



City Council's Adopted Budget

Fiscal Year 2012-13

Approved June 4, 2012

Description of Cover Picture

This is a rendering of the Norwich Transportation Center. This \$22 million project was conceived in the mid-1990's. Construction began in July 2010 and is scheduled to be completed in June 2012. The project is supported by Federal Transit Authority and Highway Administration grants, Connecticut bonding grants, Connecticut Department of Economic & Community Development grants, and City funding. The transportation center is located on West Main St at Falls Avenue and will have a 162-space parking garage; will provide indoor retail and ticketing services for Southeast Area Transit (SEAT) bus riders. The Facility will serve as the hourly pulse point for SEAT bus routes and is located to accommodate future passenger ferry traffic and passenger rail on the New England Central Corridor rail line. Taxis, trolleys and inter-regional private busses will also be accommodated.



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June 5, 2012

EXPLANATION OF CHANGES MADE TO THE 2012-13 BUDGET DURING THE ADOPTION PROCESS

During the 2012-13 budget adoption process, some changes were made to the budget proposed by the City Manager on April 2, 2012. Here is a chronological summary of the legislative items that affected the 2012-13 budget after City Manager Alan H. Bergren proposed his budget in April.

May 7, 2012 – Norwich City Council tentatively adopted the City Manager’s proposed budget with the following amendments in Schedule A:

SCHEDULE A						
<i>General Fund</i>						
Page #	Department	Line #	Description	Change in Expenditures	Change in Mill Rate	% Change in Mill Rate
74	City Council	87102	Add funding for Taste of Italy	5,000	-	0.00%
128	Otis Library	80077	Increase funding to Otis Library	50,000	0.03	0.12%
				55,000	0.03	0.12%
<i>City Consolidated Fire District</i>						
Page #	Department	Line #	Description	Change in Expenditures	Change in Mill Rate	% Change in Mill Rate
137	Norwich Fire	80012	To add 1 Firefighter to be hired on 2/1/2013	19,250	0.02	0.49%

June 4, 2012 – Norwich City Council replaced the Norwich Public Utilities pages contained in the Manager’s Proposed budget with those presented on pages 139-146 of this document.

The Council also made further amendments to the budget as listed below:

Exhibit B						
<i>General Fund</i>						
Page #	Department	Line #	Description	Change in Expenditures	Change in Mill Rate	% Change in Mill Rate
125	Board of Education	80700	Raise BOE funding to 3.26% increase over 11-12 (2.82% + \$300K for Thames River Academy transition)	1,199,356	0.52	2.10%

Exhibit C						
<i>General Fund</i>						
Page #	Department	Line #	Description	Change in Expenditures	Change in Mill Rate	% Change in Mill Rate
72	City Clerk	80013	Add funding for PT Employees	2,500	-	0.00%

These amendments increased the General Fund mill rate by 0.52 mills. The Council adopted the 2012-13 budget and tax levy, as amended on May and June, resulting in mill rates of 26.54 for the General Fund, 4.56 for the City Consolidated fire district, and 0.36 for the Town Consolidated fire district.





GOVERNMENT FINANCE OFFICERS ASSOCIATION

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Budget Presentation
Award*

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**City of Norwich
Connecticut**

For the Fiscal Year Beginning

July 1, 2011

Linda C. Danson Jeffrey R. Egan

President

Executive Director

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Alan H. Bergren, City Manager

BUDGET MESSAGE/ EXECUTIVE SUMMARY

April 2, 2012

Mayor Peter Nystrom and Members of the Norwich City Council:

Introduction

I hereby present the proposed City of Norwich budget for the fiscal year 2012-13. The budget document for a municipality reflects the fiscal work plan for the community for the succeeding fiscal year. Some of the overarching principles which guided this budget preparation include: increasing 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, City Comptroller Joseph Ruffo, Deputy Comptroller Josh Pothier, and Human Resources Director Brigid Marks for their assistance and efforts in the preparation of this budget.

Goals & Priorities

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

Long-term Goals

	Description of Citywide Goal	Department(s) whose Goals & Action Plans most directly support the Citywide Goal
G1	Protect the lives and property of residents and businesses.	Police, All Fire Departments, Public Works, Emergency Management, Human Services, Planning & Development
G2	Support our public schools.	Board of Education
G3	Find efficiencies and consolidate services in order to maintain essential services while keeping tax increases at a minimum.	City Manager, Finance, Treasurer, Human Resources, Public Works, Norwich Public Utilities, Board of Education
G4	Develop a plan for long-term economic sustainability.	City Manager, Assessor, Planning & Development
G5	Maintain vital links with State representatives, Council of Governments, and public.	City Manager
G6	Prioritize the citywide long-term capital improvement needs and identify funding sources for them.	City Manager, Planning & Development, Public Works, Police, All Fire Departments, Recreation

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

Budget Priorities

For the 2012-13 budget, I took into consideration the City’s long-term goals as well as the immediate needs and economic conditions of our residents and came up with this list of priorities:

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

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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 (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).
-

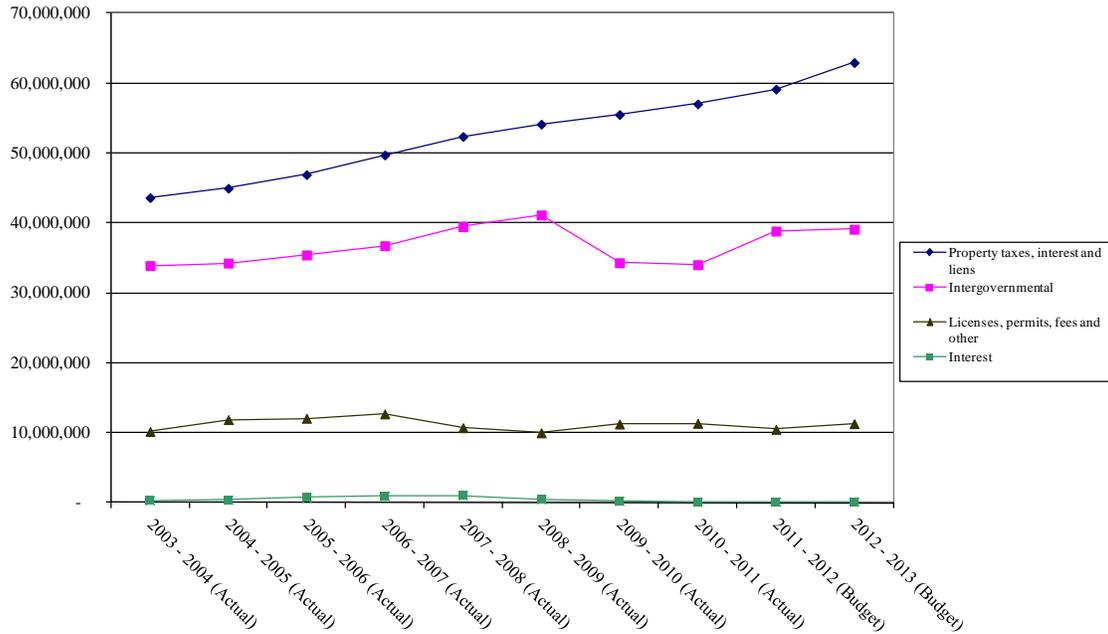
Budget Guidance to Departments

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

2012-13 Budget Environment

Revenue Factors

10-Year General Fund Revenue Comparison



Grand List Growth - The total net collectible grand list grew 1.6% from October 2010 to October 2011. Real estate increased by 0.91%, motor vehicles increased by 6.41% and personal property increased by 12.02%. The net grand list is likely to decrease slightly due to ongoing assessment appeals.

State Grants-in-aid: Education - The Governor's proposed fiscal year 2012-13 budget funds education revenues at roughly the same level as fiscal year 2011-12. Most of the education revenue comes from the Education Cost Sharing (ECS) and Special Education Excess Cost grants. The total State of Connecticut education grants for 2012-13 are estimated to be \$ 34,926,705.

The Governor's proposed 2012-13 budget includes a \$1,020,000 increase in the ECS grant for which the Board of Education may apply. As of the date of this document, it is not clear what the requirements will be for this additional funding. For this reason, this additional revenue has not been included in this proposed budget.

State Grants-in-aid: General - The state formula grants are distributed to the general fund and City Consolidated Fire District (CCD) fund. The Governor's proposed budget does not make any substantial changes to the structure of the formula grants from fiscal year 2011-12. However, for the Municipal Revenue Sharing grants, the estimate of revenue to be shared with the City of Norwich increased by \$493,000.

Conveyance Taxes - During the housing boom, conveyance taxes had been a significant source of revenue. However, because of the decline in the number of real estate transactions and sales prices, this source of revenue had dropped precipitously. These revenues have been increasing during the past year and we expect them to continue to improve.

10% Share of Norwich Public Utilities Revenues - The payments from Norwich Public Utilities will increase by \$643,000 to \$8,136,000 for fiscal year 2012-13. 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 2011-12, the City’s salary and fringe benefit costs would have increased by \$1.8 million. Fringe benefits include Social Security, Medicare, Health Insurance, Life Insurance, Workers’ Compensation, Pension and Post-Employment Medical Benefits.

I am recommending some increases to staffing which are explained in the next section.

Debt Service – The City’s debt service requirements increased by \$193,000 over 2011-12 – a 3.89% increase. The debt service expenditures will continue to increase by greater amounts in the next few years as a result of the bonding of the Downtown Revitalization, Road Improvements and Kelly Middle School Renovation referenda items.

Capital Improvements – In accordance with the 2000 Charter revision mandate, I have budgeted the minimum of \$2,414,235 (the value of one mill of the net grand list) for capital improvements. This is a \$56,169, or 2.38%, increase over the fiscal year 2011-12 budget. 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 \$10.7 million.

Strategies for Developing the 2012-13 Budget

Expenditures

Summary of Appropriations and Prior Year Comparison				
	Revised Budget 2011-12	Proposed Budget 2012-13	\$ Change from Prior Year	% Change from Prior Year
General Operations	33,801,677	36,708,568	2,906,891	8.60%
Debt Service	4,971,075	5,164,332	193,257	3.89%
Capital Improvements	2,372,692	2,414,235	41,543	1.75%
Education	68,163,405	69,185,856	1,022,451	1.50%
Total General Fund	109,308,849	113,472,991	4,164,142	3.81%
Special Revenue Funds				
CCD Fire District	5,910,738	6,563,113	652,375	11.04%
TCD Fire District	535,662	554,376	18,714	3.49%
Norwich Public Utilities	86,065,452	88,331,135	2,265,683	2.63%
Total	201,820,701	208,921,615	7,100,914	3.52%

General Operations are being recommended for funding in the amount of \$36,708,568 – a 8.60%, or \$2,906,891, increase from last year. In the individual department pages, you will see a column labeled “2012-13 Budget Request.” This represents what the department heads, in their opinions, need in order to accomplish their missions. Department budget requests totaled \$37.4 million.

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

- Added \$3,875 for the City Historian in the Mayor/City Council budget. This gives our unpaid City Historian, Dale Plummer, the resources he needs for office supplies, postage, etc.
- Added \$7,000 for the Harbor Commission in the Mayor/City Council budget. These funds are mostly paid to consultants for their advice on how to market and develop our harbor.
- Added \$27,000 in funding for the Ice Rink. This will help rebuild the working capital in the Ice Rink while the Authority develops a strategy for the Ice Rink to become self-sustaining once again.

Staffing - In this budget, I am proposing the funding for nine additional positions out of the General Fund and two from the City Consolidated Fire District (CCD) Fund, phased in at various times during the fiscal year. City staffing has decreased by over 40 positions since fiscal year 2001-02 and I believe that staffing needs to be added in some areas in order to be effective in providing services.

General Fund

- Human Resources – an Assistant Human Resources Director will be hired in April 2013. 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 – the 2012-13 proposed budget continues the growth of the Norwich Police Department which was started in 2011-12. An additional Sergeant will be paid with Community Development Block Grant (CDBG) funds until 8/31/2012; at which point the General Fund will start paying for his salary. In addition, three officers will be hired in January 2013 and three more will be hired in April 2013. These positions will fill additional patrols in the Taftville, Greeneville, and Downtown areas.
- Recreation – The two Recreation Facilities Maintainer I positions will be funded for 12 months rather than the nine months in the 2011-12 budget. These positions are needed year-round in order to adequately maintain all of the active recreation areas in the City.
- Public Works
 - Streets & Parks Maintenance Division – one more Heavy Equipment Operator (HEO) is funded and one less Light Equipment Operator is funded. This change adds roughly \$4,000 to the Division’s budget. The additional HEO position is needed to perform such tasks as street sweeping, roadside mowing, and cemetery headstone restoration.
 - Building Maintenance Division – One Janitor is added to deal with the increased workload caused by the Intermodal Transportation Center and to expand the downtown cleaning areas.

City Consolidated Fire District Fund – two Firefighters will be added to the Norwich Fire Department in February 2013

Efficiencies and consolidation of services – I have endeavored to find operational efficiencies over the years and 2012-13 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 equipment, materials and other resources.

Board of Education – The Board of Education (BOE) budget is funded at \$1,022,451 – or 1.50% - above the 2011-12 budget. This level of funding is \$2,393,357 less than their budget request. As mentioned in the Revenue Factors section above, there is \$1,020,000 of additional ECS funds for which the BOE may apply. Also, the BOE has built a substantial balance in the Health Insurance Fund which may be used to defray some future health and dental costs.

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

Norwich Public Utilities – The budget presented to the Public Utilities Board of Commissioners includes expenditure increases of \$2,265,683 primarily caused by the decline in the purchase price of natural gas and electricity.

Revenues

In order to fulfill the priorities of providing adequate public safety services, I am recommending a mill rate increase above the rate of inflation. The Consumer Price Index for all urban consumers in the Northeast (Northeast CPI-U) increased 2.84% from February 2011 to February 2012.

Property Taxes

	General Fund (GF)	Fire Districts		Combined	
		Town Consolidated District (TCD)	City Consolidated District (CCD)	GF + TCD	GF + CCD
Proposed 2012-13	25.99	0.36	4.54	26.35	30.53
Adopted 2011-12	24.76	0.36	4.07	25.12	28.83
Change	1.23	0.00	0.47	1.23	1.70
Percent Change	4.97%	0.00%	11.55%	4.90%	5.90%

This budget proposes a 4.97% increase in the general fund mill rate, or 1.23 mills from 24.76 to 25.99. If you set aside the increases in debt service related to the Kelly Middle School and Road Improvement referenda items and the increase in police staffing, the mill rate increase would only be 3.88%. The General Fund taxes on a home with an assessed value of \$100,000 would increase \$123 from \$2,476 to 2,599.

The Town Consolidated Fire District mill rate remains unchanged at 0.36 mills. The combined General Fund & TCD mill rate for TCD residents will increase by 4.90%, or 1.23 mills, from 25.12 to 26.35.

The City Consolidated Fire District mill rate will increase by 11.55%, or 0.47 mills, from 4.07 to 4.54. The combined General Fund & CCD mill rate for CCD residents will increase by 5.9%, or 1.70 mills, from 28.83 to 30.53.

Use of Surplus - I have not included the use of any unrestricted fund balance to support expenses during Fiscal Year 2012-13. This will keep the undesignated 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 included an expected decrease in Gas division revenues; an increase in Electric division revenues due to the recovery of prior period Purchased Power Adjustments; and an increase in Water division revenues resulting from the infrastructure upgrade costs required by the State of Connecticut Department of Energy & Environmental Protection's Drinking Water State Revolving Fund program.

Strategy for future budgets

Over the last few years, we have pursued several strategies to lower the cost of services to taxpayers. Initiatives such as single-stream recycling; elimination of refuse bills consolidation of positions, departments, divisions and office space; implementation of new software; refinancing debt; streamlining processes; introducing new user fees; and energy efficiency investments have saved the City hundreds of thousands of dollars. *From fiscal year 2003 to fiscal year 2012, non-education expenditures have grown only 13.32% compared to the 28.66% increase in the Northeast Consumer Price Index from July 2002 to July 2011 – that is less than half the rate of inflation!*

The voters have approved a \$3.3 million bond referendum to help businesses get started and grow in the downtown. If we can get more jobs and investment in the urban center, everyone will benefit. We need to support this investment by increasing the presence of public safety.

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 reduce phone and internet costs. The City has already connected some of its departments together and reduced the number of servers.

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

What can City officials do?

The fiscal year 2013 proposed budget has been very challenging – reflective of an economy in transition and changing priorities within our community. I urge department heads and other City officials to continue to seek efficiencies and always think about what their core mission is. Are there activities mandated by State or local laws that do not seem to add value to their operations? I want to help make these issues known to our representatives. Are there services that we perform that could be funded through other means? Are there activities that they perform that are necessary, but might be done more efficiently by leveraging technology? Can we generate new revenue sources to relieve some of the burden on taxpayers?

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

What can City employee groups do?

As we enter future negotiations, I ask them to please keep an open mind about changing some things in which save the City money but little or no impact on the amount *current employees* are compensated, including, but not limited to: mandatory direct deposit and bi-weekly pay for all employees, mandatory direct deposit and single monthly payments for retirees, redesigning post-employment medical and pension benefits, and redesigning health and dental benefits through a coalition of the bargaining units.

What can our State representatives do?

The City will be looking to our legislature to:

- Support and maintain the Governor's projected aid to municipalities and adopt the budget early.
- Offer mandate relief and financial assistance and incentives for regionalization of services.
- Update sections of the General Statutes to allow towns and cities to convert "paper" reporting, advertising, and record-keeping processes to electronic ones.
- Update sections of the General Statutes that prescribe the fees that municipalities may charge – many of these haven't been changed in decades.
- Commission a study to determine whether taxing motor vehicles is cost-effective.

What can our citizens do?

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

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

Ending comments

All Connecticut municipalities are affected by the State's fiscal crisis and we are all coping with it as the economy recovers from the 2008 recession. Connecticut needs to be competitive in attracting new businesses and private sector jobs that can grow the economy. We need State relief from unfunded mandates to our municipality. The lack of an alternative municipal revenue sources will lead to the conclusion that service level cuts will be necessary to keep taxes in check. This is exacerbated by the fact that the State funds a declining share of education costs. While the Governor's budget has taken some steps in the right direction, we need more reforms to the way in which local government services are funded.

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

In order for a City to sustain itself, it must invest in itself. Roads need to be paved. Buildings need to be repaired. Schools need to be funded. The emphasis on providing quality public facilities, services and infrastructure; fostering economic development; promoting a safe, strong, and healthy community with thriving neighborhoods; and limited tax increases continues. This has provided the guidance for the current 2012-13 budget which continues the strategy of maintaining service levels with existing resources, and redirecting resources to priority initiatives.

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

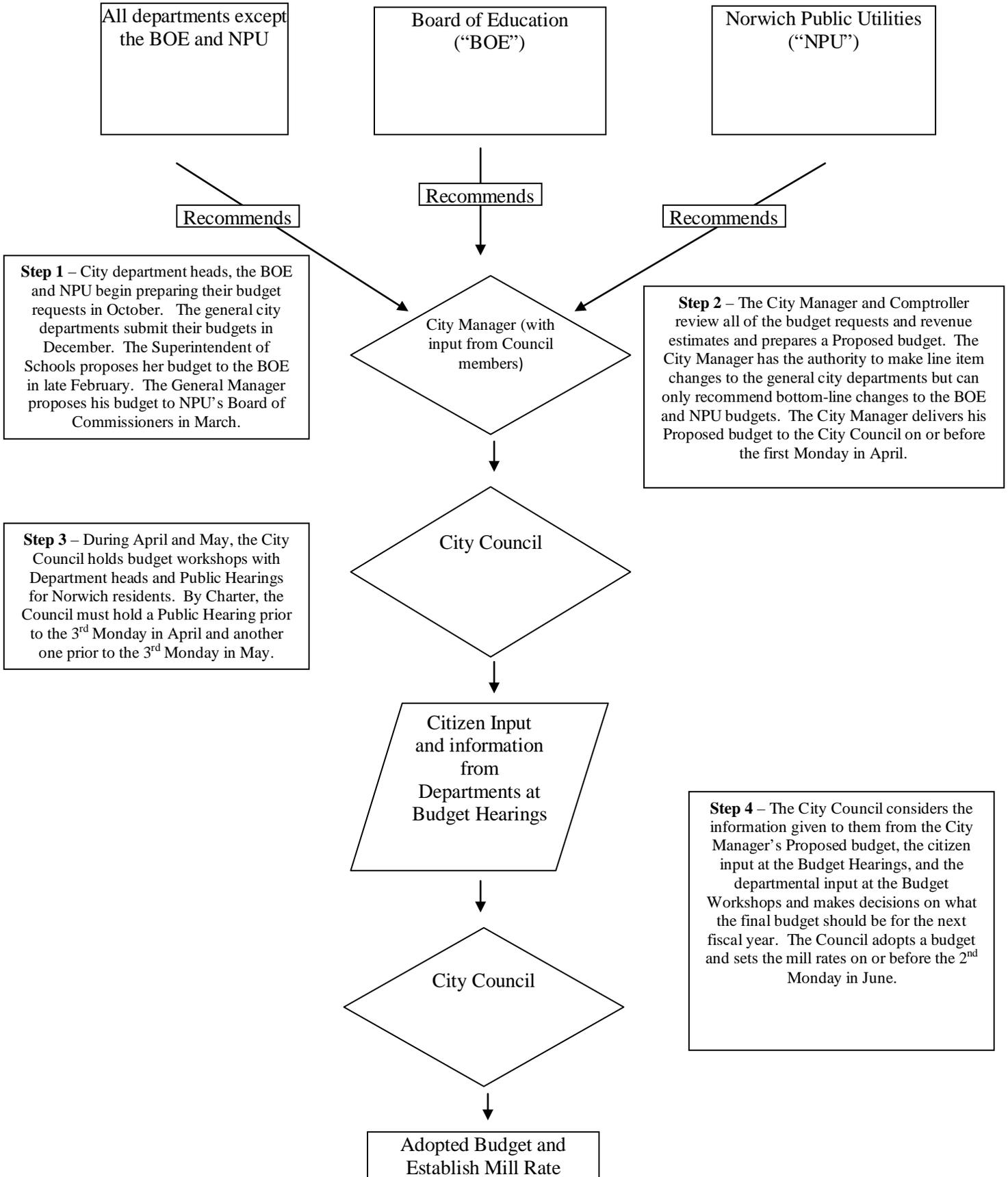
We have much to celebrate in our heritage and cultural diversity that makes Norwich the story of the promise of America. As we recover from this recession, together we will emerge stronger and more competitive. I am proud of the level and quality of the services the City is able to provide to its citizens.

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

Respectfully Submitted,

Alan H. Bergren
City Manager

CITY OF NORWICH BUDGET PROCESS FLOWCHART

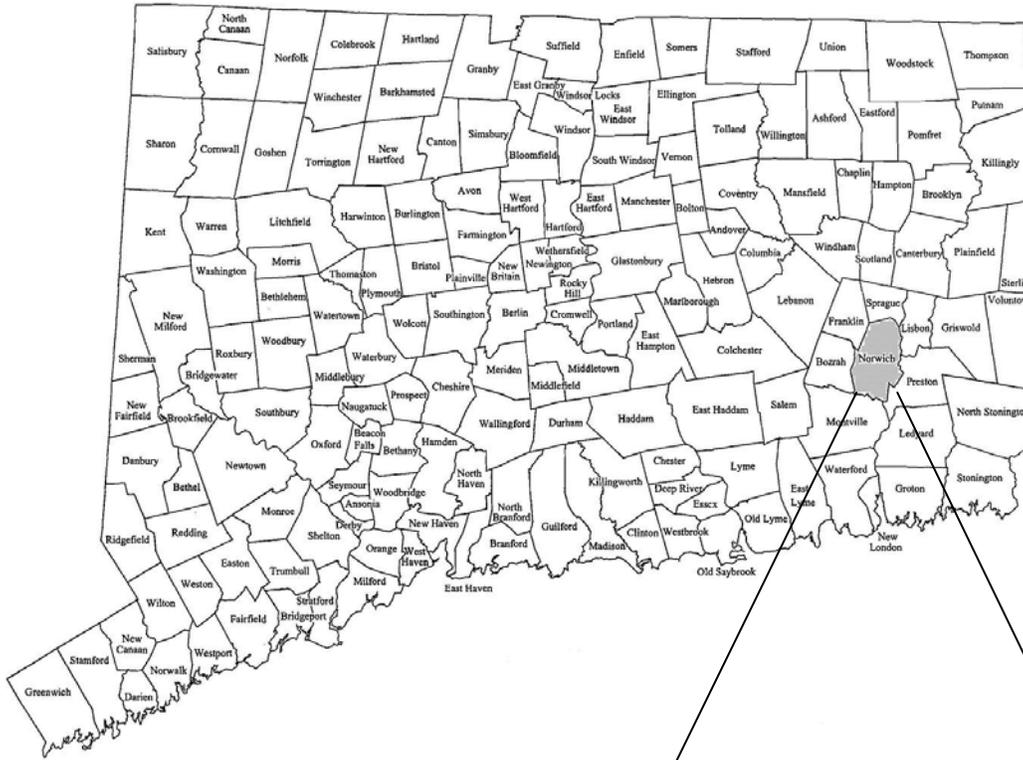




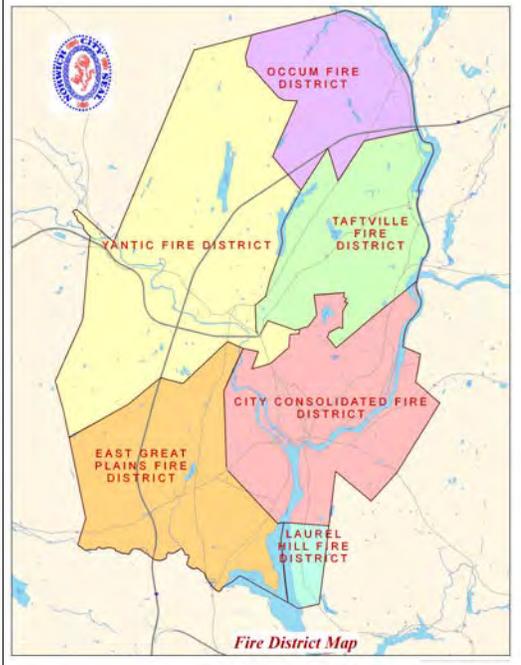
Financial Summaries /
Budget Process /
Miscellaneous



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

Healthcare

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

Industry

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

Recreation

The city has the 350-acre Mohegan Park in the heart of the city. Facilities at Mohegan Park include a beach, hiking trails, rose gardens, picnic areas and two children's playgrounds. The Chelsea Gardens Foundation finished its master plan for an 80-acre botanical gardens in Mohegan Park in January 2006 and is seeking funding for this proposed project. Occum Park and Estelle Cohn Memorial Dog Park were completed in Summer 2005. The city also offers an eighteen-hole public golf course and a public ice skating rink.

Entertainment & Culture

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

DEMOGRAPHICS AND ECONOMICS

Population Trends

	Total Population		School Enrollment	
	City of Norwich	State of Connecticut	City of Norwich	State of Connecticut
2007	37,267	3,549,606	5,609	562,684
2008	37,344	3,540,846	5,591	558,048
2009	38,071	3,497,398	5,801	552,782
2010	40,493	3,577,845	5,578	548,313
2011	40,493	Not available	5,451	Not available

Source: December 2011 State of Connecticut Municipal Fiscal Indicators; US Census Bureau 2010 Census

Age Characteristics of Population - 2010

Age Group	City of Norwich		State of Connecticut	
	Number	Percent	Number	Percent
Under 18	9,104	22.5%	798,378	22.7%
18 - 24	3,786	9.4%	330,532	9.4%
25 - 49	14,323	35.4%	1,173,203	33.4%
50 - 64	7,983	19.7%	708,910	20.2%
65 and over	5,297	13.1%	500,114	14.2%
Total	40,493	100.0%	3,511,137	100.0%

Source: US Census Bureau 2010 Census; CERC Town Profile, March 2011

Debt information

	City of Norwich			Average of 169 Connecticut Municipalities
	Long-term Debt	Annual Debt Service	Per Capita Debt	Per Capita Debt
2008	27,535,000	5,587,544	737	2,139
2009	35,285,000	4,537,782	945	2,108
2010	35,115,000	4,472,763	922	2,187
2011	31,640,000	4,771,889	781	Not available
2012	37,405,000	5,164,332	924	Not available

Source: Norwich Finance Department; December 2011 State of Connecticut Municipal Fiscal Indicators

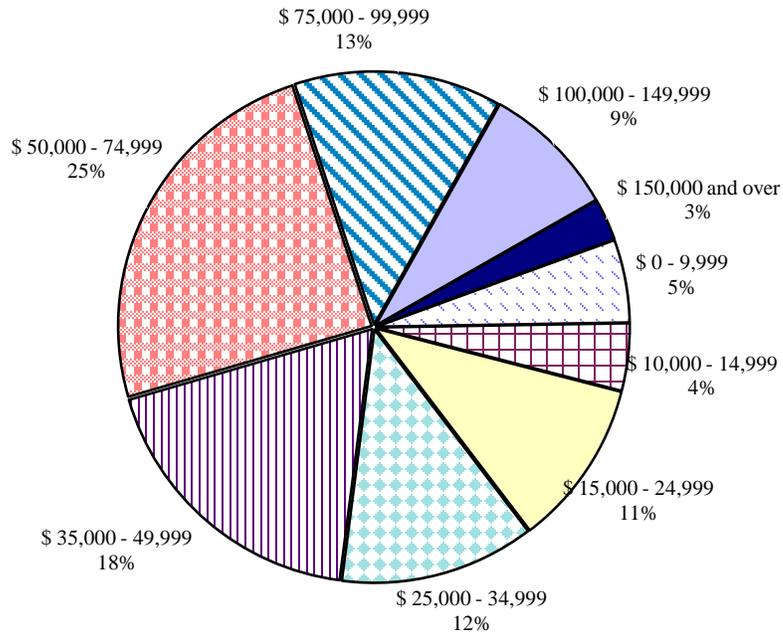
Principal Taxpayers

Name	Nature of Business	Net Taxable Valuation as of 10/1/11
Computer Science Corporation	Computer Products & Services	32,847,390
Bob's Discount Furniture	Retail Store & Distribution Center	23,912,230
Plaza Enterprises	Shopping Center	14,782,000
Phelps Dodge	Manufacturing - Copper	13,770,266
Algonquin Gas Transmissions LLC	Natural Gas Pipeline	10,869,840
Mashantucket Pequot Tribe	Real Estate	9,915,350
Wal-Mart Stores, Inc.	Department Store	9,908,640
NorwichTown Commons	Shopping Center	9,266,000
Norwich Community Development Corporation	Office building	9,242,040
IBM Credit	Leased equipment	9,004,640
		\$ 143,518,396

Top Employers

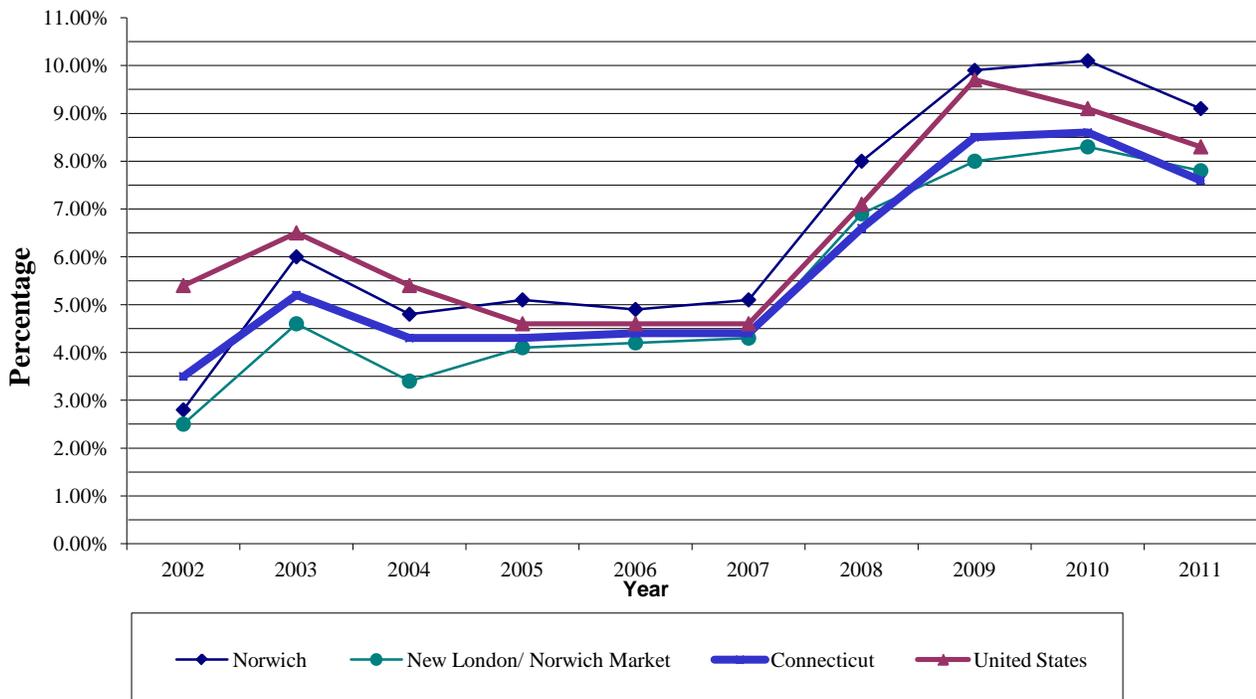
Name	Nature of Business	# of FTE Employees
William W. Backus Hospital	Medical Center	1,687
City of Norwich (incl. NPU & BOE)	Municipality	990
State of Connecticut	All State agencies	966
Electric Boat	Engineering for submarines	485
Bob's Discount Furniture	Distribution center	530
Interim Healthcare of Eastern CT	Healthcare	400
American Group	Conglomerate	303
ShopRite Norwich	Grocery Store	268
Norwich Free Academy	Quasi-private high school	264
Computer Science Corporation	Computer Products & Services	250

CITY OF NORWICH INCOME DISTRIBUTION



Source: U.S. Department of Commerce, Bureau of Census, Census of Population and Housing, 2000
These statistics from the 2010 Census are not available as of the date of printing.

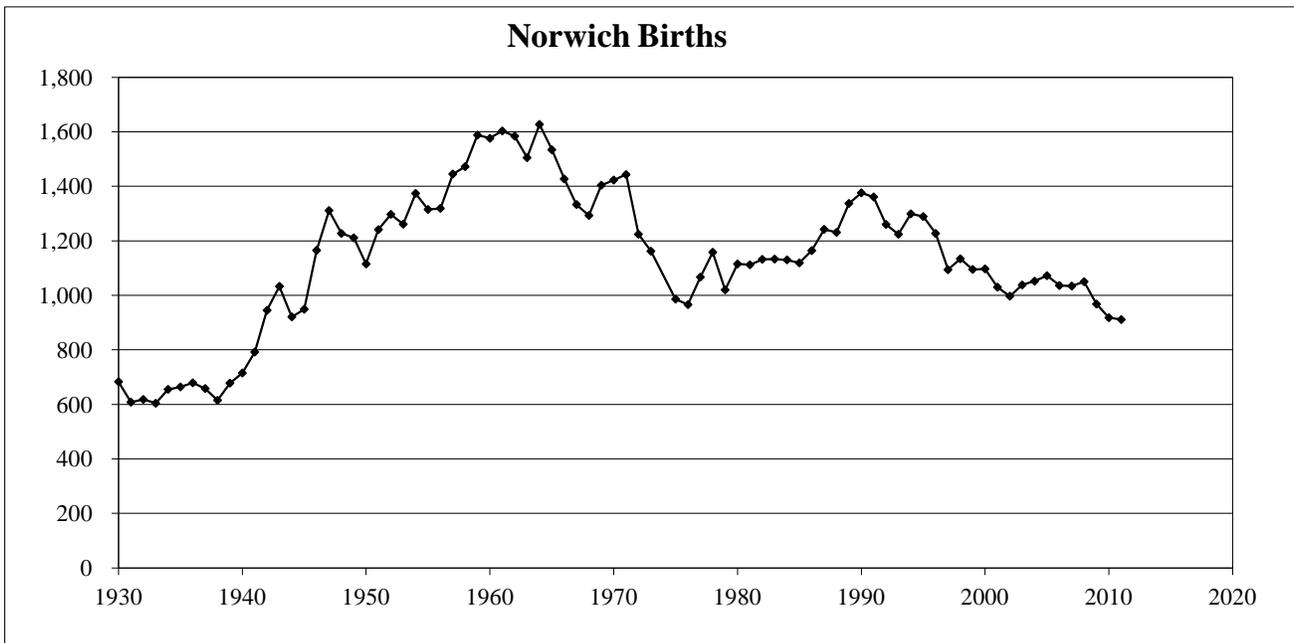
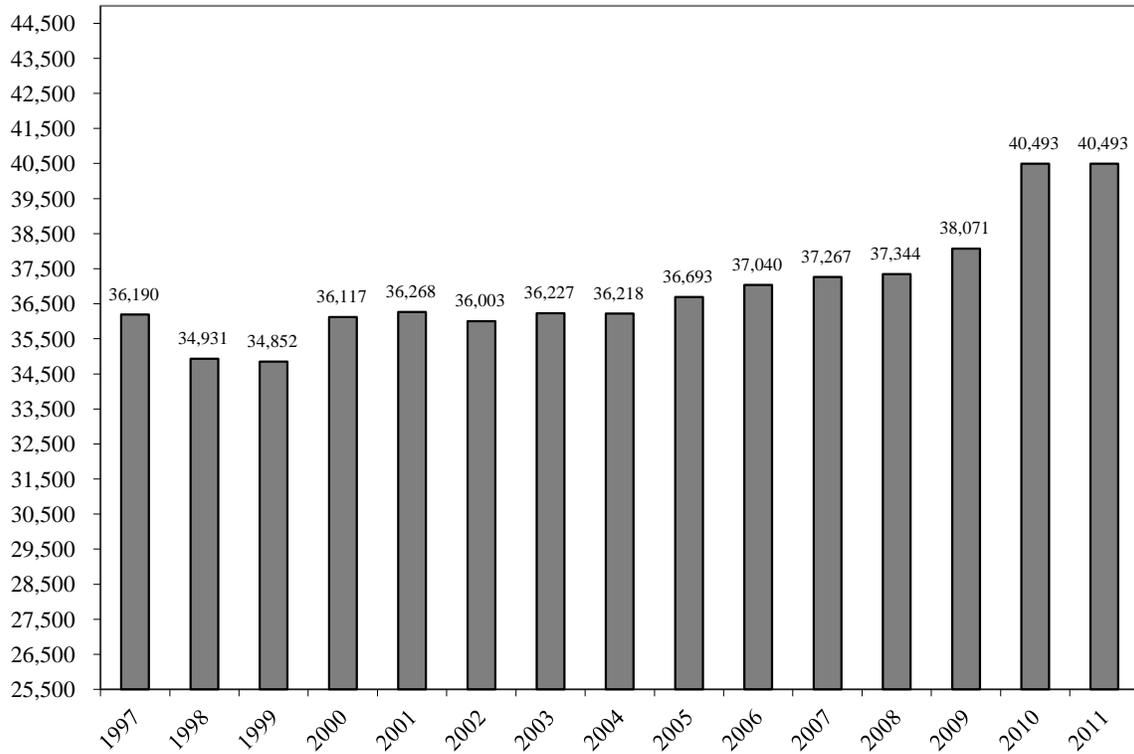
UNEMPLOYMENT PERCENTAGES



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

Norwich Population History Last 15 Years

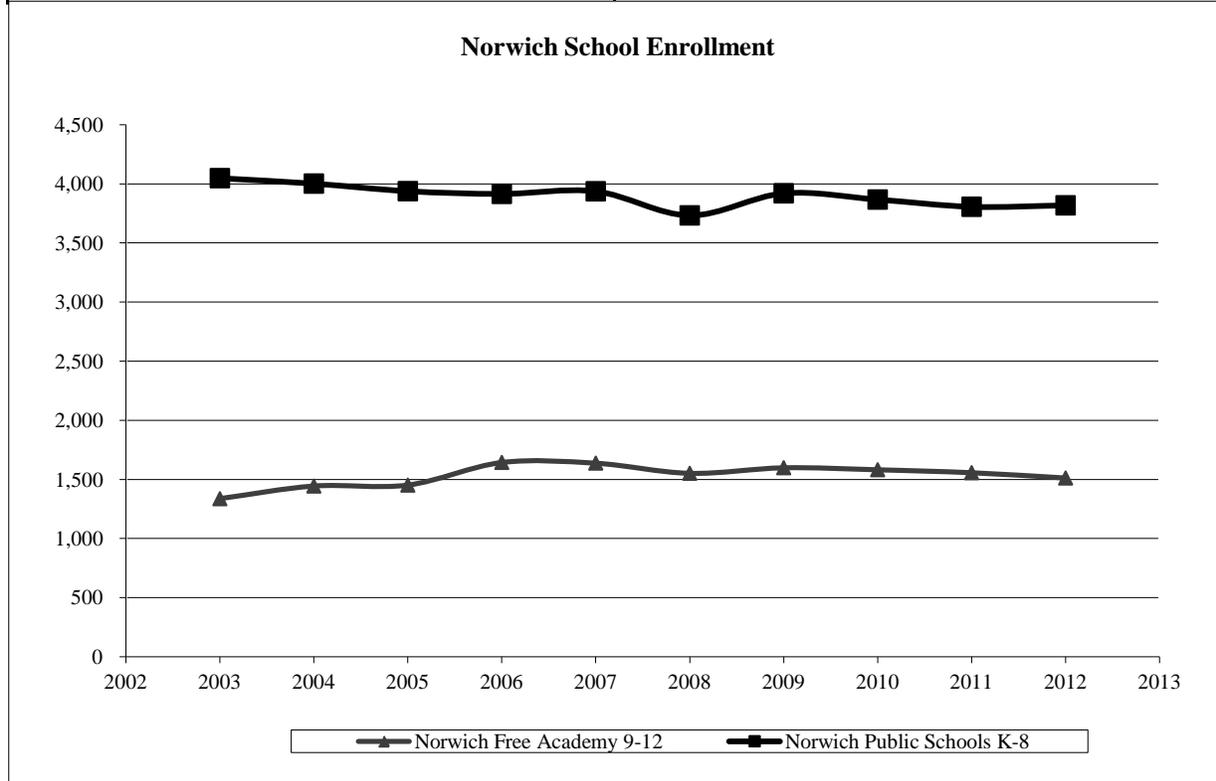
For 2010, Norwich's population was the 24th highest of the 169 Connecticut towns and cities. Norwich's population density is 1,433.3 per square mile compared to the statewide average of 738.5.



