

Norwich CONNECTICUT NOW!



City Council's Adopted Budget Fiscal Year 2009-2010

Adopted June 8, 2009

Descriptions of Cover Pictures

Top Picture: Three Rivers Community College after the completion of the \$65 million consolidation and renovation project on New London Turnpike. The college's 38 Associate degree and 29 certificate programs attract over 3,600 enrolled students and 2,600 continuing education students. For more information about the college, visit their website at: <http://www.trcc.commnet.edu/index.html>

Bottom Picture: Norwich Technical High School after the completion of the \$49.2 million addition and renovation project on Mahan Drive. Over 500 high school and post-graduate students enroll in the school's programs in automotive technology carpentry; computer-aided drafting and design; culinary arts; electrical graphics technology; hairdressing and barbering; heating, ventilation, and air conditioning; health technology; plumbing and heating; pre-electrical engineering and applied electronics; and retail management and entrepreneurship. For more information about the school, visit their website at: <http://www.cttech.org/norwich/index.htm>



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EXPLANATION OF CHANGES MADE TO THE 2009-10 BUDGET DURING THE ADOPTION PROCESS

During the 2009-10 budget adoption process, several changes were made to the budget proposed by the City Manager on April 6, 2009. The development of the 2009-10 budget was a process unlike any that the City of Norwich has ever seen. The City Council juggled a revaluation, loss of State of Connecticut grant revenue, uncertainty of what the final Connecticut grant allocations would be, union concessions, increases in fee structures, and conversion of refuse services from fees to general property taxes. Here is a chronological summary of the legislative items that affected the 2009-10 budget after City Manager Alan H. Bergren proposed his budget in April.

April 20, 2009 – Norwich City Council adopted Ordinance 1613 which included the cost of refuse collection service in the general property tax levy and increased some transfer station fees.

May 4, 2009 – Norwich City Council adopted Ordinance 1614 which repealed Ordinance 1554. Ordinance 1554 created a \$200,000 appropriation in each of the five fiscal years from 2007-08 through 2011-12 to fund the Sachem Fund.

May 4, 2009 – Norwich City Council tentatively adopted the Proposed budget with the following amendment recommended by the City Manager, labeled “Schedule A”:

SCHEDULE A

Since I introduced my proposed budget for 2009-10, some new information has come to light which should help fund some capital requests. Assistant City Manager Jennifer Gottlieb is requesting to use \$155,000 of the US Department of Energy’s Energy Efficiency Block Grant towards the replacement of the HVAC system for the City Hall Annex at 23 Union Street. We included \$200,000 for this project on page 194 of the proposed budget as part of the Capital Budget. I recommend that we reduce this \$200,000 allocation by \$155,000 to \$45,000 and use the \$155,000 for the following purposes:

Fire Department Turnout Gear – Add \$80,000 to the \$63,000 budgeted on page 195 for a total of \$143,000. This line item will be expanded to cover the Fire Equipment Inventory project, which is expected to cost around \$17,000, and turnout gear needs for all of the paid and volunteer fire companies. I recommend leaving the distribution of the roughly \$126,000 available for turnout gear up to the six fire chiefs.

Greenville Fire Station Masonry Repair – Add \$75,000. This money will be used to pay for masonry repairs to the rear wall of the Greenville Fire Station. The other walls were repaired with prior CDBG allocations, but there wasn’t enough funding to repair the whole station.

May 18, 2009 – Norwich City Council adopts Ordinance 1615 which suspends the transfer of a portion of Conveyance Tax revenue from the General Fund for fiscal year 2009-10.

June 1, 2009 – Norwich City Council adopts Ordinance 1616 which increases building and demolition fees. The Council also adopts Ordinance 1617 which creates additional fees for construction plan review and other Building Division services.

June 8, 2009 – Norwich City Council adopts the 2009-10 budget with the amendments made on May 4, 2009 and the additional amendments included in Exhibits A through G summarized below:

Exhibit A - To accept the concessions from five of the City's bargaining units. The approximately \$350,000 of savings from concessions was used to add back the following positions: one Part-time Fire Code Clerk, two Recreation Facilities Maintainer I's, one Part-Time Senior Center Outreach Administrator, two Public Works Laborers, one Public Works Janitor, one Planning & Development Administrative Secretary, and one Assistant Building Official (funded through December 31, 2009).

Exhibit B - To adjust the budget for changes related to the Public Parking Commission. The PPC adopted its 2009-10 budget on May 19, 2009 including a \$110,000 to the General Fund for parking lot and garage maintenance services provided by Public Works. The proposed budget included \$128,077 of revenue anticipated from the PPC. Exhibit B eliminated the salary and benefits of a Laborer position and increased the Maintenance line item in the Public Works Parking Maintenance Division.

Exhibit C - To adjust Education Cost Sharing Grant and Education expenditure budgets as a result of the State of Connecticut replacing 14% of ECS grant funding with ARRA funds. This amount (14%) will not be going through the General Fund budget process. The funds will go directly to the Board of Ed to be expended by ARRA guidelines. The Board of Education total operating budget of \$62,666,684 will be funded by the City of Norwich; and with an additional \$4,524,316 by the State Fiscal Stabilization Fund Program (SFSF) (or so much thereof or such additional funds as is actually paid) that is part of the American Recovery and Reinvestment Act of 2009 (ARRA). The SFSF money of \$4,524,316 will be sent directly by the State of Connecticut to the Board of Education, bypassing the City of Norwich and will result in a Board of Education budget of up to \$67,191,000

Exhibit D - To adjust the funding allocation and positions listed in the City Manager and Human Resources budgets. The Clerk position that has been shared between the City Manager and Human Resources offices will now be shared between the City Manager and Community Development offices. Also, a non-bargaining unit position of "Labor Relations Clerk" will be added to the Human Resources office.

Exhibit E - To move Public Works Accounting Clerk Position from PW-Fleet Maintenance Division to PW-Engineering & Administration Division. The individual in this position will be changing work locations from the Fleet Maintenance facility at 219 Asylum Street to 50 Clinton Avenue.

Exhibit F - To add \$3,300 to the City Clerk's budget to pay for help with elections-related work during seasonal busy times.

Exhibit G - To increase funding for Council Secretary for 30 hours/week until December 31, 2009 and then 21 hours/week from January 1, 2010 through June 30, 2010.

After all of these adjustments were adopted, the City adopted mill rates of 23.48 for the General Fund, 3.63 for the City Consolidated fire district, and 0.36 for the Town Consolidated fire district.



GOVERNMENT FINANCE OFFICERS ASSOCIATION

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Connecticut**

For the Fiscal Year Beginning

July 1, 2008

Oliver S. Cox

President

Jeffrey R. Egan

Executive Director

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Budget Message

Norwich
CONNECTICUT **NOW.**

BUDGET MESSAGE/EXECUTIVE SUMMARY

April 6, 2009

Mayor Benjamin Lathrop and Members of the Norwich City Council:

I. INTRODUCTION

I hereby present the proposed City of Norwich budget for the fiscal year 2009-2010. The budget document for a municipality reflects the fiscal work plan for the community for the succeeding fiscal year. In recognition of the serious fiscal difficulties that all of the families and businesses are facing, this work plan provides for austere funding of essential municipal services. I would like to take this opportunity to thank the department heads, Assistant City Manager Jennifer Gottlieb, City Comptroller Joseph Ruffo and Deputy Comptroller Josh Pothier for their assistance and efforts in the preparation of this budget.

II. EXPLANATORY NOTE ON THE DEVELOPMENT OF THE 2009-2010 CITY BUDGET

The preparation of this year's budget has been made extremely difficult as a result of the unprecedented financial times we are experiencing. Budgets prepared in September were reevaluated. Departments and agencies were initially given target reductions of 4% and 8% below the current year. As economic conditions grew worse, these percentages were revised upward. Reductions of this magnitude will affect services and personnel. This coming year will be a challenge for us all.

The end result is a reduction of \$3,064,466 or 7.54% from last year's general fund budget, net of refuse. The tax levy for general city services remains the same as last year, with the exception of refuse charges which have been added and incorporated in the tax bill.

One of the greatest uncertainties is the amount of state funding the City will realize for fiscal year 2009-2010 and beyond. In prior years, the City received greater amounts than the Governor's estimates. Given the uncertainty associated with the national economy and decreasing revenues that the State is receiving through traditional means, including sales and income tax revenues, there is reduced confidence in utilizing the Governor's numbers. However, in the absence of another alternative, and in recognition that the Governor in her budget proposal is attempting to minimize budget impacts on municipalities, and the apparent desire of State legislators to do the same, it is recommended that the Governor's proposed budget be used at this time. My staff and I will continue to monitor State budget deliberations during the local budget review process and, if warranted, will suggest modifications prior to the City settling the final mill rate.

This budget is a result of collaboration among all City departments. In drafting this budget, I considered the needs of Norwich as communicated to me by Council members, department heads and citizens. After many tough decisions, I was able to put forth a budget plan which maintains essential services without increasing the cost to taxpayers.

We have opened up a dialog with City unions to identify possible savings to minimize reductions in the workforce that will affect services. Wage freezes, furloughs and other items are on the table, and the unions have indicated a willingness to work with us. Our meetings and discussions are ongoing. We will continue to work to identify cost savings. My conversations over the last weeks with the Superintendent of Schools confirmed that their department is also having discussions with their personnel. We will continue to communicate with the Superintendent regarding her progress with their bargaining units.

The revaluation process further complicates the budget process. Even with a hypothetical zero increase in taxes to be collected, some households would see increases in their taxes while others would experience decreases.

Looking further into the future, the problems we are faced with will not go away even if the recession ends this year. Recovery will take time and we will continue to strive for greater economy and efficiency in operations as we move forward. For example, technical representatives from the City, Board of Education and Public Utilities have been meeting for the last several months to develop an integrated data processing and communications plan. After evaluating these solutions, we will recommend funding and develop an implementation plan.

III. OVERVIEW OF THE 2009-2010 CITY BUDGET

Summary of Appropriations and Prior Year Comparison

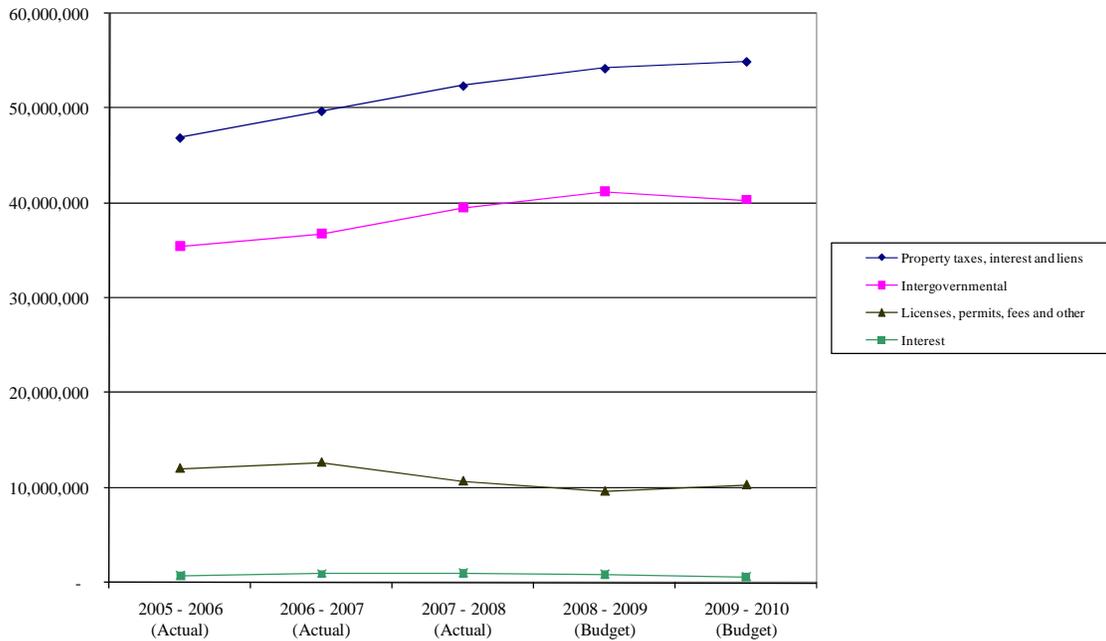
Fund	Revised Budget 2008-09	Proposed Budget 2009-10	\$ Change from Prior Year	% Change from Prior Year
General Fund	107,854,271	106,986,805	(867,466)	-0.80%
Special Revenue Funds				
Fire District	5,003,272	5,641,586	638,314	12.76%
Vol. Fire District	476,162	503,833	27,671	5.81%
Refuse	2,491,309	-	(2,491,309)	-100.00%
Norwich Public Utilities	83,726,843	89,276,717	5,549,874	6.63%
Total	199,551,857	202,408,941	2,857,084	1.43%

Grand List

The total net grand list grew 27.44% from October 2007 to October 2008. The revaluation increased real estate values by 32.98%, but motor vehicles declined by 5.44% and personal property was essentially unchanged. The net grand list is likely to change slightly due to assessment appeals.

Revenues

5-Year General Fund Revenue Comparison



Property taxes, interest and liens include collections of current and past levies and any related interest and lien fees. Intergovernmental revenues are based on the Governor’s proposed FY 2010-2011 biennial budget. The Governor’s budget was proposed in early February. The final adopted State of Connecticut budget is not available at the time of this proposed city budget. Licenses, permits and fees are an assortment of fees charged by the city for services and other miscellaneous revenues. In total, the city general fund will receive revenues of \$106,186,805.

The following is a summary of significant revenue changes:

State Grants-in-aid: Education.

The Governor’s proposed fiscal year 2009-2010 budget funds education revenues at the same level as 2008-09. Most of this revenue comes from the Education Cost Sharing and Special Education Excess Cost grant. The total State of Connecticut education grants for 2009-2010 are estimated to be \$36,226,463.

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 decreased the funding of the Mashantucket Pequot/Mohegan Fund Grant by 14.21% to \$2,399,968. Payments In Lieu of Taxes (“PILOT”) funding for State-Owned Real Property and Colleges & Hospitals has decreased 15.13% to \$1,445,819.

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.

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.

Also, one must keep in mind for future budgets 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 would 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 \$68,110 to \$7,201,620 for fiscal year 2009-2010. The increase is mainly caused by rising electricity and gas rates. This payment is split between the General Fund and the Special Service Fund.

Surplus (Undesignated Fund Balance).

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

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

In recent years, the city's actual expenditures have been less than budgeted amounts and revenues have exceeded budgeted amounts resulting in surplus or undesignated fund balance exceeding the 8% target of total annual expenditures. See the "Financial Management Policies" section for a 10-year history of fund balance. I am proposing to use \$800,000 of the undesignated fund balance to support expenses during Fiscal Year 2009-2010. 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.

Property Taxes.

I am proposing a 19.70% decrease in the general fund mill rate, or 5.76 mills from 29.24 to 23.48. I have presented the table below to further detail the change in the mill rate because of the complications caused by revaluation and the inclusion of the refuse activity in the general property taxes which was hitherto billed as separate charges.

		2008-09	2009-10	\$ Change	% Change
Tax levy	A	51,848,667	52,818,667	970,000	1.87%
Less: Net Refuse Activity included in GF mill rate for the first time		-	(970,000)	(970,000)	0.00%
Comparison of Tax levy excluding Refuse		<u>51,848,667</u>	<u>51,848,667</u>	-	0.00%
Net Collectible Grand List	B	1,773,722,261	2,250,407,343	476,685,082	26.87%
Mill Rate C = (A x 1000) / B	C	29.24	23.48	(5.76)	-19.70%

Expenditures

	2008-09 Revised Budget	2009-10 Proposed Budget	\$ Change	% Change
Administrative Departments	13,139,787	11,003,016	(2,136,771)	-16.26%
Police	10,191,160	10,038,913	(152,247)	-1.49%
Fire	2,322,170	2,116,890	(205,280)	-8.84%
Recreation	840,107	615,863	(224,244)	-26.69%
Public Works (excluding Refuse)	7,710,097	6,958,461	(751,636)	-9.75%
Debt Service	4,633,885	4,537,782	(96,103)	-2.07%
Capital Budget	1,826,065	2,327,880	501,815	27.48%
Subtotal - General Government	<u>40,663,271</u>	<u>37,598,805</u>	<u>(3,064,466)</u>	<u>-7.54%</u>
Refuse	-	2,197,000	2,197,000	100.00%
General Government (with refuse)	<u>40,663,271</u>	<u>39,795,805</u>	<u>(867,466)</u>	<u>-2.13%</u>
Education	67,191,000	67,191,000	-	0.00%
Total General Fund	<u>107,854,271</u>	<u>106,986,805</u>	<u>(867,466)</u>	<u>-0.80%</u>
Special Revenue Funds				
Fire - Special Service	5,003,272	5,641,586	638,314	12.76%
Landfill & Refuse Fund	2,491,309	-	(2,491,309)	-100.00%
Volunteer Fire Relief Fund	476,162	503,833	27,671	5.81%
Total Special Revenue Funds	<u>7,970,743</u>	<u>6,145,419</u>	<u>(1,825,324)</u>	<u>-22.90%</u>
GRAND TOTAL-GF & SRFS	<u>115,825,014</u>	<u>113,132,224</u>	<u>(2,692,790)</u>	<u>-2.32%</u>

General Government Expenses.

City government (excluding the addition of refuse activity) is being recommended for funding in the amount of \$37,598,805— a 7.54%, or \$3,064,466, decrease from last year. In this budget, I am proposing the elimination of funding of 24 positions representing 21.5 full-time equivalents (FTE). Because of the hiring freeze during fiscal year 2008-09, at least eight of these positions will be vacant.

Administrative Departments – I am proposing the elimination of funding for a total of 9 full-time equivalent positions across the administrative departments.

Police – The funding for three police officer positions will be eliminated for fiscal year 2009-10.

Fire – Funding for one part-time Fire Code Clerk will be eliminated from the Norwich Fire Department. In developing budgets for the volunteer fire companies, I removed all of their capital requests and put them aside for consideration with the rest of the city’s capital requests. Then, I budgeted all of their line items (excluding capital items, utilities and vehicle fuel) at a level equal to the three-year average of their actual expenditures on the same (using fiscal years 2005-06, 2006-07, 2007-08).

Recreation – This budget proposes the elimination of funding for three facilities maintainers which will severely impact the ability of the department to maintain the recreation fields and courts. One of these positions is currently vacant. The other two will be funded until August 31, 2009.

Public Works – On the surface, it appears that the Public Works budget is increasing, however, this department is losing funding for six positions in addition to cuts to several line items. The increase is the transfer of refuse collection activity from a Special Revenue Fund to the General Fund. This change will be explained in further detail in the “STRATEGIES FOR BALANCING THE BUDGET” section. If you exclude the \$2,197,000 of expenditures related to refuse collection activity, you will see that the Public Works department is actually faced with a 9.75% reduction in expenditures.

Debt Service - Norwich’s debt service has decreased 2.07% for fiscal year 2009-2010 as a result of the city’s rapid amortization of bonded debt and refinancing of older bond issues. The city expects to permanently bond \$8 million or more during fiscal year 2010 for the recent bond ordinances for fire apparatus, Kelly Middle School renovations, and road improvements. This bonding will affect the debt service requirements in future years.

Capital Budget - In accordance with the 2000 Charter revision mandate, I have budgeted \$2,328,000 (the value of one mill of the collectible grand list) for capital improvements. This is a \$502,000, or 27.48% increase over the revised fiscal year 2008-09 budget. The capital budget includes paving projects, recreation facilities improvements, firefighter equipment, replacement of some city vehicles and repairs to city buildings.

Education Expenses.

The Board of Education budget is funded at the same level as the adopted 2008-09 budget. This Education represents 62.80% of all expenditures and 54.60% of each tax dollar (10.66 City and 12.82 Education).

IV. STRATEGIES FOR BALANCING THE BUDGET

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

Use Surplus/Undesignated Fund Balance. As noted above, I am recommending the use of \$800,000 in undesignated fund balance. Our undesignated fund balance will be maintained at or above the target rate of 8% of annual expenditures.

Reduction in Civic and Cultural activities. I have proposed the elimination of funding for the Norwich Arts Council, Taste of Italy, 4th of July Committee, Harbor Commission, Winter Festival, Spirit of Broadway Theater, AACTSO Competition, and Juneteenth Celebration. I have also proposed significant reductions in funding for United Community Services, TVCCA, Literacy Volunteers, Otis Library, and Historic District.

Lengthen Phase-in of OPEB funding. We will keep the same level of funding to the Other Post-employment Benefits Fund as fiscal year 2008-09. We will pick up in fiscal year 2010-11 and increase the contribution so that the City will be fully-funding the Annual Required Contribution by fiscal year 2013-14.

Repeal Transfer of Conveyance taxes. I am introducing an ordinance to repeal Ordinance 1577 which directs the city to transfer 50% of the Conveyance taxes collected out of the General Fund.

Realignment of Street Lights. The Police and Public Utilities departments are reviewing the city's street lights to determine which ones can be removed without affecting safety and which ones can use lower wattage bulbs. We estimate that this will decrease our street lighting budget by \$160,000.

Inclusion of Refuse Pickup in Property Taxes. I am introducing an ordinance to reclassify the curbside collection of refuse in trash cans a general benefit. What this means to the average resident is that you will no longer receive a separate refuse bill and your taxes will increase slightly as a result of the refuse service being included in the tax levy. The mill rate increase caused by the inclusion of refuse activity in the property tax is 0.43. If you owned a home in the CCD with a median value of \$180,000, the increase in your taxes would be \$54.18. This compares very favorably to the separate refuse charge of \$114. Furthermore, it looks like a very good deal when considering residents of surrounding communities pay private contractors \$250 to \$300 per year for the same service. Finally, this change costs the city about \$30,000 less per year to administer and converts an expense to individual taxpayers from non-deductible for Federal tax purposes to a tax-deductible property tax.

Suspend Sachem Fund Contribution. I will be introducing an ordinance to repeal ordinance 1554 (which appropriates \$200,000 for the Sachem Fund) and reducing the Sachem Fund contribution to \$50,000 for 2009-10.

Raising fees and penalties. I will be introducing ordinances to raise the fee and penalty structure for such items as building permits and zoning applications. The fee structure needs to be increased to reflect the increase in the cost of performing these services and to keep it comparable with other similar communities. As for the penalties, many of them have not been increased in years. We are looking into ways to enforce penalties in a way that will hopefully change undesirable behavior without greatly increasing our administrative cost of assessment and collection.

Reduction of positions. Across all General Government departments, the funding for 21.5 full-time equivalent positions has been eliminated. Between 8 and 12 of these positions will be vacant when they are eliminated and, therefore will not result in a layoff. It is my highest priority to avoid layoffs. Over 40% of the City's employees are Norwich residents. I have been meeting with department heads and union leadership to try to negotiate some concessions to minimize layoffs. That being said, if the State of Connecticut's adopted budget funds our non-education grants at a lower level than Governor Rell's proposed budget or, if the revenue estimates from the City's other revenues continue to decline, we will have to consider further cuts.

Education. The Norwich Public Schools' 2009-10 budget adopted on March 10, 2009 requests a 2.85% increase, or \$1,914,943, to \$69,105,943. I am recommending the same level of funding for 2009-10 as 2008-09.

No increase in the property tax levy. Besides the transfer of the cost of refuse collection from a separate charge to a property tax, there is no increase in the tax levy. In recent years, Norwich has enjoyed one of the lowest property tax burdens in the state. In 2007, for example, the adjusted property tax levy for Norwich property owners was 11th lowest in Connecticut. The average tax bill for Norwich residents ranked 159 out of the 169 cities and towns in Connecticut. The average per capita property tax burden in Norwich was \$1,372 - about \$858 less than the average across the state.

V. SPECIAL REVENUE FUNDS

Special Service Fire. The paid fire department draws a large portion of its funding from the Mashantucket Pequot grant, PILOT monies and NPU 10% Gross Revenues charge. Contractual salary increases and fringe benefits costs caused these expenditures to rise.

Volunteer Fire Relief Fund. The funding of the Volunteer Firefighter Tax Credit remains at \$80,000 and the Relief Fund contribution holds at \$250,000. The funding to cover the workers' compensation claims generated by the volunteers rose to \$174,000. This has been the average amount of claims over the past nine years plus funding for estimated claims which have been incurred but not reported. Because of the revaluation, the mill rate will decrease from .42 to .36.

VI. DEPARTMENT OF PUBLIC UTILITIES

The Public Utility budget reflects an increase in revenues of \$7.3 million and an increase of expenditures of \$5.6 million. The increases in revenues and expenditures primarily relate to rise in the cost to purchase electricity and mandated sewer improvements.

VII. LOOKING TO THE FUTURE

This budget will continue to be a work of collaboration and cooperation as well as an opportunity to look at every service that it performs and decide which ones are most important; which ones should be done differently; and which ones are nice to have, but can't be funded.

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.

The City will be looking to citizens to understand and recognize that, in an effort to reduce costs, some services may be reduced or unfilled. For example, the cutback in Recreation staff means the athletic fields will not be maintained as well as they previously have been.

The City will be looking to our legislature to support and maintain the Governor's projected aid to municipalities. The City is heavily dependent on State aid and cannot afford any mid-year corrections.

The City will be looking for departments to work within the proposed budget estimates. This is a year where cutbacks are the norm and doing more with less becomes a harsh reality.

The City has been collaborating with NPU to reduce its energy, maintenance, and technology costs. As mentioned earlier, the City's, NPU's and BOE's information technology staff has been meeting regularly to plan future IT equipment investments together.

Looking ahead, it is unlikely that the current environment will change quickly. We should review the following precepts as we prepare for future budgets:

- Review the scope of services for the City; identify core services; and explore alternative funding options for non-core services.
- Collective bargaining agreements must reflect changing economic times.
- Continue to evaluate how we provide services. Are they the most efficient and cost-effective? Are there more opportunities for joint endeavors with NPU and the BOE?
- Continue to consider regionalization where cost savings can be achieved.
- Continue to communicate with our State and Federal representatives to express our community's needs and concerns.

Based on the reality of the economic environment, this proposed budget presented some of the toughest choices our City has had to face in decades. Many difficult and painful decisions had to be made. We in City Hall know we must balance fiscal responsibility with strategic investments. We know that we help build a brighter future by continuing the excitement and enthusiasm that characterize the future of Norwich.

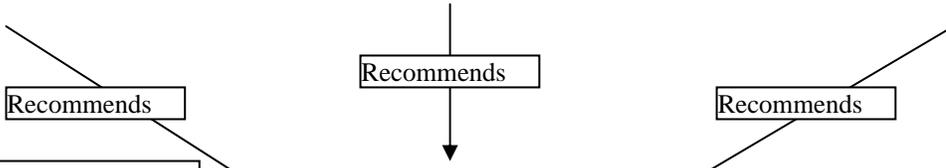
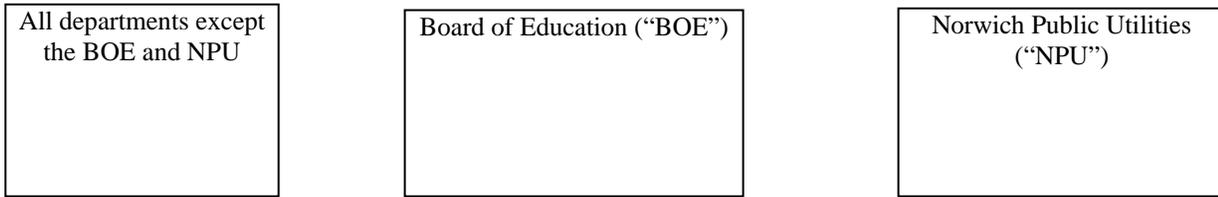
I look forward to working together with the Mayor, Council Members and citizens toward the adoption of this budget.

Respectfully Submitted,



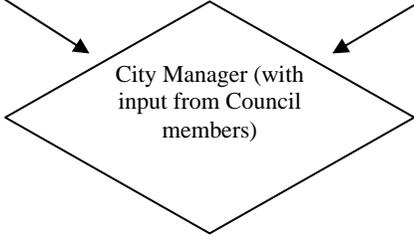
Alan H. Bergren
City Manager

CITY OF NORWICH BUDGET PROCESS FLOWCHART

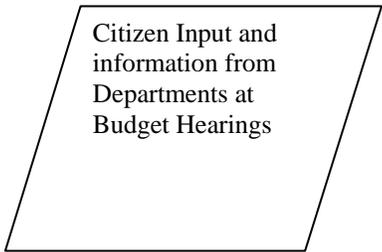
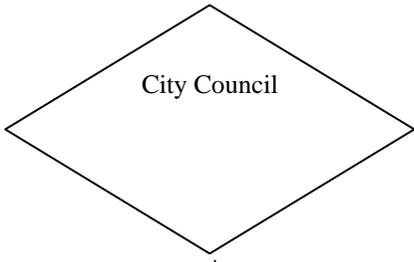


Step 1 – City department heads, the BOE and NPU begin preparing their budget requests in October. The general city departments submit their budgets in November. The Superintendent of Schools proposes her budget to the BOE in late February. The General Manager proposes his budget to NPU’s Board of Commissioners in March.

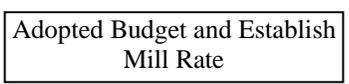
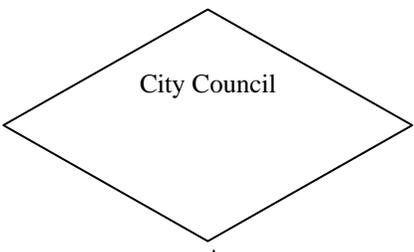
Step 2 – The City Manager and Comptroller review all of the budget requests and revenue estimates and prepares a Proposed budget. The City Manager has the authority to make line item changes to the general city departments but can only recommend bottom-line changes to the BOE and NPU budgets. The City Manager delivers his Proposed budget to the City Council on or before the first Monday in April.



Step 3 – During April and May, the City Council holds budget workshops with Department heads and Public Hearings for Norwich residents. By Charter, the Council must hold a Public Hearing prior to the 3rd Monday in April and another one prior to the 3rd Monday in May.



Step 4 – The City Council considers the information given to them from the City Manager’s Proposed budget, the citizen input at the Budget Hearings, and the departmental input at the Budget Workshops and makes decisions on what the final budget should be for the next fiscal year. The Council adopts a budget and sets the mill rates on or before the 2nd Monday in June.

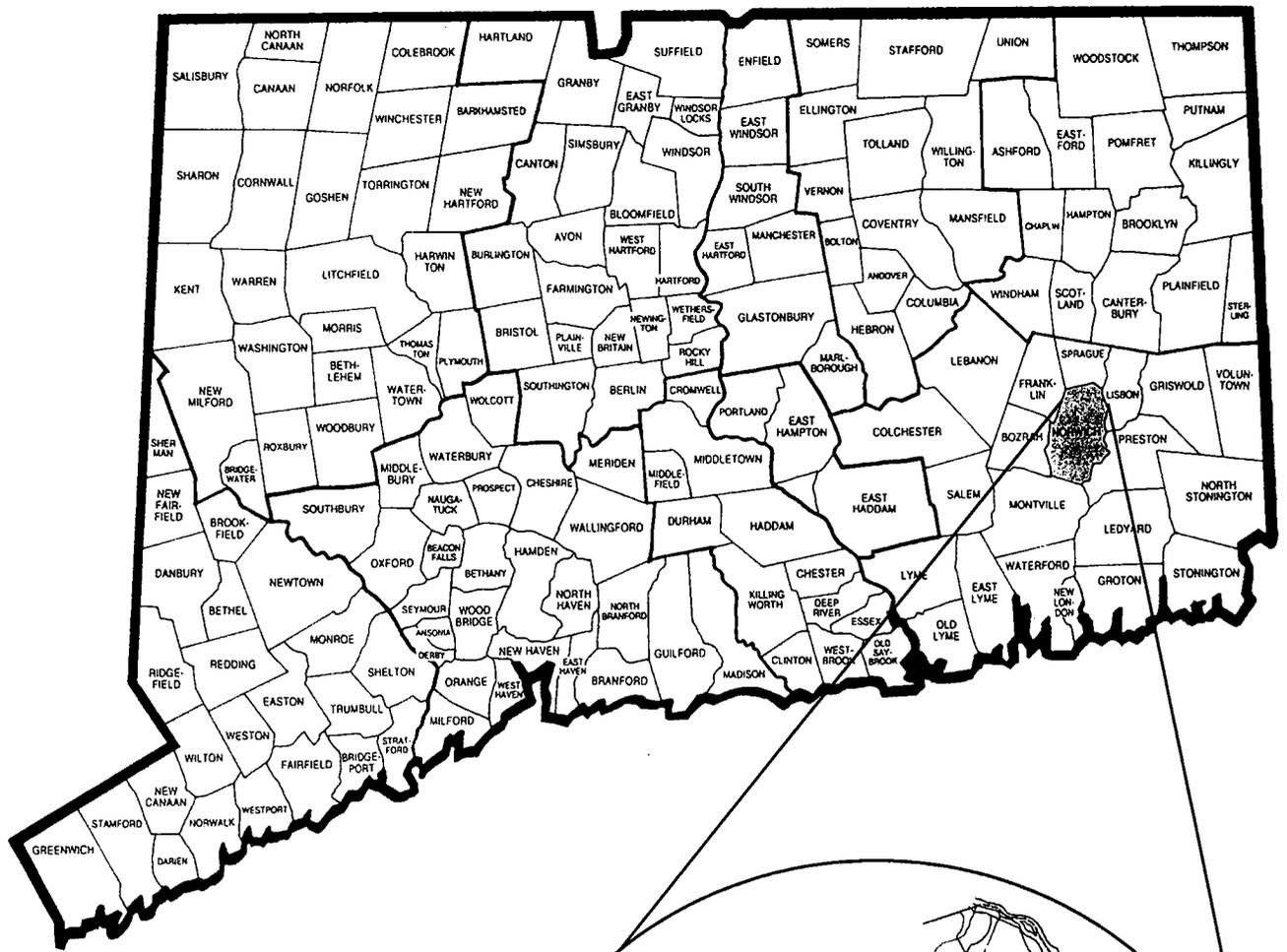


Financial Summaries /
Budget Process /
Miscellaneous

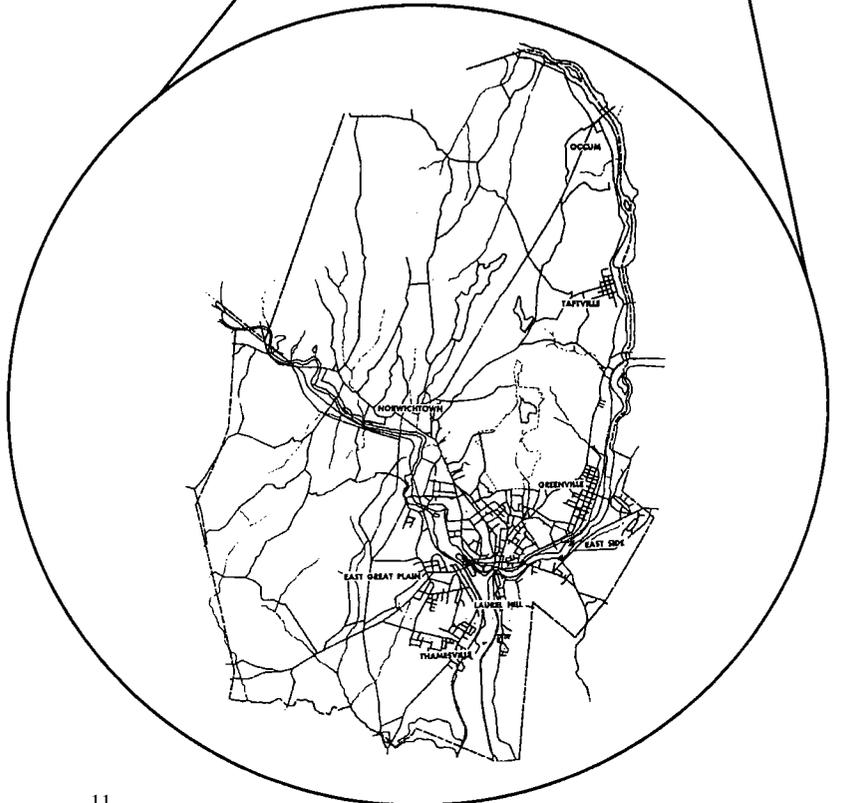
Norwich
CONNECTICUT **NOW!**

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

State of Connecticut



City of Norwich



THE CITY

Form of Government

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

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

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

Geography

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

Community Profile

History

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

The distance between the port and Norwichtown was serviced by the East and West Roads which later became Washington Street and Broadway.

Norwich merchants were shipping goods directly from England, but the Stamp Act of 1764, forced Norwich to become more self sufficient. Soon large mills and factories sprang up along the three rivers which traverse the town, the Yantic, Shetucket, and Thames Rivers. During the American Revolution Norwich supported the cause for independence by supplying soldiers, ships, and munitions. One of the most infamous figures of the Revolution, Benedict Arnold, was born in Norwich. Other Colonial era noteworthies include Samuel Huntington, Christopher Leffingwell, and Daniel Lathrop.

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

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

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

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

Education

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

Healthcare

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

Industry

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

Recreation

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

Entertainment & Culture

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

DEMOGRAPHICS AND ECONOMICS

Population Trends

	Total Population		School Enrollment	
	City of Norwich	State of Connecticut	City of Norwich	State of Connecticut
2004	36,721	3,503,604	5,808	567,138
2005	36,693	3,510,297	5,801	566,606
2006	36,408	3,510,787	5,726	565,612
2007	37,267	3,549,606	5,609	562,684
2008	37,344	3,540,846	Not Available	Not Available

Source: November 2008 State of Connecticut Municipal Fiscal Indicators; CERC Town Profile, January 2009

Age Characteristics of Population - 2008

Age Group	City of Norwich		State of Connecticut	
	Number	Percent	Number	Percent
Under 18	8,170	21.9%	807,065	22.8%
18 - 24	3,332	8.9%	332,316	9.4%
25 - 49	13,239	35.5%	1,219,043	34.4%
50 - 64	6,705	18.0%	692,305	19.6%
65 and over	5,898	15.8%	490,117	13.8%
Total	37,344	100.0%	3,540,846	100.0%

Source: CERC Town Profile, January 2009

Debt information

	City of Norwich			Average of 169 Connecticut Municipalities
	Long-term Debt	Annual Debt	Per Capita Debt	Per Capita Debt
		Service		
2004	40,325,000	6,177,807	1,098	1,833
2005	40,945,000	6,597,788	1,116	1,942
2006	35,785,000	6,544,674	983	2,036
2007	31,530,000	5,804,250	846	2,117
2008	27,535,000	5,587,544	737	Not available

Source: November 2008 State of Connecticut Municipal Fiscal Indicators

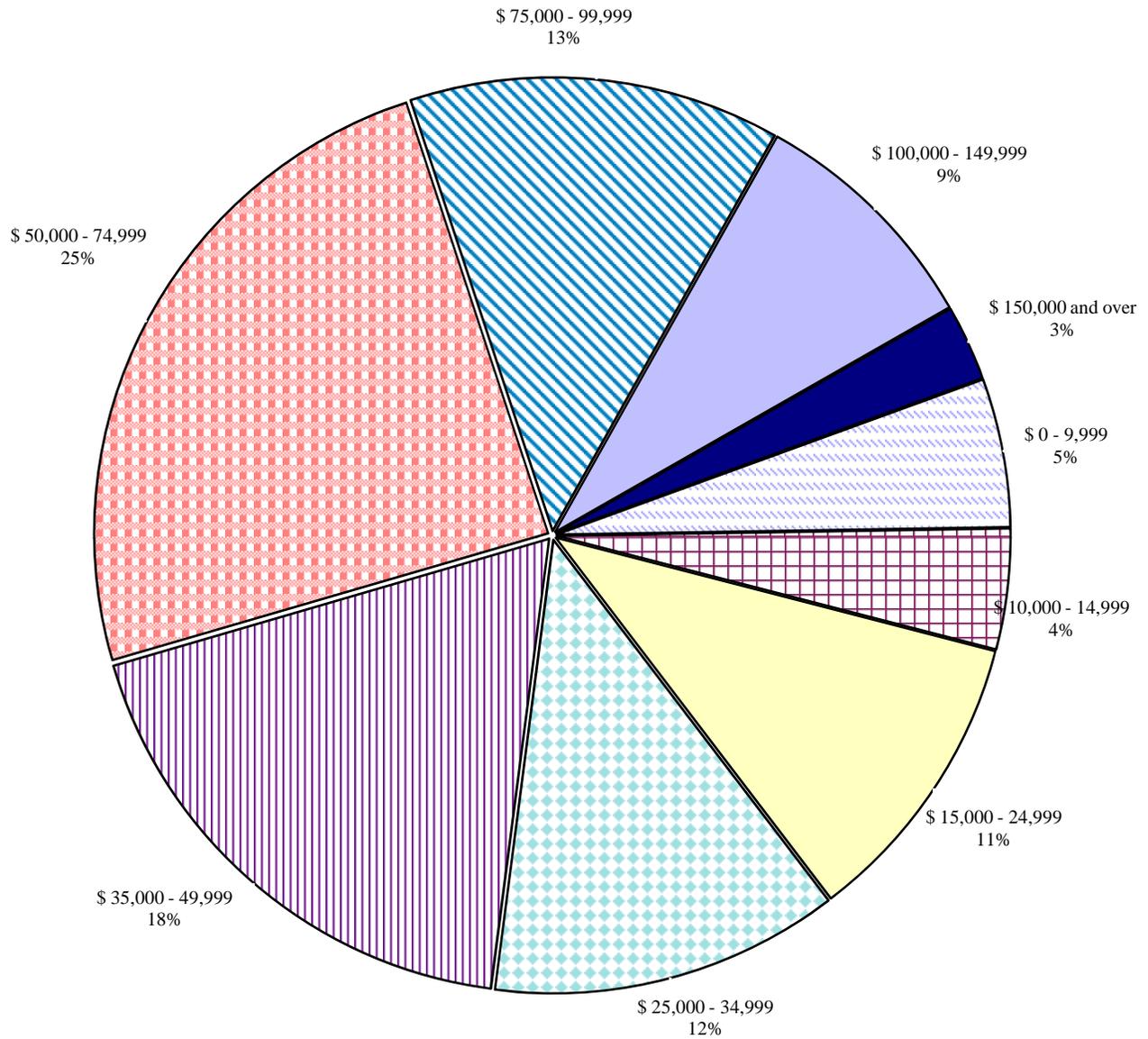
Principal Taxpayers

Name	Nature of Business	Net Taxable Valuation as of 10/1/08
Computer Science Corporation	Computer Products & Services	27,354,330
Bob's Discount Furniture	Retail Store & Distribution Center	22,976,680
Phelps Dodge	Manufacturing - Copper	14,404,030
SEA Norwich LLC	Shopping Center	12,538,000
Plaza Enterprises	Shopping Center	12,285,000
Mashantucket Pequot Tribe	Real Estate	11,078,080
Kalamian Elias as Trustee	Apartments	11,002,000
Wal-Mart Stores, Inc.	Department Store	9,694,600
21 Henry LLC	Apartments	8,039,240
US Foodservice	Food Distributors	7,914,870
		\$ 137,286,830

Top Employers

Name	Nature of Business	# of FTE Employees
State of Connecticut	All State agencies	1,100
City of Norwich (incl. NPU & BOE)	Municipality	1,020
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

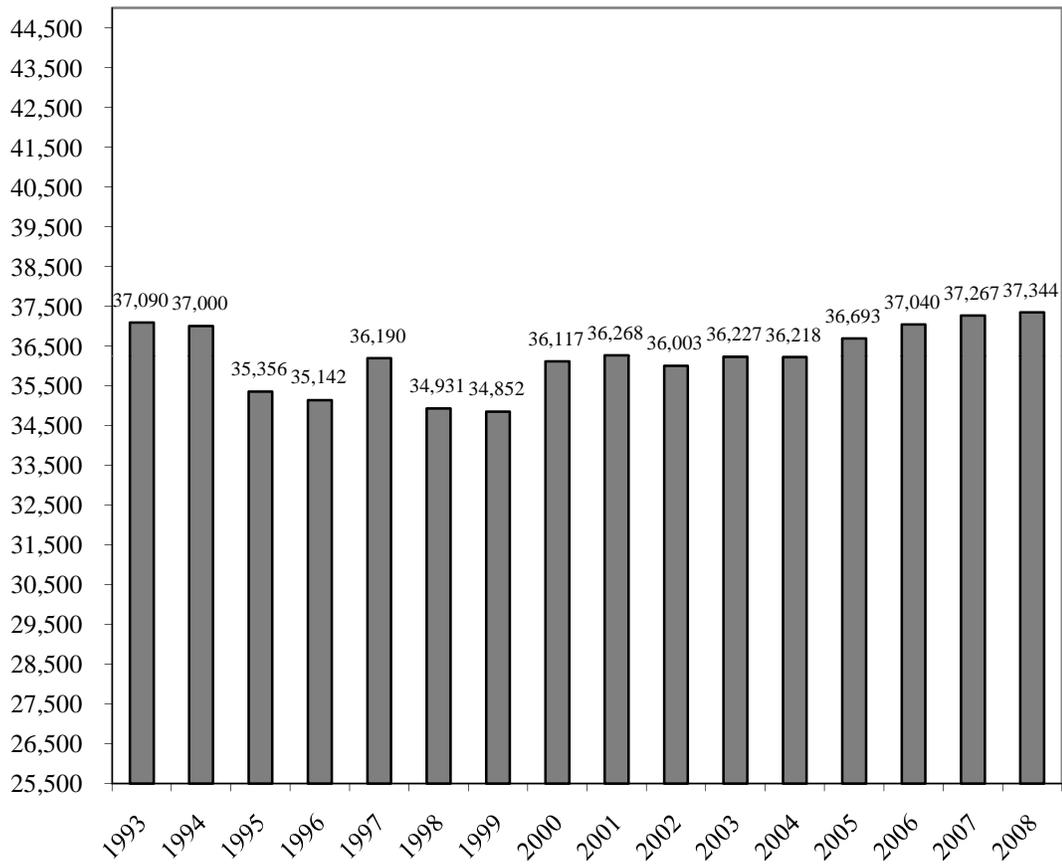
CITY OF NORWICH INCOME DISTRIBUTION



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

Norwich Population History Last 15 Years

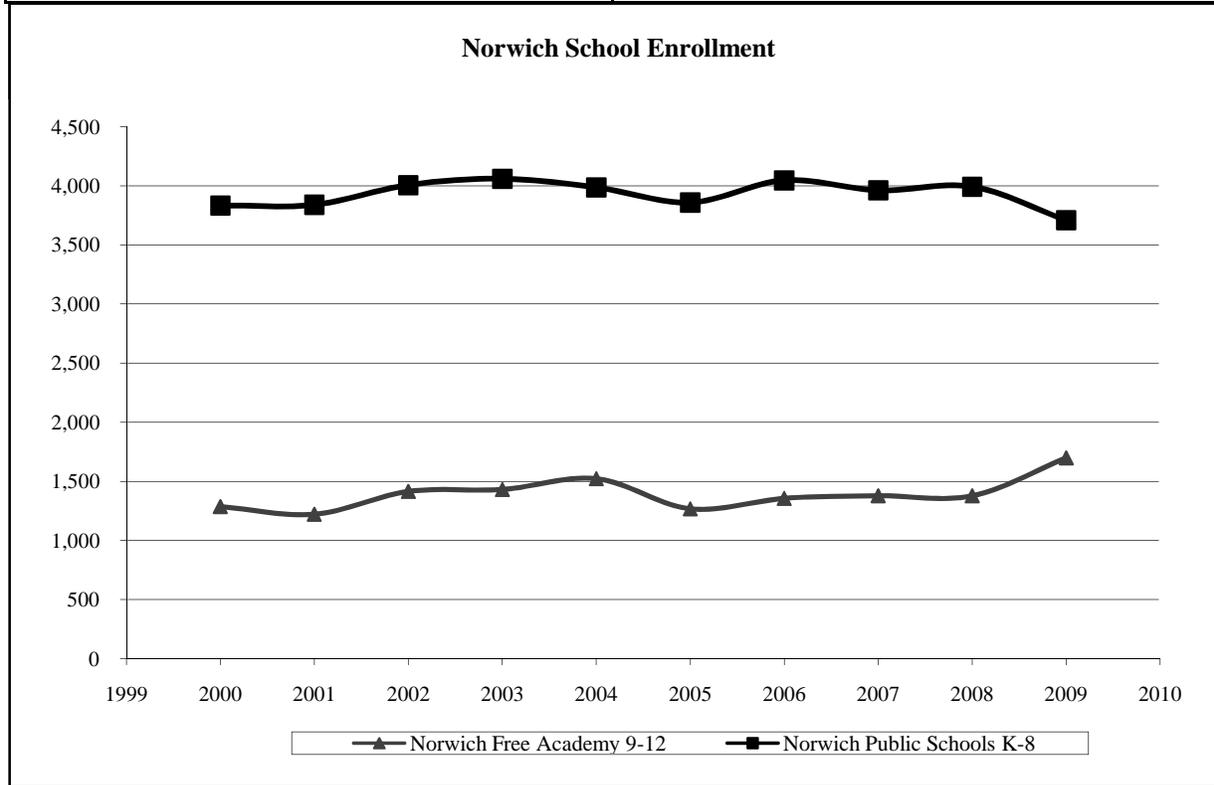
For 2006, Norwich's population was the 26th highest of the 169 Connecticut towns and cities. Norwich's population density is 1,286.0 per square mile compared to the statewide average of 722.9.



