304,791
Town Consolidated Fire District	-	554,376	-	554,376	-	544,639	-	544,639	-	-	-	583,203	-	583,203
Gas, Water, Electric & Sewer	-	-	83,359,328	83,359,328	-	-	82,147,598	82,147,598	-	-	-	-	84,464,066	84,464,066
Other financing uses/ (sources)	114,142,017	7,099,438	83,611,461	204,852,916	116,471,691	7,597,340	82,579,354	206,648,385	-	-	118,513,292	7,887,994	85,358,169	211,759,455
Capital contributions	-	-	(5,423,266)	-	-	-	-	-	-	-	-	-	-	-
Total resources used	114,142,017	7,099,438	78,188,195	204,852,916	116,471,691	7,597,340	82,579,354	206,648,385	-	-	118,513,292	7,887,994	85,358,169	211,759,455
Increase/ (Decrease) in Fund Balance	560,000	129,014	3,735,128	(999,124)	(565,500)	(592,243)	5,045,657	3,887,914	-	-	-	-	4,003,377	4,003,377
Percent Change	5.27%	9.17%	3.11%	-0.76%	-5.05%	-38.56%	4.07%	2.85%			0.00%	0.00%	3.10%	2.85%
Fund balance/net assets to carry forward	11,195,000	1,536,014	123,904,362	131,212,110	10,629,500	943,771	128,950,019	140,523,290			10,629,500	943,771	132,953,396	144,526,667
GF Fund Balance as a % of Expenditures	9.81%				9.13%						8.97%			

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.

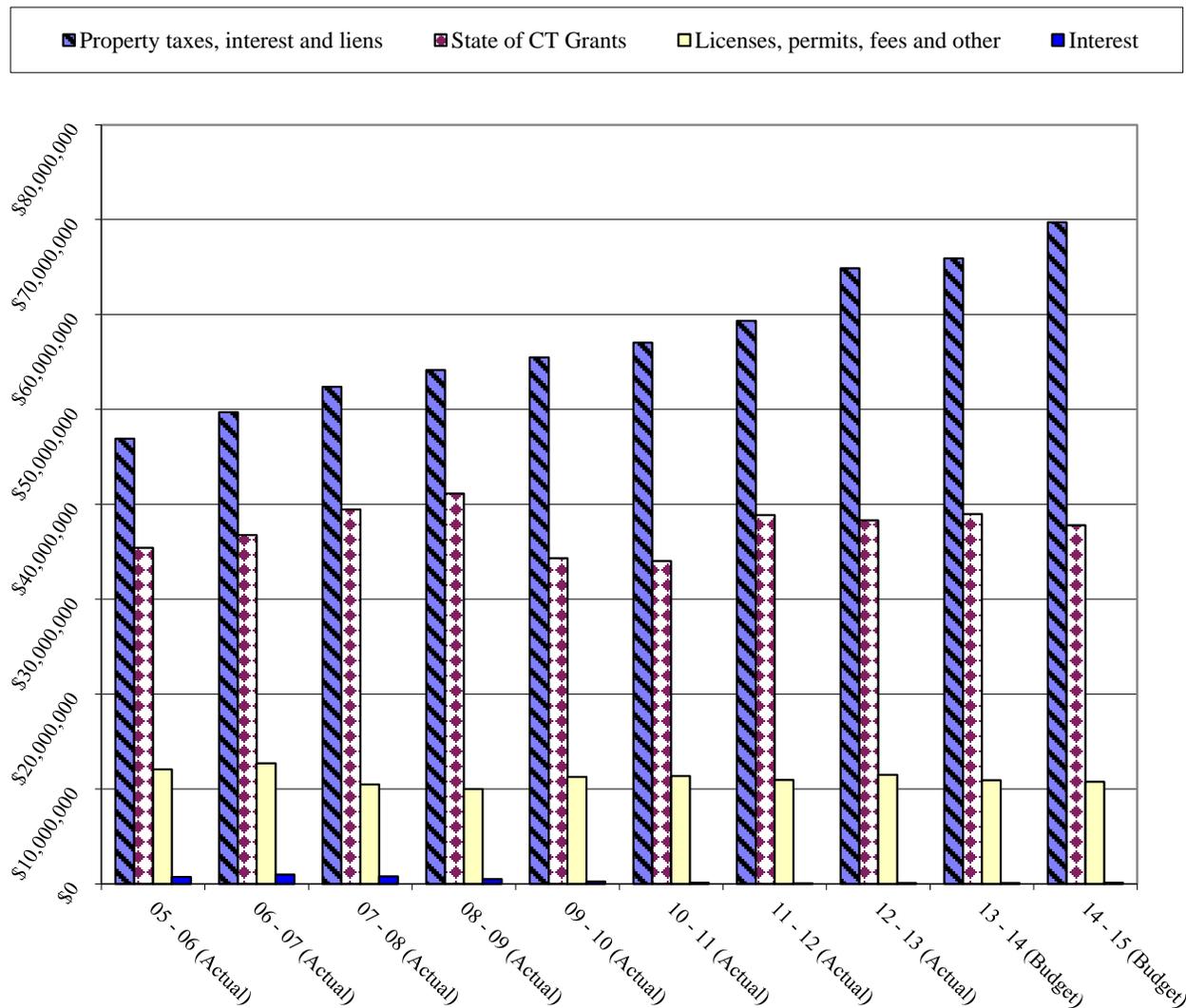
General Fund



CITY OF NORWICH SUMMARY OF GENERAL FUND BUDGET 2014-15 ADOPTED BUDGET					
	General City	Debt Service	Capital Improvements	Education	Total General Fund
EXPENDITURES					
Total by category	39,768,021	5,436,313	1,715,718	71,593,240	118,513,292
TOTALS	39,768,021	5,436,313	1,715,718	71,593,240	118,513,292
REVENUES					
General Revenues	16,989,398	1,337,556	0	34,051,505	52,378,459
Surplus	0	0	0	0	0
Taxes to be levied - General Fund	22,778,623	4,098,757	1,715,718	37,541,735	66,134,833
TOTALS	39,768,021	5,436,313	1,715,718	71,593,240	118,513,292

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								
2014-15 ADOPTED BUDGET								
		2010-11	2011-12	2012-13	2012-13	2013-14	2014-15	2014-15
		ACTUAL	ACTUAL	REVISED	ACTUAL	REVISED	MANAGER'S	ADOPTED
				BUDGET		BUDGET	PROPOSED	BUDGET
GENERAL PROPERTY TAXES								
70201	PROPERTY TAX CURRENT LEVY	54,357,272	56,715,920	61,545,956	61,912,119	63,189,017	66,317,625	66,134,833
70202	PROPERTY TAX PRIOR LEVY	1,372,712	1,378,330	1,400,000	1,559,613	1,428,000	1,810,000	1,810,000
70203	PROPERTY TAX-INT & LIENS	855,346	774,654	750,000	866,330	800,000	850,000	850,000
70208	PROP.TAX-M.V. PA-76-338	446,348	474,227	500,000	553,308	515,000	750,000	750,000
	TOTALS	57,031,678	59,343,131	64,195,956	64,891,370	65,932,017	69,727,625	69,544,833
LICENSES & PERMITS								
70213	MISC. PERMITS & FEES	623,950	495,296	520,000	671,370	550,000	580,000	580,000
	TOTALS	623,950	495,296	520,000	671,370	550,000	580,000	580,000
FINES & PENALTIES								
70218	TRAFFIC VIOLATIONS	12,536	6,650	8,500	4,918	7,000	7,000	7,000
77064	BLIGHT CITATIONS	10,626	7,415	10,000	3,703	5,000	7,500	7,500
	TOTALS	23,162	14,065	18,500	8,621	12,000	14,500	14,500
INVESTMENT INCOME								
70223	INTEREST ON INVESTMENTS	47,103	7,382	80,000	31,749	30,000	45,000	45,000
70224	INTEREST CEMETERY TRUST	59,715	56,536	55,731	56,680	57,709	60,463	60,463
	TOTALS	106,818	63,918	135,731	88,429	87,709	105,463	105,463
REVENUE FROM OTHER CITY OPERATIONS								
70209	PRIOR REFUSE CHARGES	119,537	35,429	20,000	29,347	10,000	9,000	9,000
70226	OUTSIDE CONTRACTED JOBS	155,742	167,318	170,000	121,816	150,000	80,000	80,000
70227	SENIOR CITIZENS CENTER	24,513	17,013	19,000	20,004	19,000	4,500	4,500
70228	PUBLIC UTILITIES 10%	7,749,073	6,908,035	7,450,994	7,451,034	7,182,802	6,250,494	6,250,494
70229	D.P.U. CITY SERVICE	88,283	87,698	92,234	92,234	91,938	93,963	93,963
70230	BOND & NOTE PAYMENTS	93,696	92,143	129,887	129,887	165,131	817,081	817,081
70232	LANDFILL REVENUES	153,652	165,219	190,000	145,622	170,000	135,000	135,000
70239	D.P.U.SEWER ASSESSMENTS	275,000	529,064	520,000	405,842	520,000	490,000	490,000
70241	NGCA DEBT SERVICE	11,813	32,725	31,975	31,975	31,225	30,475	30,475
70260	PARKING COMMISSION	90,000	90,000	60,000	60,000	0	0	0
76040	DIRECT HAULER FEES	846,588	825,683	900,000	840,039	820,000	940,000	940,000
76041	BACKYARD ROLLOUT FEES	6,879	7,100	7,000	7,855	7,800	9,000	9,000
	TOTALS	9,614,776	8,957,427	9,591,090	9,335,655	9,167,896	8,859,513	8,859,513
CHARGES FOR CURRENT SERVICE								
70234	RECORDING FEES	344,144	350,777	350,000	363,373	350,000	365,000	365,000
70235	LAND RECORD CAP IMPROV FEE	17,150	14,628	16,000	18,150	17,500	16,000	16,000
70236	PROBATE COURT CHARGE	21,156	21,872	22,536	22,100	22,711	22,466	22,466
70238	CONVEYANCE TAX	274,099	362,935	390,000	267,207	390,000	420,000	420,000
	TOTALS	656,549	750,212	778,536	670,830	780,211	823,466	823,466

**CITY OF NORWICH
GENERAL FUND REVENUES
2014-15 ADOPTED BUDGET**

	2010-11 ACTUAL	2011-12 ACTUAL	2012-13 REVISED BUDGET	2012-13 ACTUAL	2013-14 REVISED BUDGET	2014-15 MANAGER'S PROPOSED	2014-15 ADOPTED BUDGET
OTHER REVENUES							
70243 MISC. UNCLASSIFIED	251,117	513,867	257,740	423,034	222,140	267,940	267,940
70246 CITY PROPERTY	74,044	109,327	80,000	144,489	80,000	100,000	100,000
TOTALS	325,161	623,194	337,740	567,523	302,140	367,940	367,940

STATE GRANTS IN AID - GENERAL							
70247 STATE-IN LIEU OF TAXES	1,521,919	1,471,564	1,471,829	1,455,499	1,542,886	1,486,412	1,631,692
70249 STATE-BUILDING MAINT.	289,099	317,406	277,000	280,262	280,000	294,000	294,000
70250 STATE-CITY HOUSING	195,234	86,799	87,208	87,985	82,480	84,337	84,337
70253 STATE MFG MACH & EQUIP	153,630	0	0	0	0	0	0
70254 STATE - MASH/PEQUOT FUNDS	437,261	607,103	526,850	507,442	1,112,705	783,406	780,058
70257 STATE-ELDERLY REIMBURSE.	151,381	154,339	137,731	127,830	133,504	132,064	132,064
70259 YOUTH SERVICE BUREAU	87,596	87,296	87,596	87,555	87,596	88,800	88,800
70261 STATE-SCH.BOND INTEREST	121,365	116,698	108,944	108,945	104,107	0	0
70266 STATE-ACCESS LINE TX SHR	141,407	140,258	140,000	137,356	110,000	120,000	120,000
73221 PSAP SUBSIDY	0	0	0	107,569	90,000	49,000	49,000
73420 TOWN AID ROADS	237,246	237,584	237,583	251,564	503,127	501,226	501,226
73500 SHARED REVENUES	0	113,436	764,155	740,507	650,997	190,997	364,691
73800 LOCAL CAPITAL IMPROVE. PROGRAI	294,788	316,793	316,793	314,011	0	0	0
TOTALS	3,630,926	3,649,276	4,155,689	4,206,525	4,697,402	3,730,242	4,045,868

FEDERAL GRANTS IN AID - GENERAL							
70268 EMERGENCY MANAGEMENT PERFO	17,109	17,610	20,000	22,671	20,000	20,204	20,204
74210 COPS HIRING RECOVERY PROGRAM	70,776	0	0	0	0	100,000	100,000
TOTALS	87,885	17,610	20,000	22,671	20,000	120,204	120,204

STATE GRANTS IN AID - EDUCATION							
70276 HEALTH SERVICES	164,668	123,162	123,162	109,327	65,000	121,462	121,462
70280 STATE-ED TRANSPORTATION	723,542	727,321	687,000	605,774	666,273	663,500	663,500
70284 STATE-ED EQUALIZE GRANT	27,537,531	32,111,673	32,316,543	32,321,262	32,316,543	32,316,543	32,316,543
70285 STATE-ED SERV.FOR BLIND	9,718	13,867	0	15,016	0	0	0
70296 EXCESS COST GRANT	1,884,608	2,240,540	1,800,000	1,014,901	1,200,000	850,000	850,000
TOTALS	30,320,067	35,216,563	34,926,705	34,066,280	34,247,816	33,951,505	33,951,505

OTHER REVENUE - EDUCATION							
70291 OTHER ED SCHOOL TUITIONS	103,335	109,463	50,000	172,743	109,000	100,000	100,000
TOTALS	103,335	109,463	50,000	172,743	109,000	100,000	100,000

SURPLUS GENERAL FUND							
70294 SURPLUS-GENERAL FUND	0	0	0	0	565,500	0	0
TOTALS	0	0	0	0	565,500	0	0

GRAND TOTALS	102,524,307	109,240,155	114,729,947	114,702,017	116,471,691	118,380,458	118,513,292
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DESCRIPTION OF REVENUES

GENERAL PROPERTY TAXES

70201 Current Levy - The current levy for 2014-15 is based on all taxable property in the City as of 10/1/2013, 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 %
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%
2012-13		\$ 64,617,976	\$ 62,401,066	96.6%

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 an 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
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%
2012-13		\$ 4,080,485	\$ 1,559,613	38.2%

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.

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, 2013 and prior to August 1, 2014 (P.A. 76-338). This revenue item is expected to increase in fiscal year 2014-15 as a result of the October 1, 2013 revaluation which decreased overall real estate values, thereby increasing the mill rate.

LICENSES & PERMITS

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

FINES AND PENALTIES

70218 Traffic Violations - Includes police department fines for traffic violations. Traffic violation budgeted revenue is based on the projection of fiscal year 2014 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 van fees.

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 in its 6/30/2013 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 starting with the 2013-14 budget.

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

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

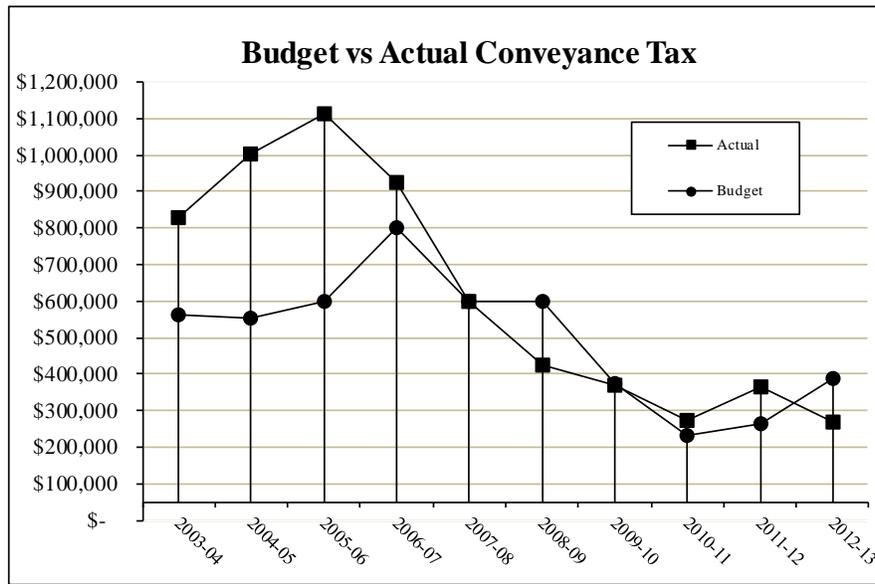
CHARGES FOR CURRENT SERVICE

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 2014.

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 2013 to June 2014.

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 FY 2014-15 State of Connecticut 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* is a 45% reimbursement of the tax loss from property tax exemptions based on the current grand list.
- *Privately-owned colleges and hospitals PILOT* is a 77% reimbursement of the tax loss from property tax exemptions based on the current grand list.
- *Manufacturing facilities in distressed municipalities PILOT* is a reimbursement of the tax loss from property tax exemptions pursuant to §§ 12-81 (59)-(60).
- *Total disability exemption PILOT* is a reimbursement for the tax loss from the \$1,000 property tax exemption pursuant to PA 74-123 for property owners who are permanently and totally disabled.
- *Additional veterans’ exemption PILOT* is a reimbursement for the tax loss from the additional exemption for veterans and disabled veterans who are eligible for the basic exemption and who can meet certain income limits. The basic exemption is a \$1,000 property tax exemption for certain honorably discharged veterans who actively served at least 90 days during war time, or their survivors.

70249 Building Maintenance - Represents State of Connecticut’s proportionate share of costs to maintain City Hall building. The State of Connecticut occupies 37% of City Hall. Consequently, 37% of the building maintenance costs are billed to the state.

70250 City Housing –Reimbursement for City housing PILOT money. Revenue is based on the contract with the Housing Authority. 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 ended 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 FY 2014-15 State of Connecticut budget.

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

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

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

73800 Local Capital Improvement Program (LOCIP) – Funding from the State of Connecticut pursuant to CGS §§7-535 through 7-538 to support capital improvements. The estimate is based on the funding amount included in the Adopted FY 2014-15 State of Connecticut 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 Program – Federal Department of Justice which are used to defray the cost of hiring new police officers.

STATE GRANTS IN AID - BOARD OF EDUCATION

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

70280 School Transportation - Statutory grant reimbursements by the State of Connecticut for public and non-public school pupil transportation. The funding amount is included in the Adopted FY 2014-15 State of Connecticut budget. The Public School Pupil Transportation Grant is administered pursuant to CGS §§10-54, 10-66ee, 10-97, 10-158a, 10-266m, 10-273a and 10-277. The Non-public School Pupil Transportation Grant is administered pursuant to CGS §§10-266m, 10-277 and 10-281.

70284 Education Cost Sharing - Statutory grant reimbursement anticipated from State of Connecticut pursuant to CGS §§ 10-262f through 10-262j. This grant is derived from a formula that takes into account a municipality's wealth, state guaranteed wealth level, state minimum education requirements and the count of "need students". These dollars will be used to offset educational expenses.

70285 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, 2013 and anticipated surplus as of June 30, 2014.

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 dress uniforms for ceremonies and other clothing items purchased for members.

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

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

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

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

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

80034 Postage – Postage and shipping costs.

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

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

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

DEPARTMENT GOALS (DG):

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

ACTION PLANS:

1. Provide quarterly progress updates through a "dashboard" document focusing on high level activity achievement. **(DG1, DG4)**
2. Enhance department director meetings to ensure a high degree of interdepartmental communication and interactive problem solving. Effectively communicate with department directors to ensure department needs are reasonably met, goals are on track to being achieved and/or plans are amended accordingly. **(DG2, DG4)**
3. Evaluate organizational units to determine strengths, efficiencies and opportunities. **(DG4)**
4. Maintain core hours of operation and utilize technology to alert citizenry of city department activities. **(DG3)**
5. Develop personal development plans for each staff and ensure proper level of professional certifications are achieved through education and training **(DG5)**

ACCOMPLISHMENTS:

- Norwich Journal Quarterly: quarterly newsletter mailed to all households at no cost to the City
- Facilitated establishment of the Diversity Committee
- Assigned the coordination of the Positive Workforce Committee and goal-setting process to the Community Development Director & Special Projects Assistant and monitored the progress of these initiatives.
- Assigned staff to work with the Mayor and RDA on Brownfields projects and grants and economic development initiatives
- Oversaw the development & implementation, working with Public Works and the Comptroller and on behalf of the City Council, of the third successful Infrastructure Bond and Technology Bond
- Ran two training sessions for the Connecticut Freedom of Information Act
- Continued to provide leadership for regional transportation projects; including rail and road projects
- Successful lobbying of the general assembly to protect traditional sources of revenue for municipalities and continued to foster positive local, state and federal office relationships

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2014-15 ADOPTED BUDGET**

11 CITY MANAGER	2010-11 ACTUAL	2011-12 ACTUAL	2012-13 REVISED BUDGET	2012-13 ACTUAL	2013-14 REVISED BUDGET	2014-15 BUDGET REQUEST	2014-15 MANAGER'S PROPOSED	2014-15 ADOPTED BUDGET
80011 HEAD OF DEPT	125,000	125,000	125,000	125,000	125,000	127,500	127,500	127,500
80012 EMPLOYEES	43,534	45,372	46,788	47,166	56,128	58,963	58,963	58,963
80013 PART TIME EMPLOYEES	3,463	4,857	2,100	4,972	10,100	7,000	7,000	7,000
89999 FRINGE BENEFITS	61,903	60,013	70,388	68,767	78,008	78,537	78,537	78,537
80015 PROFESSIONAL SERVICES	1,950	6,948	9,000	1,211	9,000	9,000	9,000	9,000
80021 MATERIALS & SUPPLIES	3,675	2,601	2,000	3,452	2,000	2,000	2,000	2,000
80032 EQUIP & FURN MAINT.	2,665	2,717	2,500	2,543	2,500	2,500	2,500	2,500
80033 TELEPHONE	3,297	2,170	2,200	2,179	2,408	2,408	2,408	2,408
80034 POSTAGE	259	331	1,100	266	600	600	600	600
80037 MILEAGE	3,732	3,743	6,000	3,862	6,000	6,000	6,000	6,000
80039 PRINTING	0	0	500	318	500	500	500	500
80048 DEPARTMENTAL EXPENSE	114	3,488	500	241	500	500	500	500
80057 DUES, LICENSES, SUBSCRIPTIONS	1,427	3,055	2,000	1,902	2,000	2,000	2,000	2,000
80059 TRAINING	1,941	966	2,000	4,582	2,000	5,000	5,000	5,000

TOTALS	252,960	261,261	272,076	266,461	296,744	302,508	302,508	302,508
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Staffing

City Manager	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Assistant City Manager	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Executive Assistant	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Management Assignment	0.00	0.00	0.00	0.00	1.00	1.00	1.00	0.00
TOTAL FTE'S	2.00							

Salaries

City Manager			125,000		125,000	127,500	127,500	127,500
Assistant City Manager			0		0	0	0	0
Executive Assistant			46,788		49,128	51,963	51,963	51,963

Total Salaries Paid by General Fund

City Manager			125,000		125,000	127,500	127,500	127,500
Assistant City Manager			0		0	0	0	0
Executive Assistant			46,788		49,128	51,963	51,963	51,963
Management Assignment			0		7,000	7,000	7,000	7,000
Subtotal - Employees			<u>46,788</u>		<u>56,128</u>	<u>58,963</u>	<u>58,963</u>	<u>58,963</u>
TOTAL SALARIES			<u>171,788</u>		<u>181,128</u>	<u>186,463</u>	<u>186,463</u>	<u>186,463</u>

PERFORMANCE MEASURES

	ACTUAL	ACTUAL	PROJECTED	ACTUAL	PROJECTED	PROJECTED	PROJECTED	PROJECTED
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Workload/ Output

Meetings attended	264	264	264	264	264	264	264	264
Number of FTE's managed	286	286	298	298	291	291	291	291
Budget managed	\$102,646,823	\$109,244,843	\$114,729,947	\$114,142,019	\$116,306,191	\$118,380,458	\$118,380,458	\$118,513,292

Efficiency

Cost of department/ cost of total General Fund operations	0.25%	0.24%	0.24%	0.23%	0.26%	0.26%	0.26%	0.26%
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FINANCE

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

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

VALUES:

- Fiscal Integrity
- Efficiency
- Accuracy
- Timeliness

DEPARTMENTAL GOALS (DG):

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

ACTION PLANS:

1. Increase property tax collection rate on current tax levy over the next five years. **(DG1)**
2. Implement strategies to reduce costs and increase efficiencies through technology and process review. **(DG1,DG2,DG3)**
3. Issue the fiscal year 2013-14 audited financial statements by the end of November 2014. **(DG3)**
4. Develop personal development plans for each staff and ensure proper level of professional certifications are achieved through education and training. **(DG4)**

ACCOMPLISHMENTS:

1. City website was ranked eighth out of the 169 Connecticut municipalities by the Yankee Institute for Public Policy in its 2013 Transparency survey.
2. Implemented ePayables and ACH payments for accounts payable.
3. Achieved a present value savings of \$382,000 by refunding 2004 and 2005 bonds in February 2013.
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
2014-15 ADOPTED BUDGET**

12	FINANCE	2010-11 ACTUAL	2011-12 ACTUAL	2012-13 REVISED BUDGET	2012-13 ACTUAL	2013-14 REVISED BUDGET	2014-15 BUDGET REQUEST	2014-15 MANAGER'S PROPOSED	2014-15 ADOPTED BUDGET
80011	HEAD OF DEPT	92,170	96,812	103,632	103,632	107,086	109,228	109,228	109,228
80012	EMPLOYEES	574,406	588,345	632,311	616,934	648,099	661,031	661,031	661,031
80013	PART TIME EMPLOYEES	3,972	12,601	5,600	17,576	5,600	5,600	5,600	5,600
80014	OVERTIME	1,076	5,522	4,725	12,270	7,800	7,800	7,800	7,800
89999	FRINGE BENEFITS	266,875	294,884	334,739	339,426	369,176	365,764	365,764	365,764
80015	PROFESSIONAL SERVICE	48,422	51,000	54,400	48,002	48,800	48,800	48,800	48,800
80021	MATERIALS & SUPPLIES	6,096	7,546	6,000	5,350	6,000	6,000	6,000	6,000
80032	EQUIP & FURN MAINT	15,229	10,732	13,108	14,581	13,108	13,108	13,108	13,108
80033	TELEPHONE	9,552	7,100	6,300	6,552	10,443	10,443	10,443	10,443
80034	POSTAGE	21,205	23,846	28,583	28,954	28,583	28,583	28,583	28,583
80037	MILEAGE	3,615	4,309	3,900	3,692	3,900	3,900	3,900	3,900
80038	ADVERTISING	2,221	5,048	3,100	5,366	4,400	4,400	4,400	4,400
80039	PRINTING	13,807	14,319	15,200	14,985	15,700	15,700	15,700	15,700
80044	DATA CENTER	166,917	140,576	144,000	139,058	130,000	130,000	130,000	130,000
80057	DUES, LICENSES, SUBSCRIPTIONS	3,811	4,075	4,800	3,160	4,800	4,800	4,800	4,800
80059	TRAINING	2,102	1,564	3,400	1,486	3,400	3,400	3,400	3,400
TOTALS		1,231,476	1,268,279	1,363,798	1,361,024	1,406,895	1,418,557	1,418,557	1,418,557

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	1.00
Deputy Comptroller	1.00	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	1.00
Purchasing Agent	1.00	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	1.00
Accountant	1.00	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	1.00
Accounting Generalist	2.00	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	2.00
Collector of Delinquent Taxes	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
TOTAL FTE'S	12.00								

Salaries

Comptroller			103,632		107,086	107,086	109,228	109,228
Deputy Comptroller			81,507		84,223	84,223	85,907	85,907
Tax Collector			75,939		77,458	79,007	79,007	79,007
Purchasing Agent			73,924		75,402	76,910	76,910	76,910
LAN Supervisor			69,390		70,778	72,194	72,194	72,194
Accountant			57,006		58,242	59,407	59,407	59,407
LAN Technician			54,260		55,436	56,545	56,545	56,545
Accounting Generalist			47,958		48,998	49,978	49,978	49,978
Revenue Collections Clerks			39,361		40,214	41,018	41,018	41,018
Collector of Delinquent Taxes			45,647		46,636	47,569	47,569	47,569