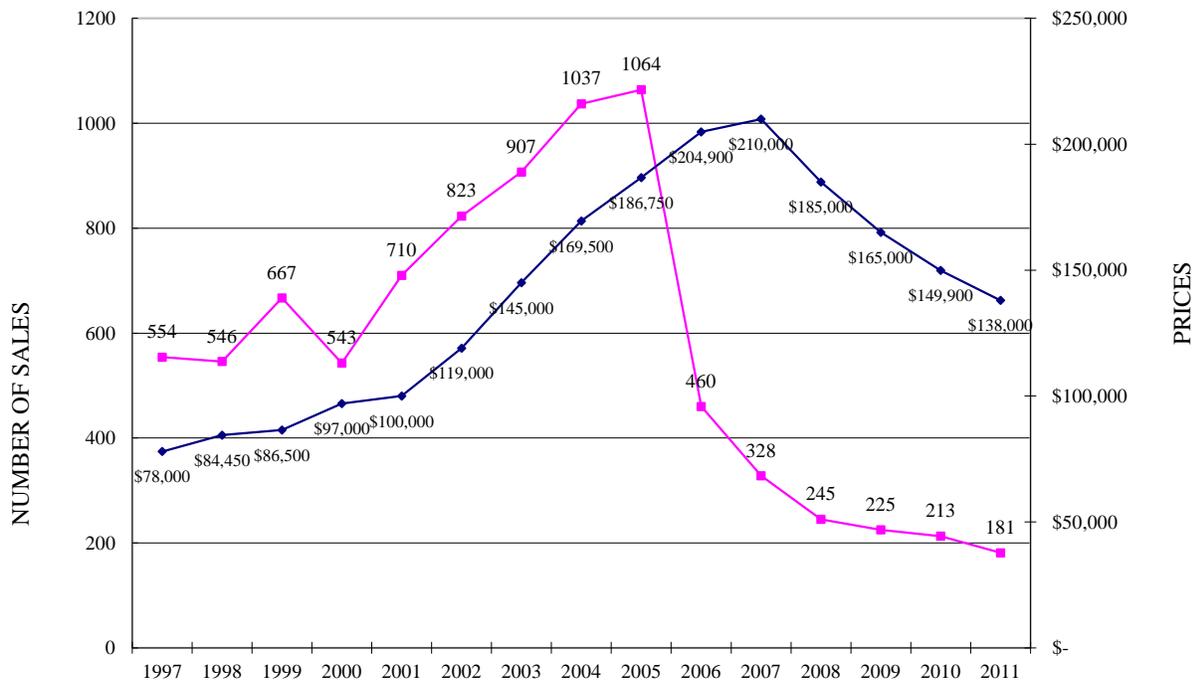
School Enrollment

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

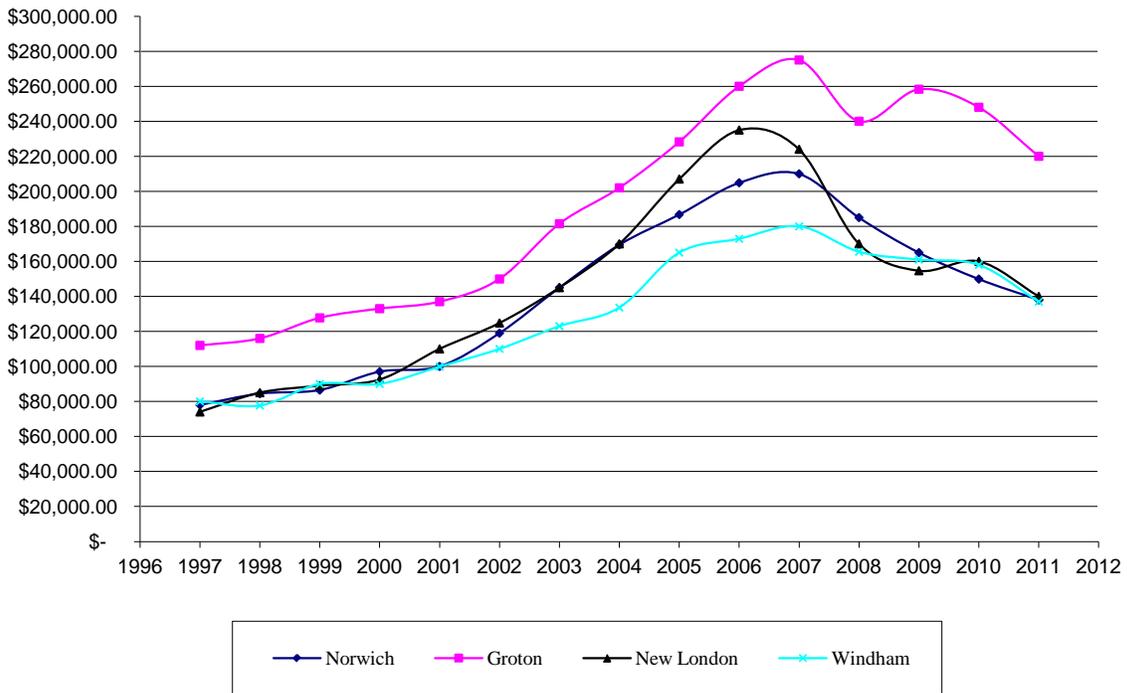
Norwich Free Academy 9-12		Norwich Public Schools K-8	
Fiscal Year	Enrollment	Fiscal Year	Enrollment
2003	1,337	2003	4,048
2004	1,444	2004	4,002
2005	1,452	2005	3,938
2006	1,644	2006	3,915
2007	1,638	2007	3,937
2008	1,552	2008	3,733
2009	1,599	2009	3,920
2010	1,582	2010	3,867
2011	1,557	2011	3,806
2012	1,512	2012	3,818



Housing Sales and Median Prices Norwich - Calendar Year



Comparable Communities Median Sales Price - Calendar Year



Source: Eastern Connecticut Realtors Association website

DIRECTORY OF ELECTED CITY OFFICIALS AND NPU COMMISSIONERS

CITY COUNCIL

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

BOARD OF EDUCATION

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

TREASURER

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

REGISTRAR OF VOTERS

	<u>Term Length</u>	<u>Term Expires</u>
Joann Merolla-Martin (D)	2 Years	1/9/13
Diane Slopak (R)	2 Years	1/9/13

APPOINTED NPU COMMISSIONERS

	<u>Term Length</u>	<u>Term Expires</u>
James M. Sullivan, Chair (D)	5 Years	3/01/14
Diana Boisclair, Vice Chair (R)	5 Years	3/01/15
Alan M. Remondi, Secretary (D)	5 Years	2/28/16
Larry Goldman (D)	5 Years	3/01/17
Robert Groner, (D)**	5 Years	3/01/13

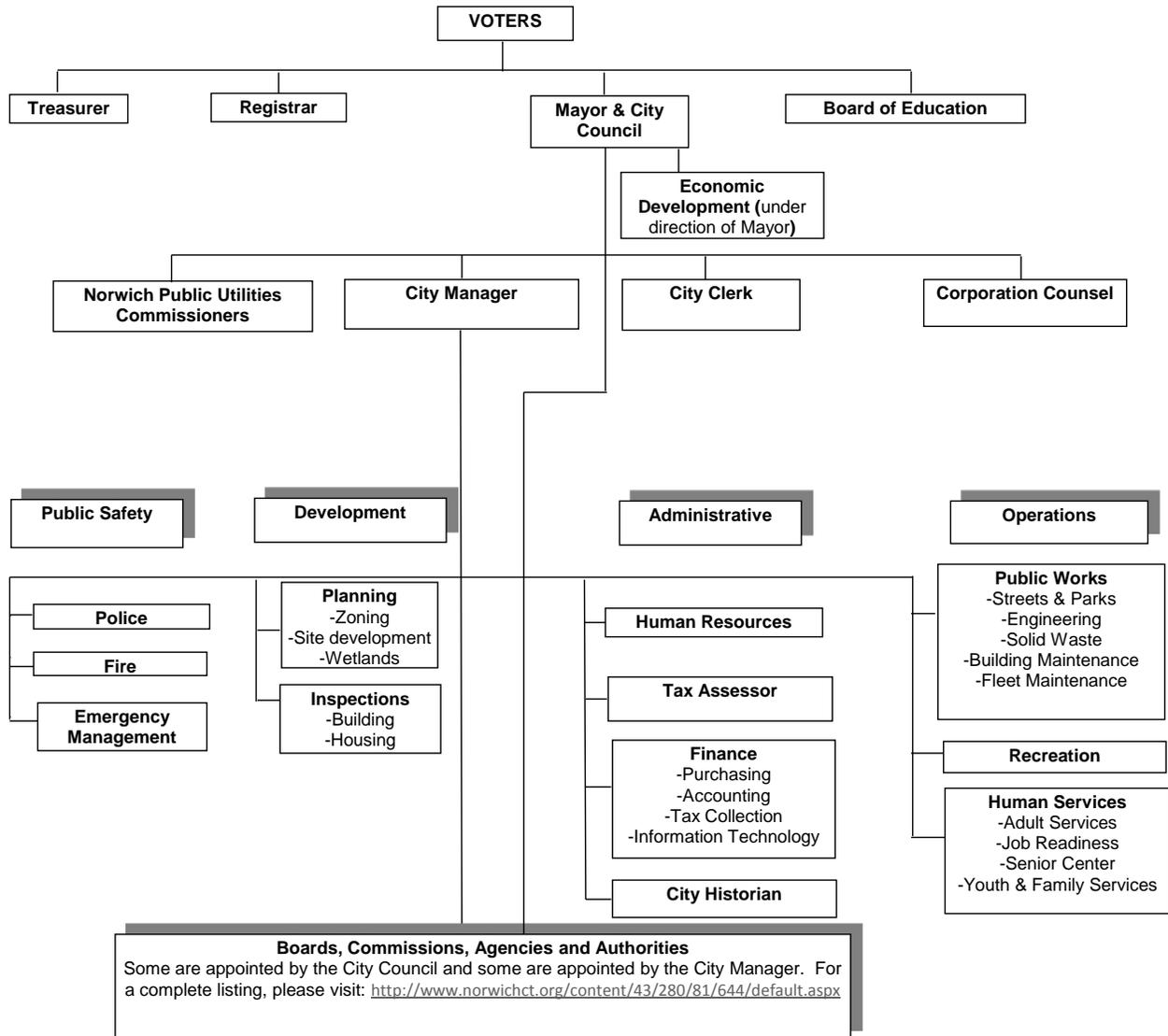
** Robert Groner was appointed by the Norwich City Council on May 7, 2012 to fill the vacancy on the Board of Public Utilities Commissioners and Sewer Authority created when Frank Demicco left.

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

**DIRECTORY OF CITY ADMINISTRATIVE
OFFICIALS**

Title	Name	Phone
City Manager	Alan H. Bergren	860-823-3750
Assessor	Donna Ralston	860-823-3722
Building Inspector	James Troeger	860-823-3775
City Clerk	Betsy Barrett	860-823-3734
Comptroller	Joseph A. Ruffo	860-823-3730
Deputy Comptroller	Joshua A. Pothier	860-823-3720
Corporation Counsel	Michael E. Driscoll	860-889-3321
Emergency Management Director	Gene M. Arters	860-887-1018
Engineer	Patrick McLaughlin	860-823-3798
Fire Chief, Norwich (CCD)	Ken Scandariato	860-892-6080
Fire Chief, East Great Plain VFD	Patrick Daley	860-886-0392
Fire Chief, Laurel Hill VFD	Aaron Westervelt	860-892-1973
Fire Chief, Occum VFD	Robert Patton	860-822-8285
Fire Chief, Taftville VFD	Timothy Jencks	860-887-6676
Fire Chief, Yantic VFD	Frank Blanchard	860-887-2221
Health Director	Patrick McCormack, MPH	860-823-1189
Housing Authority Director	Charles Whitty	860-887-1605
Human Resources Director	Brigid Marks	860-823-3786
Human Services Director	Beverly Goulet	860-823-3778
LAN Supervisor	Leon Barnowski	860-859-4404
Parking Administrator	Judy Rizzuto	860-889-5586
Planning & Development Director	Peter Davis	860-823-3766
Police Chief	Louis J. Fusaro	860-886-5561
Public Utilities Manager	John Bilda	860-887-2555
Public Works Director	Barry Ellison	860-823-3789
Purchasing Agent	William R. Block	860-823-3706
Recreation Director	C. Roger Moss	860-823-3791
Senior Center Director	Michael Wolak	860-889-5960
Superintendent of Schools	Abby I. Dolliver	860-823-6284
Tax Collector	Kathy Daley	860-823-3760
Zoning Enforcement Officer	Tianne Curtis	860-823-3752

City of Norwich Organization Chart



CITY OF NORWICH
TIME TABLE FOR PREPARATION OF 2012-13 CITY BUDGET
 PURSUANT TO CHAPTER 7 OF NORWICH CITY CHARTER

DATE	EVENT	AGENDA
Late October 2011	Budget instructions distributed	City Manager's Office through the Comptroller's Office distributes budget instructions to operating Departments and outside agencies. The City Manager's duties according to the Charter is preparation of the budget.
Early December 2011	Initial budget requests due	Department Heads and Outside Agencies return their written requests, Finance Department coordinates process.
Late January 2012	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 2012 - February 2012	Budget meetings on proposed requests	City Manager and Comptroller meet with department heads and outside agencies on proposed budget requests.
February 2012	Revenue projected	Comptroller calculates state revenue projections.
March 2012	Proposed budget is prepared	City Manager and Comptroller analyze revenues and expenditures to develop proposed city budget. The Board of Ed and NPU present separate budgets. Only the bottom line of the Board of Ed budget can be cut. The Board of Ed is responsible for its own budget line items.
1st Monday in April 2012	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 2012	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 2012	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 2012	Council shall act on proposed budget	The Council acts initially on the City Manager's proposed budget.
Prior to third Monday in May 2012	Second public hearing	The purpose is to listen to citizens' input on proposed budget.
No later than 2nd Monday in June 2012	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, 2012 - June 30, 2013	Budget implementation	Comptroller oversees revenues and expenditures according to the budget established by Council.
July 2013	Audit of fiscal year records	The final step is a certified audit of the previous fiscal year.

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. *Please note that only the General Fund, City Consolidated Fire District Fund (CCD Fire), Town Consolidated Fire District(TCD Fire) and Norwich Public Utilities operating budgets are approved by the City Council and therefore, are included in this budget document.* The other funds either have project-length budgets or have operating budgets that are subject to the governance of bodies other than the City Council.

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.

Governmental Funds are used to account for the government's general government activities. Governmental fund types use the flow of current financial resources measurement focus and the modified accrual basis of accounting. Revenues are recognized as soon as they are both measurable and available. Revenues are considered to be available when they are collectible within the current period or soon enough thereafter to pay liabilities of the current period. For this purpose, the city considers revenues to be available if they are collected within 60 days of the end of the current fiscal period. Expenditures are generally recorded when a liability is incurred except for debt service expenditures, as well as expenditures related to compensated absences, pension obligations, landfill post-closure monitoring and claims and judgments, which are recorded only when payment is due. Property taxes, when levied for, licenses, and interest associated with the current fiscal period are all considered to be susceptible to accrual and so have been recognized as revenue of the current fiscal period. All other revenue items are considered to be measurable and available only when cash is received by the city, or specifically identified. In determining when to recognize intergovernmental revenues (grants and entitlements), the legal and contractual requirements of the individual programs are used as guidance. Revenues are recognized when the eligibility requirements have been met. The city utilizes encumbrance accounting for its governmental fund types, under which purchase orders, contracts, and other commitments for the expenditure of monies are recorded in order to reserve that portion of the applicable appropriation. Governmental funds are further broken down into the following categories: General, Special Revenue, Capital Projects, Debt Service and Permanent Funds.

General Fund accounts for all financial resources except those required to be reported in another fund. There can be only one General Fund in a governmental entity.

Special Revenue Funds account for the proceeds of specific revenue sources (other than trusts for individuals, private organizations, or other governments or for major capital projects) that are legally restricted to expenditure for a specified purpose. Resources restricted to expenditure for purpose normally financed from the General Fund may be accounted for through the General Fund provided that applicable legal requirements can be appropriately satisfied, and use of special revenue funds is not required unless they are legally mandated.

Capital Projects Funds account for financial resources to be used for the acquisition or construction of major capital facilities (other than those financed by proprietary funds or in trust funds for individuals, private organizations, or other governments). Capital outlays financed from general obligation bond proceeds should be accounted for through a capital projects fund.

Debt Service Funds account for the accumulation of resources for, and the payment of, general long-term debt principal and interest. Debt service funds are required if they are legally mandated and/or if financial resources are being accumulated for principal and interest payments maturing in future years. The debt service transactions of a special assessment issue for which the government is not obligated in any manner should be reported in an agency fund rather than a debt service fund to reflect the fact that the government's duties are limited to acting as an agent for the assessed property owners and the bondholders. The city has no debt service funds.

Permanent Funds account for resources that are legally restricted to the extent that only earnings, and not principal, may be used for the purposes that support the reporting city's programs – that is, for the benefit of the city or its citizens.

Proprietary Funds are accounted for on a flow of economic resources measurement focus and use the accrual basis of accounting. Under this method, expenses are recorded at the time liabilities are incurred and revenues are recorded when earned and are measurable. Proprietary funds are further broken down into two categories: Enterprise and Internal Service Funds.

Enterprise Funds may be used to account for activities for which fees are charged to external customers for goods and/or services. Enterprise funds *must* be used when: 1) an activity is financed with debt that is secured *solely* by a pledge of the net revenues from fees and charges of the activity; 2) laws or regulations require that the activity's costs of providing services, including capital costs, be recovered with fees and charges, rather than with taxes or similar revenues; or 3) the pricing policies of the activity establish fees and charges designed to recover its costs, including capital costs.

Internal Service Funds may be used to account for activities that involve the governmental entity providing goods or services to other funds or activities of the primary government or its component units, or other governments on a cost-reimbursement basis and the city is the *predominant* participant in the activity. If the reporting entity is not the predominant participant, the activity should be reported in an enterprise fund.

Fiduciary Funds are used to report assets held by the city for other parties (either as a trustee or as an agent) that cannot be used to finance the city's own operating programs. Fiduciary funds are broken down into Pension Trust Funds, Investment Trust Funds, Private-Purpose Trust Funds, and Agency Funds.

Pension Trust Funds are used to account for resources held in trust for employees and their beneficiaries based on defined benefit pension agreements, defined contribution agreements, other postemployment benefit agreements, and other employee benefit arrangements.

Investment Trust Funds are used by a governmental entity to report the external portion of an investment pool. The city has no investment trust funds.

Private-Purpose Trust Funds are used to account for the principal and income for all other trust arrangements that benefit individuals, private organizations, or other governments. The city has no private-purpose trust funds.

Agency Funds are used by the city to report assets that are held in a custodial relationship.

Table of City of Norwich's Funds:

Name of Fund	Governmental, Proprietary, Fiduciary	Subgroup	Function	Included in this budget document?	Basis of Accounting	Major Fund
Bid Deposit	Fiduciary	Agency	General government	No	Accrual	No
Dangerous Buildings	Fiduciary	Agency	General government	No	Accrual	No
Performance Bonds	Fiduciary	Agency	General government	No	Accrual	No
Rehabilitation Deposits	Fiduciary	Agency	General government	No	Accrual	No
Student Activities	Fiduciary	Agency	Education	No	Accrual	No
Employees Retirement	Fiduciary	Pension Trust	General government	No	Accrual	No
Volunteer Firefighters' Relief	Fiduciary	Pension Trust	Public safety	No	Accrual	No
Other Post-Employment Benefits	Fiduciary	OPEB Trust	General government	No	Accrual	No
Bond Expenditure	Governmental	Capital Projects	Capital	No	Modified accrual	YES
Capital Improvement	Governmental	Capital Projects	Capital	No	Modified accrual	No
Intermodal Transportation Center	Governmental	Capital Projects	Capital	No	Modified accrual	YES
Landfill Closure	Governmental	Capital Projects	Capital	No	Modified accrual	No
School Construction Fund	Governmental	Capital Projects	Capital	No	Modified accrual	YES
General Fund	Governmental	General Fund	All functions	YES	Modified accrual	YES
Cemetery Trust	Governmental	Permanent	Public works	No	Modified accrual	No
Public Parks & Gardens Trust	Governmental	Permanent	Public works	No	Modified accrual	No
Frederick Abbot Bill Summer Music Tru	Governmental	Permanent	General government	No	Modified accrual	No
Adult Education	Governmental	Special Revenue	Education	No	Modified accrual	No
Brown Park	Governmental	Special Revenue	Public works	No	Modified accrual	No
Community Development	Governmental	Special Revenue	Social services	No	Modified accrual	No
COPS/LLEBG/Byrne Police Grants	Governmental	Special Revenue	Public safety	No	Modified accrual	No
Dog License	Governmental	Special Revenue	Public safety	No	Modified accrual	No
Economic Development Programs	Governmental	Special Revenue	General government	No	Modified accrual	No
Education Grants	Governmental	Special Revenue	Education	No	Modified accrual	No
Education Programs	Governmental	Special Revenue	Education	No	Modified accrual	No
Emergency Management Grants	Governmental	Special Revenue	General government	No	Modified accrual	No
Fire Grants	Governmental	Special Revenue	Public safety	No	Modified accrual	No
Lead Paint	Governmental	Special Revenue	Social services	No	Modified accrual	No
Mohegan Park/ Arts & Recreation	Governmental	Special Revenue	Recreation	No	Modified accrual	No
Other Grants & Programs	Governmental	Special Revenue	General government	No	Modified accrual	No
Parking Commission	Governmental	Special Revenue	General government	No	Modified accrual	No
Police Asset Forfeiture	Governmental	Special Revenue	Public safety	No	Modified accrual	No
Police Grants	Governmental	Special Revenue	Public safety	No	Modified accrual	No
Property Rehab Revolving Loan	Governmental	Special Revenue	Social services	No	Modified accrual	No
Recreation Grants	Governmental	Special Revenue	Recreation	No	Modified accrual	No
Sachem Fund	Governmental	Special Revenue	General government	No	Modified accrual	No
School Lunch Program	Governmental	Special Revenue	Education	No	Modified accrual	No
Senior Citizens Programs	Governmental	Special Revenue	Social services	No	Modified accrual	No
Sidewalk Assessment	Governmental	Special Revenue	Capital	No	Modified accrual	No
Social Services Grants	Governmental	Special Revenue	Social services	No	Modified accrual	No
City Consolidated Fire District (CCD)	Governmental	Special Revenue	Public safety	YES	Modified accrual	No
Town Consolidated Fire District (TCD)	Governmental	Special Revenue	Public safety	YES	Modified accrual	No
Youth Services	Governmental	Special Revenue	Social services	No	Modified accrual	No
Golf Course Authority	Proprietary	Enterprise	Recreation	No	Accrual	No
Ice Rink Authority	Proprietary	Enterprise	Recreation	No	Accrual	No
Norwich Public Utilities	Proprietary	Enterprise	Utilities	YES	Accrual	YES
Stadium Authority	Proprietary	Enterprise	Recreation	No	Accrual	No
Medical Benefits	Proprietary	Internal Service	General government	No	Accrual	No
Workers' Compensation	Proprietary	Internal Service	General government	No	Accrual	No

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. It is an incredibly involved process that requires 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 use any UFB.*

The process usually begins in September when the City Manager sends out letters to all department heads to gather their budget requests, revenue estimates (when applicable), and non-financial information (mission, vision, values, goals, accomplishments, performance measures). During October and November, the departments work on this information for its early December deadline. The City Manager and Comptroller set up preliminary budget meetings with department heads in January and February in order to get a personal explanation of what the departments are hoping to do in the following fiscal year.

While the departments are developing their budgets and engaging in budget meetings, the Comptroller and his staff are piecing together revenue and non-departmental expense estimates. For revenues, the major components are state formula grants, NPU 10% revenue transfer, building permits, recording fees, conveyance taxes, and investment income. These estimates require the analysis of interest rates, prior year trends, prior year financial results, and changes in federal, state and local laws. The largest piece (around 35% of total revenues) is the state formula grants. Unfortunately, the city does not have the Governor’s *proposed* budget until February. As for the non-departmental expenses, the major components include health insurance, property and casualty insurance, and other post-employment benefit (OPEB) contributions, civic and cultural organization funding requests, debt service and capital improvements. The insurance estimates are made by looking at both past experience and growth estimates provided by our insurance consultants. The city relies on its actuary to provide the annual required contribution (ARC) for pension and OPEB. The City Manager sends out notifications to civic and cultural organizations in November to which they typically respond in December. The debt service and capital improvements planning and budgeting are described in detail in the Long-Range Financial Planning & Policies section.

In January, once we have substantially all of the budget expenditure requests and preliminary revenue estimates complete, the City Manager and Comptroller set up meetings with Mayor and City Council members individually to show them what the overall budget expenditure requests look like and what we expect to get for non-property tax revenues. The Council members list their priorities and long-range goals. The Council lets us know what they feel is an acceptable mill rate and level of expenditures, how much UFB they are willing to use (if any), what preferences they have among operating and capital budgets, etc.

In January and February, the Finance Department sharpens up the revenue and expenditure estimates while the City Manager makes decisions on how to allocate the city’s resources to the departments in light of the guidance given by the Council. During this timeframe, the Board of Education usually proposes their budget (see below for description of their budget process). The Board of Education represents the largest single appropriation of the General Fund budget – over 60% of total expenditures. The Assessor has either a final or nearly-final figure for the grand list. Also, the Governor usually presents his/her budget in early February. With these three big pieces of the puzzle, the City Manager and Finance Department are able to hone in on the overall budget. The City Manager will then prioritize and cut expenditures (if necessary), consider the use of UFB (see the Management of General Fund Unrestricted Fund Balance section for further discussion) and decide upon a target mill rate. In the case of the Board of Education, the City Manager may only revise the total estimated expenditure.

In addition to the input from Council members and departments, the following policies are always considered:

- Diversify general fund revenue sources to spread the cost of government services to users in the most equitable and affordable manner possible, to reduce the city's reliance on any one revenue source, and to develop a stable and reliable revenue program for municipal services. The city will review opportunities for fees and other revenue sources within local control and will ask the state legislature for further sharing of income, sales and other tax revenues derived from the Norwich economy.
- Explore and implement the most cost-effective method of delivering essential government services through innovation application of available technology and other cost reducing methods.
- Include contingent appropriations in the budget to meet unanticipated needs without necessitating reopening the budget. Such contingent appropriations will be made available for actual spending only when supporting funds become available and upon approval by the Council. A central contingent account will be tightly managed to assure that all contingent needs are carefully scrutinized to assure options are considered.
- Provide adequate funding of the city's retirement system by funding 100% of the ARC.
- Encourage gifts, donations and bequests to fund facilities or services that might not otherwise be funded.
- Use conservative revenue estimates since many revenue sources are out of the city's control.
- Apply one-time revenues to one-time expenses to ensure that the base budget is balanced with base revenues prospectively.

The City Manager, with the Comptroller's advice, makes final budgetary decisions in mid-March and then passes the draft off to the Finance Department for polishing into a deliverable document. The City Manager must present the budget document to the City Council on or before the first Monday in April.

Review and Adoption Phase

During April, the Council holds a public hearing on the City Manager's proposed budget and departmental budget hearings. These sessions provide opportunities for department heads, City Manager and public to offer information and recommendations to the Council. After these sessions, the Council must meet on or before the second Monday in May to initially act on the City Manager's proposed budget. The public is given another chance to comment on the budget on or before the third Monday in May. From there, the Council must adopt a budget, appropriation ordinances and the tax levy ordinances on or before the second Monday in June. Pursuant to Chapter VII, §9,

the council may insert new items of expenditure or may increase, decrease or strike out items of expenditure, except that no items of appropriation for debt service shall be reduced, and in the case of the department of education and the Norwich Public Utilities the council shall have power to revise only the total estimated expenditures. The council shall not alter the estimate of revenues of the chief executive officer of the city except to correct omissions or mathematical errors. It may, however, decrease the amount of the tax levies for the ensuing fiscal year as proposed by the chief executive officer in the city in proportion to such decrease in the total of expenditures proposed by him as it may have determined. If it shall increase the total proposed expenditures such increase shall be reflected in full in the tax rate.

The Finance Department makes any Council revisions to the City Manager's proposed budget and publishes it within two weeks of adoption.

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 School 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 School Board then goes through the revision stage of the process. Based upon the budget cuts or increases the School Board makes final changes to their adopted budget to comply with the bottom number that the City Council has appropriated for the School's 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 other City Alderman who is 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 eight-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 Department of Education. This report is due on September 1st of every year. Once the report is submitted to the State, an independent auditor of the City audits the report and completes an audit of the Board of Education's records for that year. The audit is required to be completed by December 31 following the close of the fiscal year on June 30th.

Norwich Public Utilities Budget Process

Pursuant to Chapter XII, §6 of the City Charter, "the public utilities commission shall annually prepare and submit a budget for the approval of the city manager and the council in the manner prescribed in chapter VII of this charter. This budget shall include as an item of expenditure an amount to be turned over to the city treasurer during the ensuing fiscal year for the general use of the city, which amount, unless reduced by majority vote of the council, shall not be less than ten per cent (10%) of the gross revenues of the Department of Public Utilities as reported in the annual reports of the commission for the preceding calendar year to the Public Utilities Commission of the state of Connecticut."

Norwich Public Utilities begins its budget process in October. Utilizing the Excel-based Budgeting Module in its Microsoft-based Great Plains Financial Management System, budget input sheets are created for each manager with their responsible accounts and employees. During the month of November the budget managers meet with their staff to review current year performance and to plan activities for the coming budget year with an emphasis on controlling costs and maximizing efficiencies. Capital projects for new or replacement infrastructure are based on projected customer needs, development plans, and state regulations, as well as the age and condition of the infrastructure. Revenues, purchased power and purchased gas budgets are created by an independent consultant using weather normalized statistical analysis models and forward prices for gas and electricity in the commodities markets.

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

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

As budget requests are determined, the detailed items are input into the budget sheets and reviewed with the Senior Manager of each area. After all managers have completed the budget input, the process of compiling the entire budget into a single document for Senior Management review begins. Meetings are held weekly during January and February to discuss assumptions and projections.

A balanced budget with options is presented in detail to the Board of Commissioners Finance Committee

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

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

When necessary to balance the budget and only after all costs have been examined and reduced, NPU may recommend rate adjustments. The Board of Commissioners then follows a multi-month process including public hearings and notifications before approving or rejecting rate recommendations.

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

III. LONG-RANGE FINANCIAL PLANNING & POLICIES

In addition to and in harmony with the city's operating budget policies, the city has developed practices to ensure long-term financial stability. 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

In the beginning of November, 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 review and subsequent 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 following is Chapter VII, § 17 of the city charter that further describes the capital budgetary process:

As a part of the budget message, the chief executive officer of the city shall present a program, previously considered by the city planning commission as provided in chapter XV of this charter, of proposed capital projects for the city for the ensuing fiscal year and for the four fiscal years thereafter. Estimates of the cost of such projects shall be submitted by each department, office or agency annually in the same manner as estimates of other budgetary requirements are prepared for the chief executive officer of the city. The chief executive officer of the city shall recommend to the council those projects to be undertaken during the ensuing fiscal year and the method of financing the same. The council shall levy annually a tax of not less than one mill or such greater amount as they shall determine, to be assessed on the ratable estate within the city at the same time as the regular annual taxes for city expenses, for the benefit of a fund to be known as the "Capital Improvement Fund of the City of Norwich." Said capital improvement fund shall be established for the purpose of paying the cost of capital improvements for which the city is authorized by this charter to issue bonds and for no other purposes. The proceeds of such levies shall be kept by the city treasurer in special bank accounts until invested as provided in chapter IX of this charter. The council shall have power to transfer from time to time to the capital improvement fund any portion of a general fund surplus. Appropriations for construction or other permanent improvements, from whatever source made, shall not lapse until the purpose for which the appropriation was made shall have been accomplished or abandoned, provided any project shall be deemed to have been

abandoned if three fiscal years elapse without expenditure from or encumbrance of the appropriations therefore.

As of the last few fiscal years, it has been the city’s policy to utilize a “pay-as-you-go” methodology in funding some of its capital projects in order to mitigate the total cost of the projects. Under this methodology, the city funds capital projects with current tax levies rather than with bonded debt. See Capital Budget section for detail of the capital improvement budget.

Debt Policy

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. To this end, the city will not issue debt with a maturity date greater than the reasonable expected useful life of the underlying asset. Under no circumstances will debt be issued to underwrite operations. The city will demonstrate comprehensive, sound and well managed financial policies and practices to provide assurance to investors in city debt instruments of timely payment of all obligations. The city will seek the highest debt ratings appropriate to each type of debt instrument. The city will assure that debt service can be fully supported within current revenues or income for the relevant fund.

The city will maintain the fiscal integrity of its operating, debt service, and capital improvement budgets that provide services and maintain certain public facilities, streets and utilities. It is the city's intent to maximize the level of public goods and services while minimizing the level of debt. Whenever possible, the city shall identify alternative sources of funding and shall examine the availability of those sources in order to minimize the level of debt.

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.

Decisions regarding the use of debt are based upon a number of factors including, but not limited to, the long-term needs of the city and the amount of resources available to repay the debt. The debt policy is not expected to anticipate every future contingency in the city’s capital program or future operational needs. Sufficient flexibility is required to enable city management to respond to unforeseeable circumstances or new opportunities, when appropriate.

The city finances major capital equipment and facilities based on the asset life of the capital equipment. It is not prudent to spend operating cash on assets that have lives greater than five years. This is because long-lived capital items are paid for gradually over their useful lives by an annual depreciation charge to the current accounting period. The maturity date for any debt will not exceed the reasonable expected useful life of the project so financed. Specifically the city shall not exceed the following amortization periods:

General Fund:		
	Equipment	5 years
	Building renovations	10 years
	New construction	20 years
	Land acquisition	20 years
Norwich Public Utilities:		
	Pump stations	30 years
	Treatment facilities	20 years
	Mains/ transmissions lines	30 years
	Other equipment	5 years

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.

Debt Limitation Policies

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.
- Limitation based on assessed value - In addition, this amount of net indebtedness shall be limited to a maximum of 5% of the city’s taxable assessed value. (Currently at 2.11%)
- Statutory limitation - In addition, this amount of net indebtedness shall be limited to a maximum of 50% of the city’s statutory debt limit. (Currently at 11.41%, in total)

The city may issue debt in a given year that would cause a percentage increase in debt service greater than the overall increase in expenditures only if it is necessary to: 1) address a clear and present threat to public health or safety or, 2) 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).

NPU and Other Enterprise 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.

GO debt that is reimbursed from sources outside the city (i.e., the State of Connecticut) and NPU and other enterprise debt may be amortized on a level debt service basis. Other debt is to be amortized on a level principal basis – that is, with principal payments being equal or declining over time. In a consolidated bond issue, the city may deviate from the level principal requirement under the following conditions: (1) total consolidated principal is equal or declining and, (2) the principal retired in any year for a given purpose must be no less than the amount that would be retired if that purpose were being amortized over the maximum period specified above.

The city may issue GOs or 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.

Whenever possible, the city shall identify alternative sources in order to minimize the level of debt. All bonds and BANs will be competitively bid unless there is a clear indication it is in the best interest to do otherwise and the council approves the alternative. Credit enhancement will be utilized when necessary to lower total borrowing costs.

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

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 Limitation

The city's statement of debt limitation calculated pursuant to Connecticut General Statutes, Section 7-374(b) as of June 30, 2011 is as follows:

Tax Collections	
City	56,857,000
Fire Districts	3,960,000
Reimbursement for elderly tax freeze	10,000
Total Base	<u>60,827,000</u>

The Connecticut General Statutes Section 7-374(b) provides that the total authorized debt of a city shall not exceed seven times the base for debt limitation computation, or \$ 425,789,000, nor shall the total authorized particular purpose debt exceed certain separate limitations. The city's particular purpose debt limitations are as follows:

		General Purpose	Schools	Sewers	Urban Renewal	Pension Deficit	Total
Debt limitation:							
2-1/4 times base		136,860,750	-	-	-	-	-
4-1/2 times base		-	273,721,500	-	-	-	-
3-3/4 times base		-	-	228,101,250	-	-	-
3-1/4 times base		-	-	-	197,687,750	-	-
3 times base		-	-	-	-	182,481,000	-
7 times base		-	-	-	-	-	425,789,000
Debt as defined by statute:							
Bonds payable							
-excluding water of:	\$ 3,151,000	15,649,000	9,558,000	5,426,000	-	-	30,633,000
Notes payable		-	-	-	-	-	-
Capital leases		-	-	-	-	-	-
School Construction Grants Receivable		-	(300,000)	-	-	-	(300,000)
Bond authorized but unissued		9,405,000	6,060,000	2,800,000	-	-	18,265,000
Total indebtedness		25,054,000	15,318,000	8,226,000	-	-	48,598,000
Debt limitation in excess of							
outstanding and authorized debt		111,806,750	258,403,500	219,875,250	197,687,750	182,481,000	377,191,000
Percent of Limitation		18.31%	5.60%	3.61%	0.00%	0.00%	11.41%

Pension Funding

The city has made a commitment to fund the City Employee Pension Trust Fund at 100% of our actuary's ARC in order to mitigate the overall long-term cost of providing postemployment benefits. The following schedules are taken from the city's June 30, 2011 audited financial statements. As you can see, the City has a Net Pension Asset at June 30, 2011. The City used \$400,000 of this Net Pension Asset in fiscal year 2011-12 to reduce its contribution.

Pension contributions are allocated to the departments and budgeted in their respective Fringe Benefit line items.

The City's annual pension cost and net pension obligation to the Plan for the year ended June 30, 2011 were as follows:

Annual required contribution	\$ 3,644,000
Interest on net pension obligation/(asset)	(33,000)
Adjustment to annual required contribution	34,000
Annual pension cost	<u>3,645,000</u>
Contributions made	<u>3,752,000</u>
Increase in net pension asset	(107,000)
Net pension asset - beginning of year	<u>(406,000)</u>
Net pension asset - end of year	<u><u>\$ (513,000)</u></u>

Membership in the Plan consisted of the following at January 1, 2010, the date of the last actuarial valuation:

Retirees and beneficiaries receiving benefits	479
Terminated plan members entitled to, but not yet receiving benefits	32
Active plan members	<u>557</u>
Total	<u><u>1,068</u></u>

Three-Year Trend Information:

Fiscal Year Ended	Annual Pension Cost (APC)	Percentage of APC Contributed	Net Pension Obligation/ (Asset)	Actual Contribution
6/30/11	\$ 3,645,000	102.9%	\$ (513,000)	\$ 3,752,000
6/30/10	2,397,000	115.6%	(406,000)	2,771,000
6/30/09	3,037,000	105.9%	(32,000)	3,216,000

SCHEDULE OF FUNDING PROGRESS

Actuarial Valuation Date	Actuarial Value of Assets	Actuarial Accrued Liability (AAL)	Unfunded Frozen Actuarial Liability (UFAL)	Funded Ratio	Covered Payroll	UFAL as a Percentage of Covered Payroll
	(a)	(b)	(c) = (b-a)	(a/b)	(d)	(c/d)
1/1/10	\$ 149,304,000	\$ 184,161,000	\$ 34,857,000	81.1%	\$ 32,509,000	107.2%
1/1/09	153,090,000	175,726,000	22,636,000	87.1%	31,690,000	71.4%
1/1/08	157,020,000	165,406,000	8,386,000	94.9%	30,696,000	27.3%
1/1/07	145,881,000	167,259,000	21,378,000	87.2%	24,248,000	88.2%
1/1/06	136,011,000	156,516,000	20,505,000	86.9%	24,540,000	83.6%

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. The Government Accounting Standard's Board (GASB) issued Statement 45 which determined that other post-employment benefits (OPEB) are an accruing cost that should be reflected in the governmental unit's financial statements. A similar reporting requirement was added to private sector financial statements in 1990. The philosophy driving the accounting standard is that these post-employment benefits are part of the compensation that is paid to employees in return for services, and as such, they should be recognized while the employees are providing these services rather than after they have retired. It represents a fair way to allocate OPEB costs to taxpayers who benefit today from the services provided by municipal employees.

OPEB contributions are allocated to and budgeted in the General Fund, CCD Fire Fund, and NPU Enterprise Fund.

The following schedules are taken from the city's June 30, 2011 audited financial statements. The City's annual OPEB cost and net OPEB obligation to the Plan for the year ended June 30, 2011 were as follows:

Annual required contribution	\$ 6,065,000
Interest on net OPEB obligation	290,000
Adjustment to annual required contribution	<u>(298,000)</u>
Annual OPEB cost	6,057,000
Contributions made	<u>5,251,000</u>
Increase in net OPEB obligation	806,000
Net OPEB obligation beginning of year	<u>3,624,000</u>
Net OPEB obligation end of year	<u><u>\$ 4,430,000</u></u>

Membership in the Plan consisted of the following at July 1, 2009, the date of the last actuarial valuation:

Retired plan members	376
Active plan members	<u>877</u>
Total	<u><u>1,253</u></u>

Trend Information:

Fiscal Year Ended	OPEB Cost (AOC)	Percentage of AOC Contributed	OPEB Obligation	Actual Contribution
6/30/11	\$ 6,057,000	86.7%	\$ 4,430,000	\$ 5,251,000
6/30/10	5,347,000	69.0%	3,624,000	3,690,000
6/30/09	5,352,000	63.5%	1,966,000	3,399,000

SCHEDULE OF FUNDING PROGRESS

Actuarial Valuation Date	Actuarial Value of Assets	Actuarial Accrued Liability (AAL)	Unfunded Frozen Actuarial Liability (UFAL)	Funded Ratio	Covered Payroll	UFAL as a Percentage of Covered Payroll
	(a)	(b)	(c) = (b-a)	(a/b)	(d)	(c/d)
7/1/09	\$ 2,594,000	\$ 58,239,000	\$ 55,645,000	4.7%	\$ 50,374,000	110.5%
7/1/07	-	46,595,000	46,595,000	0%	44,921,000	103.7%

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, 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, CCD Fire Fund, and NPU Enterprise Fund budget for premiums for property and casualty and other insurances 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 Ending June 30 th	Unrestricted Fund Balance	Annual Expenditures and Encumbrances	Balance as % of Expenditures
2011	\$10,648,983	\$102,430,104	10.40%
2010	9,834,382	101,204,777	9.72%
2009	9,616,208	106,745,559	9.01%
2008	10,676,062	104,542,627	10.21%
2007	11,651,288	99,712,831	11.68%
2006	11,026,609	94,614,448	11.65%
2005	10,572,489	90,066,142	11.74%
2004	9,302,144	87,433,775	10.64%
2003	8,770,626	86,505,078	10.14%
2002	8,158,087	84,663,199	9.64%

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, 2011. This was the 19th consecutive year that the city has received this prestigious award. For each of the fiscal years beginning July 1, 2000 through July 1, 2011, the GFOA awarded the city a "Distinguished Budget Presentation Award" for its adopted budgets. The budgets submitted had to satisfy four different criteria: the budget as a Policy Document, the budget as a Financial Plan, the budget as an Operations Guide, and the budget as a Communications Device. The award earned by the city is the highest form of recognition in the area of budgeting. Additionally, the city was awarded the GFOA's Popular Annual Financial Reporting (PAFR) award for the City Manager's fiscal year 2004-05 Annual Report.

