

Norwich
CONNECTICUT **NOW!**



City Council's Adopted Budget
Fiscal Year 2008-2009

Adopted June 2, 2008

**The City will be celebrating its 350th
Birthday in June 2009. For a schedule
of events and other information, please
visit the Semiseptcentennial website at:
<http://www.norwichct350.com/>**



CITY OF NORWICH
CONNECTICUT

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 6, 2008

EXPLANATION OF THE CHANGES MADE TO THE 2008-09 BUDGET DURING THE ADOPTION PROCESS

Several changes were made to the Manager's Proposed Budget as submitted on April 7, 2008 by the City Council when the Aldermen adopted the 2008-09 budget on June 2, 2008. The table on the following page summarizes the changes to General Fund revenues and expenditures. The page numbers referenced relate to the page numbers in the Manager's Proposed Budget.

The changes in the General Fund revenues and expenditures resulted in a decrease of 0.41 mills in the General Fund mill rate from the Manager's Proposed mill rate of 29.65 to the Adopted General Fund mill rate of 29.24. The 2008-09 Adopted General Fund mill rate of 29.24 represents a 0.67 mill (or 2.35%) increase over the 2007-08 Adopted General Fund mill rate of 28.57.

The other significant change in the 2008-09 budget document was the replacement of the preliminary Norwich Public Utilities budget included in the Manager's Proposed Budget with the Norwich Public Utilities budget adopted by the Public Utilities Commissioners on April 22, 2008 (see the Ivory section pages 215-224).

Revenues:

Page #	Department	Line #	Description	Changes
57	Parking Commission	70260	To reduce operating transfer from PPC to match reduction in expenditures	7,654

Expenditures:

Page #	Department	Line #	Description	Changes
69	City Manager	80039	Reduce Professional Services	(2,000)
69	City Manager	80021	Reduce Materials & Supplies	(500)
69	City Manager	80034	Reduce Postage	(250)
69	City Manager	80039	Reduce Printing	(2,000)
74	Finance	80044	Reduce line item for voicemail equip and Tax Office printer replacement	(17,000)
78	Treasurer	80015	Reduce Professional Services	(5,200)
78	Treasurer	80032	Reduce Equip & Furn Maint	(1,000)
78	Treasurer	80039	Reduce Postage	(2,200)
83	Assessor	80021	Reduce Materials & Supplies	(500)
88	Human Resources	80039	Reduce Printing	(500)
91	Law	80134	Reduce City Attorney budget	(5,000)
91	Law	80135	Reduce Outside Attorneys budget	(10,000)
97	City Council	80021	Reduce Materials & Supplies	(1,000)
97	City Council	80048	Reduce Departmental Expense	(10,000)
104	Police	80012	Reduce Salaries as a result of retirements	(14,671)
104	Police	80012	Increase Salaries for VALE officer (net of grant funding)	23,536
104	Police	80014	Reduce Overtime	(8,336)
104	Police	81049	Reduce Mobile Radios	(3,250)
104	Police	81149	Remove three Portable Radios	(6,250)
104	Police	85049	Remove one Cruiser Camera	(5,250)
104	Police	89999	Reduce Fringe Benefits as a result of retirements	(76)
104	Police	80949	911/ Radio Console Upgrade (A)	(10,000)
104	Police	81049	Mobile Radios (A)	(6,250)
104	Police	85049	Laser Detectors/ Cruiser Cameras (A)	(10,250)
104	Police		Software Interface (A)	(28,000)
106	Fire General	80012	To correct Battalion Chief salaries per the 2007-2011 contract	8,864
106	Fire General	80040	To reduce amount budgeted for painting the firehouse	(2,000)
106	Fire General	89999	Increase in fringe benefits related to Battalion Chiefs	2,400
111	EGP VFD	80016	Reduce Clothing Allowance line item	(300)
111	EGP VFD	80021	Reduce Materials & Supplies	(200)
111	EGP VFD	80065	Reduce Protective clothing line item	(250)
111	EGP VFD	81749	5" Fire Hose (A)	(28,750)
115	Laurel Hill VFD	80040	Reduce building maintenance	(500)
119	Occum VFD	80016	Reduce Clothing Allowance line item	(300)
123	Taftville VFD	80040	Reduce building maintenance	(500)
127	Yantic VFD	80065	Reduce Protective clothing line item	(500)
138	Human Services	83514	Reduce HS Programs	(2,000)
142	Senior Center	80021	Reduce Materials & Supplies	(2,400)
148	Youth & Family Services	80126	Reduce Training	(1,000)
153	PW Building Maint	80108	Reduce Building & Grounds Maint-Other	(2,500)
163	PW-Parking Maint	80040	Reduce maintenance budget per memo from Judi Rizzuto	(7,654)
167	Election	80032	Reduce Equip & Furn Maint	(250)
167	Election	80048	Reduce Departmental Expense	(250)
172	Planning & Dev	80015	Reduce Professional Services	(2,000)
172	Planning & Dev	80021	Reduce Materials & Supplies	(1,000)
172	Planning & Dev	80048	Reduce Departmental Expense	(2,000)
175	Economic Dev	80015	Reduce Professional Services	(25,000)
175	Economic Dev	81000	Reduce Project Contingency	(30,000)
175	Economic Dev	81076	APED Meeting Minutes	(2,000)
180	Board of Education	80070	Reduce BOE appropriation	(500,000)
189	Capital Budget	80098	Remove City Hall Annex HVAC replacement	(35,000)
189	Capital Budget	80098	Add funds to Paving & Drainage line item	35,000
189	Capital Budget	80098	Reduce Recreation equipment line item	(5,000)
189	Capital Budget	80098	Reduce Paving & Drainage line item by Sum (A)	537,000
189	Capital Budget	80098	Add Police & EGP VFD equipment to Capital Budget [Sum (A)]	(537,000)
192	Non-Departmental	80072	Reduce Claims	(4,367)
192	Non-Departmental	80077	Reduce Otis Library allocation	(4,500)
196	Emergency Mgmt	80021	Reduce Materials & Supplies	(500)
196	Emergency Mgmt	80048	Reduce Departmental Expense	(500)

Total Changes to General Fund expenditures

(740,904)



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
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Award*

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**City of Norwich
Connecticut**

For the Fiscal Year Beginning

July 1, 2007

President

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented an award of Distinguished Budget Presentation to the City of Norwich for its annual budget for the fiscal year beginning July 1, 2007. This award is the highest form of recognition in governmental budgeting and represents a significant achievement by our organization. A lot of hard work goes into putting this document together and it is our mission to continue to improve the city's budget in order to make it easy to understand and to be sure that it is user-friendly. Norwich's goal has always been to produce a budget document that could be understood by elected officials, employees and citizens alike.

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Budget Message

Norwich
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BUDGET MESSAGE/EXECUTIVE SUMMARY

April 7, 2008

Mayor Benjamin Lathrop and Members of the Norwich City Council:

I. INTRODUCTION

I am pleased to present the proposed City of Norwich budget for the fiscal year 2008-2009. The budget document for a municipality reflects the fiscal work plan for the community for the succeeding fiscal year. It also reflects long term goals of the community by funding and putting into place a framework for the future to build upon in subsequent fiscal years. I would like to take this opportunity to thank the department heads, Assistant City Manager Jennifer Gottlieb, City Comptroller Joseph Ruffo and Deputy Comptroller Josh Pothier for their assistance and efforts in the preparation of this budget.

II. EXPLANATORY NOTE ON THE DEVELOPMENT OF THE 2008-2009 CITY BUDGET

This budget is a result of collaboration between all City departments. In drafting this budget, I considered the needs of Norwich as related to me by department heads and citizens. A small increase of 3.78% in the mill rate is a result of a great effort to maintain services without placing a large burden on the taxpayers. This increase is slightly less than the December 2006 to December 2007 Northeast CPI-U inflation rate of 3.79%.

City of Norwich Budget Goals

This budget has been structured to achieve the following specific goals:

- Keep the annual mill rate increases as low as possible while keeping city government efficient, responsive and financially stable.
- Ensure that our neighborhoods and business districts are safe and appealing places to live, work, shop and visit. One of the city's highest priorities is to protect the lives and properties of residents to the greatest extent possible. Ensure proper funding is in place to provide for necessary resources to achieve this goal.
- Provide the highest quality education programs and resources to facilitate the success of our children and citizens.
- Provide and maintain first-rate infrastructure and community facilities.
- Foster a climate that attracts new business, creates a broad range of employment opportunities, and promotes a vibrant harbor and downtown business district.
- Promote a high quality of life and develop neighborhood pride.

Budget Priorities

- Keep the general fund mill rate increase under the Northeast CPI-U inflation rate of 3.79%.
- Ensure that the police and fire departments have adequate equipment and staffing to allow them to meet their duty of protecting human life and property.
- Avoid staff reduction in order to maintain the current level of government services.
- Increase education funding to respond to increased demands for services due to changing student population and demand for special services.
- Maintain capital expenditure levels to ensure preservation of existing city infrastructure.
- Support economic development activities initiated by the Mayor, Norwich Community Development Corporation and other organizations.

III. OVERVIEW OF THE 2008-2009 CITY BUDGET

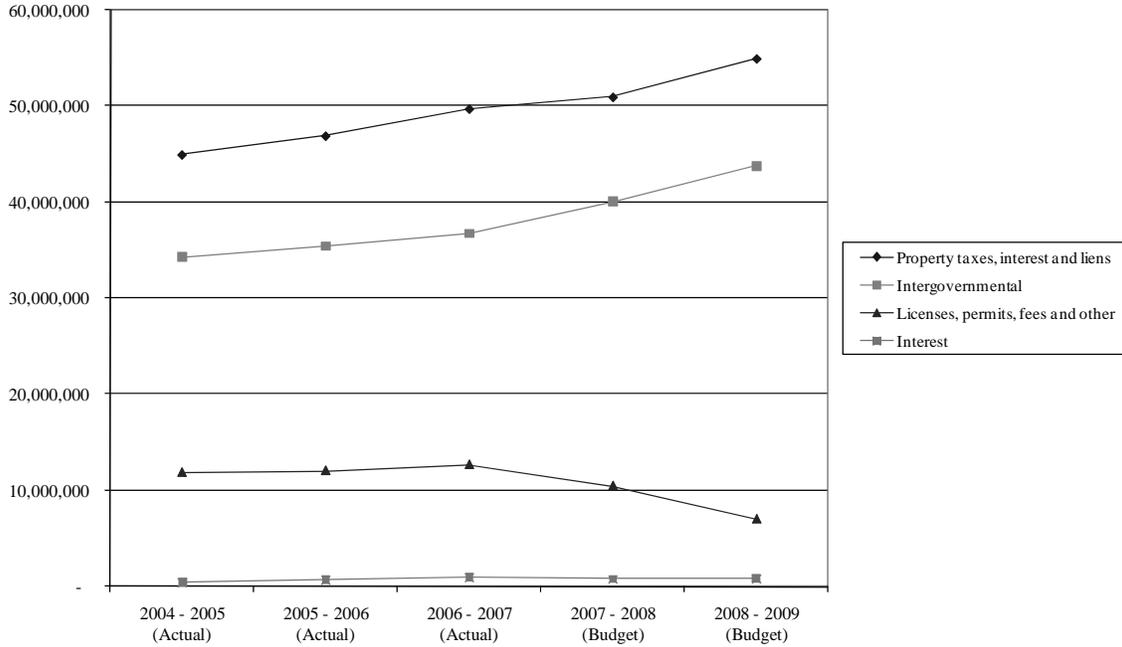
Summary of Appropriations and Prior Year Comparison				
Fund	Revised Budget 2007-08	Proposed Budget 2008-09	\$ Change from Prior Year	% Change from Prior Year
General Fund	104,310,311	107,857,616	3,547,305	3.40%
Special Revenue Funds				
Fire District	4,610,242	5,003,272	393,030	8.53%
Vol. Fire District	392,896	476,162	83,266	21.19%
Refuse	2,657,609	2,491,309	(166,300)	-6.26%
Norwich Public Utilities	80,145,041	84,150,336	4,005,295	5.00%
Total	192,116,099	199,978,695	7,862,596	4.09%

Grand List

The grand list grew 1.93% from October 2006 to October 2007. We can also expect a healthy growth in the value of the grand list for the next revaluation in October 2008. Based on the Norwich real estate sales data from October 2003 through November 2007, properties have been selling for an average of 39.08% higher than their October 1, 2003 valuations.

Revenues

5-Year General Fund Revenue Comparison



Property taxes, interest and liens include collections of current and past levies and any related interest and lien fees. Intergovernmental revenues are based on the Governor's proposed FY 2008-2009 budget. The Governor's budget was proposed in early February. The final adopted State of Connecticut budget was not available at the time of this proposed city budget. Licenses, permits and fees are an assortment of fees charged by the city for services and other miscellaneous revenues. In total, the city general fund will receive revenues of \$106,657,616.

The following is a summary of significant revenue changes:

State Grants-in-aid: Education.

The Governor's proposed fiscal year 2008-2009 budget increases the amount of education revenues for the general fund by 2.05%. We are expecting to receive \$35,910,084 in education grants versus the \$35,189,764 budgeted in 2007-2008. Most of this revenue comes from the Education Cost Sharing and Special Education Excess Cost grants.

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 has increased the funding of the Mashantucket Pequot/Mohegan Fund Grant by 0.37% to \$2,797,640. Payments In Lieu of Taxes ("PILOT") funding for State-Owned Real Property and Colleges & Hospitals has increased 10.33% to \$1,703,580.

Conveyance Taxes.

We are continuing to realize a substantial amount of revenue from real estate conveyance taxes. We are projecting close to \$800,000 for fiscal year 2007-2008. However, the increased rate of \$5/\$1,000 on real estate transactions is set to sunset on July 1, 2008 and decrease to \$3.60/\$1,000 unless the State legislature moves to extend the rate. This lower rate would result in 28% less revenue (all else being equal). Based on our discussions with our State legislators, we believe that the higher rate will be extended and we have budgeted accordingly.

Also, the Norwich City Council passed ordinance 1577 in October 2007 which redirects 50% of the conveyance tax revenue towards Mohegan Park and recreation facilities capital improvements and economic development expenditures.

10% Share of Norwich Public Utilities Revenues.

The payments from Norwich Public Utilities will increase by \$107,910 to \$7,133,510 for fiscal year 2008-2009. The increase is mainly caused by rising electricity and gas rates. This payment is split between the General Fund and the Special Service Fund.

Surplus (Undesignated Fund Balance).

The City of Norwich is required to maintain a balanced budget. However, this does not mean that annual expenditures must precisely equal annual revenues. Instead, surplus balances can be carried forward from year to year and can be used to offset expenditures in future years.

Norwich is committed to applying sound financial management practices and therefore has established a goal of avoiding the use of fund balance to support long-term or ongoing expenses. The city does, however, use fund balance to cover short-term drops in revenue or unanticipated increases in costs. In other words, the city uses its undesignated fund balance like a spring to absorb short-term fluctuations in the local economy.

In recent years, the city's actual expenditures have been less than budgeted amounts and revenues have exceeded budgeted amounts resulting in surplus or undesignated 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 am proposing to use \$1,200,000 of the undesignated fund balance to support expenses during Fiscal Year 2008-2009. This will keep the undesignated fund balance above 8% target level. If the State legislature adopts a budget with higher grant allocations to Norwich, I

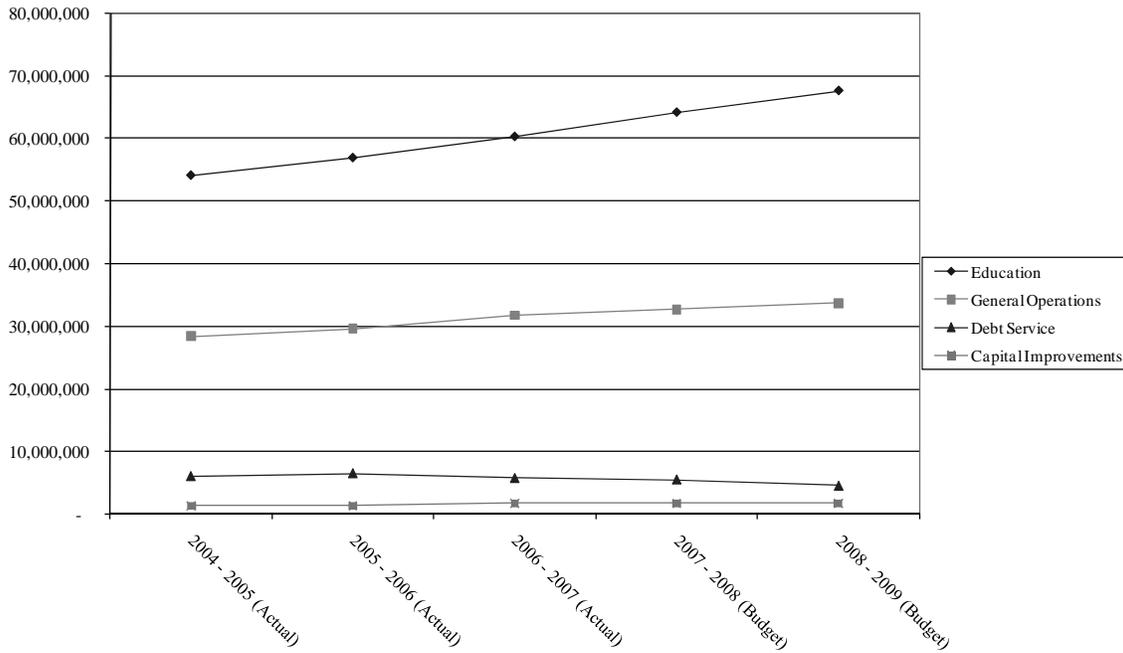
propose that those additional revenues be used to replenish the undesignated fund balance.

Property Taxes.

I am proposing a 3.78% increase in the general fund mill rate, or 1.08 mills from 28.57 to 29.65.

Expenditures

5-Year General Fund Expenditure Comparison



General Government Expenses.

City government (including debt service and capital improvements) is being recommended for funding in the amount of \$40,166,616 – a 0.20% increase over last year

Norwich’s debt service has decreased 17.07% for fiscal year 2008-2009 as a result of the city’s rapid amortization of bonded debt and refinancing of older bond issues.

In 2000, the Norwich voters mandated that an amount equal to one mill be invested in capital improvements each year regardless of all other budget considerations. I have budgeted \$1,786,909 – slightly more than one mill of the collectible grand list (\$1,773,432). The capital budget includes paving projects, Hamilton Avenue field lights, various parks projects, replacement of city vehicles and repairs to city and school buildings. The \$100,000 allocated for school repairs should actually leverage roughly \$400,000 of improvements since the State Department of Education reimburses about 75% of school facilities projects.

Education Expenses.

The Board of Education budget was increased by \$ 3,467,762 – a 5.40% increase over last year. This is the same increase included in the Board of Education’s adopted 2008-09 budget. Education represents 62.76% of all expenditures and 59.02% of each tax dollar (12.15 City and 17.50 Education).

IV. STRATEGIES FOR BALANCING THE BUDGET

Our initial guidance to department heads was for them to put forth a spending plan which furthers some quantifiable goals. State grant revenues and the grand list did not grow enough to support all of these spending plans. Below is a summary of the major actions taken to balance this proposed budget and prepare for the future:

Use Surplus/Undesignated Fund Balance. As noted above, I am recommending the use of \$1,200,000 in undesignated fund balance. Our undesignated fund balance will be maintained above target rate of 8% of annual expenditures.

Transfer of Conveyance taxes. I recommend that the Council appropriates Conveyance taxes transferred out of the General Fund pursuant to Ordinance 1577 to fund our contributions to Norwich Community Development Corporation, Best Productions and Norwich Arts Council.

No new positions. City departments requested nine new positions for fiscal year 2008-2009. The city is under a lot of pressure to keep controllable costs low since our contractual commitments and other uncontrollable costs (primarily active and retiree healthcare and workers’ compensation) continue to increase. Because of this, I do not believe this is the year to increase staffing levels.

Modestly increase in the property tax levy. In recent years, Norwich has enjoyed one of the lowest property tax burdens in the state. In 2006, for example, the adjusted property tax levy for Norwich property owners was 10th lowest in Connecticut. The average tax bill for Norwich residents ranked 160 out of the 169 cities and towns in Connecticut. The average per capita property tax burden in Norwich was \$1,278 - about \$826 less than the average across the state. I think that you will find that the 3.78% mill rate increase I am proposing in this budget will look very favorable in comparison to the budgets of other cities of our size.

V. SPECIAL REVENUE FUNDS

Special Service Fire. The paid fire department draws a large portion of its funding from the Mashantucket Pequot grant, PILOT monies and NPU 10% Gross Revenues charge. On the expenditures side, the biggest change was the increase in fringe benefits due to pension, healthcare and workers’ compensation costs.

Volunteer Fire Relief Fund. The funding of the Volunteer Firefighter Tax Credit remains at \$80,000 and the Relief Fund has increased by \$37,104 to \$250,000. \$250,000 is our preliminary estimate of the annual recommended contribution (ARC). Our actuaries are currently working on the 1/1/2008 valuation of the Relief Fund. The funding to cover the workers' compensation claims generated by the volunteers rose to \$146,000. This has been the average amount of claims over the past five years plus funding for estimated claims which have been incurred but not reported. The net increase will cause the mill rate to increase from .36 to .42.

Landfill & Refuse Fund. The major change in this fund is the decline in the number of tons delivered to the Preston incinerator. The city had been delivering over 33,000 tons of refuse to Preston over the past few years and it appears that we are on target to deliver fewer than 32,000 tons for the fiscal year ending June 30, 2008. We hope to further decrease this amount due to the efforts of the city's new Recycling Coordinator. The minimum tonnage required by our contract is 23,367.

VI. DEPARTMENT OF PUBLIC UTILITIES

The Public Utility budget reflects an increase in revenues of \$4,498,044 and an increase of expenditures of \$4,005,295. The increases in revenues and expenditures primarily relate to rise in the cost of gas and electricity.

VII. LOOKING TO THE FUTURE

The City has had one challenging budget year after another and it doesn't appear that there is an end in sight. The costs of pension, employee and retiree healthcare, workers' compensation, energy, capital asset repairs and replacements, and NFA tuition have conspired to make it very difficult for the City departments to provide the same level of services with an inflationary increase in the mill rate.

Despite the City's efforts to grow the grand list with economic development, we have only seen increases of one to two percent in the grand list year to year. Education grants from the State of Connecticut have risen in the past two years, but the other formula grants have been fairly flat. Revenues from NPU's transfer of 10% of its gross revenue, the conveyance tax, building permit fees and investment income have provided some relief in the past few years; however, all of these are slowing down. The gas, electric, and water rates, while still increasing, have leveled off compared to how they were growing in 2005 and 2006. Also, NPU has been very successful in its efforts to reduce usage. These two factors have caused the 10% revenue transfer to plateau. The higher conveyance tax rate is going to sunset on July 1, 2008 unless the State Legislature extends it. The sub-prime mortgage crisis has tightened the reins on new construction – which affects the grand list, conveyance taxes and building permit fees. Finally, the gains that we've experienced in investment income are going to shrink as a result of the Federal Reserve's lowering of the federal funds rate.

Expenses are growing while revenue sources are flat or declining. It sounds like a perfect storm. What you need to realize is that the City has been dealing with this for years and has thrived under the pressure. This environment has caused us to realize that nothing is sacred. Any part of City operations is subject to scrutiny. We change how we do business and seek efficiencies and economies of scale wherever and whenever possible. We will continue to do so.

It is evident that the cost of our facilities is not just in constructing them but also in maintaining them. The City will need to continue to invest in capital improvement programs that result in greater energy efficiency in public buildings to ensure that rising energy costs do not drain resources designated for education and other services. Two examples of this are the planned redesign of the Public Works fueling station and the Norwich Fire Department headquarters. The Public Works department will be designing a 24-hour fuel station at which departments may fill up their vehicles. This new station should save the City in gasoline and diesel costs by allowing police and fire departments to fill their vehicles after normal business hours at the City fuel station in lieu of private stations. The Norwich Fire Department is working with Norwich Public Utilities with funding from NPU and the Community Development Block Grant to put solar panels on the headquarters' roof. The solar panels are expected to save the City \$4,000 annually in energy costs.

The Yantic Volunteer Fire Department was awarded a \$282,000 Assistance to Firefighters Grant for an on-scene interoperability communication system which will enable fire companies with radios working off of different frequencies to communicate with each other at the scene of a large-scale incident.

The City departments continue to search for ways to reduce costs without reducing services. One potential strategy is to include the refuse charges in with the taxes. If the City were to include the refuse costs in the mill rate, it could save nearly \$30,000 annually in supplies, postage and overtime costs caused by sending out separate bills. In addition, it would convert an expense to individual taxpayers from non-deductible for Federal tax purposes to tax deductible.

Another potential savings would be to have mandatory direct deposit and bi-weekly pay for all city employees. This could save between \$20-\$30,000 in bank fees, supplies, and staff time annually.

The City will have to continue to seek cost savings through negotiations with municipal unions. Nearly eighty percent of the City's budget is attributable to the cost of salaries and employee benefits. Keeping up with cost of healthcare insurance is proving to be a particularly daunting task. The City should be including plans to increase cost shares on medical benefits and transition over the defined benefit pension benefits to defined contribution plans as part of the conversation in upcoming negotiations.

The City should continue to pursue prudent financial management policies that maintain the general undesignated fund balance above 8% of annual budgeted expenditures.

The City should also continue to show restraint in bonding. While it has made great strides in reducing its debt in the past five years, it still needs to consider whether or not the future benefits of the project can justify the outlay of funds.

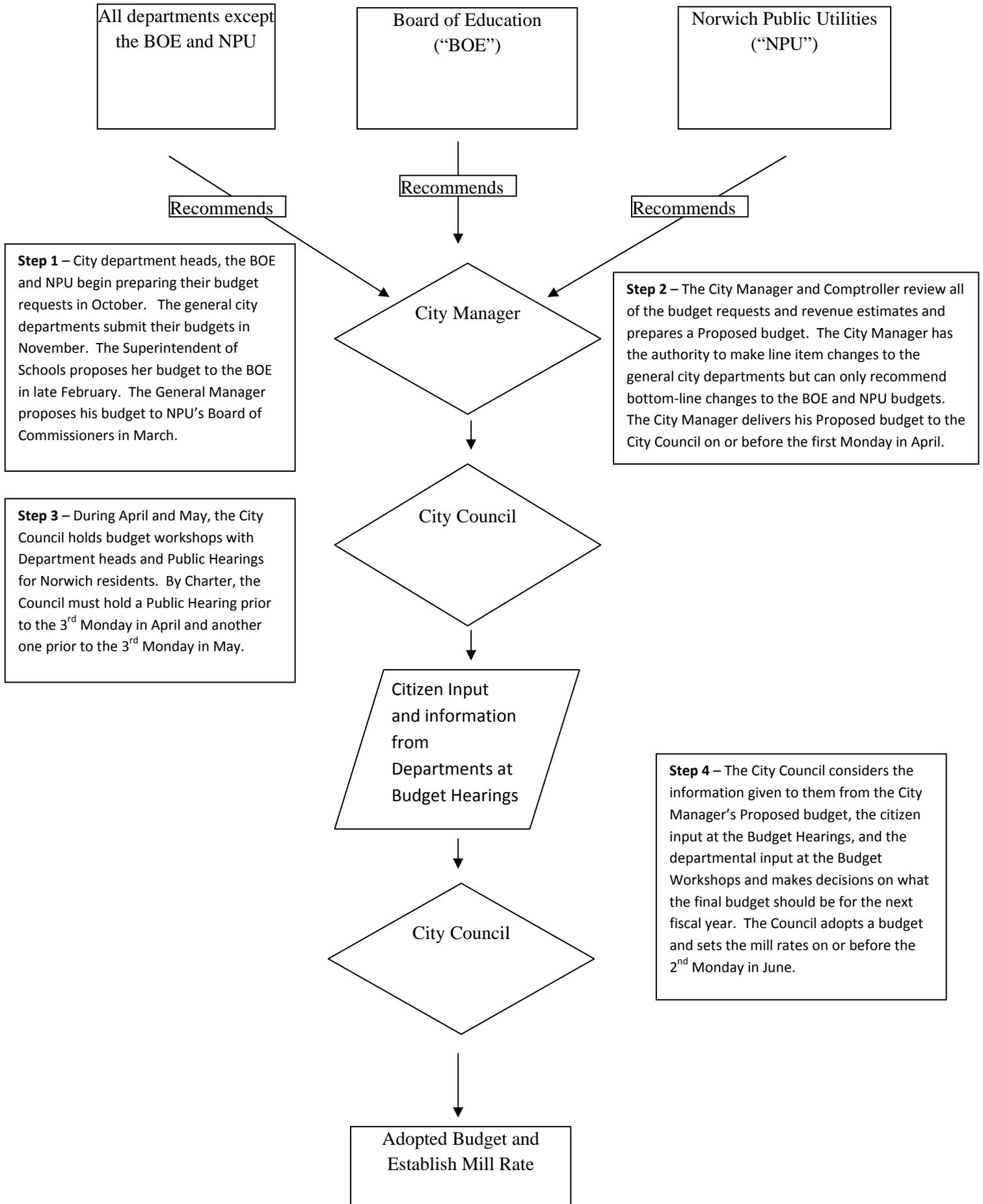
It is also critical for the City to fund its long-term liabilities. For the past several years, the City has been fully funding the actuarial recommended contribution to the Pension Fund. With this budget, I have proposed funding 1/5 of the actuarial recommended contribution for Other Post-Employment Benefits (OPEB) and increasing our contribution to the OPEB trust over the next 5 years until the City annually funds 100% of the actuarial recommended contribution.

We in City Hall know we must balance fiscal responsibility with strategic investments. We know that we help build a brighter future by continuing the excitement and enthusiasm that characterize Norwich now.

Respectfully Submitted,

Alan H. Bergren
City Manager

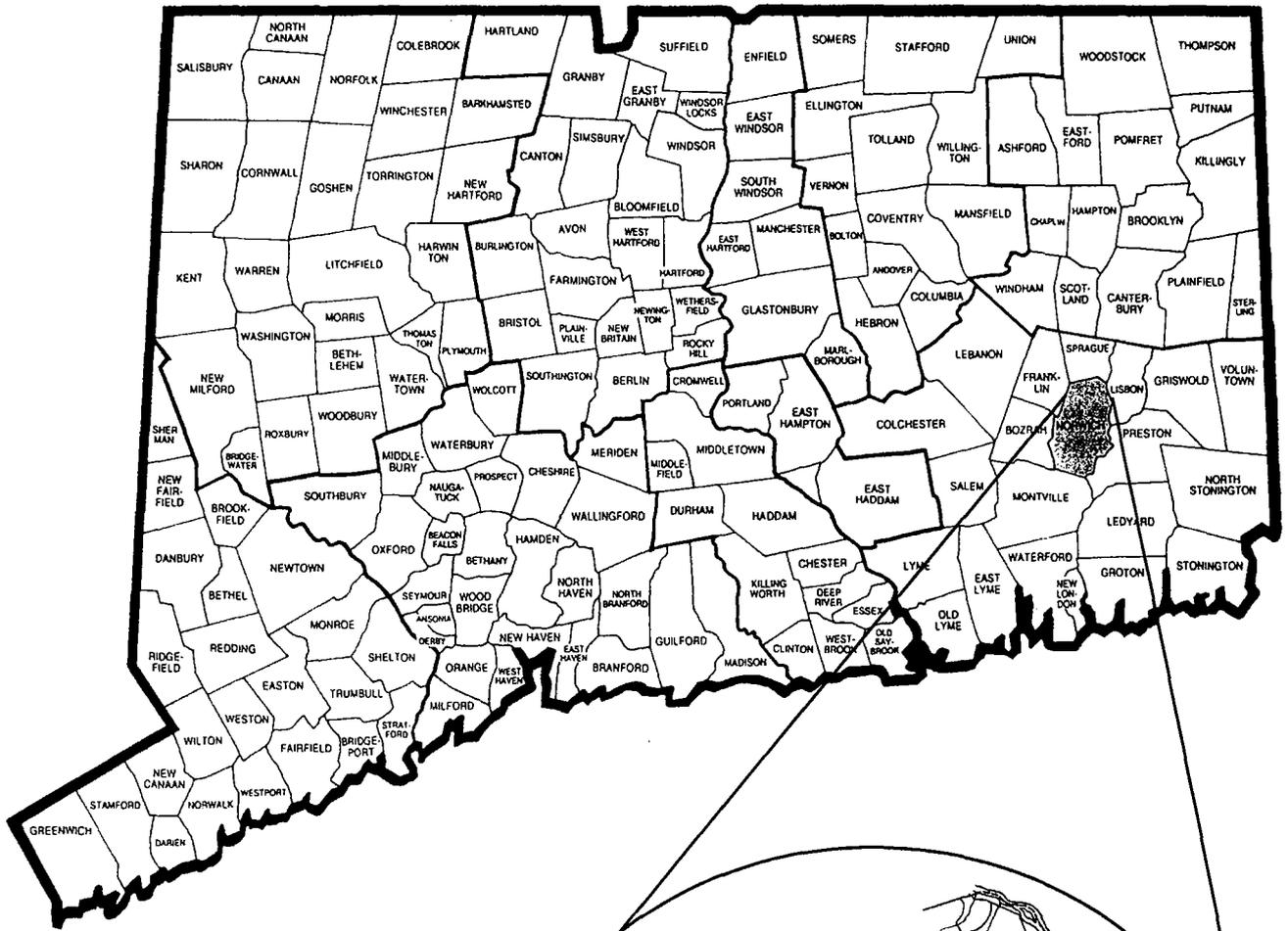
CITY OF NORWICH BUDGET PROCESS FLOWCHART



Financial Summaries /
Budget Process /
Miscellaneous

Norwich
CONNECTICUT **NOW.**

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 three parochial elementary schools, two public junior high schools, 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 which was completed 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 Defenders, 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
2003	36,227	3,483,390	5,781	563,216
2004	36,721	3,503,604	5,808	567,138
2005	36,693	3,510,297	5,801	566,606
2006	36,408	3,510,787	5,726	565,612
2007	37,267	3,549,606	Not Available	Not Available

Source: November 2007 State of Connecticut Municipal Fiscal Indicators; CERC Town Profile, January 2008

Age Characteristics of Population - 2007

Age Group	City of Norwich		State of Connecticut	
	Number	Percent	Number	Percent
Under 18	8,417	22.6%	820,606	23.1%
18 - 24	3,597	9.7%	332,254	9.4%
25 - 49	12,996	34.9%	1,223,861	34.5%
50 - 64	6,453	17.3%	683,396	19.3%
65 and over	5,804	15.6%	489,489	13.8%
Total	37,267	100.0%	3,549,606	100.0%

Source: CERC Town Profile, January 2008

Debt information

	City of Norwich		Per Capita Debt	Average of 169
	Long-term Debt	Annual Debt Service		Connecticut Municipalities
2003	40,945,000	6,652,497	1,130	Per Capita Debt 1,750
2004	40,325,000	6,177,807	1,098	1,833
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	Not available

Source: November 2007 State of Connecticut Municipal Fiscal Indicators

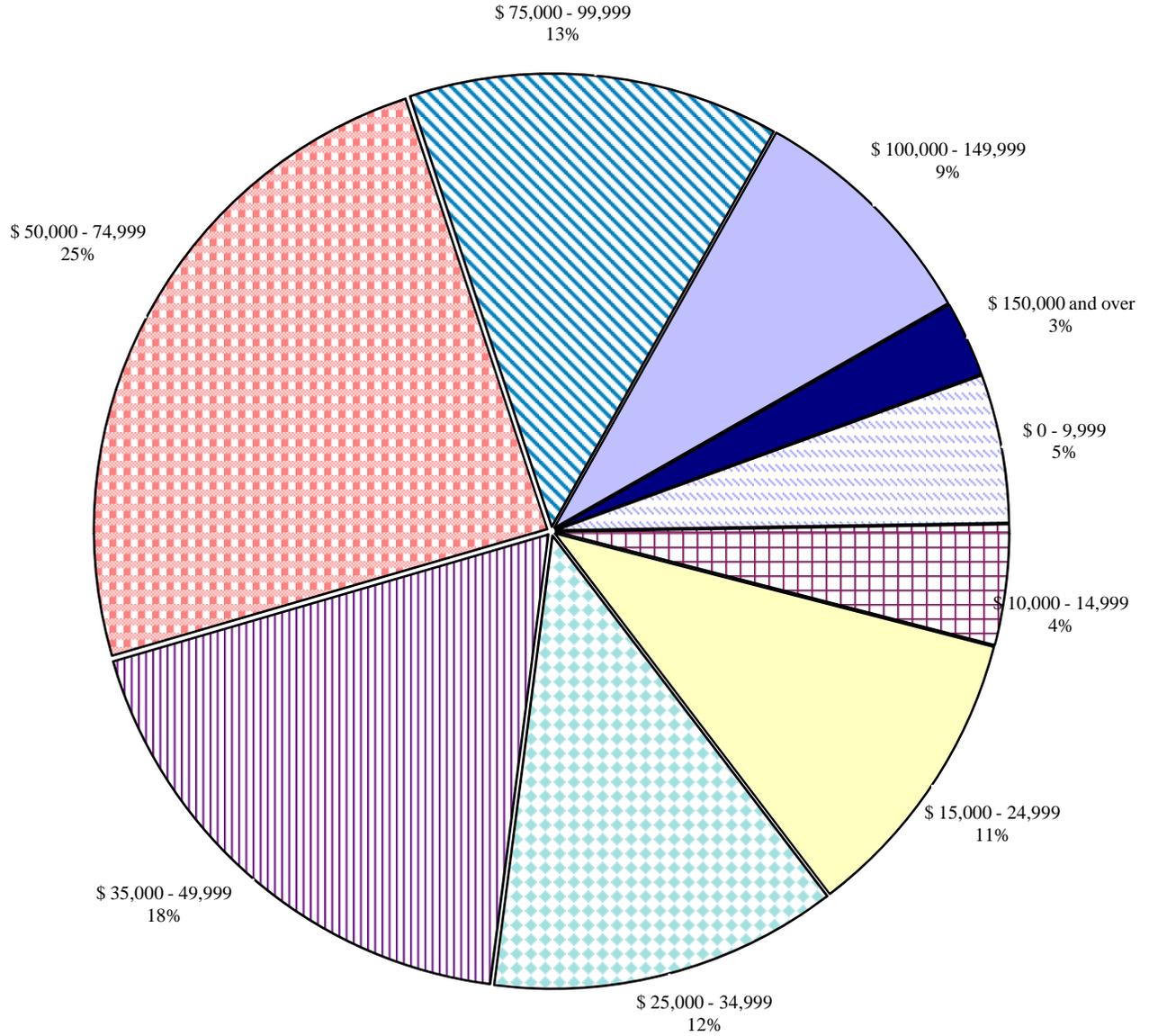
Principal Taxpayers

Name	Nature of Business	Net Taxable Valuation as of 10/1/07
Computer Science Corporation	Computer Products & Services	24,228,140
Bob's Discount Furniture	Retail Store & Distribution Center	21,708,480
Freeport-McMoran Copper & Gold (fka Phelps Dodge)	Manufacturing - Copper	14,261,890
SEA Norwich LLC	Shopping Center	11,717,000
Plaza Enterprises	Shopping Center	10,577,000
Mashantucket Pequot Tribe	Real Estate	9,032,940
Kalamian Elias as Trustee	Apartments	8,138,000
US Foodservice	Food Distributors	7,952,410
Norwich Community Development Corp.	Mercantile Exchange office building	7,239,000
IBM, Inc.	Equipment leasing	6,859,030
		\$ 121,713,890

Top Employers

Name	Nature of Business	# of FTE Employees
William W. Backus Hospital	Medical Center	1,405
City of Norwich (incl. NPU & BOE)	Municipality	1,020
Computer Science Corporation	Computer Products & Services	500
Bob's Discount Furniture	Retail Store & Warehouse	485
ShopRite Norwich	Grocery Store	418
Interim Healthcare of Eastern CT	Healthcare	400
Three Rivers Community Tech College	Community College	307
Norwich Free Academy	Quasi-private high school	260
US Foodservice	Food Distributors	211
Norwich Inn and Spa	Lodging/ Health Spa	188

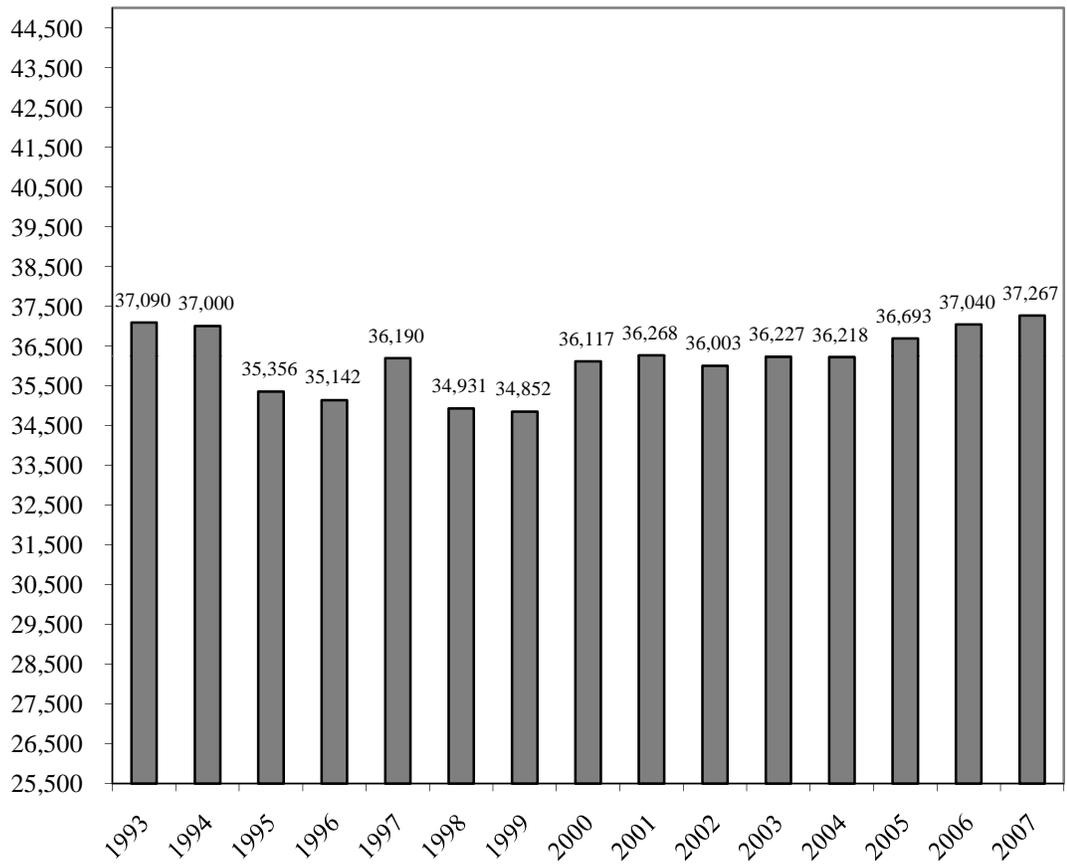
CITY OF NORWICH INCOME DISTRIBUTION



Source: U.S. Department of Commerce, Bureau of Census, Census of Population and Housing, 2000

Norwich Population History Last 15 Years

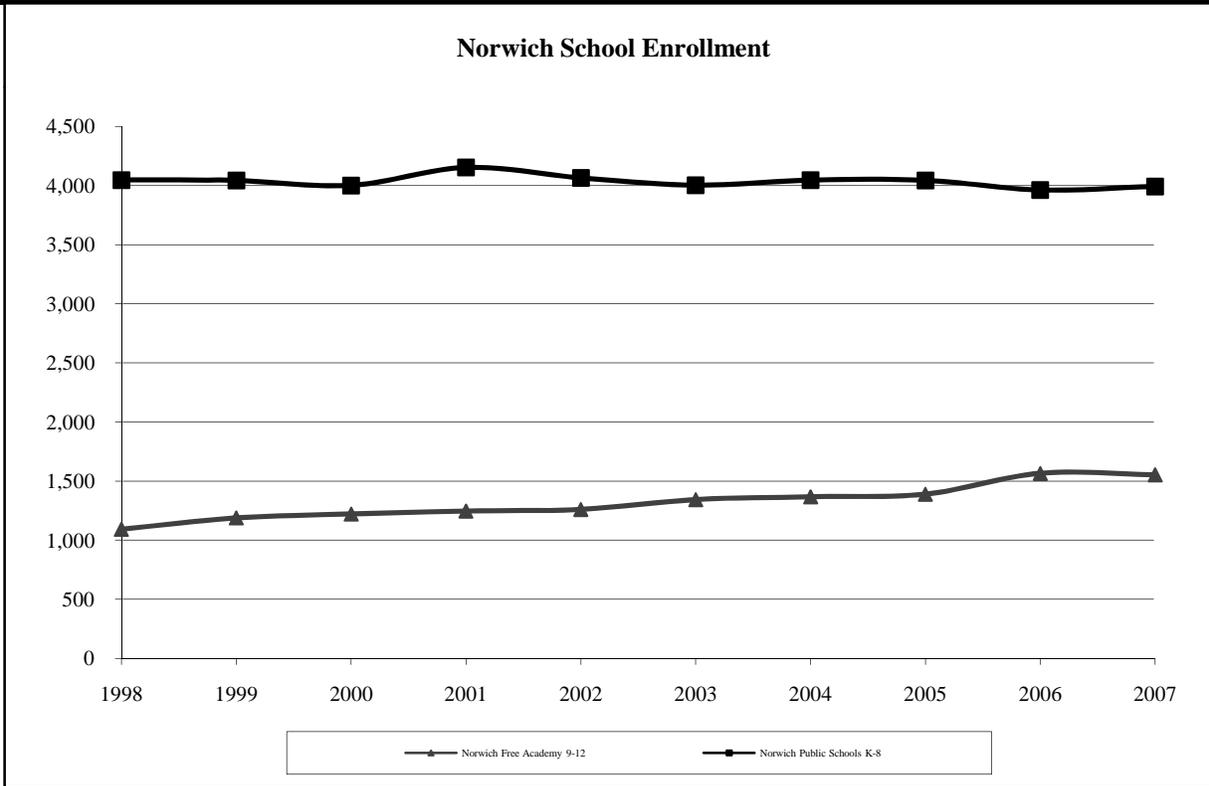
For 2006, Norwich's population was the 26th highest of the 169 Connecticut towns and cities. Norwich's population density is 1,285.1 per square mile compared to the statewide average of 724.7.



School Enrollment

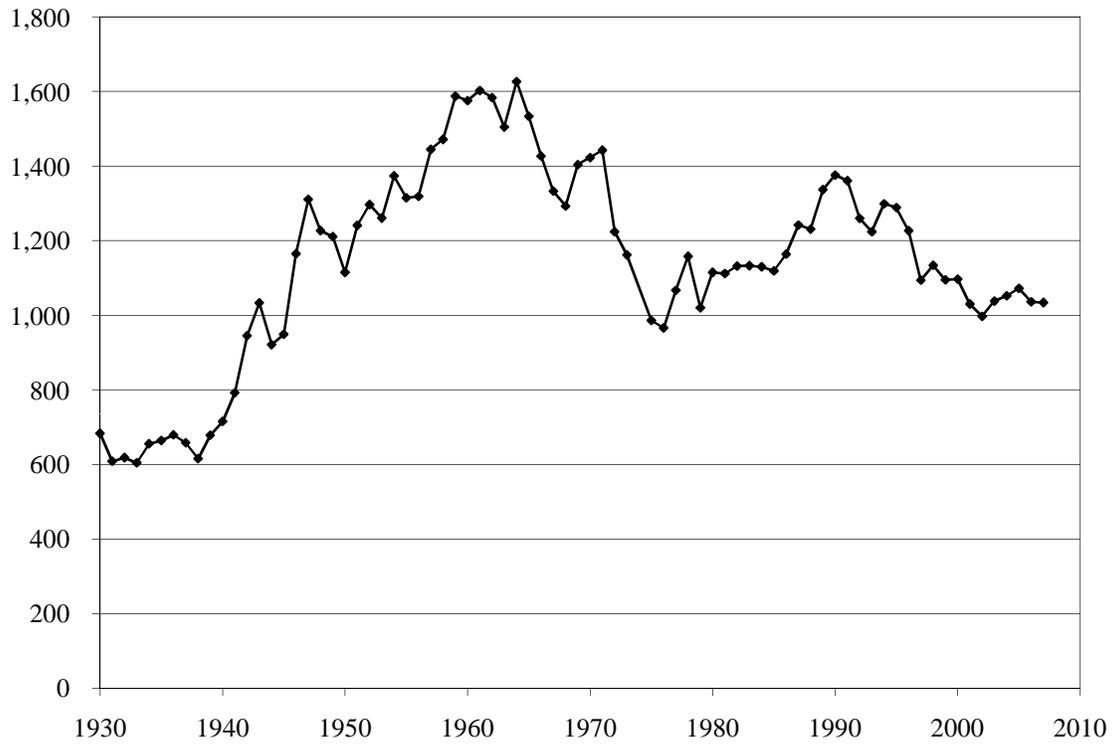
The number of children attending Norwich schools continues to be stable, with slight growth. Projections show that increased enrollment is expected over the next school year. In fact, the enrollment numbers indicate expansion of enrollment at the high school level. This factor may necessitate increased 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
1998	1,092	1998	4,046
1999	1,188	1999	4,042
2000	1,221	2000	4,000
2001	1,246	2001	4,153
2002	1,260	2002	4,064
2003	1,343	2003	4,002
2004	1,366	2004	4,045
2005	1,389	2005	4,043
2006	1,565	2006	3,961
2007	1,553	2007	3,991



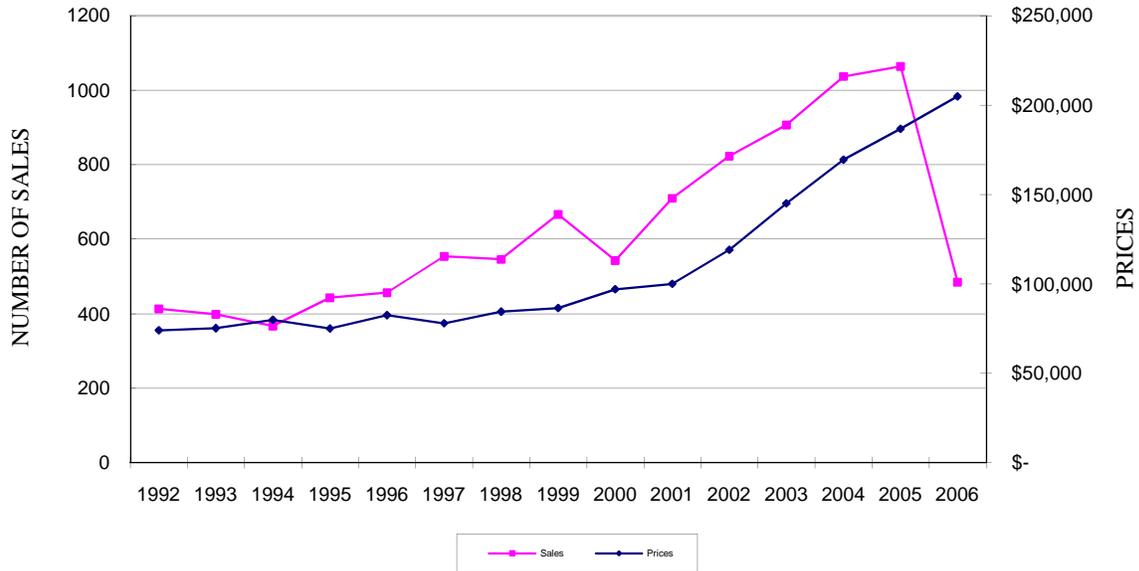
Norwich Births

The rate of birth in Norwich continues to be strong. Over the past 10 years the City has averaged 1,084 births per year. As births in the community and attendance at public schools remain stable, school enrollment totals will be sustained for a longer period of time.

