



City Council's Adopted Budget

Fiscal Year 2010-11

Adopted June 14, 2010

Description of Cover Picture

On November 12, 2009, Norwich Public Schools held a groundbreaking for the Kelly Middle School auditorium which is to be named after local NAACP President, Jacqueline Owens.



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

100 Broadway Room 105
 Norwich, CT 06360-4431

jruffo@cityofnorwich.org

June 25, 2010

EXPLANATION OF CHANGES MADE TO THE 2010-11 BUDGET DURING THE ADOPTION PROCESS

During the 2010-11 budget adoption process, some changes were made to the budget proposed by the City Manager on April 5, 2010. Here is a chronological summary of the legislative items that affected the 2010-11 budget after City Manager Alan H. Bergren proposed his budget in April.

April 19, 2010 – Norwich City Council adopted Ordinance 1632 which repealed Ordinance 1577 regarding the transfer of a portion of Conveyance Tax revenue from the General Fund.

May 3, 2010 – Norwich City Council adopted a resolution to increase the direct hauler fees by \$1 per ton from \$65/ton to \$66/ton.

May 3, 2010 – Norwich City Council tentatively adopted the City Manager’s proposed budget with no amendments.

June 7, 2010 – Norwich City Council amended its tentatively adopted budget as follows:

Exhibit A - To reallocate funds in the Economic Development budget to fund the membership fees with SECTER and to add rent revenue from CDBG and add back the portion of the Human Services Supervisor’s salary and benefits that were anticipated to be paid from CDBG. No change in taxes to be levied.

Exhibit B - To accept the concessions from the City’s City Hall Employees, City Hall Supervisors, Police, Firefighters, and Public Works Supervisors bargaining units. The \$310,700 of savings from concessions, along with anticipated savings from recycling and vacancies during the recruitment process in the Human Resources, Police and Public Works departments were used to add back the following positions with no change in taxes to be levied:

<u>Positions Eliminated in Proposed budget and Restored by Council on</u>			<u>Positions Reduced in Proposed Budget and Restored by Council on</u>		
<u>June 7, 2010</u>			<u>June 7, 2010</u>		
Name of Position	Department	FTE	Name of Position	Department	FTE
Human Resources Assistant	Human Resources	1.00	Collector of Delinquent Taxes	Finance	0.40
Fire Code Clerk	Fire	0.60	Assistant Assessor	Assessor	0.40
Outreach Administrator	Senior Center	0.60	Assistant City Clerk	City Clerk	0.40
Van Driver	Senior Center	1.00	Facilities Maintainer II	Recreation	0.25
YFS Therapist	Youth & Family Services	1.00	Facilities Maintainer I	Recreation	0.25
Code Enforcement Official	Planning & Development	1.00	Caseworker	Human Services	0.40
Administrative Secretary	Planning & Development	1.00	Program Administrator	Senior Center	0.40
			Office Coordinator	Senior Center	0.40
			Receptionist	Senior Center	0.40
			Clinical Coordinator	Youth & Family Services	0.40

Exhibits A and B are included below.

June 11, 2010 – The Norwich Teachers bargaining unit voted to offer three furlough days in fiscal year 2010-11 for a savings of \$225,000. They joined the Custodians and Maintainers, Secretaries, Administrators, Nurses, and non-union employees in giving a total of \$338,000 in concessions.

June 14, 2010 – Norwich City Council amends the 2010-11 budget by adding \$372,405 – an amount equal to the increase in NFA tuition – to the Board of Education’s budget. This amendment increased the General Fund mill rate by 0.16 mills. The Council unanimously adopted the 2010-11 budget and tax levy, as amended on June 7th and June 14th, resulting in mill rates of 24.04 for the General Fund, 3.98 for the City Consolidated fire district, and 0.36 for the Town Consolidated fire district.

CHANGES THAT OCCURRED AFTER THE BUDGET WAS ADOPTED

June 18, 2010 – Norwich’s Emergency Dispatchers bargaining unit voted to give up three days worth of pay during fiscal year 2010-11. The City will save roughly \$5,000 with these concessions.

June 21, 2010 – The Connecticut General Assembly passed Senate Bill 501 which extends the local conveyance tax rates until July 1, 2011. For Norwich, this will mean roughly \$90,000 in additional revenue that was not anticipated in the 2010-11 budget.

As of the date of this printing, the City was in concessions negotiations with the Public Works Employees bargaining unit for fiscal year 2010-11.

Exhibit A

To make changes to General City appropriations in City Manager's Proposed 2010-2011 Budget

Page #s	Department	Line #s	Description	Change in Revenues/ Expenditures
163	Economic Development	80015	Decrease in Professional Services and Project Contingency and increase in SECTER funding	(10,000)
163	Economic Development	81000	Decrease in Professional Services and Project Contingency and increase in SECTER funding	(2,641)
163	Economic Development	87113	Decrease in Professional Services and Project Contingency and increase in SECTER funding	12,641
129	Human Services	80012, 89999	Add back 25% of Salary and Fringe for Human Services Supervisor that had been allocated to CDBG in the Manager's Proposed Budget	18,500
53	Miscellaneous Revenue	70243	Add rent revenue from CDBG	(18,500)

Exhibit B

To accept concessions from bargaining units and restore some positions that were eliminated or reduced in the Manager's Proposed Budget

Page #s	Department	Line #s	Description	Change in Revenues/ Expenditures
69	Finance	80012, 89999	Salary & Fringe Benefits to increase Collector of Delinquent Taxes to Full-Time	20,696
77	Assessor	80012, 89999	Salary & Fringe Benefits to increase Assistant Assessor to Full-Time	25,846
82	Human Resources	80012, 89999	Delay hire of Assistant HR Director until 3/1/2011	(49,955)
82	Human Resources	80012, 89999	Restore Salary and Fringe Benefits for one Human Resources Assistant	58,727
87	City Clerk	80012, 89999	Salary & Fringe Benefits to increase Assistant City Clerk to Full-time	23,415
102	Norwich Fire	80012, 89999	Restore Salary and Fringe Benefits for one 21-hour Fire Code Clerk	40,938
121	Recreation	80012, 89999	Salary & Fringe Benefits to increase Facilities Maintainer II to Full-Time	12,935
121	Recreation	80012, 89999	Salary & Fringe Benefits to increase Facilities Maintainer I to Full-Time	11,432
121	Recreation	80013	Add Lifeguards for Mohegan Park beach	20,000
129	Human Services	80012, 89999	Salary & Fringe Benefits to increase Caseworker to Full-Time	24,600
132	Senior Center	80012, 89999	Salary & Fringe Benefits to increase Program Administrator to Full-Time	25,846
132	Senior Center	80012, 89999	Salary & Fringe Benefits to increase Office Coordinator to Full-Time	19,218
132	Senior Center	80012, 89999	Salary & Fringe Benefits to increase Receptionist to Full-Time	13,942
133	Senior Center	80012, 89999	Increase Salary and Fringe Benefits for 1 Full-time Van Driver	48,352
133	Senior Center	80012, 89999	Increase Salary and Fringe Benefits for one 21-hour Outreach Administrator	50,400
138	Youth & Family Services	80012, 89999	Salary & Fringe Benefits to add back Youth & Family Therapist	79,728
138	Youth & Family Services	80012, 89999	Salary & Fringe Benefits to increase Clinical Coordinator to Full-Time	31,490
161	Planning & Development	80012, 89999	Salary & Fringe Benefits to add back an Administrative Secretary	61,545
161	Planning & Development	80012, 89999	Salary & Fringe Benefits to add back a Code Enforcement Official	75,001
174	Non-Departmental Expense	80101	Decrease Unemployment Compensation for positions restored	(145,000)
96	Police	80012	Savings from vacancies during recruitment process	(38,456)
147	PW-Transfer Station, Recycling & Refuse	80124	Reduction in Preston Incinerator tipping fees through an increase in recycling rate	(46,175)
148	PW-Streets & Parks	80012, 89999	Savings from vacancies during recruitment process	(53,825)
96	Police	80012, 89999	Savings from <u>Police Union</u> concessions	(54,000)
102	Norwich Fire	80016, 89999	Savings from <u>Fire Union</u> concessions	(56,000)
145-151	Various PW divisions	80012, 89999	Savings from <u>Public Works Supervisors' Union</u> concessions	(12,700)
66-161	Various City Departments	80012, 89999	Savings from <u>City Hall Employees Union</u> concessions	(178,000)
66-161	Various City Departments	80012, 89999	Savings from <u>City Hall Supervisors Union</u> concessions	(10,000)



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Norwich
Connecticut**

For the Fiscal Year Beginning

July 1, 2009

President

Executive Director

TABLE OF CONTENTS

	<u>PAGE</u>
BUDGET MESSAGE (Green Divider)	1
FINANCIAL SUMMARIES, BUDGET PROCESS AND MISCELLANEOUS (Blue Divider)	
THE CITY	11
DEMOGRAPHIC & ECONOMIC DATA	14
DIRECTORY OF ELECTED OFFICIALS	19
DIRECTORY OF ADMINISTRATORS	20
ORGANIZATIONAL CHART	21
BUDGET TIMETABLE	22
FINANCIAL MANAGEMENT POLICIES	23
COMPARATIVE BUDGET SUMMARY	38
CALCULATION OF MILL RATE	39
GRAPHIC ILLUSTRATIONS	40
AUTHORIZED POSITIONS	44
CONSOLIDATED DEBT SCHEDULE	46
FUND STRUCTURE	47
GENERAL FUND (Gold Divider)	
SUMMARY - GENERAL FUND REVENUES & EXPENDITURES	51
GENERAL FUND REVENUE	52
EXPENDITURE DESCRIPTIONS	62
CITY MANAGER	63
FINANCE	67
TREASURER	71
ASSESSMENT	75
HUMAN RESOURCES	79
LAW	83
CITY CLERK	85
MAYOR/CITY COUNCIL	89
POLICE	92
FIRE	98
VOLUNTEER FIRE DEPT/EAST GREAT PLAIN	104
VOLUNTEER FIRE DEPT/LAUREL HILL	107
VOLUNTEER FIRE DEPT/OCCUM	110
VOLUNTEER FIRE DEPT/TAFTVILLE	113
VOLUNTEER FIRE DEPT/YANTIC	116
RECREATION	119
HUMAN SERVICES	123
PUBLIC WORKS	139
ELECTION	154
PLANNING & DEVELOPMENT	158
ECONOMIC DEVELOPMENT	162
BOARD OF EDUCATION	164
DEBT SERVICE – PRINCIPAL & INTEREST	171
NON-DEPARTMENTAL	172
CAPITAL BUDGET	175
EMERGENCY MANAGEMENT	176
EMPLOYEE'S PENSION	180
SPECIAL REVENUE FUNDS (Pink divider)	
SUMMARY OF SPECIAL REVENUE FUNDS	181
SPECIAL SERVICES FIRE (CCD)	182
VOLUNTEER FIRE AND TAX CREDIT	186
ENTERPRISE FUND – NORWICH PUBLIC UTILITIES (Ivory divider)	189
GLOSSARY (Peach divider)	199

Budget Message





Alan H. Bergren, City Manager

BUDGET MESSAGE/ EXECUTIVE SUMMARY

April 5, 2010

Mayor Peter Nystrom and Members of the Norwich City Council:

Introduction

I hereby present the proposed City of Norwich budget for the fiscal year 2010-2011. The budget document for a municipality reflects the fiscal work plan for the community for the succeeding fiscal year. The convergence of the economic downturn, the state budget deficit, and the pressure to control taxes while other revenues are shrinking necessitates us to evaluate every program and service that the city offers. Some of the overarching principles which guided this budget preparation include: maintaining a competitive tax policy compared to other Connecticut municipalities, preserving fund balance, and funding essential city services related to public safety. I would like to take this opportunity to thank the department heads, City Comptroller Joseph Ruffo and Deputy Comptroller Josh Pothier, and Acting Human Resources Director Brigid Marks for their assistance and efforts in the preparation of this budget.

The widespread unemployment, underemployment and declining home values are taking their tolls on everyone. We all have had to make difficult sacrifices. I would like to thank those employees who gave concessions in 2009-2010. I am grateful for the selflessness of these employees who work hard each day for the betterment of our City.

Goals & Priorities

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

Long-term Goals

-
- G1. Protect the lives and property of residents and businesses.
 - G2. Develop a plan for long-term economic sustainability.
 - G3. Prioritize the citywide long-term capital improvement needs and identify funding sources for them.
 - G4. Find efficiencies and consolidate services in order to maintain essential services while keeping tax increases at a minimum.
 - G5. Improve public relations with State representatives, Council of Governments, and public
 - G6. Identify key indicators of success and evaluate the functions of the departments and make them accountable for goals.
-

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

Budget Priorities

For the 2010-11 budget, I took into consideration the City's long-term goals as well as the immediate needs and economic conditions of our residents and came up with this list of priorities:

1. Provide adequate public safety services.
-

100 Broadway, Norwich, Connecticut 06360
Telephone (860) 823-3747 Fax (860) 885-2131
E-Mail: abergren@cityofnorwich.org

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

Performance Measures

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

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

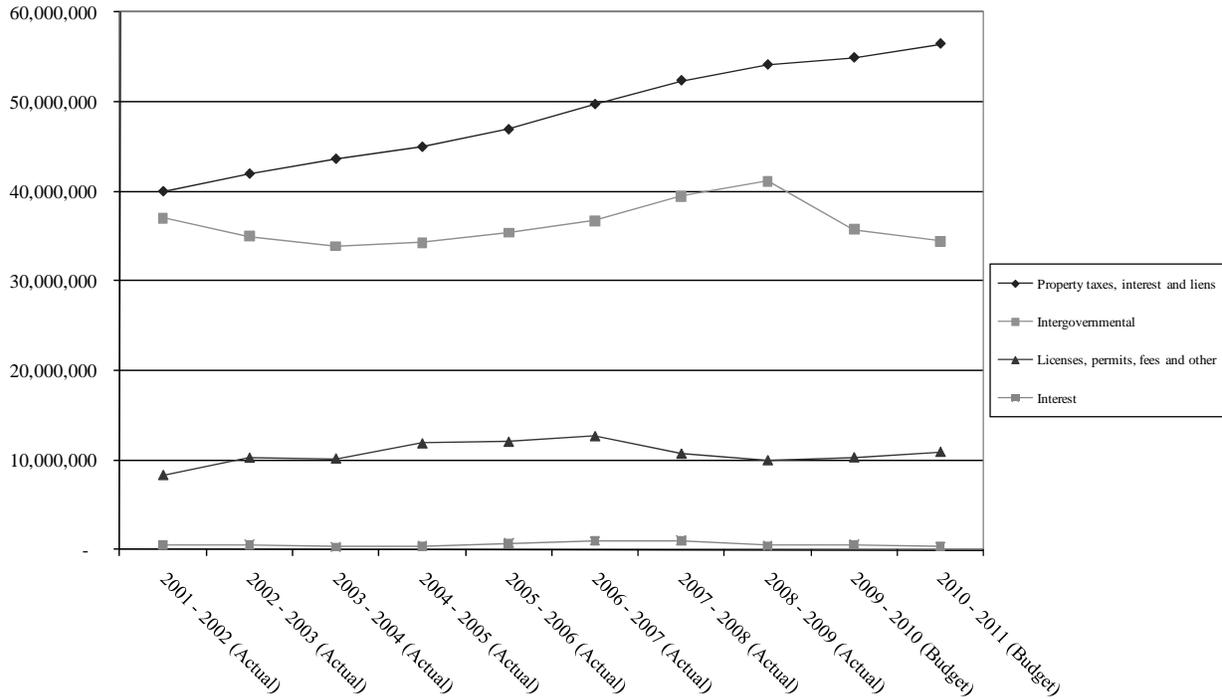
Budget Guidance to Departments

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

2010-11 Budget Environment

Revenue Factors

10-Year General Fund Revenue Comparison



Grand List Growth - The total net grand list grew 1.49% from October 2008 to October 2009. Real estate increased by 1.32%, motor vehicles increased by 3.52% and personal property increased by 1.54%. The net grand list is likely to decrease slightly due to ongoing assessment appeals.

State Grants-in-aid: Education - The Governor's proposed fiscal year 2010-11 budget funds education revenues \$744,000 less than fiscal year 2009-10 due to a decrease of Transportation grant funding and a decrease in our estimate of Special Education Excess Cost grant reimbursements. Most of the education revenue comes from the Education Cost Sharing and Special Education Excess Cost grants. The total State of Connecticut education grants for 2010-2011 are estimated to be \$ 30,871,594.

State Grants-in-aid: General - The state formula grants are distributed to the general fund and special service fire fund. The following discussion refers to the total grants in the Governor's proposed budget to the City of Norwich. The Governor's proposed budget has increased the funding of the Mashantucket Pequot/Mohegan Fund Grant by 0.81% to \$1,982,489. Payments in Lieu of Taxes ("PILOT") funding for State-Owned Real Property and Colleges & Hospitals has decreased 0.54% to \$1,438,056. In total, the non-education State Grants-in-aid have decreased \$540,000, or 9.5%.

Conveyance Taxes - For the past few years, conveyance taxes have been a significant source of revenue. However, because of the decline in the number of real estate transactions and sales prices, this source of revenue has dropped precipitously. Also, one must keep in mind that the increased rate of \$5/\$1,000 on real estate transactions is set to sunset on July 1, 2010 and decrease to \$3.60/\$1,000 unless

the State legislature moves to extend the rate. This lower rate will result in 28% less revenue (all else being equal).

10% Share of Norwich Public Utilities Revenues - The payments from Norwich Public Utilities will increase by \$1,075,860 to \$8,277,480 for fiscal year 2010-2011. The increase is mainly caused by rising electricity and gas rates. This payment is split between the General Fund and the Special Service Fund.

Expenditure Factors

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

Salaries & Fringe Benefits – For the same level of staffing as 2009-10, the City’s salary and fringe benefit costs would have increased by \$2.1 million. Fringe benefits include Social Security, Medicare, Health Insurance, Workers’ Compensation, Pension and Post-Employment Medical Benefits.

Debt Service – The City’s debt service requirements increased by \$37,458 over 2009-10 – a 0.82% increase. The debt service expenditures will be increasing by greater amounts in the next few years as a result of the bonding of the Road Improvements and Kelly Middle School Renovation referenda items.

Capital Improvements – In accordance with the 2000 Charter revision mandate, I have budgeted the minimum of \$2,358,066 (the value of one mill of the collectible grand list) for capital improvements. This is a \$30,186, or 1.30% increase over the fiscal year 2009-2010 budget. The capital budget includes paving projects, firefighter equipment, replacement of some emergency and city maintenance vehicles and repairs to city buildings.

Strategies for Balancing the 2010-11 Budget

Expenditures

Summary of Appropriations and Prior Year Comparison				
	Revised Budget 2009-10	Proposed Budget 2010-11	\$ Change from Prior Year	% Change from Prior Year
General Operations	32,928,468	32,742,051	(186,417)	-0.57%
Debt Service	4,537,782	4,575,240	37,458	0.83%
Capital Improvements	2,327,880	2,358,066	30,186	1.30%
Education	62,580,561	62,580,561	-	0.00%
Total General Fund	102,374,691	102,255,918	(118,773)	-0.12%
Special Revenue Funds				
Fire District	5,641,586	5,817,401	175,815	3.12%
Vol. Fire District	503,833	519,498	15,665	3.11%
Norwich Public Utilities	89,217,917	91,527,137	2,309,220	2.59%
Total	197,738,027	200,119,954	2,381,927	1.20%

General Operations are being recommended for funding in the amount of \$32,742,051– a 0.57%, or \$186,417, decrease from last year.

Staffing - In this budget, I am proposing the elimination of 13 full-time equivalents (FTE). Because of the hiring freeze during fiscal year 2009-2010, at least four of these positions will be vacant. In addition to the positions eliminated, I am proposing the reduction of hours for 10 positions. One position, Laborer, is added in Public Works – for a net loss of two positions in that department.

<u>Positions Eliminated</u>			<u>Positions Reduced</u>		
Name of Position	Department	FTE cut	Name of Position	Department	FTE cut
Assistant City Manager	City Manager	1.00	Collector of Delinquent Taxes	Finance	0.40
Administrative Clerk	City Manager	0.40	Assistant Assessor	Assessor	0.40
Human Resources Assistant	Human Resources	1.00	Assistant City Clerk	City Clerk	0.40
Traffic Maintenance	Police	1.00	Facilities Maintainer II	Recreation	0.25
Traffic Maintenance	Police	1.00	Facilities Maintainer I	Recreation	0.25
Fire Code Clerk	Fire	0.60	Caseworker	Human Services	0.40
Outreach Administrator	Senior Center	0.60	Program Administrator	Senior Center	0.40
Van Driver	Senior Center	1.00	Office Coordinator	Senior Center	0.40
YFS Therapist	Youth & Family Services	1.00	Receptionist	Senior Center	0.40
Maintenance Man	Public Works-Streets	1.00	Clinical Coordinator	Youth & Family Services	0.40
Heavy Equipment Operator	Public Works-Streets	1.00			
Janitor	Public Works-Building	1.00			
Code Enforcement Official	Planning & Development	1.00	<u>Position Added</u>		
Administrative Secretary	Planning & Development	1.00	Name of Position	Department	FTE
Administrative Clerk	Planning & Development	0.60	Laborer	Public Works-Streets	1.00

Efficiencies and consolidation of services – We have sought after operational efficiencies over the years and 2010-11 is no exception.

Traffic Maintenance – The two Traffic Maintenance positions will be eliminated from the Police budget. The street sign and line striping maintenance functions will be absorbed by the Public Works department and the traffic light maintenance will be performed by Norwich Public Utilities

School Crossing Guards – The Police Department reviewed the numbers of students walking at each of the schools and found that 1/3 of the crossing guard positions could be eliminated with little impact to the walkers.

Revenue Collection – As a result of the efficiencies gained by the implementation of a new revenue collection software system last year, the elimination of the separate charge for refuse services, and the increasing number of taxpayers paying their property tax bills online, the Finance Department was able to cut the seasonal tax office staff. This will increase taxpayer lines in July and January, so I encourage taxpayers to pay their bills online or send them in the mail.

Smart Street Lighting Program – The Norwich Police Department performed a city-wide assessment of street lighting in which they identified street lights that are not necessary for public safety. NPU has been asked to coordinate the deactivation process and will provide their services free of charge. Beginning in May 2010, employees of Norwich Public Utilities will begin to deactivate roughly one quarter of the street lights in Norwich as part of the Smart Street Lighting Program. Due to the significant number of street lights and the size of the community, NPU estimates it will take about two months to deactivate the selected streetlights. The Police will be closely monitoring any effect to traffic or safety. Light posts that have been turned off will be indicated by a bright blue decal with more information about the program. The Smart Street Lighting Program will save an estimated \$60,000 each year in electricity costs. In addition to the fiscal benefits, this reduction in street lighting has the equivalent environmental impact of removing 57 cars from the roads.

Recycling – The Public Works department continues to aggressively market the recycling program. Consequently, the amount that the City pays at the Preston incinerator continues to drop.

Cuts to services – Unfortunately, the elimination of positions mentioned above along with other line item cuts will result in a lower level of services in all departments.

City Manager – My office will experience a drastic reduction in staff which will undoubtedly affect the time it takes to respond to residents’ inquiries. Also the loss of the Assistant City Manager could hinder our efforts to seek grant opportunities without a “grant writer” position available in any other department.

Finance – Even with all of the efficiencies gained in the Tax Office, the reduction of the Collector of Delinquent Taxes may thwart our efforts to pursue delinquent taxpayers.

Assessor – The reduction in the Assistant Assessor’s hours will slow the customer service in that busy office.

Human Resources – The loss of staff in this office will slow the recruitment and promotion process and cause delays in mandated reporting and pension and benefits administration.

City Clerk – The reduction of the Assistant City Clerk’s hours will affect the waiting time for permits and documents.

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

Volunteer Fire Departments – All of the VFD budgets were cut 10% which will make it difficult for them to replace the supplies that they use in the normal course of their operations.

Recreation – The department is positioned to lay off two Facilities Maintainers during the months of December, January, and February. Also, the seasonal maintenance staff and lifeguards have been eliminated and other line items have been trimmed back significantly. Here are some of the effects of the cuts:

- Mohegan Park Beach will not be open for swimming
- Lights will not be turned on at basketball and tennis courts as well as McKeon Park and Ouellet Park.
- City support for the boating program has been eliminated

Human Services – This department is being asked to take on some Community Development responsibilities while reducing its staff. The City is eliminating funding for TVCCA, Literacy Volunteers, and United Community Family Services.

Senior Center – This division is facing several staffing reductions which will cause cuts in outreach services and programming.

Youth & Family Services – The cuts in this division’s staff will seriously impact the level of services it can provide.

Public Works – This department is taking on some of the traffic maintenance responsibilities while experiencing a net loss of two positions. The City will be terminating its lease agreement for the Municipal Childcare Center. The salary for one Civil Engineer will be charged to the paving program in the Capital Budget.

Planning & Development – This department is losing 2.5 FTEs. Even with the slowdown in construction activity, residents will experience longer waits for planning, zoning, and building services.

Otis Library – I am recommending a \$100,000 reduction in the contribution to Otis Library. This cut will likely result in a further reduction of hours and services.

Other Cuts

Conveyance Tax Transfers - In an effort to mitigate the damage to the City’s finances and give it some flexibility, this budget proposes to repeal ordinance 1577 in which redirects 50% of the conveyance tax revenue towards Mohegan Park and recreation facilities capital improvements and economic development expenditures.

Board of Education – The Board of Education budget is funded at the same level as the revised 2009-2010 budget. This level of funding is \$3,672,130 less than their budget request. Education represents

61.2% of all expenditures. For further detail on the Board of Education budget, please see their section of this document or their full budget document at www.norwichpublicschools.org.

Norwich Public Utilities – The budget presented to the Public Utilities Board of Commissioners includes expenditure increases of \$ 2,309,220 related to growth in costs of salary and fringe benefits and the payment of 10% of gross revenues to the City.

Revenues

The City has a limited set of tools at its disposal to meet its expenditure needs. I am proposing combined General Fund and Fire District tax increases under the rate of inflation. The Consumer Price Index for all urban consumers in the Northeast (Northeast CPI-U) increased 2.83% from December 2008 to December 2009. In addition to the tax increase, I am proposing some increases to service fees.

Property Taxes

	General Fund	Fire Districts	
		Town Consolidated District	City Consolidated District
Proposed 2010-11 Mill Rate	23.88	0.36	3.98
Adopted 2009-10 Mill Rate	23.48	0.36	3.63
Change	0.40	0.00	0.35
Percent Change	1.70%	0.00%	9.64%

I am proposing a 1.70% increase in the general fund mill rate, or 0.40 mills from 23.48 to 23.88. It should be noted that this was only accomplished by severe and painful budget cuts.

The Town Consolidated Fire District mill rate remains unchanged at 0.36 mills. The combined General Fund & TCD mill rate for TCD residents will increase by 1.68%, or 0.40 mills, from 23.84 to 24.24.

The City Consolidated Fire District mill rate will increase by 9.64%, or 0.35 mills, from 3.63 to 3.98. The combined General Fund & CCD mill rate for CCD residents will increase by 2.77%, or 0.75 mills, from 27.11 to 27.86.

Service Fees - This budget proposes an increase in the per-ton charge to refuse haulers who deliver refuse to the Preston Incinerator from \$65 per ton to \$66 per ton. I will also be working with department heads to draft ordinances for your consideration to revise burglar alarm and road opening fees.

No use of Surplus - 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. Because of the uncertainty in state and local revenue sources, I have not included the use of any undesignated fund balance to support expenses during Fiscal Year 2010-2011. This will keep the undesignated fund balance at or above the 8% target level. If the State legislature adopts a budget with lower grant allocations to Norwich, I recommend that the shortfall be dealt with by identifying further cuts to the budget

Norwich Public Utilities – The revenue estimates in the budget presented to the Public Utilities Board of Commissioners included expected increases in Electric, Water, and Sewer revenues commensurate with the rise in costs to service those divisions. The income from Gas is expected to decline slightly.

Strategy for future budgets

Given that the economic downturn is likely to continue for an extended period of time, service cutbacks may be the norm for years to come. The convergence of all the challenges brought on by the economic crisis left the City with \$1.5 million less in non-property tax revenues this year. The biggest threat facing our City next year is the potential loss of revenue from the State of Connecticut. For fiscal years 2009-10 and 2010-11, the State of Connecticut has been using Federal funds from the American Recovery and Reinvestment Act of 2009 (“ARRA”) to supplant funding for roughly 14% of the biggest education grant given to municipalities, the Education Cost Sharing (“ECS”) grant. These ARRA funds disappear in fiscal year 2011-12 – this is what some are calling the “ECS Cliff.” For Norwich, this means we have to hope that the State of Connecticut can find some other way to fund Norwich’s 14% of ECS, or \$4.6 million. A loss of \$4.6 million in revenue would be disastrous for the City.

Over the last few years, we have pursued several strategies to lower the cost of services to taxpayers. Initiatives such as single-stream recycling; elimination of refuse bills consolidation of positions, departments and divisions; implementation of new software; refinancing debt; streamlining processes; introducing new user fees; and energy efficiency investments have saved the City hundreds of thousands of dollars.

The General City departments have fewer employees than they did before the two casinos opened. I truly believe that there is not much more we can do to lower the cost of the services we offer. The only place we can go now to keep taxes low is to *reduce* the services that we offer. In order to maintain an acceptable level of services, I think that all of the stakeholders in the future of Norwich need to keep open minds and lend their assistance to the cause.

What can City officials do?

Keep making the most out of what you have. I urge department heads and other City officials to continue to seek efficiencies and always think about what their core mission is. Has the slow-down in the economy affected the activity level in the department? Should staffing levels in the department be reevaluated in light of this change? Are there activities mandated by State or local laws that do not seem to add value to their operations? I want to help make these issues known to our representatives. Are there activities that they perform that are not essential to their core mission and could be funded through other means? Are there activities that they perform that are necessary, but might be done more efficiently by another department which has staff with expertise in that field.

What can City employees do?

The City will continue to meet with union leadership and employees throughout this budget process in order to discuss ways to reduce the City’s costs and minimize job loss. As we enter concessions talks, I ask them to please keep an open mind about changing some things which save the City money but do not affect the amount you are compensated, such as:

- Mandatory direct deposit and bi-weekly pay for all employees
- Mandatory direct deposit and single monthly payments for retirees
- Eliminating post-employment medical benefits and participation in the City’s defined benefit pension plan for *new* employees
- Eliminating accumulated sick time payouts for *new* employees

What can our State representatives do?

The City will be looking to our legislature to support and maintain the Governor's projected aid to municipalities and, if possible, even increase it. The City is heavily dependent on State aid and cannot afford any mid-term corrections.

We will also be looking to our legislature to offer mandate relief and financial assistance and incentives for regionalization of services.

What can our citizens do?

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

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

Ending comments

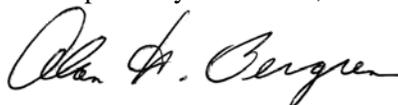
The harsh reality is that our state is in a fiscal crisis. Connecticut needs to be competitive in attracting new businesses and private sector jobs that can grow the economy. We need State relief from unfunded mandates to our municipality. There has been a history of unfulfilled commitments from State government to its cities and towns in funding education, local roads, and other programs.

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

We have much to celebrate in our heritage and cultural diversity that makes Norwich the story of the promise of America. As we make painful choices and decisions in these unprecedented economic times, we will with the support of our state legislators, working together, emerge stronger and more competitive for the future.

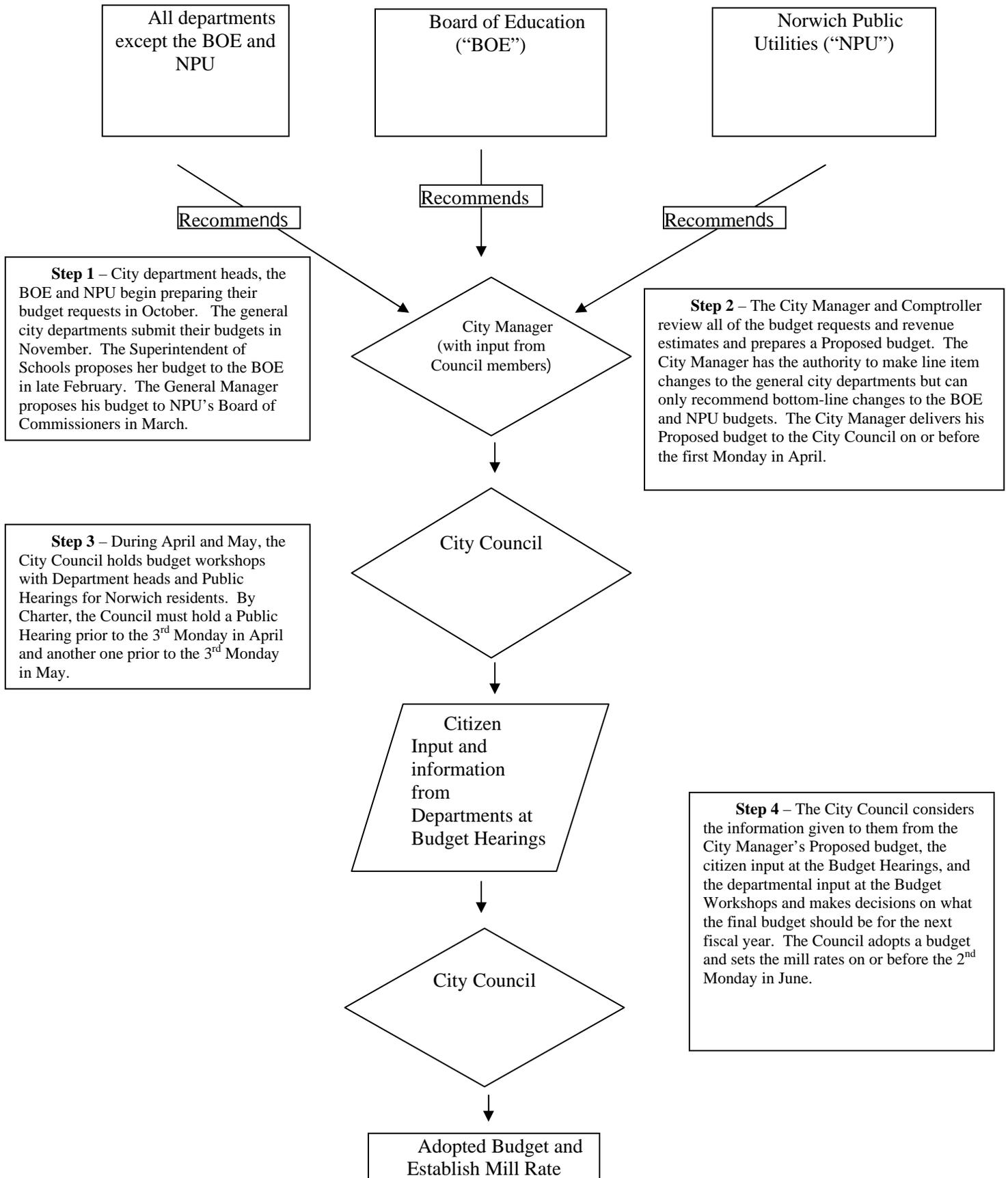
I personally acknowledge the many extra hours you our local leaders have invested in this process. Together we will move forward with a common purpose to position the City for the future.

Respectfully Submitted,



Alan H. Bergren
City Manager

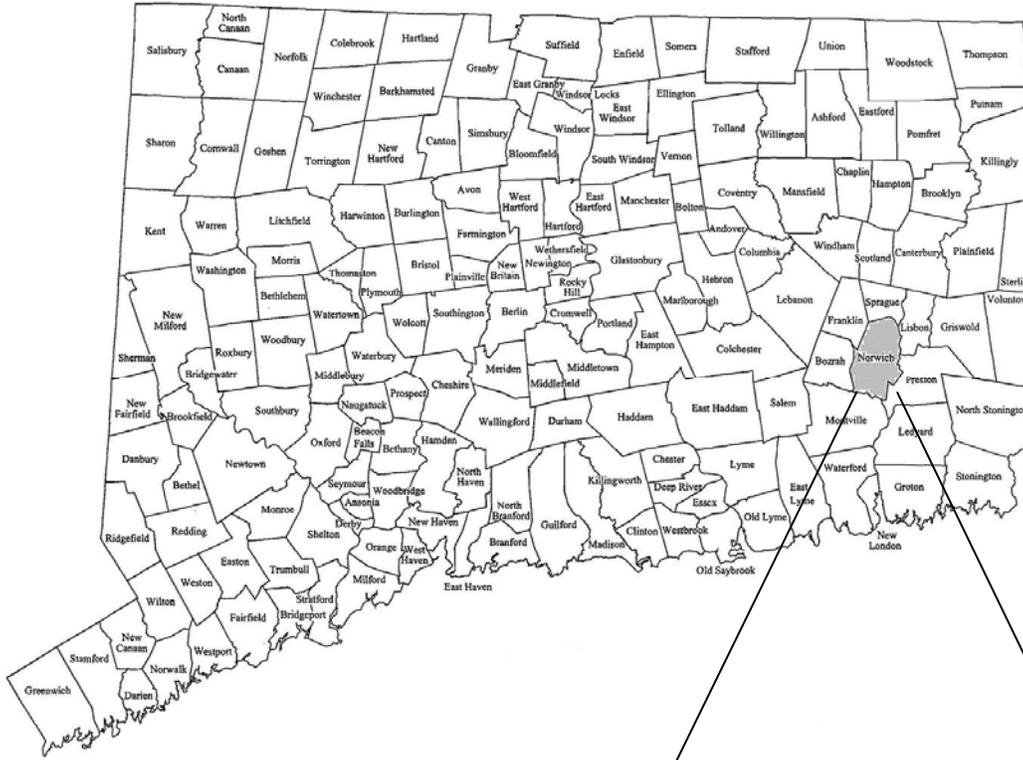
CITY OF NORWICH BUDGET PROCESS FLOWCHART



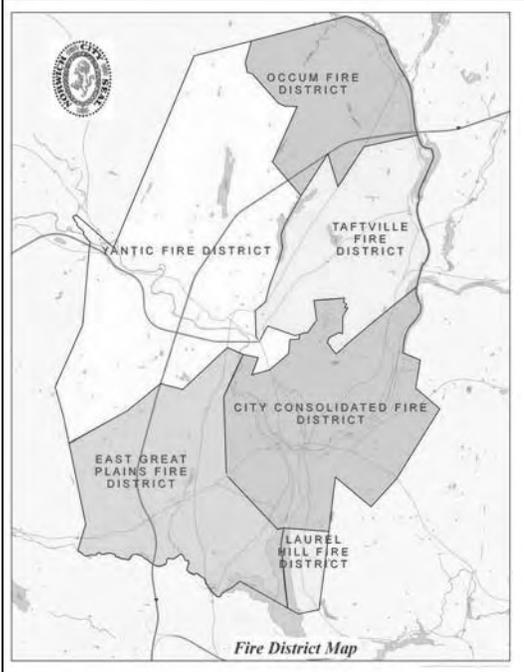
Financial Summaries /
Budget Process /
Miscellaneous



State of Connecticut



City of Norwich



THE CITY

Form of Government

Norwich was founded in 1659 and incorporated in May 1784. The town and city were consolidated on January 1, 1952. The City of Norwich operates under a Charter adopted in 1952, which was most recently revised March 13, 2001. The significant changes passed by voters in that referendum were the reduction of the City Council members from eleven to six elected at large and the City Council President was replaced with a Mayor. The city operates under a Council/Manager form of government. The City Council consists of six members and one Mayor, all elected at large. Elections are held during odd calendar years as provided by state statute.

In addition to all powers granted to towns and cities under the constitution and general statutes of the State of Connecticut, the City Council also has specific powers to be executed through the enactment and enforcement of ordinances and bylaws which protect or promote the peace, safety, good government and welfare of the city and its inhabitants. The Council also has the power to provide for the organization, conduct, and operation of the departments, agencies and offices of the city; for the number, titles qualifications, powers, duties and compensation of all officers and employees of the city; and for making of rules and regulations necessary for the control, management and operation of all public buildings, grounds, parks, cemeteries or other property of the city.

The City Manager is appointed by and directly responsible to the Council and serves at the pleasure of the Council. The manager is responsible to the Council for the supervision and administration of city departments.

Geography

Norwich covers an area of 27.1 square miles located 40 miles southeast of Hartford and is surrounded by Montville, Preston, Lisbon, Sprague, Franklin, and Bozrah. The city is about three hours from New York City by rail or highway transportation. Providence, Rhode Island is approximately an hour from the city and Boston is approximately two hours away. The city is served by interstate, intrastate, and local bus lines. The city is served by Interstate 395 from north to south connecting Norwich with I-95 and I-90 to Boston and New York. Route 2 links the city with Hartford and I-91. State Route 82 connects downtown Norwich with I-395. Rail transportation and freight service is available to major points including New York, Boston, Providence and Montreal. Air service is available at Groton-New London Airport to the south, Green Airport (Providence) to the east and Bradley Airport to the north. Norwich Harbor provides a 600-foot turning basin connecting with the Thames River and Long Island Sound.

Community Profile

History

Norwich was founded in 1659 by settlers from Old Saybrook led by Major John Mason and Reverend James Fitch. They purchased the land that would become Norwich from the local Native American Mohegan Tribe. In 1668, a wharf was established at Yantic Cove. Settlement was primarily in the three mile area around the Norwichtown Green. The 69 founding families soon divided up the land in the Norwichtown vicinity for farms and businesses. By 1694 the public landing built at the head of the Thames River allowed ships to off load goods at the harbor. The distance between the port and Norwichtown was serviced by the East and West Roads which later became Washington Street and Broadway.

Norwich merchants were shipping goods directly from England, but the Stamp Act of 1764, forced Norwich to become more self sufficient. Soon large mills and factories sprang up along the three rivers which traverse the town, the Yantic, Shetucket, and Thames Rivers. During the American Revolution Norwich supported the cause for independence by supplying soldiers, ships, and munitions. One of the

most infamous figures of the Revolution, Benedict Arnold, was born in Norwich. Other Colonial era noteworthies include Samuel Huntington, Christopher Leffingwell, and Daniel Lathrop.

Regular steamship service between New York and Boston helped Norwich to prosper as a shipping center through the early part of the 19th century. During the Civil War, Norwich once again rallied around the cause of freedom and saw the growth of its textile, armaments, and specialty item manufacturing. This was also spurred by the building of the Norwich-Worcester Railroad in 1832 bringing goods and people both in and out of Norwich.

Norwich served as leadership center for Connecticut during the Civil War as Governor William Buckingham was from Norwich and used his home as a de facto office during the war years. Also, State Senator Lafayette Foster later became Acting Vice President after President Abraham Lincoln was assassinated. During this period, Frances M. Caulkins composed her histories of both Norwich and New London.

Through the end of the 19th century and into the early 20th century, Norwich served as home to many large mills. The population grew and became more diverse with an insurgence of different ethnic groups. These new residents helped to build the city's schools, churches, and social centers.

Today, Norwich is a thriving city with a stable population, wide range of municipal services, a modern industrial park, its own utility company, and a positive outlook for residential and business growth.

Education

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

Healthcare

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

Industry

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

Recreation

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

Entertainment & Culture

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

DEMOGRAPHICS AND ECONOMICS

Population Trends

	Total Population		School Enrollment	
	City of Norwich	State of Connecticut	City of Norwich	State of Connecticut
2005	36,693	3,510,297	5,801	566,606
2006	36,408	3,510,787	5,726	565,612
2007	37,267	3,549,606	5,609	562,684
2008	37,344	3,540,846	5,591	558,048
2009	38,071	3,497,398	Not Available	Not Available

Source: November 2009 State of Connecticut Municipal Fiscal Indicators; CERC Town Profile, January 2010

Age Characteristics of Population - 2009

Age Group	City of Norwich		State of Connecticut	
	Number	Percent	Number	Percent
Under 18	8,560	22.5%	799,492	22.9%
18 - 24	3,540	9.3%	330,112	9.4%
25 - 49	13,029	34.2%	1,182,009	33.8%
50 - 64	6,948	18.3%	696,537	19.9%
65 and over	5,994	15.7%	489,248	14.0%
Total	38,071	100.0%	3,497,398	100.0%

Source: CERC Town Profile, January 2010

Debt information

	City of Norwich			Average of 169 Connecticut Municipalities
	Long-term Debt	Annual Debt Service	Per Capita Debt	Per Capita Debt
2005	40,945,000	6,597,788	1,116	1,942
2006	35,785,000	6,544,674	983	2,036
2007	31,530,000	5,804,250	846	2,117
2008	27,535,000	5,587,544	737	2,139
2009	35,285,000	4,537,782	927	Not available

Source: Norwich Finance Department; November 2009 State of Connecticut Municipal Fiscal Indicators

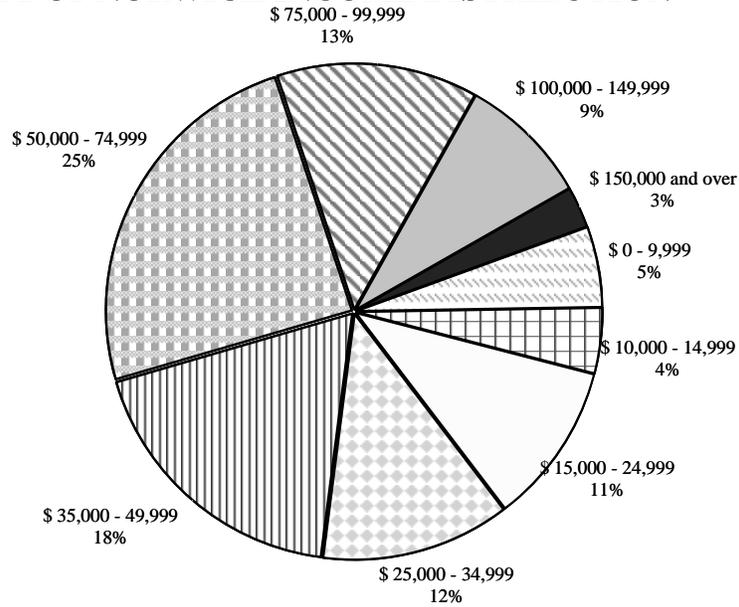
Principal Taxpayers

Name	Nature of Business	Net Taxable Valuation as of 10/1/09
Computer Science Corporation	Computer Products & Services	30,122,410
Bob's Discount Furniture	Retail Store & Distribution Center	26,582,350
Plaza Enterprises	Shopping Center	14,695,000
Phelps Dodge	Manufacturing - Copper	14,474,870
Wal-Mart Stores, Inc.	Department Store	11,175,810
Big Y Foods	Grocery Store	10,593,430
Mashantucket Pequot Tribe	Real Estate	10,167,050
SEA Norwich LLC	Shopping Center	9,163,490
Norwich Community Development Corporation	Office building	8,859,080
Norwich Realty Associates LP	Shopping Center	7,874,000
		\$ 143,707,490

Top Employers

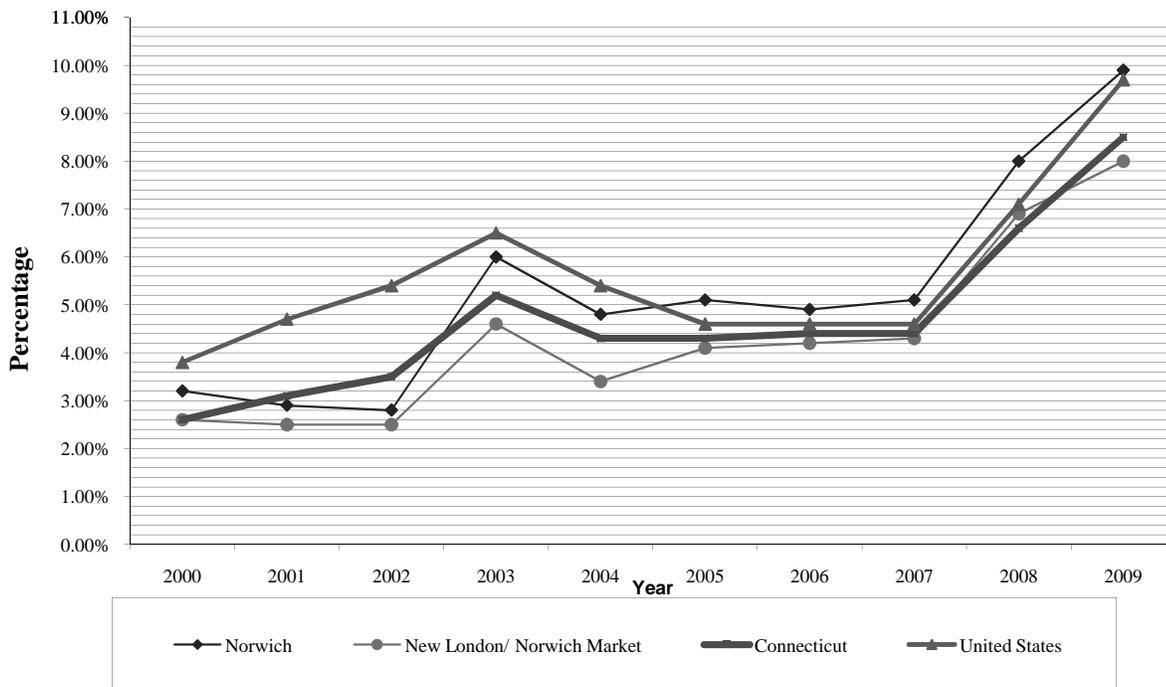
Name	Nature of Business	# of FTE Employees
State of Connecticut	All State agencies	1,100
City of Norwich (incl. NPU & BOE)	Municipality	990
William W. Backus Hospital	Medical Center	932
Bob's Discount Furniture	Retail Store & Warehouse	446
ShopRite Norwich	Grocery Store	418
Interim Healthcare of Eastern CT	Healthcare	400
Computer Science Corporation	Computer Products & Services	330
Norwich Free Academy	Quasi-private high school	261
US Foodservice	Food Distributors	205
Stop & Shop	Grocery Store	178

CITY OF NORWICH INCOME DISTRIBUTION



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

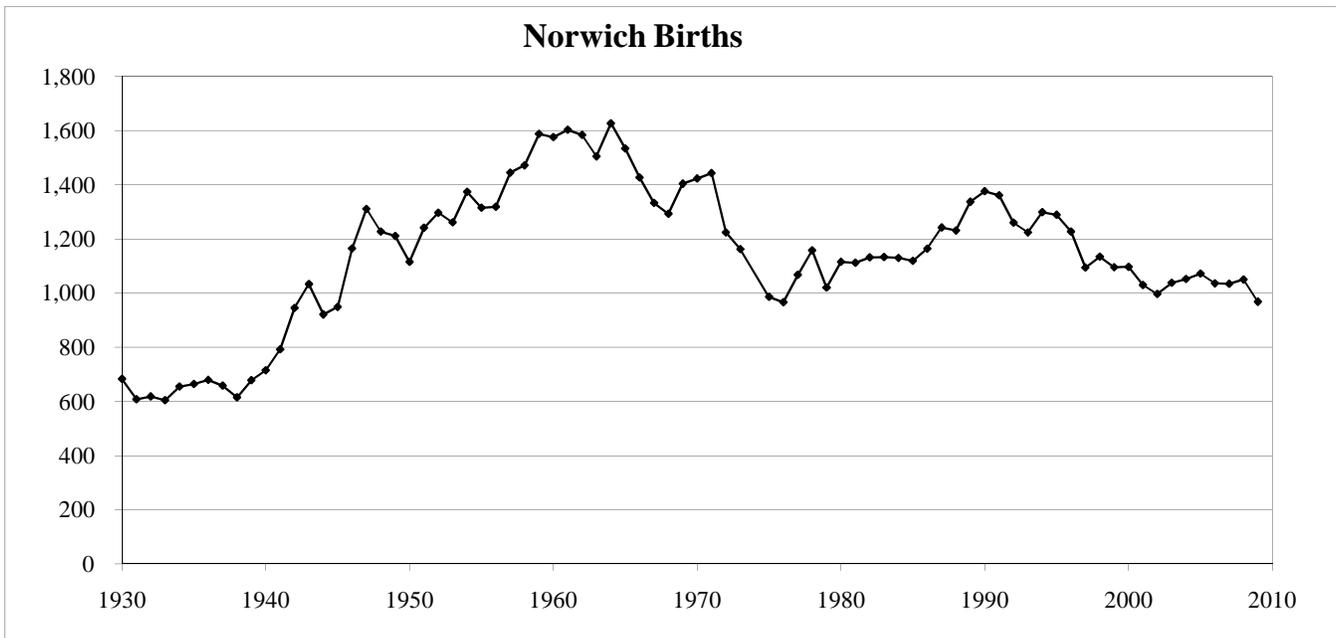
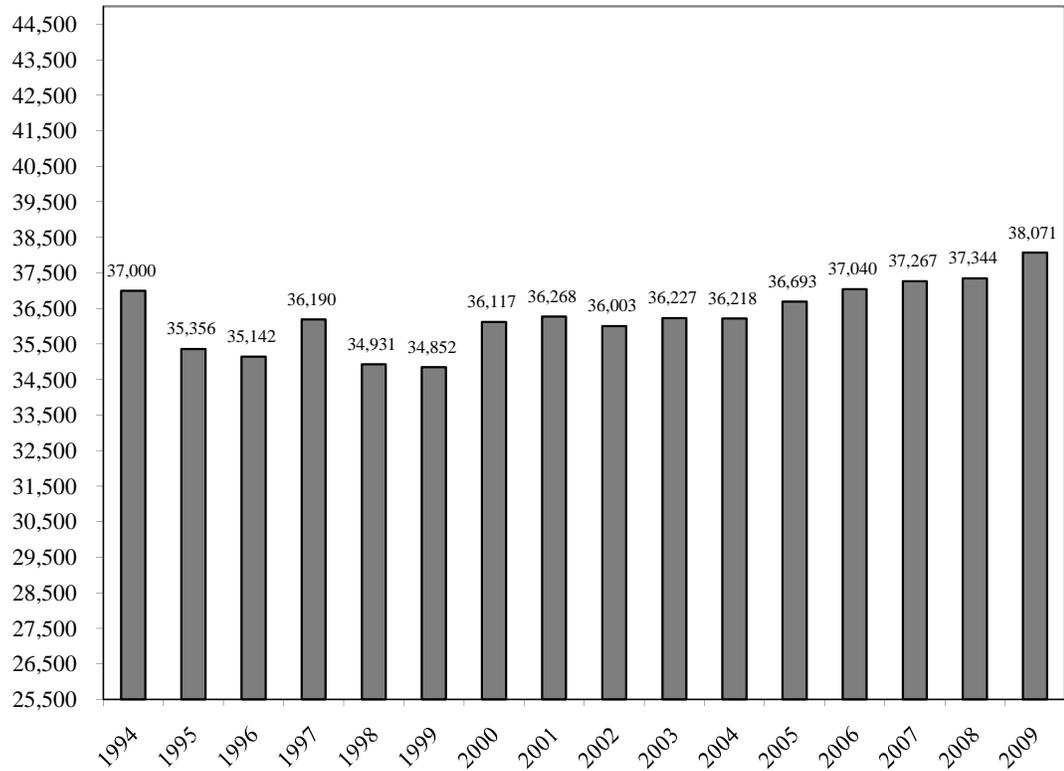
UNEMPLOYMENT PERCENTAGES



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

Norwich Population History Last 15 Years

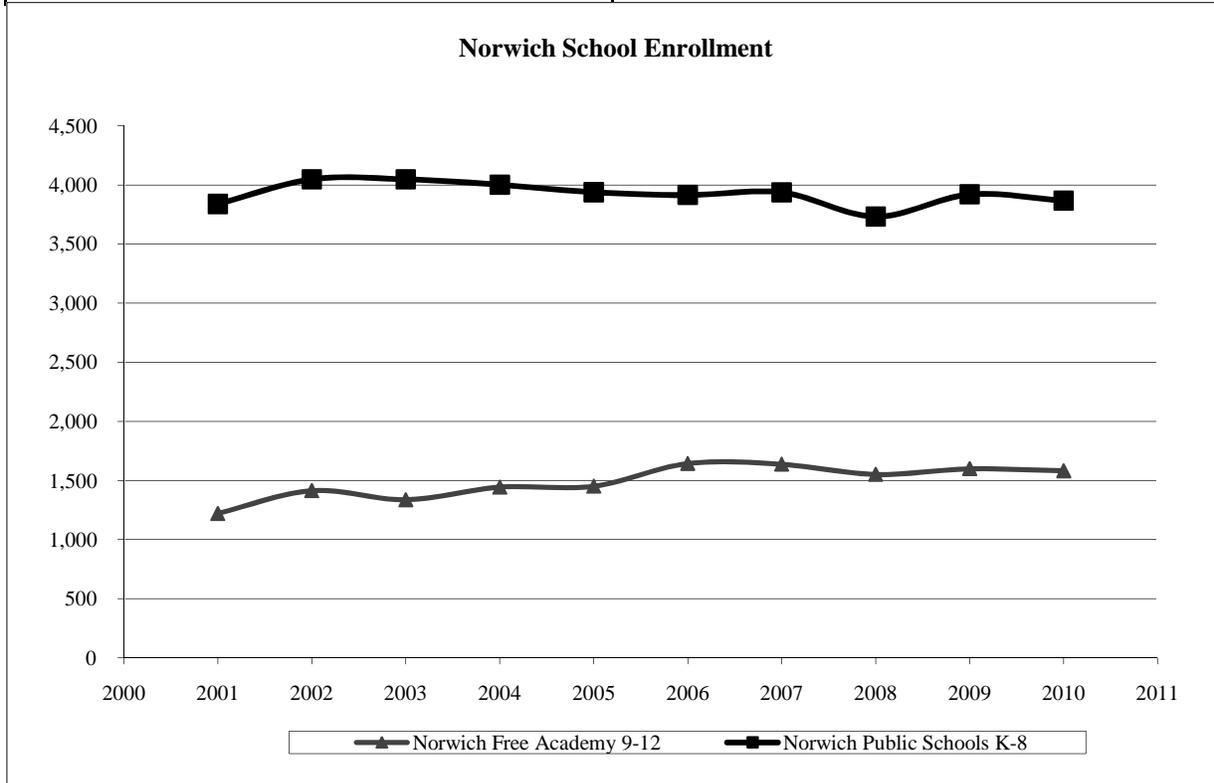
For 2008, Norwich's population was the 26th highest of the 169 Connecticut towns and cities. Norwich's population density is 1,284.4 per square mile compared to the statewide average of 722.7.