School Enrollment

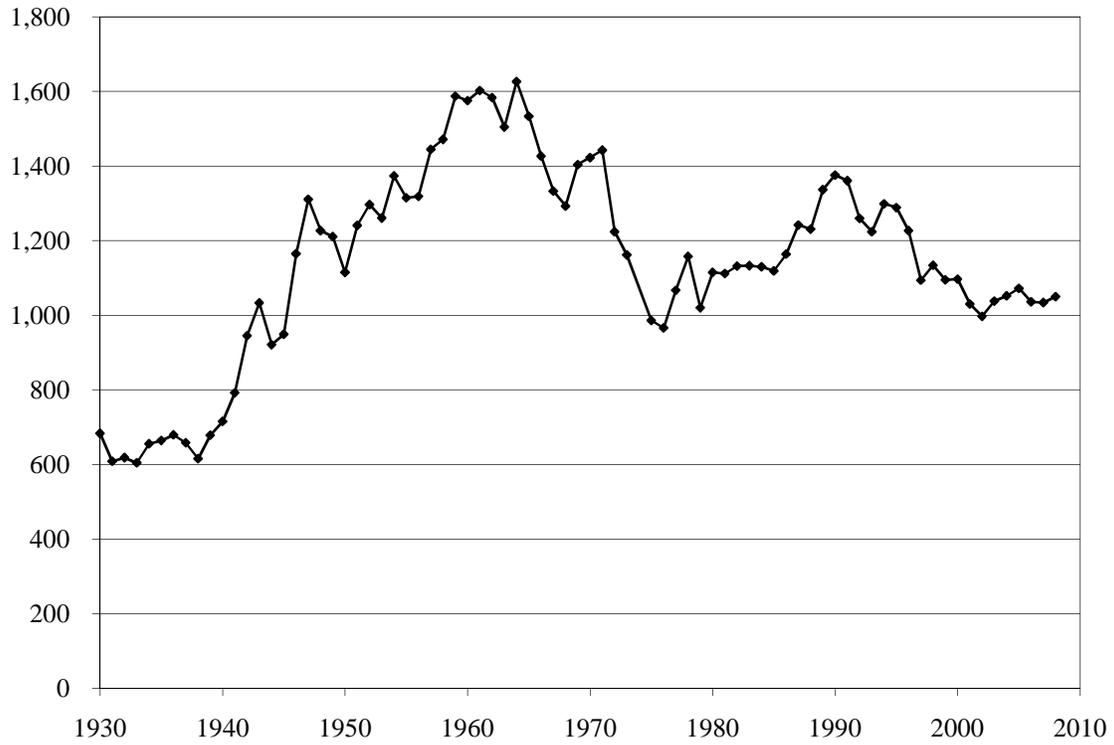
The number of children attending Norwich schools continues to be stable, with slight growth. Projections show that increased enrollment is expected over the next school year. In fact, the enrollment numbers indicate expansion of enrollment at the high school level. This factor may necessitate increased 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
2000	1,286	2000	3,833
2001	1,221	2001	3,839
2002	1,414	2002	4,005
2003	1,431	2003	4,058
2004	1,522	2004	3,985
2005	1,267	2005	3,858
2006	1,355	2006	4,045
2007	1,378	2007	3,961
2008	1,377	2008	3,991
2009	1,698	2009	3,709



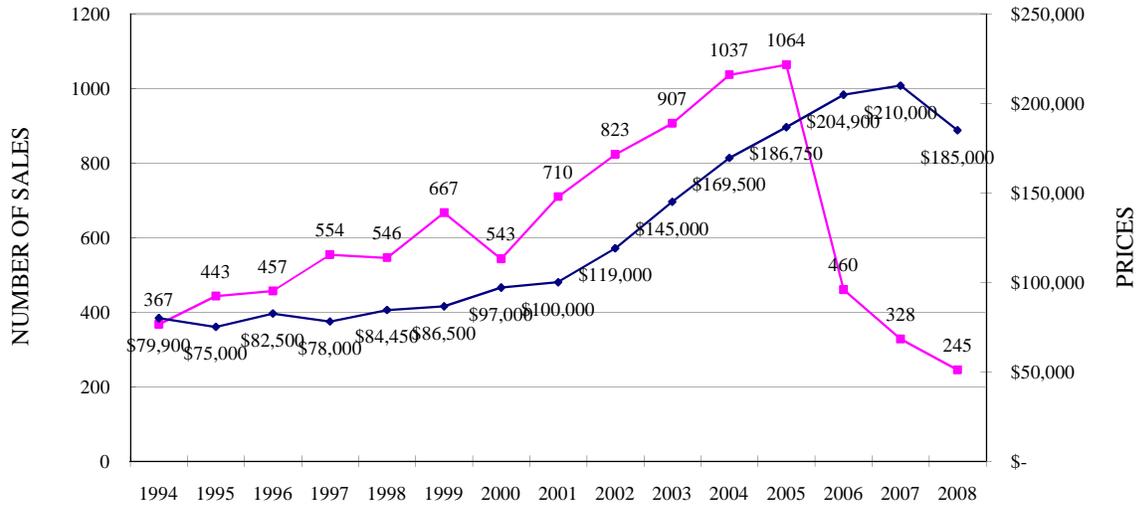
Norwich Births

The rate of birth in Norwich continues to be strong. Over the past 10 years the City has averaged 1,050 births per year. As births in the community and attendance at public schools remain stable, school enrollment totals will be sustained for a longer period of time.

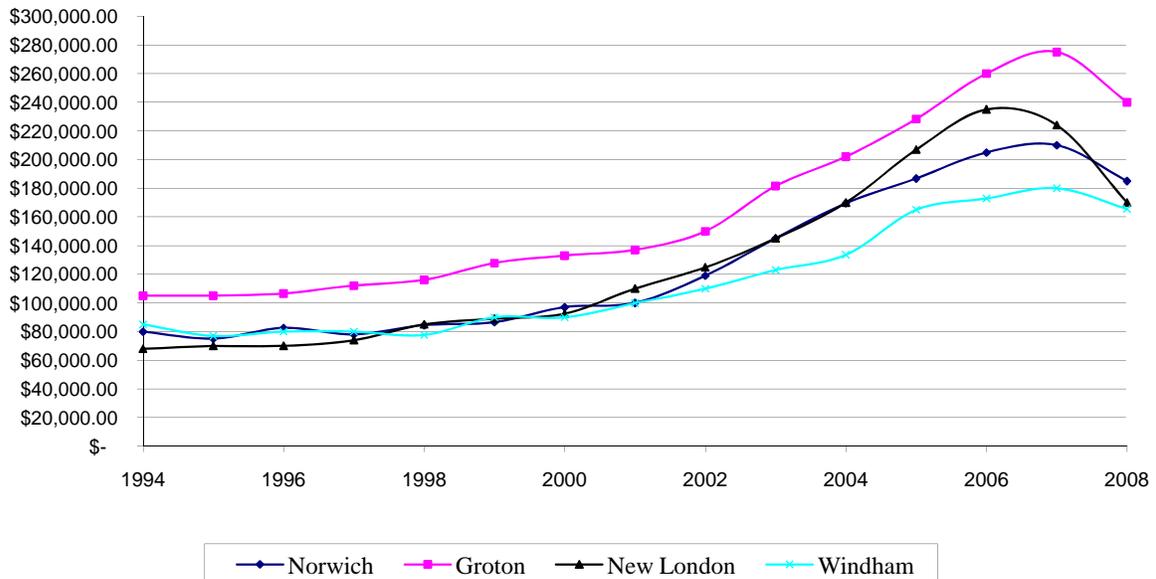


Housing Sales and Median Prices Norwich - Calendar Year

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.

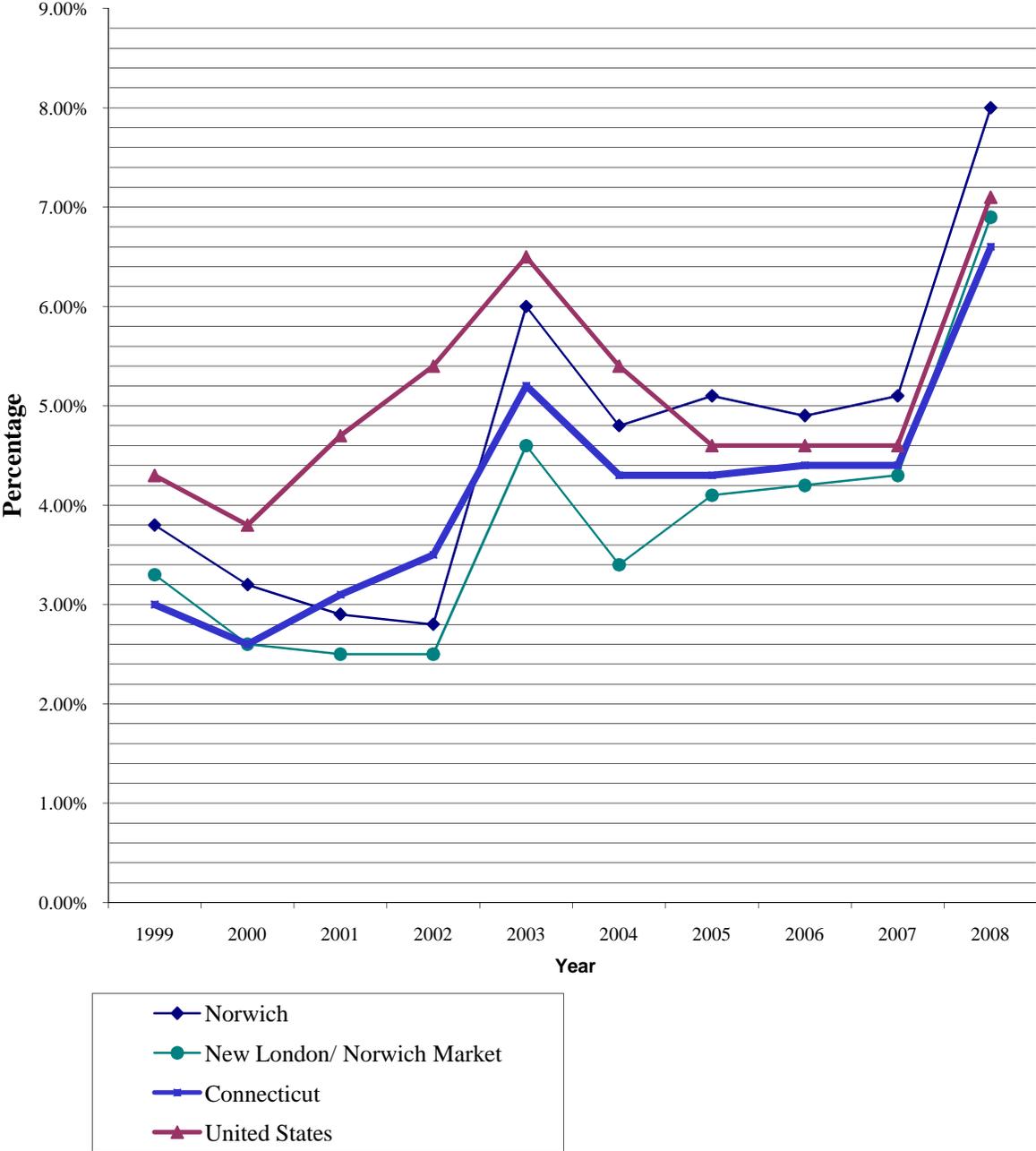


Comparable Communities Median Sales Price - Calendar Year



Source: CERC Town Profiles www.cerc.org

UNEMPLOYMENT PERCENTAGES



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

**DIRECTORY OF ELECTED CITY OFFICIALS
AND NPU COMMISSIONERS**

CITY COUNCIL

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

BOARD OF EDUCATION

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

TREASURER

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

REGISTRAR OF VOTERS

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

APPOINTED NPU COMMISSIONERS

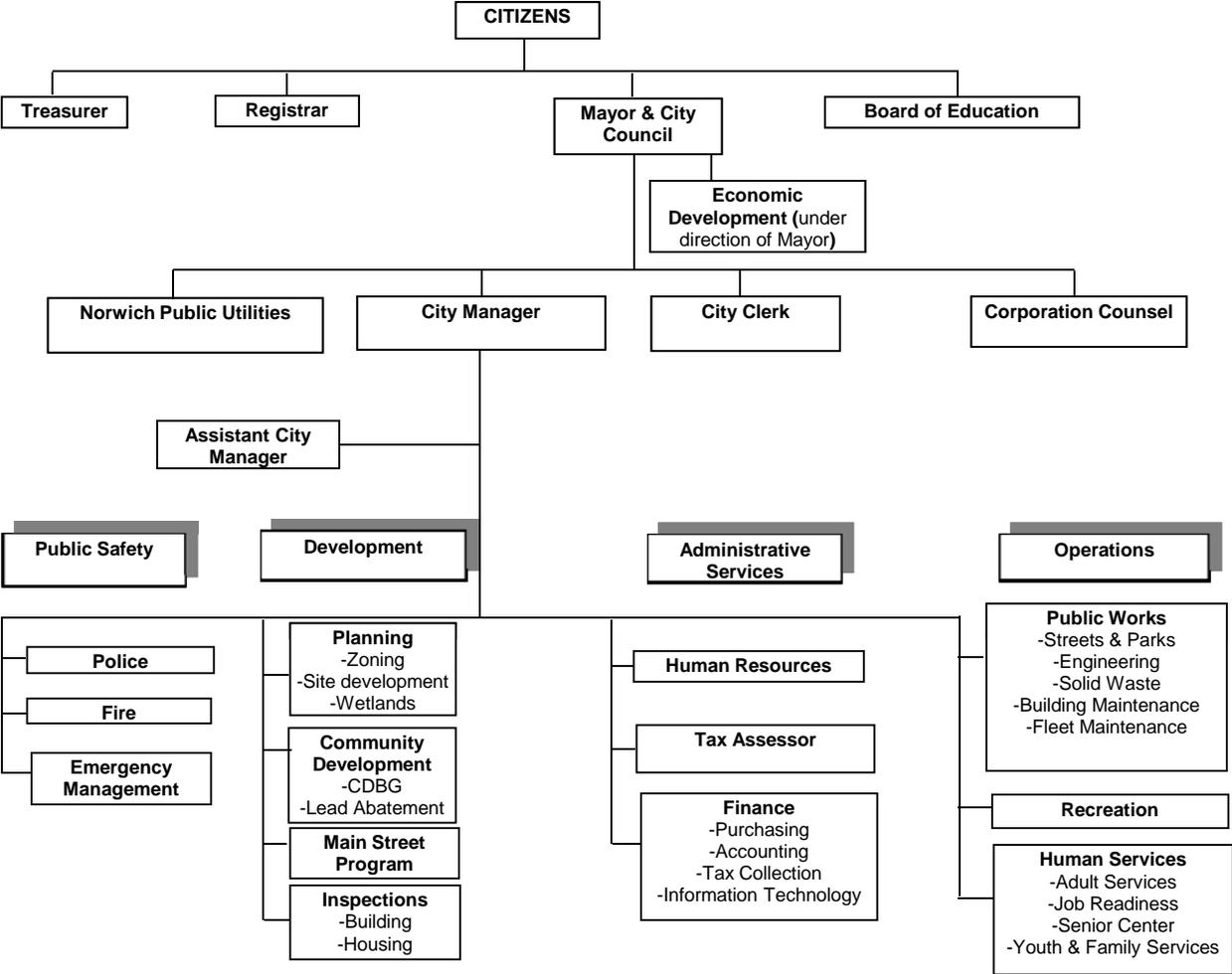
	<u>Term Length</u>	<u>Term Expires</u>
Stanley Israelite, Chairman (D)	5 Years	2/28/12
Alan M. Remondi, Vice Chairman (D)	5 Years	2/28/11
James M. Sullivan (D)	5 Years	3/01/14
Diana Boisclair (R)	5 Years	3/01/10
Frank Demicco (D)	5 Years	3/01/13

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

**DIRECTORY OF CITY ADMINISTRATIVE
OFFICIALS**

City Manager	Alan H. Bergren
Assistant City Manager.....	Jennifer Gottlieb
Assessor	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
Acting 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.....	Pamela Aubin
Tax Collector.....	Katherine Daley
Volunteer Fire Chiefs	
East Great Plain.....	Patrick Daley
Laurel Hill.....	Ed Martin
Occum	Robert Riley
Taftville	Timothy Jencks
Yantic.....	Frank Blanchard
Zoning Enforcement Officer.....	Paulette Craig

City of Norwich Organization Chart



CITY OF NORWICH
TIME TABLE FOR PREPARATION OF 2009-10 CITY BUDGET

<u>DATE</u>	<u>EVENT</u>	<u>AGENDA</u>
October 2008	Budget instructions distributed	City Manager's Office through the Comptroller's Office distributes budget instructions to operating Departments and outside agencies. The City Manager's duties according to the Charter is preparation of the budget.
November 2008	Initial budget requests due	Department Heads and Outside Agencies return their written requests, Finance Department coordinates process.
December 2008 - January 2009	Budget meetings on proposed requests	City Manager and Comptroller meet with department heads and outside agencies on proposed budget requests.
February 2009	Revenue projected	Comptroller calculates state revenue projections.
March 2009	Proposed 2009-10 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 2009	City Manager submits Proposed 2009-10 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 2009	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 2009	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 2009	Council shall act on proposed budget	The Council acts initially on the City Manager's proposed budget.
Prior to third Monday in May 2009	Second public hearing	The purpose is to listen to citizens' input on proposed budget.
No later than 2nd Monday in June 2009	City Council adopts 2009-10 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, 2009 - June 30, 2010	Budget implementation	Comptroller oversees revenues and expenditures according to the budget established by Council.
July 2010	Audit of 2009-10 records	The final step is a certified audit of the previous fiscal year.

FINANCIAL MANAGEMENT POLICIES

The following description of the City of Norwich's financial management policies cover all of the city's funds as enumerated in the Basis of Accounting section. *Please note that only the General Fund, Fire & Refuse Fund and Norwich Public Utilities operating budgets are approved by the City Council and therefore, are included in this budget document.* The other funds either have project-length budgets or have operating budgets that are subject to the governance of bodies other than the City Council.

I. BASIS OF ACCOUNTING

The financial transactions of the city are budgeted and recorded in individual funds. The rules of fund accounting are established by the Governmental Accounting Standards Board (GASB). Fund accounting segregates funds according to their intended purpose and is used to aid management in demonstrating compliance with finance-related legal and contractual provisions. The minimum number of funds is maintained consistent with legal and managerial requirements. Funds are classified into three basic types: governmental funds, proprietary funds, and fiduciary funds.

Governmental Funds

Governmental funds are used to account for the government's general government activities. Governmental fund types use the flow of current financial resources measurement focus and the modified accrual basis of accounting. Revenues are recognized as soon as they are both measurable and available. Revenues are considered to be available when they are collectible within the current period or soon enough thereafter to pay liabilities of the current period. For this purpose, the city considers revenues to be available if they are collected within 60 days of the end of the current fiscal period. Expenditures are generally recorded when a liability is incurred except for debt service expenditures, as well as expenditures related to compensated absences, pension obligations, landfill post-closure monitoring and claims and judgments, which are recorded only when payment is due. Property taxes, when levied for, licenses, and interest associated with the current fiscal period are all considered to be susceptible to accrual and so have been recognized as 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

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

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

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

Fiduciary Funds

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

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

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

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

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

Table of City of Norwich's Funds:

Name of Fund	Governmental, Proprietary, Fiduciary	Subgroup	Function	Included in this budget document?	Basis of Accounting	Major Fund
Bid Deposit	Fiduciary	Agency	General government	No	Accrual	No
Dangerous Buildings	Fiduciary	Agency	General government	No	Accrual	No
Performance Bonds	Fiduciary	Agency	General government	No	Accrual	No
Rehabilitation Deposits	Fiduciary	Agency	General government	No	Accrual	No
Student Activities	Fiduciary	Agency	Education	No	Accrual	No
Employees Retirement	Fiduciary	Pension Trust	General government	No	Accrual	No
Volunteer Firefighters' Relief	Fiduciary	Pension Trust	Public safety	No	Accrual	No
Other Post-Employment Benefits	Fiduciary	Trust	General government	No	Accrual	No
2000 Bond Issue	Governmental	Capital Projects	Capital	No	Modified accrual	No
Bond Expenditure	Governmental	Capital Projects	Capital	No	Modified accrual	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	Yes
COPS/LLEBG/Byrne Police Grants	Governmental	Special Revenue	Public safety	No	Modified accrual	No
Dog License	Governmental	Special Revenue	Public safety	No	Modified accrual	No
Economic Development Programs	Governmental	Special Revenue	General government	No	Modified accrual	No
Education Grants	Governmental	Special Revenue	Education	No	Modified accrual	No
Education Programs	Governmental	Special Revenue	Education	No	Modified accrual	No
Emergency Management Grants	Governmental	Special Revenue	General government	No	Modified accrual	No
Esther Gilbert	Governmental	Special Revenue	Public works	No	Modified accrual	No
Fire Grants	Governmental	Special Revenue	Public safety	No	Modified accrual	No
Lead Paint	Governmental	Special Revenue	Social services	No	Modified accrual	No
Mohegan Park/ Arts & Recreation	Governmental	Special Revenue	Recreation	No	Modified accrual	No
Other Grants & Programs	Governmental	Special Revenue	General government	No	Modified accrual	No
Parking Commission	Governmental	Special Revenue	General government	No	Modified accrual	No
Planning & Development Programs	Governmental	Special Revenue	General government	No	Modified accrual	No
Police Asset Forfeiture	Governmental	Special Revenue	Public safety	No	Modified accrual	No
Police Grants	Governmental	Special Revenue	Public safety	No	Modified accrual	No
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 & Refuse	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, Fire and Refuse Fund and NPU are included in the annual appropriated budget. Project-length budgets are prepared for the capital projects funds. The City also maintains an encumbrance accounting system as one method of maintaining budgetary control. Unencumbered amounts lapse at year-end. Encumbered amounts at year-end are reported as reservations of fund balance.

General Fund/ Fire and Refuse Fund Budgetary Process

Development Phase

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

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

While the departments are developing their budgets and engaging in budget meetings, the Comptroller and his staff are piecing together revenue and non-departmental expense estimates. For revenues, the major components are state formula grants, NPU 10% revenue transfer, building permits, recording fees, conveyance taxes, and investment income. These estimates require the analysis of interest rates, prior year trends, prior year financial results, and changes in federal, state and local laws. The largest piece (around 35% of total revenues) is the state formula grants. Unfortunately, the city does not even get the Governor’s *proposed* budget until February. As for the non-departmental expenses, the major components include health insurance, property and casualty insurance, pension 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 60% of total expenditures. The Assessor has either a final or nearly-final figure for the grand list. Also, the Governor usually presents her budget in early February. With these three big pieces of the puzzle, the City Manager and Finance Department are able to hone in on the overall budget. The City Manager will then prioritize and cut expenditures (if necessary), consider the use of UFB (see the Management of General Fund Undesignated Fund Balance section for further discussion) and decide upon a target mill rate. In the case of the Board of Education, the City Manager may only revise the total estimated expenditure.

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

considered:

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

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

Review and Adoption Phase

During April, the Council holds a public hearing on the City Manager's proposed budget and departmental budget hearings. These sessions provide opportunities for department heads, City Manager and public to offer information and recommendations to the Council. After these sessions, the Council must meet on or before the second Monday in May to initially act on the City Manager's proposed budget. The public is 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 our 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 our own 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

Notwithstanding statutory debt limitations, the City of Norwich now incorporates two self-imposed financial policies in relation to Debt Management. They are:

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

Limitation based on assessed value - In addition, this amount of net indebtedness shall be limited to a maximum of 5% of the city's taxable assessed value. (Currently at 1.91%)

Statutory limitation - In addition, this amount of net indebtedness shall be limited to a maximum of 50% of the city's statutory debt limit. (Currently at 8.90%, in total)

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

NPU and Other Enterprise Debt

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

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

The city may issue GOs or use short-term financing in the form of bond anticipation notes ("BANs") to provide temporary financing. BANs will be retired either through cash reserves or through the issuance of long-term bonds as soon as market conditions permit, or otherwise in accordance with sound financial planning.

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

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

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

Statutory Debt Limitation

The city's statement of debt limitation under Connecticut General Statutes, Section 7-374(b) as of June 30, 2008 is as follows:

Tax Collections	
City	52,357,000
Fire Districts	3,510,000
Reimbursement for elderly tax freeze	21,000
Total Base	<u>55,888,000</u>

The Connecticut General Statutes Section 7-374(b) provides that the total authorized debt of a city shall not exceed seven times the base for debt limitation computation, or \$ 391,216,003, 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	125,748,001	-	-	-	-	-
4-1/2 times base	-	251,496,002	-	-	-	-
3-3/4 times base	-	-	209,580,002	-	-	-
3-1/4 times base	-	-	-	181,636,002	-	-
3 times base	-	-	-	-	167,664,001	-
7 times base	-	-	-	-	-	391,216,003
Debt as defined by statute:						
Bonds and notes payable						
-excluding water of: \$ 2,586,000	12,226,000	7,026,171	8,926,000	-	-	28,178,171
Capital leases	-	-	-	-	-	-
Short-term Clean Water Fund notes	-	-	-	-	-	-
School Construction Grants Receivable	-	(612,000)	-	-	-	(612,000)
Bond authorized but unissued	7,240,000	-	-	-	-	7,240,000
Total indebtedness	<u>19,466,000</u>	<u>6,414,171</u>	<u>8,926,000</u>	<u>-</u>	<u>-</u>	<u>34,806,171</u>
Debt limitation in excess of outstanding and authorized debt	<u>106,282,001</u>	<u>245,081,831</u>	<u>200,654,002</u>	<u>181,636,002</u>	<u>167,664,001</u>	<u>356,409,832</u>
Percent of Limitation	15.48%	2.55%	4.26%	0.00%	0.00%	8.90%

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, 2008 audited financial statements:

The City's annual pension cost and net pension obligation to the Plan for the year ended June 30, 2008 were as follows:

Annual required contribution	\$ 2,921,000
Interest on net pension obligation	27,000
Adjustment to annual required contribution	<u>(28,000)</u>
Annual pension cost	2,920,000
Contributions made	<u>3,098,000</u>
Decrease in net pension obligation	(178,000)
Net pension obligation beginning of year	<u>326,000</u>
Net pension obligation end of year	<u>\$ 148,000</u>

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

Retirees and beneficiaries receiving benefits	416
Terminated plan members entitled to, but not yet receiving benefits	13
Active plan members	<u>556</u>
 Total	 <u><u>985</u></u>

Three-Year Trend Information:

Fiscal Year Ended	Annual Pension Cost (APC)	Percentage of APC Contributed	Net Pension Obligation	Actual Contribution
6/30/06	1,861,000	107.8%	495,000	2,006,000
6/30/07	2,661,000	106.0%	326,000	2,830,000
6/30/08	2,920,000	106.1%	148,000	3,098,000

SCHEDULE OF EMPLOYER CONTRIBUTIONS

Year Ended June 30,	Annual Required Contribution	Percentage Contributed
2008	\$ 2,921,000	106%
2007	2,662,000	106%
2006	1,861,000	108%
2005	1,214,000	119%
2004	1,049,495	102%
2003	1,226,016	133%

SCHEDULE OF FUNDING PROGRESS

Actuarial Valuation Date	Actuarial Value of Assets	Actuarial Accrued Liability (AAL)	Unfunded Frozen Actuarial Liability (UFAL)	Funded Ratio	Covered Payroll	UFAL as a Percentage of Covered Payroll
	(a)	(b)	(c) = (b-a)	(a/b)	(d)	(c/d)
1/1/07	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 established a new fund to pay for retirees’ medical and life insurance benefits. These benefits are established through collective bargaining for union employees and City Council ordinances for non-union employees. The Government Accounting Standard’s Board (GASB) issued Statement 45 which determined that other post-employment benefits (OPEB) are an accruing cost that should be reflected in the governmental unit’s financial statements. A similar reporting requirement was added to private sector financial statements in 1990. 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, 2008 audited financial statements. The City's annual OPEB cost and net OPEB obligation to the Plan for the year ended June 30, 2008 were as follows:

Annual required contribution	\$ 5,352,000
Interest on net OPEB obligation	-
Adjustment to annual required contribution	-
Annual OPEB cost	<u>5,352,000</u>
Contributions made	<u>5,339,000</u>
Increase in net OPEB obligation	13,000
Net OPEB obligation beginning of year	-
Net OPEB obligation end of year	<u>\$ 13,000</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

SCHEDULE OF EMPLOYER CONTRIBUTIONS

Year Ended June 30,	Annual Required Contribution	Percentage Contributed
2008	\$ 5,352,000	99.8%

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.

In recent years, actual expenditures have been less than budgeted amounts resulting in adequate end-of-year fund balances equal to the eight-percent goal, as a result of those increases, the city will utilize \$800,000 as revenue from the UFB. This is the same amount as last year’s budget. A detailed history of the UFB follows:

Fiscal Year Ending June 30 th	Unreserved Fund Balance	Annual Expenditures and Encumbrances	Balance as % of Expenditures
2008	\$10,549,854	\$104,706,006	10.08%
2007	11,651,288	99,707,569	11.69%
2006	11,026,609	94,614,448	11.65%
2005	10,573,000	91,502,532	11.55%
2004	9,302,144	87,433,775	10.64%
2003	8,770,626	86,505,078	10.14%
2002	8,158,087	84,663,199	9.64%
2001	7,940,325	81,702,857	9.72%
2000	5,905,927	80,043,640	7.38%
1999	6,108,260	79,316,496	7.70%

IV. ACCOUNTING, AUDITING AND FINANCIAL REPORTING

Annual audit

An independent audit of all city funds and accounts will be performed annually by a nationally recognized public accounting firm who conducts their audit in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in “Government Auditing Standards” issued by the Comptroller General of the United States. Those standards require that they plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

A few reports are generated from the annual audit. The Comprehensive Annual Financial Report (CAFR) reports the financial activity for all city-run activities. The NPU also has separate financial statements which show the results of each of its divisions. The Federal and State Financial and Compliance Reports give our auditor’s opinion on the city’s compliance with the requirements established for state and federal programs.

Awards

The Government Finance Officers Association of the United States and Canada (GFOA) awarded a Certificate of Achievement for Excellence in Financial Reporting to the City of Norwich, Connecticut for its comprehensive annual financial report for the year ended June 30, 2007. This was the 15th consecutive year that the city has received this prestigious award. For each of the fiscal years beginning July 1, 2000 through July 1, 2008, the GFOA awarded the city a “Distinguished Budget Presentation Award” for its adopted budgets. The budgets submitted had to satisfy four different criteria: the budget as a Policy Document, the budget as a Financial Plan, the budget as an Operations Guide, and the budget as a Communications Device. The award earned by the city is the highest form of recognition in the area of budgeting. Additionally, the city was awarded the GFOA’s Popular Annual Financial Reporting (PAFR) award for the City Manager’s fiscal year 2004-05 Annual Report.

CITY OF NORWICH GOALS & PRIORITIES

I. PREPARATION OF MISSION STATEMENT

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

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

City of Norwich Long-term Goals

The Norwich City Council has developed the following long-term goals for the city government. The department-level goals and action plans that most directly support the entity-wide goals are referenced by number.

1. Develop plan to update water supply (City Manager 1)
2. Find efficiencies and consolidate services (City Manager 2,4; Finance 1-4; Treasurer 1-6; Human Resources 2,4; City Clerk 1-3; Fire 4; Public Works 3,6; Planning 5; Emergency Management 1)
3. Review the Police Department operations (City Manager 3,4)
4. Evaluate the performance of department heads (City Manager 3,4)
5. Reduce the Real Tax Rate (City Manager 5)
6. Improve public relations with State representatives, Council of Governments, and public (City Manager 6; Finance 5; Assessment 3-5; Police 2; EGPVFD 3; Recreation 2)
7. Evaluate the functions of the departments and make them accountable for goals (City Manager 3,4;
8. Establish a Customer Service Policy (City Manager 7-9)
9. Identify key indicators of success (City Manager 4)
10. Ensure that staff have adequate training (City Manager 10; Human Resources 6; Fire 3; EGPVFD 5; LHVFD 1,2; OVFD 4; Recreation 6; Election 1,3; Planning 3,4,6)

II. BUDGET PRIORITIES

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

1. Keep the mill rate increase as low as possible.
2. Provide adequate public safety services.
3. Maintain the city's infrastructure.
4. Provide basic education.
5. Avoid layoffs, when possible.

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

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

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

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

III. APPROVAL OF THE PLAN

The above plan is adopted simultaneously within the budget process.

IV. PERFORMANCE MEASURES

Performance measures are established to provide a link between goals, actions and objectives. Departments focus their goals to coincide with achieving organizational goals. The City is working towards ensuring that services are provided in the most efficient and effective way. The performance measures serve as a management tool for Department Heads, the City Manager, and City Council as well as provide important data to residents.

The City's management staff use the performance measures to make accurate assessments of what has happened, to help understand what needs are and are not being met, and to devise plans to meet those needs and demands. Governments also require this information to plan for the long-term and to ensure that day-to-day operations run smoothly. It is one of the many tools that the City uses to assess needs and work to improve services for the citizens.

Like other city programs, the performance measurement program continues to evolve and mature. For example, City staff continues to review and revise the performance measures to ensure that the most meaningful management information is reported. The intent is to have all departments follow the format of providing measures in the four categories defined below:

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

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

	2007-08 REVISED BUDGET	2008-09 REVISED BUDGET	2009-10 PROPOSED BUDGET	2009-10 ADOPTED BUDGET
City Manager	339,424	369,098	318,490	316,275
Finance	1,434,407	1,434,055	1,261,632	1,249,469
City Treasurer	198,851	200,482	199,162	195,497
Assessment	760,799	487,362	361,809	356,981
Human Resources	455,004	418,554	358,295	357,549
Law	426,400	420,000	420,000	420,000
City Clerk	406,091	441,658	379,658	375,451
City Council	165,020	205,566	127,231	132,333
Police	9,833,075	10,191,160	10,038,913	10,030,593
Fire - Central	1,542,987	1,710,666	1,609,400	1,600,206
Fire - East Great Plain	144,254	142,675	123,721	123,721
Fire - Laurel Hill	70,750	70,430	55,786	55,786
Fire - Occum	79,037	75,447	75,702	75,702
Fire - Taftville	147,838	145,690	125,537	125,537
Fire - Yantic	152,556	177,262	126,744	126,744
Recreation	823,197	840,107	615,863	700,581
Human Services	1,411,961	1,619,650	1,386,597	1,407,633
Public Works *	7,306,418	7,710,097	9,155,461	9,169,596
Election	145,622	155,059	113,529	113,529
Planning & Development	1,186,948	1,167,336	969,305	1,047,670
Economic Development	393,895	338,235	272,641	272,641
Debt Service - Principal	4,303,000	3,410,000	3,530,000	3,530,000
Debt Service - Interest	1,284,544	1,223,885	1,007,782	1,007,782
Miscellaneous	7,055,129	6,952,262	7,104,869	6,945,176
Emergency Management	65,561	63,132	57,678	57,678
Education	64,573,238	67,191,000	67,191,000	62,666,684
Fire - Special Service	4,610,242	5,003,272	5,641,586	5,641,586
Landfill & Refuse Fund *	2,657,609	2,491,309	-	-
Volunteer Fire Relief Fund	392,896	476,162	503,833	503,833
TOTALS	112,366,753	115,131,611	113,132,225	108,606,233
General Operations *	32,754,224	33,509,918	32,930,144	32,928,468
Debt Service	5,587,544	4,633,885	4,537,782	4,537,782
Capital Improvements	1,791,000	1,826,065	2,327,880	2,327,880
Education	64,573,238	67,191,000	67,191,000	62,666,684
Fire - Special Service	4,610,242	5,003,272	5,641,586	5,641,586
Landfill & Refuse Fund *	2,657,609	2,491,309	-	-
Volunteer Fire Relief Fund	392,896	476,162	503,833	503,833
TOTALS	112,366,753	115,131,611	113,132,225	108,606,233

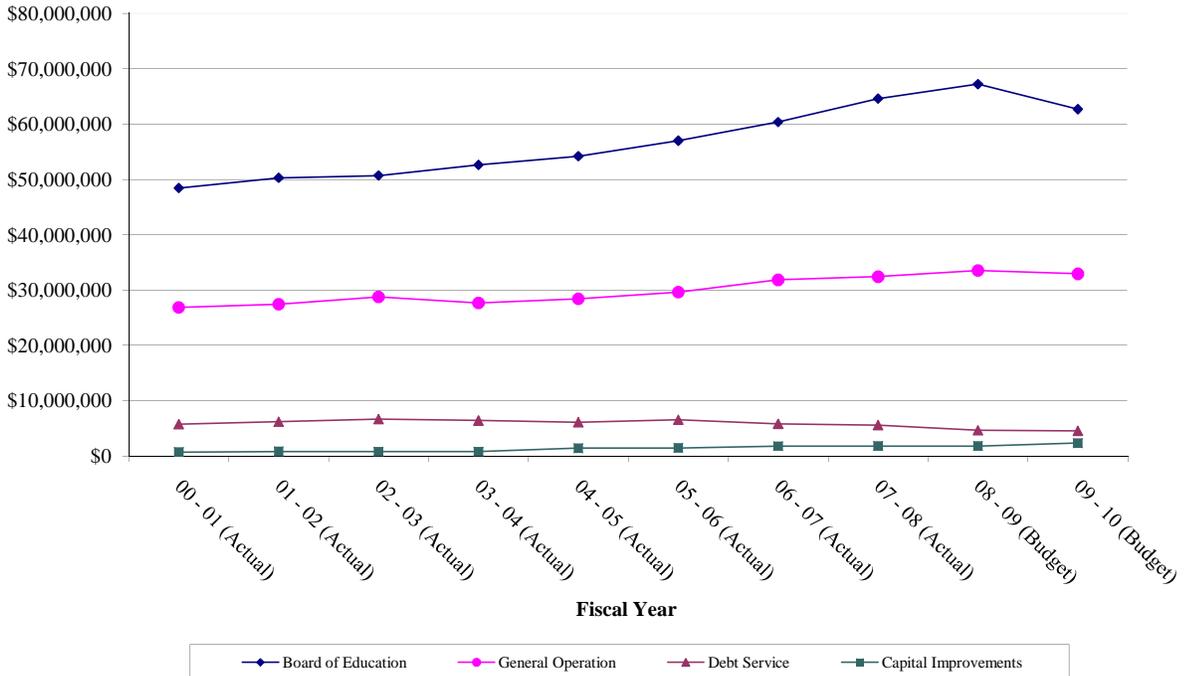
* Starting in 2009-10, the refuse activity is included in the Public Works budget.

**CITY OF NORWICH
MILLAGE REQUIREMENTS**

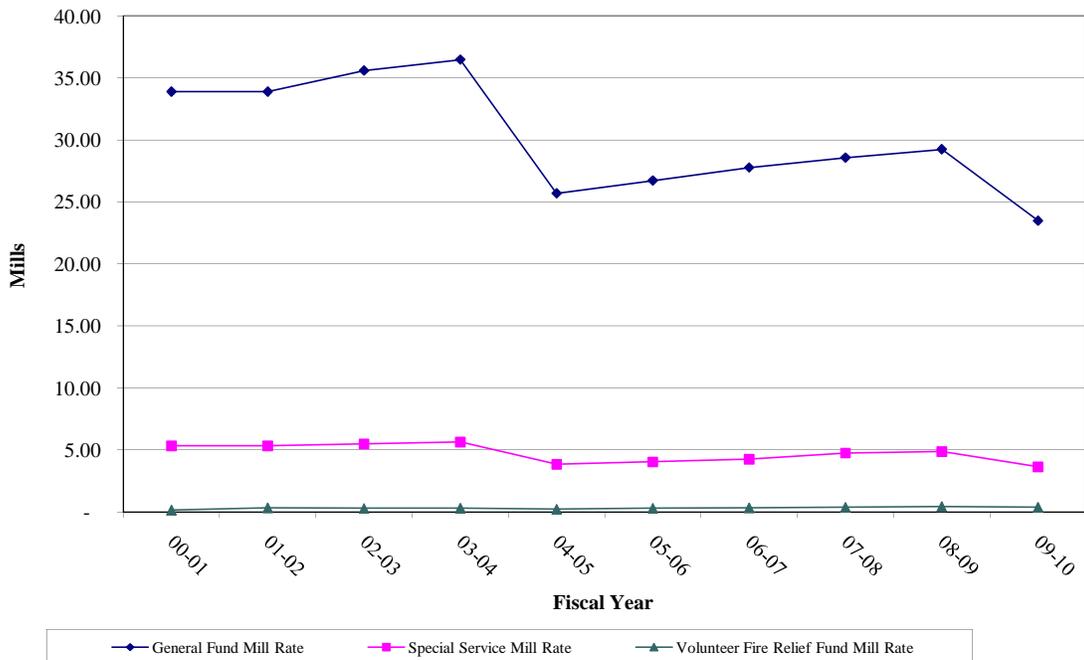
The City Assessor values all of the real estate, motor vehicles and personal property each year as of October 1. The sum of these values (less exemptions and credits) is the grand list. Anyone owning property at that date incurs a tax liability due on July 1 of the next year. When the budget is adopted 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	174,082,080	99,384,020	74,698,060
Personal Property	115,173,377	90,065,566	25,107,811
Real Estate	2,099,094,537	1,332,951,037	766,143,500
Total Gross Grand List	<u>2,388,349,994</u>	<u>1,522,400,623</u>	<u>865,949,371</u>
<i>Less: Exemptions, Credits, Etc.</i>			
Elderly Reimbursement	7,465,702	4,965,774	2,499,928
Veterans exemptions	5,414,690	3,614,090	1,800,600
Military exemptions	3,015,290	1,589,270	1,426,020
Disabled exemptions	414,580	245,430	169,150
Circuit Breaker Local Credit	2,711,469	2,711,469	0
Economic Dev & Mfg exemptions	26,054,950	25,123,800	931,150
Elderly Freeze	568,201	357,558	210,643
Projected Certificates of Correction	15,500,000	10,000,000	5,500,000
Total Exemptions, Credits, Etc.	<u>61,144,882</u>	<u>48,607,391</u>	<u>12,537,491</u>
<i>Grand list, net of exemptions & credits</i>	<u>2,327,205,112</u>	<u>1,473,793,232</u>	<u>853,411,880</u>
<i>Estimated Tax Collection Percentage</i>	96.70%	96.92%	95.52%
<i>Collectible Grand List</i>	<u>2,250,407,343</u>	<u>1,428,400,401</u>	<u>815,179,027</u>
<i>Taxes to be Levied:</i>			
General City	16,216,757		
Board of Education	30,464,537		
Capital Improvements	2,003,490		
Debt Service	4,142,284		
Special Service Fire			2,957,773
Volunteer Fire Relief		503,833	
Total Tax Levy	<u>52,827,068</u>	<u>503,833</u>	<u>2,957,773</u>
<i>Mill Rates Required:</i>			
General City	7.19		
Board of Education	13.54		
Capital Improvements	0.90		
Debt Service	1.85		
Special Service Fire			3.63
Volunteer Fire Relief		0.36	
Total Mill Rates Required for FY 2010	<u>23.48</u>	<u>0.36</u>	<u>3.63</u>
FY 2009 Mill Rate	29.24	0.42	4.86
Change	(5.76)	(0.06)	(1.23)
Percent Change	-19.70%	-14.29%	-25.31%
2008-09 Budgeted Tax Levy	51,848,667	476,162	2,960,178
Refuse expenditures (See Public Works budget)	2,197,000		
Refuse revenues (see General Fund Revenues page)	(1,227,000)		
2008-09 Tax Levy plus Refuse	<u>52,818,667</u>		
Tax Levy \$ Increase/ (Decrease)	8,401	27,671	(2,405)
Tax Levy % Increase/ (Decrease)	0.02%	5.81%	-0.08%

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



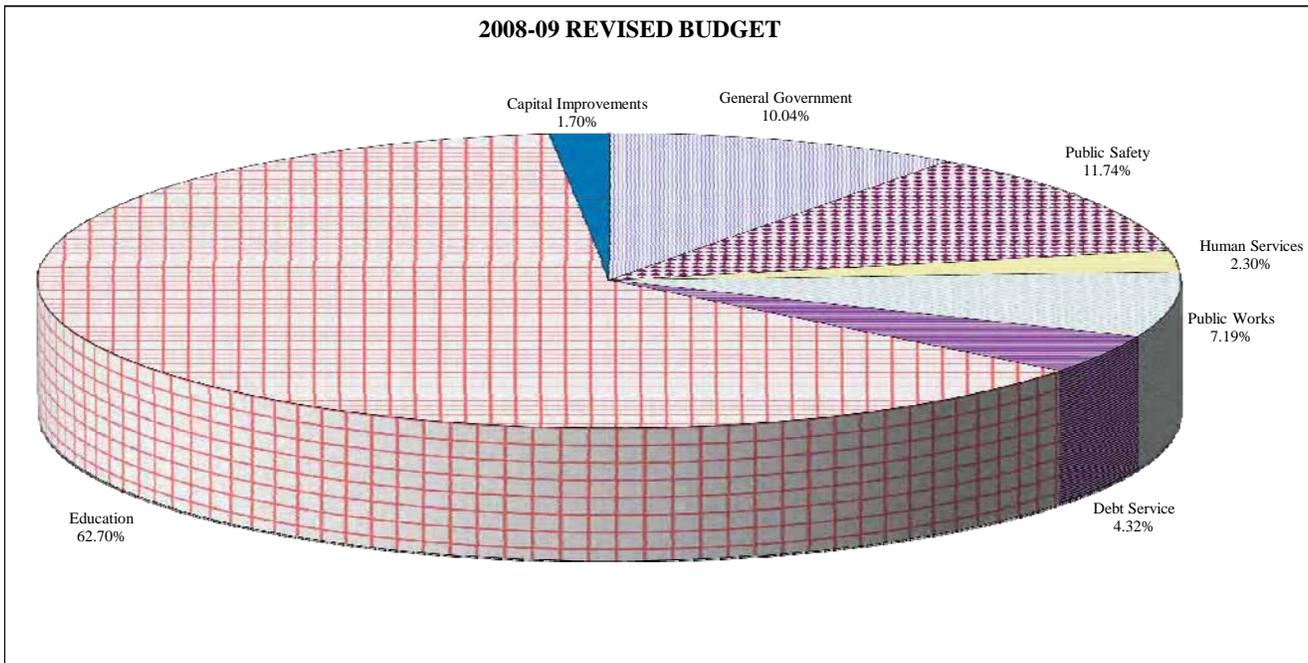
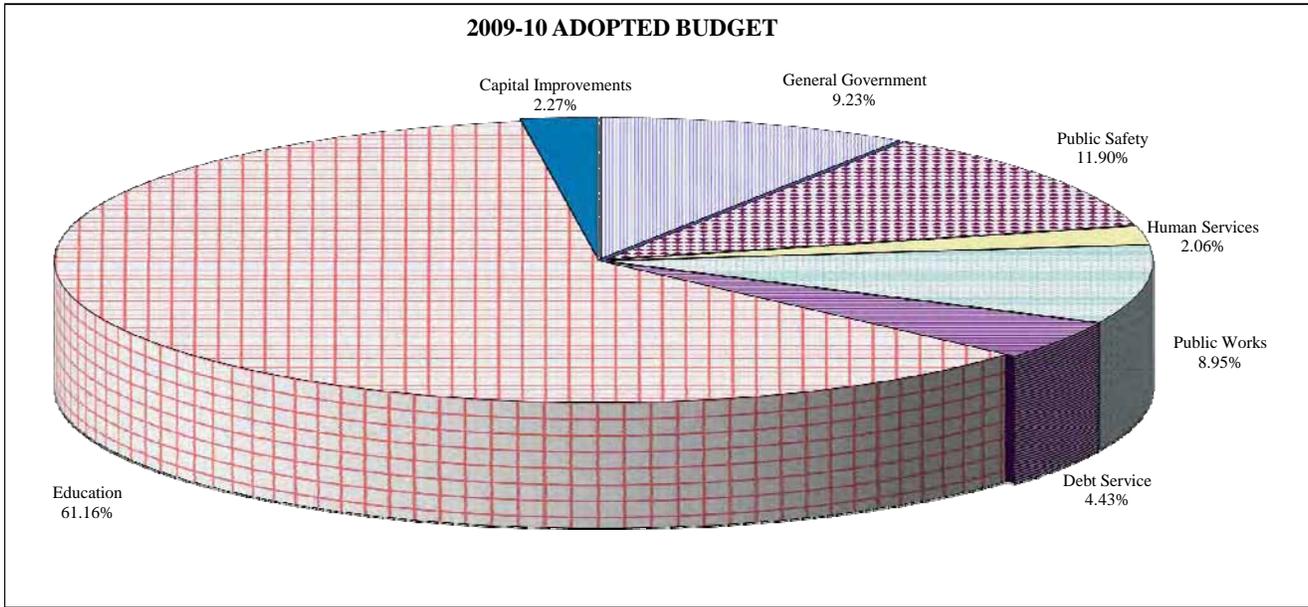
**CITY OF NORWICH
PROPERTY TAX MILL RATES
10 YEAR COMPARISON**



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.

