



City Council's Adopted Budget Fiscal Year 2011-12

Adopted June 6, 2011

Description of Cover Picture

This is a picture of Main Street starting at the Courthouse and looking up the street towards the Mercantile Exchange Building. The residents of the City of Norwich passed a bond referendum item in November 2010 for \$3.3 million of downtown business incentives including programs for building code correction assistance, commercial rental subsidies, and targeted properties revolving loan fund. These programs are aimed at stimulating the growth of business activity in the downtown area.



JOSEPH A. RUFFO, C.P.A.
 COMPTROLLER
 (860) 823-3730
 Fax (860) 823-3812

100 Broadway Room 105
 Norwich, CT 06360-4431

jruffo@cityofnorwich.org

June 7, 2011

EXPLANATION OF CHANGES MADE TO THE 2011-12 BUDGET DURING THE ADOPTION PROCESS

During the 2011-12 budget adoption process, some changes were made to the budget proposed by the City Manager on April 4, 2011. Here is a chronological summary of the legislative items that affected the 2011-12 budget after City Manager Alan H. Bergren proposed his budget in April.

May 2, 2011 – Norwich City Council tentatively adopted the City Manager’s proposed budget with the following amendments in Exhibits A and B:

EXHIBIT A - Corrections to 2011-12 Proposed Budget						
Page #	Department	Line #	Description	Change in Expenditures	Change in Mill Rate	% Change in Mill Rate
76-77	Assessor	80012	* Assessment Data Entry Clerk (salary in budget was \$34,590 vs. \$35,017 per CH Employees contract)	427	-	0.00%
76-77	Assessor	89999	* To adjust Fringe Benefits for correction in Assessment Data Entry Clerk's salary	69	-	0.00%
84-85	City Clerk	80012	* Assistant City Clerk (salary in budget was \$50,097 vs. \$50,715 per CH Employees contract)	618	-	0.00%
84-85	City Clerk	89999	* To adjust Fringe Benefits for correction in Assistant City Clerk's salary	100	-	0.00%
93-94	Police	80012	* Four Police Records Computer Operators (salary in budget was \$34,590 vs. \$35,017 per CH Employees contract)	1,708	0.001	0.00%
93-94	Police	89999	* To adjust Fringe Benefits for correction in Four Police Records Computer Operators's salary	277	-	0.00%
99-100	Fire	80012	* Fire Code Clerk (salary in budget was \$39,135 vs. \$39,618 per CH Employees contract)	483	-	0.00%
99-100	Fire	89999	* To adjust Fringe Benefits for correction in Fire Code Clerk's salary	78	-	
118-119	Recreation	80012	Recreation Maintainer II (Salary in budget was \$44,425 vs. \$44,825 per CH Employees contract)	400		
118-119	Recreation	89999	To adjust Fringe Benefits for correction in Recreation Maintainer II's salary	65		
129-130	Senior Center	80011	To correct Senior Citizens Director salary. Salary was listed as \$64,776 in the Proposed budget, but it is \$67,045 in the MEUI union contract.	2,269	0.001	0.00%
129-130	Senior Center	89999	To adjust Fringe Benefits for correction in Director's salary	376	-	0.00%
139-140	PW-Engineering	80011	To correct PW Director's salary. Salary in Proposed budget was listed as \$98,800 (based on a 4% increase on \$95,000). The PW Director's 2010-11 salary is \$97,000 - a 4% increase on this amount is \$100,880.	2,080	0.001	0.00%
139-140	PW-Engineering	89999	To adjust Fringe Benefits for correction in Director's salary	336	-	0.00%
157-158	Planning & Neighborhood Services	80012	To correct Code Enforcement Official's salary pursuant to 12/18/2009 Memorandum of Agreement with City Hall Employees bargaining unit adjusting this position's salary to equal Assistant Building Official's. Salary in budget was \$53,283 vs. \$60,285 per MOA and CH Employees contract.	7,002	0.003	0.01%
157-158	Planning & Neighborhood Services	89999	To adjust Fringe Benefits for correction in Code Enforcement Official's salary	1,159	0.001	0.00%
157-158	Planning & Neighborhood Services	80012	To adjust for one Administrative Secretary at full-time. The intent of the Proposed budget was to reduce the hours of one of the Administrative Secretary's to 21 hrs/week as described in the Budget Message on page 5. The listing of positions on page 158 of the budget erroneously reduces both Administrative Secretaries to 21 hrs/week.	16,650	0.007	0.03%
157-158	Planning & Neighborhood Services	89999	To adjust Fringe Benefits for adjustment of one Administrative Secretary to full-time	2,697	0.001	0.00%
157-158	Planning & Neighborhood Services	80012	* Two Assistant Building Officials (salary in budget was \$59,550 vs. \$60,285 per CH Employees contract).	1,470	0.001	0.00%
157-158	Planning & Neighborhood Services	89999	* To adjust Fringe Benefits for correction in Two Assistant Building Officials's salary	238	-	0.00%
168	Non-Departmental	80073	Savings in property, casualty, and other insurance policy premiums	(20,000)	(0.009)	-0.04%
Various	All Departments	89999	Savings in projected Workers' Compensation claims and Second Injury Fund assessments	(18,502)	(0.008)	-0.03%
					-	0.00%
			Net change in Expenditures - Increase/ (Decrease)		-	0.00%
* - These positions from the City Hall Employees bargaining unit had increases in Grade level that were not included in the 2011-12 Proposed budget.						
Text changes, changes to Departments' budgets with no net effect on expenditures:						
Pg 146 Changed "Highway Maintenance Supervisor" and "Dispatcher Supervisor" to two "Streets/ Parks Foreman"						

EXHIBIT B - Additional Funding for Police Department Replacement Cost

Page #	Department	Line #	Description	Change in Revenues/ Expenditures	Change in Mill Rate	% Change in Mill Rate
93	Police Department	80017	To add funding to Replacement Cost account	47,000	0.021	0.09%
93	Police Department	89999	To increase fringe benefits commensurate to the increase in Replacement Cost	3,000	0.001	0.00%
			Expenditures - Increase in Taxes, Mill Rate, % change of Mill Rate	50,000	0.022	0.09%

June 6, 2011 – Norwich City Council makes further amendments to the budget as listed below:

Page #	Department	Line #	Description	Change in Expenditures	Change in Mill Rate	% Change in Mill Rate
93	Police Department	80012	To add <u>Six</u> Police Officers on January 1, 2012	154,464		
93	Police Department	89999	Increase in fringe benefits related to adding Six Police Officers on January 1, 2012	91,338		
143	Public Works	80012	To restore Recycling Coordinator to Full-Time	17,493		
143	Public Works	89999	Increase in fringe benefits related to restoring Recycling Coordinator to Full-Time	2,800		
100	Norwich Fire Dept	80012	To add back Part-Time Fire Code Clerk	23,771		
100	Norwich Fire Dept	89999	Fringe benefits for PT Fire Code Clerk	18,105		
125	Human Services	80012	To add back Human Services Caseworker Full-Time	53,283		
125	Human Services	89999	Fringe benefits for Human Services Caseworker	22,828		
157	Planning & N.S.	80012	To restore Administrative Secretary to Full-Time	16,650		
157	Planning & N.S.	89999	Fringe benefits for Administrative Secretary	2,697		
87	Mayor/City Council	80013	Reduce hours of Council Secretary from 35 to 30.	(5,265)		
87	Mayor/City Council	89999	Decrease in fringe benefits related to reducing hours of Council Secretary from 35 to 30.	(843)		
various	various	80011 and 80012	To add 4% increase to non-union department heads and supervisors on April 1, 2012	8,137		
various	various	89999	Fringe benefits for non-union department heads and supervisors increases	1,302		
			GRAND TOTAL - NET INCREASE IN TAXES AND MILL RATE	406,760	0.19	0.79%

These amendments increased the General Fund mill rate by 0.19 mills. The Council adopted the 2011-12 budget and tax levy, as amended on May 2nd and June 6th, resulting in mill rates of 24.76 for the General Fund, 4.07 for the City Consolidated fire district, and 0.36 for the Town Consolidated fire district.



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Norwich
Connecticut**

For the Fiscal Year Beginning

July 1, 2010



President

Executive Director

TABLE OF CONTENTS

	<u>PAGE</u>
BUDGET MESSAGE	1
FINANCIAL SUMMARIES, BUDGET PROCESS AND MISCELLANEOUS (Blue Divider)	
THE CITY	11
DEMOGRAPHIC & ECONOMIC DATA	14
DIRECTORY OF ELECTED OFFICIALS	19
DIRECTORY OF ADMINISTRATORS	20
ORGANIZATIONAL CHART	21
BUDGET TIMETABLE	22
FINANCIAL MANAGEMENT POLICIES	23
COMPARATIVE BUDGET SUMMARY	38
CALCULATION OF MILL RATE	39
GRAPHIC ILLUSTRATIONS	40
AUTHORIZED POSITIONS	44
CONSOLIDATED DEBT SCHEDULE	46
SUMMARY OF ALL FUNDS SUBJECT TO APPROPRIATION	47
GENERAL FUND (Gold Divider)	
SUMMARY - GENERAL FUND REVENUES & EXPENDITURES	49
GENERAL FUND REVENUE	50
EXPENDITURE DESCRIPTIONS	60
CITY MANAGER	61
FINANCE	65
TREASURER	69
ASSESSMENT	73
HUMAN RESOURCES	77
LAW	81
CITY CLERK	82
MAYOR/CITY COUNCIL	86
POLICE	89
FIRE	95
VOLUNTEER FIRE DEPT/EAST GREAT PLAIN	101
VOLUNTEER FIRE DEPT/LAUREL HILL	104
VOLUNTEER FIRE DEPT/OCCUM	107
VOLUNTEER FIRE DEPT/TAFTVILLE	110
VOLUNTEER FIRE DEPT/YANTIC	114
RECREATION	116
HUMAN SERVICES	120
PUBLIC WORKS	136
ELECTION	151
PLANNING & DEVELOPMENT	155
ECONOMIC DEVELOPMENT	159
BOARD OF EDUCATION	160
DEBT SERVICE – PRINCIPAL & INTEREST	165
NON-DEPARTMENTAL	166
CAPITAL BUDGET	169
EMERGENCY MANAGEMENT	171
SPECIAL REVENUE FUNDS (Pink Divider)	
SUMMARY OF SPECIAL REVENUE FUNDS	175
SPECIAL SERVICES FIRE (CCD)	176
VOLUNTEER FIRE AND TAX CREDIT	180
ENTERPRISE FUND – NORWICH PUBLIC UTILITIES (Green Divider)	183
GLOSSARY (Peach divider)	191



Alan H. Bergren, City Manager

BUDGET MESSAGE/ EXECUTIVE SUMMARY

April 4, 2011

Mayor Peter Nystrom and Members of the Norwich City Council:

Introduction

I hereby present the proposed City of Norwich budget for the fiscal year 2011-12. The budget document for a municipality reflects the fiscal work plan for the community for the succeeding fiscal year. The convergence of the economic downturn, the state budget deficit, and the pressure to control taxes while other revenues are shrinking necessitates us to evaluate every program and service that the city offers. Some of the overarching principles which guided this budget preparation include: maintaining a competitive tax policy compared to other Connecticut municipalities, preserving fund balance, and adequately funding essential city services. 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.

While the economy is slowly turning around we have to continue to make difficult sacrifices. I would like to thank those employees who gave concessions over the past two years. I am grateful for the selflessness of these employees who work hard each day for the betterment of our City.

Goals & Priorities

In December, I met with you 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

Table with 3 columns: Goal ID, Description of Citywide Goal, and Department(s) whose Goals & Action Plans most directly support the Citywide Goal. Rows include goals G1 through G6.

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 2011-12 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. Keep the mill rate increase as low as possible.
 4. Maintain the city's infrastructure.
 5. Preserve the financial foundation and the credit rating for which we have worked so diligently to achieve.
-

Performance Measures

Performance measures are established to provide a link between goals, actions and objectives. Departments focus their goals to coincide with achieving organizational goals. The City is working towards ensuring that services are provided in the most efficient and effective way. The performance measures serve as a management tool for Department Heads, the City Manager, and City Council as well as provide important data to residents. The City's management staff use the performance measures to make accurate assessments of what has happened, to help understand what needs are and are not being met, and to devise plans to meet those needs and demands. Governments also require this information to plan for the long-term and to ensure that day-to-day operations run smoothly. It is one of the many tools that the City uses to assess needs and work to improve services for the citizens. Like other city programs, the performance measurement program continues to evolve and mature. For example, City staff continues to review and revise the performance measures to ensure that the most meaningful management information is reported. The intent is to have all departments follow the format of providing measures in the four categories defined below:

- Input measures address the amount of resources used to produce an output or outcome (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).
-

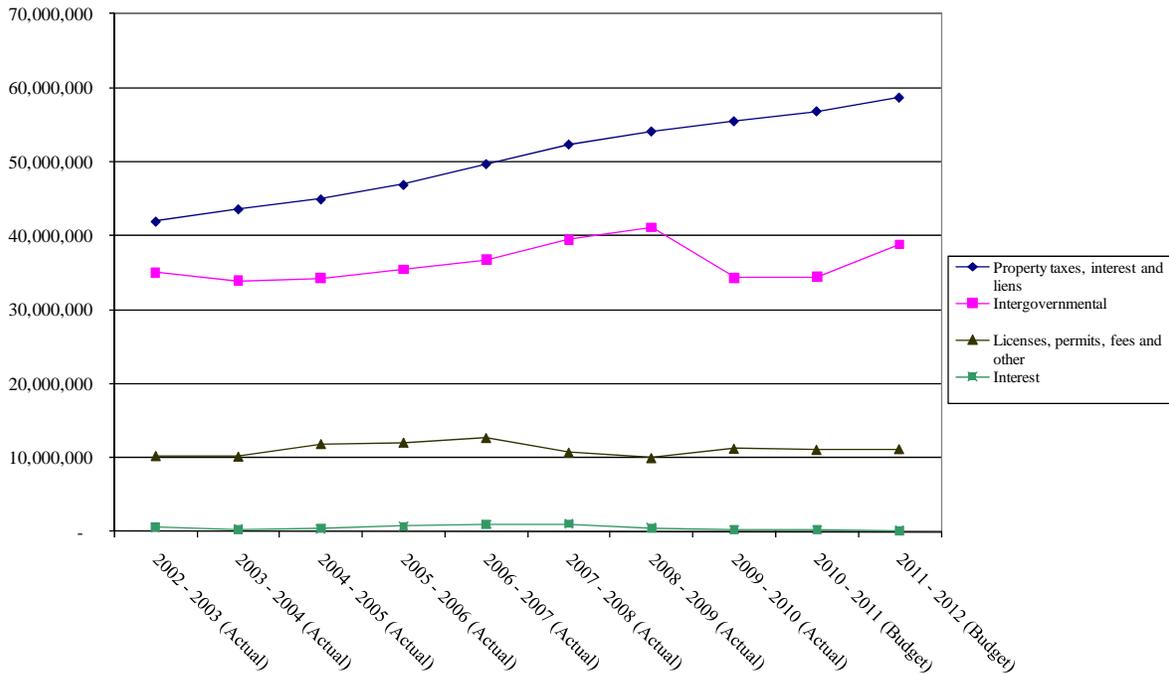
Budget Guidance to Departments

The focus and priority was to preserve as much of the current level of services affordable while maintaining the City's strong financial position. Departments and agencies were initially given target reductions of 5 to 15% below the current year. As we worked with the expenditure requests and revenue estimates, I allocated more resources in some areas in order to adequately fund the services identified as basic and essential.

2011-12 Budget Environment

Revenue Factors

10-Year General Fund Revenue Comparison



Grand List Growth - The total net grand list grew 0.17% from October 2009 to October 2010. Real estate decreased by 0.66%, motor vehicles increased by 2.51% and personal property increased by 13.16%. 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 2011-12 budget funds education revenues at roughly the same level as fiscal year 2010-11. The Governor committed to funding the "cliff" shortage caused by the end of ARRA State Fiscal Stabilization Funds. Most of the education revenue comes from the Education Cost Sharing and Special Education Excess Cost grants. The total State of Connecticut education grants for 2011-12 are estimated to be \$ 35,268,543.

State Grants-in-aid: General - The state formula grants are distributed to the general fund and special service fire fund. The following discussion refers to the total grants in the Governor's proposed budget to the City of Norwich. The Governor's proposed budget maintains the current level of funding for the Mashantucket Pequot/Mohegan Fund Grant and Payments in Lieu of Taxes ("PILOT") funding for State-Owned Real Property and Colleges & Hospitals. The Governor is proposing the elimination of the PILOT for Manufacturing Machinery & Equipment for which the City received \$161,000 in 2010-11. The Governor's budget also proposes new sources of revenues to municipalities, including local share of taxes on retail sales, hotels, boats, aircraft, car rentals, and cabarets. The Governor's preliminary estimate of the impact of these new revenues for Norwich is \$364,000. To be conservative, I included 75% of this amount (\$271,000) in my budget estimates as the system for reporting these sales to the Connecticut Department of Revenue Services has not been perfected yet. In total, the non-education State Grants-in-aid have increased \$128,000, or 2.48%.

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 has dropped precipitously. The Governor’s budget proposes to extend the \$5/ \$1,000 rate permanently.

10% Share of Norwich Public Utilities Revenues - The payments from Norwich Public Utilities will decrease by \$784,000 to \$7,493,000 for fiscal year 2011-12. The decrease is mainly caused by declining electricity and gas rates. This payment is split between the General Fund and the Special Service Fund.

Expenditure Factors

The following are explanations of the major cost drivers for the City.

Salaries & Fringe Benefits – For the same level of staffing as 2010-11, the City’s salary and fringe benefit costs would have increased by \$1.3 million. Fringe benefits include Social Security, Medicare, Health Insurance, Workers’ Compensation, Pension and Post-Employment Medical Benefits.

I have included adjustments for non-union supervisors in recognition of the savings during the last two years and the responsibility that they have shouldered by “doing more with less” year after year. The City saved roughly \$200,000 in fiscal years 2009-10 and 2010-11 by the non-union supervisors forgoing raises equivalent to their peers, eliminating the position of Assistant City Manager and deferring the hiring of the Assistant Human Resources Director. I must avoid situations in which the difference between the salaries of management and their staff shrinks. We are at the point where some staff will be earning more than their supervisors.

Debt Service – The City’s debt service requirements increased by \$396,000 over 2010-11 – an 8.65% 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 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 \$2,372,692 (the value of one mill of the collectible grand list) for capital improvements. This is a \$14,626, or 0.62%, increase over the fiscal year 2010-11 budget. The capital budget includes paving projects, firefighter equipment, replacement of some emergency and city maintenance vehicles and repairs to city buildings.

Strategies for Developing the 2011-12 Budget

Expenditures

Summary of Appropriations and Prior Year Comparison				
	Revised Budget 2010-11	Proposed Budget 2011-12	\$ Change from Prior Year	% Change from Prior Year
General Operations	32,760,551	33,344,917	584,366	1.78%
Debt Service	4,575,240	4,971,075	395,835	8.65%
Capital Improvements	2,358,066	2,372,692	14,626	0.62%
Education	62,952,966	68,163,405	5,210,439	8.28%
Total General Fund	102,646,823	108,852,089	6,205,266	6.05%
Special Revenue Funds				
Fire District	5,817,401	5,910,738	93,337	1.60%
Vol. Fire District	519,498	535,662	16,164	3.11%
Norwich Public Utilities	91,527,136	85,881,596	(5,645,540)	-6.17%
Total	200,510,858	201,180,085	669,227	0.33%

General Operations are being recommended for funding in the amount of \$33,344,917 – a 1.78%, or \$584,366, increase from last year.

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 \$50,000 for increased Police patrols in the downtown area. This initiative goes hand-in-hand with the downtown revitalization efforts.
- Added \$50,000 for the Otis Library to allow them to stay open throughout the Summer rather than closing for two weeks.
- Added \$4,000 in funding for TVCCA and \$50,000 for United Community Family Services, realizing that this is only a fraction of the cost of services that these two entities provide to Norwich citizens.
- Added \$54,000 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 elimination of 7 full-time equivalent positions (FTE). Because of the hiring freeze during fiscal year 2010-11, at least four of these positions will be vacant. In addition to the positions eliminated, I am proposing to reduce the hours for four positions and the delay the hiring of the Assistant Human Resources Director until July 2012. The total number of FTE's in City departments has decreased by 58 from the fiscal year 2001-02 total of 335 to the 2011-12 total of 277 – a 17.3% decrease.

In the Treasurer's office, the position of Assistant to City Treasurer is eliminated and an Accounting Generalist is added in its place – the result is no net change in FTE's in that office.

<i>Positions Eliminated</i>			<i>Positions Reduced</i>		
Name of Position	Department	FTE cut	Name of Position	Department	FTE cut
Records Clerk	City Clerk	1.00	Recycling Coordinator	Public Works-Refuse	0.40
Fire Code Clerk	Fire	0.60	Administrative Secretary	Planning & Development	0.40
Caseworker	Human Services	1.00	Rec. Fac. Maintainer I	Recreation	0.25
Accounting Clerk	Human Services	0.60	Rec. Fac. Maintainer I	Recreation	0.25
City Planner	Planning & Development	1.00			
Planning Technician	Planning & Development	1.00			
Crew Leader	Public Works-Streets	1.00			
Laborer	Public Works-Streets	1.00			
Assistant to the City Treasurer	Treasurer	1.00			
			<i>Position Added</i>		
			Name of Position	Department	FTE
			Accounting Generalist	Treasurer	1.00

Efficiencies and consolidation of services – I have endeavored to find operational efficiencies over the years and 2011-12 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.

Cuts to services – Unfortunately, the elimination of positions mentioned above along with other line item cuts may inconvenience citizens and other parties with whom we do business.

Human Resources – The delayed hiring of the Assistant Human Resources Director may slow the recruitment and promotion process and cause delays in mandated reporting and pension and benefits administration.

City Clerk – The loss of a Records Clerk may affect the waiting time for permits and documents.

Norwich Fire Department – The loss of the Part-time Fire Code Clerk may cause delays in mandated fire incident reports and other administrative functions.

Volunteer Fire Departments – Their operating budgets have been squeezed for another year. In addition, there was not enough room in the Capital budget to fulfill all of their equipment requests.

Recreation – Two Recreation Facilities Maintainers will be funded for nine months of the year. This may have an impact on the condition of the recreation fields and playgrounds.

Public Works – This department is losing 2.5 FTEs. Residents may see a delay in responses to citizen inquiries and recycling education outreach efforts.

Planning & Development – This department is losing 2.5 FTEs. Even with the slowdown in construction activity, residents may experience longer waits for planning, zoning, and building services. If the activity increases and additional revenue is realized, we will consider bringing back positions to deal with the increased workload.

Board of Education – The Board of Education budget is funded at \$600,000 – or 0.89% - above the 2010-11 budget, including the fiscal year 2010-11 \$4.6 million of ARRA State Fiscal Stabilization Funds. This level of funding is \$ 1,907,194 less than their budget request. Education represents 62.6% of all expenditures. 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 .

	Revised Budget 2010-11	Proposed Budget 2011-12	\$ Change from Prior Year	% Change from Prior Year
Education - General Fund	62,952,966	68,163,405	5,210,439	8.28%
Education - ARRA SFSP	4,610,439	-	(4,610,439)	-100.00%
Total	67,563,405	68,163,405	600,000	0.89%

Norwich Public Utilities – The budget presented to the Public Utilities Board of Commissioners includes expenditure decreases of \$5,645,540 primarily caused by the decline in the purchase price of natural gas and electricity.

Revenues

The City has a limited set of tools at its disposal to meet its expenditure needs. I am proposing combined General Fund and Fire District tax increases just slightly over the rate of inflation. The Consumer Price Index for all urban consumers in the Northeast (Northeast CPI-U) increased 2.03% from February 2010 to February 2011. In addition to the tax increase, I am proposing some increases to service fees.

Property Taxes

	General Fund (GF)	Fire Districts		Combined	
		Town Consolidated District (TCD)	City Consolidated District (CCD)	GF + TCD	GF + CCD
Proposed 2011-12 Mill Rate	24.55	0.36	4.08	24.91	28.63
Adopted 2010-11 Mill Rate	24.04	0.36	3.98	24.40	28.02
Change	0.51	0.00	0.10	0.51	0.61
Percent Change	2.12%	0.00%	2.51%	2.09%	2.18%

This budget proposes a 2.12% increase in the general fund mill rate, or 0.51 mills from 24.04 to 24.55. If you set aside the increases in debt service related to the Kelly Middle School and Road Improvement referenda items, the mill rate increase would only be 1.79%. The General Fund taxes on a home with an assessed value of \$100,000 would increase \$51 from \$2,404 to 2,455.

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 2.09%, or 0.51 mills, from 24.40 to 24.91.

The City Consolidated Fire District mill rate will increase by 2.51%, or 0.10 mills, from 3.98 to 4.08. The combined General Fund & CCD mill rate for CCD residents will increase by 2.18%, or 0.61 mills, from 28.02 to 28.63.

Service Fees – I will be introducing a new Burglar Alarm ordinance for the Council’s consideration in the next few months.

Use of Surplus - The city’s actual expenditures have been less than budgeted amounts and revenues have exceeded budgeted amounts resulting in surplus or unrestricted fund balance exceeding the 8% target of total annual expenditures. See the “Financial Management Policies” section for a 10-year history of fund balance. I have included the use of \$700,000 of unrestricted fund balance to support expenses during Fiscal Year 2011-12. This will keep the undesignated fund balance at the 8% target level. 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 further cuts to the budget.

Norwich Public Utilities – The revenue estimates in the budget presented to the Public Utilities Board of Commissioners included expected decreases in Electric, Water, and Sewer revenues commensurate with the decline in costs to service those divisions.

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 2002 to fiscal year 2011, non-education expenditures have grown only 13.6% compared to the 26.4% increase in the Northeast Consumer Price Index from July 2001 to July 2010 – that is just a little over half the rate of inflation!*

The General City departments have fewer employees than they did before the two casinos opened. I truly believe that there is not much more we can do to lower the cost of the services we offer. Unless we can build the grand list, diversify our revenue streams, embrace technology, and continue to get cooperation from all Norwich stakeholders, the only option left to keep taxes low is to *reduce* the services that we offer.

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.

As I mentioned above, the Governor's proposed budget included local revenue sharing of State sales, hotel, and car rental taxes. This is exactly the kind of diversification that Connecticut towns and cities need in their revenue portfolio. Connecticut cannot thrive with a tax structure that is so heavily dependent on property taxes.

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 a few 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?

Keep making the most out of what you have. 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 activities that they perform that are not essential to their core mission and could be funded through other means? Are there activities that they perform that are necessary, but might be done more efficiently by leveraging technology?

What can City employee groups do?

The City will continue to meet with union leadership and employees throughout this budget process in order to discuss ways to reduce the City's costs and minimize job loss. 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. It is inspiring that our Governor is attempting to reverse the history of unfulfilled commitments from State government to its cities and towns in funding education, local roads, and other programs.

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.

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.

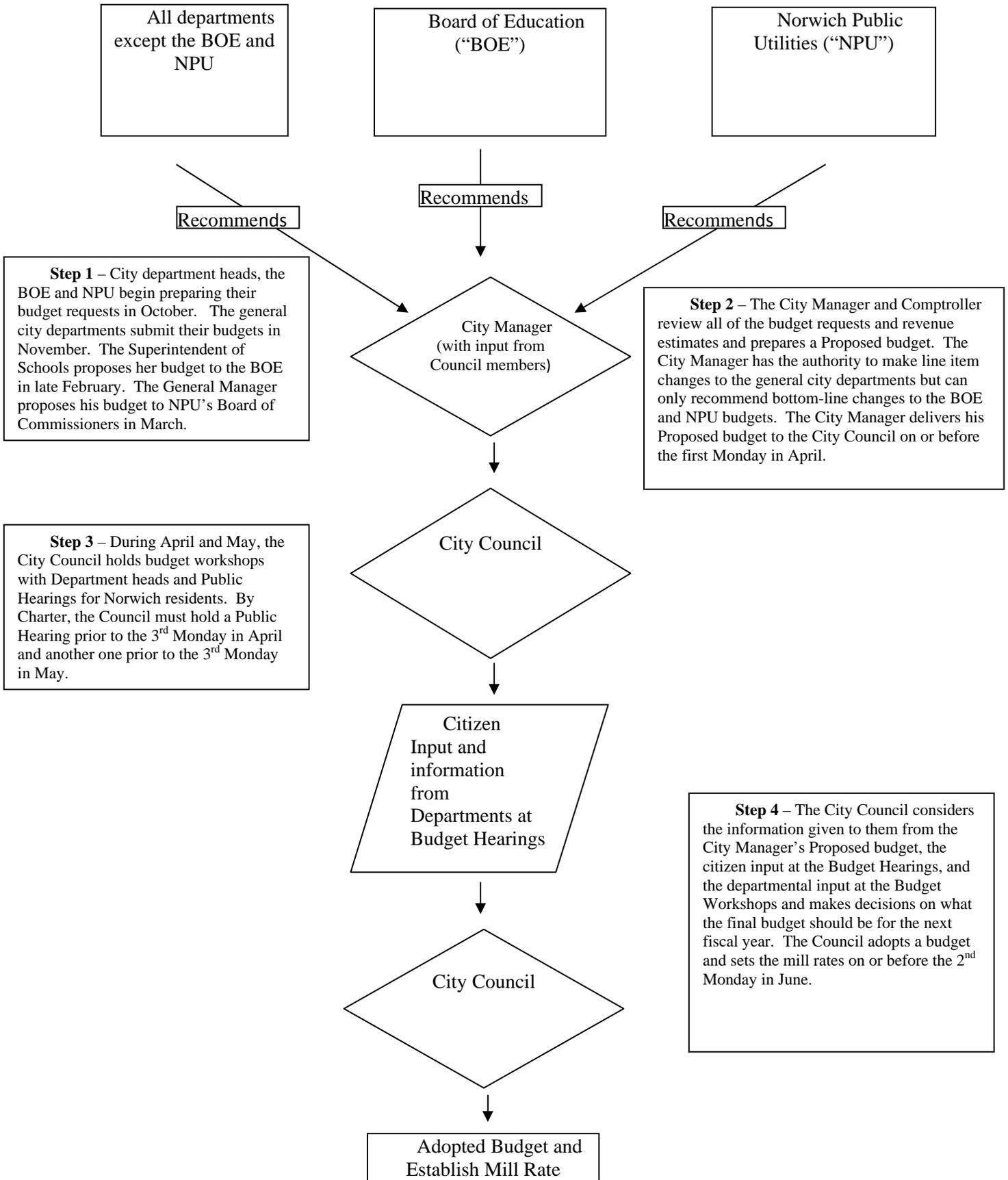
I personally acknowledge the many extra hours you our local leaders have invested in this process. Together we will move forward with a common purpose to position the City for the future.

Respectfully Submitted,

A handwritten signature in black ink, appearing to read "Alan H. Bergren". The signature is fluid and cursive, with a large initial "A" and "B".

Alan H. Bergren
City Manager

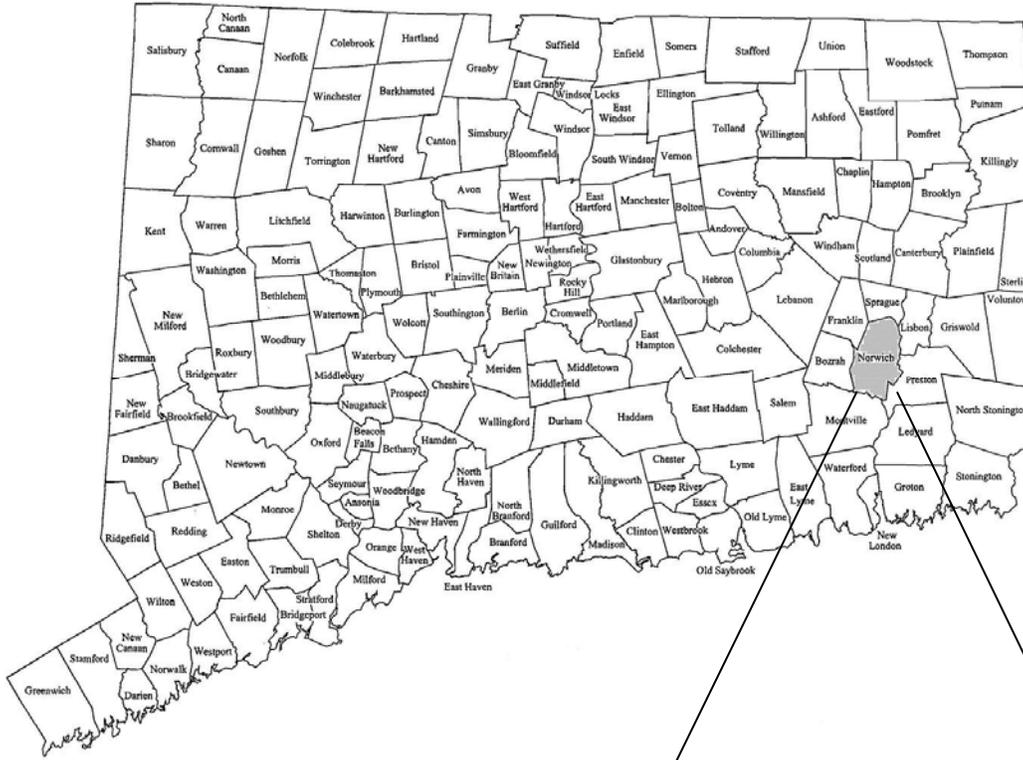
CITY OF NORWICH BUDGET PROCESS FLOWCHART



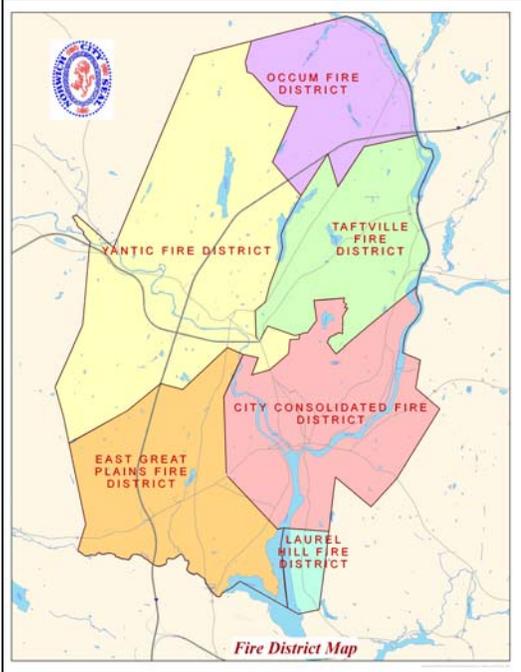
Financial Summaries /
Budget Process /
Miscellaneous



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 nine 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. The new 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
2006	36,408	3,510,787	5,726	565,612
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	3,511,137	5,578	552,782

Source: November 2010 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	Per Capita	Per Capita Debt
		Service	Debt	
2005	40,945,000	6,597,788	1,116	1,942
2006	35,785,000	6,544,674	983	2,036
2007	31,530,000	5,804,250	846	2,117
2008	27,535,000	5,587,544	737	2,139
2009	35,285,000	4,537,782	927	2,108

Source: Norwich Finance Department; November 2010 State of Connecticut Municipal Fiscal Indicators

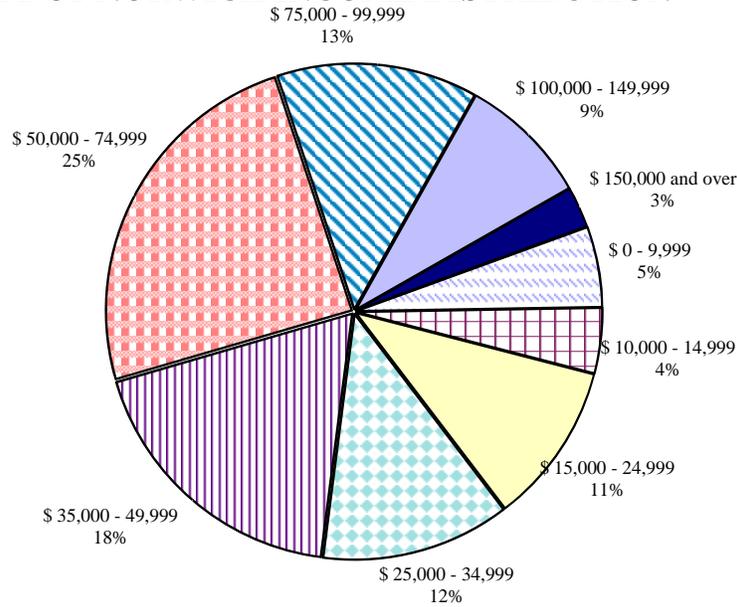
Principal Taxpayers

Name	Nature of Business	Net Taxable Valuation as of 10/1/10
Computer Science Corporation	Computer Products & Services	32,493,830
Bob's Discount Furniture	Retail Store & Distribution Center	25,396,520
Plaza Enterprises	Shopping Center	14,782,000
Phelps Dodge	Manufacturing - Copper	14,064,100
Mashantucket Pequot Tribe	Real Estate	10,045,000
Wal-Mart Stores, Inc.	Department Store	10,010,110
Dime Savings Bank	Bank	9,505,520
SEA Norwich LLC	Shopping Center	9,164,430
Algonquin Gas Transmissions LLC	Natural Gas Pipeline	9,007,000
Norwich Community Development Corporation	Office building	8,869,790
		\$ 143,338,300

Top Employers

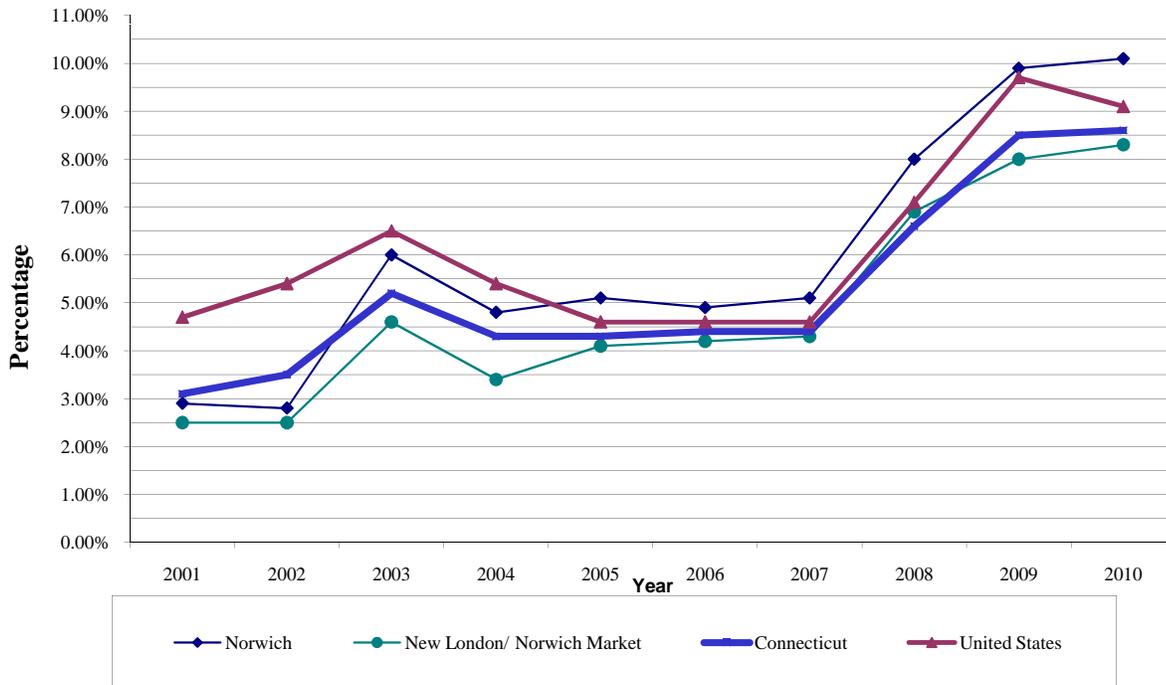
Name	Nature of Business	# of FTE Employees
William W. Backus Hospital	Medical Center	1,687
City of Norwich (incl. NPU & BOE)	Municipality	990
State of Connecticut	All State agencies	966
Electric Boat	Engineering for submarines	485
Bob's Discount Furniture	Distribution center	530
Interim Healthcare of 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.

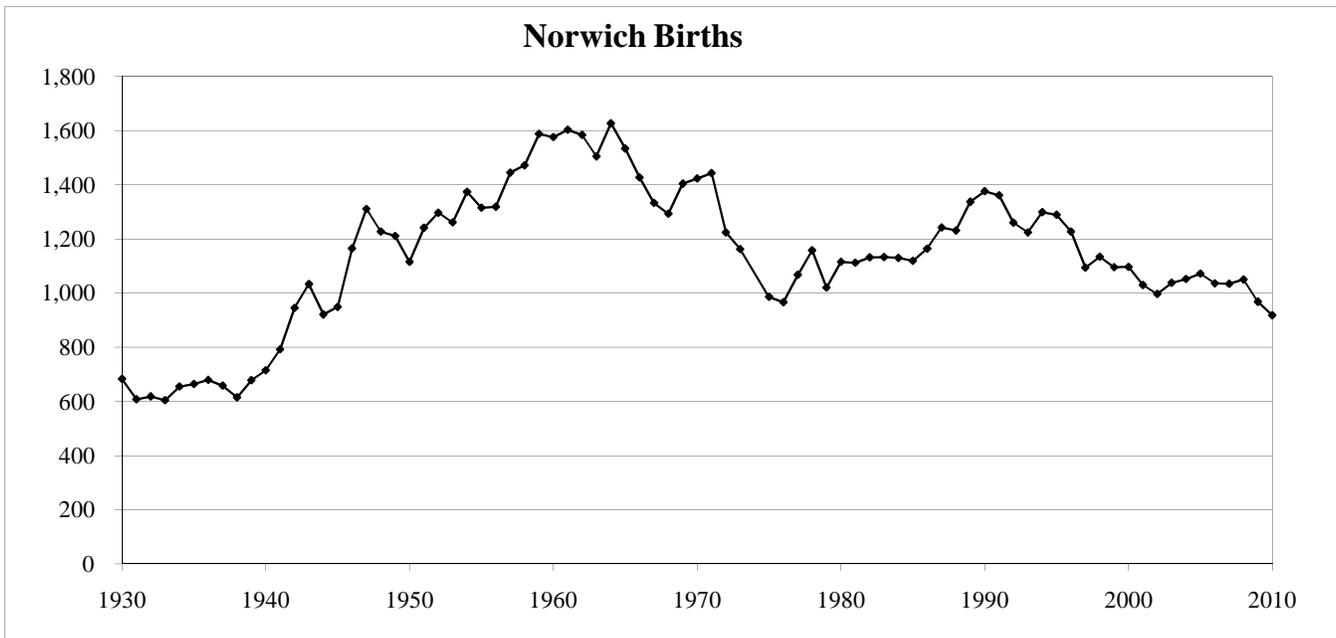
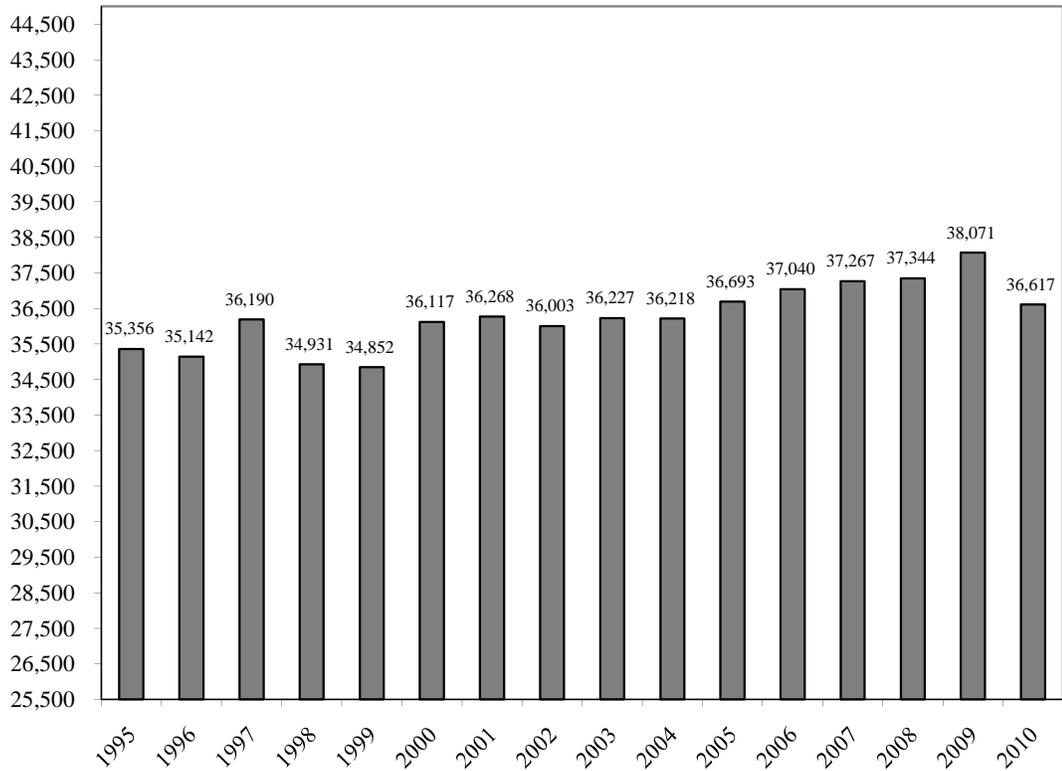
UNEMPLOYMENT PERCENTAGES



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

Norwich Population History Last 15 Years

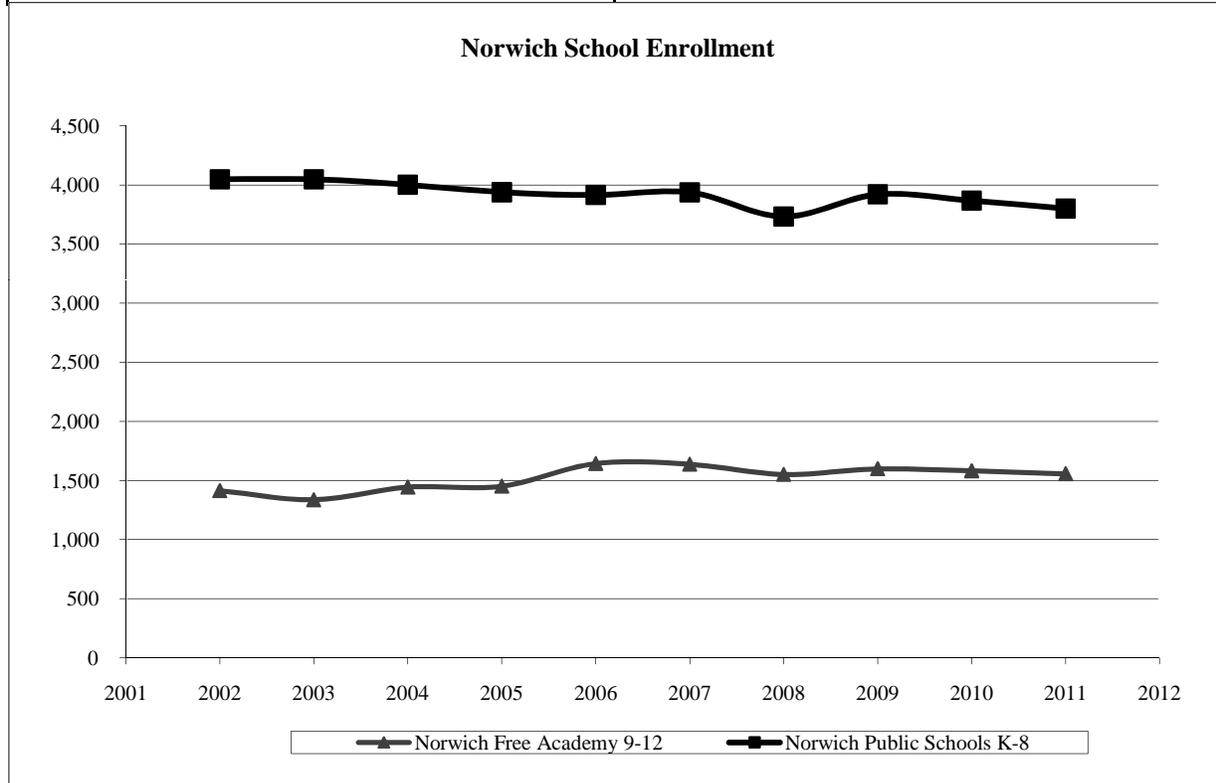
For 2009, Norwich's population was the 26th highest of the 169 Connecticut towns and cities. Norwich's population density is 1,293.3 per square mile compared to the statewide average of 726.2.



