



City Council's Adopted Budget Fiscal Year 2007-2008

Adopted June 4, 2007

The flags on the cover of this budget represent many of the countries and territories from which the citizens of the City of Norwich have emigrated. The following is a list of these countries and territories in the order in which they appear on the cover:

- | | |
|------------|----------------------|
| Albania | Italy |
| Bangladesh | Korea (unified flag) |
| Bulgaria | Laos |
| Cambodia | Pakistan |
| Cape Verde | Phillipines |
| China | Poland |
| England | Portugal |
| France | Puerto Rico |
| Germany | Russia |
| Haiti | Spain |
| India | Thailand |
| Ireland | Tibet |
| Israel | Vietnam |



GOVERNMENT FINANCE OFFICERS ASSOCIATION

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PRESENTED TO

**City of Norwich
Connecticut**

For the Fiscal Year Beginning

July 1, 2006

President

Executive Director

Norwich
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CITY OF NORWICH
CHANGES MADE FROM MANAGER'S PROPOSED TO COUNCIL ADOPTED BUDGET
FISCAL YEAR 2007-08

This schedule summarizes the changes made to the City Manager's April 2, 2007 Proposed budget by the City Council on June 4, 2007. The following Budget Message/ Executive Summary does not reflect the changes enumerated below.

General Fund Expenditures

Page(s)	Account	Increase	Decrease
74	01012-80015 Finance Professional Services (to add consulting and training costs for upgrade in financial systems software)	60,000	
88	01014-80012 Human Resources Employees (to add increase in Assistant Human Resources Director's salary)	1,680	
88	01014-89999 Human Resources Fringe Benefits (increase in Fringe Benefits related to increase in Assistant H.R. Director's salary)	220	
94	01016-80011 City Clerk Department Head (to increase City Clerk's salary)	9,420	
94	01016-89999 City Clerk Fringe Benefits (to increase fringe benefits related to increase in City Clerk's salary)	1,260	
114	01024-85949 Laurel Hill VFD Miscellaneous Equipment (to add 5" diameter hose)	3,600	
128	01032-80015 Recreation Professional Services (to add design work for Armstrong tennis courts)	20,000	
139	01036-80012 Senior Center Employees (to add full-time Senior Center receptionist)	26,000	
139	01036-89999 Senior Center Fringe Benefits (to increase fringe benefits related to Receptionist)	16,046	
156	01042-80012 PW Streets Maintenance Employees (Salary savings from restructuring PW Parks & Cemeteries division))		80,000
161	01047-80012 PW Building Maintenance Employees (increase in salaries related to negotiation of 2 Police Bldg Maint. positions into the PW Bldg Maint. Division budget)	2,626	
161	01047-80014 PW Building Maintenance Overtime (increase in overtime related to negotiation of 2 Police Bldg Maint. positions into the PW Bldg Maint. Division budget)	1,000	
161	01047-89999 PW Building Maintenance Fringe Benefits (increase in fringe benefits related to negotiation of 2 Police Bldg Maint. positions into the PW Bldg Maint. Division budget)	374	
175	01065-81076 Economic Development APED Meeting Minutes (to increase line item to cover actual costs)	500	
189, 194	01090-80098 Capital Budget (to remove Fire Department Equipment from Capital Budget)		60,000
192	01090-89S37 Family Day (to add funding for September 2007 Norwich Family Day organized by Children First Initiative)	1,000	
Total		143,726	140,000
Net Increase/(Decrease) to Expenditures		3,726	

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Budget Message

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BUDGET MESSAGE/EXECUTIVE SUMMARY
April 2, 2007

Mayor Benjamin Lathrop and Members of the Norwich City Council:

I. INTRODUCTION

I am pleased to present the proposed City of Norwich budget for the fiscal year 2007-2008. 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 2007-2008 CITY BUDGET

This budget is a result of collaboration between all City departments. In drafting it, I considered the needs of Norwich as related to me by department heads and citizens. A small increase of 2.88% in the mill rate is a result of a great effort to avoid layoffs, increase public services at a modest rate and invest in economic development.

New initiatives in Norwich include:

- The addition of 4 Battalion Chiefs to the Norwich Fire Department to ensure adequate fire staffing and direction.
- The addition of a Public Safety Procurement and Grants Coordinator to gain some efficiency in bulk purchases and take some of the administrative burden off of Volunteer Fire Chiefs.
- Mid-year phase-in of an additional City Clerk's office Records Clerk
- 2 School Resource Officers
- Movement of two Police building maintenance positions to Public Works. This move will allow Public Works to pool these resources and cover the Otis Library's janitorial and maintenance needs.
- Increased funding for all Volunteer Fire Departments
- The addition of a Recycling Coordinator to assist in accomplishing the Governor's goal of increasing recycling in Connecticut.
- The first \$200,000 transfer into the newly-created Sachem Fund which will be matched by the Mohegan Tribe and will be used for economic development initiatives.

City of Norwich Budget Goals

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

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

Budget Priorities

- Increase education funding to respond to increased demands for services due to growing student population and demand for special services.
- Ensure that the police and fire departments have adequate equipment and staffing to allow them to meet their duty of protecting human life and property.
- Keep the general fund mill rate increase under 2.97%.
- Avoid staff reduction in order to maintain the current level of government services.
- Maintain capital expenditure levels to ensure preservation of existing city infrastructure.
- Fully support economic development activities initiated by the Mayor, Norwich Community Development Corporation and other organizations.

III. OVERVIEW OF THE 2007-2008 CITY BUDGET

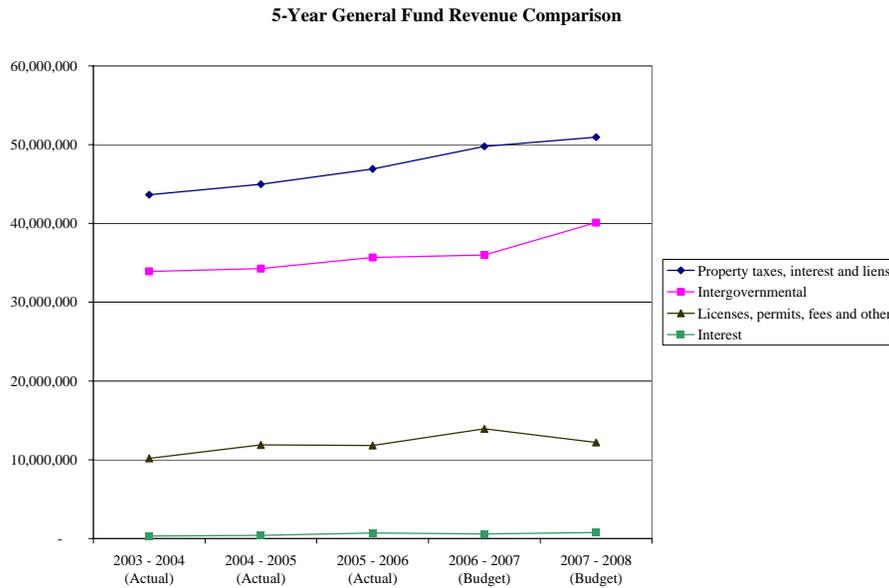
Summary of Appropriations and Prior Year Comparison

Fund	Revised Budget 2006-07	Proposed Budget 2007-08	\$ Change from Prior Year	% Change from Prior Year
General Fund	100,346,105	103,986,837	3,640,732	3.63%
Special Revenue Funds				
Fire District	4,366,052	4,610,242	244,190	5.59%
Vol. Fire District	340,000	392,896	52,896	15.56%
Refuse	1,526,250	2,657,609	1,131,359	74.13%
Norwich Public Utilities	79,713,033	80,308,357	595,324	0.75%
Total	186,291,440	191,955,941	5,664,501	3.04%

Grand List

It is clear that Norwich has many projects, especially housing, under development. The city currently has over \$100 million of construction projects in process. The grand list grew 1.79% from October 2005 to October 2006. We can also expect a healthy growth in the value of the grand list for the next revaluation in October 2008. Based on the Norwich real estate sales data from October 2003 through October 2006, properties have been selling for an average of 35.7% higher than their October 1, 2003 valuations.

Revenues



Property taxes, interest and liens include collections of current and past levies and any related interest and lien fees. Intergovernmental revenues are based on the Governor's proposed FY 2007-2008 budget. The Governor's budget was proposed in early February. The final adopted State of Connecticut budget was not available at the time of this proposed city budget. Licenses, permits and fees are an assortment of fees charged by the city for services and other miscellaneous revenues. In total, the city general fund will receive revenues of \$103,986,837.

The following is a summary of significant revenue changes:

State Grants-in-aid: Education.

The Governor's proposed fiscal year 2007-2008 budget increases the amount of education revenues for the general fund by 13.93%. We are expecting to receive \$35,189,764 in education grants versus the \$30,886,318 budgeted in 2006-2007. Most of this revenue comes from the Education Cost Sharing grant.

State Grants-in-aid: General.

The state formula grants are distributed to the general fund and special service fire fund. The following discussion refers to the total grants in the Governor's proposed budget to the City of Norwich. The Governor's proposed budget has decreased the funding of the Mashantucket Pequot/Mohegan Fund Grant by \$48,237 to \$2,476,523. Payments In Lieu of Taxes ("PILOT") funding for State-Owned Real Property and Colleges & Hospitals has decreased \$153,405 to \$1,404,120. The Governor's budget proposes the phase-out of property taxes on certain passenger motor vehicles and motorcycles that are not owned by a business or leased by a non-business entity and replaces the revenue lost with the new "Casino Assistance Grant." This explains the dip in the graph above in revenue derived from property taxes and the rise in the revenue derived from intergovernmental revenue.

Conveyance Taxes.

We are continuing to realize a substantial amount of revenue from real estate conveyance taxes. We are projecting close to \$1 million for fiscal year 2006-2007. However, the increased rate of \$5/\$1,000 on real estate transactions is set to sunset on July 1, 2007 and decrease to \$3.60/\$1,000 unless the State legislature moves to extend the rate. This lower rate will result in 28% less revenue (all else being equal). I am proposing that we continue the suspension of transfers to the Mohegan Park/Arts & Recreation fund for fiscal year 2007-2008.

10% Share of Norwich Public Utilities Revenues.

The payments from Norwich Public Utilities will increase by \$1,148,200 to \$7,025,600 for fiscal year 2007-2008. The increase is mainly caused by rising electricity and gas rates.

Surplus (Undesignated Fund Balance).

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

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

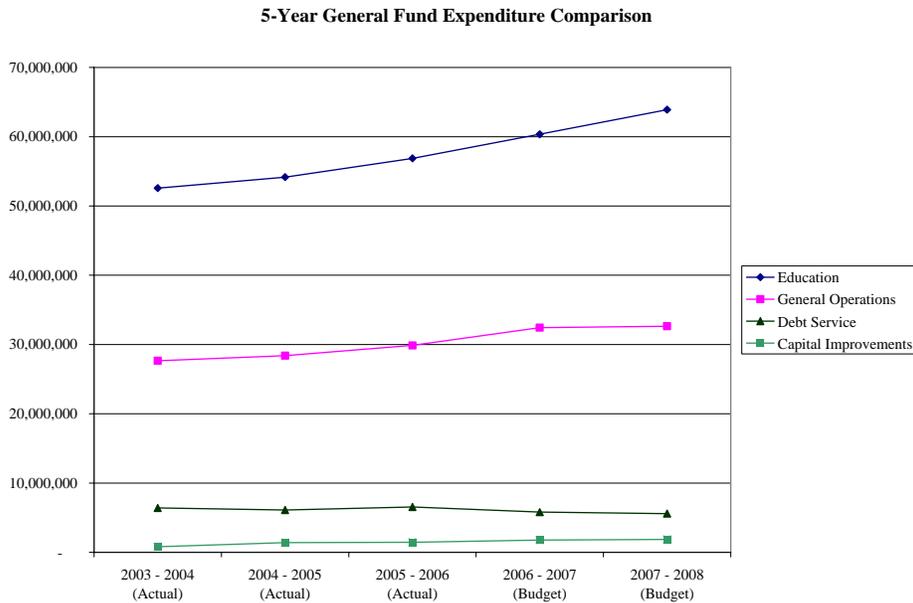
In recent years, the city's actual expenditures have been less than budgeted amounts and revenues have exceeded budgeted amounts resulting in surplus or

undesignated fund balance exceeding the 8% target of total annual expenditures. See the “Financial Management Policies” section for a 10-year history of fund balance. I am proposing to use \$1,700,000 of the undesignated fund balance to support expenses during Fiscal Year 2007-2008. This will keep the undesignated fund balance above 8% target level. If the State legislature adopts a budget with higher grant allocations to Norwich, I propose that those additional revenues be used to replenish the undesignated fund balance.

Property Taxes.

I am proposing a 2.88% increase in the general fund mill rate, or 0.80 mills from 27.77 to 28.57.

Expenditures



General Government Expenses.

City government (including debt service and capital improvements) is being recommended for funding in the amount of \$40,083,347 – a 1.90% increase over last year. Major factors in the increase are: the addition of 4 Battalion Chiefs in the Norwich Fire Department (over \$300,000 including benefits) and increase in our street lighting costs from \$562,000 to \$792,005.

Norwich’s debt service has decreased 3.73% for fiscal year 2008 as a result of the city’s rapid amortization of bonded debt and refinancing of older bond issues.

In 2000, the Norwich voters mandated that an amount equal to one mill be invested in capital improvements each year regardless of all other budget considerations. I have budgeted \$1,851,000 – slightly more than one mill (\$1,823,756). The capital

budget includes the local match on the Brown Park Seawall Rehabilitation project, paving projects, sidewalk projects, replacement of six police cruisers and repairs to school buildings. The \$200,000 allocated for school roofs will actually leverage roughly \$800,000 of improvements since the State Department of Education reimburses about 75% of school facilities projects. The local match of \$600,000 on the Brown Park project is in addition to the State funding of \$1,000,000.

Education Expenses.

The Board of Education budget was increased by \$3,564,354 – a 5.91% increase over last year. The Board of Education submitted a budget with a 5.80% increase. However, when the Governor proposed her budget, I had to increase the education budget in accordance with the increase in the Education Cost Sharing grant. The \$3,564,354 increase combined with the \$319,748 allocated to the 2007-08 Board of Education's Other Post Employment Benefits liability in Ordinance 1564 fulfills the city's total funding obligation. Education is the single largest budgetary item. Education represents 61.45% of all expenditures and 56.81% of each tax dollar (12.34 city and 16.23 education).

IV. STRATEGIES FOR BALANCING THE BUDGET

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

Use Surplus/Undesignated Fund Balance. As noted above, I am recommending the use of \$1,700,000 in undesignated fund balance. Our undesignated fund balance will be maintained above target rate of 8% of annual expenditures.

Continue the suspension of conveyance tax transfers to the Mohegan Park/Arts & Recreation Fund.

Modestly increase in the property tax levy. In recent years, Norwich has enjoyed one of the lowest property tax burdens in the state. In 2005, for example, the adjusted property tax levy for Norwich property owners was 9th lowest in Connecticut. The average tax bill for Norwich residents ranked 161 out of the 169 cities and towns in Connecticut. The average per capita property tax burden in Norwich was \$1,202 - about \$785 less than the average across the state. I think that you will find that the 2.88% mill rate increase I am proposing in this budget will look very favorable in comparison to the budgets of other cities of our size.

V. SPECIAL REVENUE FUNDS

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

Volunteer Fire Relief Fund. The funding of the Volunteer Firefighter Tax Credit remains at \$80,000 and the Relief Fund has increased by \$52,896 to \$212,896 in order to satisfy the annual recommended contribution (ARC) given to us by our actuaries. The funding to cover the workers' compensation claims generated by the volunteers remains at \$100,000. This has been the average amount of claims over the past five years. The net increase will cause the mill rate to increase from .31 to .36.

Landfill & Refuse Fund. I revised the accounting for revenues and expenditures between the General Fund and the Landfill & Refuse Fund. The General Fund now includes revenues generated by and expenditures incurred for recycling operations and transfer station operations. The Landfill & Refuse Fund now includes revenues generated by and expenditures incurred for Town Consolidated District and City Consolidated District refuse pickup and direct haulers. There currently exists a \$75,000 operating transfer from the General Fund to the Landfill & Refuse Fund to balance the latter fund's budget. I recommend increasing refuse charges in the future to phase out this subsidy.

VI. DEPARTMENT OF PUBLIC UTILITIES

The Public Utility budget reflects a decrease in revenues of \$33,291 and an increase of expenditures of \$595,324. The decrease in revenues relates to the decline in the natural gas prices since the peak in late 2005 when the fiscal year 2006-07 Public Utility budget was developed. Most of the increase in expenditures is due to the rising cost of purchasing electricity and employee benefits.

VII. LOOKING TO THE FUTURE

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

Growth has introduced a greater level of diversity to the community, increasing the need for language and special services in the schools, as well as increased use of emergency and infrastructure services. The City will be required to continue to make an investment in infrastructure projects and capital improvements to ensure that the needs of

a rising population are met. The City has recognized this need and dealt with it by passing a \$5 million bond referendum for road improvements.

It is evident that the cost of our facilities is not just in constructing them but also in maintaining them. The City will need to continue to invest in capital improvement programs that result in greater energy efficiency in public buildings to ensure that rising energy costs do not drain resources designated for education and other services. The Board of Education will be utilizing Community Development Block Grant funds to make energy efficiency improvements identified by Norwich Public Utilities in some of its schools during the next year. I hope to be able to reallocate some utilities and winter storm overtime savings this year to make similar improvements in other city buildings.

The City's departments are continuing to find innovative ways to work together to gain productivity and efficiency. For the second year, Public Works will be working with the Board of Education to identify and manage some school improvement projects. This budget proposes to move two building maintenance positions from the Police Department into the Public Works department in order to pool their resources. This pooling will allow Public Works to perform janitorial and maintenance services for the Otis Library, thereby lowering the Library's costs which, in turn, lowers the City's contribution to the Library's operating budget.

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

The City should continue to pursue prudent financial management policies that maintain the general undesignated fund balance above 8% of annual budgeted expenditures. The City should also continue to show restraint in bonding. While it has made great strides in reducing its debt in the past five years, it still needs to consider whether or not the future benefits of the project can justify the outlay of funds – especially in the case of economic development incentives.

Several years of concentrated effort on the part of the City of Norwich in the area of economic development are beginning to bear fruit. The historic Wauregan Hotel in downtown Norwich opened for occupancy this past year. The Norwich Community Development Corporation expects to break ground for a new intermodal transportation center later this year. The City is having a feasibility study of relocating police headquarters from an outdated facility on the waterfront. Relocating the police station will allow the City to maximize use of the waterfront and at the same time improve the quality of law enforcement services. The Byron Brook Golf Resort Community project is in the planning stage and is expected to be a \$200 million development.

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

Respectfully Submitted,

A handwritten signature in black ink that reads "RC Zarnetske". The letters are cursive and fluid, with the initials "RC" being particularly prominent.

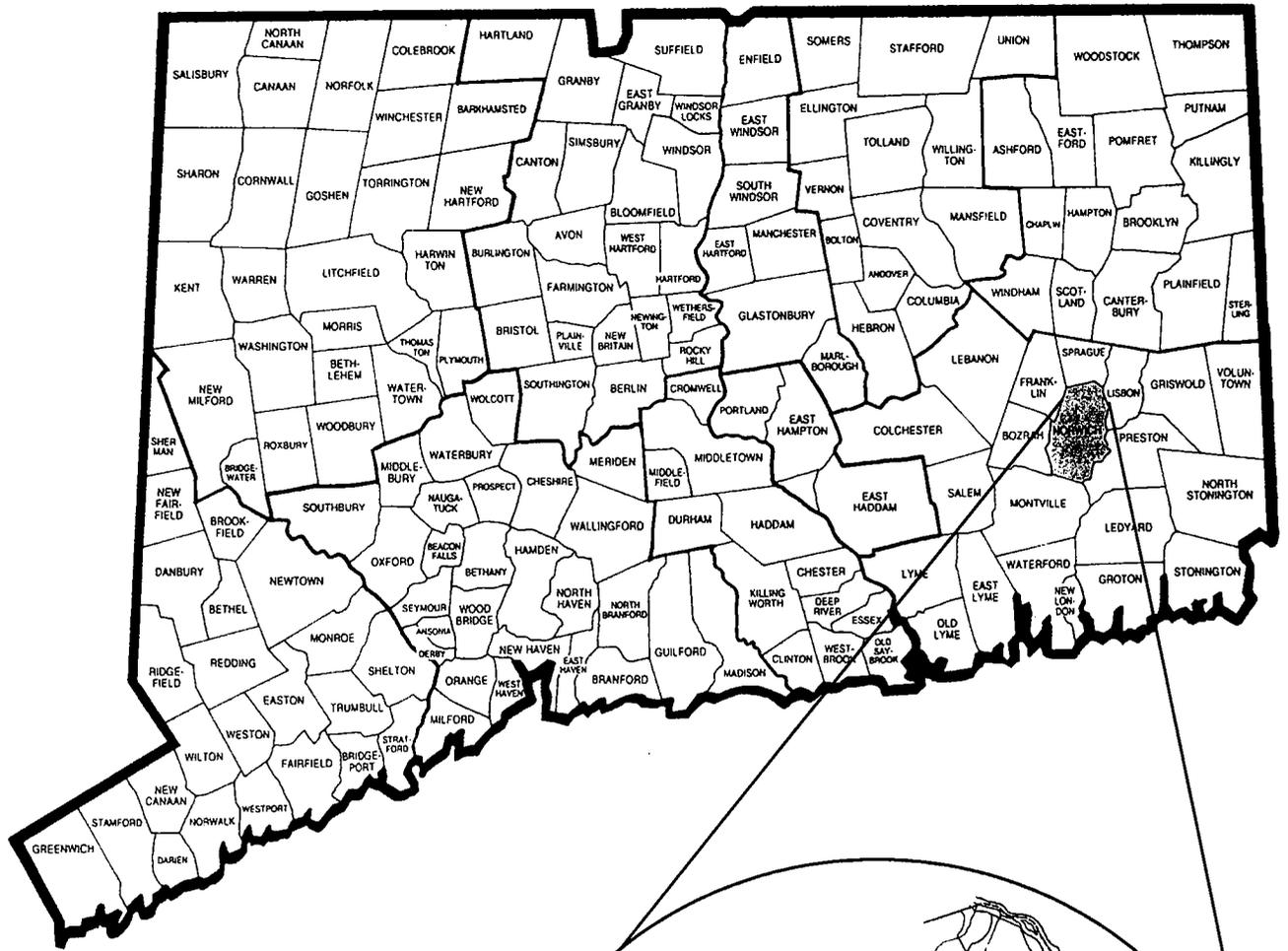
Robert Zarnetske
City Manager

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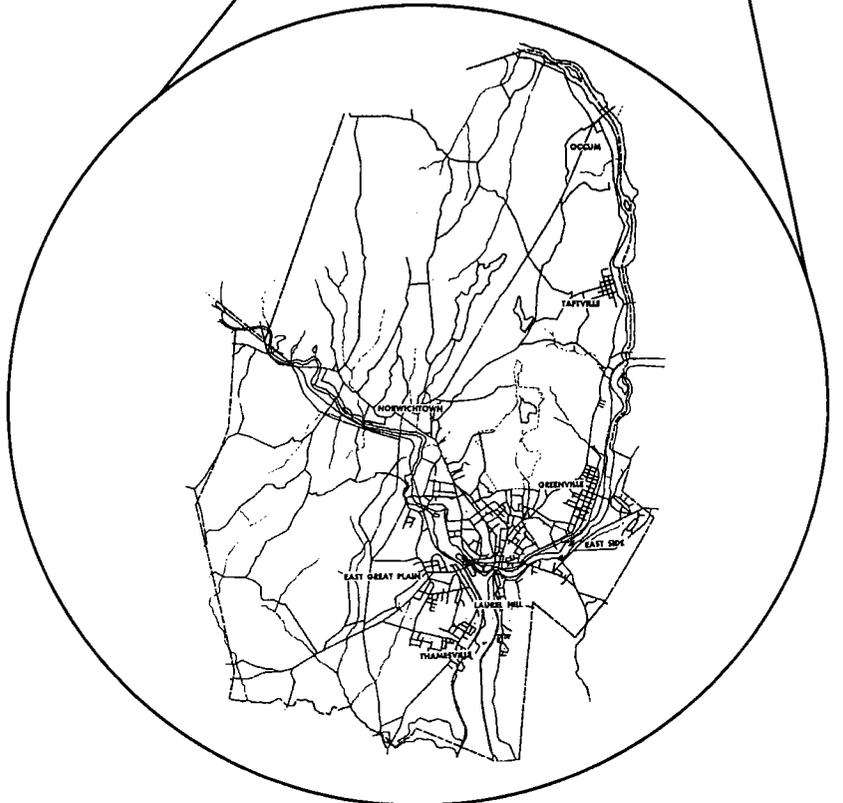
Financial Summaries /
Budget Process /
Miscellaneous

Norwich
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State of Connecticut



City of Norwich



THE CITY

Form of Government

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

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

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

Geography

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

Community Profile

History

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

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

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

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

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

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

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

Education

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

Healthcare

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

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
2002	36,003	3,460,503	5,757	558,740
2003	36,227	3,483,390	5,781	563,216
2004	36,721	3,503,604	5,808	567,138
2005	36,693	3,510,297	5,801	566,608
2006	37,040	3,551,413	5,513	Not Available

Source: January 2006 State of Connecticut Municipal Fiscal Indicators; CERC Town Profile, April 2007

Age Characteristics of Population - 2006

Age Group	City of Norwich		State of Connecticut	
	Number	Percent	Number	Percent
Under 18	8,481	22.9%	827,587	23.3%
18 - 24	3,593	9.7%	327,812	9.2%
25 - 49	12,907	34.9%	1,240,233	34.9%
50 - 64	6,291	17.0%	666,797	18.8%
65 and over	5,768	15.6%	488,984	13.8%
Total	37,040	100.0%	3,551,413	100.0%

Source: CERC Town Profile, April 2007

Debt information

	City of Norwich		Per Capita Debt	Average of 169 Connecticut Municipalities
	Long-term Debt	Annual Debt Service		
2002	45,080,000	6,187,538	1,252	1,705
2003	40,945,000	6,652,497	1,130	1,750
2004	40,325,000	6,177,807	1,098	1,833
2005	40,945,000	6,597,788	1,116	1,942
2006	35,785,000	6,544,674	966	Not available

Source: January 2006 State of Connecticut Municipal Fiscal Indicators

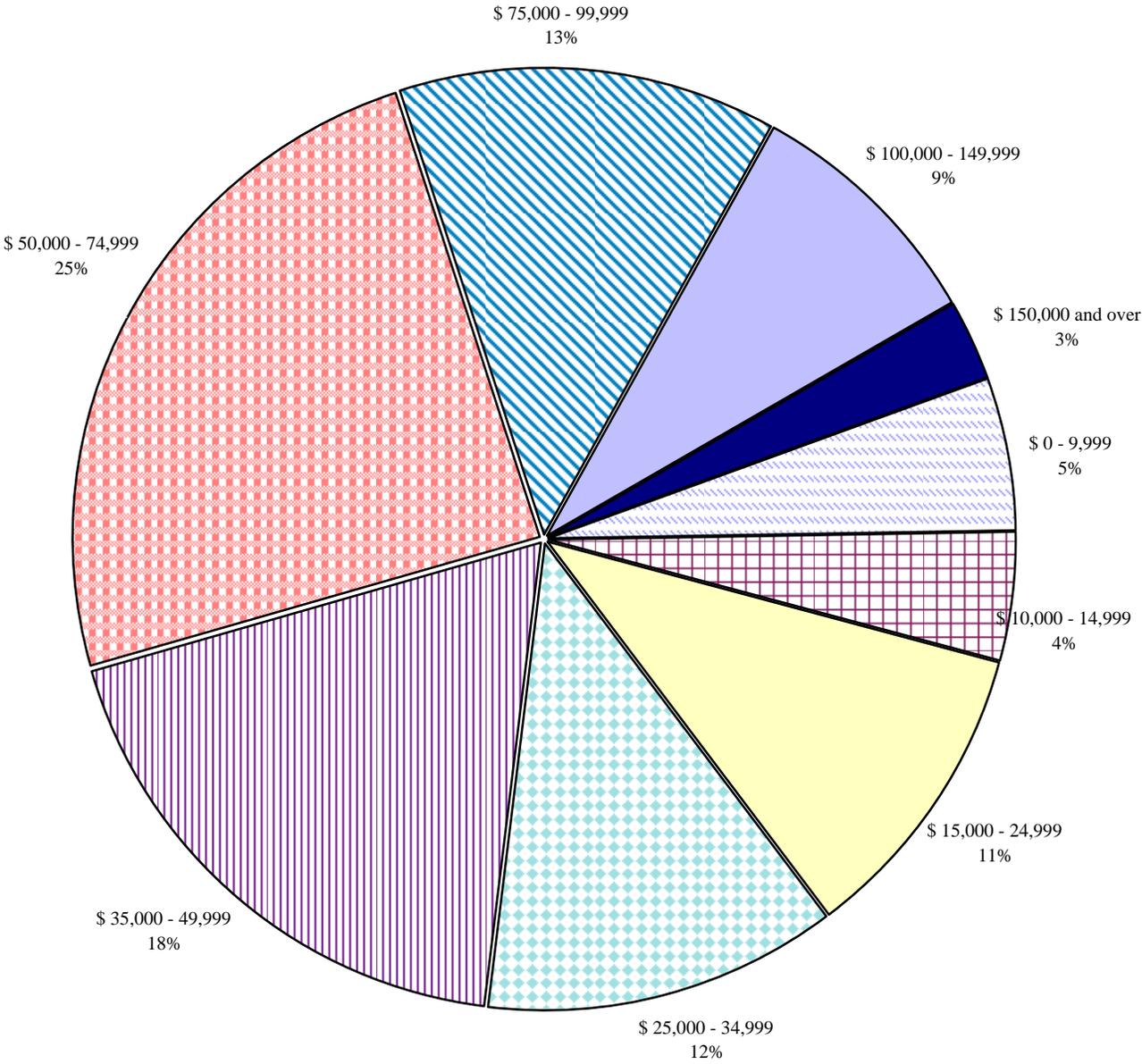
Principal Taxpayers

Name	Nature of Business	Net Taxable Valuation as of 10/1/06
Bob's Discount Furniture	Retail Store & Distribution Center	21,147,710
Computer Science Corporation	Computer Products & Services	17,973,310
Mashantucket Pequot Tribe	Real Estate	15,974,240
Phelps Dodge	Manufacturing - Copper	14,330,510
SEA Norwich LLC	Shopping Center	11,717,000
Plaza Enterprises	Shopping Center	10,577,000
US Foodservice	Food Distributors	10,528,880
Kalamian Elias as Trustee	Apartments	8,138,000
Norwich Realty Associates	Shopping Center	6,545,000
Norwich Community Development Corp.	Mercantile Exchange office building	6,257,000
		\$ 123,188,650

Top Employers

Name	Nature of Business	# of FTE Employees
William W. Backus Hospital	Medical Center	1,850
City of Norwich (incl. NPU & BOE)	Municipality	1,020
Computer Science Corporation	Computer Products & Services	500
Bob's Discount Furniture	Retail Store & Warehouse	433
ShopRite Norwich	Grocery Store	418
Interim Healthcare of Eastern CT	Healthcare	400
Three Rivers Community Tech College	Community College	307
US Foodservice	Food Distributors	278
Daticon	Legal document storage	212
The American Group	Ambulance Service & other operations	175

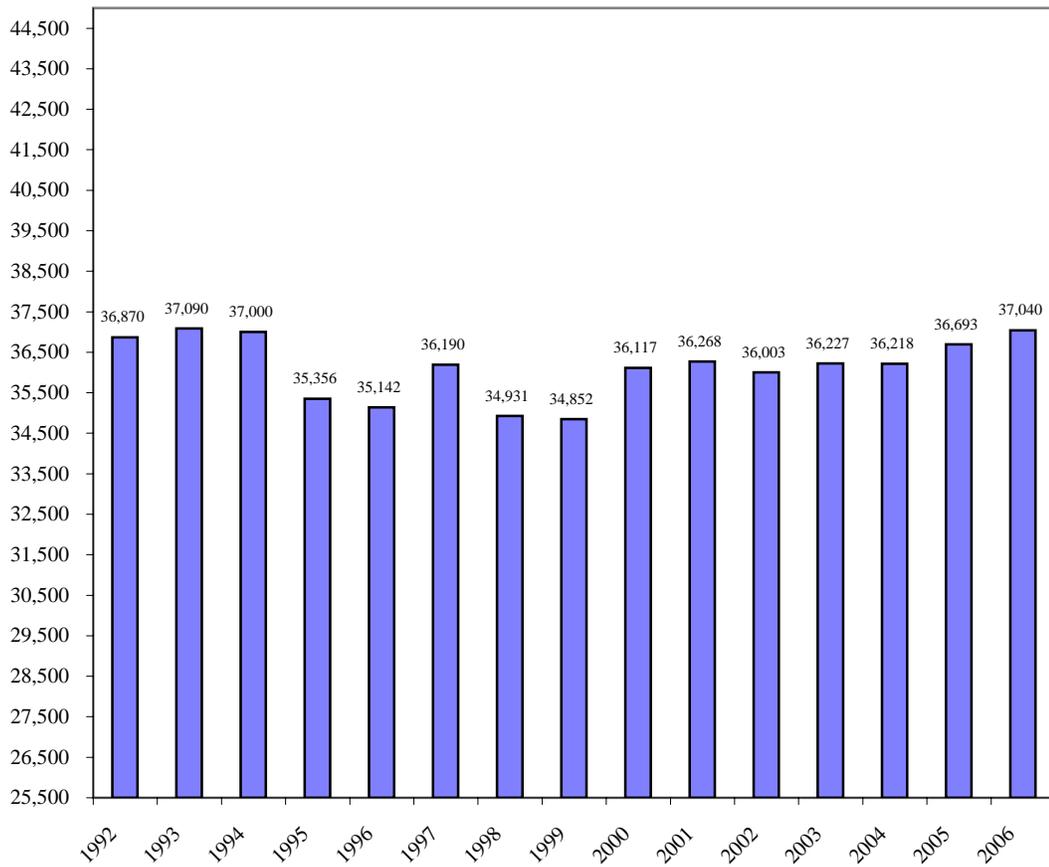
CITY OF NORWICH INCOME DISTRIBUTION



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

Norwich Population History

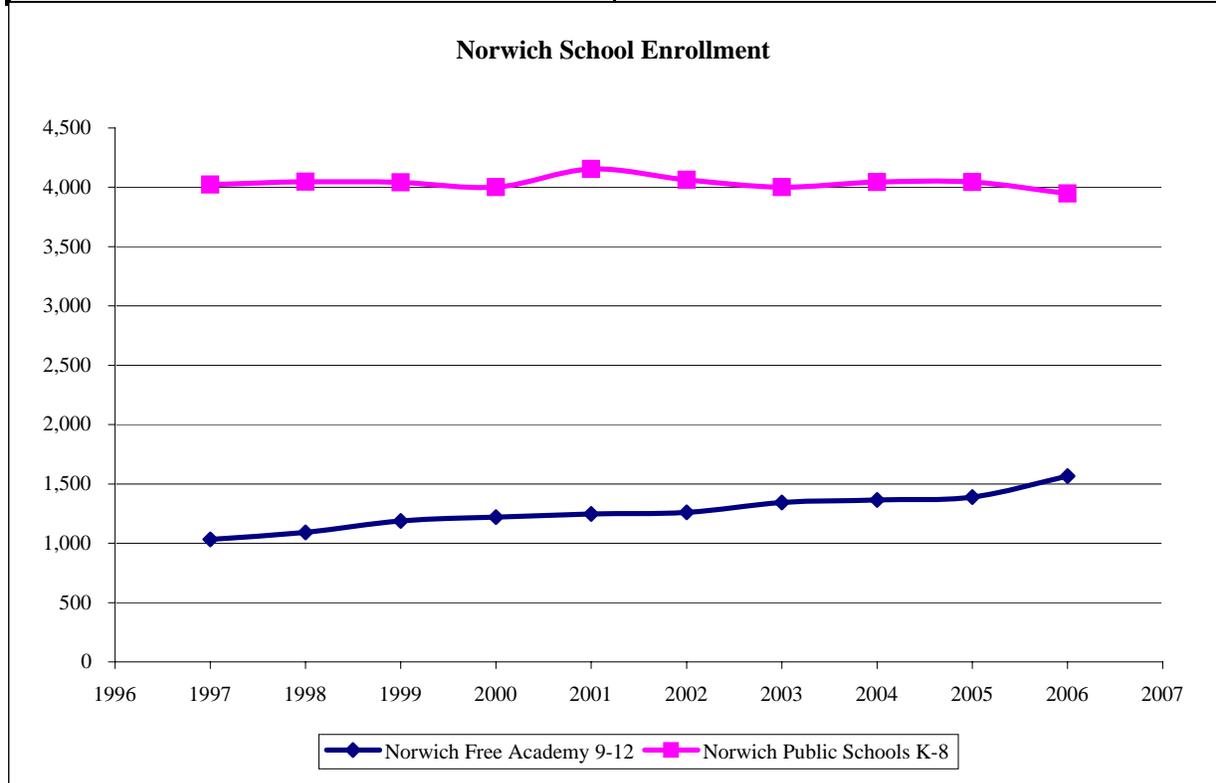
For 2006, Norwich's population, at 36,693, is the 26th highest of the 169 Connecticut towns and cities. Norwich's population density is 1,354.0 per square mile compared to the statewide average of 724.5.



School Enrollment

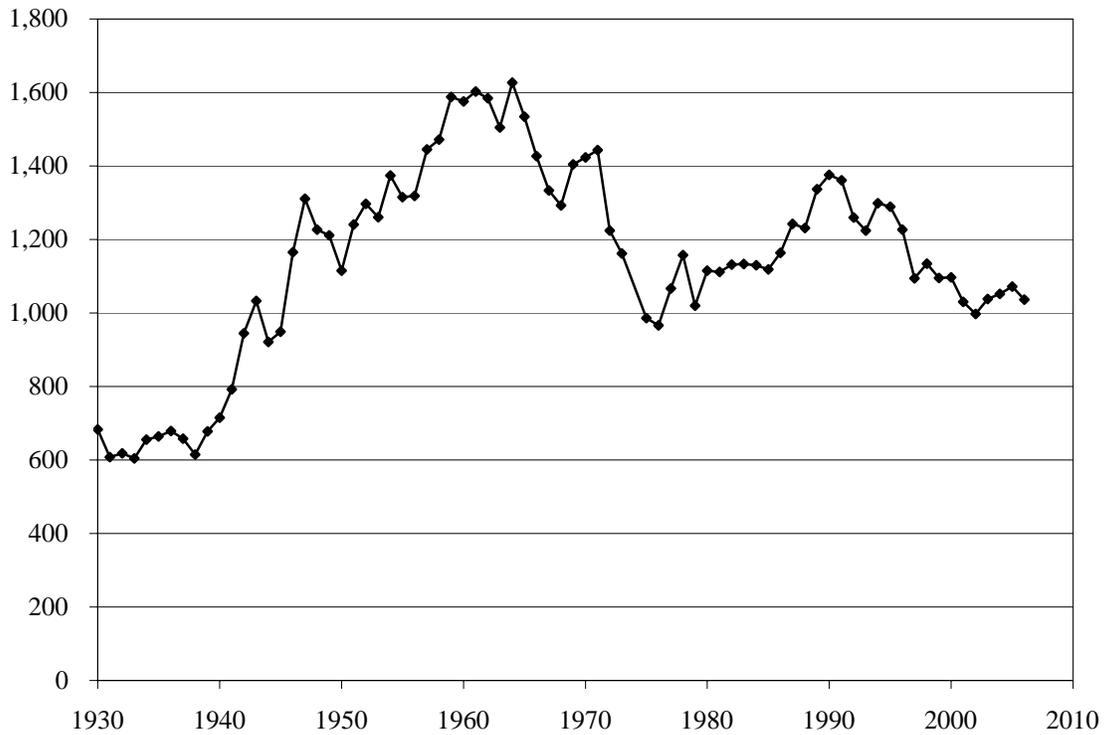
The number of children attending Norwich schools continues to be stable, with slight growth. Projections show that increased enrollment is expected over the next school year. In fact, the enrollment numbers indicate expansion of enrollment at the high school level. This factor may necessitate increased 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
1997	1,033	1997	4,023
1998	1,092	1998	4,046
1999	1,188	1999	4,042
2000	1,221	2000	4,000
2001	1,246	2001	4,153
2002	1,260	2002	4,064
2003	1,343	2003	4,002
2004	1,366	2004	4,045
2005	1,389	2005	4,043
2006	1,565	2006	3,948



Norwich Births

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

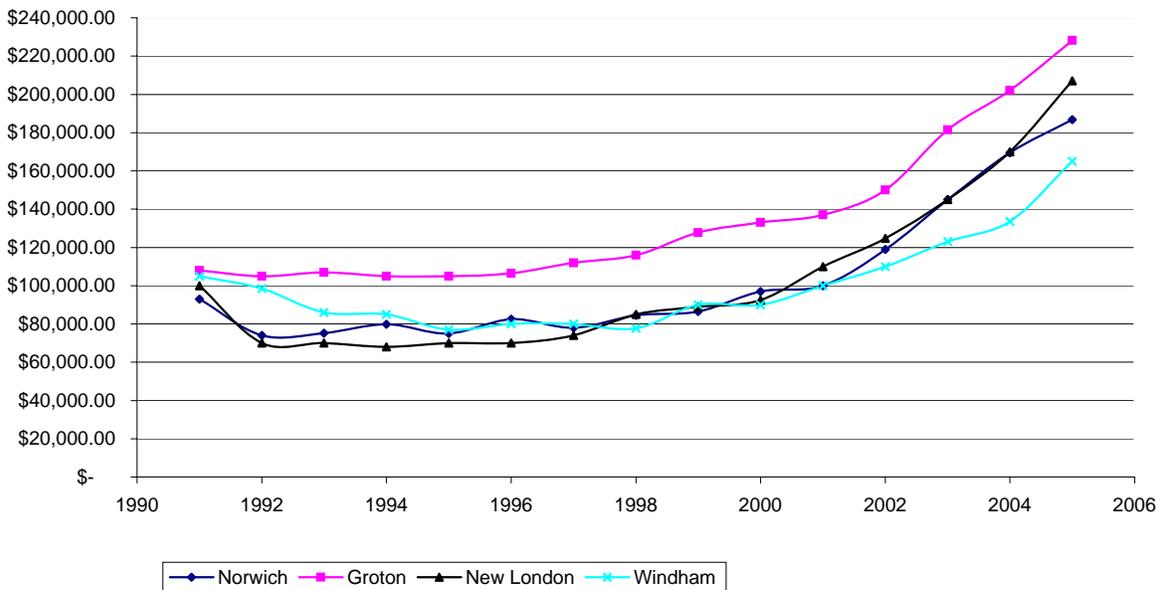


Housing Sales and Median Prices Norwich - Calendar Year

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

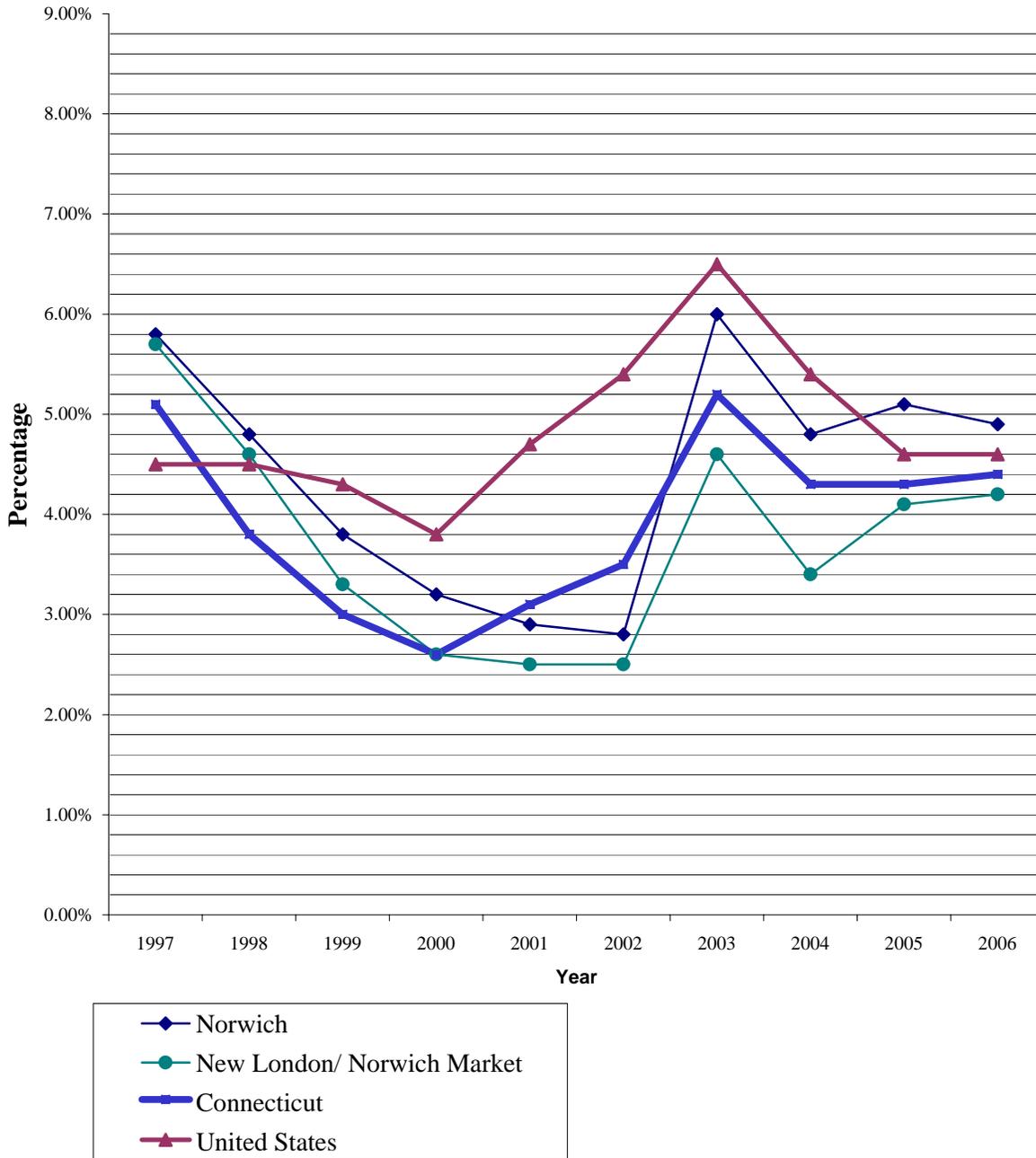


Comparable Communities Median Sales Price - Calendar Year



Source: CERC Town Profiles www.cerc.com

UNEMPLOYMENT PERCENTAGES



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

DIRECTORY OF ELECTED CITY OFFICIALS AND NPU COMMISSIONERS

CITY COUNCIL

	<u>Term Length</u>	<u>Term Expires</u>
Benjamin P. Lathrop, Mayor (D)	4 Years	12/8/09
John M. Newson, President Pro Tempore (D)	2 Years	12/4/07
Mark Bettencourt (D)	2 Years	12/4/07
Jacqueline Caron (D)	2 Years	12/4/07
John D. Crooks, Sr. (R)	2 Years	12/4/07
Larry Goldman (D)	2 Years	12/4/07
John Paul Mereen (R)	2 Years	12/4/07

BOARD OF EDUCATION

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

TREASURER

	<u>Term Length</u>	<u>Term Expires</u>
Brian Curtin (D)*	2 Years	12/4/07

REGISTRAR OF VOTERS

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

APPOINTED NPU COMMISSIONERS

	<u>Term Length</u>	<u>Term Expires</u>
Stanley Israelite, Chairman (D)	5 Years	2/28/12
Alan M. Remondi, Vice Chairman (D)	5 Years	2/28/11
Diana Boisclair (R)	5 Years	3/01/10
James M. Sullivan (D)	5 Years	3/01/09
Frank Demicco (D)	5 Years	3/01/08

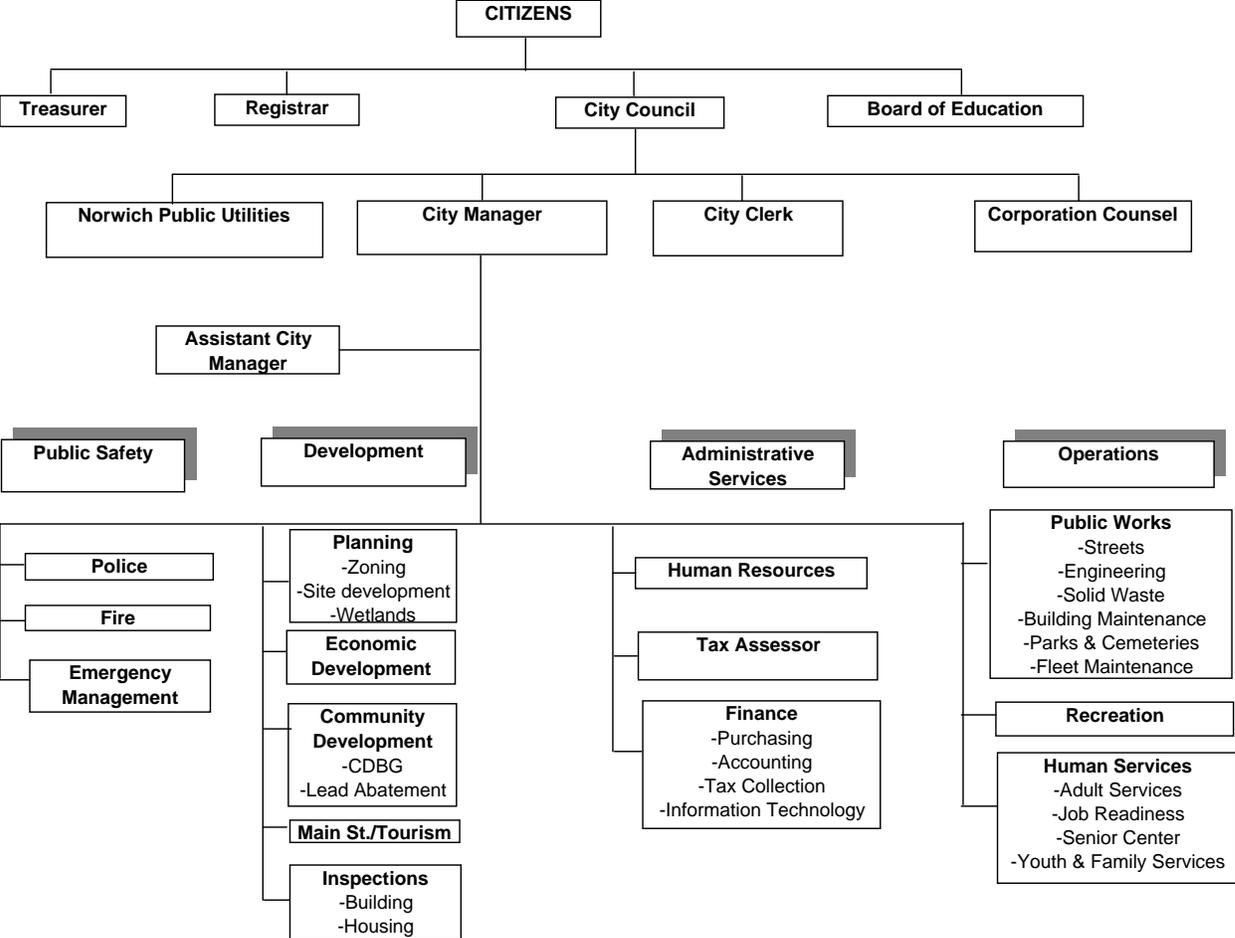
* Appointed by the City Council upon the retirement of William J. Murray on December 31, 2006.