Total Salaries Paid by General Fund

Comptroller			103,632		107,086	107,086	109,228	109,228
Deputy Comptroller			81,507		84,223	84,223	85,907	85,907
Tax Collector			75,939		77,458	79,007	79,007	79,007
Purchasing Agent			73,924		75,402	76,910	76,910	76,910
LAN Supervisor			69,390		70,778	72,194	72,194	72,194
Accountant			57,006		58,242	59,407	59,407	59,407
LAN Technician			54,260		55,436	56,545	56,545	56,545
Accounting Generalist			95,916		97,996	99,956	99,956	99,956
Revenue Collections Clerks			78,722		80,428	82,036	82,036	82,036
Collector of Delinquent Taxes			45,647		46,636	47,569	47,569	47,569
LAN Supervisor On-Call Stipend			0		1,500	1,500	1,500	1,500
Subtotal - Employees			<u>632,311</u>		<u>648,099</u>	<u>659,347</u>	<u>661,031</u>	<u>661,031</u>
TOTAL SALARIES			<u>735,943</u>		<u>755,185</u>	<u>766,433</u>	<u>770,259</u>	<u>770,259</u>

12 FINANCE		2010-11 ACTUAL	2011-12 ACTUAL	2012-13 REVISED BUDGET	2012-13 ACTUAL	2013-14 REVISED BUDGET	2014-15 BUDGET REQUEST	2014-15 MANAGER'S PROPOSED	2014-15 ADOPTED BUDGET
PERFORMANCE MEASURES		ACTUAL	ACTUAL	PROJECTED	ACTUAL	PROJECTED	PROJECTED	PROJECTED	PROJECTED
<i>Inputs</i>									
Value of current levy tax bills mailed		57,006,148	58,516,475	64,050,324	64,617,976	64,380,493	68,737,174	68,737,174	68,547,712
Current levy taxes collected		54,816,062	56,666,967	61,545,956	62,401,066	62,030,605	66,317,625	66,317,625	66,134,833
Debt Service Interest Paid		1,296,888	937,649	1,204,332	1,204,331	842,146	1,367,177	1,367,177	1,367,177
Outstanding debt at beginning of the year		35,115,000	31,640,000	37,405,000	37,405,000	29,025,000	42,123,286	42,123,286	42,123,286
<i>Workload/ Output</i>									
Hardware/ software service requests cleared		2,360	1,995	1,900	2,124	1,900	2,000	2,000	2,000
Number of training opportunities offered		-	-	2	5	2	2	2	2
Number of training participants		-	-	20	40	20	20	20	20
Number of internal audits performed		2	2	2	2	2	2	2	2
<i>Outcome/ Results</i>									
Percent of current tax levy collected		96.16%	96.84%	96.09%	96.57%	96.35%	96.55%	96.55%	96.55%
Actual General Fund revenue collected as a percentage of the amount budgeted		100.00%	100.58%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Percent of employees with direct deposit & email delivery		40.35%	60.00%	Not Projected	69.00%	Not Projected	80.00%	80.00%	80.00%
Percent of vendors signed up for ACH		0.00%	0.00%	Not Projected	0.00%	Not Projected	10.00%	10.00%	10.00%
Number of accounts payable checks issued		4,453	4,558	Not Projected	4,120	Not Projected	3,800	3,800	3,800
Audit adjustments		6	3	10	1	5	3	3	3
Website visits		170,527	200,043	180,000	246,421	210,000	275,000	275,000	275,000
<i>Efficiency</i>									
Cost of department/ cost of total General Fund operations		1.20%	1.16%	1.19%	1.19%	1.22%	1.24%	1.22%	1.20%
Average interest rate on debt		3.69%	2.96%	3.22%	3.22%	2.90%	3.25%	3.25%	3.25%
Date financial statement audit finished		12/19/2011	12/26/2012	10/31/2013	12/4/2013	11/30/2014	11/30/2015	11/30/2015	11/30/2015
Number of business days budget printed after adoption		17	14	10	9	10	10	10	10

N/A - Data not yet available

TREASURER

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

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

VALUES:

- Prudence
- Integrity
- Accuracy
- Timeliness

DEPARTMENTAL GOALS (DG)

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

ACTION PLANS:

4. Review interest rates offered by qualified institutions monthly and adjust investments accordingly. **(DG1)**
5. Monitor and anticipate cash flow needs by setting up a calendar of reoccurring payments. **(DG1)**
6. Implement strategies to reduce costs and increase efficiencies through technology and process review. **(DG1,DG2)**
7. Develop personal development plans for each staff and ensure proper level of professional certifications are achieved through education and training. **(DG3)**
- 8.

ACCOMPLISHMENTS:

1. Wire transfers have been converted to ACH in order to save expenses.
2. Staff members have undergone intermediate excel training in order to increase efficiency.
3. Bank reconciliations, tax forms and hard copies of records are being scanned for electronic storage to eliminate paper and file space.
4. Recurring bank statements are being received and balanced via internet, saving paper and space as well as bank charges.
5. Staff has been cross-training in payroll, accounts payable, and purchasing in order to increase efficiency and save expense in the overall finance department.
6. Bank charges have been eliminated due to management of cash balances in operating accounts.

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2014-15 ADOPTED BUDGET**

02	TREASURER	2010-11 ACTUAL	2011-12 ACTUAL	2012-13 REVISED BUDGET	2012-13 ACTUAL	2013-14 REVISED BUDGET	2014-15 BUDGET REQUEST	2014-15 MANAGER'S PROPOSED	2014-15 ADOPTED BUDGET
80011	HEAD OF DEPT	46,464	46,464	46,464	46,464	46,464	46,464	46,464	46,464
80012	EMPLOYEES	94,274	93,545	99,907	94,576	102,072	104,114	104,114	104,114
89999	FRINGE BENEFITS	58,322	60,935	69,384	70,342	77,159	74,366	74,366	74,366
80021	MATERIALS & SUPPLIES	800	415	750	706	750	750	750	750
80032	EQUIP & FURN MAINT	63	0	500	0	0	0	0	0
80033	TELEPHONE	1,112	593	600	605	780	780	780	780
80037	MILEAGE	881	956	900	1,467	1,000	1,000	1,000	1,000
80039	PRINTING	464	524	500	496	600	600	600	600
80057	DUES, LICENSES, SUBSCRIPTIONS	215	0	500	60	300	300	300	300
TOTALS		202,595	203,432	219,505	214,716	229,125	228,374	228,374	228,374

Staffing

Treasurer	1.00	1.00	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	1.00	1.00
Accounting Assistant	1.00	1.00	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	46,464
Assistant to the City Treasurer			54,260		55,436	56,545	56,545	56,545	56,545
Accounting Assistant			45,647		46,636	47,569	47,569	47,569	47,569
Total Salaries Paid by General Fund									
Treasurer			46,464		46,464	46,464	46,464	46,464	46,464
Assistant to the City Treasurer			54,260		55,436	56,545	56,545	56,545	56,545
Accounting Assistant			45,647		46,636	47,569	47,569	47,569	47,569
Subtotal - Employees			<u>99,907</u>		<u>102,072</u>	<u>104,114</u>	<u>104,114</u>	<u>104,114</u>	<u>104,114</u>
TOTAL SALARIES			<u>146,371</u>		<u>148,536</u>	<u>150,578</u>	<u>150,578</u>	<u>150,578</u>	<u>150,578</u>

PERFORMANCE MEASURES

ACTUAL ACTUAL PROJECTED ACTUAL PROJECTED PROJECTED PROJECTED PROJECTED

Workload/ Output

Number of accounts	33	32	33	33	31	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	\$180,000,000

Outcome/ Results

Average return on investments	1.00%	0.40%	0.40%	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	15

Efficiency

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

ASSESSOR

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

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

VALUES:

- Accuracy
- Uniformity
- Fairness
- Consistency

DEPARTMENT GOALS (DG):

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

ACTION PLANS:

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

ACCOMPLISHMENTS:

1. Oversaw the 2013 revaluation of all taxable and tax-exempt property within the City of Norwich.
2. Utilization of the Vision Appraisal computer assisted mass appraisal (CAMA) system to calculate uniform assessments for all real estate. Maintenance of “old” and “new values until the revaluation process is complete
3. Conducted in-depth searches for new personal property in order to increase that portion of the grand list.
4. Established a working geographic information system (GIS) that is available online. It is for use by all departments within the City, as well as the general public.
5. Worked with the mapping company to identify the problem areas on the maps and resolve any/all issues one-by-one.
6. Worked with all departments to create additional layers of information to be used within the GIS system. These layers will allow for more efficiency within each department and provide a better method of communication amongst all departments, as well as with our taxpayers.
7. Identified all zoning discrepancies on the Assessors’ property record cards and working with the zoning department to resolve them.
8. Populated a building permit software that may allow for the streamlining of processes between the Building division and the Assessor’s office.

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2014-15 ADOPTED BUDGET**

13 ASSESSMENT	2010-11 ACTUAL	2011-12 ACTUAL	2012-13 REVISED BUDGET	2012-13 ACTUAL	2013-14 REVISED BUDGET	2014-15 BUDGET REQUEST	2014-15 MANAGER'S PROPOSED	2014-15 ADOPTED BUDGET
80011 HEAD OF DEPT	78,701	82,723	85,618	85,618	87,330	89,077	89,077	89,077
80012 EMPLOYEES	125,265	129,649	132,026	132,023	134,888	137,586	137,586	137,586
80013 PART TIME EMPLOYEES	0	1,000	3,000	2,369	3,000	15,800	15,800	15,800
80014 OVERTIME	0	0	0	0	5,000	5,000	5,000	5,000
89999 FRINGE BENEFITS	98,337	102,044	105,096	105,841	117,035	124,606	116,400	116,400
80015 PROFESSIONAL SERVICE	12,724	20,701	15,000	12,961	44,900	24,400	24,400	24,400
80021 MATERIALS & SUPPLIES	767	0	1,500	1,970	2,000	2,000	2,000	2,000
80032 EQUIP & FURN MAINT	6,724	6,923	7,040	7,070	2,400	11,000	11,000	11,000
80033 TELEPHONE	1,527	790	1,200	937	948	948	948	948
80034 POSTAGE	3,654	3,273	1,800	2,844	1,800	1,800	1,800	1,800
80037 MILEAGE	2,419	2,948	2,500	2,450	3,000	3,000	3,000	3,000
80038 ADVERTISING	960	647	1,000	1,110	1,000	1,000	1,000	1,000
80039 PRINTING	3,400	4,063	4,000	2,888	4,300	3,000	3,000	3,000
80057 DUES, LICENSES, SUBSCRIPTIONS	2,431	1,616	1,500	2,764	3,245	3,245	3,245	3,245
80059 TRAINING	1,997	2,154	2,500	2,082	3,000	3,250	3,250	3,250
80155 REVALUATION	10,000	0	10,000	10,000	0	0	0	0
TOTALS	348,906	358,531	373,780	372,927	413,846	425,712	417,506	417,506

Staffing

Assessor	1.00	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	1.00
Assessment Clerk	1.00	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	1.00
TOTAL FTE'S	4.00							

Salaries

Assessor			85,618		87,330	89,077	89,077	89,077
Assistant Assessor			57,006		58,242	59,407	59,407	59,407
Assessment Clerk			39,361		40,214	41,018	41,018	41,018
Assessment Data Entry Clerk			35,659		36,432	37,161	37,161	37,161

Total Salaries Paid by General Fund

Assessor			85,618		87,330	89,077	89,077	89,077
Assistant Assessor			57,006		58,242	59,407	59,407	59,407
Assessment Clerk			39,361		40,214	41,018	41,018	41,018
Assessment Data Entry Clerk			35,659		36,432	37,161	37,161	37,161
Subtotal - Employees			132,026		134,888	137,586	137,586	137,586
TOTAL SALARIES			217,644		222,218	226,663	226,663	226,663

PERFORMANCE MEASURES

ACTUAL ACTUAL PROJECTED ACTUAL PROJECTED PROJECTED PROJECTED PROJECTED

Workload/ Output

Grand List Date	10/1/2009	10/1/2010	10/1/2011	10/1/2011	10/1/2012	10/1/2013	10/1/2013	10/1/2013
Grand list, net of exemptions and credits	2,388,666,315	2,392,732,148	2,450,000,000	2,435,275,979	2,450,000,000	1,778,000,000	1,778,000,000	1,778,000,000
Real estate accounts (gross)	2,673,695,500	2,666,339,100	2,690,000,000	2,683,897,919	2,690,000,000	1,496,000,000	1,496,000,000	1,496,000,000
Motor vehicle accounts (gross)	178,643,725	183,820,573	195,000,000	194,916,959	195,000,000	199,500,000	199,500,000	199,500,000
Personal property accounts (gross)	118,435,010	133,275,850	145,000,000	144,057,800	145,000,000	138,000,000	138,000,000	138,000,000
Real estate accounts (number)	13,883	13,947	14,000	13,923	14,000	13,134	13,134	13,134
Motor vehicle accounts (number)	29,521	29,253	29,000	28,753	29,000	29,000	29,000	29,000
Personal property accounts (number)	1,467	1,701	1,650	1,626	1,650	1,680	1,680	1,680
Total number of accounts	44,871	44,901	44,650	44,302	44,650	43,814	43,814	43,814
Deed transfers	2,600	982	2,000	2,000	2,000	2,000	2,000	2,000
Building permits	1,500	2,000	2,000	2,000	2,000	2,000	2,000	2,000
Personal property declarations	1,800	1,795	2,000	2,000	2,000	2,000	2,000	2,000

Outcome/ Results

Grand lists filed timely	1	1	1	1	1	1	1	1
Appeals to Board of Assessment Appeals	250	150	200	200	200	200	200	200
BAA adjustments	300	37	100	100	100	100	100	100

Efficiency

Number of assessments per FTE staff	11,218	11,225	11,163	11,076	11,163	10,954	10,954	10,954
Cost per assessment	\$7.78	\$7.98	\$8.37	\$8.42	\$9.23	\$9.72	\$9.53	\$9.53

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

DEPARTMENT GOALS (DG):

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

ACTION PLANS:

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

ACCOMPLISHMENTS:

1. Negotiated and came to agreement on four collective bargaining agreements.
2. Automated EEO-4 reporting process.
3. Developed and implemented a summer diversity internship program in conjunction with Norwich Free Academy.
4. Re-established the Diversity in Employment Committee.
5. Automated medical benefit deductions to ensure accurate reporting as required by the Affordable Care Act.
6. Implemented city-wide diversity training program.
7. Implemented city-wide harassment prevention training program.
8. Updated the city's Affirmative Action Plan.
9. Assistive listening device in Council Chambers.
10. Conversion of all active pension data into a useable database.

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2014-15 ADOPTED BUDGET**

14 HUMAN RESOURCES	2010-11 ACTUAL	2011-12 ACTUAL	2012-13 REVISED BUDGET	2012-13 ACTUAL	2013-14 REVISED BUDGET	2014-15 BUDGET REQUEST	2014-15 MANAGER'S PROPOSED	2014-15 ADOPTED BUDGET
80011 HEAD OF DEPT	80,000	84,029	89,948	89,948	92,946	92,946	94,805	94,805
80012 EMPLOYEES	109,630	106,341	130,166	117,576	133,168	181,170	186,713	186,713
80014 OVERTIME	0	0	0	272	2,000	2,000	2,000	2,000
89999 FRINGE BENEFITS	89,802	91,627	108,881	109,865	121,741	166,584	141,870	141,870
80015 PROFESSIONAL SERVICE	34,542	61,386	63,000	70,660	74,700	49,545	47,545	47,545
80021 MATERIALS & SUPPLIES	3,777	3,117	3,000	3,234	3,000	3,000	3,000	3,000
80032 EQUIP & FURN MAINT	3,131	6,588	3,500	5,270	3,500	3,500	3,500	3,500
80033 TELEPHONE	3,081	1,616	2,300	2,022	2,340	2,340	2,340	2,340
80034 POSTAGE	1,320	2,761	1,800	2,373	1,800	1,800	1,800	1,800
80038 ADVERTISING	4,223	5,152	4,000	6,577	5,000	5,000	5,000	5,000
80039 PRINTING	462	926	1,000	1,134	4,000	4,000	4,000	4,000
80057 DUES, LICENSES, SUBSCRIPTIONS	2,193	2,784	2,500	2,104	2,500	2,500	2,500	2,500
80059 TRAINING	0	0	0	0	5,500	5,500	5,500	5,500
80153 HEALTH SAFETY COMPLIANCE	23,229	0	0	0	0	0	0	0
80167 PERFORMANCE INCENTIVES	2,872	3,448	5,000	4,060	3,500	3,500	3,500	3,500
TOTAL	358,262	369,775	415,095	415,095	455,695	523,385	504,073	504,073

Notes on Line items:

Overtime covers secretarial duties for the Personnel and Pension Board meetings and giving exams for the Human Resources Department.
Professional Services includes costs of applicant test development, pre-placement physicals, evaluations, Employees' Assistance Program (EAP), drug testing, polygraph/ psychological testing, and influenza shots for employees.
The cost for actuarial service is not included in this budget. Actuary fees are paid out of Employee Retirement Fund.
Training includes training for Human Resources staff as well as contractual obligations for tuition reimbursement for the other city departments.

Staffing

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

Salaries

Director of Human Resources			89,948		92,946	92,946	94,805	94,805
Assistant Human Resources Director			61,938		64,003	64,003	67,204	67,204
Retirement Plan Administrator			50,861		51,963	51,963	53,002	53,002
Human Resources Assistant			42,743		43,669	43,669	44,542	44,542
Labor Relations Clerk (21 hours)			35,129		35,891	35,891	36,609	36,609

Total Salaries Paid by General Fund

Director of Human Resources			89,948		92,946	92,946	94,805	94,805
Assistant Human Resources Director			15,485		16,001	16,001	16,001	16,001
Retirement Plan Administrator			50,861		51,963	51,963	53,002	53,002
Human Resources Assistant			42,743		43,669	43,669	44,542	44,542
Labor Relations Clerk (21 hours)			21,077		21,535	21,535	21,965	21,965
Subtotal - Employees			130,166		133,168	133,168	133,168	133,168
TOTAL SALARIES			220,114		226,114	226,114	226,114	226,114

PERFORMANCE MEASURES

ACTUAL ACTUAL PROJECTED ACTUAL PROJECTED PROJECTED PROJECTED PROJECTED

Workload/outputs

Total City employees	280.0	285.0	297.0	297.0	290.6	290.6	290.6	290.6
Total NPU employees	146.0	148.0	144.0	144.0	142.0	142.0	142.0	142.0
Total applications processed	476	1,231	600	1,521	600	600	600	600
Number of promotional exams given	7	7	10	11	10	10	10	10
Number of entry exams given	2	6	10	15	10	10	10	10
Vacancies filled through promotion	4	14	5	12	5	5	5	5
Vacancies filled through new hires	2	19	5	34	5	5	5	5
Classifications reviewed	10	10	10	10	10	10	10	10
Training programs provided	10	10	10	10	10	10	10	10
Percent of female employees	25.00%	26.40%	26.40%	26.40%	26.40%	26.40%	26.40%	26.40%
Percent of minority employees	7.44%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%

Outcome/results

Employee turnover rate	6.00%	7.00%	5.00%	9.50%	5.00%	5.00%	5.00%	5.00%
Percent of employees completing probation	100.00%	100.00%	100.00%	91.00%	100.00%	100.00%	100.00%	100.00%
Number of employees given service awards	-	-	-	-	-	-	-	-

Efficiency

Number of active city employees per FTE	77.8	79.2	77.1	77.1	75.5	63.2	63.2	63.2
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**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2014-15 ADOPTED BUDGET**

15 LAW		2010-11 ACTUAL	2011-12 ACTUAL	2012-13 REVISED BUDGET	2012-13 ACTUAL	2013-14 REVISED BUDGET	2014-15 BUDGET REQUEST	2014-15 MANAGER'S PROPOSED	2014-15 ADOPTED BUDGET
80134	CITY ATTORNEY	216,000	216,000	319,280	216,000	325,666	338,693	338,693	338,693
80135	OUTSIDE ATTORNEYS	200,579	196,829	172,520	272,049	119,870	124,665	124,665	124,665
TOTALS		416,579	412,829	491,800	488,049	445,536	463,358	463,358	463,358

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

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

VALUES:

- Recognize it is a position of trust to serve the legal needs of the City.
- Recognize that the role is one of support for democratically elected officials and City staff.
- Be accountable to elected officials who, in turn, represent the citizens of Norwich.
- Conduct the office professionally and with respect for all Norwich citizens.
- Be responsive and supportive of the clients' needs.

DEPARTMENTAL GOALS (DG):

- Represent and protect the rights and legal interests of the City of Norwich as required. **(G2,G3)**
- Provide effective communication to the Mayor, City Council, City Manager and related departments, agencies, commissions and organizations. **(G1)**
- Increase efficiencies and impact by working collaboratively with other departments, agencies, boards, and commissions as well as outside agencies. **(G1,G5)**

ACTION PLANS:

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

CITY CLERK

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

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

VALUES:

- Accuracy
- Efficiency
- Professionalism
- Courtesy

DEPARTMENTAL GOALS:

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

ACTION PLANS:

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

ACCOMPLISHMENTS:

1. Applied and awarded State grant money to preserve older deteriorated vital record books.
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
2014-15 ADOPTED BUDGET**

16	CITY CLERK	2010-11 ACTUAL	2011-12 ACTUAL	2012-13 REVISED BUDGET	2012-13 ACTUAL	2013-14 REVISED BUDGET	2014-15 BUDGET REQUEST	2014-15 MANAGER'S PROPOSED	2014-15 ADOPTED BUDGET
80011	HEAD OF DEPT	65,140	92,499	68,276	68,339	73,337	77,582	77,582	77,582
80012	EMPLOYEES	145,622	128,945	130,366	131,361	133,192	151,899	135,855	135,855
80013	PART TIME EMPLOYEES	0	8,449	2,500	3,479	7,500	7,500	7,500	7,500
89999	FRINGE BENEFITS	101,314	91,306	101,433	100,615	111,489	146,269	110,112	110,112
80015	PROFESSIONAL SERVICE	15,056	21,462	19,000	18,326	19,800	19,800	19,800	19,800
80021	MATERIALS & SUPPLIES	7,396	6,903	13,000	9,323	10,000	10,000	10,000	10,000
80032	EQUIP & FURN MAINT	10,610	5,745	4,800	7,623	5,400	8,000	8,000	8,000
80033	TELEPHONE	2,652	1,682	2,000	1,623	1,884	1,884	1,884	1,884
80034	POSTAGE	2,410	1,633	2,000	3,494	2,000	2,000	2,000	2,000
80037	MILEAGE	379	67	600	357	600	600	600	600
80038	ADVERTISING	5,365	486	6,000	921	3,000	3,000	3,000	3,000
80039	PRINTING	202	843	3,000	970	1,000	1,000	1,000	1,000
80056	VITAL STAT PAYMENTS	184	166	150	130	200	200	200	200
80057	DUES, LICENSES, SUBSCRIPTIONS	1,100	140	600	380	600	600	600	600
80059	TRAINING	1,287	300	2,500	840	1,500	1,500	1,500	1,500
TOTALS		358,717	360,626	356,225	347,781	371,502	431,834	379,633	379,633

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

Salaries

City Clerk			68,276		73,337	77,582	77,582	77,582	77,582
Assistant City Clerk			51,644		52,764	53,819	53,819	53,819	53,819
Records Clerks			39,361		40,214	41,018	41,018	41,018	41,018

Total Salaries Paid by General Fund

City Clerk			68,276		73,337	77,582	77,582	77,582	77,582
Assistant City Clerk			51,644		52,764	53,819	53,819	53,819	53,819
Records Clerks			78,722		80,428	82,036	82,036	82,036	82,036
Subtotal - Employees			130,366		133,192	135,855	135,855	135,855	135,855
TOTAL SALARIES			198,642		206,529	213,437	213,437	213,437	213,437

PERFORMANCE MEASURES

ACTUAL ACTUAL PROJECTED ACTUAL PROJECTED PROJECTED PROJECTED PROJECTED

Workload/outputs

Council minutes prepared	24	24	24	24	24	24	24	24
Land records recorded	5,753	6,154	6,000	7,018	6,500	7,200	7,200	7,200
Marriage licenses issued	291	301	350	312	400	400	400	400
Death certificates recorded	524	509	550	484	600	600	600	600
Birth certificates recorded	884	940	1,000	842	1,050	1,050	1,050	1,050
Absentee ballots issued	108	108	500	1,798	500	800	800	800
Dog licenses issued	1,946	1,931	1,950	1,818	2,000	2,000	2,000	2,000
Total transactions	9,506	9,943	10,350	12,272	11,050	12,050	12,050	12,050

Outcome/results

Revenues received (Recording Fees and Conveyance Taxes)	\$1,110,000	\$713,000	\$1,110,000	\$630,580	\$1,110,000	\$764,000	\$764,000	\$764,000
% of Council minutes prepared without correction	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Efficiency

Number of transactions per FTE	1,901.2	2,485.8	2,587.5	3,068.0	2,762.5	3,012.5	3,012.5	3,012.5
Budget per transaction	\$37.74	\$36.27	\$34.42	\$28.34	\$33.62	\$35.84	\$31.50	\$31.50
Cost of dept/cost of total general fund operations	0.35%	0.33%	0.31%	0.30%	0.32%	0.36%	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.

DEPARTMENTAL GOALS (DG):

1. Maintain strong community relations through candid, open and transparent communication. **(G5)**
2. Establish city-wide goals and priorities **(G1, G2, G3, G4, G5, G6)**
3. Increase efficiencies and impact by providing direction to the City Manager, City Clerk, Corporation Counsel and appointed commissioners as outlined in the City Charter **(G3,G5)**
4. Increase the grand list through economic development **(G4, G6)**

ACTION PLANS:

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



Debercy Hinchey
Mayor



Peter Desaulniers
President Pro-Tempore



Mark Bettencourt
City Councilman



William Eyberse
City Councilman



William Nash
City Councilman



Sofee Noblick
City Councilwoman



Terrell Wilson
City Councilman

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2014-15 ADOPTED BUDGET**

17	CITY COUNCIL	2010-11 ACTUAL	2011-12 ACTUAL	2012-13 REVISED BUDGET	2012-13 ACTUAL	2013-14 REVISED BUDGET	2014-15 BUDGET REQUEST	2014-15 MANAGER'S PROPOSED	2014-15 ADOPTED BUDGET
80011	HEAD OF DEPT	45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000
80012	COUNCIL MEMBERS	7,200	7,200	7,200	7,200	7,200	7,200	7,200	7,200
80013	EMPLOYEES	36,735	32,855	33,833	35,251	34,510	34,510	34,510	34,510
80014	OVERTIME	0	415	0	152	0	0	0	0
89999	FRINGE BENEFITS	9,323	6,667	7,373	7,397	7,854	39,024	39,024	39,024
80021	MATERIALS & SUPPLIES	3,236	4,262	3,800	2,497	3,800	3,800	3,800	3,800
80032	EQUIP & FURN MAINT	0	242	2,300	2,197	2,300	2,300	2,300	2,300
80033	TELEPHONE	1,709	2,590	1,750	1,213	1,764	1,764	1,764	1,764
80034	POSTAGE	157	302	200	86	200	200	200	200
80037	MILEAGE	0	0	0	0	0	5,824	5,824	5,824
80039	PRINTING	2,283	2,398	200	0	200	200	200	200
80048	DEPARTMENTAL EXPENSE	866	4,110	10,000	3,692	5,000	6,000	6,000	6,000
80057	DUES, LICENSES, SUBSCRIPTIONS	112	395	600	0	600	1,000	1,000	1,000
80059	TRAINING	66	65	1,000	60	1,000	1,000	1,000	1,000
81000	PROJECT CONTINGENCY	5,359	68,667	25,000	23,903	5,000	25,000	25,000	25,000
81072	MAIN STREET PROGRAM	25,000	0	0	0	0	0	0	0
87102	TASTE OF ITALY	0	0	5,000	5,000	0	0	0	0
87103	VETERAN ORGANIZATIONS	3,744	519	5,000	1,698	5,000	5,000	5,000	5,000
87105	HARBOR COMMISSION	7,194	0	7,000	7,000	7,000	7,000	7,000	7,000
87112	NORWICH COMMUNITY DEV. CORP.	150,000	150,000	150,000	150,000	50,000	150,000	150,000	150,000
87113	SECTER	12,641	12,641	12,641	12,641	12,641	14,173	14,173	14,173
89S80	SACHEM FUND TRANSFER	50,000	50,000	50,000	50,000	0	0	0	0
89S99	ETHICS COMMISSION	0	0	0	0	2,000	2,000	2,000	2,000
89S99	CITY HISTORIAN	0	0	3,875	3,875	3,875	3,875	3,875	3,875
89S99	CHARTER REVISION COMMISSION	0	0	0	0	0	5,000	5,000	5,000
TOTALS		360,625	388,328	371,772	358,862	194,944	359,870	359,870	359,870

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	1.00
City Council Members	6.00	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	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			33,833		34,510	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			33,833		34,510	34,510	34,510	34,510
TOTAL SALARIES			<u>86,033</u>		<u>86,710</u>	<u>86,710</u>	<u>86,710</u>	<u>86,710</u>

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

DEPARTMENT GOALS (DG):

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

ACTION PLANS:

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

ORGANIZATIONAL ACCOMPLISHMENTS:

- During 2012 the department hired three certified police officers from other police departments. These certified officers saved approximately \$80,000 per officer in training expenses and replacement costs, while eliminating 108 weeks of combined training time by getting experienced officers.
- The department hired nine recruit officers who completed the Connecticut Police Academy and their field training periods. The new officers were assigned to the Patrol Division.
- At the start of the new the school year 2012, the “School Resource Officer” program was reinstated with the assistance of funding provided by the Board of Education
- On December 14, 2012, Captain Patrick Daley graduated from the prestigious FBI National Academy, at FBI Headquarters in Quantico, Virginia. The training is 10 week intensive international training program for Police Executives from around the world.
- Since the horrific school tragedy in Newtown the Police Department and the Board of Education have continued to collaborate for greater safety and security measures for the city public schools.
- During fiscal year 2012-13, the City Manager, Mayor, and City Council continued to support the department’s strategic staffing plan to resurrect the community policing program by adding four police officer positions.
- In calendar year 2012 Norwich saw a dramatic decline in the Violent Crime rate. Nine year lows were achieved in the overall violent crime rates and in the specific areas of rape, robbery and felonious assaults. In the same period, the national trend saw an increase in violent crime.