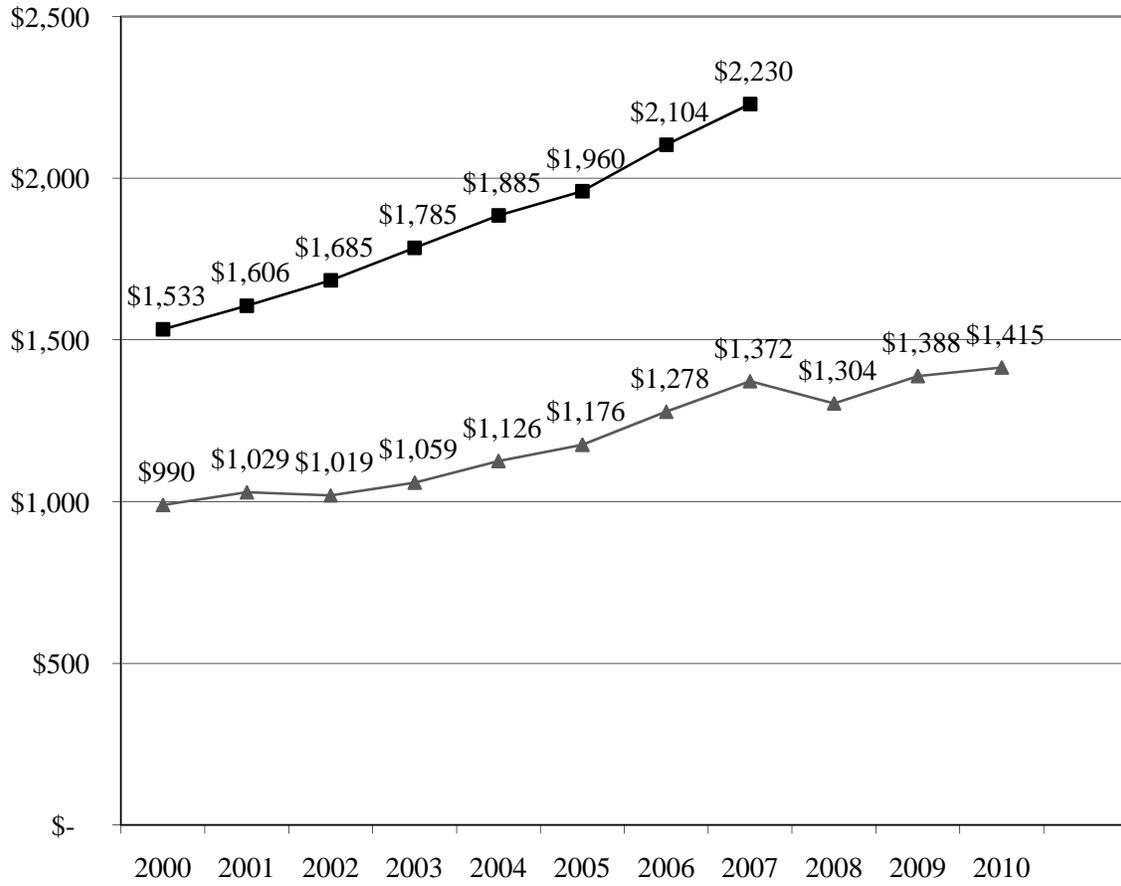
**CITY OF NORWICH
SUMMARY OF EXPENDITURES**



	2009-10 Adopted Budget	2008-09 Revised Budget	Dollar Change	Percent Change
General Government	9,454,691	10,763,602	(1,308,911)	-12.16%
Public Safety	12,195,967	12,576,462	(380,495)	-3.03%
Human Services	2,108,214	2,459,757	(351,543)	-14.29%
Public Works	9,169,596	7,710,097	1,459,499	18.93% *
Debt Service	4,537,782	4,633,885	(96,103)	-2.07%
Education	62,666,684	67,191,000	(4,524,316)	-6.73%
Capital Improvements	2,327,880	1,826,065	501,815	27.48%
	<u>102,460,814</u>	<u>107,160,868</u>	<u>(4,700,054)</u>	-4.39%

* The increase in the Public Works budget includes the addition of the refuse collection expenditures of \$2,197,000. When you exclude these costs, the Public Works budget actually decreased by over \$750,000.

PROPERTY TAX REVENUE PER CAPITA

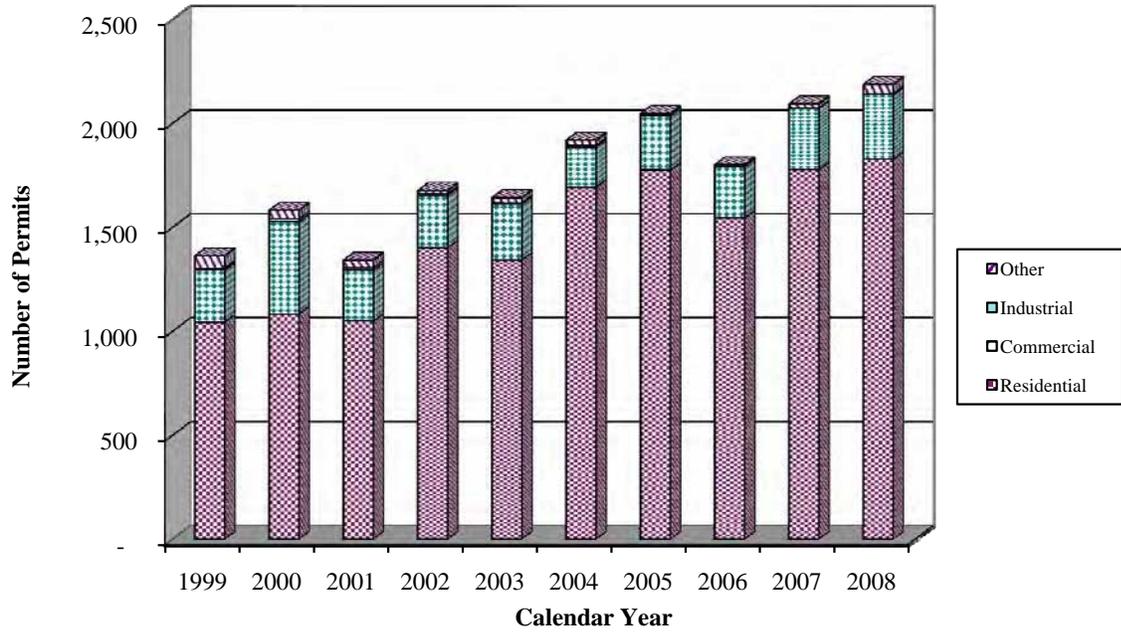


The last available statistic for the Average of 169 Connecticut Municipalities is for fiscal year 2007.

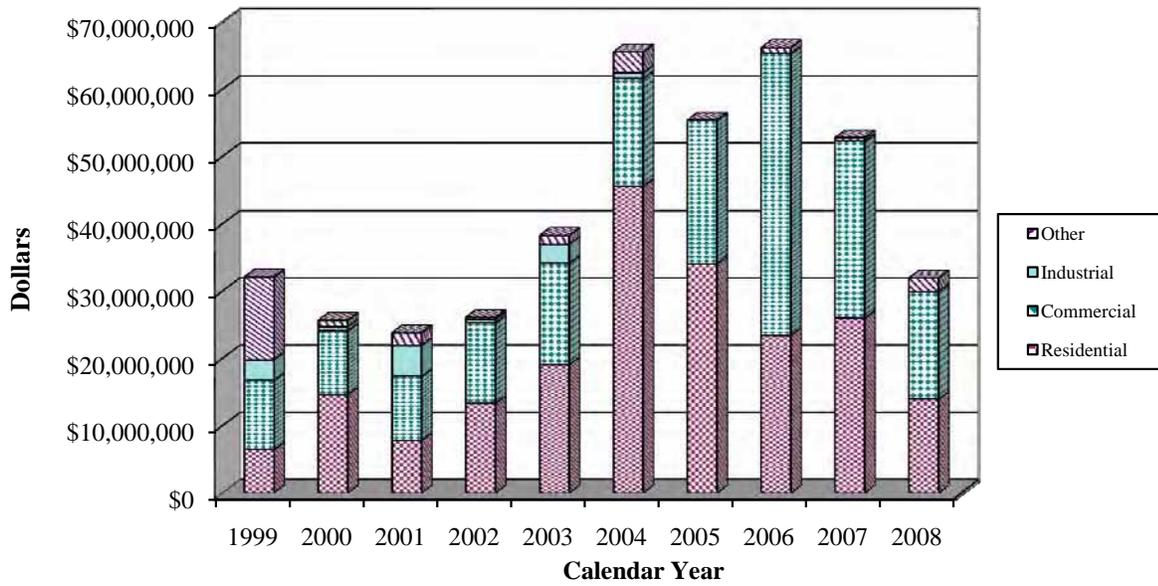
- ▲ City of Norwich
- Average of 169 Connecticut Municipalities

Source: November 2008 State of Connecticut Municipal Fiscal Indicators

BUILDING PERMITS ISSUED BY CATEGORY



TOTAL VALUE OF BUILDING PERMITS BY CATEGORY



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



TOTAL TAX BILL: \$3,416

Capital improvements	\$112	Taxes support the improvement and expansion of the city's infrastructure.
Fire	\$457	Taxes provide fire protection for residents.
Education	\$1,706	Taxes fund the Norwich Public School system.
Public Works	\$253	Taxes support maintenance of city roads, buildings, parks and vehicles and refuse and recycling collection.
General Government	\$379	Taxes support the administration of city services.
Debt Service	\$232	Taxes provide for the scheduled debt service payments from the city's long-term borrowings.
Police	\$277	Taxes provide police protection for residents.

CITY OF NORWICH
AUTHORIZED FULL-TIME EQUIVALENT POSITIONS

DEPARTMENT	01-02	02-03	03-04	04-05	05-06	06-07	07-08	08-09	09-10
General City									
City Manager	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0
Finance	13.0	13.0	12.0	12.0	12.0	14.0	15.0	14.0	12.0
Treasurer	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
Human Resources	5.5	5.5	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
City Clerk	5.0	5.0	5.0	5.0	5.0	5.0	6.0	6.0	5.0
City Council	1.5	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
Police	107.5	102.5	100.5	101.0	100.0	100.0	98.0	99.0	96.0
Fire	55.5	55.5	55.0	55.5	55.5	55.5	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
Human Services	11.0	10.5	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
Youth Service Bureau	5.0	5.0	3.0	3.0	3.0	3.0	3.0	3.0	2.0
PW Engineering & Administration	8.0	8.0	6.5	7.0	7.0	6.0	6.0	6.0	6.0
PW Fleet Maintenance	11.0	10.0	9.0	9.0	9.0	9.0	9.0	9.0	7.0
PW Solid Waste	4.0	3.0	3.0	3.0	2.0	2.0	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
PW Parks & Cemeteries	12.0	12.0	11.0	10.0	9.0	9.0	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
PW Parking Maintenance	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	1.0
Election	3.0	3.0	2.5	2.5	2.5	2.5	2.5	2.5	2.0
Planning & Development	13.0	12.5	11.0	12.0	13.0	13.0	14.5	14.5	13.0
Economic Development	1.0	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
Tourism	2.0	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.0
Subtotal - General City	335.0	322.0	300.5	303.0	299.0	299.5	309.0	308.0	293.0
Board of Education									
General Fund-funded positions	502.5	392.1	375.9	386.3	373.8	384.2	387.5	406.4	392.1
State & federal grant-funded positions	66.3	74.7	86.6	99.8	114.2	117.1	111.3	125.3	125.3
School Lunch (federal grant)	41.0	42.0	40.0	39.0	39.0	39.0	39.0	30.0	30.0
Adult Education (state & federal grants)	13.0	11.0	12.0	13.0	13.0	13.0	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
Subtotal - Board of Education	632.7	529.8	524.5	548.0	563.9	575.4	575.3	598.2	583.9
Norwich Public Utilities	136.0	138.0	136.5	137.0	137.0	137.0	137.0	139.5	139.5
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

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.

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 breakdown of the staffing numbers for the BOE's 2009-10 budget are tentative because they are waiting for guidance on how ARRA funds can be spent.

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

Collective Bargaining Group Name	Group Represented	FTE Positions F	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	6/30/2011
Norwich City Hall Employees Association, Inc., Connecticut Independent Labor Union (CILU), Local #11	City Non-supervisory administrative employees	63.00	7/1/2007	6/30/2010
United Public Service Employees Union, Connecticut Organization for Public Safety Division	City Police Officers	77.00	7/1/2007	6/30/2012
CILU, Local #24	City Public Works Employees	46.00	7/1/2007	6/30/2010
Public Works Supervisors, American Federation of State, County & Municipal Employees (AFSCME), Local 818, Council 4	City Public Works Supervisors	5.00	7/1/2008	6/30/2011
Municipal Employees Union "Independent" (MEUI)-Supervisors	City Supervisory administrative employees	11.00	7/1/2006	6/30/2009
Norwich School Administrators Association	NPS Administrators	17.00	7/1/2008	6/30/2012
MEUI Local 506, SEIU, AFL-CIO	NPS Custodians	29.00	7/1/2006	6/30/2009
Teamsters Local Union No. 493	NPS Maintainers	3.00	7/1/2007	6/30/2010
MEUI Local 506, SEIU, AFL-CIO	NPS Paraeducators	104.40	7/1/2005	6/30/2009
New England Health Care Employees Union District 1199, SEIU, AFL-CIO	NPS School Nurses	17.00	7/1/2005	6/30/2009
Norwich Educational Secretaries, AFSCME Local 1303-190, Council 4	NPS Secretaries	26.00	7/1/2004	6/30/2010
Norwich Teachers League	NPS Teachers	312.89	7/1/2008	6/30/2012
Supervisory Employees Association, Inc. AFSCME Local 818, Council 4	NPU Supervisory and Professional Employees	35.00	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	8.00	7/1/2008	6/30/2011

Non-Bargaining Employees

General Government	13.00
Department of Public Utilities	1.00
Board of Education	160.00
	<u>174.00</u>

CITY OF NORWICH
CONSOLIDATED DEBT SCHEDULE

Description	Original Bond Date	Interest Rates	Amount Bonded	Outstanding at 7/1/2009	Principal	Interest	Total FY 2010 Debt Service
Series A Refunding Bonds	4/5/2001	4.0 - 5.0%	13,010,000	5,320,000	1,080,000	225,739	1,305,739
Series B Taxable (Wauregan)	4/5/2001	6.5 - 6.75%	400,000	200,000	25,000	13,469	38,469
General Obligation Bonds	4/15/2002	4.0 - 5.0%	6,020,000	3,490,000	275,000	160,940	435,940
Series A, Capital Project Bonds	4/15/2004	3.0 - 3.55%	3,120,000	1,555,000	385,000	50,618	435,618
Series B, Refunding Bonds	4/15/2004	2.0 - 4.0%	4,575,000	3,265,000	335,000	116,478	451,478
Series A, Capital Project Bonds	3/15/2005	3.0 - 5.0%	3,520,000	2,455,000	355,000	77,863	432,863
Series B, Refunding Bonds	3/15/2005	3.0 - 4.0%	8,570,000	8,015,000	830,000	282,225	1,112,225
Qualified Zone Academy Bond-Kelly Renovations	12/30/2008	0.00%	2,940,000	2,940,000	245,000	-	245,000
Bond Anticipation Note *	12/17/2008	1.00%	8,045,000	8,045,000	-	80,450	80,450

Subtotal - General Fund Debt

35,285,000 3,530,000 1,007,782 4,537,782

Description	Original Bond Date	Interest Rates	Amount Bonded	Outstanding at 7/1/2009	Principal	Interest	Total FY 2010 Debt Service
CT DECD loan for Stony Brook Reservoir	7/1/1994	6.00%	1,000,000	320,025	73,155	19,202	92,357
CT CWF Notes 106-C	10/31/1997	2.00%	2,705,885	1,397,590	178,737	26,319	205,056
CT CWF Notes 298-C	6/30/2000	2.00%	1,507,962	753,980	75,398	14,388	89,786
CT CWF Notes 9714-C	12/31/2002	2.77%	1,898,651	1,289,884	87,579	34,623	122,202
CT CWF Notes 349-C	12/31/2002	2.00%	880,594	585,308	41,634	11,326	52,960
Capital leases and other debt					843,206	170,252	1,013,458

Subtotal - Norwich Public Utilities Debt

4,346,787 1,299,709 276,110 1,575,819

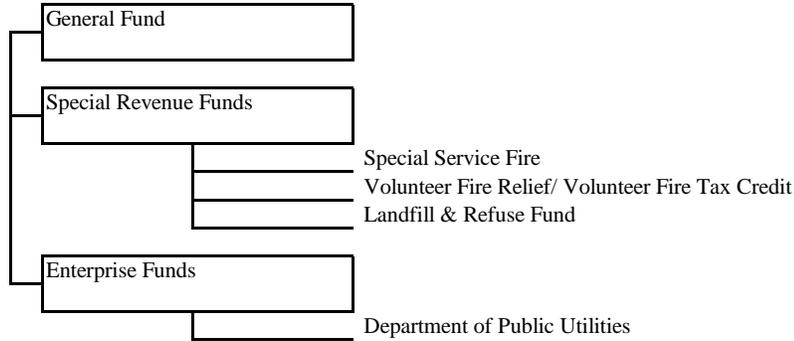
GRAND TOTAL

39,631,787 4,829,709 1,283,892 6,113,601

* The above Bond Anticipation Note matures on 12/16/2009 at which time the City plans on issuing bonds.

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. Undesignated fund balance ("UFB") of \$800,000 has been used to balance the budget in Fiscal Year 2010 in order to smooth the impact of tax increases.

Special Revenue Funds

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

Special Service Fire

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

Volunteer Fire Relief Fund/ Volunteer Fire Tax Credit

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

Landfill & Refuse Fund

This fund supports trash pick-up and cost of incinerator charges. Beginning with Fiscal Year 2010 the refuse activity will be included in the General Fund.

Undesignated fund balance has been used in prior years to balance the budget. However, in each year, the city has been able to generate revenues in excess of expenditures and preserve its fund balance. We did not budget the use of surplus in FY2010.

Enterprise Funds

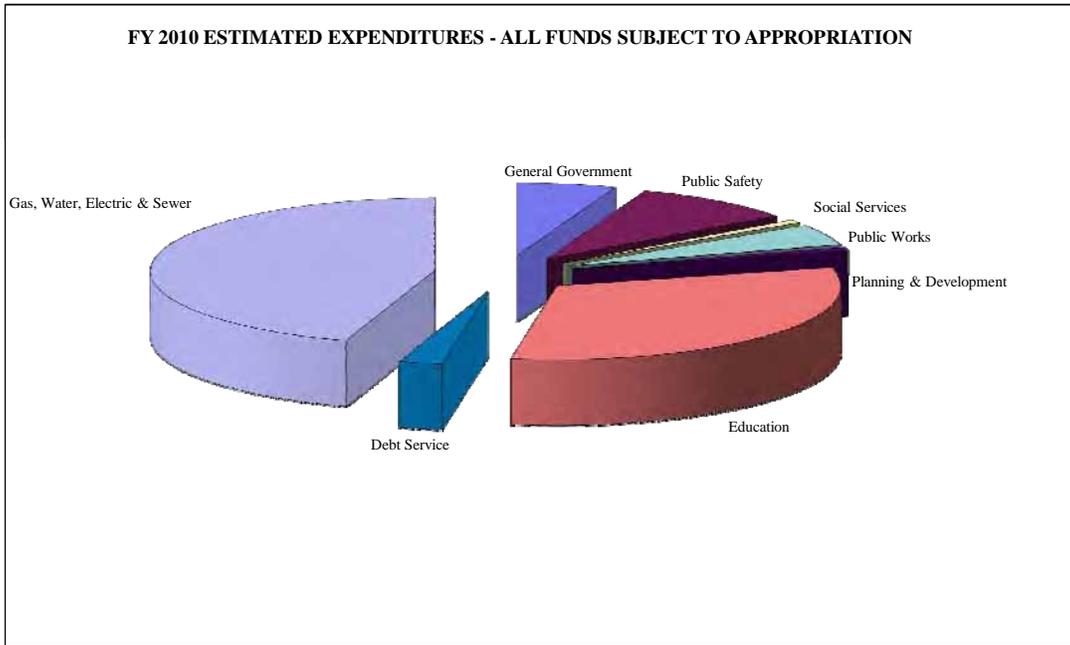
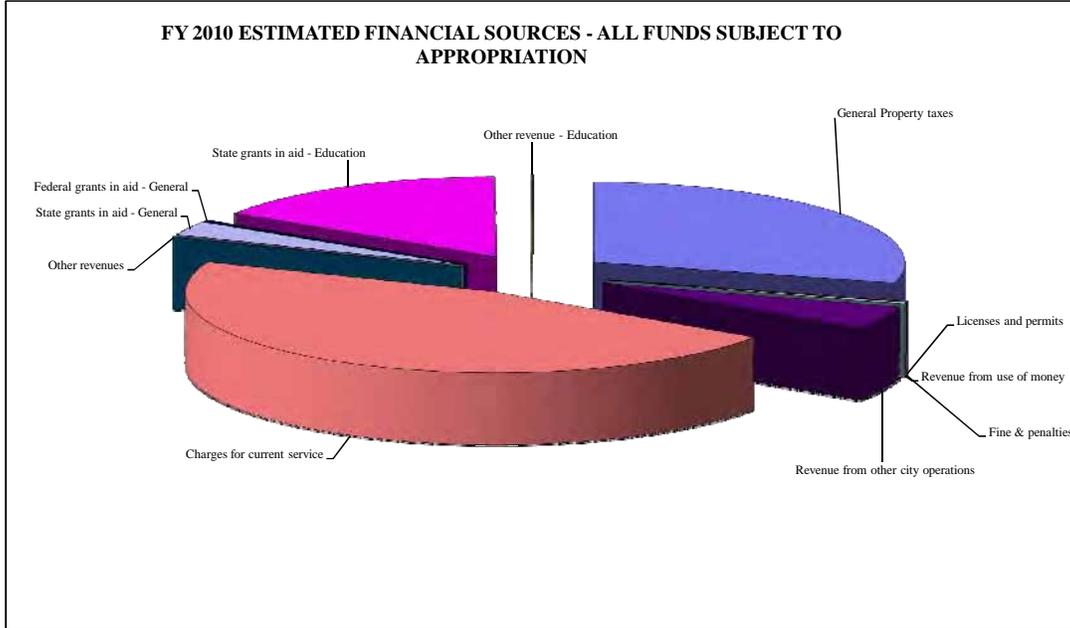
Norwich Public Utilities

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	
	General	SRF	NPU	SRF	FYE 2010 Budgeted	FYE 2009 Projected
Fund balances carried forward	9,132,005	357,035	96,963,635	106,452,675	106,115,306	109,151,344
Revenues						
General Property taxes	54,927,068	3,596,606	-	58,523,674	57,686,340	55,892,444
Licenses and permits	550,000	-	-	550,000	430,000	582,842
Fines & penalties	59,000	-	-	59,000	50,000	140,767
Revenue from use of money	598,914	6,000	37,800	642,714	963,300	1,457,584
Revenue from other city operations	8,652,076	7,557,671	-	16,209,747	8,256,846	8,280,891
Charges for current service	720,265	-	92,714,342	93,434,607	88,260,070	81,387,766
Other revenues	230,000	20,000	-	250,000	313,000	732,783
State grants in aid - General	3,922,878	1,767,046	-	5,689,924	6,458,002	6,256,015
Federal grants in aid - General	198,466	-	-	198,466	16,000	16,979
State grants in aid - Education	31,702,147	-	-	31,702,147	36,100,084	34,549,903
Other revenue - Education	100,000	-	-	100,000	50,000	134,448
Total revenue	101,660,814	6,145,419	92,752,142	200,558,375	198,583,642	189,432,422
Expenditures/expenses						
City Manager	316,275	-	-	316,275	362,000	339,424
Finance	1,249,469	-	-	1,249,469	1,425,000	1,434,407
City Treasurer	195,497	-	-	195,497	197,000	198,851
Assessment	356,981	-	-	356,981	487,000	760,799
Human Resources	357,549	-	-	357,549	414,000	455,004
Law	420,000	-	-	420,000	420,000	426,400
City Clerk	375,451	-	-	375,451	442,000	406,091
City Council	132,333	-	-	132,333	205,500	165,020
Police	10,030,593	-	-	10,030,593	10,191,000	9,833,075
Fire - Central	1,600,206	-	-	1,600,206	1,710,666	1,542,987
Fire - East Great Plain	123,721	-	-	123,721	142,675	144,254
Fire - Laurel Hill	55,786	-	-	55,786	40,430	70,750
Fire - Occum	75,702	-	-	75,702	75,447	79,037
Fire - Taftville	125,537	-	-	125,537	145,690	147,838
Fire - Yantic	126,744	-	-	126,744	177,262	152,556
Recreation	700,581	-	-	700,581	840,000	823,197
Human Services	1,407,633	-	-	1,407,633	1,620,000	1,411,961
Public Works	9,169,596	-	-	9,169,596	7,700,000	7,306,418
Election	113,529	-	-	113,529	155,000	145,622
Planning & Development	1,047,670	-	-	1,047,670	1,167,000	1,186,948
Economic Development	272,641	-	-	272,641	328,000	393,895
Debt Service - Principal	62,666,684	-	-	62,666,684	67,191,000	64,573,238
Debt Service - Interest	3,530,000	-	-	3,530,000	3,410,000	4,303,000
Miscellaneous	1,007,782	-	276,110	1,283,892	1,610,885	1,284,544
Emergency Management	6,945,176	-	-	6,945,176	6,415,000	7,055,129
Fire - Special Service	57,678	-	-	57,678	63,132	65,561
Landfill & Refuse Fund	-	5,641,586	-	5,641,586	5,003,272	4,700,291
Volunteer Fire Relief Fund	-	503,833	-	503,833	2,491,309	2,347,674
Gas, Water, Electric & Sewer	-	-	-	-	476,162	392,896
Total expenditures/expenses	102,460,814	6,145,419	89,276,717	197,882,950	198,246,273	193,287,197
Other financing uses/ (sources)	-	-	-	-	-	-
Capital contributions	-	-	-	-	-	-
Total resources used	-	-	-	-	-	-
Fund balance/net assets to carry forward	8,332,005	357,035	100,439,060	109,128,100	106,452,675	106,115,306
General Fund Fund Balance as a % of Expenditures	8.13%					
Total expenditures/expenses	102,460,814	6,145,419	89,276,717	197,882,950	198,246,273	193,287,197
Other financing uses/ (sources)	-	-	-	-	-	-
Capital contributions	-	-	-	-	-	-
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Other financing uses/ (sources)	-	-	-	-	-	-
Capital contributions	-	-	-	-	-	-
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Other financing uses/ (sources)	-	-	-	-	-	-
Capital contributions	-	-	-	-	-	-
Total resources used	-	-	-	-	-	-
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Capital contributions	-	-	-	-	-	-
Total resources used	-	-	-	-	-	-
Fund balance/net assets to carry forward	8,332,005	357,035	100,439,060	109,128,100	106,452,675	106,115,306
General Fund Fund Balance as a % of Expenditures	8.13%					

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



Financial Sources:

General Property taxes	58,523,674
Licenses and permits	550,000
Fine & penalties	59,000
Revenue from use of money	642,714
Revenue from other city operations	9,407,843
Charges for current service	93,434,607
Other revenues	250,000
State grants in aid - General	5,689,924
Federal grants in aid - General	198,466
State grants in aid - Education	31,702,147
Other revenue - Education	100,000

200,558,375

Expenditures:

General Government	11,162,841
Public Safety	18,341,386
Social Services	1,407,633
Public Works	9,169,596
Planning & Development	1,320,311
Education	62,666,684
Debt Service	4,813,892
Gas, Water, Electric & Sewer	89,000,607

197,882,950

General Fund

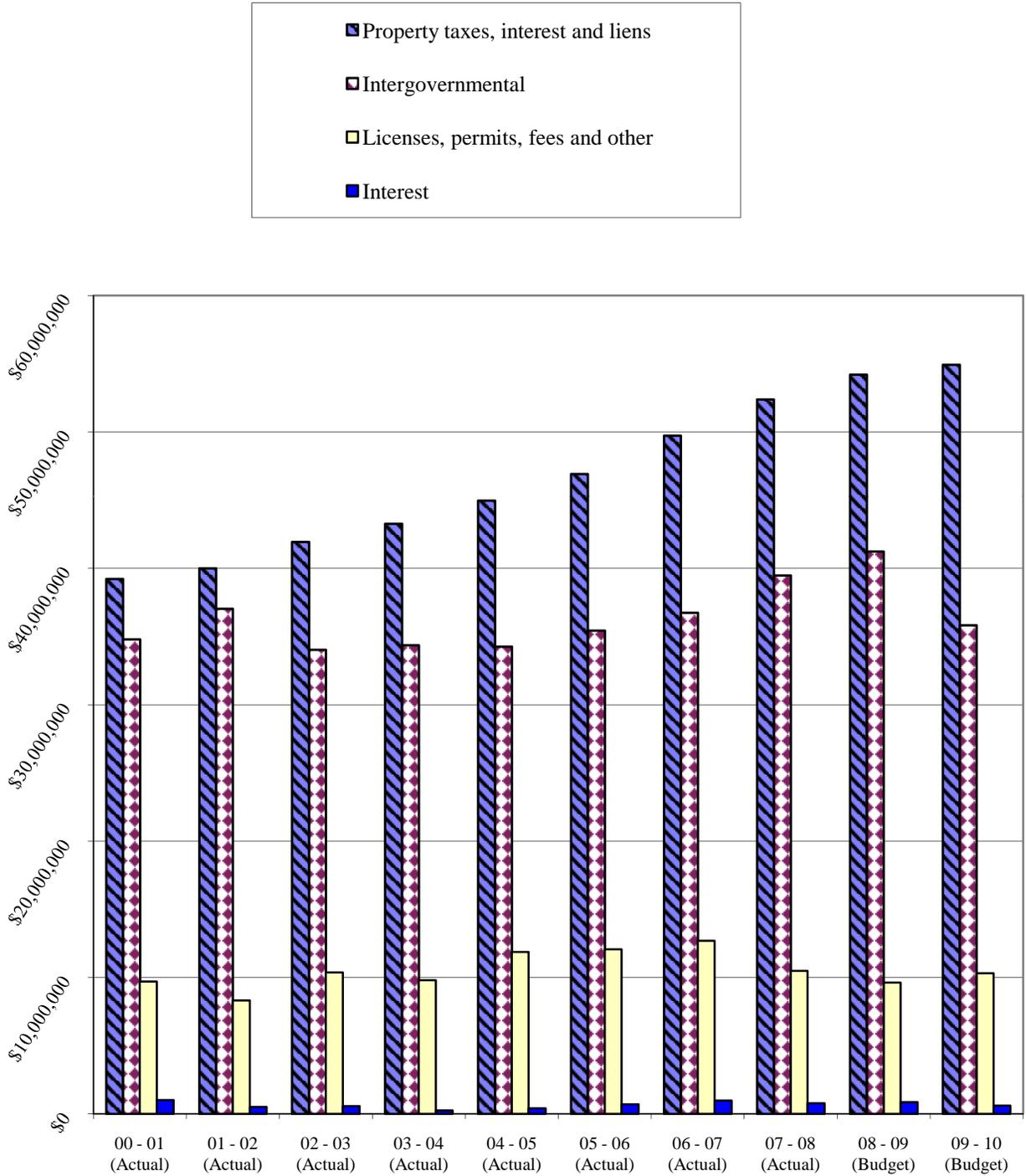
Norwich
CONNECTICUT **NOW.**

**CITY OF NORWICH
SUMMARY OF GENERAL FUND BUDGET
2009-10 ADOPTED BUDGET**

	General City	Debt Service	Capital Improvements	Education	Total General Fund
EXPENDITURES					
Total by category	32,928,468	4,537,782	2,327,880	62,666,684	102,460,814
TOTALS	32,928,468	4,537,782	2,327,880	62,666,684	102,460,814
REVENUES					
General Revenues	16,311,711	395,498	324,390	31,802,147	48,833,746
Surplus	400,000	0	0	400,000	800,000
Taxes to be levied - General Fund	16,216,757	4,142,284	2,003,490	30,464,537	52,827,068
TOTALS	32,928,468	4,537,782	2,327,880	62,666,684	102,460,814

GENERAL FUND REVENUE SOURCES

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



CITY OF NORWICH GENERAL FUND REVENUES 2009-10 ADOPTED BUDGET		* These revenues marked with an asterisk, totalling \$1,227,000, were budgeted in the Landfill & Refuse Fund in prior years. They are included in General Fund revenues in 2009-10 since the landfill and refuse expenditures are included in the Public Works budget.						
	2005-06 ACTUAL	2006-07 ACTUAL	2007-08 REVISED BUDGET	2007-08 ACTUAL	2008-09 REVISED BUDGET	2009-10 MANAGER'S PROPOSED	2009-10 ADOPTED BUDGET	
GENERAL PROPERTY TAXES								
70201	PROPERTY TAX CURRENT LEVY	44,345,439	47,594,884	48,695,630	49,619,917	51,848,667	52,818,667	52,827,068
70202	PROPERTY TAX PRIOR LEVY	1,168,996	759,797	1,050,000	1,346,209	1,000,000	1,000,000	1,000,000
70203	PROPERTY TAX-INT & LIENS	772,205	682,025	700,000	766,211	650,000	650,000	650,000
70208	PROP.TAX-M.V. PA-76-338	625,921	683,992	500,000	641,278	700,000	450,000	450,000
TOTALS		46,912,561	49,720,698	50,945,630	52,373,615	54,198,667	54,918,667	54,927,068
LICENSES & PERMITS								
70213	MISC. PERMITS & FEES	885,109	905,619	700,000	582,842	620,000	550,000	550,000
TOTALS		885,109	905,619	700,000	582,842	620,000	550,000	550,000
FINES & PENALTIES								
70218	TRAFFIC VIOLATIONS	29,665	21,770	25,000	19,625	20,000	19,000	19,000
77064	BLIGHT CITATIONS	0	0	0	121,142	30,000	40,000	40,000
TOTALS		29,665	21,770	25,000	140,767	50,000	59,000	59,000
INVESTMENT INCOME								
70223	INTEREST ON INVESTMENTS	681,787	919,570	740,000	977,871	800,000	550,000	550,000
70224	INTEREST CEMETERY TRUST	29,650	51,620	32,000	61,977	64,046	48,914	48,914
TOTALS		711,437	971,190	772,000	1,039,848	864,046	598,914	598,914
REVENUE FROM OTHER CITY OPERATIONS								
70209	PRIOR REFUSE CHARGES *	0	0	0	0	0	300,000	300,000
70226	OUTSIDE CONTRACTED JOBS	180,521	20,775	70,000	57,592	100,000	35,000	35,000
70227	SENIOR CITIZENS CENTER	37,803	44,365	36,828	45,567	36,828	41,828	41,828
70228	PUBLIC UTILITIES 10%	5,385,400	5,877,500	7,025,600	7,025,600	6,507,259	6,557,979	6,557,979
70229	D.P.U. CITY SERVICE	71,618	73,355	75,427	75,427	78,941	84,771	84,771
70230	BOND & NOTE PAYMENTS	101,849	99,918	99,918	98,327	96,040	95,498	95,498
70232	LANDFILL REVENUES	1,905,957	2,132,371	160,000	206,417	185,000	200,000	200,000
70239	D.P.U.SEWER ASSESSMENTS	710,000	600,000	550,000	550,000	400,000	300,000	300,000
70241	NGCA DEBT SERVICE	32,530	26,150	26,150	0	0	0	0
70260	PARKING COMMISSION	123,737	123,536	126,754	126,754	129,980	128,077	110,000
76040	DIRECT HAULER FEES *	0	0	0	0	0	920,000	920,000
76041	BACKYARD ROLLOUT FEES *	0	0	0	0	0	7,000	7,000
TOTALS		8,549,415	8,997,970	8,170,677	8,185,684	7,534,047	8,670,153	8,652,076
CHARGES FOR CURRENT SERVICE								
70234	RECORDING FEES	451,645	395,254	430,000	379,836	380,000	300,000	300,000
70235	LAND RECORD CAP IMPROV FEE	21,987	26,565	27,000	21,144	25,000	25,000	25,000
70236	PROBATE COURT CHARGE	18,675	19,619	19,925	20,056	20,824	20,265	20,265
70238	CONVEYANCE TAX	1,113,912	924,833	600,000	601,203	600,000	375,000	375,000
TOTALS		1,606,219	1,366,271	1,076,925	1,022,239	1,025,824	720,265	720,265
OTHER REVENUES								
70243	MISC. UNCLASSIFIED	391,127	566,597	310,000	602,788	273,000	230,000	230,000
70246	CITY PROP.-RELOC.COLLECT	62,633	136	0	54,995	0	0	0
78001	ANTHEM DEMUTUALIZATION	0	619,961	0	0	0	0	0
TOTALS		453,760	1,186,694	310,000	657,783	273,000	230,000	230,000

CITY OF NORWICH
GENERAL FUND REVENUES
2009-10 ADOPTED BUDGET

* These revenues marked with an asterisk, totalling \$1,227,000, were budgeted in the Landfill & Refuse Fund in prior years. They are included in General Fund revenues in 2009-10 since the landfill and refuse expenditures are included in the Public Works budget.

	2005-06 ACTUAL	2006-07 ACTUAL	2007-08 REVISED BUDGET	2007-08 ACTUAL	2008-09 REVISED BUDGET	2009-10 MANAGER'S PROPOSED	2009-10 ADOPTED BUDGET
STATE GRANTS IN AID - GENERAL							
70247 STATE-IN LIEU OF TAXES	1,329,251	1,572,002	1,425,595	1,588,029	1,787,716	1,489,495	1,489,495
70249 STATE-BUILDING MAINT.	223,299	201,960	252,000	274,365	277,000	249,000	257,000
70250 STATE-CITY HOUSING	178,036	61,904	27,503	77,737	30,278	35,793	35,793
70252 STATE-FISH & GAME LICENSE	58,624	59,834	50,000	61,875	50,000	60,000	60,000
70253 STATE MFG MACH & EQUIP	166,387	137,075	138,765	202,032	193,877	200,080	200,080
70254 STATE - MASH/PEQUOT FUNDS	1,484,474	2,022,760	1,604,292	1,914,035	1,817,067	847,700	847,700
70256 STATE-TOTAL DISAB-PA74123	2,165	3,376	3,376	3,204	3,204	3,074	3,074
70257 STATE-ELDERLY REIMBURSE.	143,991	0	0	0	234,252	155,155	155,155
70259 YOUTH SERVICE BUREAU	86,810	87,482	86,000	87,468	87,468	87,468	87,468
70261 STATE-SCH.BOND INTEREST	336,421	339,845	64,810	142,176	56,075	128,964	128,964
70266 STATE-ACCESS LINE TX SHR	253,007	228,944	175,000	238,593	220,000	180,000	180,000
70267 STATE-ADD.VETERANS EXEMPT	0	10,997	11,040	10,619	10,869	4,986	4,986
73010 CASINO ASSISTANCE REVENUE GRA	0	0	750,000	0	0	0	0
73420 TOWN AID ROADS	0	0	0	0	237,787	173,773	173,773
73800 LOCAL CAPITAL IMPROVE. PROGRAM	0	301,185	301,185	300,331	300,331	299,390	299,390
TOTALS	4,262,465	5,027,364	4,889,566	4,900,464	5,305,924	3,914,878	3,922,878
FEDERAL GRANTS IN AID - GENERAL							
70268 EMERGENCY MANAGEMENT PERFOI	12,760	11,047	11,000	16,979	11,413	11,413	11,413
74210 COPS HIRING RECOVERY PROGRAM	0	0	0	0	0	187,053	187,053
TOTALS	12,760	11,047	11,000	16,979	11,413	198,466	198,466
STATE GRANTS IN AID - EDUCATION							
70276 HEALTH SERVICES	101,243	95,714	95,000	146,737	100,000	120,000	120,000
70280 STATE-ED TRANSPORTATION	1,165,988	1,120,996	1,157,095	1,147,865	1,108,070	1,132,049	1,132,049
70284 STATE-ED EQUALIZE GRANT	28,128,685	28,346,282	32,130,278	30,378,625	32,044,143	32,316,543	27,792,227
70285 STATE-ED SERV.FOR BLIND	45,830	50,401	0	34,287	50,000	50,000	50,000
70296 EXCESS COST GRANT	1,961,948	2,095,056	1,807,391	2,842,389	2,607,871	2,607,871	2,607,871
TOTALS	31,403,694	31,708,449	35,189,764	34,549,903	35,910,084	36,226,463	31,702,147
OTHER REVENUE - EDUCATION							
70291 OTHER ED SCHOOL TUITIONS	288,043	215,176	200,000	134,448	150,000	100,000	100,000
TOTALS	288,043	215,176	200,000	134,448	150,000	100,000	100,000
SURPLUS GENERAL FUND							
70294 SURPLUS-GENERAL FUND	0	0	2,019,748	0	1,244,156	800,000	800,000
TOTALS	0	0	2,019,748	0	1,244,156	800,000	800,000
GRAND TOTALS	95,115,128	100,132,248	104,310,311	103,604,572	107,187,161	106,986,805	102,460,814

DESCRIPTION OF GENERAL FUND REVENUES

GENERAL PROPERTY TAXES

70201 Current Levy - The current levy for 2009-10 is based on all taxable property in the city as of 10/1/2008, 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 96.7%. 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 %	
1998-99	\$ 35,847,245	\$ 34,040,213	95.0%	
1999-00	\$ 36,795,675	\$ 34,975,547	95.1%	
2000-01	\$ 38,418,703	\$ 36,648,393	95.4%	
2001-02	\$ 38,794,024	\$ 37,207,877	95.9%	
2002-03	\$ 41,063,766	\$ 39,437,731	96.0%	
2003-04	\$ 42,773,755	\$ 41,136,220	96.2%	
2004-05	\$ 43,998,693	\$ 42,680,930	97.0%	
2005-06	\$ 46,541,197	\$ 44,977,469	96.6%	
2006-07	\$ 49,972,990	\$ 48,323,538	96.7%	
2007-08	\$ 51,980,360	\$ 50,213,269	96.6%	

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

Delinquent Tax Collections				
Fiscal Year	Amount Collectible	Total Collected	% Collected	
1998-99	\$ 5,247,535	\$ 1,485,552	28.3%	
1999-00	\$ 5,017,067	\$ 1,454,978	29.0%	
2000-01	\$ 4,422,601	\$ 1,546,886	35.0%	
2001-02	\$ 3,490,005	\$ 1,698,149	48.7%	
2002-03	\$ 3,639,033	\$ 1,389,112	38.2%	
2003-04	\$ 3,974,515	\$ 1,263,719	31.8%	
2004-05	\$ 4,005,901	\$ 1,375,536	34.3%	
2005-06	\$ 2,618,437	\$ 1,168,996	44.6%	
2006-07	\$ 2,862,229	\$ 759,797	26.5%	
2007-08	\$ 3,111,798	\$ 1,346,209	43.3%	

70203 Interest and Lien Fees - Interest and lien fees collected on payment of delinquent taxes. State statute requires 1.5% per month plus \$24 lien fee on real estate property lien. We are anticipating a reduction of the interest and lien fees collections as a result of the increase in the percentage collected in the first year of each levy and the successful collection of delinquent taxes in the past few years.