School Enrollment

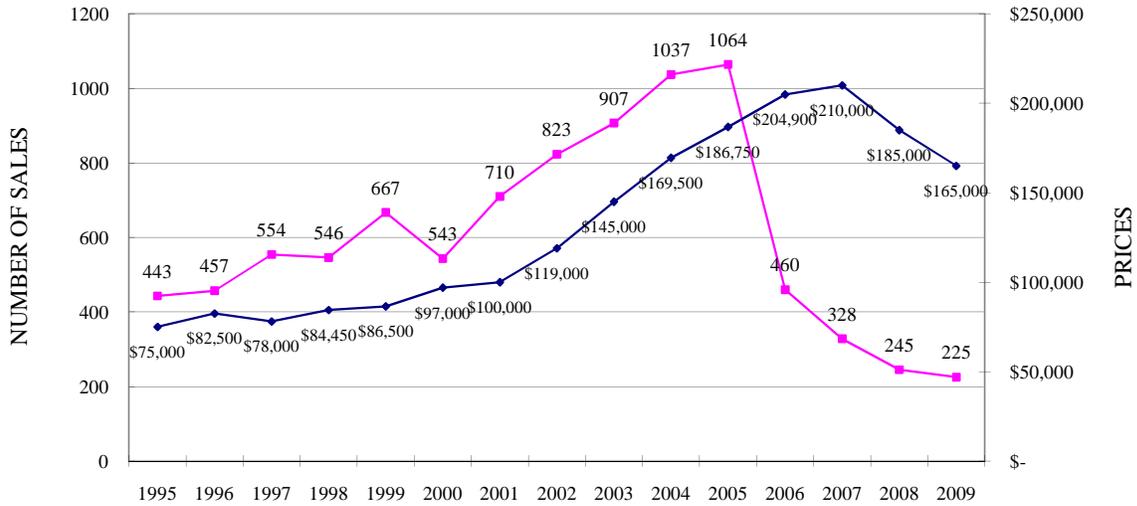
The number of children attending Norwich schools continues to be stable, with slight growth. Projections show that increased enrollment is expected over the next school year. In fact, the enrollment numbers indicate expansion of enrollment at the high school level. This factor may necessitate increased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

Norwich Free Academy 9-12		Norwich Public Schools K-8	
Fiscal Year	Enrollment	Fiscal Year	Enrollment
2001	1,221	2001	3,839
2002	1,414	2002	4,048
2003	1,337	2003	4,048
2004	1,444	2004	4,002
2005	1,452	2005	3,938
2006	1,644	2006	3,915
2007	1,638	2007	3,937
2008	1,552	2008	3,733
2009	1,599	2009	3,920
2010	1,582	2010	3,867

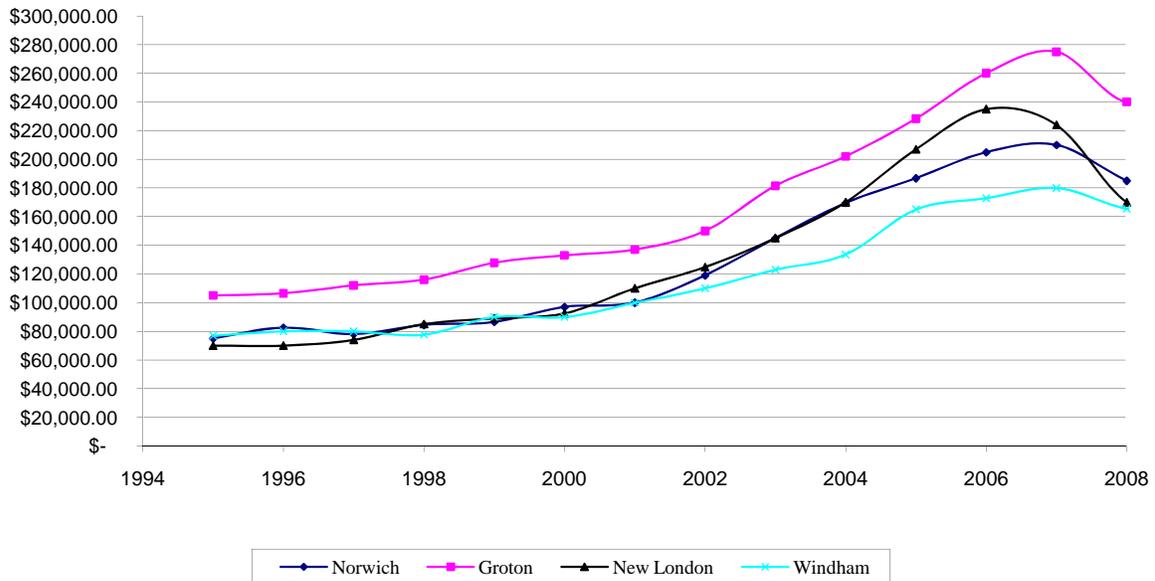


Housing Sales and Median Prices Norwich - Calendar Year

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



Comparable Communities Median Sales Price - Calendar Year



Source: CERC Town Profiles www.cerc.org

DIRECTORY OF ELECTED CITY OFFICIALS AND NPU COMMISSIONERS

CITY COUNCIL

	<u>Term Length</u>	<u>Term Expires</u>
Peter Nystrom, Mayor (R)	4 Years	12/3/13
Peter Desaulniers, President Pro Tempore (D)	2 Years	12/6/11
H. Tucker Braddock, Jr. (D)	2 Years	12/6/11
Jacqueline Caron (D)	2 Years	12/6/11
Deb Hinchey (D)	2 Years	12/6/11
William L. Nash (R)	2 Years	12/6/11
Laurie Glenney-Popovich (D)	2 Years	12/6/11

BOARD OF EDUCATION

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

TREASURER

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

REGISTRAR OF VOTERS

	<u>Term Length</u>	<u>Term Expires</u>
VACANT (D)	2 Years	1/5/11
Gerald Kortfelt (R)	2 Years	1/5/11

APPOINTED NPU COMMISSIONERS

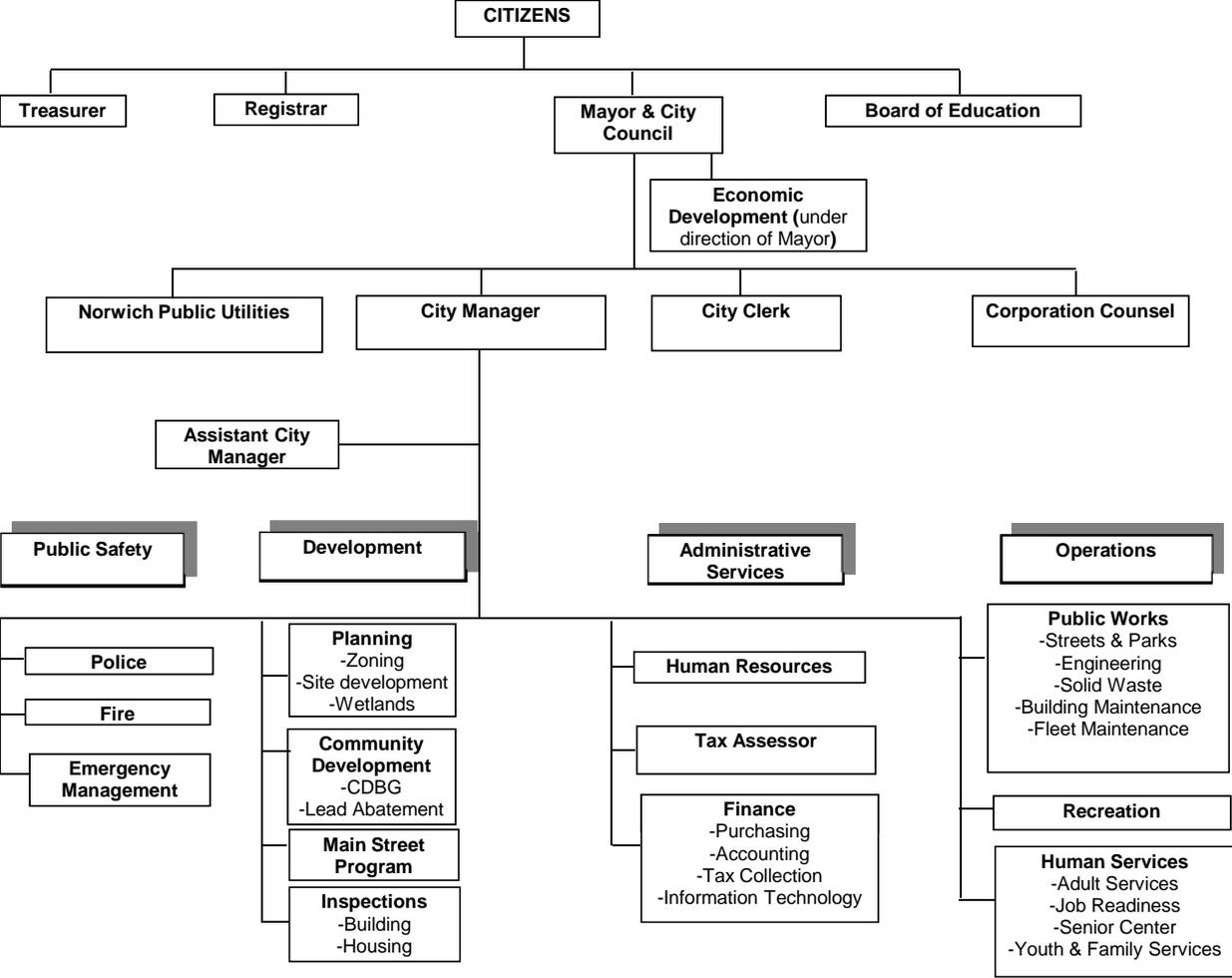
	<u>Term Length</u>	<u>Term Expires</u>
James M. Sullivan, Chair (D)	5 Years	3/01/14
Diana Boisclair, Vice Chair (R)	5 Years	3/01/15
Frank Demicco, Secretary (D)	5 Years	3/01/13
Alan M. Remondi (D)	5 Years	2/28/11
Larry Goldman (D)	5 Years	3/01/12

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

**DIRECTORY OF CITY ADMINISTRATIVE
OFFICIALS**

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

City of Norwich Organization Chart



CITY OF NORWICH
TIME TABLE FOR PREPARATION OF 2010-11 CITY BUDGET
 PURSUANT TO CHAPTER 7 OF NORWICH CITY CHARTER

DATE	EVENT	AGENDA
Mid December 2009	Budget meetings with Council	City Manager and Comptroller meet with members of City Council to discuss budget process and get the Council's priorities
Late December 2009	Budget instructions distributed	City Manager's Office through the Comptroller's Office distributes budget instructions to operating Departments and outside agencies. The City Manager's duties according to the Charter is preparation of the budget.
Mid January 2010	Initial budget requests due	Department Heads and Outside Agencies return their written requests, Finance Department coordinates process.
January 2010	Budget meetings on proposed requests	City Manager and Comptroller meet with department heads and outside agencies on proposed budget requests.
February 2010	Revenue projected	Comptroller calculates state revenue projections.
March 2010	Proposed 2010-11 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 2010	City Manager submits Proposed 2010-11 budget to City Council	By Charter, the proposed budget is due to be presented to the Council by the first Monday in April. The budget becomes public record at this point.
April 2010	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 2010	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 2010	Council shall act on proposed budget	The Council acts initially on the City Manager's proposed budget.
Prior to third Monday in May 2010	Second public hearing	The purpose is to listen to citizens' input on proposed budget.
No later than 2nd Monday in June 2010	City Council adopts 2010-11 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, 2010 - June 30, 2011	Budget implementation	Comptroller oversees revenues and expenditures according to the budget established by Council.
July 2011	Audit of 2010-11 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 are used to account for the government's general government activities. Governmental fund types use the flow of current financial resources measurement focus and the modified accrual basis of accounting. Revenues are recognized as soon as they are both measurable and available. Revenues are considered to be available when they are collectible within the current period or soon enough thereafter to pay liabilities of the current period. For this purpose, the city considers revenues to be available if they are collected within 60 days of the end of the current fiscal period. Expenditures are generally recorded when a liability is incurred except for debt service expenditures, as well as expenditures related to compensated absences, pension obligations, landfill post-closure monitoring and claims and judgments, which are recorded only when payment is due. Property taxes, when levied for, licenses, and interest associated with the current fiscal period are all considered to be susceptible to accrual and so have been recognized as revenue of the current fiscal period. All other revenue items are considered to be measurable and available only when cash is received by the city, or specifically identified. In determining when to recognize intergovernmental revenues (grants and entitlements), the legal and contractual requirements of the individual programs are used as guidance. Revenues are recognized when the eligibility requirements have been met. The city utilizes encumbrance accounting for its governmental fund types, under which purchase orders, contracts, and other commitments for the expenditure of monies are recorded in order to reserve that portion of the applicable appropriation. Governmental funds are further broken down into the following categories: General, Special Revenue, Capital Projects, Debt Service and Permanent Funds.

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

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

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

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

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

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

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

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

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

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

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

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

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

Table of City of Norwich's Funds:

Name of Fund	Governmental, Proprietary, Fiduciary	Subgroup	Function	Included in this budget document?	Basis of Accounting	Major Fund
Bid Deposit	Fiduciary	Agency	General government	No	Accrual	No
Dangerous Buildings	Fiduciary	Agency	General government	No	Accrual	No
Performance Bonds	Fiduciary	Agency	General government	No	Accrual	No
Rehabilitation Deposits	Fiduciary	Agency	General government	No	Accrual	No
Student Activities	Fiduciary	Agency	Education	No	Accrual	No
Employees Retirement	Fiduciary	Pension Trust	General government	No	Accrual	No
Volunteer Firefighters' Relief	Fiduciary	Pension Trust	Public safety	No	Accrual	No
Other Post-Employment Benefits	Fiduciary	OPEB Trust	General government	No	Accrual	No
2000 Bond Issue	Governmental	Capital Projects	Capital	No	Modified accrual	No
Bond Expenditure	Governmental	Capital Projects	Capital	No	Modified accrual	Yes
Capital Improvement	Governmental	Capital Projects	Capital	No	Modified accrual	No
Intermodal Transportation Center	Governmental	Capital Projects	Capital	No	Modified accrual	No
Landfill Closure	Governmental	Capital Projects	Capital	No	Modified accrual	No
School Construction Fund	Governmental	Capital Projects	Capital	No	Modified accrual	No
General Fund	Governmental	General Fund	All functions	Yes	Modified accrual	Yes
Cemetery Trust	Governmental	Permanent	Public works	No	Modified accrual	No
Public Parks & Gardens Trust	Governmental	Permanent	Public works	No	Modified accrual	No
Frederick Abbot Bill Summer Music Trust	Governmental	Permanent	General government	No	Modified accrual	No
Adult Education	Governmental	Special Revenue	Education	No	Modified accrual	No
Brown Park	Governmental	Special Revenue	Public works	No	Modified accrual	No
Community Development	Governmental	Special Revenue	Social services	No	Modified accrual	No
COPS/LLEBG/Byrne Police Grants	Governmental	Special Revenue	Public safety	No	Modified accrual	No
Dog License	Governmental	Special Revenue	Public safety	No	Modified accrual	No
Economic Development Programs	Governmental	Special Revenue	General government	No	Modified accrual	No
Education Grants	Governmental	Special Revenue	Education	No	Modified accrual	No
Education Programs	Governmental	Special Revenue	Education	No	Modified accrual	No
Esther Gilbert	Governmental	Special Revenue	Public works	No	Modified accrual	No
Fire Grants	Governmental	Special Revenue	Public safety	No	Modified accrual	No
Lead Paint	Governmental	Special Revenue	Social services	No	Modified accrual	No
Mohegan Park/ Arts & Recreation	Governmental	Special Revenue	Recreation	No	Modified accrual	No
Other Grants & Programs	Governmental	Special Revenue	General government	No	Modified accrual	No
Parking Commission	Governmental	Special Revenue	General government	No	Modified accrual	No
Police Asset Forfeiture	Governmental	Special Revenue	Public safety	No	Modified accrual	No
Police Grants	Governmental	Special Revenue	Public safety	No	Modified accrual	No
Property Rehab Revolving Loan	Governmental	Special Revenue	Social services	No	Modified accrual	No
Recreation Grants	Governmental	Special Revenue	Recreation	No	Modified accrual	No
Revolving Loan	Governmental	Special Revenue	General government	No	Modified accrual	No
Sachem Fund	Governmental	Special Revenue	General government	No	Modified accrual	No
School Lunch Program	Governmental	Special Revenue	Education	No	Modified accrual	No
Senior Citizens Programs	Governmental	Special Revenue	Social services	No	Modified accrual	No
Sidewalk Assessment	Governmental	Special Revenue	Capital	No	Modified accrual	No
Social Services Grants	Governmental	Special Revenue	Social services	No	Modified accrual	No
Special Service Fire (CCD)	Governmental	Special Revenue	Public safety	Yes	Modified accrual	No
Volunteer Fire Relief & Tax Credit (TCD)	Governmental	Special Revenue	Public safety	Yes	Modified accrual	No
Youth Services	Governmental	Special Revenue	Social services	No	Modified accrual	No
Golf Course Authority	Proprietary	Enterprise	Recreation	No	Accrual	No
Ice Rink Authority	Proprietary	Enterprise	Recreation	No	Accrual	No
Norwich Public Utilities	Proprietary	Enterprise	Utilities	Yes	Accrual	Yes
Stadium Authority	Proprietary	Enterprise	Recreation	No	Accrual	No
Medical Benefits	Proprietary	Internal Service	General government	No	Accrual	No
Workers' Compensation	Proprietary	Internal Service	General government	No	Accrual	No

II. OPERATING BUDGETING PRACTICES

As noted above, the city has many funds for which it is accountable. Some of these funds are subject to budgetary controls. The objective of these controls is to ensure compliance with legal provisions embodied in the annual appropriated budget approved by the City Council. Activities of the General Fund, CCD Fire, TCD Fire and NPU are included in the annual appropriated budget. Project-length budgets are prepared for the capital projects funds. The City also maintains an encumbrance accounting system as one method of maintaining budgetary control. Unencumbered amounts lapse at year-end. Encumbered amounts at year-end are reported as reservations of fund balance.

General Fund, CCD Fire and TCD Fire Budgetary Process

Development Phase

The General Fund, TCD Fire and CCD Fire Fund budgets are developed together. It is an incredibly involved process that requires inputs and estimates from all city departments in addition to revenue estimates from the State of Connecticut, transfers to and from other city funds, funding requests from outside organizations and other factors. In the end, the product is a balanced budget with appropriations equaling anticipated revenues plus/ (minus) budgeted use of/ (contribution to) undesignated fund balance (“UFB”). The current budget is balanced by using UFB in excess of the benchmark of 8% of annual expenditures as well as conservative budget requests.

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

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

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

In January and February, the Finance Department sharpens up the revenue and expenditure estimates while the City Manager makes decisions on how to allocate the city’s resources to the departments in light of the guidance given by the Council. During this timeframe, the Board of Education usually proposes their budget (see below for description of their budget process). The Board of Education represents the largest single appropriation of the General Fund budget – over 61% of total expenditures. The Assessor has either a final or nearly-final figure for the grand list. Also, the Governor usually presents her budget in early February. With these three big pieces of the puzzle, the City Manager and Finance Department are able to hone in on the overall budget. The City Manager will then prioritize and cut expenditures (if necessary), consider the use of UFB (see the Management of General Fund Undesignated Fund Balance section for further discussion) and decide upon a target mill rate. In the case of the Board of Education, the City Manager may only revise the total estimated expenditure.

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

considered:

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

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

Review and Adoption Phase

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

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

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

Implementation/Amendment Phase

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

1. The Comptroller meets with the City Council to review the anticipated expenditures in excess of budget and the possible funding sources for these expenditures.
2. Budget amendment ordinances are prepared and presented to City Council for approval.
3. The budget amendment must be adopted during public meetings by ordinance, which requires two readings. By ordinance, a minimum of 30 days must separate the first and second reading. The first and second readings are conducted concurrently after the specified 30-day period.

4. Upon approval of City Council, supplemental revenues and expenditures outlined in the budget amendment ordinances are added to the original revenue and expenditure budgets.

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

Board of Education Budget Process

Overview

The BOE budget process is segregated into a six-step process that includes planning, preparation, adoption, revision, implementation, and evaluation. The process is developed with two major objectives in mind – (1) to provide every child in Norwich with the best educational opportunities available to them and (2) to maximize the resources available in order to respectfully submit a reasonable budget. Once the budget is prepared and adopted by the School Board the City Council then has the authority to either increase or decrease the requested budget amount. Once the final City of Norwich Budget is approved the School Board then goes through the revision stage of the process. Based upon the budget cuts or increases the School Board makes final changes to their adopted budget to comply with the bottom number that the City Council has appropriated for the School's budget. Once this is completed then the process of implementation and evaluation begin.

Budget Planning

Norwich begins the budget process in September. At this time the Business Office prepares the salary backup sheets and increments the salaries according to the bargaining contracts. During this time the Board of Education's subcommittee called the Budget Expenditure Committee meets with the Superintendent and his assistant to discuss the goals and objectives of the upcoming budget document. As sections of the proposed budget are developed, the committee meets along with the City Manager, City Comptroller, and any other City Alderman who is interested in participating in the Board's budget and the Assistant to the Superintendent explains the sections of the budget and answers questions that arise.

Preparing the Budget Document

During the month of October each principal and department head is scheduled for a budget meeting. The Superintendent and the Assistant to the Superintendent meet with the finance committee members from each school to discuss their requests for the upcoming school budget. Prior to this meeting the Assistant to the Superintendent provides the principals with the budget documents for their particular school to assist them with the process and ensure that the required information is supplied to the Business Office. In addition, the forms ask for information pertaining to the staff as well. This is necessary information in order to project possible retirements and degree changes, which would affect their salary for the upcoming year. In addition, the form seeks information regarding anyone interested in taking a leave of absence or possible maturity leave for the upcoming year.

The enrollment projections for the upcoming year are based upon the October 1 count and are incremented to the next grade to calculate staffing requirements. For example: the number of students in grade 1 on October first will be reflected in grade 2 for the next year. The enrollment projection is also used for the allocation of per pupil allocations for some of the object items. Some of the principals will calculate their supplies and textbooks on a dollar amount per student. Other principals calculate the actual cost they require per grade level.

The Norwich Public Schools is a Kindergarten through eight-grade system; therefore, secondary tuition costs need to be included in the overall Board of Education's Budget. Norwich Free Academy is Norwich's designated high school and their tuition is categorized by regular education and special education costs. In addition, Norwich has some students attending Ledyard High School and Ledyard Vocational-Agricultural School along with Lyman Memorial High School in Lebanon.

Budget Adoption, Implementation, and Evaluation

The Board of Education's Budget is approved at the March Board of Education meeting. Prior to the adoption of the Board's budget, a public hearing is held along with a question and answer period for taxpayers to ask questions about the proposed budget. The City Manager then submits his budget to the City Council with either a reduction or increase in the Board's budget. The city holds the first public hearing in session in April. The City Council, under city charter, has to make a resolution to formally adopt the City of Norwich's Budget no later than the 2nd Monday in June. Once the City budget is adopted then the Board of Education is notified of the final appropriation of the education budget. During the implementation process of the budget phase the Board of Education is given a copy of the budget by object summary in their board package each month. This allows them the ability to see how the budget is being spent according to plan. The final step in the evaluation process is with the completion of the ED001 report to the State Department of Education. This report is due on September 1st of every year. Once the report is submitted to the State, an independent auditor of the City audits the report and completes an audit of the Board of Education's records for that year. The audit is required to be completed by December 31 following the close of the fiscal year on June 30th.

Norwich Public Utilities Budget Process

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

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

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

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

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

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

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

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

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

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

III. LONG-RANGE FINANCIAL PLANNING & POLICIES

In addition to and in harmony with the city's operating budget policies, the city has developed practices to ensure long-term financial stability. It is difficult to speak of these as discrete policies since they are all so closely intertwined. The Capital Improvement Plan, Debt Policy, Pension Funding, Cash Management, Risk Management, and Management of General Fund 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 AA- from both Standard & Poor’s and 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

In addition to statutory debt limitations, the City of Norwich incorporates other self-imposed financial policies in relation to Debt Management. They are:

Stabilization of non self-supporting debt - It is the city’s policy to manage the authorization and issuance of GO debt that debt service will increase on an annual basis by no greater than the same percentage as the total General Fund expenditure in order to maintain stability.

Limitation based on assessed value - In addition, this amount of net indebtedness shall be limited to a maximum of 5% of the city’s taxable assessed value. (Currently at 2.73%)

Statutory limitation - In addition, this amount of net indebtedness shall be limited to a maximum of 50% of the city’s statutory debt limit. (Currently at 12.66%, in total)

The city may issue debt in a given year that would cause a percentage increase in debt service greater than the overall increase in expenditures only if it is necessary to: 1) address a clear and present threat to public health or safety or, 2) satisfy a clear mandate from the voters of the city to undertake such debt (upon the written request of the Comptroller, recommendation of the City Manager and approval of the City Council).

NPU and Other Enterprise Debt

While the city’s NPU and other enterprise funds issue debt under the GO pledge of the city, the city’s policy is to treat such debt as revenue debt. Thus, the debt (principal and interest) will be paid entirely from service revenues. To that end, the city will manage and issue NPU and other enterprise debt such that the net income (less interest expense/ plus administrative payment) of each utility or enterprise fund will be no less than 125% of debt service. Such management will include a policy of increasing rates and fees as necessary to maintain debt service coverage.

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

The city may issue GOs or use short-term financing in the form of bond anticipation notes (“BANs”) to

provide temporary financing. BANs will be retired either through cash reserves or through the issuance of long-term bonds as soon as market conditions permit, or otherwise in accordance with sound financial planning.

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

The city may undertake a refunding, where necessary, to:

- Reduce interest costs by no less than 2% of present value of refunded debt, with no more than 50% of savings coming from the first two years.
- Restructure debt service
- Eliminate restrictive bond covenants

Statutory Debt Limitation

The city's statement of debt limitation calculated pursuant to Connecticut General Statutes, Section 7-374(b) as of June 30, 2009 is as follows:

Tax Collections	
City	54,064,970
Fire Districts	3,633,500
Reimbursement for elderly tax freeze	4,313
Total Base	<u>57,702,783</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 \$ 403,919,482, nor shall the total authorized particular purpose debt exceed certain separate limitations. The city's particular purpose debt limitations are as follows:

		General Purpose	Schools	Sewers	Urban Renewal	Pension Deficit	Total
Debt limitation:							
2-1/4 times base		129,831,262	-	-	-	-	-
4-1/2 times base		-	259,662,524	-	-	-	-
3-3/4 times base		-	-	216,385,437	-	-	-
3-1/4 times base		-	-	-	187,534,045	-	-
3 times base		-	-	-	-	173,108,350	-
7 times base		-	-	-	-	-	403,919,482
Debt as defined by statute:							
Bonds payable							
-excluding water of:	\$ 3,967,431	10,309,090	9,371,495	7,938,771	-	-	27,619,356
Notes payable		8,045,000	-	-	-	-	8,045,000
Capital leases			-		-	-	-
Short-term Clean Water Fund notes		-	-		-	-	-
School Construction Grants Receivable		-	(507,000)	-	-	-	(507,000)
Bond authorized but unissued		3,555,000	8,060,000	4,375,000	-	-	15,990,000
Total indebtedness		21,909,090	16,924,495	12,313,771	-	-	51,147,356
Debt limitation in excess of outstanding and authorized debt		107,922,172	242,738,029	204,071,666	187,534,045	173,108,350	352,772,126
Percent of Limitation		16.88%	6.52%	5.69%	0.00%	0.00%	12.66%

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, 2009 audited financial statements:

The City's annual pension cost and net pension obligation to the Plan for the year ended June 30, 2009 were as follows:

Annual required contribution	\$ 3,037,000
Interest on net pension obligation	12,000
Adjustment to annual required contribution	(12,000)
Annual pension cost	<u>3,037,000</u>
Contributions made	<u>3,216,000</u>
Decrease in net pension obligation	(179,000)
Net pension obligation beginning of year	<u>147,000</u>
Net pension obligation end of year	<u>\$ (32,000)</u>

Membership in the Plan consisted of the following at January 1, 2008, the date of the last actuarial valuation:

Retirees and beneficiaries receiving benefits	430
Terminated plan members entitled to, but not yet receiving benefits	15
Active plan members	<u>566</u>
Total	<u><u>1,011</u></u>

Three-Year Trend Information:

Fiscal Year Ended	Annual Pension Cost (APC)	Percentage of APC Contributed	Net Pension Obligation	Actual Contribution
6/30/07	\$ 2,661,000	106.0%	\$ 326,000	\$ 2,830,000
6/30/08	2,920,000	106.1%	147,000	3,098,000
6/30/09	3,037,000	105.9%	(32,000)	3,216,000

SCHEDULE OF FUNDING PROGRESS

Actuarial Valuation Date	Actuarial Value of Assets	Actuarial Accrued Liability (AAL)	Unfunded Frozen Actuarial Liability (UFAL)	Funded Ratio	Covered Payroll	UFAL as a Percentage of Covered Payroll
	(a)	(b)	(c) = (b-a)	(a/b)	(d)	(c/d)
1/1/07	145,881,000	167,259,000	21,378,000	87.2%	24,248,000	88.2%
1/1/06	136,011,000	156,516,000	20,505,000	86.9%	24,540,000	83.6%
1/1/05	129,290,000	148,850,000	19,560,000	86.9%	23,691,000	82.6%
1/1/04	131,244,000	140,498,000	9,254,000	93.4%	23,426,000	39.5%
1/1/03	133,571,347	133,043,245	(528,102)	100.4%	22,616,132	(2.3)%
1/1/02	135,923,227	129,364,568	(6,558,659)	105.1%	25,718,230	(25.5)%

Other Post-Employment Benefits Funding

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

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

The following schedules are taken from the city's June 30, 2009 audited financial statements. The City's annual OPEB cost and net OPEB obligation to the Plan for the year ended June 30, 2009 were as follows:

Annual required contribution	\$ 5,352,000
Interest on net OPEB obligation	1,000
Adjustment to annual required contribution	(1,000)
Annual OPEB cost	<u>5,352,000</u>
Contributions made	<u>3,399,000</u>
Increase in net OPEB obligation	1,953,000
Net OPEB obligation beginning of year	<u>13,000</u>
Net OPEB obligation end of year	<u><u>\$ 1,966,000</u></u>

Membership in the Plan consisted of the following at July 1, 2007, the date of the last actuarial valuation:

Retired plan members	818
Active plan members	<u>884</u>
Total	<u><u>1,702</u></u>

Trend Information:

Fiscal Year Ended	OPEB Cost (AOC)	Percentage of AOC Contributed	OPEB Obligation	Actual Contribution
6/30/08	\$ 5,352,000	99.8%	\$ 13,000	\$ 5,339,000
6/30/09	5,352,000	63.5	1,966,000	3,399,000

SCHEDULE OF FUNDING PROGRESS

Actuarial Valuation Date	Actuarial Value of Assets	Actuarial Accrued Liability (AAL)	Unfunded Frozen Actuarial Liability (UFAL)	Funded Ratio	Covered Payroll	UFAL as a Percentage of Covered Payroll
	(a)	(b)	(c) = (b-a)	(a/b)	(d)	(c/d)
7/1/07	\$ -	\$ 46,595,000	\$ 46,595,000	0%	\$ 44,921,000	103.7%

Cash Management

It is the policy of the city to invest funds in a manner which will provide the highest investment return with the maximum security while meeting the long- and short-term cash flow demands of the city and conforming to all statutes governing the investment of funds. Idle cash during the year is invested in temporary, legally permitted investments on a short-term basis.

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. A detailed history of the UFB follows:

Fiscal Year Ending June 30 th	Unreserved Fund Balance	Annual Expenditures and Encumbrances	Balance as % of Expenditures
2009	\$9,611,207	\$106,745,559	9.00%
2008	10,676,062	104,542,627	10.21%
2007	11,651,288	99,712,831	11.68%
2006	11,026,609	94,614,448	11.65%
2005	10,572,489	90,066,142	11.74%
2004	9,302,144	87,433,775	10.64%
2003	8,770,626	86,505,078	10.14%
2002	8,158,087	84,663,199	9.64%
2001	7,940,325	81,702,857	9.72%
2000	5,905,927	80,043,640	7.38%

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, 2008. This was the 16th consecutive year that the city has received this prestigious award. For each of the fiscal years beginning July 1, 2000 through July 1, 2009, the GFOA awarded the city a “Distinguished Budget Presentation Award” for its adopted budgets. The budgets submitted had to satisfy four different criteria: the budget as a Policy Document, the budget as a Financial Plan, the budget as an Operations Guide, and the budget as a Communications Device. The award earned by the city is the highest form of recognition in the area of budgeting. Additionally, the city was awarded the GFOA’s Popular Annual Financial Reporting (PAFR) award for the City Manager’s fiscal year 2004-05 Annual Report.

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

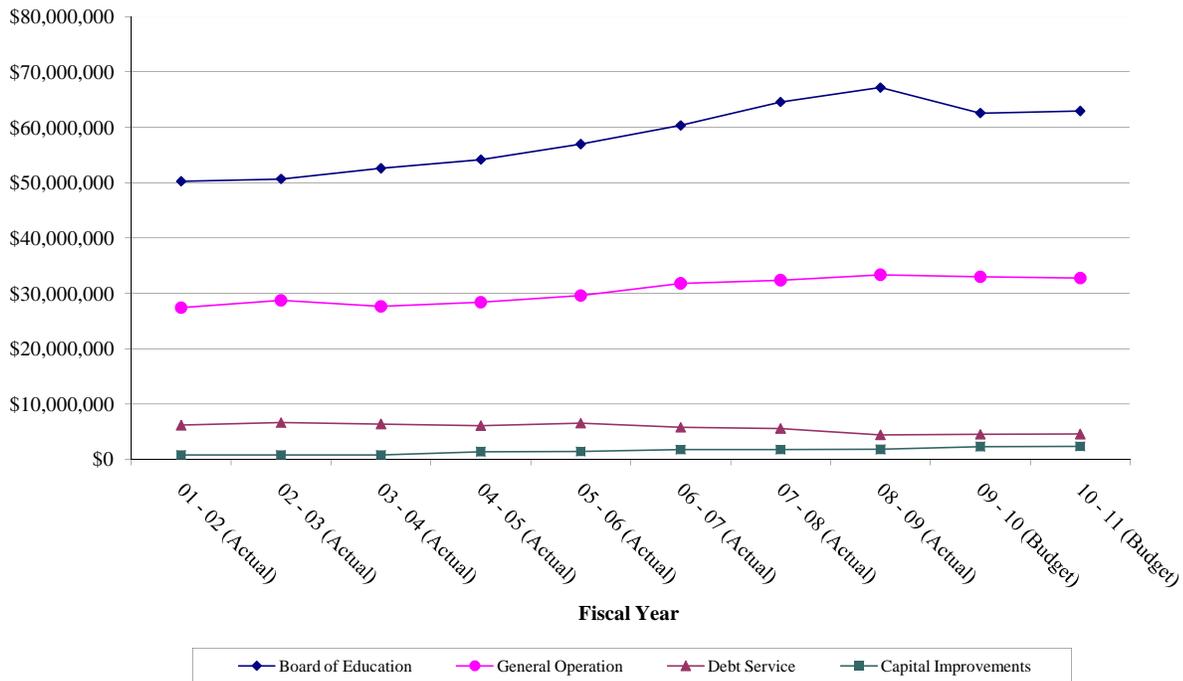
	2008-09 REVISED BUDGET	2009-10 REVISED BUDGET	2010-11 MANAGER'S PROPOSED BUDGET	2010-11 ADOPTED BUDGET
City Manager	373,098	316,275	261,956	258,446
Finance	1,434,055	1,249,469	1,236,569	1,234,042
City Treasurer	200,482	195,497	210,049	203,777
Assessment	487,362	356,981	343,848	358,342
Human Resources	440,554	357,549	377,221	386,779
Law	420,000	420,000	420,000	420,000
City Clerk	455,658	375,451	369,291	380,322
City Council	205,566	136,887	111,276	111,276
Police	10,319,660	10,030,593	10,569,673	10,432,927
Fire - Central	1,728,166	1,600,206	1,695,903	1,704,377
Fire - East Great Plain	142,675	123,721	111,349	111,349
Fire - Laurel Hill	71,930	55,786	50,207	50,207
Fire - Occum	75,447	75,702	68,132	68,132
Fire - Taftville	151,690	125,537	112,983	112,983
Fire - Yantic	182,762	126,744	114,070	114,070
Recreation	839,107	700,581	528,728	557,215
Human Services	1,666,650	1,407,633	958,056	1,228,338
Public Works	7,938,597	9,169,596	9,280,489	9,147,985
Election	165,059	113,529	116,750	116,740
Planning & Development	1,202,336	1,047,670	917,721	1,020,464
Economic Development	338,235	272,641	243,000	243,000
Debt Service - Principal	3,235,000	3,530,000	3,475,000	3,475,000
Debt Service - Interest	1,198,896	1,007,782	1,100,240	1,100,240
Miscellaneous	6,630,251	6,940,622	6,950,347	6,805,347
Emergency Management	66,632	57,678	52,499	52,499
Education	67,191,000	62,580,561	62,580,561	62,952,966
Fire - Special Service	5,003,272	5,641,586	5,817,401	5,817,401
Landfill & Refuse Fund	2,491,309	-	-	-
Volunteer Fire Relief Fund	476,162	503,833	519,498	519,498
TOTALS	115,131,611	108,520,110	108,592,817	108,983,722
General Operations	33,709,907	32,928,468	32,742,051	32,760,551
Debt Service	4,433,896	4,537,782	4,575,240	4,575,240
Capital Improvements	1,826,065	2,327,880	2,358,066	2,358,066
Education	67,191,000	62,580,561	62,580,561	62,952,966
Fire - Special Service	5,003,272	5,641,586	5,817,401	5,817,401
Landfill & Refuse Fund	2,491,309	-	-	-
Volunteer Fire Relief Fund	476,162	503,833	519,498	519,498
TOTALS	115,131,611	108,520,110	108,592,817	108,983,722

CITY OF NORWICH
MILLAGE REQUIREMENTS

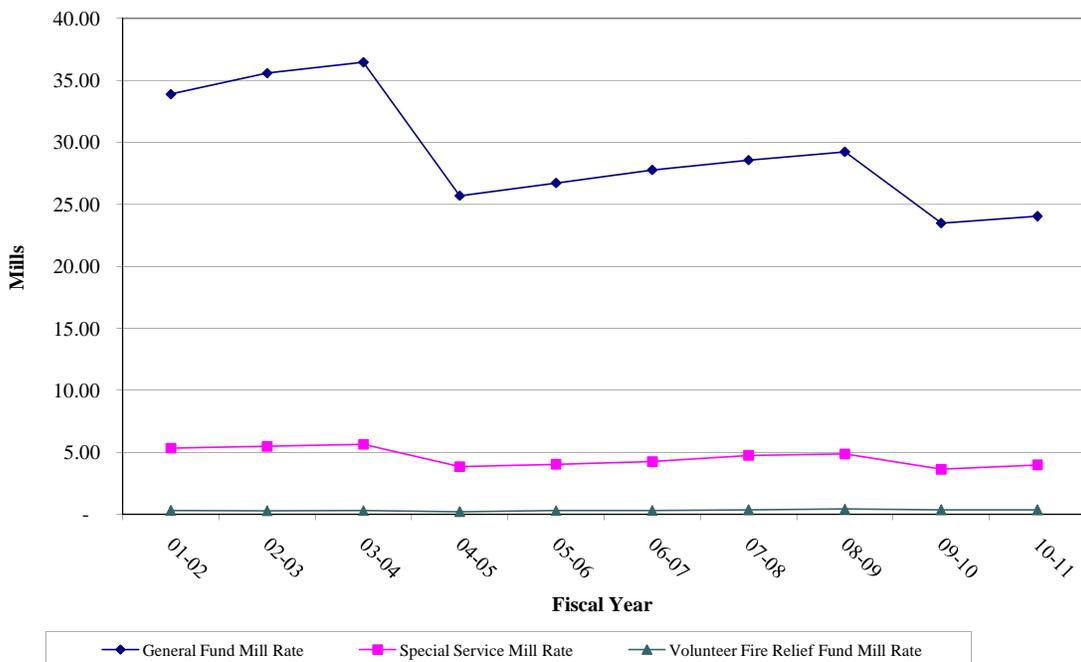
The City Assessor values all of the real estate, motor vehicles and personal property each year as of October 1. The sum of these values (less exemptions and credits) is the grand list. Anyone owning property at that date incurs a tax liability due on July 1 of the next year. When the budget is adopted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

	General Fund	Volunteer Relief Fund	Special Service Fire
<i>Calculation of Grand List</i>			
Motor Vehicles	178,612,975	106,847,875	71,765,100
Personal Property	118,435,010	95,800,670	22,634,340
Real Estate	2,125,101,500	1,349,863,900	775,237,600
Total Gross Grand List	<u>2,422,149,485</u>	<u>1,552,512,445</u>	<u>869,637,040</u>
<i>Less: Exemptions, Credits, Etc.</i>			
Elderly Reimbursement	17,191,384	11,516,156	5,675,228
Veterans/ military exemptions	6,496,490	4,382,870	2,113,620
Disabled exemptions	403,293	243,650	159,643
Economic Dev & Mfg exemptions	26,614,137	21,616,302	4,997,835
Elderly Freeze	480,500	365,500	115,000
Projected Certificates of Correction	13,000,000	9,000,000	4,000,000
Total Exemptions, Credits, Etc.	<u>64,185,804</u>	<u>47,124,478</u>	<u>17,061,326</u>
<i>Grand list, net of exemptions & credits</i>	<u>2,357,963,681</u>	<u>1,505,387,967</u>	<u>852,575,714</u>
<i>Estimated Tax Collection Percentage</i>	96.44%	96.80%	95.16%
<i>Collectible Grand List</i>	<u>2,274,020,174</u>	<u>1,457,215,552</u>	<u>811,311,049</u>
<i>Taxes to be Levied:</i>			
General City	16,459,780		
Board of Education	31,981,372		
Capital Improvements	2,044,935		
Debt Service	4,170,769		
Special Service Fire			3,221,063
Volunteer Fire Relief		519,498	
Total Tax Levy	<u>54,656,856</u>	<u>519,498</u>	<u>3,221,063</u>
<i>Mill Rates Required:</i>			
General City	7.23		
Board of Education	14.07		
Capital Improvements	0.90		
Debt Service	1.84		
Special Service Fire			3.98
Volunteer Fire Relief		0.36	
Total Mill Rates Required for FY 2011	<u>24.04</u>	<u>0.36</u>	<u>3.98</u>
FY 2010 Mill Rate	23.48	0.36	3.63
Change	0.56	0.00	0.35
Percent Change	2.39%	0.00%	9.64%

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



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

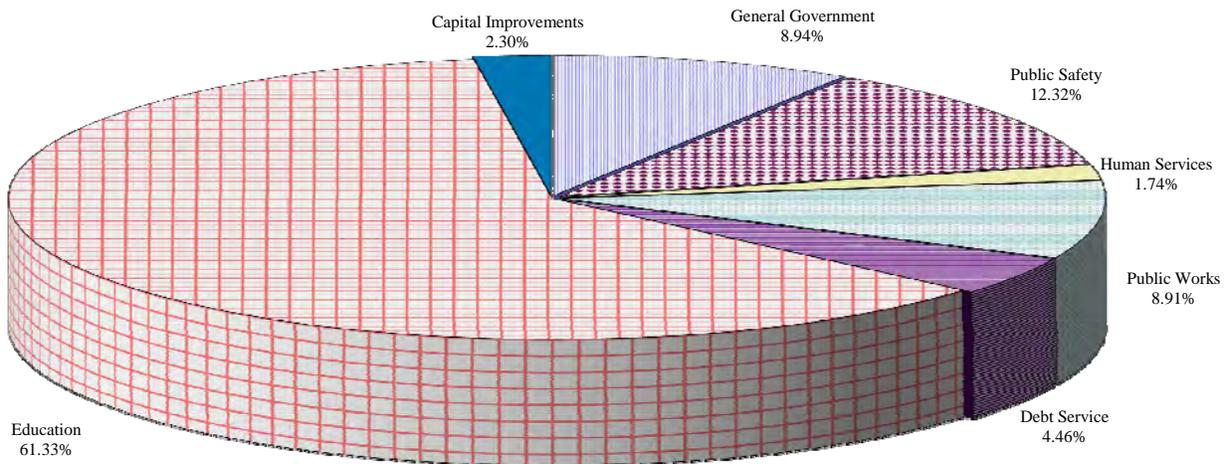


In fiscal year 2004-05, a revaluation was done for grand list 10/1/2003. This revaluation resulted in the net grand list increasing \$568,306,854 to \$1,732,000,000 from the 10/1/2002 net grand list value of \$1,163,693,146.