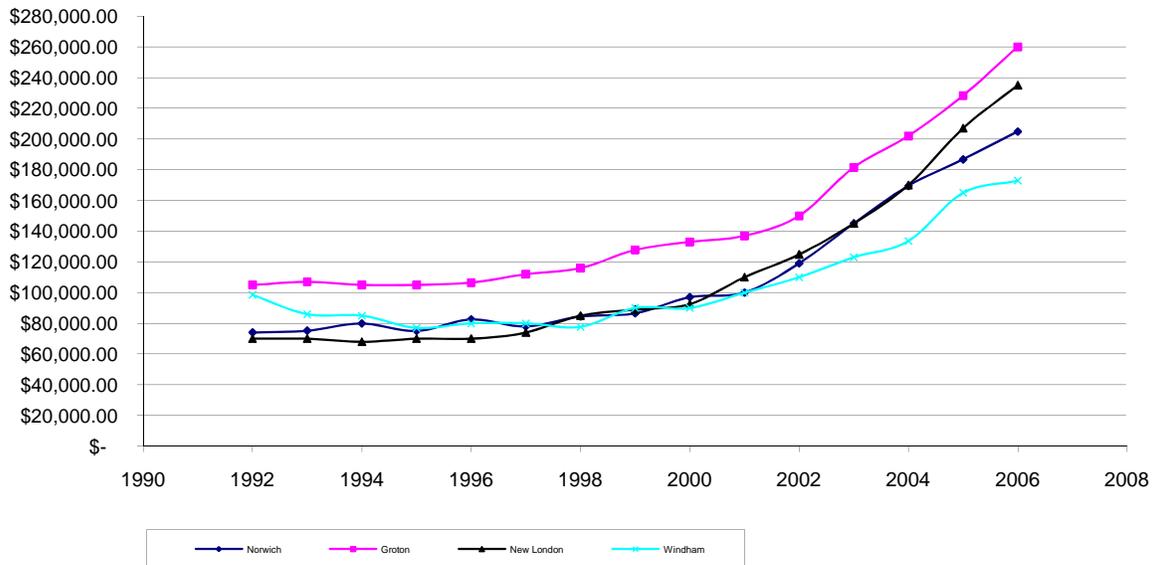


Housing Sales and Median Prices Norwich - Calendar Year

The number of houses sold over the past several years has reached a level not seen before. The median prices of houses sold totaled \$186,750 in 2005, \$169,500 in 2004 and exceeds the peak of the market in calendar year 1988 of \$114,000. The median sales price in 2005 is 63% higher than 1988. This activity reflects a strong housing market fueled by buyers desiring to locate to or within Norwich, as well as low interest rates. The demand has resulted in increased prices for houses in Norwich.

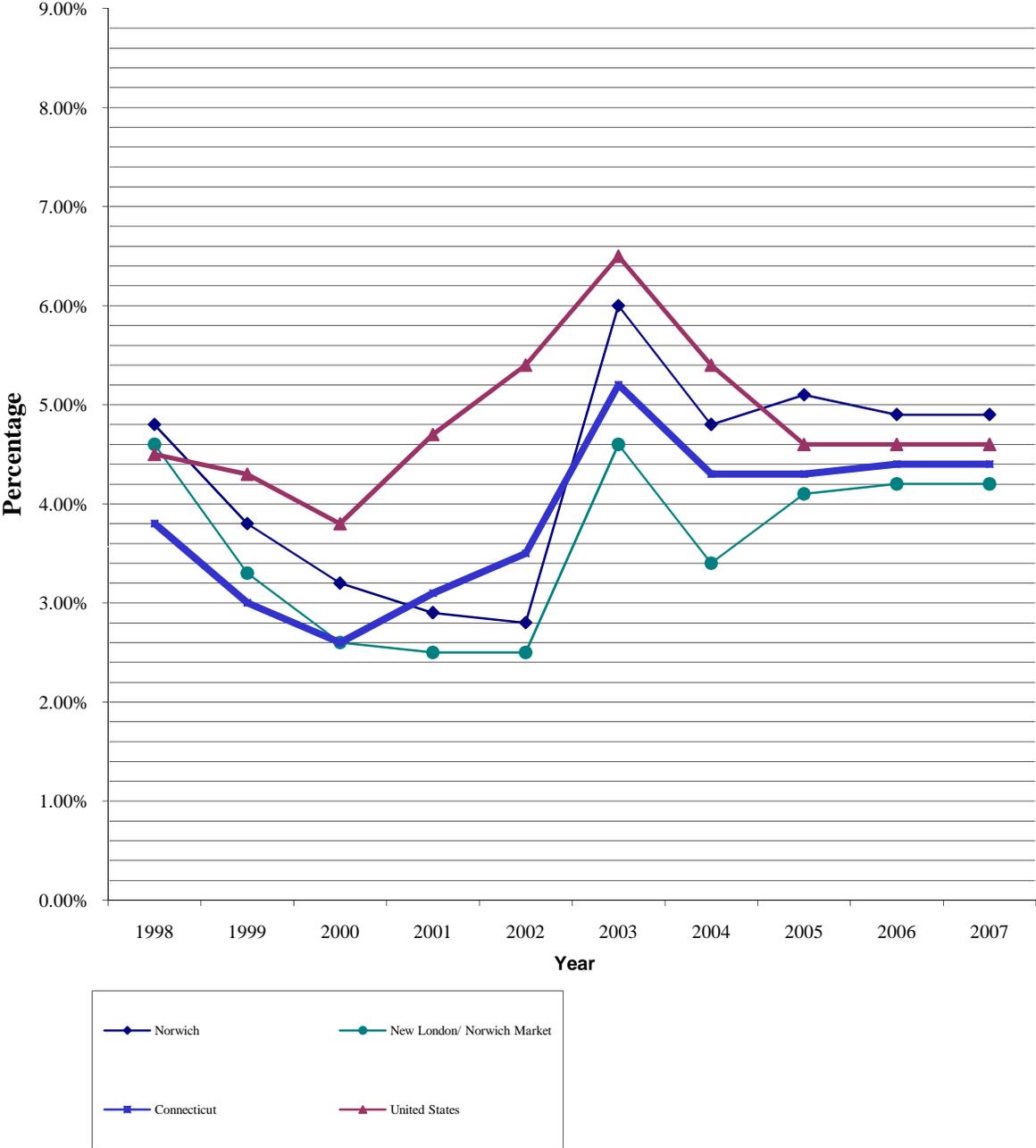


Comparable Communities Median Sales Price - Calendar Year



Source: CERC Town Profiles www.cerc.com

UNEMPLOYMENT PERCENTAGES



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

DIRECTORY OF ELECTED CITY OFFICIALS AND NPU COMMISSIONERS

CITY COUNCIL

	<u>Term Length</u>	<u>Term Expires</u>
Benjamin P. Lathrop, Mayor (D)	4 Years	12/8/09
Jonathan Jacaruso, President Pro Tempore (D)	2 Years	12/8/09
Mark Bettencourt (D)	2 Years	12/8/09
Christopher D. Coutu (R)	2 Years	12/8/09
Peter Desaulniers (D)	2 Years	12/8/09
William L. Nash (R)	2 Years	12/8/09
Robert C. Zarnetske III (D)	2 Years	12/8/09

BOARD OF EDUCATION

	<u>Term Length</u>	<u>Term Expires</u>
Charles A. Jaskiewicz III, Chairperson (D)	2 Years	11/10/09
John P. LeVangie, Vice Chairperson (D)	2 Years	11/10/09
Cora Lee Boulware, Secretary (D)	2 Years	11/10/09
Robert L. Booth (R)	2 Years	11/10/09
Harlan K. Hyde, Jr. (R)	2 Years	11/10/09
Yvette C. Jacaruso (D)	2 Years	11/10/09
Charles K. Norris (R)	2 Years	11/10/09
Joyce C. Werden (D)	2 Years	11/10/09
Angelo P. Yeitz, Jr. (R)	2 Years	11/10/09

TREASURER

	<u>Term Length</u>	<u>Term Expires</u>
Brian Curtin (D)	2 Years	12/8/09

REGISTRAR OF VOTERS

	<u>Term Length</u>	<u>Term Expires</u>
Nancy DePietro (D)	2 Years	1/7/09
Gerald Kortfelt (R)	2 Years	1/7/09

APPOINTED NPU COMMISSIONERS

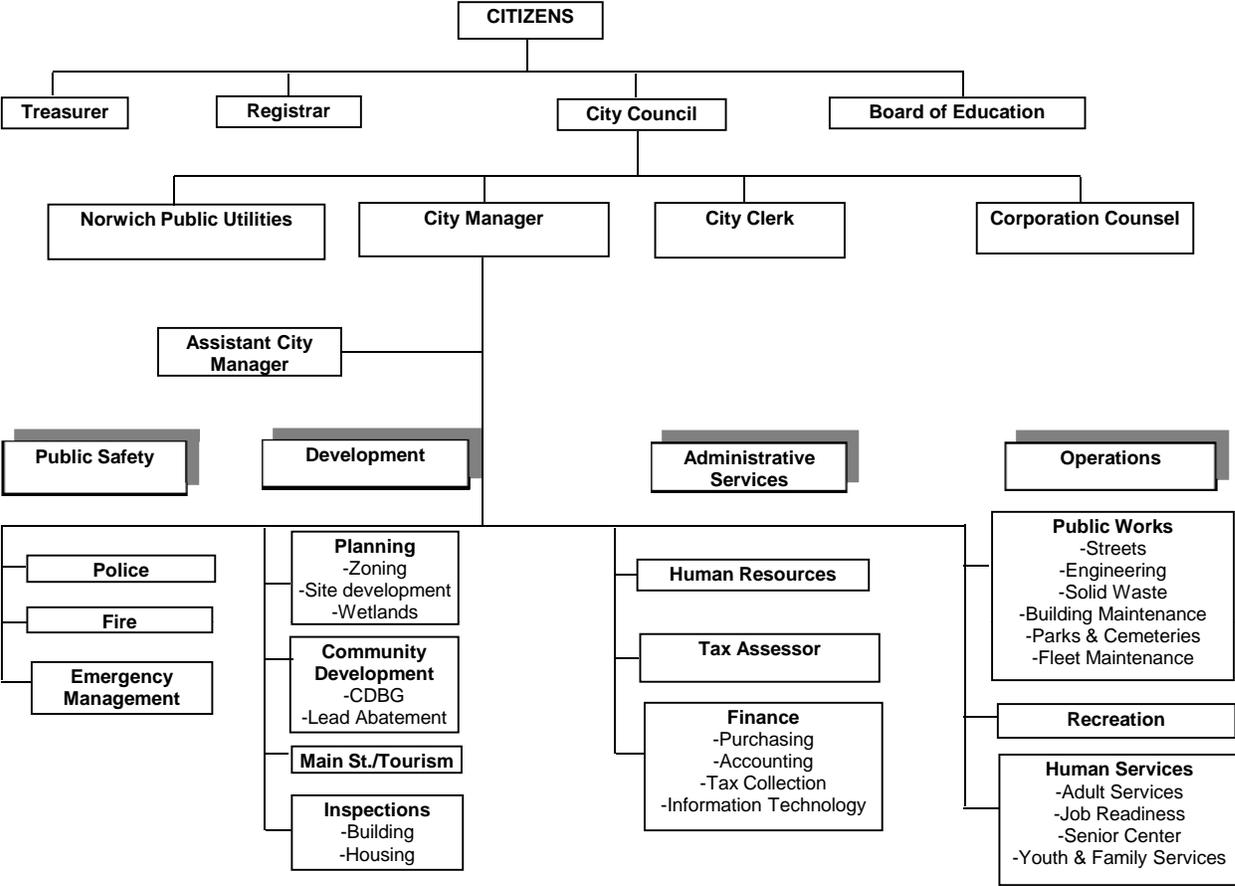
	<u>Term Length</u>	<u>Term Expires</u>
Stanley Israelite, Chairman (D)	5 Years	2/28/12
Alan M. Remondi, Vice Chairman (D)	5 Years	2/28/11
Diana Boisclair (R)	5 Years	3/01/10
Frank Demicco (D)	5 Years	3/01/13
James M. Sullivan (D)	5 Years	3/01/09

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

**DIRECTORY OF CITY ADMINISTRATIVE
OFFICIALS**

City Manager	Alan H. Bergren
Assistant City Manager.....	Jennifer Gottlieb
Assessor	Charles Glinski
Building Inspector	James Troeger
City Clerk	DeeAnne Brennan
City Planner.....	Michael Schaefer
Community Development Director.....	Vacant
Comptroller	Joseph Ruffo
Deputy Comptroller	joshua pothier
Corporation Counsel.....	Michael E. Driscoll
Emergency Management Director.....	Gene M. Arters
Engineer.....	Barry Ellison
Fire Chief.....	Ken Scandariato
Health Director.....	Patrick McCormack, MPH
Housing Authority Director.....	Charles Whitty
Human Resources Director.....	Thomas Dawkins
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.....	Joseph Loyacano
Purchasing Agent.....	William R. Block
Recreation Director	Luis DePina
Senior Center Director	Michael Wolak
Superintendent of Schools.....	Pamela Aubin
Tax Collector.....	Katherine Daley
Volunteer Fire Chiefs	
East Great Plain.....	Patrick Daley
Laurel Hill.....	Ed Martin
Occum	Kevin McKeon
Taftville	Timothy Jencks
Yantic.....	Frank Blanchard
Youth Service Director.....	Peter Schultheis
Zoning Enforcement Officer.....	Paulette Craig

City of Norwich Organization Chart



CITY OF NORWICH
TIME TABLE FOR PREPARATION OF 2008-09 CITY BUDGET

<u>DATE</u>	<u>EVENT</u>	<u>AGENDA</u>
October 2007	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.
November 2007	Initial budget requests due	Department Heads and Outside Agencies return their written requests, Finance Department coordinates process.
December 2007 - January 2008	Budget meetings on proposed requests	City Manager and Comptroller meet with department heads and outside agencies on proposed budget requests.
February 2008	Revenue projected	Comptroller calculates state revenue projections.
March 2008	Proposed 2008-09 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 and items.
1st Monday in April 2008	City Manager submits Proposed 2008-09 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 2008	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 2008	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 2008	Council shall act on proposed budget	The Council acts initially on the City Manager's proposed budget.
Prior to third Monday in May 2008	Second public hearing	The purpose is to listen to citizens' input on proposed budget.
No later than 2nd Monday in June 2008	City Council adopts 2008-09 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, 2008 - June 30, 2009	Budget implementation	Comptroller oversees revenues and expenditures according to the budget established by Council.
July 2009	Audit of 2008-09 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, Fire & Refuse Fund 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

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 revenues 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

The city's proprietary fund types 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

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 should be reported in the fiduciary fund category. 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	Trust	General government	No	Accrual	No
2000 Bond Issue	Governmental	Capital Projects	Capital	No	Modified accrual	No
Bond Expenditure	Governmental	Capital Projects	Capital	No	Modified accrual	No
Capital Improvement	Governmental	Capital Projects	Capital	No	Modified accrual	No
Intermodal Transportation Center	Governmental	Capital Projects	Capital	No	Modified accrual	No
Landfill Closure	Governmental	Capital Projects	Capital	No	Modified accrual	No
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 Trus	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	Yes
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
Esther Gilbert	Governmental	Special Revenue	Public works	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
Planning & Development Programs	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
Recreation Grants	Governmental	Special Revenue	Recreation	No	Modified accrual	No
Revolving Loan	Governmental	Special Revenue	General government	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 & Refuse	Governmental	Special Revenue	Public safety	Yes	Modified accrual	No
Town Aid Roads	Governmental	Special Revenue	Public works	No	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, Fire and Refuse Fund 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/ Fire and Refuse Fund Budgetary Process

Development Phase

The General Fund and Fire and Refuse 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) undesignated 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 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 (over 37% of total revenues) is the state formula grants. Unfortunately, the city does not even get 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 Undesignated 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. The first and second readings are conducted concurrently after the specified 30-day period.
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 Assistant to the Superintendent 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 Assistant to the Superintendent meet with the finance committee members from each school to discuss their requests for the upcoming school budget. Prior to this meeting the Assistant to the Superintendent 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." Please see the Ivory-divided section of this document for further information on the NPU.

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 Undesignated 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 rating is A1 from Standard & Poor's and AA from Fitch.

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

Notwithstanding statutory debt limitations, the City of Norwich now incorporates two 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 1.91%)

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 9.77%, 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 under Connecticut General Statutes, Section 7-374(b) as of June 30, 2007 is as follows:

Tax Collections	
City	49,721,000
Fire Districts	3,064,000
Reimbursement for elderly tax freeze	<u>20,000</u>
Total Base	<u>52,805,000</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 \$369,635,000 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	118,811,249	-	-	-	-	-
4-1/2 times base	-	237,622,498	-	-	-	-
3-3/4 times base	-	-	198,018,748	-	-	-
3-1/4 times base	-	-	-	171,616,249	-	-
3 times base	-	-	-	-	158,414,999	-
7 times base	-	-	-	-	-	369,634,997
Debt as defined by statute:						
Bonds and notes payable						
-excluding water of: \$ 2,815,730	14,203,840	8,153,692	11,784,244	-	-	34,141,775
Capital leases	-	-	-	-	-	-
Short-term Clean Water Fund notes	-	-	-	-	-	-
School Construction Grants Receivable	-	(722,000)	-	-	-	(722,000)
Bond authorized but unissued	2,330,000	-	375,000	-	-	2,705,000
Total indebtedness	16,533,840	7,431,692	12,159,244	-	-	36,124,775
Debt limitation in excess of outstanding and authorized debt						
	102,277,409	230,190,806	185,859,504	171,616,249	158,414,999	333,510,222
Percent of Limitation	13.92%	3.13%	6.14%	0.00%	0.00%	9.77%

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 to overall long-term cost of providing postemployment benefits. The following schedules are taken from the city's June 30, 2007 audited financial statements:

The City's annual pension cost and net pension obligation to the Plan for the year ended June 30, 2007 were as follows:

Annual required contribution	\$ 2,662,000
Interest on net pension obligation	41,000
Adjustment to annual required contribution	<u>(42,000)</u>
Annual pension cost	2,661,000
Contributions made	<u>2,830,000</u>
Decrease in net pension obligation	(169,000)
Net pension obligation beginning of year	<u>495,000</u>
Net pension obligation end of year	<u><u>\$ 326,000</u></u>

Membership in the Plan consisted of the following at January 1, 2006, the date of the last actuarial valuation:

Retirees and beneficiaries receiving benefits	394
Terminated plan members entitled to, but not yet receiving benefits	16
Active plan members	<u>555</u>
Total	<u><u>965</u></u>

Three-Year Trend Information:

Fiscal Year Ended	Annual Pension Cost (APC)	Percentage of APC Contributed	Net Pension Obligation	Actual Contribution
6/30/05	1,214,000	119.1%	640,000	1,446,000
6/30/06	1,861,000	107.8%	495,000	2,006,000
6/30/07	2,661,000	106.0%	326,000	2,830,000

SCHEDULE OF EMPLOYER CONTRIBUTIONS

Year Ended June 30,	Annual Required Contribution	Percentage Contributed
2007	\$ 2,662,000	106%
2006	1,861,000	108%
2005	1,214,000	119%
2004	1,049,495	102%
2003	1,226,016	133%

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)	
1/1/02	135,923,227	129,364,568	(6,558,659)	105.1%	25,718,230	(25.5)%
1/1/03	133,571,347	133,043,245	(528,102)	100.4%	22,616,132	(2.3)%
1/1/04	131,244,000	140,498,000	9,254,000	93.4%	23,426,000	39.5%
1/1/05	129,290,000	148,850,000	19,560,000	86.9%	23,691,000	82.6%
1/1/06	136,011,000	156,516,000	20,505,000	86.9%	24,540,000	83.6%

Other Post-Employment Benefits Funding

The city established a new 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. This means that, effective for the fiscal year ending June 30, 2008, the city will be required to disclose information about asset and liability levels, show historical contribution information and keep a running tally of the extent to which these programs are over- or under-funded similar to what is disclosed for the city's pension fund. 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.

In order to address the issue in a fiscally-sound manner, the City will phase in contributions to the OPEB trust over five years. In the fifth year, the City will have contributed 100% of the ARC.

Pursuant to GASB 45, the maximum acceptable amortization period for the total unfunded actuarial liability is thirty years. Our actuaries estimate that the city's OPEB liability at roughly \$47 million. Prior to the establishment of this fund, the city paid OPEB costs on a pay-as-you-go basis.

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 Undesignated 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 Undesignated 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.

In recent years, actual expenditures have been less than budgeted amounts resulting in adequate end-of-year fund balances equal to the eight-percent goal, as a result of those increases, the city will utilize \$1,200,000 as revenue from the UFB. This is the same amount as last year's budget. A detailed history of the UFB follows:

Fiscal Year Ending June 30 th	Unreserved Fund Balance	Annual Expenditures and Encumbrances	Balance as % of Expenditures
2007	\$11,651,000	\$99,712,000	11.68%
2006	11,026,609	94,614,448	11.65%
2005	10,573,000	91,502,532	11.55%
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%
2000	5,905,927	80,043,640	7.38%
1999	6,108,260	79,316,496	7.70%
1998	5,632,286	75,298,066	7.48%

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, 2007. This was the 15th consecutive year that the city has received this prestigious award. For each of the fiscal years beginning July 1, 2000 through July 1, 2007, 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 GOALS & PRIORITIES

I. PREPARATION OF MISSION STATEMENT

The Council engaged in sessions to review and establish broad strategic themes. These themes are long-term, broad and directional in nature and provide staff with the foundation for aligning citywide programs and resources with Council priorities. This is done under the direction of the City Manager, who is the CEO.

The mission statement which follows is created as a result of this process. The departmental goals and action plans that most directly support the entity-wide goals are referenced by number.

1. Keep the annual mill rate increases as low as possible while keeping city government efficient, responsive and financially stable. (Finance 6; Treasurer 1; Human Resources 8; City Clerk 2; Yantic VFD 5; Recreation 3; Public Works 3; Economic Development 1; Emergency Management 4; Norwich Fire 5)
2. Ensure that our neighborhoods and business districts are safe and appealing places to live, work, shop and visit. One of the city's highest priorities is to protect the lives and properties of residents to the greatest extent possible. Ensure proper funding is in place to provide for necessary resources to achieve this goal. (Police 1-9; Norwich Fire Department 1-3; East Great Plain VFD 5; Laurel Hill VFD 1-5; Occum VFD 1-7; Taftville VFD 1-4; Yantic VFD 1-4 and Emergency Management 1-3, 5)
3. Provide the highest quality education programs and resources to facilitate the success of our children and citizens. (BOE 1-7)
4. Provide and maintain first-rate infrastructure and community facilities. (Public Works 1,2,4)
5. Foster a climate that attracts new business, creates a broad range of employment opportunities, and promotes a vibrant harbor and downtown business district. (Human Services 1-5; Planning & Development 1-5; Economic Development 1-7)
6. Promote a high quality of life and develop neighborhood pride. (Recreation 1-7, Human Services 1, Senior Center 1-6; Youth & Family Services 1-5)

II. BUDGET PRIORITIES

In addition to the long range goals established above, a set of short range budget priorities are established in conjunction with goal setting. Those policies are below ranked by priority highest to lowest.

1. Keep the general fund mill rate increase under 3.79%.
2. Ensure that the police and fire departments have adequate equipment and staffing to allow them to meet their duty of protecting human life and property.
3. Avoid staff reduction in order to maintain the current level of government services.
4. Increase education funding to respond to increased demands for services due to changing student population and demand for special services.
5. Maintain capital expenditure levels to ensure preservation of existing city infrastructure.
6. Support economic development activities initiated by the Mayor, Norwich Community Development Corporation and other organizations.

This task begins with an assessment of internal and external environment. The intent of this plan is to provide strategic direction for the management of the City and to align departmental objectives with this direction. Each year the plan will be reviewed and updated with the City Council and staff. An assessment is done of the strengths, weaknesses, opportunities and threats. This is balanced against local needs.

A consensus is built upon which needs are most critical. These critical needs are then identified and incorporated into a master plan.

The City's administration goals are to achieve the goals as established by City Council. Direction is done through the budget process.

Each department's goal is to ensure that their objectives align with the goals as established by the council. The goals are longer-term aspirations whereas the priorities generally deal with only a single budget year.

III. APPROVAL OF THE PLAN

The above plan is adopted simultaneously within the budget process.

IV. 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).

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

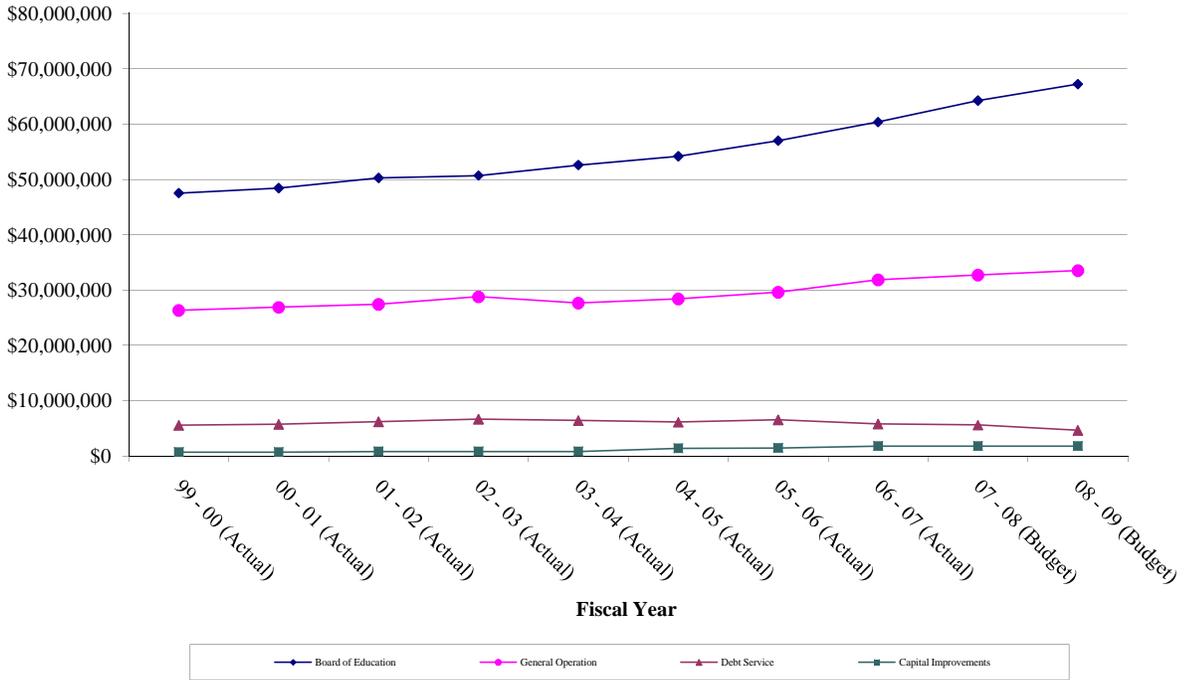
	2006-07 REVISED BUDGET	2007-08 REVISED BUDGET	2008-09 PROPOSED BUDGET	2008-09 ADOPTED BUDGET
City Manager	319,068	339,424	369,674	364,924
Finance	1,282,239	1,469,407	1,429,319	1,412,319
City Treasurer	201,230	208,851	202,697	194,297
Assessment	336,692	770,799	475,806	475,306
Human Resources	384,455	455,004	413,383	412,883
Law	418,000	426,400	435,000	420,000
City Clerk	356,061	406,091	423,207	423,207
City Council	147,797	165,020	216,566	205,566
Police	9,368,470	9,663,075	9,962,388	9,893,591
Fire - Central	1,134,949	1,552,987	1,691,193	1,700,457
Fire - East Great Plain	149,554	149,254	172,175	142,675
Fire - Laurel Hill	56,897	70,750	70,930	70,430
Fire - Occum	76,983	76,037	75,747	75,447
Fire - Taftville	150,138	147,838	146,190	145,690
Fire - Yantic	129,950	144,556	170,562	170,062
Recreation	833,135	863,197	818,926	818,926
Human Services	1,325,700	1,411,961	1,574,531	1,569,131
Public Works	9,092,269	7,306,418	7,497,004	7,486,850
Election	135,808	145,622	146,928	146,428
Planning & Development	1,064,965	1,186,948	1,122,841	1,117,841
Economic Development	254,528	421,200	394,000	337,000
Debt Service - Principal	4,341,000	4,303,000	3,410,000	3,410,000
Debt Service - Interest	1,463,250	1,284,544	1,223,885	1,223,885
Miscellaneous	6,920,117	7,055,129	7,659,532	7,645,665
Emergency Management	63,716	63,561	64,132	63,132
Education	60,339,134	64,223,238	67,691,000	67,191,000
Fire - Special Service	4,366,052	4,610,242	5,003,272	5,003,272
Refuse & Trash - Special Service	1,526,250	-	-	-
Landfill & Refuse Fund	-	2,657,609	2,491,309	2,491,309
Volunteer Fire Relief Fund	340,000	392,896	476,162	476,162
TOTALS	106,578,407	111,971,058	115,828,359	115,087,455
General Operations	32,428,382	32,708,529	33,745,822	33,509,918
Debt Service	5,804,250	5,587,544	4,633,885	4,633,885
Capital Improvements	1,774,339	1,791,000	1,786,909	1,781,909
Education	60,339,134	64,223,238	67,691,000	67,191,000
Fire - Special Service	4,366,052	4,610,242	5,003,272	5,003,272
Refuse & Trash - Special Service	1,526,250	-	-	-
Landfill & Refuse Fund	-	2,657,609	2,491,309	2,491,309
Volunteer Fire Relief Fund	340,000	392,896	476,162	476,162
TOTALS	106,578,407	111,971,058	115,828,359	115,087,455

CITY OF NORWICH
MILLAGE REQUIREMENTS

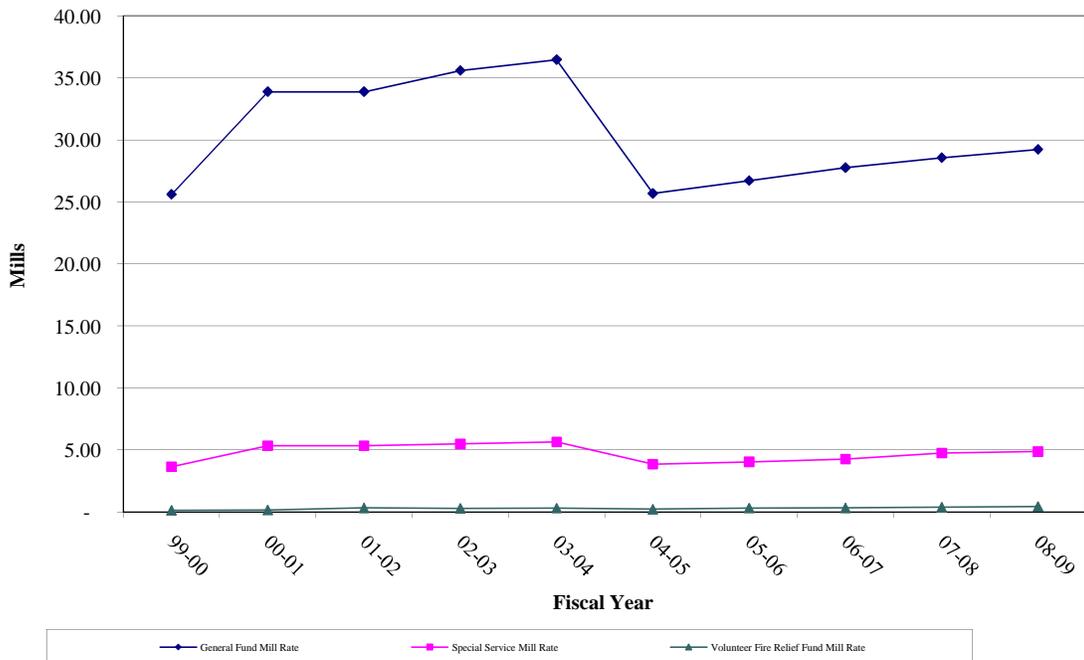
The City Assessor values all of the real estate, motor vehicles and personal property each year as of October 1. The sum of these values (less exemptions and credits) is the grand list. Anyone owning property at that date incurs a tax liability due on July 1 of the next year. When the budget is adopted 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	184,571,140	118,447,660	66,123,480
Personal Property	112,169,675	84,855,075	27,314,600
Real Estate	1,581,109,800	1,028,772,600	552,337,200
Total Gross Grand List	<u>1,877,850,615</u>	<u>1,232,075,335</u>	<u>645,775,280</u>
<i>Less: Exemptions, Credits, Etc.</i>			
Elderly Reimbursement	7,510,495	4,996,959	2,513,536
Veterans exemptions	5,174,460	3,459,680	1,714,780
Military exemptions	2,645,100	1,576,550	1,068,550
Disabled exemptions	426,860	295,240	131,620
Circuit Breaker Local Credit	2,795,473	2,795,473	0
Economic Dev & Mf_ exemptions	23,013,830	22,332,160	681,670
Elderly Freeze	348,025	205,563	142,462
Projected Certificates of Correction	3,200,000	2,200,000	1,000,000
Total Exemptions, Credits, Etc.	<u>45,114,243</u>	<u>37,861,625</u>	<u>7,252,618</u>
<i>Grand list, net of exemptions & credits</i>	<u>1,832,736,372</u>	<u>1,194,213,710</u>	<u>638,522,662</u>
<i>Estimated Tax Collection Percentage</i>	96.78%	97.03%	95.51%
<i>Collectible Grand List</i>	<u>1,773,722,261</u>	<u>1,158,745,563</u>	<u>609,852,994</u>
<i>Taxes to be Raised:</i>			
General City	15,723,327		
Board of Education	30,530,916		
Capital Improvements	1,456,578		
Debt Service	4,137,845		
Special Service Fire			2,960,178
Volunteer Fire Relief		476,162	
Total Taxes to be Raised	<u>51,848,667</u>	<u>476,162</u>	<u>2,960,178</u>
<i>Mill Rates Required:</i>			
General City	8.85		
Board of Education	17.22		
Capital Improvements	0.83		
Debt Service	2.34		
Special Service Fire			4.86
Volunteer Fire Relief		0.42	
Total Mill Rates Required for FY 2009	<u>29.24</u>	<u>0.42</u>	<u>4.86</u>
FY 2008 Mill Rate	28.57	0.36	4.75
Change	0.67	0.06	0.11
Percent Change	2.35%	16.67%	2.32%

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

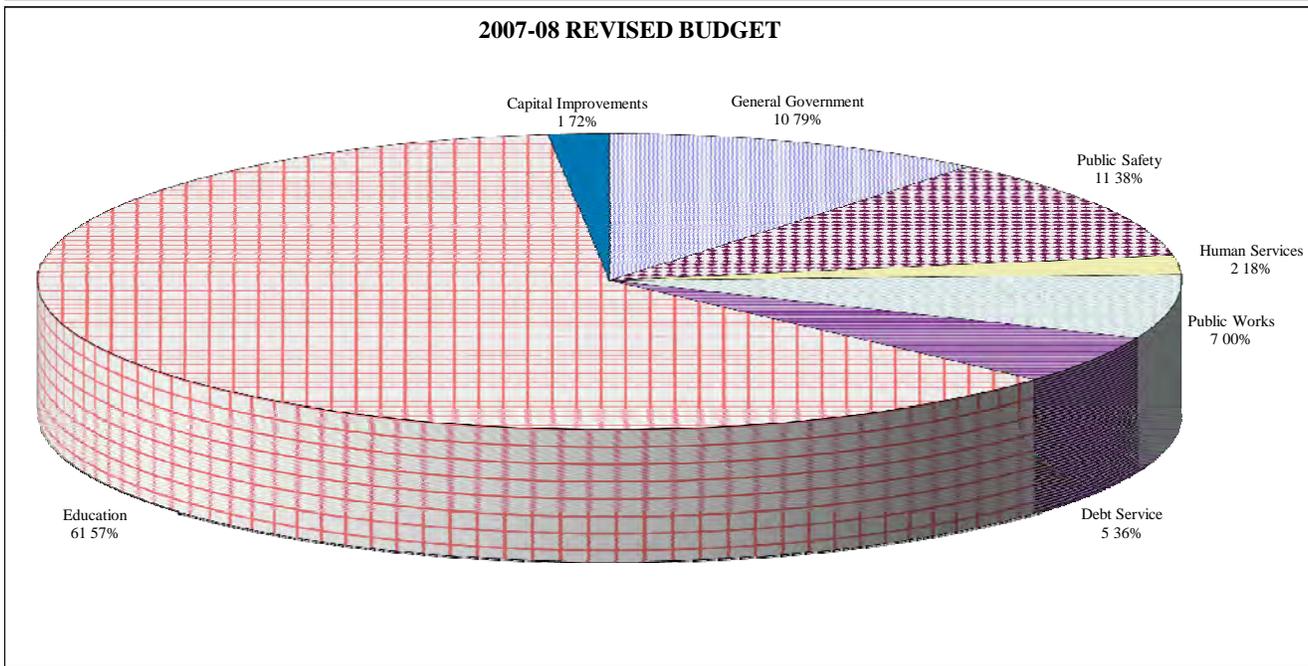
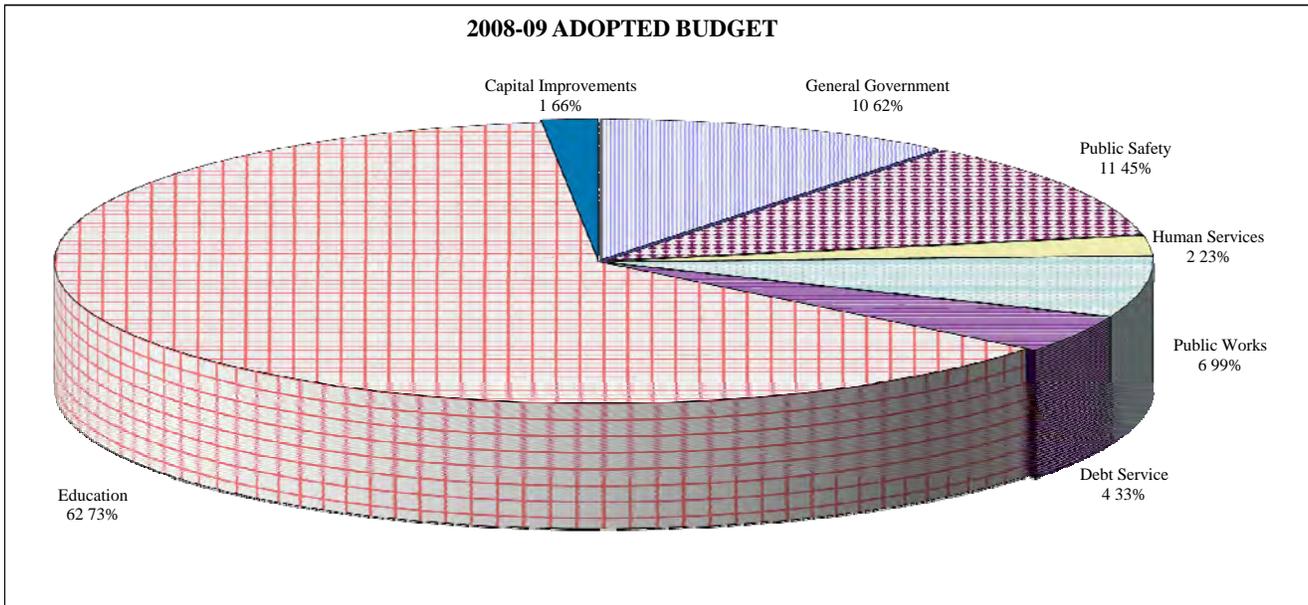


**CITY OF NORWICH
PROPERTY TAX MILL RATES
10 YEAR COMPARISON**



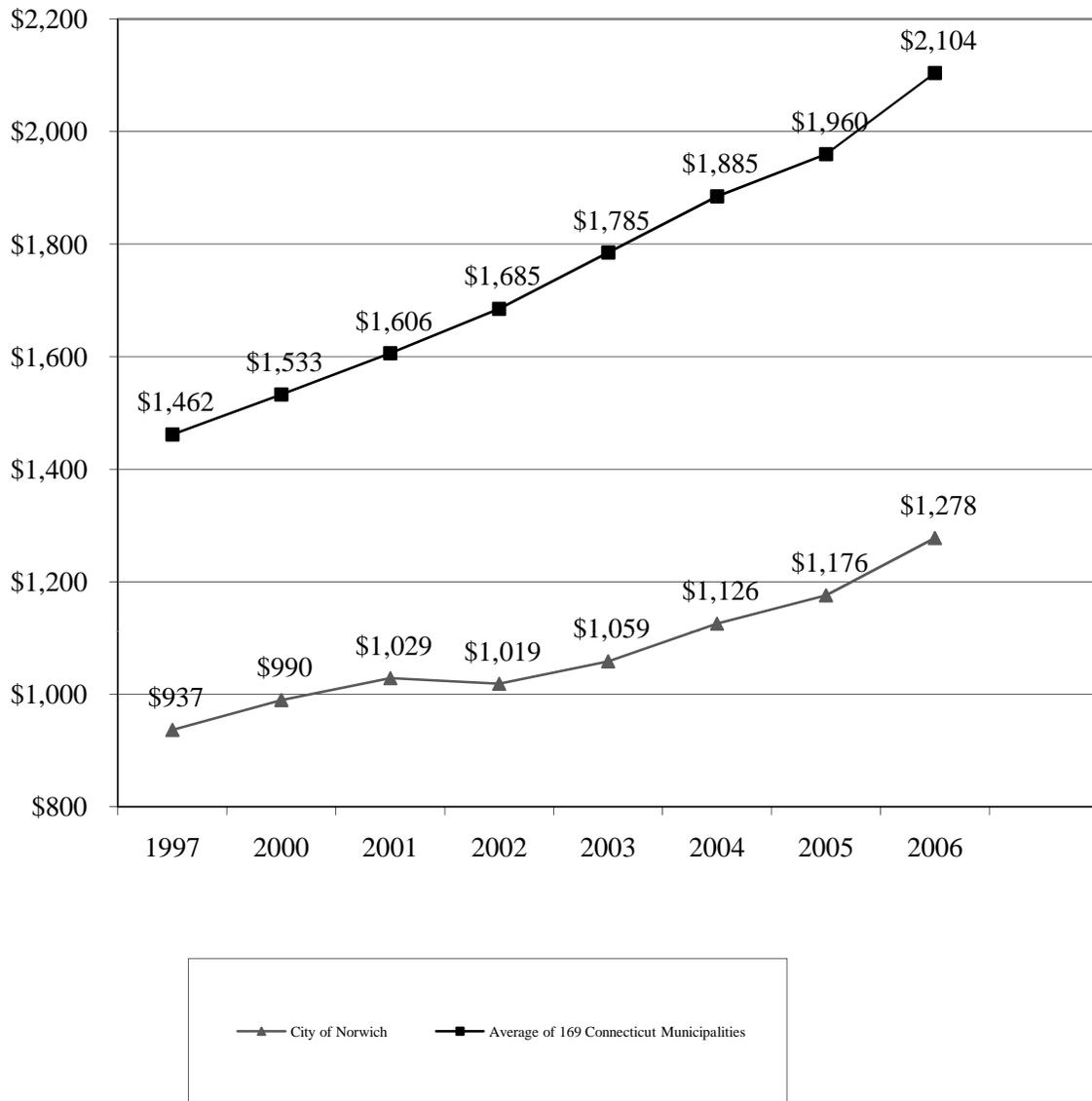
Note: The spike in the mill rate during fiscal year 2000-01 is a result of a revaluation done for grand list 10/1/1999. The 10/1/1999 net grand list decreased \$307,763,700 to \$1,132,024,510 from the 10/1/1998 net grand list of \$1,439,788,210. Also, for fiscal year 2004-05, a revaluation was done for 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.

**CITY OF NORWICH
SUMMARY OF EXPENDITURES**



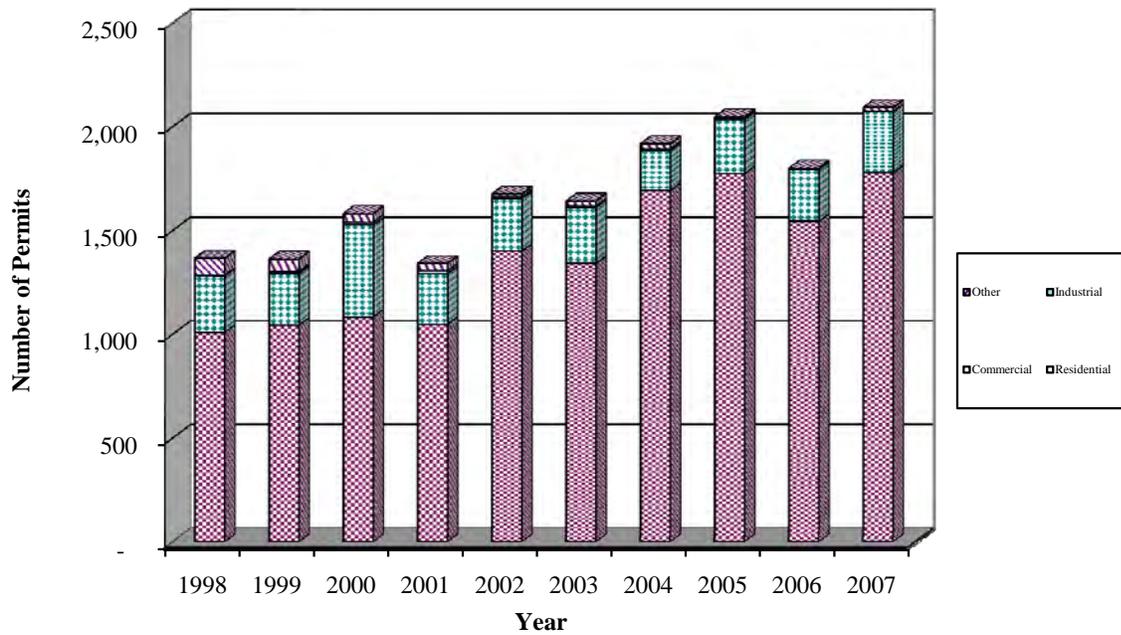
	2008-09 Adopted Budget	2007-08 Revised Budget	Dollar Change	Percent Change
General Government	11,373,527	11,258,895	114,632	1.02%
Public Safety	12,261,484	11,868,058	393,426	3.31%
Human Services	2,388,057	2,275,158	112,899	4.96%
Public Works	7,486,850	7,306,418	180,432	2.47%
Debt Service	4,633,885	5,587,544	(953,659)	-17.07%
Education	67,191,000	64,223,238	2,967,762	4.62%
Capital Improvements	1,781,909	1,791,000	(9,091)	-0.51%
	<u>107,116,712</u>	<u>104,310,311</u>	<u>2,806,401</u>	<u>2.69%</u>

PROPERTY TAX REVENUE PER CAPITA

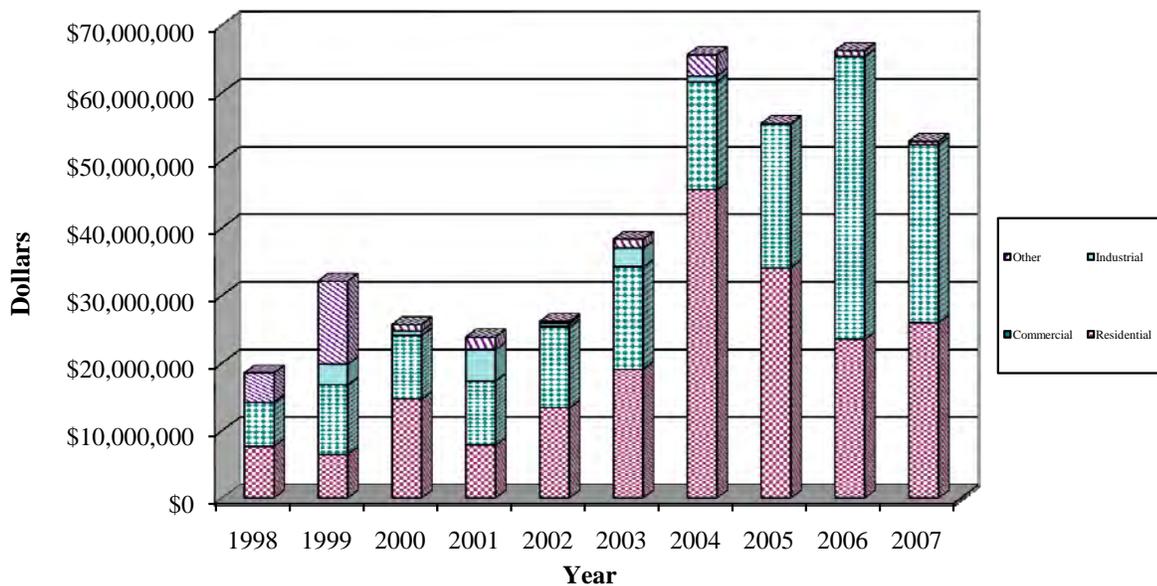


Source: November 2007 State of Connecticut Municipal Fiscal Indicators

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 \$150,000



TOTAL TAX BILL: \$3,579

Capital improvements	\$86	Taxes support the improvement and expansion of the city's infrastructure.
Fire	\$510	Taxes provide fire protection for residents.
Education	\$1,807	Taxes fund the Norwich Public School system.
Public Works	\$208	Taxes support the maintenance of the city's roads, buildings, parks and vehicles.
General Government	\$448	Taxes support the administration of city services.
Debt Service	\$245	Taxes provide for the scheduled debt service payments from the city's long-term borrowings.
Police	\$275	Taxes provide police protection for residents.