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

**DIRECTORY OF CITY ADMINISTRATIVE
OFFICIALS**

City Manager	Robert Zarnetske
Assistant City Manager.....	Jennifer Gottlieb
Assessor	Charles Glinski
Building Inspector	James Troeger
City Clerk	DeeAnne Brennan
City Planner.....	Michael Schaefer
Community Development Director.....	Vacant
Comptroller	Joseph Ruffo
Deputy Comptroller	joshua pothier
Corporation Counsel.....	Michael E. Driscoll
Emergency Management Director.....	Gene M. Arters
Engineer.....	William Mansfield
Fire Chief.....	Ken Scandariato
Health Director.....	Patrick McCormack, MPH
Housing Authority Director.....	Charles Whitty
Human Resources Director.....	Thomas Dawkins
Human Services Director.....	Beverly Goulet
LAN Supervisor.....	Leon Barnowski
Parking Administrator.....	Judy Rizzuto
Planning & Development Director.....	Peter Davis
Police Chief.....	Louis Fusaro
Public Utilities Manager.....	John Bilda
Public Works Director.....	Joseph Loyacano
Purchasing Agent.....	William R. Block
Recreation Director	Luis DePina
Senior Center Director	Susan Sabrowski
Superintendent of Schools.....	Pamela Aubin
Tax Collector.....	Katherine Daley
Volunteer Fire Chiefs	
East Great Plains.....	Patrick Daley
Laurel Hill.....	Ed Martin
Occum	Kevin McKeon
Taftville	Steven L. Caisse
Yantic.....	Frank Blanchard
Youth Service Director.....	Peter Schultheis
Zoning Enforcement Officer.....	Paulette Craig

City of Norwich Organization Chart



CITY OF NORWICH
TIME TABLE FOR PREPARATION OF 2007-08 CITY BUDGET

<u>DATE</u>	<u>EVENT</u>	<u>AGENDA</u>
October 2006	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 2006	Initial budget requests due	Department Heads and Outside Agencies return their written requests, Finance Department coordinates process.
November - December 2006	Budget meetings on proposed requests	City Manager and Comptroller meet with department heads and outside agencies on proposed budget requests.
February 2007	Revenue projected	Comptroller calculates state revenue projections.
March 2007	Proposed 2007-08 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 2007	Proposed 2007-08 budget submitted	By Charter, the proposed budget is due to be presented to the Council by the first Monday in April. The budget becomes public record at this point.
April 2007	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 2007	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 2007	Council shall act on proposed budget	The Council acts initially on the City Manager's proposed budget.
Prior to third Monday in May 2007	Second public hearing	The purpose is to listen to citizens' input on proposed budget.
No later than 2nd Monday in June 2007	City Council adopts 2007-08 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, 2007 - June 30, 2008	Budget implementation	Comptroller oversees revenues and expenditures according to the budget established by Council.
July 2008	Audit of 2007-08 records	The final step is a certified audit of the previous fiscal year.

FINANCIAL MANAGEMENT POLICIES

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

I. BASIS OF ACCOUNTING

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

Governmental Funds

Governmental funds are used to account for the government's general government activities. Governmental fund types use the flow of current financial resources measurement focus and the modified accrual basis of accounting. Revenues are recognized as soon as they are both measurable and available. Revenues are considered to be available when they are collectible within the current period or soon enough thereafter to pay liabilities of the current period. For this purpose, the city considers revenues to be available if they are collected within 60 days of the end of the current fiscal period. Expenditures are generally recorded when a liability is incurred except for debt service expenditures, as well as expenditures related to compensated absences, pension obligations, landfill post-closure monitoring and claims and judgments, which are recorded only when payment is due. Property taxes, when levied for, licenses, and interest associated with the current fiscal period are all considered to be susceptible to accrual and so have been recognized as revenues of the current fiscal period. All other revenue items are considered to be measurable and available only when cash is received by the city, or specifically identified. In determining when to recognize intergovernmental revenues (grants and entitlements), the legal and contractual requirements of the individual programs are used as guidance. Revenues are recognized when the eligibility requirements have been met. The city utilizes encumbrance accounting for its governmental fund types, under which purchase orders, contracts, and other commitments for the expenditure of monies are recorded in order to reserve that portion of the applicable appropriation. Governmental funds are further broken down into the following categories: General, Special Revenue, Capital Projects, Debt Service and Permanent Funds.

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

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

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

Debt Service Funds account for the accumulation of resources for, and the payment of, general long-

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

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

Proprietary Funds

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

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

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

Fiduciary Funds

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

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

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

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

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

Table of City of Norwich's Funds:

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

II. OPERATING BUDGETING PRACTICES

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

General Fund/ Fire and Refuse Fund Budgetary Process

Development Phase

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

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

While the departments are developing their budgets and engaging in budget meetings, the Comptroller and his staff are piecing together revenue and non-departmental expense estimates. For revenues, the major components are state formula grants, NPU 10% revenue transfer, building permits, recording fees, conveyance taxes, and investment income. These estimates require the analysis of interest rates, prior year trends, prior year financial results, and changes in federal, state and local laws. The largest piece (over 38% 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 – weighing in at 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." Please see the Ivory-divided section of this document for further information on the NPU.

III. LONG-RANGE FINANCIAL PLANNING & POLICIES

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

Capital Improvement Plan

In the beginning of November, each department head submits to the Planning department a list of capital needs for the next five years. The planning staff assembles documents for submission to the Commission on the City Plan for review. The Commission reviews the requests submitted and, upon approval, forwards the document to the City Manager for his review and subsequent inclusion in the budget. It is possible that a project with a low priority can remain in the Capital Improvement Plan (CIP) program longer than five years as more important projects appear and move ahead of it. Conversely, a project may be implemented sooner than originally planned due to changing priorities. Much of the work involved in the development of a capital plan consists of the balancing of available sources of financing with the various capital needs. This balancing act may lead to apparent inconsistencies between the city's proposed budget and the CIP. For example, the CIP has included police department renovations of \$3.75 million. This project will require a referendum as it should be funded through a bond issue. The following is Chapter VII, § 17 of the city charter that further describes the capital budgetary process:

As a part of the budget message, the chief executive officer of the city shall present a program, previously considered by the city planning commission as provided in chapter XV of this charter, of proposed capital projects for the city for the ensuing fiscal year and for the four fiscal years thereafter. Estimates of the cost of such projects shall be submitted by each department, office or agency annually in the same manner as estimates of other budgetary requirements are prepared for the chief executive officer of the city. The chief executive officer of the city shall recommend to the council those projects to be undertaken during the ensuing fiscal year and the method of financing the same. The council shall levy annually a tax of not less than one mill or such greater amount as they shall determine, to be assessed on the ratable estate within the city at the same time as the regular annual taxes for city expenses, for the benefit of a fund to be known as the "Capital Improvement Fund of the City of Norwich." Said capital improvement fund shall be established for the purpose of paying the cost of capital improvements for which the city is authorized by this charter to issue bonds and for no other purposes. The proceeds of such levies shall be kept by the city treasurer in special bank accounts until invested as provided in chapter IX of this charter. The council shall have power to transfer from time to time to the capital improvement fund any portion of a general fund surplus. Appropriations for construction or other permanent improvements, from whatever source made, shall not lapse until the purpose for which the appropriation was made shall have been accomplished or abandoned, provided any project shall be deemed to have been abandoned if three fiscal years elapse without expenditure from or encumbrance of the appropriations therefore.

As of the last few fiscal years, it has been the city's policy to utilize a "pay-as-you-go" methodology in funding some of its capital projects in order to mitigate the total cost of the projects. Under this methodology, the city funds capital projects with current tax levies rather than with bonded debt. See Capital Budget section for detail of the capital improvement budget.

Debt Policy

The city will use debt to assure that needed facilities are funded with a longer-term perspective that matches costs to the useful life of the facilities. To this end, the city will not issue debt with a maturity date greater than the reasonable expected useful life of the underlying asset. Under no circumstances will debt be issued to underwrite operations. The city will demonstrate comprehensive, sound and well managed financial policies and practices to provide assurance to investors in city debt instruments of timely payment of all obligations. The city will seek the highest debt ratings appropriate to each type of debt instrument. The city will assure that debt service can be fully supported within current revenues or income for the relevant fund.

The city will maintain the fiscal integrity of its operating, debt service, and capital improvement budgets that provide services and maintain certain public facilities, streets and utilities. It is the city's intent to maximize the level of public goods and services while minimizing the level of debt. Whenever possible, the city shall identify alternative sources of funding and shall examine the availability of those sources in order to minimize the level of debt.

Good communication with bond rating agencies will be maintained and full disclosure on every financial report as well as bond prospectus will continue. The city's current bond rating is A1 from Standard & Poor's and AA from Fitch.

Decisions regarding the use of debt are based upon a number of factors including, but not limited to, the long-term needs of the city and the amount of resources available to repay the debt. The debt policy is not expected to anticipate every future contingency in the city's capital program or future operational needs. Sufficient flexibility is required to enable city management to respond to unforeseeable circumstances or new opportunities, when appropriate.

The city finances major capital equipment and facilities based on the asset life of the capital equipment. It is not prudent to spend operating cash on assets that have lives greater than five years. This is because long-lived capital items are paid for gradually over their useful lives by an annual depreciation charge to the current accounting period. The maturity date for any debt will not exceed the reasonable expected useful life of the project so financed. Specifically the city shall not exceed the following amortization periods:

General Fund:

Equipment	5 years
Building renovations	10 years
New construction	20 years
Land acquisition	20 years

Norwich Public Utilities:

Pump stations	30 years
Treatment facilities	20 years
Mains/ transmissions lines	30 years
Other equipment	5 years

Type of Financing

General Obligation Bonds

General obligation bonds ("GOs") are used only to fund capital assets of the general government and are not used to fund operating needs of the city. GOs are backed by the full faith and credit of the city as well as the ad valorem tax authority of the city. GOs must be authorized by a vote of the citizens of the city of Norwich where expenditures are greater than \$800,000 per project.

Revenue Bonds

Revenue Bonds ("RBs") are issued to finance capital requirements necessary for continuation or expansion of services which produce revenues and for which the assets are reasonably expected to

provide a revenue stream to fund the debt service requirements.

Lease Purchases

Lease Purchases are used to fund capital requirements that are not otherwise covered under either the RBs or GOs. Debt service for leases will be used to fund capital assets where full bond issue are not warranted as a result of the cost of the asset(s) to be funded through the instrument.

Debt Limitation Policies

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

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

Limitation based on assessed value - In addition, this amount of net indebtedness shall be limited to a maximum of 5% of the city's taxable assessed value. (Currently at 2.31%)

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 11.56% 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, 2006 is as follows:

Tax Collections	
City	46,913,000
Fire Districts	2,877,000
Reimbursement for elderly tax freeze	<u>24,000</u>
Total Base	<u><u>49,814,000</u></u>

The Connecticut General Statutes Section 7-374(b) provides that the total authorized debt of a city shall not exceed seven times the base for debt limitation computation, or \$348,698,000 nor shall the total authorized particular purpose debt exceed certain separate limitations. The city's particular purpose debt limitations are as follows:

	General Purpose	Schools	Sewers	Urban Renewal	Pension Deficit	Total
Debt limitation:						
2-1/4 times base	112,081,500	-	-	-	-	-
4-1/2 times base	-	224,163,000	-	-	-	-
3-3/4 times base	-	-	186,802,500	-	-	-
3-1/4 times base	-	-	-	161,895,500	-	-
3 times base	-	-	-	-	149,442,000	-
7 times base	-	-	-	-	-	348,698,000
Debt as defined by statute:						
Bonds and notes payable						
-excluding water of: \$ 3,045,334	16,463,560	9,281,213	12,847,369	-	-	38,592,142
Capital leases	-	-	-	-	-	-
Short-term Clean Water Fund notes	-	-	-	-	-	-
School Construction Grants Receivable	-	(988,000)	-	-	-	(988,000)
Bond authorized but unissued	2,330,000	-	375,000	-	-	2,705,000
Total indebtedness	18,793,560	8,293,213	13,222,369	-	-	40,309,142
Debt limitation in excess of outstanding and authorized debt	93,287,940	215,869,787	173,580,131	161,895,500	149,442,000	308,388,858
Percent of Limitation	16.77%	3.70%	7.08%	0.00%	0.00%	11.56%

Currently, the city debt is 11.56% of the allowable debt limit.

Pension Funding

The city has made a commitment to fund the City Employee Pension Trust Fund at 100% of our actuary's ARC in order to mitigate to overall long-term cost of providing postemployment benefits. The following schedules are taken from the city's June 30, 2006 audited financial statements:

The City's annual pension cost and net pension obligation to the Plan for the year ended June 30, 2006 were as follows:

Annual required contribution	\$ 1,862,000
Interest on net pension obligation	53,000
Adjustment to annual required contribution	<u>(54,000)</u>
Annual pension cost	1,861,000
Contributions made	<u>2,006,000</u>
Decrease in net pension obligation	(145,000)
Net pension obligation beginning of year	<u>640,000</u>
Net pension obligation end of year	<u><u>\$ 495,000</u></u>

Membership in the Plan consisted of the following at January 1, 2005, the date of the last actuarial valuation:

Retirees and beneficiaries receiving benefits	386
Terminated plan members entitled to, but not yet receiving benefits	11
Active plan members	<u>555</u>
Total	<u><u>952</u></u>

Three-Year Trend Information:

Fiscal Year Ended	Annual Pension Cost (APC)	Percentage of APC Contributed	Net Pension Obligation	Actual Contribution
6/30/04	1,036,465	103.6%	873,266	1,073,854
6/30/05	1,214,000	119.1%	640,000	1,446,000
6/30/06	1,861,000	107.8%	495,000	2,006,000

SCHEDULE OF EMPLOYER CONTRIBUTIONS

Year Ended June 30,	Annual Required Contribution	Percentage Contributed
2006	\$ 1,861,000	108%
2005	1,214,000	119%
2004	1,049,495	102%
2003	1,226,016	133%
2002	1,226,016	70%
2001	934,805	78%
2000	1,712,112	117%
1999	1,630,582	104%

SCHEDULE OF FUNDING PROGRESS

Actuarial Valuation Date	Actuarial Value of Assets	Actuarial Accrued Liability (AAL)	Unfunded		Funded Ratio	Covered Payroll	UFAL as a Percentage of Covered Payroll
			Frozen Actuarial Liability (UFAL)				
	(a)	(b)	(c) = (b-a)		(a/b)	(d)	(c/d)
1/1/98	\$ 103,259,070	\$ 102,507,093	\$ -		100.7%	\$ 21,738,895	N/A
1/1/99	111,925,821	110,114,777	2,750,138		101.6%	23,305,206	11.8%
1/1/00	124,662,745	116,304,221	(8,358,524)	*	107.2%	25,371,520	(32.9)%
1/1/01	131,219,652	123,909,590	(7,310,060)		105.9%	25,743,216	(28.4)%
1/1/02	135,923,227	129,364,568	(6,558,659)		105.1%	25,718,230	(25.5)%
1/1/03	133,571,347	133,043,245	(528,102)		100.4%	22,616,132	(2.3)%
1/1/04	131,244,000	140,498,000	9,254,000		93.4%	23,426,000	39.5%
1/1/05	129,290,000	148,850,000	19,560,000		86.9%	23,691,000	82.6%

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

Other Post-Employment Benefits Funding

The city established a new fund to pay for retirees’ medical and life insurance benefits. These benefits are established through collective bargaining for union employees and City Council ordinances for non-union employees. The Government Accounting Standard’s Board (GASB) issued Statement 45 which determined that other post-employment benefits (OPEB) are an accruing cost that should be reflected in the governmental unit’s financial statements. A similar reporting requirement was added to private sector financial statements in 1990. This means that, effective for the fiscal year ending June 30, 2008, the city will be required to disclose information about asset and liability levels, show historical contribution information and keep a running tally of the extent to which these programs are over- or under-funded similar to what is disclosed for the city’s pension fund. The philosophy driving the accounting standard is that these post-employment benefits are part of the compensation that is paid to employees in return for services, and as such, they should be recognized while the employees are providing these services rather than after they have retired. It represents a fair way to allocate OPEB costs to taxpayers who benefit today from the services provided by municipal employees.

In order to address the issue in a fiscally-sound manner, this current budget includes contributions of \$1.7 million (including the General City, Board of Education, Paid Fire Department and Norwich Public Utilities) to the new OPEB fund.

Pursuant to GASB 45, the maximum acceptable amortization period for the total unfunded actuarial liability is thirty years. Our actuaries estimate that the city’s OPEB liability at roughly \$26 million. Prior to the establishment of this fund, the city paid OPEB costs on a pay-as-you-go basis.

Cash Management

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

Risk Management

The city has a comprehensive program for managing all areas of risk, which includes health and life insurance for active and retired employees, workers' compensation, heart and hypertension, property and casualty, general liability, professional liability, and others including theft, performance and surety.

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

Management of General Fund Undesignated Fund Balance

City government is prohibited from spending more than the total amount appropriated in its annual budget document. General fund surpluses are accumulated in an account called Undesignated Fund Balance (UFB), which can be used to offset revenue deficits that might occur in a subsequent year.

Like operating capital, the UFB can function as a financial shock absorber to smooth out short-term revenue and expense fluctuations. When sluggish economic conditions result in lower-than-projected revenues, a portion of fund balance can be allocated to cover budgeted operating expenses. When the economy is healthy, and revenues are higher than predicted for annual budgeting purposes, the excess revenues can be added to the UFB for future use.

City Council policies discourage the routine use of fund balance to support long-term or ongoing expenses in the operating budget. The city's financial policy requires that the city's UFB target an amount to be 8 to 10% percent of expenditures. If fund balance is used for one-time projects, restoring them becomes the highest budgeting priority after assuring that adequate operating funds are available to support essential services and infrastructure needs. In the event that UFB exceeds 10%, use of fund balance may be budgeted in the subsequent year. 8% represents roughly one month of operating expenses. It also provides the liquidity necessary to accommodate the city's uneven cash flow inherent in periodic tax collection and state grant payments. City policy is to avoid UFB dipping below 8%, except in the case of extraordinary and unexpected events, such as a natural disaster.

In recent years, actual expenditures have been less than budgeted amounts resulting in adequate end-of-year fund balances equal to the eight-percent goal, as a result of those increases, the city will utilize \$1,700,000 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
2006	\$11,026,609	\$94,614,448	11.65%
2005	10,573,000	91,502,532	11.55%
2004	9,302,144	87,433,775	10.64%
2003	8,770,626	86,505,078	10.14%
2002	8,158,087	84,663,199	9.64%
2001	7,940,325	81,702,857	9.72%
2000	5,905,927	80,043,640	7.38%
1999	6,108,260	79,316,496	7.70%
1998	5,632,286	75,298,066	7.48%
1997	3,017,380	73,459,756	4.11%

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, 2006. This was the 14th consecutive year that the city has received this prestigious award. For each of the fiscal years beginning July 1, 2000 through July 1, 2006, the GFOA awarded the city a “Distinguished Budget Presentation Award” for its adopted budgets. The budgets submitted had to satisfy four different criteria: the budget as a Policy Document, the budget as a Financial Plan, the budget as an Operations Guide, and the budget as a Communications Device. The award earned by the city is the highest form of recognition in the area of budgeting. Additionally, the city submitted and was awarded the City Manager’s fiscal year 2004-05 Annual Report for the GFOA’s Popular Annual Financial Reporting (PAFR) award for the first time.

CITY OF NORWICH GOALS & PRIORITIES

I. PREPARATION OF MISSION STATEMENT

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

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

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

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. Increase education funding to respond to increased demands for services due to growing student population and demand for special services.
2. Ensure that the police and fire departments have adequate equipment and staffing to allow them to meet their duty of protecting human life and property.
3. Keep the general fund mill rate increase under 2.97%.
4. Avoid staff reduction in order to maintain the current level of government services.
5. Maintain capital expenditure levels to ensure preservation of existing city infrastructure.
6. Fully support economic development activities initiated by the Mayor, Norwich Community Development Corporation and other organizations.

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

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

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

through the budget process.

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

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

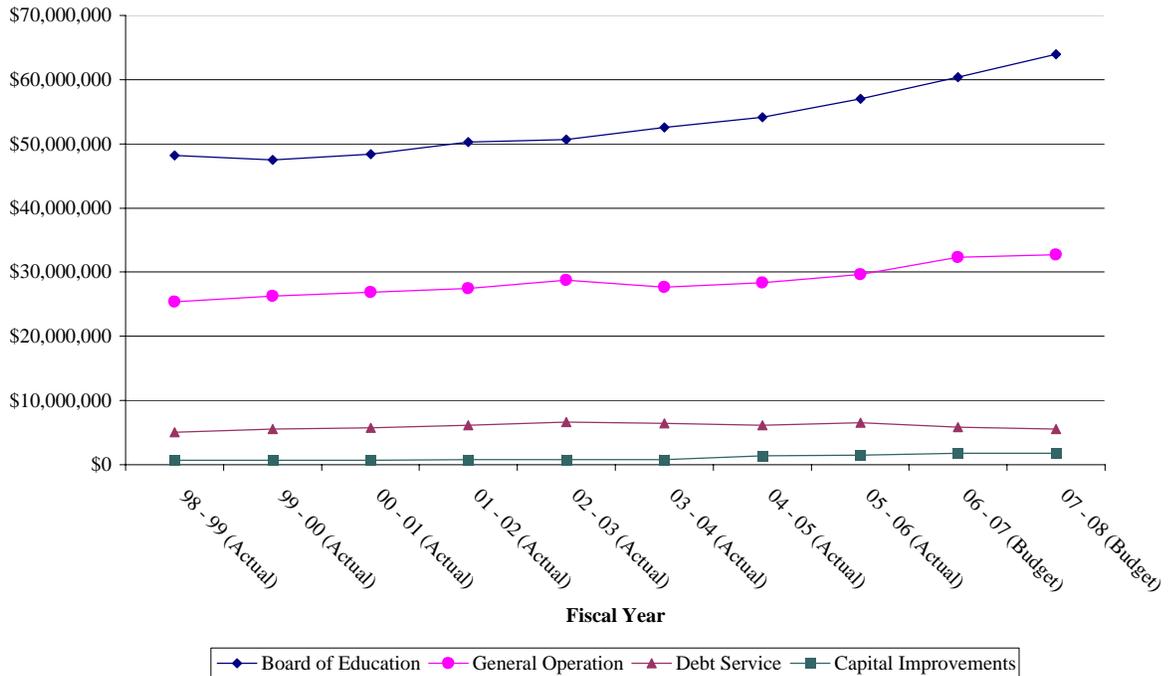
	2005-06 REVISED BUDGET	2006-07 REVISED BUDGET	2007-08 PROPOSED BUDGET	2007-08 ADOPTED BUDGET
City Manager	313,719	319,068	337,020	339,424
Finance	1,006,773	1,282,239	1,400,452	1,469,407
City Treasurer	188,406	201,230	208,851	208,851
Assessment	362,803	336,692	770,799	770,799
Human Resources	363,483	384,455	421,057	427,504
Law	406,000	418,000	426,400	426,400
City Clerk	350,503	356,061	395,411	406,091
City Council	123,961	132,797	157,720	157,720
Management Info. Systems	216,024	-	-	-
Police	8,884,693	9,368,470	9,649,794	9,663,075
Fire - Central	897,057	1,134,949	1,509,163	1,512,549
Fire - East Great Plain	156,520	148,054	149,254	149,254
Fire - Laurel Hill	60,137	54,897	67,150	70,750
Fire - Occum	75,983	76,983	76,037	76,037
Fire - Taftville	134,324	150,138	146,038	146,038
Fire - Yantic	129,384	129,950	140,756	140,756
Recreation	756,426	833,135	843,197	863,197
Human Services	548,898	577,685	588,407	593,534
Senior Citizens Center	483,229	506,016	525,510	567,556
Youth & Family Services	228,238	241,999	250,871	250,871
Public Works	8,929,594	9,092,269	7,359,165	7,286,218
Election	130,475	135,808	142,322	142,322
Planning & Development	1,036,351	1,064,965	1,136,448	1,136,448
Economic Development	146,000	269,528	428,000	428,500
Debt Service - Principal	4,710,000	4,341,000	4,303,000	4,303,000
Debt Service - Interest	1,834,674	1,463,250	1,284,544	1,284,544
Miscellaneous	5,654,472	6,923,617	7,305,598	7,203,967
Emergency Management	65,185	63,716	60,383	62,261
Education	57,167,626	60,339,134	63,903,490	63,903,490
Fire - Special Service	4,700,607	4,366,052	4,610,242	4,610,242
Refuse & Trash - Special Service	1,367,340	1,526,250	-	-
Landfill & Refuse Fund			2,657,609	2,657,609
Volunteer Fire Relief Fund	320,000	340,000	392,896	392,896
TOTALS	101,748,885	106,578,407	111,647,584	111,651,310
General Operations	30,198,638	32,428,382	32,644,803	32,708,529
Debt Service	6,544,674	5,804,250	5,587,544	5,587,544
Capital Improvements	1,450,000	1,774,339	1,851,000	1,791,000
Education	57,167,626	60,339,134	63,903,490	63,903,490
Fire - Special Service	4,700,607	4,366,052	4,610,242	4,610,242
Refuse & Trash - Special Service	1,367,340	1,526,250	-	-
Landfill & Refuse Fund	-	-	2,657,609	2,657,609
Volunteer Fire Relief Fund	320,000	340,000	392,896	392,896
TOTALS	101,748,885	106,578,407	111,647,584	111,651,310

CITY OF NORWICH
MILLAGE REQUIREMENTS

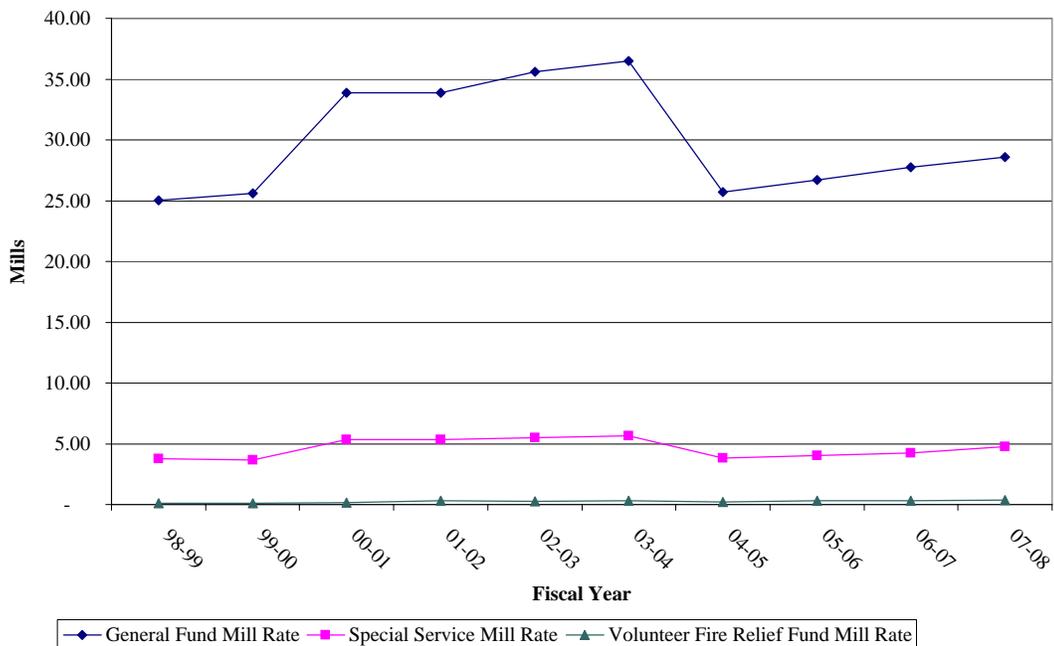
The City Assessor values all of the real estate, motor vehicles and personal property each year as of October 1. The sum of these values (less exemptions and credits) is the grand list. Anyone owning property at that date incurs a tax liability due on July 1 of the next year. When the budget is adopted 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	Special Service Fire	Volunteer Relief Fund
<i>Calculation of Grand List</i>			
Motor Vehicles	183,185,660	72,783,040	110,402,620
Personal Property	92,878,143	23,845,710	69,032,433
Real Estate	1,566,849,188	548,958,388	1,017,890,800
Total Gross Grand List	<u>1,842,912,991</u>	<u>645,587,138</u>	<u>1,197,325,853</u>
<i>Less: Exemptions, Credits, Etc.</i>			
MV Phaseout (\$1,500 per eligible vehicle)	34,558,500	15,690,000	18,868,500
Elderly Reimbursement	7,454,020	2,629,804	4,824,216
Veterans exemptions	5,464,680	1,819,310	3,645,370
Military exemptions	2,608,060	1,148,640	1,459,420
Disabled exemptions	351,310	106,050	245,260
Circuit Breaker Local Credit	2,996,882	2,996,882	0
Economic Dev & Mfg exemptions	21,577,800	930,380	20,647,420
Elderly Freeze	543,211	543,211	0
Projected Certificates of Correction	3,300,000	1,150,000	2,150,000
Total Exemptions, Credits, Etc.	<u>78,854,463</u>	<u>27,014,277</u>	<u>51,840,186</u>
<i>Grand list, net of exemptions & credits</i>	<u>1,764,058,528</u>	<u>618,572,861</u>	<u>1,145,485,667</u>
<i>Estimated Tax Collection Percentage</i>	96.62%	95.81%	96.66%
<i>Collectible Grand List</i>	<u>1,704,433,350</u>	<u>592,654,658</u>	<u>1,107,226,446</u>
<i>Taxes to be Raised:</i>			
General City	14,657,613		
Board of Education	27,663,726		
Capital Improvements	1,462,815		
Debt Service	4,911,476		
Special Service Fire		2,815,100	
Volunteer Fire Relief			392,896
Total Taxes to be Raised	<u>48,695,630</u>	<u>2,815,100</u>	<u>392,896</u>
<i>Mill Rates Required:</i>			
General City	8.58		
Board of Education	16.24		
Capital Improvements	0.86		
Debt Service	2.89		
Special Service Fire		4.75	
Volunteer Fire Relief			0.36
Total Mill Rates Required for FY 2008	<u>28.57</u>	<u>4.75</u>	<u>0.36</u>
FY 2007 Mill Rate	27.77	4.25	0.31
Change	0.80	0.50	0.05
Percent Change	2.88%	11.76%	16.13%

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

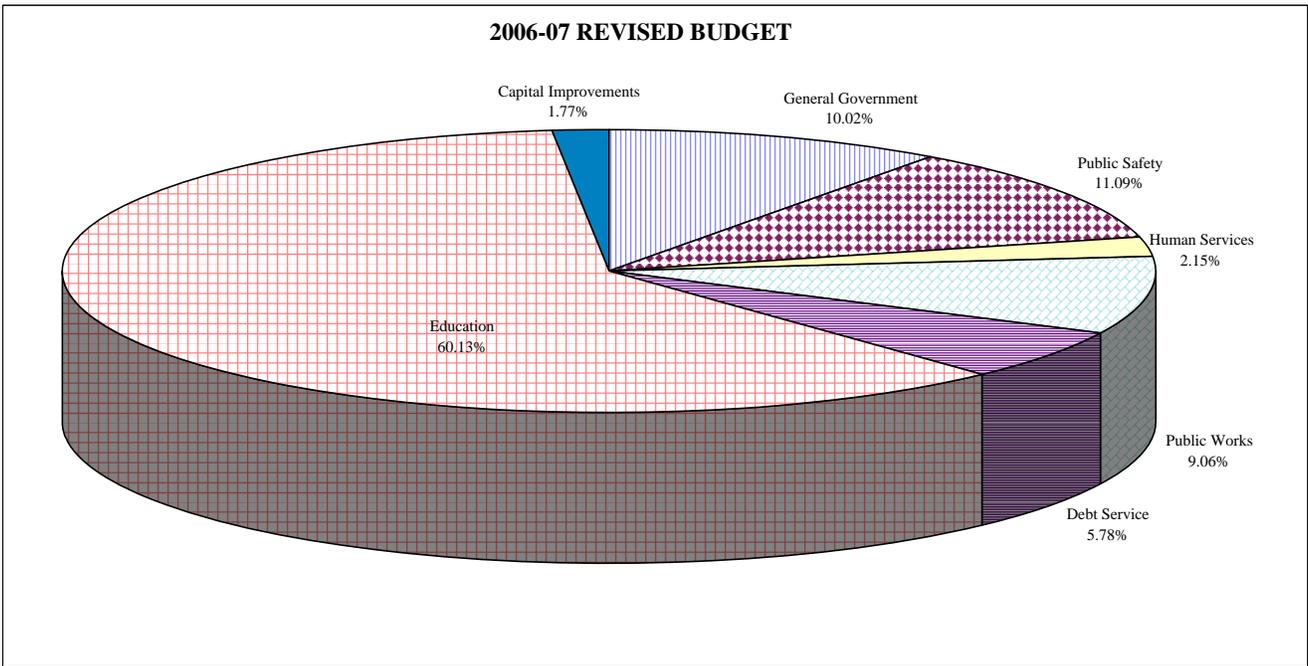
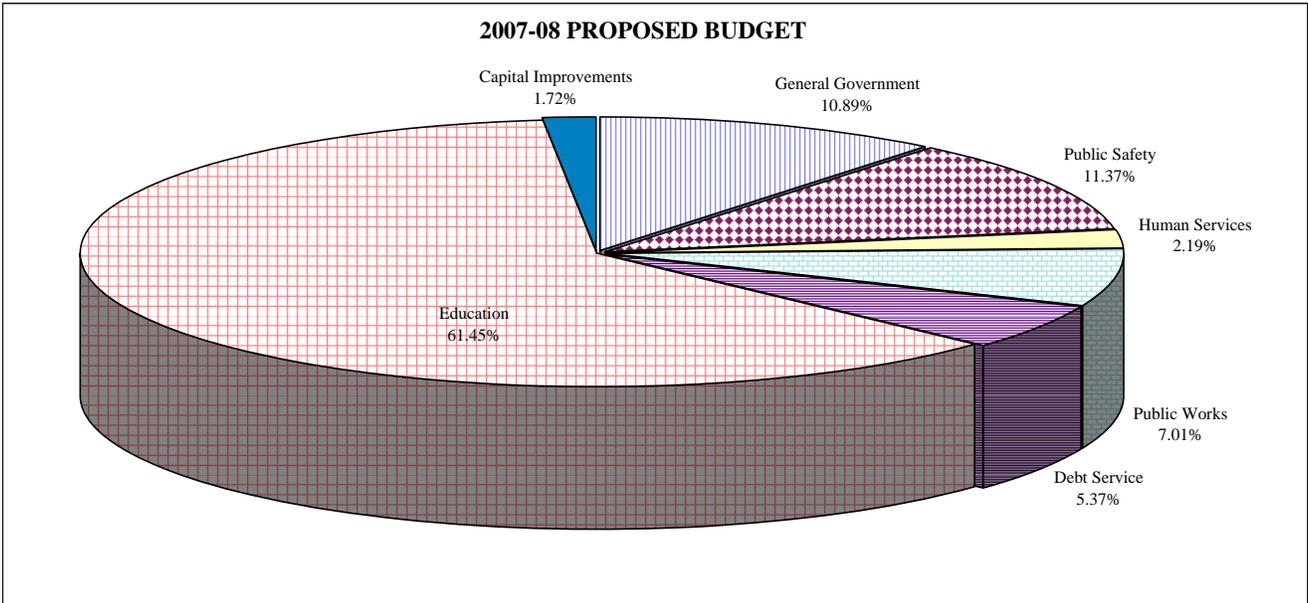


**CITY OF NORWICH
PROPERTY TAX MILL RATES
10 YEAR COMPARISON**



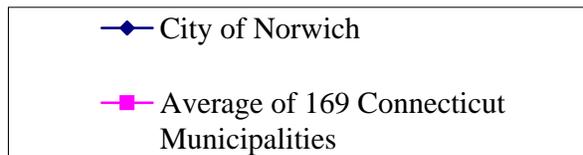
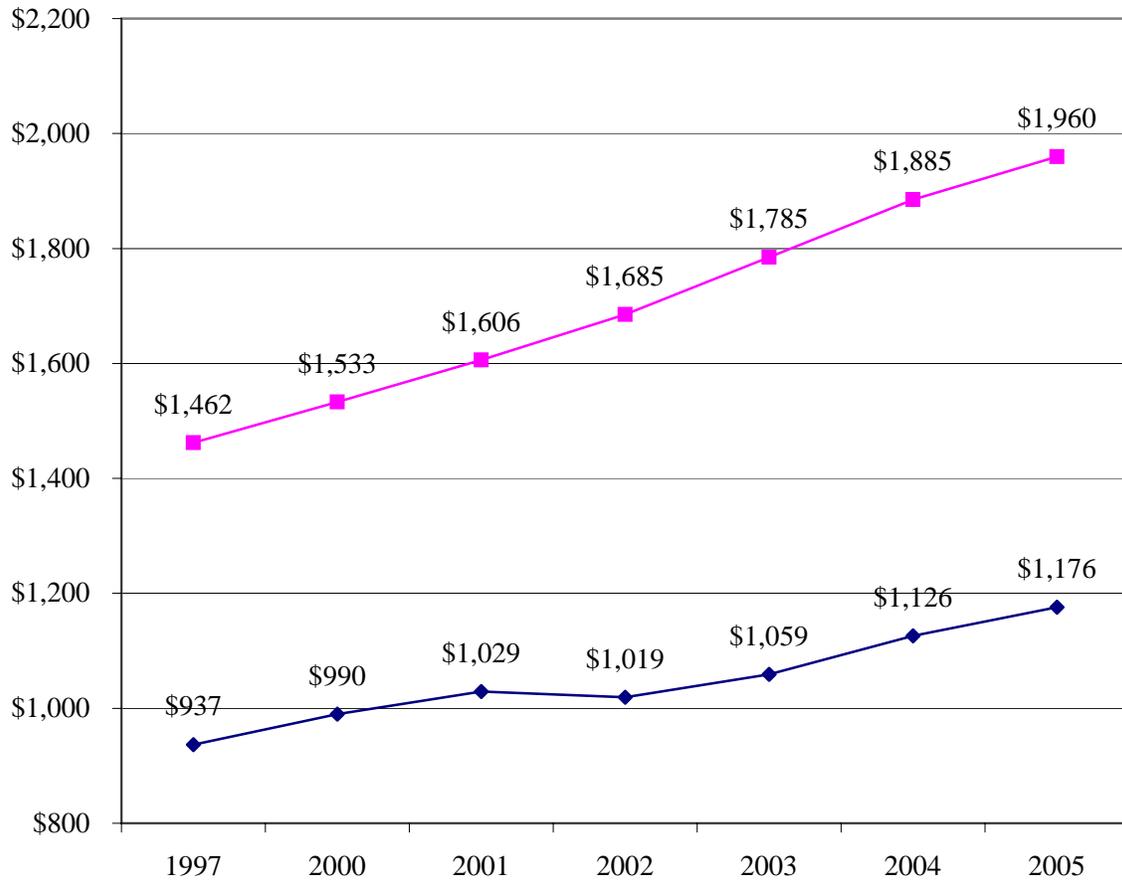
Note: The spike in the mill rate during fiscal year 2000-01 is a result of a revaluation done for grand list 10/1/1999. The 10/1/1999 net grand list decreased \$307,763,700 to \$1,132,024,510 from the 10/1/1998 net grand list of \$1,439,788,210. Also, for fiscal year 2004-05, a revaluation was done for grand list 10/1/2003. This revaluation resulted in the net grand list increasing \$568,306,854 to \$1,732,000,000 from the 10/1/2002 net grand list value of \$1,163,693,146.

**CITY OF NORWICH
SUMMARY OF EXPENDITURES**

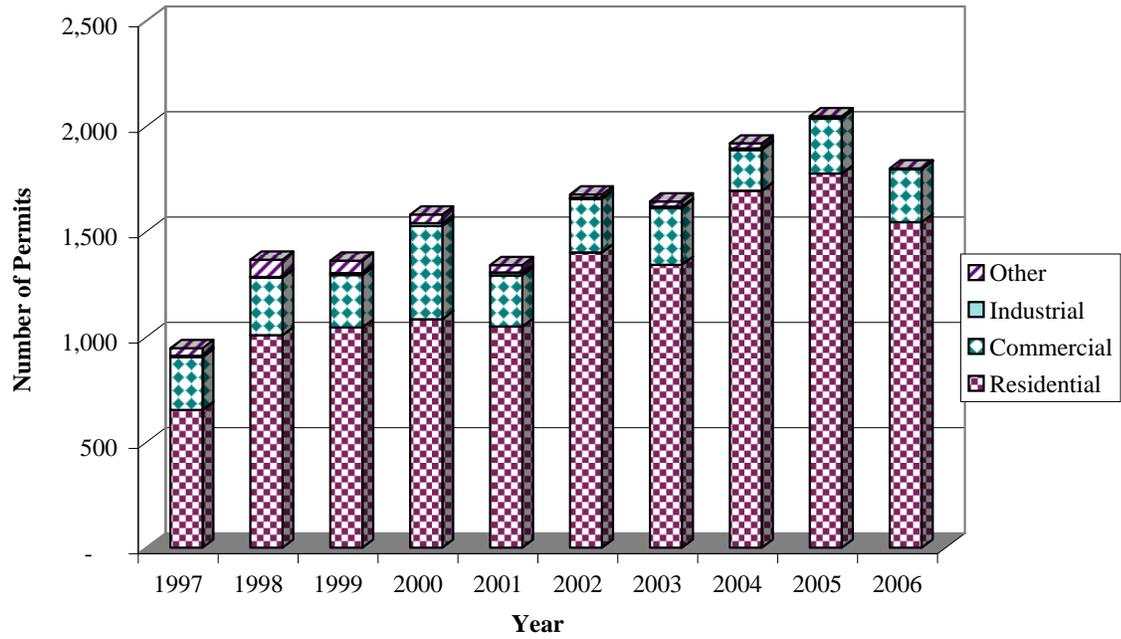


	2007-08 Proposed Budget	2006-07 Revised Budget	Dollar Change	Percent Change
General Government	11,326,433	10,050,121	1,276,312	12.70%
Public Safety	11,820,720	11,127,157	693,563	6.23%
Human Services	2,275,158	2,158,835	116,323	5.39%
Public Works	7,286,218	9,092,269	(1,806,051)	-19.86%
Debt Service	5,587,544	5,804,250	(216,706)	-3.73%
Education	63,903,490	60,339,134	3,564,356	5.91%
Capital Improvements	1,791,000	1,774,339	16,661	0.94%
	<u>103,990,563</u>	<u>100,346,105</u>	<u>3,644,458</u>	<u>3.63%</u>

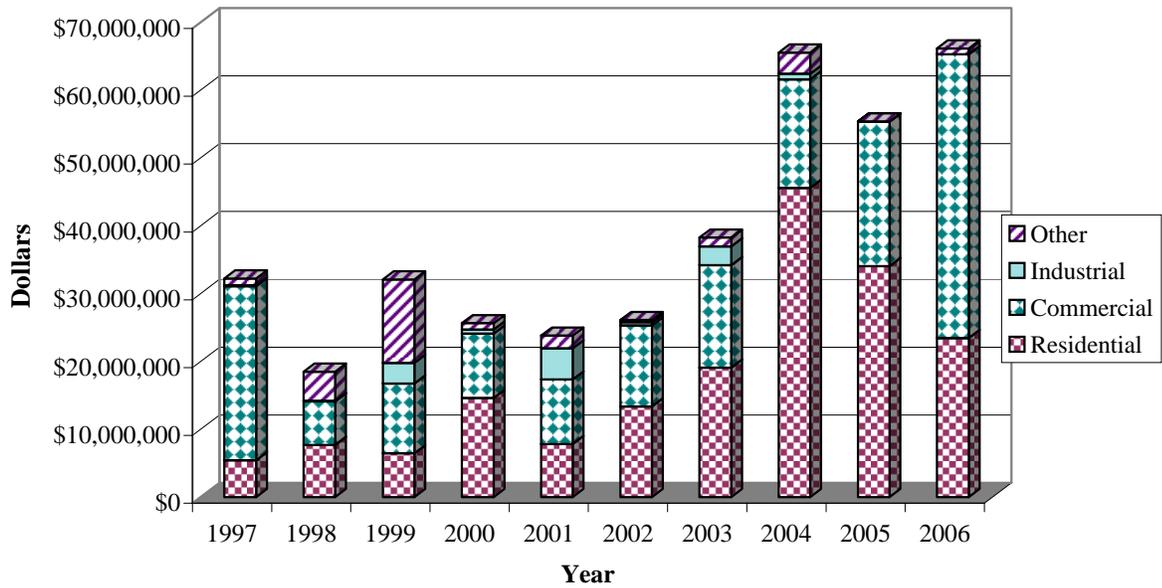
PROPERTY TAX REVENUE PER CAPITA



BUILDING PERMITS ISSUED BY CATEGORY



TOTAL VALUE OF BUILDING PERMITS BY CATEGORY



PROPERTY TAX ON RESIDENTIAL HOME IN THE CONSOLIDATED CITY DISTRICT WITH A MARKET VALUE OF \$150,000

	Fire	Education	Public Works	General Gov't	Debt Service	Police
Capital Improvements	\$499	\$1,704	\$201	\$435	\$303	\$267
\$90						

TOTAL TAX BILL: \$3,499

Capital improvements	\$90	Taxes support the improvement and expansion of the city's infrastructure.
Fire	\$499	Taxes provide fire protection for residents.
Education	\$1,704	Taxes fund the Norwich Public School system.
Public Works	\$201	Taxes support the maintenance of the city's roads, buildings, parks and vehicles.
General Government	\$435	Taxes support the administration of city services.
Debt Service	\$303	Taxes provide for the scheduled debt service payments from the city's long-term borrowings.
Police	\$267	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
General City							
City Manager	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
Treasurer	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
Human Resources	5.5	5.5	4.5	4.5	4.5	4.5	4.5
City Clerk	5.0	5.0	5.0	5.0	5.0	5.0	6.0
City Council	1.5	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
Police	107.5	102.5	100.5	101.0	100.0	100.0	98.0
Fire	55.5	55.5	55.0	55.5	55.5	55.5	59.5
Recreation	9.0	9.0	6.0	7.0	7.0	7.0	7.0
Human Services	11.0	10.5	8.5	8.5	8.5	8.5	8.5
Senior Citizens Center	8.0	7.0	6.0	6.0	6.0	6.0	7.0
Youth Service Bureau	5.0	5.0	3.0	3.0	3.0	3.0	3.0
PW Engineering & Administration	8.0	8.0	6.5	7.0	7.0	6.0	6.0
PW Fleet Maintenance	11.0	10.0	9.0	9.0	9.0	9.0	9.0
PW Solid Waste	4.0	3.0	3.0	3.0	2.0	2.0	3.0
PW Street Maintenance	35.0	35.0	33.0	33.0	32.0	32.0	32.0
PW Parks & Cemeteries	12.0	12.0	11.0	10.0	9.0	9.0	9.0
PW Building Maintenance	7.5	8.0	7.0	7.0	6.0	7.0	9.0
PW Parking Maintenance	2.0	2.0	2.0	2.0	2.0	2.0	2.0
Election	3.0	3.0	2.5	2.5	2.5	2.5	2.5
Planning & Development	13.0	12.5	11.0	12.0	13.0	13.0	14.5
Economic Development	1.0	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
Tourism	2.0	0.5	0.5	0.5	0.5	0.5	0.5
Subtotal - General City	332.0	322.0	300.5	303.0	299.0	299.5	309.0
Board of Education							
General Fund-funded positions	502.5	392.1	375.9	386.3	373.8	384.2	388.3
State & federal grant-funded positions	66.3	74.7	86.6	99.8	114.2	117.1	111.3
School Lunch (federal grant)	41.0	42.0	40.0	39.0	39.0	39.0	39.0
Adult Education (state & federal grants)	13.0	11.0	12.0	13.0	13.0	13.0	12.0
Family Resource Ctr (state & fed grants)	10.0	10.0	10.0	10.0	24.0	22.0	25.5
Subtotal - Board of Education	632.7	529.8	524.5	548.0	563.9	575.4	576.1
Norwich Public Utilities	136.0	138.0	136.5	137.0	137.0	137.0	137.0
GRAND TOTALS	1,100.7	989.8	961.5	988.0	999.9	1,011.9	1,022.1

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 adds 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 anticipates the movement of 2 building maintenance positions from the Police Department to the Public Works Building Maintenance division.