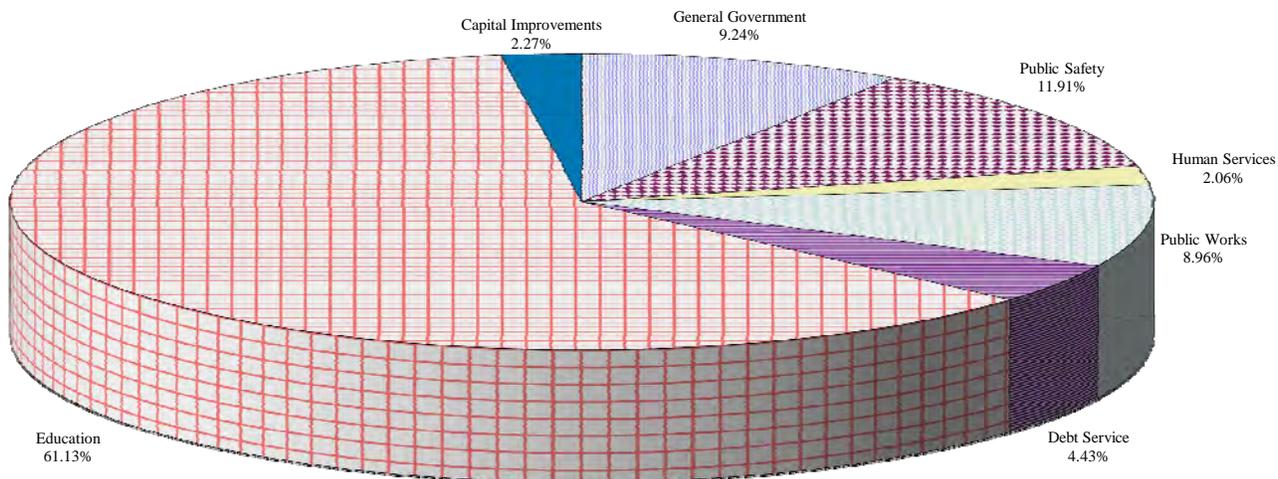
For fiscal year 2009-10, the 10/1/2008 grand list revaluation resulted in an increase of \$494,000,000 to \$2,327,000,000 from the 10/1/2007 net grand list value of \$1,833,000,000.

**CITY OF NORWICH
SUMMARY OF EXPENDITURES**

2010-11 ADOPTED BUDGET

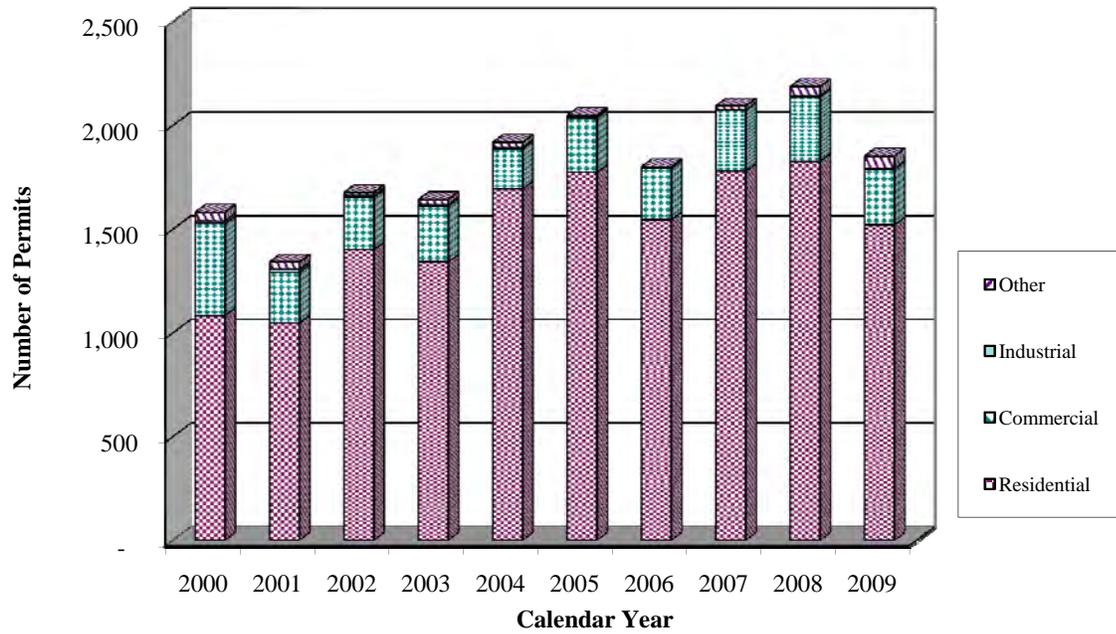


2009-10 REVISED BUDGET

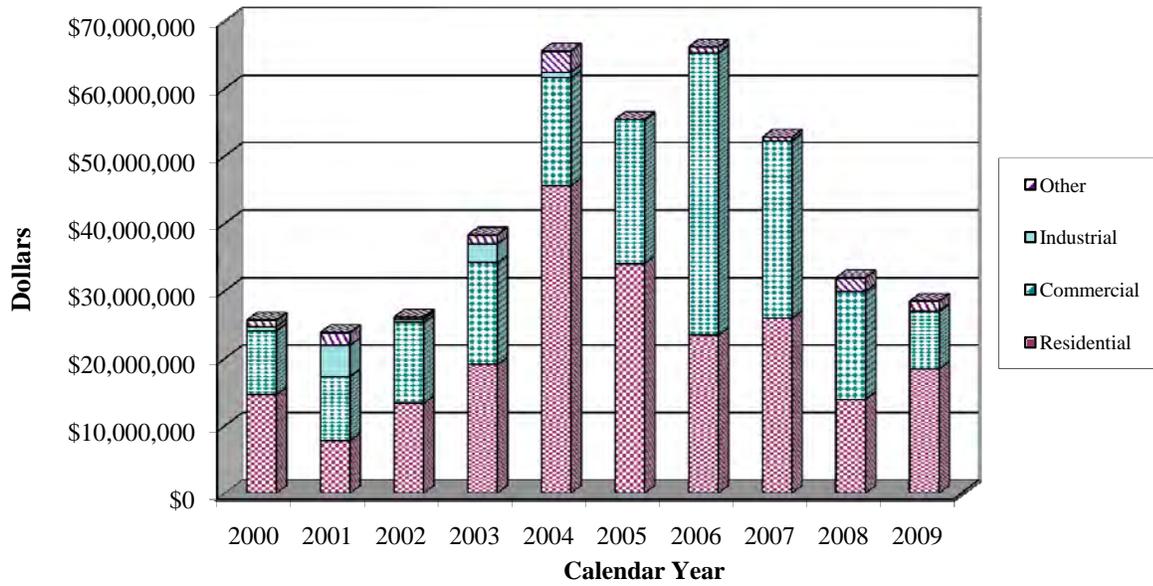


	2010-11 Adopted Budget	2009-10 Revised Budget	Dollar Change	Percent Change
General Government	9,180,469	9,454,691	(274,222)	-2.90%
Public Safety	12,646,544	12,195,967	450,577	3.69%
Human Services	1,785,553	2,108,214	(322,661)	-15.30%
Public Works	9,147,985	9,169,596	(21,611)	-0.24%
Debt Service	4,575,240	4,537,782	37,458	0.83%
Education	62,952,966	62,580,561	372,405	0.60%
Capital Improvements	2,358,066	2,327,880	30,186	1.30%
	<u>102,646,823</u>	<u>102,374,691</u>	<u>272,132</u>	<u>0.27%</u>

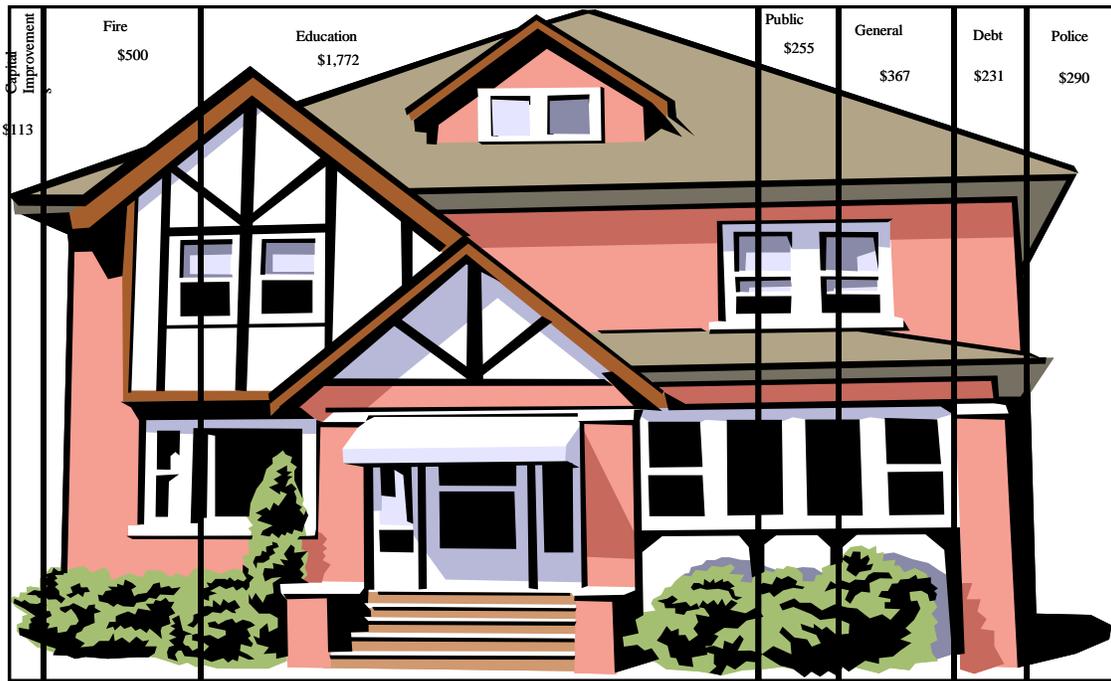
BUILDING PERMITS ISSUED BY CATEGORY



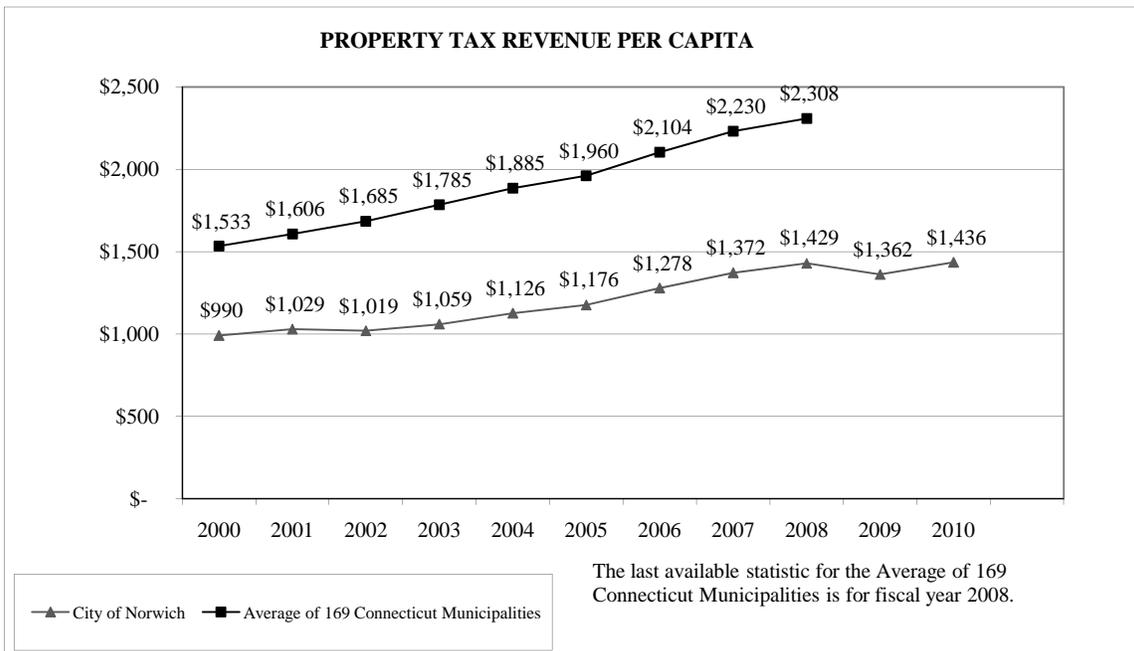
TOTAL VALUE OF BUILDING PERMITS BY CATEGORY



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



Capital improvements	\$113	Taxes support the improvement and expansion of the city's infrastructure.
Fire	\$500	Taxes provide fire protection for residents.
Education	\$1,772	Taxes fund the Norwich Public School system.
Public Works	\$255	Taxes support maintenance of city roads, buildings, parks and vehicles and refuse and recycling collection.
General Government	\$367	Taxes support the administration of city services.
Debt Service	\$231	Taxes provide for the scheduled debt service payments from the city's long-term borrowings.
Police	\$290	Taxes provide police protection for residents.
TOTAL TAX BILL:	\$3,528	



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

DEPARTMENT	01-02	02-03	03-04	04-05	05-06	06-07	07-08	08-09	09-10	10-11
General City										
City Manager	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	2.0
Finance	13.0	13.0	12.0	12.0	12.0	14.0	15.0	14.0	12.0	12.0
Treasurer	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0
Assessment	3.5	4.0	3.5	3.5	3.5	4.0	4.0	4.0	4.0	4.0
Human Resources	5.5	5.5	4.5	4.5	4.5	4.5	4.5	4.5	4.5	4.5
Law	3.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
City Clerk	5.0	5.0	5.0	5.0	5.0	5.0	6.0	6.0	5.0	5.0
City Council	1.5	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
M.I.S.	2.0	2.0	2.0	2.0	2.0	0.0	0.0	0.0	0.0	0.0
Police	107.5	102.5	100.5	101.0	100.0	100.0	98.0	99.0	96.0	94.0
Fire	55.5	55.5	55.0	55.5	55.5	55.5	59.5	59.5	59.5	59.5
Recreation	9.0	9.0	6.0	7.0	7.0	7.0	7.0	7.0	6.0	6.0
Human Services	11.0	10.5	8.5	8.5	8.5	8.5	8.5	8.5	8.5	8.5
Senior Citizens Center	8.0	7.0	6.0	6.0	6.0	6.0	7.0	7.0	6.5	6.5
Youth Service Bureau	5.0	5.0	3.0	3.0	3.0	3.0	3.0	3.0	2.0	2.0
PW Engineering & Administration	8.0	8.0	6.5	7.0	7.0	6.0	6.0	6.0	6.0	5.0
PW Fleet Maintenance	11.0	10.0	9.0	9.0	9.0	9.0	9.0	9.0	7.0	7.0
PW Solid Waste	4.0	3.0	3.0	3.0	2.0	2.0	3.0	3.0	3.0	3.0
PW Street Maintenance	35.0	35.0	33.0	33.0	32.0	32.0	41.0	40.0	39.0	38.0
PW Parks & Cemeteries	12.0	12.0	11.0	10.0	9.0	9.0	0.0	0.0	0.0	0.0
PW Building Maintenance	7.5	8.0	7.0	7.0	6.0	7.0	9.0	9.0	9.0	8.0
PW Parking Maintenance	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	1.0	1.0
Election	3.0	3.0	2.5	2.5	2.5	2.5	2.5	2.5	2.0	2.0
Planning & Development	13.0	12.5	11.0	12.0	13.0	13.0	14.5	14.5	13.0	12.0
Economic Development	1.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Emergency Management	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Tourism	2.0	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.0	0.0
Subtotal - General City	335.0	322.0	300.5	303.0	299.0	299.5	309.0	308.0	293.0	286.0
Board of Education										
General Fund-funded positions	502.5	392.1	375.9	386.3	373.8	384.2	387.5	406.4	291.1	209.4
State & federal grant-funded positions	66.3	74.7	86.6	99.8	114.2	117.1	111.3	125.3	226.3	226.3
School Lunch (federal grant)	41.0	42.0	40.0	39.0	39.0	39.0	39.0	30.0	30.0	28.0
Adult Education (state & federal grants)	13.0	11.0	12.0	13.0	13.0	13.0	12.0	12.0	12.0	12.0
Family Resource Ctr (state & fed grants)	10.0	10.0	10.0	10.0	24.0	22.0	25.5	24.5	24.5	24.5
Subtotal - Board of Education	632.7	529.8	524.5	548.0	563.9	575.4	575.3	598.2	583.9	500.2
Norwich Public Utilities	136.0	138.0	136.5	137.0	137.0	137.0	137.0	139.5	139.5	142.5
GRAND TOTALS	1,103.7	989.8	961.5	988.0	999.9	1,011.9	1,021.3	1,045.7	1,016.4	928.7

During fiscal years 2003 through 2006, general city departments cut about 33 positions in response to a drastic reduction in grant revenues from the State of Connecticut. For fiscal year 2007, the MIS department was merged into the Finance Department. The only net staffing change during fiscal year 2007 for the general city departments was an increase in the Assessment Data Entry Clerk from part-time to full-time and two positions added in the Planning & Neighborhood Services Building Division. The fiscal year 2007-08 budget added the following positions: a Part-time Public Safety Grants and Procurement Coordinator in Finance; a Records Clerk in the City Clerks's Office; 4 Battalion Chiefs and a Safety & Training Marshal in the Fire Department; and a Recycling Coordinator in Public Works and a Receptionist at the Senior Center. The fiscal year 2008 budget also moved 2 building maintenance positions from the Police Department to the Public Works Building Maintenance division. The fiscal year 2009 budget eliminates the Public Safety Grants & Procurement Coordinator position and adds a full-time Police Officer dedicated to domestic violence. The 2009-10 budget eliminates funding of 15 FTE positions across all General City departments. The 2010-11 budget eliminates 7 FTE positions across all General City departments.

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). The 2010-11 budget adopted by the City Council eliminates 67.1 positions including School Resource Officers, middle school alternative education and world language teachers.

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

Collective Bargaining Group Name	Group Represented	FTE Positions Represented	Beginning Date of Contract	End Date of Contract
International Brotherhood of Police Officers (IBPO), Local 38	City 911 Dispatchers	8.00	7/1/2007	6/30/2011
International Association of Fire Fighters, Local 892	City Firefighters	53.00	7/1/2007	6/30/2013
Norwich City Hall Employees Association, Inc., Connecticut Independent Labor Union (CILU), Local #11	City Non-supervisory administrative employees	62.00	7/1/2007	6/30/2012
United Public Service Employees Union, Connecticut Organization for Public Safety Division	City Police Officers	73.00	7/1/2007	6/30/2013
CILU, Local #24 *	City Public Works Employees	44.00	7/1/2007	6/30/2011
Public Works Supervisors, American Federation of State, County & Municipal Employees (AFSCME), Local 818, Council 4	City Public Works Supervisors	5.00	7/1/2008	6/30/2013
Municipal Employees Union "Independent" (MEUI)-Supervisors	City Supervisory administrative employees	11.00	7/1/2009	6/30/2013
Norwich School Administrators Association	NPS Administrators	15.00	7/1/2008	6/30/2012
MEUI Local 506, SEIU, AFL-CIO	NPS Custodians	26.50	7/1/2010	6/30/2011
Teamsters Local Union No. 493 **	NPS Maintainers	2.00	7/1/2009	6/30/2011
MEUI Local 506, SEIU, AFL-CIO	NPS Paraeducators	95.40	7/1/2009	6/30/2012
New England Health Care Employees Union District 1199, SEIU, AFL-CIO	NPS School Nurses	13.40	7/1/2009	6/30/2011
Norwich Educational Secretaries, AFSCME Local 1303-190, Council 4	NPS Secretaries	23.00	7/1/2010	6/30/2011
Norwich Teachers League	NPS Teachers	262.29	7/1/2008	6/30/2012
Supervisory Employees Association, Inc. AFSCME Local 818, Council 4	NPU Supervisory and Professional Employees	39.00	7/1/2008	6/30/2011
International Brotherhood of Electrical Workers Local 457, Norwich Unit	NPU Technical and clerical workers	95.50	7/1/2008	6/30/2011
United Steelworkers of America AFL-CIO-CLC Local No. 9411-02	NPU Water distribution employees	7.00	7/1/2008	6/30/2011

Non-Bargaining Employees

General Government	12.00
Department of Public Utilities	1.00
Board of Education	160.00
	<u>173.00</u>

* The Public Works Employees bargaining unit recently voted to switch to UPSEU COPS from CILU.

** As of 7/1/10, the NPS Maintainers have become part of the MEUI Local 506, SEIU, AFL-CIO group with the NPS Custodians.

CITY OF NORWICH
CONSOLIDATED DEBT SCHEDULE

Description	Original Bond Date	Interest Rates	Amount Bonded	Outstanding at 7/1/2010	Principal	Interest	Total FY 2011 Debt Service
Series B Taxable (Wauregan)	4/5/2001	6.5 - 6.75%	400,000	175,000	25,000	11,813	36,813
General Obligation Bonds	4/15/2002	4.0 - 5.0%	6,020,000	3,215,000	275,000	149,666	424,666
Series A, Capital Project Bonds	4/15/2004	3.0 - 3.55%	3,120,000	1,170,000	235,000	39,068	274,068
Series B, Refunding Bonds	4/15/2004	2.0 - 4.0%	4,575,000	2,930,000	355,000	106,428	461,428
Series A, Capital Project Bonds	3/15/2005	3.0 - 5.0%	3,520,000	2,100,000	350,000	67,069	417,069
Series B, Refunding Bonds	3/15/2005	3.0 - 4.0%	8,570,000	7,185,000	895,000	253,634	1,148,634
Qualified Zone Academy Bond-Kelly Renovations	12/30/2008	0.00%	2,940,000	2,695,000	245,000	-	245,000
Series A, Capital Project Bonds	12/17/2009	3.0 - 4.0%	11,410,000	11,410,000	-	376,912	376,912
Series B, Refunding Bonds	12/17/2009	2.0 - 3.0%	4,235,000	4,235,000	1,095,000	95,650	1,190,650

Subtotal - General Fund Debt	35,115,000	3,475,000	1,100,240	4,575,240
------------------------------	------------	-----------	-----------	-----------

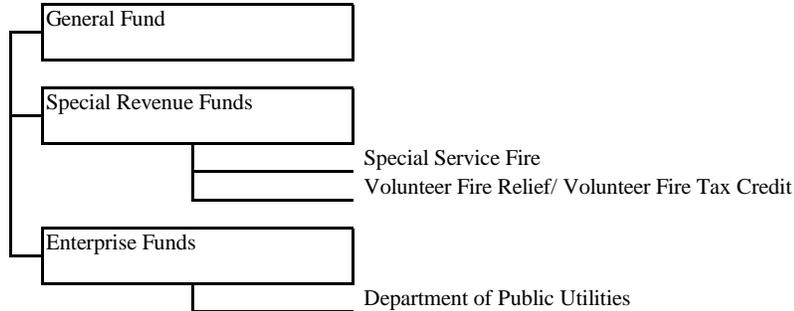
Description	Original Bond Date	Interest Rates	Amount Bonded	Outstanding at 7/1/2010	Principal	Interest	Total FY 2011 Debt Service
CT DECD loan for Stony Brook Reservoir	7/1/1994	6.00%	1,000,000	246,870	77,544	14,812	92,356
CT CWF Notes 106-C	10/31/1997	2.00%	2,705,885	1,218,853	182,345	22,712	205,057
CT CWF Notes 298-C	6/30/2000	2.00%	1,507,962	678,582	75,398	12,881	88,279
CT CWF Notes 9714-C	12/31/2002	2.77%	1,898,651	1,202,305	90,036	32,166	122,202
CT CWF Notes 349-C	12/31/2002	2.00%	880,594	543,674	42,475	10,486	52,961
CT CWF Notes 200801-C	6/30/2009	2.27%	450,000	425,625	22,500	9,428	31,928
Capital leases and other debt					578,468	136,007	714,475

Subtotal - Norwich Public Utilities Debt	4,315,909	1,068,766	238,492	1,307,258
--	-----------	-----------	---------	-----------

GRAND TOTAL	39,430,909	4,543,766	1,338,732	5,882,498
-------------	------------	-----------	-----------	-----------

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

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. No undesignated fund balance ("UFB") has been used to balance the budget in Fiscal Year 2011.

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.

Enterprise Funds

Norwich Public Utilities

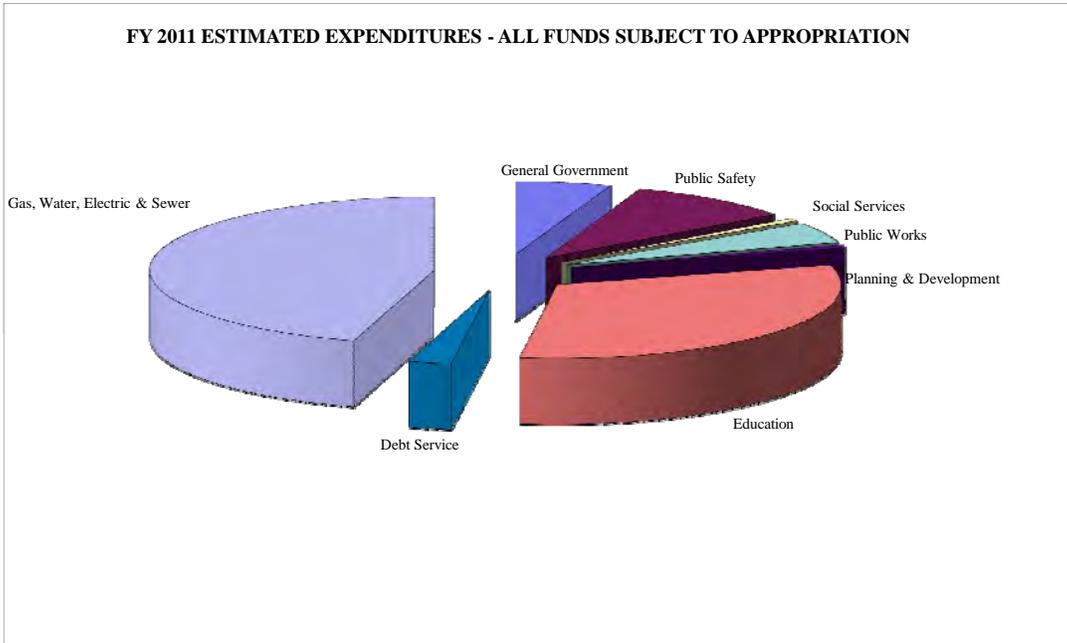
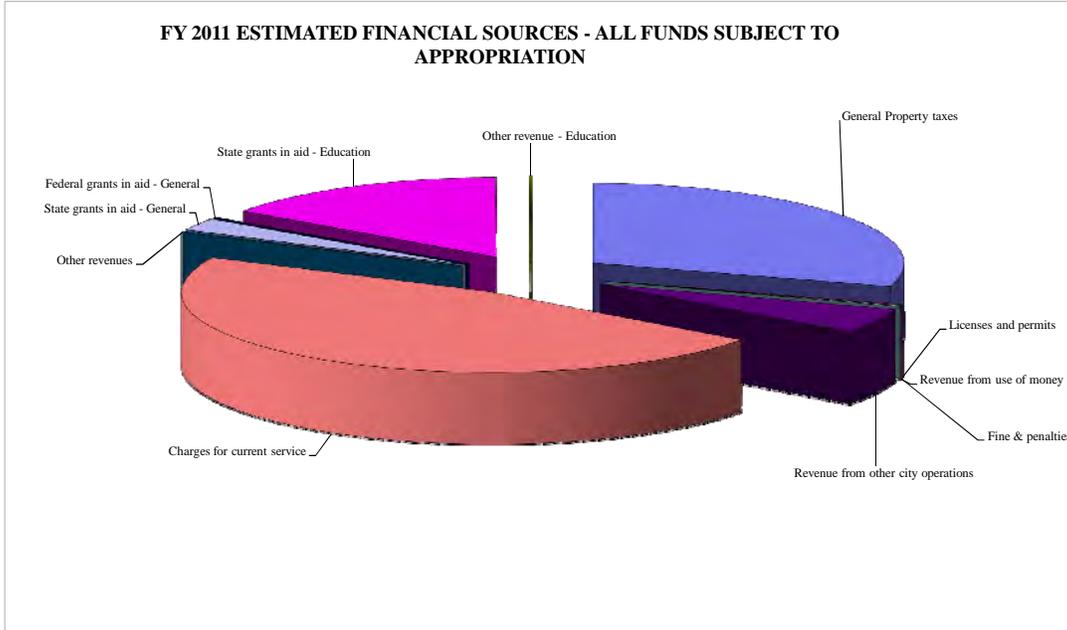
Electric, water, gas and sewer funds are used to account for the acquisition, operation and maintenance of city-owned electric, water, gas and sewer facilities and services which are entirely or predominantly self-supported by user charges. The operations of these funds are accounted for in such a manner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

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

	Governmental		Proprietary	Total	Governmental		Proprietary	Total	Governmental		Proprietary	Total
	General	SRF	NPU	FYE 2011 Budgeted	General	SRF	NPU	FYE 2010 Projected	General	SRF	NPU	FYE 2009 Actual
Fund balances carried forward	8,491,208	185,526	103,908,253	112,584,987	9,611,208	185,526	100,432,488	110,229,222	10,676,062	357,035	95,208,417	106,241,514
Revenues												
General Property taxes	56,846,856	3,900,561	-	60,747,417	54,927,068	3,596,606	-	58,523,674	54,134,276	3,628,212	-	57,762,488
Licenses and permits	400,000	-	-	400,000	550,000	-	-	550,000	484,191	-	-	484,191
Fines & penalties	50,000	-	-	50,000	59,000	-	-	59,000	56,816	-	-	56,816
Revenue from use of money	249,943	4,000	40,800	294,743	598,914	6,000	37,800	642,714	480,336	6,430	100,105	586,871
Revenue from other city operations	9,687,888	644,396	-	10,332,284	8,652,076	755,767	-	9,407,843	8,026,240	735,092	-	8,761,332
Charges for current service	596,261	-	95,235,451	95,831,712	720,265	-	92,655,882	93,376,147	771,560	2,300,373	88,311,583	91,383,516
Other revenues	264,440	14,400	-	278,840	230,000	20,000	-	250,000	453,597	40,000	-	493,597
State grants in aid - General	3,375,953	1,773,542	-	5,149,495	3,922,878	1,767,046	-	5,689,924	5,331,475	1,190,634	-	6,522,109
Federal grants in aid - General	203,888	-	-	203,888	198,466	-	-	198,466	11,894	-	-	11,894
State grants in aid - Education	30,871,594	-	-	30,871,594	31,296,024	-	-	31,296,024	35,804,044	-	-	35,804,044
Other revenue - Education	100,000	-	-	100,000	100,000	-	-	100,000	126,276	-	-	126,276
Total revenue	102,646,823	6,336,899	95,276,251	204,259,973	101,254,691	6,145,419	92,693,682	200,093,792	105,680,705	7,900,741	88,411,688	201,993,134
Expenditures/expenses												
City Manager	258,446	-	-	258,446	316,275	-	-	316,275	372,454	-	-	372,454
Finance	1,234,042	-	-	1,234,042	1,249,469	-	-	1,249,469	1,375,957	-	-	1,375,957
City Treasurer	203,777	-	-	203,777	195,497	-	-	195,497	195,907	-	-	195,907
Assessment	358,342	-	-	358,342	356,981	-	-	356,981	487,362	-	-	487,362
Human Resources	386,779	-	-	386,779	357,549	-	-	357,549	440,514	-	-	440,514
Law	420,000	-	-	420,000	420,000	-	-	420,000	415,926	-	-	415,926
City Clerk	380,322	-	-	380,322	375,451	-	-	375,451	454,810	-	-	454,810
City Council	111,276	-	-	111,276	132,333	-	-	132,333	203,541	-	-	203,541
Police	10,432,927	-	-	10,432,927	10,030,593	-	-	10,030,593	10,303,699	-	-	10,303,699
Fire - Central	1,704,377	-	-	1,704,377	1,600,206	-	-	1,600,206	1,713,749	-	-	1,713,749
Fire - East Great Plain	111,349	-	-	111,349	123,721	-	-	123,721	130,207	-	-	130,207
Fire - Laurel Hill	50,207	-	-	50,207	55,786	-	-	55,786	70,886	-	-	70,886
Fire - Occum	68,132	-	-	68,132	75,702	-	-	75,702	56,579	-	-	56,579
Fire - Taftville	112,983	-	-	112,983	125,537	-	-	125,537	151,680	-	-	151,680
Fire - Yantic	114,070	-	-	114,070	126,744	-	-	126,744	173,608	-	-	173,608
Recreation	557,215	-	-	557,215	700,581	-	-	700,581	806,966	-	-	806,966
Human Services	1,228,338	-	-	1,228,338	1,407,633	-	-	1,407,633	1,662,902	-	-	1,662,902
Public Works	9,147,985	-	-	9,147,985	9,169,596	-	-	9,169,596	7,928,557	-	-	7,928,557
Election	116,740	-	-	116,740	113,529	-	-	113,529	164,511	-	-	164,511
Planning & Development	1,020,464	-	-	1,020,464	1,047,670	-	-	1,047,670	1,198,804	-	-	1,198,804
Economic Development	243,000	-	-	243,000	272,641	-	-	272,641	320,553	-	-	320,553
Education	62,952,966	-	-	62,952,966	62,580,561	-	-	62,580,561	67,191,000	-	-	67,191,000
Debt Service - Principal	3,475,000	-	-	3,475,000	3,530,000	-	-	3,530,000	3,235,000	-	-	3,235,000
Debt Service - Interest	1,100,240	-	238,492	1,338,732	1,007,782	-	276,110	1,283,892	1,198,896	-	312,738	1,511,634
Miscellaneous	6,805,347	-	-	6,805,347	6,945,176	-	-	6,945,176	6,425,592	-	-	6,425,592
Emergency Management	52,499	-	-	52,499	57,678	-	-	57,678	65,899	-	-	65,899
Fire - Special Service	-	5,817,401	-	5,817,401	-	5,641,586	-	5,641,586	-	5,012,848	-	5,012,848
Landfill & Refuse Fund	-	-	-	-	-	-	-	-	-	2,583,378	-	2,583,378
Volunteer Fire Relief Fund	-	519,498	-	519,498	-	503,833	-	503,833	-	476,024	-	476,024
Gas, Water, Electric & Sewer	-	-	91,088,645	91,088,645	-	-	88,941,807	88,941,807	-	-	84,013,498	84,013,498
Total expenditures/expenses	102,646,823	6,336,899	91,327,137	200,310,859	102,374,691	6,145,419	89,217,917	197,738,027	106,745,559	8,072,250	84,326,236	199,144,045
Other financing uses/ (sources)												
Capital contributions	-	-	-	-	-	-	-	-	-	-	(1,138,619)	(1,138,619)
Total resources used	102,646,823	6,336,899	91,327,137	200,310,859	102,374,691	6,145,419	89,217,917	197,738,027	106,745,559	8,072,250	83,187,617	198,005,426
Fund balance/net assets to carry forward	8,491,208	185,526	107,857,367	116,534,101	8,491,208	185,526	103,908,253	112,584,987	9,611,208	185,526	100,432,488	110,229,222
General Fund Fund Balance as a % of Expenditures	8.27%				8.29%				9.00%			

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:		Expenditures:	
General Property taxes	60,747,417	General Government	10,832,286
Licenses and permits	400,000	Public Safety	18,983,443
Fine & penalties	50,000	Social Services	1,228,338
Revenue from use of money	294,743	Public Works	9,147,985
Revenue from other city operations	10,332,284	Planning & Development	1,263,464
Charges for current service	95,831,712	Education	62,952,966
Other revenues	278,840	Debt Service	4,813,732
State grants in aid - General	5,149,495	Gas, Water, Electric & Sewer	91,088,645
Federal grants in aid - General	203,888		
State grants in aid - Education	30,871,594		
Other revenue - Education	100,000		
	<hr/> 204,259,973		<hr/> 200,310,859



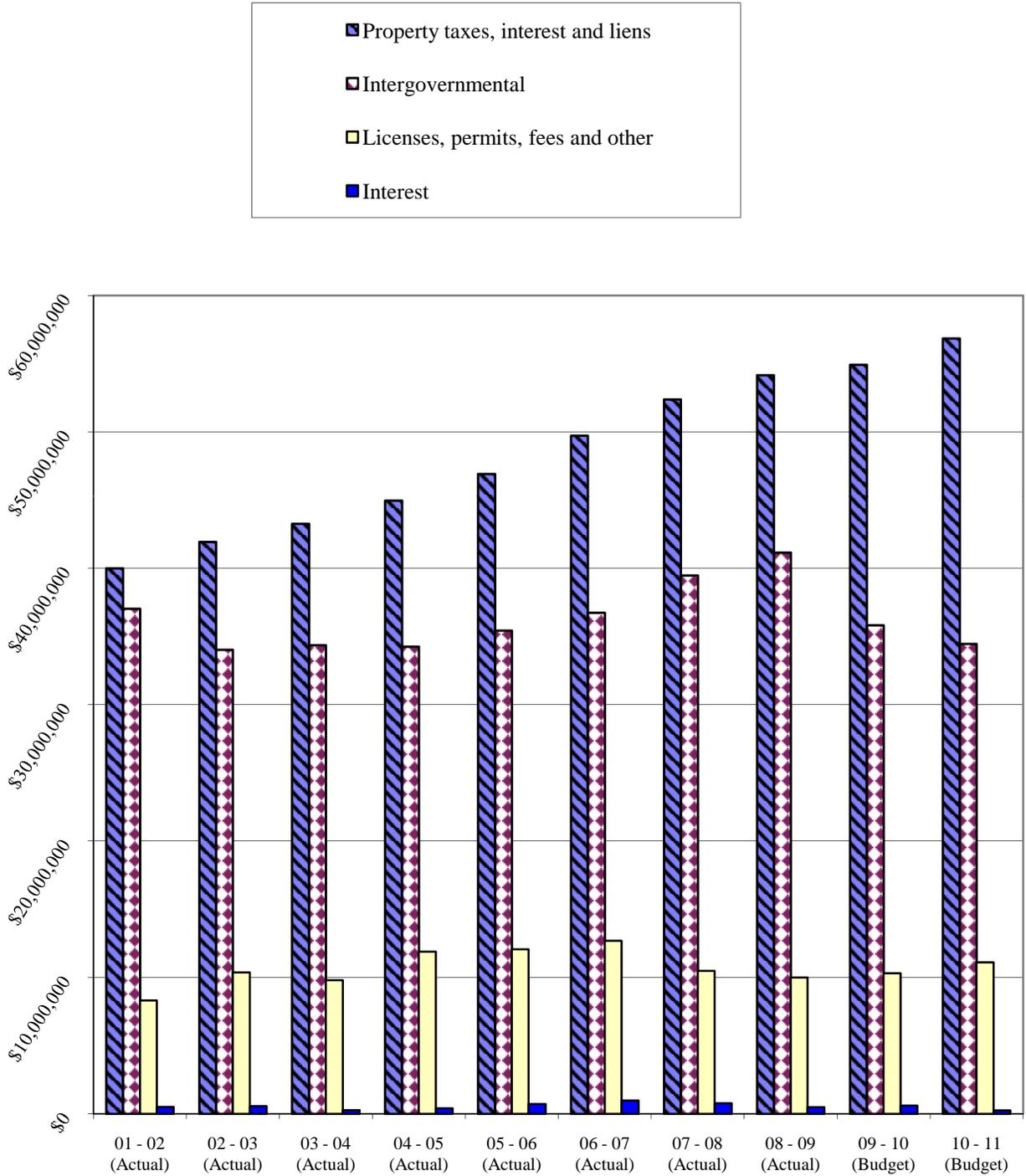
General Fund



CITY OF NORWICH SUMMARY OF GENERAL FUND BUDGET 2010-11 ADOPTED BUDGET					
	General City	Debt Service	Capital Improvements	Education	Total General Fund
EXPENDITURES					
Total by category	32,760,551	4,575,240	2,358,066	62,952,966	102,646,823
TOTALS	32,760,551	4,575,240	2,358,066	62,952,966	102,646,823
REVENUES					
General Revenues	16,300,771	404,471	313,131	30,971,594	47,989,967
Surplus	0	0	0	0	0
Taxes to be levied - General Fund	16,459,780	4,170,769	2,044,935	31,981,372	54,656,856
TOTALS	32,760,551	4,575,240	2,358,066	62,952,966	102,646,823

GENERAL FUND REVENUE SOURCES

As you can see from the chart below, the City of Norwich has had to rely on local property tax revenue as intergovernmental revenue and interest income have stagnated. The city has been mitigating the increases in the mill rate to the best of its ability by limiting spending and raising user fees.



CITY OF NORWICH GENERAL FUND REVENUES 2010-11 ADOPTED BUDGET								
	2006-07 ACTUAL	2007-08 ACTUAL	2008-09 REVISED BUDGET	2008-09 ACTUAL	2009-10 REVISED BUDGET	2010-11 MANAGER'S PROPOSED	2010-11 ADOPTED BUDGET	
GENERAL PROPERTY TAXES								
70201	PROPERTY TAX CURRENT LEVY	47,594,884	49,619,917	51,848,667	51,609,025	52,827,068	54,284,451	54,656,856
70202	PROPERTY TAX PRIOR LEVY	759,797	1,346,209	1,000,000	1,159,611	1,000,000	1,065,000	1,065,000
70203	PROPERTY TAX-INT & LIENS	682,025	766,211	650,000	732,842	650,000	650,000	650,000
70208	PROP.TAX-M.V. PA-76-338	683,992	641,278	700,000	632,798	450,000	475,000	475,000
TOTALS		49,720,698	52,373,615	54,198,667	54,134,276	54,927,068	56,474,451	56,846,856
LICENSES & PERMITS								
70213	MISC. PERMITS & FEES	905,619	582,842	620,000	484,191	550,000	400,000	400,000
TOTALS		905,619	582,842	620,000	484,191	550,000	400,000	400,000
FINES & PENALTIES								
70218	TRAFFIC VIOLATIONS	21,770	19,625	20,000	14,175	19,000	10,000	10,000
77064	BLIGHT CITATIONS	0	121,142	30,000	42,641	40,000	40,000	40,000
TOTALS		21,770	140,767	50,000	56,816	59,000	50,000	50,000
INVESTMENT INCOME								
70223	INTEREST ON INVESTMENTS	919,570	977,871	800,000	418,359	550,000	200,000	200,000
70224	INTEREST CEMETERY TRUST	51,620	61,977	64,046	61,977	48,914	49,943	49,943
TOTALS		971,190	1,039,848	864,046	480,336	598,914	249,943	249,943
REVENUE FROM OTHER CITY OPERATIONS								
70209	PRIOR REFUSE CHARGES	0	0	0	500,000	300,000	30,000	30,000
70226	OUTSIDE CONTRACTED JOBS	20,775	57,592	100,000	132,297	35,000	120,000	120,000
70227	SENIOR CITIZENS CENTER	44,365	45,567	36,828	51,136	41,828	41,828	41,828
70228	PUBLIC UTILITIES 10%	5,877,500	7,025,600	6,507,259	6,507,269	6,557,979	7,749,084	7,749,084
70229	D.P.U. CITY SERVICE	73,355	75,427	78,941	76,628	84,771	88,283	88,283
70230	BOND & NOTE PAYMENTS	99,918	98,327	96,040	96,040	95,498	93,696	93,696
70232	LANDFILL REVENUES	2,132,371	206,417	185,000	142,870	200,000	200,000	200,000
70239	D.P.U.SEWER ASSESSMENTS	600,000	550,000	400,000	400,000	300,000	275,000	275,000
70241	NGCA DEBT SERVICE	26,150	0	0	0	0	35,775	35,775
70260	PARKING COMMISSION	123,536	126,754	129,980	120,000	110,000	115,222	115,222
76040	DIRECT HAULER FEES	0	0	0	0	920,000	932,000	932,000
76041	BACKYARD ROLLOUT FEES	0	0	0	0	7,000	7,000	7,000
TOTALS		8,997,970	8,185,684	7,534,047	8,026,240	8,652,076	9,687,888	9,687,888
CHARGES FOR CURRENT SERVICE								
70234	RECORDING FEES	395,254	379,836	380,000	299,560	300,000	320,000	320,000
70235	LAND RECORD CAP IMPROV FEE	26,565	21,144	25,000	26,030	25,000	25,000	25,000
70236	PROBATE COURT CHARGE	19,619	20,056	20,824	20,597	20,265	21,261	21,261
70238	CONVEYANCE TAX	924,833	601,203	600,000	425,373	375,000	230,000	230,000
TOTALS		1,366,271	1,022,239	1,025,824	771,560	720,265	596,261	596,261
OTHER REVENUES								
70243	MISC. UNCLASSIFIED	566,597	602,788	273,000	392,400	230,000	245,940	264,440
70246	CITY PROP.-RELOC.COLLECT	136	54,995	0	128,260	0	0	0
78001	ANTHEM DEMUTUALIZATION	619,961	0	0	0	0	0	0
TOTALS		1,186,694	657,783	273,000	520,660	230,000	245,940	264,440

CITY OF NORWICH GENERAL FUND REVENUES 2010-11 ADOPTED BUDGET							
	2006-07 ACTUAL	2007-08 ACTUAL	2008-09 REVISED BUDGET	2008-09 ACTUAL	2009-10 REVISED BUDGET	2010-11 MANAGER'S PROPOSED	2010-11 ADOPTED BUDGET
STATE GRANTS IN AID - GENERAL							
70247 STATE-IN LIEU OF TAXES	1,572,002	1,588,029	1,787,716	1,773,813	1,489,495	1,482,649	1,482,649
70249 STATE-BUILDING MAINT.	201,960	274,365	277,000	280,515	257,000	250,000	250,000
70250 STATE-CITY HOUSING	61,904	77,737	30,278	94,035	35,793	32,769	32,769
70252 STATE-FISH & GAME LICENSE	59,834	61,875	50,000	26,171	60,000	0	0
70253 STATE MFG MACH & EQUIP	137,075	202,032	193,877	197,831	200,080	149,034	149,034
70254 STATE - MASH/PEQUOT FUNDS	2,022,760	1,914,035	1,817,067	1,790,498	847,700	435,095	435,095
70256 STATE-TOTAL DISAB-PA74123	3,376	3,204	3,204	3,074	3,074	3,067	3,067
70257 STATE-ELDERLY REIMBURSE.	0	0	234,252	223,932	155,155	161,114	161,114
70259 YOUTH SERVICE BUREAU	87,482	87,468	87,468	87,468	87,468	87,468	87,468
70261 STATE-SCH.BOND INTEREST	339,845	142,176	56,075	122,959	128,964	121,365	121,365
70266 STATE-ACCESS LINE TX SHR	228,944	238,593	220,000	187,522	180,000	120,000	120,000
70267 STATE-ADD.VETERANS EXEMPT	10,997	10,619	10,869	7,004	4,986	7,917	7,917
73420 TOWN AID ROADS	0	0	237,787	236,963	173,773	237,344	237,344
73800 LOCAL CAPITAL IMPROVE. PROGRAM	301,185	300,331	300,331	299,690	299,390	288,131	288,131
TOTALS	5,027,364	4,900,464	5,305,924	5,331,475	3,922,878	3,375,953	3,375,953
FEDERAL GRANTS IN AID - GENERAL							
70268 EMERGENCY MANAGEMENT PERFOI	11,047	16,979	11,413	11,894	11,413	16,835	16,835
74210 COPS HIRING RECOVERY PROGRAM	0	0	0	0	187,053	187,053	187,053
TOTALS	11,047	16,979	11,413	11,894	198,466	203,888	203,888
STATE GRANTS IN AID - EDUCATION							
70276 HEALTH SERVICES	95,714	146,737	100,000	129,647	120,000	120,000	120,000
70280 STATE-ED TRANSPORTATION	1,120,996	1,147,865	1,108,070	1,144,571	1,132,049	895,490	895,490
70284 STATE-ED EQUALIZE GRANT	28,346,282	30,378,625	32,044,143	31,844,388	27,706,104	27,706,104	27,706,104
70285 STATE-ED SERV.FOR BLIND	50,401	34,287	50,000	18,674	50,000	50,000	50,000
70296 EXCESS COST GRANT	2,095,056	2,842,389	2,607,871	2,666,764	2,607,871	2,100,000	2,100,000
TOTALS	31,708,449	34,549,903	35,910,084	35,804,044	31,616,024	30,871,594	30,871,594
OTHER REVENUE - EDUCATION							
70291 OTHER ED SCHOOL TUITIONS	215,176	134,448	150,000	126,276	100,000	100,000	100,000
TOTALS	215,176	134,448	150,000	126,276	100,000	100,000	100,000
SURPLUS GENERAL FUND							
70294 SURPLUS-GENERAL FUND	0	0	1,244,156	0	800,000	0	0
TOTALS	0	0	1,244,156	0	800,000	0	0
GRAND TOTALS	100,132,248	103,604,572	107,187,161	105,747,768	102,374,691	102,255,918	102,646,823

DESCRIPTION OF GENERAL FUND REVENUES

GENERAL PROPERTY TAXES

70201 Current Levy - The current levy for 2010-11 is based on all taxable property in the city as of 10/1/2009, which includes real estate, personal property, and motor vehicle taxes. The amount of taxes to be levied is determined by subtracting estimated revenues from all other sources from proposed budget appropriations. The mill rate is then calculated by dividing the amount to be raised in taxes by the grand list as adjusted for the collection rate of 96.44%. This percentage is derived from the charter-prescribed method of taking the average of the past three years of taxes collected from the current levy. This method assures that Norwich will not budget unrealistic property tax revenues. Current taxes are due July 1 and January 1.

Property Tax Collection				
Current Taxes				
Fiscal Year	Total Tax Levy	Current Collected	Tax Collection %	
1999-00	\$ 36,795,675	\$ 34,975,547	95.1%	
2000-01	\$ 38,418,703	\$ 36,648,393	95.4%	
2001-02	\$ 38,794,024	\$ 37,207,877	95.9%	
2002-03	\$ 41,063,766	\$ 39,437,731	96.0%	
2003-04	\$ 42,773,755	\$ 41,136,220	96.2%	
2004-05	\$ 43,998,693	\$ 42,680,930	97.0%	
2005-06	\$ 46,541,197	\$ 44,977,469	96.6%	
2006-07	\$ 49,972,990	\$ 48,323,538	96.7%	
2007-08	\$ 51,980,360	\$ 50,213,269	96.6%	
2008-09	\$ 54,308,632	\$ 52,081,267	95.9%	

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

Delinquent Tax Collections				
Fiscal Year	Amount Collectible	Total Collected	% Collected	
1999-00	\$ 5,017,067	\$ 1,454,978	29.0%	
2000-01	\$ 4,422,601	\$ 1,546,886	35.0%	
2001-02	\$ 3,490,005	\$ 1,698,149	48.7%	
2002-03	\$ 3,639,033	\$ 1,389,112	38.2%	
2003-04	\$ 3,974,515	\$ 1,263,719	31.8%	
2004-05	\$ 4,005,901	\$ 1,375,536	34.3%	
2005-06	\$ 2,618,437	\$ 1,168,996	44.6%	
2006-07	\$ 2,862,229	\$ 759,797	26.5%	
2007-08	\$ 3,111,798	\$ 1,346,209	43.3%	
2008-09	\$ 3,277,753	\$ 1,159,611	35.4%	

70203 Interest and Lien Fees - Interest and lien fees collected on payment of delinquent taxes. State statute requires 1.5% per month plus \$24 lien fee on real estate property lienied. We expect to get roughly the same amount of revenue from interest and lien fees.