70208 M.V. PA 76-338 - Tax revenue anticipated from motor vehicles purchased after assessment date of October 1, 2008 and prior to August 1, 2009 (P.A. 76-338) based on the City's recent

experience with supplemental motor vehicle billing.

LICENSES & PERMITS

70213 Misc. Permits & Fees - Includes a broad range of user fees, most of which the city has the power to establish, and the remainder of which are set by Connecticut General Statutes. Includes building and housing fees, police issued permits, and miscellaneous fees. Most of the revenue is derived from building permits. 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 2009 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 in the 6/30/2008 Comprehensive Annual Financial Report (CAFR). A portion of these revenues has been allocated to the Special Service Fire District based on the assets housed in the CCD.

70229 Public Utilities City Service - Covers proportionate cost of city personnel 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. The city has seen an increase in the percentage of assessments that are paid off before their due date as a result of the turnover in the real estate market.

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

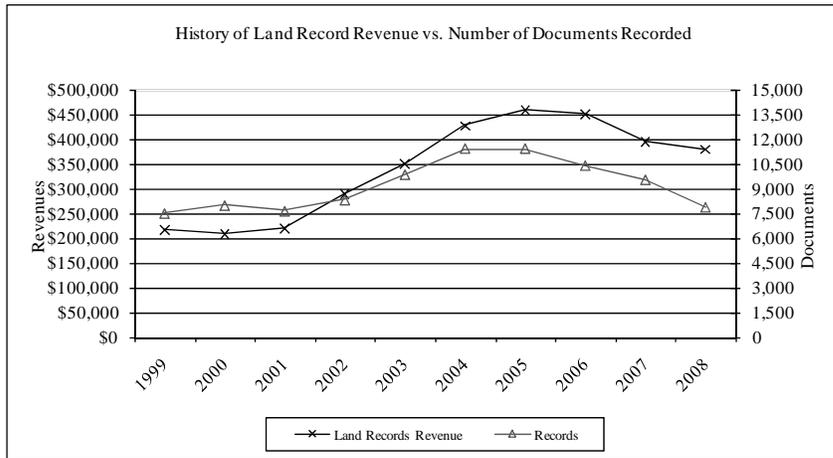
70260 Parking Commission Revenue – Reflects the reimbursement from the Public Parking Commission for public works maintenance. See the Public Works Parking Maintenance budget for detail.

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

76041 Backyard rollout fees – 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.

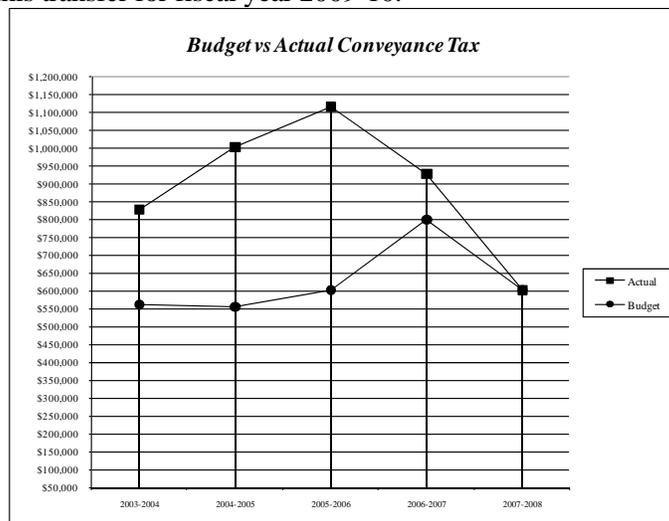


70235 Land Record Capital Improvement Fees – PA 05-228 established an additional \$30 fee per land recording. \$26 of this fee is remitted to the State of Connecticut’s “Land protection, affordable housing and historic preservation fund.” \$1 of this fee is designated for use by the local city or town 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 2009.

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 2008 to June 2009.

70238 Conveyance Tax - The proposed budget for fiscal year 2009-10 uses the rate allowed by the State of Connecticut of \$5.00 for each \$1,000 of the purchase price. This rate 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 2009-10 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 redirects 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 suspends this transfer for fiscal year 2009-10.



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 Governor Rell's proposed 2010-2011 biennial budget. This account includes the payments in lieu of taxes (PILOT) for State-owned property; privately owned colleges and hospitals; and manufacturing facilities in distressed municipalities. These PILOT funds are split according to the location of the properties between General Fund account 70247 and Special Service Fund account 70255. The PILOT for State-owned property for fiscal year 2009-10 is a 45% reimbursement of the tax loss from property tax exemptions based on the 10/1/2007 grand list. The PILOT for privately-owned colleges and hospitals for fiscal year 2009-10 is a 77% reimbursement of the tax loss from property tax exemptions based on the 10/1/2007 grand list. The PILOT for manufacturing facilities in distressed municipalities for fiscal year 2009-10 is a reimbursement of the tax loss from property tax exemptions pursuant to §§ 12-81 (59)-(60).

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. Governor Rell's proposed 2010-2011 biennial budget eliminated the housing PILOT payments.

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

70253 Manufacturer Machinery and Equipment - Reimbursement for tax revenue loss of 100% exempt new eligible manufacturing machinery and equipment. Based on the 10/1/2008 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 Governor Rell's proposed 2010-2011 biennial budget. These grants are split between general fund account 70254 and Special Service Fund 70258 according to the 10/1/08 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.

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.

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

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

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

FEDERAL GRANTS IN AID - GENERAL

70268 Emergency Management Performance Grant (f/k/a "DCPA Match Funds") - 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 Governor Rell's proposed 2010-2011 biennial budget. The Public School Pupil Transportation Grant is administered pursuant to CGS §§10-54, 10-66ee, 10-97, 10-158a, 10-266m, 10-273a and 10-277. The Non-public School Pupil Transportation Grant is administered pursuant to CGS §§10-266m, 10-277 and 10-281.

70284 Education Cost Sharing - Statutory grant reimbursement anticipated from State of Connecticut pursuant to CGS §§ 10-262f through 10-262j (as amended by PA 05-245). This grant is derived from a formula that takes into account a municipality's wealth, state guaranteed wealth level, state minimum education requirements and the count of "need students". These dollars will be used to offset educational expenses. The funding amount is based on the Governor Rell's proposed 2010-2011 biennial budget less roughly 14% (\$4,524,316) 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, 2008 and anticipated surplus as of June 30, 2009.

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.

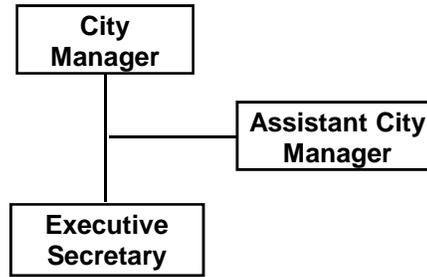
80057 Dues, Licenses, and Subscriptions – The costs of professional organization memberships, professional licenses, and subscriptions to newspapers and technical journals.

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

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

VALUES:

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

GOALS & ACTION PLANS:

1. The Core Capital Planning Committee will assess and prioritize the city-wide long-term capital improvement needs and recommend funding sources for these needs.
2. The city will be rolling the refuse charges into the mill rate. This move will save \$20,000-\$30,000 each year in postage, supplies and overtime.
3. The City Manager will continue to work with the Police Chief and Human Resources Director to act on the recommendations made by the consultants hired by the City in 2006. This may necessitate an investment in additional staff and equipment.
4. The City Manager, through the budget process, will 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.
5. The City Manager will strive to keep the tax rate increase less than the rate of inflation.
6. The City Manager and department heads will continue to apprise our State representatives, the Council of Governments, the Connecticut Conference of Municipalities, our lobbyists, and other groups of Norwich's legislative needs and wants.
7. The City will begin developing customer service policies.
8. The City will continue to improve the content and user-friendliness of the City's website.
9. The City will improve the phone system interface.
10. The City Manager will support the budgets for training and encourage department heads to make training opportunities available to their staff.

TARGET ACTIVITIES

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

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2009-10 ADOPTED BUDGET**

		2005-06	2006-07	2007-08	2007-08	2008-09	2009-10	2009-10	2009-10
		ACTUAL	ACTUAL	REVISED BUDGET	ACTUAL	REVISED BUDGET	BUDGET REQUEST	MANAGER'S PROPOSED	ADOPTED BUDGET
11	CITY MANAGER								
80011	HEAD OF DEPT	118,081	94,717	100,255	76,233	122,500	125,000	125,000	125,000
80012	EMPLOYEES	99,456	105,324	107,412	107,643	112,629	127,515	101,176	99,171
80013	PART TIME EMPLOYEES	13,051	16,587	16,232	27,048	17,428	0	0	0
89999	FRINGE BENEFITS	65,634	73,949	81,225	84,717	86,291	86,589	63,914	63,704
80015	PROFESSIONAL SERVICES	0	0	11,000	3,266	9,000	9,000	9,000	9,000
80021	MATERIALS & SUPPLIES	2,428	2,536	3,500	5,586	3,100	3,000	3,000	3,000
80032	EQUIP & FURN MAINT.	2,435	7,388	2,000	9,519	2,100	1,500	1,500	1,500
80033	TELEPHONE	4,195	4,343	3,300	4,714	3,300	3,300	3,300	3,300
80034	POSTAGE	582	881	1,500	918	1,250	1,100	1,100	1,100
80037	MILEAGE	3,917	3,950	5,000	3,344	5,200	6,000	6,000	6,000
80039	PRINTING	353	618	3,000	316	1,100	1,000	500	500
80048	DEPARTMENTAL EXPENSE	3,583	4,994	5,000	12,778	5,200	1,000	0	0
80057	DUES, LICENSES, SUBSCRIPTIONS	0	0	0	0	0	2,000	2,000	2,000
80059	TRAINING	0	0	0	0	0	2,000	2,000	2,000
TOTALS		313,716	315,287	339,424	336,082	369,098	369,004	318,490	316,275

CITY MANAGER

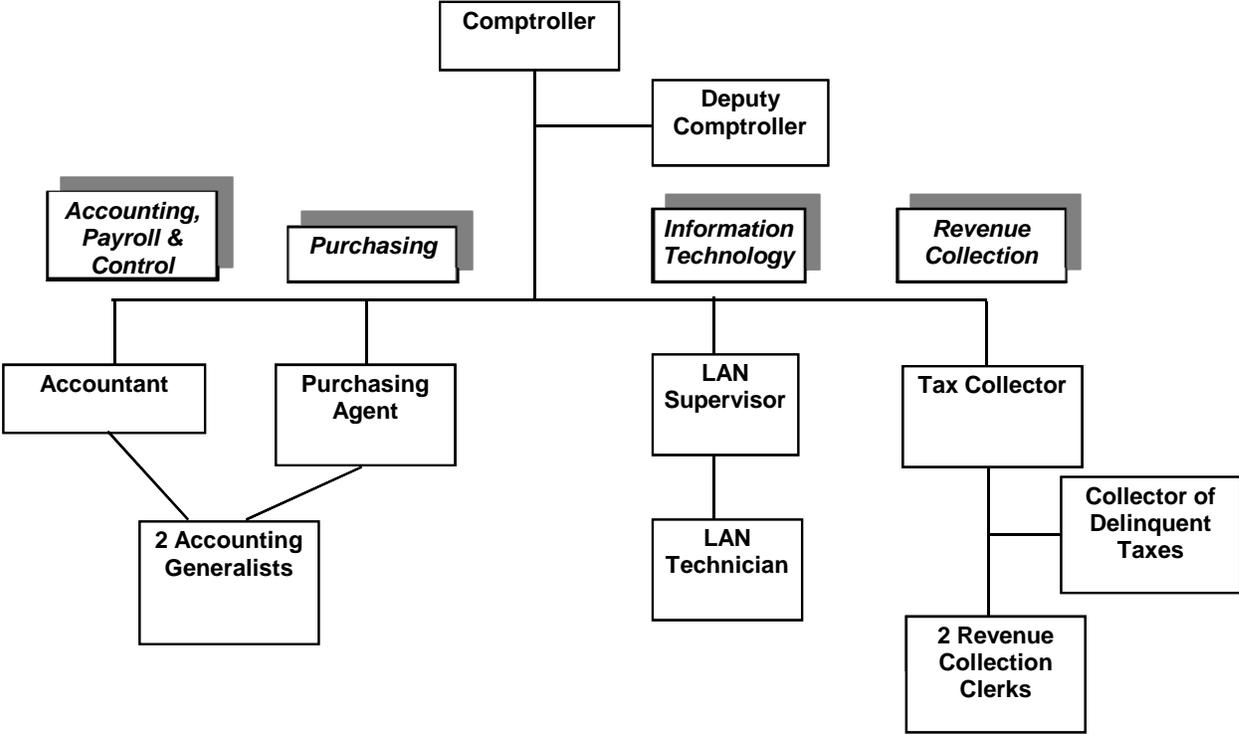
City Manager			125,000 ***
Assistant City Manager	0.614 @	68,237	41,898 **
Administrative Clerk	0.400 @	32,203	12,881 *
Executive Secretary	1.000 @	44,392	44,392
			<u>99,171</u>
		TOTAL WAGES	<u>224,171</u>

* This position is shared between the City Manager and Community Development

** 38.6% of the Assist. City Manager's salary will be charged to Community Development

*** The City Manager's salary was increased on January 1, 2009 to \$125,000. He will not be accepting a salary increase during fiscal year 2009-10.

City of Norwich Finance Department Organization Chart



FINANCE

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

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

VALUES:

- Fiscal Integrity
- Efficiency
- Accuracy
- Timeliness

GOALS & ACTION PLANS:

1. Restructure Finance Department job responsibilities so they are more flexible and efficient.
2. Reduce the number of standalone printers and other business machines and move to networked multi-function machines in order to save money in electricity, toner and other supplies, and maintenance.
3. Use new revenue collection software to combine multiple bills into a single mailing, thus reducing the City's postage and supplies costs.
4. Begin to offer the option of electronic (ACH) payments to vendors in lieu of checks.
5. Continue to improve the website to make it more useful and user-friendly.

ACCOMPLISHMENTS:

1. In August 2008, received a bond ratings upgrade from Standard & Poor's from A+ to AA- and Fitch Ratings affirmed their AA- rating.
2. Worked with Norwich Public Schools, our bond counsel and financial advisor to issue \$2,940,000 of Qualified Zone Academy Bonds for the Kelly Renovate-as-New project. These bonds will save the City \$1 million in interest expense.
3. 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.
4. Set up a trust for Other Post-Employment Benefits.
5. Updated City website to comply with the State of Connecticut public meeting online posting requirements in a way that shares the burden among departments.
6. Worked with Human Resources and Norwich Public Utilities to negotiate a 10-year contract for retirement benefits for the employees of the City and NPU bargaining units.
7. The City will receive over \$8,000 in purchase card rebates for calendar year 2008 in addition to the thousands of dollars of savings each year in time, postage and supplies realized from the use of purchase cards.
8. Worked with the Assessor's office to select a new software vendor for property tax assessment and revenue collection. Over the next 10 fiscal years, we anticipate that this software will save the City more than \$90,000 in software licensing and printing costs. This new software will also enable taxpayers to look up their tax bills online and give them a payment history.

Finance Department

Performance Measure

Inputs

	07-08	08-09	09-10
	Actual	Projected	Projected
Cost of Finance Department	\$1,433,992	\$1,412,319	\$1,249,469
Value of current levy tax bills mailed	\$52,005,182	\$53,573,741	\$54,584,696
Current levy taxes collected	\$50,313,803	\$51,848,667	\$52,827,069
Debt Service Interest Paid	\$1,284,544	\$1,223,885	\$1,007,782
Outstanding debt at beginning of the year	\$31,530,000	\$32,395,000	\$35,285,000

Workload/ Output

Hardware/ software service requests cleared	1,380	1,700	1,700
Number of computers maintained	270	270	270
Number of computers replaced during the year	20	20	20
Number of servers maintained	12	12	10
Number of servers replaced during the year	2	2	2
Number of printers maintained	45	40	38
Number of training opportunities offered	5	4	4
Number of training participants	50	30	30
Number of internal audits performed	3	6	2

Outcome/ Results

Percent of current tax levy collected	96.75%	96.78%	96.78%
Actual General Fund revenue collected as a percentage of amount budgeted	101.28%	100.00%	100.00%
Reportable findings by external auditor	-	-	-
Reportable findings - Federal & State awards	1	-	-
Audit adjustments	6	10	10
Average number of days to pay bills	23	20	20
Percent of bills paid within 30 days	82.69%	85.00%	90.00%
Website visits	130,000	150,000	160,000

Efficiency

Cost of department/ cost of total General Fund operations	1.37%	1.32%	1.22%
Average interest rate on debt	4.07%	3.78%	2.86%
Date financial statement audit finished	12/22/2008	10/31/2009	10/31/2010
Number of business days budget printed after adoption	15	10	10

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2009-10 ADOPTED BUDGET**

		2005-06 ACTUAL	2006-07 ACTUAL	2007-08 REVISED BUDGET	2007-08 ACTUAL	2008-09 REVISED BUDGET	2009-10 BUDGET REQUEST	2009-10 MANAGER'S PROPOSED	2009-10 ADOPTED BUDGET
12	FINANCE								
80011	HEAD OF DEPT	83,724	86,350	89,269	89,267	92,170	92,170	92,170	92,170
80012	EMPLOYEES	484,182	593,594	639,935	614,910	650,897	637,628	590,533	579,522
80013	PART TIME EMPLOYEES	39,140	24,975	18,000	18,647	26,000	26,000	26,000	26,000
80014	OVERTIME	3,633	2,302	3,500	2,879	3,500	0	0	0
89999	FRINGE BENEFITS	198,149	250,817	316,003	316,003	271,588	248,977	224,687	223,535
80015	PROFESSIONAL SERVICE	38,500	39,850	83,000	78,911	42,800	44,200	44,200	44,200
80021	MATERIALS & SUPPLIES	3,599	697	12,000	16,953	7,900	8,000	8,000	8,000
80032	EQUIP & FURN MAINT	21,370	18,664	15,000	38,012	16,000	15,870	15,870	15,870
80033	TELEPHONE	5,222	10,633	12,000	8,316	9,500	9,000	9,000	9,000
80034	POSTAGE	27,314	24,828	28,700	28,581	32,500	27,372	27,372	27,372
80037	MILEAGE	2,451	3,887	3,400	4,457	3,400	4,000	4,000	4,000
80038	ADVERTISING	6,051	10,596	10,000	15,094	10,000	12,000	12,000	12,000
80039	PRINTING	19,110	30,825	30,800	20,760	25,600	25,800	25,800	25,800
80044	DATA CENTER	109,951	161,388	161,200	172,237	230,800	174,000	171,400	171,400
80048	DEPARTMENTAL EXPENSE	7,491	8,391	11,600	8,965	11,400	11,100	0	0
80057	DUES, LICENSES, SUBSCRIPTIONS	0	0	0	0	0	0	4,600	4,600
80059	TRAINING	0	0	0	0	0	0	6,000	6,000
TOTALS		1,049,888	1,267,797	1,434,407	1,433,992	1,434,055	1,336,117	1,261,632	1,249,469

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

	2005-06 ACTUAL
18	MANAGEMENT INFORMATION SYSTEMS
80011	HEAD OF DEPT 51,387
80012	EMPLOYEES 31,334
89999	FRINGE BENEFITS 33,066
80021	MATERIALS & SUPPLIES 3,462
80032	EQUIP & FURN MAINT 2,746
80033	TELEPHONE 3,316
80034	POSTAGE 0
80037	MILEAGE 675
80048	DEPARTMENTAL EXPENSE 1,758
80059	TRAINING 2,104
80149	SOFTWARE UPDATES 6,405
81549	COMPUTERS & WIRING 5,566
86000	INTERNET & EMAIL SUPPORT 28,011
86006	MUNICIPAL BROADCASTING 1,500
TOTALS 171,330	

TOTAL OF BOTH DEPARTMENTS	1,221,217
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FINANCE

Comptroller			92,170
Deputy Comptroller		72,492	
Tax Collector		66,659	
Purchasing Agent		64,890	
LAN Supervisor		60,910	
Accountant		54,087	
LAN Technician		51,481	
Accounting Generalist	2 @	45,502	91,004 *
Revenue Collections Clerks	2 @	37,345	74,690
Collector of Delinquent Taxes		43,309	
			<u>579,522</u>
		TOTAL WAGES	<u>671,692</u>

Professional Services:

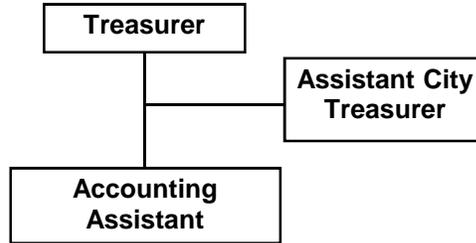
Represents cost of annual municipal audit and required audits of Federal and State grants.

Data Center:

Includes financial system software maintenance & support contracts.

* The Finance Office positions of Accounts Payable Clerk, Purchasing Assistant, Payroll Coordinator and Administrative Clerk have been eliminated and have been replaced with two Accounting Generalists.

City of Norwich Treasurer's Office Organization Chart



TREASURER

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

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

VALUES:

- Prudence
- Integrity
- Accuracy
- Timeliness

GOALS:

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

ACCOMPLISHMENTS:

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

Treasurer	07-08	08-09	09-10
Performance Measure	Actual	Projected	Projected
<i>Inputs</i>			
Budget	\$208,851	\$194,297	\$195,497
Full-time equivalent employees	3.0	3.0	3.0
<i>Workload/ Output</i>			
Number of accounts	85	59	59
Number of bank statements	480	480	480
Budgeted cash receipts	\$185,707,707	\$180,000,000	\$180,000,000
<i>Outcome/ Results</i>			
Average return on investments	4.50%	3.50%	2.00%
Average number of days to perform bank reconciliations	15	15	15
<i>Efficiency</i>			
Cost of department per budgeted cash receipts	\$0.001	\$0.001	\$0.001
Number of accounts per full-time equivalent staff	28	20	20

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2009-10 ADOPTED BUDGET**

		2005-06	2006-07	2007-08	2007-08	2008-09	2009-10	2009-10	2009-10
		ACTUAL	ACTUAL	REVISED BUDGET	ACTUAL	REVISED BUDGET	BUDGET REQUEST	MANAGER'S PROPOSED	ADOPTED BUDGET
02	TREASURER								
80011	HEAD OF DEPT	46,461	46,465	46,464	46,461	46,464	46,464	46,464	46,464
80012	EMPLOYEES	86,259	89,104	88,657	88,857	94,790	98,108	98,108	94,790
80013	PART TIME EMPLOYEES	780	930	1,000	0	1,000	0	0	0
89999	FRINGE BENEFITS	45,916	51,102	56,430	56,430	50,628	52,251	49,990	49,643
80015	PROFESSIONAL SERVICES	0	0	200	0	0	0	0	0
80021	MATERIALS & SUPPLIES	137	976	400	0	400	400	400	400
80032	EQUIP & FURN MAINT	2,216	820	1,000	68	1,000	1,000	1,000	1,000
80033	TELEPHONE	1,294	839	1,000	791	700	800	800	800
80034	POSTAGE	945	4	200	10	1,000	500	500	500
80037	MILEAGE	0	0	0	0	0	900	900	900
80039	PRINTING	0	777	1,500	0	1,500	500	500	500
80048	DEPARTMENTAL EXPENSE	1,174	1,117	2,000	1,110	3,000	0	0	0
80057	DUES, LICENSES, SUBSCRIPTIONS	0	0	0	0	0	500	500	500
TOTALS		185,182	192,134	198,851	193,727	200,482	201,423	199,162	195,497

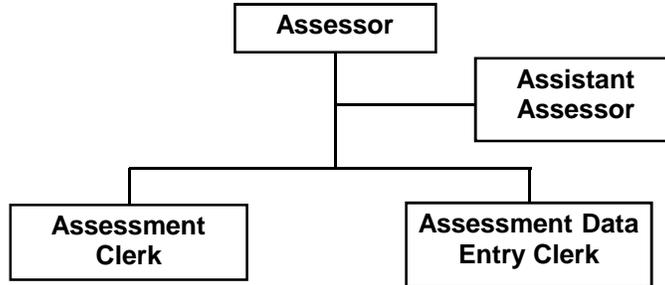
TREASURER

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 2009-10, investment income is estimated at \$550,000.

City of Norwich Assessor Department Organization Chart



ASSESSMENT

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

VISION: To discover, list and assess all types of property. Each taxpayer should bear only their appropriate share of the tax burden.

VALUES:

- Accuracy
- Uniformity
- Fairness
- Consistency

GOALS & ACTION PLANS:

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

ACCOMPLISHMENTS:

1. For Fiscal Year 2009-2010 the Assessor's Office will utilize a new computer system from Quality Data.
2. The July 2009 tax bills will reflect the new revaluation values from 10/01/08 using the Quality Data Administrative System.

Assessment Department	07-08	08-09	09-10
Performance Measure	Actual	Projected	Projected
<i>Inputs</i>			
Budget	\$770,799	\$475,306	\$356,981
Full-time equivalent employees	4.0	4.0	4.0
<i>Workload/ Output</i>			
Grand list, net of exemptions and credits	\$1,764,000,000	\$2,500,000,000	\$2,327,205,112
Real estate accounts (gross)	\$1,567,000,000	\$2,209,000,000	\$2,099,094,537
Motor vehicle accounts (gross)	\$183,000,000	\$195,000,000	\$174,082,080
Personal property accounts (gross)	\$93,000,000	\$94,000,000	\$115,173,377
Real estate accounts (number)	13,500	14,000	13,093
Motor vehicle accounts (number)	30,100	32,000	29,687
Personal property accounts (number)	1,200	1,350	1,128
Total number of accounts	44,800	47,350	43,908
Deed transfers	1,500	1,600	1,750
Building permits	1,800	1,750	1,600
Personal property declarations	1,250	1,400	1,400
<i>Outcome/ Results</i>			
Grand lists filed timely	1	1	1
Appeals to Board of Assessment Appeals	25	1,300	500
Board of Assessment Appeals changes	-	-	-
Appeals approval	230	525	200
<i>Efficiency</i>			
Number of assessments per FTE staff	11,200	11,837	11,837
Cost per assessment	\$17.21	\$10.04	\$8.13

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2009-10 ADOPTED BUDGET**

		2005-06	2006-07	2007-08	2007-08	2008-09	2009-10	2009-10	2009-10
		ACTUAL	ACTUAL	REVISED BUDGET	ACTUAL	REVISED BUDGET	BUDGET REQUEST	MANAGER'S PROPOSED	ADOPTED BUDGET
13	ASSESSMENT								
80011	HEAD OF DEPT	68,269	72,153	72,789	72,788	75,155	75,155	75,155	75,155
80012	EMPLOYEES	96,099	113,250	112,258	112,690	124,038	167,874	129,222	124,853
80013	PART TIME EMPLOYEES	6,574	3,130	6,000	3,348	3,000	6,000	3,000	3,000
80014	OVERTIME	2,977	4,130	3,000	9,282	4,580	6,080	0	0
89999	FRINGE BENEFITS	65,890	84,256	101,352	101,352	111,889	111,402	82,732	82,273
80015	PROFESSIONAL SERVICE	21,383	38,940	24,000	23,612	44,000	33,000	23,000	23,000
80021	MATERIALS & SUPPLIES	4,545	3,288	4,000	3,166	6,500	6,000	6,000	6,000
80032	EQUIP & FURN MAINT	0	0	600	364	600	600	500	500
80033	TELEPHONE	1,376	1,128	1,500	1,114	1,100	1,200	1,200	1,200
80034	POSTAGE	1,578	1,631	1,500	1,489	1,500	1,500	1,500	1,500
80037	MILEAGE	2,868	3,271	3,500	3,278	3,500	3,500	3,500	3,500
80038	ADVERTISING	661	663	2,000	409	2,000	2,000	1,000	1,000
80039	PRINTING	775	4,717	3,500	1,511	4,000	4,500	4,000	4,000
80048	DEPARTMENTAL EXPENSE	1,636	2,415	4,800	2,173	5,500	5,800	0	0
80057	DUES, LICENSES, SUBSCRIPTIONS	0	0	0	0	0	0	1,000	1,000
NON RECURRING ITEM									
80145	GIS SYSTEM			0	0	0	3,000	0	0
80155	REVALUATION	88,173	3,000	420,000	420,000	100,000	0	30,000	30,000
86000	FAX MACHINE			0		0	0	0	0
TOTALS		362,803	335,972	760,799	756,576	487,362	427,611	361,809	356,981

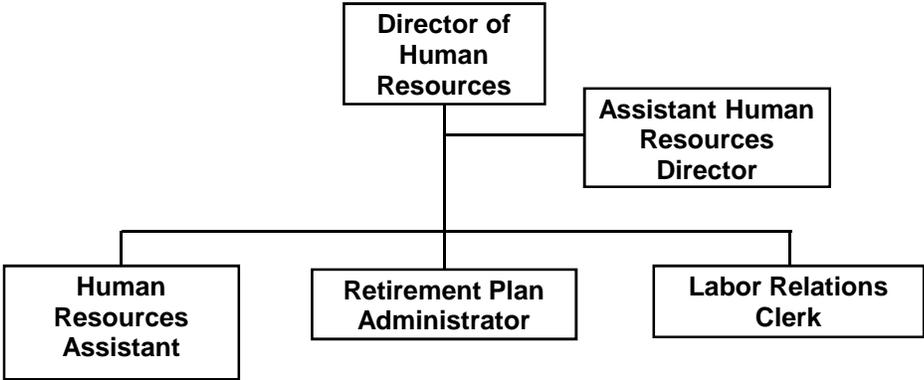
ASSESSMENT

Assessor				75,155
Assistant Assessor			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>200,008</u></u>

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

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

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



HUMAN RESOURCES

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

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

VALUES:

- Compassion
- Fairness
- Consistency

GOALS & ACTION PLANS:

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

ACCOMPLISHMENTS:

1. Negotiated and settled five labor contracts, including the three largest bargaining units: City Hall, Police, and Public Works.
2. Reduced recruitment cycle time from initial requisition through testing and final offer.
3. Negotiated and settled union coalition pension agreement.

Human Resources	07-08	08-09	09-10
Performance Measure	Actual	Projected	Projected
<i>Inputs</i>			
Budget	\$427,504	\$412,883	\$357,549
Full-time equivalent employees	4.5	4.5	4.5
<i>Workload/outputs</i>			
Total City employees	309.0	309.0	293.0
Total NPU employees	137.0	141.0	139.5
Total applications processed	1,900	1,600	1,600
Number of promotional exams given	14	14	14
Number of entry exams given	12	20	20
Vacancies filled through promotion	13	18	18
Vacancies filled through new hires	35	35	35
Classifications reviewed	10	10	10
Training programs provided	10	10	10
Percent of female employees	26.40%	26.40%	26.40%
Percent of minority employees	8.00%	8.00%	8.00%
<i>Outcome/results</i>			
Employee turnover rate	5.00%	5.00%	5.00%
Percent of employees completing probation	100.00%	100.00%	100.00%
Number of employees given service awards	23	23	23
<i>Efficiency</i>			
Number of active city employees per FTE	99.1	100.0	96.1

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2009-10 ADOPTED BUDGET**

		2005-06 ACTUAL	2006-07 ACTUAL	2007-08 REVISED BUDGET	2007-08 ACTUAL	2008-09 REVISED BUDGET	2009-10 BUDGET REQUEST	2009-10 MANAGER'S PROPOSED	2009-10 ADOPTED BUDGET
14	HUMAN RESOURCES								
80011	HEAD OF DEPT	68,835	71,085	73,389	73,109	75,774	75,774	72,500	72,500
80012	EMPLOYEES	141,842	144,738	146,395	157,951	153,739	154,149	120,582	119,906
80014	OVERTIME	54	205	28,000	20,229	500	500	0	0
89999	FRINGE BENEFITS	79,534	90,601	98,790	101,451	89,111	87,812	69,513	69,443
80015	PROFESSIONAL SERVICE	33,869	38,858	37,400	42,895	37,400	36,400	41,400	41,400
80021	MATERIALS & SUPPLIES	2,105	1,775	3,000	2,812	2,000	2,000	2,000	2,000
80032	EQUIP & FURN MAINT	10,456	3,273	3,000	3,065	3,000	6,000	3,500	3,500
80033	TELEPHONE	2,382	2,221	2,400	2,291	2,400	2,400	2,300	2,300
80034	POSTAGE	2,917	2,317	3,000	3,234	3,000	3,000	3,000	3,000
80037	MILEAGE	36	0	500	0	0	0	0	0
80038	ADVERTISING	14,775	10,320	14,500	9,813	14,500	14,500	9,000	9,000
80039	PRINTING	1,272	1,002	2,000	1,805	1,500	1,500	1,500	1,500
80048	DEPARTMENTAL EXPENSE	4,032	4,478	4,630	6,783	4,630	4,630	0	0
80057	DUES, LICENSES, SUBSCRIPTIONS	0	0	0	0	0	0	3,000	3,000
80153	HEALTH SAFETY COMPLIANCE	0	165	30,000	20,135	23,000	23,000	23,000	23,000
80167	EMPLOYEE INCENTIVES	0	1,258	8,000	5,642	8,000	8,000	7,000	7,000
	TOTAL	362,110	372,296	455,004	451,215	418,554	419,665	358,295	357,549

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

80153	HEALTH SAFETY COMPLIANCE	25,389	24,791	0		0	0	0	0
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TOTALS FOR PURPOSES OF COMPARISON		387,499	397,087	455,004	451,215	418,554	419,665	358,295	357,549
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HUMAN RESOURCES

Acting Director of Human Resources	7/1/09-3/31/10	52,500
Director of Human Resources	4/1/10-6/30/10	20,000
Subtotal - Department Head		<u>72,500 *</u>

Assistant Human Resources Director	0.25 @	55,088	13,772 *
Retirement Plan Administrator	1.00 @	46,257	46,257
Human Resources Assistant	1.00 @	40,555	40,555
Human Resources Clerk (21 hours)	0.00 @	32,203	0 **
Labor Relations Clerk (21 hours)	0.60 @	32,203	19,322
			<u>119,906</u>

TOTAL WAGES	<u><u>192,406</u></u>
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* Assistant Human Resources Director will serve as the Acting Director of Human Resources until a new permanent Director is appointed. We anticipate appointing a new Director by April 2010. Because of this, we have budgeted the Assistant Human Resources Director for only the last quarter of fiscal year 2009-10.

** The Human Resources Clerk was a clerk position shared with the City Manager's office. The Human Resources portion of this position has been eliminated and a new "Labor Relations Clerk" position has been established to assist with confidential Human Resources matters.

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.

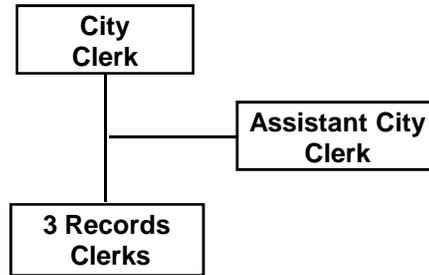
The Law budget is the estimated amount of money to be paid to the Corporation Counsel and other attorneys during the fiscal year. The Corporation Counsel is described by Chapter XVI, §1 of the City Charter:

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
2009-10 ADOPTED BUDGET**

		2005-06	2006-07	2007-08	2007-08	2008-09	2009-10	2009-10	2009-10
		ACTUAL	ACTUAL	REVISED BUDGET	ACTUAL	REVISED BUDGET	BUDGET REQUEST	MANAGER'S PROPOSED	ADOPTED BUDGET
15	LAW								
80134	CITY ATTORNEY	192,000	204,000	306,000	216,175	307,000	307,000	307,000	307,000
80135	OUTSIDE ATTORNEYS	152,779	204,423	120,400	208,072	113,000	113,000	113,000	113,000
TOTALS		344,779	408,423	426,400	424,247	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

ACCOMPLISHMENTS:

1. Installation of a new storage unit for land record books to create additional space in the land records vault.
2. Creation of a computerized index for maps.
3. Additional years of vital indexes computerized

City Clerk	07-08	08-09	09-10
Performance Measure	Actual	Projected	Projected
<i>Inputs</i>			
Budget	\$403,413	\$423,207	\$375,451
Full-time equivalent employees	6.0	6.0	5.0
<i>Workload/outputs</i>			
Council minutes prepared	24	24	24
Land records recorded	7,891	10,000	10,000
Marriage licenses issued	305	350	350
Death certificates recorded	458	575	575
Birth certificates recorded	1,070	1,050	1,050
Absentee ballots issued	410	700	700
Dog licenses issued	2,089	2,100	2,100
Total transactions	12,223	14,775	14,775
<i>Outcome/results</i>			
Revenues received	\$1,042,914	\$1,030,000	\$735,000
% of Council minutes prepared without correction	100.00%	100.00%	100.00%
<i>Efficiency</i>			
Number of transactions per FTE	2,037.2	2,462.5	2,955.0
Budget per transaction	\$33.00	\$28.64	\$25.41
Cost of dept/cost of total general fund operations	0.39%	0.40%	0.37%

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2009-10 ADOPTED BUDGET**

		2005-06 ACTUAL	2006-07 ACTUAL	2007-08 REVISED BUDGET	2007-08 ACTUAL	2008-09 REVISED BUDGET	2009-10 BUDGET REQUEST	2009-10 MANAGER'S PROPOSED	2009-10 ADOPTED BUDGET
16	CITY CLERK								
80011	HEAD OF DEPT	58,382	61,316	70,737	70,741	73,036	73,036	65,000	65,000
80012	EMPLOYEES	129,109	137,374	160,329	149,158	196,604	204,705	166,053	159,257
80013	PART TIME EMPLOYEES	9,972	5,809	3,000	7,050	3,000	1,000	1,000	4,000
89999	FRINGE BENEFITS	77,949	79,728	108,325	108,325	107,318	105,223	86,705	86,294
80015	PROFESSIONAL SERVICE	4,957	5,597	4,500	2,176	4,500	3,500	3,500	3,500
80021	MATERIALS & SUPPLIES	35,278	35,829	38,000	40,491	36,000	36,000	35,000	35,000
80032	EQUIP & FURN MAINT	2,503	1,589	400	1,533	400	400	400	400
80033	TELEPHONE	2,222	1,945	2,000	1,937	2,000	2,000	2,000	2,000
80034	POSTAGE	5,945	4,796	6,000	5,430	6,000	6,000	6,000	6,000
80037	MILEAGE	0	0	0	0	0	0	600	600
80038	ADVERTISING	7,328	7,252	5,000	9,140	5,000	7,000	7,000	7,000
80039	PRINTING	5,305	391	4,000	3,228	4,000	4,000	3,000	3,000
80048	DEPARTMENTAL EXPENSE	4,371	3,928	3,500	4,012	3,500	3,500	0	0
80056	VITAL STAT PAYMENTS	194	206	300	192	300	300	300	300
80057	DUES, LICENSES, SUBSCRIPTIONS	0	0	0	0	0	0	600	600
80059	TRAINING	0	0	0	0	0	0	2,500	2,500
TOTALS		343,515	345,760	406,091	403,413	441,658	446,664	379,658	375,451

MAYOR/ CITY COUNCIL

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

The vision, values, goals, achievements and performance measures for the council are the summation of the other departments. See City of Norwich Goals & Priorities section.



Benjamin P. Lathrop
Mayor



Jonathan Jacaruso
President Pro-Tempore



Mark Bettencourt
City Councilman



Peter Desaulniers
City Councilman



William Nash
City Councilman



Robert Zarnetske
City Councilman

Photo Not Yet Available

Peter Nystrom
City Councilman

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2009-10 ADOPTED BUDGET**

		2005-06 ACTUAL	2006-07 ACTUAL	2007-08 REVISED BUDGET	2007-08 ACTUAL	2008-09 REVISED BUDGET	2009-10 BUDGET REQUEST	2009-10 MANAGER'S PROPOSED	2009-10 ADOPTED BUDGET
17	CITY COUNCIL								
80011	HEAD OF DEPT	44,999	45,009	45,000	44,999	45,000	45,000	45,000	45,000
80012	COUNCIL MEMBERS	7,320	6,600	7,200	7,200	7,200	7,200	7,200	7,200
80013	EMPLOYEES	21,593	42,011	40,893	39,863	36,855	36,855	22,113	26,852
80014	OVERTIME	0	0	0	59	1,500	1,500	0	0
89999	FRINGE BENEFITS	26,092	30,886	34,127	34,127	29,911	31,736	30,418	30,781
80021	MATERIALS & SUPPLIES	2,655	5,577	4,000	3,217	6,500	6,500	4,000	4,000
80033	TELEPHONE	1,816	3,039	3,200	3,350	3,000	3,000	1,000	1,000
80034	POSTAGE	149	368	300	170	500	500	300	300
80039	PRINTING	0	0	300	254	200	200	200	200
80048	DEPARTMENTAL EXPENSE	19,245	13,595	30,000	31,727	15,000	15,000	0	0
80057	DUES, LICENSES, SUBSCRIPTIONS	0	0	0	0	0	0	8,000	8,000
80059	TRAINING	0	0	0	0	0	0	4,000	4,000
87101	NORWICH ARTS COUNCIL	0	0	0	0	0	60,000	0	0
87102	TASTE OF ITALY	0	0	0	0	5,200	9,000	0	0
87103	VETERAN ORGANIZATIONS	0	0	0	0	5,000	5,000	5,000	5,000
87104	4TH OF JULY COMMITTEE	0	0	0	0	6,300	6,300	0	0
87105	HARBOR COMMISSION	0	0	0	0	9,000	9,000	0	0
87106	WINTER FESTIVAL	0	0	0	0	9,400	38,000	0	0
87107	SEMISEPTCENTENNIAL	0	0	0	0	25,000	0	0	0
87108	BEST PRODUCTIONS	0	0	0	0	0	45,000	0	0
	NORWICH NAACP	0	0	0	0	0	11,000	0	0
TOTALS		123,869	147,085	165,020	164,966	205,566	330,791	127,231	132,333

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

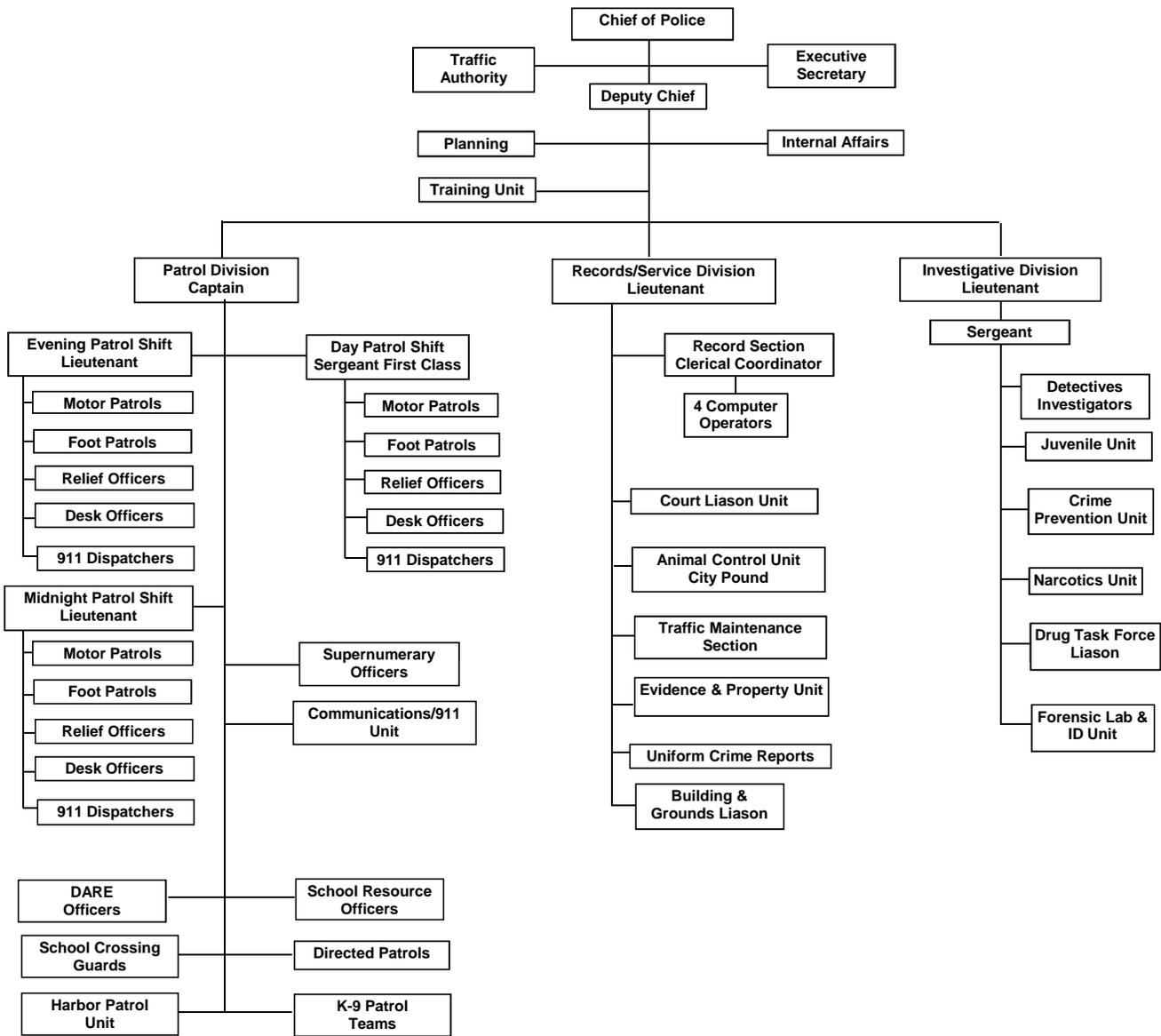
80147	NORWICH ARTS COUNCIL	44,000	40,000	42,500	42,500	0	0	0	0
80158	TASTE OF ITALY	5,000	13,000	5,000	5,000	0	0	0	0
80160	VETERAN ORGANIZATIONS	79	5,274	5,000	5,000	0	0	0	0
80161	4TH OF JULY COMMITTEE	6,000	6,000	6,000	6,000	0	0	0	0
80162	HARBOR COMMISSION	9,000	9,000	9,000	9,000	0	0	0	0
80163	WINTER FESTIVAL	8,500	8,800	9,000	9,000	0	0	0	0
80169	SEMISEPTCENTENNIAL	0	0	25,000	25,000	0	0	0	0
80182	BEST PRODUCTIONS	35,000	35,000	35,000	35,000	0	0	0	0
TOTALS		107,579	117,074	136,500	136,500	0	0	0	0
TOTAL FOR COMPARISON ONLY		231,448	264,159	301,520	301,466	205,566	330,791	127,231	132,333

MAYOR/CITY COUNCIL

Mayor			45,000	
6 Council Members			<u>7,200</u>	52,200
Council Secretary	30 hours/ week for	26 weeks at	20.25	15,795 *
Council Secretary	21 hours/ week for	26 weeks at	20.25	<u>11,057</u>
				<u><u>79,052</u></u>

* Reduced funding of this position from 35 hours/week to 30 hours for July 1, 2009 through December 31, 2009 and then to 21 hours/week from January 1, 2010 through June 30, 2010.