**CITY OF NORWICH
AUTHORIZED FULL-TIME EQUIVALENT POSITIONS**

DEPARTMENT	01-02	02-03	03-04	04-05	05-06	06-07	07-08	08-09
General City								
City Manager	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0
Finance	13.0	13.0	12.0	12.0	12.0	14.0	15.0	14.0
Treasurer	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0
Assessment	3.5	4.0	3.5	3.5	3.5	4.0	4.0	4.0
Human Resources	5.5	5.5	4.5	4.5	4.5	4.5	4.5	4.5
City Clerk	5.0	5.0	5.0	5.0	5.0	5.0	6.0	6.0
City Council	1.5	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	2.0	0.0	0.0	0.0
Police	107.5	102.5	100.5	101.0	100.0	100.0	98.0	99.0
Fire	55.5	55.5	55.0	55.5	55.5	55.5	59.5	59.5
Recreation	9.0	9.0	6.0	7.0	7.0	7.0	7.0	7.0
Human Services	11.0	10.5	8.5	8.5	8.5	8.5	8.5	8.5
Senior Citizens Center	8.0	7.0	6.0	6.0	6.0	6.0	7.0	7.0
Youth Service Bureau	5.0	5.0	3.0	3.0	3.0	3.0	3.0	3.0
PW Engineering & Administration	8.0	8.0	6.5	7.0	7.0	6.0	6.0	6.0
PW Fleet Maintenance	11.0	10.0	9.0	9.0	9.0	9.0	9.0	9.0
PW Solid Waste	4.0	3.0	3.0	3.0	2.0	2.0	3.0	3.0
PW Street Maintenance	35.0	35.0	33.0	33.0	32.0	32.0	41.0	41.0
PW Parks & Cemeteries	12.0	12.0	11.0	10.0	9.0	9.0	0.0	0.0
PW Building Maintenance	7.5	8.0	7.0	7.0	6.0	7.0	9.0	9.0
PW Parking Maintenance	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
Election	3.0	3.0	2.5	2.5	2.5	2.5	2.5	2.5
Planning & Development	13.0	12.5	11.0	12.0	13.0	13.0	14.5	14.5
Economic Development	1.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Emergency Management	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Tourism	2.0	0.5	0.5	0.5	0.5	0.5	0.5	0.5
Subtotal - General City	332.0	322.0	300.5	303.0	299.0	299.5	309.0	309.0
Board of Education								
General Fund-funded positions	502.5	392.1	375.9	386.3	373.8	384.2	387.5	406.4
State & federal grant-funded positions	66.3	74.7	86.6	99.8	114.2	117.1	111.3	125.3
School Lunch (federal grant)	41.0	42.0	40.0	39.0	39.0	39.0	39.0	30.0
Adult Education (state & federal grants)	13.0	11.0	12.0	13.0	13.0	13.0	12.0	12.0
Family Resource Ctr (state & fed grants)	10.0	10.0	10.0	10.0	24.0	22.0	25.5	24.5
Subtotal - Board of Education	632.7	529.8	524.5	548.0	563.9	575.4	575.3	598.2
Norwich Public Utilities	136.0	138.0	136.5	137.0	137.0	137.0	137.0	139.5
GRAND TOTALS	1,100.7	989.8	961.5	988.0	999.9	1,011.9	1,021.3	1,046.7

During fiscal years 2003 through 2006, general city departments cut about 33 positions in response to a drastic reduction in grant revenues from the State of Connecticut. For fiscal year 2007, the MIS department was merged into the Finance Department. The only net staffing change during fiscal year 2007 for the general city departments was an increase in the Assessment Data Entry Clerk from part-time to full-time and two positions added in the Planning & Neighborhood Services Building Division. The fiscal year 2007-08 budget added the following positions: a Part-time Public Safety Grants and Procurement Coordinator in Finance; a Records Clerk in the City Clerks's Office; 4 Battalion Chiefs and a Safety & Training Marshal in the Fire Department; and a Recycling Coordinator in Public Works and a Receptionist at the Senior Center. The fiscal year 2008 budget also moved 2 building maintenance positions from the Police Department to the Public Works Building Maintenance division. The fiscal year 2009 budget eliminates the Public Safety Grants & Procurement Coordinator position and adds a full-time Police Officer dedicated to domestic violence.

Norwich Public Utilities' staffing has remained fairly constant over the years despite the expansion of the sewer and water lines.

In fiscal year 2003, the Board of Education contracted out their special education transportation and also incurred large cuts of 71.5 staff members. Most of the increase in positions since then are due to increased funding from the School Readiness grant (for the Family Resource Center), Priority School District designation (state & federal grant-funded positions) and Class-Size Reduction grant (state & federal grant-funded positions). **As of the date of this printing, the FTEs for the BOE for fiscal year 2008-09 have not been determined because of the \$500,000 reduction by the City Council.**

**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	7/1/2004	6/30/2007
International Association of Fire Fighters, Local 892	City Firefighters	53.00	7/1/2007	6/30/2011
Norwich City Hall Employees Association, Inc., Connecticut Independent Labor Union (CILU), Local #11	City Non-supervisory administrative employees	71.50	7/1/2004	6/30/2007
IBPO, Local 324 *	City Police Officers	80.00	7/1/2004	6/30/2007
CILU, Local #24	City Public Works Employees	50.00	7/1/2004	6/30/2007
Public Works Supervisors, American Federation of State, County & Municipal Employees (AFSCME), Local 818, Council 4	City Public Works Supervisors	5.00	7/1/2005	6/30/2008
Municipal Employees Union "Independent" (MEUI)-Supervisors	City Supervisory administrative employees	12.00	7/1/2006	6/30/2009
Norwich School Administrators Association	NPS Administrators	19.00	7/1/2008	6/30/2012
MEUI Local 506, SEIU, AFL-CIO	NPS Custodians	26.00	7/1/2006	6/30/2009
Teamsters Local Union No. 493	NPS Maintainers	3.00	7/1/2007	6/30/2010
MEUI Local 506, SEIU, AFL-CIO	NPS Paraeducators	82.00	7/1/2005	6/30/2009
New England Health Care Employees Union District 1199, SEIU, AFL-CIO	NPS School Nurses	16.00	7/1/2005	6/30/2009
Norwich Educational Secretaries, AFSCME Local 1303-190, Council 4	NPS Secretaries	24.00	7/1/2004	6/30/2007
Norwich Teachers League	NPS Teachers	294.95	7/1/2008	6/30/2012
Supervisory Employees Association, Inc. AFSCME Local 818, Council 4	NPU Supervisory and Professional Employees	35.00	7/1/2005	6/30/2008
International Brotherhood of Electrical Workers Local 457, Norwich Unit	NPU Technical and clerical workers	95.50	7/1/2005	6/30/2008
United Steelworkers of America AFL-CIO-CLC Local No. 9411-02	NPU Water distribution employees	8.00	7/1/2005	6/30/2008

* On March 10, 2006, the police officers voted to switch representation from IBPO to United Public Service Employees Union, Connecticut Organization for Public Safety Division.

CITY OF NORWICH
CONSOLIDATED DEBT SCHEDULE

Description	Original Bond Date	Interest Rates	Amount Bonded	Outstanding at 7/1/2008	Principal	Interest	Total FY 2009 Debt Service
Series A Capital Bonds	4/5/2001	4.0 - 5.0%	10,510,000	535,000	535,000	21,400	556,400
Series A Refunding Bonds	4/5/2001	4.0 - 5.0%	13,010,000	6,410,000	1,090,000	269,339	1,359,339
Series B Taxable (Wauregan)	4/5/2001	6.5 - 6.75%	400,000	225,000	25,000	15,125	40,125
General Obligation Bonds	4/15/2002	4.0 - 5.0%	6,020,000	3,765,000	275,000	171,940	446,940
Series A, Capital Project Bonds	4/15/2004	3.0 - 3.55%	3,120,000	1,940,000	385,000	62,168	447,168
Series B, Refunding Bonds	4/15/2004	2.0 - 4.0%	4,575,000	3,600,000	335,000	126,528	461,528
Series A, Capital Project Bonds	3/15/2005	3.0 - 5.0%	3,520,000	2,810,000	355,000	88,513	443,513
Series B, Refunding Bonds	3/15/2005	3.0 - 4.0%	8,570,000	8,250,000	235,000	299,532	534,532
Bond Anticipation Note * 2008/09 Bond	12/20/2007	3.25%	4,860,000	4,860,000	-	119,340	119,340
					175,000	50,000	225,000

Subtotal - General Fund Debt

32,395,000 3,410,000 1,223,885 4,633,885

Description	Original Bond Date	Interest Rates	Amount Bonded	Outstanding at 7/1/2008	Principal	Interest	Total FY 2009 Debt Service
CT DECD loan for Stony Brook Reservoir	7/1/1994	6.00%	1,000,000	454,147	65,108	27,249	92,357
CT CWF Notes 106-C	10/31/1997	2.00%	2,705,885	1,744,525	171,734	33,322	205,056
CT CWF Notes 298-C	6/30/2000	2.00%	1,507,962	904,777	75,398	17,404	92,803
DECD Industrial Park Loan	10/26/2001	1.00%	200,000	200,000	-	-	-
CT CWF Notes 9714-C	12/31/2002	2.77%	1,898,651	1,457,937	82,864	39,338	122,202
CT CWF Notes 349-C	12/31/2002	2.00%	880,594	666,121	40,003	12,957	52,960
Capital leases and other debt					1,683,496	489,013	2,172,509

Subtotal - Norwich Public Utilities Debt

5,427,507 2,118,604 619,283 2,737,887

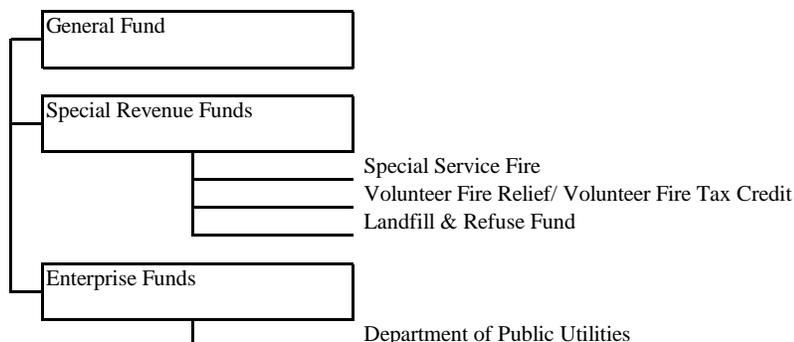
GRAND TOTAL

37,822,507 5,528,604 1,843,168 7,371,772

* The above Bond Anticipation Note matures on 9/18/2008 at which time the City plans on issuing bonds.

CITY OF NORWICH

The accounts of the city are organized on the basis of funds and account groups, each of which is considered a separate accounting entity. The operation of the funds is accounted for by a separate set of self-balancing accounts that comprise its assets, liabilities, fund equity, revenues as applicable, expenditures and expenses. The individual funds account for the governmental resources allocated to them for the purpose of carrying on specific activities in accordance with special regulation, restriction, or limitations. The following are funds subject to this budget appropriation ordinance and detailed within.



A basic principle of governmental accounting is that a government should use the smallest number of individual funds as possible, consistent with its particular circumstance. There are eleven fund types. Three fund types are included in this proposed budget document subject to approval. Please see the "Financial Management Policies" section for an expanded discussion of fund

General Fund

The general fund is used to account for most of the day-to-day operations of the city, which are financed from property taxes and other general revenues. Activities financed by the general fund include those of line and staff departments within the city. Undesignated fund balance ("UFB") of \$1,200,000 has been used to balance the budget in Fiscal Year 2009 in order to smooth the impact of tax increases. The city is expecting an operating surplus in Fiscal Year 2008 which will enable the UFB to remain at or above 8% of expenditures. The operating surplus will be generated by increased collections of building permits, recording fees, conveyance taxes and special education excess cost grants.

Special Revenue Funds

Special revenue funds are used to account for revenues derived from specific taxes or other earmarked revenue sources which, by law, are designated to finance particular functions or activities of government and which therefore cannot be diverted to other uses. This budget includes the following special revenue funds:

Special Service Fire

A tax is levied on residents of the CCD area to support the paid fire department. The paid fire department responds to emergency calls within the CCD area. The paid fire department works under the direction of the Norwich Fire Chief. There is a mutual aid agreement in place for all fire departments.

Volunteer Fire Relief Fund/ Volunteer Fire Tax Credit

This fund supports the cost of the retirement benefits for volunteer firefighters who complete a required number of emergency calls and contribute to the fund. It also supports the cost of a tax credit in the amount of up to \$1,000 for firefighters who have responded to a required level of emergency calls during the year.

Landfill & Refuse Fund

This fund supports trash pick-up and cost of incinerator charges.

Undesignated fund balance has been used in prior years to balance the budget. However, in each year, the city has been able to generate revenues in excess of expenditures and preserve its fund balance. We did not budget the use of surplus in FY2009.

Enterprise Funds

Norwich Public Utilities

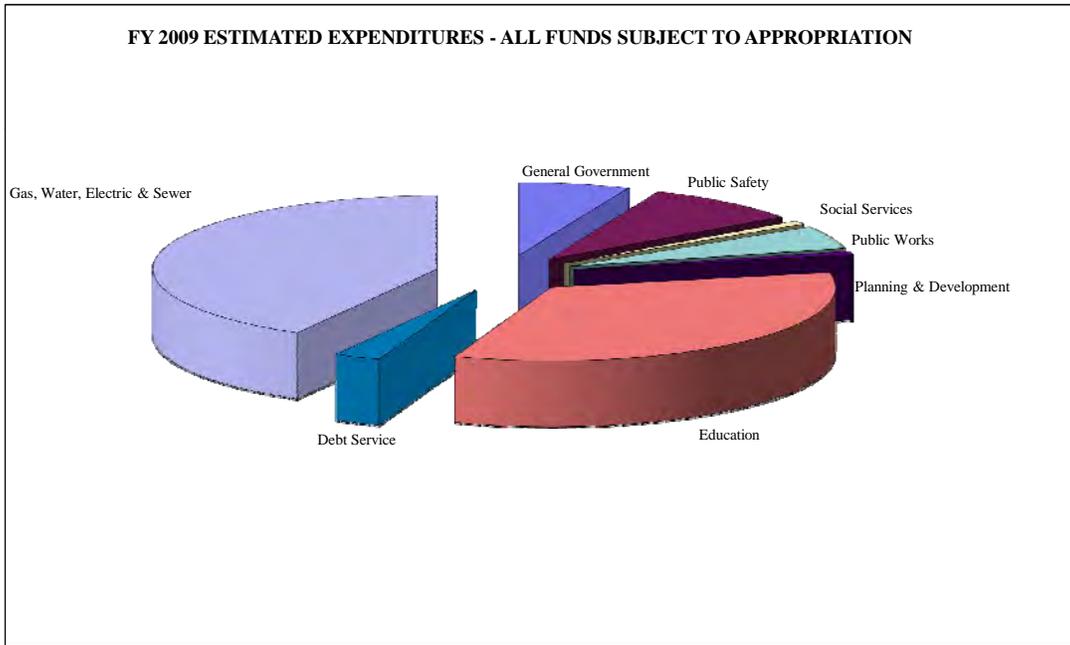
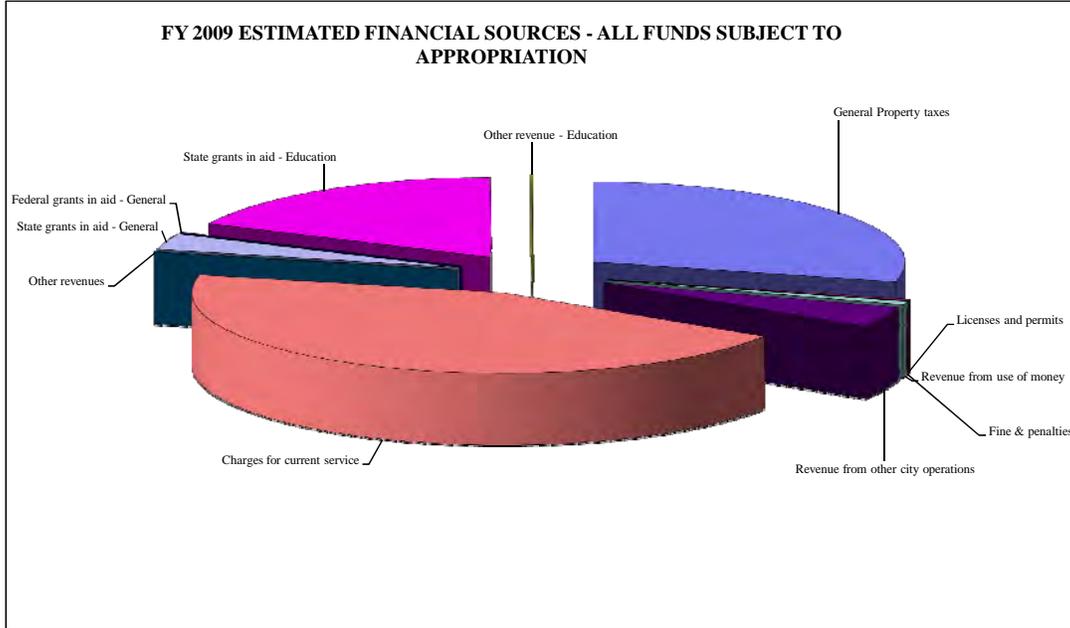
Electric, water, gas and sewer funds are used to account for the acquisition, operation and maintenance of city-owned electric, water, gas and sewer facilities and services which are entirely or predominantly self-supported by user charges. The operations of these funds are accounted for in such a manner as to show a profit or loss similar to comparable private enterprises.

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 2009 Budgeted	General	SRF	NPU	FYE 2008 Projected	General	SRF	NPU	FYE 2007 Actual
Fund balances carried forward	10,126,977	22,747	98,316,285	108,466,009	11,651,288	22,747	97,477,309	109,151,344	11,026,609	32,110	92,533,732	103,592,451
Revenues												
General Property taxes	54,198,667	3,586,340	-	57,785,006	51,900,000	3,375,996	-	55,275,996	49,920,698	3,069,303	-	52,990,001
Licenses and permits	620,000	-	-	620,000	700,000	-	-	700,000	905,619	-	-	905,619
Fines & penalties	50,000	-	-	50,000	25,000	-	-	25,000	21,770	-	-	21,770
Revenue from use of money	864,046	20,000	443,300	1,327,346	1,000,000	32,000	300,000	1,332,000	971,190	30,071	418,094	1,419,355
Revenue from other city operations	7,521,754	735,092	-	8,256,847	8,000,000	169,816	-	8,169,816	8,997,970	58,184	-	9,056,154
Charges for current service	1,025,824	2,491,309	85,038,735	88,555,868	1,000,000	2,583,000	80,684,017	84,267,017	1,366,271	1,357,735	76,674,712	79,398,718
Other revenues	273,000	40,000	-	313,000	500,000	75,000	-	575,000	1,186,694	75,000	-	1,261,694
State grants in aid - General	5,291,924	1,098,002	-	6,389,926	5,000,000	1,424,935	-	6,424,935	5,027,364	1,473,736	-	6,501,100
Federal grants in aid - General	11,413	-	-	11,413	11,000	-	-	11,000	11,047	-	-	11,047
State grants in aid - Education	35,910,084	-	-	35,910,084	34,500,000	-	-	34,500,000	31,708,449	-	-	31,708,449
Other revenue - Education	150,000	-	-	150,000	150,000	-	-	150,000	215,176	-	-	215,176
Total revenue	105,916,712	7,970,743	85,482,035	199,369,490	102,786,000	7,660,747	80,984,017	191,430,764	100,332,248	6,064,029	77,092,806	183,489,083
Expenditures/expenses												
City Manager	364,924	-	-	364,924	339,424	-	-	339,424	315,287	-	-	315,287
Finance	1,412,319	-	-	1,412,319	1,469,407	-	-	1,469,407	1,267,797	-	-	1,267,797
City Treasurer	194,297	-	-	194,297	208,851	-	-	208,851	192,134	-	-	192,134
Assessment	475,306	-	-	475,306	770,799	-	-	770,799	335,972	-	-	335,972
Law	420,000	-	-	420,000	426,400	-	-	426,400	408,423	-	-	408,423
City Clerk	423,207	-	-	423,207	406,091	-	-	406,091	345,760	-	-	345,760
City Council	205,566	-	-	205,566	165,020	-	-	165,020	147,084	-	-	147,084
Police	9,893,591	-	-	9,893,591	9,663,075	-	-	9,663,075	9,238,334	-	-	9,238,334
Fire - Central	1,700,457	-	-	1,700,457	1,552,987	-	-	1,552,987	1,003,876	-	-	1,003,876
Fire - East Great Plain	142,675	-	-	142,675	149,254	-	-	149,254	148,360	-	-	148,360
Fire - Laurel Hill	70,430	-	-	70,430	70,750	-	-	70,750	56,055	-	-	56,055
Fire - Occum	75,447	-	-	75,447	76,037	-	-	76,037	67,126	-	-	67,126
Fire - Taftville	145,690	-	-	145,690	147,838	-	-	147,838	144,348	-	-	144,348
Fire - Yantic	170,062	-	-	170,062	144,556	-	-	144,556	129,622	-	-	129,622
Recreation	818,926	-	-	818,926	863,197	-	-	863,197	783,645	-	-	783,645
Human Services	1,569,131	-	-	1,569,131	1,411,961	-	-	1,411,961	1,302,739	-	-	1,302,739
Public Works	7,486,850	-	-	7,486,850	7,306,418	-	-	7,306,418	9,041,501	-	-	9,041,501
Election	146,428	-	-	146,428	145,622	-	-	145,622	135,513	-	-	135,513
Planning & Development	1,117,841	-	-	1,117,841	1,186,948	-	-	1,186,948	1,061,903	-	-	1,061,903
Economic Development	337,000	-	-	337,000	421,200	-	-	421,200	246,318	-	-	246,318
Education	67,191,000	-	-	67,191,000	64,223,238	-	-	64,223,238	60,339,134	-	-	60,339,134
Debt Service - Principal	3,410,000	-	-	3,410,000	4,303,000	-	-	4,303,000	4,341,000	-	-	4,341,000
Debt Service - Interest	1,223,885	-	619,283	1,843,168	1,284,544	-	387,000	1,671,544	1,463,250	-	292,276	1,755,526
Miscellaneous	7,645,665	-	-	7,645,665	7,055,129	-	-	7,055,129	6,759,826	-	-	6,759,826
Emergency Management	63,132	-	-	63,132	63,561	-	-	63,561	60,266	-	-	60,266
Fire - Special Service	-	5,003,272	-	5,003,272	-	4,610,242	-	4,610,242	-	4,366,052	-	4,366,052
Landfill & Refuse Fund	-	2,491,309	-	2,491,309	-	2,657,609	-	2,657,609	-	1,372,340	-	1,372,340
Volunteer Fire Relief Fund	-	476,162	-	476,162	-	392,896	-	392,896	-	335,000	-	335,000
Gas, Water, Electric & Sewer	-	-	83,278,093	83,278,093	-	-	79,758,041	79,758,041	-	-	72,809,830	72,809,830
Total expenditures/expenses	107,116,712	7,970,743	83,897,376	198,984,831	104,310,311	7,660,747	80,145,041	192,116,099	99,707,569	6,073,392	73,102,106	178,883,067
Other financing uses/ (sources)												
Capital contributions	-	-	-	-	-	-	-	-	-	-	(952,877)	(952,877)
Total resources used	107,116,712	7,970,743	83,897,376	198,984,831	104,310,311	7,660,747	80,145,041	192,116,099	99,707,569	6,073,392	72,149,229	177,930,190
Fund balance/net assets to carry forward	8,926,977	22,747	99,900,944	108,850,668	10,126,977	22,747	98,316,285	108,466,009	11,651,288	22,747	97,477,309	109,151,344
General Fund Fund Balance as a % of Expenditures	8.33%				9.71%				11.69%			

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	57,785,006
Licenses and permits	620,000
Fine & penalties	50,000
Revenue from use of money	1,327,346
Revenue from other city operations	8,256,847
Charges for current service	88,555,868
Other revenues	313,000
State grants in aid - General	6,389,926
Federal grants in aid - General	11,413
State grants in aid - Education	35,910,084
Other revenue - Education	150,000

199,369,490

Expenditures:

General Government	12,519,521
Public Safety	17,740,918
Social Services	1,569,131
Public Works	9,978,159
Planning & Development	1,454,841
Education	67,191,000
Debt Service	5,253,168
Gas, Water, Electric & Sewer	83,278,093

198,984,831

General Fund

Norwich
CONNECTICUT **NOW.**

**CITY OF NORWICH
SUMMARY OF GENERAL FUND BUDGET
2008-09 ADOPTED BUDGET**

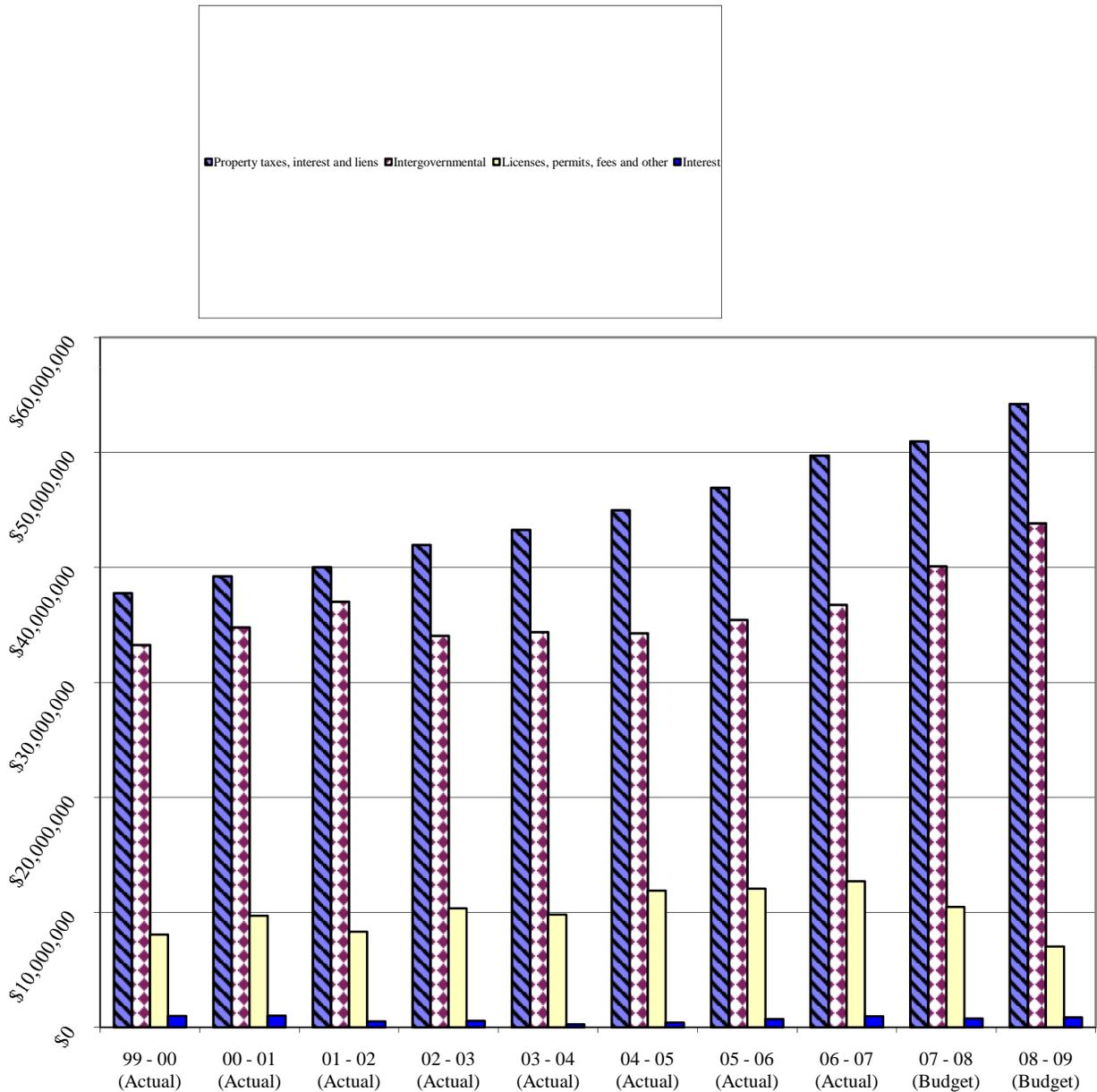
	General City	Debt Service	Capital Improvements	Education	Total General Fund
EXPENDITURES					
Total by category	33,509,918	4,633,885	1,781,909	67,191,000	107,116,712
TOTALS	33,509,918	4,633,885	1,781,909	67,191,000	107,116,712
REVENUES					
General Revenues	17,186,591	496,040	325,331	36,060,084	54,068,045
Surplus	600,000	0	0	600,000	1,200,000
Taxes to be Raised - General Fund	15,723,327	4,137,845	1,456,578	30,530,916	51,848,667
TOTALS	33,509,918	4,633,885	1,781,909	67,191,000	107,116,712

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, raising user fees and bolstering its tax collection rate.

One of the major boons to the city has been the conveyance tax increase caused by the boom in the housing market and increase in the statutory conveyance tax rate to \$5/\$1,000 of taxable transfer. The city collected over \$1,000,000 each year in conveyance taxes in fiscal years 2005 through 2007 and is on track to collect \$800,000 in fiscal year 2008. However, the \$5/\$1,000 rate is going to be lowered to \$3.60/\$1,000 on July 1, 2008 unless state legislators extend it during the Special Session slated to begin June 11, 2008.

In addition to the conveyance tax, the transfer from Norwich Public Utilities of 10% of its prior year audited gross revenues from water, gas and electric services has climbed steadily over the past few years from \$4.3 million in fiscal year 2000 to \$7.1 million in fiscal year 2009.



**CITY OF NORWICH
GENERAL FUND REVENUES
2008-09 ADOPTED BUDGET**

	2004-05 ACTUAL	2005-06 ACTUAL	2006-07 ACTUAL	2007-08 REVISED BUDGET	2008-09 MANAGER'S PROPOSED	2008-09 ADOPTED BUDGET
GENERAL PROPERTY TAXES						
70201 PROPERTY TAX CURRENT LEVY	42,134,474	44,345,439	47,594,884	48,695,630	52,581,917	51,848,667
70202 PROPERTY TAX PRIOR LEVY	1,371,310	1,168,996	759,797	1,050,000	1,000,000	1,000,000
70203 PROPERTY TAX-INT & LIENS	810,995	772,205	682,025	700,000	650,000	650,000
70208 PROP.TAX-M.V. PA-76-338	647,424	625,921	683,992	500,000	700,000	700,000
TOTALS	44,964,203	46,912,561	49,720,698	50,945,630	54,931,917	54,198,667

LICENSES & PERMITS						
70213 MISC. PERMITS & FEES	613,944	885,109	905,619	700,000	620,000	620,000
TOTALS	613,944	885,109	905,619	700,000	620,000	620,000

FINES & PENALTIES						
70218 TRAFFIC VIOLATIONS	42,500	29,665	21,770	25,000	20,000	20,000
77064 BLIGHT CITATIONS	0	0	0	0	30,000	30,000
TOTALS	42,500	29,665	21,770	25,000	50,000	50,000

INVESTMENT INCOME						
70223 INTEREST ON INVESTMENTS	389,838	681,787	919,570	740,000	800,000	800,000
70224 INTEREST CEMETERY TRUST	22,509	29,650	51,620	32,000	64,046	64,046
TOTALS	412,347	711,437	971,190	772,000	864,046	864,046

REVENUE FROM OTHER CITY OPERATIONS						
70226 OUTSIDE CONTRACTED JOBS	162,730	180,521	20,775	70,000	100,000	100,000
70227 SENIOR CITIZENS CENTER	23,596	37,803	44,365	36,828	36,828	36,828
70228 PUBLIC UTILITIES 10%	4,983,700	5,385,400	5,877,500	7,025,600	6,507,259	6,507,259
70229 D.P.U. CITY SERVICE	68,566	71,618	73,355	75,427	76,628	76,628
70230 BOND & NOTE PAYMENTS	106,436	101,849	99,918	99,918	96,040	96,040
70232 LANDFILL REVENUES	2,168,775	1,905,957	2,132,371	160,000	185,000	185,000
70239 D.P.U.SEWER ASSESSMENTS	615,000	710,000	600,000	550,000	400,000	400,000
70241 NGCA DEBT SERVICE	33,910	32,530	26,150	26,150	0	0
70260 PARKING COMMISSION	114,372	123,737	123,536	126,754	127,654	120,000
TOTALS	8,277,085	8,549,415	8,997,970	8,170,677	7,529,408	7,521,754

CHARGES FOR CURRENT SERVICE						
70234 RECORDING FEES	460,150	451,645	395,254	430,000	380,000	380,000
70235 LAND RECORD CAP IMPROV FEE	0	21,987	26,565	27,000	25,000	25,000
70236 PROBATE COURT CHARGE	18,222	18,675	19,619	19,925	20,824	20,824
70238 CONVEYANCE TAX	1,002,651	1,113,912	924,833	600,000	600,000	600,000
TOTALS	1,481,023	1,606,219	1,366,271	1,076,925	1,025,824	1,025,824

OTHER REVENUES						
70243 MISC. UNCLASSIFIED	614,878	391,127	566,597	310,000	273,000	273,000
70246 CITY PROP.-RELOC.COLLECT	371,482	62,633	136	0	0	0
78001 ANTHEM DEMUTUALIZATION	0	0	619,961	0	0	0
TOTALS	986,360	453,760	1,186,694	310,000	273,000	273,000

CITY OF NORWICH GENERAL FUND REVENUES 2008-09 ADOPTED BUDGET						
	2004-05 ACTUAL	2005-06 ACTUAL	2006-07 ACTUAL	2007-08 REVISED BUDGET	2008-09 MANAGER'S PROPOSED	2008-09 ADOPTED BUDGET
STATE GRANTS IN AID - GENERAL						
70247 STATE-IN LIEU OF TAXES	1,650,249	1,329,251	1,572,002	1,425,595	1,787,716	1,787,716
70249 STATE-BUILDING MAINT.	210,000	223,299	201,960	252,000	263,000	263,000
70250 STATE-CITY HOUSING	70,197	178,036	61,904	27,503	30,278	30,278
70252 STATE-FISH & GAME LICENSE	55,106	58,624	59,834	50,000	50,000	50,000
70253 STATE MFG MACH & EQUIP	136,309	166,387	137,075	138,765	193,877	193,877
70254 STATE - MASH/PEQUOT FUNDS	1,681,103	1,484,474	2,022,760	1,604,292	1,817,067	1,817,067
70256 STATE-TOTAL DISAB-PA74123	0	2,165	3,376	3,376	3,204	3,204
70257 STATE-ELDERLY REIMBURSE.	159,280	143,991	0	0	234,252	234,252
70259 YOUTH SERVICE BUREAU	86,013	86,810	87,482	86,000	87,468	87,468
70261 STATE-SCH.BOND INTEREST	340,243	336,421	339,845	64,810	56,075	56,075
70266 STATE-ACCESS LINE TX SHR	354,752	253,007	228,944	175,000	220,000	220,000
70267 STATE-ADD.VETERANS EXEMPT	4,874	0	10,997	11,040	10,869	10,869
73010 CASINO ASSISTANCE REVENUE GRA	0	0	0	750,000	0	0
73420 TOWN AID ROADS	0	0	0	0	237,787	237,787
73800 LOCAL CAPITAL IMPROVE. PROGRAM	0	0	301,185	301,185	300,331	300,331
TOTALS	4,748,126	4,262,465	5,027,364	4,889,566	5,291,924	5,291,924
FEDERAL GRANTS IN AID - GENERAL						
70268 FEDERAL-DCPA MATCH FUNDS	15,920	12,760	11,047	11,000	11,413	11,413
TOTALS	15,920	12,760	11,047	11,000	11,413	11,413
STATE GRANTS IN AID - EDUCATION						
70276 HEALTH SERVICES	0	101,243	95,714	95,000	100,000	100,000
70280 STATE-ED TRANSPORTATION	1,034,063	1,165,988	1,120,996	1,157,095	1,108,070	1,108,070
70284 STATE-ED EQUALIZE GRANT	27,280,610	28,128,685	28,346,282	32,130,278	32,044,143	32,044,143
70285 STATE-ED SERV.FOR BLIND	31,690	45,830	50,401	0	50,000	50,000
70296 EXCESS COST GRANT	1,512,154	1,961,948	2,095,056	1,807,391	2,607,871	2,607,871
TOTALS	29,858,517	31,403,694	31,708,449	35,189,764	35,910,084	35,910,084
OTHER REVENUE - EDUCATION						
70291 OTHER ED SCHOOL TUITIONS	125,015	288,043	215,176	200,000	150,000	150,000
TOTALS	125,015	288,043	215,176	200,000	150,000	150,000
SURPLUS GENERAL FUND						
70294 SURPLUS-GENERAL FUND	0	0	0	2,019,748	1,200,000	1,200,000
TOTALS	0	0	0	2,019,748	1,200,000	1,200,000
GRAND TOTALS	91,525,040	95,115,128	100,132,248	104,310,311	107,857,616	107,116,712

DESCRIPTION OF GENERAL FUND REVENUES

GENERAL PROPERTY TAXES

70201 Current Levy - The current levy for 2008-09 is based on all taxable property in the city as of 10/1/2007, which includes real estate, personal property, and motor vehicle taxes. The amount of taxes to be raised 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 96.78%. 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 %	
1997-98	\$ 34,581,152	\$ 32,704,731	94.6%	
1998-99	\$ 35,847,245	\$ 34,040,213	95.0%	
1999-00	\$ 36,795,675	\$ 34,975,547	95.1%	
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%	

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 decline in the total dollar amount of prior year levies' collections as a result of the increase in the percentage collected in the first year of each levy and the successful collection of delinquent taxes in the past few years.

Delinquent Tax Collections				
Fiscal Year	Amount Collectible	Total Collected	% Collected	
1997-98	\$ 4,921,169	\$ 1,023,934	20.8%	
1998-99	\$ 5,247,535	\$ 1,485,552	28.3%	
1999-00	\$ 5,017,067	\$ 1,454,978	29.0%	
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%	

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 liened. We are anticipating a reduction of the interest and lien fees collections as a result of the increase in the percentage collected in the first year of each levy and the successful collection of delinquent taxes in the past few years.

70208 M.V. PA 76-338 - Tax revenue anticipated from motor vehicles purchased after assessment date of October 1, 2007 and prior to August 1, 2008 (P.A. 76-338) based on the past three years' activity. The budgeted amount is based on the City's recent experience with supplemental motor vehicle billing.

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 which have increased substantially in the past few years due to an increase in the building permit fee structure in fiscal year 2005. We are anticipating slightly less revenue from these fees due to the cooling off of the real estate market.

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 2008 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

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 plus a 15% administrative charge. The revenue in this account represents the 15% administrative charge and is based on the level of activity from the past five years.

70227 Senior Citizens Center - Includes grants and contributions. See Senior Center expenditure section for detail.

70228 Public Utilities 10% - Reflects anticipated Norwich Public Utilities; 10% payment to the city per Chapter XII, Section 6, of the Charter of the City of Norwich. This reflects 10% of the gross revenues from water, gas and electric of the Norwich Public Utilities as reported in the 6/30/2007 Comprehensive Annual Financial Report (CAFR). 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. Administrative

services provided by the city to the Norwich Public Utilities are reimbursed.

70230 Bond & Note Payment - This offsets debt payments for Stonybrook Reservoir and sludge handling facility projects from Norwich Public Utilities.

70232 Landfill Receipts – For fiscal years beginning before July 1, 2007, this line includes billing to residents as well as direct haulers (see detail in Public Works Landfill pages). 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.

For the fiscal years after July 1, 2007, this account only includes the revenues from the transfer station and sale of recyclable materials. The other revenues will be included in the Landfill & Refuse Fund which, together with the refuse pickup charges to residents, will offset the incinerator fees and CCD and TCD contract costs.

70239 Public Utilities Sewer Assessments – Assessment revenue to be realized from sewer construction in Greenville, New London Turnpike, East Great Plains, Harland Road, Otrobando Avenue, Allyn Avenue, Route 82, Upper Harland Road and Fairground Circle. 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. The city has seen an increase in the percentage of assessments that are paid off before their due date as a result of the turnover in the real estate market.

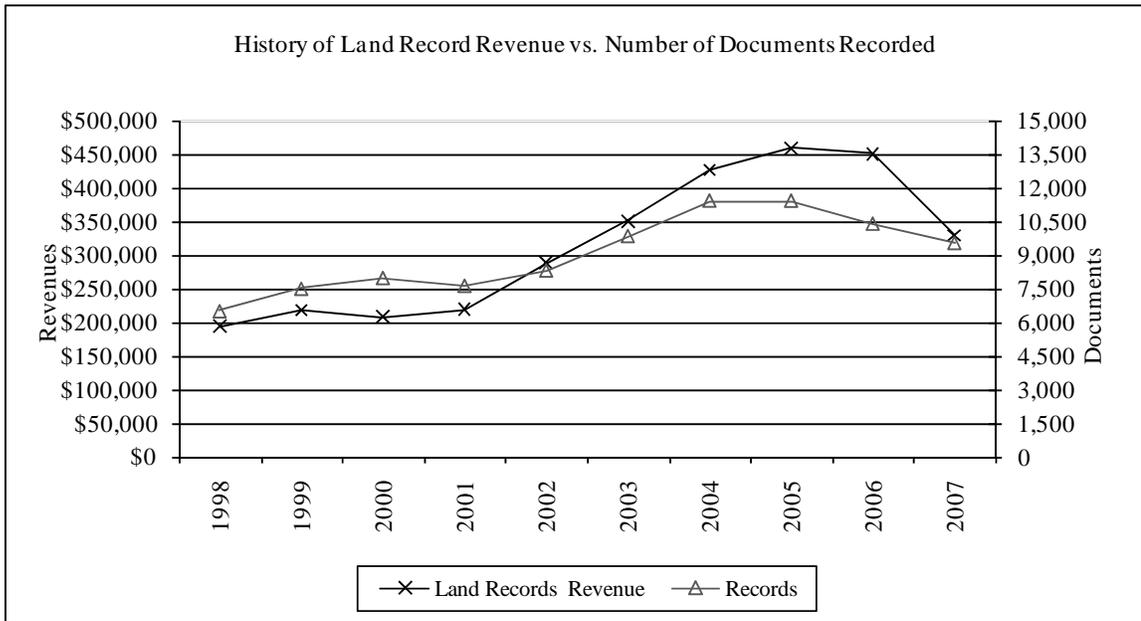
70240 Municipal Ice Rink - This partially offsets debt payment for ice rink that is included in debt service. The ice rink was approved at a voter referendum for \$3,000,000.

70241 Municipal Golf Course - Represents reimbursement for capital improvements, which offsets debt service. This debt was paid off in 2007.

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.

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 the prior three years’ collection history.



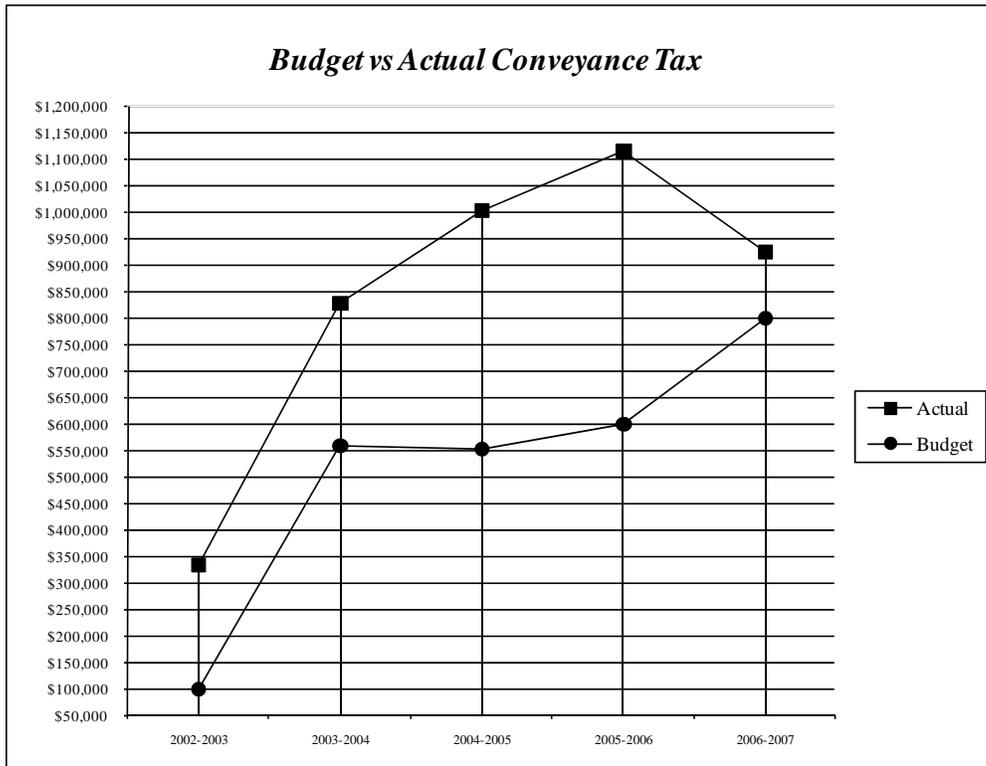
70235 Land Record Capital Improvement Fees – Additional City Clerk fees on land recordings established by Connecticut Public Act 05-228. PA 05-228 establishes an additional \$30 fee per land recording. \$26 of this fee is remitted to the State of Connecticut’s “Land protection, affordable housing and 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 2008.

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 2007 to June 2008.

70238 Conveyance Tax - The proposed budget for fiscal year 2008-09 uses the rate allowed by the State of Connecticut of \$3.60 for each \$1,000 of the purchase price. The rate of \$5.00 per \$1,000 is due to sunset on July 1, 2008 unless the state legislature extends it during the Special Session slated to begin June 11, 2008. The estimates of 2008-09 conveyance tax revenue are assuming a continued slow-down in real estate conveyance activity as a result of the increase in interest rates. The uncertainty in real estate activity caused us to budget conservatively resulting in the large budget-to-actual gaps displayed below.

On October 15, 2007, the Norwich City Council adopted ordinance 1577 which redirects 50% of the conveyance taxes collected to separate funds for capital improvements to Mohegan Park and recreation facilities and economic development initiatives. This transfer out is budgeted in account 01090-80090. See the Non-Departmental budget for further detail.

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. For fiscal year 2007-08, this line also includes a one-time payment of \$100,000 that is part of a billboard lease.

70246 City Property - Relocation/corrective code collections - Includes income from the sale of municipal properties, reimbursement of legal fees on foreclosures, reimbursement of relocation expenses and repayment of code enforcement liens. As the list of relocation liens has dwindled in the last few years, we have not budgeted any revenues after fiscal year 2006-07.

78001 Anthem Demutualization – One-time revenue source from the monies received when Anthem demutualized. This revenue was used to defray the first year cost of funding the city’s other post-employment benefits (OPEB) liability.

STATE GRANTS IN AID - GENERAL

70247 State - In Lieu of Taxes – Projected reimbursement based on State of Connecticut’s fiscal years 2008-2009 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 2008-09 is a 45% reimbursement of the tax loss from property tax exemptions based on the 10/1/2006 grand list. The PILOT for privately-owned colleges and hospitals for fiscal year 2008-09 is a 77% reimbursement of the tax loss from property tax exemptions based on the 10/1/2006 grand list. The PILOT for manufacturing facilities in distressed municipalities for fiscal year 2008-09 is a reimbursement of the tax loss from property tax exemptions pursuant to §§ 12-81 (59)-(60).