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

In fiscal year 2003, the Board of Education contracted out their special education transportation and also incurred large cuts of 71.5 staff members. Most of the increase in positions since then are due to increased funding from the School Readiness grant (for the Family Resource Center), Priority School District designation (state & federal grant-funded positions) and Class-Size Reduction grant (state & federal grant-funded positions).

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

Collective Bargaining Group Name	Group Represented	FTE Positions Represented	Beginning Date of Contract	End Date of Contract
International Brotherhood of Police Officers (IBPO), Local 38	City 911 Dispatchers	8.00	7/1/2004	6/30/2007
International Association of Fire Fighters, Local 892	City Firefighters	53.00	7/1/2004	6/30/2007
Norwich City Hall Employees Association, Inc., Connecticut Independent Labor Union (CILU), Local #11	City Non-supervisory administrative employees	71.50	7/1/2004	6/30/2007
IBPO, Local 324 *	City Police Officers	80.00	7/1/2004	6/30/2007
CILU, Local #24	City Public Works Employees	50.00	7/1/2004	6/30/2007
Public Works Supervisors, American Federation of State, County & Municipal Employees (AFSCME), Local 818, Council 4	City Public Works Supervisors	5.00	7/1/2005	6/30/2008
Municipal Employees Union "Independent" (MEUI)-Supervisors	City Supervisory administrative employees	12.00	7/1/2006	6/30/2009
Norwich School Administrators Association	NPS Administrators	18.00	7/1/2006	6/30/2008
MEUI Local 506, SEIU, AFL-CIO	NPS Custodians	26.00	7/1/2006	6/30/2009
Teamsters Local Union No. 493	NPS Maintainers	3.00	7/1/2002	6/30/2007
MEUI Local 506, SEIU, AFL-CIO	NPS Paraeducators	82.00	7/1/2005	6/30/2009
New England Health Care Employees Union District 1199, SEIU, AFL-CIO	NPS School Nurses	16.00	7/1/2005	6/30/2009
Norwich Educational Secretaries, AFSCME Local 1303-190, Council 4	NPS Secretaries	24.00	7/1/2004	6/30/2007
Norwich Teachers League	NPS Teachers	294.95	7/1/2004	6/30/2008
Supervisory Employees Association, Inc. AFSCME Local 818, Council 4	NPU Supervisory and Professional Employees	33.00	7/1/2005	6/30/2008
International Brotherhood of Electrical Workers Local 457, Norwich Unit	NPU Technical and clerical workers	104.00	7/1/2005	6/30/2008
United Steelworkers of America AFL-CIO-CLC Local No. 9411-02	NPU Water distribution employees	8.00	7/1/2005	6/30/2008

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

CITY OF NORWICH
CONSOLIDATED DEBT SCHEDULE

Description	Original Bond Date	Interest Rates	Amount Bonded	Outstanding at 7/1/2007	Principal	Interest	Total FY 2008 Debt Service
8/20/92 General Obligation Bonds	8/20/1992	4.00 - 6.00%	3,000,000	200,000	200,000	5,600	205,600
11/1/99 General Obligation Bonds	11/1/1999	2.00 - 5.00%	7,710,000	675,000	675,000	33,750	708,750
4/5/01 Series A Capital Bonds	4/5/2001	4.0 - 5.0%	10,510,000	1,060,000	525,000	42,400	567,400
4/5/01 Series A Refunding Bonds	4/5/2001	4.0 - 5.0%	13,010,000	7,505,000	1,095,000	313,139	1,408,139
4/5/01 Series B Taxable (Wauregan)	4/5/2001	6.5 - 6.75%	400,000	250,000	25,000	16,781	41,781
4/15/02 General Obligation Bonds	4/15/2002	4.0 - 5.0%	6,020,000	4,040,000	275,000	182,940	457,940
4/15/04 Series A, Capital Project Bonds	4/15/2004	3.0 - 3.55%	3,120,000	2,330,000	390,000	71,918	461,918
4/15/04 Series B, Refunding Bonds	4/15/2004	2.0 - 4.0%	4,575,000	3,815,000	215,000	131,903	346,903
3/15/05 Series A, Capital Project Bonds	3/15/2005	3.0 - 5.0%	3,520,000	3,165,000	355,000	99,163	454,163
3/15/05 Series B, Refunding Bonds	3/15/2005	3.0 - 4.0%	8,570,000	8,490,000	240,000	306,950	546,950
2007/08 Bond					308,000	80,000	388,000

Subtotal - General Fund Debt

31,530,000 4,303,000 1,284,544 5,587,544

Description	Original Bond Date	Interest Rates	Amount Bonded	Outstanding at 7/1/2007	Principal	Interest	Total FY 2008 Debt Service
CT DECD loan for Stony Brook Reservoir	7/1/1994	6.00%	1,000,000	454,147	65,108	27,249	92,357
CT CWF Notes 106-C	10/31/1997	2.00%	2,705,885	1,744,525	171,734	33,322	205,056
CT CWF Notes 298-C	6/30/2000	2.00%	1,507,962	904,777	75,398	17,404	92,803
DECD Industrial Park Loan	10/26/2001	1.00%	200,000	200,000	-	-	-
CT CWF Notes 9714-C	12/31/2002	2.77%	1,898,651	1,457,937	82,864	39,338	122,202
CT CWF Notes 349-C	12/31/2002	2.00%	880,594	666,121	40,003	12,957	52,960
Capital leases and other debt					1,205,492	256,730	1,462,222

Subtotal - Norwich Public Utilities Debt

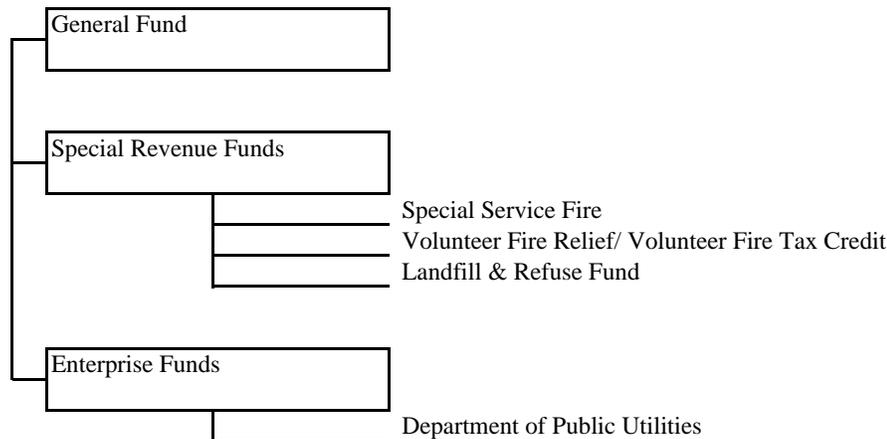
5,427,507 1,640,600 387,000 2,027,600

GRAND TOTAL

36,957,507 5,943,600 1,671,544 7,615,144

CITY OF NORWICH FUND STRUCTURE

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



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

General Fund

The general fund is used to account for most of the day-to-day operations of the city, which are financed from property taxes and other general revenues. Activities financed by the general fund include those of line and staff departments within the city. Undesignated fund balance ("UFB") of \$1,700,000 has been used to balance the budget in Fiscal Year 2008 in order to smooth the impact of tax increases. The city is expecting an operating surplus in Fiscal Year 2007 which will enable the UFB to remain at or above 8% of expenditures. The operating surplus will be generated by increased collections of building permits, recording fees, conveyance taxes and special education excess cost grants.

	Fiscal Year 2003-04 (Actual)	Fiscal Year 2004-05 (Actual)	Fiscal Year 2005-06 (Actual)	Fiscal Year 2006-07 (Projected)	Fiscal Year 2007-08 (Budgeted)
Fund Balance Carried Forward	8,770,626	9,302,144	10,572,489	11,026,609	10,348,146
Revenues	87,965,293	91,525,041	95,068,568	99,229,642	102,290,563
Expenditures	(87,433,775)	(90,254,696)	(94,614,448)	(99,908,105)	(103,986,837)
Fund Balance at the end of the Fiscal Year	9,302,144	10,572,489	11,026,609	10,348,146	8,651,872
Fund balance as a % of expenditures	10.64%	11.71%	11.65%	10.36%	8.32%

CITY OF NORWICH FUND STRUCTURE (CONTINUED...)

Special Revenue Funds

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

Special Service Fire

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

Volunteer Fire Relief Fund/ Volunteer Fire Tax Credit

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

Landfill & Refuse Fund

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

Undesignated fund balance has been used in prior years to balance the budget. However, in each year, the city has been able to generate revenues in excess of expenditures and preserve its fund balance. We did not budget the use of surplus in FY2007. The following is a schedule of fund balance for all of the aforementioned special revenue funds:

	Fiscal Year 2003-04 (Actual)	Fiscal Year 2004-05 (Actual)	Fiscal Year 2005-06 (Actual)	Fiscal Year 2006-07 (Projected)	Fiscal Year 2007-08 (Budgeted)
Fund Balance Carried Forward	241,930	287,221	182,110	32,110	84,706
Revenues	5,701,287	5,695,295	6,237,947	6,125,988	7,660,747
Expenditures	(5,655,996)	(5,800,406)	(6,387,947)	(6,073,392)	(7,660,747)
Fund Balance at the end of the Fiscal Year	287,221	182,110	32,110	84,706	84,706

Enterprise Funds

Norwich Public Utilities

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

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

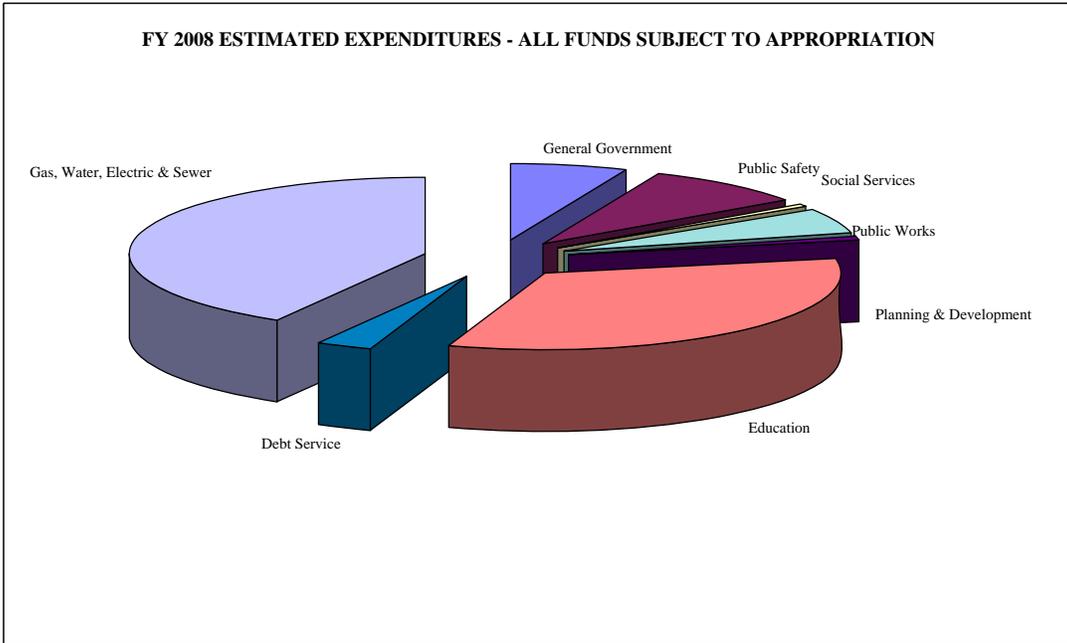
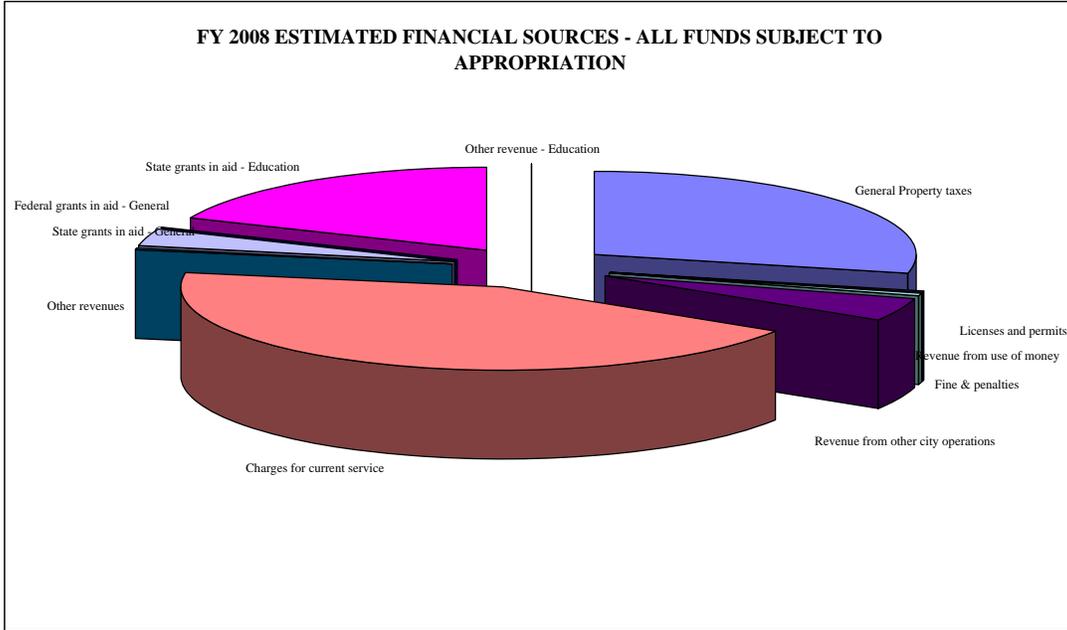
	Fiscal Year 2003-04 (Actual)	Fiscal Year 2004-05 (Actual)	Fiscal Year 2005-06 (Actual)	Fiscal Year 2006-07 (Projected)	Fiscal Year 2007-08 (Budgeted)
Net Assets Carried Forward	77,075,905	85,123,897	87,745,982	92,533,732	93,737,999
Revenues	58,020,754	63,050,019	75,952,505	80,917,300	80,247,792
Expenditures	(56,062,189)	(62,116,518)	(72,660,389)	(79,713,033)	(79,958,041)
Capital Contributions	6,089,427	1,688,584	1,495,634	-	-
Net Assets at the end of the Fiscal Year	85,123,897	87,745,982	92,533,732	93,737,999	94,027,750

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

	Governmental		Proprietary	Total	Governmental		Proprietary	Total	Governmental		Proprietary	Total
	General	SRF	NPU	FYE 2008 Budgeted	General	SRF	NPU	FYE 2007 Projected	General	SRF	NPU	FYE 2006 Actual
Fund balances carried forward	10,348,146	84,706	93,737,999	104,170,851	11,026,609	32,110	92,533,732	103,592,451	10,572,489	182,110	87,745,982	98,500,581
Revenues												
General Property taxes	50,945,630	3,375,996	-	54,321,626	49,793,543	3,084,150	-	52,877,693	46,866,001	2,897,196	-	49,763,197
Licenses and permits	700,000	-	-	700,000	800,000	-	-	800,000	885,109	-	-	885,109
Fines & penalties	25,000	-	-	25,000	16,000	-	-	16,000	29,665	-	-	29,665
Revenue from use of money	772,000	32,000	300,000	1,104,000	771,000	28,000	234,400	1,033,400	711,437	-	311,973	1,023,410
Revenue from other city operations	8,170,677	95,207	-	8,265,884	9,060,434	58,184	-	9,118,618	8,549,415	656,457	-	9,205,872
Charges for current service	1,076,925	2,657,609	79,947,792	83,682,326	1,378,191	1,397,500	80,682,900	83,458,591	1,606,219	1,467,340	75,640,532	78,714,091
Other revenues	310,000	75,000	-	385,000	825,489	75,000	-	900,489	453,760	-	-	453,760
State grants in aid - General	4,889,566	1,424,935	-	6,314,501	4,948,985	1,483,154	-	6,432,139	4,262,465	1,216,954	-	5,479,419
Federal grants in aid - General	11,000	-	-	11,000	10,000	-	-	10,000	12,760	-	-	12,760
State grants in aid - Education	35,189,764	-	-	35,189,764	31,376,000	-	-	31,376,000	31,403,694	-	-	31,403,694
Other revenue - Education	200,000	-	-	200,000	250,000	-	-	250,000	288,043	-	-	288,043
Total revenue	102,290,563	7,660,747	80,247,792	190,199,102	99,229,642	6,125,988	80,917,300	186,272,930	95,068,568	6,237,947	75,952,505	177,259,020
Expenditures/expenses												
City Manager	337,020	-	-	337,020	319,068	-	-	319,068	313,715	-	-	313,715
Finance	1,400,452	-	-	1,400,452	1,274,747	-	-	1,274,747	1,221,218	-	-	1,221,218
City Treasurer	208,851	-	-	208,851	201,230	-	-	201,230	185,182	-	-	185,182
Assessment	770,799	-	-	770,799	334,303	-	-	334,303	362,803	-	-	362,803
Human Resources	421,057	-	-	421,057	382,047	-	-	382,047	362,110	-	-	362,110
Law	426,400	-	-	426,400	418,000	-	-	418,000	344,779	-	-	344,779
City Clerk	395,411	-	-	395,411	356,061	-	-	356,061	343,515	-	-	343,515
City Council	157,720	-	-	157,720	132,797	-	-	132,797	123,869	-	-	123,869
Police	9,649,794	-	-	9,649,794	9,329,101	-	-	9,329,101	8,791,821	-	-	8,791,821
Fire - Central	1,509,163	-	-	1,509,163	1,134,728	-	-	1,134,728	882,205	-	-	882,205
Fire - East Great Plain	149,254	-	-	149,254	147,754	-	-	147,754	152,760	-	-	152,760
Fire - Laurel Hill	67,150	-	-	67,150	54,497	-	-	54,497	60,675	-	-	60,675
Fire - Occum	76,037	-	-	76,037	74,083	-	-	74,083	77,592	-	-	77,592
Fire - Taftville	146,038	-	-	146,038	144,538	-	-	144,538	134,548	-	-	134,548
Fire - Yantic	140,756	-	-	140,756	122,950	-	-	122,950	129,145	-	-	129,145
Recreation	843,197	-	-	843,197	828,449	-	-	828,449	729,306	-	-	729,306
Human Services	588,407	-	-	588,407	575,338	-	-	575,338	541,642	-	-	541,642
Senior Citizens Center	525,510	-	-	525,510	499,479	-	-	499,479	474,947	-	-	474,947
Youth & Family Services	250,871	-	-	250,871	239,874	-	-	239,874	228,697	-	-	228,697
Public Works	7,359,165	-	-	7,359,165	9,089,039	-	-	9,089,039	8,842,725	-	-	8,842,725
Election	142,322	-	-	142,322	135,808	-	-	135,808	122,056	-	-	122,056
Planning & Development	1,136,448	-	-	1,136,448	969,786	-	-	969,786	978,520	-	-	978,520
Economic Development	428,000	-	-	428,000	269,528	-	-	269,528	144,727	-	-	144,727
Education	63,903,490	-	-	63,903,490	60,339,134	-	-	60,339,134	56,970,626	-	-	56,970,626
Debt Service - Principal	4,303,000	-	-	4,303,000	4,341,000	-	-	4,341,000	4,710,000	-	-	4,710,000
Debt Service - Interest	1,284,544	-	387,000	1,671,544	1,463,250	-	382,433	1,845,683	1,834,674	-	526,053	2,360,727
Miscellaneous	7,305,598	-	-	7,305,598	6,668,657	-	-	6,668,657	5,489,858	-	-	5,489,858
Emergency Management	60,383	-	-	60,383	62,859	-	-	62,859	60,733	-	-	60,733
Fire - Special Service	-	4,610,242	-	4,610,242	-	4,366,052	-	4,366,052	-	4,700,607	-	4,700,607
Landfill & Refuse Fund	-	2,657,609	-	2,657,609	-	1,372,340	-	1,372,340	-	1,367,340	-	1,367,340
Volunteer Fire Relief Fund	-	392,896	-	392,896	-	335,000	-	335,000	-	320,000	-	320,000
Gas, Water, Electric & Sewer	-	-	79,571,041	79,571,041	-	-	79,330,600	79,330,600	-	-	72,134,336	72,134,336
Total expenditures/expenses	103,986,837	7,660,747	79,958,041	191,605,625	99,908,105	6,073,392	79,713,033	185,694,530	94,614,448	6,387,947	72,660,389	173,662,784
Other financing uses/ (sources)												
Capital contributions	-	-	-	-	-	-	-	-	-	-	(1,495,634)	-
Total resources used	103,986,837	7,660,747	79,958,041	191,605,625	99,908,105	6,073,392	79,713,033	185,694,530	94,614,448	6,387,947	71,164,755	173,662,784
Fund balance/net assets to carry forward	8,651,872	84,706	94,027,750	102,764,328	10,348,146	84,706	93,737,999	104,170,851	11,026,609	32,110	92,533,732	102,096,817

Note: the NPU expenditures do not include Capital expenditures and Debt Principal payments as these expenditures are not considered "expenses" for purposes of proprietary fund accounting.

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



Financial Sources:		Expenditures:	
General Property taxes	54,321,626	General Government	12,408,827
Licenses and permits	700,000	Public Safety	16,801,713
Fine & penalties	25,000	Social Services	1,364,788
Revenue from use of money	1,104,000	Public Works	10,016,774
Revenue from other city operations	8,265,884	Planning & Development	1,564,448
Charges for current service	83,682,326	Education	63,903,490
Other revenues	385,000	Debt Service	5,974,544
State grants in aid - General	6,314,501	Gas, Water, Electric & Sewer	79,571,041
Federal grants in aid - General	11,000		
State grants in aid - Education	35,189,764		
Other revenue - Education	200,000		
	<hr/>		<hr/>
	190,199,102		191,605,625

General Fund

Norwich
CONNECTICUT **NOW.**

**CITY OF NORWICH
SUMMARY OF 2007-08 GENERAL FUND BUDGET**

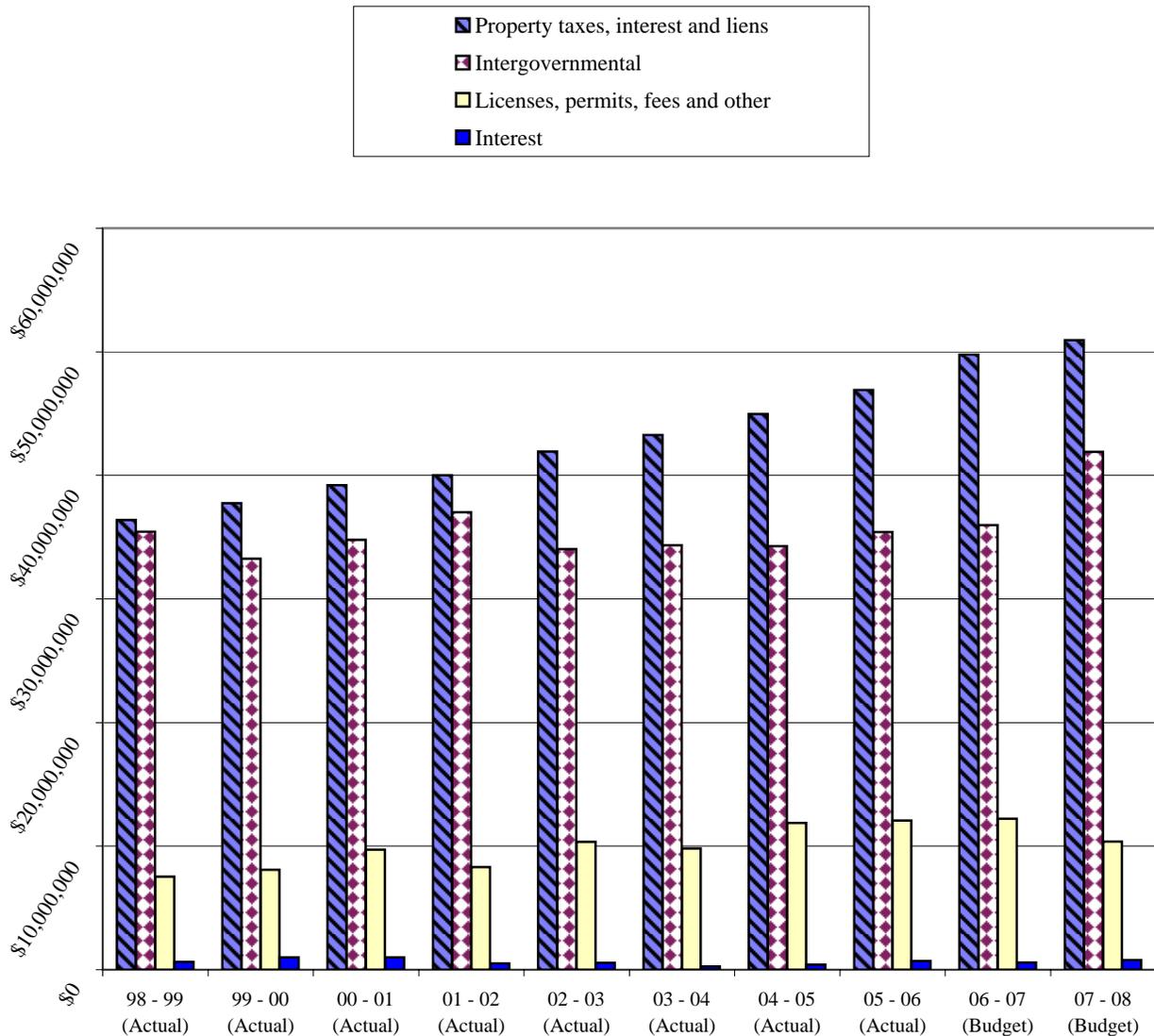
	General City	Debt Service	Capital Improvements	Education	Total General Fund
EXPENDITURES					
Total by category	32,708,529	5,587,544	1,791,000	63,903,490	103,990,563
TOTALS	32,708,529	5,587,544	1,791,000	63,903,490	103,990,563
REVENUES					
General Revenues	17,200,915	676,068	328,185	35,389,764	53,594,932
Surplus	850,000	0	0	850,000	1,700,000
Taxes to be Raised - General Fund	14,657,613	4,911,476	1,462,815	27,663,726	48,695,630
TOTALS	32,708,529	5,587,544	1,791,000	63,903,490	103,990,563

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. For FY2008, the Governor has proposed a phase-out of certain motor vehicle taxes and has offset the revenue loss to municipalities with the "Casino Revenue Grant."

One of the major boons to the city has been the conveyance tax increase caused by the boom in the housing market and increase in the statutory conveyance tax rate to \$5/\$1,000 of taxable transfer. The city collected over \$1,000,000 in conveyance taxes in fiscal years 2005 and 2006 and is on track to collect as much in fiscal year 2007. However, the \$5/\$1,000 rate is going to be lowered to \$3.60/\$1,000 on July 1, 2007 unless state legislators extend it.

In addition to the conveyance tax, the transfer from Norwich Public Utilities of 10% of its prior year audited gross revenues from water, gas and electric services has climbed steadily over the past few years from \$4.3 million in fiscal year 2000 to \$7.0 million in fiscal year 2008.



CITY OF NORWICH GENERAL FUND REVENUES 2007-08 ADOPTED BUDGET							
	2003-04 ACTUAL	2004-05 ACTUAL	2005-06 REVISED BUDGET	2005-06 ACTUAL	2006-07 REVISED BUDGET	2007-08 MANAGER'S PROPOSED	2007-08 ADOPTED BUDGET
GENERAL PROPERTY TAXES							
70201	PROPERTY TAX CURRENT LEVY	40,352,827	42,134,474	44,448,158	44,345,439	47,373,543	48,689,588
70202	PROPERTY TAX PRIOR LEVY	1,263,719	1,371,310	1,350,000	1,168,996	1,100,000	1,050,000
70203	PROPERTY TAX-INT & LIENS	773,393	810,995	700,000	772,205	700,000	700,000
70208	PROP.TAX-M.V. PA-76-338	864,163	647,424	630,000	625,921	600,000	500,000
TOTALS		43,254,102	44,964,203	47,128,158	46,912,561	49,773,543	50,939,588
LICENSES & PERMITS							
70213	MISC. PERMITS & FEES	477,046	613,944	530,000	885,109	630,000	700,000
TOTALS		477,046	613,944	530,000	885,109	630,000	700,000
FINES & PENALTIES							
70218	TRAFFIC VIOLATIONS	24,445	42,500	21,000	29,665	40,000	25,000
TOTALS		24,445	42,500	21,000	29,665	40,000	25,000
REVENUE FROM USE OF TOWN MONEY							
70223	INTEREST ON INVESTMENTS	238,516	389,838	436,000	681,787	550,000	740,000
70224	INTEREST CEMETERY TRUST	23,607	22,509	30,000	29,650	30,000	32,000
TOTALS		262,123	412,347	466,000	711,437	580,000	772,000
REVENUE FROM OTHER CITY OPERATIONS							
70226	OUTSIDE CONTRACTED JOBS	131,742	162,730	172,500	180,521	23,000	70,000
70227	SENIOR CITIZENS CENTER	31,711	23,596	30,800	37,803	42,116	36,828
70228	PUBLIC UTILITIES 10%	4,432,300	4,983,700	5,385,400	5,385,400	5,877,500	7,025,600
70229	D.P.U. CITY SERVICE	83,841	68,566	71,618	71,618	73,355	73,744
70230	BOND & NOTE PAYMENTS	77,054	106,436	104,556	101,849	99,918	99,918
70232	LANDFILL REVENUES	2,100,319	2,168,775	2,292,000	1,905,957	2,451,250	160,000
70239	D.P.U. SEWER ASSESSMENTS	425,000	615,000	710,000	710,000	600,000	550,000
70240	MUNICIPAL ICE RINK	0	0	100,000	0	0	0
70241	NGCA DEBT SERVICE	40,520	33,910	32,530	32,530	26,150	26,150
70260	PARKING COMMISSION	111,240	114,372	137,737	123,737	123,511	130,754
TOTALS		7,433,727	8,277,085	9,037,141	8,549,415	9,316,800	8,172,994
CHARGES FOR CURRENT SERVICE							
70234	RECORDING FEES	428,001	460,150	350,000	451,645	390,000	430,000
70235	LAND RECORD CAP IMPROV FEE	0	0	0	21,987	27,000	27,000
70236	PROBATE COURT CHARGE	17,470	18,222	18,678	18,675	19,391	19,925
70238	CONVEYANCE TAX	826,321	1,002,651	600,000	1,113,912	800,000	600,000
TOTALS		1,271,792	1,481,023	968,678	1,606,219	1,236,391	1,076,925
OTHER REVENUES							
70243	MISC. UNCLASSIFIED	327,733	614,878	176,000	391,127	203,528	310,000
70246	CITY PROP.-RELOC.Collect	110,620	371,482	221,000	62,633	45,000	0
78001	ANTHEM DEMUTUALIZATION	0	0	0	0	600,000	0
TOTALS		438,353	986,360	397,000	453,760	848,528	310,000
STATE GRANTS IN AID - GENERAL							
70247	STATE-IN LIEU OF TAXES	1,708,899	1,650,249	1,243,988	1,329,251	1,652,938	1,425,595
70248	STATE-WELFARE REIMBURSE.	94,708	0	0	0	0	0
70249	STATE-BUILDING MAINT.	209,168	210,000	228,000	223,299	221,000	252,000
70250	STATE-CITY HOUSING	73,222	70,197	222,000	178,036	110,774	27,503
70252	STATE-FISH & GAME LICENSE	49,716	55,106	50,000	58,624	50,000	50,000
70253	STATE MFG MACH & EQUIP	201,215	136,309	130,218	166,387	168,286	138,765
70254	STATE - MASH/PEQUOT FUNDS	1,584,292	1,681,103	1,516,046	1,484,474	2,053,001	1,604,292
70256	STATE-TOTAL DISAB-PA74123	0	0	0	2,165	2,165	3,376
70257	STATE-ELDERLY REIMBURSE.	146,939	159,280	147,013	143,991	0	0
70259	YOUTH SERVICE BUREAU	81,031	86,013	86,000	86,810	86,000	86,000
70261	STATE-SCH.BOND INTEREST	424,510	340,243	250,092	336,421	227,081	64,810
70266	STATE-ACCESS LINE TX SHR	367,793	354,752	300,000	253,007	200,000	175,000
70267	STATE-ADD.VETERANS EXEMPT	0	4,874	4,705	0	10,928	11,040
73010	CASINO ASSISTANCE REVENUE GRA	0	0	0	0	750,000	750,000
73800	LOCAL CAPITAL IMPROVE. PROGRAI	0	0	0	0	304,352	301,185
TOTALS		4,941,493	4,748,126	4,178,062	4,262,465	5,086,525	4,889,566
FEDERAL GRANTS IN AID - GENERAL							
70268	FEDERAL-DCPA MATCH FUNDS	4,917	15,920	11,000	12,760	10,000	11,000
TOTALS		4,917	15,920	11,000	12,760	10,000	11,000
STATE GRANTS IN AID - EDUCATION							
70276	HEALTH SERVICES	0	0	75,000	101,243	80,000	95,000
70280	STATE-ED TRANSPORTATION	1,090,955	1,034,063	1,071,805	1,165,988	1,066,019	1,157,095
70284	STATE-ED EQUALIZE GRANT	26,950,156	27,280,610	28,138,332	28,128,685	28,243,549	32,130,278
70285	STATE-ED SERV.FOR BLIND	129,977	31,690	0	45,830	0	0
70296	EXCESS COST GRANT	1,239,610	1,512,154	1,321,488	1,961,948	1,496,750	1,807,391
TOTALS		29,410,698	29,858,517	30,606,625	31,403,694	30,886,318	35,189,764
OTHER REVENUE - EDUCATION							
70291	OTHER ED SCHOOL TUITIONS	157,873	125,015	150,000	288,043	150,000	200,000
TOTALS		157,873	125,015	150,000	288,043	150,000	200,000
SURPLUS GENERAL FUND							
70294	SURPLUS-GENERAL FUND	0	0	1,810,527	0	1,700,000	1,700,000
TOTALS		0	0	1,810,527	0	1,700,000	1,700,000
GRAND TOTALS		87,676,569	91,525,040	95,304,191	95,115,128	100,258,105	103,996,837

DESCRIPTION OF GENERAL FUND REVENUES

GENERAL PROPERTY TAXES

70201 Current Levy - The current levy for 2007-08 is based on all taxable property in the city as of 10/1/2006, which includes real estate, personal property, and motor vehicle taxes. The amount of taxes to be raised is determined by subtracting estimated revenues from all other sources from proposed budget appropriations. The mill rate is then calculated by dividing the amount to be raised in taxes by the grand list as adjusted for the collection rate of 96.62%. 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.

Current Taxes				
Fiscal Year	Total Tax Levy	Current Collected	Tax Collection %	
1996-97	\$ 33,911,567	\$ 32,205,588	95.0%	
1997-98	\$ 34,581,152	\$ 32,704,731	94.6%	
1998-99	\$ 35,847,245	\$ 34,040,213	95.0%	
1999-00	\$ 36,795,675	\$ 34,975,547	95.1%	
2000-01	\$ 38,418,703	\$ 36,648,393	95.4%	
2001-02	\$ 38,794,024	\$ 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%	

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	
1996-97	\$ 4,482,257	\$ 1,389,637	31.0%	
1997-98	\$ 4,921,169	\$ 1,023,934	20.8%	
1998-99	\$ 5,247,535	\$ 1,485,552	28.3%	
1999-00	\$ 5,017,067	\$ 1,454,978	29.0%	
2000-01	\$ 4,422,601	\$ 1,546,886	35.0%	
2001-02	\$ 3,490,005	\$ 1,698,149	48.7%	
2002-03	\$ 3,639,033	\$ 1,389,112	38.2%	
2003-04	\$ 3,974,515	\$ 1,263,719	31.8%	
2004-05	\$ 4,005,901	\$ 1,375,536	34.3%	
2005-06	\$ 2,618,437	\$ 1,168,996	44.6%	

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 leveling off 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, 2006 and prior to August 1, 2007 (P.A. 76-338) based on the past three years' activity. We are budgeting a lower amount for this item due to the Governor's proposed phase-out of taxes on certain motor vehicles.

LICENSES & PERMITS

70213 Misc. Permits & Fees - Includes a broad range of user fees, most of which the city has the power to establish, and the remainder of which are set by Connecticut General Statutes. Includes building and housing fees, police issued permits, and miscellaneous fees. Most of the revenue is derived from building permits which have increased substantially in the past few years due to a booming real estate market and an increase in the building permit fee structure in fiscal year 2005.

FINES AND PENALTIES

70218 Traffic Violations - Includes police department fines for traffic violations. Traffic violation revenue has increased in the past few years and we are estimating this budget's revenue based on the projection of fiscal year 2007 revenue.

REVENUE FROM THE USE OF TOWN MONEY

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

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

REVENUE FROM OTHER CITY OPERATIONS

70226 Outside Contracted Jobs - This is an operating transfer from the special revenue fund which collects revenue received from police officers performing outside work at construction sites and events. The entities performing this work are charged the cost of the officers' overtime plus a 15% administrative charge. The revenue in this account represents the 15% administrative charge and is based on the level of activity from the past five years.

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

70228 Public Utilities 10% - Reflects anticipated Norwich Public Utilities; 10% payment to the city per Chapter XII, Section 6, of the Charter of the City of Norwich. This reflects 10% of the gross revenues from water, gas and electric of the Norwich Public Utilities as reported in the 6/30/2006 Comprehensive Annual Financial Report (CAFR).

70229 Public Utilities City Service - Covers proportionate cost of city personnel. Administrative services provided by the city to the Norwich Public Utilities are reimbursed.

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

70232 Landfill Receipts - For fiscal years beginning before July 1, 2007, this line includes billing to residents as well as direct haulers (see detail in Public Works Landfill pages). Revenue is used to offset cost of landfill operation. The revenue projections are based upon the prior two years of landfill activity, factoring in recent trends.

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

70239 Public Utilities Sewer Assessments – Assessment revenue to be realized from sewer construction in Greenville, New London Turnpike, East Great Plains, Harland Road, Otrobando Avenue, Allyn Avenue, Route 82, Upper Harland Road and Fairground Circle. The city borrows funds through general obligation bonds for sewer installations. The debt account reflects the cost of these borrowings. The revenue account noted includes revenue from residents reimbursing the city for sewer installations. These sewer assessment payments are reflected as income and offset the debt service. The city has seen an increase in the percentage of assessments that are paid off before their due date as a result of the turnover in the real estate market.

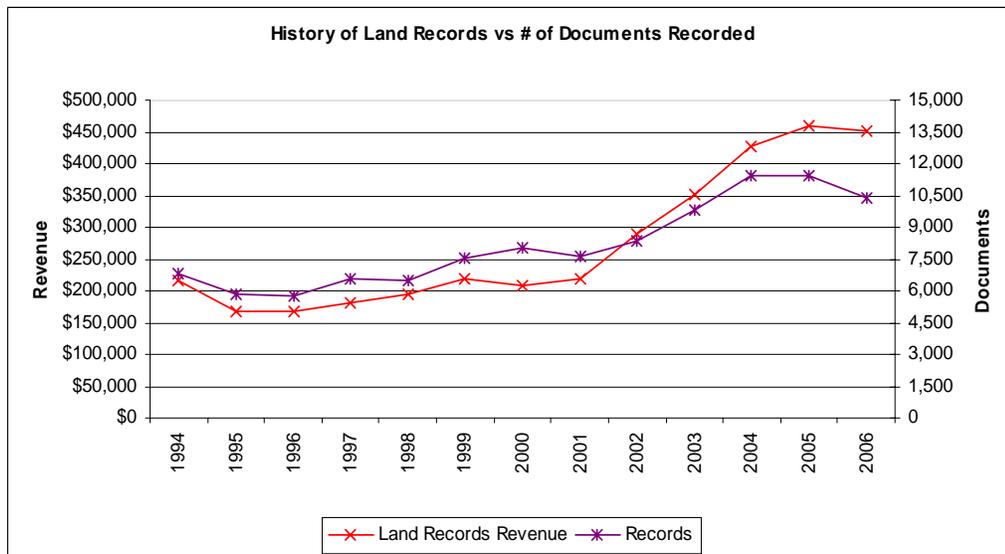
70240 Municipal Ice Rink - This partially offsets debt payment for ice rink that is included in debt service. The ice rink was approved at a voter referendum for \$3,000,000.

70241 Municipal Golf Course - Represents reimbursement for capital improvements, which offsets debt service.

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

CHARGES FOR CURRENT SERVICE

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

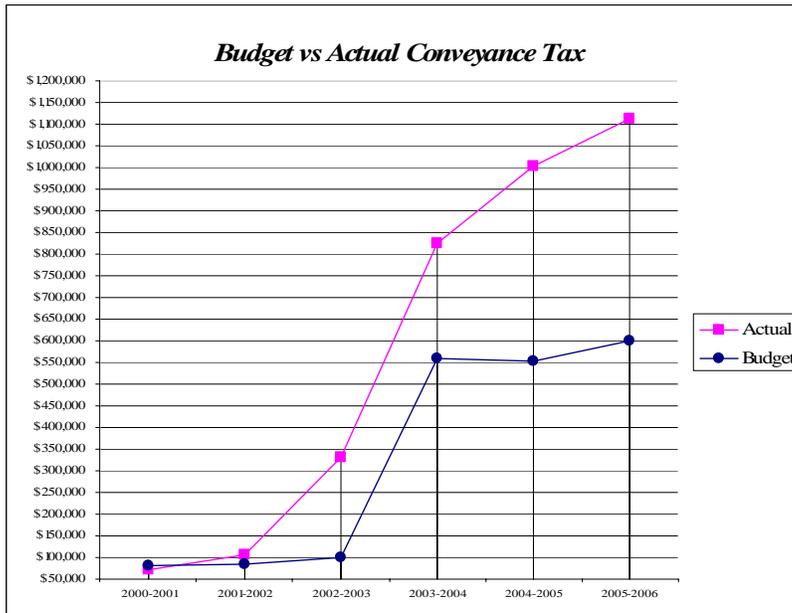


70235 Land Record Capital Improvement Fees – Additional City Clerk fees on land recordings established by Connecticut Public Act 05-228. PA 05-228 establishes an additional \$30 fee per land recording. \$26 of this fee is remitted to the State of Connecticut’s “Land protection, affordable housing and historic preservation fund.” \$1 of this fee is designated for use by the local city or town clerk. \$3 of this fee is deposited into the municipality’s general revenue and used for local capital improvement projects as defined by Connecticut General Statutes (“CGS”) §7-536. The revenue in 70235 is that \$3 portion of the fee and is estimated by the projected activity in fiscal year 2007.

70236 Probate Court - Revenue from rental of the 1,747 ft² Probate Court space in City Hall. In fiscal year 2004, we agreed to increase the rent by the change in the Northeast CPI-U from June 2003 to June 2004. The estimated revenue is based on our estimate of inflation from June 2006 to June 2007.

70238 Conveyance Tax - The proposed budget for fiscal year 2007-08 uses the rate allowed by the State of Connecticut of \$3.60 for each \$1,000 of the purchase price. The rate of \$5.00 per \$1,000 is due to sunset on July 1, 2007 unless the state legislature extends it. This budget continues to suspend the 22% allocation of proceeds to the Mohegan Park Improvement Fund (see Non-Departmental budget section). The estimates of 2007-08 conveyance tax revenue are assuming a slow-down in real estate conveyance activity as a result of the increase in interest rates. The uncertainty in real estate activity caused us to budget conservatively resulting in the large budget-to-actual gaps displayed below.

The city also collects an additional tax at the rate of \$5.00 for each \$1,000 of the purchase price and remits this tax to the State of Connecticut.