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

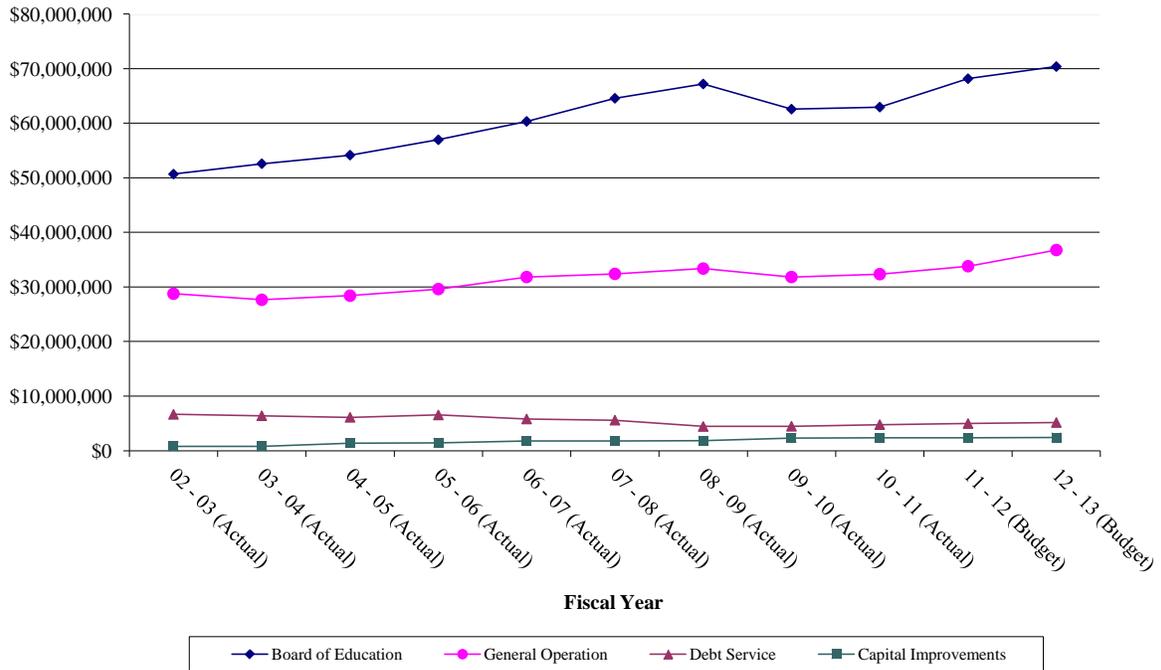
	2010-11 REVISED BUDGET	2011-12 REVISED BUDGET	2012-13 PROPOSED BUDGET	2012-13 ADOPTED BUDGET
City Manager	258,446	264,118	271,234	271,234
Finance	1,234,042	1,269,604	1,357,829	1,357,829
City Treasurer	203,777	203,834	217,706	217,706
Assessment	358,342	361,349	371,403	371,403
Human Resources	386,779	370,111	407,031	407,031
Law	420,000	420,000	436,800	436,800
City Clerk	380,322	340,884	351,378	353,878
City Council	354,276	391,500	366,772	371,772
Police	10,432,927	11,040,487	12,201,876	12,201,876
Fire - Central	1,704,377	1,827,077	2,012,674	2,012,674
Fire - East Great Plain	111,349	109,781	118,178	118,178
Fire - Laurel Hill	50,207	45,997	51,749	51,749
Fire - Occum	68,132	62,866	60,766	60,766
Fire - Taftville	112,983	114,786	124,290	124,290
Fire - Yantic	114,070	114,229	131,445	131,445
Recreation	557,215	551,103	665,529	665,529
Human Services	1,228,338	1,282,221	1,354,846	1,354,846
Public Works	9,147,985	9,005,167	9,673,295	9,673,295
Election	116,740	109,979	116,802	116,802
Planning & Development	1,020,464	895,221	920,912	920,912
Debt Service - Principal	3,475,000	3,970,000	3,960,000	3,960,000
Debt Service - Interest	1,100,240	1,001,075	1,204,332	1,204,332
Miscellaneous	6,805,347	7,343,007	7,840,098	7,890,098
Emergency Management	52,499	51,048	70,190	70,190
Education	62,952,966	68,163,405	69,185,856	70,385,212
City Consolidated Fire District	5,817,401	5,910,738	6,563,113	6,582,363
Town Consolidated Fire District	519,498	535,662	554,376	554,376
TOTALS	108,983,722	115,755,249	120,590,480	121,866,586
General Operations	32,760,551	33,801,677	36,708,568	36,766,068
Debt Service	4,575,240	4,971,075	5,164,332	5,164,332
Capital Improvements	2,358,066	2,372,692	2,414,235	2,414,235
Education	62,952,966	68,163,405	69,185,856	70,385,212
City Consolidated Fire District	5,817,401	5,910,738	6,563,113	6,582,363
Town Consolidated Fire District	519,498	535,662	554,376	554,376
TOTALS	108,983,722	115,755,249	120,590,480	121,866,586

CITY OF NORWICH
MILLAGE REQUIREMENTS

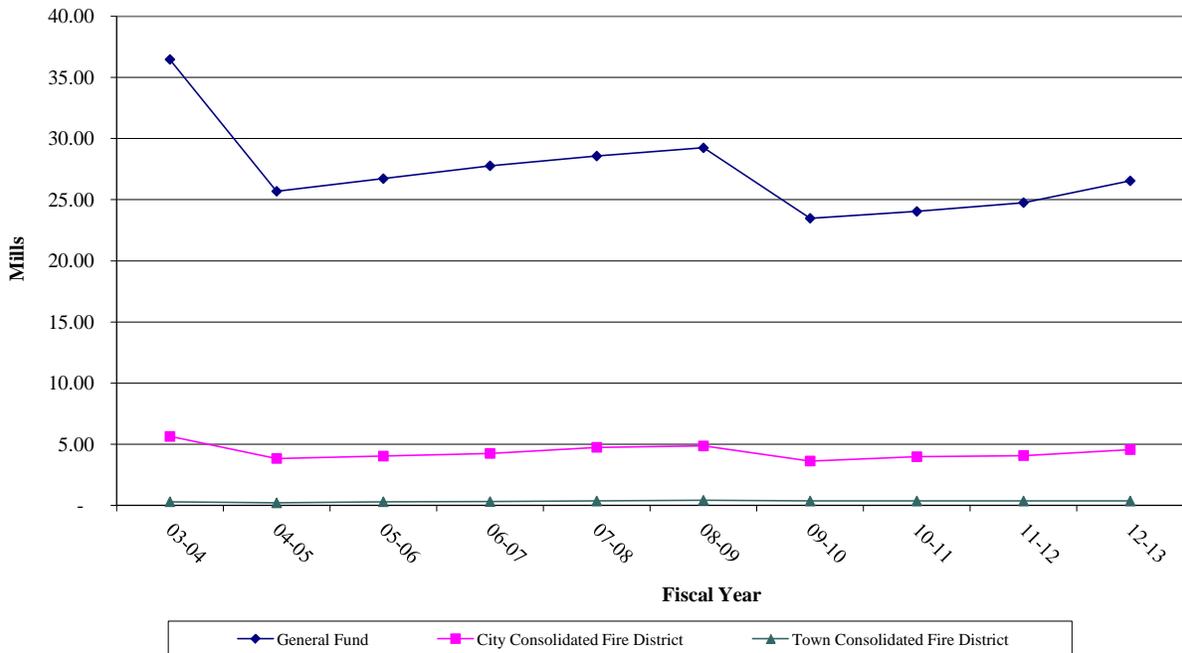
The City Assessor values all of the real estate, motor vehicles and personal property each year as of October 1. The sum of these values (less exemptions and credits) is the grand list. Anyone owning property at that date incurs a tax liability due on July 1 of the next year. When the budget is adopted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

	General Fund	Town Consolidated Fire District	City Consolidated Fire District
<i>Calculation of Grand List</i>			
Motor Vehicles	194,916,959	121,789,763	73,127,196
Personal Property	143,845,730	117,146,150	26,699,580
Real Estate	2,134,682,619	1,345,983,819	788,698,800
Total Gross Grand List	2,473,445,308	1,584,919,732	888,525,576
<i>Less: Exemptions, Credits, Etc.</i>			
Elderly Reimbursement	15,653,846	9,846,154	5,807,692
Veterans/ military exemptions	6,362,990	4,183,520	2,179,470
Disabled exemptions	439,500	300,440	139,060
Economic Dev & Mfg exemptions	33,937,709	20,081,522	13,856,187
Elderly Freeze	389,000	274,000	115,000
Projected Certificates of Correction	2,600,000	600,000	2,000,000
Total Exemptions, Credits, Etc.	59,383,045	35,285,636	24,097,409
<i>Grand list, net of exemptions & credits</i>	2,414,062,263	1,549,634,096	864,428,167
<i>Estimated Tax Collection Percentage</i>	96.09%	97.07%	94.93%
<i>Collectible Grand List</i>	2,319,672,429	1,504,229,817	820,601,659
<i>Taxes to be Levied:</i>			
General City	19,573,437		
Board of Education	35,408,507		
Capital Improvements	2,081,442		
Debt Service	4,482,470		
Town Consolidated Fire District		540,876	
City Consolidated Fire District			3,738,115
Total Tax Levy	61,545,856	540,876	3,738,115
<i>Mill Rates Required:</i>			
General City	8.43		
Board of Education	15.27		
Capital Improvements	0.90		
Debt Service	1.94		
Town Consolidated Fire District		0.36	
City Consolidated Fire District			4.56
Total Mill Rates Required	26.54	0.36	4.56
Last Year's Mill Rate	24.76	0.36	4.07
Change	1.78	0.00	0.49
Percent Change	7.19%	0.00%	12.04%

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



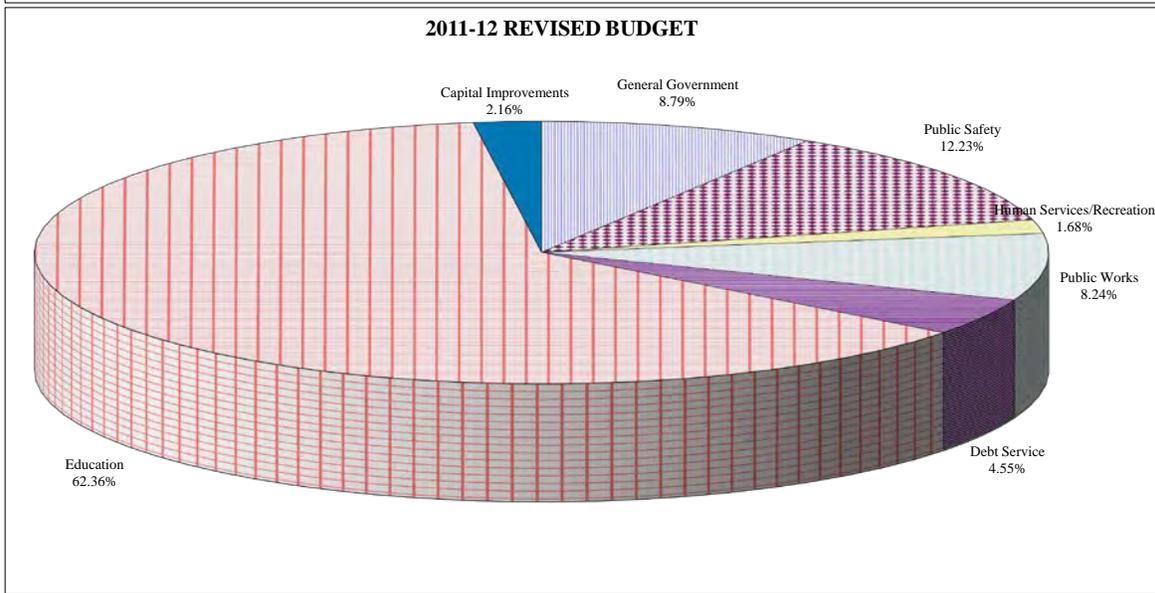
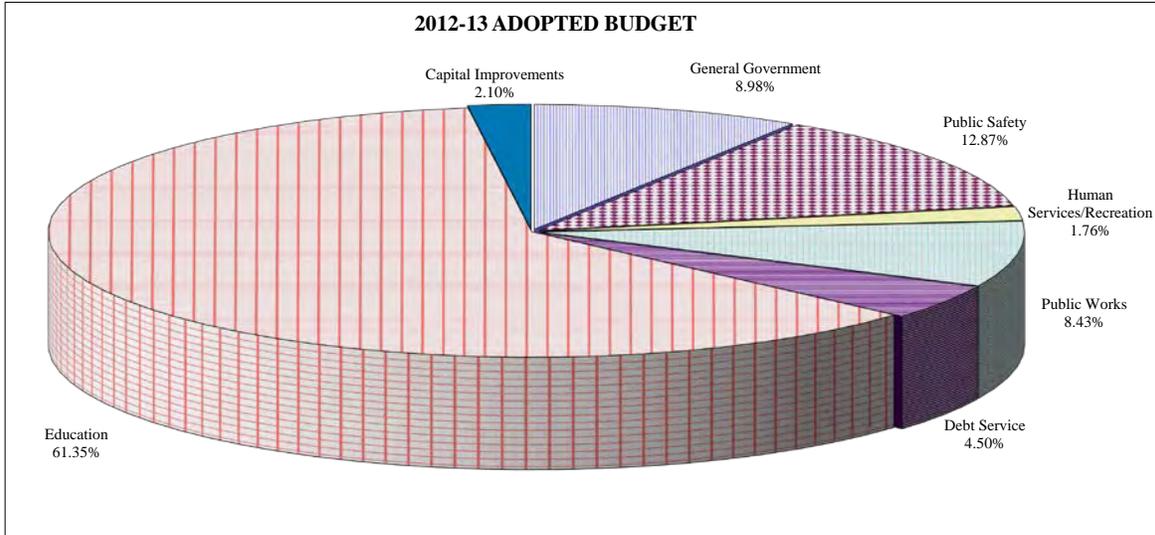
**CITY OF NORWICH
PROPERTY TAX MILL RATES
10 YEAR COMPARISON**



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

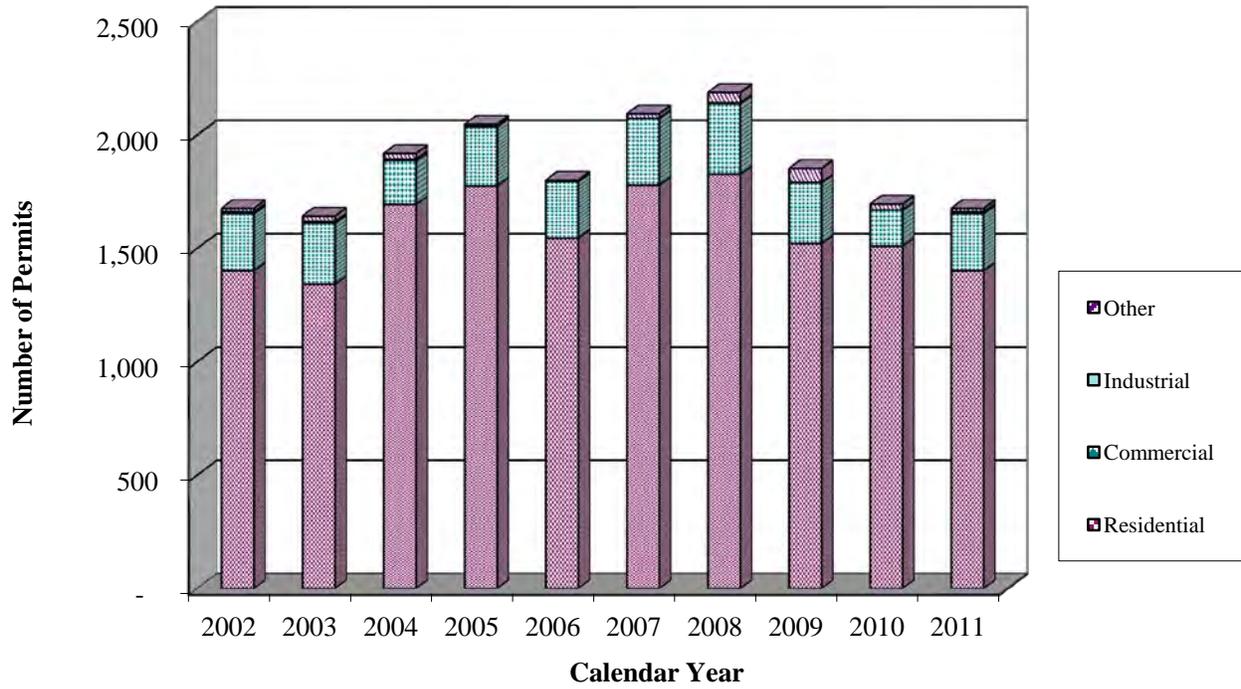
For fiscal year 2009-10, the 10/1/2008 grand list revaluation resulted in an increase of \$494,000,000 to \$2,327,000,000 from the 10/1/2007 net grand list value of \$1,833,000,000.

**CITY OF NORWICH
SUMMARY OF EXPENDITURES**

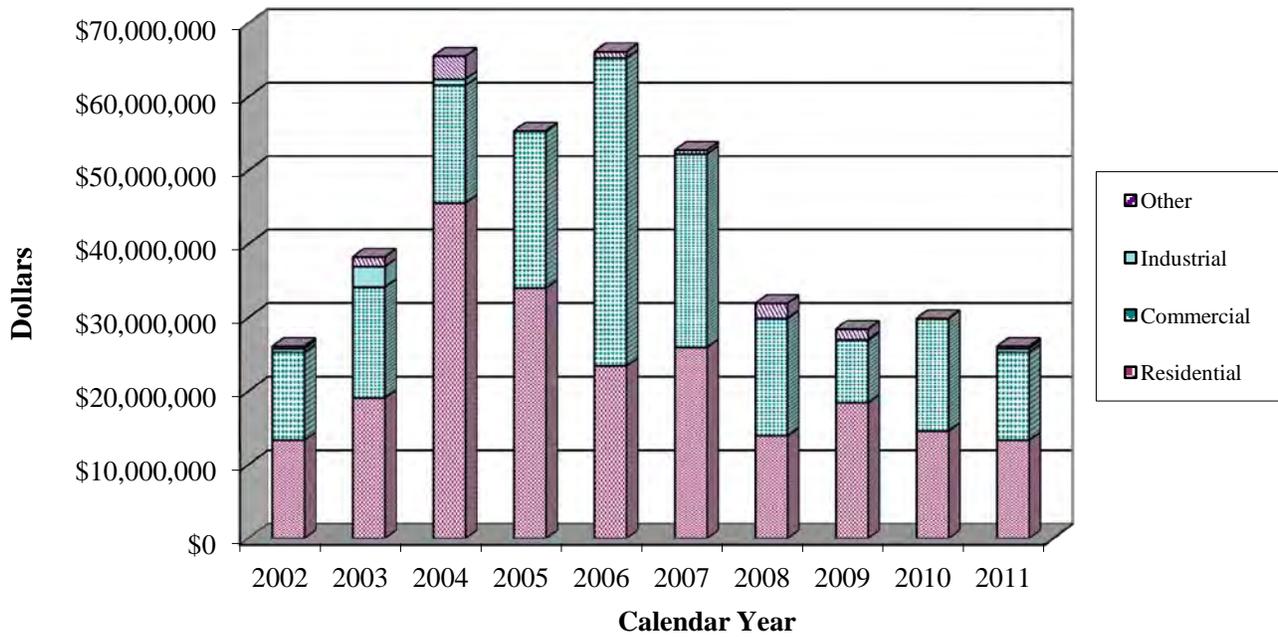


	2012-13 Adopted Budget	2011-12 Revised Budget	Dollar Change	Percent Change
General Government	10,301,230	9,611,541	689,689	7.18%
Public Safety	14,771,168	13,366,271	1,404,897	10.51%
Human Services/Recreation	2,020,375	1,833,324	187,051	10.20%
Public Works	9,673,295	9,005,167	668,128	7.42%
Debt Service	5,164,332	4,971,075	193,257	3.89%
Education	70,385,212	68,163,405	2,221,807	3.26%
Capital Improvements	2,414,235	2,358,066	56,169	2.38%
	<u>114,729,847</u>	<u>109,308,849</u>	<u>5,420,998</u>	<u>4.96%</u>

BUILDING PERMITS ISSUED BY CATEGORY



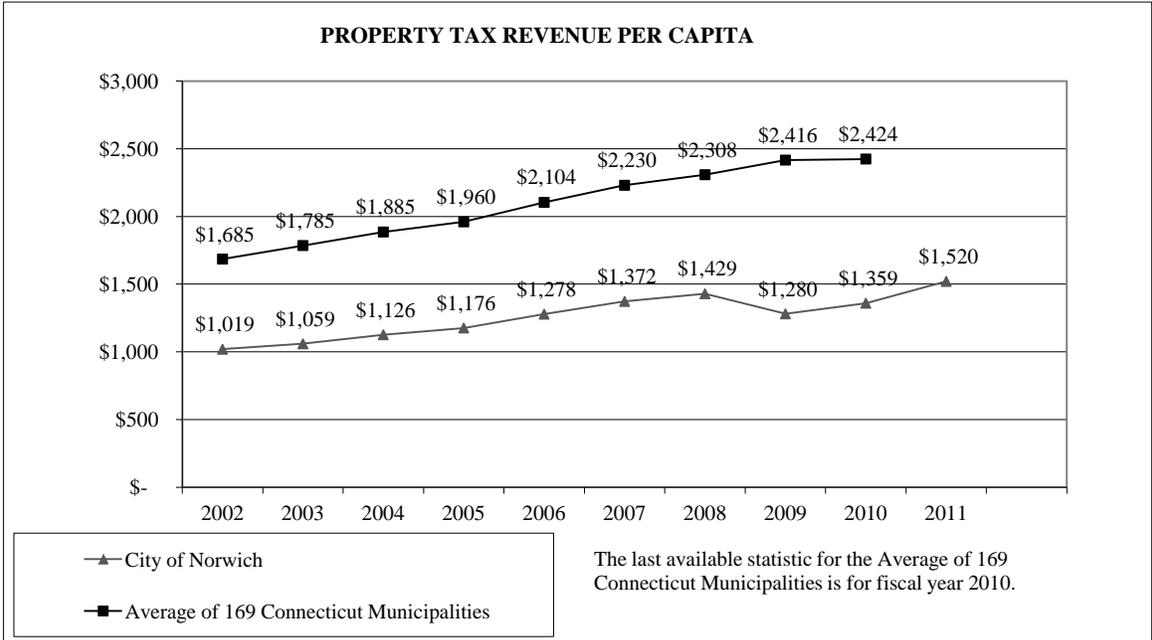
TOTAL VALUE OF BUILDING PERMITS BY CATEGORY



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



Capital improvements	\$113	Taxes support the improvement and expansion of the city's infrastructure.
Fire	\$574	Taxes provide fire protection for residents.
Education	\$1,923	Taxes fund the Norwich Public School system.
Public Works	\$280	Taxes support maintenance of city roads, buildings, parks and vehicles and refuse and recycling collection.
General Government	\$431	Taxes support the administration of city services.
Debt Service	\$243	Taxes provide for the scheduled debt service payments from the city's long-term borrowings.
Police	\$353	Taxes provide police protection for residents.
TOTAL TAX BILL:	\$3,917	



CITY OF NORWICH
AUTHORIZED FULL-TIME EQUIVALENT POSITIONS

<u>DEPARTMENT</u>	<u>08-09</u>	<u>09-10</u>	<u>10-11</u>	<u>11-12</u>	<u>12-13</u>
General City *					
City Manager	3.0	3.0	2.0	2.0	2.0
Finance	14.0	12.0	12.0	12.0	12.0
Treasurer	3.0	3.0	3.0	3.0	3.0
Assessment	4.0	4.0	4.0	4.0	4.0
Human Resources	4.5	4.5	3.6	3.6	4.6
City Clerk	6.0	5.0	5.0	4.0	4.0
City Council	2.0	2.0	2.0	2.0	2.0
Police	99.0	96.0	94.0	100.0	107.0
Fire	59.6	59.6	59.6	59.6	62.6
Recreation	7.0	6.0	6.0	5.5	6.0
Human Services	8.6	8.6	8.0	7.0	7.0
Senior Citizens Center	7.0	6.5	6.5	6.5	7.6
Youth Service Bureau	3.0	2.0	2.0	2.0	2.0
PW Engineering & Administration	6.0	6.0	5.0	5.0	5.0
PW Fleet Maintenance	9.0	7.0	7.0	7.0	7.0
PW Solid Waste	3.0	3.0	3.0	3.0	3.0
PW Street Maintenance	40.0	39.0	38.0	36.0	36.0
PW Building Maintenance	9.0	9.0	8.0	8.0	9.0
PW Parking Maintenance	2.0	1.0	1.0	1.0	1.0
Election	2.5	2.0	2.0	2.0	2.0
Planning & Development	14.5	13.0	12.0	10.0	10.0
Economic Development/Tourism	0.5	0.0	0.0	0.0	0.0
Emergency Management	1.0	1.0	1.0	1.0	1.0
Subtotal - General City	308.2	293.2	284.7	284.2	297.8
Board of Education					
General Fund-funded positions	406.4	291.1	286.4	342.5	358.8
State & federal grant-funded positions	125.3	226.3	193.0	65.7	65.7
School Lunch (federal grant)	30.0	30.0	46.0	37.5	37.5
Adult Education (state & federal grants)	12.0	12.0	12.0	12.0	12.0
Family Resource Ctr (state & fed grants)	24.5	24.5	24.5	24.5	28.5
Subtotal - Board of Education	598.2	583.9	561.9	482.2	502.5
Norwich Public Utilities	139.5	139.5	142.5	152.0	148.0
GRAND TOTALS	1,045.9	1,016.6	989.1	918.4	948.3

* The General Government position counts may differ from those given on the individual departments' budget pages for the following reasons:

- 1) The individual departments' budget pages include positions funded by sources outside of the General Fund, such as grants and bond funds.
- 2) If an employee will be added in the middle of the fiscal year, the individual departments' budget pages show this as a partial employee. For example, a police officer added in January 2013 - the middle of the fiscal year - would be included as 0.5 FTE. The summary above is intended to show the total staffing resources as of the end of the fiscal year, so that same police officer would be counted as a full FTE.

**CITY OF NORWICH
COLLECTIVE BARGAINING UNITS**

Collective Bargaining Group Name	Group Represented	FTE Positions Represented	Beginning Date of Contract	End Date of Contract
International Brotherhood of Police Officers (IBPO), Local 38	City 911 Dispatchers	8.00	7/1/2007	6/30/2011
International Association of Fire Fighters, Local 892	City Firefighters	58.00	7/1/2007	6/30/2013
Norwich City Hall Employees Association, Inc., Connecticut Independent Labor Union (CILU), Local #11	City Non-supervisory administrative employees	57.00	7/1/2007	6/30/2012
United Public Service Employees Union, Connecticut Organization for Public Safety Division	City Police Officers	94.00	7/1/2007	6/30/2013
United Public Service Employees Union, Connecticut Organization for Public Safety Division	City Public Works Employees	48.00	7/1/2007	6/30/2011
Public Works Supervisors, American Federation of State, County & Municipal Employees (AFSCME), Local 818, Council 4	City Public Works Supervisors	5.00	7/1/2008	6/30/2013
Municipal Employees Union "Independent" (MEUI)-Supervisors	City Supervisory administrative employees	11.00	7/1/2009	6/30/2013
Norwich School Administrators Association	NPS Administrators	13.00	7/1/2012	6/30/2015
MEUI Local 506, SEIU, AFL-CIO	NPS Custodians	25.00	7/1/2010	6/30/2012
MEUI Local 506, SEIU, AFL-CIO	NPS Paraeducators	87.08	7/1/2009	6/30/2012
New England Health Care Employees Union District 1199, SEIU, AFL-CIO	NPS School Nurses	14.20	7/1/2009	6/30/2011
Norwich Educational Secretaries, AFSCME Local 1303-190, Council 4	NPS Secretaries	21.00	7/1/2010	6/30/2011
Norwich Teachers League	NPS Teachers	239.03	7/1/2012	6/30/2015
Supervisory Employees Association, Inc. AFSCME Local 818, Council 4	NPU Supervisory and Professional Employees	45.00	7/1/2008	6/30/2011
International Brotherhood of Electrical Workers Local 457, Norwich Unit	NPU Technical and clerical workers	95.00	7/1/2008	6/30/2011
United Steelworkers of America AFL-CIO-CLC Local No. 9411-02	NPU Water distribution employees	7.00	7/1/2008	6/30/2011

Non-Bargaining Employees

General Government	17.00
Department of Public Utilities	1.00
Board of Education	82.89
	<u>100.89</u>

**CITY OF NORWICH
CONSOLIDATED DEBT SCHEDULE**

Description	Original Bond Date	Interest Rates	Amount Bonded	Outstanding at 7/1/2012	Principal	Interest	Total FY 2013 Debt Service
Series B Taxable (Wauregan Hotel)	4/5/2001	6.5 - 6.75%	400,000	125,000	25,000	8,438	33,438
Series A, Capital Project Bonds (Sewer extensions, Fire equipment, Sludge handling, etc.)	4/15/2004	3.0 - 3.55%	3,120,000	700,000	235,000	24,380	259,380
Series B, Refunding Bonds	4/15/2004	2.0 - 4.0%	4,575,000	2,225,000	345,000	84,403	429,403
Series A, Capital Project Bonds (Otis Library, Wawecus St Bridge, Waterline extension, Dodd Stadium, Sewer extensions, etc.)	3/15/2005	3.0 - 5.0%	3,520,000	1,400,000	350,000	43,225	393,225
Series B, Refunding Bonds	3/15/2005	3.0 - 4.0%	8,570,000	5,480,000	815,000	191,869	1,006,869
Qualified Zone Academy Bond-Kelly Renovations	12/30/2008	0.00%	2,940,000	2,205,000	245,000	-	245,000
Series A, Capital Project Bonds (Road Improvements, Flyers Drive Sewer Extensions, Fire equipment, Kelly MS Renovations, etc.)	12/17/2009	3.0 - 4.0%	11,410,000	10,805,000	605,000	366,075	971,075
Series B, Refunding Bonds	12/17/2009	2.0 - 3.0%	4,235,000	2,060,000	1,045,000	41,200	1,086,200
Series A, Capital Project (Road Improvements, Sewer Extensions, Kelly MS Renovations, etc.)	12/13/2011	2.0 - 4.0%	9,680,000	9,680,000	-	381,159	381,159
Refunding Bonds	2/15/2012	2.00%	2,725,000	2,725,000	295,000	63,583	358,583

Subtotal - General Fund Debt

37,405,000 3,960,000 1,204,332 5,164,332

Description	Original Bond Date	Interest Rates	Amount Bonded	Outstanding at 7/1/2012	Principal	Interest	Total FY 2013 Debt Service
CT DECD loan for Stony Brook Reservoir	7/1/1994	6.00%	1,000,000	87,129	87,129	5,228	92,357
CT CWF Notes 106-C	10/31/1997	2.00%	3,410,000	850,482	189,780	15,276	205,056
CT CWF Notes 298-C	6/30/2000	2.00%	1,507,962	527,785	75,398	9,865	85,263
CT CWF Notes 9714-C	12/31/2002	2.77%	1,898,651	1,019,707	95,159	27,044	122,203
CT CWF Notes 349-C	12/31/2002	2.00%	880,594	457,867	44,207	8,754	52,961
CT CWF Notes 200801-C	6/30/2009	2.27%	450,000	380,625	22,500	8,981	31,481
Drinking Water State Revolving Fund 2010-8005	3/31/2010	2.06%	144,728	126,637	7,236	2,671	9,907
Drinking Water State Revolving Fund 2010-8006	3/31/2010	2.06%	326,250	293,625	16,313	6,272	22,585
Capital leases and other debt					883,911	286,296	1,170,207

Subtotal - Norwich Public Utilities Debt

3,743,857 1,421,633 370,387 1,792,020

GRAND TOTAL

41,148,857 5,381,633 1,574,719 6,956,352

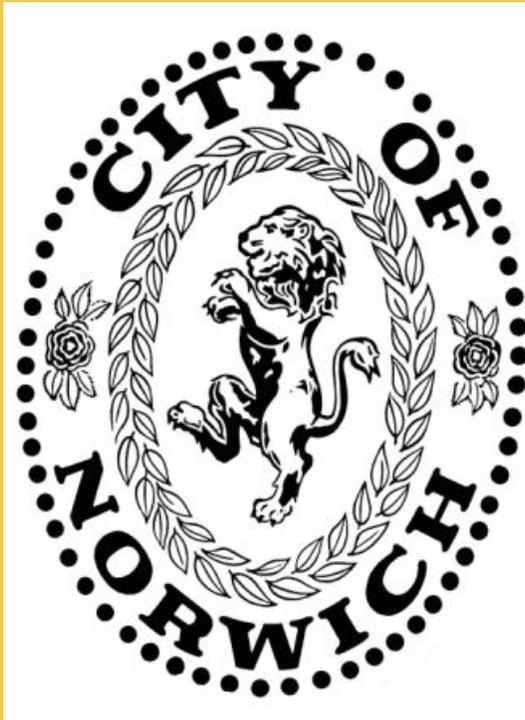
CITY OF NORWICH
FINANCING CITY OPERATIONS - ALL BUDGETED FUNDS SUBJECT TO APPROPRIATION

	Governmental		Proprietary	Total	Governmental		Proprietary	Total	Governmental		Proprietary	Total
	General	SRF	NPU	FYE 2013 Budgeted	General	SRF	NPU	FYE 2012 Projected	General	SRF	NPU	FYE 2011 Actual
Fund balances carried forward	10,012,407	937,324	110,942,944	121,892,675	10,648,983	1,046,825	105,339,542	117,035,350	9,834,382	715,094	101,243,517	111,792,993
Revenues												
General Property taxes	64,195,856	4,477,491	-	68,673,347	59,142,577	3,900,561	-	63,043,138	57,031,678	3,960,862	-	60,992,540
Licenses and permits	520,000	-	-	520,000	500,000	-	-	500,000	623,950	-	-	623,950
Fines & penalties	18,500	-	-	18,500	22,000	-	-	22,000	23,162	-	-	23,162
Revenue from use of money	135,731	7,000	10,800	153,531	137,578	4,000	12,900	154,478	106,818	5,952	12,305	125,075
Revenue from other city operations	9,591,090	819,778	-	10,410,868	8,944,601	644,396	-	9,588,997	9,614,776	644,401	-	10,259,177
Charges for current service	778,536	-	91,864,957	92,643,493	659,628	-	91,655,954	92,315,582	656,549	-	88,543,813	89,200,362
Other revenues	337,740	14,000	-	351,740	286,040	14,400	-	300,440	1,045,559	21,190	-	1,066,749
State grants in aid - General	4,155,689	1,818,470	-	5,974,159	3,553,882	1,773,542	-	5,327,424	3,630,926	1,773,542	-	5,404,468
Federal grants in aid - General	20,000	-	-	20,000	19,000	-	-	19,000	87,885	-	-	87,885
State grants in aid - Education	34,926,705	-	-	34,926,705	35,268,543	-	-	35,268,543	30,320,067	-	-	30,320,067
Other revenue - Education	50,000	-	-	50,000	75,000	-	-	75,000	103,335	-	-	103,335
Total revenue	114,729,847	7,136,739	91,875,757	213,742,343	108,608,849	6,336,899	91,668,854	206,614,602	103,244,705	6,405,947	88,556,118	198,206,770
Expenditures/expenses												
City Manager	271,234	-	-	271,234	264,118	-	-	264,118	252,960	-	-	252,960
Finance	1,357,829	-	-	1,357,829	1,269,604	-	-	1,269,604	1,231,476	-	-	1,231,476
City Treasurer	217,706	-	-	217,706	203,834	-	-	203,834	202,595	-	-	202,595
Assessment	371,403	-	-	371,403	361,349	-	-	361,349	348,906	-	-	348,906
Human Resources	407,031	-	-	407,031	370,111	-	-	370,111	358,262	-	-	358,262
Law	436,800	-	-	436,800	420,000	-	-	420,000	416,579	-	-	416,579
City Clerk	353,878	-	-	353,878	340,884	-	-	340,884	358,717	-	-	358,717
City Council	371,772	-	-	371,772	346,500	-	-	346,500	360,625	-	-	360,625
Police	12,201,876	-	-	12,201,876	11,040,487	-	-	11,040,487	10,472,049	-	-	10,472,049
Fire - Central	2,012,674	-	-	2,012,674	1,827,077	-	-	1,827,077	1,742,302	-	-	1,742,302
Fire - East Great Plain	118,178	-	-	118,178	109,781	-	-	109,781	82,315	-	-	82,315
Fire - Laurel Hill	51,749	-	-	51,749	45,997	-	-	45,997	46,950	-	-	46,950
Fire - Occum	60,766	-	-	60,766	62,866	-	-	62,866	62,067	-	-	62,067
Fire - Taftville	124,290	-	-	124,290	114,786	-	-	114,786	116,341	-	-	116,341
Fire - Yantic	131,445	-	-	131,445	114,229	-	-	114,229	110,139	-	-	110,139
Recreation	665,529	-	-	665,529	551,103	-	-	551,103	560,886	-	-	560,886
Human Services	1,354,846	-	-	1,354,846	1,282,221	-	-	1,282,221	1,214,935	-	-	1,214,935
Public Works	9,673,295	-	-	9,673,295	9,050,167	-	-	9,050,167	9,100,949	-	-	9,100,949
Election	116,802	-	-	116,802	109,979	-	-	109,979	127,995	-	-	127,995
Planning & Development	920,912	-	-	920,912	895,221	-	-	895,221	1,031,064	-	-	1,031,064
Education	70,385,212	-	-	70,385,212	68,163,405	-	-	68,163,405	62,952,966	-	-	62,952,966
Debt Service - Principal	3,960,000	-	-	3,960,000	3,970,000	-	-	3,970,000	3,475,000	-	-	3,475,000
Debt Service - Interest	1,204,332	-	370,387	1,574,719	937,651	-	450,818	1,388,469	1,296,888	-	230,156	1,527,044
Miscellaneous	7,890,098	-	-	7,890,098	7,343,007	-	-	7,343,007	6,454,843	-	-	6,454,843
Emergency Management	70,190	-	-	70,190	51,048	-	-	51,048	52,295	-	-	52,295
City Consolidated Fire District	-	6,582,363	-	6,582,363	-	5,910,738	-	5,910,738	-	5,560,188	-	5,560,188
Town Consolidated Fire District	-	554,376	-	554,376	-	535,662	-	535,662	-	514,028	-	514,028
Gas, Water, Electric & Sewer	-	-	87,960,748	87,960,748	-	-	85,614,634	85,614,634	-	-	89,024,563	89,024,563
Total expenditures/expenses	114,729,847	7,136,739	88,331,135	210,197,721	109,245,425	6,446,400	86,065,452	201,757,277	102,430,104	6,074,216	89,254,719	197,759,039
Other financing uses/ (sources)												
Capital contributions	-	-	-	-	-	-	-	-	-	-	(4,794,626)	-
Total resources used	114,729,847	7,136,739	88,331,135	210,197,721	109,245,425	6,446,400	86,065,452	201,757,277	102,430,104	6,074,216	84,460,093	197,759,039
Fund balance/net assets to carry forward	10,012,407	937,324	114,487,566	125,437,297	10,012,407	937,324	110,942,944	121,892,675	10,648,983	1,046,825	105,339,542	112,240,724
GF Fund Balance as a % of Expenditures	8.73%				9.17%				10.40%			

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.



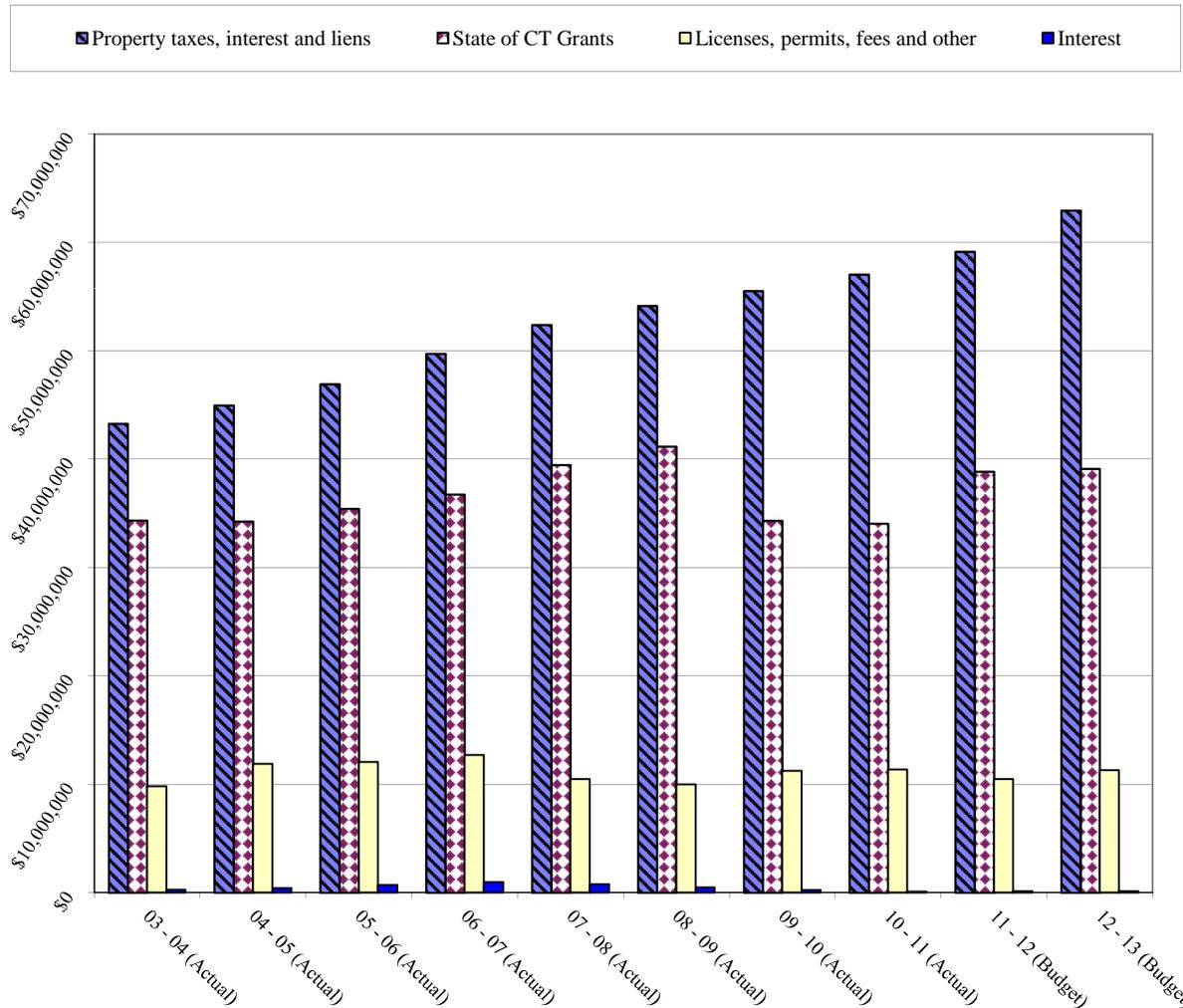
General Fund



CITY OF NORWICH SUMMARY OF GENERAL FUND BUDGET 2012-13 ADOPTED BUDGET					
	General City	Debt Service	Capital Improvements	Education	Total General Fund
EXPENDITURES					
Total by category	36,766,068	5,164,332	2,414,235	70,385,212	114,729,847
TOTALS	36,766,068	5,164,332	2,414,235	70,385,212	114,729,847
REVENUES					
General Revenues	17,192,631	681,862	332,793	34,976,705	53,183,991
Surplus	0	0	0	0	0
Taxes to be levied - General Fund	19,573,437	4,482,470	2,081,442	35,408,507	61,545,856
TOTALS	36,766,068	5,164,332	2,414,235	70,385,212	114,729,847

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. The city has been mitigating the increases in the mill rate to the best of its ability by limiting spending and raising user fees.



