

CITY OF NORWICH, CONNECTICUT

ADOPTED

ANNUAL BUDGET



FOR FISCAL YEAR 2004-2005

ADOPTED May 17, 2004



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Norwich
Connecticut**

For the Fiscal Year Beginning

July 1, 2003

President

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented an award of Distinguished Budget Presentation to the City of Norwich for its annual budget for the fiscal year beginning July 1, 2003. This award is the highest form of recognition in governmental budgeting and represents a significant achievement by our organization. A lot of hard work goes into putting this document together and it is our mission to continue to improve the City's budget in order to make it easy to understand and to be sure that it is user-friendly. Norwich's goal has always been to produce a budget document that could be understood by elected officials, employees and citizens alike.



TABLE OF CONTENTS

CITY GOVERNMENT

	<u>PAGE</u>
BUDGET MESSAGE (Green Divider)	I
FINANCIAL SUMMARIES, BUDGET PROCESS AND MISCELLANEOUS (Grey Divider)	
THE CITY	1
ECONOMIC & DEMOGRAPHIC DATA	5
DIRECTORY OF ELECTED OFFICIALS	8
CITY DIRECTORY	9
ORGANIZATIONAL CHART	10
BUDGET TIMETABLE	11
FINANCIAL MANAGEMENT POLICIES	12
GOALS FOR NORWICH	21
COMPARATIVE BUDGET SUMMARY	22
MILLAGE REQUIREMENTS	23
GRAPHIC ILLUSTRATIONS	24
AUTHORIZED POSITIONS	29
FUND STRUCTURE	30
BUDGET SUMMARY - GENERAL FUND (Gold Divider)	
SUMMARY OF EXPENDITURES, REVENUES, GRAND LIST, AVER. COLLECTION & MILL RATES	35
GENERAL FUND REVENUE	36
DESCRIPTION OF GENERAL FUND REVENUES	37
CITY MANAGER	44
FINANCE	48
TREASURER	53
ASSESSMENT	57
PERSONNEL	61
LAW	65
CITY CLERK	67
MAYOR/CITY COUNCIL	71
MANAGEMENT INFORMATION SYSTEMS	74
POLICE	79
FIRE	86
VOLUNTEER FIRE DEPT/EAST GREAT PLAIN	88
VOLUNTEER FIRE DEPT/LAUREL HILL	91
VOLUNTEER FIRE DEPT/OCCUM	94
VOLUNTEER FIRE DEPT/TAFTVILLE	98
VOLUNTEER FIRE DEPT/YANTIC	101
RECREATION	104
HUMAN SERVICES	108
GENERAL ASSISTANCE	114
SENIOR CITIZENS CENTER	117
YOUTH AND FAMILY SERVICES	121

TABLE OF CONTENTS – (continued)

PUBLIC WORKS/ENGINEERING & ADMINISTRATION	126
PUBLIC WORKS/FLEET MAINTENANCE	130
PUBLIC WORKS/SOLID WASTE	133
PUBLIC WORKS/STREET MAINTENANCE & CLEANING	136
PUBLIC WORKS/PARKS AND CEMETERIES	139
PUBLIC WORKS/BUILDING MAINTENANCE	142
PUBLIC WORKS/PARKING MAINTENANCE	145
FIRE PROTECTION & STREET LIGHTING	148
ELECTION	150
PLANNING & NEIGHBORHOOD SERVICES	154
ECONOMIC DEVELOPMENT	159
BOARD OF EDUCATION SUMMARY	160
DEBT SERVICE - PRINCIPAL & INTEREST	163
NON-DEPARTMENTAL/CIVIC & CULTURAL ORG.	168
CAPITAL BUDGET	173
EMERGENCY MANAGEMENT	177
EMPLOYEE'S PENSION	181
SPECIAL SERVICES FIRE (Pink divider)	
SPECIAL SERVICES FIRE	183
SPECIAL SERVICES REFUSE	190
SPECIAL SERVICES VOLUNTEER FIRE AND TAX CREDIT	193
APPENDICES:	
GLOSSARY (Peach divider)	
BOARD OF EDUCATION (Blue divider)	
DEPARTMENT OF PUBLIC UTILITIES (Ivory divider)	

Budget Message



CITY OF NORWICH

Richard A. Podurgiel, City Manager

BUDGET MESSAGE/EXECUTIVE SUMMARY

April 5, 2004

Mayor Arthur 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 2004-2005. I would like to take this opportunity to thank the department heads, my Assistant City Manager, Bob Zarnetske, Deputy Comptroller Josh Pothier, and City Comptroller Joseph Ruffo for their assistance and cooperation in the preparation of this budget.

II. EXPLANATORY NOTE ON THE DEVELOPMENT OF THE 2004-2005 CITY BUDGET

The 2004-2005 budget is a conservative one designed to maintain the status quo with regard to the vast majority of city programs and departments. The budget was developed with departments focusing on the following policy goals and priorities:

City of Norwich Budget Goals

- Foster a climate that attracts new business, creates a broad range of employment opportunities, and promotes a vibrant downtown business district.
- Ensure that our neighborhoods and business districts are safe and appealing places to live, work, shop and visit. One of the city's highest priorities is to protect the lives and properties of residents to the full extent possible.
- Promote a high quality of life and develop neighborhood pride.
- Provide the highest quality education to facilitate the success of our children.
- Keep the cost of government low, provide fiscal stability and keep the tax rate at a level which is not overly burdensome to the taxpayers.

Budget Priorities

- Limit the non-capital general fund mill rate increase to 2.8%.
- Protect the city's fiscal integrity.
- Enhance efficiency and effectiveness.
- Continue emphasis on improvements to infrastructure.
- Ensure that law enforcement officers and firefighters have necessary equipment.
- Provide civic and cultural groups a minimum level of increase.
- Provide education funding at 3% as requested by the board to support high quality teachers and faculty.
- Ensure the capacity to work with developers and support the planning department.

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III. OVERVIEW OF THE 2004-2005 CITY BUDGET

<i>Summary of Appropriations and Prior Year Comparison</i>				
Fund	Revised Budget 2003-04	Proposed Budget 2004-05	\$ Change from Prior Year	% Change from Prior Year
General Fund	88,041,294	90,312,549	2,271,255	2.58%
Special Revenue Funds:				
Fire District	4,132,256	4,205,758	73,502	1.78%
Vol. Fire District	220,000	220,000	-	0.00%
Refuse	1,305,466	1,367,340	61,874	4.74%
Department of Public Utilities	54,178,800	57,764,400	3,585,600	6.62%
Total	147,877,816	153,870,047	5,992,231	4.05%

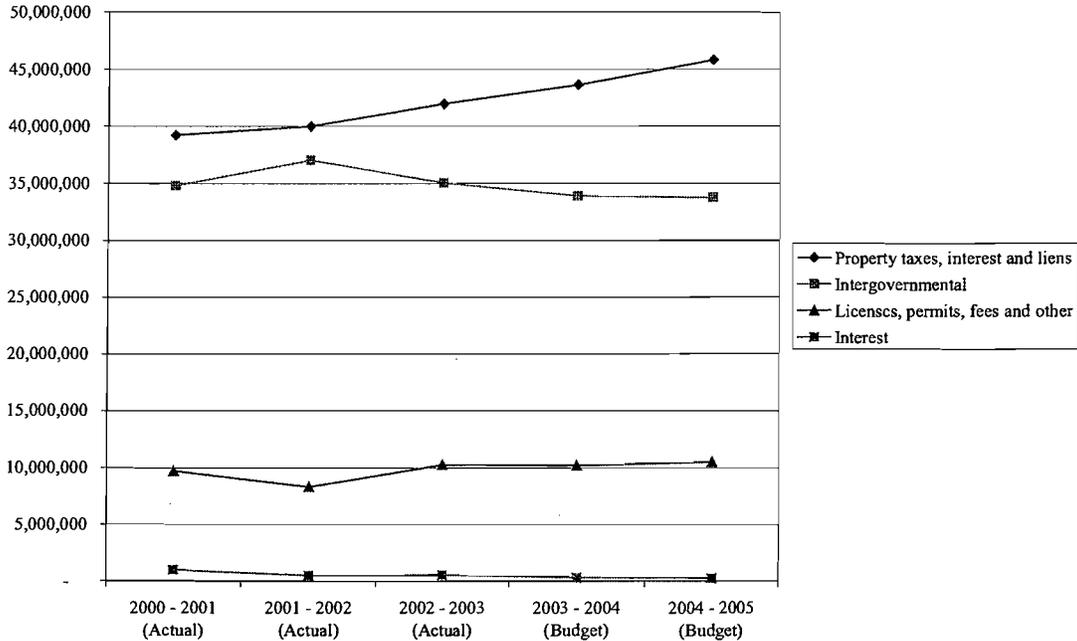
Effect of Revaluation

Obviously, a question on the minds of all Norwich taxpayers is what effect the recent revaluation will have on their property tax bills. The value of real estate in Norwich has increased substantially in the last four years. Commercial, industrial, and residential properties have all appreciated at a nearly equal rate. The property tax burden will shift from personal property and motor vehicles to real estate, but each owner of the three aforementioned classes of real property will share in the increase proportionately.

Revaluation and new construction have resulted in a \$600 million increase in the grand list. The list has grown from \$1.1 billion in 2002 to \$1.7 billion in 2003. As a result of this increase, the mill rate applied in this proposed budget will be 25.74, down from 36.47 last year.