70208 M.V. PA 76-338 - Tax revenue anticipated from motor vehicles purchased after assessment date of October 1, 2009 and prior to August 1, 2010 (P.A. 76-338). This revenue item is lower than the last few years due to the decrease in new vehicle purchases.

LICENSES & PERMITS

70213 Misc. Permits & Fees - Includes a broad range of user fees, most of which the city has the power to establish, and the remainder of which are set by Connecticut General Statutes. Includes building and housing fees, police issued permits, and miscellaneous fees. Most of the revenue is

derived from building permits. On June 1, 2009 the Norwich City Council adopted Ordinance 1616 which increased building and demolition permit fees and Ordinance 1617 which created some new fees for services performed by the Building Division.

FINES AND PENALTIES

70218 Traffic Violations - Includes police department fines for traffic violations. Traffic violation budgeted revenue is based on the projection of fiscal year 2010 revenue.

77064 Blight & Zoning Citations – Collections of Blight and Zoning Officers' citations for violations of the City's ordinances.

REVENUE FROM THE USE OF CITY MONEY

70223 Interest on Investments - Reflects income earned from temporary investments made when city funds in a given period exceed the city's immediate disbursement needs. After reviewing the historical interest trends from the prior years, the revenue was estimated based on the expected rates of return on the mix of certificates of deposit, money market investments and savings accounts held in the General Fund.

70224 Interest Cemetery Trust Fund - Income derived from the investment of funds set aside to maintain the city's cemeteries. The revenue was estimated based on the expected rates of return on the mix of investments held in the Cemetery Trust.

REVENUE FROM OTHER CITY OPERATIONS

70209 Prior Refuse Charges – Collections of delinquent refuse charges, interest and lien fees. Before fiscal year 2009-10, the city billed for refuse collection outside of the general property taxes. Ordinance 1613 adopted on April 20, 2009 made refuse service part of the general property taxes starting in July 2009.

70226 Outside Contracted Jobs - This is an operating transfer from the special revenue fund which collects revenue received from police officers performing outside work at construction sites and events. The entities performing this work are charged the cost of the officers' overtime wages; fringe benefits rates for pension contribution, workers' compensation, and payroll taxes; and a 5% administrative charge. The revenue in this account represents the 5% administrative charge and is based on the level of activity from the past year.

70227 Senior Citizens Center - Includes 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 its 6/30/2009 annual financial statements. A portion of these revenues has been allocated to the Special Service Fire District based on the assets housed in the CCD.

70229 Public Utilities City Service - Covers proportionate cost of city personnel for administrative services provided by the city to the Norwich Public Utilities.

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

70232 Landfill Receipts – Includes revenues from fees at the Rogers Road Transfer Station for garbage, bulky waste, tires and Freon units as well as sale of recyclable material. Ordinance 1613 increased the fee structure starting on July 1, 2009 for garbage and bulky waste. Revenue is used to offset cost of landfill operation. The revenue projections are based upon the prior two years of landfill activity, factoring in recent trends.

70239 Public Utilities Sewer Assessments – Assessment revenue to be realized from sewer construction in Greenville, New London Turnpike, East Great 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.

70241 Municipal Golf Course - Represents reimbursement by the Norwich Golf Course Authority for the debt service on \$265,000 of the December 2009 General Obligation bonds issued for NGCA course improvements and equipment.

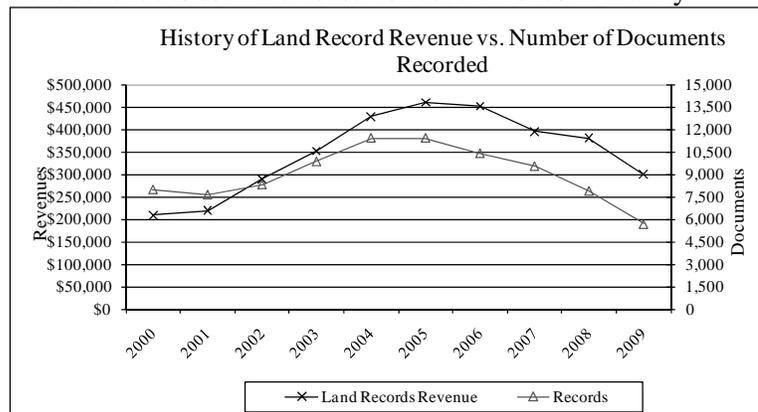
70260 Parking Commission Revenue – Reflects the reimbursement from the Public Parking Commission for public works maintenance. See the Public Works Parking Maintenance budget for detail.

76040 Direct hauler fees – Charges to haulers who register with the city to bring refuse directly to the Preston incinerator. The current rate charged is \$65/ton. The City Council adopted a resolution on May 3, 2010 to increase the rate to \$66/ton starting July 1, 2010.

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

CHARGES FOR CURRENT SERVICE

70234 Recording Fees – A major activity of the City Clerk’s office involves the processing of land record documents which includes logging, indexing, scanning, proof-reading, and returning each document within a specified amount of time to its rightful owner or guardian. These documents include liens, property transfers and refinancing documents. The economy has an influence on the volume of documents submitted for recording as it impacts the number of real estate sales or the refinancing of property in return for a lower mortgage rate. Over the years, these numbers have varied and have been impacted by economic conditions. The City receives \$13 for the first page of every document and \$5 for each page thereafter. Other City Clerk fees include notary, death, and birth certificates. The revenue is estimated based on recent trends in activity.

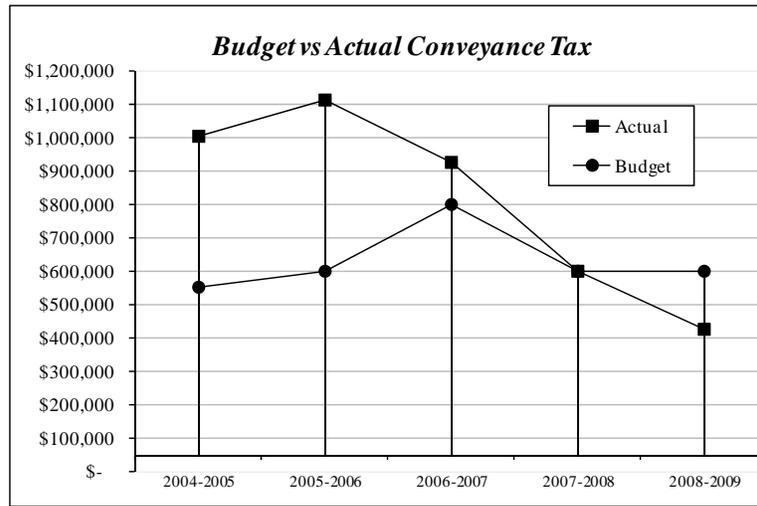


70235 Land Record Capital Improvement Fees – PA 05-228 established an additional \$30 fee per land recording. \$26 of this fee is remitted to the State of Connecticut’s “Land protection, affordable housing and historic preservation fund.” \$1 of this fee is designated for use by the local city or town clerk. \$3 of this fee is deposited into the municipality’s general revenue and used for local capital improvement projects as defined by Connecticut General Statutes (“CGS”) §7-536. The revenue in 70235 is that \$3 portion of the fee and is estimated by the projected activity in fiscal year 2010.

70236 Probate Court - Revenue from rental of the 1,747 ft² Probate Court space in City Hall. The City increases the rent by the change in the Northeast CPI-U from June to June. The estimated revenue is based on our estimate of inflation from June 2009 to June 2010.

70238 Conveyance Tax - The budget for fiscal year 2010-11 uses the rate allowed by the State of Connecticut of \$3.60 for each \$1,000 of the purchase price. The \$5.00 for each \$1,000 rate that the City has been able to charge the last few years is due to sunset on July 1, 2010 unless the state legislature extends it. 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. The estimates of 2010-11 conveyance tax revenue are assuming a continued slow-down in real estate conveyance activity as a result of the economic downturn.

On October 15, 2007, the Norwich City Council adopted ordinance 1577 which redirected 50% of the conveyance taxes collected to separate funds for capital improvements to Mohegan Park and recreation facilities and economic development initiatives. Ordinance 1615 adopted on May 18, 2009 suspended this transfer for fiscal year 2009-10. Ordinance 1632 adopted on April 19, 2010 repealed ordinance 1577.



OTHER REVENUES

70243 Miscellaneous Unclassified – Various revenues, including: Recreation Department league fees, Mohegan Park fees, police report fees, cell phone tower rentals, receipts on sales of surplus assets, cemetery care receipts, purchase card rebates and other revenues. For fiscal year 2007-08, this line also included a one-time payment of \$100,000 that is part of a billboard lease.

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

78001 Anthem Demutualization – One-time revenue source from the monies received when

Anthem demutualized. This revenue was used to defray the first year cost of funding the city's other post-employment benefits (OPEB) liability.

STATE GRANTS IN AID - GENERAL

70247 State - In Lieu of Taxes – Projected reimbursement based on State of Connecticut's adopted 2010-2011 budget. This account includes the payments in lieu of taxes (PILOT) for State-owned property; privately owned colleges and hospitals; and manufacturing facilities in distressed municipalities. These PILOT funds are split according to the location of the properties between General Fund account 70247 and Special Service Fund account 70255. The PILOT for State-owned property for fiscal year 2010-11 is a 45% reimbursement of the tax loss from property tax exemptions based on the 10/1/2008 grand list. The PILOT for privately-owned colleges and hospitals for fiscal year 2010-11 is a 77% reimbursement of the tax loss from property tax exemptions based on the 10/1/2008 grand list. The PILOT for manufacturing facilities in distressed municipalities for fiscal year 2010-11 is a reimbursement of the tax loss from property tax exemptions pursuant to §§ 12-81 (59)-(60). The Governor is recommending a 7.8% reduction in the manufacturing PILOT for 2010-11.

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. State of Connecticut's adopted 2010-2011 budget eliminated the housing PILOT payments.

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

70253 Manufacturer Machinery and Equipment - Reimbursement for tax revenue loss of 100% exempt new eligible manufacturing machinery and equipment. Based on the 10/1/2009 assessed manufacturing machinery & equipment. These grants are split between general fund account 70253 and Special Service Fund 70255 according to the location of the properties.

70254 Mashantucket-Pequot/Mohegan Fund Grant - Includes projected funds from Governor's agreement reached in 1993 between the Mashantucket Pequot Nation, the Mohegan Tribal nation, and the State of Connecticut. A portion of this grant is allocated to the City Consolidated Fire District. The funds are included in the State of Connecticut's adopted 2010-2011 budget. These grants are split between general fund account 70254 and Special Service Fund 70258 according to the 10/1/09 grand list real estate net assessment of Town and CCD properties.

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

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

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

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

70266 Access Line Tax Share - P.A. 86-410 requires the telephone companies to pay the towns two-ninths (2/9) of their gross earnings tax in lieu of paying property taxes. The estimate for 2009-10 is based on state projections. Starting in fiscal year 2009-10, this revenue item also includes taxes from AT&T U-verse Video-Ready Assistive Devices.

70267 Additional Veteran Exemption - Reimbursement by the State of Connecticut for additional veterans program. The estimate is based on the actual amount received during 2008-09. This grant is split between general fund account 70267 and Special Service Fund 70255 according to the location of the underlying properties.

73420 Town Aid Road Fund Grant (TAR) – Funding from the State of Connecticut pursuant to CGS §§13a-175a through 13a-175e and 13a-175i to support construction and maintenance of public highways, roads and bridges. The allocation of funds is based on factors such as population and the number of improved and unimproved road miles. The estimate is based on the funding amount included in the State of Connecticut's adopted 2010-2011 budget.

73800 Local Capital Improvement Program (LOCIP) – Funding from the State of Connecticut pursuant to CGS §§7-535 through 7-538 to support capital improvements. The estimate is based on the funding amount included in the State of Connecticut's adopted 2010-2011 budget.

FEDERAL GRANTS IN AID - GENERAL

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

74210 COPS Hiring Recovery Program – Federal Department of Justice funds included in the 2009 American Recovery and Reinvestment Bill which will be used to defray the cost of Police operations.

STATE GRANTS IN AID - BOARD OF EDUCATION

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

70280 School Transportation - Statutory grant reimbursements by the State of Connecticut for public and non-public school pupil transportation. The funding amount is included in the State of Connecticut's adopted 2010-2011 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). This grant is derived from a formula that takes into account a municipality's wealth, state guaranteed wealth level, state minimum education requirements and the count of "need students". These dollars will be used to offset educational expenses. The funding amount is based on the State of Connecticut's adopted 2010-2011 budget less roughly 14% (\$4,610,439) of Norwich's ECS allocation that is expected to be paid from ARRA funds.

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

70296 Excess Cost Grant – Includes the State of Connecticut "Special Education: Excess Costs-Student Based" grant and the "Special Education: Excess Costs-Equity" grant. The Student Based grant as administered pursuant to CGS §§ 10-76d, 10-76g and 10-253 (as amended by PA 05-245) provides for reimbursement of costs in excess of 4.5 times the city's average cost per pupil for the prior year. The Equity grant as administered pursuant to CGS 10-76g(c) provides for additional funding when the city's special education expenditures for the previous year are higher than the state-wide average spending for regular programs. This grant is determined by its eligible excess costs multiplied by its ECS base aid ratio.

OTHER REVENUE - BOARD OF EDUCATION

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

SURPLUS – GENERAL FUND

70294 Surplus for Appropriation- General Fund – Based on audit of June 30, 2009 and anticipated surplus as of June 30, 2010.

DESCRIPTION OF GENERAL FUND EXPENDITURES

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

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

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

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

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

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

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

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

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

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

80031 Radio Service – Costs of: replacement of radio equipment valued less than \$5,000 per unit; repairs of radio equipment; and maintenance contracts on radio equipment.

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

80033 Telephone – Landlines, high-speed internet, wireless telephone service, and wireless broadband service.

80034 Postage – Postage and shipping costs.

80035 Utilities – Water, Gas, Propane, Heating Oil, Sewage, and Electricity usage.

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

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

80039 Printing – Cost of printing reports, bills, etc.

80040 Building & Grounds Maintenance – Costs of: improvements to city's real property valued less than \$5,000 per project or with an estimated useful life of less than 5 years; repairs and maintenance to city's real property; and maintenance contracts on city's buildings and fixtures.

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

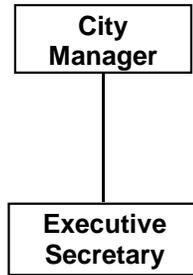
80057 Dues, Licenses, and Subscriptions – The costs of professional organization memberships, professional licenses, and subscriptions to newspapers and technical journals.

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

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

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

City of Norwich City Manager Organization Chart



CITY MANAGER

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

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

VALUES:

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

GOALS & ACTION PLANS:

1. The Core Capital Planning Committee will assess and prioritize the citywide long-term capital improvement needs and recommend funding sources for these needs. **(G3)**
2. Continue to support opportunities for cost effective training for elected and appointed officials to assist them in the performance of their duties. **(G4)**
3. Support the Mayor and Council's economic development priorities and initiatives by providing professional administrative advice and coordination. **(G2)**
4. Through the budget process, review the departments' goals & action plans, accomplishments, and performance measures to ensure that: the individual departments' goals are consistent with the City's overall goals; the action plans are appropriate for the departments' goals; prior years' action plans have been accomplished or there is a valid reason for having not accomplished them; and the performance measures speak to the efficiency and effectiveness of the departments operations. **(G6)**
5. Strive to keep the tax rate impact at a minimum without negatively affecting critical and important community services. **(G4)**
6. Continue to apprise our State representatives, the Council of Governments, the Connecticut Conference of Municipalities, our lobbyists, and other groups of Norwich's legislative agenda. **(G5)**
7. Continue to support and advocate for implementation of green technology and Cool Cities policies. **(G2)**
8. Continue to improve the content and user-friendliness of the City's website. **(G4)**
9. Embrace the utilization of new technology to improve operations and reduce operating expenses. **(G4)**
10. Support the budgets for training and encourage department heads to make training opportunities available to their staff. **(G6)**

TARGET ACTIVITIES

- Consolidate common operations within city agencies to achieve cost savings
- Continue efforts to promote energy efficiency in public and privately owned buildings
- Support Norwich infrastructure improvements in utilities and transportation
- Actively lobby state representatives for reforms in education funding
- Engage immigrant populations in civic life through targeted outreach activities
- Seek supplemental grant funding for city projects
- Continue to work with the Federal Government and the State of Connecticut to ensure that Norwich is accurately represented in the 2010 federal census

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2010-11 ADOPTED BUDGET**

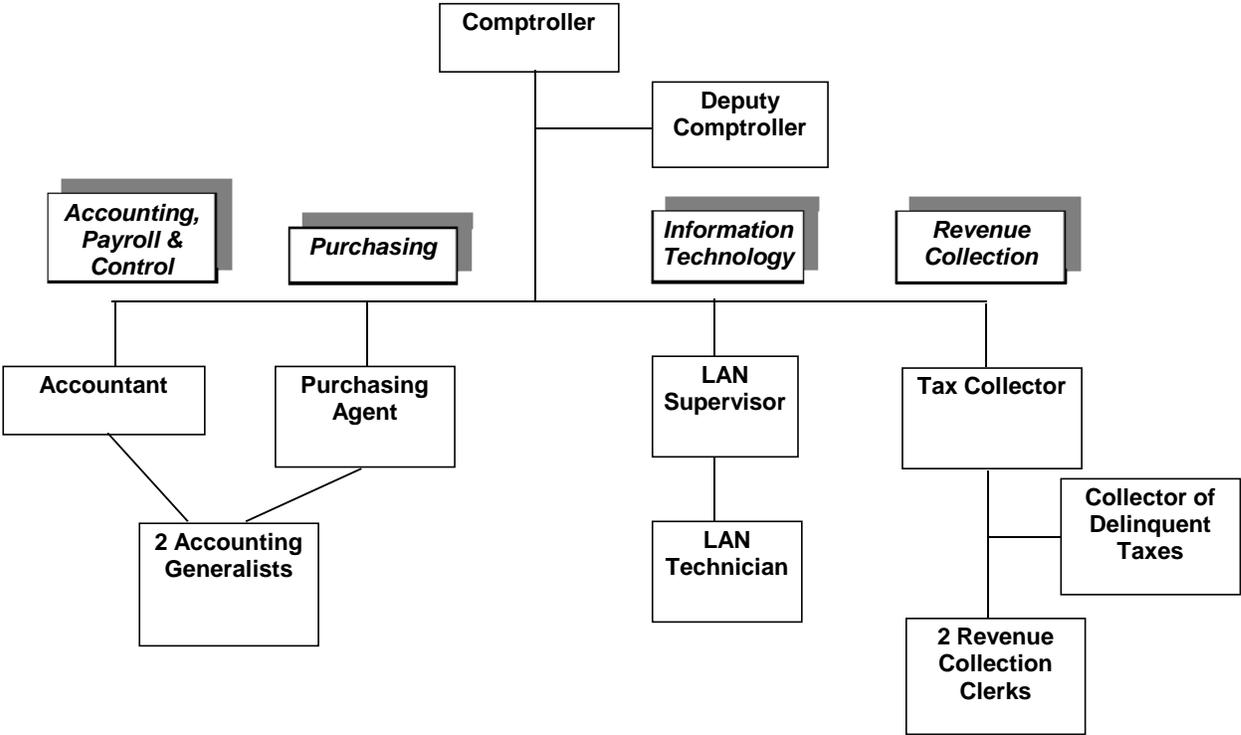
		2006-07	2007-08	2008-09	2008-09	2009-10	2010-11	2010-11	2010-11
		ACTUAL	ACTUAL	REVISED BUDGET	ACTUAL	REVISED BUDGET	BUDGET REQUEST	MANAGER'S PROPOSED	ADOPTED BUDGET
11	CITY MANAGER								
80011	HEAD OF DEPT	94,717	76,233	122,500	123,728	125,000	125,000	125,000	125,000
80012	EMPLOYEES	105,324	107,643	112,629	110,585	99,171	47,554	47,554	44,392
80013	PART TIME EMPLOYEES	16,587	27,048	17,428	18,531	0	2,100	2,100	2,100
89999	FRINGE BENEFITS	73,949	84,717	90,291	97,233	63,704	58,902	58,902	58,554
80015	PROFESSIONAL SERVICES	0	3,266	9,000	0	9,000	9,000	9,000	9,000
80021	MATERIALS & SUPPLIES	2,536	5,586	3,100	2,209	3,000	3,000	3,000	3,000
80032	EQUIP & FURN MAINT.	7,388	9,519	2,100	2,773	1,500	1,500	1,500	1,500
80033	TELEPHONE	4,343	4,714	3,300	4,518	3,300	3,300	3,300	3,300
80034	POSTAGE	881	918	1,250	477	1,100	1,100	1,100	1,100
80037	MILEAGE	3,950	3,344	5,200	4,889	6,000	6,000	6,000	6,000
80039	PRINTING	618	316	1,100	0	500	500	500	500
80048	DEPARTMENTAL EXPENSE	4,994	12,778	5,200	7,511	0	0	0	0
80057	DUES, LICENSES, SUBSCRIPTIONS	0	0	0	0	2,000	2,000	2,000	2,000
80059	TRAINING	0	0	0	0	2,000	2,000	2,000	2,000
TOTALS		315,287	336,082	373,098	372,454	316,275	261,956	261,956	258,446

CITY MANAGER

City Manager			125,000
Assistant City Manager	0.000 @	68,237	0 *
Administrative Clerk	0.000 @	34,497	0 *
Executive Secretary	1.000 @	44,392	44,392
			<u>44,392</u>
		TOTAL WAGES	<u>169,392</u>

* This budget eliminates the positions of Assistant City Manager and Administrative Clerk.

City of Norwich Finance Department Organization Chart



FINANCE

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

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

VALUES:

- Fiscal Integrity
- Efficiency
- Accuracy
- Timeliness

GOALS & ACTION PLANS:

1. Begin to offer the option of electronic (ACH) payments to vendors in lieu of checks. **(G4)**
2. Continue to improve the website to make it more useful and user-friendly. **(G5)**
3. Reduce redundancy in payroll process by implementing decentralized time entry directly into our payroll system. **(G4)**

ACCOMPLISHMENTS:

1. Refinanced \$4.2 million of debt in December 2009 for a savings of \$300,000 over the next four years.
2. Restructured Finance Department job responsibilities so they are more flexible and efficient.
3. Worked with other department staff to reduce the number of standalone printers and other business machines and moved to networked multi-function machines in order to save money in electricity, toner and other supplies, and maintenance in the following offices: Human Resources, Finance, City Manager, Mayor, and Public Works.
4. Updated Purchasing portion of City website to include bid results.
5. Began to use new revenue collection software to combine multiple bills into a single mailing, thus reducing the City's postage and supplies costs.
6. Offered employees the option of receiving direct deposit advices via e-mail.
7. Received GFOA Certificate of Achievement for Excellence in Financial Reporting every year since fiscal year 1992-93 and received GFOA Distinguished Budget Presentation Award every year since fiscal year 2000-01.

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2010-11 ADOPTED BUDGET**

		2006-07	2007-08	2008-09	2008-09	2009-10	2010-11	2010-11	2010-11
		ACTUAL	ACTUAL	REVISED	ACTUAL	REVISED	BUDGET	MANAGER'S	ADOPTED
				BUDGET		BUDGET	REQUEST	PROPOSED	BUDGET
12	FINANCE								
80011	HEAD OF DEPT	86,350	89,267	92,170	92,172	92,170	92,170	92,170	92,170
80012	EMPLOYEES	593,594	614,910	650,897	622,631	579,522	614,144	595,586	588,589
80013	PART TIME EMPLOYEES	24,975	18,647	26,000	27,152	26,000	0	0	0
80014	OVERTIME	2,302	2,879	3,500	7,385	0	3,900	3,900	3,900
89999	FRINGE BENEFITS	250,817	316,003	271,588	272,322	223,535	264,425	261,890	266,360
80015	PROFESSIONAL SERVICE	39,850	78,911	42,800	40,800	44,200	45,600	40,600	40,600
80021	MATERIALS & SUPPLIES	697	16,953	7,900	14,491	8,000	8,000	6,000	6,000
80032	EQUIP & FURN MAINT	18,664	38,012	16,000	16,326	15,870	14,794	9,824	9,824
80033	TELEPHONE	10,633	8,316	9,500	10,285	9,000	8,900	7,800	7,800
80034	POSTAGE	24,828	28,581	32,500	28,613	27,372	28,499	28,499	28,499
80037	MILEAGE	3,887	4,457	3,400	3,314	4,000	3,800	2,300	2,300
80038	ADVERTISING	10,596	15,094	10,000	17,243	12,000	6,900	3,000	3,000
80039	PRINTING	30,825	20,760	25,600	22,012	25,800	16,000	12,200	12,200
80044	DATA CENTER	161,388	172,237	230,800	195,053	171,400	175,000	169,000	169,000
80048	DEPARTMENTAL EXPENSE	8,391	8,965	11,400	6,158	0	0	0	0
80057	DUES, LICENSES, SUBSCRIPTIONS	0	0	0	0	4,600	3,400	2,200	2,200
80059	TRAINING	0	0	0	0	6,000	3,400	1,600	1,600
TOTALS		1,267,797	1,433,992	1,434,055	1,375,957	1,249,469	1,288,932	1,236,569	1,234,042

Performance Measure	ACTUAL	ACTUAL	PROJECTED	ACTUAL	PROJECTED	PROJECTED	PROJECTED	PROJECTED
<i>Inputs</i>								
Value of current levy tax bills mailed	49,972,990	52,005,182	53,573,741	53,595,984	54,584,696	56,674,467	56,674,467	56,674,467
Current levy taxes collected	48,323,538	50,313,803	51,848,667	51,572,224	52,827,069	54,656,856	54,656,856	54,656,856
Debt Service Interest Paid	1,386,000	1,284,544	1,223,885	1,198,896	1,007,782	1,100,240	1,100,240	1,100,240
Outstanding debt at beginning of the year	35,784,997	31,530,000	32,395,000	32,395,000	35,285,000	35,115,000	35,115,000	35,115,000
<i>Workload/ Output</i>								
Hardware/ software service requests cleared	1,800	1,380	1,700	1,800	1,700	1,700	1,700	1,700
Number of computers maintained	250	270	270	260	270	260	260	260
Number of computers replaced during the year	45	20	20	25	20	20	20	20
Number of servers maintained	16	12	12	16	10	12	12	12
Number of servers replaced during the year	3	2	2	3	2	2	2	2
Number of printers maintained	75	45	40	105	38	100	100	100
Number of training opportunities offered	4	5	4	-	4	2	2	2
Number of training participants	37	50	30	-	30	20	20	20
Number of internal audits performed	-	3	6	2	2	2	2	2
<i>Outcome/ Results</i>								
Percent of current tax levy collected	96.70%	96.75%	96.78%	96.22%	96.78%	96.44%	96.44%	96.44%
Actual General Fund revenue collected as a of the amount budgeted	101.25%	101.28%	100.00%	99.13%	100.00%	100.00%	100.00%	100.00%
Reportable findings by external auditor	-	-	-	-	-	-	-	-
Reportable findings - Federal & State awards	3	1	-	-	-	-	-	-
Audit adjustments	19	6	10	3	10	10	10	10
Average number of days to pay bills	29	23	20	21	20	20	20	20
Percent of bills paid within 30 days	71.61%	82.69%	85.00%	84.47%	90.00%	90.00%	90.00%	90.00%
Website visits	256,817	130,000	150,000	260,000	160,000	280,000	280,000	280,000
<i>Efficiency</i>								
Cost of department/ cost of total General Fund operations	1.27%	1.37%	1.34%	1.29%	1.22%	1.20%	1.20%	1.20%
Average interest rate on debt	3.87%	4.07%	3.78%	3.70%	2.86%	3.13%	3.13%	3.13%
Date financial statement audit finished	11/27/2007	12/22/2008	10/31/2009	12/30/2009	10/31/2010	11/30/2011	11/30/2011	11/30/2011
Number of business days budget printed after adoption	5	15	10	10	10	10	10	10

FINANCE

Comptroller				92,170
Deputy Comptroller	1 @	72,492	72,492	
Tax Collector	1 @	70,890	70,890	
Purchasing Agent	1 @	69,009	69,009	
LAN Supervisor	1 @	64,776	64,776	
Accountant	1 @	54,087	54,087	
LAN Technician	1 @	51,481	51,481	
Accounting Generalist	2 @	45,502	91,004	
Revenue Collections Clerks	2 @	37,345	74,690	
Collector of Delinquent Taxes	1 @	43,309	43,309	
				<u>591,738</u> *
				<u>683,908</u>

Professional Services:

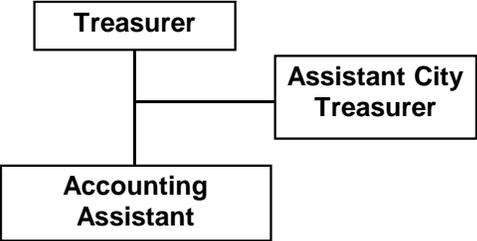
Represents cost of annual municipal audit and required audits of Federal and State grants.

Data Center:

Includes financial system software maintenance & support contracts.

* Difference between wages per above schedule and those listed for 80012 on the previous page is due to furlough days agreed to by the City Hall Supervisors bargaining unit.

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. **(G4)**
2. Create a calendar of all recurring filing requirements. **(G4)**
3. Scan all city deeds, leases, bonds and agreements into an electronic format which will be stored on the server and backed up nightly. **(G4)**
4. Reduce the amount of time it takes to issue our internal and external reports. **(G4)**
5. Implement positive pay on the few city checking accounts which do not already use this feature. **(G4)**

ACCOMPLISHMENTS:

- Saved bank transaction fees by consolidating several city accounts.
- Added positive pay feature to more city checking accounts.
- Added an in-house check imaging feature which improves cash flows and reduces bank fees.
- Established a new method of accounting for performance bonds.

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2010-11 ADOPTED BUDGET**

	2006-07 ACTUAL	2007-08 ACTUAL	2008-09 REVISED BUDGET	2008-09 ACTUAL	2009-10 REVISED BUDGET	2010-11 BUDGET REQUEST	2010-11 MANAGER'S PROPOSED	2010-11 ADOPTED BUDGET
02 TREASURER								
80011 HEAD OF DEPT	46,465	46,461	46,464	46,461	46,464	46,464	46,464	46,464
80012 EMPLOYEES	89,104	88,857	94,790	95,414	94,790	101,542	101,542	94,790
80013 PART TIME EMPLOYEES	930	0	1,000	0	0	0	0	0
89999 FRINGE BENEFITS	51,102	56,430	50,628	50,365	49,643	58,093	58,093	58,573
80021 MATERIALS & SUPPLIES	976	0	400	179	400	400	750	750
80032 EQUIP & FURN MAINT	820	68	1,000	0	1,000	1,000	500	500
80033 TELEPHONE	839	791	700	798	800	800	800	800
80034 POSTAGE	4	10	1,000	17	500	500	0	0
80037 MILEAGE	0	0	0	56	900	900	900	900
80039 PRINTING	777	0	1,500	1,233	500	500	500	500
80048 DEPARTMENTAL EXPENSE	1,117	1,110	3,000	1,384	0	0	0	0
80057 DUES, LICENSES, SUBSCRIPTIONS	0	0	0	0	500	500	500	500
TOTALS	192,134	193,727	200,482	195,907	195,497	210,699	210,049	203,777

Performance Measure	ACTUAL	ACTUAL	PROJECTED	ACTUAL	PROJECTED	PROJECTED	PROJECTED	PROJECTED
<i>Inputs</i>								
Full-time equivalent employees	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0
<i>Workload/ Output</i>								
Number of accounts	85	85	33	33	33	33	33	59
Budgeted cash receipts	\$183,500,000	\$185,707,707	\$180,000,000	\$180,000,000	\$180,000,000	\$180,000,000	\$180,000,000	\$180,000,000
<i>Outcome/ Results</i>								
Average return on investments	3.46%	4.50%	3.50%	3.50%	2.00%	2.00%	2.00%	2.00%
Average number of days to perform bank reconciliations	15	15	15	15	15	15	15	15
<i>Efficiency</i>								
Cost of department per budgeted cash receipts	0.10%	0.10%	0.11%	0.11%	0.11%	0.12%	0.12%	0.11%
Number of accounts per full-time equivalent staff	28	28	11	11	11	11	11	20

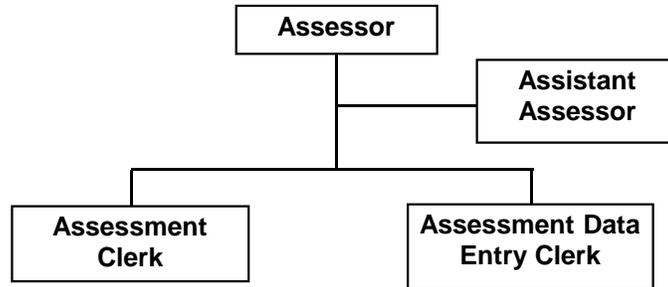
TREASURER

Treasurer		46,464
Assistant to the City Treasurer	51,481	
Accounting Assistant	<u>43,309</u>	<u>94,790</u>
	TOTAL WAGES	<u><u>141,254</u></u>

Revenue:

The Treasurer's Department manages investment income which is reported in account 70223 in the revenue section of the Budget. For fiscal year 2010-11, investment income is estimated at \$200,000.

City of Norwich Assessor Department Organization Chart



ASSESSMENT

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

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

VALUES:

- Accuracy
- Uniformity
- Fairness
- Consistency

GOALS & ACTION PLANS:

1. Complete each year's grand list by the statutory deadline by inspecting all new construction, processing real estate transfers, valuing motor vehicles, calculating personal property declarations, pro-rating new construction and accepting, processing and applying all property exemptions. **(G2)**
2. Remit all reports by their statutory deadlines. These reports include: sales ratio reports for the equalized net grand list, reimbursement requests for tax relief programs, additional veterans programs, distressed municipality and enterprise zone programs, state-owned and college and hospital programs. **(G4)**
3. Ensure that all senior citizens, veterans, disabled, blind and volunteer firemen file for and receive exemptions and abatements to which they are entitled. **(G5)**
4. Act as a liaison to the Board of Assessment Appeals by publishing legal ads, making appointments and making any adjustments that they may authorize. **(G5)**
5. Provide technical assistance and information to residents, attorneys, title searchers, appraisers, real estate agents, and all other city departments. **(G5)**

ACCOMPLISHMENTS:

1. Successfully completed the statutorily required revaluation of all real estate, effective for the October 1, 2008 grand list.
2. Continued to utilize the Vision Appraisal "CAMA" System (Computer Assisted Mass Appraisal) to calculate uniform assessments for all real estate.
3. Successfully converted from the Munis Administrative System to the Quality Data Administrative System. This change allows for better management of all exemptions.

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2010-11 ADOPTED BUDGET**

	2006-07 ACTUAL	2007-08 ACTUAL	2008-09 REVISED BUDGET	2008-09 ACTUAL	2009-10 REVISED BUDGET	2010-11 BUDGET REQUEST	2010-11 MANAGER'S PROPOSED	2010-11 ADOPTED BUDGET
13 ASSESSMENT								
80011 HEAD OF DEPT	72,153	72,788	75,155	102,126	75,155	79,925	79,925	78,695
80012 EMPLOYEES	113,250	112,690	124,038	124,333	124,853	134,187	111,012	124,853
80013 PART TIME EMPLOYEES	3,130	3,348	3,000	1,758	3,000	3,000	3,000	3,000
80014 OVERTIME	4,130	9,282	4,580	11,278	0	0	0	0
89999 FRINGE BENEFITS	84,256	101,352	111,889	114,775	82,273	98,644	95,706	97,589
80015 PROFESSIONAL SERVICE	38,940	23,612	44,000	25,247	23,000	29,650	29,650	29,650
80021 MATERIALS & SUPPLIES	3,288	3,166	6,500	7,883	6,000	1,000	1,000	1,000
80032 EQUIP & FURN MAINT	0	364	600	0	500	3,040	3,040	3,040
80033 TELEPHONE	1,128	1,114	1,100	1,134	1,200	1,200	1,200	1,200
80034 POSTAGE	1,631	1,489	1,500	1,923	1,500	1,800	1,800	1,800
80037 MILEAGE	3,271	3,278	3,500	2,851	3,500	2,500	2,500	2,500
80038 ADVERTISING	663	409	2,000	628	1,000	525	525	525
80039 PRINTING	4,717	1,511	4,000	1,595	4,000	800	800	800
80048 DEPARTMENTAL EXPENSE	2,415	2,173	5,500	962	0	0	0	0
80057 DUES, LICENSES, SUBSCRIPTIONS	0	0	0	0	1,000	1,390	1,390	1,390
80059 TRAINING	0	0	0	0	0	2,300	2,300	2,300
NON RECURRING ITEM								
80145 GIS SYSTEM	0	0	0	0	0	3,000	0	0
80155 REVALUATION	3,000	420,000	100,000	90,869	30,000	30,000	10,000	10,000
TOTALS	335,972	756,576	487,362	487,362	356,981	392,961	343,848	358,342

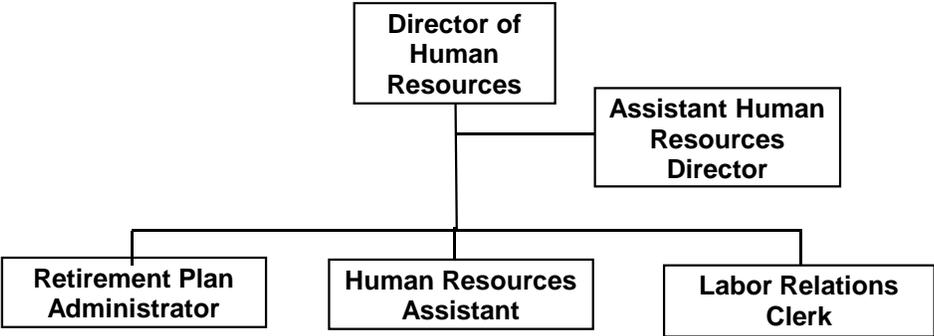
Performance Measure	ACTUAL	ACTUAL	PROJECTED	ACTUAL	PROJECTED	PROJECTED	PROJECTED	PROJECTED
<i>Inputs</i>								
Full-time equivalent employees	4.0	4.0	4.0	4.0	4.0	4.0	3.5	4.0
<i>Workload/ Output</i>								
Grand list, net of exemptions and credits	1,818,112,461	1,764,000,000	2,500,000,000	2,357,384,949	2,327,205,112	2,331,000,000	2,331,000,000	2,331,000,000
Real estate accounts (gross)	1,566,849,188	1,567,000,000	2,209,000,000	2,509,368,037	2,099,094,537	2,125,101,500	2,125,101,500	2,125,101,500
Motor vehicle accounts (gross)	183,185,660	183,000,000	195,000,000	172,861,934	174,082,080	178,643,725	178,643,725	178,643,725
Personal property accounts (gross)	92,878,143	93,000,000	94,000,000	114,639,517	115,173,377	118,435,010	118,435,010	118,435,010
Real estate accounts (number)	13,842	13,500	14,000	13,801	13,093	13,430	13,430	13,430
Motor vehicle accounts (number)	29,996	30,100	32,000	29,733	29,687	29,481	29,481	29,481
Personal property accounts (number)	1,234	1,200	1,350	1,130	1,128	1,458	1,458	1,458
Total number of accounts	45,072	44,800	47,350	44,664	43,908	44,369	44,369	44,369
Deed transfers	1,275	1,500	1,600	2,550	1,750	2,600	2,600	2,600
Building permits	1,650	1,800	1,750	1,200	1,600	1,500	1,500	1,500
Personal property declarations	1,300	1,250	1,400	1,350	1,400	1,600	1,600	1,600
<i>Outcome/ Results</i>								
Grand lists filed timely	1	1	1	1	1	1	1	1
Appeals to Board of Assessment Appeals	30	25	1,300	660	500	250	250	250
BAA adjustments	240	230	525	100	200	300	300	300
<i>Efficiency</i>								
Number of assessments per FTE staff	11,268	11,200	11,838	11,166	10,977	11,092	12,677	11,092
Cost per assessment	7.45	16.89	10.29	10.91	8.13	8.86	7.75	8.08

ASSESSMENT

Assessor				79,925 *
Assistant Assessor	1 @	54,087	54,087	
Assessment Clerk	1 @	37,345	37,345	
Assessment Data Entry Clerk	1 @	33,421	33,421	<u>124,853</u>
		TOTAL WAGES		<u><u>204,778</u></u>

* Difference between wages per above schedule and those listed for 80011 on the previous page is due to furlough days agreed to by the City Hall Supervisors bargaining unit.

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



HUMAN RESOURCES

MISSION: To enhance the value of the employment relationship for City of Norwich employees and for the city, within the framework of Connecticut and Federal labor laws, the city's Merit System Rules, and the various collective bargaining agreements.

VISION: To be a valued resource for all employees, including managers, on matters dealing with the interactions between employees and the city. To support the efforts of all city departments in order to improve employee productivity, job satisfaction, and organizational performance through effective administration of human resources services and programs. To encourage contact between city and individuals interested in employment with the city.

VALUES:

- Compassion
- Fairness
- Consistency

GOALS & ACTION PLANS:

1. Maintain Human Resources Department effectiveness by continually providing a varied and challenging work environment, encouraging innovation from staff members, and responding promptly to staff members' needs. **(G4)**
2. Maximize usage of available technology to improve access to and flexibility of employee, retiree, and applicant databases. **(G4)**
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). **(G4)**
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. **(G4)**
7. Continue to recognize employees annually for perfect attendance and service milestones.
8. Administer seven labor contracts and respond to grievances to avoid arbitration by finding the parties' mutual interest; or to prevail in arbitration in the absence of negotiated agreement.

ACCOMPLISHMENTS:

1. Negotiated and came to an agreement with five of the unions as a coalition for concessions.
2. Negotiated and settled City Hall Supervisors' contract.

CITY OF NORWICH GENERAL FUND EXPENDITURES 2010-11 ADOPTED BUDGET									
		2006-07 ACTUAL	2007-08 ACTUAL	2008-09 REVISED BUDGET	2008-09 ACTUAL	2009-10 REVISED BUDGET	2010-11 BUDGET REQUEST	2010-11 MANAGER'S PROPOSED	2010-11 ADOPTED BUDGET
14	HUMAN RESOURCES								
80011	HEAD OF DEPT	71,085	73,109	87,774	87,468	72,500	80,000	80,000	80,000
80012	EMPLOYEES	144,738	157,951	172,739	172,724	119,906	165,635	123,661	126,284
80014	OVERTIME	205	20,229	2,500	1,855	0	0	0	0
89999	FRINGE BENEFITS	90,601	101,451	94,111	93,312	69,443	97,723	82,860	89,795
80015	PROFESSIONAL SERVICE	38,858	42,895	37,400	42,193	41,400	41,400	41,400	41,400
80021	MATERIALS & SUPPLIES	1,775	2,812	2,000	2,869	2,000	2,000	2,000	2,000
80032	EQUIP & FURN MAINT	3,273	3,065	3,000	3,744	3,500	3,500	3,500	3,500
80033	TELEPHONE	2,221	2,291	2,400	2,274	2,300	2,300	2,300	2,300
80034	POSTAGE	2,317	3,234	3,000	1,630	3,000	2,000	2,000	2,000
80038	ADVERTISING	10,320	9,813	11,500	11,065	9,000	5,000	5,000	5,000
80039	PRINTING	1,002	1,805	1,500	1,023	1,500	1,500	1,500	1,500
80048	DEPARTMENTAL EXPENSE	4,478	6,783	4,630	3,361	0	0	0	0
80057	DUES, LICENSES, SUBSCRIPTIONS	0	0	0	0	3,000	3,000	3,000	3,000
80153	HEALTH SAFETY COMPLIANCE	24,956	20,135	15,000	14,267	23,000	23,000	23,000	23,000
80167	EDUCATION INCENTIVE	1,258	5,642	3,000	2,729	7,000	7,000	7,000	7,000
TOTAL		397,087	451,215	440,554	440,514	357,549	434,058	377,221	386,779

Performance Measure	ACTUAL	ACTUAL	PROJECTED	ACTUAL	PROJECTED	PROJECTED	PROJECTED	PROJECTED
<i>Inputs</i>								
Full-time equivalent employees	4.5	4.5	4.5	4.5	4.5	4.5	3.5	4.5
<i>Workload/outputs</i>								
Total City employees	290.0	309.0	309.0	284.0	293.0	293.0	276.5	293.0
Total NPU employees	141.0	137.0	141.0	139.5	139.5	139.5	139.5	139.5
Total applications processed	1,149	1,900	1,600	867	1,600	1,600	1,600	1,600
Number of promotional exams given	15	14	14	10	14	14	14	14
Number of entry exams given	12	12	20	2	20	20	20	20
Vacancies filled through promotion	15	13	18	7	18	18	18	18
Vacancies filled through new hires	28	35	35	2	35	35	35	35
Classifications reviewed	10	10	10	10	10	10	10	10
Training programs provided	10	10	10	10	10	10	10	10
Percent of female employees	25.00%	26.40%	26.40%	26.40%	26.40%	26.40%	26.40%	26.40%
Percent of minority employees	6.10%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%
<i>Outcome/results</i>								
Employee turnover rate	6.00%	5.00%	2.00%	5.00%	5.00%	5.00%	5.00%	5.00%
Percent of employees completing probation	93.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Number of employees given service awards	30	23	23	23	23	23	23	23
<i>Efficiency</i>								
Number of active city employees per FTE	64.4	68.7	68.7	63.1	65.1	65.1	79.0	65.1

HUMAN RESOURCES

Director of Human Resources			80,000
Assistant Human Resources Director	0.34 @	55,088	18,730 *
Retirement Plan Administrator	1.00 @	48,256	48,256
Human Resources Assistant	1.00 @	40,555	40,555
Labor Relations Clerk (21 hours)	0.60 @	33,330	19,998
			<hr/> <hr/> 127,539 **
		TOTAL WAGES	<hr/> <hr/> 207,539

* The hiring of a new Assistant Human Resources Director will be delayed until 3/1/2011.

** Difference between wages per above schedule and those listed for 80012 on the previous page is due to savings from 3 furlough days.

Overtime:

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

Professional Services:

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

Health Safety Compliance:

Covers cost for pulmonary function test for all Norwich paid and volunteer firefighters to meet OSHA standards and requirements, and other health and safety requirements. It also covers the additional physical testing required for the Haz-Mat technicians and flu shots for city employees.

LAW

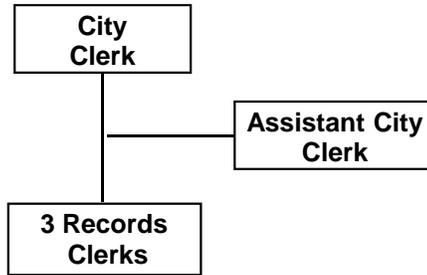
MISSION: To provide advice, documents, and other responses to the city so that it can engage in the informed decision making required to govern lawfully.

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

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

CITY OF NORWICH GENERAL FUND EXPENDITURES 2010-11 ADOPTED BUDGET									
		2006-07	2007-08	2008-09	2008-09	2009-10	2010-11	2010-11	2010-11
		ACTUAL	ACTUAL	REVISED BUDGET	ACTUAL	REVISED BUDGET	BUDGET REQUEST	MANAGER'S PROPOSED	ADOPTED BUDGET
15	LAW								
80134	CITY ATTORNEY	204,000	216,175	307,000	216,000	307,000	307,000	307,000	307,000
80135	OUTSIDE ATTORNEYS	204,423	208,072	113,000	199,926	113,000	113,000	113,000	113,000
TOTALS		408,423	424,247	420,000	415,926	420,000	420,000	420,000	420,000

City of Norwich City Clerk Organization Chart



CITY CLERK

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

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

VALUES:

- Accuracy
- Efficiency
- Professionalism

GOALS & ACTION PLANS:

1. Install updated public access computers in front office and offer free classes to learn how to use them. **(G5)**
2. Install more land record images on public computers in house. **(G4)**
3. Install new search software program for land record subscribers and the public. **(G4)**

ACCOMPLISHMENTS:

1. Installed additional workspace in the vault.
2. Installed counter workspace in the public area of the office and increased the number of computer workstations for the public.
3. Reorganized the office to be more user-friendly and approachable which has improved the workflow for the public and employees.

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2010-11 ADOPTED BUDGET**

	2006-07 ACTUAL	2007-08 ACTUAL	2008-09 REVISED BUDGET	2008-09 ACTUAL	2009-10 REVISED BUDGET	2010-11 BUDGET REQUEST	2010-11 MANAGER'S PROPOSED	2010-11 ADOPTED BUDGET
16 CITY CLERK								
80011 HEAD OF DEPT	61,316	70,741	87,036	105,904	65,000	65,000	65,000	65,000
80012 EMPLOYEES	137,374	149,158	196,604	182,512	159,257	172,505	151,509	159,257
80013 PART TIME EMPLOYEES	5,809	7,050	3,000	144	4,000	4,000	0	0
89999 FRINGE BENEFITS	79,728	108,325	107,318	108,082	86,294	98,346	99,132	102,415
80015 PROFESSIONAL SERVICE	5,597	2,176	4,500	2,570	3,500	16,000	15,000	15,000
80021 MATERIALS & SUPPLIES	35,829	40,491	36,000	26,500	35,000	20,000	13,000	13,000
80032 EQUIP & FURN MAINT	1,589	1,533	400	4,927	400	5,800	5,800	5,800
80033 TELEPHONE	1,945	1,937	2,000	2,011	2,000	2,000	2,000	2,000
80034 POSTAGE	4,796	5,430	6,000	4,161	6,000	3,500	2,000	2,000
80037 MILEAGE	0	0	0	0	600	500	600	600
80038 ADVERTISING	7,252	9,140	5,000	12,276	7,000	9,000	9,000	9,000
80039 PRINTING	391	3,228	4,000	1,472	3,000	1,500	3,000	3,000
80048 DEPARTMENTAL EXPENSE	3,928	4,012	3,500	4,097	0	0	0	0
80056 VITAL STAT PAYMENTS	206	192	300	154	300	300	150	150
80057 DUES, LICENSES, SUBSCRIPTIONS	0	0	0	0	600	500	600	600
80059 TRAINING	0	0	0	0	2,500	1,800	2,500	2,500
TOTALS	345,760	403,413	455,658	454,810	375,451	400,751	369,291	380,322

Performance Measure	ACTUAL	ACTUAL	PROJECTED	ACTUAL	PROJECTED	PROJECTED	PROJECTED	PROJECTED
<i>Inputs</i>								
Full-time equivalent employees	5.0	6.0	6.0	6.0	5.0	5.0	4.5	5.0
<i>Workload/outputs</i>								
Council minutes prepared	24	24	24	24	24	24	24	24
Land records recorded	9,532	7,891	10,000	5,691	10,000	9,000	9,000	9,000
Marriage licenses issued	331	305	350	330	350	400	400	400
Death certificates recorded	550	458	575	510	575	500	500	500
Birth certificates recorded	1,037	1,070	1,050	969	1,050	1,100	1,100	1,100
Absentee ballots issued	405	410	700	1,183	700	1,000	1,000	1,000
Dog licenses issued	2,090	2,089	2,100	2,069	2,100	2,100	2,100	2,100
Total transactions	14,368	12,223	14,775	10,752	14,775	14,100	14,100	14,100
<i>Outcome/results</i>								
Revenues received	\$1,481,486	\$1,042,914	\$1,030,000	\$793,929	\$735,000	\$1,110,000	\$1,110,000	\$1,110,000
% of Council minutes prepared without correction	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
<i>Efficiency</i>								
Number of transactions per FTE	2,873.6	2,037.2	2,462.5	1,792.0	2,955.0	2,820.0	3,133.3	2,820.0
Budget per transaction	\$24.06	\$33.00	\$30.84	\$42.30	\$25.41	\$28.42	\$26.19	\$26.97
Cost of dept/cost of total general fund operations	0.35%	0.39%	0.43%	0.43%	0.37%	0.39%	0.36%	0.37%

CITY CLERK

City Clerk				65,000
Assistant City Clerk	1 @	47,222	47,222	
Records Clerks	3 @	37,345	112,035	
				<u>159,257</u>
			TOTAL WAGES	<u><u>224,257</u></u>

Professional Services:

Cover costs of auditing land records.

