



# Norwich CONNECTICUT NOW!

***Adopted Annual Budget***  
**Fiscal Year 2006 - 2007**  
**Adopted June 5, 2006**

The following are descriptions of the pictures shown on the cover of the City Council's Adopted Annual Budget for fiscal year 2006-07 (from top to bottom)

- **Norwich City Hall** – Built in 1873, this building is a landmark of southeast Connecticut. This majestic building was renovated in 1999 and the exterior was re-painted in the summers of 2004 and 2005.
- **Norwich Harbor** – Home to such attractions as the 200-slip Marina at American Wharf; the 19-hole miniature golf course, Putts Up Dock; and Brown Park, which hosts several summer concerts at its gazebo. The city now offers kayaking lessons and will be starting sailing classes in the near future.
- **Laurel Hill Bridge** – 2005 was a year noted for major construction in downtown Norwich. No project had a bigger impact on traffic than the replacement of the Route 2 bridge. The new bridge, constructed in one season, was reopened to traffic in December 2005. When completed in 2006, the bridge will have a Victorian flair with period lighting, decorative rails, scenic overlooks, and bronze rose medallions.
- **Greenville Fire Station** – With funding from the Community Development Block Grant, Historic renovations were made to the Fire House which included new historically correct windows and doors. In addition the interior was made code correct to insure the safety of the firefighters. This included a new bathroom, kitchen, lighting, ceilings and enclosure of a fire exit.
- **Estelle Cohn Memorial Dog Park on Asylum Street** – Through the fundraising efforts of Ann Miller and Mindy Angevine; the generous donation by Al Cohn in honor of his late wife, Estelle; and the combination of labor from Norwich Public Works Department and volunteers, Norwich established its first park for dogs. In addition to a fenced dog enclosure, the park has landscaped walking trails and a historic monument area.
- **Wauregan Hotel** – This \$16 million project funded through a combination of public and private funds is slated to be finished in late Spring 2006. The renovations to this building will result in 70 affordable apartments and mixed-use commercial/retail space on the ground floor.
- **Occum Fish Ladder** - Constructed by Norwich Public Utilities in 2005, the Occum Fish Passage was designed to assist the migration of American Shad, Alewife, Blueback Herring and other fish species, helping to restore the Shetucket River back to its original state. The Board of Public Utilities Commissioners dedicated the fish ladder to the Native American peoples of Eastern Connecticut who, for thousands of years, of relied on the river for its rich fish population. The river served as a primary gathering place for a number of different tribes. The fish ladder is located at the Occum Dam.
- **Mercantile Exchange** – The construction of the Mercantile Exchange began in September 2002 and was completed in October 2004. The five-story Mercantile building represents an historic partnership among the state, the Mashantucket Pequot Tribal Nation, the City of Norwich and the Norwich Community Development Corporation. The project's total cost was \$18.9 million. The Victorian-looking building is located between Main and Water streets, overlooking Norwich's beautiful harbor. It has 89,000 square feet of space, including both rentable office and retail space.
- **Red McKeon Occum Park** – A new recreation park was dedicated in 2005 in Occum. Prior to construction of the park, the area was a burned-out mill brownfield. The area was environmentally cleaned and replaced with recreation fields, basketball courts, picnic areas, and landscaped walking trails.



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Norwich  
Connecticut**

For the - Fiscal Year Beginning

**July 1, 2005**

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, 2005. 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.

Norwich  
CONNECTICUT **NOW.**

## TABLE OF CONTENTS

	<u>PAGE</u>
BUDGET MESSAGE (Green Divider)	1
FINANCIAL SUMMARIES, BUDGET PROCESS AND MISCELLANEOUS (Blue Divider)	
THE CITY	9
ECONOMIC & DEMOGRAPHIC DATA	12
DIRECTORY OF ELECTED OFFICIALS	19
DIRECTORY OF ADMINISTRATORS	20
ORGANIZATIONAL CHART	21
BUDGET TIMETABLE	22
FINANCIAL MANAGEMENT POLICIES	23
GOALS FOR NORWICH	37
COMPARATIVE BUDGET SUMMARY	38
CALCULATION OF MILL RATE	39
GRAPHIC ILLUSTRATIONS	40
AUTHORIZED POSITIONS	45
FUND STRUCTURE	47
GENERAL FUND (Gold Divider)	
SUMMARY - GENERAL FUND REVENUES & EXPENDITURES	51
GENERAL FUND REVENUE	52
CITY MANAGER	62
FINANCE	66
TREASURER	71
ASSESSMENT	75
PERSONNEL	79
LAW	84
CITY CLERK	86
MAYOR/CITY COUNCIL	90
POLICE	93
FIRE	100
VOLUNTEER FIRE DEPT/EAST GREAT PLAIN	102
VOLUNTEER FIRE DEPT/LAUREL HILL	106
VOLUNTEER FIRE DEPT/OCCUM	110
VOLUNTEER FIRE DEPT/TAFTVILLE	113
VOLUNTEER FIRE DEPT/YANTIC	117
RECREATION	121
HUMAN SERVICES	126
SENIOR CITIZENS CENTER	133
YOUTH AND FAMILY SERVICES	137
PUBLIC WORKS	142
ELECTION	160
PLANNING & NEIGHBORHOOD SERVICES	164
ECONOMIC DEVELOPMENT	169
BOARD OF EDUCATION	171

DEBT SERVICE - PRINCIPAL & INTEREST	180
NON-DEPARTMENTAL/CIVIC & CULTURAL ORG.	182
CAPITAL BUDGET	188
EMERGENCY MANAGEMENT	190
EMPLOYEE'S PENSION	195
SPECIAL REVENUE FUND (Pink divider)	
SUMMARY OF SPECIAL SERVICE FUND	197
SPECIAL SERVICES FIRE	198
SPECIAL SERVICES REFUSE	206
SPECIAL SERVICES VOLUNTEER FIRE AND TAX CREDIT	209
ENTERPRISE FUND – NORWICH PUBLIC UTILITIES (Ivory divider)	213
GLOSSARY (Peach divider)	225

CITY OF NORWICH  
 CHANGES MADE FROM PROPOSED TO ADOPTED BUDGET  
 FISCAL YEAR 2006-07

This schedule summarizes the changes made to the City Manager's Proposed budget by the City Council. The following Budget Message/ Executive Summary does not reflect the changes enumerated below.

**General Fund Revenues**

Page(s)	Account	Increase	Decrease
53	01000-70208 Property Taxes - MV PA 76-338	400,000	
54	01000-73010 Casino Assistance Revenue Grant (to remove the State grant reimbursing municipalities for loss of revenue on motor vehicles)		3,344,691
53	01000-70260 Parking Commission (to reduce the transfer-in from the Public Parking Commission in proportion to the reduction in the maintenance budget)		6,000
54	01000-70247 State - In lieu of taxes (to increase the revenues from State-owned and Colleges & Hospital PILOT grants)	94,493	
54	01000-70254 Mashantucket/ Mohegan Grant (to increase State revenues for one-time "Property Tax Relief" funding)	400,000	
54	01000-70294 Surplus (to decrease use of Surplus in light of increased state grant revenues)		600,000
53	01000-70201 Property Taxes - Current (net affect on property taxes)	3,203,206	
Total		4,097,699	3,950,691
Net Increase/(Decrease) to Revenues		147,008	

**General Fund Expenditures**

Page(s)	Account	Increase	Decrease
64	01011-80012 City Manager Employees (to correct Assistant City Manager's salary)		5,095
69	01012-80044 Data Center (to add cost of annual website software maintenance)	3,000	
77	01013-80012 Assessor Employees (to increase Assessment Data Entry Clerk to Full-time)	11,869	
77	01013-89999 Assessor Fringe Benefits (to increase fringe benefits related to the Assessment Data Entry Clerk)	908	
88	01016-80011 City Clerk Department Head (to increase City Clerk's salary to 5% increase over fiscal year 2006)	2,920	
88	01016-89999 City Clerk Fringe Benefits (to increase fringe benefits related to increase in City Clerk's salary)	223	
91	01017-80013 City Council Employees (to increase Council Secretary's salary)	5,000	
91	01017-89999 City Council Fringe Benefits (to increase fringe benefits related to increase in Council Secretary's salary)	383	
124	01032-80040 Recreation Bldg & Ground Maintenance (to increase Recreation maintenance budget)	25,000	
158	01048-80040 Parking Maintenance (to decrease Parking Maintenance budget)		6,000
184	01090-80086 Contingency (to increase Contingency account for potential utilities overrages)	100,000	
187	01090-80160 Veteran Organizations (to increase the Veteran Organizations appropriation to \$5,000)	3,800	
187	01090-80156 Welcome Center (to add funding for Welcome Center)	5,000	
Total		158,103	11,095
Net Increase/(Decrease) to Expenditures		147,008	

**Special Service Fund Revenues**

Page(s)	Account		Increase	Decrease
201	02000-70204	Property Taxes - Current	339,569	
201	02000-70215	Property Taxes - MV PA 76-338	30,000	
201		Casino Assistance Revenue Grant		369,569
(to remove the State grant reimbursing municipalities for loss of revenue on motor vehicles)				
54	02000-70255	State - In lieu of taxes	502	
(to increase the CCD's portion of revenues from State-owned and Colleges & Hospital PILOT grants)				
201	01000-70254	Mashantucket/ Mohegan Grant	127,000	
(to increase State revenues for one-time "Property Tax Relief" funding)				
201	02000-70204	Property Taxes - Current		127,502
(net affect on CCD taxes)				
Total			<u>497,071</u>	<u>497,071</u>
Net Increase/(Decrease) to Revenues			<u>-</u>	

# Budget Message

Norwich  
CONNECTICUT **NOW.**

BUDGET MESSAGE/EXECUTIVE SUMMARY  
April 3, 2006

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 2006-2007. I would like to take this opportunity to thank the department heads, my Assistant City Manager Jennifer Elazhari, Deputy Comptroller Josh Pothier, and City Comptroller Joseph Ruffo for their assistance and cooperation in the preparation of this budget.

**II. EXPLANATORY NOTE ON THE DEVELOPMENT OF THE 2006-2007 CITY BUDGET**

This budget is a result of collaboration between all City departments. In drafting it, the City Manager considered the needs of Norwich as related to him by department heads and citizens. A small increase of 4.34% in the mill rate is a result of a great effort to avoid layoffs, increase public services at a modest rate and invest in economic development.

New initiatives in Norwich include:

- The Norwich Now marketing campaign in which the City invested \$53,000 from funds repaid to a revolving loan program administered by the City.
- Investment of \$58,000 in its Recreation department to start a competitive rowing program.
- Community policing initiatives have also been increased in the downtown area.

**City of Norwich Budget Goals**

- Provide the highest quality education programs and resources to facilitate the success of our children and citizens.
- Keep the annual mill rate increases as low as possible while keeping city government efficient, responsive and financially stable.
- 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.
- 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.

- Promote a high quality of life and develop neighborhood pride.

**Budget Priorities**

- Increase education funding to respond to increased demands for services due to growing student population and the growing demand for special services.
- Limit the general fund mill rate increase to 4.34%.
- Avoid staff reduction in order to maintain the current level of government services.
- Maintain capital expenditure levels to ensure preservation of existing city infrastructure.
- 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.
- Fully support economic development activities initiated by the Mayor, Norwich Community Development Corporation and other organizations.
- Modestly enhance recreation programs.

**III. OVERVIEW OF THE 2006-2007 CITY BUDGET**

Summary of Appropriations and Prior Year Comparison

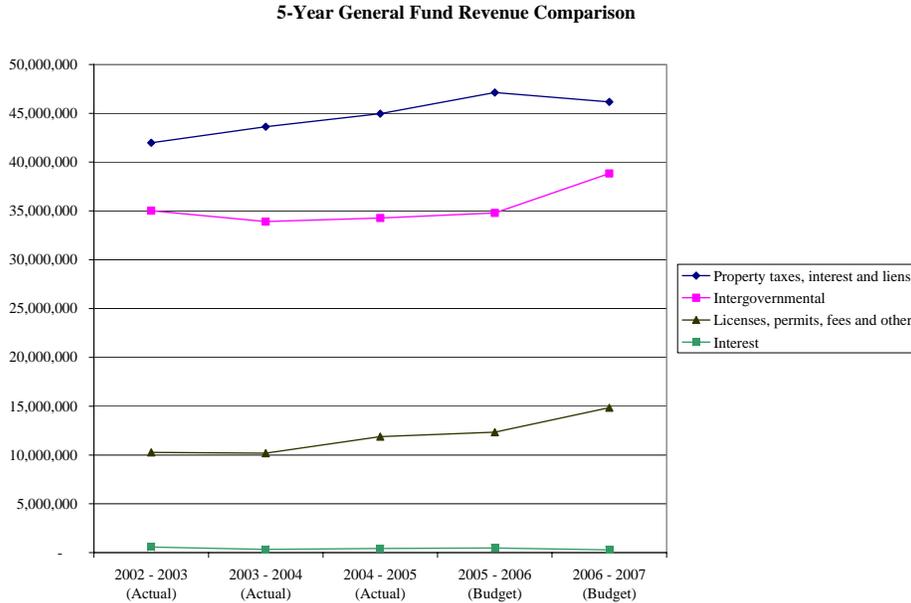
Fund	Revised Budget 2005-06	Proposed Budget 2006-07	\$ Change from Prior Year	% Change from Prior Year
General Fund	94,727,638	100,111,097	5,383,459	5.68%
Special Revenue Funds				
Fire District	4,700,607	4,366,052	(334,555)	-7.12%
Vol. Fire District	320,000	340,000	20,000	6.25%
Refuse	1,367,340	1,526,250	158,910	11.62%
Norwich Public Utilities	64,340,200	80,109,900	15,769,700	24.51%
<b>Total</b>	<b>165,455,785</b>	<b>186,453,299</b>	<b>20,997,514</b>	<b>12.69%</b>

**Grand List**

It is clear that Norwich has many projects, especially housing, in the hopper. The city currently has over \$100 million of construction projects in process. The grand list grew 2.79% from October 2004 to October 2005. 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 2005, properties have been selling for an average of 29.42% higher than their October 1, 2003 valuations.

## Revenues



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 2006-2007 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 \$100,111,097.

The following is a summary of significant revenue changes:

### *State Grants-in-aid: Education.*

The Governor’s proposed fiscal year 2006-2007 budget increases the amount of education revenues for the general fund by 0.91%. We are expecting to receive \$30,886,318 in education grants versus the \$30,606,625 budgeted in 2005-06. Most of this revenue comes from the Education Cost Sharing grant.

### *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 \$312,606 to \$2,554,690. Payments In Lieu of Taxes (“PILOT”) funding for State-Owned Real Property and

Colleges & Hospitals has decreased \$27,015 to \$1,459,589. The Governor's budget proposes the elimination of property taxes on passenger motor vehicles and motorcycles that are not owned by a business or leased by a non-business entity and replaces the revenue lost with the new "Casino Assistance Grant." This explains the dip in the graph above in revenue derived from property taxes and the rise in the revenue derived from intergovernmental revenue.

*Conveyance Taxes.*

We are continuing to realize a substantial amount of revenue from real estate conveyance taxes. We are projecting \$1.1 million for fiscal year 2005-2006. I am proposing that we continue the suspension of transfers to the Mohegan Park/Arts & Recreation fund for fiscal year 2006-2007.

*10% Share of Norwich Public Utilities Revenues.*

The payments from Norwich Public Utilities will increase by \$492,100 to \$5,877,500 for fiscal year 2006-2007. The increase is mainly caused by rising electricity and gas rates.

*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.

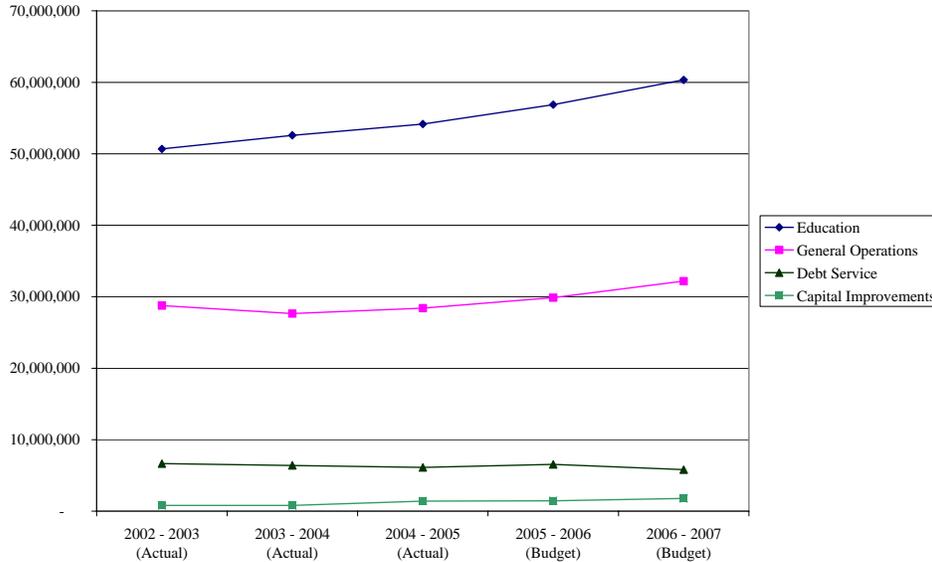
In recent years, the city's actual expenditures have been less than budgeted amounts and revenues have exceeded budgeted amounts resulting in surplus or undesignated fund balance exceeding the 8% target of total annual expenditures. See the "Financial Management Policies" section for a 10-year history of fund balance. I am proposing to use \$2,300,000 of the undesignated fund balance to support expenses during Fiscal Year 2006-2007. 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 4.34% increase in the general fund mill rate, or 1.16 mills from 26.72 to 27.88.

**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 \$39,771,963 – a 5.05% increase over last year. Major factors in the increase are: increase of the city’s pension contribution from \$1,000,000 to \$1,300,000; increase in cost of expected post-employment health benefits from \$540,000 to \$1,150,000; increase of the city’s contribution to Otis Library from \$944,500 to \$1,038,725; and increase in our street lighting costs from \$491,000 to \$562,000.

Norwich’s debt service has decreased 11.31% for fiscal year 2007 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. This year one mill equals \$1,774,339. The capital budget includes paving projects, sidewalk projects, replacement of nine police cruisers and repairs to general city and school roofs. The \$100,000 allocated for school roofs will 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 \$3,471,508 – a 6.1% increase over last year. The Board of Education submitted a budget with a 7.94% increase. I worked with Pam Aubin and Maureen Picard to see if there was any way to bring that number down without reducing programs and personnel. With their input, my proposed funding of \$60,339,134 can do just that. Education is the single largest budgetary item. Education represents 60.27% of all expenditures and 63.73% of each tax dollar (10.11 city and 17.77 education).

#### **IV. STRATEGIES FOR BALANCING THE BUDGET**

My 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 \$2,300,000 in undesignated fund balance. Our undesignated fund balance will be maintained above target rate of 8% of annual expenditures.

**Continue the suspension of conveyance tax transfers to the Mohegan Park/Arts & Recreation Fund.** This fund has built up a healthy surplus over the past few years as the real estate market boomed which will carry it through fiscal year 2007. The current account balance of \$292,000 will be unaffected by this action.

**Modestly increase in the property tax levy.** In recent years, Norwich has enjoyed one of the lowest property tax burdens in the state. In 2004, for example, the adjusted property tax levy for Norwich property owners was 12th lowest in Connecticut. The average tax bill for Norwich residents ranked 157th out of the 169 cities and towns in Connecticut. The average per capita property tax burden in Norwich was \$1,165 - about \$720 less than the average across the state. I think that you will find that the 4.34% 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 SERVICE FUND**

**Special Service Fire.** The paid fire department draws a large portion of its funding from the Mashantucket Pequot grant and PILOT monies. On the expenditures side, the biggest change was the increase in fringe benefits due to pension and workers' compensation costs. We took a look at the expenditures allocated to Special Service Fire and the expenditures allocated to the General Fund and I decided to move some costs related to the Hazardous Materials team which are a general benefit to the city as a whole. In addition, we've changed the

way we have been accounting for personnel costs. We will pay the salaries allocable to the General Fund directly out of the General Fund in lieu of paying all of the paid fire department's salaries out of Special Service Fire and then charging the General Fund for the salaries considered a general benefit.

**Volunteer Fire Relief Fund.** The funding of the Volunteer Firefighter Tax Credit has decreased by \$20,000 to \$80,000 and the Relief Fund has increased by \$40,000 to \$160,000 in order to satisfy the annual recommended contribution (ARC) given to us by our actuaries. The funding to cover the workers' compensation claims generated by the volunteers remains at \$100,000. This has been the average amount of claims over the past five years. The net increase will cause the mill rate to increase from .30 to .33.

**Special Service Refuse.** These expenditures are supported by separately charged refuse fees. I am proposing a 3% across-the-board increase in refuse charges. These refuse charges have not seen an increase since 2002.

## **VI. DEPARTMENT OF PUBLIC UTILITIES**

The Public Utility budget reflects an increase in revenues of \$16,078,100 and an increase of expenditures of \$15,769,700. Most of this increase is due to the rising cost of purchasing gas and electricity which thereby cause the Public Utilities rates to increase.

## **VII. LOOKING TO THE FUTURE**

As we look to the future we expect Norwich to continue to grow and improve. Our local economy is expanding. Housing construction continues apace and significant numbers of new businesses are locating to the City. The challenge in the City will be to cultivate an environment that continues to attract new residents while maintaining a high quality of life for all who live here.

Growth has introduced a greater level of diversity to the community, increasing the need for language and special services in the schools, as well as increased use of emergency and infrastructure services. The City will be required to make an investment in infrastructure projects and capital improvements to ensure that the needs of a rising population are met. The City will also need 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. The Board of Education has recently reported that energy costs in an eight month period equal costs in the preceding twelve month period. It is evident that the cost of our facilities is not just in constructing them but also in maintaining them. If these costs are to be controlled, the City will need to invest in building upgrades to maximize energy efficiency.

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 continue to pursue prudent financial management policies that maintain the general undesignated fund balance above 8% of annual budgeted expenditures. Although a greater amount of bonded debt will be necessary to achieve needed capital improvements, the City will be ready to assume these projects due to the prudent fiscal policies of the past which have placed us in a good position going forward.

Several years of concentrated effort on the part of the City of Norwich in the area of economic development are beginning to bear fruit. The historic Wauregan Hotel in downtown Norwich will be ready for occupancy this year. The Norwich Community Development Corporation expects to break ground for a new intermodal transportation center early next spring. The City Council recently authorized the City Manager to research the feasibility of relocating police headquarters from an outdated facility on the waterfront. Relocating the police station will allow the City to maximize use of the waterfront and at the same time improve the quality of law enforcement services.

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

Respectfully Submitted,

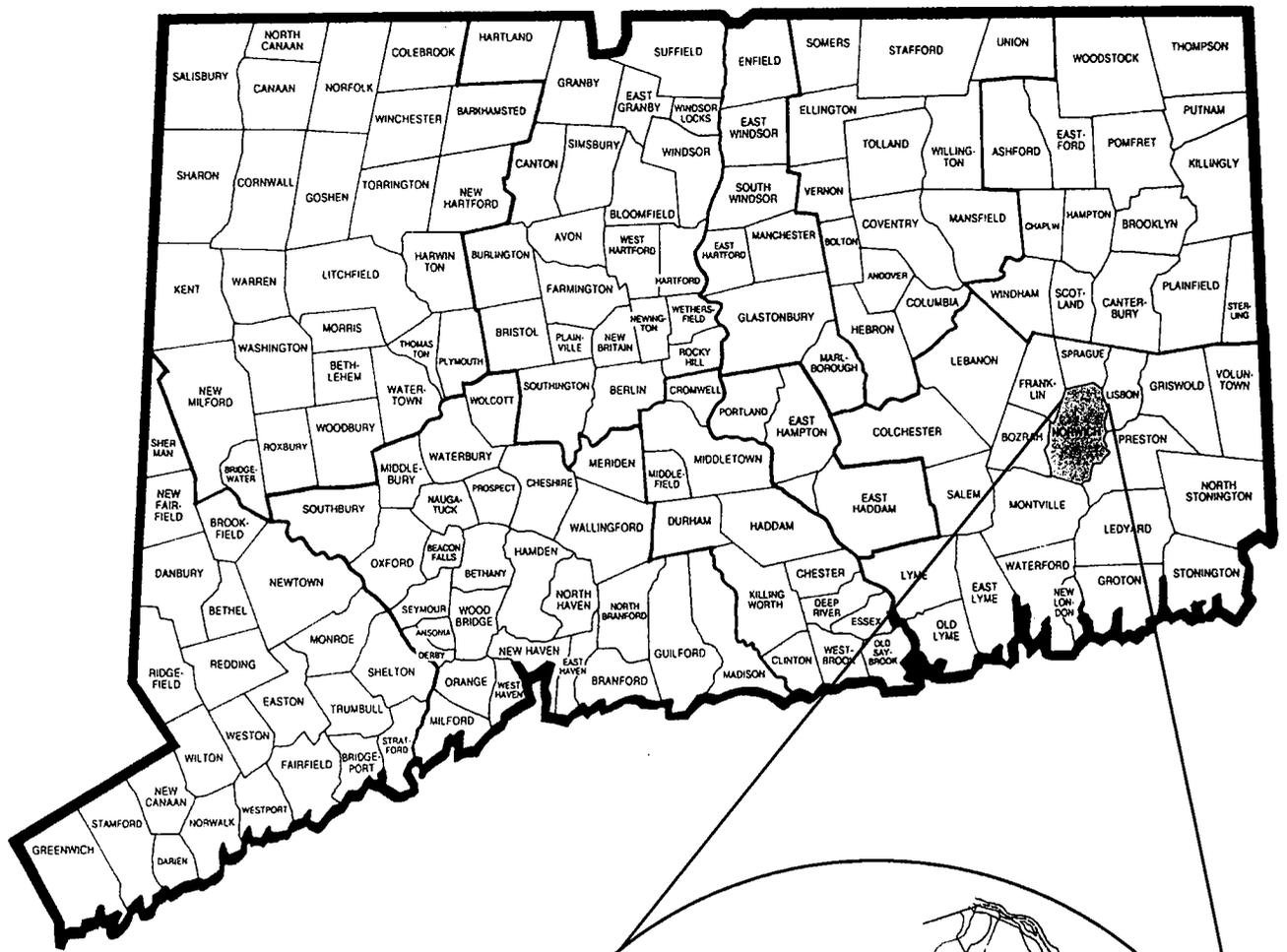
A handwritten signature in black ink that reads "RC Zarnetske". The letters are cursive and somewhat stylized.

Robert Zarnetske  
City Manager

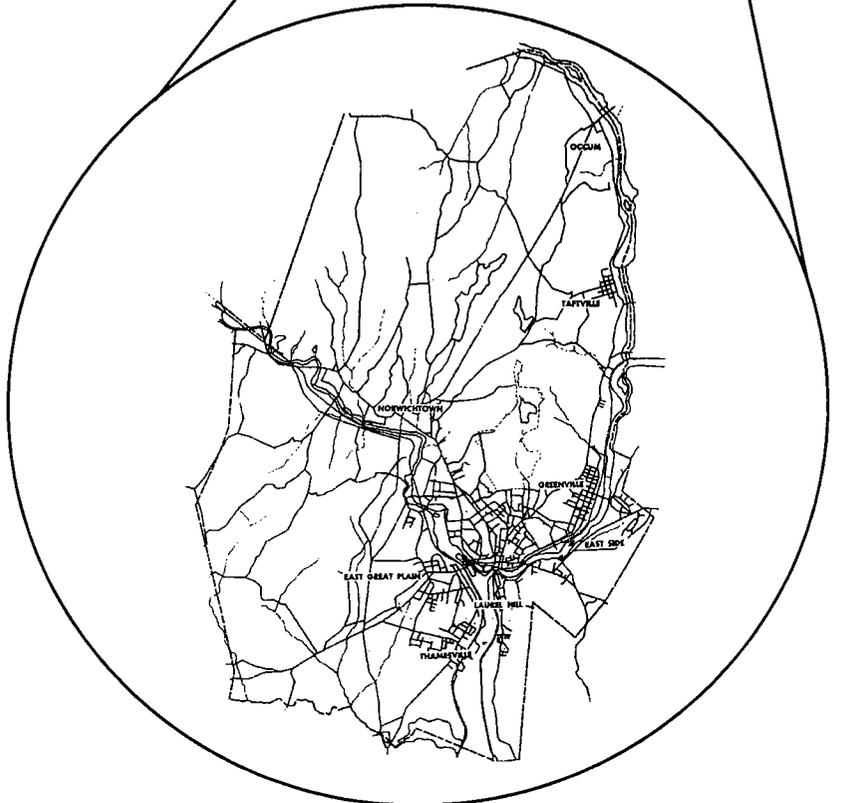
Financial Summaries /  
Budget Process /  
Miscellaneous

Norwich  
CONNECTICUT **NOW.**

# State of Connecticut



## City of Norwich



# THE CITY

## General Description

Norwich, founded in 1659, is Connecticut's twenty-sixth largest city by population. The city was incorporated in May 1784. The town and city were consolidated on January 1, 1952. 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.

The city is rich in historical significance. Throughout the city there are hundreds of historical and architecturally significant structures, including a business district which is a registered historic district containing some of the oldest structures in Connecticut and a variety of former mill structures (many of which are being reused for residential and commercial purposes). 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.

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 was completed in Summer 2005. The city also offers an eighteen-hole public golf course and a public ice skating rink.

The city school system includes nine public and three parochial elementary schools, two public junior high schools, and a privately-endowed high school, The 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 Technical College, offering associate degree programs.

Also located within the city are various health facilities including the 213-bed Backus Hospital, which is undergoing a \$50 million expansion slated to be finished in Summer 2007. Additionally, one of two state courthouses in New London County is located in the downtown area.

## **Description of Government**

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.

## ECONOMIC AND DEMOGRAPHIC DATA

### Population Trends

	Total Population		School Enrollment	
	City of Norwich	State of Connecticut	City of Norwich	State of Connecticut
2001	36,268	3,425,074	5,536	549,975
2002	36,003	3,460,503	5,757	558,740
2003	36,218	3,507,246	5,675	563,216
2004	36,218	3,507,246	5,507	567,241
2005	36,693	3,534,280	5,425	Not Available

Source: January 2006 State of Connecticut Municipal Fiscal Indicators; CERC Town Profile, November 2005

### Age Characteristics of Population

Age Group	City of Norwich		State of Connecticut	
	Number	Percent	Number	Percent
Under 18	8,366	22.8%	829,052	23.5%
18 - 24	3,533	9.6%	320,277	9.1%
25 - 49	12,868	35.1%	1,251,454	35.4%
50 - 64	6,234	17.0%	650,169	18.4%
65 and over	5,692	15.5%	483,328	13.7%
<b>Total</b>	<b>36,693</b>	<b>100.0%</b>	<b>3,534,280</b>	<b>100.0%</b>

Source: CERC Town Profile, November 2005

### Debt information

	City of Norwich		Per Capita Debt	Average of 169 Connecticut Municipalities
	Long-term Debt	Annual Debt Service		
2001	42,830,031	5,738,925	1,181	1,602
2002	45,080,000	6,187,538	1,252	1,705
2003	40,945,000	6,652,497	1,131	1,750
2004	40,325,000	6,177,807	1,113	1,837
2005	40,945,000	6,597,788	1,131	Not available

Source: January 2006 State of Connecticut Municipal Fiscal Indicators

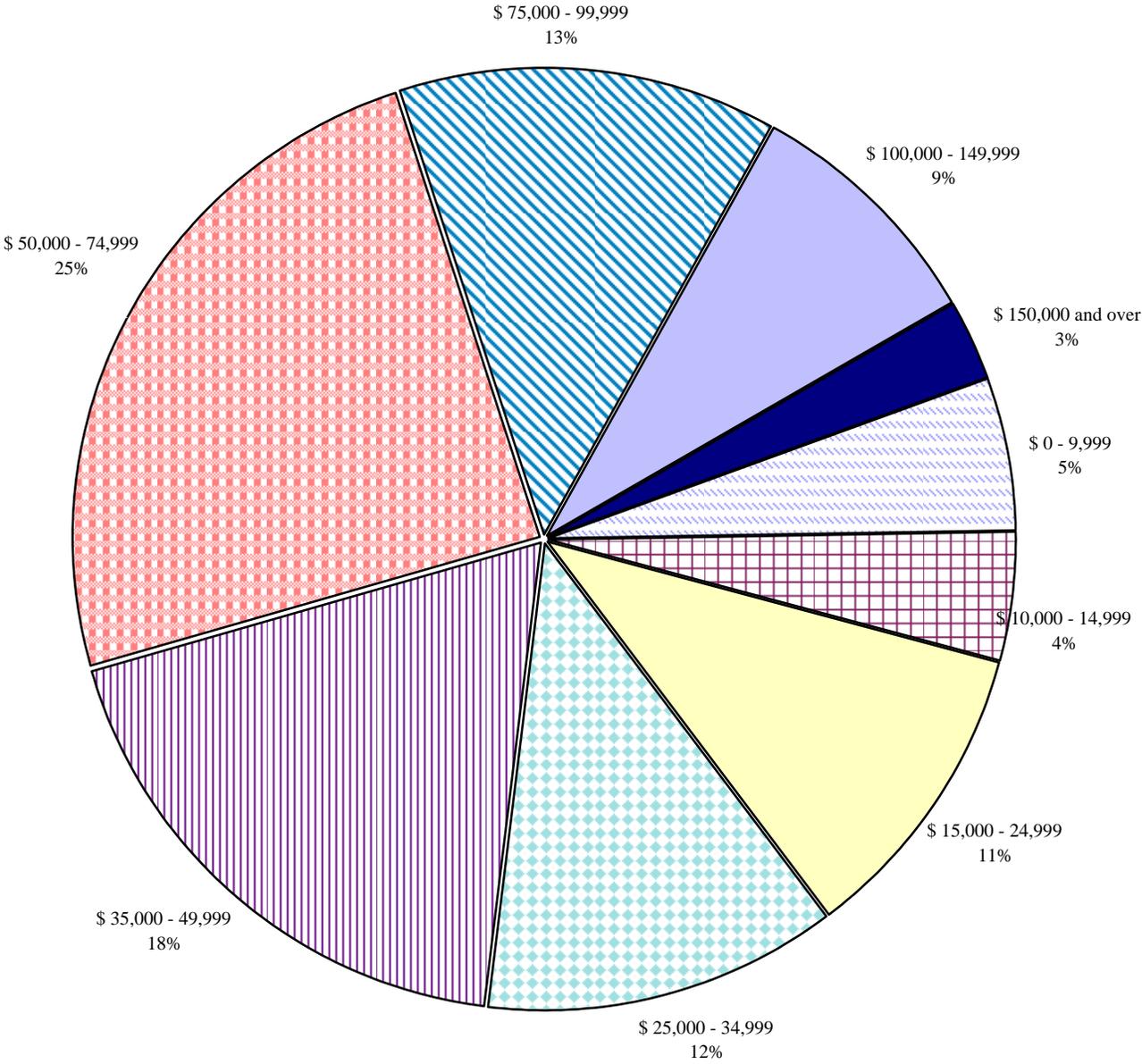
### Principal Taxpayers

Name	Nature of Business	Net Taxable Valuation as of 10/1/05
CSC Dynamics Corporation	Computer Products and Services	18,354,740
Phelps Dodge	Copper rod manufacturer	14,263,720
SEA Norwich LLC	Shopping Center	11,717,000
Mashantucket Pequot Tribe	Real Estate	10,719,840
Plaza Enterprises	Shopping Center	10,577,000
JP Food Service	Food Distributor	8,579,600
Kalamian Elias as Trustee	Apartments	7,889,000
Bob's Discount Furniture	Retail Store & Warehouse	7,441,790
Norwich Mall Realty Associates	Shopping Center	6,545,000
Rose Hill Estates LLC	Apartments	5,633,000
		<b>\$ 101,720,690</b>

### Top Employers

Name	Nature of Business	# of Employees
William W. Backus Hospital	Medical Center	1,650
Computer Science Corporation	Computer Services	700
ShopRite Norwich	Grocery Store	418
Interim Healthcare of Eastern CT	Healthcare	400
Daticon	Legal document storage	300
Norwich Inn and Spa	Lodging/Health Spa	300
US Foodservice	Food/Merch Distributor	223
Bob's Furniture	Furniture Distribution	202
The American Group	Financial Services	200
Big Y Foods	Grocery Store	200

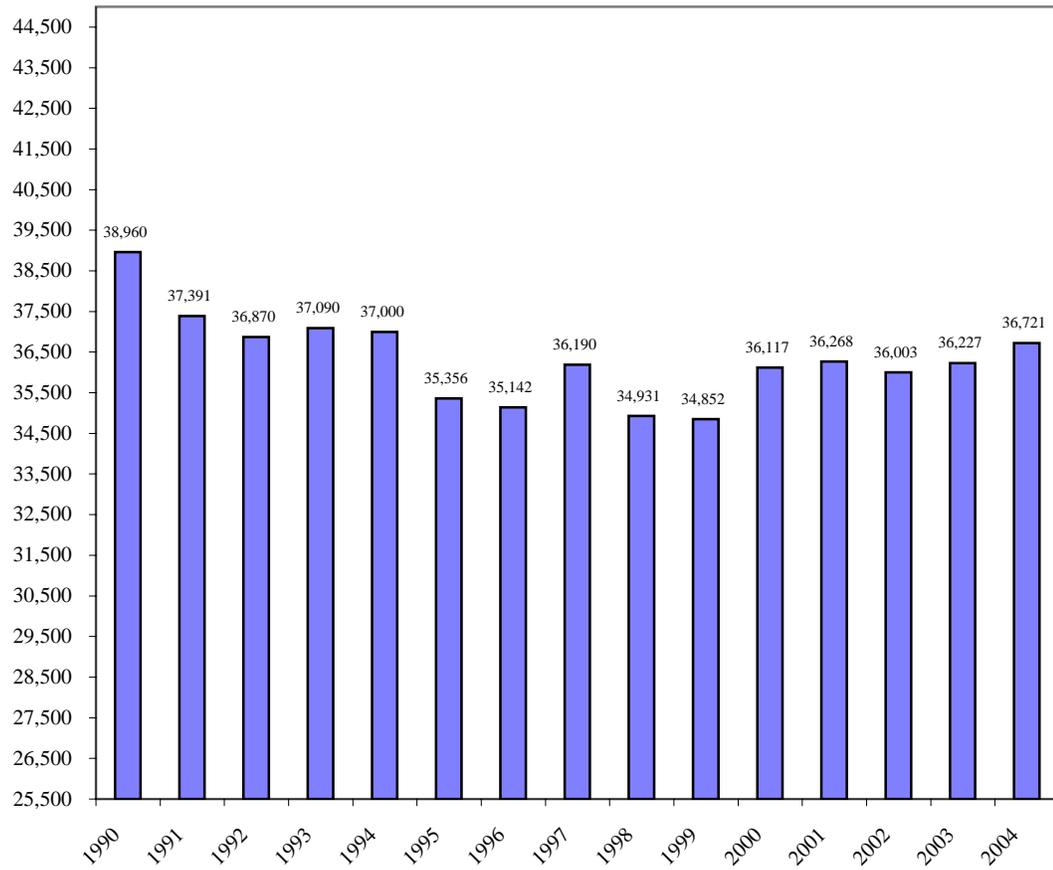
# CITY OF NORWICH INCOME DISTRIBUTION



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

## Norwich Population History

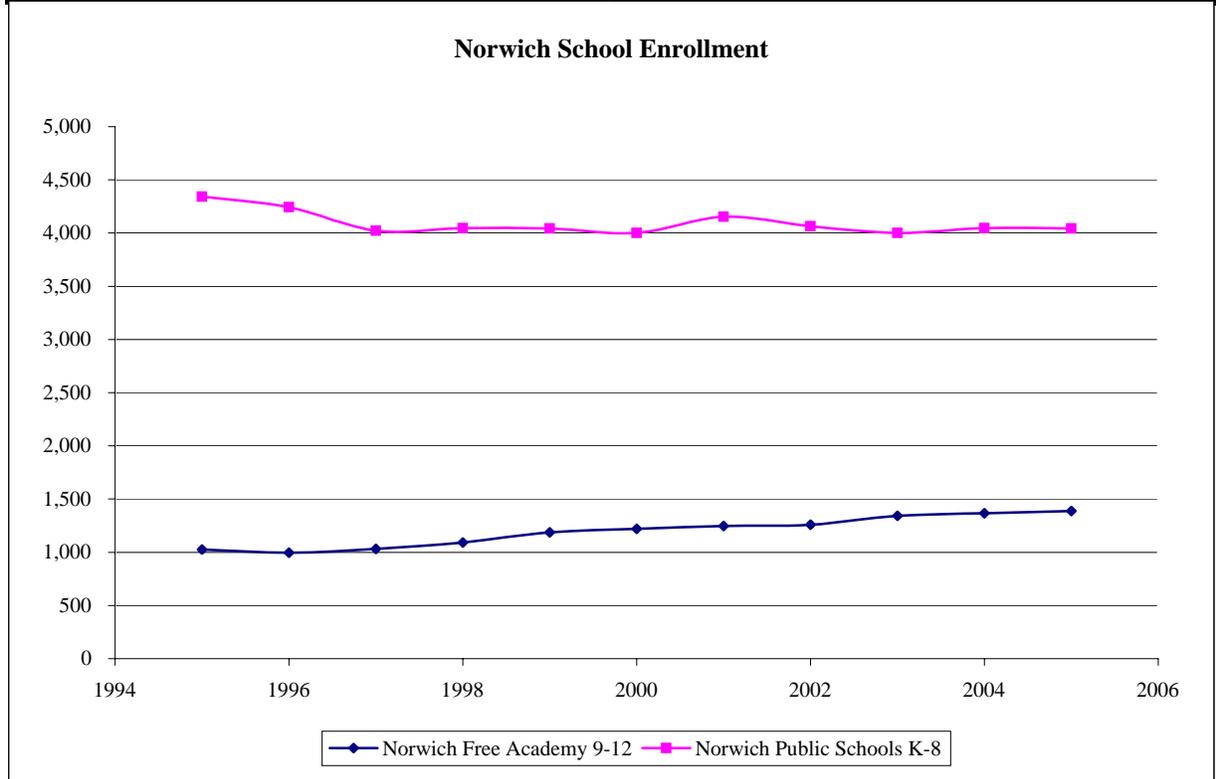
Norwich's population, at 36,721, is the 26th highest of the 169 Connecticut towns and cities. Norwich's population density is 1,296.2 per square mile compared to the statewide average of 723.2.



## School Enrollment

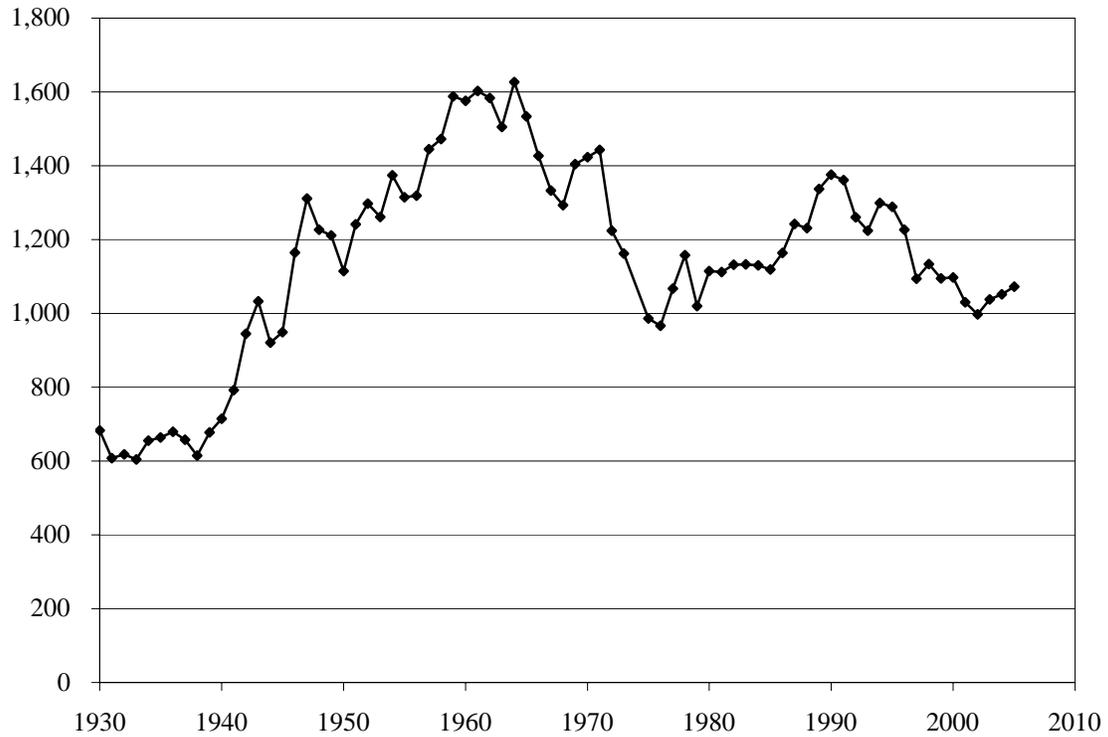
The number of children attending Norwich schools continues to be stable, with slight growth. Projections show that increased enrollment is expected over the next school year. In fact, the enrollment numbers indicate expansion of enrollment at the high school level. This factor may necessitate increased demand for new classes at Norwich Free Academy.

Norwich Free Academy 9-12		Norwich Public Schools K-8	
Fiscal Year	Enrollment	Fiscal Year	Enrollment
1995	1,025	1995	4,343
1996	997	1996	4,244
1997	1,033	1997	4,023
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



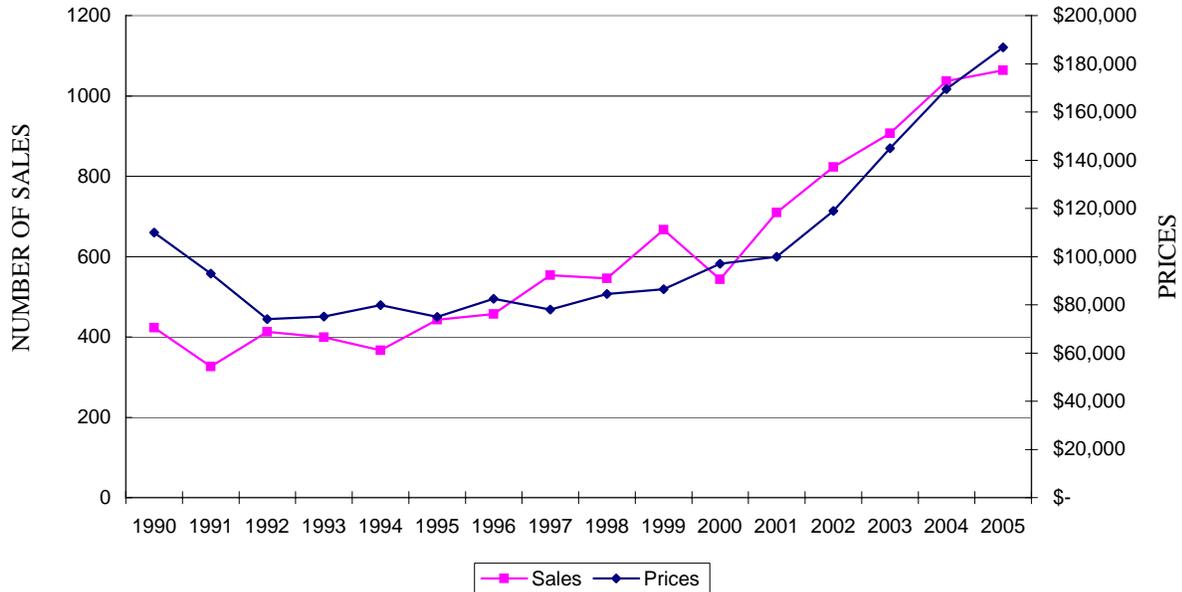
## Norwich Births

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 strong, school enrollment totals will be sustained for a longer period of time.