School Enrollment

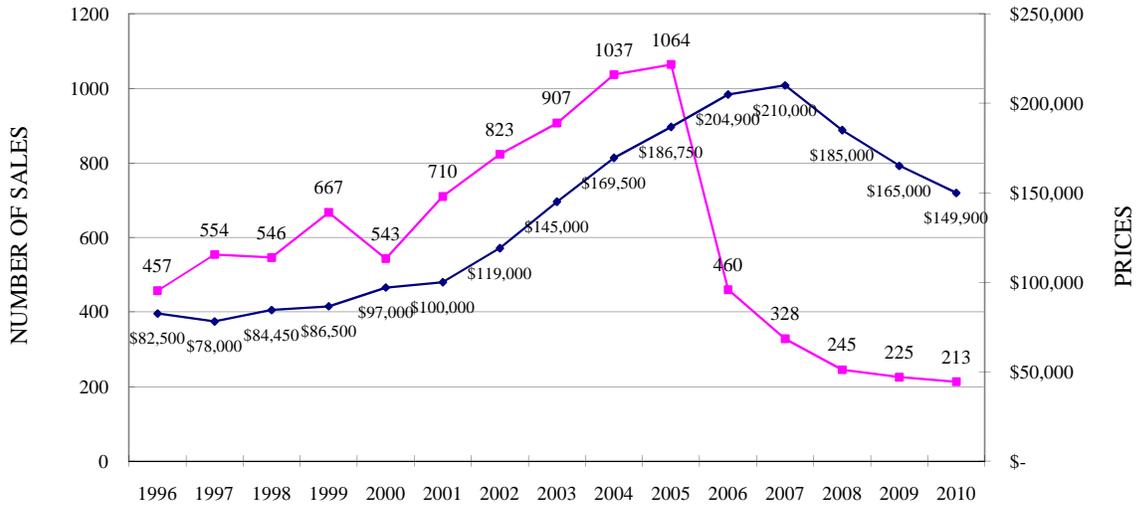
The number of children attending Norwich schools continues to be stable, with slight growth. Projections show that increased enrollment is expected over the next school year. In fact, the enrollment numbers indicate expansion of enrollment at the high school level. This factor may necessitate increased demand for new classes at Norwich Free Academy. Please note that the numbers on this page includes only Norwich students attending Norwich Public Schools and NFA. The enrollment numbers on the Demographics & Economics page 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
2002	1,414	2002	4,048
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	3,799

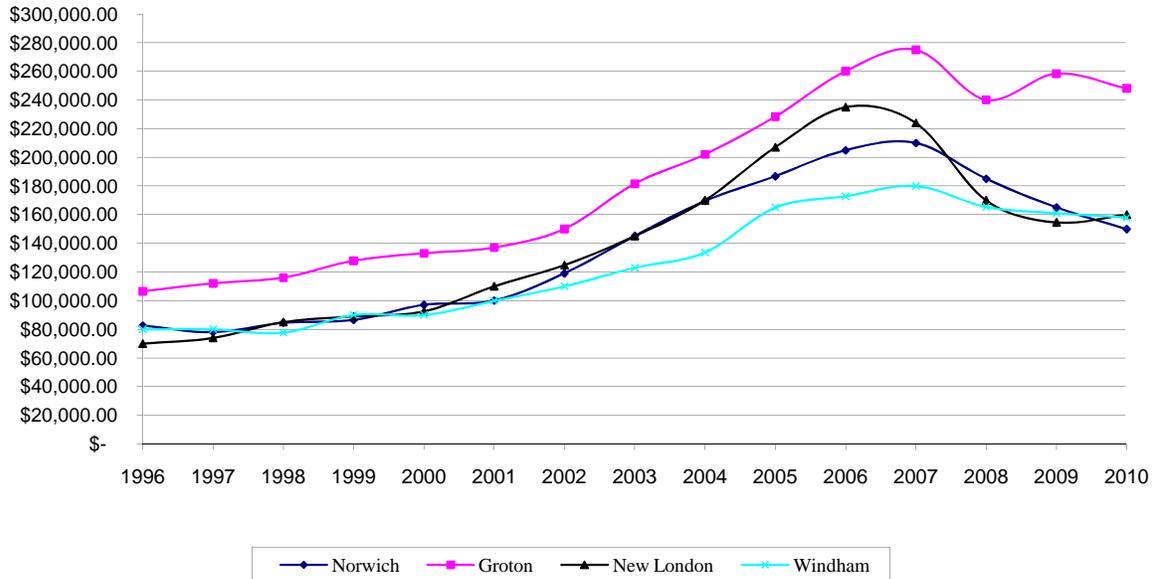


Housing Sales and Median Prices Norwich - Calendar Year

Despite the drop in the number of housing sales in the last few years, the median of Norwich homes have held their value relatively well compared to other communities.



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	12/6/11
H. Tucker Braddock, Jr. (D)	2 Years	12/6/11
Jacqueline Caron (D)	2 Years	12/6/11
Deb Hinchey (D)	2 Years	12/6/11
William L. Nash (R)	2 Years	12/6/11
Laurie Glenney-Popovich (R)	2 Years	12/6/11

BOARD OF EDUCATION

	<u>Term Length</u>	<u>Term Expires</u>
Charles A. Jaskiewicz III, Chairperson (D)	2 Years	11/8/11
John P. LeVangie, Vice Chairperson (D)	2 Years	11/8/11
Cora Lee Boulware, Secretary (D)	2 Years	11/8/11
Jesshua Ballaro-Pina (D)	2 Years	11/8/11
Aaron Daniels (R)	2 Years	11/8/11
Harlan K. Hyde, Jr. (R)	2 Years	11/8/11
Yvette C. Jacaruso (D)	2 Years	11/8/11
Jeremy Minter (R) *	2 Years	11/8/11
Joyce C. Werden (D)	2 Years	11/8/11

TREASURER

	<u>Term Length</u>	<u>Term Expires</u>
Brian Curtin (D)	2 Years	12/6/11

REGISTRAR OF VOTERS

	<u>Term Length</u>	<u>Term Expires</u>
Joann Merolla-Martin (D)	2 Years	1/9/13
Gerald Kortfelt (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
Frank Demicco, Secretary (D)	5 Years	3/01/13
Larry Goldman (D) **	5 Years	3/01/12
Alan M. Remondi (D)	5 Years	2/28/16

* Jeremy Minter was appointed by the Norwich City Council to fill the vacancy on the Board of Education created when Charles Norris was elected Judge of Probate.

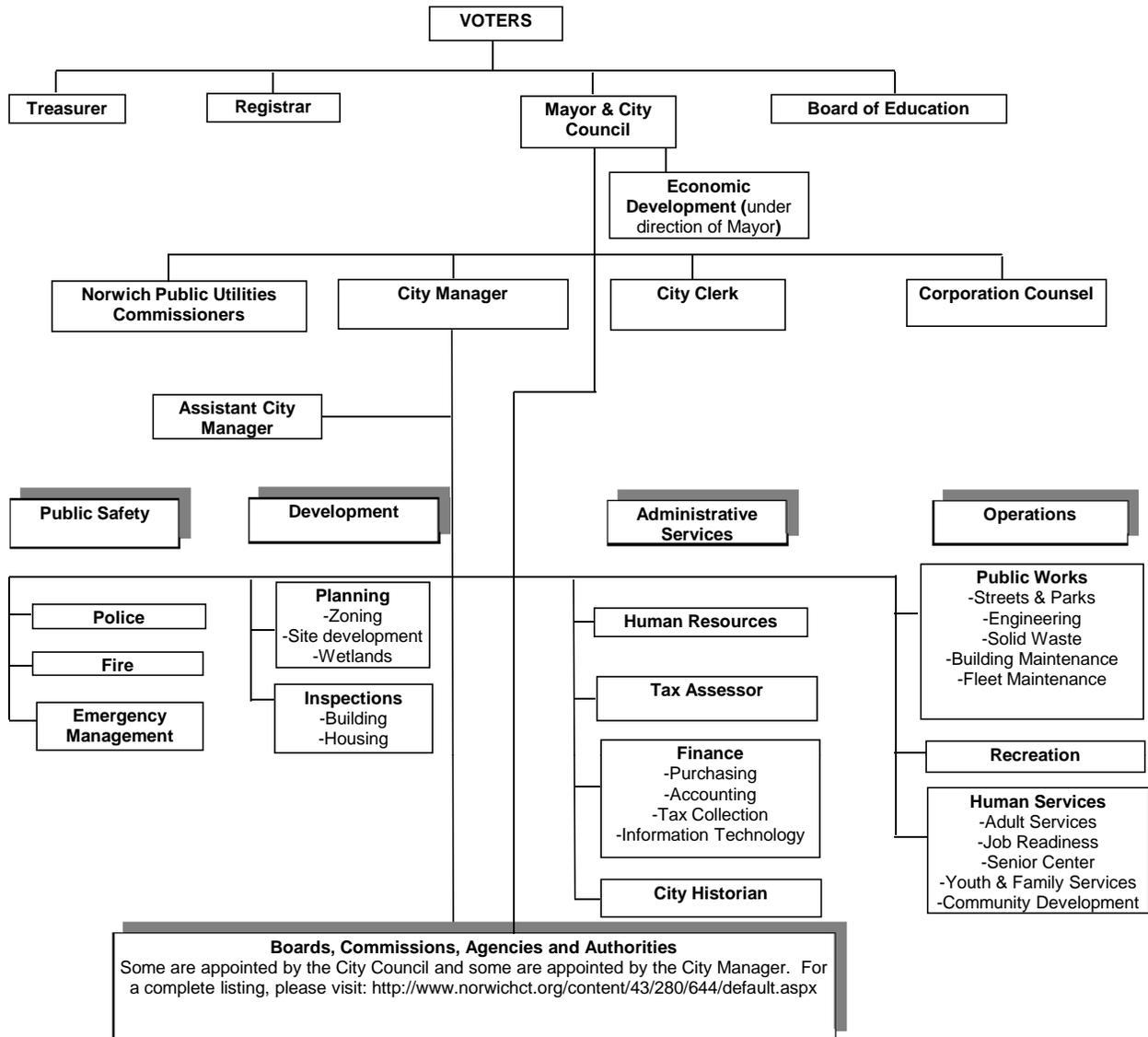
** Larry Goldman was appointed by the Norwich City Council on December 21, 2009 to fill the vacancy on the Board of Public Utilities Commissioners and Sewer Authority created when Stanley Israelite resigned.

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**

City Manager	Alan H. Bergren
Assessor	Donna Ralston
Building Inspector	James Troeger
City Clerk	Sandra Greenhalgh
Comptroller	Joseph Ruffo
Deputy Comptroller	joshua pothier
Corporation Counsel.....	Michael E. Driscoll
Emergency Management Director.....	Gene M. Arters
Engineer.....	Patrick McLaughlin
Fire Chief.....	Ken Scandariato
Health Director.....	Patrick McCormack, MPH
Housing Authority Director.....	Charles Whitty
Human Resources Director.....	Brigid Marks
Human Services Director.....	Beverly Goulet
LAN Supervisor.....	Leon Barnowski
Parking Administrator.....	Judy Rizzuto
Planning & Development Director.....	Peter Davis
Police Chief.....	Louis Fusaro
Public Utilities Manager.....	John Bilda
Public Works Director.....	Barry Ellison
Purchasing Agent.....	William R. Block
Recreation Director	Luis DePina
Senior Center Director	Michael Wolak
Superintendent of Schools	Abby I. Dolliver
Tax Collector.....	Katherine Daley
Volunteer Fire Chiefs	
East Great Plain.....	Patrick Daley
Laurel Hill.....	Aaron Westervelt
Occum	Robert Patton
Taftville	Timothy Jencks
Yantic.....	Frank Blanchard
Zoning Enforcement Officer.....	Tianne Curtis

City of Norwich Organization Chart



CITY OF NORWICH
TIME TABLE FOR PREPARATION OF 2011-12 CITY BUDGET
 PURSUANT TO CHAPTER 7 OF NORWICH CITY CHARTER

DATE	EVENT	AGENDA
Mid December 2010	Budget meetings with Council	City Manager and Comptroller meet with members of City Council to discuss budget process and get the Council's priorities
Late December 2010	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.
Mid January 2011	Initial budget requests due	Department Heads and Outside Agencies return their written requests, Finance Department coordinates process.
January 2011	Budget meetings on proposed requests	City Manager and Comptroller meet with department heads and outside agencies on proposed budget requests.
February 2011	Revenue projected	Comptroller calculates state revenue projections.
March 2011	Proposed 2011-12 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 2011	City Manager submits Proposed 2011-12 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 2011	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 2011	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 2011	Council shall act on proposed budget	The Council acts initially on the City Manager's proposed budget.
Prior to third Monday in May 2011	Second public hearing	The purpose is to listen to citizens' input on proposed budget.
No later than 2nd Monday in June 2011	City Council adopts 2011-12 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, 2011 - June 30, 2012	Budget implementation	Comptroller oversees revenues and expenditures according to the budget established by Council.
July 2012	Audit of 2011-12 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, Special Service Fire Fund (CCD Fire), Volunteer Fire Relief and Tax Credit Fund (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
Special Service Fire (CCD)	Governmental	Special Revenue	Public safety	YES	Modified accrual	No
Volunteer Fire Relief & Tax Credit (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, TCD Fire and CCD 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 is balanced by using UFB in excess of the benchmark of 8% of annual expenditures as well as conservative budget requests.

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 September and October, the departments work on this information for its late October deadline. The City Manager and Comptroller set up preliminary budget meetings with department heads in November and December 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, pension 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 December, 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 62% of total expenditures. The Assessor has either a final or nearly-final figure for the grand list. Also, the Governor usually presents 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, 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 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 current 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 2.21%)

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 12.62%, 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

Statutory Debt Limitation

The city's statement of debt limitation calculated pursuant to Connecticut General Statutes, Section 7-374(b) as of June 30, 2010 is as follows:

Tax Collections	
City	55,693,000
Fire Districts	3,733,000
Reimbursement for elderly tax freeze	4,000
Total Base	<u>59,430,000</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 \$ 416,010,000, 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		133,717,500	-	-	-	-	-
4-1/2 times base		-	267,435,000	-	-	-	-
3-3/4 times base		-	-	222,862,500	-	-	-
3-1/4 times base		-	-	-	193,147,500	-	-
3 times base		-	-	-	-	178,290,000	-
7 times base		-	-	-	-	-	416,010,000
Debt as defined by statute:							
Bonds payable							
-excluding water of:	\$ 3,577,505	17,673,000	10,492,072	7,467,000	-	-	35,632,072
Notes payable		-	-	-	-	-	-
Capital leases		-	-	-	-	-	-
School Construction Grants Receivable		-	(402,355)	-	-	-	(402,355)
Bond authorized but unissued		8,055,000	6,060,000	3,175,000	-	-	17,290,000
Total indebtedness		25,728,000	16,149,717	10,642,000	-	-	52,519,717
Debt limitation in excess of							
outstanding and authorized debt		107,989,500	251,285,283	212,220,500	193,147,500	178,290,000	363,490,283
Percent of Limitation		19.24%	6.04%	4.78%	0.00%	0.00%	12.62%

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, 2010 audited financial statements. As you can see, the City has a Net Pension Asset at June 30, 2010. The City will use this Net Pension Asset to reduce its contribution by \$400,000 in fiscal year 2011-12.

The City's annual pension cost and net pension obligation to the Plan for the year ended June 30, 2010 were as follows:

Annual required contribution	\$ 2,397,000
Interest on net pension obligation	3,000
Adjustment to annual required contribution	<u>(3,000)</u>
Annual pension cost	2,397,000
Contributions made	<u>2,771,000</u>
Increase in net pension asset	(374,000)
Net pension asset - beginning of year	<u>(32,000)</u>
Net pension asset - end of year	<u>\$ (406,000)</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	454
Terminated plan members entitled to, but not yet receiving benefits	24
Active plan members	<u>574</u>
Total	<u>1,052</u>

Three-Year Trend Information:

Fiscal Year Ended	Annual Pension Cost (APC)	Percentage of APC Contributed	Net Pension Obligation/ (Asset)	Actual Contribution
6/30/08	\$ 2,920,000	106.1%	\$ 147,000	\$ 3,098,000
6/30/09	3,037,000	105.9%	(32,000)	3,216,000
6/30/10	2,397,000	115.6%	(406,000)	2,771,000

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)
1/1/09	\$ 153,090,000	\$ 175,726,000	\$ 22,636,000	87.1%	\$ 33,280,000	68.0%
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%
1/1/05	129,290,000	148,850,000	19,560,000	86.9%	23,691,000	82.6%
1/1/04	131,244,000	140,498,000	9,254,000	93.4%	23,426,000	39.5%

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.

The following schedules are taken from the city's June 30, 2010 audited financial statements. The City's annual OPEB cost and net OPEB obligation to the Plan for the year ended June 30, 2010 were as follows:

Annual required contribution	\$ 5,352,000
Interest on net OPEB obligation	157,000
Adjustment to annual required contribution	<u>(162,000)</u>
Annual OPEB cost	5,347,000
Contributions made	<u>3,395,000</u>
Increase in net OPEB obligation	1,952,000
Net OPEB obligation beginning of year	<u>1,966,000</u>
Net OPEB obligation end of year	<u><u>\$ 3,918,000</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
6/30/08	\$ 5,352,000	99.8%	\$ 13,000	\$ 5,339,000
6/30/09	5,352,000	63.5%	1,966,000	3,399,000
6/30/10	5,347,000	63.4%	3,918,000	3,395,000

SCHEDULE OF FUNDING PROGRESS

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

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.

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 Employee Insurance Fund accounts for funds received from the Board of Education, NPU and city general government operating funds. The funds are used to pay medical and health claims and provide ancillary service for the administration of the fund and to accumulate reserves, which otherwise would be retained by Blue Cross/Blue Shield.

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
2010	\$9,813,412	\$102,374,691	9.59%
2009	9,611,207	106,745,559	9.00%
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%
2001	7,940,325	81,702,857	9.72%

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, 2009. This was the 17th consecutive year that the city has received this prestigious award. For each of the fiscal years beginning July 1, 2000 through July 1, 2010, 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

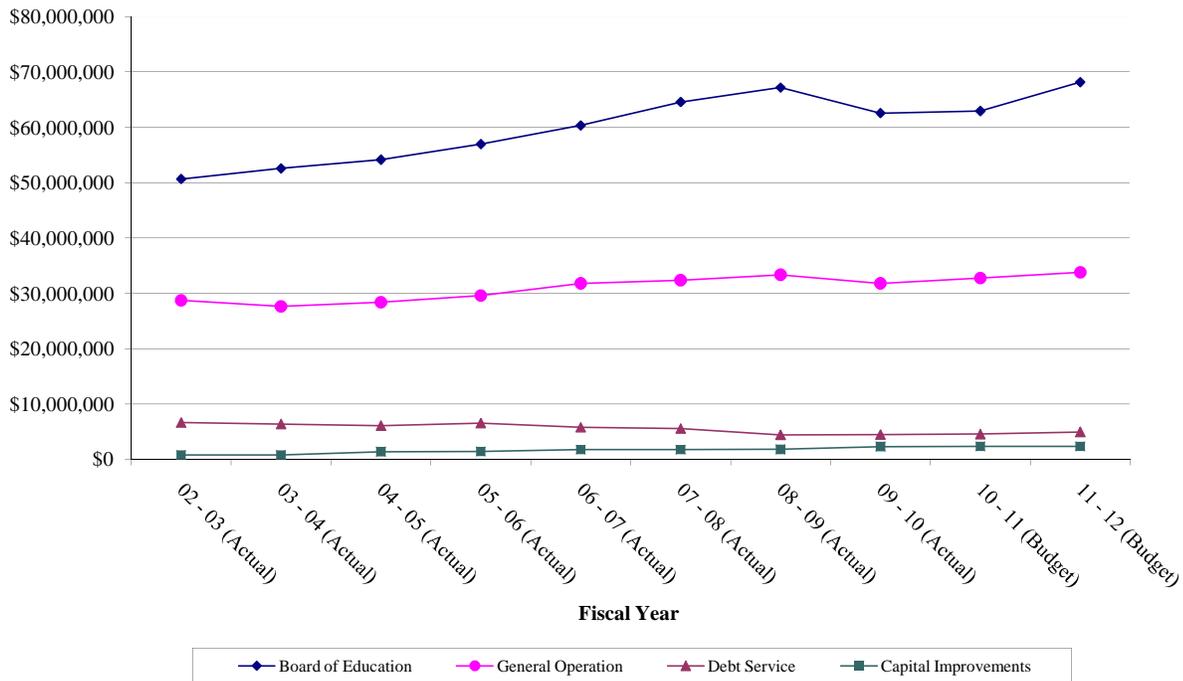
	2009-10 REVISED BUDGET	2010-11 REVISED BUDGET	2011-12 MANAGER'S PROPOSED BUDGET	2011-12 ADOPTED BUDGET
City Manager	316,275	258,446	264,206	264,118
Finance	1,249,469	1,234,042	1,267,616	1,269,604
City Treasurer	195,497	203,777	203,834	203,834
Assessment	356,981	358,342	361,099	361,349
Human Resources	357,549	386,779	369,146	370,111
Law	420,000	420,000	420,000	420,000
City Clerk	375,451	380,322	339,393	340,884
City Council	136,887	111,276	114,537	108,859
Police	10,030,593	10,432,927	10,755,887	11,040,487
Fire - Central	1,600,206	1,704,377	1,783,013	1,827,077
Fire - East Great Plain	123,721	111,349	109,781	109,781
Fire - Laurel Hill	55,786	50,207	45,997	45,997
Fire - Occum	75,702	68,132	62,866	62,866
Fire - Taftville	125,537	112,983	114,786	114,786
Fire - Yantic	126,744	114,070	114,229	114,229
Recreation	700,581	557,215	550,987	551,103
Human Services	1,242,133	1,228,338	1,202,574	1,282,221
Public Works	9,169,596	9,147,985	9,029,704	9,050,167
Election	113,529	116,740	109,981	109,979
Planning & Development	1,047,670	1,020,464	846,579	895,221
Economic Development	272,641	243,000	237,641	237,641
Debt Service - Principal	3,530,000	3,475,000	3,970,000	3,970,000
Debt Service - Interest	1,007,782	1,100,240	1,001,075	1,001,075
Miscellaneous	7,106,122	6,805,347	7,363,007	7,343,007
Emergency Management	57,678	52,499	50,746	51,048
Education	62,580,561	62,952,966	68,163,405	68,163,405
Fire - Special Service	5,641,586	5,817,401	5,910,738	5,910,738
Volunteer Fire Relief Fund	503,833	519,498	535,662	535,662
TOTALS	108,520,110	108,983,722	115,298,489	115,755,249
General Operations	32,928,468	32,760,551	33,344,917	33,801,677
Debt Service	4,537,782	4,575,240	4,971,075	4,971,075
Capital Improvements	2,327,880	2,358,066	2,372,692	2,372,692
Education	62,580,561	62,952,966	68,163,405	68,163,405
Fire - Special Service	5,641,586	5,817,401	5,910,738	5,910,738
Volunteer Fire Relief Fund	503,833	519,498	535,662	535,662
TOTALS	108,520,110	108,983,722	115,298,489	115,755,249

CITY OF NORWICH MILLAGE REQUIREMENTS

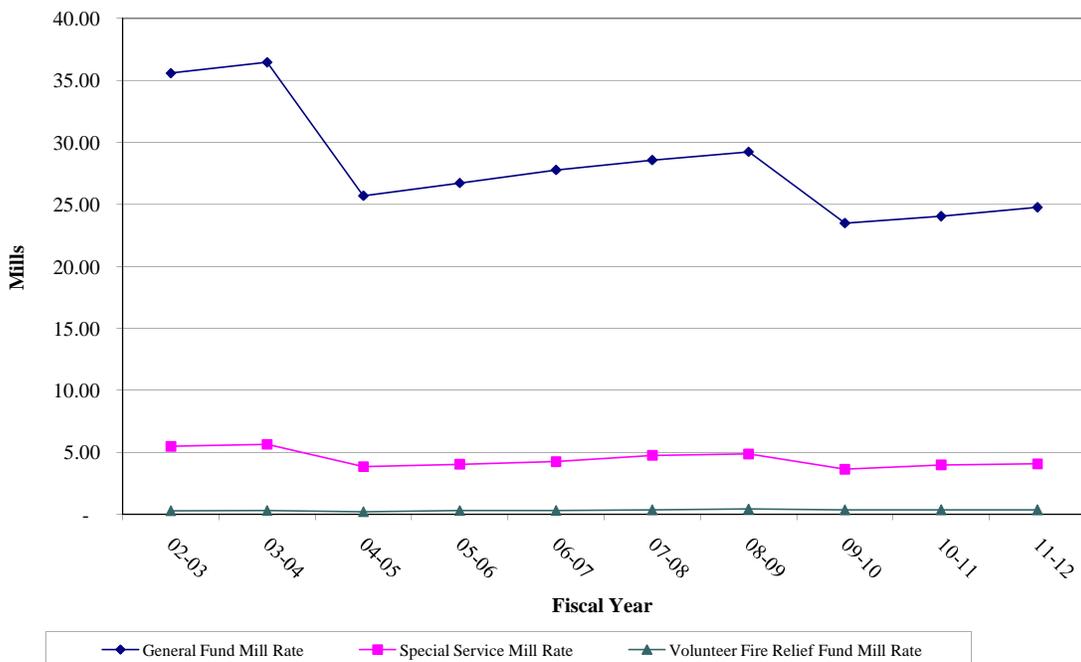
The City Assessor values all of the real estate, motor vehicles and personal property each year as of October 1. The sum of these values (less exemptions and credits) is the grand list. Anyone owning property at that date incurs a tax liability due on July 1 of the next year. When the budget is adopted 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	Volunteer Relief Fund	Special Service Fire
<i>Calculation of Grand List</i>			
Motor Vehicles	183,848,923	113,504,933	70,343,990
Personal Property	132,757,250	111,845,790	20,911,460
Real Estate	2,115,677,101	1,340,615,001	775,062,100
Total Gross Grand List	2,432,283,274	1,565,965,724	866,317,550
<i>Less: Exemptions, Credits, Etc.</i>			
Elderly Reimbursement	16,700,611	10,835,031	5,865,580
Veterans/ military exemptions	6,536,220	4,326,730	2,209,490
Disabled exemptions	420,540	284,670	135,870
Economic Dev & Mfg exemptions	34,464,975	24,779,179	9,685,796
Elderly Freeze	481,500	366,500	115,000
Projected Certificates of Correction	2,000,000	500,000	1,500,000
Total Exemptions, Credits, Etc.	60,603,846	41,092,110	19,511,736
<i>Grand list, net of exemptions & credits</i>	2,371,679,428	1,524,873,614	846,805,814
<i>Estimated Tax Collection Percentage</i>	96.27%	96.82%	95.20%
<i>Collectible Grand List</i>	2,283,215,785	1,476,382,634	806,159,135
<i>Taxes to be Levied:</i>			
General City	17,648,604		
Board of Education	32,469,862		
Capital Improvements	2,052,904		
Debt Service	4,346,207		
Special Service Fire			3,276,737
Volunteer Fire Relief		522,162	
Total Tax Levy	56,517,577	522,162	3,276,737
<i>Mill Rates Required:</i>			
General City	7.72		
Board of Education	14.23		
Capital Improvements	0.90		
Debt Service	1.91		
Special Service Fire			4.07
Volunteer Fire Relief		0.36	
Total Mill Rates Required	24.76	0.36	4.07
Last Year's Mill Rate	24.04	0.36	3.98
Change	0.72	0.00	0.09
Percent Change	3.00%	0.00%	2.26%

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



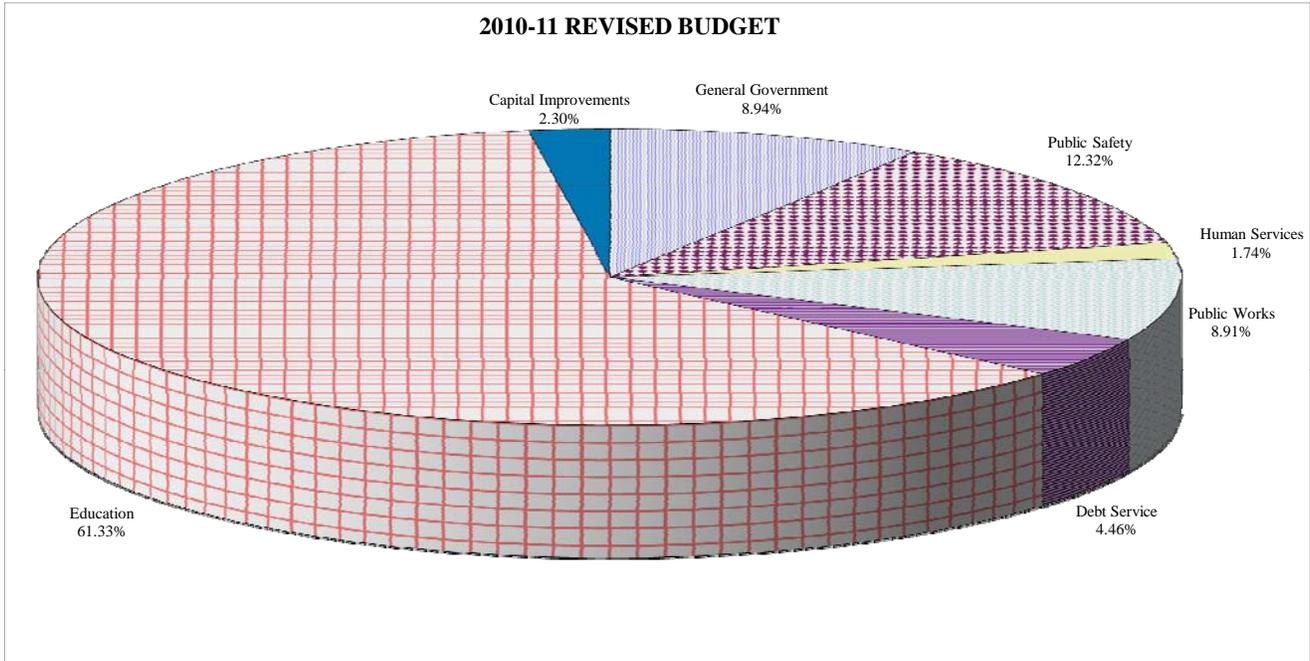
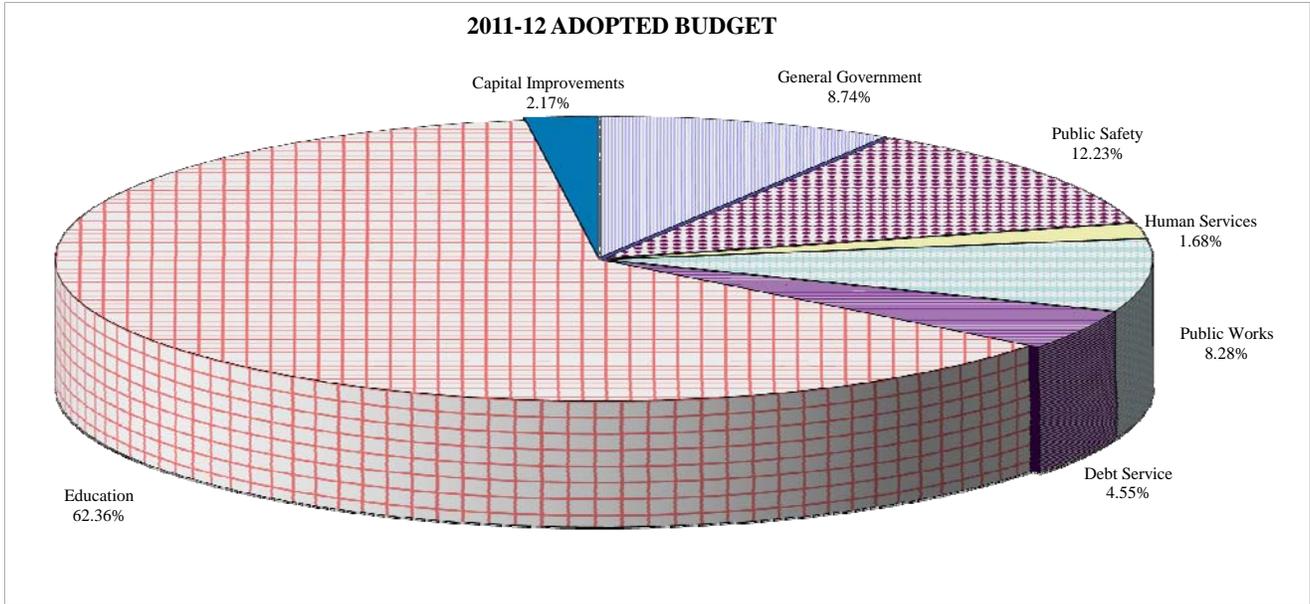
**CITY OF NORWICH
PROPERTY TAX MILL RATES
10 YEAR COMPARISON**



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.

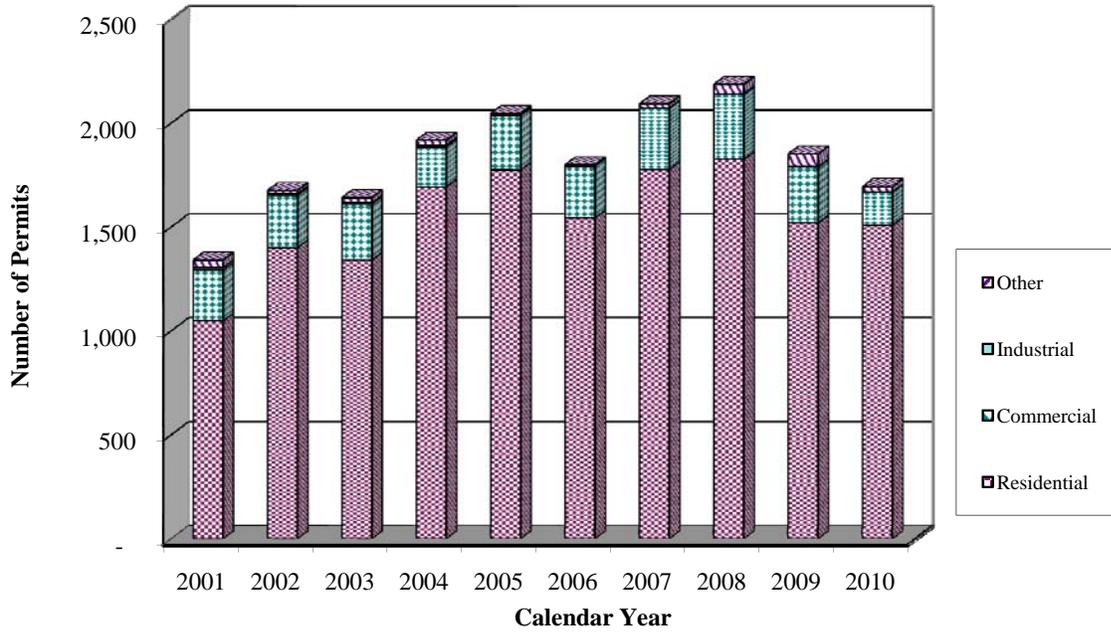
For fiscal year 2009-10, the 10/1/2008 grand list revaluation resulted in an increase of \$494,000,000 to \$2,327,000,000 from the 10/1/2007 net grand list value of \$1,833,000,000.