Revenue:

The City Clerk's Office collects the following General Fund revenues:

Type of Revenue	Account #	Actual 2009	Budget 2010	Budget 2011
Recording Fees	70234	299,560	300,000	320,000
Conveyance Taxes	70238	425,373	375,000	230,000
		<u>724,933</u>	<u>675,000</u>	<u>550,000</u>

MAYOR/ CITY COUNCIL

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

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



Peter A. Nystrom
Mayor



Peter Desaulniers
President Pro-Tempore



J. Tucker Braddock, Jr.
City Councilman



Jacqueline Caron
City Councilwoman



Deb Hinchey
City Councilwoman



William Nash
City Councilman



Laurie Glenney-Popovich
City Councilwoman

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2010-11 ADOPTED BUDGET**

		2006-07 ACTUAL	2007-08 ACTUAL	2008-09 REVISED BUDGET	2008-09 ACTUAL	2009-10 REVISED BUDGET	2010-11 BUDGET REQUEST	2010-11 MANAGER'S PROPOSED	2010-11 ADOPTED BUDGET
17	CITY COUNCIL								
80011	HEAD OF DEPT	45,009	44,999	45,000	44,999	45,000	45,000	45,000	45,000
80012	COUNCIL MEMBERS	6,600	7,200	7,200	6,600	7,200	7,200	7,200	7,200
80013	EMPLOYEES	42,011	39,863	36,855	36,875	26,852	31,590	31,590	31,590
80014	OVERTIME	0	59	1,500	686	0	0	0	0
89999	FRINGE BENEFITS	30,886	34,127	29,911	29,596	30,781	8,986	8,986	8,986
80021	MATERIALS & SUPPLIES	5,577	3,217	6,500	1,072	4,000	3,800	3,800	3,800
80032	EQUIP & FURN MAINT	0	0	0	0	0	0	0	0
80033	TELEPHONE	3,039	3,350	3,000	2,509	1,000	1,600	1,600	1,600
80034	POSTAGE	368	170	500	272	300	300	300	300
80039	PRINTING	0	254	200	0	200	200	200	200
80048	DEPARTMENTAL EXPENSE	13,595	31,727	15,000	22,110	0	6,000	6,000	6,000
80057	DUES, LICENSES, SUBSCRIPTIONS	0	0	0	0	8,000	600	600	600
80059	TRAINING	0	0	0	0	4,000	1,000	1,000	1,000
87101	NORWICH ARTS COUNCIL	0	0	0	0	0	0	0	0
87102	TASTE OF ITALY	0	0	5,200	5,000	0	0	0	0
87103	VETERAN ORGANIZATIONS	0	0	5,000	4,122	5,000	5,000	5,000	5,000
87104	4TH OF JULY COMMITTEE	0	0	6,300	6,300	0	0	0	0
87105	HARBOR COMMISSION	0	0	9,000	9,000	4,554	0	0	0
87106	WINTER FESTIVAL	0	0	9,400	9,400	0	0	0	0
87107	SEMISEPTCENTENNIAL	0	0	25,000	25,000	0	0	0	0
87108	BEST PRODUCTIONS	0	0	0	0	0	0	0	0
	NORWICH NAACP	0	0	0	0	0	0	0	0
	TOTALS	147,085	164,966	205,566	203,541	136,887	111,276	111,276	111,276

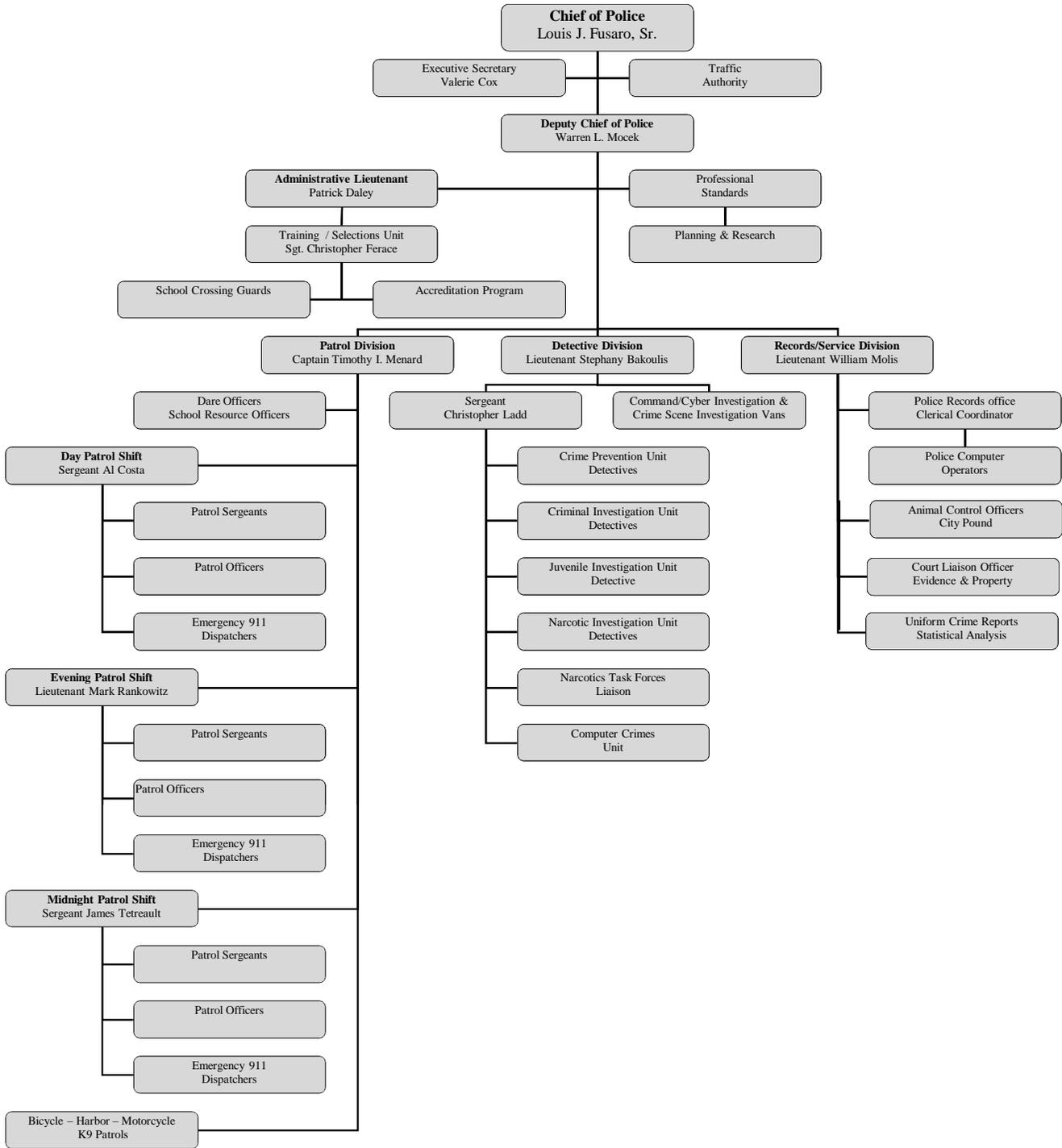
PRIOR TO FISCAL YEAR 2008-09, THE FOLLOWING ACCOUNTS WERE BUDGETED FOR IN THE CIVIC & CULTURAL SECTION:

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

TOTAL FOR COMPARISON ONLY	264,159	301,466	205,566	203,541	136,887	111,276	111,276	111,276
----------------------------------	----------------	----------------	----------------	----------------	----------------	----------------	----------------	----------------

MAYOR/CITY COUNCIL

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



POLICE

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

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

VALUES:

- Professionalism
- Compassion
- Integrity
- Accountability
- Communication

GOALS & ACTION PLANS:

1. Generally; provide the citizens of the City of Norwich with the finest possible police service; a professional, caring, and efficient law enforcement agency. **(G1)**
2. Accomplish our goals through a Community Policing model. Maintain strong police-community relations through open candid communication, professional service, and the implementation of various innovative law enforcement, crime prevention, traffic safety, and educational programs. **(G1)**
3. Minimize the opportunity for crime, traffic violation, and motor vehicle accidents and collisions via proactive enforcement, crime prevention and traffic safety programs; including citizen involvement and partnerships. **(G1)**
4. Reduce fear by supplying preventative patrol, and effective investigative service to the community. **(G1)**
5. Continue to utilize innovative policing programs in order to provide a high level of police service. **(G1)**
6. Strive to maintain responses to citizen calls for service within contemporary standards. **(G1)**
7. Maintain an effective Crime Prevention program and successful drug trafficking enforcement and education techniques aimed at stemming the tide of drug/ substance abuse and related crime. **(G1)**
8. Support effective traffic safety, enforcement, and educational activities. **(G1)**
9. Interact and work cooperatively with other departments, agencies, boards and commissions. **(G5)**
10. Monitor and cope with increased traffic and activity spawned by the success of the Mohegan Sun Casino, Foxwoods Resort Casino, and other ongoing development projects and community activities. **(G2)**

ORGANIZATIONAL ACCOMPLISHMENTS:

1. Awards/Medals: The first formalized awards/medals ceremony was held, recognizing numerous members of the Department for meritorious, heroic or exceptional service. This event was an overwhelming morale builder for the Department.
2. Training/Firearms: Purchased new replacement state of the art duty pistols, including a safer and more secure holster system, and replaced and upgraded our outdated shotguns without the use any city funds. The costs associated with the transition and replacement came from the trade-in allowance of our old duty pistols and the use of asset forfeiture funding for the balance. The only cost incurred by the city was the training time for our personnel.
3. Records Division: Purchased two scanners and have begun optical scanning documents in order to conserve valuable space. Prior to this any alternative record storage systems would have been in the five figure category. The records Division also made motor vehicle accident reports available to the

public on line via a vendor who offers a much more substantial payment to the city versus the previous vendor who offered the same services.

SMALL SAMPLING OF NOTEWORTHY CRIMINAL INCIDENTS IN 2008:

1. On June 2008, Sexual Assault and Kidnapping - The incident occurred in Mohegan Park. A suspect vehicle description was quickly developed and broadcast to the on-duty personnel. A Police Officer on Broadway observed the vehicle and attempted to stop it, which led to the Officer being dragged a short distance. The vehicle was then observed in Taftville and the Patrol Sergeant began to attempt to stop the vehicle. The vehicle fled and was later involved in a one car crash. The Accused was taken into custody without further incident.
2. On July 2008, Drug Trafficking Sting - The Norwich Police Department Detective Division in partnership with the Federal Drug Enforcement Agency, and the Federal Bureau of Alcohol Tobacco and Firearms, along with assistance from State and local Law Enforcement Agencies, served four Search and Seizure Warrants as well as seventeen arrest warrants. The warrants were directed against the narcotic traffic in the Norwich area. This culminated an intensive eight month long investigation.
3. On September 2008 Embezzlement - The Norwich Police Department received a complaint of an embezzlement of \$70,000 from a local business. The in-depth investigation led to an arrest of the responsible party.
4. On September 2008 Shots fired - Officers were dispatched to the lower Broadway area for a report of shots fired. No one was injured and a prompt and complete investigation led to an arrest of the responsible persons within one week.
5. On December 2008, Larceny - The Norwich Police Department received a complaint of a confidence type larceny in excess of \$36,000. A complex and in-depth investigation was conducted and the responsible person arrested.
6. On December 2008, Drug Trafficking Sting - The Norwich Police Department Detective Division in partnership with the Federal Drug Enforcement Agency, Federal Bureau of Alcohol Tobacco and Firearms, and the U.S. Marshals along with assistance from State and Local Law Enforcement Agencies, served four Search and Seizure Warrants as well as twelve arrest warrants. The warrants were directed against the narcotic traffic in the Norwich area. This culminated an intensive four month long investigation.

GRANTS DESCRIPTIONS

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

Federal Grants:

Federal Department of Justice Direct Grants:

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

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

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

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

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

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

VALE (Victim Advocate/ Law Enforcement) (2009) \$110,000 – This grant supports equipment, training, and patrols designed to assist victims of domestic violence with department-based victims' advocate. This grant is funded 75% by the Federal Department of Justice and 25% by the Connecticut Office of Policy & Management.

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

Federal Department of Transportation Passed through Connecticut Department of Transportation:

Comprehensive DUI Enforcement Program for 2009 \$25,000 – This grant supports DUI/Traffic Enforcement patrols and checkpoints through a 75% reimbursement of department expenditures.

GLOSSARY OF EXPENSES:

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

School Guards: Covers the costs related to 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 2010-11 ADOPTED BUDGET									
		2006-07 ACTUAL	2007-08 ACTUAL	2008-09 REVISED BUDGET	2008-09 ACTUAL	2009-10 REVISED BUDGET	2010-11 BUDGET REQUEST	2010-11 MANAGER'S PROPOSED	2010-11 ADOPTED BUDGET
21	POLICE DEPARTMENT								
80011	HEAD OF DEPT	89,425	92,339	95,329	95,330	95,329	95,329	95,329	95,329
80012	EMPLOYEES	4,651,441	4,687,621	5,271,152	5,059,813	5,438,103	5,660,733	5,557,507	5,449,591
80013	PART TIME EMPLOYEES	5,757	645	6,000	2,811	6,000	6,000	6,000	6,000
80014	OVERTIME	280,012	326,907	208,664	327,914	290,000	290,000	290,000	290,000
89999	FRINGE BENEFITS	2,562,959	2,835,507	3,103,466	3,130,860	2,727,806	3,345,963	3,222,427	3,193,597
80016	CLOTHING ALLOWANCE	94,297	100,442	97,460	103,759	91,745	124,770	124,770	124,770
80017	REPLACEMENT COST	723,135	958,980	830,000	922,180	790,000	790,000	730,000	730,000
80020	PHOTO SUPPLIES	3,026	2,152	0	0	0	0	0	0
80021	MATERIALS & SUPPLIES	62,116	47,965	43,000	44,544	43,000	43,000	43,000	43,000
80023	GAS OIL & GREASE	140,596	189,316	217,304	207,343	135,442	135,442	135,442	135,442
80024	FOOD	4,546	4,992	4,500	4,823	5,000	5,000	5,000	5,000
80027	AUTO SUPPLIES & MAINT	98,731	117,161	0	0	0	0	0	0
80029	TRAFFIC SIGNS ETC	42,005	25,438	35,000	28,243	35,000	35,000	0	0
80030	STATE COLLECT SYSTEM	3,428	659	4,000	1,764	4,000	4,000	4,000	4,000
80031	RADIO SERVICE	25,280	12,454	29,000	22,430	29,000	33,000	33,000	33,000
80032	EQUIP & FURN MAINT	27,269	37,175	25,000	45,769	25,000	34,900	34,900	34,900
80033	TELEPHONE	48,845	64,998	46,000	37,093	46,000	46,000	46,000	46,000
80034	POSTAGE	2,890	2,579	3,000	2,649	3,000	3,000	3,000	3,000
80035	UTILITIES	110,664	104,604	121,444	122,864	118,000	120,231	110,059	110,059
80039	PRINTING	4,665	8,566	10,000	7,216	11,500	11,500	11,500	11,500
80040	BLDG & GRND MAINT	50,706	32,576	0	0	0	0	0	0
80048	DEPARTMENTAL EXPENSE	8,155	8,337	5,000	5,616	0	0	0	0
80057	DUES, LICENSES, SUBSCRIPTIONS	0	0	0	0	1,700	5,000	5,000	5,000
80058	SCHOOL GUARDS	83,652	82,314	90,000	86,792	90,000	95,550	62,000	62,000
80059	TRAINING	13,608	27,716	12,000	6,857	15,000	15,000	15,000	15,000
80116	LAW ENFORCEMENT COUNCIL	8,712	9,145	9,591	9,600	10,468	11,239	11,239	11,239
80117	ALCOHOL ENFORCEMENT PROG	0	0	0	0	5,000	5,000	5,000	5,000
80119	SPECIAL INVESTIGATIONS	9,445	9,000	12,500	14,484	14,500	14,500	14,500	14,500
80144	PHYSICAL FITNESS PROG	0	3,700	0	0	0	0	0	0
80150	DOWNTOWN COMMUNITY POLICING	2,394	0	25,000	8,710	0	5,000	5,000	5,000
NON RECURRING ITEMS									
80949	911/RADIO CONSOLE UPGRADE	13,781	0	0	0	0	0	0	0
81049	MOBILE RADIOS	3,595	0	0	0	0	0	0	0
83449	NEW VEHICLES	27,098	3,530	0	0	0	0	0	0
85049	LASER SPEED DETECTORS	11,600	0	0	0	0	0	0	0
81149	PORTABLE RADIOS	0	11,756	6,250	0	0	0	0	0
85949	MISCELLANEOUS EQUIPMENT	7,996	0	0	0	0	0	0	0
88749	POLICE BODY ARMOR	16,504	1,833	9,000	4,235	0	0	0	0
TOTALS		9,238,333	9,810,407	10,319,660	10,303,699	10,030,593	10,935,157	10,569,673	10,432,927

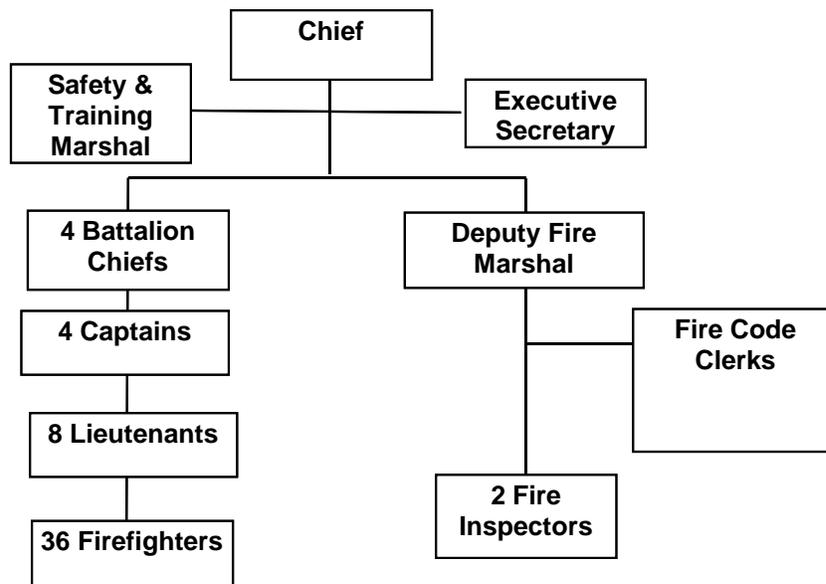
Performance Measure	ACTUAL	ACTUAL	PROJECTED	ACTUAL	PROJECTED	PROJECTED	PROJECTED	PROJECTED
<i>Inputs</i>								
Total full-time equivalent employees	98.0	98.0	99.0	99.0	96.0	96.0	92.0	92.0
Total uniformed officers (includes SRO's)	83.0	83.0	84.0	84.0	81.0	81.0	79.0	79.0
<i>Workload/outputs</i>								
911 Hard Line	11,020	11,427	11,000	11,645	11,815	10,676	10,676	10,676
911 Cellular	8,189	9,903	9,500	8,903	10,750	11,920	11,920	11,920
Non-emergency Line	38,623	30,329	40,000	35,815	33,500	35,901	35,901	35,901
Total Calls	57,832	51,659	60,500	56,363	56,065	58,497	58,497	58,497
Calls (Police)	53,210	46,703	54,500	51,724	47,500	53,509	53,509	53,509
Calls (Fire)	4,622	4,956	6,000	4,639	8,565	4,988	4,988	4,988
Auto Accidents (Investigated)	2,072	1,763	2,100	1,689	1,810	1,683	1,683	1,683
Auto Accidents (Fatalities)	2	1	1	1	1	2	2	2
Auto Accidents (Injuries)	291	204	285	348	250	328	328	328
Vandalism (Reported)	692	699	700	688	710	706	706	706
<i>Outcome/results</i>								
Part I Crimes (per 100,000)		0.149	0.142	0.158	0.158	0.154	0.154	0.154
DWI Arrests	153	158	155	214	160	235	235	235
Neighborhood Watch Groups	38	38	39	38	38	38	38	38
Dare Students - 1st Grade	381	440	378	438	435	399	399	399
Dare Students - 3rd Grade	378	443	385	412	440	429	429	429
Dare Students - 5th Grade	350	413	355	444	420	451	451	451
<i>Efficiency</i>								
Police calls per uniformed officer	641	563	649	616	586	661	677	677
Per capita cost of department	254	269	277	276	269	287	278	274

* Police activity is based and reported by Calendar Year

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

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

City of Norwich Fire Department Organization Chart



Note:

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

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

FIRE DEPARTMENT

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

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

VALUES: Professionalism, Courtesy, Reliability, Competence

GOALS & ACTION PLANS:

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

ACCOMPLISHMENTS:

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

(G1)

14. The Chief Officer is trained to ICS 400, 800 and large-scale incident management, Certified Explosion and Fire investigator and Executive Fire Officer Levels. **(G1)**
15. Promoted four Firefighters to the rank of Lieutenant
16. Hired four new firefighters to fill vacancies and reduced costs. **(G4)**
17. Restructured record keeping in accordance with NFPA guidelines.
18. Started “Sounding the Alarm in Norwich” program to deliver 1000 smoke detectors to homes of low income or ESL families. **(G1)**

COLLABORATIONS:

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

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

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

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

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

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

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

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

GRANTS DESCRIPTIONS

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

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

cooperation with the U.S. Fire Administration.

CDBG (Community Development Block Grant, July 2009) \$161,000 – This grant supports specific projects and equipment within a specified area of the City of Norwich. CDBG's are 100% grant funded. We apply for an amount based upon need. The amount is normally adjusted and set by the CDBG Board based on the amount of funds available and the number of applicants.

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

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

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

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2010-11 ADOPTED BUDGET**

	2006-07 ACTUAL	2007-08 ACTUAL	2008-09 REVISED BUDGET	2008-09 ACTUAL	2009-10 REVISED BUDGET	2010-11 BUDGET REQUEST	2010-11 MANAGER'S PROPOSED	2010-11 ADOPTED BUDGET
22 FIRE GENERAL								
80011 HEAD OF DEPT	86,029	87,477	90,325	90,327	90,325	90,325	90,325	90,325
80012 EMPLOYEES	277,629	498,875	598,521	533,910	629,490	649,872	623,424	639,833
80014 OVERTIME	0	0	0	0	2,736	26,136	26,136	26,136
89999 FRINGE BENEFITS	175,037	307,712	324,300	317,502	297,764	403,015	382,771	397,236
80016 CLOTHING ALLOWANCE	41,508	39,650	50,440	34,888	14,200	24,000	24,000	1,600
80017 REPLACEMENT COSTS	21,736	92,146	64,763	109,426	86,500	64,000	64,000	64,000
80021 MATERIALS & SUPPLIES	17,943	28,676	20,000	19,695	28,500	19,600	19,600	19,600
80023 GAS OIL & GREASE	27,798	30,333	38,452	42,055	27,265	26,965	26,965	26,965
80031 RADIO SERVICE	10,621	27,763	23,000	25,506	20,000	23,750	23,750	23,750
80032 EQUIP & FURN MAINT	56,077	36,213	25,000	26,624	38,300	61,475	45,000	45,000
80033 TELEPHONE	31,160	36,702	32,000	38,580	37,200	28,500	28,500	28,500
80034 POSTAGE	795	1,266	1,000	1,929	0	0	0	0
80035 UTILITIES	63,945	61,638	70,684	71,144	59,000	67,794	57,567	57,567
80036 LAUNDRY & CLEANING	1,980	1,970	3,000	1,859	2,500	2,850	2,000	2,000
80039 PRINTING	905	817	1,000	154	800	950	800	800
80040 BLDG & GRND MAINT	17,302	21,480	23,000	28,484	17,400	17,100	17,100	17,100
80048 DEPARTMENTAL EXPENSE	2,002	3,515	4,000	4,259	0	0	0	0
80051 SPECIAL SERVICE CHARGE	58,184	95,207	108,841	108,841	112,106	116,000	116,000	116,000
80057 DUES, LICENSES, SUBSCRIPTIONS	0	0	0	0	2,800	1,425	1,425	1,425
80059 TRAINING	36,251	66,887	50,000	74,176	38,200	38,000	38,000	38,000
80063 POST-EMPLOYMENT MEDICAL	34,000	34,000	81,320	81,320	81,320	93,240	93,240	93,240
80114 HAZ MAT TECHNICIAN	19,316	31,109	14,000	16,789	11,800	13,300	13,300	13,300
80144 PHYSICAL FITNESS PROGRAM	2,494	2,000	2,000	2,000	2,000	12,000	2,000	2,000
NON RECURRING ITEMS								
81149 PORTABLE RADIOS	0	0	5,200	8,266	0	0	0	0
82149 NOZZELS AND KITS	9,082	847	1,000	0	0	0	0	0
85249 HAZ-MAT EQUIPMENT	0	3,873	8,000	2,193	0	0	0	0
86000 MISCELLANEOUS EQUIP.	12,082	30,426	88,320	73,822	0	0	0	0
TOTALS	1,003,876	1,540,582	1,728,166	1,713,749	1,600,206	1,780,297	1,695,903	1,704,377

Performance Measure	ACTUAL	ACTUAL	PROJECTED	ACTUAL	PROJECTED	PROJECTED	PROJECTED	PROJECTED
<i>Inputs</i>								
Budget (General Fund + CCD-Special Service Charge)	\$5,310,428	\$6,145,666	\$6,622,597	\$6,617,756	\$7,129,686	\$7,481,698	\$7,397,304	\$7,405,778
Non-personnel budget	\$351,261	\$425,165	\$460,096	\$472,423	\$299,965	\$337,709	\$300,007	\$277,607
Total full-time equivalent employees	55.5	59.5	59.5	59.5	59.5	59.5	59.5	59.5
Total firefighters	50.0	54.0	54.0	54.0	54.0	54.0	54.0	54.0
<i>Workload/outputs</i>								
Fires	351	588	620	549	682	682	682	682
EMS	3,273	1,670	1,746	3,399	1,921	1,921	1,921	1,921
Hazardous materials	146	89	114	185	121	121	121	121
Service calls	233	148	161	215	185	185	185	185
Other	249	132	115	412	132	132	132	132
Total calls	4,252	2,627	2,756	4,760	3,041	3,041	3,041	3,041
<i>Outcome/results</i>								
Civilian casualties	-	1	-	-	-	-	-	-
Fire Service Injuries	24	37	30	20	25	25	25	25
Arson fires leading to arrests	6	14	2	-	1	1	1	1
Estimated average dollar loss per fire	\$2,252	\$3,956	\$3,956	\$3,956	\$3,956	3,956	3,956	\$3,956
Inspections/re-inspections	444	832	841	308	967	967	967	967
Complaints Investigated	39	47	67	46	71	71	71	71
Violations found	292	1,005	547	283	580	580	580	580
Violations corrected	77	119	147	101	169	169	169	169
Fire investigations conducted	72	67	47	70	50	50	50	50
Community service/public safety presentations	150	78	80	60	88	88	88	88
Training hours per person	Not Reported	504	554	554	575	650	650	650
Marine Operations	8	8	14	20	20	20	20	20
<i>Efficiency</i>								
Average response time (minutes)	2.2	2.5	2.5	2.5	2.5	2.5	2.5	2.5
Total calls/ firefighter	85.04	48.65	51.04	88.15	56.31	56.31	56.31	56.31
Total non-personnel budget/Total General Fund budget	0.35%	0.41%	0.43%	0.44%	0.29%	0.33%	0.29%	0.27%

FIRE GENERAL

Chief				90,325
Safety & Training Marshal	1 @	60,957	60,957	
Battalion Chiefs	4 @	70,019	280,076	
	0 @	68,077	0	
Captains				
Fire Marshal	1 @	70,115	70,115	
Inspectors	1 @	63,361	63,361	
	1 @	61,516	61,516	
Fire Code Clerk	1.6 @	37,812	60,499	
Executive Secretary	1 @	43,309	<u>43,309</u>	<u>639,833</u>
TOTAL WAGES				<u>730,158</u>

Clothing Allowance:

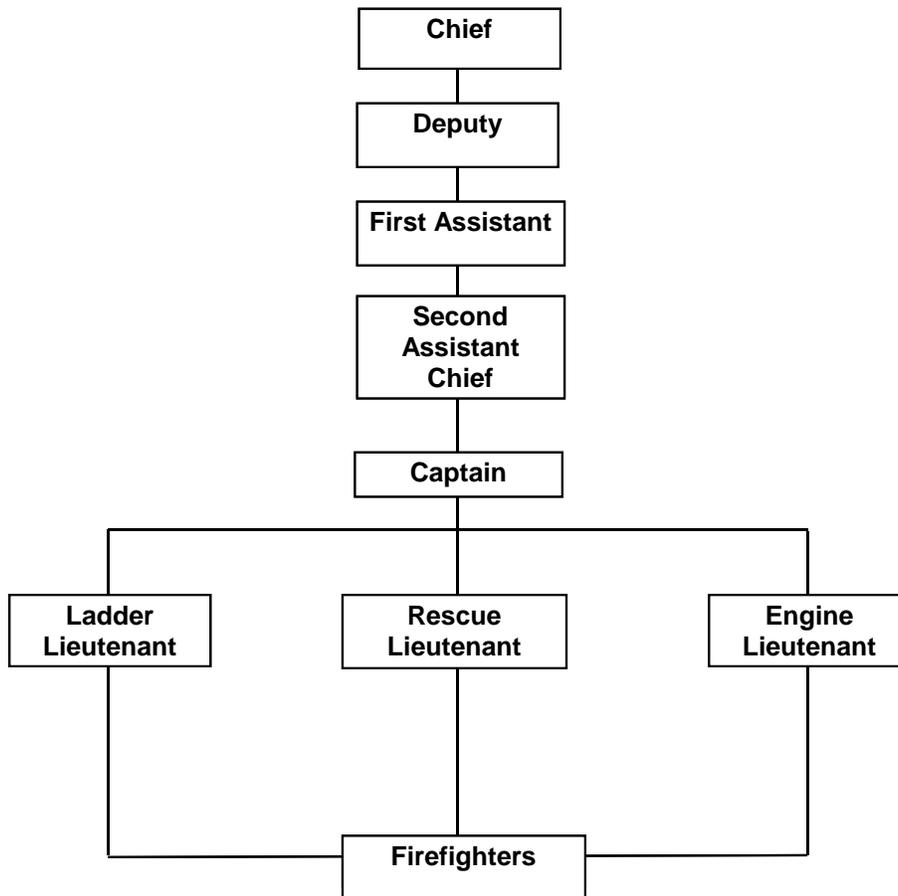
48 firefighters at \$400 each; 4 battalion chiefs, 1 Safety/Training Marshal, 1 captain (FMO), and 2 inspectors at \$500 each; and the Fire Chief at \$600. For Fiscal Years 2009-10 and 2010-11, the Firefighters Union agreed to cut all of their Clothing Allowances by \$400.

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

Services provided for City events, education programs, etc. 116,000

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

City of Norwich East Great Plain Volunteer Fire Department Organization Chart



EAST GREAT PLAIN VOLUNTEER FIRE

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

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

VALUES:

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

GOALS & ACTION PLANS:

1. Implement the goals and enabling objectives outlined in our Strategic Master Plan. **(G6)**
2. Maintain the fire station and all departmental equipment in a safe and proper manner. **(G1)**
3. Foster good relations with the community, private sector and governmental entities in order to build goodwill and increase the possibility of outside funding. **(G5)**
4. Continue to provide prompt, high-quality service to the community in a safe and fiscally prudent manner. **(G1)**
5. Responsibly plan for future needs of the department by maintaining equipment and adequately training members. **(G1)**
6. Aggressively seek alternative funding sources such as grants. **(G3)**

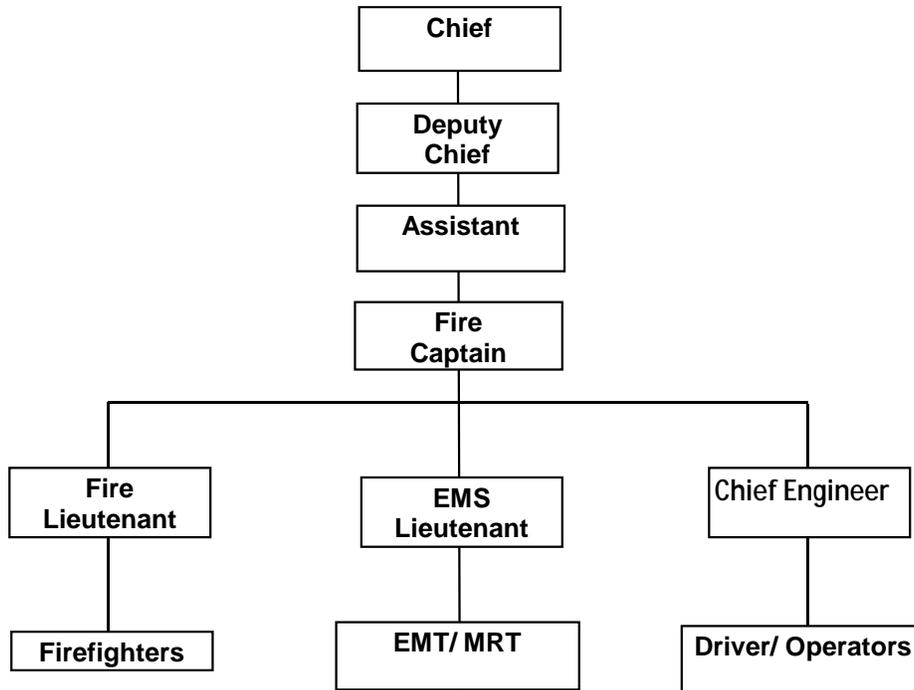
ACCOMPLISHMENTS:

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

CITY OF NORWICH GENERAL FUND EXPENDITURES 2010-11 ADOPTED BUDGET									
		2006-07 ACTUAL	2007-08 ACTUAL	2008-09 REVISED BUDGET	2008-09 ACTUAL	2009-10 REVISED BUDGET	2010-11 BUDGET REQUEST	2010-11 MANAGER'S PROPOSED	2010-11 ADOPTED BUDGET
23	EAST GREAT PLAIN VFD								
80016	CLOTHING ALLOWANCE	3,475	1,738	3,300	298	2,000	2,000	1,000	1,000
80020	PHOTO SUPPLIES	281	0	0	0	0	0	0	0
80021	MATERIALS & SUPPLIES	21,855	25,185	27,800	13,439	25,000	25,000	20,433	20,433
80023	GAS OIL & GREASE	5,022	2,951	3,919	7,445	3,574	3,574	3,574	3,574
80027	AUTO SUPPLIES & MAINT	546	0	0	0	0	0	0	0
80028	TOOLS	438	0	0	0	0	0	0	0
80031	RADIO SERVICE	4,469	9,581	7,000	499	14,000	14,000	12,000	12,000
80032	EQUIP & FURN MAINT	8,948	6,464	12,000	53,647	21,147	21,147	21,000	21,000
80033	TELEPHONE	6,510	5,948	6,000	5,705	5,500	5,500	5,500	5,500
80035	UTILITIES	19,088	19,135	19,156	18,869	20,000	17,876	15,842	15,842
80040	BLDG & GRND MAINT	18,835	23,685	18,000	11,717	17,000	17,000	17,000	17,000
80048	DEPARTMENTAL EXPENSE	9,491	7,744	9,750	3,008	0	0	0	0
80057	DUES, LICENSES, SUBSCRIPTIONS	0	0	0	0	5,500	5,500	5,000	5,000
80059	TRAINING	12,450	11,286	15,000	9,103	10,000	10,000	10,000	10,000
80065	PROTECTIVE CLOTHING	6,653	15,770	13,750	605	0	0	0	0
NON RECURRING ITEMS									
81749	FIRE HOSE	0	6,508	0	0	0	0	0	0
81849	PUMPS	3,600	0	0	0	0	0	0	0
85949	MISCELLANEOUS EQUIP	26,699	0	7,000	5,872	0	0	0	0
TOTALS		148,360	135,995	142,675	130,207	123,721	121,597	111,349	111,349

Performance Measure	ACTUAL	ACTUAL	PROJECTED	ACTUAL	PROJECTED	PROJECTED	PROJECTED	PROJECTED
<i>Inputs</i>								
<i>Workload/outputs</i>								
Fire (Building, vehicle, brush, etc.)	89	46	26	36	29	34	34	34
Overpressure Rupture, Explosion (no fire)	9	-	6	3	7	3	3	3
Rescue & EMS Incidents (EMS vehicle accidents, extrication)	584	680	652	619	650	567	567	567
Hazardous Conditions	36	48	54	43	60	38	38	38
Service Calls	28	47	36	41	40	46	46	46
Good Intent Calls (Authorized controlled burns, smoke scares)	22	47	64	63	70	69	69	69
False Alarms & False Calls	130	144	164	146	180	154	154	154
Severe Weather & Natural Disaster	4	3	1	-	2	-	-	-
Total Calls	902	1,015	1,003	951	1,038	910	910	910
<i>Outcome/results</i>								
Number of volunteers attending training	76	35	40	35	45	45	45	45
Total training hours	1,984	1,167	2,000	1,167	2,100	2,100	2,100	2,100
Number of volunteers trained as EMT or MRT	32	35	37	35	42	35	35	35
Number of volunteers trained to use defibrillators	40	45	45	45	45	45	45	45
Number of State Fire Certified volunteers	30	32	30	32	30	35	35	35
<i>Efficiency</i>								
Cost of dept/cost of total general fund operations	0.15%	0.13%	0.13%	0.12%	0.12%	0.12%	0.11%	0.11%

City of Norwich Laurel Hill Volunteer Fire Department Organization Chart



LAUREL HILL VOLUNTEER FIRE

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

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

VALUES:

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

GOALS & ACTION PLANS:

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

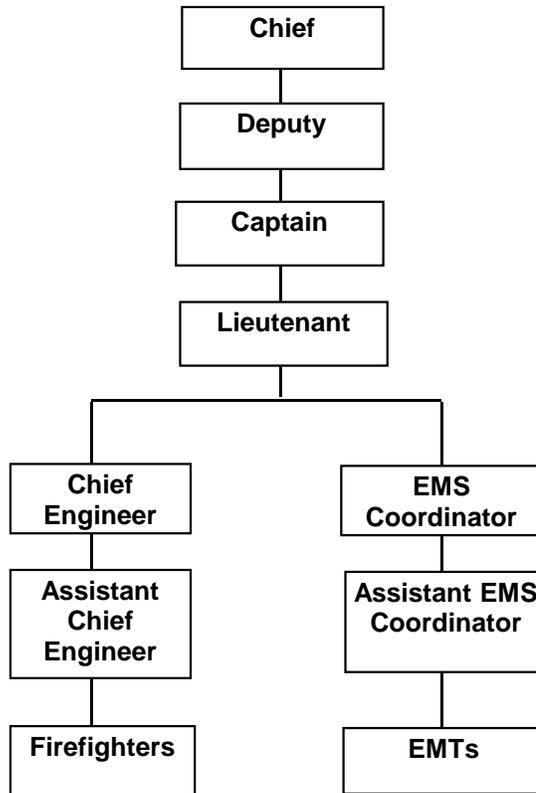
ACCOMPLISHMENTS:

1. 3 firefighters were trained to the firefighter 1 level.
2. 2 firefighters were trained to the firefighter 2 level.
3. Completed renovations to the Laurel Hill Fire Company to allow for a permanent parking spot for UTV 6 trailer.
4. All members are trained and certified to the State of Connecticut DEP level for wild land firefighting; Laurel Hill is one of only ten departments in the State with this level of training, and the only department in southeast Connecticut.

CITY OF NORWICH									
GENERAL FUND EXPENDITURES									
2010-11 ADOPTED BUDGET									
		2006-07	2007-08	2008-09	2008-09	2009-10	2010-11	2010-11	2010-11
		ACTUAL	ACTUAL	REVISED	ACTUAL	REVISED	BUDGET	MANAGER'S	ADOPTED
				BUDGET		BUDGET	REQUEST	PROPOSED	BUDGET
24	LAUREL HILL VFD								
80016	CLOTHING ALLOWANCE	2,369	3,118	2,000	10	2,000	2,000	1,000	1,000
80021	MATERIALS & SUPPLIES	2,064	4,002	6,500	594	7,000	7,000	5,223	4,723
80023	GAS OIL & GREASE	1,704	1,470	2,145	2,218	1,941	1,941	1,941	1,941
80028	TOOLS	642	0	0	0	0	0	0	0
80031	RADIO SERVICE	7,793	8,592	3,500	74	3,500	3,500	3,000	3,000
80032	EQUIP & FURN MAINT	10,826	13,966	8,500	32,378	14,345	14,345	13,773	13,773
80033	TELEPHONE	6,685	6,056	4,500	5,196	4,500	4,500	4,500	4,500
80035	UTILITIES	6,694	6,631	6,685	6,638	7,000	6,283	6,270	6,270
80040	BLDG & GRND MAINT	3,603	4,053	7,500	7,757	6,500	6,500	6,000	6,000
80048	DEPARTMENTAL EXPENSE	2,912	2,672	3,500	234	0	0	0	0
80057	DUES, LICENSES, SUBSCRIPTIONS	0	0	0	0	0	0	0	500
80059	TRAINING	2,330	1,745	9,000	4,845	9,000	9,000	8,500	8,500
80065	PROTECTIVE CLOTHING	2,611	4,984	3,600	1,824	0	0	0	0
85151	FIRE POLICE	220	0	0	0	0	0	0	0
85650	EMS	1,402	0	0	0	0	0	0	0
NON RECURRING ITEMS									
82749	FIREMEN'S GEAR	0	0	9,000	0	0	0	0	0
81050	DECK GUN	4,200	0	0	0	0	0	0	0
85949	MISCELLANEOUS EQUIP	0	12,309	5,500	9,119	0	0	0	0
TOTALS		56,055	69,598	71,930	70,887	55,786	55,069	50,207	50,207

Performance Measure	ACTUAL	ACTUAL	PROJECTED	ACTUAL	PROJECTED	PROJECTED	PROJECTED	PROJECTED
<i>Inputs</i>								
<i>Workload/outputs</i>								
Brush Fires	3	3	7	4	7	7	7	7
Structure Fires	7	7	3	6	3	3	3	3
Fire Alarms	11	11	32	22	32	32	32	32
Service Calls	4	4	15	6	15	15	15	15
Rescue/Emergency	2	2	3	5	3	3	3	3
Motor Vehicle Accidents	6	6	15	4	15	15	15	15
Vehicle Fires	2	2	4	1	4	4	4	4
Haz-Mat Calls	2	2	3	2	3	3	3	3
Mutual Aid	29	29	21	31	21	21	21	21
CO Problems	1	1	5	1	5	5	5	5
Water Emergency	11	11	4	5	4	4	4	4
Medical Calls	24	24	41	21	41	41	41	41
Total Calls	102	102	153	108	153	153	153	153
<i>Outcome/results</i>								
Accidents involving city fire vehicles	-	-	-	-	-	-	-	-
Civilian Casualties	-	-	-	-	-	-	-	-
Fire Service Injuries	-	-	-	-	-	-	-	-
Drills/Training	78	78	78	76	78	78	78	78
Training Hours	3,300	3,300	3,250	3,100	3,250	3,250	3,250	3,250
Community events attended	25	25	24	22	24	24	24	24
Percentage of women/minority members	31.00%	31.00%	33.00%	33.00%	33.00%	33.00%	33.00%	33.00%
Firefighters with State of CT Certifications	98.00%	98.00%	96.00%	97.00%	96.00%	96.00%	96.00%	96.00%
<i>Efficiency</i>								
Average response time (minutes)	3.5	3.5	3.5	3.5	3.5	3.5	3.5	3.5
Cost of dept/cost of total general fund operation	0.06%	0.07%	0.07%	0.07%	0.05%	0.05%	0.05%	0.05%

City of Norwich Occum Volunteer Fire Department Organization Chart



OCCUM VOLUNTEER FIRE

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

VISION: To be considered by the City of Norwich and taxpayers as a valuable asset.

VALUES:

- Professionalism
- Safety
- Service
- Fiscal Integrity
- Efficiency

GOALS & ACTION PLANS:

1. Professionally respond to and mitigation of emergency incidents. **(G1)**
2. Promote the safety and health of our personnel. **(G1)**
3. Provide training and education to maintain and improve the skills of an effective firefighting organization. **(G1)**
4. Maintain all apparatus and equipment in accordance with accepted safety standards. **(G1)**
5. Recruit, train and maintain new firefighters and/ or emergency medical personnel. **(G1)**
6. Promote a safer community by providing community fire safety and personal safety education programs. **(G1)**

ACCOMPLISHMENTS:

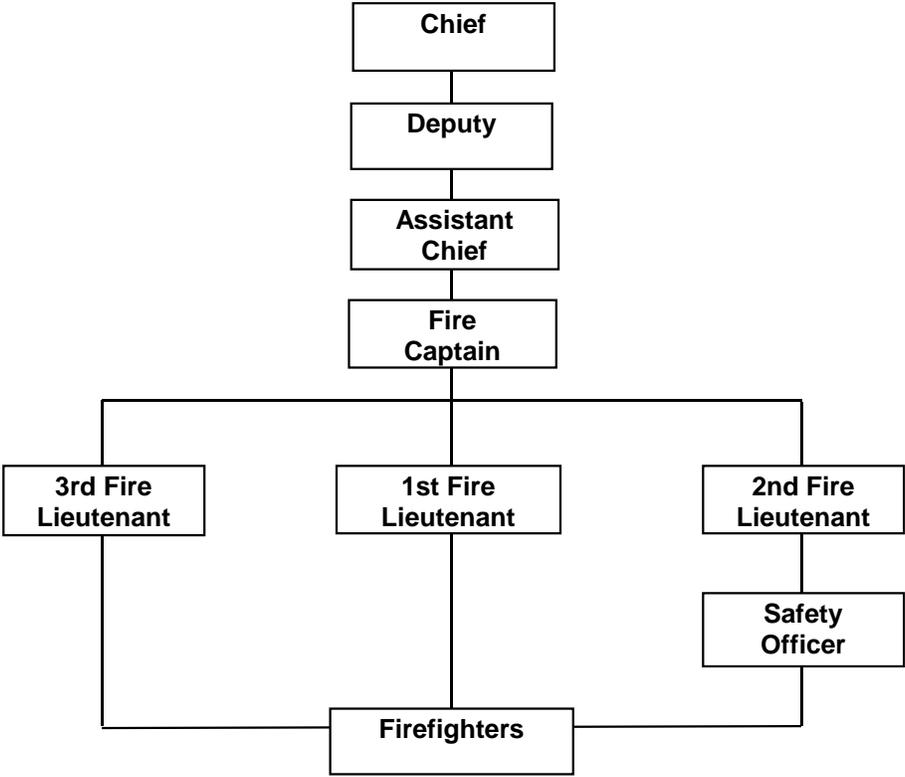
1. Several firefighters received Firefighter I certification training.
2. Successfully mitigated emergency calls for the past year with no serious injuries to personnel.