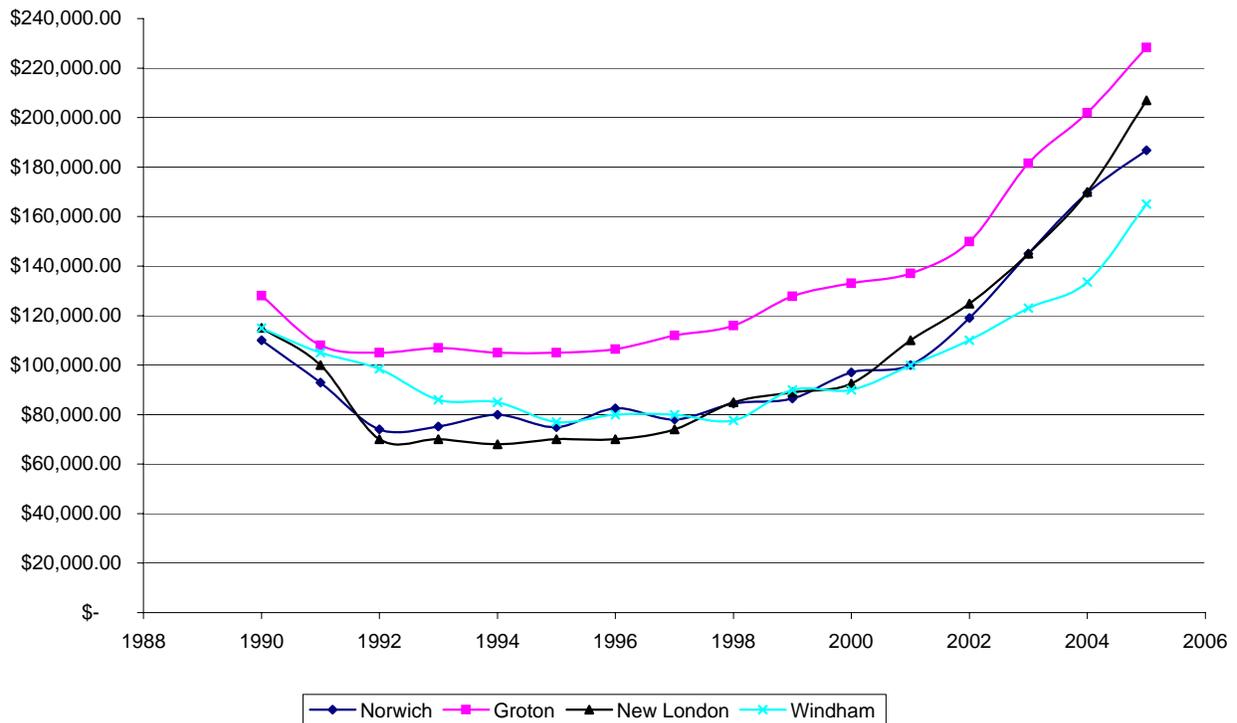


## Housing Sales and Median Prices Norwich - Calendar Year

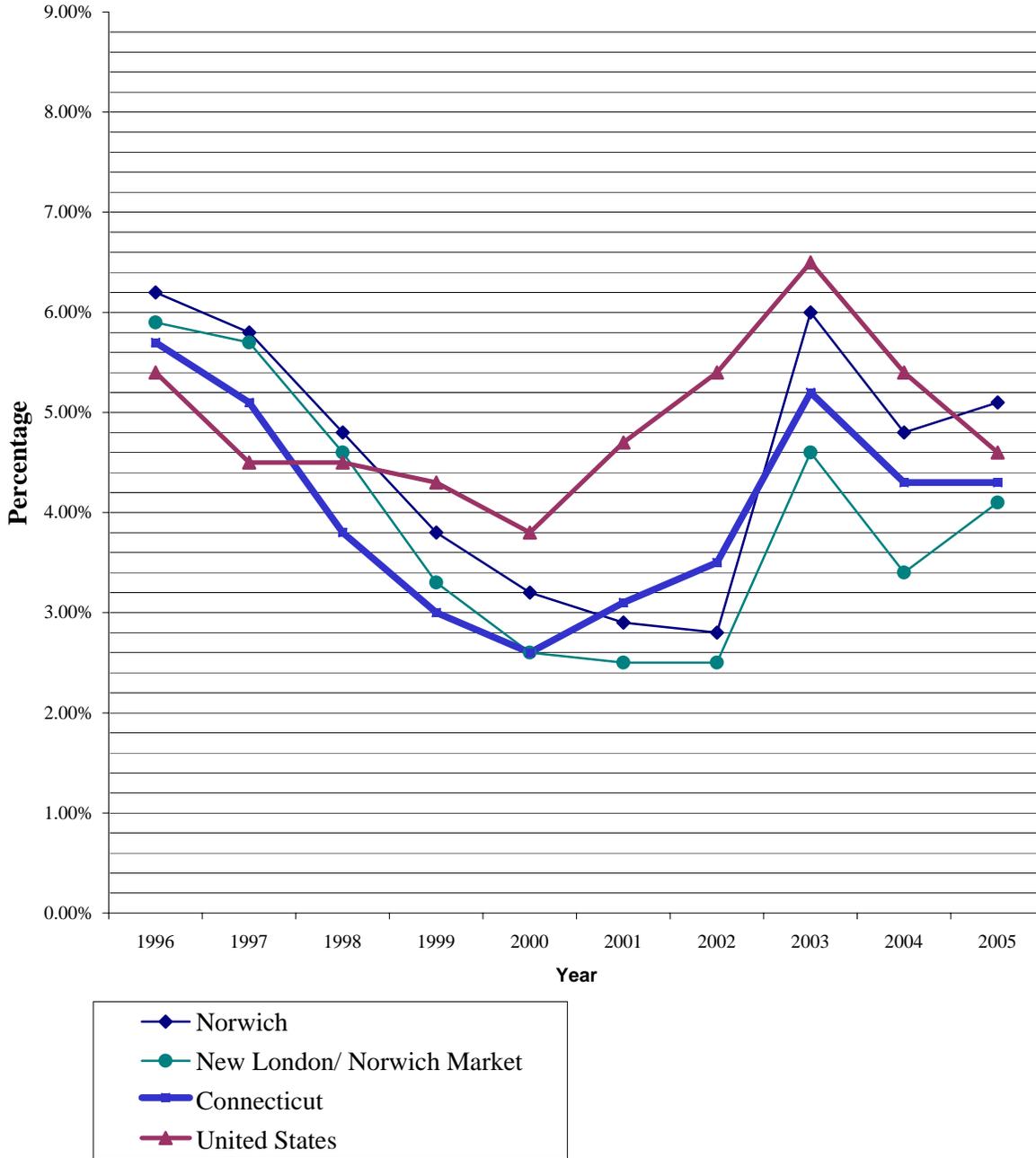
The number of houses sold over the past several years has reached a level not seen before. The median prices of houses sold totaled \$186,750 in 2005, \$169,500 in 2004 and exceeds the peak of the market in calendar year 1988 of \$114,000. The median sales price in 2005 is 63% higher than 1988. This 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



## 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
John M. Newson, President Pro Tempore (D)	2 Years	12/4/07
Mark Bettencourt (D)	2 Years	12/4/07
Jacqueline Caron (D)	2 Years	12/4/07
John D. Crooks, Sr. (R)	2 Years	12/4/07
Larry Goldman (D)	2 Years	12/4/07
John Paul Merein (R)	2 Years	12/4/07

### BOARD OF EDUCATION

	<u>Term Length</u>	<u>Term Expires</u>
Charles Jaskiewicz, Chairperson (D)	2 Years	11/13/07
John P. LeVangie, Vice Chairperson (D)	2 Years	11/13/07
Cora Lee Boulware, Secretary (D)	2 Years	11/13/07
Kelly Ann Graves (D)	2 Years	11/13/07
Lorrie Herz (D)	2 Years	11/13/07
Harlan Hyde (R)	2 Years	11/13/07
Charles K. Norris (R)	2 Years	11/13/07
Joyce Werden (D)	2 Years	11/13/07
Angelo P. Yeitz, Jr. (R)	2 Years	11/13/07

### TREASURER

	<u>Term Length</u>	<u>Term Expires</u>
William J. Murray (D)	2 Years	12/4/07

### REGISTRAR OF VOTERS

	<u>Term Length</u>	<u>Term Expires</u>
Nancy DePietro (D)	2 Years	1/4/07
Gerald Kortfelt (R)	2 Years	1/4/07

### APPOINTED NPU COMMISSIONERS

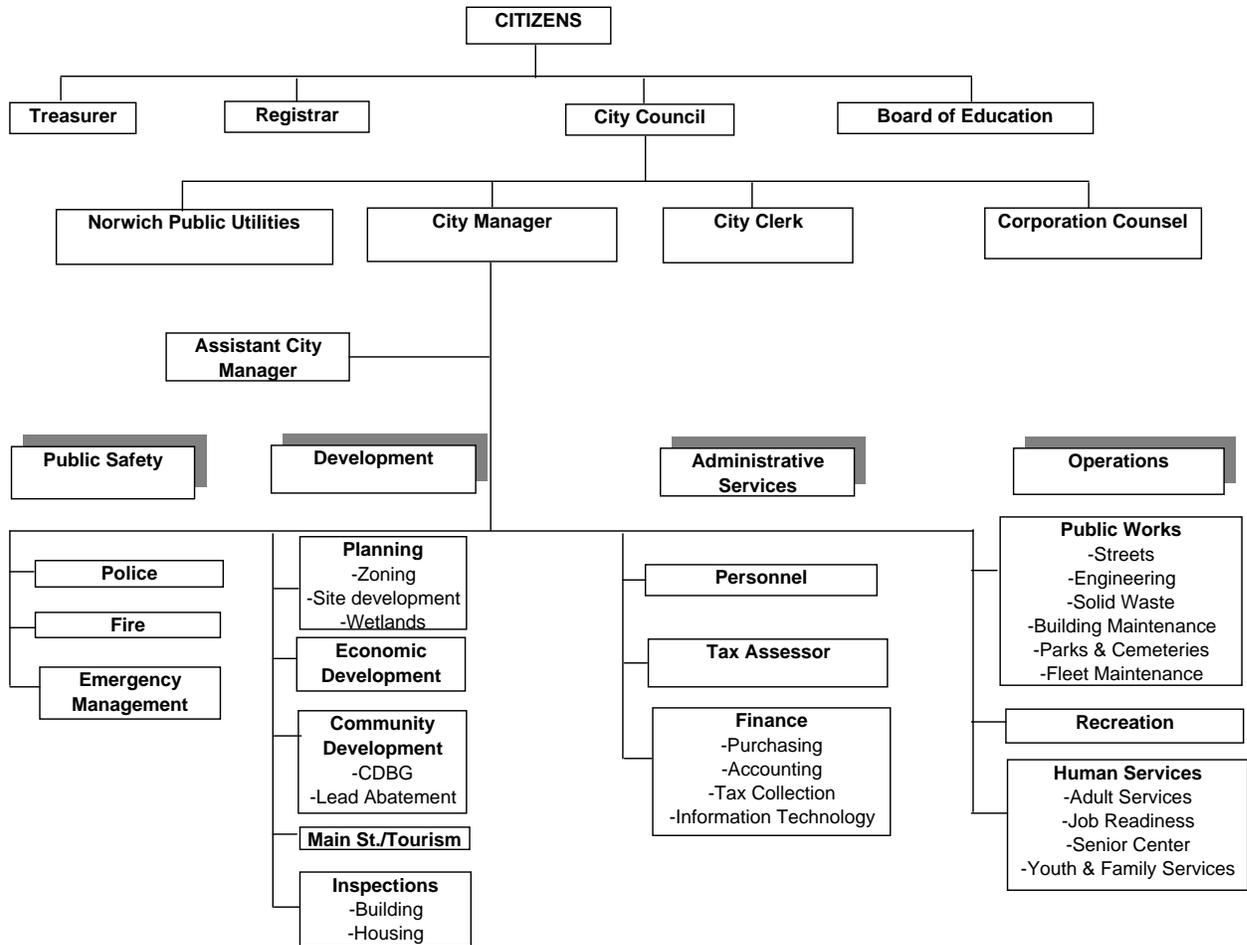
	<u>Term Length</u>	<u>Term Expires</u>
Stanley Israelite, Chairman (D)	5 Years	3/01/07
Alan M. Remondi, Vice Chairman (D)	5 Years	3/01/06
Diana Boisclair (R)	5 Years	3/01/10
James M. Sullivan (D)	5 Years	3/01/09
Frank Demicco (D)	5 Years	3/01/08

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

**DIRECTORY OF CITY ADMINISTRATIVE  
OFFICIALS**

City Manager ..... Robert Zarnetske  
Assistant City Manager..... Jennifer Elazhari  
Assessor ..... Charles Glinski  
Building Inspector ..... James Troeger  
Chief of Police..... Louis Fusaro  
City Clerk ..... DeeAnne Brennan  
City Planner.....Michael Schaefer  
Community Development ..... Kathryn Crees  
Comptroller ..... Joseph Ruffo  
Deputy Comptroller ..... joshua pothier  
Corporation Counsel..... Michael E. Driscoll  
Emergency Mgmt Director..... Gene M. Arters  
Engineer..... William Mansfield  
Fire Chief..... Ken Scandariato  
Health Director.....Patrick McCormack, MPH  
Human Services Director..... Beverly Goulet  
LAN Supervisor.....Leon Barnowski  
Norwich Housing Authority..... Charles Whitty  
Parking Administrator..... Judy Rizzuto  
Personnel Director..... Thomas Dawkins  
Planning & Neighborhood Services Director..... Peter Davis  
Public Utilities Manager.....John Bilda  
Public Works Director..... Joseph Loyacano  
Purchasing Agent..... William R. Block  
Recreation Director ..... Luis DePina  
Senior Affairs Director ..... Susan Sabrowski  
Superintendent of Schools..... Pamela Aubin  
Tax Collector..... Katherine Daley  
Volunteer Fire Chiefs  
    East Great Plains..... Patrick Daley  
    Laurel Hill..... Ed Martin  
    Occum ..... Kevin McKeon  
    Taftville ..... Steven L. Caisse  
    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 2006-07 CITY BUDGET**

<u>DATE</u>	<u>EVENT</u>	<u>AGENDA</u>
October 2005	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 2005	Initial budget requests due	Department Heads and Outside Agencies return their written requests, Finance Department coordinates process.
November - December 2005	Budget meetings on proposed requests	City Manager and Comptroller meet with department heads and outside agencies on proposed budget requests.
February 2006	Revenue projected	Comptroller calculates state revenue projections.
March 2006	Proposed 2006-07 budget is prepared	City Manager and Comptroller analyze revenues and expenditures to develop proposed city budget. The Board of Ed and NPU present separate budgets. Only the bottom line of the Board of Ed budget can be cut. The Board of Ed is responsible for its own budget line items.
1st Monday in April 2006	Proposed 2006-07 budget submitted	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 2006	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 2006	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 2006	Council shall act on proposed budget	The Council acts initially on the City Manager's proposed budget.
Prior to third Monday in May 2006	Second public hearing	The purpose is to listen to citizens' input on proposed budget.
No later than 2nd Monday in June 2006	City Council adopts 2006-07 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, 2006 - June 30, 2007	Budget implementation	Comptroller oversees revenues and expenditures according to the budget established by Council.
July 2007	Audit of 2006-07 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. The General Fund is a major fund.

*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. The Community Development Fund is the only major special revenue fund. The city has 24 non-major special revenue funds: Dog License Fund, Town Aid Roads Fund, School Lunch Program Fund, Sidewalk Fund, Fire and Refuse Fund, Federal & State Education Grants Fund, Adult Education Fund, Revolving Loan Program Fund, Parking Commission Fund, Youth Service Bureau Fund, Grant Operating Fund, C.O.P.S/ LLEBG Grant Fund, Lead Paint Abatement Fund, Other Grants & Programs, Education Programs, Fire Grants & Programs, Police Asset Forfeiture, Police Grants & Programs, Recreation Grants & Programs,

Social Services Grants & Programs, Senior Citizens Programs, Mohegan Park Fund, Brown Park Fund, and Esther Gilbert Fund.

*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. The city has no major capital projects funds. The city has five non-major capital projects funds: Capital Improvement Fund, Bond Expenditure Fund, and 2000 Bond Issue Fund, Intermodal Transportation Center Fund, and Landfill Closure 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. The city has no major permanent funds. The city has two non-major permanent funds: Cemetery Trust Fund and Various Trusts Fund.

### **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. The Norwich Public Utilities (NPU) is the city's only major enterprise fund. The city also has three non-major enterprise funds: Golf Course Authority, Stadium Authority and Ice Rink Authority.

*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. The city has two internal service funds: Employee Insurance Fund and the Workers' Compensation 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. The city has two pension trust funds: City Employees Pension Trust and Volunteer Fire Pension Trust.

*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. The city has four agency funds: Student Activities Fund, Rehabilitation Deposit Fund, Bid Deposit Fund, and Dangerous Buildings Fund.

## **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 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, 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 35% 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 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). 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 – weighing in at roughly 60% 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 allowed 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 2.83%)

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 13.22% 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, 2005 is as follows:

Tax Collections	
City	44,961,000
Fire Districts	2,666,000
Reimbursement for elderly tax freeze	<u>27,000</u>
Total Base	<u><u>47,654,000</u></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 \$333,578,000 nor shall the total authorized particular purpose debt exceed certain separate limitations. The city's particular purpose debt limitations are as follows:

	<b>General Purpose</b>	<b>Schools</b>	<b>Sewers</b>	<b>Urban Renewal</b>	<b>Pension Deficit</b>	<b>Total</b>
Debt limitation:						
2-1/4 times base	107,221,500	-	-	-	-	-
4-1/2 times base	-	214,443,000	-	-	-	-
3-3/4 times base	-	-	178,702,500	-	-	-
3-1/4 times base	-	-	-	154,875,500	-	-
3 times base	-	-	-	-	142,962,000	-
7 times base	-	-	-	-	-	333,578,000
Debt as defined by statute:						
Bonds and notes payable						
-excluding water of: \$ 3,332,938	18,810,114	10,590,734	13,255,364	-	-	42,656,211
Capital leases	-	-	-	-	-	-
Short-term Clean Water Fund notes	-	-	-	-	-	-
Grants Receivable	-	(1,262,000)	-	-	-	(1,262,000)
Bond authorized but unissued	2,330,000	-	375,000	-	-	2,705,000
Total indebtedness	<u>21,140,114</u>	<u>9,328,734</u>	<u>13,630,364</u>	<u>-</u>	<u>-</u>	<u>44,099,211</u>
Debt limitation in excess of outstanding and authorized debt	<u>86,081,386</u>	<u>205,114,266</u>	<u>165,072,136</u>	<u>154,875,500</u>	<u>142,962,000</u>	<u>289,478,789</u>

Currently, the city debt is 13.22% of the allowable debt limit.

## 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, 2005 audited financial statements:

The City's annual pension cost and net pension obligation to the Plan for the year ended June 30, 2005 were as follows:

Annual required contribution	\$ 1,214,000
Interest on net pension obligation	72,000
Adjustment to annual required contribution	<u>(73,000)</u>
Annual pension cost	1,213,000
Contributions made	<u>1,446,000</u>
Decrease in net pension obligation	(233,000)
Net pension obligation beginning of year	<u>873,000</u>
Net pension obligation end of year	<u><u>\$ 640,000</u></u>

Membership in the Plan consisted of the following at January 1, 2004, the date of the last actuarial valuation:

Retirees and beneficiaries receiving benefits	376
Terminated plan members entitled to, but not yet receiving benefits	10
Active plan members	<u>546</u>
Total	<u><u>932</u></u>

### Three-Year Trend Information:

Fiscal Year Ended	Annual Pension Cost (APC)	Percentage of APC Contributed	Net Pension Obligation	Actual Contribution
6/30/03	1,206,904	135.2%	910,655	1,632,048
6/30/04	1,036,465	103.6%	873,266	1,073,854
6/30/05	1,213,000	119.0%	640,000	1,446,000

### SCHEDULE OF EMPLOYER CONTRIBUTIONS

Year Ended June 30,	Annual Required Contribution	Percentage Contributed
2005	\$ 1,214,000	117%
2004	1,049,495	102%
2003	1,226,016	133%
2002	1,226,016	70%
2001	934,805	78%
2000	1,712,112	117%
1999	1,630,582	104%

## SCHEDULE OF FUNDING PROGRESS

Actuarial Valuation Date	Actuarial Value of Assets	Actuarial Accrued Liability (AAL)	Unfunded		Funded Ratio	Covered Payroll	UFAL as a Percentage of Covered Payroll
			Frozen Actuarial Liability (UFAL)				
	(a)	(b)	(c) = (b-a)		(a/b)	(d)	(c/d)
1/1/98	\$ 103,259,070	\$ 102,507,093	\$ -		100.7%	\$ 21,738,895	N/A
1/1/99	111,925,821	110,114,777	2,750,138		101.6%	23,305,206	11.8%
1/1/00	124,662,745	116,304,221	(8,358,524)	*	107.2%	25,371,520	(32.9)%
1/1/01	131,219,652	123,909,590	(7,310,060)		105.9%	25,743,216	(28.4)%
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%

\* Effective 1/1/00, the unfunded frozen actuarial liability was restated as the difference between the Actuarial Value of Assets and the Entry Age Normal Accrued Liability as of 1/1/00 (but not less than 0), then further adjusted by the additional liability for the retiree cost of living increase.

### Other Post-Employment Benefits Funding

A new fund will be established 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 that are benefitting today from the services provided by municipal employees.

In order to address the issue in a fiscally-sound manner, this current budget includes contributions of \$1.7 million (including the General City, Board of Education, Paid Fire Department and Norwich Public Utilities) to the new OPEB fund. In order to defray the first-year cost, we are using a one-time source of revenue of \$600,000 from the Anthem/Blue Cross demutualization.

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 \$26 million. The city is required to implement this standard in fiscal year 2008, but we believe it is prudent to begin funding this liability earlier in order to mitigate the long-term cost. 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 is utilizing \$1,700,000 as revenue from the UFB. This is an increase of \$466,000 from last year's budget. A detailed history of the UFB follows:

Fiscal Year Ending June 30 <sup>th</sup>	Unreserved Fund Balance	Annual Expenditures and Encumbrances	Balance as % of Expenditures
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%
1997	3,017,380	73,459,756	4.11%
1996	2,947,855	72,742,559	4.05%

#### 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, 2005. This was the 13th consecutive year that the city has received this prestigious award. For each of the fiscal years beginning July 1, 2000 through July 1, 2005, 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 submitted the City Manager’s fiscal year 2004-05 Annual Report for the GFOA’s Popular Annual Financial Reporting (PAFR) award for the first time.

# CITY OF NORWICH GOALS & PRIORITIES

## I. GOALS

The following are entity-wide goals and priorities for the City of Norwich. The Council, in December 2005, 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. Each year the plan will be reviewed and updated with the Mayor, City Council and staff. The result of those strategic goals are listed below. The City Manager's goals are to achieve the strategic goals set by the City Council. Each departments' 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 fiscal year 2006-07. The departmental goals and action plans that most directly support the entity-wide goals are referenced by number.

1. Provide the highest quality education programs and resources to facilitate the success of our children and citizens. (BOE 1-7)
2. Keep the annual mill rate increases as low as possible while keeping city government efficient, responsive and financially stable. (City Manager 1-5; Finance 1, 3-5; Treasurer 1; Personnel 8; Public Works 1-4)
3. Provide and maintain first-rate infrastructure and community facilities. (Public Works 1,5,6)
4. Foster a climate that attracts new business, creates a broad range of employment opportunities, and promotes a vibrant harbor and downtown business district. (City Manager 2; Planning & Neighborhood Services 1-5; Economic Development 1-7)
5. 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. (All Police, Fire Departments and Emergency Management)
6. Promote a high quality of life and develop neighborhood pride. (All Recreation, Human Services, Senior Center and Youth & Family Services)

## II. BUDGET PRIORITIES

The budget was developed using the following policy priorities (ordered highest to lowest):

1. Increase education funding to respond to increased demands for services due to growing student population and demand for special services.
2. Limit the general fund mill rate increase to 4.34%.
3. Avoid staff reduction in order to maintain the current level of government services.
4. Maintain capital expenditure levels to ensure preservation of existing city infrastructure.
5. 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.
6. Fully support economic development activities initiated by the Mayor, Norwich Community Development Corporation and other organizations.
7. Modestly enhance recreation programs.

**CITY OF NORWICH**  
**COMPARATIVE BUDGET SUMMARY AS REQUIRED BY CITY CHARTER**  
**GENERAL FUND AND SPECIAL SERVICE FUND**

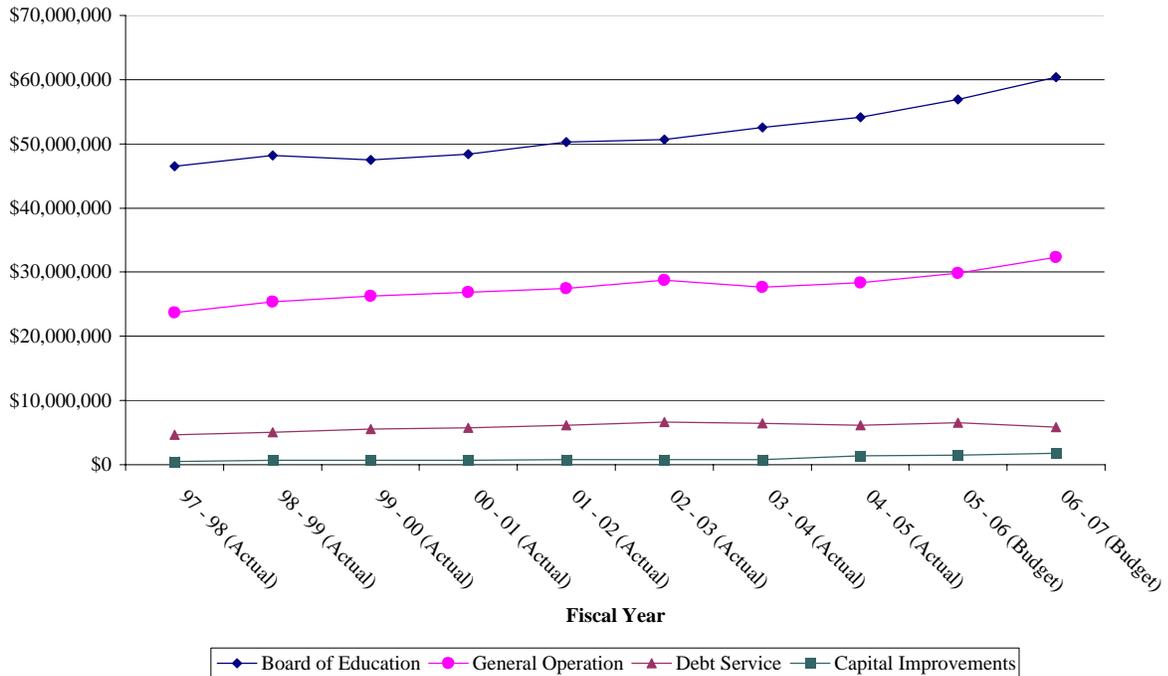
	2005-06 REVISED BUDGET	2006-07 MANAGER'S PROPOSED	2006-07 ADOPTED BUDGET
City Manager	313,719	324,163	319,068
Finance	1,006,773	1,271,747	1,274,747
City Treasurer	188,406	201,230	201,230
Assessment	362,803	321,526	334,303
Personnel	363,483	382,047	382,047
Law	406,000	418,000	418,000
City Clerk	350,503	352,918	356,061
City Council	123,961	127,414	132,797
Management Info. Systems	216,024	-	-
Police	8,884,693	9,329,101	9,329,101
Fire - Central	897,057	1,134,728	1,134,728
Fire - East Great Plain	156,520	147,754	147,754
Fire - Laurel Hill	60,137	54,497	54,497
Fire - Occum	75,983	74,083	74,083
Fire - Taftville	134,324	144,538	144,538
Fire - Yantic	129,384	122,950	122,950
Recreation	756,426	803,449	828,449
Human Services	548,898	575,338	575,338
Senior Citizens Center	483,229	499,479	499,479
Youth & Family Services	228,238	239,874	239,874
Public Works	8,929,594	9,095,039	9,089,039
Election	130,475	135,808	135,808
Planning & Neighborhood Serv	979,351	969,786	969,786
Economic Development	146,000	269,528	269,528
Debt Service - Principal	4,710,000	4,341,000	4,341,000
Debt Service - Interest	1,834,674	1,463,250	1,463,250
Miscellaneous	5,654,472	6,909,857	7,018,657
Emergency Management	65,185	62,859	62,859
Education	56,867,626	60,339,134	60,339,134
Fire - Special Service	4,700,607	4,366,052	4,366,052
Refuse & Trash - Special Service	1,367,340	1,526,250	1,526,250
Volunteer Fire Relief Fund	320,000	340,000	340,000
<b>TOTALS</b>	<b>101,391,885</b>	<b>106,343,399</b>	<b>106,490,407</b>
General Operations	30,141,638	32,193,374	32,340,382
Debt Service	6,544,674	5,804,250	5,804,250
Capital Improvements	1,450,000	1,774,339	1,774,339
Education	56,867,626	60,339,134	60,339,134
Fire - Special Service	4,700,607	4,366,052	4,366,052
Refuse & Trash - Special Service	1,367,340	1,526,250	1,526,250
Volunteer Fire Relief Fund	320,000	340,000	340,000
<b>TOTALS</b>	<b>101,391,885</b>	<b>106,343,399</b>	<b>106,490,407</b>

**CITY OF NORWICH  
MILLAGE REQUIREMENTS**

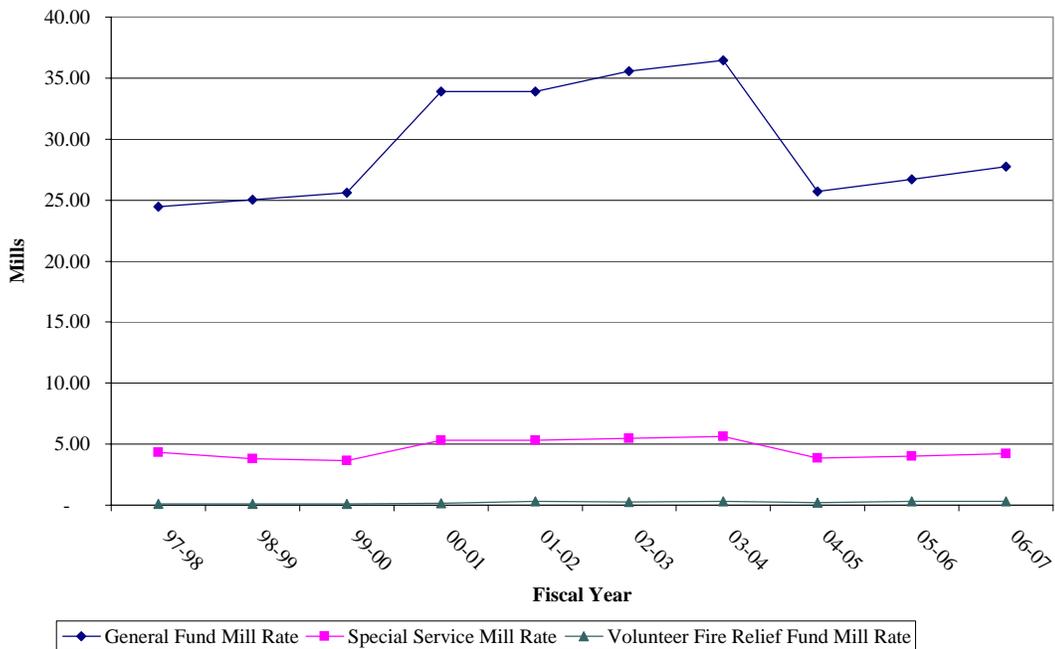
The City Assessor values all of the real estate, motor vehicles and personal property each year as of October 1. The sum of these values (less exemptions and credits) is the grand list. Anyone owning property at that date incurs a tax liability due on July 1 of the next year. When the budget is adopted 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.

	<b>General Fund</b>	<b>Special Service Fire</b>	<b>Volunteer Relief Fund</b>
<i>Calculation of Grand List</i>			
Motor Vehicles	177,321,240	71,384,250	105,936,990
Personal Property	93,705,966	23,339,760	70,366,206
Real Estate	1,540,558,970	543,099,070	997,459,900
Total Gross Grand List	<u>1,811,586,176</u>	<u>637,823,080</u>	<u>1,173,763,096</u>
<i>Less: Exemptions, Credits, Etc.</i>			
Elderly Reimbursement	8,843,745	3,262,035	5,581,710
Veterans exemptions	6,130,700	2,091,250	4,039,450
Military exemptions	2,869,780	1,424,640	1,445,140
Disabled exemptions	354,230	112,330	241,900
Circuit Breaker Local Credit	3,218,023	3,218,023	0
Economic Dev & Mfg exemptions	17,101,240	593,000	16,508,240
Elderly Freeze	684,971	684,971	0
Projected Certificates of Correction	3,000,000	1,050,000	1,950,000
Total Exemptions, Credits, Etc.	<u>42,202,689</u>	<u>12,436,249</u>	<u>29,766,440</u>
<i>Grand list, net of exemptions &amp; credits</i>	<u>1,769,383,487</u>	<u>625,386,831</u>	<u>1,143,996,656</u>
<i>Estimated Tax Collection Percentage</i>	96.42%	95.98%	96.49%
<i>Collectible Grand List</i>	<u>1,706,039,558</u>	<u>600,246,280</u>	<u>1,103,842,373</u>
<i>Taxes to be Raised:</i>			
General City	12,399,558		
Board of Education	28,452,816		
Capital Improvements	1,442,987		
Debt Service	5,078,182		
Special Service Fire		2,546,714	
Volunteer Fire Relief			340,000
Total Taxes to be Raised	<u>47,373,543</u>	<u>2,546,714</u>	<u>340,000</u>
<i>Mill Rates Required:</i>			
General City	7.26		
Board of Education	16.68		
Capital Improvements	0.85		
Debt Service	2.98		
Special Service Fire		4.25	
Volunteer Fire Relief			0.31
Total Mill Rates Required for FY 2007	<u>27.77</u>	<u>4.25</u>	<u>0.31</u>
FY 2006 Mill Rate	26.72	4.03	0.30
Change	1.05	0.22	0.01
Percent Change	3.93%	5.46%	3.33%

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

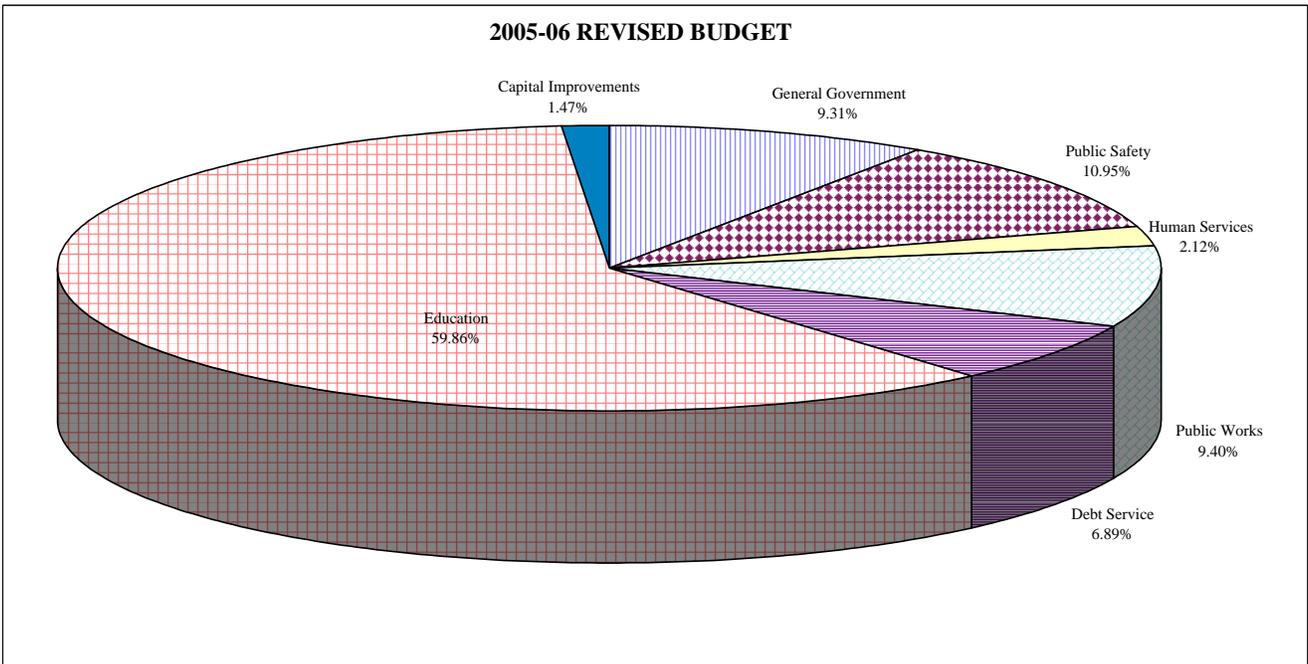
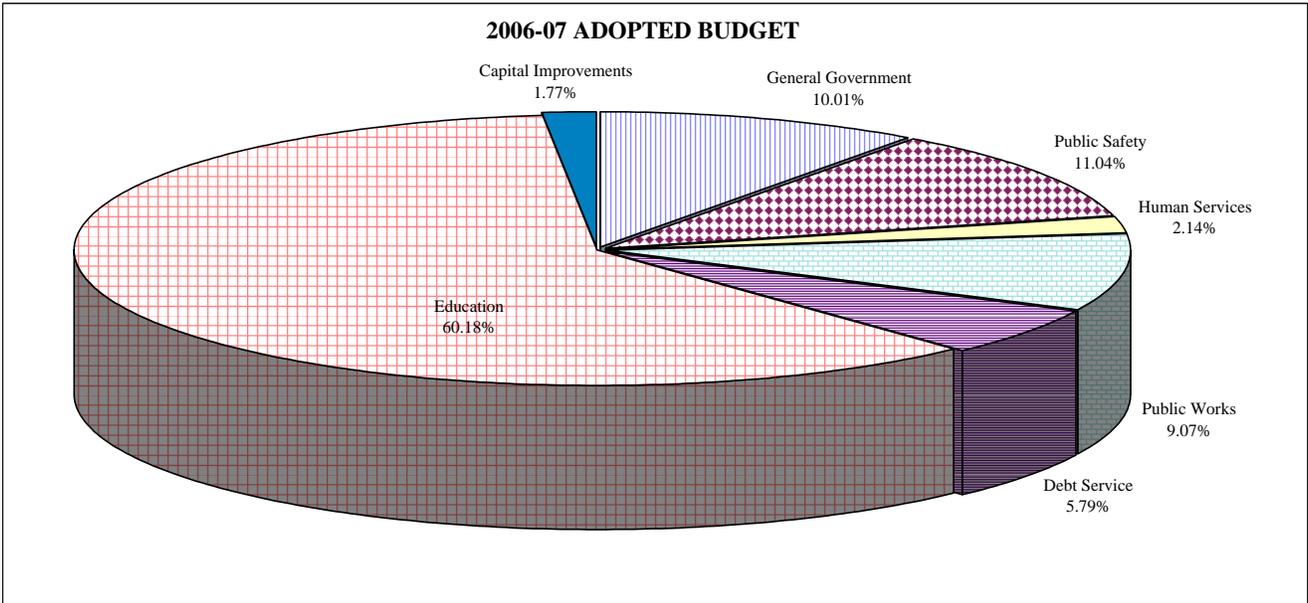


**CITY OF NORWICH  
PROPERTY TAX MILL RATES  
10 YEAR COMPARISON**



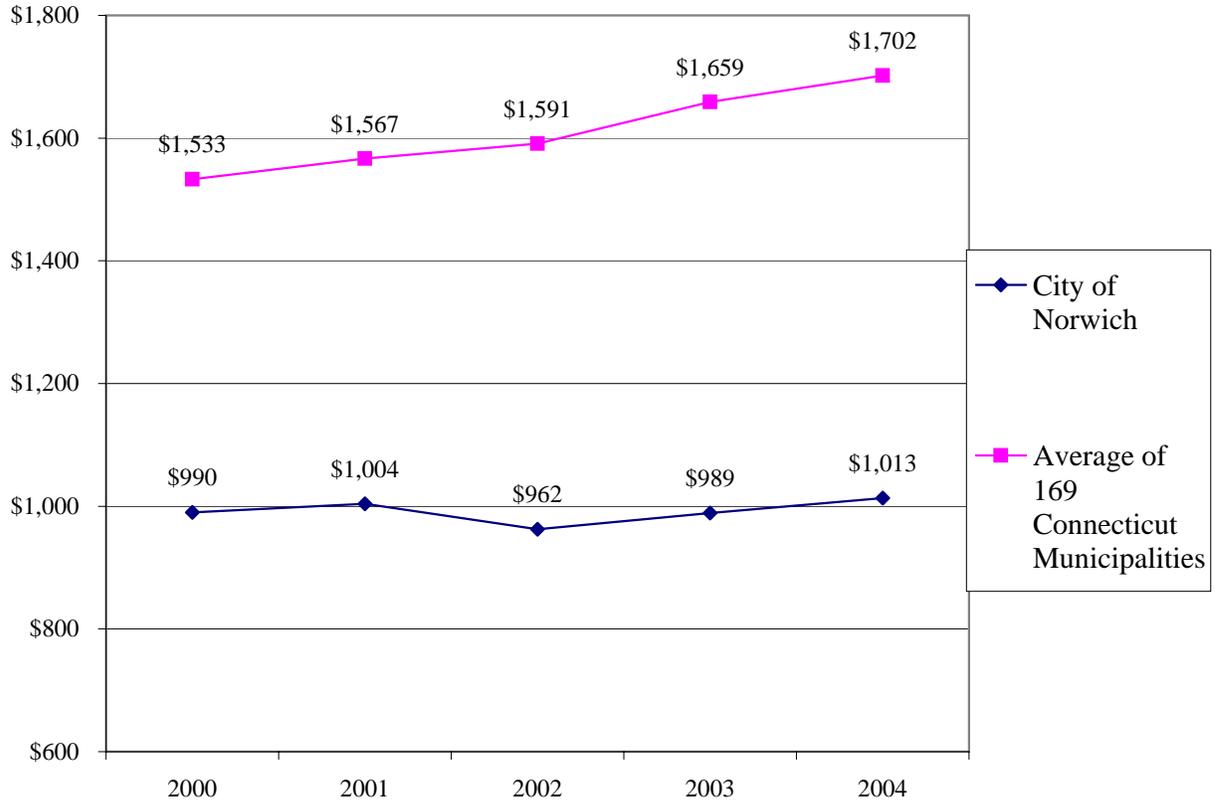
Note: The spike in the mill rate during fiscal year 2000-01 is a result of a revaluation done for grand list 10/1/1999. The 10/1/1999 net grand list decreased \$307,763,700 to \$1,132,024,510 from the 10/1/1998 net grand list of \$1,439,788,210. Also, for fiscal year 2004-05, a revaluation was done for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



	2006-07 Adopted Budget	2005-06 Revised Budget	Dollar Change	Percent Change
General Government	10,037,693	8,841,970	1,195,723	13.52%
Public Safety	11,070,510	10,403,283	667,227	6.41%
Human Services	2,143,140	2,016,791	126,349	6.26%
Public Works	9,089,039	8,929,594	159,445	1.79%
Debt Service	5,804,250	6,544,674	(740,424)	-11.31%
Education	60,339,134	56,867,626	3,471,508	6.10%
Capital Improvements	1,774,339	1,400,000	374,339	26.74%
	<u>100,258,105</u>	<u>95,003,938</u>	<u>5,254,167</u>	<u>5.53%</u>

### PROPERTY TAX REVENUE PER CAPITA

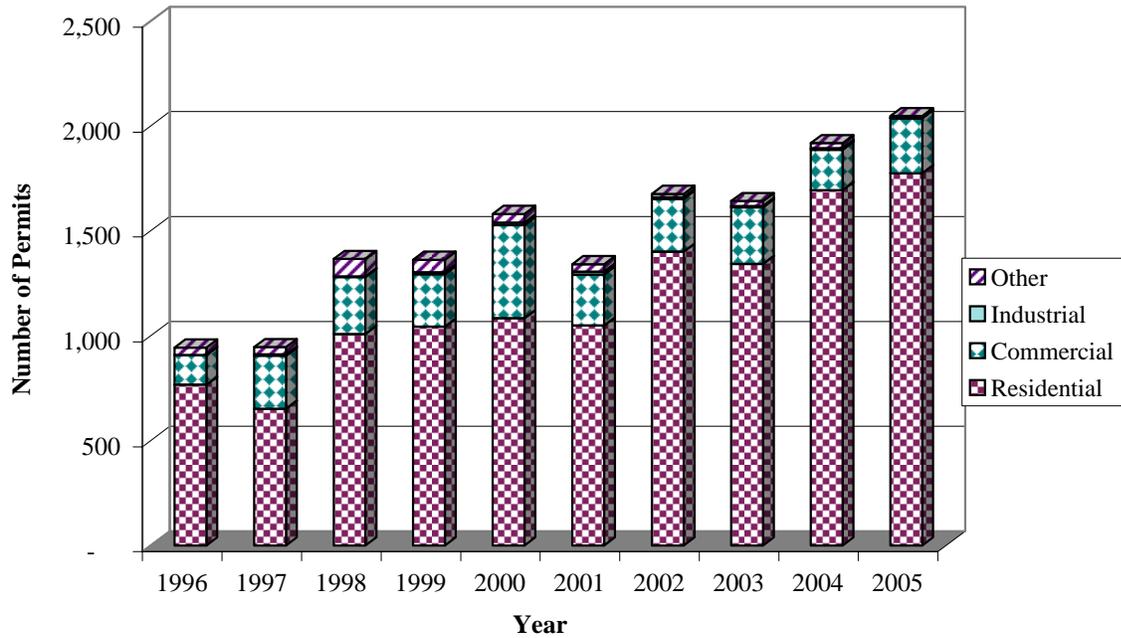


Fiscal Year	City of Norwich					Average of 169 Connecticut Municipalities	
	Adjusted Tax Levy	Current Year Collection %	Per Capita Property taxes	Northeast CPI-U factor	Constant dollars using 2000 as base year	Per Capita Property taxes	Constant dollars using 2000 as base year
2000	\$ 34,581,152	94.6%	\$ 990	171.2%	\$ 990	\$ 1,533	\$ 1,533
2001	\$ 35,847,245	95.0%	\$ 1,029	175.5%	\$ 1,004	\$ 1,606	\$ 1,567
2002	\$ 36,795,675	95.1%	\$ 1,019	181.3%	\$ 962	\$ 1,685	\$ 1,591
2003	\$ 38,418,703	95.4%	\$ 1,064	184.2%	\$ 989	\$ 1,785	\$ 1,659
2004	\$ 40,521,927	95.5%	\$ 1,122	189.6%	\$ 1,013	\$ 1,885	\$ 1,702

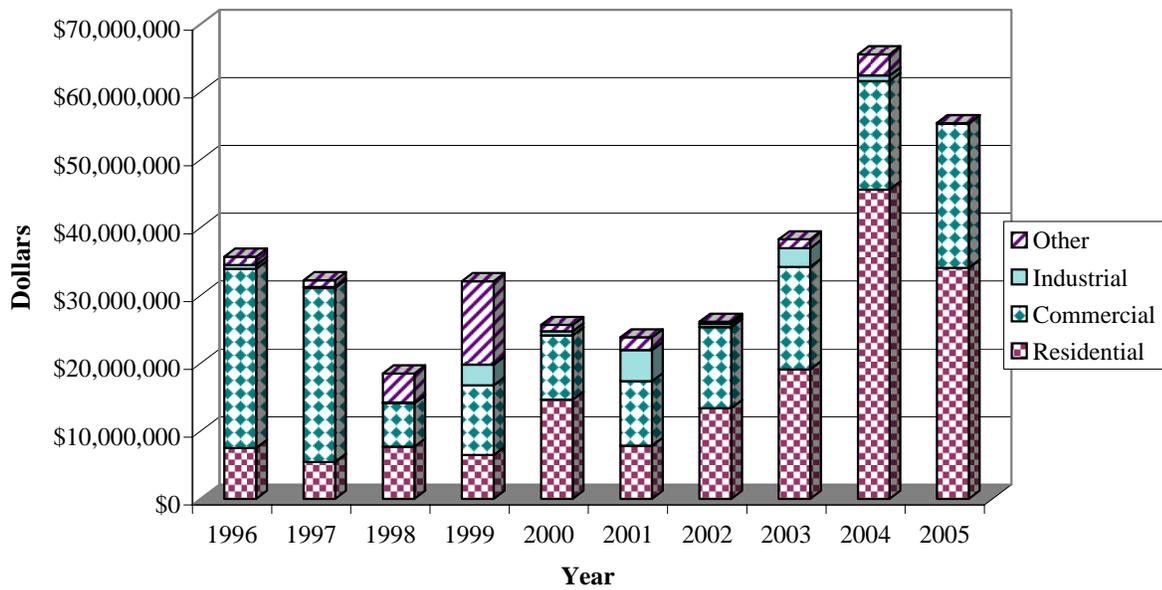
Sources: January 2006 State of Connecticut Municipal Fiscal Indicators; Bureau of Labor Statistics Consumer Price Index

Note: The Northeast CPI-U information was obtained from the US Dept. of Labor Bureau of Labor Statistics webpage. We are using the CPI for the December preceding the adoption of the budget. For example, fiscal year 2004's adjusted tax levy will be compared to the December 2001 CPI-U factor.