70248 State Reimbursement Human Services - Reflects reimbursement from State of Connecticut from prior years under the state General Assistance Program. This program was discontinued by the state in 2004.

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 State of Connecticut's 2007-09 biennial budget eliminated the 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.

70253 Manufacturer Machinery and Equipment - Reimbursement for tax revenue loss of 100% exempt new eligible manufacturing machinery and equipment. Based on the 10/1/2007 assessed manufacturing machinery & 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 State of Connecticut's fiscal years 2008-2009 biennial budget. These grants are split between general fund account 70254 and Special Service Fund 70258 according to the 10/1/07 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 requires the telephone companies to pay the towns two-ninths (2/9) of their gross earnings tax in lieu of paying property taxes. The estimate for 2008-09 is based on state projections.

70267 Additional Veteran Exemption - Reimbursement by the State of Connecticut for additional veterans program. The estimate is based on the actual amount received during 2007-08. This grant is split between general fund account 70267 and Special Service Fund 70255 according to the

location of the underlying properties.

73010 Casino Assistance Revenue Grant – This grant was included in the Governor’s proposed 2007-08 budget to offset the city’s loss of revenue due to the Governor’s proposed phase-out of property taxes on most passenger motor vehicles and motorcycles. It was later removed by the State legislature.

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 State of Connecticut’s fiscal years 2008-2009 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 State of Connecticut’s fiscal years 2008-2009 biennial budget.

FEDERAL GRANTS IN AID - GENERAL

70268 DCPA Match Funds - Federal funds to reimburse city for a portion of Emergency Management expenditures. This is based on a projection of reimbursable expenditures.

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. The funding amount is included in the State of Connecticut’s fiscal years 2008-2009 biennial budget. The Public School Pupil Transportation Grant is administered pursuant to CGS §§10-54, 10-66ee, 10-97, 10-158a, 10-266m, 10-273a and 10-277. The Non-public School Pupil Transportation Grant is administered pursuant to CGS §§10-266m, 10-277 and 10-281.

70284 Education Cost Sharing - Statutory grant reimbursement anticipated from State of Connecticut pursuant to CGS §§ 10-262f through 10-262j (as amended by PA 05-245). Figure based on the State of Connecticut’s fiscal years 2008-2009 biennial budget; reflects aid to the city based on a state formula that takes into account a municipality’s wealth, state guaranteed wealth level, state minimum education requirements and the count of “need students”. These dollars will be used to offset educational expenses.

70285 State Service for the Blind - Reimburses the city a portion of the cost of educating blind or visually impaired students pursuant to CGS §10-295.

70296 Excess Cost Grant – Includes the State of Connecticut “Special Education: Excess Costs-Student Based” grant and the “Special Education: Excess Costs-Equity” grant. The Student Based grant as administered pursuant to CGS §§ 10-76d, 10-76g and 10-253 (as amended by PA 05-245) 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.

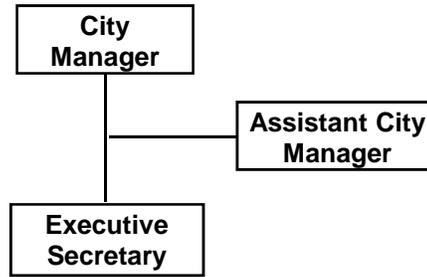
OTHER REVENUE - BOARD OF EDUCATION

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

SURPLUS – GENERAL FUND

70294 Surplus for Appropriation- General Fund – Based on audit of June 30, 2007 and anticipated surplus as of June 30, 2008.

City of Norwich City Manager Organization Chart



CITY MANAGER

MISSION: The mission of the City Manager's Office is to oversee the daily operations of municipal departments and the budget process. The City Manager assists the City Council and the Mayor in their duties and responsibilities. The Office of the City Manager advocates for the city's interests at the state and federal level. The Office of the City Manager also serves Norwich residents directly by responding in a timely manner to resident concerns.

VISION: The Office of the City Manager works in collaboration 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:

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

GOALS & ACTION PLANS:

1. Provide detailed and thorough reports on issues relevant to the City Council and the City of Norwich in order to assist the City Council in their role as leaders of the City of Norwich
2. Support the long-term development of the region and energy efficiency by actively advocating for improved mass transit service for Eastern Connecticut
3. Implement innovative financial management strategies for employee benefits that will realize cost savings and greater flexibility for the City of Norwich and municipal employees
4. Support the advocacy of the City Council by maintaining a high level of communication with state and federal legislators.

TARGET ACTIVITIES

- Consolidate common operations within city agencies to achieve cost savings
- Support the efforts of the Office of Community Development and Norwich Public Utilities 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
- Work with the State of Connecticut to ensure that Norwich is accurately represented in the 2010 federal census

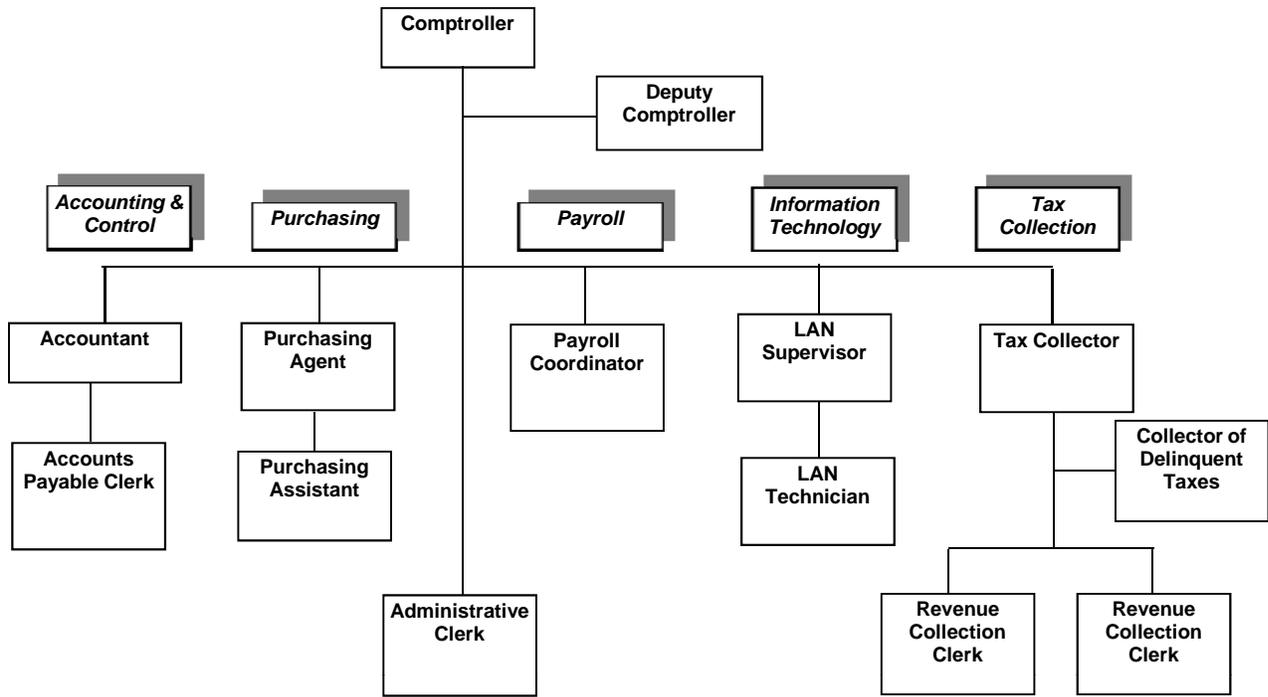
**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2008-09 ADOPTED BUDGET**

		2004-05 ACTUAL	2005-06 ACTUAL	2006-07 ACTUAL	2007-08 REVISED BUDGET	2008-09 BUDGET REQUEST	2008-09 MANAGER'S PROPOSED	2008-09 ADOPTED BUDGET
11	CITY MANAGER							
80011	HEAD OF DEPT	97,337	118,081	94,717	100,255	122,500	122,500	122,500
80012	EMPLOYEES	104,811	99,456	105,324	107,412	109,560	109,560	109,560
80013	PART TIME EMPLOYEES	11,937	13,051	16,587	16,232	16,232	16,232	16,232
80014	OVERTIME	0	0	0	0	0	0	0
89999	FRINGE BENEFITS	57,210	65,634	73,949	81,225	86,382	86,382	86,382
80015	PROFESSIONAL SERVICES	0	0	0	11,000	11,000	11,000	9,000
80021	MATERIALS & SUPPLIES	4,893	2,428	2,536	3,500	3,600	3,600	3,100
80032	EQUIP & FURN MAINT	0	2,435	7,388	2,000	2,100	2,100	2,100
80033	TELEPHONE	3,792	4,195	4,343	3,300	3,300	3,300	3,300
80034	POSTAGE	1,039	582	881	1,500	1,500	1,500	1,250
80037	MILEAGE	4,908	3,917	3,950	5,000	5,200	5,200	5,200
80039	PRINTING	1,161	353	618	3,000	3,100	3,100	1,100
80048	DEPARTMENTAL EXPENSE	7,188	3,583	4,994	5,000	5,200	5,200	5,200
	TOTALS	294,276	313,716	315,287	339,424	369,674	369,674	364,924

CITY MANAGER

City Manager		122,500
Assistant City Manager	68,237	
Executive Secretary	<u>41,323</u>	<u>109,560</u>
	TOTAL WAGES	<u><u>232,060</u></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. Restructure website to make it more attractive and user-friendly.
2. Add an intranet to the website so that departments can share information.
3. Offer the option of electronic payments to vendors in lieu of checks.
4. Upgrade all Microsoft Office applications to version 2007.
5. Work towards a more paper-free work environment by implementing Microsoft Exchange which will allow all city employees correspond via email in lieu of interoffice mail.
6. Set up a trust for Other Post-Employment Benefits.

ACCOMPLISHMENTS:

1. 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.
2. Upgraded all Windows NT operating systems to either Windows 2000 or XP Professional.
3. Upgraded our Munis financial software to version 2006.
4. Implemented purchasing cards and electronic requisitions and coordinated training materials and sessions for over 50 city employees.
5. Coordinated Microsoft Access, Excel and Word training for 37 general city, Norwich Public Utilities and Norwich Public Schools employees through Three Rivers Community College and Norwich Public Schools during fiscal year 2007.
6. Worked with our sales representatives to consolidate billing and pool plan minutes to save over \$6,000 annually in wireless phone bills across departments.

Finance Department

Performance Measure

Inputs

	06-07	07-08	08-09
	Actual	Projected	Projected
Cost of Finance Department	\$1,267,797	\$1,469,407	\$1,412,319
Value of current levy tax bills mailed	\$49,972,990	\$50,269,000	\$53,573,741
Current levy taxes collected	\$48,323,538	\$48,570,000	\$51,848,667
Debt Service Interest Paid	\$1,386,000	\$1,284,544	\$1,223,885
Outstanding debt at beginning of the year	\$35,784,997	\$31,530,000	\$32,395,000

Workload/ Output

Hardware/ software service requests cleared	1,800	1,700	1,700
Number of computers maintained	250	270	270
Number of computers replaced during the year	45	20	29
Number of servers maintained	16	12	12
Number of servers replaced during the year	3	2	2
Number of printers maintained	75	45	45
Number of training opportunities offered	4	4	4
Number of training participants	37	30	30
Number of internal audits performed	-	6	6

Outcome/ Results

Percent of current tax levy collected	96.70%	96.62%	96.78%
Actual General Fund revenue collected as a percentage of amount budgeted	101.25%	100.00%	100.00%
Reportable findings by external auditor	-	-	-
Reportable findings - Federal & State awards	3	-	-
Audit adjustments	19	20	20
Average number of days to pay bills	26	20	20
Percent of bills paid within 30 days	75.65%	90.00%	90.00%
Website visits	256,817	260,000	260,000

Efficiency

Cost of department/ cost of total General Fund operations	1.27%	1.41%	1.32%
Average interest rate on debt	3.87%	4.07%	3.78%
Date financial statement audit finished	11/27/2007	10/31/2008	10/31/2009
Number of business days budget printed after adoption	5	10	10

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2008-09 ADOPTED BUDGET**

		2004-05 ACTUAL	2005-06 ACTUAL	2006-07 ACTUAL	2007-08 REVISED BUDGET	2008-09 BUDGET REQUEST	2008-09 MANAGER'S PROPOSED	2008-09 ADOPTED BUDGET
12	FINANCE							
80011	HEAD OF DEPT	81,297	83,724	86,350	89,269	92,170	92,170	92,170
80012	EMPLOYEES	445,302	484,182	593,594	652,935	622,276	622,276	622,276
80013	PART TIME EMPLOYEES	33,669	39,140	24,975	18,000	26,000	26,000	26,000
80014	OVERTIME	3,147	3,633	2,302	3,500	3,500	3,500	3,500
89999	FRINGE BENEFITS	187,376	198,149	250,817	316,003	271,273	271,273	271,273
80015	PROFESSIONAL SERVICE	38,500	38,500	39,850	105,000	42,800	42,800	42,800
80021	MATERIALS & SUPPLIES	4,189	3,599	697	12,000	7,900	7,900	7,900
80032	EQUIP & FURN MAINT	7,748	21,370	18,664	15,000	16,000	16,000	16,000
80033	TELEPHONE	5,443	5,222	10,633	12,000	9,500	9,500	9,500
80034	POSTAGE	16,805	27,314	24,828	28,700	32,500	32,500	32,500
80037	MILEAGE	2,357	2,451	3,887	3,400	3,400	3,400	3,400
80038	ADVERTISING	6,326	6,051	10,596	10,000	10,000	10,000	10,000
80039	PRINTING	5,902	19,110	30,825	30,800	25,600	25,600	25,600
80044	DATA CENTER	72,274	109,951	161,388	161,200	255,000	255,000	238,000
80048	DEPARTMENTAL EXPENSE	5,156	7,491	8,391	11,600	11,400	11,400	11,400
TOTALS		915,491	1,049,888	1,267,797	1,469,407	1,429,319	1,429,319	1,412,319

NOTE: The Management Information Systems department was merged into the Finance Department during fiscal year 2006.

		2004-05 ACTUAL	2005-06 ACTUAL
18	MANAGEMENT INFORMATION SYSTEMS		
80011	HEAD OF DEPT	58,077	51,387
80012	EMPLOYEES	45,393	31,334
89999	FRINGE BENEFITS	32,467	33,066
80021	MATERIALS & SUPPLIES	3,208	3,462
80032	EQUIP & FURN MAINT	5,941	2,746
80033	TELEPHONE	93	3,316
80034	POSTAGE	0	0
80037	MILEAGE	688	675
80048	DEPARTMENTAL EXPENSE	4,513	1,758
80059	TRAINING	4,868	2,104
80149	SOFTWARE UPDATES	0	6,405
81549	COMPUTERS & WIRING	16,434	5,566
86000	INTERNET & EMAIL SUPPORT	8,717	28,011
86006	MUNICIPAL BROADCASTING	0	1,500
TOTALS		180,399	171,330

TOTAL OF BOTH DEPARTMENTS	1,095,890	1,221,217
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FINANCE

Comptroller					92,170
Deputy Comptroller				72,492	
Tax Collector				66,659	
Purchasing Agent				64,890	
LAN Supervisor				60,910	
Accountant				50,035	
LAN Technician				48,128	
Purchasing Assistant				40,529	
Accounts Payable Clerk				37,566	
Payroll Coordinator				40,529	
Revenue Collections Clerks	2 @	33,552		67,104	
Collector of Delinquent Taxes				40,529	
Administrative Clerk				<u>32,905</u>	<u>622,276</u>
				TOTAL WAGES	<u>714,446</u>

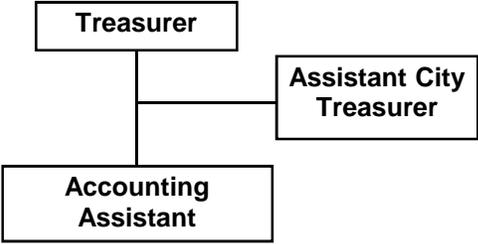
Professional Services:

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

Data Center:

Includes financial system software maintenance & support contract and replacement and upgrades to city hardware and software.

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.
2. Create a calendar of all recurring filing requirements.
3. Scan all city deeds, leases, bonds and agreements into an electronic format which will be stored on the server and backed up nightly.
4. Reduce the amount of time it takes to issue our internal and external reports.
5. Establish a new method of accounting for performance bonds.
6. Implement positive pay on the few city checking accounts which do not already use this feature.

ACCOMPLISHMENTS:

- Saved bank transaction fees by consolidating several city accounts.
- Added positive pay feature to more city checking accounts.
- Established on-line statement lookup with various banks.

Treasurer	06-07	07-08	08-09
Performance Measure	Actual	Projected	Projected
<i>Inputs</i>			
Budget	\$192,134	\$208,851	\$194,297
Full-time equivalent employees	3.0	3.0	3.0
<i>Workload/ Output</i>			
Number of accounts	60	85	59
Number of bank statements	480	480	480
Budgeted cash receipts	\$183,500,000	\$185,707,707	\$180,000,000
<i>Outcome/ Results</i>			
Average return on investments	3.46%	4.50%	3.50%
Average number of days to perform bank reconciliations	15	15	15
<i>Efficiency</i>			
Cost of department per budgeted cash receipts	\$0.001	\$0.001	\$0.001
Number of accounts per full-time equivalent staff	20	28	20

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2008-09 ADOPTED BUDGET**

		2004-05 ACTUAL	2005-06 ACTUAL	2006-07 ACTUAL	2007-08 REVISED BUDGET	2008-09 BUDGET REQUEST	2008-09 MANAGER'S PROPOSED	2008-09 ADOPTED BUDGET
02	TREASURER							
80011	HEAD OF DEPT	46,460	46,461	46,465	46,464	46,464	46,464	46,464
80012	EMPLOYEES	91,237	86,259	89,104	88,657	88,657	88,657	88,657
80013	PART TIME EMPLOYEES	0	780	930	1,000	1,000	1,000	1,000
89999	FRINGE BENEFITS	44,250	45,916	51,102	56,430	50,576	50,576	50,576
80015	PROFESSIONAL SERVICES	0	0	0	5,200	5,200	5,200	0
80021	MATERIALS & SUPPLIES	169	137	976	400	400	400	400
80032	EQUIP & FURN MAINT	0	2,216	820	2,000	2,000	2,000	1,000
80033	TELEPHONE	1,378	1,294	839	1,000	1,000	700	700
80034	POSTAGE	2,639	945	4	3,200	3,200	3,200	1,000
80039	PRINTING	688	0	777	1,500	1,500	1,500	1,500
80048	DEPARTMENTAL EXPENSE	1,217	1,174	1,117	3,000	3,000	3,000	3,000
TOTALS		188,038	185,182	192,134	208,851	202,997	202,697	194,297

TREASURER

Treasurer		46,464
Assistant to the City Treasurer	48,128	
Accounting Assistant	<u>40,529</u>	<u>88,657</u>
	TOTAL WAGES	<u><u>135,121</u></u>

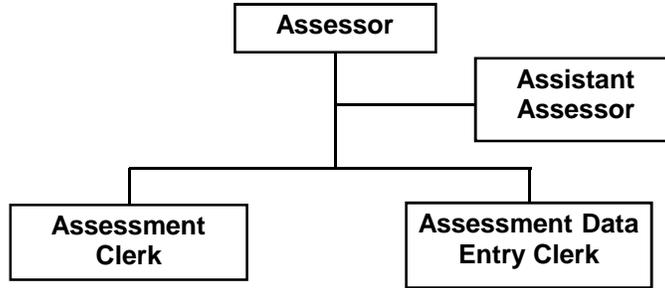
Departmental Expense:

Includes mileage reimbursement and professional dues.

Revenue:

The Treasurer's Department manages investment income which is reported in account 10223 in the revenue section of the Budget. For fiscal year 2008-09, investment income is estimated at \$800,000.

City of Norwich Assessor Department Organization Chart



ASSESSMENT

MISSION: To ensure that all city taxpayers are taxed fairly and that we are in compliance with state statutes.

VISION: To discover, list & assess all types of property. Each taxpayer should 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 completing real estate transfers, pricing unpriced motor vehicles, processing personal property declarations and pro-rating new construction in a timely manner.
2. Remit all reports by statutory deadline. These reports include: sales ratios for net equalized grand list, reimbursement requests for distressed municipality and enterprise zone programs, taxable grand list and exempt grand list.
3. Ensure that all senior citizens, veterans, disabled, blind and volunteer firemen receive exemptions and abatements to which they are entitled.
4. Act as a liaison to the Board of Assessment Appeals by publishing legal ads, making appointments and adjusting assessments.
5. Provide technical assistance and information to lawyers, title searchers, appraisers, real estate agents, citizens and other city departments.

ACCOMPLISHMENTS:

1. For 10/01/08 The City of Norwich will be performing a Revaluation. This Revaluation will include an exterior as well as an interior inspection of all buildings in Norwich. The July 2009 tax bills will reflect the new assessments.
2. The Assessor's Office continues to successfully utilize two computer systems to complete the grand list each year. The CAMA System (Computer Assisted Mass Appraisal) and the Munis Administrative System.

Assessment Department
Performance Measure

Inputs

	06-07	07-08	08-09
	Actual	Projected	Projected
Budget	\$335,972	\$770,799	\$475,306
Full-time equivalent employees	4.0	4.0	4.0

Workload/ Output

Grand list, net of exemptions and credits	\$1,818,112,461	\$1,858,000,000	\$2,500,000,000
Real estate accounts (gross)	\$1,566,849,188	\$1,515,000,000	\$2,209,000,000
Motor vehicle accounts (gross)	\$183,185,660	\$190,000,000	\$195,000,000
Personal property accounts (gross)	\$92,878,143	\$93,000,000	\$94,000,000
Real estate accounts (number)	13,842	13,950	14,000
Motor vehicle accounts (number)	29,996	31,000	32,000
Personal property accounts (number)	1,234	1,360	1,350
Total number of accounts	45,072	46,310	47,350
Deed transfers	1,275	1,500	1,600
Building permits	1,650	1,700	1,750
Personal property declarations	1,300	1,350	1,400

Outcome/ Results

Grand lists filed timely	1	1	1
Appeals to Board of Assessment Appeals	30	35	1,300
Board of Assessment Appeals changes		-	-
Appeals approval	240	250	525

Efficiency

Number of assessments per FTE staff	11,268	11,577	11,837
Cost per assessment	\$7.45	\$16.64	\$10.04

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2008-09 ADOPTED BUDGET**

		2004-05 ACTUAL	2005-06 ACTUAL	2006-07 ACTUAL	2007-08 REVISED BUDGET	2008-09 BUDGET REQUEST	2008-09 MANAGER'S PROPOSED	2008-09 ADOPTED BUDGET
13	ASSESSMENT							
80011	HEAD OF DEPT	66,280	68,269	72,153	72,789	75,155	75,155	75,155
80012	EMPLOYEES	84,485	96,099	113,250	112,258	145,770	112,258	112,258
80013	PART TIME EMPLOYEES	18,377	6,574	3,130	6,000	6,000	3,000	3,000
80014	OVERTIME	3,268	2,977	4,130	3,000	6,080	4,580	4,580
89999	FRINGE BENEFITS	63,816	65,890	84,256	101,352	130,001	111,613	111,613
80015	PROFESSIONAL SERVICE	18,089	21,383	38,940	28,000	44,000	44,000	44,000
80021	MATERIALS & SUPPLIES	2,747	4,545	3,288	7,000	7,000	7,000	6,500
80032	EQUIP & FURN MAINT	0	0	0	600	600	600	600
80033	TELEPHONE	1,419	1,376	1,128	1,500	1,500	1,100	1,100
80034	POSTAGE	1,614	1,578	1,631	1,500	1,500	1,500	1,500
80037	MILEAGE	2,808	2,868	3,271	3,500	3,500	3,500	3,500
80038	ADVERTISING	737	661	663	2,000	2,000	2,000	2,000
80039	PRINTING	2,272	775	4,717	3,500	4,000	4,000	4,000
80048	DEPARTMENTAL EXPENSE	1,481	1,636	2,415	4,800	6,150	5,500	5,500
NON RECURRING ITEM								
80145	GIS SYSTEM	0			3,000	5,000	0	0
80155	REVALUATION	26,143	88,173	3,000	420,000	100,000	100,000	100,000
86000	FAX MACHINE	340			0	0	0	0
TOTALS		293,876	362,803	335,972	770,799	538,256	475,806	475,306

ASSESSMENT

Assessor 75,155

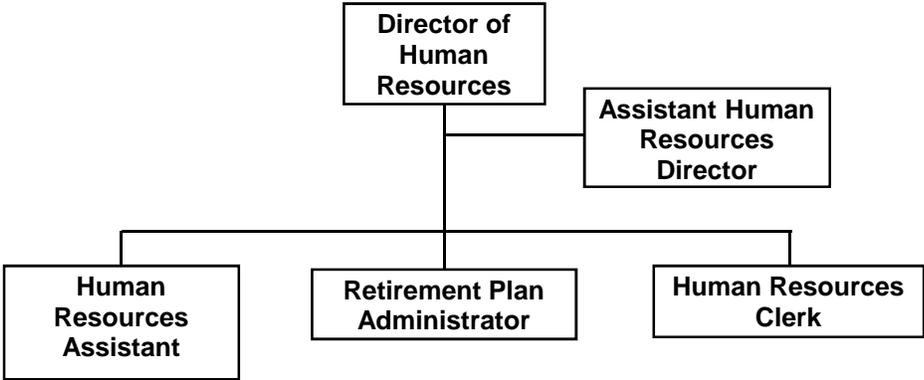
Assistant Assessor			49,074	
Assessment Clerk	1 @	33,512	33,512	
Assessment Data Entry Clerk			29,672	112,258

TOTAL WAGES 187,413

Current state law requires the city to complete a revaluation of all real property for the October 1, 2008 grand list. The following is a timeline of the major milestones for the project:

March 2007 - October 2007	Property inspections interior & exterior
July 2008 - September 2008	Update digital photos of properties
November 2008	Notices of new assessments mailed
December 2008	Hearings completed
December 2008 - January 2009	Review hearings and revise grand list
February 2009	Sign grand list
April 2009	Board of Assessment Appeals hearings
April 2009	Revise grand list based upon appeals
July 2009	First tax bills mailed

**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.

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.
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).
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. Continue to recognize employees annually for perfect attendance and service milestones.
8. 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.

ACCOMPLISHMENTS:

1. Offered ten training opportunities to supervisory employees through the Training Consortium.
2. Provided Diversity in Employment workshop for Community Agencies, and a Diversity Committee presentation to department heads.
3. Through a joint effort with the Police Department training officers, initiated an in-house agility test for police candidates, and other measures, which greatly reduced the time required to select new police officers.

Human Resources	06-07	07-08	08-09
Performance Measure	Actual	Projected	Projected
<i>Inputs</i>			
Budget	\$372,296	\$455,004	\$412,883
Full-time equivalent employees	4.5	4.5	4.5
<i>Workload/outputs</i>			
Total City employees	290.0	299.0	309.0
Total NPU employees	141.0	141.0	141.0
Total applications processed	1,149	1,400	1,600
Number of promotional exams given	15	15	14
Number of entry exams given	12	18	20
Vacancies filled through promotion	15	18	18
Vacancies filled through new hires	28	30	35
Classifications reviewed	10	10	10
Training programs provided	10	15	10
Percent of female employees	25.00%	26.40%	26.40%
Percent of minority employees	6.10%	7.00%	8.00%
<i>Outcome/results</i>			
Employee turnover rate	6.00%	4.00%	5.00%
Percent of employees completing probation	93.00%	99.90%	100.00%
Number of employees given service awards	30	20	23
<i>Efficiency</i>			
Number of active city employees per FTE	95.8	97.8	100.0

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2008-09 ADOPTED BUDGET**

	2004-05 ACTUAL	2005-06 ACTUAL	2006-07 ACTUAL	2007-08 REVISED BUDGET	2008-09 BUDGET REQUEST	2008-09 MANAGER'S PROPOSED	2008-09 ADOPTED BUDGET
14 HUMAN RESOURCES							
80011 HEAD OF DEPT	66,828	68,835	71,085	73,389	75,774	75,774	75,774
80012 EMPLOYEES	138,709	141,842	144,738	146,395	190,257	148,129	148,129
80014 OVERTIME	0	54	205	28,000	500	500	500
89999 FRINGE BENEFITS	74,199	79,534	90,601	98,790	115,000	89,050	89,050
80015 PROFESSIONAL SERVICE	33,822	33,869	38,858	37,400	37,400	37,400	37,400
80021 MATERIALS & SUPPLIES	1,128	2,105	1,775	3,000	2,000	2,000	2,000
80032 EQUIP & FURN MAINT	3,329	10,456	3,273	3,000	3,000	3,000	3,000
80033 TELEPHONE	2,597	2,382	2,221	2,400	2,400	2,400	2,400
80034 POSTAGE	2,764	2,917	2,317	3,000	3,000	3,000	3,000
80037 MILEAGE	0	36	0	500	500	0	0
80038 ADVERTISING	20,150	14,775	10,320	14,500	14,500	14,500	14,500
80039 PRINTING	1,442	1,272	1,002	2,000	2,000	2,000	1,500
80048 DEPARTMENTAL EXPENSE	5,460	4,032	4,478	4,630	4,630	4,630	4,630
80153 HEALTH SAFETY COMPLIANCE	0	0	165	30,000	30,000	23,000	23,000
80167 EMPLOYEE INCENTIVES	400	0	1,258	8,000	8,000	8,000	8,000
TOTAL	350,828	362,110	372,296	455,004	488,961	413,383	412,883

In previous fiscal years, the Health Safety Compliance line item was paid out of the Non-Departmental budget

80153 HEALTH SAFETY COMPLIANCE	35,094	25,389	24,791	0	0	0	0
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TOTALS FOR PURPOSES OF COMPARISON **385,922** **387,499** **397,087** **455,004** **488,961** **413,383** **412,883**

NOTE: The Personnel department changed its name to "Human Resources" in the Fall of 2006

HUMAN RESOURCES

Director of Human Resources		75,774
Assistant Human Resources Director	55,088	
Retirement Plan Administrator	42,128	
Human Resources Assistant	36,935	
Human Resources Clerk	<u>13,978</u>	<u>148,129</u>
	TOTAL WAGES	<u>223,903</u>

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.

LAW

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.

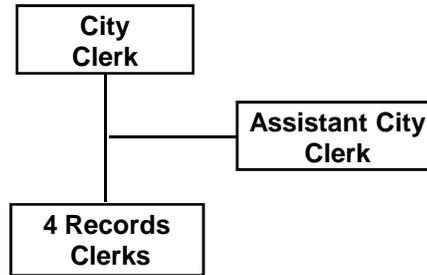
The Law budget is the estimated amount of money to be paid to the Corporation Counsel and other attorneys during the fiscal year. The Corporation Counsel is described by Chapter XVI, §1 of the City Charter:

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
GENERAL FUND EXPENDITURES
2008-09 ADOPTED BUDGET**

		2004-05 ACTUAL	2005-06 ACTUAL	2006-07 ACTUAL	2007-08 REVISED BUDGET	2008-09 BUDGET REQUEST	2008-09 MANAGER'S PROPOSED	2008-09 ADOPTED BUDGET
15	LAW							
80134	CITY ATTORNEY	197,332	192,000	204,000	306,000	312,000	312,000	307,000
80135	OUTSIDE ATTORNEYS	197,452	152,779	204,423	120,400	123,000	123,000	113,000
TOTALS		394,784	344,779	408,423	426,400	435,000	435,000	420,000

City of Norwich City Clerk Organization Chart



CITY CLERK

MISSION: To serve as the custodians of the city’s vital records and documents.

VISION: To maintain security while providing better and faster access to the public’s records and documents using modern information technology.

VALUES:

- Accuracy
- Efficiency
- Professionalism

GOALS & ACTION PLANS:

1. Install individual cash drawers and storage safe for the drawers.
2. Provide a more efficient way to access and reproduce maps.

ACCOMPLISHMENTS:

1. Cash drawers and storage safe for drawers.
2. Purchased a plotter to provide a more efficient way to access and reproduce maps.
3. Converted all maps onto computer.
4. Completed a Needs Assessment Survey database for records management.

City Clerk	06-07	07-08	08-09
Performance Measure	Actual	Projected	Projected
<i>Inputs</i>			
Budget	\$345,760	\$406,091	\$423,207
Full-time equivalent employees	5.0	6.0	6.0
<i>Workload/outputs</i>			
Council minutes prepared	24	24	24
Land records recorded	9,532	9,500	10,000
Marriage licenses issued	331	350	350
Death certificates recorded	550	575	575
Birth certificates recorded	1,037	1,050	1,050
Absentee ballots issued	405	400	700
Passport applications processed	423	127	-
Dog licenses issued	2,090	2,100	2,100
Total transactions	14,368	14,102	14,775
<i>Outcome/results</i>			
Revenues received	\$1,481,486	\$1,080,000	\$1,030,000
% of Council minutes prepared without correction	100.00%	100.00%	100.00%

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2008-09 ADOPTED BUDGET**

		2004-05 ACTUAL	2005-06 ACTUAL	2006-07 ACTUAL	2007-08 REVISED BUDGET	2008-09 BUDGET REQUEST	2008-09 MANAGER'S PROPOSED	2008-09 ADOPTED BUDGET
16	CITY CLERK							
80011	HEAD OF DEPT	55,614	58,382	61,316	70,737	73,036	73,036	73,036
80012	EMPLOYEES	135,554	129,109	137,374	160,329	178,496	178,496	178,496
80013	PART TIME EMPLOYEES	6,412	9,972	5,809	3,000	3,000	3,000	3,000
89999	FRINGE BENEFITS	72,263	77,949	79,728	108,325	109,375	106,975	106,975
80015	PROFESSIONAL SERVICE	4,650	4,957	5,597	4,500	4,500	4,500	4,500
80021	MATERIALS & SUPPLIES	35,152	35,278	35,829	38,000	38,000	36,000	36,000
80032	EQUIP & FURN MAINT	254	2,503	1,589	400	400	400	400
80033	TELEPHONE	2,295	2,222	1,945	2,000	2,000	2,000	2,000
80034	POSTAGE	5,861	5,945	4,796	6,000	6,000	6,000	6,000
80038	ADVERTISING	2,753	7,328	7,252	5,000	5,000	5,000	5,000
80039	PRINTING	2,949	5,305	391	4,000	4,000	4,000	4,000
80048	DEPARTMENTAL EXPENSE	3,893	4,371	3,928	3,500	3,500	3,500	3,500
80056	VITAL STAT PAYMENTS	172	194	206	300	300	300	300
NON RECURRING ITEM								
	MOBILE SHELVING SYSTEM	0	0	0	0	18,875	0	0
TOTALS		327,822	343,515	345,760	406,091	446,482	423,207	423,207

CITY CLERK

City Clerk				73,036
Assistant City Clerk			42,976	
Records Clerks	4 @	33,880	135,520	
				<u>178,496</u>
			TOTAL WAGES	<u>251,532</u>

Professional Services:

Cover costs of auditing land records.

Revenue:

The City Clerk's Office collects the following:

Type of Revenue	Account #	Budget 2007	Budget 2008	Budget 2009
Recording Fees	70234	390,000	430,000	380,000
Conveyance Taxes	70238	800,000	600,000	600,000
State Fish & Game Licenses	70252	50,000	50,000	50,000
		<u>1,240,000</u>	<u>1,080,000</u>	<u>1,030,000</u>

State Fish & Game Licenses:

The City of Norwich keeps approximately 5% of every State Fish & Gaming licenses sold; the remainder is transmitted to the State of Connecticut.

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 City of Norwich Goals & Priorities section.



Benjamin P. Lathrop
Mayor



Jonathan Jacaruso
President Pro-Tempore



Mark Bettencourt
City Councilman



Christopher Coutu
City Councilman



Peter Desaulniers
City Councilman



William Nash
City Councilman



Robert Zarnetske
City Councilman

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2008-09 ADOPTED BUDGET**

	2004-05 ACTUAL	2005-06 ACTUAL	2006-07 ACTUAL	2007-08 REVISED BUDGET	2008-09 BUDGET REQUEST	2008-09 MANAGER'S PROPOSED	2008-09 ADOPTED BUDGET
17 CITY COUNCIL							
80011 HEAD OF DEPT	44,998	44,999	45,009	45,000	45,000	45,000	45,000
80012 COUNCIL MEMBERS	7,320	7,320	6,600	7,200	7,200	7,200	7,200
80013 EMPLOYEES	14,734	21,593	42,011	40,893	36,855	36,855	36,855
80014 OVERTIME	0	0	0	0	1,500	1,500	1,500
89999 FRINGE BENEFITS	24,659	26,092	30,886	34,127	29,911	29,911	29,911
80021 MATERIALS & SUPPLIES	3,459	2,655	5,577	4,000	7,500	7,500	6,500
80033 TELEPHONE	1,493	1,816	3,039	3,200	3,000	3,000	3,000
80034 POSTAGE	144	149	368	300	500	500	500
80039 PRINTING	0	0	0	300	200	200	200
80048 DEPARTMENTAL EXPENSE	9,098	19,245	13,595	30,000	25,000	25,000	15,000
87101 NORWICH ARTS COUNCIL	0	0	0	0	55,000	0	0
87102 TASTE OF ITALY	0	0	0	0	9,000	5,200	5,200
87103 VETERAN ORGANIZATIONS	0	0	0	0	5,000	5,000	5,000
87104 4TH OF JULY COMMITTEE	0	0	0	0	10,000	6,300	6,300
87105 HARBOR COMMISSION	0	0	0	0	9,000	9,000	9,000
87106 WINTER FESTIVAL	0	0	0	0	38,095	9,400	9,400
87107 SEMISEPTCENTENNIAL	0	0	0	0	25,000	25,000	25,000
87108 BEST PRODUCTIONS	0	0	0	0	45,000	0	0
TOTALS	105,905	123,869	147,085	165,020	352,761	216,566	205,566

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

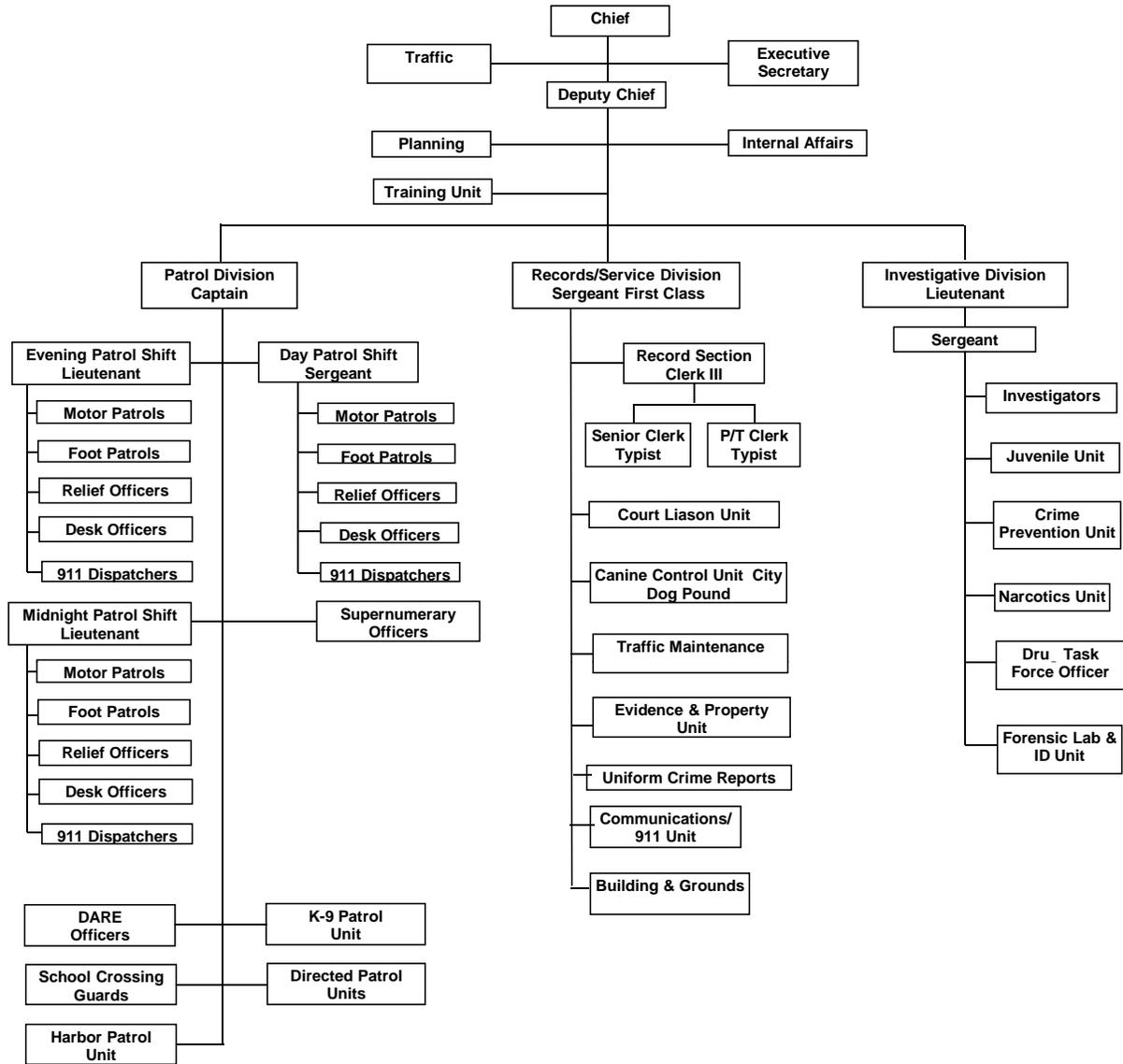
80147 NORWICH ARTS COUNCIL	42,000	44,000	40,000	42,500	0	0	0
80158 TASTE OF ITALY	4,000	5,000	13,000	5,000	0	0	0
80160 VETERAN ORGANIZATIONS	5,000	79	5,274	5,000	0	0	0
80161 4TH OF JULY COMMITTEE	6,000	6,000	6,000	6,000	0	0	0
80162 HARBOR COMMISSION	9,000	9,000	9,000	9,000	0	0	0
80163 WINTER FESTIVAL	8,180	8,500	8,800	9,000	0	0	0
80169 SEMISEPTCENTENNIAL	0	0	0	25,000	0	0	0
80182 BEST PRODUCTIONS	0	35,000	35,000	35,000	0	0	0
TOTALS	74,180	107,579	117,074	136,500	0	0	0

TOTAL FOR COMPARISON ONLY	180,085	231,448	264,159	301,520	352,761	216,566	205,566
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MAYOR/CITY COUNCIL

Mayor		45,000	
6 Council Members		<u>7,200</u>	52,200
Council Secretary	35 hours/ week at	20.25	36,855
			<u>89,055</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.
2. 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. Accomplish our goals through a department-wide, Community Oriented Policing model.
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.
4. Reduce fear by supplying preventative patrol, and effective investigative service to the community.
5. Strive to maintain responses to citizen calls for service within contemporary standards in the face of reduced staffing.
6. 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.
7. Support effective traffic safety, enforcement, and educational activities.
8. Interact and work cooperatively with other departments, agencies, boards and commissions.
9. Anticipate, monitor, and cope with increased traffic and activity spawned by the Mohegan Sun Casino, the Foxwoods Resort Casino and Dodd Stadium as well as the numerous other ongoing development projects.

ACCOMPLISHMENTS:

1. Several major arrests were made in the past year including arrests related to homicides in 2001 and 2004 and five arrests related to a large-scale drug distribution network.
2. Through Crisis Intervention Training and Mobile Outreach ride-along program, the department has been better equipped to help mentally ill citizens.
3. The department continues to seek and receive grants for traffic safety and directed patrols.
4. The department has mitigated the cost of maintaining its facilities by negotiating a long-term fixed rate maintenance contract which has been completed, with considerable future cost savings being anticipated as more of the physical plant at both headquarters and the dog pound require repair after greatly exceeding their design lifespan
5. The department and its employees continue to participate in several local, state and national organizations including: Safe Communities Coalition of Norwich, Norwich Pilot School Re-integration Program Advisory Council, Board of Directors, Safe Communities Coalition of

Connecticut, Board of Directors, St. Vincent de Paul Soup Kitchen, Norwich Watch Program (41 watches), Norwich Juvenile Review Board, State of CT Juvenile Justice Advisory Council, SE CT Mental Health Advisory Board, Board of Directors, New England Chiefs of Police, President, CT Chiefs of Police Association, Norwich Bulletin Diversity Committee, Telecommunications Committee, CT Chiefs of Police Assn., Anti-Terrorism Advisory Council, National Tactical Officers Assn., International Assn. Of Law Enforcement Firearms Instructors, Volunteer FD, (three serving as Chiefs), Norwich Little League Board of Directors, Coach, NFA Fencing team, Guns of Norwich Historical Society, Norwich Historical Society, NAACP, Latinos United Advisory Board, Lisbon Historical Society, Army National Guard , and Coast Guard Reserves.

Police Department	06-07	07-08	08-09
Performance Measure *	Actual	Projected	Projected
<i>Inputs</i>			
Budget	\$9,238,333	\$9,663,075	\$9,893,591
Total full-time equivalent employees	98.0	98.0	99.0
Total uniformed officers +	83.0	83.0	84.0
<i>Workload/outputs</i>			
911 Hard Line	11,020	12,850	11,000
911 Cellular	8,189	8,050	9,500
Non-emergency Line	38,623	36,400	40,000
Total Calls	<u>57,832</u>	<u>57,300</u>	<u>60,500</u>
Calls (Police)	53,210	51,800	54,500
Calls (Fire)	4,622	5,500	6,000
Auto Accidents (Investigated)	2,072	1,900	2,100
Auto Accidents (Fatalities)	2	2	1
Auto Accidents (Injuries)	291	310	285
Vandalism (Reported)	692	690	700
<i>Outcome/results</i>			
Part I Crimes (per 100,000)	0.046	0.046	0.046
DWI Arrests	153	160	155
Neighborhood Watch Groups	38	37	39
Dare Students - 1st Grade	381	455	378
Dare Students - 3rd Grade	378	460	385
Dare Students - 5th Grade	350	475	355
<i>Efficiency</i>			
Police calls per uniformed officer	641	624	649
Per capita cost of department	\$254	\$259	\$265

* Police activity is based and reported by Calendar Year

+ 2 School Resource Officers are paid out of the Board of Education's budget

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 Housing & Urban Development passed through the Norwich Community Development Department:

CDBG (Community Development Block Grant) \$60,000– This grant supports Direct Police Patrols (walking and bicycle patrols) in local neighborhoods, CIT (Crisis Intervention Team) training, and assistance to mentally ill from a department-based mental health professional.

Federal Department of Justice Direct Grants:

LLEBG (Local Law Enforcement Block Grant) (2004 - 2007) \$1,500 – This grant supports law enforcement technology and equipment purchases.

LLEBG (2005 - 2008) \$28,986 – This grant supports law enforcement technology and equipment purchases.

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

BJA (Bureau of Justice Assistance) Body Armor Grant \$3,000 – This grant supports the purchase of soft body armor for officers through a 50% reimbursement of department expenditures.

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

VALE (Victim Advocate/ Law Enforcement) (2007-2008) \$40,000 – This grant supports equipment, training, and patrols designed to assist victims of domestic violence with department-based victims' advocate. This grant is funded 75% by the Federal Department of Justice and 25% by the Connecticut Office of Policy & Management.

Federal Department of Transportation Passed through Connecticut Department of Transportation:

2007 Expanded DUI Enforcement \$50,000 – This grant supports DUI/Traffic Enforcement patrols and checkpoints through a 75% reimbursement of department expenditures.

2007 Memorial Day/ Fourth of July enforcement grant \$5,000 - This grant supports DUI/Traffic Enforcement patrols and checkpoints through a 75% reimbursement of department expenditures.

2007 Thanksgiving/ New Year DUI Enforcement \$10,000 – This grant supports DUI/Traffic Enforcement patrols and checkpoints through a 75% reimbursement of department expenditures.

GLOSSARY OF EXPENSES:

Replacement Cost: Police operations continue 24 hours per day, 365 days per year. Replacement for members of the department who are on holiday, vacation, sick leave and other types of leave is necessary in order to continue uninterrupted police services to the public.

Clothing Allowance: Funds uniform and cleaning costs for 83 sworn officers, 2 supernumerary officers, 2 maintenance personnel, 2 animal control officers, 2 traffic maintenance personnel, 8 E-911 dispatchers and 2 part-time employees.

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.

Radio Service: Covers maintenance costs for radio service which includes equipment associated with the Police Department emergency dispatch system, TV monitors, mobile and portable radios and electronic repairs.

Building and Ground Maintenance: Includes the cost of maintaining the over 25 year-old police facility including contracts for elevator service, HVAC and other mechanical services.

Departmental Business Expense: Covers the cost of membership in the Connecticut Chief's of Police Association, other professional organizations and subscriptions to various law enforcement publications.

School Guards: Covers the costs related to 22 school crossing guards used to safely cross school children at numerous intersections near elementary schools.