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2010-11 ADOPTED BUDGET**

	2006-07 ACTUAL	2007-08 ACTUAL	2008-09 REVISED BUDGET	2008-09 ACTUAL	2009-10 REVISED BUDGET	2010-11 BUDGET REQUEST	2010-11 MANAGER'S PROPOSED	2010-11 ADOPTED BUDGET
25 OCCUM VFD								
80016 CLOTHING ALLOWANCE	234	2,150	1,700	492	2,150	1,000	1,000	1,000
80021 MATERIALS & SUPPLIES	14,093	11,503	17,500	14,724	14,000	14,000	10,215	10,215
80023 GAS OIL & GREASE	1,687	1,674	1,534	1,710	2,208	2,000	2,000	2,000
80025 HEATING FUEL	5,474	0	0	0	0	0	0	0
80031 RADIO SERVICE	1,052	285	2,000	2,828	2,000	2,000	1,500	1,500
80032 EQUIP & FURN MAINT	7,868	8,486	9,000	2,403	21,500	24,000	20,000	20,000
80033 TELEPHONE	2,062	1,574	2,000	2,003	2,400	2,400	2,400	2,400
80035 UTILITIES	3,938	9,052	10,713	11,348	10,500	11,466	11,466	11,466
80036 LAUNDRY & CLEANING	179	0	0	0	0	0	0	0
80040 BLDG & GRND MAINT	4,804	17,854	8,000	12,717	9,550	11,000	9,051	9,051
80048 DEPARTMENTAL EXPENSE	3,357	3,499	2,000	3,210	0	0	0	0
80057 DUES, LICENSES, SUBSCRIPTIONS	0	0	0	0	800	500	500	500
80059 TRAINING	3,857	8,748	11,000	1,957	10,594	10,000	10,000	10,000
80065 PROTECTIVE CLOTHING	14,113	12,505	10,000	3,187	0	0	0	0
85150 TESTING	4,408	0	0	0	0	0	0	0
TOTALS	67,126	77,330	75,447	56,579	75,702	78,366	68,132	68,132

Performance Measure	ACTUAL	ACTUAL	PROJECTED	ACTUAL	PROJECTED	PROJECTED	PROJECTED	PROJECTED
<i>Inputs</i>								
<i>Workload/outputs</i>								
CO Problem	8	10	10	1	10	3	3	3
Structural fires	8	5	10	2	17	3	3	3
Mutual aid (fire & medical)	22	34	27	25	32	30	30	30
Assorted fires	19	13	26	34	26	40	40	40
Service calls	10	6	17	8	17	10	10	10
Other calls	38	35	40	26	52	31	31	31
Emergency medical calls	109	89	132	71	110	80	80	80
Total Calls	214	192	262	167	264	197	197	197
<i>Outcome/results</i>								
Accidents involving city vehicles	-	-	-	-	-	-	-	-
Civillian casualties	-	-	-	-	-	-	-	-
Fire service injuries	-	-	-	-	-	-	-	-
Drills (weekdays and evenings)	70	70	70	71	70	80	80	80
Drills (man hours) in house	2100+	2100+	2100+	2,100	2100+	2,400	2,400	2,400
Community events attended	25	25	25	25	25	25	25	25
Percentage of women/minority	0.00%	30.00%	30.00%	30.00%	30.00%	30.00%	30.00%	30.00%
Firefighters with State of CT certification	45.00%	45.00%	45.00%	45.00%	45.00%	65.00%	65.00%	65.00%
Percentage of personnel with EMT certification	65.00%	65.00%	65.00%	65.00%	65.00%	70.00%	70.00%	70.00%
<i>Efficiency</i>								
Average response time (minutes)	3.5	3.5	3.5	3.5	3.5	3.5	3.5	3.5
Cost of dept/cost of total general fund operations	0.07%	0.07%	0.07%	0.05%	0.07%	0.08%	0.07%	0.07%

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



TAFTVILLE VOLUNTEER FIRE

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

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

VALUES:

- Professionalism
- Safety
- Service
- Efficiency
- Fiscal Integrity

GOALS & ACTION PLANS:

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

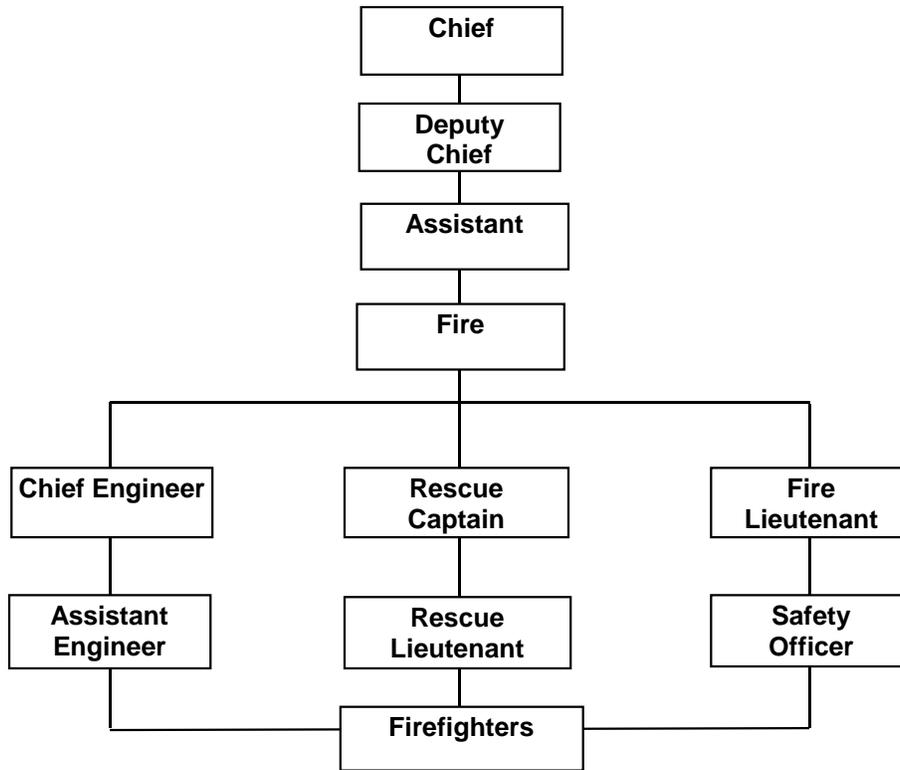
ACCOMPLISHMENTS:

1. Completed all annual required training.
2. Partnered with the Yantic Fire Company in re-organizing and putting into service a dive rescue team.
3. Five members completed and are certified Public Safety Rescue Divers
4. Five members certified as Rescue Dive Tenders
5. Put into service a dive truck received from Norwich Emergency Management
6. Increased public education program delivery.
7. Two cadets graduated from the cadet program to become probationary firefighters.
8. Six firefighters attended National Fire Academy training.
9. Continued with energy efficiency upgrades to the station.
10. Applied for several Fire Service Grants.
11. No accidents involving city apparatus.
12. Increased the department membership by 20%.

CITY OF NORWICH									
GENERAL FUND EXPENDITURES									
2010-11 ADOPTED BUDGET									
		2006-07	2007-08	2008-09	2008-09	2009-10	2010-11	2010-11	2010-11
		ACTUAL	ACTUAL	REVISED	ACTUAL	REVISED	BUDGET	MANAGER'S	ADOPTED
				BUDGET		BUDGET	REQUEST	PROPOSED	BUDGET
26	TAFTVILLE VFD								
80016	CLOTHING ALLOWANCE	2,330	4,383	3,000	3,955	3,500	3,500	1,000	1,000
80021	MATERIALS & SUPPLIES	19,237	22,436	20,900	19,959	24,165	27,500	19,053	19,053
80023	GAS OIL & GREASE	5,254	5,376	5,855	6,448	3,872	3,872	3,872	3,872
80027	AUTO SUPPLIES & MAINT	967	0	0	0	0	0	0	0
80031	RADIO SERVICE	2,808	5,195	4,000	1,626	4,000	4,000	4,000	4,000
80032	EQUIP & FURN MAINT	17,754	11,705	21,020	33,858	25,000	26,500	25,000	25,000
80033	TELEPHONE	9,502	7,941	7,600	9,617	6,000	6,000	6,000	6,000
80035	UTILITIES	16,148	16,309	18,921	19,708	19,000	19,058	17,058	17,058
80040	BLDG & GRND MAINT	18,076	25,524	21,000	13,553	23,000	27,000	20,000	20,000
80048	DEPARTMENTAL EXPENSE	5,692	3,530	6,000	6,532	0	0	0	0
80057	DUES, LICENSES, SUBSCRIPTIONS	0	0	0	0	2,000	2,000	2,000	2,000
80059	TRAINING	5,039	7,001	12,000	17,478	15,000	20,000	15,000	15,000
82449	MAINT OF STATION	2,150	0	0	0	0	0	0	0
82749	FIREMEN'S GEAR	14,950	24,887	13,394	14,002	0	0	0	0
83849	RESCUE EQUIPMENT	10,090	0	11,000	1,542	0	0	0	0
81149	PORTABLE RADIOS	2,158	0	4,000	2,908	0	0	0	0
81549	COMPUTERS	2,296	0	0	0	0	0	0	0
81749	FIRE HOSE-FITTINGS	2,117	4,510	3,000	0	0	0	0	0
85949	MISCELLANEOUS EQUIP	7,780	6,467	0	494	0	0	0	0
TOTALS		144,348	145,264	151,690	151,680	125,537	139,430	112,983	112,983

Performance Measure	ACTUAL	ACTUAL	PROJECTED	ACTUAL	PROJECTED	PROJECTED	PROJECTED	PROJECTED
<i>Inputs</i>								
<i>Workload/outputs</i>								
Structural fires	32	31	31	29	31	30	30	30
Mutual aid	10	15	15	53	15	65	65	65
Standby	14	15	15	12	15	15	15	15
Water Rescue	4	1	1	1	1	5	5	5
Service Calls	32	19	19	20	19	20	20	20
Emergency Medical Calls	390	457	457	376	457	450	450	450
Motor Vehical Accidents	61	56	56	46	56	56	56	56
False Alarms	88	51	51	68	51	60	60	60
Brush Fires	3	2	2	4	2	2	2	2
Other	18	2	2	2	2	2	2	2
Investigation	47	49	49	20	49	25	25	25
Total Calls	699	698	698	631	698	730	730	730
<i>Outcome/results</i>								
Accidents involving city vehicles	-	-	-	-	-	-	-	-
Civilian casualties	-	-	-	-	-	-	-	-
Fire Service injuries	-	-	-	-	-	-	-	-
Drills (weekdays and evenings)	70	70	70	70	70	70	70	70
Drills (man hours)	3,800	7,472	3,800	3,800	3,800	3,800	3,800	3,800
Percentage of women/minority members	6.00%	6.00%	6.00%	6.00%	6.00%	6.00%	6.00%	6.00%
Firefighters with State of CT certification	90.00%	90.00%	90.00%	90.00%	90.00%	90.00%	90.00%	90.00%
<i>Efficiency</i>								
Average response time (minutes)	3.5	3.5	3.5	3.5	3.5	3.5	3.5	3.5
Cost of dept/cost of total general fund operation	0.14%	0.14%	0.14%	0.14%	0.12%	0.14%	0.11%	0.11%

City of Norwich Yantic Volunteer Fire Department Organization Chart



YANTIC VOLUNTEER FIRE

MISSION: To respond to all calls for emergency services including fire suppression, medical assistance, hazardous materials and motor vehicle extrication. To educate its members in safe, up-to-date fire and rescue techniques. To educate the public in fire prevention and home safety practices.

VISION: Provide fire protection & suppression, technical rescue, hazardous materials identification & containment along with R1 emergency medical services to the residents and businesses in the Yantic district of Norwich (which is an area of approximately 9.6 square miles of the city's 27.1 square miles and includes many of the city's largest employers and taxpayers).

VALUES:

- Professionalism
- Communication
- Competence
- Safety

GOALS & ACTION PLANS:

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

ACCOMPLISHMENTS:

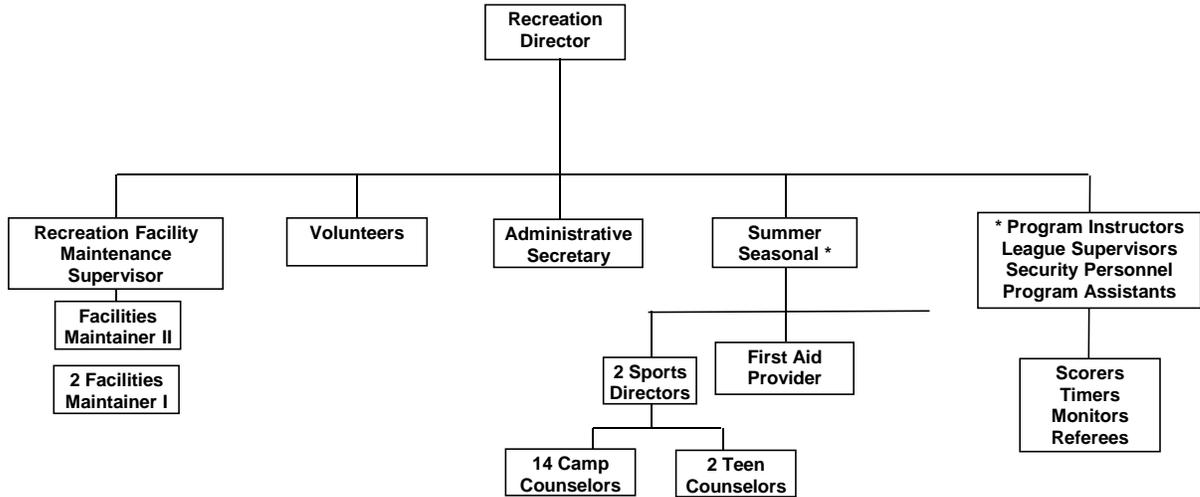
1. Won Life Safety Achievement Award for zero fire deaths.
2. Brought five new members into our department, hosted a State Certified FF 2 class in Yantic and certified an additional 8 members to FF2 level bring our total of FF2 certified members to 42.
3. Rolled out a new communications plan in Yantic consistent with all the other city fire companies. This new plan has improved fire ground communications and firefighter safety.
4. Worked with the Taftville Fire Company to revive and establish the Norwich Underwater Search & Rescue Team – DIVE 23, currently on-line and able to respond.
5. Worked with all Norwich fire companies to enhance apparatus responses, purchase equipment in bulk, review of all apparatus currently in service, and plan future equipment needs of the city's entire fire service.
6. Oversaw renovations to Yantic's fire station including a new roof, structural modifications, overhead doors, boiler, pass doors, painting, sprinklers, air conditioning, landscaping and various other items. 20% of the work was performed by the membership and over \$55,000 was spent through fundraising efforts to help defray the renovation costs.

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2010-11 ADOPTED BUDGET**

	2006-07 ACTUAL	2007-08 ACTUAL	2008-09 REVISED BUDGET	2008-09 ACTUAL	2009-10 REVISED BUDGET	2010-11 BUDGET REQUEST	2010-11 MANAGER'S PROPOSED	2010-11 ADOPTED BUDGET
27 YANTIC VFD								
80016 CLOTHING ALLOWANCE	2,258	3,442	3,000	2,185	3,000	3,000	1,000	1,000
80020 PHOTO SUPPLIES	606	0	0	0	0	0	0	0
80021 MATERIALS & SUPPLIES	21,298	31,502	20,000	26,782	26,000	24,715	20,940	20,940
80023 GAS OIL & GREASE	3,484	7,679	6,582	6,909	5,719	5,719	5,719	5,719
80025 HEATING FUEL	10,073	0	0	0	0	0	0	0
80031 RADIO SERVICE	3,445	2,757	4,000	4,430	4,000	4,000	3,000	3,000
80032 EQUIP & FURN MAINT	6,122	13,939	13,000	12,975	23,000	23,157	15,000	15,000
80033 TELEPHONE	5,405	4,554	4,500	5,156	4,500	4,500	4,500	4,500
80035 UTILITIES	11,904	19,271	24,880	25,080	21,500	24,372	24,372	24,372
80040 BLDG & GRND MAINT	22,920	16,646	31,700	25,704	20,000	21,085	19,000	19,000
80048 DEPARTMENTAL EXPENSE	7,916	7,201	7,000	14,122	0	0	0	0
80057 DUES, LICENSES, SUBSCRIPTIONS	0	0	0	0	1,000	2,539	2,539	2,539
80059 TRAINING	20,367	13,935	20,000	14,560	18,025	22,990	18,000	18,000
80060 FIRE ALARM SYSTEM	69	1,161	0	0	0	0	0	0
80065 PROTECTIVE CLOTHING	7,298	7,138	26,100	26,576	0	0	0	0
NON RECURRING ITEMS								
81149 PORTABLE RADIOS	1,092	0	5,500	4,839	0	0	0	0
85949 MISCELLANEOUS EQUIP	5,365	20,174	16,500	4,290	0	0	0	0
TOTALS	129,622	149,399	182,762	173,608	126,744	136,077	114,070	114,070

Performance Measure	ACTUAL	ACTUAL	PROJECTED	ACTUAL	PROJECTED	PROJECTED	PROJECTED	PROJECTED
<i>Inputs</i>								
<i>Workload/outputs</i>								
Structure Fires	15	26	20	21	20	20	20	20
False Alarms	2	17	15	16	15	10	10	10
Internal alarms	74	73	110	82	110	100	100	100
Miscellaneous calls	67	62	90	66	90	50	50	50
Rescue/emergency	250	259	200	266	200	250	250	250
Vehicle accidents	93	77	100	83	100	100	100	100
Automobile fire	9	19	30	18	30	20	20	20
Grass/brush fires	13	9	20	11	20	20	20	20
Chemical incidents	12	12	20	10	20	5	5	5
Mutual aid	20	29	20	31	20	30	30	30
Service calls	87	21	50	33	50	50	50	50
Total Calls	642	604	675	637	675	655	655	655
<i>Outcome/results</i>								
Accidents involving city fire vehicles	-	-	-	1	-	-	-	-
Civillian casualties	-	-	-	-	-	-	-	-
Fire service casualties	-	-	-	-	-	-	-	-
Fire-related civilian casualties	-	-	-	-	-	-	-	-
Fire-related injuries	5	3	-	2	-	-	-	-
Public education man hours	750	700	800	800	800	800	800	800
Training man hours	2,305	2,105	2,500	2,165	2,500	2,500	2,500	2,500
Firefighters with State of CT certification	95.00%	96.00%	95.00%	97.00%	95.00%	95.00%	95.00%	95.00%
Percentage of personnel receiving EMT training	62.00%	58.00%	60.00%	58.00%	60.00%	60.00%	60.00%	60.00%
<i>Efficiency</i>								
Average response time (minutes)	3.2	3.2	3.2	3.2	3.2	3.2	3.2	3.2
Cost of dept/cost of total general fund operations	0.13%	0.14%	0.17%	0.16%	0.12%	0.13%	0.11%	0.11%

City of Norwich Recreation Department Organization Chart



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

RECREATION

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

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

VALUES:

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

GOALS & ACTION PLANS:

1. Promote the health, social and economic benefits of a strong community recreation program by providing benefits information in all promotional material and making better use of the media in conveying the importance of recreation. **(G5)**
2. Improve the physical appearance of the Recreation Department building, rooms and offices. Improvements will include painting, door and window upgrades and landscaping. **(G3)**
3. Evaluate the opportunities available for individuals with disabilities to participate in programs by identifying current participation rates; conducting a needs assessment of disabled individuals not currently participating; and evaluating the accessibility of existing recreation programs and facilities for disabled individuals according to ADA guidelines. **(G1)**
4. Continue to seek opportunities that will lead to the establishment of a Community Center.
5. Improve the bathhouse at Mohegan Park. Improvements to include ADA upgrades and restroom facilities. **(G3)**
6. Reconstruct the Greenville playground basketball courts. **(G3)**
7. Expand the Summer Program to include a ½ day program for children ages 4 – 5.

ACCOMPLISHMENTS:

1. Completed a Master Plan for future improvements to the Hamilton Avenue Football Field.
2. Applied for and received approval for Community Development Block Grant funds to provide before and after care for our 2010 summer camp program.
3. Provided computer training to key maintenance personnel to better track tasks and projects.
4. Expanded the Summer Camp Program to include before and after camp care. Enrollment was increased to near capacity levels.
5. Secured funding for improvements to the Hamilton Avenue Football Field. Improvements included regarding of the practice field, electrical upgrades, and placement of new bleachers.
6. Conducted fundraising clinics for improvements to the Donald Alfiero Skatepark.
7. Assisted the Chelsea Boat Club with the development of a High School rowing program.
8. Formed a Walking Club to provide a safe venue and partners for anyone wishing to walk as a form of exercise.
9. Offered an Adult Summer Basketball League.
10. Worked in partnership with the Otis Library to increase programs to preschool age children.

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2010-11 ADOPTED BUDGET**

	2006-07 ACTUAL	2007-08 ACTUAL	2008-09 REVISED BUDGET	2008-09 ACTUAL	2009-10 REVISED BUDGET	2010-11 BUDGET REQUEST	2010-11 MANAGER'S PROPOSED	2010-11 ADOPTED BUDGET
32 RECREATION DEPARTMENT								
80011 HEAD OF DEPT	64,470	66,576	68,732	68,732	68,732	73,095	73,095	71,970
80012 EMPLOYEES	222,163	206,642	259,329	233,859	215,521	230,873	210,371	215,521
80013 PART TIME EMPLOYEES	107,451	119,960	117,000	108,815	100,740	53,200	0	20,000
80014 OVERTIME	3,939	5,946	5,000	4,477	0	0	0	0
89999 FRINGE BENEFITS	149,485	185,151	176,868	172,684	139,457	152,846	144,631	149,093
80015 PROFESSIONAL SERVICE	41,823	62,207	54,960	56,872	46,000	36,000	25,000	25,000
80021 MATERIALS & SUPPLIES	22,171	24,183	25,000	23,106	20,000	10,000	10,000	10,000
80023 GAS OIL & GREASE	8,558	7,321	10,087	10,856	7,481	7,481	7,481	7,481
80025 HEATING FUEL	7,098	0	0	0	0	0	0	0
80032 EQUIP & FURN MAINT	0	0	0	1,307	0	3,000	3,000	3,000
80033 TELEPHONE	2,404	2,044	2,100	2,774	1,900	1,900	1,900	1,900
80034 POSTAGE	477	491	700	217	500	500	500	500
80035 UTILITIES	14,036	20,231	21,181	22,809	20,000	22,172	10,000	10,000
80037 MILEAGE	188	0	250	373	250	250	250	250
80040 BLDG & GRND MAINT	74,271	76,211	74,200	78,734	60,000	56,777	25,000	25,000
80048 DEPARTMENTAL EXPENSE	4,735	3,598	3,700	3,267	0	0	0	0
80145 NON-RECURRING	7,500	7,500	0	0	0	0	0	0
86007 OCCUM ENVIR TESTING/MAINT	15,600	16,925	15,000	15,000	17,500	17,500	17,500	17,500
86008 BOATING PROGRAM	37,276	16,283	5,000	3,084	2,500	2,500	0	0
TOTALS	783,645	821,269	839,107	806,966	700,581	668,094	528,728	557,215

Performance Measure	ACTUAL	ACTUAL	PROJECTED	ACTUAL	PROJECTED	PROJECTED	PROJECTED	PROJECTED
<i>Inputs</i>								
Full-time equivalent employees	7	7	7	6	6	6	5.5	6
<i>Workload/outputs</i>								
Number of your program hours	2,205	2,045	2,100	1,980	2,100	2,000	2,000	2,000
Total acreage of athletic facilities	94	94	94	94	94	94	94	94
<i>Outcome/ Results</i>								
Number of youth registrations	4,510	3,870	4,270	4,618	4,670	4,650	4,650	4,650
<i>Efficiency Measures</i>								
Recreation budget as % of total general fund budget	0.79%	0.79%	0.78%	0.76%	0.68%	0.65%	0.52%	0.54%
Full-time staff salary cost as percentage of department budget	36.58%	33.27%	39.10%	37.50%	40.57%	45.50%	53.61%	51.59%

RECREATION

Director of Recreation 73,095 *

Recreation Facilities Mtn. Supervisor			55,439	
Recreation Facilities Maintainer II	1.00 @	43,309	43,309	
Recreation Facilities Maintainer I	2.00 @	38,278	76,556	
Administrative Secretary	1.00 @	40,217	40,217	<u>215,521</u>

TOTAL WAGES 288,616

* Difference between wages per above schedule and those listed for 80011 on the previous page is due to furlough days agreed to by the City Hall Supervisors bargaining unit.

Part Time Employees:

Camp Director	0 @	4,620.00	0
Assistant Camp Director	0 @	3,780.00	0
Camp Counselor	0 @	2,800.00	0
Teen Counselors	0 @	2,800.00	0
First Aid/CPR or Athletic Trainer	0 @	3,360.00	0
Seasonal Maintenance	0 @	6,400.00	0

Waterfront:

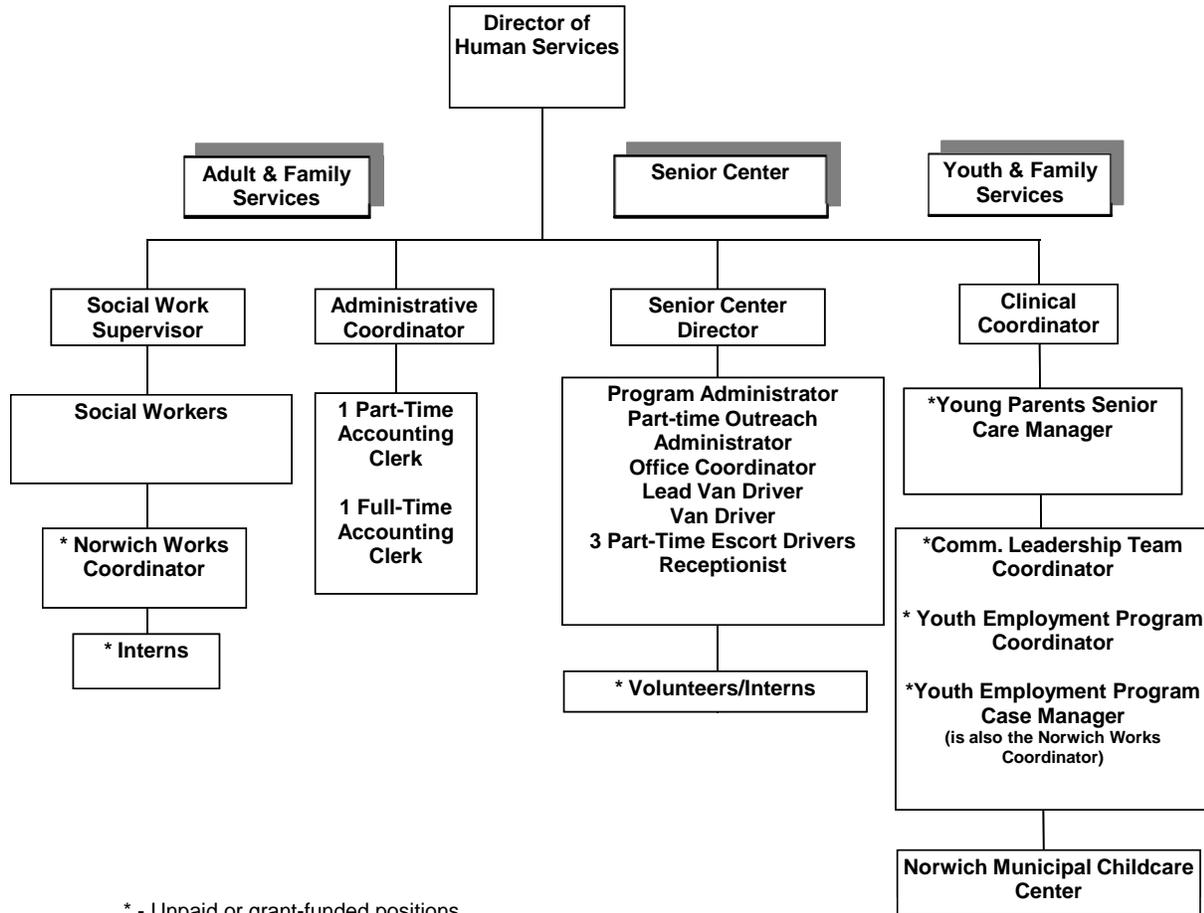
Waterfront Director	1 @	7,668.00	7,668
Lifeguards	4 @	3,083.00	<u>12,332</u>

TOTAL PART TIME 20,000

Revenues:

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

City of Norwich Human Services Department Organization Chart



* - Unpaid or grant-funded positions.

CITY OF NORWICH
GENERAL FUND EXPENDITURES - SUMMARY OF HUMAN SERVICES
2010-11 ADOPTED BUDGET

		2006-07 ACTUAL	2007-08 ACTUAL	2008-09 REVISED BUDGET	2008-09 ACTUAL	2009-10 REVISED BUDGET	2010-11 BUDGET REQUEST	2010-11 MANAGER'S PROPOSED	2010-11 ADOPTED BUDGET
HUMAN SERVICES DEPARTMENT									
01033	Admin/ Adult & Family Services	748,655	766,635	792,504	788,539	751,563	789,639	551,957	575,544
01036	Senior Citizens Center	491,553	582,745	573,413	573,625	492,695	508,376	339,496	482,400
01037	Youth & Family Services	243,516	250,367	300,733	300,737	163,375	178,870	66,603	170,394
TOTALS		1,483,724	1,599,747	1,666,650	1,662,901	1,407,633	1,476,885	958,056	1,228,338

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 socio-economic potential.

VALUES:

- Self-reliance
- Empowerment
- Innovation

GOALS & ACTION PLANS:

1. Decrease the number of homeless families and individuals through the following action steps; (1) continue to work with the Rose City Renaissance Economic Restructuring Committee and Norwich Community Care Team to develop supportive housing programs, (2) maintain a leadership role in the operations of the city's winter shelter program, (3) actively pursue funds for supportive housing programs, (4) maintain active involvement in the implementation of the region's "Ten Year Plan to End Homelessness." **(G1)**
2. Provide and/or assist Norwich residents to obtain, when necessary, essential safety net services, i.e.; emergency foods, rental assistance, employment services, access to medical benefits, etc. **(G1)**
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. **(G2)**
4. Continue to seek Federal Workforce Investment funds to maintain employment-training opportunities for the city's unskilled and/or underemployed labor force. **(G2)**
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. **(G2)**

ACCOMPLISHMENTS:

1. Awarded \$50,000 in federal employment and training funds to assist our area's unskilled and/or undereducated labor force develop more marketable job skills, focusing in the health and medical related fields. Funds assisted 5 Norwich residents with tuition for the Registered Nursing Program at Three Rivers Community College, two of whom completed their degree this year. In addition, 21 people completed the Certified Nurse's Aid Program, 4 completed the Patient Care Tech Program, and 1 completed the Medical Billing Program.
2. Administered three different energy assistance programs to help families meet the rising cost of oil and utilities; EFSP Utility Fund, Project Warm Up and Operation Fuel. This brought over \$72,000 in utility assistance to Norwich residents.
3. Continued the Volunteer Income Tax Assistance Program and filed CT and Federal returns for 205 families and brought back over \$262,671 in refunds to the Norwich community, and advocated for a State Earned Income Tax Credit.
4. Sheltered 67 Norwich homeless residents in the Norwich Hospitality Center and found permanent housing for 31% of them. Garnered over \$46,000 in grants and awards to operate the Center.
5. Awarded \$28,500 in federal emergency rent/mortgage funds for economically distressed Norwich families and individuals. Also awarded an additional \$14,000 in ARRA (American Recovery & Reinvestment Act) funding for assistance with rents/mortgages.
6. Awarded \$38,350 in grants and donations through the Norwich Safety Net Team for the provision of basic needs to Norwich families and individuals.
7. Assisted 972 Norwich disabled and elderly residents apply for the State of CT Renter's Rebate Program which brought back over \$422,000 to the community in rebates.

8. Supervisory staff served in leadership roles in a number of local, regional and state human service organizations and initiatives.
9. Organized the annual Christmas “Adopt a Family” program, matching sponsors who provided Christmas gifts to children of low-income Norwich families. Approximately 450 children, representing more than 150 families were assisted.
10. Formed the Norwich Employment and Training Committee that sought funds to operate a pilot subsidized employment program. Four homeless Hospitality Center residents entered a 6 week subsidized employment program where they worked for local businesses at minimum wage, paid out of grant funding, and connected with the CT Works in order to re-connect with the labor market.
11. Awarded \$67,000 from the ARRA (American Recovery & Reinvestment Act) funded “NEG (National Employment Grant)/Foxwoods Grant.” This grant was made available in partnership with TVCCA to provide case management services to displaced workers from Foxwoods Casino. Funding was used to hire a Social Worker to provide these services.

GRANT DESCRIPTIONS

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

Federal Grants:

Community Development Block Grant/ Hospitality Center \$29,500 – Provides funding for staffing & heat at St. Vincent de Paul's Place to support our chronically homeless population in Norwich.

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

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

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

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

Emergency Food & Shelter Program (passed through United Way) \$28,500 - Federal Emergency Food & Shelter Program provides for emergency rent and utility assistance for Norwich families/ individuals. (For 2008/09, also received a one-time ARRA (American Recovery & Reinvestment Act) grant for \$14,000 for rent/mortgage assistance.)

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

State of Connecticut Grants:

Kinship & Respite Programs \$34,000 - Funding received from State of Connecticut Probate Court to assist non-parent relative guardians of minor children. No city funds are required.

Private Grants:

Safety Net Team \$38,350 - Funding received from local foundation grants and donations from the community allow for the provision of programs such as a food pantry, Golden Wishes Program for Norwich seniors, pharmacy fund, utility fund, a fund for job-related incidentals, the Backpack It To School Program, and the Back To School Shoes & Clothing Program. No city funds are required.

Employment and Training Program Grants \$11,500.00 – Provides subsidized employment opportunities to homeless people staying at the Hospitality Center to help them re-enter the workforce.

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

CITY OF NORWICH GENERAL FUND EXPENDITURES 2010-11 ADOPTED BUDGET									
		2006-07 ACTUAL	2007-08 ACTUAL	2008-09 REVISED BUDGET	2008-09 ACTUAL	2009-10 REVISED BUDGET	2010-11 BUDGET REQUEST	2010-11 MANAGER'S PROPOSED	2010-11 ADOPTED BUDGET
33	Administration/ Adult & Family Services								
80011	HEAD OF DEPT	69,266	71,459	73,846	73,847	73,846	73,846	55,385	55,385
80012	EMPLOYEES	299,197	300,364	325,673	328,676	325,522	326,649	309,851	325,522
80013	PART TIME EMPLOYEES	387	0	0	0	0	0	0	0
89999	FRINGE BENEFITS	143,628	156,925	138,800	136,955	134,695	152,194	145,721	153,637
80021	MATERIALS & SUPPLIES	7,056	4,397	8,500	7,375	6,500	6,500	4,000	4,000
80032	EQUIP & FURN MAINT	10,364	8,295	7,000	6,052	8,500	8,500	5,000	5,000
80033	TELEPHONE	5,693	5,855	6,000	4,319	5,500	5,500	5,000	5,000
80034	POSTAGE	5,079	1,638	3,000	2,016	3,000	3,000	3,000	3,000
80037	MILEAGE	4,660	3,075	3,000	2,934	4,500	2,000	2,000	2,000
80039	PRINTING	594	302	1,000	220	1,000	1,000	1,000	1,000
80048	DEPARTMENTAL EXPENSE	4,453	3,145	3,000	2,972	0	0	0	0
80057	DUES, LICENSES, SUBSCRIPTIONS	0	0	0	0	2,000	2,000	1,000	1,000
80059	TRAINING	0	0	0	0	1,000	1,000	1,000	1,000
87109	UNITED COMMUNITY SERV	163,000	170,000	177,000	177,000	150,500	150,450	0	0
87110	TVCCA	13,485	13,485	13,485	13,485	11,500	32,000	0	0
87111	LITERACY VOLUNTEERS	3,500	4,000	4,200	4,200	3,500	5,000	0	0
83514	HUMAN SERVICES PROGRAMS	18,293	23,695	28,000	28,488	20,000	20,000	19,000	19,000
TOTALS		748,655	766,635	792,504	788,539	751,563	789,639	551,957	575,544

Performance Measure	ACTUAL	ACTUAL	PROJECTED	ACTUAL	PROJECTED	PROJECTED	PROJECTED	PROJECTED
<i>Inputs</i>								
Full-time equivalent employees	8.5	8.5	8.5	8.5	8.5	8	7.5	8.25
<i>Workload/outputs</i>								
<i>Number Served</i>								
Job Placement	145	162	165	203	170	250	250	250
Rent and housing	79	94	96	140	102	120	120	120
Relocation due to condemnation					-	-	-	-
Adults	22	38	70	77	70	70	70	70
Children	14	34	21	25	20	20	20	20
Utilities	427	570	580	608	620	400	400	400
Food (number of bags given)	2,634	2,633	567	50	-	75	75	75
Emergency prescriptions	207	201	200	226	200	200	200	200
Financial aid to seniors	40	20	40	33	35	30	30	30
Backpacks (back-to-school assistance)	680	700	664	664	700	700	700	700
Case management	1,403	1,651	1,700	1,599	1,799	1,500	1,500	1,500
<i>Outcome/ Results</i>								
% of people applying for relocation who are housed	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
% of people at shelter who become permanently housed	48.00%	53.00%	53.00%	51.00%	55.00%	53.00%	53.00%	53.00%
Total amount of federal dollars received for housing	\$28,824	\$20,000	\$20,000	\$35,000	\$20,000	\$27,000	\$27,000	\$27,000
Percentage change in federal dollars received for housing	15.00%	0.00%	0.00%	75.00%	0.00%	0.00%	0.00%	0.00%
Total amount in safety net services funding	\$23,000	\$14,000	\$20,000	\$38,350	\$20,000	\$30,000	\$30,000	\$30,000
# of families assistance with Earned Income Tax Credit	295	155	200	205	225	300	300	300
Amount of dollars into community due to EITC	\$324,000	\$178,794	\$230,701	\$262,671	\$250,000	\$270,000	\$270,000	\$270,000
% of clients served in Norwich Works who become gainfully employed	92.00%	93.00%	97.00%	95.00%	97.00%	95.00%	95.00%	95.00%
% of Norwich Works participants successfully completing training	93.00%	89.00%	100.00%	95.00%	100.00%	97.00%	97.00%	97.00%
<i>Efficiency Measures</i>								
Human Services budget as % of total general fund budget	0.75%	0.73%	0.74%	0.74%	0.73%	0.77%	0.54%	0.56%

ROSE CITY SENIOR CENTER

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

VISION: To become the focal point for information and programs which promote health living for senior citizens in the community.

VALUES: Integrity, Compassion, and Dedication

GOALS & ACTION PLANS:

1. Continue to promote the Senior Center to enhance membership by community education of programs and services
2. Increase Membership at Center by 3%
3. Have the Senior Affairs Commission become more proactive in addressing needs of the Older Adult Population
4. Organize a study to view the need for additional medical transport to in-town older adults
5. Continue to promote healthy lifestyle changes through exercise programs and education.

ACCOMPLISHMENTS:

1. Received a \$75,126 State of Connecticut Department of Transportation grant for Regional Out-Of-Town Medical Transportation with the Town of Montville 4th Year. **(G3)**
2. Held Various Fundraisers to provide additional money to the Senior Center for programming including a craft bazaar, Valentine's Day Program, St. Patrick's Day Dinner, Oktoberfest and a quilt show. **(G4)**
3. Delivered 600 Farmers Market coupons to Norwich seniors.
4. Provided additional Outreach Services to the community through a \$6,400 federal grant from Senior Resources. **(G4)**
5. Co-sponsored a Flu Clinic with Backus Hospital that serviced 120 seniors. **(G1)**
6. Honored 180 Volunteers for hundreds of hours of service to the senior center throughout the year. **(G5)**
7. Provide a Foot Care Clinic with a Certified Podiatrist that served approximately 300 seniors through a federal grant from Senior Resources. **(G4)**
8. Maintained a detailed listing on the City Webpage specifically about Senior Events and Services. **(G4)**
9. Provided more weekend and evening programs without straining the budget. **(G4)**
10. Provided Senior Safety programs through the resurgence of the Norwich TRIAD, which is a partnership between the Senior Center, Local Law enforcement and the Local Business Community. **(G4)**
11. Provided over 16,000 rides to medical appointments, shopping trips and to and from Senior Center.
12. Provided AARP Tax Assistance that served over 250 seniors.
13. Hosted blood drives for the American Red Cross.
14. Provided additional Medical Screenings with State DSS money. **(G4)**
15. Hosted many Adventures in Lifelong Programs to assist with the transition to the New Mohegan Community College. **(G4)**

GRANT DESCRIPTIONS

In addition to the city funded department budget, the Senior Center also currently administers special revenue fund grants, which may necessitate hiring additional staff. These grants are provided from outside sources, are given for specific purposes, and do not necessarily coincide with the city's fiscal

year. In future periods, these amounts may be different or eliminated. The following is a listing of those funds:

Federal Grants:

Senior Resources Area Agency on Aging \$5,000 – Augments Preventative Health Programs. City cash match is \$1,179.

Senior Resources Area Agency on Aging \$6,400 – Provides additional hours for Outreach Worker. City cash match is \$3,541.

CITY OF NORWICH									
GENERAL FUND EXPENDITURES									
2010-11 ADOPTED BUDGET									
		2006-07	2007-08	2008-09	2008-09	2009-10	2010-11	2010-11	2010-11
		ACTUAL	ACTUAL	REVISED	ACTUAL	REVISED	BUDGET	MANAGER'S	ADOPTED
				BUDGET		BUDGET	REQUEST	PROPOSED	BUDGET
36	Senior Citizen Center								
80011	HEAD OF DEPT	57,139	58,988	60,910	60,931	60,910	64,776	64,776	63,780
80012	EMPLOYEES	216,313	252,812	277,446	277,124	242,619	259,900	142,649	242,620
80013	PART TIME EMPLOYEES	13,294	13,820	15,000	10,243	5,000	0	0	0
89999	FRINGE BENEFITS	114,651	141,690	130,177	129,986	108,430	123,483	99,489	143,418
80021	MATERIALS & SUPPLIES	24,079	28,448	25,600	25,233	18,000	8,000	7,000	7,000
80023	GAS OIL & GREASE	11,857	10,895	14,669	15,955	11,582	11,582	11,582	11,582
80032	EQUIP & FURN MAINT	2,996	11,038	4,500	5,722	4,500	4,500	4,500	4,500
80033	TELEPHONE	4,488	4,362	5,100	5,012	4,500	4,500	4,500	4,500
80034	POSTAGE	2,321	1,741	3,574	1,500	3,500	3,500	3,500	3,500
80037	MILEAGE	1,061	1,331	1,500	0	1,500	1,500	1,500	1,500
80048	DEPARTMENTAL EXPENSE	5,426	1,804	2,000	1,334	0	0	0	0
80057	DUES, LICENSES, SUBSCRIPTIONS	0	0	0	0	0	0	0	0
80128	PREVENTIVE HEALTH CLINIC	22,663	23,069	26,635	24,119	26,635	26,635	0	0
80131	ECAAAA GRANT	15,265	15,964	6,302	16,466	5,519	0	0	0
80145	NON-RECURRING ITEM	0	16,783	0	0	0	0	0	0
TOTALS		491,553	582,745	573,413	573,625	492,695	508,376	339,496	482,400

Performance Measure	ACTUAL	ACTUAL	PROJECTED	ACTUAL	PROJECTED	PROJECTED	PROJECTED	PROJECTED
<i>Inputs</i>								
Full-time equivalent employees	6	7	7	7	6.5	6.5	4.5	6.5
<i>Workload/outputs</i>								
Number of Rose City Senior City memberships	2,200	2,100	2,200	2,150	2,200	2,280	2,280	2,280
<i>Number Served:</i>								
Preventative health clinic	3,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500
Transportation	21,000	10,327	11,000	16,500	11,000	17,000	17,000	17,000
Outreach	976	753	800	795	800	800	800	800
Programs	47,000	42,500	43,000	42,500	43,500	43,000	43,000	43,000
<i>Outcome/ Results</i>								
Increase in innovative programming	1.00%	3.00%	0.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Increase in homebound senior services	2.00%	2.00%	0.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Increase in membership support	3.00%	2.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
<i>Efficiency Measures</i>								
Budgeted/Actual Expenditures / memberships	223	277	261	267	224	223	149	212

YOUTH & FAMILY SERVICES

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

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

VALUES:

- Empowerment
- Innovation
- Collaboration

GOALS & ACTION PLANS:

1. Promote the health and well-being of all of Norwich's children by providing and supporting positive youth development activities for Norwich youth, families and the community; ensuring that Norwich teen parents become contributing members of their community and successful parents, providing parent consultation and crisis management; directing anti-smoking, family communication and adolescent health education services; providing individual and family counseling without regard to a family's financial status; and providing program enhancement and support services to Norwich Public Schools and other agencies. **(G1)**
2. Prevent juvenile delinquency and reduce recidivism by leading the court, schools and police to maintain a Juvenile Review Board; working with the middle schools to foster and support FWSN (Families with Service Needs)/diversion programs, helping to reform the juvenile justice system; offering parent consultation and crisis management; training youth in leadership skills. **(G1)**
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. **(G2)**
5. Impact underage substance abuse by directing public forums and educational events for parents/youth; providing individual, family or group counseling; and offer positive alternatives to substance abuse. **(G1)**

ACCOMPLISHMENTS:

- Norwich Youth and Family Services fulfills its mandate by providing services in seven core areas: Youth Development, Juvenile Justice, Family Involvement, Mental Health Services, Child Welfare, Teen Pregnancy Prevention, and Community Outreach.
- Employed 69 youth in a 5-week Summer Youth Employment Program funded by the Eastern Workforce Investment Board.
- Served 130 individual and/or family counseling cases providing assessment, case management, and crisis intervention and referral services.
- We provided specialized work training/readiness services to 24 at-risk teens, through a contract with EASTCONN/Workforce Investment Board of \$71,588.
- Facilitated an anti-smoking campaign with two middle schools, impacting over 800 kids.

- Worked extensively with the Middle School, Juvenile Review Board and Families with Service Needs Board to divert 25 young people from further involvement with Juvenile Court.
- Provided Case management and support services for 32 Young Parents and their children.
- Received notification of award of \$81,000 for FY 09/10 from the Federal government to continue our work with young parents and their children.
- Received \$45,000 from private and public donors to fund Children First Norwich. This is designed to promote healthy outcomes for Norwich children birth to age eight. This year the focus has been on creating Norwich's Enhancement Plan with special emphasis on promoting no cost/low cost ways to ensure all Norwich's children are safe, healthy and ready to learn.
- Collaborated with Norwich Public Schools, United Community & Family Services, and Thames Valley Council for Community Action to provide school readiness slots and using grant funds totaling \$1,684,538.
- Our Children First Norwich coordinator organized two major annual events, Family Day, serving over 3,000 people at Mohegan Park and Touch a Truck Day, highlighting the importance of early care, attended by more than 2,000 people.
- Collaborate with Children First Southeastern Connecticut to regionally focus our advocacy efforts for the needs of young children. The goal always is to educate State Legislators about the needs of children in the Southeastern Connecticut area and to encourage the allocation of appropriate levels of state and federal fiscal resources.
- Collaborate statewide and regionally with the Connecticut Youth Services Association and the State Department of Education. Will soon be reorganizing our service efforts to meet Results Based Accountability Standards.

GRANT DESCRIPTIONS

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

Federal Grants:

Department of Labor Workforce Investment Board \$72,138 – Provides funding for the COOL Directions Program (Careers of Our Lives), a Youth Readiness & Employment Program.

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

Department of Labor Workforce Investment Board \$8,171 – Provides funding for administration of Summer Youth Employment Program (Total program budget: \$188,650). Fiduciary is EASTCONN, staffing fees, materials/supplies are reimbursed to City.

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

State of Connecticut Grants:

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

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

Department of Social Services \$4,000 – Husky/CT Behavioral Partnership provides funding for family counseling

Private Grants:

Sachem Fund \$5,000 – Received for the Norwich Children First Initiative Family Day and Truck Day, annual events open to Norwich families, which draw attendance of approximately 2,000 people

Graustein Memorial Funds \$45,000 – Received for the Norwich Children First Initiative

Parent Trust \$26,800 – Funds Parent Leadership Training Program through Norwich Children First Initiative

Grants/Donations \$9,000 – Received from Norwich Children First Initiative Signatories for administrative costs of program

CITY OF NORWICH GENERAL FUND EXPENDITURES 2010-11 ADOPTED BUDGET									
		2006-07 ACTUAL	2007-08 ACTUAL	2008-09 REVISED BUDGET	2008-09 ACTUAL	2009-10 REVISED BUDGET	2010-11 BUDGET REQUEST	2010-11 MANAGER'S PROPOSED	2010-11 ADOPTED BUDGET
37	Youth & Family Services								
80011	HEAD OF DEPT	62,693	64,731	103,837	103,860	0	0	0	0
80012	EMPLOYEES	113,075	111,981	121,339	121,985	121,338	129,979	42,355	121,338
89999	FRINGE BENEFITS	64,442	71,241	72,257	72,110	40,537	47,391	23,748	48,556
80015	PROFESSIONAL SERVICES	1,507	1,025	1,500	1,004	1,000	1,000	500	500
80059	TRAINING	799	389	800	778	500	500	0	0
89S37	CHILDREN FIRST INITIATIVE/ COOL	1,000	1,000	1,000	1,000	0	0	0	0
TOTALS		243,516	250,367	300,733	300,737	163,375	178,870	66,603	170,394

Performance Measure	ACTUAL	ACTUAL	PROJECTED	ACTUAL	PROJECTED	PROJECTED	PROJECTED	PROJECTED
<i>Inputs</i>								
Full-time equivalent employees	6	7	7	7	6	6	4.5	6
<i>Workload/outputs</i>								
<i>Number Served:</i>								
Counseling cases	143	142	110	130	110	110	110	110
Young parent cases	98	78	50	32	-	40	40	40
COOL youth employment	36	35	35	24	35	25	25	25
Summer Youth Employment	81	81	86	69	85	80	80	80
Leadership initiatives	60	75	60	73	60	60	60	60
Juvenile Review Board cases	30	24	25	17	25	25	25	25
Individual/ community consultations	800	750	800	823	800	800	800	800
Family Support Team	64	-	10	18	30	20	20	20
Positive youth development/ recreation/ cultural/ community education	14	14,610	12,500	8,408	12,500	10,000	10,000	10,000
<i>Outcome/ Results</i>								
% of contacted parents/ community partners that will report satisfaction with agency services	92.00%	90.00%	90.00%	85.00%	90.00%	85.00%	85.00%	85.00%
Families attending car seat installation demonstrations	21	-	-	-	-	-	-	-
Hours of professional counseling services to low-income Norwich families	2,500	2,320	2,370	2,045	2,350	2,000	2,000	2,000
Graduate community leaders from Community leadership program	45	28	45	24	45	30	30	30
Mentor graduates in 3+ community projects	30	48	40	24	40	25	25	25
Provide youth with employability assessment	30	45	45	93	45	175	175	175
Provide employment/ internships to eligible youth	111	100	100	93	100	175	175	175
Provide anti-smoking substance abuse to youths	1,227	840	1,100	800	1,100	150	150	150
Provide public forums/ educational events to parents	1,000	2,116	2,000	2,000	2,000	2,000	2,000	2,000
Engage youth in community service	30	25	25	10	23	30	30	30
<i>Efficiency Measures</i>								
Cost of department/ population	\$6.69	\$6.88	\$8.07	\$8.07	\$4.37	\$4.70	\$1.75	\$4.48

YOUTH & FAMILY SERVICES

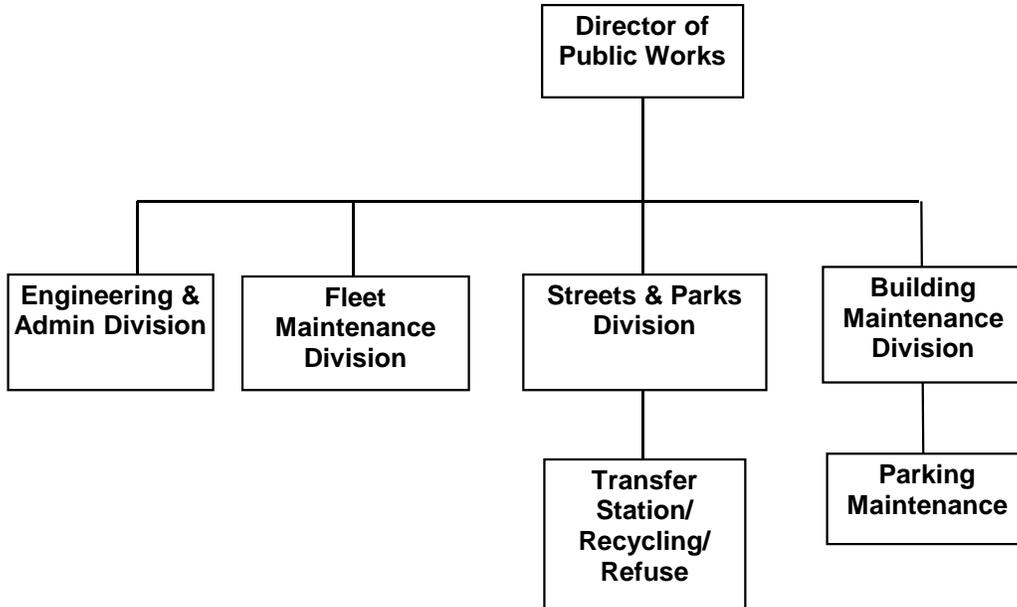
Clinical Coordinator	1 @	65,899	65,899
Youth & Family Therapist	1 @	55,439	55,439

TOTAL WAGES	<u>121,338</u>
-------------	----------------

Revenue:

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

City of Norwich Public Works Department Organization Chart



PUBLIC WORKS

MISSION: Maintain the city's 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. **(G3)**
2. Improve response time to work orders for repairs and assistance. **(G6)**
3. Increase recycling rate in solid waste program by increasing public awareness. **(G4)**
4. Improve drainage system operation and maintenance. **(G3)**
5. Increase effectiveness of fleet by reducing average age of heavy trucks to 10-years, with no individual trucks greater than 20 years old. **(G3)**
6. Reduce operating costs through energy efficiency initiatives. **(G4)**

ACCOMPLISHMENTS:

1. Completed construction of city dock at Howard T. Brown Park.
2. Replaced underground gas and diesel storage tanks at Public Works garage.
3. Repaired and repointed approximately 1,020 linear feet of retaining wall along Central Avenue.
4. Implemented single-stream recycling.
5. Replaced upper and lower roof at City Hall Annex.
6. Installed approximately 2,300 linear feet of drainage on Vergason Avenue.
7. Purchased and demolished property at 56 Yantic Street to facilitate improvements to the Heritage Trail.