**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: 3,361.15**

Capital improvements	88.81	Taxes support the improvement and expansion of the city's infrastructure.
Fire	445.49	Taxes provide fire protection for residents.
Education	1,751.16	Taxes fund the Norwich Public School system.
Public Works	214.48	Taxes support the maintenance of the city's roads, buildings, parks and vehicles.
General Government	328.53	Taxes support the administration of city services.
Debt Service	312.54	Taxes provide for the scheduled debt service payments from the city's long-term borrowings.
Police	220.14	Taxes provide police protection for residents.

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

<u>DEPARTMENT</u>	<u>01-02</u>	<u>02-03</u>	<u>03-04</u>	<u>04-05</u>	<u>05-06</u>	<u>06-07</u>
<b>General City</b>						
City Manager	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
Treasurer	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
Personnel	5.5	5.5	4.5	4.5	4.5	4.5
City Clerk	5.0	5.0	5.0	5.0	5.0	5.0
City Council	1.5	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
Police	107.5	102.5	100.5	101.0	100.0	100.0
Fire	55.5	55.5	55.0	55.5	55.5	55.5
Recreation	9.0	9.0	6.0	7.0	7.0	7.0
Human Services	11.0	10.5	8.5	8.5	8.5	8.5
Senior Citizens Center	8.0	7.0	6.0	6.0	6.0	6.0
Youth Service Bureau	5.0	5.0	3.0	3.0	3.0	3.0
PW Engineering & Administration	8.0	8.0	6.5	7.0	7.0	6.0
PW Fleet Maintenance	11.0	10.0	9.0	9.0	9.0	9.0
PW Solid Waste	4.0	3.0	3.0	3.0	2.0	2.0
PW Street Maintenance	35.0	35.0	33.0	33.0	32.0	32.0
PW Parks & Cemeteries	12.0	12.0	11.0	10.0	9.0	9.0
PW Building Maintenance	7.5	8.0	7.0	7.0	6.0	7.0
PW Parking Maintenance	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
Planning & Neighborhood Services	13.0	12.5	11.0	12.0	13.0	13.0
Economic Development	1.0	0.0	0.0	0.0	0.0	0.0
Emergency Management	1.0	1.0	1.0	1.0	1.0	1.0
Tourism	2.0	0.5	0.5	0.5	0.5	0.5
<b>Subtotal - General City</b>	<u>332.0</u>	<u>322.0</u>	<u>300.5</u>	<u>303.0</u>	<u>299.0</u>	<u>299.5</u>
<b>Board of Education</b>						
General Fund-funded positions	502.5	392.1	375.9	386.3	373.8	372.7
State & federal grant-funded positions	66.3	74.7	86.6	99.8	114.2	111.1
School Lunch (federal grant)	41.0	42.0	40.0	39.0	39.0	39.0
Adult Education (state & federal grants)	13.0	11.0	12.0	13.0	13.0	13.0
Family Resource Ctr (state & fed grants)	10.0	10.0	10.0	10.0	24.0	22.0
<b>Subtotal - Board of Education</b>	<u>632.7</u>	<u>529.8</u>	<u>524.5</u>	<u>548.0</u>	<u>563.9</u>	<u>557.8</u>
<b>Norwich Public Utilities</b>	136.0	138.0	136.5	137.0	137.0	137.0
<b>GRAND TOTALS</b>	<u>1,100.7</u>	<u>989.8</u>	<u>961.5</u>	<u>988.0</u>	<u>999.9</u>	<u>994.3</u>

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 is merged into the Finance Department. The only net staffing change during fiscal year 2007 for the general city departments is the increase in the Assessment Data Entry Clerk from part-time to full-time.

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).

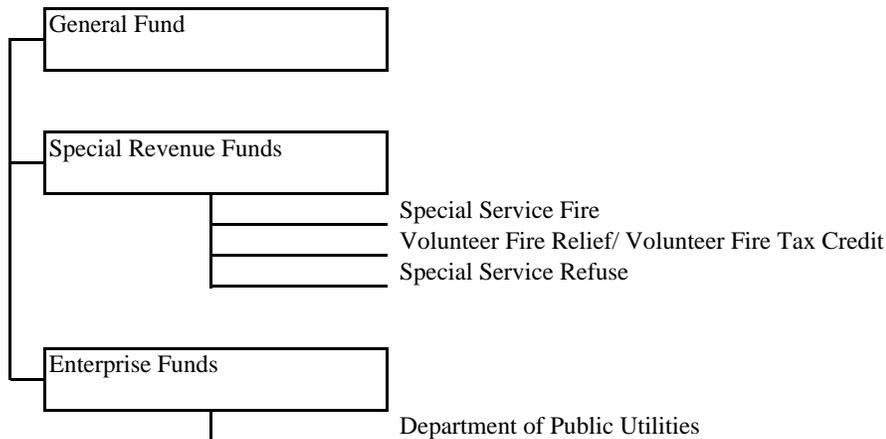
**City of Norwich, Connecticut  
Collective Bargaining Units**

<b>Collective Bargaining Group Name</b>	<b>Group Represented</b>	<b>FTE Positions Represented</b>	<b>Beginning Date of Contract</b>	<b>End Date of Contract</b>
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	7/1/2004	6/30/2007
Norwich City Hall Employees Association, Inc., Connecticut Independent Labor Union (CILU), Local #11	City Non-supervisory administrative employees	69.50	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	11.00	7/1/2003	6/30/2006
Norwich School Administrators Association	NPS Administrators	17.51	7/1/2004	6/30/2008
MEUI Local 506, SEIU, AFL-CIO	NPS Custodians	26.00	7/1/2003	6/30/2006
Teamsters Local Union No. 493	NPS Maintainers	3.00	7/1/2002	6/30/2007
MEUI Local 506, SEIU, AFL-CIO	NPS Paraeducators	36.40	7/1/2002	6/30/2005
New England Health Care Employees Union District 1199, SEIU, AFL-CIO	NPS School Nurses	14.00	7/1/2002	6/30/2005
Norwich Educational Secretaries, AFSCME Local 1303-190, Council 4	NPS Secretaries	18.22	7/1/2004	6/30/2007
Norwich Teachers League	NPS Teachers	243.03	7/1/2004	6/30/2008
Supervisory Employees Association, Inc. AFSCME Local 818, Council 4	NPU Supervisory and Professional Employees	33.00	7/1/2005	6/30/2008
International Brotherhood of Electrical Workers Local 457, Norwich Unit	NPU Technical and clerical workers	104.00	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 FUND STRUCTURE

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 accounting.

### **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 \$1,700,000 has been used to balance the budget in Fiscal Year 2007 in order to smooth the impact of tax increases. The city is expecting an operating surplus in Fiscal Year 2006 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.

	Fiscal Year 2002-03 (Actual)	Fiscal Year 2003-04 (Actual)	Fiscal Year 2004-05 (Actual)	Fiscal Year 2005-06 (Projected)	Fiscal Year 2006-07 (Budgeted)
Fund Balance Carried Forward	8,158,087	8,770,626	9,302,144	10,573,000	11,082,473
Revenues	87,117,617	87,965,293	91,525,041	95,513,411	98,558,105
Expenditures	(86,505,078)	(87,433,775)	(90,254,185)	(95,003,938)	(100,258,105)
Fund Balance at the end of the Fiscal Year	<u>8,770,626</u>	<u>9,302,144</u>	<u>10,573,000</u>	<u>11,082,473</u>	<u>9,382,473</u>
Fund balance as a % of expenditures	10.14%	10.64%	11.71%	11.67%	9.36%

## CITY OF NORWICH FUND STRUCTURE (CONTINUED...)

### 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.

#### Refuse

This fund supports trash pick-up and disposal services.

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. The city used \$150,000 of surplus for FY2006 to smooth out the tax increase caused by a spike in the pension annual required contribution ("ARC") for the firefighters. We did not budget the use of surplus in FY2007. The following is a schedule of fund balance for all of the aforementioned special revenue funds:

	Fiscal Year 2002-03 (Actual)	Fiscal Year 2003-04 (Actual)	Fiscal Year 2004-05 (Actual)	Fiscal Year 2005-06 (Projected)	Fiscal Year 2006-07 (Budgeted)
Fund Balance Carried Forward	344,251	241,930	287,221	182,110	32,110
Revenues	5,359,385	5,701,287	5,695,295	6,237,947	6,232,302
Expenditures	(5,461,706)	(5,655,996)	(5,800,406)	(6,387,947)	(6,232,302)
Fund Balance at the end of the Fiscal Year	241,930	287,221	182,110	32,110	32,110

### 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.

The following is a schedule of net assets for the Norwich Public Utilities:

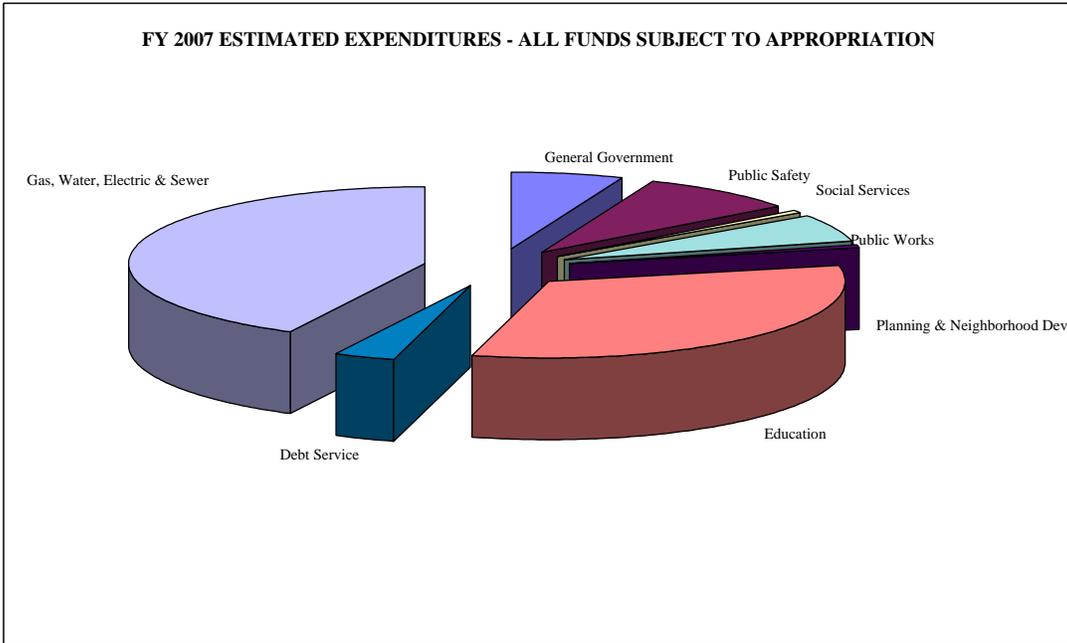
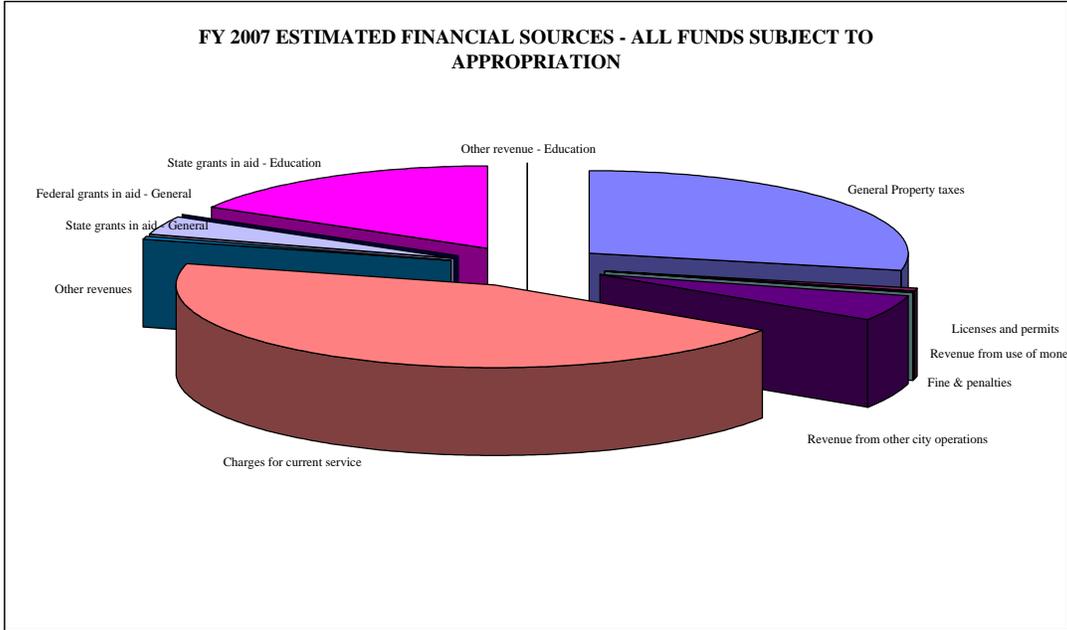
	Fiscal Year 2002-03 (Actual)	Fiscal Year 2003-04 (Actual)	Fiscal Year 2004-05 (Actual)	Fiscal Year 2005-06 (Projected)	Fiscal Year 2006-07 (Budgeted)
Net Assets Carried Forward	76,341,229	77,075,905	85,123,897	87,745,982	89,379,682
Revenues	53,831,347	58,020,754	63,050,019	65,973,900	80,917,300
Expenditures	(53,171,277)	(56,062,189)	(62,116,518)	(64,340,200)	(79,725,200)
Capital Contributions	74,606	6,089,427	1,688,584	-	-
Net Assets at the end of the Fiscal Year	77,075,905	85,123,897	87,745,982	89,379,682	90,571,782

**CITY OF NORWICH**  
**FINANCING CITY OPERATIONS - ALL BUDGETED FUNDS SUBJECT TO APPROPRIATION**  
**FISCAL YEAR 2007**

	Governmental		Proprietary	Total	Total	Total
	General	Special Revenue	NPU	FYE 2007 Budgeted	FYE 2006 Projected	FYE 2005 Actual
<b>Fund balances carried forward</b>	11,082,473	32,110	89,379,682	100,494,265	98,501,092	94,713,262
<b>Revenues</b>						
General Property taxes	49,773,543	3,061,714	-	52,835,257	50,025,101	47,640,582
Licenses and permits	630,000	-	-	630,000	930,000	613,944
Fines & penalties	40,000	-	-	40,000	21,000	42,500
Revenue from use of money	580,000	-	234,400	814,400	616,000	610,176
Revenue from other city operations	9,316,800	58,184	-	9,374,984	9,693,598	8,868,663
Charges for current service	1,236,391	1,629,250	80,682,900	83,548,541	68,779,918	65,752,857
Other revenues	848,528	-	-	848,528	397,000	1,036,360
State grants in aid - General	5,086,525	1,483,154	-	6,569,679	5,395,016	5,705,820
Federal grants in aid - General	10,000	-	-	10,000	11,000	15,920
State grants in aid - Education	30,886,318	-	-	30,886,318	31,606,625	29,858,517
Other revenue - Education	150,000	-	-	150,000	250,000	125,015
Total revenue	98,558,105	6,232,302	80,917,300	185,707,707	167,725,258	160,270,354
<b>Expenditures/expenses</b>						
City Manager	319,068	-	-	319,068	313,719	294,276
Finance	1,274,747	-	-	1,274,747	1,006,773	915,491
City Treasurer	201,230	-	-	201,230	188,406	188,038
Assessment	334,303	-	-	334,303	362,803	293,876
Personnel	382,047	-	-	382,047	363,483	350,828
Law	418,000	-	-	418,000	406,000	394,784
City Clerk	356,061	-	-	356,061	350,503	327,822
City Council	132,797	-	-	132,797	123,961	105,905
Management Info. Systems	-	-	-	-	216,024	183,400
Police	9,329,101	-	-	9,329,101	8,884,693	8,526,237
Fire - Central	1,134,728	-	-	1,134,728	897,057	775,059
Fire - East Great Plain	147,754	-	-	147,754	156,520	102,963
Fire - Laurel Hill	54,497	-	-	54,497	60,137	47,093
Fire - Occum	74,083	-	-	74,083	75,983	49,326
Fire - Taftville	144,538	-	-	144,538	134,324	118,364
Fire - Yantic	122,950	-	-	122,950	129,384	107,993
Recreation	828,449	-	-	828,449	756,426	643,831
Human Services	575,338	-	-	575,338	548,898	472,220
General Assistance	-	-	-	-	-	52,254
Senior Citizens Center	499,479	-	-	499,479	483,229	429,170
Youth & Family Services	239,874	-	-	239,874	228,238	217,840
Public Works	9,089,039	-	-	9,089,039	8,929,594	8,670,301
Election	135,808	-	-	135,808	130,475	113,782
Planning & Neighborhood Serv	969,786	-	-	969,786	979,351	829,132
Economic Development	269,528	-	-	269,528	146,000	166,609
Education	60,339,134	-	-	60,339,134	56,867,626	54,159,644
Debt Service - Principal	4,341,000	-	-	4,341,000	4,710,000	4,328,534
Debt Service - Interest	1,463,250	-	382,400	1,845,650	2,218,674	1,780,928
Miscellaneous	7,018,657	-	-	7,018,657	5,654,472	5,549,150
Emergency Management	62,859	-	-	62,859	65,185	59,334
Fire - Special Service	-	4,366,052	-	4,366,052	4,700,607	4,230,798
Refuse & Trash - Special Service	-	1,526,250	-	1,526,250	1,367,340	1,371,773
Volunteer Fire Relief Fund	-	340,000	-	340,000	320,000	197,835
Gas, Water, Electric & Sewer	-	-	79,342,800	79,342,800	63,956,200	62,116,518
Total expenditures/expenses	100,258,105	6,232,302	79,725,200	186,215,607	165,732,085	158,171,108
Other financing uses/ (sources)						
Capital contributions	-	-	-	-	-	(1,688,584)
Total resources used	100,258,105	6,232,302	79,725,200	186,215,607	165,732,085	156,482,524
<b>Fund balance/net assets to carry forward</b>	9,382,473	32,110	90,571,782	99,986,365	100,494,265	98,501,092

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	52,835,257
Licenses and permits	630,000
Fine & penalties	40,000
Revenue from use of money	814,400
Revenue from other city operations	9,374,984
Charges for current service	83,548,541
Other revenues	848,528
State grants in aid - General	6,569,679
Federal grants in aid - General	10,000
State grants in aid - Education	30,886,318
Other revenue - Education	150,000
	<hr/>
	185,707,707

**Expenditures:**

General Government	11,401,167
Public Safety	15,776,562
Social Services	1,314,691
Public Works	10,615,289
Planning & Neighborhood Dev.	1,239,314
Education	60,339,134
Debt Service	6,186,650
Gas, Water, Electric & Sewer	79,342,800
	<hr/>
	186,215,607

# General Fund

Norwich  
CONNECTICUT **NOW.**

**CITY OF NORWICH  
SUMMARY OF 2006-07 GENERAL FUND BUDGET**

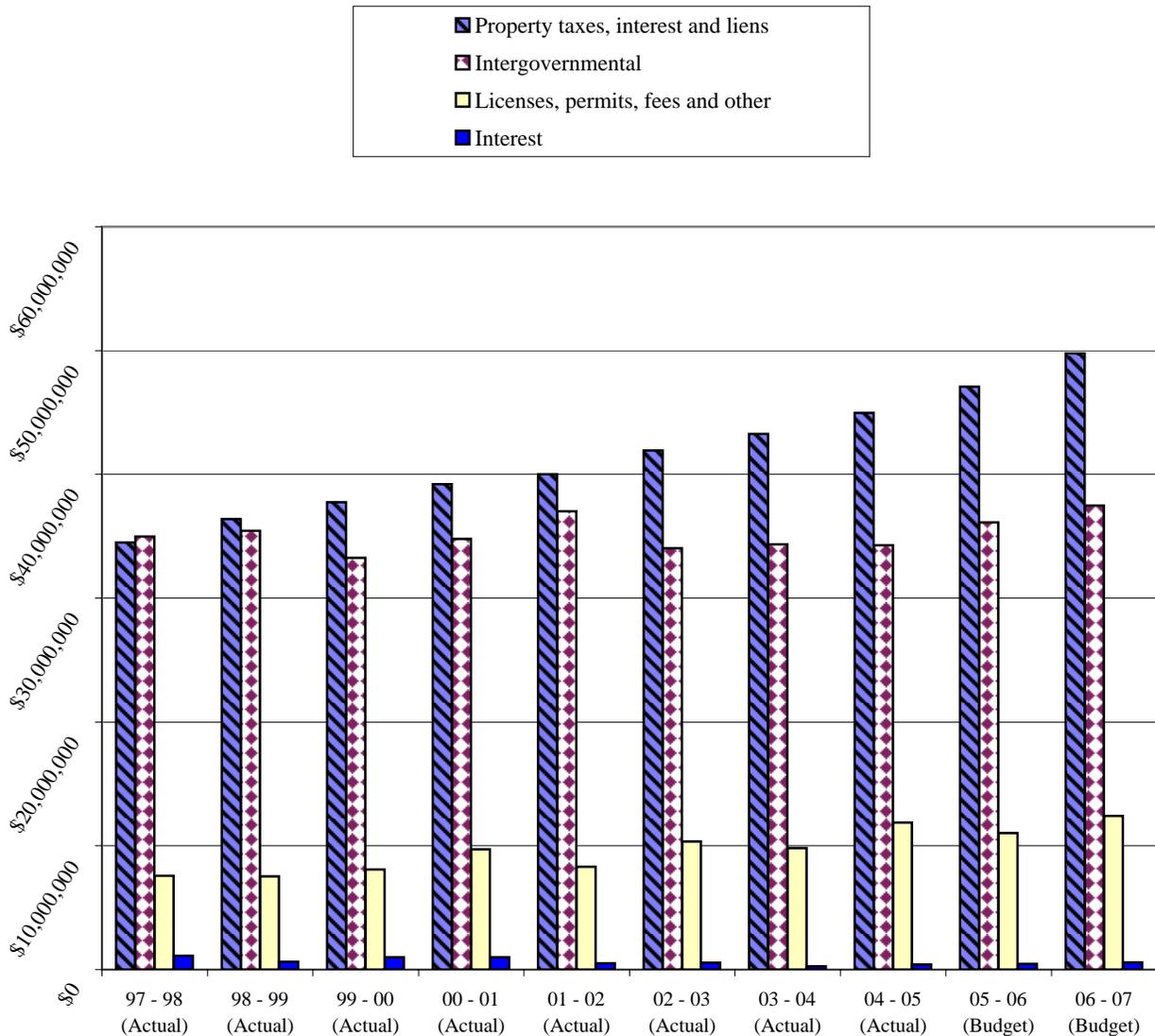
	<b>General City</b>	<b>Debt Service</b>	<b>Capital Improvements</b>	<b>Education</b>	<b>Total General Fund</b>
<b>EXPENDITURES</b>					
Total by category	32,340,382	5,804,250	1,774,339	60,339,134	100,258,105
<b>TOTALS</b>	<b>32,340,382</b>	<b>5,804,250</b>	<b>1,774,339</b>	<b>60,339,134</b>	<b>100,258,105</b>
<b>REVENUES</b>					
General Revenues	19,090,824	726,068	331,352	31,036,318	51,184,562
Surplus	850,000	0	0	850,000	1,700,000
Taxes to be Raised - General Fund	12,399,558	5,078,182	1,442,987	28,452,816	47,373,543
<b>TOTALS</b>	<b>32,340,382</b>	<b>5,804,250</b>	<b>1,774,339</b>	<b>60,339,134</b>	<b>100,258,105</b>

## 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 in conveyance taxes in fiscal year 2005 and is on track to collect \$1,100,000 in fiscal year 2006.

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 \$5.9 million in fiscal year 2007.



**CITY OF NORWICH  
GENERAL FUND REVENUES  
2006-07 ADOPTED BUDGET**

		<b>2003-04 ACTUAL</b>	<b>2004-05 REVISED BUDGET</b>	<b>2004-05 ACTUAL</b>	<b>2005-06 REVISED BUDGET</b>	<b>2006-07 MANAGER'S PROPOSED</b>	<b>2006-07 ADOPTED BUDGET</b>
<b>GENERAL PROPERTY TAXES</b>							
70201	PROPERTY TAX CURRENT LEVY	40,352,827	42,606,113	42,134,474	44,448,158	44,170,337	47,373,543
70202	PROPERTY TAX PRIOR LEVY	1,263,719	1,363,601	1,371,310	1,350,000	1,100,000	1,100,000
70203	PROPERTY TAX-INT & LIENS	773,393	790,000	810,995	700,000	700,000	700,000
70208	PROP.TAX-M.V. PA-76-338	864,163	610,000	647,424	630,000	200,000	600,000
<b>TOTALS</b>		<b>43,254,102</b>	<b>45,369,715</b>	<b>44,964,203</b>	<b>47,128,158</b>	<b>46,170,337</b>	<b>49,773,543</b>

<b>LICENSES &amp; PERMITS</b>							
70213	MISC. PERMITS & FEES	477,046	545,000	613,944	530,000	630,000	630,000
<b>TOTALS</b>		<b>477,046</b>	<b>545,000</b>	<b>613,944</b>	<b>530,000</b>	<b>630,000</b>	<b>630,000</b>

<b>FINES &amp; PENALTIES</b>							
70218	TRAFFIC VIOLATIONS	24,445	18,000	42,500	21,000	40,000	40,000
<b>TOTALS</b>		<b>24,445</b>	<b>18,000</b>	<b>42,500</b>	<b>21,000</b>	<b>40,000</b>	<b>40,000</b>

<b>REVENUE FROM USE OF TOWN MONEY</b>							
70223	INTEREST ON INVESTMENTS	238,516	250,000	389,838	436,000	550,000	550,000
70224	INTEREST CEMETERY TRUST	23,607	20,000	22,509	30,000	30,000	30,000
<b>TOTALS</b>		<b>262,123</b>	<b>270,000</b>	<b>412,347</b>	<b>466,000</b>	<b>580,000</b>	<b>580,000</b>

<b>REVENUE FROM OTHER CITY OPERATIONS</b>							
70226	OUTSIDE CONTRACTED JOBS	131,742	165,000	162,730	172,500	23,000	23,000
70227	SENIOR CITIZENS CENTER	31,711	38,800	23,596	30,800	42,116	42,116
70228	PUBLIC UTILITIES 10%	4,432,300	4,983,700	4,983,700	5,385,400	5,877,500	5,877,500
70229	D.P.U. CITY SERVICE	83,841	78,566	68,566	71,618	73,355	73,355
70230	BOND & NOTE PAYMENTS	77,054	61,840	106,436	104,556	99,918	99,918
70232	LANDFILL REVENUES	2,100,319	2,213,410	2,168,775	2,292,000	2,451,250	2,451,250
70239	D.P.U.SEWER ASSESSMENTS	425,000	215,000	615,000	710,000	600,000	600,000
70240	MUNICIPAL ICE RINK	0	100,000	0	100,000	0	0
70241	NGCA DEBT SERVICE	40,520	33,910	33,910	32,530	26,150	26,150
70260	PARKING COMMISSION	111,240	114,369	114,372	137,737	129,511	123,511
<b>TOTALS</b>		<b>7,433,727</b>	<b>8,004,595</b>	<b>8,277,085</b>	<b>9,037,141</b>	<b>9,322,800</b>	<b>9,316,800</b>

<b>CHARGES FOR CURRENT SERVICE</b>							
70234	RECORDING FEES	428,001	304,000	460,150	350,000	390,000	390,000
70235	LAND RECORD CAP IMPROV FEE	0	0	0	0	27,000	27,000
70236	PROBATE COURT CHARGE	17,470	17,470	18,222	18,678	19,391	19,391
70238	CONVEYANCE TAX	826,321	554,000	1,002,651	600,000	800,000	800,000
<b>TOTALS</b>		<b>1,271,792</b>	<b>875,470</b>	<b>1,481,023</b>	<b>968,678</b>	<b>1,236,391</b>	<b>1,236,391</b>

<b>OTHER REVENUES</b>							
70243	MISC. UNCLASSIFIED	327,733	270,000	614,878	176,000	203,528	203,528
70246	CITY PROP.-RELOC.COLLECT	110,620	190,000	371,482	221,000	45,000	45,000
78001	ANTHEM DEMUTUALIZATION	0	0	0	0	600,000	600,000
<b>TOTALS</b>		<b>438,353</b>	<b>460,000</b>	<b>986,360</b>	<b>397,000</b>	<b>848,528</b>	<b>848,528</b>

**CITY OF NORWICH  
GENERAL FUND REVENUES  
2006-07 ADOPTED BUDGET**

		<b>2003-04 ACTUAL</b>	<b>2004-05 REVISED BUDGET</b>	<b>2004-05 ACTUAL</b>	<b>2005-06 REVISED BUDGET</b>	<b>2006-07 MANAGER'S PROPOSED</b>	<b>2006-07 ADOPTED BUDGET</b>
<b>STATE GRANTS IN AID - GENERAL</b>							
70247	STATE-IN LIEU OF TAXES	1,708,899	1,725,823	1,650,249	1,243,988	1,558,445	1,652,938
70248	STATE-WELFARE REIMBURSE.	94,708	25,000	0	0	0	0
70249	STATE-BUILDING MAINT.	209,168	229,000	210,000	228,000	221,000	221,000
70250	STATE-CITY HOUSING	73,222	101,377	70,197	222,000	110,774	110,774
70252	STATE-FISH & GAME LICENSE	49,716	50,000	55,106	50,000	50,000	50,000
70253	STATE MFG MACH & EQUIP	201,215	172,156	136,309	130,218	168,286	168,286
70254	STATE - MASH/PEQUOT FUNDS	1,584,292	1,664,721	1,681,103	1,516,046	1,653,001	2,053,001
70256	STATE-TOTAL DISAB-PA74123	0	0	0	0	2,165	2,165
70257	STATE-ELDERLY REIMBURSE.	146,939	130,365	159,280	147,013	0	0
70259	YOUTH SERVICE BUREAU	81,031	81,000	86,013	86,000	86,000	86,000
70261	STATE-SCH.BOND INTEREST	424,510	304,778	340,243	250,092	227,081	227,081
70266	STATE-ACCESS LINE TX SHR	367,793	340,000	354,752	300,000	200,000	200,000
70267	STATE-ADD.VETERANS EXEMPT	0	30,982	4,874	4,705	10,928	10,928
73010	CASINO ASSISTANCE REVENUE GRA	0	0	0	0	3,344,691	0
73800	LOCAL CAPITAL IMPROVE. PROGRA	0	0	0	0	304,352	304,352
<b>TOTALS</b>		<b>4,941,493</b>	<b>4,855,201</b>	<b>4,748,126</b>	<b>4,178,062</b>	<b>7,936,723</b>	<b>5,086,525</b>

<b>FEDERAL GRANTS IN AID - GENERAL</b>							
70268	FEDERAL-DCPA MATCH FUNDS	4,917	16,311	15,920	11,000	10,000	10,000
<b>TOTALS</b>		<b>4,917</b>	<b>16,311</b>	<b>15,920</b>	<b>11,000</b>	<b>10,000</b>	<b>10,000</b>

<b>STATE GRANTS IN AID - EDUCATION</b>							
70276	HEALTH SERVICES	0	0	0	75,000	80,000	80,000
70280	STATE-ED TRANSPORTATION	1,090,955	1,092,447	1,034,063	1,071,805	1,066,019	1,066,019
70284	STATE-ED EQUALIZE GRANT	26,950,156	27,218,243	27,280,610	28,138,332	28,243,549	28,243,549
70285	STATE-ED SERV.FOR BLIND	129,977	0	31,690	0	0	0
70296	EXCESS COST GRANT	1,239,610	1,057,492	1,512,154	1,321,488	1,496,750	1,496,750
<b>TOTALS</b>		<b>29,410,698</b>	<b>29,368,182</b>	<b>29,858,517</b>	<b>30,606,625</b>	<b>30,886,318</b>	<b>30,886,318</b>

<b>OTHER REVENUE - EDUCATION</b>							
70291	OTHER ED SCHOOL TUITIONS	157,873	150,000	125,015	150,000	150,000	150,000
<b>TOTALS</b>		<b>157,873</b>	<b>150,000</b>	<b>125,015</b>	<b>150,000</b>	<b>150,000</b>	<b>150,000</b>

<b>SURPLUS GENERAL FUND</b>							
70294	SURPLUS-GENERAL FUND	0	600,000	0	1,510,527	2,300,000	1,700,000
<b>TOTALS</b>		<b>0</b>	<b>600,000</b>	<b>0</b>	<b>1,510,527</b>	<b>2,300,000</b>	<b>1,700,000</b>

<b>GRAND TOTALS</b>		<b>87,676,569</b>	<b>90,532,474</b>	<b>91,525,040</b>	<b>95,004,191</b>	<b>100,111,097</b>	<b>100,258,105</b>
---------------------	--	-------------------	-------------------	-------------------	-------------------	--------------------	--------------------

**CITY OF NORWICH**  
**DESCRIPTION OF GENERAL FUND REVENUES**

**GENERAL PROPERTY TAXES**

**70201 Current Levy** - The current levy for 2006-07 is based on all taxable property in the city as of 10/1/2005, 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 96.42%. 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. The tax collection rate has increased to the highest rate in ten years (see table below) due to the efforts of the Tax Collector and the Delinquent Tax Collector – a position added in fiscal year 2002.

<b>Property Tax Collection</b>				
<b>Current Taxes</b>				
<b>Fiscal Year</b>	<b>Total Tax Levy</b>	<b>Current Collected</b>	<b>Tax Collection %</b>	
1995-96	\$ 30,703,569	\$ 29,077,238	94.5	
1996-97	\$ 33,911,567	\$ 32,205,588	95.0	
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	\$ 32,207,877	95.9	
2002-03	\$ 41,063,766	\$ 39,437,731	96.0	
2003-04	\$ 42,773,755	\$ 41,136,220	96.2	
2004-05	\$ 43,999,000	\$ 42,681,000	97.0	

**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.

<b>Delinquent Tax Collections</b>				
<b>Fiscal Year</b>	<b>Amount Collectible</b>	<b>Total Collected</b>	<b>% Collected</b>	
1995-96	\$ 4,680,817	\$ 1,389,637	29.7	
1996-97	\$ 4,482,257	\$ 1,023,934	22.8	
1997-98	\$ 4,921,169	\$ 1,485,552	30.2	
1998-99	\$ 5,247,535	\$ 1,454,978	27.7	
1999-00	\$ 5,017,067	\$ 1,546,886	30.8	
2000-01	\$ 4,422,601	\$ 1,698,149	38.4	
2001-02	\$ 3,490,005	\$ 1,389,112	39.8	
2002-03	\$ 3,639,033	\$ 1,263,719	34.7	
2003-04	\$ 3,974,515	\$ 1,375,536	34.6	

**70203 Interest and Lien Fees** - Interest and lien fees collected on payment of delinquent taxes. State statute requires 1.5% per month plus \$24 lien fee on real estate property lien. We are anticipating a decline in 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, 2005 and prior to August 1, 2006 (P.A. 76-338) based on the past three years' activity.

### **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 couple years due to a booming real estate market and an increase in the building permit fee structure in fiscal year 2005.

### **FINES AND PENALTIES**

**70218 Traffic Violations** - Includes police department fines for traffic violations. Traffic violation revenue has increased significantly in the past few years and we are estimating this budget's revenue based on the projection of fiscal year 2006 revenue.

### **REVENUE FROM THE USE OF TOWN 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 short-term investment of funds set aside to maintain the city's cemeteries. The revenue is based on prior three years earnings.

### **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.

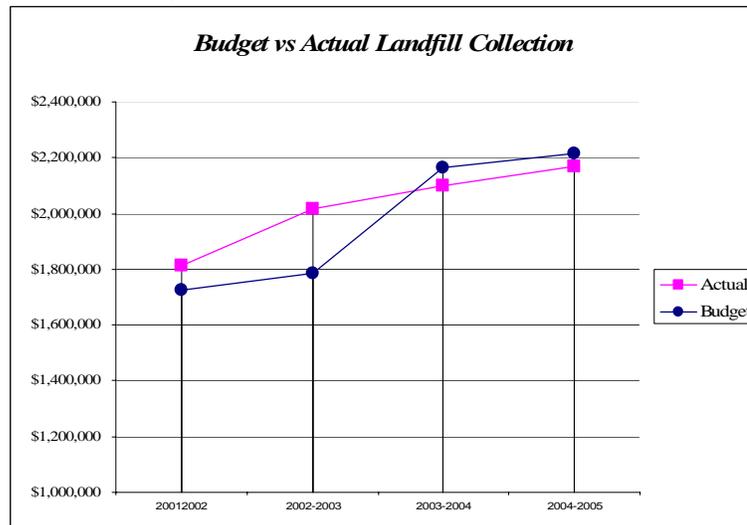
**70227 Senior Citizens Center** - Includes grants and contributions. See Senior Center expenditure section for detail.

**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 6/30/2005 Comprehensive Annual Financial Report (CAFR).

**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** – 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 fiscal year 2006-07 the fee for direct haulers will be increased from \$64/ton to \$65/ton and the transfer station per trip fees will be increased by 3%.



**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.

**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.

**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** - City Clerk fees including notary, death certificates, and document preparation. The revenue is estimated based on the prior three years’ collection history.

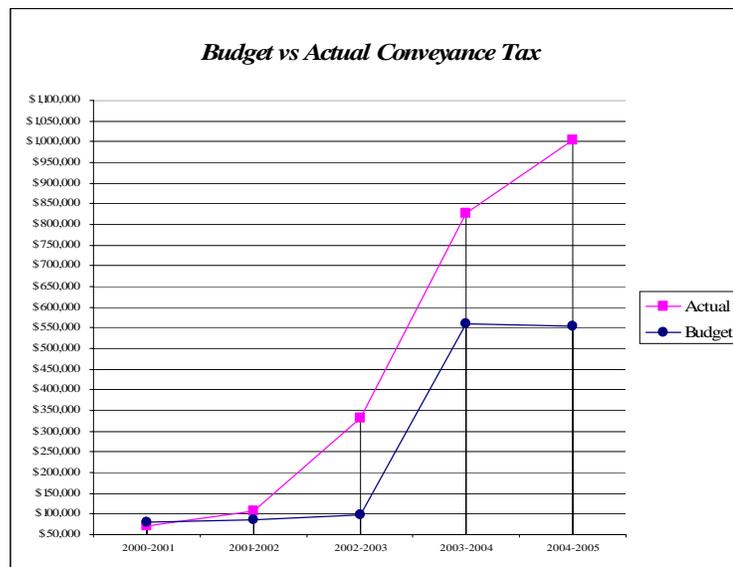
**70235 Land Record Capital Improvement Fees** – Additional City Clerk fees on land recordings established by Connecticut Public Act 05-228. PA 05-228 establishes an additional \$30 fee per land recording. \$26 of this fee is remitted to the State of Connecticut’s “Land protection, affordable housing 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 2006.

**70236 Probate Court** - Revenue from rental of the 1,747 ft<sup>2</sup> Probate Court space in City Hall. In fiscal year 2004, we agreed to increase the rent by the change in the Northeast CPI-U from June 2003 to June 2004. The estimated revenue is based on our estimate of inflation from June 2005 to June 2006.

**70238 Conveyance Tax** - The adopted budget for fiscal year 2006-07 uses the rate allowed by the State of Connecticut of \$5.00 for each \$1,000 of the purchase price. This budget continues to suspend the 22% allocation of proceeds to the Mohegan Park Improvement Fund (see Non-Departmental budget section). The estimates of 2006-07 conveyance tax revenue are assuming a 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.

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** - Reimbursement for NFA contribution towards maintenance of athletic fields, Recreation Department league fees, Mohegan Park fees, police report fees, cell phone tower rentals, receipts on sales of surplus assets, cemetery care receipts and other revenues.

**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. The list of relocation liens has dwindled in the last few years, so we anticipate a much lower level of collections in fiscal year 2006-07.

**78001 Anthem Demutualization** - One-time revenue source from the monies received when Anthem demutualized. This revenue will be 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 Adopted State of Connecticut

budget. This account includes the payments in lieu of taxes (PILOTs) 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 2006-07 is a 100% reimbursement of the tax loss from property tax exemptions based on the 10/1/2004 grand list. The PILOT for privately-owned colleges and hospitals for fiscal year 2006-07 is a 77% reimbursement of the tax loss from property tax exemptions based on the 10/1/2004 grand list. The PILOT for manufacturing facilities in distressed municipalities for fiscal year 2006-07 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.

**70252 Fish & Game License** – Revenues from the sale of fish and game licenses. Offset by reimbursement to State of Connecticut reflected in miscellaneous budget.

**70253 Manufacturer Machinery and Equipment** - Reimbursement for tax revenue loss of 100% exempt new eligible manufacturing machinery and equipment. Based on 10/1/2005 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 adopted State of Connecticut budget. These grants are split between general fund account 70254 and Special Service Fund 70258 according to the 10/1/05 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. This has been declining in recent years. The estimate for 2006-07 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 2005-06. 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 budget to offset the city’s loss of revenue due to the Governor’s proposed elimination of property taxes on most passenger motor vehicles and motorcycles but was later eliminated by the legislature.

**73800 Local Capital Improvement Program (LOCIP)** – Funding from the State of Connecticut pursuant to CGS §§7-535 through 7-538 to support capital improvements. The estimate is based on the funding amount included in the Adopted State of Connecticut 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 Adopted State of Connecticut budget. The Public School Pupil Transportation Grant is administered pursuant to CGS §§10-54, 10-66ee, 10-97, 10-158a, 10-266m, 10-273a and 10-277. The Non-public School Pupil Transportation Grant is administered pursuant to CGS §§10-266m, 10-277 and 10-281.

**70284 Education Cost Sharing** - Statutory grant reimbursement anticipated from State of Connecticut pursuant to CGS §§ 10-262f through 10-262j (as amended by PA 05-245). Figure based on the Adopted State of Connecticut 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. We do not budget anything for this grant because of the difficulty of predicting the reimbursements.

**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.

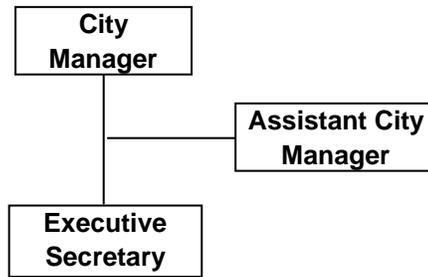
**OTHER REVENUE - BOARD OF EDUCATION**

**70291 School Tuition** - Tuition received from outlying towns by the Board of Education. Estimate is based on prior years' experience.

**SURPLUS – GENERAL FUND**

**70294 Surplus for Appropriation- General Fund** – Based on audit of June 30, 2005 and anticipated surplus as of June 30, 2006.

# City of Norwich City Manager Organization Chart



## CITY MANAGER

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

**VISION:** The Council and the general public will regard the City Manager's office as the most competent, responsive and effective government office in the State of Connecticut. We want the City of Norwich to be the best local government in the State.

### VALUES:

- We believe that government should do what the taxpayers want it to do, not what government employees want it to do.
- We have a deep respect for the residents of Norwich.
- We are unwaveringly committed to honesty and openness in government proceedings and actions.
- We believe that Norwich City employees are capable men and women who possess the skills and knowledge necessary to succeed in every task the city must accomplish.
- Within the limits of the law, we are absolutely willing to do whatever it takes to get the job done.

### GOALS & ACTION PLANS:

1. Continually improve citizen satisfaction with all city services.
2. Improve the city government's relationships with the business community.
3. Continually improve our understanding of what the citizens of Norwich want us to achieve.
4. Provide the Council and the public with the best, most accurate, information possible.
5. Improve the flow of information from the city to outside entities, such as businesses, professional associations, other municipalities, tribal governments, legislators, tourists and potential new residents.

### TARGET ACTIVITIES

- Conduct an annual customer satisfaction survey distributed via the Norwich Bulletin and/or the New London Day.
- Support NCDC as it conducts a continuous survey of business contacts.
- Develop and publish *Norwich Now!* information packets for businesses, visitors and residents.
- Establish a web-based complaint resolution system.
- Develop an "Intranet" for City Council members – a web site specifically for Council members where copies of the packet materials, newspaper articles etc. can be securely posted, stored, archived, searched and accessed.
- Maintain an active program to provide state and federal officials with information about Norwich City government activities, priorities, and progress.
- In fiscal year 2005-2006 this office will submit at least three articles each year to publications that report on innovation in municipal government administration.