**CITY OF NORWICH
SUMMARY OF EXPENDITURES**

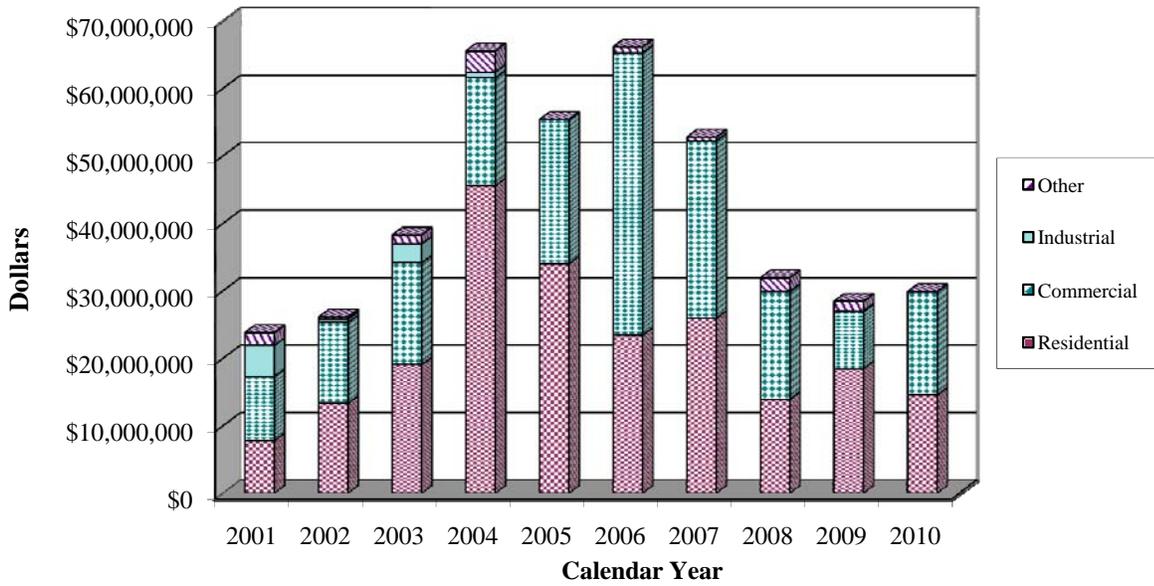


	2011-12 Adopted Budget	2010-11 Revised Budget	Dollar Change	Percent Change
General Government	9,551,915	9,180,469	371,446	4.05%
Public Safety	13,366,271	12,646,544	719,727	5.69%
Human Services	1,833,324	1,785,553	47,771	2.68%
Public Works	9,050,167	9,147,985	(97,818)	-1.07%
Debt Service	4,971,075	4,575,240	395,835	8.65%
Education	68,163,405	62,952,966	5,210,439	8.28%
Capital Improvements	2,372,692	2,358,066	14,626	0.62%
	<u>109,308,849</u>	<u>102,646,823</u>	<u>6,662,026</u>	<u>6.49%</u>

BUILDING PERMITS ISSUED BY CATEGORY



TOTAL VALUE OF BUILDING PERMITS BY CATEGORY



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



Capital improvements	\$113	Taxes support the improvement and expansion of the city's infrastructure.
Fire	\$512	Taxes provide fire protection for residents.
Education	\$1,792	Taxes fund the Norwich Public School system.
Public Works	\$261	Taxes support maintenance of city roads, buildings, parks and vehicles and refuse and recycling collection.
General Government	\$395	Taxes support the administration of city services.
Debt Service	\$240	Taxes provide for the scheduled debt service payments from the city's long-term borrowings.
Police	\$318	Taxes provide police protection for residents.
TOTAL TAX BILL:	\$3,631	

PROPERTY TAX REVENUE PER CAPITA



▲ City of Norwich
 ■ Average of 169 Connecticut Municipalities

The last available statistic for the Average of 169 Connecticut Municipalities is for fiscal year 2009

CITY OF NORWICH
AUTHORIZED FULL-TIME EQUIVALENT POSITIONS

DEPARTMENT	02-03	03-04	04-05	05-06	06-07	07-08	08-09	09-10	10-11	11-12
General City										
City Manager	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	2.0	2.0
Finance	13.0	12.0	12.0	12.0	14.0	15.0	14.0	12.0	12.0	12.0
Treasurer	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0
Assessment	4.0	3.5	3.5	3.5	4.0	4.0	4.0	4.0	4.0	4.0
Human Resources	5.5	4.5	4.5	4.5	4.5	4.5	4.5	4.5	4.5	4.5
City Clerk	5.0	5.0	5.0	5.0	5.0	6.0	6.0	5.0	5.0	4.0
City Council	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
M.I.S.	2.0	2.0	2.0	2.0	0.0	0.0	0.0	0.0	0.0	0.0
Police	102.5	100.5	101.0	100.0	100.0	98.0	99.0	96.0	94.0	100.0
Fire	55.5	55.0	55.5	55.5	55.5	59.5	59.5	59.5	59.5	59.5
Recreation	9.0	6.0	7.0	7.0	7.0	7.0	7.0	6.0	6.0	5.5
Human Services	10.5	8.5	8.5	8.5	8.5	8.5	8.5	8.5	8.5	8.0
Senior Citizens Center	7.0	6.0	6.0	6.0	6.0	7.0	7.0	6.5	6.5	6.5
Youth Service Bureau	5.0	3.0	3.0	3.0	3.0	3.0	3.0	2.0	2.0	2.0
PW Engineering & Administration	8.0	6.5	7.0	7.0	6.0	6.0	6.0	6.0	5.0	5.0
PW Fleet Maintenance	10.0	9.0	9.0	9.0	9.0	9.0	9.0	7.0	7.0	7.0
PW Solid Waste	3.0	3.0	3.0	2.0	2.0	3.0	3.0	3.0	3.0	3.0
PW Street Maintenance	35.0	33.0	33.0	32.0	32.0	41.0	40.0	39.0	38.0	36.0
PW Parks & Cemeteries	12.0	11.0	10.0	9.0	9.0	0.0	0.0	0.0	0.0	0.0
PW Building Maintenance	8.0	7.0	7.0	6.0	7.0	9.0	9.0	9.0	8.0	8.0
PW Parking Maintenance	2.0	2.0	2.0	2.0	2.0	2.0	2.0	1.0	1.0	1.0
Election	3.0	2.5	2.5	2.5	2.5	2.5	2.5	2.0	2.0	2.0
Planning & Development	12.5	11.0	12.0	13.0	13.0	14.5	14.5	13.0	12.0	10.0
Emergency Management	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Tourism	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.0	0.0	0.0
Subtotal - General City	322.0	300.5	303.0	299.0	299.5	309.0	308.0	293.0	286.0	286.0
Board of Education										
General Fund-funded positions	392.1	375.9	386.3	373.8	384.2	387.5	406.4	291.1	286.4	356.0
State & federal grant-funded positions	74.7	86.6	99.8	114.2	117.1	111.3	125.3	226.3	193.0	99.7
School Lunch (federal grant)	42.0	40.0	39.0	39.0	39.0	39.0	30.0	30.0	46.0	37.5
Adult Education (state & federal grants)	11.0	12.0	13.0	13.0	13.0	12.0	12.0	12.0	12.0	12.0
Family Resource Ctr (state & fed grants)	10.0	10.0	10.0	24.0	22.0	25.5	24.5	24.5	24.5	24.5
Subtotal - Board of Education	529.8	524.5	548.0	563.9	575.4	575.3	598.2	583.9	561.9	529.7
Norwich Public Utilities	138.0	136.5	137.0	137.0	137.0	137.0	139.5	139.5	142.5	152.0
GRAND TOTALS	989.8	961.5	988.0	999.9	1,011.9	1,021.3	1,045.7	1,016.4	990.4	967.7

**City of Norwich, Connecticut
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	56.00	7/1/2007	6/30/2013
Norwich City Hall Employees Association, Inc., Connecticut Independent Labor Union (CILU), Local #11	City Non-supervisory administrative employees	58.00	7/1/2007	6/30/2012
United Public Service Employees Union, Connecticut Organization for Public Safety Division	City Police Officers	84.00	7/1/2007	6/30/2013
United Public Service Employees Union, Connecticut Organization for Public Safety Division	City Public Works Employees	47.00	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	16.00	7/1/2008	6/30/2012
MEUI Local 506, SEIU, AFL-CIO	NPS Custodians	27.80	7/1/2010	6/30/2012
MEUI Local 506, SEIU, AFL-CIO	NPS Paraeducators	87.38	7/1/2009	6/30/2012
New England Health Care Employees Union District 1199, SEIU, AFL-CIO	NPS School Nurses	16.20	7/1/2009	6/30/2011
Norwich Educational Secretaries, AFSCME Local 1303-190, Council 4	NPS Secretaries	20.00	7/1/2010	6/30/2011
Norwich Teachers League	NPS Teachers	259.00	7/1/2008	6/30/2012
Supervisory Employees Association, Inc. AFSCME Local 818, Council 4	NPU Supervisory and Professional Employees	44.00	7/1/2008	6/30/2011
International Brotherhood of Electrical Workers Local 457, Norwich Unit	NPU Technical and clerical workers	100.00	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	88.79
	<u>106.79</u>

CITY OF NORWICH
CONSOLIDATED DEBT SCHEDULE

Description	Original Bond		Amount Bonded	Outstanding at 7/1/2011	Principal	Interest	Total FY 2012 Debt Service
	Date	Interest Rates					
Series B Taxable (Wauregan Hotel)	4/5/2001	6.5 - 6.75%	400,000	150,000	25,000	10,125	35,125
General Obligation Bonds (Intermodal Transportation Center, Mercantile Exchange, Daticon, Sewer extensions, etc.)	4/15/2002	4.0 - 5.0%	6,020,000	2,940,000	270,000	138,322	408,322
Series A, Capital Project Bonds (Sewer extensions, Fire equipment, Sludge handling, etc.)	4/15/2004	3.0 - 3.55%	3,120,000	935,000	235,000	32,018	267,018
Series B, Refunding Bonds	4/15/2004	2.0 - 4.0%	4,575,000	2,575,000	350,000	95,778	445,778
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	1,750,000	350,000	55,475	405,475
Series B, Refunding Bonds	3/15/2005	3.0 - 4.0%	8,570,000	6,290,000	810,000	222,332	1,032,332
Qualified Zone Academy Bond-Kelly Renovations	12/30/2008	0.00%	2,940,000	2,450,000	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	11,410,000	605,000	384,225	989,225
Series B, Refunding Bonds	12/17/2009	2.0 - 3.0%	4,235,000	3,140,000	1,080,000	62,800	1,142,800

Subtotal - General Fund Debt

31,640,000 3,970,000 1,001,075 4,971,075

Description	Original Bond		Amount Bonded	Outstanding at 7/1/2011	Principal	Interest	Total FY 2012 Debt Service
	Date	Interest Rates					
CT DECD loan for Stony Brook Reservoir	7/1/1994	6.00%	1,000,000	169,326	82,197	10,160	92,357
CT CWF Notes 106-C	10/31/1997	2.00%	3,410,000	1,036,508	186,026	19,031	205,057
CT CWF Notes 298-C	6/30/2000	2.00%	1,507,962	603,184	75,399	11,373	86,772
CT CWF Notes 9714-C	12/31/2002	2.77%	1,898,651	1,112,269	92,562	29,641	122,203
CT CWF Notes 349-C	12/31/2002	2.00%	880,594	501,199	43,332	9,628	52,960
CT CWF Notes 200801-C	6/30/2009	2.27%	450,000	403,125	22,500	8,917	31,417
Drinking Water State Revolving Fund 2010-8005	3/31/2010	2.06%	129,037	129,037	16,313	6,230	22,543
Drinking Water State Revolving Fund 2010-8006	3/31/2010	2.06%	34,309	34,309	7,139	2,654	9,793
Capital leases and other debt					506,332	353,184	859,516

Subtotal - Norwich Public Utilities Debt

3,988,957 1,031,800 450,818 1,482,618

GRAND TOTAL

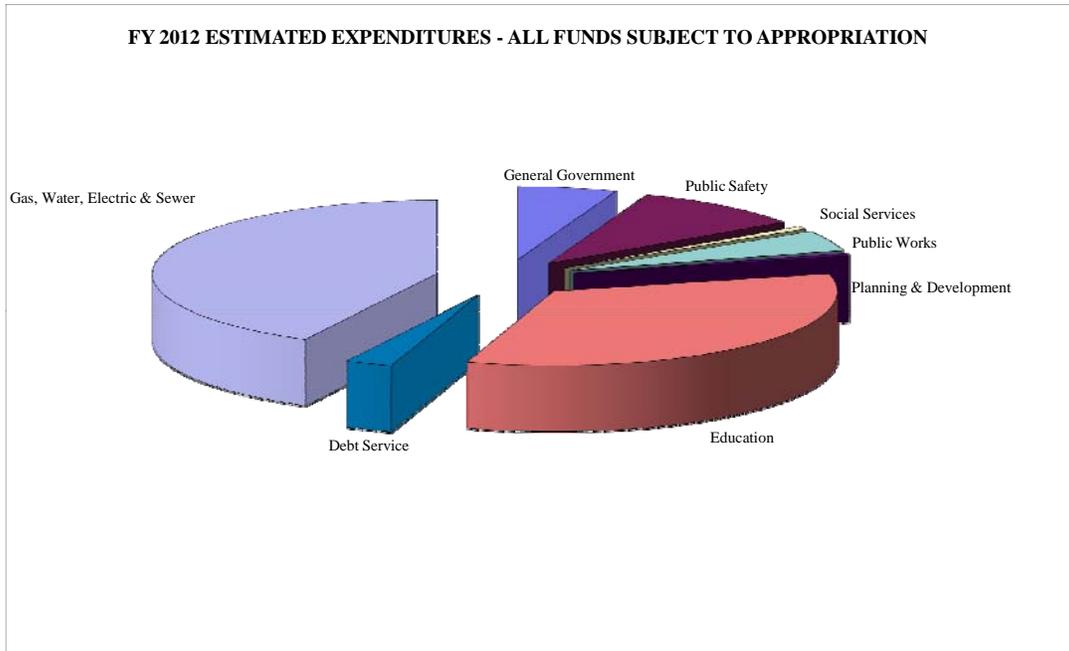
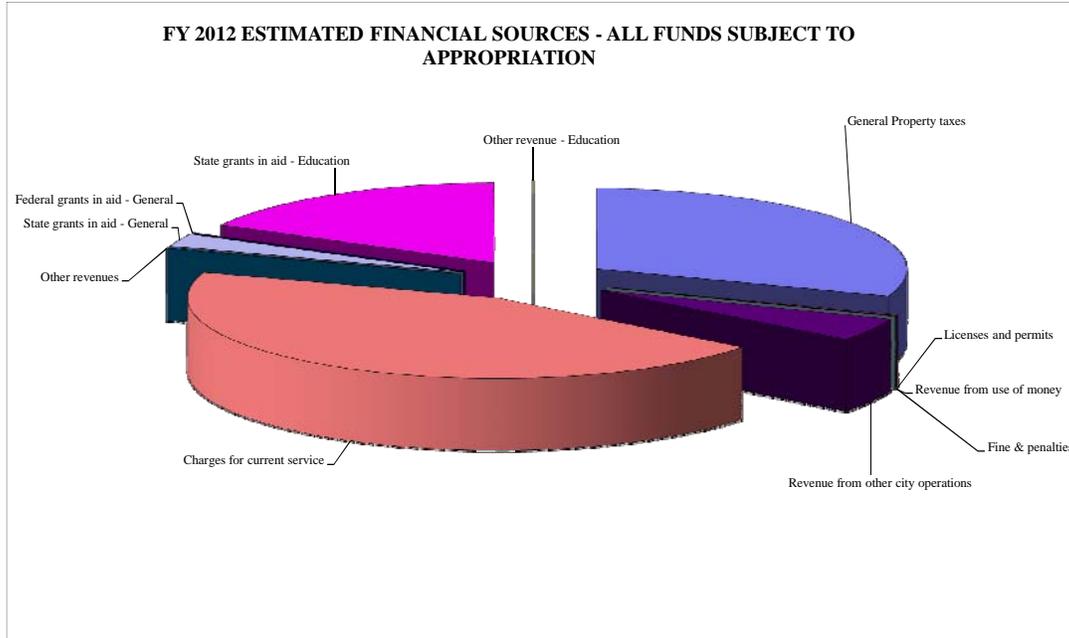
35,628,957 5,001,800 1,451,893 6,453,693

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

	Governmental		Proprietary	Total	Governmental		Proprietary	Total	Governmental		Proprietary	Total
	General	SRF	NPU	FYE 2012 Budgeted	General	SRF	NPU	FYE 2011 Projected	General	SRF	NPU	FYE 2010 Actual
Fund balances carried forward	9,813,412	715,094	101,385,235	111,913,741	9,813,412	715,094	101,243,517	111,772,023	9,611,208	185,526	100,432,488	110,229,222
Revenues												
General Property taxes	59,142,577	3,900,561	-	63,043,138	56,846,856	3,900,561	-	60,747,417	55,505,920	3,721,343	-	59,227,263
Licenses and permits	500,000	-	-	500,000	400,000	-	-	400,000	512,430	-	-	512,430
Fines & penalties	22,000	-	-	22,000	50,000	-	-	50,000	53,505	-	-	53,505
Revenue from use of money	137,578	4,000	12,900	154,478	249,943	4,000	40,800	294,743	255,077	428	19,888	275,393
Revenue from other city operations	8,944,601	644,396	-	9,588,997	9,687,888	644,396	-	10,332,284	8,617,468	755,767	-	9,373,235
Charges for current service	659,628	-	91,340,294	91,999,922	596,261	-	91,628,054	92,224,315	760,152	-	82,510,196	83,270,348
Other revenues	286,040	14,400	-	300,440	264,440	14,400	-	278,840	1,080,799	20,000	-	1,100,799
State grants in aid - General	3,553,882	1,773,542	-	5,327,424	3,375,953	1,773,542	-	5,149,495	3,473,570	1,861,649	-	5,335,219
Federal grants in aid - General	19,000	-	-	19,000	203,888	-	-	203,888	133,128	-	-	133,128
State grants in aid - Education	35,268,543	-	-	35,268,543	30,871,594	-	-	30,871,594	30,706,988	-	-	30,706,988
Other revenue - Education	75,000	-	-	75,000	100,000	-	-	100,000	307,944	-	-	307,944
Total revenue	108,608,849	6,336,899	91,353,194	206,298,942	102,646,823	6,336,899	91,668,854	200,652,576	101,406,981	6,359,187	82,530,084	190,296,252
Expenditures/expenses												
City Manager	264,118	-	-	264,118	258,446	-	-	258,446	290,892	-	-	290,892
Finance	1,269,604	-	-	1,269,604	1,234,042	-	-	1,234,042	1,214,974	-	-	1,214,974
City Treasurer	203,834	-	-	203,834	203,777	-	-	203,777	186,908	-	-	186,908
Assessment	361,349	-	-	361,349	358,342	-	-	358,342	355,223	-	-	355,223
Human Resources	370,111	-	-	370,111	386,779	-	-	386,779	325,297	-	-	325,297
Law	420,000	-	-	420,000	420,000	-	-	420,000	395,577	-	-	395,577
City Clerk	340,884	-	-	340,884	380,322	-	-	380,322	359,641	-	-	359,641
City Council	108,859	-	-	108,859	111,276	-	-	111,276	136,887	-	-	136,887
Police	11,040,487	-	-	11,040,487	10,432,927	-	-	10,432,927	9,901,647	-	-	9,901,647
Fire - Central	1,827,077	-	-	1,827,077	1,704,377	-	-	1,704,377	1,580,091	-	-	1,580,091
Fire - East Great Plain	109,781	-	-	109,781	111,349	-	-	111,349	109,506	-	-	109,506
Fire - Laurel Hill	45,997	-	-	45,997	50,207	-	-	50,207	49,049	-	-	49,049
Fire - Occum	62,866	-	-	62,866	68,132	-	-	68,132	68,491	-	-	68,491
Fire - Taftville	114,786	-	-	114,786	112,983	-	-	112,983	123,971	-	-	123,971
Fire - Yantic	114,229	-	-	114,229	114,070	-	-	114,070	117,208	-	-	117,208
Recreation	551,103	-	-	551,103	557,215	-	-	557,215	687,680	-	-	687,680
Human Services	1,282,221	-	-	1,282,221	1,228,338	-	-	1,228,338	1,401,460	-	-	1,401,460
Public Works	9,050,167	-	-	9,050,167	9,147,985	-	-	9,147,985	8,994,929	-	-	8,994,929
Election	109,979	-	-	109,979	116,740	-	-	116,740	87,276	-	-	87,276
Planning & Development	895,221	-	-	895,221	1,020,464	-	-	1,020,464	1,029,193	-	-	1,029,193
Economic Development	237,641	-	-	237,641	243,000	-	-	243,000	257,295	-	-	257,295
Education	68,163,405	-	-	68,163,405	62,952,966	-	-	62,952,966	62,580,561	-	-	62,580,561
Debt Service - Principal	3,970,000	-	-	3,970,000	3,475,000	-	-	3,475,000	3,530,000	-	-	3,530,000
Debt Service - Interest	1,001,075	-	450,818	1,451,893	1,100,240	-	238,492	1,338,732	942,763	-	290,795	1,233,558
Miscellaneous	7,343,007	-	-	7,343,007	6,805,347	-	-	6,805,347	6,425,511	-	-	6,425,511
Emergency Management	51,048	-	-	51,048	52,499	-	-	52,499	52,747	-	-	52,747
Fire - Special Service	-	5,910,738	-	5,910,738	-	5,817,401	-	5,817,401	-	5,324,354	-	5,324,354
Volunteer Fire Relief Fund	-	535,662	-	535,662	-	519,498	-	519,498	-	505,265	-	505,265
Gas, Water, Electric & Sewer	-	-	85,494,138	85,494,138	-	-	91,288,644	91,288,644	-	-	81,628,260	81,628,260
Total expenditures/expenses	109,308,849	6,446,400	85,944,956	201,700,205	102,646,823	6,336,899	91,527,136	200,510,858	101,204,777	5,829,619	81,919,055	188,953,451
Other financing uses/ (sources)												
Capital contributions	-	-	-	-	-	-	-	-	-	-	(200,000)	(200,000)
Total resources used	109,308,849	6,446,400	85,944,956	201,700,205	102,646,823	6,336,899	91,527,136	200,510,858	101,204,777	5,829,619	81,719,055	188,753,451
Fund balance/net assets to carry forward	9,113,412	605,593	106,793,473	116,512,478	9,813,412	715,094	101,385,235	111,913,741	9,813,412	715,094	101,243,517	111,772,023
GF Fund Balance as a % of Expenditures	8.34%				9.56%				9.70%			

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.

**CITY OPERATIONS
SUMMARY OF ALL FUNDS SUBJECT TO APPROPRIATION**



Financial Sources:

General Property taxes	63,043,138
Licenses and permits	500,000
Fine & penalties	22,000
Revenue from use of money	154,478
Revenue from other city operations	9,588,997
Charges for current service	91,999,922
Other revenues	300,440
State grants in aid - General	5,327,424
Federal grants in aid - General	19,000
State grants in aid - Education	35,268,543
Other revenue - Education	75,000

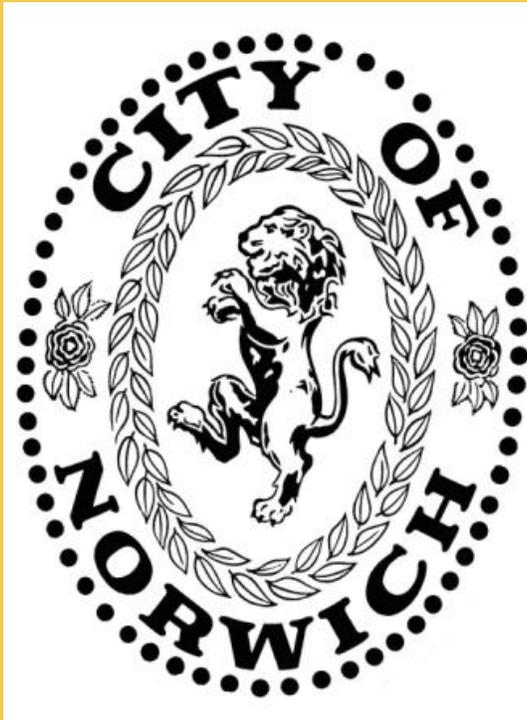
206,298,942

Expenditures:

General Government	11,342,848
Public Safety	19,812,671
Social Services	1,282,221
Public Works	9,050,167
Planning & Development	1,132,862
Education	68,163,405
Debt Service	5,421,893
Gas, Water, Electric & Sewer	85,494,138

201,700,205

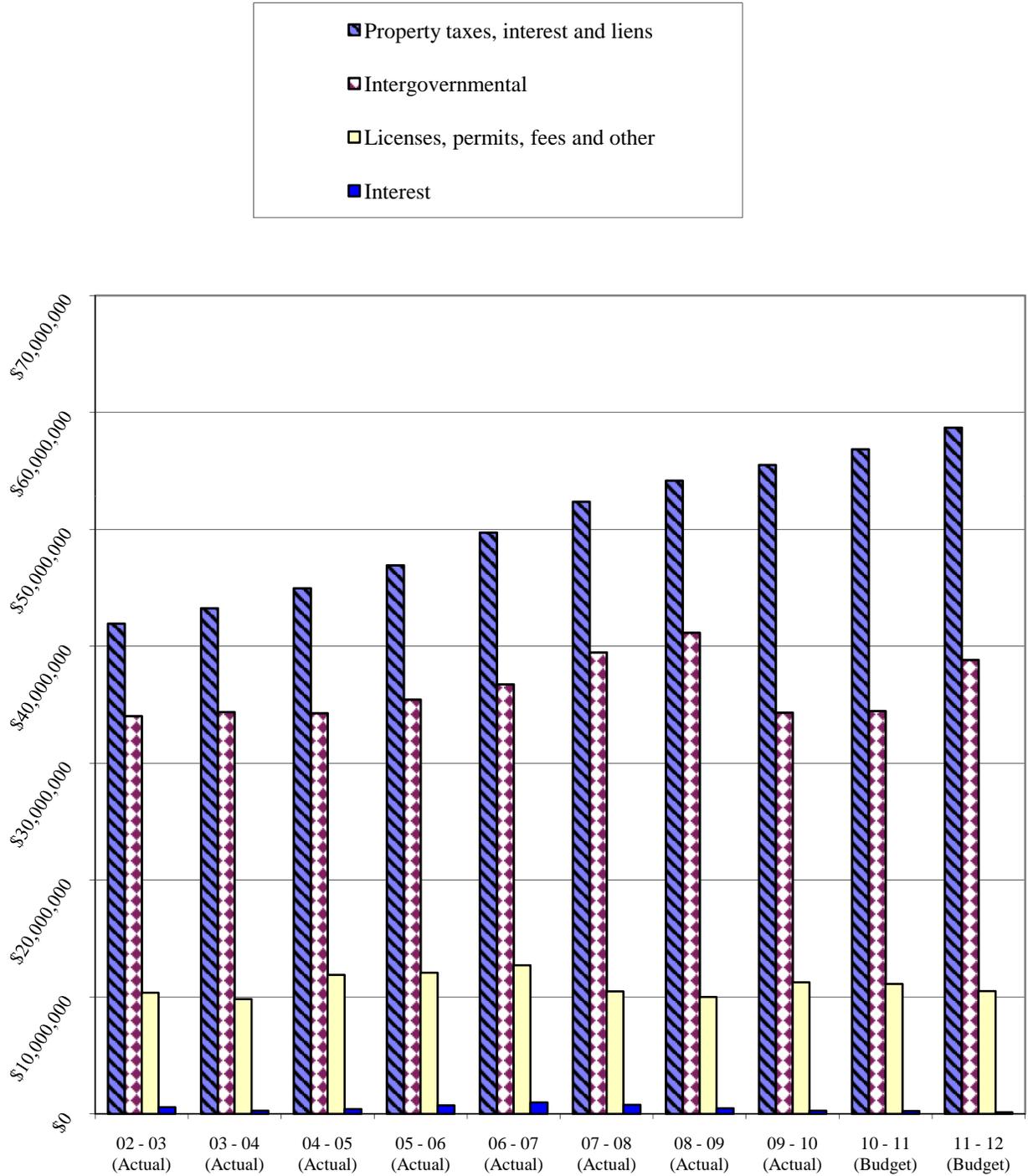
General Fund



CITY OF NORWICH					
SUMMARY OF GENERAL FUND BUDGET					
2011-12 ADOPTED BUDGET					
	General City	Debt Service	Capital Improvements	Education	Total General Fund
EXPENDITURES					
Total by category	33,801,677	4,971,075	2,372,692	68,163,405	109,308,849
TOTALS	33,801,677	4,971,075	2,372,692	68,163,405	109,308,849
REVENUES					
General Revenues	15,803,073	624,868	319,788	35,343,543	52,091,272
Surplus	350,000	0	0	350,000	700,000
Taxes to be levied - General Fund	17,648,604	4,346,207	2,052,904	32,469,862	56,517,577
TOTALS	33,801,677	4,971,075	2,372,692	68,163,405	109,308,849

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 2011-12 ADOPTED BUDGET							
	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 REVISED BUDGET	2009-10 ACTUAL	2010-11 REVISED BUDGET	2011-12 MANAGER'S PROPOSED	2011-12 ADOPTED BUDGET
GENERAL PROPERTY TAXES							
70201 PROPERTY TAX CURRENT LEVY	49,619,917	51,609,025	52,827,068	52,751,927	54,656,856	56,060,817	56,517,577
70202 PROPERTY TAX PRIOR LEVY	1,346,209	1,159,611	1,000,000	1,439,119	1,065,000	1,375,000	1,375,000
70203 PROPERTY TAX-INT & LIENS	766,211	732,842	650,000	813,974	650,000	750,000	750,000
70208 PROP.TAX-M.V. PA-76-338	641,278	632,798	450,000	500,900	475,000	500,000	500,000
TOTALS	52,373,615	54,134,276	54,927,068	55,505,920	56,846,856	58,685,817	59,142,577
LICENSES & PERMITS							
70213 MISC. PERMITS & FEES	582,842	484,191	550,000	512,430	400,000	500,000	500,000
TOTALS	582,842	484,191	550,000	512,430	400,000	500,000	500,000
FINES & PENALTIES							
70218 TRAFFIC VIOLATIONS	19,625	14,175	19,000	10,305	10,000	12,000	12,000
77064 BLIGHT CITATIONS	121,142	42,641	40,000	43,200	40,000	10,000	10,000
TOTALS	140,767	56,816	59,000	53,505	50,000	22,000	22,000
INVESTMENT INCOME							
70223 INTEREST ON INVESTMENTS	977,871	418,359	550,000	193,100	200,000	80,000	80,000
70224 INTEREST CEMETERY TRUST	61,977	61,977	48,914	61,977	49,943	57,578	57,578
TOTALS	1,039,848	480,336	598,914	255,077	249,943	137,578	137,578
REVENUE FROM OTHER CITY OPERATIONS							
70209 PRIOR REFUSE CHARGES	0	500,000	300,000	125,159	30,000	15,000	15,000
70226 OUTSIDE CONTRACTED JOBS	57,592	132,297	35,000	245,923	120,000	120,000	120,000
70227 SENIOR CITIZENS CENTER	45,567	51,136	41,828	49,050	41,828	22,000	22,000
70228 PUBLIC UTILITIES 10%	7,025,600	6,507,269	6,557,979	6,557,959	7,749,084	6,908,035	6,908,035
70229 D.P.U. CITY SERVICE	75,427	76,628	84,771	84,771	88,283	87,698	87,698
70230 BOND & NOTE PAYMENTS	98,327	96,040	95,498	95,498	93,696	92,143	92,143
70232 LANDFILL REVENUES	206,417	142,870	200,000	116,782	200,000	130,000	130,000
70239 D.P.U.SEWER ASSESSMENTS	550,000	400,000	300,000	300,000	275,000	500,000	500,000
70241 NGCA DEBT SERVICE	0	0	0	0	35,775	32,725	32,725
70260 PARKING COMMISSION	126,754	120,000	110,000	110,000	115,222	90,000	90,000
76040 DIRECT HAULER FEES	0	0	920,000	925,306	932,000	940,000	940,000
76041 BACKYARD ROLLOUT FEES	0	0	7,000	7,020	7,000	7,000	7,000
TOTALS	8,185,684	8,026,240	8,652,076	8,617,468	9,687,888	8,944,601	8,944,601
CHARGES FOR CURRENT SERVICE							
70234 RECORDING FEES	379,836	299,560	300,000	344,019	320,000	350,000	350,000
70235 LAND RECORD CAP IMPROV FEE	21,144	26,030	25,000	23,708	25,000	25,000	25,000
70236 PROBATE COURT CHARGE	20,056	20,597	20,265	20,807	21,261	21,628	21,628
70238 CONVEYANCE TAX	601,203	425,373	375,000	371,618	230,000	263,000	263,000
TOTALS	1,022,239	771,560	720,265	760,152	596,261	659,628	659,628
OTHER REVENUES							
70243 MISC. UNCLASSIFIED	602,788	392,400	230,000	935,269	264,440	216,040	216,040
70246 CITY PROPERTY	54,995	128,260	0	57,786	0	70,000	70,000
TOTALS	657,783	520,660	230,000	993,055	264,440	286,040	286,040

CITY OF NORWICH GENERAL FUND REVENUES 2011-12 ADOPTED BUDGET							
	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 REVISED BUDGET	2009-10 ACTUAL	2010-11 REVISED BUDGET	2011-12 MANAGER'S PROPOSED	2011-12 ADOPTED BUDGET
STATE GRANTS IN AID - GENERAL							
70247 STATE-IN LIEU OF TAXES	1,588,029	1,773,813	1,489,495	1,499,225	1,482,649	1,459,090	1,459,090
70249 STATE-BUILDING MAINT.	274,365	280,515	257,000	238,519	250,000	245,000	245,000
70250 STATE-CITY HOUSING	77,737	94,035	35,793	104,583	32,769	83,466	83,466
70252 STATE-FISH & GAME LICENSE	61,875	26,171	60,000	0	0	0	0
70253 STATE MFG MACH & EQUIP	202,032	197,831	200,080	152,972	149,034	0	0
70254 STATE - MASH/PEQUOT FUNDS	1,914,035	1,790,498	847,700	414,221	435,095	580,547	580,547
70256 STATE-TOTAL DISAB-PA74123	3,204	3,074	3,074	3,067	3,067	3,067	3,067
70257 STATE-ELDERLY REIMBURSE.	0	223,932	155,155	161,691	161,114	154,468	154,468
70259 YOUTH SERVICE BUREAU	87,468	87,468	87,468	87,556	87,468	87,468	87,468
70261 STATE-SCH.BOND INTEREST	142,176	122,959	128,964	128,996	121,365	116,698	116,698
70266 STATE-ACCESS LINE TX SHR	238,593	187,522	180,000	152,845	120,000	10,000	10,000
70267 STATE-ADD.VETERANS EXEMPT	10,619	7,004	4,986	4,420	7,917	10,489	10,489
73200 PROPERTY TAX RELIEF	0	0	0	0	0	271,555	271,555
73420 TOWN AID ROADS	0	236,963	173,773	237,344	237,344	237,246	237,246
73800 LOCAL CAPITAL IMPROVE. PROGRAM	300,331	299,690	299,390	288,131	288,131	294,788	294,788
TOTALS	4,900,464	5,331,475	3,922,878	3,473,570	3,375,953	3,553,882	3,553,882
FEDERAL GRANTS IN AID - GENERAL							
70268 EMERGENCY MANAGEMENT PERFOI	16,979	11,894	11,413	16,851	16,835	19,000	19,000
74210 COPS HIRING RECOVERY PROGRAM	0	0	187,053	116,277	187,053	0	0
TOTALS	16,979	11,894	198,466	133,128	203,888	19,000	19,000
STATE GRANTS IN AID - EDUCATION							
70276 HEALTH SERVICES	146,737	129,647	120,000	180,943	120,000	165,000	165,000
70280 STATE-ED TRANSPORTATION	1,147,865	1,144,571	1,132,049	698,820	895,490	687,000	687,000
70284 STATE-ED EQUALIZE GRANT	30,378,625	31,844,388	27,706,104	27,393,130	27,706,104	32,316,543	32,316,543
70285 STATE-ED SERV.FOR BLIND	34,287	18,674	50,000	11,764	50,000	0	0
70296 EXCESS COST GRANT	2,842,389	2,666,764	2,607,871	2,422,331	2,100,000	2,100,000	2,100,000
TOTALS	34,549,903	35,804,044	31,616,024	30,706,988	30,871,594	35,268,543	35,268,543
OTHER REVENUE - EDUCATION							
70291 OTHER ED SCHOOL TUITIONS	134,448	126,276	100,000	307,944	100,000	75,000	75,000
TOTALS	134,448	126,276	100,000	307,944	100,000	75,000	75,000
SURPLUS GENERAL FUND							
70294 SURPLUS-GENERAL FUND	0	0	800,000	0	0	700,000	700,000
TOTALS	0	0	800,000	0	0	700,000	700,000
GRAND TOTALS	103,604,572	105,747,768	102,374,691	101,319,237	102,646,823	108,852,089	109,308,849

DESCRIPTION OF GENERAL FUND REVENUES

GENERAL PROPERTY TAXES

70201 Current Levy - The current levy for 2011-12 is based on all taxable property in the city as of 10/1/2010, 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 of 96.27%. This 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				
Current Taxes				
Fiscal Year	Total Tax Levy	Current Collected	Tax Collection %	
2000-01	\$ 38,418,703	\$ 36,648,393	95.4%	
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%	

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 slight decrease in the percentage collected in the first year of each levy in the past few years.

Delinquent Tax Collections				
Fiscal Year	Amount Collectible	Total Collected	% Collected	
2000-01	\$ 4,422,601	\$ 1,546,886	35.0%	
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%	

70203 Interest and Lien Fees - Interest and lien fees collected on payment of delinquent taxes. State statute requires 1.5% per month plus \$24 lien fee on real estate property lienied. We expect 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, 2010 and prior to August 1, 2011 (P.A. 76-338). This revenue item is expected to increase 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.

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 2011 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.

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 6/30/2010 annual financial statements. A portion of these revenues has been allocated to the Special Service 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 and sludge handling facility 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 – Assessment revenue to be realized from sewer construction in Greenville, New London Turnpike, East Great Plain, Harland Road, Otrobando Avenue, Allyn Avenue, Route 82, Upper Harland Road, Fairground Circle, and Flyers Drive. The city borrows funds through general obligation bonds for sewer installations. The debt account reflects the cost of these borrowings. The revenue account noted includes revenue from residents reimbursing the city for sewer installations. These sewer assessment payments are reflected as income and offset the debt service.

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.

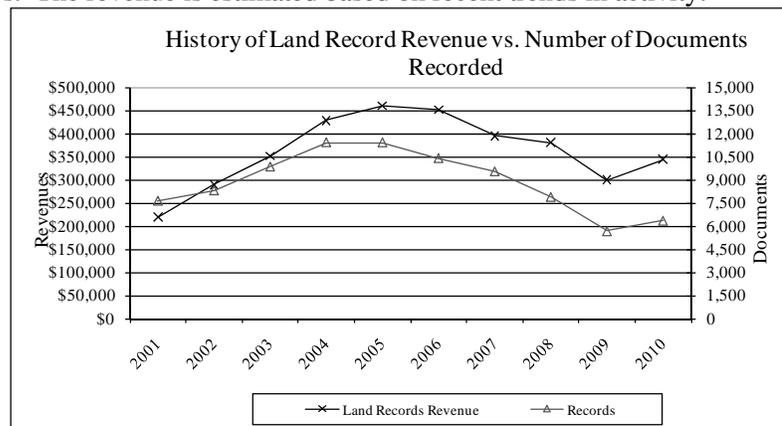
70260 Parking Commission Revenue – Reflects the reimbursement from the Public Parking Commission for public works maintenance. See the Public Works Parking Maintenance budget for detail.

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

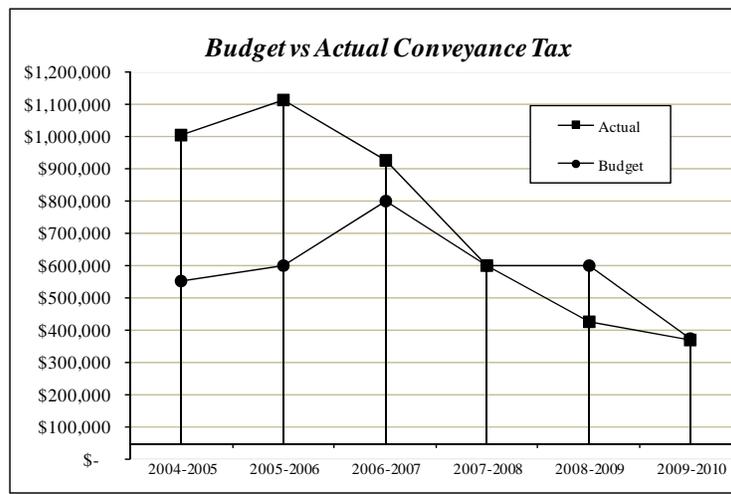
70234 Recording Fees – A major activity of the City Clerk’s office involves the processing of land record documents which includes logging, indexing, scanning, proof-reading, and returning each document within a specified amount of time to its rightful owner or guardian. These documents include liens, 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 2011.

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 2010 to June 2011.

70238 Conveyance Tax - The budget for fiscal year 2011-12 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 adopted State of Connecticut 2011-2013 biennial budget. This account includes the payments in lieu of taxes (PILOT) for State-owned property; privately owned colleges and hospitals; and manufacturing facilities in distressed municipalities. These PILOT funds are split according to the location of the properties between General Fund account 70247 and Special Service Fund account 70255. The PILOT for State-owned property for fiscal year 2011-12 is a 45% reimbursement of the tax loss from property tax exemptions based on the 10/1/2009 grand list. The PILOT for privately-owned colleges and hospitals for fiscal year 2011-12 is a 77% reimbursement of the tax loss from property tax exemptions based on the 10/1/2009 grand list. The PILOT for manufacturing facilities in

distressed municipalities for fiscal year 2011-12 is a reimbursement of the tax loss from property tax exemptions pursuant to §§ 12-81 (59)-(60). The Governor is recommending a 25.6% reduction in the distressed municipalities PILOT for 2011-12.

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 general fund account 70250 and Special Service Fund 70251 according to the location of the properties. The adopted State of Connecticut 2011-2013 biennial 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 general fund account 70253 and Special Service Fund 70255 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. A portion of this grant is allocated to the City Consolidated Fire District. The funds are included in the adopted State of Connecticut 2011-2013 biennial budget. These grants are split between general fund account 70254 and Special Service Fund 70258 according to the 10/1/10 grand list real estate net assessment of Town and CCD properties.

70256 Total Disability - The city receives payments in lieu of taxes for those exempt under P.A. 74-123 from local property taxes because of total disability. The revenue is based on the applicants on the assessor's list. These grants are split between general fund account 70256 and Special Service Fund 70255 according to the location of the 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 general fund account 70257 and Special Service Fund 70262 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.

70266 Access Line Tax Share - P.A. 86-410 required 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 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.

70267 Additional Veteran Exemption - Reimbursement by the State of Connecticut for additional veterans program. The estimate is based on the actual amount received during 2010-11. This grant is split between general fund account 70267 and Special Service Fund 70255 according to the location of the underlying properties.

73200 Property Tax Relief – The Adopted State of Connecticut 2011-2013 biennial budget includes the new Property Tax Relief grant the distribution of which will be through a combination of the Local Property Tax Relief Fund formula (50%) and the population in each municipality (50%). These new grants are expected to be paid quarterly.

73420 Town Aid Road Fund Grant (TAR) – Funding from the State of Connecticut pursuant to CGS §§13a-175a through 13a-175e and 13a-175i to support construction and maintenance of public highways, roads and bridges. The allocation of funds is based on factors such as population and the number of improved and unimproved road miles. The estimate is based on the funding amount included in the adopted State of Connecticut 2011-2013 biennial budget.

73800 Local Capital Improvement Program (LOCIP) – Funding from the State of Connecticut pursuant to CGS §§7-535 through 7-538 to support capital improvements. The estimate is based on the funding amount included in the Adopted State of Connecticut 2011-2013 biennial budget.

FEDERAL GRANTS IN AID - GENERAL

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

74210 COPS Hiring Recovery Program – Federal Department of Justice funds included in the 2009 American Recovery and Reinvestment Act which will be used to defray the cost of Police operations. This grant funding expires 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 Adopted State of Connecticut 2011-2013 biennial budget. The Public School Pupil Transportation Grant is administered pursuant to CGS §§10-54, 10-66ee, 10-97, 10-158a, 10-266m, 10-273a and 10-277. The Non-public School Pupil Transportation Grant is administered pursuant to CGS §§10-266m, 10-277 and 10-281. 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 Adopted State of Connecticut 2011-2013 biennial 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, 2010 and anticipated surplus as of June 30, 2011.

DESCRIPTION OF GENERAL FUND 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.

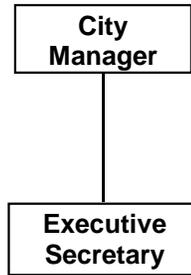
80057 Dues, Licenses, and Subscriptions – The costs of professional organization memberships, professional licenses, and subscriptions to newspapers and technical journals.

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 of Norwich City Manager Organization Chart



CITY MANAGER

MISSION: To oversee the day-to-day operations of municipal departments and the budget process; assist the City Council and the Mayor in their duties and responsibilities; advocate for the city's interests at the state and federal level; and serve Norwich residents directly by responding in a timely manner to resident concerns.

VISION: To collaborate with the City Council, the Mayor, municipal employees and city residents to formulate and support a vision of development that promotes economic growth, full utilization of the city's abundant assets, harmonious integration of diverse interests and pride in the city's historical past.

VALUES:

- Provide thorough research on issues before the Norwich City Council in order to support an informed decision-making process.
- Engage the public in government proceedings, making special efforts to include immigrant residents in civic life.
- Use strategic financial planning that will ensure that the City is able to continue providing a high level of services in the future.
- Facilitate efficient communication between all internal and external agencies.