OTHER REVENUES

70243 Miscellaneous Unclassified – 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 and other revenues. For fiscal year 2006-07, this line also includes a one-time payment of \$100,000 that is part of a billboard lease.

70246 City Property - Relocation/corrective code collections - Includes income from the sale of municipal properties, reimbursement of legal fees on foreclosures, reimbursement of relocation

expenses and repayment of code enforcement liens. As the list of relocation liens has dwindled in the last few years, we are not budgeting any collections in fiscal year 2007-08.

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

STATE GRANTS IN AID - GENERAL

70247 State - In Lieu of Taxes – Projected reimbursement based on Governor's proposed 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 2007-08 is a 45% reimbursement of the tax loss from property tax exemptions based on the 10/1/2005 grand list. The PILOT for privately-owned colleges and hospitals for fiscal year 2007-08 is a 77% reimbursement of the tax loss from property tax exemptions based on the 10/1/2005 grand list. The PILOT for manufacturing facilities in distressed municipalities for fiscal year 2007-08 is a reimbursement of the tax loss from property tax exemptions pursuant to §§ 12-81 (59)-(60).

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

70249 Building Maintenance - Represents State of Connecticut's proportionate share of costs to maintain City Hall building. The State of Connecticut occupies 37% of City Hall. Consequently, 37% of the building maintenance costs are billed to the state.

70250 City Housing –Reimbursement for city housing PILOT money. Revenue is based on the contract with the Housing Authority. These grants are split between general fund account 70250 and Special Service Fund 70251 according to the location of the properties. The Governor's proposed 2007-08 budget seeks to eliminate 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 miscellaneous budget.

70253 Manufacturer Machinery and Equipment - Reimbursement for tax revenue loss of 100% exempt new eligible manufacturing machinery and equipment. Based on the 10/1/2006 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's proposed budget. These grants are split between general fund account 70254 and Special Service Fund 70258 according to the 10/1/06 grand list real estate net assessment of Town and CCD properties.

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

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

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

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

70266 Access Line Tax Share - P.A. 86-410 requires the telephone companies to pay the towns two-ninths (2/9) of their gross earnings tax in lieu of paying property taxes. This has been declining in recent years. The estimate for 2007-08 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 2006-07. This grant is split between general fund account 70267 and Special Service Fund 70255 according to the location of the underlying properties.

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

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’s proposed budget.

FEDERAL GRANTS IN AID - GENERAL

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

STATE GRANTS IN AID - BOARD OF EDUCATION

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

70280 School Transportation - Statutory grant reimbursements by the State of Connecticut for public and non-public school pupil transportation. The funding amount is included in the Governor’s proposed budget. The Public School Pupil Transportation Grant is administered pursuant to CGS §§10-54, 10-66ee, 10-97, 10-158a, 10-266m, 10-273a and 10-277. The Non-public School Pupil Transportation Grant is administered pursuant to CGS §§10-266m, 10-277 and 10-281.

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

70285 State Service for the Blind - Reimburses the city a portion of the cost of educating blind or visually impaired students pursuant to CGS §10-295. We do not budget anything for this grant because of the difficulty of predicting the reimbursements.

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

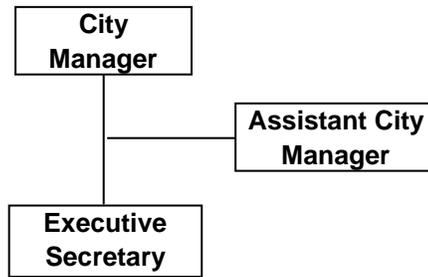
OTHER REVENUE - BOARD OF EDUCATION

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

SURPLUS – GENERAL FUND

70294 Surplus for Appropriation- General Fund – Based on audit of June 30, 2006 and anticipated surplus as of June 30, 2007.

City of Norwich City Manager Organization Chart



CITY MANAGER

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

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

VALUES:

- We have a deep respect for the residents of Norwich and strive to be responsive to the objectives of the public.
- We are committed to honesty and openness in government proceedings and actions.
- We believe that Norwich city employees are capable men and women who possess the skills and knowledge necessary to lead the city forward.
- We believe that strategic investment and sound financial practices are essential to the city's progress.

GOALS & ACTION PLANS:

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

TARGET ACTIVITIES

- Reform employee benefits for long-term financial sustainability.
- Conduct an annual customer satisfaction survey distributed via the local newspapers.
- Support Norwich infrastructure improvement projects.
- Develop and publish Norwich Now! informational packets for businesses, visitors and residents.
- Implement policies to support homeownership and educational attainment.
- Provide state and federal legislators and officials with information about Norwich city government activities, priorities and progress.
- In fiscal year 2006-07 this office will submit at least three articles to publications that report on innovations in municipal administration.

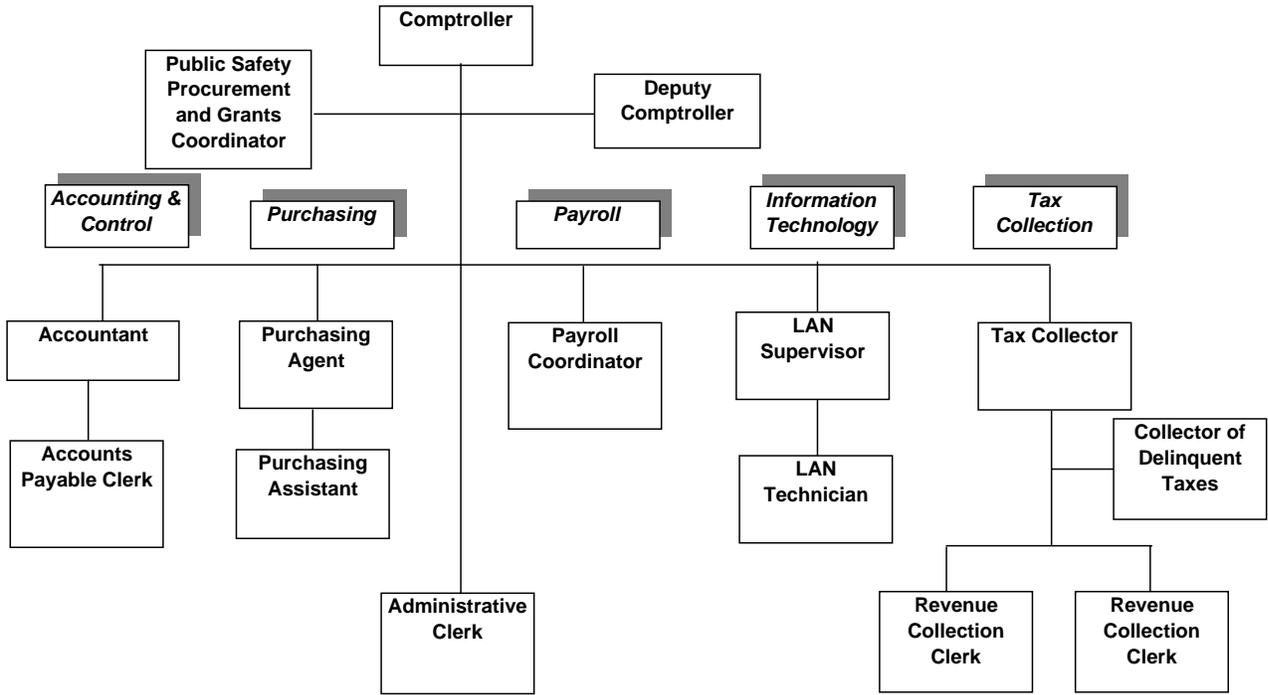
**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2007-08 ADOPTED BUDGET**

	2003-04 ACTUAL	2004-05 ACTUAL	2005-06 REVISED BUDGET	2005-06 ACTUAL	2006-07 REVISED BUDGET	2007-08 BUDGET REQUEST	2007-08 MANAGER'S PROPOSED	2007-08 ADOPTED BUDGET
11 CITY MANAGER								
80011 HEAD OF DEPT	90,021	97,337	100,255	118,081	100,255	100,255	100,255	100,255
80012 EMPLOYEES	73,281	104,811	107,868	99,456	105,332	106,213	105,332	107,412
80013 PART TIME EMPLOYEES	13,124	11,937	15,759	13,051	16,232	16,232	16,232	16,232
80014 OVERTIME	0	0	0	0	0	0	0	0
89999 FRINGE BENEFITS	51,898	57,210	64,537	65,634	73,949	80,800	80,901	81,225
80015 PROFESSIONAL SERVICES	0	0	0	0	0	11,000	11,000	11,000
80021 MATERIALS & SUPPLIES	2,985	4,893	3,500	2,428	3,500	3,500	3,500	3,500
80032 EQUIP & FURN MAINT.	6,759	0	2,000	2,435	2,000	2,000	2,000	2,000
80033 TELEPHONE	3,326	3,792	3,300	4,195	3,300	3,300	3,300	3,300
80034 POSTAGE	870	1,039	1,500	582	1,500	1,500	1,500	1,500
80037 MILEAGE	4,035	4,908	5,000	3,917	5,000	5,000	5,000	5,000
80039 PRINTING	0	1,161	4,000	353	3,000	3,000	3,000	3,000
80048 DEPARTMENTAL EXPENSE	5,532	7,188	6,000	3,583	5,000	5,000	5,000	5,000
TOTALS	251,831	294,276	313,719	313,716	319,068	337,800	337,020	339,424

CITY MANAGER

City Manager		100,255
Assistant City Manager	66,089	
Executive Secretary	<u>41,323</u>	<u>107,412</u>
	TOTAL WAGES	<u>207,667</u>

City of Norwich Finance Department Organization Chart



FINANCE

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

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

VALUES:

- Fiscal Integrity
- Efficiency
- Accuracy
- Timeliness

GOALS & ACTION PLANS:

1. Streamline operations and gain a higher level of control over spending by implementing an electronic requisitions system to enhance procurement and payable functions. The requisitions system will allow us to pay bills faster and reduce the risk of unauthorized spending.
2. Continue to improve city's website by training departments to update their own webpage. Our goal is to have the majority of the departments updating their webpages by June 2007.
3. Upgrade all Windows NT operating systems to either Windows 2000 or XP Professional by June 2007.
4. Work towards a more paper-free work environment by implementing Microsoft Exchange which will allow all city employees correspond via email in lieu of interoffice mail by Spring 2007.
5. Replace Police and City Hall servers so that all of the city's servers will be less than 3 years old and running Microsoft Server 2003 by Spring 2007.

ACCOMPLISHMENTS:

1. Received GFOA Certificate of Achievement for Excellence in Financial Reporting for 13 consecutive years, received GFOA Distinguished Budget Presentation Award for 7 consecutive years, and, for the first time, sought and received the GFOA Popular Annual Financial Report ("PAFR") Award. Upon receiving the PAFR Award, Norwich became only the second municipality in Connecticut to receive all three GFOA awards.
2. Increased current tax collection rate to 97.00% up from 94.20% ten years ago.
3. In September 2005, we migrated our Munis ERP system from an outdated server to an offsite, state-of-the-art data center in order to provide users with faster support to mitigate downtime.
4. Replaced 5 of the city's servers and roughly 25 computers.
5. Updated city website design and content in January 2006.
6. Coordinated Microsoft Access, Excel and Word training for 65 general city, Norwich Public Utilities and Norwich Public Schools employees through Three Rivers Community College and Norwich Public Schools during fiscal year 2006.
7. Worked with Norwich Public Utilities customer service to pay all city utility bills with one monthly transaction instead of dozens of checks in January 2006.
8. With the help of Public Works and Police, identified and terminated roughly 60 unused phone lines which will result in around \$8,400 of savings across the city's departments.

Finance Department

Performance Measure

	05-06	06-07	07-08
	Actual	Projected	Projected

Fiscal Integrity

Collection of General Fund Taxes

Value of bills mailed	46,541,197	49,132,486	50,269,000
Taxes Collected	44,997,469	47,373,543	48,570,000
% of Bills paid	96.68%	96.42%	96.62%
Number of internal audits performed	2	7	6

Efficiency

Cost of department/ cost of total General Fund operations	1.29%	1.27%	1.41%
Cost of Finance Department	1,221,218	1,274,747	1,470,000
Cost of total General Fund operations	94,727,891	100,258,105	103,990,000
Average interest rate on debt	3.95%	3.87%	4.07%
Debt Service Interest Paid	1,601,540	1,386,000	1,284,544
Outstanding debt at beginning of the year	40,494,996	35,784,997	31,530,000

Accuracy

Accuracy of Forecasting:

Actual General Fund Revenue	95,097,346	98,558,105	102,291,000
Budgeted General Fund Revenue	93,493,411	98,558,105	102,291,000
Actual GF Revenue as % of Budget	101.72%	100.00%	100.00%

Accuracy of Reporting:

Reportable findings by external auditor	-	-	-
Reportable findings - Federal & State awards	5	-	-
Audit adjustments	40	20	20

Timeliness

Timeliness of Payments to Vendors:

Average # of days to pay bills	24	20	20
% of bills paid within 30 days	77.92%	90.00%	90.00%
Date financial statement audit finished	10/11/2006	9/25/2007	9/25/2008
Number of business days budget printed after adoption	8	15	15

Activity and Effectiveness of IT operations

Hardware/ software service requests cleared	1,700	1,700	1,700
Number of computers maintained	200	200	270
Number of computers replaced during the year	25	25	20
Number of servers maintained	9	8	12
Number of servers replaced during the year	5	2	2
Number of printers maintained	45	40	45
Number of training opportunities offered	5	4	4
Number of training participants	65	40	30
Website visits	94,797	120,000	120,000

N/A – Not available

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2007-08 ADOPTED BUDGET**

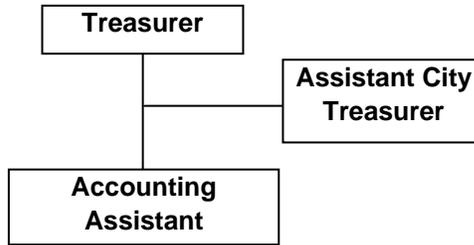
	2003-04 ACTUAL	2004-05 ACTUAL	2005-06 REVISED BUDGET	2005-06 ACTUAL	2006-07 REVISED BUDGET	2007-08 BUDGET REQUEST	2007-08 MANAGER'S PROPOSED	2007-08 ADOPTED BUDGET
12 FINANCE								
80011 HEAD OF DEPT	76,649	81,297	83,738	83,724	86,459	83,738	83,738	89,269
80012 EMPLOYEES	443,411	445,302	476,348	484,182	603,163	650,725	650,725	652,935
80013 PART TIME EMPLOYEES	25,654	33,669	16,000	39,140	15,000	18,000	18,000	18,000
80014 OVERTIME	4,089	3,147	3,300	3,633	1,200	3,500	3,500	3,500
89999 FRINGE BENEFITS	180,085	187,376	197,287	198,149	250,817	314,789	314,789	316,003
80015 PROFESSIONAL SERVICE	37,500	38,500	40,000	38,500	39,000	45,000	45,000	105,000
80021 MATERIALS & SUPPLIES	9,162	4,189	9,000	3,599	12,900	12,000	12,000	12,000
80032 EQUIP & FURN MAINT	12,883	7,748	8,500	21,370	15,100	15,000	15,000	15,000
80033 TELEPHONE	5,108	5,443	5,400	5,222	7,400	12,000	12,000	12,000
80034 POSTAGE	28,240	16,805	22,100	27,314	27,000	28,700	28,700	28,700
80037 MILEAGE	2,125	2,357	1,900	2,451	3,200	3,400	3,400	3,400
80038 ADVERTISING	4,918	6,326	7,600	6,051	6,000	10,000	10,000	10,000
80039 PRINTING	9,873	5,902	12,000	19,110	23,000	30,800	30,800	30,800
80044 DATA CENTER	45,369	72,274	117,000	109,951	183,000	161,200	161,200	161,200
80048 DEPARTMENTAL EXPENSE	4,939	5,156	6,600	7,491	9,000	11,600	11,600	11,600
TOTALS	890,005	915,491	1,006,773	1,049,888	1,282,239	1,400,452	1,400,452	1,469,407

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

	2003-04 ACTUAL	2004-05 ACTUAL	2005-06 REVISED BUDGET	2005-06 ACTUAL
18 MANAGEMENT INFORMATION SYSTEMS				
80011 HEAD OF DEPT	52,945	58,077	59,822	51,387
80012 EMPLOYEES	44,462	45,393	46,726	31,334
89999 FRINGE BENEFITS	30,647	32,467	35,676	33,066
80021 MATERIALS & SUPPLIES	2,841	3,208	3,500	3,462
80032 EQUIP & FURN MAINT	8,658	5,941	7,000	2,746
80033 TELEPHONE	2,557	93	1,000	3,316
80034 POSTAGE	0	0	300	0
80037 MILEAGE	566	688	500	675
80048 DEPARTMENTAL EXPENSE	2,718	4,513	5,000	1,758
80059 TRAINING	4,213	4,868	7,500	2,104
80149 SOFTWARE UPDATES	0	0	17,500	6,405
81549 COMPUTERS & WIRING	27,302	16,434	15,000	5,566
86000 INTERNET & EMAIL SUPPORT	0	8,717	14,000	28,011
86006 MUNICIPAL BROADCASTING	0	0	2,500	1,500
TOTALS	176,909	180,399	216,024	171,330

TOTAL OF BOTH DEPARTMENTS	1,066,914	1,095,890	1,222,797	1,221,217
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City of Norwich Treasurer's Office Organization Chart



TREASURER

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

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

VALUES:

- Prudence
- Integrity
- Accuracy
- Timeliness

GOALS:

1. Review interest rates offered by qualified institutions monthly and adjust investments accordingly.
2. Create a calendar of all recurring filing requirements.
3. Scan all city deeds, leases, bonds and agreements into an electronic format which will be stored on the server and backed up nightly.
4. Reduce the amount of time it takes to issue our internal and external reports.

ACCOMPLISHMENTS:

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

Treasurer	05-06	06-07	07-08
Performance Measure	Actual	Projected	Projected
<i>Inputs</i>			
Budget	\$185,182	\$201,230	\$208,851
Full-time equivalent employees	3.0	3.0	3.0
<i>Workload/ Output</i>			
Number of accounts	90	90	85
Number of bank statements	540	540	480
Budgeted cash receipts	\$160,270,354	\$167,725,258	\$185,707,707
Interfund transfers	780	785	785
<i>Outcome/ Results</i>			
Average return on investments	3.50%	4.00%	4.50%
Average number of days to perform bank reconciliations	15	15	15
<i>Efficiency</i>			
Cost of department per budgeted cash receipts	\$0.001	\$0.001	\$0.001
Number of accounts per full-time equivalent staff	15	15	15

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2007-08 ADOPTED BUDGET**

		2003-04	2004-05	2005-06	2005-06	2006-07	2007-08	2007-08	2007-08
		ACTUAL	ACTUAL	REVISED BUDGET	ACTUAL	REVISED BUDGET	BUDGET REQUEST	MANAGER'S PROPOSED	ADOPTED BUDGET
02	TREASURER								
80011	HEAD OF DEPT	46,456	46,460	46,464	46,461	46,464	46,464	46,464	46,464
80012	EMPLOYEES	81,617	91,237	83,259	86,259	85,757	88,657	88,657	88,657
80013	PART TIME EMPLOYEES	0	0	1,000	780	1,000	1,000	1,000	1,000
89999	FRINGE BENEFITS	39,876	44,250	45,883	45,916	51,009	55,572	56,430	56,430
80015	PROFESSIONAL SERVICES	0	0	0		5,200	5,200	5,200	5,200
80021	MATERIALS & SUPPLIES	407	169	400	137	400	400	400	400
80032	EQUIP & FURN MAINT	1,007	0	2,000	2,216	2,000	2,000	2,000	2,000
80033	TELEPHONE	1,138	1,378	1,200	1,294	1,200	1,000	1,000	1,000
80034	POSTAGE	3,161	2,639	3,200	945	3,200	3,200	3,200	3,200
80039	PRINTING	1,666	688	2,000	0	2,000	1,500	1,500	1,500
80048	DEPARTMENTAL EXPENSE	2,380	1,217	3,000	1,174	3,000	3,000	3,000	3,000
TOTALS		177,708	188,038	188,406	185,182	201,230	207,993	208,851	208,851

TREASURER

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

Professional Services:

The cost of an armored truck service.

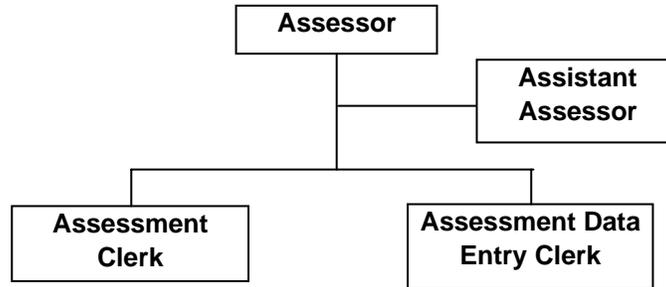
Departmental Expense:

Includes mileage reimbursement and professional dues.

Revenue:

The Treasurer's Department manages investment income which is reported in account 70223 in the revenue section of the Budget. For fiscal year 2007-08, investment income is estimated at \$740,000. The increase from prior years is primarily due to the increase of interest rates.

City of Norwich Assessor Department Organization Chart



ASSESSMENT

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

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

VALUES:

- Accuracy
- Uniformity
- Fairness
- Consistency

GOALS & ACTION PLANS:

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

ACCOMPLISHMENTS:

1. New computer program in Munis allows us to process veterans exemptions electronically which allows us to print veterans cards automatically. Previously all veterans were processed manually.
2. The Assessor's Office continues to successfully utilize two computer systems to complete the grand list each year. The CAMA System (Computer Assisted Mass Appraisal) and the Munis Administrative System.

Assessment Department**Performance Measure***Inputs*

	05-06	06-07	07-08
	Actual	Projected	Projected
Budget	\$362,803	\$336,692	\$770,799
Full-time equivalent employees	4.0	4.0	4.0

Workload/ Output

Grand list, net of exemptions and credits	\$1,769,393,487	\$1,824,239,808	\$1,764,000,000
Real estate accounts (gross)	\$1,540,558,970	\$1,569,890,700	\$1,567,000,000
Motor vehicle accounts (gross)	\$177,321,240	\$184,359,630	\$183,000,000
Personal property accounts (gross)	\$93,705,966	\$91,461,128	\$93,000,000
Real estate accounts (number)	13,747	12,827	13,500
Motor vehicle accounts (number)	30,082	30,013	30,100
Personal property accounts (number)	1,220	1,184	1,200
Total number of accounts	45,049	44,024	44,800
Deed transfers	1,485	1,600	1,500
Building permits	1,800	1,800	1,800
Personal property declarations	1,400	1,292	1,250

Outcome/ Results

Grand lists filed timely	1	1	1
Appeals to Board of Assessment Appeals	25	25	25
Board of Assessment Appeals changes	-	-	-
Appeals approval	236	225	230

Efficiency

Number of assessments per FTE staff	11,262	11,006	11,200
Cost per assessment	\$8.05	\$7.65	\$17.21

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2007-08 ADOPTED BUDGET**

		2003-04	2004-05	2005-06	2005-06	2006-07	2007-08	2007-08	2007-08
		ACTUAL	ACTUAL	REVISED BUDGET	ACTUAL	REVISED BUDGET	BUDGET REQUEST	MANAGER'S PROPOSED	ADOPTED BUDGET
13	ASSESSMENT								
80011	HEAD OF DEPT	62,492	66,280	68,279	68,269	70,498	68,279	72,789	72,789
80012	EMPLOYEES	84,423	84,485	97,465	96,099	112,258	145,770	112,258	112,258
80013	PART TIME EMPLOYEES	30,809	18,377	6,000	6,574	6,000	6,000	6,000	6,000
80014	OVERTIME	1,763	3,268	6,080	2,977	6,080	6,080	3,000	3,000
89999	FRINGE BENEFITS	56,945	63,816	66,379	65,890	84,256	117,625	101,352	101,352
80015	PROFESSIONAL SERVICE	20,659	18,089	28,000	21,383	28,000	28,000	28,000	28,000
80021	MATERIALS & SUPPLIES	3,607	2,747	7,000	4,545	7,000	7,000	7,000	7,000
80032	EQUIP & FURN MAINT	79	0	600	0	600	600	600	600
80033	TELEPHONE	1,233	1,419	1,500	1,376	2,000	2,000	1,500	1,500
80034	POSTAGE	1,570	1,614	2,000	1,578	2,500	3,000	1,500	1,500
80037	MILEAGE	2,892	2,808	4,500	2,868	4,500	4,500	3,500	3,500
80038	ADVERTISING	573	737	1,500	661	1,500	2,000	2,000	2,000
80039	PRINTING	2,339	2,272	4,000	775	4,000	4,000	3,500	3,500
80048	DEPARTMENTAL EXPENSE	858	1,481	4,500	1,636	4,500	5,800	4,800	4,800
NON RECURRING ITEM									
80145	GIS SYSTEM	0	0	0		3,000	3,000	3,000	3,000
80155	REVALUATION	230,000	26,143	65,000	88,173	0	400,000	420,000	420,000
86000	FAX MACHINE	0	340	0		0	0	0	0
TOTALS		500,242	293,876	362,803	362,803	336,692	803,654	770,799	770,799

ASSESSMENT

Assessor		72,789
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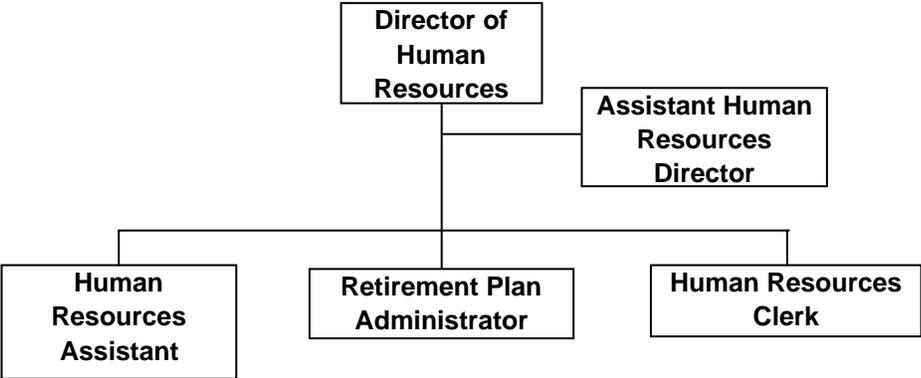
Assistant Assessor		49,074
Assessment Clerk	1 @ 33,512	33,512
Assessment Data Entry Clerk		29,672
		112,258

TOTAL WAGES		185,047
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Current state law requires the city to complete a revaluation of all real property for the October 1, 2008 grand list. The adopted budget for fiscal year 2006 included the first year of funding (\$65,000) for this project estimated at a total cost of \$567,000. The following is a timeline of the major milestones for the project:

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

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



HUMAN RESOURCES

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

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

VALUES:

- Compassion
- Fairness
- Consistency

GOALS & ACTION PLANS:

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

ACCOMPLISHMENTS:

1. Offered thirteen training opportunities to supervisory employees through the Training Consortium.
2. Reached a mediated three-year agreement with Supervisory Bargaining Unit. Continuing last year's trend, the agreements contains cost-share and plan design changes that partially offset the wage increase costs.
3. Audited approximately 750 employee and retiree health insurance contributions in response to plan design changes and general open enrollment changes.
4. Established the Committee for Diversity in City Employment. The committee's purpose is to review, analyze, and enforce, with the advice and consent of the Affirmative Action Officer, the City's Affirmative Plan to ensure equal treatment to all in employment, promotion, and all other personnel actions.
5. Used available technology to enhance the city's recruitment efforts by posting all job announcements on the city's website and making the employment application accessible online.

Human Resources
Performance Measure

Inputs

	05-06	06-07	07-08
	Actual	Projected	Projected
Budget	\$382,047	\$418,761	\$427,504
Full-time equivalent employees	4.5	4.5	4.5

Workload/outputs

Total City employees	299.0	299.5	309.0
Total NPU employees	137.0	137.0	137.0
Total applications processed	1,518	1,800	1,900
Number of promotional exams given	21	15	14
Number of entry exams given	17	20	12
Vacancies filled through promotion	24	18	13
Vacancies filled through new hires	23	17	35
Classifications reviewed	10	10	10
Training programs provided	15	15	10
Percent of female employees	26.40%	26.40%	26.40%
Percent of minority employees	6.10%	7.00%	8.00%

Outcome/results

Employee turnover rate	4.27%	4.00%	5.00%
Percent of employees completing probation	100.00%	99.90%	100.00%
Number of employees given service awards	22	20	23

Efficiency

Number of active city employees per FTE	66.4	66.6	68.7
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**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2007-08 ADOPTED BUDGET**

		2003-04	2004-05	2005-06	2005-06	2006-07	2007-08	2007-08	2007-08
		ACTUAL	ACTUAL	REVISED BUDGET	ACTUAL	REVISED BUDGET	BUDGET REQUEST	MANAGER'S PROPOSED	ADOPTED BUDGET
14	HUMAN RESOURCES								
80011	HEAD OF DEPT	63,007	66,828	68,842	68,835	71,079	68,842	68,842	73,389
80012	EMPLOYEES	134,420	138,709	139,545	141,842	144,715	144,715	144,715	146,395
80014	OVERTIME	0	0	1,000	54	1,000	1,000	500	500
89999	FRINGE BENEFITS	69,255	74,199	80,536	79,534	90,601	97,274	98,570	98,790
80015	PROFESSIONAL SERVICE	48,382	33,822	33,000	33,869	33,000	33,000	37,400	37,400
80021	MATERIALS & SUPPLIES	2,802	1,128	3,500	2,105	3,000	3,000	3,000	3,000
80032	EQUIP & FURN MAINT	3,935	3,329	3,000	10,456	3,000	3,000	3,000	3,000
80033	TELEPHONE	2,336	2,597	3,300	2,382	3,300	3,300	2,400	2,400
80034	POSTAGE	2,851	2,764	3,000	2,917	3,000	3,000	3,000	3,000
80037	MILEAGE	0	0	1,630	36	1,630	1,500	500	500
80038	ADVERTISING	9,881	20,150	14,500	14,775	14,500	14,500	14,500	14,500
80039	PRINTING	1,779	1,442	4,000	1,272	3,000	3,000	2,000	2,000
80048	DEPARTMENTAL EXPENSE	2,533	5,460	4,630	4,032	9,630	9,630	4,630	4,630
80153	HEALTH SAFETY COMPLIANCE	0	0	0	0	0	30,000	30,000	30,000
80167	EMPLOYEE INCENTIVES	599	400	3,000	0	3,000	3,000	8,000	8,000
TOTAL		341,780	350,828	363,483	362,110	384,455	418,761	421,057	427,504

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

80153	HEALTH SAFETY COMPLIANCE	26,706	35,094	30,000	25,389	45,000	0	0	0
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TOTALS FOR PURPOSES OF COMPARISON 368,486 385,922 393,483 387,499 429,455 418,761 421,057 427,504

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

HUMAN RESOURCES

Director of Human Resources		73,389
Assistant Human Resources Director	53,354	
Retirement Plan Administrator	42,128	
Human Resources Assistant	36,935	
Human Resources Clerk	<u>13,978</u>	<u>146,395</u>
	TOTAL WAGES	<u>219,784</u>

Overtime:

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

Professional Services:

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

Health Safety Compliance:

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

LAW

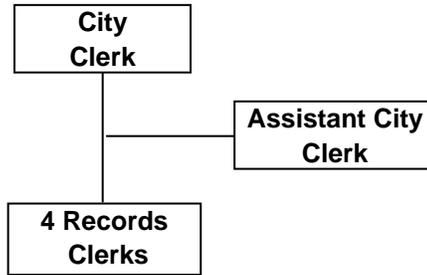
MISSION: To provide advice, documents, and other responses to the city so that it can engage in the informed decision making required to govern lawfully.

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

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

CITY OF NORWICH									
GENERAL FUND EXPENDITURES									
2007-08 ADOPTED BUDGET									
		2003-04	2004-05	2005-06	2005-06	2006-07	2007-08	2007-08	2007-08
		ACTUAL	ACTUAL	REVISED	ACTUAL	REVISED	BUDGET	MANAGER'S	ADOPTED
				BUDGET		BUDGET	REQUEST	PROPOSED	BUDGET
15	LAW								
80134	CITY ATTORNEY	192,000	197,332	296,000	192,000	306,000	306,000	306,000	306,000
80135	OUTSIDE ATTORNEYS	190,000	197,452	110,000	152,779	112,000	120,400	120,400	120,400
TOTALS		382,000	394,784	406,000	344,779	418,000	426,400	426,400	426,400

City of Norwich City Clerk Organization Chart



CITY CLERK

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

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

VALUES:

- Accuracy
- Efficiency
- Professionalism

GOALS & ACTION PLANS:

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

ACCOMPLISHMENTS:

1. Installed new server for land records.
2. Increased the number of land record images available electronically by adding two years of information
3. Restored seven volumes of vital statistics.
4. Purchased two cabinets to house condominium, survey and site development maps.

City Clerk

Performance Measure

	05-06	06-07	07-08
	Actual	Projected	Projected
Land records recorded	10,864	11,000	11,000
Marriage licenses issued	337	350	350
Death certificates recorded	561	575	575
Birth certificates recorded	1,009	1,100	1,100
Absentee ballots issued	703	700	700
Passport applications processed	448	500	500
Dog licenses issued	2,195	2,200	2,200

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2007-08 ADOPTED BUDGET**

		2003-04	2004-05	2005-06	2005-06	2006-07	2007-08	2007-08	2007-08
		ACTUAL	ACTUAL	REVISED BUDGET	ACTUAL	REVISED BUDGET	BUDGET REQUEST	MANAGER'S PROPOSED	ADOPTED BUDGET
16	CITY CLERK								
80011	HEAD OF DEPT	51,432	55,614	58,397	58,382	61,317	61,317	61,317	70,737
80012	EMPLOYEES	130,358	135,554	140,403	129,109	144,616	178,496	160,329	160,329
80013	PART TIME EMPLOYEES	1,100	6,412	3,000	9,972	3,000	3,000	3,000	3,000
89999	FRINGE BENEFITS	67,909	72,263	79,453	77,949	79,728	114,483	107,065	108,325
80015	PROFESSIONAL SERVICE	4,348	4,650	4,350	4,957	4,500	4,500	4,500	4,500
80021	MATERIALS & SUPPLIES	36,039	35,152	40,000	35,278	40,000	40,000	38,000	38,000
80032	EQUIP & FURN MAINT	0	254	400	2,503	400	400	400	400
80033	TELEPHONE	2,039	2,295	2,200	2,222	2,200	2,200	2,000	2,000
80034	POSTAGE	5,862	5,861	6,000	5,945	6,000	6,000	6,000	6,000
80038	ADVERTISING	7,967	2,753	8,000	7,328	5,000	5,000	5,000	5,000
80039	PRINTING	4,154	2,949	5,000	5,305	5,000	4,000	4,000	4,000
80048	DEPARTMENTAL EXPENSE	3,535	3,893	3,000	4,371	4,000	4,000	3,500	3,500
80056	VITAL STAT PAYMENTS	148	172	300	194	300	300	300	300
TOTALS		314,891	327,822	350,503	343,515	356,061	423,696	395,411	406,091

CITY CLERK

City Clerk				70,737
Assistant City Clerk			42,976	
Records Clerks	3 @	33,880	101,640	
Records Clerk *	1 @	15,713	15,713	<u>160,329</u>
TOTAL WAGES				<u>231,066</u>

* This budget proposes hiring an additional Records Clerk in January 2008.

Professional Services:

Cover costs of auditing land records.

Revenue:

The City Clerk's Office collects the following:

Type of Revenue	Account #	Budget 2006	Budget 2007	Budget 2008
Recording Fees	70234	350,000	390,000	430,000
Conveyance Taxes	70238	600,000	800,000	600,000
State Fish & Game Licenses	70252	50,000	50,000	50,000
		<u>1,000,000</u>	<u>1,240,000</u>	<u>1,080,000</u>

State Fish & Game Licenses:

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

MAYOR/ CITY COUNCIL

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

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



Benjamin P. Lathrop
Mayor



John Newson
President Pro-Tempore



John Paul Mereen
City Councilman



Jacqueline Caron
City Councilwoman



John Crooks
City Councilman



Mark Bettencourt
City Councilman



Larry Goldman
City Councilman

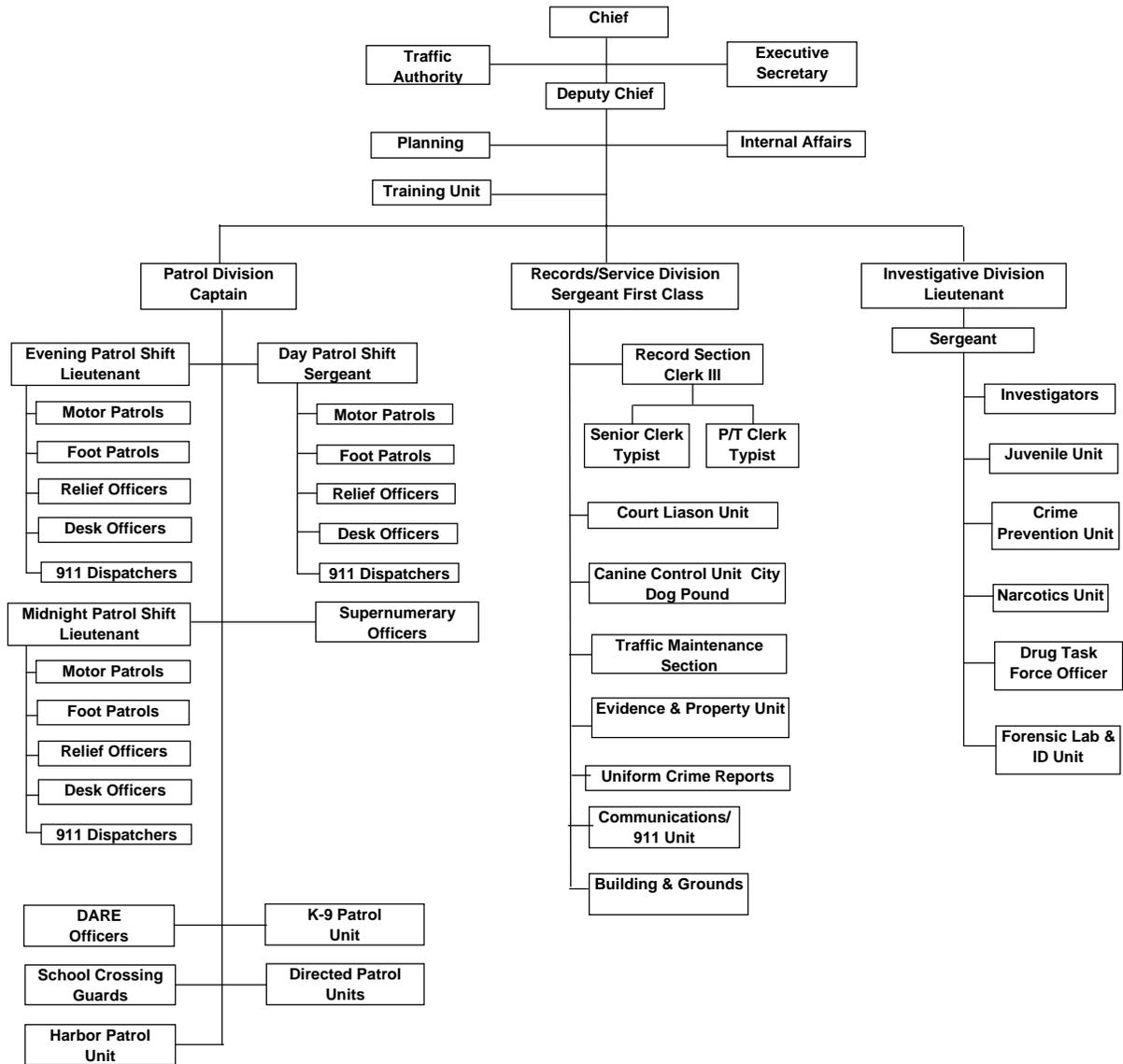
**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2007-08 ADOPTED BUDGET**

	2003-04 ACTUAL	2004-05 ACTUAL	2005-06 REVISED BUDGET	2005-06 ACTUAL	2006-07 REVISED BUDGET	2007-08 BUDGET REQUEST	2007-08 MANAGER'S PROPOSED	2007-08 ADOPTED BUDGET
17 CITY COUNCIL								
80011 HEAD OF DEPT	45,007	44,998	45,000	44,999	45,000	45,000	45,000	45,000
80012 COUNCIL MEMBERS	7,560	7,320	7,200	7,320	7,200	7,200	7,200	7,200
80013 EMPLOYEES	26,182	14,734	19,998	21,593	34,746	40,893	40,893	40,893
80014 OVERTIME	0	0	0	0	0	1,500	1,500	1,500
89999 FRINGE BENEFITS	22,455	24,659	26,113	26,092	29,801	34,127	34,127	34,127
80021 MATERIALS & SUPPLIES	2,133	3,459	3,000	2,655	3,000	6,000	6,000	6,000
80033 TELEPHONE	1,247	1,493	3,000	1,816	1,500	2,400	2,400	2,400
80034 POSTAGE	110	144	250	149	250	400	400	400
80039 PRINTING	0	0	300	0	300	200	200	200
80048 DEPARTMENTAL EXPENSE	9,192	9,098	19,100	19,245	11,000	20,000	20,000	20,000
TOTALS	113,886	105,905	123,961	123,869	132,797	157,720	157,720	157,720

MAYOR/CITY COUNCIL

Mayor		45,000	
6 Council Members		<u>7,200</u>	52,200
Council Secretary	40 hours/ week at	19.66	40,893
			<u><u>93,093</u></u>

City of Norwich Police Department Organization Chart



POLICE

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

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

VALUES:

- Professionalism
- Compassion
- Integrity
- Accountability
- Communication

GOALS & ACTION PLANS:

1. 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.
2. 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.
3. Reduce fear by supplying preventative patrol, and effective investigative service to the community.
4. Strive to maintain responses to citizen calls for service within contemporary standards in the face of reduced staffing.
5. 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.
6. Support effective traffic safety, enforcement, and educational activities.
7. Interact and work cooperatively with other departments, agencies, boards and commissions.
8. Anticipate, monitor, and cope with increased traffic and activity spawned by the Mohegan Sun Casino, the Foxwoods Resort Casino and Dodd Stadium as well as the numerous other ongoing development projects.

ACCOMPLISHMENTS:

1. Several major arrests were made in the past year including arrests related to homicides in 2001 and 2004 and five arrests related to a large-scale drug distribution network.
2. Through Crisis Intervention Training and Mobile Outreach ride-along program, the department has been better equipped to help mentally ill citizens.
3. The department continues to seek and receive grants for traffic safety and directed patrols.
4. The department has mitigated the cost of maintaining its facilities by negotiating a long-term fixed rate maintenance contract which has been completed, with considerable future cost savings being anticipated as more of the physical plant at both headquarters and the dog pound require repair after greatly exceeding their design lifespan
5. The department and its employees continue to participate in several local, state and national organizations including: Safe Communities Coalition of Norwich, Norwich Pilot School Re-integration Program Advisory Council, Board of Directors, Safe Communities Coalition of Connecticut, Board of Directors, St. Vincent de Paul Soup Kitchen, Norwich Watch Program (41 watches), Norwich Juvenile Review Board, State of CT Juvenile Justice Advisory Council, SE CT

Mental Health Advisory Board, Board of Directors, New England Chiefs of Police, President, CT Chiefs of Police Association, Norwich Bulletin Diversity Committee, Telecommunications Committee, CT Chiefs of Police Assn., Anti-Terrorism Advisory Council, National Tactical Officers Assn., International Assn. Of Law Enforcement Firearms Instructors, Volunteer FD, (three serving as Chiefs), Norwich Little League Board of Directors, Coach, NFA Fencing team, Guns of Norwich Historical Society, Norwich Historical Society, NAACP, Latinos United Advisory Board, Lisbon Historical Society, Army National Guard , and Coast Guard Reserves.

Police Department Performance Measure *	05-06	06-07	07-08
	Actual	Projected	Projected
911 Hard Line	12,036	12,550	12,850
911 Cellular	7,124	7,950	8,050
Non-emergency Line	35,664	36,000	36,400
Total Calls	54,824	56,500	57,300
Calls (Police)	49,161	51,500	51,800
Calls (Fire)	4,663	5,000	5,500
Part I Crimes (per 100,000)	0.045	0.046	0.046
Auto Accidents (Investigated)	1,804	1,892	1,900
Auto Accidents (Fatalities)	-	2	2
Auto Accidents (Injuries)	317	315	310
Vandalism (Reported)	669	670	690
DWI Arrests	150	155	160
Neighborhood Watch Groups	35	36	37
Dare Students - 1st Grade	381	425	455
Dare Students - 3rd Grade	382	440	460
Dare Students - 5th Grade	410	405	475

* Police activity is based and reported by Calendar Year

GRANTS DESCRIPTIONS

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

Federal Grants:

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

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

Federal Department of Justice Direct Grants:

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

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

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

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

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

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

Federal Department of Transportation Passed through Connecticut Department of Transportation:

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

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

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

GLOSSARY OF EXPENSES:

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

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

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

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

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

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

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

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

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

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2007-08 ADOPTED BUDGET**

		2003-04	2004-05	2005-06	2005-06	2006-07	2007-08	2007-08	2007-08
		ACTUAL	ACTUAL	REVISED BUDGET	ACTUAL	REVISED BUDGET	BUDGET REQUEST	MANAGER'S PROPOSED	ADOPTED BUDGET
21	POLICE DEPARTMENT								
80011	HEAD OF DEPT	87,019	84,231	86,607	86,741	89,422	86,607	86,607	92,328
80012	EMPLOYEEES	4,119,937	4,430,990	4,870,735	4,643,816	5,037,691	5,009,647	4,938,098	4,943,458
80013	PART TIME EMPLOYEEES	47,229	31,445	7,750	135	7,750	7,750	7,750	7,750
80014	OVERTIME	270,220	247,405	194,000	210,814	205,815	210,000	200,000	200,000
89999	FRINGE BENEFITS	1,905,566	2,147,827	2,234,085	2,265,667	2,562,563	2,789,627	2,833,307	2,835,507
80015	OUTSIDE CONTRACTED JOBS	154,347	155,365	150,000	150,000	0	0	0	0
80016	CLOTHING ALLOWANCE	66,703	73,129	96,060	92,341	95,855	95,855	95,855	95,855
80017	REPLACEMENT COST	645,655	742,799	605,118	677,871	635,152	677,410	677,410	677,410
80020	PHOTO SUPPLIES	3,561	3,956	4,500	6,045	4,500	4,500	4,500	4,500
80021	MATERIALS & SUPPLIES	30,392	27,222	32,000	27,735	32,000	32,000	32,000	32,000
80023	GAS OIL & GREASE	81,144	83,656	82,000	119,957	121,400	92,000	151,461	151,461
80024	FOOD	2,878	2,651	2,500	3,161	4,500	4,500	4,000	4,000
80025	HEATING FUEL	25,691	20,711	16,500	7,158	100	20,500	0	0
80027	AUTO SUPPLIES & MAINT	75,372	83,707	73,000	103,502	73,000	73,000	73,000	73,000
80029	TRAFFIC SIGNS ETC	30,933	19,530	35,000	29,334	35,000	35,000	35,000	35,000
80030	STATE COLLECT SYSTEM	4,571	2,328	6,500	2,358	6,500	6,500	3,500	3,500
80031	RADIO SERVICE	30,854	24,304	29,000	28,190	29,000	29,000	29,000	29,000
80032	EQUIP & FURN MAINT	15,736	15,114	25,000	12,404	25,000	25,000	25,000	25,000
80033	TELEPHONE	51,257	44,827	46,000	55,077	46,000	46,000	46,000	46,000
80034	POSTAGE	3,342	1,291	2,600	2,490	2,730	2,730	2,730	2,730
80035	UTILITIES	52,713	65,870	117,400	100,226	109,500	85,000	141,431	141,431
80039	PRINTING	3,953	10,579	11,500	8,491	11,500	11,500	9,500	9,500
80040	BLDG & GRND MAINT	32,229	42,675	32,000	36,617	32,000	32,000	32,000	32,000
80048	DEPARTMENTAL EXPENSE	5,078	6,252	5,000	4,868	5,000	5,000	5,000	5,000
80058	SCHOOL GUARDS	83,968	79,206	72,676	79,789	93,330	95,550	95,550	95,550
80059	TRAINING	8,678	11,338	10,000	10,679	10,000	10,000	10,000	10,000
80116	LAW ENFORCEMENT COUNCIL	8,712	8,662	8,662	8,662	8,662	9,095	9,095	9,095
80117	ALCOHOL ENFORCEMENT PROG	13,855	558	5,000	25	5,000	5,000	5,000	5,000
80119	SPECIAL INVESTIGATIONS	3,517	16,376	8,000	10,261	10,000	12,500	12,500	12,500
80144	PHYSICAL FITNESS PROG	1,500	1,500	1,500	0	1,500	1,500	1,500	1,500
80150	DOWNTOWN COMMUNITY POLICIN	0	0	0	0	25,000	25,000	25,000	25,000
NON RECURRING ITEMS									
80949	911/RADIO CONSOLE UPGRADE	0	0	0	0	6,500	0	0	0
81049	MOBILE RADIOS	1,984	0	6,500	6,197	6,500	9,500	9,500	9,500
83449	NEW VEHICLES	32,839	40,733	0	0	0	198,000	0	0
85049	LASER SPEED DETECTORS	0	0	0	0	12,500	12,500	12,500	12,500
	PORTABLE RADIOS	0	0	0	0	0	12,000	12,000	12,000
	SOFTWARE INTERFACE	0	0	0	0	0	15,000	15,000	15,000
	COMPUTERS	0	0	0	0	0	9,000	0	0
85949	MISCELLANEOUS EQUIPMENT	0	0	0	0	8,500	0	0	0
88749	POLICE BODY ARMOR	290	0	7,500	1,209	9,000	9,000	9,000	9,000
TOTALS		7,901,723	8,526,237	8,884,693	8,791,821	9,368,470	9,804,771	9,649,794	9,663,075

POLICE

Chief				92,328
Deputy Chief			86,493	
Captain			76,541	
Lieutenants	3 @	69,884	209,652	
	1 @	66,556	66,556	
Sergeants	7 @	60,768	425,376	
	2 @	57,874	115,748	
Police Officers	44 @	52,842	2,325,048	
	2 @	50,326	100,652	
	15 @	47,011	705,165	
	4 @	43,536	174,144	
Traffic Maintenance Men	1 @	49,231	49,231	
	1 @	45,988	45,988	
Executive Secretary			38,668	
Records Div. Clerical Coordinator			35,524	
Police Rec. Computer Operator	4 @	28,022	112,089	
Senior Building Maintenance			0 *	
Building Maintenance Person			0 *	
Animal Control Officer			35,988	
P/T Animal Control Officer			10,506	
911 Civilian Dispatchers	8 @	various	<u>330,089</u>	<u>4,943,458</u>

TOTAL WAGES

5,035,786

* These two positions will be moved out of the Police Department into the Public Works Building Maintenance Division.