Revenues

5-Year General Fund Revenue Comparison



Intergovernmental revenues are based on the Governor's proposed FY 2004-2005 budget. City general fund will receive total revenues of \$90,312,549. See pages 36-42 for a listing and description of general fund revenues.

Decreases in state aid have again made it difficult to develop a city budget that balances the need to provide expected services against the need to maintain a low property tax rate. The State budget as presented by the Governor ostensibly called for level funding of state grants in aid to municipalities. However, the Governor's budget did not provide an inflationary adjustment and actually called for cuts in two major sources of revenue – the Payments in Lieu of Taxes (PILOT) and the local share of the real property conveyance tax. While Norwich is still deemed by the State to be a "distressed municipality" in need of state assistance, over the last few years the percentage of our local budget that comes from the state has been reduced by about 3%.

The following is a summary of significant revenue changes:

State Grants-in-aid: Education.

The Governor's proposed fiscal year 2004-2005 budget includes essentially the same funding level for these grants. We are expecting to receive \$29,085,867 in education grants versus the \$28,886,830 budgeted in 2003-2004.

State Grants-in-aid: General.

The Governor has proposed funding at the same level as last year. The Mashantucket Pequot grant, which was reduced by \$1.3 million during FY 2003-2004, will continue at the reduced amount.

Conveyance Taxes.

The Governor is proposing a 28% reduction in the rate the city may charge for conveyance taxes. This proposed cut will cost the city an estimated \$150,000 in FY 2004-2005. I am proposing to mitigate the loss of general fund revenues by suspending the transfers to the Mohegan Park/Arts & Recreation fund for fiscal year 2004-05. Currently, the Mohegan Park/Arts & Recreation fund receives 22% of the conveyance taxes.

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.

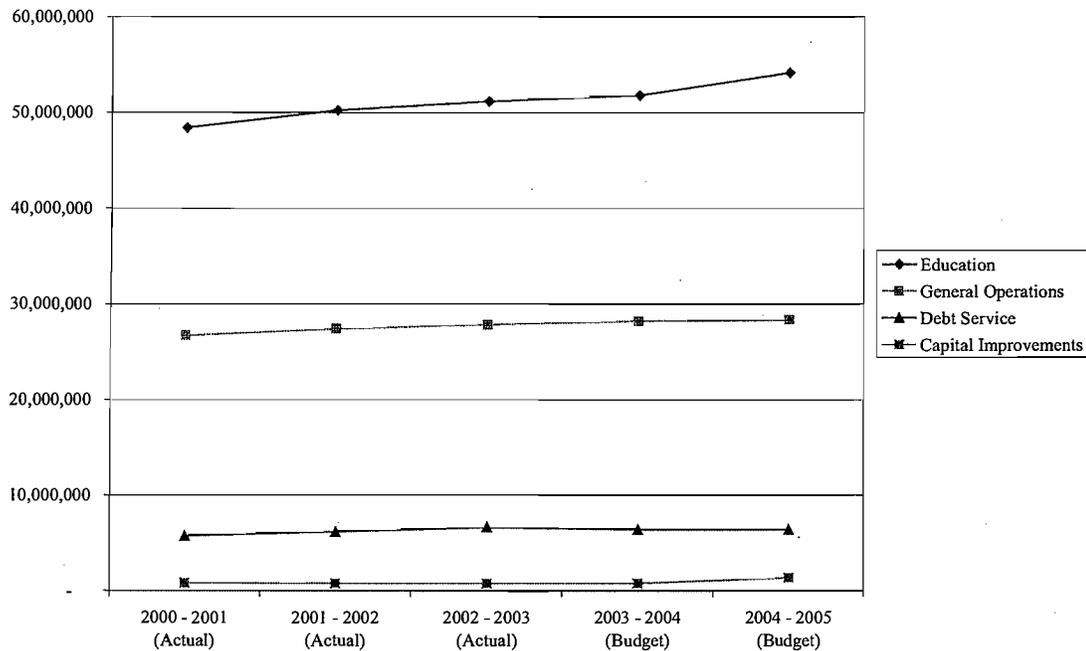
In recent years, the city's actual expenditures have been less than budgeted amounts resulting in surplus or undesignated fund balance equal to 8% of total annual expenditures. See page 15 for a detailed history of the undesignated fund balance. I am proposing to use \$600,000 of the undesignated fund balance to support expenses during Fiscal Year 2004-2005. This proposal is consistent with past practice. If the State restores real estate conveyance tax revenues and/or payments in-lieu-of-taxes, I propose that those additional revenues be used to replenish the undesignated fund balance.

Property Taxes.

Taxes supporting non-capital expenditures will increase from \$39,721,837 to \$41,639,188 – a 4.83% increase. When you subtract from this 4.83% increase the 1.7% increase in new properties and the .33% increase in the property tax collection rate, you are left with a 2.8% property tax increase. Again, the city-wide mill rate (1 mill = \$1 of taxes/\$1,000 of assessed property value) supporting city, Board of Education and Capital expenditures will decrease from 36.47 to 25.74.

Expenditures

5-Year General Fund Expenditure Comparison



General Government Expenses.

City government is being recommended for funding in the amount of \$36,152,905. The increase in general government expenditures is less than one-half of one percent over last year's budget. This increase is significantly less than the rate of inflation, and thus represents a reduction in the cost of government in real-dollar terms. Staffing levels for the city are the same as last year. With more efficient operation, departments have been able to reduce expenditures while simultaneously maintaining appropriate levels of staffing and services. We are building a city government that works better and costs less.

Education Expenses.

The Board of Education budget was increased by \$1,577,467 – a 3% increase over last year. Education is the single largest budgetary item. Education represents 59.97% of all expenditures and 57.23% of each tax dollar (11.01 city and 14.73 education). The commitment to fund education represents the main priority change over prior years.

Capital Improvements.

In 2000, the Norwich voters mandated that an amount equal to one mill be invested in capital improvements each year regardless of all other budget considerations.

This year, because of the recent property revaluation, one mill equals \$1.7 million, or \$600,000 more than last year.

While the increase in this year's capital improvement budget limited my ability to propose investments in other programs, I believe that Norwich will benefit the commitments we are making to maintain our roads, invest in Occum Park, repair our sidewalks, and replace worn or obsolete equipment – such as police cruisers.

IV. STRATEGIES FOR BALANCING THE BUDGET

With the revaluation and a workforce which was reduced in the prior budget, it is immediately clear that this is a different budget. The primary goal of this budget was to put forth a plan for government operations that would not overly burden the taxpayers.

My initial guidance to department heads was to maintain services but to come up with inflationary increases. Unfortunately, as state revenue projections did not grow with the Northeast inflation rate, it was obvious that reductions were necessary in order to submit a spending plan that would limit the tax increase to a rate at or near the inflation rate. The recommended budget includes cuts from city departmental requests totaling over \$1.7 million; which, unlike the past budgets, excludes cuts to department staffing. I felt that it was of the utmost importance to maintain the service levels and personnel levels in all of the departments. In order to maintain staffing and programs while adjusting for the loss of revenue, I looked for cost savings and new sources of revenue. 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 \$600,000 in undesignated fund balance. Our undesignated fund balance will continue to be more than of 8% of annual expenditures.

Increase building permit fees. The current fee for residential building permits is seven dollars per thousand dollars of project costs. The commercial fee is twelve dollars per thousand. I am proposing that the fees be increased to thirteen dollars for residential construction and fourteen dollars for commercial projects. The city's building permit fees were last increased eight years ago. The proposed increases will bring our fee structure into line with the fees charged by other cities in Connecticut. This action will generate an estimated \$150,000 in additional revenue.

Increase refuse hauler fees. I am proposing to increase the fees paid by direct refuse haulers from \$62 per ton to \$64 per ton. This fee increase will offset the increased cost of billing and collection.

Temporarily suspend conveyance tax transfers to the Mohegan Park/Arts & Recreation Fund. This fund has built up a healthy surplus over the past couple years as the real estate market boomed which will carry it through fiscal year 2005. The current account balance of \$345,000 will be unaffected by this action.

Modestly increase in the property tax levy. In recent years, Norwich has enjoyed one of the lowest property tax burdens in the state. In 2002, for example, the adjusted property tax levy for Norwich property owners was 15th lowest in Connecticut. The average tax bill for Norwich residents ranked 154th out of the 169 cities and towns in Connecticut. The average per capita property tax burden in Norwich was \$1,078, about \$600 less than the average across the state. This budget was developed to keep the property tax increase as low as possible without cutting city services or stalling the city's development efforts.

V. SPECIAL SERVICE FUND

Special Service Fire. The paid fire department draws a large portion of its funding from the Mashantucket Pequot grant and PILOT monies. On the expenditures side, the biggest change was the increase in fringe benefits due to health insurance and workers' compensation costs. Total expenditures increased by \$69,384 from \$4,136,374 in 2003-2004 to \$4,205,758 in 2004-2005. The increase in the expenditures coupled with the decrease in grants necessitated an increase in property taxes of \$279,191 from \$2,081,574 to 2,360,765. However, because of the revaluation the mill rate will decrease from 5.64 to 4.07.

Volunteer Fire Relief Fund. Both the budgeted expenditures and revenues are the same as 2003-2004. However, because of the revaluation the mill rate will decrease from .30 to .20.