GOALS & ACTION PLANS:

1. The Core Capital Planning Committee will assess and prioritize the citywide long-term capital improvement needs and recommend funding sources for these needs. **(G6)**
2. Continue to support opportunities for cost effective training for elected and appointed officials to assist them in the performance of their duties. **(G3)**
3. Support the Mayor and Council's economic development priorities and initiatives by providing professional administrative advice and coordination. **(G4)**
4. Through the budget process, review the departments' goals & action plans, accomplishments, and performance measures to ensure that: the individual departments' goals are consistent with the City's overall goals; the action plans are appropriate for the departments' goals; prior years' action plans have been accomplished or there is a valid reason for having not accomplished them; and the performance measures speak to the efficiency and effectiveness of the departments operations. **(G3)**
5. Strive to keep the tax rate impact at a minimum without negatively affecting critical and important community services. **(G4)**
6. Continue to apprise our State representatives, the Council of Governments, the Connecticut Conference of Municipalities, our lobbyists, and other groups of Norwich's legislative agenda. **(G5)**
7. Continue to support and advocate for implementation of green technology and Cool Cities policies. **(G4)**
8. Continue to improve the content and user-friendliness of the City's website. **(G5)**
9. Embrace the utilization of new technology to improve operations and reduce operating expenses. **(G3)**
10. Support the budgets for training and encourage department heads to make training opportunities available to their staff. **(G3)**

TARGET ACTIVITIES

- Consolidate common operations within city agencies to achieve cost savings
- Continue efforts to promote energy efficiency in public and privately owned buildings
- Support Norwich infrastructure improvements in utilities and transportation
- Actively lobby state representatives for reforms in education funding
- Engage immigrant populations in civic life through targeted outreach activities
- Seek supplemental grant funding for city projects

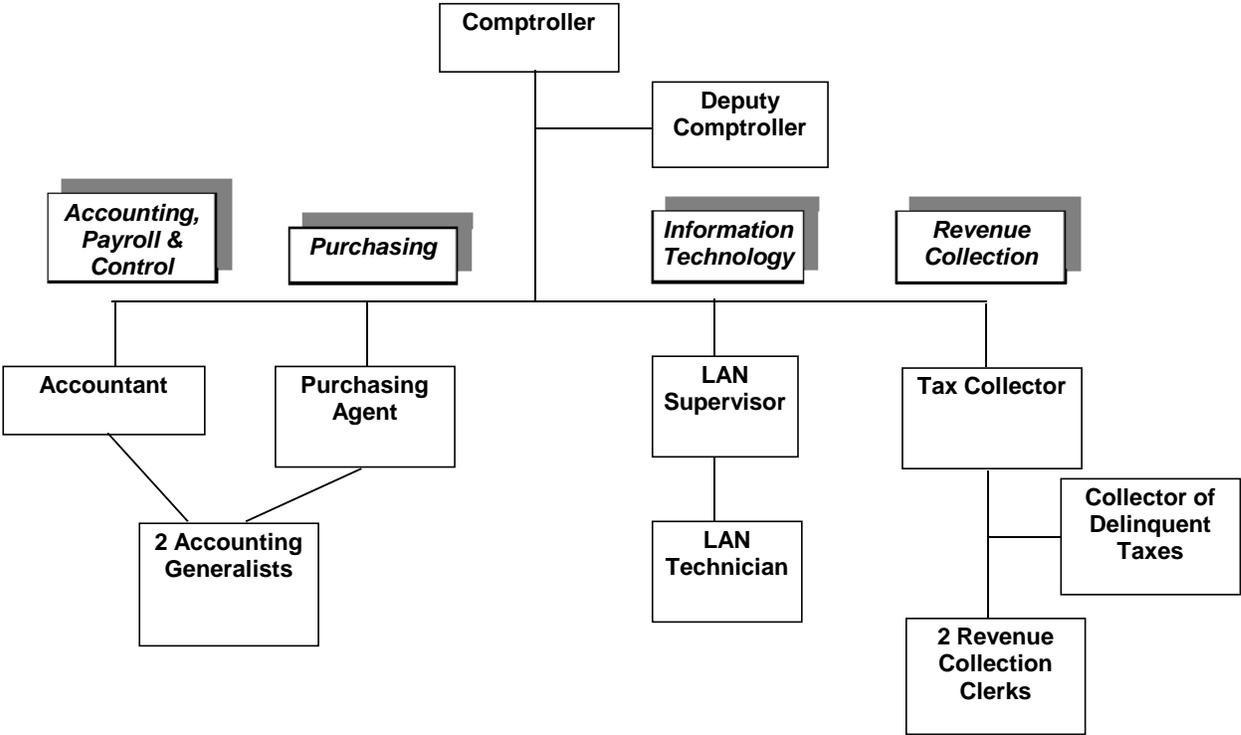
**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2011-12 ADOPTED BUDGET**

		2007-08	2008-09	2009-10	2009-10	2010-11	2011-12	2011-12	2011-12
		ACTUAL	ACTUAL	REVISED	ACTUAL	REVISED	BUDGET	MANAGER'S	ADOPTED
				BUDGET		BUDGET	REQUEST	PROPOSED	BUDGET
11	CITY MANAGER								
80011	HEAD OF DEPT	76,233	123,728	125,000	124,985	125,000	125,000	125,000	125,000
80012	EMPLOYEES	107,643	110,585	99,171	70,996	44,392	45,946	45,946	45,946
80013	PART TIME EMPLOYEES	27,048	18,531	0	0	2,100	2,100	2,100	2,100
89999	FRINGE BENEFITS	84,717	97,233	63,704	76,180	58,554	62,260	62,260	62,172
80015	PROFESSIONAL SERVICES	3,266	0	9,000	1,437	9,000	9,000	9,000	9,000
80021	MATERIALS & SUPPLIES	5,586	2,209	3,000	1,622	3,000	3,000	3,000	3,000
80032	EQUIP & FURN MAINT.	9,519	2,773	1,500	3,246	1,500	1,500	1,500	1,500
80033	TELEPHONE	4,714	4,518	3,300	3,928	3,300	3,300	3,300	3,300
80034	POSTAGE	918	477	1,100	459	1,100	1,100	1,100	1,100
80037	MILEAGE	3,344	4,889	6,000	4,733	6,000	6,000	6,000	6,000
80039	PRINTING	316	0	500	0	500	500	500	500
80048	DEPARTMENTAL EXPENSE	12,778	7,511	0	0	0	500	500	500
80057	DUES, LICENSES, SUBSCRIPTIONS	0	0	2,000	1,875	2,000	2,000	2,000	2,000
80059	TRAINING	0	0	2,000	1,431	2,000	2,000	2,000	2,000
TOTALS		336,082	372,454	316,275	290,892	258,446	264,206	264,206	264,118

CITY MANAGER

City Manager			125,000
Executive Secretary	1.000 @	45,946	45,946
			<u>45,946</u>
		TOTAL WAGES	<u>170,946</u>

City of Norwich Finance Department Organization Chart



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. Continue to improve the website to make it more useful and user-friendly. **(G3)**
3. Reduce redundancy in payroll process by implementing decentralized time entry directly into our payroll system. **(G3)**
4. Continue to consolidate the city's servers by utilizing NPU's fiber optic network. **(G3)**
5. Work with NPU to determine whether the city can achieve long-term savings by making technology changes such as VOIP, consolidating disaster recovery systems, etc. **(G3)**

ACCOMPLISHMENTS:

1. Consolidated servers at Norwich Fire Department, Rose City Senior Center, and Public Works.
2. 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
2011-12 ADOPTED BUDGET**

	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 REVISED BUDGET	2009-10 ACTUAL	2010-11 REVISED BUDGET	2011-12 BUDGET REQUEST	2011-12 MANAGER'S PROPOSED	2011-12 ADOPTED BUDGET
12 FINANCE								
80011 HEAD OF DEPT	89,267	92,172	92,170	92,172	92,170	95,857	95,857	96,815
80012 EMPLOYEES	614,910	622,631	579,522	570,575	588,589	612,812	612,812	613,566
80013 PART TIME EMPLOYEES	18,647	27,152	26,000	10,695	0	0	0	0
80014 OVERTIME	2,879	7,385	0	1,790	3,900	0	0	0
89999 FRINGE BENEFITS	316,003	272,322	223,535	223,535	266,360	291,833	291,833	292,109
80015 PROFESSIONAL SERVICE	78,911	40,800	44,200	39,785	40,600	42,000	42,000	42,000
80021 MATERIALS & SUPPLIES	16,953	14,491	8,000	5,429	6,000	6,000	6,000	6,000
80032 EQUIP & FURN MAINT	38,012	16,326	15,870	29,434	9,824	11,539	11,539	11,539
80033 TELEPHONE	8,316	10,285	9,000	11,125	7,800	8,100	8,100	8,100
80034 POSTAGE	28,581	28,613	27,372	31,660	28,499	28,175	28,175	28,175
80037 MILEAGE	4,457	3,314	4,000	3,692	2,300	3,900	3,900	3,900
80038 ADVERTISING	15,094	17,243	12,000	4,920	3,000	3,100	3,100	3,100
80039 PRINTING	20,760	22,012	25,800	12,820	12,200	15,400	15,400	15,400
80044 DATA CENTER	172,237	195,053	171,400	172,432	169,000	142,000	142,000	142,000
80048 DEPARTMENTAL EXPENSE	8,965	6,158	0	0	0	0	0	0
80057 DUES, LICENSES, SUBSCRIPTIONS	0	0	4,600	3,792	2,200	3,500	3,500	3,500
80059 TRAINING	0	0	6,000	1,118	1,600	3,400	3,400	3,400
TOTALS	1,433,992	1,375,957	1,249,469	1,214,974	1,234,042	1,267,616	1,267,616	1,269,604

Performance Measure	ACTUAL	ACTUAL	PROJECTED	ACTUAL	PROJECTED	PROJECTED	PROJECTED	PROJECTED
<i>Inputs</i>								
Value of current levy tax bills mailed	52,005,182	53,595,984	54,584,696	55,162,306	56,674,467	58,232,905	58,232,905	58,707,362
Current levy taxes collected	50,313,803	51,572,224	52,827,069	53,056,137	54,656,856	56,060,817	56,060,817	56,517,577
Debt Service Interest Paid	1,284,544	1,198,896	1,007,782	942,764	1,100,240	1,001,075	1,001,075	1,001,075
Outstanding debt at beginning of the year	31,530,000	32,395,000	35,285,000	35,285,000	35,115,000	31,640,000	31,640,000	31,640,000
<i>Workload/ Output</i>								
Hardware/ software service requests cleared	1,380	1,800	1,700	1,900	1,700	1,900	1,900	1,900
Number of computers maintained	270	260	270	260	260	260	260	260
Number of computers replaced during the year	20	25	20	15	20	20	20	20
Number of servers maintained	12	16	10	16	12	12	12	12
Number of servers replaced during the year	2	3	2	2	2	2	2	2
Number of printers maintained	45	105	38	100	100	100	100	100
Number of training opportunities offered	5	-	4	-	2	2	2	2
Number of training participants	50	-	30	-	20	20	20	20
Number of internal audits performed	3	2	2	2	2	2	2	2
<i>Outcome/ Results</i>								
Percent of current tax levy collected	96.75%	96.22%	96.78%	96.18%	96.44%	96.27%	96.27%	96.27%
Actual General Fund revenue collected as a of the amount budgeted	101.28%	99.13%	100.00%	100.25%	100.00%	100.00%	100.00%	100.00%
Reportable findings by external auditor	-	-	-	-	-	-	-	-
Reportable findings - Federal & State awards	1	-	-	-	-	-	-	-
Audit adjustments	6	3	10	10	10	10	10	10
Average number of days to pay bills	23	21	20	19	20	20	20	20
Percent of bills paid within 30 days	82.69%	84.47%	90.00%	89.16%	90.00%	90.00%	90.00%	90.00%
Website visits	130,000	149,317	160,000	165,923	180,000	180,000	180,000	180,000
<i>Efficiency</i>								
Cost of department/ cost of total General Fund operations	1.37%	1.29%	1.22%	1.22%	1.20%	1.23%	1.23%	1.24%
Average interest rate on debt	4.07%	3.70%	2.86%	2.67%	3.13%	3.16%	3.16%	3.16%
Date financial statement audit finished	12/22/2008	12/30/2009	10/31/2010	12/22/2010	11/30/2011	10/31/2012	10/31/2012	10/31/2012
Number of business days budget printed after adoption	15	10	10	11	10	10	10	10

FINANCE

Comptroller				96,815
Deputy Comptroller	1 @	76,146	76,146	
Tax Collector	1 @	73,371	73,371	
Purchasing Agent	1 @	71,424	71,424	
LAN Supervisor	1 @	67,043	67,043	
Accountant	1 @	55,980	55,980	
LAN Technician	1 @	53,283	53,283	
Accounting Generalist	2 @	47,095	94,190	
Revenue Collections Clerks	2 @	38,652	77,304	
Collector of Delinquent Taxes	1 @	44,825	44,825	
				<u>613,566</u>
				<u>710,381</u>

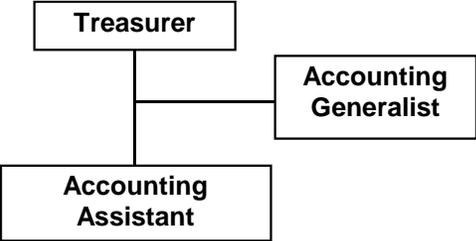
Professional Services:

Represents cost of annual municipal audit and required audits of Federal and State grants.

Data Center:

Includes financial system software maintenance & support contracts.

**City of Norwich
Treasurer's Office
Organization Chart**



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. Save bank charges by receiving all statements on line.

CITY OF NORWICH GENERAL FUND EXPENDITURES 2011-12 ADOPTED BUDGET									
		2007-08 ACTUAL	2008-09 ACTUAL	2009-10 REVISED BUDGET	2009-10 ACTUAL	2010-11 REVISED BUDGET	2011-12 BUDGET REQUEST	2011-12 MANAGER'S PROPOSED	2011-12 ADOPTED BUDGET
02	TREASURER								
80011	HEAD OF DEPT	46,461	46,461	46,464	46,461	46,464	46,464	46,464	46,464
80012	EMPLOYEES	88,857	95,414	94,790	87,216	94,790	91,920	91,920	91,920
89999	FRINGE BENEFITS	56,430	50,365	49,643	49,643	58,573	61,500	61,500	61,500
80021	MATERIALS & SUPPLIES	0	179	400	370	750	750	750	750
80032	EQUIP & FURN MAINT	68	0	1,000	548	500	500	500	500
80033	TELEPHONE	791	798	800	846	800	800	800	800
80034	POSTAGE	10	17	500	7	0	0	0	0
80037	MILEAGE	0	56	900	1,039	900	900	900	900
80039	PRINTING	0	1,233	500	363	500	500	500	500
80048	DEPARTMENTAL EXPENSE	1,110	1,384	0	0	0	0	0	0
80057	DUES, LICENSES, SUBSCRIPTIONS	0	0	500	415	500	500	500	500
TOTALS		193,727	195,907	195,497	186,908	203,777	203,834	203,834	203,834

Performance Measure	ACTUAL	ACTUAL	PROJECTED	ACTUAL	PROJECTED	PROJECTED	PROJECTED	PROJECTED
<i>Inputs</i>								
Full-time equivalent employees	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0
<i>Workload/ Output</i>								
Number of accounts	85	33	33	33	59	33	33	33
Budgeted cash receipts	\$185,707,707	\$180,000,000	\$180,000,000	\$180,000,000	\$180,000,000	\$180,000,000	\$180,000,000	\$180,000,000
<i>Outcome/ Results</i>								
Average return on investments	4.50%	3.50%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Average number of days to perform bank reconciliations	15	15	15	15	15	15	15	15
<i>Efficiency</i>								
Cost of department per budgeted cash receipts	0.10%	0.11%	0.11%	0.10%	0.11%	0.11%	0.11%	0.11%
Number of accounts per full-time equivalent staff	28	11	11	11	20	11	11	11

TREASURER

Treasurer				46,464
-----------	--	--	--	--------

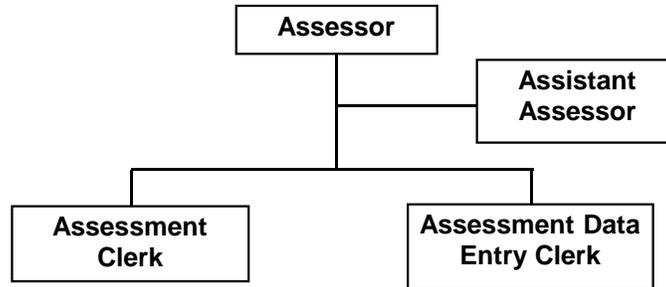
Accounting Generalist	1 @	47,095	47,095	
Assistant to the City Treasurer	0 @	53,283	0	
Accounting Assistant	1 @	44,825	<u>44,825</u>	<u>91,920</u>

TOTAL WAGES				<u><u>138,384</u></u>
-------------	--	--	--	-----------------------

Revenue:

The Treasurer's Department manages investment income which is reported in account 70223 in the revenue section of the Budget. For fiscal year 2011-12, investment income is estimated at \$200,000.

City of Norwich Assessor Department Organization Chart



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. 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)**
3. Ensure that all senior citizens, veterans, disabled, blind and volunteer firemen file for and receive exemptions and abatements to which they are entitled. **(G5)**
4. 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)**
5. 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, 2010 Grand List on January 31, 2011 with a net increase of \$ 17,704,516
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. Began the process of correcting Assessors maps for the beginning stages of creating 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
2011-12 ADOPTED BUDGET**

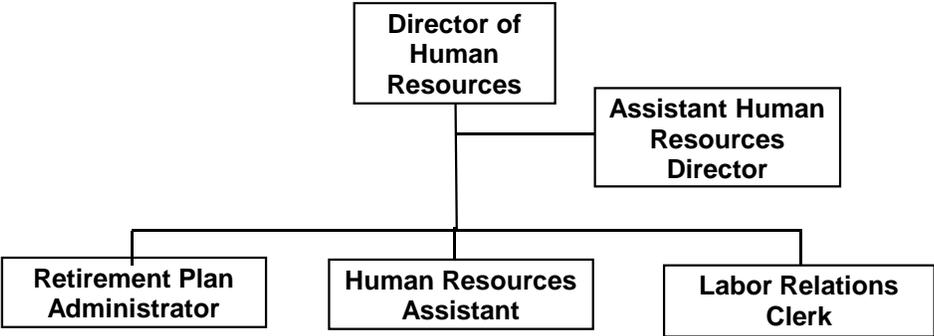
		2007-08 ACTUAL	2008-09 ACTUAL	2009-10 REVISED BUDGET	2009-10 ACTUAL	2010-11 REVISED BUDGET	2011-12 BUDGET REQUEST	2011-12 MANAGER'S PROPOSED	2011-12 ADOPTED BUDGET
13 ASSESSMENT									
80011	HEAD OF DEPT	72,788	102,126	75,155	72,859	78,695	82,722	82,722	82,722
80012	EMPLOYEES	112,690	124,333	124,853	124,834	124,853	129,222	129,222	129,649
80013	PART TIME EMPLOYEES	3,348	1,758	3,000	0	3,000	3,000	3,000	3,000
80014	OVERTIME	9,282	11,278	0	409	0	0	0	0
89999	FRINGE BENEFITS	101,352	114,775	82,273	82,273	97,589	101,521	101,545	101,368
80015	PROFESSIONAL SERVICE	23,612	25,247	23,000	16,479	29,650	29,600	15,000	15,000
80021	MATERIALS & SUPPLIES	3,166	7,883	6,000	5,937	1,000	1,000	1,000	1,000
80032	EQUIP & FURN MAINT	364	0	500	6,547	3,040	7,040	7,040	7,040
80033	TELEPHONE	1,114	1,134	1,200	1,207	1,200	1,200	1,200	1,200
80034	POSTAGE	1,489	1,923	1,500	2,601	1,800	1,800	1,800	1,800
80037	MILEAGE	3,278	2,851	3,500	33	2,500	2,500	2,500	2,500
80038	ADVERTISING	409	628	1,000	331	525	525	525	525
80039	PRINTING	1,511	1,595	4,000	775	800	1,775	1,775	1,775
80048	DEPARTMENTAL EXPENSE	2,173	962	0	0	0	0	0	0
80057	DUES, LICENSES, SUBSCRIPTIONS	0	0	1,000	3,222	1,390	1,470	1,470	1,470
80059	TRAINING	0	0	0	816	2,300	2,300	2,300	2,300
NON RECURRING ITEM									
80145	GIS SYSTEM	0	0	0	0	0	0	0	0
80155	REVALUATION	420,000	90,869	30,000	36,900	10,000	10,000	10,000	10,000
TOTALS		756,576	487,362	356,981	355,223	358,342	375,675	361,099	361,349

Performance Measure	ACTUAL	ACTUAL	PROJECTED	ACTUAL	PROJECTED	PROJECTED	PROJECTED	PROJECTED
<i>Inputs</i>								
Full-time equivalent employees	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0
<i>Workload/ Output</i>								
Grand list, net of exemptions and credits	1,764,000,000	2,357,384,949	2,327,205,112	2,327,205,112	2,331,000,000	2,331,000,000	2,331,000,000	2,331,000,000
Real estate accounts (gross)	1,567,000,000	2,509,368,037	2,099,094,537	2,099,094,537	2,125,101,500	2,125,101,500	2,125,101,500	2,125,101,500
Motor vehicle accounts (gross)	183,000,000	172,861,934	174,082,080	174,082,080	178,643,725	178,643,725	178,643,725	178,643,725
Personal property accounts (gross)	93,000,000	114,639,517	115,173,377	115,173,377	118,435,010	118,435,010	118,435,010	118,435,010
Real estate accounts (number)	13,500	13,801	13,093	13,093	13,430	13,897	13,897	13,897
Motor vehicle accounts (number)	30,100	29,733	29,687	29,687	29,481	29,500	29,500	29,500
Personal property accounts (number)	1,200	1,130	1,128	1,128	1,458	1,750	1,750	1,750
Total number of accounts	44,800	44,664	43,908	43,908	44,369	45,147	45,147	45,147
Deed transfers	1,500	2,550	1,750	1,500	2,600	2,000	2,000	2,000
Building permits	1,800	1,200	1,600	1,600	1,500	2,000	2,000	2,000
Personal property declarations	1,250	1,350	1,400	1,650	1,600	1,900	1,900	1,900
<i>Outcome/ Results</i>								
Grand lists filed timely	1	1	1	1	1	1	1	1
Appeals to Board of Assessment Appeals	25	660	500	500	250	150	150	150
BAA adjustments	230	100	200	147	300	25	25	25
<i>Efficiency</i>								
Number of assessments per FTE staff	11,200	11,166	10,977	10,977	11,092	11,287	11,287	11,287
Cost per assessment	16.89	10.91	8.13	8.09	8.08	8.32	8.00	8.00

ASSESSMENT

Assessor			82,722
Assistant Assessor	1 @	55,980	55,980
Assessment Clerk	1 @	38,652	38,652
Assessment Data Entry Clerk	1 @	35,017	<u>35,017</u>
			<u>129,649</u>
		TOTAL WAGES	<u><u>212,371</u></u>

**City of Norwich
Human Resources Department
Organization Chart**



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. Provide City departments with the human resources necessary to provide efficient, quality service to the taxpayers of the City of Norwich.

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)**
8. Reduce the worker's compensation incurred costs by reducing the number of injuries through education and training. **(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
2011-12 ADOPTED BUDGET**

	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 REVISED BUDGET	2009-10 ACTUAL	2010-11 REVISED BUDGET	2011-12 BUDGET REQUEST	2011-12 MANAGER'S PROPOSED	2011-12 ADOPTED BUDGET
14 HUMAN RESOURCES								
80011 HEAD OF DEPT	73,109	87,468	72,500	73,947	80,000	80,000	83,200	84,032
80012 EMPLOYEES	157,951	172,724	119,906	104,903	120,284	108,809	112,617	112,617
80014 OVERTIME	20,229	1,855	0	0	0	0	0	0
89999 FRINGE BENEFITS	101,451	93,312	69,443	69,712	89,795	90,734	90,229	90,362
80015 PROFESSIONAL SERVICE	42,895	42,193	41,400	26,557	41,400	41,400	57,000	57,000
80021 MATERIALS & SUPPLIES	2,812	2,869	2,000	1,973	2,000	2,000	2,000	2,000
80032 EQUIP & FURN MAINT	3,065	3,744	3,500	3,651	3,500	3,500	3,500	3,500
80033 TELEPHONE	2,291	2,274	2,300	2,624	2,300	2,300	2,300	2,300
80034 POSTAGE	3,234	1,630	3,000	1,394	2,000	2,000	1,800	1,800
80038 ADVERTISING	9,813	11,065	9,000	3,778	5,000	5,000	5,000	5,000
80039 PRINTING	1,805	1,023	1,500	434	1,500	1,500	1,500	1,500
80048 DEPARTMENTAL EXPENSE	6,783	3,361	0	0	0	0	0	0
80057 DUES, LICENSES, SUBSCRIPTIONS	0	0	3,000	2,210	3,000	3,000	3,000	3,000
80153 HEALTH SAFETY COMPLIANCE	20,135	14,267	23,000	29,993	23,000	19,800	0	0
80167 EDUCATION INCENTIVE	5,642	2,729	7,000	4,121	7,000	7,000	7,000	7,000
TOTAL	451,215	440,514	357,549	325,297	380,779	367,043	369,146	370,111

Performance Measure	ACTUAL	ACTUAL	PROJECTED	ACTUAL	PROJECTED	PROJECTED	PROJECTED	PROJECTED
<i>Inputs</i>								
Full-time equivalent employees	4.5	4.5	4.5	3.5	4.5	3.5	3.5	3.5
<i>Workload/outputs</i>								
Total City employees	309.0	284.0	293.0	293.0	293.0	285.0	277.0	285.0
Total NPU employees	137.0	139.5	139.5	139.5	139.5	148.0	152.0	148.0
Total applications processed	1,900	867	1,600	960	1,600	600	600	600
Number of promotional exams given	14	10	14	14	14	10	10	10
Number of entry exams given	12	2	20	20	20	10	10	10
Vacancies filled through promotion	13	7	18	6	18	5	5	5
Vacancies filled through new hires	35	2	35	8	35	5	5	5
Classifications reviewed	10	10	10	10	10	10	10	10
Training programs provided	10	10	10	10	10	10	10	10
Percent of female employees	26.40%	26.40%	26.40%	26.40%	26.40%	26.40%	26.40%	26.40%
Percent of minority employees	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%
<i>Outcome/results</i>								
Employee turnover rate	4.60%	2.00%	5.00%	5.60%	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%	100.00%
Number of employees given service awards	23	23	23	-	23	-	-	-
<i>Efficiency</i>								
Number of active city employees per FTE	68.7	63.1	65.1	83.7	65.1	81.4	79.1	81.4

HUMAN RESOURCES

Director of Human Resources			84,032
Assistant Human Resources Director	0.00 @	57,865	0 *
Retirement Plan Administrator	1.00 @	49,945	49,945
Human Resources Assistant	1.00 @	41,974	41,974
Labor Relations Clerk (21 hours)	0.60 @	34,497	20,698
			<hr/> <hr/> 112,617
		TOTAL WAGES	<hr/> <hr/> 196,649

* Delay hiring of this position until July 2012

Overtime:

Covers secretarial duties for the Personnel and Pension Board Meetings and giving exams for the Human Resources Department.

Professional Services:

This account includes expenses for the Personnel and Pension Board, testing, physical examinations and evaluations. The cost for actuarial service is not included; this expense is paid out of Employee Retirement Fund. In addition, funds are also budgeted to cover the cost of continuing the Employees' Assistance Program, drug testing, test development, pre-placement physicals, polygraph/psychological testing and the health fair.

Health Safety Compliance:

Covers cost for pulmonary function test for all Norwich paid and volunteer firefighters to meet OSHA standards and requirements, and other health and safety requirements. It also covers the additional physical testing required for the Haz-Mat technicians and flu shots for city employees. This line item was combined with "Professional Services" in 2011-12.

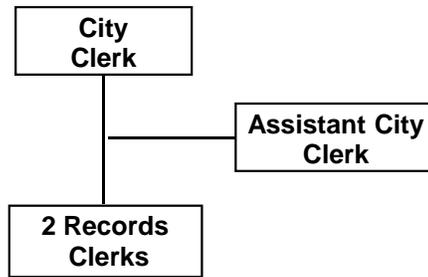
CITY OF NORWICH GENERAL FUND EXPENDITURES 2011-12 ADOPTED BUDGET									
		2007-08 ACTUAL	2008-09 ACTUAL	2009-10 REVISED BUDGET	2009-10 ACTUAL	2010-11 REVISED BUDGET	2011-12 BUDGET REQUEST	2011-12 MANAGER'S PROPOSED	2011-12 ADOPTED BUDGET
15	LAW								
80134	CITY ATTORNEY	216,175	216,000	307,000	216,000	307,000	307,000	307,000	307,000
80135	OUTSIDE ATTORNEYS	208,072	199,926	113,000	179,577	113,000	113,000	113,000	113,000
TOTALS		424,247	415,926	420,000	395,577	420,000	420,000	420,000	420,000

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 of Norwich City Clerk Organization Chart



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
- Consistency

GOALS & ACTION PLANS:

1. Provide confidentiality in concern with customer's vital records. **(G5)**
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 update vault for more efficient storage of archival 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. Took over all the cemetery records from Public Works.
5. Added the Assessor's field card computer system in the office to make it easier for the public to search.

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2011-12 ADOPTED BUDGET**

	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 REVISED BUDGET	2009-10 ACTUAL	2010-11 REVISED BUDGET	2011-12 BUDGET REQUEST	2011-12 MANAGER'S PROPOSED	2011-12 ADOPTED BUDGET
16 CITY CLERK								
80011 HEAD OF DEPT	70,741	105,904	65,000	65,236	65,000	71,000	67,600	68,276
80012 EMPLOYEES	149,158	182,512	159,257	160,491	153,257	127,401	127,401	128,019
80013 PART TIME EMPLOYEES	7,050	144	4,000	339	0	0	0	0
89999 FRINGE BENEFITS	108,325	108,082	86,294	86,294	102,415	92,290	90,742	90,939
80015 PROFESSIONAL SERVICE	2,176	2,570	3,500	7,596	15,000	19,000	19,000	19,000
80021 MATERIALS & SUPPLIES	40,491	26,500	35,000	21,985	13,000	13,000	13,000	13,000
80032 EQUIP & FURN MAINT	1,533	4,927	400	7,140	5,800	4,800	4,800	4,800
80033 TELEPHONE	1,937	2,011	2,000	2,040	2,000	2,000	2,000	2,000
80034 POSTAGE	5,430	4,161	6,000	2,225	2,000	2,000	2,000	2,000
80037 MILEAGE	0	0	600	589	600	600	600	600
80038 ADVERTISING	9,140	12,276	7,000	3,559	9,000	6,000	6,000	6,000
80039 PRINTING	3,228	1,472	3,000	941	3,000	3,000	3,000	3,000
80048 DEPARTMENTAL EXPENSE	4,012	4,097	0	0	0	0	0	0
80056 VITAL STAT PAYMENTS	192	154	300	166	150	150	150	150
80057 DUES, LICENSES, SUBSCRIPTIONS	0	0	600	590	600	600	600	600
80059 TRAINING	0	0	2,500	450	2,500	2,500	2,500	2,500
TOTALS	403,413	454,810	375,451	359,641	374,322	344,341	339,393	340,884

Performance Measure	ACTUAL	ACTUAL	PROJECTED	ACTUAL	PROJECTED	PROJECTED	PROJECTED	PROJECTED
<i>Inputs</i>								
Full-time equivalent employees	6.0	6.0	5.0	5.0	5.0	4.0	4.0	4.0
<i>Workload/outputs</i>								
Council minutes prepared	24	24	24	24	24	24	24	24
Land records recorded	7,891	5,691	10,000	6,364	9,000	9,000	9,000	9,000
Marriage licenses issued	305	330	350	323	400	400	400	400
Death certificates recorded	458	510	575	472	500	500	500	500
Birth certificates recorded	1,070	969	1,050	978	1,100	1,100	1,100	1,100
Absentee ballots issued	410	1,183	700	427	1,000	1,000	1,000	1,000
Dog licenses issued	2,089	2,069	2,100	2,071	2,100	2,100	2,100	2,100
Total transactions	12,223	10,752	14,775	10,635	14,100	14,100	14,100	14,100
<i>Outcome/results</i>								
Revenues received (Recording Fees and Conveyance Taxes)	\$1,042,914	\$793,929	\$735,000	\$715,637	\$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%	100.00%
<i>Efficiency</i>								
Number of transactions per FTE	2,037.2	1,792.0	2,955.0	2,127.0	2,820.0	3,525.0	3,525.0	3,525.0
Budget per transaction	\$33.00	\$42.30	\$25.41	\$33.82	\$26.97	\$24.42	\$24.07	\$24.18
Cost of dept/cost of total general fund operations	0.39%	0.43%	0.37%	0.36%	0.37%	0.34%	0.33%	0.33%

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.

The vision, values, goals, achievements and performance measures for the council are the summation of the other departments. See Goals and Priorities in the Budget Message/ Executive Summary.



Peter A. Nystrom
Mayor



Peter Desaulniers
President Pro-Tempore



J. Tucker Braddock, Jr.
City Councilman



Jacqueline Caron
City Councilwoman



Deb Hinchey
City Councilwoman



William Nash
City Councilman



Laurie Glenney-Popovich
City Councilwoman

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2011-12 ADOPTED BUDGET**

	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 REVISED BUDGET	2009-10 ACTUAL	2010-11 REVISED BUDGET	2011-12 BUDGET REQUEST	2011-12 MANAGER'S PROPOSED	2011-12 ADOPTED BUDGET
17 CITY COUNCIL								
80011 HEAD OF DEPT	44,999	44,999	45,000	44,999	45,000	45,000	45,000	45,000
80012 COUNCIL MEMBERS	7,200	6,600	7,200	7,200	7,200	7,200	7,200	7,200
80013 EMPLOYEES	39,863	36,875	26,852	33,593	31,590	36,855	36,855	31,590
80014 OVERTIME	59	686	0	405	0	0	0	0
89999 FRINGE BENEFITS	34,127	29,596	30,781	22,965	8,986	6,982	6,982	6,569
80021 MATERIALS & SUPPLIES	3,217	1,072	4,000	7,094	3,800	3,800	3,800	3,800
80032 EQUIP & FURN MAINT	0	0	0	851	0	0	0	0
80033 TELEPHONE	3,350	2,509	1,000	1,612	1,600	1,600	1,600	1,600
80034 POSTAGE	170	272	300	135	300	300	300	300
80039 PRINTING	254	0	200	3,758	200	200	200	200
80048 DEPARTMENTAL EXPENSE	31,727	22,110	0	5,575	6,000	6,000	6,000	6,000
80057 DUES, LICENSES, SUBSCRIPTIONS	0	0	8,000	89	600	600	600	600
80059 TRAINING	0	0	4,000	99	1,000	1,000	1,000	1,000
87102 TASTE OF ITALY	0	5,000	0	0	0	0	0	0
87103 VETERAN ORGANIZATIONS	0	4,122	5,000	3,958	5,000	5,000	5,000	5,000
87104 4TH OF JULY COMMITTEE	0	6,300	0	0	0	0	0	0
87105 HARBOR COMMISSION	0	9,000	4,554	4,554	7,194	0	0	0
87106 WINTER FESTIVAL	0	9,400	0	0	0	0	0	0
87107 SEMISEPTCENTENNIAL	0	25,000	0	0	0	0	0	0
TOTALS	164,966	203,541	136,887	136,887	118,470	114,537	114,537	108,859

PRIOR TO FISCAL YEAR 2008-09, THE FOLLOWING ACCOUNTS WERE BUDGETED FOR IN THE CIVIC & CULTURAL SECTION:

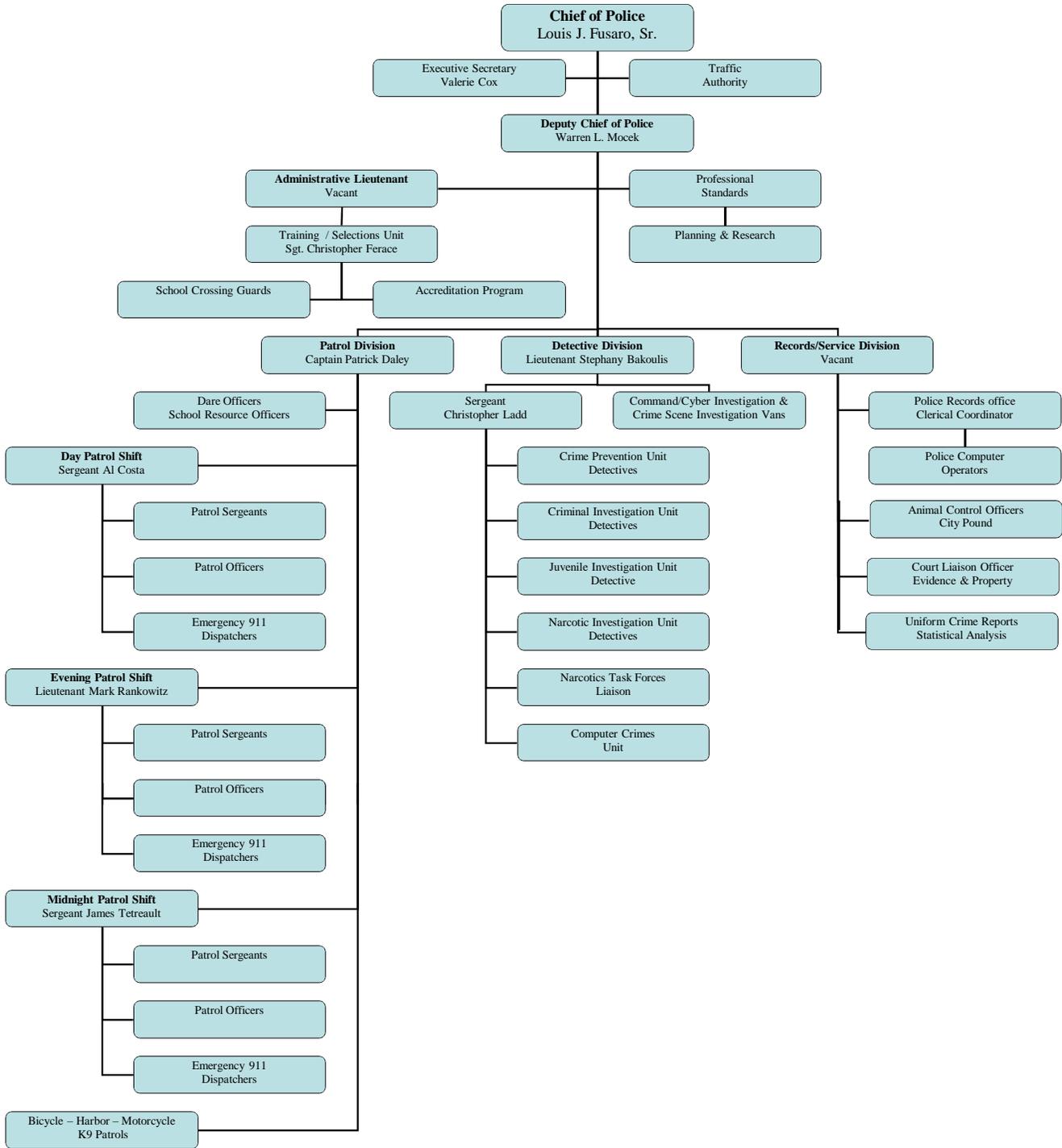
80147 NORWICH ARTS COUNCIL	42,500	0	0	0	0	0	0	0
80158 TASTE OF ITALY	5,000	0	0	0	0	0	0	0
80160 VETERAN ORGANIZATIONS	5,000	0	0	0	0	0	0	0
80161 4TH OF JULY COMMITTEE	6,000	0	0	0	0	0	0	0
80162 HARBOR COMMISSION	9,000	0	0	0	0	0	0	0
80163 WINTER FESTIVAL	9,000	0	0	0	0	0	0	0
80169 SEMISEPTCENTENNIAL	25,000	0	0	0	0	0	0	0
80182 BEST PRODUCTIONS	35,000	0	0	0	0	0	0	0
TOTALS	136,500	0						

TOTAL FOR COMPARISON ONLY	301,466	203,541	136,887	136,887	111,276	114,537	114,537	108,859
----------------------------------	----------------	----------------	----------------	----------------	----------------	----------------	----------------	----------------

MAYOR/CITY COUNCIL

Mayor		45,000	
6 Council Members		<u>7,200</u>	52,200
Council Secretary	30 hours/ week for 52 weeks at	20.25	<u>31,590</u>
			<u><u>83,790</u></u>

City of Norwich
Police Department
Organization Chart



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; 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 Community Policing model. 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)**
3. Minimize the opportunity for crime, traffic violation, and motor vehicle accidents and collisions via proactive enforcement, crime prevention and traffic safety programs; including citizen involvement and partnerships. **(G1)**
4. Reduce fear by supplying preventative patrol, and effective investigative service to the community. **(G1)**
5. Continue to utilize innovative policing programs in order to provide a high level of police service. **(G1)**
6. Strive to maintain responses to citizen calls for service within contemporary standards. **(G1)**
7. Maintain an effective Crime Prevention program and successful drug trafficking enforcement and education techniques aimed at stemming the tide of drug/ substance abuse and related crime. **(G1)**
8. Support effective traffic safety, enforcement, and educational activities. **(G1)**
9. Interact and work cooperatively with other departments, agencies, boards and commissions. **(G5)**
10. Monitor and cope with increased traffic and activity spawned by the success of the Mohegan Sun Casino, Foxwoods Resort Casino, and other ongoing development projects and community activities. **(G4)**

ORGANIZATIONAL ACCOMPLISHMENTS:

- *New London County Cold Case Homicide Investigation Unit* -The Norwich Police Department was an inaugural member of the New London County Cold Case Homicide Investigation Unit, with a Detective and Sergeant assigned. The group is a multi-agency regional unit made up of State and Local law enforcement agencies as well as representatives of the Chief State's Attorney's Office. This unit assisted the Norwich Police Department in making arrests in two Norwich cold case murders.
- *Arson Task Force* -An Arson Task Force was created and Norwich Police Department assigned two investigators to work on a rash of arson fires throughout the region. Twelve arson fires were identified and the perpetrators arrested. The Task Force was made up of the Norwich Police Department, the Connecticut State Police State Fire Marshal's office and the local fire marshal.

The following are a small sampling of noteworthy crimes and incidents from calendar year 2009:

- April 8, 2009 *Home Invasion/Subject shot*. On April 8, 2009 the Norwich Police Department received a report of a home invasion involving three masked males. One resident of the home was shot in the leg and the suspects fled after taking a small amount of cash.
- April 13, 2009 *Home Invasion*. The Norwich Police Department received a complaint of a home invasion in loose vicinity to the April 8, 2009 incident. Three masked males were again involved and fled the area prior to police arrival.
- April 14, 2009 *Vehicle Pursuit and suspect apprehension*. An alert Norwich Police officer observed a vehicle similar to one involved on the April 13, 2009 home invasion and attempted to stop it. A short pursuit ensued and two suspects were taken into custody. Subsequent investigation revealed that both home invasions were related and not random. It was also learned the April 8, 2009 incident was staged and facilitated by a relative of the shooting victim.
- April 16, 2009 *Fatal Motorcycle Collision*. Norwich Police responded to a report of a car versus motorcycle collision on Boswell Avenue. The in-depth investigation revealed reckless driving and speed caused the motor cycle operator to strike the motor vehicle and the collision claimed the life of the motorcycle operator.
- May 24, 2009 *Fatal Motorcycle Collision*. Norwich Police officers responded to a report of a motorcycle versus building collision. The operator died as a result of the impact.
- June 2, 2009 *Homicide Investigation*. The Norwich Police Department received a 911 call from a male who advised he had just shot and killed his wife. Responding officers quickly took the male into custody without incident.
- June 25, 2009 *Drug Trafficking Sting*. Three search and seizure warrants executed at various locations in Norwich as well as the service of fifteen arrest warrants on suspects for a multitude of narcotic related charges.
- October 10, 2009 *Bank Robbery*. The Norwich Police Department received a complaint reporting a bank robbery in the Norwichtown section of Norwich. Witnesses provided a detailed vehicle description to the responding officers, but the vehicle and suspect were not located. On October 13, 2010 the Norwich Emergency Dispatch Center received a complaint of erratic driving. The caller provided a general description of the offending vehicle. The alert dispatcher noticed similarities between this vehicle and the vehicle from the bank robber and confirmed distinguishing marks on the vehicle with the caller. The dispatcher directed officer to the vehicle and the occupant who was later arrested for the bank robbery.
- October 19, 2009 *Barricaded Subject*. Norwich Police went to a residence to attempt to serve an arrest warrant on a wanted subject. The subject threatened the officers with a knife and barricaded himself with the residence. The subject advised he was armed with a handgun and would shoot the officers. The officers on scene were able to distract the subject and a Taser was deployed through a window and were able to subdue the occupant of the residence until he could be taken into custody by assisting officers. No injuries were sustained by the subject however one officer suffered minor injuries.
- November 24, 2009 *Burglary in Progress*. Norwich Police officers responded to a report of a burglary in progress into a residence. The first officer on scene located the suspect outside the residence and the subject fled on foot. The officer gave chase also on foot over an extended distance. During the course of the chase uneven ground caused the officer to fall, but he did not stop, regained his feet on continued on. The suspect fled into a residence and attempted to barricade himself within. The officer was able to force the door and take the suspect into custody without incident. It was later learned that during the chase when the officer fell he broke his ankle in several places and was out of work for several months. In spite of the seriousness of the injury the officer was still able to effect the arrest.
- December 11, 2009 *Bank Robbery*. Norwich Police Officers responded to a bank robbery in the Norwichtown section of Norwich. Investigation revealed a possible suspect vehicle description.

An alert citizen later saw the vehicle in Plainfield and reported it to the Norwich Police. The owner of the vehicle matched the suspect and was later placed under arrest for this robbery and others throughout the region.

- December 16, 2009 *Barricaded Subject*. Officers investigating a sexual assault complaint found the suspect barricaded reportedly armed with a rifle. Officers, under the cover of a ballistic shield, forced the shed and took the suspect into custody as he was attempted to light himself on fire after dousing himself in gasoline.

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 (2006 - 2009) \$17,341 – This grant supports law enforcement technology and equipment purchases.