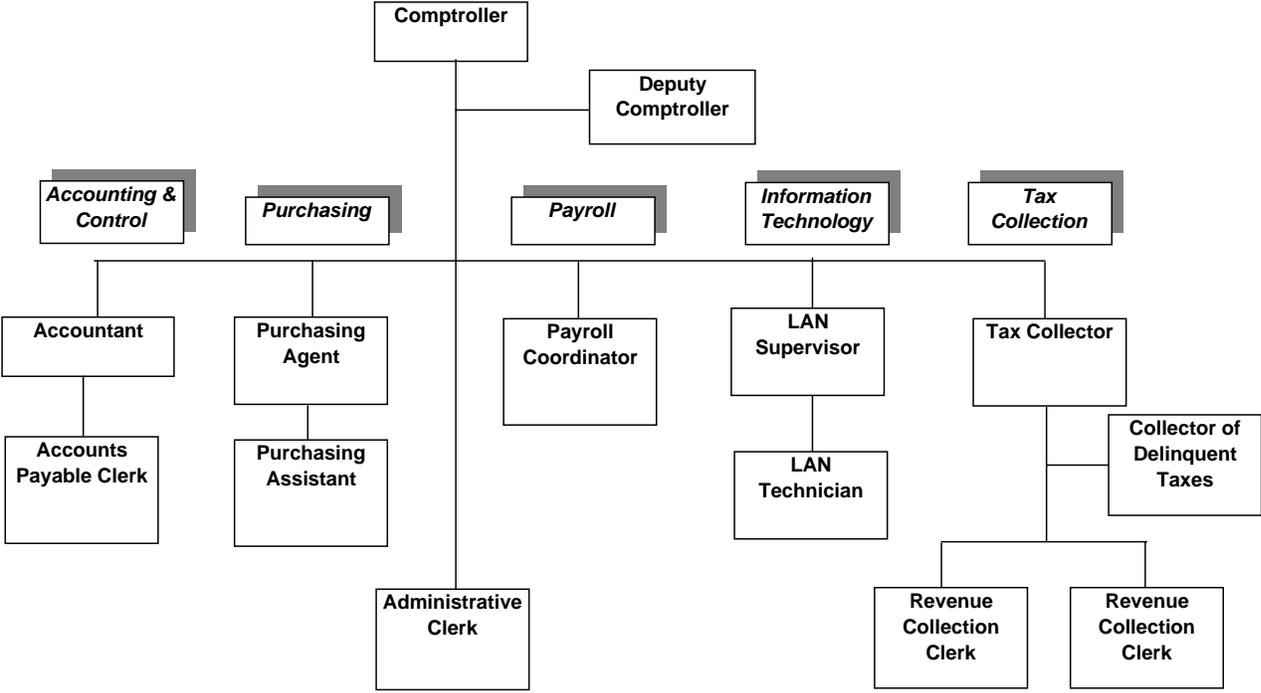
**CITY OF NORWICH  
GENERAL FUND EXPENDITURES  
2006-07 ADOPTED BUDGET**

		<b>2003-04 REVISED BUDGET</b>	<b>2003-04 ACTUAL</b>	<b>2004-05 REVISED BUDGET</b>	<b>2004-05 ACTUAL</b>	<b>2005-06 REVISED BUDGET</b>	<b>2006-07 BUDGET REQUEST</b>	<b>2006-07 MANAGER'S PROPOSED</b>	<b>2006-07 ADOPTED BUDGET</b>
<b>11</b>	<b>CITY MANAGER</b>								
80011	HEAD OF DEPT	90,000	90,021	97,335	97,337	100,255	100,255	100,255	100,255
80012	EMPLOYEES	101,923	73,281	104,727	104,811	107,868	110,427	110,427	105,332
80013	PART TIME EMPLOYEES	15,000	13,124	15,000	11,937	15,759	16,232	16,232	16,232
89999	FRINGE BENEFITS	53,932	51,898	58,046	57,210	64,537	73,948	73,949	73,949
80021	MATERIALS & SUPPLIES	3,600	2,985	3,600	4,893	3,500	3,500	3,500	3,500
80032	EQUIP & FURN MAINT.	1,000	6,759	1,000	0	2,000	2,000	2,000	2,000
80033	TELEPHONE	3,200	3,326	3,200	3,792	3,300	3,300	3,300	3,300
80034	POSTAGE	1,200	870	1,200	1,039	1,500	1,500	1,500	1,500
80037	MILEAGE	5,000	4,035	5,000	4,908	5,000	5,000	5,000	5,000
80039	PRINTING	2,500	0	1,500	1,161	4,000	4,000	3,000	3,000
80048	DEPARTMENTAL EXPENSE	8,500	5,532	6,500	7,188	6,000	6,000	5,000	5,000
	<b>TOTALS</b>	<b>285,855</b>	<b>251,831</b>	<b>297,108</b>	<b>294,276</b>	<b>313,719</b>	<b>326,162</b>	<b>324,163</b>	<b>319,068</b>

**CITY MANAGER**

City Manager		100,255
Assistant City Manager	64,009	
Executive Secretary	<u>41,323</u>	<u>105,332</u>
	TOTAL WAGES	<u>205,587</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. Streamline operations and gain a higher level of control over spending by implementing an electronic requisitions system to enhance procurement and payable functions. The requisitions system will allow us to pay bills faster and reduce the risk of unauthorized spending.
2. Obtain the Government Financial Officers Association (“GFOA”) award for Popular Annual Financial Report and continue to obtain the Financial Reporting and Budgeting awards. By doing so, the City of Norwich will become only the second Connecticut municipality to have all three GFOA awards.
3. Continue to improve city’s website by implementing online complaint system and decentralizing website content management.
4. Upgrade all Windows NT operating systems to either Windows 2000 or XP Professional.
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.

### ACCOMPLISHMENTS:

1. Refunded \$8,570,000 of older debt issues in 2005 in order to take advantage of lower interest rates. The refinancing has a present value savings of \$225,000.
2. Received GFOA Certificate of Achievement for Excellence in Financial Reporting for 13 consecutive years and received GFOA Distinguished Budget Presentation Award for 5 consecutive years.
3. Migrated our Munis ERP system from an outdated server to an offsite, state-of-the-art data center in order to provide users with faster support to mitigate downtime.
4. Hired a law firm to pursue delinquent motor vehicle taxes resulting in collections of over \$150,000 during FY 2005, most of which have come from owners who have moved out of state.
5. Increased current tax collection rate to 97.00% up from 94.20% ten years ago.
6. Updated city website design and content.
7. Coordinated Microsoft Access, Excel and Word training for 65 general city, Norwich Public Utilities and Norwich Public Schools employees through Three Rivers Community College and Norwich Public Schools.
8. Worked with Norwich Public Utilities customer service to pay all city utility bills with one monthly wire transfer instead of dozens of checks.

	04-05	05-06	06-07
PERFORMANCE MEASURE	ACTUAL	ESTIMATED	PROJECTED
<i>Fiscal Integrity</i>			
Collection of General Fund Taxes			
Value of levy	43,998,693	46,251,722	49,132,486
Taxes Collected	42,680,930	44,447,905	47,373,543
% of Bills paid	97.00%	96.10%	96.42%
Number of internal audits performed	6	2	7
<i>Efficiency</i>			
Cost of department/ cost of total General Fund operations (includes MIS)	1.22%	1.29%	1.27%
Cost of Finance Department operations	1,098,891	1,222,797	1,274,747
Cost of total General Fund operations	90,066,142	94,727,891	100,258,105
Average interest rate on debt	4.36%	3.95%	3.87%
Debt Service Interest Paid	1,780,928	1,601,540	1,386,000
Outstanding debt at beginning of the year	40,879,996	40,494,996	35,784,997
<i>Accuracy</i>			
Accuracy of Forecasting:			
Actual General Fund Revenue	91,525,041	93,493,411	98,558,105
Budgeted General Fund Revenue	89,932,474	93,493,411	98,558,105
Actual GF Revenue as % of Budget	101.77%	100.00%	100.00%
Accuracy of Reporting:			
Reportable findings by external auditor	-	-	-
Reportable findings - Federal & State awards	5	-	-
Audit adjustments	62	20	10
<i>Timeliness</i>			
Timeliness of Payments to Vendors:			
Average # of days to pay bills	23	20	20
% of bills paid within 30 days	80.37%	90.00%	90.00%
Date financial statement audit finished	9/22/05	9/25/06	9/25/07
Number of business days budget printed after adoption	18	15	15
<i>Activity and Effectiveness of IT operations</i>			
Hardware/ software service requests cleared	1,700+	1,700+	1,700+
Number of computers maintained	200+	200+	200+
Number of computers replaced during the year	10	20	25
Number of servers maintained	9	9	9
Number of servers replaced during the year	1	5	2
Number of printers maintained	50	45	40
Number of training opportunities offered	N/A	5	4
Number of training participants	N/A	65	40
Website Visits	N/A	70,000	120,000

**CITY OF NORWICH  
GENERAL FUND EXPENDITURES  
2006-07 ADOPTED BUDGET**

	2003-04 REVISED BUDGET	2003-04 ACTUAL	2004-05 REVISED BUDGET	2004-05 ACTUAL	2005-06 REVISED BUDGET	2006-07 BUDGET REQUEST	2006-07 MANAGER'S PROPOSED	2006-07 ADOPTED BUDGET
<b>12 FINANCE</b>								
80011 HEAD OF DEPT	76,632	76,649	81,299	81,297	83,738	83,738	83,738	83,738
80012 EMPLOYEES	441,460	443,411	458,991	445,302	476,348	598,925	598,925	598,925
80013 PART TIME EMPLOYEES	15,000	25,654	15,400	33,669	16,000	15,000	15,000	15,000
80014 OVERTIME	5,000	4,089	6,500	3,147	3,300	1,200	1,200	1,200
89999 FRINGE BENEFITS	176,169	180,085	189,544	187,376	197,287	250,281	250,284	250,284
80015 PROFESSIONAL SERVICE	53,800	37,500	40,500	38,500	40,000	39,000	39,000	39,000
80021 MATERIALS & SUPPLIES	14,500	9,162	14,000	4,189	9,000	12,900	12,900	12,900
80032 EQUIP & FURN MAINT	7,000	12,883	8,900	7,748	8,500	15,100	15,100	15,100
80033 TELEPHONE	6,000	5,108	5,000	5,443	5,400	7,400	7,400	7,400
80034 POSTAGE	25,000	28,240	28,300	16,805	22,100	27,000	27,000	27,000
80037 MILEAGE	1,800	2,125	1,850	2,357	1,900	3,200	3,200	3,200
80038 ADVERTISING	8,800	4,918	8,000	6,326	7,600	6,000	6,000	6,000
80039 PRINTING	15,000	9,873	2,000	5,902	12,000	23,000	23,000	23,000
80044 DATA CENTER	42,700	45,369	52,000	72,274	117,000	180,000	180,000	183,000
80048 DEPARTMENTAL EXPENSE	6,000	4,939	6,400	5,156	6,600	10,000	9,000	9,000
<b>TOTALS</b>	<b>894,861</b>	<b>890,005</b>	<b>918,684</b>	<b>915,491</b>	<b>1,006,773</b>	<b>1,272,744</b>	<b>1,271,747</b>	<b>1,274,747</b>

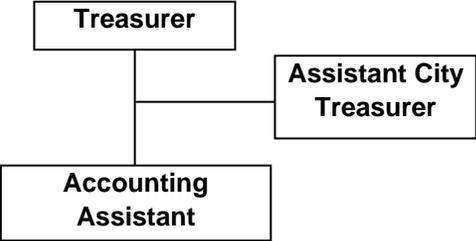
NOTE: Starting in fiscal year 2006-07, the Management Information Systems department will be merged into the Finance Department.

	2003-04 REVISED BUDGET	2003-04 ACTUAL	2004-05 REVISED BUDGET	2004-05 ACTUAL	2005-06 REVISED BUDGET	2006-07 BUDGET REQUEST	2006-07 MANAGER'S PROPOSED	2006-07 ADOPTED BUDGET
<b>18 MANAGEMENT INFORMATION SYSTEMS</b>								
80011 HEAD OF DEPT	54,746	52,945	58,080	58,077	59,822	0	0	0
80012 EMPLOYEES	44,044	44,462	45,365	45,393	46,726	0	0	0
89999 FRINGE BENEFITS	30,672	30,647	32,284	32,467	35,676	0	0	0
80021 MATERIALS & SUPPLIES	3,000	2,841	3,000	3,208	3,500	0	0	0
80032 EQUIP & FURN MAINT	6,000	8,658	6,000	5,941	7,000	0	0	0
80033 TELEPHONE	1,000	2,557	1,000	93	1,000	0	0	0
80034 POSTAGE	300	0	300	0	300	0	0	0
80037 MILEAGE	500	566	500	688	500	0	0	0
80048 DEPARTMENTAL EXPENSE	3,000	2,718	3,000	4,513	5,000	0	0	0
80059 TRAINING	2,500	4,213	5,000	4,868	7,500	0	0	0
80149 SOFTWARE UPDATES	0	0	0	0	17,500	0	0	0
81549 COMPUTERS & WIRING	32,200	27,302	15,000	16,434	15,000	0	0	0
86000 INTERNET & EMAIL SUPPORT	0	0	14,000	8,717	14,000	0	0	0
86006 MUNICIPAL BROADCASTING	0	0	0	0	2,500	0	0	0
<b>TOTALS</b>	<b>177,962</b>	<b>176,909</b>	<b>183,529</b>	<b>180,399</b>	<b>216,024</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>TOTAL OF BOTH DEPARTMENTS</b>	<b>1,072,823</b>	<b>1,066,914</b>	<b>1,102,213</b>	<b>1,095,890</b>	<b>1,222,797</b>	<b>1,272,744</b>	<b>1,271,747</b>	<b>1,274,747</b>
----------------------------------	------------------	------------------	------------------	------------------	------------------	------------------	------------------	------------------



# 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.

**ACCOMPLISHMENTS:**

- Began filing sales tax returns on-line.
- Started investment schedule to stagger maturities.
- Implemented laser check printer/signer.
- Began sending state tax payroll deductions by Fast-File on-line.
- Began filing State CT941 on-line.
- Started using Positive Pay for general fund and city payroll in order to prevent fraud and ensure accuracy of cash.
- Saved bank transaction fees by transferring money between city checking accounts by using internal bank transfer system.

	04-05	05-06	06-07
PERFORMANCE MEASURE	ACTUAL	ESTIMATED	PROJECTED
Average # of days to perform bank reconciliations	15	15	15
Average # of days to complete sales tax returns	1	1	1
Average return on investments	2.00%	2.80%	3.50%
Cost of department/Non-pension city investments	0.7%	0.7%	0.7%
Average # of days to process cash reports	3	3	3
Average # of days to process cash deposits	1	1	1
Average # of days to post cash receipts	1	1	1
Internal bank transfers per week	15	15	15

**CITY OF NORWICH  
GENERAL FUND EXPENDITURES  
2006-07 ADOPTED BUDGET**

		<b>2003-04 REVISED BUDGET</b>	<b>2003-04 ACTUAL</b>	<b>2004-05 REVISED BUDGET</b>	<b>2004-05 ACTUAL</b>	<b>2005-06 REVISED BUDGET</b>	<b>2006-07 BUDGET REQUEST</b>	<b>2006-07 MANAGER'S PROPOSED</b>	<b>2006-07 ADOPTED BUDGET</b>
<b>02</b>	<b>TREASURER</b>								
80011	HEAD OF DEPT	46,464	46,456	46,464	46,460	46,464	46,464	46,464	46,464
80012	EMPLOYEES	81,134	81,617	83,410	91,237	83,259	85,757	85,757	85,757
80013	PART TIME EMPLOYEES	1,000	0	1,000	0	1,000	1,000	1,000	1,000
89999	FRINGE BENEFITS	40,566	39,876	43,074	44,250	45,883	51,008	51,009	51,009
80015	PROFESSIONAL SERVICES	0	0	0	0	0	5,200	5,200	5,200
80021	MATERIALS & SUPPLIES	300	407	350	169	400	400	400	400
80032	EQUIP & FURN MAINT	750	1,007	4,400	0	2,000	2,000	2,000	2,000
80033	TELEPHONE	1,100	1,138	1,200	1,378	1,200	1,200	1,200	1,200
80034	POSTAGE	3,000	3,161	3,100	2,639	3,200	3,200	3,200	3,200
80039	PRINTING	2,500	1,666	2,500	688	2,000	2,000	2,000	2,000
80048	DEPARTMENTAL EXPENSE	3,000	2,380	2,700	1,217	3,000	3,000	3,000	3,000
<b>TOTALS</b>		<b>179,814</b>	<b>177,708</b>	<b>188,198</b>	<b>188,038</b>	<b>188,406</b>	<b>201,229</b>	<b>201,230</b>	<b>201,230</b>

**TREASURER**

Treasurer		46,464
Assistant to the City Treasurer	48,128	
Accounting Assistant	37,629	85,757
	<hr/>	
TOTAL WAGES		<u>132,221</u>

**Professional Services:**

The cost of an armored truck service.

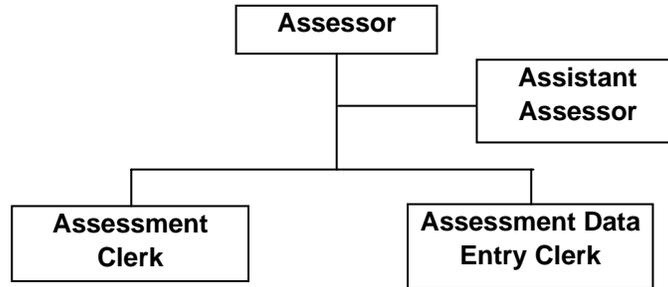
**Departmental Expense:**

Includes mileage reimbursement and professional dues.

**Revenue:**

The Treasurer's Department manages investment income which is reported in account 70223 in the revenue section of the Budget. For fiscal year 2006-07, investment income is estimated at \$550,000. The increase from prior years is primarily due to the increase of interest rates.

# 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. Purchased two new printers for the Assessor's Office which allows the department to get the public information more efficiently.
2. Installed pictures on the field cards for Real Estate both in the office and on the Vision Web Site.
3. The Assessors office continues to utilize two computer systems to complete the grand list each year: the Computer Assisted Mass Appraisal (CAMA) system and the Munis Information Systems.

	04-05	05-06	06-07
PERFORMANCE MEASURE	ACTUAL	ESTIMATED	PROJECTED
Net grand list (10/1/2003 – 10/1/2005)	1,733,295,237	1,745,186,458	1,769,383,487
Number of deeds processed	1,800	1,950	2,250
Number of building permits checked	900	950	1,100
Price motor vehicles	8,237	8,500	9,200
Personal property forms processed	1,437	1,500	1,500
Sales ratio forms processed	1,280	1,400	1,575
Percent of reports completed on time	100%	100%	100%
Circuit-breaker and Freeze applications	700	675	650
Veterans exemptions	2,800	2,850	2,875
Board of assessment appeals adjustments	225	200	200

**CITY OF NORWICH  
GENERAL FUND EXPENDITURES  
2006-07 ADOPTED BUDGET**

		<b>2003-04 REVISED BUDGET</b>	<b>2003-04 ACTUAL</b>	<b>2004-05 REVISED BUDGET</b>	<b>2004-05 ACTUAL</b>	<b>2005-06 REVISED BUDGET</b>	<b>2006-07 BUDGET REQUEST</b>	<b>2006-07 MANAGER'S PROPOSED</b>	<b>2006-07 ADOPTED BUDGET</b>
<b>13</b>	<b>ASSESSMENT</b>								
80011	HEAD OF DEPT	62,485	62,492	66,290	66,280	68,279	68,279	68,279	68,279
80012	EMPLOYEES	91,999	84,423	94,138	84,485	97,465	100,389	100,389	112,258
80013	PART TIME EMPLOYEES	6,000	30,809	6,000	18,377	6,000	6,000	6,000	6,000
80014	OVERTIME	6,080	1,763	3,000	3,268	6,080	6,080	6,080	6,080
89999	FRINGE BENEFITS	56,147	56,945	63,338	63,816	66,379	83,177	83,178	84,086
80015	PROFESSIONAL SERVICE	25,500	20,659	23,000	18,089	28,000	28,000	28,000	28,000
80021	MATERIALS & SUPPLIES	7,000	3,607	7,000	2,747	7,000	7,000	7,000	7,000
80032	EQUIP & FURN MAINT	600	79	600	0	600	600	600	600
80033	TELEPHONE	1,500	1,233	1,500	1,419	1,500	2,000	2,000	2,000
80034	POSTAGE	2,000	1,570	2,000	1,614	2,000	2,500	2,500	2,500
80037	MILEAGE	4,500	2,892	4,500	2,808	4,500	4,500	4,500	4,500
80038	ADVERTISING	1,500	573	1,500	737	1,500	1,500	1,500	1,500
80039	PRINTING	4,000	2,339	4,000	2,272	4,000	4,000	4,000	4,000
80048	DEPARTMENTAL EXPENSE	4,500	858	4,500	1,481	4,500	4,500	4,500	4,500
<b>NON RECURRING ITEM</b>									
80145	GIS SYSTEM	0	0	0	0	0	3,000	3,000	3,000
80155	REVALUATION	230,000	230,000	25,000	26,143	65,000	100,000	0	0
86000	FAX MACHINE	0	0	500	340	0	0	0	0
<b>TOTALS</b>		<b>503,811</b>	<b>500,242</b>	<b>306,866</b>	<b>293,876</b>	<b>362,803</b>	<b>421,525</b>	<b>321,526</b>	<b>334,303</b>

ASSESSMENT

Assessor		68,279
----------	--	--------

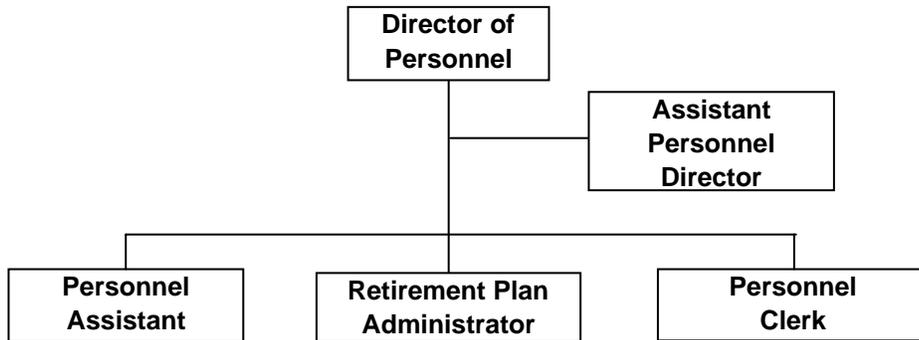
Assistant Assessor	49,074	
--------------------	--------	--

Assessment Clerk	33,512	
------------------	--------	--

Assessment Data Entry Clerk	<u>29,672</u>	<u>112,258</u>
-----------------------------	---------------	----------------

TOTAL WAGES		<u><u>180,537</u></u>
-------------	--	-----------------------

# City of Norwich Personnel Department Organization Chart



## PERSONNEL

**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 Personnel 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. Negotiate seven labor contracts upon expiration 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. Reached final agreements and signed contracts with six of the seven city bargaining units (the seventh having been signed in the previous fiscal year). Each agreement contains health insurance plan design and cost share changes that partially or fully offset the cost of the agreed wage increases.
3. Audited approximately 750 current and retired employee health insurance contributions in response to plan design changes and general open enrollment changes.
4. Managed workers' compensation program resulting in a reduction of worker's compensation payments and medical costs of about \$20,000 compared to fiscal year 2003-2004.

	04-05	05-06	06-07
PERFORMANCE MEASURE	ACTUAL	ESTIMATED	PROJECTED
Total City Employment (non-grant positions)	428	428	428
Total applications processed	1,850	1,900	1,900
Number of promotional exams given	13	14	14
Number of entry exams given	10	10	12
Vacancies filled through promotion	12	13	13
Vacancies filled through new hires	33	35	35
Classifications reviewed	10	10	10
Training programs provided	8	10	10
Number of employees given service awards	21	20	23
Employee turnover rate	5.4%	5.0%	5.0%
Percent of employees completing probation	96.3%	100%	100%
Percent of female employees	26.4%	28.0%	29.0%
Percent of minority employees	6.1%	7.0%	8.0%

**CITY OF NORWICH  
GENERAL FUND EXPENDITURES  
2006-07 ADOPTED BUDGET**

		<b>2003-04 REVISED BUDGET</b>	<b>2003-04 ACTUAL</b>	<b>2004-05 REVISED BUDGET</b>	<b>2004-05 ACTUAL</b>	<b>2005-06 REVISED BUDGET</b>	<b>2006-07 BUDGET REQUEST</b>	<b>2006-07 MANAGER'S PROPOSED</b>	<b>2006-07 ADOPTED BUDGET</b>
<b>14</b>	<b>PERSONNEL</b>								
80011	HEAD OF DEPT	65,101	63,007	66,837	66,828	68,842	68,842	68,842	68,842
80012	EMPLOYEES	131,810	134,420	137,193	138,709	139,545	144,715	144,715	144,715
80014	OVERTIME	1,000	0	1,000	0	1,000	1,000	1,000	1,000
89999	FRINGE BENEFITS	69,663	69,255	74,138	74,199	80,536	90,432	90,430	90,430
80015	PROFESSIONAL SERVICE	33,650	48,382	33,000	33,822	33,000	33,000	33,000	33,000
80021	MATERIALS & SUPPLIES	3,500	2,802	3,500	1,128	3,500	3,000	3,000	3,000
80032	EQUIP & FURN MAINT	3,000	3,935	3,000	3,329	3,000	3,000	3,000	3,000
80033	TELEPHONE	3,300	2,336	3,300	2,597	3,300	3,300	3,300	3,300
80034	POSTAGE	3,000	2,851	3,000	2,764	3,000	3,000	3,000	3,000
80037	MILEAGE	1,630	0	1,630	0	1,630	1,630	1,630	1,630
80038	ADVERTISING	14,500	9,881	14,500	20,150	14,500	14,500	14,500	14,500
80039	PRINTING	4,000	1,779	4,000	1,442	4,000	3,000	3,000	3,000
80048	DEPARTMENTAL EXPENSE	4,630	2,533	4,630	5,460	4,630	9,630	9,630	9,630
80167	EDUCATION INCENTIVE	3,000	599	3,000	400	3,000	3,000	3,000	3,000
	<b>TOTAL</b>	<b>341,784</b>	<b>341,780</b>	<b>352,728</b>	<b>350,828</b>	<b>363,483</b>	<b>382,049</b>	<b>382,047</b>	<b>382,047</b>

**PERSONNEL**

Director of Personnel and Labor Relations		68,842
Assistant Personnel Director	51,674	
Retirement Plan Administrator	42,128	
Personnel Assistant	36,935	
Personnel Clerk	<u>13,978</u>	<u>144,715</u>
	<b>TOTAL WAGES</b>	<b><u>213,557</u></b>

**Overtime:**

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

## LAW

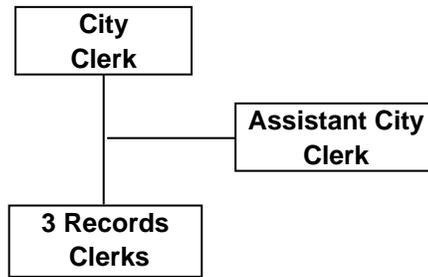
**MISSION:** To provide advice, documents, and other responses to the city so that it can engage in the informed decision making required to govern lawfully.

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									
2006-07 ADOPTED BUDGET									
		2003-04 REVISED BUDGET	2003-04 ACTUAL	2004-05 REVISED BUDGET	2004-05 ACTUAL	2005-06 REVISED BUDGET	2006-07 BUDGET REQUEST	2006-07 MANAGER'S PROPOSED	2006-07 ADOPTED BUDGET
15	LAW								
80134	CITY ATTORNEY	280,000	192,000	287,160	197,332	296,000	306,000	306,000	306,000
80135	OUTSIDE ATTORNEYS	102,000	190,000	106,300	197,452	110,000	112,000	112,000	112,000
<b>TOTALS</b>		<b>382,000</b>	<b>382,000</b>	<b>393,460</b>	<b>394,784</b>	<b>406,000</b>	<b>418,000</b>	<b>418,000</b>	<b>418,000</b>

# 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. Increase the number of land record images available electronically by adding a few years of information each fiscal year.
2. Convert maps on microfilm to CDs.

**ACCOMPLISHMENTS:**

1. Converted typed city minutes from 1990 through 2004 to CDs.
2. Added two more recording stations for land records.
3. Contracted with Municipal Code Corporation to host and update the city's Charter and Code of Ordinances on their website ([www.municode.com](http://www.municode.com)).
4. Worked with Finance department to make City Council agendas and related documents available electronically to the public and city employees.
5. Microfilmed all maps, sub-divisions.

	04-05	05-06	06-07
PERFORMANCE MEASURE	ACTUAL	ESTIMATED	PROJECTED
Land records recorded	11,397	12,000	12,000
Marriage licenses issued	353	450	450
Death certificates recorded	638	625	625
Birth certificates recorded	1,210	1,300	1,300
Absentee ballots issued	973	1,000	1,000
Time to complete and publish minutes	2 hrs/meeting	2 hrs/meeting	2 hrs/meeting
# and % of packets prepared without error	600 – 100%	600 – 100%	600 – 100%
# and % of council meetings transcribed within 7 days of last meeting	21 – 100%	22 – 100%	22 – 100%
% of ordinances, resolutions and other detailed council actions processed within six working days	100%	100%	100%

**CITY OF NORWICH  
GENERAL FUND EXPENDITURES  
2006-07 ADOPTED BUDGET**

		<b>2003-04 REVISED BUDGET</b>	<b>2003-04 ACTUAL</b>	<b>2004-05 REVISED BUDGET</b>	<b>2004-05 ACTUAL</b>	<b>2005-06 REVISED BUDGET</b>	<b>2006-07 BUDGET REQUEST</b>	<b>2006-07 MANAGER'S PROPOSED</b>	<b>2006-07 ADOPTED BUDGET</b>
<b>16</b>	<b>CITY CLERK</b>								
80011	HEAD OF DEPT	51,425	51,432	55,616	55,614	58,397	58,397	58,397	61,317
80012	EMPLOYEES	131,567	130,358	135,515	135,554	140,403	178,496	144,616	144,616
80013	PART TIME EMPLOYEES	5,000	1,100	3,000	6,412	3,000	3,000	3,000	3,000
89999	FRINGE BENEFITS	68,023	67,909	73,183	72,263	79,453	95,698	79,505	79,728
80015	PROFESSIONAL SERVICE	4,300	4,348	4,300	4,650	4,350	4,500	4,500	4,500
80021	MATERIALS & SUPPLIES	37,900	36,039	39,000	35,152	40,000	40,000	40,000	40,000
80032	EQUIP & FURN MAINT	400	0	400	254	400	400	400	400
80033	TELEPHONE	2,500	2,039	2,500	2,295	2,200	2,200	2,200	2,200
80034	POSTAGE	4,700	5,862	5,400	5,861	6,000	6,000	6,000	6,000
80038	ADVERTISING	5,000	7,967	5,000	2,753	8,000	5,000	5,000	5,000
80039	PRINTING	5,000	4,154	5,000	2,949	5,000	5,000	5,000	5,000
80048	DEPARTMENTAL EXPENSE	3,000	3,535	3,000	3,893	3,000	4,000	4,000	4,000
80056	VITAL STAT PAYMENTS	300	148	300	172	300	300	300	300
<b>TOTALS</b>		<b>319,115</b>	<b>314,891</b>	<b>332,214</b>	<b>327,822</b>	<b>350,503</b>	<b>402,991</b>	<b>352,918</b>	<b>356,061</b>

**CITY CLERK**

City Clerk				61,317
Assistant City Clerk			42,976	
Records Clerks	3 @	33,880	101,640	<u>144,616</u>
			<b>TOTAL WAGES</b>	<b><u>205,933</u></b>

**Professional Services:**

Cover costs of auditing land records.

**Revenue:**

The City Clerk's Office collects the following:

Type of Revenue	Account #	Budget 2005	Budget 2006	Budget 2007
Recording Fees	70234	304,000	350,000	390,000
Conveyance Taxes	70238	554,000	600,000	800,000
State Fish & Game Licenses	70252	50,000	50,000	50,000
		<u>908,000</u>	<u>1,000,000</u>	<u>1,240,000</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



John Newson  
President Pro-Tempore



John Paul Mereen  
City Councilman



Jacqueline Caron  
City Councilwoman



John Crooks  
City Councilman



Mark Bettencourt  
City Councilman



Larry Goldman  
City Councilman

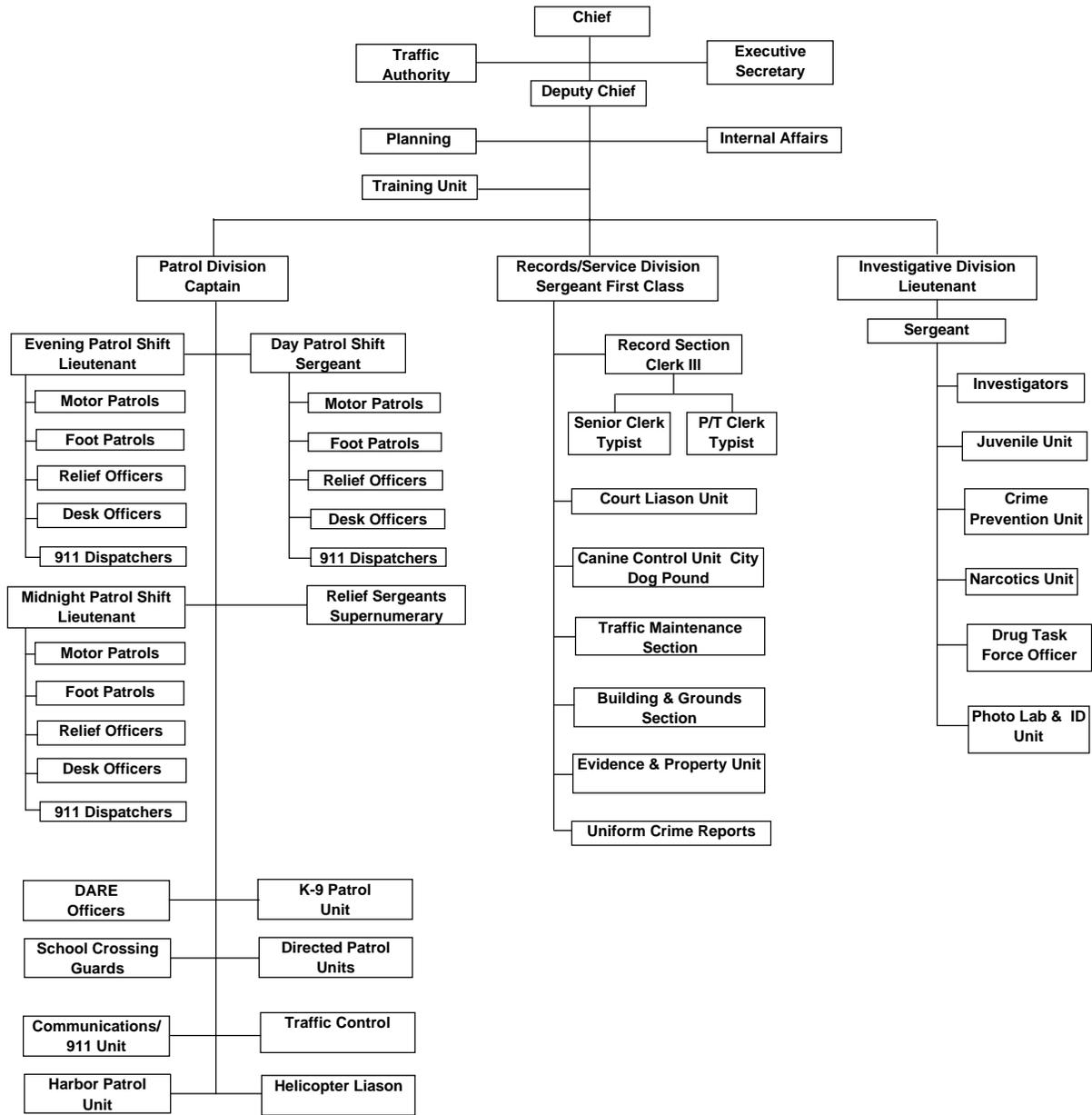
**CITY OF NORWICH  
GENERAL FUND EXPENDITURES  
2006-07 ADOPTED BUDGET**

		<b>2003-04 REVISED BUDGET</b>	<b>2003-04 ACTUAL</b>	<b>2004-05 REVISED BUDGET</b>	<b>2004-05 ACTUAL</b>	<b>2005-06 REVISED BUDGET</b>	<b>2006-07 BUDGET REQUEST</b>	<b>2006-07 MANAGER'S PROPOSED</b>	<b>2006-07 ADOPTED BUDGET</b>
<b>17</b>	<b>CITY COUNCIL</b>								
80011	HEAD OF DEPT	45,000	45,007	45,000	44,998	45,000	45,000	45,000	45,000
80012	COUNCIL MEMBERS	7,200	7,560	7,200	7,320	7,200	7,200	7,200	7,200
80013	EMPLOYEES	25,190	26,182	24,190	14,734	19,998	29,746	29,746	34,746
89999	FRINGE BENEFITS	22,357	22,455	25,326	24,659	26,113	29,418	29,418	29,801
80021	MATERIALS & SUPPLIES	3,000	2,133	3,000	3,459	3,000	3,000	3,000	3,000
80033	TELEPHONE	1,500	1,247	1,500	1,493	3,000	1,500	1,500	1,500
80034	POSTAGE	250	110	250	144	250	250	250	250
80039	PRINTING	300	0	300	0	300	300	300	300
80048	DEPARTMENTAL EXPENSE	12,000	9,192	11,000	9,098	19,100	11,000	11,000	11,000
	<b>TOTALS</b>	<b>116,797</b>	<b>113,886</b>	<b>117,766</b>	<b>105,905</b>	<b>123,961</b>	<b>127,414</b>	<b>127,414</b>	<b>132,797</b>

**MAYOR/CITY COUNCIL**

Mayor	45,000	
6 Council Members	<u>7,200</u>	52,200
Council Secretary		34,746
		<u><u>86,946</u></u>

# City of Norwich Police Department Organization Chart



## POLICE

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

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

### VALUES:

- Professionalism
- Compassion
- Integrity
- Accountability
- Communication

### GOALS & ACTION PLANS:

1. Deter crime and disorder through the following initiatives: “Omni-presence” patrols, Community policing, public relations and education programs, New Innovation programs, proactive motor vehicle enforcement, DARE and other educational programs, in-service training programs and neighborhood crime watches.
2. Apprehend offenders quickly through the efforts of cruiser, walking, bicycle and harbor patrols; the investigative division, narcotics unit, juvenile unit and neighborhood crime watches.
3. Recover and return stolen property promptly by investigating and arresting the offenders and identifying the owners.
4. Increase traffic safety by proactively enforcing traffic laws, investigating accidents, using saturation patrols, offering seat belt/child safety enforcement and education programs, participating in DUI checkpoints, and being involved in traffic engineering.
5. Participate in the community with neighborhood crime watches, Crisis Intervention Team, Mobile Outreach Program, VALE (domestic victim advocate), TRIAD (senior citizens program), Police Chaplaincy program, National Night Out program, and Civilian Police Academies.
6. Promote a positive working environment by focusing on department goals; providing for career development through training, advancement and rewards for exemplary performance; and fostering professional interpersonal work relationships.

### 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 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.

	04-05	05-06	06-07
PERFORMANCE MEASURE	ACTUAL	ESTIMATED	PROJECTED
Total Calls	42,986	43,000	43,026
Total 911 Calls	23,795	24,400	24,525
911 Hard Line	19,098	20,200	20,310
911 Cellular	4,697	5,000	5,125
Non-emergency Line	19,191	20,200	20,310
Calls (Police)	38,508	39,800	40,000
Calls (Fire)	4,478	5,200	5,320
Part I crimes (per 100,000 population)	.045	.040	.039
Auto Accidents (Investigated)	1,527	5,550	1,540
Auto Accidents (Fatalities)	4	2	2
Auto Accidents (Injuries)	286	280	266
Vandalism (reported)	524	550	526
DWI	104	110	122
Neighborhood	41	41	42
Dare Students 1 <sup>st</sup> Grade	425	450	475
Dare Students 3 <sup>rd</sup> Grade	605	610	622
Dare Students 5 <sup>th</sup> Grade	605	610	622

Note: data is based on calendar year

## 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 those 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.

### *State of Connecticut Grants:*

2004 Expanded DUI Enforcement (May 2004 – September 2004) \$25,650 (estimate) – This grant supports DUI/Traffic Enforcement patrols and checkpoints through a 75% reimbursement of department expenditures.

DUI Enforcement Equipment Program (March 2004 – October 2004) \$5,600 – This grant supports the purchase of two radar units for patrol cruisers.

Memorial Day/ Fourth of July enforcement grant (2004) \$4,302 - This grant supports DUI/Traffic Enforcement patrols and checkpoints through a 75% reimbursement of department expenditures.

2005 Expanded DUI Enforcement (October 2004 – September 2005) \$70,000 (estimate) – This grant supports DUI/Traffic Enforcement patrols and checkpoints through a 75% reimbursement of department expenditures.

DUI Enforcement Vehicle (2004) \$32,408 – This grant supports the purchase of a DUI enforcement cruiser and related equipment.

Thanksgiving/ Christmas/ New Years enforcement grant (2004) \$11,175 (estimate) – This grant supports DUI/Traffic Enforcement patrols and checkpoints through a 75% reimbursement of department expenditures.

VALE (Victim Advocate/ Law Enforcement) (March 2004 – February 2005) \$50,000 – This grant supports equipment, training, and patrols designed to assist victims of domestic violence with department-based victims' advocate.

Youth Police Academy (July 2004 – June 2005) \$12,832 – This grant supports positive police-community relations through the establishment of a civilian police academy for young adults.

### *Federal Grants:*

LLEBG (Local Law Enforcement Block Grant) (July 2004 – June 2005) \$11,436 – This grant supports law enforcement technology and equipment purchases.

BJA (Bureau of Justice Assistance) Body Armor Grant (July 2004 – June 2005) \$6,000 – This grant supports the purchase of soft body armor for officers through a 50% reimbursement of department expenditures.

Byrne Memorial Congressional Earmark (July 2004 – June 2007) \$296,843 – This grant supports the purchase of cyber investigation/ education vehicle with related equipment and training with a focus on child sexual predators.

CDBG (Community Development Block Grant) (October 2003 – September 2005) \$103,000 – 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.

#### 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, 3 animal control officers, 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  
2006-07 ADOPTED BUDGET**

		2003-04 REVISED BUDGET	2003-04 ACTUAL	2004-05 REVISED BUDGET	2004-05 ACTUAL	2005-06 REVISED BUDGET	2006-07 BUDGET REQUEST	2006-07 MANAGER'S PROPOSED	2006-07 ADOPTED BUDGET
<b>21</b>	<b>POLICE DEPARTMENT</b>								
80011	HEAD OF DEPT	79,257	87,019	84,084	84,231	86,607	86,607	86,607	86,607
80012	EMPLOYEEES	4,579,569	4,119,937	4,697,347	4,430,990	4,870,735	5,035,054	5,035,054	5,035,054
80013	PART TIME EMPLOYEEES	7,750	47,229	7,750	31,445	7,750	7,750	7,750	7,750
80014	OVERTIME	168,500	270,220	198,038	247,405	194,000	205,815	205,815	205,815
89999	FRINGE BENEFITS	1,915,144	1,905,566	2,144,867	2,147,827	2,234,085	2,563,908	2,562,146	2,562,146
80015	OUTSIDE CONTRACTED JOBS	150,000	154,347	155,365	155,365	150,000	0	0	0
80016	CLOTHING ALLOWANCE	66,560	66,703	66,060	73,129	96,000	95,855	95,855	95,855
80017	REPLACEMENT COST	572,493	645,655	604,088	742,799	605,118	645,152	635,152	635,152
80020	PHOTO SUPPLIES	3,500	3,561	3,500	3,956	4,500	4,500	4,500	4,500
80021	MATERIALS & SUPPLIES	32,000	30,392	32,000	27,222	32,000	32,000	32,000	32,000
80023	GAS OIL & GREASE	62,000	81,144	62,000	83,656	82,000	92,000	92,000	92,000
80024	FOOD	2,000	2,878	2,000	2,651	2,500	4,500	4,500	4,500
80025	HEATING FUEL	13,500	25,691	13,500	20,711	16,500	20,500	20,500	20,500
80027	AUTO SUPPLIES & MAINT	63,000	75,372	63,000	83,707	73,000	73,000	73,000	73,000
80029	TRAFFIC SIGNS ETC	32,000	30,933	35,000	19,530	35,000	35,000	35,000	35,000
80030	STATE COLLECT SYSTEM	5,000	4,571	4,000	2,328	6,500	6,500	6,500	6,500
80031	RADIO SERVICE	29,000	30,854	29,000	24,304	29,000	29,000	29,000	29,000
80032	EQUIP & FURN MAINT	15,000	15,736	25,000	15,114	25,000	25,000	25,000	25,000
80033	TELEPHONE	46,000	51,257	46,000	44,827	46,000	46,000	46,000	46,000
80034	POSTAGE	2,800	3,342	2,300	1,291	2,600	2,730	2,730	2,730
80035	UTILITIES	80,000	52,713	75,000	65,870	117,400	85,000	85,000	85,000
80039	PRINTING	11,500	3,953	8,500	10,579	11,500	11,500	11,500	11,500
80040	BLDG & GRND MAINT	32,000	32,229	32,000	42,675	32,000	32,000	32,000	32,000
80048	DEPARTMENTAL EXPENSE	5,000	5,078	5,000	6,252	5,000	5,000	5,000	5,000
80058	SCHOOL GUARDS	112,676	83,968	102,176	79,206	72,676	93,330	93,330	93,330
80059	TRAINING	8,000	8,678	8,000	11,338	10,000	10,000	10,000	10,000
80116	LAW ENFORCEMENT COUNCIL	8,662	8,712	8,662	8,662	8,662	8,662	8,662	8,662
80117	ALCOHOL ENFORCEMENT PROG	5,000	13,855	5,000	558	5,000	5,000	5,000	5,000
80119	SPECIAL INVESTIGATIONS	3,500	3,517	5,500	16,376	8,000	10,000	10,000	10,000
80144	PHYSICAL FITNESS PROG	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500
80150	DOWNTOWN COMMUNITY POLICIN	0	0	0	0	0	0	25,000	25,000
<b>NON RECURRING ITEMS</b>									
80949	911/RADIO CONSOLE UPGRADE	0	0	0	0	0	6,500	6,500	6,500
81049	MOBILE RADIOS	6,000	1,984	0	0	6,500	6,500	6,500	6,500
83449	NEW VEHICLES	34,000	32,839	0	40,733	0	162,000	0	0
85049	LASER SPEED DETECTORS	0	0	0	0	0	12,500	12,500	12,500
85949	MISCELLANEOUS EQUIPMENT	0	0	0	0	0	8,500	8,500	8,500
88749	POLICE BODY ARMOR	5,500	290	0	0	7,500	9,000	9,000	9,000
<b>TOTALS</b>		<b>8,158,411</b>	<b>7,901,723</b>	<b>8,526,237</b>	<b>8,526,237</b>	<b>8,884,693</b>	<b>9,477,863</b>	<b>9,329,101</b>	<b>9,329,101</b>

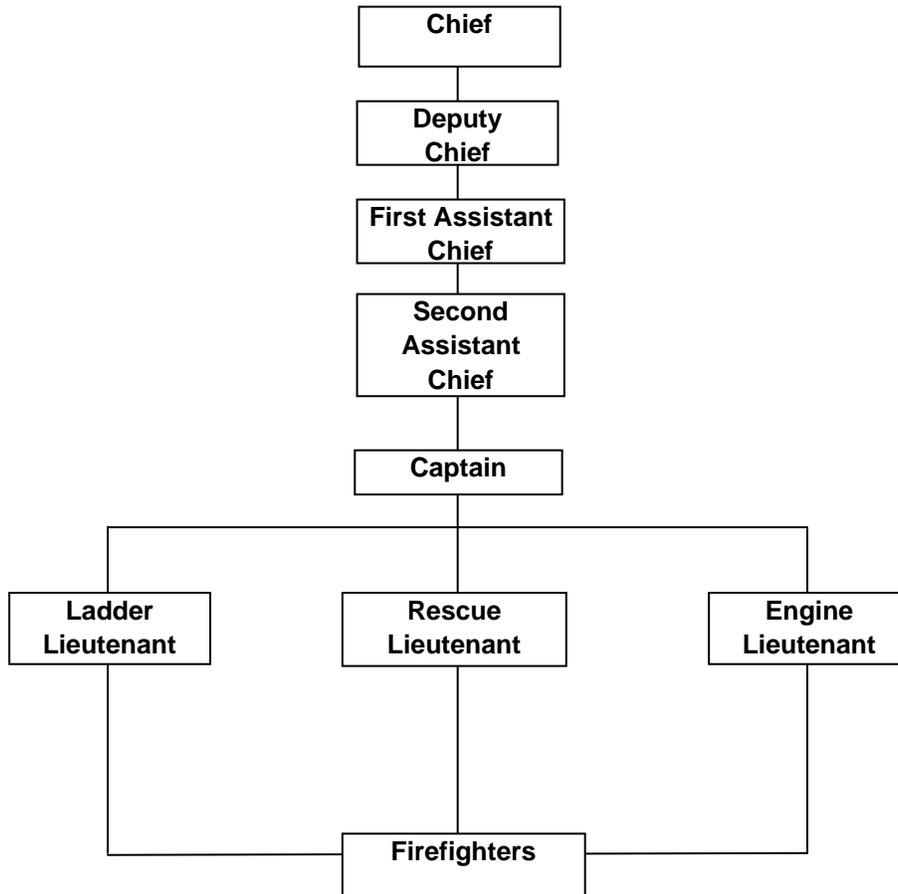


**CITY OF NORWICH  
GENERAL FUND EXPENDITURES  
2006-07 ADOPTED BUDGET**

		<b>2003-04 REVISED BUDGET</b>	<b>2003-04 ACTUAL</b>	<b>2004-05 REVISED BUDGET</b>	<b>2004-05 ACTUAL</b>	<b>2005-06 REVISED BUDGET</b>	<b>2006-07 BUDGET REQUEST</b>	<b>2006-07 MANAGER'S PROPOSED</b>	<b>2006-07 ADOPTED BUDGET</b>
<b>22</b>	<b>FIRE GENERAL</b>								
80011	HEAD OF DEPT	0	0	0	0	0	84,523	84,523	84,523
80012	EMPLOYEES	0	0	0	0	0	337,622	337,622	337,622
89999	FRINGE BENEFITS	0	0	0	0	0	175,021	175,021	175,021
80016	CLOTHING ALLOWANCE	0	0	0	0	0	50,440	50,440	50,440
80017	REPLACEMENT COSTS	0	0	0	0	0	40,550	40,550	40,550
80021	MATERIALS & SUPPLIES	20,500	18,758	20,500	14,503	20,500	22,000	22,000	22,000
80023	GAS OIL & GREASE	15,500	14,901	15,500	18,841	17,000	34,000	34,000	34,000
80031	RADIO SERVICE	15,000	13,536	15,000	13,144	15,000	19,300	19,300	19,300
80032	EQUIP & FURN MAINT	19,800	21,995	19,800	20,851	22,000	22,700	22,700	22,700
80033	TELEPHONE	32,000	25,517	32,000	27,929	32,000	33,100	33,100	33,100
80034	POSTAGE	1,000	635	1,000	605	1,000	750	750	750
80035	UTILITIES	38,500	46,094	38,500	53,990	78,100	70,000	70,000	70,000
80036	LAUNDRY & CLEANING	4,000	2,357	4,000	2,019	4,000	2,500	2,500	2,500
80039	PRINTING	1,500	368	1,500	603	1,500	750	750	750
80040	BLDG & GRND MAINT	19,500	20,341	19,500	22,677	20,500	21,700	21,700	21,700
80048	DEPARTMENTAL EXPENSE	5,000	4,600	5,000	804	5,000	5,000	5,000	5,000
80051	SPECIAL SERVICE CHARGE	576,364	576,364	591,578	591,578	656,457	58,184	58,184	58,184
80059	TRAINING	0	0	0	0	0	40,400	40,400	40,400
80063	POST-EMPLOYMENT MEDICAL	0	0	0	0	0	34,000	34,000	34,000
80114	HAZ MAT TECHNICIAN	0	0	0	0	0	60,808	60,808	60,808
80144	PHYSICAL FITNESS PROGRAM	0	0	0	0	0	2,000	2,000	2,000
<b>NON RECURRING ITEMS</b>									
81149	PORTABLE RADIOS	0	0	1,200	1,155	0	1,200	1,200	1,200
82149	NOZZELS AND KITS	0	0	2,000	1,464	0	14,180	14,180	14,180
83449	NEW VEHICLES	0	0	0	0	18,000	0	0	0
85249	HAZ-MAT EQUIPMENT	0	0	4,400	3,199	2,000	0	0	0
86000	MISCELLANEOUS EQUIP.	4,000	3,928	4,000	1,697	4,000	4,000	4,000	4,000
<b>TOTALS</b>		<b>752,664</b>	<b>749,394</b>	<b>775,478</b>	<b>775,059</b>	<b>897,057</b>	<b>1,134,728</b>	<b>1,134,728</b>	<b>1,134,728</b>



# City of Norwich East Great Plain Volunteer Fire Department Organization Chart



## EAST GREAT PLAIN VOLUNTEER FIRE

**MISSION:** The mission of the East Great Plain Volunteer Fire Company is 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:** We envision the East Great Plain Volunteer Company as providing 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. We will provide these services through members who are thoroughly trained in the latest techniques and equipped with the most up-to-date equipment. We will be a part of the county's professional associations and various subcommittees to ensure our community is well-represented. We will always look out for the health and welfare of our members and their families. The members' safety on the fire ground shall be a primary concern. We will aggressively take advantage of every opportunity to make this vision a reality.