Note: The Board of Education has included in its 2007-08 budget 2 School Resource Officers who will report to the Chief of Police.

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2007-08 ADOPTED BUDGET**

		2003-04	2004-05	2005-06	2005-06	2006-07	2007-08	2007-08	2007-08
		ACTUAL	ACTUAL	REVISED BUDGET	ACTUAL	REVISED BUDGET	BUDGET REQUEST	MANAGER'S PROPOSED	ADOPTED BUDGET
22	FIRE GENERAL								
80011	HEAD OF DEPT	0	0	0	0	84,728	84,523	84,523	87,482
80012	EMPLOYEES	0	0	0	0	339,622	551,553	551,553	551,553
89999	FRINGE BENEFITS	0	0	0	0	175,037	307,073	307,073	307,500
80016	CLOTHING ALLOWANCE	0	0	0	411	50,440	50,440	50,440	50,440
80017	REPLACEMENT COSTS	0	0	0	0	24,000	40,550	40,550	40,550
80021	MATERIALS & SUPPLIES	18,758	14,503	20,500	16,437	17,000	23,000	20,000	20,000
80023	GAS OIL & GREASE	14,901	18,841	17,000	26,799	28,000	35,500	27,437	27,437
80031	RADIO SERVICE	13,536	13,144	15,000	4,263	14,000	25,000	23,000	23,000
80032	EQUIP & FURN MAINT	21,995	20,851	22,000	21,877	70,000	25,000	25,000	25,000
80033	TELEPHONE	25,517	27,929	32,000	36,426	31,100	35,000	32,000	32,000
80034	POSTAGE	635	605	1,000	783	750	1,000	1,000	1,000
80035	UTILITIES	46,094	53,990	78,100	67,553	67,000	70,000	64,805	64,805
80036	LAUNDRY & CLEANING	2,357	2,019	4,000	3,624	2,500	4,000	3,000	3,000
80039	PRINTING	368	603	1,500	403	1,300	1,200	700	700
80040	BLDG & GRND MAINT	20,341	22,677	20,500	18,032	20,700	37,000	27,000	27,000
80048	DEPARTMENTAL EXPENSE	4,600	804	5,000	4,713	3,000	5,500	4,000	4,000
80051	SPECIAL SERVICE CHARGE	576,364	591,578	656,457	656,457	58,184	95,207	95,207	95,207
80059	TRAINING	0	0	0	0	40,400	68,000	50,000	50,000
80063	POST-EMPLOYMENT MEDICAL	0	0	0	0	34,000	34,000	34,000	34,000
80114	HAZ MAT TECHNICIAN	0	0	0	0	40,808	60,808	16,000	16,000
80144	PHYSICAL FITNESS PROGRAM	0	0	0	0	3,000	2,000	2,000	2,000
NON RECURRING ITEMS									
81149	PORTABLE RADIOS	0	1,155	0	0	1,200	26,100	0	0
82149	NOZZELS AND KITS	0	1,464	0	0	14,180	1,200	1,200	1,200
83449	NEW VEHICLES	0	0	18,000	20,743	0	41,000	0	0
85249	HAZ-MAT EQUIPMENT	0	3,199	2,000	2,000	0	5,000	5,000	5,000
86000	MISCELLANEOUS EQUIP.	3,928	1,697	4,000	1,686	14,000	43,675	43,675	43,675
TOTALS		749,394	775,059	897,057	882,205	1,134,949	1,673,329	1,509,163	1,512,549

FIRE GENERAL

Chief				87,482
Safety & Training Marshal	1 @	53,249	53,249	
Battalion Chiefs	4 @	58,500	234,000	
Captains				
Fire Marshal	1 @	61,249	61,249	
Inspectors	2 @	55,349	110,698	
Fire Code Clerk	1	Full-time	33,552	
	1	Part-time (21hrs)	20,137	
Executive Secretary			<u>38,668</u>	<u>551,553</u>
TOTAL WAGES				<u>639,035</u>

Replacement Cost:

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

Clothing Allowance:

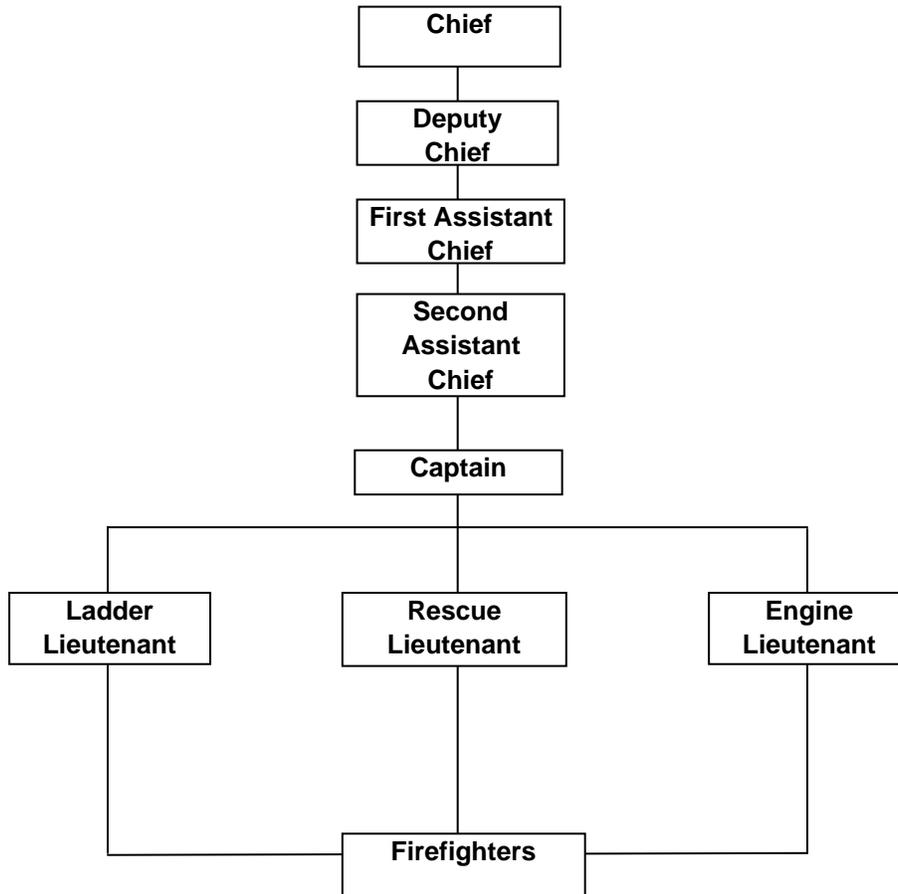
48 firefighters at \$350 each; 4 battalion chiefs, 1 captain (FMO), and 2 inspectors at \$450 each; and the Fire Chief at \$500; additional amount is for protective clothing and OSHA required turnout gear.

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

Services provided for City events, education programs, etc.	95,207
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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. Implemented year one of the three year Strategic Master Plan.
4. Had only one accident involving city owned fire apparatus despite the large number of responses.
5. Placed donated Service Truck into service using a majority of donated funds.
6. Received FEMA grant totaling \$113,274 for protective clothing and air compressor/fill station.
7. Successfully mitigated several structural fires and serious motor vehicle accidents without serious injury to the company's members.

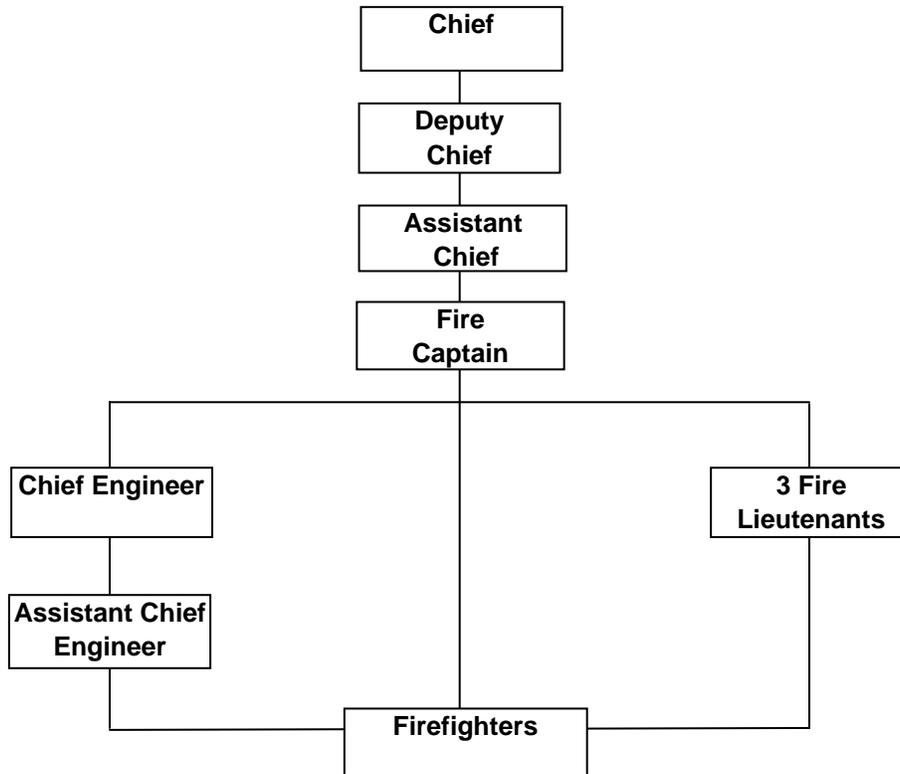
East Great Plain Volunteer Fire Department
Performance Measure

	05-06	06-07	07-08
	Actual	Projected	Projected
Fire (Building, vehicle, brush, etc.)	62	20	50
Overpressure Rupture, Explosion (no fire)	3	-	3
Rescue & EMS Incidents (EMS vehicle accidents, extrication)	513	579	520
Hazardous Conditions	41	44	40
Service Calls	38	24	31
Good Intent Calls (Authorized controlled burns, smoke scares)	55	60	58
False Alarms & False Calls	154	163	160
Severe Weather & Natural Disaster	-	4	1
Total Calls	866	894	863
<i>Training Hours</i>			
Attended	98	100	100
Man Hours	2,250	2,400	2,400
Emts/Mrt	26	29	30
Defib Trained	35	37	40
State Fire Certified	34	36	38

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2007-08 ADOPTED BUDGET**

		2003-04 ACTUAL	2004-05 ACTUAL	2005-06 REVISED BUDGET	2005-06 ACTUAL	2006-07 REVISED BUDGET	2007-08 BUDGET REQUEST	2007-08 MANAGER'S PROPOSED	2007-08 ADOPTED BUDGET
23	EAST GREAT PLAIN VFD								
80016	CLOTHING ALLOWANCE	4,125	3,562	3,200	2,455	3,600	3,600	3,000	3,000
80020	PHOTO SUPPLIES	695	840	1,000	290	1,000	700	0	0
80021	MATERIALS & SUPPLIES	9,032	13,485	15,000	24,678	15,000	25,000	25,000	25,000
80023	GAS OIL & GREASE	2,415	2,229	3,700	2,218	3,900	3,700	2,085	2,085
80025	HEATING FUEL	441	0	2,000	0	0	2,000	0	0
80027	AUTO SUPPLIES & MAINT	913	871	2,500	1,333	3,000	3,000	0	0
80028	TOOLS	799	689	800	74	800	800	0	0
80031	RADIO SERVICE	3,298	3,407	7,000	4,975	7,000	8,000	8,000	8,000
80032	EQUIP & FURN MAINT	12,989	9,630	10,000	11,371	10,500	16,000	13,000	13,000
80033	TELEPHONE	4,326	6,521	5,600	7,585	6,000	6,000	8,000	8,000
80035	UTILITIES	14,591	15,004	20,000	20,772	19,100	25,000	21,282	21,282
80040	BLDG & GRND MAINT	11,094	10,479	15,000	15,306	15,000	16,000	16,500	16,500
80048	DEPARTMENTAL EXPENSE	7,741	8,598	9,000	9,374	9,000	9,400	5,000	5,000
80059	TRAINING	17,021	11,522	15,000	9,397	15,000	15,000	17,500	17,500
80065	PROTECTIVE CLOTHING	11,217	12,926	14,000	12,251	7,000	14,000	14,887	14,887
NON RECURRING ITEMS									
81149	PORTABLE RADIOS	0	3,200	11,820	15,541	0	67,500	0	0
81749	FIRE HOSE	0	0	0	0	0	6,500	6,500	6,500
81849	PUMPS	0	0	0	0	3,600	0	0	0
	COMPUTERS	0	0	0	0	0	8,500	0	0
85949	MISCELLANEOUS EQUIP	0	0	5,400	5,140	28,554	458,500	8,500	8,500
86000	AIR BAGS	0	0	15,500	10,000	0	0	0	0
TOTALS		100,697	102,963	156,520	152,760	148,054	689,200	149,254	149,254

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 save lives and protect 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 us.

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 adapt to the growing needs of fire suppression and emergency services in our community.

ACCOMPLISHMENTS:

1. Participated in non-profit organizations through fundraisers and training offerings.
2. Provided training and equipment to eventually form a Rapid Intervention Team.
3. Established a preventative maintenance program that decreased the cost of repairs or replacement of equipment.
4. All members are trained to the necessary level in HazMat Operations and HazMat Awareness.

Laurel Hill Volunteer Fire Department

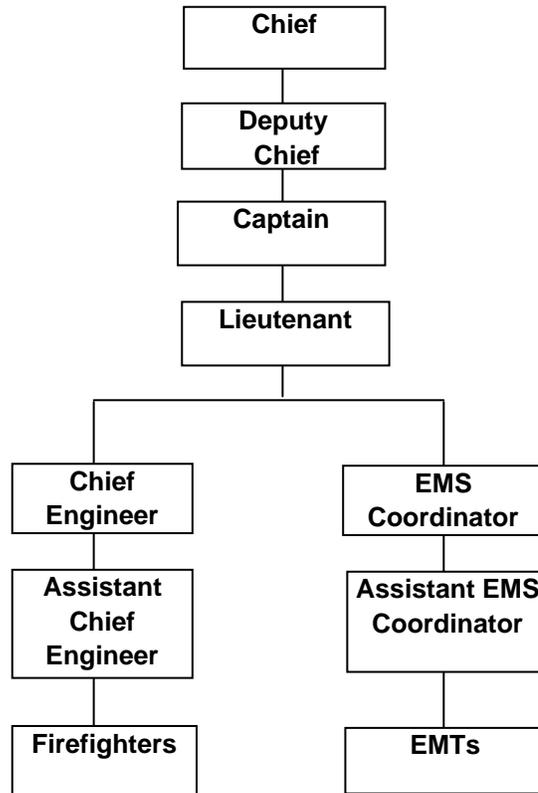
Performance Measure

	05-06	06-07	07-08
	Actual	Projected	Projected
Brush Fires	3	6	7
Structur Fires	1	3	3
Fire Alarms	22	30	32
Service Calls	11	15	17
Rescue/Emergency	-	3	3
Motor Vehicle Accidents	12	15	15
Vehicle Fires	3	5	5
Haz-Mat Calls	2	4	4
Mutual Aid	14	15	18
CO Problems	2	5	5
Water Emergency	-	4	4
Medical Calls	35	40	40
Total Calls	105	145	153
Average response time (minutes)	3.5	3.5	3.5
Accidents involving city fire vehicles	-	-	-
Civilian Casualties	-	-	-
Fire Service Injuries	2	-	-
Drills/Training	78	75	78
Training Hours	3,316	3,300	3,300
Community events attended	27	25	25
Percentage of women/minority members	29.00%	30.00%	31.00%
Firefighters with State of CT Certifications	98.00%	98.00%	98.00%

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2007-08 ADOPTED BUDGET**

		2003-04	2004-05	2005-06	2005-06	2006-07	2007-08	2007-08	2007-08
		ACTUAL	ACTUAL	REVISED BUDGET	ACTUAL	REVISED BUDGET	BUDGET REQUEST	MANAGER'S PROPOSED	ADOPTED BUDGET
24	LAUREL HILL VFD								
80016	CLOTHING ALLOWANCE	1,146	1,539	1,534	2,450	1,534	1,734	2,000	2,000
80020	PHOTO SUPPLIES	665	199	600	0	600	600	0	0
80021	MATERIALS & SUPPLIES	2,496	2,873	3,890	5,089	3,500	3,700	6,000	6,000
80023	GAS OIL & GREASE	979	920	600	1,174	1,400	1,300	1,359	1,359
80028	TOOLS	6	132	600	317	600	600	0	0
80031	RADIO SERVICE	1,978	1,039	3,200	1,210	3,500	3,700	3,500	3,500
80032	EQUIP & FURN MAINT	14,322	9,905	6,850	8,583	7,300	7,300	8,500	8,500
80033	TELEPHONE	4,829	7,683	5,000	6,639	5,100	5,600	4,000	4,000
80035	UTILITIES	4,755	4,511	10,700	8,945	7,000	7,000	7,627	7,627
80040	BLDG & GRND MAINT	5,428	6,195	6,430	9,751	6,430	6,430	7,000	7,000
80048	DEPARTMENTAL EXPENSE	2,740	1,838	3,200	4,639	3,000	3,000	3,000	3,000
80059	TRAINING	5,237	5,563	7,158	4,173	7,158	7,158	9,000	9,000
80065	PROTECTIVE CLOTHING	565	1,538	1,600	2,791	1,800	1,800	2,000	2,000
85151	FIRE POLICE	383	105	600	1,505	600	600	0	0
85650	EMS	89	158	1,175	741	1,175	1,538	0	0
NON RECURRING ITEMS									
82749	FIREMEN'S GEAR	0	0	4,000	0	0	0	0	0
	DEFIBRILLATOR	0	0	0	0	0	0	0	0
81049	MOBILE RADIOS	0	0	0	0	0	0	0	0
81050	DECK GUN	0	0	0	0	4,200	0	0	0
82949	SCOTT AIR PACKS	0	0	0	0	0	0	0	0
85949	MISCELLANEOUS EQUIP	0	0	3,000	2,667	0	54,414	13,164	16,764
TOTALS		45,618	44,198	60,137	60,675	54,897	106,474	67,150	70,750

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.

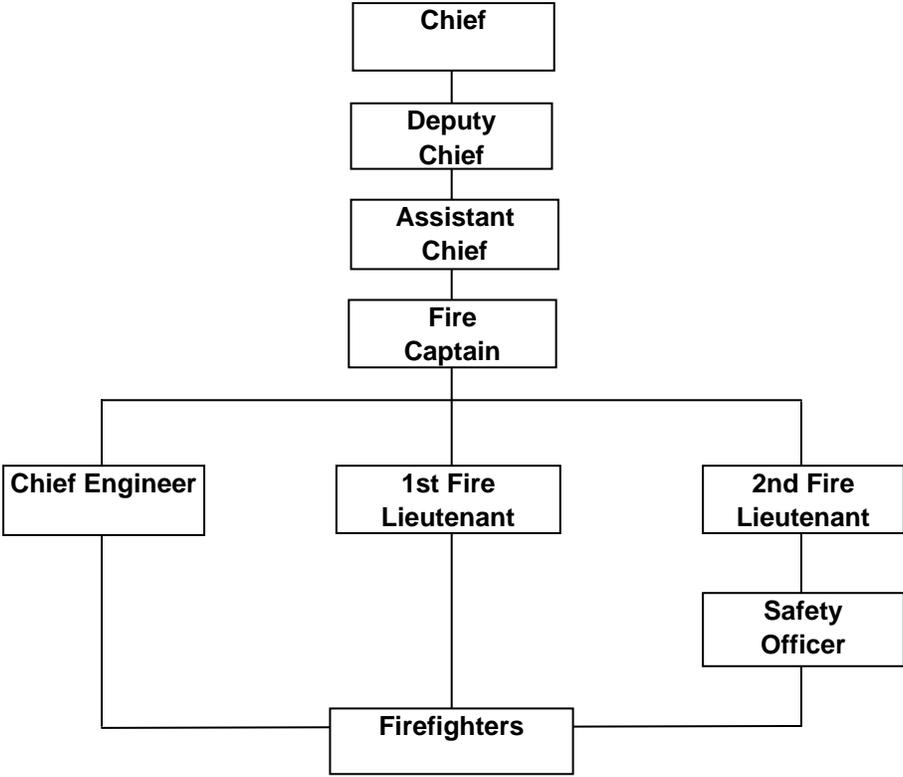
**Occum Volunteer Fire Department
Performance Measure**

	05-06	06-07	07-08
	Actual	Projected	Projected
CO Problem	5	5	5
Structural fires	6	11	6
Mutual aid (fire & medical)	23	57	23
Assorted fires	40	19	40
Service calls	12	30	12
Emergency medical calls	146	165	146
Total Calls	232	287	232
Average response time (minutes)	3.5	3.5	3.5
Accidents involving city vehicles	-	-	-
Civillian casualties	-	-	-
Fire service injuries	-	-	-
Drills (weekdays and evenings)	70	70	70
Drills (man hours) in house	2,100	2,100	2,100
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%

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2007-08 ADOPTED BUDGET**

		2003-04 ACTUAL	2004-05 ACTUAL	2005-06 REVISED BUDGET	2005-06 ACTUAL	2006-07 REVISED BUDGET	2007-08 BUDGET REQUEST	2007-08 MANAGER'S PROPOSED	2007-08 ADOPTED BUDGET
25	OCCUM VFD								
80016	CLOTHING ALLOWANCE	0	0	0	0	2,500	2,500	2,000	2,000
80020	PHOTO SUPPLIES	37	0	0	0	0	0	0	0
80021	MATERIALS & SUPPLIES	15,910	13,346	17,500	17,753	17,500	17,500	17,500	17,500
80023	GAS OIL & GREASE	1,508	1,689	1,500	2,158	1,500	2,941	2,941	2,941
80025	HEATING FUEL	2,325	2,872	7,400	4,612	5,400	3,000	0	0
80028	TOOLS	145	0	0	0	0	0	0	0
80031	RADIO SERVICE	1,142	926	2,000	1,742	2,000	2,000	2,000	2,000
80032	EQUIP & FURN MAINT	1,204	3,759	5,500	7,750	5,500	5,500	9,000	9,000
80033	TELEPHONE	1,448	2,177	1,933	1,545	1,933	1,933	2,000	2,000
80035	UTILITIES	2,678	2,671	3,500	4,470	4,000	3,500	9,596	9,596
80036	LAUNDRY & CLEANING	101	226	250	75	250	250	0	0
80040	BLDG & GRND MAINT	4,447	8,392	7,500	11,013	7,500	7,500	8,000	8,000
80048	DEPARTMENTAL EXPENSE	2,223	2,938	2,400	2,299	2,400	2,400	2,000	2,000
80059	TRAINING	7,740	6,691	12,000	10,308	12,000	12,000	11,000	11,000
80065	PROTECTIVE CLOTHING	6,112	2,438	12,500	11,418	12,500	12,500	10,000	10,000
85150	TESTING	1,406	1,201	2,000	2,450	2,000	4,000	0	0
NON RECURRING ITEMS									
81049	MOBILE RADIOS	0	0	0	0	0	12,000	0	0
81149	PORTABLE RADIOS	0	0	0	0	0	16,000	0	0
TOTALS		48,426	49,326	75,983	77,592	76,983	105,524	76,037	76,037

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



TAFTVILLE VOLUNTEER FIRE

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

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

VALUES:

- Professionalism
- Safety
- Service
- Efficiency
- Fiscal Integrity

GOALS & ACTION PLANS:

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

ACCOMPLISHMENTS:

1. Trained all firefighters to a minimum Firefighter 1 level.
2. Placed our new aerial ladder truck in service.
3. Fire/Rescue Call (Man Hours) 8,200

Taftville Voluteer Fire Department

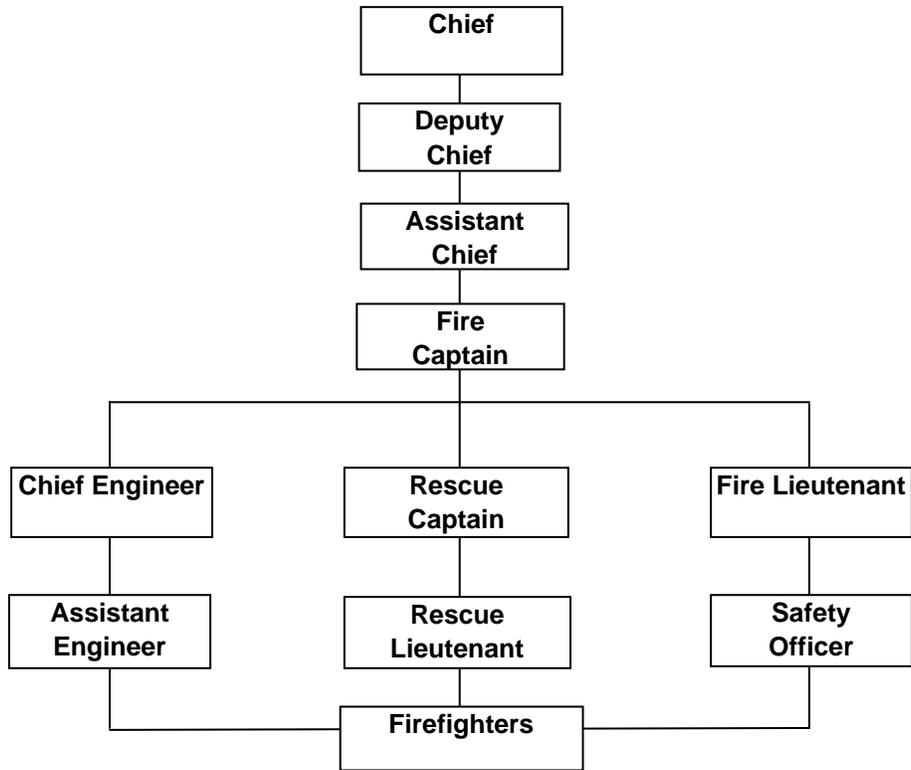
Performance Measure

	05-06	06-07	07-08
	Actual	Projected	Projected
Structural fires	29	29	29
Mutual aid	10	10	10
Standby	6	6	6
Water Rescue	3	3	3
Service Calls	23	23	23
Emergency Medical Calls	308	308	308
Motor Vehical Accidents	50	50	50
False Alarms	51	51	51
Brush Fires	5	5	5
Unknown or Undetermined	10	10	10
Investigation	44	44	44
Total Calls	539	539	539
Average response time (minutes)	3.5	3.5	3.5
Accidents involving city vehicles	-	-	-
Civilian casualties	-	-	-
Fire Service injuries	3	-	-
Drills (weekdays and evenings)	70	70	70
Drills (man hours)	3,577	3,800	3,800
Percentage of women/minority members	4.00%	5.00%	6.00%
Firefighters with State of CT certification	90.00%	90.00%	90.00%

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2007-08 ADOPTED BUDGET**

	2003-04 ACTUAL	2004-05 ACTUAL	2005-06 REVISED BUDGET	2005-06 ACTUAL	2006-07 REVISED BUDGET	2007-08 BUDGET REQUEST	2007-08 MANAGER'S PROPOSED	2007-08 ADOPTED BUDGET
26 TAFTVILLE VFD								
80016 CLOTHING ALLOWANCE	3,199	2,088	3,007	2,685	3,067	3,128	3,500	3,500
80020 PHOTO SUPPLIES	0	0	702	113	500	500	0	0
80021 MATERIALS & SUPPLIES	16,588	18,845	16,423	17,129	16,751	17,086	20,000	20,000
80023 GAS OIL & GREASE	2,224	2,685	3,107	3,890	5,102	4,575	2,543	2,543
80027 AUTO SUPPLIES & MAINT	355	586	1,003	1,247	1,000	1,000	0	0
80028 TOOLS	762	536	818	0	500	500	0	0
80031 RADIO SERVICE	3,001	2,320	3,129	2,927	3,200	3,360	3,700	3,700
80032 EQUIP & FURN MAINT	17,350	10,347	9,908	7,185	10,106	10,300	11,000	11,000
80033 TELEPHONE	6,616	8,256	6,749	8,859	6,884	6,884	9,000	9,000
80035 WATER GAS & ELECTRIC	11,381	12,125	18,612	16,630	16,254	12,354	16,601	16,601
80040 BLDG & GRND MAINT	8,782	9,448	8,865	10,013	9,042	9,000	21,500	21,500
80048 DEPARTMENTAL EXPENSE	5,226	6,474	6,779	5,060	6,915	6,915	5,000	5,000
80059 TRAINING	9,297	5,597	11,473	10,808	11,702	11,700	15,000	15,000
82449 MAINT OF STATION	5,938	1,466	6,258	0	9,800	13,000	0	0
82749 FIREMEN'S GEAR	9,193	1,737	14,080	14,050	14,000	14,000	25,394	25,394
83849 RESCUE EQUIPMENT	8,144	2,390	6,258	6,722	11,383	11,000	0	0
81049 MOBILE RADIOS	2,139	2,625	2,045	0	2,086	2,000	0	0
81149 PORTABLE RADIOS	885	6,125	1,534	2,786	8,000	4,000	0	0
81549 COMPUTERS	1,467	1,845	2,086	1,536	2,128	2,500	0	0
81749 FIRE HOSE-FITTINGS	2,675	13,389	3,129	4,160	3,192	3,000	3,000	3,000
82549 FIRE FOAM	0	3,837	0	0	0	0	0	0
85949 MISCELLANEOUS EQUIP	7,035	5,643	8,359	18,747	8,526	9,800	9,800	9,800
TOTALS	122,257	118,364	134,324	134,548	150,138	146,602	146,038	146,038

City of Norwich Yantic Volunteer Fire Department Organization Chart



YANTIC VOLUNTEER FIRE

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

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

VALUES:

- Professionalism
- Communication
- Competence
- Safety

GOALS & ACTION PLANS:

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

ACCOMPLISHMENTS:

1. Won Life Safety Achievement Award for zero fire deaths.
2. Had only one accident involving the city-owned fire apparatus despite the large number of responses.
3. Successfully mitigated several structural fires and serious motor vehicle accidents without serious injury to the company's firefighters.

Yantic Volunteer Fire Department

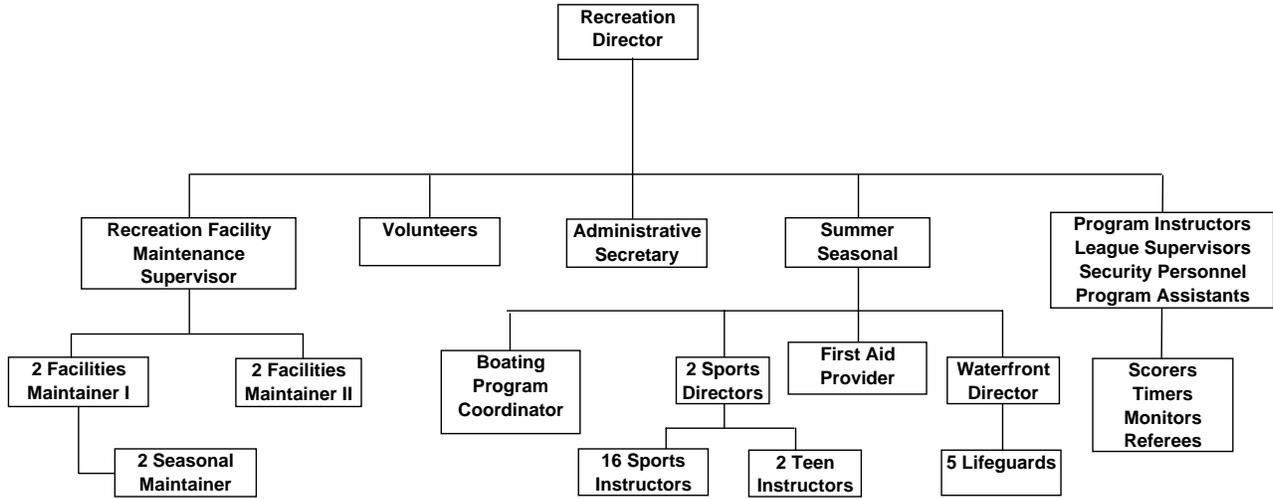
Performance Measure

	05-06	06-07	07-08
	Actual	Projected	Projected
Structure Fires	15	20	20
False Alarms	3	15	15
Internal alarms	85	110	110
Miscellaneous calls	34	90	90
Rescue/emergency	248	200	200
Vehical accidents	104	100	100
Automobile fire	12	30	30
Grass/brush fires	18	20	20
Chemical incidents	11	20	20
Mutual aid	15	20	20
Service calls	35	50	50
Total Calls	580	675	675
Average response time (minutes)	3.2	3.2	3.2
Accidents involving city fire vehicles	1	-	-
Civillian causalities	-	-	-
Fire service causalities	-	-	-
Fire-related civilian casualties	-	-	-
Fire-related injuries	2	1	-
Public education man hours	906	800	800
Training man hours	2,717	2,500	2,500
Firefighters with State of CT certification	95.00%	95.00%	95.00%
Percentage of personnel receiving EMT training	58.00%	60.00%	60.00%

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2007-08 ADOPTED BUDGET**

		2003-04 ACTUAL	2004-05 ACTUAL	2005-06 REVISED BUDGET	2005-06 ACTUAL	2006-07 REVISED BUDGET	2007-08 BUDGET REQUEST	2007-08 MANAGER'S PROPOSED	2007-08 ADOPTED BUDGET
27	YANTIC VFD								
80016	CLOTHING ALLOWANCE	8,545	2,475	2,500	3,240	2,500	3,000	3,000	3,000
80020	PHOTO SUPPLIES	784	781	850	334	850	850	0	0
80021	MATERIALS & SUPPLIES	15,220	18,972	18,300	17,482	19,000	24,500	20,000	20,000
80023	GAS OIL & GREASE	2,662	3,056	2,800	4,629	3,600	6,000	4,609	4,609
80025	HEATING FUEL	3,768	4,374	4,200	6,784	9,500	7,000	0	0
80028	TOOLS	0	1,033	1,000	0	1,000	1,000	0	0
80031	RADIO SERVICE	2,112	3,921	3,700	4,532	3,700	4,500	4,000	4,000
80032	EQUIP & FURN MAINT	9,795	4,542	9,200	12,697	6,500	14,000	13,000	13,000
80033	TELEPHONE	6,189	5,055	6,800	4,349	6,800	6,800	5,000	5,000
80034	POSTAGE	435	72	500	429	500	500	0	0
80035	WATER GAS & ELECTRIC	6,462	8,801	16,800	11,651	11,300	15,000	19,097	19,097
80036	LAUNDRY & CLEANING	0	348	600	0	600	1,000	0	0
80039	PRINTING	225	730	800	0	800	1,000	0	0
80040	BLDG & GRND MAINT	16,706	12,836	17,750	26,168	18,750	23,000	20,000	20,000
80048	DEPARTMENTAL EXPENSE	4,090	7,370	7,600	7,375	7,500	8,000	5,000	5,000
80059	TRAINING	14,465	13,649	18,950	13,570	19,950	19,000	16,000	16,000
80060	FIRE ALARM SYSTEM	1,483	1,500	1,600	420	1,600	1,500	1,500	1,500
80065	PROTECTIVE CLOTHING	1,919	7,986	8,000	8,000	8,000	8,000	8,000	8,000
NON RECURRING ITEMS									
81149	PORTABLE RADIOS	0	0	1,428	1,410	1,500	3,000	0	0
81549	COMPUTERS	0	1,562	0	0	0	1,000	0	0
	ROOF REPLACEMENT	0	0	0	0	0	0	0	0
83449	NEW VEHICLES	0	0	0	0	0	0	0	0
85949	MISCELLANEOUS EQUIP	0	8,931	6,006	6,075	6,000	41,550	21,550	21,550
TOTALS		94,860	107,994	129,384	129,145	129,950	190,200	140,756	140,756

City of Norwich Recreation Department Organization Chart



RECREATION

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

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

VALUES:

- Responsible and equitable service
- Integrity
- Fiscal Responsibility
- Efficiency

GOALS & ACTION PLANS:

1. Ensure that the City of Norwich maintains and improves existing recreation facilities in a manner that meets the needs of the community by developing and implementing a facility inspection schedule; identifying deficiencies at existing facilities; and prioritizing maintenance/improvement needs based on safety issues, available funds and community needs.
2. Promote the health, social and economic benefits of a strong community recreation program by providing benefits information in all promotional material and making better use of the media in conveying the importance of recreation.
3. Ensure that services are delivered in the most efficient manner possible by evaluating current service delivery systems, developing online registration process and purchasing recreation-specific software.
4. Present a more professional image to the general public by improving the physical appearance of the Recreation Department building, rooms and offices; upgrading the quality of promotional materials, registration forms, and advertisements and providing customer service training for all full-time staff.
5. Evaluate the opportunities available for individuals with disabilities to participate in programs by identifying current participation rates; conducting a needs assessment of disabled individuals not currently participating; and evaluating the accessibility of existing recreation programs and facilities for disabled individuals according to ADA guidelines.
6. Ensure that all staff, instructors, and volunteers are qualified and suitable to work in a recreation setting by conducting background checks on all coaches, volunteers and instructors; providing training for all coaches through the National Youth Sports Coaches Association; extending training and certification opportunities to all independent youth leagues; and evaluating staff and volunteers on a regular basis.
7. Eliminate financial barriers that may prevent participation in community programs by developing a sliding scale for all fee-based programs; seeking alternate funding sources to reduce program costs; increasing the number of free community programs; utilizing volunteers as instructors to a greater degree; and evaluating current price structure as it relates to per capita income of similar communities.
8. Increasing both youth and adult participation in community programs by offering additional pre-school programs allowing for parent and child programs; continuing to lobby for more school gymnasiums open for public use; determining the feasibility of building a community center in Norwich; increasing the number of non-physical program offerings; implementing a summer field trip program; increasing the number of recreation programs sites during summer months; and collect data on program participants and ensuring that all segments of the Norwich population are being served.

ACCOMPLISHMENTS:

1. Received the Bronze Award from Jeff Ellis and Associates, International Aquatic Safety Consultants, for “excellence in operational safety standards and aquatic risk management”.
2. Increased Lifeguard training resulting with staff meeting or exceeding all standards of the National Pool and Waterpark Lifeguard Program.
3. Conducted Certification Clinics for local youth league coaches.
4. Constructed several new ramps at the Alfiero Skatepark
5. Reconstructed the infield at Dickenman Baseball Field.
6. Continued to offer a wide range of youth and adult programs.

Recreation Department

Performance Measure

	05-06	06-07	07-08
	Actual	Projected	Projected
Overall per capita cost of program	\$16.44	\$22.58	\$23.00
Recreation budget as % of total general fund budget	0.70%	0.80%	0.81%
Full-time staff salary cost as percentage of department budget	41.00%	36.00%	36.18%
Number of youth registrations	4,690	4,750	4,800
Number of your program hours	1,970	2,000	2,000
Total acreage of athletic facilities	94	94	94

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2007-08 ADOPTED BUDGET**

		2003-04	2004-05	2005-06	2005-06	2006-07	2007-08	2007-08	2007-08
		ACTUAL	ACTUAL	REVISED	ACTUAL	REVISED	BUDGET	MANAGER'S	ADOPTED
				BUDGET		BUDGET	REQUEST	PROPOSED	BUDGET
32	RECREATION DEPARTMENT								
80011	HEAD OF DEPT	57,151	60,616	62,444	62,441	64,474	66,569	66,569	66,569
80012	EMPLOYEES	170,629	212,580	231,546	224,214	238,492	238,492	238,492	238,492
80013	PART TIME EMPLOYEES	85,822	87,706	94,648	93,998	106,928	116,928	116,928	116,928
80014	OVERTIME	7,269	3,477	3,000	4,003	3,000	6,500	6,500	6,500
89999	FRINGE BENEFITS	134,992	150,569	155,829	154,624	149,485	183,430	185,151	185,151
80015	PROFESSIONAL SERVICE	42,424	45,559	46,659	45,918	49,856	51,835	51,835	71,835
80021	MATERIALS & SUPPLIES	17,741	25,956	20,000	19,869	20,000	24,235	24,235	24,235
80023	GAS OIL & GREASE	3,332	4,930	3,500	7,812	7,750	5,250	7,678	7,678
80025	HEATING FUEL	4,412	4,605	4,500	5,212	6,750	6,750	0	0
80033	TELEPHONE	4,244	4,479	4,250	3,908	4,700	3,600	2,500	2,500
80034	POSTAGE	554	688	1,200	666	1,200	1,200	700	700
80035	UTILITIES	9,669	11,800	20,100	15,100	14,000	14,000	22,824	22,824
80037	MILEAGE	0	297	500	156	500	500	500	500
80040	BLDG & GRND MAINT	29,828	26,940	50,000	50,990	72,000	73,685	73,685	73,685
80048	DEPARTMENTAL EXPENSE	2,697	3,629	3,500	3,696	3,500	3,700	3,700	3,700
80145	NON-RECURRING	0	0	11,750	10,400	7,500	37,500	7,500	7,500
86007	OCCUM ENVIR TESTING/MAINT	0	0	28,000	12,086	25,000	17,400	17,400	17,400
86008	BOATING PROGRAM	0	0	15,000	14,214	58,000	17,000	17,000	17,000
TOTALS		570,764	643,831	756,426	729,306	833,135	868,574	843,197	863,197

RECREATION

Director of Recreation				66,569
Recreation Facilities Mtn. Supervisor			51,508	
Recreation Facilities Maintainer II	2 @	40,529	81,058	
Recreation Facilities Maintainer I	2 @	34,180	68,360	
Administrative Secretary			<u>37,566</u>	<u>238,492</u>
		TOTAL WAGES		<u>305,061</u>

Part Time Employees:

Sports Directors	2 @	4,200.00	8,400	
Sports Instructors	16 @	2,800.00	44,800	
Teen Instructors	2 @	2,800.00	5,600	
First Aid/CPR or Athletic Trainer	1 @	3,360.00	3,360	
Seasonal Maintenance	2 @	6,200.00	12,400	
Boating program coordinator	1 @	10,000.00	10,000	

Waterfront:

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

TOTAL PART TIME			<u><u>116,928</u></u>	
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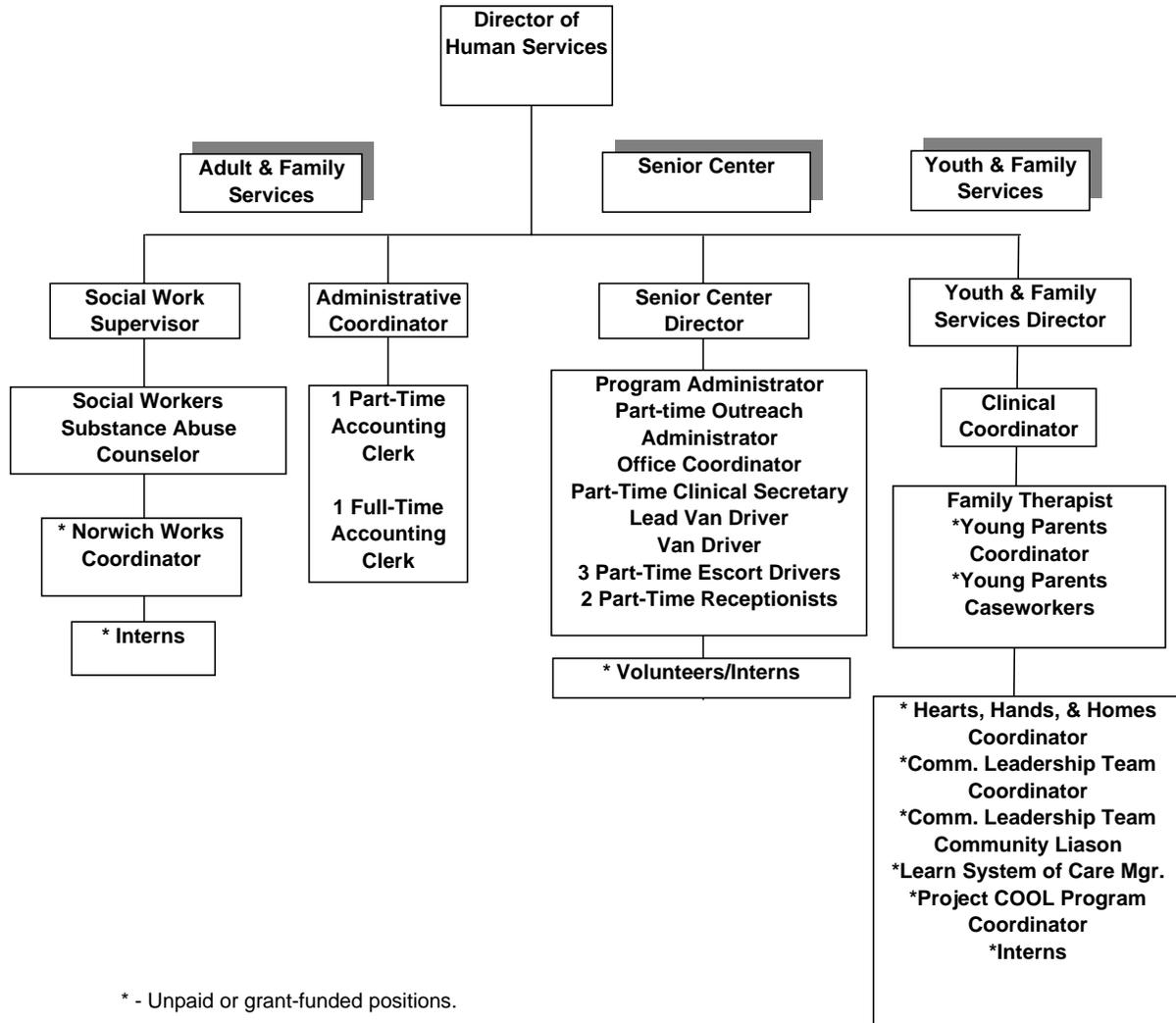
Part Time:

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

Revenues:

The Recreation Department generates revenues to offset a portion of expenses for professional services and building & ground maintenance. This amount is included in revenue account 70243. It is estimated revenues will be in excess of \$60,000 for fiscal year 2007-08.