**CITY OF NORWICH
GENERAL FUND REVENUES
2012-13 ADOPTED BUDGET**

	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 REVISED BUDGET	2012-13 MANAGER'S PROPOSED	2012-13 ADOPTED BUDGET
GENERAL PROPERTY TAXES						
70201 PROPERTY TAX CURRENT LEVY	51,609,025	52,751,927	54,357,272	56,517,577	60,289,000	61,545,856
70202 PROPERTY TAX PRIOR LEVY	1,159,611	1,439,119	1,372,712	1,375,000	1,400,000	1,400,000
70203 PROPERTY TAX-INT & LIENS	732,842	813,974	855,346	750,000	750,000	750,000
70208 PROP.TAX-M.V. PA-76-338	632,798	500,900	446,348	500,000	500,000	500,000
TOTALS	54,134,276	55,505,920	57,031,678	59,142,577	62,939,000	64,195,856

LICENSES & PERMITS						
70213 MISC. PERMITS & FEES	484,191	512,430	623,950	500,000	520,000	520,000
TOTALS	484,191	512,430	623,950	500,000	520,000	520,000

FINES & PENALTIES						
70218 TRAFFIC VIOLATIONS	14,175	10,305	12,536	12,000	8,500	8,500
77064 BLIGHT CITATIONS	42,641	43,200	10,626	10,000	10,000	10,000
TOTALS	56,816	53,505	23,162	22,000	18,500	18,500

INVESTMENT INCOME						
70223 INTEREST ON INVESTMENTS	418,359	193,100	47,103	80,000	80,000	80,000
70224 INTEREST CEMETERY TRUST	61,977	61,977	59,715	57,578	55,731	55,731
TOTALS	480,336	255,077	106,818	137,578	135,731	135,731

REVENUE FROM OTHER CITY OPERATIONS						
70209 PRIOR REFUSE CHARGES	500,000	125,159	119,537	15,000	20,000	20,000
70226 OUTSIDE CONTRACTED JOBS	132,297	245,923	155,742	120,000	170,000	170,000
70227 SENIOR CITIZENS CENTER	51,136	49,050	24,513	22,000	19,000	19,000
70228 PUBLIC UTILITIES 10%	6,507,269	6,557,959	7,749,073	6,908,035	7,450,994	7,450,994
70229 D.P.U. CITY SERVICE	76,628	84,771	88,283	87,698	92,234	92,234
70230 BOND & NOTE PAYMENTS	96,040	95,498	93,696	92,143	129,887	129,887
70232 LANDFILL REVENUES	142,870	116,782	153,652	130,000	190,000	190,000
70239 D.P.U.SEWER ASSESSMENTS	400,000	300,000	275,000	500,000	520,000	520,000
70241 NGCA DEBT SERVICE	0	0	11,813	32,725	31,975	31,975
70260 PARKING COMMISSION	120,000	110,000	90,000	90,000	60,000	60,000
76040 DIRECT HAULER FEES	0	925,306	846,588	940,000	900,000	900,000
76041 BACKYARD ROLLOUT FEES	0	7,020	6,879	7,000	7,000	7,000
TOTALS	8,026,240	8,617,468	9,614,776	8,944,601	9,591,090	9,591,090

CHARGES FOR CURRENT SERVICE						
70234 RECORDING FEES	299,560	344,019	344,144	350,000	350,000	350,000
70235 LAND RECORD CAP IMPROV FEE	26,030	23,708	17,150	25,000	16,000	16,000
70236 PROBATE COURT CHARGE	20,597	20,807	21,156	21,628	22,536	22,536
70238 CONVEYANCE TAX	425,373	371,618	274,099	263,000	390,000	390,000
TOTALS	771,560	760,152	656,549	659,628	778,536	778,536

**CITY OF NORWICH
GENERAL FUND REVENUES
2012-13 ADOPTED BUDGET**

	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 REVISED BUDGET	2012-13 MANAGER'S PROPOSED	2012-13 ADOPTED BUDGET
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OTHER REVENUES

70243 MISC. UNCLASSIFIED	392,400	935,269	251,117	216,040	257,740	257,740
70246 CITY PROPERTY	128,260	57,786	74,044	70,000	80,000	80,000
TOTALS	520,660	993,055	325,161	286,040	337,740	337,740

STATE GRANTS IN AID - GENERAL

70247 STATE-IN LIEU OF TAXES	1,783,891	1,506,712	1,521,919	1,472,646	1,471,829	1,471,829
70249 STATE-BUILDING MAINT.	280,515	238,519	289,099	245,000	277,000	277,000
70250 STATE-CITY HOUSING	94,035	104,583	195,234	83,466	87,208	87,208
70252 STATE-FISH & GAME LICENSE	26,171	0	0	0	0	0
70253 STATE MFG MACH & EQUIP	197,831	152,972	153,630	0	0	0
70254 STATE - MASH/PEQUOT FUNDS	1,790,498	414,221	437,261	580,547	526,850	526,850
70257 STATE-ELDERLY REIMBURSE.	223,932	161,691	151,381	154,468	137,731	137,731
70259 YOUTH SERVICE BUREAU	87,468	87,556	87,596	87,468	87,596	87,596
70261 STATE-SCH.BOND INTEREST	122,959	128,996	121,365	116,698	108,945	108,944
70266 STATE-ACCESS LINE TX SHR	187,522	152,845	141,407	10,000	140,000	140,000
73420 TOWN AID ROADS	236,963	237,344	237,246	237,246	237,583	237,583
73500 SHARED REVENUES	0	0	0	271,555	764,155	764,155
73800 LOCAL CAPITAL IMPROVE. PROGRA	299,690	288,131	294,788	294,788	316,793	316,793
TOTALS	5,331,475	3,473,570	3,630,926	3,553,882	4,155,689	4,155,689

FEDERAL GRANTS IN AID - GENERAL

70268 EMERGENCY MANAGEMENT PERFO	11,894	16,851	17,109	19,000	20,000	20,000
74210 COPS HIRING RECOVERY PROGRAM	0	116,277	70,776	0	0	0
TOTALS	11,894	133,128	87,885	19,000	20,000	20,000

STATE GRANTS IN AID - EDUCATION

70276 HEALTH SERVICES	129,647	180,943	164,668	165,000	123,162	123,162
70280 STATE-ED TRANSPORTATION	1,144,571	698,820	723,542	687,000	687,000	687,000
70284 STATE-ED EQUALIZE GRANT	31,844,388	27,393,130	27,537,531	32,316,543	32,316,543	32,316,543
70285 STATE-ED SERV.FOR BLIND	18,674	11,764	9,718	0	0	0
70296 EXCESS COST GRANT	2,666,764	2,422,331	1,884,608	2,100,000	1,800,000	1,800,000
TOTALS	35,804,044	30,706,988	30,320,067	35,268,543	34,926,705	34,926,705

OTHER REVENUE - EDUCATION

70291 OTHER ED SCHOOL TUITIONS	126,276	307,944	103,335	75,000	50,000	50,000
TOTALS	126,276	307,944	103,335	75,000	50,000	50,000

SURPLUS GENERAL FUND

70294 SURPLUS-GENERAL FUND	0	0	0	700,000	0	0
TOTALS	0	0	0	700,000	0	0

GRAND TOTALS	105,747,768	101,319,237	102,524,307	109,308,849	113,472,991	114,729,847
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DESCRIPTION OF REVENUES

GENERAL PROPERTY TAXES

70201 Current Levy - The current levy for 2012-13 is based on all taxable property in the city as of 10/1/2011, 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 %
	2001-02		\$ 38,794,024	\$ 37,207,877	95.9%
	2002-03		\$ 41,063,766	\$ 39,437,731	96.0%
	2003-04		\$ 42,773,755	\$ 41,136,220	96.2%
	2004-05		\$ 43,998,693	\$ 42,680,930	97.0%
	2005-06		\$ 46,541,197	\$ 44,977,469	96.6%
	2006-07		\$ 49,972,990	\$ 48,323,538	96.7%
	2007-08		\$ 51,980,360	\$ 50,213,269	96.6%
	2008-09		\$ 54,308,632	\$ 52,081,267	95.9%
	2009-10		\$ 55,162,306	\$ 53,056,137	96.2%
	2010-11		\$ 57,006,148	\$ 54,816,062	96.2%

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

Property Tax Collection - General Fund					
Delinquent Taxes					
	Fiscal Year		Amount Collectible	Total Collected	% Collected
	2001-02		\$ 3,490,005	\$ 1,698,149	48.7%
	2002-03		\$ 3,639,033	\$ 1,389,112	38.2%
	2003-04		\$ 3,974,515	\$ 1,263,719	31.8%
	2004-05		\$ 4,005,901	\$ 1,375,536	34.3%
	2005-06		\$ 2,618,437	\$ 1,168,996	44.6%
	2006-07		\$ 2,862,229	\$ 759,797	26.5%
	2007-08		\$ 3,111,798	\$ 1,346,209	43.3%
	2008-09		\$ 3,277,753	\$ 1,159,611	35.4%
	2009-10		\$ 3,449,280	\$ 1,439,119	41.7%
	2010-11		\$ 3,585,669	\$ 1,372,712	38.3%

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 lien. We expect to get roughly the same amount of revenue from interest and lien fees.

70208 M.V. PA 76-338 - Tax revenue anticipated from motor vehicles purchased after assessment date of October 1, 2011 and prior to August 1, 2012 (P.A. 76-338). This revenue item is expected to increase over the next few years as a result of the increase in vehicle purchases after the recession.

LICENSES & PERMITS

70213 Misc. Permits & Fees - Includes a broad range of user fees, most of which the city has the power to establish, and the remainder of which are set by Connecticut General Statutes. Includes building and housing fees, police issued permits, and miscellaneous fees. Most of the revenue is derived from building permits. On June 1, 2009 the Norwich City Council adopted Ordinance 1616 which increased building and demolition permit fees and Ordinance 1617 which created some new fees for services performed by the Building Division of the Planning & Development 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 2012 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 represents the 5% administrative charge and is based on the level of activity from the past year.

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

70228 Public Utilities 10% - Reflects anticipated Norwich Public Utilities; 10% payment to the city per Chapter XII, Section 6, of the Charter of the City of Norwich. This reflects 10% of the gross revenues from water, gas and electric of the Norwich Public Utilities as reported its 6/30/2011 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.

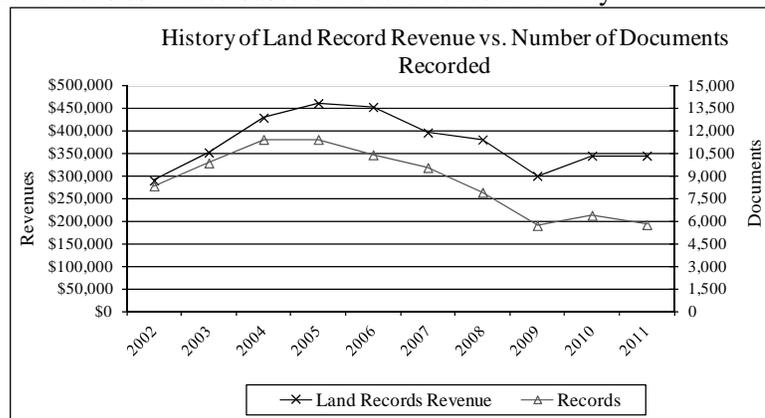
70260 Parking Commission Revenue – Reflects the partial reimbursement from the Public Parking Commission for public works maintenance. See the Public Works Parking Maintenance budget for detail.

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 to increase the rate to \$66/ton starting 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.

CHARGES FOR CURRENT SERVICE

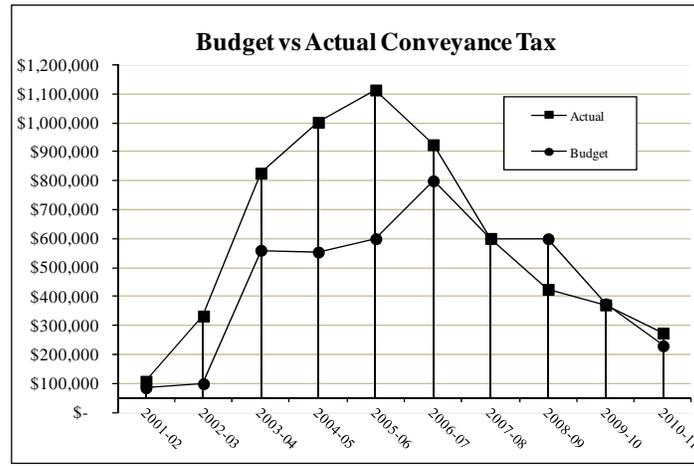
70234 Recording Fees – A major activity of the City Clerk’s office involves the processing of land record documents which includes logging, indexing, scanning, proof-reading, and returning each document within a specified amount of time to its rightful owner or guardian. These documents include liens, 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 2012.

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 2011 to June 2012.

70238 Conveyance Tax - The budget for fiscal year 2012-13 uses the \$5.00 for each \$1,000 rate made permanent in the 2011-2013 Connecticut biennial budget. 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, receipts on sales of surplus assets, 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 Governor’s State of Connecticut fiscal year 2013 midterm budget. This account includes the payments in lieu of taxes (PILOT) for State-owned property; privately owned colleges and hospitals; manufacturing facilities in distressed municipalities; total disability exemptions; and additional veterans’ exemptions. These PILOT funds are split according to the location of the underlying properties between the General Fund and City Consolidated Fire District Fund.

- *State-owned property PILOT* for fiscal year 2012-13 is a 45% reimbursement of the tax loss from property tax exemptions based on the 10/1/2010 grand list.
- *Privately-owned colleges and hospitals PILOT* for fiscal year 2012-13 is a 77% reimbursement of the tax loss from property tax exemptions based on the 10/1/2010 grand list.
- *Manufacturing facilities in distressed municipalities PILOT* for fiscal year 2012-13 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. The Governor’s State of Connecticut fiscal year 2013 midterm budget funds these housing PILOT payments.

70252 Fish & Game License – Revenues from the sale of fish and game licenses. Offset by reimbursement to State of Connecticut reflected in Non-Departmental budget. Starting in fiscal year 2010-11, the City will record the \$1 it nets on fishing & gaming license transactions in revenue account 70213 rather than recording the gross revenue in revenue account 70252 and the expenditure in Non-Departmental account 80096.

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.

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 funds are included in the Governor’s State of Connecticut fiscal year 2013 midterm budget. These grants are split between the General Fund and City Consolidated Fire District Fund according to the 10/1/11 grand list real estate net assessment of Town and CCD properties.

70257 State Grant - Elderly – Includes the Homeowners’ – Elderly/Disabled Tax Relief Program and the Elderly/Disabled Freeze Tax Relief Program. These grants are split between the General Fund and City Consolidated Fire District Fund according to the location of the homes.

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

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

70266 Access Line Tax Share - P.A. 86-410 required all of the telephone companies to pay the towns two-ninths (2/9) 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.

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 Governor’s State of Connecticut fiscal year 2013 midterm budget.

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

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 Governor's State of Connecticut fiscal year 2013 midterm budget.

FEDERAL GRANTS IN AID - GENERAL

70268 Emergency Management Performance Grant - Federal funds passed through the Connecticut Department of Emergency Management and Homeland Security to reimburse city for a portion of Emergency Management expenditures. This is based on a projection of reimbursable expenditures.

74210 COPS Hiring Recovery Program – Federal Department of Justice funds included in the 2009 American Recovery and Reinvestment Act which will be used to defray the cost of Police operations. This grant funding expired on June 30, 2011.

STATE GRANTS IN AID - BOARD OF EDUCATION

70276 Health Services – State grant pursuant to CGS §10-217a which provides funds to partially offset the cost of providing health services to students attending private, nonprofit schools. Our estimate is based on the grant funds received in the past two years.

70280 School Transportation - Statutory grant reimbursements by the State of Connecticut for public and non-public school pupil transportation as well as magnet school transportation. The funding amount is included in the Governor's State of Connecticut fiscal year 2013 midterm 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. Magnet school transportation is administered pursuant to CGS §10-264l.

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. The funding amount is based on the Governor's State of Connecticut fiscal year 2013 midterm budget.

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, 2011 and anticipated surplus as of June 30, 2012.

DESCRIPTION OF EXPENDITURES

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

80011 Head of Department – The salary for the head of the department.

80012 Employees – The salaries for the employees of the department, including any longevity bonuses or other stipends pursuant to collective bargaining contracts.

80013 Part-time Employees – The wages for seasonal and/ or temporary employees.

80014 Overtime – The wages paid to employees for working beyond their normal work hours.

80015 Professional Services – Fees paid to outside contractors for their expertise in a particular field.

80016 Clothing Allowance – For the Police Department and Norwich Fire Department, this line item includes clothing allowances pursuant to collective bargaining contracts. For the Volunteer Fire Departments, this line item includes only the dress uniforms for ceremonies.

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

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

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

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

80033 Telephone – Landlines, high-speed internet, wireless telephone service, 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 5 years; repairs and maintenance to city's real property; and maintenance contracts on city's buildings and fixtures.

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

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

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

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

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

CITY MANAGER

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

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

VALUES:

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

GOALS & ACTION PLANS:

1. Continually improve citizen satisfaction with all city services.
2. Continually improve our understanding of what the citizens of Norwich want us to achieve.
3. Provide the Council and the public with the best, most accurate, information possible.

TARGET ACTIVITIES

- Support Norwich infrastructure improvement projects.
- Provide state and federal legislators and officials with information about Norwich city government activities, priorities and progress.
- Work in conjunction with the Mayor's office on economic development efforts.

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2012-13 ADOPTED BUDGET**

11 CITY MANAGER	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 REVISED BUDGET	2012-13 BUDGET REQUEST	2012-13 MANAGER'S PROPOSED	2012-13 ADOPTED BUDGET
80011 HEAD OF DEPT	123,728	124,985	125,000	125,000	125,000	125,000	125,000
80012 EMPLOYEES	110,585	70,996	43,534	45,946	45,946	45,946	45,946
80013 PART TIME EMPLOYEES	18,531	0	3,463	2,100	2,100	2,100	2,100
89999 FRINGE BENEFITS	97,233	76,180	61,903	62,172	70,388	70,388	70,388
80015 PROFESSIONAL SERVICES	0	1,437	1,950	9,000	9,000	9,000	9,000
80021 MATERIALS & SUPPLIES	2,209	1,622	3,675	3,000	2,000	2,000	2,000
80032 EQUIP & FURN MAINT.	2,773	3,246	2,665	1,500	2,500	2,500	2,500
80033 TELEPHONE	4,518	3,928	3,297	3,300	2,200	2,200	2,200
80034 POSTAGE	477	459	259	1,100	1,100	1,100	1,100
80037 MILEAGE	4,889	4,733	3,732	6,000	6,000	6,000	6,000
80039 PRINTING	0	0	0	500	500	500	500
80048 DEPARTMENTAL EXPENSE	7,511	0	114	500	500	500	500
80057 DUES, LICENSES, SUBSCRIPTIONS	0	1,875	1,427	2,000	2,000	2,000	2,000
80059 TRAINING	0	1,431	1,941	2,000	2,000	2,000	2,000
TOTALS	372,454	290,892	252,960	264,118	271,234	271,234	271,234

Staffing

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

Salaries

City Manager				125,000	125,000	125,000	125,000
Assistant City Manager				0	0	0	0
Executive Secretary				45,946	45,946	45,946	45,946
Administrative Clerk				0	0	0	0

Total Salaries Paid by General Fund

City Manager				125,000	125,000	125,000	125,000
Assistant City Manager				0	0	0	0
Executive Secretary				45,946	45,946	45,946	45,946
Administrative Clerk				0	0	0	0
Subtotal - Employees				45,946	45,946	45,946	45,946
TOTAL SALARIES				170,946	170,946	170,946	170,946

PERFORMANCE MEASURES

	ACTUAL	ACTUAL	ACTUAL	PROJECTED	PROJECTED	PROJECTED	PROJECTED
Workload/ Output							
Meetings attended	264	264	264	264	264	264	264
Number of FTE's managed	308	293	286	286	297	297	298
Budget managed	\$106,760,000	\$101,204,777	\$102,646,823	\$109,308,849	\$113,472,991	\$113,472,991	\$114,729,847

Efficiency

Cost of department/ cost of total General Fund operations	0.35%	0.29%	0.25%	0.24%	0.24%	0.24%	0.24%
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FINANCE

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

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

VALUES:

- Fiscal Integrity
- Efficiency
- Accuracy
- Timeliness

GOALS & ACTION PLANS:

1. Begin to offer the option of electronic (ACH) payments to vendors in lieu of checks. **(G3)**
2. Reduce redundancy in payroll process by implementing decentralized time entry directly into our payroll system. **(G3)**
3. Continue to consolidate the city's servers by utilizing NPU's fiber optic network. **(G3)**
4. Work with NPU to determine whether the city can achieve long-term savings by making technology changes such as VOIP, consolidating disaster recovery systems, etc. **(G3)**

ACCOMPLISHMENTS:

1. Consolidated servers at Norwich Fire Department, Rose City Senior Center, and Public Works.
2. Issued \$9.6 million of General Obligation (GO) 20-year bonds at a true interest cost of 2.62%.
3. Refunded \$2.6 million of 2002 GO bonds at a true interest cost of 1.3% for a net present value savings of over \$400,000.
4. Used input from 120 responses to website survey issued in November 2011 to develop an RFP for the redesign of the City's website.
5. Received GFOA Certificate of Achievement for Excellence in Financial Reporting every year since fiscal year 1992-93 and received GFOA Distinguished Budget Presentation Award every year since fiscal year 2000-01.

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2012-13 ADOPTED BUDGET**

		2008-09	2009-10	2010-11	2011-12	2012-13	2012-13	2012-13
		ACTUAL	ACTUAL	ACTUAL	REVISED BUDGET	BUDGET REQUEST	MANAGER'S PROPOSED	ADOPTED BUDGET
12	FINANCE							
80011	HEAD OF DEPT	92,172	92,172	92,170	96,815	103,632	103,632	103,632
80012	EMPLOYEES	622,631	570,575	574,406	613,566	626,342	626,342	626,342
80013	PART TIME EMPLOYEES	27,152	10,695	3,972	0	5,600	5,600	5,600
80014	OVERTIME	7,385	1,790	1,076	0	4,725	4,725	4,725
89999	FRINGE BENEFITS	272,322	223,535	266,875	292,109	334,739	334,739	334,739
80015	PROFESSIONAL SERVICE	40,800	39,785	48,422	42,000	54,400	54,400	54,400
80021	MATERIALS & SUPPLIES	14,491	5,429	6,096	6,000	6,000	6,000	6,000
80032	EQUIP & FURN MAINT	16,326	29,434	15,229	11,539	13,108	13,108	13,108
80033	TELEPHONE	10,285	11,125	9,552	8,100	6,300	6,300	6,300
80034	POSTAGE	28,613	31,660	21,205	28,175	28,583	28,583	28,583
80037	MILEAGE	3,314	3,692	3,615	3,900	3,900	3,900	3,900
80038	ADVERTISING	17,243	4,920	2,221	3,100	3,100	3,100	3,100
80039	PRINTING	22,012	12,820	13,807	15,400	15,200	15,200	15,200
80044	DATA CENTER	195,053	172,432	166,917	142,000	144,000	144,000	144,000
80048	DEPARTMENTAL EXPENSE	6,158	0	0	0	0	0	0
80057	DUES, LICENSES, SUBSCRIPTIONS	0	3,792	3,811	3,500	4,800	4,800	4,800
80059	TRAINING	0	1,118	2,102	3,400	3,400	3,400	3,400
TOTALS		1,375,957	1,214,974	1,231,476	1,269,604	1,357,829	1,357,829	1,357,829

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

Salaries

Comptroller				96,815	103,632	103,632	103,632
Deputy Comptroller				76,146	81,507	81,507	81,507
Tax Collector				73,371	75,939	75,939	75,939
Purchasing Agent				71,424	73,924	73,924	73,924
LAN Supervisor				67,043	69,390	69,390	69,390
Accountant				55,980	55,980	55,980	55,980
LAN Technician				53,283	53,283	53,283	53,283
Accounting Generalist				47,095	47,095	47,095	47,095
Revenue Collections Clerks				38,652	38,652	38,652	38,652
Collector of Delinquent Taxes				44,825	44,825	44,825	44,825

Total Salaries Paid by General Fund

Comptroller				96,815	103,632	103,632	103,632
Deputy Comptroller				76,146	81,507	81,507	81,507
Tax Collector				73,371	75,939	75,939	75,939
Purchasing Agent				71,424	73,924	73,924	73,924
LAN Supervisor				67,043	69,390	69,390	69,390
Accountant				55,980	55,980	55,980	55,980
LAN Technician				53,283	53,283	53,283	53,283
Accounting Generalist				94,190	94,190	94,190	94,190
Revenue Collections Clerks				77,304	77,304	77,304	77,304
Collector of Delinquent Taxes				44,825	44,825	44,825	44,825
Subtotal - Employees				613,566	626,342	626,342	626,342
TOTAL SALARIES				710,381	729,974	729,974	729,974

12 FINANCE	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 REVISED BUDGET	2012-13 BUDGET REQUEST	2012-13 MANAGER'S PROPOSED	2012-13 ADOPTED BUDGET
PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	PROJECTED	PROJECTED	PROJECTED	PROJECTED
<i>Inputs</i>							
Value of current levy tax bills mailed	53,595,984	55,162,306	57,006,148	58,707,362	62,742,221	62,742,221	64,050,220
Current levy taxes collected	51,572,224	53,056,137	54,816,062	56,517,577	60,289,000	60,289,000	61,545,856
Debt Service Interest Paid	1,198,896	942,764	1,296,888	1,001,075	1,204,332	1,204,332	1,204,332
Outstanding debt at beginning of the year	32,395,000	35,285,000	35,115,000	31,640,000	37,405,000	37,405,000	37,405,000
<i>Workload/ Output</i>							
Hardware/ software service requests cleared	1,800	1,900	2,360	1,900	1,900	1,900	1,900
Number of computers maintained	260	260	260	260	260	260	260
Number of computers replaced during the year	25	15	23	20	20	20	20
Number of servers maintained	16	16	12	12	12	12	12
Number of servers replaced during the year	3	2	1	2	2	2	2
Number of printers maintained	105	100	100	100	100	100	100
Number of training opportunities offered	-	-	-	2	2	2	2
Number of training participants	-	-	-	20	20	20	20
Number of internal audits performed	2	2	2	2	2	2	2
<i>Outcome/ Results</i>							
Percent of current tax levy collected	96.22%	96.18%	96.16%	96.27%	96.09%	96.09%	96.09%
Actual General Fund revenue collected as a of the amount budgeted	99.13%	100.25%	100.00%	100.00%	100.00%	100.00%	100.00%
Reportable findings by external auditor	-	-	-	-	-	-	-
Reportable findings - Federal & State awards	-	1	1	-	-	-	-
Audit adjustments	3	10	6	10	10	10	10
Average number of days to pay bills	21	19	18	20	20	20	20
Percent of bills paid within 30 days	84.47%	89.16%	92.27%	90.00%	90.00%	90.00%	90.00%
Website visits	149,317	165,923	170,527	180,000	180,000	180,000	180,000
<i>Efficiency</i>							
Cost of department/ cost of total General Fund operations	1.29%	1.20%	1.20%	1.16%	1.20%	1.20%	1.18%
Average interest rate on debt	3.70%	2.67%	3.69%	3.16%	3.22%	3.22%	3.22%
Date financial statement audit finished	12/30/2009	12/22/2010	12/19/2011	10/31/2012	10/31/2013	10/31/2013	10/31/2013
Number of business days budget printed after adoption	10	11	17	10	10	10	10

TREASURER

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

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

VALUES:

- Prudence
- Integrity
- Accuracy
- Timeliness

GOALS:

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

ACCOMPLISHMENTS:

1. Added a second check imaging machine, making check deposits more efficient.
2. Generated \$86,220 in revenue by keeping all excess city funds in interest bearing accounts at all times.
3. Began putting bank statements online, saving paper and bank charges.

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2012-13 ADOPTED BUDGET**

02	TREASURER	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 REVISED BUDGET	2012-13 BUDGET REQUEST	2012-13 MANAGER'S PROPOSED	2012-13 ADOPTED BUDGET
80011	HEAD OF DEPT	46,461	46,461	46,464	46,464	46,464	46,464	46,464
80012	EMPLOYEES	95,414	87,216	94,274	91,920	98,108	98,108	98,108
89999	FRINGE BENEFITS	50,365	49,643	58,322	61,500	69,384	69,384	69,384
80021	MATERIALS & SUPPLIES	179	370	800	750	750	750	750
80032	EQUIP & FURN MAINT	0	548	63	500	500	500	500
80033	TELEPHONE	798	846	1,112	800	600	600	600
80034	POSTAGE	17	7	0	0	0	0	0
80037	MILEAGE	56	1,039	881	900	900	900	900
80039	PRINTING	1,233	363	464	500	500	500	500
80048	DEPARTMENTAL EXPENSE	1,384	0	0	0	0	0	0
80057	DUES, LICENSES, SUBSCRIPTIONS	0	415	215	500	500	500	500
TOTALS		195,907	186,908	202,595	203,834	217,706	217,706	217,706

Staffing

Treasurer	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
Accounting Assistant	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
Assistant to the City Treasurer				53,283	53,283	53,283	53,283	53,283
Accounting Assistant				44,825	44,825	44,825	44,825	44,825

Total Salaries Paid by General Fund

Treasurer				46,464	46,464	46,464	46,464	46,464
Assistant to the City Treasurer				53,283	53,283	53,283	53,283	53,283
Accounting Assistant				44,825	44,825	44,825	44,825	44,825
Subtotal - Employees				<u>98,108</u>	<u>98,108</u>	<u>98,108</u>	<u>98,108</u>	<u>98,108</u>
TOTAL SALARIES				<u>144,572</u>	<u>144,572</u>	<u>144,572</u>	<u>144,572</u>	<u>144,572</u>

PERFORMANCE MEASURES

	ACTUAL	ACTUAL	ACTUAL	PROJECTED	PROJECTED	PROJECTED	PROJECTED
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Workload/ Output

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

Outcome/ Results

Average return on investments	3.50%	2.00%	1.00%	2.00%	0.40%	0.40%	0.40%
Average number of days to perform bank reconciliations	15	15	15	15	15	15	15

Efficiency

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

ASSESSMENT

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

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

VALUES:

- Accuracy
- Uniformity
- Fairness
- Consistency

GOALS & ACTION PLANS:

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

ACCOMPLISHMENTS:

1. Filed the October 1, 2011 Grand List on January 31, 2012 with a net increase of \$ 44,554,440
2. Continued to utilize the Vision Appraisal "CAMA" (Computer Assisted Mass Appraisal) System to calculate uniform assessments for all real estate.
3. Conducted an in-depth search for new Personal Property resulting in an increase to that portion of the Grand List.
4. Continuing the monumental task of correcting Assessors maps for the mid-stage creation of a working GIS (geographic information system) that will be able to be used by all departments within the City.

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2012-13 ADOPTED BUDGET**

13	ASSESSMENT	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 REVISED BUDGET	2012-13 BUDGET REQUEST	2012-13 MANAGER'S PROPOSED	2012-13 ADOPTED BUDGET
80011	HEAD OF DEPT	102,126	72,859	78,701	82,722	85,618	85,618	85,618
80012	EMPLOYEES	124,333	124,834	125,265	129,649	129,649	129,649	129,649
80013	PART TIME EMPLOYEES	1,758	0	0	3,000	3,000	3,000	3,000
80014	OVERTIME	11,278	409	0	0	0	0	0
89999	FRINGE BENEFITS	114,775	82,273	98,337	101,368	105,096	105,096	105,096
80015	PROFESSIONAL SERVICE	25,247	16,479	12,724	15,000	15,000	15,000	15,000
80021	MATERIALS & SUPPLIES	7,883	5,937	767	1,000	1,500	1,500	1,500
80032	EQUIP & FURN MAINT	0	6,547	6,724	7,040	7,040	7,040	7,040
80033	TELEPHONE	1,134	1,207	1,527	1,200	1,200	1,200	1,200
80034	POSTAGE	1,923	2,601	3,654	1,800	1,800	1,800	1,800
80037	MILEAGE	2,851	33	2,419	2,500	2,500	2,500	2,500
80038	ADVERTISING	628	331	960	525	1,000	1,000	1,000
80039	PRINTING	1,595	775	3,400	1,775	4,000	4,000	4,000
80048	DEPARTMENTAL EXPENSE	962	0	0	0	0	0	0
80057	DUES, LICENSES, SUBSCRIPTIONS	0	3,222	2,431	1,470	1,500	1,500	1,500
80059	TRAINING	0	816	1,997	2,300	2,500	2,500	2,500
80155	REVALUATION	90,869	36,900	10,000	10,000	10,000	10,000	10,000
TOTALS		487,362	355,223	348,906	361,349	371,403	371,403	371,403

Staffing

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

Salaries

Assessor				82,722	85,618	85,618	85,618
Assistant Assessor				55,980	55,980	55,980	55,980
Assessment Clerk				38,652	38,652	38,652	38,652
Assessment Data Entry Clerk				35,017	35,017	35,017	35,017

Total Salaries Paid by General Fund

Assessor				82,722	85,618	85,618	85,618
Assistant Assessor				55,980	55,980	55,980	55,980
Assessment Clerk				38,652	38,652	38,652	38,652
Assessment Data Entry Clerk				35,017	35,017	35,017	35,017
Subtotal - Employees				129,649	129,649	129,649	129,649
TOTAL SALARIES				212,371	215,267	215,267	215,267

PERFORMANCE MEASURES

	ACTUAL	ACTUAL	ACTUAL	PROJECTED	PROJECTED	PROJECTED	PROJECTED
Workload/ Output							
Grand list, net of exemptions and credits	2,357,384,949	2,327,205,112	2,390,719,909	2,331,000,000	2,450,000,000	2,450,000,000	2,450,000,000
Real estate accounts (gross)	2,509,368,037	2,099,094,537	2,665,008,101	2,125,101,500	2,690,000,000	2,690,000,000	2,690,000,000
Motor vehicle accounts (gross)	172,861,934	174,082,080	183,846,393	178,643,725	195,000,000	195,000,000	195,000,000
Personal property accounts (gross)	114,639,517	115,173,377	132,757,250	118,435,010	145,000,000	145,000,000	145,000,000
Real estate accounts (number)	13,801	13,093	13,947	13,897	14,000	14,000	14,000
Motor vehicle accounts (number)	29,733	29,687	29,250	29,500	29,000	29,000	29,000
Personal property accounts (number)	1,130	1,128	1,699	1,750	1,650	1,650	1,650
Total number of accounts	44,664	43,908	44,896	45,147	44,650	44,650	44,650
Deed transfers	2,550	1,500	2,600	2,000	2,000	2,000	2,000
Building permits	1,200	1,600	1,500	2,000	2,000	2,000	2,000
Personal property declarations	1,350	1,650	1,800	1,900	2,000	2,000	2,000

Outcome/ Results

Grand lists filed timely	1	1	1	1	1	1	1
Appeals to Board of Assessment Appeals	660	500	250	150	200	200	200
BAA adjustments	100	147	300	25	100	100	100

Efficiency

Number of assessments per FTE staff	11,166	10,977	11,224	11,287	11,163	11,163	11,163
Cost per assessment	10.91	8.09	7.77	8.00	8.32	8.32	8.32

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.

VISION: To be a valued resource for all employees, including managers, on matters dealing with the interactions between employees and the city. 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:

- Compassion
- Fairness
- Consistency

GOALS & ACTION PLANS:

1. Maintain Human Resources Department effectiveness by continually providing a varied and challenging work environment, encouraging innovation from staff members, and responding promptly to staff members' needs.
2. Maximize usage of available technology to improve access to and flexibility of employee, retiree, and applicant databases. **(G3)**
3. Annually review and/or update ten job descriptions for accurate content and ADA format.
4. Reduce recruitment cycle time (from initial requisition through testing and final offer). **(G3)**
5. Increase the number of minority employees in the city through concerted efforts to increase the number of qualified minority applicants.
6. Offer at least eight training opportunities to supervisory employees through the Employee Assistance Program, the Training Consortium, Connecticut Conference of Municipalities and other sources.
7. Administer seven labor contracts and respond to grievances to avoid arbitration by finding the parties' mutual interest; or to prevail in arbitration in the absence of negotiated agreement. **(G3)**

ACCOMPLISHMENTS:

1. Negotiated and came to an agreement with seven unions for concessions.
2. Reduced cycle time for both insurance enrollment/changes and pension processing by obtaining direct access to insurance carrier and trustee for pension.
3. Created an open and trusting atmosphere resulting in a better working relationship with employees, retirees, and the public.
4. Redesigned the employee/retiree insurance divisions and health benefit plans to comply with OPEB requirements.
5. Scanned all job descriptions for easy reference on server.

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2012-13 ADOPTED BUDGET**

14 HUMAN RESOURCES	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 REVISED BUDGET	2012-13 BUDGET REQUEST	2012-13 MANAGER'S PROPOSED	2012-13 ADOPTED BUDGET
80011 HEAD OF DEPT	87,468	73,947	80,000	84,032	89,948	89,948	89,948
80012 EMPLOYEES	172,724	104,903	109,630	112,617	170,482	128,102	128,102
80014 OVERTIME	1,855	0	0	0	0	0	0
89999 FRINGE BENEFITS	93,312	69,712	89,802	90,362	127,112	108,881	108,881
80015 PROFESSIONAL SERVICE	42,193	26,557	34,542	57,000	57,000	57,000	57,000
80021 MATERIALS & SUPPLIES	2,869	1,973	3,777	2,000	3,000	3,000	3,000
80032 EQUIP & FURN MAINT	3,744	3,651	3,131	3,500	3,500	3,500	3,500
80033 TELEPHONE	2,274	2,624	3,081	2,300	2,300	2,300	2,300
80034 POSTAGE	1,630	1,394	1,320	1,800	1,800	1,800	1,800
80038 ADVERTISING	11,065	3,778	4,223	5,000	4,000	4,000	4,000
80039 PRINTING	1,023	434	462	1,500	1,000	1,000	1,000
80048 DEPARTMENTAL EXPENSE	3,361	0	0	0	0	0	0
80057 DUES, LICENSES, SUBSCRIPTIONS	0	2,210	2,193	3,000	2,500	2,500	2,500
80153 HEALTH SAFETY COMPLIANCE	14,267	29,993	23,229	0	0	0	0
80167 EDUCATION INCENTIVE	2,729	4,121	2,872	7,000	5,000	5,000	5,000
TOTAL	440,514	325,297	358,262	370,111	467,642	407,031	407,031

Notes on Line items:

Overtime covers secretarial duties for the Personnel and Pension Board Meetings and giving exams for the Human Resources Department.
Professional Services includes costs of applicant test development, pre-placement physicals, evaluations, Employees' Assistance Program (EAP), drug testing, polygraph/ psychological testing, HazMat technician testing, influenza shots for employees, and pulmonary function tests for firefighters.
The cost for actuarial service is not included in this budget. Actuary fees are paid out of Employee Retirement Fund.

Staffing

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

Salaries

Director of Human Resources				84,032	89,948	89,948	89,948
Assistant Human Resources Director				57,865	61,938	61,938	61,938
Retirement Plan Administrator				49,945	49,945	49,945	49,945
Human Resources Assistant				41,974	41,974	41,974	41,974
Labor Relations Clerk (21 hours)				34,497	34,497	34,497	34,497

Total Salaries Paid by General Fund

Director of Human Resources				84,032	89,948	89,948	89,948
Assistant Human Resources Director				0	61,938	15,485	15,485
Retirement Plan Administrator				49,945	49,945	49,945	49,945
Human Resources Assistant				41,974	41,974	41,974	41,974
Labor Relations Clerk (21 hours)				20,698	20,698	20,698	20,698
Subtotal - Employees				112,617	174,555	128,102	128,102
TOTAL SALARIES				196,649	264,503	218,050	218,050

NOTE: This budget assumes that a new Assistant Human Resources Director will be hired on 4/1/2013.

PERFORMANCE MEASURES

	ACTUAL	ACTUAL	ACTUAL	PROJECTED	PROJECTED	PROJECTED	PROJECTED
Workload/outputs							
Total City employees	284.0	293.0	280.0	285.0	297.0	297.0	297.0
Total NPU employees	139.5	139.5	146.0	148.0	144.0	144.0	144.0
Total applications processed	867	960	476	600	600	600	600
Number of promotional exams given	10	14	7	10	10	10	10
Number of entry exams given	2	20	2	10	10	10	10
Vacancies filled through promotion	7	6	4	5	5	5	5
Vacancies filled through new hires	2	8	2	5	5	5	5
Classifications reviewed	10	10	10	10	10	10	10
Training programs provided	10	10	10	10	10	10	10
Percent of female employees	26.40%	26.40%	25.00%	26.40%	26.40%	26.40%	26.40%
Percent of minority employees	8.00%	8.00%	7.44%	8.00%	8.00%	8.00%	8.00%
Outcome/results							
Employee turnover rate	2.00%	5.60%	6.00%	5.00%	5.00%	5.00%	5.00%
Percent of employees completing probation	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Number of employees given service awards	23	-	-	-	-	-	-
Efficiency							
Number of active city employees per FTE	61.7	81.4	77.8	79.2	64.6	77.1	77.1

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2012-13 ADOPTED BUDGET**

15 LAW	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 REVISED BUDGET	2012-13 BUDGET REQUEST	2012-13 MANAGER'S PROPOSED	2012-13 ADOPTED BUDGET
80134 CITY ATTORNEY	216,000	216,000	216,000	307,000	319,280	319,280	319,280
80135 OUTSIDE ATTORNEYS	199,926	179,577	200,579	113,000	117,520	117,520	117,520
TOTALS	415,926	395,577	416,579	420,000	436,800	436,800	436,800

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

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

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

CITY CLERK

MISSION: To serve as the custodians and distributors of the city's vital and land record archives. 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. 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
- Courteous

GOALS & ACTION PLANS:

1. Provide confidentiality in concern with customer's vital records.
2. Image older land record documents on the current computer system for more efficient customer access in the office and for off-site subscribers. **(G3)**
3. Index and image maps as they come in for ease of access for viewing and reproduction. **(G3)**
4. Index Veterans Discharges and Trade Names on the internal computer database for quicker customer service. **(G3)**

ACCOMPLISHMENTS:

1. Applied for and been awarded State Grant Money to preserve older deteriorated vital records.
2. Employed current personnel to do in house scanning of older land records as opposed to outside source.
3. Eliminated a third party company for express shipped vital records therefore bringing in higher revenues.
4. Implemented New Vision upgrade to incorporate on line records source for land records, trade name certificates, military discharge and vitals.
5. Offer a variety of sizes of maps copies to better service customers.

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2012-13 ADOPTED BUDGET**

16	CITY CLERK	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 REVISED BUDGET	2012-13 BUDGET REQUEST	2012-13 MANAGER'S PROPOSED	2012-13 ADOPTED BUDGET
80011	HEAD OF DEPT	105,904	65,236	65,140	68,276	68,276	68,276	68,276
80012	EMPLOYEES	182,512	160,491	145,622	128,019	128,019	128,019	128,019
80013	PART TIME EMPLOYEES	144	339	0	0	0	0	2,500
89999	FRINGE BENEFITS	108,082	86,294	101,314	90,939	101,433	101,433	101,433
80015	PROFESSIONAL SERVICE	2,570	7,596	15,056	19,000	19,000	19,000	19,000
80021	MATERIALS & SUPPLIES	26,500	21,985	7,396	13,000	13,000	13,000	13,000
80032	EQUIP & FURN MAINT	4,927	7,140	10,610	4,800	4,800	4,800	4,800
80033	TELEPHONE	2,011	2,040	2,652	2,000	2,000	2,000	2,000
80034	POSTAGE	4,161	2,225	2,410	2,000	2,000	2,000	2,000
80037	MILEAGE	0	589	379	600	600	600	600
80038	ADVERTISING	12,276	3,559	5,365	6,000	6,000	6,000	6,000
80039	PRINTING	1,472	941	202	3,000	3,000	3,000	3,000
80048	DEPARTMENTAL EXPENSE	4,097	0	0	0	0	0	0
80056	VITAL STAT PAYMENTS	154	166	184	150	150	150	150
80057	DUES, LICENSES, SUBSCRIPTIONS	0	590	1,100	600	600	600	600
80059	TRAINING	0	450	1,287	2,500	2,500	2,500	2,500
TOTALS		454,810	359,641	358,717	340,884	351,378	351,378	353,878

Notes on Line items:

Professional Services: Cover costs of auditing land records.