### VALUES:

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

### GOALS & ACTION PLANS:

1. Maintain the fire station and all departmental equipment in a safe and proper manner.
2. Foster good relations with the community, private sector and governmental entities in order to build goodwill and increase the possibility of outside funding.
3. Continue to provide prompt, high-quality service to the community in a safe and fiscally prudent manner.
4. Responsibly plan for future needs and growth.
5. Ensure training is current to national standards.

### ACCOMPLISHMENTS:

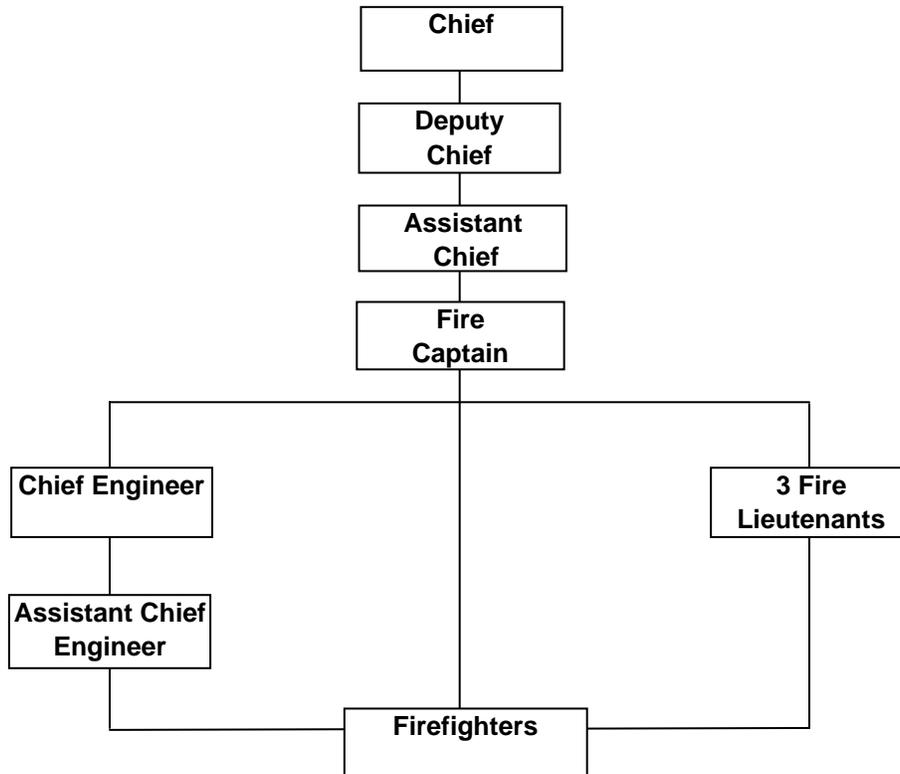
1. Won Life Safety Achievement Award for zero fire deaths.
2. Responded to 818 calls for emergency services in 2005 - our highest total ever. It is also the most responses of any Norwich Volunteer Fire Company and one of the highest in New London County.
3. On August 23, 2005, responded to the largest fire in our history at the National Propane Property on West Thames Street. The fire grew to four alarms and resulted in the response of approximately 20 agencies. The fire destroyed three vacant commercial structures but, due to our efforts those of our mutual aid partners, we were able to save a building which housed a construction firm and housed \$1,000,000 of equipment. The fire company operated on scene for 23 hours straight. Only two minor injuries occurred to company members.
4. Awarded a FEMA grant for \$113,000 for protective clothing and air cascade replacement.
5. Placed donated SBC pickup truck into service as Fire Police/Service vehicle.
6. Had only one accident involving city-owned apparatus despite the high number of responses.
7. Completed Strategic Master Plan for the first time in company history. It covers years 2006-2008.

	04-05	05-06	06-07
PERFORMANCE MEASURE	ACTUAL	ESTIMATED	PROJECTED
Fire (Building, vehicle, brush, etc.)	35	40	42
Overpressure ruptures, Explosion (no fire)	3	3	3
Rescue and EMS Incidents (EMS vehicle accidents, extrication)	499	510	515
Hazardous conditions	30	45	44
Service calls	50	50	50
Good intent calls (authorized controlled burns, smoke scares)	36	40	40
False alarm and false calls	140	130	120
Severe weather and natural disaster	0	1	10
Total	800	819	815
Training Hours			
Attended	98	100	100
Man Hours	2,250	2,400	2,400
EMTS/MRT	21	25	28
Defib Trained	35	37	40
State Fire Certified	34	36	38

**CITY OF NORWICH  
GENERAL FUND EXPENDITURES  
2006-07 ADOPTED BUDGET**

		<b>2003-04 REVISED BUDGET</b>	<b>2003-04 ACTUAL</b>	<b>2004-05 REVISED BUDGET</b>	<b>2004-05 ACTUAL</b>	<b>2005-06 REVISED BUDGET</b>	<b>2006-07 BUDGET REQUEST</b>	<b>2006-07 MANAGER'S PROPOSED</b>	<b>2006-07 ADOPTED BUDGET</b>
<b>23</b>	<b>EAST GREAT PLAIN VFD</b>								
80016	CLOTHING ALLOWANCE	4,200	4,125	3,200	3,562	3,200	3,600	3,600	3,600
80020	PHOTO SUPPLIES	700	695	1,000	840	1,000	1,000	1,000	1,000
80021	MATERIALS & SUPPLIES	8,750	9,032	10,000	13,485	15,000	15,000	15,000	15,000
80023	GAS OIL & GREASE	3,200	2,415	3,700	2,229	3,700	3,700	3,700	3,700
80025	HEATING FUEL	2,000	441	2,000	0	2,000	2,000	2,000	2,000
80027	AUTO SUPPLIES & MAINT	1,185	913	2,185	871	2,500	3,000	3,000	3,000
80028	TOOLS	800	799	800	689	800	800	800	800
80031	RADIO SERVICE	5,000	3,298	5,000	3,407	7,000	7,000	7,000	7,000
80032	EQUIP & FURN MAINT	10,000	12,989	10,000	9,630	10,000	10,500	10,500	10,500
80033	TELEPHONE	4,500	4,326	5,000	6,521	5,600	6,000	6,000	6,000
80035	UTILITIES	13,900	14,591	13,900	15,004	20,000	17,000	17,000	17,000
80040	BLDG & GRND MAINT	10,000	11,094	10,000	10,479	15,000	15,000	15,000	15,000
80048	DEPARTMENTAL EXPENSE	7,500	7,741	8,500	8,598	9,000	9,000	9,000	9,000
80059	TRAINING	14,000	17,021	12,478	11,522	15,000	15,000	15,000	15,000
80065	PROTECTIVE CLOTHING	11,962	11,217	12,000	12,926	14,000	14,000	7,000	7,000
<b>NON RECURRING ITEMS</b>									
81149	PORTABLE RADIOS	0	0	3,200	3,200	11,820	0	0	0
81749	FIRE HOSE	3,000	0	0	0	0	0	0	0
81849	PUMPS	0	0	0	0	0	3,600	3,600	3,600
82849	PAGERS	0	0	0	0	0	0	0	0
85949	MISCELLANEOUS EQUIP	0	0	0	0	5,400	428,554	28,554	28,554
86000	AIR BAGS	0	0	0	0	15,500	0	0	0
<b>TOTALS</b>		<b>100,697</b>	<b>100,697</b>	<b>102,963</b>	<b>102,963</b>	<b>156,520</b>	<b>554,754</b>	<b>147,754</b>	<b>147,754</b>

# City of Norwich Laurel Hill Volunteer Fire Department Organization Chart



## LAUREL HILL VOLUNTEER FIRE

**MISSION:** To protect the lives, property, and environment of the people whom live, work, play, and travel within the Laurel Hill Fire District. To respond to all calls both in our fire district and the mutual aid communities.

**VISION:** To become the finest fire service organization possible by utilizing and developing our members to their fullest potential, maximizing our use of the resources available to us, and responsive to the growth and changing needs of our community.

### VALUES:

- Human life – our top priority
- Service – our reason for existence
- Excellence – our goal
- Integrity – the basis for trust
- Accountability – personal and professional
- Cooperation – achieving common goals
- Innovation – creative problem solving
- Education – professional growth

### GOALS & ACTION PLANS:

1. Continue training with more flexible hours to accommodate members that work “casino” hours thereby making new membership possible.
2. Increase our efforts to find and receive grant funds by attending grant-writing seminars with the intent to relieve the financial burdens of the taxpayers of the City of Norwich.
3. Continue fire prevention education in our community by providing workshop/training sessions.
4. Plan and provide training sessions with neighboring fire departments in the Norwich area by sharing resources and facilities thereby reducing departmental costs.
5. Work with the city and other volunteer fire companies to plan and resolve the communication system needs of the City of Norwich.

### ACCOMPLISHMENTS:

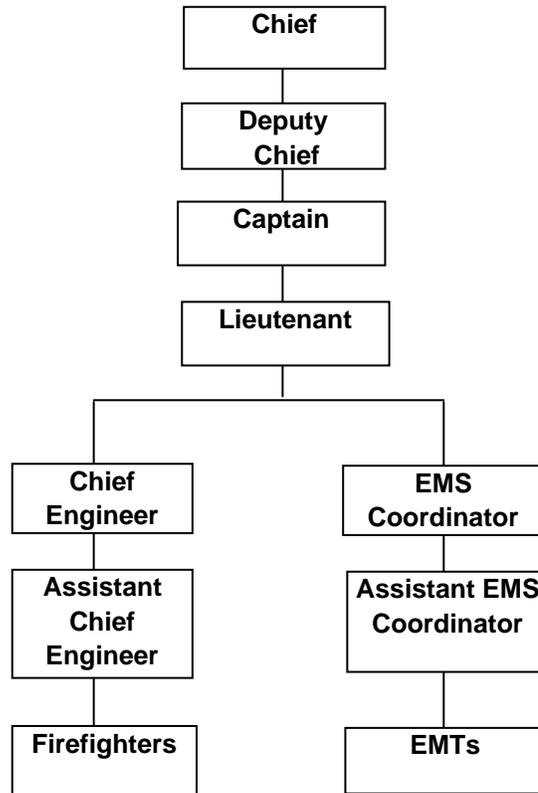
1. Now considered by local neighboring fire departments as a well-trained, dependable fire company.
2. Chief Martin, through the Norwich Public System, is currently a mentor at Stanton School.
3. Trained four members to the state certified Emergency Medical Technician level.
4. Trained two members to the state certified FF level and trained three members to the state certified FFII level.
5. Implemented a more detailed and equipment check-sheet.
6. Planned and provided workshop in the community.
7. Held a highly successful boot drive. Funds were donated to the Tommy Toy Fund that provides underprivileged children with gifts at Christmas time.

	04-05	05-06	06-07
PERFORMANCE MEASURE	ACTUAL	ESTIMATED	PROJECTED
Brush fires	3	10	11
Structure fires	11	15	15
Fire alarms	16	15	20
Service calls	12	8	8
Rescue/emergency	8	10	10
Motor vehicle accidents	8	6	6
Vehicle fires	2	6	6
Haz-mat calls	6	18	18
Mutual aid	12	8	8
CO problems	5	10	10
Water emergency	8	35	35
Medical calls	43	149	156
Total calls	126	149	156
Average response time (minutes)	4.0	3.5	3.5
Accidents involving city fire vehicles	0	0	0
Civilian casualties	0	0	0
Fire service injuries	0	0	0
Drills/ training	78	75	
Training hours	3,150	3,300	3,300
Community events attended	32	30	30
Percentage of women/ minority members	28%	28%	28%
Firefighters with State of CT certifications	26	27	30

**CITY OF NORWICH  
GENERAL FUND EXPENDITURES  
2006-07 ADOPTED BUDGET**

	<b>2003-04 REVISED BUDGET</b>	<b>2003-04 ACTUAL</b>	<b>2004-05 REVISED BUDGET</b>	<b>2004-05 ACTUAL</b>	<b>2005-06 REVISED BUDGET</b>	<b>2006-07 BUDGET REQUEST</b>	<b>2006-07 MANAGER'S PROPOSED</b>	<b>2006-07 ADOPTED BUDGET</b>
<b>24 LAUREL HILL VFD</b>								
80016 CLOTHING ALLOWANCE	1,500	1,146	1,534	1,539	1,534	1,534	1,534	1,534
80020 PHOTO SUPPLIES	600	665	600	199	600	600	600	600
80021 MATERIALS & SUPPLIES	4,000	2,496	4,090	2,873	3,890	3,890	3,500	3,500
80023 GAS OIL & GREASE	600	979	600	920	600	1,000	1,000	1,000
80028 TOOLS	600	6	600	132	600	600	600	600
80031 RADIO SERVICE	3,000	1,978	3,000	1,039	3,200	3,500	3,500	3,500
80032 EQUIP & FURN MAINT	6,500	14,322	6,500	9,905	6,850	7,300	7,300	7,300
80033 TELEPHONE	3,000	4,829	3,325	7,683	5,000	5,100	5,100	5,100
80035 UTILITIES	6,500	4,755	6,500	4,511	10,700	7,000	7,000	7,000
80040 BLDG & GRND MAINT	6,300	5,428	6,580	6,195	6,430	6,430	6,430	6,430
80048 DEPARTMENTAL EXPENSE	3,000	2,740	3,067	1,838	3,200	3,200	3,000	3,000
80059 TRAINING	7,000	5,237	7,158	5,563	7,158	7,158	7,158	7,158
80065 PROTECTIVE CLOTHING	1,500	565	1,534	1,538	1,600	1,800	1,800	1,800
85151 FIRE POLICE	500	383	500	105	600	600	600	600
85650 EMS	1,064	89	1,100	158	1,175	1,175	1,175	1,175
<b>NON RECURRING ITEMS</b>								
82749 FIREMEN'S GEAR	0	0	0	0	4,000	4,000	0	0
DEFIBRILLATOR	0	0	0	0	0	3,500	0	0
81049 MOBILE RADIOS	0	0	0	0	0	6,400	0	0
81050 DECK GUN	0	0	0	0	0	4,200	4,200	4,200
82949 SCOTT AIR PACKS	0	0	0	0	0	12,464	0	0
85949 MISCELLANEOUS EQUIP	0	0	0	0	3,000	0	0	0
<b>TOTALS</b>	<b>45,664</b>	<b>45,618</b>	<b>46,688</b>	<b>44,198</b>	<b>60,137</b>	<b>81,451</b>	<b>54,497</b>	<b>54,497</b>

# City of Norwich Occum Volunteer Fire Department Organization Chart



## OCCUM VOLUNTEER FIRE

**MISSION:** To attract, train, maintain new firefighters and/or emergency medical personnel. Respond to all calls for assistance, both within the Occum Fire District and mutual aid.

**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. Notify emergency medical services as an R-1 First Responder and Hazardous Materials Awareness. Two trucks carry the required equipment and EMS supplies to respond and assist.
5. Provide ongoing training and education to maintain the knowledge and professional skill of all department members.
6. Maintain all apparatus in accordance with accepted safety standards.

**ACCOMPLISHMENTS:**

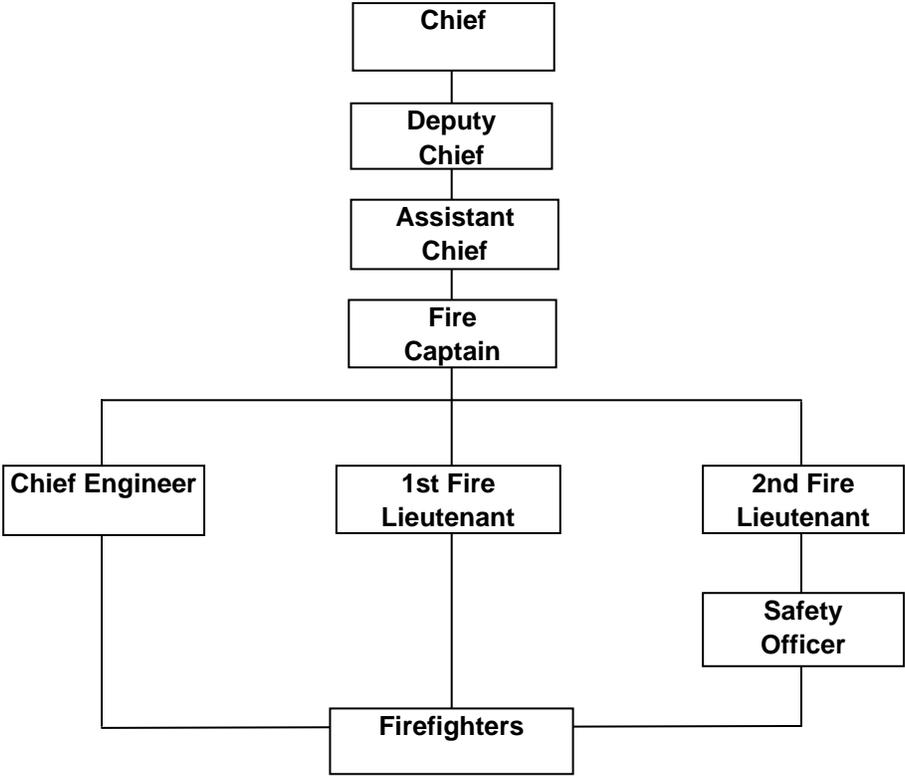
1. Trained several firefighters to Firefighter One level.

	04-05	05-06	06-07
PERFORMANCE MEASURE	ACTUAL	ESTIMATED	PROJECTED
CO Problem	4	5	5
Structural fires	6	11	11
Mutual aid (fire & medical)	18	57	50
Assorted fires	10	19	25
Service calls	2	30	25
Emergency medical calls	<u>135</u>	<u>135</u>	<u>165</u>
Total Calls	<u>238</u>	<u>287</u>	<u>281</u>
Average response time	3.5 min.	3.5 min.	3.5 min.
Accidents involving city vehicles	0	0	0
Civilian casualties	0	0	0
Fire service injuries	0	0	0
Drills (weekdays and evenings)	70	70	70
Drills (manhours)	2,100+	2,100+	2,100+
Community events attended	15	15	15
Percentage of women/minority members	20%	20%	20%
Firefighters with State of CT certification	40%	40%	40%
Percentage of members with EMT certification	40%	40%	40%

**CITY OF NORWICH  
GENERAL FUND EXPENDITURES  
2006-07 ADOPTED BUDGET**

		2003-04 REVISED BUDGET	2003-04 ACTUAL	2004-05 REVISED BUDGET	2004-05 ACTUAL	2005-06 REVISED BUDGET	2006-07 BUDGET REQUEST	2006-07 MANAGER'S PROPOSED	2006-07 ADOPTED BUDGET
<b>25</b>	<b>OCCUM VFD</b>								
80016	CLOTHING ALLOWANCE	0	0	0	0	0	2,500	2,500	2,500
80020	PHOTO SUPPLIES	150	37	150	0	0	0	0	0
80021	MATERIALS & SUPPLIES	15,030	15,910	15,030	13,346	17,500	17,500	17,500	17,500
80023	GAS OIL & GREASE	900	1,508	900	1,689	1,500	1,500	1,500	1,500
80025	HEATING FUEL	2,000	2,325	2,000	2,872	7,400	3,000	3,000	3,000
80028	TOOLS	125	145	125	0	0	0	0	0
80031	RADIO SERVICE	2,000	1,142	2,000	926	2,000	2,000	2,000	2,000
80032	EQUIP & FURN MAINT	4,000	1,204	4,000	3,759	5,500	5,500	5,500	5,500
80033	TELEPHONE	1,933	1,448	1,933	2,177	1,933	1,933	1,933	1,933
80035	UTILITIES	2,500	2,678	2,500	2,671	3,500	3,500	3,500	3,500
80036	LAUNDRY & CLEANING	250	101	250	226	250	250	250	250
80040	BLDG & GRND MAINT	6,000	4,447	6,000	8,392	7,500	7,500	7,500	7,500
80048	DEPARTMENTAL EXPENSE	2,400	2,223	2,400	2,938	2,400	2,400	2,400	2,400
80059	TRAINING	6,300	7,740	6,300	6,691	12,000	12,000	12,000	12,000
80065	PROTECTIVE CLOTHING	3,000	6,112	4,100	2,438	12,500	12,500	12,500	12,500
85150	TESTING	2,000	1,406	2,000	1,201	2,000	2,000	2,000	2,000
<b>NON RECURRING ITEMS</b>									
80145	NON RECURRING ITEMS	0	0	0	0	0	0	0	0
<b>TOTALS</b>		<b>48,588</b>	<b>48,426</b>	<b>49,688</b>	<b>49,326</b>	<b>75,983</b>	<b>74,083</b>	<b>74,083</b>	<b>74,083</b>

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



## TAFTVILLE VOLUNTEER FIRE

**MISSION:** To manage and operate an efficient Fire and Emergency Medical Service

**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:**

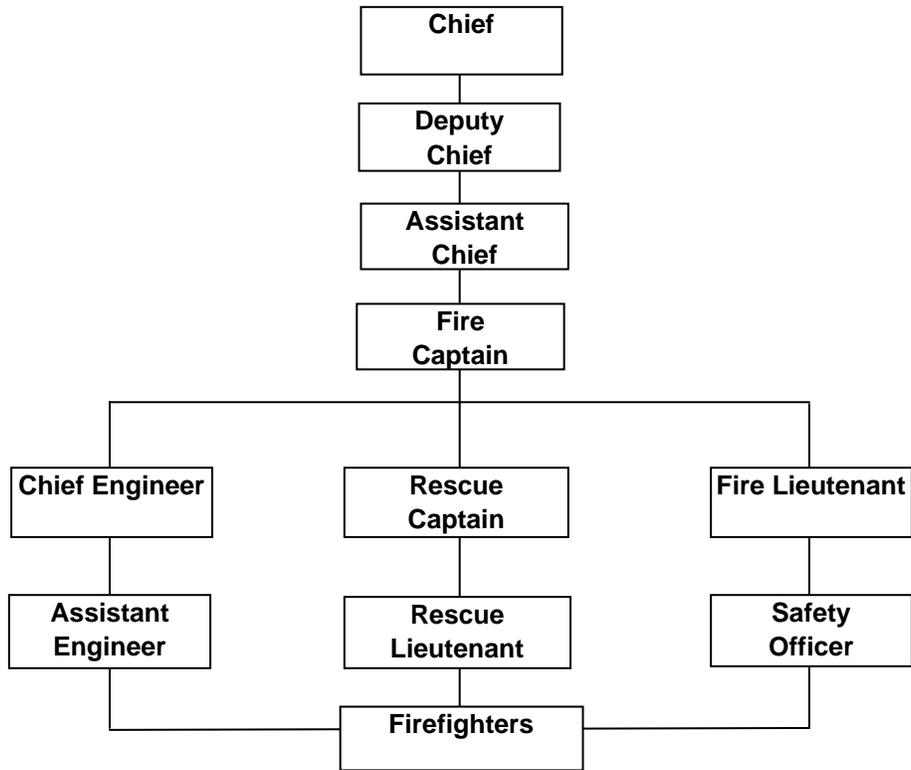
1. Trained all firefighters to a minimum Firefighter One level.
2. Ordered a new 100' aerial ladder truck.
3. Performed 9,100 man-hours of fire and rescue calls.
4. Established a plan for new growth within our Fire District.

	04-05	05-06	06-07
PERFORMANCE MEASURE	ACTUAL	ESTIMATED	PROJECTED
Structural fires	34	35	35
Mutual aid (Given)	43	25	25
Standby	14	14	14
Water Rescue	1	3	3
Service Calls	22	22	22
Emergency Medical Calls	284	300	350
Motor Vehicle Accidents	48	52	52
False Alarms	41	34	34
Brush Fires	3	3	3
Unknown or Undetermined	13	12	12
Investigation	48	50	55
Total Calls	538	550	591
Average response time	4.0 min.	3.5 min.	3.5 min.
Accidents involving city vehicles	0	0	0
Civilian casualties	0	0	0
Fire service injuries	2	0	0
Drills (weekdays and evenings)	70	70	70
Drills (man hours)	3,533	2,600	2,700
Percentage of women/minority members	4%	5%	6%
Firefighters with State of CT certification	90%	95%	96%

**CITY OF NORWICH  
GENERAL FUND EXPENDITURES  
2006-07 ADOPTED BUDGET**

		<b>2003-04 REVISED BUDGET</b>	<b>2003-04 ACTUAL</b>	<b>2004-05 REVISED BUDGET</b>	<b>2004-05 ACTUAL</b>	<b>2005-06 REVISED BUDGET</b>	<b>2006-07 BUDGET REQUEST</b>	<b>2006-07 MANAGER'S PROPOSED</b>	<b>2006-07 ADOPTED BUDGET</b>
<b>26</b>	<b>TAFTVILLE VFD</b>								
80016	CLOTHING ALLOWANCE	3,000	3,199	3,068	2,088	3,007	3,067	3,067	3,067
80020	PHOTO SUPPLIES	700	0	716	0	702	500	500	500
80021	MATERIALS & SUPPLIES	18,508	16,588	18,924	18,845	16,423	16,751	16,751	16,751
80023	GAS OIL & GREASE	3,100	2,224	3,170	2,685	3,107	3,402	3,402	3,402
80027	AUTO SUPPLIES & MAINT	1,000	355	1,023	586	1,003	1,000	1,000	1,000
80028	TOOLS	800	762	818	536	818	500	500	500
80031	RADIO SERVICE	3,000	3,001	3,068	2,320	3,129	3,200	3,200	3,200
80032	EQUIP & FURN MAINT	9,500	17,350	9,714	10,347	9,908	10,106	10,106	10,106
80033	TELEPHONE	5,500	6,616	5,624	8,256	6,749	6,884	6,884	6,884
80035	WATER GAS & ELECTRIC	11,500	11,381	11,759	12,125	18,612	12,354	12,354	12,354
80040	BLDG & GRND MAINT	8,500	8,782	8,691	9,448	8,865	9,042	9,042	9,042
80048	DEPARTMENTAL EXPENSE	6,500	5,226	6,646	6,474	6,779	6,915	6,915	6,915
80059	TRAINING	11,000	9,297	11,248	5,597	11,473	11,702	11,702	11,702
82449	MAINT OF STATION	6,000	5,938	6,135	1,466	6,258	9,800	9,800	9,800
82749	FIREMEN'S GEAR	13,500	9,193	13,804	1,737	14,080	14,362	14,000	14,000
83849	RESCUE EQUIPMENT	6,000	8,144	6,135	2,390	6,258	11,383	11,383	11,383
81049	MOBILE RADIOS	2,000	2,139	2,045	2,625	2,045	2,086	2,086	2,086
81149	PORTABLE RADIOS	1,500	885	1,534	6,125	1,534	8,000	8,000	8,000
81549	COMPUTERS	2,000	1,467	2,045	1,845	2,086	2,128	2,128	2,128
81749	FIRE HOSE-FITTINGS	3,000	2,675	3,068	13,389	3,129	3,192	3,192	3,192
82549	FIRE FOAM	900	0	920	3,837	0	0	0	0
85949	MISCELLANEOUS EQUIP	7,500	7,035	7,669	5,643	8,359	8,526	8,526	8,526
<b>TOTALS</b>		<b>125,008</b>	<b>122,257</b>	<b>127,824</b>	<b>118,364</b>	<b>134,324</b>	<b>144,900</b>	<b>144,538</b>	<b>144,538</b>

# 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:** This 57-member volunteer department provides 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. This district includes 11 of the 14 largest employers in Norwich. This area also includes 7 of the 10 largest taxpayers according to the Norwich grand list dated October 1, 2001.

### VALUES:

- Professionalism
- Communication
- Reliability
- 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:

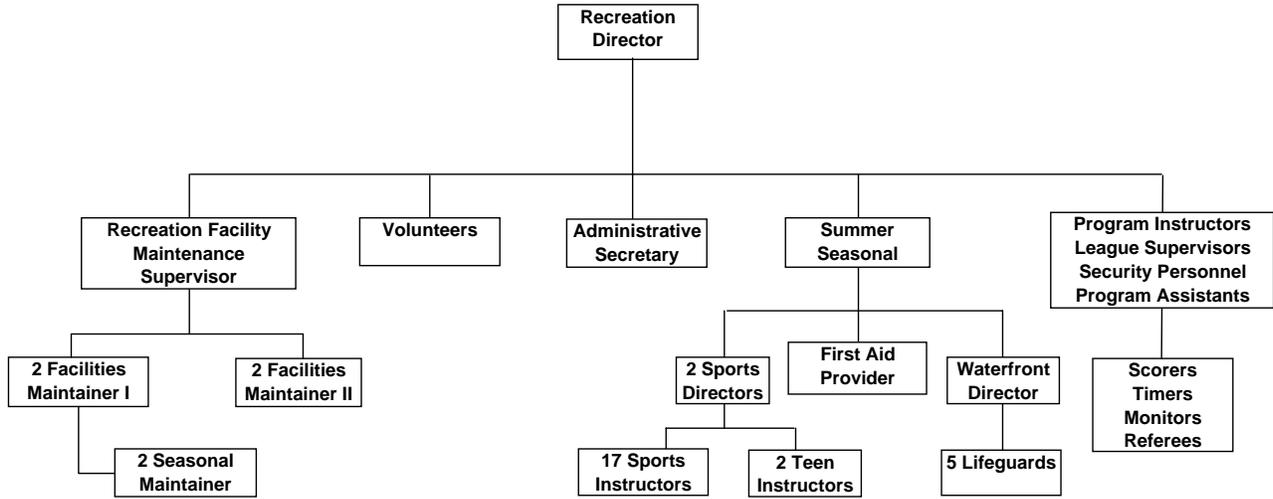
1. Won Life Safety Achievement Award for zero fire deaths.
2. Awarded \$112,000 federal Fire Grant for personal protective equipment and a SCBA compressor for the fire station.
3. Had only one accident involving the city-owned fire apparatus despite the large number of responses.
4. Successfully responded to several structural fires and serious motor vehicle accidents without serious injury to the company's firefighters.

	04-05	05-06	06-07
PERFORMANCE MEASURES	ACTUAL	ESTIMATED	PROJECTED
Structure fires	17	20	20
False alarms	3	15	15
Internal alarms	79	110	110
Miscellaneous calls	38	90	90
Rescue/ emergency	240	200	200
Vehicle accidents	81	100	100
Automobile fires	16	30	30
Grass/ brush fires	13	20	20
Chemical incidents	7	20	20
Mutual aid	13	20	20
Service calls	<u>61</u>	<u>50</u>	<u>50</u>
Total fire calls	<u>568</u>	<u>675</u>	<u>675</u>
Average response time (minutes)	3.2	3.2	3.2
Accidents involving city fire vehicles	1	0	0
Civilian casualties	0	0	0
Fire service casualties	0	0	0
Fire-related civilian casualties	2	0	0
Fire-related injuries	4	0	0
Public education man hours	910	800	800
Training man hours	2,410	2,500	2,500
Firefighters with State of CT certification	95%	95%	95%
Percentage of personnel receiving EMT training	56%	60%	60%

**CITY OF NORWICH  
GENERAL FUND EXPENDITURES  
2006-07 ADOPTED BUDGET**

		<b>2003-04 REVISED BUDGET</b>	<b>2003-04 ACTUAL</b>	<b>2004-05 REVISED BUDGET</b>	<b>2004-05 ACTUAL</b>	<b>2005-06 REVISED BUDGET</b>	<b>2006-07 BUDGET REQUEST</b>	<b>2006-07 MANAGER'S PROPOSED</b>	<b>2006-07 ADOPTED BUDGET</b>
<b>27</b>	<b>YANTIC VFD</b>								
80016	CLOTHING ALLOWANCE	2,500	8,545	2,500	2,475	2,500	2,500	2,500	2,500
80020	PHOTO SUPPLIES	800	784	800	781	850	850	850	850
80021	MATERIALS & SUPPLIES	15,533	15,220	17,800	18,972	18,300	19,300	19,000	19,000
80023	GAS OIL & GREASE	2,700	2,662	2,700	3,056	2,800	2,800	2,800	2,800
80025	HEATING FUEL	4,000	3,768	4,000	4,374	4,200	4,800	4,800	4,800
80028	TOOLS	1,000	0	1,000	1,033	1,000	1,000	1,000	1,000
80031	RADIO SERVICE	3,500	2,112	3,500	3,921	3,700	3,700	3,700	3,700
80032	EQUIP & FURN MAINT	8,000	9,795	8,000	4,542	9,200	9,800	6,500	6,500
80033	TELEPHONE	3,500	6,189	3,500	5,055	6,800	6,800	6,800	6,800
80034	POSTAGE	500	435	500	72	500	500	500	500
80035	WATER GAS & ELECTRIC	9,000	6,462	9,000	8,801	16,800	9,800	9,800	9,800
80036	LAUNDRY & CLEANING	600	0	600	348	600	600	600	600
80039	PRINTING	800	225	800	730	800	800	800	800
80040	BLDG & GRND MAINT	13,000	16,706	13,000	12,836	17,750	19,750	18,750	18,750
80048	DEPARTMENTAL EXPENSE	6,000	4,090	7,000	7,370	7,600	7,600	7,500	7,500
80059	TRAINING	14,000	14,465	14,000	13,649	18,950	19,950	19,950	19,950
80060	FIRE ALARM SYSTEM	1,500	1,483	1,500	1,500	1,600	1,600	1,600	1,600
80065	PROTECTIVE CLOTHING	8,000	1,919	8,000	7,986	8,000	8,000	8,000	8,000
<b>NON RECURRING ITEMS</b>									
81149	PORTABLE RADIOS	0	0	0	0	1,428	1,500	1,500	1,500
81549	COMPUTERS	0	0	1,710	1,562	0	0	0	0
	ROOF REPLACEMENT	0	0	0	0	0	64,200	0	0
83449	NEW VEHICLES	0	0	0	0	0	400,000	0	0
85949	MISCELLANEOUS EQUIP	0	0	8,955	8,931	6,006	6,000	6,000	6,000
<b>TOTALS</b>		<b>94,933</b>	<b>94,860</b>	<b>108,865</b>	<b>107,994</b>	<b>129,384</b>	<b>591,850</b>	<b>122,950</b>	<b>122,950</b>

# 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. Develop a citywide master plan for future recreation facilities by evaluating location and type of existing recreation facilities and benefits to service area; determining community needs through surveys, forums, and neighborhood meetings; working with the Planning and Neighborhood Services Dept. to target potential locations for future facilities; developing funding mechanisms for future sites; and exploring public/private partnerships for new facilities.
3. 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.
4. Ensure that services are delivered in the most efficient manner possible by evaluating current service delivery systems, developing an online registration process, upgrading and network office computers, and purchasing recreation-specific software.
5. Provide safe play environments for all participants by developing and implementing facility inspection schedules; evaluating staffing levels and ensuring that adequate manpower is available; evaluating equipment needs; and improving facilities to meet current standards.
6. Present a more professional image to the general public by providing uniforms to maintenance workers identifying them as Recreation Department employees; providing “staff” shirts to all instructors, employees and volunteers to wear while on duty; upgrade 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.
7. 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.
8. 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.
9. Eliminate financial barriers that may prevent participation in community programs by developing a

sliding scale for all fee-based programs; seeking alternate funding sources to reduce program costs; increasing number of free community programs; utilizing volunteers as instructors to a greater degree; and evaluating current price structure as it relates to per capita income of similar communities.

10. Increasing both youth and adult participation in community programs by offering additional pre-school programs allowing for parent and child programs; continuing to lobby for more school gymnasiums open to for public use; determining the feasibility of building a community center in Norwich; increasing the number of non-physical program offerings; implementing a summer field trip program; increasing the number of recreation program sites during summer months; and collect data on program participants and ensuring that all segments of the Norwich population are being served.

**ACCOMPLISHMENTS:**

1. Received the Gold Award from Jeff Ellis and Associates, International Aquatic Safety Consultants, for “excellence in operational safety standards and aquatic risk management.”
2. Increased lifeguard training resulting with staff meeting or exceeding all standards of the National Pool and Waterpark Lifeguard Program.
3. Assumed maintenance and scheduling of the Red McKeon Park.
4. Resurfaced Jenkins and Greenville basketball courts.
5. Upgraded department computer systems.
6. Conducted certification clinics for local youth league coaches.
7. Coordinated and supervised fundraisers to benefit the Donald Alfiero Skatepark.
8. Continued to offer a wide range of youth and adult programs.

	04-05	05-06	06-07
PERFORMANCE MEASURE	ACTUAL	ESTIMATED	PROJECTED
Department per capita costs	\$16.44	\$20.06	\$22.58
Recreation budget as % of total general fund budget	0.66%	0.70%	0.83%
Full-time staff salary cost as percentage of budget	66.36%	59.95%	54.35%
Number of youth registrations	4,732	4,800	4,900
Number of youth program hours	1,970	2,000	2,000
Number of hours provided by volunteers	1,010	1,440	1,500
Total acreage of athletic facilities	94	94	94

**CITY OF NORWICH  
GENERAL FUND EXPENDITURES  
2006-07 ADOPTED BUDGET**

		<b>2003-04 REVISED BUDGET</b>	<b>2003-04 ACTUAL</b>	<b>2004-05 REVISED BUDGET</b>	<b>2004-05 ACTUAL</b>	<b>2005-06 REVISED BUDGET</b>	<b>2006-07 BUDGET REQUEST</b>	<b>2006-07 MANAGER'S PROPOSED</b>	<b>2006-07 ADOPTED BUDGET</b>
<b>32</b>	<b>RECREATION DEPARTMENT</b>								
80011	HEAD OF DEPT	57,145	57,151	60,625	60,616	62,444	62,444	62,444	62,444
80012	EMPLOYEES	182,912	170,629	222,866	212,580	231,546	238,492	238,492	238,492
80013	PART TIME EMPLOYEES	79,240	85,822	90,528	87,706	94,648	106,928	106,928	106,928
80014	OVERTIME	10,000	7,269	3,000	3,477	3,000	3,000	3,000	3,000
89999	FRINGE BENEFITS	132,093	134,992	151,585	150,569	155,829	149,323	149,329	149,329
80015	PROFESSIONAL SERVICE	42,467	42,424	39,467	45,559	46,659	49,856	49,856	49,856
80021	MATERIALS & SUPPLIES	20,000	17,741	20,000	25,956	20,000	20,000	20,000	20,000
80023	GAS OIL & GREASE	3,000	3,332	3,500	4,930	3,500	5,250	5,250	5,250
80025	HEATING FUEL	4,000	4,412	4,500	4,605	4,500	6,750	6,750	6,750
80033	TELEPHONE	2,500	4,244	3,900	4,479	4,250	5,000	4,700	4,700
80034	POSTAGE	1,200	554	1,200	688	1,200	1,200	1,200	1,200
80035	UTILITIES	14,000	9,669	14,000	11,800	20,100	14,000	14,000	14,000
80037	MILEAGE	500	0	500	297	500	500	500	500
80040	BLDG & GRND MAINT	32,000	29,828	32,000	26,940	50,000	50,000	47,000	72,000
80048	DEPARTMENTAL EXPENSE	3,500	2,697	3,500	3,629	3,500	3,500	3,500	3,500
80145	NON-RECURRING	0	0	0	0	11,750	7,500	7,500	7,500
86007	OCCUM ENVIR TESTING/MAINT	0	0	0	0	28,000	25,000	25,000	25,000
86008	BOATING PROGRAM	0	0	0	0	15,000	75,000	58,000	58,000
<b>TOTALS</b>		<b>584,557</b>	<b>570,764</b>	<b>651,171</b>	<b>643,831</b>	<b>756,426</b>	<b>823,743</b>	<b>803,449</b>	<b>828,449</b>

**RECREATION**

Director of Recreation				62,444
------------------------	--	--	--	--------

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>300,936</u>
-------------	--	--	--	----------------

**Part Time Employees:**

Sports Directors	2 @	4,200.00	8,400	
Sports Instructors	17 @	2,800.00	47,600	
Teen Instructors	2 @	2,800.00	5,600	
First Aid/CPR or Athletic Trainer	1 @	3,360.00	3,360	
Seasonal Maintenance	2 @	4,800.00	9,600	

**Waterfront:**

Waterfront Director	1 @	6,188.00	6,188	
Lifeguards	5 @	5,236.00	<u>26,180</u>	

TOTAL PART TIME				<u><u>106,928</u></u>
-----------------	--	--	--	-----------------------

**Part Time:**

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

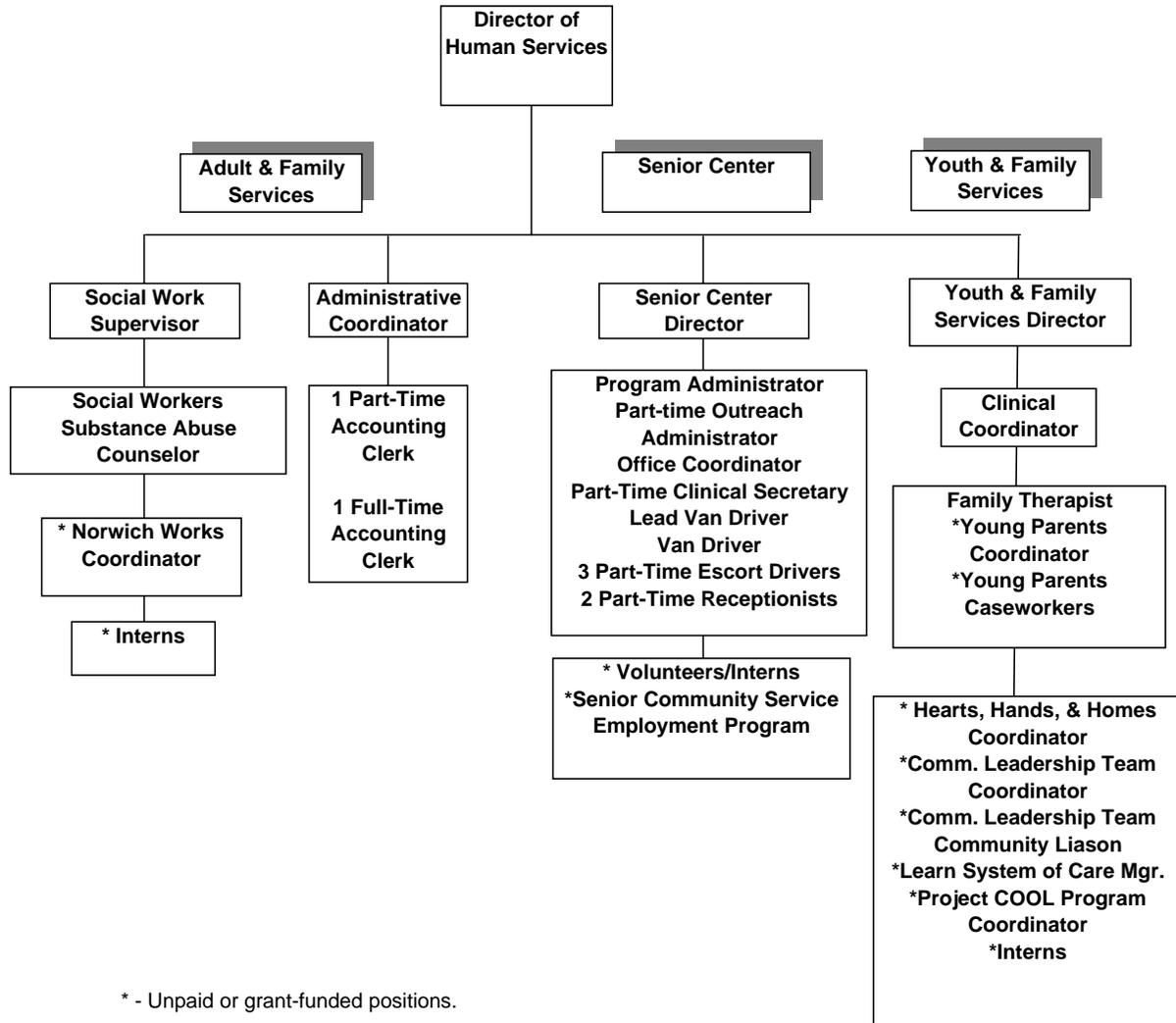
**Revenues:**

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 2006-07

**Non-recurring:**

The Recreation Department is planning on replacing a mower.