City of Norwich Human Services Department Organization Chart



HUMAN SERVICES

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

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

VALUES:

- Self-reliance
- Empowerment
- Innovation

GOALS & ACTION PLANS:

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

ACCOMPLISHMENTS:

1. Awarded \$40,000 in federal employment and training funds to assist our area's unskilled and/or undereducated labor force develop more marketable job skills.
2. Administered three different energy assistance programs to help families meet the rising cost of oil and utilities; Community Assistance Review Team, Project Warm Up and CT Energy assistance Program. Social Workers were posted at Norwich Public Utilities to ensure that all eligible Norwich families received this assistance.
3. Expanded the Volunteer Income Tax Assistance Program and filed CT and Federal returns for 288 families and brought back over \$235,000 in refunds to the Norwich community, and received an award from the Internal Revenue Services in recognition of our efforts.
4. Sheltered 79 Norwich homeless residents in the Norwich Hospitality Center and found permanent housing for 43% of them. Garnered over \$37,000 in grants and awards to operate the Center.
5. Awarded \$25,824 in federal emergency rent/mortgage funds for economically distressed Norwich families and individuals.
6. Awarded \$27,030 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

Number Served

	05-06	06-07	07-08
	Actual	Projected	Projected
Job Placement	153	160	165
Rent and housing	79	83	85
Relocation due to condemnation			
Adults	20	20	20
Children	10	10	10
Utilities	404	400	400
Food (number of bags given)	2,069	2,230	2,400
Emergency prescriptions	172	200	220
Financial aid to seniors	25	28	30
Backpacks/back-to-school assistance)	508	680	725
Case management	1,119	1,120	1,120
Assistance with applications for entitlement	150	160	170
Substance abuse referral and treatment	75	35	35
Case management/lead abatement services & property rehabilitation (# of units)	-	-	-
% of people applying for relocation who are housed	100.00%	100.00%	100.00%
% of people at shelter who become permanently housed	22.00%	50.00%	50.00%
Total amount of federal dollars received for housing	25,824	26,340	26,867
Percentage increase in federal dollars received for housing	3.30%	2.00%	2.00%
Total amount in safety net services funding	27,030	27,500	28,000
# of families assistance with Earned Income Tax Credit	288	300	325
Amount of dollars into community due to EITC	235,834	240,000	245,000
% of clients served in Norwich Works who become gainfully employed	85.71%	90.00%	92.00%
% of Norwich Works participants successfully completing training	91.00%	90.00%	90.00%

HUMAN SERVICES

GRANT DESCRIPTIONS

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

Federal Grants:

Community Development Block Grant/ Hospitality Center \$29,000 – Funding to supply temporary shelter for homeless individuals.

Community Development Block Grant/ Training Services \$35,000 - Employment training services to the Norwich community. Money is used partially to offset staff, provide training programs, transportation to training sites, supplies, training materials, and rent and childcare assistance while in training. Funding also provides for Neighborhood Outreach Services. (\$7,500 of these funds directly offset Human Services Account)

Emergency Food & Shelter Program (passed through United Way) \$26,000 - 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 \$40,000 - Funding received from State of Connecticut Probate Court. No city funds are required.

Private Grants:

Safety Net Team \$25,000 - Funding received from local foundation grants and donations from the community allow for the provision of programs such as a food pantry, Golden Wishes Program for Norwich seniors, pharmacy fund, utility fund, a fund for job-related incidentals, the Backpack It To School Program, and the Back To School Shoes & Clothing Program. No city funds are required.

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.

Dime Bank/ Hospitality Center \$5,000 – Funding to supply temporary shelter for homeless individuals.

CITY OF NORWICH
GENERAL FUND EXPENDITURES - SUMMARY OF HUMAN SERVICES
2007-08 ADOPTED BUDGET

		2003-04	2004-05	2005-06	2005-06	2006-07	2007-08	2007-08	2007-08
		ACTUAL	ACTUAL	REVISED BUDGET	ACTUAL	REVISED BUDGET	BUDGET REQUEST	MANAGER'S PROPOSED	ADOPTED BUDGET
HUMAN SERVICES DEPARTMENT									
01033	Admin/ Adult & Family Services	642,454	519,475	548,898	541,642	577,685	590,131	588,407	593,534
01036	Senior Citizens Center	437,379	429,170	483,229	474,947	506,016	571,623	525,510	567,556
01037	Youth & Family Services	207,699	217,840	228,238	228,697	241,999	250,871	250,871	250,871
TOTALS		1,287,532	1,166,485	1,260,365	1,245,286	1,325,700	1,412,625	1,364,788	1,411,961

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2007-08 ADOPTED BUDGET**

		2003-04	2004-05	2005-06	2005-06	2006-07	2007-08	2007-08	2007-08
		ACTUAL	ACTUAL	REVISED BUDGET	ACTUAL	REVISED BUDGET	BUDGET REQUEST	MANAGER'S PROPOSED	ADOPTED BUDGET
33	Administration/ Adult & Family Services								
80011	HEAD OF DEPT	61,408	65,129	67,091	67,081	69,271	67,091	67,091	71,522
80012	EMPLOYEES	283,153	283,009	294,453	289,737	303,287	303,287	303,287	303,287
80013	PART TIME EMPLOYEES	1,793	140	0	96	0	0	0	0
89999	FRINGE BENEFITS	106,950	111,727	125,454	124,930	143,227	156,253	156,229	156,925
80021	MATERIALS & SUPPLIES	9,958	8,969	10,000	8,007	10,000	10,000	10,000	10,000
80032	EQUIP & FURN MAINT	8,741	9,024	10,000	13,943	10,000	10,000	10,000	10,000
80033	TELEPHONE	7,493	7,297	8,000	7,372	8,000	8,000	6,800	6,800
80034	POSTAGE	1,610	5,960	5,900	1,283	5,900	5,000	4,500	4,500
80037	MILEAGE	3,833	4,163	4,500	4,768	4,500	5,000	5,000	5,000
80039	PRINTING	812	1,056	1,000	614	1,000	1,000	1,000	1,000
80048	DEPARTMENTAL EXPENSE	4,305	8,082	5,500	5,346	5,500	6,000	6,000	6,000
83514	HUMAN SERVICES PROGRAMS	152,398	14,919	17,000	18,465	17,000	18,500	18,500	18,500
	TOTALS	642,454	519,475	548,898	541,642	577,685	590,131	588,407	593,534

SENIOR CITIZENS CENTER

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

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

VALUES:

- Integrity
- Compassion
- Dedication

GOALS & ACTION PLANS:

1. Provide innovative programming to enhance the quality of life for seniors in Norwich by soliciting community resources and contacting area senior centers.
2. Continue National Council on Aging/National Institute of Senior Centers Self-Assessment Accreditation Program
3. Increase the ability of homebound seniors to receive services by determining what their needs are and seeking funding to support these needs.
4. Promote senior centers and their value by speaking with community organizations and by showing the video produced by the Senior Center Director.
5. Convert the Lounge at the Senior Center into a fitness room.

ACCOMPLISHMENTS:

1. Received a \$75,126 State of Connecticut Department of Transportation grant for Regional Out-Of-Town Medical Transportation with the Town of Montville.
2. Completed a Five-Year Strategic Plan.
3. Received an Outstanding Promotional Program from Connecticut association of Senior Center Personnel with nine area senior centers for "Baby Boomers Public Service announcement".
4. Received recognition from the Norwich Lions Club in appreciation of invaluable services.
5. Delivered 500 Farmer's Market coupons to Norwich seniors.
6. Awarded \$500 each from Mohegan Sun and the AHEPA Foundation for a new fitness room
7. Provided additional Outreach Services to the community through a \$6,400 federal grant from Senior Resources.
8. Norwich Sunrise Rotary awarded #200 to the senior center for a Podiatry Clinic.
9. Co-sponsored two Flu Clinics that serviced 300 seniors.
10. Honored 170 Volunteers for hundreds of hours of service to the senior center throughout the year.
11. Hosted an awareness event during Victims' Crimes rights Week with the Norwich Police Department and the Women's Center.
12. Offered a "Keeping your Mind Sharp" class for 40 seniors.

Senior Center	05-06	06-07	07-08
Performance Measure	Actual	Projected	Projected
<i>Number Served</i>			
Preventative health clinic	3,206	4,000	4,000
Transportation	19,405	25,000	30,000
Outreach	836	850	850
Programs	47,000	47,000	48,000
Increases in innovative programming	1.00%	1.00%	1.00%
Increase in homebound senior services	0.00%	2.00%	2.00%
Increase in membership support	2.00%	2.00%	2.00%

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 \$9,128 – Augments Preventative Health Programs.

Senior Resources Area Agency on Aging \$6,400 – Provides additional hours for Outreach Worker

State of Connecticut Grants:

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

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2007-08 ADOPTED BUDGET**

		2003-04	2004-05	2005-06	2005-06	2006-07	2007-08	2007-08	2007-08
		ACTUAL	ACTUAL	REVISED BUDGET	ACTUAL	REVISED BUDGET	BUDGET REQUEST	MANAGER'S PROPOSED	ADOPTED BUDGET
36	Senior Citizen Center								
80011	HEAD OF DEPT	50,647	53,729	55,337	55,335	57,136	58,993	58,993	58,993
80012	EMPLOYEES	205,336	193,037	212,249	197,485	218,615	244,615	218,615	244,615
80013	PART TIME EMPLOYEES	12,993	16,548	14,000	12,604	15,000	15,000	15,000	15,000
89999	FRINGE BENEFITS	88,192	91,933	99,474	101,102	114,651	139,246	125,205	141,251
80021	MATERIALS & SUPPLIES	22,650	19,164	24,360	18,984	27,360	30,760	30,760	30,760
80023	GAS OIL & GREASE	4,960	6,366	10,200	11,783	11,100	6,500	11,802	11,802
80032	EQUIP & FURN MAINT	7,330	4,313	3,500	21,688	3,500	4,500	4,500	4,500
80033	TELEPHONE	5,672	4,851	5,000	4,093	5,000	5,100	4,500	4,500
80034	POSTAGE	1,396	3,110	3,774	1,955	3,774	3,774	3,000	3,000
80037	MILEAGE	1,127	871	1,000	1,003	1,000	1,500	1,500	1,500
80048	DEPARTMENTAL EXPENSE	618	2,068	2,000	1,386	2,000	2,000	2,000	2,000
80128	PREVENTIVE HEALTH CLINIC	25,357	32,969	41,335	24,967	36,735	26,635	26,635	26,635
80131	ECAAA GRANT	11,101	211	11,000	22,562	10,145	5,000	5,000	5,000
80145	NON-RECURRING ITEM	0	0	0		0	28,000	18,000	18,000
TOTALS		437,379	429,170	483,229	474,947	506,016	571,623	525,510	567,556

SENIOR CITIZENS CENTER

Senior Citizens Director				58,993
Program Administrator			50,520	
Outreach Administrator (21 hours)			28,662	
Senior Center Office Coordinator			37,566	
Lead Van Driver			27,483	
Van Driver			27,217	
Receptionist			26,000	
Clinical Secretary (21 hours)			19,951	
Part-time Escort Drivers	3 @	9,072	<u>27,216</u>	<u>244,615</u>
		TOTAL WAGES		<u>303,608</u>

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

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

YOUTH & FAMILY SERVICES

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

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

VALUES:

- Empowerment
- Innovation
- Collaboration

GOALS & ACTION PLANS:

1. Promote the health and well-being of all of Norwich's children by providing positive youth development activities for Norwich youth, families and the community; ensuring positive birth outcomes for Norwich teens; providing parent consultation and crisis management; providing car seat safety training to disadvantaged population; directing anti-smoking, family communication and adolescent health education; providing individual and family counseling without regard to a family's financial status; and providing program enhancement and support services to Norwich Public Schools.
2. Prevent juvenile delinquency and reduce recidivism by leading the court, schools and police to maintain a Juvenile Review Board; offering parent consultation and crisis management; training youth in leadership skills; providing individual and family counseling without regard to a family's financial status; and providing curriculum enhancement and support services to Norwich High.
3. Provide leadership-training activities to all segments of the Norwich population by training and mentoring youth and parent leaders and supervising, mentoring and guiding graduates as they continue to provide service to the community and schools.
4. Increase the employability of Norwich youth by teaching job readiness skills; arranging and supervising internships; providing employment opportunities; providing individual, family or group counseling; and offering parent consultation and crisis management.
5. Reduce underage substance abuse by securing federal grant funding of \$20,000; directing public forums and educational events for parents; providing individual, family or group counseling; and offer positive alternatives to substance abuse.

ACCOMPLISHMENTS:

1. Children First Norwich collaborated with Norwich Public Schools to increase their School Readiness slots. This resulted in over \$1,000,000 coming to Norwich and being administered by the Norwich Public Schools.
2. Succeeded in becoming an approved state site for Medicaid reimbursement for the provision of family counseling services.
3. Received \$63,200 from a variety of public and private donors to continue our Community Leadership programs and to fund Children First Norwich. Children First Norwich is designed to promote early care and education for Norwich children birth to eight.
4. Awarded \$49,607 to fund a Summer Youth employment Program designed to provide jobs to underprivileged Norwich youth.

5. Received \$84,120 from the Eastern Workforce Development board to help disadvantaged youth to develop career paths through apprenticeships and internships.
6. Received \$86,810 from the Department of Education to work on family issues with at-risk families.
7. Awarded \$82,874 from the Department of Public health to continue our efforts towards improving healthy birth outcomes among Norwich's adolescent population.
8. Awarded \$75,000 from the Department of Children and Families for our partnership with Hearts, Hands, and Homes. This foster care initiative is designed to keep Norwich children in foster care in their own community.
9. Received \$6,000 in private grant donations to provide basic needs services to pregnant and parenting adolescents.
10. Received \$18,894 to collaborate with Madonna Place to provide case management services to young parents involved with DCF.
11. Celebrated our third annual Family Day at Mohegan Park last September with over 2,000 attendees.

Youth & Family Services

Performance Measure

Number Served

	05-06	06-07	07-08
	Actual	Projected	Projected
Counseling cases	117	110	110
Young parent cases	92	85	85
COOL youth employment	32	30	30
Leadership initiatives	67	60	60
Juvenile Review Board cases	36	35	35
Family Support Team	48	40	40
Individual/ community consultations	800	800	800
Positive youth development/ recreation/ cultural/ community education	11,550	10,000	10,000
Summer Youth Employment		80	80
Provide positive youth development health & wellness	2,935	2,500	2,500
Birth to young parents will be healthy and meet DPH standards	60	60	60
% of contacted parents/ community partners that will report satisfaction with agency services	92.00%	90.00%	90.00%
Families attending car seat installation demonstrations	82	90	90
Hours of professional counseling services to low-income Norwich families	1,152	1,100	1,100
Graduate community leaders from Community leadership program	27	50	50
Mentor graduates in 3+ community projects	18	20	20
Provide youth with employability assessment	32	30	30
Provide employment/ internships to eligible youth	16	100	100
Provide anti-smoking substance abuse to youths	1,000	900	900
Provide public forums/ educational events to parents	987	1,200	1,200
Engage youth in community service	51	50	50

YOUTH & FAMILY SERVICES

GRANT DESCRIPTIONS

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

Federal Grants:

Department of Labor Workforce Investment Board \$78,005 – Provides funding for Project COOL, Youth Readiness & Employment Program.

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

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

State of Connecticut Grants:

Department of Education \$87,000 – Offsets YFS Staff salaries

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

Private Grants:

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

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

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

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

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

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2007-08 ADOPTED BUDGET**

		2003-04	2004-05	2005-06	2005-06	2006-07	2007-08	2007-08	2007-08
		ACTUAL	ACTUAL	REVISED BUDGET	ACTUAL	REVISED BUDGET	BUDGET REQUEST	MANAGER'S PROPOSED	ADOPTED BUDGET
37	Youth & Family Services								
80011	HEAD OF DEPT	55,581	58,954	60,722	60,724	62,696	64,733	64,733	64,733
80012	EMPLOYEES	103,250	106,258	109,490	109,716	112,775	112,775	112,775	112,775
89999	FRINGE BENEFITS	47,310	50,328	55,726	55,963	64,228	71,063	71,063	71,063
80015	PROFESSIONAL SERVICES	1,288	1,500	1,500	1,498	1,500	1,500	1,500	1,500
80126	TRAINING	270	800	800	795	800	800	800	800
	TOTALS	207,699	217,840	228,238	228,697	241,999	250,871	250,871	250,871

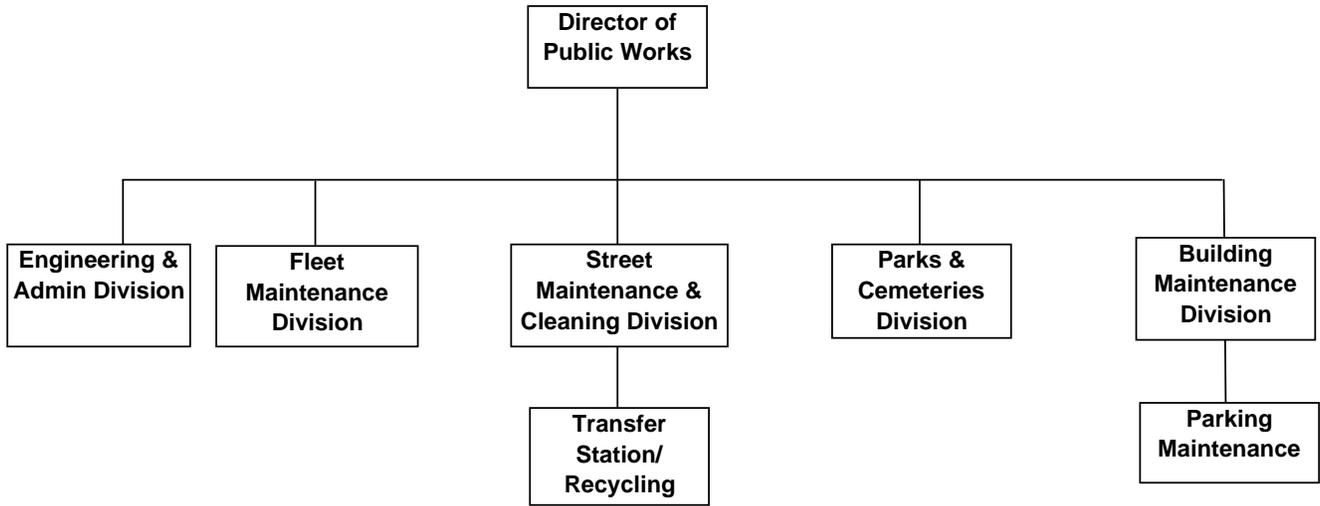
YOUTH & FAMILY SERVICES

Youth & Family Services Director		64,733
Clinical Coordinator	61,765	
Youth & Family Therapist	51,010	<u>112,775</u>
	TOTAL WAGES	<u>177,508</u>

Revenue:

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

City of Norwich Public Works Department Organization Chart



PUBLIC WORKS

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

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

VALUES:

- Skill
- Service
- Integrity

GOALS & ACTION PLANS:

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

ACCOMPLISHMENTS:

1. Completed 4th year of town wide garbage service with no increase in rates.
2. Applied for DEP grant for purchase of green space in Mohegan Park.
3. Obtained \$214,000 grant from state DEP for Pleasant Street bridge construction.
4. Successfully removed snow and ice for 12 storm events.
5. Completed sidewalks on Water and Market Streets.
6. Replaced Wawecus Street bridge deck.

Department of Public Works	05-06	06-07	07-08
Performance Measure	Actual	Projected	Projected
<i>Resurface roads on 20-year cycle/average 8 miles/year</i>			
Road miles paved	4.2	6.8	5.1
<i>Make optimum use of state purchase agreements</i>			
Percentage of procurements screened for possible state bids	Not Measured	66.00%	66.00%
<i>Improve response time to work orders for repairs and assistance</i>			
Median time for completion of repairs (days)	10	10	10
<i>Increase recycling rate through public awareness</i>			
Flyers, newspaper articles, TV spots, etc.	2	4	5
Recycling rate	15.00%	17.00%	19.00%
<i>Improve drainage system operation & maintenance</i>			
Clean catch basins at least one time each year	99.00%	100.00%	100.00%
Percentage of streets swept by August	99.00%	100.00%	100.00%
<i>Increase effectiveness of heavy truck fleet</i>			
Number of trucks > 20 years	1	1	2
Average age of fleet (years)	11.8	11.4	11.1

**CITY OF NORWICH
GENERAL FUND EXPENDITURES - SUMMARY OF PUBLIC WORKS DEPARTMENT
2007-08 ADOPTED BUDGET**

	2003-04 ACTUAL	2004-05 ACTUAL	2005-06 REVISED BUDGET	2005-06 ACTUAL	2006-07 REVISED BUDGET	2007-08 BUDGET REQUEST	2007-08 MANAGER'S PROPOSED	2007-08 ADOPTED BUDGET
PUBLIC WORKS DEPARTMENT								
01038 Engineering & Administration	553,687	546,101	591,012	548,334	567,271	637,679	581,873	588,926
01039 Fleet Maintenance	1,028,589	1,077,839	1,143,783	1,129,366	1,190,232	1,227,443	1,210,906	1,210,906
01040 Transfer Station/ Recycling	2,726,725	2,757,043	2,774,850	2,710,293	2,803,800	808,665	808,665	808,665
01042 Street Maintenance	2,672,466	2,636,591	2,709,381	2,711,159	2,729,338	2,826,942	2,835,915	2,755,915
01046 Parks & Cemeteries	785,162	729,445	700,147	757,997	732,397	750,685	746,901	746,901
01047 Building Maintenance	882,786	824,023	872,684	852,558	945,720	1,077,970	1,044,151	1,048,151
01048 Parking Maintenance	111,392	97,047	137,737	133,018	123,511	130,754	130,754	126,754
TOTALS	8,760,807	8,668,089	8,929,594	8,842,725	9,092,269	7,460,138	7,359,165	7,286,218

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2007-08 ADOPTED BUDGET**

		2003-04	2004-05	2005-06	2005-06	2006-07	2007-08	2007-08	2007-08
		ACTUAL	ACTUAL	REVISED BUDGET	ACTUAL	REVISED BUDGET	BUDGET REQUEST	MANAGER'S PROPOSED	ADOPTED BUDGET
38	Engineering & Administration Division								
80011	HEAD OF DEPT	84,486	89,609	92,308	92,292	95,308	92,308	92,308	98,406
80012	EMPLOYEES	313,136	284,789	303,765	268,414	282,667	327,667	282,667	282,667
80014	OVERTIME	0	0	1,000	240	1,000	1,000	1,000	1,000
89999	FRINGE BENEFITS	115,183	115,340	129,439	125,226	119,596	145,004	139,298	140,253
80015	PROFESSIONAL SERVICE	18,729	8,321	30,000	36,396	30,000	36,000	36,000	36,000
80021	MATERIALS & SUPPLIES	9,558	1,562	15,000	7,904	15,000	15,000	10,000	10,000
80033	TELEPHONE	1,319	1,645	2,000	1,875	2,000	2,000	1,900	1,900
80034	POSTAGE	1,915	4,804	2,000	1,319	5,000	2,000	2,000	2,000
80037	MILEAGE	5,174	5,049	5,500	4,856	6,700	6,700	6,700	6,700
80048	DEPARTMENTAL EXPENSE	4,187	34,982	10,000	9,813	10,000	10,000	10,000	10,000
TOTALS		553,687	546,101	591,012	548,334	567,271	637,679	581,873	588,926

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2007-08 ADOPTED BUDGET**

		2003-04	2004-05	2005-06	2005-06	2006-07	2007-08	2007-08	2007-08
		ACTUAL	ACTUAL	REVISED BUDGET	ACTUAL	REVISED BUDGET	BUDGET REQUEST	MANAGER'S PROPOSED	ADOPTED BUDGET
39	Fleet Maintenance Division								
80012	EMPLOYEES	393,720	374,499	418,310	422,682	430,861	433,913	433,913	433,913
80014	OVERTIME	29,271	62,822	30,000	28,820	35,000	35,000	35,000	35,000
89999	FRINGE BENEFITS	196,734	198,688	195,123	195,123	221,621	240,530	242,790	242,790
80021	MATERIALS & SUPPLIES	2,274	6,255	6,250	6,351	6,250	0	0	0
80023	VEHICLE FUEL	75,102	120,594	168,600	141,737	150,000	150,000	144,625	144,625
80025	HEATING FUEL	0	0	1,000	0	0	0	0	0
80027	AUTO SUPPLIES & MAINT	271,002	244,879	259,000	263,451	270,000	291,500	291,500	291,500
80033	TELEPHONE	2,274	2,023	2,500	1,493	2,500	2,500	1,200	1,200
80035	UTILITIES	30,587	34,665	35,000	41,134	46,000	46,000	33,878	33,878
80040	BLDG & GRND MAINT	27,625	33,414	28,000	28,574	28,000	28,000	28,000	28,000
	TOTALS	1,028,589	1,077,839	1,143,783	1,129,366	1,190,232	1,227,443	1,210,906	1,210,906

PUBLIC WORKS - FLEET MAINTENANCE

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

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

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2007-08 ADOPTED BUDGET**

		2003-04	2004-05	2005-06	2005-06	2006-07	2007-08	2007-08	2007-08
		ACTUAL	ACTUAL	REVISED BUDGET	ACTUAL	REVISED BUDGET	BUDGET REQUEST	MANAGER'S PROPOSED	ADOPTED BUDGET
40	Transfer Station/ Recycling								
80012	EMPLOYEES	116,865	115,209	76,043	68,666	78,324	123,324	123,324	123,324
80014	OVERTIME	11,884	13,829	15,000	12,693	15,000	14,000	14,000	14,000
89999	FRINGE BENEFITS	75,468	72,858	42,807	39,179	44,476	67,283	67,283	67,283
80021	MATERIALS & SUPPLIES	0	0	0	0	0	1,500	1,500	1,500
80032	EQUIP & FURN MAINT	0	0	0	0	0	35,000	35,000	35,000
80033	TELEPHONE	0	0	0	0	0	400	400	400
80035	UTILITIES	0	0	0	0	0	6,849	6,849	6,849
80037	MILEAGE	0	0	0	0	0	700	700	700
80124	LANDFILL/RECYCLE OPER	2,522,508	2,555,147	2,641,000	2,589,756	2,666,000	485,000	485,000	485,000
	OPERATING TRANSFER-OUT	0	0	0	0	0	74,609	74,609	74,609
	TOTALS	2,726,725	2,757,043	2,774,850	2,710,293	2,803,800	808,665	808,665	808,665

Note: The Direct Hauler activity and SCRRRA payments were moved to the Landfill & Refuse special revenue fund. The operating transfer above is to support the difference between estimated Landfill & Refuse revenues and expenditures.

Transfer Station/ Recycling

Weighmaster Clerk	45,221	
Recycling Coordinator	45,000	
Attendant	<u>33,103</u>	<u>123,324</u>
TOTAL WAGES		<u>123,324</u>

Detail of Contracts Line:

	FY 2008
Material disposal fees	36,000
Tub grinding	16,000
Paper recycling	95,000
Household Hazardous Waste Collection	8,000
Town & City recycling	330,000
	<u>485,000</u>

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2007-08 ADOPTED BUDGET**

	2003-04 ACTUAL	2004-05 ACTUAL	2005-06 REVISED BUDGET	2005-06 ACTUAL	2006-07 REVISED BUDGET	2007-08 BUDGET REQUEST	2007-08 MANAGER'S PROPOSED	2007-08 ADOPTED BUDGET
42 Street Maintenance Division								
80009 TREE CARE	34,049	63,712	60,000	94,738	70,000	100,000	100,000	100,000
80012 EMPLOYEES	1,241,960	1,225,258	1,279,847	1,260,293	1,318,230	1,324,088	1,324,088	1,244,088
80013 PART TIME EMPLOYEES	32,022	33,593	45,000	23,570	45,000	45,000	45,000	45,000
80014 OVERTIME	122,558	208,466	115,000	149,049	135,000	150,000	150,000	150,000
89999 FRINGE BENEFITS	732,401	732,164	683,434	674,448	719,108	765,854	773,637	773,637
80021 MATERIALS & SUPPLIES	208,937	159,481	205,000	145,693	200,000	180,000	180,000	180,000
80025 HEATING FUEL	7,727	11,791	16,100	14,637	15,000	15,000	0	0
80033 TELEPHONE	4,631	4,556	5,000	4,373	5,000	5,000	4,500	4,500
80035 UTILITIES	16,262	16,238	18,000	20,504	22,000	22,000	38,690	38,690
80040 BLDG & GRND MAINT	16,268	13,442	15,000	14,649	15,000	15,000	15,000	15,000
80043 EMERGENCY STORM DRAIN	166,634	150,178	147,000	191,523	160,000	180,000	180,000	180,000
80046 RENTAL EQUIPMENT	38,442	17,712	25,000	0	25,000	25,000	25,000	25,000
NON RECURRING ITEMS								
83449 NEW VEHICLES	0	0	95,000	117,681	0	0	0	0
85950 TRACTOR WITH CAB	50,575	0	0	0	0	0	0	0
REPLACE SALT DOME ROOFS	0	0	0	0	0	0	0	0
TOTALS	2,672,466	2,636,591	2,709,381	2,711,159	2,729,338	2,826,942	2,835,915	2,755,915

PUBLIC WORKS - STREET MAINTENANCE AND CLEANING

Public Works Superintendent				63,572
Highway Mtn. Supervisor			55,124	
Crew Leaders	4 @	45,221	180,884	
Dispatcher			45,221	
Mason			45,221	
Special Equipment Operator			45,221	
Maintenance Man			45,221	
Heavy Equipment Operators	3 @	43,066	129,198	
Light Equipment Operators	11 @	40,190	442,090	
Laborers	8 @	33,742	269,936	<u>1,258,116</u>
TOTAL WAGES				<u>1,321,688</u> *

* - Difference between wages per above schedule and those listed for 01042-80012 on the previous page is due to longevity bonus pay and some savings expected due to the reorganization of the Parks & Cemeteries division.

Overtime:

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

80021 Materials and Supplies:

In addition to this amount funded by the general fund, there is an additional grant appropriation from the State of Connecticut totaling \$174,976 which is also available for road maintenance and supplies.

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2007-08 ADOPTED BUDGET**

		2003-04	2004-05	2005-06	2005-06	2006-07	2007-08	2007-08	2007-08
		ACTUAL	ACTUAL	REVISED BUDGET	ACTUAL	REVISED BUDGET	BUDGET REQUEST	MANAGER'S PROPOSED	ADOPTED BUDGET
46	Parks & Cemeteries Division								
80012	EMPLOYEES	411,941	371,169	350,328	368,615	360,412	362,018	367,362	367,362
80013	PART TIME EMPLOYEES	69,790	70,923	65,500	93,830	70,000	70,000	70,000	70,000
80014	OVERTIME	8,560	10,774	12,000	10,964	12,000	12,000	12,000	12,000
89999	FRINGE BENEFITS	207,672	197,946	178,719	180,106	189,485	202,667	205,784	205,784
80021	MATERIALS & SUPPLIES	46,906	48,586	47,000	47,766	55,000	55,000	40,000	40,000
80025	HEATING FUEL	3,297	3,764	6,100	5,948	5,000	5,000	0	0
80033	TELEPHONE	1,620	1,569	2,000	1,450	2,000	2,000	900	900
80035	UTILITIES	7,325	7,252	10,000	9,358	10,000	10,000	18,855	18,855
80040	BLDG & GRND MAINT	27,108	15,841	26,000	38,397	26,000	30,000	30,000	30,000
80047	TRUST FUND VASES	943	1,621	2,500	1,563	2,500	2,000	2,000	2,000
TOTALS		785,162	729,445	700,147	757,997	732,397	750,685	746,901	746,901

PUBLIC WORKS - PARKS AND CEMETERIES

Labor Foreman				55,124
Maintenance Man	1 @	45,221	45,221	
Crew Leaders	1 @	45,221	45,221	
Light Equipment Operators	3 @	40,190	120,570	
Laborers	3 @	33,742	<u>101,226</u>	<u>312,238</u>
TOTAL WAGES				<u>367,362</u>

The Parks & Cemeteries department collects fees for use of the Lakeside Gazebo and the Pavillion at Mohegan Park. These fees are \$100 and \$125, respectively. A \$50 fee is charged for weddings at Brown Park, Rose Garden and Mohegan Park Center. Fees for internment of ashes is \$100 on normal business days and \$200 on weekends and holidays.

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2007-08 ADOPTED BUDGET**

		2003-04	2004-05	2005-06	2005-06	2006-07	2007-08	2007-08	2007-08
		ACTUAL	ACTUAL	REVISED BUDGET	ACTUAL	REVISED BUDGET	BUDGET REQUEST	MANAGER'S PROPOSED	ADOPTED BUDGET
47	Building Maintenance Division								
80004	MATERIALS & SUPPLIES-OTHER	8,367	5,034	8,000	8,099	9,500	9,500	9,500	9,500
80007	UTILITIES-OTHER	59,567	58,355	85,000	65,158	102,500	102,500	62,910	62,910
80012	EMPLOYEES	247,514	276,820	234,739	249,827	275,766	350,121	350,121	352,747
80013	PART TIME EMPLOYEES	14,802	8,703	8,000	15,752	10,000	10,000	10,000	10,000
80014	OVERTIME	3,804	7,022	7,000	9,102	7,000	9,500	9,500	10,500
89999	FRINGE BENEFITS	141,749	146,757	125,745	127,909	151,204	201,599	201,599	201,973
80021	MATERIALS & SUPPLIES	25,553	25,549	29,000	30,001	31,000	32,000	32,000	32,000
80035	UTILITIES	123,523	117,187	170,200	169,152	143,750	143,750	149,521	149,521
80040	BLDG & GRND MAINT	115,613	77,857	105,000	84,003	110,000	110,000	110,000	110,000
80108	BLDG GRND MAINT-OTHER	122,294	100,739	100,000	93,556	105,000	109,000	109,000	109,000
NON RECURRING ITEMS									
86002	PAINT CITY HALL (EXTERNAL)	20,000	0	0	0	0	0	0	0
TOTALS		882,786	824,023	872,684	852,558	945,720	1,077,970	1,044,151	1,048,151

PUBLIC WORKS - BUILDING MAINTENANCE

Building & Grounds Maint. Supervisor				55,124
Chief Maintenance Man			47,376	
Lead Janitor			38,932	
Senior Building Maintenance			40,190 **	
Building Maintenance Person			33,985 **	
Janitors	4 @	33,985	<u>135,940</u>	296,423
TOTAL WAGES				<u>351,547</u> *

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

** - These positions are to be transferred from the Police Department.

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
2007-08 ADOPTED BUDGET**

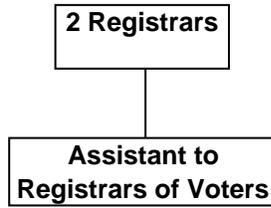
	2003-04 ACTUAL	2004-05 ACTUAL	2005-06 REVISED BUDGET	2005-06 ACTUAL	2006-07 REVISED BUDGET	2007-08 BUDGET REQUEST	2007-08 MANAGER'S PROPOSED	2007-08 ADOPTED BUDGET
48 Parking Maintenance Division								
80012 EMPLOYEES	61,703	45,045	65,755	65,755	67,727	67,727	67,727	67,727
89999 FRINGE BENEFITS	25,728	27,127	33,982	33,482	35,784	39,027	39,027	39,027
80040 MAINTENANCE	23,961	24,875	24,000	33,781	20,000	24,000	24,000	20,000
86009 ELEVATOR MAIN ST GARAGE	0	0	8,000	0	0	0	0	0
86010 LINE STRIPING MACHINE	0	0	6,000	0	0	0	0	0
TOTALS	111,392	97,047	137,737	133,018	123,511	130,754	130,754	126,754

PUBLIC WORKS - PARKING MAINTENANCE

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

The Parking Commission reimburses the city for the maintenance services provided. The revenue is accounted for in account 70260 (See revenue section). For the 2007-08 fiscal year the revenue is estimated to be \$126,754.

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	05-06	06-07	07-08
Performance Measure	Actual	Projected	Projected
<i>Inputs</i>			
Budget	\$122,026	\$135,808	\$142,322
Full-time equivalent employees	2.5	2.5	2.5
<i>Workload/ Output Measures</i>			
General elections	1	1	1
Primaries	2	2	2
Total elections	3	3	3
New registrations	567	500	500
Changes	1,648	1,200	1,200
Number of eligible voters	19,192	18,800	18,800
<i>Outcome/ Results</i>			
Number of voters voting in General Election	3,761	3,704	3,704
Percentage of eligible voters voting	19.60%	19.70%	19.70%
<i>Efficiency Measures</i>			
Average cost per polling place per election	\$3,825	\$3,940	\$4,060
Average total cost per election	\$15,300	\$15,760	\$16,790
Cost of election per registered voter	\$0.80	\$0.84	\$0.89

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2007-08 ADOPTED BUDGET**

		2003-04	2004-05	2005-06	2005-06	2006-07	2007-08	2007-08	2007-08
		ACTUAL	ACTUAL	REVISED BUDGET	ACTUAL	REVISED BUDGET	BUDGET REQUEST	MANAGER'S PROPOSED	ADOPTED BUDGET
63	ELECTION								
80011	HEAD OF DEPT	44,017	44,006	48,000	48,001	48,000	48,000	48,000	48,000
80012	EMPLOYEES	15,974	16,228	16,648	16,715	17,147	17,147	17,147	17,147
80013	PART TIME EMPLOYEES	17,374	21,834	29,780	23,237	32,060	33,580	33,580	33,580
89999	FRINGE BENEFITS	14,267	15,721	19,721	17,477	21,275	23,069	23,069	23,069
80021	MATERIALS & SUPPLIES	1,573	3,561	1,000	3,123	1,000	2,200	2,200	2,200
80032	EQUIP & FURN MAINT	1,192	1,575	3,726	2,044	3,726	3,726	3,726	3,726
80033	TELEPHONE	3,932	3,780	3,200	3,003	3,200	3,200	3,200	3,200
80034	POSTAGE	1,790	2,760	5,000	3,138	6,000	6,000	6,000	6,000
80038	ADVERTISING	885	215	0	1,591	0	2,000	2,000	2,000
80039	PRINTING	3,702	0	0	0	0	0	0	0
80048	DEPARTMENTAL EXPENSE	832	744	1,000	465	1,000	1,000	1,000	1,000
80053	MOVING VOTING MACHINE	2,878	3,358	2,400	3,232	2,400	2,400	2,400	2,400
TOTALS		108,416	113,782	130,475	122,026	135,808	142,322	142,322	142,322

ELECTION

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

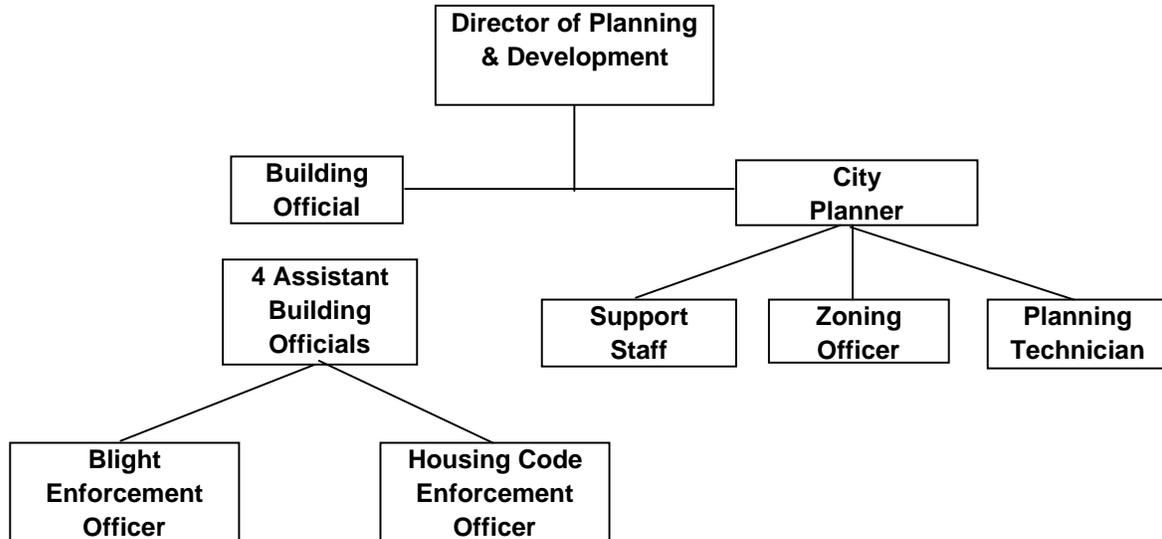
PART TIME EMPLOYEES:

General Moderator	1 @	250	250
Assistant Moderator	1 @	200	200
Precinct Moderators	10 @	185	1,850
Assistant Registrars	20 @	160	3,200
Checkers	20 @	150	3,000
Machine Tenders	24 @	135	3,240
Machine Examiners	2 @	50	100
Chief Machine Mechanic	1 @	1,200	1,200
Machine Mechanic	1 @	400	400
Chief Absentee Counter	1 @	135	135
Absentee Counters	4 @	125	500
Meeting Costs	81 @	15	1,215
Contingency			1,500

Cost of one Election 16,790

Cost of two Elections 33,580

City of Norwich Planning and Development Department Organization Chart



PLANNING & DEVELOPMENT

MISSION: To facilitate residential, commercial and industrial development.

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

VALUES:

- Equity & Fairness
- Communication
- Public education & Protection

GOALS & ACTION PLANS:

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

ACCOMPLISHMENTS:

1. Initiated Blight Enforcement Program. Collected \$32,257 in citation fines.
2. Updated city's Five-Year Capital Improvements Plan.
3. Brownfields Pilot Project grant for Shipping Street completed.
4. Administered federal/state Legacy Tree Grant Program.
5. Provided staff assistance to Mayor, City Manager, City Council, City Development Agencies, Commission on the City Plan, Inland Wetlands, Watercourses and Conservation Commission, Zoning Board of Appeals, Homestead Program and community groups on various projects.
6. Facilitated over \$200 million in development projects.
7. Attended Brownfields training.

Planning and Development**Performance Measure**

	05-06	06-07	07-08
	Actual	Projected	Projected
Site development plans reviewed	19	20	20
Subdivision/resubdivision plans reviewed	9	6	6
Special permit applications reviewed	16	20	20
Zoning permit applications	503	500	600
Zoning variance applications reviewed	62	75	80
Inland Wetlands applications reviewed	30	30	30
Zoning complaints investigated	130	100	100
Residential building permits issued	1,642	2,500	2,500
Commercial building permits issued	285	250	285
Industrial building permits issued	1	1	1
Structures condemned	2	2	2
Dwelling units condemned	18	6	6
Buildings demolished	3	2	2
Code violations investigated	1,170	1,200	1,500
Citations issued	165	200	200
Citations fees collected	\$32,257	\$50,000	\$30,000

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2007-08 ADOPTED BUDGET**

	2003-04 ACTUAL	2004-05 ACTUAL	2005-06 REVISED BUDGET	2005-06 ACTUAL	2006-07 REVISED BUDGET	2007-08 BUDGET REQUEST	2007-08 MANAGER'S PROPOSED	2007-08 ADOPTED BUDGET
64 PLANNING & DEVELOPMENT								
80011 HEAD OF DEPT	67,923	72,053	77,082	77,191	82,819	85,511	85,511	85,511
80012 EMPLOYEES	444,566	441,813	539,173	543,208	622,681	651,066	651,066	651,066
80013 PART TIME	12,103	121	0	2,459	0	0	0	0
80014 OVERTIME	8,425	46,561	4,238	6,359	18,738	8,738	8,738	8,738
89999 FRINGE BENEFITS	198,422	203,063	234,713	232,946	276,227	327,377	330,866	330,866
80015 PROFESSIONAL SERVICES	13,921	21,638	13,000	8,420	17,000	20,000	20,000	20,000
80021 MATERIALS & SUPPLIES	5,072	3,363	5,000	6,216	4,000	5,000	5,000	5,000
80023 VEHICLE FUEL	0	0	0	0	6,000	6,000	3,387	3,387
80032 EQUIP & FURN MAINT	105	2,984	4,500	5,925	3,000	4,000	4,000	4,000
80033 TELEPHONE	6,914	7,435	8,000	7,403	8,000	6,000	6,000	6,000
80034 POSTAGE	3,510	3,378	4,500	4,554	4,500	3,000	3,000	3,000
80037 MILEAGE	12,762	5,599	16,145	6,486	3,500	2,880	2,880	2,880
80038 ADVERTISING	10,995	16,450	13,000	17,286	14,000	12,000	12,000	12,000
80039 PRINTING	785	325	1,000	346	1,000	1,000	1,000	1,000
80048 DEPARTMENTAL EXPENSE	2,711	4,349	2,000	2,722	3,500	3,000	3,000	3,000
NON RECURRING ITEMS								
OFFICE EQUIP/COMPUTERS	0	0	57,000	57,000	0	10,000	0	0
83449 VEHICLES	0	0	57,000	57,000	0	0	0	0
TOTALS	788,214	829,132	1,036,351	1,035,520	1,064,965	1,145,572	1,136,448	1,136,448

NOTE: The Planning & Neighborhood Services department changed its name to "Planning & Development" in Fall 2006.

Planning & Development

Director of Planning & Development				85,511
City Planner			66,611	
Building/Housing Code Enforcement Official			66,569	
Zoning Enforcement Officer			49,074	
Assistant Building Officials	4 @	50,035	200,140	
Housing Code Enforcement Inspector	1 @	50,035	50,035	
Blight Enforcement Officer			48,128	
Code Enforcement Secretary			37,566	
Planning Technician			39,828	
Administrative Secretary	2 @	37,566	75,132	
Administrative Secretary (21 hours/week)	1 @	17,983	17,983	
				<u>651,066</u>
			TOTAL WAGES	<u>736,577</u>

Professional Services:

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

Revenue:

Planning & Development collects fees for permits, applications and citation fees which are included in Revenue Account 70213. We anticipate that we will collect revenue of approximately \$700,000 for fiscal year 2007-08.