City of Norwich
Police Department
Organization Chart



POLICE

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

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

VALUES:

- Professionalism
- Compassion
- Integrity
- Accountability
- Communication

GOALS & ACTION PLANS:

1. Generally; provide the citizens of the City of Norwich with the finest possible police service; a professional, caring, and efficient law enforcement agency.
2. Maintain strong police-community relations through open candid communication, professional service, and the implementation of various innovative law enforcement, crime prevention, traffic safety, and educational programs. Accomplish our goals through a department-wide, Community Oriented Policing model.
3. Minimize the opportunity for crime, traffic violation, and motor vehicle accidents and collisions via proactive enforcement, crime prevention and traffic safety programs; including citizen involvement and partnerships.
4. Reduce fear by supplying preventative patrol, and effective investigative service to the community.
5. Continue to utilize innovative policing programs in order to provide a high level of police service.
6. Maintain an effective Crime Prevention program and successful drug trafficking enforcement and education techniques aimed at stemming the tide of drug/ substance abuse and related crime.
7. Support effective traffic safety, enforcement, and educational activities.
8. Interact and work cooperatively with other departments, agencies, boards and commissions.
9. 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.

ACCOMPLISHMENTS:

1. Trained three and deployed two School Resource Officers to the two middle schools.
2. Added a radio voting receiver in Taftville to increase effectiveness of police radio communications in that area.
3. Collaborated with Norwich Fire Department to revise the Fire Dispatch Protocol book.
4. Police department personnel received 4,676 hours of training – a 45% increase over the prior year.

Police Department	07-08	08-09	09-10
Performance Measure *	Actual	Projected	Projected
<i>Inputs</i>			
Budget	\$9,810,407	\$9,893,591	\$10,030,593
Total full-time equivalent employees	98.0	99.0	96.0
Total uniformed officers +	83.0	84.0	81.0
<i>Workload/outputs</i>			
911 Hard Line	11,427	11,000	11,815
911 Cellular	9,903	9,500	10,750
Non-emergency Line	30,329	40,000	33,500
Total Calls	51,659	60,500	56,065
Calls (Police)	46,703	54,500	47,500
Calls (Fire)	4,956	6,000	8,565
Auto Accidents (Investigated)	1,763	2,100	1,810
Auto Accidents (Fatalities)	1	1	1
Auto Accidents (Injuries)	204	285	250
Vandalism (Reported)	699	700	710
<i>Outcome/results</i>			
Part I Crimes (per 100,000)	0.054	0.046	0.046
DWI Arrests	158	155	160
Neighborhood Watch Groups	38	39	38
Dare Students - 1st Grade	440	378	435
Dare Students - 3rd Grade	443	385	440
Dare Students - 5th Grade	413	355	420
<i>Efficiency</i>			
Police calls per uniformed officer	563	649	586
Per capita cost of department	\$269	\$265	\$269

* Police activity is based and reported by Calendar Year

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

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

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

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) (2008-2009) \$20,000 – This grant supports equipment, training, and patrols designed to assist victims of domestic violence with department-based victims' advocate. This grant is funded 75% by the Federal Department of Justice and 25% by the Connecticut Office of Policy & Management.

Federal Department of Transportation Passed through Connecticut Department of Transportation:

Comprehensive DUI Enforcement Program for 2008/2009 \$34,000 – 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.

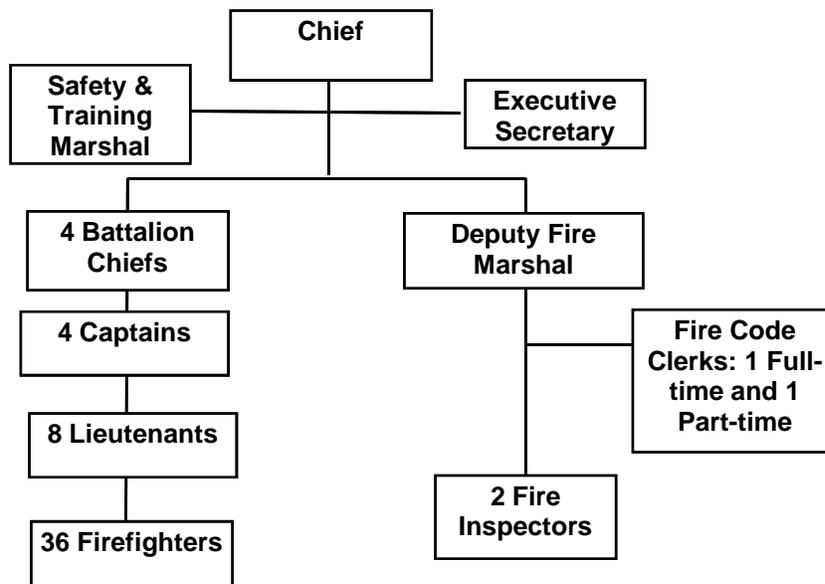
Alcohol Enforcement Program: This funding supplements the department's efforts in DUI enforcement, affirming the city's commitment to public safety.

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
2009-10 ADOPTED BUDGET**

	2005-06 ACTUAL	2006-07 ACTUAL	2007-08 REVISED BUDGET	2007-08 ACTUAL	2008-09 REVISED BUDGET	2009-10 BUDGET REQUEST	2009-10 MANAGER'S PROPOSED	2009-10 ADOPTED BUDGET
21 POLICE DEPARTMENT								
80011 HEAD OF DEPT	86,741	89,425	92,328	92,339	95,329	95,329	95,329	95,329
80012 EMPLOYEES	4,643,816	4,651,441	4,943,458	4,687,621	5,271,152	5,158,739	5,445,635	5,438,103
80013 PART TIME EMPLOYEES	135	5,757	7,750	645	6,000	6,000	6,000	6,000
80014 OVERTIME	210,814	280,012	200,000	326,907	208,664	290,000	290,000	290,000
89999 FRINGE BENEFITS	2,265,667	2,562,959	2,835,507	2,835,507	3,103,466	3,343,099	2,728,594	2,727,806
80015 OUTSIDE CONTRACTED JOBS	150,000	0	0	0	0	0	0	0
80016 CLOTHING ALLOWANCE	92,341	94,297	95,855	100,442	97,460	99,445	91,745	91,745
80017 REPLACEMENT COST	677,871	723,135	847,410	958,980	750,000	790,000	790,000	790,000
80020 PHOTO SUPPLIES	6,045	3,026	4,500	2,152	0	0	0	0
80021 MATERIALS & SUPPLIES	27,735	62,116	32,000	47,965	43,000	43,000	43,000	43,000
80023 GAS OIL & GREASE	119,957	140,596	185,461	189,316	168,304	135,442	135,442	135,442
80024 FOOD	3,161	4,546	4,000	4,992	4,500	5,000	5,000	5,000
80025 HEATING FUEL	7,158	0	0	0	0	0	0	0
80027 AUTO SUPPLIES & MAINT	103,502	98,731	73,000	117,161	0	0	0	0
80029 TRAFFIC SIGNS ETC	29,334	42,005	35,000	25,438	35,000	35,000	35,000	35,000
80030 STATE COLLECT SYSTEM	2,358	3,428	3,500	659	4,000	4,000	4,000	4,000
80031 RADIO SERVICE	28,190	25,280	29,000	12,454	29,000	29,000	29,000	29,000
80032 EQUIP & FURN MAINT	12,404	27,269	25,000	37,175	25,000	25,000	25,000	25,000
80033 TELEPHONE	55,077	48,845	46,000	64,998	46,000	46,000	46,000	46,000
80034 POSTAGE	2,490	2,890	2,730	2,579	3,000	3,000	3,000	3,000
80035 UTILITIES	100,226	110,664	107,431	104,604	121,944	121,944	118,000	118,000
80039 PRINTING	8,491	4,665	9,500	8,566	10,000	11,500	11,500	11,500
80040 BLDG & GRND MAINT	36,617	50,706	32,000	32,576	0	0	0	0
80048 DEPARTMENTAL EXPENSE	4,868	8,155	5,000	8,337	5,000	5,000	0	0
80057 DUES, LICENSES, SUBSCRIPTIONS	0	0	0	0	0	0	1,700	1,700
80058 SCHOOL GUARDS	79,789	83,652	95,550	82,314	90,000	90,000	90,000	90,000
80059 TRAINING	10,679	13,608	10,000	27,716	12,000	15,000	15,000	15,000
80116 LAW ENFORCEMENT COUNCIL	8,662	8,712	9,095	9,145	9,591	10,468	10,468	10,468
80117 ALCOHOL ENFORCEMENT PROG	25	0	5,000	0	0	5,000	5,000	5,000
80119 SPECIAL INVESTIGATIONS	10,261	9,445	12,500	9,000	12,500	14,500	14,500	14,500
80144 PHYSICAL FITNESS PROG	0	0	1,500	3,700	0	0	0	0
80150 DOWNTOWN COMMUNITY POLICING	0	2,394	25,000	0	25,000	25,000	0	0
NON RECURRING ITEMS								
80949 911/RADIO CONSOLE UPGRADE	0	13,781	0	0	0	40,000	0	0
81049 MOBILE RADIOS	6,197	3,595	9,500	0	0	9,600	0	0
83449 NEW VEHICLES	0	27,098	0	3,530	0	220,000	0	0
85049 LASER SPEED DETECTORS	0	11,600	12,500	0	0	12,500	0	0
81149 PORTABLE RADIOS	0	0	12,000	11,756	6,250	12,500	0	0
80044 SOFTWARE INTERFACE	0	0	15,000	0	0	0	0	0
COMPUTERS	0	0	0	0	0	0	0	0
85949 MISCELLANEOUS EQUIPMENT	0	7,996	0	0	0	20,600	0	0
88749 POLICE BODY ARMOR	1,209	16,504	9,000	1,833	9,000	9,500	0	0
TOTALS	8,791,821	9,238,333	9,833,075	9,810,407	10,191,160	10,731,166	10,038,913	10,030,593

City of Norwich Fire Department Organization Chart



Note:

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

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

FIRE DEPARTMENT

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

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

VALUES: Professionalism, Courtesy, Reliability, Competence

GOALS & ACTION PLANS:

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

ACCOMPLISHMENTS:

1. Awarded \$148,559 grant in grants for equipment, training and public education training.
2. Conducted bilingual public information and education programs reaching thousands of Norwich residents on Fire Prevention.
3. Developed partnership with Chinese American community for bilingual fire prevention programs.
4. Successfully responded to numerous structural fires, Hazardous Materials Incidents, and serious motor vehicle accidents without serious injury to personnel.
5. Participated in national "Stand Down for Firefighter Safety", sponsored Project Safe Kids Program, and continued training for the CT. Eastern Regional Response Integrated Team (CERRIT).
6. All Fire personnel are trained to ICS 100, 200 and 700, Fire II, and Hazardous Materials technician and EMT/CPR levels.
7. Restructured record keeping in accordance with NFPA guidelines.
8. Started "Sounding the Alarm in Norwich" program to deliver 1000 smoke detectors to homes of low income or ESL families.

Fire Performance Measure	07-08	08-09	09-10
	Actual	Projected	Projected
<i>Inputs</i>			
Budget (General Fund + CCD-Special Service Charge)	\$6,145,666	\$6,594,888	\$7,129,686
Non-personnel budget	\$459,165	\$442,596	\$384,385
Total full-time equivalent employees	59.5	59.5	59.5
Total firefighters	54.0	54.0	54.0
<i>Workload/outputs</i>			
Fires	588	620	682
EMS	1,670	1,746	1,921
Hazardous materials	89	114	121
Service calls	148	161	185
Other	132	115	132
Total calls	<u>2,627</u>	<u>2,756</u>	<u>3,041</u>
<i>Outcome/results</i>			
Civilian casualties	1	-	-
Fire Service Injuries	37	30	25
Arson fires leading to arrests	14	2	1
Estimated average dollar loss per fire	\$3,956	\$3,956	\$3,956
Inspections/re-inspections	832	841	967
Complaints Investigated	47	67	71
Violations found	1,005	547	580
Violations corrected	119	147	169
Fire investigations conducted	67	47	50
Community service/public safety presentations	78	80	88
Drill/Training	8,300	8,300	8,300
Marine Operations	8	14	20
<i>Efficiency</i>			
Average response time (minutes)	2.5	2.5	2.5
Total calls/ firefighter	48.6	51.0	56.3
Total non-personnel budget/Total General Fund budget	0.44%	0.41%	0.38%

GRANTS DESCRIPTIONS

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

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

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2009-10 ADOPTED BUDGET**

	2005-06 ACTUAL	2006-07 ACTUAL	2007-08 REVISED BUDGET	2007-08 ACTUAL	2008-09 REVISED BUDGET	2009-10 BUDGET REQUEST	2009-10 MANAGER'S PROPOSED	2009-10 ADOPTED BUDGET
22 FIRE GENERAL								
80011 HEAD OF DEPT	0	86,029	87,482	87,477	90,325	90,325	90,325	90,325
80012 EMPLOYEES	0	277,629	566,129	498,875	598,521	627,123	603,642	623,490
80014 OVERTIME	0	0	0	0	0	0	0	18,736
89999 FRINGE BENEFITS	0	175,037	307,712	307,712	324,300	392,794	313,806	307,164
80016 CLOTHING ALLOWANCE	411	41,508	43,190	39,650	50,440	50,440	24,000	1,600
80017 REPLACEMENT COSTS	0	21,736	41,868	92,146	64,763	82,736	82,736	64,000
80021 MATERIALS & SUPPLIES	16,437	17,943	20,000	28,676	20,000	25,000	20,000	20,000
80023 GAS OIL & GREASE	26,799	27,798	28,237	30,333	28,452	26,965	26,965	26,965
80031 RADIO SERVICE	4,263	10,621	23,000	27,763	23,000	32,000	25,000	25,000
80032 EQUIP & FURN MAINT	21,877	56,077	25,000	36,213	25,000	25,000	50,000	50,000
80033 TELEPHONE	36,426	31,160	32,000	36,702	32,000	32,000	30,000	30,000
80034 POSTAGE	783	795	1,000	1,266	1,000	1,000	0	0
80035 UTILITIES	67,553	63,945	64,005	61,638	63,184	63,184	70,000	70,000
80036 LAUNDRY & CLEANING	3,624	1,980	3,000	1,970	3,000	5,000	3,000	3,000
80039 PRINTING	403	905	700	817	1,000	1,000	1,000	1,000
80040 BLDG & GRND MAINT	18,032	17,302	27,000	21,480	23,000	23,000	18,000	18,000
80048 DEPARTMENTAL EXPENSE	4,713	2,002	4,000	3,515	4,000	2,500	0	0
80051 SPECIAL SERVICE CHARGE	656,457	58,184	95,207	95,207	108,841	112,106	112,106	112,106
80057 DUES, LICENSES, SUBSCRIPTIONS	0	0	0	0	0	0	1,500	1,500
80059 TRAINING	0	36,251	59,720	66,887	50,000	50,000	40,000	40,000
80063 POST-EMPLOYMENT MEDICAL	0	34,000	34,000	34,000	81,320	93,240	81,320	81,320
80114 HAZ MAT TECHNICIAN	0	19,316	37,582	31,109	14,000	14,000	14,000	14,000
80144 PHYSICAL FITNESS PROGRAM	0	2,494	2,000	2,000	2,000	3,000	2,000	2,000
NON RECURRING ITEMS								
81149 PORTABLE RADIOS	0	0	0	0	5,200	0	0	0
82149 NOZZELS AND KITS	0	9,082	1,200	847	1,000	0	0	0
83449 NEW VEHICLES	20,743	0	0	0	0	836,750	0	0
85249 HAZ-MAT EQUIPMENT	2,000	0	5,000	3,873	8,000	8,000	0	0
86000 MISCELLANEOUS EQUIP.	1,686	12,082	33,955	30,426	88,320	107,380	0	0
TOTALS	882,205	1,003,876	1,542,987	1,540,582	1,710,666	2,704,543	1,609,400	1,600,206

FIRE GENERAL

Chief				90,325
Safety & Training Marshal	1 @	58,896	58,896	
Battalion Chiefs	4 @	67,651	270,604	
	0 @	65,775	0	
Captains				
Fire Marshal	1 @	67,744	67,744	
Inspectors	2 @	61,219	122,438	
	0 @	59,436	0	
Fire Code Clerk	1.6 @	37,812	60,499	
Executive Secretary			<u>43,309</u>	<u>623,490</u>
TOTAL WAGES				<u>713,815</u>

Clothing Allowance:

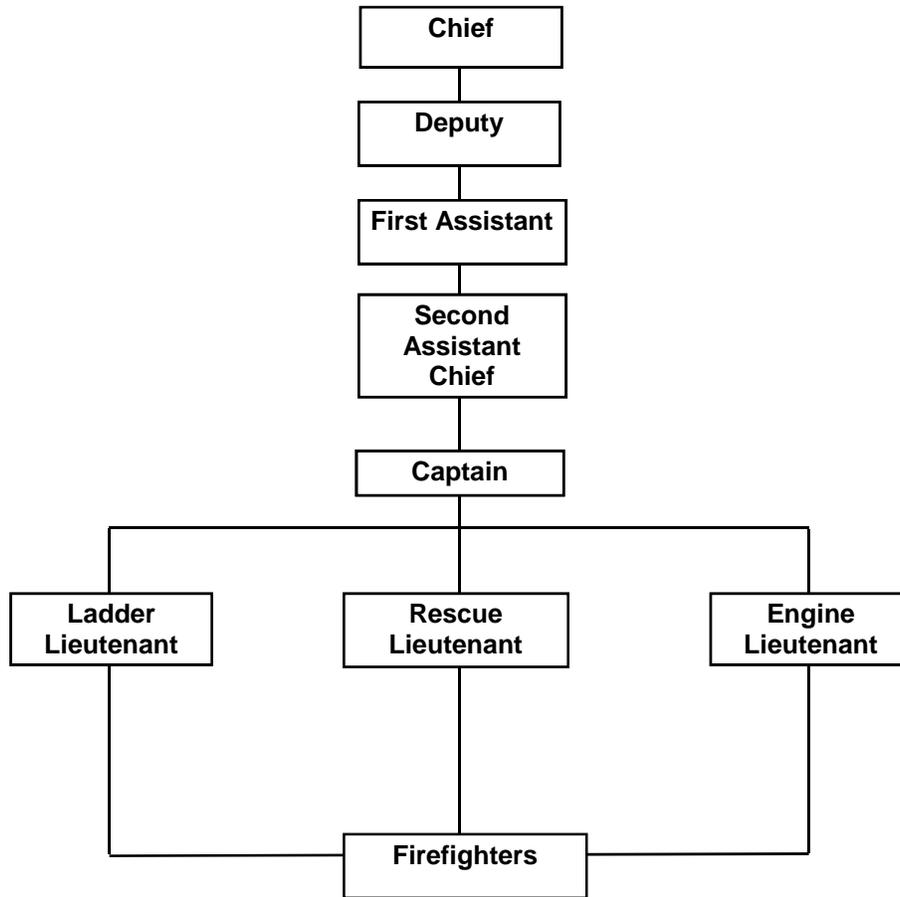
48 firefighters at \$400 each; 4 battalion chiefs, 1 Safety/Training Marshal, 1 captain (FMO), and 2 inspectors at \$500 each; and the Fire Chief at \$600. For Fiscal Year 2009-10, the Firefighters Union agreed to cut all of their Clothing Allowances by \$400.

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.	112,106
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The above total is included as a line item (Special Service Charge) under account 80051. This amount is also treated as revenue in the Special Service Fire Fund account 70231.

City of Norwich East Great Plain Volunteer Fire Department Organization Chart



EAST GREAT PLAIN VOLUNTEER FIRE

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

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

VALUES:

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

GOALS & ACTION PLANS:

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

ACCOMPLISHMENTS:

1. Won Life Safety Award for zero fire deaths.
2. Had the most responses of any volunteer fire company in Norwich and is ranked among the busiest in New London County.
3. Completed the first three-year Strategic Master Plan in the history of the fire company.
4. Had no accidents involving city owned fire apparatus despite the large number of responses.
5. Was one of a handful of fire departments featured on CPTV documentary "On Watch" concerning volunteerism in Connecticut.
6. Successfully mitigated several structural fires and serious motor vehicle accidents without serious injury to the company's members.
7. Hosted Governor Rell at a ceremony recognizing firefighters in the State.

East Great Plain Volunteer Fire Department
Performance Measure

	07-08	08-09	09-10
	Actual	Projected	Projected
<i>Inputs</i>			
Budget	\$135,995	\$142,675	\$123,721
<i>Workload/outputs</i>			
Fire (Building, vehicle, brush, etc.)	46	26	29
Overpressure Rupture, Explosion (no fire)	-	6	7
Rescue & EMS Incidents (EMS vehicle accidents, extrication)	680	652	650
Hazardous Conditions	48	54	60
Service Calls	47	36	40
Good Intent Calls (Authorized controlled burns, smoke scares)	47	64	70
False Alarms & False Calls	144	164	180
Severe Weather & Natural Disaster	3	1	2
Total Calls	<u>1,015</u>	<u>1,003</u>	<u>1,038</u>

Outcome/results

Number of volunteers attending training	35	40	45
Total training hours	1,167	2,000	2,100
Number of volunteers trained as EMT or MRT	35	37	42
Number of volunteers trained to use defibrillators	45	45	45
Number of State Fire Certified volunteers	32	30	30

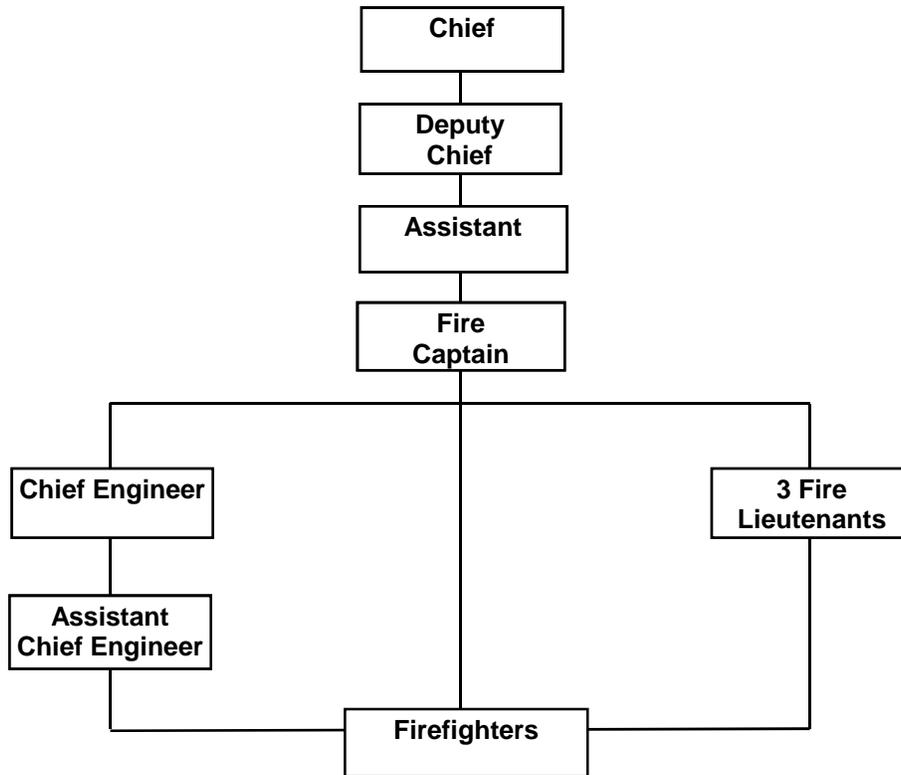
Efficiency

Cost of dept/cost of total general fund operations	0.13%	0.13%	0.12%
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**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2009-10 ADOPTED BUDGET**

		2005-06 ACTUAL	2006-07 ACTUAL	2007-08 REVISED BUDGET	2007-08 ACTUAL	2008-09 REVISED BUDGET	2009-10 BUDGET REQUEST	2009-10 MANAGER'S PROPOSED	2009-10 ADOPTED BUDGET
23	EAST GREAT PLAIN VFD								
80016	CLOTHING ALLOWANCE	2,455	3,475	3,000	1,738	3,300	3,300	2,000	2,000
80020	PHOTO SUPPLIES	290	281	0	0	0	0	0	0
80021	MATERIALS & SUPPLIES	24,678	21,855	25,000	25,185	27,800	30,000	25,000	25,000
80023	GAS OIL & GREASE	2,218	5,022	3,685	2,951	3,919	3,919	3,574	3,574
80025	HEATING FUEL	0	0	0	0	0	0	0	0
80027	AUTO SUPPLIES & MAINT	1,333	546	0	0	0	10,000	0	0
80028	TOOLS	74	438	0	0	0	0	0	0
80031	RADIO SERVICE	4,975	4,469	8,000	9,581	7,000	16,000	14,000	14,000
80032	EQUIP & FURN MAINT	11,371	8,948	8,000	6,464	12,000	12,000	21,147	21,147
80033	TELEPHONE	7,585	6,510	8,000	5,948	6,000	6,000	5,500	5,500
80035	UTILITIES	20,772	19,088	19,682	19,135	19,156	19,156	20,000	20,000
80040	BLDG & GRND MAINT	15,306	18,835	16,500	23,685	18,000	47,000	17,000	17,000
80048	DEPARTMENTAL EXPENSE	9,374	9,491	5,000	7,744	9,750	9,750	0	0
80057	DUES, LICENSES, SUBSCRIPTIONS	0	0	0	0	0	0	5,500	5,500
80059	TRAINING	9,397	12,450	17,500	11,286	15,000	15,000	10,000	10,000
80065	PROTECTIVE CLOTHING	12,251	6,653	14,887	15,770	13,750	20,000	0	0
NON RECURRING ITEMS									
81149	PORTABLE RADIOS	15,541	0	0	0	0	0	0	0
81749	FIRE HOSE	0	0	6,500	6,508	0	0	0	0
81849	PUMPS	0	3,600	0	0	0	0	0	0
	COMPUTERS	0	0	0	0	0	0	0	0
85949	MISCELLANEOUS EQUIP	5,140	26,699	8,500	0	7,000	60,000	0	0
86000	AIR BAGS	10,000	0	0	0	0	0	0	0
TOTALS		152,760	148,360	144,254	135,995	142,675	252,125	123,721	123,721

City of Norwich Laurel Hill Volunteer Fire Department Organization Chart



LAUREL HILL VOLUNTEER FIRE

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

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

VALUES:

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

GOALS & ACTION PLANS:

1. To become nationally certified in wild land firefighting.
2. To have 100% of members with at least one State of Connecticut certification in either EMT or firefighter 1 by the end of June 30, 2008.
3. To return to a global means of fire protection for the City of Norwich with Laurel Hill providing the forestry and wild land fire suppression services.
4. Become a global water supply company for the City of Norwich with Hose Tender 6.
5. To continue working toward a more global out look for fire services in the city.

ACCOMPLISHMENTS:

1. Place Hose Tender 6 in service as a global water supply unit.
2. Train all members in the use and operation of Hose Tender 6.
3. Placed UTV6 into service as a global wild land unit for the City of Norwich.
4. Placed the wild land trailer into service, supplying forestry equipment for the City of Norwich.
5. Completed renovations to the Laurel Hill Fire Company, to allow the addition of one more bay to house Hose Tender 6, a financial partnership with the city which LHFC paid for some of the costs along with the city.
6. 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.

Laurel Hill Volunteer Fire Department
Performance Measure

Inputs

	07-08	08-09	09-10
	Actual	Projected	Projected
Budget	\$70,750	\$70,430	\$55,786

Workload/outputs

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

Outcome/results

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

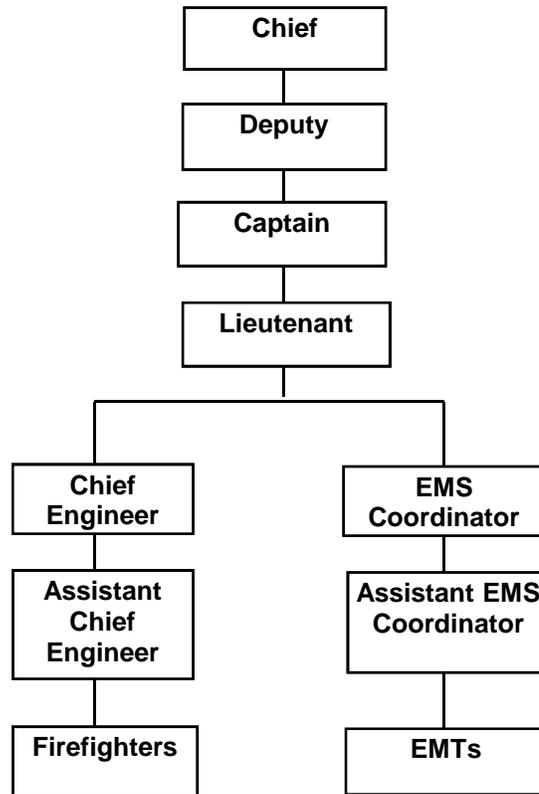
Efficiency

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

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2009-10 ADOPTED BUDGET**

		2005-06	2006-07	2007-08	2007-08	2008-09	2009-10	2009-10	2009-10
		ACTUAL	ACTUAL	REVISED BUDGET	ACTUAL	REVISED BUDGET	BUDGET REQUEST	MANAGER'S PROPOSED	ADOPTED BUDGET
24	LAUREL HILL VFD								
80016	CLOTHING ALLOWANCE	2,450	2,369	2,000	3,118	2,000	2,000	2,000	2,000
80021	MATERIALS & SUPPLIES	5,089	2,064	6,000	4,002	6,500	6,500	7,000	7,000
80023	GAS OIL & GREASE	1,174	1,704	1,359	1,470	1,645	1,645	1,941	1,941
80028	TOOLS	317	642	0	0	0	0	0	0
80031	RADIO SERVICE	1,210	7,793	3,500	8,592	3,500	3,500	3,500	3,500
80032	EQUIP & FURN MAINT	8,583	10,826	8,500	13,966	8,500	8,500	14,345	14,345
80033	TELEPHONE	6,639	6,685	4,000	6,056	4,500	4,500	4,500	4,500
80035	UTILITIES	8,945	6,694	7,627	6,631	6,685	6,685	7,000	7,000
80040	BLDG & GRND MAINT	9,751	3,603	7,000	4,053	6,500	6,500	6,500	6,500
80048	DEPARTMENTAL EXPENSE	4,639	2,912	3,000	2,672	3,500	3,500	0	0
80059	TRAINING	4,173	2,330	9,000	1,745	9,000	9,000	9,000	9,000
80065	PROTECTIVE CLOTHING	2,791	2,611	2,000	4,984	3,600	3,600	0	0
85151	FIRE POLICE	1,505	220	0	0	0	0	0	0
85650	EMS	741	1,402	0	0	0	0	0	0
NON RECURRING ITEMS									
82749	FIREMEN'S GEAR	0	0	0	0	9,000	0	0	0
81050	DECK GUN	0	4,200	0	0	0	0	0	0
85949	MISCELLANEOUS EQUIP	2,667	0	16,764	12,309	5,500	22,335	0	0
TOTALS		60,675	56,055	70,750	69,598	70,430	78,265	55,786	55,786

City of Norwich Occum Volunteer Fire Department Organization Chart



OCCUM VOLUNTEER FIRE

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

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

VALUES:

- Professionalism
- Safety
- Service

GOALS & ACTION PLANS:

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

ACCOMPLISHMENTS:

1. Trained several firefighters to Firefighter One level.

Occum Volunteer Fire Department
Performance Measure

Inputs

	07-08	08-09	09-10
	Actual	Projected	Projected
Budget	\$77,330	\$75,447	\$75,702

Workload/outputs

CO Problem	10	10	10
Structural fires	5	10	17
Mutual aid (fire & medical)	34	27	32
Assorted fires	13	26	26
Service calls	6	17	17
Other calls	35	40	52
Emergency medical calls	89	132	110
Total Calls	192	262	264

Outcome/results

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

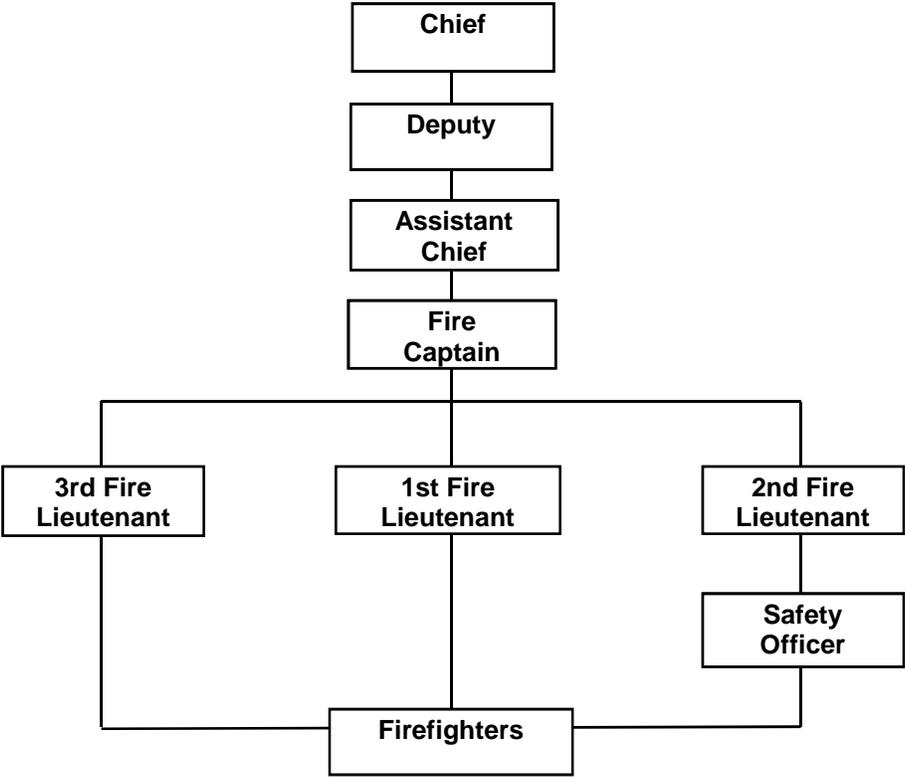
Efficiency

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

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2009-10 ADOPTED BUDGET**

		2005-06 ACTUAL	2006-07 ACTUAL	2007-08 REVISED BUDGET	2007-08 ACTUAL	2008-09 REVISED BUDGET	2009-10 BUDGET REQUEST	2009-10 MANAGER'S PROPOSED	2009-10 ADOPTED BUDGET
25	OCCUM VFD								
80016	CLOTHING ALLOWANCE	0	234	2,000	2,150	1,700	2,150	2,150	2,150
80021	MATERIALS & SUPPLIES	17,753	14,093	17,500	11,503	17,500	17,500	14,000	14,000
80023	GAS OIL & GREASE	2,158	1,687	2,941	1,674	2,534	2,534	2,208	2,208
80025	HEATING FUEL	4,612	5,474	0	0	0	0	0	0
80031	RADIO SERVICE	1,742	1,052	2,000	285	2,000	2,000	2,000	2,000
80032	EQUIP & FURN MAINT	7,750	7,868	9,000	8,486	9,000	9,000	21,500	21,500
80033	TELEPHONE	1,545	2,062	2,000	1,574	2,000	2,000	2,400	2,400
80035	UTILITIES	4,470	3,938	9,596	9,052	9,713	9,713	10,500	10,500
80036	LAUNDRY & CLEANING	75	179	0	0	0	0	0	0
80040	BLDG & GRND MAINT	11,013	4,804	11,000	17,854	8,000	18,000	9,550	9,550
80048	DEPARTMENTAL EXPENSE	2,299	3,357	2,000	3,499	2,000	3,500	0	0
80057	DUES, LICENSES, SUBSCRIPTIONS	0	0	0	0	0	0	800	800
80059	TRAINING	10,308	3,857	11,000	8,748	11,000	11,000	10,594	10,594
80065	PROTECTIVE CLOTHING	11,418	14,113	10,000	12,505	10,000	12,500	0	0
85150	TESTING	2,450	4,408	0	0	0	0	0	0
NON RECURRING ITEMS									
86000	MISCELLANEOUS	0	0	0	0	0	25,000	0	0
TOTALS		77,592	67,126	79,037	77,330	75,447	114,897	75,702	75,702

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



TAFTVILLE VOLUNTEER FIRE

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

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

VALUES:

- Professionalism
- Safety
- Service
- Efficiency
- Fiscal Integrity

GOALS & ACTION PLANS:

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

ACCOMPLISHMENTS:

1. Completed all annual required training.
2. Increased public education program delivery by 20%.
3. Training (Man Hours) 7,472.
4. Fire/Rescue Call (Man Hours) 5,455
5. Seven firefighters attended National Fire Academy training.
6. Increased the department membership by 9%.
7. Refurbished and upgraded the stations restroom facilities.
8. Added motion sensors to the apparatus bay in an effort to lower the cost of utilities.

Taftville Volunteer Fire Department
Performance Measure

Inputs

	07-08	08-09	09-10
	Actual	Projected	Projected
Budget	\$145,264	\$145,690	\$125,537

Workload/outputs

Structural fires	31	31	31
Mutual aid	15	15	15
Standby	15	15	15
Water Rescue	1	1	1
Service Calls	19	19	19
Emergency Medical Calls	457	457	457
Motor Vehical Accidents	56	56	56
False Alarms	51	51	51
Brush Fires	2	2	2
Other	2	2	2
Investigation	49	49	49
Total Calls	698	698	698

Outcome/results

Accidents involving city vehicles	-	-	-
Civilian casualties	-	-	-
Fire Service injuries	-	-	-
Drills (weekdays and evenings)	70	70	70
Drills (man hours)	7,472	3,800	3,800
Percentage of women/minority members	6.00%	6.00%	6.00%
Firefighters with State of CT certification	90.00%	90.00%	90.00%

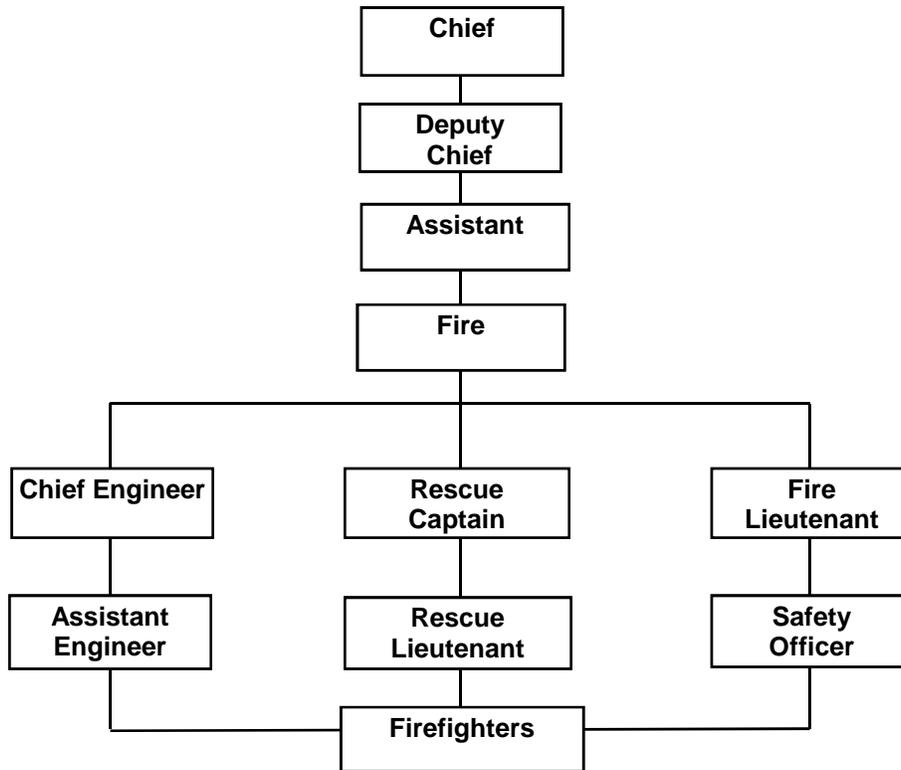
Efficiency

Average response time (minutes)	3.5	3.5	3.5
Cost of dept/cost of total general fund operations	0.14%	0.14%	0.12%

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2009-10 ADOPTED BUDGET**

		2005-06	2006-07	2007-08	2007-08	2008-09	2009-10	2009-10	2009-10
		ACTUAL	ACTUAL	REVISED	ACTUAL	REVISED	BUDGET	MANAGER'S	ADOPTED
				BUDGET		BUDGET	REQUEST	PROPOSED	BUDGET
26	TAFTVILLE VFD								
80016	CLOTHING ALLOWANCE	2,685	2,330	3,500	4,383	3,000	3,500	3,500	3,500
80020	PHOTO SUPPLIES	113	0	0	0	0	0	0	0
80021	MATERIALS & SUPPLIES	17,129	19,237	20,000	22,436	20,900	21,527	24,165	24,165
80023	GAS OIL & GREASE	3,890	5,254	4,843	5,376	3,855	3,855	3,872	3,872
80027	AUTO SUPPLIES & MAINT	1,247	967	0	0	0	0	0	0
80031	RADIO SERVICE	2,927	2,808	3,700	5,195	4,000	4,000	4,000	4,000
80032	EQUIP & FURN MAINT	7,185	17,754	11,000	11,705	21,020	21,440	25,000	25,000
80033	TELEPHONE	8,859	9,502	9,000	7,941	7,600	7,752	6,000	6,000
80035	WATER GAS & ELECTRIC	16,630	16,148	16,101	16,309	14,921	14,921	19,000	19,000
80040	BLDG & GRND MAINT	10,013	18,076	21,500	25,524	21,000	23,000	23,000	23,000
80048	DEPARTMENTAL EXPENSE	5,060	5,692	5,000	3,530	6,000	6,000	0	0
80057	DUES, LICENSES, SUBSCRIPTIONS	0	0	0	0	0	0	2,000	2,000
80059	TRAINING	10,808	5,039	15,000	7,001	12,000	15,000	15,000	15,000
82449	MAINT OF STATION	0	2,150	0	0	0	0	0	0
82749	FIREMEN'S GEAR	14,050	14,950	25,394	24,887	13,394	38,400	0	0
83849	RESCUE EQUIPMENT	6,722	10,090	0	0	11,000	11,500	0	0
81149	PORTABLE RADIOS	2,786	2,158	0	0	4,000	4,080	0	0
81549	COMPUTERS	1,536	2,296	0	0	0	2,000	0	0
81749	FIRE HOSE-FITTINGS	4,160	2,117	3,000	4,510	3,000	3,000	0	0
85949	MISCELLANEOUS EQUIP	18,747	7,780	9,800	6,467	0	0	0	0
	ROOF REPLACEMENT	0	0	0	0	0	50,000	0	0
	TOTALS	134,548	144,348	147,838	145,264	145,690	229,975	125,537	125,537

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 it's members in safe, up-to-date fire and rescue techniques. To educate the public in fire prevention and home safety practices.

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

VALUES:

- Professionalism
- Communication
- Competence
- Safety

GOALS & ACTION PLANS:

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

ACCOMPLISHMENTS:

1. Won Life Safety Achievement Award for zero fire deaths.
2. Brought five new members into our department and certified an additional 7 members to FFI level bring our total of FFI certified members to 51.
3. Had no accidents involving fire apparatus despite the large number of responses.
4. Successfully mitigated multiple structural fires and serious motor vehicle accidents without serious injury to the company's firefighters.
5. The Yantic Fire Engine Co#1 over the last year successfully rolled out a regional grant through the AFG (assistance to firefighters Grant) for \$282,000.00 to solve the on scene interoperability communication problem we have experienced in the past working with other fire companies on large scale incidents.