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 Transportation Passed through Connecticut Department of Transportation:

Comprehensive DUI Enforcement Program for 2009 \$25,000 – 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 2011-12 ADOPTED BUDGET									
		2007-08 ACTUAL	2008-09 ACTUAL	2009-10 REVISED BUDGET	2009-10 ACTUAL	2010-11 REVISED BUDGET	2011-12 BUDGET REQUEST	2011-12 MANAGER'S PROPOSED	2011-12 ADOPTED BUDGET
21	POLICE DEPARTMENT								
80011	HEAD OF DEPT	92,339	95,330	95,329	95,521	95,329	95,329	99,142	100,134
80012	EMPLOYEES	4,687,621	5,059,813	5,438,103	5,330,657	5,449,591	5,656,255	5,633,943	5,791,044
80013	PART TIME EMPLOYEES	645	2,811	6,000	1,917	6,000	6,000	3,000	3,000
80014	OVERTIME	326,907	327,914	290,000	214,926	290,000	298,700	290,000	290,000
89999	FRINGE BENEFITS	2,835,507	3,130,860	2,727,806	2,727,806	3,193,597	3,312,374	3,312,704	3,392,211
80016	CLOTHING ALLOWANCE	100,442	103,759	91,745	135,256	124,770	117,420	117,420	117,420
80017	REPLACEMENT COST	958,980	922,180	790,000	822,384	730,000	751,000	704,000	751,000
80020	PHOTO SUPPLIES	2,152	0	0	0	0	0	0	0
80021	MATERIALS & SUPPLIES	47,965	44,544	43,000	34,729	43,000	43,000	45,347	45,347
80023	GAS OIL & GREASE	189,316	207,343	135,442	158,533	148,542	152,205	152,205	152,205
80024	FOOD	4,992	4,823	5,000	3,888	5,000	5,000	0	0
80027	AUTO SUPPLIES & MAINT	117,161	0	0	0	0	0	0	0
80029	TRAFFIC SIGNS ETC	25,438	28,243	35,000	33,731	0	0	0	0
80030	STATE COLLECT SYSTEM	659	1,764	4,000	736	4,000	4,000	0	4,000
80031	RADIO SERVICE	12,454	22,430	29,000	12,917	33,000	33,000	0	0
80032	EQUIP & FURN MAINT	37,175	45,769	25,000	42,182	34,900	34,900	65,000	61,000
80033	TELEPHONE	64,998	37,093	46,000	37,346	46,000	55,000	55,000	55,000
80034	POSTAGE	2,579	2,649	3,000	2,113	3,000	3,000	2,500	2,500
80035	UTILITIES	104,604	122,864	118,000	106,605	114,559	110,059	107,496	107,496
80039	PRINTING	8,566	7,216	11,500	3,550	11,500	11,500	7,000	7,000
80040	BLDG & GRND MAINT	32,576	0	0	0	0	0	0	0
80048	DEPARTMENTAL EXPENSE	8,337	5,616	0	240	0	0	0	0
80057	DUES, LICENSES, SUBSCRIPTIONS	0	0	1,700	5,167	5,000	5,000	17,130	5,000
80058	SCHOOL GUARDS	82,314	86,792	90,000	84,769	62,000	62,000	57,000	57,000
80059	TRAINING	27,716	6,857	15,000	14,349	15,000	17,500	17,500	17,500
80116	LAW ENFORCEMENT COUNCIL	9,145	9,600	10,468	10,748	11,239	12,130	0	12,130
80117	ALCOHOL ENFORCEMENT PROG	0	0	5,000	5,000	5,000	5,000	5,000	5,000
80119	SPECIAL INVESTIGATIONS	9,000	14,484	14,500	14,500	14,500	14,500	14,500	14,500
80144	PHYSICAL FITNESS PROG	3,700	0	0	0	0	0	0	0
80150	DOWNTOWN COMMUNITY POLICING	0	8,710	0	2,076	5,000	5,000	50,000	50,000
NON RECURRING ITEMS									
83449	NEW VEHICLES	3,530	0	0	0	0	0	0	0
81149	PORTABLE RADIOS	11,756	0	0	0	0	0	0	0
88749	POLICE BODY ARMOR	1,833	4,235	0	0	0	0	0	0
TOTALS		9,810,407	10,303,699	10,030,593	9,901,646	10,450,527	10,809,872	10,755,887	11,040,487

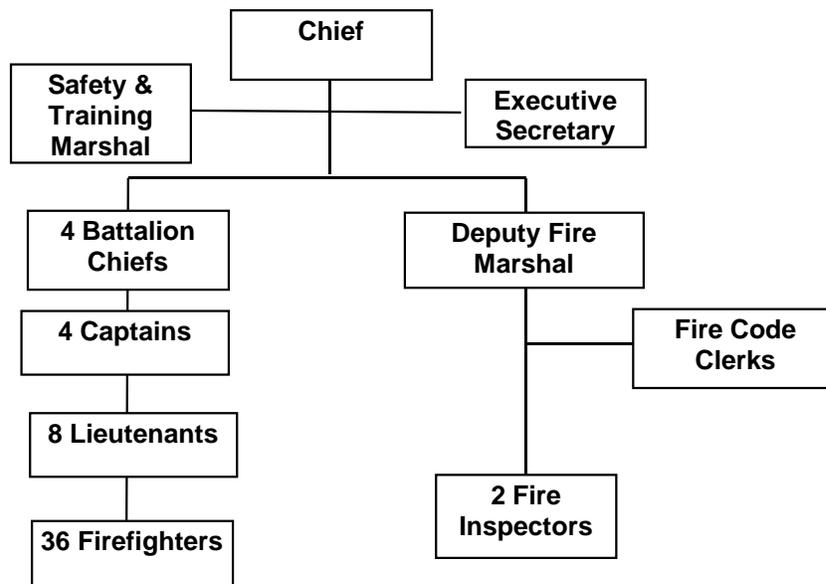
Performance Measure	ACTUAL	ACTUAL	PROJECTED	ACTUAL	PROJECTED	PROJECTED	PROJECTED	PROJECTED
<i>Inputs</i>								
Total full-time equivalent employees	98.0	99.0	96.0	96.0	94.0	94.0	94.0	100.0
Total uniformed officers (includes SRO's)	83.0	84.0	81.0	81.0	79.0	79.0	79.0	85.0
<i>Workload/outputs</i>								
911 Hard Line	11,427	11,645	11,815	11,323	10,676	9,980	9,980	9,980
911 Cellular	9,903	8,903	10,750	8,903	11,920	11,920	11,920	11,920
Non-emergency Line	30,329	35,815	33,500	31,176	35,901	38,355	38,355	38,355
Total Calls	51,659	56,363	56,065	51,402	58,497	60,255	60,255	60,255
Calls (Police)	46,703	51,724	47,500	57,724	53,509	53,509	53,509	53,509
Calls (Fire)	4,956	4,639	8,565	4,639	4,988	4,903	4,903	4,903
Auto Accidents (Investigated)	1,763	1,689	1,810	1,689	1,683	1,683	1,683	1,683
Auto Accidents (Fatalities)	1	1	1	1	2	2	2	2
Auto Accidents (Injuries)	204	348	250	348	328	328	328	328
Vandalism (Reported)	699	688	710	688	706	706	706	706
<i>Outcome/results</i>								
Part I Crimes (per 100,000)	0.149	0.158	0.158	0.152	0.154	0.154	0.154	0.166
DWI Arrests	158	214	160	214	235	235	235	235
Neighborhood Watch Groups	38	38	38	38	38	38	38	38
Dare Students - 1st Grade	440	438	435	435	399	399	399	399
Dare Students - 3rd Grade	443	412	440	440	429	429	429	429
Dare Students - 5th Grade	413	444	420	420	451	451	451	451
<i>Efficiency</i>								
Police calls per uniformed officer	563	616	586	713	677	677	677	630
Per capita cost of department	269	276	269	260	274	284	283	302

* Police activity is based and reported by Calendar Year

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

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

City of Norwich Fire Department Organization Chart



Note:

The General Fund supports the salaries for the Chief, Safety & Training Marshal, Executive Secretary, Fire Marshal, Fire Code Clerk, Fire Inspectors, and Battalion Chiefs

The Fire Special Service fund supports the salaries for the Captains, Lieutenants and Firefighters.

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, Competence

GOALS & ACTION PLANS:

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

ACCOMPLISHMENTS:

1. Collaborated with Norwich Public Utilities to build first Solar system in City building. **(G4)**
2. Awarded \$8,440 grant through Department of Transportation towards the purchase of a hybrid vehicle. **(G4)**
3. Awarded an additional \$177,000 in CDBG funds towards the renovation of Greenville Fire Station. **(G3)**
4. Conducted bilingual public information and education programs reaching thousands of Norwich residents on Fire Prevention and Safety. **(G5)**
5. Partnered with Chinese American community for bilingual fire prevention publications. **(G5)**
6. Responded to structural fires, hazardous materials incidents, marina emergencies, brush fires and serious motor vehicle accidents without serious injury to personnel. **(G1)**
7. Continued to sponsor Project Safe Kids Program to ensure properly installed child safety seat installation. **(G1)**
8. Continued to expand training for the Connecticut Eastern Regional Response Integrated Team (CERRIT) to respond to HAZMAT, chemical, or terrorist type emergencies throughout Norwich and Southeastern Connecticut. **(G1)**
9. Instituted total restructuring of Fire Department structure, duties and responsibilities of all personnel. **(G4)**
10. All Fire personnel are trained to ICS 100, 200 and 700, Fire II, and Hazardous Materials technician and EMT/CPR levels. **(G1)**
11. All Battalion Chief's are additionally trained to ICS 300 and 400 levels and Fire investigator levels. **(G1)**
12. 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)**

13. Promoted four Firefighters to the rank of Lieutenant
14. Hired four new firefighters to fill vacancies and reduced costs. **(G4)**
15. Restructured record keeping in accordance with NFPA guidelines.
16. Started “Sounding the Alarm in Norwich” program to deliver 1000 smoke detectors to homes of low income or ESL families. **(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.

The Buckingham School English As a Second Language outreach program: The NFD has developed an outreach program to promote fire prevention and safety programs to our citizens who are new to the area.

Fire Prevention /Public Education: All elementary schools and daycare facilities during October. Other community groups as requested.

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 demonstrations. Door 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, 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 2009) \$161,000 – 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.

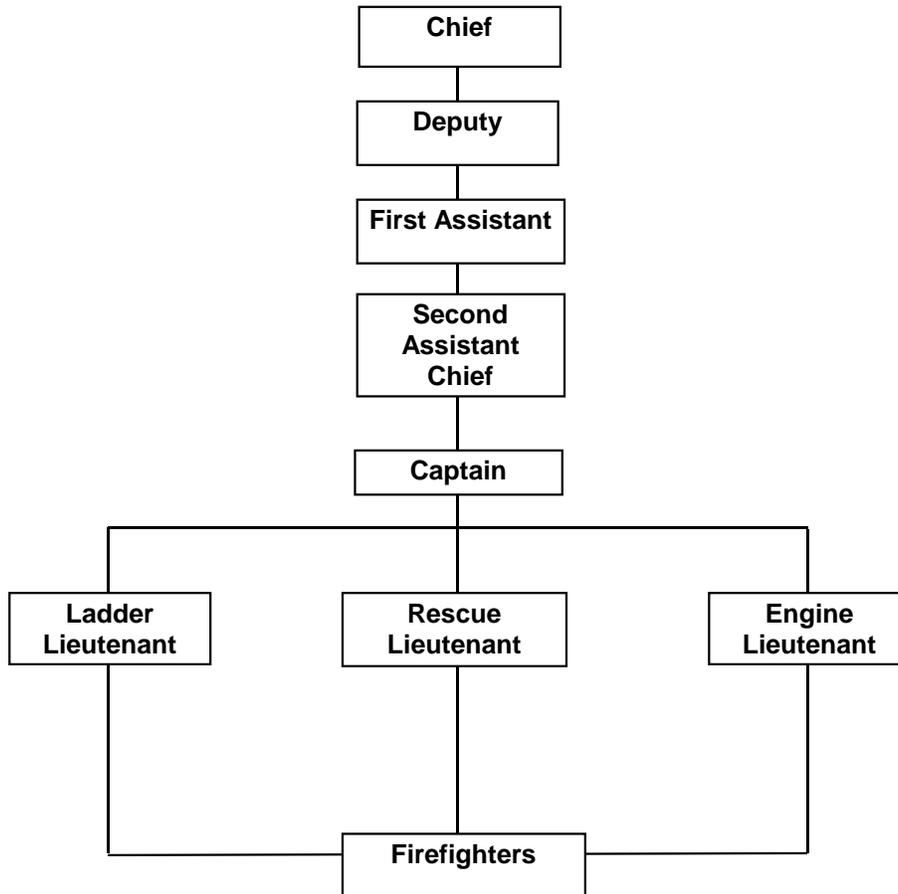
CERRIT (Connecticut Eastern Regional Response Integrated Team) – Various reimbursements from state programs through Department of Emergency Management and Homeland Security (DEMHS).

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2011-12 ADOPTED BUDGET**

	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 REVISED BUDGET	2009-10 ACTUAL	2010-11 REVISED BUDGET	2011-12 BUDGET REQUEST	2011-12 MANAGER'S PROPOSED	2011-12 ADOPTED BUDGET
22 FIRE GENERAL								
80011 HEAD OF DEPT	87,477	90,327	90,325	90,327	90,325	90,325	93,938	94,877
80012 EMPLOYEES	498,875	533,910	629,490	625,116	639,833	1,325,257	638,747	663,001
80014 OVERTIME	0	0	2,736	0	26,136	26,136	12,000	12,000
89999 FRINGE BENEFITS	307,712	317,502	297,764	297,981	397,236	412,868	370,279	389,150
80016 CLOTHING ALLOWANCE	39,650	34,888	14,200	22,573	1,600	10,303	10,303	10,303
80017 REPLACEMENT COSTS	92,146	109,426	86,500	92,622	64,000	80,865	80,865	80,865
80021 MATERIALS & SUPPLIES	28,676	19,695	28,500	25,933	19,600	19,600	22,000	22,000
80023 GAS OIL & GREASE	30,333	42,055	27,265	27,861	33,065	28,163	28,163	28,163
80031 RADIO SERVICE	27,763	25,506	20,000	20,312	23,750	23,750	0	0
80032 EQUIP & FURN MAINT	36,213	26,624	38,300	11,038	45,000	54,894	60,000	60,000
80033 TELEPHONE	36,702	38,580	37,200	37,342	28,500	28,500	28,500	28,500
80034 POSTAGE	1,266	1,929	0	0	0	0	0	0
80035 UTILITIES	61,638	71,144	59,000	59,341	64,667	57,567	61,778	61,778
80036 LAUNDRY & CLEANING	1,970	1,859	2,500	2,465	2,000	2,000	0	0
80039 PRINTING	817	154	800	771	800	800	0	0
80040 BLDG & GRND MAINT	21,480	28,484	17,400	18,571	17,100	17,100	17,100	17,100
80048 DEPARTMENTAL EXPENSE	3,515	4,259	0	0	0	0	0	0
80051 SPECIAL SERVICE CHARGE	95,207	108,841	112,106	112,106	116,000	165,825	165,825	165,825
80057 DUES, LICENSES, SUBSCRIPTIONS	0	0	2,800	2,643	1,425	1,425	1,425	1,425
80059 TRAINING	66,887	74,176	38,200	38,755	38,000	38,000	38,000	38,000
80063 POST-EMPLOYMENT MEDICAL	34,000	81,320	81,320	81,320	93,240	135,790	135,790	135,790
80114 HAZ MAT TECHNICIAN	31,109	16,789	11,800	11,014	13,300	13,300	13,300	13,300
80144 PHYSICAL FITNESS PROGRAM	2,000	2,000	2,000	2,000	2,000	5,000	5,000	5,000
NON RECURRING ITEMS								
81149 PORTABLE RADIOS	0	8,266	0	0	0	0	0	0
82149 NOZZELS AND KITS	847	0	0	0	0	0	0	0
85249 HAZ-MAT EQUIPMENT	3,873	2,193	0	0	0	0	0	0
86000 MISCELLANEOUS EQUIP.	30,426	73,822	0	0	0	0	0	0
TOTALS	1,540,582	1,713,749	1,600,206	1,580,091	1,717,577	2,537,468	1,783,013	1,827,077

Performance Measure	ACTUAL	ACTUAL	PROJECTED	ACTUAL	PROJECTED	PROJECTED	PROJECTED	PROJECTED
<i>Inputs</i>								
Budget (General Fund + CCD-Special Service Charge)	\$6,145,666	\$6,617,756	\$7,129,686	\$6,792,339	\$7,405,778	\$8,117,909	\$7,527,926	\$7,571,990
Non-personnel budget	\$425,165	\$472,423	\$299,965	\$280,619	\$277,607	\$300,402	\$285,569	\$285,569
Total full-time equivalent employees	59.5	59.5	59.5	59.5	59.5	59.5	59.0	59.5
Total firefighters	54.0	54.0	54.0	54.0	54.0	54.0	54.0	54.0
<i>Workload/outputs</i>								
Fires	588	549	682	682	682	682	682	682
EMS	1,670	3,399	1,921	1,921	1,921	1,921	1,921	1,921
Hazardous materials	89	185	121	121	121	121	121	121
Service calls	148	215	185	185	185	185	185	185
Other	132	412	132	132	132	132	132	132
Total calls	2,627	4,760	3,041	3,041	3,041	3,041	3,041	3,041
<i>Outcome/results</i>								
Civilian casualties	1	-	-	-	-	-	-	-
Fire Service Injuries	37	20	25	25	25	25	25	25
Arson fires leading to arrests	14	-	1	1	1	1	1	1
Estimated average dollar loss per fire	\$3,956	\$3,956	\$3,956	\$3,956	\$3,956	3,956	3,956	\$3,956
Inspections/re-inspections	832	308	967	967	967	967	967	967
Complaints Investigated	47	46	71	71	71	71	71	71
Violations found	1,005	283	580	580	580	580	580	580
Violations corrected	119	101	169	169	169	169	169	169
Fire investigations conducted	67	70	50	50	50	50	50	50
Community service/public safety presentations	78	60	88	88	88	88	88	88
Training hours per person	504	554	575	575	650	650	650	650
Marine Operations	8	20	20	20	20	20	20	20
<i>Efficiency</i>								
Average response time (minutes)	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5
Total calls/ firefighter	48.65	88.15	56.31	56.31	56.31	56.31	56.31	56.31
Total non-personnel budget/Total General Fund budget	0.41%	0.44%	0.29%	0.28%	0.27%	0.29%	0.28%	0.28%

City of Norwich East Great Plain Volunteer Fire Department Organization Chart



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. **(G1)**
5. Aggressively seek alternative funding sources such as grants. **(G3)**

ACCOMPLISHMENTS:

1. Won Life Safety Award for zero fire deaths.
2. Responded to over 130 flood related incidents during last year's floods
3. Had the most responses of any volunteer fire company in Norwich and is ranked among the busiest in New London County.
4. Successfully mitigated several structural fires and serious motor vehicle accidents without serious injury to the company's members.
5. Host site for Governor Rell's food bank project.

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2011-12 ADOPTED BUDGET**

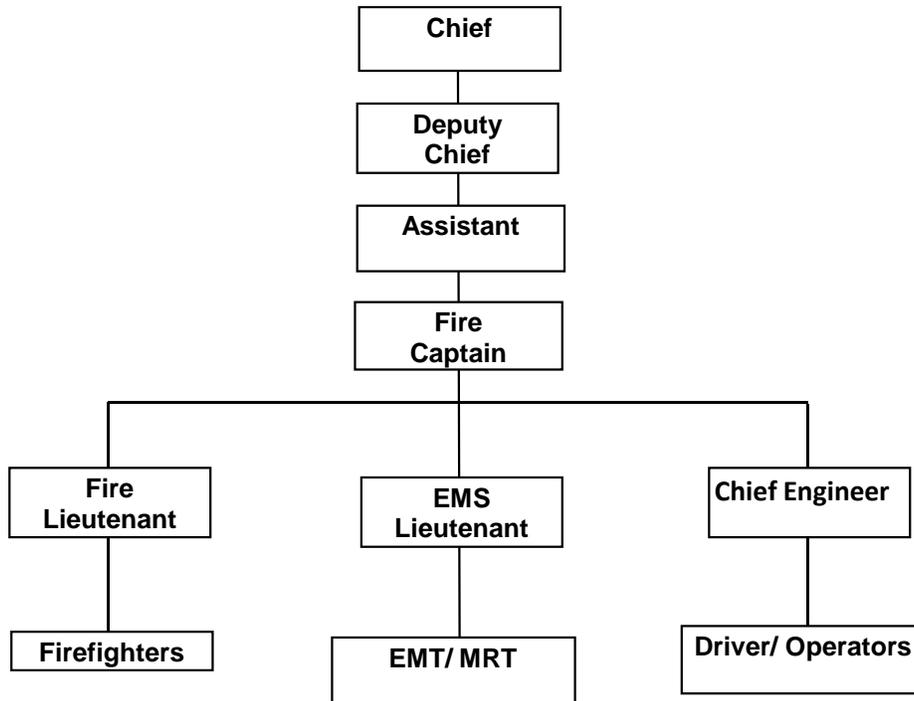
	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 REVISED BUDGET	2009-10 ACTUAL	2010-11 REVISED BUDGET	2011-12 BUDGET REQUEST	2011-12 MANAGER'S PROPOSED	2011-12 ADOPTED BUDGET
23 EAST GREAT PLAIN VFD								
80016 CLOTHING ALLOWANCE	1,738	298	2,000	598	1,000	1,000	1,000	1,000
80021 MATERIALS & SUPPLIES	25,185	13,439	25,000	5,177	20,433	25,000	20,000	20,000
80023 GAS OIL & GREASE	2,951	7,445	3,574	6,297	4,574	3,711	3,711	3,711
80031 RADIO SERVICE	9,581	499	14,000	10,510	12,000	12,000	0	0
80032 EQUIP & FURN MAINT	6,464	53,647	21,147	39,235	21,000	21,000	33,000	33,000
80033 TELEPHONE	5,948	5,705	5,500	4,691	5,500	5,500	4,000	4,000
80035 UTILITIES	19,135	18,869	20,000	15,452	15,542	15,842	13,070	13,070
80040 BLDG & GRND MAINT	23,685	11,717	17,000	21,071	17,000	20,000	20,000	20,000
80048 DEPARTMENTAL EXPENSE	7,744	3,008	0	0	0	0	0	0
80057 DUES, LICENSES, SUBSCRIPTIONS	0	0	5,500	2,800	5,000	5,000	5,000	5,000
80059 TRAINING	11,286	9,103	10,000	3,675	10,000	10,000	10,000	10,000
80065 PROTECTIVE CLOTHING	15,770	605	0	0	0	0	0	0
NON RECURRING ITEMS								
81749 FIRE HOSE	6,508	0	0	0	0	0	0	0
85949 MISCELLANEOUS EQUIP	0	5,872	0	0	0	0	0	0
TOTALS	135,995	130,207	123,721	109,506	112,049	119,053	109,781	109,781

Notes on some of the line items:

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

Performance Measure	ACTUAL	ACTUAL	PROJECTED	ACTUAL	PROJECTED	PROJECTED	PROJECTED	PROJECTED
<i>Inputs</i>								
<i>Workload/outputs</i>								
Fire (Building, vehicle, brush, etc.)	46	36	29	32	34	34	34	34
Overpressure Rupture, Explosion (no fire)	-	3	7	1	3	3	3	3
Rescue & EMS Incidents (EMS vehicle accidents, extrication)	680	619	650	621	567	567	567	567
Hazardous Conditions	48	43	60	42	38	38	38	38
Service Calls	47	41	40	50	46	46	46	46
Good Intent Calls (Authorized controlled burns, smoke scares)	47	63	70	79	69	69	69	69
False Alarms & False Calls	144	146	180	106	154	154	154	154
Severe Weather & Natural Disaster	3	-	2	-	-	-	-	-
Total Calls	1,015	951	1,038	931	910	910	910	910
<i>Outcome/results</i>								
Number of volunteers attending training	35	35	45	45	45	45	45	45
Total training hours	1,167	1,167	2,100	2,100	2,100	2,100	2,100	2,100
Number of volunteers trained as EMT or MRT	35	35	42	42	35	35	35	35
Number of volunteers trained to use defibrillators	45	45	45	45	45	45	45	45
Number of State Fire Certified volunteers	32	32	30	30	35	35	35	35
<i>Efficiency</i>								
Cost of dept/cost of total general fund operations	0.13%	0.12%	0.12%	0.11%	0.11%	0.12%	0.11%	0.11%

City of Norwich Laurel Hill Volunteer Fire Department Organization Chart



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 become 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. 3 firefighters were trained to the firefighter 1 level.
2. 2 firefighters were trained to the firefighter 2 level.
3. Completed renovations to the Laurel Hill Fire Company to allow for installation of a new washer purchased through a federal grant and little cost to the City.
4. Purchased a thermal Imaging Camera through a federal grant and little cost to the City.
5. 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
2011-12 ADOPTED BUDGET**

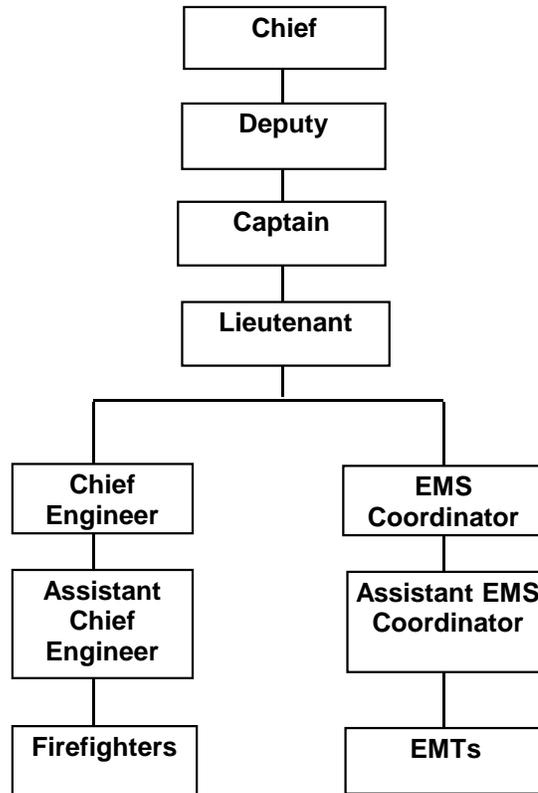
	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 REVISED BUDGET	2009-10 ACTUAL	2010-11 REVISED BUDGET	2011-12 BUDGET REQUEST	2011-12 MANAGER'S PROPOSED	2011-12 ADOPTED BUDGET
24 LAUREL HILL VFD								
80016 CLOTHING ALLOWANCE	3,118	10	2,000	3,946	1,000	1,000	1,000	1,000
80021 MATERIALS & SUPPLIES	4,002	594	7,000	4,034	4,723	4,723	4,000	4,000
80023 GAS OIL & GREASE	1,470	2,218	1,941	2,039	1,941	2,018	2,018	2,018
80031 RADIO SERVICE	8,592	74	3,500	400	3,000	3,000	0	0
80032 EQUIP & FURN MAINT	13,966	32,378	14,345	15,317	13,773	13,773	16,000	16,000
80033 TELEPHONE	6,056	5,196	4,500	5,947	4,500	4,500	4,500	4,500
80035 UTILITIES	6,631	6,638	7,000	6,315	7,770	6,270	6,979	6,979
80040 BLDG & GRND MAINT	4,053	7,757	6,500	7,400	6,000	6,000	6,000	6,000
80048 DEPARTMENTAL EXPENSE	2,672	234	0	0	0	0	0	0
80057 DUES, LICENSES, SUBSCRIPTIONS	0	0	0	0	500	500	500	500
80059 TRAINING	1,745	4,845	9,000	3,651	8,500	8,500	5,000	5,000
80065 PROTECTIVE CLOTHING	4,984	1,824	0	0	0	0	0	0
85949 MISCELLANEOUS EQUIP	12,309	9,119	0	0	0	0	0	0
TOTALS	69,598	70,887	55,786	49,049	51,707	50,284	45,997	45,997

Notes on some of the line items:

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

Performance Measure	ACTUAL	ACTUAL	PROJECTED	ACTUAL	PROJECTED	PROJECTED	PROJECTED	PROJECTED
<i>Inputs</i>								
<i>Workload/outputs</i>								
Brush Fires	3	4	7	3	7	4	4	4
Structure Fires	7	6	3	11	3	6	6	6
Fire Alarms	11	22	32	19	32	22	22	22
Service Calls	4	6	15	29	15	6	6	6
Rescue/Emergency	2	5	3	4	3	5	5	5
Motor Vehicle Accidents	6	4	15	3	15	4	4	4
Vehicle Fires	2	1	4	1	4	1	1	1
Haz-Mat Calls	2	2	3	1	3	2	2	2
Mutual Aid	29	31	21	36	21	31	31	31
CO Problems	1	1	5	1	5	1	1	1
Water Emergency	11	5	4	22	4	5	5	5
Medical Calls	24	21	41	20	41	21	21	21
Total Calls	102	108	153	150	153	108	108	108
<i>Outcome/results</i>								
Accidents involving city fire vehicles	-	-	-	-	-	-	-	-
Civilian Casualties	-	-	-	-	-	-	-	-
Fire Service Injuries	-	-	-	-	-	-	-	-
Drills/Training	78	76	78	76	78	76	76	76
Training Hours	3,300	3,100	3,250	3,100	3,250	3,100	3,100	3,100
Community events attended	25	22	24	22	24	22	22	22
Percentage of women/minority members	31.00%	33.00%	33.00%	38.00%	33.00%	33.00%	33.00%	33.00%
Firefighters with State of CT Certifications	98.00%	97.00%	96.00%	97.00%	96.00%	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	3.5
Cost of dept/cost of total general fund operation	0.07%	0.07%	0.05%	0.05%	0.05%	0.04%	0.04%	0.04%

City of Norwich Occum Volunteer Fire Department Organization Chart



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.

VALUES:

- Professionalism
- Safety
- Service
- Fiscal Integrity
- Efficiency

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. 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 doing door to door recruitment as well as a mailing drive. **(G1)**
10. Continue extensive training both in house and outside the department. **(G1)**

ACCOMPLISHMENTS:

1. Sent 3 personnel to Fire Fighter 1 Class as well as increasing EMS personnel by 1(EMT-B).
2. Successfully mitigated emergency calls for the past year with no serious injuries to personnel.
3. Achieved training goals set forth by the oversight committee including OSHA and DEP training.
4. Conducted Hazardous Material Training to the Awareness and Operational Level.
5. All members completed NIMS 100 & 200 with the officers also completing the 700 series.
6. Attended Ice Rescue Training with Taftville Fire Department, certifying 3 Ice Rescue personnel.

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2011-12 ADOPTED BUDGET**

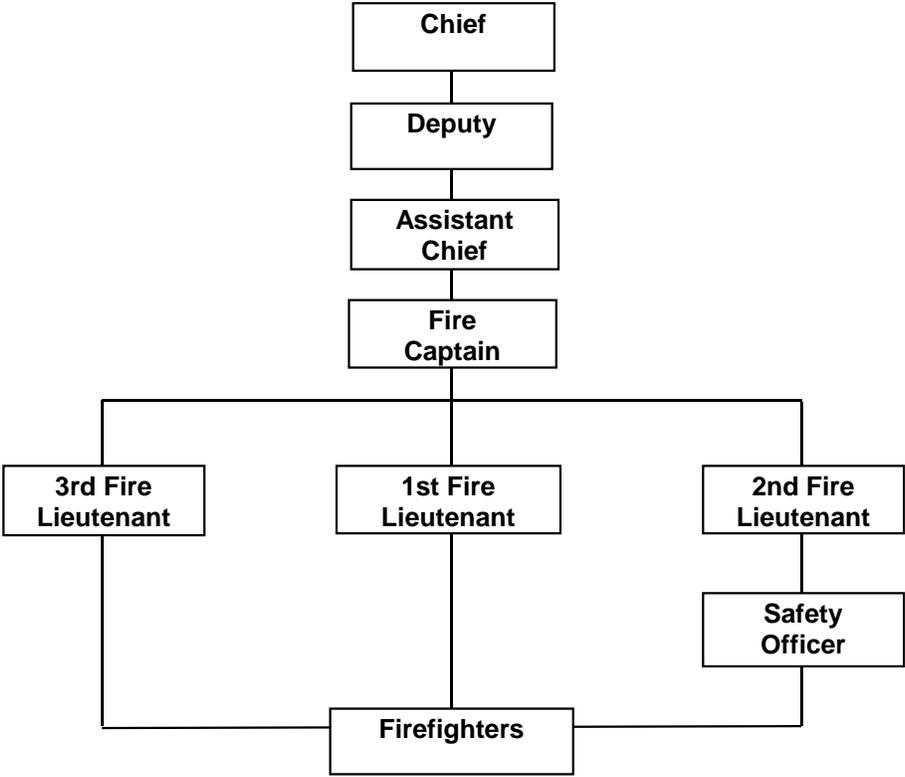
		2007-08 ACTUAL	2008-09 ACTUAL	2009-10 REVISED BUDGET	2009-10 ACTUAL	2010-11 REVISED BUDGET	2011-12 BUDGET REQUEST	2011-12 MANAGER'S PROPOSED	2011-12 ADOPTED BUDGET
25	OCCUM VFD								
80016	CLOTHING ALLOWANCE	2,150	492	2,150	492	1,000	1,000	500	500
80021	MATERIALS & SUPPLIES	11,503	14,724	14,000	21,592	10,215	14,000	5,000	5,000
80023	GAS OIL & GREASE	1,674	1,710	2,208	1,419	2,000	2,000	2,000	2,000
80031	RADIO SERVICE	285	2,828	2,000	272	1,500	2,000	0	0
80032	EQUIP & FURN MAINT	8,486	2,403	21,500	6,526	20,000	24,000	22,000	22,000
80033	TELEPHONE	1,574	2,003	2,400	2,818	2,400	2,400	2,400	2,400
80035	UTILITIES	9,052	11,348	10,500	9,904	11,466	11,466	11,466	11,466
80040	BLDG & GRND MAINT	17,854	12,717	9,550	18,643	9,051	11,000	11,000	11,000
80048	DEPARTMENTAL EXPENSE	3,499	3,210	0	0	0	0	0	0
80057	DUES, LICENSES, SUBSCRIPTIONS	0	0	800	195	500	500	500	500
80059	TRAINING	8,748	1,957	10,594	6,630	10,000	10,000	8,000	8,000
80065	PROTECTIVE CLOTHING	12,505	3,187	0	0	0	0	0	0
	TOTALS	77,330	56,579	75,702	68,491	68,132	78,366	62,866	62,866

Notes on some of the line items:

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

Performance Measure	ACTUAL	ACTUAL	PROJECTED	ACTUAL	PROJECTED	PROJECTED	PROJECTED	PROJECTED
<i>Inputs</i>								
<i>Workload/outputs</i>								
CO Problem	10	1	10	2	3	4	4	4
Structural fires	5	2	17	3	3	3	3	3
Mutual aid (fire & medical)	34	25	32	37	30	40	40	40
Assorted fires	13	34	26	8	40	12	12	12
Service calls	6	8	17	32	10	30	30	30
Other calls	35	26	52	54	31	60	60	60
Emergency medical calls	89	71	110	84	80	90	90	90
Total Calls	192	167	264	220	197	239	239	239
<i>Outcome/results</i>								
Accidents involving city vehicles	-	-	-	-	-	-	-	-
Civillian casualties	-	-	-	-	-	-	-	-
Fire service injuries	-	-	-	-	-	-	-	-
Drills (weekdays and evenings)	70	71	70	78	80	80	80	80
Drills (man hours) in house	2100+	2,100	2100+	1,922	2,400	2,000	2,000	2,000
Community events attended	25	25	25	28	25	28	28	28
Percentage of women/minority	30.00%	30.00%	30.00%	25.00%	30.00%	40.00%	40.00%	40.00%
Firefighters with State of CT certification	45.00%	45.00%	45.00%	45.00%	65.00%	50.00%	50.00%	50.00%
Percentage of personnel with EMT certification	65.00%	65.00%	65.00%	45.00%	70.00%	50.00%	50.00%	50.00%
<i>Efficiency</i>								
Average response time (minutes)	3.5	3.5	3.5	3.2	3.5	3.5	3.5	3.5
Cost of dept/cost of total general fund operations	0.07%	0.05%	0.07%	0.07%	0.07%	0.08%	0.06%	0.06%

**City of Norwich
Taftville Volunteer Fire Department
Organization Chart**



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. Seven firefighters attended National Fire Academy training.
5. Members attended the Connecticut Trails Council 100th Anniversary Boy Scout Jamboree
6. Increased public education program delivery.
7. Applied for several Fire Service Grants
8. Increased the department membership by 10%
9. Four members began training to become rescue divers
10. Continued with energy efficiency upgrades to the station.
11. No accidents involving city apparatus.

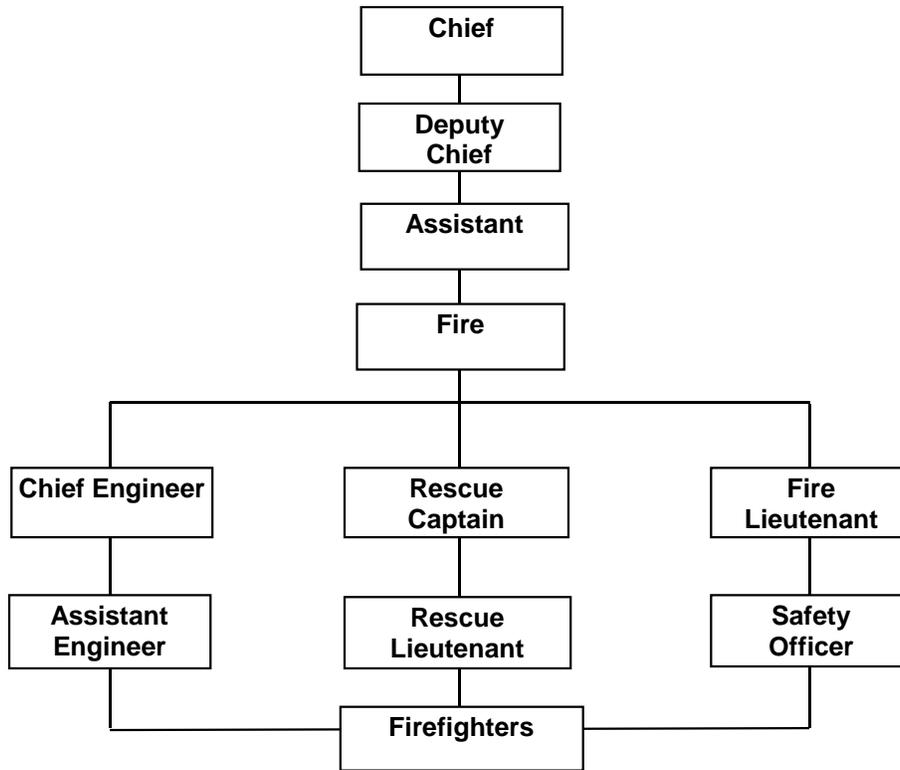
CITY OF NORWICH GENERAL FUND EXPENDITURES 2011-12 ADOPTED BUDGET									
		2007-08 ACTUAL	2008-09 ACTUAL	2009-10 REVISED BUDGET	2009-10 ACTUAL	2010-11 REVISED BUDGET	2011-12 BUDGET REQUEST	2011-12 MANAGER'S PROPOSED	2011-12 ADOPTED BUDGET
26	TAFTVILLE VFD								
80016	CLOTHING ALLOWANCE	4,383	3,955	3,500	5,322	1,000	3,500	3,000	3,000
80021	MATERIALS & SUPPLIES	22,436	19,959	24,165	15,301	19,053	24,500	17,000	17,000
80023	GAS OIL & GREASE	5,376	6,448	3,872	8,522	6,972	3,990	3,990	3,990
80031	RADIO SERVICE	5,195	1,626	4,000	6,489	4,000	4,000	0	0
80032	EQUIP & FURN MAINT	11,705	33,858	25,000	33,054	25,000	29,000	29,000	29,000
80033	TELEPHONE	7,941	9,617	6,000	8,075	6,000	6,000	6,000	6,000
80035	UTILITIES	16,309	19,708	19,000	18,152	20,358	17,058	16,796	16,796
80040	BLDG & GRND MAINT	25,524	13,553	23,000	11,683	20,000	38,000	20,000	20,000
80048	DEPARTMENTAL EXPENSE	3,530	6,532	0	0	0	0	0	0
80057	DUES, LICENSES, SUBSCRIPTIONS	0	0	2,000	1,524	2,000	2,000	2,000	2,000
80059	TRAINING	7,001	17,478	15,000	15,849	15,000	20,000	17,000	17,000
82749	FIREMEN'S GEAR	24,887	14,002	0	0	0	0	0	0
83849	RESCUE EQUIPMENT	0	1,542	0	0	0	0	0	0
81149	PORTABLE RADIOS	0	2,908	0	0	0	0	0	0
81749	FIRE HOSE-FITTINGS	4,510	0	0	0	0	0	0	0
85949	MISCELLANEOUS EQUIP	6,467	494	0	0	0	0	0	0
TOTALS		145,264	151,680	125,537	123,971	119,383	148,048	114,786	114,786

Notes on some of the line items:

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

Performance Measure	ACTUAL	ACTUAL	PROJECTED	ACTUAL	PROJECTED	PROJECTED	PROJECTED	PROJECTED
<i>Inputs</i>								
<i>Workload/outputs</i>								
Structural fires	31	29	31	31	30	30	30	30
Mutual aid	15	53	15	15	65	65	65	65
Standby	15	12	15	15	15	15	15	15
Water Rescue	1	1	1	1	5	5	5	5
Service Calls	19	20	19	19	20	20	20	20
Emergency Medical Calls	457	376	457	457	450	450	450	450
Motor Vehical Accidents	56	46	56	56	56	56	56	56
False Alarms	51	68	51	51	60	60	60	60
Brush Fires	2	4	2	2	2	2	2	2
Other	2	2	2	2	2	2	2	2
Investigation	49	20	49	49	25	25	25	25
Total Calls	698	631	698	698	730	730	730	730
<i>Outcome/results</i>								
Accidents involving city vehicles	-	-	-	-	-	-	-	-
Civilian casualties	-	-	-	-	-	-	-	-
Fire Service injuries	-	-	-	-	-	-	-	-
Drills (weekdays and evenings)	70	70	70	70	70	70	70	70
Drills (man hours)	7,472	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%	6.00%
Firefighters with State of CT certification	90.00%	90.00%	90.00%	90.00%	90.00%	90.00%	90.00%	90.00%
<i>Efficiency</i>								
Average response time (minutes)	3.5	3.5	3.5	3.5	3.5	3.5	3.5	3.5
Cost of dept/cost of total general fund operation:	0.14%	0.14%	0.12%	0.12%	0.11%	0.14%	0.11%	0.11%

City of Norwich Yantic Volunteer Fire Department Organization Chart



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 volunteer 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 near 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. **(G3)**

ACCOMPLISHMENTS:

1. Won Life Safety Achievement Award for zero fire deaths.
2. Brought four new members into our department, hosted a State Certified FF 1 class in Yantic and certified an additional 2.
3. Continue to work with the Taftville Fire Company to revive and establish the Norwich Underwater Search & Rescue Team – DIVE 23, currently on-line and able to respond.
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
2011-12 ADOPTED BUDGET**

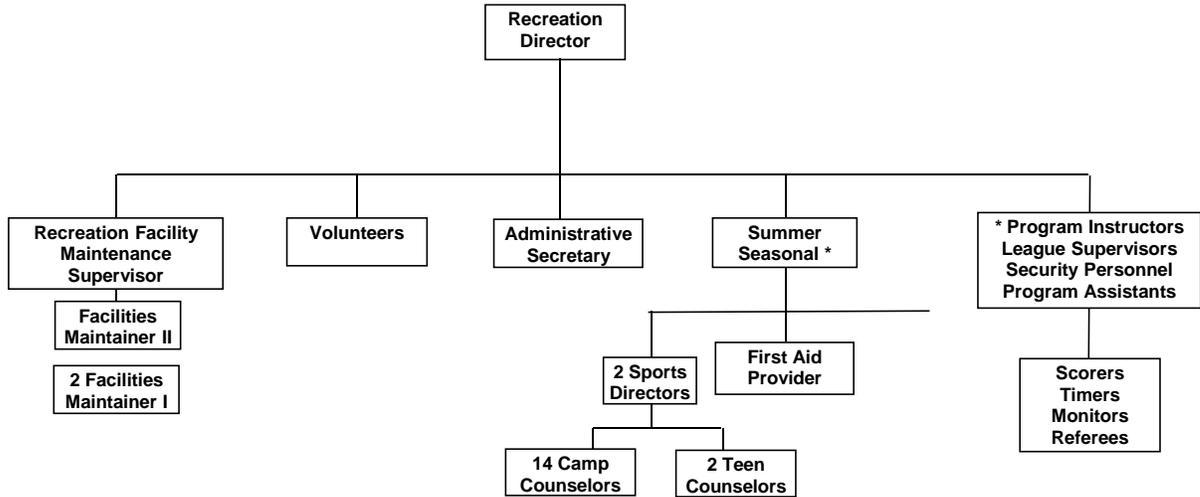
	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 REVISED BUDGET	2009-10 ACTUAL	2010-11 REVISED BUDGET	2011-12 BUDGET REQUEST	2011-12 MANAGER'S PROPOSED	2011-12 ADOPTED BUDGET
27 YANTIC VFD								
80016 CLOTHING ALLOWANCE	3,442	2,185	3,000	895	1,000	3,842	1,000	1,000
80021 MATERIALS & SUPPLIES	31,502	26,782	26,000	22,479	20,940	27,600	22,000	22,000
80023 GAS OIL & GREASE	7,679	6,909	5,719	5,282	5,719	5,780	5,780	5,780
80031 RADIO SERVICE	2,757	4,430	4,000	3,130	3,000	4,000	0	0
80032 EQUIP & FURN MAINT	13,939	12,975	23,000	27,355	15,000	23,437	18,000	18,000
80033 TELEPHONE	4,554	5,156	4,500	5,831	4,500	4,500	4,500	4,500
80035 UTILITIES	19,271	25,080	21,500	22,979	24,372	24,372	21,910	21,910
80040 BLDG & GRND MAINT	16,646	25,704	20,000	23,725	19,000	22,355	20,500	20,500
80048 DEPARTMENTAL EXPENSE	7,201	14,122	0	0	0	0	0	0
80057 DUES, LICENSES, SUBSCRIPTIONS	0	0	1,000	1,144	2,539	2,674	2,539	2,539
80059 TRAINING	13,935	14,560	18,025	4,388	18,000	22,540	18,000	18,000
80060 FIRE ALARM SYSTEM	1,161	0	0	0	0	0	0	0
80065 PROTECTIVE CLOTHING	7,138	26,576	0	0	0	0	0	0
NON RECURRING ITEMS								
81149 PORTABLE RADIOS	0	4,839	0	0	0	0	0	0
85949 MISCELLANEOUS EQUIP	20,174	4,290	0	0	0	0	0	0
TOTALS	149,399	173,608	126,744	117,208	114,070	141,100	114,229	114,229

Notes on some of the line items:

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

Performance Measure	ACTUAL	ACTUAL	PROJECTED	ACTUAL	PROJECTED	PROJECTED	PROJECTED	PROJECTED
<i>Inputs</i>								
<i>Workload/outputs</i>								
Structure Fires	26	21	20	18	20	20	20	20
False Alarms	17	16	15	20	10	10	10	10
Internal alarms	73	82	110	88	100	100	100	100
Miscellaneous calls	62	66	90	83	50	50	50	50
Rescue/emergency	259	266	200	277	250	250	250	250
Vehical accidents	77	83	100	81	100	100	100	100
Automobile fire	19	18	30	15	20	20	20	20
Grass/brush fires	9	11	20	10	20	20	20	20
Chemical incidents	12	10	20	11	5	5	5	5
Mutual aid	29	31	20	33	30	30	30	30
Service calls	21	33	50	43	50	100	100	100
Total Calls	604	637	675	679	655	705	705	705
<i>Outcome/results</i>								
Accidents involving city fire vehicles	-	1	-	-	-	-	-	-
Civillian casualties	-	-	-	-	-	-	-	-
Fire service casualties	-	-	-	-	-	-	-	-
Fire-related civilian casualties	-	-	-	-	-	-	-	-
Fire-related injuries	3	2	-	2	-	-	-	-
Public education man hours	700	800	800	702	800	800	800	800
Training man hours	2,105	2,165	2,500	2,263	2,500	2,500	2,500	2,500
Firefighters with State of CT certification	96.00%	97.00%	95.00%	95.00%	95.00%	95.00%	95.00%	95.00%
Percentage of personnel receiving EMT training	58.00%	58.00%	60.00%	59.00%	60.00%	62.00%	62.00%	62.00%
<i>Efficiency</i>								
Average response time (minutes)	3.2	3.2	3.2	3.2	3.2	3.2	3.2	3.2
Cost of dept/cost of total general fund operations	0.14%	0.16%	0.12%	0.12%	0.11%	0.14%	0.11%	0.11%

City of Norwich Recreation Department Organization Chart



* All of the Summer Seasonal and Program personnel excluding the lifeguards will be paid for strictly with fees outside of the General Fund.