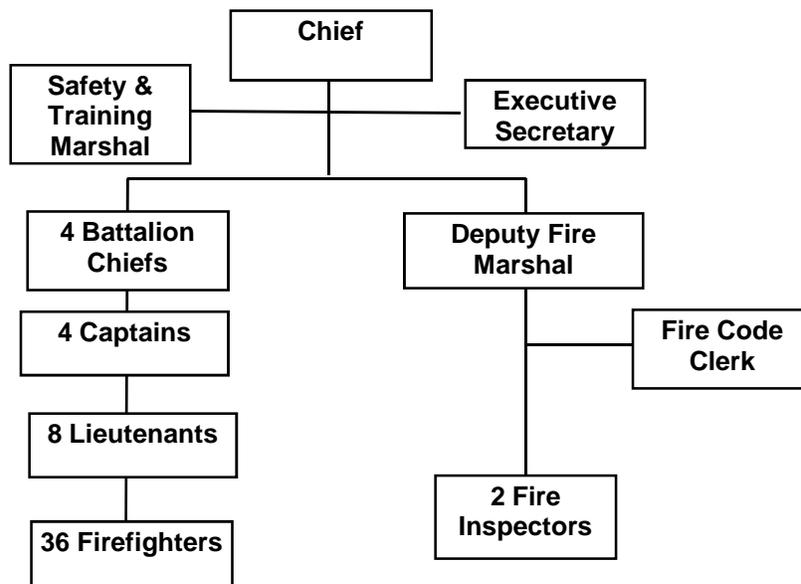
Alcohol Enforcement Program: This funding supplements the department's efforts in DUI enforcement, affirming the city's commitment to public safety.

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

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2008-09 ADOPTED BUDGET**

	2004-05 ACTUAL	2005-06 ACTUAL	2006-07 ACTUAL	2007-08 REVISED BUDGET	2008-09 BUDGET REQUEST	2008-09 MANAGER'S PROPOSED	2008-09 ADOPTED BUDGET
21 POLICE DEPARTMENT							
80011 HEAD OF DEPT	84,231	86,741	89,425	92,328	95,329	95,329	95,329
80012 EMPLOYEES	4,430,990	4,643,816	4,651,441	4,943,458	5,106,671	4,965,436	4,974,301
80013 PART TIME EMPLOYEES	31,445	135	5,757	7,750	7,750	6,000	6,000
80014 OVERTIME	247,405	210,814	280,012	200,000	242,000	217,000	208,664
89999 FRINGE BENEFITS	2,147,827	2,265,667	2,562,959	2,855,507	3,317,005	3,102,824	3,102,748
80015 OUTSIDE CONTRACTED JOBS	155,365	150,000	0	0	0	0	0
80016 CLOTHING ALLOWANCE	73,129	92,341	94,297	95,855	97,460	97,460	97,460
80017 REPLACEMENT COST	742,799	677,871	723,135	677,410	750,000	750,000	750,000
80020 PHOTO SUPPLIES	3,956	6,045	3,026	4,500	5,500	0	0
80021 MATERIALS & SUPPLIES	27,222	27,735	62,116	32,000	32,000	43,000	43,000
80023 GAS OIL & GREASE	83,656	119,957	140,596	185,461	151,461	168,304	168,304
80024 FOOD	2,651	3,161	4,546	4,000	4,500	4,500	4,500
80025 HEATING FUEL	20,711	7,158	0	0	0	0	0
80027 AUTO SUPPLIES & MAINT	83,707	103,502	98,731	73,000	87,500	0	0
80029 TRAFFIC SIGNS ETC	19,530	29,334	42,005	35,000	35,000	35,000	35,000
80030 STATE COLLECT SYSTEM	2,328	2,358	3,428	3,500	6,500	4,000	4,000
80031 RADIO SERVICE	24,304	28,190	25,280	29,000	29,000	29,000	29,000
80032 EQUIP & FURN MAINT	15,114	12,404	27,269	25,000	25,000	25,000	25,000
80033 TELEPHONE	44,827	55,077	48,845	46,000	46,000	46,000	46,000
80034 POSTAGE	1,291	2,490	2,890	2,730	3,000	3,000	3,000
80035 UTILITIES	65,870	100,226	110,664	107,431	141,431	121,944	121,944
80039 PRINTING	10,579	8,491	4,665	9,500	11,300	10,000	10,000
80040 BLDG & GRND MAINT	42,675	36,617	50,706	32,000	32,000	0	0
80048 DEPARTMENTAL EXPENSE	6,252	4,868	8,155	5,000	5,000	5,000	5,000
80058 SCHOOL GUARDS	79,206	79,789	83,652	95,550	95,550	90,000	90,000
80059 TRAINING	11,338	10,679	13,608	10,000	12,000	12,000	12,000
80116 LAW ENFORCEMENT COUNCIL	8,662	8,662	8,712	9,095	9,591	9,591	9,591
80117 ALCOHOL ENFORCEMENT PROG	558	25	0	5,000	5,000	0	0
80119 SPECIAL INVESTIGATIONS	16,376	10,261	9,445	12,500	12,500	12,500	12,500
80144 PHYSICAL FITNESS PROG	1,500	0	0	1,500	1,500	0	0
80150 DOWNTOWN COMMUNITY POLICIN	0	0	2,394	25,000	25,000	25,000	25,000
NON RECURRING ITEMS							
80949 911/RADIO CONSOLE UPGRADE	0	0	13,781	0	10,000	10,000	0
81049 MOBILE RADIOS	0	6,197	3,595	9,500	9,500	9,500	0
83449 NEW VEHICLES	40,733	0	27,098	0	209,000	0	0
85049 LASER SPEED DETECTORS	0	0	11,600	12,500	15,500	15,500	0
81149 PORTABLE RADIOS	0	0	0	12,000	12,500	12,500	6,250
80044 SOFTWARE INTERFACE	0	0	0	15,000	28,000	28,000	0
COMPUTERS	0	0	0	0	9,000	0	0
85949 MISCELLANEOUS EQUIPMENT	0	0	7,996	0	0	0	0
88749 POLICE BODY ARMOR	0	1,209	16,504	9,000	9,000	9,000	9,000
TOTALS	8,526,237	8,791,821	9,238,333	9,663,075	10,695,048	9,962,388	9,893,591

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.
2. Enforce the life safety code through inspections and construction planning by increasing inspections rate and performing proactive inspections.
3. Train fire personnel to the highest standards in suppression and other related emergencies by taking advantage of state and federal funding of training programs.
4. Reduce lost service time due to injury and illness by offering health and wellness programs and safe practices education.
5. Reduce expense to the taxpayer by taking advantage of bulk purchases, state-negotiated contracts, federal purchase programs and state and federal grants.
6. Strategically plan for tomorrow's needs today through a pro-active process and visionary thinking.

ACCOMPLISHMENTS:

1. Awarded \$30,000.00 grant through Homeland Security for thermal imaging camera equipment.
2. Conducted bilingual public information and education programs reaching thousands of Norwich residents on Fire Prevention.
3. Developed partnership with Chinese American community for bilingual fire prevention programs.
4. Successfully responded to numerous structural fires, Hazardous Materials Incidents, and serious motor vehicle accidents without serious injury to personnel.
5. Participated in national "Stand Down for Firefighter Safety" Department wide program to reduce firefighter injury and increase awareness of safety practices.
6. Continued to sponsor Project Safe Kids Program to ensure properly installed child safety seat installation.
7. 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.
8. Instituted a restructuring of the Norwich Fire Department's hierarchy, duties and responsibilities.
9. Promoted 4 Lieutenants to Captain and 4 Firefighters to Lieutenant and hired 4 new Firefighters.
10. Awarded \$90,000 in grants for solar equipment at the Norwich fire station which will result in savings in future utilities costs.
11. Awarded \$24,000 in other grants for various supplies and equipment.

Fire Performance Measure	06-07	07-08	08-09
	Actual	Projected	Projected
<i>Inputs</i>			
Budget (General Fund + CCD-Special Service Charge)	\$5,310,428	\$6,068,022	\$6,594,888
Non-personnel budget	\$351,261	\$420,589	\$442,596
Total full-time equivalent employees	55.5	59.5	59.5
Total firefighters	50.0	50.0	54.0
<i>Workload/outputs</i>			
Structure Fires	113	196	199
Fires other than structure	238	372	350
False alarms	539	394	429
Service calls	233	198	215
Rescue/emergency/medical calls	2,734	2,892	2,970
Hazardous materials	146	190	185
Other	249	402	412
Total calls	4,252	4,644	4,760
<i>Outcome/results</i>			
Civilian casualties	-	-	-
Fire Service Injuries	24	20	20
Arson fires leading to arrests	6	2	-
Estimated average dollar loss per fire	\$2,252	\$3,841	\$3,956
Inspections/re-inspections	444	280	308
Complaints Investigated	39	42	46
Violations found	292	258	283
Violations corrected	77	92	101
Fire investigations conducted	72	64	70
Community service/public safety presentations	150	55	60
Drill/Training	7,898	8,200	8,300
Marine Operations	8	14	20
<i>Efficiency</i>			
Average response time (minutes)	2.2	2.0	2.0
Total calls/ firefighter	85.0	92.9	88.1
Total non-personnel budget/Total General Fund budget	0.35%	0.40%	0.41%

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.

CDBG (Community Development Block Grant) (November 2007) \$161,000 – This grant supports the continued renovation of the Greeneville Fire Station and equipment within a specified area of the City of Norwich.

GLOSSARY OF EXPENSES:

Replacement Cost: Fire Operations continue 24 hours per day, 365 days per year. Replacement for members of the department who are on holiday, vacation, sick leave, and other types of leave is necessary in order to continue uninterrupted emergency services to the public.

Clothing Allowance: Funds uniform replacement and cleaning costs for 52 firefighters, 1 Chief Officer, and 3 Fire Inspectors.

Radio Service: Covers maintenance costs for radio service, which includes equipment associated with the Fire Department emergency dispatch system, mobile and portable radios and electronic repairs.

Building and Ground Maintenance: Includes the cost of maintaining the two fire department fire stations; including contracts for elevator service, HVAC and other mechanical services.

Departmental Business Expense: Covers the cost of membership in the Connecticut Fire Chief's Association, other professional organizations, and subscriptions to various publications.

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2008-09 ADOPTED BUDGET**

	2004-05 ACTUAL	2005-06 ACTUAL	2006-07 ACTUAL	2007-08 REVISED BUDGET	2008-09 BUDGET REQUEST	2008-09 MANAGER'S PROPOSED	2008-09 ADOPTED BUDGET
22 FIRE GENERAL							
80011 HEAD OF DEPT	0	0	86,029	87,482	90,325	90,325	90,325
80012 EMPLOYEES	0	0	277,629	566,129	544,615	579,593	588,457
89999 FRINGE BENEFITS	0	0	175,037	307,712	330,812	321,755	324,155
80016 CLOTHING ALLOWANCE	0	411	41,508	53,190	50,440	50,440	50,440
80017 REPLACEMENT COSTS	0	0	21,736	41,868	64,763	64,763	64,763
80021 MATERIALS & SUPPLIES	14,503	16,437	17,943	20,000	25,000	20,000	20,000
80023 GAS OIL & GREASE	18,841	26,799	27,798	28,237	27,437	28,452	28,452
80031 RADIO SERVICE	13,144	4,263	10,621	23,000	23,000	23,000	23,000
80032 EQUIP & FURN MAINT	20,851	21,877	56,077	25,000	25,000	25,000	25,000
80033 TELEPHONE	27,929	36,426	31,160	32,000	32,000	32,000	32,000
80034 POSTAGE	605	783	795	1,000	1,000	1,000	1,000
80035 UTILITIES	53,990	67,553	63,945	64,005	64,805	63,184	63,184
80036 LAUNDRY & CLEANING	2,019	3,624	1,980	3,000	3,000	3,000	3,000
80039 PRINTING	603	403	905	700	1,000	1,000	1,000
80040 BLDG & GRND MAINT	22,677	18,032	17,302	27,000	27,000	25,000	23,000
80048 DEPARTMENTAL EXPENSE	804	4,713	2,002	4,000	5,000	4,000	4,000
80051 SPECIAL SERVICE CHARGE	591,578	656,457	58,184	95,207	108,841	108,841	108,841
80059 TRAINING	0	0	36,251	59,720	50,000	50,000	50,000
80063 POST-EMPLOYMENT MEDICAL	0	0	34,000	34,000	34,000	81,320	81,320
80114 HAZ MAT TECHNICIAN	0	0	19,316	37,582	14,000	14,000	14,000
80144 PHYSICAL FITNESS PROGRAM	0	0	2,494	2,000	2,000	2,000	2,000
NON RECURRING ITEMS							
81149 PORTABLE RADIOS	1,155	0	0	0	5,200	5,200	5,200
82149 NOZZELS AND KITS	1,464	0	9,082	1,200	1,000	1,000	1,000
83449 NEW VEHICLES	0	20,743	0	0	25,409	0	0
85249 HAZ-MAT EQUIPMENT	3,199	2,000	0	5,000	8,000	8,000	8,000
86000 MISCELLANEOUS EQUIP	1,697	1,686	12,082	33,955	88,320	88,320	88,320
TOTALS	775,059	882,205	1,003,876	1,552,987	1,651,967	1,691,193	1,700,457

FIRE GENERAL

Chief				90,325
Safety & Training Marshal	1 @	56,904	56,904	
Battalion Chiefs	4 @	63,550	254,200	
	0 @	65,363	0	
Captains				
Fire Marshal	1 @	65,453	65,453	
Inspectors	1 @	59,148	59,148	
	1 @	57,425	57,425	
Fire Code Clerk	1	Full-time	33,552	
	1	Part-time (21hrs)	23,107	
Executive Secretary			<u>38,668</u>	<u>588,457</u>
		TOTAL WAGES		<u>678,782</u>

Replacement Cost:

This represents wages for holiday, sick leave and vacation replacements.

Clothing Allowance:

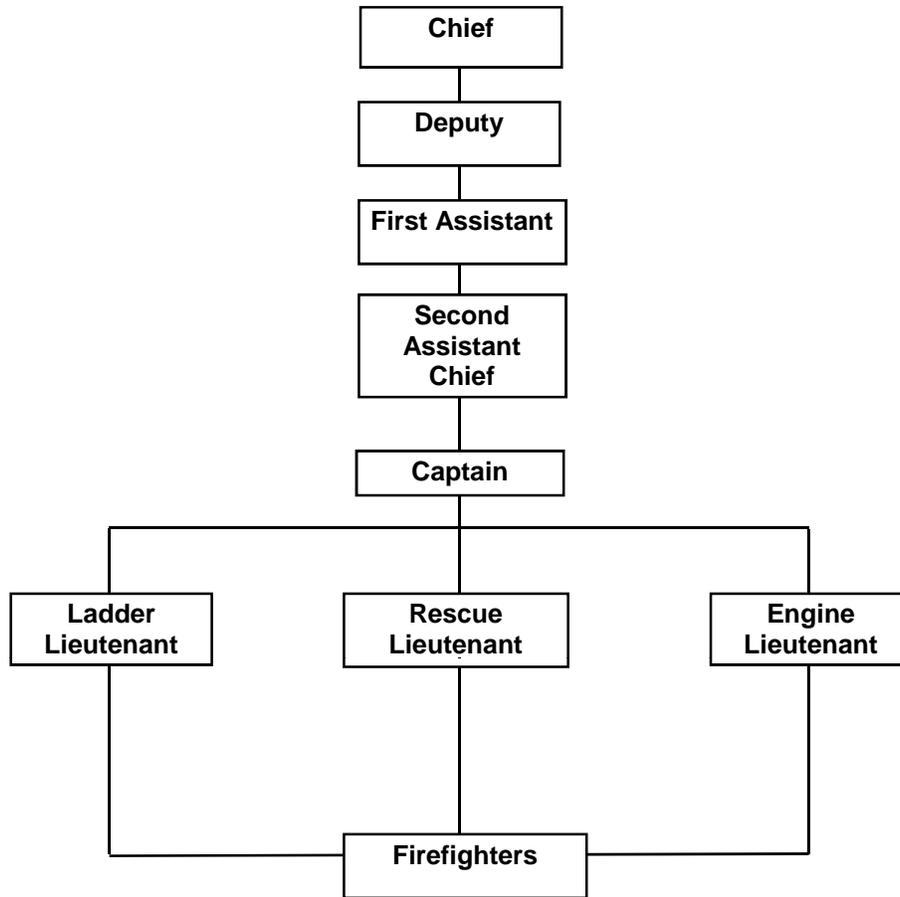
48 firefighters at \$450 each; 4 battalion chiefs, 1 captain (FMO), and 2 inspectors at \$550 each; and the Fire Chief at \$500; additional amount is for protective clothing and OSHA required turnout gear.

Special Service Charge: Because certain services provided by the Central Fire Department are deemed to be of a general benefit to the entire city, as opposed to a special benefit for the CCD, the following costs are to be assessed against the entire city:

Services provided for City events, education programs, etc. 108,841

The above total is included as a line item (Special Service Charge) under account 80051. This amount is also treated as revenue in the Special Service Fire Fund account 70231.

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. Implement the goals and enabling objectives outlined in our Strategic Master Plan.
2. Maintain the fire station and all departmental equipment in a safe and proper manner.
3. Foster good relations with the community, private sector and governmental entities in order to build goodwill and increase the possibility of outside funding.
4. Continue to provide prompt, high-quality service to the community in a safe and fiscally prudent manner.
5. Responsibly plan for future needs of the department by maintaining equipment and adequately training members.

ACCOMPLISHMENTS:

1. Won Life Safety Award for zero fire deaths.
2. Had the most responses of any volunteer fire company in Norwich and is ranked among the busiest in New London County.
3. Implemented year two of the three-year Strategic Master Plan.
4. Had no accidents involving city owned fire apparatus despite the large number of responses.
5. Upgraded defibrillators to latest standard at no cost to city.
6. Successfully mitigated several structural fires and serious motor vehicle accidents without serious injury to the company's members.

East Great Plain Volunteer Fire Department
Performance Measure

	06-07	07-08	08-09
	Actual	Projected	Projected
<i>Inputs</i>			
Budget	\$148,360	\$149,254	\$142,675
<i>Workload/outputs</i>			
Fire (Building, vehicle, brush, etc.)	89	104	110
Overpressure Rupture, Explosion (no fire)	9	10	11
Rescue & EMS Incidents (EMS vehicle accidents, extrication)	584	687	780
Hazardous Conditions	36	42	47
Service Calls	28	33	39
Good Intent Calls (Authorized controlled burns, smoke scares)	22	34	44
False Alarms & False Calls	130	151	170
Severe Weather & Natural Disaster	4	4	4
Total Calls	902	1,065	1,205

Outcome/results

Number of volunteers attending training	76	48	80
Total training hours	1,984	1,167	2,000
Number of volunteers trained as EMT or MRT	32	35	40
Number of volunteers trained to use defibrillators	40	42	45
Number of State Fire Certified volunteers	30	32	35

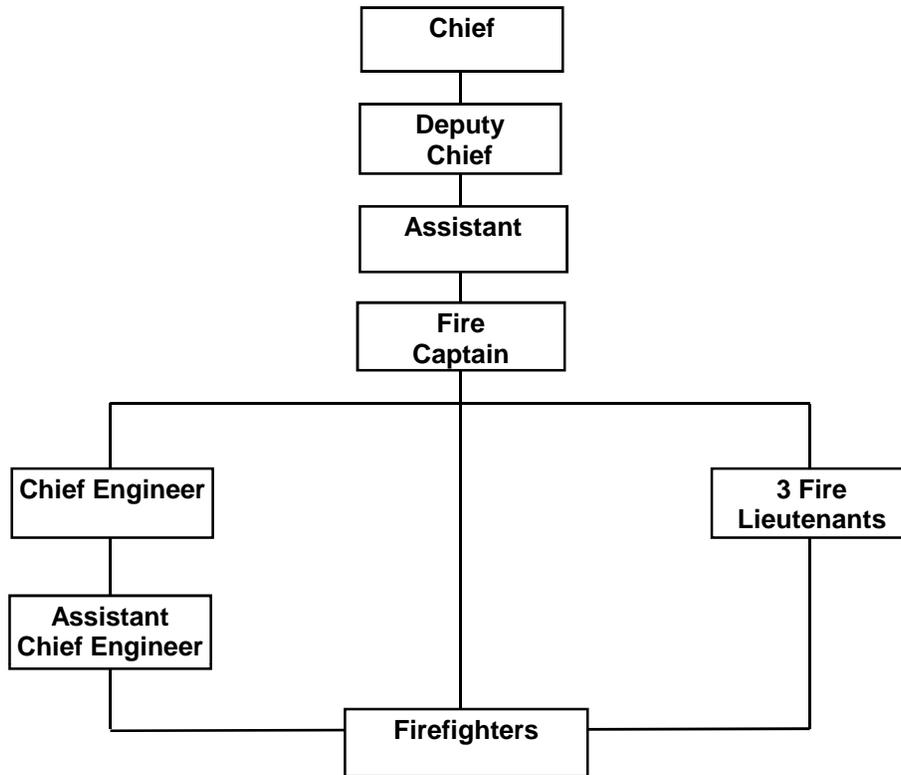
Efficiency

Cost of dept/cost of total general fund operations	0.15%	0.14%	0.13%
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**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2008-09 ADOPTED BUDGET**

	2004-05 ACTUAL	2005-06 ACTUAL	2006-07 ACTUAL	2007-08 REVISED BUDGET	2008-09 BUDGET REQUEST	2008-09 MANAGER'S PROPOSED	2008-09 ADOPTED BUDGET
23 EAST GREAT PLAIN VFD							
80016 CLOTHING ALLOWANCE	3,562	2,455	3,475	3,000	3,600	3,600	3,300
80020 PHOTO SUPPLIES	840	290	281	0	0	0	0
80021 MATERIALS & SUPPLIES	13,485	24,678	21,855	25,000	30,000	28,000	27,800
80023 GAS OIL & GREASE	2,229	2,218	5,022	3,685	2,085	3,919	3,919
80025 HEATING FUEL	0	0	0	0	0	0	0
80027 AUTO SUPPLIES & MAINT	871	1,333	546	0	0	0	0
80028 TOOLS	689	74	438	0	0	0	0
80031 RADIO SERVICE	3,407	4,975	4,469	8,000	8,000	7,000	7,000
80032 EQUIP & FURN MAINT	9,630	11,371	8,948	13,000	13,500	12,000	12,000
80033 TELEPHONE	6,521	7,585	6,510	8,000	8,000	6,000	6,000
80035 UTILITIES	15,004	20,772	19,088	19,682	21,282	19,156	19,156
80040 BLDG & GRND MAINT	10,479	15,306	18,835	16,500	19,000	18,000	18,000
80048 DEPARTMENTAL EXPENSE	8,598	9,374	9,491	5,000	9,750	9,750	9,750
80059 TRAINING	11,522	9,397	12,450	17,500	15,000	15,000	15,000
80065 PROTECTIVE CLOTHING	12,926	12,251	6,653	14,887	14,000	14,000	13,750
NON RECURRING ITEMS							
81149 PORTABLE RADIOS	3,200	15,541	0	0	0	0	0
81749 FIRE HOSE	0	0	0	6,500	28,750	28,750	0
81849 PUMPS	0	0	3,600	0	0	0	0
COMPUTERS	0	0	0	0	0	0	0
85949 MISCELLANEOUS EQUIP	0	5,140	26,699	8,500	43,500	7,000	7,000
86000 AIR BAGS	0	10,000	0	0	0	0	0
TOTALS	102,963	152,760	148,360	149,254	216,467	172,175	142,675

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 become nationally certified in wildland firefighting.
2. To have 100% of members with at least one State of Connecticut certification in either EMT or firefighter 1 by the end of June 30, 2008.
3. To have members certified in wildland rescue.
4. To receive certification for wildland firefighting command.
5. To return to a global means of fire protection for the City of Norwich with Laurel Hill providing the forestry and wildland fire suppression services.

ACCOMPLISHMENTS:

1. Placed in service a Polaris Ranger UTV, purchased in the summer of 2007, for the purpose of wildland fire/ rescue. This is the only one of its kind in service in the City of Norwich.
2. Members received specialized training with the UTV operations prior to placing the vehicle into service.
3. All members are trained and certified to the State of Connecticut DEP level for wildland firefighting; Laurel Hill is one of only ten departments in the State with this level of training, and the only department in southeast Connecticut.

Laurel Hill Volunteer Fire Department
Performance Measure

Inputs

	06-07	07-08	08-09
	Actual	Projected	Projected
Budget	\$56,055	\$70,750	\$70,430

Workload/outputs

Brush Fires	3	7	7
Structure Fires	7	3	3
Fire Alarms	11	32	32
Service Calls	4	17	15
Rescue/Emergency	2	3	3
Motor Vehicle Accidents	6	15	15
Vehicle Fires	2	5	4
Haz-Mat Calls	2	4	3
Mutual Aid	29	18	21
CO Problems	1	5	5
Water Emergency	11	4	4
Medical Calls	24	40	41
Total Calls	102	153	153

Outcome/results

Accidents involving city fire vehicles	-	-	-
Civilian Casualties	-	-	-
Fire Service Injuries	-	-	-
Drills/Training	78	78	78
Training Hours	3,300	3,300	3,250
Community events attended	25	25	24
Percentage of women/minority members	31.00%	31.00%	33.00%
Firefighters with State of CT Certifications	98.00%	98.00%	96.00%

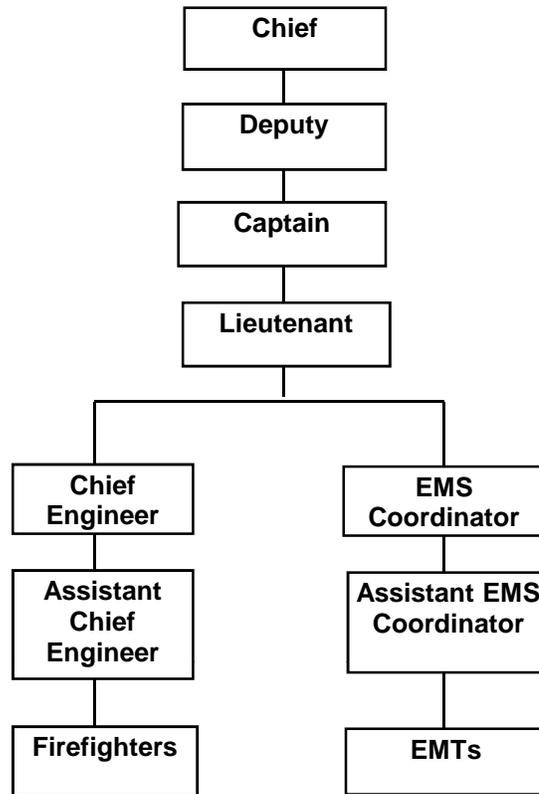
Efficiency

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

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2008-09 ADOPTED BUDGET**

	2004-05 ACTUAL	2005-06 ACTUAL	2006-07 ACTUAL	2007-08 REVISED BUDGET	2008-09 BUDGET REQUEST	2008-09 MANAGER'S PROPOSED	2008-09 ADOPTED BUDGET
24 LAUREL HILL VFD							
80016 CLOTHING ALLOWANCE	1,539	2,450	2,369	2,000	2,000	2,000	2,000
80020 PHOTO SUPPLIES	199	0	0	0	0	0	0
80021 MATERIALS & SUPPLIES	2,873	5,089	2,064	6,000	6,500	6,500	6,500
80023 GAS OIL & GREASE	920	1,174	1,704	1,359	1,359	1,645	1,645
80028 TOOLS	132	317	642	0	0	0	0
80031 RADIO SERVICE	1,039	1,210	7,793	3,500	3,500	3,500	3,500
80032 EQUIP & FURN MAINT	9,905	8,583	10,826	8,500	8,500	8,500	8,500
80033 TELEPHONE	7,683	6,639	6,685	4,000	4,500	4,500	4,500
80035 UTILITIES	4,511	8,945	6,694	7,627	7,627	6,685	6,685
80040 BLDG & GRND MAINT	6,195	9,751	3,603	7,000	7,000	7,000	6,500
80048 DEPARTMENTAL EXPENSE	1,838	4,639	2,912	3,000	3,500	3,500	3,500
80059 TRAINING	5,563	4,173	2,330	9,000	9,000	9,000	9,000
80065 PROTECTIVE CLOTHING	1,538	2,791	2,611	2,000	3,600	3,600	3,600
85151 FIRE POLICE	105	1,505	220	0	0	0	0
85650 EMS	158	741	1,402	0	0	0	0
NON RECURRING ITEMS							
82749 FIREMEN'S GEAR	0	0	0	0	9,000	9,000	9,000
DEFIBRILLATOR	0	0	0	0	0	0	0
81049 MOBILE RADIOS	0	0	0	0	0	0	0
81050 DECK GUN	0	0	4,200	0	0	0	0
82949 SCOTT AIR PACKS	0	0	0	0	0	0	0
85949 MISCELLANEOUS EQUIP	0	2,667	0	16,764	13,134	5,500	5,500
TOTALS	44,198	60,675	56,055	70,750	79,220	70,930	70,430

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

GOALS & ACTION PLANS:

1. Professional response to and mitigation of emergency incidents.
2. Promote the safety and health of our personnel, which is a high priority.
3. Promote a safer environment by performing community education with emphasis on fire prevention and personal safety.
4. Provide ongoing training and education to maintain the knowledge and professional skill of all department members.
5. Maintain all apparatus in accordance with accepted safety standards.
6. Educate the public as to ways to maintain and improve fire-safe and general safe conditions/behaviors in their lives.
7. Attract, train and maintain new firefighters and/or emergency medical personnel.

ACCOMPLISHMENTS:

1. Trained several firefighters to Firefighter One level.

Occum Volunteer Fire Department
Performance Measure

Inputs

	06-07	07-08	08-09
	Actual	Projected	Projected
Budget	\$67,126	\$76,037	\$75,447

Workload/outputs

CO Problem	8	10	10
Structural fires	8	10	10
Mutual aid (fire & medical)	22	25	27
Assorted fires	19	23	26
Service calls	10	14	17
Other calls	38	37	40
Emergency medical calls	109	124	132
Total Calls	214	243	262

Outcome/results

Accidents involving city vehicles	-	-	-
Civillian casualties	-	-	-
Fire service injuries	-	-	-
Drills (weekdays and evenings)	70	70	70
Drills (man hours) in house	2100+	2100+	2100+
Community events attended	25	25	25
Percentage of women/minority	0.00%	30.00%	30.00%
Firefighters with State of CT certification	45.00%	45.00%	45.00%
Percentage of personnel with EMT certification	65.00%	65.00%	65.00%

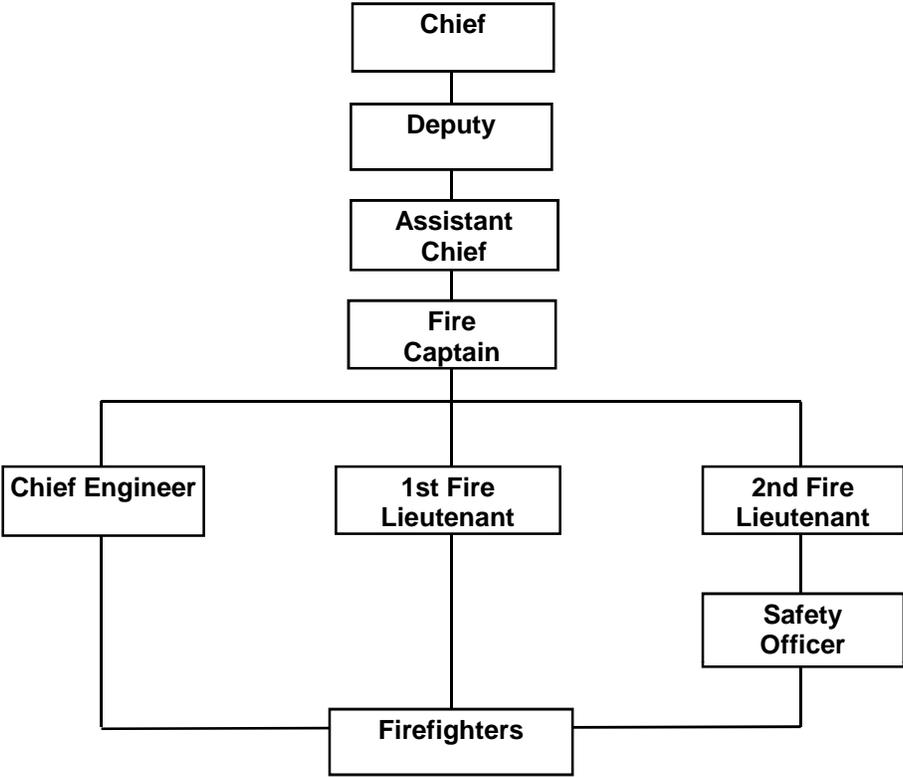
Efficiency

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

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2008-09 ADOPTED BUDGET**

	2004-05 ACTUAL	2005-06 ACTUAL	2006-07 ACTUAL	2007-08 REVISED BUDGET	2008-09 BUDGET REQUEST	2008-09 MANAGER'S PROPOSED	2008-09 ADOPTED BUDGET
25 OCCUM VFD							
80016 CLOTHING ALLOWANCE	0	0	234	2,000	2,000	2,000	1,700
80020 PHOTO SUPPLIES	0	0	0	0	0	0	0
80021 MATERIALS & SUPPLIES	13,346	17,753	14,093	17,500	17,500	17,500	17,500
80023 GAS OIL & GREASE	1,689	2,158	1,687	2,941	2,941	2,534	2,534
80025 HEATING FUEL	2,872	4,612	5,474	0	0	0	0
80028 TOOLS	0			0	0	0	0
80031 RADIO SERVICE	926	1,742	1,052	2,000	2,000	2,000	2,000
80032 EQUIP & FURN MAINT	3,759	7,750	7,868	9,000	9,000	9,000	9,000
80033 TELEPHONE	2,177	1,545	2,062	2,000	2,000	2,000	2,000
80035 UTILITIES	2,671	4,470	3,938	9,596	9,596	9,713	9,713
80036 LAUNDRY & CLEANING	226	75	179	0	0	0	0
80040 BLDG & GRND MAINT	8,392	11,013	4,804	8,000	8,000	8,000	8,000
80048 DEPARTMENTAL EXPENSE	2,938	2,299	3,357	2,000	2,000	2,000	2,000
80059 TRAINING	6,691	10,308	3,857	11,000	11,000	11,000	11,000
80065 PROTECTIVE CLOTHING	2,438	11,418	14,113	10,000	10,000	10,000	10,000
85150 TESTING	1,201	2,450	4,408	0	0	0	0
NON RECURRING ITEMS							
81049 MOBILE RADIOS	0	0	0	0	0	0	0
81149 PORTABLE RADIOS	0	0	0	0	0	0	0
86000 MISCELLANEOUS EQUIPMENT	0	0	0	0	16,000	0	0
TOTALS	49,326	77,592	67,126	76,037	92,037	75,747	75,447

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

ACCOMPLISHMENTS:

1. Completed all annual required training.
2. Increased public education program delivery.
3. Instituted a cadet program.
4. Fire/Rescue Call (Man Hours) 4,305
5. Two firefighters attended National Fire Academy training.

Taftville Volunteer Fire Department
Performance Measure

Inputs

	06-07	07-08	08-09
	Actual	Projected	Projected
Budget	\$144,348	\$147,838	\$145,690

Workload/outputs

Structural fires	32	29	29
Mutual aid	10	10	10
Standby	14	6	6
Water Rescue	4	3	3
Service Calls	32	23	23
Emergency Medical Calls	390	308	308
Motor Vehical Accidents	61	50	50
False Alarms	88	51	51
Brush Fires	3	5	5
Other	18	10	10
Investigation	47	44	44
Total Calls	699	539	539

Outcome/results

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

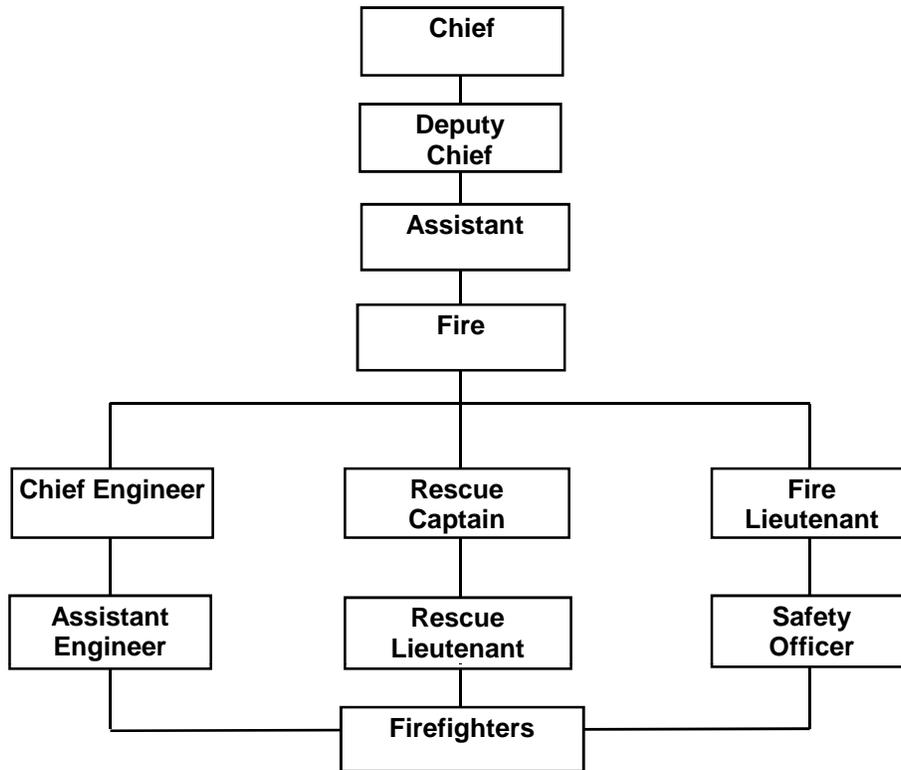
Efficiency

Average response time (minutes)	3.5	3.5	3.5
Cost of dept/cost of total general fund operations	0.14%	0.14%	0.14%

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2008-09 ADOPTED BUDGET**

	2004-05 ACTUAL	2005-06 ACTUAL	2006-07 ACTUAL	2007-08 REVISED BUDGET	2008-09 BUDGET REQUEST	2008-09 MANAGER'S PROPOSED	2008-09 ADOPTED BUDGET
26 TAFTVILLE VFD							
80016 CLOTHING ALLOWANCE	2,088	2,685	2,330	3,500	3,500	3,000	3,000
80020 PHOTO SUPPLIES	0	113	0	0	500	0	0
80021 MATERIALS & SUPPLIES	18,845	17,129	19,237	20,000	20,400	20,900	20,900
80023 GAS OIL & GREASE	2,685	3,890	5,254	4,843	2,543	3,855	3,855
80027 AUTO SUPPLIES & MAINT	586	1,247	967	0	1,000	0	0
80028 TOOLS	536	0	0	0	0	0	0
80031 RADIO SERVICE	2,320	2,927	2,808	3,700	4,000	4,000	4,000
80032 EQUIP & FURN MAINT	10,347	7,185	17,754	11,000	11,220	21,020	21,020
80033 TELEPHONE	8,256	8,859	9,502	9,000	9,502	7,600	7,600
80035 WATER GAS & ELECTRIC	12,125	16,630	16,148	16,101	16,601	14,921	14,921
80040 BLDG & GRND MAINT	9,448	10,013	18,076	21,500	21,500	21,500	21,000
80048 DEPARTMENTAL EXPENSE	6,474	5,060	5,692	5,000	6,000	6,000	6,000
80059 TRAINING	5,597	10,808	5,039	15,000	12,000	12,000	12,000
82449 MAINT OF STATION	1,466	0	2,150	0	0	0	0
82749 FIREMEN'S GEAR	1,737	14,050	14,950	25,394	13,394	13,394	13,394
83849 RESCUE EQUIPMENT	2,390	6,722	10,090	0	11,000	11,000	11,000
81049 MOBILE RADIOS	2,625	0	0	0	0	0	0
81149 PORTABLE RADIOS	6,125	2,786	2,158	0	4,000	4,000	4,000
81549 COMPUTERS	1,845	1,536	2,296	0	2,500	0	0
81749 FIRE HOSE-FITTINGS	13,389	4,160	2,117	3,000	3,000	3,000	3,000
82549 FIRE FOAM	3,837	0	0	0	0	0	0
85949 MISCELLANEOUS EQUIP	5,643	18,747	7,780	9,800	409,800	0	0
TOTALS	118,364	134,548	144,348	147,838	552,460	146,190	145,690

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 its 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.
2. Maintain high levels of performance and professionalism through constant training of our volunteer firefighters.
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.
4. Continue public education in our schools, daycare's, elderly housing and industries.
5. Continue to apply for federal and state aid, to help in the acquisition of new equipment.

ACCOMPLISHMENTS:

1. Won Life Safety Achievement Award for zero fire deaths.
2. Brought several new members into our department and certified an additional 12 members to FFII level bringing our total of FFII certified members to 28.
3. Had no accidents involving fire apparatus despite the large number of responses.
4. Successfully mitigated several structural fires and serious motor vehicle accidents without serious injury to the company's firefighters.
5. The Yantic Fire Engine Co#1 was awarded a regional grant through the AFG (assistance to firefighters Grant) for \$282,000.00 to solve the on scene interoperability communication problem we have experienced in the past working with other fire companies on large scale incidents.

Yantic Volunteer Fire Department
Performance Measure

	06-07	07-08	08-09
	Actual	Projected	Projected
<i>Inputs</i>			
Budget	\$129,622	\$144,556	\$170,062
<i>Workload/outputs</i>			
Structure Fires	15	20	20
False Alarms	2	15	15
Internal alarms	74	110	110
Miscellaneous calls	67	90	90
Rescue/emergency	250	200	200
Vehical accidents	93	100	100
Automobile fire	9	30	30
Grass/brush fires	13	20	20
Chemical incidents	12	20	20
Mutual aid	20	20	20
Service calls	87	50	50
Total Calls	642	675	675

Outcome/results

Accidents involving city fire vehicles	-	-	-
Civillian casualties	-	-	-
Fire service casualties	-	-	-
Fire-related civilian casualties	-	-	-
Fire-related injuries	5	-	-
Public education man hours	750	800	800
Training man hours	2,305	2,500	2,500
Firefighters with State of CT certification	95.00%	95.00%	95.00%
Percentage of personnel receiving EMT training	62.00%	60.00%	60.00%

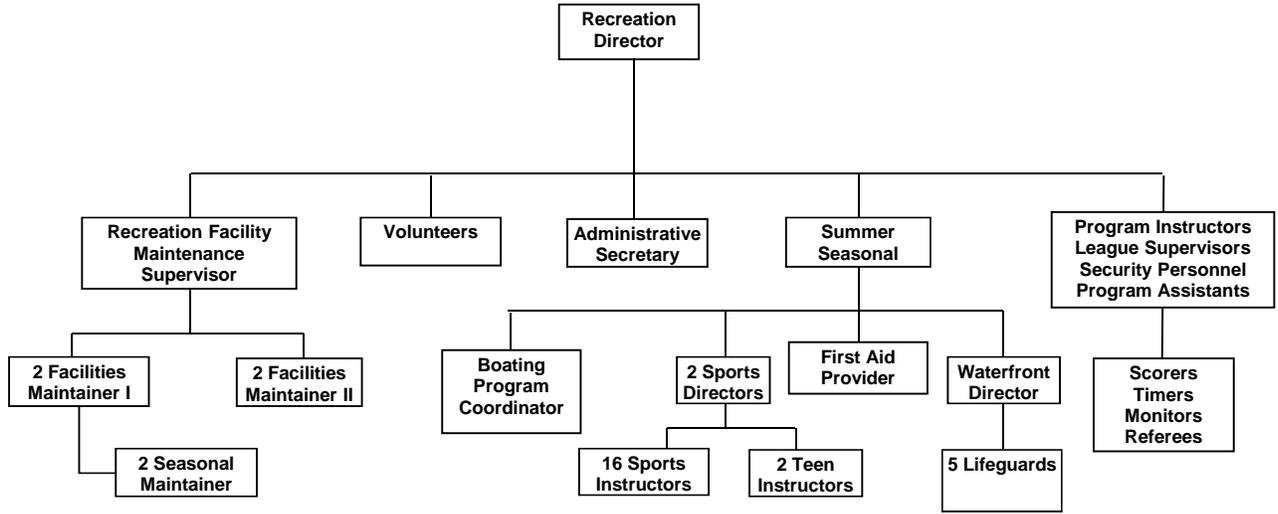
Efficiency

Average response time (minutes)	3.2	3.2	3.2
Cost of dept/cost of total general fund operations	0.13%	0.14%	0.16%

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2008-09 ADOPTED BUDGET**

	2004-05 ACTUAL	2005-06 ACTUAL	2006-07 ACTUAL	2007-08 REVISED BUDGET	2008-09 BUDGET REQUEST	2008-09 MANAGER'S PROPOSED	2008-09 ADOPTED BUDGET
27 YANTIC VFD							
80016 CLOTHING ALLOWANCE	2,475	3,240	2,258	3,000	3,000	3,000	3,000
80020 PHOTO SUPPLIES	781	334	606	0	600	0	0
80021 MATERIALS & SUPPLIES	18,972	17,482	21,298	20,000	20,000	20,000	20,000
80023 GAS OIL & GREASE	3,056	4,629	3,484	7,809	4,609	5,082	5,082
80025 HEATING FUEL	4,374	6,784	10,073	0	0	0	0
80028 TOOLS	1,033	0	0	0	0	0	0
80031 RADIO SERVICE	3,921	4,532	3,445	4,000	4,000	4,000	4,000
80032 EQUIP & FURN MAINT	4,542	12,697	6,122	13,000	13,000	13,000	13,000
80033 TELEPHONE	5,055	4,349	5,405	5,000	5,500	4,500	4,500
80034 POSTAGE	72	429	0	0	0	0	0
80035 WATER GAS & ELECTRIC	8,801	11,651	11,904	19,697	19,097	20,880	20,880
80036 LAUNDRY & CLEANING	348	0	0	0	0	0	0
80039 PRINTING	730	0	0	0	0	0	0
80040 BLDG & GRND MAINT	12,836	26,168	22,920	20,000	23,000	24,500	24,500
80048 DEPARTMENTAL EXPENSE	7,370	7,375	7,916	5,000	7,000	7,000	7,000
80059 TRAINING	13,649	13,570	20,367	16,000	20,000	20,000	20,000
80060 FIRE ALARM SYSTEM	1,500	420	69	1,500	1,500	0	0
80065 PROTECTIVE CLOTHING	7,986	8,000	7,298	8,000	26,600	26,600	26,100
NON RECURRING ITEMS							
81149 PORTABLE RADIOS	0	1,410	1,092	0	5,500	5,500	5,500
81549 COMPUTERS	1,562	0	0	0	16,400	0	0
ROOF REPLACEMENT	0	0	0	0	0	0	0
83449 NEW VEHICLES	0	0	0	0	0	0	0
85949 MISCELLANEOUS EQUIP	8,931	6,075	5,365	21,550	16,500	16,500	16,500
TOTAL	111,127	127,170	127,926	177,200	189,200	179,200	179,200

City of Norwich Recreation Department Organization Chart



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. Ensure that the City of Norwich maintains and improves existing recreation facilities in a manner that meets the needs of the community by developing and implementing a facility inspection schedule; identifying deficiencies at existing facilities; and prioritizing maintenance/improvement needs based on safety issues, available funds and community needs.
2. 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.
3. Ensure that services are delivered in the most efficient manner possible by evaluating current service delivery systems, developing online registration process and purchasing recreation-specific software.
4. Present a more professional image to the general public by improving the physical appearance of the Recreation Department building, rooms and offices; upgrading the quality of promotional materials, registration forms, and advertisements and providing customer service training for all full-time staff.
5. 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.
6. Ensure that all staff, instructors, and volunteers are qualified and suitable to work in a recreation setting by conducting background checks on all coaches, volunteers and instructors; providing training for all coaches through the National Youth Sports Coaches Association; extending training and certification opportunities to all independent youth leagues; and evaluating staff and volunteers on a regular basis.
7. Increasing both youth and adult participation in community programs by offering additional pre-school programs increasing the number of non-physical program offerings; increasing the number of recreation programs sites during summer months; and collecting data on program participants and ensuring that all segments of the Norwich population are being served.