Special Service Refuse. Budgeted expenditures will increase \$61,874 from \$1,305,466 in 2003-2004 to \$1,367,340 in 2004-2005. These expenditures are supported by separately charged refuse fees.

VI. DEPARTMENT OF PUBLIC UTILITIES

The Public Utility budget reflects an increase in revenues of \$4,556,100. Most of this increase is due to greater consumption of gas and electricity. Budgeted expenditures will increase \$3,585,600 – primarily due to the increase cost of purchased gas and power.

VII. LOOKING TO THE FUTURE

State aid to Norwich has long been an important source of revenue for the city. This year, State aid amounts to roughly 37% of our general fund operating budget. However, it appears likely that state assistance will continue to be reduced as the State of Connecticut seeks to solve its own financial woes. We must begin to identify alternatives to state assistance and we must ensure that the entire burden doesn't fall on the shoulders of the city's property taxpayers.

Increasingly, it is important for us to find innovative ways to fund local government services and activities. Many municipalities have developed comprehensive

strategies for receiving and administering federal, state, and private philanthropic grants. While we must be careful about the commitments we take on, I believe it is appropriate for city departments to aggressively pursue grant funding for many activities and capital improvement projects in Norwich. In order to improve grantsmanship in all of the city's departments, I am proposing the establishment of a City-Wide Grants Working Group, with the Department of Human Services as the lead agency coordinating the efforts of the group.

While it is good news that the Grand List has grown, it should be noted that the increase has come largely from appreciation in the value of existing properties rather than new construction or economic development. We must continue to look for opportunities to promote new economic activity that will relieve some of the tax burden on residential and current commercial property owners. We must continue to attract more new businesses to Norwich and we must continue to aggressively seek to reuse vacant industrial and commercial properties. The Norwich city government is committed to fostering a pro-business environment within which current and new firms can succeed. We will continue to work with the Rose City Renaissance, Norwich Development Corporation, Chambers of Commerce, the Mayor and the City Council to encourage commercial progress.

My staff and I have made every effort to produce a budget that would meet with the approval of both the City Council and the public. Some will undoubtedly find fault with particular aspects of this budget recommendation, but on the whole, I believe this budget accurately represents the values of our community and the goals that we in city government have been asked to achieve.

I believe that this budget reflects the community's strong commitment to excellence in education. It reflects the recent charter revision that mandated more substantial investments to improve our infrastructure. It reflects the public's desire to maintain high levels of police, fire, social, recreational and public works services. And it reflects our continued commitment to restoring our historic downtown and harbor districts.

Respectfully Submitted,

A handwritten signature in black ink, appearing to read "Richard A. Podurciel". The signature is fluid and cursive, written over a white background.

Richard A. Podurciel
City Manager

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

General Fund Revenues

Page(s)	Account	Increase	Decrease
36	01000-70238 Conveyance Tax (to increase revenue from Conveyance Taxes due to the increase in the rate to \$5/\$1,000)	150,000	
37	01000-70247 State - In-Lieu-of-Taxes (to increase revenue from PILOT allotted to Norwich in the State's 2004-05 adopted budget)	91,308	
37	01000-70250 State - City Housing (to increase revenue from the City Housing PILOT due to the reinstatement of this grant)	101,377	
37	01000-70284 State - Ed Equalize Grant (to increase revenue from ECS allotted to Norwich in the State's 2004-05 adopted budget)	282,315	
36	02000-70201 Property Taxes Current (to decrease revenue from Property Taxes)		433,075
Total		<u>625,000</u>	<u>433,075</u>
Net Increase/(Decrease) to Revenues		<u>191,925</u>	

General Fund Expenditures

Page(s)	Account	Increase	Decrease
82	01021-80012 Police Employees (to increase a part-time Police Records Clerk to full-time)	10,378	
82	01021-89999 Police Fringe Benefits (Fringe benefits associated with increase of part-time Police Records Clerk to full-time)	990	
86	01022-80051 Special Service Charge (to increase reimbursement to Special Service Fund for admin. services)	30,278	
106	01032-80012 Recreation Employees (to add salary for Recreation Facilities Maintainer I position)	31,279	
106	01032-89999 Recreation Fringe Benefits (to add fringe benefits for Recreation Facilities Maintainer I position)	14,000	
160	01065-81000 Economic Development Project Contingency (to increase budget for Economic Development activities)	25,000	
160	01065-81001 Norwich Community Development Corp. (to increase NCDC funding to support operating budget)	20,000	
170	01090-80077 Library (to increase funding for Otis Library)	60,000	
Total		<u>191,925</u>	<u>-</u>
Net Increase/(Decrease) to Expenditures		<u>191,925</u>	

Special Service Fire Revenues

Page(s)	Account	Increase	Decrease
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186 02000-70204 Property Taxes Fire Current 150,000
(to decrease revenue from Property Taxes due to decrease in Mill Rate)

186 02000-70231 Fire SS - GF Charge 30,278
(to increase reimbursement from General Fund for admin. services)

186 02000-70244 State - Town Housing 134,802
(to increase revenue from the City Housing PILOT due to the reinstatement of this grant)

186 02000-70255 State - In-Lieu-of-Taxes 15,198
(to increase revenue from PILOT allotted to Norwich in the State's 2004-05 adopted budget)

Total	<u>180,278</u>	<u>150,000</u>
Net Increase/(Decrease) to Revenues	<u>30,278</u>	

Special Service Fire Expenditures

Page(s)	Account	Increase	Decrease
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188 02020-80012 Fire Employees 18,423
(to add salary for part-time Fire Code Clerk)

188 02020-89999 Fire Fringe Benefits 11,855
(to add benefits for part-time Fire Code Clerk)

Total	<u>30,278</u>	<u>-</u>
Net Increase/(Decrease) to Expenditures	<u>30,278</u>	

The following is an excerpt from the City of Norwich Charter which describes the budget process:

CHAPTER VII. BUDGET

Sec. 1. Fiscal year.

The fiscal year of the city government shall begin on the first day of July in each year and end on the last day of the succeeding June.

Sec. 2. Submission of the budget.

On or before the first Monday in April of each year the chief executive officer of the city shall submit to the council: (a) A budget message, (b) an annual or current expense budget which shall be a complete financial plan for the ensuing fiscal year, and (c) a capital budget which shall be a financial plan for affecting capital improvements.

(Am'd. of 11-5-74, Prop. I; Am'd. of 11-5-91; Am'd. of 11-3-92)

Sec. 3. The budget message.

The budget message shall contain the recommendations of the chief executive officer of the city concerning the fiscal policy of the city, a description of the important features of the budget plan including that regarding capital improvements, an explanation of all major increases or decreases in budget recommendations as compared with prior years, and a summary of the proposed budget showing comparisons similar to those required in the budget proper, itemized by principal source of revenue and the main heads of expenditure.

Sec. 4. Scope of current expense budget.

The current expense budget shall be made up in two parts, one for the revenues and expenditures of the city and one for the revenues and expenditures of the city consolidation district, and shall contain for each part: (a) An estimate of all revenue anticipated from sources other than the tax levies of the ensuing year for the city and city consolidation district; (b) an estimate of the general fund surplus or deficit of the city and the city consolidation district at end of the current fiscal year; (c) the estimated expenditures necessary for the operation of the several departments, offices and agencies of the city and the city consolidation district; (d) debt service requirements for the city and the city consolidation district for the ensuing fiscal year; (e) an estimate of the sum required to be raised by tax levy in the city and the city consolidation district for the ensuing fiscal year, assuming a rate of collection not greater than the average rate of collection in the year of levy for the last three completed fiscal years; and (f) a balanced relation between the total estimated expenditures and total anticipated revenues in the city and the city consolidation district, taking into account the estimated general fund surplus or deficit in said districts at the end of the current fiscal year. All estimates shall be in detail showing revenues by source and expenditures by organization units, activities, character and object. The budget shall be so arranged as to show comparative figures for revenues and expenditures for the prior year and estimates for the current year and the estimates and recommendations of the chief executive officer of the city for the ensuing year. The budget shall be so arranged as to show clearly and separately the sums to be applied to each of the services to be rendered by the city and the city consolidation district and the revenues to be obtained by said districts.

Sec. 5. Departmental estimates.

The head of every department, office or agency shall submit to the chief executive officer of the city, at such date as he shall determine, estimates of revenue and expenditures for that department, office or agency. Such estimates shall be submitted upon forms furnished by the chief executive officer of the city and shall contain all information which he may require. The chief executive officer of the city shall review the estimates and in preparing the budget may revise them as he may deem advisable, except that in the case of the department of education and the department of public utilities he shall have power to revise only the total estimated expenditure.

Sec. 6. Appropriation and tax levy ordinances.

At the same time that he submits the budget the chief executive officer of the city shall also introduce appropriation ordinances for the city and the city consolidation district and ordinances making a levy in mills upon all the ratable estate within the city and the city consolidation district, as the case may be, for the ensuing fiscal year. The appropriation ordinances shall be based on the budget but need not be itemized further than by said consolidation districts, departments and the major divisions thereof and by each independent office and agency and by the principal objects of expenditure. None of the above ordinances shall be acted upon until after the adoption of the budget. The hearing on the budget shall be taken to be the hearings upon the appropriation and tax ordinances.

Sec. 7. Budget a public record.