CITY OF NORWICH
GENERAL FUND EXPENDITURES - SUMMARY OF PUBLIC WORKS DEPARTMENT
2010-11 ADOPTED BUDGET

	2006-07 ACTUAL	2007-08 ACTUAL	2008-09 REVISED BUDGET	2008-09 ACTUAL	2009-10 REVISED BUDGET	2010-11 BUDGET REQUEST	2010-11 MANAGER'S PROPOSED	2010-11 ADOPTED BUDGET
PUBLIC WORKS DEPARTMENT								
01038 Engineering & Administration	537,046	600,626	574,341	574,270	568,280	605,250	514,849	503,888
01039 Fleet Maintenance	1,201,400	1,146,549	1,464,998	1,464,142	1,119,425	1,152,096	1,152,096	1,146,772
01040 Transfer Station, Recycling & Refuse	2,656,559	771,095	709,743	706,779	2,869,406	2,830,527	2,830,527	2,781,344
01042 Street Maintenance	3,561,453	3,566,160	3,927,444	3,925,729	3,477,374	3,738,425	3,689,584	3,622,225
01047 Building Maintenance	959,801	1,074,309	1,136,544	1,132,002	1,025,111	1,076,853	978,211	978,113
01048 Parking Maintenance	122,242	126,881	125,527	125,635	110,000	115,222	115,222	115,643
TOTALS	9,038,501	7,285,620	7,938,597	7,928,557	9,169,596	9,518,373	9,280,489	9,147,985

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

Landfill & Refuse	1,375,012	2,491,309	2,491,309	2,083,378	0	0	0	0
-------------------	-----------	-----------	-----------	-----------	---	---	---	---

TOTAL FOR COMPARISON ONLY	10,413,513	9,776,929	10,429,906	10,011,935	9,169,596	9,518,373	9,280,489	9,147,985
----------------------------------	-------------------	------------------	-------------------	-------------------	------------------	------------------	------------------	------------------

Performance Measure	ACTUAL	ACTUAL	PROJECTED	ACTUAL	PROJECTED	PROJECTED	PROJECTED	PROJECTED
<i>Inputs</i>								
Full-time equivalent employees	67	69	69	70	65	65	63	63
<i>Workload/outputs</i>								
Improved miles of road	160	160	161	160	161	161	161	161
Buildings maintained	11	13	13	13	13	13	13	13
Vehicles & equipment maintained	290	300	300	290	300	300	300	300
Parks & cemeteries maintained	15	15	15	15	15	15	15	15
Parking lots, decks & garages maintained	12	13	13	13	13	13	13	13
<i>Outcome/ Results</i>								
Recycling flyers, newspaper articles, TV spots,	2	16	20	8	22	12	12	12
Recycling rate	21.50%	34.00%	37.00%	35.00%	39.00%	40.00%	40.00%	40.00%
Road miles paved	7.3	7.2	7.3	6.4	3.8	8.0	8.0	8.0
Clean catch basins at least one time each year	99.00%	100.00%	60.00%	100.00%	60.00%	100.00%	100.00%	100.00%
Percentage of streets swept by August	99.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Number of trucks > 20 years	1	-	1	-	1	2	2	2
Average age of fleet (years)	11.8	10.6	10.9	10.7	11.1	12.3	12.3	12.3
<i>Efficiency Measures</i>								
Median time for completion of repairs (days)	11	10	10	10	10	15	15	15
Percentage of procurements screened for possible state bids	19.00%	80.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Cost of department per capita	\$286	\$269	\$280	\$269	\$246	\$250	\$244	\$240

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2010-11 ADOPTED BUDGET**

		2006-07 ACTUAL	2007-08 ACTUAL	2008-09 REVISED BUDGET	2008-09 ACTUAL	2009-10 REVISED BUDGET	2010-11 BUDGET REQUEST	2010-11 MANAGER'S PROPOSED	2010-11 ADOPTED BUDGET
38	Engineering & Administration Division								
80011	HEAD OF DEPT	95,311	98,402	101,604	101,599	101,604	101,604	101,604	101,604
80012	EMPLOYEES	269,133	273,627	288,021	295,004	295,761	316,186	242,019	230,418
80014	OVERTIME	2,210	1,504	3,000	2,154	0	0	0	0
89999	FRINGE BENEFITS	119,596	139,970	126,616	124,765	116,815	133,360	117,126	117,766
80015	PROFESSIONAL SERVICE	21,241	48,748	26,500	23,020	28,500	28,500	28,500	28,500
80021	MATERIALS & SUPPLIES	7,200	11,317	8,000	8,047	8,000	8,000	8,000	8,000
80033	TELEPHONE	1,868	2,043	1,600	2,162	1,600	1,600	1,600	1,600
80034	POSTAGE	1,648	1,310	2,000	968	2,000	2,000	2,000	2,000
80037	MILEAGE	6,146	6,702	7,000	6,294	7,000	7,000	7,000	7,000
80048	DEPARTMENTAL EXPENSE	12,693	17,003	10,000	10,257	0	0	0	0
80057	DUES, LICENSES, SUBSCRIPTIONS	0	0	0	0	3,000	3,000	3,000	3,000
80059	TRAINING	0	0	0	0	4,000	4,000	4,000	4,000
	TOTALS	537,046	600,626	574,341	574,270	568,280	605,250	514,849	503,888

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2010-11 ADOPTED BUDGET**

		2006-07 ACTUAL	2007-08 ACTUAL	2008-09 REVISED BUDGET	2008-09 ACTUAL	2009-10 REVISED BUDGET	2010-11 BUDGET REQUEST	2010-11 MANAGER'S PROPOSED	2010-11 ADOPTED BUDGET
39	Fleet Maintenance Division								
80012	EMPLOYEES	463,874	429,079	466,043	470,828	377,455	407,813	407,813	405,248
80014	OVERTIME	16,965	18,529	35,000	40,067	35,000	35,000	35,000	35,000
89999	FRINGE BENEFITS	221,668	239,684	249,939	254,523	206,727	220,051	220,051	217,292
80021	MATERIALS & SUPPLIES	6,509	2,829	0	0	0	0	0	0
80023	VEHICLE FUEL	136,224	122,210	267,678	282,763	131,643	131,643	131,643	131,643
80027	AUTO SUPPLIES & MAINT	288,520	258,690	380,000	351,421	310,000	310,000	310,000	310,000
80033	TELEPHONE	1,117	1,569	1,200	2,072	1,600	1,600	1,600	1,600
80035	UTILITIES	37,520	45,245	36,138	35,836	43,000	31,989	31,989	31,989
80040	BLDG & GRND MAINT	29,003	28,714	29,000	26,632	14,000	14,000	14,000	14,000
	TOTALS	1,201,400	1,146,549	1,464,998	1,464,142	1,119,425	1,152,096	1,152,096	1,146,772

PUBLIC WORKS - FLEET MAINTENANCE

Fleet Maintenance Superintendent				68,430
Lead Mechanic			58,503	
Auto Equipment Mechanics	5 @	55,423	277,115	<u>335,618</u>
TOTAL WAGES				<u>404,048</u> *

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

CITY OF NORWICH
GENERAL FUND EXPENDITURES
2010-11 ADOPTED BUDGET

		2006-07 ACTUAL	2007-08 ACTUAL	2008-09 REVISED BUDGET	2008-09 ACTUAL	2009-10 REVISED BUDGET	2010-11 BUDGET REQUEST	2010-11 MANAGER'S PROPOSED	2010-11 ADOPTED BUDGET
40	Transfer Station, Recycling & Refuse								
80012	EMPLOYEES	77,016	116,712	123,409	123,295	127,660	137,912	137,912	134,902
80014	OVERTIME	15,142	15,344	15,000	16,506	15,000	15,000	15,000	15,000
89999	FRINGE BENEFITS	44,476	65,499	64,645	64,703	64,496	76,065	76,065	76,067
80021	MATERIALS & SUPPLIES	0	11,332	3,000	1,127	3,000	3,000	3,000	3,000
80032	EQUIP & FURN MAINT	0	58,525	14,000	13,070	35,000	35,000	35,000	35,000
80033	TELEPHONE	22	264	2,400	267	500	500	500	500
80035	UTILITIES	189	7,137	6,230	6,517	6,000	5,300	5,300	5,300
80037	MILEAGE	0	335	750	977	750	750	750	750
80124	CONTRACTS	2,519,714	420,690	474,000	474,008	2,617,000	2,557,000	2,557,000	2,510,825
89020	OPERATING TRANSFER-OUT	0	75,257	6,309	6,309	0	0	0	0
	TOTALS	2,656,559	771,095	709,743	706,779	2,869,406	2,830,527	2,830,527	2,781,344

TRANSFER STATION, RECYCLING & REFUSE

Weighmaster Clerk	52,902	
Recycling Coordinator	42,253	
Attendant	<u>39,747</u>	<u>134,902</u>
TOTAL WAGES		<u>134,902</u>

Detail of Contracts Line:

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

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2010-11 ADOPTED BUDGET**

		2006-07 ACTUAL	2007-08 ACTUAL	2008-09 REVISED BUDGET	2008-09 ACTUAL	2009-10 REVISED BUDGET	2010-11 BUDGET REQUEST	2010-11 MANAGER'S PROPOSED	2010-11 ADOPTED BUDGET
42	Streets & Parks Maintenance Division								
80009	TREE CARE	178,877	110,692	120,000	113,376	20,000	20,000	20,000	20,000
80012	EMPLOYEES	1,260,204	1,276,132	1,783,296	1,696,479	1,728,413	1,866,926	1,803,117	1,746,101
80013	PART TIME EMPLOYEES	33,278	12,967	110,000	44,962	40,000	40,000	40,000	40,000
80014	OVERTIME	100,595	139,858	157,000	174,584	157,000	157,000	157,000	157,000
89999	FRINGE BENEFITS	719,108	754,611	986,334	988,232	891,961	1,020,085	1,015,053	1,004,710
80021	MATERIALS & SUPPLIES	178,588	294,779	459,000	645,380	370,000	370,000	390,000	390,000
80025	HEATING FUEL	20,144	0	0	0	0	0	0	0
80033	TELEPHONE	4,471	2,397	5,000	5,186	5,000	5,000	5,000	5,000
80035	UTILITIES	22,040	38,483	64,814	65,484	63,000	57,414	57,414	57,414
80040	BLDG & GRND MAINT	22,375	75,844	40,000	29,964	40,000	40,000	40,000	40,000
80043	EMERGENCY STORM DRAIN	236,597	168,008	200,000	160,711	160,000	160,000	160,000	160,000
80046	RENTAL EQUIPMENT	0	0	0	0	0	0	0	0
80047	TRUST FUND VASES	0	0	2,000	1,371	2,000	2,000	2,000	2,000
NON RECURRING ITEMS									
83449	NEW VEHICLES	41,403	0	0	0	0	0	0	0
	TOTALS	2,817,680	2,873,771	3,927,444	3,925,729	3,477,374	3,738,425	3,689,584	3,622,225

		2006-07 ACTUAL	2007-08 ACTUAL	2008-09 REVISED BUDGET	2008-09 REVISED BUDGET	2009-10 ADOPTED BUDGET	2009-10 BUDGET REQUEST	2009-10 MANAGER'S PROPOSED	2009-10 ADOPTED BUDGET
46	Parks & Cemeteries Division								
		(merged into the Streets division in July 2007)							
80012	EMPLOYEES	366,014	315,065	0	0	0	0	0	0
80013	PART TIME EMPLOYEES	82,998	58,367	0	0	0	0	0	0
80014	OVERTIME	12,509	10,664	0	0	0	0	0	0
89999	FRINGE BENEFITS	189,485	198,826	0	0	0	0	0	0
80021	MATERIALS & SUPPLIES	50,309	43,237	0	0	0	0	0	0
80025	HEATING FUEL	7,612	0	0	0	0	0	0	0
80033	TELEPHONE	895	738	0	0	0	0	0	0
80035	UTILITIES	10,416	15,462	0	0	0	0	0	0
80040	BLDG & GRND MAINT	21,971	48,657	0	0	0	0	0	0
80047	TRUST FUND VASES	1,564	1,373	0	0	0	0	0	0
	TOTALS	743,773	692,389	0	0	0	0	0	0

TOTAL OF BOTH DIVISIONS		3,561,453	3,566,160	3,927,444	3,925,729	3,477,374	3,738,425	3,689,584	3,622,225
--------------------------------	--	------------------	------------------	------------------	------------------	------------------	------------------	------------------	------------------

PUBLIC WORKS - STREETS & PARKS MAINTENANCE

Public Works Superintendent			68,429
Highway Maintenance Supervisor		59,336	
Dispatcher Supervisor		59,336	
Crew Leaders	4 @	52,902	211,608
Mason	1 @	52,902	52,902
Maintenance Man	1 @	52,902	52,902 **
Heavy Equipment Operators	2 @	50,381	100,762 **
Light Equipment Operators	14 @	47,017	658,238
Laborers	13 @	39,474	513,162 **
			<u>1,708,246</u>
		TOTAL WAGES	<u>1,776,675</u> *

* - Difference between wages per above schedule and those listed for 01042-80012 on the previous page is due to longevity bonus pay, differential pay, and anticipated savings from vacancies during recruitment process.

** This budget eliminates one Maintenance Man and one Heavy Equipment Operator and adds one Laborer.

Overtime:

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

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2010-11 ADOPTED BUDGET**

		2006-07	2007-08	2008-09	2008-09	2009-10	2010-11	2010-11	2010-11
		ACTUAL	ACTUAL	REVISED BUDGET	ACTUAL	REVISED BUDGET	BUDGET REQUEST	MANAGER'S PROPOSED	ADOPTED BUDGET
47	Building Maintenance Division								
80004	MATERIALS & SUPPLIES-OTHER	7,290	9,472	15,500	15,065	10,500	10,500	10,500	10,500
80007	UTILITIES-OTHER	57,398	66,080	69,921	71,139	71,000	70,598	55,270	55,270
80012	EMPLOYEES	267,631	348,186	373,651	379,290	373,651	403,743	363,986	361,761
80013	PART TIME EMPLOYEES	0	10,663	10,000	7,226	0	0	0	0
80014	OVERTIME	19,274	21,393	15,000	41,461	15,000	15,000	15,000	15,000
89999	FRINGE BENEFITS	151,204	202,680	191,313	195,596	184,960	209,099	180,849	182,976
80021	MATERIALS & SUPPLIES	28,682	32,577	38,000	37,218	33,000	33,000	33,000	33,000
80035	UTILITIES	156,897	153,332	175,659	177,093	172,000	169,913	169,606	169,606
80040	BLDG & GRND MAINT	158,644	117,951	120,000	98,262	75,000	75,000	75,000	75,000
80108	BLDG GRND MAINT-OTHER	112,781	111,975	127,500	109,652	90,000	90,000	75,000	75,000
TOTALS		959,801	1,074,309	1,136,544	1,132,002	1,025,111	1,076,853	978,211	978,113

PUBLIC WORKS - BUILDING MAINTENANCE

Building & Grounds Maintenance Supervisor				59,336
Chief Maintenance Man			55,423	
Lead Janitor			47,017	
Janitors	5 @	39,757 **	<u>198,785</u>	301,225
			TOTAL WAGES	<u>360,561</u> *

<p>* - Difference between wages per above schedule and those listed for 01047-80012 on the previous page is due to longevity bonus pay. ** - This budget eliminates one Janitor.</p>
--

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 2010-11 ADOPTED BUDGET									
		2006-07 ACTUAL	2007-08 ACTUAL	2008-09 REVISED BUDGET	2008-09 ACTUAL	2009-10 REVISED BUDGET	2010-11 BUDGET REQUEST	2010-11 MANAGER'S PROPOSED	2010-11 ADOPTED BUDGET
48	Parking Maintenance Division								
80012	EMPLOYEES	67,728	67,728	73,254	73,254	36,758	39,757	39,757	39,757
89999	FRINGE BENEFITS	35,784	38,808	34,927	34,714	18,106	20,329	20,329	20,750
80040	MAINTENANCE	18,730	20,345	17,346	17,667	55,136	55,136	55,136	55,136
	TOTALS	122,242	126,881	125,527	125,635	110,000	115,222	115,222	115,643

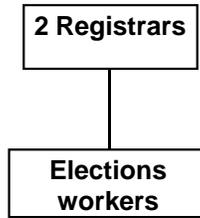
PUBLIC WORKS - PARKING MAINTENANCE

Janitor 39,757

TOTAL WAGES 39,757

The Parking Commission reimburses the city for the maintenance services provided. The revenue is accounted for in account 70260 (See revenue section). For the 2010-11 fiscal year the revenue is estimated to be \$115,222.

City of Norwich Election Department Organization Chart



ELECTION

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

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

VALUES:

- Efficiency
- Accuracy
- Timeliness
- Professionalism

GOALS & ACTION PLANS:

1. Increase knowledge of election laws and keep up to date on changes.
2. Use technology to maintain complete and accurate voter registration with periodic changes referred by the Secretary of State, Department of Motor Vehicles and the Post Office. **(G4)**
3. Attend training programs sponsored by the Secretary of State and the Registrars of Voters Association of Connecticut (ROVAC), including periodic county meetings. **(G5)**
4. Completed annual canvas of voters.
5. Organize and conduct primaries when needed. Conduct annual elections including municipal, state and federal election.
6. Provided accurate voter registration lists to candidates, the City Clerk, and other interested parties.
7. Provide aid and support for voter registration drives.
8. Coordinate introduction of new voting machines and new technology. **(G4)**

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.

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2010-11 ADOPTED BUDGET**

		2006-07 ACTUAL	2007-08 ACTUAL	2008-09 REVISED BUDGET	2008-09 ACTUAL	2009-10 REVISED BUDGET	2010-11 BUDGET REQUEST	2010-11 MANAGER'S PROPOSED	2010-11 ADOPTED BUDGET
63	ELECTION								
80011	HEAD OF DEPT	48,012	48,014	48,000	48,014	48,000	48,000	48,000	48,000
80012	EMPLOYEES	17,188	17,446	28,391	29,585	0	0	0	0
80013	PART TIME EMPLOYEES	25,352	37,272	44,120	43,952	36,620	39,620	39,620	39,620
89999	FRINGE BENEFITS	21,275	23,069	20,322	18,441	6,709	6,930	6,930	6,920
80021	MATERIALS & SUPPLIES	4,408	4,627	5,000	7,830	5,500	6,000	6,000	6,000
80032	EQUIP & FURN MAINT	4,419	842	3,476	3,688	3,500	5,000	5,000	5,000
80033	TELEPHONE	4,797	3,267	3,200	3,972	3,500	3,500	3,500	3,500
80034	POSTAGE	4,750	1,625	6,000	5,181	5,500	4,000	4,000	4,000
80037	MILEAGE	0	0	0	0	200	0	0	0
80038	ADVERTISING	1,084	769	2,000	1,035	1,500	2,000	2,000	2,000
80048	DEPARTMENTAL EXPENSE	643	3,047	2,150	611	0	0	0	0
80053	MOVING VOTING MACHINE	3,585	400	2,400	2,202	2,500	1,700	1,700	1,700
	TOTALS	135,513	140,378	165,059	164,511	113,529	116,750	116,750	116,740

Performance Measure	ACTUAL	ACTUAL	PROJECTED	ACTUAL	PROJECTED	PROJECTED	PROJECTED	PROJECTED
<i>Inputs</i>								
Full-time equivalent employees	2.5	2.5	2.5	2.5	2.0	2.0	2.0	2.0
Voting locations	4	4	4	4	4	4	4	4
<i>Workload/ Output Measures</i>								
General elections	1	1	1	1	1	1	1	1
Primaries	1	2	2	2	2	2	2	2
Total elections	2	3	3	3	3	3	3	3
New registrations	946	1,202	2,500	3,284	1,000	3,500	3,500	3,500
Changes	1,430	1,139	2,200	2,303	1,500	2,500	2,500	2,500
Number of eligible voters	18,289	18,129	20,388	23,000	21,250	24,000	24,000	24,000
<i>Outcome/ Results</i>								
Number of voters voting in General Election	8,860	4,650	18,000	3,704	5,600	5,600	5,600	5,600
Percentage of eligible voters voting	48.44%	25.65%	88.29%	16.10%	26.35%	23.33%	23.33%	23.33%
<i>Efficiency Measures</i>								
Average total cost per election	\$67,757	\$46,793	\$55,020	\$54,837	\$37,843	\$38,917	\$38,917	\$38,913
Average cost per polling place per election	\$16,939	\$11,698	\$13,755	\$13,709	\$9,461	\$9,729	\$9,729	\$9,728
Cost of election per registered voter	\$3.70	\$2.58	\$2.70	\$2.38	\$1.78	\$1.62	\$1.62	\$1.62

ELECTION

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

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

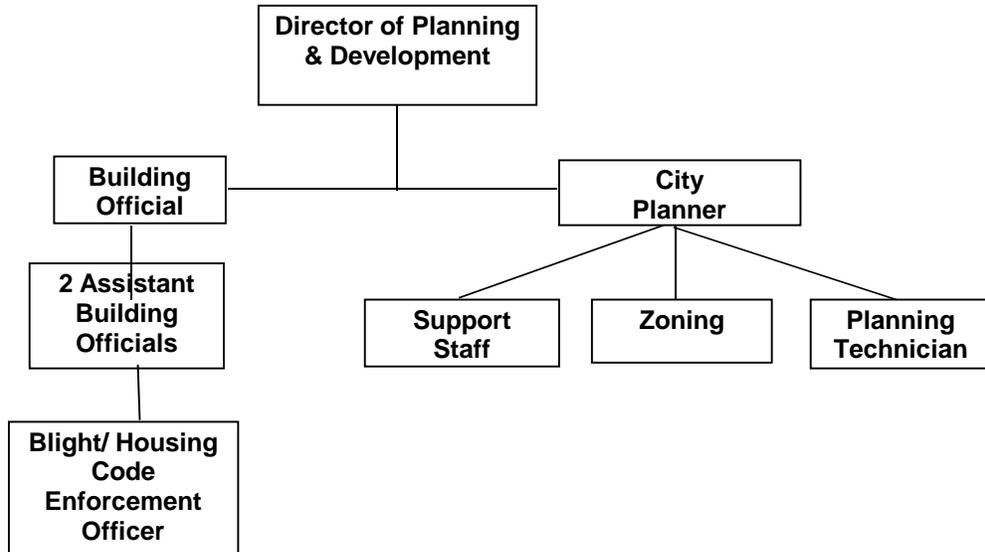
PART TIME EMPLOYEES:

Head Moderator	2 @	275	550
Precinct Moderators	10 @	250	2,500
Assistant Registrars	20 @	200	4,000
Checkers	20 @	165	3,300
Project Manager (Mechanic)	1 @	1,000	1,000
Machine Tabulators	20 @	165	3,300
Moderator/ Absentee	1 @	150	150
Absentee Counters	6 @	135	810
Meeting Costs	80 @	15	1,200
Contingency			3,000

Cost of one Election		<u>19,810</u>
----------------------	--	---------------

Cost of two Elections		<u><u>39,620</u></u>
-----------------------	--	----------------------

City of Norwich Planning and Development Department Organization Chart



PLANNING & DEVELOPMENT

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

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

VALUES:

- Equity & Fairness
- Communication
- Public education & Protection

GOALS & ACTION PLANS:

1. Provide fair and effective administration of Building, Zoning, Housing, Blight and Environmental regulations and codes in order to improve quality of life and stabilize property values. **(G2)**
2. Provide timely review of plans and applications through appropriate assignment of staff and required training of employees. **(G5)**
3. Complete inspections in an efficient manner by providing staff with necessary materials and training. **(G4)**
4. Provide aggressive enforcement of housing and property maintenance codes through appropriate staffing and training. **(G4)**
5. Investigate methods of improving the interagency review process. **(G4)**
6. Ensure proper level of professional certifications for staff through education and training.

ACCOMPLISHMENTS:

1. Continued Blight Enforcement Program and refined the Appeals Hearing Process to ensure strict adherence to our statutory obligations.
2. Updated City's five-year Capital Improvement Plan and participated in City Manager's Capital Planning Committee, which will examine proposed capital programs for a twenty year cycle.
3. Participated in Norwich Side Development Advisory Committee for Former State Hospital Property.
4. Revised and updated fee schedules for Planning, Zoning, and Building divisions.
5. Negotiated amendments to job descriptions of two existing employees in order to ensure that responsibilities of prior Housing Official would be continued without hiring a replacement.
6. Continue to provide staff assistance to Mayor, City Manager, City Council, City Development Agencies, Commissions and community groups on various projects.

CITY OF NORWICH GENERAL FUND EXPENDITURES 2010-11 ADOPTED BUDGET									
		2006-07 ACTUAL	2007-08 ACTUAL	2008-09 REVISED BUDGET	2008-09 ACTUAL	2009-10 REVISED BUDGET	2010-11 BUDGET REQUEST	2010-11 MANAGER'S PROPOSED	2010-11 ADOPTED BUDGET
64	PLANNING & DEVELOPMENT								
80011	HEAD OF DEPT	82,813	81,572	88,290	88,281	88,290	93,894	93,894	92,450
80012	EMPLOYEES	591,784	656,861	723,693	723,339	625,116	613,434	515,204	578,697
80013	PART TIME	4,915	2,664	0	0	0	0	0	0
80014	OVERTIME	38,137	41,208	21,000	20,974	12,000	12,000	12,000	12,000
89999	FRINGE BENEFITS	276,227	331,914	303,579	303,506	264,529	273,801	238,888	279,582
80015	PROFESSIONAL SERVICES	5,785	2,882	500	500	5,000	5,000	5,000	5,000
80021	MATERIALS & SUPPLIES	4,273	3,994	5,000	4,007	5,000	5,000	5,000	5,000
80023	VEHICLE FUEL	2,798	3,634	3,974	4,399	3,235	3,235	3,235	3,235
80032	EQUIP & FURN MAINT	11,231	7,218	6,000	6,086	5,000	5,000	5,000	5,000
80033	TELEPHONE	10,618	10,835	10,400	10,362	8,000	8,000	8,000	8,000
80034	POSTAGE	4,154	7,233	5,500	5,392	5,000	5,000	5,000	5,000
80037	MILEAGE	5,741	3,786	3,400	3,365	2,500	2,500	2,500	2,500
80038	ADVERTISING	18,775	23,510	26,000	25,948	20,000	20,000	20,000	20,000
80039	PRINTING	1,523	274	1,000	726	1,000	1,000	1,000	1,000
80048	DEPARTMENTAL EXPENSE	3,129	5,096	4,000	1,919	0	0	0	0
80057	DUES, LICENSES, SUBSCRIPTIONS	0	0	0	0	1,000	1,000	1,000	1,000
80059	TRAINING	0	0	0	0	2,000	2,000	2,000	2,000
	TOTALS	1,061,903	1,182,681	1,202,336	1,198,804	1,047,670	1,050,864	917,721	1,020,464

Performance Measure	ACTUAL	ACTUAL	PROJECTED	ACTUAL	PROJECTED	PROJECTED	PROJECTED	PROJECTED
<i>Inputs</i>								
Building & housing division FTEs	6.0	7.0	7.0	7.0	6.5	6.5	5.0	6.0
Total full-time equivalent employees	13.0	14.5	14.5	14.5	13.5	12.5	10.0	12.0
<i>Workload/ Output Measures</i>								
Site development plans reviewed	27	31	20	16	20	15	15	15
Subdivision/resubdivision plans reviewed	5	4	2	3	2	1	1	1
Special permit applications reviewed	13	13	12	10	15	11	11	11
Zoning permit applications	482	446	500	370	550	400	400	400
Zoning Variances Granted	41	46	45	32	50	30	30	30
Zoning Variances Denied	2	14	12	3	12	5	5	5
Inland Wetland Applications	20	27	30	22	30	20	20	20
Zoning Complaints	171	248	250	240	250	250	250	250
Residential Building Permits	1,715	1,825	1,000	1,705	1,500	1,200	1,200	1,200
Commercial Building Permits	293	337	205	294	200	200	200	200
Industrial Building Permits	1	3	2	3	2	2	2	2
Structures Condemned	3	3	2	1	2	5	5	5
Dwelling Units Condemned	9	16	20	12	20	25	25	25
Buildings Demolished	18	33	10	21	10	10	10	10
<i>Outcome/ Results</i>								
Citations Issued	231	180	250	240	250	250	250	250
Citation Fees Collected	\$39,340	\$59,782	\$60,000	\$42,641	\$60,000	\$50,000	\$50,000	\$50,000
Violations Investigated	1,560	1,633	2,000	1,361	2,000	1,500	1,500	1,500
<i>Efficiency Measures</i>								
Residential building permits per assigned FTE	286	261	143	244	231	185	240	200

PLANNING & DEVELOPMENT

Director of Planning & Development				93,894 **
City Planner	1 @	73,141	73,141	
Building/Housing Code Enforcement Official	1 @	73,095	73,095	
Zoning Enforcement Officer	1 @	52,768	52,768	
Assistant Building Officials	2 @	57,536	115,072	
Code Enforcement Official	1 @	51,481	51,481	
Blight Control/ Housing Code Enforcement Officer	1 @	51,481	51,481	
Code Enforcement Secretary	1 @	41,222	41,222	
Planning Technician	1 @	42,253	42,253	
Administrative Secretary	2 @	40,217	80,434	
Administrative Clerk	0 @	32,204	0 *	
				<u>580,947 **</u>
				TOTAL WAGES
				<u>674,841</u>

* The Part-time Administrative Clerk position was eliminated in this budget.

** Difference between wages per above schedule and those listed for 80011 and 80012 on the previous page is due to furlough days agreed to by the City Hall Supervisors bargaining unit.

Professional Services:

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

Revenue:

Planning & Development collects fees for permits, applications and other fees which are included in revenue account 70213. We anticipate that we will collect revenue of approximately \$400,000 for fiscal year 2010-11.

ECONOMIC DEVELOPMENT

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

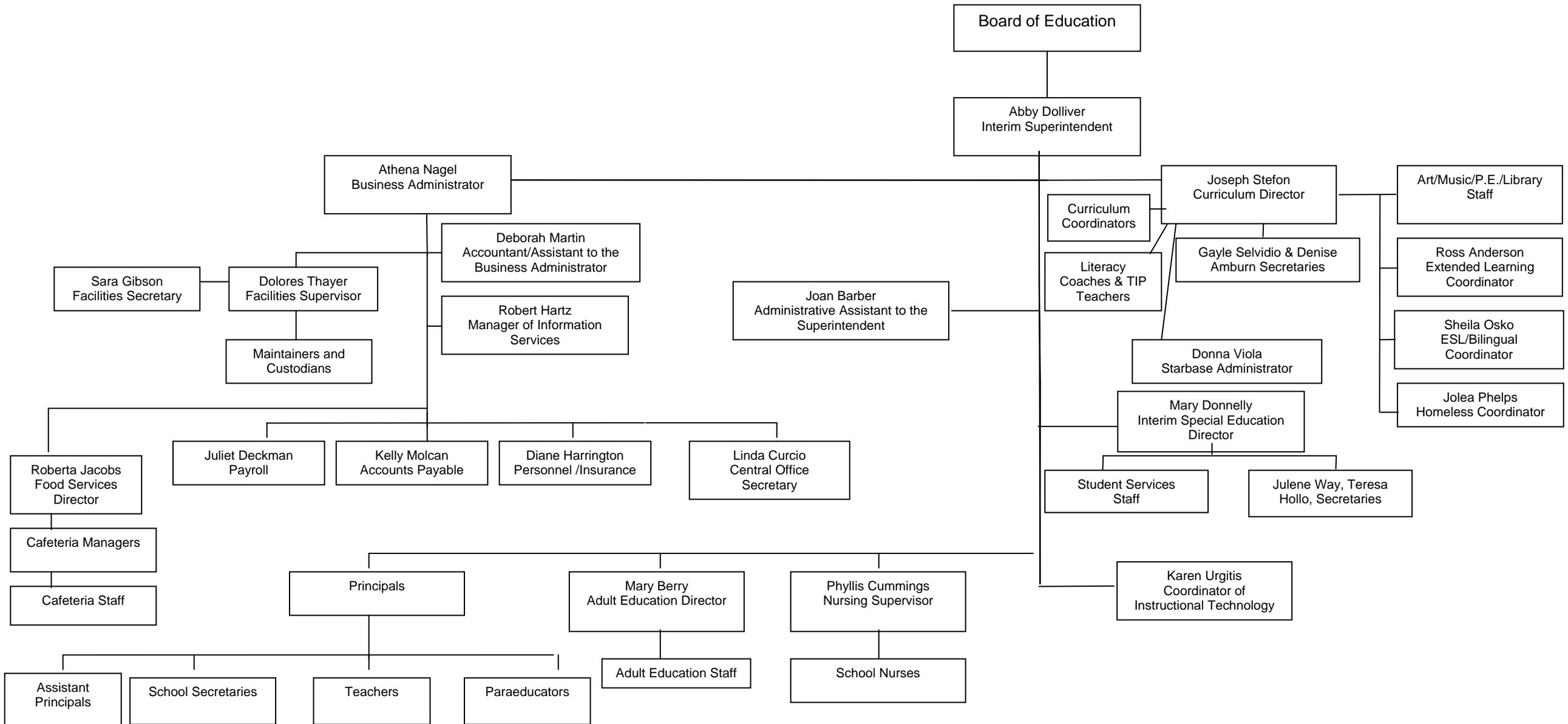
VISION: To foster a climate that attracts new businesses, creates a broad range of employment opportunities and promotes a vibrant downtown business district.

GOALS & ACTION PLANS:

1. Improve the grand list and reduce the tax burden on residential property. **(G4)**
2. Promote downtown development and oversee the redevelopment plan for downtown. **(G2)**
3. Stabilize and improve the economic development position of Norwich within the region and state. **(G2)**
4. Facilitate economic development projects, job creation projects, and business retention and expansion programs. **(G2)**
5. Improve the ability of the city to compete at the state and federal level for grants. **(G4)**
6. Market the City of Norwich throughout the region, the state and country. **(G5)**
7. Work in conjunction with the Main Street Program. **(G5)**

CITY OF NORWICH									
GENERAL FUND EXPENDITURES									
2010-11 ADOPTED BUDGET									
		2006-07	2007-08	2008-09	2008-09	2009-10	2010-11	2010-11	2010-11
		ACTUAL	ACTUAL	REVISED	ACTUAL	REVISED	BUDGET	MANAGER'S	ADOPTED
				BUDGET		BUDGET	REQUEST	PROPOSED	BUDGET
65	ECONOMIC DEVELOPMENT								
80015	PROFESSIONAL SERVICES	60,551	58,972	35,000	27,000	25,000	10,000	10,000	0
81000	PROJECT CONTINGENCY	27,609	15,671	25,000	23,714	12,000	8,000	8,000	5,359
81072	MAIN STREET PROGRAM	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
81075	TOURISM	47,064	48,437	53,235	44,839	0	0	0	0
81076	APED MEETING MINUTES	1,430	815	0	0	0	0	0	0
81077	NORWICH NOW INITIATIVE	42,664	0	0	0	0	0	0	0
87112	NORWICH COMMUNITY DEV. CORP.	45,000	45,000	0	0	150,000	150,000	150,000	150,000
87113	SECTER	0	0	0	0	10,641	12,641	0	12,641
89S80	SACHEM FUND TRANSFER	0	200,000	200,000	200,000	50,000	50,000	50,000	50,000
TOTALS		249,318	393,895	338,235	320,553	272,641	255,641	243,000	243,000

NORWICH BOARD OF EDUCATION ORGANIZATIONAL CHART



BOARD OF EDUCATION

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

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

VALUES:

- Professionalism
- Competency
- Compassion
- Community Involvement

GOALS & ACTION PLANS:

1. Increase the effectiveness of the internal and external communication system in order to enhance support for budgetary priorities and increase community support for the school budget. **(G5)**
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. **(G4)**
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. **(G4)**

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2010-11 ADOPTED BUDGET**

	2006-07 ACTUAL	2007-08 ACTUAL	2008-09 REVISED BUDGET	2008-09 ACTUAL	2009-10 REVISED BUDGET	2010-11 BUDGET REQUEST	2010-11 MANAGER'S PROPOSED	2010-11 ADOPTED BUDGET
70 BOARD OF EDUCATION								
80070 BOARD OF EDUCATION	60,339,134	64,573,238	67,191,000	67,191,000	62,580,561	66,252,691	62,580,561	62,952,966
TOTALS	60,339,134	64,573,238	67,191,000	67,191,000	62,580,561	66,252,691	62,580,561	62,952,966

Notes:

The \$4,610,439 reduction from the Proposed Budget to the Adopted budget is a result of ARRA funds which replace 14.27% of the State of Connecticut's ECS grant funding for fiscal year 2010-11. These revenues and their related expenditures will be accounted for outside of the General Fund.

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

Performance Measure	ACTUAL	ACTUAL	PROJECTED	ACTUAL	PROJECTED	PROJECTED	PROJECTED	PROJECTED
Total number of students	3,906	4,016	3,948	3,859	3,865	3,865	3,900	3,900
Average class size								
Kindergarten	17.8	17.5	18.1	18.3	18.1	18.1	18.1	*
Grade 2	19.5	18.9	18.7	18.8	18.7	18.7	18.7	*
Grade 5	18.9	18.9	19.2	19.1	19.2	19.2	19.2	*
Grade 7	23.7	19.0	20.5	21.1	20.5	20.5	20.5	*
High School	12.0	8.8	9.5	9.6	9.5	9.5	9.5	*
Student/teacher ratio	17.0	17.0	17.0	N/A	N/A	N/A	N/A	*
Total expenditure per student	\$8,461	N/A	N/A	N/A	N/A	N/A	N/A	*
Average teacher salary	\$57,146	\$56,934	\$56,934	\$59,658	\$56,934	\$56,934	\$56,934	*
Percentage of city resident children attending public schools	84.00%	89.20%	89.20%	89.80%	89.20%	89.80%	89.80%	89.80%
<i>Connecticut Mastery Test:</i>								
Percentage at or above "proficient"								
<i>Grade 4</i>								
Reading	57.9	49.9	49.9	52.1	52.1	52.1	52.1	52.1
Math	73.3	64.1	64.1	65.6	65.6	65.6	65.6	65.6
Writing	70.9	69.1	69.1	65.9	65.9	65.9	65.9	65.9
<i>Grade 6</i>								
Reading	61.9	63.4	63.4	71.5	71.5	71.5	71.5	71.5
Math	67.2	71.1	71.1	73.2	73.2	73.2	73.2	73.2
Writing	74.3	70.0	70.0	72.9	72.9	72.9	72.9	72.9
<i>Grade 8</i>								
Reading	71.3	63.1	63.1	70.2	70.2	70.2	70.2	70.2
Math	77.3	73.0	73.0	77.1	77.1	77.1	77.1	77.1
Writing	74.9	67.4	67.4	66.7	66.7	66.7	66.7	66.7

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

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

Norwich Public Schools - Summary of Accounts				
	Description	09/10 Budget	10/11 Budget	Difference
111	CERTIFIED SALARIES	\$12,817,697.33	\$11,911,646.72	(\$906,050.61)
112	SUPPORT SALARIES	\$4,151,927.60	\$3,507,490.25	(\$644,437.35)
121	TEMP PAY CERT PERSONNEL	\$180,000.00	\$182,750.00	\$2,750.00
122	TEMP PAY SUPPT PERSONNEL	\$134,000.00	\$134,000.00	\$0.00
200	POST EMPLOYMENT BENEFITS	\$209,500.00	\$0.00	(\$209,500.00)
201	BLUE CROSS MAJOR MEDICAL	\$5,918,161.75	\$8,125,435.00	\$2,207,273.25
203	LIFE INSURANCE	\$49,000.00	\$49,000.00	\$0.00
204	UNEMPLOYMENT COMPENSATION	\$99,554.95	\$240,000.00	\$140,445.05
205	WORKER'S COMPENSATION	\$358,778.00	\$358,778.00	\$0.00
206	CITY RETIREMENT PLAN	\$451,000.00	\$375,000.00	(\$76,000.00)
207	FICA EMPLOYER'S SHARE	\$732,239.00	\$758,172.24	\$25,933.24
208	SEVERANCE PAY	\$100,000.00	\$100,000.00	\$0.00
209	MEDICARE REIMBURSEMENT	\$10,000.00	\$10,000.00	\$0.00
322	PROFESSIONAL DEVELOPMENT	\$1,125.00	\$0.00	(\$1,125.00)
323	CONTRACT HEALTH SERVICE	\$1,082,345.00	\$835,500.00	(\$246,845.00)
330	PROFESSIONAL SERVICES	\$181,749.28	\$124,500.00	(\$57,249.28)
333	CONTRACT TRANSPORTATION	\$2,722,610.10	\$2,980,740.50	\$258,130.40
410	PUBLIC UTILITIES	\$811,579.65	\$712,000.00	(\$99,579.65)
411	LEASE PURCHASE	\$0.00	\$0.00	\$0.00
431	CONTRACT REPAIRS BLDGS	\$186,325.00	\$190,955.00	\$4,630.00
440	RENTALS	\$0.00	\$0.00	\$0.00
510	SPEDED CONTRACTED TRANS.	\$1,971,887.00	\$2,021,887.00	\$50,000.00
511	FIELD TRIPS	\$0.00	\$0.00	\$0.00
520	PROPERTY INSURANCE	\$86,302.47	\$89,650.79	\$3,348.32
521	LIABILITY INSURANCE	\$144,902.58	\$137,971.11	(\$6,931.47)
530	TELEPHONE	\$152,705.59	\$95,654.66	(\$57,050.93)
531	ADVERTISING	\$10,000.00	\$10,000.00	\$0.00
532	METERED POSTAGE	\$30,000.00	\$22,000.00	(\$8,000.00)
560	TUITION PAYMENT	\$24,340,297.05	\$24,340,297.00	(\$0.05)
580	REIMBURSABLE EXPENSES	\$29,900.00	\$29,900.00	\$0.00
590	OTHER PURCHASED SERVICES	\$2,915,140.53	\$2,395,792.88	(\$519,347.65)
592	ADULT EDUCATION	\$164,231.00	\$164,231.00	\$0.00
593	MAINTENANCE SERVICES	\$316,938.34	\$351,711.00	\$34,772.66
594	FINANCIAL SERVICES	\$45,768.58	\$37,000.00	(\$8,768.58)
611	INSTRUCTIONAL SUPPLIES	\$231,981.04	\$202,857.00	(\$29,124.04)
612	HEALTH SUPPLIES	\$18,750.00	\$18,750.00	\$0.00
613	MAINTENANCE SUPPLIES	\$65,375.00	\$65,375.00	\$0.00
614	CUSTODIAL SUPPLIES	\$58,445.00	\$120,000.00	\$61,555.00
620	HEATING EXPENSES	\$708,447.60	\$682,800.00	(\$25,647.60)
627	FUEL	\$749,360.78	\$746,007.00	(\$3,353.78)
641	TEXTBOOKS	\$12,715.53	\$15,115.93	\$2,400.40
642	LIBRARY SUPPLIES/MATRLS.	\$645.00	\$8,936.92	\$8,291.92
690	OTHER SUPPLIES AND MATERIALS	\$8,000.00	\$6,000.00	(\$2,000.00)
692	OFFICE SUPPLIES	\$53,266.25	\$53,630.00	\$363.75
693	AFTERSCHOOL PROGRAMS	\$21,944.00	\$1,944.00	(\$20,000.00)
694	PROFESSIONAL MATERIALS	\$2,500.00	\$3,000.00	\$500.00
701	INSTRUCTIONAL SOFTWARE	\$0.00	\$0.00	\$0.00
720	CAPITAL PROJECTS	\$100,697.00	\$600,000.00	\$499,303.00
730	INSTRUCT. EQUIP. REPAIRS	\$4,235.00	\$3,400.00	(\$835.00)
731	INSTRUCTIONAL EQUIPMENT	\$0.00	\$3,400.00	\$3,400.00
734	TECHNOLOGY EQUIPMENT	\$52,293.00	\$52,293.00	\$0.00
735	SOFTWARE LICENSING	\$34,950.00	\$34,950.00	\$0.00
736	MAINT VEH/EQUIP REPAIR	\$24,250.00	\$24,250.00	\$0.00
739	OTHER EQUIPMENT	\$500.00	\$10,064.00	\$9,564.00
810	DUES & SUBSCRIPTIONS	\$26,540.00	\$8,130.00	(\$18,410.00)
	TOTAL	\$62,580,561.00	\$62,952,966.00	\$372,405.00
				0.60%

Norwich Public Schools Grants Grid

NAME	TYPE	COMMENTARY		2008-2009	2009-10	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	1386943	1,323,112	All
			NPS	1,370,391	1,308,875	
			Non public	16,552	14,237	
			Neglect			
Title II Part A Teacher Training Entitlement	Federal Entitlement/ State Process	Funds are used for improving teacher/principal quality..	overall	403,558	408,061	All
			NPS	224,426	223,902	
			Non public	179,132	184,459	
			Charter			
Title II Part D Enhancing Education Through Technology	Federal Entitlement/ State Process	Funds are used for Professional Development for Technology.	overall	7,167	see ARRA	All
			NPS	4,045		
			Non public	3,122		
			Charter			
ARRA Title II Part D Enhancing Education Through Technology	Federal Entitlement/ State Process	Funds are used for Professional Development for Technology.	overall		25,927	All
			NPS		14,491	
			Non public		11,436	
			Charter			
Title III Part A English Language Acquisition	Federal Entitlement/ State Process	Funds for supplies and professional development in teaching English Language Learners.	overall	66282	70,751	All
			NPS	54,379	56,716	
			Non public	11,903	14,036	
Title III Immigrant Children and Youth Grant	Federal Entitlement/ State Process	Funds to assist unexpectedly large increases in student population due to immigration.	overall	X	121,824	
			NPS		45,595	
			NFA		76,229	
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	29,831	26,061	All
			NPS	16,883	14,565	
			Non public	12,948	11,496	
			Charter			
Bilingual/ESOL Education Program	Federal/Entitlement/State process	Funds will be used to purchase supplies for the Bilingual Center.		18,858	18,014	All
Priority School District	State Entitlement	School Readiness	NPS	1,684,538	1,668,980	All
		Quality Enhancement		25,375	25,375	
		Priority School District		1,174,372	1,170,737	
		Summer School Accountability		116,623	116,132	
		Extended School Hours		98,220	104,545	
IDEA (Part B) 611(94-142 Special Education)	Federal Entitlement/ State Process	Assistance for Education of all Children with Disabilities in Elementary , Middle and High School	Overall	1,332,425	1,408,159	All
			NPS	1,318,775		
			Non-Public	13,650		
IDEA (Part B) 619 Preschool Entitlement	Federal Entitlement/ State Process	Assistance for Education of all Children with Disabilities in Preschool	NPS	39,409	39,461	All
Stewart B. McKinney Education of Homeless Children and Youth	Federal Competitive Funds/State Process	Funds will support a para-educator for Mahan school and the assistant to the homeless coordinator	NPS	50,310	32,471	All
ARRA Stewart B. McKinney Education of Homeless Children and Youth	Federal	Funds will support transportation for students experiencing homelessness to keep them in their home school.	NPS		17,839	All
21st Century Community Learning Centers-Aspire	Federal Competitive Funds	Funds will support after-school, evening, weekend, multi-cultural and student leadership activities for middle school students.		190,000	190,000	Middle Schools
			NPS			
21st Century Community Learning Centers-Bridges	Federal Competitive Funds	Funds will support after-school, evening, weekend, multi-cultural and student leadership activities for elementary school students.		198,248	198,248	Elementary
			NPS			
21st Century Community Learning Centers-GREENEVILLE BRIDGES	Federal Competitive Funds	Funds will support after-school, evening, weekend, multi-cultural and student leadership activities for elementary school students.			113,498	Greeneville
			NPS			

LEARN and SERVE AMERICA	Federal Competitive Funds/State process	Funds are used to support student leadership and community service programs at Bishop, Greeneville, Mahan, Moriarty, Uncas, Kelly, Teachers' Memorial, Integrated Day Charter and Norwich Free Academy.		35,000	32,000	All
Interdistrict Cooperative	State Competitive Grant	Funds will be used to support Marine Science Instruction for students in grades 7 and 8 along with Bozrah and Montville.	NPS	129,877	133,170	Middle Schools
Reading First	State Competitive Grant	To create a demonstration site in SBRR Comprehensive Reading	NPS	250,000	210,832	Veterans
Adult English Literacy	Competitive State Department of Education	Integrate English Literacy and Civics topics into the Curriculum for ESL and High School Diploma Students		35,000	35,000	Adult Education
Family Resource Center	State Competitive Grant	Targeted funds for the maintenance of the Family Resource Center at Wequonnoc School. Future funding depends on State discretion.		97,200	92,325	Wequonnoc
Program Improvement Projects	State Competitive Grant	Adult Education students will be trained in workforce skills	60000	175,000	175,000	Adult Education
	State Competitive Grant	Adult Education students will be given workplace preparation skills	30000			
	State Competitive Grant	Adult Education students will be counseled for Post Secondary transition	45000			
	State Competitive Grant	External Diploma Program	40000			
Young Adult Learner	State Competitive Grant	State funded initiative to serve young adult education students earn credits for High School diploma		33,333	33,333	Adult Education
Phelps-Dodge mini-grant	Private Competitive	Smart Board Project- Huntington Grade 3 Team			0	Huntington
ECS-Accountability Priorities	State	School and District Improvement activities		272,400	272,400	All Schools
Target Field Trip Grant	Private Competitive	Field trips for grade 4 students (Aquarium, Zoo and Peabody Museum)		800		Bishop
Arrows	Private Competitive	A Middle School Weekend Mentoring Program		1,500		Middle Schools
Liberty Bank	Private Competitive	To provide specialized reading, literacy, and math materials for bilingual/ELL students		0	4,000	Middle Schools
Norwich Sunrise Rotary Club	Private Competitive	Assist Greeneville students in academic areas		3,000	3,000	Greeneville
School Improvement	State	Demonstration school		80,000	7,600	Kelly
ELLIS Grant	Federal	Bilingual Program- To Improve English Language Development for ELL skills		263,318	263,318	ALL
School Readiness-Child Care	State	Capitol Improvement at Stanton (Sink for Pre-K room)		5,000	5,000	Stanton
ARRA TITLE I Improving Basic Programs	Federal	Federal Stimulus money bas	Overall		787,384	All
			NPS		778,861	
			Non Public		8,523	

Investing & Personal Finance Education	Federal	Financial Literacy and personal Finance			15,000	Adult Education
ARRA Stabilization -ED Grants	Federal	Federal Stimulus money to retain positions			2,971,879	All
ARRA Stabilization Gov Serv	Federal	Federal Stimulus money to retain positions			1,638,560	All
Fresh Fruits and Vegetables	Federal	Fresh Fruit and Vegetable Program (USDA)			95,999	Uncas, Moriarty, Wequonnoc, Veterans, Bishop, Greenville, Stanton
ARRA NSLP Equipment Assistance grant	Federal Competitive	Dishwashers			30,467	Uncas
ARRA NSLP Equipment Assistance grant	Federal Competitive	Dishwashers			21,170	Veterans
ARRA-Idea, Part B, Section 619 Preschool	Federal	Assistance for Education of all Children with Disabilities in Preschool			68,208	All
			Overall		1,712,415	
ARRA-Idea, Part B, Section 611	Federal	Assistance for Education of all Children with Disabilities in Elementary , Middle and High School	NPS		1,680,723	All
			Non public		31,692	
Fresh Fruits and Vegetables	Federal	Fresh Fruit and Vegetable Program (USDA)			1,959	Uncas, Moriarty, Wequonnoc, Veterans, Bishop, Greenville, Stanton
Title I-PRT A School Improvement	Federal	Before and afterschool tutorial funds for schools in need of improvement			29,284	Kelly, Teachers, Stanton, Wequonnoc

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2010-11 ADOPTED BUDGET**

		2006-07	2007-08	2008-09	2008-09	2009-10	2010-11	2010-11	2010-11
		ACTUAL	ACTUAL	REVISED	ACTUAL	REVISED	BUDGET	MANAGER'S	ADOPTED
				BUDGET		BUDGET	REQUEST	PROPOSED	BUDGET
80	DEBT SERVICE								
80801	PRINCIPAL	4,341,000	4,303,000	3,235,000	3,235,000	3,530,000	3,475,000	3,475,000	3,475,000
80802	INTEREST	1,463,250	1,284,544	1,198,896	1,198,896	1,007,782	1,100,240	1,100,240	1,100,240
TOTALS		5,804,250	5,587,544	4,433,896	4,433,896	4,537,782	4,575,240	4,575,240	4,575,240

Please see the Financial Management Policies and Consolidated Debt Schedule in the Financial Summaries/ Budget Process/ Miscellaneous section (blue tab) for more information on the City of Norwich's debt policies and limitations as well as a list of its outstanding debt issuances.