Youth & Family Services**Performance Measure**

	07-08	08-09	09-10
	Actual	Projected	Projected

Inputs

Budget	\$249,367	\$252,931	\$163,375
Full-time equivalent employees	7	7	6

*Workload/outputs**Number Served:*

Counseling cases	142	110	110
Young parent cases	78	50	-
COOL youth employment	35	35	35
Summer Youth Employment	81	86	85
Leadership initiatives	75	60	60
Juvenile Review Board cases	24	25	25
Individual/ community consultations	750	800	800
Family Support Team	-	10	30
Positive youth development/ recreation/ cultural/ community education	14,610	12,500	12,500

Outcome/ Results

% of contacted parents/ community partners that will report satisfaction with agency services	90.00%	90.00%	90.00%
Families attending car seat installation demonstrations	-	-	-
Hours of professional counseling services to low-income Norwich families	2,320	2,370	2,350
Graduate community leaders from Community leadership program	28	45	45
Mentor graduates in 3+ community projects	48	40	40
Provide youth with employability assessment	45	45	45
Provide employment/ internships to eligible youth	100	100	100
Provide anti-smoking substance abuse to youths	840	1,100	1,100
Provide public forums/ educational events to parents	2,116	2,000	2,000
Engage youth in community service	25	25	23

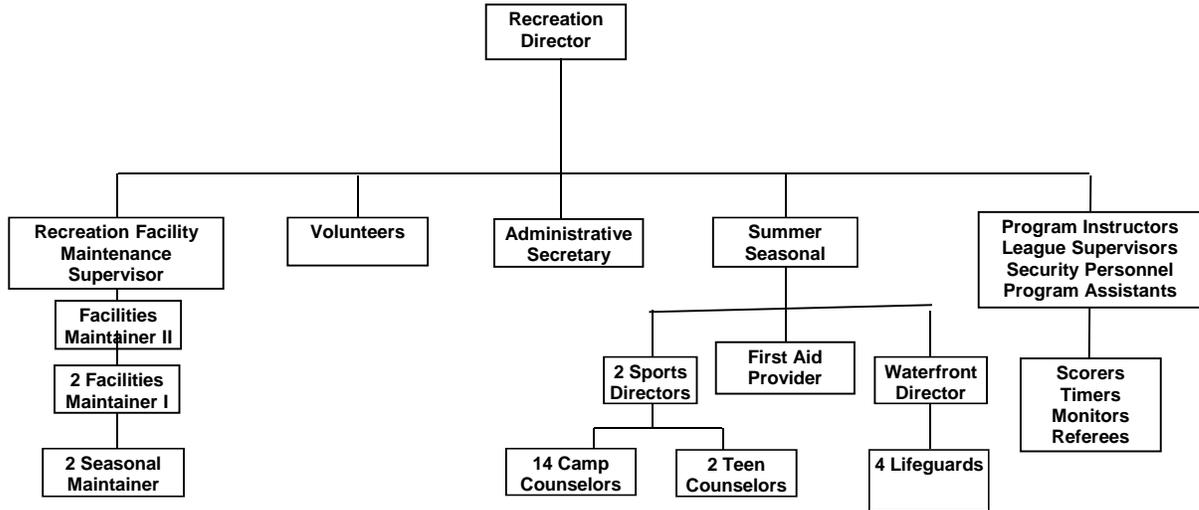
Efficiency Measures

Cost of department/ population	\$6.85	\$6.79	\$4.37
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CITY OF NORWICH
GENERAL FUND EXPENDITURES
2009-10 ADOPTED BUDGET

	2005-06 ACTUAL	2006-07 ACTUAL	2007-08 REVISED BUDGET	2007-08 ACTUAL	2008-09 REVISED BUDGET	2009-10 BUDGET REQUEST	2009-10 MANAGER'S PROPOSED	2009-10 ADOPTED BUDGET
27 YANTIC VFD								
80016 CLOTHING ALLOWANCE	3,240	2,258	3,000	3,442	3,000	3,000	3,000	3,000
80020 PHOTO SUPPLIES	334	606	0	0	0	600	0	0
80021 MATERIALS & SUPPLIES	17,482	21,298	28,000	31,502	20,000	37,200	26,000	26,000
80023 GAS OIL & GREASE	4,629	3,484	7,809	7,679	5,082	5,082	5,719	5,719
80025 HEATING FUEL	6,784	10,073	0	0	0	0	0	0
80028 TOOLS	0	0	0	0	0	1,000	0	0
80031 RADIO SERVICE	4,532	3,445	4,000	2,757	4,000	4,000	4,000	4,000
80032 EQUIP & FURN MAINT	12,697	6,122	13,000	13,939	13,000	13,000	23,000	23,000
80033 TELEPHONE	4,349	5,405	5,000	4,554	4,500	5,500	4,500	4,500
80034 POSTAGE	429	0	0	0	0	500	0	0
80035 WATER GAS & ELECTRIC	11,651	11,904	19,697	19,271	20,880	20,880	21,500	21,500
80036 LAUNDRY & CLEANING	0	0	0	0	0	500	0	0
80039 PRINTING	0	0	0	0	0	600	0	0
80040 BLDG & GRND MAINT	26,168	22,920	20,000	16,646	31,700	23,500	20,000	20,000
80048 DEPARTMENTAL EXPENSE	7,375	7,916	5,000	7,201	7,000	7,000	0	0
80057 DUES, LICENSES, SUBSCRIPTIONS	0	0	0	0	0	0	1,000	1,000
80059 TRAINING	13,570	20,367	16,000	13,935	20,000	25,500	18,025	18,025
80060 FIRE ALARM SYSTEM	420	69	1,500	1,161	0	1,500	0	0
80065 PROTECTIVE CLOTHING	8,000	7,298	8,000	7,138	26,100	22,500	0	0
NON RECURRING ITEMS								
81149 PORTABLE RADIOS	1,410	1,092	0	0	5,500	6,000	0	0
81549 COMPUTERS	0	0	0	0	0	16,400	0	0
85949 MISCELLANEOUS EQUIP	6,075	5,365	21,550	20,174	16,500	89,885	0	0
TOTALS	129,145	129,622	152,556	149,399	177,262	284,147	126,744	126,744

City of Norwich Recreation Department Organization Chart



RECREATION

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

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

VALUES:

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

GOALS & ACTION PLANS:

1. Continue to implement a facility inspection schedule; identifying deficiencies at existing facilities; and prioritizing maintenance/improvement needs based on safety issues, available funds and community needs.
2. Promote the health, social and economic benefits of a strong community recreation program by providing benefits information in all promotional material and making better use of the media in conveying the importance of recreation.
3. Ensure that services are delivered in the most efficient manner possible by evaluating current service delivery systems.
4. Improve the physical appearance of the Recreation Department building, rooms and offices. Improvements will include painting, door and window upgrades and landscaping.
5. Evaluate the opportunities available for individuals with disabilities to participate in programs by identifying current participation rates; conducting a needs assessment of disabled individuals not currently participating; and evaluating the accessibility of existing recreation programs and facilities for disabled individuals according to ADA guidelines.
6. Continue to ensure that all staff, instructors, and volunteers are qualified and suitable to work in a recreation setting by conducting background checks on all coaches, volunteers and instructors; providing training for all coaches through the National Youth Sports Coaches Association; extending training and certification opportunities to all independent youth leagues; and evaluating staff and volunteers on a regular basis.
7. Increasing participation in the summer camp program by offering before and after camp care for working parents.

ACCOMPLISHMENTS:

1. Continue to assist the Chelsea Boating Club with the development of a Community Boating Program.
2. Completed Master Plan for future improvements to the Recreation Complex.
3. Completed plans and construction documents for the Armstrong Tennis Courts.
4. Expanded the Donald Alfiero Skatepark by adding additional ramps.
5. Applied for and received Community Block Grant Funds to provide before and after care for our summer camp program.
6. Continued to offer a wide range of youth and adult programming.

Recreation Department
Performance Measure

	07-08	08-09	09-10
	Actual	Projected	Projected
<i>Inputs</i>			
Budget	\$821,269	\$818,926	\$700,581
Full-time equivalent employees	7	7	6
<i>Workload/outputs</i>			
Number of your program hours	2,045	2,100	2,100
Total acreage of athletic facilities	94	94	94
<i>Outcome/ Results</i>			
Number of youth registrations	3,870	4,270	4,670
<i>Efficiency Measures</i>			
Recreation budget as % of total general fund budget	0.80%	0.76%	0.76%
Full-time staff salary cost as percentage of department budget	36.18%	37.55%	32.39%

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2009-10 ADOPTED BUDGET**

		2005-06 ACTUAL	2006-07 ACTUAL	2007-08 REVISED BUDGET	2007-08 ACTUAL	2008-09 REVISED BUDGET	2009-10 BUDGET REQUEST	2009-10 MANAGER'S PROPOSED	2009-10 ADOPTED BUDGET
32	RECREATION DEPARTMENT								
80011	HEAD OF DEPT	62,441	64,470	66,569	66,576	68,732	68,732	68,732	68,732
80012	EMPLOYEES	224,214	222,163	208,492	206,642	259,329	267,890	158,184	215,521
80013	PART TIME EMPLOYEES	93,998	107,451	116,928	119,960	117,000	118,020	100,740	100,740
80014	OVERTIME	4,003	3,939	6,500	5,946	5,000	5,000	0	0
89999	FRINGE BENEFITS	154,624	149,485	185,151	185,151	176,868	184,251	112,076	139,457
80015	PROFESSIONAL SERVICE	45,918	41,823	62,835	62,207	54,960	56,103	46,000	46,000
80021	MATERIALS & SUPPLIES	19,869	22,171	24,235	24,183	25,000	25,295	20,000	20,000
80023	GAS OIL & GREASE	7,812	8,558	7,678	7,321	8,587	7,481	7,481	7,481
80025	HEATING FUEL	5,212	7,098	0	0	0	0	0	0
80033	TELEPHONE	3,908	2,404	2,500	2,044	2,100	2,100	1,900	1,900
80034	POSTAGE	666	477	700	491	700	500	500	500
80035	UTILITIES	15,100	14,036	21,824	20,231	23,681	23,681	20,000	20,000
80037	MILEAGE	156	188	500	0	250	500	250	250
80040	BLDG & GRND MAINT	50,990	74,271	73,685	76,211	74,200	74,500	60,000	60,000
80048	DEPARTMENTAL EXPENSE	3,696	4,735	3,700	3,598	3,700	3,700	0	0
80145	NON-RECURRING	10,400	7,500	7,500	7,500	0	0	0	0
86007	OCCUM ENVIR TESTING/MAINT	12,086	15,600	17,400	16,925	15,000	17,500	17,500	17,500
86008	BOATING PROGRAM	14,214	37,276	17,000	16,283	5,000	5,000	2,500	2,500
	TOTALS	729,306	783,645	823,197	821,269	840,107	860,253	615,863	700,581

RECREATION

Director of Recreation				68,732
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			<u>40,217</u>	<u>215,521</u>
		TOTAL WAGES		<u>284,253</u>

Part Time Employees:

Camp Director	1 @	4,620.00	4,620
Assistant Camp Director	2 @	3,780.00	7,560
Camp Counselor	14 @	2,800.00	39,200
Teen Counselors	2 @	2,800.00	5,600
First Aid/CPR or Athletic Trainer	1 @	3,360.00	3,360
Seasonal Maintenance	2 @	6,400.00	12,800

Waterfront:

Waterfront Director	1 @	6,480.00	6,480
Lifeguards	4 @	5,280.00	<u>21,120</u>

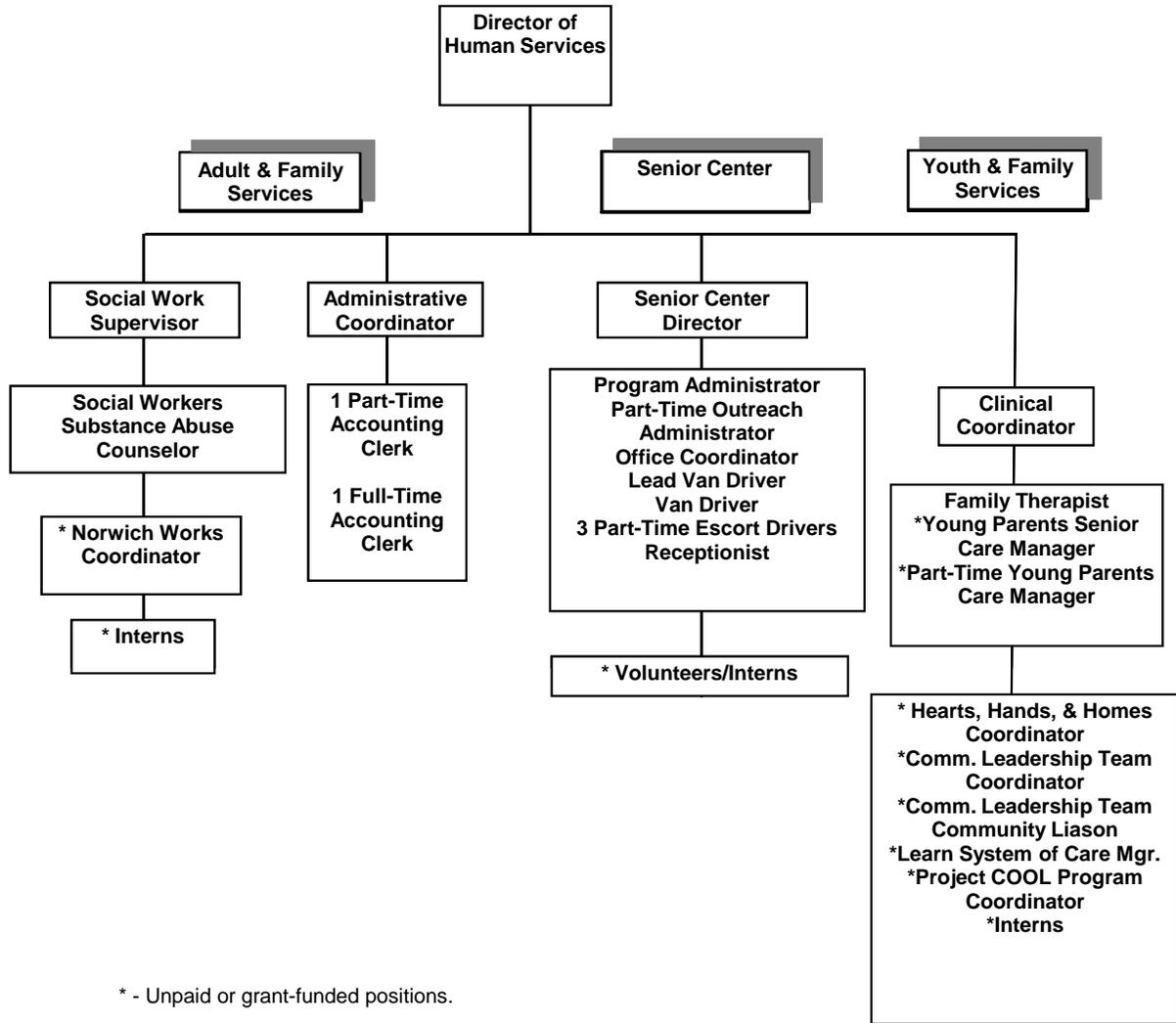
TOTAL PART TIME 100,740

* - This budget eliminates funding for one Facilities Maintainer II.

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 \$70,000 for fiscal year 2009-10.

City of Norwich Human Services Department Organization Chart



CITY OF NORWICH
GENERAL FUND EXPENDITURES - SUMMARY OF HUMAN SERVICES
2009-10 ADOPTED BUDGET

		2005-06	2006-07	2007-08	2007-08	2008-09	2009-10	2009-10	2009-10
		ACTUAL	ACTUAL	REVISED	ACTUAL	REVISED	BUDGET	MANAGER'S	ADOPTED
				BUDGET		BUDGET	REQUEST	PROPOSED	BUDGET
HUMAN SERVICES DEPARTMENT									
01033	Admin/ Adult & Family Services	541,642	568,670	593,534	579,150	800,504	851,882	763,830	751,563
01036	Senior Citizens Center	474,947	491,553	567,556	582,745	557,413	632,825	454,692	492,695
01037	Youth & Family Services	228,697	242,516	250,871	249,367	261,733	328,982	168,075	163,375
TOTALS		1,245,286	1,302,739	1,411,961	1,411,262	1,619,650	1,813,689	1,386,597	1,407,633

HUMAN SERVICES

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

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

VALUES: Self-reliance, Empowerment, Innovation

GOALS & ACTION PLANS:

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

ACCOMPLISHMENTS:

1. Awarded \$95,000 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 7 Norwich residents with tuition for the Registered Nursing Program at Three Rivers Community College. 3 Completed the 2-year program and 4 are entering their second year. Those who graduated are all employed at an average starting salary of \$27.50 per hour. In addition, 33 people completed the Certified Nurse's Aid Program, 8 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 Program Utilities, providing \$14,500 in utility/oil aid to Norwich residents.
3. Continued the Volunteer Income Tax Assistance Program and filed CT and Federal returns for 155 families and brought back over \$178,000 in refunds to the Norwich community, and lobbied for the State Earned Income Tax Credit.
4. Sheltered 55 Norwich homeless residents in the Norwich Hospitality Center and found permanent housing for 53% of them. Garnered over \$45,000 in grants and awards to operate the Center.
5. Awarded \$20,000 in federal emergency rent/mortgage funds for economically distressed Norwich families and individuals.
6. Awarded \$14,000 in grants and donations through the Norwich Safety Net Team for the provision of basic needs to Norwich families and individuals.
7. Supervisory staff served in leadership roles in a number of local regional and state human service organizations and initiatives.

Department of Human Services
Performance Measure

07-08	08-09	09-10
Actual	Projected	Projected

Inputs

Budget *	\$579,150	\$778,024	\$751,563
Full-time equivalent employees	8.5	8.5	8.5

Workload/outputs

Number Served

Job Placement	162	165	170
Rent and housing	94	96	102
Relocation due to condemnation			-
Adults	38	70	70
Children	34	21	20
Utilities	570	580	620
Food (number of bags given)	2,633	567	-
Emergency prescriptions	201	200	200
Financial aid to seniors	20	40	35
Backpacks (back-to-school assistance)	700	664	700
Case management	1,651	1,700	1,799

Outcome/ Results

% of people applying for relocation who are housed	100.00%	100.00%	100.00%
% of people at shelter who become permanently housed	53.00%	53.00%	55.00%
Total amount of federal dollars received for housing	\$20,000	\$20,000	\$20,000
Percentage increase in federal dollars received for housing	0.00%	0.00%	0.00%
Total amount in safety net services funding	\$14,000	\$20,000	\$20,000
# of families assistance with Earned Income Tax Credit	155	200	225
Amount of dollars into community due to EITC	\$178,794	\$230,701	\$250,000
% of clients served in Norwich Works who become gainfully employed	93.00%	97.00%	97.00%
% of Norwich Works participants successfully completing training	89.00%	100.00%	100.00%

Efficiency Measures

Human Services budget as % of total general fund budget	0.55%	0.73%	0.73%
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* Starting in Fiscal Year 2008-09, the Human Services budget includes City funding to UCFS, TVCCA, and Literacy Volunteers.

GRANT DESCRIPTIONS

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

Federal Grants:

Community Development Block Grant/ Child Care Assistance \$15,000 – Provides funding for child care assistance.

Community Development Block Grant/ Food Pantries \$10,000 – Provides funding to Norwich food pantries.

Community Development Block Grant/ Hospitality Center \$29,500 – Support Hospitality Center and provide support to chronically homeless population in Norwich.

Community Development Block Grant/ Supportive Housing \$44,880 – Provides funding for supportive housing services for homeless and those at risk of becoming homeless.

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

Emergency Food & Shelter Program (passed through United Way) \$27,500 - Federal Emergency Food & Shelter Program provides for emergency rent and utility assistance for Norwich families/ individuals.

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

State of Connecticut Grants:

Kinship & Respite Programs \$25,000 - Funding received from State of Connecticut Probate Court. No city funds are required.

Private Grants:

Safety Net Team \$20,000 - Funding received from local foundation grants and donations from the community allow for the provision of programs such as a food pantry, Golden Wishes Program for Norwich seniors, pharmacy fund, utility fund, a fund for job-related incidentals, the Backpack It To School Program, and the Back To School Shoes & Clothing Program. No city funds are required.

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

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2009-10 ADOPTED BUDGET**

	2005-06 ACTUAL	2006-07 ACTUAL	2007-08 REVISED BUDGET	2007-08 ACTUAL	2008-09 REVISED BUDGET	2009-10 BUDGET REQUEST	2009-10 MANAGER'S PROPOSED	2009-10 ADOPTED BUDGET
33 Administration/ Adult & Family Services								
80011 HEAD OF DEPT	67,081	69,266	71,522	71,459	73,846	73,846	73,846	73,846
80012 EMPLOYEES	289,737	299,197	303,287	300,364	325,673	351,631	336,915	325,522
80013 PART TIME EMPLOYEES	96	387	0	0	0	0	0	0
89999 FRINGE BENEFITS	124,930	143,628	156,925	156,925	138,800	138,430	135,569	134,695
80021 MATERIALS & SUPPLIES	8,007	7,056	10,000	4,397	8,500	8,500	6,500	6,500
80032 EQUIP & FURN MAINT	13,943	10,364	10,000	8,295	9,000	8,500	8,500	8,500
80033 TELEPHONE	7,372	5,693	6,800	5,855	6,000	6,275	5,500	5,500
80034 POSTAGE	1,283	5,079	4,500	1,638	5,000	4,000	3,000	3,000
80037 MILEAGE	4,768	4,660	5,000	3,075	5,000	5,000	4,500	4,500
80039 PRINTING	614	594	1,000	302	1,000	1,000	1,000	1,000
80048 DEPARTMENTAL EXPENSE	5,346	4,453	6,000	3,145	5,000	5,000	0	0
80057 DUES, LICENSES, SUBSCRIPTIONS	0	0	0	0	0	0	2,000	2,000
80059 TRAINING	0	0	0	0	0	0	1,000	1,000
87109 UNITED COMMUNITY SERV	0	0	0	0	177,000	180,500	150,500	150,500
87110 TVCCA	0	0	0	0	13,485	32,000	11,500	11,500
87111 LITERACY VOLUNTEERS	0	0	0	0	4,200	4,200	3,500	3,500
83514 HUMAN SERVICES PROGRAMS	18,465	18,293	18,500	23,695	28,000	33,000	20,000	20,000
TOTALS	541,642	568,670	593,534	579,150	800,504	851,882	763,830	751,563

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

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

TOTAL FOR COMPARISON ONLY	717,127	748,655	781,019	766,635	800,504	851,882	763,830	751,563
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ROSE CITY SENIOR CENTER

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

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

VALUES: Integrity, Compassion, Dedication

GOALS & ACTION PLANS:

1. Celebrate the 35th year of service to the Community.
2. Increase Membership at Center by 3-5%.
3. Celebrate the Year of Preventive Health
4. Structure and Expand the use of the Senior Center Computer lab by creating a computer technology class with a concentration on beginners' classes with the use of Volunteer Instructors.
5. Continue to promote the Senior Center to enhance membership by community education of programs and services.
6. Increase male membership and use of the Senior Center by organizing more male friendly programs.

ACCOMPLISHMENTS:

1. Became the 8th Senior Center in the State and 146th in the Country to achieve National Accreditation Status.
2. Opened a Fitness Room at the Senior Center.
3. Received a \$75,126 State of Connecticut Department of Transportation grant for Regional Out-Of-Town Medical Transportation with the Town of Montville 3rd Year.
4. Delivered 550 Farmers Market coupons to Norwich seniors.
5. Provided additional Outreach Services to the community through a \$6,400 federal grant from Senior Resources.
6. Co-sponsored a Flu Clinic with Backus Hospital that serviced 200 seniors.
7. Honored 180 Volunteers for hundreds of hours of service to the senior center throughout the year.
8. Provided a Foot Care Clinic with a Certified Podiatrist that served approximately 330 seniors through a federal grant from Senior Resources.
9. Provided programming space to many civic groups throughout the year both during normal hours and after hour programs.
10. Established a detailed listing on the City Webpage specifically about Senior Events and Services.
11. Hosted the State of CT Homeland Security Department who provided a Financial First Aid Program in case of a disaster. Senior Safety and Awareness program.
12. Provided more weekend and evening programs without straining the budget.
13. Assisted over 200 senior citizens with the economic stimulus filing.

Senior Center	07-08	08-09	09-10
Performance Measure	Actual	Projected	Projected
<i>Inputs</i>			
Budget	\$582,745	\$538,176	\$492,695
Full-time equivalent employees	7	7	6.5
<i>Workload/outputs</i>			
Number of Rose City Senior City memberships	2,100	2,200	2,200
<i>Number Served:</i>			
Preventative health clinic	2,500	2,500	2,500
Transportation	10,327	11,000	11,000
Outreach	753	800	800
Programs	42,500	43,000	43,500
<i>Outcome/ Results</i>			
Increases in innovative programming	3.00%	0.00%	0.00%
Increase in homebound senior services	2.00%	0.00%	0.00%
Increase in membership support	2.00%	3.00%	3.00%
<i>Efficiency Measures</i>			
Budgeted/Actual Expenditures / memberships	\$277	\$245	\$224

GRANT DESCRIPTIONS

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

Federal Grants:

Senior Resources Area Agency on Aging \$5,000 – Augments Preventative Health Programs.

Senior Resources Area Agency on Aging \$5,000 – Provides additional hours for Outreach Worker

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2009-10 ADOPTED BUDGET**

		2005-06	2006-07	2007-08	2007-08	2008-09	2009-10	2009-10	2009-10
		ACTUAL	ACTUAL	REVISED	ACTUAL	REVISED	BUDGET	MANAGER'S	ADOPTED
				BUDGET		BUDGET	REQUEST	PROPOSED	BUDGET
36	Senior Citizen Center								
80011	HEAD OF DEPT	55,335	57,139	58,993	58,988	60,910	60,910	60,910	60,910
80012	EMPLOYEES	197,485	216,313	244,615	252,812	263,946	273,185	219,141	242,619
80013	PART TIME EMPLOYEES	12,604	13,294	15,000	13,820	15,000	15,000	5,000	5,000
89999	FRINGE BENEFITS	101,102	114,651	141,251	141,690	129,677	128,796	93,905	108,430
80021	MATERIALS & SUPPLIES	18,984	24,079	30,760	28,448	25,600	32,165	18,000	18,000
80023	GAS OIL & GREASE	11,783	11,857	11,802	10,895	12,669	11,582	11,582	11,582
80032	EQUIP & FURN MAINT	21,688	2,996	4,500	11,038	4,500	4,500	4,500	4,500
80033	TELEPHONE	4,093	4,488	4,500	4,362	5,100	5,040	4,500	4,500
80034	POSTAGE	1,955	2,321	3,000	1,741	3,574	4,000	3,500	3,500
80037	MILEAGE	1,003	1,061	1,500	1,331	1,500	2,000	1,500	1,500
80048	DEPARTMENTAL EXPENSE	1,386	5,426	2,000	1,804	2,000	2,000	0	0
80057	DUES, LICENSES, SUBSCRIPTIONS	0	0	0	0	0	0	0	0
80128	PREVENTIVE HEALTH CLINIC	24,967	22,663	26,635	23,069	26,635	28,128	26,635	26,635
80131	ECAAAA GRANT	22,562	15,265	5,000	15,964	6,302	5,519	5,519	5,519
80145	NON-RECURRING ITEM	0	0	18,000	16,783	0	60,000	0	0
TOTALS		474,947	491,553	567,556	582,745	557,413	632,825	454,692	492,695

SENIOR CITIZENS CENTER

Senior Citizens Director				60,910
Program Administrator	1 @	54,087	54,087	
Outreach Administrator (21 hours)	0.6 @	51,481	30,889	
Senior Center Office Coordinator	1 @	40,217	40,217	
Lead Van Driver	1 @	29,904	29,904	
Van Driver	1 @	29,174	29,174	
Receptionist	1 @	29,174	29,174	
Clinical Secretary (21 hours)	0 @	35,546	0 *	
Part-time Escort Drivers	3 @	9,725	29,174	<u>242,619</u>
		TOTAL WAGES		<u>303,529</u>

* This budget eliminates funding for the part-time Clinical Secretary.

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

NOTE: Included in Preventive Health is a Nurse Practitioner for 14 hours per week not to exceed \$24,128. This position is not included above.

YOUTH & FAMILY SERVICES

MISSION: Together with our community partners, we seek to promote the social and emotional health of our youth, create opportunities for our youth to positively develop and succeed, and to educate the community on important issues impacting youth and parents 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 positive youth development activities for Norwich youth, families and the community; ensuring positive birth outcomes for Norwich teens; providing parent consultation and crisis management; directing anti-smoking, family communication and adolescent health education; providing individual and family counseling without regard to a family's financial status; and providing program enhancement and support services to Norwich Public Schools and other agencies.
2. Prevent juvenile delinquency and reduce recidivism by leading the court, schools and police to maintain a Juvenile Review Board; helping to reform the juvenile justice system; offering parent consultation and crisis management; training youth in leadership skills; providing curriculum enhancement and support services to Thames Academy.
3. Provide leadership-training activities to all segments of the Norwich population by training and mentoring youth and parent leaders and supervising, mentoring and guiding graduates as they continue to provide service to the community and schools.
4. Increase the employability of Norwich youth by teaching job readiness skills; arranging and supervising internships; providing employment opportunities; providing individual, family or group counseling; and offering parent consultation and crisis management.
5. Reduce underage substance abuse by securing federal grant funding; directing public forums and educational events for parents; providing individual, family or group counseling; and offer positive alternatives to substance abuse.

ACCOMPLISHMENTS:

1. Employed 84 teens in a 5-week Summer Youth Employment Program funded by the Eastern Workforce Investment Board. Provided 7 Internships at Backus Hospital.
2. Continued with our Connecticut Behavioral Health plan certification and received \$5,066 in reimbursements for funding for providing individual and family therapy.
3. Through a contract with EASTCONN of \$79,737, we provided specialized work readiness services to 35 at-risk teens.
4. Facilitated anti-smoking campaign with two middle schools.
5. Received \$45,000 from private and public donors to fund Children First Norwich is designed to promote early care and education for Norwich children birth to age eight
6. Continued collaboration with Norwich Public Schools, United Community & Family Services, and Thames Valley Council for Community Action to provide school readiness slots and using grant funds totaling \$1,216,527. CFN also continues advocacy for health care, early care and addressing homelessness for young children in Norwich.
7. Children First Norwich sponsors two annual events, Family Day (a free event serving over 3,000 people at Mohegan Park) and Touch a Truck Day (highlighting our childcare centers, attended by more than 1,500 people, mostly fathers of young children).

8. Continued collaboration with Groton and New London (Children First Southeastern Connecticut) to collectively advocate for the needs of young children. The website address is www.childrenfirstsect.org. CFN also invites surrounding communities to join its mission.
9. Continued with providing oversight and management of our local Juvenile Review Board.
10. Continued collaboration with the Connecticut Youth Services Association and the State Department of Education.

Youth & Family Services	07-08	08-09	09-10
Performance Measure	Actual	Projected	Projected
<i>Inputs</i>			
Budget	\$249,367	\$252,931	\$168,075
Full-time equivalent employees	7	7	6
<i>Workload/outputs</i>			
<i>Number Served:</i>			
Counseling cases	142	110	110
Young parent cases	78	50	-
COOL youth employment	35	35	35
Summer Youth Employment	81	86	85
Leadership initiatives	75	60	60
Juvenile Review Board cases	24	25	25
Individual/ community consultations	750	800	800
Family Support Team	-	10	30
Positive youth development/ recreation/ cultural/ community education	14,610	12,500	12,500
<i>Outcome/ Results</i>			
% of contacted parents/ community partners that will report satisfaction with agency services	90.00%	90.00%	90.00%
Families attending car seat installation demonstrations	-	-	-
Hours of professional counseling services to low-income Norwich families	2,320	2,370	2,350
Graduate community leaders from Community leadership program	28	45	45
Mentor graduates in 3+ community projects	48	40	40
Provide youth with employability assessment	45	45	45
Provide employment/ internships to eligible youth	100	100	100
Provide anti-smoking substance abuse to youths	840	1,100	1,100
Provide public forums/ educational events to parents	2,116	2,000	2,000
Engage youth in community service	25	25	23
<i>Efficiency Measures</i>			
Cost of department/ population	\$6.85	\$6.79	\$4.50

GRANT DESCRIPTIONS

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

Federal Grants:

Department of Labor Workforce Investment Board \$65,088 – Provides funding for Project COOL, Youth Readiness & Employment Program.

Department of Labor Workforce Investment Board \$10,585 – Provides funding for Summer Youth Employment Program (\$96,000). Fiduciary is EASTCONN, administrative fees are reimbursed to City.

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

State of Connecticut Grants:

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

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

Department of Social Services \$6,000 – Husky/Connecticut Behavioral Partnership provides family counseling services. Funds the Family Support Team.

Private Grants:

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

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

LEARN \$2,000 – Payment to YFS for provision of office space

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2009-10 ADOPTED BUDGET**

		2005-06 ACTUAL	2006-07 ACTUAL	2007-08 REVISED BUDGET	2007-08 ACTUAL	2008-09 REVISED BUDGET	2009-10 BUDGET REQUEST	2009-10 MANAGER'S PROPOSED	2009-10 ADOPTED BUDGET
37	Youth & Family Services								
80011	HEAD OF DEPT	60,724	62,693	64,733	64,731	66,837	66,837	0	0
80012	EMPLOYEES	109,716	113,075	112,775	111,981	121,339	125,584	125,584	121,338
89999	FRINGE BENEFITS	55,963	64,442	71,063	71,241	70,257	68,747	40,991	40,537
80015	PROFESSIONAL SERVICES	1,498	1,507	1,500	1,025	1,500	1,500	1,000	1,000
80059	TRAINING	795	799	800	389	800	800	500	500
89S37	CHILDREN FIRST INITIATIVE/ COOL	0	0	0	0	1,000	65,514	0	0
TOTALS		228,697	242,516	250,871	249,367	261,733	328,982	168,075	163,375

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

89S37	CHILDREN FIRST INITIATIVE	0	1,000	1,000	1,000	0	0	0	0
TOTAL FOR COMPARISON ONLY		228,697	243,516	251,871	250,367	261,733	328,982	168,075	163,375

YOUTH & FAMILY SERVICES

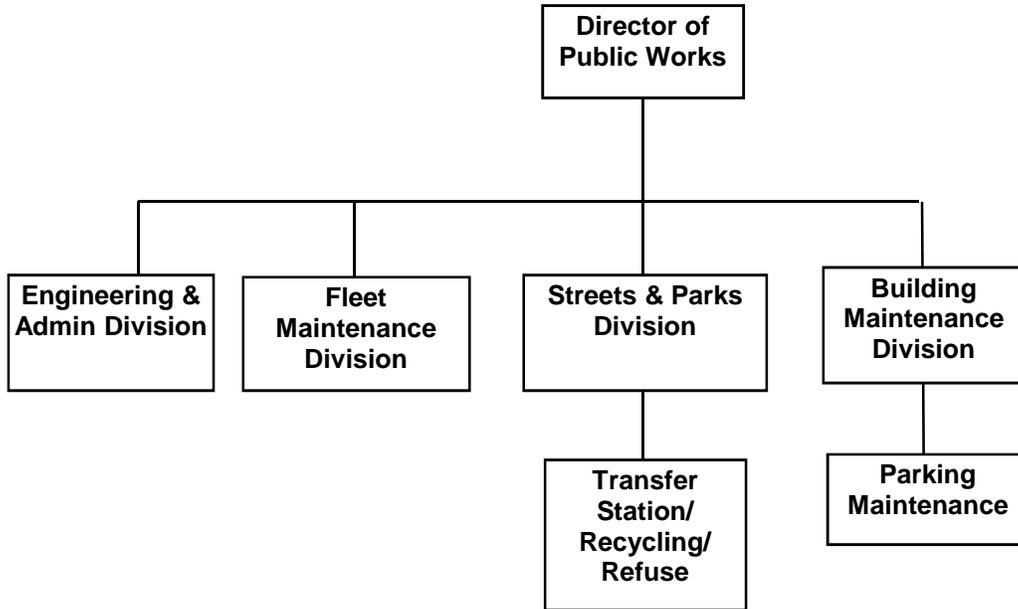
Youth & Family Services Director		0 *
Clinical Coordinator	65,899	
Youth & Family Therapist	55,439	<u>121,338</u>
	TOTAL WAGES	<u>121,338</u>

* This budget eliminates funding for the Youth & Family Services Director's position.

Revenue:

Operating cost for the Youth & Family Services is partially offset by a state grant. See account 70259 in the revenue section of the budget. Any changes to expenditures would affect revenue estimates.

City of Norwich Public Works Department Organization Chart



PUBLIC WORKS

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

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

VALUES:

- Skill
- Service
- Integrity

GOALS & ACTION PLANS:

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

ACCOMPLISHMENTS:

1. Resurfaced and improved approximately 7.2 miles of City streets.
2. Installed approximately 2,600 linear feet of drainage improvements on North Wawecus Hill Road.
3. Converted to energy efficient lighting in 6 City buildings.
4. Replaced rooftop HVAC system at the City Hall Annex with high efficiency unit.
5. Installed decorative fence around Mohegan Park Rose Garden.
6. Procured designs for improvements to the Sherman Street bridge, Mediterranean Lane drainage and the Dog Pound.

Department of Public Works	07-08	08-09	09-10
Performance Measure	Actual	Projected	Projected
<i>Inputs</i>			
Budget (General Fund + Refuse)	\$9,776,929	\$10,201,406	\$9,169,596
Full-time equivalent employees	69	69	65
<i>Workload/outputs</i>			
Improved miles of road	160	161	161
Buildings maintained	13	13	13
Vehicles & equipment maintained	300	300	300
Parks & cemeteries maintained	15	15	15
Parking lots, decks & garages maintained	13	13	13
<i>Outcome/ Results</i>			
Recycling flyers, newspaper articles, TV spots, etc.	16	20	22
Recycling rate	34.00%	37.00%	39.00%
Road miles paved	7.2	7.3	3.8
Clean catch basins at least one time each year	100.00%	60.00%	60.00%
Percentage of streets swept by August	100.00%	100.00%	100.00%
Number of trucks > 20 years	-	1	1
Average age of fleet (years)	10.6	10.9	11.1
<i>Efficiency Measures</i>			
Median time for completion of repairs (days)	10	10	10
Percentage of procurements screened for possible state bids	80.00%	100.00%	100.00%
Cost of department per capita	\$269	\$274	\$246

CITY OF NORWICH
GENERAL FUND EXPENDITURES - SUMMARY OF PUBLIC WORKS DEPARTMENT
2009-10 ADOPTED BUDGET

	2005-06 ACTUAL	2006-07 ACTUAL	2007-08 REVISED BUDGET	2007-08 ACTUAL	2008-09 REVISED BUDGET	2009-10 BUDGET REQUEST	2009-10 MANAGER'S PROPOSED	2009-10 ADOPTED BUDGET
PUBLIC WORKS DEPARTMENT								
01038 Engineering & Administration	548,334	537,046	588,926	600,626	582,841	587,788	521,824	568,280
01039 Fleet Maintenance	1,129,366	1,201,400	1,193,306	1,146,549	1,335,998	1,327,566	1,194,374	1,119,425
01040 Transfer Station, Recycling & Refuse	2,710,293	2,656,559	772,465	771,095	743,743	2,880,040	2,875,177	2,869,406
01042 Street Maintenance	3,469,156	3,561,453	3,533,416	3,566,160	3,814,444	3,893,213	3,449,540	3,477,374
01047 Building Maintenance	852,558	959,801	1,091,551	1,074,309	1,107,544	1,148,642	986,469	1,025,111
01048 Parking Maintenance	133,018	122,242	126,754	126,881	125,527	128,077	128,077	110,000
TOTALS	8,842,725	9,038,501	7,306,418	7,285,620	7,710,097	9,965,326	9,155,461	9,169,596

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

	1,365,913	1,375,012	2,491,309	2,491,309	2,491,309	0	0	0
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TOTAL FOR COMPARISON ONLY	10,208,638	10,413,513	9,797,727	9,776,929	10,201,406	9,965,326	9,155,461	9,169,596
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Ordinance 1613 adopted on April 20, 2009 provides for the inclusion of the city and town refuse pickup in the General Fund expenditures to be funded by property taxes. This move will save the taxpayers money in administrative costs in addition to converting a non-Federally income tax-deductible refuse charge into a tax-deductible property tax.

It is important to note that the Public Works budget is actually decreasing substantially. In fiscal year 1999-2000, the Public Works department had 83 employees. This budget proposes staffing Public Works at 65 employees. This is 18 fewer employees than 10 years ago and 4 fewer than last year.

CITY OF NORWICH
GENERAL FUND EXPENDITURES
2009-10 ADOPTED BUDGET

		2005-06 ACTUAL	2006-07 ACTUAL	2007-08 REVISED BUDGET	2007-08 ACTUAL	2008-09 REVISED BUDGET	2009-10 BUDGET REQUEST	2009-10 MANAGER'S PROPOSED	2009-10 ADOPTED BUDGET
38	Engineering & Administration Division								
80011	HEAD OF DEPT	92,292	95,311	98,406	98,402	101,604	101,604	101,604	101,604
80012	EMPLOYEES	268,414	269,133	282,667	273,627	288,021	297,899	264,569	295,761
80014	OVERTIME	240	2,210	1,000	1,504	3,000	3,000	0	0
89999	FRINGE BENEFITS	125,226	119,596	140,253	139,970	126,616	121,685	101,551	116,815
80015	PROFESSIONAL SERVICE	36,396	21,241	36,000	48,748	35,000	35,000	28,500	28,500
80021	MATERIALS & SUPPLIES	7,904	7,200	10,000	11,317	8,000	8,000	8,000	8,000
80033	TELEPHONE	1,875	1,868	1,900	2,043	1,600	1,600	1,600	1,600
80034	POSTAGE	1,319	1,648	2,000	1,310	2,000	2,000	2,000	2,000
80037	MILEAGE	4,856	6,146	6,700	6,702	7,000	7,000	7,000	7,000
80048	DEPARTMENTAL EXPENSE	9,813	12,693	10,000	17,003	10,000	10,000	0	0
80057	DUES, LICENSES, SUBSCRIPTIONS	0	0	0	0	0	0	3,000	3,000
80059	TRAINING	0	0	0	0	0	0	4,000	4,000
	TOTALS	548,334	537,046	588,926	600,626	582,841	587,788	521,824	568,280

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2009-10 ADOPTED BUDGET**

		2005-06	2006-07	2007-08	2007-08	2008-09	2009-10	2009-10	2009-10
		ACTUAL	ACTUAL	REVISED	ACTUAL	REVISED	BUDGET	MANAGER'S	ADOPTED
				BUDGET		BUDGET	REQUEST	PROPOSED	BUDGET
39	Fleet Maintenance Division								
80012	EMPLOYEES	422,682	463,874	433,913	429,079	466,043	479,429	430,994	377,455
80014	OVERTIME	28,820	16,965	25,000	18,529	35,000	35,000	35,000	35,000
89999	FRINGE BENEFITS	195,123	221,668	242,790	239,684	249,939	228,294	228,137	206,727
80021	MATERIALS & SUPPLIES	6,351	6,509	0	2,829	0	0	0	0
80023	VEHICLE FUEL	141,737	136,224	153,125	122,210	141,678	131,643	131,643	131,643
80027	AUTO SUPPLIES & MAINT	263,451	288,520	266,500	258,690	380,000	380,000	310,000	310,000
80033	TELEPHONE	1,493	1,117	1,200	1,569	1,200	1,200	1,600	1,600
80035	UTILITIES	41,134	37,520	42,778	45,245	33,138	43,000	43,000	43,000
80040	BLDG & GRND MAINT	28,574	29,003	28,000	28,714	29,000	29,000	14,000	14,000
NON RECURRING ITEMS									
83449	NEW VEHICLES	0	0	0	0	0	0	0	0
TOTALS		1,129,366	1,201,400	1,193,306	1,146,549	1,335,998	1,327,566	1,194,374	1,119,425

PUBLIC WORKS - FLEET MAINTENANCE

Fleet Maintenance Superintendent				65,956
Lead Mechanic			54,089	
Auto Equipment Mechanics	5 @	51,242	256,210 **	
Public Works Accounting Clerk	0 @	37,345	0 **	<u>310,299</u>
TOTAL WAGES				<u>376,255 *</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.

** - This budget eliminates funding for one Auto Equipment Mechanic and moves an Accounting Clerk from the Fleet Maintenance Division to the Engineering and Administration Division.

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2009-10 ADOPTED BUDGET**

		2005-06 ACTUAL	2006-07 ACTUAL	2007-08 REVISED BUDGET	2007-08 ACTUAL	2008-09 REVISED BUDGET	2009-10 BUDGET REQUEST	2009-10 MANAGER'S PROPOSED	2009-10 ADOPTED BUDGET
40	Transfer Station, Recycling & Refuse								
80012	EMPLOYEES	68,666	77,016	123,324	116,712	130,909	132,555	132,555	127,660
80014	OVERTIME	12,693	15,142	14,000	15,344	15,000	15,000	15,000	15,000
89999	FRINGE BENEFITS	39,179	44,476	67,283	65,499	64,645	68,335	65,372	64,496
80021	MATERIALS & SUPPLIES	0	0	1,500	11,332	3,000	3,000	3,000	3,000
80032	EQUIP & FURN MAINT	0	0	35,000	58,525	35,000	35,000	35,000	35,000
80033	TELEPHONE	0	22	400	264	2,400	2,400	500	500
80035	UTILITIES	0	189	7,149	7,137	6,730	6,000	6,000	6,000
80037	MILEAGE	0	0	700	335	750	750	750	750
80124	CONTRACTS *	2,589,756	2,519,714	448,500	420,690	479,000	2,617,000	2,617,000	2,617,000
89020	OPERATING TRANSFER-OUT	0	0	74,609	75,257	6,309	0	0	0
	TOTALS	2,710,293	2,656,559	772,465	771,095	743,743	2,880,040	2,875,177	2,869,406

* See the note on the next page which explains the increase in the "Contracts" line item.

Transfer Station, Recycling & Refuse

Weighmaster Clerk	48,911	
Recycling Coordinator	42,253	
Attendant	<u>36,496</u>	<u>127,660</u>
TOTAL WAGES		<u>127,660</u>

Detail of Contracts Line:

	FY 2009	FY 2010
Material disposal fees	36,000	36,000
Tub grinding	20,000	15,000
Bulky waste disposal	85,000	64,000
Bagged leaf collection	8,000	15,000
SCRRRA Contract		1,650,000 *
CCD Refuse Collection contract		274,000 *
TCD Refuse Collection contract		273,000 *
Town & City recycling	330,000	290,000
	<u>479,000</u>	<u>2,617,000</u>

* These expenditures marked with an asterisk, totalling \$2,197,000, were budgeted in the Landfill & Refuse Fund in prior years. They are included in the Public Works budget in 2009-10. The General Fund revenues budget includes \$1,227,000 of refuse-related revenues. The net refuse activity supported by property taxes is \$970,000.