The budget shall be a public record in the office of the city clerk and shall be open to public inspection. The chief executive officer of the city shall cause sufficient copies of the budget message and both parts of the budget to be prepared for distribution to the council and the public at the time of their submission to the council.

Sec. 8. Public hearings.

A first public hearing on the budget shall be held by the council prior to the third Monday in April, but not sooner than one week after submission of the budget. The council shall then meet to initially act on the city manager's proposed budget by the second Monday in May. A second public hearing on the budget shall then be held by the council regarding the changes which it proposes to make to the city manager's budget, prior to the third Monday in May. Notice of the time and place of said hearings shall be published within three days after the submission of the budget in the manner provided in this charter for the publication of ordinances.

(Am'd. of 11-5-74, Prop. I; Am'd. of 11-4-80, Prop. IV; Am'd. of 11-5-91; Am'd. of 11-3-92)

Sec. 9. Changes by the council.

After the conclusion of such second public hearing 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 department of 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.

(Am'd. of 11-5-74, Prop. I)

Sec. 10. Adoption of the budget.

Upon the completion of the second public hearing, but not later than the second Monday in June, the council shall adopt the budget, the appropriation ordinances and the tax levy ordinances. If it fails to adopt the budget by that date the budget as submitted by the chief executive officer of the city shall be deemed to be the budget of the city and the city consolidation district for the ensuing fiscal year and expenditures shall be made in accordance therewith. The council shall thereupon adopt the appropriation ordinances and the ordinances making tax levies as recommended by the chief executive officer of the city.

(Am'd. of 11-5-74, Prop. I; Am'd. of 11-3-92)

Sec. 11. Effective date of budget, certification, printing.

Following the second Monday in June the budget shall be in effect for the ensuing fiscal year and a copy thereof, together with the appropriation ordinances certified by the chief executive officer of the city and the city clerk, shall be filed with the comptroller. Sufficient copies of the budget and appropriation ordinances so certified shall be made available for the use of all departments, offices and agencies of the city government and the public.

(Am'd. of 11-3-92)

Sec. 12. Work program and allotments.

After the annual appropriation ordinances have been adopted and before the beginning of the fiscal year the head of each department, office or agency, except the department of education and the department of public utilities, shall submit to the chief executive officer of the city in such form as he shall prescribe a work program which shall show the requested allotments for such department, office or agency for the entire fiscal year by monthly or quarterly periods as he may direct. Before the beginning of the fiscal year the chief executive officer of the city shall approve, with such amendments as he shall determine, the allotments for each such department, office or agency, and shall file the same with the comptroller, who shall not authorize any expenditure to be made from any appropriation except on the basis of approved allotments. The aggregate of such allotments shall not exceed the total appropriation available to said department, office or agency for the fiscal year. An approved allotment may be revised during the fiscal year in the same manner as the original allotment was made. If at any time during the fiscal year the chief executive officer of the city shall ascertain that the revenue for the year, plus general fund surplus from the preceding year, will be less than the total appropriations, he shall reconsider the work programs and allotments of the several departments, offices and agencies and revise the allotments so as to forestall the incurring of a deficit.

Sec. 13. Transfers of appropriations.

The chief executive officer of the city may at any time transfer any unencumbered appropriation balance or portion thereof from one classification of expenditure to another within the same department, office or agency. At the request of the chief executive officer of the city, but only within the last three months of the fiscal year, the council may by resolution transfer any unencumbered appropriation balance or portion thereof from one department, office or agency to another, provided, however, that the chief

executive officer of the city or the council shall not transfer any unencumbered appropriation balance or portion thereof from one consolidation district to the other.

Sec. 14. Additional appropriations.

Appropriations in addition to those contained in the budget, except for the purpose of meeting a public emergency as provided in chapter III of this charter, shall be made only on the recommendation of the chief executive officer of the city and only if the comptroller certifies that there is available general fund surplus in the city and city consolidation district sufficient to meet such appropriations.

Sec. 15. Appropriations to lapse at close of year.

Any portion of an annual appropriation remaining unexpended and unencumbered at the close of the budget year shall lapse, but shall remain to the credit of the consolidation district or department of public utilities, as the case may be, in whose part of the budget the appropriation was made.

Sec. 16. Certification of funds, penalties for violation.

No payment shall be made and no obligation incurred against any allotment or appropriation unless the comptroller shall first certify that there is a sufficient unexpended and unencumbered balance in such allotment or appropriation to meet the same. Every expenditure or obligation authorized or incurred in violation of the provisions of this charter shall be void. Every payment made in violation of the provisions of this charter shall be deemed illegal and all officials who shall knowingly authorize or make such payment or take part therein and all persons who shall knowingly receive such payment or any part thereof shall be jointly and severally liable to the city for the full amount so paid or received. If any officer or employee of the city shall knowingly incur any obligation or shall authorize or make any expenditure in violation of the provisions of this charter or take part therein, such action shall be cause for his removal.

Sec. 17. Scope of capital budget.

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.

(Am'd. of 3-16-65; 3-13-01; Am'd. of 3-13-01)

Sec. 18. Apportionment of expenditures as between consolidation districts.

It is the intent of this charter that taxes in the city of Norwich shall be levied insofar as possible in equitable proportion to the benefits and services received by its inhabitants. To this end the costs of services, facilities and improvements which are of general benefit and for general governmental purposes shall be borne by all of the inhabitants of the city. For the purpose of providing for the cost of services, facilities and improvements which are of general benefit and for general governmental purposes, the city of Norwich shall constitute one taxing district. As of the effective date of this charter, certain services, facilities and improvements are not deemed of general benefit to the city, but benefit specially some distinct area of the city or a particular segment of the inhabitants of the city. These special benefits and general benefits may be redefined from time to time by the city council. As of the effective date of this charter, the services and facilities provided by the city which are deemed of a special benefit nature are:

- (1) The collection and disposal of sewage, including the service and repayment of the debt incurred prior to the effective date of this charter for the installation of sewers and a sewage disposal plant;
- (2) The collection and disposal of garbage and rubbish;
- (3) The paid fire department in the city consolidation district;

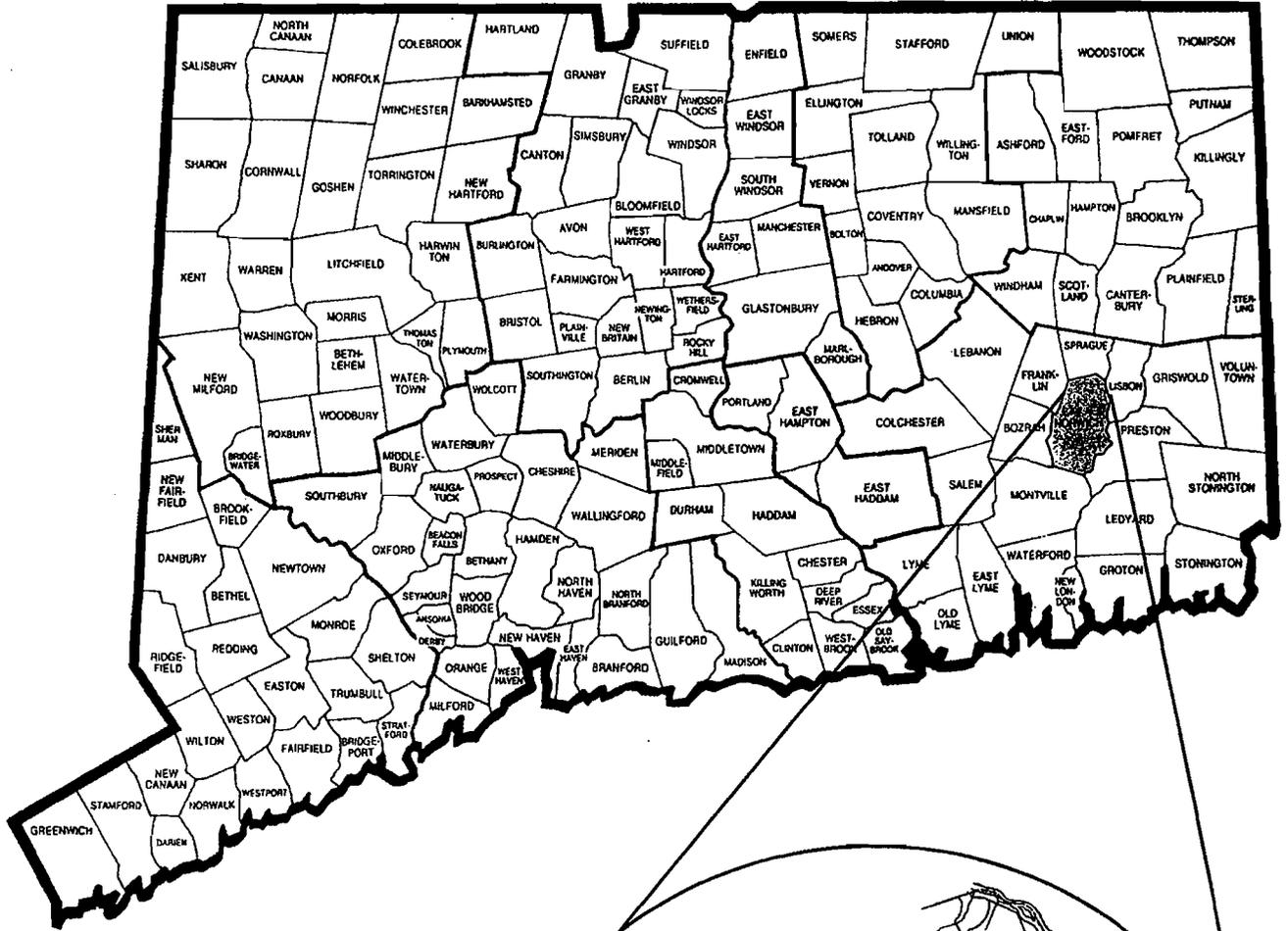
(a) No general tax shall be levied on the city to provide for the costs of special benefits and no appropriation or tax ordinance shall be introduced by the city manager or passed by the council to place any burden therefor on the city with respect thereto, but the costs of special benefits shall be provided by special assessments, user service charges, special taxes or other charges made against the persons or areas receiving the special benefits. As of the effective date of this charter, the costs of special benefits shall be met as hereinafter provided; (b) The city council may establish a sewerage authority as provided by general statute, which authority shall have the powers established by general statute to establish, maintain, extend and finance the sewer system in the city. Until such time as a sewer authority may be established, the city council shall provide the cost of the collection and disposal of sewage, including the cost of servicing and retiring the debt incurred for the installation of sewers and disposal plants by special assessments for user service charges against the property served by the sewer system and such other charges as shall permit the sewer system to be completely self-supporting with respect to all costs, including costs of operation, maintenance, the payment of debt principal and interest, additions, extensions, improvements and all other costs of the system of whatever kind; (c) The city council may discontinue the collection and disposal of garbage and rubbish for such lengths of time as it may deem advisable and it may at any time contract with or license any person or persons to perform this service within the city or any part thereof upon such terms and conditions as the council may fix. At such times as the city collects and disposes of garbage and rubbish in areas within its boundaries, the city council shall provide for the cost thereof by special assessment or user service charges and such other charges as shall permit the collection and disposal of garbage and rubbish by the city to be completely self-supporting with respect to all costs of operation; (d) The city council shall levy a special tax on the consolidation district, or on such areas as may be serviced by the paid fire department, in an amount sufficient to pay for the salaries and pension payments, clothing and other allowances made to or for the employees and officers of the paid fire department.