NON-DEPARTMENTAL EXPENSES

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

80002 Street Lighting: Payment to Norwich Public Utilities for the energy used to light the street lamps. We are estimating a 20% reduction in the usage of street lamps due to a study of the safety needs.

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

80063 Other Post-Employment Benefits: Covers the contribution to the Other Post-Employment Benefits Fund. The contribution is based on the estimated costs of claims and administration during fiscal year 2010-11 for retirees plus 2/5 of the amortization of prior service cost.

80072 Claims: Covers claims against the city for injury to person or damage to property not covered by insurance. Also, an amount has been included for relocation claims associated with municipal code enforcement.

80073 Insurance: Covers cost for fire, general liability, auto, excess workers' compensation, and other insurance.

80077 Library: Appropriation funds over 90% of the Otis Library's operating budget. The Otis Library is Norwich's public library. Its mission is to provide books, services and facilities to assist residents of the greater Norwich area to meet their personal and educational information needs.

80086 Contingency: Includes funds for unanticipated expenses/obligations, increases in fuel and utilities costs and contract negotiations with city unions.

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

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

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

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

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

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

80098 Appropriation to Capital Budget: This appropriation will be used to fund capital improvements. It is based on the value of 1 mill. See the Capital Budget section for further detail.

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

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

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

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

80120 Regional Health District: The city's cost of \$6.82 per capita (population based on 7/1/2008 Connecticut Department of Public Health estimates) to participate in the Uncas Health District which is comprised of Bozrah, Montville, Norwich, and Sprague.

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

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

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 Hazardous Material technicians. This line item has been transferred to Human Resources beginning in fiscal year 2008.

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

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2010-11 ADOPTED BUDGET**

		2006-07 ACTUAL	2007-08 ACTUAL	2008-09 REVISED BUDGET	2008-09 ACTUAL	2009-10 REVISED BUDGET	2010-11 BUDGET REQUEST	2010-11 MANAGER'S PROPOSED	2010-11 ADOPTED BUDGET
90 NON-DEPARTMENTAL EXPENSES									
80002	STREET LIGHTING	562,000	778,364	699,813	699,707	570,000	580,000	580,000	580,000
80062	WORKERS COMPENSATION	122,000	122,004	0	0	0	0	0	0
80063	POST-EMPLOYMENT MEDICAL	1,150,008	743,004	961,400	961,400	961,400	1,180,800	1,180,800	1,180,800
80072	CLAIMS	130,978	74,014	110,633	33,084	80,000	80,000	80,000	80,000
80073	INSURANCE	891,500	912,949	821,244	816,843	835,770	842,671	842,671	842,671
80077	LIBRARY	1,038,725	1,082,871	1,121,500	1,121,500	986,920	986,920	886,920	886,920
80086	CONTINGENCY	106,032	472,247	97,519	66,387	429,031	266,200	266,200	266,200
80088	AMBULANCE SERVICE	49,200	50,922	52,757	52,757	54,709	56,733	56,733	56,733
80090	CONVEYANCE TAX TRANS-OUT	0	0	300,000	232,686	0	0	0	0
80091	CODE OF ORDINANCE	3,000	0	0	0	0	0	0	0
80093	PROBATE COURT	25,000	20,469	25,000	23,235	23,000	27,000	27,000	27,000
80095	SE CT COUNCIL GOVERN	16,614	18,059	18,059	18,059	18,059	18,059	18,059	18,059
80096	STATE FISHING & GAME	55,405	59,743	50,000	31,223	60,000	0	0	0
80098	APPROP-CAPITAL BUDGET	1,774,339	1,791,000	1,826,065	1,826,065	2,327,880	2,358,066	2,358,066	2,358,066
80101	UNEMPLOY COMPENSATION	35,624	22,118	30,000	21,569	60,307	220,000	220,000	75,000
80103	HISTORIC DISTRICT	1,547	1,881	2,874	1,955	2,500	2,490	2,490	2,490
80104	CT CONF OF MUNICIPAL	24,431	24,875	25,630	25,327	25,327	25,327	25,327	25,327
80115	TAX COLLECTION SERVICES	25,800	30,062	27,000	30,214	31,000	6,666	6,666	6,666
80120	REGION HEALTH DISTRICT	229,506	235,326	241,385	241,385	248,466	248,167	248,167	248,167
80133	ELDERLY TAX CREDITS	82,625	82,275	80,000	82,824	83,000	0	0	0
80141	SEAT BUS	119,624	125,604	129,372	129,372	133,253	141,248	141,248	141,248
80153	HEALTH SAFETY COMPLIANCE	24,791	0	0	0	0	0	0	0
80181	PARKING LEASE	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
TOTALS		6,478,749	6,657,787	6,630,251	6,425,592	6,940,622	7,050,347	6,950,347	6,805,347

CITY OF NORWICH
CAPITAL BUDGET SUMMARY

The following is a list of capital improvements and projects for fiscal year 2010-11 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.

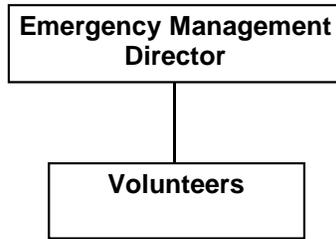
High – This project will cause an increase in operating expenditures of \$100,001 or more annually.

Although some projects are hard to define as far as impact on the operating budget, we have done our best to estimate what future

DESCRIPTION	APPROPRIATION	ANNUAL OPERATING BUDGET IMPACT
Plan of Conservation & Development 10211-80015 Nonrecurring expenditure for technical assistance in updating the City's Plan. <i>Impact on operating budget: this expenditure will not impact the operating budget.</i>	\$60,000	NO IMPACT
Capital Contingency 10211-88000 For other capital improvements and design costs as the City Manager deems necessary. A portion of this contingency may be used towards local matches on Federal or State grants. <i>Estimated annual savings: this has no effect on the operating budget.</i>	300,000	NO IMPACT
Public Works City Hall Annex improvements 10211-88209 Replacement of interior ceilings and reinforcement of HVAC duct work.. <i>Impact on operating budget: this should slightly reduce future maintenance costs.</i>	75,000	POSITIVE
Public Works City Hall stairway improvements 10211-88247 Design for the repair or replacement of two exterior stairways. <i>Impact on operating budget: this should slightly reduce future maintenance costs.</i>	50,000	POSITIVE
Police Vehicles 10211-88321 7 Cruisers. <i>Estimated annual savings: annual maintenance costs will decrease slightly.</i>	182,000	POSITIVE
Norwich Fire Department Vehicles 10211-88322 Lease payment for 100' Ladder Truck for Greenville Station. <i>Estimated annual savings: annual maintenance costs will decrease slightly.</i>	112,000	NO IMPACT
Public Works Vehicles 10211-88342 This will replace a 1990 dump truck and a structurally deficient mason body dump truck. <i>Impact on operating budget: this should reduce future maintenance costs.</i>	190,000	POSITIVE
Police Department Equipment 10211-88421 The cost of replacing 20 bullet-proof vests, one voting radio repeater, 100 reflective traffic vests, 6 portable radios, 5 mobile radios, and several batteries for portable radios. <i>Estimated annual savings: this has no effect on the operating budget.</i>	65,200	NO IMPACT
Norwich Fire Department Equipment 10211-88422 The cost of replacing 16 air packs, 12 sets of turnout gear, radio equipment for the ladder truck, Plain Hill Tower radio, 3 low-band portable radios, 15 meters, and 4 Level A hazmat suits. <i>Estimated annual savings: this has no effect on the operating budget.</i>	136,781	NO IMPACT
East Great Plain VFD Equipment 10211-88423 Replacement of 9 sets of turnout gear, 4 carbon monoxide detectors, 10 pagers, and 1,000' of 5" hose. <i>Estimated annual savings: this has no effect on the operating budget.</i>	44,750	NO IMPACT
Laurel Hill VFD Equipment 10211-88424 Replacement of 6 sets of turnout gear and one air pack. <i>Estimated annual savings: this has no effect on the operating budget.</i>	25,400	NO IMPACT
Occum VFD Equipment 10211-88425 Replacement of 4 sets of turnout gear, 5 pagers, and 2 high-band repeaters. <i>Estimated annual savings: this has no effect on the operating budget.</i>	17,225	NO IMPACT
Taftville VFD Equipment 10211-88426 Replacement of 12 sets of turnout gear and 2 dive team drysuits. <i>Estimated annual savings: this has no effect on the operating budget.</i>	41,000	NO IMPACT
Yantic VFD Equipment 10211-88427 Replacement of 8 sets of turnout gear, 10 pagers, and 2 dive team suits. <i>Estimated annual savings: this has no effect on the operating budget.</i>	27,710	NO IMPACT
IT equipment replacement 10211-88500 Replacement of computers and other hardware as needed and upgrade of engineering design software. <i>Impact on operating budget: this expenditure will not impact the operating budget.</i>	30,000	NO IMPACT
Paving and Drainage 10211-88600 Paving and/or reconstruction of City and associated drainage improvements. This will reduce the cost of patching potholes and removing ice and improve safety. <i>Impact on operating budget: this should slightly reduce operating costs. Estimated annual savings: \$10,000.</i>	921,000	POSITIVE
Yantic Lane Drainage 10211-88603 Design and construction of drainage improvements to Yantic Lane to avoid flooding and icing. This will reduce the cost of removing ice and improve safety. <i>Impact on operating budget: this should slightly reduce operating costs.</i>	80,000	POSITIVE

\$2,358,066

City of Norwich Emergency Management Department Organization Chart



EMERGENCY MANAGEMENT

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

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

VALUES:

- Professionalism
- Fiscal responsibility
- Integrity
- Collaboration

GOALS & ACTION PLANS:

1. Strengthen communication and collaboration among individuals, organizations and agencies concerned with reducing damage caused, by natural disasters. **(G1)**
2. Support the development, update and implementation of plans, strategies and projects that prevent injuries and death, property damage and economic loss caused by natural disasters. **(G1)**
3. Continuity of the CERT (Community Emergency Response Team) program to advance the professional growth of volunteers through the development, provision and promotion of training and professional standards. **(G1)**

ACCOMPLISHMENTS:

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

CITY OF NORWICH GENERAL FUND EXPENDITURES 2010-11 ADOPTED BUDGET									
		2006-07 ACTUAL	2007-08 ACTUAL	2008-09 REVISED BUDGET	2008-09 ACTUAL	2009-10 REVISED BUDGET	2010-11 BUDGET REQUEST	2010-11 MANAGER'S PROPOSED	2010-11 ADOPTED BUDGET
91	EMERGENCY MANAGEMENT								
80011	HEAD OF DEPT	25,294	26,129	26,970	26,963	26,970	26,970	26,970	26,970
80013	PART TIME EMPLOYEES	0	130	500	0	0	0	0	0
89999	FRINGE BENEFITS	2,472	2,646	2,646	1,606	2,120	2,120	2,120	2,120
80021	MATERIALS & SUPPLIES	4,464	2,208	2,500	1,524	3,000	3,000	3,000	3,000
80023	GAS OIL & GREASE	1,347	1,659	1,577	1,671	1,088	1,088	1,088	1,088
80027	AUTO SUPPLIES & MAINT	125	0	500	0	0	0	0	0
80031	RADIO SERVICE	2,741	0	3,000	0	2,000	2,000	2,000	2,000
80032	EQUIP & FURN MAINT	4,712	10,188	5,000	12,475	4,000	4,000	4,000	4,000
80033	TELEPHONE	6,224	5,811	6,000	6,247	5,000	5,000	5,000	5,000
80034	POSTAGE	94	2	100	102	0	0	0	0
80035	UTILITIES	6,901	8,566	10,339	10,997	11,000	5,832	5,821	5,821
80040	BLDG & GRND MAINT	2,003	2,958	2,500	1,283	1,500	1,500	1,500	1,500
80048	DEPARTMENTAL EXPENSE	2,319	4,643	2,500	809	0	0	0	0
80059	TRAINING	1,570	0	2,500	2,222	1,000	1,000	1,000	1,000
	TOTALS	60,266	64,940	66,632	65,899	57,678	52,510	52,499	52,499

Performance Measure	ACTUAL	ACTUAL	PROJECTED	ACTUAL	PROJECTED	PROJECTED	PROJECTED	PROJECTED
<i>Inputs</i>								
<i>Workload/ Output Measures</i>								
Hours of emergency training	715	875	850	725	1,100	1,100	1,100	1,100
Personnel trained	27	38	50	32	115	115	115	115
Shelter maintained	19	19	19	19	19	19	19	19
EOC activations	9	8	12	9	12	12	12	12
Dive team rescue calls	1	1	2	1	1	N/A	N/A	N/A
Flood assistance calls	122	74	75	184	50	50	50	50
Speaking engagements	21	23	25	20	25	23	23	23
Public information/education exhibits	15	21	20	20	23	23	23	23
<i>Outcome/ Results</i>								
Percentage of emergency operations plans update	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
<i>Efficiency Measures</i>								
Cost of department per capita	\$1.66	\$1.78	\$1.79	\$1.77	\$1.54	\$1.38	\$1.38	\$1.38

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

EMERGENCY MANAGEMENT

Emergency Management Director

26,970

The Emergency Management Department receives a grant from the federal government which is reflected in revenue account 70268 (See revenue section of the budget). For the 2010-11 year those revenues are estimated to be \$16,835.

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	08-09 ACTUAL	09-10 ESTIMATED	10-11 PROJECTED
Retirees and beneficiaries receiving benefits	454	464	474
Terminated plan members with deferred benefits	24	24	24
Active plan members	574	560	540

SUMMARY OF CONTRIBUTIONS:

Fiscal Year 2010-11

General city (included in departments' fringe benefits)	465,000
Police (included in fringe benefits)	1,071,000
Fire Department (included in fringe benefits)	887,000
Utilities Department (included in enterprise fund)	846,000
Board of Ed (included in BOE budget)	<u>375,000</u>
1) City of Norwich Employees' Retirement Contribution	<u><u>3,644,000</u></u>
2) Policemen's Relief Fund	9,800
3) Firemen's Relief Fund	<u>68,000</u>
Total Recommended Contribution	<u><u>3,721,800</u></u>

NOTES:

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

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



**CITY OF NORWICH
SUMMARY OF SPECIAL REVENUE FUNDS BUDGETS
2010-11 ADOPTED BUDGET**

	Special Service Fire (Fund 020)	Volunteer Fire Relief & Tax Credit (Fund S23)	COMBINED
EXPENDITURES			
General Operations	5,817,401	519,498	6,336,899
TOTALS	5,817,401	519,498	6,336,899
REVENUES			
General Revenues	2,596,338	0	2,596,338
Taxes to be levied - CCD Fire	3,221,063	0	3,221,063
Taxes to be levied - TCD Fire	0	519,498	519,498
TOTALS	5,817,401	519,498	6,336,899

SPECIAL REVENUE FUND
CITY CONSOLIDATED DISTRICT (CCD) FIRE DEPARTMENT

GENERAL PROPERTY TAXES

70201 Current Fire Levy; 70202 Prior Fire Levies; 70203 Interest and Lien Fees; and 70208 M.V. PA 76-338 Fire – Please see the descriptions of these revenue items in the General Fund Revenues section. For the CCD, the three-year average collection rate of the current levy is 95.16%

REVENUE FROM OTHER CITY OPERATIONS

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

OTHER REVENUES

70223 Interest on Investments - Reflects income earned from temporary investments made when city funds in a given period exceed the city's immediate disbursement needs.

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

STATE GRANTS IN AID – GENERAL

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

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

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

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

SURPLUS SPECIAL SERVICES

70294 Surplus for Appropriation, Special Services – Based on audit of June 30, 2009 and anticipated surplus as of June 30, 2010. No amount of surplus was appropriated for this year.

CITY OF NORWICH								
SPECIAL SERVICE FIRE REVENUES								
2010-11 ADOPTED BUDGET								
		2006-07	2007-08	2008-09	2008-09	2009-10	2010-11	2010-11
		ACTUAL	ACTUAL	ADOPTED	ACTUAL	REVISED	MANAGER'S	ADOPTED
				BUDGET		BUDGET	PROPOSED	BUDGET
GENERAL PROPERTY TAXES								
70201	PROPERTY TAX FIRE CURRENT	2,561,131	2,899,758	2,960,178	2,939,260	2,957,773	3,221,063	3,221,063
70202	PROP. TAX FIRE PRIOR	56,614	97,171	70,000	82,930	60,000	80,000	80,000
70203	PROP. TAX-FIRE INT & LIENS	43,614	54,047	35,000	48,135	45,000	45,000	45,000
70208	TAXES-MV- PA-76-338 FIRE	46,018	43,678	45,000	51,915	30,000	35,000	35,000
	TOTALS	2,707,377	3,094,654	3,110,178	3,122,240	3,092,773	3,381,063	3,381,063
REVENUE FROM OTHER CITY OPERATIONS								
70228	PUBLIC UTILITIES 10%	0	0	626,251	626,251	643,661	528,396	528,396
70231	FIRE SS-GF CHARGE-SS	58,184	95,207	108,841	108,841	112,106	116,000	116,000
	TOTALS	58,184	95,207	735,092	735,092	755,767	644,396	644,396
OTHER REVENUES								
70223	INTEREST ON INVESTMENTS	30,071	22,360	20,000	6,430	6,000	4,000	4,000
70238	CONVEYANCE TAX	75,000	75,000	40,000	40,000	20,000	14,400	14,400
	TOTALS	105,071	97,360	60,000	46,430	26,000	18,400	18,400
STATE GRANTS IN AID - GENERAL								
70251	TOWN HOUSING-FIRE	163,262	159,682	60,306	152,938	72,030	94,079	94,079
70255	IN LIEU OF TAXES FIRE	40,919	80,933	48,670	48,670	65,519	54,400	54,400
70258	MASHANTUCKET PEQUOT GRANT	1,028,079	872,231	980,573	980,573	1,552,268	1,547,256	1,547,256
70262	ELDERLY REIMBURSE-FIRE	241,476	242,705	8,453	8,453	77,229	77,807	77,807
	TOTALS	1,473,736	1,355,551	1,098,002	1,190,634	1,767,046	1,773,542	1,773,542
	GRAND TOTALS	4,344,368	4,642,772	5,003,272	5,094,396	5,641,586	5,817,401	5,817,401

**CITY OF NORWICH
SPECIAL SERVICE EXPENDITURES
2010-11 ADOPTED BUDGET**

		2006-07	2007-08	2008-09	2008-09	2009-10	2010-11	2010-11	2010-11
		ACTUAL	ACTUAL	REVISED BUDGET	ACTUAL	REVISED BUDGET	BUDGET REQUEST	MANAGER'S PROPOSED	ADOPTED BUDGET
20	FIRE SPECIAL SERVICE								
80012	EMPLOYEES	2,228,987	2,215,600	2,462,099	2,273,437	2,791,324	2,746,253	2,746,253	2,746,253
80014	OVERTIME	0	0	0	0	165,823	165,823	165,823	165,823
89999	FRINGE BENEFITS	1,245,248	1,405,937	1,542,863	1,548,936	1,709,159	1,882,365	1,882,365	1,882,365
80017	REPLACEMENT COSTS	721,493	909,746	673,030	865,195	650,000	650,000	650,000	650,000
80063	POST-EMPLOYMENT MEDICAL	169,008	169,008	325,280	325,280	325,280	372,960	372,960	372,960
TOTALS		4,364,736	4,700,291	5,003,272	5,012,848	5,641,586	5,817,401	5,817,401	5,817,401

FIRE SPECIAL SERVICES

Captains			
Fire Captain (FC 2)	3 @	64,594	193,782
Fire Captain (FC 1)	1 @	62,749	62,749
Lieutenants			
	7 @	60,957	426,699
	1 @	59,217	59,217
Firefighters			
	17 @	55,735	947,495
	6 @	53,081	318,486
	6 @	50,557	303,342
	0 @	48,149	0
	4 @	45,860	183,440
	3 @	43,681	131,043

TOTAL WAGES
 2,626,253¹

¹ Difference between figure in total wages in supporting detail and employee cost in budget represents increment pay, differential pay and education incentive pay as well as anticipated payouts of accrued sick and vacation time upon retirement.

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

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

Description: In 1987 an ordinance was passed for the purpose of establishing a relief fund for volunteer firefighters serving the City of Norwich. This relief fund plan has since been amended in 1995, 2001, and 2006. The Volunteer Firefighter Relief Fund Committee is meeting during 2010 to review the ordinances and may make recommendations to the City Council for another amendment to the Plan.

In 2001 another ordinance was passed providing up to \$1,000 abatement of taxes for eligible volunteer firefighters. This fund also pays for workers' compensation claims for volunteer firefighters. 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.

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 firefighters (based on history of claims).

CITY OF NORWICH							
VOLUNTEER FIRE RELIEF FUND (FUND S23)							
2010-11 ADOPTED BUDGET							
	2006-07 ACTUAL	2007-08 ACTUAL	2008-09 ADOPTED BUDGET	2008-09 ACTUAL	2009-10 REVISED BUDGET	2010-11 MANAGER'S PROPOSED	2010-11 ADOPTED BUDGET
GENERAL PROPERTY TAXES							
70201	TAX-VOL.FIRE REL.FND.LEVY AND TAX CREDIT	361,926	424,173	476,162	505,972	503,833	519,498
	TOTALS	361,926	424,173	476,162	505,972	503,833	519,498

CITY OF NORWICH									
VOLUNTEER FIRE RELIEF FUND (FUND S23)									
2010-11 ADOPTED BUDGET									
		2006-07	2007-08	2008-09	2008-09	2009-10	2010-11	2010-11	2010-11
		ACTUAL	ACTUAL	REVISED	ACTUAL	REVISED	BUDGET	MANAGER'S	ADOPTED
				BUDGET		BUDGET	REQUEST	PROPOSED	BUDGET
S23	VOLUNTEER FIRE RELIEF								
80122	VOLUNTEER TAX CREDIT	73,190	73,918	80,000	79,862	80,000	85,000	85,000	85,000
89270	TRUST FUND	160,000	212,896	250,000	250,000	250,000	250,000	250,000	250,000
89IS0	WORKERS COMPENSATION	99,996	106,082	146,162	146,162	173,833	184,498	184,498	184,498
TOTALS		333,186	392,896	476,162	476,024	503,833	519,498	519,498	519,498

Enterprise Fund -
Department of Public
Utilities



NORWICH PUBLIC UTILITIES

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

HIGHLIGHTS & ACCOMPLISHMENTS:

- ♦ Completed construction of a 33 mile loop of 144 strand fiber for a Municipal Area Network (MAN), The MAN will be used to provide enhanced connectivity for all city departments including Norwich Police, Fire and Public Schools.
- ♦ Along with other CMEEC members, received a \$9.2M ARRA grant to pilot the implementation of a Smart Grid metering system. This project will be completed over the next three years and will make smart metering available to over 3000 NPU customers.
- ♦ Clean Rivers, Clean Harbor, Sound Norwich, the community wastewater project that is slated to take place over the next ten years, was introduced to the residents of Norwich in 2007. This project will implement nitrogen removal, minimize treatment plant odors, increase the overall capacity of the plant and replace outdated equipment and address new DEP discharge regulations.. Construction of the first phase, to replace the digester heating system, mixing system and cover reusing the byproduct methane gas began in early 2009.
- ♦ Construction of the Flyers Drive Sewer Project will be completed in April 2010. The project will provide sanitary service for the Wayne Street, Flyers and Lambert Drive areas. The project will alleviate the health and safety issues associated with multiple failing septic systems and greatly improve environmental conditions for all areas downstream of the project area.
- ♦ Design of the Newton Street Sewer Project has begun. The project will serve the Newton Street, East Avenue, West Avenue, Eagle Street, Will Road and Ash Road areas of Norwich. The sewer will also serve the Stanton School facility. This school is the last such municipal building still served by an antiquated septic system. Benefits will be realized by the residents whom systems are failing, the school system and all downstream environs currently affected by the current failing septic systems in this area.

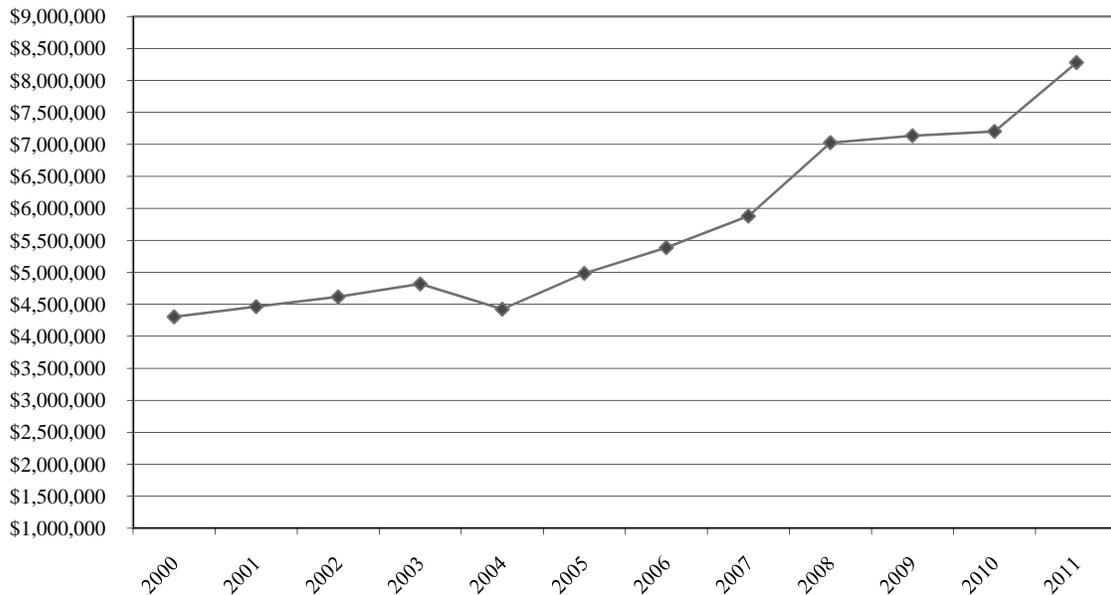
- ♦ Design of filter backwash recycle systems for both the Stony Brook and the Deep River Water Treatment Plants was started. This project will reduce waste of filter backwash and allow treated backwash to be utilized. Plan to start Stonybrook Lagoon construction in FY2010.
- ♦ Falls Avenue Utility Relocation Project will be completed in April, 2010. Utility relocations are necessary for the construction of the City Intermodal Transportation Center.
- ♦ The Richard Brown Drive Water Storage Tank has been revitalized and resurfaced. This will maintain the high quality of water within the tank.
- ♦ The Fairview Reservoir water storage tank will be revitalized and resurfaced beginning this spring. This will ensure that high quality water is provided to the north areas of the City including Canterbury Turnpike, Occum and Taftville.
- ♦ Continued NPU Energy Efficiency initiatives for residential, commercial and industrial customers.
 1. CFL's provided by direct install and customer giveaways exceeded 38,850, saving Norwich residents over \$125,000 annually.
 2. Provided residential customers with rebates totaling \$32,675 for 468 energy efficient appliances and high efficiency air conditioning systems.
 3. Natural gas rebates totaled \$67,175 for 160 high efficiency equipment installations.
 4. Completed 56 high efficiency lighting, cooling and equipment projects for commercial and industrial customers. These projects resulted in a total savings of 2.6 million kWh/year and a reduction in peak load of 603kW. Customers implementing these projects ranged from multiple manufacturing facilities as well as several school facilities, housing complexes, retail and service providers. The average payback for these projects is less than two years. NPU acts as the customer advocate through the process.
 5. NPU renewed the Zero Percent (0%) Financing Program. Working with four local lending institutions, this program allows eligible commercial customers with qualifying energy efficiency projects to obtain bank financing at a 0% interest rate.
 6. Information on all efficiency programs is available on the NPU Website. Website includes a residential energy calculator call "Energy Depot" allowing customers to conduct on line energy use assessments for their homes.
 7. Completed conversion of city-wide holiday lights to high efficiency LED bulbs.
 8. Continued to educate customers with information on key energy issues, efficiency tips and energy management utilizing public service radio announcements, *Community Matters*, and community events.
 9. Conducted a Green Energy Expo partnering with the Greater Norwich Chamber of Commerce and Three Rivers Community College, to provide energy efficiency information to chamber members.
 10. NPU coordinates and participates in a system-wide load reduction program to control energy use during peak times - efforts during summer 2008 resulted in 6 million watts (Mw) of demand reduction saving the community significant monthly on energy costs for the whole year.
- ♦ Lead the design and construction of Norwich's first-ever solar energy project, which is now on-line and producing 10.3 kilowatts - or enough electricity to power three residential homes. It also has the capacity to feed excess energy back into local utility lines.
- ♦ NPU supports community activities, providing in-kind services as well as NPU employee volunteers:
 1. NPU provides mechanical maintenance services to all Board of Education facilities and now all public works facilities providing considerable savings to the city.
 2. Community non-profits are encouraged to utilize *Community Matters* to publicize citywide events. *Community Matters* also provides safety information provided by the city fire department and Uncas Health District.
 3. Partnerships with Norwich public schools are ongoing and include sponsorship of the Junior Solar Sprints, an in-school McGruff safety program, job shadowing, and sponsorship of performances at all Norwich schools by the National Theatre for Children during Drinking Water Week.
 4. School safety programs utilize Hazard Hamlet and Smart House as educational tools. These are part of in-school programs created to educate children in the safe use of electricity and energy

efficiency. *Tilly* continues as a recognizable NPU ambassador for children of all ages serving to educate on gas and electric safety issues.

5. On-going tours of NPU facilities give city residents and school children an opportunity to see where their drinking water comes from, view the hydro facilities, understand the wastewater treatment process and learn about green power initiatives as well as meet with NPU staff to learn about energy issues
 6. Supports and participates in community activities including, Greenville Day, Riverfest, Juneteenth, Family Day, NPD National Night Out, Winterfest, UCFS Health Fair as well as Norwich and volunteer fire department Open Houses
- ◆ Geographical information system (GIS) technology fully implemented. Utilization of this technology includes mapping of the electrical and gas and sewer systems to enhance response time to outages, improve customer notification and timely dispatching of crews. Water infrastructure and mobile applications are currently being developed.
 - ◆ Project coordinators worked pro-actively with developers to facilitate the on-going construction of new developments within Norwich.

NPU's relationship with customers is a special one; as a municipal utility, our customers are also our owners. We have continually 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 \$8,277,480 to the city's revenue stream; reducing taxpayer burden by the equivalent of 3.64 mils. Over the past 10 years, NPU contributed over \$60M to the City's General Fund.

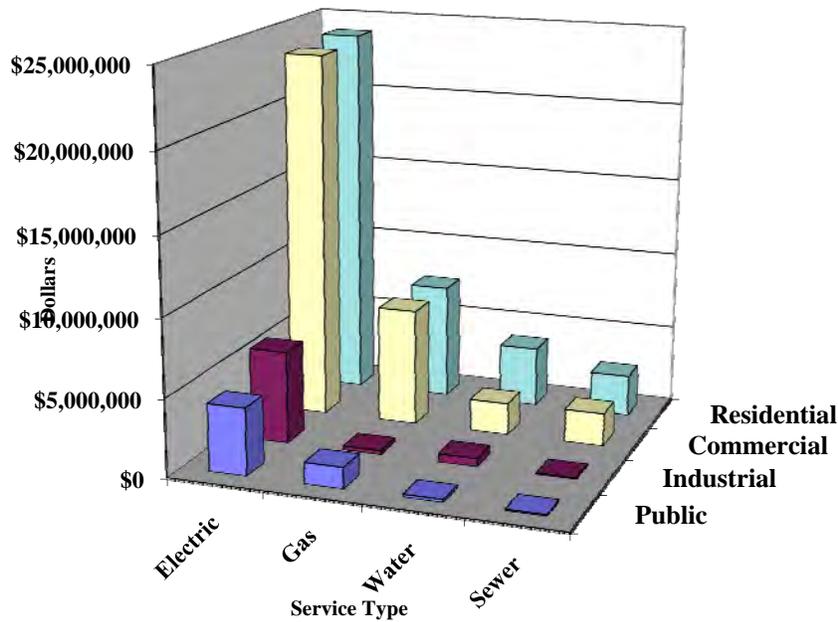
Paid to City General Fund



2011 Performance Measures			
	FY 2009	FY 2010	FY 2011
PERFORMANCE MEASURES	Audited	Approved	Approved
<i>Fiscal Integrity</i>			
<i>Sales</i>			
Gas	17,098,174	16,723,629	16,627,283
Electric	51,808,075	57,648,995	58,561,504
Water	5,921,720	5,911,338	6,630,111
Sewer	5,350,274	7,331,432	7,073,778
<i>Customer Service Indicators</i>			
<i>Field Service</i>			
Gas Service Calls	5,004	4,201	4,500
Electric Service Calls	1,830	1,802	1,700
Water Service Calls	3,653	2,795	2,800
Sewer Service Calls	164	260	260
<i>Service Center</i>			
Walk-in Customers	54,613	60,000	58,000
# calls	70,928	72,000	70,000
<i>Operations Indicators</i>			
<i>Distribution Systems</i>			
Miles of Gas Main	131	133	135
Miles of Electric Line	229	229	229
Miles of Water Main	188	187	188
Miles of Sewer Main	119	121	121
<i>Electric System Reliability</i>			
Avg. # outages per customer	.34	.50	.40
Avg. cumulative out of service time (min)	25	40	40
Avg. outage duration (min)	73	80	80
<i>Wastewater Treatment</i>			
Gallons Treated (Billion)	1.91	1.91	1.99
Quality Tests Conducted	5,200	5,500	5,500
<i>Water Division</i>			
Gallons of Potable Water (Billion)	2.04	1.60	1.60
Quality Tests Conducted	10,000	10,600	11,000
<i>Community Development</i>			
Contribution to City General Fund	7,133,520	7,201,620	8,277,480

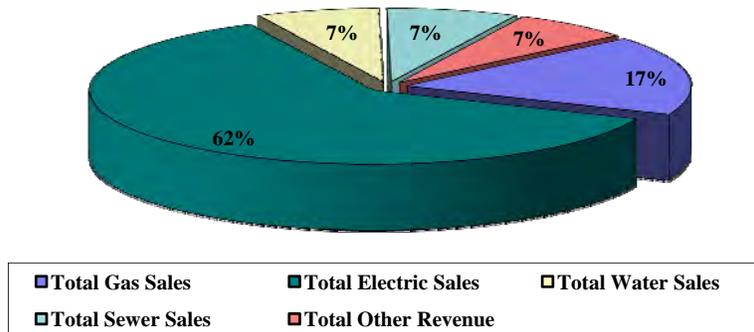
Norwich Public Utilities: Revenues Summary			
	FY 2009	FY 2010	FY 2011
	Audited	Approved	Approved
REVENUE FROM SALES			
Residential Gas Sales	8,791,557	7,358,864	7,415,174
Commercial Gas Sales	9,645,499	7,651,891	7,512,663
Industrial Gas Sales	346,429	324,637	256,903
Public Gas Sales	1,766,303	1,285,674	1,356,529
Interdepartmental Gas Sales	112,275	102,563	86,014
Total Gas Sales	20,662,063	16,723,629	16,627,283
Residential Electric Sales	21,051,595	23,281,518	23,956,944
Commercial Electric Sales	20,421,239	22,856,511	23,600,541
Industrial Electric Sales	5,412,064	6,727,861	5,935,287
Public Electric Sales	3,848,505	4,039,609	4,309,633
Interdepartmental Electric Sales	681,541	743,496	759,099
Total Electric Sales	51,414,944	57,648,995	58,561,504
Residential Water Sales	3,264,430	3,448,535	3,855,421
Commercial Water Sales	1,932,892	1,766,498	2,047,338
Industrial Water Sales	462,707	490,109	525,395
Public Water Sales	142,176	196,089	176,379
Interdepartmental Water Sales	21,281	20,107	25,578
Total Water Sales	5,823,486	5,911,338	6,630,111
Residential Sewer Sales	2,576,962	3,706,919	2,651,991
Commercial Sewer Sales	2,254,973	3,201,506	2,107,476
Industrial Sewer Sales	97,479	136,213	92,942
Public Sewer Sales	95,546	132,035	92,702
Interdepartmental Sewer Sales	108,028	154,759	108,129
Mandatory Upgrade Fee	-	-	2,020,538
Total Sewer Sales	5,132,988	7,331,432	7,073,778
OTHER OPERATIONAL REVENUE			
Penalties for Late Payments	664,204	604,212	639,067
Field Service & Water Heater Rentals	563,536	445,100	712,800
Jet Turbine Credit	2,351,836	2,000,000	3,200,080
Reservation Charges, Rentals & CNG Sales	468,184	586,304	506,102
Septage Charges	216,822	367,209	250,000
Interest Income	100,105	37,800	40,800
Energy Efficiency Program	860,806	1,037,663	1,034,726
Total Other Revenue	5,225,493	5,078,288	6,383,575
TOTAL DEPARTMENT REVENUE	88,258,974	92,693,682	95,276,251

Estimated Sales by Customer Class Fiscal Year 2011



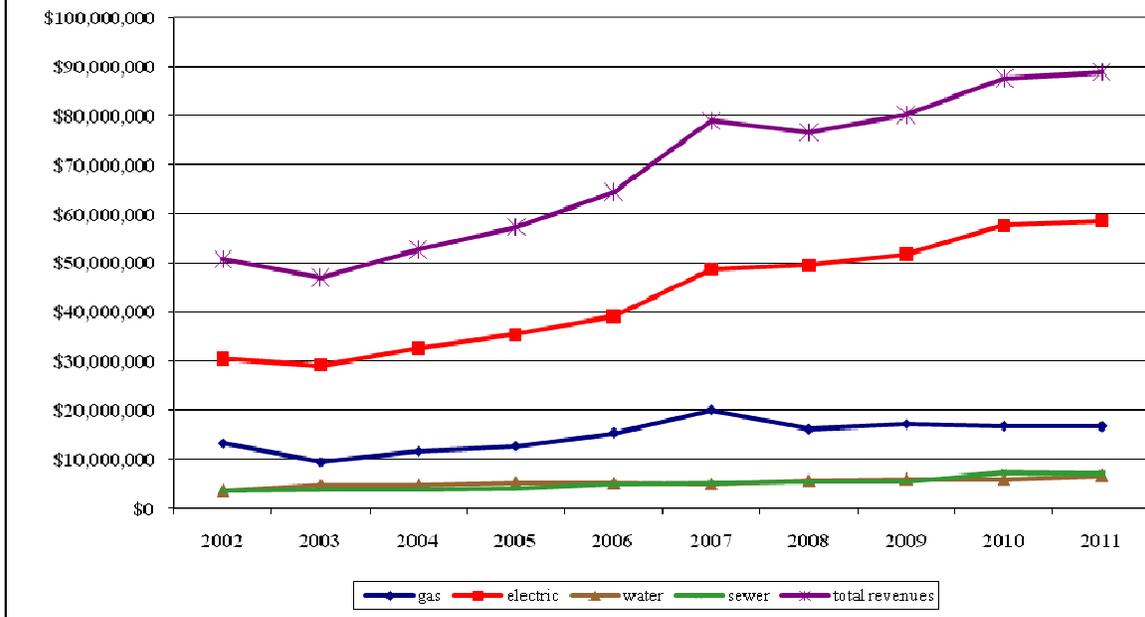
- ◆ Revenues from Gas and Electric rates are calculated using weather normalized data.
- ◆ Gas and Electric revenues are directly impacted by price changes in the energy markets. Increases/decreases in cost of energy are reflected in the PPA and PGA factors which are applied monthly to the amount of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

**Estimated Revenues by Type
Fiscal Year 2011**



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

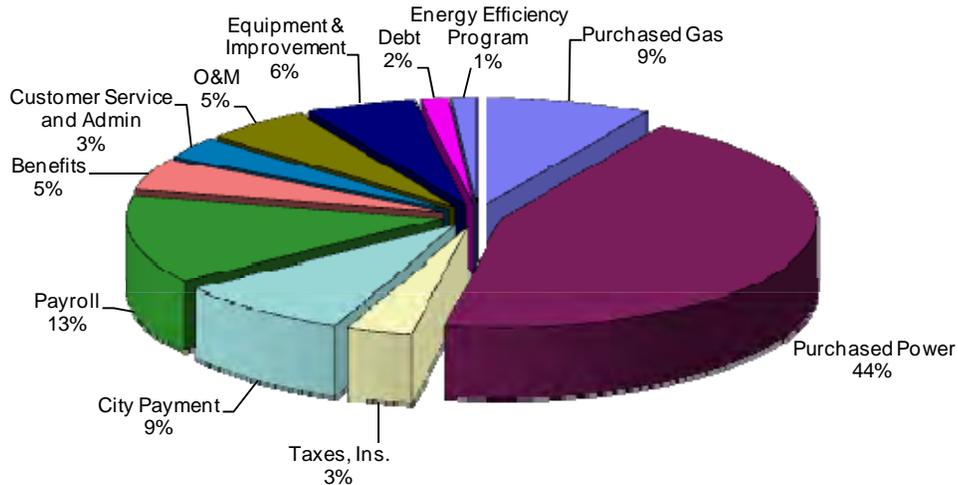
Budgeted Sales Revenues: 10-Year Performance



Norwich Public Utilities: Department Expense Summary

	FY 2009	FY 2010	FY 2011
	Audited	Approved	Approved
DEPARTMENT EXPENSES			
Purchased Gas	9,626,407	8,361,084	7,724,941
Purchased Electricity	34,693,534	40,834,950	40,541,481
Payroll	10,726,422	11,097,418	11,958,968
Employee Benefits	4,308,375	3,746,633	4,345,057
City Payment 10%	7,133,520	7,201,620	8,277,480
Gross Revenue Tax	1,783,348	1,615,456	1,654,262
Property Tax	73,445	80,122	82,250
Property & Liability Insurances	922,597	1,311,660	1,341,240
Operations & Maintenance	3,925,914	5,077,196	4,931,649
Customer Service	511,382	486,729	526,025
Office Expenses	571,312	809,098	802,887
Administrative Expenses	1,458,098	1,548,111	1,658,201
Bad Debt Expense	1,531,621	688,980	688,980
Energy Efficiency Program	980,122	857,750	1,130,224
Total Operational Expenses	78,246,097	83,716,807	85,663,645
Interest Expense	312,738	276,110	238,492
Debt Principal Repayment	1,960,661	1,299,709	1,068,766
Debt Service	2,273,399	1,575,819	1,307,258
Capital Purchases net expected reimbursements	5,972,550	2,483,263	4,432,422
Capital Labor	530,296	500,153	646,059
Total Capital	6,502,846	2,983,416	5,078,481
Depreciation	5,220,707	5,225,000	5,425,000

Expenses by Category Fiscal Year 2011



Department of Public Utilities Capital Budget Summary	FUNDING LEVEL	IMPACT ON OPERATIONAL EXPENSE
<p>ANNUAL RECURRING CAPITAL Expenditures in this category are made to ensure the reliability and integrity of the utility's overhead and underground infrastructure and its ability to accurately record the amounts of gas, electricity, and water sold. Through these appropriations the utility is able to implement meter, pole and fixtures, and service delivery hardware replacement and improvement programs. The overall impact to the operational budget is positive in that infrastructure maintenance costs are controlled; accurate metering equipment ensures revenues and reflects the sales of product for future planning and energy purchase strategies. Major projects include:</p> <ul style="list-style-type: none"> • Gas and Water main replacement to replace aging infrastructure, support development and to support the bonded City paving project. • Electric system upgrades from 4,800 v to 13,800 v, including the Occum, Ponemah Project to reduce losses, improve reliability and support development. • Pole replacement program to replace aging infrastructure. <p>Sewer upgrades to the collection system and pumping stations that replace aging infrastructure and improve reliability.</p>	\$2,557,749	\$0
<p>CAPITAL PROJECTS And EQUIPMENT PURCHASES Expenditures in this category are made for upgrading and improving the systems in place. The impact on the operations budget is quantified in cost avoidance; well maintained equipment and systems allow the utility to control maintenance costs and improve operations activities. Many of these are multi-year projects. Most significant this year include:</p> <ul style="list-style-type: none"> • Smart Metering Project - Received DOE Grant to start installation of a 2-way meter communication network and approximately 3,000 electric and 1000 gas and water meters over 3 years. • Wastewater facility improvements \$8.9m for the first phase of the facility upgrade that includes the design and upgrade of the digester and installation of the methane microturbine. Will be financed through Clean Water Loans and Grants. • Initiate the Long Term combined Sewer overflow (CSO) Project that includes the GIS data collection, flow testing, quality monitoring and modeling of the sewer collection system for future design. \$1.2m, to be funded through Clean Water Loans and Grants. • Upgrade aging and inefficient water treatment plant pumps and drives for \$525k financed through Clean Water Loans. • Connecticut Hydros project, pursuing additional generation to reduce reliance on purchased power. 	\$4,851,673	\$0

<ul style="list-style-type: none"> • Phone system and IVR, \$250k, allows expanded capability for utilizing the Municipal area Network and improve customer service using Integrated Voice Recognition. • Upgrade the NPU network operation and data center to meet NERC and Cyber Security requirements. • ACLS and Backus Generation Projects. 		
---	--	--

Norwich Public Utilities: Capital Budget Summary			
	FY 2009	FY 2010	FY 2011
	Audited	Approved	Approved
RECURRING CAPITAL			
Metering	\$ 180,840	\$ 196,640	\$ 1,067,200
Mains: replacements, new	\$ 625,783	\$ 623,946	\$ 756,477
Services: new, renewals	\$ 373,462	\$ 385,839	\$ 315,049
Water heaters	\$ 42,732	\$ -	
Poles & fixtures	\$ 80,000	\$ 74,000	\$ 89,200
Street lighting & signal systems	\$ 51,000	\$ 51,000	\$ 51,000
Transformers & capacitors	\$ 265,500	\$ 191,500	\$ 203,500
Hydrants & valves	\$ 24,655	\$ 34,504	\$ 21,600
Manholes & frames	\$ 53,070	\$ 38,470	\$ 53,723
Total recurring Capital	\$ 1,697,042	\$ 1,595,899	\$ 2,557,749
CAPITAL PROJECTS			
W. Main/Dunham St. Regulator Station Upgrade			\$ 10,160
Customer Service Storage Ice Storage Cooling			\$ 40,000
Greenville Dam repair			\$ 123,000
Phone System & IVR			\$ 250,000
Transportation Center Project			\$ 5,781
Gatehouse Refurbishment			\$ 12,000
SCADA			\$ 30,000
GIS Water Model			\$ 150,000
Updated Color Aerial Photogrammetry Mainframe			\$ 40,800
NPU/City GIS Web Application Base & Add-ons			\$ 50,000
LTCP II			\$ 402,000
Upgrade Obsolete PLC Modicons			\$ 30,000
Stony Brook Security			\$ 5,000
Lachet Nutrient Analyzer			\$ 40,000
ACLS Co-Generation			\$ 750,000
Backus Generation Plant			\$ 200,000
Stony Brook Roof Replacement			\$ 120,000
Large Diameter Trash Pump			\$ 12,000
Bldg 15 Reg. Station Upgrade			\$ 45,850
North Main Control Room			\$ 1,250,000
LNG Fire Protection			\$ 6,500
Primary Digester No 1 Rehab Program Manager			\$ 57,624
Replace 60 hp pump @ Shipping Street			\$ 25,000
WWTP 100% Design - Downes Group Project Mgt			\$ 60,858
South Thames Pump			\$ 30,000
Prior year projects		2,207,160	
Total Projected Capital	1,662,330	2,207,160	3,918,573
VEHICLE & EQUIPMENT PURCHASES			
Equipment	\$ -	\$ -	\$ 245,000
Leak Detection Equipment	\$ -	\$ 15,000	
Computer system and hardware	\$ -	\$ 50,000	\$ 574,000
Miscellaneous construction equipment	\$ -	\$ 5,504	\$ 84,100
Wemco Hydrogritter	\$ -	\$ 30,000	\$ 30,000
Prior year purchases	\$ 103,000		
Total Equipment	\$ 103,000	\$ 100,504	\$ 933,100



Glossary



ABBREVIATIONS AND ACRONYMS

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

MISC – **M**iscellaneous

MV – **M**otor **V**ehicle

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

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

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

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

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

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

GLOSSARY OF KEY TERMS

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

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

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

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

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

ADOPTED BUDGET – The final budget as approved by ordinance.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

DISBURSEMENT – Expenditure of monies from an account.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

GRAND LIST – A total value of all taxable real estate, personal property and motor vehicles upon which the property tax levy is allocated among the property owners in the city. Real estate assessments are based on 70% of market value as of the last valuation on 10/1/2009. Personal property and motor vehicles are computed at 70% of market value.

GRANT – An amount provided by a governmental unit or other type organization in aid or support of a particular governmental function or program.

INTERFUND TRANSFERS – Amount transferred from one fund to another fund, primarily for work or services provided.

INTERGOVERNMENTAL REVENUE – Revenue received from other governments (i.e., state or federal) in the form of grants, shared revenue or payments in lieu of taxes.

INFRASTRUCTURE – Infrastructure refers to assets of the city which are immovable and have value only to the city. It includes such things as streets, sidewalks, bridges, and storm drainage systems.

LEVY – The total amount of taxes imposed by a governmental unit.

LOCIP – A state-funded capital improvement program. Each municipality receives reimbursement up to the amount of its entitlement after certification that an approved project has been completed.

MATERIALS AND SUPPLIES – Expendable materials and operating supplies necessary to conduct departmental operations.

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

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

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

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

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

NPU – Norwich Public Utilities

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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