Staffing

City Clerk	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Assistant City Clerk	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Records Clerks	4.00	3.00	3.00	2.00	2.00	2.00	2.00
TOTAL FTE'S	6.00	5.00	5.00	4.00	4.00	4.00	4.00

Salaries

City Clerk				68,276	68,276	68,276	68,276
Assistant City Clerk				50,715	50,715	50,715	50,715
Records Clerks				38,652	38,652	38,652	38,652

Total Salaries Paid by General Fund

City Clerk				68,276	68,276	68,276	68,276
Assistant City Clerk				50,715	50,715	50,715	50,715
Records Clerks				77,304	77,304	77,304	77,304
Subtotal - Employees				128,019	128,019	128,019	128,019
TOTAL SALARIES				196,295	196,295	196,295	196,295

PERFORMANCE MEASURES

ACTUAL ACTUAL ACTUAL PROJECTED PROJECTED PROJECTED PROJECTED

Workload/outputs

Council minutes prepared	24	24	24	24	24	24	24
Land records recorded	5,691	6,364	5,753	9,000	9,000	9,000	9,000
Marriage licenses issued	330	323	291	400	400	400	400
Death certificates recorded	510	472	524	500	500	500	500
Birth certificates recorded	969	978	884	1,100	1,100	1,100	1,100
Absentee ballots issued	1,183	427	108	1,000	1,000	1,000	1,000
Dog licenses issued	2,069	2,071	1,946	2,100	2,100	2,100	2,100
Total transactions	10,752	10,635	9,506	14,100	14,100	14,100	14,100

Outcome/results

Revenues received (Recording Fees and Conveyance Taxes)	\$793,929	\$715,637	\$1,110,000	\$1,110,000	\$1,110,000	\$1,110,000	\$1,110,000
% of Council minutes prepared without correction	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Efficiency

Number of transactions per FTE	1,792.0	2,127.0	1,901.2	3,525.0	3,525.0	3,525.0	3,525.0
Budget per transaction	\$42.30	\$33.82	\$26.97	\$24.18	\$24.42	\$24.07	\$25.10
Cost of dept/cost of total general fund operations	0.43%	0.36%	0.37%	0.33%	0.34%	0.34%	0.34%

MAYOR/ CITY COUNCIL

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

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

GOALS & ACTION PLANS:

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



Peter A. Nystrom
Mayor



Peter Desaulniers
President Pro-Tempore



Mark Bettencourt
City Councilman



H. Tucker Braddock, Jr.
City Councilman



Deb Hinchey
City Councilwoman



Charles A. Jaskiewicz, III
City Councilman



Sofee Noblick
City Councilwoman

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2012-13 ADOPTED BUDGET**

17	CITY COUNCIL	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 REVISED BUDGET	2012-13 BUDGET REQUEST	2012-13 MANAGER'S PROPOSED	2012-13 ADOPTED BUDGET
80011	HEAD OF DEPT	44,999	44,999	45,000	45,000	45,000	45,000	45,000
80012	COUNCIL MEMBERS	6,600	7,200	7,200	7,200	7,200	7,200	7,200
80013	EMPLOYEES	36,875	33,593	36,735	31,590	33,833	33,833	33,833
80014	OVERTIME	686	405	0	0	0	0	0
80015	PROFESSIONAL SERVICES	27,000	12,000	0	0	0	0	0
89999	FRINGE BENEFITS	29,596	22,965	9,323	6,569	7,373	7,373	7,373
80021	MATERIALS & SUPPLIES	1,072	7,094	3,236	3,800	3,800	3,800	3,800
80032	EQUIP & FURN MAINT	0	851	0	0	2,300	2,300	2,300
80033	TELEPHONE	2,509	1,612	1,709	1,600	1,750	1,750	1,750
80034	POSTAGE	272	135	157	300	200	200	200
80039	PRINTING	0	3,758	2,283	200	200	200	200
80048	DEPARTMENTAL EXPENSE	22,110	5,575	866	6,000	10,000	10,000	10,000
80057	DUES, LICENSES, SUBSCRIPTIONS	0	89	112	600	600	600	600
80059	TRAINING	0	99	66	1,000	1,000	1,000	1,000
81000	PROJECT CONTINGENCY	23,714	9,654	5,359	70,000	25,000	25,000	25,000
81072	MAIN STREET PROGRAM	25,000	25,000	25,000	0	0	0	0
81075	TOURISM	44,839	0	0	0	0	0	0
87102	TASTE OF ITALY	5,000	0	0	0	0	0	5,000
87103	VETERAN ORGANIZATIONS	4,122	3,958	3,744	5,000	5,000	5,000	5,000
87104	4TH OF JULY COMMITTEE	6,300	0	0	0	0	0	0
87105	HARBOR COMMISSION	9,000	4,554	7,194	0	7,000	7,000	7,000
87106	WINTER FESTIVAL	9,400	0	0	0	0	0	0
87107	SEMISEPTCENTENNIAL	25,000	0	0	0	0	0	0
87112	NORWICH COMMUNITY DEV. CORP.	0	150,000	150,000	150,000	150,000	150,000	150,000
87113	SECTER	0	10,641	12,641	12,641	12,641	12,641	12,641
89S80	SACHEM FUND TRANSFER	200,000	50,000	50,000	50,000	50,000	50,000	50,000
89S99	CITY HISTORIAN	0	0	0	0	3,875	3,875	3,875
TOTALS		524,094	394,182	360,625	391,500	366,772	366,772	371,772

Notes on Line items:

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

Staffing

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

Salaries

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

Total Salaries Paid by General Fund

Mayor				45,000	45,000	45,000	45,000
City Council Members				7,200	7,200	7,200	7,200
Council Secretary				31,590	33,833	33,833	33,833
TOTAL SALARIES				83,790	86,033	86,033	86,033

PERFORMANCE MEASURES

ACTUAL ACTUAL ACTUAL PROJECTED PROJECTED PROJECTED PROJECTED

Workload/ Output

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

POLICE

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

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

VALUES:

- Professionalism
- Compassion
- Integrity
- Accountability
- Communication

GOALS & ACTION PLANS:

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

ORGANIZATIONAL ACCOMPLISHMENTS:

- *Federal Grant Award: Harbor Patrol & Rescue Vessel.* The United States Department of Homeland Security under the Port Security Grants Program awarded the City \$236,000 for the purchase and up-grade the Police Department's Harbor/River Patrol & Rescue Vessel. This award enables the Harbor Patrol to be available and operational in all weather conditions. The grant funding also outfitted the vessel with all necessary technological advances and equipment to make it "state of the art" marine asset to the regional local, state and federal agencies.
- *Certified New Hires.* During 2010 the department had the luxury of hiring three certified Connecticut police officers from other police departments. These officers were hired fully trained and certified enabling the City to save upwards of \$100,000 plus in costs; police academy training expenses, eliminating 108 weeks of combined training time, and the payroll costs. The training time and money savings have a compounded effect allowing the department put experienced officers into service much sooner than recruit officers while reducing replacement costs to the Police Department.
- *Cold Case.* During calendar year 2010, the Southeastern Connecticut/New London County Cold Case Homicide Unit solved and produced an arrest for five previously unsolved homicides in the region. Three of the five homicide investigations solved were Norwich Police Department cases, including the highly publicized brutal murder of Dr. Eugene Mallove in 2004. The Norwich Police have one sergeant and one detective assigned to this productive unit.
- *Dog Pound.* The long awaited opening of a new, spacious and state of the art City Pound took place in December 2010. The new animal facility is more secure and touts 20 dog kennels, 10 more than the old Pound. Adding to the security is a drive in "sally port" allowing the ACOs to extract the animals from their vehicle within the confines of the building avoiding accidental escapes. The new facility features air conditioning, a washing station for the animals, three quarantine pens, a "Sanctuary" room for cats, a washing machine and dryer eliminating the need for the previously contracted laundry service, spacious office with computer and internet access and kitchen space as well as a full bathroom and shower facility for employees.

The following are a small sampling of noteworthy crimes and incidents from calendar year 2010:

- February 19, 2010 - Investigated the theft of a bronze grave site statue (Osgood Family Statue) valued @ \$36,000 from the Yantic Cemetery on Lafayette St. Recovered the cut up pieces of the statue and made three arrests.
- April 27, 2010 - Arson fire of the vacant Capehart building led to the formation of the Arson Task Force. The task force was comprised of Sergeant Camp and Officer Smith from the Norwich Police Department as well as members from the Connecticut State Police Office of the State Fire Marshal and the City of Norwich Fire Marshal's Office. The task force solved 17 arson fires and affected 26 arrests for fires that occurred between 2006 and 2010 including the Capehart Mill arson fire.
- June 11 – October 6, 2010 - A string of nine separate residential and commercial burglaries occurred within the Norwichtown area. Two suspects were arrested for their roles in these burglaries.
- June 19, 2010 - Patrol Division Officers responded to the Phoenix Bar for the victim of a stabbing/shooting. Arrested 1 suspect.
- August 26, 2010 - Murder investigation on Lake St. Arrested 1 suspect for the murder, seized one firearm and arrested two other suspects for their roles in a related robbery.
- September 29, 2010 - Suspect was arrested for embezzling over \$110,000 from her elderly parents. Initially it was reported in February of 2010 as a \$60,000 theft.
- October 7, 2010. Conducted Operation Trap Door in collaboration with the Bureau of Alcohol Firearms & Tobacco (BATF). A narcotic & firearm sweep which included three coordinated search warrants and resulted in the arrest of 15 subjects and the seizure of five firearms and \$1,000 in cash.
- October 21, 2010 - Bank Robbery at the Dime Bank on West Town St. Arrested two suspects

- October 28, 2010 - Bank Robbery at Coreplus Federal Credit Union on Salem Tpke. Arrested the same two individuals suspected in the previous Dime Bank Robbery.
- October 30, 2010 - Patrol Officers responded to Oakland Heights Trailer park for a suspicious person investigation which resulted in the arrest of one suspect who had just committed three burglaries. Among the quantity of stolen property recovered was a loaded stolen handgun.
- November 1, 2010 - Armed robbery of the East Main St Package Store. Recovered the gun used and arrested two suspects.
- November 12, 2010 - Bank Robbery at to the Chelsea Groton Bank in Franklin Square. Arrested one suspect.
- November 28, 2010 - Shooting on Talman St., victim sustained a gunshot wound to the face. Suspect later arrested in 2011.
- November 30, 2010 - “Drive by” shooting on Ward St. for shots fired into a residence where a victim sustained a gunshot wound. Three suspects arrested, two guns seized.
- December 13, 2010 - Murder investigation on Boswell Ave. one suspect was arrested. While responding Detectives were investigating the murder, a 17 year-old suspect who initially was believed to be involved was found to be in possession of a sawed-off shotgun and placed under arrest and the firearm seized.

GRANTS DESCRIPTIONS

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

Federal Grants:

Federal Department of Justice Direct Grants:

LLEBG (2007 - 2010) \$35,016 – This grant supports law enforcement technology and equipment purchases.

LLEBG (2008 - 2011) \$12,503 – This grant supports law enforcement technology and equipment purchases.

BJA (Bureau of Justice Assistance) Body Armor Grant \$6,000 – This grant supports the purchase of soft body armor for officers through a 50% reimbursement of department expenditures.

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

ARRA Justice Assistance Grant (2009-2012) \$75,000– grant used to support the purchase of police-related equipment.

VALE (Victim Advocate/ Law Enforcement) (2011) \$140,000 – This grant supports equipment, training, and patrols designed to assist victims of domestic violence with department-based victims' advocate. This grant is funded 75% by the Federal Department of Justice and 25% by the Connecticut Office of Policy & Management.

Federal Department of Transportation Passed through Connecticut Department of Transportation:

Comprehensive DUI Enforcement Program for 2011 \$52,000 – This grant supports DUI/Traffic Enforcement patrols and checkpoints through a 75% reimbursement of department expenditures.

GLOSSARY OF EXPENSES:

State Collect System: This item represents the city's cost in participating in the statewide police communication terminal system essential for obtaining Department of Motor Vehicles and National Crime Information Computer (NCIC) information.

School Guards: Covers the costs related to 10 school crossing guards used to safely cross school children at numerous intersections near elementary schools.

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

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

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2012-13 ADOPTED BUDGET**

21	POLICE DEPARTMENT	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 REVISED BUDGET	2012-13 BUDGET REQUEST	2012-13 MANAGER'S PROPOSED	2012-13 ADOPTED BUDGET
80011	HEAD OF DEPT	95,330	95,521	95,321	100,134	107,184	107,184	107,184
80012	EMPLOYEES	5,059,813	5,330,657	5,394,279	5,791,044	6,334,367	6,247,189	6,247,189
80013	PART TIME EMPLOYEES	2,811	1,917	0	3,000	3,000	3,000	3,000
80014	OVERTIME	327,914	214,926	258,030	290,000	313,200	313,200	313,200
89999	FRINGE BENEFITS	3,130,860	2,727,806	3,189,121	3,392,211	3,889,657	3,872,564	3,872,564
80016	CLOTHING ALLOWANCE	103,759	135,256	88,351	117,420	132,270	132,270	132,270
80017	REPLACEMENT COST	922,180	822,384	901,503	751,000	853,200	853,200	853,200
80021	MATERIALS & SUPPLIES	44,544	34,729	47,534	45,347	48,000	53,000	53,000
80023	GAS OIL & GREASE	207,343	158,533	147,862	152,205	205,525	195,239	195,239
80024	FOOD	4,823	3,888	5,278	0	0	0	0
80029	TRAFFIC SIGNS ETC	28,243	33,731	0	0	0	0	0
80030	STATE COLLECT SYSTEM	1,764	736	72	4,000	4,000	4,000	4,000
80031	RADIO SERVICE	22,430	12,917	26,925	0	0	0	0
80032	EQUIP & FURN MAINT	45,769	42,182	53,128	61,000	71,900	71,900	71,900
80033	TELEPHONE	37,093	37,346	55,083	55,000	55,000	55,000	55,000
80034	POSTAGE	2,649	2,113	2,503	2,500	2,500	2,500	2,500
80035	UTILITIES	122,864	106,605	116,432	107,496	120,000	120,000	120,000
80039	PRINTING	7,216	3,550	4,813	7,000	11,000	0	0
80057	DUES, LICENSES, SUBSCRIPTIONS	0	5,167	4,184	5,000	5,000	5,000	5,000
80058	SCHOOL GUARDS	86,792	84,769	54,112	57,000	74,000	65,000	65,000
80059	TRAINING	6,857	14,349	5,659	17,500	30,000	30,000	30,000
80116	LAW ENFORCEMENT COUNCIL	9,600	10,748	11,239	12,130	12,130	12,130	12,130
80117	ALCOHOL ENFORCEMENT PROG	0	5,000	1,807	5,000	5,000	5,000	5,000
80119	SPECIAL INVESTIGATIONS	14,484	14,500	8,190	14,500	14,500	14,500	14,500
80150	DOWNTOWN COMMUNITY POLICING	8,710	2,076	623	50,000	50,000	40,000	40,000
TOTALS		10,303,699	9,901,646	10,472,049	11,040,487	12,341,433	12,201,876	12,201,876

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"

Staffing

Chief	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Deputy Chief	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Captain	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Lieutenant - Step 2	4.00	4.00	4.00	2.00	4.00	4.00	4.00	4.00
Lieutenant - Step 1	0.00	0.00	0.00	2.00	0.00	0.00	0.00	0.00
Sergeant - Step 2	9.00	9.00	9.00	8.00	9.00	9.00	9.00	9.00
Sergeant - Step 1	0.00	0.00	0.00	1.00	0.83	0.83	0.83	0.83
Police Officer - Step 5	38.00	32.00	28.00	26.00	23.00	23.00	23.00	23.00
Police Officer - Step 4	2.00	5.00	8.00	10.00	6.00	6.00	6.00	6.00
Police Officer - Step 3	25.00	10.00	3.00	1.00	22.00	22.00	22.00	22.00
Police Officer - Step 2	1.00	16.00	19.00	21.00	7.00	7.00	7.00	7.00
Police Officer - Step 1	0.00	0.00	5.00	8.00	14.00	13.25	13.25	13.25
School Resource Officer (SRO) paid by BOE	2.00	2.00	0.00	0.00	2.50	2.50	2.50	2.50
Sergeant - Step 1 paid by CDBG	0.00	0.00	0.00	0.00	0.17	0.17	0.17	0.17
Subtotal - Uniformed Officers	84.00	81.00	79.00	82.00	91.50	90.75	90.75	90.75
Executive Secretary	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Records Div. Clerical Coordinator	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Police Rec. Computer Operator	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00
Animal Control Officer	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
P/T Animal Control Officer	0.65	0.65	0.65	0.63	0.81	0.81	0.81	0.81
911 Civilian Dispatcher	8.00	8.00	8.00	8.00	8.00	8.00	8.00	8.00
Building & Traffic Maintenance	2.00	2.00	0.00	0.00	0.00	0.00	0.00	0.00
Subtotal - All other Police Employees	17.65	17.65	15.65	15.63	15.81	15.81	15.81	15.81
TOTAL FTE'S	101.65	98.65	94.65	97.63	107.31	106.56	106.56	106.56

Salaries

Chief	100,134	107,184	107,184	107,184
Deputy Chief	93,805	100,409	100,409	100,409
Captain	88,575	91,416	91,416	91,416
Lieutenant - Step 2	82,648	83,466	83,466	83,466
Lieutenant - Step 1	78,711	81,829	81,829	81,829
Sergeant - Step 2	71,866	72,578	72,578	72,578
Sergeant - Step 1	68,444	69,122	69,122	69,122
Police Officer - Step 5	64,131	65,598	65,598	65,598
Police Officer - Step 4	62,494	63,112	63,112	63,112
Police Officer - Step 3	59,518	60,107	60,107	60,107
Police Officer - Step 2	55,598	56,148	56,148	56,148
Police Officer - Step 1	51,488	51,998	51,998	51,998
Executive Secretary	44,825	44,825	44,825	44,825
Records Div. Clerical Coordinator	39,618	39,618	39,618	39,618
Police Rec. Computer Operator	35,017	35,017	35,017	35,017
Animal Control Officer - Step 2	42,561	42,982	42,982	42,982
Animal Control Officer - Step 1	39,425	39,815	39,815	39,815
911 Civilian Dispatcher	52,397	52,397	52,397	52,397

21 POLICE DEPARTMENT	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 REVISED BUDGET	2012-13 BUDGET REQUEST	2012-13 MANAGER'S PROPOSED	2012-13 ADOPTED BUDGET
Total Salaries Paid by General Fund							
Chief				100,134	107,184	107,184	107,184
Deputy Chief				93,805	100,409	100,409	100,409
Captain				88,575	91,416	91,416	91,416
Lieutenant - Step 2				165,296	333,864	333,864	333,864
Lieutenant - Step 1				157,422	0	0	0
Sergeant - Step 2				574,928	653,202	653,202	653,202
Sergeant - Step 1				68,444	57,602	57,602	57,602
Police Officer - Step 5				1,667,406	1,508,754	1,508,754	1,508,754
Police Officer - Step 4				624,940	378,672	378,672	378,672
Police Officer - Step 3				59,518	1,322,354	1,322,354	1,322,354
Police Officer - Step 2				1,167,558	393,036	393,036	393,036
Police Officer - Step 1				411,904	727,972	688,974	688,974
Executive Secretary				44,825	44,825	44,825	44,825
Records Div. Clerical Coordinator				39,618	39,618	39,618	39,618
Police Rec. Computer Operator				140,068	140,068	140,068	140,068
Animal Control Officer - Step 2				42,561	42,982	42,982	42,982
Animal Control Officer - Step 1				25,000	32,237	32,237	32,237
911 Civilian Dispatcher				419,176	419,176	419,176	419,176
Subtotal - Employees				5,791,044	6,286,187	6,247,189	6,247,189
TOTAL SALARIES				5,891,178	6,393,371	6,354,373	6,354,373

NOTE: This budget assumes that 3 Officers will be hired on 1/1/13, 3 Officers will be hired on 4/1/13, and CDBG will pay for a Sergeant until 8/31/12.

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	PROJECTED	PROJECTED	PROJECTED	PROJECTED
Workload/outputs							
911 Hard Line	11,645	11,323	8,145	9,980	6,886	6,886	6,886
911 Cellular	8,903	8,903	13,237	11,470	13,901	13,901	13,901
911 VOIP	-	322	443	450	1,359	1,359	1,359
Non-emergency Line	35,815	35,815	36,078	38,355	33,641	33,641	33,641
Total Calls	56,363	56,363	57,903	60,255	55,787	55,787	55,787
Calls (Police)	51,724	51,724	52,683	53,509	49,890	49,890	49,890
Calls (Fire)	4,639	4,639	5,220	4,903	5,897	5,897	5,897
Auto Accidents (Investigated)	1,689	1,689	1,682	1,683	1,687	1,687	1,687
Auto Accidents (Fatalities)	1	1	2	2	2	2	2
Auto Accidents (Injuries)	348	348	409	328	390	390	390
Vandalism (Reported)	688	665	503	706	486	486	486
Outcome/results							
Part I Crimes (per 100,000)	0.158	0.152	0.123	0.166	0.154	0.154	0.154
DWI Arrests	214	219	241	235	233	233	233
Neighborhood Watch Groups	38	38	38	38	40	40	40
Dare Students - 1st Grade	438	435	496	399	595	595	595
Dare Students - 3rd Grade	412	440	495	429	631	631	631
Dare Students - 5th Grade	444	420	402	451	621	621	621
Efficiency							
Police calls per uniformed officer	616	639	667	653	545	550	550
Per capita cost of department	276	260	259	273	305	301	301

* Police activity is based and reported by Calendar Year. For example, the "2010-11 Actual" statistics are from calendar year 2010.

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

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

NORWICH FIRE DEPARTMENT

MISSION: To provide a range of programs and services designed to protect the lives and property of all the residents and visitors of the city from fires, medical emergencies, exposure to hazardous materials or other dangerous conditions.

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

VALUES: Professionalism, Courtesy, Reliability, Confidence

GOALS & ACTION PLANS:

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

ACCOMPLISHMENTS:

1. Collaborated with Norwich Public Utilities to build hot water solar system in Headquarters station. **(G4)**
2. Awarded \$8,440 grant through Department of Transportation towards the purchase of a hybrid vehicle. **(G4)**
3. Awarded an additional \$40,000 in CDBG funds for completion of the renovation of Greenville Fire Station. **(G3)**
4. Renovated the Greenville station to accommodate space for neighborhood association community groups
5. Responded to structural fires, hazardous materials incidents, marina emergencies, brush fires, emergency medical emergencies, and serious motor vehicle accidents without serious injury to personnel. **(G1)**
6. Continued to sponsor Project Safe Kids Program to ensure properly installed child safety seat installation. **(G1)**
7. Continued to expand training for the Connecticut Eastern Regional Response Integrated Team (CERRIT) to protect our city in response to HAZMAT, chemical, or terrorist type emergencies throughout Norwich and Southeastern Connecticut. **(G1)**
8. Instituted total restructuring of Fire Department Standard Operating Guidelines, and Rules and Regulations.
9. All Fire personnel are trained to ICS 100, 200 and 700, Fire II, and Hazardous Materials technician and EMT/CPR levels. **(G1)**
10. All Battalion Chief's are additionally trained to ICS 300 and 400 levels and Fire investigator levels. **(G1)**
11. The Chief Officer is trained to ICS 400, 800 and large-scale incident management, Certified Explosion and Fire investigator and Executive Fire Officer Levels. **(G1)**
12. Promoted Fire officers to ranks of Battalion Chief, Captain and Lieutenant. **(G1)**

13. Hired four new firefighters to fill vacancies and reduced costs. (G1)
14. Restructured record keeping in accordance with NFPA guidelines.
15. Started “Sounding the Alarm in Norwich” program to deliver 1000 smoke detectors to homes of low income or ESL families in collaboration with Norwich Human Services. (G1)
16. Established attack plan format for target hazards within the City. Preplanned the Norwich Textile mill.(G1)

COLLABORATIONS:

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

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

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

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

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

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

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

GRANTS DESCRIPTIONS

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

AFG (Assistance to Firefighters Grants Program) – The primary goal of the Assistance to Firefighters Grants (AFG) is to meet the firefighting and emergency response needs of fire departments and nonaffiliated emergency medical services organizations. Since 2001, AFG has helped firefighters and other first responders to obtain critically needed equipment, protective gear, emergency vehicles, training, and other resources needed to protect the public and emergency personnel from fire and related hazards. The Grant Programs Directorate of the Federal Emergency Management Agency administers the grants in cooperation with the U.S. Fire Administration.

CDBG (Community Development Block Grant, July 2012) – This grant supports specific projects and equipment within a specified area of the City of Norwich. CDBG’s are 100% grant funded. We apply

for an amount based upon need. The amount is normally adjusted and set by the CDBG Board based on the amount of funds available and the number of applicants.

CEDAP (Commercial Equipment Direct Assistance Program) - CEDAP helps meet the equipment needs of smaller jurisdictions by providing communications interoperability, information sharing, chemical detection, sensors, personal protective equipment, technology, and training in using the equipment, devices, and technology. Awards are made to law enforcement and emergency responder agencies not currently eligible for funding through the Department's Urban Areas Security Initiative grant program.

Nuclear Safety Emergency Preparedness Fund - A program administered by the Office of Emergency Management to maintain and staff the Governor's Emergency Operations Center during nuclear emergencies. This program also supports local communities within a certain radius of the emergency planning zone and host communities outside of the emergency planning zone (i.e., evacuation centers). In addition, this program supports other State agencies responding to these emergencies.

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

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

FM Global – The Norwich Fire Department has partnered with FM Global to develop an improved inspection system using the latest computer technology.

Homeland Security -funding for Equipment upgrades to the Hazardous Materials response team.

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2012-13 ADOPTED BUDGET**

22	FIRE GENERAL	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 REVISED BUDGET	2012-13 BUDGET REQUEST	2012-13 MANAGER'S PROPOSED	2012-13 ADOPTED BUDGET
80011	HEAD OF DEPT	90,327	90,327	90,325	94,877	101,557	101,557	101,557
80012	EMPLOYEES	533,910	625,116	656,586	663,001	841,831	666,766	666,766
80014	OVERTIME	0	0	15,262	12,000	16,000	16,000	16,000
89999	FRINGE BENEFITS	317,502	297,981	388,420	389,150	597,792	497,329	497,329
80016	CLOTHING ALLOWANCE	34,888	22,573	8,242	10,303	28,200	24,600	24,600
80017	REPLACEMENT COSTS	109,426	92,622	69,953	80,865	85,000	85,000	85,000
80021	MATERIALS & SUPPLIES	19,695	25,933	23,909	22,000	32,000	32,000	32,000
80023	GAS OIL & GREASE	42,055	27,861	34,461	28,163	48,000	36,491	36,491
80031	RADIO SERVICE	25,506	20,312	22,124	0	0	0	0
80032	EQUIP & FURN MAINT	26,624	11,038	44,878	60,000	74,844	65,000	65,000
80033	TELEPHONE	38,580	37,342	39,323	28,500	28,500	37,800	37,800
80034	POSTAGE	1,929	0	0	0	0	0	0
80035	UTILITIES	71,144	59,341	65,140	61,778	70,000	59,000	59,000
80036	LAUNDRY & CLEANING	1,859	2,465	2,706	0	0	0	0
80039	PRINTING	154	771	976	0	0	0	0
80040	BLDG & GRND MAINT	28,484	18,571	20,119	17,100	17,100	17,100	17,100
80048	DEPARTMENTAL EXPENSE	4,259	0	0	0	0	0	0
80051	SPECIAL SERVICE CHARGE	108,841	112,106	116,000	165,825	134,791	134,932	134,932
80057	DUES, LICENSES, SUBSCRIPTIONS	0	2,643	2,641	1,425	1,925	1,925	1,925
80059	TRAINING	74,176	38,755	35,424	38,000	98,000	74,000	74,000
80063	POST-EMPLOYMENT MEDICAL	81,320	81,320	93,240	135,790	144,874	144,874	144,874
80114	HAZ MAT TECHNICIAN	16,789	11,014	10,573	13,300	13,300	13,300	13,300
80144	PHYSICAL FITNESS PROGRAM	2,000	2,000	2,000	5,000	5,000	5,000	5,000
NON RECURRING ITEMS								
81149	PORTABLE RADIOS	8,266	0	0	0	0	0	0
85249	HAZ-MAT EQUIPMENT	2,193	0	0	0	0	0	0
86000	MISCELLANEOUS EQUIP.	73,822	0	0	0	0	0	0
TOTALS		1,713,749	1,580,091	1,742,302	1,827,077	2,338,714	2,012,674	2,012,674

Notes on Line items:

The "Food" and "Printing" line items have been combined with "Materials & Supplies"

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

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

Staffing

Chief	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Safety & Training Marshal	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Battalion Chiefs	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00
Firefighters	0.00	0.00	0.00	0.00	0.00	4.00	0.00	0.00
Subtotal - Firefighters	6.00	6.00	6.00	6.00	6.00	10.00	6.00	6.00
Captain - Fire Marshal	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Inspectors - Step 2	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Inspectors - Step 1	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Fire Code Clerk	1.60	1.60	1.60	1.60	1.60	1.60	1.60	1.60
Executive Secretary	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Subtotal - All other Fire Employees	5.60	5.60	5.60	5.60	5.60	5.60	5.60	5.60
TOTAL FTE'S	11.60	11.60	11.60	11.60	15.60	11.60	11.60	11.60

Salaries

Chief	94,877	101,557	101,557	101,557
Safety & Training Marshal	63,090	64,945	64,945	64,945
Battalion Chiefs	72,470	72,470	72,470	72,470
Firefighters	0	45,210	45,210	45,210
Captain - Fire Marshal	72,569	72,569	72,569	72,569
Inspectors - Step 2	65,579	65,579	65,579	65,579
Inspectors - Step 1	63,669	63,669	63,669	63,669
Fire Code Clerk	39,618	39,618	39,618	39,618
Executive Secretary	44,825	44,825	44,825	44,825

22 FIRE GENERAL	2008-09	2009-10	2010-11	2011-12	2012-13	2012-13	2012-13
	ACTUAL	ACTUAL	ACTUAL	REVISED BUDGET	BUDGET REQUEST	MANAGER'S PROPOSED	ADOPTED BUDGET
Total Salaries Paid by General Fund							
Chief				94,877	101,557	101,557	101,557
Safety & Training Marshal				63,090	64,945	64,945	64,945
Battalion Chiefs				289,880	289,880	289,880	289,880
Firefighters				0	180,840	0	0
Captain - Fire Marshal				72,569	72,569	72,569	72,569
Inspectors - Step 2				131,158	131,158	131,158	131,158
Inspectors - Step 1				0	0	0	0
Fire Code Clerk				63,389	63,389	63,389	63,389
Executive Secretary				44,825	44,825	44,825	44,825
Subtotal - Employees				664,911	847,606	666,766	666,766
TOTAL SALARIES				759,788	949,163	768,323	768,323
PERFORMANCE MEASURES							
	ACTUAL	ACTUAL	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)	\$6,617,756	\$6,792,339	\$7,186,490	\$7,571,990	\$8,671,428	\$8,440,855	\$8,460,105
Non-personnel budget	\$472,423	\$280,619	\$277,607	\$285,569	\$300,402	\$366,216	\$366,216
Total full-time equivalent employees	59.6	59.6	59.6	59.6	63.6	60.4	60.9
Total firefighters	54.0	54.0	54.0	54.0	58.0	54.8	55.3
<i>Workload/outputs</i>							
Fires	549	682	477	682	539	539	539
EMS	3,399	1,921	1,607	1,921	1,833	1,833	1,833
Hazardous materials	185	121	96	121	105	105	105
Service calls	215	185	108	185	123	123	123
Other	412	132	42	132	47	47	47
Total calls	4,760	3,041	2,330	3,041	2,647	2,647	2,647
<i>Outcome/results</i>							
Civilian casualties	-	-	-	-	-	-	-
Fire Service Injuries	20	25	39	25	30	30	30
Arson fires leading to arrests	-	1	5	1	10	10	10
Inspections/re-inspections	308	967	588	967	882	882	882
Complaints Investigated	46	71	23	71	28	28	28
Violations found	283	580	814	580	985	985	985
Violations corrected	101	169	674	169	815	815	815
Fire investigations conducted	70	50	45	50	55	55	55
Community service/public safety presentations	60	88	41	88	55	55	55
Training hours per person	554	575	326	650	395	395	395
Marine Operations	20	20	20	20	20	20	20
<i>Efficiency</i>							
Average response time (minutes)	2.5	2.5	3.0	2.5	3.0	3.0	3.0
Total calls/ firefighter	88.15	56.31	43.15	56.31	45.64	48.27	47.91
Total non-personnel budget/Total General Fund budget	0.44%	0.28%	0.27%	0.28%	0.26%	0.32%	0.32%

EAST GREAT PLAIN VOLUNTEER FIRE

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

VISION: To provide fire suppression, emergency medical services, hazardous materials response services, rescue services and fire prevention training to our community using the best personnel and equipment available. To provide these services with members who are thoroughly trained in the latest techniques and equipped with the most up-to-date equipment. To be a part of the county's professional associations and various subcommittees to ensure our community is well-represented. To look out for the health and welfare of our members and their families. We will aggressively take advantage of every opportunity to make this vision a reality.

VALUES:

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

GOALS & ACTION PLANS:

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

ACCOMPLISHMENTS:

1. Won Life Safety Award for zero fire deaths.
2. Had the most responses of any volunteer fire company in Norwich and is ranked among the busiest in New London County.
3. Successfully mitigated several structural fires and serious motor vehicle accidents without serious injury to the company's members.

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2012-13 ADOPTED BUDGET**

23 EAST GREAT PLAIN VFD	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 REVISED BUDGET	2012-13 BUDGET REQUEST	2012-13 MANAGER'S PROPOSED	2012-13 ADOPTED BUDGET
80016 CLOTHING ALLOWANCE	298	598	1,342	1,000	5,000	2,000	2,000
80021 MATERIALS & SUPPLIES	13,439	5,177	6,449	20,000	30,000	22,000	22,000
80023 GAS OIL & GREASE	7,445	6,297	4,828	3,711	5,678	5,678	5,678
80031 RADIO SERVICE	499	10,510	6,445	0	0	0	0
80032 EQUIP & FURN MAINT	53,647	39,235	11,216	33,000	40,000	33,000	33,000
80033 TELEPHONE	5,705	4,691	4,288	4,000	5,000	2,500	2,500
80035 UTILITIES	18,869	15,452	15,859	13,070	15,000	13,000	13,000
80040 BLDG & GRND MAINT	11,717	21,071	27,098	20,000	30,000	22,000	22,000
80048 DEPARTMENTAL EXPENSE	3,008	0	0	0	0	0	0
80057 DUES, LICENSES, SUBSCRIPTIONS	0	2,800	1,041	5,000	5,000	3,000	3,000
80059 TRAINING	9,103	3,675	3,750	10,000	17,000	15,000	15,000
80065 PROTECTIVE CLOTHING	605	0	0	0	0	0	0
85949 MISCELLANEOUS EQUIP	5,872	0	0	0	0	0	0
TOTALS	130,207	109,506	82,316	109,781	152,678	118,178	118,178

Notes on Line items:

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

PERFORMANCE MEASURES

	ACTUAL	ACTUAL	ACTUAL	PROJECTED	PROJECTED	PROJECTED	PROJECTED
<i>Workload/outputs</i>							
Fire (Building, vehicle, brush, etc.)	36	32	35	34	37	37	37
Overpressure Rupture, Explosion (no fire)	3	1	-	3	2	2	2
Rescue & EMS Incidents (EMS vehicle accidents, extrication)	619	621	677	567	685	685	685
Hazardous Conditions	43	42	34	38	40	40	40
Service Calls	41	50	43	46	48	48	48
Good Intent Calls (Authorized controlled burns, smoke scares)	63	79	80	69	75	75	75
False Alarms & False Calls	146	106	92	154	100	100	100
Severe Weather & Natural Disaster	-	-	-	-	-	-	-
Total Calls	951	931	961	910	987	987	987
<i>Outcome/results</i>							
Number of volunteers attending training	35	45	45	45	45	45	45
Total training hours	1,167	2,100	2,100	2,100	2,100	2,100	2,100
Number of volunteers trained as EMT or MRT	35	42	35	35	35	35	35
Number of volunteers trained to use defibrillators	45	45	45	45	45	45	45
Number of State Fire Certified volunteers	32	30	35	35	35	35	35
<i>Efficiency</i>							
Cost of dept/cost of total general fund operations	0.12%	0.11%	0.08%	0.10%	0.15%	0.12%	0.12%

LAUREL HILL VOLUNTEER FIRE

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

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

VALUES:

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

GOALS & ACTION PLANS:

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

ACCOMPLISHMENTS:

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

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2012-13 ADOPTED BUDGET**

24 LAUREL HILL VFD	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 REVISED BUDGET	2012-13 BUDGET REQUEST	2012-13 MANAGER'S PROPOSED	2012-13 ADOPTED BUDGET
80016 CLOTHING ALLOWANCE	10	3,946	1,378	1,000	3,000	2,000	2,000
80021 MATERIALS & SUPPLIES	594	4,034	4,333	4,000	4,000	4,000	4,000
80023 GAS OIL & GREASE	2,218	2,039	1,956	2,018	2,249	2,249	2,249
80031 RADIO SERVICE	74	400	2,894	0	0	0	0
80032 EQUIP & FURN MAINT	32,378	15,317	13,031	16,000	18,000	17,000	17,000
80033 TELEPHONE	5,196	5,947	6,576	4,500	7,000	5,500	5,500
80035 UTILITIES	6,638	6,315	7,873	6,979	8,000	7,500	7,500
80040 BLDG & GRND MAINT	7,757	7,400	4,081	6,000	6,000	6,000	6,000
80048 DEPARTMENTAL EXPENSE	234	0	0	0	0	0	0
80057 DUES, LICENSES, SUBSCRIPTIONS	0	0	275	500	500	500	500
80059 TRAINING	4,845	3,651	4,552	5,000	8,500	7,000	7,000
80065 PROTECTIVE CLOTHING	1,824	0	0	0	0	0	0
85949 MISCELLANEOUS EQUIP	9,119	0	0	0	0	0	0
TOTALS	70,887	49,049	46,949	45,997	57,249	51,749	51,749

Notes on Line items:

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

PERFORMANCE MEASURES

	ACTUAL	ACTUAL	ACTUAL	PROJECTED	PROJECTED	PROJECTED	PROJECTED
<i>Workload/outputs</i>							
Brush Fires	4	3	6	4	4	4	4
Structure Fires	6	11	14	6	7	7	7
Fire Alarms	22	19	18	22	22	22	22
Service Calls	6	29	7	6	6	6	6
Rescue/Emergency	5	4	-	5	5	5	5
Motor Vehicle Accidents	4	3	5	4	4	4	4
Vehicle Fires	1	1	-	1	1	1	1
Haz-Mat Calls	2	1	1	2	2	2	2
Mutual Aid	31	36	27	31	31	31	31
CO Problems	1	1	2	1	3	3	3
Water Emergency	5	22	2	5	5	5	5
Medical Calls	21	20	39	21	36	36	36
Total Calls	108	150	121	108	126	126	126
<i>Outcome/results</i>							
Accidents involving city fire vehicles	-	-	-	-	-	-	-
Civilian Casualties	-	-	-	-	-	-	-
Fire Service Injuries	-	-	-	-	-	-	-
Drills/Training	76	76	76	76	76	76	76
Training Hours	3,100	3,100	3,100	3,100	3,100	3,100	3,100
Community events attended	22	22	22	22	22	22	22
Percentage of women/minority members	33.00%	38.00%	38.00%	33.00%	38.00%	38.00%	38.00%
Firefighters with State of CT Certifications	97.00%	97.00%	91.00%	97.00%	97.00%	97.00%	97.00%
<i>Efficiency</i>							
Average response time (minutes)	3.5	3.5	3.5	3.5	3.5	3.5	3.5
Cost of dept/cost of total general fund operation:	0.07%	0.05%	0.05%	0.04%	0.06%	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

GOALS & ACTION PLANS:

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

ACCOMPLISHMENTS:

1. Successfully mitigated emergency calls for the past year with no serious injuries to personnel.
2. Continued in house OSHA training.
3. Conducted Hazardous Material Training to the Awareness and Operational Level.
4. Conducted a recruitment drive by mailing list not door to door, and also at community event as well as advertising in numerous ways. Adding six new members
5. Held training in house as well as joint training with other departments

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2012-13 ADOPTED BUDGET**

25 OCCUM VFD	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 REVISED BUDGET	2012-13 BUDGET REQUEST	2012-13 MANAGER'S PROPOSED	2012-13 ADOPTED BUDGET
80016 CLOTHING ALLOWANCE	492	492	143	500	500	500	500
80021 MATERIALS & SUPPLIES	14,724	21,592	9,134	5,000	5,000	5,000	5,000
80023 GAS OIL & GREASE	1,710	1,419	1,428	2,000	2,000	2,000	2,000
80031 RADIO SERVICE	2,828	272	257	0	0	0	0
80032 EQUIP & FURN MAINT	2,403	6,526	26,833	22,000	22,000	20,000	20,000
80033 TELEPHONE	2,003	2,818	3,153	2,400	2,400	2,300	2,300
80035 UTILITIES	11,348	9,904	10,016	11,466	11,466	11,466	11,466
80040 BLDG & GRND MAINT	12,717	18,643	8,042	11,000	11,000	11,000	11,000
80048 DEPARTMENTAL EXPENSE	3,210	0	0	0	0	0	0
80057 DUES, LICENSES, SUBSCRIPTIONS	0	195	395	500	500	500	500
80059 TRAINING	1,957	6,630	2,666	8,000	8,000	8,000	8,000
80065 PROTECTIVE CLOTHING	3,187	0	0	0	0	0	0
TOTALS	56,579	68,491	62,067	62,866	62,866	60,766	60,766

Notes on Line items:

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

PERFORMANCE MEASURES

Workload/outputs

	ACTUAL	ACTUAL	ACTUAL	PROJECTED	PROJECTED	PROJECTED	PROJECTED
CO Problem	1	2	4	4	6	6	6
Structural fires	2	3	3	3	3	3	3
Mutual aid (fire & medical)	25	37	8	40	20	20	20
Assorted fires	34	8	25	12	30	30	30
Service calls	8	32	3	30	12	12	12
Other calls	26	54	40	60	56	56	56
Emergency medical calls	71	84	108	90	120	120	120
Total Calls	167	220	191	239	247	247	247

Outcome/results

Accidents involving city vehicles	-	-	-	-	-	-	-
Civillian casualties	-	-	-	-	-	-	-
Fire service injuries	-	-	-	-	-	-	-
Drills (weekdays and evenings)	71	78	80	80	80	80	80
Drills (man hours) in house	2,100	1,922	2,400	2,000	2,000	2,000	2,000
Community events attended	25	28	25	28	28	28	28
Percentage of women/minority	30.00%	25.00%	30.00%	40.00%	40.00%	40.00%	40.00%
Firefighters with State of CT certification	45.00%	45.00%	65.00%	50.00%	50.00%	50.00%	50.00%
Percentage of personnel with EMT certification	65.00%	45.00%	70.00%	50.00%	50.00%	50.00%	50.00%

Efficiency

Average response time (minutes)	3.5	3.2	3.5	3.5	3.5	3.5	3.5
Cost of dept/cost of total general fund operations	0.05%	0.07%	0.06%	0.06%	0.06%	0.06%	0.06%

TAFTVILLE VOLUNTEER FIRE

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

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

VALUES:

- Professionalism
- Safety
- Service
- Efficiency
- Fiscal Integrity

GOALS & ACTION PLANS:

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

ACCOMPLISHMENTS:

1. Completed all annual required training.
2. Continued with Joint Training with the Occum Fire Department
3. Received a Community Development grant to replace the roof on the station
4. Six firefighters attended National Fire Academy training.
5. Members attended several community events
6. Increased public education program delivery.
7. Applied for several Fire Service Grants
8. Increased the department membership by
9. One member completed training to become rescue diver
10. Continued with energy efficiency upgrades to the station.
11. Replaced the departments twenty eight year old boat
12. No accidents involving city apparatus.