(Am'd. of 3-16-65)

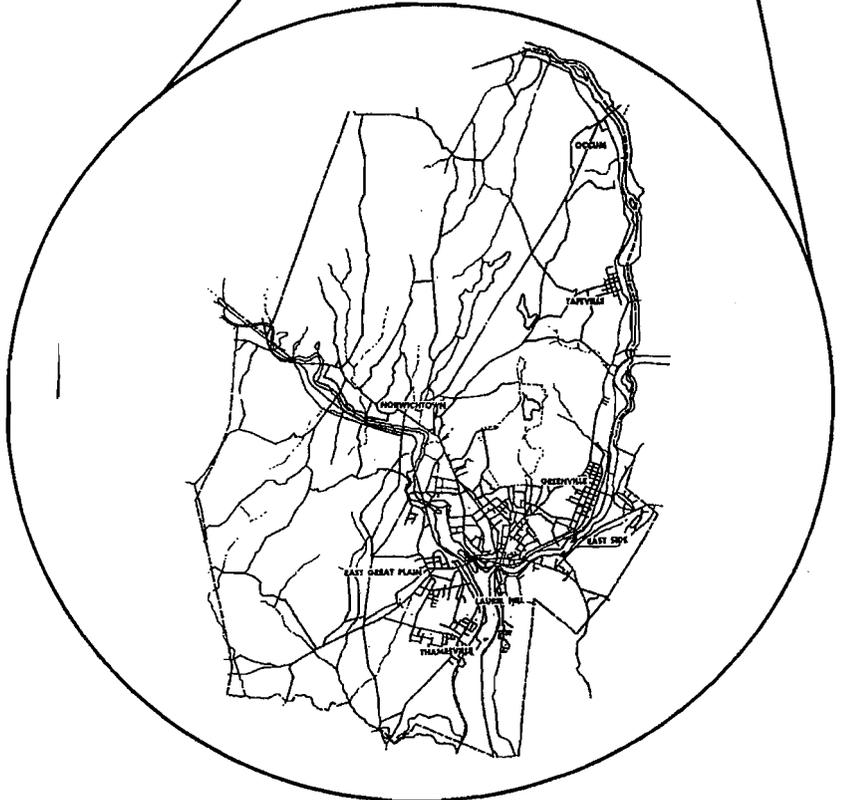


Financial Summaries /
Budget Process /
Miscellaneous

State of Connecticut



City of
Norwich



THE CITY

General Description

Norwich, founded in 1659, is Connecticut's twenty-sixth largest city by population. The City was incorporated in May 1784. The Town and City were consolidated on January 1, 1952. Norwich covers an area of 27.1 square miles located 40 miles southeast of Hartford surrounded by Montville, Preston, Lisbon, Sprague, Franklin, and Bozrah.

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

The City is rich in historical significance. Throughout the City there are hundreds of historical and architecturally significant structures, including a business district which is a registered historic district containing some of the oldest structures in Connecticut and a variety of former mill structures (many of which are being reused for residential and commercial purposes). Norwich is also home to a modern industrial park operated by the Norwich Community Development Corporation, a private non-profit organization. The industrial park is conveniently located close to Route 2, I-395 and other major highways. The park offers commercial and industrial sites on more than 400 wooded acres currently employing over 2,000 people.

The City has the 350-acre Mohegan Park in the heart of the City. Facilities at Mohegan Park include a beach, hiking trails, rose gardens, picnic areas and two children's playgrounds. The City also offers an eighteen-hole public golf course and a public ice skating rink.

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

Also located within the City are various health facilities including the 213 bed Backus Hospital, which recently underwent a renovation and expansion adding an ambulatory care center in 1997. Additionally, one of two state courthouses in the County is located in the downtown area.

Description of Government

The City of Norwich operates under a Charter adopted in 1952, which was most recently revised March 13, 2001. The significant changes passed by voters in that referendum was 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 for no definite term, but at the pleasure of the Council. The manager is responsible to the Council for the supervision and administration of City departments.

The Budget Cycle

Within the City of Norwich there are two subdivisions, the City and special service area. The special service area was created by the charter for paid fire protection. The volunteer fire district was created to provide a retirement plan for non-paid volunteers.

The City of Norwich's budget is the fiscal blueprint for service delivery in our community. The City Council and city staff take considerable time and great care in developing the annual budget.

One of the functions of a budget is to provide a financial plan for the organization's operations for a given period of time. For the City of Norwich, the budget provides a plan from July through June of each year. Prior to implementation in July, the budget is developed by the City Manager with the cooperation and resources of many participants. The entire process consumes almost a full year, from development of the goals, objectives and budget guidelines and assumptions by the City Council in October through the implementation of the approved budget and printing of the Adopted Budget document. Opportunities for public comment are available throughout April and May before the final adoption.

Budget Development Phase

During the first week of October, the City Manager led a budget orientation session for all department heads. At this meeting, city staff members were briefed on the forecasted economic picture for the next fiscal year. The City Manager also offered general policy direction for staff regarding the 2004-05 budget.

Given the guidelines from the budget orientation meeting, the individual departments were asked to limit increases to 2.25% of current year appropriations. Since the Governor's budget was not to be presented in February, staff were alerted that if the Governor's budget did not equal prior year's allotments, then reductions would take place from that starting point based on City Council direction. The budget process allows each department the opportunity to reassess goals and objectives and the means for accomplishing them. In addition, they are then evaluated against organization-wide goals. Each department's budget was presented to the City Manager and Finance office.

The Governor's budget as submitted clearly reflected a reduction of revenue to Norwich from prior years. Department heads were asked to evaluate programs and positions and rethink how resources should be allocated. During this period, the City's current financial condition with existing programs was evaluated as well as future financial capacity, integrating long range plans, objectives and financial policy. City infrastructure needs (capital improvement projects) were

also evaluated and played an important role in forecasting related short and long term operating needs.

The City Manager reviewed the 5 year capital improvement plan submitted by the Planning Department. In this plan, projects are categorized and prioritized. Projects to be bonded in excess of \$800,000 require a referendum. The city Manager recommends which projects will be included in the operating budget.

After an extensive review of all department requests and a revaluation of goals, a budget was presented to the Council which management felt best addressed the needs of the City in 2004-05.

Review & Adoption Phase

The City Manager presents a proposed budget to the Council by the first Monday in April. A Public Hearing is held before the third Monday in April. In addition, the Council also holds workshops to review the budget as proposed. The sessions provide an opportunity for City management, departments and the general public to offer information and recommendations to the Council.

Legally, the budget must be adopted by the second Monday in June. The ordinance adopting the annual Operating budget currently requires City Council authorization for expenditures from contingency and for budget transfers between departments.

Implementation of Budget

Upon adoption of the budget, staff prepares the Adopted Operating Budget which incorporates all changes from the Proposed Budget. The Operating Budget is published in mid to late June.

Amendment Process

When it is anticipated that the General Fund expenditures will exceed budget at the fund level, a budget amendment is required. The major steps in the preparation of a budget amendment are as follows:

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.