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									
2007-08 ADOPTED BUDGET									
		2003-04	2004-05	2005-06	2005-06	2006-07	2007-08	2007-08	2007-08
		ACTUAL	ACTUAL	REVISED	ACTUAL	REVISED	BUDGET	MANAGER'S	ADOPTED
				BUDGET		BUDGET	REQUEST	PROPOSED	BUDGET
65	ECONOMIC DEVELOPMENT								
80015	PROFESSIONAL SERVICES	0	0	0	0	65,000	65,000	65,000	65,000
81000	PROJECT CONTINGENCY	15,659	42,661	25,000	22,558	35,000	75,000	45,000	45,000
81001	NORWICH COMMUNITY DEV. CORP.	0	55,000	55,000	55,000	45,000	45,000	45,000	45,000
81072	MAIN STREET PROGRAM	0	25,000	25,000	25,000	25,000	25,000	25,000	25,000
81075	TOURISM	31,745	43,948	41,000	42,169	45,000	47,000	47,000	47,000
81076	APED MEETING MINUTES	0	0	0	0	1,000	1,000	1,000	1,500
81077	NORWICH NOW INITIATIVE	0	0	0	0	53,528	0	0	0
	SACHEM FUND TRANSFER	0	0	0	0	0	200,000	200,000	200,000
	TOTALS	47,404	166,609	146,000	144,727	269,528	458,000	428,000	428,500

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



Norwich Public Schools

Pamela W. Aubin, Superintendent of Schools

TO THE CITIZENS OF NORWICH

The proposed Norwich Public Schools 2007-2008 Budget supports the goals set forth in the proposed Strategic Plan for 2006-2011. The strategic plan identifies goals that focus on preparing students to be as well educated as any in the world, and to ensure that all of our students have the capacity to be high achievers in a safe, caring school environment. This budget begins to provide the necessary resources to accomplish the goals by 2011.

The Board of Education's proposed fiscal year 2007-2008 budget reflects a status quo budget in terms of teachers, nurses, paraeducators and custodians. The proposed increases reflect the outside forces and fixed costs that continue to challenge the funding of the Norwich Public Schools, i.e. tuition increases, benefits, transportation and utilities. New positions are the result of increased concerns for the safety of students and staff in our middle schools and include the hiring of two middle school resource officers. A new elementary math curriculum has been piloted in 2006-2007 and for the first time in eight years, the textbook account will be adequately funded. The funding of staggered replacement of computers that are ten years old and operating on Windows 95 operating systems is being proposed, as well as the replacement of other equipment. Extended learning programs and summer school programs, supported solely by grants will continue to provide engaging learning opportunities for students beyond the school day and school year.

A high achieving, quality school system is critical for the economic success of the city. City and state leaders meet regularly to coordinate efforts to achieve greater efficiencies and collaborate on projects of mutual concern. Many of those economies are reflected in line item reductions, such as the reduction in heating expenses due to preferred pricing on No. 2 oil obtained through participation in the Big Cities Consortium. The Norwich Public Schools provides leadership in early childhood education initiatives through participation in Children First Norwich and the School Readiness Council. Partnerships have been forged between the Norwich Public Schools, Norwich Free Academy, New London Science and Technology Magnet School, Norwich Youth and Family Services, Norwich Social Services, Norwich NAACP, Otis Library and Norwich Parks and Recreation to improve outcomes for all Norwich youth.

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

Sincerely,

Pamela W. Aubin
Superintendent of Schools

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

BOARD OF EDUCATION MEMBERS

Charles JaskiewiczChairperson
John LeVangieVice Chair
Cora Lee BoulwareSecretary
KellyAnn GravesMember
Lorrie HerzMember
Harlan HydeMember
Chuck NorrisMember
Joyce WerdenMember
Angelo YeitzMember

CENTRAL OFFICE ADMINISTRATORS

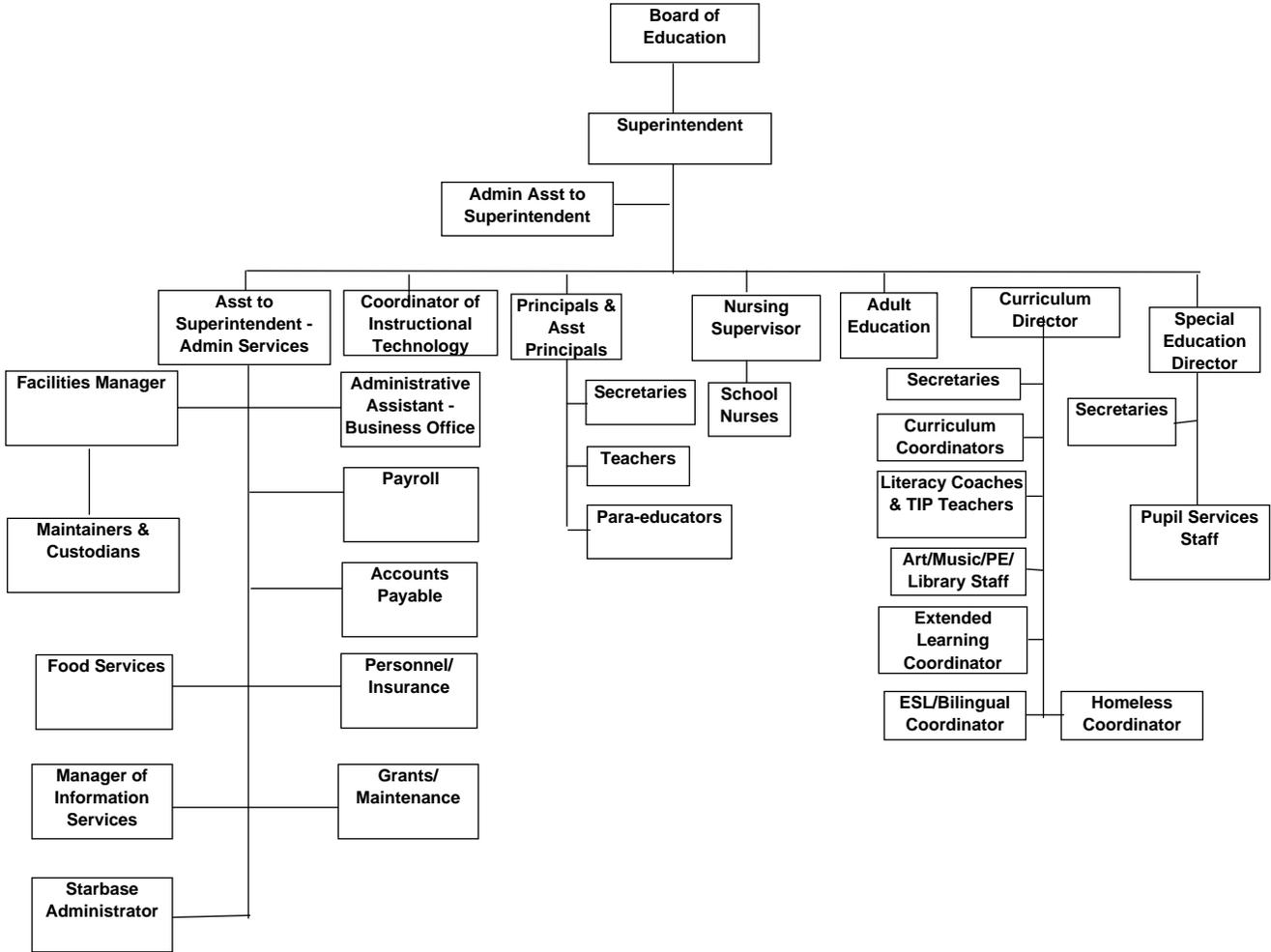
Pamela W. Aubin Superintendent
Maureen Picard Assistant to the Superintendent
Joseph StefonCurriculum Director
To be determinedPupil Services Director
Mary Berry Adult Education Director

BUILDING PRINCIPALS

Cheryl Vocatura Bishop Elementary School
Marianne Nardone, Ed.D.Greenville Elementary School
Rebecca PellerinHuntington Elementary School
Rose HerrickMahan Elementary School
Linda Demikat, Ph.D.Moriarty Elementary School
Janis SawickiStanton Elementary School
Christie GillulyUncas Elementary School
Susan LacyVeterans' Memorial Elementary School
Albert J. Wojtcuk, Ph.D.Wequonnoc Elementary School
Scott Fain Kelly Middle School
William PeckhamTeachers' Memorial Middle School
Edward DerrThames River Academy

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

City of Norwich Board of Education Organization Chart



BOARD OF EDUCATION

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

VISION: 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	05-06	06-07	07-08
Performance Measure	Actual	Projected	Projected
Total number of students	3,957	3,948	3,988
Average class size			
Kindergarten	18.0	18.0	18.0
Grade 2	17.7	17.0	19.3
Grade 5	18.1	18.0	16.9
Grade 7	21.6	20.0	22.0
High School	15.0	16.5	12.5
Student/teacher ratio	14.5	15.0	17.0
Total expenditure per student	8,016	N/A	N/A
Average teacher salary	57,138	58,049	57,146
Percentage of city resident children attending public schools	85.00%	85.00%	84.00%
 <i>Connecticut Mastery Test:</i>			
Percentage above goal			
Reading	38.2	50.2	57.9
Math	46.2	42.8	50.2
Writing	44.7	57.7	46.8

GRANTS GRID 2006-2007

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

The Norwich Public Schools budget is presented in detail in the budget submitted by them. The following is a summary of State, Federal and Private grants received by the Board of Education. These grants are for programs in addition to the programs supported by their General Fund appropriation.							
NAME	TYPE	COMMENTARY		2005-06	2006-07	*	Applies TO
Title One Improving Basic Programs	Federal Entitlement/ State Process	Distribution of funds is school-based and dependent upon poverty indicators. (free/reduced lunch).	overall	2,205,124	1,855,030		
			NPS	(*)2,195,534	1,840,677		All
			Non public	9,590	14,353		
			Neglect				
Title II Part A Teacher Training Entitlement	Federal Entitlement/ State Process	Funds are used for improving teacher/principal quality..	overall	413,201	409,463		
			NPS	(*)233,400	223,463		All
			Non public	179,801	186,000		
			Charter				
Title II Part D Enhancing Education Through Technology	Federal Entitlement/ State Process	Funds are used for Professional Development for Technology.	overall	39,202	14,215		
			NPS	(*)22,490	7,897		All
			Non public	16,712	6,318		
			Charter				
Title II Part D Technology	State Competitive Grant	Distance Learning for LA, Math, and Science with Lisbon for grades 6, 7, 8		(*) 80,000			
Title III Part A English Language Acquisition	Federal Entitlement/ State Process	Funds for supplies and professional development in teaching English Language Learners.	NPS	32,959	52,911		All
			Non public	11,086	10,720		
Title III Immigrant Children and Youth Grant	Federal Entitlement/ State Process	Funds for to assist unexpectedly large increases in student population due to immigration.					
Title IV Safe and Drug-Free Schools	Federal Entitlement/ State Process	NPS monies are used for an elementary guidance counselor and materials for Health and Drug safety curriculum.	overall	56,283	44,474		
			NPS	(*)32,294	24,730		All
			Non public	23,989	19,744		
			Charter				
Title Six Innovative Education Strategies NEW Title V	Federal Entitlement/ State Process	Funds are used for salaries for state grant required reports.	overall	28,669	14,921		
			NPS	(*)16,434	8,287		All
			Non public	12,235	6,634		
			Charter				
Bilingual/ESOL Education Program	Federal/Entitlement/State process	Funds will be used to purchase supplies for the Bilingual Center.		(*)6,993	13,332	X	Greeneville Teachers
Priority School District	State Entitlement	School Readiness	NPS	(*) 1,003,290	1,216,527	X	All
		Quality Enhancement		(*) 25,000	25,000		
		Priority Class Size Reduction		(*) 527,424	1,228,359	X	
		Early Reading Success		(*)429,437	487,001	X	
		Summer School Accountability		(*) 117,514	115,820	X	
		Extended School Hours		(*) 98,786	99,676	X	
School Readiness Grant	State Competitive Grant	School Readiness Programs; funding in partnership with Groton Public Schools.		See Above PSD	See above PSD		Huntington Mahan Stanton Wequonnoc
IDEA (Part B) 611(94-142 Special Education)	Federal Entitlement/ State Process	Funding is based on reported ISSIS counts		(*) 1,235,861	1,235,861	X	All
IDEA (Part B) 619 Preschool Entitlement	Federal Entitlement/ State Process			(*) 39,727	39,804	X	All
IDEA (Part B) Sliver	Federal Competitive Funds	Social Skills Training program for Special Education students in K-3.		20,000			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.		(*) 30,230	50,310	X	Mahan
21st Century Community Learning Centers	Federal Competitive Funds	Funds, if awarded, will support after-school, evening, weekend, multi-cultural, student leadership and SCORE activities for middle school students.					
LEARN and SERVE AMERICA	Federal Competitive Funds/State process	Funds are used to support student leadership and community service programs at Bishop, Greeneville, Mahan, Moriarty, Uncas, Kelly, Teachers' Memorial, Integrated Day Charter and Norwich Free Academy.		(*) 48,941	35,000		All
Early Reading Success	State Competitive Grant	K-2 after-school early literacy at two elementary schools and funding for Early Literacy Coordinator.		Moved to Priority School Dollars	Moved to Priority School Dollars		
Interdistrict Cooperative	State Competitive Grant	Funds will be used to support Marine Science Instruction for students in grades 7 and 8 along with Bozrah and Montville.		(*) 118,000	109,926	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.		(*) 188,442			Wequonnoc
Improving School Attendance	Federal Competitive Grant	This grant is to improve school attendance. This will fund salaries for data driven attendance system.		(*) 30,000			All

GRANTS GRID 2006-2007

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

NAME	TYPE	COMMENTARY		2005-06	2006-07	*	Applies TO
Life Skills	Federal DFS&C Competitive	Materials and training for Middle School Health Education					Middle Schools
Pfizer SMART Grant	Private Competitive	Materials and training for Middle School Science Initiatives		(*) 2,131			Teachers Memorial
Pfizer SMART Grant	Private Competitive	Materials and training for Middle School Science Initiatives		(*) 2,000			Kelly
SPIRIT - Juvenile Justice - Delinquency Prevention Program	Federal Competitive Grant	Grant awarded to provide after-school programs for middle school students.					Middle Schools
Music is Instrumental	Local Competitive Eastern CT Community Foundation	Instrumental music program for grade 5 at risk and economically disadvantaged students.					All
BYRNE Grant	State Competitive Grant	To assist students with school adjustment issues as they return from out placed education programs to their homeschool		43,471			Thames River Academy
ID Special Education	State Department of Education	Bring special ID education students back to their homeschool		25,000			All
Reading First	State Competitive Grant	To create a demonstration site in SBRR Comprehensive Reading		(*)250,000	250,000		Veterans
Stanton Playscape	Bonding Commission						Stanton
Technology Infrastructure	State Competitive Grant	Connect to the Connecticut Education Network					All
SPIRIT - After-School Program	State Competitive Grant	Comprehensive after school program for 60 students at each middle focusing on art, technology and job skills			65,090	X	Middle Schools
CPR Program	Private Competitive	Funding supports the Kelly Middle School CPR program			3,000	X	Kelly
Adult English Literacy	Competitive State Department of Education	Integrate English Literacy and Civics topics into the Curriculum for ESL and High School Diploma Students		(*) 20,000	20,000	X	Adult Education
Family Literacy Project	State Competitive Grant	Targeted funds for family literacy program of 21 ESL families in conjunction with the Huntington full-day ESL class and Adult Education.		(*) 50,000	50,000	X	Adult Education
Family Resource Center	State Competitive Grant	Targeted funds for the maintenance of the Family Resource Center at Wequonnoc School. Future funding depends on State discretion.		102,250	102,250	X	Wequonnoc
Career Preparation	State Competitive Grant	Adult Education students will be trained in workforce skills		(*) 50,000	50,000	X	Adult Education
Career Preparation	State Competitive Grant	Adult Education students will be given workforce preparation skills		(*) 25,000	25,000	X	Adult Education
Career Preparation	State Competitive Grant	Adult Education students will be counseled for Post Secondary transition		(*) 35,000	35,000	X	Adult Education
Technology Implementation	State Competitive Grant	Adult Education Technology		(*) 35,000	35,000	X	Adult Education
Young Adult Learner	State Competitiveve Grant	State funded initiative to serve young adult education students earn credits for High School diploma			33,333	X	Adult Education
Norwich Mentoring Community Collaborative	Private Competitive	Grant supports mentoring program			10,000		
Fresh Fruits and Vegetables	State				25,000		
				applied for overall NPS	applied for overall NPS		Funded through Adult Education
				pending			
				"X" = Confirmed to date			
				GRAND TOTAL			\$ 7,518,254

CITY OF NORWICH GENERAL FUND EXPENDITURES 2007-08 ADOPTED BUDGET									
		2003-04 ACTUAL	2004-05 ACTUAL	2005-06 REVISED BUDGET	2005-06 ACTUAL	2006-07 REVISED BUDGET	2007-08 BUDGET REQUEST	2007-08 MANAGER'S PROPOSED	2007-08 ADOPTED BUDGET
70	BOARD OF EDUCATION								
80070	BOARD OF EDUCATION	52,582,177	54,159,644	57,167,626	56,970,626	60,339,134	63,839,831	63,903,490	63,903,490
TOTALS		52,582,177	54,159,644	57,167,626	56,970,626	60,339,134	63,839,831	63,903,490	63,903,490

Note: In addition to the funding above, the Norwich City Council passed an ordinance 1564 on February 20, 2007 which provided \$319,748 toward the Board of Education's FY2008 Other Post-Employment Benefits contribution.

General Fund Education Budget	63,903,490
Ordinance 1564	<u>319,748</u>
Total FY2008 Funding	<u><u>64,223,238</u></u>

<u>ACCOUNT DESCRIPTIONS</u>		<u>OBJECT CODES</u>	<u>2006-2007 ADJUSTED BUDGET</u>	<u>2007-2008 PROPOSED BUDGET</u>	<u>INCREASE/DECREASE</u>	
CERTIFIED SALARIES Teachers & Administrators = 267.30 Administrators = 270.29	2006-2007 2007-2008 Teachers &	111	16,235,666	17,199,977	964,311	The certified salaries account includes a 3% contractual increase for Teachers and Administrators. This line item includes the addition of one Speech Pathologist (reduced from the 590 account), along with a reinstatement of the Bishop School principal to full time status and an increase in homebound instruction. This line item is adjusted to reflect the replacement of new teachers for anticipated retirements.
SUPPORT SALARIES		112	3,552,024	3,864,992	312,968	The increase is due to a 3% increase in the Maintainer's, Paraeducator's, and Nurse's contracts. The Custodian's contract has reached a tentative agreement but has not been ratified to date. The Secretaries' and Maintainer's contract are scheduled for negotiations in the Spring of 2007. This line item also includes an Assistant to the Facilities Supervisor and two School Resource Officers for the Middle Schools.
TEMPORARY CERTIFIED SALARIES		121	234,076	180,000	(54,076)	The decrease accurately reflects the amount spent in this line item over previous years.
TEMPORARY SUPPORT SALARIES		122	146,000	134,000	(12,000)	The decrease is due to a reduction in the substitute account for nursing services
POST EMPLOYMENT BENEFITS		200	0	107,752	107,752	This was a new line item for FY 2006-2007. Under the Proposed Budget \$427,500 was budgeted for this line item as a two year phase-in. Due to the de-mutualization from five years ago, the City has applied this money against this obligation for FY 2006-2007. For FY 2007-2008 the City has agreed to transfer \$319,748.49 from the State and Federal Education Grants Fund which leaves the current balance of \$107,752.
BLUE CROSS/MAJOR MEDICAL		201	4,850,000	4,650,000	(200,000)	The Board of Education experienced an 5.7% increase in claims over last year. Our current claims are averaging \$533,000 a month. Since the Board of Education is self insured for Medical Insurance they are required to maintain a balance of at least two months in reserve. For FY 2005-2006 we have ended the year with a balance of \$1,308,913 in our reserve account.
CT. AMERICAN LIFE INSURANCE		203	45,000	45,000	0	No change.
UNEMPLOYMENT COMPENSATION		204	20,000	61,223	41,223	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	172,000	358,572	186,572	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 2007-08. This also includes \$19,914 for Excess Workers Compensation Insurance.
CITY RETIREMENT PLAN		206	353,557	359,000	5,443	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	570,707	605,857	35,150	The increase in FICA is reflective of salary increases per the various bargaining unit
SEVERANCE PAY		208	100,000	100,000	0	No change.
MEDICARE REIMBURSEMENT		209	10,000	10,000	0	No change.
CONTRACTED HEALTH SERVICE		323	1,115,552	1,298,105	182,553	The increase is comprised of \$119,110 due to hearing impaired services provided by American School for the Deaf. In addition, the contracted costs for Occupational Therapists is increasing by \$58,000 and the ABA program which is contracted thru LEARN is projected to increase by \$53,000, which is including a summer component. A decrease of \$50,000 for Speech Pathologist is due to anticipation of hiring one.
PROFESSIONAL SERVICES		330	127,677	164,313	36,636	This increase is related to anticipated legal costs due to upcoming negotiations for the Teacher's and Administrator's contract. This line also includes SCORE, employee assistance program, contractual LTA tuition costs and employee health services.
CONTRACTED TRANSPORTATION-	FIRST STUDENT	333	2,444,500	2,531,440	86,940	The increase is due to the contractual increase of 3.4% for regular education transportation for forty 7: passenger buses. This includes the labor cost associated with 3 CNG buses. This is the fourth year of an extended 5 year contract with First Student
PUBLIC UTILITIES		410	711,140	833,091	121,951	Electric rates are based on \$.1496 per kWh which is an increase of 20.67%. Sewer and Water cost is based on a 2.1% increase. The Department of Public Utilities assisted in reviewing our calculations and provided input to the rate increases/decreases for FY 2007-08.
CONTRACTED REPAIRS BUILDINGS		431	137,000	164,850	27,850	This line item represents costs associated with contracting with outside vendors to repair various items within our schools.
SPED CONTRACTED TRANSPORTATION		510	2,001,250	2,101,313	100,063	For FY 2007-2008 Special Education transportation contract for 33 vehicles is in the process of going out to bid. This anticipated increase represents a 5% increase in our budgeted figure for FY 2006-2007.
PROPERTY INSURANCE		520	136,313	144,002	7,689	The increase in property insurance of 5.64% is due to an anticipated overall rate increase based on current market conditions.
LIABILITY INSURANCE		521	159,453	161,294	1,841	The amount budgeted for FY 2007-08 is slightly higher than the anticipated cost for this year.
TELEPHONE		530	163,766	134,536	(29,230)	The decrease is due to deleting 3 ISDN lines for video conferencing which we can now accomplish via the web. Anticipated E-Rate costs are netted out of our monthly telephone bills.
ADVERTISING		531	25,500	15,000	(10,500)	The decrease accurately reflects the amount spent in this line item over previous years.
METERED POSTAGE		532	18,693	20,000	1,307	The amount budgeted for FY 2007-08 is slightly higher than the anticipated cost for this year.
TUITION PAYMENTS NFA Regular Education \$ 14,390,151 Education	2006-2007 NFA Special	560	22,112,439	22,941,950	829,511	The total tuition costs for NFA, Regular Education and Special Education, results in an overall increase of approximately 2.9%. The Regular Education Tuition, up 3.6%, enrollment of students from 1378 to 1377 (-1), Special Education reflecting an decrease from 223 to 206 (-17) for a total increase of \$510,425. Ledyard H.S. Regular Education is projected to increase by \$11,513 and enrollment is increasing from 10 students to 11. Ledyard Voag Regular Education reflects an increase in students from 16 to 18 students (+2) amounting to an increase of \$14,138 in tuition. Ledyard H.S. Special Education has increased by \$44,700 up from 5 to 7 students. Ledyard Voag Special Education increased by \$53,770 up from 6 to 8 students. Special Education Out-of-District tuition is projected to increase by \$178,415 and Regular Education Out-of-District tuition is remaining at \$150,000. The New London Magnet School is increasing by \$16,550 up from 10 students to 25 students.
REIMBURSABLE EXPENSES		580	12,700	20,300	7,600	The increase is due to IRS increasing its rate per mile from .445 cents to .485 cents. In addition, the line item is reflecting actual cost over previous years

OTHER PURCHASED SERVICES	590	2,701,819	2,918,031	216,212	A projected increase of 6% is budgeted to run both the Deborah Tennant-Zinewicz and Hickory Street School. In addition, Medicaid reimbursement of \$80,000 has been deducted in this line item. The maintenance costs for all school copiers, StarBase application software maintenance contract, telephone maintenance contract, Follett annual support contract, Pitney Bowes rental and maintenance contract, and other contractual services on various types of equipment are in this line item. This also includes a technology technician
ADULT EDUCATION	592	101,025	154,056	53,031	This represents a 52.49% increase in the Adult Education Cooperative Tuition for Norwich Students. FY 2006-2007 is the first year that Family Resource Center and School Readiness Program are the responsibility of the Norwich Public Schools. In the past, these programs used to offset some cost to Norwich Adult Education. FY 2005-2006 the auditors recommended that we adopt this change to comply with grant requirements
MAINTENANCE SERVICES	593	274,080	335,805	61,725	This line item includes all the contracts associated with maintaining our 19 buildings (i.e. burglar, fire alarm, fire alarm hardware maintenance, sprinkler, boiler, HVAC, garbage disposal, pest control, etc.) A full detail of this is listed on page 92 of the budget book.
FINANCIAL SERVICES	594	23,600	30,000	6,400	The increase is due to our audit fees increasing over the past year
INSTRUCTIONAL SUPPLIES	611	151,544	281,849	130,305	The increase in this account is due to the increase requests by various schools/departments. This line item has not been funded as required for numerous years
HEALTH SUPPLIES	612	15,400	18,500	3,100	This increase is requested from the Special Education and Health Departments. This is for necessary health supplies within the schools
MAINTENANCE SUPPLIES	613	56,742	92,613	35,871	The increase is due to the shortfall experienced in previous years
CUSTODIAL SUPPLIES	614	96,822	87,897	(8,925)	This is a slight decrease compared to last years request for custodial supplies
HEATING EXPENSE	620	925,150	500,075	(425,075)	City Gas consumption is based on a projected decrease of (25%) from \$2.10 per ccf to \$1.58 per ccf. The Department of Public Utilities assisted in reviewing our calculations and provided input to the rat increases/decreases for FY 2007-08. Kelly M.S., Moriarty and Hickory Street school's are heated by Oil and we are projecting a (.02%) decrease in price for FY 2007-2008. Currently our rate is at \$2.00 for No. 2 Oil which is purchased thru a Fuel Consortium.
FUEL BUS TRANSPORTATION	627	437,652	633,444	195,792	The increase is associated with the price differential associated with running the vehicles on Ultra Low Sulfur Diesel Fuel (ULSDF). The current price for ULSDF is \$2.20, we are projecting a 10% increase at this time. We are currently paying \$1.50 for CNG and are projecting a 20% increase per Norwich Public Utilities. For gasoline we currently paying \$2.87 and are projecting a 10% increase.
TEXTBOOKS	641	0	258,811	258,811	The increase in this account is due to the increased requests by various schools/departments. This line item has not been funded as required for numerous years. This includes an additional \$21,329 for textbooks for Science, Social Studies, Math, French, Spanish and Health regarding the Bubble Classes at the Middle School. In addition, this includes a new K-5 Math Curriculum Textbooks totally \$180,000.
LIBRARY SUPPLIES/MATERIALS	642	0	25,565	25,565	The increase in this account is due to increased requests by various schools/departments. Library books have not been purchased in the past few years. The total represents approximately \$5 per student.
OTHER SUPPLIES & MATERIALS	690	7,500	7,500	0	This represents \$4,500 for Board of Education meeting supplies and \$3,000 for tools for Norwich students attending Norwich Technical School
OFFICE SUPPLIES	692	50,887	54,690	3,803	The increase represents office supplies for various schools and departments.
AFTER SCHOOL PROGRAMS	693	0	63,659	63,659	This line item has not been funded since FY 2001-02. This amount represents the balance due from the increase in ECS funds from the Governor's Budget.
PROFESSIONAL MATERIALS	694	3,000	3,000	0	No change. This is for special forms and documents required by the Pupil Services Department.
CAPITAL IMPROVEMENTS	720	0	0	0	In FY 2006-07 the City agreed to fund capital improvements out of the city budget for \$100,000 which was used to replace the roofs at Bishop and Huntington Schools. For 2007-08 the City has agreed to allocate \$200,000 out of the City's capital improvements to replace more roofs identified in the long range facilities plan
INSTRUCTIONAL EQUIPMENT REPAIR	730	0	3,060	3,060	The increase in this account is due to the increased requests by various schools/departments. This line item has not been funded as required for numerous years
INSTRUCTIONAL EQUIPMENT	731	2,045	9,316	7,271	This increase reflects the need for various instructional equipment such as wall maps, projection screens, dry erase boards, calculators, student desks and chairs, reading easels, overhead projectors, digital cameras, musical instruments and various art and physical education equipment.
TECHNOLOGY EQUIPMENT	734	0	96,000	96,000	This line item includes \$60,000 for the cost of a 5-year lease for teacher station computers and \$36,000 for servers at Central Office and Kelly and to replace various switches due to age.
SOFTWARE LICENSING	735	0	20,675	20,675	This is for client licenses for users of Windows 2003, backup client agents, Windows XP licenses equaling \$16,675. An additional \$4,000 is to develop or purchase a problem management/help desk system.
MAINTENANCE VEHICLES/EQUIP. REPAIRS	736	15,000	23,450	8,450	Items requested in this line item represents \$7,700 for repairs of maintainer's vehicles at Fleet Maintenance Garage. Also, \$15,750 for repairs on vacuum cleaners, floor machines, buffers, lawn mowers, tractors and tire repairs.
OTHER EQUIPMENT	739	19,306	68,228	48,922	This line items includes \$44,700 for the maintenance department for 1 maintenance truck, 1 zero turn mower, Hepa backpack vacuums and 1 buffing machine. In addition, the remaining \$23,528 is from various school/departments requests. They include items such as wall clocks, cafeteria tables, folding chairs, teacher chairs, file cabinets, conference table, adult chairs for office/conference room, folding tables, etc.
DUES & SUBSCRIPTIONS	810	2,550	10,700	8,150	Per Nurses Contract, \$150/nurse allowance for 16.6 positions and \$8,000 for CABA dues for the Board of Education.
TOTAL GENERAL FUND		60,339,134	63,903,490	3,564,356	

DEBT SERVICE - PRINCIPAL AND INTEREST

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

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

The following amounts are budgeted to be reimbursed by other funds in FY 2008:

Revenue account number	Entity	Amount
01000-70230	Norwich Public Utilities	99,918
01000-70239	Sewer Assessment	550,000
01000-70240	Ice Rink Authority	-
01000-70241	Norwich Golf Course	26,150
		676,068

Description	Original Bond Date	Interest Rates	Amount Bonded	Outstanding at 7/1/2007	Principal	Interest	Total FY 2008 Debt Service	
8/20/92 General Obligation Bonds	8/20/1992	4.00 - 6.00%	3,000,000	200,000	200,000	5,600	205,600	
11/1/99 General Obligation Bonds	11/1/1999	2.00 - 5.00%	7,710,000	675,000	675,000	33,750	708,750	
4/5/01 Series A Capital Bonds	4/5/2001	4.0 - 5.0%	10,510,000	1,060,000	525,000	42,400	567,400	
4/5/01 Series A Refunding Bonds	4/5/2001	4.0 - 5.0%	13,010,000	7,505,000	1,095,000	313,139	1,408,139	
4/5/01 Series B Taxable (Wauregan)	4/5/2001	6.5 - 6.75%	400,000	250,000	25,000	16,781	41,781	
4/15/02 General Obligation Bonds	4/15/2002	4.0 - 5.0%	6,020,000	4,040,000	275,000	182,940	457,940	
4/15/04 Series A, Capital Project Bonds	4/15/2004	3.0 - 3.55%	3,120,000	2,330,000	390,000	71,918	461,918	
4/15/04 Series B, Refunding Bonds	4/15/2004	2.0 - 4.0%	4,575,000	3,815,000	215,000	131,903	346,903	
3/15/05 Series A, Capital Project Bonds	3/15/2005	3.0 - 5.0%	3,520,000	3,165,000	355,000	99,163	454,163	
3/15/05 Series B, Refunding Bonds	3/15/2005	3.0 - 4.0%	8,570,000	8,490,000	240,000	306,950	546,950	
2007/08 Bond					308,000	80,000	388,000	
					31,530,000	4,303,000	1,284,544	5,587,544

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2007-08 ADOPTED BUDGET**

		2003-04	2004-05	2005-06	2005-06	2006-07	2007-08	2007-08	2007-08
		ACTUAL	ACTUAL	REVISED BUDGET	ACTUAL	REVISED BUDGET	BUDGET REQUEST	MANAGER'S PROPOSED	ADOPTED BUDGET
80	DEBT SERVICE								
80801	PRINCIPAL	4,339,833	4,328,534	4,710,000	4,710,000	4,341,000	4,303,000	4,303,000	4,303,000
80802	INTEREST	2,061,267	1,780,928	1,834,674	1,834,674	1,463,250	1,284,544	1,284,544	1,284,544
TOTALS		6,401,100	6,109,462	6,544,674	6,544,674	5,804,250	5,587,544	5,587,544	5,587,544

NON-DEPARTMENTAL EXPENSES

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

80002 Street Lighting: Reimbursement to Norwich Public Utilities for the energy used to light the street lamps.

80062 Worker's Compensation/Hypertension: Covers cost to fund hypertension claims for uniformed employees under the Worker's Compensation Law.

80063 Hospitalization: Covers cost of medical benefits for retirees.

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

80073 Insurance: Covers cost for fire, liability, auto, compensation, and other insurance.

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

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

80088 Ambulance Service: Cost of contract with American Ambulance which expires 11/3/2008.

80090 Mohegan Park Development/Arts & Recreation: Total appropriation is offset by corresponding revenue #70238 - Reflects deed transfers and conveyance taxes. 50% of revenue is allocated to Mohegan Park Development account. The other half is allocated to Arts & Recreation. For fiscal years 2005 through 2008, this transfer is suspended. The Arts & Recreation Fund will support the appropriation to the Summer Concert Series (\$8,000).

80091 Code of Ordinances: Publication costs for codification of ordinances as required by charter in Chapter 5 Section 11. For 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 state statute 45A-8.

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

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

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

80101 Unemployment Compensation Payment: Amount represents city's obligation to the state for unemployment compensation benefits.

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

80104 CCM: Connecticut Conference of Municipalities is a proponent and lobby group for municipalities.

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

80120 Regional Health District: The city's cost of \$6.43 per capita (population based on 7/1/2005 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 will be transferred to Human Resources 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
2007-08 ADOPTED BUDGET

	2003-04 ACTUAL	2004-05 ACTUAL	2005-06 REVISED BUDGET	2005-06 ACTUAL	2006-07 REVISED BUDGET	2007-08 BUDGET REQUEST	2007-08 MANAGER'S PROPOSED	2007-08 ADOPTED BUDGET
90 NON-DEPARTMENTAL EXPENSES								
80002 STREET LIGHTING	447,600	470,900	491,000	491,000	562,000	792,005	792,005	792,005
80062 WORKERS COMPENSATION	283,995	142,847	112,000	108,459	122,000	122,000	122,000	122,000
80063 POST-EMPLOYMENT MEDICAL	260,915	330,000	540,000	540,000	1,150,000	743,000	743,000	743,000
80072 CLAIMS	0	76,876	100,000	35,907	135,000	135,000	135,000	135,000
80073 INSURANCE	661,848	655,709	927,500	832,243	891,500	912,205	912,205	912,205
80079 TAX REFUNDS	14,197	34,385	1,000	11,535	0	0	0	0
80086 CONTINGENCY	249,312	387,644	98,773	67,768	221,108	677,438	663,721	621,090
80088 AMBULANCE SERVICE	44,375	45,929	48,354	47,537	48,354	50,922	50,922	50,922
80090 MOHEGAN PK DEVELOPMENT	183,138	0	0	0	0	0	0	0
80091 CODE OF ORDINANCE	3,091	3,000	3,000	1,019	3,000	3,000	0	0
80093 PROBATE COURT	13,915	26,972	29,000	29,000	25,000	25,000	25,000	25,000
80095 SE CT COUNCIL GOVERN	16,614	16,614	16,614	16,614	16,614	18,059	18,059	18,059
80096 STATE FISHING & GAME	54,984	52,312	50,000	56,978	50,000	50,000	50,000	50,000
80098 APPROP-CAPITAL BUDGET	800,000	1,400,000	1,450,000	1,450,000	1,774,339	1,851,000	1,851,000	1,791,000
80101 UNEMPLOY COMPENSATION	71,744	31,414	35,000	30,640	25,000	25,000	25,000	25,000
80103 HISTORIC DISTRICT	2,436	2,792	2,825	2,825	2,800	2,800	2,800	2,800
80104 CT CONF OF MUNICIPAL	22,149	23,149	23,778	23,778	24,000	25,000	25,000	25,000
80115 TAX COLLECTION SERVICES	37,430	29,300	15,000	15,165	15,000	27,000	27,000	27,000
80120 REGION HEALTH DISTRICT	216,702	216,018	223,883	223,883	229,506	235,326	235,326	235,326
80133 ELDERLY TAX CREDITS	100,800	90,206	91,000	84,324	104,000	80,000	80,000	80,000
80141 SEAT BUS	104,978	107,602	111,798	111,798	119,624	125,604	125,604	125,604
80153 HEALTH SAFETY COMPLIANCE	26,706	35,094	30,000	25,389	45,000	45,000	0	0
80181 PARKING LEASE	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
TOTALS	3,626,929	4,188,763	4,410,525	4,215,860	5,573,845	5,955,359	5,893,642	5,791,011

CIVIC & CULTURAL ORGANIZATIONS

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

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

80078 United Community & Family Services, Inc.: Amount used to help defray cost of public health nursing services for the City of Norwich. United Community & Family Services' mission is to be a leading provider of and advocate for affordable, comprehensive, high quality health and human services that strengthen those in need throughout greater southeastern Connecticut.

80087 TVCCA: Amount requested to support services provided by the Thames Valley Council for Community Action (TVCCA) to the citizens of Norwich. TVCCA seeks to provide its clients with skills that foster independence with programs such as: Senior Nutrition Program, Comprehensive Neighborhood Services Program, Head Start, and the JOBS First Initiative.

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

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

80152 SECTER: Dues for membership in SouthEastern Connecticut Enterprise Region. SECTER's initiatives include: educating government officials and the general public in order to foster a climate conducive to economic development and diversification; recruiting new businesses through a marketing program; and coordinating economic development activities among the region's municipalities, with state and federal agencies, and with other organizations.

80154 Historic Norwichtown Days: Supports Historic Norwichtown Days in September which reenacts 18th and early 19th century events.

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

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

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

80161 4th of July Committee: These funds support the 4th of July fireworks at the Norwich Harbor.

80162 Harbor Commission: These are the funds received from the state payments in lieu of taxes on boats.

The funds support planning and development of the Norwich Harbor.

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

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

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

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

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

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2007-08 ADOPTED BUDGET**

		2003-04	2004-05	2005-06	2005-06	2006-07	2007-08	2007-08	2007-08
		ACTUAL	ACTUAL	REVISED BUDGET	ACTUAL	REVISED BUDGET	BUDGET REQUEST	MANAGER'S PROPOSED	ADOPTED BUDGET
90	CIVIC & CULTURAL ORGANIZATIONS								
80077	LIBRARY	840,000	917,000	944,500	944,500	1,038,725	1,101,049	1,082,871	1,082,871
80078	UNITED COMMUNITY SERV	150,000	153,000	158,000	158,000	163,000	175,000	170,000	170,000
80087	TVCCA	13,485	13,485	13,485	13,485	13,485	13,485	13,485	13,485
80147	NORWICH ARTS COUNCIL	41,500	42,000	44,000	44,000	40,000	45,000	42,500	42,500
80151	LITERACY VOLUNTEERS	3,000	3,500	4,000	4,000	3,500	4,000	4,000	4,000
80152	SECTER	5,000	5,110	5,300	5,300	5,100	10,700	5,100	5,100
80154	HISTORIC NORWICH DAYS	3,000	3,000	3,000	0	0	0	0	0
80156	WELCOME CENTER	0	0	0	0	5,000	0	0	0
80158	TASTE OF ITALY	4,000	4,000	5,000	5,000	13,000	5,000	5,000	5,000
80160	VETERAN ORGANIZATIONS	5,000	5,000	5,000	79	5,000	5,000	5,000	5,000
80161	4TH OF JULY COMMITTEE	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000
80162	HARBOR COMMISSION	9,000	9,000	9,000	9,000	9,000	9,000	9,000	9,000
80163	WINTER FESTIVAL	8,000	8,180	8,500	8,500	8,800	25,000	9,000	9,000
80164	CHELSEA GARDENS	3,000	3,070	3,162	3,162	3,162	0	0	0
80169	SEMISEPTCENTENNIAL	0	0	0	0	0	25,000	25,000	25,000
80182	BEST PRODUCTIONS	0	0	35,000	35,000	35,000	40,000	35,000	35,000
	E. CT CONSERVATION DISTRICT	0	0	0	0	0	950	0	0
	SEXUAL ASSAULT CRISIS CENTER	0	0	0	0	0	2,000	0	0
89S37	CHILDREN FIRST INITIATIVE	0	0	0	0	1,000	0	0	1,000
	TOTALS	1,090,985	1,172,345	1,243,947	1,236,026	1,349,772	1,467,184	1,411,956	1,412,956

CITY OF NORWICH
CAPITAL BUDGET 2007-08
SUMMARY

The following is a list of capital improvements and projects for fiscal year 2007-08 selected pursuant to Chapter VII, §17 of the City Charter (see Financial Management Policies section for a description of the capital planning process). Also shown, is the impact that the project will have on operating funds once the project is completed. The amount of impact is referred to in the following terms: Positive, Negligible, Slight, Moderate and High. Examples of what might have an impact on the operating budget due to a capital project are new staff needed, maintenance, and daily operations (utilities, supplies). Depreciation expense is not considered in the impact which is consistent with the city's budgeting procedures.

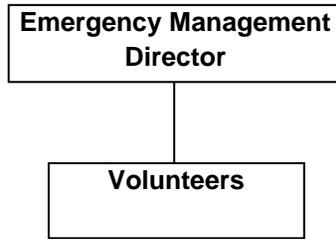
- **No Impact** – The project has no effect on the operating budget.
- **Positive** – The project will either generate some revenue to offset expenses or will actually reduce operating costs.
- **Negligible** – The impact will be very small. It will generate less than \$10,000 per year in increased operating expenditures.
- **Slight** – The impact will be between \$10,001 and \$50,000 in increased operating expenditures
- **Moderate** – The impact will be between \$50,001 and \$100,000 in increased operating expenditures.
- **High** – This project will cause an increase in operating expenditures of \$100,001 or more annually.

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

	<u>APPROPRIATION</u>	<u>ANNUAL OPERATING BUDGET IMPACT</u>
<p><u>Paving and Drainage 10208-88600</u> Paving of city roads and parking areas and installation of drainage systems to avoid flooding and icing. This will reduce the cost of patching potholes and removing ice and improve safety. If this work is not done there will be more of a chance of roads having to be reconstructed in the future. This is the top priority to save the cost of reconstructing the city's road system. <i>Impact on operating budget:</i> this should slightly reduce operating costs. Estimated annual savings: \$10,000.</p>	\$301,185	POSITIVE
<p><u>Brown Park City Pier 10208-88101</u> Provides local match to a State of Connecticut grant to repair the seawall and city pier at Brown Park. <i>Impact on operating budget:</i> this has no effect on the operating budget.</p>	\$600,000	NO IMPACT
<p><u>Public Works Department Vehicles 10208-88338</u> Provides funding for replacement of dump truck with plow and sander. <i>Impact on operating budget:</i> Will save on continuous repairs to equipment and down-time it creates. Estimated annual savings: \$5,000.</p>	\$150,000	POSITIVE
<p><u>Sidewalk Program 10208-89400</u> Provide funding for interest-free ten-year loans to taxpayers willing to improve their sidewalks. Under the loan program, the city pays for granite curbing and the taxpayer pays for the sidewalk. Liens on properties ensure the city recovers costs. The program encourages taxpayers to improve property; increasing its value and adding to quality of life in the city. <i>Impact on operating budget:</i> This expenditure will not impact the operating budget.</p>	\$73,315	NO IMPACT
<p><u>School Improvements 10208-88204</u> Replacement of deteriorated roofs and/or other school building improvements. These improvements are roughly 75% reimbursable by the State of Connecticut Department of Education. <i>Impact on operating budget:</i> annual maintenance costs will decrease slightly. Estimated annual savings: \$20,000</p>	\$800,000	POSITIVE

<u>Information Technology Upgrades and Replacements 10208-88500</u>	\$58,500	NO IMPACT
The Finance Department has taken an inventory of all of its computers, software, servers, switches, printers and other information technology equipment and scheduled out what preventative maintenance and replacement must be done to keep the departments running smoothly.		
<i>Impact on operating budget:</i> this has no effect on the operating budget.		
<u>City Hall Holiday Lighting 10208-88205</u>	\$50,000	NO IMPACT
Replacement of holiday lighting on City Hall. Existing lighting is deteriorated and unreliable. \$30,000 was allocated for this purpose in fiscal year 2007 but it was later determined that it would cost roughly \$80,000 to replace all of the lights.		
<i>Impact on operating budget:</i> this has no effect on the operating budget.		
<u>Sherman Street Bridge 10208-88601</u>	\$50,000	NO IMPACT
Engineering costs on planned repairs to Sherman Street Bridge.		
<i>Impact on operating budget:</i> this has no effect on the operating budget.		
<u>Occum road widening/ park improvements 10208-88602</u>	\$100,000	NO IMPACT
<i>Impact on operating budget:</i> this has no effect on the operating budget.		
<u>Chestnut Street Streetscape 10208-88102</u>	\$100,000	NO IMPACT
Provides funding for sidewalks and curbing on Chestnut Street.		
<i>Impact on operating budget:</i> this has no effect on the operating budget.		
<u>Police Cruisers 10208-88321</u>	\$108,000	POSITIVE
Represents the cost of 6 cruisers.		
<i>Impact on operating budget:</i> annual maintenance costs will decrease slightly.		
Estimated annual savings: \$30,000.		
TOTAL CAPITAL BUDGET FOR FY 2007-08	<u>\$2,391,000</u>	
SOURCE OF FINANCING FOR CAPITAL PROJECTS:		
GENERAL FUND TAXES	\$1,462,815	
DEPARTMENT OF EDUCATION SCHOOL CONSTRUCTION GRANT (10208-73870)	600,000	
LAND RECORD CAPITAL IMPROVEMENT FEE (01000-70235)	27,000	
STATE – LOCAL CAPITAL IMPROVEMENT PROGRAM (01000-73800)	<u>301,185</u>	
TOTAL FINANCING	<u>\$2,391,000</u>	

City of Norwich Emergency Management Department Organization Chart



EMERGENCY MANAGEMENT

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

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

VALUES:

- Professionalism
- Service
- Integrity
- Community Involvement

GOALS & ACTION PLANS:

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

ACCOMPLISHMENTS:

1. Received the prestigious “Storm Ready” designation from the National Oceanic & Atmospheric Administration. Norwich is the first city in the State of Connecticut to receive this distinction.
2. Completed Emergency Broadcast capabilities in conjunction with Hall Communications to transmit live from the Emergency Operations Center as a secondary warning point.
3. Received funding to restore automated flood warning system. State Department of Environmental Protection will partner with Emergency Management in retrofitting system to simulcast with State Emergency Management & Homeland Security and New York and Massachusetts National Weather Service offices.
4. Completed program applications for continued FEMA funding under the All Hazards Mitigation Planning in conjunction with the SCCOG.
5. Successfully executed Department requirements for congressionally mandated TOPOFF – 3 exercises.