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2012-13 ADOPTED BUDGET**

26 TAFTVILLE VFD	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 REVISED BUDGET	2012-13 BUDGET REQUEST	2012-13 MANAGER'S PROPOSED	2012-13 ADOPTED BUDGET
80016 CLOTHING ALLOWANCE	3,955	5,322	2,161	3,000	3,500	3,500	3,500
80021 MATERIALS & SUPPLIES	19,959	15,301	10,046	17,000	25,000	19,000	19,000
80023 GAS OIL & GREASE	6,448	8,522	7,253	3,990	3,990	3,990	3,990
80031 RADIO SERVICE	1,626	6,489	3,563	0	0	0	0
80032 EQUIP & FURN MAINT	33,858	33,054	29,787	29,000	35,000	35,000	35,000
80033 TELEPHONE	9,617	8,075	7,508	6,000	6,000	5,800	5,800
80035 UTILITIES	19,708	18,152	20,212	16,796	19,000	17,000	17,000
80040 BLDG & GRND MAINT	13,553	11,683	15,328	20,000	30,000	20,000	20,000
80048 DEPARTMENTAL EXPENSE	6,532	0	0	0	0	0	0
80057 DUES, LICENSES, SUBSCRIPTIONS	0	1,524	876	2,000	2,000	2,000	2,000
80059 TRAINING	17,478	15,849	19,607	17,000	22,500	18,000	18,000
82749 FIREMEN'S GEAR	14,002	0	0	0	0	0	0
83849 RESCUE EQUIPMENT	1,542	0	0	0	0	0	0
81149 PORTABLE RADIOS	2,908	0	0	0	0	0	0
85949 MISCELLANEOUS EQUIP	494	0	0	0	0	0	0
TOTALS	151,680	123,971	116,341	114,786	146,990	124,290	124,290

Notes on Line items:

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

PERFORMANCE MEASURES

Workload/outputs

	ACTUAL	ACTUAL	ACTUAL	PROJECTED	PROJECTED	PROJECTED	PROJECTED
Structural fires	29	31	30	30	30	30	30
Mutual aid	53	15	44	65	65	65	65
Standby	12	15	4	15	15	15	15
Water Rescue	1	1	2	5	5	5	5
Service Calls	20	19	7	20	20	20	20
Emergency Medical Calls	376	457	422	450	450	450	450
Motor Vehical Accidents	46	56	47	56	56	56	56
False Alarms	68	51	78	60	60	60	60
Brush Fires	4	2	7	2	2	2	2
Other	2	2	3	2	2	2	2
Investigation	20	49	62	25	25	25	25
Total Calls	631	698	706	730	730	730	730

Outcome/results

Accidents involving city vehicles	-	-	-	-	-	-	-
Civilian casualties	-	-	-	-	-	-	-
Fire Service injuries	-	-	-	-	-	-	-
Drills (weekdays and evenings)	70	70	70	70	70	70	70
Drills (man hours)	3,800	3,800	3,800	3,800	3,800	3,800	3,800
Percentage of women/minority members	6.00%	6.00%	6.00%	6.00%	6.00%	6.00%	6.00%
Firefighters with State of CT certification	90.00%	90.00%	96.00%	97.00%	98.00%	98.00%	98.00%

Efficiency

Average response time (minutes)	3.5	3.5	3.5	3.5	3.5	3.5	3.5
Cost of dept/cost of total general fund operation:	0.14%	0.12%	0.11%	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 district of Norwich (which is an area of approximately 9.6 square miles of the city's 27.1 square miles and includes many of the city's largest employers and taxpayers).

VALUES:

- Professionalism
- Communication
- Competence
- Safety

GOALS & ACTION PLANS:

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

ACCOMPLISHMENTS:

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

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2012-13 ADOPTED BUDGET**

27	YANTIC VFD	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 REVISED BUDGET	2012-13 BUDGET REQUEST	2012-13 MANAGER'S PROPOSED	2012-13 ADOPTED BUDGET
80016	CLOTHING ALLOWANCE	2,185	895	168	1,000	4,442	3,000	3,000
80021	MATERIALS & SUPPLIES	26,782	22,479	22,793	22,000	29,893	25,000	25,000
80023	GAS OIL & GREASE	6,909	5,282	6,525	5,780	7,691	7,691	7,691
80031	RADIO SERVICE	4,430	3,130	6,478	0	0	0	0
80032	EQUIP & FURN MAINT	12,975	27,355	14,019	18,000	28,437	23,000	23,000
80033	TELEPHONE	5,156	5,831	5,833	4,500	4,500	4,000	4,000
80035	UTILITIES	25,060	22,979	25,633	21,910	27,600	23,000	23,000
80040	BLDG & GRND MAINT	25,704	23,725	20,623	20,500	23,630	23,630	23,630
80048	DEPARTMENTAL EXPENSE	14,122	0	0	0	0	0	0
80057	DUES, LICENSES, SUBSCRIPTIONS	0	1,144	295	2,539	4,624	4,624	4,624
80059	TRAINING	14,560	4,388	7,772	18,000	22,540	17,500	17,500
80065	PROTECTIVE CLOTHING	26,576	0	0	0	0	0	0
NON RECURRING ITEMS								
81149	PORTABLE RADIOS	4,839	0	0	0	0	0	0
85949	MISCELLANEOUS EQUIP	4,290	0	0	0	0	0	0
TOTALS		173,608	117,208	110,139	114,229	153,357	131,445	131,445

Notes on Line items:

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

PERFORMANCE MEASURES

	ACTUAL	ACTUAL	ACTUAL	PROJECTED	PROJECTED	PROJECTED	PROJECTED
Workload/outputs							
Structure Fires	21	18	15	20	20	20	20
False Alarms	16	20	10	10	10	10	10
Internal alarms	82	88	100	100	100	100	100
Miscellaneous calls	66	83	60	50	50	50	50
Rescue/emergency	266	277	301	250	250	250	250
Vehical accidents	83	81	84	100	100	100	100
Automobile fire	18	15	11	20	20	20	20
Grass/brush fires	11	10	11	20	20	20	20
Chemical incidents	10	11	3	5	5	5	5
Mutual aid	31	33	26	30	30	30	30
Service calls	33	43	22	100	100	100	100
Total Calls	637	679	643	705	705	705	705

Outcome/results

Accidents involving city fire vehicles	1	-	-	-	-	-	-
Civillian casualties	-	-	-	-	-	-	-
Fire service casualties	-	-	-	-	-	-	-
Fire-related civilian casualties	-	-	-	-	-	-	-
Fire-related injuries	2	2	2	-	-	-	-
Public education man hours	800	702	763	800	800	800	800
Training man hours	2,165	2,263	2,112	2,500	2,500	2,500	2,500
Firefighters with State of CT certification	97.00%	95.00%	97.00%	95.00%	95.00%	95.00%	95.00%
Percentage of personnel receiving EMT training	58.00%	59.00%	58.00%	62.00%	62.00%	62.00%	62.00%

Efficiency

Average response time (minutes)	3.2	3.2	3.2	3.2	3.2	3.2	3.2
Cost of dept/cost of total general fund operations	0.16%	0.12%	0.11%	0.10%	0.15%	0.13%	0.13%

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 offer programs and events that will bring people to Norwich to use the facilities and programs that may not otherwise visit Norwich, thus making an economic impact on the city.

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

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

GOALS & ACTION PLANS:

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

ACCOMPLISHMENTS:

- Applied for and received Eastern CT Foundation Grant funds to provide 84 slots for our 2011 summer camp program.
- Expanded the Summer Camp Program for 4 and 5 year olds. Enrollment was increased to near capacity levels.
- Continued to work in partnership with the Otis Library to increase programs to preschool age children.
- Converted the department over to a new software system to streamline registrations, facility usage and league scheduling.
- Replacement of bathhouse at Mohegan Park.

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2012-13 ADOPTED BUDGET**

32 RECREATION DEPARTMENT	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 REVISED BUDGET	2012-13 BUDGET REQUEST	2012-13 MANAGER'S PROPOSED	2012-13 ADOPTED BUDGET
80011 HEAD OF DEPT	68,732	68,732	71,759	75,654	78,302	78,302	78,302
80012 EMPLOYEES	233,859	221,030	220,092	203,256	238,737	223,065	223,065
80013 PART TIME EMPLOYEES	108,815	97,684	12,397	20,000	35,720	35,720	35,720
80014 OVERTIME	4,477	2,324	2,340	0	3,187	3,187	3,187
89999 FRINGE BENEFITS	172,684	139,457	148,702	156,001	193,688	204,742	204,742
80015 PROFESSIONAL SERVICE	56,872	42,901	29,417	25,000	25,000	25,000	25,000
80021 MATERIALS & SUPPLIES	23,106	27,096	11,789	10,000	12,000	12,000	12,000
80023 GAS OIL & GREASE	10,856	7,477	7,233	8,072	10,132	10,132	10,132
80032 EQUIP & FURN MAINT	1,307	3,129	2,445	3,000	3,000	3,000	3,000
80033 TELEPHONE	2,774	2,734	3,093	1,900	2,270	2,270	2,270
80034 POSTAGE	217	58	197	500	500	500	500
80035 UTILITIES	22,809	16,180	15,465	14,470	15,600	15,600	15,600
80037 MILEAGE	373	117	49	250	250	250	250
80040 BLDG & GRND MAINT	78,734	43,861	18,831	25,000	56,761	43,261	43,261
80048 DEPARTMENTAL EXPENSE	3,267	0	0	0	0	0	0
86007 OCCUM ENVIR TESTING/MAINT	15,000	14,900	17,077	8,000	16,365	8,500	8,500
86008 BOATING PROGRAM	3,084	0	0	0	0	0	0

TOTALS	806,966	687,680	560,886	551,103	691,512	665,529	665,529
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Staffing

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

Salaries

Director of Recreation				75,654	78,302	78,302	78,302
Recreation Facilities Mtn. Supervisor				57,379	57,379	57,379	57,379
Recreation Facilities Maintainer II				44,825	44,825	44,825	44,825
Recreation Facilities Maintainer I				39,618	39,618	39,618	39,618
Administrative Secretary				41,625	41,625	41,625	41,625

Total Salaries Paid by General Fund

Director of Recreation				75,654	78,302	78,302	78,302
Recreation Facilities Mtn. Supervisor				57,379	57,379	57,379	57,379
Recreation Facilities Maintainer II				44,825	44,825	44,825	44,825
Recreation Facilities Maintainer I				59,427	79,236	79,236	79,236
Administrative Secretary				41,625	41,625	41,625	41,625
Subtotal - Employees				203,256	223,065	223,065	223,065
TOTAL SALARIES				278,910	301,367	301,367	301,367

PERFORMANCE MEASURES

	ACTUAL	ACTUAL	ACTUAL	PROJECTED	PROJECTED	PROJECTED	PROJECTED
Workload/outputs							
Number of your program hours	1,980	1,900	1,980	1,800	2,000	2,000	2,000
Total acreage of athletic facilities	94	94	94	94	94	94	94
Outcome/ Results							
Number of youth registrations	4,618	4,600	4,618	4,400	4,650	4,650	4,650
Efficiency Measures							
Recreation budget as % of total general fund budget	0.76%	0.68%	0.55%	0.50%	0.67%	0.65%	0.65%
Full-time staff salary cost as percentage of department budget	37.50%	42.14%	52.03%	50.61%	45.85%	45.28%	45.28%

**CITY OF NORWICH
GENERAL FUND EXPENDITURES - SUMMARY OF HUMAN SERVICES
2012-13 ADOPTED BUDGET**

HUMAN SERVICES DEPARTMENT		2008-09 ACTUAL	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 REVISED BUDGET	2012-13 BUDGET REQUEST	2012-13 MANAGER'S PROPOSED	2012-13 ADOPTED BUDGET
01033	Admin/ Adult & Family Services	593,854	573,916	571,911	600,512	628,762	626,599	626,599
01036	Senior Citizens Center	573,625	498,012	472,854	503,263	547,132	546,205	546,205
01037	Youth & Family Services	300,737	164,081	170,170	178,446	181,964	182,042	182,042
TOTALS		1,468,216	1,236,009	1,214,935	1,282,221	1,357,858	1,354,846	1,354,846

HUMAN SERVICES

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

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

VALUES:

- Self-reliance
- Empowerment
- Innovation

GOALS & ACTION PLANS:

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

ACCOMPLISHMENTS (2010/2011):

1. Assisted 983 Norwich disabled and elderly residents apply for the State of CT Renter's Rebate Program which brought back over \$464,633 to the community in rebates.
2. Continued the Volunteer Income Tax Assistance Program and filed CT and Federal returns for 329 low-income families and brought back over \$476,557 in refunds to the Norwich community, and advocated for a State Earned Income Tax Credit.
3. Administered three different energy assistance programs to help families meet the rising cost of oil and utilities; Emergency Food & Shelter Program (EFSP) Utility Fund, Project Warm Up and Operation Fuel. This brought over \$53,017 in utility assistance to Norwich residents.
4. Awarded \$50,000 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. Funds assisted 5 Norwich residents with tuition for the Registered Nursing Program at Three Rivers Community College, 3 of whom completed their degree this year. In addition, 26 people completed the Certified Nurse's Aid Program, 2 completed the Patient Care Tech Program, 1 completed Emergency Medical Technician training, and 2 completed the Medical Billing Program.

5. Sheltered 62 Norwich homeless residents in the Norwich Hospitality Center and found permanent housing for 58% of them. Garnered over \$50,400 in grants and awards to operate the Center.
6. Successfully completed our collaborative work to rehab 4 units of Supportive Housing with Neighborworks. (Houses 4 chronically homeless Norwich residents)
7. Awarded \$21,971 in grants and donations through the Norwich Safety Net Team for the provision of basic needs to Norwich families and individuals.
8. Awarded \$18,501 in federal emergency rent/mortgage funds for economically distressed Norwich families and individuals.
9. Awarded \$25,000 in Kinship and Respite Program funds through the State Probate Court. This program provides funding for children in the care of relatives who have been awarded guardianship through the Probate and Superior Court systems.
10. Supervisory staff served in leadership roles in a number of local, regional and state human service organizations and initiatives.
11. Organized the annual Christmas “Adopt A Family” program, matching sponsors who provided Christmas gifts to children of low-income Norwich families. Approximately 258 children, representing 110 families were assisted.
12. Formed the Norwich Employment and Training Committee that sought funds to operate a pilot subsidized employment program. Four homeless Hospitality Center residents entered a 6 week subsidized employment program where they worked for local businesses at minimum wage, paid out of grant funding, and connected with the CT Works in order to re-connect with the labor market.
13. Total Revenue in Grant Funding for Fiscal Year 2010-11: \$268,205

GRANT DESCRIPTIONS (2011-2012):

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

Federal Grants:

Community Development Block Grant/ Hospitality Center \$23,000 – Provides funding for staffing & heat at St. Vincent de Paul's Place to support our chronically homeless population in Norwich.

Community Development Block Grant/ Housing Supports for the Hospitality Center \$7,500 – Provides supportive housing services for the homeless and those at risk of becoming homeless in Norwich.

Community Development Block Grant/ Training Services \$42,000 – Provides job training and support services to low-income Norwich residents.

Community Development Block Grant/ Food Pantries \$8,000 – Provides funding to Norwich Food pantries who serve low-income Norwich residents.

Community Development Block Grant/ Child Care Assistance \$7,500 – Provides funding to low-income Norwich families for assistance with childcare.

Emergency Food & Shelter Program (passed through United Way) \$18,501 - Federal Emergency Food & Shelter Program provides for emergency rent and utility assistance for Norwich families/ individuals.

State of Connecticut Grants:

Kinship & Respite Programs \$25,000 - Funding received from State of Connecticut Probate Court to assist non-parent relative guardians of minor children. No city funds are required.

Private Grants:

Safety Net Team \$21,971 - Funding received from local foundation grants and donations from the community allow for the provision of programs such as a food pantry, Golden Wishes Program for Norwich seniors, pharmacy fund, utility fund, a fund for job-related incidentals, the Backpack It To School Program, and the Back To School Shoes & Clothing Program. No city funds are required.

Employment and Training Program Grants \$8,000 – Provides subsidized employment opportunities to homeless people staying at the Hospitality Center to help them re-enter the workforce.

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

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2012-13 ADOPTED BUDGET**

33 Administration/ Adult & Family Services	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 REVISED BUDGET	2012-13 BUDGET REQUEST	2012-13 MANAGER'S PROPOSED	2012-13 ADOPTED BUDGET
80011 HEAD OF DEPT	73,847	73,847	55,385	77,568	83,029	83,029	83,029
80012 EMPLOYEES	328,676	321,791	329,564	314,841	314,841	314,841	314,841
89999 FRINGE BENEFITS	136,955	134,695	146,889	167,503	187,621	189,374	189,374
80021 MATERIALS & SUPPLIES	7,375	5,267	3,709	4,000	4,000	4,000	4,000
80032 EQUIP & FURN MAINT	6,052	6,658	6,724	5,000	6,860	6,000	6,000
80033 TELEPHONE	4,319	4,371	6,023	5,000	6,056	3,000	3,000
80034 POSTAGE	2,016	2,796	2,249	2,600	2,500	2,500	2,500
80037 MILEAGE	2,934	1,153	1,935	2,000	2,000	2,000	2,000
80039 PRINTING	220	714	33	1,000	500	500	500
80048 DEPARTMENTAL EXPENSE	2,972	0	0	0	0	0	0
80057 DUES, LICENSES, SUBSCRIPTIONS	0	1,966	894	1,000	855	855	855
80059 TRAINING	0	635	320	1,000	500	500	500
83514 HUMAN SERVICES PROGRAMS	28,488	20,023	18,186	19,000	20,000	20,000	20,000
TOTALS	593,854	573,916	571,911	600,512	628,762	626,599	626,599

Staffing

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

Salaries

Director of Human Services				77,568	83,029	83,029	83,029
Supervisor of Human Services				64,919	64,919	64,919	64,919
Human Services Caseworkers				53,283	53,283	53,283	53,283
Administrative Coordinator				53,283	53,283	53,283	53,283
Accounting Clerk				36,790	36,790	36,790	36,790
Total Salaries Paid by General Fund							
Director of Human Services				77,568	83,029	83,029	83,029
Supervisor of Human Services				64,919	64,919	64,919	64,919
Human Services Caseworkers				159,849	159,849	159,849	159,849
Administrative Coordinator				53,283	53,283	53,283	53,283
Accounting Clerk				36,790	36,790	36,790	36,790
Subtotal - Employees				314,841	314,841	314,841	314,841
TOTAL SALARIES				392,409	397,870	397,870	397,870

33 Administration/ Adult & Family Services	2008-09	2009-10	2010-11	2011-12	2012-13	2012-13	2012-13
	ACTUAL	ACTUAL	ACTUAL	REVISED BUDGET	BUDGET REQUEST	MANAGER'S PROPOSED	ADOPTED BUDGET
PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	PROJECTED	PROJECTED	PROJECTED	PROJECTED
<i>Workload/outputs</i>							
<i>Number Served</i>							
Job Placement	203	206	191	225	200	200	200
Rent and housing	140	117	97	120	100	100	100
Relocation due to condemnation							
Adults	77	40	46	50	45	45	45
Children	25	9	33	10	30	30	30
Utilities	608	482	477	450	490	490	490
Food (number of bags given)	50	152	141	160	140	140	140
Emergency prescriptions	226	102	233	125	225	225	225
Financial aid to seniors	33	11	18	30	25	25	25
Backpacks (back-to-school assistance)	664	700	748	700	750	750	750
Case management	1,599	1,628	1,459	1,600	1,500	1,500	1,500
<i>Outcome/ Results</i>							
% of people applying for relocation who are housed	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
% of people at shelter who become permanently housed	51.00%	47.00%	58.00%	53.00%	52.00%	52.00%	52.00%
Federal dollars received for housing	\$35,000	\$22,000	\$18,501	\$22,000	\$18,500	\$18,500	\$18,500
% change in Federal dollars received for housing	75.00%	-0.37%	-31.00%	0.00%	0.00%	0.00%	0.00%
Total amount in safety net services funding	\$38,350	\$31,760	\$21,970	\$25,000	\$22,000	\$22,000	\$22,000
# of families assistance with Earned Income Tax Credit	205	280	329	325	350	350	350
Amount of dollars into community due to EITC	\$262,671	\$320,000	\$476,557	\$325,000	\$450,000	\$450,000	\$450,000
% of clients served in Norwich Works who become gainfully employed	95.00%	20.00%	85.00%	50.00%	90.00%	90.00%	90.00%
% of Norwich Works participants successfully completing training	95.00%	86.00%	94.00%	95.00%	96.00%	96.00%	96.00%
<i>Efficiency Measures</i>							
Human Services budget as % of total general fund budget	0.56%	0.57%	0.56%	0.55%	0.61%	0.61%	0.61%

ROSE CITY SENIOR CENTER

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

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

VALUES: Integrity, Compassion, Self-worth and Independence

GOALS & ACTION PLANS:

1. Provide programming to promote a health lifestyle and foster independence. **(G1)**
2. Provide an Outreach Worker 21 hrs per week funded by the City of Norwich and 7 additional hours a week with Older Americans Act grant money to assist seniors with entitlement programs, Medicare assistance, financial planning, supplemental insurances, housing and emotional support services, etc. **(G1)**
3. Continue our Intergenerational program that partners seniors with 2nd grade students from Wequonnoc School in Taftville. The program will offer a positive learning environment with a bond and nurturing formed between the student and the senior. The program will enter its 14th consecutive year. **(G2)**
4. Provide services such as foot care, health screenings, mini physicals and other health related programs through a \$25,000 grant from the Edward and Mary Lord Foundation. This grant is a non cash match to the City of Norwich. **(G3)**
5. Provide transportation services for seniors, who can no longer drive, in order to access grocery stores, attend programs at the center, get to medical appointments and other social programs that enhance their quality of life and prevent isolation. **(G1)**
6. Continue to provide out-of-town medical transportation for Norwich, Montville and Uncasville residents who are disabled or elderly through a State of Connecticut DOT grant. This grant is \$56,344 and is a joint effort between Norwich and Montville. **(G3)**

ACCOMPLISHMENTS:

1. Received a \$56,344 State of Connecticut Department of Transportation grant for Regional Out-Of-Town Medical Transportation with the Town of Montville 6th Year.(G1/G3)
2. Delivered 334 Farmers Market coupons to Norwich seniors.(G5)
3. Provided additional Outreach Services to senior citizens through a \$6500 federal grant from Senior Resources.(G1/G4)
4. Co-sponsored a Flu Clinic with Backus Hospital that serviced 70+ seniors.(G1)
5. Honored 180+ Volunteers for hundreds of hours of service to the senior center throughout the year.(G3/G5)
6. Provide a Foot Care Clinic with a Certified Podiatrist that served approximately 300 seniors through a \$5,000 federal grant from Senior Resources (G4)
7. Provided programming space to many civic groups throughout the year(G5)
8. Maintained a detailed listing on the City Webpage. (G4)
9. Provided some weekend and evening programs without straining the budget.(G4)
10. Received a \$25,000 grant from the Edward and Mary Lord Foundation to support our Preventive Health Clinic.(G1/G3/G5)
11. Received through donations and fundraisers, over \$10,000 to offset programming costs(G4)

GRANT DESCRIPTIONS

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

Federal Grants:

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

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

State Grants:

State of CT Transportation Grant \$56,344 – Collaborative Grant with Montville for the provision of out of town transportation for Seniors (Town of Montville is fiduciary)

Private Grants:

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

Eastern Federal Bank-\$1,000.00-For additional outreach assistance

Norwich Sunrise Rotary-\$500.00-To offset programming costs for low income members

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2012-13 ADOPTED BUDGET**

36 Senior Citizen Center	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 REVISED BUDGET	2012-13 BUDGET REQUEST	2012-13 MANAGER'S PROPOSED	2012-13 ADOPTED BUDGET
80011 HEAD OF DEPT	60,931	60,912	63,783	67,045	69,390	69,390	69,390
80012 EMPLOYEES	277,124	241,094	229,157	251,111	251,111	251,111	251,111
80013 PART TIME EMPLOYEES	10,243	2,844	0	0	3,000	3,000	3,000
89999 FRINGE BENEFITS	129,986	108,430	145,805	155,556	188,721	189,442	189,442
80021 MATERIALS & SUPPLIES	25,233	15,790	7,993	4,000	6,000	6,000	6,000
80023 GAS OIL & GREASE	15,955	12,851	11,780	12,199	15,558	15,558	15,558
80032 EQUIP & FURN MAINT	5,722	4,838	6,021	4,500	4,500	4,500	4,500
80033 TELEPHONE	5,012	5,765	6,226	4,500	4,500	4,300	4,300
80034 POSTAGE	1,500	3,500	1,483	3,500	3,500	2,052	2,052
80037 MILEAGE	0	892	606	852	852	852	852
80048 DEPARTMENTAL EXPENSE	1,334	0	0	0	0	0	0
80128 PREVENTIVE HEALTH CLINIC	24,119	23,676	0	0	0	0	0
80131 ECAAA GRANT	16,466	17,420	0	0	0	0	0
TOTALS	573,625	498,012	472,854	503,263	547,132	546,205	546,205

Staffing

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

Salaries

Senior Citizens Director				67,045	69,390	69,390	69,390
Program Administrator				55,980	55,980	55,980	55,980
Outreach Administrator (21 hours)				53,283	53,283	53,283	53,283
Senior Center Office Coordinator				41,625	41,625	41,625	41,625
Lead Van Driver				30,951	30,951	30,951	30,951
Van Driver				30,195	30,195	30,195	30,195
Receptionist				30,195	30,195	30,195	30,195
Part-time Escort Drivers *				30,195	30,195	30,195	30,195

Total Salaries Paid by General Fund

Senior Citizens Director				67,045	69,390	69,390	69,390
Program Administrator				55,980	55,980	55,980	55,980
Outreach Administrator (21 hours)				31,970	31,970	31,970	31,970
Senior Center Office Coordinator				41,625	41,625	41,625	41,625
Lead Van Driver				30,951	30,951	30,951	30,951
Van Driver				30,195	30,195	30,195	30,195
Receptionist				30,195	30,195	30,195	30,195
Part-time Escort Drivers *				30,195	30,195	30,195	30,195
Subtotal - Employees				251,111	251,111	251,111	251,111
TOTAL SALARIES				318,156	320,501	320,501	320,501

* There is one PT Escort Driver who works 14 hours/week (0.4 FTE) and one who works 21 hours/week (0.6 FTE).

PERFORMANCE MEASURES

	ACTUAL	ACTUAL	ACTUAL	PROJECTED	PROJECTED	PROJECTED	PROJECTED
Workload/outputs							
Number of Rose City Senior City memberships	2,150	2,597	2,700	2,600	2,850	2,850	2,850
Number Served:					-	-	
Preventative health clinic	2,500	981	1,500	1,000	1,500	1,500	1,500
Transportation	16,500	16,544	11,500	17,000	12,000	12,000	12,000
Outreach	795	817	686	800	750	750	750
Programs	42,500	44,017	45,400	44,000	46,000	46,000	46,000
Outcome/ Results							
Increases in innovative programming	3.00%	2.00%	3.00%	2.00%	2.00%	2.00%	2.00%
Increase in homebound senior services	2.00%	0.00%	2.00%	0.00%	2.00%	2.00%	2.00%
Increase in membership support	3.00%	2.00%	3.00%	2.00%	2.00%	2.00%	2.00%
Efficiency Measures							
Budgeted/Actual Expenditures / memberships	267	192	175	194	192	192	192

YOUTH & FAMILY SERVICES

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

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

VALUES:

- Empowerment
- Innovation
- Collaboration

GOALS & ACTION PLANS:

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

ACCOMPLISHMENTS: 2010/2011

- Norwich Youth and Family Services fulfills its mandate as outlined in Connecticut General Statute section 10-19m, by providing services in seven recommended core areas: Youth Development, Juvenile Justice, Family Involvement, Mental Health Services, Child Welfare, Teen Pregnancy Prevention, and Community Outreach.
- Received annual funding in the amount of \$87,596 through the State Department of Education to

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

- Employed 141 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, \$256,663
- Served 97 individual and/or family counseling cases providing assessment, case management, and crisis intervention and referral services.
- Provided specialized, school year, work training/readiness services to 22 at-risk teens, through a contract with EASTCONN/Workforce Investment Board of \$67,356.
- Was awarded specialized “Pipeline” grant money in the amount of \$39,117 to be used to train youth in the areas of healthcare, science and technology.
- Secured a \$7,500 grant for the Norwich area for prevention activities from SERAC.
- Facilitated an anti-smoking campaign at Kelly Middle School and Teachers Memorial—Kick Butts Day, impacting over 1,100 middle school youth.
- Added the evidenced-based programming...Girls Circle and Strengthening Families to the agencies offerings... served 41 youth with positive outcomes. Received \$3,615 from the Women’s and Girls Fund for Girls Circle.
- Cosponsored 12 sessions of Grandparents Raising Children.
- Worked extensively with the Juvenile Review Board and Families with Service Needs Board to divert 39 young people from further involvement with Juvenile Court and with the regional LIST to improve the service delivery system of juvenile justice services.
- Received \$85,000 in federal money to return our Young Parents Program to Norwich with the goal of assuring that our teen parents and their children have the best possible opportunity to grow up to be healthy, productive citizens. Served 39 young parents and their 21 babies/toddlers.
- Received \$84,588 from private and public donors to fund Children First Norwich. This is designed to promote healthy outcomes for Norwich children birth to age eight. The continued focus has been on creating Norwich’s Enhancement Plan with special emphasis on promoting no cost/low cost ways to ensure all Norwich’s children are safe, healthy and ready to learn.
- Collaborated with Norwich Public Schools, United Community & Family Services, and Thames Valley Council for Community Action to provide school readiness slots and using grant funds totaling \$1,668,980.
- Our Children First Norwich coordinator organized two major annual events, Family Day, serving over 2,500 people at Mohegan Park and Touch a Truck Day, highlighting the importance of early care, attended by more than 1,000 people.
- Collaborate with Children First Southeastern Connecticut to regionally focus our advocacy efforts for the needs of young children. The goal always is to educate State Legislators about the needs of children in the Southeastern Connecticut area and to encourage the allocation of appropriate levels of state and federal fiscal resources.
- We continue to collaborate with the Connecticut Youth Services Association, State Department of Education, Southeastern Regional Action Council, System of Care, EWIB Youth Council, New Parent Resource Team, Norwich Prevention Council, Safety Net Team, Southeastern Early Childhood Alliance, New London County Health Collaborative, Local Implementation Team (LIST), Executive Implementation Team, CFN/School Readiness Council, and the BullyBuster Coalition. We also continue our consulting relationship with Madonna Place and Montessori Preschool. We continue to reorganize our service efforts to meet Results Based Accountability Standards.
- Our Norwich Youth Action Council youth raised close to \$1,800 in their “Flocking Flamingos for Summer Fun” fundraiser in Spring of 2011. All the money was expended for youth to attend summer recreation and enrichment programs. They also planned and executed quarterly Family Fun Nights at the Rose City Senior Center where 250+ Norwich parents and their children participated in

events, volunteered three times at the transitional housing program, Thames River Family Program, serving 35 small children, and planned and executed Harbor Clean up Day.

GRANT DESCRIPTIONS (2011/12)

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

Federal Grants:

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

Department of Health & Human Services \$85,000 (FFY 2010/11, Funding ends 2/28/12) – Provides funding for the Young Parents Program, which provides outreach and support services to young parents and their children.

Department of Labor Workforce Investment Board \$195,648 – Provides funding for Summer Youth Employment Program. Fiduciary is EASTCONN, staffing fees, materials/supplies are reimbursed to City. In addition, funding in the amount of \$14,077 was received for the Summer Youth Employment Program through Pipeline Funding and Bureau of Rehabilitation Services.

State of Connecticut Grants:

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

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

Private Grants:

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

CSDE Funding \$12,500 – Received for the Norwich Children First Initiative

Grants/Donations \$9,000 – Received for the Norwich Children First Initiative Annual Family Day and Touch A Truck Day Events

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

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

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2012-13 ADOPTED BUDGET**

	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 REVISED BUDGET	2012-13 BUDGET REQUEST	2012-13 MANAGER'S PROPOSED	2012-13 ADOPTED BUDGET
37 Youth & Family Services							
80011 HEAD OF DEPT	103,860	0	0	0	0	0	0
80012 EMPLOYEES	121,985	121,555	121,114	125,584	125,584	125,584	125,584
89999 FRINGE BENEFITS	72,110	40,986	48,556	52,362	55,880	55,958	55,958
80015 PROFESSIONAL SERVICES	1,004	1,040	500	500	500	500	500
80059 TRAINING	778	500	0	0	0	0	0
89S37 CHILDREN FIRST INITIATIVE/ COOL	1,000	0	0	0	0	0	0
TOTALS	300,737	164,081	170,170	178,446	181,964	182,042	182,042

Staffing

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

Salaries

Clinical Coordinator				68,205	68,205	68,205	68,205
Youth & Family Therapist				57,379	57,379	57,379	57,379

Total Salaries Paid by General Fund

Clinical Coordinator				68,205	68,205	68,205	68,205
Youth & Family Therapist				57,379	57,379	57,379	57,379
TOTAL SALARIES				125,584	125,584	125,584	125,584

PERFORMANCE MEASURES

Workload/outputs

Number Served:

	ACTUAL	ACTUAL	ACTUAL	PROJECTED	PROJECTED	PROJECTED	PROJECTED
Counseling cases	130	126	97	110	90	90	90
Young parent cases	32	40	48	40	-	-	-
COOL youth employment	24	24	22	25	25	25	25
Summer Youth Employment	69	124	141	110	90	90	90
Leadership initiatives	73	32	27	30	30	30	30
Juvenile Review Board cases	17	31	37	25	30	30	30
Individual/ community consultations	823	766	689	800	650	650	650
Positive youth development/ recreation/ cultural/ community education	8,408	8,408	7,300	10,000	8,000	8,000	8,000
Relative Caregivers Groups (Grandparents raising grandchildren)	NR	NR	12	12	12	12	12
Middle School Diversion Program	NR	NR	10	25	25	25	25
Families With Service Needs/Youth served	NR	NR	15	25	25	25	25
Child Welfare Services	NR	NR	800+	800+	800+	800+	800+
Girls Circle Program	NR	NR	36	30	30	30	30

Outcome/ Results

% of contacted parents/ community partners that will report satisfaction with agency services	85.00%	90.00%	89.00%	90.00%	90.00%	90.00%	90.00%
Hours of professional counseling services to low-income Norwich families	2,045	2,350	2,090	2,350	1,800	1,800	1,800
Graduate community leaders from Community leadership program	24	-	27	-	-	-	-
Mentor graduates in 3+ community projects	24	27	17	25	18	18	18
Provide youth with employability assessment	93	201	151	100	90	90	90
Provide employment/ internships to eligible youth	93	-	151	-	100	100	100
Provide anti-smoking substance abuse to youths	800	650	1,168	1,200	1,200	1,200	1,200
Provide public forums/ educational events to parents	2,000	1,200	1,660	2,000	2,000	2,000	2,000
Engage youth in community service	10	26	19	30	30	30	30

Efficiency Measures

Cost of department/ population	\$8.07	\$4.31	\$4.20	\$4.41	\$4.49	\$4.50	\$4.50
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PUBLIC WORKS

MISSION: Maintain and preserve the City's assets and infrastructure – including roads, bridges, parks, buildings, cemeteries, solid waste facilities and automotive equipment – as well as protect the property of all Norwich citizens and businesses.

VISION: To be the model Public Works Department in Southeastern Connecticut – one that other Public Works Department's utilize as a benchmark.

VALUES:

- Ingenuity
- Dedication
- Skill
- Integrity

GOALS & ACTION PLANS:

1. Enhance emergency response efforts through technology and innovation. **(G1)**
2. Initiate preventative maintenance programs on all City assets. **(G1, G6)**
3. Improve drainage system operations and maintenance. **(G1, G3)**
4. Decrease labor costs through strengthened relationships with organized labor. **(G3, G4)**
5. Decrease the overall cost of road maintenance by resurfacing at a 20-year cycle. **(G3, G4)**
6. Increase effectiveness of fleet by reducing average age of heavy trucks to 10-years, with no individual trucks greater than 20 years old. **(G3)**
7. Increase recycling rates through enhanced collection methods and public outreach efforts. **(G4)**
8. Reduce operating costs through energy efficiency initiatives. **(G4)**
9. Continue to seek and obtain federal, state and regional grant funding for capital improvements. **(G5, G6)**

ACCOMPLISHMENTS:

1. Successfully opened every City street within three days of the end of Hurricane/Tropical Storm Irene.
2. Installed approximately 1,575 linear feet of sidewalks on West Thames Street (Rt. 32).
3. Selected design team for the Sherman Street bridge rehabilitation project. Public Works previously secured nearly \$4 million in grant funding for this project.
4. Selected design team for the Sunnyside Street bridge rehabilitation project. Public works previously secured nearly \$1 million in grant funding for this project.
5. Completed the installation of a new high efficiency HVAC system at 23 Union Street. This project is partially funded by a federal energy efficiency grant.
6. Provided project manager service for the Phase III renovations at the Greeneville Fire Station.
7. Secured 80% state funding and design for improvements to a section of Canterbury Turnpike.

**CITY OF NORWICH
GENERAL FUND EXPENDITURES - SUMMARY OF PUBLIC WORKS DEPARTMENT
2012-13 ADOPTED BUDGET**

PUBLIC WORKS DEPARTMENT		2008-09 ACTUAL	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 REVISED BUDGET	2012-13 BUDGET REQUEST	2012-13 MANAGER'S PROPOSED	2012-13 ADOPTED BUDGET
01038	Engineering & Administration	574,270	570,867	517,205	514,658	546,119	546,119	546,119
01039	Fleet Maintenance	1,464,142	1,148,101	1,208,977	1,170,291	1,248,975	1,248,975	1,248,975
01040	Transfer Station, Recycling & Refuse	706,779	2,656,175	2,599,311	2,686,907	2,740,534	2,740,534	2,740,534
01042	Street Maintenance	3,925,729	3,503,860	3,587,830	3,525,615	3,875,383	3,875,383	3,875,383
01047	Building Maintenance	1,132,002	1,005,979	1,070,035	990,442	1,123,120	1,123,120	1,123,120
01048	Parking Maintenance	125,635	109,947	117,587	117,254	139,164	139,164	139,164
TOTALS		7,928,557	8,994,929	9,100,945	9,005,167	9,673,295	9,673,295	9,673,295

PRIOR TO FISCAL YEAR 2009-10, THE REFUSE ACTIVITY WAS ACCOUNTED FOR IN A SEPARATE SPECIAL REVENUE FUND:

Landfill & Refuse	2,083,378	0	0	0	0	0	0
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TOTAL FOR COMPARISON ONLY	10,011,935	8,994,929	9,100,945	9,005,167	9,673,295	9,673,295	9,673,295
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PERFORMANCE MEASURES

	ACTUAL	ACTUAL	ACTUAL	PROJECTED	PROJECTED	PROJECTED	PROJECTED
<i>Inputs</i>							
Full-time equivalent employees	68.00	66.00	63.00	61.00	65.00	62.00	62.00
<i>Workload/outputs</i>							
Improved miles of road	160	161	161	161	161	161	161
Buildings maintained	13	13	13	13	13	13	13
Vehicles & equipment maintained	290	300	300	300	300	300	300
Parks & cemeteries maintained	15	15	15	15	15	15	15
Parking lots, decks & garages maintained	13	13	13	13	14	14	14
<i>Outcome/ Results</i>							
Recycling flyers, newspaper articles, TV spots,	8	10	12	12	12	12	12
Recycling rate	35.00%	34.00%	40.00%	40.00%	40.00%	40.00%	40.00%
Road miles paved	6.4	4.8	5.8	8.0	8.0	8.0	8.0
Clean catch basins at least one time each year	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Percentage of streets swept by August	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Number of trucks > 20 years	-	1	2	2	2	2	2
Average age of fleet (years)	10.7	11.3	12.3	12.3	11.0	11.0	11.0
<i>Efficiency Measures</i>							
Median time for completion of repairs (days)	10	10	15	15	15	15	15
Percentage of procurements screened for possible state bids	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Cost of department per capita	\$269	\$236	\$225	\$222	\$239	\$239	\$239

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2012-13 ADOPTED BUDGET**

38	Engineering & Administration Division	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 REVISED BUDGET	2012-13 BUDGET REQUEST	2012-13 MANAGER'S PROPOSED	2012-13 ADOPTED BUDGET
80011	HEAD OF DEPT	101,599	101,599	156,277	101,889	104,915	109,062	109,062
80012	EMPLOYEES	295,004	296,309	208,349	239,880	288,062	243,062	243,062
80014	OVERTIME	2,154	250	0	0	0	0	0
89999	FRINGE BENEFITS	124,765	117,857	102,381	129,489	169,117	148,095	148,095
80015	PROFESSIONAL SERVICE	23,020	28,107	31,393	20,000	25,000	25,000	25,000
80021	MATERIALS & SUPPLIES	8,047	6,338	6,548	8,000	7,000	7,000	7,000
80033	TELEPHONE	2,162	2,239	2,882	1,600	1,600	1,600	1,600
80034	POSTAGE	968	1,456	815	2,000	2,000	2,000	2,000
80037	MILEAGE	6,294	6,125	3,394	4,800	4,800	4,800	4,800
80048	DEPARTMENTAL EXPENSE	10,257	0	0	0	0	0	0
80057	DUES, LICENSES, SUBSCRIPTIONS	0	5,717	1,076	3,000	2,500	2,500	2,500
80059	TRAINING	0	4,870	4,090	4,000	3,000	3,000	3,000
TOTALS		574,270	570,867	517,205	514,658	607,994	546,119	546,119

Staffing

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

Salaries

Director of Public Works	101,889	109,062	109,062	109,062
City Engineer	90,917	94,099	94,099	94,099
Civil Engineer	71,659	71,659	71,659	71,659
Engineering Technician	0	45,000	45,000	45,000
Public Works Accounting Clerk	38,652	38,652	38,652	38,652

Total Salaries Paid by General Fund

Director of Public Works	101,889	109,062	109,062	109,062
City Engineer	90,917	94,099	94,099	94,099
Civil Engineer	71,659	71,659	71,659	71,659
Engineering Technician	0	45,000	0	0
Public Works Accounting Clerk	77,304	77,304	77,304	77,304
Subtotal - Employees	239,880	288,062	243,062	243,062
TOTAL SALARIES	341,769	397,124	352,124	352,124

Note: In addition to the one Civil Engineer funded in this budget, one Civil Engineer will temporarily be funded from the Road Improvement Bond as he/she will primarily be administering the Road Improvement Program. It is anticipated that the temporary funding of one Civil Engineer position through the Road Improvement Bond will cease upon the start of FY 2013-14, at which time this Civil Engineer position will revert back to the Public Works-Engineering and Administration budget.