The following are a small sampling of noteworthy crimes and incidents from calendar year 2012:

- February 7, 2012, at approximately 8:48 pm police officers were dispatched to a fight in progress in the area of 85 Oneco St. The first officer on scene located an aggressive subject who turned on the officer, seriously assaulting him. In coming to the aid of the injured officer, the assailant was shot by a responding officer. The assailant was later arrested by the Connecticut State Police for the assault on the Norwich Officer.
- May 2, 2012, Norwich Police responded to the Dime Savings Bank on Salem Turnpike for a bank robbery. The suspect, who had disguised himself, entered the bank and passed a note to the teller stating it was a robbery. The suspect made off with over \$6,000. A coordinated response by responding officers apprehended the suspect attempting to flee the scene. All stolen currency was recovered.
- June 6, 2012 at approximately 3:00 pm the sole fatal motor vehicle accident of the year occurred on Hunters Road when a motorcyclist failed to negotiate the roadway at high speed. The motorcyclist not wearing a helmet, left the roadway, struck a stationary object and was declared deceased at the scene.
- On June 24, 2012 the city's lone homicide occurred at the former Mai Thai Bar & Restaurant on Laurel Hill Ave. As the result of the early morning altercation at that establishment two victims were shot, one killed and one survived. The extensive investigation conducted by the Police Department lead to the arrest of the three responsible suspects.
- During the evening hours of August 27, 2012 The Police responded to a residence for the report of shots fired. The suspect with mental health and alcohol related issues had barricaded himself within his home armed with a high powered rifle. This standoff lasted for approximately 10 hours until he successfully surrendered the next morning.
- On the morning of August 28, 2012, the Police responded to the parking lot of Backus Hospital for an individual suffering from mental illness. Upon responding, officers discovered the individual in the driver's seat of his vehicle delusional and irrational who then attempted to run down his own mother and officers present within the parking lot. In defense of his life and the mother a police sergeant was forced to shoot the subject to prevent any further injuries.
- On September 15, 2012, members of the Norwich Police Patrol and Detective Divisions arrested a city resident after an investigation revealed that the accused had been sexually assaulting his two juvenile step-daughters for a number of years.
- On October 9th, 2012, Based on complaints from area residents, simultaneous undercover operations were conducted targeting illicit heroin trafficking and prostitution in the Greenville and Downtown sections of Norwich. As a result eight suspects were arrested on prostitution and narcotic related charges.
- In the early morning hours of December, 7, 2012, Officers Scott Meikle and Corneilus Carmody responded to structure fire with a victim entrapped on the 2nd floor of a Gifford Street residence. The officers were able gain entry through heavy smoke and flames and rescue the victim who was suffering from smoke inhalation and burns to his body.
- On December 11, 2012, the Norwich Police Department Detectives executed a search and seizure warrant at the Citgo Convenience Store at 406 West Main Street. The store owner was arrested for illegal possession and sale of synthetic marihuana. Seized as a result of the investigation was a vehicle, over \$15,000 and approximately 300 bags of synthetic marihuana valued in excess of \$6,000.

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:

Department of Justice COPS Grant \$575,000 – Under the “Vets to Cops” program the City was awarded funding to hire four police officers who were are Post-9/11 veterans of the US Armed Forces. This grant provides the department the opportunity to expand the Community Policing Program and to combat gun violence within the city. This grant pays for salaries of the four officers over a four year period, with gradual funding decreases over the same four year period.

Edward Byrnes Grant (2012-2013) \$18,674 – Law enforcement technology and equipment purchases.

BJA (Bureau of Justice Assistance) Body Armor Grant \$7,200 – Purchase of soft body armor for officers through a 50% reimbursement of department expenditures.

Department of Homeland Security

Port Security Regional Grant \$229,000 –Funded to provide training for basic and advanced law enforcement boating operations, rescue operations and responding to water born emergencies. This funding also incorporates regional training with neighboring agencies for mutual aid responses to these type of incidents.

Federal Department of Transportation passed through Connecticut Department of Transportation:

Comprehensive DUI Enforcement Program for 2012-13 \$74,000 –DUI/Traffic Enforcement patrols and checkpoints through a 75% reimbursement of department expenditures.

Click It or Ticket Enforcement Program (2012) \$6,800- 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

Community Development Block Grants

Downtown Security and Surveillance System (2012) \$150,000- To purchase and install 12 surveillance cameras to monitor crime and quality of life issues in the Downtown section of the city.

GLOSSARY OF EXPENSES:

Alcohol Enforcement Program: This funding supplements the department's grant funded efforts in DUI enforcement, affirming the city's commitment to traffic safety.

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

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2014-15 ADOPTED BUDGET**

21	POLICE DEPARTMENT	2010-11 ACTUAL	2011-12 ACTUAL	2012-13 REVISED BUDGET	2012-13 ACTUAL	2013-14 REVISED BUDGET	2014-15 BUDGET REQUEST	2014-15 MANAGER'S PROPOSED	2014-15 ADOPTED BUDGET
80011	HEAD OF DEPT	95,321	100,138	107,184	107,184	110,756	110,756	112,971	112,971
80012	EMPLOYEES	5,394,279	5,574,275	6,368,264	6,063,819	6,644,570	7,235,436	6,655,232	6,655,232
80013	PART TIME EMPLOYEES	0	0	3,000	6,560	3,000	3,000	65,000	65,000
80014	OVERTIME	258,030	353,514	318,942	411,766	300,000	350,000	320,000	320,000
89999	FRINGE BENEFITS	3,189,121	3,267,023	3,872,564	3,815,312	4,337,252	5,294,169	4,464,224	4,464,224
80016	CLOTHING ALLOWANCE	88,351	135,631	132,270	144,407	133,945	146,770	136,570	136,570
80017	REPLACEMENT COST	901,503	1,116,438	978,842	1,230,938	800,000	1,083,000	900,000	900,000
80021	MATERIALS & SUPPLIES	47,534	54,355	53,000	53,570	63,000	69,500	69,500	69,500
80023	GAS OIL & GREASE	147,862	222,312	195,239	213,087	189,154	189,286	225,903	225,903
80024	FOOD	5,278	0	0	0	0	0	0	0
80030	STATE COLLECT SYSTEM	72	72	4,000	0	0	0	0	0
80031	RADIO SERVICE	26,925	0	0	0	0	0	0	0
80032	EQUIP & FURN MAINT	53,128	72,431	71,900	78,714	67,500	85,050	88,050	88,050
80033	TELEPHONE	55,083	58,496	55,000	64,033	78,566	87,505	87,505	87,505
80034	POSTAGE	2,503	2,370	2,500	2,061	2,500	2,500	2,500	2,500
80035	UTILITIES	116,432	121,693	120,000	114,873	102,000	107,100	121,000	121,000
80039	PRINTING	4,813	2,080	0	0	0	0	0	0
80057	DUES, LICENSES, SUBSCRIPTIONS	4,184	6,652	5,000	6,190	5,000	7,660	15,293	15,293
80058	SCHOOL GUARDS	54,112	59,598	65,000	58,245	62,000	62,000	0	0
80059	TRAINING	5,659	17,129	30,000	36,415	35,000	45,000	40,000	40,000
80116	LAW ENFORCEMENT COUNCIL	11,239	12,130	12,130	12,130	12,130	12,433	0	0
80117	ALCOHOL ENFORCEMENT PROG	1,807	0	5,000	0	7,500	20,650	20,650	20,650
80119	SPECIAL INVESTIGATIONS	8,190	21,000	14,500	14,500	16,000	20,000	20,000	20,000
80150	DOWNTOWN COMMUNITY POLICING	623	34,616	40,000	18,022	20,000	20,000	20,000	20,000
TOTALS		10,472,049	11,231,953	12,454,335	12,451,826	12,989,873	14,951,815	13,364,398	13,364,398

Notes on Line items:

"Crossing Guards" (\$62,000) were combined into "Part Time" employees (\$3,000) new total \$65,000.
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"
"LEC" (\$12,433) fees were combined into the "Dues, Licensing & Subscriptions"(\$2,860) new total \$15,293.

Staffing

Chief	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Deputy Chief	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Captain	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Lieutenant - Step 2	4.00	2.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00
Lieutenant - Step 1	0.00	2.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Sergeant - Step 2	9.00	8.00	9.00	9.00	8.00	9.00	6.00	6.00	6.00
Sergeant - Step 1	0.00	1.00	0.83	0.83	2.00	1.00	4.00	4.00	4.00
Police Officer - Step 5 (includes SRO's)	28.00	26.00	25.50	25.50	28.00	28.00	25.00	25.00	25.00
Police Officer - Step 4	8.00	10.00	6.00	6.00	5.00	10.00	10.00	10.00	10.00
Police Officer - Step 3	3.00	1.00	22.00	22.00	8.00	6.00	6.00	6.00	6.00
Police Officer - Step 2	19.00	21.00	7.00	7.00	26.00	31.00	31.00	31.00	31.00
Police Officer - Step 1	5.00	8.00	13.25	13.25	10.00	10.00	5.00	5.00	5.00
Police Officer - Step 1 (unfunded)	0.00	0.00	0.00	0.00	4.00	0.00	4.00	4.00	4.00
Sergeant - Step 1 paid by CDBG	0.00	0.00	0.17	0.17	0.00	0.00	0.00	0.00	0.00
Subtotal - Uniformed Officers	79.00	82.00	90.75	90.75	98.00	102.00	98.00	98.00	98.00
Executive Secretary	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Records Div. Clerical Coordinator	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Police Rec. Computer Operator	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00
Animal Control Officer	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
P/T Animal Control Officer	0.65	0.63	0.81	0.81	0.75	0.75	0.75	0.75	0.75
911 Civilian Dispatcher	8.00	8.00	8.00	8.00	9.00	9.00	9.00	9.00	9.00
Crime Analyst	0.00	0.00	0.00	0.00	0.00	1.00	0.00	0.00	0.00
Technology Specialist	0.00	0.00	0.00	0.00	0.00	1.00	0.00	0.00	0.00
Subtotal - All other Police Employees	15.65	15.63	15.81	15.81	16.75	18.75	16.75	16.75	16.75
TOTAL FTE'S	94.65	97.63	106.56	106.56	114.75	120.75	114.75	114.75	114.75

21 POLICE DEPARTMENT	2010-11	2011-12	2012-13	2012-13	2013-14	2014-15	2014-15	2014-15
	ACTUAL	ACTUAL	REVISED BUDGET	ACTUAL	REVISED BUDGET	BUDGET REQUEST	MANAGER'S PROPOSED	ADOPTED BUDGET
Salaries								
Chief			107,184		110,756	110,756	112,971	112,971
Deputy Chief			100,409		103,756	103,756	105,831	105,831
Captain			93,092		93,244	93,244	93,244	93,244
Lieutenant - Step 2			84,996		85,135	85,135	85,135	85,135
Lieutenant - Step 1			80,746		81,081	81,081	81,081	81,081
Sergeant - Step 2			73,909		74,029	74,029	74,029	74,029
Sergeant - Step 1			70,389		70,505	70,505	70,505	70,505
Police Officer - Step 5 (includes SRO's)			66,801		66,910	66,910	66,910	66,910
Police Officer - Step 4			64,269		64,375	64,375	64,375	64,375
Police Officer - Step 3			61,209		61,309	61,309	61,309	61,309
Police Officer - Step 2			57,177		57,271	57,271	57,271	57,271
Police Officer - Step 1			52,951		53,038	53,038	53,038	53,038
Executive Secretary			45,647		46,636	47,569	47,569	47,569
Records Div. Clerical Coordinator			40,344		41,219	42,043	42,043	42,043
Police Rec. Computer Operator			35,659		36,432	37,161	37,161	37,161
Animal Control Officer - Step 2			43,770		43,842	44,719	44,719	44,719
Animal Control Officer - Step 1			40,545		40,611	41,423	41,423	41,423
911 Civilian Dispatcher			53,358		53,445	53,445	55,604	55,604
Crime Analyst			0		47,000	47,000	47,000	47,000
Technology Specialist			0		0	55,436	55,436	55,436
Total Salaries Paid by General Fund								
Chief			107,184		110,756	110,756	112,971	112,971
Deputy Chief			100,409		103,756	103,756	105,831	105,831
Captain			93,092		93,244	93,244	93,244	93,244
Lieutenant - Step 2			339,984		340,540	340,540	340,540	340,540
Lieutenant - Step 1			0		0	0	0	0
Sergeant - Step 2			665,181		592,232	666,261	444,174	444,174
Sergeant - Step 1			58,658		141,010	70,505	282,020	282,020
Police Officer - Step 5 (includes SRO's)			1,703,426		1,873,480	1,873,480	1,672,750	1,672,750
Police Officer - Step 4			385,614		321,875	643,750	643,750	643,750
Police Officer - Step 3			1,346,598		490,472	367,854	367,854	367,854
Police Officer - Step 2			400,239		1,489,046	1,775,401	1,775,401	1,775,401
Police Officer - Step 1			701,601		530,380	530,380	265,190	265,190
Executive Secretary			45,647		46,636	47,569	47,569	47,569
Records Div. Clerical Coordinator			40,344		41,219	42,043	42,043	42,043
Police Rec. Computer Operator			142,636		145,728	148,644	148,644	148,644
Animal Control Officer - Step 2			43,770		43,842	44,719	44,719	44,719
Animal Control Officer - Step 1			32,828		30,458	31,067	31,067	31,067
911 Civilian Dispatcher			426,864		481,005	481,005	500,436	500,436
Crime Analyst			0		0	47,000	0	0
Technology Specialist			0		0	55,436	0	0
Less: Portion of School Resource Officer's salary paid from BOE budget						-150,000	-150,000	-150,000
Subtotal - Employees			6,526,891		6,764,923	7,212,654	6,655,232	6,655,232
TOTAL SALARIES			6,634,075		6,875,679	7,323,410	6,768,203	6,768,203

PERFORMANCE MEASURES	ACTUAL	ACTUAL	PROJECTED	ACTUAL	PROJECTED	PROJECTED	PROJECTED	PROJECTED
Workload/outputs								
911 Hard Line	8,145	5,500	6,886	4,854	4,925	5,569	5,569	5,569
911 Cellular	13,237	15,282	13,901	16,111	15,821	14,962	14,962	14,962
911 VOIP	443	2,282	1,359	2,668	2,674	2,041	2,041	2,041
Subtotal - Emergency Calls	21,825	23,064	22,146	23,633	23,420	22,572	22,572	22,572
Non-emergency Line	36,078	32,499	33,641	33,702	34,302	33,108	33,108	33,108
Total Calls	57,903	55,563	55,787	57,335	57,722	55,680	55,680	55,680
Calls (Police)	52,683	50,808	49,890	52,624	53,084	50,556	50,556	50,556
Calls (Fire)	5,220	4,755	5,897	4,711	4,639	5,124	5,124	5,124
Auto Accidents (Investigated)	1,682	1,549	1,687	1,524	1,560	1,566	1,566	1,566
Auto Accidents (Fatalities)	2	1	2	1	2	2	2	2
Auto Accidents (Injuries)	409	382	390	356	326	371	371	371
Vandalism (Reported)	503	449	486	412	574	470	470	470
Outcome/results								
Part I Crimes (per 100,000)	0.123	0.113	0.125	0.028	0.110	0.140	0.140	0.140
DWI Arrests	241	207	233	192	212	239	239	239
Neighborhood Watch Groups	38	38	40	38	40	48	48	48
Dare Students - 1st Grade	496	422	595	418	447	414	414	414
Dare Students - 3rd Grade	495	433	631	401	453	420	420	420
Dare Students - 5th Grade	402	430	621	423	482	449	449	449
Efficiency								
Police calls per uniformed officer	667	620	550	580	542	496	516	516
Per capita cost of department	\$258.61	\$280.20	\$310.70	\$307.44	\$320.72	\$369.16	\$329.97	\$329.97

* Police activity is based and reported by Calendar Year. For example, the "2012-13 Actual" statistics are from calendar year 2012.

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

NORWICH FIRE DEPARTMENT

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

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

VALUES: Professionalism, Courtesy, Reliability, Competence

DEPARTMENT GOALS:

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

ACTION PLANS:

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

ACCOMPLISHMENTS:

1. Collaborate with Norwich Public Utilities to build hot water solar system in Headquarters station. **(G4)**
2. Renovate the Greenville station to accommodate space for neighborhood association community groups
3. Responded to structural fires, hazardous materials incidents, marina emergencies, brush fires, emergency medical emergencies, and serious motor vehicle accidents without serious injury to personnel. **(G1)**
4. 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)**
5. Establish a blueprint to transition to paperless operations in the Fire Marshals Division
6. All Fire personnel are trained to ICS 100, 200 and 700, Fire II, and Hazardous Materials technician and EMT/CPR levels. **(G1)**
7. All Battalion Chief's are additionally trained to ICS 300 and 400 levels and Fire investigator levels. **(G1)**
8. 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)
9. Promoted Fire officers to ranks of Battalion Chief, Captain and Lieutenant. (G1)
 10. Started diversity program, in collaboration with Human Resources
 11. Established attack plan format for target hazards within the City. Upgraded information management systems to enhance data collection and strategic planning.
 12. Collaborated with volunteer fire departments to enhance State Statute report submission requirements.

COLLABORATIONS:

Our collaborative interagency efforts within the City, in conjunction with the technological advancements in hardware and software of our operating systems are designed to continue to maximize efficiency in all phases of emergency planning and operations. Our initiatives for the next five years are focused on increasing customer service and embracing change that serves effectively while improving efficiency.

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

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.

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.

Fire Prevention Day: First week in October sponsored by Norwich Fire Department and Local 892, feature a multi-agency event including: DARE, American Ambulance, Norwich Public Utilities, Mystic Fire smoke house trailer, fire sprinkler trailer, safety stove cooking, vehicle extrication, fire extinguisher and sprinkler demonstrations. Ongoing events include sponsoring diversity by inviting new local merchants and fire prevention materials in multiple languages distribution.

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.

Assistance to Firefighters Grants (AFG) Program – The primary goal of the 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.

Community Development Block Grant (CDBG) – This grant supports specific projects and equipment within a specified area of the City of Norwich. 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.

Commercial Equipment Direct Assistance Program (CEDAP) - CEDAP helps meet the equipment needs of smaller jurisdictions by providing communications interoperability, information sharing, chemical

detection, sensors, personal protective equipment, technology, and training in using the equipment, devices, and technology. 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.

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

The Connecticut Fair Plan – Various merchants provide limited funding for fire prevention, inspection, and investigation equipment and materials. 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
2014-15 ADOPTED BUDGET**

22	FIRE GENERAL	2010-11 ACTUAL	2011-12 ACTUAL	2012-13 REVISED BUDGET	2012-13 ACTUAL	2013-14 REVISED BUDGET	2014-15 BUDGET REQUEST	2014-15 MANAGER'S PROPOSED	2014-15 ADOPTED BUDGET
80011	HEAD OF DEPT	90,325	94,874	101,557	101,557	104,942	104,942	107,041	107,041
80012	EMPLOYEES	656,586	630,682	678,990	688,849	672,640	729,493	701,375	743,418
80014	OVERTIME	15,262	15,835	16,000	10,722	16,000	18,000	16,000	16,000
89999	FRINGE BENEFITS	388,420	380,544	497,329	491,514	512,149	590,876	487,896	512,363
80016	CLOTHING ALLOWANCE	8,242	23,428	24,600	33,820	31,200	37,300	26,300	26,300
80017	REPLACEMENT COSTS	69,953	27,817	85,000	39,563	77,000	77,000	50,000	50,000
80021	MATERIALS & SUPPLIES	23,909	33,452	32,000	39,762	36,760	43,485	40,000	40,000
80023	GAS OIL & GREASE	34,461	40,538	36,491	35,565	34,550	35,443	38,087	38,087
80031	RADIO SERVICE	22,124	0	0	0	0	0	0	0
80032	EQUIP & FURN MAINT	44,878	81,856	65,000	48,088	58,500	92,740	75,000	75,000
80033	TELEPHONE	39,323	37,112	37,800	37,489	46,408	55,727	55,727	55,727
80035	UTILITIES	65,140	64,344	59,000	60,509	55,000	57,750	57,000	57,000
80036	LAUNDRY & CLEANING	2,706	0	0	0	0	0	0	0
80039	PRINTING	976	0	0	0	0	0	0	0
80040	BLDG & GRND MAINT	20,119	21,488	17,100	37,637	20,444	30,200	25,000	25,000
80051	SPECIAL SERVICE CHARGE	116,000	165,825	134,932	134,932	84,728	104,581	99,693	99,693
80057	DUES, LICENSES, SUBSCRIPTIONS	2,641	2,850	1,925	2,958	2,650	2,650	2,650	2,650
80059	TRAINING	35,424	47,460	74,000	71,114	56,000	60,000	56,000	56,000
80063	POST-EMPLOYMENT MEDICAL	93,240	135,790	144,874	144,874	172,180	172,180	182,432	182,432
80114	HAZ MAT TECHNICIAN	10,573	12,247	13,300	14,487	25,194	25,500	18,500	18,500
80144	PHYSICAL FITNESS PROGRAM	2,000	5,000	5,000	4,923	30,600	32,155	32,155	32,155
TOTALS		1,742,302	1,821,142	2,024,898	1,998,363	2,036,945	2,270,022	2,070,856	2,137,366

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

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	1.00
Safety & Training Marshal	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Battalion Chiefs - Step 2	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	3.00
Battalion Chiefs - Step 1	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00
Firefighters	0.00	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	6.00
Captain - Fire Marshal	1.00	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	1.00	2.00	2.00	2.00	2.00
Inspectors - Step 1	0.00	0.00	0.00	0.00	1.00	0.00	0.00	0.00	0.00
Fire Code Clerk	1.60	1.60	1.60	1.60	1.00	2.00	1.00	1.00	2.00
Executive Secretary	1.00	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	5.00	6.00	5.00	5.00	6.00
TOTAL FTE'S	11.60	11.60	11.60	11.60	11.00	12.00	11.00	11.00	12.00

Salaries

Chief			101,557			104,942	104,942	107,041	107,041
Director of Training & Safety			66,136			69,556	71,121	71,121	71,121
Battalion Chiefs - Step 2			73,799			76,315	78,032	78,032	78,032
Battalion Chiefs - Step 1			71,869			74,224	75,894	75,894	75,894
Firefighters			46,039			47,036	48,094	48,094	48,094
Captain - Fire Marshal			73,899			75,500	77,199	77,199	77,199
Inspectors - Step 2			66,781			68,228	69,764	69,764	69,764
Inspectors - Step 1			64,836			66,241	67,732	67,732	67,732
Fire Code Clerk			40,344			41,219	42,043	42,043	42,043
Executive Secretary			45,647			46,636	47,569	47,569	47,569

Total Salaries Paid by General Fund

Chief			101,557			104,942	104,942	107,041	107,041
Safety & Training Marshal			66,136			69,556	71,121	71,121	71,121
Battalion Chiefs - Step 2			295,196			305,260	312,128	312,128	234,096
Battalion Chiefs - Step 1			0			0	0	0	75,894
Firefighters			0			0	0	0	0
Captain - Fire Marshal			73,899			75,500	77,199	77,199	77,199
Inspectors - Step 2			133,562			68,228	139,528	139,528	139,528
Inspectors - Step 1			0			66,241	0	0	0
Fire Code Clerk			64,550			41,219	84,086	42,043	84,086
Executive Secretary			45,647			46,636	47,569	47,569	47,569
Stand-by pay per contract								6,925	6,925
Haz-Mat Stipends								7,000	7,000
Subtotal - Employees						678,990	731,631	703,513	743,418
TOTAL SALARIES						780,547	777,582	810,554	850,459

22 FIRE GENERAL	2010-11	2011-12	2012-13	2012-13	2013-14	2014-15	2014-15	2014-15
	ACTUAL	ACTUAL	REVISED BUDGET	ACTUAL	REVISED BUDGET	BUDGET REQUEST	MANAGER'S PROPOSED	ADOPTED BUDGET
PERFORMANCE MEASURES	ACTUAL	ACTUAL	PROJECTED	ACTUAL	PROJECTED	PROJECTED	PROJECTED	PROJECTED
<i>Inputs (includes both the General Fund and City Consolidated Fire District)</i>								
Budget (General Fund + CCD-Special Service Charge)	\$7,186,490	\$7,370,390	\$8,472,329	\$8,408,493	\$9,004,918	\$9,795,205	\$9,275,954	\$9,342,464
Non-personnel budget	\$312,516	\$369,775	\$366,216	\$386,352	\$397,306	\$472,950	\$426,419	\$426,419
Total full-time equivalent employees	59.6	59.6	60.9	60.9	61.0	62.0	61.0	62.0
Total firefighters	54.0	54.0	55.3	55.3	56.0	56.0	56.0	56.0
<i>Workload/outputs</i>								
Fires	477	496	539	490	592	149	149	149
EMS	1,607	1,669	1,833	1,633	2,195	1,667	1,667	1,667
Hazardous materials	96	146	105	132	127	77	77	77
Service calls	108	98	123	205	128	123	123	123
Other	42	12	47	-	16	403	403	403
Total calls	2,330	2,421	2,647	2,460	3,058	2,419	2,419	2,419
<i>Outcome/results</i>								
Civilian casualties	-	-	-	-	-	-	-	-
Fire Service Injuries	39	25	30	20	20	15	15	15
Arson fires leading to arrests	5	1	10	10	-	2	2	2
Inspections/re-inspections	588	585	882	651	702	714	714	714
Complaints Investigated	23	40	28	28	47	44	44	44
Violations found	814	1,251	985	1,392	1,534	1,900	1,900	1,900
Violations corrected	674	631	815	924	860	1,035	1,035	1,035
Fire investigations conducted	45	55	55	57	55	34	34	34
Community service/public safety presentations	41	88	55	55	55	60	60	60
Training hours per person	326	350	395	300	395	450	450	450
Marine Operations	20	20	20	20	20	25	25	25
<i>Efficiency</i>								
Average response time (minutes)	3.0	4.0	3.0	3.0	4.0	4.0	4.0	4.0
Total calls/ firefighter	43.15	44.83	47.91	44.52	54.61	43.20	43.20	43.20
Total non-personnel budget/Total General Fund budget	0.30%	0.34%	0.32%	0.34%	0.34%	0.40%	0.36%	0.36%

EAST GREAT PLAIN VOLUNTEER FIRE

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

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

VALUES:

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

GOALS:

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

ACTION PLANS:

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

ACCOMPLISHMENTS:

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

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2014-15 ADOPTED BUDGET**

23	EAST GREAT PLAIN VFD	2010-11 ACTUAL	2011-12 ACTUAL	2012-13 REVISED BUDGET	2012-13 ACTUAL	2013-14 REVISED BUDGET	2014-15 BUDGET REQUEST	2014-15 MANAGER'S PROPOSED	2014-15 ADOPTED BUDGET
80015	PROFESSIONAL SERVICES	0	0	0	0	0	0	3,000	3,000
80016	CLOTHING ALLOWANCE	1,342	2,852	2,000	2,215	2,500	5,000	3,000	3,000
80021	MATERIALS & SUPPLIES	6,449	13,412	22,000	12,155	22,000	27,000	22,500	22,500
80023	GAS OIL & GREASE	4,828	6,207	5,678	4,507	5,990	6,159	5,701	5,701
80031	RADIO SERVICE	6,445	0	0	0	0	0	0	0
80032	EQUIP & FURN MAINT	11,216	38,532	33,000	27,342	27,000	28,000	28,000	28,000
80033	TELEPHONE	4,288	2,407	2,500	2,566	4,156	5,709	5,709	5,709
80035	UTILITIES	15,859	14,080	13,000	14,100	12,000	12,600	13,800	13,800
80040	BLDG & GRND MAINT	27,098	13,204	22,000	25,906	28,000	35,000	29,000	29,000
80057	DUES, LICENSES, SUBSCRIPTIONS	1,041	2,405	3,000	1,647	3,000	3,000	2,500	2,500
80059	TRAINING	3,750	11,695	15,000	7,730	13,000	17,250	14,000	14,000
TOTALS		82,316	104,794	118,178	98,168	117,646	139,718	127,210	127,210

Notes on Line items:

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

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

PERFORMANCE MEASURES	ACTUAL	ACTUAL	PROJECTED	ACTUAL	PROJECTED	PROJECTED	PROJECTED	PROJECTED
Workload/outputs								
Fire (Building, vehicle, brush, etc.)	35	63	37	36	50	42	42	42
Overpressure Rupture, Explosion (no fire)	-	-	2	-	2	-	-	-
Rescue & EMS Incidents (EMS vehicle accidents, extrication)	677	634	685	623	645	639	639	639
Hazardous Conditions	34	42	40	42	37	40	40	40
Service Calls	43	18	48	41	27	45	45	45
Good Intent Calls (Authorized controlled burns, smoke scares)	80	72	75	50	75	89	89	89
False Alarms & False Calls	92	102	100	99	100	100	100	100
Severe Weather & Natural Disaster	-	-	-	1	-	-	-	-
Total Calls	961	931	987	892	936	955	955	955
Outcome/results								
Number of volunteers attending training	45	45	45	45	45	45	45	45
Total training hours	2,100	2,100	2,100	2,100	2,100	2,100	2,100	2,100
Number of volunteers trained as EMT or MRT	35	35	35	35	35	38	38	38
Number of volunteers trained to use defibrillators	45	45	45	45	45	38	38	38
Number of State Fire Certified volunteers	35	35	35	35	35	40	40	40
Efficiency								
Cost of dept/cost of total general fund operations	0.08%	0.10%	0.10%	0.09%	0.10%	0.12%	0.11%	0.11%

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.