CITY OF NORWICH GENERAL FUND EXPENDITURES 2009-10 ADOPTED BUDGET									
		2005-06 ACTUAL	2006-07 ACTUAL	2007-08 REVISED BUDGET	2007-08 ACTUAL	2008-09 REVISED BUDGET	2009-10 BUDGET REQUEST	2009-10 MANAGER'S PROPOSED	2009-10 ADOPTED BUDGET
42	Streets & Parks Maintenance Division								
80009	TREE CARE	94,738	178,877	110,000	110,692	120,000	120,000	20,000	20,000
80012	EMPLOYEES	1,260,293	1,260,204	1,277,088	1,276,132	1,783,296	1,831,394	1,720,411	1,728,413
80013	PART TIME EMPLOYEES	23,570	33,278	45,000	12,967	110,000	110,000	40,000	40,000
80014	OVERTIME	149,049	100,595	150,000	139,858	157,000	157,000	157,000	157,000
89999	FRINGE BENEFITS	674,448	719,108	773,637	754,611	986,334	994,819	872,129	891,961
80021	MATERIALS & SUPPLIES	145,693	178,588	212,000	294,779	370,000	370,000	370,000	370,000
80025	HEATING FUEL	14,637	20,144	0	0	0	0	0	0
80033	TELEPHONE	4,373	4,471	4,500	2,397	5,000	5,000	5,000	5,000
80035	UTILITIES	20,504	22,040	38,490	38,483	40,814	63,000	63,000	63,000
80040	BLDG & GRND MAINT	14,649	22,375	15,000	75,844	40,000	40,000	40,000	40,000
80043	EMERGENCY STORM DRAIN	191,523	236,597	180,000	168,008	200,000	200,000	160,000	160,000
80046	RENTAL EQUIPMENT	0	0	25,000	0	0	0	0	0
80047	TRUST FUND VASES	0	0	0	0	2,000	2,000	2,000	2,000
NON RECURRING ITEMS									
83449	NEW VEHICLES	117,681	41,403	0	0	0	0	0	0
TOTALS		2,711,159	2,817,680	2,830,715	2,873,771	3,814,444	3,893,213	3,449,540	3,477,374

		2005-06 ACTUAL	2006-07 ACTUAL	2007-08 REVISED BUDGET	2007-08 ACTUAL	2008-09 REVISED 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	368,615	366,014	325,362	315,065	0	0	0	0
80013	PART TIME EMPLOYEES	93,830	82,998	70,000	58,367	0	0	0	0
80014	OVERTIME	10,964	12,509	12,000	10,664	0	0	0	0
89999	FRINGE BENEFITS	180,106	189,485	205,784	198,826	0	0	0	0
80021	MATERIALS & SUPPLIES	47,766	50,309	40,000	43,237	0	0	0	0
80025	HEATING FUEL	5,948	7,612	0	0	0	0	0	0
80033	TELEPHONE	1,450	895	900	738	0	0	0	0
80035	UTILITIES	9,358	10,416	16,655	15,462	0	0	0	0
80040	BLDG & GRND MAINT	38,397	21,971	30,000	48,657	0	0	0	0
80047	TRUST FUND VASES	1,563	1,564	2,000	1,373	0	0	0	0
TOTALS		757,997	743,773	702,701	692,389	0	0	0	0

TOTAL OF BOTH DIVISIONS		3,469,156	3,561,453	3,533,416	3,566,160	3,814,444	3,893,213	3,449,540	3,477,374
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PUBLIC WORKS - STREETS & PARKS MAINTENANCE

Public Works Superintendent				65,956	
Highway Maintenance Supervisor			57,191		
Dispatcher Supervisor			57,191		
Crew Leaders	4 @	48,911	195,644		**
Mason	1 @	48,911	48,911		
Special Equipment Operator	0 @	48,911	0		**
Maintenance Man	2 @	48,911	97,822		
Heavy Equipment Operators	3 @	46,580	139,740		
Light Equipment Operators	14 @	43,470	608,580		
Laborers	12 @	36,496	437,952	<u>1,643,031</u>	
			TOTAL WAGES	<u>1,708,987</u>	*

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

** - This budget eliminates funding for a Crew Leader and a Special Equipment Operator and adds one Laborer.
--

Overtime:

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

80021 Materials and Supplies:

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

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2009-10 ADOPTED BUDGET**

		2005-06	2006-07	2007-08	2007-08	2008-09	2009-10	2009-10	2009-10
		ACTUAL	ACTUAL	REVISED BUDGET	ACTUAL	REVISED BUDGET	BUDGET REQUEST	MANAGER'S PROPOSED	ADOPTED BUDGET
47	Building Maintenance Division								
80004	MATERIALS & SUPPLIES-OTHER	8,099	7,290	9,500	9,472	15,500	15,500	10,500	10,500
80007	UTILITIES-OTHER	65,158	57,398	66,110	66,080	60,921	71,000	71,000	71,000
80012	EMPLOYEES	249,827	267,631	352,747	348,186	373,651	384,193	350,177	373,651
80013	PART TIME EMPLOYEES	15,752	0	11,000	10,663	10,000	10,000	0	0
80014	OVERTIME	9,102	19,274	21,500	21,393	15,000	15,000	15,000	15,000
89999	FRINGE BENEFITS	127,909	151,204	201,973	202,680	191,313	195,449	169,792	184,960
80021	MATERIALS & SUPPLIES	30,001	28,682	33,000	32,577	38,000	38,000	33,000	33,000
80035	UTILITIES	169,152	156,897	154,221	153,332	155,659	172,000	172,000	172,000
80040	BLDG & GRND MAINT	84,003	158,644	113,500	117,951	120,000	120,000	75,000	75,000
80108	BLDG GRND MAINT-OTHER	93,556	112,781	128,000	111,975	127,500	127,500	90,000	90,000
TOTALS		852,558	959,801	1,091,551	1,074,309	1,107,544	1,148,642	986,469	1,025,111

PUBLIC WORKS - BUILDING MAINTENANCE

Building & Grounds Maint. Supervisor				57,191
Chief Maintenance Man			51,242	
Lead Janitor			43,470	
Janitors	6 @	36,758	<u>220,548</u>	315,260 **
TOTAL WAGES				<u>372,451</u> *

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

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

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

CITY OF NORWICH									
GENERAL FUND EXPENDITURES									
2009-10 ADOPTED BUDGET									
		2005-06	2006-07	2007-08	2007-08	2008-09	2009-10	2009-10	2009-10
		ACTUAL	ACTUAL	REVISED	ACTUAL	REVISED	BUDGET	MANAGER'S	ADOPTED
				BUDGET		BUDGET	REQUEST	PROPOSED	BUDGET
48	Parking Maintenance Division								
80012	EMPLOYEES	65,755	67,728	67,727	67,728	73,254	76,184	76,184	36,758
89999	FRINGE BENEFITS	33,482	35,784	39,027	38,808	34,927	34,547	34,547	18,106
80040	MAINTENANCE	33,781	18,730	20,000	20,345	17,346	17,346	17,346	55,136
TOTALS		133,018	122,242	126,754	126,881	125,527	128,077	128,077	110,000

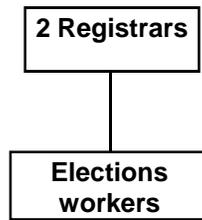
PUBLIC WORKS - PARKING MAINTENANCE

Laborer	0 *
Janitor	<u>36,758</u>
TOTAL WAGES	<u>36,758</u>

The Parking Commission reimburses the city for the maintenance services provided. The revenue is accounted for in account 70260 (See revenue section). For the 2009-10 fiscal year the revenue is estimated to be \$110,000.

* This budget eliminates the Laborer position in the Parking Maintenance division.

City of Norwich Election Department Organization Chart



ELECTION

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

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

VALUES:

- Efficiency
- Accuracy
- Timeliness
- Professionalism

GOALS & ACTION PLANS:

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

ACCOMPLISHMENTS:

1. Completed annual canvas of voters.
2. Organized and ran primaries and general election.
3. Provided accurate voter registration lists for candidates, City Clerk and other interested parties.
4. Supported voter registration drives.

Elections Office	07-08	08-09	09-10
Performance Measure	Actual	Projected	Projected
<i>Inputs</i>			
Budget	\$140,378	\$146,428	\$113,529
Full-time equivalent employees	2.5	2.5	2.0
Voting locations	4	4	2
<i>Workload/ Output Measures</i>			
General elections	1	1	1
Primaries	2	2	2
Total elections	3	3	3
New registrations	1,202	2,500	1,000
Changes	1,139	2,200	1,500
Number of eligible voters	18,129	20,388	21,250
<i>Outcome/ Results</i>			
Number of voters voting in General Election	4,650	18,000	5,600
Percentage of eligible voters voting	25.65%	88.29%	26.35%
<i>Efficiency Measures</i>			
Average total cost per election	\$16,790	\$18,000	\$18,310
Average cost per polling place per election	\$4,198	\$4,500	\$9,155
Cost of election per registered voter	\$0.93	\$0.88	\$0.86

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2009-10 ADOPTED BUDGET**

		2005-06 ACTUAL	2006-07 ACTUAL	2007-08 REVISED BUDGET	2007-08 ACTUAL	2008-09 REVISED BUDGET	2009-10 BUDGET REQUEST	2009-10 MANAGER'S PROPOSED	2009-10 ADOPTED BUDGET
63	ELECTION								
80011	HEAD OF DEPT	48,001	48,012	48,000	48,014	48,000	50,800	48,000	48,000
80012	EMPLOYEES	16,715	17,188	17,147	17,446	18,391	19,034	0	0
80013	PART TIME EMPLOYEES	23,237	25,352	36,880	37,272	44,120	36,620	36,620	36,620
89999	FRINGE BENEFITS	17,477	21,275	23,069	23,069	20,322	21,053	6,709	6,709
80021	MATERIALS & SUPPLIES	3,123	4,408	2,200	4,627	5,000	6,000	5,500	5,500
80032	EQUIP & FURN MAINT	2,044	4,419	3,726	842	3,476	3,500	3,500	3,500
80033	TELEPHONE	3,003	4,797	3,200	3,267	3,200	3,500	3,500	3,500
80034	POSTAGE	3,138	4,750	6,000	1,625	6,000	6,000	5,500	5,500
80037	MILEAGE	0	0	0	0	0	0	200	200
80038	ADVERTISING	1,591	1,084	2,000	769	2,000	1,500	1,500	1,500
80048	DEPARTMENTAL EXPENSE	465	643	1,000	3,047	2,150	2,000	0	0
80053	MOVING VOTING MACHINE	3,232	3,585	2,400	400	2,400	2,500	2,500	2,500
	TOTALS	122,026	135,513	145,622	140,378	155,059	152,507	113,529	113,529

ELECTION

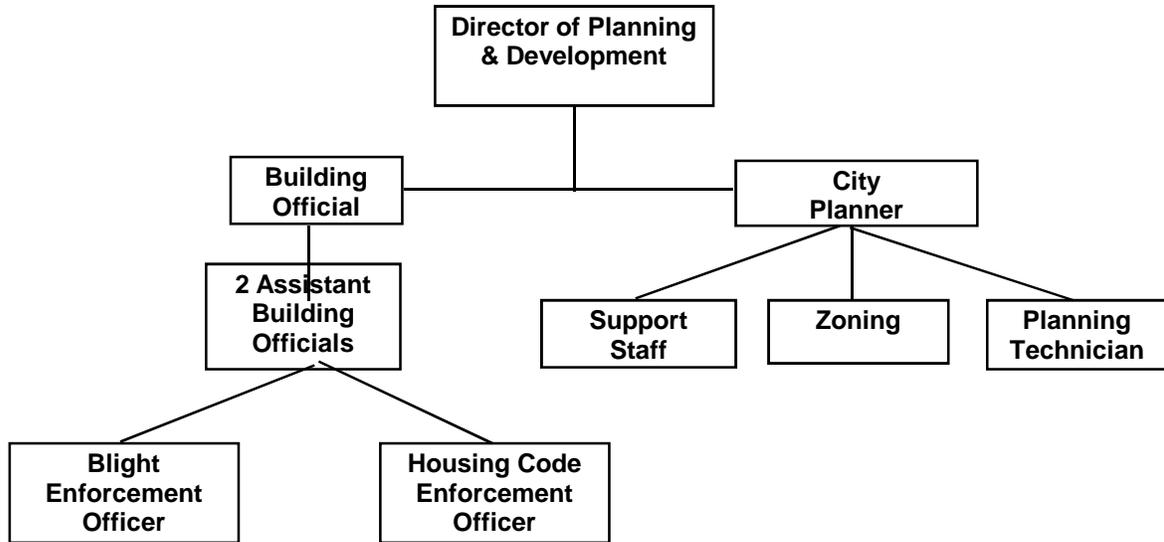
Registrars	2 @	24,000	48,000
Assistant to Registrar of Voters (21 hrs/wk)	*		<u>0</u>
TOTAL WAGES			<u>48,000</u>

* - this budget eliminates funding for the Part-time Assistant to Registrar of Voters
The City Clerk's office will be assisting the Registrars with elections activity.

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			1,500
Cost of one Election			<u>18,310</u>
Cost of two Elections			<u><u>36,620</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.
2. Provide timely review of plans and applications through appropriate assignment of staff and required training of employees.
3. Complete inspections in an efficient manner by providing staff with necessary materials and training
4. Provide aggressive enforcement of housing and property maintenance codes through appropriate staffing and training.
5. Investigate methods of improving the interagency review process.
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. Collected \$59,782 in citation fines.
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. Assisted in preparation of and review of RFP/RFQ submissions for the State Hospital Property and 34 Courthouse Square.
4. Continue to provide staff assistance to Mayor, City Manager, City Council, City Development Agencies, Commissions and community groups on various projects.

Planning and Development**Performance Measure**

07-08	08-09	09-10
Actual	Projected	Projected

Inputs

Budget	\$1,182,681	\$1,117,841	\$1,047,670
Building & housing division FTEs	7.0	7.0	6.5
Total full-time equivalent employees	14.5	14.5	13.5

Workload/ Output Measures

Site development plans reviewed	31	20	20
Subdivision/resubdivision plans reviewed	4	2	2
Special permit applications reviewed	13	12	15
Zoning permit applications	446	500	550
Zoning Variances Granted	46	45	50
Zoning Variances Denied	14	12	12
Inland Wetland Applications	27	30	30
Zoning Complaints	248	250	250
Residential Building Permits	1,825	1,000	1,500
Commercial Building Permits	337	205	200
Industrial Building Permits	3	2	2
Structures Condemed	3	2	2
Dwelling Units Condemed	16	20	20
Buildings Demolished	33	10	10

Outcome/ Results

Citations Issued	180	250	250
Citation Fees Collected	\$59,782	\$60,000	\$60,000
Violations Investigated	1,633	2,000	2,000

Efficiency Measures

Residential building permits per assigned FTE	261	143	231
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CITY OF NORWICH									
GENERAL FUND EXPENDITURES									
2009-10 ADOPTED BUDGET									
		2005-06	2006-07	2007-08	2007-08	2008-09	2009-10	2009-10	2009-10
		ACTUAL	ACTUAL	REVISED	ACTUAL	REVISED	BUDGET	MANAGER'S	ADOPTED
				BUDGET		BUDGET	REQUEST	PROPOSED	BUDGET
64	PLANNING & DEVELOPMENT								
80011	HEAD OF DEPT	77,191	82,813	85,511	81,572	88,290	88,290	88,290	88,290
80012	EMPLOYEES	543,208	591,784	651,066	656,861	703,693	731,510	570,785	625,116
80013	PART TIME	2,459	4,915	0	2,664	0	0	0	0
80014	OVERTIME	6,359	38,137	43,738	41,208	10,000	25,000	12,000	12,000
89999	FRINGE BENEFITS	232,946	276,227	330,866	331,914	300,379	298,071	240,495	264,529
80015	PROFESSIONAL SERVICES	8,420	5,785	20,000	2,882	10,000	5,000	5,000	5,000
80021	MATERIALS & SUPPLIES	6,216	4,273	5,000	3,994	5,000	5,000	5,000	5,000
80023	VEHICLE FUEL	0	2,798	3,887	3,634	3,974	3,235	3,235	3,235
80032	EQUIP & FURN MAINT	5,925	11,231	4,000	7,218	5,000	5,000	5,000	5,000
80033	TELEPHONE	7,403	10,618	6,000	10,835	8,000	8,000	8,000	8,000
80034	POSTAGE	4,554	4,154	3,000	7,233	5,000	5,000	5,000	5,000
80037	MILEAGE	6,486	5,741	2,880	3,786	3,000	2,500	2,500	2,500
80038	ADVERTISING	17,286	18,775	27,000	23,510	20,000	20,000	20,000	20,000
80039	PRINTING	346	1,523	1,000	274	1,000	1,000	1,000	1,000
80048	DEPARTMENTAL EXPENSE	2,722	3,129	3,000	5,096	4,000	3,000	0	0
80057	DUES, LICENSES, SUBSCRIPTIONS	0	0	0	0	0	0	1,000	1,000
80059	TRAINING	0	0	0	0	0	0	2,000	2,000
NON RECURRING ITEMS									
83449	VEHICLES	57,000	0	0	0	0	0	0	0
TOTALS		978,520	1,061,903	1,186,948	1,182,681	1,167,336	1,200,606	969,305	1,047,670

Planning & Development

Director of Planning & Development				88,290
City Planner			68,775	
Building/Housing Code Enforcement Official			68,732	
Zoning Enforcement Officer			52,768	
Assistant Building Officials	2.5 @	57,536	143,840 *	
Housing Code Enforcement Inspector	1 @	51,481	51,481	
Blight Enforcement Officer	1 @	51,481	51,481	
Code Enforcement Secretary			41,222	
Planning Technician			42,253	
Administrative Secretary	2.6 @	40,217	104,564	
			<u>625,116</u>	
		TOTAL WAGES		<u>713,406</u>

* This budget eliminates funding for one Assitant Building Official on July 1, 2009 and another Assistant Building Official on December 31, 2009.

Professional Services:

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

Revenue:

Planning & Development collects fees for permits, applications and citation fees which are included in Revenue Account 70213. We anticipate that we will collect revenue of approximately \$550,000 for fiscal year 2009-10.

ECONOMIC DEVELOPMENT

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

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

GOALS & ACTION PLANS:

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

CITY OF NORWICH									
GENERAL FUND EXPENDITURES									
2009-10 ADOPTED BUDGET									
		2005-06	2006-07	2007-08	2007-08	2008-09	2009-10	2009-10	2009-10
		ACTUAL	ACTUAL	REVISED	ACTUAL	REVISED	BUDGET	MANAGER'S	ADOPTED
				BUDGET		BUDGET	REQUEST	PROPOSED	BUDGET
65	ECONOMIC DEVELOPMENT								
80015	PROFESSIONAL SERVICES	0	60,551	57,700	58,972	35,000	25,000	25,000	25,000
81000	PROJECT CONTINGENCY	22,558	27,609	22,000	15,671	25,000	12,000	12,000	12,000
81072	MAIN STREET PROGRAM	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
81075	TOURISM	42,169	47,064	47,000	48,437	53,235	55,000	0	0
81076	APED MEETING MINUTES	0	1,430	1,500	815	0	0	0	0
81077	NORWICH NOW INITIATIVE	0	42,664	0	0	0	0	0	0
87112	NORWICH COMMUNITY DEV. CORP.	55,000	45,000	45,000	45,000	0	150,000	150,000	150,000
87113	SECTER	0	0	0	0	0	12,641	10,641	10,641
89S80	SACHEM FUND TRANSFER	0	0	200,000	200,000	200,000	200,000	50,000	50,000
TOTALS		144,727	249,318	398,200	393,895	338,235	479,641	272,641	272,641

Note: The Tourism line item included the wages and fringe benefits for a part-time employee as well as the cost of advertising and promotional items. This budget eliminates funding for this position.



Norwich Public Schools

Pamela W. Aubin, Superintendent of Schools

TO THE CITIZENS OF NORWICH:

The economic reality of the national recession has had a considerable impact on the preparation of the 2009-2010 Proposed Budget for the Norwich Public Schools, as in all districts across the country. This budget was created from the outset with a mandate for requests from the administrators that only items needed to maintain student health and safety would be considered for new expenditures. In addition, the administrative team has endeavored to realize greater budgetary efficiencies without severely compromising educational programs. This has been accomplished by maximizing grant resources and donations, self-administration of special education programs, increasing class size while staying within desirable ranges, and maintenance of the existing allocation for capital improvements to prevent further deterioration of our buildings.

As Superintendent, I am convinced that there has been an enhanced spirit of cooperation and appreciation of the financial realities of the Norwich community in our collaborative discussions with Norwich Free Academy. While still maintaining the Academy's independent status, the NFA Superintendent and Board of Trustees have presented a modest increase in tuition, in line with our own district request.

This 2.85% budgetary request reflects a reduction in seven (7) elementary teaching positions that will be absorbed through normal attrition. In addition, this budget includes the reduction of two custodial positions. Increases in budgeted line items are the result of unprecedented, extraordinary health insurance claims, funding of the post retirement benefits account, worker's compensation, increased fuel and transportation costs and funding of the FICA accounts.

It is important to note that 74% of the staff on the payroll of the Norwich Public Schools are residents of the City of Norwich. Further reductions in staff would be ill-advised, both in terms of maintaining educational quality and the well-being of our community.

There are many questions that remain regarding the status of the American Recovery and Reinvestment Act (Stimulus Bill), entitlement grants at the Federal and State levels, and legislative changes to the Governor's proposed budget level that complicate budgeting this year. The community and staff should be aware that changes in these funding sources may further impact staffing and programming.

Implementation of the Norwich Public Schools District Improvement Plan and the NPS Strategic Plan will not be compromised by this projected budget due to the commitment and dedication of the Norwich Board of Education and the Norwich Public Schools staff. Yes, these are "tight times", but as we work together to build capacity within the district and remain focused on improvement in student achievement and school climate, I believe our district will continue to progress.

Sincerely,

Pamela W. Aubin

Pamela W. Aubin
Superintendent of Schools

**Norwich Public School District Profile
2009-2010 Budget**

BOARD OF EDUCATION MEMBERS

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

CENTRAL OFFICE ADMINISTRATORS

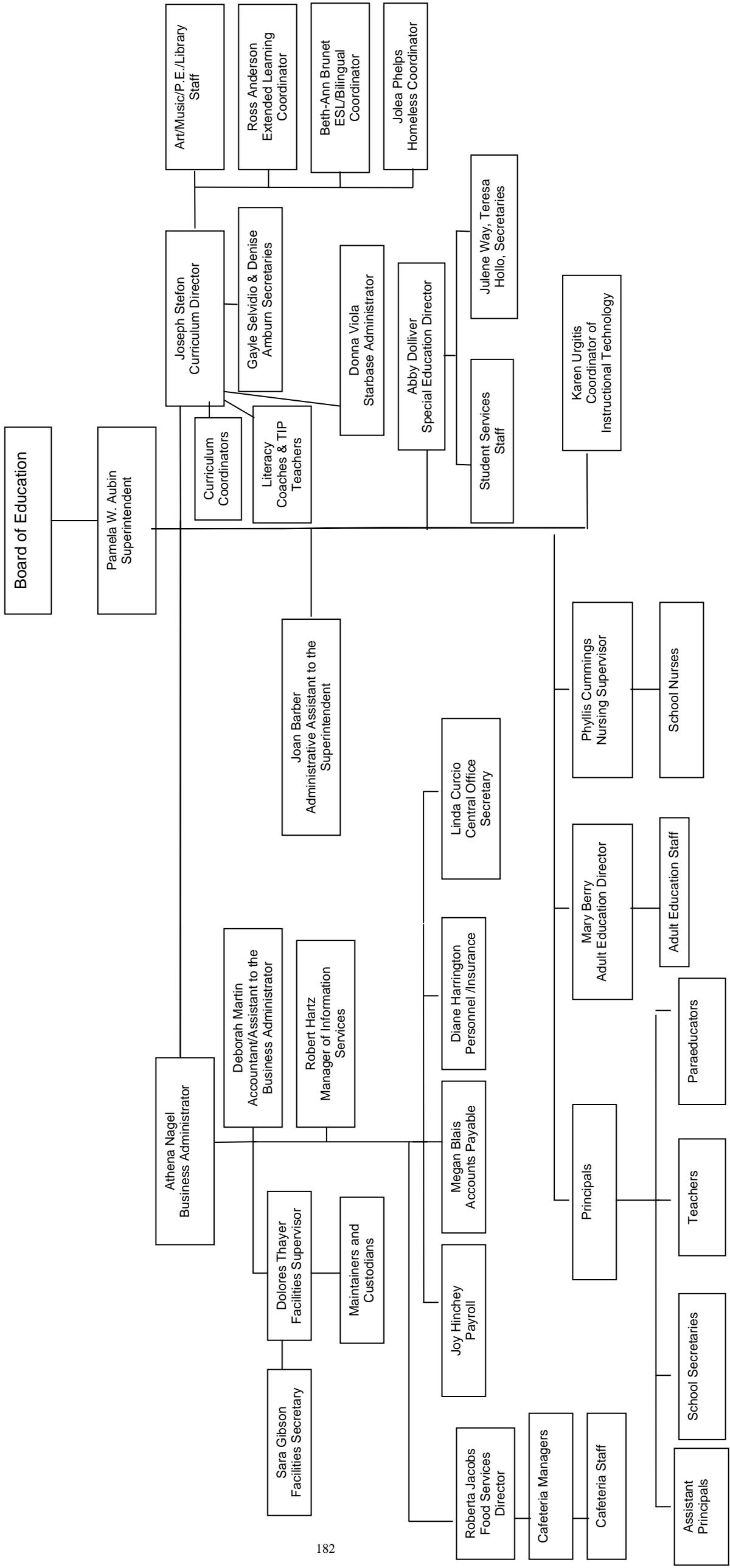
Pamela W. Aubin	Superintendent
Athena Nagel.....	Business Administrator
Joseph Stefon.....	Curriculum Director
Abby Dolliver.....	Student Services Director
Mary Berry	Adult Education Director

BUILDING PRINCIPALS

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

The School Board generally meets monthly on the second Tuesday at 5:30 p.m. in the Kelly Middle School library media center. The public is welcome to attend all meetings.

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

Education	07-08	08-09	09-10
Performance Measure	Actual	Projected	Projected
Total number of students	4,016	3,948	3,948
Average class size			
Kindergarten	17.5	18.1	18.1
Grade 2	18.9	18.7	18.7
Grade 5	18.9	19.2	19.2
Grade 7	19.0	20.5	20.5
High School	8.8	9.5	9.5
Student/teacher ratio	17.0	17.0	17.0
Total expenditure per student	N/A	N/A	N/A
Average teacher salary	\$56,934	\$56,934	\$56,934
Percentage of city resident children attending public schools	89.20%	89.20%	89.20%
 <i>Connecticut Mastery Test:</i>			
Percentage at or above "proficient"	Grade 4	Grade 6	Grade 8
Reading	49.9	63.4	63.1
Math	64.1	71.1	73.0
Writing	69.1	70.0	67.4

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2009-10 ADOPTED BUDGET**

		2005-06 ACTUAL	2006-07 ACTUAL	2007-08 REVISED BUDGET	2007-08 ACTUAL	2008-09 REVISED BUDGET	2009-10 BUDGET REQUEST	2009-10 MANAGER'S PROPOSED	2009-10 ADOPTED BUDGET
70	BOARD OF EDUCATION								
80070	BOARD OF EDUCATION	56,970,626	60,339,134	64,573,238	64,573,238	67,191,000	69,105,943	67,191,000	62,666,684
	TOTALS	56,970,626	60,339,134	64,573,238	64,573,238	67,191,000	69,105,943	67,191,000	62,666,684

Notes:

The \$4,524,316 reduction from the Proposed Budget to the Adopted budget is a result of ARRA funds which are expected to replace roughly 14% of the State of Connecticut's ECS grant funding for fiscal year 2009-10. 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.

<u>ACCOUNT DESCRIPTIONS</u>	<u>OBJ.</u>	<u>2008-2009 ADJUSTED BUDGET</u>	<u>2009-2010 ADOPTED BUDGET</u>	<u>INCREASE/ DECREASE</u>	
CERTIFIED SALARIES 2008-2009 Teachers & Administrators = 275.29 2009-2010 Teachers & Administrators = 268.84	111	\$17,694,940	\$17,705,206	\$10,266	The certified salaries account includes a 2.85% contractual increase for Teachers and a 3.35% in the NSAA Administrators contract. This line item is adjusted to reflect the elimination of 7.4 elementary teachers and current retirements
SUPPORT SALARIES	112	\$4,149,995	\$4,296,756	\$146,761	The increase is due to a 3% increase in Maintainers' and Secretaries' contracts. Custodians, ParaEducators and Nurses are pending negotiations. Also includes adjustments for the addition of an SRO for DTZ/HS (from Natchaug contract savings) and reduction of 2 floating custodians.
TEMPORARY CERTIFIED SALARIES	121	\$180,000	\$180,000	\$0	No change.
TEMPORARY SUPPORT SALARIES	122	\$134,000	\$134,000	\$0	No change.
POST EMPLOYMENT BENEFITS	200	\$209,500	\$459,500	\$250,000	A five year phase in of the Annual Required Contribution (ARC) which is referred to as Pay-as-you-go Costs which equals \$1,047,000.
BLUE CROSS/MAJOR MEDICAL	201	\$4,878,556	\$6,003,760	\$1,125,204	The Board of Education experienced a 37% increase in claims over last year. Current claims are averaging \$681,714 a month. The Board of Education is self insured for Medical Insurance and is required to maintain a balance of at least two months in reserve. FY 2007-2008 year end = \$1,562,922 in the reserve account.
LIFE INSURANCE	203	\$49,000	\$49,000	\$0	No change
UNEMPLOYMENT COMPENSATION	204	\$29,462	\$59,555	\$30,093	The Board of Education and the City pay dollar-for-dollar with regard to Unemployment Compensation. Currently, this is our anticipated cost for the next fiscal year.
WORKER'S COMPENSATION	205	\$205,204	\$358,778	\$153,574	The Board of Education and the City are self insured with regard to Worker's Compensation. This represents the anticipated claims for the Board of Education for FY 2009-10. This also includes \$20,778 for Excess Workers Compensation Insurance.
CITY RETIREMENT PLAN	206	\$451,000	\$451,000	\$0	This is the percentage determined by the actuaries and is applied to the total salaries of the non-certified staff enrolled in the city pension plan.
FICA EMPLOYER'S SHARE	207	\$704,121	\$852,684	\$148,563	The increase in FICA is reflective of salary increases per the various bargaining units.
SEVERANCE PAY	208	\$100,000	\$100,000	\$0	No change.
MEDICARE REIMBURSEMENT	209	\$10,000	\$10,000	\$0	No change.
PROFESSIONAL DEVELOPMENT	322	\$1,125	\$1,125	\$0	No change
CONTRACTED HEALTH SERVICE	323	\$1,790,625	\$1,557,845	(\$232,780)	The majority of the savings in this account is due to restructuring the ABA program to be a self administered program. Additional savings result from the Hearing Impaired and IDCS services.
PROFESSIONAL SERVICES	330	\$180,194	\$182,343	\$2,149	This line includes a slight increase for the SCORE contractual responsibility.
CONTRACTED TRANSPORTATION- STUDENT	FIRST 333	\$2,592,962	\$2,722,610	\$129,648	This increase is due to the contractual increase for the new Regular Transportation contract. The results have not been received yet.
PUBLIC UTILITIES	410	\$772,933	\$811,580	\$38,647	Currently budgeted at an estimated 5% increase. The Department of Public Utilities assisted in reviewing our calculations and provided input to the rate increases/decreases for FY 2009-10.
CONTRACTED REPAIRS BUILDINGS	431	\$181,925	\$186,325	\$4,400	This line item represents costs associated with contracting with outside vendors to repair various items within our schools.
SPED CONTRACTED TRANSPORTATION	510	\$1,914,352	\$1,971,887	\$57,535	Contractual obligation
PROPERTY INSURANCE	520	\$140,558	\$86,302	(\$54,256)	Estimate from USI
LIABILITY INSURANCE	521	\$148,979	\$144,903	(\$4,076)	Estimate from USI
TELEPHONE	530	\$112,160	\$152,706	\$40,546	This account decreased approximately \$10,000 due to the elimination of some circuits but also incurred an increase of approximately \$50,000 due to the addition of fiber - district wide initiative.
ADVERTISING	531	\$15,000	\$10,000	(\$5,000)	Reductions due to reduced demand for new staff
METERED POSTAGE	532	\$30,000	\$30,000	\$0	No change
TUITION PAYMENTS 2008-2009 NFA Regular Education \$ 15,942,153 Special Education \$ 3,094,202 2009-2010 NFA Regular Education \$ 16,114,692 NFA Special Education \$ 3,126,563	560 NFA 2009-2010	\$24,370,349	\$24,554,857	\$184,508	Multiple increase and decrease offsets among the tuition accounts. 2.53% increase in NFA tuition. Taking into account changes in student population and makeup, the resulting budgetary NFA increase is a net 1.08%.

<u>ACCOUNT DESCRIPTIONS</u>	<u>OBJ.</u>	<u>2008-2009 ADJUSTED BUDGET</u>	<u>2009-2010 ADOPTED BUDGET</u>	<u>INCREASE/ DECREASE</u>	
OTHER PURCHASED SERVICES	590	\$3,076,913	\$3,030,948	(\$45,966)	The maintenance costs for all school copiers, StarBase application software maintenance contract, telephone maintenance contract, Follett annual support contract, Pitney Bowes rental and maintenance contract, and other contractual services on various types of equipment are in this line item. This account has decreased by \$354,093 with the new Natchaug contract for DTZ/HS (additional costs for an SRO and nurse are in other line items with a net contractual reduction of \$223,593). Additional expenses in this account include technology expenses needed to comply with the 2008/2009 technology audit by Blum Shapiro.
ADULT EDUCATION	592	\$159,448	\$164,231	\$4,783	This represents a 3% increase in the Adult Education Cooperative Tuition for Norwich Students.
MAINTENANCE SERVICES	593	\$319,139	\$316,938	(\$2,201)	This line item includes all the contracts associated with maintaining our 19 buildings (i.e. burglar, fire alarm, fire alarm hardware maintenance, sprinkler, boiler, HVAC, garbage disposal, pest control, etc.) A full detail of this line item is listed in the Financial Backup Section of the budget book.
FINANCIAL SERVICES	594	\$128,188	\$45,769	(\$82,419)	This account is reduced by the one time expense to upgrade the accounting software package for the district - Phoenix.
INSTRUCTIONAL SUPPLIES	611	\$273,235	\$242,667	(\$30,568)	District wide reductions in instructional supplies. Formulas for allocations are used this year.
HEALTH SUPPLIES	612	\$18,500	\$18,750	\$250	Slight increase for special education health supplies
MAINTENANCE SUPPLIES	613	\$65,375	\$65,375	\$0	No change
CUSTODIAL SUPPLIES	614	\$124,445	\$124,445	\$0	No change
HEATING EXPENSE	620	\$674,712	\$708,448	\$33,736	City Gas consumption is comprised of two rates: interruptible gas and firm gas. The Department of Public Utilities provides input to the budgeted increase for FY 2009-10. Kelly M.S., Moriarty, Hickory Street School, and the Administrative Office are heated by oil purchased thru a Fuel Consortium.
FUEL BUS TRANSPORTATION	627	\$682,610	\$749,361	\$66,751	The current estimate for 09/10 based on 07/08 and 08/09 fuel consumption is 9.8% increase.
TEXTBOOKS	641	\$18,400	\$12,716	(\$5,684)	Reduction throughout district in text accounts
LIBRARY SUPPLIES/MATERIALS	642	\$27,849	\$975	(\$26,874)	District wide reductions in library supplies/materials. Formulas for allocations are used this year.
OTHER SUPPLIES & MATERIALS	690	\$8,000	\$8,000	\$0	No change
OFFICE SUPPLIES	692	\$59,285	\$52,936	(\$6,349)	Reduction district wide in office supplies.
AFTER SCHOOL PROGRAMS	693	\$59,499	\$31,944	(\$27,555)	Elimination of general fund appropriations for afterschool programming in the elementary schools.
PROFESSIONAL MATERIALS	694	\$5,000	\$2,500	(\$2,500)	Reduction in student services professional materials
CAPITAL IMPROVEMENTS	720	\$240,162	\$240,162	\$0	No change
INSTRUCTIONAL EQUIPMENT REPAIR	730	\$5,017	\$4,235	(\$782)	Reduction district wide in instructional equipment repairs.
INSTRUCTIONAL EQUIPMENT	731	\$11,950	\$16,415	\$4,465	Desks and chairs at TMMS and increase in student services instructional equipment.
TECHNOLOGY EQUIPMENT	734	\$52,293	\$52,293	\$0	No change
SOFTWARE LICENSING	735	\$34,950	\$34,950	\$0	No change
MAINTENANCE VEHICLES/EQUIP. REPAIRS	736	\$24,250	\$24,250	\$0	No change
OTHER EQUIPMENT	739	\$24,500	\$28,476	\$3,976	Increase primarily in student services other equipment account.
DUES & SUBSCRIPTIONS	810	\$20,441	\$26,540	\$6,099	Professional dues and uniform increase - Health services

TOTAL GENERAL FUND	\$67,191,000	\$69,105,943	\$1,914,943
Reduction by City Manager	\$0	(\$1,914,943)	(\$1,914,943)
Reduction by City Council - ECS funds expected to be replaced with ARRA funds		(\$4,524,316)	(\$4,524,316)
	\$67,191,000	\$62,666,684	(\$4,524,316)

GRANTS GRID 2008-2009

NAME	TYPE	COMMENTARY		2007-08	2008-2009	*	Applies TO
Title One Improving Basic Programs	Federal Entitlement/ State Process	Distribution of funds is school-based and dependent upon poverty indicators. (free/reduced lunch).	overall	1,648,563	1386943		
			NPS	1,630,815	1,370,391		All
			on public	17,748	16,552		
			Neglect				
Title II Part A Teacher Training Entitlement	Federal Entitlement/ State Process	Funds are used for improving teacher/principal quality..	overall	413,148	403,558		
			NPS	228,491	224,426		All
			on public	184,657	179,132		
			Charter				
Title II Part D Enhancing Education Through Technology	Federal Entitlement/ State Process	Funds are used for Professional Development for Technology.	overall	9,966	7,167		
			NPS	5,617	4,045		All
			on public	4,349	3,122		
			Charter				
Title II Part D Technology	State Competitive Grant	Funds are used to incorporate Science, Math and Language Arts using smart board technology to record data for the community garden		64,959	X	Moriarty, Bishop Veterans, Huntington	
Title III Part A English Language Acquisition	Federal Entitlement/ State Process	Funds for supplies and professional development in teaching English Language Learners.	NPS	47,607	54,379		All
			on public	10,313	11,903		
Title III Immigrant Children and Youth Grant	Federal Entitlement/ State Process	Funds for to assist unexpectedly large increases in student population due to immigration.					
Title IV Safe and Drug-Free Schools	Federal Entitlement/ State Process	NPS monies are used for an elementary guidance counselor and materials for Health and Drug safety curriculum.	overall	40,826	29,831		
			NPS	23,036	16,883		All
			on public	17,790	12,948		
			Charter				
Title Six Innovative Education Strategies NEW Title V	Federal Entitlement/ State Process	Funds are used for salaries for state grant required reports.	overall	14,523			
			NPS	8,185			
			on public	6,338			
			Charter				
Bilingual/ESOL Education Program	Federal/Entitlement/State process	Funds will be used to purchase supplies for the Bilingual Center.		13,293	18,858	X	All
Priority School District	State Entitlement	School Readiness	NPS	1,349,867	1,684,538	X	All
		Quality Enhancement		25,375	25,375	X	
		Priority School District		1,191,709	1,174,372	X	
		Early Reading Success		501,708			
		Summer School Accountability		114,634	116,623	X	
		Extended School Hours		99,093	98,220	X	
IDEA (Part B) 611(94-142 Special Education)	Federal Entitlement/ State Process	Funding is based on reported ISSIS counts.	Overall	1,254,385	1,332,425		All
			NPS	1,240,735	1,318,775	X	
			n-Public	13,650	13,650		
IDEA (Part B) 619 Preschool Entitlement	Federal Entitlement/ State Process			40,118	39,409	X	All
IDEA (Part B) Sliver	Federal Competitive Funds	Social Skills Training program for Special Education students in K-3.					Veterans
Stewart B. McKinney Education of Homeless Children and Youth	Federal Competitive Funds/State Process	Future funding will be impacted by Federal budget decisions. This grant provides a paraeducator to provide homeless instruction support for non-Title I schools.		50,310	50,310	X	Mahan/Teachers
21st Century Community Learning Centers-Bridges	Federal Competitive Funds	Funds will support after-school, evening, weekend, multi-cultural and student leadership activities for middle school students.		190,000	190,000	X	Middle Schools
21st Century Community Learning Centers-Aspire	Federal Competitive Funds	Funds will support after-school, evening, weekend, multi-cultural and student leadership activities for elementary school students.			198,248	X	

GRANTS GRID 2008-2009

NAME	TYPE	COMMENTARY		2007-08	2008-2009	*	Applies TO
LEARN and SERVE AMERICA	Federal Competitive Funds/State process	Funds are used to support student leadership and community service programs at Bishop, Greeneville, Mahan, Moriarty, Uncas, Kelly, Teachers' Memorial, Integrated Day Charter and Norwich Free Academy.		35,000	35,000	X	All
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.		131,087	129,877	X	Middle Schools
Even Start	Federal Competitive Funds	Targeted funds for family literacy programs including Adult Education and parenting skills for adults and child care/readiness programs for youngsters.		 	 		Wequonnoc
Pfizer SMART Grant	Private Competitive	Materials and training for Middle School Science Initiatives		2,000	 		Teachers Memorial
Pfizer SMART Grant	Private Competitive	Materials and training for Middle School Science Initiatives		1,988	 		Kelly
Reading First	State Competitive Grant	To create a demonstration site in SBRR Comprehensive Reading		250,000	250,000	X	Veterans
English Language Civics	Competitive State Department of Education	Integrate English Literacy and Civics topics into the Curriculum for ESL and High School Diploma Students		20,000	35,000	X	Adult Education
Family Literacy Project	State Competitive Grant	Targeted funds for family literacy program of 21 ESL families in conjunction with the Huntington full-day ESL class and Adult Education.		50,000	0	X	Adult Education
Family Resource Center	State Competitive Grant	Targeted funds for the maintenance of the Family Resource Center at Wequonnoc School. Future funding depends on State discretion.		102,400	97,200	X	Wequonnoc
Program Improvement Projects-Workforce	State Competitive Grant	Adult Education students will be trained in workforce skills		60,000			
Program Improvement Projects	State Competitive Grant	Adult Education students will be given workplace preparation skills		30,000			
Program Improvement Projects	State Competitive Grant	External Diploma Program		40,000	175,000	X	Adult Education
Program Improvement Projects	State Competitive Grant	Adult Education students will be counseled for Post Secondary transition		45,000			
Technology Implementation	State Competitive Grant	Adult Education Technology		35,000	0	X	Adult Education
Young Adult Learner	State Competitive Grant	State funded initiative to serve young adult education students earn credits for High School diploma		33,333	33,333	X	Adult Education
Norwich Mentoring Community Collaborative	Private Competitive	Grant supports mentoring program		 	 		
Fresh Fruits and Vegetables	State			 	9,383	X	Uncas School
Phelps-Dodge mini-grant	Private Competitive	Smart Board Project- Huntington Grade 3 Team		2,000			Huntington

GRANTS GRID 2008-2009

NAME	TYPE	COMMENTARY		2007-08	2008-2009	*	Applies TO
ECS-Accountability Priorities	State	School and District Improvement activities		542,199	272,400	X	All Schools
Target Field Trip Grant	Private Competitive	Field trips for grade 4 students (Aquarium, Zoo and Peabody Museum)		1,000	1,000		Stanton
Arrows	Private Competitive	A Middle School Weekend Mentoring Program		4,500	1,500	x	Middle Schools
Liberty Bank	Private Competitive	Training and materials for parents to improve student reading fluency		2,000	2,000		Uncas
Norwich Sunrise Rotary Club	Private Competitive	Assist Greeneville students in academic areas		3,000	3,000		Greeneville
Best Buy Grant	Private Competitive	Purchase equipment for Bishop School		2,000	2,000		Bishop
Youth Service America	Private Competitive	State Farm Grant		1,000	1,000		Ross Anderson
School Security Grant Program Year 1	State Competitive Grant	School		101,651			All
School Improvement	State			169,806	80,000		Wequonnoc, Huntington
ELLIS Grant	Federal	Bilingual Program- To Improve English Language Development for ELL skills			263,318	x	ALL
School Readiness-Child Care	State	Capitol Improvement at Stanton (Sink for Pre-K room)			5,000	x	Stanton
		School Security Improvements		applied for overall NPS			Funded through Adult Education
				104,651			Pending
				8,087,088	7,974,863		Confirmed
				8,191,739	7,974,863		Total

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2009-10 ADOPTED BUDGET**

		2005-06	2006-07	2007-08	2007-08	2008-09	2009-10	2009-10	2009-10
		ACTUAL	ACTUAL	REVISED BUDGET	ACTUAL	REVISED BUDGET	BUDGET REQUEST	MANAGER'S PROPOSED	ADOPTED BUDGET
80	DEBT SERVICE								
80801	PRINCIPAL	4,710,000	4,341,000	4,303,000	4,303,000	3,410,000	3,530,000	3,530,000	3,530,000
80802	INTEREST	1,834,674	1,463,250	1,284,544	1,284,544	1,223,885	1,007,782	1,007,782	1,007,782
TOTALS		6,544,674	5,804,250	5,587,544	5,587,544	4,633,885	4,537,782	4,537,782	4,537,782

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 2009-10 for retirees plus 1/5 of the amortization of prior service cost.

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

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

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

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

80086 Contingency: Includes funds for unanticipated expenses/obligations, 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: Pursuant to Norwich City Ordinance 1577, the City will transfer 50% of the conveyance taxes collected out of the General Fund to support Mohegan Park, recreation and arts, and economic development. 25% of this transferred revenue is allocated to the Mohegan Park Development account. 25% is allocated to Arts & Recreation. The remaining 50% is earmarked for economic development. Ordinance 1615 adopted on May 18, 2009 suspends these transfers for fiscal year 2009-10.

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

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

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

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

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

80101 Unemployment Compensation Payment: Amount represents city's obligation to the state for unemployment compensation benefits. This line item is increased for fiscal year 2009-10 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.

80120 Regional Health District: The city's cost of \$6.82 per capita (population based on 7/1/2007 Connecticut Department of Public Health estimates) to participate in the Uncas Health District which is comprised of Bozrah, Montville, Norwich, and Sprague.

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

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

80153 Health and Safety Compliance: Covers cost for pulmonary function test for all Norwich paid and volunteer firefighters to meet OSHA standards and requirements, and other health and safety requirements. It also covers the additional physical testing required for the Haz-Mat technicians. This line item has been transferred to Human Resources beginning in fiscal year 2008.