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2012-13 ADOPTED BUDGET**

39 Fleet Maintenance Division	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 REVISED BUDGET	2012-13 BUDGET REQUEST	2012-13 MANAGER'S PROPOSED	2012-13 ADOPTED BUDGET
80012 EMPLOYEES	470,828	402,005	419,263	407,813	410,075	410,075	410,075
80014 OVERTIME	40,067	19,003	26,647	35,000	30,000	30,000	30,000
89999 FRINGE BENEFITS	254,523	206,727	217,808	226,495	241,343	241,338	241,338
80023 VEHICLE FUEL	282,763	137,612	192,374	137,048	187,962	187,962	187,962
80027 AUTO SUPPLIES & MAINT	351,421	330,222	300,174	310,000	325,000	325,000	325,000
80033 TELEPHONE	2,072	2,195	2,168	1,600	1,600	600	600
80035 UTILITIES	35,836	36,653	42,480	38,335	45,000	40,000	40,000
80040 BLDG & GRND MAINT	26,632	13,684	8,063	14,000	14,000	14,000	14,000
TOTALS	1,464,142	1,148,101	1,208,977	1,170,291	1,254,980	1,248,975	1,248,975

Staffing

Fleet Maintenance Superintendent	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Lead Mechanic	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Auto Equipment Mechanics	6.00	5.00	5.00	5.00	5.00	5.00	5.00
TOTAL FTE'S	8.00	7.00	7.00	7.00	7.00	7.00	7.00

Salaries

Fleet Maintenance Superintendent				70,995	73,657	73,657	73,657
Lead Mechanic				58,503	58,503	58,503	58,503
Auto Equipment Mechanics				55,423	55,423	55,423	55,423

Total Salaries Paid by General Fund

Fleet Maintenance Superintendent				70,995	73,657	73,657	73,657
Lead Mechanic				58,503	58,503	58,503	58,503
Auto Equipment Mechanics				277,115	277,115	277,115	277,115
TOTAL SALARIES				406,613	409,275	409,275	409,275

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

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2012-13 ADOPTED BUDGET**

40	Transfer Station, Recycling & Refuse	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 REVISED BUDGET	2012-13 BUDGET REQUEST	2012-13 MANAGER'S PROPOSED	2012-13 ADOPTED BUDGET
80012	EMPLOYEES	123,295	136,317	139,421	136,381	136,391	136,391	136,391
80014	OVERTIME	16,506	18,531	19,515	15,000	18,000	18,000	18,000
89999	FRINGE BENEFITS	64,703	65,845	77,296	80,548	89,239	88,943	88,943
80021	MATERIALS & SUPPLIES	1,127	7,907	1,760	3,000	3,000	2,000	2,000
80032	EQUIP & FURN MAINT	13,070	38,307	13,469	30,000	22,000	22,000	22,000
80033	TELEPHONE	267	286	375	400	400	400	400
80035	UTILITIES	6,517	5,929	5,089	6,578	5,300	4,800	4,800
80037	MILEAGE	977	304	0	0	0	0	0
80124	CONTRACTS	474,008	2,382,749	2,342,386	2,415,000	2,468,000	2,468,000	2,468,000
89020	OPERATING TRANSFER-OUT	6,309	0	0	0	0	0	0
TOTALS		706,779	2,656,175	2,599,311	2,686,907	2,742,330	2,740,534	2,740,534

Staffing

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

Salaries

Weighmaster Clerk	52,902	52,902	52,902	52,902
Recycling Coordinator	43,732	43,732	43,732	43,732
Attendant	39,747	39,757	39,757	39,757

Total Salaries Paid by General Fund

Weighmaster Clerk	52,902	52,902	52,902	52,902
Recycling Coordinator	43,732	43,732	43,732	43,732
Attendant	39,747	39,757	39,757	39,757
TOTAL SALARIES	136,381	136,391	136,391	136,391

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

Detail of Contracts Line:

Material disposal fees	36,000	36,000	36,000	36,000
Bulky waste disposal	64,000	64,000	64,000	64,000
Bagged leaf collection	15,000	12,000	12,000	12,000
SCRRRA Contract	1,470,000	1,476,000	1,476,000	1,476,000
CCD Refuse Collection contract	271,000	271,000	271,000	271,000
TCD Refuse Collection contract	269,000	269,000	269,000	269,000
Town & City recycling	290,000	290,000	290,000	290,000
Catch basin cleaning	-	50,000	50,000	50,000
	2,415,000	2,468,000	2,468,000	2,468,000

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2012-13 ADOPTED BUDGET**

		2008-09	2009-10	2010-11	2011-12	2012-13	2012-13	2012-13
		ACTUAL	ACTUAL	ACTUAL	REVISED BUDGET	BUDGET REQUEST	MANAGER'S PROPOSED	ADOPTED BUDGET
42	Streets & Parks Maintenance Division							
80009	TREE CARE	113,376	21,186	43,895	40,000	80,000	80,000	80,000
80012	EMPLOYEES	1,696,479	1,698,187	1,639,597	1,710,741	1,807,874	1,718,019	1,718,019
80013	PART TIME EMPLOYEES	44,962	22,341	7,442	40,000	40,000	40,000	40,000
80014	OVERTIME	174,584	104,985	134,931	112,000	157,000	157,000	157,000
89999	FRINGE BENEFITS	988,232	891,961	988,479	1,044,507	1,243,823	1,190,264	1,190,264
80021	MATERIALS & SUPPLIES	645,380	503,520	500,355	392,000	500,000	475,000	475,000
80033	TELEPHONE	5,186	6,719	6,849	5,000	5,000	8,100	8,100
80035	UTILITIES	65,484	56,967	62,979	31,367	80,000	57,000	57,000
80040	BLDG & GRND MAINT	29,964	39,483	61,493	40,000	40,000	40,000	40,000
80043	EMERGENCY STORM DRAIN	160,711	156,983	140,324	110,000	110,000	110,000	110,000
80047	TRUST FUND VASES	1,371	1,528	1,486	0	0	0	0
TOTALS		3,925,729	3,503,860	3,587,830	3,525,615	4,063,697	3,875,383	3,875,383

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	5.00	4.00	4.00	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	3.00	2.00	1.00	1.00	1.00	1.00	1.00	1.00
Heavy Equipment Operators	3.00	3.00	2.00	2.00	3.00	3.00	3.00	2.00
Light Equipment Operators	14.00	14.00	14.00	14.00	14.00	13.00	13.00	14.00
Laborers	11.00	12.00	13.00	12.00	13.00	12.00	12.00	12.00
TOTAL FTE'S	40.00	39.00	38.00	36.00	38.00	36.00	36.00	36.00

Salaries

Public Works Superintendent	70,995	73,657	73,657	73,657	73,657	73,657	73,657
Streets/ Parks Foreman	61,561	63,869	63,869	63,869	63,869	63,869	63,869
Crew Leaders	52,902	52,902	52,902	52,902	52,902	52,902	52,902
Mason	52,902	52,902	52,902	52,902	52,902	52,902	52,902
Maintenance Man	52,902	52,902	52,902	52,902	52,902	52,902	52,902
Heavy Equipment Operators	50,381	50,381	50,381	50,381	50,381	50,381	50,381
Light Equipment Operators	47,017	47,017	47,017	47,017	47,017	47,017	47,017
Laborers	39,474	39,474	39,474	39,474	39,474	39,474	39,474

Total Salaries Paid by General Fund

Public Works Superintendent	70,995	73,657	73,657	73,657	73,657	73,657	73,657
Streets/ Parks Foreman	123,122	127,738	127,738	127,738	127,738	127,738	127,738
Crew Leaders	158,706	158,706	158,706	158,706	158,706	158,706	158,706
Mason	52,902	52,902	52,902	52,902	52,902	52,902	52,902
Maintenance Man	52,902	52,902	52,902	52,902	52,902	52,902	52,902
Heavy Equipment Operators	100,762	151,143	151,143	151,143	100,762	100,762	100,762
Light Equipment Operators	658,238	658,238	611,221	658,238	658,238	658,238	658,238
Laborers	473,688	513,162	473,688	473,688	473,688	473,688	473,688
TOTAL SALARIES	1,691,315	1,788,448	1,701,957	1,698,593	1,698,593	1,698,593	1,698,593

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

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2012-13 ADOPTED BUDGET**

47 Building Maintenance Division	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 REVISED BUDGET	2012-13 BUDGET REQUEST	2012-13 MANAGER'S PROPOSED	2012-13 ADOPTED BUDGET
80004 MATERIALS & SUPPLIES-OTHER	15,065	10,850	11,667	10,500	12,500	12,500	12,500
80007 UTILITIES-OTHER	71,139	61,461	60,963	64,180	54,000	54,000	54,000
80012 EMPLOYEES	379,290	323,016	410,571	363,986	406,051	406,051	406,051
80013 PART TIME EMPLOYEES	7,226	0	0	0	0	0	0
80014 OVERTIME	41,461	13,832	20,629	15,000	25,000	25,000	25,000
89999 FRINGE BENEFITS	195,596	184,960	189,882	197,874	248,155	248,369	248,369
80021 MATERIALS & SUPPLIES	37,218	34,585	34,830	33,000	33,000	33,000	33,000
80035 UTILITIES	177,093	152,822	172,469	155,902	159,200	159,200	159,200
80040 BLDG & GRND MAINT	98,262	96,279	88,181	75,000	90,000	90,000	90,000
80108 BLDG GRND MAINT-OTHER	109,652	128,174	80,843	75,000	95,000	95,000	95,000
TOTALS	1,132,002	1,005,979	1,070,035	990,442	1,122,906	1,123,120	1,123,120

Notes on Line items:

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

Staffing

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

Salaries

Building & Grounds Maintenance Supervisor	61,561	63,869	63,869	63,869
Chief Maintenance Man	55,423	55,423	55,423	55,423
Lead Janitor	47,017	47,017	47,017	47,017
Janitors	39,757	39,757	39,757	39,757

Total Salaries Paid by General Fund

Building & Grounds Maintenance Supervisor	61,561	63,869	63,869	63,869
Chief Maintenance Man	55,423	55,423	55,423	55,423
Lead Janitor	47,017	47,017	47,017	47,017
Janitors	198,785	238,542	238,542	238,542
TOTAL SALARIES	362,786	404,851	404,851	404,851

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

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2012-13 ADOPTED BUDGET**

48 Parking Maintenance Division	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 REVISED BUDGET	2012-13 BUDGET REQUEST	2012-13 MANAGER'S PROPOSED	2012-13 ADOPTED BUDGET
80012 EMPLOYEES	73,254	36,758	40,269	39,757	39,757	39,757	39,757
89999 FRINGE BENEFITS	34,714	18,114	20,822	22,361	24,575	24,407	24,407
80040 MAINTENANCE	17,667	55,075	56,496	55,136	75,000	75,000	75,000
TOTALS	125,635	109,947	117,587	117,254	139,332	139,164	139,164

Staffing

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

Salaries

Laborer				39,474	39,474	39,474	39,474
Janitors				39,757	39,757	39,757	39,757

Total Salaries Paid by General Fund

Laborer				0	0	0	0
Janitors				39,757	39,757	39,757	39,757
TOTAL SALARIES				39,757	39,757	39,757	39,757

NOTES:

The Parking Commission partially reimburses the city for the maintenance services provided.

The revenue is accounted for in account 70260 (See revenue section). For the 2012-13 fiscal year the revenue is estimated to be \$60,000.

ELECTION

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

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

VALUES:

- Efficiency
- Accuracy
- Timeliness
- Professionalism

GOALS & ACTION PLANS:

1. Increase knowledge of election laws and keep up to date on changes.
2. Use technology to maintain complete and accurate voter registration with periodic changes referred by the Secretary of State, Department of Motor Vehicles and the Post Office. **(G3)**
3. Attend training programs sponsored by the Secretary of State and the Registrars of Voters Association of Connecticut (ROVAC), including periodic county meetings. **(G5)**
4. Completed annual canvas of voters.
5. Organize and conduct primaries when needed. Conduct annual elections including municipal, state and federal elections.
6. Provided accurate voter registration lists to candidates, the City Clerk, and other interested parties. **(G5)**
7. Provide aid and support for voter registration drives.
8. Coordinate new technology. **(G3)**
9. Work with the Board of Education within the framework of General Statutes 9-168 and 9-169 to decrease the number of voting districts (and thereby decreasing the number of mandated election workers), without eliminating polling locations. **(G3)**
10. Work with the Board of Education within the framework of General Statutes 9-168 and 9-169 to use schools in more convenient areas to better service ALL of the Norwich electorate.

ACCOMPLISHMENTS:

1. Completed voting district and location changes
2. Maintained State of Connecticut voter data base
3. Completed annual canvas of voters.
4. Organized and ran primaries and general election.
5. Provided accurate voter registration lists for candidates, City Clerk and other interested parties.
6. Supported voter registration drives.
7. Worked with the Board of Education and 'First Student' to provide transportation to the polls for voters in the Greenville section of Norwich.
8. In conjunction with the local 'Bully Busters' chapter and City of Norwich Youth and Family Services, hired and provided training to Norwich youth as election workers.

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2012-13 ADOPTED BUDGET**

63 ELECTION	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 REVISED BUDGET	2012-13 BUDGET REQUEST	2012-13 MANAGER'S PROPOSED	2012-13 ADOPTED BUDGET
80011 HEAD OF DEPT	48,014	46,450	48,000	48,000	48,000	48,000	48,000
80012 EMPLOYEES	29,585	0	0	0	0	0	0
80013 PART TIME EMPLOYEES	43,952	16,884	40,547	30,600	26,000	26,000	26,000
89999 FRINGE BENEFITS	18,441	6,709	4,128	6,179	5,802	5,802	5,802
80021 MATERIALS & SUPPLIES	7,830	4,207	11,766	6,000	4,000	4,000	4,000
80032 EQUIP & FURN MAINT	3,688	4,469	6,498	5,000	5,100	5,100	5,100
80033 TELEPHONE	3,972	3,310	3,663	3,500	4,000	4,300	4,300
80034 POSTAGE	5,181	1,598	6,985	6,000	5,000	5,000	5,000
80037 MILEAGE	0	0	69	0	200	200	200
80038 ADVERTISING	1,035	2,793	3,729	3,000	2,000	2,000	2,000
80039 PRINTING	0	0	560	0	12,000	12,000	12,000
80048 DEPARTMENTAL EXPENSE	611	0	0	0	0	0	0
80053 MOVING VOTING MACHINE	2,202	856	2,050	1,700	1,700	1,700	1,700
80059 TRAINING	0	0	0	0	2,700	2,700	2,700
TOTALS	164,511	87,276	127,995	109,979	116,502	116,802	116,802

Staffing

Registrars	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Assistant to Registrar of Voters	0.60	0.00	0.00	0.00	0.00	0.00	0.00
TOTAL FTE'S	2.60	2.00	2.00	2.00	2.00	2.00	2.00

Salaries

Registrars				24,000	24,000	24,000	24,000
Assistant to Registrar of Voters				0	0	0	0

Total Salaries Paid by General Fund

Registrars				48,000	48,000	48,000	48,000
Assistant to Registrar of Voters				0	0	0	0
TOTAL SALARIES				48,000	48,000	48,000	48,000

Elections Workers

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

PERFORMANCE MEASURES

	ACTUAL	ACTUAL	ACTUAL	PROJECTED	PROJECTED	PROJECTED	PROJECTED
Inputs							
Voting locations	4	4	4	5	5	5	5
Workload/ Output Measures							
General elections	1	2	1	1	1	1	1
Primaries	2	1	2	2	2	2	2
Total elections	3	3	3	3	3	3	3
New registrations	3,284	438	1,060	3,500	4,000	4,000	4,000
Changes	2,303	2,376	3,049	2,500	3,500	3,500	3,500
Number of eligible voters	23,000	21,126	20,951	24,000	23,000	23,000	23,000
Outcome/ Results							
Number of voters voting in General Election	3,704	9,064	2,828	6,000	10,000	10,000	10,000
Percentage of eligible voters voting	16.10%	42.90%	13.50%	25.00%	43.48%	43.48%	43.48%
Efficiency Measures							
Average total cost per election	\$54,837	\$29,092	\$42,665	\$36,660	\$38,834	\$38,934	\$38,934
Average cost per polling place per election	\$13,709	\$7,273	\$10,666	\$7,332	\$7,767	\$7,787	\$7,787
Cost of election per registered voter	\$2.38	\$1.38	\$2.04	\$1.53	\$1.69	\$1.69	\$1.69

PLANNING & DEVELOPMENT

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

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

VALUES:

- Equity & Fairness
- Communication
- Public education & Protection

GOALS & ACTION PLANS:

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

ACCOMPLISHMENTS:

1. Facilitated Federal EPA Brownfield & Petroleum Assessment Grants.
2. Participated in City Manager's Capital Planning Committee.
3. Assisted Redevelopment Agency with RFQ process for Brownfield Area Wide Plan initiative.
4. Initiated adoption of People Forms technology with assistance of NDPU staff.
5. Participated in formulating Municipal Bond Rating presentations.
6. Facilitated RFQ process to initiate Plan of Conservation & Development update.
7. Coordination of Plan of Conservation & Development update.
8. Advised Mayor & City Manager on issues related to New England Central Rail service.
9. Completed FEMA Floodplain Regulation/Map Audit

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2012-13 ADOPTED BUDGET**

64	PLANNING & DEVELOPMENT	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 REVISED BUDGET	2012-13 BUDGET REQUEST	2012-13 MANAGER'S PROPOSED	2012-13 ADOPTED BUDGET
80011	HEAD OF DEPT	88,281	88,281	92,455	97,181	100,581	100,581	100,581
80012	EMPLOYEES	723,339	633,184	610,550	490,322	492,969	492,969	492,969
80014	OVERTIME	20,974	2,633	4,881	8,000	3,500	3,500	3,500
89999	FRINGE BENEFITS	303,506	264,529	278,331	254,128	281,088	283,036	283,036
80015	PROFESSIONAL SERVICES	500	52	1,067	0	0	0	0
80021	MATERIALS & SUPPLIES	4,007	1,984	2,297	3,000	726	726	726
80023	VEHICLE FUEL	4,399	2,617	2,661	3,640	3,000	3,000	3,000
80032	EQUIP & FURN MAINT	6,086	5,397	6,413	5,950	5,950	7,000	7,000
80033	TELEPHONE	10,362	9,610	9,931	9,000	9,000	7,600	7,600
80034	POSTAGE	5,392	3,479	3,485	4,000	3,000	3,000	3,000
80037	MILEAGE	3,365	4,083	3,209	2,000	800	3,500	3,500
80038	ADVERTISING	25,948	13,070	14,490	16,000	0	15,000	15,000
80039	PRINTING	726	0	96	0	0	0	0
80048	DEPARTMENTAL EXPENSE	1,919	0	0	0	0	0	0
80057	DUES, LICENSES, SUBSCRIPTIONS	0	224	135	0	0	0	0
80059	TRAINING	0	50	452	2,000	1,000	1,000	1,000
TOTALS		1,198,804	1,029,193	1,031,064	895,221	901,614	920,912	920,912

Notes on Line items:

Professional Services includes amount to allow the Building Inspector to seek professional assistance in evaluating more complex building proposals. Planning & Development collects fees for permits, applications and other fees which are included in revenue account 70213. We anticipate that we will collect revenue of approximately \$400,000 for fiscal year 2012-13.

Staffing

Director of Planning & Development	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
City Planner	1.00	1.00	1.00	0.00	0.00	0.00	0.00	0.00
Planning Technician	1.00	1.00	1.00	0.00	0.00	0.00	0.00	0.00
Zoning Enforcement Officer	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Administrative Secretary	2.60	2.60	2.00	2.00	2.00	2.00	2.00	2.00
Building/Housing Code Enforcement Official	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Assistant Building Officials	4.00	2.50	2.00	2.00	2.00	2.00	2.00	2.00
Code Enforcement Official	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Blight Control/ Housing Code Enforcement Offi	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Code Enforcement Secretary	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
TOTAL FTE'S	14.60	13.10	12.00	10.00	10.00	10.00	10.00	10.00

Salaries

Director of Planning & Development	97,181	100,581	100,581	100,581
Building/Housing Code Enforcement Official	75,654	78,301	78,301	78,301
Zoning Enforcement Officer	54,615	54,615	54,615	54,615
Assistant Building Officials	60,285	60,285	60,285	60,285
Code Enforcement Official	60,285	60,285	60,285	60,285
Blight Control/ Housing Code Enforcement Officer	53,283	53,283	53,283	53,283
Code Enforcement Secretary	42,665	42,665	42,665	42,665
Planning Technician	43,732	0	0	0
Administrative Secretary	41,625	41,625	41,625	41,625

Total Salaries Paid by General Fund

Director of Planning & Development	97,181	100,581	100,581	100,581
Building/Housing Code Enforcement Official	75,654	78,301	78,301	78,301
Zoning Enforcement Officer	54,615	54,615	54,615	54,615
Assistant Building Officials	120,570	120,570	120,570	120,570
Code Enforcement Official	60,285	60,285	60,285	60,285
Blight Control/ Housing Code Enforcement Officer	53,283	53,283	53,283	53,283
Code Enforcement Secretary	42,665	42,665	42,665	42,665
Planning Technician	0	0	0	0
Administrative Secretary	83,250	83,250	83,250	83,250
Subtotal - Employees	490,322	492,969	492,969	492,969
TOTAL SALARIES	587,503	593,550	593,550	593,550

64 PLANNING & DEVELOPMENT	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 REVISED BUDGET	2012-13 BUDGET REQUEST	2012-13 MANAGER'S PROPOSED	2012-13 ADOPTED BUDGET
PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	PROJECTED	PROJECTED	PROJECTED	PROJECTED
<i>Inputs</i>							
Building & housing division FTEs	8.0	6.5	6.0	6.0	6.0	6.0	6.0
<i>Workload/ Output Measures</i>							
Site development plans reviewed	16	7	7	12	10	10	10
Subdivision/resubdivision plans reviewed	3	1	3	1	1	1	1
Special permit applications reviewed	10	7	5	10	10	10	10
Zoning permit applications	370	327	295	450	300	300	300
Zoning Variances Granted	32	18	27	30	30	30	30
Zoning Variances Denied	3	1	3	5	5	5	5
Inland Wetland Applications	22	6	18	10	6	6	6
Zoning Complaints	240	167	130	250	200	200	200
Residential Building Permits	1,705	1,620	1,767	1,000	2,000	2,000	2,000
Commercial Building Permits	294	187	177	200	200	200	200
Industrial Building Permits	3	1	3	1	4	4	4
Structures Condemed	1	6	23	6	10	10	10
Dwelling Units Condemed	12	17	26	25	25	25	25
Buildings Demolished	21	3	18	6	6	6	6
<i>Outcome/ Results</i>							
Citations Issued	240	287	101	250	150	150	150
Citation Fees Collected	\$42,641	\$43,200	\$10,748	\$50,000	\$20,000	\$20,000	\$20,000
Violations Investigated	1,361	1,285	1,676	1,500	1,500	1,500	1,500
<i>Efficiency Measures</i>							
Residential building permits per assigned FTE	213	249	295	167	333	333	333

BOARD OF EDUCATION

MISSION: The Norwich Public Schools will provide each student a rigorous, effective teaching and learning environment where equity is the norm, excellence is the goal, student health and safety is assured and achievement cannot be predicted by race or other demographics.

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

VALUES:

- Professionalism
- Competency
- Compassion
- Community Involvement

GOALS & ACTION PLANS:

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

CITY OF NORWICH GENERAL FUND EXPENDITURES 2012-13 ADOPTED BUDGET							
70 BOARD OF EDUCATION	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 REVISED BUDGET	2012-13 BUDGET REQUEST	2012-13 MANAGER'S PROPOSED	2012-13 ADOPTED BUDGET
80070 BOARD OF EDUCATION	67,191,000	62,580,561	62,952,966	68,163,405	71,579,213	69,185,856	70,385,212
TOTALS	67,191,000	62,580,561	62,952,966	68,163,405	71,579,213	69,185,856	70,385,212

Notes:

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

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

PERFORMANCE MEASURES	ACTUAL	ACTUAL	ACTUAL	PROJECTED	PROJECTED	PROJECTED	PROJECTED
Total number of students	3,859	3,865	3,805	3,900	3,805	3,805	3,805
Average class size							
Kindergarten	18.3	18.1	18.5	*	18.5	18.5	18.5
Grade 2	18.8	18.7	19.4	*	19.4	19.4	19.4
Grade 5	19.1	19.2	20.3	*	20.3	20.3	20.3
Grade 7	21.1	20.5	19.8	*	19.8	19.8	19.8
High School	9.6	9.5	14.2	*	14.2	14.2	14.2
Student/teacher ratio	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Net per pupil expenditure	\$13,142	N/A	\$13,142	\$13,142	\$13,142	\$13,142	\$13,142
Average teacher salary	\$59,658	\$56,934	*	*	*	*	*
Percentage of city resident children attending public schools	89.80%	89.20%	89.80%	89.80%	89.80%	89.80%	89.80%
Connecticut Mastery Test:							
Percentage at or above "proficient"							
<i>Grade 4</i>							
Reading	52.1	52.1	53.2	52.1	53.2	53.2	53.2
Math	65.6	65.6	68.9	65.6	68.9	68.9	68.9
Writing	65.9	65.9	66.8	65.9	66.8	66.8	66.8
<i>Grade 6</i>							
Reading	71.5	71.5	75.7	71.5	75.7	75.7	75.7
Math	73.2	73.2	68.2	73.2	68.2	68.2	68.2
Writing	72.9	72.9	77.2	72.9	77.2	77.2	77.2
<i>Grade 8</i>							
Reading	70.2	70.2	67.7	70.2	67.7	67.7	67.7
Math	77.1	77.1	79.3	77.1	79.3	79.3	79.3
Writing	66.7	66.7	58.5	66.7	58.5	58.5	58.5

NOTE: the Student/teacher ratio and Total Expenditure/Student statistics are no longer reported on the Connecticut Strategic School Profile

* Class size projections are not yet available at this time due to school closings. On average, Kindergarten and Grades 2 and 5 will be between 25-30 students/classroom. Grade 7 and High School will remain relatively stable.

Norwich Public Schools - Summary of Accounts

	Description	11/12 Budget	12/13 Budget Request	Difference
111	CERTIFIED SALARIES	\$17,722,779	\$18,670,556	\$947,777
112	SUPPORT SALARIES	\$3,882,515	\$4,369,121	\$486,606
121	TEMP PAY CERT PERSONNEL	\$185,638	\$265,000	\$79,363
122	TEMP PAY SUPPT PERSONNEL	\$134,000	\$154,000	\$20,000
200	POST EMPLOYMENT BENEFITS	\$0	\$0	\$0
201	BLUE CROSS MAJOR MEDICAL	\$6,589,241	\$6,459,000	(\$130,241)
203	LIFE INSURANCE	\$49,000	\$35,000	(\$14,000)
204	UNEMPLOYMENT COMPENSATION	\$342,000	\$100,000	(\$242,000)
205	WORKER'S COMPENSATION	\$577,000	\$577,000	\$0
206	CITY RETIREMENT PLAN	\$362,000	\$450,000	\$88,000
207	FICA EMPLOYER'S SHARE	\$811,133	\$811,133	\$0
208	SEVERANCE PAY	\$100,000	\$100,000	\$0
209	MEDICARE REIMBURSEMENT	\$10,000	\$10,000	\$0
323	CONTRACT HEALTH SERVICE	\$835,500	\$835,500	\$0
330	PROFESSIONAL SERVICES	\$129,500	\$139,900	\$10,400
333	CONTRACT TRANSPORTATION	\$2,974,963	\$3,231,471	\$256,508
410	PUBLIC UTILITIES	\$782,707	\$868,500	\$85,793
431	CONTRACT REPAIRS BLDGS	\$190,955	\$190,955	\$0
510	SPED CONTRACTED TRANS.	\$2,071,887	\$2,300,000	\$228,113
520	PROPERTY INSURANCE	\$131,241	\$149,990	\$18,749
521	LIABILITY INSURANCE	\$149,339	\$164,280	\$14,941
530	TELEPHONE	\$98,181	\$114,952	\$16,771
531	ADVERTISING	\$10,000	\$10,000	\$0
532	METERED POSTAGE	\$22,000	\$25,000	\$3,000
560	TUITION PAYMENT	\$24,213,122	\$24,234,817	\$21,695
580	REIMBURSABLE EXPENSES	\$27,900	\$28,900	\$1,000
590	OTHER PURCHASED SERVICES	\$3,063,230	\$3,463,125	\$399,895
592	ADULT EDUCATION	\$149,231	\$149,231	\$0
593	MAINTENANCE SERVICES	\$361,111	\$386,111	\$25,000
594	FINANCIAL SERVICES	\$41,000	\$41,000	\$0
611	INSTRUCTIONAL SUPPLIES	\$196,880	\$325,922	\$129,042
612	HEALTH SUPPLIES	\$18,750	\$22,000	\$3,250
613	MAINTENANCE SUPPLIES	\$65,375	\$65,375	\$0
614	CUSTODIAL SUPPLIES	\$120,000	\$120,000	\$0
620	HEATING EXPENSES	\$649,900	\$637,900	(\$12,000)
627	FUEL	\$767,366	\$797,261	\$29,895
641	TEXTBOOKS	\$0	\$80,000	\$80,000
642	LIBRARY SUPPLIES/MATRLS.	\$7,600	\$45,000	\$37,400
690	OTHER SUPPLIES AND MATERIALS	\$6,000	\$6,000	\$0
692	OFFICE SUPPLIES	\$53,132	\$58,932	\$5,800
693	AFTERSCHOOL PROGRAMS	\$1,944	\$1,944	\$0
694	PROFESSIONAL MATERIALS	\$3,000	\$3,000	\$0
720	CAPITAL PROJECTS	\$120,000	\$500,000	\$380,000
730	INSTRUCT. EQUIP. REPAIRS	\$3,400	\$3,400	\$0
731	INSTRUCTIONAL EQUIPMENT	\$3,200	\$3,200	\$0
734	TECHNOLOGY EQUIPMENT	\$52,293	\$52,293	\$0
735	SOFTWARE LICENSING	\$34,950	\$410,000	\$375,050
736	MAINT VEH/EQUIP REPAIR	\$24,250	\$24,250	\$0
739	OTHER EQUIPMENT	\$10,064	\$60,064	\$50,000
810	DUES & SUBSCRIPTIONS	\$8,130	\$28,130	\$20,000
	TOTAL	\$68,163,405	\$71,579,213	\$3,415,807
	ARRA SFSF Funds	\$0	\$0	\$0
	Total - including ARRA SFSF	\$68,163,405	\$71,579,213	\$3,415,807

Reduction in funding in Manager's Proposed Budget	(\$2,393,357)	5.01%
Increase in funding in Council's Adopted Budget	<u>\$1,199,356</u>	
Adopted Education Budget	<u><u>\$70,385,212</u></u>	\$2,221,807
		3.26%

Norwich Public Schools Grants Grid

		2010-11	2011-12	Applies TO
Title One Improving Basic Programs	overall	1,304,059	1,290,966	
	NPS	1,294,554	1,280,466	All
	Non public	9,505	10,500	
Title II Part A Teacher Training Entitlement	overall	405,260	364,712	
	NPS	226,835	200,489	All
	Non public	178,425	164,223	
Title II Part D Enhancing Education Through Technology	overall	Competitive Grant not posted yet	NO RFP as of yet	
	NPS			All
	Non public			
Title III Part A English Language Acquisition	overall	73,743	78,012	
	NPS	60,056	63,933	All
	Non public	13,687	14,079	
Title III Immigrant Children and Youth Grant	overall	81,897		
	NPS	43,142		
Title IV Safe and Drug-Free Schools	overall			
	NPS			All
	Non public			
Bilingual/ESOL Education Program		15,139	19,975	All
School Readiness	NPS	1,668,980	1,668,980	All
Quality Enhancement		24,106	19,117	
Priority		1,170,737	1,159,225	
School Accountability- Summer		115,977	118,729	
Extended School Hours		105,597	104,980	
IDEA (Part B) 611(94-142 Special Education)		Overall	1,399,434	
	NPS	1,375,056	1,375,056	
	Non-Public	24,378	24,378	
IDEA (Part B) 619 Preschool Entitlement	NPS	39,416	39,416	All
Stewart B. McKinney Education of Homeless Children and Youth	NPS	50,310	47,400	All
21st Century Community Learning Centers-Aspire	NPS	142,500	95,000	Middle Schools
21st Century Community Learning Centers-Bridges	NPS	198,248	148,686	Elementary
21st Century Community Learning Centers-STANTON BRIDGES (Formerly Greenville)	NPS	113,498	113,498	Stanton
LEARN and SERVE AMERICA		37,000		All
Interdistrict Cooperative	NPS	92,548	103,186	Middle Schools
English Language Civics		29,400	29,400	Adult Education
Family Resource Center		97,000	92,435	Wequonnoc
Program Improvement Projects		147,000	104,280	Adult Education
*Adult Education Provider		1,274,664	1,225,569	Adult Education
Adult Education			42,720	Adult Education
Norwich Sunrise Rotary Club		3,000	3,000	Huntington
Investing & Personal Finance Education			25,000	Adult Education
ARRA Stabilization -ED Grants		4,610,439		All
Fresh Fruits and Vegetables		33,009	94,991	All Elementary Schools
Education Jobs Fund	NPS	1,889,571		ALL
Smoke-Free Students	NPS		50,569	Middle Schools
Pegpetia	NPS		53,234	All
After-School Program	NPS		48,000	TRA
		13,536,976	7,658,826	Confirmed

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2012-13 ADOPTED BUDGET**

80 DEBT SERVICE	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 REVISED BUDGET	2012-13 BUDGET REQUEST	2012-13 MANAGER'S PROPOSED	2012-13 ADOPTED BUDGET
80801 PRINCIPAL	3,235,000	3,530,000	3,475,000	3,970,000	3,960,000	3,960,000	3,960,000
80802 INTEREST	1,198,896	942,764	1,296,888	1,001,075	1,204,332	1,204,332	1,204,332
TOTALS	4,433,896	4,472,764	4,771,888	4,971,075	5,164,332	5,164,332	5,164,332

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	699,707	635,944	686,454	736,000	735,743	735,743	735,743
80063 POST-EMPLOYMENT MEDICAL	961,400	961,400	1,180,800	1,476,797	1,717,749	1,717,749	1,717,749
80072 CLAIMS	33,084	0	49,871	75,000	75,000	75,000	75,000
80073 INSURANCE	816,843	832,176	693,197	691,000	695,262	695,262	695,262
80077 LIBRARY	1,121,500	986,920	886,288	936,228	982,643	936,228	986,228
80086 CONTINGENCY	66,387	10,000	20,450	348,200	569,275	569,275	569,275
80088 AMBULANCE SERVICE	52,757	54,708	56,732	58,832	61,008	61,008	61,008
80090 CONVEYANCE TAX TRANS-OUT	232,686	0	0	0	0	0	0
80093 PROBATE COURT	23,235	26,379	26,364	22,452	25,717	25,717	25,717
80095 SE CT COUNCIL GOVERN	18,059	18,059	18,059	18,059	22,271	22,271	22,271
80096 STATE FISHING & GAME	31,223	0	0	0	0	0	0
80098 APPROP-CAPITAL BUDGET	1,826,065	2,327,880	2,358,066	2,372,692	2,414,235	2,414,235	2,414,235
80101 UNEMPLOY COMPENSATION	21,569	63,996	37,849	56,256	35,000	35,000	35,000
80103 HISTORIC DISTRICT	1,955	1,018	1,899	2,388	2,388	2,388	2,388
80104 CT CONF OF MUNICIPAL	25,327	25,327	25,327	25,327	25,327	25,327	25,327
80115 TAX COLLECTION SERVICES	30,214	19,585	14,071	9,000	18,000	18,000	18,000
80120 REGION HEALTH DISTRICT	241,385	248,466	248,167	249,878	263,121	263,121	263,121
80133 ELDERLY TAX CREDITS	82,824	70,400	0	0	0	0	0
80141 SEAT BUS	129,372	133,253	141,248	146,898	152,774	152,774	152,774
80181 PARKING LEASE	10,000	10,000	10,000	10,000	10,000	10,000	10,000
87109 UNITED COMMUNITY SERV	177,000	150,450	0	50,000	75,000	50,000	50,000
87110 TVCCA	13,485	11,500	0	4,000	28,000	4,000	4,000
87111 LITERACY VOLUNTEERS	4,200	3,500	0	0	0	0	0
89335 OPERATING TRANSFER TO ICE RINK	0	0	0	54,000	27,000	27,000	27,000
TOTALS	6,620,277	6,590,961	6,454,842	7,343,007	7,935,513	7,840,098	7,890,098

NON-DEPARTMENTAL EXPENSES

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

80002 Street Lighting: Payment to Norwich Public Utilities for the energy used to light the street lamps.

80063 Other Post-Employment Benefits: Covers the contribution to the Other Post-Employment Benefits Fund. The contribution is based on the estimated costs of claims and administration during fiscal year 2012-13 for retirees plus 4/5 of the amortization of prior service cost.

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.

80090 Conveyance tax transfers: On October 15, 2007, the Norwich City Council adopted ordinance 1577 which redirected 50% of the conveyance taxes collected to support Mohegan Park, recreation and arts, and economic development. 25% of this transferred revenue was allocated to the Mohegan Park Development account. 25% was allocated to Arts & Recreation. The remaining 50% was earmarked for economic development. Ordinance 1615 adopted on May 18, 2009 suspended this transfer for fiscal year 2009-10. Ordinance 1632 adopted on April 19, 2010 repealed ordinance 1577.

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.

80096 Fish & Game: See description of revenue account 70252.

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

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

80103 Historic District Commission: Supports Historic District Commission activities which include: annual preservation awards program and assisting the Building Department and residents with compliance with historic preservation guidelines.

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

80115 Tax Collections Services/ Credit Card Fees: The costs the city incurs for the fee levied by the State of Connecticut Department of Motor Vehicles to accept a list of delinquent taxpayers and the credit card fees on delinquent taxes. Starting in 2010, the City will pass the credit card fee costs onto the taxpayers.

80120 Regional Health District: The city's cost of \$6.82 per capita (population based on 7/1/2010 Connecticut Department of Public Health estimates) to participate in the Uncas Health District which is comprised of Bozrah, Griswold, Lisbon, Montville, Norwich, Sprague, and Voluntown.

80133 Elderly Tax Credits: Local municipal tax credit created for the elderly who meet certain income guidelines. Guidelines for homeowners mirrors state tax credit regulations. Starting in 2010-11, this item is just reflected as a reduction of the taxable grand list. See the "Millage Requirements" page for further information on the calculation of the taxable grand list and mill rates.

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

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

87109 United Community & Family Services, Inc.: Amount used to help defray cost of public health nursing services for the City of Norwich. United Community & Family Services' mission is to be a leading provider of and advocate for affordable, comprehensive, high quality health and human services that strengthen those in need throughout greater southeastern Connecticut.

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

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

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

CITY OF NORWICH
CAPITAL BUDGET SUMMARY

The following is a list of capital improvements and projects for fiscal year 2012-13 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

Department	Account Code	Description	Financial and/ or Non-financial impacts	QTY	UOM	Estimated Unit Cost	Estimated Total Cost
City Manager	10213-88000	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		250,000	250,000
East Great Plain VFD	10213-88223	Roof Repair	Repairing the roof should extend the life of the EGP roof by 4 or 5 years.	1	each	8,000	8,000
Laurel Hill VFD	10213-88224	Roof Replacement - Replace Laurel Hill's 26-year-old roof.	Replacing the roof should decrease maintenance costs and may decrease heating costs.	1	each	12,000	12,000
Taftville VFD	10213-88226	Roof Replacement - Replace roof over apparatus bays - last redone in 1989.	Replacing the roof should decrease maintenance costs and may decrease heating costs.	1	each	25,000	25,000
Recreation	10213-88232	Recreation Office building improvements - renovate bathrooms, flooring, painting, insulation, replace windows, and other energy efficiency improvements.	May reduce future utilities costs.	1		100,000	100,000
Public Works	10213-88236	Senior Center - Resurface parking lots, including installation of a curtain drain (\$65k); replace 2 aging HVAC units (\$30k).	Should reduce future maintenance and energy costs.	1		95,000	95,000
Public Works	10213-88242	Mohegan Park Improvements - Year 1 of multi-year program to repair/replace roofs and gutters on several Park buildings; upgrade public bathrooms; renovate or raze concession house and pavilion; rehabilitate the deck on the Lakeside Pavilion; remove old dog pound; and/or replace failing playground equipment.	This should not have an affect on future operating costs.	1		75,000	75,000
Public Works	10213-88242	Resurface Howard T. Brown Parking Lot	Should reduce future maintenance costs and reduce liability exposure.	1		50,000	50,000
Public Works	10213-88247	Replace severely deteriorated floor tiles and carpeting at City Hall, 23 Union Street, Norwich PD and PW facilities (may be multi-year program with additional funds requested).	This should not have an affect on future operating costs.	1		100,000	100,000
Police	10213-88321	Police Cruisers - Replace police cruisers	Routine capital expenditure - no significant impact on operating budgets.	10	each	29,600	296,000
Norwich Fire	10213-88322	Tower Ladder Lease - Lease payment for 100' Ladder Truck for Greenville Station. Lease began in 2010.	Having the newer ladder truck reduces the maintenance costs that the City would otherwise be incurring by keeping the old truck.	1	year	111,799	111,799
Norwich Fire	10213-88322	Pumper Lease - estimated cost of lease payment for 10-year lease to replace Engine 4.	Having the newer pumper truck would reduce the maintenance costs that the City would otherwise be incurring by keeping the old truck.	1	year	65,000	65,000
Public Works	10213-88342	Replace 1994 mason dump body truck	Should reduce future maintenance and fuel costs.	1	each	45,000	45,000
Public Works	10213-88342	Replace 1994 pickup truck	Should reduce future maintenance and fuel costs.	1	each	20,000	20,000
Police	10213-88421	Livescan Fingerprinting System lease	Routine capital expenditure - no significant impact on operating budgets.	12	months	600	7,200
Police	10213-88421	BodyArmor	Routine capital expenditure - no significant impact on operating budgets.	22	each	600	13,200
Norwich Fire	10213-88422	Turnout Gear	Routine capital expenditure - no significant impact on operating budgets.	14	each	3,000	42,000
Norwich Fire	10213-88422	5" Hose	Routine capital expenditure - no significant impact on operating budgets.	500	feet	6.05	3,025
Norwich Fire	10213-88422	3" Hose	Routine capital expenditure - no significant impact on operating budgets.	500	feet	5.30	2,650
Norwich Fire	10213-88422	2 1/2 " Hose	Routine capital expenditure - no significant impact on operating budgets.	750	feet	4.20	3,150
EGP VFD	10213-88423	Thermal Imaging Cameras	Routine capital expenditure - no significant impact on operating budgets.	2	each	13,000	26,000

Department	Account Code	Description	Financial and/ or Non-financial impacts	QTY	UOM	Estimated Unit Cost	Estimated Total Cost
EGP VFD	10213-88423	Full Sets of Turnout Gear	Routine capital expenditure - no significant impact on operating budgets.	4	each	3,200	12,800
EGP VFD	10213-88423	SCBA Bottles	Routine capital expenditure - no significant impact on operating budgets.	11	each	990	10,890
EGP VFD	10213-88423	Automated External Defibrillators replacement	Routine capital expenditure - no significant impact on operating budgets.	5	each	2,500	12,500
EGP VFD	10213-88423	Pagers - Minitor V	Routine capital expenditure - no significant impact on operating budgets.	12	each	450	5,400
EGP VFD	10213-88423	AV3000 Filters for air packs	Routine capital expenditure - no significant impact on operating budgets.	30	each	200	6,000
Laurel Hill VFD	10213-88424	Full Sets of Turnout Gear	Routine capital expenditure - no significant impact on operating budgets.	6	each	3,200	19,200
Laurel Hill VFD	10213-88424	Pagers - Minitor V	Routine capital expenditure - no significant impact on operating budgets.	7	each	450	3,150
Laurel Hill VFD	10213-88424	5" Hose	Routine capital expenditure - no significant impact on operating budgets.	1,200	feet	6.05	7,260
Laurel Hill VFD	10213-88424	3" Hose	Routine capital expenditure - no significant impact on operating budgets.	800	feet	3.92	3,136
Laurel Hill VFD	10213-88424	Portable Generator - replace 17-year-old generator	This should not have an affect on future operating costs.	1	each	750	750
Laurel Hill VFD	10213-88424	1 3/4 " Hose	Routine capital expenditure - no significant impact on operating budgets.	300	feet	3.10	930
Occum VFD	10213-88425	Turnout Gear (just coats and pants)	Routine capital expenditure - no significant impact on operating budgets.	3	each	1,900	5,700
Occum VFD	10213-88425	Replace boat and motor	Routine capital expenditure - no significant impact on operating budgets.	1	each	6,000	6,000
Taftville VFD	10213-88426	Automated External Defibrillators replacement	Routine capital expenditure - no significant impact on operating budgets.	2	each	2,500	5,000
Taftville VFD	10213-88426	Turnout Gear	Routine capital expenditure - no significant impact on operating budgets.	9	each	3,200	28,800
Taftville VFD	10213-88426	SCBA Bottles	Routine capital expenditure - no significant impact on operating budgets.	10	each	990	9,900
Yantic VFD	10213-88427	Station Generator	Routine capital expenditure - no significant impact on operating budgets.	1	each	49,300	49,300
Yantic VFD	10213-88427	Full Sets of Turnout Gear	Routine capital expenditure - no significant impact on operating budgets.	6	each	3,200	19,200
Yantic VFD	10213-88427	SCBA Replacements	Routine capital expenditure - no significant impact on operating budgets.	6	each	6,955	41,730
Yantic VFD	10213-88427	SCBA Bottles	Routine capital expenditure - no significant impact on operating budgets.	12	each	990	11,880
Yantic VFD	10213-88427	3" Hose	Routine capital expenditure - no significant impact on operating budgets.	500	feet	3.92	1,960
Yantic VFD	10213-88427	5" Hose	Routine capital expenditure - no significant impact on operating budgets.	500	feet	6.05	3,025
Yantic VFD	10213-88427	LED box lights	Routine capital expenditure - no significant impact on operating budgets.	16	each	312	4,992
Yantic VFD	10213-88427	Light tower for Rescue 3	Routine capital expenditure - no significant impact on operating budgets.	1	each	14,500	14,500
Finance	10213-88500	Lease purchase of tax and assessment software - The City entered into a five-year lease purchase of tax and assessment software in FY2010.	This software has allowed the Finance department to save roughly \$5,000 each year in postage and printing costs by sending out combined Motor Vehicle bills.	1	year	26,717	26,717
Finance	10213-88500	Various PC's and parts - Replace computers and peripherals as needed.	Routine capital expenditure - no significant impact on operating budgets.	1		10,000	10,000
Finance	10213-88500	Windows Upgrades Year 1- cost to upgrade to Windows 7 and RAM to accommodate software upgrade. Need to upgrade 150 in total.	Routine capital expenditure - no significant impact on operating budgets.	75	each	250	18,750
Finance	10213-88500	Computer replacements Year 1 - cost to replace computers that cannot be simply upgraded to accommodate Windows 7. Need to replace 100 in total.	Routine capital expenditure - no significant impact on operating budgets.	50	each	700	35,000
Finance	10213-88500	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.	110	licenses	288	31,625
Public Works	10213-88600	Road and Parking Lot Resurfacing and preventative maintenance	Routine capital expenditure - no significant impact on operating budgets.	1		658,116	658,116
TOTAL CAPITAL IMPROVEMENT BUDGET							2,414,235

EMERGENCY MANAGEMENT

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

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

VALUES:

- Professionalism
- Fiscal responsibility
- Integrity
- Collaboration

GOALS & ACTION PLANS:

1. Train and cross-train more personnel to assume Emergency Operation Center functions. Training to include planning, logistics and various Incident Command Levels. **(G1)**
2. Support the development, update and implementation of plans, strategies and projects that prevent injuries and death, property damage and economic loss caused by natural disasters. **(G1)**
3. Continuity of training programs to advance the professional growth of volunteers through the development, provision and promotion of training and professional standards.
4. Continue to mitigate the expense of emergency management activities to the Norwich taxpayer by fueling the budget engine with grants from the Federal Emergency Management Agency, Department of Homeland Security, Environmental Protection hazard mitigation grants and nuclear safety funds from the Dominion Nuclear Power Station. **(G3)**

ACCOMPLISHMENTS:

1. Completed the move of the Emergency Operations Center to the new location located at the Norwich Department of Public Utilities at 16 South Golden Street.
2. Responded to over 200 flood assistance calls that required distribution of 7,500 sandbags.
3. Maintained necessary plans to receive enhanced Emergency Management Performance Grant funding from the State Office of Emergency Management and Homeland Security.