DEPARTMENT GOALS:

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

ACTION PLANS:

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

ACCOMPLISHMENTS:

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

CITY OF NORWICH
GENERAL FUND EXPENDITURES
2014-15 ADOPTED BUDGET

24 LAUREL HILL VFD	2010-11 ACTUAL	2011-12 ACTUAL	2012-13 REVISED BUDGET	2012-13 ACTUAL	2013-14 REVISED BUDGET	2014-15 BUDGET REQUEST	2014-15 MANAGER'S PROPOSED	2014-15 ADOPTED BUDGET
80015 PROFESSIONAL SERVICES	0	0	0	0	0	0	4,000	4,000
80016 CLOTHING ALLOWANCE	1,378	678	2,000	5,870	3,000	3,000	3,000	3,000
80021 MATERIALS & SUPPLIES	4,333	4,683	4,000	3,704	4,000	4,000	4,000	4,000
80023 GAS OIL & GREASE	1,956	2,053	2,249	1,699	2,284	2,347	2,131	2,131
80031 RADIO SERVICE	2,894	0	0	0	0	0	0	0
80032 EQUIP & FURN MAINT	13,031	11,032	17,000	17,159	14,400	17,000	17,000	17,000
80033 TELEPHONE	6,576	5,498	5,500	5,358	6,184	7,737	7,737	7,737
80035 UTILITIES	7,873	7,323	7,500	7,230	6,500	6,825	7,300	7,300
80040 BLDG & GRND MAINT	4,081	3,303	6,000	1,950	6,000	6,000	6,000	6,000
80057 DUES, LICENSES, SUBSCRIPTIONS	275	286	500	891	500	1,300	1,300	1,300
80059 TRAINING	4,552	11,061	7,000	5,785	8,500	10,000	10,000	10,000
TOTALS	46,949	45,917	51,749	49,646	51,368	58,209	62,468	62,468

Notes on Line items:

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

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

PERFORMANCE MEASURES	ACTUAL	ACTUAL	PROJECTED	ACTUAL	PROJECTED	PROJECTED	PROJECTED	PROJECTED
<i>Workload/outputs</i>								
Brush Fires	6	2	4	3	3	4	4	4
Structure Fires	14	6	7	7	9	7	7	7
Fire Alarms	18	17	22	11	21	14	14	14
Service Calls	7	19	6	8	7	6	6	6
Rescue/Emergency	-	2	5	1	4	-	-	-
Motor Vehicle Accidents	5	3	4	5	3	6	6	6
Vehicle Fires	-	-	1	2	1	2	2	2
Haz-Mat Calls	1	3	2	4	3	3	3	3
Mutual Aid	27	22	31	29	29	31	31	31
CO Problems	2	2	3	2	3	3	3	3
Water Emergency	2	2	5	3	3	5	5	5
Medical Calls	39	28	36	38	32	36	36	36
Total Calls	121	106	126	113	118	117	117	117

Outcome/results

Accidents involving city fire vehicles	-	-	-	-	-	-	-	-
Civilian Casualties	-	-	-	-	-	-	-	-
Fire Service Injuries	-	-	-	1	-	-	-	-
Drills/Training	76	76	76	76	76	76	76	76
Training Hours	3,100	3,100	3,100	3,100	3,100	3,100	3,100	3,100
Community events attended	22	22	22	22	22	22	22	22
Percentage of women/minority members	38.00%	33.00%	38.00%	39.00%	38.00%	38.00%	38.00%	38.00%
Firefighters with State of CT Certifications	91.00%	97.00%	97.00%	92.00%	97.00%	97.00%	97.00%	97.00%

Efficiency

Average response time (minutes)	3.5	3.5	3.5	3.5	3.5	3.5	3.5	3.5
Cost of dept/cost of total general fund operation	0.05%	0.04%	0.05%	0.04%	0.04%	0.05%	0.05%	0.05%

OCCUM VOLUNTEER FIRE

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

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

VALUES:

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

DEPARTMENT GOALS:

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

ACTION PLANS:

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

ACCOMPLISHMENTS:

1. Successfully mitigated emergency calls for the past year with one minor injury to personnel.
2. Continued in house Occupational Safety & Health Administration (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 four new members from recruitment work. Did a door to door drive through part of the district. Planning to do another section in the spring.

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2014-15 ADOPTED BUDGET**

25 OCCUM VFD	2010-11 ACTUAL	2011-12 ACTUAL	2012-13 REVISED BUDGET	2012-13 ACTUAL	2013-14 REVISED BUDGET	2014-15 BUDGET REQUEST	2014-15 MANAGER'S PROPOSED	2014-15 ADOPTED BUDGET
80015 PROFESSIONAL SERVICES	0	0	0	0	0	0	2,500	2,500
80016 CLOTHING ALLOWANCE	143	3,549	500	0	750	750	750	750
80021 MATERIALS & SUPPLIES	9,134	4,449	5,000	11,059	7,000	7,000	7,000	7,000
80023 GAS OIL & GREASE	1,428	1,757	2,000	2,067	2,284	2,000	2,131	2,131
80031 RADIO SERVICE	257	0	0	0	0	0	0	0
80032 EQUIP & FURN MAINT	26,833	16,619	20,000	10,446	18,000	25,000	20,000	20,000
80033 TELEPHONE	3,153	2,730	2,300	2,999	3,785	2,300	5,338	5,338
80035 UTILITIES	10,016	10,057	11,466	9,366	8,500	12,500	11,000	11,000
80040 BLDG & GRND MAINT	8,042	6,089	11,000	10,496	11,000	13,000	12,000	12,000
80057 DUES, LICENSES, SUBSCRIPTIONS	395	350	500	992	500	500	500	500
80059 TRAINING	2,666	8,615	8,000	4,995	8,000	9,000	8,000	8,000
TOTALS	62,067	54,215	60,766	52,420	59,819	72,050	69,219	69,219

Notes on Line items:

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

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

PERFORMANCE MEASURES	ACTUAL	ACTUAL	PROJECTED	ACTUAL	PROJECTED	PROJECTED	PROJECTED	PROJECTED
<i>Workload/outputs</i>								
CO Problem	4	4	6	4	6	6	6	6
Structural fires	3	7	3	10	8	10	10	10
Mutual aid (fire & medical)	8	11	20	15	15	18	18	18
Assorted fires	25	21	30	32	25	32	32	32
Service calls	3	4	12	4	16	16	16	16
Other calls	40	29	56	16	50	40	40	40
Emergency medical calls	108	93	120	103	120	120	120	120
Total Calls	191	169	247	184	240	242	242	242
<i>Outcome/results</i>								
Accidents involving city vehicles	-	-	-	-	-	-	-	-
Civillian casualties	-	-	-	-	-	-	-	-
Fire service injuries	-	1	-	-	-	-	-	-
Drills (weekdays and evenings)	80	80	80	80	80	80	80	80
Drills (man hours) in house	2,400	2,100	2,000	2,000	2,200	2,300	2,300	2,300
Community events attended	25	28	28	28	30	30	30	30
Percentage of women/minority	30.00%	40.00%	40.00%	40.00%	45.00%	45.00%	45.00%	45.00%
Firefighters with State of CT certification	65.00%	50.00%	50.00%	50.00%	55.00%	55.00%	55.00%	55.00%
Percentage of personnel with EMT certification	70.00%	50.00%	50.00%	50.00%	55.00%	55.00%	55.00%	55.00%
<i>Efficiency</i>								
Average response time (minutes)	3.5	3.5	3.5	3.5	3.5	3.5	3.5	3.5
Cost of dept/cost of total general fund operations	0.06%	0.05%	0.05%	0.05%	0.05%	0.06%	0.06%	0.06%

TAFTVILLE VOLUNTEER FIRE

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

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

VALUES:

- Professionalism
- Safety
- Service
- Efficiency
- Fiscal Integrity

DEPARTMENT GOALS:

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

ACTION PLANS:

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

ACCOMPLISHMENTS:

1. 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. Received a grant to train rescue divers and dive tenders
7. Four members completed training to become rescue divers.
8. Participated in the Norwich Public School's NEXTT Program.
9. Began work with the New London Marine group for the formation of a regional water rescue team
10. Completed electrical energy efficiency upgrades to the station.
11. Continued work with the Juvenile Review Board
12. No accidents involving city apparatus.

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2014-15 ADOPTED BUDGET**

26	TAFTVILLE VFD	2010-11 ACTUAL	2011-12 ACTUAL	2012-13 REVISED BUDGET	2012-13 ACTUAL	2013-14 REVISED BUDGET	2014-15 BUDGET REQUEST	2014-15 MANAGER'S PROPOSED	2014-15 ADOPTED BUDGET
80015	PROFESSIONAL SERVICES	0	0	0	0	0	0	6,750	6,750
80016	CLOTHING ALLOWANCE	2,161	2,862	3,500	1,622	3,500	4,000	3,500	3,500
80021	MATERIALS & SUPPLIES	10,046	15,069	19,000	19,639	19,000	28,034	21,000	21,000
80023	GAS OIL & GREASE	7,253	9,420	3,990	7,889	9,218	9,000	8,661	8,661
80031	RADIO SERVICE	3,563	0	0	0	0	0	0	0
80032	EQUIP & FURN MAINT	29,787	21,033	35,000	11,518	29,700	35,000	32,000	32,000
80033	TELEPHONE	7,508	5,996	5,800	5,647	6,641	6,000	8,194	8,194
80035	UTILITIES	20,212	18,365	17,000	18,722	17,500	24,000	18,300	18,300
80040	BLDG & GRND MAINT	15,328	25,376	20,000	24,321	20,000	27,945	25,000	25,000
80057	DUES, LICENSES, SUBSCRIPTIONS	876	950	2,000	1,490	2,500	3,948	2,500	2,500
80059	TRAINING	19,607	16,854	18,000	21,411	20,000	25,740	22,000	22,000
TOTALS		116,341	115,925	124,290	112,259	128,059	163,667	147,905	147,905

Notes on Line items:

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

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

PERFORMANCE MEASURES	ACTUAL	ACTUAL	PROJECTED	ACTUAL	PROJECTED	PROJECTED	PROJECTED	PROJECTED
<i>Workload/outputs</i>								
Structural fires	30	35	30	34	30	30	30	30
Mutual aid	44	63	65	62	65	65	65	65
Standby	4	4	15	-	15	-	-	-
Water Rescue	2	2	5	2	5	5	5	5
Service Calls	7	19	20	34	20	20	20	20
Emergency Medical Calls	422	422	450	426	450	450	450	450
Motor Vehical Accidents	47	48	56	40	56	56	56	56
False Alarms	78	71	60	44	60	60	60	60
Brush Fires	7	3	2	5	2	5	5	5
Other	3	4	2	-	2	-	-	-
Investigation	62	83	25	51	25	55	55	55
Total Calls	706	754	730	698	730	746	746	746

Outcome/results

Accidents involving city vehicles	-	-	-	-	-	-	-	-
Civilian casualties	-	-	-	-	-	-	-	-
Fire Service injuries	-	-	-	-	-	-	-	-
Drills (weekdays and evenings)	70	70	70	70	70	70	70	70
Drills (man hours)	3,800	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%	4.00%	6.00%	6.00%	6.00%	6.00%
Firefighters with State of CT certification	96.00%	97.00%	98.00%	98.00%	98.00%	99.00%	99.00%	99.00%

Efficiency

Average response time (minutes)	3.5	3.5	3.5	3.5	3.5	3.5	3.5	3.5
Cost of dept/cost of total general fund operation	0.11%	0.11%	0.11%	0.10%	0.11%	0.14%	0.12%	0.12%

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

DEPARTMENT GOALS:

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

ACTION PLANS:

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

ACCOMPLISHMENTS:

1. Won Life Safety Achievement Award for zero fire deaths.
2. Brought six 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.
4. Worked with all Norwich fire companies to enhance apparatus responses, purchase equipment in bulk, review of all apparatus currently in service, and plan future equipment needs of the city's entire fire service with the city's fire chiefs.

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2014-15 ADOPTED BUDGET**

27	YANTIC VFD	2010-11 ACTUAL	2011-12 ACTUAL	2012-13 REVISED BUDGET	2012-13 ACTUAL	2013-14 REVISED BUDGET	2014-15 BUDGET REQUEST	2014-15 MANAGER'S PROPOSED	2014-15 ADOPTED BUDGET
80015	PROFESSIONAL SERVICES	0	0	0	0	0	0	9,500	9,500
80016	CLOTHING ALLOWANCE	168	1,147	3,000	1,756	3,470	4,170	4,170	4,170
80021	MATERIALS & SUPPLIES	22,793	16,579	25,000	22,518	25,000	33,405	27,000	27,000
80023	GAS OIL & GREASE	6,525	9,421	7,691	9,469	8,019	8,357	9,474	9,474
80031	RADIO SERVICE	6,478	0	0	0	0	0	0	0
80032	EQUIP & FURN MAINT	14,019	29,462	36,000	41,824	24,432	28,010	26,000	26,000
80033	TELEPHONE	5,833	4,032	4,000	4,266	4,997	6,550	6,550	6,550
80035	UTILITIES	25,633	24,008	23,000	25,412	21,500	22,225	24,000	24,000
80040	BLDG & GRND MAINT	20,623	18,343	23,630	26,798	26,875	28,540	28,540	28,540
80057	DUES, LICENSES, SUBSCRIPTIONS	295	1,441	4,624	848	4,624	6,117	5,000	5,000
80059	TRAINING	7,772	16,622	17,500	11,044	18,540	27,765	20,000	20,000
TOTALS		110,139	121,055	144,445	143,935	137,457	165,139	160,234	160,234

Notes on Line items:

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

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

PERFORMANCE MEASURES	ACTUAL	ACTUAL	PROJECTED	ACTUAL	PROJECTED	PROJECTED	PROJECTED	PROJECTED
<i>Workload/outputs</i>								
Structure Fires	15	4	20	5	20	20	20	20
False Alarms	10	6	10	-	10	10	10	10
Internal alarms	100	106	100	103	100	100	100	100
Miscellaneous calls	60	59	50	59	50	50	50	50
Rescue/emergency	301	271	250	298	250	250	250	250
Veheical accidents	84	91	100	80	100	100	100	100
Automobile fire	11	14	20	8	20	20	20	20
Grass/brush fires	11	10	20	8	20	20	20	20
Chemical incidents	3	4	5	3	5	5	5	5
Mutual aid	26	27	30	41	30	30	30	30
Service calls	22	29	100	2	100	100	100	100
Total Calls	643	621	705	607	705	705	705	705
<i>Outcome/results</i>								
Accidents involving city fire vehicles	-	-	-	1	-	-	-	-
Civillian casualties	-	-	-	-	-	-	-	-
Fire service casualties	-	-	-	-	-	-	-	-
Fire-related civilian casualties	-	-	-	-	-	-	-	-
Fire-related injuries	2	3	-	4	-	-	-	-
Public education man hours	763	778	800	879	800	800	800	800
Training man hours	2,112	2,247	2,500	2,384	2,500	2,500	2,500	2,500
Firefighters with State of CT certification	97.00%	97.00%	95.00%	95.00%	95.00%	95.00%	95.00%	95.00%
Percentage of personnel receiving EMT training	58.00%	59.00%	62.00%	62.00%	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	3.2
Cost of dept/cost of total general fund operations	0.11%	0.11%	0.13%	0.13%	0.12%	0.14%	0.14%	0.14%

RECREATION

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

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

VALUES:

- Economic value
- Health and environmental benefits
- Social importance

GOALS & ACTION PLANS:

1. Recreational programs provide organized, structured, enjoyable activities for all ages. **(G1, G2)**
2. 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)**
3. Continue to seek opportunities that will lead to the establishment of a Community Center. **(G4, G5, G6)**
4. Expand the Summer Camp Programs to allow for increased participation. **(G1, G3)**
5. 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)**
6. 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)**
7. 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 Connecticut 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 four and five 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 aged 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
2014-15 ADOPTED BUDGET**

32 RECREATION DEPARTMENT	2010-11 ACTUAL	2011-12 ACTUAL	2012-13 REVISED BUDGET	2012-13 ACTUAL	2013-14 REVISED BUDGET	2014-15 BUDGET REQUEST	2014-15 MANAGER'S PROPOSED	2014-15 ADOPTED BUDGET
80011 HEAD OF DEPT	71,759	75,362	78,302	78,279	79,868	0	0	0
80012 EMPLOYEES	220,092	242,656	227,154	217,305	232,078	236,719	236,719	236,719
80013 PART TIME EMPLOYEES	12,397	17,018	35,720	51,132	35,000	35,000	35,000	35,000
80014 OVERTIME	2,340	5,181	3,187	0	3,187	4,000	4,000	4,000
89999 FRINGE BENEFITS	148,702	156,597	204,742	204,849	221,032	175,255	175,255	175,255
80015 PROFESSIONAL SERVICE	29,417	13,910	25,000	11,801	25,000	12,000	12,000	12,000
80021 MATERIALS & SUPPLIES	11,789	7,711	12,000	18,747	12,000	10,000	10,000	10,000
80023 GAS OIL & GREASE	7,233	9,385	10,132	9,844	9,017	9,694	9,694	9,694
80032 EQUIP & FURN MAINT	2,445	3,079	3,000	1,234	2,600	8,000	8,000	8,000
80033 TELEPHONE	3,093	3,091	2,270	2,348	3,468	4,668	4,668	4,668
80034 POSTAGE	197	154	500	372	250	500	500	500
80035 UTILITIES	15,465	18,941	15,600	24,065	16,500	26,000	26,000	26,000
80037 MILEAGE	49	887	250	1,177	1,000	1,000	1,000	1,000
80040 BLDG & GRND MAINT	18,831	34,511	43,261	35,914	40,000	35,000	35,000	35,000
80057 DUES, LICENSES, & SUBSCRIPTIONS	0	0	0	0	0	500	500	500
80059 TRAINING	0	0	0	0	0	500	500	500
86007 OCCUM ENVIR TESTING/MAINT	17,077	8,128	8,500	8,074	8,100	0	0	0
TOTALS	560,886	596,611	669,618	665,141	689,100	558,836	558,836	558,836

Staffing

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

Salaries

Director of Recreation			78,302		79,868	81,465	81,465	81,465
Recreation Facilities Mtn. Supervisor			58,431		59,697	60,891	60,891	60,891
Recreation Facilities Maintainer II			45,647		46,636	47,569	47,569	47,569
Recreation Facilities Maintainer I			40,344		41,219	42,043	42,043	42,043
Administrative Secretary			42,388		43,307	44,173	44,173	44,173
Total Salaries Paid by General Fund								
Director of Recreation			78,302		79,868	0	0	0
Recreation Facilities Mtn. Supervisor			58,431		59,697	60,891	60,891	60,891
Recreation Facilities Maintainer II			45,647		46,636	47,569	47,569	47,569
Recreation Facilities Maintainer I			80,688		82,438	84,086	84,086	84,086
Administrative Secretary			42,388		43,307	44,173	44,173	44,173
Subtotal - Employees			227,154		232,078	236,719	236,719	236,719
TOTAL SALARIES			305,456		311,946	236,719	236,719	236,719

PERFORMANCE MEASURES

	ACTUAL	ACTUAL	PROJECTED	ACTUAL	PROJECTED	PROJECTED	PROJECTED	PROJECTED
Workload/outputs								
Number of your program hours	1,980	3,530	2,000	3,526	6,000	6,000	6,000	6,000
Total acreage of athletic facilities	166	166	166	166	166	166	166	166
Outcome/ Results								
Number of youth registrations	4,618	3,671	4,650	2,343	4,500	4,500	4,500	4,500
Number of adult registrations	N/R	N/R	462	115	600	600	600	600
Efficiency Measures								
Recreation budget as % of total general fund budget	0.55%	0.55%	0.58%	0.58%	0.59%	0.47%	0.47%	0.47%
Full-time staff salary cost as percentage of department budget	52.03%	53.30%	45.62%	44.44%	45.27%	42.36%	42.36%	42.36%

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

DEPARTMENT GOALS (DG):

1. To protect and/or enhance the lives of Norwich residents by aiding them in attaining self-sufficiency **(G2)**
2. Maintain strong community relations through candid communication, professional service, and the implementation of community outreach programs and partnerships. **(G1,G5)**
3. Train personnel to the highest standards while holding them accountable to those standards **(G1,G2)**
4. Increase efficiencies by working collaboratively with other departments, agencies, boards and commissions as well as outside agencies that focus on increasing personal self-sufficiency. **(G1,G5)**

ACTION PLANS:

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

ACCOMPLISHMENTS:

1. Assisted 937 Norwich disabled and elderly residents apply for the State of Connecticut Renter's Rebate Program which brought back over \$431,972 to the community in rebates. *In 2014-15 this program will be returned to the Assessor's Office for administration, due to NHS staff cuts.*
2. Continued the Volunteer Income Tax Assistance Program and filed CT and Federal returns for 478 low-income families and brought back over \$794,542 in refunds to the Norwich community. In addition, we assisted 227 residents in accessing the new State Earned Income Tax Credit, and 209 residents received the Federal Earned Income Tax Credit. *2014 Will be the last year that we will provide these services due to NHS staff cuts.*
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. This brought \$112,042 in utility assistance to Norwich residents.
4. Awarded \$32,000 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. 11 Residents completed the Certified Nurse's Aid Program, two completed the

Patient Care Tech Program, and one completed the Pharmacy Tech course. Currently, more than 78% of these formerly unemployed people are now working with the rest actively seeking work and interviewing in their new field.

5. Sheltered 61 Norwich homeless residents in the Norwich Hospitality Center and found permanent housing for 48% of them. Garnered over \$64,000 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 \$34,700 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. Awarded \$52,179 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.
9. Supervisory staff served in leadership roles in a number of local, regional and state human service organizations and initiatives, including the Southeaster Connecticut Council to End Homelessness Board, United Way of Southeastern Connecticut Board, and the Regional Federal Emergency Food and Shelter Board.
10. Organized the annual Christmas “Adopt a Family” program, matching sponsors who provided Christmas gifts to children of low-income Norwich families. Approximately 400 children, representing 130 families were assisted.
11. Recovered \$4,084 in Relocation Liens.
12. Total revenue in grant funding for fiscal year 2012-13: \$330,000

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/ Shelter Diversion/Rapid Rehousing \$30,000 – Provides funding to assist Norwich residents with maintaining their housing to avoid costly shelter stays and to regain housing quickly should they have to enter a shelter.

Community Development Block Grant/ Training Services \$26,000 – 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 \$61,500 - 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 \$18,000 - 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 \$20,000 – Anticipate private grant funding to provide job training and support services to low-income Norwich residents.

Direct Client Needs \$15,000 – Anticipate private grants and donations for the provision of clients’ basic needs.

Housing/Homelessness \$19,200 – Anticipate private grants to assist Norwich residents with maintaining their housing to avoid costly shelter stays and to regain housing quickly should they have to enter a shelter.

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

Bethsaida Community \$1,340 – For the provision of case management services to homeless women.

Norwich Human Services also administers services for the provision of rent and utility assistance through the New London County Fund, Operation Fuel and Project Warm-Up, and receives direct funds for administration of these programs.