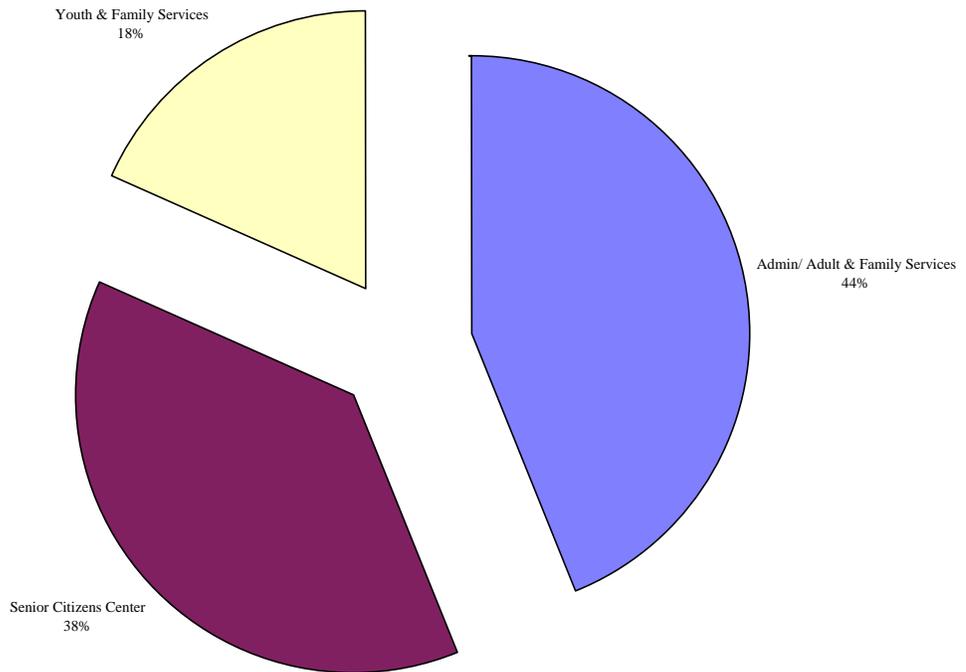
# City of Norwich Human Services Department Organization Chart



**CITY OF NORWICH**  
**GENERAL FUND EXPENDITURES - SUMMARY OF HUMAN SERVICES**  
**2006-07 ADOPTED BUDGET**

		2003-04 REVISED BUDGET	2003-04 ACTUAL	2004-05 REVISED BUDGET	2004-05 ACTUAL	2005-06 REVISED BUDGET	2006-07 BUDGET REQUEST	2006-07 MANAGER'S PROPOSED	2006-07 ADOPTED BUDGET
<b>HUMAN SERVICES DEPARTMENT</b>									
01033	Admin/ Adult & Family Services	717,249	642,454	559,344	519,475	548,898	575,338	575,338	575,338
01036	Senior Citizens Center	438,088	437,379	449,809	429,170	483,229	499,479	499,479	499,479
01037	Youth & Family Services	208,713	207,699	217,056	217,840	228,238	239,873	239,874	239,874
<b>TOTALS</b>		<b>1,364,050</b>	<b>1,287,532</b>	<b>1,226,209</b>	<b>1,166,485</b>	<b>1,260,365</b>	<b>1,314,690</b>	<b>1,314,691</b>	<b>1,314,691</b>

2006-07 ADOPTED BUDGET



## 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, Norwich Community Care Team, and regional housing initiatives 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.
2. Provide and/or assist Norwich residents to obtain, when necessary, essential safety net services, i.e.; emergency food, 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.
6. Maintain leadership involvement in the Norwich Newcomers Committee to promote multicultural enrichment activities and assist newcomers in accessing city-wide services.

### ACCOMPLISHMENTS:

1. 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 CT Energy Assistance Program. Social Workers were posted at Norwich Public Utilities to ensure that all eligible Norwich families received assistance.
2. Operated the Volunteer Income Tax Assistance Program for the second year, and filed Connecticut State and Federal returns for 200 families and brought back over \$200,000 in refunds to the Norwich community.
3. Sheltered 69 Norwich homeless residents in the Norwich Hospitality Center and found permanent housing for 39% of them. Garnered over \$37,000 in grants and awards to operate the Center.
4. Awarded \$25,824 in federal emergency rent/mortgage funds for economically distressed Norwich families and individuals.
5. Awarded \$30,000 in grants and donations through the Norwich Safety Net Team for the provision of basic needs to Norwich families and individuals.
6. Awarded \$40,000 in federal employment and training funds to assist unskilled/undereducated workers.

7. Contracted with Department of Mental Health & Addiction Services to provide brief treatment and case management to low-income, uninsured Norwich individuals with substance abuse issues.
8. Supervisory staff served in leadership roles in a number of local regional and state human service organizations and initiatives.

	04-05	05-06	06-07
PERFORMANCE MEASURE	ACTUAL	ESTIMATED	PROJECTED
<i>Number Served</i>			
Job placement	119	124	130
Rent and housing	80	84	88
Relocation due to condemnation			
Adults	58	65	65
Children	27	30	30
Utilities	245	249	251
Food (number of bags given)	1,918	1,937	1,956
Emergency prescriptions	95	100	105
Financial aid to seniors	23	25	27
Backpacks/ back-to-school assistance	486	500	510
Case management	1,117	1,142	1,173
Entitlement assistance	131	133	135
Substance abuse referral and treatment	48	50	52
Case management/ lead abatement services & property rehabilitation (# of units)	11	0	0
% of people applying for relocation who are housed	100%	100%	100%
% of people at shelter who become permanently housed	20.68%	22.00%	24.00%
Total amount and % increase in federal dollars received for housing	\$25,000 / 4.0%	\$26,000 / 4.0%	\$27,000 / 3.8%
Total amount and % change in safety net services funding	\$27,256 / (14.1%)	\$30,000 / 10.1%	\$30,000 / 3.3%
# of families assisted with Earned Income Tax Credit	112	123	135
Amount of dollars into community due to EITC	\$89,797	\$99,384	\$108,996
% of clients served in Norwich Works who become gainfully employed	80%	82%	83%
% of Norwich Works participants successfully completing training	100%	97%	98%

## HUMAN SERVICES

### 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/ Safety Net Rental Assistance \$5,000 – Provides rental assistance to qualified residents.

Community Development Block Grant/ Hospitality Center \$10,000 – Funding to supply temporary shelter for homeless individuals.

Community Development Block Grant/ Training Services \$40,000 - Employment training services to the Norwich community. Money is used partially to offset staff, provide training programs, transportation to training sites, supplies, training materials, and rent and childcare assistance while in training. Funding also provides for Neighborhood Outreach Services. (\$7,500 of these funds directly offset Human Services Account)

Emergency Food & Shelter Program \$25,824 - Federal Emergency Food & Shelter Program provides for emergency rent and utility assistance for Norwich families/ individuals.

#### *State of Connecticut Grants:*

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

#### *Private Grants:*

Safety Net Team \$30,000 - 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 \$8,000 - 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.

Melville Charitable Trust/ Hospitality Center \$12,400 – Funding to supply temporary shelter for homeless individuals.

Access To Recovery Grant \$15,400 - Funding to provide Case Management and Substance Abuse Counseling Services to low-income Norwich individuals.

**CITY OF NORWICH  
GENERAL FUND EXPENDITURES  
2006-07 ADOPTED BUDGET**

		2003-04 REVISED BUDGET	2003-04 ACTUAL	2004-05 REVISED BUDGET	2004-05 ACTUAL	2005-06 REVISED BUDGET	2006-07 BUDGET REQUEST	2006-07 MANAGER'S PROPOSED	2006-07 ADOPTED BUDGET
<b>33</b>	<b>Administration/ Adult &amp; Family Services</b>								
80011	HEAD OF DEPT	61,398	61,408	65,137	65,129	67,091	67,091	67,091	67,091
80012	EMPLOYEES	277,548	283,153	285,810	283,009	294,453	303,287	303,287	303,287
80013	PART TIME EMPLOYEES	2,000	1,793	1,000	140	0	0	0	0
89999	FRINGE BENEFITS	107,303	106,950	113,397	111,727	125,454	143,060	143,060	143,060
80021	MATERIALS & SUPPLIES	10,000	9,958	10,000	8,969	10,000	10,000	10,000	10,000
80032	EQUIP & FURN MAINT	10,000	8,741	10,000	9,024	10,000	10,000	10,000	10,000
80033	TELEPHONE	8,000	7,493	8,000	7,297	8,000	8,000	8,000	8,000
80034	POSTAGE	7,000	1,610	7,000	5,960	5,900	5,900	5,900	5,900
80037	MILEAGE	4,500	3,833	4,500	4,163	4,500	4,500	4,500	4,500
80039	PRINTING	2,000	812	2,000	1,056	1,000	1,000	1,000	1,000
80048	DEPARTMENTAL EXPENSE	7,500	4,305	7,500	8,082	5,500	5,500	5,500	5,500
83514	HUMAN SERVICES PROGRAMS	220,000	152,398	45,000	14,919	17,000	17,000	17,000	17,000
<b>TOTALS</b>		<b>717,249</b>	<b>642,454</b>	<b>559,344</b>	<b>519,475</b>	<b>548,898</b>	<b>575,338</b>	<b>575,338</b>	<b>575,338</b>



## 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. Provide innovative programming to enhance the quality of life for seniors in Norwich by soliciting community resources and contacting area senior centers.
2. Begin NISC's Self Assessment for the senior center by working with a committee comprised of senior center staff, community members, and the Senior Affairs Commission, s the initial step for National Recognition.
3. Establish a more detailed listing on the senior center page of the City of Norwich website.
4. Increase the ability of homebound seniors to receive services by determining what their needs are and seeking funding to support these needs.
5. Promote senior centers and their value by speaking with community organizations and by showing the video produced by the senior center directors.

### ACCOMPLISHMENTS:

1. Awarded \$2,700 in federal funds for frail elderly program.
2. Awarded over \$19,000 in Title III funding for the Preventive Health Program and/or Outreach Initiatives.
3. Eighth year of Intergenerational Program with Wequonnuc School, receiving a \$1,300 donation from CT Elks organization.
4. Offered two safety programs in conjunction with Triad (Peoples Bank, Norwich Police Department, Senior Center). Worked with Three Rivers Community College Nursing Department to complete over 300 Yellow Dot applications.
5. Completed the Policy and Procedures Manual for the Senior Center.
6. Collaborated with 10 area senior centers and Senator Prague's office to work on legislation to reinstate the Department of Aging.
7. Hosted two community sponsored blood drives with the ARC and the Rotary/Women's city Club's Native Son-Daughter Luncheon.
8. Delivered 450 Farmer's Market coupons to Norwich seniors.
9. Awarded State grant of \$25,000 for the RCSC's Preventive Health Clinic for health services to the elderly.

	04-05	05-06	06-07
PERFORMANCE MEASURE	ACTUAL	ESTIMATED	PROJECTED
<i>Number Served</i>			
Preventative health clinic	4,500	5,000	5,000
Transportation	20,000	30,000	35,000
Outreach	200	300	300
Programs	47,000	40,000	40,000
Increases in innovative programming	1%	1%	1%
Increase in homebound senior services offered	0%	2%	2%
Increase in membership support	2%	2%	2%

## 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:*

Community Development Block Grant: Brighten Your Day Program \$2,700 – Provides outreach services to homebound Norwich seniors. Seniors are provided transportation to the Senior Center to participate in various programs and have lunch. The funds cover the cost of a Certified Nurse's Aid to assist these seniors with special needs.

Senior Resources Area Agency on Aging \$11,530 – Offsets Health Clinic

Senior Resources Area Agency on Aging \$6,686 – Provides additional hours for Outreach Worker

### *State of Connecticut Grants:*

State of Connecticut Grant for Elderly and Disabled Demand Responsive Transportation \$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.

**CITY OF NORWICH  
GENERAL FUND EXPENDITURES  
2006-07 ADOPTED BUDGET**

		<b>2003-04 REVISED BUDGET</b>	<b>2003-04 ACTUAL</b>	<b>2004-05 REVISED BUDGET</b>	<b>2004-05 ACTUAL</b>	<b>2005-06 REVISED BUDGET</b>	<b>2006-07 BUDGET REQUEST</b>	<b>2006-07 MANAGER'S PROPOSED</b>	<b>2006-07 ADOPTED BUDGET</b>
<b>36</b>	<b>Senior Citizen Center</b>								
80011	HEAD OF DEPT	50,641	50,647	53,725	53,729	55,337	55,337	55,337	55,337
80012	EMPLOYEES	200,061	205,336	206,365	193,037	212,249	218,615	218,615	218,615
80013	PART TIME EMPLOYEES	15,000	12,993	16,000	16,548	14,000	15,000	15,000	15,000
89999	FRINGE BENEFITS	86,791	88,192	92,450	91,933	99,474	114,513	114,513	114,513
80021	MATERIALS & SUPPLIES	29,620	22,650	20,160	19,164	24,360	27,360	27,360	27,360
80023	GAS OIL & GREASE	5,500	4,960	5,500	6,366	10,200	6,500	6,500	6,500
80032	EQUIP & FURN MAINT	3,500	7,330	3,500	4,313	3,500	3,500	3,500	3,500
80033	TELEPHONE	6,500	5,672	6,500	4,851	5,000	5,000	5,000	5,000
80034	POSTAGE	3,640	1,396	3,774	3,110	3,774	3,774	3,774	3,774
80037	MILEAGE	1,000	1,127	1,000	871	1,000	1,000	1,000	1,000
80048	DEPARTMENTAL EXPENSE	2,000	618	2,000	2,068	2,000	2,000	2,000	2,000
80128	PREVENTIVE HEALTH CLINIC	33,835	25,357	33,835	32,969	41,335	36,735	36,735	36,735
80131	ECAA GRANT	0	11,101	0	211	11,000	10,145	10,145	10,145
80145	NON-RECURRING ITEM	0	0	5,000	0	0	0	0	0
<b>TOTALS</b>		<b>438,088</b>	<b>437,379</b>	<b>449,809</b>	<b>429,170</b>	<b>483,229</b>	<b>499,479</b>	<b>499,479</b>	<b>499,479</b>

**SENIOR CITIZENS CENTER**

Senior Citizens Director				55,337
Program Administrator			50,520	
Outreach Administrator (21 hours)			28,662	
Senior Center Office Coordinator			37,566	
Lead Van Driver			27,483	
Van Driver			27,217	
Clinical Secretary (21 hours)			19,951	
Part-time Escort Drivers	3 @	9,072	<u>27,216</u>	<u>218,615</u>
		TOTAL WAGES		<u>273,952</u>

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

NOTE: Included in Preventive Health is a Nurse Practitioner for 14 hours per week not to exceed \$22,633. This position is not included above.

## 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; providing car seat safety training to disadvantaged population; 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.
2. Prevent juvenile delinquency and reduce recidivism by leading the court, schools and police to maintain a Juvenile Review Board; offering parent consultation and crisis management; training youth in leadership skills; providing individual and family counseling without regard to a family's financial status; and providing curriculum enhancement and support services to the Norwich School System.
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 of \$100,000; directing public forums and educational events for parents; providing individual, family or group counseling; and offer positive alternatives to substance abuse.

### ACCOMPLISHMENTS:

1. Awarded \$90,000 from a variety of public and private donors to continue to provide Adult and Youth Community Leadership programs.
2. Succeeded in becoming a State provider through the Connecticut Behavioral Health Partnership to increase revenue.
3. Awarded a five-year William Caspar Graustein Memorial Fund Discovery Grant to promote the importance of early care and education for Norwich children from birth to age eight.
4. Received \$84,120 from the Eastern Workforce Development Board to help disadvantaged youngsters to develop career paths through apprenticeships and internships.
5. Received \$86,810 from the Department of Education to work on family issues with at-risk families.

6. Awarded \$82,874 from the Department of Public Health to continue our efforts towards improving healthy birth outcomes among Norwich's adolescent population.
7. Awarded \$75,000 from the Department of Children and Families for our partnership with Hearts, Hands, and Homes. This foster care initiative is designed to keep Norwich children in foster care in their own community.
8. Celebrated our second annual Family Day at Mohegan Park last September with over 2,000 attendees.

	04-05	05-06	06-07
PERFORMANCE MEASURE	ACTUAL	ESTIMATED	PROJECTED
<i>Number Served</i>			
Counseling cases	168	120	120
Young parent cases	107	82	82
COOL youth employment	34	30	30
Leadership initiatives	117	100	97
Juvenile Review Board cases	8	35	42
Family Support Team	41	40	40
Individual/ community consultations	950	950	950
Positive youth development/ recreational/ cultural/ community education	10620	10000	10000
Provide positive youth development health & wellness	1966	1200	1000
Birth to young parents will be healthy and meet DPH standards	75%	75%	75%
% of contacted parents/ community partners that will report satisfaction with agency services	85%	85%	85%
Families attending car seat installation demonstrations	68	78	100
Hours of professional counseling services to lower-income Norwich families	1164	1,200	1200
Graduate community leaders from Community Leadership Programs	57	60	60
Mentor graduates in 3+ community projects	60	25	20
Provide youth with employability assessment	34	35	35
Provide employment/ internships to eligible youth	10	20	20
Provide anti-smoking/ substance abuse to youths	400	400	400
Provide public forums/ educational events to parents	1340	1200	1200
Engage youth in community service	84	50	50
Positively engage families in agency service			

## YOUTH & FAMILY SERVICES

### 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 \$81,670 – Provides funding for Project COOL, Youth Readiness & Employment Program.

Department of Health & Human Services \$82,874 – Funds Young Parents Program

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 \$86,810 – Offsets YFS Staff salaries

#### *Private Grants:*

PEAS/Madonna Place \$18,000 – Offsets Young Parents Program

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

Citizens Task Force on Addictions \$4,000 – For Community Substance Abuse Programs

Foundation Grants & Donations \$11,500 – Received for the Norwich Children First Initiative

Graustein Memorial Funds \$31,500 – Received for the Norwich Children First Initiative

**CITY OF NORWICH  
GENERAL FUND EXPENDITURES  
2006-07 ADOPTED BUDGET**

		<b>2003-04 REVISED BUDGET</b>	<b>2003-04 ACTUAL</b>	<b>2004-05 REVISED BUDGET</b>	<b>2004-05 ACTUAL</b>	<b>2005-06 REVISED BUDGET</b>	<b>2006-07 BUDGET REQUEST</b>	<b>2006-07 MANAGER'S PROPOSED</b>	<b>2006-07 ADOPTED BUDGET</b>
<b>37</b>	<b>Youth &amp; Family Services</b>								
80011	HEAD OF DEPT	55,570	55,581	58,954	58,954	60,722	60,722	60,722	60,722
80012	EMPLOYEES	103,204	103,250	106,301	106,258	109,490	112,775	112,775	112,775
89999	FRINGE BENEFITS	47,639	47,310	49,501	50,328	55,726	64,076	64,077	64,077
80015	PROFESSIONAL SERVICES	1,500	1,288	1,500	1,500	1,500	1,500	1,500	1,500
80126	TRAINING	800	270	800	800	800	800	800	800
<b>TOTALS</b>		<b>208,713</b>	<b>207,699</b>	<b>217,056</b>	<b>217,840</b>	<b>228,238</b>	<b>239,873</b>	<b>239,874</b>	<b>239,874</b>

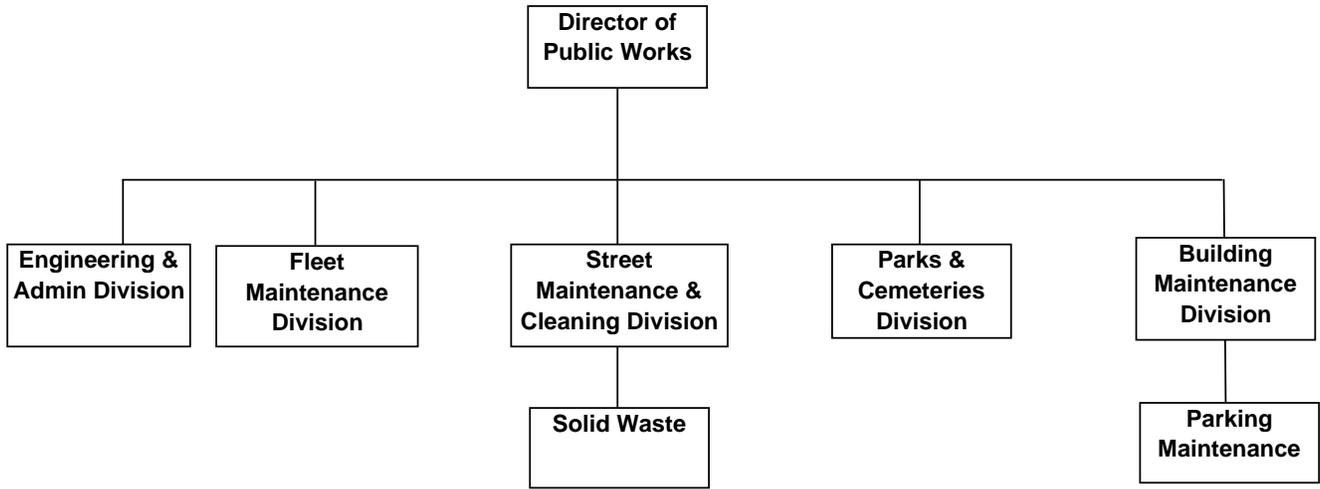
**YOUTH & FAMILY SERVICES**

Youth & Family Services Director		60,722
Clinical Coordinator	61,765	
Youth & Family Therapist	51,010	<u>112,775</u>
	TOTAL WAGES	<u>173,497</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. Reduce cost of activities by making optimum use of state purchase agreements in equipment and material purchase.
3. Improve response time to work orders for repairs and assistance.
4. Increase recycling rate in solid waste program by increasing public awareness.
5. Improve drainage system operation and maintenance.
6. Increase effectiveness of fleet by reducing average age of heavy trucks to 10-years, with no individual trucks greater than 20 years old.

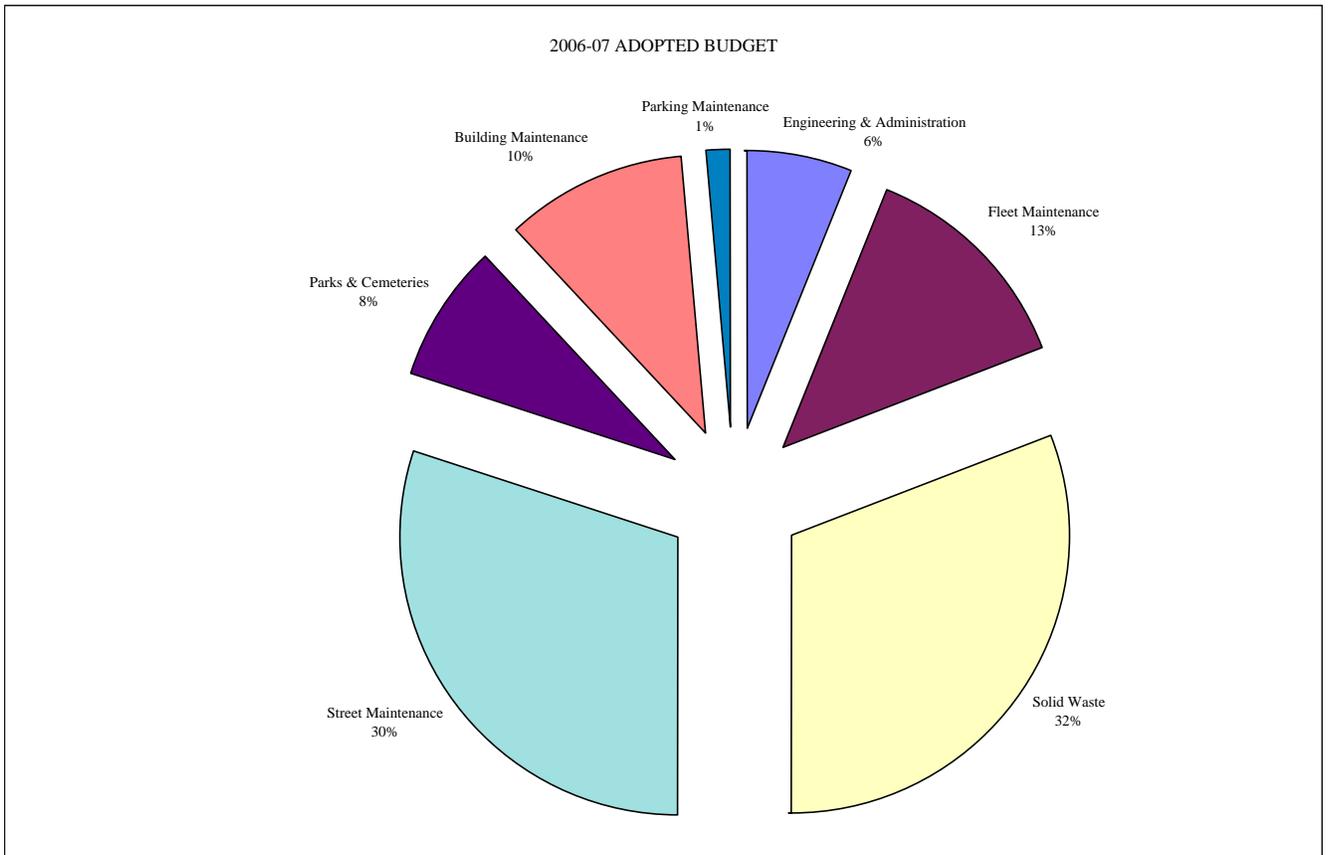
### ACCOMPLISHMENTS:

1. Completed construction of Wawecus Bridge over the Yantic River.
2. Completed 4th year of town wide garbage service with no increase in rates.
3. Successfully removed snow and ice for 12 storm events.
4. Developed Asylum Street property into a park complete with a dog park, walking trails, landscaping, memorial and parking area.
5. Assisted the Connecticut Department of Transportation in managing the construction of the downtown bridge over the Shetucket River.

	04-05	05-06	06-07
PERFORMANCE MEASURE	ACTUAL	ESTIMATED	PROJECTED
<i>Resurface roads on 20-year cycle/ average 8 miles/year</i>			
Road miles paved	3.0	2.6	5.5
<i>Make optimum use of state purchase agreements</i>			
Percentage of procurements screened for possible state bids	Unknown	66%	90%
<i>Improve response time to work orders for repairs and assistance</i>			
Median time for completion of repairs	15 days	14 days	10 days
<i>Increase recycling rate through public awareness</i>			
Flyers, newspaper articles, TV spots, etc.	2	4	5
Establish baseline and percentages for future tracking	22.5%	30%	33%
<i>Improve drainage system operation &amp; maintenance</i>			
Clean catch basins at least one time each year	100%	100%	100%
Percentage of streets swept by August	99%	70%	90%
<i>Increase effectiveness of heavy truck fleet</i>			
Number of trucks >20 years	1	1	2
Average age of fleet (years)	12.1	11.8	12.4

**CITY OF NORWICH  
GENERAL FUND EXPENDITURES - SUMMARY OF PUBLIC WORKS DEPARTMENT  
2006-07 ADOPTED BUDGET**

		2003-04 REVISED BUDGET	2003-04 ACTUAL	2004-05 REVISED BUDGET	2004-05 ACTUAL	2005-06 REVISED BUDGET	2006-07 BUDGET REQUEST	2006-07 MANAGER'S PROPOSED	2006-07 ADOPTED BUDGET
<b>PUBLIC WORKS DEPARTMENT</b>									
01038	Engineering & Administration	557,892	553,687	569,740	546,101	591,012	564,040	564,041	564,041
01039	Fleet Maintenance	1,024,244	1,028,589	1,029,986	1,077,839	1,143,783	1,195,223	1,190,232	1,190,232
01040	Solid Waste	2,804,863	2,726,725	2,764,708	2,757,043	2,774,850	2,803,799	2,803,800	2,803,800
01042	Street Maintenance	2,677,809	2,672,466	2,647,807	2,636,591	2,709,381	2,734,312	2,729,338	2,729,338
01046	Parks & Cemeteries	770,897	785,162	735,645	729,445	700,147	732,392	732,397	732,397
01047	Building Maintenance	837,254	882,786	828,939	824,023	872,684	950,718	945,720	945,720
01048	Parking Maintenance	111,247	111,392	116,050	97,047	137,737	129,509	129,511	123,511
<b>TOTALS</b>		<b>8,784,206</b>	<b>8,760,807</b>	<b>8,692,875</b>	<b>8,668,089</b>	<b>8,929,594</b>	<b>9,109,993</b>	<b>9,095,039</b>	<b>9,089,039</b>



**CITY OF NORWICH  
GENERAL FUND EXPENDITURES  
2006-07 ADOPTED BUDGET**

		<b>2003-04 REVISED BUDGET</b>	<b>2003-04 ACTUAL</b>	<b>2004-05 REVISED BUDGET</b>	<b>2004-05 ACTUAL</b>	<b>2005-06 REVISED BUDGET</b>	<b>2006-07 BUDGET REQUEST</b>	<b>2006-07 MANAGER'S PROPOSED</b>	<b>2006-07 ADOPTED BUDGET</b>
<b>38</b>	<b>Engineering &amp; Administration Division</b>								
80011	HEAD OF DEPT	84,475	84,486	89,619	89,609	92,308	92,308	92,308	92,308
80012	EMPLOYEES	295,319	313,136	295,120	284,789	303,765	282,667	282,667	282,667
80014	OVERTIME	2,000	0	2,000	0	1,000	1,000	1,000	1,000
89999	FRINGE BENEFITS	113,298	115,183	118,201	115,340	129,439	119,365	119,366	119,366
80015	PROFESSIONAL SERVICE	30,000	18,729	30,000	8,321	30,000	30,000	30,000	30,000
80021	MATERIALS & SUPPLIES	13,000	9,558	15,000	1,562	15,000	15,000	15,000	15,000
80033	TELEPHONE	3,000	1,319	3,000	1,645	2,000	2,000	2,000	2,000
80034	POSTAGE	1,300	1,915	1,300	4,804	2,000	5,000	5,000	5,000
80037	MILEAGE	5,500	5,174	5,500	5,049	5,500	6,700	6,700	6,700
80048	DEPARTMENTAL EXPENSE	10,000	4,187	10,000	34,982	10,000	10,000	10,000	10,000
<b>TOTALS</b>		<b>557,892</b>	<b>553,687</b>	<b>569,740</b>	<b>546,101</b>	<b>591,012</b>	<b>564,040</b>	<b>564,041</b>	<b>564,041</b>



**CITY OF NORWICH  
GENERAL FUND EXPENDITURES  
2006-07 ADOPTED BUDGET**

		<b>2003-04 REVISED BUDGET</b>	<b>2003-04 ACTUAL</b>	<b>2004-05 REVISED BUDGET</b>	<b>2004-05 ACTUAL</b>	<b>2005-06 REVISED BUDGET</b>	<b>2006-07 BUDGET REQUEST</b>	<b>2006-07 MANAGER'S PROPOSED</b>	<b>2006-07 ADOPTED BUDGET</b>
<b>39</b>	<b>Fleet Maintenance Division</b>								
80012	EMPLOYEES	395,196	393,720	406,110	374,499	418,310	430,861	430,861	430,861
80014	OVERTIME	25,000	29,271	25,000	62,822	30,000	35,000	35,000	35,000
89999	FRINGE BENEFITS	195,298	196,734	197,126	198,688	195,123	221,612	221,621	221,621
80021	MATERIALS & SUPPLIES	7,750	2,274	6,250	6,255	6,250	6,250	6,250	6,250
80023	VEHICLE FUEL	75,000	75,102	65,000	120,594	168,600	150,000	150,000	150,000
80025	HEATING FUEL	1,000	0	1,000	0	1,000	1,000	0	0
80027	AUTO SUPPLIES & MAINT	267,500	271,002	269,000	244,879	259,000	275,000	270,000	270,000
80033	TELEPHONE	2,500	2,274	2,500	2,023	2,500	2,500	2,500	2,500
80035	UTILITIES	27,000	30,587	30,000	34,665	35,000	45,000	46,000	46,000
80040	BLDG & GRND MAINT	28,000	27,625	28,000	33,414	28,000	28,000	28,000	28,000
<b>TOTALS</b>		<b>1,024,244</b>	<b>1,028,589</b>	<b>1,029,986</b>	<b>1,077,839</b>	<b>1,143,783</b>	<b>1,195,223</b>	<b>1,190,232</b>	<b>1,190,232</b>

**PUBLIC WORKS - FLEET MAINTENANCE**

Fleet Maintenance Superintendent				61,720
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>430,861</u>

**CITY OF NORWICH  
GENERAL FUND EXPENDITURES  
2006-07 ADOPTED BUDGET**

		<b>2003-04 REVISED BUDGET</b>	<b>2003-04 ACTUAL</b>	<b>2004-05 REVISED BUDGET</b>	<b>2004-05 ACTUAL</b>	<b>2005-06 REVISED BUDGET</b>	<b>2006-07 BUDGET REQUEST</b>	<b>2006-07 MANAGER'S PROPOSED</b>	<b>2006-07 ADOPTED BUDGET</b>
<b>40</b>	<b>Solid Waste Division</b>								
80012	EMPLOYEES	121,239	116,865	92,339	115,209	76,043	78,324	78,324	78,324
80014	OVERTIME	15,427	11,884	15,427	13,829	15,000	15,000	15,000	15,000
89999	FRINGE BENEFITS	79,025	75,468	74,178	72,858	42,807	44,475	44,476	44,476
80124	LANDFILL/RECYCLE OPER	2,589,172	2,522,508	2,582,764	2,555,147	2,641,000	2,666,000	2,666,000	2,666,000
<b>TOTALS</b>		<b>2,804,863</b>	<b>2,726,725</b>	<b>2,764,708</b>	<b>2,757,043</b>	<b>2,774,850</b>	<b>2,803,799</b>	<b>2,803,800</b>	<b>2,803,800</b>

**PUBLIC WORKS - SOLID WASTE**

Weighmaster Clerk	45,221	
Attendant	<u>33,103</u>	<u>78,324</u>

TOTAL WAGES            78,324

Solid Waste receives revenues from sources listed below. The revenue is budgeted for in account 70232.

**LANDFILL OPERATIONS:**

	<b>2006-07</b>
	<b><u>BUDGET</u></b>
<b><u>Revenue:</u></b>	
CCD & Town	901,250
Direct Haulers	1,365,000
Transfer station fees	160,000
Sales of newsprints, & metal	25,000
	<hr/>
Total - Revenue	<u><u>2,451,250</u></u>

<b><u>Expenditures:</u></b>	
Tipping Fees	2,100,000
Recycling	386,000
Bulky Waste	100,000
Supplies, Maintenance & Repairs	80,000
	<hr/>
Total - Expenditures (excluding wages)	<u><u>2,666,000</u></u>

**CITY OF NORWICH  
GENERAL FUND EXPENDITURES  
2006-07 ADOPTED BUDGET**

		<b>2003-04 REVISED BUDGET</b>	<b>2003-04 ACTUAL</b>	<b>2004-05 REVISED BUDGET</b>	<b>2004-05 ACTUAL</b>	<b>2005-06 REVISED BUDGET</b>	<b>2006-07 BUDGET REQUEST</b>	<b>2006-07 MANAGER'S PROPOSED</b>	<b>2006-07 ADOPTED BUDGET</b>
<b>42</b>	<b>Street Maintenance Division</b>								
80009	TREE CARE	31,000	34,049	60,000	63,712	60,000	70,000	70,000	70,000
80012	EMPLOYEES	1,237,331	1,241,960	1,274,701	1,225,258	1,279,847	1,318,230	1,318,230	1,318,230
80013	PART TIME EMPLOYEES	65,000	32,022	45,000	33,593	45,000	45,000	45,000	45,000
80014	OVERTIME	115,000	122,558	115,000	208,466	115,000	135,000	135,000	135,000
89999	FRINGE BENEFITS	738,978	732,401	733,606	732,164	683,434	719,082	719,108	719,108
80021	MATERIALS & SUPPLIES	225,000	208,937	205,000	159,481	205,000	205,000	200,000	200,000
80025	HEATING FUEL	10,000	7,727	10,000	11,791	16,100	15,000	15,000	15,000
80033	TELEPHONE	2,500	4,631	2,500	4,556	5,000	5,000	5,000	5,000
80035	UTILITIES	15,000	16,262	15,000	16,238	18,000	22,000	22,000	22,000
80040	BLDG & GRND MAINT	15,000	16,268	15,000	13,442	15,000	15,000	15,000	15,000
80043	EMERGENCY STORM DRAIN	147,000	166,634	147,000	150,178	147,000	160,000	160,000	160,000
80046	RENTAL EQUIPMENT	25,000	38,442	25,000	17,712	25,000	25,000	25,000	25,000
<b>NON RECURRING ITEMS</b>									
83449	NEW VEHICLES	0	0	0	0	95,000	0	0	0
85950	TRACTOR WITH CAB	51,000	50,575	0	0	0	0	0	0
	REPLACE SALT DOME ROOFS	0	0	0	0	0	0	0	0
<b>TOTALS</b>		<b>2,677,809</b>	<b>2,672,466</b>	<b>2,647,807</b>	<b>2,636,591</b>	<b>2,709,381</b>	<b>2,734,312</b>	<b>2,729,338</b>	<b>2,729,338</b>

**PUBLIC WORKS - STREET MAINTENANCE AND CLEANING**

Public Works Superintendent				61,720
Highway Mtn. Supervisor			53,518	
Crew Leaders	4 @	45,221	180,884	
Dispatcher			45,221	
Mason			45,221	
Special Equipment Operator			45,221	
Maintenance Man			45,221	
Heavy Equipment Operators	3 @	43,066	129,198	
Light Equipment Operators	11 @	40,190	442,090	
Laborers	8 @	33,742	269,936	<u>1,256,510</u>
		TOTAL WAGES		<u>1,318,230</u>

**Overtime:**

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

**80021 Materials and Supplies:**

In addition to this amount funded by the general fund, there is an additional grant appropriation from the State of Connecticut totaling \$244,851 which is also available for road maintenance and supplies.

**CITY OF NORWICH  
GENERAL FUND EXPENDITURES  
2006-07 ADOPTED BUDGET**

		2003-04 REVISED BUDGET	2003-04 ACTUAL	2004-05 REVISED BUDGET	2004-05 ACTUAL	2005-06 REVISED BUDGET	2006-07 BUDGET REQUEST	2006-07 MANAGER'S PROPOSED	2006-07 ADOPTED BUDGET
<b>46</b>	<b>Parks &amp; Cemeteries Division</b>								
80012	EMPLOYEES	394,684	411,941	365,624	371,169	350,328	360,412	360,412	360,412
80013	PART TIME EMPLOYEES	56,027	69,790	65,500	70,923	65,500	70,000	70,000	70,000
80014	OVERTIME	20,000	8,560	20,000	10,774	12,000	12,000	12,000	12,000
89999	FRINGE BENEFITS	202,686	207,672	197,021	197,946	178,719	189,480	189,485	189,485
80021	MATERIALS & SUPPLIES	52,000	46,906	47,000	48,586	47,000	55,000	55,000	55,000
80025	HEATING FUEL	5,000	3,297	5,000	3,764	6,100	5,000	5,000	5,000
80033	TELEPHONE	2,000	1,620	2,000	1,569	2,000	2,000	2,000	2,000
80035	UTILITIES	10,000	7,325	10,000	7,252	10,000	10,000	10,000	10,000
80040	BLDG & GRND MAINT	26,000	27,108	21,000	15,841	26,000	26,000	26,000	26,000
80047	TRUST FUND VASES	2,500	943	2,500	1,621	2,500	2,500	2,500	2,500
<b>TOTALS</b>		<b>770,897</b>	<b>785,162</b>	<b>735,645</b>	<b>729,445</b>	<b>700,147</b>	<b>732,392</b>	<b>732,397</b>	<b>732,397</b>



**CITY OF NORWICH**  
**GENERAL FUND EXPENDITURES**  
**2006-07 ADOPTED BUDGET**

		2003-04 REVISED BUDGET	2003-04 ACTUAL	2004-05 REVISED BUDGET	2004-05 ACTUAL	2005-06 REVISED BUDGET	2006-07 BUDGET REQUEST	2006-07 MANAGER'S PROPOSED	2006-07 ADOPTED BUDGET
<b>47</b>	<b>Building Maintenance Division</b>								
80004	MATERIALS & SUPPLIES-OTHER	7,000	8,367	7,000	5,034	8,000	9,500	9,500	9,500
80007	UTILITIES-OTHER	70,000	59,567	78,000	58,355	85,000	102,500	102,500	102,500
80012	EMPLOYEES	253,883	247,514	260,834	276,820	234,739	275,766	275,766	275,766
80013	PART TIME EMPLOYEES	5,000	14,802	7,200	8,703	8,000	10,000	10,000	10,000
80014	OVERTIME	7,000	3,804	7,000	7,022	7,000	7,000	7,000	7,000
89999	FRINGE BENEFITS	139,371	141,749	143,305	146,757	125,745	151,202	151,204	151,204
80021	MATERIALS & SUPPLIES	26,000	25,553	26,000	25,549	29,000	31,000	31,000	31,000
80035	UTILITIES	89,000	123,523	94,600	117,187	170,200	143,750	143,750	143,750
80040	BLDG & GRND MAINT	115,000	115,613	105,000	77,857	105,000	110,000	110,000	110,000
80108	BLDG GRND MAINT-OTHER	125,000	122,294	100,000	100,739	100,000	110,000	105,000	105,000
<b>NON RECURRING ITEMS</b>									
86002	PAINT CITY HALL (EXTERNAL)	0	20,000	0	0	0	0	0	0
<b>TOTALS</b>		<b>837,254</b>	<b>882,786</b>	<b>828,939</b>	<b>824,023</b>	<b>872,684</b>	<b>950,718</b>	<b>945,720</b>	<b>945,720</b>

**PUBLIC WORKS - BUILDING MAINTENANCE**

Building & Grounds Maint. Supervisor				53,518
Chief Maintenance Man			47,376	
Lead Janitor			38,932	
Janitors	4 @	33,985	<u>135,940</u>	222,248
TOTAL WAGES				<u>275,766</u>

**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  
2006-07 ADOPTED BUDGET**

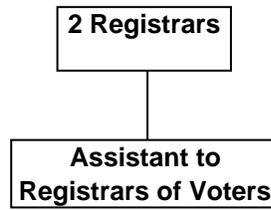
		<b>2003-04 REVISED BUDGET</b>	<b>2003-04 ACTUAL</b>	<b>2004-05 REVISED BUDGET</b>	<b>2004-05 ACTUAL</b>	<b>2005-06 REVISED BUDGET</b>	<b>2006-07 BUDGET REQUEST</b>	<b>2006-07 MANAGER'S PROPOSED</b>	<b>2006-07 ADOPTED BUDGET</b>
<b>48</b>	<b>Parking Maintenance Division</b>								
80012	EMPLOYEES	61,904	61,703	63,542	45,045	65,755	67,727	67,727	67,727
89999	FRINGE BENEFITS	25,343	25,728	28,508	27,127	33,982	35,782	35,784	35,784
80040	MAINTENANCE	24,000	23,961	24,000	24,875	24,000	26,000	26,000	20,000
86009	ELEVATOR MAIN ST GARAGE	0	0	0	0	8,000	0	0	0
86010	LINE STRIPING MACHINE	0	0	0	0	6,000	0	0	0
<b>TOTALS</b>		<b>111,247</b>	<b>111,392</b>	<b>116,050</b>	<b>97,047</b>	<b>137,737</b>	<b>129,509</b>	<b>129,511</b>	<b>123,511</b>

**PUBLIC WORKS - PARKING MAINTENANCE**

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

The Parking Commission reimburses the city for the maintenance services provided. The revenue is accounted for in account 70260 (See revenue section). For the 2006-07 fiscal year the revenue is estimated to be \$123,511.

# City of Norwich Election Department Organization Chart



## ELECTION

**MISSION:** To maintain a voter registration list and orchestrate all elections, referendums 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.
2. Utilize technology to maintain complete and accurate voter registrations with monthly changes referred from the Secretary of State, Department of Motor Vehicles and the Post Office.
3. Attend training programs sponsored by the Secretary of State and ROVAC; including periodic county meetings.

**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.

	04-05	05-06	06-07
PERFORMANCE MEASURE	ACTUAL	ESTIMATED	PROJECTED
Total number of voters	19,000	19,455	19,500
Voters added to the roles	1,200	1,626	1,413
Voters removed from the roles	800	1,124	800
Voters changes of affiliation	650	1,,924	1,200

**CITY OF NORWICH  
GENERAL FUND EXPENDITURES  
2006-07 ADOPTED BUDGET**

		<b>2003-04 REVISED BUDGET</b>	<b>2003-04 ACTUAL</b>	<b>2004-05 REVISED BUDGET</b>	<b>2004-05 ACTUAL</b>	<b>2005-06 REVISED BUDGET</b>	<b>2006-07 BUDGET REQUEST</b>	<b>2006-07 MANAGER'S PROPOSED</b>	<b>2006-07 ADOPTED BUDGET</b>
<b>63</b>	<b>ELECTION</b>								
80011	HEAD OF DEPT	44,000	44,017	44,000	44,006	48,000	48,000	48,000	48,000
80012	EMPLOYEES	15,817	15,974	16,163	16,228	16,648	17,147	17,147	17,147
80013	PART TIME EMPLOYEES	23,160	17,374	25,000	21,834	29,780	32,060	32,060	32,060
89999	FRINGE BENEFITS	16,152	14,267	17,515	15,721	19,721	21,275	21,275	21,275
80021	MATERIALS & SUPPLIES	1,000	1,573	1,000	3,561	1,000	1,000	1,000	1,000
80032	EQUIP & FURN MAINT	1,376	1,192	1,376	1,575	3,726	3,726	3,726	3,726
80033	TELEPHONE	3,200	3,932	3,200	3,780	3,200	3,200	3,200	3,200
80034	POSTAGE	5,000	1,790	5,000	2,760	5,000	6,000	6,000	6,000
80038	ADVERTISING	0	885	0	215	0	0	0	0
80039	PRINTING	0	3,702	0	0	0	0	0	0
80048	DEPARTMENTAL EXPENSE	1,000	832	1,000	744	1,000	1,000	1,000	1,000
80053	MOVING VOTING MACHINE	2,400	2,878	2,400	3,358	2,400	2,400	2,400	2,400
<b>TOTALS</b>		<b>113,105</b>	<b>108,416</b>	<b>116,654</b>	<b>113,782</b>	<b>130,475</b>	<b>135,808</b>	<b>135,808</b>	<b>135,808</b>

**ELECTION**

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

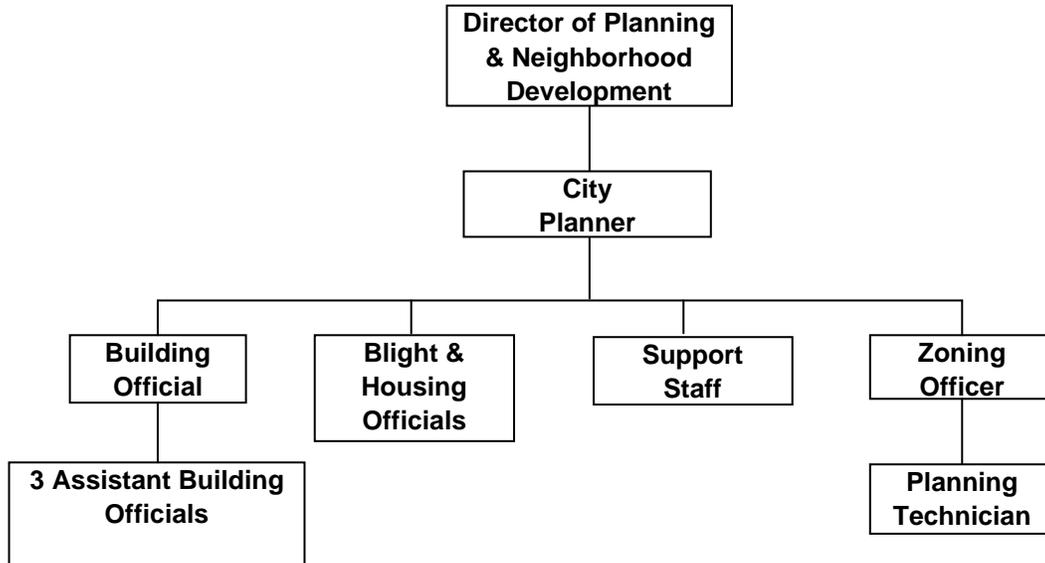
**PART TIME EMPLOYEES:**

General Moderator	1 @	240	240
Assistant Moderator	1 @	190	190
Precinct Moderators	10 @	175	1,750
Assistant Registrars	20 @	150	3,000
Checkers	20 @	140	2,800
Machine Tenders	24 @	125	3,000
Machine Examiners	2 @	50	100
Chief Machine Mechanic	1 @	1,200	1,200
Machine Mechanic	1 @	400	400
Chief Absentee Counter	1 @	135	135
Absentee Counters	4 @	125	500
Meeting Costs	81 @	15	1,215
Contingency			1,500

Cost of one Election 16,030

Cost of two Elections 32,060

# City of Norwich Planning and Neighborhood Services Department Organization Chart



## PLANNING & NEIGHBORHOOD SERVICES

MISSION: To facilitate residential, commercial and industrial development.