RECREATION

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

VISION: To provide exceptional facilities, programs and services that can be enjoyed by all Norwich residents.

VALUES:

- Responsible and Equitable Service
- Integrity
- Fiscal Responsibility
- Efficiency

GOALS & ACTION PLANS:

1. Promote the health, social and economic benefits of a strong community recreation program by providing benefits information in all promotional material and making better use of the media in conveying the importance of recreation.
2. Improve the physical appearance of the Recreation Department building, rooms and offices. Improvements will include painting, door and window upgrades and landscaping. **(G6)**
3. Evaluate the opportunities available for individuals with disabilities to participate in programs by identifying current participation rates; conducting a needs assessment of disabled individuals not currently participating; and evaluating the accessibility of existing recreation programs and facilities for disabled individuals according to ADA guidelines.
4. Continue to seek opportunities that will lead to the establishment of a Community Center. **(G6)**
5. Improve the bathhouse at Mohegan Park. Improvements to include ADA upgrades and restroom facilities. **(G6)**
6. Expand the Summer Program to include a ½ day program for children ages 4 – 5.
7. Expand and improve the Recreation Department maintenance building. **(G6)**

ACCOMPLISHMENTS:

1. Applied for and received approval for Community Development Block Grant funds to provide before and after care for our 2011 summer camp program.
2. Conducted fundraising clinics for improvements to the Donald Alfiero Skatepark. The improvements included the addition of a new ramp and signage.
3. Worked in partnership with the Otis Library to increase programs to preschool age children.
4. Completed the Greeneville playground project. The project included the replacement of the basketball courts, perimeter fencing and installation of a new playscape.

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2011-12 ADOPTED BUDGET**

		2007-08 ACTUAL	2008-09 ACTUAL	2009-10 REVISED BUDGET	2009-10 ACTUAL	2010-11 REVISED BUDGET	2011-12 BUDGET REQUEST	2011-12 MANAGER'S PROPOSED	2011-12 ADOPTED BUDGET
32 RECREATION DEPARTMENT									
80011	HEAD OF DEPT	66,576	68,732	68,732	68,732	71,970	75,654	75,654	75,654
80012	EMPLOYEES	206,642	233,859	215,521	221,030	215,521	222,665	202,856	203,256
80013	PART TIME EMPLOYEES	119,960	108,815	100,740	97,684	20,000	20,000	20,000	20,000
80014	OVERTIME	5,946	4,477	0	2,324	0	0	0	0
89999	FRINGE BENEFITS	185,151	172,684	139,457	139,457	149,093	159,570	156,285	156,001
80015	PROFESSIONAL SERVICE	62,207	56,872	46,000	42,901	25,000	25,000	25,000	25,000
80021	MATERIALS & SUPPLIES	24,183	23,106	20,000	27,096	10,000	10,000	10,000	10,000
80023	GAS OIL & GREASE	7,321	10,856	7,481	7,477	6,681	8,072	8,072	8,072
80032	EQUIP & FURN MAINT	0	1,307	0	3,129	3,000	3,000	3,000	3,000
80033	TELEPHONE	2,044	2,774	1,900	2,734	1,900	1,900	1,900	1,900
80034	POSTAGE	491	217	500	58	500	500	500	500
80035	UTILITIES	20,231	22,809	20,000	16,180	14,500	10,000	14,470	14,470
80037	MILEAGE	0	373	250	117	250	250	250	250
80040	BLDG & GRND MAINT	76,211	78,734	60,000	43,861	25,000	25,000	25,000	25,000
80048	DEPARTMENTAL EXPENSE	3,598	3,267	0	0	0	0	0	0
80145	NON-RECURRING	7,500	0	0	0	0	0	0	0
86007	OCCUM ENVIR TESTING/MAINT	16,925	15,000	17,500	14,900	17,500	8,000	8,000	8,000
86008	BOATING PROGRAM	16,283	3,084	2,500	0	0	0	0	0

TOTALS		821,269	806,966	700,581	687,680	560,915	569,611	550,987	551,103
---------------	--	----------------	----------------	----------------	----------------	----------------	----------------	----------------	----------------

Performance Measure	ACTUAL	ACTUAL	PROJECTED	ACTUAL	PROJECTED	PROJECTED	PROJECTED	PROJECTED
<i>Inputs</i>								
Full-time equivalent employees	7	6	6	6	6	6	5.5	5.5
<i>Workload/outputs</i>								
Number of your program hours	2,045	1,980	2,100	1,900	2,000	1,800	1,800	1,800
Total acreage of athletic facilities	94	94	94	94	94	94	94	94
<i>Outcome/ Results</i>								
Number of youth registrations	3,870	4,618	4,670	4,600	4,650	4,400	4,400	4,400
<i>Efficiency Measures</i>								
Recreation budget as % of total general fund budget	0.79%	0.76%	0.68%	0.68%	0.54%	0.55%	0.54%	0.54%
Full-time staff salary cost as percentage of department budget	33.27%	37.50%	40.57%	42.14%	51.59%	52.37%	50.55%	50.61%

RECREATION

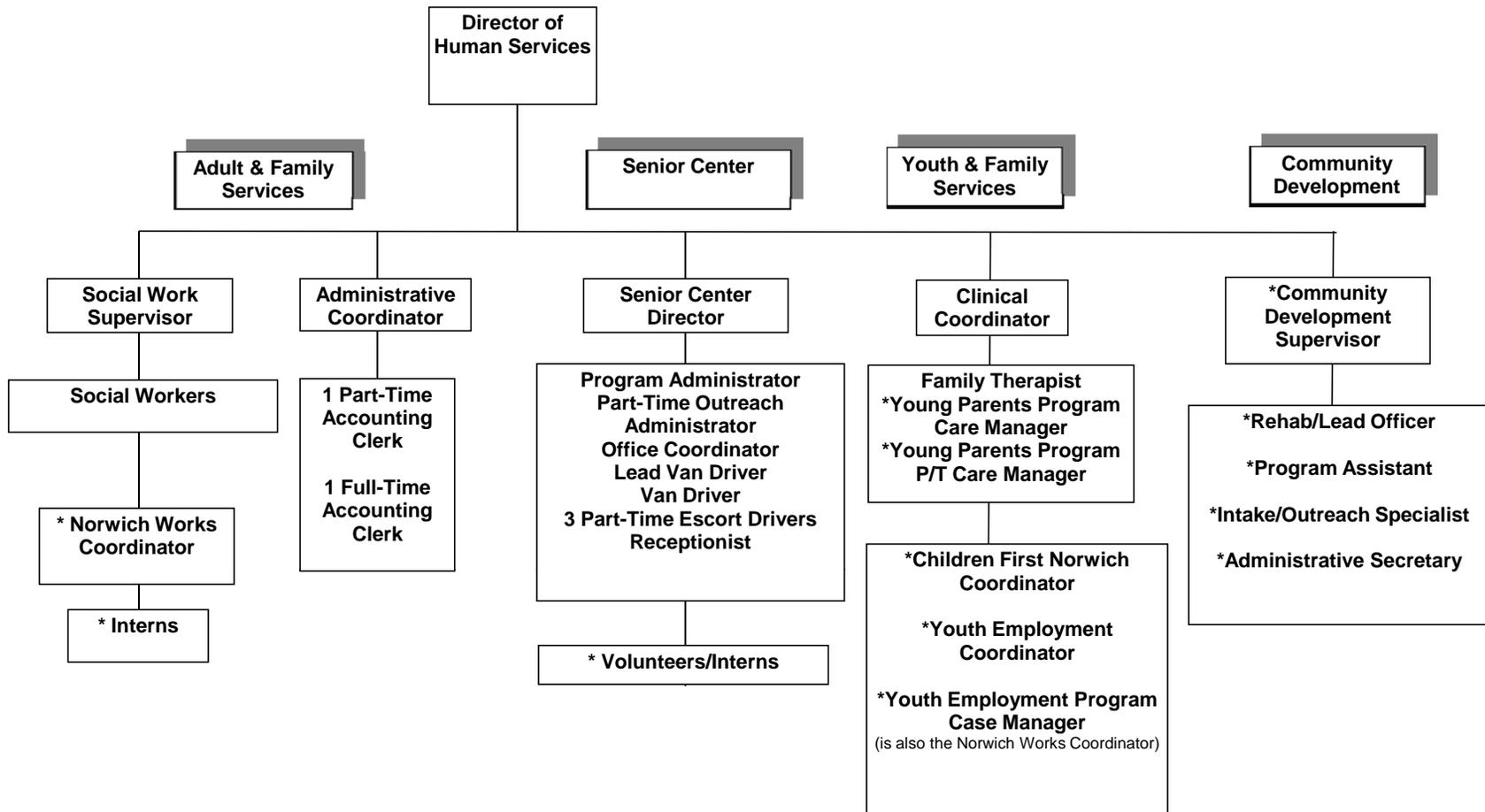
Director of Recreation				75,654
Recreation Facilities Mtn. Supervisor	1.00 @	57,379	57,379	
Recreation Facilities Maintainer II	1.00 @	44,825	44,825	
Recreation Facilities Maintainer I	1.50 @	39,618	59,427	*
Administrative Secretary	1.00 @	41,625	41,625	<u>203,256</u>
		TOTAL WAGES		<u>278,910</u>
Part Time Employees:				
Camp Director	0 @	4,620.00	0	
Assistant Camp Director	0 @	3,780.00	0	
Camp Counselor	0 @	2,800.00	0	
Teen Counselors	0 @	2,800.00	0	
First Aid/CPR or Athletic Trainer	0 @	3,360.00	0	
Seasonal Maintenance	0 @	6,400.00	0	
Waterfront:				
Waterfront Director	1 @	7,668.00	7,668	
Lifeguards	4 @	3,083.00	<u>12,332</u>	
TOTAL PART TIME			<u>20,000</u>	

* The two Facilities Maintainer I positions have been budgeted for 9-months.

Revenues:

The Recreation Department generates revenues to offset a portion of expenses for professional services and building & ground maintenance. This amount is included in revenue account 70243. It is estimated revenues will be in excess of \$40,000 for fiscal year 2010-11.

City of Norwich Human Services Department Organization Chart



* - Unpaid or grant-funded positions. (NOTE: Young Parents Care Managers are currently funded through 2/28/12)

CITY OF NORWICH
GENERAL FUND EXPENDITURES - SUMMARY OF HUMAN SERVICES
2011-12 ADOPTED BUDGET

		2007-08 ACTUAL	2008-09 ACTUAL	2009-10 REVISED BUDGET	2009-10 ACTUAL	2010-11 REVISED BUDGET	2011-12 BUDGET REQUEST	2011-12 MANAGER'S PROPOSED	2011-12 ADOPTED BUDGET
HUMAN SERVICES DEPARTMENT									
01033	Admin/ Adult & Family Services	579,150	593,854	586,063	573,916	575,544	620,477	523,425	600,512
01036	Senior Citizens Center	582,745	573,625	492,695	498,012	482,600	500,934	500,635	503,263
01037	Youth & Family Services	250,367	300,737	163,375	164,081	170,394	177,066	178,514	178,446
TOTALS		1,412,262	1,468,216	1,242,133	1,236,009	1,228,538	1,298,477	1,202,574	1,282,221

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, Partnership to End Homelessness in Southeastern CT, Economic Development Education Committee. **(G5)**

ACCOMPLISHMENTS:

1. Assisted 972 Norwich disabled and elderly residents apply for the State of CT Renter's Rebate Program which brought back over \$422,000 to the community in rebates.
2. Continued the Volunteer Income Tax Assistance Program and filed CT and Federal returns for 205 low-income families and brought back over \$320,000+ 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 \$72,000 in utility assistance to Norwich residents.
4. Awarded \$67,000 from the ARRA (American Recovery & Reinvestment Act) funded "NEG (National Employment Grant)/Foxwoods Grant." This grant was made available in partnership with TVCCA to provide case management services to displaced workers from Foxwoods Casino. Funding was used to hire a Social Worker to provide these services.
5. 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, 2 of whom completed their degree this year. In addition, 21 people completed the Certified Nurse's Aid Program, 4 completed the Patient Care Tech Program, and 1 completed the Medical Billing Program.

6. Sheltered 67 Norwich homeless residents in the Norwich Hospitality Center and found permanent housing for 31% of them. Garnered over \$46,000 in grants and awards to operate the Center.
7. Awarded \$38,350 in grants and donations through the Norwich Safety Net Team for the provision of basic needs to Norwich families and individuals.
8. Awarded \$28,500 in federal emergency rent/mortgage funds for economically distressed Norwich families and individuals. Also awarded an additional \$14,000 in ARRA (American Recovery & Reinvestment Act) funding for assistance with rents/mortgages.
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 450 children, representing more than 150 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 2009/10: \$315,700

GRANT DESCRIPTIONS

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

Federal Grants:

Community Development Block Grant/ Hospitality Center \$29,500 – 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 \$15,000.00– Provides supportive housing services for the homeless and those at risk of becoming homeless in Norwich.

Community Development Block Grant/ Training Services \$50,000 – Provides job training and support services to low-income Norwich residents.

Community Development Block Grant/ Food Pantries \$10,000 – Provides funding to Norwich Food pantries who serve low-income Norwich residents.

Community Development Block Grant/ Child Care Assistance \$15,000 – Provides funding to low-income Norwich families for assistance with childcare.

Emergency Food & Shelter Program (passed through United Way) \$22,000 - Federal Emergency Food & Shelter Program provides for emergency rent and utility assistance for Norwich families/ individuals.

State of Connecticut Grants:

Kinship & Respite Programs \$30,000 - Funding received from State of Connecticut Probate Court to assist non-parent relative guardians of minor children. No city funds are required.

Private Grants:

Safety Net Team \$25,000 - Funding received from local foundation grants and donations from the community allow for the provision of programs such as a 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 \$11,500 – Provides subsidized employment opportunities to homeless people staying at the Hospitality Center to help them re-enter the workforce.

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

CITY OF NORWICH GENERAL FUND EXPENDITURES 2011-12 ADOPTED BUDGET									
		2007-08 ACTUAL	2008-09 ACTUAL	2009-10 REVISED BUDGET	2009-10 ACTUAL	2010-11 REVISED BUDGET	2011-12 BUDGET REQUEST	2011-12 MANAGER'S PROPOSED	2011-12 ADOPTED BUDGET
33	Administration/ Adult & Family Services								
80011	HEAD OF DEPT	71,459	73,847	73,846	73,847	55,385	73,846	76,800	77,568
80012	EMPLOYEES	300,364	328,676	325,522	321,791	325,522	336,915	261,558	314,841
89999	FRINGE BENEFITS	156,925	136,955	134,695	134,695	153,637	168,716	144,467	167,503
80021	MATERIALS & SUPPLIES	4,397	7,375	6,500	5,267	4,000	4,000	4,000	4,000
80032	EQUIP & FURN MAINT	8,295	6,052	8,500	6,658	5,000	5,000	5,000	5,000
80033	TELEPHONE	5,855	4,319	5,500	4,371	5,000	5,000	5,000	5,000
80034	POSTAGE	1,638	2,016	3,000	2,796	3,000	3,000	2,600	2,600
80037	MILEAGE	3,075	2,934	4,500	1,153	2,000	2,000	2,000	2,000
80039	PRINTING	302	220	1,000	714	1,000	1,000	1,000	1,000
80048	DEPARTMENTAL EXPENSE	3,145	2,972	0	0	0	0	0	0
80057	DUES, LICENSES, SUBSCRIPTIONS	0	0	2,000	1,966	1,000	1,000	1,000	1,000
80059	TRAINING	0	0	1,000	635	1,000	1,000	1,000	1,000
83514	HUMAN SERVICES PROGRAMS	23,695	28,488	20,000	20,023	19,000	19,000	19,000	19,000
TOTALS		579,150	593,854	586,063	573,916	575,544	620,477	523,425	600,512

Performance Measure	ACTUAL	ACTUAL	PROJECTED	ACTUAL	PROJECTED	PROJECTED	PROJECTED	PROJECTED
<i>Inputs</i>								
Full-time equivalent employees	8.5	8.5	8.5	8.5	8.25	8.25	6	7
<i>Workload/outputs</i>								
<i>Number Served</i>								
Job Placement	162	203	170	206	250	225	225	225
Rent and housing	94	140	102	117	120	120	120	120
Relocation due to condemnation								
Adults	38	77	70	40	70	50	50	50
Children	34	25	20	9	20	10	10	10
Utilities	570	608	620	482	400	450	450	450
Food (number of bags given)	2,633	50	-	152	75	160	160	160
Emergency prescriptions	201	226	200	102	200	125	125	125
Financial aid to seniors	20	33	35	11	30	30	30	30
Backpacks (back-to-school assistance)	700	664	700	700	700	700	700	700
Case management	1,651	1,599	1,799	1,628	1,500	1,600	1,600	1,600
<i>Outcome/ Results</i>								
% of people applying for relocation who are housed	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
% of people at shelter who become permanently housed	53.00%	51.00%	55.00%	47.00%	53.00%	53.00%	53.00%	53.00%
Total amount of federal dollars received for housing	\$20,000	\$35,000	\$20,000	\$22,000	\$27,000	\$22,000	\$22,000	\$22,000
Percentage change in federal dollars received for housing	0.00%	75.00%	0.00%	-0.37%	0.00%	0.00%	0.00%	0.00%
Total amount in safety net services funding	\$14,000	\$38,350	\$20,000	\$31,760	\$30,000	\$25,000	\$25,000	\$25,000
# of families assistance with Earned Income Tax Credit	155	205	225	280	300	325	325	325
Amount of dollars into community due to EITC	\$178,794	\$262,671	\$250,000	\$320,000	\$270,000	\$325,000	\$325,000	\$325,000
% of clients served in Norwich Works who become gainfully employed	93.00%	95.00%	97.00%	20.00%	95.00%	50.00%	50.00%	50.00%
% of Norwich Works participants successfully completing training	89.00%	95.00%	100.00%	86.00%	97.00%	95.00%	95.00%	95.00%
<i>Efficiency Measures</i>								
Human Services budget as % of total general fund budget	0.55%	0.56%	0.57%	0.57%	0.56%	0.60%	0.51%	0.59%

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 for senior citizens in the community.

VALUES: Integrity, Compassion, and Self-worth

GOALS & ACTION PLANS:

1. Continue to offer programs such as exercise, yoga, tai-chi, educational and social events to foster independence and promote a healthy lifestyle. **(G1)**
2. Provide an Outreach Worker 21 hrs per week funded by the City of Norwich and 7 additional hours a week with Grant money to assist seniors with entitlement programs, Medicare assistance, financial planning, supplemental insurances, housing and emotional support services, etc. **(G1)**
3. Offer the opportunity to support 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 13th 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 and cost the city NO money. **(G3)**
5. Provide general 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. 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 in excess of \$75,000 and is a joint effort between Norwich and Montville. **(G1)**

ACCOMPLISHMENTS:

1. Received a \$75,126 State of Connecticut Department of Transportation grant for Regional Out-Of-Town Medical Transportation with the Town of Montville 5th Year.(G1/G3)
2. Delivered 578 Farmers Market coupons to Norwich seniors.(G5)
3. Provided additional Outreach Services to the community through a \$6500 federal grant from Senior Resources.(G1/G4)
4. Co-sponsored a Flu Clinic with Backus Hospital that serviced 80 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 specifically about Senior Events and Services.(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. Fundraised over \$5,000 to support programs for Seniors(G4)
12. Made modifications to the south end of the building to provide more handicapped accessibility to the senior center.(G1)

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 – Augments Preventative Health Programs.

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

State Grants:

State of CT Transportation Grant \$75,126 – Collaborative Grant with Montville for the provision of out of town transportation for Seniors (Town of Montville is fiduciary)

Private Grants:

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

CITY OF NORWICH										
GENERAL FUND EXPENDITURES										
2011-12 ADOPTED BUDGET										
		2007-08	2008-09	2009-10	2009-10	2010-11	2011-12	2011-12	2011-12	
		ACTUAL	ACTUAL	REVISED	ACTUAL	REVISED	BUDGET	MANAGER'S	ADOPTED	
				BUDGET		BUDGET	REQUEST	PROPOSED	BUDGET	
36	Senior Citizen Center									
80011	HEAD OF DEPT	58,988	60,931	60,910	60,912	63,780	64,776	64,776	67,045	
80012	EMPLOYEES	252,812	277,124	242,619	241,094	242,620	251,111	251,111	251,111	
80013	PART TIME EMPLOYEES	13,820	10,243	5,000	2,844	0	0	0	0	
89999	FRINGE BENEFITS	141,690	129,986	108,430	108,430	143,418	151,848	155,197	155,556	
80021	MATERIALS & SUPPLIES	28,448	25,233	18,000	15,790	7,000	7,000	4,000	4,000	
80023	GAS OIL & GREASE	10,895	15,955	11,582	12,851	11,782	12,199	12,199	12,199	
80032	EQUIP & FURN MAINT	11,038	5,722	4,500	4,838	4,500	4,500	4,500	4,500	
80033	TELEPHONE	4,362	5,012	4,500	5,765	4,500	4,500	4,500	4,500	
80034	POSTAGE	1,741	1,500	3,500	3,500	3,500	3,500	3,500	3,500	
80037	MILEAGE	1,331	0	1,500	892	1,500	1,500	852	852	
80048	DEPARTMENTAL EXPENSE	1,804	1,334	0	0	0	0	0	0	
80057	DUES, LICENSES, SUBSCRIPTIONS	0	0	0	0	0	0	0	0	
80128	PREVENTIVE HEALTH CLINIC	23,069	24,119	26,635	23,676	0	0	0	0	
80131	ECAAAA GRANT	15,964	16,466	5,519	17,420	0	0	0	0	
80145	NON-RECURRING ITEM	16,783	0	0	0	0	0	0	0	
TOTALS		582,745	573,625	492,695	498,012	482,600	500,934	500,635	503,263	

Performance Measure	ACTUAL	ACTUAL	PROJECTED	ACTUAL	PROJECTED	PROJECTED	PROJECTED	PROJECTED
<i>Inputs</i>								
Full-time equivalent employees	7	7	6.5	6.5	6.5	6	6	6
<i>Workload/outputs</i>								
Number of Rose City Senior City memberships	2,100	2,150	2,200	2,597	2,280	2,600	2,600	2,600
<i>Number Served:</i>								
Preventative health clinic	2,500	2,500	2,500	981	2,500	1,000	1,000	1,000
Transportation	10,327	16,500	11,000	16,544	17,000	17,000	17,000	17,000
Outreach	753	795	800	817	800	800	800	800
Programs	42,500	42,500	43,500	44,017	43,000	44,000	44,000	44,000
<i>Outcome/ Results</i>								
Increase in innovative programming	3.00%	3.00%	3.00%	2.00%	3.00%	2.00%	2.00%	2.00%
Increase in homebound senior services	2.00%	2.00%	2.00%	0.00%	2.00%	0.00%	0.00%	0.00%
Increase in membership support	2.00%	3.00%	3.00%	2.00%	3.00%	2.00%	2.00%	2.00%
<i>Efficiency Measures</i>								
Budgeted/Actual Expenditures / memberships	277	267	224	192	212	193	193	194

SENIOR CITIZENS CENTER

Senior Citizens Director				67,045
Program Administrator	1 @	55,980	55,980	
Outreach Administrator (21 hours)	0.6 @	53,283	31,970	
Senior Center Office Coordinator	1 @	41,625	41,625	
Lead Van Driver	1 @	30,951	30,951	
Van Driver	1 @	30,195	30,195	
Receptionist	1 @	30,195	30,195	
Part-time Escort Drivers *	1 @	30,195	30,195	<u>251,111</u>
		TOTAL WAGES		<u>318,156</u>

NOTE: Some of the costs are partially offset by state grants and other revenues. (See revenue account 70227)

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

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)**
2. Ensuring positive life outcomes for Norwich teens and their children. **(G1)**
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. **(G2)(G3)**
7. 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)**
8. 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)**
9. Working with the middle schools to foster and support FWSN (Families with Service Needs) Team. **(G1) G2)**
10. Training youth in leadership skills. **(G1)(G2)(G4)**
11. Provide diversion services at the Middle schools. **(G2) (G3)**
12. 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)**
13. 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)**
14. Direct public forums and educational events for the community on pertinent issues. **(G2)**

ACCOMPLISHMENTS:

- Norwich Youth and Family Services fulfills its mandate 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 **\$87,468** through the State Department of Education to support services to youth (funds offset YFS salaries). In addition, received **\$7550** in Enhancement Funding which was used to provide additional programming.

- Employed **124** youth in a 5-week Summer Youth Employment Program funded by the Eastern Workforce Investment Board. Total monies brought into Norwich by this program---**\$188,650**
- Served **126** 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 **24** at-risk teens, through a contract with EASTCONN/Workforce Investment Board of **\$72,138**.
- Received an extension of “Summer Youth Employment” money which ran from January 2010-June 2010 which allowed us to support the employment of **29** youth in quality jobs. The total received during this time was **\$40,373**.
- 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.
- Facilitated an anti-smoking campaign at Kelly Middle School, impacting over **650** kids.
- 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 **\$81,000** 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 **40** young parents and their **20** babies.
- Received **\$36,250** from private and public donors to fund Children First Norwich. This is designed to promote healthy outcomes for Norwich children birth to age eight. This year the 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 **3,000** people at Mohegan Park and Touch a Truck Day, highlighting the importance of early care, attended by more than **500** 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.

GRANT DESCRIPTIONS

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

Federal Grants:

Department of Labor Workforce Investment Board \$67,356 – 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) – 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 \$102,774 – 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 \$43,477 was received for the Summer Youth Employment Program through Pipeline Funding and Bureau of Rehabilitation Services.

State of Connecticut Grants:

Department of Education \$87,556 – Offsets YFS Staff salaries

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

Private Grants:

Discovery Funds \$36,250 – Received for the Norwich Children First Initiative

CSDE Funding \$10,961 – Received for the Norwich Children First Initiative

Grants/Donations \$9,000 – Received for the Norwich Children First Initiative

SERC Funding \$24,000 – Received by Norwich Children First Initiative for Parent Leadership Training

CITY OF NORWICH GENERAL FUND EXPENDITURES 2011-12 ADOPTED BUDGET									
		2007-08 ACTUAL	2008-09 ACTUAL	2009-10 REVISED BUDGET	2009-10 ACTUAL	2010-11 REVISED BUDGET	2011-12 BUDGET REQUEST	2011-12 MANAGER'S PROPOSED	2011-12 ADOPTED BUDGET
37	Youth & Family Services								
80011	HEAD OF DEPT	64,731	103,860	0	0	0	0	0	0
80012	EMPLOYEES	111,981	121,985	121,338	121,555	121,338	125,584	125,584	125,584
89999	FRINGE BENEFITS	71,241	72,110	40,537	40,986	48,556	50,982	52,430	52,362
80015	PROFESSIONAL SERVICES	1,025	1,004	1,000	1,040	500	500	500	500
80059	TRAINING	389	778	500	500	0	0	0	0
89S37	CHILDREN FIRST INITIATIVE/ COOL	1,000	1,000	0	0	0	0	0	0
	TOTALS	250,367	300,737	163,375	164,081	170,394	177,066	178,514	178,446

Performance Measure	ACTUAL	ACTUAL	PROJECTED	ACTUAL	PROJECTED	PROJECTED	PROJECTED	PROJECTED
<i>Inputs</i>								
Full-time equivalent employees	7	7	6	6	6	6	6	6
<i>Workload/outputs</i>								
<i>Number Served:</i>								
Counseling cases	142	130	110	126	110	110	110	110
Young parent cases	78	32	-	40	40	40	40	40
COOL youth employment	35	24	35	24	25	25	25	25
Summer Youth Employment	81	69	85	124	80	110	110	110
Leadership initiatives	75	73	60	32	60	30	30	30
Juvenile Review Board cases	24	17	25	31	25	25	25	25
Individual/ community consultations	750	823	800	766	800	800	800	800
Family Support Team	-	18	30	-	20	-	-	-
Positive youth development/ recreation/ cultural/ community education	14,610	8,408	12,500	8,408	10,000	10,000	10,000	10,000
<i>Outcome/ Results</i>								
% of contacted parents/ community partners that will report satisfaction with agency services	90.00%	85.00%	90.00%	90.00%	85.00%	90.00%	90.00%	90.00%
Families attending car seat installation demonstrations	-	-	-	-	-	-	-	-
Hours of professional counseling services to low-income Norwich families	2,320	2,045	2,350	2,350	2,000	2,350	2,350	2,350
Graduate community leaders from Community leadership program	28	24	45	-	30	-	-	-
Mentor graduates in 3+ community projects	48	24	40	27	25	25	25	25
Provide youth with employability assessment	45	93	45	201	175	100	100	100
Provide employment/ internships to eligible youth	100	93	100	-	175	-	-	-
Provide anti-smoking substance abuse to youths	840	800	1,100	650	150	1,200	1,200	1,200
Provide public forums/ educational events to parents	2,116	2,000	2,000	1,200	2,000	2,000	2,000	2,000
Engage youth in community service	25	10	23	26	30	30	30	30
<i>Efficiency Measures</i>								
Cost of department/ population	\$6.88	\$8.07	\$4.37	\$4.31	\$4.48	\$4.65	\$4.69	\$4.87

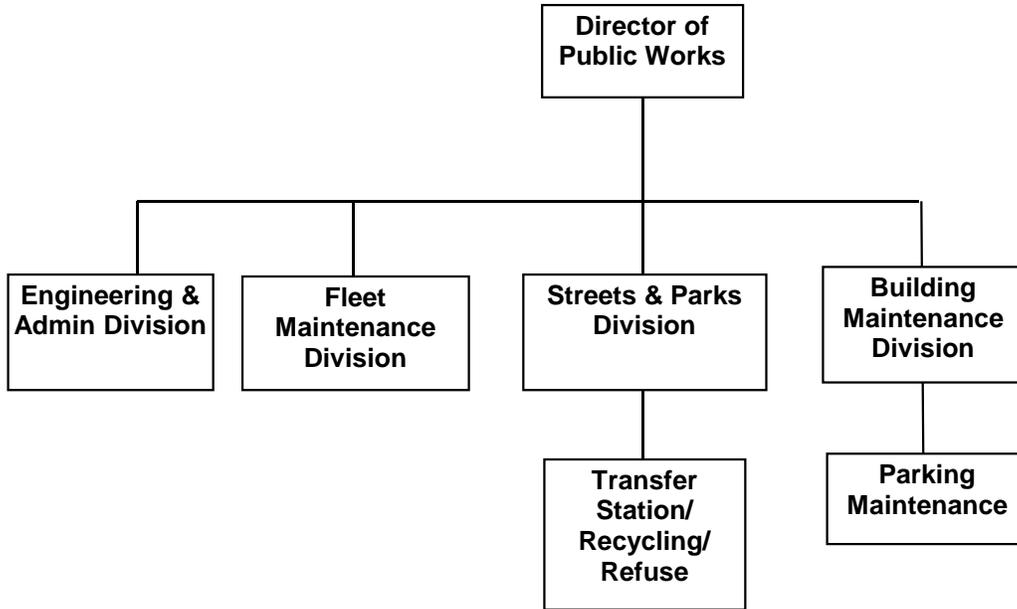
YOUTH & FAMILY SERVICES

Clinical Coordinator	1 @	68,205	68,205
Youth & Family Therapist	1 @	57,379	57,379
		TOTAL WAGES	<u>125,584</u>

Revenue:

Operating cost for the Youth & Family Services is partially offset by a state grant. See account 70259 in the revenue section of the budget.

City of Norwich Public Works Department Organization Chart



PUBLIC WORKS

MISSION: Maintain 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. Continue aggressive 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 intensified 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)**
10. Involve all City stakeholders in development of capital budget. **(G6)**

ACCOMPLISHMENTS:

1. Completed substantial completion of renovated City Dog Pound at Mohegan Park.
2. Installed approximately 675 linear feet of drainage on Yantic Lane utilizing in-house resources.
3. Secured nearly \$4 million in grant funding for repairs to the Sherman Street Bridge.
4. Secured nearly \$1 million in grant funding for repairs to the Sunnyside Street Bridge.
5. Initiated refuse collection at six mobile home parks.
6. Completed final phase of seawall project by installing brick pavers along the Heritage Trail.
7. Secured design/build contract to install a new HVAC system at 23 Union Street. This project is partially funded by a federal energy efficiency grant.
8. Outfitted large plow trucks with electronically controlled salt spreader systems. Payback in material savings expected in 2-3 years.

**CITY OF NORWICH
GENERAL FUND EXPENDITURES - SUMMARY OF PUBLIC WORKS DEPARTMENT
2011-12 ADOPTED BUDGET**

	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 REVISED BUDGET	2009-10 ACTUAL	2010-11 REVISED BUDGET	2011-12 BUDGET REQUEST	2011-12 MANAGER'S PROPOSED	2011-12 ADOPTED BUDGET
PUBLIC WORKS DEPARTMENT								
01038 Engineering & Administration	600,626	574,270	568,280	570,867	521,388	507,123	511,075	514,658
01039 Fleet Maintenance	1,146,549	1,464,142	1,119,425	1,148,101	1,224,572	1,170,977	1,171,297	1,170,291
01040 Transfer Station, Recycling & Refuse	771,095	706,779	2,869,406	2,656,175	2,636,544	2,702,211	2,665,404	2,686,907
01042 Street Maintenance	3,566,160	3,925,729	3,477,374	3,503,860	3,623,225	3,596,821	3,573,947	3,570,615
01047 Building Maintenance	1,074,309	1,132,002	1,025,111	1,005,979	1,075,513	994,935	990,720	990,442
01048 Parking Maintenance	126,881	125,635	110,000	109,947	115,643	117,029	117,261	117,254
TOTALS	7,285,620	7,928,557	9,169,596	8,994,929	9,196,885	9,089,096	9,029,704	9,050,167

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

Landfill & Refuse	2,491,309	2,083,378	0	0	0	0	0	0
-------------------	-----------	-----------	---	---	---	---	---	---

TOTAL FOR COMPARISON ONLY	9,776,929	10,011,935	9,169,596	8,994,929	9,196,885	9,089,096	9,029,704	9,050,167
----------------------------------	------------------	-------------------	------------------	------------------	------------------	------------------	------------------	------------------

Performance Measure	ACTUAL	ACTUAL	PROJECTED	ACTUAL	PROJECTED	PROJECTED	PROJECTED	PROJECTED
<i>Inputs</i>								
Full-time equivalent employees	69	70	65	65	63	63	60.5	61
<i>Workload/outputs</i>								
Improved miles of road	160	160	161	161	161	161	161	161
Buildings maintained	13	13	13	13	13	13	13	13
Vehicles & equipment maintained	300	290	300	300	300	300	300	300
Parks & cemeteries maintained	15	15	15	15	15	15	15	15
Parking lots, decks & garages maintained	13	13	13	13	13	13	13	13
<i>Outcome/ Results</i>								
Recycling flyers, newspaper articles, TV spots,	16	8	22	10	12	12	12	12
Recycling rate	34.00%	35.00%	39.00%	34.00%	40.00%	40.00%	40.00%	40.00%
Road miles paved	7.2	6.4	3.8	4.8	8.0	8.0	8.0	8.0
Clean catch basins at least one time each year	100.00%	100.00%	60.00%	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%	100.00%
Number of trucks > 20 years	-	-	1	1	2	2	2	2
Average age of fleet (years)	10.6	10.7	11.1	11.3	12.3	12.3	12.3	12.3
<i>Efficiency Measures</i>								
Median time for completion of repairs (days)	10	10	10	10	15	15	15	15
Percentage of procurements screened for possible state bids	80.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Cost of department per capita	\$269	\$269	\$246	\$236	\$240	\$239	\$237	\$247

CITY OF NORWICH
GENERAL FUND EXPENDITURES
2011-12 ADOPTED BUDGET

		2007-08 ACTUAL	2008-09 ACTUAL	2009-10 REVISED BUDGET	2009-10 ACTUAL	2010-11 REVISED BUDGET	2011-12 BUDGET REQUEST	2011-12 MANAGER'S PROPOSED	2011-12 ADOPTED BUDGET
38	Engineering & Administration Division								
80011	HEAD OF DEPT	98,402	101,599	101,604	101,599	157,104	95,000	98,800	101,889
80012	EMPLOYEES	273,627	295,004	295,761	296,309	209,418	239,880	239,880	239,880
80014	OVERTIME	1,504	2,154	0	250	0	0	0	0
89999	FRINGE BENEFITS	139,970	124,765	116,815	117,857	102,766	128,843	128,995	129,489
80015	PROFESSIONAL SERVICE	48,748	23,020	28,500	28,107	28,500	20,000	20,000	20,000
80021	MATERIALS & SUPPLIES	11,317	8,047	8,000	6,338	8,000	8,000	8,000	8,000
80033	TELEPHONE	2,043	2,162	1,600	2,239	1,600	1,600	1,600	1,600
80034	POSTAGE	1,310	968	2,000	1,456	2,000	2,000	2,000	2,000
80037	MILEAGE	6,702	6,294	7,000	6,125	5,000	4,800	4,800	4,800
80048	DEPARTMENTAL EXPENSE	17,003	10,257	0	0	0	0	0	0
80057	DUES, LICENSES, SUBSCRIPTIONS	0	0	3,000	5,717	3,000	3,000	3,000	3,000
80059	TRAINING	0	0	4,000	4,870	4,000	4,000	4,000	4,000
	TOTALS	600,626	574,270	568,280	570,867	521,388	507,123	511,075	514,658

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2011-12 ADOPTED BUDGET**

		2007-08	2008-09	2009-10	2009-10	2010-11	2011-12	2011-12	2011-12
		ACTUAL	ACTUAL	REVISED	ACTUAL	REVISED	BUDGET	MANAGER'S	ADOPTED
				BUDGET		BUDGET	REQUEST	PROPOSED	BUDGET
39	Fleet Maintenance Division								
80012	EMPLOYEES	429,079	470,828	377,455	402,005	420,248	407,813	407,813	407,813
80014	OVERTIME	18,529	40,067	35,000	19,003	27,000	35,000	35,000	35,000
89999	FRINGE BENEFITS	239,684	254,523	206,727	206,727	217,292	233,527	227,501	226,495
80021	MATERIALS & SUPPLIES	2,829	0	0	0	0	0	0	0
80023	VEHICLE FUEL	122,210	282,763	131,643	137,612	190,643	137,048	137,048	137,048
80027	AUTO SUPPLIES & MAINT	258,690	351,421	310,000	330,222	310,000	310,000	310,000	310,000
80033	TELEPHONE	1,569	2,072	1,600	2,195	1,600	1,600	1,600	1,600
80035	UTILITIES	45,245	35,836	43,000	36,653	43,789	31,989	38,335	38,335
80040	BLDG & GRND MAINT	28,714	26,632	14,000	13,684	14,000	14,000	14,000	14,000
TOTALS		1,146,549	1,464,142	1,119,425	1,148,101	1,224,572	1,170,977	1,171,297	1,170,291

PUBLIC WORKS - FLEET MAINTENANCE

Fleet Maintenance Superintendent				70,995
Lead Mechanic			58,503	
Auto Equipment Mechanics	5 @	55,423	277,115	<u>335,618</u>
TOTAL WAGES				<u>406,613</u> *

* - Difference between wages per above schedule and those listed for 01039-80012 on the previous page is due to longevity bonus pay and differentials.

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2011-12 ADOPTED BUDGET**

		2007-08 ACTUAL	2008-09 ACTUAL	2009-10 REVISED BUDGET	2009-10 ACTUAL	2010-11 REVISED BUDGET	2011-12 BUDGET REQUEST	2011-12 MANAGER'S PROPOSED	2011-12 ADOPTED BUDGET
40	Transfer Station, Recycling & Refuse								
80012	EMPLOYEES	116,712	123,295	127,660	136,317	139,902	118,888	118,888	136,381
80014	OVERTIME	15,344	16,506	15,000	18,531	19,000	15,000	15,000	15,000
89999	FRINGE BENEFITS	65,499	64,703	64,496	65,845	76,067	77,773	76,538	80,548
80021	MATERIALS & SUPPLIES	11,332	1,127	3,000	7,907	3,000	3,000	3,000	3,000
80032	EQUIP & FURN MAINT	58,525	13,070	35,000	38,307	14,000	30,000	30,000	30,000
80033	TELEPHONE	264	267	500	286	500	500	400	400
80035	UTILITIES	7,137	6,517	6,000	5,929	5,000	5,300	6,578	6,578
80037	MILEAGE	335	977	750	304	750	750	0	0
80124	CONTRACTS	420,690	474,008	2,617,000	2,382,749	2,378,325	2,451,000	2,415,000	2,415,000
89020	OPERATING TRANSFER-OUT	75,257	6,309	0	0	0	0	0	0
	TOTALS	771,095	706,779	2,869,406	2,656,175	2,636,544	2,702,211	2,665,404	2,686,907

TRANSFER STATION, RECYCLING & REFUSE

Weighmaster Clerk	1	52,902	52,902	
Recycling Coordinator	1	43,732	43,732	
Attendant	1	39,747	39,747	<u>136,381</u>
TOTAL WAGES				<u><u>136,381</u></u>

Detail of Contracts Line:

	FY 2010	FY 2011	FY 2012
Material disposal fees	36,000	36,000	36,000
Tub grinding	15,000	-	-
Bulky waste disposal	64,000	64,000	64,000
Bagged leaf collection	15,000	15,000	15,000
SCRRRA Contract	1,650,000	1,558,825	1,470,000
CCD Refuse Collection contract	274,000	274,000	271,000
TCD Refuse Collection contract	273,000	273,000	269,000
Town & City recycling	290,000	290,000	290,000
	<u>2,617,000</u>	<u>2,510,825</u>	<u>2,415,000</u>

CITY OF NORWICH GENERAL FUND EXPENDITURES 2011-12 ADOPTED BUDGET									
		2007-08 ACTUAL	2008-09 ACTUAL	2009-10 REVISED BUDGET	2009-10 ACTUAL	2010-11 REVISED BUDGET	2011-12 BUDGET REQUEST	2011-12 MANAGER'S PROPOSED	2011-12 ADOPTED BUDGET
42	Streets & Parks Maintenance Division								
80009	TREE CARE	110,692	113,376	20,000	21,186	39,000	40,000	40,000	40,000
80012	EMPLOYEES	1,276,132	1,696,479	1,728,413	1,698,187	1,646,101	1,710,741	1,710,741	1,710,741
80013	PART TIME EMPLOYEES	12,967	44,962	40,000	22,341	5,000	40,000	40,000	40,000
80014	OVERTIME	139,858	174,584	157,000	104,985	137,000	157,000	157,000	157,000
89999	FRINGE BENEFITS	754,611	988,232	891,961	891,961	989,710	1,044,666	1,047,839	1,044,507
80021	MATERIALS & SUPPLIES	294,779	645,380	370,000	503,520	581,000	390,000	392,000	392,000
80033	TELEPHONE	2,397	5,186	5,000	6,719	7,000	5,000	5,000	5,000
80035	UTILITIES	38,483	65,484	63,000	56,967	59,414	57,414	31,367	31,367
80040	BLDG & GRND MAINT	75,844	29,964	40,000	39,483	57,000	40,000	40,000	40,000
80043	EMERGENCY STORM DRAIN	168,008	160,711	160,000	156,983	100,000	110,000	110,000	110,000
80047	TRUST FUND VASES	0	1,371	2,000	1,528	2,000	2,000	0	0
TOTALS		2,873,771	3,925,729	3,477,374	3,503,860	3,623,225	3,596,821	3,573,947	3,570,615

Notes on some of the line items:

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

		2007-08 ACTUAL	2008-09 REVISED BUDGET	2009-10 ADOPTED BUDGET	2009-10 ADOPTED BUDGET	2009-10 ADOPTED BUDGET	2009-10 BUDGET REQUEST	2009-10 MANAGER'S PROPOSED	2009-10 ADOPTED BUDGET
46	Parks & Cemeteries Division	(merged into the Streets division in July 2007)							
80012	EMPLOYEES	315,065	0	0	0	0	0	0	0
80013	PART TIME EMPLOYEES	58,367	0	0	0	0	0	0	0
80014	OVERTIME	10,664	0	0	0	0	0	0	0
89999	FRINGE BENEFITS	198,826	0	0	0	0	0	0	0
80021	MATERIALS & SUPPLIES	43,237	0	0	0	0	0	0	0
80025	HEATING FUEL	0	0	0	0	0	0	0	0
80033	TELEPHONE	738	0	0	0	0	0	0	0
80035	UTILITIES	15,462	0	0	0	0	0	0	0
80040	BLDG & GRND MAINT	48,657	0	0	0	0	0	0	0
80047	TRUST FUND VASES	1,373	0	0	0	0	0	0	0
TOTALS		692,389	0	0	0	0	0	0	0
TOTAL OF BOTH DIVISIONS		3,566,160	3,925,729	3,477,374	3,503,860	3,623,225	3,596,821	3,573,947	3,570,615

PUBLIC WORKS - STREETS & PARKS MAINTENANCE

Public Works Superintendent			70,995
Streets/ Parks Foreman	2 @	61,561	123,122
Crew Leaders **	3 @	52,902	158,706
Mason	1 @	52,902	52,902
Maintenance Man	1 @	52,902	52,902
Heavy Equipment Operators	2 @	50,381	100,762
Light Equipment Operators	14 @	47,017	658,238
Laborers **	12 @	39,474	473,688
			<u>1,620,320</u>
		TOTAL WAGES	<u>1,691,315</u> *

* - Difference between wages per above schedule and those listed for 01042-80012 on the previous page is due to longevity bonus pay, and differential pay.