CITY OF NORWICH
GENERAL FUND EXPENDITURES - SUMMARY OF HUMAN SERVICES
2014-15 ADOPTED BUDGET

HUMAN SERVICES DEPARTMENT	2010-11 ACTUAL	2011-12 ACTUAL	2012-13 REVISED BUDGET	2012-13 ACTUAL	2013-14 REVISED BUDGET	2014-15 BUDGET REQUEST	2014-15 MANAGER'S PROPOSED	2014-15 ADOPTED BUDGET
01033 Admin/ Adult & Family Services	571,911	598,304	632,371	632,288	595,102	710,599	536,642	536,642
01036 Senior Center	472,854	498,045	550,809	539,080	543,488	629,375	586,494	586,494
01037 Youth & Family Services	170,170	170,065	193,145	186,184	206,789	223,643	209,812	209,812
TOTALS	1,214,935	1,266,414	1,376,325	1,357,552	1,345,379	1,563,617	1,332,948	1,332,948

Administration/ Adult & Family Services 33 Division	2010-11 ACTUAL	2011-12 ACTUAL	2012-13 REVISED BUDGET	2012-13 ACTUAL	2013-14 REVISED BUDGET	2014-15 BUDGET REQUEST	2014-15 MANAGER'S PROPOSED	2014-15 ADOPTED BUDGET
80011 HEAD OF DEPT	55,385	77,969	83,029	83,029	85,796	85,796	87,512	87,512
80012 EMPLOYEES	329,564	314,549	320,613	321,084	284,996	334,115	238,528	238,528
89999 FRINGE BENEFITS	146,889	167,925	189,374	190,951	184,691	244,669	171,183	171,183
80021 MATERIALS & SUPPLIES	3,709	3,578	4,000	3,217	4,000	4,000	4,000	4,000
80032 EQUIP & FURN MAINT	6,724	5,898	6,000	4,780	6,000	7,400	6,000	6,000
80033 TELEPHONE	6,023	3,212	3,000	2,836	3,264	3,264	3,264	3,264
80034 POSTAGE	2,249	1,858	2,500	2,024	2,500	2,500	2,300	2,300
80037 MILEAGE	1,935	2,103	2,000	2,250	2,000	2,000	2,000	2,000
80039 PRINTING	33	66	500	637	500	500	500	500
80057 DUES, LICENSES, SUBSCRIPTIONS	894	1,298	855	1,111	855	855	855	855
80059 TRAINING	320	838	500	450	500	500	500	500
83514 HUMAN SERVICES PROGRAMS	18,186	19,010	20,000	19,919	20,000	25,000	20,000	20,000
TOTALS	571,911	598,304	632,371	632,288	595,102	710,599	536,642	536,642

Staffing

Director of Human Services	0.75	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Supervisor of Human Services	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Human Services Caseworkers	3.00	3.00	3.00	3.00	2.75	3.00	2.00	2.00
Administrative Coordinator	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Accounting Clerk	1.00	1.00	1.00	1.00	0.25	1.00	0.00	0.00
TOTAL FTE'S	6.75	7.00	7.00	7.00	6.00	7.00	5.00	5.00

Salaries

Director of Human Services			83,029		85,796	85,796	87,512	87,512
Supervisor of Human Services			66,109		67,542	68,893	68,893	68,893
Human Services Caseworkers			54,260		55,436	56,545	56,545	56,545
Administrative Coordinator			54,260		55,436	56,545	56,545	56,545
Accounting Clerk			37,464		38,276	39,042	39,042	39,042
Total Salaries Paid by General Fund								
Director of Human Services			83,029		85,796	85,796	87,512	87,512
Supervisor of Human Services			66,109		67,542	68,893	68,893	68,893
Human Services Caseworkers			162,780		152,449	169,635	113,090	113,090
Administrative Coordinator			54,260		55,436	56,545	56,545	56,545
Accounting Clerk			37,464		9,569	39,042	0	0
Subtotal - Employees			<u>320,613</u>		<u>284,996</u>	<u>334,115</u>	<u>238,528</u>	<u>238,528</u>
TOTAL SALARIES			<u>403,642</u>		<u>370,792</u>	<u>419,911</u>	<u>326,040</u>	<u>326,040</u>

33 Administration/ Adult & Family Services Division	2010-11	2011-12	2012-13	2012-13	2013-14	2014-15	2014-15	2014-15
	ACTUAL	ACTUAL	REVISED BUDGET	ACTUAL	REVISED BUDGET	BUDGET REQUEST	MANAGER'S PROPOSED	ADOPTED BUDGET
PERFORMANCE MEASURES	ACTUAL	ACTUAL	PROJECTED	ACTUAL	PROJECTED	PROJECTED	PROJECTED	PROJECTED
<i>Workload/outputs</i>								
<i>Number Served</i>								
Job Placement	191	251	200	294	250	250	250	250
Rent and housing	97	107	100	107	120	120	120	120
Relocation due to condemnation								
Adults	46	35	45	45	35	40	40	40
Children	33	15	30	11	15	12	12	12
Utilities	477	423	490	423	450	450	450	450
Food (grocery cards)	141	49	140	54	60	60	60	60
Emergency prescriptions	233	103	225	97	105	105	105	105
Financial aid to seniors	18	29	25	18	30	20	20	20
Backpacks (back-to-school assistance)	748	748	750	759	750	-	-	-
Case management	1,459	1,429	1,500	1,429	1,450	966	966	966
<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%	100.00%
% of people at shelter who become permanently housed	58.00%	70.00%	52.00%	46.00%	N/A	N/A	N/A	N/A
% of people diverted from shelter or Rapidly Rehoused	N/A	N/A	N/A	N/A	72.00%	72.00%	72.00%	72.00%
Federal dollars received for housing	\$18,501	\$18,500	\$18,500	\$18,500	\$18,500	\$18,500	\$18,500	\$18,500
% change in Federal dollars received for housing	-31.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Total amount in safety net services funding	\$21,970	\$27,687	\$22,000	\$34,700	\$25,000	\$25,000	\$25,000	\$25,000
# of families assistance with Earned Income Tax Credit	329	387	350	436	375	375	375	375
Amount of dollars into community due to EITC	\$476,557	\$288,798	\$450,000	\$314,725	\$290,000	\$290,000	\$290,000	\$290,000
% of clients served in Norwich Works who become gainfully employed	85.00%	70.00%	90.00%	78.00%	75.00%	80.00%	80.00%	80.00%
% of Norwich Works participants successfully completing training	94.00%	85.00%	96.00%	100.00%	85.00%	85.00%	85.00%	85.00%
<i>Efficiency Measures</i>								
Human Services budget as % of total general fund budget	0.56%	0.55%	0.55%	0.55%	0.51%	0.60%	0.45%	0.45%

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

DEPARTMENT GOALS (DG):

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

ACTION PLANS:

1. Ensure Norwich Seniors are aware of and gain access to eligible benefits. **(DG1)(DG 2)**
2. Coordinate and provide preventive health services. **(DG1, DG3)**
3. Coordinate transportation services. **(DG 1)**
4. Participate with multiple teams/programs such as: the Eldercare Review Team, Health Advisory Committee, Three-Rivers Nursing Program Partnership, Norwich Tech Nursing Program Partnership, Norwich Police Department Coffee with the Captain Program and the Farmer's Market Program with the State of Connecticut. **(DG2, DG3)**
5. Maintain national certification and continue training/certifications such as: CPR/AED, MySeniorCenter updates, CHOICES Counseling-Outreach Administrator **(DG4)**

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2014-15 ADOPTED BUDGET**

36 Senior Citizen Center	2010-11 ACTUAL	2011-12 ACTUAL	2012-13 REVISED BUDGET	2012-13 ACTUAL	2013-14 REVISED BUDGET	2014-15 BUDGET REQUEST	2014-15 MANAGER'S PROPOSED	2014-15 ADOPTED BUDGET
80011 HEAD OF DEPT	63,783	67,043	69,390	69,390	70,778	72,194	72,194	72,194
80012 EMPLOYEES	229,157	244,975	255,715	235,358	242,408	266,481	266,481	266,481
80013 PART TIME EMPLOYEES	0	0	3,000	10,965	3,000	3,000	3,000	3,000
89999 FRINGE BENEFITS	145,805	154,724	189,442	188,614	192,239	251,115	209,472	209,472
80021 MATERIALS & SUPPLIES	7,993	3,636	6,000	7,275	6,000	6,000	4,300	4,300
80023 GAS OIL & GREASE	11,780	14,483	15,558	11,894	14,558	14,879	15,341	15,341
80032 EQUIP & FURN MAINT	6,021	5,475	4,500	7,105	4,500	4,500	4,500	4,500
80033 TELEPHONE	6,226	4,501	4,300	5,441	6,653	7,854	7,854	7,854
80034 POSTAGE	1,483	1,825	2,052	1,257	2,052	2,052	2,052	2,052
80037 MILEAGE	606	1,383	852	1,781	1,300	1,300	1,300	1,300
TOTALS	472,854	498,045	550,809	539,080	543,488	629,375	586,494	586,494

Staffing

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

Salaries

Senior Citizens Director			69,390		70,778	72,194	72,194	72,194
Program Administrator			57,006		58,242	59,407	59,407	59,407
Outreach Administrator (21 hours)			54,260		55,436	56,545	56,545	56,545
Senior Center Office Coordinator			42,388		43,307	44,173	44,173	44,173
Lead Van Driver			31,518		32,201	32,845	32,845	32,845
Van Driver			30,749		31,415	32,043	32,043	32,043
Receptionist			30,749		31,415	32,043	32,043	32,043
Escort Driver			30,749		31,415	32,043	32,043	32,043

Total Salaries Paid by General Fund

Senior Citizens Director			69,390		70,778	72,194	72,194	72,194
Program Administrator			57,006		58,242	59,407	59,407	59,407
Outreach Administrator (21 hours)			32,556		33,262	33,927	33,927	33,927
Senior Center Office Coordinator			42,388		43,307	44,173	44,173	44,173
Lead Van Driver			31,518		32,201	32,845	32,845	32,845
Van Driver			30,749		31,415	32,043	32,043	32,043
Receptionist			30,749		31,415	32,043	32,043	32,043
Escort Driver			30,749		12,566	32,043	32,043	32,043
Subtotal - Employees			<u>255,715</u>		<u>242,408</u>	<u>266,481</u>	<u>266,481</u>	<u>266,481</u>
TOTAL SALARIES			<u>325,105</u>		<u>313,186</u>	<u>338,675</u>	<u>338,675</u>	<u>338,675</u>

PERFORMANCE MEASURES

	ACTUAL	ACTUAL	PROJECTED	ACTUAL	PROJECTED	PROJECTED	PROJECTED	PROJECTED
Workload/outputs								
Number of Rose City Senior City memberships	2,700	2,626	2,850	2,644	2,850	2,600	2,600	2,600
<i>Number Served:</i>						-	-	
Preventative health clinic	1,500	10,059	1,500	10,000	10,100	10,000	10,000	10,000
Transportation	11,500	12,390	12,000	11,384	12,500	12,500	12,500	12,500
Outreach	686	627	750	851	900	900	900	900
Programs	45,400	46,760	46,000	45,016	47,000	47,000	47,000	47,000
Outcome/ Results								
Increase in innovative programming	3.00%	5.00%	2.00%	8.00%	5.00%	2.00%	2.00%	2.00%
Increase in homebound senior services	2.00%	0.00%	2.00%	55.00%	0.00%	2.00%	2.00%	2.00%
Increase in membership support	3.00%	9.00%	2.00%	4.00%	8.00%	3.00%	3.00%	3.00%

Efficiency Measures

Budgeted/Actual Expenditures / memberships	\$175.13	\$189.66	\$193.27	\$203.89	\$190.70	\$242.07	\$225.57	\$225.57
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YOUTH & FAMILY SERVICES

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

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

VALUES:

- Empowerment
- Innovation
- Collaboration

DEPARTMENT GOALS:

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

ACTION PLANS:

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

ACCOMPLISHMENTS:

- 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 **\$87,555** through the State Department of Education as part of its partnership with the City of Norwich to maintain its Youth Service Bureau (one of 99 Youth Service Bureaus serving 142 towns). In addition, received **\$7,382** 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, **\$174,968**
- Served **87** individual and/or family counseling cases providing assessment, case management, and crisis intervention and referral services.
- Provided work, education and training services to **56** at-risk teens at different levels of involvement, through a contract with EASTCONN/Workforce Investment Board of **\$62,119**.

- Secured a **\$5,675** grant for the Norwich area for substance abuse prevention activities from SERAC. Provided prevention activities for **1,785** Norwich youth with that activity money and purchased, installed and promoted Norwich's **Prescription Drug Drop Box** with the NPD serving the entire population of Norwich and its surrounding citizens.
- Continued the evidenced-based programming, **Girls Circle** and **Strengthening Families**. Received **\$3,000** from the Dime Bank Foundation for Girls Circle.
- Co-facilitated **12** sessions of Grandparents Raising Grandchildren.
- Worked extensively with the Juvenile Review Board, Families with Service Needs Board, NFA Families With Service Needs Board and Summer Jam and Learn Diversion Collaborative to divert young people from further involvement with Juvenile Court. **87** young people were served by those programs. Worked with the regional LIST to improve the service delivery system of juvenile justice services.
- Received **\$62,637** from private and public donors to fund Children First Norwich. This is designed to promote healthy outcomes for Norwich children birth to age eight and CFN will expand their efforts and actions steps to make The NEXTT (Norwich Educational Excellence for Today's and Tomorrow's Schools) Taftville Project a reality...
- The City continues its collaboration with Norwich Public Schools to provide school readiness slots to our vulnerable preschool population using Department of Education grant funds totaling **\$1,863,404**.
- 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, Southeastern Mental Health System of Care, Norwich Prevention Council, Safety Net Team, Southeastern Early Childhood Alliance, Southeastern Regional Action Council, 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 sponsors youth in the Norwich Youth Action Council. This youth driven and executed group is a community service organization mentored by NYFS and the NYFS Advisory Board.
- 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.
- Administered **Summer Jam and Learn Diversion Collaborative** for youth involved in the juvenile justice system. This structured summer program served **18** youth in collaboration with the Bully Buster Coalition for a total cost of **\$8,409** 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: 2013/2014

Department of Labor Workforce Investment Board **\$66,167** – Provides funding for the COOL Directions Program (Careers of Our Lives), a Youth Readiness & Employment Program.

Department of Labor Workforce Investment Board **\$179,145** – Provides funding for Summer Youth Employment Program. Fiduciary is EASTCONN, staffing fees, materials/supplies are reimbursed to City.

Community Development Block Grant **\$20,200** – Juvenile justice services.

State of Connecticut Grants:

Department of Education **\$88,833** – Partnership allocation to City of Norwich for maintenance of Norwich’s Youth Service Bureau

Department of Education **\$7,455** – YSB Enhancement Grant, supports youth programming in Norwich

Private Grants:

William Casper Graustein Memorial Fund **\$25,000** – Received from Graustein Memorial Fund for Children First Norwich

Grants/Donations **\$2,502** – Received for the Norwich Children First Initiative Annual Family Day and Touch A Truck Day Events

SERAC Funding **\$5,675** Received by YFS for Norwich Substance Abuse Prevention Activities
\$2,500 Suicide Prevention Awareness

Foundations Grants **\$20,000** Received for the provision of various youth programs

CITY OF NORWICH GENERAL FUND EXPENDITURES 2014-15 ADOPTED BUDGET								
37 Youth & Family Services	2010-11 ACTUAL	2011-12 ACTUAL	2012-13 REVISED BUDGET	2012-13 ACTUAL	2013-14 REVISED BUDGET	2014-15 BUDGET REQUEST	2014-15 MANAGER'S PROPOSED	2014-15 ADOPTED BUDGET
80012 EMPLOYEES	121,114	125,585	127,887	127,884	130,657	133,270	133,270	133,270
89999 FRINGE BENEFITS	48,556	43,980	64,758	57,800	75,632	89,873	76,042	76,042
80015 PROFESSIONAL SERVICES	500	500	500	500	500	500	500	500
TOTALS	170,170	170,065	193,145	186,184	206,789	223,643	209,812	209,812

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

Staffing

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

Salaries

Clinical Coordinator			69,456		70,960	72,379	72,379	72,379
Youth & Family Therapist			58,431		59,697	60,891	60,891	60,891
Total Salaries Paid by General Fund			69,456		70,960	72,379	72,379	72,379
Clinical Coordinator							72,379	72,379
Youth & Family Therapist							60,891	60,891
TOTAL SALARIES			127,887		130,657	133,270	133,270	133,270

PERFORMANCE MEASURES

Workload/outputs

	ACTUAL	ACTUAL	PROJECTED	ACTUAL	PROJECTED	PROJECTED	PROJECTED	PROJECTED
<i>Number Served:</i>								
Counseling cases	97	95	90	87	90	85	85	85
Young parent cases	48	37	-	-	-	-	-	-
COOL youth employment	22	31	25	56	25	56	56	56
Summer Youth Employment	141	121	90	121	90	90	90	90
Leadership initiatives	27	20	30	60	30	30	30	30
Juvenile Review Board cases	37	33	30	25	30	30	30	30
Individual/ community consultations	689	589	650	525	650	650	650	650
Positive youth development/ recreation/ cultural/ community education	7,300	3,300	8,000	9,500	3,000	5,000	5,000	5,000
Relative Caregivers Groups (Grandparents raising grandchildren)	12	12	12	12	12	12	12	12
Middle School Diversion Program	10	8	25	14	15	15	15	15
Families With Service Needs/Youth served	15	11	25	29	35	35	35	35
Child Welfare Services	800+	925	800+	925	800	250	250	250
Girls Circle Program	36	15	30	18	22	20	20	20
Summer Jam & Learn Program	-	-	-	18	18	18	18	18

Outcome/ Results

% of contacted parents/ community partners that will report satisfaction with agency services	89.00%	90.00%	90.00%	87.00%	90.00%	90.00%	90.00%	90.00%
Hours of professional counseling services to low-income Norwich families	2,090	1,900	1,800	1,740	1,800	1,800	1,800	1,800
Mentor graduates in 3+ community projects	17	15	18	10	18	-	-	-
Provide youth with employability assessment	151	121	90	121	90	90	90	90
Provide employment/ internships to eligible youth	151	-	100	121	100	90	90	90
Provide anti-smoking substance abuse to youths	1,168	1,719	1,200	1,785	1,000	1,200	1,200	1,200
Provide public forums/ educational events to parents	1,660	2,700	2,000	2,800	1,500	1,800	1,800	1,800
Engage youth in community service	19	25	30	19	20	20	20	20

Efficiency Measures

Cost of department/ population	\$4.20	\$4.24	\$4.82	\$4.60	\$5.11	\$5.52	\$5.18	\$5.18
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PUBLIC WORKS

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

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

VALUES:

- Integrity
- Service
- Skill
- Efficiency

DEPARTMENTAL GOALS (DG):

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

ACTION PLANS:

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

ACCOMPLISHMENTS:

1. Resurfaced 6.8 miles of city streets and extended the life of an additional 6.0 miles thru preventative maintenance treatments such as chip sealing and crack sealing.
2. Secured 80% grant funding for the resurfacing of approximately one half mile of Wisconsin Avenue.
3. Substantially completed the restoration of the cast iron ornamental exterior stairways at City Hall. This project was 50% funded through a State Historic Preservation Office grant that was applied for and secured by Public Works.
4. Put into service what is believed to be the first compressed natural gas (CNG) Public Works dump/plow truck in the State of Connecticut. This truck was custom specified by Public Works Fleet Maintenance and Streets & Parks staff to ensure it is fully functional year round and will perform on Norwich's narrow, hilly streets.
5. Significant progress in the design and permitting of bridge rehabilitation projects on Sherman Street, Sunnyside Street, and Montville Road. All of these projects are at least 80% funded by State and/or Federal resources secured all or in part by Public Works.

6. Designed and managed the construction of approximately 440 linear feet of new sidewalks in Greeneville, funded by Community Development Block Grants, and approximately 2,050 linear feet of new sidewalks throughout the City, funded through the City Capital Improvement Sidewalk Program.
7. Successfully managed the effects and aftermath of both Superstorm Sandy and the Blizzard of 2013.

CITY OF NORWICH
GENERAL FUND EXPENDITURES - SUMMARY OF PUBLIC WORKS DEPARTMENT
2014-15 ADOPTED BUDGET

PUBLIC WORKS DEPARTMENT	2010-11 ACTUAL	2011-12 ACTUAL	2012-13 REVISED BUDGET	2012-13 ACTUAL	2013-14 REVISED BUDGET	2014-15 BUDGET REQUEST	2014-15 MANAGER'S PROPOSED	2014-15 ADOPTED BUDGET
01038 Engineering & Administration	517,205	501,657	548,850	547,597	581,597	673,039	596,714	596,714
01039 Fleet Maintenance	1,208,977	1,177,567	1,263,606	1,287,482	1,277,570	1,464,546	1,411,480	1,411,480
01040 Transfer Station, Recycling & Refuse	2,599,311	2,704,381	2,745,365	2,579,499	2,686,120	2,718,607	2,702,424	2,702,424
01042 Street Maintenance	3,587,830	3,397,675	3,941,342	3,782,519	3,921,352	4,190,428	4,007,863	4,074,187
01047 Building Maintenance	1,070,035	1,083,715	1,138,002	1,149,574	1,167,138	1,279,895	1,194,736	1,194,736
01048 Parking Maintenance	117,587	130,003	140,893	135,105	132,258	138,121	138,811	138,811
TOTALS	9,100,945	8,994,998	9,778,058	9,481,776	9,766,035	10,464,636	10,052,028	10,118,352

PERFORMANCE MEASURES	ACTUAL	ACTUAL	PROJECTED	ACTUAL	PROJECTED	PROJECTED	PROJECTED	PROJECTED
<i>Inputs</i>								
Full-time equivalent employees	63.00	61.00	62.00	62.00	62.00	65.00	62.00	63.00
<i>Workload/outputs</i>								
Improved miles of road	161	161	161	161	161	161	161	161
Buildings maintained	13	13	13	13	13	13	13	13
Vehicles & equipment maintained	300	300	300	300	300	332	332	332
Parks & cemeteries maintained	15	15	15	15	15	15	15	15
Parking lots, decks & garages maintained	13	14	14	14	14	14	14	14
<i>Outcome/ Results</i>								
Recycling flyers, newspaper articles, TV spots, e	12	11	12	12	17	18	18	18
Recycling rate	40.00%	29.00%	40.00%	40.00%	36.00%	42.00%	42.00%	42.00%
Road miles paved, chip-sealed, or crack-sealed	5.8	7.8	8.0	12.8	8.0	12.0	12.0	12.0
Clean catch basins at least one time each year	100.00%	100.00%	100.00%	75.00%	100.00%	75.00%	75.00%	75.00%
Percentage of streets swept by August	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Number of trucks > 20 years	2	1	2	2	1	1	1	1
Average age of fleet (years)	12.3	11.0	11.0	10.8	10.7	10.5	10.5	10.5
<i>Efficiency Measures</i>								
Median time to close our citizen service requests	15	13	10	10	8	8	8	8
Percentage of procurements screened for possible state bids	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Cost of department per capita	\$225	\$224	\$244	\$234	\$241	\$258	\$248	\$250

CITY OF NORWICH
GENERAL FUND EXPENDITURES
2014-15 ADOPTED BUDGET

38 Engineering & Administration Division	2010-11 ACTUAL	2011-12 ACTUAL	2012-13 REVISED BUDGET	2012-13 ACTUAL	2013-14 REVISED BUDGET	2014-15 BUDGET REQUEST	2014-15 MANAGER'S PROPOSED	2014-15 ADOPTED BUDGET
80011 HEAD OF DEPT	156,277	100,027	109,062	109,062	112,697	112,697	114,951	114,951
80012 EMPLOYEES	208,349	231,003	245,793	249,399	250,963	307,292	255,982	255,982
80014 OVERTIME	0	294	0	3,229	1,500	3,200	3,200	3,200
89999 FRINGE BENEFITS	102,381	118,342	148,095	129,965	163,126	191,912	164,643	164,643
80015 PROFESSIONAL SERVICE	31,393	25,439	25,000	32,638	28,300	31,045	31,045	31,045
80021 MATERIALS & SUPPLIES	6,548	7,624	7,000	5,057	7,000	6,410	6,410	6,410
80033 TELEPHONE	2,882	2,627	1,600	2,887	2,711	2,711	2,711	2,711
80034 POSTAGE	815	1,583	2,000	1,025	2,000	2,000	2,000	2,000
80037 MILEAGE	3,394	4,900	4,800	5,026	4,800	4,800	4,800	4,800
80057 DUES, LICENSES, SUBSCRIPTIONS	1,076	9,716	2,500	9,084	5,500	9,500	9,500	9,500
80059 TRAINING	4,090	102	3,000	225	3,000	1,472	1,472	1,472
TOTALS	517,205	501,657	548,850	547,597	581,597	673,039	596,714	596,714

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	0.00	1.00	0.00	0.00
Public Works Accounting Clerk	2.00	2.00	2.00	2.00	2.00	2.00	2.00	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	6.00	7.00	6.00	6.00

Salaries

Director of Public Works			109,062		112,697	112,697	114,951	114,951
City Engineer			94,099		95,981	97,901	97,901	97,901
Civil Engineer			72,973		74,554	76,045	76,045	76,045
Engineering Technician			45,000		45,000	45,000	45,000	45,000
Public Works Accounting Clerk			39,361		40,214	44,173	41,018	41,018
Total Salaries Paid by General Fund								
Director of Public Works			109,062		112,697	112,697	114,951	114,951
City Engineer			94,099		95,981	97,901	97,901	97,901
Civil Engineer			72,973		74,554	76,045	76,045	76,045
Engineering Technician			0		0	45,000	0	0
Public Works Accounting Clerk			78,722		80,428	88,346	82,036	82,036
Subtotal - Employees			245,794		250,963	307,292	255,982	255,982
TOTAL SALARIES			354,856		363,660	419,989	370,933	370,933

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

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2014-15 ADOPTED BUDGET**

39 Fleet Maintenance Division	2010-11 ACTUAL	2011-12 ACTUAL	2012-13 REVISED BUDGET	2012-13 ACTUAL	2013-14 REVISED BUDGET	2014-15 BUDGET REQUEST	2014-15 MANAGER'S PROPOSED	2014-15 ADOPTED BUDGET
80012 EMPLOYEES	419,263	450,329	423,666	432,336	432,088	475,480	433,591	433,591
80014 OVERTIME	26,647	24,392	30,000	52,563	27,500	34,534	34,534	34,534
89999 FRINGE BENEFITS	217,808	207,620	242,378	246,242	266,424	343,577	312,848	312,848
80023 VEHICLE FUEL	192,374	153,534	187,962	188,462	166,273	169,650	189,202	189,202
80027 AUTO SUPPLIES & MAINT	300,174	292,543	325,000	324,485	333,000	384,734	384,734	384,734
80033 TELEPHONE	2,168	1,329	600	730	2,785	4,338	4,338	4,338
80035 UTILITIES	42,480	36,690	40,000	31,157	37,000	37,000	37,000	37,000
80040 BLDG & GRND MAINT	8,063	11,130	14,000	11,507	7,500	10,233	10,233	10,233
80059 TRAINING	0	0	0	0	5,000	5,000	5,000	5,000
TOTALS	1,208,977	1,177,567	1,263,606	1,287,482	1,277,570	1,464,546	1,411,480	1,411,480

Staffing

Fleet Maintenance Superintendent	1.00	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	1.00
Auto Equipment Mechanics	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00
Mechanics Assistant						1.00	0.00	0.00
TOTAL FTES	7.00	7.00	7.00	7.00	7.00	8.00	7.00	7.00

Salaries

Fleet Maintenance Superintendent			73,657		75,130	76,633	76,633	76,633
Lead Mechanic			60,866		62,083	62,083	62,083	62,083
Auto Equipment Mechanics			57,662		58,815	58,815	58,815	58,815
Mechanics Assistant						41,889	41,889	41,889

Total Salaries Paid by General Fund

Fleet Maintenance Superintendent			73,657		75,130	76,633	76,633	76,633
Lead Mechanic			60,866		62,083	62,083	62,083	62,083
Auto Equipment Mechanics			288,310		294,075	294,075	294,075	294,075
Mechanics Assistant			0		0	41,889	0	0
Longevity Bonuses			833		800	800	800	800
TOTAL SALARIES			423,666		432,088	475,480	433,591	433,591

CITY OF NORWICH
GENERAL FUND EXPENDITURES
2014-15 ADOPTED BUDGET

40	Transfer Station, Recycling & Refuse	2010-11 ACTUAL	2011-12 ACTUAL	2012-13 REVISED BUDGET	2012-13 ACTUAL	2013-14 REVISED BUDGET	2014-15 BUDGET REQUEST	2014-15 MANAGER'S PROPOSED	2014-15 ADOPTED BUDGET
80012	EMPLOYEES	139,421	141,077	140,936	147,423	143,829	143,829	144,738	144,738
80014	OVERTIME	19,515	21,661	18,000	19,895	20,000	20,911	20,911	20,911
89999	FRINGE BENEFITS	77,296	77,002	89,229	91,663	101,927	116,609	99,392	99,392
80021	MATERIALS & SUPPLIES	1,760	2,582	2,000	1,516	4,000	1,952	1,952	1,952
80032	EQUIP & FURN MAINT	13,469	21,740	22,000	10,590	24,500	15,267	15,267	15,267
80033	TELEPHONE	375	197	400	206	264	264	264	264
80035	UTILITIES	5,089	4,267	4,800	3,936	3,500	3,675	3,800	3,800
80124	CONTRACTS	2,342,386	2,435,855	2,468,000	2,304,270	2,388,100	2,416,100	2,416,100	2,416,100
TOTALS		2,599,311	2,704,381	2,745,365	2,579,499	2,686,120	2,718,607	2,702,424	2,702,424

Staffing

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

Salaries

Weighmaster Clerk			55,039		56,140	56,140	56,140	56,140	56,140
Recycling Coordinator			44,534		45,499	45,499	46,408	46,408	46,408
Attendant			41,363		42,190	42,190	42,190	42,190	42,190

Total Salaries Paid by General Fund

Weighmaster Clerk			55,039		56,140	56,140	56,140	56,140	56,140
Recycling Coordinator			44,534		45,499	45,499	46,408	46,408	46,408
Attendant			41,363		42,190	42,190	42,190	42,190	42,190
TOTAL SALARIES			140,936		143,829	143,829	144,738	144,738	144,738