ECONOMIC AND DEMOGRAPHIC DATA

Population Trends

	Total Population		School Enrollment	
	City of Norwich	State of Connecticut	City of Norwich	State of Connecticut
1998	34,931	3,274,069	5,448	524,786
1999	34,852	3,282,031	5,528	533,654
2000	36,117	3,405,565	5,561	542,193
2001	36,268	3,425,074	5,536	549,975
2002	36,003	3,460,503	5,757	558,740

Source: October 2003 State of Connecticut Municipal Fiscal Indicators

Age Characteristics of Population

Age Group	City of Norwich		State of Connecticut	
	Number	Percent	Number	Percent
Under 18	8,714	24.5%	855,294	25.0%
18 - 24	3,014	8.5%	257,589	7.5%
25 - 49	13,213	37.1%	1,280,337	37.5%
50 - 64	5,206	14.6%	551,019	16.1%
65 and over	5,481	15.4%	471,933	13.8%
Total	35,628	100.0%	3,416,172	100.0%

Source: CERC Town Profile 2003

Debt information

	City of Norwich			Average of 169 Connecticut Municipalities
	Long-term Debt	Annual Debt Service	Per Capita Debt	Per Capita Debt
1998	\$ 31,129,124	\$ 4,042,939	\$ 891	\$ 1,250
1999	37,492,870	5,099,068	1,076	1,375
2000	34,628,290	5,536,321	959	1,415
2001	42,830,031	5,738,925	1,181	1,602
2002	45,080,000	6,187,538	1,252	1,705

Source: October 2003 State of Connecticut Municipal Fiscal Indicators

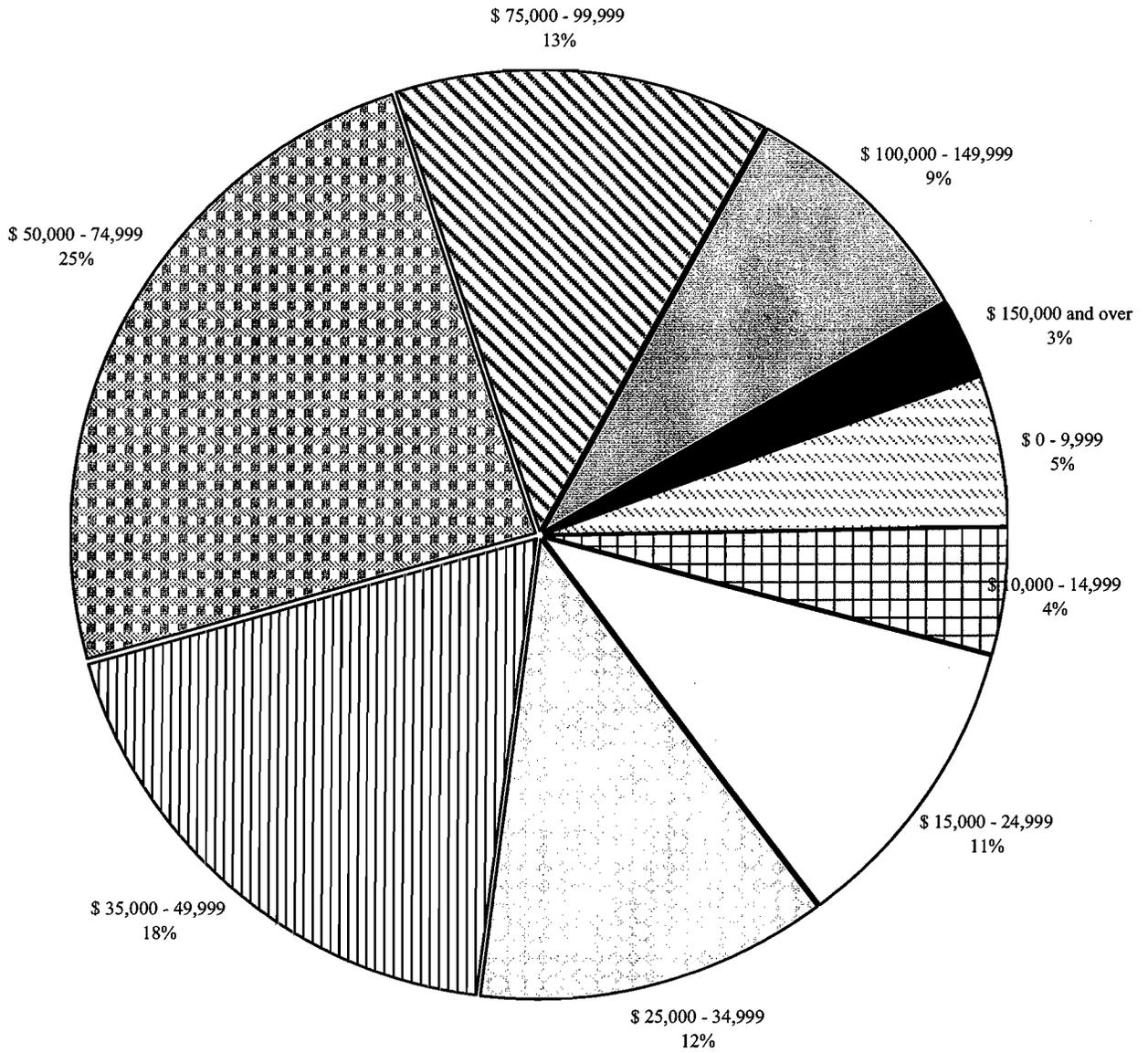
Principal Taxpayers

Name	Nature of Business	Net Taxable Valuation as of 10/1/01
Phelps Dodge	Copper rod manufacturer	\$ 13,790,440
CSC Dynamics Corporation	Computer Products and Services	12,546,660
Mashantucket Pequot Tribe	Real Estate	7,639,440
Norwich Mall Realty Associates	Shopping Center	7,255,200
Hamilton Park Wequonnoc Village	Apartments	6,150,800
Kalamian Elias as Trustee	Apartments	5,189,400
Norwich Realty Associates LP	Shopping Center	4,902,200
Bob's Discount Furniture	Retail Store & Warehouse	4,837,290
Wal-Mart Stores, Inc.	Department Store	4,482,030
JP Food Service Distributors	Food Distributors	4,138,180
		\$ 70,931,640

Top Employers

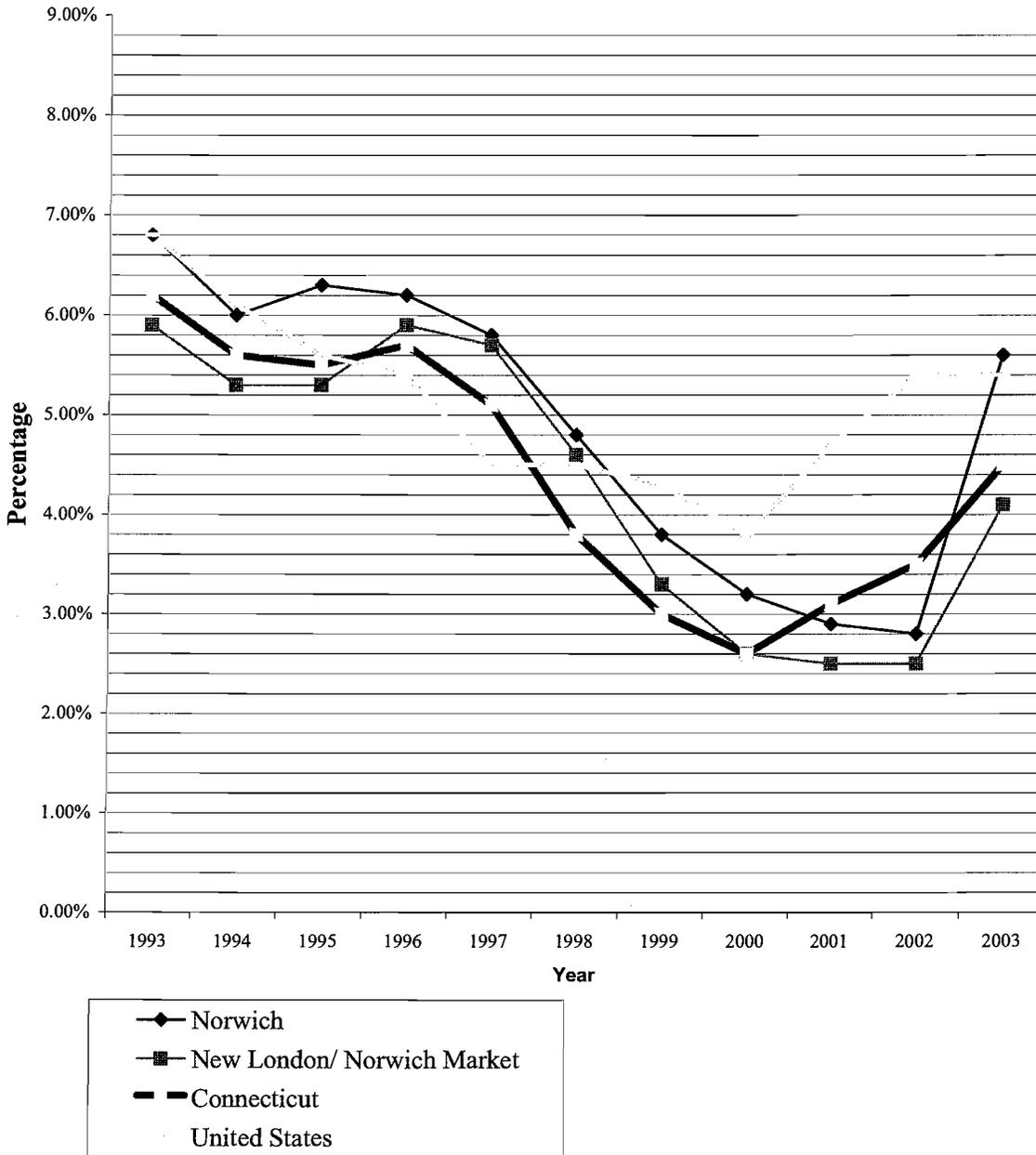
Name	Nature of Business	# of Employees
William W. Backus Hospital	Medical Center	1,650
Computer Science Corporation	Computer Services	700
ShopRite Norwich	Grocery Store	418
Interim Healthcare of Eastern CT	Healthcare	400
Daticon	Legal document storage	300
Norwich Inn and Spa	Lodging/Health Spa	300
US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