VISION: To present a professional image to business and residential communities.

### 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. Hired Blight Officer.
2. Updated city's Five-Year Capital Improvements Plan.
3. Administered Brownfields Pilot Project grants for Shipping Street.
4. Updated city Geographic Information System (GIS) mapping.
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. Completed nomination of Greenville to National Register of Historic Places.

	04-05	05-06	06-07
PERFORMANCE MEASURE	ACTUAL	ESTIMATED	PROJECTED
Site development plans reviewed	18	25	30
Subdivision/ re-subdivision plans reviewed	7	12	12
Special permit applications reviewed	12	20	25
Zoning permit applications reviewed	471	500	600
Zoning variance applications reviewed	44	75	80
Inland wetland applications reviewed	26	40	45
Zoning complaints investigated	142	100	120
Residential building permits issued	1757	2000	2200
Commercial building permits issued	200	250	280
Industrial building permits issued	16	2	2
Structures condemned	6	8	12
Dwelling units condemned	38	30	30
Buildings demolished	12	11	20
Code violations investigated	475	1200	1500
Citations issued	119	325	400
Citation fees collected	\$26,960	\$80,000	\$90,000

**CITY OF NORWICH  
GENERAL FUND EXPENDITURES  
2006-07 ADOPTED BUDGET**

		<b>2003-04 REVISED BUDGET</b>	<b>2003-04 ACTUAL</b>	<b>2004-05 REVISED BUDGET</b>	<b>2004-05 ACTUAL</b>	<b>2005-06 REVISED BUDGET</b>	<b>2006-07 BUDGET REQUEST</b>	<b>2006-07 MANAGER'S PROPOSED</b>	<b>2006-07 ADOPTED BUDGET</b>
<b>64</b>	<b>PLANNING AND NEIGHBORHOOD SERVICES</b>								
80011	HEAD OF DEPT	67,914	67,923	72,050	72,053	77,082	80,212	80,212	80,212
80012	EMPLOYEES	458,864	444,566	504,908	441,813	539,173	571,182	556,156	556,156
80013	PART TIME	0	12,103	0	121	0	0	0	0
80014	OVERTIME	7,493	8,425	4,900	46,561	4,238	23,738	18,738	18,738
89999	FRINGE BENEFITS	195,244	198,422	212,116	203,063	234,713	254,027	250,180	250,180
80015	PROFESSIONAL SERVICES	15,000	13,921	13,000	21,638	13,000	20,000	17,000	17,000
80021	MATERIALS & SUPPLIES	5,000	5,072	5,000	3,363	5,000	4,000	4,000	4,000
80023	VEHICLE FUEL	0	0	0	0	0	9,600	6,000	6,000
80032	EQUIP & FURN MAINT	3,500	105	4,500	2,984	4,500	3,000	3,000	3,000
80033	TELEPHONE	5,500	6,914	5,000	7,435	8,000	8,000	8,000	8,000
80034	POSTAGE	4,000	3,510	4,000	3,378	4,500	4,500	4,500	4,500
80037	MILEAGE	13,368	12,762	13,500	5,599	16,145	2,880	3,500	3,500
80038	ADVERTISING	11,000	10,995	13,000	16,450	13,000	15,000	14,000	14,000
80039	PRINTING	1,500	785	2,000	325	1,000	1,000	1,000	1,000
80048	DEPARTMENTAL EXPENSE	2,000	2,711	2,000	4,349	2,000	4,000	3,500	3,500
	<b>NON RECURRING ITEMS</b>								
83449	VEHICLES	0	0	0	0	57,000	0	0	0
	<b>TOTALS</b>	<b>790,383</b>	<b>788,214</b>	<b>855,974</b>	<b>829,132</b>	<b>979,351</b>	<b>1,001,139</b>	<b>969,786</b>	<b>969,786</b>

**PLANNING AND NEIGHBORHOOD SERVICES**

Director of Planning & Neighborhood Services				80,212
City Planner			62,483	
Building/Housing Code Enforcement Official			62,444	
Zoning Enforcement Officer			49,074	
Assistant Building Officials	3 @	50,035	150,105	
Housing Code Enforcement Inspector	1 @	50,035	50,035	
Blight Enforcement Officer			44,515	
Code Enforcement Secretary			37,566	
Planning Technician			39,828	
Administrative Secretary	1 @	37,566	37,566	
Administrative Secretary (21 hours/week)	1 @	22,540	22,540	
				556,156
			<b>TOTAL WAGES</b>	<b><u>636,368</u></b>

**Professional Services:**

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

**Revenue:**

Planning & Neighborhood Services collects fees for permits, applications and citation fees which are included in Revenue Account 70213. We anticipate that we will collect revenue of approximately \$630,000 for fiscal year 2006-07.

## 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  
2006-07 ADOPTED BUDGET**

		<b>2003-04 REVISED BUDGET</b>	<b>2003-04 ACTUAL</b>	<b>2004-05 REVISED BUDGET</b>	<b>2004-05 ACTUAL</b>	<b>2005-06 REVISED BUDGET</b>	<b>2006-07 BUDGET REQUEST</b>	<b>2006-07 MANAGER'S PROPOSED</b>	<b>2006-07 ADOPTED BUDGET</b>
<b>65</b>	<b>ECONOMIC DEVELOPMENT</b>								
80015	PROFESSIONAL SERVICES	0	0	0	0	0	65,000	65,000	65,000
81000	PROJECT CONTINGENCY	118,000	15,659	50,000	42,661	25,000	35,000	35,000	35,000
81001	NORWICH COMMUNITY DEV. CORP.	0	0	55,000	55,000	55,000	55,000	45,000	45,000
81072	MAIN STREET PROGRAM	0	0	25,000	25,000	25,000	50,000	25,000	25,000
81075	TOURISM	37,000	31,745	40,461	43,948	41,000	45,000	45,000	45,000
81076	APED MEETING MINUTES	0	0	0	0	0	1,000	1,000	1,000
81077	NORWICH NOW INITIATIVE	0	0	0	0	0	53,528	53,528	53,528
	<b>TOTALS</b>	<b>155,000</b>	<b>47,404</b>	<b>170,461</b>	<b>166,609</b>	<b>146,000</b>	<b>304,528</b>	<b>269,528</b>	<b>269,528</b>

Note: The Tourism line item includes the wages and fringe benefits for a part-time employee.



# Norwich Public Schools

Pamela W. Aubin, Superintendent of Schools

---

## TO THE CITIZENS OF NORWICH

The Norwich Public Schools is unwavering in its commitment to moving beyond adequacy to excellence in educational programming for all students. Concerted effort has been made by the district to reallocate existing resources and procure grant resources to support school improvement efforts and create an educational environment that is responsive to the needs of our diverse population of students, while challenging our students to achieve at high levels. The Norwich Public Schools is at a critical juncture in ensuring that high quality educational programs, class size and opportunities for students are maintained and enhanced.

The Board of Education's proposed fiscal year 2006-2007 budget reflects a status quo budget and any increases reflect the outside forces that continue to challenge the funding of the Norwich Public Schools. New curriculum and professional development initiatives, supported by grant funds, in elementary reading/language arts, science, middle school social studies and math have allowed our staff to align curriculum with the newly revised Connecticut State Frameworks and provide our students with research based curriculum that prepares our students for participation in a global economy. Extended learning programs and summer school programs, supported by grants, provide engaging learning opportunities for students beyond the school day and school year.

A high achieving, quality school system is critical for the economic success of the city. City leaders meet regularly to coordinate efforts to achieve greater efficiencies throughout the city and collaborate on projects of mutual concern. The Norwich Public Schools continues to support improvement in literacy through coordination of effort with the Otis Library, provides leadership in early childhood education initiatives through participation in Children First and the Norwich Readiness Council. Partnerships have been forged between the Norwich Public Schools, Norwich Free Academy, Norwich Youth and Family Services, Norwich Social Services and Norwich Parks and Recreation to improve outcomes for all Norwich youth.

It is time for advocates of education to rally in support of a budget that sustains the existing level of funding and prevents further erosion of the tradition of educational quality in the Norwich Public Schools.

On behalf of the Norwich Board of Education, please accept my thanks for your endorsement of our proposed budget and the sincere thanks of the entire Norwich Public Schools community.

Sincerely,

Pamela W. Aubin  
Superintendent of Schools

**NORWICH PUBLIC SCHOOL DISTRICT  
2006-07 BUDGET**

**BOARD OF EDUCATION MEMBERS**

Charles Jaskiewicz .....Chairperson  
John LeVangie .....Vice Chair  
Cora Lee Boulware .....Secretary  
KellyAnn Graves .....Member  
Lorrie Herz .....Member  
Harlan Hyde .....Member  
Chuck Norris .....Member  
Joyce Werden .....Member  
Angelo Yeitz .....Member

**CENTRAL OFFICE ADMINISTRATORS**

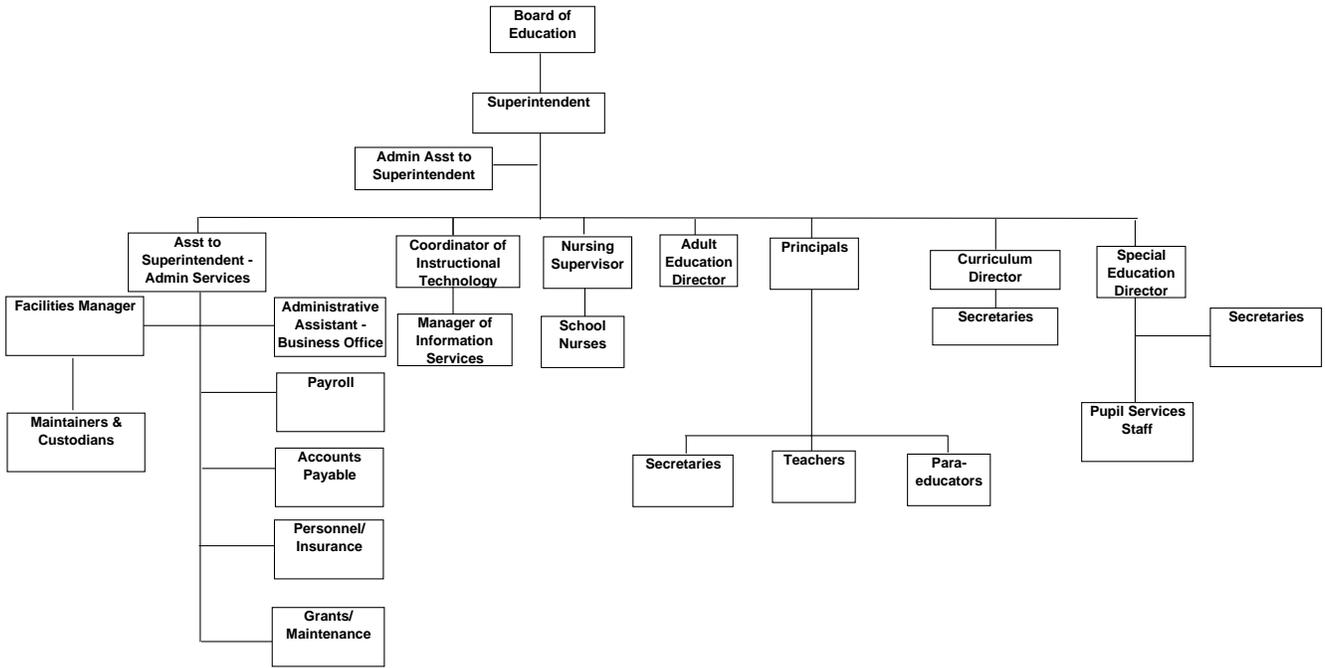
Pamela W. Aubin ..... Superintendent  
Maureen Picard ..... Assistant to the Superintendent  
Joseph Stefon .....Curriculum Director  
Lanie Kochanski .....Pupil Services Director  
Mary Berry ..... Adult Education Director

**BUILDING PRINCIPALS**

Cheryl Vocatura ..... Bishop Elementary School  
Marianne Nardone, Ed.D. ....Greenville 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' Memorial Elementary School  
Albert J. Wojtcuk, Ph.D. ....Wequonnoc Elementary School  
Scott Fain ..... 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.*

# City of Norwich Board of Education Organization 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:** The Norwich Public Schools are committed to providing a learning environment which encourages all students to excel in their quest to become independent and curious learners who possess the ability to be responsible citizens while demonstrating tolerance for individual differences.

**VALUES:**

- Professionalism
- Achievement
- 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.

	04-05	05-06	06-07
PERFORMANCE MEASURE	ACTUAL	ACTUAL	PROJECTED
Total number of students			
Average Class Size			
Kindergarten	16.4	17.1	17.8
Grade 2	19.5	18	18
Grade 5	20.5	18.6	19
Grade 7	21.9	21.9	21.9
High School	12.6	12.6	12.6
Student/teacher ratio	15.4	15.4	15.4
Total expenditure per student	\$7,726	N/A	N/A
Average teacher salary	\$55,296	\$58,049	\$58,947
Percentage of city resident children attending public schools	87.4	87.4	87.4

Connecticut Mastery Test: percentage at/above proficiency	Grade 4	Grade 6	Grade 8
Reading	58.7	71.7	71.9
Math	71.9	64	69.9
Writing	73.3	74.4	74.5

**GRANTS GRID 2005-2006**

(\*) indicates actual dollars; award or preliminary letter received

The Norwich Public Schools budget is presented in detail in the budget submitted by them. The following is a summary of State, Federal and Private grants received by the Board of Education. These grants are for programs in addition to the programs supported by their General Fund appropriation.

NAME	TYPE	COMMENTARY	2004-05		2005-06		Applies TO
Title One Improving Basic Programs	Federal Entitlement/ State Process	Distribution of funds is school-based and dependent upon poverty indicators. (free/reduced lunch).	overall	2,228,278	2,205,124	All	
			NPS	(*) 2,194,082	(*)2,195,534		
			Non public	8,104	9,590		
			Neglect	26,092			
Title II Part A Teacher Training Entitlement	Federal Entitlement/ State Process	Funds are used for improving teacher/principal quality..	overall	427,681	413,201	All	
			NPS	(*) 243,755	(*)233,400		
			Non public	183,926	179,801		
			Charter				
Title II Part D Enhancing Education Through Technology	Federal Entitlement/ State Process	Funds are used for Professional Development for Technology.	overall	55,919	39,202	All	
			NPS	(*) 32,136	(*)22,490		
			Non public	23,783	16,712		
			Charter				
Title II Part D Technology	State Competitive Grant	Distance Learning for LA, Math, and Science with Lisbon for grades 6, 7, 8			(*) 80,000		
Title III Part A English Language Acquisition	Federal Entitlement/ State	Funds for supplies and professional development in teaching English	NPS	(*) 35,522	(*)32,871	All	
			Non public	9,226	10,997		
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	56,641	56,283	All	
			NPS	(*) 32,563	(*)32,294		
			Non public	24,078	23,989		
			Charter				
Title Six Innovative Education Strategies <b>NEW</b> Title V	Federal Entitlement/ State Process	Funds are used for salaries for state grant required reports.	overall	44,120	28,669	All	
			NPS	(*) 25,365	(*)16,434		
			Non public	18,755	12,235		
			Charter				
Bilingual/ESOL Education Program	Federal/Entitlement/State process	Funds will be used to purchase supplies for the Bilingual Center.		(*) 2902	(*)6,993	Greeneville Teachers	
Priority School District	State Entitlement	School Readiness	NPS		(*) 1,003,290	All	
		Quality Enhancement			(*) 25,000		
		Priority Class Size Reduction			(*) 527,424		
		Early Reading Success			(*)429,437		
		Summer School Accountability			(*) 117,514		
		Extended School Hours			(*) 98,786		
School Readiness Grant	State Competitive Grant	School Readiness Programs; funding in partnership with Groton Public Schools.		(*) 357,008 1/2 to Groton	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.		(*) 1,162,676	(*) 1,235,861	All	
IDEA (Part B) 619 Preschool Entitlement	Federal Entitlement/ State Process			(*) 39,581	(*) 39,727	All	
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.		(*) 30,230	(*) 30,230	Mahan	
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.					
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.		(*) 50,570	(*) 48,941	All	
Early Reading Success	State Competitive Grant	K-2 after-school early literacy at two elementary schools and funding for Early Literacy Coordinator.		(*) 100,000	Moved to Priority School Dollars		



CITY OF NORWICH									
GENERAL FUND EXPENDITURES									
2006-07 ADOPTED BUDGET									
		2003-04	2003-04	2004-05	2004-05	2005-06	2006-07	2006-07	2006-07
		REVISED	ACTUAL	REVISED	ACTUAL	REVISED	BUDGET	MANAGER'S	ADOPTED
		BUDGET		BUDGET		BUDGET	REQUEST	PROPOSED	BUDGET
<b>70</b>	<b>BOARD OF EDUCATION</b>								
80070	BOARD OF EDUCATION	52,582,177	52,582,177	54,159,644	54,159,644	56,867,626	61,384,608	60,339,134	60,339,134
<b>TOTALS</b>		<b>52,582,177</b>	<b>52,582,177</b>	<b>54,159,644</b>	<b>54,159,644</b>	<b>56,867,626</b>	<b>61,384,608</b>	<b>60,339,134</b>	<b>60,339,134</b>

\*\*

\*\* - At the time of printing, there is a proposed ordinance to appropriate an additional \$300,000 for increased BOE energy and tuition costs. This proposed additional appropriation is not included above.

<u>ACCOUNT DESCRIPTIONS</u>	<u>OBJECT CODES</u>	<u>2005-2006 ADJUSTED BUDGET</u>	<u>2006-2007 ADOPTED BUDGET</u>	<u>INCREASE/ DECREASE</u>	
CERTIFIED SALARIES 2005-2006 Teachers & Administrators=260.54 2006-2007 Teachers & Administrators=262.30	111	\$16,238,976	\$16,361,273	\$122,297	The certified salaries account includes a 3% contractual increase for Teachers and a 3% for Administrators. This line item includes the addition of one System Wide Instrumental Music along with the elimination of two Full Time L.D. Teachers, due to state-mandated inclusion efforts, and one Speech Pathologist. The line item is adjusted to reflect the replacement of new teachers for anticipated retirements.
SUPPORT SALARIES	112	\$3,323,483	\$3,518,866	\$195,382	The increase is due to a 3% increase in the Maintainer's and Paraeducator's contracts. The Nurse's contract is still in negotiations and the Custodians are scheduled for negotiation during the Spring of 2006. This line item also includes an additional LPN, 2 Custodians to allow for additional schools to be available to the public after hours and contractual increases in longevity. In addition, ESL Tutors who were previously paid out of line item 590 have been transferred to this line item.
TEMPORARY CERTIFIED SALARIES	121	\$190,000	\$234,076	\$44,076	The increase accurately reflects the amount spent in this line item over previous years.
TEMPORARY SUPPORT SALARIES	122	\$100,000	\$130,000	\$30,000	The increase accurately reflects the amount spent in this line item over previous years.
POST EMPLOYMENT BENEFITS	200	\$0	\$0	\$0	This is a new line item for FY 2006-2007. Under the Proposed Budget \$427,500 was budgeted for this line item. Due to the de-mutualization from five years ago, the City has applied this money against this obligation for this year. This is a 2 year phase in of our costs to reflect the liability of our medical benefit costs for retirees. This is required by City Hall and our auditors.
BLUE CROSS/MAJOR MEDICAL	201	\$4,293,300	\$4,850,000	\$556,700	The Board of Education experienced an 18.71% increase in claims last year which depleted our reserve to just over one month. This increase is to adjust the reserve to a two month balance. In addition, we are projecting an increase in administrative cost's of 2.36% and a 6.13% increase in medical claims over this year.
CT. AMERICAN LIFE INSURANCE	203	\$45,000	\$45,000	\$0	No Change.
UNEMPLOYMENT COMPENSATION	204	\$50,000	\$20,000	(\$30,000)	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	\$174,597	\$172,000	(\$2,597)	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 2006-07. This also includes \$21,568 for Excess Workers Compensation Insurance.
CITY RETIREMENT PLAN	206	\$305,412	\$353,557	\$48,146	The contribution percentage increased from 8.79% to 10.05%. 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	\$524,956	\$570,707	\$45,751	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.
CONTRACTED HEALTH SERVICE	323	\$723,196	\$839,190	\$115,994	The increase is due to interpreter services and hearing impaired services which were previously funded through a grant. In addition, the contracted costs for speech, OT and PT services for the Integrated Day Charter School and the Hearing Impaired Program has increased by \$58,694. Pupil Services continues to search for a Speech Pathologist for the second year in a row. Consequently, in the meantime it costs \$70,000 to purchase this service via LEARN.
PROFESSIONAL SERVICES	330	\$148,530	\$128,530	(\$20,000)	This reduction is for a reduced need for contractual LTA tuition and negotiation costs. This line includes SCORE, legal fees, employee assistance program, negotiation costs, etc.
CONTRACTED TRANSPORTATION-STUDENT	FIRST 333	\$2,371,500	\$2,444,500	\$73,000	The increase is due to the contractual increase of 3% for regular education transportation for forty 72-passenger buses. This includes the labor cost associated with 3 CNG buses. This is the third year of an extended 5 year contract with First Student.
PUBLIC UTILITIES	410	\$556,364	\$711,140	\$154,776	KWH rates are based on \$2.10 cents which is an increase of 113%. Sewer cost is based on a 24% 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 for FY 2006-07.
CONTRACTED REPAIRS BUILDINGS	431	\$147,000	\$147,000	\$0	This line item represents costs associated with contracting with outside vendors to repair various items within our schools.
SPED CONTRACTED TRANSPORTATION	510	\$1,925,000	\$2,001,250	\$76,250	The increase represents the cost of Special Education transportation for 33 vehicles. The increase is due to the number of out-of-district placements, five students who require aides riding on the vehicles and large increases in Bilingual students requires running additional vehicles. This is the fifth year of a five year contract with First Student Transportation. The daily rate of 7 hours per day is \$268.15 up 3.5% from FY 2005-06.
PROPERTY INSURANCE	520	\$130,771	\$136,313	\$5,542	The increase in property insurance of 5% is due to an anticipated overall rate increase based on current market conditions.
LIABILITY INSURANCE	521	\$166,838	\$159,453	(\$7,385)	The amount budgeted for FY 2005-06 is slightly higher than the anticipated cost for this year. A 5% increase is anticipated based on projected cost for FY 2006-07.
TELEPHONE	530	\$138,798	\$163,766	\$24,968	The increase is due to adding T1 lines for each school at \$270 month X 12 sites. Anticipated E-Rate costs are netted out of our monthly telephone bills.
ADVERTISING	531	\$25,500	\$25,500	\$0	No change.
METERED POSTAGE	532	\$25,000	\$25,000	\$0	No change.

<u>ACCOUNT DESCRIPTIONS</u>	<u>OBJECT CODES</u>	<u>2005-2006 ADJUSTED BUDGET</u>	<u>2006-2007 ADOPTED BUDGET</u>	<u>INCREASE/ DECREASE</u>	
TUITION PAYMENTS 2005-2006 NFA Regular Education \$ 13,541,033 NFA Special Education	560	\$20,770,009	\$22,388,801	\$1,618,793	The total tuition costs for NFA, Regular Education and Special Education, results in an increase of approximately 7.15%. The Regular Education Tuition, up 4.5%, enrollment of students from 1355 to 1378 (+23), Special Education reflecting an increase from 221 to 223 (+2) for a total increase of \$1,162,380. Ledyard H.S. Regular Education is projected to decrease by (\$31,106) and enrollment is decreasing from 14 students to 10. Ledyard Voag Regular Education reflects a decrease in students from 28 to 16 students (-12) amounting to a decrease of (\$94,796) in tuition. Ledyard H.S. Special Education has increased by \$24,952 up from 4 to 5 students. Ledyard Voag Special Education decreased by (\$28,541) down from 7 to 6 students. Special Education Out-of-District tuition is projected to increase by \$525,403 and Regular Education Out-of-District tuition is increasing by \$50,000. This line item also includes \$10,500 for tuition to the New London Magnet School.
REIMBURSABLE EXPENSES	580	\$12,700	\$12,700	\$0	No change.,
OTHER PURCHASED SERVICES	590	\$2,579,496	\$2,632,121	\$52,625	A projected increase of 5% is budgeted to run both the Deborah Tennant-Zinewicz and Hickory Street School. We are currently going out to bid for service. 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.
ADULT EDUCATION	592	\$98,083	\$101,025	\$2,942	This represents a 3% increase in the Adult Education Cooperative Tuition for Norwich Students.
MAINTENANCE SERVICES	593	\$246,621	\$274,080	\$27,459	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 is listed on page 112 of the budget book.
FINANCIAL SERVICES	594	\$25,000	\$23,600	(\$1,400)	Decrease in account due to audit fees which went out to bid this past spring.
INSTRUCTIONAL SUPPLIES	611	\$151,023	\$151,023	\$0	This line item remains level funded with last year.
HEALTH SUPPLIES	612	\$15,400	\$15,400	\$0	This line item remains level funded with last year.
MAINTENANCE SUPPLIES	613	\$61,742	\$61,742	\$0	This line item remains level funded with last year.
CUSTODIAL SUPPLIES	614	\$82,922	\$82,922	\$0	This line item remains level funded with last year.
HEATING EXPENSE	620	\$460,200	\$925,150	\$464,950	City Gas consumption is based on a 62% increase or \$2.38 per CCF. Dual Fuel Natural Gas consumption is based on a 113% increase or \$2.10 per CCF. Dual fuel rate is based on an 11% increase. The Department of Public Utilities assisted in reviewing our calculations and provided input to the rate increases for FY 2006-07. Kelly M.S., Moriarty and Hickory Street schools are heated by Oil and we are projecting a 20% increase in price for FY 2006-2007. Currently our rate is at \$2.04 for No. 2 Oil which is purchased thru a Fuel Consortium.
FUEL BUS TRANSPORTATION	627	\$312,034	\$437,652	\$125,618	The increase is associated with the price differential associated with running the vehicles on Low Sulfur Diesel Fuel (ULSD). This is a bid which was submitted and awarded with the CT Transit Department of Transportation. The current price for ULSD fuel is \$2.045 plus a gross receipts tax of \$.05263. We are currently paying \$1.449 for CNG, \$1.96 for gasoline.
TEXTBOOKS	641	\$61,314	\$0	(\$61,314)	This reflects a decrease due to the Superintendent's adjustment to the initial request.
LIBRARY SUPPLIES/MATERIALS	642	\$0	\$0	\$0	Originally this line item included \$200 per school that had requested library supplies and material's for FY 2006-07. Due to Budget Expenditure Adjustments this line item has been eliminated for FY 2006-2006.
OTHER SUPPLIES & MATERIALS	690	\$5,000	\$7,500	\$2,500	This line item includes board meeting supplies and technical school student support.
OFFICE SUPPLIES	692	\$41,972	\$51,747	\$9,775	The increase represents office supplies for various schools and departments. Last year office supplies were cut from the central office departments.
PROFESSIONAL MATERIALS	694	\$3,000	\$3,000	\$0	This is for special forms and documents required by the Pupil Services Department.
CAPITAL IMPROVEMENTS	720	\$150,000	\$0	(\$150,000)	The decrease is due to eliminating capital improvements from FY 2006-07 budget. The City has agreed to fund capital improvements out of the city budget.
INSTRUCTIONAL EQUIPMENT REPAIR	730	\$0	\$0	\$0	This reflects no change after the Superintendent's adjustment to the initial request was applied.
INSTRUCTIONAL EQUIPMENT	731	\$37,209	\$0	(\$37,209)	This reflects a decrease due to the Superintendent's adjustment to the initial request.
TECHNOLOGY EQUIPMENT	734	\$0	\$0	\$0	This reflects no change after the Superintendent's adjustment to the initial request was applied.
SOFTWARE LICENSING	735	\$0	\$0	\$0	This reflects no change after the Superintendent's adjustment to the initial request was applied.
MAINTENANCE VEHICLES/EQUIP. REPAIRS	736	\$22,000	\$15,000	(\$7,000)	Anticipated repairs to maintenance equipment and the maintainers vehicles.
OTHER EQUIPMENT	739	\$15,280	\$6,000	(\$9,280)	The line item initially reflected initial requests from all the schools and various departments. The Superintendent's adjustment reflects a \$10,000 cut from all of the schools and various departments and \$28,960 was cut from the Maintenance Department. Due to Budget Expenditure Adjustments, the Health Department has \$1,000 and the Maintenance Department has \$5,000 budgeted for other equipment.
DUES & SUBSCRIPTIONS	810	\$2,400	\$2,550	\$150	Per Nurses Contract, \$150/nurse allowance for 17 positions.
<b><u>TOTAL GENERAL FUND</u></b>		<b><u>\$56,867,626</u></b>	<b><u>\$60,339,134</u></b>	<b><u>\$3,471,508</u></b>	

## DEBT SERVICE - PRINCIPAL AND INTEREST

MISSION: Provides current funding for the redemption of principal and interest obligations of the general fund. Obligations have been incurred by the city through notes, bonds, and leasing to pay for capital improvements. See the "Financial Management Policies" section for additional detail on bonded debt.

GOALS: To maintain and upgrade infrastructure and equipment without burdening the community with debt.  
To pay debt service when due.

The following amounts are budgeted to be reimbursed by other funds in FY 2007:

Revenue account number	Entity	Amount
01000-70230	Norwich Public Utilities	99,918
01000-70239	Sewer Assessment	600,000
01000-70240	Ice Rink Authority	-
01000-70241	Norwich Golf Course	26,150
		726,068

Description	Original Bond Date	Interest Rates	Amount Bonded	Outstanding at 7/1/2006	Principal	Interest	Total FY 2007 Debt Service
8/20/92 General Obligation Bonds	8/20/1992	4.00 - 6.00%	3,000,000	400,000	200,000	16,700	216,700
2/1/96 General Obligation Bonds	2/1/1996	4.5 - 5.0%	3,750,000	200,000	200,000	4,700	204,700
11/1/99 General Obligation Bonds	11/1/1999	2.00 - 5.00%	7,710,000	1,350,000	675,000	67,500	742,500
4/5/01 Series A Capital Bonds	4/5/2001	4.0 - 5.0%	10,510,000	1,585,000	525,000	68,650	593,650
4/5/01 Series A Refunding Bonds	4/5/2001	4.0 - 5.0%	13,010,000	8,605,000	1,100,000	368,138	1,468,138
4/5/01 Series B Taxable (Wauregan)	4/5/2001	6.5 - 6.75%	400,000	275,000	25,000	18,438	43,438
4/15/02 General Obligation Bonds	4/15/2002	4.0 - 5.0%	6,020,000	4,435,000	395,000	198,740	593,740
4/15/04 Series A, Capital Project Bonds	4/15/2004	3.0 - 3.55%	3,120,000	2,720,000	390,000	79,718	469,718
4/15/04 Series B, Refunding Bonds	4/15/2004	2.0 - 4.0%	4,575,000	4,165,000	350,000	138,903	488,903
3/15/05 Series A, Capital Project Bonds	3/15/2005	3.0 - 5.0%	3,520,000	3,520,000	355,000	113,363	468,363
3/15/05 Series B, Refunding Bonds	3/15/2005	3.0 - 4.0%	8,570,000	8,530,000	40,000	311,150	351,150
2006/07 Bond					86,000	77,250	163,250
				35,785,000	4,341,000	1,463,250	5,804,250

**CITY OF NORWICH  
GENERAL FUND EXPENDITURES  
2006-07 ADOPTED BUDGET**

		<b>2003-04 REVISED BUDGET</b>	<b>2003-04 ACTUAL</b>	<b>2004-05 REVISED BUDGET</b>	<b>2004-05 ACTUAL</b>	<b>2005-06 REVISED BUDGET</b>	<b>2006-07 BUDGET REQUEST</b>	<b>2006-07 MANAGER'S PROPOSED</b>	<b>2006-07 ADOPTED BUDGET</b>
<b>80</b>	<b>DEBT SERVICE</b>								
80801	PRINCIPAL	4,339,833	4,339,833	4,575,000	4,328,534	4,710,000	4,341,000	4,341,000	4,341,000
80802	INTEREST	2,061,267	2,061,267	1,832,972	1,780,928	1,834,674	1,463,250	1,463,250	1,463,250
<b>TOTALS</b>		<b>6,401,100</b>	<b>6,401,100</b>	<b>6,407,972</b>	<b>6,109,462</b>	<b>6,544,674</b>	<b>5,804,250</b>	<b>5,804,250</b>	<b>5,804,250</b>

## 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.

**80063 Hospitalization:** Covers cost of medical benefits for retirees.

**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, liability, auto, compensation, and other insurance.

**80079 Tax Refunds:** Used to account for duplicate tax payments.

**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 11/3/2008.

**80090 Mohegan Park Development/Arts & Recreation:** Total appropriation is offset by corresponding revenue #70238 - Reflects deed transfers and conveyance taxes. 50% of revenue is allocated to Mohegan Park Development account. The other half is allocated to Arts & Recreation. For fiscal years 2005 through 2007, this transfer is suspended. The Arts & Recreation Fund will support the appropriation to the Summer Concert Series (\$8,000).

**80091 Code of Ordinances:** Publication costs for codification of ordinances as required by charter in Chapter 5 Section 11.

**80093 Probate Court:** City of Norwich share of maintenance of probate court as required by state statute 45A-8.

**80095 Southeastern Connecticut Council of Governments:** Transportation, planning, and technical assistance provided to the southeastern Connecticut area.

**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:** The costs the city incurs for: outside agencies performing collection activities for delinquent property taxes, 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 \$6.25 per capita (population based on 7/1/2004 Connecticut Department of Public Health estimates) to participate in the Uncas Health District which is comprised of Norwich, Montville, 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.

**80181 Parking Lease:** Annual cost for the Broadway Parking Deck lease with United Congregational Church.

**CITY OF NORWICH  
GENERAL FUND EXPENDITURES  
2006-07 ADOPTED BUDGET**

	<b>2003-04 REVISED BUDGET</b>	<b>2003-04 ACTUAL</b>	<b>2004-05 REVISED BUDGET</b>	<b>2004-05 ACTUAL</b>	<b>2005-06 REVISED BUDGET</b>	<b>2006-07 BUDGET REQUEST</b>	<b>2006-07 MANAGER'S PROPOSED</b>	<b>2006-07 ADOPTED BUDGET</b>
<b>90 NON-DEPARTMENTAL EXPENSES</b>								
80002 STREET LIGHTING	447,600	447,600	470,900	470,900	491,000	612,000	562,000	562,000
80062 WORKERS COMPENSATION	109,000	283,995	178,000	142,847	112,000	122,000	122,000	122,000
80063 HOSPITALIZATION	260,915	260,915	330,000	330,000	540,000	1,150,000	1,150,000	1,150,000
80072 CLAIMS	100,000	0	100,000	76,876	100,000	150,000	135,000	135,000
80073 INSURANCE	760,010	661,848	885,028	655,709	927,500	921,500	891,500	891,500
80079 TAX REFUNDS	1,000	14,197	1,000	34,385	1,000	0	0	0
80086 CONTINGENCY	249,312	249,312	137,644	387,644	98,773	171,640	216,148	316,148
80088 AMBULANCE SERVICE	45,139	44,375	46,719	45,929	48,354	48,354	48,354	48,354
80090 MOHEGAN PK DEVELOPMENT	90,000	183,138	0	0	0	0	0	0
80091 CODE OF ORDINANCE	4,500	3,091	3,000	3,000	3,000	3,000	3,000	3,000
80093 PROBATE COURT	30,000	13,915	23,000	26,972	29,000	25,000	25,000	25,000
80095 SE CT COUNCIL GOVERN	16,614	16,614	16,614	16,614	16,614	16,614	16,614	16,614
80096 STATE FISHING & GAME	50,000	54,984	50,000	52,312	50,000	50,000	50,000	50,000
80098 APPROP-CAPITAL BUDGET	800,000	800,000	1,400,000	1,400,000	1,450,000	1,774,339	1,774,339	1,774,339
80101 UNEMPLOY COMPENSATION	76,299	71,744	47,483	31,414	35,000	25,000	25,000	25,000
80103 HISTORIC DISTRICT	2,325	2,436	2,825	2,792	2,825	2,800	2,800	2,800
80104 CT CONF OF MUNICIPAL	23,000	22,149	23,256	23,149	23,778	24,000	24,000	24,000
80115 TAX COLLECTION SERVICES	70,000	37,430	30,000	29,300	15,000	15,000	15,000	15,000
80120 REGION HEALTH DISTRICT	216,702	216,702	216,018	216,018	223,883	229,506	229,506	229,506
80133 ELDERLY TAX CREDITS	100,800	100,800	91,000	90,206	91,000	104,000	104,000	104,000
80141 SEAT BUS	104,978	104,978	107,602	107,602	111,798	119,624	119,624	119,624
80153 HEALTH SAFETY COMPLIANCE	20,000	26,706	20,000	35,094	30,000	45,000	45,000	45,000
80181 PARKING LEASE	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
<b>TOTALS</b>	<b>3,588,194</b>	<b>3,626,929</b>	<b>4,190,089</b>	<b>4,188,763</b>	<b>4,410,525</b>	<b>5,619,377</b>	<b>5,568,885</b>	<b>5,668,885</b>

## CIVIC & CULTURAL ORGANIZATIONS

Description: The city appropriates funds to the following organizations in order to enrich its citizens with human services and civic and cultural activities.

**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.

**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.

**80087 TVCCA:** Amount requested to support services provided by the Thames Valley Council for Community Action (TVCCA) to the citizens of Norwich. The 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.

**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.

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

**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.

**80154 Historic Norwichtown Days:** Supports Historic Norwichtown Days in September which reenacts 18th and early 19<sup>th</sup> century events.

**80156 Welcome Center:** Supports the operation of the Welcome Center in Norwich.

**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.

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

**80161 4<sup>th</sup> of July Committee:** These funds support the 4<sup>th</sup> of July fireworks at the Norwich Harbor.

**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.

**80163 Winter Festival:** Supports ongoing Winter Festival lighting and event projects.

**80164 Chelsea Gardens:** Supports Chelsea Gardens fund raising. The planned gardens are on 80 acres of land in Mohegan Park.

**80182 Best Productions:** Supports the operations of the Spirit of Broadway theater.

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

**CITY OF NORWICH  
GENERAL FUND EXPENDITURES  
2006-07 ADOPTED BUDGET**

		2003-04 REVISED BUDGET	2003-04 ACTUAL	2004-05 REVISED BUDGET	2004-05 ACTUAL	2005-06 REVISED BUDGET	2006-07 BUDGET REQUEST	2006-07 MANAGER'S PROPOSED	2006-07 ADOPTED BUDGET
<b>90</b>	<b>CIVIC &amp; CULTURAL ORGANIZATIONS</b>								
80077	LIBRARY	840,000	840,000	917,000	917,000	944,500	1,164,080	1,038,725	1,038,725
80078	UNITED COMMUNITY SERV	150,000	150,000	153,000	153,000	158,000	163,000	163,000	163,000
80087	TVCCA	13,485	13,485	13,485	13,485	13,485	13,485	13,485	13,485
80147	NORWICH ARTS COUNCIL	41,500	41,500	42,000	42,000	44,000	45,550	40,000	40,000
80151	LITERACY VOLUNTEERS	3,000	3,000	3,500	3,500	4,000	3,500	3,500	3,500
80152	SECTER	5,000	5,000	5,110	5,110	5,300	5,300	5,100	5,100
80154	HISTORIC NORWICH DAYS	3,000	3,000	3,070	3,000	3,000	0	0	0
80156	WELCOME CENTER	0	0	0	0	0	0	0	5,000
80158	TASTE OF ITALY	4,000	4,000	4,000	4,000	5,000	13,000	13,000	13,000
80160	VETERAN ORGANIZATIONS	5,000	5,000	5,000	5,000	5,000	1,200	1,200	5,000
80161	4TH OF JULY COMMITTEE	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000
80162	HARBOR COMMISSION	9,000	9,000	9,000	9,000	9,000	9,000	9,000	9,000
80163	WINTER FESTIVAL	8,000	8,000	8,180	8,180	8,500	25,000	8,800	8,800
80164	CHELSEA GARDENS	3,000	3,000	3,070	3,070	3,162	10,000	3,162	3,162
80182	BEST PRODUCTIONS	0	0	0	0	35,000	40,000	35,000	35,000
89S37	CHILDREN FIRST INITIATIVE	0	0	0	0	0	1,000	1,000	1,000
<b>TOTALS</b>		<b>1,090,985</b>	<b>1,090,985</b>	<b>1,172,415</b>	<b>1,172,345</b>	<b>1,243,947</b>	<b>1,500,115</b>	<b>1,340,972</b>	<b>1,349,772</b>

CITY OF NORWICH  
CAPITAL BUDGET 2006-07  
SUMMARY

The following is a list of capital improvements and projects for fiscal year 2006-07 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.

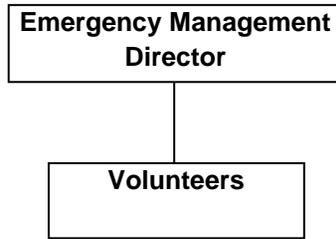
- **No Impact** – The project has no effect on the operating budget.
- **Positive** – The project will either generate some revenue to offset expenses or will actually reduce operating costs.
- **Negligible** – The impact will be very small. It will generate less than \$10,000 per year in increased operating 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.

	<u>APPROPRIATION</u>	<u>ANNUAL OPERATING BUDGET IMPACT</u>
<p><b><u>Paving and Drainage</u></b> Paving of city roads and parking areas 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.</p> <p>Impact on operating budget: this should slightly reduce operating costs. Estimated annual savings: \$10,000.</p>	<b>\$292,339</b>	<b>POSITIVE</b>
<p><b><u>Ox Hill Road Drainage</u></b> Improvement to the storm sewer system on Ox Hill Road from Canterbury Turnpike to Thames Valley Community College. Improvements will place all drainage underground, increase pipe sizing to handle peak flows.</p> <p>Impact on operating budget: this should slightly reduce operating costs associated with constant sanding and salting of ice build-up and flood repair due to poor drainage. Estimated annual savings: \$40,000.</p>	<b>\$530,000</b>	<b>POSITIVE</b>
<p><b><u>Public Works Department Vehicles</u></b> Provides funding for replacement of dump truck with plow and sander, a tractor with mower and blower, and a maintenance vehicle.</p> <p>Impact on operating budget: Will save on continuous repairs to equipment and down-time it creates. Estimated annual savings: \$20,000.</p>	<b>\$225,000</b>	<b>POSITIVE</b>
<p><b><u>Sidewalk Program</u></b> Provide funding for sidewalk repair and street scaping as well as interest-free ten-year loans to taxpayers willing to improve their sidewalks. The project will pay for sidewalks, pavers and street scaping along Water and Main Streets and sidewalk repair as necessary at other locations. Under the loan program, the city pays for granite curbing, taxpayer for sidewalk. Liens on properties ensure the city recovers costs. Program encourages taxpayers to improve property; increasing its value and adding to quality of life in the city.</p> <p>Impact on operating budget: This expenditure will not impact the operating budget.</p>	<b>\$200,000</b>	<b>NO IMPACT</b>

<b><u>Mahan Courts</u></b>	<b>\$20,000</b>	<b>NO IMPACT</b>
Resurfacing of basketball court on Mahan Drive.		
Impact on operating budget: this has no effect on the operating budget.		
<b><u>City Hall Holiday Lighting</u></b>	<b>\$30,000</b>	<b>NO IMPACT</b>
Funds to replace holiday lighting on the front side of City Hall. Existing lighting is deteriorated and unreliable.		
Impact on operating budget: this has no effect on the operating budget.		
<b><u>School Roof Replacements</u></b>	<b>\$100,000</b>	<b>POSITIVE</b>
Replacement of damage and deteriorated roofs on various school structures. Failure to fund will lead to further damage and increases in operating costs.		
Impact on operating budget: annual maintenance costs will decrease slightly. Estimated annual savings: \$10,000.		
<b><u>City Roof Replacements</u></b>	<b>\$140,000</b>	<b>POSITIVE</b>
Replacement of damage and deteriorated roofs on various City structures. Failure to fund will lead to further damage and increases in operating costs.		
Impact on operating budget: annual maintenance costs will decrease slightly. Estimated annual savings: \$10,000.		
<b><u>Norwich Intermodal Transportation Facility</u></b>	<b>\$75,000</b>	<b>NO IMPACT</b>
Provides the city's portion of the funding for the planned Intermodal Transportation Facility. This facility will be completed in the spring of 2008.		
Impact on operating budget: The city is in the process of negotiating future operating costs with the State of Connecticut and Southeast Area Transit Agency. There is no impact until the negotiations are complete.		
<b><u>Police Cruisers</u></b>	<b>\$162,000</b>	<b>POSITIVE</b>
Represents the cost of 9 cruisers.		
Impact on operating budget: annual maintenance costs will decrease slightly. Estimated annual savings: \$90,000.		
<b>TOTAL CAPITAL BUDGET FOR FY 2006-07</b>	<b><u>\$1,774,339</u></b>	
<b>SOURCE OF FINANCING FOR CAPITAL PROJECTS:</b>		
GENERAL FUND TAXES	\$1,442,987	
LAND RECORD CAPITAL IMPROVEMENT FEE	27,000	
STATE – LOCAL CAPITAL IMPROVEMENT PROGRAM (LoCIP)	<u>304,352</u>	
<b>TOTAL FINANCING</b>	<b><u>\$1,774,339</u></b>	

# 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 communications groups to ensure communications in the event of city radio failure.
3. Maintain a shelter network that will provide the populace with 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 populous 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. Received \$22,102 in grants from the State of Connecticut Nuclear Safety Fund to purchase enhances radio communications and computers for the Emergency Operation Center (EOC).
2. Successfully executed the Congressionally mandated Norwich Host Community exercises. The exercise involved 115 personnel from various career and volunteer departments. The final report from the Federal Emergency Management Agency and Connecticut Department of Homeland Security applauded the Norwich Office of Emergency Management for “NO DEFICIENCIES OR AREAS REQUIRING CORRECTIVE ACTION”.
3. Partnered with Hall Communications to install broadcast capabilities directly from the Emergency Operations Center (EOC) to the populace on Radio Stations WICH, WCTY, WTYD and WNLC.
4. Worked with Uncas Health District to develop a mass inoculation facility for smallpox vaccine.
5. Received notification for grant eligibility from the State department of Environmental Protection for completing an approved flood mitigation plan.
6. Conducted numerous public information and education programs reaching thousands of Norwich residents on all hazards preparedness.