Detail of Contracts Line:

Material disposal fees			36,000		30,000	30,000	30,000	30,000	30,000
Bulky waste disposal			64,000		50,000	50,000	50,000	50,000	50,000
Bagged leaf collection			12,000		15,000	15,000	15,000	15,000	15,000
SCRRRA Contract			1,476,000		1,403,600	1,403,600	1,403,600	1,403,600	1,403,600
CCD Refuse Collection contract			271,000		260,000	270,000	270,000	270,000	270,000
TCD Refuse Collection contract			269,000		252,000	270,000	270,000	270,000	270,000
Town & City recycling			290,000		285,000	285,000	285,000	285,000	285,000
Catch basin cleaning			50,000		75,000	75,000	75,000	75,000	75,000
Annual Landfill Post-closure Monitoring Costs			-		17,500	17,500	17,500	17,500	17,500
			2,468,000		2,388,100	2,416,100	2,416,100	2,416,100	2,416,100

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2014-15 ADOPTED BUDGET**

42 Streets & Parks Maintenance Division	2010-11 ACTUAL	2011-12 ACTUAL	2012-13 REVISED BUDGET	2012-13 ACTUAL	2013-14 REVISED BUDGET	2014-15 BUDGET REQUEST	2014-15 MANAGER'S PROPOSED	2014-15 ADOPTED BUDGET
80009 TREE CARE	43,895	31,844	80,000	81,567	40,000	58,518	58,518	58,518
80012 EMPLOYEES	1,639,597	1,666,626	1,779,291	1,749,579	1,805,865	1,851,862	1,809,973	1,851,862
80013 PART TIME EMPLOYEES	7,442	30,348	40,000	29,097	40,000	40,000	40,000	40,000
80014 OVERTIME	134,931	60,801	157,000	36,971	107,000	127,311	127,311	127,311
89999 FRINGE BENEFITS	988,479	953,085	1,194,951	1,183,327	1,315,711	1,401,943	1,256,917	1,281,352
80021 MATERIALS & SUPPLIES	500,355	391,656	475,000	497,802	465,000	513,584	513,584	513,584
80033 TELEPHONE	6,849	8,956	8,100	6,675	8,776	10,329	10,329	10,329
80035 UTILITIES	62,979	61,999	57,000	66,814	49,000	50,650	55,000	55,000
80040 BLDG & GRND MAINT	61,493	43,464	40,000	45,219	40,000	51,231	51,231	51,231
80043 EMERGENCY STORM DRAIN	140,324	148,896	110,000	85,468	50,000	85,000	85,000	85,000
80047 TRUST FUND VASES	1,486	0	0	0	0	0	0	0
TOTALS	3,587,830	3,397,675	3,941,342	3,782,519	3,921,352	4,190,428	4,007,863	4,074,187

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

Salaries

Public Works Superintendent			73,657		75,130	76,633	76,633	76,633
Streets/ Parks Foreman			63,869		65,146	66,449	66,449	66,449
Crew Leaders			55,039		56,140	56,140	56,140	56,140
Mason			55,039		56,140	56,140	56,140	56,140
Maintenance Man			55,039		56,140	56,140	56,140	56,140
Heavy Equipment Operators			52,417		53,465	53,465	53,465	53,465
Light Equipment Operators			48,916		49,894	49,894	49,894	49,894
Laborers			41,068		41,889	41,889	41,889	41,889

Total Salaries Paid by General Fund

Public Works Superintendent			73,657		75,130	76,633	76,633	76,633
Streets/ Parks Foreman			127,738		130,292	132,898	132,898	132,898
Crew Leaders			165,117		168,420	168,420	168,420	168,420
Mason			55,039		56,140	56,140	56,140	56,140
Maintenance Man			55,039		56,140	56,140	56,140	56,140
Heavy Equipment Operators			157,251		160,395	160,395	160,395	160,395
Light Equipment Operators			635,908		598,728	598,728	598,728	598,728
Laborers			492,816		544,557	586,446	544,557	586,446
Logevity Bonuses & Wage Differentials			16,726		16,063	16,062	16,062	16,062
TOTAL SALARIES			1,779,291		1,805,865	1,851,862	1,809,973	1,851,862

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2014-15 ADOPTED BUDGET**

47 Building Maintenance Division	2010-11 ACTUAL	2011-12 ACTUAL	2012-13 REVISED BUDGET	2012-13 ACTUAL	2013-14 REVISED BUDGET	2014-15 BUDGET REQUEST	2014-15 MANAGER'S PROPOSED	2014-15 ADOPTED BUDGET
80004 MATERIALS & SUPPLIES-OTHER	11,667	11,540	12,500	11,489	11,500	11,917	11,917	11,917
80007 UTILITIES-OTHER	60,963	63,752	54,000	69,180	54,000	56,700	56,700	56,700
80012 EMPLOYEES	410,571	396,163	419,875	420,114	428,195	436,362	430,116	430,116
80013 PART TIME EMPLOYEES	0	1,360	0	0	0	0	0	0
80014 OVERTIME	20,629	26,026	25,000	30,064	22,000	39,560	39,560	39,560
89999 FRINGE BENEFITS	189,882	190,204	249,427	248,421	276,763	351,566	272,653	272,653
80021 MATERIALS & SUPPLIES	34,830	37,800	33,000	41,565	38,000	38,065	38,065	38,065
80033 TELEPHONE	0	0	0	0	4,680	5,880	5,880	5,880
80035 UTILITIES	172,469	152,433	159,200	146,439	139,000	145,950	145,950	145,950
80040 BLDG & GRND MAINT	88,181	112,314	90,000	77,534	95,000	95,210	95,210	95,210
80108 BLDG GRND MAINT-OTHER	80,843	92,123	95,000	104,768	98,000	98,685	98,685	98,685
TOTALS	1,070,035	1,083,715	1,138,002	1,149,574	1,167,138	1,279,895	1,194,736	1,194,736

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	1.00
Chief Maintenance Man	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Lead Janitor	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Janitors	5.00	5.00	6.00	6.00	6.00	6.00	6.00	6.00
TOTAL FTE'S	8.00	8.00	9.00	9.00	9.00	9.00	9.00	9.00

Salaries

Building & Grounds Maintenance Supervisor			63,869		65,402	67,067	67,067	67,067
Chief Maintenance Man			57,662		58,815	58,815	58,815	58,815
Lead Janitor			48,916		49,894	56,140	49,894	49,894
Janitors			41,363		42,190	42,190	42,190	42,190

Total Salaries Paid by General Fund

Building & Grounds Maintenance Supervisor			63,869		65,402	67,067	67,067	67,067
Chief Maintenance Man			57,662		58,815	58,815	58,815	58,815
Lead Janitor			48,916		49,894	56,140	49,894	49,894
Janitors			248,178		253,140	253,140	253,140	253,140
Longevity Bonuses			1,200		1,200	1,200	1,200	1,200
TOTAL SALARIES			419,825		428,451	436,362	430,116	430,116

48 Parking Maintenance Division	2010-11 ACTUAL	2011-12 ACTUAL	2012-13 REVISED BUDGET	2012-13 ACTUAL	2013-14 REVISED BUDGET	2014-15 BUDGET REQUEST	2014-15 MANAGER'S PROPOSED	2014-15 ADOPTED BUDGET
80012 EMPLOYEES	40,269	39,757	41,363	39,757	42,190	42,190	42,190	42,190
89999 FRINGE BENEFITS	20,822	22,442	24,530	24,534	27,318	31,346	32,036	32,036
80040 MAINTENANCE	56,496	67,804	75,000	70,814	62,750	64,585	64,585	64,585
TOTALS	117,587	130,003	140,893	135,105	132,258	138,121	138,811	138,811

Staffing

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

Salaries

Laborer			41,068		41,889	41,889	41,889	41,889
Janitors			41,363		42,190	42,190	42,190	42,190

Total Salaries Paid by General Fund

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

DEPARTMENTAL GOALS (DG):

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

ACTION PLANS:

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

ACCOMPLISHMENTS:

1. Completed annual 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
2014-15 ADOPTED BUDGET**

63 ELECTION	2010-11 ACTUAL	2011-12 ACTUAL	2012-13 REVISED BUDGET	2012-13 ACTUAL	2013-14 REVISED BUDGET	2014-15 BUDGET REQUEST	2014-15 MANAGER'S PROPOSED	2014-15 ADOPTED BUDGET
80011 HEAD OF DEPT	48,000	48,000	48,000	48,000	48,000	52,000	50,000	50,000
80013 PART TIME EMPLOYEES	40,547	23,136	40,000	42,131	30,000	34,300	34,300	34,300
89999 FRINGE BENEFITS	4,128	4,369	5,802	4,057	6,123	7,000	6,618	6,618
80021 MATERIALS & SUPPLIES	11,766	5,149	4,000	5,900	4,000	4,000	4,000	4,000
80032 EQUIP & FURN MAINT	6,498	2,172	5,100	3,431	4,500	10,600	10,600	10,600
80033 TELEPHONE	3,663	7,439	4,300	4,410	4,920	4,920	4,920	4,920
80034 POSTAGE	6,985	6,002	5,000	2,876	5,000	4,000	4,000	4,000
80037 MILEAGE	69	0	200	92	200	600	600	600
80038 ADVERTISING	3,729	3,090	2,000	3,791	2,000	4,000	4,000	4,000
80039 PRINTING	560	6,543	12,000	12,899	8,000	8,000	8,000	8,000
80053 MOVING VOTING MACHINE	2,050	0	1,700	130	2,000	1,000	1,000	1,000
80059 TRAINING	0	1,431	2,700	2,688	2,700	2,700	2,700	2,700
TOTALS	127,995	107,331	130,802	130,405	117,443	133,120	130,738	130,738

Staffing

Registrars	2.00	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	0.00
TOTAL FTE'S	2.00							

Salaries

Registrars			24,000		24,000	26,000	25,000	25,000 *
Assistant to Registrar of Voters			0		0	0	0	0
Total Salaries Paid by General Fund								
Registrars			48,000		48,000	52,000	50,000	50,000
Assistant to Registrar of Voters			0		0	0	0	0
TOTAL SALARIES			48,000		48,000	52,000	50,000	50,000

Elections Workers

Deputy Registrars			0		2,000	2,000	2,000	2,000
Head Moderator			650		650	650	650	650
Precinct Moderators			1,500		1,500	1,950	1,950	1,950
Assistant Registrars			2,500		2,500	3,600	3,600	3,600
Checkers			2,000		2,000	2,400	2,400	2,400
Machine Tabulators			1,000		1,000	1,200	1,200	1,200
Moderator/ Absentee			250		250	250	250	250
Absentee Counters			1,200		1,200	1,200	1,200	1,200
Meeting Costs			900		900	900	900	900
Contingency			3,000		3,000	3,000	3,000	3,000
Cost of One Elections			13,000		15,000	17,150	17,150	17,150
Cost of Two Elections			26,000		30,000	34,300	34,300	34,300

PERFORMANCE MEASURES

Inputs

	ACTUAL	ACTUAL	PROJECTED	ACTUAL	PROJECTED	PROJECTED	PROJECTED	PROJECTED
Type of Election	State	Municipal	Presidential	Presidential	Municipal	State	State	State
Voting locations	4	5	5	5	5	6	6	6

Workload/ Output Measures

General elections	1	1	1	1	1	1	1	1
Primaries	2	2	2	2	2	2	2	2
Total elections	3	3	3	3	3	3	3	3
New registrations	1,060	667	4,000	2,255	700	750	750	750
Changes	3,049	2,021	3,500	6,873	1,040	4,000	4,000	4,000
Number of eligible voters	20,951	20,474	23,000	21,005	21,000	20,000	20,000	20,000

Outcome/ Results

Number of voters voting in General Election	2,828	2,873	10,000	12,865	6,300	9,000	9,000	9,000
Percentage of eligible voters voting	13.50%	14.03%	43.48%	61.25%	30.00%	45.00%	45.00%	45.00%

Efficiency Measures

Average total cost per election	\$42,665	\$35,777	\$43,601	\$43,468	\$39,148	\$44,373	\$43,579	\$43,579
Average cost per polling place per election	\$10,666	\$7,155	\$8,720	\$8,694	\$7,830	\$7,396	\$7,263	\$7,263
Cost of election per registered voter	\$2.04	\$1.75	\$1.90	\$2.07	\$1.86	\$2.22	\$2.18	\$2.18

* - This budget anticipates an increase for the Registrars of Voters who are elected to office in November 2014 with terms that begin in January 2015. The increase will be to an annual salary of \$26,000, starting in January 2015.

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

DEPARTMENT GOALS (DG):

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

ACTION PLANS:

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

ACCOMPLISHMENTS:

1. Assisted with Federal Environmental Protection Agency Brownfield & Petroleum Assessment Grants applications.
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
2014-15 ADOPTED BUDGET

64	PLANNING & NEIGHBORHOOD SERVICES	2010-11 ACTUAL	2011-12 ACTUAL	2012-13 REVISED BUDGET	2012-13 ACTUAL	2013-14 REVISED BUDGET	2014-15 BUDGET REQUEST	2014-15 MANAGER'S PROPOSED	2014-15 ADOPTED BUDGET
80011	HEAD OF DEPT	92,455	97,181	100,581	100,581	102,593	104,645	104,645	104,645
80012	EMPLOYEES	610,550	491,251	500,571	501,459	511,290	521,514	521,514	521,514
80013	PART TIME	611	856	0	0	0	0	0	0
80014	OVERTIME	4,881	4,122	3,500	5,979	3,500	3,500	3,500	3,500
89999	FRINGE BENEFITS	278,331	254,662	283,036	281,097	308,180	360,600	306,596	306,596
80015	PROFESSIONAL SERVICES	1,067	0	0	0	0	30,000	5,000	5,000
80021	MATERIALS & SUPPLIES	2,297	3,260	726	1,601	2,000	2,000	2,000	2,000
80023	VEHICLE FUEL	2,661	4,009	3,000	3,820	3,582	3,583	3,950	3,950
80032	EQUIP & FURN MAINT	6,413	6,051	7,000	5,940	7,000	7,000	7,000	7,000
80033	TELEPHONE	9,931	7,593	7,600	7,796	9,486	9,486	9,486	9,486
80034	POSTAGE	3,485	3,334	3,000	2,828	5,000	4,000	4,000	4,000
80037	MILEAGE	3,209	3,215	3,500	3,215	3,500	3,500	3,500	3,500
80038	ADVERTISING	14,490	12,528	15,000	13,095	13,000	8,000	8,000	8,000
80057	DUES, LICENSES, SUBSCRIPTIONS	135	156	0	156	0	2,000	2,000	2,000
80059	TRAINING	452	290	1,000	0	1,000	3,000	3,000	3,000
83200	CONTRACTED SERVICES	0	0	0	0	0	0	10,000	10,000
TOTALS		1,031,064	888,508	928,514	927,567	970,131	1,062,828	994,191	994,191

Staffing

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

Salaries

Planning & Neighborhood Services Director			100,581		102,593	104,645	104,645	104,645
Building/Housing Code Enforcement Official			78,301		79,867	81,464	81,464	81,464
Zoning Enforcement Officer			55,616		56,821	57,957	57,957	57,957
Administrative Secretary			42,388		43,307	44,173	44,173	44,173
Assistant Building Officials			61,390		62,721	63,975	63,975	63,975
Code Enforcement Official			61,390		62,721	63,975	63,975	63,975
Blight Control/ Housing Code Enforcement Officer			54,260		55,436	56,545	56,545	56,545
Code Enforcement Secretary			43,447		44,389	45,277	45,277	45,277

Total Salaries Paid by General Fund

Planning & Neighborhood Services Director			100,581		102,593	104,645	104,645	104,645
Building/Housing Code Enforcement Official			78,301		79,867	81,464	81,464	81,464
Zoning Enforcement Officer			55,616		56,821	57,957	57,957	57,957
Administrative Secretary			84,776		86,614	88,346	88,346	88,346
Assistant Building Officials			122,780		125,442	127,950	127,950	127,950
Code Enforcement Official			61,390		62,721	63,975	63,975	63,975
Blight Control/ Housing Code Enforcement Officer			54,260		55,436	56,545	56,545	56,545
Code Enforcement Secretary			43,447		44,389	45,277	45,277	45,277
Subtotal - Employees			<u>500,570</u>		<u>511,290</u>	<u>521,514</u>	<u>521,514</u>	<u>521,514</u>
TOTAL SALARIES			<u>601,151</u>		<u>613,883</u>	<u>626,159</u>	<u>626,159</u>	<u>626,159</u>

64	PLANNING & NEIGHBORHOOD SERVICES	2010-11	2011-12	2012-13	2012-13	2013-14	2014-15	2014-15	2014-15
		ACTUAL	ACTUAL	REVISED BUDGET	ACTUAL	REVISED BUDGET	BUDGET REQUEST	MANAGER'S PROPOSED	ADOPTED BUDGET
PERFORMANCE MEASURES		ACTUAL	ACTUAL	PROJECTED	ACTUAL	PROJECTED	PROJECTED	PROJECTED	PROJECTED
<i>Inputs</i>									
	Building & housing division FTEs	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0
<i>Workload/ Output Measures</i>									
	Site development plans reviewed	7	7	10	7	12	10	10	10
	Subdivision/resubdivision plans reviewed	3	1	1	-	1	1	1	1
	Special permit applications reviewed	5	4	10	7	10	6	6	6
	Zoning permit applications	295	326	300	303	400	350	350	350
	Zoning Variances Granted	27	16	30	23	20	20	20	20
	Zoning Variances Denied	3	4	5	4	5	6	6	6
	Inland Wetland Applications	18	14	6	10	20	10	10	10
	Zoning Complaints	130	113	200	135	150	150	150	150
	Residential Building Permits	1,767	1,606	2,000	1,619	1,700	1,800	1,800	1,800
	Commercial Building Permits	177	136	200	203	200	200	200	200
	Industrial Building Permits	3	3	4	4	5	15	15	15
	Structures Condemed	23	2	10	19	5	6	6	6
	Dwelling Units Condemed	26	26	25	25	25	-	-	-
	Buildings Demolished	18	22	6	6	10	6	6	6
<i>Outcome/ Results</i>									
	Citations Issued	101	153	150	368	200	300	300	300
	Citation Fees Collected	\$10,748	\$7,385	\$20,000	\$3,703	\$10,000	\$10,000	\$10,000	\$10,000
	Violations Investigated	1,676	1,603	1,500	1,800	1,500	1,500	1,500	1,500
<i>Efficiency Measures</i>									
	Residential building permits per assigned FTE	295	268	333	270	283	300	300	300

BOARD OF EDUCATION

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

DEPARTMENT GOALS (DG):

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

ACTION PLANS:

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

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2014-15 ADOPTED BUDGET**

70 BOARD OF EDUCATION	2010-11 ACTUAL	2011-12 ACTUAL	2012-13 REVISED BUDGET	2012-13 ACTUAL	2013-14 REVISED BUDGET	2014-15 BUDGET REQUEST	2014-15 MANAGER'S PROPOSED	2014-15 ADOPTED BUDGET
80700 BOARD OF EDUCATION	62,952,966	68,163,405	70,385,212	70,235,212	70,535,212	74,402,707	71,593,240	71,593,240
TOTALS	62,952,966	68,163,405	70,385,212	70,235,212	70,535,212	74,402,707	71,593,240	71,593,240

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	PROJECTED	ACTUAL	PROJECTED	PROJECTED	PROJECTED	PROJECTED
Total number of students	3,805	3,792	3,805	3,759	3,805	3,805	3,805	3,805
Average class size								
Kindergarten	18.5	19.2	18.5	20.5	20.1	21.3	21.3	21.3
Grade 2	19.4	19.4	19.4	20.2	21.4	20.2	20.2	20.2
Grade 5	20.3	22.1	20.3	21.9	21.0	21.4	21.4	21.4
Grade 7	19.8	19.3	19.8	18.7	19.6	21.6	21.6	21.6
High School	14.2	12.7	14.2	N/A	N/A	N/A	N/A	N/A
Average teacher salary	*	\$68,008	*	*	*	*	*	*
Percentage of city resident children attending public schools	89.80%	89.80%	89.80%	89.80%	89.80%	89.80%	89.80%	89.80%

Connecticut Mastery Test:

Percentage at or above "proficient"

Grade 4

Reading 53.2 59.6 53.2 57.2 59.6 59.6 59.6 59.6

Math 68.9 66.2 68.9 64.4 66.2 66.2 66.2 66.2

Writing 66.8 64.6 66.8 63.5 64.6 64.6 64.6 64.6

Grade 6

Reading 75.7 72.0 75.7 66.4 72.0 72.0 72.0 72.0

Math 68.2 67.0 68.2 67.2 67.0 67.0 67.0 67.0

Writing 77.2 76.4 77.2 59.6 76.4 76.4 76.4 76.4

Grade 8

Reading 67.7 71.2 67.7 70.7 71.2 71.2 71.2 71.2

Math 79.3 71.3 79.3 74.3 71.3 71.3 71.3 71.3

Writing 58.5 74.3 58.5 72.6 74.3 74.3 74.3 74.3

Norwich Public Schools - Summary of Accounts

	Description	11/12 Actual	12/13 Actual	13/14 Budget	14/15 Request	Difference
111	CERTIFIED SALARIES	\$16,529,464	\$16,197,881	\$16,616,981	\$17,767,855	\$1,150,874
112	SUPPORT SALARIES	\$3,738,631	\$4,093,216	\$4,617,839	\$5,050,414	\$432,575
121	TEMP PAY CERT PERSONNEL	\$298,514	\$332,718	\$265,000	\$265,000	\$0
122	TEMP PAY SUPPT PERSONNEL	\$215,463	\$266,588	\$154,000	\$154,000	\$0
200	POST EMPLOYMENT BENEFITS	\$0	\$0	\$0	\$0	\$0
201	BLUE CROSS MAJOR MEDICAL	\$5,642,023	\$6,937,077	\$6,225,246	\$6,023,747	(\$201,499)
203	LIFE INSURANCE	\$42,037	\$34,977	\$34,202	\$34,202	\$0
204	UNEMPLOYMENT COMPENSATION	\$88,167	\$64,119	\$25,000	\$25,000	\$0
205	WORKER'S COMPENSATION	\$2,011,770	\$144,681	\$0	\$300,000	\$300,000
206	CITY RETIREMENT PLAN	\$357,197	\$441,417	\$429,000	\$520,950	\$91,950
207	FICA EMPLOYER'S SHARE	\$714,828	\$1,054,584	\$847,634	\$980,000	\$132,366
208	SEVERANCE PAY	\$133,407	\$97,708	\$100,000	\$100,000	\$0
209	MEDICARE REIMBURSEMENT	\$30,751	\$28,419	\$10,000	\$10,000	\$0
323	CONTRACT HEALTH SERVICE	\$717,537	\$796,881	\$680,500	\$714,169	\$33,669
330	PROFESSIONAL SERVICES	\$124,341	\$102,851	\$173,600	\$203,600	\$30,000
333	CONTRACT TRANSPORTATION	\$2,920,597	\$3,122,040	\$3,392,690	\$4,211,938	\$819,248
410	PUBLIC UTILITIES	\$905,031	\$772,198	\$738,144	\$775,952	\$37,808
431	CONTRACT REPAIRS BLDGS	\$232,517	\$186,967	\$190,955	\$190,955	\$0
510	SPED CONTRACTED TRANS.	\$2,297,574	\$2,511,586	\$2,300,000	\$2,369,000	\$69,000
520	PROPERTY INSURANCE	\$223,546	\$246,607	\$292,978	\$316,416	\$23,438
521	LIABILITY INSURANCE	\$53,465	\$92,035	\$203,998	\$227,996	\$23,998
530	TELEPHONE	\$75,667	\$9,804	\$123,632	\$123,632	\$0
531	ADVERTISING	\$3,071	\$5,343	\$10,000	\$10,000	\$0
532	METERED POSTAGE	\$19,986	\$21,816	\$25,000	\$25,000	\$0
560	TUITION PAYMENT	\$25,152,834	\$25,233,557	\$26,532,777	\$26,742,853	\$210,076
580	REIMBURSABLE EXPENSES	\$25,708	\$16,342	\$30,900	\$30,900	\$0
590	OTHER PURCHASED SERVICES	\$3,338,537	\$4,009,686	\$3,464,604	\$3,706,980	\$242,376
592	ADULT EDUCATION	\$149,231	\$165,466	\$153,708	\$156,782	\$3,074
593	MAINTENANCE SERVICES	\$229,612	\$275,577	\$386,111	\$386,111	\$0
594	FINANCIAL SERVICES	\$43,537	\$35,982	\$43,000	\$43,000	\$0
611	INSTRUCTIONAL SUPPLIES	\$304,799	\$901,246	\$333,316	\$408,316	\$75,000
612	HEALTH SUPPLIES	\$18,929	\$18,740	\$22,000	\$22,000	\$0
613	MAINTENANCE SUPPLIES	\$72,192	\$62,426	\$65,375	\$65,375	\$0
614	CUSTODIAL SUPPLIES	\$161,960	\$235,008	\$120,000	\$120,000	\$0
620	HEATING EXPENSES	\$351,927	\$444,300	\$526,556	\$552,883	\$26,327
627	FUEL	\$615,293	\$610,704	\$819,697	\$886,912	\$67,215
641	TEXTBOOKS	\$75	\$0	\$20,000	\$20,000	\$0
642	LIBRARY SUPPLIES/MATRLS.	\$12,973	\$6,142	\$25,000	\$25,000	\$0
690	OTHER SUPPLIES AND MATERIALS	\$5,310	\$3,123	\$8,000	\$8,000	\$0
692	OFFICE SUPPLIES	\$34,913	\$39,982	\$59,432	\$59,432	\$0
693	AFTERSCHOOL PROGRAMS	\$12,452	\$0	\$0	\$0	\$0
694	PROFESSIONAL MATERIALS	\$8,810	\$2,485	\$3,000	\$3,000	\$0
720	CAPITAL PROJECTS	\$128,539	\$555,489	\$200,000	\$500,000	\$300,000
730	INSTRUCT. EQUIP. REPAIRS	\$0	\$0	\$3,400	\$3,400	\$0
731	INSTRUCTIONAL EQUIPMENT	\$0	\$0	\$3,200	\$3,200	\$0
734	SOFTWARE LICENSES	\$0	\$0	\$52,293	\$52,293	\$0
735	TECHNOLOGY EQUIPMENT	\$0	\$0	\$143,000	\$143,000	\$0
736	MAINT VEH/EQUIP REPAIR	\$86,674	(\$29,893)	\$24,250	\$24,250	\$0
739	OTHER EQUIPMENT	\$8,424	\$78,248	\$11,064	\$11,064	\$0
810	DUES & SUBSCRIPTIONS	\$25,092	\$9,090	\$28,130	\$28,130	\$0
	TOTAL	\$68,163,405	\$70,235,212	\$70,535,212	\$74,402,707	\$3,867,495
	ARRA SFSF Funds	\$0	\$0	\$0	\$0	\$0
	Total - including ARRA SFSF	\$68,163,405	\$70,235,212	\$70,535,212	\$74,402,707	\$3,867,495

5.49%

Reduction in funding in Manager's Proposed Budget

(\$2,809,467)