ACCOMPLISHMENTS:

1. Expanded the Community Boating Program to include competitive and recreational rowing through the purchase of shells, rescue boat, and safety equipment
2. Conducted independent audit of lifeguard staff, safety procedures and practices
3. Conducted certification clinics for local youth league coaches
4. Purchased and installed new scoreboard at Jennings Field
5. Reconstructed infield at Moriarty Baseball Field
6. Improved the appearance and functionality of the Recreation Department office
7. Continued to offer a wide range of youth and adult programming

Recreation Department	06-07	07-08	08-09
Performance Measure	Actual	Projected	Projected
<i>Inputs</i>			
Budget	\$783,645	\$863,197	\$818,926
Full-time equivalent employees	7	7	7
<i>Workload/outputs</i>			
Number of your program hours	2,205	2,200	2,200
Total acreage of athletic facilities	94	94	94
<i>Outcome/ Results</i>			
Number of youth registrations	4,510	4,750	4,800
<i>Efficiency Measures</i>			
Recreation budget as % of total general fund budget	0.80%	0.80%	0.76%
Full-time staff salary cost as percentage of department budget	36.58%	36.00%	37.55%

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2008-09 ADOPTED BUDGET**

		2004-05 ACTUAL	2005-06 ACTUAL	2006-07 ACTUAL	2007-08 REVISED BUDGET	2008-09 BUDGET REQUEST	2008-09 MANAGER'S PROPOSED	2008-09 ADOPTED BUDGET
32	RECREATION DEPARTMENT							
80011	HEAD OF DEPT	60,616	62,441	64,470	66,569	68,732	68,732	68,732
80012	EMPLOYEES	212,580	224,214	222,163	238,492	272,672	238,492	238,492
80013	PART TIME EMPLOYEES	87,706	93,998	107,451	116,928	117,000	117,000	117,000
80014	OVERTIME	3,477	4,003	3,939	6,500	5,000	5,000	5,000
89999	FRINGE BENEFITS	150,569	154,624	149,485	185,151	194,781	176,524	176,524
80015	PROFESSIONAL SERVICE	45,559	45,918	41,823	71,835	58,960	54,960	54,960
80021	MATERIALS & SUPPLIES	25,956	19,869	22,171	24,235	25,000	25,000	25,000
80023	GAS OIL & GREASE	4,930	7,812	8,558	7,678	7,678	8,587	8,587
80025	HEATING FUEL	4,605	5,212	7,098	0	0	0	0
80033	TELEPHONE	4,479	3,908	2,404	2,500	2,500	2,100	2,100
80034	POSTAGE	688	666	477	700	700	700	700
80035	UTILITIES	11,800	15,100	14,036	22,824	22,824	23,681	23,681
80037	MILEAGE	297	156	188	500	500	250	250
80040	BLDG & GRND MAINT	26,940	50,990	74,271	73,685	74,200	74,200	74,200
80048	DEPARTMENTAL EXPENSE	3,629	3,696	4,735	3,700	3,700	3,700	3,700
80145	NON-RECURRING	0	10,400	7,500	7,500	32,500	0	0
86007	OCCUM ENVIR TESTING/MAINT	0	12,086	15,600	17,400	15,000	15,000	15,000
86008	BOATING PROGRAM	0	14,214	37,276	17,000	5,000	5,000	5,000
TOTALS		643,831	729,306	783,645	863,197	906,747	818,926	818,926

RECREATION

Director of Recreation				68,732
Recreation Facilities Mtn. Supervisor			51,508	
Recreation Facilities Maintainer II	2 @	40,529	81,058	
Recreation Facilities Maintainer I	2 @	34,180	68,360	
Administrative Secretary			<u>37,566</u>	<u>238,492</u>
		TOTAL WAGES		<u>307,224</u>

Part Time Employees:

Camp Director	1 @	4,200.00	4,200
Assistant Camp Director	2 @	3,360.00	6,720
Camp Counselor	16 @	2,800.00	44,800
Teen Counselors	2 @	2,800.00	5,600
FIRST AID/CPR OR ACHIEVE TRAINER	1 @	3,300.00	3,300
Seasonal Maintenance	1 @	3,200.00	3,200
Boating program coordinator	1 @	13,500.00	13,500

Waterfront:

Waterfront Director	1 @	7,020.00	7,020
Lifeguards	5 @	5,720.00	<u>28,600</u>

TOTAL PART TIME 117,000

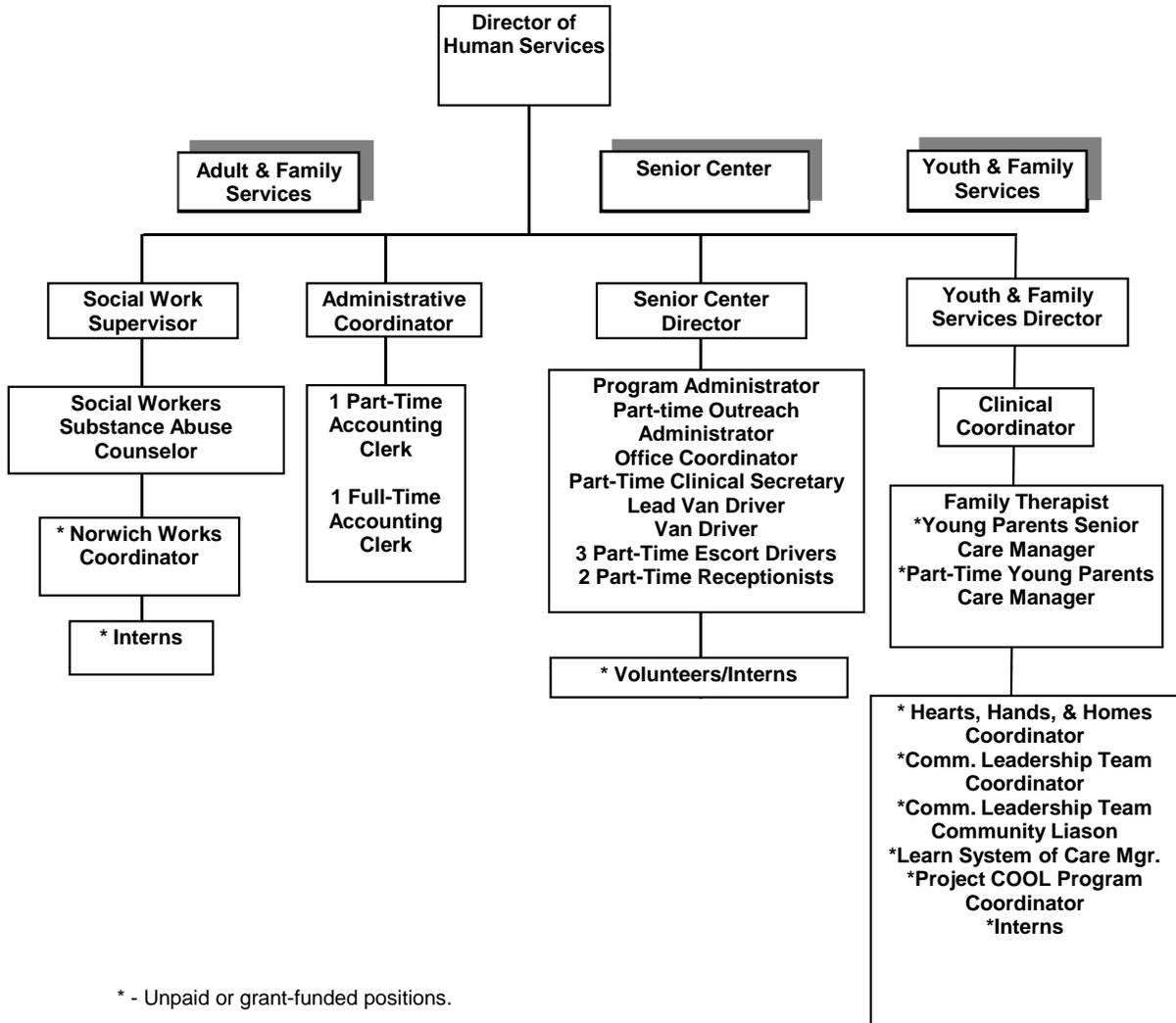
Part Time:

This account provides funds for summer programs including playgrounds and the waterfront at Mohegan Park.

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 \$60,000 for fiscal year 2008-09.

City of Norwich Human Services Department Organization Chart



HUMAN SERVICES

MISSION: To provide services that help people in the Norwich community to become self-reliant and to help them reach their maximum potential.

VISION: Every resident will have the opportunity to reach their full potential; both economically and socially.

VALUES:

- Self-reliance
- Empowerment
- Innovation

GOALS & ACTION PLANS:

1. Decrease the number of homeless families and individuals through the following action steps; (1) continue to work with the Rose City Renaissance Economic Restructuring Committee and Norwich Community Care Team to develop supportive housing programs, (2) maintain a leadership role in the operations of the city's winter shelter program, (3) actively pursue State and Federal funds for essential mental health and addiction services and supportive housing programs, (4) maintain active involvement in the implementation of the region's "Ten Year Plan to End Homelessness."
2. Provide and/or assist Norwich residents to obtain, when necessary, essential safety net services, i.e.; emergency foods, rental assistance, employment services, access to medical benefits, etc.
3. Through improved outreach efforts, increase participation in the Federal Earned Income Tax Credit Program, which has a positive economic impact on Norwich's low-income wage earners and the local economy.
4. Continue to seek Federal Workforce Investment funds to maintain employment-training opportunities for the city's unskilled and/or underemployed labor force.
5. To address the emerging energy crisis, Norwich Human Services will maintain active involvement in advocating for additional State and Federal energy assistance funds for Norwich's elderly, disabled and low-income wage earners.

ACCOMPLISHMENTS:

1. Awarded \$35,000 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.
2. Administered three different energy assistance programs to help families meet the rising cost of oil and utilities; Community Assistance Review Team, Project Warm Up and Program and Operation Fuel.
3. Expanded the Volunteer Income Tax Assistance Program and filed CT and Federal returns for 295 families and brought back over \$324,000 in refunds to the Norwich community, and lobbied for the State Earned Income Tax Credit.
4. Sheltered 87 Norwich homeless residents in the Norwich Hospitality Center and found permanent housing for 48% of them. Garnered over \$50,000 in grants and awards to operate the Center.
5. Awarded \$25,824 in federal emergency rent/mortgage funds for economically distressed Norwich families and individuals.
6. Awarded \$23,000 in grants and donations through the Norwich Safety Net Team for the provision of basic needs to Norwich families and individuals.
7. Supervisory staff served in leadership roles in a number of local regional and state human service organizations and initiatives.

Department of Human Services
Performance Measure

06-07	07-08	08-09
Actual	Projected	Projected

Inputs

Budget *	\$568,670	\$593,534	\$778,024
Full-time equivalent employees	8.5	8.5	8.5

Workload/outputs

Number Served

Job Placement	145	153	156
Rent and housing	79	83	90
Relocation due to condemnation			
Adults	22	20	20
Children	14	10	10
Utilities	427	451	460
Food (number of bags given)	2,634	2,600	2,600
Emergency prescriptions	207	220	220
Financial aid to seniors	40	40	40
Backpacks (back-to-school assistance)	680	700	725
Case management	1,403	1,417	1,417
Assistance with applications for entitlement	154	158	162
Substance abuse referral and treatment	30	35	35
Case management/lead abatement services & property rehabilitation (# of units)	-	-	-

Outcome/ Results

% of people applying for relocation who are housed	100.00%	100.00%	100.00%
% of people at shelter who become permanently housed	48.00%	50.00%	50.00%
Total amount of federal dollars received for housing	\$28,824	\$26,000	\$26,000
Percentage increase in federal dollars received for housing	15.00%	0.00%	0.00%
Total amount in safety net services funding	\$23,000	\$25,000	\$28,000
# of families assistance with Earned Income Tax Credit	295	300	300
Amount of dollars into community due to EITC	\$324,000	\$330,000	\$330,000
% of clients served in Norwich Works who become gainfully employed	92.00%	95.00%	97.00%
% of Norwich Works participants successfully completing training	93.00%	95.00%	100.00%

Efficiency Measures

Human Services budget as % of total general fund budget	0.57%	0.57%	0.73%
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* Starting in Fiscal Year 2008-09, the Human Services budget includes City funding to UCFS, TVCCA, and Literacy Volunteers.

GRANT DESCRIPTIONS

In addition to the city funded department budget, the Human Services Department 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:

Community Development Block Grant/ Hospitality Center \$74,840 – Support Hospitality Center and provide support to chronically homeless population in Norwich.

Community Development Block Grant/ Training Services \$95,000 – Provides job training and support services to low-income Norwich residents.

Emergency Food & Shelter Program (passed through United Way) \$28,824 - Federal Emergency Food & Shelter Program provides for emergency rent and utility assistance for Norwich families/ individuals.

Hearts Hands & Homes (passed through Connecticut Department of Children & Families Foster Care Community Collaborative) \$3,950 – Funding from the Federal Department of Health & Human Services. These funds represent administrative fees that offset the Human Services Account.

State of Connecticut Grants:

Kinship & Respite Programs \$24,250 - Funding received from State of Connecticut Probate Court. No city funds are required.

Private Grants:

Safety Net Team \$23,000 - 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.

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.

Operation Fuel \$17,000 – Provides Oil and Utility Assistance to low-income Norwich residents.

**CITY OF NORWICH
GENERAL FUND EXPENDITURES - SUMMARY OF HUMAN SERVICES
2008-09 ADOPTED BUDGET**

		2004-05 ACTUAL	2005-06 ACTUAL	2006-07 ACTUAL	2007-08 REVISED BUDGET	2008-09 BUDGET REQUEST	2008-09 MANAGER'S PROPOSED	2008-09 ADOPTED BUDGET
HUMAN SERVICES DEPARTMENT								
01033	Admin/ Adult & Family Services	519,475	541,642	568,670	593,534	827,221	780,024	778,024
01036	Senior Citizens Center	429,170	474,947	491,553	567,556	564,932	540,576	538,176
01037	Youth & Family Services	217,840	228,697	242,516	250,871	260,312	253,931	252,931
TOTALS		1,166,485	1,245,286	1,302,739	1,411,961	1,652,465	1,574,531	1,569,131

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2008-09 ADOPTED BUDGET**

	2004-05 ACTUAL	2005-06 ACTUAL	2006-07 ACTUAL	2007-08 REVISED BUDGET	2008-09 BUDGET REQUEST	2008-09 MANAGER'S PROPOSED	2008-09 ADOPTED BUDGET
33 Administration/ Adult & Family Services							
80011 HEAD OF DEPT	65,129	67,081	69,266	71,522	73,846	73,846	73,846
80012 EMPLOYEES	283,009	289,737	299,197	303,287	316,958	303,436	303,436
80013 PART TIME EMPLOYEES	140	96	387	0	0	0	0
89999 FRINGE BENEFITS	111,727	124,930	143,628	156,925	161,432	138,557	138,557
80021 MATERIALS & SUPPLIES	8,969	8,007	7,056	10,000	10,000	8,500	8,500
80032 EQUIP & FURN MAINT	9,024	13,943	10,364	10,000	10,000	9,000	9,000
80033 TELEPHONE	7,297	7,372	5,693	6,800	6,000	6,000	6,000
80034 POSTAGE	5,960	1,283	5,079	4,500	5,000	5,000	5,000
80037 MILEAGE	4,163	4,768	4,660	5,000	5,000	5,000	5,000
80039 PRINTING	1,056	614	594	1,000	1,000	1,000	1,000
80048 DEPARTMENTAL EXPENSE	8,082	5,346	4,453	6,000	5,000	5,000	5,000
87109 UNITED COMMUNITY SERV	0	0	0	0	185,000	177,000	177,000
87110 TVCCA	0	0	0	0	13,485	13,485	13,485
87111 LITERACY VOLUNTEERS	0	0	0	0	4,500	4,200	4,200
83514 HUMAN SERVICES PROGRAMS	14,919	18,465	18,293	18,500	30,000	30,000	28,000
TOTALS	519,475	541,642	568,670	593,534	827,221	780,024	778,024

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

80078 UNITED COMMUNITY SERV	153,000	158,000	163,000	170,000	0	0	0
80087 TVCCA	13,485	13,485	13,485	13,485	0	0	0
80151 LITERACY VOLUNTEERS	3,500	4,000	3,500	4,000	0	0	0
TOTALS	169,985	175,485	179,985	187,485	0	0	0

TOTAL FOR COMPARISON ONLY	689,460	717,127	748,655	781,019	827,221	780,024	778,024
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SENIOR CITIZENS CENTER

MISSION: To offer recreational, educational, social, health, and human service programs that are designed to foster independence and community involvement for persons age 55 or older.

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

VALUES:

- Integrity
- Compassion
- Dedication

GOALS & ACTION PLANS:

1. Finalize Accreditation.
2. Increase Membership at Center by 3-5%.
3. Provide innovative programming during non-traditional hours.
4. Secure more funding for Senior Center Outreach Worker.
5. Celebrate the Year of Fitness.
6. Continue to promote and improve safety programs for seniors.
7. Establish a more detailed listing on the Senior Center page of the City of Norwich website.

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 2nd Year.
2. Received \$24,811 from DSS for Fitness Room.
3. Delivered 550 Farmers Market coupons to Norwich seniors.
4. Awarded \$500 from Norwich AHEPA.
5. Began Self-Assessment process for National Accreditation-collaborating with many community organizations and members.
6. Provided additional Outreach Services to the community through a \$6400 federal grant from Senior Resources.
7. Provided osteoporosis screenings, toenail cutting and other podiatry services through a \$9,128.00 federal grant through Senior Resources.
8. Co-sponsored a Flu Clinic that serviced 250 seniors.
9. Honored 180 Volunteers for hundreds of hours of service to the senior center throughout the year.
10. Began construction on Fitness Room and installation of a handicapped accessible shower.
11. Offered a "Keeping your Mind Sharp" class for 40 seniors.

Senior Center Performance Measure	06-07	07-08	08-09
	Actual	Projected	Projected
<i>Inputs</i>			
Budget	\$491,553	\$567,556	\$538,176
Full-time equivalent employees	6	7	7
<i>Workload/outputs</i>			
Number of Rose City Senior City memberships	2,200	2,100	2,200
<i>Number Served:</i>			
Preventative health clinic	3,500	3,300	3,300
Transportation	21,000	22,000	24,000
Outreach	976	1,000	1,000
Programs	47,000	48,000	48,500
<i>Outcome/ Results</i>			
Increases in innovative programming	1.00%	1.00%	1.00%
Increase in homebound senior services	2.00%	2.00%	2.00%
Increase in membership support	3.00%	3.00%	3.00%
<i>Efficiency Measures</i>			
Budgeted/Actual Expenditures / memberships	\$223	\$270	\$245

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 \$6,400 – Provides additional hours for Outreach Worker

State of Connecticut Grants:

State of Connecticut Grant for Elderly and Disabled Demand Responsive Transportation (July 2006 – June 2008) \$75,126 – The Rose City Senior Center has applied for a two year regional collaborative transportation grant to increase transportation services to area senior citizens.

Revenue from Membership Fees, Donations and Fundraising:

Preventative Health Program \$7,500

Misc. Programs \$16,000

Vans \$3,500

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2008-09 ADOPTED BUDGET**

	2004-05 ACTUAL	2005-06 ACTUAL	2006-07 ACTUAL	2007-08 REVISED BUDGET	2008-09 BUDGET REQUEST	2008-09 MANAGER'S PROPOSED	2008-09 ADOPTED BUDGET
36 Senior Citizen Center							
80011 HEAD OF DEPT	53,729	55,335	57,139	58,993	60,910	60,910	60,910
80012 EMPLOYEES	193,037	197,485	216,313	244,615	244,722	244,722	244,722
80013 PART TIME EMPLOYEES	16,548	12,604	13,294	15,000	15,000	15,000	15,000
89999 FRINGE BENEFITS	91,933	101,102	114,651	141,251	151,327	129,664	129,664
80021 MATERIALS & SUPPLIES	19,164	18,984	24,079	30,760	31,560	28,000	25,600
80023 GAS OIL & GREASE	6,366	11,783	11,857	11,802	11,802	12,669	12,669
80032 EQUIP & FURN MAINT	4,313	21,688	2,996	4,500	4,500	4,500	4,500
80033 TELEPHONE	4,851	4,093	4,488	4,500	5,100	5,100	5,100
80034 POSTAGE	3,110	1,955	2,321	3,000	3,574	3,574	3,574
80037 MILEAGE	871	1,003	1,061	1,500	1,500	1,500	1,500
80048 DEPARTMENTAL EXPENSE	2,068	1,386	5,426	2,000	2,000	2,000	2,000
80128 PREVENTIVE HEALTH CLINIC	32,969	24,967	22,663	26,635	26,635	26,635	26,635
80131 ECAAA GRANT	211	22,562	15,265	5,000	6,302	6,302	6,302
80145 NON-RECURRING ITEM	0			18,000	0	0	0
TOTALS	429,170	474,947	491,553	567,556	564,932	540,576	538,176

YOUTH & FAMILY SERVICES

MISSION: Together with our community partners, we seek to promote the social and emotional health of our youth, create opportunities for our youth to positively develop and succeed, and to educate the community on important issues impacting youth and parents.

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 positive youth development activities for Norwich youth, families and the community; ensuring positive birth outcomes for Norwich teens; providing parent consultation and crisis management; directing anti-smoking, family communication and adolescent health education; providing individual and family counseling without regard to a family's financial status; and providing program enhancement and support services to Norwich Public Schools and other agencies.
2. Prevent juvenile delinquency and reduce recidivism by leading the court, schools and police to maintain a Juvenile Review Board; helping to reform the juvenile justice system; offering parent consultation and crisis management; training youth in leadership skills; providing curriculum enhancement and support services to Thames Academy.
3. 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.
4. 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.
5. Reduce underage substance abuse by securing federal grant funding: directing public forums and educational events for parents; providing individual, family or group counseling; and offer positive alternatives to substance abuse.

ACCOMPLISHMENTS:

1. Assisted in the grant application that resulted in Norwich being named one of the 100 Best Communities for Children.
2. Received \$10,000 from the Governor's Prevention Partnership for the establishment of the Norwich Mentoring Collaborative.
3. Employed 79 teens in a 5-week Summer Youth Employment Program funded by the Eastern Workforce Investment Board.
4. Continued with our Connecticut Behavioral Health plan certification and received \$13,417 in reimbursements for funding for providing individual and family therapy.
5. Awarded \$5,000 from the Dime Bank to help extremely needy families through our Family Support Team.
6. Participated in presentations at 2 national conferences regarding our leadership programs.

7. Through a contract with EASTCONN of \$71,266, we provided specialized work readiness services to 30 at-risk teens.
8. Continued our contract with the CT Department of Public Health to provide case managed care and support services to Norwich's pregnant and parenting teens. Total award of \$82,874.
9. Received \$81,521.00 from private and public donors to fund Children First Norwich is designed to promote early care and education for Norwich children birth to age eight.
10. Continued collaboration 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 \$1,216,527. CFN also continues advocacy for health care, early care and addressing homelessness for young children in Norwich.
11. Children First Norwich sponsors two annual events, Family Day (a free event serving over 3,000 people at Mohegan Park) and Touch a Truck Day (highlighting our childcare centers, attended by more than 1,500 people, mostly fathers of young children).
12. Continued collaboration with Groton and New London (Children First Southeastern Connecticut) to collectively advocate for the needs of young children. The website address is www.childrenfirstsect.org. CFN also invites surrounding communities to join its mission.
13. Continued with providing services through our local Juvenile Review Board.
14. Continued collaboration with the Connecticut Youth Services Association and the State Department of Education.

Youth & Family Services**Performance Measure**

06-07	07-08	08-09
Actual	Projected	Projected

Inputs

Budget	\$242,516	\$250,871	\$252,931
Full-time equivalent employees	6	7	7

*Workload/outputs**Number Served:*

Counseling cases	143	110	115
Young parent cases	98	85	78
COOL youth employment	36	30	30
Leadership initiatives	60	60	60
Juvenile Review Board cases	30	30	36
Family Support Team	64	40	40
Individual/ community consultations	800	800	800
Positive youth development/ recreation/ cultural/ community education	14	10,000	9,800
Summer Youth Employment	81	80	80
Provide positive youth development health & wellness	3,727	2,500	2,500
Birth to young parents will be healthy and meet DPH standards	94	90	90

Outcome/ Results

% of contacted parents/ community partners that will report satisfaction with agency services	92.00%	90.00%	90.00%
Families attending car seat installation demonstrations	21	-	-
Hours of professional counseling services to low- income Norwich families	2,500	2,400	2,400
Graduate community leaders from Community leadership program	45	45	45
Mentor graduates in 3+ community projects	30	25	22
Provide youth with employability assessment	30	30	30
Provide employment/ internships to eligible youth	111	100	100
Provide anti-smoking substance abuse to youths	1,227	1,200	1,200
Provide public forums/ educational events to parents	1,000	1,000	1,000
Engage youth in community service	30	40	35

Efficiency Measures

Cost of department/ population	\$6.66	\$6.73	\$6.79
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GRANT DESCRIPTIONS

In addition to the city funded department budget, Youth & Family Services 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:

Department of Labor Workforce Investment Board \$78,017 – Provides funding for Project COOL, Youth Readiness & Employment Program.

Department of Labor Workforce Investment Board \$3,625 – Provides funding for Summer Youth Employment Program (\$95,670). Fiduciary is EASTCONN, administrative fees are reimbursed to City.

Chafee Foster Care Independence Program \$71,050 – Funding passed through the Department of Children & Family Foster Care Community Collaborative to support the Hearts, Hands & Homes Program. Norwich Human Services/Youth & Family Services is designated fiduciary for this program, which is housed in their office.

State of Connecticut Grants:

Department of Education \$87,468 – Offsets YFS Staff salaries

Department of Education \$7,550 – Enhancement Grant, supports Children First Norwich

Department of Social Services \$15,000 – Husky/Connecticut Behavioral Partnership provides family counseling services. Funds the Family Support Team.

Private Grants:

Citizens Task Force on Addictions \$4,500 – For Community Substance Abuse Programs

Foundation Grants (YPP) \$10,000 – Offsets Young Parents Program

Foundation Grants & Donations \$10,000 – Received for the Norwich Children First Initiative

Graustein Memorial Funds \$29,000 – Received for the Norwich Children First Initiative

LEARN \$2,500 – Payment to YFS for provision of office space

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2008-09 ADOPTED BUDGET**

		2004-05 ACTUAL	2005-06 ACTUAL	2006-07 ACTUAL	2007-08 REVISED BUDGET	2008-09 BUDGET REQUEST	2008-09 MANAGER'S PROPOSED	2008-09 ADOPTED BUDGET
37	Youth & Family Services							
80011	HEAD OF DEPT	58,954	60,724	62,693	64,733	66,837	66,837	66,837
80012	EMPLOYEES	106,258	109,716	113,075	112,775	112,775	112,775	112,775
89999	FRINGE BENEFITS	50,328	55,963	64,442	71,063	76,400	70,019	70,019
80015	PROFESSIONAL SERVICES	1,500	1,498	1,507	1,500	1,500	1,500	1,500
80126	TRAINING	800	795	799	800	1,800	1,800	800
89S37	CHILDREN FIRST INITIATIVE	0	0	0	0	1,000	1,000	1,000
TOTALS		217,840	228,697	242,516	250,871	260,312	253,931	252,931

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

89S37	CHILDREN FIRST INITIATIVE	0	0	1,000	1,000	0	0	0
TOTAL FOR COMPARISON ONLY		217,840	228,697	243,516	251,871	260,312	253,931	252,931

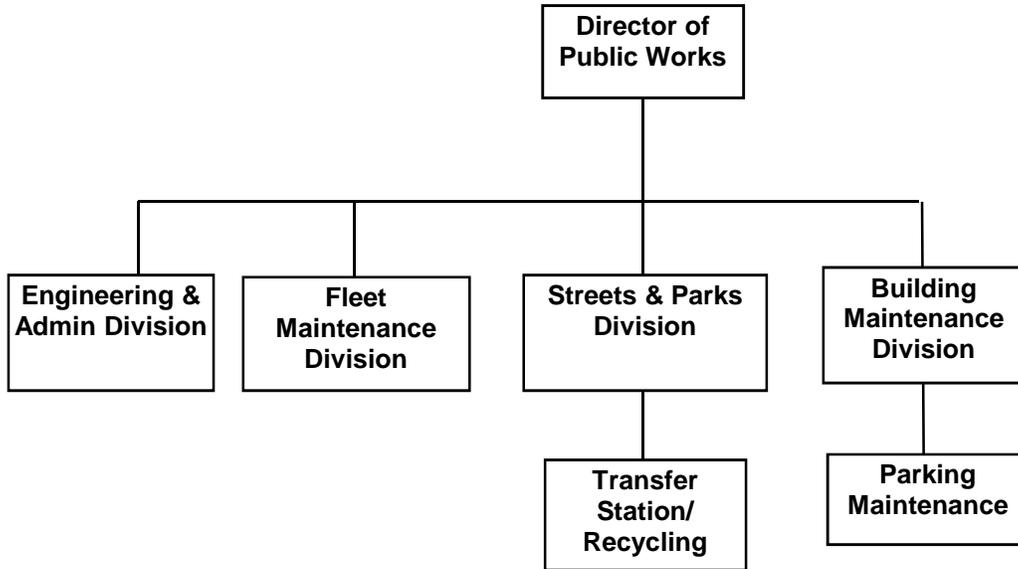
YOUTH & FAMILY SERVICES

Youth & Family Services Director		66,837
Clinical Coordinator	61,765	
Youth & Family Therapist	51,010	<u>112,775</u>
	TOTAL WAGES	<u>179,612</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. Any changes to expenditures would affect revenue estimates.

City of Norwich Public Works Department Organization Chart



PUBLIC WORKS

MISSION: Maintain the city's infrastructure, including roads, bridges, parks, cemeteries, buildings, solid waste facilities and automotive equipment.

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

VALUES:

- Skill
- Service
- Integrity

GOALS & ACTION PLANS:

1. Decrease the overall cost of road maintenance by resurfacing at a 20-year cycle.
2. Improve response time to work orders for repairs and assistance.
3. Increase recycling rate in solid waste program by increasing public awareness.
4. Improve drainage system operation and maintenance.
5. Increase effectiveness of fleet by reducing average age of heavy trucks to 10-years, with no individual trucks greater than 20 years old.

ACCOMPLISHMENTS:

1. Merged Parks and Cemetery and Street Maintenance Divisions to reduce cost and increase effectiveness.
2. Added 62 acres to Mohegan Park, 32 of which were purchased with a DEP grant.
3. Reduced trash pickup and recycling costs by \$136,000 in new contracts.
4. Completed \$326,000 of CDBG funded sidewalk construction in Thamesville, Greenville.
5. Replaced culvert on East Town Street washed out by spring storms within 6 months.

Department of Public Works	06-07	07-08	08-09
Performance Measure	Actual	Projected	Projected
<i>Inputs</i>			
Budget (General Fund + Refuse less interfund transfers)	\$9,512,263	\$9,889,418	\$9,971,850
Full-time equivalent employees	67	70	70
<i>Workload/outputs</i>			
Improved miles of road	160	160	160
Buildings maintained	11	13	13
Vehicles & equipment maintained	290	290	290
Parks & cemeteries maintained	15	15	15
Parking lots, decks & garages maintained	12	13	13
<i>Outcome/ Results</i>			
Recycling flyers, newspaper articles, TV spots, etc.	2	5	12
Recycling rate	21.50%	24.00%	26.00%
Road miles paved	7.3	7	7
Clean catch basins at least one time each year	99.00%	100.00%	100.00%
Percentage of streets swept by August	99.00%	100.00%	100.00%
Number of trucks > 20 years	1	2	-
Average age of fleet (years)	11.8	11.1	10.9
<i>Efficiency Measures</i>			
Median time for completion of repairs (days)	11	10	10
Percentage of procurements screened for possible state bids	19.00%	66.00%	66.00%
Cost of department per capita	\$261	\$265	\$268

**CITY OF NORWICH
GENERAL FUND EXPENDITURES - SUMMARY OF PUBLIC WORKS DEPARTMENT
2008-09 ADOPTED BUDGET**

		2004-05 ACTUAL	2005-06 ACTUAL	2006-07 ACTUAL	2007-08 REVISED BUDGET	2008-09 BUDGET REQUEST	2008-09 MANAGER'S PROPOSED	2008-09 ADOPTED BUDGET
PUBLIC WORKS DEPARTMENT								
01038	Engineering & Administration	546,101	548,334	537,046	588,926	573,046	570,646	570,646
01039	Fleet Maintenance	1,077,839	1,129,366	1,201,400	1,228,306	1,423,407	1,303,887	1,303,887
01040	Transfer Station/ Recycling	2,757,043	2,710,293	2,656,559	808,965	731,647	731,647	731,647
01042	Street Maintenance	3,366,036	3,469,156	3,561,453	3,500,416	3,738,105	3,678,977	3,678,977
01047	Building Maintenance	824,023	852,558	959,801	1,053,051	1,172,943	1,084,193	1,081,693
01048	Parking Maintenance	97,047	133,018	122,242	126,754	127,654	127,654	120,000
TOTALS		8,668,089	8,842,725	9,038,501	7,306,418	7,766,802	7,497,004	7,486,850

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2008-09 ADOPTED BUDGET**

		2004-05 ACTUAL	2005-06 ACTUAL	2006-07 ACTUAL	2007-08 REVISED BUDGET	2008-09 BUDGET REQUEST	2008-09 MANAGER'S PROPOSED	2008-09 ADOPTED BUDGET
38	Engineering & Administration Division							
80011	HEAD OF DEPT	89,609	92,292	95,311	98,406	101,604	101,604	101,604
80012	EMPLOYEES	284,789	268,414	269,133	282,667	275,919	275,919	275,919
80014	OVERTIME	0	240	2,210	1,000	3,000	3,000	3,000
89999	FRINGE BENEFITS	115,340	125,226	119,596	140,253	126,523	126,523	126,523
80015	PROFESSIONAL SERVICE	8,321	36,396	21,241	36,000	35,000	35,000	35,000
80021	MATERIALS & SUPPLIES	1,562	7,904	7,200	10,000	10,000	8,000	8,000
80033	TELEPHONE	1,645	1,875	1,868	1,900	2,000	1,600	1,600
80034	POSTAGE	4,804	1,319	1,648	2,000	2,000	2,000	2,000
80037	MILEAGE	5,049	4,856	6,146	6,700	7,000	7,000	7,000
80048	DEPARTMENTAL EXPENSE	34,982	9,813	12,693	10,000	10,000	10,000	10,000
TOTALS		546,101	548,334	537,046	588,926	573,046	570,646	570,646

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2008-09 ADOPTED BUDGET**

		2004-05 ACTUAL	2005-06 ACTUAL	2006-07 ACTUAL	2007-08 REVISED BUDGET	2008-09 BUDGET REQUEST	2008-09 MANAGER'S PROPOSED	2008-09 ADOPTED BUDGET
39	Fleet Maintenance Division							
80012	EMPLOYEES	374,499	422,682	463,874	433,913	433,913	433,913	433,913
80014	OVERTIME	62,822	28,820	16,965	35,000	35,000	35,000	35,000
89999	FRINGE BENEFITS	198,688	195,123	221,668	242,790	267,927	249,958	249,958
80021	MATERIALS & SUPPLIES	6,255	6,351	6,509	0	0	0	0
80023	VEHICLE FUEL	120,594	141,737	136,224	153,125	144,625	141,678	141,678
80027	AUTO SUPPLIES & MAINT	244,879	263,451	288,520	291,500	300,000	380,000	380,000
80033	TELEPHONE	2,023	1,493	1,117	1,200	1,200	1,200	1,200
80035	UTILITIES	34,665	41,134	37,520	42,778	31,742	33,138	33,138
80040	BLDG & GRND MAINT	33,414	28,574	29,003	28,000	29,000	29,000	29,000
NON RECURRING ITEMS								
83449	NEW VEHICLES	0	0	0	0	180,000	0	0
TOTALS		1,077,839	1,129,366	1,201,400	1,228,306	1,423,407	1,303,887	1,303,887

PUBLIC WORKS - FLEET MAINTENANCE

Fleet Maintenance Superintendent				63,572
Lead Mechanic			50,009	
Auto Equipment Mechanics	6 @	47,376	284,256	
Public Works Accounting Clerk			<u>34,876</u>	<u>369,141</u>
		TOTAL WAGES		<u>432,713</u> *

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

CITY OF NORWICH GENERAL FUND EXPENDITURES 2008-09 ADOPTED BUDGET								
		2004-05 ACTUAL	2005-06 ACTUAL	2006-07 ACTUAL	2007-08 REVISED BUDGET	2008-09 BUDGET REQUEST	2008-09 MANAGER'S PROPOSED	2008-09 ADOPTED BUDGET
40	Transfer Station/ Recycling							
80012	EMPLOYEES	115,209	68,666	77,016	123,324	118,791	118,791	118,791
80014	OVERTIME	13,829	12,693	15,142	14,000	15,000	15,000	15,000
89999	FRINGE BENEFITS	72,858	39,179	44,476	67,283	64,667	64,667	64,667
80021	MATERIALS & SUPPLIES	0	0	0	1,500	3,000	3,000	3,000
80032	EQUIP & FURN MAINT	0	0	0	35,000	35,000	35,000	35,000
80033	TELEPHONE	0	0	22	400	2,400	2,400	2,400
80035	UTILITIES	0	0	189	7,149	6,730	6,730	6,730
80037	MILEAGE	0	0	0	700	750	750	750
80124	CONTRACTS	2,555,147	2,589,756	2,519,714	485,000	479,000	479,000	479,000
89020	OPERATING TRANSFER-OUT	0	0	0	74,609	6,309	6,309	6,309
TOTALS		2,757,043	2,710,293	2,656,559	808,965	731,647	731,647	731,647

Note: The operating transfer above is to support the difference between estimated Landfill & Refuse revenues and expenditures

Transfer Station/ Recycling

Weighmaster Clerk	45,221	
Recycling Coordinator	39,828	
Attendant	<u>33,742</u>	<u>118,791</u>
TOTAL WAGES		<u><u>118,791</u></u>

Detail of Contracts Line:

	FY 2008	FY 2009
Material disposal fees	36,000	36,000
Tub grinding	16,000	20,000
Bulky waste disposal	95,000	85,000
Bagged leaf collection	8,000	8,000
Town & City recycling	330,000	330,000
	<u>485,000</u>	<u>479,000</u>

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2008-09 ADOPTED BUDGET**

		2004-05 ACTUAL	2005-06 ACTUAL	2006-07 ACTUAL	2007-08 REVISED BUDGET	2008-09 BUDGET REQUEST	2008-09 MANAGER'S PROPOSED	2008-09 ADOPTED BUDGET
42	Streets & Parks Maintenance Division							
80009	TREE CARE	63,712	94,738	178,877	100,000	120,000	120,000	120,000
80012	EMPLOYEES	1,225,258	1,260,293	1,260,204	1,244,088	1,647,829	1,647,829	1,647,829
80013	PART TIME EMPLOYEES	33,593	23,570	33,278	45,000	115,000	110,000	110,000
80014	OVERTIME	208,466	149,049	100,595	150,000	162,000	157,000	157,000
89999	FRINGE BENEFITS	732,164	674,448	719,108	773,637	988,331	986,334	986,334
80021	MATERIALS & SUPPLIES	159,481	145,693	178,588	180,000	220,000	370,000	370,000
80025	HEATING FUEL	11,791	14,637	20,144	0	0	0	0
80033	TELEPHONE	4,556	4,373	4,471	4,500	5,400	5,000	5,000
80035	UTILITIES	16,238	20,504	22,040	38,490	57,545	40,814	40,814
80040	BLDG & GRND MAINT	13,442	14,649	22,375	15,000	45,000	40,000	40,000
80043	EMERGENCY STORM DRAIN	150,178	191,523	236,597	180,000	200,000	200,000	200,000
80046	RENTAL EQUIPMENT	17,712	0	0	25,000	25,000	0	0
80047	TRUST FUND VASES	0	0	0	0	2,000	2,000	2,000
NON RECURRING ITEMS								
83449	NEW VEHICLES	0	117,681	41,403	0	0	0	0
85950	TRACTOR WITH CAB	0	0	0	0	0	0	0
	PARKS PROJECTS	0	0	0	0	150,000	0	0
	REPLACE SALT DOME ROOFS	0	0	0	0	0	0	0
TOTALS		2,636,591	2,711,159	2,817,680	2,755,715	3,738,105	3,678,977	3,678,977

		2004-05 ACTUAL	2005-06 ACTUAL	2006-07 ACTUAL	2007-08 REVISED BUDGET	2008-09 BUDGET REQUEST	2008-09 MANAGER'S PROPOSED	2008-09 ADOPTED BUDGET
46	Parks & Cemeteries Division (merged into the Streets division in July 2007)							
80012	EMPLOYEES	371,169	368,615	366,014	367,362	0	0	0
80013	PART TIME EMPLOYEES	70,923	93,830	82,998	70,000	0	0	0
80014	OVERTIME	10,774	10,964	12,509	12,000	0	0	0
89999	FRINGE BENEFITS	197,946	180,106	189,485	205,784	0	0	0
80021	MATERIALS & SUPPLIES	48,586	47,766	50,309	40,000	0	0	0
80025	HEATING FUEL	3,764	5,948	7,612	0	0	0	0
80033	TELEPHONE	1,569	1,450	895	900	0	0	0
80035	UTILITIES	7,252	9,358	10,416	16,655	0	0	0
80040	BLDG & GRND MAINT	15,841	38,397	21,971	30,000	0	0	0
80047	TRUST FUND VASES	1,621	1,563	1,564	2,000	0	0	0
TOTALS		729,445	757,997	743,773	744,701	0	0	0

TOTAL OF BOTH DIVISIONS		3,366,036	3,469,156	3,561,453	3,500,416	3,738,105	3,678,977	3,678,977
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PUBLIC WORKS - STREETS & PARKS MAINTENANCE

Public Works Superintendent				63,572
Highway Maintenance Supervisor			55,124	
Dispatcher Supervisor			55,124	
Crew Leaders ^	5 @	45,221	226,105	
Mason			45,221	
Special Equipment Operator			45,221	
Maintenance Man	2 @	45,221	90,442	
Heavy Equipment Operators	3 @	43,066	129,198	
Light Equipment Operators	14 @	40,190	562,660	
Laborers	11 @	33,742	371,162	<u>1,580,257</u>
TOTAL WAGES				<u>1,643,829</u> *

<p>* - Difference between wages per above schedule and those listed for 01042-80012 on the previous page is _____ in _____ per _____ difference in _____ pay.</p>
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Overtime:

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

80021 Materials and Supplies:

Beginning in fiscal year 2008-09, the City has included the Town Aid Road grant revenue in General Fund revenues and increased the Streets & Parks Materials and Supplies account for the expenditures which had usually been made out of the Town Aid Road Fund.

^ One of Crew Leaders to have horticultural background

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2008-09 ADOPTED BUDGET**

		2004-05 ACTUAL	2005-06 ACTUAL	2006-07 ACTUAL	2007-08 REVISED BUDGET	2008-09 BUDGET REQUEST	2008-09 MANAGER'S PROPOSED	2008-09 ADOPTED BUDGET
47	Building Maintenance Division							
80004	MATERIALS & SUPPLIES-OTHER	5,034	8,099	7,290	9,500	15,500	15,500	15,500
80007	UTILITIES-OTHER	58,355	65,158	57,398	63,110	59,699	60,921	60,921
80012	EMPLOYEES	276,820	249,827	267,631	352,747	381,785	347,800	347,800
80013	PART TIME EMPLOYEES	8,703	15,752	0	10,000	10,000	10,000	10,000
80014	OVERTIME	7,022	9,102	19,274	10,500	15,000	15,000	15,000
89999	FRINGE BENEFITS	146,757	127,909	151,204	201,973	212,930	191,313	191,313
80021	MATERIALS & SUPPLIES	25,549	30,001	28,682	32,000	38,000	38,000	38,000
80035	UTILITIES	117,187	169,152	156,897	154,221	150,029	155,659	155,659
80040	BLDG & GRND MAINT	77,857	84,003	158,644	110,000	125,000	120,000	120,000
80108	BLDG GRND MAINT-OTHER	100,739	93,556	112,781	109,000	130,000	130,000	127,500
	NON RECURRING ITEMS							
	REPLACE HVAC IN ANNEX	0	0	0	0	35,000	0	0
	TOTALS	824,023	852,558	959,801	1,053,051	1,172,943	1,084,193	1,081,693

PUBLIC WORKS - BUILDING MAINTENANCE

Building & Grounds Maint. Supervisor				55,124
Chief Maintenance Man			47,376	
Lead Janitor			40,190	
Janitors	6 @	33,985	<u>203,910</u>	291,476
TOTAL WAGES				<u>346,600</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
2008-09 ADOPTED BUDGET**

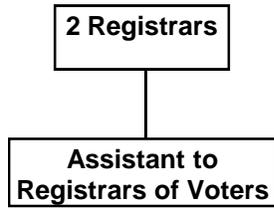
		2004-05 ACTUAL	2005-06 ACTUAL	2006-07 ACTUAL	2007-08 REVISED BUDGET	2008-09 BUDGET REQUEST	2008-09 MANAGER'S PROPOSED	2008-09 ADOPTED BUDGET
48	Parking Maintenance Division							
80012	EMPLOYEES	45,045	65,755	67,728	67,727	67,727	67,727	67,727
89999	FRINGE BENEFITS	27,127	33,482	35,784	39,027	34,927	34,927	34,927
80040	MAINTENANCE	24,875	33,781	18,730	20,000	25,000	25,000	17,346
TOTALS		97,047	133,018	122,242	126,754	127,654	127,654	120,000

PUBLIC WORKS - PARKING MAINTENANCE

Laborer	33,742
Janitor	<u>33,985</u>
TOTAL WAGES	<u>67,727</u>

The Parking Commission reimburses the city for the maintenance services provided. The revenue is accounted for in account 70260 (See revenue section). For the 2008-09 fiscal year the revenue is estimated to be \$120,000.

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.
3. Attend training programs sponsored by the Secretary of State and the Registrars of Voters Association of Connecticut (ROVAC), including periodic county meetings.
4. Completed annual canvas of voters.
5. Organize and conduct primaries when needed. Conduct annual elections including municipal, state and federal election.
6. Provided accurate voter registration lists to candidates, the City Clerk, and other interested parties.
7. Provide aid and support for voter registration drives.
8. Coordinate introduction of new voting machines and new technology.

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.

Elections Office	06-07	07-08	08-09
Performance Measure	Actual	Projected	Projected
<i>Inputs</i>			
Budget	\$135,513	\$145,622	\$146,428
Full-time equivalent employees	2.5	2.5	2.5
Voting locations	4	4	4
<i>Workload/ Output Measures</i>			
General elections	1	1	1
Primaries	1	2	2
Total elections	2	3	3
New registrations	946	500	500
Changes	1,430	1,200	1,200
Number of eligible voters	18,289	18,800	18,800
<i>Outcome/ Results</i>			
Number of voters voting in General Election	8,860	3,704	3,704
Percentage of eligible voters voting	48.44%	19.70%	19.70%
<i>Efficiency Measures</i>			
Average total cost per election	\$16,030	\$16,790	\$18,310
Average cost per polling place per election	\$4,008	\$4,198	\$4,578
Cost of election per registered voter	\$0.88	\$0.89	\$0.97

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2008-09 ADOPTED BUDGET**

		2004-05 ACTUAL	2005-06 ACTUAL	2006-07 ACTUAL	2007-08 REVISED BUDGET	2008-09 BUDGET REQUEST	2008-09 MANAGER'S PROPOSED	2008-09 ADOPTED BUDGET
63	ELECTION							
80011	HEAD OF DEPT	44,006	48,001	48,012	48,000	48,000	48,000	48,000
80012	EMPLOYEES	16,228	16,715	17,188	17,147	17,147	17,147	17,147
80013	PART TIME EMPLOYEES	21,834	23,237	25,352	36,880	36,620	36,620	36,620
89999	FRINGE BENEFITS	15,721	17,477	21,275	23,069	20,435	20,435	20,435
80021	MATERIALS & SUPPLIES	3,561	3,123	4,408	2,200	5,000	5,000	5,000
80032	EQUIP & FURN MAINT	1,575	2,044	4,419	3,726	3,726	3,726	3,476
80033	TELEPHONE	3,780	3,003	4,797	3,200	3,200	3,200	3,200
80034	POSTAGE	2,760	3,138	4,750	6,000	6,000	6,000	6,000
80038	ADVERTISING	215	1,591	1,084	2,000	2,000	2,000	2,000
80048	DEPARTMENTAL EXPENSE	744	465	643	1,000	2,400	2,400	2,150
80053	MOVING VOTING MACHINE	3,358	3,232	3,585	2,400	2,400	2,400	2,400
	TOTALS	113,782	122,026	135,513	145,622	146,928	146,928	146,428

ELECTION

Registrars	2 @	24,000	48,000
Assistant to Registrar of Voters (21 hrs/wk)			<u>17,147</u>
		TOTAL WAGES	<u>65,147</u>

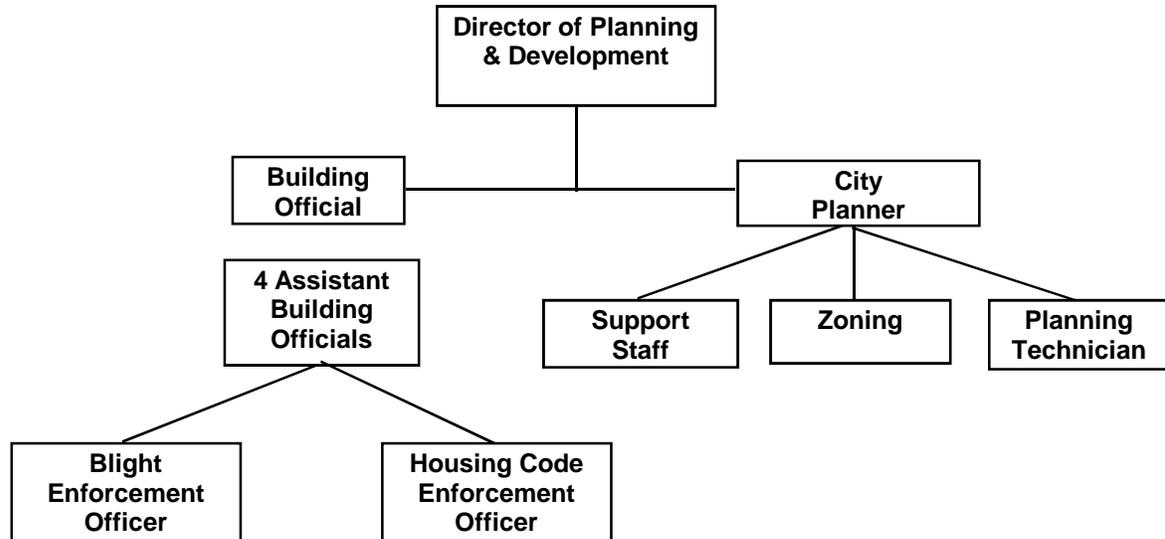
PART TIME EMPLOYEES:

Head Moderator	2 @	275	550
Precinct Moderators	10 @	250	2,500
Assistant Registrars	20 @	200	4,000
Checkers	20 @	165	3,300
Project Manager (Mechanic)	1 @	1,000	1,000
Machine Tabulators	20 @	165	3,300
Moderator/ Absentee	1 @	150	150
ABSENTEE COUNTERS	0 @	150	010
Meeting Costs	80 @	15	1,200
Contingency			1,500

Cost of one Election	<u>18,310</u>
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Cost of two Elections	<u><u>36,620</u></u>
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City of Norwich Planning and Development Department Organization Chart



PLANNING & DEVELOPMENT

MISSION: To facilitate residential, commercial and industrial development.