Emergency Management**Performance Measure**

	05-06	06-07	07-08
	Actual	Projected	Projected
Hours of emergency training	870	850	950
Personne trained	34	50	45
Shelter maintained	19	19	19
EOC activations	7	12	10
Dive team rescue calls	1	2	2
Flood assistance calls	73	50	50
Speaking engagements	22	25	28
Public information/education exhibits	18	20	22
Percentage of emergency operations plans updated	100.00%	100.00%	100.00%

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2007-08 ADOPTED BUDGET**

	2003-04 ACTUAL	2004-05 ACTUAL	2005-06 REVISED BUDGET	2005-06 ACTUAL	2006-07 REVISED BUDGET	2007-08 BUDGET REQUEST	2007-08 MANAGER'S PROPOSED	2007-08 ADOPTED BUDGET
91 EMERGENCY MANAGEMENT								
80011 HEAD OF DEPT	22,421	23,786	24,503	24,498	25,299	24,503	24,503	26,121
80013 PART TIME EMPLOYEES	76	324	800	490	800	800	500	500
89999 FRINGE BENEFITS	2,027	2,180	2,507	2,402	2,472	2,394	2,386	2,646
80021 MATERIALS & SUPPLIES	1,910	3,031	3,000	2,783	3,000	3,000	2,500	2,500
80023 GAS OIL & GREASE	703	886	500	835	900	1,300	723	723
80027 AUTO SUPPLIES & MAINT	698	195	1,500	216	1,500	1,500	1,000	1,000
80031 RADIO SERVICE	4,778	2,371	4,500	2,770	4,500	4,500	3,000	3,000
80032 EQUIP & FURN MAINT	4,099	5,108	4,000	7,564	4,000	5,600	4,700	4,700
80033 TELEPHONE	4,985	5,691	5,500	6,130	5,500	5,500	5,500	5,500
80034 POSTAGE	88	245	200	72	200	100	100	100
80035 UTILITIES	6,597	6,543	10,000	8,328	7,370	7,470	7,971	7,971
80036 LAUNDRY & DRY CLEANING	0	0	175	70	175	175	0	0
80040 BLDG & GRND MAINT	2,108	2,471	2,500	2,373	2,500	2,500	2,500	2,500
80048 DEPARTMENTAL EXPENSE	4,434	2,802	3,000	2,203	3,000	3,000	3,000	3,000
80059 TRAINING	1,706	2,188	2,500	0	2,500	2,500	2,000	2,000
NON RECURRING ITEMS								
85949 RADIOS & SIRENS	0	1,513	0		0	0	0	0
TOTALS	56,630	59,334	65,185	60,733	63,716	64,842	60,383	62,261

EMERGENCY MANAGEMENT

Emergency Management Director

26,121

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 2007-08 year those revenues are estimated to be \$11,000.

EMPLOYEE PENSION

Program: Pension Fund for city employees.

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

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

PERFORMANCE MEASURE	05-06 ACTUAL	06-07 ESTIMATED	07-08 PROJECTED
Retirees and beneficiaries receiving benefits	394	402	410
Terminated plan members with deferred benefits	16	16	16
Active plan members	555	560	560

Average new pensioners: 11 per year

Includes those pensioners who deceased sometime during fiscal year 2007.

SUMMARY OF CONTRIBUTIONS:

Fiscal Year 2007-08

General city (included in departments' fringe benefits)	515,100
Police (included in fringe benefits)	778,000
Fire Department (included in fringe benefits)	532,000
Utilities Department (included in enterprise fund)	722,000
Board of Ed (included in BOE budget)	388,000
1) City of Norwich Employees' Retirement Contribution	2,935,100
2) Policemen's Relief Fund	42,000
3) Firemen's Relief Fund	87,000
Total Recommended Contribution	3,064,100

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.

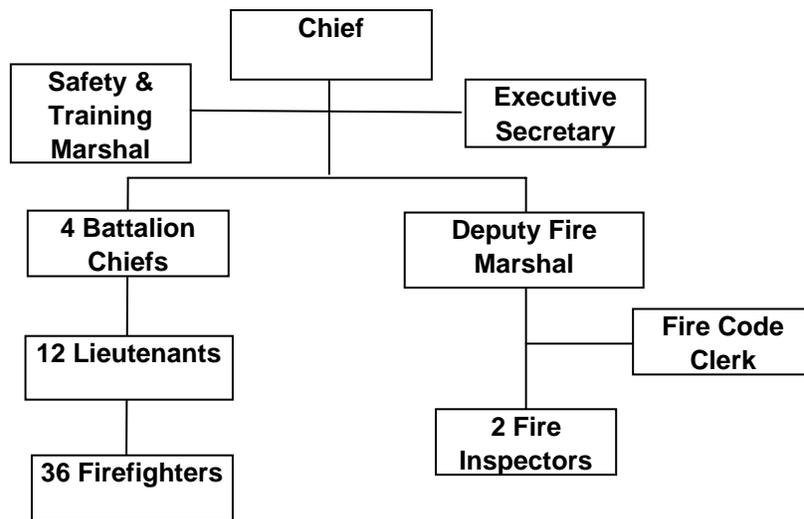
Special Revenue Fund -
Special Service Fire /
Volunteer Fire Relief /
Refuse

Norwich
CONNECTICUT **NOW.**

CITY OF NORWICH
SUMMARY OF 2007-08 SPECIAL REVENUE FUND BUDGET

	Special Service Fire	Volunteer Fire Relief & Tax Credit	Landfill & Refuse Fund	COMBINED
EXPENDITURES				
General Operations	4,610,242	392,896	2,657,609	7,660,747
TOTALS	4,610,242	392,896	2,657,609	7,660,747
REVENUES				
General Revenues	1,795,142	0	2,583,000	4,378,142
Operating Transfer-in from General Fund	0	0	74,609	74,609
Taxes to be Raised - S.S. Fire	2,815,100	0	0	2,815,100
Taxes to be Raised - Vol. Fire Rel.	0	392,896	0	392,896
Special Charge - Refuse	0	0	0	0
TOTALS	4,610,242	392,896	2,657,609	7,660,747

City of Norwich Fire Department Organization Chart



These positions are budgeted in General Fund Department 01022 and the Special Service Fire fund. The fiscal year 2007-08 budget proposal includes the elimination of the position of Deputy Chief and the addition of a Safety & Training Marshal and 4 Battalion Chiefs.

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. Acquired funding for purchase of new Pumper for Greenville area.
2. Applied for and awarded \$28,000.00 grant through Homeland Security for advance rescue extrication equipment.
3. Conducted numerous bi-lingual public information and education programs reaching thousands of Norwich residents on Fire Prevention.
4. Successfully responded to numerous structural fires, Hazardous Materials Incidents, and serious motor vehicle accidents without serious injury to personnel.
5. Participated in national "Stand Down for Firefighter Safety" Department wide program to reduce firefighter injury and increase awareness of safety practices.
6. Continued to sponsor Project Safe Kids Program to ensure properly installed child safety seat installation.
7. Continued to expand training for the Connecticut Eastern Regional Response Integrated Team (CERRIT) to respond to HazMat, chemical, or terrorist type emergencies throughout Norwich and Southeastern Connecticut.
8. Completed a total review Emergency Operations Plan Annex of the City of Norwich Fire Department.
9. Completed total review of Mass Casualty implantation Plan for the City of Norwich in partnership with the American Ambulance group.
10. Hired four new firefighters as replacements for retirees.
11. Restructured fire department organization for greater firefighter safety.

12. Upon competitive examination, promoted two firefighters to the rank of Lieutenant.
13. Developed multicultural partnership for Fire Prevention

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) (July 2006) \$239,000 – This grant supports the continued renovation of the Greeneville Fire Station and equipment within a specified area of the City of Norwich.

GLOSSARY OF EXPENSES:

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

Clothing Allowance: Funds uniform replacement and cleaning costs for 48 firefighters, 2 Chief Officers, and 3 Fire Inspectors.

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

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

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

Fire	05-06	06-07	07-08
Performance Measure	Actual	Projected	Projected
Structure Fires	113	196	199
Fires other than structure	238	372	350
False alarms	539	394	429
Service calls	233	198	215
Rescue/emergency/medical calls	2,734	2,892	2,970
Hazardous materials	146	190	185
Other	249	402	412
Total calls	4,252	4,644	4,760
Average response time (minutes)	2.3	2.0	2.0
Civilian casualties	1	-	-
Fire Service Injuries	24	22	20
Arson fires leading to arrests	6	2	-
Estimated average dollar loss per fire	2,252	3,841	3,956
Inspections/re-inspections	444	280	308
Complaints Investigated	39	42	46
Violations found	292	258	283
Violations corrected	77	92	101
Fire investigations conducted	72	64	70
Community service/public safety presentations	110	130	150
Drill/Training	7,898	8,200	8,300
Marine Operations	8	14	20

SPECIAL REVENUE FUND
CITY CONSOLIDATED DISTRICT (CCD) FIRE DEPARTMENT

GENERAL PROPERTY TAXES

70204 Current Fire Levy – The current levy for 2007-08 is based on all taxable property in the CCD as of 10/1/2006. This includes real estate, personal property, and motor vehicle taxes. The total of all values is contained in the grand list. The amount of taxes to be raised is determined by subtracting estimated revenues from all other sources from proposed budget appropriations. The mill rate is then calculated by dividing the amount to be raised in taxes by the grand list as adjusted for the collection rate of 95.81%. This percentage is derived from the charter-prescribed method of taking the average of the past three years of taxes collected from the current levy. This method assures that Norwich will not budget unrealistic property tax revenues. Current taxes are due July 1 and January 1.

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

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

70215 M.V. PA 76-338 Fire – Tax revenue anticipated from motor vehicles purchased after assessment date of October 1, 2006 and prior to August 1, 2007 (P.A. 76-338) based on the past three years' activity. This amount was adjusted down due to the Governor's proposed phase-out of motor vehicle taxes.

REVENUE FROM OTHER CITY OPERATIONS

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

OTHER REVENUES

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

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

STATE GRANTS IN AID – GENERAL

70251 City Housing-Fire – Reimbursement for city housing PILOT money. Revenue is based on the contract with the Housing Authority. These grants are split between general fund account 70250 and Special Service Fund 70251 according to the location of the properties. The Governor is proposing to eliminate the PILOT on housing authority property for fiscal year 2007-08.

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

70258 Mashantucket-Pequot/Mohegan Fund Grant - Includes projected funds from Governor's agreement reached in 1993 between the Mashantucket Pequot Nation, the Mohegan Tribal nation, and the State of Connecticut. A portion of this grant is allocated to the City Consolidated Fire District. The funds are included in the adopted State of Connecticut budget. These grants are split between general fund account 70254 and Special Service Fund 70258 according to the 10/1/06 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, 2006 and anticipated surplus as of June 30, 2007. No amount of surplus was appropriated for this year.

CITY OF NORWICH								
SPECIAL SERVICE FIRE REVENUES								
2007-08 ADOPTED BUDGET								
		2003-04	2004-05	2005-06	2005-06	2006-07	2007-08	2007-08
		ACTUAL	ACTUAL	REVISED	ACTUAL	REVISED	MANAGER'S	ADOPTED
				BUDGET		BUDGET	PROPOSED	BUDGET
GENERAL PROPERTY TAXES								
70204	PROPERTY TAX FIRE CURRENT	2,059,594	2,225,616	2,341,943	2,353,386	2,546,714	2,815,100	2,815,100
70205	PROP.TAX FIRE PRIOR	113,847	109,625	120,000	83,280	75,000	80,000	80,000
70206	PROP.TAX-FIRE INT & LIENS	67,309	61,438	70,000	56,501	60,000	58,000	58,000
70215	TAXES-MV- PA-76-338 FIRE	58,908	43,907	45,000	44,046	40,000	30,000	30,000
	TOTALS	2,299,658	2,440,586	2,576,943	2,537,212	2,721,714	2,983,100	2,983,100
REVENUE FROM OTHER CITY OPERATIONS								
70231	FIRE SS-GF CHARGE-SS	576,364	591,578	656,710	656,457	58,184	95,207	95,207
	TOTALS	576,364	591,578	656,710	656,457	58,184	95,207	95,207
OTHER REVENUES								
70223	INTEREST ON INVESTMENTS	0	0	25,000	25,000	28,000	32,000	32,000
70238	CONVEYANCE TAX	50,000	50,000	75,000	75,000	75,000	75,000	75,000
	TOTALS	50,000	50,000	100,000	100,000	103,000	107,000	107,000
STATE GRANTS IN AID - GENERAL								
70251	TOWN HOUSING-FIRE	192,713	184,802	45,597	45,597	163,262	59,350	59,350
70255	IN LIEU OF TAXES FIRE	299,050	300,477	309,454	309,454	40,919	32,187	32,187
70258	MASHANTUCKET PEQUOT GRANT	452,488	377,780	755,000	755,000	1,028,079	872,231	872,231
70262	ELDERLY REIMBURSE-FIRE	121,279	94,635	106,903	106,903	250,894	245,258	245,258
	CASINO ASSISTANCE REVENUE GRAN	0	0	0	0	0	215,909	215,909
	TOTALS	1,065,530	957,694	1,216,954	1,216,954	1,483,154	1,424,935	1,424,935
SURPLUS SPECIAL SERVICE								
70294	SURPLUS-SPECIAL SERVICE	0	0	150,000	0	0	0	0
	TOTALS	0	0	150,000	0	0	0	0
	GRAND TOTALS	3,991,552	4,039,858	4,700,607	4,510,623	4,366,052	4,610,242	4,610,242

**CITY OF NORWICH
SPECIAL SERVICE EXPENDITURES
2007-08 ADOPTED BUDGET**

		2003-04	2004-05	2005-06	2005-06	2006-07	2007-08	2007-08	2007-08
		ACTUAL	ACTUAL	REVISED BUDGET	ACTUAL	REVISED BUDGET	BUDGET REQUEST	MANAGER'S PROPOSED	ADOPTED BUDGET
20	FIRE SPECIAL SERVICE								
80011	HEAD OF DEPT	76,260	67,371	82,061	82,193	0	0	0	0
80012	EMPLOYEES	2,490,981	2,430,368	2,595,266	2,504,320	2,315,495	2,367,945	2,367,945	2,367,945
89999	FRINGE BENEFITS	843,104	1,013,315	1,231,757	1,273,350	1,243,143	1,400,267	1,400,267	1,400,267
80016	CLOTHING ALLOWANCE	52,503	28,420	48,500	17,691	0	0	0	0
80017	REPLACEMENT COSTS	541,430	526,863	564,243	695,357	638,414	673,030	673,030	673,030
80059	TRAINING	17,052	32,181	38,500	26,639	0	0	0	0
80063	POST-EMPLOYMENT MEDICAL	131,280	131,280	131,280	100,000	169,000	169,000	169,000	169,000
80114	HAZ MAT TECHNICIAN	0	0	7,000	0	0	0	0	0
80144	PHYSICAL FITNESS PROG	2,000	1,000	2,000	1,000	0	0	0	0
TOTALS		4,154,610	4,230,798	4,700,607	4,700,550	4,366,052	4,610,242	4,610,242	4,610,242

FIRE SPECIAL SERVICES

Lieutenants	6 @	53,249	319,494
	6 @	51,730	310,380
Firefighters	14 @	48,688	681,632
	7 @	46,369	324,583
	10 @	44,165	441,650
	0 @	42,061	0
	1 @	40,062	40,062
	4 @	20,036	80,144 *
TOTAL WAGES			<u><u>2,197,945</u></u> ¹

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

Replacement Cost:

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

* This budget proposes hiring 4 new firefighters on or after January 1, 2008, so these 4 positions are funded at 50% of a full-year's salary.

SPECIAL REVENUE FUND
LANDFILL/ REFUSE COLLECTION

Program: Refuse Collection

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

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

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

REVENUE DESCRIPTIONS:

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

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

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

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

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

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

CITY OF NORWICH LANDFILL & REFUSE FUND 2007-08 ADOPTED BUDGET							
	2003-04 ACTUAL	2004-05 ACTUAL	2005-06 REVISED BUDGET	2005-06 ACTUAL	2006-07 REVISED BUDGET	2007-08 MANAGER'S PROPOSED	2007-08 ADOPTED BUDGET
GENERAL REVENUES							
70207	CURRENT REFUSE CHARGES	0	0	0	0	1,230,000	1,230,000
70209	PRIOR REFUSE CHARGES	0	0	0	0	80,000	80,000
70210	REFUSE INTEREST & LIENS	0	0	0	0	65,000	65,000
76040	DIRECT HAULER FEES	0	0	0	0	1,200,000	1,200,000
76041	BACKYARD ROLLOUT FEES	0	0	0	0	8,000	8,000
79010	OPERATING TRANSFER-IN	0	0	0	0	74,609	74,609
TOTALS		0	0	0	0	2,657,609	2,657,609

CITY OF NORWICH LANDFILL & REFUSE FUND 2007-08 ADOPTED BUDGET									
		2003-04	2004-05	2005-06	2005-06	2006-07	2007-08	2007-08	2007-08
		ACTUAL	ACTUAL	REVISED BUDGET	ACTUAL	REVISED BUDGET	BUDGET REQUEST	MANAGER'S PROPOSED	ADOPTED BUDGET
LANDFILL & REFUSE									
80034	POSTAGE	0	0	0	0	0	9,000	9,000	9,000
80039	PRINTING	0	0	0	0	0	5,700	5,700	5,700
80044	DATA CENTER	0	0	0	0	0	4,914	4,914	4,914
80113	CONTRACTS	0	0	0	0	0	2,637,995	2,637,995	2,637,995
TOTALS		0	0	0	0	0	2,657,609	2,657,609	2,657,609

Detail of Contracts Line:

	FY 2008
SCRRRA contract	2,100,000
CCD Refuse contract	269,995
Town Refuse contract	268,000
	<u>2,637,995</u>

SPECIAL REVENUE FUND
VOLUNTEER FIRE RELIEF FUND & TAX ABATEMENTS

Program: Pension fund and tax abatements for volunteer firefighters.

Description: In 1987 an ordinance was passed for the purpose of establishing a relief fund for volunteer firefighters serving the City of Norwich. This tax applies to residents in the town area only. In 2001 another ordinance was passed providing up to \$1,000 abatement of taxes for eligible volunteer firefighters. This fund also pays for workers' compensation claims for volunteer firefighters.

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

RELIEF FUND

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

**CITY OF NORWICH
VOLUNTEER FIRE RELIEF FUND
2007-08 ADOPTED BUDGET**

	2003-04 ACTUAL	2004-05 ACTUAL	2005-06 REVISED BUDGET	2005-06 ACTUAL	2006-07 REVISED BUDGET	2007-08 MANAGER'S PROPOSED	2007-08 ADOPTED BUDGET
GENERAL PROPERTY TAXES							
TAX-VOL.FIRE REL.FND.LEVY							
70216 AND TAX CREDIT	236,323	235,793	320,000	335,088	340,000	392,896	392,896
TOTALS	236,323	235,793	320,000	335,088	340,000	392,896	392,896

**CITY OF NORWICH
SPECIAL SERVICE EXPENDITURES
2007-08 ADOPTED BUDGET**

		2003-04	2004-05	2005-06	2005-06	2006-07	2007-08	2007-08	2007-08
		ACTUAL	ACTUAL	REVISED BUDGET	ACTUAL	REVISED BUDGET	BUDGET REQUEST	MANAGER'S PROPOSED	ADOPTED BUDGET
92	VOLUNTEER FIRE RELIEF								
80122	VOLUNTEER TAX CREDIT	75,329	77,835	100,000	72,815	80,000	80,000	80,000	80,000
80125	TRUST FUND	120,000	120,000	120,000	120,000	160,000	212,896	212,896	212,896
80062	WORKERS COMPENSATION	0	0	100,000	99,996	100,000	100,000	100,000	100,000
TOTALS		195,329	197,835	320,000	292,811	340,000	392,896	392,896	392,896

Enterprise Fund -
Department of Public
Utilities

Norwich
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NORWICH PUBLIC UTILITIES

MISSION: Norwich Public Utilities exists to make Norwich a better place to live, work, and do business.

VISION: We work together to deliver utility services in a way that reflects our passion for exceptional reliability and strong customer and community relationships. We know how vital our services are to each person, family, neighborhood, business, and community group we serve.

VALUES:

People – We work together with mutual respect and kindness. We are committed to building our skills, and combining them with the skills of others to ensure top performance.

Reliability – We can be counted on everyday. We continually improve our services and infrastructure to give our customers the best deal possible.

Customer Focus – We build strong one-on-one relationships. We give each customer what they want while protecting the needs of all customers and the community.

Norwich – We play a vital part in improving the quality of life in Norwich by contributing the city payment, people, resources, and leadership. We leave assets and the environment better than we found them for future generations.

GOALS

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

HIGHLIGHTS & ACCOMPLISHMENTS:

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

- Serves as an advocate for increased federal funding for LIHEAP (Low Income Heating Energy Assistance Program) and actively represents Connecticut municipal utilities with federal legislators in Washington
- Implemented the NPU Energy Efficiency for residential and large commercial customers.
 - Distributed 25,000 compact fluorescent light bulbs (CFL) to residential customers, equating to a savings of 2,007,500 kWh, or roughly enough to power 120 average homes for a year.
 - Developed residential energy analysis pilot program to serve 68 low-income and residential customers.
 - Implemented a large Customer Commercial Program (100 KW and greater) to offer budget level energy efficiency analyses to 27 large commercial customers. Incentives increased to 30% of the project cost over the course of the year.
 - Implemented a pilot program for Small Commercial Customers (less than 100kW) with 47 qualifying customers benefiting from energy analyses and fixed incentives for lighting and refrigeration upgrades.
 - Working with three local lending institutions NPU has developed a Zero Percent (0%) Financing Program for eligible commercial customers for qualifying energy efficiency projects.

- Conducted budget level energy efficiency analyses for 15 Board of Education properties and 8 municipal properties. The savings resulting from the proposed energy efficiency projects will have a positive impact on the city's budget in terms of reduced utility costs for the affected properties.
- Provides customers with information on key energy issues, conservation tips and energy management utilizing public service radio announcements and *Community Matters*, the NPU bi-monthly newsletter
- Coordinates and participates in a system wide load reduction program to control energy use during peak times – efforts during 2006 resulted in marked peak demand reduction
- Actively supports fuel assistance programs for Norwich customers including Operation Fuel and participates in CT Low Income Energy Advisory Board

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

- Community non-profits are encouraged to utilize *Community Matters* to publicize city wide events. *Community Matters* has also provided safety information provided by the city fire department and Uncas Health District. These articles are presented in several languages
- Partnerships with Norwich public schools are ongoing and include sponsorship of the Junior Solar Sprints, an in-school McGruff safety program, job shadowing, and sponsorship of performances at all Norwich schools by the National Theatre for Children during Drinking Water Week.
- School safety programs utilize Hazard Hamlet, an educational tool, as part of an in-school program to educate children in the safe use of electricity. *Tilly* continues as a recognizable NPU ambassador for children of all ages serving to educate on gas and electric safety issues.
- Promoting tours of NPU facilities in the spring and autumn give city residents an opportunity to see where their drinking water comes from, view the hydro facilities, understand the wastewater treatment process and learn about green power initiatives as well as meet with NPU staff to energy issues
- Supports and participates in community activities including, YMCA Healthy Kids Day, Family Day, NPD National Night Out, Winterfest, UCFS Health Fair and NFD Open House
- Successfully lobbied for changes to remedy the disparity in the way CT gross revenues tax was calculated for municipal utilities. Successful legislation removed the tax that municipal utilities were paying on generation with a potential savings for NPU customers of about 2% in their electric bills
- Enhanced the NPU website to provide customers with the option of paying utility bills on-line. The addition of an interactive energy calculator also gives customers an opportunity to manage their energy costs while seeing where their costs are generated. The NPU website offers energy conservation tips, power alert warnings and immediate notification of potential service curtailments
- Geographical information system (GIS) technology fully implemented. Utilization of this technology includes mapping of the electrical and gas systems to enhance response time to outages, improve customer notification and timely dispatching of crews.
- Wastewater treatment facility upgrade plan in review at the state level. Program Manager working with NPU to assist in developing detailed design and implementation plans and to assist in identifying funding opportunities and the application process. Preliminary designer work to upgrade the wastewater treatment digester complete.
- Project coordinators worked pro-actively with developers to facilitate the on-going construction of over 400 new housing units.

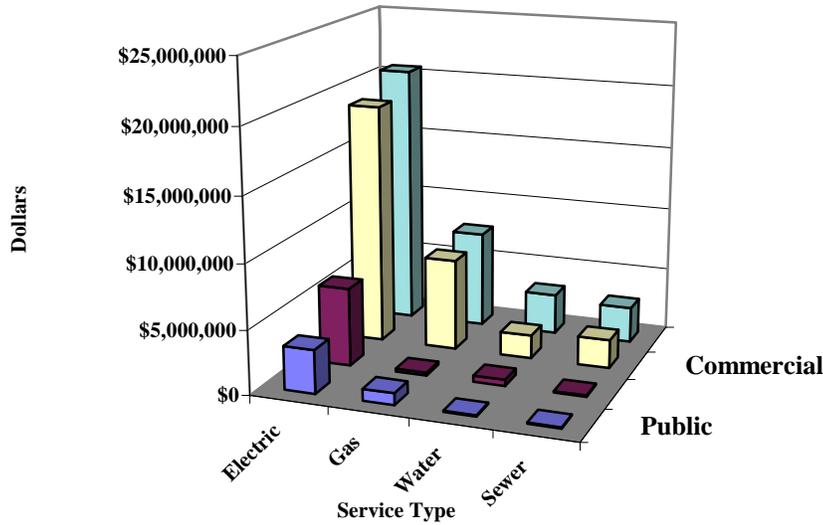
MEASURES OF ACTIVITY AND PERFORMANCE

	FY 2006 Unaudited	FY 2007 Budget	FY 2008 Approved
PERFORMANCE MEASURES			
<i>Fiscal Integrity</i>			
<i>Sales</i>			
• Gas	\$18,450,300	\$20,000,800	\$16,060,800
• Electric	\$39,101,900	\$48,748,900	\$49,543,900
• Water	\$ 4,969,600	\$ 5,230,900	\$ 5,627,400
• Sewer	\$ 4,944,000	\$ 4,894,800	\$ 5,355,900
<i>Customer Service Indicators</i>			
<i>Field Service</i>			
• Gas Service Calls	4,375	4,000	4,500
• Electric Service Calls	2,536	2,400	2,500
• Water Service Calls	3,892	3,200	3,750
• Sewer Service Calls	355	240	300
<i>Service Center</i>			
• Walk-in Customers	49,400	48,900	48,900
• # calls	84,600	55,000	69,000
<i>Operations Indicators</i>			
<i>Distribution Systems</i>			
• Miles of Gas Main	129	130	131
• Miles of Electric Line	270	271	272
• Miles of Water Main	155	156	157
• Miles of Sewer Main	139	139	140
<i>Electric System Reliability</i>			
• Avg. # outages per customer	0.6	0.6	0.5
• Avg. cumulative out of service time (min)	24.6	40.2	20.0
• Avg. outage duration (min)	40.0	40.0	40.0
<i>Wastewater Treatment</i>			
• Gallons Treated (Billion)	1.86	1.90	1.91
• Quality Tests Conducted	5200	5200	5200
<i>Water Division</i>			
• Gallons of Potable Water (Billion)	1.93	1.8	2.00
• Quality Tests Conducted	2080	2080	2080
<i>Community Development</i>			
• Contribution to City General Fund	\$5,385,400	\$5,877,500	\$7,025,600

Norwich Public Utilities: Revenue Summary

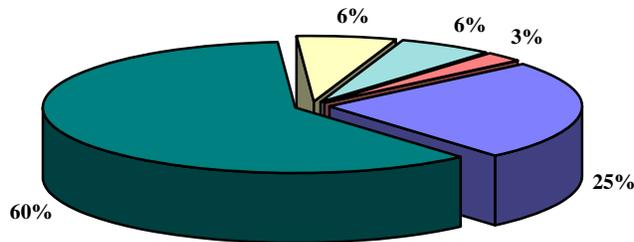
	FY 2006	FY 2007	FY 2008
	Unaudited	Approved	Approved
REVENUE FROM SALES			
Residential Gas Sales	8,022,900	9,726,800	7,618,346
Commercial Gas Sales	6,146,600	8,394,000	7,176,147
Industrial Gas Sales	172,100	425,500	231,941
Public Gas Sales	829,500	1,246,000	912,520
Interdepartmental Gas Sales	158,700	208,400	121,823
Total Gas Sales	15,329,800	20,000,700	16,060,777
Residential Electric Sales	15,647,200	19,771,300	20,550,380
Commercial Electric Sales	14,684,900	18,128,100	18,867,087
Industrial Electric Sales	5,777,800	6,960,400	6,126,367
Public Electric Sales	2,492,800	3,274,000	3,397,650
Interdepartmental Electric Sales	499,200	615,000	602,437
Total Electric Sales	39,101,900	48,748,800	49,543,921
Residential Water Sales	2,805,900	2,944,700	3,171,276
Commercial Water Sales	1,759,000	1,621,300	1,843,579
Industrial Water Sales	419,400	473,100	484,684
Public Water Sales	113,000	178,600	109,463
Interdepartmental Water Sales	11,800	13,200	18,393
Total Water Sales	5,109,100	5,230,900	5,627,395
Residential Sewer Sales	2,588,800	2,540,900	2,805,842
Commercial Sewer Sales	2,130,500	2,100,000	2,237,141
Industrial Sewer Sales	132,900	128,900	106,398
Public Sewer Sales	-	85,000	94,512
Interdepartmental Sewer Sales	2,200	40,000	112,015
Total Sewer Sales	4,854,400	4,894,800	5,355,908
OTHER OPERATIONAL REVENUE			
Penalties for Late Payments	316,000	316,000	595,900
Gas Service & Water Heater Rentals	199,000	216,400	216,350
Jet Turbine Credit	511,200	516,000	1,959,712
Reservation Charges & Rentals	202,500	584,300	412,829
Septage Charges	200,000	175,000	175,000
Interest Income	150,000	234,400	300,000
Miscellaneous Other			
Total Other Revenue	1,578,700	2,042,100	3,659,791
TOTAL DEPARTMENT REVENUE	65,973,900	80,917,300	80,247,792

Estimated Sales by Customer Class Fiscal Year 2008



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

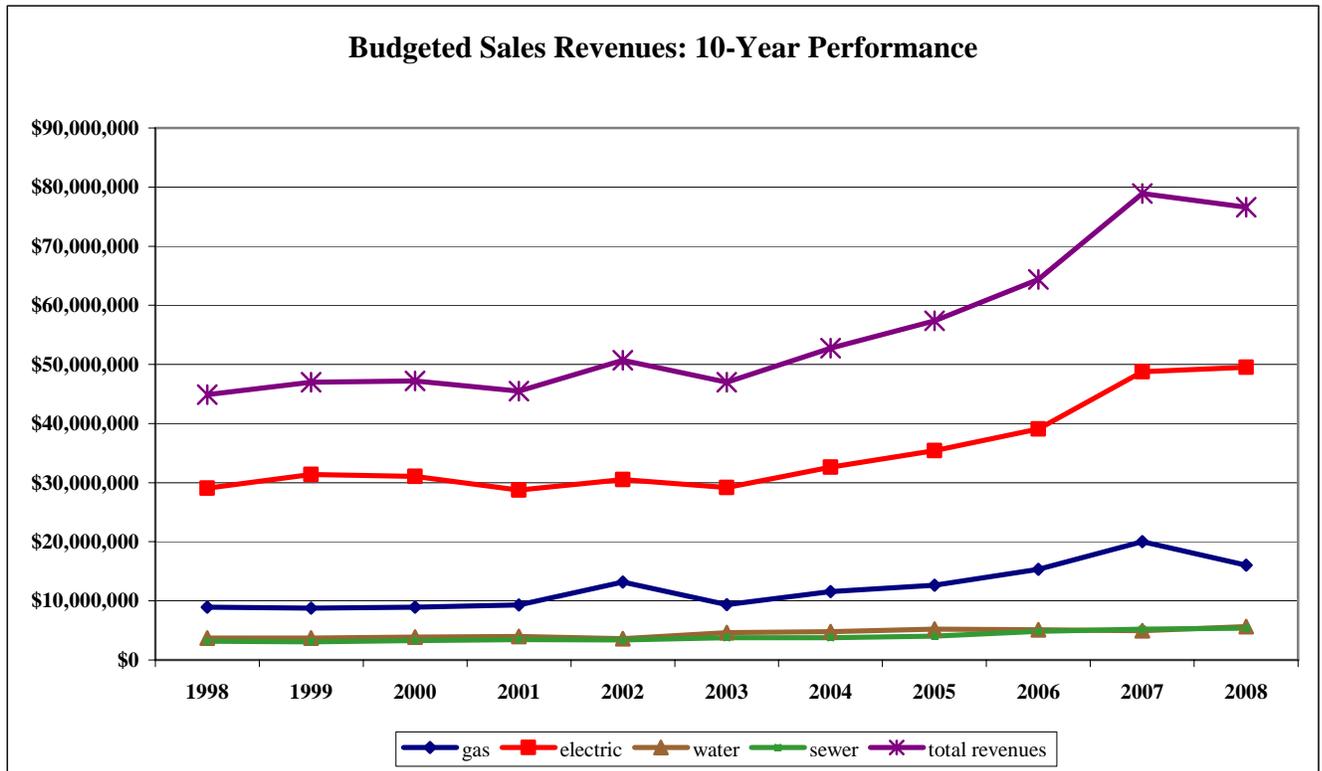
Estimated Revenues by Type
Fiscal Year 2008



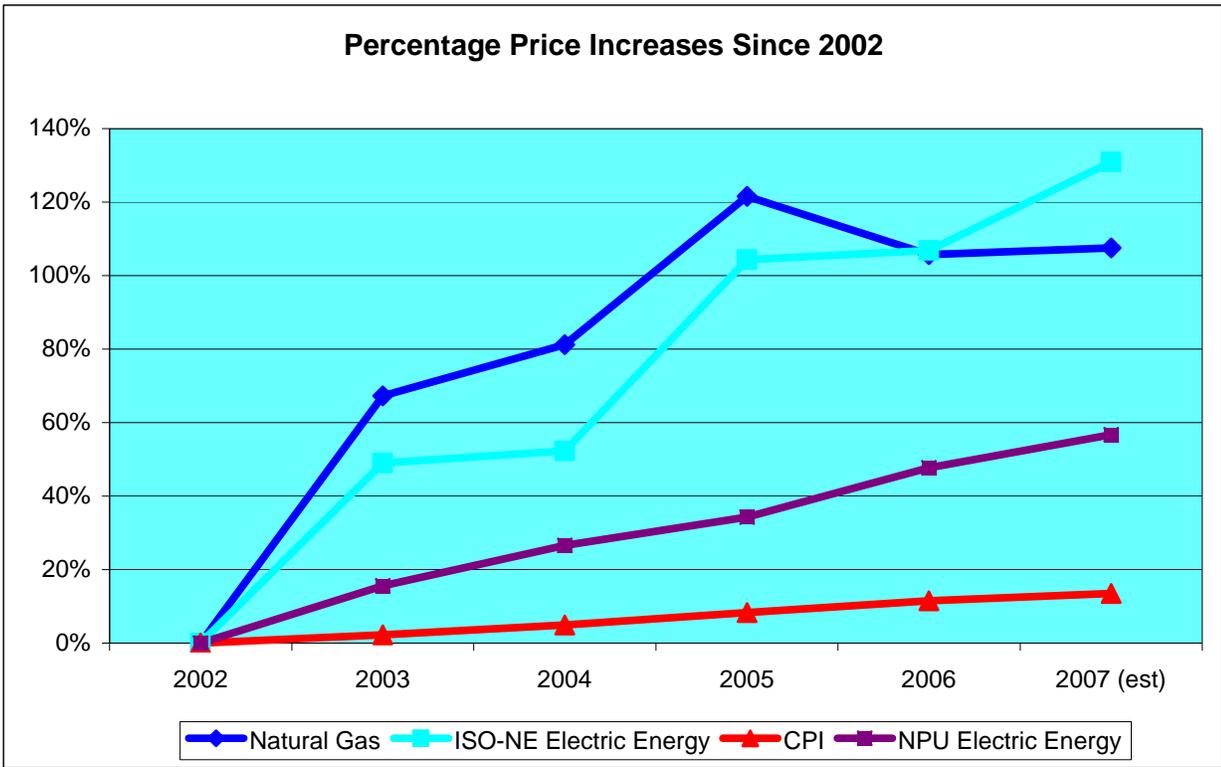
■ Total Gas Sales ■ Total Electric Sales ■ Total Water Sales ■ Total Sewer Sales ■ Total Other Revenue

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

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



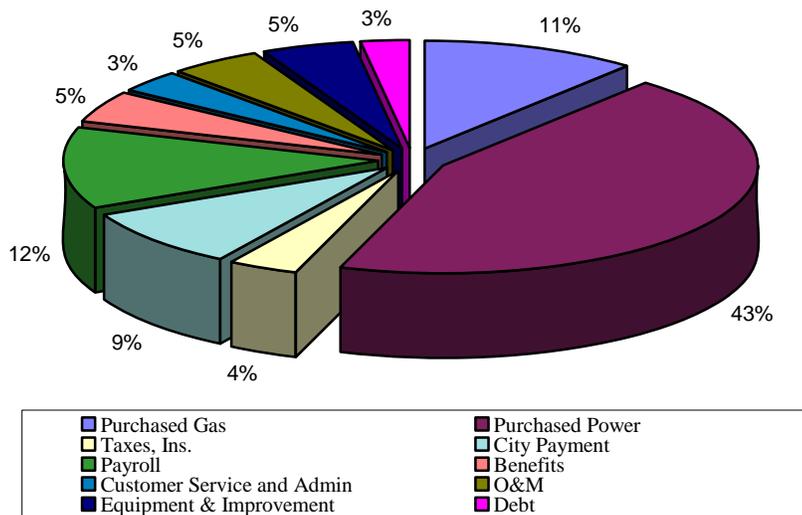
Market cost of energy is reflected in the Purchased Power Adjustment (PPA) and the Purchased Gas Adjustment (PGA), charges which are reconciled monthly and changed only as needed to recover actual costs. The utility is committed to keeping the two charges as stable as possible so customers can plan for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



Norwich Public Utilities: Expenses Summary

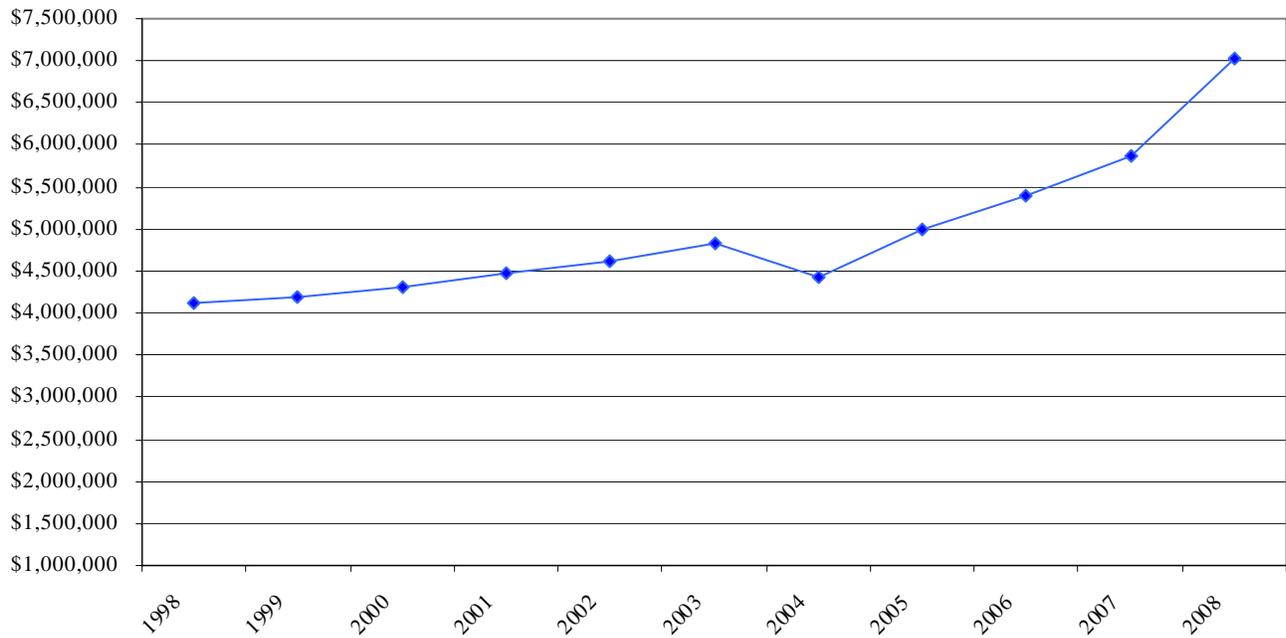
	FY 2006 Unaudited	FY 2007 Approved	FY 2008 Approved
DEPARTMENT EXPENSES			
Purchased Gas	8,945,700	12,772,300	8,848,257
Purchased Electricity	24,184,500	32,713,000	35,283,100
Payroll	8,794,600	9,091,900	9,754,100
Employee Benefits	2,637,100	3,589,700	3,879,100
City Payment 10%	5,385,400	5,877,500	7,025,600
Gross Revenue Tax	2,114,900	2,517,600	1,420,984
Property Tax	97,100	101,100	105,100
Property & Liability Insurances	1,175,500	1,313,900	1,341,000
Operations & Maintenance	3,365,300	3,690,400	3,864,400
Customer Service	390,100	377,900	362,500
Office Expenses	369,100	365,800	555,300
Administrative Expenses	1,419,400	1,527,500	1,679,600
Bad Debt Expense	628,000	689,000	689,000
Total Operational Expenses	59,506,700	74,627,600	74,808,041
Interest Expense	384,000	382,433	387,000
Debt Principal Repayment	1,542,400	1,508,275	1,640,600
Debt Service	1,926,400	1,890,708	2,027,600
Capital Purchases net expected reimbursements	2,397,600	3,125,800	3,144,700
Capital Labor	445,000	564,000	521,400
Total Capital	2,842,600	3,689,800	3,666,100
Depreciation	4,449,500	4,703,000	4,763,000

**Expenses by Category
Fiscal Year 2008**



NPU's relationship with customers is a special one; as a municipal utility our customers are also our owners. We have continually supported general city activities by contributing a percentage of the Department's revenues to the General Fund. As our Gas, Electric, and Water units grow, so does our contribution to the city. This year we are contributing \$7,025,600 to the City's revenue stream; reducing taxpayer burden by the equivalent of 4.12 mils.

Paid to City General Fund



Department of Public Utilities
 Capital Budget Summary

	FUNDING LEVEL	IMPACT ON OPERATIONAL EXPENSE
<p>ANNUAL RECURRING CAPITAL Expenditures in this category are made to ensure the reliability and integrity of the utility’s overhead and underground infrastructure and its ability to accurately record the amounts of gas, electricity, and water sold. Through these appropriations the utility is able to implement meter, pole and fixtures, and service delivery hardware replacement and improvement programs. The overall impact to the operational budget is positive in that infrastructure maintenance costs are controlled; accurate metering equipment ensures revenues and reflects the sales of product for future planning and energy purchase strategies. Major projects include:</p> <ul style="list-style-type: none"> • Gas and Water main replacement to replace aging infrastructure, support development and to support the bonded City paving project. • Electric system upgrades from 4,800 v to 13,800 v, including the Rt. 82 Project, the Transportation Center Project, the Rt. 97 Project and the East Side Project, to reduce losses, improve reliability and support development. • Sewer upgrades to the collection system and pumping stations that replace aging infrastructure and improve reliability. 	\$1,320,947	\$0
<p>CAPITAL PROJECTS Expenditures in this category are made for upgrading and improving the systems in place. The impact on the operations budget is quantified in cost avoidance; well maintained equipment and systems allow the utility to control maintenance costs and improve operations activities. Most significant this year include:</p> <ul style="list-style-type: none"> • Wastewater facility improvements \$3,200,000 for the first phase of the facility upgrade that includes the design and upgrade of the digester. • Initiate the Long Term combined Sewer overflow (CSO) Project that includes the GIS data collection and modeling of the sewer collection system for future design. • Maintain water treatment tanks \$250,000 by replacing the coating and cathodic protection systems that will maintain water quality and reduce maintenance costs in the long term. • Support new development, including a new gas main to the Byron Brook project that will support the economic development initiatives of the City. <p>Greenville dam repair \$100,000, allowing the utility to preserve the historic structure while operating the hydro facility that provides up to 5% of the city’s power needs as green power.</p>	\$1,657,750	\$0
<p>EQUIPMENT PURCHASES *does not include financed vehicles. Vehicles: The utility owns and operates a fleet of construction vehicles. Vehicles in the budget replace those vehicles in the fleet that are no longer serviceable and add to the fleet new vehicles required to support operations. Equipment: These purchases serve to upgrade billing capability, improve productivity, and provide employees the tools they need to do work.</p>	\$166,000	\$0

	FY 2006	FY 2007	FY 2008
	Unaudited	Approved	Approved
RECURRING CAPITAL			
Metering	142,671	202,600	218,500
Mains: replacements, new	364,718	306,609	393,733
Services: new, renewals	218,485	222,393	307,964
Water heaters	43,180	30,700	32,900
Poles & fixtures	19,371	50,000	70,000
Street lighting & signal systems	13,867	32,600	46,000
Transformers & capacitors	122,712	160,000	200,000
Hydrants & valves	60,686	27,000	13,200
Manholes & frames	9,389	35,800	38,650
Total recurring Capital	995,079	1,067,702	1,320,947

CAPITAL PROJECTS			
Greenville Dam repair			100,000
Greenville Gate House Repairs			40,000
Hamilton Ave/East Main St upgrades			75,000
Occum Ponemah Conversion Upgrades			100,000
Business Park CSC Expansion			65,000
Spill Prevention Oil Expansion			20,000
RT 82 Development			100,000
Single Reel Cable Trailer			10,000
Security			15,500
SCADA			60,000
Industrial Park Tank Painting			250,000
Upgrade Lab equipment			10,000
South Thames New VFD			38,000
River Ave New Pump			28,050
Long Term Control Plan (LTCP) Phase 1			265,000
Long Term Control Plan (LTCP) Phase 2			200,000
Sludge Building Roof			30,000
Sludge Piston Pump			27,200
HVAC upgrade Building 1			45,000
Energy Efficient Lighting Changeout			10,000
Constructuion Material Covers			20,000
Floor 1 Renovations			40,000
Performance appraisal project			10,000
CNG station compressor			89,000
Vehicle Wash Station			10,000
Prior year projects	1,383,662	1,697,820	
Total ProjectCapital	1,383,662	1,697,820	1,657,750

VEHICLE & EQUIPMENT PURCHASES			
Vehicles			60,000
Computer system and hardware			77,000
Miscellaneous construction equipment			9,000
ITRON Handheld and Cradle			20,000
Prior year purchases	593,495	282,900	
Total Equipment	593,495	282,900	166,000

Norwich
CONNECTICUT **NOW.**

Glossary

Norwich
CONNECTICUT **NOW.**

ABBREVIATIONS AND ACRONYMS

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

MISC – **M**iscellaneous

MV – **M**otor **V**ehicle

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

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

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

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

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

GLOSSARY OF KEY TERMS

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

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

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

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

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

ADOPTED BUDGET – The final budget as approved by ordinance.

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

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

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

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

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

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

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

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

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

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

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

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

CAPITAL IMPROVEMENTS – Expenditures related to the acquisition, expansion, or rehabilitation of an element of the governments physical plant, sometimes referred to as infrastructure.

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

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

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

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

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

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

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

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

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

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

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

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

DISBURSEMENT – Expenditure of monies from an account.

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

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

EFFICIENCY MEASURES – provide information about how the organization uses available resources. Usually written as a ratio, these measures may include cost per unit of service provided, cost per unit of output, or the units of service provided per full time equivalent position. An example of an efficiency measure is cost per ton of residential refuse collected.

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 10/1/2005. Personal property and motor vehicles are computed at 70% of market value.

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

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

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

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

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

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

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

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

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

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

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

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

NPU – Norwich Public Utilities

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

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

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

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

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

- Input measures address the amount of resources used in providing a particular service (i.e, dollars, hours, etc.)
- Output measures describe the activities undertaken in providing a service of carrying out a program (i.e., number of emergency calls, number of applications processed, etc.)
- Outcome measures are used to evaluate the quality and effectiveness of public programs and services (i.e., number of crimes committed per capita, income generated on investments, etc.)
- Efficiency measures relate inputs or resources used to units of output or outcome, provides evidence of trends in productivity (i.e., employee hours per crime solved).

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

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

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

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

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

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

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

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

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

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

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

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

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