** - This budget eliminates a Crew Leader and a Laborer.

Overtime:

Primarily to cover the cost of snow removal and emergency flooding.

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2011-12 ADOPTED BUDGET**

		2007-08	2008-09	2009-10	2009-10	2010-11	2011-12	2011-12	2011-12
		ACTUAL	ACTUAL	REVISED	ACTUAL	REVISED	BUDGET	MANAGER'S	ADOPTED
				BUDGET		BUDGET	REQUEST	PROPOSED	BUDGET
47	Building Maintenance Division								
80004	MATERIALS & SUPPLIES-OTHER	9,472	15,065	10,500	10,850	12,500	10,500	10,500	10,500
80007	UTILITIES-OTHER	66,080	71,139	71,000	61,461	75,970	55,270	64,180	64,180
80012	EMPLOYEES	348,186	379,290	373,651	323,016	411,761	363,986	363,986	363,986
80013	PART TIME EMPLOYEES	10,663	7,226	0	0	0	0	0	0
80014	OVERTIME	21,393	41,461	15,000	13,832	21,000	15,000	15,000	15,000
89999	FRINGE BENEFITS	202,680	195,596	184,960	184,960	189,976	197,573	198,152	197,874
80021	MATERIALS & SUPPLIES	32,577	37,218	33,000	34,585	33,000	33,000	33,000	33,000
80035	UTILITIES	153,332	177,093	172,000	152,822	175,306	169,606	155,902	155,902
80040	BLDG & GRND MAINT	117,951	98,262	75,000	96,279	78,000	75,000	75,000	75,000
80108	BLDG GRND MAINT-OTHER	111,975	109,652	90,000	128,174	78,000	75,000	75,000	75,000
	TOTALS	1,074,309	1,132,002	1,025,111	1,005,979	1,075,513	994,935	990,720	990,442

PUBLIC WORKS - BUILDING MAINTENANCE

Building & Grounds Maintenance Supervisor				61,561
Chief Maintenance Man			55,423	
Lead Janitor			47,017	
Janitors	5 @	39,757	<u>198,785</u>	301,225
TOTAL WAGES				<u>362,786</u> *

* - Difference between wages per above schedule and those listed for 01047-80012 on the previous page is due to longevity bonus pay.
--

Building and Ground Maintenance - City Hall (account 80040):

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.

CITY OF NORWICH									
GENERAL FUND EXPENDITURES									
2011-12 ADOPTED BUDGET									
		2007-08	2008-09	2009-10	2009-10	2010-11	2011-12	2011-12	2011-12
		ACTUAL	ACTUAL	REVISED	ACTUAL	REVISED	BUDGET	MANAGER'S	ADOPTED
				BUDGET		BUDGET	REQUEST	PROPOSED	BUDGET
48	Parking Maintenance Division								
80012	EMPLOYEES	67,728	73,254	36,758	36,758	39,757	39,757	39,757	39,757
89999	FRINGE BENEFITS	38,808	34,714	18,106	18,114	20,750	22,136	22,368	22,361
80040	MAINTENANCE	20,345	17,667	55,136	55,075	55,136	55,136	55,136	55,136
TOTALS		126,881	125,635	110,000	109,947	115,643	117,029	117,261	117,254

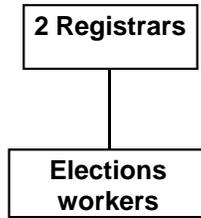
PUBLIC WORKS - PARKING MAINTENANCE

Janitor 39,757

TOTAL WAGES 39,757

The Parking Commission reimburses the city for the maintenance services provided. The revenue is accounted for in account 70260 (See revenue section). For the 2011-12 fiscal year the revenue is estimated to be \$90,000.

City of Norwich Election Department Organization Chart



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 annual canvas of voters.
2. Organized and ran primaries and general election.
3. Provided accurate voter registration lists for candidates, City Clerk and other interested parties.
4. Supported voter registration drives.
5. Worked with the Board of Education and 'First Student' to provide transportation to the polls for voters in the Greenville section of Norwich.
6. In conjunction with the local 'Bully Busters' chapter, hired and provided training to 16 and 17 year old Norwich youth as election workers.

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2011-12 ADOPTED BUDGET**

		2007-08	2008-09	2009-10	2009-10	2010-11	2011-12	2011-12	2011-12
		ACTUAL	ACTUAL	REVISED BUDGET	ACTUAL	REVISED BUDGET	BUDGET REQUEST	MANAGER'S PROPOSED	ADOPTED BUDGET
63	ELECTION								
80011	HEAD OF DEPT	48,014	48,014	48,000	46,450	48,000	48,000	48,000	48,000
80012	EMPLOYEES	17,446	29,585	0	0	0	0	0	0
80013	PART TIME EMPLOYEES	37,272	43,952	36,620	16,884	42,620	30,600	30,600	30,600
89999	FRINGE BENEFITS	23,069	18,441	6,709	6,709	4,220	6,919	6,181	6,179
80021	MATERIALS & SUPPLIES	4,627	7,830	5,500	4,207	11,400	6,000	6,000	6,000
80032	EQUIP & FURN MAINT	842	3,688	3,500	4,469	6,700	5,000	5,000	5,000
80033	TELEPHONE	3,267	3,972	3,500	3,310	3,600	3,500	3,500	3,500
80034	POSTAGE	1,625	5,181	5,500	1,598	4,200	4,000	6,000	6,000
80037	MILEAGE	0	0	200	0	100	0	0	0
80038	ADVERTISING	769	1,035	1,500	2,793	4,700	3,000	3,000	3,000
80039	PRINTING	0	0	0	0	1,100	0	0	0
80048	DEPARTMENTAL EXPENSE	3,047	611	0	0	0	0	0	0
80053	MOVING VOTING MACHINE	400	2,202	2,500	856	2,100	1,700	1,700	1,700
TOTALS		140,378	164,511	113,529	87,276	128,740	108,719	109,981	109,979

Performance Measure	ACTUAL	ACTUAL	PROJECTED	ACTUAL	PROJECTED	PROJECTED	PROJECTED	PROJECTED
<i>Inputs</i>								
Full-time equivalent employees	2.5	2.5	2.0	2.0	2.0	2.0	2.0	2.0
Voting locations	4	4	4	4	4	4	4	4
<i>Workload/ Output Measures</i>								
General elections	1	1	1	2	1	1	1	1
Primaries	2	2	2	1	2	2	2	2
Total elections	3	3	3	3	3	3	3	3
New registrations	1,202	3,284	1,000	438	3,500	3,500	3,500	3,500
Changes	1,139	2,303	1,500	2,376	2,500	2,500	2,500	2,500
Number of eligible voters	18,129	23,000	21,250	21,126	24,000	24,000	24,000	24,000
<i>Outcome/ Results</i>								
Number of voters voting in General Election	4,650	3,704	5,600	9,064	5,600	6,000	6,000	6,000
Percentage of eligible voters voting	25.65%	16.10%	26.35%	42.90%	23.33%	25.00%	25.00%	25.00%
<i>Efficiency Measures</i>								
Average total cost per election	\$46,793	\$54,837	\$37,843	\$29,092	\$38,913	\$36,240	\$36,660	\$36,660
Average cost per polling place per election	\$11,698	\$13,709	\$9,461	\$7,273	\$9,728	\$9,060	\$9,165	\$9,165
Cost of election per registered voter	\$2.58	\$2.38	\$1.78	\$1.38	\$1.62	\$1.51	\$1.53	\$1.53

ELECTION

Registrars	2 @	24,000	48,000
------------	-----	--------	--------

TOTAL WAGES			<u>48,000</u>
-------------	--	--	---------------

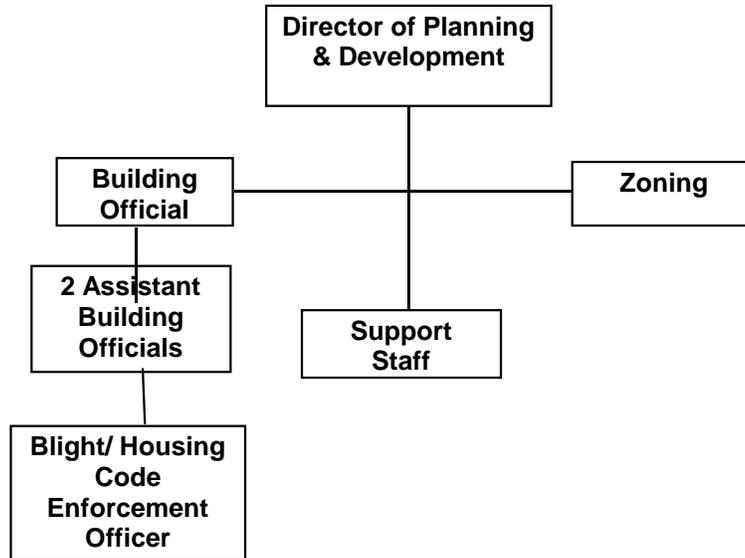
PART TIME EMPLOYEES:

Head Moderator	2 @	325	650
Precinct Moderators	5 @	300	1,500
Assistant Registrars	10 @	250	2,500
Checkers	10 @	200	2,000
Project Manager (Mechanic)	1 @	1,000	1,000
Machine Tabulators	10 @	200	2,000
Moderator/ Absentee	1 @	250	250
Absentee Counters	6 @	200	1,200
Meeting Costs	80 @	15	1,200
Contingency			3,000

Cost of one Election		<u>15,300</u>
----------------------	--	---------------

Cost of two Elections		<u><u>30,600</u></u>
-----------------------	--	----------------------

City of Norwich Planning and Development Department Organization Chart



PLANNING & DEVELOPMENT

MISSION: To facilitate the orderly growth and redevelopment of residential, commercial and industrial development.

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 required training of employees. **(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. Continued Blight Enforcement Program and refined the Appeals Hearing Process to ensure strict adherence to our statutory obligations.
2. Updated City's five-year Capital Improvement Plan and participated in City Manager's Capital Planning Committee, which will examine proposed capital programs for a twenty year cycle.
3. Participated in Norwich Site Development Advisory Committee for Former State Hospital Property.
4. Revised and updated fee schedules for Planning, Zoning, and Building divisions.
5. Negotiated amendments to job descriptions of two existing employees in order to ensure that responsibilities of prior Housing Official would be continued without hiring a replacement.

CITY OF NORWICH									
GENERAL FUND EXPENDITURES									
2011-12 ADOPTED BUDGET									
		2007-08	2008-09	2009-10	2009-10	2010-11	2011-12	2011-12	2011-12
		ACTUAL	ACTUAL	REVISED	ACTUAL	REVISED	BUDGET	MANAGER'S	ADOPTED
				BUDGET		BUDGET	REQUEST	PROPOSED	BUDGET
64	PLANNING & DEVELOPMENT								
80011	HEAD OF DEPT	81,572	88,281	88,290	88,281	92,450	97,181	97,181	97,181
80012	EMPLOYEES	656,861	723,339	625,116	633,184	578,697	559,061	448,550	490,322
80013	PART TIME	2,664	0	0	0	0	0	0	0
80014	OVERTIME	41,208	20,974	12,000	2,633	12,000	9,000	8,000	8,000
89999	FRINGE BENEFITS	331,914	303,506	264,529	264,529	279,582	260,582	247,258	254,128
80015	PROFESSIONAL SERVICES	2,882	500	5,000	52	5,000	0	0	0
80021	MATERIALS & SUPPLIES	3,994	4,007	5,000	1,984	5,000	4,000	3,000	3,000
80023	VEHICLE FUEL	3,634	4,399	3,235	2,617	3,235	3,640	3,640	3,640
80032	EQUIP & FURN MAINT	7,218	6,086	5,000	5,397	5,000	5,950	5,950	5,950
80033	TELEPHONE	10,835	10,362	8,000	9,610	8,000	9,000	9,000	9,000
80034	POSTAGE	7,233	5,392	5,000	3,479	5,000	4,000	4,000	4,000
80037	MILEAGE	3,786	3,365	2,500	4,083	2,500	2,000	2,000	2,000
80038	ADVERTISING	23,510	25,948	20,000	13,070	20,000	18,000	16,000	16,000
80039	PRINTING	274	726	1,000	0	1,000	0	0	0
80048	DEPARTMENTAL EXPENSE	5,096	1,919	0	0	0	0	0	0
80057	DUES, LICENSES, SUBSCRIPTIONS	0	0	1,000	224	1,000	0	0	0
80059	TRAINING	0	0	2,000	50	2,000	2,000	2,000	2,000
	TOTALS	1,182,681	1,198,804	1,047,670	1,029,193	1,020,464	974,414	846,579	895,221

Performance Measure	ACTUAL	ACTUAL	PROJECTED	ACTUAL	PROJECTED	PROJECTED	PROJECTED	PROJECTED
<i>Inputs</i>								
Building & housing division FTEs	7.0	7.0	6.5	6.5	6.0	6.0	6.0	6.0
Total full-time equivalent employees	14.5	14.5	13.5	13.5	12.0	11.0	9.0	10.0
<i>Workload/ Output Measures</i>								
Site development plans reviewed	31	16	20	7	15	12	12	12
Subdivision/resubdivision plans reviewed	4	3	2	1	1	1	1	1
Special permit applications reviewed	13	10	15	7	11	10	10	10
Zoning permit applications	446	370	550	327	400	450	450	450
Zoning Variances Granted	46	32	50	18	30	30	30	30
Zoning Variances Denied	14	3	12	1	5	5	5	5
Inland Wetland Applications	27	22	30	6	20	10	10	10
Zoning Complaints	248	240	250	167	250	250	250	250
Residential Building Permits	1,825	1,705	1,500	1,620	1,200	1,000	1,000	1,000
Commercial Building Permits	337	294	200	187	200	200	200	200
Industrial Building Permits	3	3	2	1	2	1	1	1
Structures Condemned	3	1	2	6	5	6	6	6
Dwelling Units Condemned	16	12	20	17	25	25	25	25
Buildings Demolished	33	21	10	3	10	6	6	6
<i>Outcome/ Results</i>								
Citations Issued	180	240	250	287	250	250	250	250
Citation Fees Collected	\$59,782	\$42,641	\$60,000	\$43,200	\$50,000	\$50,000	\$50,000	\$50,000
Violations Investigated	1,633	1,361	2,000	1,285	1,500	1,500	1,500	1,500
<i>Efficiency Measures</i>								
Residential building permits per assigned FTE	261	244	231	249	200	167	167	167

PLANNING & DEVELOPMENT

Director of Planning & Development			97,181
City Planner *	0 @	75,701	0
Building/Housing Code Enforcement Official	1 @	75,654	75,654
Zoning Enforcement Officer	1 @	54,615	54,615
Assistant Building Officials	2 @	60,285	120,570
Code Enforcement Official	1 @	60,285	60,285
Blight Control/ Housing Code Enforcement Officer	1 @	53,283	53,283
Code Enforcement Secretary	1 @	42,665	42,665
Planning Technician *	0 @	43,732	0
Administrative Secretary	2 @	41,625	83,250
			490,322
		TOTAL WAGES	<u>587,503</u>

* This budget eliminates the City Planner and Planning Technician positions.

Professional Services:

Includes amount to allow the Building Inspector to seek professional assistance in evaluating more complex building proposals.

Revenue:

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 2011-12.

CITY OF NORWICH									
GENERAL FUND EXPENDITURES									
2011-12 ADOPTED BUDGET									
		2007-08	2008-09	2009-10	2009-10	2010-11	2011-12	2011-12	2011-12
		ACTUAL	ACTUAL	REVISED	ACTUAL	REVISED	BUDGET	MANAGER'S	ADOPTED
				BUDGET		BUDGET	REQUEST	PROPOSED	BUDGET
65	ECONOMIC DEVELOPMENT								
80015	PROFESSIONAL SERVICES	58,972	27,000	25,000	12,000	0	0	0	0
81000	PROJECT CONTINGENCY	15,671	23,714	12,000	9,654	5,359	5,359	25,000	25,000
81072	MAIN STREET PROGRAM	25,000	25,000	25,000	25,000	25,000	25,000	0	0
81075	TOURISM	48,437	44,839	0	0	0	0	0	0
81076	APED MEETING MINUTES	815	0	0	0	0	0	0	0
87112	NORWICH COMMUNITY DEV. CORP.	45,000	0	150,000	150,000	150,000	150,000	150,000	150,000
87113	SECTER	0	0	10,641	10,641	12,641	13,141	12,641	12,641
89S80	SACHEM FUND TRANSFER	200,000	200,000	50,000	50,000	50,000	50,000	50,000	50,000
TOTALS		393,895	320,553	272,641	257,295	243,000	243,500	237,641	237,641

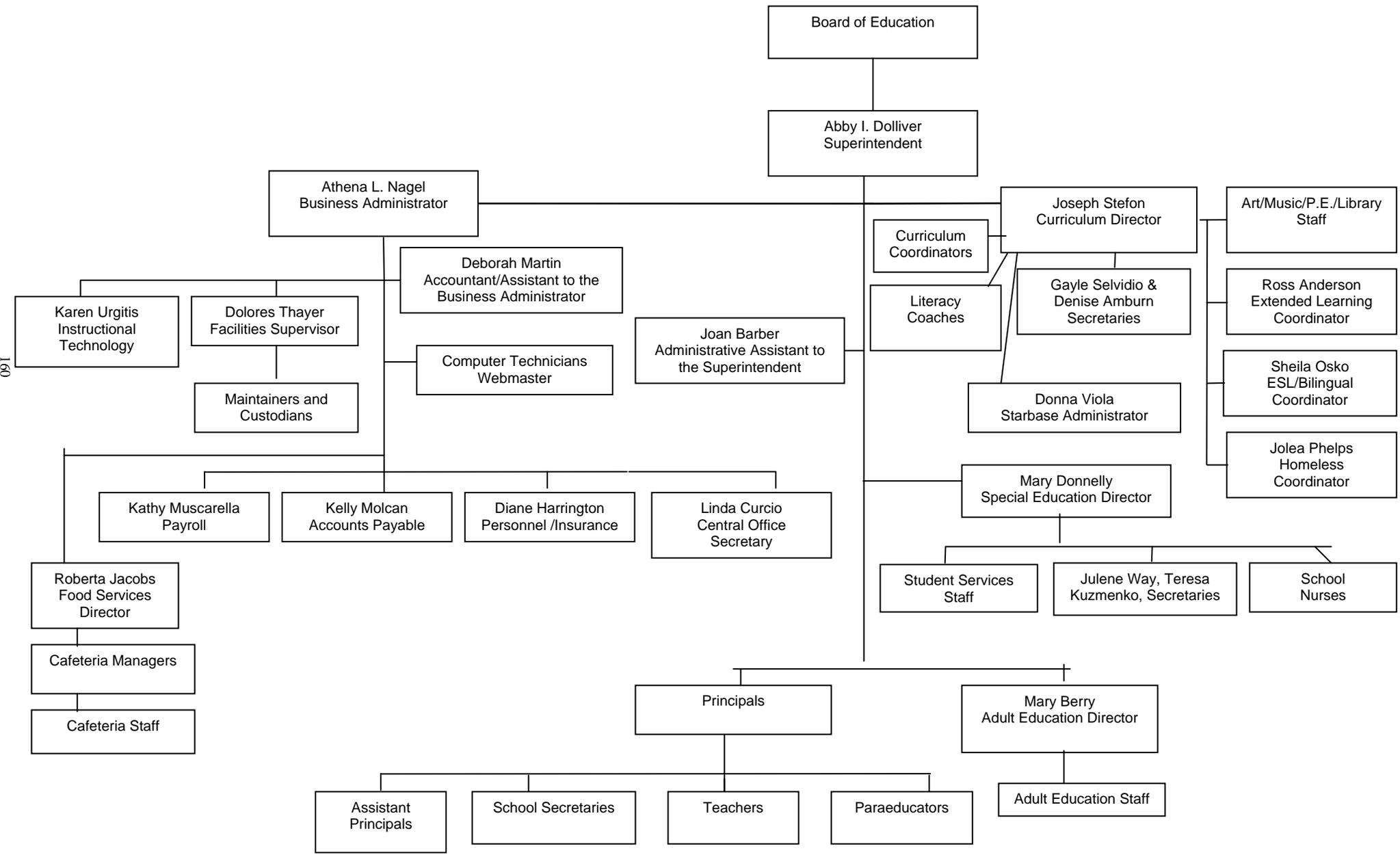
MISSION: Under the leadership of the Mayor, the Economic Development department is responsible for managing and promoting economic development activities.

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)**

NORWICH BOARD OF EDUCATION ORGANIZATIONAL CHART



091

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
2011-12 ADOPTED BUDGET**

	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 REVISED BUDGET	2009-10 ACTUAL	2010-11 REVISED BUDGET	2011-12 BUDGET REQUEST	2011-12 MANAGER'S PROPOSED	2011-12 ADOPTED BUDGET
70 BOARD OF EDUCATION								
80070 BOARD OF EDUCATION	64,573,238	67,191,000	62,580,561	62,580,561	62,952,966	70,070,599	68,163,405	68,163,405
TOTALS	64,573,238	67,191,000	62,580,561	62,580,561	62,952,966	70,070,599	68,163,405	68,163,405

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 Measure	ACTUAL	ACTUAL	PROJECTED	ACTUAL	PROJECTED	PROJECTED	PROJECTED	PROJECTED
Total number of students	4,016	3,859	3,865	3,865	3,900	3,865	3,900	3,900
Average class size								
Kindergarten	17.5	18.3	18.1	18.1	*	18.1	18.1	*
Grade 2	18.9	18.8	18.7	18.7	*	18.7	18.7	*
Grade 5	18.9	19.1	19.2	19.2	*	19.2	19.2	*
Grade 7	19.0	21.1	20.5	20.5	*	20.5	20.5	*
High School	8.8	9.6	9.5	9.5	*	9.5	9.5	*
Student/teacher ratio	17.0	N/A	N/A	N/A	*	N/A	N/A	*
Net per pupil expenditure	\$12,616	\$13,142	\$13,142	N/A	\$13,142	\$13,142	\$13,142	\$13,142
Average teacher salary	\$56,934	\$59,658	\$56,934	\$56,934	*	\$56,934	\$56,934	*
Percentage of city resident children attending public schools	89.20%	89.80%	89.20%	89.20%	89.80%	89.80%	89.80%	89.80%
<i>Connecticut Mastery Test:</i>								
Percentage at or above "proficient"								
<i>Grade 4</i>								
Reading	49.9	52.1	52.1	52.1	52.1	52.1	52.1	52.1
Math	64.1	65.6	65.6	65.6	65.6	65.6	65.6	65.6
Writing	69.1	65.9	65.9	65.9	65.9	65.9	65.9	65.9
<i>Grade 6</i>								
Reading	63.4	71.5	71.5	71.5	71.5	71.5	71.5	71.5
Math	71.1	73.2	73.2	73.2	73.2	73.2	73.2	73.2
Writing	70.0	72.9	72.9	72.9	72.9	72.9	72.9	72.9
<i>Grade 8</i>								
Reading	63.1	70.2	70.2	70.2	70.2	70.2	70.2	70.2
Math	73.0	77.1	77.1	77.1	77.1	77.1	77.1	77.1
Writing	67.4	66.7	66.7	66.7	66.7	66.7	66.7	66.7

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	10/11 Budget	11/12 Budget	Difference
111	CERTIFIED SALARIES	\$11,911,647	\$17,722,779	\$5,811,132
112	SUPPORT SALARIES	\$3,507,490	\$3,882,515	\$375,024
121	TEMP PAY CERT PERSONNEL	\$182,750	\$185,638	\$2,888
122	TEMP PAY SUPPT PERSONNEL	\$134,000	\$134,000	\$0
200	POST EMPLOYMENT BENEFITS	\$0	\$0	\$0
201	BLUE CROSS MAJOR MEDICAL	\$8,125,435	\$6,589,241	(\$1,536,194)
203	LIFE INSURANCE	\$49,000	\$49,000	\$0
204	UNEMPLOYMENT COMPENSATION	\$240,000	\$342,000	\$102,000
205	WORKER'S COMPENSATION	\$358,778	\$577,000	\$218,222
206	CITY RETIREMENT PLAN	\$375,000	\$362,000	(\$13,000)
207	FICA EMPLOYER'S SHARE	\$758,172	\$811,133	\$52,961
208	SEVERANCE PAY	\$100,000	\$100,000	\$0
209	MEDICARE REIMBURSEMENT	\$10,000	\$10,000	\$0
322	PROFESSIONAL DEVELOPMENT	\$0	\$0	\$0
323	CONTRACT HEALTH SERVICE	\$835,500	\$835,500	\$0
330	PROFESSIONAL SERVICES	\$124,500	\$129,500	\$5,000
333	CONTRACT TRANSPORTATION	\$2,980,741	\$2,974,963	(\$5,777)
410	PUBLIC UTILITIES	\$712,000	\$782,707	\$70,707
411	LEASE PURCHASE	\$0	\$0	\$0
431	CONTRACT REPAIRS BLDGS	\$190,955	\$190,955	\$0
440	RENTALS	\$0	\$0	\$0
510	SPEL CONTRACTED TRANS.	\$2,021,887	\$2,071,887	\$50,000
511	FIELD TRIPS	\$0	\$0	\$0
520	PROPERTY INSURANCE	\$89,651	\$131,241	\$41,591
521	LIABILITY INSURANCE	\$137,971	\$149,339	\$11,368
530	TELEPHONE	\$95,655	\$98,181	\$2,526
531	ADVERTISING	\$10,000	\$10,000	\$0
532	METERED POSTAGE	\$22,000	\$22,000	\$0
560	TUITION PAYMENT	\$24,340,297	\$24,213,122	(\$127,175)
580	REIMBURSABLE EXPENSES	\$29,900	\$27,900	(\$2,000)
590	OTHER PURCHASED SERVICES	\$2,395,793	\$3,063,230	\$667,437
592	ADULT EDUCATION	\$164,231	\$149,231	(\$15,000)
593	MAINTENANCE SERVICES	\$351,711	\$361,111	\$9,400
594	FINANCIAL SERVICES	\$37,000	\$41,000	\$4,000
611	INSTRUCTIONAL SUPPLIES	\$202,857	\$196,880	(\$5,977)
612	HEALTH SUPPLIES	\$18,750	\$18,750	\$0
613	MAINTENANCE SUPPLIES	\$65,375	\$65,375	\$0
614	CUSTODIAL SUPPLIES	\$120,000	\$120,000	\$0
620	HEATING EXPENSES	\$682,800	\$649,900	(\$32,900)
627	FUEL	\$746,007	\$767,366	\$21,359
641	TEXTBOOKS	\$15,116	\$0	(\$15,116)
642	LIBRARY SUPPLIES/MATRLS.	\$8,937	\$7,600	(\$1,337)
690	OTHER SUPPLIES AND MATERIALS	\$6,000	\$6,000	\$0
692	OFFICE SUPPLIES	\$53,630	\$53,132	(\$498)
693	AFTERSCHOOL PROGRAMS	\$1,944	\$1,944	\$0
694	PROFESSIONAL MATERIALS	\$3,000	\$3,000	\$0
701	INSTRUCTIONAL SOFTWARE	\$0	\$0	\$0
720	CAPITAL PROJECTS	\$600,000	\$120,000	(\$480,000)
730	INSTRUCT. EQUIP. REPAIRS	\$3,400	\$3,400	\$0
731	INSTRUCTIONAL EQUIPMENT	\$3,400	\$3,200	(\$200)
734	TECHNOLOGY EQUIPMENT	\$52,293	\$52,293	\$0
735	SOFTWARE LICENSING	\$34,950	\$34,950	\$0
736	MAINT VEH/EQUIP REPAIR	\$24,250	\$24,250	\$0
739	OTHER EQUIPMENT	\$10,064	\$10,064	\$0
810	DUES & SUBSCRIPTIONS	\$8,130	\$8,130	\$0
	TOTAL	\$62,952,966	\$68,163,405	\$5,210,439
	ARRA SFSF Funds	\$4,610,439	\$0	(\$4,610,439)
	Total - including ARRA SFSF	\$67,563,405	\$68,163,405	\$600,000

Norwich Public Schools Grants Grid

NAME	TYPE	COMMENTARY		2009-10	2010-11	Applies to
Title One Improving Basic Programs	Federal Entitlement/ State Process	Distribution of funds is school-based and dependent upon poverty indicators. (free/reduced lunch).	overall	1,323,112	1,304,059	All
			NPS	1,308,875	1,294,554	
			Non public	14,237	9,505	
Title II Part A Teacher Training Entitlement	Federal Entitlement/ State Process	Funds are used for improving teacher/principal quality.	overall	408,061	405,260	All
			NPS	223,902	226,835	
			Non public	184,459	178,425	
ARRA Title II Part D Enhancing Education Through Technology	Federal Competitive Funds/State Process	Funds are used for Professional Development for Technology.	overall	25,927	X	All
			NPS	14,491		
			Non public	11,436		
Title III Part A English Language Acquisition	Federal Entitlement/ State Process	Funds for supplies and professional development in teaching English Language Learners.	overall	70,751	73,743	All
			NPS	56,716	60,056	
			Non public	14,036	13,687	
Title III Immigrant Children and Youth Grant	Federal Entitlement/ State Process	Funds to assist unexpectedly large increases in student population due to immigration.	overall	121,824	81,897	
			NPS	45,595	43,142	
			NFA	76,229	38,755	
Title IV Safe and Drug-Free Schools	Federal Entitlement/ State Process	NPS monies are used for an elementary guidance counselor and materials for Health and Drug safety curriculum.	overall	26,061	X	All
			NPS	14,565		
			Non public	11,496		
Bilingual/ESOL Education Program	Federal/Entitlement/State process	Funds will be used to purchase supplies for the Bilingual Center.		18,014	15,139	All
Priority School District	State Entitlement	School Readiness	NPS	1,668,980	1,668,980	All
		Quality Enhancement		25,375	24,106	
		Priority School District		1,170,737	1,170,737	
		Summer School Accountability		116,132	115,977	
		Extended School Hours		104,545	105,597	
IDEA (Part B) 611(94-142 Special Education)	Federal Entitlement/ State Process	Assistance for Education of all Children with Disabilities in Elementary, Middle and High School	Overall	1,408,159	1,399,434	All
			NPS	1,383,781	1,375,056	
			Non-Public	24,378	24,378	
IDEA (Part B) 619 Preschool Entitlement	Federal Entitlement/ State Process	Assistance for Education of all Children with Disabilities in Preschool	NPS	39,461	39,461	All
Stewart B. McKinney Education of Homeless Children and Youth	Federal Competitive Funds/State Process	Funds will support a para-educator for Mahan school and the assistant to the homeless coordinator	NPS	32,471	50,310	All
ARRA Stewart B. McKinney Education of Homeless Children and Youth	Federal Competitive/State Process	Funds will support transportation for students experiencing homelessness to keep them in their home school.	NPS	17,839	X	All
21st Century Community Learning Centers-Aspire	Federal Competitive Funds	Funds will support after-school, evening, weekend, multi-cultural and student leadership activities for middle school students.	NPS	190,000	142,500	Middle Schools
21st Century Community Learning Centers-Bridges	Federal Competitive Funds	Funds will support after-school, evening, weekend, multi-cultural and student leadership activities for elementary school students.	NPS	198,248	198,248	Elementary
21st Century Community Learning Centers-STANTON BRIDGES (Formerly Greenville)	Federal Competitive Funds	Funds will support after-school, evening, weekend, multi-cultural and student leadership activities for elementary school students.	NPS	113,498	113,498	Stanton
LEARN and SERVE AMERICA	Federal Competitive Funds/State process	Funds are used to support student leadership and community service programs at Bishop, Greenville, Mahan, Moriarty, Uncas, Kelly, Teachers' Memorial, Integrated Day Charter and Norwich Free Academy.		32,000	37,000	All
Interdistrict Cooperative	State Competitive Grant	Funds will be used to support Marine Science Instruction for students in grades 7 and 8 along with Bozrah and Montville.	NPS	133,170	92,548	Middle Schools
Reading First	State Competitive Grant	To create a demonstration site in SBRR Comprehensive Reading	NPS	210,832	X	Veterans
Adult English Literacy	Competitive State Department of Education	Integrate English Literacy and Civics topics into the Curriculum for ESL and High School Diploma Students		35,000	29,400	Adult Education
Family Resource Center	State Competitive Grant	Targeted funds for the maintenance of the Family Resource Center at Wequonnoc School. Future funding depends on State discretion.		92,325	97,000	Wequonnoc
Program Improvement Projects	State Competitive Grant	Adult Education students will be trained in workforce skills	60000	175,000	147,000	Adult Education
	State Competitive Grant	Adult Education students will be given workplace preparation skills	30000			
	State Competitive Grant	Adult Education students will be counseled for Post Secondary transition	45000			
	State Competitive Grant	External Diploma Program	40000			
Liberty Bank	Private Competitive	To provide specialized reading, literacy, and math materials for Bilingual/ELL students		4,000	X	Middle Schools
Norwich Sunrise Rotary Club	Private Competitive	Assist Huntington students in academic areas		3,000	Not Confirmed	Huntington
School Improvement	Federal Entitlement/ State Process	Demonstration school		7,600	X	Kelly
ARRA TITLE I Improving Basic Programs	Federal Entitlement/ State Process	Federal Stimulus money based on Title I requirements	Overall	787,384	X	All
			NPS	778,861		
			Non Public	8,523		
Investing & Personal Finance Education	Federal Competitive	Financial Literacy and personal Finance		15,000		Adult Education
ARRA Stabilization -ED Grants	Federal Entitlement/ State Process	Federal Stimulus money to retain positions		2,971,879	4,610,439	All
ARRA Stabilization Gov Serv	Federal Entitlement/ State Process	Federal Stimulus money to retain positions		1,638,560	X	All
Fresh Fruits and Vegetables	Federal Competitive	Fresh Fruit and Vegetable Program (USDA)		95,999	33,009	Wequonnoc, Uncas, Veterans
ARRA NSLP Equipment Assistance g	Federal Competitive	Dishwashers		30,467	X	Uncas
ARRA NSLP Equipment Assistance g	Federal Competitive	Dishwashers		21,170	X	Veterans
ARRA-Idea, Part B, Section 619 Pres	Federal Entitlement/ State Process	Assistance for Education of all Children with Disabilities in Preschool		68,208	X	All
			Overall	1,712,415		
ARRA-Idea, Part B, Section 611	Federal Entitlement/ State Process	Assistance for Education of all Children with Disabilities in Elementary, Middle and High School	NPS	1,680,723	X	All
			Non public	31,692	X	
Title I-PRT A School Improvement	Federal Entitlement/ State Process	Before and afterschool tutorial funds for schools in need of improvement		29,284	X	Kelly, Teachers, Stanton, Wequonnoc
Education Jobs Fund	Federal Entitlement/ State Process	Federal Stimulus money to retain positions	NPS		1,889,571	ALL

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2011-12 ADOPTED BUDGET**

		2007-08	2008-09	2009-10	2009-10	2010-11	2011-12	2011-12	2011-12
		ACTUAL	ACTUAL	REVISED BUDGET	ACTUAL	REVISED BUDGET	BUDGET REQUEST	MANAGER'S PROPOSED	ADOPTED BUDGET
80	DEBT SERVICE								
80801	PRINCIPAL	4,303,000	3,235,000	3,530,000	3,530,000	3,475,000	3,970,000	3,970,000	3,970,000
80802	INTEREST	1,284,544	1,198,896	1,007,782	942,764	1,296,890	1,001,075	1,001,075	1,001,075
TOTALS		5,587,544	4,433,896	4,537,782	4,472,764	4,771,890	4,971,075	4,971,075	4,971,075

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.

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 2011-12 for retirees plus 3/5 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 \$.50 per capita using the 2000 US Census population data of 36,118.

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 1 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 is 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 7/1/2009 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.

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2011-12 ADOPTED BUDGET**

		2007-08 ACTUAL	2008-09 ACTUAL	2009-10 REVISED BUDGET	2009-10 ACTUAL	2010-11 REVISED BUDGET	2011-12 BUDGET REQUEST	2011-12 MANAGER'S PROPOSED	2011-12 ADOPTED BUDGET
90 NON-DEPARTMENTAL EXPENSES									
80002	STREET LIGHTING	778,364	699,707	570,000	635,944	700,000	736,000	736,000	736,000
80063	POST-EMPLOYMENT MEDICAL	743,004	961,400	961,400	961,400	1,180,800	1,476,797	1,476,797	1,476,797
80072	CLAIMS	74,014	33,084	80,000	0	80,000	75,000	75,000	75,000
80073	INSURANCE	912,949	816,843	835,770	832,176	701,021	711,000	711,000	691,000
80077	LIBRARY	1,082,871	1,121,500	986,920	986,920	886,920	936,228	936,228	936,228
80086	CONTINGENCY	472,247	66,387	429,031	10,000	46,806	348,200	348,200	348,200
80088	AMBULANCE SERVICE	50,922	52,757	54,709	54,708	56,733	58,832	58,832	58,832
80090	CONVEYANCE TAX TRANS-OUT	0	232,686	0	0	0	0	0	0
80093	PROBATE COURT	20,469	23,235	23,000	26,379	27,000	22,452	22,452	22,452
80095	SE CT COUNCIL GOVERN	18,059	18,059	18,059	18,059	18,059	18,059	18,059	18,059
80096	STATE FISHING & GAME	59,743	31,223	60,000	0	0	0	0	0
80098	APPROP-CAPITAL BUDGET	1,791,000	1,826,065	2,327,880	2,327,880	2,358,066	2,372,692	2,372,692	2,372,692
80101	UNEMPLOY COMPENSATION	22,118	21,569	60,307	63,996	20,000	56,256	56,256	56,256
80103	HISTORIC DISTRICT	1,881	1,955	2,500	1,018	2,490	2,388	2,388	2,388
80104	CT CONF OF MUNICIPAL	24,875	25,327	25,327	25,327	25,327	25,327	25,327	25,327
80115	TAX COLLECTION SERVICES	30,062	30,214	31,000	19,585	6,666	9,000	9,000	9,000
80120	REGION HEALTH DISTRICT	235,326	241,385	248,466	248,466	248,167	249,878	249,878	249,878
80133	ELDERLY TAX CREDITS	82,275	82,824	83,000	70,400	0	0	0	0
80141	SEAT BUS	125,604	129,372	133,253	133,253	141,248	146,898	146,898	146,898
80181	PARKING LEASE	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
87109	UNITED COMMUNITY SERV	170,000	177,000	150,500	150,450	0	150,000	50,000	50,000
87110	TVCCA	13,485	13,485	11,500	11,500	0	32,000	4,000	4,000
87111	LITERACY VOLUNTEERS	4,000	4,200	3,500	3,500	0	0	0	0
89335	OPERATING TRANSFER TO ICE RINK	0	0	0	0	0	54,000	54,000	54,000
TOTALS		6,845,272	6,620,277	7,106,122	6,590,961	6,509,303	7,491,007	7,363,007	7,343,007

CITY OF NORWICH
CAPITAL BUDGET SUMMARY

The following is a list of capital improvements and projects for fiscal year 2011-12 selected pursuant to Chapter VII, 17 of the City Charter (see Financial Management Policies section for a description of the capital planning process). Also described, is the financial and/or non-financial impact that the project will have once it is completed. Examples of what might have an impact on the operating budget due to a capital project are new staff needed, maintenance, and daily operations (utilities, supplies). Depreciation expense is not considered in the impact which is consistent with the city's budgeting procedures.