Council's Adopted Budget

\$71,593,240

Norwich Public Schools Grants Grid

		2010-11	2012-13	2013-14	Applies TO
Title One Improving Basic Programs	overall	1,304,059	1,384,139	1,407,612	All
	NPS	1,294,554	1,372,774	1,397,729	
	Non public	9,505	11,365	9,883	
Title II Part A Teacher Training Entitlement	overall	405,260	365,828	353,903	All
	NPS	226,835	203,663	197,472	
	Non public	178,425	162,165	156,431	
Title III Part A English Language Acquisition	overall	73,743	80,425	81,897	All
	NPS	60,056	65,948	60,448	
	Non public	13,687	14,477	21,449	
Title III Immigrant Children and Youth Grant	overall	81,897		32,822	
	NPS	43,142		24,675	
	NFA	38,755		8,147	
Bilingual/ESOL Education Program		15,139	17,673	15,202	All
School Readiness	NPS	1,668,980	1,843,284	1,918,398	All
Quality Enhancement		24,106	20,120	20,120	
**Priority		1,170,737	1,146,180	1,057,500	
School Accountability- Summer		115,977	117,865	118,584	
Extended School Hours		105,597	103,860	103,082	
IDEA (Part B) 611(94-142 Special Education)	Overall	1,399,434	1,412,294	1,325,910	All
	NPS	1,375,056	1,375,671	1,294,947	
	Non-Public	24,378	36,623	30,963	
IDEA (Part B) 619 Preschool Entitlement	NPS	39,416	39,268	36,276	All
Stewart B. McKinney Education of Homeless Children and Youth	NPS	50,310	50,000	50,000	All
After School Program- Aspire	NPS	198,248	99,124	188,251	Elementary
21st Century Community Learning Centers-STANTON	NPS	113,498	85,123	56,749	Stanton
Interdistrict Cooperative	NPS	92,548	92,661		Middle Schools
English Language Civics		29,400	35,000	35,000	Adult Education
Family Resource Center		97,000	110,000	104,500	Wequonnoc
Program Improvement Projects					Adult Education
		147,000	160,000	160,000	
*Adult Education Provider		1,274,664	1,176,671	1,199,898	Adult Education
Norwich Sunrise Rotary Club		3,000	3,000		Huntington
Fresh Fruits and Vegetables	NPS	33,009	99,477	69,724	All Elementary Schools Start up money 16,973-more money coming
Fresh Fruits and Vegetables	NPS	33,009	11,052	7,748	Start-up money
Title I Part A, School Improvement	NPS		170,000		
After-School Program	NPS		48,000		TRA
Mediation for Success	NPS		40,000		Middle Schools
Wrap Around Services	NPS		100,000		Stanton
School Health Coordinator Pilot	NPS		100,000	95,000	All Schools
Commissioner's Network	NPS		1,500,000	1,005,340	Stanton
Family Resource Center	NPS		110,000	104,500	Stanton
21st Century Community Learning Center	NPS		200,000	200,000	Wequonnoc, Uncas, Moriarty
Alliance District Funding	NPS		1,024,982	2,378,224	Moriarty, Veterans, Uncas Wequonnoc
Community Block Grant	NPS			50,000	Stanton, Uncas, Wequonnoc, Moriarty
4-H EAT.FIT. GROW	NPS			17,000	Stanton, Uncas, Wequonnoc, Moriarty
LOW PERFORMING SCHOOLS	NPS		565,000	198,940	Stanton
High Quality Schools Funds	NPS			462,841	Teachers, Huntington , Mahan

CITY OF NORWICH
GENERAL FUND EXPENDITURES
2014-15 ADOPTED BUDGET

80 DEBT SERVICE	2010-11 ACTUAL	2011-12 ACTUAL	2012-13 REVISED BUDGET	2012-13 ACTUAL	2013-14 REVISED BUDGET	2014-15 BUDGET REQUEST	2014-15 MANAGER'S PROPOSED	2014-15 ADOPTED BUDGET
80801 PRINCIPAL	3,475,000	3,970,000	3,960,000	3,960,000	4,495,000	4,069,136	4,069,136	4,069,136
80802 INTEREST	1,296,888	937,649	1,204,332	1,204,331	960,558	1,367,177	1,367,177	1,367,177
TOTALS	4,771,888	4,907,649	5,164,332	5,164,331	5,455,558	5,436,313	5,436,313	5,436,313

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	686,454	735,925	735,743	662,383	631,000	645,600	645,600	645,600
80063 POST-EMPLOYMENT MEDICAL	1,180,800	1,476,797	1,717,749	1,717,749	1,980,377	2,296,626	2,296,626	2,296,626
80072 CLAIMS	49,871	103,695	75,000	147,692	75,000	75,000	75,000	75,000
80073 INSURANCE	693,197	722,527	695,262	681,101	911,261	981,842	981,842	981,842
80077 LIBRARY	886,288	936,228	986,228	986,228	1,024,228	1,133,892	1,075,000	1,075,000
80086 CONTINGENCY	20,450	122,000	63,261	62,294	497,664	600,948	610,911	610,911
80088 AMBULANCE SERVICE	56,732	58,832	61,008	61,008	63,266	65,607	65,607	65,607
80093 PROBATE COURT	26,364	25,717	25,717	25,717	27,130	27,130	27,130	27,130
80095 SE CT COUNCIL GOVERN	18,059	18,059	22,271	22,271	22,271	22,271	22,271	22,271
80098 APPROP-CAPITAL BUDGET	2,358,066	2,372,692	2,414,235	2,414,235	2,320,691	1,715,718	1,715,718	1,715,718
80101 UNEMPLOY COMPENSATION	37,849	21,752	35,000	49,433	113,371	48,000	48,000	48,000
80103 HISTORIC DISTRICT	1,899	1,589	2,388	1,716	2,000	2,388	2,388	2,388
80104 CT CONF OF MUNICIPAL	25,327	25,327	25,327	25,580	25,580	25,580	25,580	25,580
80115 TAX COLLECTION SERVICES	14,071	11,053	18,000	19,570	19,000	20,000	20,000	20,000
80120 REGION HEALTH DISTRICT	248,167	249,878	263,121	263,120	261,844	262,453	262,453	262,453
80141 SEAT BUS	141,248	146,898	152,774	152,774	152,774	158,121	158,121	158,121
80181 PARKING LEASE	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
87109 UNITED COMMUNITY SERV	0	50,000	50,000	50,000	25,000	150,000	50,000	50,000
87110 TVCCA	0	4,000	4,000	4,000	17,500	44,602	35,000	35,000
89335 OPERATING TRANSFER TO ICE RINK	0	54,000	27,000	27,000	0	0	0	0
TOTALS	6,454,842	7,146,969	7,384,084	7,383,871	8,179,957	8,285,778	8,127,247	8,127,247

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.

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.

80120 Regional Health District: The city's cost of \$6.48 per capita (population based on 7/1/2012 Connecticut Department of Public Health estimates) to participate in the Uncas Health District which is comprised of Bozrah, Griswold, Lisbon, Montville, Norwich, Sprague, and Voluntown.

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

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, Meals on Wheels, and the JOBS First Initiative.

CAPITAL BUDGET SUMMARY

The following two pages list the capital improvements and projects for fiscal year 2014-15 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.

CAPITAL BUDGET HIGHLIGHTS



Road and Parking Lot Resurfacing and preventative maintenance

From 2007 to 2013, the Public Works department has been able to resurface nearly 45 miles of Norwich roads through a combination of infrastructure bonds, state & federal grants, and capital budget funding. The 2014-15 budget includes the appropriation of \$329,508 funding from the LOCIP grant towards road improvements.

Police Cruisers

Police cruisers are a primary piece of a police officer's equipment. The cruiser is their mobile office. The newer models are smaller in size with more fuel efficient engines. Replacing the Crown Victorias with the newer models creates a 20% annual fuel savings per new vehicle. Police vehicles are subjected to twenty-four hour a day operation in all conditions from heat waves to subfreezing, from hurricanes to blizzards. The 2014-15 budget includes the appropriation of \$155,400 for the replacement of five cruisers.



Plow Truck with Dump Body

The 2014-15 budget includes the appropriation of \$170,000 for the replacement of a 1991 plow truck. The Department of Public Works operates these trucks year round in the maintenance of our 161 miles of City streets. Winter plowing and salting, paving, street sweeping, brush removal, and earth material transport are just a few ways these trucks are utilized every day. Wear and tear issues, as well as corrosion, are the most critical considerations in DPW's stated goal of maintaining an average fleet age of 10 years with no individual truck greater than 20 years old. With a fleet of 20 plow trucks (eight miles per plow route) the City should replace one plow truck per year.

**CITY OF NORWICH
CAPITAL BUDGET LISTING**

Department	Account Code	Description	Financial and/ or Non-financial impacts	QTY	UOM	Estimated Unit Cost	Estimated Total Cost
City Manager	10215-88000	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	166,257	166,257
Norwich Fire	10215-88222	HVAC system replacement for NFD Headquarters	Energy-efficient HVAC upgrades for Headquarters which should reduce future heating and cooling costs.	1	each	82,000	82,000
Norwich Fire	10215-88222	Roof replacement for NFD Headquarters	Routine capital expenditure - no significant impact on operating budgets.	1	each	14,800	14,800
EGP VFD	10215-88223	Restroom renovation and handicap accessible modifications	Routine capital expenditure - no significant impact on operating budgets.	1	each	25,000	25,000
Laurel Hill VFD	10215-88224	Replace station's heating & cooling system	Energy-efficient upgrades which should reduce future heating and cooling costs.	1	each	18,500	18,500
Laurel Hill VFD	10215-88224	Station fire alarm system	Routine capital expenditure - no significant impact on operating budgets.	1	each	7,000	7,000
Occum VFD	10215-88225	Replace Windows in Station	May reduce future utilities costs.	11	each	820	9,020
Public Works	10215-88247	Vehicle wash station design & permitting	Routine capital expenditure - no significant impact on operating budgets.	1		30,000	30,000
Police	10215-88321	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.	5	each	31,080	155,400
Norwich Fire	10215-88322	Replacement of 1997 Fire Marshal's vehicle and 2001 Safety Officer's vehicle with small SUVs.	Should reduce future maintenance and fuel costs.	2	each	30,000	60,000
Senior Center	10215-88336	Replace 2002 Escort Vehicle	Should reduce future maintenance and fuel costs.	1	each	27,000	27,000
Public Works	10215-88342	Commercial mower	Routine capital expenditure - no significant impact on operating budgets.	1	each	9,000	9,000
Public Works	10215-88342	Purchase a used 10-ton excavator	Expect to get paid back from this investment in three years due to reduced rental costs.	1	each	60,000	60,000
Public Works	10215-88342	Replace 1991 Large 4x4 Plow Truck with dump body and plow	Should reduce future maintenance and fuel costs.	1	each	170,000	170,000
Public Works	10215-88342	Replace 1993 and 1994 pickup trucks with plows	Should reduce future maintenance and fuel costs.	2	each	32,000	64,000
Emergency Management	10215-88391	Replace 1998 Crown Victoria with a small SUV	The new vehicle will be more fuel efficient than the Crown Vic.	1	each	30,000	30,000
Police	10215-88421	Body Armor	Routine capital expenditure - no significant impact on operating budgets.	20	each	650	13,000
Police	10215-88421	Mobile Radios	Routine capital expenditure - no significant impact on operating budgets.	5	each	1,920	9,600
Police	10215-88421	Simunition Training Equipment	Routine capital expenditure - no significant impact on operating budgets.	1	each	8,400	8,400
Norwich Fire	10215-88422	Cascade System replacement	Routine capital expenditure - no significant impact on operating budgets.	1	each	54,400	54,400
Norwich Fire	10215-88422	SCBA Bottles - 30 minutes	Routine capital expenditure - no significant impact on operating budgets.	10	each	770	7,700
Norwich Fire	10215-88422	SCBA Replacements	Routine capital expenditure - no significant impact on operating budgets.	3	each	7,800	23,400
Norwich Fire	10215-88422	Turnout Gear	Routine capital expenditure - no significant impact on operating budgets.	12	each	3,200	38,400
EGP VFD	10215-88423	Fire Hose	Routine capital expenditure - no significant impact on operating budgets.	1	various	5,000	5,000
EGP VFD	10215-88423	SCBA Face pieces	Routine capital expenditure - no significant impact on operating budgets.	30	each	300	9,000
EGP VFD	10215-88423	Turnout Gear	Routine capital expenditure - no significant impact on operating budgets.	5	various	3,200	16,000
EGP VFD	10215-88423	Vehicle stabilization kit	Routine capital expenditure - no significant impact on operating budgets.	1	each	12,000	12,000
Laurel Hill VFD	10215-88424	Automated External Defibrillators replacement	Routine capital expenditure - no significant impact on operating budgets.	4	each	2,200	8,800

Department	Account Code	Description	Financial and/ or Non-financial impacts	QTY	UOM	Estimated Unit Cost	Estimated Total Cost
Laurel Hill VFD	10215-88424	Full Sets of Turnout Gear	Routine capital expenditure - no significant impact on operating budgets.	9	each	3,200	28,800
Laurel Hill VFD	10215-88424	Pagers - Minitor V	Routine capital expenditure - no significant impact on operating budgets.	10	each	550	5,500
Occum VFD	10215-88425	Turnout Gear (just coat & pants)	Routine capital expenditure - no significant impact on operating budgets.	5	each	2,500	12,500
Taftville VFD	10215-88426	Hurst Tool Replacement	Routine capital expenditure - no significant impact on operating budgets.	1	each	27,046	27,046
Taftville VFD	10215-88426	Rapid Deployment Craft for water rescue	Routine capital expenditure - no significant impact on operating budgets.	1	each	4,395	4,395
Taftville VFD	10215-88426	Turnout Gear	Routine capital expenditure - no significant impact on operating budgets.	12	each	3,200	38,400
Yantic VFD	10215-88427	Cold water suits for dive team	Routine capital expenditure - no significant impact on operating budgets.	4	each	985	3,940
Yantic VFD	10215-88427	Dry suits for dive team	Routine capital expenditure - no significant impact on operating budgets.	2	each	1,765	3,530
Yantic VFD	10215-88427	Full Sets of Turnout Gear	Routine capital expenditure - no significant impact on operating budgets.	2	each	3,200	6,400
Yantic VFD	10215-88427	Hose - various lengths & sizes	Routine capital expenditure - no significant impact on operating budgets.	1	each	5,800	5,800
Yantic VFD	10215-88427	Pagers - Minitor V	Routine capital expenditure - no significant impact on operating budgets.	10	each	550	5,500
Yantic VFD	10215-88427	Replace all life safety ropes, misc. hardware, bags, and gloves	Routine capital expenditure - no significant impact on operating budgets.	1	each	6,375	6,375
Yantic VFD	10215-88427	SCBA Bottles - 45 minutes	Routine capital expenditure - no significant impact on operating budgets.	24	each	1,000	24,000
Yantic VFD	10215-88427	Thermal Imaging Camera	Routine capital expenditure - no significant impact on operating budgets.	1	each	4,855	4,855
Yantic VFD	10215-88427	Turnout Gear (just coat & pants)	Routine capital expenditure - no significant impact on operating budgets.	12	each	2,500	30,000
Recreation	10215-88432	Playscape near Recreation Office	Routine capital expenditure - no significant impact on operating budgets.	1	each	25,000	25,000
Finance	10215-88500	Antivirus licensing (3 year license)	Routine capital expenditure - no significant impact on operating budgets.	200	each	25	5,000
Finance	10215-88500	Computer replacements - cost to replace computers that cannot be simply upgraded to accommodate Windows 7.	Routine capital expenditure - no significant impact on operating budgets.	40	each	600	24,000
Finance	10215-88500	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.	140	licenses	300	42,000
Finance	10215-88500	Various PC's and parts - Replace computers and peripherals as needed.	Routine capital expenditure - no significant impact on operating budgets.	1		20,000	20,000
Public Works	10215-88500	CAD Software	Routine capital expenditure - no significant impact on operating budgets.	1		6,000	6,000
Public Works	10215-88500	Large Format Scanner/ Printer	Routine capital expenditure - no significant impact on operating budgets.	1		8,000	8,000
Public Works	10215-88600	Road and Parking Lot Resurfacing and preventative maintenance	Routine capital expenditure - no significant impact on operating budgets.	1		329,508	329,508
Public Works	10215-88603	Yantic Street Drainage	Routine capital expenditure - no significant impact on operating budgets.	1		70,000	70,000
Public Works	10215-88610	Chelsea Parade Sidewalks	Routine capital expenditure - no significant impact on operating budgets.	1		125,000	125,000
Public Works	10215-88610	Various sidewalk repairs	Routine capital expenditure - no significant impact on operating budgets.	1		50,000	50,000
TOTAL CAPITAL IMPROVEMENT BUDGET							2,045,226

Amount funded by General Fund Appropriation
Amount funded by LOCIP Grant

1,715,718
329,508
2,045,226

EMERGENCY MANAGEMENT

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

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

VALUES:

- Professionalism
- Fiscal responsibility
- Integrity
- Collaboration

DEPARTMENT GOALS (DG):

1. Maintain strong community relations through candid communication, professional service and the implementation of various community outreach and educational programs. **(G2, G3, G5)**
2. Increase efficiencies and impact by working collaboratively with other departments, agencies, boards and commissions as well as outside agencies. **(G1, G5)**
3. Train and cross-train personnel to the highest standards in support of the Emergency Operations Center (EOC) while holding them accountable to those standards. **(G1)**

ACTION PLANS:

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

ACCOMPLISHMENTS:

1. Conducted a successful Emergency Operations Center for Superstorm Sandy and Blizzard Nemo that generated over 1,000 calls for assistance.
2. Conducted a successful emergency preparedness seminar for the deaf and underserved populous.
3. Completed retrofitting of room # 211 at City Hall to be the back-up Emergency Operations Center for the City.
4. Established a video training library on the Emergency Management website that contains over 500 videos that address all aspects of natural and man-made disasters.
5. Acquired a Mass Care Response Trailer that is loaded with shelter equipment to address the needs of persons with disabilities. This equipment was funded through an REPT Grant.
6. Acquired an automated sandbagger through an REPT Grant that is valued at \$33,000 and can produce 2,000 sandbags per hour.

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2014-15 ADOPTED BUDGET**

91 EMERGENCY MANAGEMENT	2010-11 ACTUAL	2011-12 ACTUAL	2012-13 REVISED BUDGET	2012-13 ACTUAL	2013-14 REVISED BUDGET	2014-15 BUDGET REQUEST	2014-15 MANAGER'S PROPOSED	2014-15 ADOPTED BUDGET
80011 HEAD OF DEPT	26,970	28,345	30,324	30,324	31,334	31,334	31,961	31,961
80013 PART TIME EMPLOYEES	0	4,387	0	0	0	0	0	0
89999 FRINGE BENEFITS	1,505	1,759	17,927	17,951	23,296	26,544	22,286	22,286
80021 MATERIALS & SUPPLIES	2,900	3,745	3,000	816	3,000	3,000	3,000	3,000
80023 GAS OIL & GREASE	1,488	1,234	1,739	1,454	1,871	1,875	1,727	1,727
80032 EQUIP & FURN MAINT	6,313	2,265	7,200	3,402	7,200	7,200	7,200	7,200
80033 TELEPHONE	7,631	5,980	5,000	4,033	5,321	6,874	6,874	6,874
80035 UTILITIES	4,394	2,847	3,000	3,030	2,400	2,520	2,700	2,700
80040 BLDG & GRND MAINT	874	1,640	1,000	1,053	1,000	1,000	1,000	1,000
80059 TRAINING	220	2,694	1,000	2,567	2,000	2,000	2,000	2,000
TOTALS	52,295	54,896	70,190	64,630	77,422	82,347	78,748	78,748

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 2014-15 year those revenues are estimated to be \$20,204.

Staffing

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

Salaries

Emergency Management Director			30,324		31,334	31,334	31,961	31,961
Total Salaries			30,324		31,334	31,334	31,961	31,961
TOTAL SALARIES			30,324		31,334	31,334	31,961	31,961

PERFORMANCE MEASURES

Workload/ Output Measures

	ACTUAL	ACTUAL	PROJECTED	ACTUAL	PROJECTED	PROJECTED	PROJECTED	PROJECTED
Hours of emergency training	1,075	1,145	800	1,030	1,200	1,300	1,300	1,300
Personnel trained	81	81	75	73	100	90	90	90
Shelter maintained	19	94	16	16	16	16	16	16
EOC activations	19	15	22	23	15	27	27	27
Flood assistance calls	217	642	100	1,016	100	125	125	125
Speaking engagements	23	23	25	23	25	27	27	27
Public information/education exhibits	21	23	25	23	25	27	27	27

Outcome/ Results

Percentage of emergency operations plans updat	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
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Efficiency Measures

Cost of department per capita	\$1.29	\$1.37	\$1.75	\$1.60	\$1.91	\$2.03	\$1.94	\$1.94
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Special Revenue Funds



CITY OF NORWICH			
SUMMARY OF SPECIAL REVENUE FUNDS BUDGETS			
2014-15 ADOPTED BUDGET			
	City Consolidated Fire District (Fund 020)	Town Consolidated Fire District (Fund S23)	COMBINED
EXPENDITURES			
General Operations	7,304,791	583,203	7,887,994
TOTALS	7,304,791	583,203	7,887,994
REVENUES			
General Revenues	3,112,885	21,100	3,133,985
Surplus	0	0	0
Taxes to be levied - CCD Fire	4,191,906	0	4,191,906
Taxes to be levied - TCD Fire	0	562,103	562,103
TOTALS	7,304,791	583,203	7,887,994

CITY OF NORWICH								
CITY CONSOLIDATED FIRE DISTRICT REVENUES								
2014-15 ADOPTED BUDGET								
		2010-11 ACTUAL	2011-12 ACTUAL	2012-13 REVISED BUDGET	2012-13 ACTUAL	2013-14 REVISED BUDGET	2014-15 MANAGER'S PROPOSED	2014-15 ADOPTED BUDGET
GENERAL PROPERTY TAXES								
70201	PROPERTY TAX CURRENT LEVY	3,219,767	3,304,446	3,738,115	3,773,572	4,118,944	4,200,413	4,191,906
70202	PROPERTY TAX PRIOR LEVY	100,562	89,305	105,000	127,821	105,000	120,000	120,000
70203	PROPERTY TAX-INT & LIENS	58,087	53,706	53,000	62,722	53,000	60,000	60,000
70208	PROP.TAX-M.V. PA-76-338	31,322	31,201	27,000	35,995	42,000	60,000	60,000
	TOTALS	3,409,738	3,478,658	3,923,115	4,000,110	4,318,944	4,440,413	4,431,906
REVENUE FROM OTHER CITY OPERATIONS								
70228	PUBLIC UTILITIES 10%	528,401	584,975	684,846	684,846	834,938	1,216,026	1,216,026
70231	FIRE SS-GF CHARGE-SS	116,000	165,825	134,932	134,932	84,728	99,693	99,693
	TOTALS	644,401	750,800	819,778	819,778	919,666	1,315,719	1,315,719
OTHER REVENUES								
70223	INTEREST ON INVESTMENTS	5,952	7,353	7,000	2,590	5,000	3,000	3,000
70238	CONVEYANCE TAX	21,190	12,000	14,000	14,000	14,000	14,000	14,000
	TOTALS	27,142	19,353	21,000	16,590	19,000	17,000	17,000
STATE GRANTS IN AID - GENERAL								
70247	STATE-IN LIEU OF TAXES	54,400	50,139	48,809	48,809	48,847	47,955	56,462
70250	STATE-CITY HOUSING	94,079	201,881	201,472	201,472	189,803	180,514	180,514
70254	MASHANTUCKET PEQUOT GRANT	1,547,256	1,397,286	1,476,861	1,476,861	870,786	1,216,517	1,216,517
70257	STATE-ELDERLY REIMBURSE.	77,807	74,720	91,328	91,328	85,655	86,673	86,673
	TOTALS	1,773,542	1,724,026	1,818,470	1,818,470	1,195,091	1,531,659	1,540,166
SURPLUS SPECIAL SERVICE								
70294	SURPLUS-SPECIAL SERVICE	0	0	0	0	600,000	0	0
	TOTALS	0	0	0	0	600,000	0	0
	GRAND TOTALS	5,854,823	5,972,837	6,582,363	6,654,948	7,052,701	7,304,791	7,304,791

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
2014-15 ADOPTED BUDGET

20	CITY CONSOLIDATED FIRE DISTRICT	2010-11 ACTUAL	2011-12 ACTUAL	2012-13 REVISED BUDGET	2012-13 ACTUAL	2013-14 REVISED BUDGET	2014-15 BUDGET REQUEST	2014-15 MANAGER'S PROPOSED	2014-15 ADOPTED BUDGET
80012	EMPLOYEES	2,582,109	2,667,880	2,901,552	2,849,715	3,003,287	3,392,286	3,026,309	3,026,309
80014	OVERTIME	30,119	3,268	80,000	7,113	40,000	40,000	40,000	40,000
89999	FRINGE BENEFITS	1,894,191	1,707,378	2,277,314	2,280,840	2,448,150	2,483,745	2,483,745	2,483,745
80017	REPLACEMENT COSTS	680,809	793,386	744,000	827,897	872,542	1,025,011	1,025,011	1,025,011
80063	POST-EMPLOYMENT MEDICAL	372,960	543,161	579,497	579,497	688,722	688,722	729,726	729,726
TOTALS		5,560,188	5,715,073	6,582,363	6,545,062	7,052,701	7,629,764	7,304,791	7,304,791

Staffing

Captain (FC 2)	3.00	3.00	3.00	3.00	2.00	3.00	2.00	2.00
Captain (FC 1)	1.00	1.00	1.00	1.00	2.00	1.00	2.00	2.00
Lieutenant - Step 2	7.00	7.00	6.00	6.00	7.00	7.00	6.00	6.00
Lieutenant - Step 1	1.00	1.00	2.00	2.00	1.00	1.00	2.00	2.00
Firefighter - Step 5	17.00	15.00	18.00	18.00	17.00	19.00	17.00	17.00
Firefighter - Step 4	6.00	8.00	7.00	7.00	6.00	8.00	8.00	8.00
Firefighter - Step 3	6.00	4.00	7.00	7.00	9.00	5.00	5.00	5.00
Firefighter - Step 2	0.00	7.00	2.00	2.00	5.00	6.00	6.00	6.00
Firefighter - Step 1	7.00	2.00	3.25	3.25	1.00	0.00	2.00	2.00
TOTAL FTE'S	48.00	48.00	49.25	49.25	50.00	50.00	50.00	50.00

Salaries

Captain (FC 2)			68,081		70,270	71,851	71,851	71,851
Captain (FC 1)			66,136		68,283	69,819	69,819	69,819
Lieutenant - Step 2			64,247		65,843	67,325	67,325	67,325
Lieutenant - Step 1			62,414		63,970	65,409	65,409	65,409
Firefighter - Step 5			58,744		60,017	61,367	61,367	61,367
Firefighter - Step 4			55,946		57,159	58,445	58,445	58,445
Firefighter - Step 3			53,285		54,441	55,666	55,666	55,666
Firefighter - Step 2			50,748		51,848	53,014	53,014	53,014
Firefighter - Step 1			48,335		49,383	50,494	50,494	50,494
Total Salaries Paid by City Consolidated Fire District Fund								
Captain (FC 2)			204,243		140,540	215,553	143,702	143,702
Captain (FC 1)			66,136		136,566	69,819	139,638	139,638
Lieutenant - Step 2			385,482		460,901	471,275	403,950	403,950
Lieutenant - Step 1			124,828		63,970	65,409	130,818	130,818
Firefighter - Step 5			1,057,392		1,020,289	1,165,973	1,043,239	1,043,239
Firefighter - Step 4			391,622		342,954	467,560	467,560	467,560
Firefighter - Step 3			372,995		489,969	278,330	278,330	278,330
Firefighter - Step 2			101,496		259,240	318,084	318,084	318,084
Firefighter - Step 1			157,089		49,383	0	100,988	100,988
TOTAL SALARIES			2,861,283		2,963,812	3,052,003	3,026,309	3,026,309

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)
2014-15 ADOPTED BUDGET**

REVENUES		2010-11 ACTUAL	2011-12 ACTUAL	2012-13 REVISED BUDGET	2012-13 ACTUAL	2013-14 REVISED BUDGET	2014-15 MANAGER'S PROPOSED	2014-15 ADOPTED BUDGET
GENERAL PROPERTY TAXES								
70201	PROPERTY TAX CURRENT LEVY	531,358	539,972	540,876	549,071	534,396	562,103	562,103
70202	PROPERTY TAX PRIOR LEVY	9,765	9,819	8,000	9,838	8,000	10,000	10,000
70203	PROPERTY TAX-INT & LIENS	6,135	5,534	3,000	5,402	6,000	5,500	5,500
70208	PROP.TAX-M.V. PA-76-338	3,866	4,163	2,500	4,693	4,000	5,600	5,600
70294	SURPLUS	0	0	0	0	0	0	0
TOTALS		551,124	559,488	554,376	569,004	552,396	583,203	583,203

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

EXPENDITURES		2010-11 ACTUAL	2011-12 ACTUAL	2012-13 REVISED BUDGET	2012-13 ACTUAL	2013-14 ADOPTED BUDGET	2014-15 MANAGER'S PROPOSED	2014-15 ADOPTED BUDGET
80122	VOLUNTEER TAX CREDIT	79,530	71,029	85,000	76,385	85,000	100,000	100,000
89270	TRUST FUND	250,000	281,000	310,000	310,000	308,987	333,000	333,000
891S0	WORKERS COMPENSATION	184,498	172,009	159,376	158,254	158,409	150,203	150,203
TOTALS		514,028	524,038	554,376	544,639	552,396	583,203	583,203

TOWN CONSOLIDATED FIRE DISTRICT FUND

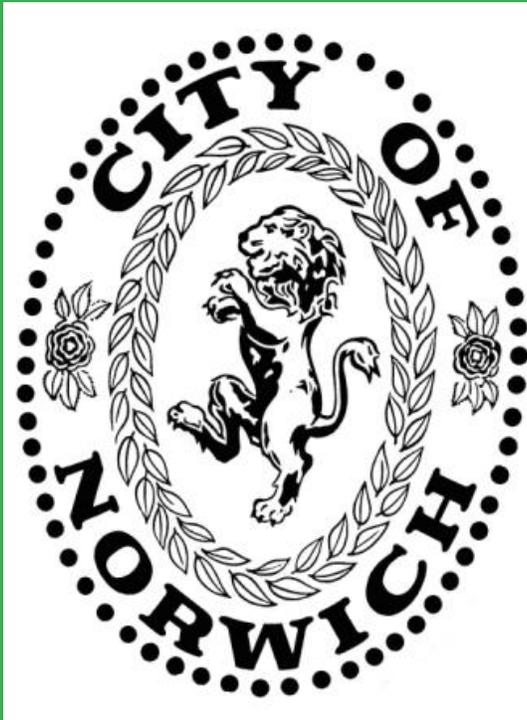
Program: Pension fund, tax abatements, and workers' compensation costs for volunteer firefighters.