VISION: To ensure the well being of Norwich residents and of the Norwich economy by enforcing the zoning laws, encouraging development and combating blight.

VALUES:

- Equity & Fairness
- Communication
- Public education & Protection

GOALS & ACTION PLANS:

1. Provide fair and effective administration of Building, Zoning, Housing, Blight and Environmental codes in order to improve quality of life and stabilize property values.
2. Provide timely review of plans and applications through appropriate assignment of staff and required training.
3. Complete inspections in an efficient manner by providing staff with necessary materials and proper scheduling procedures.
4. Provide aggressive enforcement of housing and property maintenance codes through appropriate staffing and training.
5. Investigate methods of improving development review process through more effective methods of facilitating interdepartmental referral process.

ACCOMPLISHMENTS:

1. Continued Blight Enforcement Program. Collected \$39,340 in citation fines.
2. Updated City's five-year Capital Improvement Plan.
3. Completed Plan Of Conservation & Development Progress Report.
4. Prepared RFP & RFQ documents for Courthouse Square & Main Street parcels.
5. Provided staff assistance to Mayor, City Manager, City Council, City Development Agencies, Commission on the City Plan, Inland Wetlands, Watercourses and Conservation Commission, Zoning Board of Appeals, Homestead Program and community groups on various projects.
6. Participated in preparation & review of State Hospital Property Request for Proposals.
7. Completed plan for upgrades and infrastructure improvements to School Avenue Occum Park.

Planning and Development**Performance Measure**

06-07	07-08	08-09
Actual	Projected	Projected

Inputs

Budget	\$1,061,903	\$1,186,948	\$1,117,841
Building & housing division FTEs	6.0	7.0	7.0
Total full-time equivalent employees	13.0	14.5	14.5

Workload/ Output Measures

Site development plans reviewed	27	25	27
Subdivision/resubdivision plans reviewed	5	2	2
Special permit applications reviewed	13	12	15
Zoning permit applications	482	500	550
Zoning Variances Granted	41	45	50
Zoning Variances Denied	2	2	2
Inland Wetland Applications	20	30	30
Zoning Complaints	171	200	225
Residential Building Permits	1,715	1,200	1,500
Commercial Building Permits	293	275	300
Industrial Building Permits	1	10	10
Structures Condemed	3	2	2
Dwelling Units Condemed	9	5	5
Buildings Demolished	18	10	10

Outcome/ Results

Citations Issued	231	200	200
Citation Fees Collected	\$39,340	\$40,000	\$40,000
Violations Investigated	1,560	1,300	1,500

Efficiency Measures

Residential building permits per assigned FTE	286	171	214
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**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2008-09 ADOPTED BUDGET**

	2004-05 ACTUAL	2005-06 ACTUAL	2006-07 ACTUAL	2007-08 REVISED BUDGET	2008-09 BUDGET REQUEST	2008-09 MANAGER'S PROPOSED	2008-09 ADOPTED BUDGET
64 PLANNING & DEVELOPMENT							
80011 HEAD OF DEPT	72,053	77,191	82,813	85,511	88,290	88,290	88,290
80012 EMPLOYEES	441,813	543,208	591,784	651,066	710,393	655,393	655,393
80013 PART TIME	121	2,459	4,915	0	17,983	0	0
80014 OVERTIME	46,561	6,359	38,137	43,738	10,000	10,000	10,000
89999 FRINGE BENEFITS	203,063	232,946	276,227	330,866	359,063	299,184	299,184
80015 PROFESSIONAL SERVICES	21,638	8,420	5,785	20,000	15,000	12,000	10,000
80021 MATERIALS & SUPPLIES	3,363	6,216	4,273	5,000	6,000	6,000	5,000
80023 VEHICLE FUEL	0	0	2,798	3,887	3,387	3,974	3,974
80032 EQUIP & FURN MAINT	2,984	5,925	11,231	4,000	5,000	5,000	5,000
80033 TELEPHONE	7,435	7,403	10,618	6,000	8,000	8,000	8,000
80034 POSTAGE	3,378	4,554	4,154	3,000	5,000	5,000	5,000
80037 MILEAGE	5,599	6,486	5,741	2,880	2,000	3,000	3,000
80038 ADVERTISING	16,450	17,286	18,775	27,000	13,000	20,000	20,000
80039 PRINTING	325	346	1,523	1,000	1,000	1,000	1,000
80048 DEPARTMENTAL EXPENSE	4,349	2,722	3,129	3,000	6,000	6,000	4,000
NON RECURRING ITEMS							
83449 VEHICLES	0	57,000	0	0	0	0	0
TOTALS	829,132	978,520	1,061,903	1,186,948	1,250,116	1,122,841	1,117,841

Planning & Development

Director of Planning & Development				88,290
City Planner			68,775	
Building/Housing Code Enforcement Official			68,732	
Zoning Enforcement Officer			49,074	
Assistant Building Officials	4 @	50,035	200,140	
Housing Code Enforcement Inspector	1 @	50,035	50,035	
Blight Enforcement Officer			48,128	
Code Enforcement Secretary			37,566	
Planning Technician			39,828	
Administrative Secretary	2 @	37,566	75,132	
Administrative Secretary (21 hours/week)	1 @	17,983	17,983	
			<u>655,393</u>	
		TOTAL WAGES		<u>743,683</u>

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 citation fees which are included in Revenue Account 70213. We anticipate that we will collect revenue of approximately \$620,000 for fiscal year 2008-09.

ECONOMIC DEVELOPMENT

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
2. Promote downtown development and oversee the redevelopment plan for downtown.
3. Stabilize and improve the economic development position of Norwich within the region and state.
4. Facilitate economic development projects, job creation projects, and business retention and expansion programs.
5. Improve the ability of the city to compete at the state and federal level for grants.
6. Market the City of Norwich throughout the region, the state and country.
7. Work in conjunction with the Main Street Program

CITY OF NORWICH								
GENERAL FUND EXPENDITURES								
2008-09 ADOPTED BUDGET								
		2004-05	2005-06	2006-07	2007-08	2008-09	2008-09	2008-09
		ACTUAL	ACTUAL	ACTUAL	REVISED	BUDGET	MANAGER'S	ADOPTED
					BUDGET	REQUEST	PROPOSED	BUDGET
65	ECONOMIC DEVELOPMENT							
80015	PROFESSIONAL SERVICES	0	0	60,551	57,700	70,000	60,000	35,000
81000	PROJECT CONTINGENCY	42,661	22,558	27,609	45,000	65,000	55,000	25,000
81001	NORWICH COMMUNITY DEV CORP	55,000	55,000	45,000	45,000	150,000	0	0
81072	MAIN STREET PROGRAM	25,000	25,000	25,000	25,000	30,000	25,000	25,000
81075	TOURISM	43,948	42,169	47,064	47,000	52,000	52,000	52,000
81076	APED MEETING MINUTES	0	0	1,430	1,500	2,000	2,000	0
81077	NORWICH NOW INITIATIVE	0	0	42,664	0	25,000	0	0
89S80	SACHEM FUND TRANSFER	0	0	0	200,000	200,000	200,000	200,000
	TOTALS	166,609	144,727	249,318	421,200	594,000	394,000	337,000

Note: The Tourism line item includes the wages and fringe benefits for a part-time employee as well as the cost of advertising and promotional items

Propose that \$150,000 NCDC contribution will be funded by Economic Development portion of Conveyance tax transfer



Norwich Public Schools

Pamela W. Aubin, Superintendent of Schools

To the Citizens of Norwich:

I am pleased to present the Board of Education's adopted budget for the Norwich Public Schools for the 2008-2009 fiscal year. The operating budget represents a **5.4 percent** increase over the 2007-2008 appropriation, which has been substantially reduced from the proposed 8.06% budget. This has been achieved as a result of considerable effort and collaboration with the City Manager and the City of Norwich to phase in the post retirement benefit liability over five years, recent receipt of bid proposals for special education transportation which were lower than anticipated, recently received retirements from teachers resulting in a reduction of anticipated salary expenditures, a collaborative effort with the City to provide adequate funding for capital improvements through a combination of BOE, City and grant funds, delay of the purchase of new elementary Social Studies materials until 2009-2010, and the elimination of an Assistant Superintendent and secretary from the budget. Most reassuring, is that the reductions will not substantially compromise the quality of instructional services to students.

Utilizing a comprehensive and transparent budget process, the district has identified resources needed to advance the mission of the district and improve academic achievement, and those have been substantially maintained in this budget.

Through the development of the Norwich Public Schools Strategic Plan and the Long-range Facilities Plan, the Board of Education and City of Norwich recognizes that a greater investment in capital improvements and instructional equipment is a high priority this year to ensure that the instructional environment is healthy, safe, well maintained and supports student learning.

Other anticipated budgetary impacts include the elimination of the Early Reading Success grant to Norwich enacted by the Connecticut State Legislature during the June 2008 legislative session, which will result in additional staff costs to the general fund currently provided by class size reduction funds.

It is important to note that over 36% of the total Norwich Public Schools budget goes into tuition payments for students in Gr. 9-12 and for out of district special education placements. These tuition payments are supplemented by additional services provided in other accounts by NPS.

On behalf of the Norwich Board of Education, please accept my appreciation for your anticipated support and endorsement of this adopted budget.

Sincerely,

Pamela W. Aubin

**Norwich Public School District
2008-2009 Budget**

PROFILE OF OUR SCHOOL DISTRICT

BOARD OF EDUCATION MEMBERS

Charles Jaskiewicz.....	Chairperson
John LeVangie.....	Vice Chair
Cora Lee Boulware.....	Secretary
Robert Booth.....	Member
Harlan Hyde.....	Member
Yvette Jacaruso.....	Member
Chuck Norris.....	Member
Joyce Werden.....	Member
Angelo Yeitz, Jr.....	Member

CENTRAL OFFICE ADMINISTRATORS

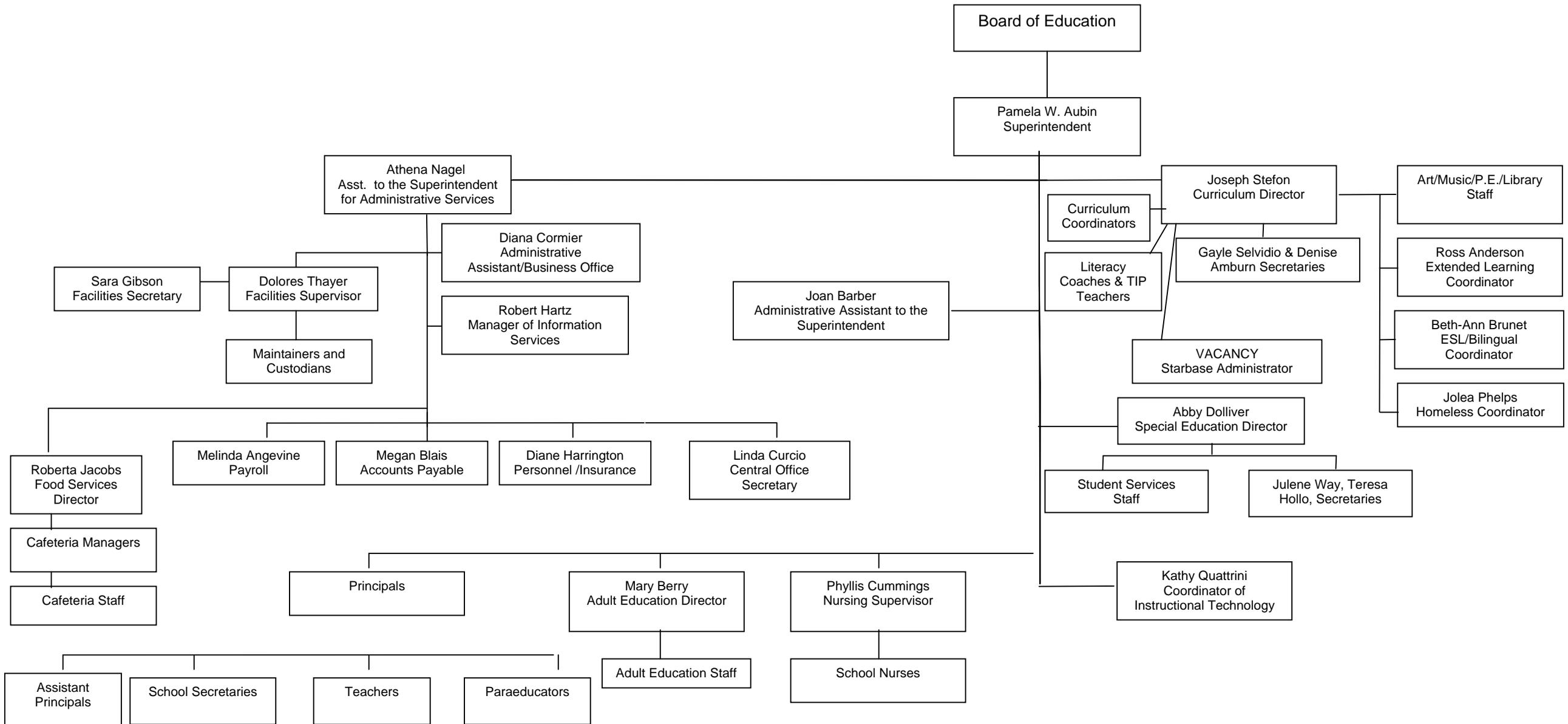
Pamela W. Aubin	Superintendent
Athena Nagel	Assistant to the Superintendent
Joseph Stefan.....	Curriculum Director
Abby Dolliver.....	Pupil Services Director
Mary Berry.....	Adult Education Director

BUILDING PRINCIPALS

Cheryl Vocatura.....	Bishop Elementary School
Marianne Nardone, Ed.D.....	Greeneville Elementary School
Rebecca Pellerin.....	Huntington Elementary School
Rose Herrick.....	Mahan Elementary School
Linda Demikat, Ph.D.....	Moriarty Elementary School
Janis Sawicki.....	Stanton Elementary School
Christie Gilluly.....	Uncas Elementary School
Susan Lacy.....	Veterans Elementary School
Scott Fain.....	Wequonnoc Elementary School
Kate O'Boyle.....	Kelly Middle School
William Peckham	Teachers' Memorial Middle School
Edward Derr.....	Thames River Academy

The School Board generally meets monthly on the fourth Tuesday at 6:00 p.m. at Kelly Middle School. The public is welcome to attend all meetings.

NORWICH BOARD OF EDUCATION ORGANIZATIONAL CHART



BOARD OF EDUCATION

MISSION: To administer nine elementary schools, two middle schools, an alternative high school, two day treatment special education centers and an adult education center.

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.
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.
3. Continue grade level articulation meetings with regard to connecting schools, curriculum, instruction and assessment.
4. Implement technology into all aspects of the teaching, learning, and management of the Norwich Public Schools.
5. Work with community members, corporate volunteers, and staff members to ensure the successful integration of technology into offices and classrooms.
6. Develop technology for data-based decision-making that changes classroom instruction to improve student outcomes.
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.

Education	06-07	07-08	08-09
Performance Measure	Actual	Projected	Projected
Total number of students	3,906	3,935	3,935
Average class size			
Kindergarten	17.8	17.3	17.3
Grade 2	19.5	18.5	18.5
Grade 5	18.9	18.3	18.3
Grade 7	23.7	18.8	18.8
High School	12.0	12.5	12.5
Student/teacher ratio	17.0	17.0	17.0
Total expenditure per student	\$8,461	N/A	N/A
Average teacher salary	57,146	57,146	57,146
Percentage of city resident children attending public schools	84.00%	84.00%	84.00%

Connecticut Mastery Test:

Percentage at or above "proficient"	Grade 4	Grade 6	Grade 8
Reading	57.9	61.9	71.3
Math	73.3	67.2	77.3
Writing	70.9	74.3	74.9

CITY OF NORWICH								
GENERAL FUND EXPENDITURES								
2008-09 ADOPTED BUDGET								
		2004-05	2005-06	2006-07	2007-08	2008-09	2008-09	2008-09
		ACTUAL	ACTUAL	ACTUAL	REVISED	BUDGET	MANAGER'S	ADOPTED
					BUDGET	REQUEST	PROPOSED	BUDGET
70	BOARD OF EDUCATION							
80070	BOARD OF EDUCATION	54,159,644	56,970,626	60,339,134	64,223,238	67,691,000	67,691,000	67,191,000
TOTALS		54,159,644	56,970,626	60,339,134	64,223,238	67,691,000	67,691,000	67,191,000

Note: 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.

<u>ACCOUNT DESCRIPTIONS</u>	<u>OBJ</u>	<u>2007-2008 ADJUSTED BUDGET</u>	<u>2008-2009 PROPOSED BUDGET</u>	<u>INCREASE/ DECREASE</u>	
CERTIFIED SALARIES 2007-2008 Teachers & Administrators = 270.29 2008-2009 Teachers & Administrators = 276.24	111	\$17,169,062	\$17,759,721	\$590,659	The certified salaries account includes a 2.85% contractual increase for Teachers and a 3.25% in the Administrators contract. This line item includes the following additional positions .4 FTE for Art/PE, 1.0 FTE TESOL Teacher, 1.0 FTE Instrumental Music, 3.55 FTE Teachers previously paid for out of the Class Size Reduction Grant for a value of \$215,859. This line item is adjusted to reflect the replacement of new teachers for anticipated retirements and the elimination of the Assistant Superintendent's salary from the budget.
SUPPORT SALARIES	112	\$3,785,212	\$4,159,939	\$374,727	The increase is due to a 3% increase in the Maintainer's, Paraeducator's, Custodians, Secretaries and Nurse's contracts. This line item also includes 1.0 FTE Floating Secretary, 1.0 FTE Custodian (split between HSS, TMMS and Thames River Academy) and 10 Paraeducators for a summer school for SPED - 5 week program and the reduction of the secretary for the Assistant Superintendent.
TEMPORARY CERTIFIED SALARIES	121	\$180,000	\$180,000	\$0	No change.
TEMPORARY SUPPORT SALARIES	122	\$134,000	\$134,000	\$0	No change.
POST EMPLOYMENT BENEFITS	200	\$427,500	\$209,500	(\$218,000)	This was a new line item for FY 2006-2007. Under the Proposed Budget \$427,500 was budgeted for this line item as a two year phase-in. Currently the City and the Board of Education are working with Hooker and Holcombe Benefit and Investment Consultants and USI to develop a methodology of identifying active employees from retired employees. At the time of print for the proposed budget, we were still in the middle of this process. Consequently, after discussions with the City we have agreed to a five year phase in of the Annual Required Contribution (ARC) which is referred to as Pay-as-you-go Costs which equals \$1,047,000.
BLUE CROSS/MAJOR MEDICAL	201	\$4,697,073	\$5,028,056	\$330,983	The Board of Education experienced a 15.52% increase in claims over last year. Our current claims are averaging \$497,409 a month. Since the Board of Education is self insured for Medical Insurance they are required to maintain a balance of at least two months in reserve. For FY 2005-2006 we have ended the year with a balance of \$1,639,672 in our reserve account. This line item will be adjusted based upon the Post Employment Benefit Analysis mentioned above. Currently this line item contains current and retiree employees.
LIFE INSURANCE	203	\$45,000	\$49,000	\$4,000	Minor increase due to changes in staff.
UNEMPLOYMENT COMPENSATION	204	\$61,223	\$29,462	(\$31,761)	The Board of Education and the City pay dollar-for-dollar with regard to Unemployment Compensation. Currently, this is our anticipated cost for the next fiscal year.
WORKER'S COMPENSATION	205	\$358,572	\$205,204	(\$153,368)	The Board of Education and the City are self insured with regard to Worker's Compensation. This represents the anticipated claims for the Board of Education for FY 2008-09. This also includes \$19,626 for Excess Workers Compensation Insurance.
CITY RETIREMENT PLAN	206	\$359,000	\$451,000	\$92,000	This is the percentage determined by the actuaries and is applied to the total salaries of the non-certified staff enrolled in the city pension plan.
FICA EMPLOYER'S SHARE	207	\$605,857	\$704,121	\$98,264	The increase in FICA is reflective of salary increases per the various bargaining units.
SEVERANCE PAY	208	\$100,000	\$100,000	\$0	No change.
MEDICARE REIMBURSEMENT	209	\$10,000	\$10,000	\$0	No change.
PROFESSIONAL DEVELOPMENT	322	\$0	\$1,125	\$1,125	Professional Development requested is from Thames River Academy.
CONTRACTED HEALTH SERVICE	323	\$1,609,720	\$1,790,625	\$180,905	The increase is comprised of \$15,156 due to hearing impaired services provided by American School for the Deaf. In addition, the contracted costs for Occupational Therapists and Physical Therapists is increasing by \$17,422 and the ABA program which is contracted thru LEARN is projected to increase by \$127,137, which is including a new summer component at Moriarty School.
PROFESSIONAL SERVICES	330	\$165,830	\$180,194	\$14,364	This increase is due to new contractual language in the Teacher's contract to establish a tuition reimbursement fund of \$15,000 per year to reimburse teachers for graduate study toward a Sixth Year or a Master's degree in shortage areas. A teacher may be reimbursed for up to two courses per year at \$500 per course. This line also includes SCORE, employee assistance program, contractual LTA tuition costs and employee health services. This line item also reflects a decrease in the policy development account of \$2,300 which was completed last year.
CONTRACTED TRANSPORTATION- FIRST STUDENT	333	\$2,531,440	\$2,592,962	\$61,522	The increase is due to the contractual increase of 3.4% for regular education transportation for forty 72-passenger buses. This includes the labor cost associated with 3 CNG buses. This is the fifth year of an extended 5 year contract with First Student.
PUBLIC UTILITIES	410	\$833,091	\$772,933	(\$60,158)	Electric rates are based on \$.1345 per kWh which is a decrease of 10%. Sewer is based on a 9% increase and water is based on a 6% increase. The Department of Public Utilities assisted in reviewing our calculations and provided input to the rate increases/decreases for FY 2008-09.
CONTRACTED REPAIRS BUILDINGS	431	\$158,850	\$181,925	\$23,075	This line item represents costs associated with contracting with outside vendors to repair various items within our schools.
SPED CONTRACTED TRANSPORTATION	510	\$2,101,313	\$1,914,352	(\$186,961)	For FY 2008-2009 Special Education transportation contract was put out to bid for a five year contract. Based on the results from the bid we were able to decrease our projected cost by \$250,000.
PROPERTY INSURANCE	520	\$144,002	\$140,558	(\$3,444)	The decrease in property insurance of (2.39%) is due to negotiating a competitive rate based on current market conditions.
LIABILITY INSURANCE	521	\$161,294	\$148,979	(\$12,315)	The decrease in liability insurance of (7.64%) is due to negotiating a competitive rate based on current market conditions.
TELEPHONE	530	\$134,536	\$112,160	(\$22,376)	The decrease is due to changing our existing cell phones to a new plan along with making adjustments to existing lines no longer needed. Anticipated E-Rate costs are netted out of our monthly telephone bills.
ADVERTISING	531	\$15,000	\$15,000	\$0	No change
METERED POSTAGE	532	\$20,000	\$30,000	\$10,000	This increase is due to the changes in postage requirements and costs from the United States Postage Service.
TUITION PAYMENTS 2007-2008 NFA Regular Education \$ 14,915,918 NFA Special Education \$ 3,006,862 2008-2009 NFA Regular Education \$ 15,942,153 NFA Special Education \$ 3,094,202	560	\$22,646,250	\$24,370,349	\$1,724,099	The total tuition costs for NFA, Regular Education and Special Education, results in an overall increase of approximately 6.21%. The NFA Regular Education Tuition, up 3.65%, enrollment of students from 1377 to 1347 (-30), Special Education reflecting an increase from 206 to 258 +52 for a total increase of \$1,113,575. Ledyard H.S. Regular Education is projected to decrease by (\$46,205) and enrollment is decreasing from 111 students to 6. Ledyard Voag Regular Education reflects an increase in students from 18 to 27 students +9 amounting to an increase of \$56,574 in tuition. Ledyard H.S. Special Education has decreased by (\$80,088) down from 7 to 3 students. Ledyard Voag Special Education decreased by (5,300.20) down from 8 to 7 students. Special Education Out-of-District tuition is projected to increase by \$658,184 and Regular Education Out-of-District tuition is remaining at \$150,000. The New London Magnet School is increasing by \$27,359 up from 25 students to 47 students.
REFIMBRSARI F EXPENSES	580	\$70,300	\$79,900	\$9,600	The increase is due to IRS increasing its rate per mile from .485 cents to .505 cents. In addition the line item is

<u>ACCOUNT DESCRIPTIONS</u>	<u>OBJ</u>	<u>2007-2008 ADJUSTED BUDGET</u>	<u>2008-2009 PROPOSED BUDGET</u>	<u>INCREASE/ DECREASE</u>	
OTHER PURCHASED SERVICES	590	\$2,943,345	\$3,094,164	\$150,819	This is the last year of our contract with Natchaug Hospital and United Community and Family Services to provide clinical day treatment services at the Deborah Tennant-Zinewicz and Hickory Street School. This contract represents a 5.4% increase over last year. In addition, Medicaid reimbursement of \$80,000 has been deducted in this line item. The maintenance costs for all school copiers, StarBase application software maintenance contract, telephone maintenance contract, Follett annual support contract, Pitney Bowes rental and maintenance contract, and other contractual services on various types of equipment are in this line item. This also includes an increase of \$7,000 for the virtual learning academy, a \$10,000 increase in translation services and \$16,825 for an emergency call system. In addition this line item reflects a decrease in our cost of (\$18,148) for our print shop operation due to a competitive bid.
ADULT EDUCATION	592	\$154,056	\$159,448	\$5,392	This represents a 3.5% increase in the Adult Education Cooperative Tuition for Norwich Students.
MAINTENANCE SERVICES	593	\$335,805	\$319,139	(\$16,666)	This line item includes all the contracts associated with maintaining our 19 buildings (i.e. burglar, fire alarm, fire alarm hardware maintenance, sprinkler, boiler, HVAC, garbage disposal, pest control, etc.) A full detail of this line item is listed in the Financial Backup Section of the budget book.
FINANCIAL SERVICES	594	\$30,000	\$160,000	\$130,000	An increase of \$130,000 is due to a one time purchase of an accounting software system, since the current system will no longer be supported. This package is essential for the preparation of our budget, payroll, accounts payable, human resources, grants and all State and Federal Reporting requirements.
INSTRUCTIONAL SUPPLIES	611	\$281,322	\$273,315	(\$8,007)	This decrease in this account is due to the reduction in the Curriculum budget. The remaining requests of \$273,315 are from the various schools/department. This line item has not been funded as required for numerous years.
HEALTH SUPPLIES	612	\$18,500	\$18,500	\$0	No change.
MAINTENANCE SUPPLIES	613	\$72,613	\$65,375	(\$7,238)	The decrease is due to requiring an increase in the custodial supplies over maintenance supplies.
CUSTODIAL SUPPLIES	614	\$107,897	\$124,445	\$16,548	This is a slight increase compared to last years request for custodial supplies.
HEATING EXPENSE	620	\$500,075	\$674,712	\$174,637	City Gas consumption is comprised of two rates interruptible gas is based on a projected increase of 10% from \$1.53 per ccf to \$1.683 per ccf, firm gas is based on a projected decrease of (4%) from 1.880 per ccf to 1.806 ccf. The Department of Public Utilities assisted in reviewing our calculations and provided input to the rate increases/decreases for FY 2008-09. Kelly M.S., Moriarty, Hickory Street School, and the Administrative Office are heated by oil. Currently our rate is at \$2.00 for No. 2 Oil which is purchased thru a Fuel Consortium and we are projecting an increase to be around \$2.80.
FUEL BUS TRANSPORTATION	627	\$633,444	\$682,610	\$49,166	The increase is associated with the price differential associated with running the vehicles on Ultra Low Sulfur Diesel Fuel (ULSDF). The current price for ULSDF is \$3.0934, we are projecting a 10% increase at this time. We are currently paying \$1.65 for CNG and are projecting a 15% increase per Norwich Public Utilities. For gasoline we currently paying \$2.274 and are projecting a 15% increase.
TEXTBOOKS	641	\$257,016	\$17,384	(\$239,632)	The decrease in this account is reflective of a new K-5 Math Curriculum Textbooks which we purchased last year. In addition, we had to purchase additional textbooks at the middle schools due to the bubble class. The purchase of Social Studies curriculum materials will be postponed for another year.
LIBRARY SUPPLIES/MATERIALS	642	\$25,565	\$39,860	\$14,295	The increase in this account is due to increased requests by various schools/departments. Library books have not been purchased in the past few years. The total represents approximately \$5 per student.
OTHER SUPPLIES & MATERIALS	690	\$7,500	\$8,000	\$500	This represents an increase of \$500 from \$4,500 for Board of Education meeting supplies to \$5,000. This also includes \$3,000 for tools for Norwich students attending Norwich Technical School.
OFFICE SUPPLIES	692	\$55,038	\$59,285	\$4,247	The increase represents office supplies for various schools and departments.
AFTER SCHOOL PROGRAMS	693	\$63,659	\$59,499	(\$4,160)	The decrease is a reduction in request for after school programs in the two middle schools and Thames River Academy from last year. Elementary schools remained consistent from last year to this year.
PROFESSIONAL MATERIALS	694	\$3,000	\$5,000	\$2,000	Slight increase from last year to this year. This is for special forms and documents required by the Pupil Services Department.
CAPITAL IMPROVEMENTS	720	\$6,000	\$347,000	\$341,000	The Budget Expenditure committee requested that the Superintendent increase this line item to the 1% Board Policy. The Norwich Public Schools has very serious needs throughout the schools that have not been addressed over the years. This would allow the Board to address these immediate needs. This year at Kelly we had two sky lights cave in due to ice on the roof. Fortunately no one was injured. After the Proposed Budget the Board of Education agreed to reduce Capital Improvements to .5% since the City agreed to put \$100,000 in their Capital Improvement fund for an additional roof replacement.
INSTRUCTIONAL EQUIPMENT REPAIR	730	\$3,060	\$5,217	\$2,157	The increase in this account is due to the increased requests by various schools/departments. This line item has not been funded as required for numerous years.
INSTRUCTIONAL EQUIPMENT	731	\$11,670	\$64,670	\$53,000	This increase reflects the need for various instructional equipment such as wall maps, projection screens, dry erase boards, calculators, student desks and chairs, reading easels, overhead projectors, digital cameras, musical instruments and various art and physical education equipment.
TECHNOLOGY EQUIPMENT	734	\$96,000	\$52,293	(\$43,707)	This line item includes \$13,293 for upgrades required for a new accounting system. In addition, it includes 1 domain server, 2 network storage and backup devices, \$60,000 for network switch upgrades required for Fiber Optics and \$10,000 for classroom inkjet printers.
SOFTWARE LICENSING	735	\$20,675	\$34,950	\$14,275	This is for 1,000 client licenses for users of Windows 2003 OS for \$5,500, 1000 256RAM for \$29,450.
MAINTENANCE VEHICLES/EQUIP. REPAIRS	736	\$23,450	\$24,250	\$800	Items requested in this line item represents \$7,700 for repairs of maintainer's vehicles at Fleet Maintenance Garage. Also, \$16,550 for repairs on vacuum cleaners, floor machines, buffers, lawn mowers, tractors and tire repairs.
OTHER EQUIPMENT	739	\$88,424	\$80,378	(\$8,046)	This line items includes \$39,700 for the maintenance department for 1 zero turn mower, 1 floor soft scrubber, 2 battery operated floor cleaning machines, 3 each of high speed buffers battery and electric, 1 slow speed buffer, and miscellaneous lawn equipment. In addition, the remaining \$35,000 is for cafeteria tables for Mahan and Wequonoc, shades for windows at Huntington, teacher desks at Uncas and a cutter for the print shop and the health department requested 14 suction machines.
DUES & SUBSCRIPTIONS	810	\$11,000	\$20,441	\$9,441	Per Nurses Contract, \$155/nurse allowance for 19 positions and \$17,091 for CABA dues for the Board of Education.
TOTAL GENERAL FUND		\$64,223,238	\$67,691,000	\$3,467,762	
Reduction by City Council Adopted 2008-09 BOE budget			(\$500,000)	(\$500,000)	
		\$64,223,238	\$67,191,000	\$2,967,762	

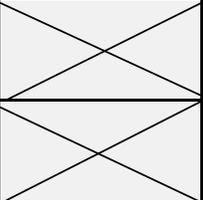
GRANTS GRID 2007-2008

NAME	TYPE	COMMENTARY		2006-07	2007-08	*	Applies TO
Title One Improving Basic Programs	Federal Entitlement/ State Process	Distr bution of funds is school-based and dependent upon poverty indicators. (free/reduced lunch).	overall	1,,855,030	1,648,563		
			NPS	1,840,677	1,630,815	X	All
			Non public	14,353	17,748		
			Neglect				
Title II Part A Teacher Training Entitlement	Federal Entitlement/ State Process	Funds are used for improving teacher/principal quality..	overall	409,463	413,148		
			NPS	223,463	228,491	X	All
			Non public	186,000	184,657		
			Charter				
Title II Part D Enhancing Education Through Technology	Federal Entitlement/ State Process	Funds are used for Professional Development for Technology.	overall	14,215	9,966		
			NPS	7,897	5,617	X	All
			Non public	6,318	4,349		
			Charter				
Title II Part D Technology	State Competitive Grant	Distance Learning for LA, Math, and Science with Lisbon for grades 6, 7, 8					
Title III Part A English Language Acquisition	Federal Entitlement/ State Process	Funds for supplies and professional development in teaching English Language Learners.	NPS	52,911	47,607	X	All
			Non public	10,720	10,313		
Title III Immigrant Children and Youth Grant	Federal Entitlement/ State Process	Funds for to assist unexpectedly large increases in student population due to immigration.					
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	44,474	40,826		
			NPS	24,730	23,036	X	All
			Non public	19,744	17,790		
			Charter				
Title Six Innovative Education Strategies NEW Title V	Federal Entitlement/ State Process	Funds are used for salaries for state grant required reports.	overall	14,921	14,523		
			NPS	8,287	8,185	X	
			Non public	6,634	6,338		
			Charter				
Bilingual/ESOL Education Program	Federal/Entitlem ent/State process	Funds will be used to purchase supplies for the Bilingual Center.		13,332	13,293	X	Greeneville Teachers
Priority School District	State Entitlement	School Readiness	NPS	1,216,527	1,349,867	X	All
		Quality Enhancement		25,000	25,375	X	
		Priority School District		1,228,359	1,191,709	X	
		Early Reading Success		487,001	501,708	X	
		Summer School Accountability		115,820	114,634	X	
		Extended School Hours		99,676	99,093	X	
School Readiness Grant	State Competitive Grant	School Readiness Programs; funding in partnership with Groton Public Schools.		See above PSD	See above PSD		Huntington Mahan Stanton Wequonnoc
IDEA (Part B) 611(94-142 Special Education)	Federal Entitlement/ State Process	Funding is based on reported ISSIS counts.	Overall	1,254,385	1,254,385		All
			NPS	1,240,735	1,240,735	X	
			Non-Public	13,650	13,650		
IDEA (Part B) 619 Preschool Entitlement	Federal Entitlement/ State Process			39,944	40,118	X	All
IDEA (Part B) Sliver	Federal Competitive Funds	Social Skills Training program for Special Education students in K-3.					Veterans
Stewart B. McKinney Education of Homeless Children and Youth	Federal Competitive Funds/State Process	Future funding will be impacted by Federal budget decisions. This grant provides a paraeducator to provide homeless instruction support for non-Title I schools.		50,310	50,310	X	Mahan/Teachers
21st Century Community Learning Centers	Federal Competitive Funds	Funds, if awarded, will support after-school, evening, weekend, multi-cultural, student leadership and SCORE activities for middle school students.			190,000	X	Middle Schools

GRANTS GRID 2007-2008

NAME	TYPE	COMMENTARY		2006-07	2007-08	*	Applies TO
LEARN and SERVE AMERICA	Federal Competitive Funds/State process	Funds are used to support student leadership and community service programs at Bishop, Greeneville, Mahan, Moriarty, Uncas, Kelly, Teachers' Memorial, Integrated Day Charter and Norwich Free Academy.		35,000	35,000	X	All
Early Reading Success	State Competitive Grant	K-2 after-school early literacy at two elementary schools and funding for Early Literacy Coordinator.		Moved to Priority School Dollars	Moved to Priority School Dollars		
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.		109,926	131,087	X	Middle Schools
Even Start	Federal Competitive Funds	Targeted funds for family literacy programs including Adult Education and parenting skills for adults and child care/readiness programs for youngsters.					Wequonnoc
Improving School Attendance	Federal Competitive Grant	This grant is to improve school attendance. This will fund salaries for data driven attendance system.					All
Life Skills	Federal DFS&C Competitive	Materials and training for Middle School Health Education					Middle Schools
Pfizer SMART Grant	Private Competitive	Materials and training for Middle School Science Initiatives		2,000			Teachers Memorial
Pfizer SMART Grant	Private Competitive	Materials and training for Middle School Science Initiatives					Kelly
SPIRIT - Juvenile Justice - Delinquency Prevention Program	Federal Competitive Grant	Grant awarded to provide after-school programs for middle school students.					Middle Schools
Music is Instrumental	Local Competitive Eastern CT Community Foundation	Instrumental music program for grade 5 at-risk and economically disadvantaged students.					All
BYRNE Grant	State Competitive Grant	To assist students with school adjustment issues as they return from out placed education programs to their homeschool					Thames River Academy
ID Special Education	State Department of Education	Bring special ID education students back to their homeschool					All
Reading First	State Competitive Grant	To create a demonstration site in SBRR Comprehensive Reading		250,000	250,000	X	Veterans
Stanton Playscape	Bonding Commission						Stanton
Technology Infrastructure	State Competitive Grant	Connect to the Connecticut Education Network					All
Huntington Playscape	State			38,615			Huntington
SPIRIT - After-School Program	State Competitive Grant	Comprehensive after school program for 60 students at each middle focusing on art, technology and job skills		65,090			Middle Schools
CPR Program	Private Competitive	Funding supports the Kelly Middle School CPR program		3,000			Kelly

GRANTS GRID 2007-2008

NAME	TYPE	COMMENTARY		2006-07	2007-08	*	Applies TO
Adult English Literacy	Competitive State Department of Education	Integrate English Literacy and Civics topics into the Curriculum for ESL and High School Diploma Students		20,000	20,000	X	Adult Education
Family Literacy Project	State Competitive Grant	Targeted funds for family literacy program of 21 ESL families in conjunction with the Huntington full-day ESL class and Adult Education.		50,000	50,000	X	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.		102,250	102,400	X	Wequonnoc
Career Preparation	State Competitive Grant	Adult Education students will be trained in workforce skills		50,000	50,000	X	Adult Education
Career Preparation	State Competitive Grant	Adult Education students will be given workforce preparation skills		25,000	25,000	X	Adult Education
Career Preparation	State Competitive Grant	Adult Education students will be counseled for Post Secondary transition		35,000	35,000	X	Adult Education
Technology Implementation	State Competitive Grant	Adult Education Technology		35,000	35,000	X	Adult Education
Young Adult Learner	State Competitive Grant	State funded initiative to serve young adult education students earn credits for High School diploma		33,333	33,333	X	Adult Education
Norwich Mentoring Community Collaborative	Private Competitive	Grant supports mentoring program		10,000			
Fresh Fruits and Vegetables	State			27,288			
Phelps-Dodge mini-grant	Private Competitive	Smart Board Project- Huntington Grade 3 Team			2,000	X	Huntington
ECS-Accountability Priorities	State	School and District Improvement activities			542,199	X	All Schools
Target Field Trip Grant	Private Competitive	Field trips for grade 4 students (Aquarium, Zoo and Peabody Museum)			1,000	X	Stanton
Arrows	Private Competitive	A Middle School Weekend Mentoring Program			4,500	X	Middle Schools
L berty Bank	Private Competitive	Training and materials for parents to improve student reading fluency			2,000	X	Uncas
Norwich Sunrise Rotary Club	Private Competitive	Assist Greeneville students in academic areas		3,000	3,000	X	Greeneville
				applied for overall NPS	applied for overall NPS		Funded through Adult Education
					1,000		Pending
				7,569,171	8,081,112		Confirmed
				7,569,171	8,082,112		Total

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2008-09 ADOPTED BUDGET**

		2004-05 ACTUAL	2005-06 ACTUAL	2006-07 ACTUAL	2007-08 REVISED BUDGET	2008-09 BUDGET REQUEST	2008-09 MANAGER'S PROPOSED	2008-09 ADOPTED BUDGET
80	DEBT SERVICE							
80801	PRINCIPAL	4,328,534	4,710,000	4,341,000	4,303,000	3,410,000	3,410,000	3,410,000
80802	INTEREST	1,780,928	1,834,674	1,463,250	1,284,544	1,223,885	1,223,885	1,223,885
TOTALS		6,109,462	6,544,674	5,804,250	5,587,544	4,633,885	4,633,885	4,633,885

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: Reimbursement to Norwich Public Utilities for the energy used to light the street lamps.

80062 Worker's Compensation/Hypertension: Covers cost to fund hypertension claims for uniformed employees under the Worker's Compensation Law. Starting in fiscal year 2008-09, these costs are budgeted in the Fringe Benefits line items of the respective departments.

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 2008-09 for retirees plus 1/5 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.

80079 Tax Refunds: Used to account for duplicate tax payments. Starting in fiscal year 2006-07, these refunds were netted against the respective revenue accounts.

80086 Contingency: Includes funds for unanticipated expenses/obligations, and contract negotiations with city unions.

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

80090 Conveyance tax transfers: Pursuant to Norwich City Ordinance 1577, the City will transfer 50% of the conveyance taxes collected out of the General Fund to support Mohegan Park, recreation and arts, and economic development. 25% of this transferred revenue is allocated to the Mohegan Park Development account. 25% is allocated to Arts & Recreation. The remaining 50% is earmarked for economic development. The following table outlines the estimated transfers and expenditure of these conveyance tax transfers:

	Mohegan Park	Arts & Recreation	Economic Development	Total
July 1, 2008 estimated balance	54,000	15,000	-	69,000
2008-09 Budgeted General Fund transfers	75,000	75,000	150,000	300,000
2008-09 Budgeted uses:				
<i>Summer Concert Series</i>		(9,000)		(9,000)
<i>NCDC contribution</i>			(150,000)	(150,000)
<i>Norwich Arts Council contribution</i>		(42,500)		(42,500)
<i>Best Productions</i>		(35,000)		(35,000)
June 30, 2009 estimated balance	129,000	3,500	-	132,500

80091 Code of Ordinances: Publication costs for codification of ordinances as required by charter in Chapter 5 Section 11. Starting in fiscal year 2008, these costs were taken out of the non-departmental budget and budgeted under City Clerk.

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

80095 Southeastern Connecticut Council of Governments: Transportation, planning, and technical assistance provided to the southeastern Connecticut area. The cost is based on \$0.50 per capita using the 2000 US Census population data of 36,118.

80096 Fish & Game: Proceeds for sale of fish and game licenses (revenue account 70252) transferred to State of Connecticut.

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.

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 a proponent and lobby group for municipalities.

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

80120 Regional Health District: The city's cost of \$6.63 per capita (population based on 7/1/2006 Connecticut Department of Public Health estimates) to participate in the Uncas Health District which is comprised of Bozrah, Montville, Norwich, and Sprague.

80133 Elderly Tax Credits: Local municipal tax credit created for the elderly who meet certain income guidelines. Funded by the City of Norwich. Guidelines for homeowners mirrors state tax credit regulations.

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

80153 Health and 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. This line item has been transferred to Human Resources beginning in fiscal year 2008.

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

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2008-09 ADOPTED BUDGET**

	2004-05 ACTUAL	2005-06 ACTUAL	2006-07 ACTUAL	2007-08 REVISED BUDGET	2008-09 BUDGET REQUEST	2008-09 MANAGER'S PROPOSED	2008-09 ADOPTED BUDGET
90 NON-DEPARTMENTAL EXPENSES							
80002 STREET LIGHTING	470,900	491,000	562,000	792,005	790,813	790,813	790,813
80062 WORKERS COMPENSATION	142,847	108,459	122,000	122,000	0	0	0
80063 POST-EMPLOYMENT MEDICAL	330,000	540,000	1,150,008	743,000	1,993,000	961,400	961,400
80072 CLAIMS	76,876	35,907	130,978	135,000	135,000	115,000	110,633
80073 INSURANCE	655,709	832,243	891,500	912,205	944,755	944,755	944,755
80077 LIBRARY	0	0	0	0	1,147,843	1,126,000	1,121,500
80079 TAX REFUNDS	34,385	11,535	0	0	0	0	0
80086 CONTINGENCY	387,644	67,768	106,032	472,252	942,578	942,578	942,578
80088 AMBULANCE SERVICE	45,929	47,537	49,200	50,922	52,757	52,757	52,757
80090 CONVEYANCE TAX TRANS-OUT	0	0	0	0	300,000	300,000	300,000
80091 CODE OF ORDINANCE	3,000	1,019	3,000	0	0	0	0
80093 PROBATE COURT	26,972	29,000	25,000	25,000	25,000	25,000	25,000
80095 SE CT COUNCIL GOVERN	16,614	16,614	16,614	18,059	18,059	18,059	18,059
80096 STATE FISHING & GAME	52,312	56,978	55,405	50,000	50,000	50,000	50,000
80098 APPROP-CAPITAL BUDGET	1,400,000	1,450,000	1,774,339	1,791,000	1,786,909	1,786,909	1,781,909
80101 UNEMPLOY COMPENSATION	31,414	30,640	35,624	25,000	30,000	30,000	30,000
80103 HISTORIC DISTRICT	2,792	2,825	1,547	2,800	2,874	2,874	2,874
80104 CT CONF OF MUNICIPAL	23,149	23,778	24,431	25,000	25,630	25,630	25,630
80115 TAX COLLECTION SERVICES	29,300	15,165	25,800	27,000	27,000	27,000	27,000
80120 REGION HEALTH DISTRICT	216,018	223,883	229,506	235,326	241,385	241,385	241,385
80133 ELDERLY TAX CREDITS	90,206	84,324	82,625	80,000	80,000	80,000	80,000
80141 SEAT BUS	107,602	111,798	119,624	125,604	129,372	129,372	129,372
80153 HEALTH SAFETY COMPLIANCE	35,094	25,389	24,791	0	0	0	0
80181 PARKING LEASE	10,000	10,000	10,000	10,000	10,000	10,000	10,000
TOTALS	4,188,763	4,215,860	5,440,024	5,642,173	8,732,975	7,659,532	7,645,665

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

80077 LIBRARY	917,000	944,500	1,038,725	1,082,871	0	0	0
TOTAL FOR COMPARISON ONLY	5,105,763	5,160,360	6,478,749	6,725,044	8,732,975	7,659,532	7,645,665

CIVIC & CULTURAL ORGANIZATIONS

Note: Starting in fiscal year 2008-09, all of the line items below have been moved to the departmental pages of the budget which best match their function.