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

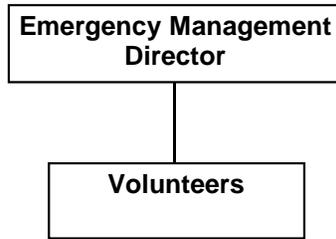
Department	Account Code	Description	Financial and/ or Non-financial impacts	QTY	UOM	Estimated Unit Cost	Estimated Total Cost
City Manager	10212-88000	Capital contingency - For other capital improvements and design costs as the City Manager deems necessary. A portion of this contingency may be used towards 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
Norwich Fire	10212-88222	Exhaust uptake system improvements at Norwich Fire Dept Headquarters	Will provide a safer work environment. This should not have an affect on future operating costs.	1	each	8,638	8,638
EGP VFD	10212-88223	Window Replacement	Replacement of old windows with more energy efficient ones should decrease future utilities costs slightly.	18	each	600	10,800
Recreation	10212-88232	Playground surfacing	Routine capital expenditure - no significant impact on operating budgets.	1		25,000	25,000
Recreation	10212-88232	Replace football field light poles	Routine capital expenditure - no significant impact on operating budgets.	1		25,000	25,000
Public Works	10212-88247	Repair/replace City Hall Exterior Stairs	This improvement will make the stairs safer and shouldn't affect future operating costs.	1		210,000	210,000
Police	10212-88321	Police Cruisers - Replace police cruisers	Routine capital expenditure - no significant impact on operating budgets.	6	each	19,500	117,000
Police	10212-88321	Patrol Supervisor's Vehicle - Replace police supervisor's vehicle	Routine capital expenditure - no significant impact on operating budgets.	1	each	33,500	33,500
Norwich Fire	10212-88322	Tower Ladder Lease - Lease payment for 100' Ladder Truck for Greeneville 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 ladder truck.	1	year	112,000	112,000
Public Works	10212-88342	Replace 1991 Plow Truck	Routine capital expenditure - no significant impact on operating budgets.	1	each	185,000	185,000
Police	10212-88421	Mobile Data Terminals	Routine capital expenditure - no significant impact on operating budgets.	9	each	4,222	38,000
Police	10212-88421	Digital cameras - Replace older digital cameras with newer ruggedized digital cameras.	Will help facilitate the successful prosecution of criminal cases as well as better documentation of motor vehicle collisions.	80	each	219	17,500
Police	10212-88421	Portable Radios	Routine capital expenditure - no significant impact on operating budgets.	12	each	1,208	14,500
Police	10212-88421	Mobile Radios	Routine capital expenditure - no significant impact on operating budgets.	5	each	1,920	9,600
Norwich Fire	10212-88422	Air Pack mask, voice amp and regulator	Routine capital expenditure - no significant impact on operating budgets.	40	each	1,715	68,600
Norwich Fire	10212-88422	Turnout Gear	Routine capital expenditure - no significant impact on operating budgets.	12	each	3,200	38,400
Norwich Fire	10212-88422	5" Hose	Routine capital expenditure - no significant impact on operating budgets.	500	feet	6	3,025
Norwich Fire	10212-88422	3" Hose	Routine capital expenditure - no significant impact on operating budgets.	750	feet	4	2,940
Norwich Fire	10212-88422	1 3/4 " Hose	Routine capital expenditure - no significant impact on operating budgets.	750	feet	3	2,325
EGP VFD	10212-88423	Full Sets of Turnout Gear	Routine capital expenditure - no significant impact on operating budgets.	4	each	3,200	12,800
EGP VFD	10212-88423	SCBA Bottles	Routine capital expenditure - no significant impact on operating budgets.	11	each	1,000	11,000
Laurel Hill VFD	10212-88424	SCBA Bottles	Routine capital expenditure - no significant impact on operating budgets.	16	each	1,000	16,000
Laurel Hill VFD	10212-88424	Full Sets of Turnout Gear	Routine capital expenditure - no significant impact on operating budgets.	3	each	3,200	9,600
Occum VFD	10212-88425	5" Hose	Routine capital expenditure - no significant impact on operating budgets.	1,000	feet	6	6,050
Occum VFD	10212-88425	1 3/4 " Hose	Routine capital expenditure - no significant impact on operating budgets.	1,000	feet	3	3,100

Department	Account Code	Description	Financial and/ or Non-financial impacts	QTY	UOM	Estimated Unit Cost	Estimated Total Cost
Occum VFD	10212-88425	Pagers - Minitor V	Routine capital expenditure - no significant impact on operating budgets.	6	each	450	2,700
Occum VFD	10212-88425	2 1/2" hose	Routine capital expenditure - no significant impact on operating budgets.	500	feet	4	1,960
Taftville VFD	10212-88426	Turnout Gear	Routine capital expenditure - no significant impact on operating budgets.	5	each	3,200	16,000
Taftville VFD	10212-88426	SCBA Bottles	Routine capital expenditure - no significant impact on operating budgets.	10	each	1,000	10,000
Taftville VFD	10212-88426	Dive Team Dry Suits	Routine capital expenditure - no significant impact on operating budgets.	2	each	2,753	5,506
Yantic VFD	10212-88427	SCBA Replacements	Routine capital expenditure - no significant impact on operating budgets.	5	each	6,955	34,775
Yantic VFD	10212-88427	Full Sets of Turnout Gear	Routine capital expenditure - no significant impact on operating budgets.	4	each	3,200	12,800
Yantic VFD	10212-88427	Automated External Defibrillators - Replace one unit and add one unit	Routine capital expenditure - no significant impact on operating budgets.	2	each	2,655	5,310
Yantic VFD	10212-88427	SCBA Bottles	Routine capital expenditure - no significant impact on operating budgets.	5	each	1,000	5,000
Yantic VFD	10212-88427	Pagers - Minitor V	Routine capital expenditure - no significant impact on operating budgets.	10	each	450	4,500
Yantic VFD	10212-88427	Dive Team Dry Suits	Routine capital expenditure - no significant impact on operating budgets.	1	each	2,753	2,753
Yantic VFD	10212-88427	3" Hose	Routine capital expenditure - no significant impact on operating budgets.	700	feet	4	2,744
Yantic VFD	10212-88427	1 3/4 " Hose	Routine capital expenditure - no significant impact on operating budgets.	800	feet	3	2,480
Yantic VFD	10212-88427	Dive Team PFD jackets	Routine capital expenditure - no significant impact on operating budgets.	6	each	255	1,530
Recreation	10212-88432	Bleacher replacement	Routine capital expenditure - no significant impact on operating budgets.	16	each	1,000	16,000
Finance	10212-88500	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	10212-88500	Servers - Replacement of servers at Police station and City Hall.	These purchases are part of a long-range plan to work with NPU's fiber optic network to reduce the total number of City servers and thereby reduce future maintenance and replacement costs.	2	each	8,000	16,000
Finance	10212-88500	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.	40	licenses	288	11,500
Finance	10212-88500	Various PC's and parts - Replace computers and peripherals as needed.	Routine capital expenditure - no significant impact on operating budgets.	1		5,000	5,000
Public Works	10212-88600	Road Resurfacing	Routine capital expenditure - no significant impact on operating budgets.	1		744,039	744,039
Public Works	10212-88600	Road Preventative Maintenance	Routine capital expenditure - no significant impact on operating budgets.	1		50,000	50,000
Public Works	10212-88601	Sunnyside Street Bridge Design	The eventual rehabilitation of this bridge will reduce future repair costs slightly.	1		30,000	30,000
Public Works	10212-88601	Sherman Street Bridge Design	The eventual rehabilitation of this bridge will reduce future repair costs slightly.	1		20,000	20,000
Public Works	10212-88603	Mediterranean Lane Drainage	These drainage improvements will make this road safer.	1		115,000	115,000

TOTAL CAPITAL IMPROVEMENT BUDGET

2,372,692

City of Norwich Emergency Management Department Organization Chart



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. Strengthen communication and collaboration among individuals, organizations and agencies concerned with reducing damage caused, by natural disasters. **(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 the CERT (Community Emergency Response Team) program to advance the professional growth of volunteers through the development, provision and promotion of training and professional standards. **(G1)**

ACCOMPLISHMENTS:

1. Conducted a Hurricane Awareness Conference for all city departments.
2. Completed sheltering plans with the State Office of Protection and Advocacy for persons with disabilities.
3. Maintained necessary plans and procedures to capture the prestigious "Storm Ready" designation until 2013.
4. Responded to 184 flood assistance calls and distributed 7,000 sandbags.
5. Completed necessary plans to receive enhanced EMPG funding from the State Office of Emergency Management & Homeland Security.

CITY OF NORWICH GENERAL FUND EXPENDITURES 2011-12 ADOPTED BUDGET									
		2007-08 ACTUAL	2008-09 ACTUAL	2009-10 REVISED BUDGET	2009-10 ACTUAL	2010-11 REVISED BUDGET	2011-12 BUDGET REQUEST	2011-12 MANAGER'S PROPOSED	2011-12 ADOPTED BUDGET
91	EMERGENCY MANAGEMENT								
80011	HEAD OF DEPT	26,129	26,963	26,970	26,966	26,970	26,970	28,049	28,329
80013	PART TIME EMPLOYEES	130	0	0	0	0	0	0	0
89999	FRINGE BENEFITS	2,646	1,606	2,120	2,120	2,120	2,120	2,199	2,221
80021	MATERIALS & SUPPLIES	2,208	1,524	3,000	7,224	3,000	3,000	3,000	3,000
80023	GAS OIL & GREASE	1,659	1,671	1,088	1,820	1,088	1,216	1,216	1,216
80031	RADIO SERVICE	0	0	2,000	120	2,000	2,000	0	0
80032	EQUIP & FURN MAINT	10,188	12,475	4,000	(362)	4,000	4,000	5,000	5,000
80033	TELEPHONE	5,811	6,247	5,000	6,871	5,000	5,000	5,000	5,000
80034	POSTAGE	2	102	0	0	0	0	0	0
80035	UTILITIES	8,566	10,997	11,000	4,738	5,821	5,821	4,282	4,282
80040	BLDG & GRND MAINT	2,958	1,283	1,500	1,100	1,500	1,500	1,000	1,000
80048	DEPARTMENTAL EXPENSE	4,643	809	0	0	0	0	0	0
80059	TRAINING	0	2,222	1,000	2,150	1,000	1,000	1,000	1,000
	TOTALS	64,940	65,899	57,678	52,747	52,499	52,627	50,746	51,048

Notes on some of the line items:

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

Performance Measure	ACTUAL	ACTUAL	PROJECTED	ACTUAL	PROJECTED	PROJECTED	PROJECTED	PROJECTED
<i>Inputs</i>								
<i>Workload/ Output Measures</i>								
Hours of emergency training	875	725	1,100	975	1,100	1,250	1,250	1,250
Personnel trained	38	32	115	47	115	165	165	165
Shelter maintained	19	19	19	19	19	17	17	17
EOC activations	8	9	12	12	12	10	10	10
Dive team rescue calls	1	1	1	N/A	N/A	N/A	N/A	N/A
Flood assistance calls	74	184	50	176	50	50	50	50
Speaking engagements	23	20	25	27	23	25	25	25
Public information/education exhibits	21	20	23	23	23	25	25	25
<i>Outcome/ Results</i>								
Percentage of emergency operations plans update	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
<i>Efficiency Measures</i>								
Cost of department per capita	\$1.78	\$1.77	\$1.54	\$1.39	\$1.38	\$1.38	\$1.33	\$1.39

Note: the Dive team equipment and operations were transferred to the Yantic and Taftville fire departments in 2009.

EMERGENCY MANAGEMENT

Emergency Management Director

28,329

The Emergency Management Department receives a grant from the federal government which is reflected in revenue account 70268 (See revenue section of the budget). For the 2011-12 year those revenues are estimated to be \$19,000.

Special Revenue Funds



CITY OF NORWICH			
SUMMARY OF SPECIAL REVENUE FUNDS BUDGETS			
2011-12 ADOPTED BUDGET			
	Special Service Fire (Fund 020)	Volunteer Fire Relief & Tax Credit (Fund S23)	COMBINED
EXPENDITURES			
General Operations	5,910,738	535,662	6,446,400
TOTALS	5,910,738	535,662	6,446,400
REVENUES			
General Revenues	2,634,001	13,500	2,647,501
Surplus	0	0	0
Taxes to be levied - CCD Fire	3,276,737	0	3,276,737
Taxes to be levied - TCD Fire	0	522,162	522,162
TOTALS	5,910,738	535,662	6,446,400

SPECIAL REVENUE FUND
CITY CONSOLIDATED DISTRICT (CCD) FIRE DEPARTMENT

GENERAL PROPERTY TAXES

70201 Current Levy; 70202 Prior Levies; 70203 Interest and Lien Fees; and 70208 M.V. PA 76-338 – Please see the descriptions of these revenue items in the General Fund Revenues section. For the CCD, the three-year average collection rate of the current levy is 95.20%

REVENUE FROM OTHER CITY OPERATIONS

70231 Fire Special Service – This is a transfer from the general fund for services provided by the paid fire department to the volunteer fire departments. See the Fire-General budget in the general fund expenditures section for additional detail.

OTHER REVENUES

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.

70238 Conveyance Tax – This represents an estimate of the city conveyance taxes to be collected for property located in the CCD.

STATE GRANTS IN AID – GENERAL

70251 City Housing-Fire – Reimbursement for city housing PILOT money. Revenue is based on the contract with the Housing Authority. These grants are split between general fund account 70250 and Special Service Fund 70251 according to the location of the properties.

70255 In lieu of Taxes-Fire – This account includes the payments in lieu of taxes (PILOTs) for State-owned property; privately owned colleges and hospitals; manufacturing facilities in distressed municipalities, new manufacturing machinery and equipment; total disability and additional veterans' exemptions. These PILOT funds are split according to the location of the underlying properties among General Fund accounts 70247, 70253, 70256, and 70267 and Special Service Fund account 70255. See the general fund revenues section for detailed descriptions of these PILOT programs.

70258 Mashantucket-Pequot/Mohegan Fund Grant - These grants are split between general fund account 70254 and Special Service Fund 70258 according to the grand list real estate net assessment of Town and CCD properties.

70262 Elderly Reimbursement-Fire - Includes the Homeowners' – Elderly/Disabled Tax Relief Program and the Elderly/Disabled Freeze Tax Relief Program. These grants are split between general fund account 70257 and Special Service Fund 70262 according to the location of the homes.

SURPLUS SPECIAL SERVICES

70294 Surplus for Appropriation, Special Services – Based on audit of June 30, 2010 and anticipated surplus as of June 30, 2011. No amount of surplus was appropriated for this year.

CITY OF NORWICH								
SPECIAL SERVICE FIRE REVENUES								
2011-12 ADOPTED BUDGET								
		2007-08	2008-09	2009-10	2009-10	2010-11 REVISED	2011-12	2011-12
		ACTUAL	ACTUAL	REVISED	ACTUAL	BUDGET	MANAGER'S	ADOPTED
				BUDGET			PROPOSED	BUDGET
GENERAL PROPERTY TAXES								
70201	PROPERTY TAX CURRENT LEVY	2,899,758	2,939,260	2,957,773	2,966,255	3,221,063	3,276,737	3,276,737
70202	PROPERTY TAX PRIOR LEVY	97,171	82,930	60,000	113,727	80,000	100,000	100,000
70203	PROPERTY TAX-INT & LIENS	54,047	48,135	45,000	60,147	45,000	55,000	55,000
70208	PROP.TAX-M.V. PA-76-338	43,678	51,915	30,000	36,916	35,000	38,000	38,000
	TOTALS	3,094,654	3,122,240	3,092,773	3,177,045	3,381,063	3,469,737	3,469,737
REVENUE FROM OTHER CITY OPERATIONS								
70228	PUBLIC UTILITIES 10%	0	626,251	643,661	643,661	528,396	584,975	584,975
70231	FIRE SS-GF CHARGE-SS	95,207	108,841	112,106	112,106	116,000	116,000	116,000
	TOTALS	95,207	735,092	755,767	755,767	644,396	700,975	700,975
OTHER REVENUES								
70223	INTEREST ON INVESTMENTS	22,360	6,430	6,000	428	4,000	4,000	4,000
70238	CONVEYANCE TAX	75,000	40,000	20,000	20,000	14,400	12,000	12,000
	TOTALS	97,360	46,430	26,000	20,428	18,400	16,000	16,000
STATE GRANTS IN AID - GENERAL								
70251	TOWN HOUSING-FIRE	159,682	152,938	72,030	168,633	94,079	201,881	201,881
70255	IN LIEU OF TAXES FIRE	80,933	48,670	65,519	65,519	54,400	50,139	50,139
70258	MASHANTUCKET PEQUOT GRANT	872,231	980,573	1,552,268	1,550,268	1,547,256	1,397,286	1,397,286
70262	ELDERLY REIMBURSE-FIRE	242,705	8,453	77,229	77,229	77,807	74,720	74,720
	TOTALS	1,355,551	1,190,634	1,767,046	1,861,649	1,773,542	1,724,026	1,724,026
SURPLUS SPECIAL SERVICE								
70294	SURPLUS-SPECIAL SERVICE	0	0	0	0	0	0	0
	TOTALS	0	0	0	0	0	0	0
	GRAND TOTALS	4,642,772	5,094,396	5,641,586	5,814,889	5,817,401	5,910,738	5,910,738

CITY OF NORWICH
SPECIAL SERVICE EXPENDITURES
2011-12 ADOPTED BUDGET

		2007-08	2008-09	2009-10	2009-10	2010-11	2011-12	2011-12	2011-12
		ACTUAL	ACTUAL	REVISED	ACTUAL	REVISED	BUDGET	MANAGER'S	ADOPTED
				BUDGET		BUDGET	REQUEST	PROPOSED	BUDGET
20	FIRE SPECIAL SERVICE								
80012	EMPLOYEES	2,215,600	2,273,437	2,791,324	2,475,438	2,746,253	2,385,843	2,846,304	2,846,304
80014	OVERTIME	0	0	165,823	28,439	165,823	100,000	80,000	80,000
89999	FRINGE BENEFITS	1,405,937	1,548,936	1,709,159	1,725,549	1,882,365	1,946,406	1,697,273	1,697,273
80017	REPLACEMENT COSTS	909,746	865,195	650,000	769,648	650,000	770,856	744,000	744,000
80063	POST-EMPLOYMENT MEDICAL	169,008	325,280	325,280	325,280	372,960	543,161	543,161	543,161
TOTALS		4,700,291	5,012,848	5,641,586	5,324,354	5,817,401	5,746,266	5,910,738	5,910,738

FIRE SPECIAL SERVICES

Captains			
Fire Captain (FC 2)	3 @	66,855	200,565
Fire Captain (FC 1)	1 @	64,945	64,945
Lieutenants			
	7 @	63,090	441,630
	1 @	61,290	61,290
Firefighters			
	15 @	57,686	865,290
	8 @	54,939	439,512
	4 @	52,326	209,304
	7 @	49,834	348,838
	2 @	47,465	94,930
	0 @	45,210	0

TOTAL WAGES
 2,726,304¹

¹ 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.

SPECIAL REVENUE FUND
VOLUNTEER FIRE RELIEF FUND, TAX ABATEMENTS AND WORKERS' COMPENSATION

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.

CITY OF NORWICH									
VOLUNTEER FIRE RELIEF FUND (FUND S23)									
2011-12 ADOPTED BUDGET									
				2009-10 REVISED		2010-11 REVISED		2011-12	2011-12
		2007-08 ACTUAL	2008-09 ACTUAL	BUDGET	2009-10 ACTUAL	BUDGET	MANAGER'S	PROPOSED	ADOPTED
								BUDGET	BUDGET
GENERAL PROPERTY TAXES									
70201	PROPERTY TAX CURRENT LEVY	424,173	505,972	503,833	521,043	519,498	522,162	522,162	522,162
70202	PROPERTY TAX PRIOR LEVY	0	0	0	13,651	0	8,000	8,000	8,000
70203	PROPERTY TAX-INT & LIENS	0	0	0	5,694	0	3,000	3,000	3,000
70208	PROP.TAX-M.V. PA-76-338	0	0	0	3,910	0	2,500	2,500	2,500
70294	SURPLUS	0	0	0	0	0	0	0	0
TOTALS		424,173	505,972	503,833	544,298	519,498	535,662	535,662	535,662

CITY OF NORWICH									
VOLUNTEER FIRE RELIEF FUND (FUND S23)									
2011-12 ADOPTED BUDGET									
		2007-08	2008-09	2009-10	2009-10	2010-11	2011-12	2011-12	2011-12
		ACTUAL	ACTUAL	REVISED	ACTUAL	REVISED	BUDGET	MANAGER'S	ADOPTED
				BUDGET		BUDGET	REQUEST	PROPOSED	BUDGET
S23	VOLUNTEER FIRE RELIEF								
80122	VOLUNTEER TAX CREDIT	73,918	79,862	80,000	81,432	85,000	85,000	85,000	85,000
89270	TRUST FUND	212,896	250,000	250,000	250,000	250,000	281,000	281,000	281,000
89IS0	WORKERS COMPENSATION	106,082	146,162	173,833	173,833	184,498	148,755	169,662	169,662
TOTALS		392,896	476,024	503,833	505,265	519,498	514,755	535,662	535,662

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:

- ◆ Along with other CMEEC members, received a \$9.2M ARRA grant to pilot the implementation of a Smart Grid metering system. Installed automated infrastructure communication network and installed over 300 meters in system acceptance test. This project will be completed over the next two years and will make smart metering available to over 5000 NPU customers.
- ◆ Clean Rivers, Clean Harbor, Sound Norwich, the community wastewater project that is slated to take place over the next ten years, was introduced to the residents of Norwich in 2007. This project will implement nitrogen removal, minimize treatment plant odors, increase the overall capacity of the plant and replace outdated equipment and address new DEP discharge regulations. Construction of the first phase, to replace the digester heating system, mixing system and cover reusing the byproduct methane gas began in early 2009, and is expected to be completed in early 2012. The design for the remaining phases of the project has been initiated.
- ◆ Construction of the Flyers Drive Sewer Project has been completed. The project provides sanitary service for the Wayne Street, Flyers and Lambert Drive areas. The project alleviates the health and safety issues associated with multiple failing septic systems and greatly improves environmental conditions for all areas downstream of the project area.
- ◆ Design of the Newton Street Sewer Project has been completed and the project is out for bid. Construction is planned for the summer of 2011. The project will serve the Newton Street, East Avenue, West Avenue, Eagle Street, Will Road and Ash Road areas of Norwich. The sewer will also serve the Stanton School facility. This school is the last such municipal building still served by an antiquated septic system. Benefits will be realized by the residents whom systems are failing, the school system and all downstream environs currently affected by the current failing septic systems in this area.
- ◆ Design of filter backwash recycle systems for both the Stony Brook and the Deep River Water Treatment Plants was started. This project will reduce waste of filter backwash and allow treated backwash to be utilized. Plan to start Stonybrook Lagoon construction in FY2011.
- ◆ The Fairview Reservoir water storage tank has been revitalized and resurfaced. This will maintain the high quality water within the tank.
- ◆ Completed construction of the Roosevelt Avenue gas regulating station. The new station replaces 3 existing outdated stations and eliminates a river crossing that was scheduled for replacement.
- ◆ Passed a 3 million dollar gas system expansion bond. Projects are being evaluated to determine construction locations in FY2011.

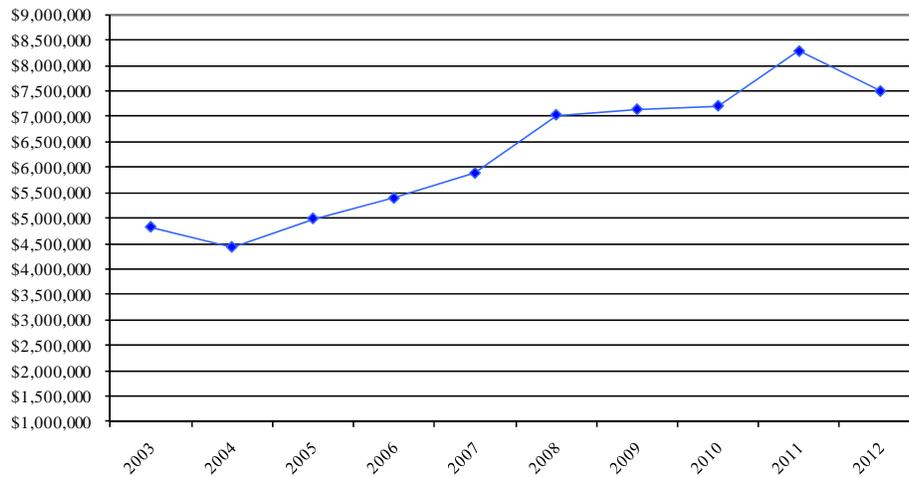
- ◆ Continued NPU Energy Efficiency initiatives for residential, commercial and industrial customers.
 1. CFL's provided by direct install to over 622 single-family, multi-family and Housing Authority residences exceeded 10,000.
 2. Provided residential customers with rebates totaling \$63,630 for 682 energy efficient appliances and high efficiency central air conditioning systems.
 3. Natural gas rebates totaled \$67,805 for 122 high efficiency equipment installations.
 4. Completed 57 high efficiency lighting, cooling and equipment projects for commercial and industrial customers. These projects resulted in a total savings of 1.3 million kWh/year and a reduction in peak load of 414kW. Customers implementing these projects ranged from multiple manufacturing facilities as well as several school facilities, housing complexes, retail and service providers. The average return on investment for these projects is less than two years. NPU acts as the customer advocate through the process.
 5. NPU renewed the Zero Percent (0%) Financing Program. Working with six local lending institutions, this program allows eligible commercial customers with qualifying energy efficiency projects to obtain bank financing at a 0% interest rate.
 6. Information on all efficiency programs is available on the NPU Website. Website includes a residential energy calculator call "Energy Depot" allowing customers to conduct on line energy use assessments for their homes.
 7. Continued to educate customers with information on key energy issues, efficiency tips and energy management utilizing public service radio announcements, *Community Matters*, and community events.
 8. Conducted a Green Energy Expo collaborating with the Greater Norwich Chamber of Commerce and Three Rivers Community College, to provide energy efficiency information to chamber members.

- ◆ NPU supports community activities, providing in-kind services as well as NPU employee volunteers:
 1. NPU provides mechanical maintenance services to all Board of Education facilities and public works facilities providing considerable savings to the city.
 2. Community non-profits are encouraged to utilize *Community Matters* to publicize citywide events. *Community Matters* also includes safety information provided by the city fire department and Uncas Health District.
 3. Partnerships with Norwich public schools are ongoing and include sponsorship of the Junior Solar Sprints
 4. School safety programs utilize Hazard Hamlet and Smart House as educational tools. These are part of in-school programs created to educate children in the safe use of electricity and energy efficiency. *Tilly* continues as a recognizable NPU ambassador for children of all ages serving to educate on gas and electric safety issues.
 5. On-going tours of NPU facilities give city residents and school children an opportunity to see where their drinking water comes from, view the hydro facilities, understand the wastewater treatment process and learn about green power initiatives as well as meet with NPU staff to learn about energy issues
 6. Supports and participates in community activities including, Greenville Day, Riverfest, Juneteenth, Family Day, NPD National Night Out, Winterfest, UCFS Health Fair as well as Norwich and volunteer fire department Open Houses.

- ◆ Geographical information system (GIS) technology fully implemented. Utilization of this technology includes mapping of the electrical, gas and sewer systems to enhance response time to outages, improve customer notifications and timely dispatching of crews. Water infrastructure and mobile applications are currently being developed.
- ◆ Project coordinators worked pro-actively with developers to facilitate the on-going construction of new developments within Norwich.

NPU's relationship with customers is a special one; as a municipal utility, our customers are also our owners. We have continually generated revenue for the city's General Fund equal to 10% of all billings. As our Gas, Electric, and Water units grow, so does our contribution to the city. This year we generated \$7,491,360 for the city's revenue stream; reducing taxpayer burden by the equivalent of 3.28 mils. Over the past 10 years, NPU generated over \$62M for the City's General Fund.

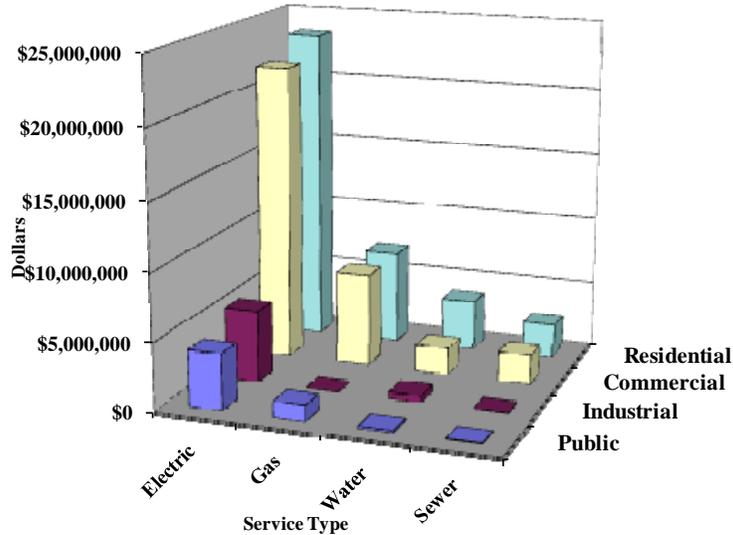
Revenues Generated to City Fund



2012 Performance Measures			
	FY 2010	FY 2011	FY 2012
PERFORMANCE MEASURES	Audited	Approved	Approved
<i>Fiscal Integrity</i>			
<i>Sales</i>			
Gas	\$15,746,675	\$16,627,283	\$15,230,297
Electric	\$47,989,624	\$58,561,504	\$55,761,091
Water	\$5,882,707	\$6,630,111	\$6,594,288
Sewer	\$7,074,548	\$7,073,778	\$7,204,390
<i>Customer Service Indicators</i>			
<i>Field Service</i>			
Gas Service Calls	4,201	4,500	4,500
Electric Service Calls	1,802	1,700	1,700
Water Service Calls	2,795	2,800	2,800
Sewer Service Calls	260	260	260
<i>Service Center</i>			
Walk-in Customers	60,000	58,000	58,000
# calls	72,000	70,000	70,000
<i>Operations Indicators</i>			
<i>Distribution Systems</i>			
Miles of Gas Main	133	135	135
Miles of Electric Line	229	229	229
Miles of Water Main	187	188	188
Miles of Sewer Main	121	121	122
<i>Electric System Reliability</i>			
Avg. # outages per customer	.50	.40	.40
Avg. cumulative out of service time (min)	40	40	40
Avg. outage duration (min)	80	80	80
<i>Wastewater Treatment</i>			
Gallons Treated (Billion)	1.91	1.99	1.99
Quality Tests Conducted	5,500	5,500	5,500
<i>Water Division</i>			
Gallons of Potable Water (Billion)	1.60	1.60	1.61
Quality Tests Conducted	10,600	11,000	10,600
<i>Community Development</i>			
Generated for the City General Fund	7,201,620	8,277,480	7,491,360

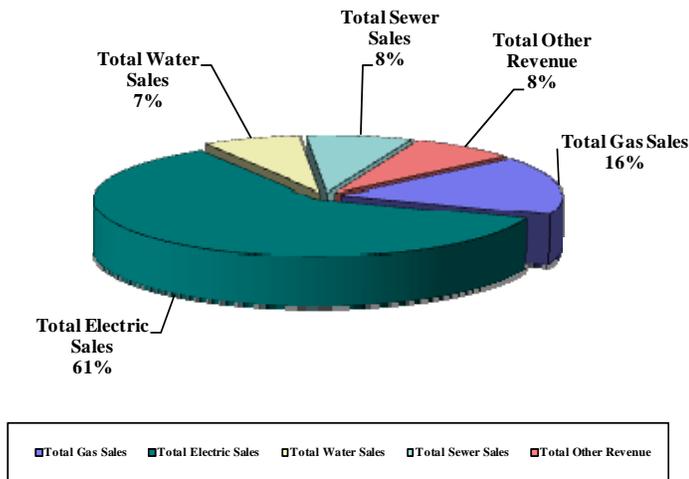
Norwich Public Utilities: Revenues Summary			
	FY 2010	FY 2011	FY 2012
	Audited	Approved	Approved
REVENUE FROM SALES			
Residential Gas Sales	6,716,168	7,408,666	6,990,447
Commercial Gas Sales	7,496,190	7,517,847	6,987,003
Industrial Gas Sales	276,414	257,269	-
Public Gas Sales	1,193,336	1,357,424	1,186,526
Interdepartmental Gas Sales	64,567	86,077	66,321
Total Gas Sales	15,746,675	16,627,283	15,230,297
Residential Electric Sales	19,514,468	23,956,941	23,409,538
Commercial Electric Sales	19,348,528	23,600,542	21,993,231
Industrial Electric Sales	4,766,173	5,935,288	5,443,581
Public Electric Sales	3,726,502	4,309,633	4,169,868
Interdepartmental Electric Sales	633,953	759,100	744,873
Total Electric Sales	\$47,989,624	\$58,561,504	\$55,761,091
Residential Water Sales	3,215,387	3,855,421	3,861,016
Commercial Water Sales	1,879,559	2,047,338	2,035,174
Industrial Water Sales	633,482	525,395	507,399
Public Water Sales	134,458	176,379	170,975
Interdepartmental Water Sales	19,821	25,578	19,724
Total Water Sales	\$5,882,707	\$6,630,111	\$6,594,288
Residential Sewer Sales	2,570,682	2,651,991	2,622,234
Commercial Sewer Sales	2,199,344	2,107,476	2,194,814
Industrial Sewer Sales	88,614	92,942	22,738
Public Sewer Sales	86,222	92,702	74,664
Interdepartmental Sewer Sales	108,245	108,129	108,252
Mandatory Upgrade Fee	2,021,441	2,020,538	2,001,688
Total Sewer Sales	\$7,074,548	\$7,073,778	\$7,024,390
OTHER OPERATIONAL REVENUE			
Penalties for Late Payments	630,980	639,067	682,242
Field Service & Water Heater Rentals	452,217	712,800	466,876
Jet Turbine Credit	2,894,615	3,200,080	4,000,000
Reservation Charges, Rentals & CNG Sales	571,604	506,101	534,153
Septage Charges	257,894	250,000	213,000
Interest Income	30,279	40,800	12,900
Energy Efficiency Program	962,219	1,034,726	1,149,617
Total Other Revenue	\$5,799,808	6,383,574	7,058,788
TOTAL DEPARTMENT REVENUE	\$82,493,362	95,276,250	91,668,854

Estimated Sales by Customer Class Fiscal Year 2012



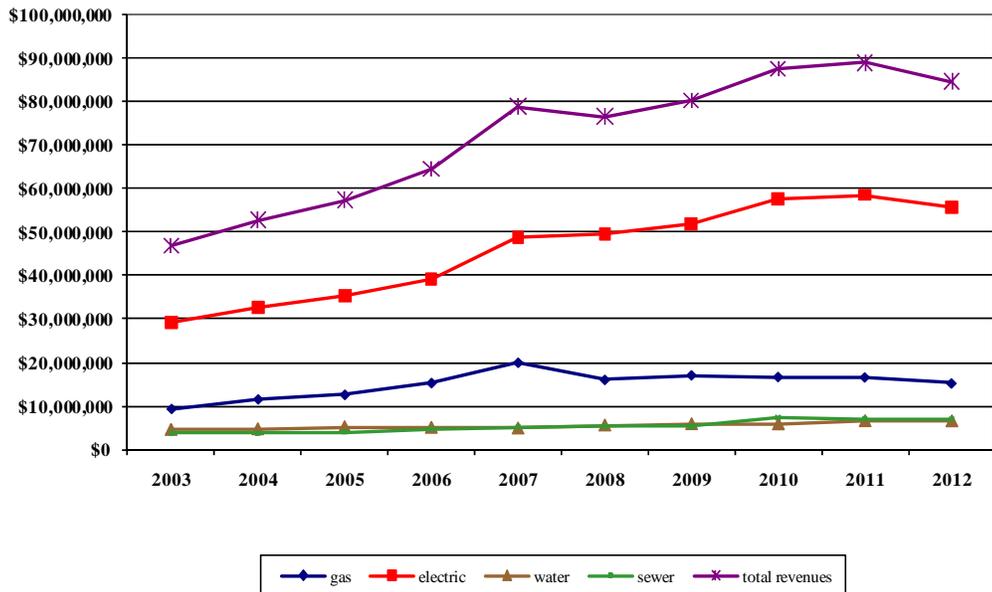
- ◆ Revenues from Gas and Electric rates are calculated using weather normalized data.
- ◆ Gas and Electric revenues are directly impacted by price changes in the energy markets. Increases/decreases in cost of energy are reflected in the PPA and PGA factors which are applied monthly to the amount of energy actually used by each customer.
- ◆ Water and Sewer revenues are calculated using historical actuals.

Estimated Revenues by Type
Fiscal Year 2012



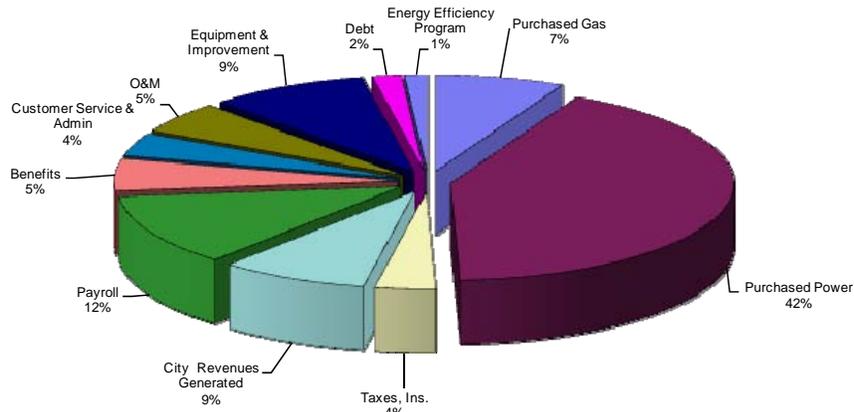
As evidenced by the 10 year performance chart, water and sewer revenues are relatively stable; increases in revenues for these divisions is a combination of growth in customer base and change in rates. Electric and gas revenues show the most volatility as they are dependent on the recovery of wholesale energy costs as well as being subject to fluctuations in weather and customer demand. Market cost of energy is recovered by the Purchased Power Adjustment (PPA) and the Purchased Gas Adjustment (PGA) charges which are reconciled monthly and changed only as needed to recover costs; the intent is to keep the two charges as stable as possible so that customers can plan for their energy bills, particularly in the coldest and warmest months when bills fluctuate most.

Budgeted Sales Revenues: 10-Year Performance



Norwich Public Utilities: Department Expense Summary			
	FY 2010	FY 2011	FY 2012
	Audited	Approved	Approved
DEPARTMENT EXPENSES			
Purchased Gas	6,140,517	7,724,941	6,544,152
Purchased Electricity	35,403,182	40,541,481	37,349,746
Payroll	10,730,911	11,958,968	10,651,033
Employee Benefits	3,691,738	4,345,057	4,764,416
City Payment 10%	7,201,620	8,277,480	7,491,360
Gross Revenue Tax	1,525,021	1,654,262	1,582,350
Property Tax	77,868	82,250	80,776
Property & Liability Insurances	1,377,139	1,341,240	1,378,944
Operations & Maintenance	4,988,221	4,931,649	4,787,366
Customer Service	506,297	526,025	679,408
Office Expenses	730,542	802,887	952,222
Administrative Expenses	1,638,015	1,850,200	1,830,195
Bad Debt Expense	1,613,604	688,980	834,000
Energy Efficiency Program	878,456	1,138,224	1,141,170
Total Operational Expenses	\$76,503,131	\$85,863,644	\$80,067,138
Interest Expense	290,795	238,492	450,818
Debt Principal Repayment	1,783,233	1,068,766	1,031,800
Debt Service	\$1,590,504	\$1,307,258	\$1,482,618
Capital Purchases net expected reimbursements	4,938,451	4,432,422	7,160,321
Capital Labor	624,271	646,059	844,346
Total Capital	\$8,117,161	\$5,078,481	\$8,004,667
Depreciation	\$5,562,380	\$5,425,000	\$5,427,000

**Expenses by Category
Fiscal Year 2012**



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. Replace gas and water meters with AMI smart meters. 	\$1,997,799	\$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"> Smart Metering Project - Received DOE Grant to start installation of a 2-way meter communication network and approximately 5,000 electric meters over 3 years. Wastewater facility improvements (\$8.9M) for the first phase of the facility upgrade that includes the design and upgrade of the digester and installation of the methane microturbine. Will be financed through Clean Water Loans and Grants. Complete the long term Combined Sewer Overflow (CSO) Project plan that includes the GIS data collection, flow testing, quality monitoring and modeling of the sewer collection system for future design. \$1.2m, to be funded through Clean Water Loans and Grants. 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, (\$565,317), allows 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. ACLS and Backus Generation Projects to improve reliability and reduce purchase electric costs. Construct backwash recycling system at Stony Brook Reservoir. 3M Gas bond approved for expansion of gas mains and services within the City of Norwich. 	\$8,496,750	\$0

Norwich Public Utilities: Capital Budget Summary

	FY 2010	FY 2011	FY 2012
	Audited	Approved	Approved
RECURRING CAPITAL			
Metering	\$ 196,640	\$ 279,800	\$ 364,980
Mains: replacements, new	\$ 623,946	\$ 753,589	\$ 963,698
Services: new, renewals	\$ 385,839	\$ 151,937	\$ 298,321
Poles & fixtures	\$ 74,000	\$ 89,200	\$ 85,000
Street lighting & signal systems	\$ 51,000	\$ 51,000	\$ 45,000
Transformers & capacitors	\$ 191,500	\$ 203,500	\$ 161,460
Hydrants & valves	\$ 34,504	\$ 21,600	\$ 25,617
Manholes & frames	\$ 38,470	\$ 53,723	\$ 53,723
Total recurring Capital	\$ 1,595,899	\$ 1,604,349	\$ 1,997,799
CAPITAL PROJECTS			
W. Main/Dunham St. Regulator Station Upgrade		\$ 10,160	\$ -
Customer Service Storage Ice Storage Cooling		\$ 40,000	\$ -
Greenville Dam repair		\$ 123,000	\$ 156,600
Phone System & IVR		\$ 250,000	\$ 5,000
Transportation Center Project		\$ 5,781	\$ -
Gatehouse Refurbishment		\$ 12,000	\$ -
SCADA		\$ 50,000	\$ -
4" Ground Boring Tool		\$ 6,500	
Pipe Trailer		\$ 11,000	
28 Dynamic Fusion Machine		\$ 15,000	
GIS Water Model		\$ 150,000	\$ 65,000
Updated Color Aerial Photogrammetry		\$ 40,800	\$ 121,600
NPU/City GIS Web Application Base & Add-ons		\$ 50,000	\$ 45,000
LTCP II		\$ 402,000	\$ 157,928
Upgrade Obsolete PLC Modicons		\$ 30,000	\$ -
Stony Brook Security		\$ 5,000	\$ -
Lachet Nutrient Analyzer		\$ 40,000	\$ -
ACLS CoGeneration		\$ 750,000	\$ 1,286,000
Backus Generation Plant		\$ 200,000	\$ -
Stony Brook Roof Replacement		\$ 120,000	\$ -
Large Diameter Water Pump		\$ 12,000	\$ -
Hoe Ram		\$ 15,000	\$ -
South Golden Street 1 st Floor Renovations		\$ 1,250,000	\$ 2,500,000
LNG Fire Protection		\$ 6,500	\$ -
Primary Digester No 1 Rehab Program Manager		\$ 57,624	\$ 1,092,678
Replace 60 HP Pump @ Shipping Street Pump Station		\$ 25,000	\$ -
WWTP 100% Design - Downes Group Project Mgt		\$ 60,858	\$ 387,057
South Thames Pump		\$ 30,000	\$ 46,500
Greenville Station Upgrade			\$ 8,400
Roosevelt Ave Gas Regulating Station		\$ 45,850	\$ 27,000
Connsmart Program - AMI		\$ 824,000	\$ 468,000
Connsmart Program - MDM			\$ 600,000
Connecticut Hydros Project			\$ 110,000
Primary & Secondary Service Material		\$ 166,000	\$ 178,000
Fiber Material			\$ 64,200
Tool Committee			\$ 15,607
Clean Cities		\$ 152,000.00	\$ 15,000
LNG Ordorizer			\$ 12,720.
Rooftop unit replacement - South Golden Street			\$ 30,000.
Circuit 803 Rt. 97 wire/poles/framing			\$ 75,000.
Backus 912 Upgrade			\$ 77,500.
DEP Shad Transport Project			\$ 15,000
10th Street Hydro Bearing Overhaul			\$ 28,500
Spare 4.8kv Substation Transformer			\$ 140,000
Bean Hill Pilot Wire - Relay & Fiber Upgrade			\$ 21,960
Prior year projects	\$ 2,001,160		
Total Projected Capital	\$ 2,001,160	\$ 4,956,073	\$ 7,750,250
EQUIPMENT PURCHASES			
Equipment	\$ -	\$ 245,000	\$ 262,500
Computer system and hardware	\$ -	\$ 574,000	\$ 484,000
Wemco Hydrogritter	\$ -	\$ 30,000	\$ -
Prior year purchases	\$ 100,504	\$ -	
Total Equipment	\$ 100,504	\$ 849,000	\$ 746,500.00

Glossary



ABBREVIATIONS AND ACRONYMS

ADA – The **A**mericans with **D**isabilities **A**ct of 1990 prohibits organizations from discriminating against individuals with physical and mental disabilities.

ARRA – The **A**merican **R**ecovery and **R**einvestment **A**ct of 2009.

CAFR – The **C**omprehensive **A**nnual **F**inancial **R**eport.

CCD – **C**ity **C**onsolidated **D**istrict is a separate taxing district created to pay for paid firefighters.

CDBG – The **C**ommunity **D**evelopment **B**lock **G**rant program is funded by the Department of Housing and Urban Development of the Federal Government.

CGS – **C**onnecticut **G**eneral **S**tatutes

CIP – **C**apital **I**mprovement **P**lan

CPI – **C**onsumer **P**rice **I**ndex

FTE – **F**ull **T**ime **E**quivalent

GAAP – **G**enerally **A**ccepted **A**ccounting **P**riniples

GASB – **G**overnmental **A**ccounting **S**tandards **B**oard

GIS – **G**eographic **I**nformation **S**ystem

GFOA – **G**overnment **F**inance **O**fficers **A**ssociation

ISTEA – **I**ntermodal **S**urface **T**ransportation **E**fficiency **A**ct

LOCIP – **S**tate funded **L**ocal **C**apital **I**mprovement **P**rogram

MER – **M**inimum **E**ducation **R**equirement

MISC – **M**iscellaneous

MV – **M**otor **V**ehicle

NCDC – **N**orwich **C**ommunity **D**evelopment **C**orporation

NPU – **N**orwich **P**ublic **U**tilities

OPEB – **O**ther **P**ost **E**mployment **B**enefits

PILOT – **P**ayment **I**n **L**ien **O**f **T**axes

TVCCA – **T**hames **V**alley **C**ouncil for **C**ommunity **A**ction

SECTER – **S**outheastern **C**onnecticut **E**nterprise **R**egion

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 10/1/2010. 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.