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2012-13 ADOPTED BUDGET**

91 EMERGENCY MANAGEMENT	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 REVISED BUDGET	2012-13 BUDGET REQUEST	2012-13 MANAGER'S PROPOSED	2012-13 ADOPTED BUDGET
80011 HEAD OF DEPT	26,963	26,966	26,970	28,329	30,324	30,324	30,324
89999 FRINGE BENEFITS	1,606	2,120	1,505	2,221	17,927	17,927	17,927
80021 MATERIALS & SUPPLIES	1,524	7,224	2,900	3,000	3,000	3,000	3,000
80023 GAS OIL & GREASE	1,671	1,820	1,488	1,216	1,739	1,739	1,739
80031 RADIO SERVICE	0	120	0	0	0	0	0
80032 EQUIP & FURN MAINT	12,475	(362)	6,313	5,000	11,000	7,200	7,200
80033 TELEPHONE	6,247	6,871	7,631	5,000	5,000	5,000	5,000
80034 POSTAGE	102	0	0	0	0	0	0
80035 UTILITIES	10,997	4,738	4,394	4,282	3,000	3,000	3,000
80040 BLDG & GRND MAINT	1,283	1,100	874	1,000	1,000	1,000	1,000
80048 DEPARTMENTAL EXPENSE	809	0	0	0	0	0	0
80059 TRAINING	2,222	2,150	220	1,000	1,000	1,000	1,000
TOTALS	65,899	52,747	52,295	51,048	73,990	70,190	70,190

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 2012-13 year those revenues are estimated to be \$20,000.

Staffing

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

Salaries

Emergency Management Director				28,329	30,324	30,324	30,324
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Total Salaries

Emergency Management Director				28,329	30,324	30,324	30,324
TOTAL SALARIES				28,329	30,324	30,324	30,324

PERFORMANCE MEASURES

	ACTUAL	ACTUAL	ACTUAL	PROJECTED	PROJECTED	PROJECTED	PROJECTED
Workload/ Output Measures							
Hours of emergency training	725	975	1,075	1,250	800	800	800
Personnel trained	32	47	81	165	75	75	75
Shelter maintained	19	19	19	17	16	16	16
EOC activations	9	12	19	10	22	22	22
Flood assistance calls	184	176	217	50	100	100	100
Speaking engagements	20	27	23	25	25	25	25
Public information/education exhibits	20	23	21	25	25	25	25
Outcome/ Results							
Percentage of emergency operations plans updat	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Efficiency Measures							
Cost of department per capita	\$1.77	\$1.39	\$1.29	\$1.26	\$1.83	\$1.73	\$1.73

Special Revenue Funds



CITY OF NORWICH			
SUMMARY OF SPECIAL REVENUE FUNDS BUDGETS			
2012-13 ADOPTED BUDGET			
	City Consolidated Fire District (Fund 020)	Town Consolidated Fire District (Fund S23)	COMBINED
EXPENDITURES			
General Operations	6,582,363	554,376	7,136,739
TOTALS	6,582,363	554,376	7,136,739
REVENUES			
General Revenues	2,844,043	13,500	2,857,543
Surplus	0	0	0
Taxes to be levied - CCD Fire	3,738,320	0	3,738,320
Taxes to be levied - TCD Fire	0	540,876	540,876
TOTALS	6,582,363	554,376	7,136,739

CITY OF NORWICH CITY CONSOLIDATED FIRE DISTRICT REVENUES 2012-13 ADOPTED BUDGET							
		2008-09 ACTUAL	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 REVISED BUDGET	2012-13 MANAGER'S PROPOSED	2012-13 ADOPTED BUDGET
GENERAL PROPERTY TAXES							
70201	PROPERTY TAX CURRENT LEVY	2,939,260	2,966,255	3,219,767	3,276,737	3,718,865	3,738,115
70202	PROPERTY TAX PRIOR LEVY	82,930	113,727	100,562	100,000	105,000	105,000
70203	PROPERTY TAX-INT & LIENS	48,135	60,147	58,087	55,000	53,000	53,000
70208	PROP.TAX-M.V. PA-76-338	51,915	36,916	31,322	38,000	27,000	27,000
	TOTALS	3,122,240	3,177,045	3,409,738	3,469,737	3,903,865	3,923,115
REVENUE FROM OTHER CITY OPERATIONS							
70228	PUBLIC UTILITIES 10%	626,251	643,661	528,401	584,975	684,846	684,846
70231	FIRE SS-GF CHARGE-SS	108,841	112,106	116,000	116,000	134,932	134,932
	TOTALS	735,092	755,767	644,401	700,975	819,778	819,778
OTHER REVENUES							
70223	INTEREST ON INVESTMENTS	6,430	428	5,952	4,000	7,000	7,000
70238	CONVEYANCE TAX	40,000	20,000	21,190	12,000	14,000	14,000
	TOTALS	46,430	20,428	27,142	16,000	21,000	21,000
STATE GRANTS IN AID - GENERAL							
70247	STATE-IN LIEU OF TAXES	48,670	65,519	54,400	50,139	48,809	48,809
70250	STATE-CITY HOUSING	152,938	168,633	94,079	201,881	201,472	201,472
70254	MASHANTUCKET PEQUOT GRANT	980,573	1,550,268	1,547,256	1,397,286	1,476,861	1,476,861
70257	STATE-ELDERLY REIMBURSE.	8,453	77,229	77,807	74,720	91,328	91,328
	TOTALS	1,190,634	1,861,649	1,773,542	1,724,026	1,818,470	1,818,470
SURPLUS SPECIAL SERVICE							
70294	SURPLUS-SPECIAL SERVICE	0	0	0	0	0	0
	TOTALS	0	0	0	0	0	0
	GRAND TOTALS	5,094,396	5,814,889	5,854,823	5,910,738	6,563,113	6,582,363

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
2012-13 ADOPTED BUDGET**

20	CITY CONSOLIDATED FIRE DISTRICT	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 REVISED BUDGET	2012-13 BUDGET REQUEST	2012-13 MANAGER'S PROPOSED	2012-13 ADOPTED BUDGET
80012	EMPLOYEES	2,273,437	2,475,438	2,582,109	2,846,304	2,852,440	2,891,995	2,901,552
80014	OVERTIME	0	28,439	30,119	80,000	80,000	80,000	80,000
89999	FRINGE BENEFITS	1,548,936	1,725,549	1,894,191	1,697,273	2,211,568	2,267,621	2,277,314
80017	REPLACEMENT COSTS	865,195	769,648	680,809	744,000	744,000	744,000	744,000
80063	POST-EMPLOYMENT MEDICAL	325,280	325,280	372,960	543,161	579,497	579,497	579,497
TOTALS		5,012,848	5,324,354	5,560,188	5,910,738	6,467,505	6,563,113	6,582,363

Staffing

Captain (FC 2)	4.00	4.00	3.00	3.00	3.00	3.00	3.00	3.00
Captain (FC 1)	0.00	0.00	1.00	1.00	1.00	1.00	1.00	1.00
Lieutenant - Step 2	8.00	8.00	7.00	7.00	6.00	6.00	6.00	6.00
Lieutenant - Step 1	0.00	0.00	1.00	1.00	2.00	2.00	2.00	2.00
Firefighter - Step 5	14.00	14.00	17.00	15.00	18.00	18.00	18.00	18.00
Firefighter - Step 4	9.00	9.00	6.00	8.00	7.00	7.00	7.00	7.00
Firefighter - Step 3	5.00	5.00	6.00	4.00	7.00	7.00	7.00	7.00
Firefighter - Step 2	8.00	8.00	0.00	7.00	2.00	2.00	2.00	2.00
Firefighter - Step 1	0.00	0.00	7.00	2.00	2.00	2.83	3.25	
TOTAL FTE'S	48.00	48.00	48.00	48.00	48.00	48.83	49.25	

Salaries

Captain (FC 2)	66,855	66,855	66,855	66,855	66,855	66,855	66,855
Captain (FC 1)	64,945	64,945	64,945	64,945	64,945	64,945	64,945
Lieutenant - Step 2	63,090	63,090	63,090	63,090	63,090	63,090	63,090
Lieutenant - Step 1	61,290	61,290	61,290	61,290	61,290	61,290	61,290
Firefighter - Step 5	57,686	57,686	57,686	57,686	57,686	57,686	57,686
Firefighter - Step 4	54,939	54,939	54,939	54,939	54,939	54,939	54,939
Firefighter - Step 3	52,326	52,326	52,326	52,326	52,326	52,326	52,326
Firefighter - Step 2	49,834	49,834	49,834	49,834	49,834	49,834	49,834
Firefighter - Step 1	47,465	47,466	47,466	47,466	47,466	47,466	47,466

Total Salaries Paid by City Consolidated Fire District Fund

Captain (FC 2)	200,565	200,565	200,565	200,565	200,565	200,565	200,565
Captain (FC 1)	64,945	64,945	64,945	64,945	64,945	64,945	64,945
Lieutenant - Step 2	441,630	378,540	378,540	378,540	378,540	378,540	378,540
Lieutenant - Step 1	61,290	122,580	122,580	122,580	122,580	122,580	122,580
Firefighter - Step 5	865,290	1,038,348	1,038,348	1,038,348	1,038,348	1,038,348	1,038,348
Firefighter - Step 4	439,512	384,573	384,573	384,573	384,573	384,573	384,573
Firefighter - Step 3	209,304	366,289	366,289	366,289	366,289	366,289	366,289
Firefighter - Step 2	348,838	99,668	99,668	99,668	99,668	99,668	99,668
Firefighter - Step 1	94,930	94,932	134,487	134,487	134,487	154,265	
TOTAL SALARIES	2,726,304	2,750,440	2,789,995	2,789,995	2,789,995	2,809,773	

NOTE: Three Firefighters will be hired on 2/1/13.

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) 2012-13 ADOPTED BUDGET							
REVENUES		2008-09 ACTUAL	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 REVISED BUDGET	2012-13 MANAGER'S PROPOSED	2012-13 ADOPTED BUDGET
GENERAL PROPERTY TAXES							
70201	PROPERTY TAX CURRENT LEVY	505,972	521,043	531,358	522,162	540,876	540,876
70202	PROPERTY TAX PRIOR LEVY	0	13,651	9,765	8,000	8,000	8,000
70203	PROPERTY TAX-INT & LIENS	0	5,694	6,135	3,000	3,000	3,000
70208	PROP.TAX-M.V. PA-76-338	0	3,910	3,866	2,500	2,500	2,500
70294	SURPLUS	0	0	0	0	0	0
TOTALS		505,972	544,298	551,124	535,662	554,376	554,376

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

EXPENDITURES		2008-09 ACTUAL	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 REVISED BUDGET	2012-13 MANAGER'S PROPOSED	2012-13 ADOPTED BUDGET
80122	VOLUNTEER TAX CREDIT	79,862	81,432	79,530	85,000	85,000	85,000
89270	TRUST FUND	250,000	250,000	250,000	281,000	310,000	310,000
89IS0	WORKERS COMPENSATION	146,162	173,833	184,498	169,662	159,376	159,376
TOTALS		476,024	505,265	514,028	535,662	554,376	554,376

NOTE The Trust Fund contribution is an estimate as the 1/1/2012 valuation is not yet available as of the date of this printing.

TOWN CONSOLIDATED FIRE DISTRICT FUND

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

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

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

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

Enterprise Fund - Norwich Public Utilities



NORWICH PUBLIC UTILITIES

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

HIGHLIGHTS & ACCOMPLISHMENTS:

Customer

- **Customer Rates:** Assessed gas and electric rate designs.
- **Emergency Response:** Electric and Gas Emergency Plans rewritten to incorporate National Incident Management System and Incident Command. These emergency plans played a direct role in the swift recovery of Norwich's electric infrastructure following Tropical Storm Irene. Additional training and drills is scheduled to be performed annually.
- **Credit and Collection Policies:** Reviewed all existing policies and made changes to improve effectiveness.
- **Environmental Protection:** Completed long term CSO (Combined Sewer Overflow) plan to keep the Thames and Shetucket rivers clean. The plan is under review by the CT DEEP.

Asset Infrastructure

- **Fiber Optic Network:** NPU has completed the installation of a fiber optic network, utilizes it for NPU and City infrastructure, and is now serving CMEEC. NPU plans to continue to promote use of the network to City agencies and other local businesses.
- **Water Supply:** New water supply development is contained in the 2010 revised water supply plan and NPU is working with the SECOG and regional water suppliers to create a water interconnection to the north and to develop a new ground water supply to increase capacity.
- **Plant Construction:** Sewer digester project to upgrade wastewater treatment resulting in odor reduction and reduced operating costs. Construction is well under way and expected to be completed in first half of 2012.

IT Infrastructure

- **Business Continuity Plan:** Completed business continuity plan to address how NPU will operate in the event any of the NPU facilities are not available and/or NPU staff is unavailable to work.
- **Web Based GIS:** City wide GIS system fully implemented. City agencies now have the capability of utilizing the web-based GIS system for their data and mapping needs.
- **New Phone System and IVR:** Installed CISCO VOIP System to replace the previous system which was outdated and was not technologically compatible with many NPU processes and systems. New system enables more robust communication options for customers during the day. Phone system integrates with Customer Information System to allow outbound call

alerts. New system also allows for call monitoring to improve Customer Service real time training. Additional functionality is planned for 2012, including payment capability and multiple language options.

- **Customer Service and Accounting System Upgrade:** Completed required analysis and process improvements to enable the system upgrade. Upgrade of software completed in early 2012. The upgrade will allow us to more efficiently manage our resources.
- **Control Room and Data Center:** The project will be completed in phases. The first phase includes a new garage to replace the existing maintenance garage and shop. The garage foundation is installed, and the building will be installed in March. Phase II will 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.
- **Mobile Devices and Work Management:** Work management is being used in gas water sewer and electric, along with mobile devices. NPU is currently evaluating software for asset management and planned maintenance.

Human Resources

- **HR Resources and Organization:** Conducted semi-annual human resource and organization review and plan to increase talent pool and capacity.
- **HR Job Review:** Updated and refined job descriptions, paths and workflows allowing for a more efficient and effective workforce.
- **Training:** Training programs completed in teamwork, sexual harassment, anti-bullying, communication skills and leadership.
- **Community Communications:** Developed a plan for NPU staff involvement in community organization and events. Hired a communications and community outreach manager in October 2010 and reallocated 1 FTE to the communications department January 2011 to support the plan. Engaging our customers continues to be our highest priority.

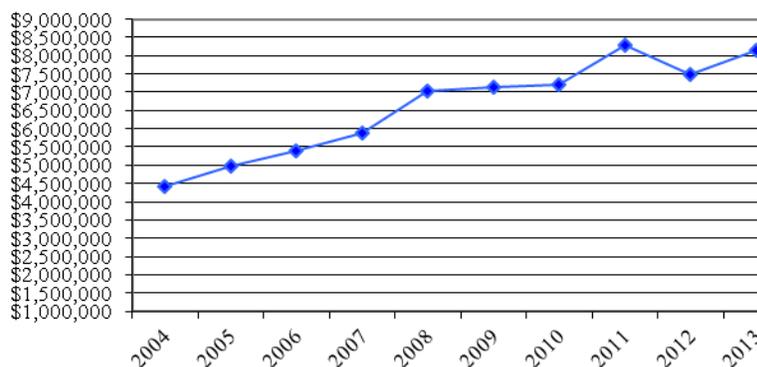
Energy Efficiency

- **Renovations and Upgrades:** The energy Services Team has reviewed the efficiency and energy requirements for all NPU renovations and upgrades. Reducing energy usage directly controls customer costs and is a priority in all designs. The highest practical efficiency equipment has been installed wherever possible. Lighting efficiency has been improved at several facilities as well as installation of high efficiency motors and controls. The new garage will be primarily heated with a waste oil heater and will have high efficiency lighting, operated on motion sensors. All new projects will be designed with energy efficiency in mind.
- **Customer Energy Efficiency Plans:** NPU worked with 24 commercial customers in 2011 resulting in \$ 9.5M over the life of the upgrades. Focus has expanded to look at efficiency opportunities beyond lighting including heating and cooling (HVAC), building management and process control. In addition to weatherizing 400 homes in 2011, rebates and incentives were offered to all customers for appliances, heating and cooling systems as well as insulation. Direct customer education and support remains a key focus. The 2012 NPU Energy Efficiency Plan has been completed and continues to focus on providing the highest possible value to the customer. This effort plays a major role in the economic development and retention efforts for the City of Norwich.
- **Alternative Energy:** NPU has installed 2 solar electric (PV) systems, 1 standard 10kw system on the city firehouse and 1 "thin film" type on the Kelly middle school with a third is under construction at the local community college. NPU also installed 2 Wind turbines at the Sr. center. NPU also facilitated the installation of a solar hot water heating system at the firehouse. NPU supported the Norwich BOE on the Kelly Middle School renovation which received the prestigious LEED (Leadership in Energy and Environmental Design) Gold certification level. NPU also facilitated the installation of a private solar electric system at Hospice. NPU has facilitated state and federal grant funds to pay for several of these projects.
- **Gas Efficiency:** NPU's Gas efficiency Programs were updated and tailored to both leverage and support the current Gas Expansion Bond. Installation of new gas services and high efficiency equipment is up considerably due to these combined efforts. Gas expansion has exceeded all expectations due to aggressive marketing resulting in considerable value to customers.
- **Standardize Construction Requirements:** Developer agreements have been drafted to standardize all construction related utility requirements and coordination. These standards are complete and currently under final review by Corporate council.
- **Clean Cities/Alternative Fuels:** The number of alternative fuel vehicles purchased by NPU and the city is up significantly due to NPU staff efforts. City leaders have been engaged to support alternative fuels for all city vehicle purchases. A grant application has also been submitted to add an additional Natural Gas Filling Station and support the purchase of additional

alternate fuel vehicles for the city as well as several local private fleets. Will continue apply for additional grants/funding for vehicles and infrastructure. Norwich Clean Cities is up for national re-designation in the spring of 2012, NPU will be taking a lead role in this and all Clean Cities efforts. NPU will continue community education and outreach efforts to promote alternative fuels. Norwich has become a national model for the use of alternative fuels and we seek to expand and improve these efforts.

- **Hydroelectric Generation:** In the process of acquiring hydroelectric renewable energy sources for electric generation. NPU has filed a competing FERC license application for the Scotland Hydro facility. Expect FERC decision in 2012.

Revenues Generated to City Fund

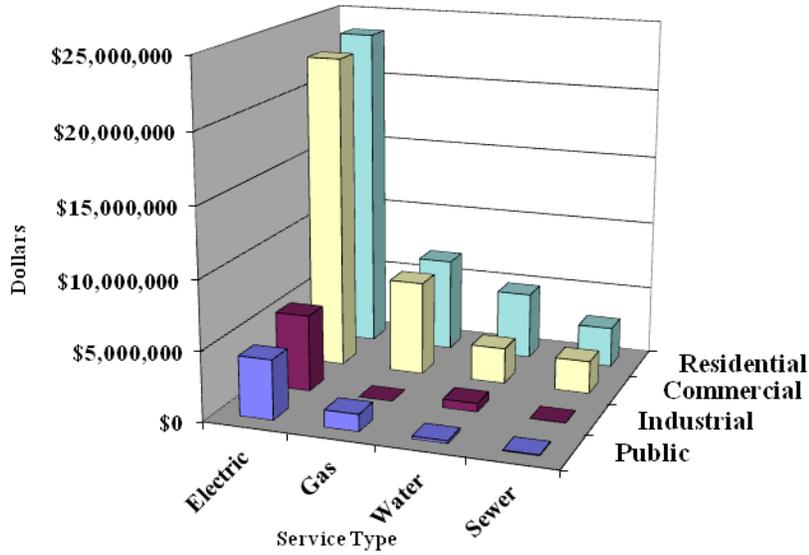


2013 Performance Measures				
	FY 2011	FY 2012	FY 2013	FY 2013
PERFORMANCE MEASURES	Audited	Approved	Proposed	Approved
Fiscal Integrity				
<i>Sales</i>				
Gas	\$15,534,069	\$15,230,297	\$14,881,617	\$14,881,617
Electric	\$55,069,244	\$55,761,091	\$56,877,802	\$56,877,802
Water	\$6,653,722	\$6,594,288	\$8,911,337	\$8,273,147
Sewer	\$6,759,939	\$7,024,390	\$7,539,972	\$7,374,046
Customer Service Indicators				
<i>Field Service</i>				
Gas Service Calls	4,500			
Electric Service Calls	1,700			
Water Service Calls	2,800			
Sewer Service Calls	124			
<i>Service Center</i>				
Walk-in Customers	40,507			
# calls	70,000			
Operations Indicators				
<i>Distribution Systems</i>				
Miles of Gas Main	135	138	141	141
Miles of Electric Line	229	229	229	229
Miles of Water Main	188	189	190	190
Miles of Sewer Main	121	121	123	123
Electric System Reliability				
Avg. # outages per customer	.61	.46		
Avg. cumulative out of service time (min)	52	56		
Wastewater Treatment				
Gallons Treated (Billion)	1.33	1.73	1.99	1.99
Quality Tests Conducted	5,500	5,500	5,500	5,500
Water Division				
Gallons of Potable Water (Billion)	1.60	1.60	1.7	1.7
Quality Tests Conducted	10,600	11,000	12,000	12,000
Paid to City General Fund				
	8,277,480	7,491,360	8,135,880	8,135,880

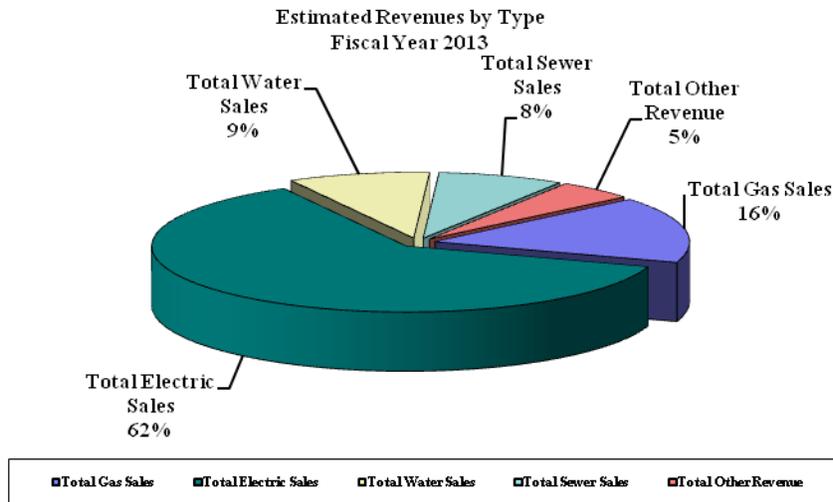
Norwich Public Utilities: Revenues Summary

	FY 2011	FY 2012	FY 2013	FY 2013
	Audited	Approved	Proposed	Approved
REVENUE FROM SALES				
Residential Gas Sales	7,044,651	6,990,447	6,779,692	6,779,692
Commercial Gas Sales	7,143,470	6,987,003	6,807,843	6,807,843
Industrial Gas Sales	88	0	0	-
Public Gas Sales	1,277,797	1,186,526	1,227,616	1,227,616
Interdepartmental Gas Sales	68,063	66,321	66,466	66,466
Total Gas Sales	\$15,534,069	\$15,230,297	\$14,881,617	\$14,881,617
Residential Electric Sales	22,790,737	23,409,538	23,555,053	23,555,053
Commercial Electric Sales	22,014,754	21,993,231	22,744,914	22,744,914
Industrial Electric Sales	5,482,506	5,443,581	5,543,968	5,543,968
Public Electric Sales	4,065,538	4,169,868	4,310,341	4,310,341
Interdepartmental Electric Sales	715,709	744,873	723,526	723,526
Total Electric Sales	\$55,069,244	\$55,761,091	\$56,877,802	\$ 56,877,802
Residential Water Sales	3,815,583	3,861,016	5,198,808	4,833,488
Commercial Water Sales	2,140,737	2,035,174	2,791,97	2,594,486
Industrial Water Sales	506,078	507,399	671,851	620,264
Public Water Sales	167,324	170,975	211,933	190,675
Interdepartmental Water Sales	24,000	19,724	36,773	34,234
Total Water Sales	\$6,653,722	\$6,594,288	\$8,911,337	\$8,273,147
Residential Sewer Sales	2,557,806	2,662,234	2,995,086	2,904,149
Commercial Sewer Sales	2,119,546	2,194,814	2,422,365	2,353,238
Industrial Sewer Sales	19,080	22,738	19,946	19,373
Public Sewer Sales	55,715	74,664	59,358	57,636
Interdepartmental Sewer Sales	108,136	108,252	124,949	121,382
Mandatory Upgrade Fee	1,899,656	2,001,688	1,918,268	1,918,268
Total Sewer Sales	\$6,759,939	\$7,024,390	\$7,539,972	\$ 7,374,046
OTHER OPERATIONAL REVENUE				
Penalties for Late Payments	734,191	682,242	716,355	716,355
Field Service & Water Heater Rentals	413,971	466,876	329,580	329,580
Jet Turbine Credit	1,649,376	4,000,000	1,500,000	1,500,000
Reservation Charges, Rentals & CNG Sales	496,170	534,153	605,132	605,132
Septage Charges	165,598	213,000	147,000	147,000
Interest Income	12,305	12,900	10,800	10,800
Energy Efficiency Program	1,074,380	1,149,617	1,160,278	1,160,278
Total Other Revenue	\$4,545,991	\$7,058,788	\$4,469,145	\$4,469,145
TOTAL DEPARTMENT REVENUE	\$88,562,965	\$91,668,854	\$92,679,873	\$91,875,757

Estimated Sales by Customer Class Fiscal Year 2013

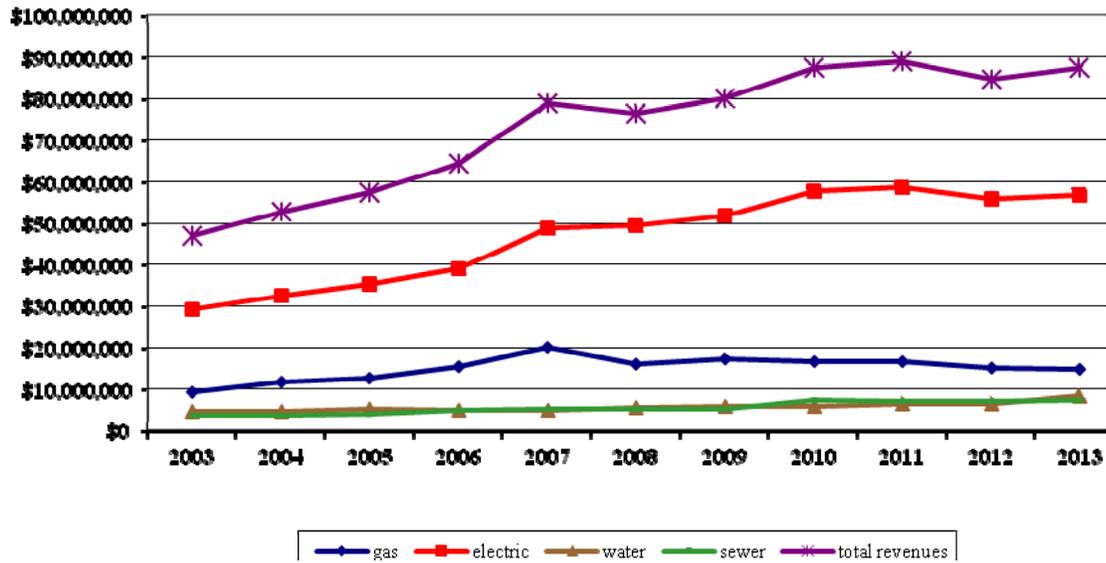


- ◆ Budgeted revenues for Gas and Electric are calculated using weather normalized data to account for differences in weather year to year that may impact energy consumption.
- ◆ Increases/decreases in cost of Gas and Electric energy are reflected in the PPA and PGA factors which are applied monthly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



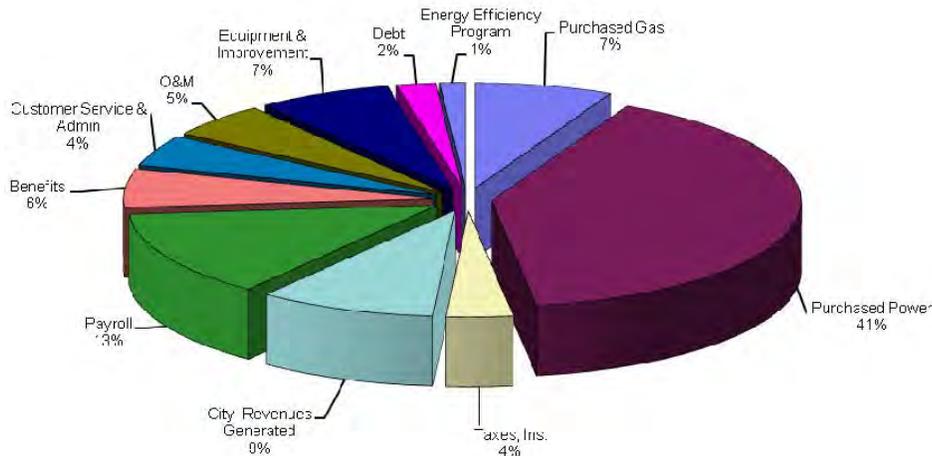
Electric and gas revenues show the most volatility as they are dependent on the recovery of wholesale energy costs as well as being subject to fluctuations in weather and customer demand. Market cost of energy is recovered by the Purchased Power Adjustment (PPA) and the Purchased Gas Adjustment (PGA) charges which are reconciled monthly and changed only as needed to recover costs; the intent is to keep the two charges as stable as possible so that customers can plan for their energy bills, particularly in the coldest and warmest months when bills fluctuate most. Sales have been significantly impacted by unseasonably warm temperatures during the 2011-2012 heating season. Revenues will be negatively impacted accordingly.

Budgeted Sales Revenues: 10-Year Performance



Norwich Public Utilities: Department Expense Summary			
	FY 2011	FY 2012	FY 2013
	Audited	Approved	Approved
DEPARTMENT EXPENSES			
Purchased Gas	6,454,975	6,544,152	6,342,433
Purchased Electricity	36,668,553	37,349,746	35,499,897
Payroll	11,349,277	10,651,033	11,596,047
Employee Benefits	4,348,862	4,764,416	5,183,970
City Payment 10%	8,277,474	7,491,360	8,135,880
Gross Revenue Tax	1,788,023	1,582,350	1,563,570
Property Tax	81,868	80,776	82,836
Property & Liability Insurances	1,326,858	1,378,944	1,391,184
Operations & Maintenance	4,957,173	4,787,366	4,675,170
Customer Service	674,366	679,408	604,228
Office Expenses	869,316	952,222	1,154,620
Administrative Expenses	1,918,422	1,830,195	2,402,125
Bad Debt Expense	3,579,024	834,000	2,124,000
Energy Efficiency Program	1,050,479	1,141,170	1,193,588
Municipal Area Network	0	120,496	386,200
Total Operational Expenses	\$83,344,670	\$80,187,634	\$82,335,748
Interest Expense	230,156	450,818	370,387
Debt Principal Repayment	1,446,083	1,031,800	1,421,633
Debt Service	\$1,676,239	\$1,482,618	\$1,792,020
Capital Purchases net expected reimbursements	6,449,258	7,160,321	\$5,060,130
Capital Labor	838,964	844,346	1,075,909
Total Capital	\$7,288,222	\$8,004,667	\$6,136,039
Depreciation	\$5,697,408	\$5,427,000	\$5,625,000

**Expenses by Category
Fiscal Year 2013**



Department of Public Utilities Capital Budget Summary	FUNDING LEVEL	IMPACT ON OPERATIONAL EXPENSE
<p>ANNUAL RECURRING CAPITAL Expenditures in this category are made to ensure the reliability and integrity of the utility's overhead and underground infrastructure and its ability to accurately record the amounts of gas, electricity, and water sold. Through these appropriations the utility is able to implement meter, pole and fixtures, and service delivery hardware replacement and improvement programs. The overall impact to the operational budget is positive in that infrastructure maintenance costs are controlled; accurate metering equipment ensures revenues and reflects the sales of product for future planning and energy purchase strategies. Major projects include:</p> <ul style="list-style-type: none"> Gas and Water main replacement to upgrade aging infrastructure, support development and to support the bonded City paving project. Electric system upgrades from 4,800 v to 13,800 v, including the Occum, Ponemah Project to reduce losses, improve reliability and support development. Pole replacement program to upgrade aging infrastructure. Sewer upgrades to the collection system and pumping stations that replace aging infrastructure and improve reliability. 	\$3,772,404	\$0
<p>CAPITAL PROJECTS and EQUIPMENT PURCHASES Expenditures in this category are made for upgrading and improving the systems in place. The impact on the operations budget is quantified in cost avoidance; well maintained equipment and systems allow the utility to control maintenance costs and improve operations activities. Many of these are multi-year projects. Most significant this year include:</p> <ul style="list-style-type: none"> Complete AMI proof of concept pilot to meet federal grant requirements. First phase of the Wastewater facility improvements (\$8.9M) will be completed in early 2012. The remainder of the project (\$94M) is currently being designed. NPU will be working with the City and regional towns on funding. Project is on hold until the funding issue is resolved. The long term Combined Sewer Overflow (CSO) Project plan has been completed is under review by DEEP. The City of Norwich will be ordered to implement the plan over the next 20 years. Upgrade aging and inefficient water treatment plant pumps and drives, install a tank and replace transmission main financed through Clean Water Loans. Connecticut Hydros project, pursuing additional generation to reduce reliance on purchased power. Phone system and IVR Phase 2, (\$565,317), allows for expanded capability for utilizing the Municipal Area Network and improve customer service using Integrated Voice Recognition. Upgrade the NPU network operation and data center to meet NERC and Cyber Security requirements. Construct backwash recycling system at Stony Brook Reservoir. \$3M Gas bond approved for expansion of gas mains and services within the City of Norwich. Due to the success of the program, additional bond will be requested in fall of 2012 referendum. 	\$5,746,649	\$0

Norwich Public Utilities: Capital Budget Summary

	FY 2011	FY 2012	FY 2013
	Audited	Approved	Approved
RECURRING CAPITAL			
Metering		\$364,980.00	\$433,920.00
Mains: replacements, new		\$963,698.00	\$1,757,105.00
Services: new, renewals		\$298,321.00	\$1,074,091.00
Municipal Area Network		\$64,200.00	\$130,000.00
Poles & fixtures		\$85,000.00	\$90,000.00
Street lighting & signal systems		\$45,000.00	\$51,000.00
Transformers & capacitors		\$161,460.00	\$141,500.00
Hydrants & valves		\$25,617.00	\$41,066.00
Manholes & frames		\$53,723.00	\$53,722.00
Tool Committee		\$15,607.00	\$-
Total recurring Capital	\$ 3,367,353	\$ 2,077,606	\$3,772,404
CAPITAL PROJECTS			
Talman St Station Upgrade		\$-	\$37,280.00
Customer Service Storage Ice Storage Cooling		\$-	\$70,000.00
Greenville Dam repair		\$156,600.00	\$183,000.00
Phone System & IVR		\$5,000.00	\$25,000.00
Gatehouse Refurbishment		\$-	\$60,000.00
Dam & Canal Grouting		\$-	\$27,500.00
Security System Water Treatment Plant		\$-	\$30,000.00
GIS Water Model		\$65,000.00	\$180,000.00
Updated Color Aerial Photogrammetry		\$121,600.00	\$51,600.00
NPU/City GIS Web Application Base & Add-ons		\$45,000.00	\$75,000.00
LTCP II		\$157,928.00	\$145,358.00
Shore Rd Generator		\$-	\$70,000.00
Canterbury Tpke Extension		\$-	\$430,000.00
RAS Pump		\$-	\$19,950.00
ACLS CoGeneration		\$1,286,000.00	\$672,408.00
Salem #2 Roof Replacement		\$-	\$10,000.00
Stonybrook Septic System		\$-	\$20,000.00
Francis Street Control System		\$-	\$22,000.00
South Golden Street 1st Floor Renovations		\$2,500,000.00	
Capital Roof Project		\$-	\$160,200.00
Primary Digester No 1 Rehab Program Manager		\$1,092,678.00	
WWTP 100% Design - Downes Group Project Mgt		\$387,057.00	\$427,122.00
South Thames Pump		\$46,500.00	
Greenville Station Upgrade		\$8,400.00	
Roosevelt Ave Gas Regulating Station		\$27,000.00	
Connsmart Program - AMI		\$468,000.00	\$1,880,621.00
Connsmart Program - MDM		\$600,000.00	\$-
Connecticut Hydros Project		\$110,000.00	\$-
10th Street Hydro Wall Repair		\$-	\$31,230.00
Bean Hill Standby Generator		\$-	\$50,000.00
Clean Cities		\$15,000.00	
LNG Odorizer		\$12,720.00	
Rooftop unit replacement - South Golden Street		\$30,000.00	\$45,000.00
Circuit 803 Rt. 97 wire/poles/framing		\$75,000.00	\$75,000.00
Backus 912 Upgrade		\$77,500.00	
Jet HMI Upgrade		\$15,000.00	\$18,000.00
10th Street Hydro Bearing Overhaul		\$28,500.00	\$75,000.00
Spare 4.8kv Substation Transformer		\$140,000.00	\$175,000.00
Bean Hill Pilot Wire - Relay & Fiber Upgrade		\$21,960.00	
Prior year projects	2,001,160.00		
Total Projected Capital	\$ 2,576,695.00	\$ 7,492,443.00	\$ 5,066,269.00
EQUIPMENT PURCHASES			
Vehicles	\$ -	\$262,500.00	\$154,000.00
Leak Detection Equipment	\$ -		\$21,000.00
Computer system and hardware	\$ -	\$484,000.00	\$208,000.00
Miscellaneous construction equipment		\$-	\$53,380.00
Deep River Chemical Feed Pump		\$-	\$100,000.00
Stonybrook Aeration Material		\$-	\$33,000.00
Stonybrook Main Pump VFD's		\$-	\$50,000.00
Bacteriological Incubator		\$-	\$6,000.00
Wemco Hydrogritter		\$-	\$55,000.00
Prior year purchases	\$ 506,210.000		

Glossary



ABBREVIATIONS AND ACRONYMS

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

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

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

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

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

CGS – **Connecticut General Statutes**

CIP – **Capital Improvement Plan**

CPI – **Consumer Price Index**

FTE – **Full Time Equivalent**

GAAP – **Generally Accepted Accounting Principles**

GASB – **Governmental Accounting Standards Board**

GIS – **Geographic Information System**

GFOA – **Government Finance Officers Association**

ISTEA – **Intermodal Surface Transportation Efficiency Act**

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

MER – **Minimum Education Requirement**

MISC – **Miscellaneous**

MV – **Motor Vehicle**

NCDC – **Norwich Community Development Corporation**

NPU – **Norwich Public Utilities**

NR – **Not Reported** before

OPEB – **Other Post Employment Benefits**

PILOT – **Payment In Lieu Of Taxes**

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

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

SECTER – **Southeastern Connecticut Enterprise Region**

GLOSSARY OF KEY TERMS

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

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

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

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

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

ADOPTED BUDGET – The final budget as approved by ordinance.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

COST-OF-LIVING – Cost-of-living is a measure of the increase or decrease of the cost to maintain the same standard of living. There are many different price indices which attempt to measure this. In this budget, as in last year’s budget, the U.S. Bureau of Labor Statistics’ Consumer Price Index for all Northeast Urban Consumers (“CPI-U”) was used as the standard.

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

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

DEFICIT – The excess of an entity’s expenditures over revenues during a single fiscal year.

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

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

DISBURSEMENT – Expenditure of monies from an account.

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

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

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

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

ESTIMATE – a general calculation or judgment based on historical data or previous performance.

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

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

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

FRINGE BENEFITS – The city’s cost for payroll taxes, health insurance, pension contributions, workers compensation and sick pay incentive.

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

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

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

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

GASB – Governmental Accounting Standards Board. A five-member committee which formulates accounting standards for state and local governments.

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

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

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

GRAND LIST – A total value of all taxable real estate, personal property and motor vehicles upon which the property tax levy is allocated among the property owners in the city. Real estate assessments are based on 70% of market value as of the last valuation on 10/1/2011. 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.

MER – Minimum education requirement. This is the formula calculated under state guidelines. It sets a minimum amount by which the board of education may fund the programs

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

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

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

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

NPU – Norwich Public Utilities

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

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

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

PAY-AS-YOU-GO BASIS – A term used to describe a financial policy by which capital outlays are financed from current revenues rather than through borrowing.

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

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

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

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

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

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

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

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

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

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

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

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

UNRESTRICTED FUND BALANCE – The excess of a governmental trust fund's assets over its liabilities and reserved fund balances.

UNFUNDED MANDATE – This is state or federal legislation in place which requires municipalities to create, expand or modify its activities in such a way as to necessitate additional expenditures from local revenues. The additional expenditures are not reimbursed from state or federal agencies.

VOLUNTEER FIREFIGHTERS' RELIEF FUND – This provides a retirement benefit for qualified volunteer firemen who meet the criteria. This applies to taxpayers in all of the five areas served by the volunteer fire companies.