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. *Moved to Non-Departmental.*

80078 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. *Moved to Human Services.*

80087 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. *Moved to Human Services.*

80147 Norwich Arts Council: Requested amount to support the activities of the Norwich Arts Council. The Norwich Arts Council seeks to: serve the community by providing cultural enrichment to its citizens through a diverse selection of artistic programming; increase the number and diversity of cultural activities in the community and to publicize them to the general public in an effective manner; foster an increased awareness of and appreciation for the work of local artists and to provide increased opportunities for them to display or perform their work; encourage the public and private sectors to integrate cultural planning in all aspects of community and economic development through the integration of display or performance space in the public areas of new buildings, parks, plazas, etc.; involve the youth of the community in the Arts in order to increase their appreciation and understanding of different art forms, and to stimulate and encourage the development of their creativity. *Moved to Mayor/ Council.*

80151 Literacy Volunteers: Requested amount to support Literacy Volunteers of Eastern Connecticut. The Volunteers tutor adults in reading, writing and speaking English. *Moved to Human Services.*

80152 SECTER: Dues for membership in SouthEastern Connecticut Enterprise Region. SECTER's initiatives include: educating government officials and the general public in order to foster a climate conducive to economic development and diversification; recruiting new businesses through a marketing program; and coordinating economic development activities among the region's municipalities, with state and federal agencies, and with other organizations. *Not funded in Fiscal Year 2008-09.*

80154 Historic Norwichtown Days: Supports Historic Norwichtown Days in September which reenacts 18th and early 19th century events. *Has not take place since fiscal year 2004-05.*

80156 Welcome Center: Supports the operation of the Welcome Center in Norwich. *This item was only funded in fiscal year 2006-07.*

80158 Taste of Italy: Supports Taste of Italy Festival at Howard T. Brown Park in September. The festival includes musicians, concerts, fireworks and other events. *Moved to Mayor/ Council.*

80160 Veteran Organizations: These are funds made available to various veteran organizations to support parades and memorial ceremonies. *Moved to Mayor/ Council.*

80161 4th of July Committee: These funds support the 4th of July fireworks at the Norwich Harbor. *Moved to Mayor/ Council.*

80162 Harbor Commission: These are the funds received from the state payments in lieu of taxes on boats. The funds support planning and development of the Norwich Harbor. *Moved to Mayor/ Council.*

80163 Winter Festival: Supports ongoing Winter Festival lighting and event projects. *Moved to Mayor/ Council.*

80164 Chelsea Gardens: Supports Chelsea Gardens fund raising. The planned gardens are on 80 acres of land in Mohegan Park. *Not funded since fiscal year 2006-07.*

80169 Semiseptcentennial: Supports Norwich's 350th anniversary celebration planned for June 26, 2009 – July 5, 2009 pursuant to a City Council resolution passed July 18, 2006. *Moved to Mayor/ Council.*

80182 Best Productions: Supports the operations of the Spirit of Broadway theater. *Moved to Mayor/ Council.*

89S37 Children First Initiative: Operating transfer out to the Youth & Family Services Programs Special Revenue Fund to support Norwich Family Day at Mohegan Park. *Moved to Youth & Family Services.*

CITY OF NORWICH GENERAL FUND EXPENDITURES 2008-09 ADOPTED BUDGET								
		2004-05 ACTUAL	2005-06 ACTUAL	2006-07 ACTUAL	2007-08 REVISED BUDGET	2008-09 BUDGET REQUEST	2008-09 MANAGER'S PROPOSED	2008-09 ADOPTED BUDGET
90	CIVIC & CULTURAL ORGANIZATIONS							
80077	LIBRARY	917,000	944,500	1,038,725	1,082,871	0	0	0
80078	UNITED COMMUNITY SERV	153,000	158,000	163,000	170,000	0	0	0
80087	TVCCA	13,485	13,485	13,485	13,485	0	0	0
80147	NORWICH ARTS COUNCIL	42,000	44,000	40,000	42,500	0	0	0
80151	LITERACY VOLUNTEERS	3,500	4,000	3,500	4,000	0	0	0
80152	SECTER	5,110	5,300	5,100	5,100	12,641	0	0
80154	HISTORIC NORWICH DAYS	3,000	0	0	0	0	0	0
80156	WELCOME CENTER	0	0	5,016	0	0	0	0
80158	TASTE OF ITALY	4,000	5,000	13,000	5,000	0	0	0
80160	VETERAN ORGANIZATIONS	5,000	79	5,274	5,000	0	0	0
80161	4TH OF JULY COMMITTEE	6,000	6,000	6,000	6,000	0	0	0
80162	HARBOR COMMISSION	9,000	9,000	9,000	9,000	0	0	0
80163	WINTER FESTIVAL	8,180	8,500	8,800	9,000	0	0	0
80164	CHELSEA GARDENS	3,070	3,162	3,162	0	0	0	0
80169	SEMISEPTCENTENNIAL	0	0	0	25,000	0	0	0
80182	BEST PRODUCTIONS	0	35,000	35,000	35,000	0	0	0
	E CT CONSERVATION DISTRICT	0	0	0	0	1,300	0	0
	SEXUAL ASSAULT CRISIS CENTER	0	0	0	0	1,800	0	0
89S37	CHILDREN FIRST INITIATIVE	0	0	1,000	1,000	0	0	0
	TOTALS	1,172,345	1,236,026	1,350,062	1,412,956	15,741	0	0

Notes:

Line item 80077 was moved to the Non-Departmental budget
Lines 80078, 80087, and 80151 were moved to Human Services
Lines 80147, 80158, 80160, 80161, 80163, and 80182 were moved to the Mayor/ Council budget

CITY OF NORWICH
CAPITAL BUDGET SUMMARY

The following is a list of capital improvements and projects for fiscal year 2008-09 selected pursuant to Chapter VII, 17 of the City Charter (see Financial Management Policies section for a description of the capital planning process). Also shown, is the impact that the project will have on operating funds once the project is completed. The amount of impact is referred to in the following terms: Positive, Negligible, Slight, Moderate and High. 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.

No Impact – The project has no effect on the operating budget.

Positive – The project will either generate some revenue to offset expenses or will actually reduce operating costs.

Negligible – The impact will be very small. It will generate less than \$10,000 per year in increased operating expenditures.

Slight – The impact will be between \$10,001 and \$50,000 in increased operating expenditures

Moderate – The impact will be between \$50,001 and \$100,000 in increased operating expenditures.

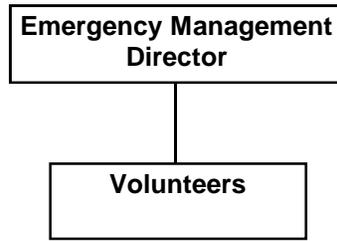
High – This project will cause an increase in operating expenditures of \$100,001 or more annually.

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.

DESCRIPTION	APPROPRIATION	ANNUAL OPERATING BUDGET IMPACT
<u>Paving and Drainage 10209-88600</u> Paving of City roads and parking areas, improvements to PWD garage and installation of drainage systems to avoid flooding and icing This will reduce the cost of patching potholes and removing ice and improve safety If this work is not done there will be more of a chance of roads having to be reconstructed in the future This is the top priority to save the cost of reconstructing the City's road system Impact on operating budget: this should slightly reduce operating costs <i>Estimated annual savings: \$10,000.</i>	\$951,750	POSITIVE
<u>Roof Replacements 10209-88208</u> Replaces roofs on City park buildings <i>Estimated annual savings: this has no effect on the operating budget.</i>	50,000	NO IMPACT
<u>School Improvements 10209-88204</u> Replacement of deteriorated roofs and/ or other school building improvements These improvements are roughly 75% reimbursible by the State of Connecticut Department of Education <i>Estimated annual savings: this has no effect on the operating budget.</i>	100,000	NO IMPACT
<u>Public Works Vehicles 10209-88338</u> Plow truck, mason dump truck and SUV <i>Estimated annual savings: this has no effect on the operating budget.</i>	180,000	NO IMPACT
<u>Sidewalk Program 10209-89400</u> Provide funding for interest-free ten-year loans to taxpayers willing to improve their sidewalks Under the loan program, the city pays for granite curbing and the taxpayer pays for the sidewalk Liens on properties ensure the city recovers costs The program encourages taxpayers to improve property; increasing its value and adding to quality of life in the city <i>Impact on operating budget: This expenditure will not impact the operating budget.</i>	50,000	NO IMPACT
<u>Hamilton Avenue Field Improvements 10209-88232</u> Replaces existing field lighting with new energy efficient lighting and field upgrades <i>Estimated annual savings: \$5,000.</i>	100,000	POSITIVE
<u>Park Projects 10209-88210</u> Improvements to Central Avenue wall, Howard Brown Park Gazebo, Columbus Park fence/wall, and various cemeteries <i>Estimated annual savings: this has no effect on the operating budget.</i>	100,000	NO IMPACT
<u>Police Vehicles and Equipment 10209-88321</u> 6 Cruisers, 911/Radio Console Upgrade, Mobile Radio Replacements, Laser Detectors, Cruiser Cameras and Police Software Interface <i>Estimated annual savings: annual maintenance costs will decrease slightly.</i>	168,500	POSITIVE
<u>Fire Vehicle 10209-88322</u> Replacement of a 1990 Chevrolet Caprice with an SUV <i>Estimated annual savings: annual maintenance costs will decrease slightly.</i>	25,409	POSITIVE
<u>East Great Plain VFD Equipment 10209-88323</u> Replacement of 5" fire hose <i>Estimated annual savings: this has no effect on the operating budget.</i>	28,750	POSITIVE
<u>Recreation Vehicles 10209-88332</u> Replacement of 1994 pickup truck and John Deere Mower <i>Estimated annual savings: annual maintenance costs will decrease slightly.</i>	27,500	POSITIVE

\$1,781,909

City of Norwich Emergency Management Department Organization Chart



EMERGENCY MANAGEMENT

MISSION: To protect life and property from natural and man-made disasters through meaningful public information and education programs and emergency operations planning.

VISION: Norwich will be disaster “resistant” and “resilient” because the public is well prepared and because we have built and maintained strong partnerships between local, state, and federal disaster management agencies.

VALUES:

- Professionalism
- Service
- Integrity
- Community Involvement

GOALS & ACTION PLANS:

1. Increase community awareness through exhibit booths at civic events, speaking engagements, radio talk shows, senior citizen outreach programs, and spot ads in local newspapers.
2. Bolster comprehensive interoperability communications by maintaining a radio communications system linking key city departments, providing mobile emergency operations center for isolated incidents, and partnering with other groups to ensure communications in the event of city radio failure.
3. Maintain a shelter network to provide safe refuge from natural and man-made disasters. This includes special considerations for the elderly and disabled and those who wish to shelter “in place.”
4. Minimize the expense of emergency management activities to the Norwich taxpayer by seeking federal matching funds, state and local assistance grants, Department of Environmental Protection hazard mitigation grants and Dominion Nuclear Power Station nuclear safety funds grants.
5. Reduce injury and property loss by continuing to educate residents about the emergency alert system, continuing to provide high-populous buildings with combination weather/ homeland security alerting devices, and maintaining and adding to outdoor warning sirens.

ACCOMPLISHMENTS:

1. Completed mandatory updates of all city Emergency Operations Plans and Annexes.
2. Successfully executed Department requirements to maintain the National Oceanic & Atmospheric Administration year-two designation for “Storm Ready”.
3. Acquired funding for the purchase of miscellaneous emergency equipment for city departments.
4. Conducted numerous public information and education programs reaching thousands of Norwich residents.

Emergency Management Performance Measure	06-07	07-08	08-09
	Actual	Projected	Projected
<i>Inputs</i>			
Budget	\$60,266	\$63,561	\$63,132
<i>Workload/ Output Measures</i>			
Hours of emergency training	715	950	850
Personnel trained	27	45	50
Shelter maintained	19	19	19
EOC activations	9	10	12
Dive team rescue calls	1	2	2
Flood assistance calls	122	50	75
Speaking engagements	21	28	25
Public information/education exhibits	15	22	20
<i>Outcome/ Results</i>			
Percentage of emergency operations plans updated	100.00%	100.00%	100.00%
<i>Efficiency Measures</i>			
Cost of department per capita	\$1.66	\$1.71	\$1.69

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2008-09 ADOPTED BUDGET**

		2004-05 ACTUAL	2005-06 ACTUAL	2006-07 ACTUAL	2007-08 REVISED BUDGET	2008-09 BUDGET REQUEST	2008-09 MANAGER'S PROPOSED	2008-09 ADOPTED BUDGET
91	EMERGENCY MANAGEMENT							
80011	HEAD OF DEPT	23,786	24,498	25,294	26,121	26,970	26,970	26,970
80013	PART TIME EMPLOYEES	324	490	0	500	500	500	500
89999	FRINGE BENEFITS	2,180	2,402	2,472	2,646	2,646	2,646	2,646
80021	MATERIALS & SUPPLIES	3,031	2,783	4,464	2,500	3,000	3,000	2,500
80023	GAS OIL & GREASE	886	835	1,347	1,523	723	1,077	1,077
80027	AUTO SUPPLIES & MAINT	195	216	125	1,000	500	500	500
80031	RADIO SERVICE	2,371	2,770	2,741	3,000	3,000	3,000	3,000
80032	EQUIP & FURN MAINT	5,108	7,564	4,712	4,700	5,000	5,000	5,000
80033	TELEPHONE	5,691	6,130	6,224	5,500	6,000	6,000	6,000
80034	POSTAGE	245	72	94	100	100	100	100
80035	UTILITIES	6,543	8,328	6,901	8,471	7,971	7,339	7,339
80036	LAUNDRY & DRY CLEANING	0	70	0	0	0	0	0
80040	BLDG & GRND MAINT	2,471	2,373	2,003	2,500	2,500	2,500	2,500
80048	DEPARTMENTAL EXPENSE	2,802	2,203	2,319	3,000	3,000	3,000	2,500
80059	TRAINING	2,188	0	1,570	2,000	2,500	2,500	2,500
NON RECURRING ITEMS								
85949	RADIOS & SIRENS	1,513			0	0	0	0
TOTALS		59,334	60,733	60,266	63,561	64,410	64,132	63,132

EMERGENCY MANAGEMENT

Emergency Management Director

26,970

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 2008-09 year those revenues are estimated to be \$11,413.

EMPLOYEE PENSION

Program: Pension Fund for city employees.

Description: This fund covers the city's obligation to its employees to furnish the city's share of the funding in accordance with the existing contractual obligation.

Goals: To insure that the city and the employees of the fund contribute annually to maintain the fund. The pension contribution below represents 100% of the actuarial recommended amount. The city feels it is a priority that the plan is funded at 100% of the required amount.

PERFORMANCE MEASURE	06-07 ACTUAL	07-08 ESTIMATED	08-09 PROJECTED
Retirees and beneficiaries receiving benefits	416	426	436
Terminated plan members with deferred benefits	13	13	13
Active plan members	556	556	556

Average new pensioners: 11 per year
Includes those pensioners who passed away during fiscal year 2008.

SUMMARY OF CONTRIBUTIONS:

Fiscal Year 2008-09

General city (included in departments' fringe benefits)	524,000
Police (included in fringe benefits)	813,000
Fire Department (included in fringe benefits)	518,000
Utilities Department (included in enterprise fund)	731,000
Board of Ed (included in BOE budget)	<u>451,000</u>
1) City of Norwich Employees' Retirement Contribution	<u><u>3,037,000</u></u>
2) Policemen's Relief Fund	42,000
3) Firemen's Relief Fund	<u>87,000</u>
Total Recommended Contribution	<u><u>3,166,000</u></u>

NOTES:

- 1) The City of Norwich Employees' Retirement Fund is an open actuarially funded plan, for all regular full-time employees except schoolteachers, from date of employment. Elected or appointed officials may elect to become members within 90 days of election or appointment.
- 2) Policeman's Relief Fund is a closed pay as you go plan for all policemen hired prior to 1955.
- 3) The Fireman's Relief Fund is a closed pay as you go plan for all firemen hired prior to 1955.

Special Revenue Fund -
Special Service Fire /
Volunteer Fire Relief /
Refuse

Norwich
CONNECTICUT **NOW.**

CITY OF NORWICH
SUMMARY OF SPECIAL REVENUE FUND BUDGET
2008-09 ADOPTED BUDGET

	Special Service Fire	Volunteer Fire Relief & Tax Credit	Landfill & Refuse Fund	COMBINED
EXPENDITURES				
General Operations	5,003,272	476,162	2,491,309	7,970,743
TOTALS	5,003,272	476,162	2,491,309	7,970,743
REVENUES				
General Revenues	2,043,094	0	2,485,000	4,528,094
Operating Transfer-in from General Fund	0	0	6,309	6,309
Taxes to be Raised - S.S. Fire	2,960,178	0	0	2,960,178
Taxes to be Raised - Vol. Fire Rel.	0	476,162	0	476,162
Special Charge - Refuse	0	0	0	0
TOTALS	5,003,272	476,162	2,491,309	7,970,743

SPECIAL REVENUE FUND
CITY CONSOLIDATED DISTRICT (CCD) FIRE DEPARTMENT

GENERAL PROPERTY TAXES

70204 Current Fire Levy – The current levy for 2008-09 is based on all taxable property in the CCD as of 10/1/2007. This includes real estate, personal property, and motor vehicle taxes. The total of all values is contained in the grand list. The amount of taxes to be raised 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 95.51%. 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.

70205 Prior Fire 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 slight increase in the prior year levies' collections.

70206 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.

70215 M.V. PA 76-338 Fire – Tax revenue anticipated from motor vehicles purchased after assessment date of October 1, 2007 and prior to August 1, 2008 (P.A. 76-338) based on the past three years' activity.

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 - Includes projected funds from Governor's agreement reached in 1993 between the Mashantucket Pequot Tribal 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 budget. These grants are split between general fund account 70254 and Special Service Fund 70258 according to the 10/1/07 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, 2007 and anticipated surplus as of June 30, 2008. No amount of surplus was appropriated for this year.

CITY OF NORWICH								
SPECIAL SERVICE FIRE REVENUES								
2008-09 ADOPTED BUDGET								
		2004-05	2005-06	2006-07	2006-07	2007-08	2008-09	2008-09
		ACTUAL	ACTUAL	REVISED	ACTUAL	REVISED	MANAGER'S	ADOPTED
				BUDGET		BUDGET	PROPOSED	BUDGET
GENERAL PROPERTY TAXES								
70204	PROPERTY TAX FIRE CURRENT	2,225,616	2,353,386	2,546,714	2,561,131	2,546,714	2,960,178	2,960,178
70205	PROP TAX FIRE PRIOR	109,625	83,280	75,000	56,614	75,000	70,000	70,000
70206	PROP TAX-FIRE INT & LIENS	61,438	56,501	60,000	43,614	60,000	35,000	35,000
70215	TAXES-MV- PA-76-338 FIRE	43,907	44,046	40,000	46,018	40,000	45,000	45,000
	TOTALS	2,440,586	2,537,212	2,721,714	2,707,377	2,721,714	3,110,178	3,110,178
REVENUE FROM OTHER CITY OPERATIONS								
70228	PUBLIC UTILITIES 10%	0	0	0	0	0	626,251	626,251
70231	FIRE SS-GF CHARGE-SS	591,578	656,457	58,184	58,184	58,184	108,841	108,841
	TOTALS	591,578	656,457	58,184	58,184	58,184	735,092	735,092
OTHER REVENUES								
70223	INTEREST ON INVESTMENTS	0	25,000	28,000	30,071	28,000	20,000	20,000
70238	CONVEYANCE TAX	50,000	75,000	75,000	75,000	75,000	40,000	40,000
	TOTALS	50,000	100,000	103,000	105,071	103,000	60,000	60,000
STATE GRANTS IN AID - GENERAL								
70251	TOWN HOUSING-FIRE	184,802	45,597	163,262	163,262	163,262	60,306	60,306
70255	IN LIEU OF TAXES FIRE	300,477	309,454	40,919	40,919	40,919	48,670	48,670
70258	MASHANTUCKET PEQUOT GRANT	377,780	755,000	1,028,079	1,028,079	1,028,079	980,573	980,573
70262	ELDERLY REIMBURSE-FIRE	94,635	106,903	250,894	241,476	250,894	8,453	8,453
	CASINO ASSISTANCE REVENUE GRAN	0	0	0	0	0	0	0
	TOTALS	957,694	1,216,954	1,483,154	1,473,736	1,483,154	1,098,002	1,098,002
SURPLUS SPECIAL SERVICE								
70294	SURPLUS-SPECIAL SERVICE	0	0	0	0	0	0	0
	TOTALS	0						
	GRAND TOTALS	4,039,858	4,510,623	4,366,052	4,344,368	4,366,052	5,003,272	5,003,272

**CITY OF NORWICH
SPECIAL SERVICE EXPENDITURES
2008-09 ADOPTED BUDGET**

	2004-05 ACTUAL	2005-06 ACTUAL	2006-07 ACTUAL	2007-08 REVISED BUDGET	2008-09 BUDGET REQUEST	2008-09 MANAGER'S PROPOSED	2008-09 ADOPTED BUDGET
20 FIRE SPECIAL SERVICE							
80011 HEAD OF DEPT	67,371	82,193	0	0	0	0	0
80012 EMPLOYEES	2,430,368	2,504,320	2,228,987	2,367,945	2,462,099	2,462,099	2,462,099
89999 FRINGE BENEFITS	1,013,315	1,273,350	1,245,248	1,400,267	1,542,863	1,542,863	1,542,863
80016 CLOTHING ALLOWANCE	28,420	17,691	0	0	0	0	0
80017 REPLACEMENT COSTS	526,863	695,357	721,493	673,030	673,030	673,030	673,030
80059 TRAINING	32,181	26,639	0	0	0	0	0
80063 POST-EMPLOYMENT MEDICAL	131,280	100,000	169,008	169,000	516,000	325,280	325,280
80114 HAZ MAT TECHNICIAN	0	0	0	0	0	0	0
80144 PHYSICAL FITNESS PROG	1,000	1,000	0	0	0	0	0
TOTALS	4,230,798	4,700,550	4,364,736	4,610,242	5,193,992	5,003,272	5,003,272

FIRE SPECIAL SERVICES

Captains			
Fire Captain (FC 2)	0 @	60,229	0
Fire Captain (FC 1)	4 @	58,576	234,304
Lieutenants			
	3 @	56,904	170,712
	5 @	55,281	276,405
Firefighters			
	14 @	52,030	728,420
	8 @	49,552	396,416
	6 @	47,196	283,176
	4 @	44,948	179,792
	4 @	42,812	171,248

TOTAL WAGES 2,440,473¹

¹ Difference between figure in total wages in supporting detail and employee cost in budget represents increment pay, differential pay and education incentive pay.

Replacement Cost:

This represents wages for holiday, sick leave and vacation replacements.

SPECIAL REVENUE FUND
LANDFILL/ REFUSE COLLECTION

Program: Refuse Collection

Description: Refuse collection throughout the city and town area is provided by contract.

Goals: Continue to monitor the curbside collection system and provide high quality service for the residents and businesses throughout Norwich.

Note: Effective 7/1/2002, the city expanded its trash collection from just the CCD area to the entire town.

REVENUE DESCRIPTIONS:

70207 Current Refuse Charges – Fees imposed on individuals and businesses who utilize refuse pick-up.

70209 Prior Refuse Charges – Collection of prior years’ refuse charges. Estimates based on recent years’ collection experience.

70210 Refuse Interest & Liens – Collection of interest & lien fees on delinquent refuse charges.

76040 Direct hauler fees – Charges to haulers who register with the city to bring refuse directly to the Preston incinerator. The current rate charged is \$65/ton.

76041 Backyard rollout fees – Additional fee to refuse customers for picking up their garbage anywhere other than in front of their houses.

79010 Operating transfer-in from the General Fund – Transfer from the General Fund needed to balance the revenues and expenditures of the Landfill/ Refuse Collection Fund. The city will seek to reduce this operating transfer down to zero over the next two years; thereby making this fund self-sufficient.

**CITY OF NORWICH
LANDFILL & REFUSE FUND
2008-09 ADOPTED BUDGET**

	2004-05 ACTUAL	2005-06 ACTUAL	2006-07 REVISED BUDGET	2006-07 ACTUAL	2007-08 REVISED BUDGET	2008-09 MANAGER'S PROPOSED	2008-09 ADOPTED BUDGET
GENERAL REVENUES							
70207	CURRENT REFUSE CHARGES	1,207,664	1,222,348	1,366,250	1,220,482	1,230,000	1,230,000
70209	PRIOR REFUSE CHARGES	120,536	91,615	90,000	74,218	80,000	75,000
70210	REFUSE INTEREST & LIENS	91,444	71,443	70,000	68,395	65,000	65,000
76040	DIRECT HAULER FEES	0	0	0	0	1,200,000	1,105,000
76041	BACKYARD ROLLOUT FEES	0	0	0	0	8,000	10,000
79010	OPERATING TRANSFER-IN	0	0	0	0	74,609	6,309
TOTALS		1,419,644	1,385,406	1,526,250	1,363,095	2,657,609	2,491,309

Starting in July 2007, the Direct Hauler Fees and Backyard Rollout Fees are budgeted in the Landfill & Refuse Fund. Before this date, these revenues were recorded in General Fund account 01000-70223. The Operating Transfer-In represents the transfer from the General Fund needed to balance the revenues from refuse charges, direct hauler fees and backyard rollout fees against their related expenditures.

CITY OF NORWICH LANDFILL & REFUSE FUND 2008-09 ADOPTED BUDGET							
	2004-05 ACTUAL	2005-06 ACTUAL	2006-07 ACTUAL	2007-08 REVISED BUDGET	2008-09 BUDGET REQUEST	2008-09 MANAGER'S PROPOSED	2008-09 ADOPTED BUDGET
LANDFILL & REFUSE							
80034 POSTAGE	0	0	0	9,000	10,000	10,000	10,000
80039 PRINTING	0	0	0	5,700	10,000	10,000	10,000
80044 DATA CENTER	0	0	0	4,914	4,914	4,914	4,914
80113 CONTRACTS	1,371,773	1,365,913	1,375,012	2,637,995	2,466,395	2,466,395	2,466,395
TOTALS	1,371,773	1,365,913	1,375,012	2,657,609	2,491,309	2,491,309	2,491,309

Detail of Contracts Line:

	\$60	# of Tons	FY 2009
SCRRA contract		32,000	1,920,000
CCD Refuse contract (including roll-out charges)			273,595
Town Refuse contract (including roll-out charges)			272,800
			<u>2,466,395</u>

SPECIAL REVENUE FUND
VOLUNTEER FIRE RELIEF FUND & TAX ABATEMENTS

Program: Pension fund and tax abatements 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 tax applies to residents in the town area only. In 2001 another ordinance was passed providing up to \$1,000 abatement of taxes for eligible volunteer firefighters. This fund also pays for workers' compensation claims for volunteer firefighters.

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

RELIEF FUND

70216 Volunteer Fire Relief Fund Levy – Taxes needed to continue funding for Volunteer Fire Relief Fund, the tax credit of up to \$1,000 for eligible volunteer firefighters, and the estimated workers' compensation costs for volunteer firepersons (based on 5-year rolling average of claims).

**CITY OF NORWICH
VOLUNTEER FIRE RELIEF FUND
2008-09 ADOPTED BUDGET**

	2004-05 ACTUAL	2005-06 ACTUAL	2006-07 REVISED BUDGET	2006-07 ACTUAL	2007-08 REVISED BUDGET	2008-09 MANAGER'S PROPOSED	2008-09 ADOPTED BUDGET
GENERAL PROPERTY TAXES							
	TAX-VOL FIRE REL FND LEVY						
70216	235,793	335,088	340,000	361,926	392,896	476,162	476,162
	AND TAX CREDIT						
TOTALS	235,793	335,088	340,000	361,926	392,896	476,162	476,162

**CITY OF NORWICH
SPECIAL SERVICE EXPENDITURES
2008-09 ADOPTED BUDGET**

		2004-05 ACTUAL	2005-06 ACTUAL	2006-07 ACTUAL	2007-08 REVISED BUDGET	2008-09 BUDGET REQUEST	2008-09 MANAGER'S PROPOSED	2008-09 ADOPTED BUDGET
92	VOLUNTEER FIRE RELIEF							
80122	VOLUNTEER TAX CREDIT	77,835	72,815	73,190	80,000	80,000	80,000	80,000
80125	TRUST FUND	120,000	120,000	160,000	212,896	250,000	250,000	250,000
80062	WORKERS COMPENSATION	0	99,996	99,996	100,000	146,162	146,162	146,162
TOTALS		197,835	292,811	333,186	392,896	476,162	476,162	476,162

Enterprise Fund -
Department of Public
Utilities

Norwich
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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 everyday. We continually improve our services and infrastructure to give our customers the best deal possible.

Customer Focus – We build strong one-on-one relationships. We give each customer what they want 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 the city payment, people, resources, and leadership. We leave assets and the environment better than we found them for future generations.

GOALS:

- Significant value to the community
- Exceptional reliability & emergency response
- Happy, loyal customers
- High-performing, fairly-treated staff
- Competitive rates
- Cleaner environment

HIGHLIGHTS & ACCOMPLISHMENTS:

- Began construction of a fiber Municipal Area Network (MAN) which is being installed to provide enhanced connectivity for all city departments including Norwich Police, Fire and Public Schools.
- Clean Rivers, Clean Harbor, Sound Norwich, the community wastewater project slated to take place over the next ten years, was introduced to the residents of Norwich through open house and informational sessions. This \$100+M project will implement nitrogen removal, minimize treatment plant odors, and eliminate Norwich's 14 remaining combined sewer overflows.
- In conjunction with CMEEC, NPU completed the \$50M construction of the Pierce Unit, an 80 MW natural gas fired electric generator located in Wallingford, CT. This generator results in a net benefit of over \$1.0M per year in reduced purchased power costs to NPU.
- Expanded NPU Energy Efficiency initiatives for residential and large commercial customers.
 - Distributed 173,000 compact fluorescent light bulbs (CFL) to residential customers, equating to a savings of 5,040,000 kWh, or roughly enough to power 600 average homes for a year.

- Through the summer direct-install program, installed CFLs and water saving devices in 1018 senior apartments throughout Norwich.
- Continued the residential energy analysis pilot program serving 192 low-income and residential customers.
- Provided rebates totaling \$18,000 for 300 energy efficient appliances and high efficiency air conditioning systems.
- In response to the fall drought that affected our water supplies, NPU provided 8,000 water savings devices to customers.
- Continued our Large Commercial Efficiency Program (100 KW and greater) to offer budget level energy efficiency analyses to 27 large commercial customers. Incentives increased to 30% of the project cost over the course of the year.
- Implemented a custom efficiency program for Small Commercial Customers (less than 100kW) with 47 qualifying customers benefiting from energy analyses and fixed incentives for lighting and refrigeration upgrades.
- Working with three local lending institutions, NPU has developed a Zero Percent (0%) Financing Program for eligible commercial customers for qualifying energy efficiency projects.
- Conducted budget level energy efficiency analyses for 15 Board of Education (BOE) properties and 8 municipal properties. The savings resulting from the proposed energy efficiency projects will have a positive impact on the city's budget in terms of reduced utility costs for the affected properties. Provided Engineering and oversight for the implementation of lighting and HVAC efficiency measures at 6 BOE facilities.
- Provides customers with information on key energy issues, conservation tips and energy management utilizing public service radio announcements and *Community Matters*, the NPU bi-monthly newsletter
- Coordinates and participates in a system wide load reduction program to control energy use during peak times – efforts during 2006 resulted in marked peak demand reduction
- Actively supported fuel assistance programs for Norwich customers including Operation Fuel and participated in CT Low Income Energy Advisory Board

NPU supports community activities, providing in-kind services as well as NPU employee volunteers:

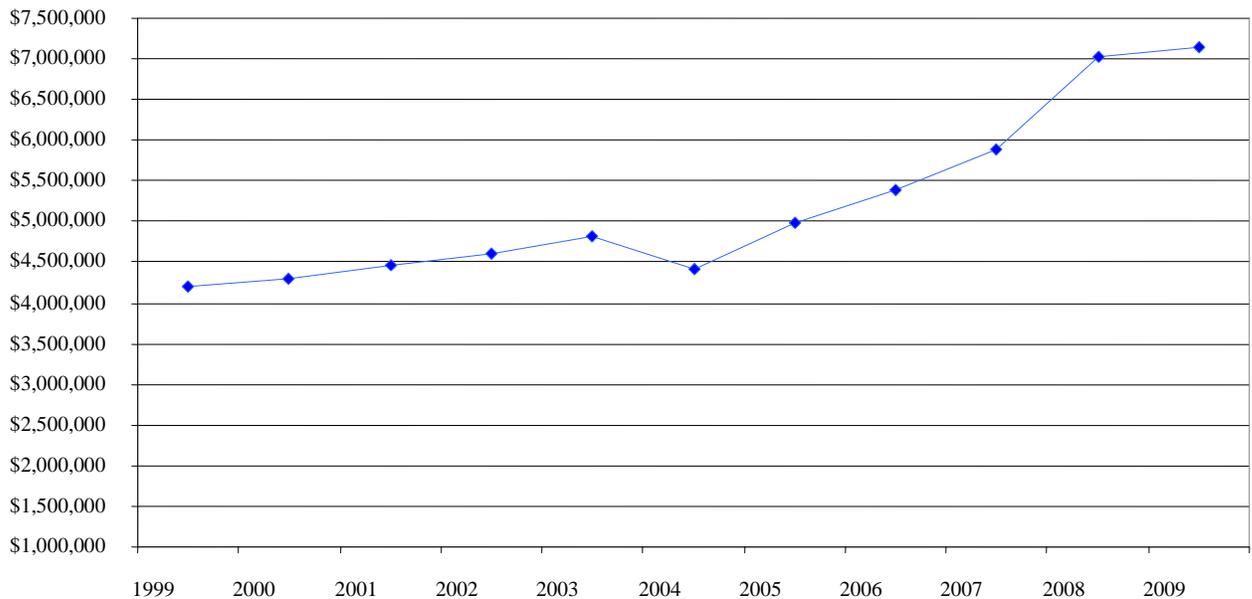
- Community non-profits are encouraged to utilize *Community Matters* to publicize city wide events. *Community Matters* also provides safety information provided by the city fire department and Uncas Health District.
- Partnerships with Norwich public schools are ongoing and include sponsorship of the Junior Solar Sprints, an in-school McGruff safety program, job shadowing, and sponsorship of performances at all Norwich schools by the National Theatre for Children during Drinking Water Week.
- 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.
- Promoting tours of NPU facilities in the spring and autumn give city residents an opportunity so 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

- Supports and participates in community activities including, Greenville Day, YMCA, Riverfest, Healthy Kids Day, Juneteenth, Family Day, NPD National Night Out, Winterfest, UCFS Health Fair and Norwich and volunteer fire department Open Houses
- Successfully lobbied for changes to the financing of neighborhood sewer installation project to reduce financing costs for residents and the city.
- Enhanced the NPU website so that it is now translates into six different languages with the click of the mouse. This was implemented to provide better support to Norwich's diverse community. Languages include French, Chinese, Spanish, Italian and Polish.
- Successfully led the community through its first Phase I water emergency in 20 years. Norwich water supply levels dipped to 52% of capacity, resulting in NPU initiating a city-wide education and conservation program. By February of 2008, reservoir levels returned to 100% capacity
- Geographical information system (GIS) technology fully implemented. Utilization of this technology includes mapping of the electrical and gas systems to enhance response time to outages, improve customer notification and timely dispatching of crews.
- Project coordinators worked pro-actively with developers to facilitate the on-going construction of over 400 new housing units.

NPU's relationship with customers is a special one; as a municipal utility our customers are also our owners. We have continually supported general city activities by contributing a percentage of the Department's revenues to the General Fund. As our Gas, Electric, and Water utilities grow, so does our contribution to the city. This year we are contributing \$7,133,520 to the City's revenue stream; reducing taxpayer burden by the equivalent of 4.02 mils.

Paid to City General Fund



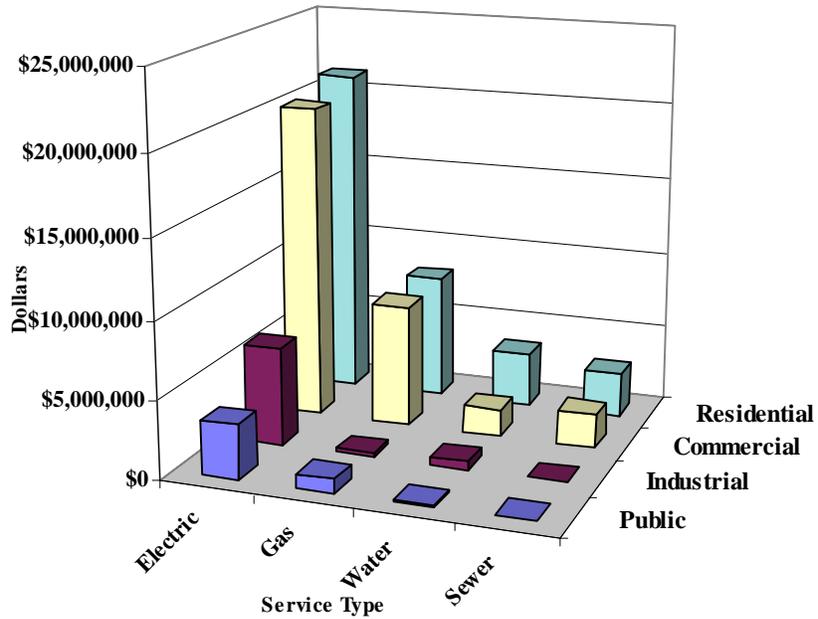
PERFORMANCE MEASURES

	FY 2007 Audited	FY 2008 Budget	FY 2009 Approved
<i>Sales</i>			
Gas	15,901,968	16,060,800	17,098,174
Electric	48,433,002	49,543,900	51,808,075
Water	5,006,394	5,809,900	5,921,720
Sewer	4,724,712	5,629,500	5,350,274
<i>Customer Service Indicators</i>			
<i>Field Service</i>			
Gas Service Calls	4,350	4,500	4,250
Electric Service Calls	2,350	2,500	2,600
Water Service Calls	3,500	3,750	3,150
Sewer Service Calls	194	300	260
<i>Service Center</i>			
Walk-in Customers	56,755	48,900	56,755
# calls	92,684	69,000	83,416
<i>Operations Indicators</i>			
<i>Distribution Systems</i>			
Miles of Gas Main	131	131	131
Miles of Electric Line	272	272	272
Miles of Water Main	157	157	157
Miles of Sewer Main	109	109	111
<i>Electric System Reliability</i>			
Avg. # outages per customer	0.70	0.60	0.50
Avg. cumulative out of service time (min)	45	40	35
Avg. outage duration (min)	65	60	55
<i>Wastewater Treatment</i>			
Gallons Treated (Billion)	1.90	1.91	1.91
Quality Tests Conducted	5,050	5,200	5,500
<i>Water Division</i>			
Gallons of Potable Water (Billion)	1.78	1.78	1.60
Quality Tests Conducted	10,000	10,000	10,500
<i>Community Development</i>			
Contribution to City General Fund	5,877,500	7,025,600	7,133,520

Norwich Public Utilities: Revenues Summary

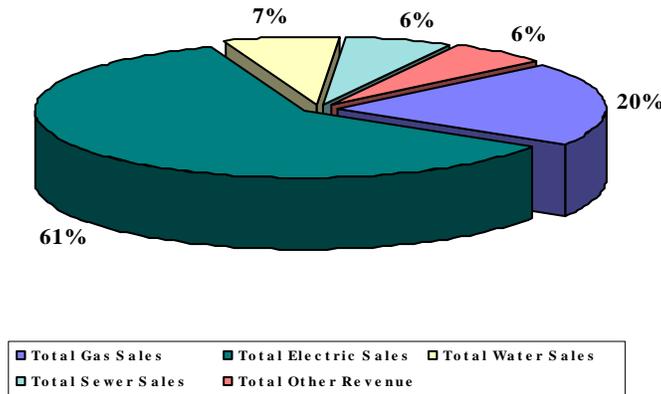
Residential Gas Sales	7,097,849	7,618,346	7,996,029
Commercial Gas Sales	7,474,640	7,176,147	7,854,146
Industrial Gas Sales	265,022	231,941	245,994
Public Gas Sales	952,907	912,520	880,838
Interdepartmental Gas Sales	111,550	121,823	121,167
Total Gas Sales	15,901,968	16,060,777	17,098,174
Residential Electric Sales	19,270,148	20,550,380	21,171,465
Commercial Electric Sales	18,925,488	18,867,087	20,169,405
Industrial Electric Sales	6,155,114	6,126,367	6,338,267
Public Electric Sales	3,471,378	3,397,650	3,485,079
Interdepartmental Electric Sales	610,874	602,437	643,859
Total Electric Sales	48,433,002	49,543,921	51,808,075
Residential Water Sales	2,782,385	3,171,276	3,490,868
Commercial Water Sales	1,654,258	1,843,579	1,722,820
Industrial Water Sales	446,135	484,684	528,118
Public Water Sales	107,255	109,463	157,733
Interdepartmental Water Sales	16,361	18,393	22,181
Total Water Sales	5,006,394	5,627,395	5,921,720
Residential Sewer Sales	2,458,423	2,805,842	2,892,248
Commercial Sewer Sales	1,980,707	2,237,141	2,167,916
Industrial Sewer Sales	90,102	106,398	90,921
Public Sewer Sales	78,922	94,512	91,960
Interdepartmental Sewer Sales	116,558	112,015	107,229
Total Sewer Sales	4,724,712	5,355,908	5,350,274
OTHER OPERATIONAL REVENUE			
Penalties for Late Payments	674,807	595,900	680,000
Gas Service & Water Heater Rentals	200,919	216,350	445,100
Jet Turbine Credit	599,820	1,959,712	1,800,000
Reservation Charges & Rentals	491,619	412,829	586,304
Septage Charges	173,735	175,000	367,209
Interest Income	418,095	300,000	443,300
Energy Efficiency Program	89,939	736,225	981,879
Total Other Revenue	2,648,934	4,396,016	5,303,792
TOTAL DEPARTMENT REVENUE	76,715,010	80,984,017	85,482,035

Estimated Sales by Customer Class Fiscal Year 2009



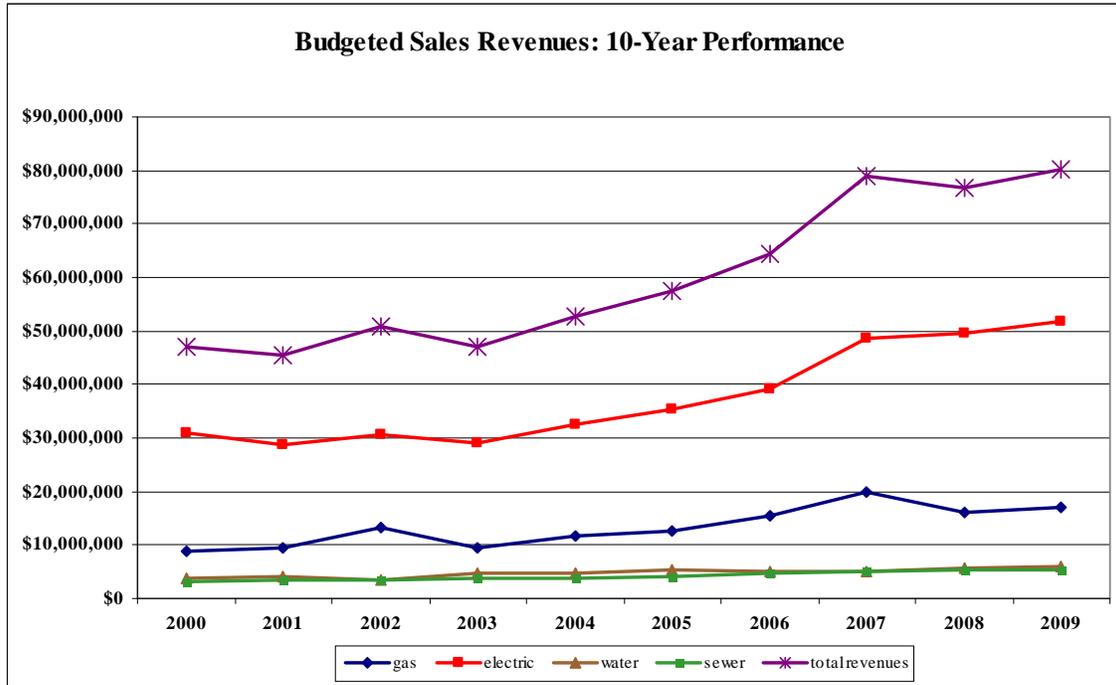
Projected development of properties in the City for residential and small commercial is expected to have a modest but positive effect on revenues. Budgeted revenues for this fiscal year reflect the impact of participating in the regional water initiative that brings water from Groton to Montville.

Estimated Revenues by Type Fiscal Year 2009



As evidenced by NPU's 10 year performance, electric and gas revenues show the most volatility. Changes in revenues for electric and gas services are largely caused by the cost of wholesale energy.

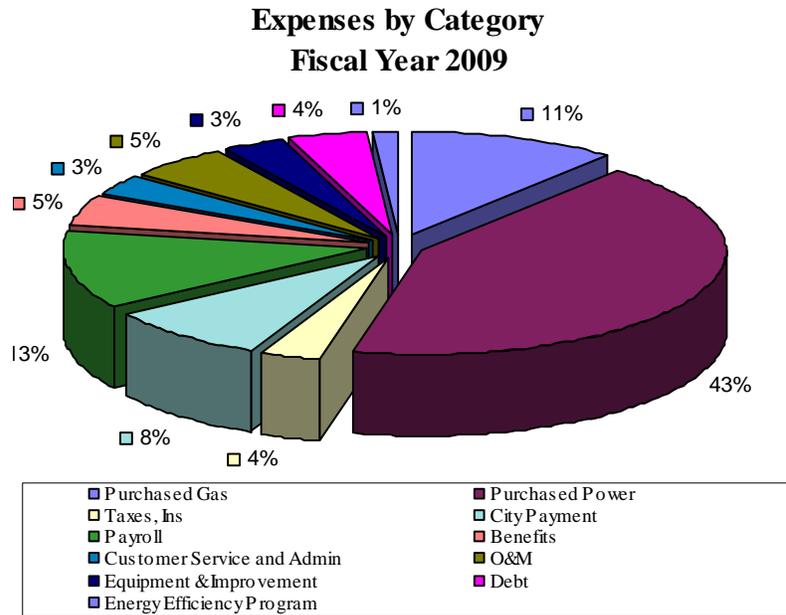
In fiscal year 2002 the gas division felt the impact of significantly higher natural gas prices which dropped somewhat the following year but have been rising steadily since. In 2007, the electric division was able to reduce rates by 3% due to a change in the way Connecticut State gross revenues taxes are assessed.



Market cost of energy is reflected in the Purchased Power Adjustment (PPA) and the Purchased Gas Adjustment (PGA), charges which are reconciled monthly and changed only as needed to recover actual costs. The utility is committed to keeping the two charges as stable as possible so customers can plan for their energy bills, particularly in the coldest and warmest months when bills fluctuate most. NPU and CMEEC, partners in electric purchases, have been successful in controlling the cost of the electricity purchased for consumer use. As a result, NPU customers pay on average 20% less for their electricity than customers of its closest competitor.

Norwich Public Utilities: Expenses Summary

	FY 2007 Audited	FY 2008 Budget	FY 2009 Approved
DEPARTMENT EXPENSES			
Purchased Gas	8,674,735	8,848,257	9,288,482
Purchased Electricity	29,877,229	35,283,100	35,699,066
Payroll	9,513,218	9,754,100	10,373,845
Employee Benefits	3,396,201	3,879,100	3,990,730
City Payment 10%	5,877,500	7,025,600	7,133,520
Gross Revenue Tax	1,665,811	1,420,984	1,601,504
Property Tax	103,389	105,100	80,110
Property & Liability Insurances	1,008,517	1,341,000	1,316,400
Operations & Maintenance	3,861,576	3,864,400	4,405,759
Customer Service	415,757	362,500	475,501
Office Expenses	471,263	555,300	556,445
Administrative Expenses	1,475,538	1,679,600	1,623,031
Bad Debt Expense	688,980	689,000	688,980
Energy Efficiency Program	78,719	187,000	1,054,760
Total Operational Expenses	67,108,433	74,995,041	78,288,133
Interest Expense	292,276	387,000	619,283
Debt Principal Repayment	1,602,416	1,640,600	2,118,604
Debt Service	1,894,692	2,027,600	2,737,887
Capital Purchases net expected reimbursements	3,338,515	3,144,700	2,420,948
Capital Labor	529,172	521,400	688,624
Total Capital	3,867,687	3,666,100	3,109,572
Depreciation	4,703,000	4,763,000	4,989,960



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 replace 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 Rt. 82 Project, the Intermodal Transportation Center Project, the Occum, Ponemah Project to reduce losses, improve reliability and support development. • Sewer upgrades to the collection system and pumping stations that replace aging infrastructure and improve reliability. 	\$1,697,042	\$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"> • Install Municipal Area Network to provide a reliable fiber optic network throughout the City. \$2,300,000 • Upgrade GIS land base map and road centerline data to reflect new development \$282,280 • Wastewater facility improvements \$5,900,000 for the first phase of the facility upgrade that includes the design and upgrade of the digester and installation of the methane microturbine. • Initiate the Long Term combined Sewer overflow (CSO) Project that includes the GIS data collection, flow testing, quality monitoring and modeling of the sewer collection system for future design. \$1,706,000 • Maintain the Occum water tank by replacing the coating and cathodic protection systems that will maintain water quality and reduce maintenance costs in the long term \$318,600. • Upgrade aging and inefficient water treatment plant pumps and drives for \$448,500 • Greeneville dam repair \$120,000, allowing the utility to preserve the historic structure while operating the hydro facility that provides up to 5% of the city’s power needs as green power. 	\$1,662,330	\$0

Department of Public Utilities
Capital Budget Summary

	FY 2007 Audited	FY 2008 Budget	FY 2009 Approved
RECURRING CAPITAL			
Metering	143,642	218,500	180,840
Mains: replacements, new	360,021	393,733	625,783
Services: new, renewals	270,479	307,964	373,462
Water heaters	43,557	32,900	42,732
Poles & fixtures	34,551	70,000	80,000
Street lighting & signal systems	55,620	46,000	51,000
Transformers & capacitors	226,002	200,000	265,500
Hydrants & valves	97,052	13,200	24,655
Manholes & frames	29,059	38,650	53,070
Total recurring Capital	1,259,983	1,320,947	1,697,042
CAPITAL PROJECTS			
W.Main/Dunham St. Regulator Station Upgrade			15,500
LNG Gates			15,000
Norwichtown Odorizing System			22,700
Greenville Dam repair			120,200
Bean Hill Generator			50,000
Connecticut Hydros Project			100,000
Occum Ponemah Conversion Upgrades			200,000
Transportation Center Project			55,000
RT 82 Development			55,000
Gatehouse Refurbishment			12,000
Upgrade PLC Modicons			35,000
SCADA			33,750
Courthouse Sq. Station Rehab			16,000
Upgrade Lab equipment			10,200
South Thames New VFD			28,000
Sludge Piston Pump			30,200
Hoffman Blower-VFD & Controls			14,000
Electric Gate Card Reader			4,500
GIS Water Model			50,000
Updated Color Aerial Photogrammetry			10,600
Updated Landbase Planimetrics			218,680
New Road Centerline			53,000
N. Main/Control Room			350,000
Municipal Area Network			20,000
Advanced Metering Infrastructure Pilot			30,000
GPS ProXT W/Handheld			5,500
Computer system and hardware			52,000
Miscellaneous construction equipment			25,500
Wemco Hydrogritter			30,000
Prior year projects	1,979,000	1,823,750	
Total Project Capital	1,979,000	1,823,750	1,662,330

Glossary

Norwich
CONNECTICUT **NOW.**

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.

CAFR – The **C**omprehensive **A**nnual **F**inancial **R**eport is prepared in conformity with Generally Accepted Accounting Principles (GAAP) as set forth by the Governmental Accounting Standards Board (GASB).

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

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.

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.

CCD – The City Consolidated District is the area which encompasses the paid fire district. The paid fire district has its own special revenue fund and residents within this area are taxed for the personnel costs associated with the paid fire department.

COMPREHENSIVE ANNUAL FINANCIAL REPORT (CAFR) – the official annual financial report of a government.

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 10/1/2007. 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.

UNDESIGNATED 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.