	04-05	05-06	06-07
PERFORMANCE MEASURE	ACTUAL	ESTIMATED	PROJECTED
Hours of emergency training	1250	1000	850
Personnel trained	64	50	50
Shelters maintained	19	19	19
EOC activations	12	12	14
Dive team rescue calls	1	2	2
Flood assistance calls	41	55	50
Speaking engagements	22	25	25
Public information/ education exhibits	13	20	20
Percentage of Emergency Operations Plans Updated	100%	100%	100%

**CITY OF NORWICH  
GENERAL FUND EXPENDITURES  
2006-07 ADOPTED BUDGET**

	<b>2003-04 REVISED BUDGET</b>	<b>2003-04 ACTUAL</b>	<b>2004-05 REVISED BUDGET</b>	<b>2004-05 ACTUAL</b>	<b>2005-06 REVISED BUDGET</b>	<b>2006-07 BUDGET REQUEST</b>	<b>2006-07 MANAGER'S PROPOSED</b>	<b>2006-07 ADOPTED BUDGET</b>
<b>91 EMERGENCY MANAGEMENT</b>								
80011 HEAD OF DEPT	22,423	22,421	22,423	23,786	24,503	24,503	24,503	24,503
80013 PART TIME EMPLOYEES	500	76	500	324	800	800	800	800
89999 FRINGE BENEFITS	1,975	2,027	2,116	2,180	2,507	2,411	2,411	2,411
80021 MATERIALS & SUPPLIES	3,000	1,910	3,000	3,031	3,000	3,000	3,000	3,000
80023 GAS OIL & GREASE	400	703	400	886	500	900	900	900
80027 AUTO SUPPLIES & MAINT	1,000	698	1,000	195	1,500	1,500	1,500	1,500
80031 RADIO SERVICE	4,500	4,778	4,500	2,371	4,500	4,500	4,500	4,500
80032 EQUIP & FURN MAINT	4,000	4,099	4,000	5,108	4,000	4,000	4,000	4,000
80033 TELEPHONE	5,300	4,985	5,300	5,691	5,500	6,000	5,500	5,500
80034 POSTAGE	300	88	300	245	200	200	200	200
80035 UTILITIES	7,000	6,597	7,000	6,543	10,000	7,370	7,370	7,370
80036 LAUNDRY & DRY CLEANING	175	0	175	0	175	175	175	175
80040 BLDG & GRND MAINT	2,000	2,108	2,000	2,471	2,500	2,500	2,500	2,500
80048 DEPARTMENTAL EXPENSE	5,000	4,434	3,000	2,802	3,000	3,000	3,000	3,000
80059 TRAINING	2,000	1,706	2,000	2,188	2,500	2,500	2,500	2,500
<b>NON RECURRING ITEMS</b>								
85949 RADIOS & SIRENS	0	0	3,000	1,513	0	0	0	0
<b>TOTALS</b>	<b>59,573</b>	<b>56,630</b>	<b>60,714</b>	<b>59,334</b>	<b>65,185</b>	<b>63,359</b>	<b>62,859</b>	<b>62,859</b>

**EMERGENCY MANAGEMENT**

Emergency Management Director

24,503

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 2006-07 year those revenues are estimated to be \$10,000.

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	04-05 ACTUAL	05-06 ESTIMATED	06-07 PROJECTED
Retirees and beneficiaries receiving benefits	386	397	408
Terminated plan members with deferred benefits	11	10	10
Active plan members	555	560	560

Average new pensioners: 11 per year

Includes those pensioners who deceased sometime during fiscal year 2006.

**SUMMARY OF CONTRIBUTIONS:**

Fiscal Year 2006-07

General city (included in departments' fringe benefits)	517,000
Police (included in fringe benefits)	721,000
Fire Department (included in fringe benefits)	467,000
Utilities Department (included in enterprise fund)	722,000
Board of Ed (included in BOE budget)	388,000
1) City of Norwich Employees' Retirement Contribution	2,815,000
2) Policemen's Relief Fund	42,000
3) Firemen's Relief Fund	87,000
Total Recommended Contribution	2,944,000

**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.

Norwich  
CONNECTICUT **NOW.**

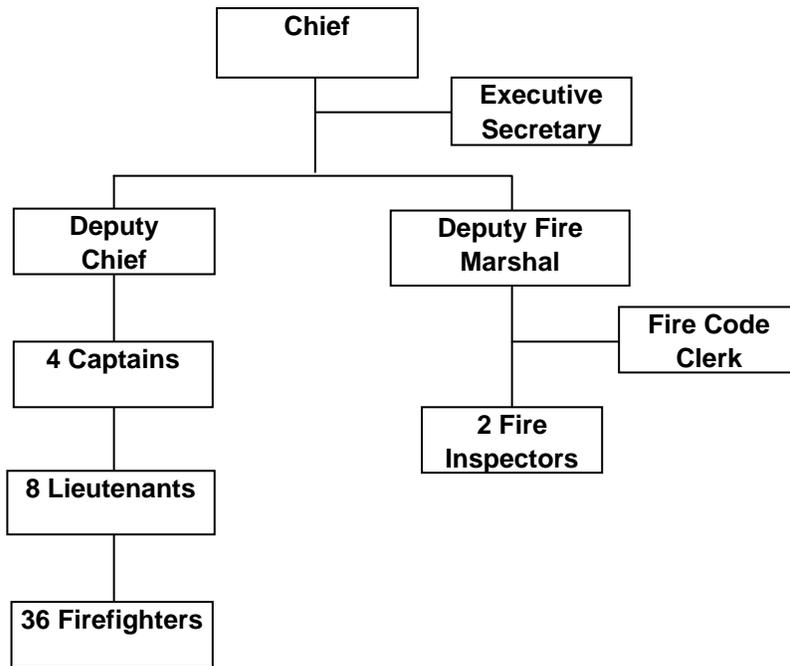
Special Revenue Fund -  
Special Service Fire /  
Volunteer Fire Relief /  
Refuse

Norwich  
CONNECTICUT **NOW.**

**CITY OF NORWICH**  
**SUMMARY OF 2006-07 SPECIAL SERVICE FUND BUDGET**

	<b>Fire</b>	<b>Volunteer Fire Relief &amp; Tax Credit</b>	<b>Refuse</b>	<b>COMBINED</b>
<b>EXPENDITURES</b>				
General Operations	4,366,052	340,000	1,526,250	6,232,302
<b>TOTALS</b>	<b>4,366,052</b>	<b>340,000</b>	<b>1,526,250</b>	<b>6,232,302</b>
<b>REVENUES</b>				
General Revenues	1,819,338	0	160,000	1,979,338
Surplus	0	0	0	0
Taxes to be Raised - S.S. Fire	2,546,714	0	0	2,546,714
Taxes to be Raised - Vol. Fire Rel.	0	340,000	0	340,000
Special Charge - Refuse	0	0	1,366,250	1,366,250
<b>TOTALS</b>	<b>4,366,052</b>	<b>340,000</b>	<b>1,526,250</b>	<b>6,232,302</b>

# City of Norwich Fire Department Organization Chart



## 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.

### ACCOMPLISHMENTS:

1. Trained, certified and equipped 20 HazMat technicians.
2. Established Project Safe Kids Program to ensure properly installed child safety seat installation.
3. Trained all Norwich Fire Department personnel in the operation of the decontamination trailer.
4. Expanded a regional response team for eastern Connecticut to respond to chemical or terrorist type emergencies.
5. Completed a total review and redirected emphasis on the Standard Operating Guideline for the City of Norwich Fire Department.
6. Established an attack plan committee to identify target hazards within the city in a proactive manner to ensure mission readiness, response and control.

	04-05	05-06	06-07
PERFORMANCE MEASURE	ACTUAL	ESTIMATED	PROJECTED
Structure fires	151	174	185
Fires other than structure	62	110	130
False Alarms	333	386	350
Service calls	150	156	160
Rescue/emergency/medical calls	1527	1854	1886
Hazardous materials	62	72	66
Total calls	2,503	3,112	3,105
Average response time (minutes)	2.5	2.2	2.09
Civilian casualties	0	0	0
Fire service casualties	0	0	0
Fire-related civilian injuries	1	0	0
Fire service injuries	25	20	20
Arson fires leading to arrests	2	1	1
Estimated average dollar loss per fire	\$2,631	\$3,008	\$2,125
Inspections/ re-inspections	861	919	766
Complaints	46	57	38
Violations found	962	1058	676
Violations corrected	75	92	46
Fire investigations	71	93	102
Drills (man-hours) in-house training	6,864	7,000	7,200
Community service/ public safety presentations	110	130	150

<b>CITY OF NORWICH</b>							
<b>SPECIAL SERVICE FIRE REVENUES</b>							
<b>2006-07 ADOPTED BUDGET</b>							
		<b>2003-04</b>	<b>2004-05</b>	<b>2004-05</b>	<b>2005-06</b>	<b>2006-07</b>	<b>2006-07</b>
		<b>ACTUAL</b>	<b>REVISED</b>	<b>ACTUAL</b>	<b>REVISED</b>	<b>MANAGER'S</b>	<b>ADOPTED</b>
			<b>BUDGET</b>		<b>BUDGET</b>	<b>PROPOSED</b>	<b>BUDGET</b>
<b>GENERAL PROPERTY TAXES</b>							
70204	PROPERTY TAX FIRE CURRENT	2,059,594	2,210,764	2,225,616	2,341,943	2,334,647	2,546,714
70205	PROP.TAX FIRE PRIOR	113,847	154,000	109,625	120,000	75,000	75,000
70206	PROP.TAX-FIRE INT & LIENS	67,309	79,000	61,438	70,000	60,000	60,000
70215	TAXES-MV- PA-76-338 FIRE	58,908	43,000	43,907	45,000	10,000	40,000
<b>TOTALS</b>		<b>2,299,658</b>	<b>2,486,764</b>	<b>2,440,586</b>	<b>2,576,943</b>	<b>2,479,647</b>	<b>2,721,714</b>
<b>REVENUE FROM OTHER CITY OPERATIONS</b>							
70231	FIRE SS-GF CHARGE-SS	576,364	591,578	591,578	656,710	58,184	58,184
<b>TOTALS</b>		<b>576,364</b>	<b>591,578</b>	<b>591,578</b>	<b>656,710</b>	<b>58,184</b>	<b>58,184</b>
<b>OTHER REVENUES</b>							
70223	INTEREST ON INVESTMENTS	0	0	0	25,000	28,000	28,000
70238	CONVEYANCE TAX	50,000	50,000	50,000	75,000	75,000	75,000
<b>TOTALS</b>		<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>100,000</b>	<b>103,000</b>	<b>103,000</b>
<b>STATE GRANTS IN AID - GENERAL</b>							
70251	TOWN HOUSING-FIRE	192,713	184,802	184,802	45,597	163,262	163,262
70255	IN LIEU OF TAXES FIRE	299,050	300,477	300,477	309,454	40,417	40,919
70258	MASHANTUCKET PEQUOT GRANT	452,488	377,780	377,780	755,000	901,079	1,028,079
70262	ELDERLY REIMBURSE-FIRE	121,279	94,635	94,635	106,903	250,894	250,894
	CASINO ASSISTANCE REVENUE GRAN	0	0	0	0	369,569	0
<b>TOTALS</b>		<b>1,065,530</b>	<b>957,694</b>	<b>957,694</b>	<b>1,216,954</b>	<b>1,725,221</b>	<b>1,483,154</b>
<b>SURPLUS SPECIAL SERVICE</b>							
70294	SURPLUS-SPECIAL SERVICE	0	150,000	0	150,000	0	0
<b>TOTALS</b>		<b>0</b>	<b>150,000</b>	<b>0</b>	<b>150,000</b>	<b>0</b>	<b>0</b>
<b>GRAND TOTALS</b>		<b>3,991,552</b>	<b>4,236,036</b>	<b>4,039,858</b>	<b>4,700,607</b>	<b>4,366,052</b>	<b>4,366,052</b>

**CITY OF NORWICH**  
**Description of Special Fund Revenue**

**GENERAL PROPERTY TAXES**

**70204 Current Fire Levy** – The current levy for 2006-07 is based on all taxable property in the CCD as of 10/1/2005. 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 95.98%. 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. The tax collection rate has increased steadily over the past ten years due to the efforts of the Tax Collector's office.

**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 decline in the 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.

**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 liened. We are anticipating a decline in 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.

**70215 M.V. PA 76-338 Fire** – Tax revenue anticipated from motor vehicles purchased after assessment date of October 1, 2005 and prior to August 1, 2006 (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 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 between 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 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 10/1/05 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, 2005 and anticipated surplus as of June 30, 2006. No amount of surplus was appropriated for this year.

### **REFUSE FEES**

**70207 Refuse** – Fees imposed on individuals who utilize refuse pick-up.

### **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  
SPECIAL SERVICE EXPENDITURES  
2006-07 ADOPTED BUDGET**

		<b>2003-04 REVISED BUDGET</b>	<b>2003-04 ACTUAL</b>	<b>2004-05 REVISED BUDGET</b>	<b>2004-05 ACTUAL</b>	<b>2005-06 REVISED BUDGET</b>	<b>2006-07 BUDGET REQUEST</b>	<b>2006-07 MANAGER'S PROPOSED</b>	<b>2006-07 ADOPTED BUDGET</b>
<b>20</b>	<b>FIRE SPECIAL SERVICE</b>								
80011	HEAD OF DEPT	75,097	76,260	79,671	67,371	82,061	0	0	0
80012	EMPLOYEES	2,506,760	2,490,981	2,423,751	2,430,368	2,595,266	2,315,495	2,315,495	2,315,495
89999	FRINGE BENEFITS	813,202	843,104	988,686	1,013,315	1,231,757	1,243,143	1,243,143	1,243,143
80016	CLOTHING ALLOWANCE	36,500	52,503	48,500	28,420	48,500	0	0	0
80017	REPLACEMENT COSTS	528,917	541,430	516,648	526,863	564,243	638,414	638,414	638,414
80059	TRAINING	38,500	17,052	38,500	32,181	38,500	0	0	0
80063	POST-EMPLOYMENT MEDICAL	131,280	131,280	131,280	131,280	131,280	169,000	169,000	169,000
80114	HAZ MAT TECHNICIAN	0	0	7,000	0	7,000	0	0	0
80144	PHYSICAL FITNESS PROG	2,000	2,000	2,000	1,000	2,000	0	0	0
<b>TOTALS</b>		<b>4,132,256</b>	<b>4,154,610</b>	<b>4,236,036</b>	<b>4,230,798</b>	<b>4,700,607</b>	<b>4,366,052</b>	<b>4,366,052</b>	<b>4,366,052</b>

**FIRE SPECIAL SERVICES**

Captains			
Fire Captain (FC 2)	3 @	56,426	169,278
Fire Captain (FC 1)	1 @	54,815	54,815
Lieutenants			
	6 @	53,249	319,494
	2 @	51,730	103,460
Firefighters			
	18 @	48,687	876,366
	8 @	46,369	370,952
	5 @	44,164	220,820
	0 @	42,061	0
	5 @	40,062	200,310
TOTAL WAGES			<u><u>2,315,495</u></u> <sup>1</sup>

<sup>1</sup> Difference between figure in total wages in supporting detail and employee cost in budget represents increment and differential pay.

**Replacement Cost:**

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

**SPECIAL SERVICE FUND  
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.

		04-05	05-06	06-07
PERFORMANCE MEASURE		ACTUAL	ESTIMATED	PROJECTED
	Disposal billing units	9,000	9,000	9,000

NOTE: Based on calendar year.

**CITY OF NORWICH  
REFUSE CHARGES  
2006-07 ADOPTED BUDGET**

		2004-05 REVISED		2005-06 REVISED		2006-07	2006-07
		2003-04 ACTUAL	BUDGET	2004-05 ACTUAL	BUDGET	MANAGER'S PROPOSED	ADOPTED BUDGET
<b>GENERAL REVENUES</b>							
70207	CURRENT REFUSE CHARGES	1,188,358	1,367,340	1,207,664	1,367,340	1,340,000	1,366,250
70209	PRIOR REFUSE CHARGES	169,178	0	120,536	0	90,000	90,000
70210	REFUSE INTEREST & LIENS	115,875	0	91,444	0	70,000	70,000
<b>TOTALS</b>		<b>1,473,411</b>	<b>1,367,340</b>	<b>1,419,644</b>	<b>1,367,340</b>	<b>1,500,000</b>	<b>1,526,250</b>

CITY OF NORWICH									
SPECIAL SERVICE EXPENDITURES									
2006-07 ADOPTED BUDGET									
		2003-04	2003-04	2004-05	2004-05	2005-06	2006-07	2006-07	2006-07
		REVISED	ACTUAL	REVISED	ACTUAL	REVISED	BUDGET	MANAGER'S	ADOPTED
		BUDGET		BUDGET		BUDGET	REQUEST	PROPOSED	BUDGET
<b>41</b>	<b>REFUSE SPECIAL SERVICE</b>								
80052	DUE TO GENERAL FUND	705,647	705,647	747,340	747,340	747,340	901,250	901,250	901,250
80113	CONTRACT	599,819	599,911	620,000	624,433	620,000	625,000	625,000	625,000
<b>TOTALS</b>		<b>1,305,466</b>	<b>1,305,558</b>	<b>1,367,340</b>	<b>1,371,773</b>	<b>1,367,340</b>	<b>1,526,250</b>	<b>1,526,250</b>	<b>1,526,250</b>

## 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 an ordinance was passed providing up to \$1,000 abatement of taxes for eligible volunteer firefighters. This tax applies to residents in the town area only.

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

	04-05	05-06	06-07
PERFORMANCE MEASURE	ACTUAL	ESTIMATED	PROJECTED
Retired Participants	41	45	50
Eligible Active Participants	113	110	110
Number receiving tax abatements	100	100	100

CITY OF NORWICH						
VOLUNTEER FIRE RELIEF FUND						
2006-07 ADOPTED BUDGET						
	2003-04 ACTUAL	2004-05 REVISED BUDGET	2004-05 ACTUAL	2005-06 REVISED BUDGET	2006-07 MANAGER'S PROPOSED	2006-07 ADOPTED BUDGET
<b>GENERAL PROPERTY TAXES</b>						
	TAX-VOL.FIRE REL.FND.LEVY					
70216	AND TAX CREDIT	236,323	220,000	235,793	320,000	340,000
					340,000	340,000
	<b>TOTALS</b>	<b>236,323</b>	<b>220,000</b>	<b>235,793</b>	<b>320,000</b>	<b>340,000</b>

**CITY OF NORWICH  
SPECIAL SERVICE EXPENDITURES  
2006-07 ADOPTED BUDGET**

		<b>2003-04 REVISED BUDGET</b>	<b>2003-04 ACTUAL</b>	<b>2004-05 REVISED BUDGET</b>	<b>2004-05 ACTUAL</b>	<b>2005-06 REVISED BUDGET</b>	<b>2006-07 BUDGET REQUEST</b>	<b>2006-07 MANAGER'S PROPOSED</b>	<b>2006-07 ADOPTED BUDGET</b>
<b>92</b>	<b>VOLUNTEER FIRE RELIEF</b>								
80122	VOLUNTEER TAX CREDIT	100,000	75,329	100,000	77,835	100,000	80,000	80,000	80,000
80125	TRUST FUND	120,000	120,000	120,000	120,000	120,000	160,000	160,000	160,000
80062	WORKERS COMPENSATION	0	0	0	0	100,000	100,000	100,000	100,000
<b>TOTALS</b>		<b>220,000</b>	<b>195,329</b>	<b>220,000</b>	<b>197,835</b>	<b>320,000</b>	<b>340,000</b>	<b>340,000</b>	<b>340,000</b>

Norwich  
CONNECTICUT **NOW!**

The logo consists of the word "Norwich" in a red serif font, with "CONNECTICUT" in a smaller red sans-serif font below it. To the right, the word "NOW!" is written in a large, bold, blue sans-serif font. A blue swoosh starts above the "h" in "Norwich", curves over the "NOW!" text, and ends with a red dot.

Enterprise Fund -  
Department of Public  
Utilities

Norwich  
CONNECTICUT **NOW.**

## 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

- Continue to actively participate in efforts, locally and nationally, to contain and control market energy costs.
- Implement conservation programs
- Improve the processes associated with dispatching crews for outages and reduce the length of outages by implementing an electronic Outage Management System.
- Streamline the budgeting process and gain a higher level of control over spending by implementing budgeting software that is integrated with reporting tools and the financial management software.
- Implement on-line bill presentment, on-line bill payment capability, and provide links to other customer service tools through NPU's updated website.

### HIGHLIGHTS & ACCOMPLISHMENTS:

NPU continues to participate in efforts to contain and control market energy costs at both the local and national levels:

- We continue to advocate for increased federal funding for LIHEAP (Low Income Heating Energy Assistance Program).
- We formed a task force to investigate conservation programs aimed at assisting residential and commercial customers control energy use and costs; included in our monthly bulletin *Community Matters* is useful information on key energy issues and conservation tips.
- We coordinated and participated in a system wide load reduction program to control energy use during peak times.
- We actively support fuel assistance programs for Norwich customers including Operation Fuel and we participate in CT's Low Income Energy Advisory Committee.

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

- Our monthly bulletin *Community Matters* was expanded to include a community calendar as well as announcements and articles submitted by community groups.
- We have an ongoing partnership with Norwich public schools that includes sponsorship of the Junior Solar Sprints, an in-school McGruff program, job shadowing, and sponsorship of performances by the National Theatre for Children during Drinking Water Week. Hazard Hamlet, an educational tool, is part of an in-school program to educate children in the safe use of electricity.
- “Tilly” our NPU ambassador who has appeared at numerous community events including National Night Out, Norwich Fire Department Open House, and the 2004 Winterfest Parade. Tilly presents safety information to school age children. This ‘talking’ utility vehicle has become quickly identifiable and Tilly’s presence is requested at many family functions.
- NPU employees participated in the United Way Day of Caring and the SPROUTS program which sponsors mentors for Norwich school children.
- This year NPU was a proud recipient of a Community Service Award from the American Public Power Association, APPA.

NPU has successfully implemented the first 2 phases of an integrated computer system for billing, financial management and work management. The third phase, work and outage management, is planned for completion this fiscal year.

The geographical information system (GIS) technology utilized to map electrical system is more than 60 % complete. The information will be used for outage management and improved customer services.

We have completed the fish passage at the Occum Dam. Completion of this fish passage along with the Greeneville fish lift and newly created fish passage in Taftville promotes the reintroduction of indigenous species to the Shetucket River.

We have submitted our wastewater treatment facility upgrade plan to the State and we have selected a program manager to assist us in developing detailed design and implementation plans as well as assisting us with applying for funding opportunities.

Project coordinators worked pro-actively with developers to facilitate construction of over 400 new housing units in the last fiscal year.

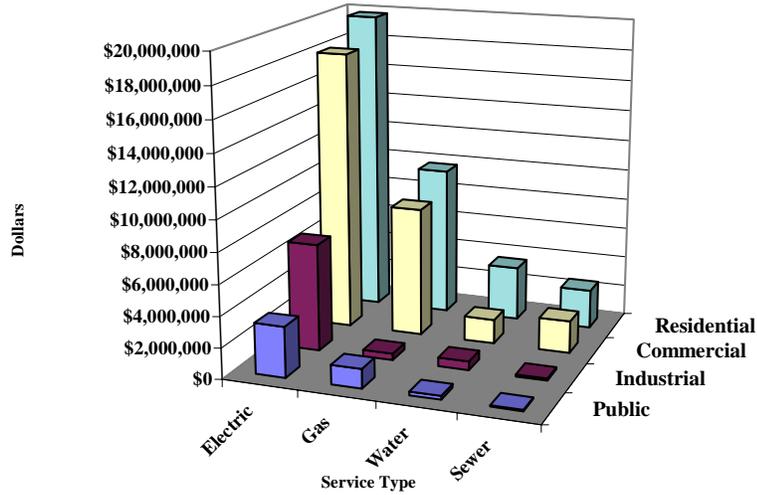
MEASURES OF ACTIVITY AND PERFORMANCE

	FY 2005 Unaudited	FY 2006 Budget	FY 2007 Projected
<b>PERFORMANCE MEASURES</b>			
<i>Fiscal Integrity</i>			
<i>Sales</i>			
• Gas	\$14,864,300	\$15,329,800	\$20,000,800
• Electric	\$37,191,100	\$39,101,900	\$48,748,900
• Water	\$4,834,700	\$5,109,100	\$5,230,900
• Sewer	\$3,913,700	\$4,854,400	\$4,894,800
<i>Customer Service Indicators</i>			
<i>Field Service</i>			
• Gas Service Calls	6,294	4,000	4,000
• Electric Service Calls	3,010	2,400	2,400
• Water Service Calls	4,542	3,200	3,200
• Sewer Service Calls	250	240	240
<i>Service Center</i>			
• Walk-in Customers	76,631	48,900	48,900
• # calls	50,870	55,000	55,000
<i>Operations Indicators</i>			
<i>Distribution Systems</i>			
• Miles of Gas Main	130	130	130
• Miles of Electric Line	260	270	270
• Miles of Water Main	150	155	155
• Miles of Sewer Main	125	139	139
<i>Electric System Reliability</i>			
• Avg. # outages per customer	0.6	0.6	0.5
• Avg. cumulative out of service time (min)	24.6	40.2	20.0
• Avg. outage duration (min)	40.5	85.0	40.0
<i>Wastewater Treatment</i>			
• Gallons Treated (Billion)	1.64	1.86	1.95
• Quality Tests Conducted	5200	5200	5200
<i>Water Division</i>			
• Gallons of Potable Water (Billion)	1.986	2.028	1.80
• Quality Tests Conducted	2080	2080	2080
<i>Community Development</i>			
• Contribution to City General Fund	\$4,983,700	\$5,385,400	\$5,877,500

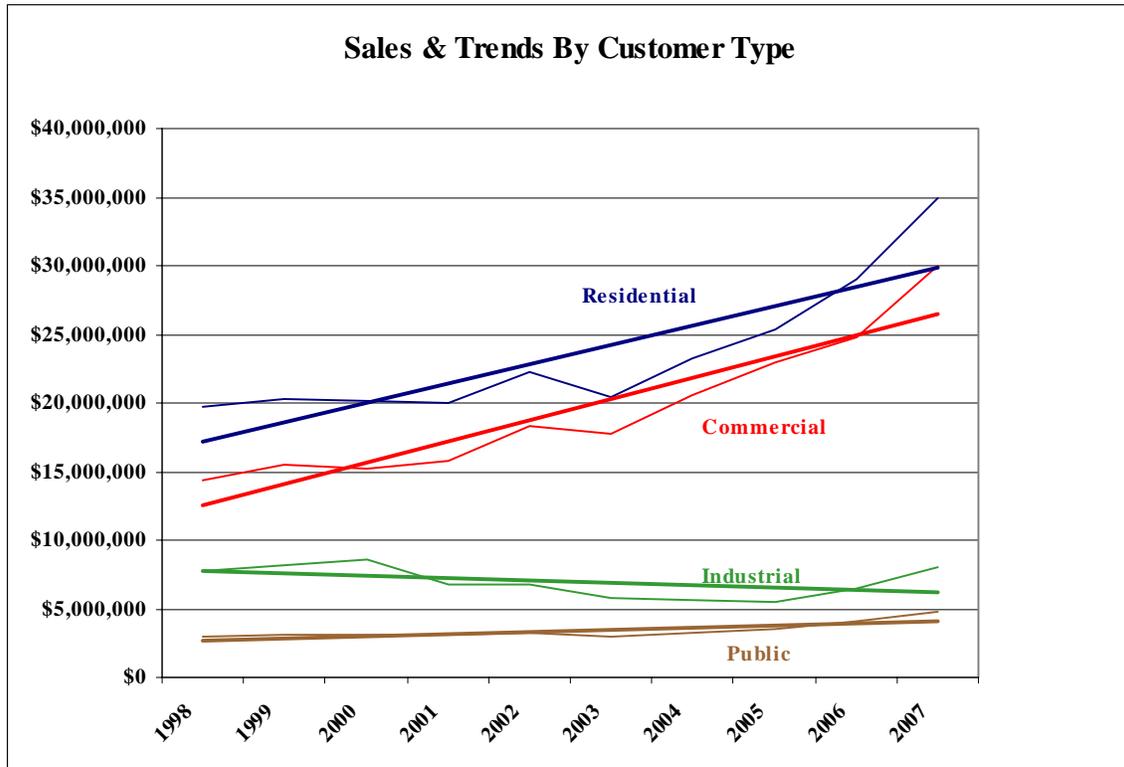
Norwich Public Utilities: Revenue Summary

	<b>FY 2005</b>	<b>FY 2006</b>	<b>FY 2007</b>
	<b>Unaudited</b>	<b>Approved</b>	<b>Proposed</b>
<b>REVENUE FROM SALES</b>			
Residential Gas Sales	6,564,500	8,022,900	9,726,800
Commercial Gas Sales	5,227,800	6,146,600	8,394,000
Industrial Gas Sales	94,900	172,100	425,500
Public Gas Sales	627,200	829,500	1,246,000
Interdepartmental Gas Sales	112,600	158,700	208,400
<b>Total Gas Sales</b>	<b>12,627,000</b>	<b>15,329,800</b>	<b>20,000,700</b>
Residential Electric Sales	14,463,600	15,647,200	19,771,300
Commercial Electric Sales	13,387,100	14,684,900	18,128,100
Industrial Electric Sales	4,899,500	5,777,800	6,960,400
Public Electric Sales	2,173,900	2,492,800	3,274,000
Interdepartmental Electric Sales	512,100	499,200	615,000
<b>Total Electric Sales</b>	<b>35,436,200</b>	<b>39,101,900</b>	<b>48,748,800</b>
Residential Water Sales	2,532,100	2,805,900	2,944,700
Commercial Water Sales	2,201,600	1,759,000	1,621,300
Industrial Water Sales	413,000	419,400	473,100
Public Water Sales	78,000	113,000	178,600
Interdepartmental Water Sales	19,800	11,800	13,200
<b>Total Water Sales</b>	<b>5,244,500</b>	<b>5,109,100</b>	<b>5,230,900</b>
Residential Sewer Sales	1,824,900	2,588,800	2,540,900
Commercial Sewer Sales	2,091,600	2,130,500	2,100,000
Industrial Sewer Sales	130,000	132,900	128,900
Public Sewer Sales	-	-	85,000
Interdepartmental Sewer Sales	2,000	2,200	40,000
<b>Total Sewer Sales</b>	<b>4,048,500</b>	<b>4,854,400</b>	<b>4,894,800</b>
<b>OTHER OPERATIONAL REVENUE</b>			
Penalties for Late Payments	316,000	316,000	316,000
Gas Service & Water Heater Rentals	390,000	199,000	216,400
Jet Turbine Credit	858,800	511,200	516,000
Reservation Charges & Rentals	100,000	202,500	584,300
Septage Charges	250,000	200,000	175,000
Interest Income	100,000	150,000	234,400
Miscellaneous Other	-	-	-
<b>Total Other Revenue</b>	<b>2,014,800</b>	<b>1,578,700</b>	<b>2,042,100</b>
<b>TOTAL DEPARTMENT REVENUE</b>	<b>59,371,000</b>	<b>65,973,900</b>	<b>80,917,300</b>

### Estimated Sales by Customer Class Fiscal Year 2007

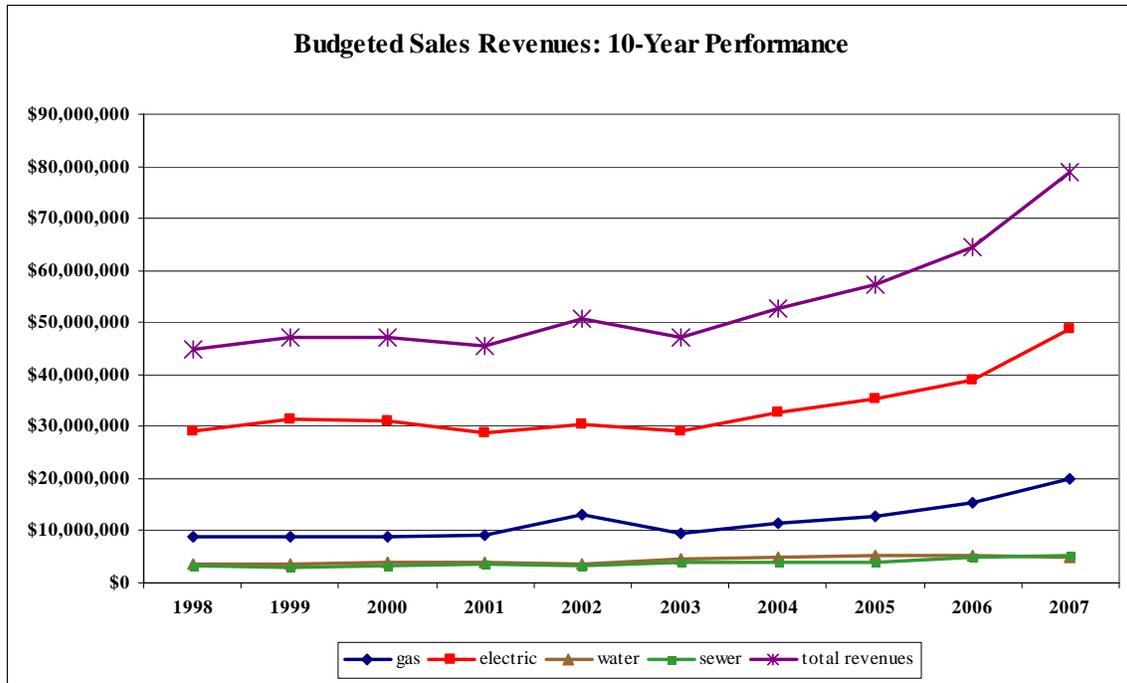


Development of properties in the City for residential and small commercial use has had a modest but positive effect on revenues. Budgeted revenues for this fiscal year reflect the impact of participating in the regional water initiative that brings water from Groton to Montville. Loss of revenues from sales to large customers and increased utility costs have reduced water revenues to the level where another rate adjustment is required..

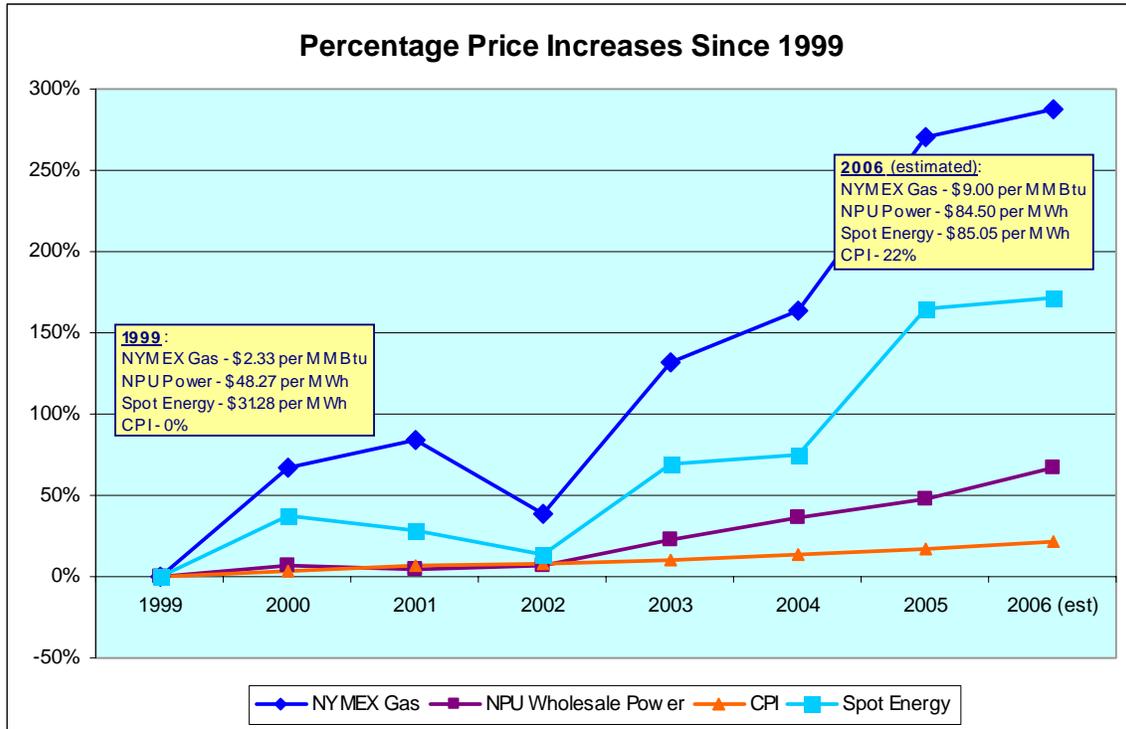


As evidenced by NPU's 10 year performance, electric and gas revenues show the most volatility. Changes in revenues for electric and gas services are largely caused by the cost of energy in the markets.

In fiscal year 2002 the gas division felt the impact of significantly higher natural gas prices which dropped off somewhat the following year but have been rising steadily since. In 2000, the electric division was able to reduce rates by 6%, the first change in electric rates since 1996. By 2002 deregulation related issues caused the market cost of power to rise and in 2003 NPU's rates were returned to the 1996 level.

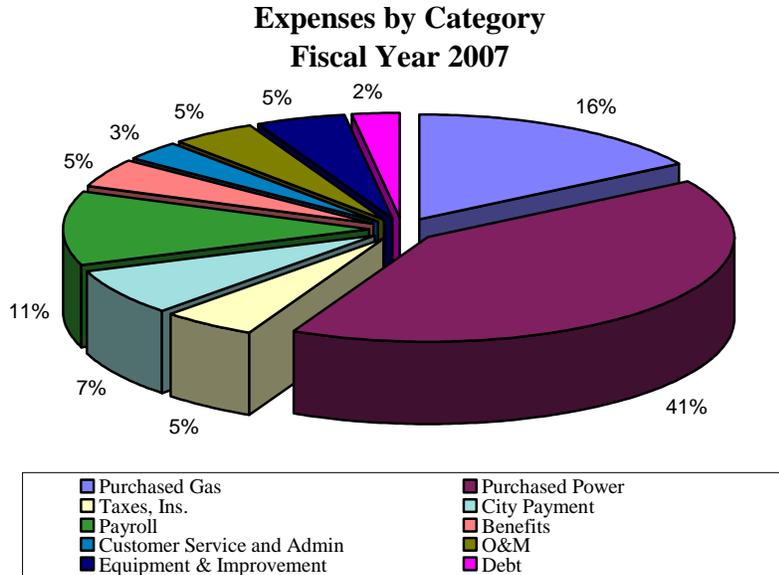


Market cost of energy is reflected in the Purchased Power Adjustment (PPA) and the Purchased Gas Adjustment (PGA); charges which are reconciled monthly and changed only as needed to recover costs. The utility is committed to keeping the two charges as stable as possible so customers can plan for their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



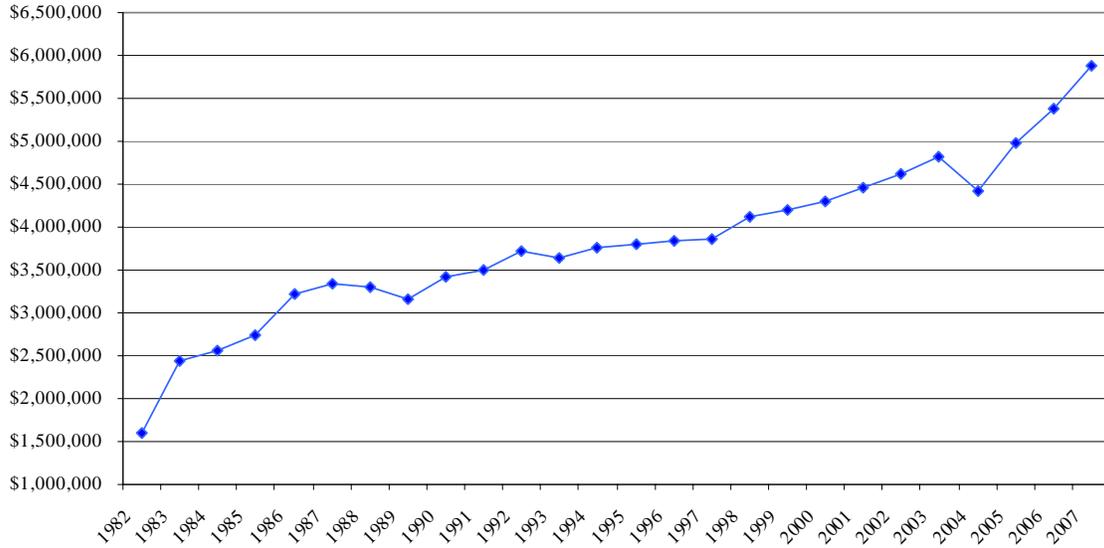
Norwich Public Utilities: Expenses Summary

	<b>FY 2005 Unaudited</b>	<b>FY 2006 Approved</b>	<b>FY 2007 Approved</b>
<b>DEPARTMENT EXPENSES</b>			
Purchased Gas	6,982,100	8,945,700	12,772,300
Purchased Electricity	21,530,600	24,184,500	32,713,000
Payroll	8,492,600	8,794,600	9,091,900
Employee Benefits	2,536,300	2,637,100	3,596,200
City Payment 10%	4,983,700	5,385,400	5,877,500
Gross Revenue Tax	2,201,900	2,114,900	2,517,600
Property Tax	94,100	97,100	101,100
Property & Liability Insurances	1,141,900	1,175,500	1,313,900
Operations & Maintenance	3,111,200	3,365,300	3,696,100
Customer Service	320,300	390,100	377,900
Office Expenses	350,700	369,100	365,800
Administrative Expenses	994,500	1,419,400	1,527,500
Bad Debt Expense	628,000	628,000	689,000
<b>Total Operational Expenses</b>	<b>53,367,900</b>	<b>59,506,700</b>	<b>74,639,800</b>
Interest Expense	235,400	384,000	382,400
Debt Principal Repayment	1,321,200	1,542,400	1,508,300
<b>Debt Service</b>	<b>1,556,600</b>	<b>1,926,400</b>	<b>1,890,700</b>
Capital Purchases net expected reimbursements	1,972,900	2,397,600	3,165,800
Capital Labor (estimated for 2004)	305,400	445,000	588,800
<b>Total Capital</b>	<b>2,278,300</b>	<b>2,842,600</b>	<b>3,754,600</b>
<b>Depreciation</b>	<b>4,080,000</b>	<b>4,449,500</b>	<b>4,703,000</b>



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 units grow, so does our contribution to the city. This year we are contributing \$5,385,400 to the City's revenue stream; reducing taxpayer burden by the equivalent of 3.25 mils.

### Paid to City General Fund



Department of Public Utilities  
 Capital Budget Summary

	FUNDING LEVEL	IMPACT ON OPERATIONAL EXPENSE
<p><b>ANNUAL RECURRING CAPITAL</b>            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 reflect the sales of product for future planning and energy purchase strategies.</p>	\$1,171,200	\$0
<p><b>CAPITAL PROJECTS</b>            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. Most significant this year include:</p> <ul style="list-style-type: none"> <li>• Wastewater facility improvements \$589,000 for process improvements, odor control, and facility upgrade</li> <li>• Water treatment tanks \$328,000 that will maintain water quality and reduce maintenance cost in the long term.</li> <li>• New development along route 97 and downtown that will support the economic development initiatives of the City.</li> <li>• Greenville dam repair \$80,000 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.</li> </ul>	\$2,141,100	\$0
<p><b>EQUIPMENT PURCHASES</b> *does not include financed vehicles.            Vehicles: The utility owns and operates a fleet of construction vehicles. Vehicles in the budget replace those vehicles in the fleet that are no longer serviceable and add to the fleet new vehicles required to support operations.            Equipment: These purchases serve to upgrade billing capability, improve productivity, and provide employees the tools they need to do work.</p>	\$262,200	\$0

	<b>FY 2005 Approved</b>	<b>FY 2006 Proposed</b>	<b>FY 2007 Proposed</b>
<b>RECURRING CAPITAL</b>			
Metering	242,900	202,600	202,600
Mains: replacements, new	267,600	317,800	306,600
Services: new, renewals	209,300	282,600	325,900
Water heaters	30,900	30,700	30,700
Poles & fixtures	30,000	28,200	50,000
Street lighting & signal systems	16,700	40,300	32,600
Transformers & capacitors	142,000	160,900	160,000
Hydrants & valves	29,000	40,000	27,000
Manholes & frames	13,300	35,600	35,800
<b>Total recurring Capital</b>	<b>981,700</b>	<b>1,138,700</b>	<b>1,171,200</b>

<b>CAPITAL PROJECTS</b>			
Upgrade Norwichtown odorizing system			35,000
Pave lot at LNG station			30,000
Upgrade Salem gate station			35,500
Occum Fish ladder metals			10,000
Greenville Dam repair			80,000
Occum trash sluice gate			14,000
Canal trash gate roof			7,000
Transportation Center			205,000
Rt 97 Development			108,300
Three Rivers UG			15,000
Stonybrook taste and odor project			7,500
Stonybrook lagoon			10,000
Downtown gas main upgrade			200,000
Deep River paving			7,000
Deep River filter room roof			60,000
Disinfection Bi-products project			10,000
Security			40,500
SCADA			38,000
Mohegan park tank cleaning and painting			15,000
Business park tank pumps			40,000
Upgrade Lab equipment			10,000
South Thames Street sewer pump			45,000
Dunham Street generator			6,900
Long Term Control Plan (LTCP)			50,000
Facilities plan			120,000
Sodium Hyperchloride Chlorination			50,000
Replace north gate			15,500
Replace S. Golden RTU #1			12,000
Building 7 sprinklers			40,000
HVAC upgrade Building 1			40,000
Computer system project			143,900
Telecommunication project research			46,000
Performance appraisal project			10,000
Garage lighting/doors			11,800
CNG station compressor			35,000
WWTP Upgrades			94,000
Prior year projects	606,800	1,041,590	
<b>Total ProjectCapital</b>	<b>606,800</b>	<b>1,041,590</b>	<b>1,697,900</b>

<b>VEHICLE &amp; EQUIPMENT PURCHASES</b>			
Vehicles			118,000
Pumps			4,000
Computer system and hardware			25,300
Miscellaneous construction equipment			25,900
Jet turbine battery replacement & fuel monitor			25,000
Tool Committee purchases			46,500
Bio-diesel tank			17,500
Prior year purchases	384,400	229,300	
<b>Total Equipment</b>	<b>384,400</b>	<b>229,300</b>	<b>262,200</b>

Norwich  
CONNECTICUT **NOW!**

The logo consists of the word "Norwich" in a red serif font, with "CONNECTICUT" in a smaller red sans-serif font below it. To the right, the word "NOW!" is written in a large, bold, blue sans-serif font. A blue swoosh starts above the "h" in "Norwich", curves over the "NOW!" text, and ends with a red dot.

# Glossary

Norwich  
CONNECTICUT **NOW.**

## 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.

**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.

**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, sometimes referred to as infrastructure.

**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.

**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** – An organizational meeting in which various services are managed.

**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.

**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.

**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 10/1/2005. 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 in providing a particular service (i.e, dollars, hours, etc.)
- Output measures describe the activities undertaken in providing a service of carrying out a program (i.e., number of emergency calls, number of applications processed, etc.)
- Outcome measures are used to evaluate the quality and effectiveness of public programs and services (i.e., number of crimes committed per capita, income generated on investments, etc.)
- Efficiency measures relate inputs or resources used to units of output or outcome, provides evidence of trends in productivity (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 FIRE RELIEF FUND** – This provides a retirement pension for qualified volunteer firemen who meet the criteria. This applies to taxpayers in all of the five areas served by the volunteer fire companies.

Norwich  
CONNECTICUT **NOW!**

The logo consists of the word "Norwich" in a red serif font, with "CONNECTICUT" in a smaller red sans-serif font below it. To the right, the word "NOW!" is written in a large, bold, blue sans-serif font. A blue swoosh starts above the "h" in "Norwich", curves over the "NOW!" text, and ends with a red dot.