CITY OF NORWICH INCOME DISTRIBUTION



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

UNEMPLOYMENT PERCENTAGES



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

DIRECTORY OF ELECTED CITY OFFICIALS AND DPU COMMISSIONERS

CITY COUNCIL

	<u>Term Length</u>	<u>Term Expires</u>
Arthur L. Lathrop, Mayor (R)	4 Years	12/6/05
Benjamin P. Lathrop, President Pro Tempore (D)	2 Years	12/6/05
Jacqueline Caron (D)	2 Years	12/6/05
John D. Crooks, Sr. (R)	2 Years	12/6/05
John Paul Merein (R)	2 Years	12/6/05
John M. Newson (D)	2 Years	12/6/05
Todd C. Postler (D)	2 Years	12/6/05

BOARD OF EDUCATION

	<u>Term Length</u>	<u>Term Expires</u>
John P. LeVangie, Chairperson (D)	2 Years	11/8/05
Jeremy Booty, Vice Chairperson (R)	2 Years	11/8/05
Nicole Kaiser, Secretary (D)	2 Years	11/8/05
Cora Lee Boulware (D)	2 Years	11/8/05
Kelly Ann Graves (D)	2 Years	11/8/05
Lorrie Herz (D)	2 Years	11/8/05
Charles Jaskiewicz (D)	2 Years	11/8/05
Charles K. Norris (R)	2 Years	11/8/05
Angelo P. Yeitz, Jr. (R)	2 Years	11/8/05

TREASURER

	<u>Term Length</u>	<u>Term Expires</u>
William J. Murray (D)	2 Years	12/6/05

REGISTRAR OF VOTERS

	<u>Term Length</u>	<u>Term Expires</u>
Nancy DePietro (D)	2 Years	1/5/05
Gerald Kortfelt (R)	2 Years	1/5/05

APPOINTED DPU COMMISSIONERS

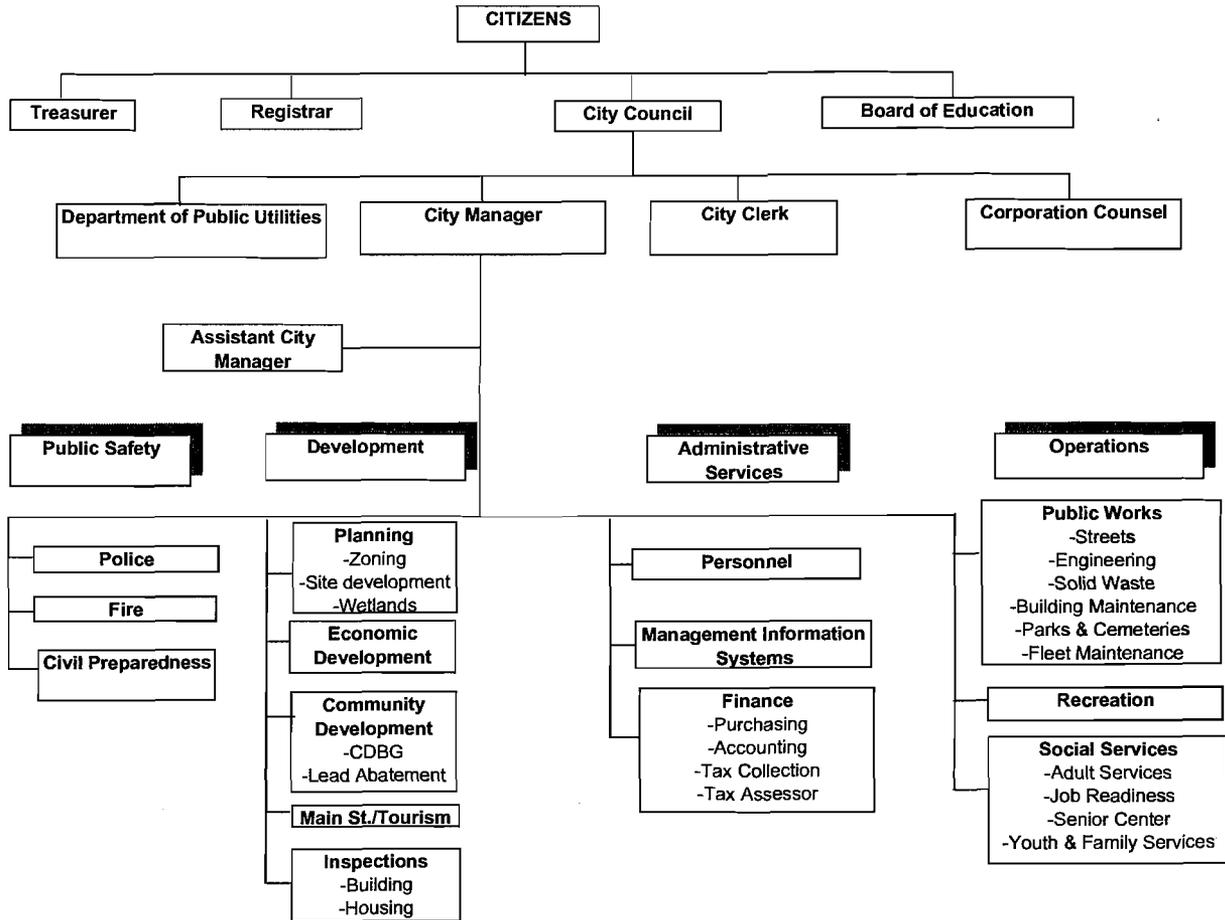
	<u>Term Length</u>	<u>Term Expires</u>
Stanley Israelite, Chairman (D)	5 Years	3/01/07
Alan M. Remondi, Vice Chairman (D)	5 Years	3/01/06
Diana Boisclair (R)	5 Years	3/01/05
James M. Sullivan (D)	5 Years	3/01/09
Frank Demicco (D)	5 Years	3/01/05

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

**DIRECTORY OF CITY ADMINISTRATIVE
OFFICIALS**

City ManagerRichard A. Podurgiel
Assistant City Manager..... Robert Zarnetske
Assessor Charles Glinski
Building Inspector James Troeger
Chief of Police..... Louis Fusaro
City Clerk DeeAnne Brennan
City Planner William Sweeney
Community Development Kathryn Crees
Comptroller Joseph Ruffo
Deputy Comptroller joshua pothier
Corporation Counsel..... Michael E. Driscoll
Civil Prep/Emergency Mgmt Director..... Gene M. Arters
Engineer..... William Mansfield
Fire Chief..... James Walsh
Health Director..... Arthur Cohen
Management Information System Director.....Dianne Daniels
Norwich Housing Authority..... Charles Whitty
Parking Administrator..... Judy Rizzuto
Personnel Director..... Thomas Dawkins
Planning & Neighborhood Services Director..... Peter Davis
Public Utilities Manager.....Richard E. DesRoches
Public Works Director..... Joseph Loyacano
Purchasing Agent..... William R. Block
Recreation Director Luis DePina
Senior Affairs Director Susan Sabrowski
Social Service Director..... Beverly Goulet
Superintendent of Schools..... Michael Frechette
Tax Collector..... Theresa Giovanni
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 2004-05 CITY BUDGET

<u>DATE</u>	<u>EVENT</u>	<u>AGENDA</u>
October 2003	Budget meeting	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 2003	Initial budget requests due	Department Heads and Outside Agencies return their written requests, Finance Department coordinates process.
December 2003 - January 2004	Budget meetings on proposed requests	City Manager and Comptroller meet with department heads and outside agencies on proposed budget requests.
February 2004	Revenue projected	Comptroller calculates state revenue projections.
March 2004	Proposed 2004-05 budget is prepared	City Manager and Comptroller analyze revenues and expenditures to develop proposed city budget. The Board of Ed and DPU 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 2004	Proposed 2004-05 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 2004	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 2004	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 2004	Council shall act on proposed budget	The Council acts initially on the City Manager's proposed budget.
Prior to third Monday in May 2004	Second public hearing	The purpose is to listen to citizens' input on proposed budget.
No later than 2nd Monday in June 2004	City Council adopts 2004- 05 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, 2004 - June 30, 2005	Budget implementation	Comptroller oversees revenues and expenditures according to the budget established by Council.
July 2005	Audit of 2004-05 records	The final step is a certified audit of the previous fiscal year.

FINANCIAL MANAGEMENT POLICIES

The financial transactions of the city are budgeted and recorded in individual funds. A fund is an independent financial and accounting entity; it is a set of interrelated accounts used to record revenues and expenditures associated with a specific purpose. A fund has a balancing set of accounts and records, cash and other financial resources in conjunction with all related liabilities and residual equities, which are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with specific regulations or restriction. Funds are classified into three basic types: governmental funds, proprietary funds, and fiduciary funds.