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 (NPU) 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

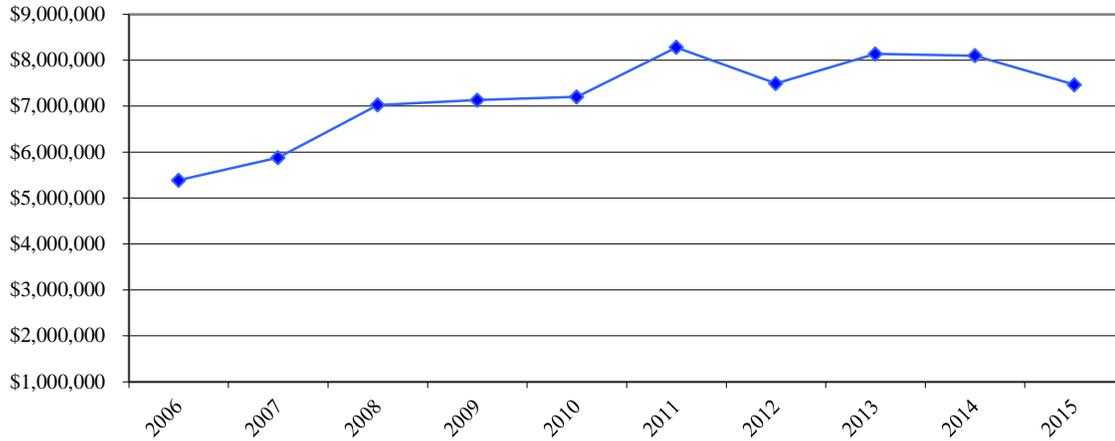
HIGHLIGHTS & ACCOMPLISHMENTS:

- **Emergency Response:** NPU continues to exceed industry standards for emergency response and continues to train and coordinate response with City emergency responders. Additional training and Emergency Operations Center (EOC) drills are scheduled to be performed annually.
- **Gas Infrastructure:** Continued to replace our non-state of the art gas mains and services. The construction is prioritized by coordination with the Public Works paving program and our Distribution Integrity Management Plan.
- **Electric Distribution:** Continue to upgrade the electric system prioritized by system losses and reliability data.
- **Water Supply:** New water supply development is contained in the 2010 revised water supply plan and NPU continues to work with the Southeastern Connecticut Council of Governments and regional water suppliers to create a water interconnection to the north and to develop a new ground water supply to increase capacity.
- **Water Infrastructure:** NPU received over \$18 million 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) Dissolved Air Filtration 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
- **Waste Water Infrastructure:** Sewer plant upgrade project is at 90% design and will be bid for construction in 2015. The project will replace equipment that has reached the end of its useful life, reduce nitrogen discharge to, expand the hydraulic capacity of the plant and provide additional capacity to neighboring communities.
- **Internet/Broadband Services:** Upgraded the Internet / Broadband connections to the Connecticut's Nutmeg Network. This connection provided redundant feeds across the Municipal Area Network (MAN)
- **Web Based Geographic Information System (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 upgrades/updates of both the Cogsdale Customer Service and Great Plains Financial Management software in 2013.
- **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 75% complete.
- **E-mail Services:** Upgraded the Microsoft Exchange and Blackberry Exchange environments to provide more secure and stable platform for NPU's e-mail. Additionally this upgrade provided NPU users the ability to use the Outlook Web App to

be able to securely process e-mail via the internet and also implemented Active Sync allowing from remote devices such as smart phones and tablets to manage e-mail and calendars, etc. in synchronization with each user's workstation.

- **Backup Services:** Upgraded server and desktop backup services to a single environment to be more consistent, secure, and stable in the restore and management of the backups being maintained to support utility operations.
- **Public Safety Cameras:** Installed 12 new cameras in the city to support public safety management goals of the City. The video for these new cameras, and the four that were previously installed in Greenville, is now retained for 30 days in support of changing Freedom of Information requirements. Additionally, all 16 of these cameras are now viewed by the police via the fiber MAN, rather than over the internet, which improves performance and reduces City internet bandwidth impacts/costs.
- **City Radio Systems:**
 - Implemented Radio Phase II for the city to be able send the radio signal transmissions received at the city towers over the fiber of the MAN to/from the police, fire departments, EOC, etc... This provides significantly clearer communications, more stable operations, and a more secure environment for all this traffic as compared to the copper lines there had been in use previously. Additionally, to help ensure radio reliability, NPU installed managed uninterruptible power supplies at each radio location.
 - Added Fire Headquarters and Greenville Station, with City Hall Backup EOC scheduled for the first week of April, to the Radio Phase I environment, which was mostly deployed in 2013. Radio Phase I makes up to eight radio frequencies within the local radio network (police, fire, public works, NPU, etc.) available on a single base station versus individual base stations for each frequency.
- **Gas Expansion:** NPU has expended 7.5 million of the 11 million in approved bond funding for gas expansion bringing gas to over a 1,000 new residential and commercial customers since the program began in 2010. Over half of those customers were obtained in the last year thanks to the Energize Norwich Program a community outreach initiative created in partnership with the Clean Energy Finance and Investment Authority (CEFIA). This program creates one stop shopping for customers by combining NPU resources with marketing and outreach professionals from Smart Power, local contractors and lenders. This has resulted in \$1,888,636 of additional annual gas sales and \$188,636 additional annual payment to the city. These customers will save \$944,318 annually in fuel costs alone and when combined with high efficiency equipment the savings are over \$1 million per year!
- **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.
- **Financing:** NPU also partnered with CEFIA, local lenders, and the City to create the commercial Connecticut Property Assessed Clean Energy and residential E-Loan Programs for gas expansion and efficiency projects. These complement NPU's existing 0% commercial efficiency financing program.
- **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 \$4.6 million 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, 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 300 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 began conceptual design of a (1+) megawatt solar garden for the Hollyhock Island. NPU will continue to work with city and private customers on additional renewable energy projects.
- **Direct Customer Support and Standardize Construction Requirements:** Developer agreements continue to standardize all construction related utility requirements and coordination. NPU has staff dedicated to direct customer coordination and support for all programs and initiatives. 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 other City departments is up significantly due to NPU staff efforts. City leaders continue to support the choice of alternative fuel vehicles for all city vehicle purchases whenever applicable. NPU was approved for Congestion, Mitigation and Air Quality grant funding to build a second compressed natural gas (CNG) station in Norwich and purchase additional CNG vehicles. NPU staff are working with the Connecticut Department of Transportation, the agency facilitating the grant, to develop the project scope and expedite the construction process. NPU will continue to utilize available grant funding for alternative fuel vehicle purchases and investigate any available funding for infrastructure. Working with Norwich Clean Cities, 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 will continue to expand and improve these efforts.
- **Hydroelectric Generation:** NPU is investigating the acquisition of additional hydroelectric renewable energy sources for electric generation.

Revenues Generated to City Fund

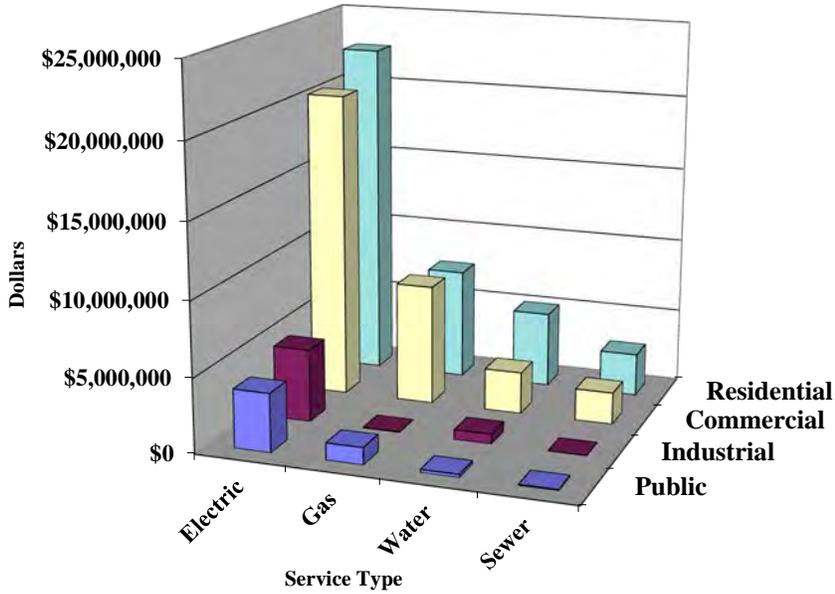


2015 Performance Measures			
	FY 2013	FY 2014	FY 2015
PERFORMANCE MEASURES	Audited	Approved	Approved
<i>Fiscal Integrity</i>			
<i>Sales</i>			
Gas	\$14,879,585	\$16,094,556	\$16,866,461
Electric	\$50,318,580	\$51,909,891	52,734,514
Water	\$8,257,723	\$8,842,142	\$8,850,469
Sewer	\$7,029,786	\$7,156,435	\$7,029,131
<i>Customer Service Indicators</i>			
<i>Field Service</i>			
Gas Service Calls	5,345	5,505	5,670
Electric Service Calls	1,495	1,540	1,586
Water Service Calls	1,948	2,006	2,066
Sewer Service Calls	118	122	126
<i>Service Center</i>			
Walk-in Customers	47,088	48,500	49,955
# calls	96,564	99,461	102,445
<i>Operations Indicators</i>			
<i>Distribution Systems</i>			
Miles of Gas Main	141	146	151
Miles of Electric Line	233	233	233
Miles of Water Main	195	195	199
Miles of Sewer Main	122	122	122
<i>Electric System Reliability</i>			
Avg. # outages per customer	0.24	0.50	0.50
Avg. cumulative out of service time (min)	20	55	30
<i>Wastewater Treatment</i>			
Gallons Treated (Billion)	1.46	1.48	1.50
Quality Tests Conducted	5,500	5,500	5,500
<i>Water Division</i>			
Gallons of Potable Water (Billion)	1.70	1.67	1.70
Quality Tests Conducted	11,000	11,000	11,000
Paid to City General Fund	\$8,135,880	\$8,099,880	\$7,466,520

Norwich Public Utilities: Revenues Summary

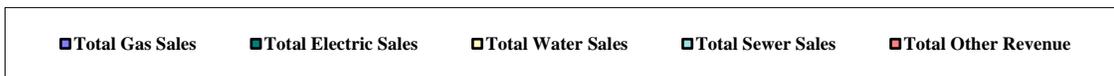
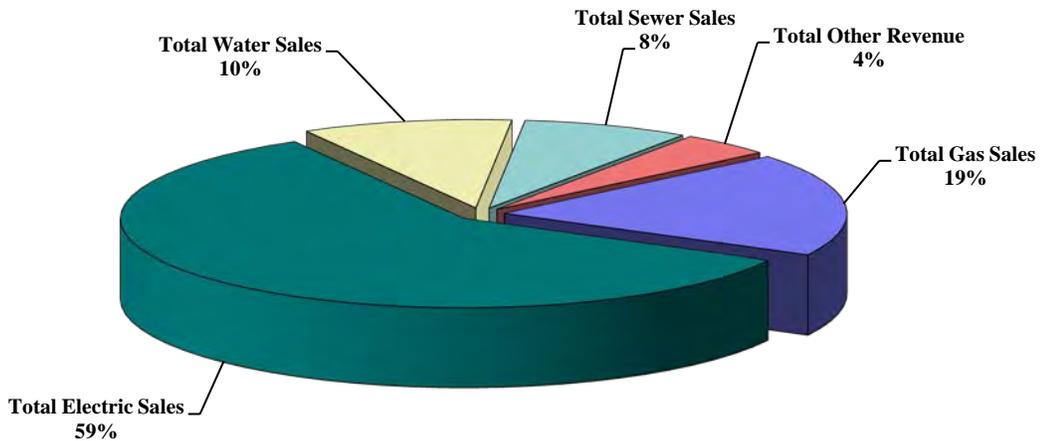
	FY 2013	FY 2014	FY 2015
	Audited	Approved	Approved
REVENUE FROM SALES			
Residential Gas Sales	\$6,800,601	\$7,108,815	\$7,447,756
Commercial Gas Sales	\$6,766,091	\$7,526,394	\$8,067,474
Industrial Gas Sales	\$28,927	\$52,565	\$46,379
Public Gas Sales	\$1,144,744	\$1,254,523	\$1,150,812
Interdepartmental Gas Sales	\$139,222	\$152,259	\$154,040
Total Gas Sales	\$14,879,585	\$16,094,556	\$16,866,461
Residential Electric Sales	\$21,276,559	\$22,426,582	\$22,594,573
Commercial Electric Sales	\$19,683,627	\$20,113,472	\$20,505,146
Industrial Electric Sales	\$4,691,557	\$4,748,837	\$4,893,902
Public Electric Sales	\$3,893,500	\$3,898,284	\$3,954,727
Interdepartmental Electric Sales	\$773,336	\$722,716	\$786,166
Total Electric Sales	\$50,318,580	\$51,909,891	\$52,734,514
Residential Water Sales	\$4,732,724	\$5,133,517	\$5,075,131
Commercial Water Sales	\$2,635,921	\$2,743,981	\$2,811,990
Industrial Water Sales	\$618,581	\$695,675	\$665,449
Public Water Sales	\$200,045	\$223,065	\$203,757
Interdepartmental Water Sales	\$70,452	\$45,904	\$94,142
Total Water Sales	\$8,257,723	\$8,842,142	\$8,850,469
Residential Sewer Sales	\$2,834,966	\$2,879,325	\$2,857,557
Commercial Sewer Sales	\$2,154,282	\$2,208,133	\$2,141,520
Industrial Sewer Sales	\$21,626	\$20,978	\$19,363
Public Sewer Sales	\$62,411	\$61,799	\$61,582
Interdepartmental Sewer Sales	\$121,533	\$121,981	\$121,254
Mandatory Upgrade Fee	\$1,834,968	\$1,864,219	\$1,827,855
Total Sewer Sales	\$7,029,786	\$7,156,435	\$7,029,131
OTHER OPERATIONAL REVENUE			
Penalties for Late Payments	\$723,208	\$687,000	\$660,000
Field Service & Water Heater Rentals	\$397,666	\$275,320	\$387,603
Jet Turbine Credit	\$534,213	\$595,510	\$750,000
Reservation Charges, Rentals & CNG Sales	\$597,094	\$757,735	\$772,839
Septage Charges	\$178,084	\$125,000	\$125,000
Interest Income	\$6,134	\$7,050	\$7,050
Energy Efficiency Program	\$1,125,249	\$1,174,372	\$1,178,479
Total Other Revenue	\$3,561,648	\$3,621,987	\$3,880,971
TOTAL DEPARTMENT REVENUE	\$84,047,322	\$87,625,011	\$89,361,546

Estimated Sales by Customer Class Fiscal Year 2015



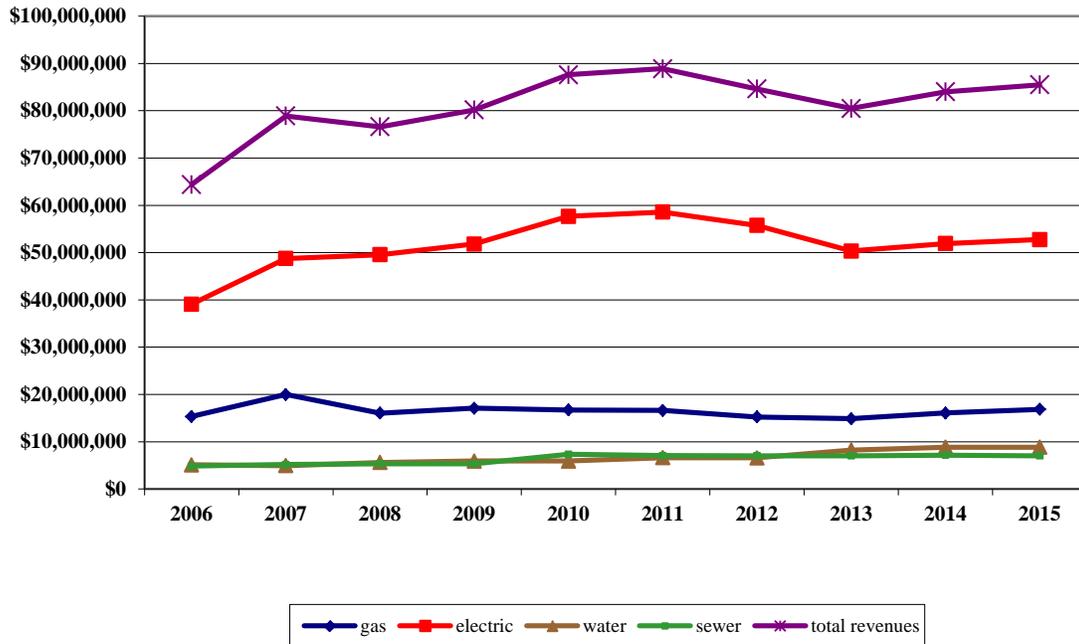
- ◆ Budgeted revenues for Gas and Electric are calculated using weather normalized data to account for differences in weather year to year that may impact energy consumption.
- ◆ Increases/decreases in cost of Gas and Electric energy are reflected in the Purchased Power Adjustment (PPA) and the Purchased Gas Adjustment (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 2015



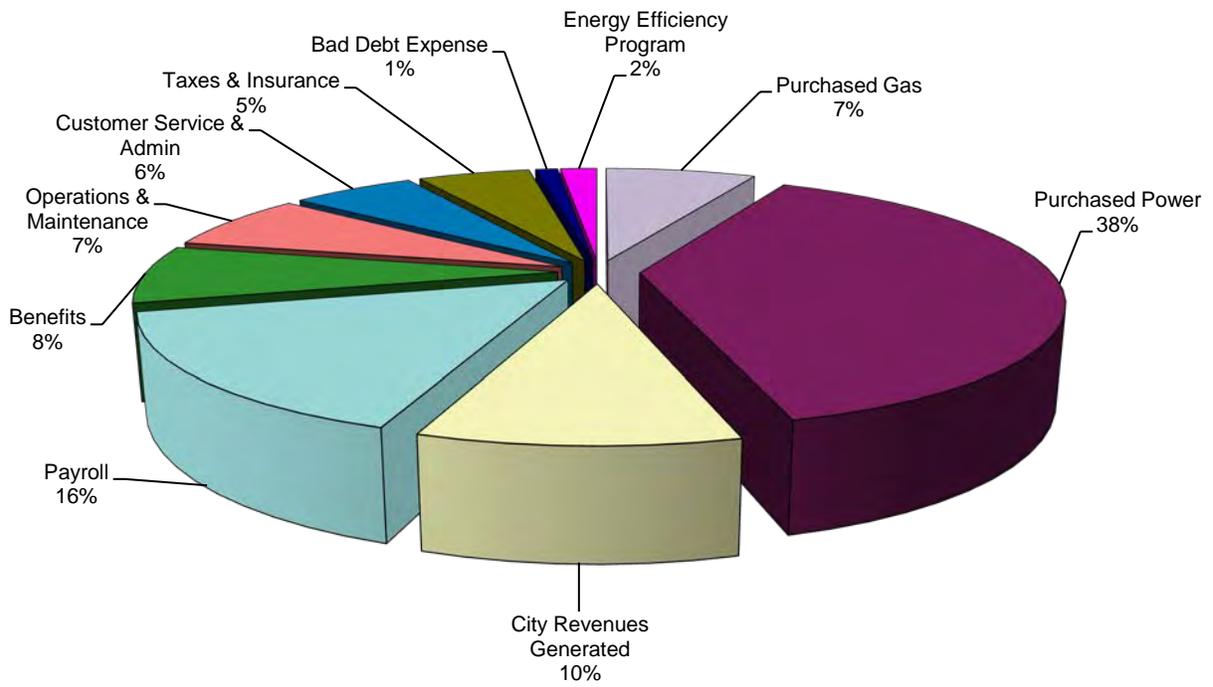
Electric and gas revenues show the most volatility as they are dependent on the recovery of wholesale energy costs as well as being subject to fluctuations in weather and customer demand. Market cost of energy is recovered by the PPA and PGA charges which are reconciled monthly and changed only as needed 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 2013	FY 2014	FY 2015
	Audited	Approved	Approved
DEPARTMENT EXPENSES			
Purchased Gas	\$4,610,496	\$5,381,077	\$5,605,437
Purchased Electricity	\$32,228,167	\$29,865,457	\$29,520,560
Payroll	\$12,067,258	\$12,045,393	\$12,000,431
Employee Benefits	\$5,178,662	\$5,342,626	\$5,748,761
City Payment 10%	\$8,135,880	\$8,099,880	\$7,466,520
Gross Revenue Tax	\$2,023,634	\$2,426,405	\$2,466,617
Property Tax	\$140,339	\$150,200	\$148,780
Property & Liability Insurances	\$1,037,179	\$1,493,300	\$1,563,600
Operations & Maintenance	\$4,859,007	\$4,990,388	\$5,532,260
Customer Service	\$525,334	\$671,897	\$826,150
Office Expenses	\$820,962	\$1,216,573	\$1,301,985
Administrative Expenses	\$2,942,096	\$2,299,184	\$2,434,906
Bad Debt Expense	\$2,124,000	\$823,980	\$823,980
Energy Efficiency Program	\$1,319,588	\$1,212,234	\$1,357,599
Municipal Area Network	\$296,956	\$145,204	\$82,480
Total Operational Expenses	\$78,309,558	\$76,163,798	\$76,880,066
Interest Expense	\$252,133	\$431,756	\$894,103
Debt Principal Repayment	\$1,068,684	\$1,562,643	\$2,051,527
Debt Service	\$1,320,817	\$1,994,399	\$2,945,630
Capital Purchases net expected reimbursements	\$7,105,479	\$3,735,889	\$6,908,707
Capital Labor	\$826,903	\$1,144,414	\$1,032,568
Total Capital	\$7,932,382	\$4,880,303	\$7,941,275
Depreciation	\$6,988,142	\$5,983,800	\$7,584,000

Expenses by Category Fiscal Year 2015



Norwich Public Utilities: Capital Budget Summary

	FY 2013	FY 2014	FY 2015
	Audited	Approved	Approved
RECURRING CAPITAL			
Metering		\$427,160	\$1,943,580
Mains: replacements, new		\$6,132,522	\$1,506,132
Services: new, renewals		\$1,171,411	\$1,862,134
Municipal Area Network		\$105,250	\$360,000
Poles & fixtures		\$90,000	\$90,000
Street lighting & signal systems		\$51,000	\$51,000
Transformers & capacitors		\$181,500	\$241,500
Hydrants & valves		\$47,470	\$39,988
Manholes & frames		\$58,160	\$101,663
Tool Committee		\$8,360	\$0
Total recurring Capital	\$4,464,636	\$8,272,833	\$6,195,997
CAPITAL PROJECTS			
Customer Service Storage Ice Storage Cooling		\$15,000	\$0
Greenville Dam repair		\$50,600	\$70,000
Phone System & IVR		\$45,000	\$0
Updated Color Aerial Photogrammetry		\$43,200	\$0
Shore Rd Generator		\$144,000	\$144,000
Stonybrook Septic System		\$10,000	\$0
New CNG Station		\$1,594,580	\$1,652,335
Capital Roof Project		\$42,000	\$42,000
Francis Street Generator		\$88,890	\$88,890
WWTP 100% Design - Downes Group Project Mgt		\$2,424,076	\$0
WWTP Construction		\$0	\$23,100,000
Rose Alley Piping Replacement		\$0	\$100,000
Backus 912 Upgrade		\$215,000	\$0
Chlorine, Turbidity Monitoring For IPT, FHT, OT (HACH)		\$21,000	\$21,000
Deep River Compressor Generator		\$231,900	\$231,900
Connsmart Program - AMI		\$1,506,924	\$0
Deep River WTP and Reservoir Security		\$40,000	\$40,000
Norwichtown Well Site Generator		\$76,225	\$76,225
Stonybrook WTP Generator		\$172,425	\$172,425
Deep River Aeration Generator		\$78,690	\$78,690
Tank Security		\$20,000	\$20,000
10 th Street Hydro Bearing Overhaul		\$0	\$75,000
Mohegan Park Tank Upgrade		\$107,645	\$1,138,064
Stony Brook Buoyant Media		\$300,000	\$3,234,610
Royal Oaks Pump Station		\$113,500	\$1,633,603
Stony Brook North Trans Main		\$122,370	\$2,252,500
Stony Brook South Trans Main		\$85,940	\$1,644,200
Rose Alley Pump Station Generator		\$300,500	\$222,000
South Thames Pump Station Generator		\$280,300	\$280,300
Cove Street Pump Station Generator		\$135,000	\$135,000
Occum Pump Station Generator		\$133,500	\$133,500
Salem #1 Pump Station Generator		\$142,255	\$82,000
Marcus Plaza Pump Station Generator		\$65,000	\$65,000
Falls Mills Apartments Generator		\$52,000	\$52,000
Emergency Operations Center Generator		\$685,000	\$248,000
Greenville Waste Gate Wall Repair		\$175,000	\$0
Deep River New Pumps and Drives		\$824,600	\$800,000
Deep River Water Tank		\$	\$1,600,000
Deep River Transmission Main		\$	\$660,000
Upgrade Obsolete PLC Modicons		\$250,000	\$0
Stony Brook Backwash Lagoon		\$2150,000	\$10,000
Deep River Chemical Feed Pump Replacement		\$200,000	\$50,000
Stony Brook replacement of obsolete water quality analyzers			\$18,500
Deep River replacement of obsolete water quality turbidity analyzers			\$18,500
Deep River Intake Screens			\$35,000
New Source Development			\$80,000
Fitchville Bridge Main Support Improvement			\$50,000
Rogers Rd			\$650,000
Compactor			\$10,800
Ruth Street Regulator Station Upgrade			\$59,750
Backus Regulator Station Upgrade			\$56,650
City VOIP/ISP project			\$300,000
Fiber Projects			\$145,000
Circuit 623-612 Phase I			\$60,000
Bean Hill 1000 Line Relay Upgrades			\$198,000
South Golden Street Facilities Renovation/Refurbishment			\$180,000
Total Projected Capital	\$6,136,679	\$12,942,120	\$42,015,442
EQUIPMENT PURCHASES			
Vehicles		\$803,649	\$799,999
Leak Detection Equipment		\$24,500	\$0
Computer system and hardware		\$256,000	\$931,500
Miscellaneous construction equipment			\$436,900
Folder/Envelope Inserter			\$5,000
Lab Equipment			\$6,180
Total Equipment	\$414,675	\$1,084,149	\$2,179,579

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**

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.

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

ANNUAL REQUIRED CONTRIBUTION (ARC) – See “Actuarially Determined Employer Contribution.”

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.

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

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

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

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

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

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

CAPITAL IMPROVEMENTS 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 firefighters who meet the criteria. This applies to taxpayers in all of the five areas served by the volunteer fire companies.