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

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2009-10 ADOPTED BUDGET**

		2005-06 ACTUAL	2006-07 ACTUAL	2007-08 REVISED BUDGET	2007-08 ACTUAL	2008-09 REVISED BUDGET	2009-10 BUDGET REQUEST	2009-10 MANAGER'S PROPOSED	2009-10 ADOPTED BUDGET
90 NON-DEPARTMENTAL EXPENSES									
80002	STREET LIGHTING	491,000	562,000	792,005	778,364	790,813	732,000	570,000	570,000
80062	WORKERS COMPENSATION	108,459	122,000	122,000	122,004	0	0	0	0
80063	POST-EMPLOYMENT MEDICAL	540,000	1,150,008	743,000	743,004	961,400	1,180,800	961,400	961,400
80072	CLAIMS	35,907	130,978	85,000	74,014	110,633	100,000	80,000	80,000
80073	INSURANCE	832,243	891,500	912,205	912,949	937,255	849,579	835,770	835,770
80077	LIBRARY	944,500	1,038,725	1,082,871	1,082,871	1,121,500	1,160,753	986,920	986,920
80079	TAX REFUNDS	11,535	0	0	0	0	0	0	0
80086	CONTINGENCY	67,768	106,032	472,252	472,247	212,519	961,125	433,585	433,585
80088	AMBULANCE SERVICE	47,537	49,200	50,922	50,922	52,757	54,709	54,709	54,709
80090	CONVEYANCE TAX TRANS-OUT	0	0	0	0	300,000	0	0	0
80091	CODE OF ORDINANCE	1,019	3,000	0	0	0	0	0	0
80093	PROBATE COURT	29,000	25,000	25,000	20,469	25,000	23,000	23,000	23,000
80095	SE CT COUNCIL GOVERN	16,614	16,614	18,059	18,059	18,059	18,059	18,059	18,059
80096	STATE FISHING & GAME	56,978	55,405	50,000	59,743	50,000	60,000	60,000	60,000
80098	APPROP-CAPITAL BUDGET	1,450,000	1,774,339	1,791,000	1,791,000	1,826,065	2,327,880	2,327,880	2,327,880
80101	UNEMPLOY COMPENSATION	30,640	35,624	25,000	22,118	30,000	25,000	220,000	60,307
80103	HISTORIC DISTRICT	2,825	1,547	2,800	1,881	2,874	2,905	2,500	2,500
80104	CT CONF OF MUNICIPAL	23,778	24,431	25,000	24,875	25,630	25,327	25,327	25,327
80115	TAX COLLECTION SERVICES	15,165	25,800	27,000	30,062	27,000	31,000	31,000	31,000
80120	REGION HEALTH DISTRICT	223,883	229,506	235,326	235,326	241,385	248,466	248,466	248,466
80133	ELDERLY TAX CREDITS	84,324	82,625	80,000	82,275	80,000	83,000	83,000	83,000
80141	SEAT BUS	111,798	119,624	125,604	125,604	129,372	133,253	133,253	133,253
80153	HEALTH SAFETY COMPLIANCE	25,389	24,791	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		5,160,360	6,478,749	6,675,044	6,657,787	6,952,262	8,026,856	7,104,869	6,945,176

CITY OF NORWICH
CAPITAL BUDGET SUMMARY

The following is a list of capital improvements and projects for fiscal year 2009-10 selected pursuant to Chapter VII, 17 of the City Charter (see Financial Management Policies section for a description of the capital planning process). Also shown, is the impact that the project will have on operating funds once the project is completed. The amount of impact is referred to in the following terms: Positive, Negligible, Slight, Moderate and High. Examples of what might have an impact on the operating budget due to a capital project are new staff needed, maintenance, and daily operations (utilities, supplies). Depreciation expense is not considered in the impact which is consistent with the city's budgeting procedures.

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

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

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

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

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

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

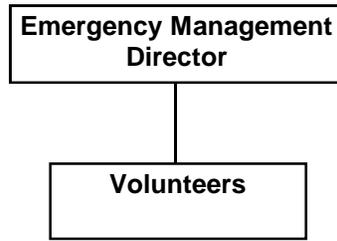
Although some projects are hard to define as far as impact on the operating budget, we have done our best to estimate what future expenditures will be necessary in relation to the project.

DESCRIPTION	APPROPRIATION	ANNUAL OPERATING BUDGET IMPACT
<u>Paving and Drainage 10210-88600</u> Paving of City roads and parking areas, installation of drainage systems to avoid flooding and icing. This will reduce the cost of patching potholes and removing ice and improve safety. If this work is not done there will be more of a chance of roads having to be reconstructed in the future. This is the top priority to save the cost of reconstructing the City's road system. <i>Impact on operating budget: this should slightly reduce operating costs. Estimated annual savings: \$10,000.</i>	\$925,000	POSITIVE
<u>Public Works Sweeper/Vac Vehicle 10210-88342</u> The purchase of this machine will allow Public Works to remove from service 3 aging pieces of equipment. <i>Impact on operating budget: this should greatly reduce future maintenance costs as the City will be maintaining 1 piece of equipment instead of 3.</i>	\$240,000	POSITIVE
<u>Public Works 23 Union Street improvements 10210-88247</u> Design and construction for the repair or replacement of the HVAC system and possible construction of ADA accessibility facility. <i>Impact on operating budget: this should slightly reduce future utilities costs.</i>	\$45,000	POSITIVE
<u>IT equipment replacement 10210-88500</u> Replacement of 20 computers, 1 switch, and other hardware as needed and renewal of licensing for antivirus/antispymware software. We will be working with Norwich Public Schools and Norwich Public Utilities on some projects, including e-mail archiving, internet filtering, and server consolidation. <i>Impact on operating budget: this expenditure will not impact the operating budget.</i>	\$41,750	NO IMPACT
<u>Sidewalk Program 10210-89400</u> Provide funding for interest-free ten-year loans to property owners willing to improve their sidewalks. Under the loan program, the city pays for granite curbing and the property owner pays for the sidewalk. Liens on the properties ensure that the city recovers costs. The program encourages property owners to improve their property; increasing its value and adding to the quality of life in the city. <i>Impact on operating budget: this expenditure will not impact the operating budget.</i>	\$50,000	NO IMPACT
<u>Police Department Body Armor Vests 10210-88421</u> The cost of replacing 20 vests. <i>Estimated annual savings: this has no effect on the operating budget.</i>	9,500	NO IMPACT
<u>Police Vehicles 10210-88321</u> 7 Cruisers. <i>Estimated annual savings: annual maintenance costs will decrease slightly.</i>	140,000	POSITIVE
<u>Police Department Cruiser Cameras 10210-88421</u> The Police Department are proposing to phase in the use of In-Car Video Cameras, starting with these first 2. <i>Estimated annual savings: this has no effect on the operating budget.</i>	10,400	NO IMPACT
<u>Police Department Mobile Radios 10210-88421</u> Replacement of 5 Mobile Radios. <i>Estimated annual savings: this has no effect on the operating budget.</i>	9,600	NO IMPACT
194		
<u>Police Department Portable Radios 10210-88421</u> Replacement of 6 Portable Radios. <i>Estimated annual savings: this has no effect on the operating budget.</i>	12,500	NO IMPACT

DESCRIPTION	APPROPRIATION	ANNUAL OPERATING BUDGET IMPACT
Police Department Voting Radio Repeaters 10210-88421 Installation of 2 additional radio repeaters in order to address Police communications issues. <i>Estimated annual savings: this has no effect on the operating budget.</i>	12,500	NO IMPACT
Fire Department Radio Upgrades 10210-88422 Upgrade Chief's vehicle and Squad A to complete high band radio in order to improve volunteer and paid fire department ground communication and safety. <i>Estimated annual savings: this has no effect on the operating budget.</i>	5,300	NO IMPACT
Fire Department Hose Replacement 10210-88422 Replace 1977-dated hose and hose that failed at fire ground and testing. <i>Estimated annual savings: this has no effect on the operating budget.</i>	10,830	NO IMPACT
Fire Department Turnout Gear 10210-88422 Replacement of turnout gear for the paid and volunteer fire departments due to damage and wear. Also, this line item will fund a Fire Equipment Inventory Project. <i>Estimated annual savings: this has no effect on the operating budget.</i>	143,000	NO IMPACT
Norwich Fire Department Vehicles 10210-88322 Partial funding of replacement of 100' Ladder Truck for Greenville Station. This equipment was recommended by the Public Safety Committee. The City is seeking state and federal assistance on this purchase in addition to issuing short-term notes. <i>Estimated annual savings: annual maintenance costs will decrease slightly.</i>	100,000	NO IMPACT
Laurel Hill VFD Hose Tender Equipment 10210-88424 Refit Hose Tender with equipment from Engine 61. <i>Estimated annual savings: this has no effect on the operating budget.</i>	10,000	NO IMPACT
Laurel Hill VFD Forestry Equipment 10210-88424 To equip Forestry 1 for service. <i>Estimated annual savings: this has no effect on the operating budget.</i>	5,000	NO IMPACT
Yantic VFD Radio Upgrade 10210-88422 Replace Squad 36 low-band radio with high-band radio and repeater. <i>Estimated annual savings: this has no effect on the operating budget.</i>	7,500	NO IMPACT
Norwich Fire Department Greenville Fire Station improvements 10210-88222 Greenville Station repointing and repairs to the rear wall exterior façade. <i>Estimated annual savings: this has no effect on the operating budget.</i>	75,000	NO IMPACT
Recreation Mohegan Park Bathhouse 10210-88232 New construction of bathhouse to add handicap accessibility, electricity, diaper-changing station, and more privacy in changing areas. <i>Estimated annual savings: this has no effect on the operating budget.</i>	150,000	NO IMPACT
Recreation Greenville Basketball Court 10210-88232 Replace Greenville basketball court and fencing. <i>Estimated annual savings: this has no effect on the operating budget.</i>	50,000	NO IMPACT
Capital Contingency 10210-88000 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 to purchase equipment, such as the Assistance to Firefighters Grant. Other projects that are under consideration are City Hall improvements and Brown Park Seawall cost overruns. <i>Estimated annual savings: this has no effect on the operating budget.</i>	275,000	NO IMPACT

\$2,327,880

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
- Service
- Integrity
- Community Involvement

GOALS & ACTION PLANS:

1. Enhance the Emergency Operations Center software program by implementing WEB-EOC for centralized “event” management.
2. Continue to mitigate the expense of emergency management activities to the Norwich taxpayer by fueling the budget engine with grants from the Federal Emergency Management Agency, Department of Homeland Security, Environmental Protection hazard mitigation grants and nuclear safety funds from the Dominion Nuclear Power Station.
3. Collaborate with local and state representatives to develop meaningful plans for the physically and mentally challenged.

ACCOMPLISHMENTS:

1. Executed Department requirements to maintain the prestigious “Storm Ready” designation for year number three from the National Oceanic & Atmospheric Administration.
2. Completed necessary plans to receive enhanced EMPG funding from the State Office of Emergency Management and Homeland Security.
3. Successfully administered plans to deal with the effects of the Peachtree Apartment complex fire.
4. Opened a “donated goods” distribution center at the Norwichtown Mall for the victims of the Peachtree Apartment Complex fire. The distribution center was opened for one month and met the total needs of the displaced residents.

Emergency Management Performance Measure	07-08	08-09	09-10
	Actual	Projected	Projected
<i>Inputs</i>			
Budget	\$64,940	\$63,132	\$57,678
<i>Workload/ Output Measures</i>			
Hours of emergency training	875	850	1,100
Personnel trained	38	50	115
Shelter maintained	19	19	19
EOC activations	8	12	12
Dive team rescue calls	1	2	1
Flood assistance calls	74	75	50
Speaking engagements	23	25	25
Public information/education exhibits	21	20	23
<i>Outcome/ Results</i>			
Percentage of emergency operations plans updated	100.00%	100.00%	100.00%
<i>Efficiency Measures</i>			
Cost of department per capita	\$1.78	\$1.69	\$1.54

CITY OF NORWICH
GENERAL FUND EXPENDITURES
2009-10 ADOPTED BUDGET

		2005-06 ACTUAL	2006-07 ACTUAL	2007-08 REVISED BUDGET	2007-08 ACTUAL	2008-09 REVISED BUDGET	2009-10 BUDGET REQUEST	2009-10 MANAGER'S PROPOSED	2009-10 ADOPTED BUDGET
91	EMERGENCY MANAGEMENT								
80011	HEAD OF DEPT	24,498	25,294	26,121	26,129	26,970	26,970	26,970	26,970
80013	PART TIME EMPLOYEES	490	0	500	130	500	500	0	0
89999	FRINGE BENEFITS	2,402	2,472	2,646	2,646	2,646	2,164	2,120	2,120
80021	MATERIALS & SUPPLIES	2,783	4,464	2,500	2,208	2,500	4,000	3,000	3,000
80023	GAS OIL & GREASE	835	1,347	1,523	1,659	1,077	1,088	1,088	1,088
80027	AUTO SUPPLIES & MAINT	216	125	1,000	0	500	500	0	0
80031	RADIO SERVICE	2,770	2,741	3,000	0	3,000	3,000	2,000	2,000
80032	EQUIP & FURN MAINT	7,564	4,712	6,700	10,188	5,000	5,000	4,000	4,000
80033	TELEPHONE	6,130	6,224	5,500	5,811	6,000	6,000	5,000	5,000
80034	POSTAGE	72	94	100	2	100	100	0	0
80035	UTILITIES	8,328	6,901	8,471	8,566	7,339	7,339	11,000	11,000
80036	LAUNDRY & DRY CLEANING	70	0	0	0	0	0	0	0
80040	BLDG & GRND MAINT	2,373	2,003	2,500	2,958	2,500	3,000	1,500	1,500
80048	DEPARTMENTAL EXPENSE	2,203	2,319	3,000	4,643	2,500	2,500	0	0
80059	TRAINING	0	1,570	2,000	0	2,500	3,000	1,000	1,000
	TOTALS	60,733	60,266	65,561	64,940	63,132	65,161	57,678	57,678

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 2009-10 year those revenues are estimated to be \$11,413.

EMPLOYEE PENSION

Program: Pension Fund for city employees.

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

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

PERFORMANCE MEASURE	07-08 ACTUAL	08-09 ESTIMATED	09-10 PROJECTED
Retirees and beneficiaries receiving benefits	430	445	455
Terminated plan members with deferred benefits	15	13	13
Active plan members	566	560	540

SUMMARY OF CONTRIBUTIONS:

Fiscal Year 2009-10

General city (included in departments' fringe benefits)	300,000
Police (included in fringe benefits)	789,000
Fire Department (included in fringe benefits)	642,000
Utilities Department (included in enterprise fund)	354,000
Board of Ed (included in BOE budget)	<u>312,000</u>
1) City of Norwich Employees' Retirement Contribution	<u><u>2,397,000</u></u>
2) Policemen's Relief Fund	42,000
3) Firemen's Relief Fund	<u>87,000</u>
Total Recommended Contribution	<u><u>2,526,000</u></u>

NOTES:

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

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

Norwich
CONNECTICUT **NOW.**

CITY OF NORWICH			
SUMMARY OF SPECIAL REVENUE FUNDS BUDGETS			
2009-10 ADOPTED BUDGET			
	Special Service Fire (Fund 020)	Volunteer Fire Relief & Tax Credit (Fund S23)	COMBINED
EXPENDITURES			
General Operations	5,641,586	503,833	6,145,419
TOTALS	5,641,586	503,833	6,145,419
REVENUES			
General Revenues	2,683,813	0	2,683,813
Taxes to be levied - CCD Fire	2,957,773	0	2,957,773
Taxes to be levied - TCD Fire	0	503,833	503,833
TOTALS	5,641,586	503,833	6,145,419

SPECIAL REVENUE FUND
CITY CONSOLIDATED DISTRICT (CCD) FIRE DEPARTMENT

GENERAL PROPERTY TAXES

70204 Current Fire Levy – The current levy for 2009-10 is based on all taxable property in the CCD as of 10/1/2008. This includes real estate, personal property, and motor vehicle taxes. The total of all values is contained in the grand list. The amount of taxes to be 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 levied in taxes by the grand list as adjusted for the collection rate of 95.52%. This percentage is derived from the charter-prescribed method of taking the average of the past three years of taxes collected from the current levy. This method assures that Norwich will not budget unrealistic property tax revenues. Current taxes are due July 1 and January 1.

70205 Prior Fire Levies – Delinquent taxes anticipated to be collected from prior years unpaid taxes. Collection of taxes is enforced through liens, foreclosure and tax warrants. We are anticipating a decrease in the prior year levies' collections.

70206 Interest and Lien Fees – Interest and lien fees collected on payment of delinquent taxes. State statute requires 1.5% per month plus \$24 lien fee on real estate property lienied.

70215 M.V. PA 76-338 Fire – Tax revenue anticipated from motor vehicles purchased after assessment date of October 1, 2008 and prior to August 1, 2009 (P.A. 76-338). We are expecting a decline in this revenue because of the drop in the purchase of new vehicles and the shifting of tax on motor vehicles to real estate caused by the 2008 revaluation.

REVENUE FROM OTHER CITY OPERATIONS

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

OTHER REVENUES

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

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

STATE GRANTS IN AID – GENERAL

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

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

70258 Mashantucket-Pequot/Mohegan Fund Grant - Includes projected funds from Governor's agreement reached in 1993 between the Mashantucket Pequot Tribal Nation, the Mohegan Tribal Nation, and the State of Connecticut. A portion of this grant is allocated to the City Consolidated Fire District. The funds are included in the adopted State of Connecticut budget. These grants are split between general fund account 70254 and Special Service Fund 70258 according to the 10/1/08 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, 2008 and anticipated surplus as of June 30, 2009. No amount of surplus was appropriated for this year.

CITY OF NORWICH								
SPECIAL SERVICE FIRE REVENUES								
2009-10 ADOPTED BUDGET								
		2005-06	2006-07	2007-08	2007-08	2008-09	2009-10	2009-10
		ACTUAL	ACTUAL	REVISED	ACTUAL	ADOPTED	MANAGER'S	ADOPTED
				BUDGET		BUDGET	PROPOSED	BUDGET
GENERAL PROPERTY TAXES								
70204	PROPERTY TAX FIRE CURRENT	2,353,386	2,561,131	2,815,100	2,899,758	2,960,178	2,957,773	2,957,773
70205	PROP. TAX FIRE PRIOR	83,280	56,614	80,000	97,171	70,000	60,000	60,000
70206	PROP. TAX-FIRE INT & LIENS	56,501	43,614	58,000	54,047	35,000	45,000	45,000
70215	TAXES-MV- PA-76-338 FIRE	44,046	46,018	30,000	43,678	45,000	30,000	30,000
TOTALS		2,537,212	2,707,377	2,983,100	3,094,654	3,110,178	3,092,773	3,092,773
REVENUE FROM OTHER CITY OPERATIONS								
70228	PUBLIC UTILITIES 10%	0	0	0	0	626,251	643,661	643,661
70231	FIRE SS-GF CHARGE-SS	656,457	58,184	95,207	95,207	108,841	112,106	112,106
TOTALS		656,457	58,184	95,207	95,207	735,092	755,767	755,767
OTHER REVENUES								
70223	INTEREST ON INVESTMENTS	25,000	30,071	32,000	22,360	20,000	6,000	6,000
70238	CONVEYANCE TAX	75,000	75,000	75,000	75,000	40,000	20,000	20,000
TOTALS		100,000	105,071	107,000	97,360	60,000	26,000	26,000
STATE GRANTS IN AID - GENERAL								
70251	TOWN HOUSING-FIRE	45,597	163,262	59,350	159,682	60,306	72,030	72,030
70255	IN LIEU OF TAXES FIRE	309,454	40,919	32,187	80,933	48,670	65,519	65,519
70258	MASHANTUCKET PEQUOT GRANT	755,000	1,028,079	872,231	872,231	980,573	1,552,268	1,552,268
70262	ELDERLY REIMBURSE-FIRE	106,903	241,476	245,258	242,705	8,453	77,229	77,229
TOTALS		1,216,954	1,473,736	1,209,026	1,355,551	1,098,002	1,767,046	1,767,046
GRAND TOTALS		4,510,623	4,344,368	4,394,333	4,642,772	5,003,272	5,641,586	5,641,586

**CITY OF NORWICH
SPECIAL SERVICE EXPENDITURES
2009-10 ADOPTED BUDGET**

		2005-06 ACTUAL	2006-07 ACTUAL	2007-08 REVISED BUDGET	2007-08 ACTUAL	2008-09 REVISED BUDGET	2009-10 BUDGET REQUEST	2009-10 MANAGER'S PROPOSED	2009-10 ADOPTED BUDGET
20	FIRE SPECIAL SERVICE								
80011	HEAD OF DEPT	82,193	0	0	0	0	0	0	0
80012	EMPLOYEES	2,504,320	2,228,987	2,367,945	2,215,600	2,462,099	2,618,885	2,791,324	2,791,324
80014	OVERTIME	0	0	0	0	0	0	0	165,823
89999	FRINGE BENEFITS	1,273,350	1,245,248	1,400,267	1,405,937	1,542,863	1,996,520	1,709,159	1,709,159
80016	CLOTHING ALLOWANCE	17,691	0	0	0	0	0	0	0
80017	REPLACEMENT COSTS	695,357	721,493	673,030	909,746	673,030	815,823	815,823	650,000
80059	TRAINING	26,639	0	0	0	0	0	0	0
80063	POST-EMPLOYMENT MEDICAL	100,000	169,008	169,000	169,008	325,280	372,960	325,280	325,280
80144	PHYSICAL FITNESS PROG	1,000	0	0	0	0	0	0	0
TOTALS		4,700,550	4,364,736	4,610,242	4,700,291	5,003,272	5,804,188	5,641,586	5,641,586

FIRE SPECIAL SERVICES

Captains			
Fire Captain (FC 2)	4 @	62,410	249,640
Fire Captain (FC 1)	0 @	60,627	0
Lieutenants			
	8 @	58,896	471,168
	0 @	57,215	0
Firefighters			
	14 @	53,851	753,914
	9 @	51,286	461,574
	5 @	48,848	244,240
	8 @	46,521	372,168
	2 @	44,310	88,620
	0 @	42,204	0

TOTAL WAGES
 2,641,324¹

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 ordinance has since been amended in 1995, 2001, and 2006. 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)							
2009-10 ADOPTED BUDGET							
	2005-06 ACTUAL	2006-07 ACTUAL	2007-08 REVISED BUDGET	2007-08 ACTUAL	2008-09 ADOPTED BUDGET	2009-10 MANAGER'S PROPOSED	2009-10 ADOPTED BUDGET
GENERAL PROPERTY TAXES							
70201							
	TAX-VOL.FIRE REL.FND.LEVY AND TAX CREDIT						
	335,088	361,926	392,896	424,173	476,162	503,833	503,833
TOTALS	335,088	361,926	392,896	424,173	476,162	503,833	503,833

CITY OF NORWICH									
VOLUNTEER FIRE RELIEF FUND (FUND S23)									
2009-10 ADOPTED BUDGET									
		2005-06	2006-07	2007-08	2007-08	2008-09	2009-10	2009-10	2009-10
		ACTUAL	ACTUAL	REVISED	ACTUAL	REVISED	BUDGET	MANAGER'S	ADOPTED
				BUDGET		BUDGET	REQUEST	PROPOSED	BUDGET
S23	VOLUNTEER FIRE RELIEF								
80122	VOLUNTEER TAX CREDIT	72,815	73,190	80,000	73,918	80,000	80,000	80,000	80,000
89270	TRUST FUND	120,000	160,000	212,896	212,896	250,000	250,000	250,000	250,000
89IS0	WORKERS COMPENSATION	99,996	99,996	100,000	106,082	146,162	173,833	173,833	173,833
TOTALS		292,811	333,186	392,896	392,896	476,162	503,833	503,833	503,833

Norwich
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Enterprise Fund -
Department of Public
Utilities

Norwich
CONNECTICUT **NOW.**

NORWICH PUBLIC UTILITIES

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

GOALS:

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

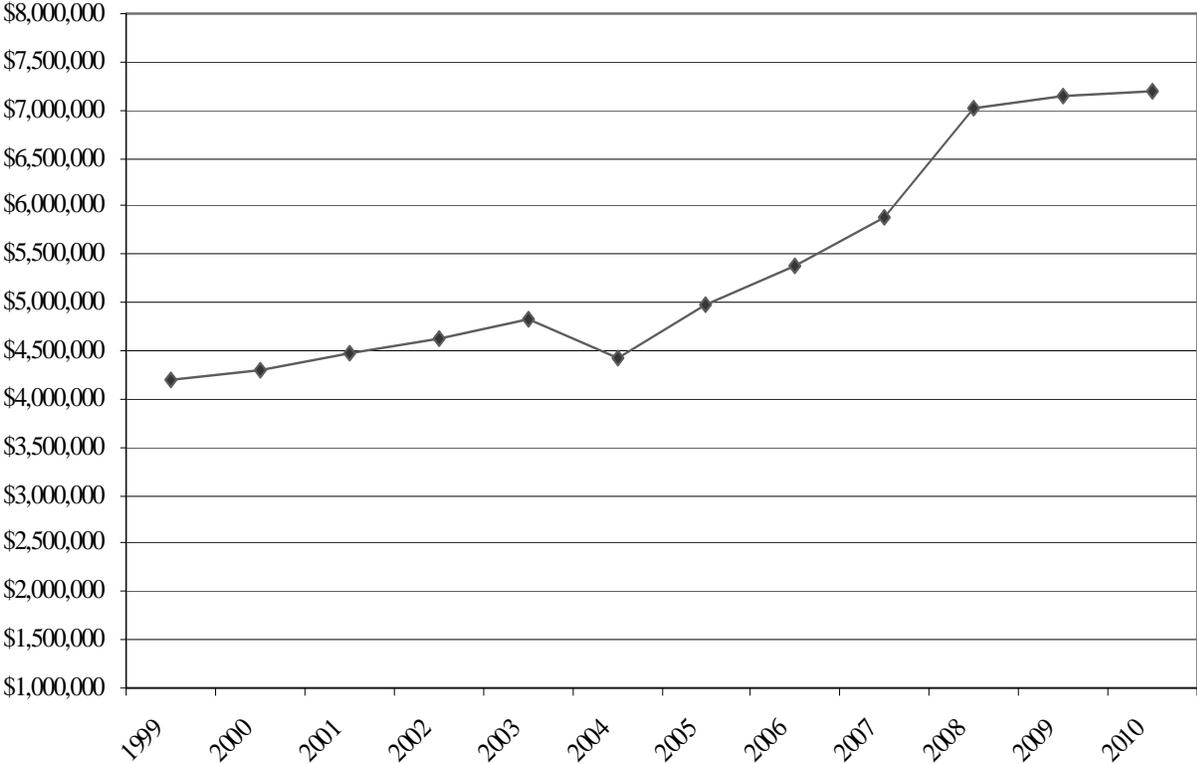
HIGHLIGHTS & ACCOMPLISHMENTS:

- ◆ Began construction of a fiber Municipal Area Network (MAN) which is being installed to provide enhanced connectivity for all city departments including Norwich Police, Fire and Public Schools.
- ◆ Clean Rivers, Clean Harbor, Sound Norwich, the community wastewater project 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, and eliminate Norwich's 14 remaining combined sewer overflows. Construction of the first phase, to replace the digester heating system, mixing system and cover reusing the byproduct methane gas begins in early 2009.
- ◆ Design of the Flyers Drive Sewer Project has been completed. The project will serve the Flyers Drive, Lambert Avenue and Wayne Street areas of Norwich. Construction will begin in 2009
- ◆ Continued NPU Energy Efficiency initiatives for residential, commercial and industrial customers.
 1. Distributed 114,440 compact fluorescent light bulbs (CFL) to residential customers. Even operating at only one hour per day, it equates to a savings of 3,132,795 kWh, or roughly enough to power 375 average homes for a year.
 2. Through the direct-install program, installed CFLs and water saving devices in 514 residences throughout Norwich.
 3. Provided 21,966 free CFLs to 3,661 residential customers through a mail-in coupon offer.
 4. Provided residential customers with rebates totaling \$29,630 for 361 energy efficient appliances and high efficiency air conditioning systems.
 5. Completed high efficiency lighting, cooling and equipment projects for 13 large commercial & industrial customers. These projects resulted in a total savings of 2,232,312 kWh/year. 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 2.5 years.

6. Completed high efficiency lighting and cooling projects for 34 small commercial customers. These projects resulted in a total savings of 684,531 kWh/year. Customers implementing these projects included many small retail and service businesses, several city facilities, banks, and professional and medical office buildings. The average payback for these projects is 3.1 years. Many Norwich churches took advantage of the program to add more efficient lighting. Many of the customers who completed lighting projects are planning to or have upgraded other energy systems including HVAC and equipment.
 7. 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.
 8. Completed converting city-wide holiday lights to high efficiency LED bulbs.
 9. 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.
 10. Conducted a Business Energy Expo, partnering with the Greater Norwich Chamber of Commerce, to provide energy efficiency information to chamber members.
 11. NPU coordinates and participates in a system wide load reduction program to control energy use during peak times – efforts during summer 2007 resulted in marked peak demand reduction
- ◆ 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. 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.
 2. 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.
 3. 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.
 4. On-going tours of NPU facilities give city residents and school children an opportunity so see where their drinking water comes from, view the hydro facilities, understand the wastewater treatment process and learn about green power initiatives as well as meet with NPU staff to learn about energy issues
 5. Supports and participates in community activities including, Greenville Day, YMCA Healthy Kids Day, Riverfest, Juneteenth, Family Day, NPD National Night Out, Winterfest, UCFS Health Fair as well as Norwich and volunteer fire department Open Houses
 6. Enhanced the NPU website so that it is now translates into six different languages with the click of the mouse. This was implemented to provide better support to Norwich’s diverse community. Languages include French, Chinese, Spanish, Italian and Polish.
 - ◆ In a demonstration of supreme teamwork, achieved first place in the Norwich Chamber’s first-ever dragon boat races at Riverfest during June of 2008.
 - ◆ 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 to be developed next.
 - ◆ Project coordinators worked pro-actively with developers to facilitate the on-going construction of over 400 new housing units.

NPU's relationship with customers is a special one; as a municipal utility our customers are also our owners. We have continually supported general city activities by contributing a percentage of the Department's revenues to the General Fund. As our Gas, Electric, and Water utilities grow, so does our contribution to the city. This year we are contributing \$7,201,620 to the City's revenue stream; reducing taxpayer burden by the equivalent of 3.2 mils.

Paid to City General Fund

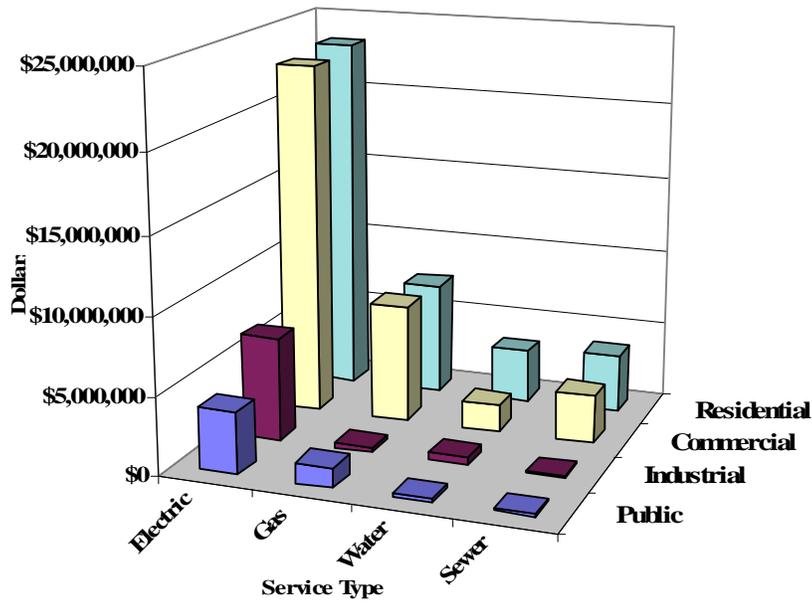


2010 Performance Measures			
	FY 2008	FY 2009	FY 2010
PERFORMANCE MEASURES	Audited	Approved	Adopted
<i>Fiscal Integrity</i>			
<i>Sales</i>			
Gas	16,290,655	17,098,174	16,723,629
Electric	46,936,386	51,808,075	57,648,995
Water	5,657,032	5,921,720	5,911,339
Sewer	7,025,600	5,350,274	7,331,433
<i>Customer Service Indicators</i>			
<i>Field Service</i>			
Gas Service Calls	4,967	4,250	4,201
Electric Service Calls	1,508	2,600	1,802
Water Service Calls	3,440	3,150	2,795
Sewer Service Calls	402	260	260
<i>Service Center</i>			
Walk-in Customers	58,899	56,755	60,000
# calls	72,214	83,416	72,000
<i>Operations Indicators</i>			
<i>Distribution Systems</i>			
Miles of Gas Main	130	131	133
Miles of Electric Line	228	272	229
Miles of Water Main	187	157	187
Miles of Sewer Main	118	111	121
<i>Electric System Reliability</i>			
Avg. # outages per customer	0.50	0.50	0.50
Avg. cumulative out of service time (min)	20	35	40
Avg. outage duration (min)	40	55	80
<i>Wastewater Treatment</i>			
Gallons Treated (Billion)	1.91	1.91	1.91
Quality Tests Conducted	5,200	5,500	5,500
<i>Water Division</i>			
Gallons of Potable Water (Billion)	2.00	1.60	1.60
Quality Tests Conducted	10,000	10,500	10,600
<i>Community Development</i>			
Contribution to City General Fund	7,025,600	7,133,520	7,201,620

Norwich Public Utilities: Revenues Summary

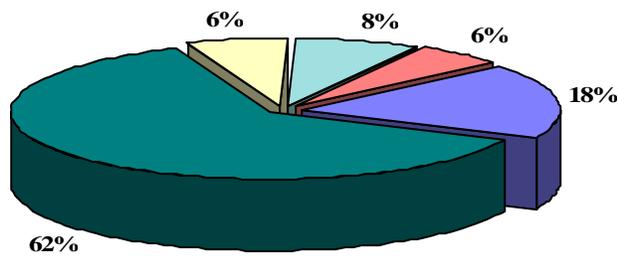
	FY 2008	FY 2009	FY 2010
	Audited	Approved	Adopted
REVENUE FROM SALES			
Residential Gas Sales	6,714,247	7,996,029	7,358,864
Commercial Gas Sales	7,820,659	7,854,146	7,651,891
Industrial Gas Sales	324,568	245,994	324,637
Public Gas Sales	1,332,094	880,838	1,285,674
Interdepartmental Gas Sales	99,087	121,167	102,563
Total Gas Sales	16,290,655	17,098,174	16,723,629
Residential Electric Sales	19,013,906	21,167,956	23,281,518
Commercial Electric Sales	18,352,211	20,172,235	22,856,511
Industrial Electric Sales	5,642,369	6,338,964	6,727,861
Public Electric Sales	3,325,836	3,485,177	4,039,609
Interdepartmental Electric Sales	602,064	643,769	743,496
Total Electric Sales	46,936,386	51,808,101	57,648,995
Residential Water Sales	3,125,668	3,490,868	3,448,535
Commercial Water Sales	1,922,187	1,722,820	1,766,498
Industrial Water Sales	449,348	528,118	480,109
Public Water Sales	139,665	157,733	196,089
Interdepartmental Water Sales	20,164	22,181	20,108
Total Water Sales	5,657,032	5,921,720	5,911,339
Residential Sewer Sales	2,652,359	2,892,248	3,782,449
Commercial Sewer Sales	2,223,011	2,167,916	3,136,751
Industrial Sewer Sales	97,570	90,921	132,468
Public Sewer Sales	85,285	91,960	129,216
Interdepartmental Sewer Sales	108,836	107,229	150,549
Total Sewer Sales	5,167,061	5,350,274	7,331,433
OTHER OPERATIONAL REVENUE			
Penalties for Late Payments	454,047	680,000	604,212
Field Service & Water Heater Rentals	554,822	445,100	569,050
Jet Turbine Credit	1,468,352	1,800,000	2,000,000
Reservation Charges, Rentals & CNG Sales	103,592	586,304	673,021
Septage Charges	208,640	367,209	215,000
Interest Income	395,377	443,300	37,800
Energy Efficiency Program	580,563	981,879	1,037,663
Total Other Revenue	3,765,393	5,303,792	5,136,746
			-
TOTAL DEPARTMENT REVENUE	77,816,527	85,482,061	92,752,142

Estimated Sales by Customer Class Fiscal Year 2010



- ◆ 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.

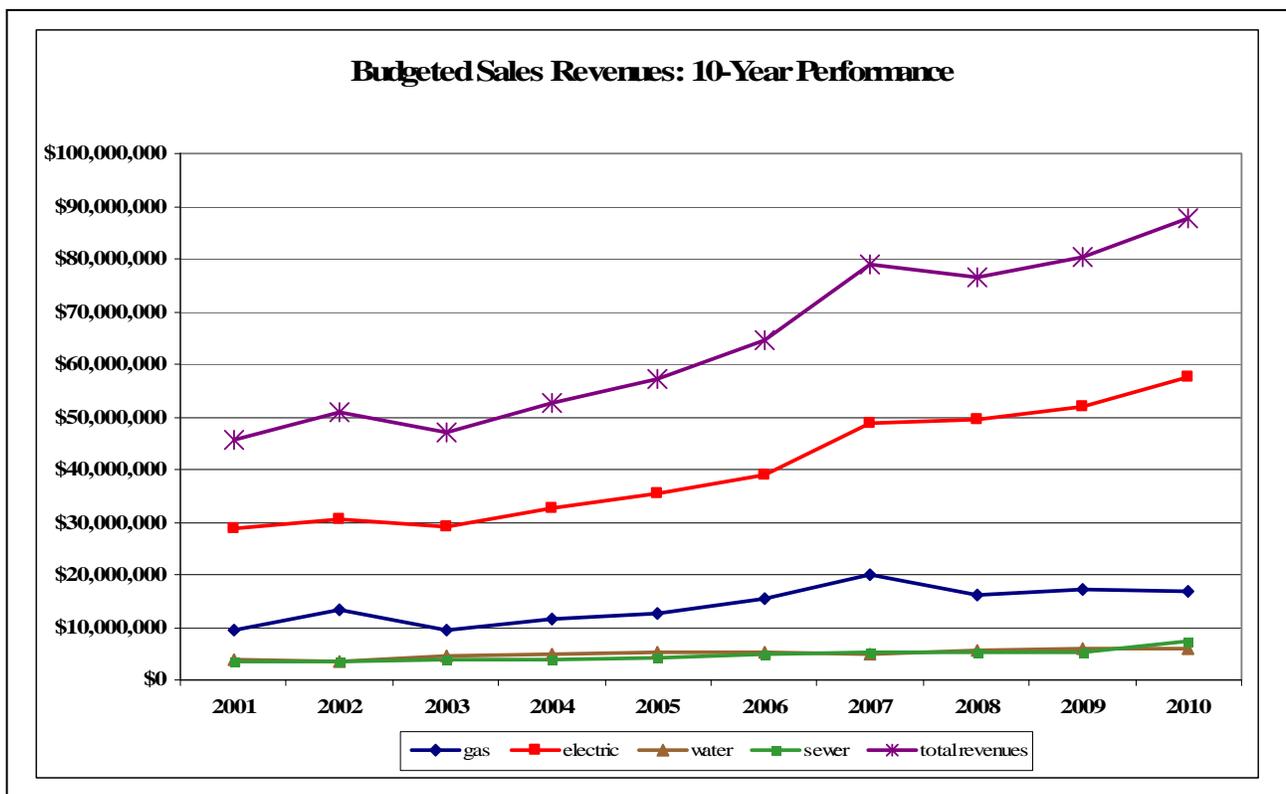
Estimated Revenues by Type Fiscal Year 2010



■ Total Gas Sales	■ Total Electric Sales	■ Total Water Sales
■ Total Sewer Sales	■ Total Other Revenue	

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 dependant on the cost of energy in the markets as well as being subject to fluctuations in weather and customer demand. Market cost of energy is reflected in the Purchased Power Adjustment (PPA) and the Purchased Gas Adjustment (PGA) charges which are reconciled monthly and changed only as needed to recover costs; the intent is to keep the two charges as stable as possible so customers can plan for their energy bills, particularly in the coldest and warmest months when bills fluctuate most.

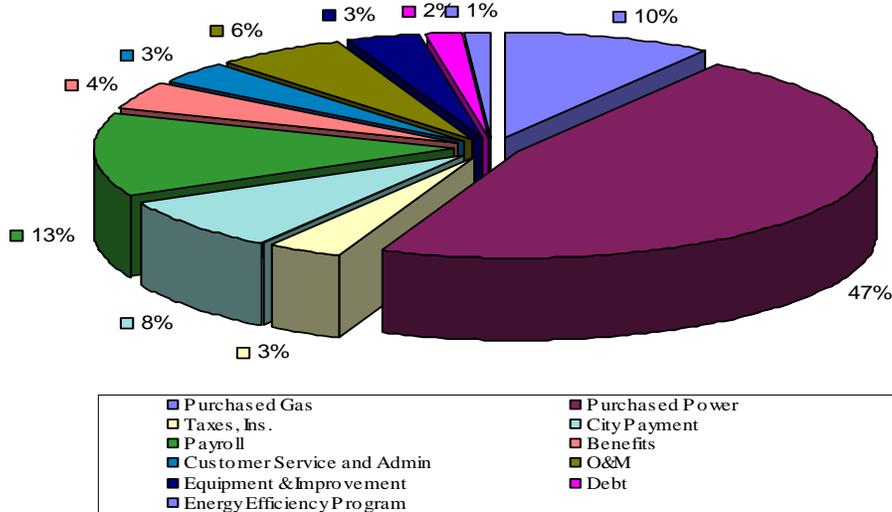
In 2008 the gas division felt the impact of record breaking natural gas prices which have dropped off somewhat throughout 2009. In 2000, the electric division followed the market and reduced rates by 6%; by 2002 deregulation caused the market cost of power to rise and in 2003 rates were returned to the 1996 level. These rates remained in place until the 2008 when a rate adjustment was necessary to operate within the market of rapidly rising expenses.



Norwich Public Utilities: Department Expense Summary

	FY 2008	FY 2009	FY 2010
	Audited	Approved	Adopted
DEPARTMENT EXPENSES			
Purchased Gas	9,903,685	9,288,482	8,361,084
Purchased Electricity	31,601,458	35,699,066	40,834,950
Payroll	10,141,926	10,373,845	11,097,418
Employee Benefits	4,044,323	3,990,730	3,746,633
City Payment 10%	7,025,600	7,133,520	7,201,620
Gross Revenue Tax	1,477,102	1,601,504	1,615,456
Property Tax	73,299	80,110	80,122
Property & Liability Insurances	1,427,455	1,316,400	1,311,660
Operations & Maintenance	4,118,506	4,405,759	5,077,196
Customer Service	466,678	475,501	486,729
Office Expenses	570,875	556,445	809,098
Administrative Expenses	1,743,228	1,684,781	1,606,911
Bad Debt Expense	1,542,786	688,980	688,980
Energy Efficiency Program	996,997	1,054,760	857,750
Total Operational Expenses	75,133,918	78,349,883	83,775,607
Interest Expense	337,761	387,000	276,110
Debt Principal Repayment	1,662,838	1,640,600	1,299,709
Debt Service	2,000,599	2,027,600	1,575,819
Capital Purchases net expected reimbursements	3,541,529	3,144,700	2,483,263
Capital Labor	580,031	521,400	500,153
Total Capital	4,121,560	3,666,100	2,983,416
Depreciation	5,127,270	4,989,960	5,225,000

**Expenses by Category
Fiscal Year 2010**



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. <p>Sewer upgrades to the collection system and pumping stations that replace aging infrastructure and improve reliability.</p>	\$1,595,899	\$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"> • 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. • Maintain the Occum and Richard Brown water tanks by replacing the coating and cathodic protection systems that will maintain water quality and reduce maintenance costs in the long term \$1.4m, funded through Clean Water Loans. • Upgrade aging and inefficient water treatment plant pumps and drives for \$525k financed through Clean Water Loans. • Greeneville dam repair \$120k. Delayed from FY 2009 due to high water levels in River. • Roof replacements at S. Golden St. \$80k • Connecticut Hydros project, pursuing additional generation to reduce reliance on purchased power. • Phone system and IVR, \$250k, allows expanded capability for utilizing the Municipal area Network and improve customer service using Integrated Voice Recognition. 	\$2,307,664	\$0

Norwich Public Utilities: Capital Budget Summary

	FY 2008	FY 2009	FY 2010
	Unaudited	Approved	Adopted
RECURRING CAPITAL			
Metering	178,468	180,840	196,640
Mains: replacements, new	515,875	625,783	623,946
Services: new, renewals	321,047	373,462	385,839
Water heaters	32,917	42,732	-
Poles & fixtures	73,149	80,000	74,000
Street lighting & signal systems	46,041	51,000	51,000
Transformers & capacitors	239,224	265,500	191,500
Hydrants & valves	33,579	24,655	34,504
Manholes & frames	23,352	53,070	38,470
Total recurring Capital	1,463,652	1,697,042	1,595,899
CAPITAL PROJECTS			
W. Main/Dunham St. Regulator Station Upgrade			7,500
Roof Replacement (S Golden, Garage)			80,000
Greenville Dam repair			106,000
Connecticut Hydros Project			50,000
Phone System & IVR			250,000
Transportation Center Project			30,760
CNG Station Mods - ESCON Priority Panel, Filter			45,000
Gatehouse Refurbishment			12,000
SCADA			300
Telemetry for Downtown			3,100
Land			150,000
Upgrade Lab equipment			8,500
South Thames New VFD			65,000
GIS Water Model			125,000
Updated Color Aerial Photogrammetry			38,000
NPU/City GIS Web Application Base & Add-ons			25,000
Fiber Optic			11,000
LTCP II			1,200,000
Prior year projects	5,003,607	1,662,330	
Total Projected Capital	5,003,607	1,662,330	2,207,160
VEHICLE & EQUIPMENT PURCHASES			
Vehicles		-	-
Leak Detection Equipment		-	15,000
Computer system and hardware		-	50,000
Miscellaneous construction equipment		-	5,504
Wemco Hydrogritter		-	30,000
Prior year purchases	110,496	103,000	
Total Equipment	110,496	103,000	100,504

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

Glossary

Norwich
CONNECTICUT **NOW.**

ABBREVIATIONS AND ACRONYMS

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

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**inciples

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

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

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

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

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

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

MISC – **M**iscellaneous

MV – **M**otor **V**ehicle

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

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

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

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

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

GLOSSARY OF KEY TERMS

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

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

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

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

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

ADOPTED BUDGET – The final budget as approved by ordinance.

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

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

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

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

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

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 10/1/2008. 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.