Basis of Accounting

The accounts of the city are organized and operated on the basis of funds and account groups. 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. Account groups are a reporting device to account for certain assets and liabilities of the governmental funds not recorded directly in those funds. Governmental funds are used to account for the government's general government activities and include the General, Special Revenue, and Capital Project Funds. Governmental fund types use the flow of current financial resources measurement focus and the modified accrual basis of accounting. Under the modified accrual basis of accounting, revenues are recognized when susceptible to accrual (i.e., when they are "measurable and available"). "Measurable" means the amount of the transaction can be determined and "available" means collectible within the current period or soon enough thereafter to pay liabilities of the current period. Property taxes recorded in the general fund are recognized under the susceptible to accrual concept. Licenses and permits, charges for services, fines, and miscellaneous revenues are recorded as revenues when received in cash because they are generally not measurable until actually received. Investment earnings are recorded since they are measurable and available. Expenditures are recognized when the related fund liability is incurred, if measurable, except for principal and interest on general long term debt, which are recorded when due, and compensated absences, which are recorded when payable from currently available financial resources. 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. 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, revenues are recorded at the time liabilities are incurred.

Basis of Budgeting

Annual budgets are adopted on a basis consistent with generally accepted accounting principles for all governmental and proprietary funds except the capital project funds, which adopt project length budgets. All annual appropriations lapse at fiscal year end. Under the city's budgetary process, outstanding encumbrances are reported as reservations of fund balances and do not constitute expenditures or liabilities since the commitments will be re-appropriated and honored the subsequent fiscal year. The department level is the legal level of control enacted by the City Charter. Transfers between expenditure accounts in one department may occur with the approval of the City Manager after May 1st. Transfers between operating departments and transfers between funds must be accomplished by budget ordinances approved by the City Council. Budget amendments calling for new appropriations must also be approved by the City Council. Budgetary control is maintained at the individual expenditure account level by the review of all requisitions of estimated purchase amounts prior to the release of purchase orders to vendors. The Comprehensive Annual Report (CAFR) shows the status of the city's finances on the basis of generally accepted accounting principles (GAAP). The CAFR shows fund revenues and expenditures on both a GAAP basis and budgetary basis for comparison purposes. In all but two cases this reporting conforms to the way the city prepares its budget. Compensated absences are not reflected in the budget but are accounted for in the CAFR's long-term debt account group. Depreciation expense is not shown in the budget's proprietary funds as well.

EXPENDITURE POLICIES

In the City of Norwich's budgetary and fiscal systems, appropriation requests are carefully scrutinized by line-item object and program classification. Expenditures are monitored through a system of budgetary and internal controls and interim operating reports. The following policies guide the evaluation and control of city appropriations and expenditures.

OPERATING BUDGETARY POLICIES

The City Council will provide the broad direction through policy decision making to guide the activities of the departments. The staff will be encouraged to support the policy development process by bringing policy matters to the City Council. The city budget will support City Council goals and priorities and the long-range needs of the community.

Under the City Manager's direction, Department Heads have primary responsibility for: a) formulating budget proposals in line with City Council and City Manager priority direction, and b) implementing those proposals once they are approved.

The first priority for expenditures will be directed toward essential governmental services that are established by tradition, citizen demand and administrative evaluation of current needs.

The city will continue to explore and implement the most cost-effective method of delivering essential government services through innovation application of available technology and other cost reducing methods. The city will maintain the fund balance, working capital and retained earnings of the various operating funds at levels sufficient to protect the city's credit worthiness as well as its financial position from emergencies. The city will coordinate efforts with other governmental agencies to achieve common policy objectives, share the cost of providing governmental services on an equitable basis and support appropriate favorable legislation at the state and federal level.

The purpose of this policy is to maintain a financially sound operating position for the town by promoting Norwich's ability to 1) balance its budget on a current basis, 2) maintain contingencies for emergencies, and have sufficient liquidity to pay bills on time to avoid short-term borrowing costs.

The city will finance all current expenditures with revenues. The city will avoid budgetary practices that balance current expenditures through the obligation of future resources.

The city will 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. The city will minimize the use of contingent accounts to hold costs down for services. A central contingent account will be tightly managed to assure that all contingent needs are carefully scrutinized to assure options are considered.

The budget will be produced so that it can be directly compared to the actual results of the fiscal year and presented in a timely monthly report.

As state and federal assistance has declined and/or been eliminated, the town's local non-property tax revenue base has provided more funding for local services. In order to continue to provide these services without an additional burden on the property tax, these fees should be reviewed to cover, when appropriate, any cost increase or decrease associated with delivering that program or service.

The budget shall provide for adequate funding of the city's retirement system by funding the plan at the

actuarially recommended amount.

The city shall encourage and maintain good relations with financial and bond rating agencies, and will follow a policy of full and open disclosure on every financial report and bond prospectus.

The city encourages gifts, donations and bequests from the community to facilitate facilities or services that might not otherwise be funded. The city earmarks gifts, donations and bequests to assure that the funds are used for the purpose intended.

The investment program will assure that the city's money is safe and liquid enough to cover the city's daily operational needs. Money not immediately needed shall be invested safely in securities allowed by state and city code in order to earn additional revenues for the city. The program will provide accurate and timely forecasts of the city's cash flow needs and will apply available technology or improved practices to maximize the principal invested and interest earned.

The city's risk management program is intended to: protect the city against the financial consequences of accidental losses which are catastrophic in nature; minimize the total long-term cost to the city of all activities related to the identification, prevention, and control of accidental losses and their consequences; preserve the city's assets and public service capabilities from loss, destruction or depletion; systematically assess fluctuating exposure to loss, loss bearing capacity and available financial resources, including insurance; and establish, to the extent possible, a safe, secure and exposure free work and service environment for city personnel and the public.

The city shall self-insure all losses which occur with predictable frequency, and which will not have a significant impact on the city's fiscal position. The city will self insure progressively upward to the extent that the self insurance is cost effective, does not endanger the city's fiscal stability, and the city's risk management capabilities are more fully developed and demonstrated.

The city seeks to diversify general fund revenue sources to spread the cost of government services to users in the most equitable manner possible, to reduce the city's reliance on the property tax, and to develop a stable and reliable revenue program for municipal services. To accomplish this goal, 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.

The city will estimate its annual revenues by an objective, analytical process. Because most revenues are sensitive to conditions outside the city's control, estimates will be conservative.

The city will make every effort to maintain a diversified and stable revenue base to protect its operation from short-term fluctuations in any single revenue source.

With the exception of grants, charges for services, and earmarked donations, the city will not earmark revenue for specific purposes in the General Fund.

The city will plan, budget and manage to assure that current costs are funded through current revenues. One-time revenue will be applied to one time cost to assure that the base budget is balanced with base revenues going forward.

The city actively pursues accounts receivable to assure that obligations to the city are paid in a timely and appropriate manner. A collections program seeks to maximize payments due to the city.

The city will annually submit documentation to obtain the Award for Certificate of Achievement for Excellence in Financial Reporting.

BUILDING AND MAINTAINING ADEQUATE FUND BALANCE

City government is prohibited from spending more than the total amount appropriated in its annual budget document. This limitation raises several interesting questions about how the city can successfully maintain an annually balanced budget in years when general fund revenue deficits and surpluses occur.

General fund revenue surpluses accrued in one year can be reserved and used to offset revenue deficits that might occur in a subsequent year. The accounting mechanism Norwich uses to reserve surplus revenues is referred to as the undesignated fund balance. This mechanism enables the city to meet the legal constraints of a balanced annual budget and provides a needed source of undesignated funds.

Like operating capital, undesignated fund balance 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 undesignated fund balance 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 undesignated fund balance should contain an amount equal to eight 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 recent years, actual expenditures have been less than budgeted amounts resulting in adequate end-of-year fund balances equal to the eight-percent goal, as a result of those increases, the city is utilizing \$600,000 as revenue from the undesignated fund balance. This is a decrease of \$200,000 from last year's budget. A detailed history of the undesignated fund balance follows:

Fiscal Year Ending June 30 th	Unreserved Fund Balance	Annual Expenditures and Encumbrances	Balance as % of Expenditures
2003	\$ 8,770,626	\$ 86,505,078	10.14 %
2002	8,158,087	84,663,199	9.64%
2001	7,940,325	81,702,857	9.72%
2000	5,905,927	80,043,640	7.38%
1999	6,108,260	79,316,496	7.70%
1998	5,632,286	75,298,066	7.48%
1997	3,017,380	73,459,756	4.11%
1996	2,947,855	72,742,559	4.05%
1995	4,081,283	69,646,580	5.86%
1994	3,817,886	67,524,079	5.65%

CAPITAL IMPROVEMENT POLICIES

A five-year capital improvement program (CIP) is prepared to identify and fund projects on a priority basis. Projects are categorized into funding categories and prioritized according to city-wide priorities.

Decision making for capital improvements will be coordinated with the operating budget to make effective use of the city's limited resources for operating and maintaining facilities.

To classify an item as either a capital or operating expenditure, the cost and useful life criteria should be applied simultaneously. Examples of projects generally included in the capital budget are the following:

- New or expanded physical facilities for the government that are relatively large in scale and expensive, such as a firehouse, landfill, school, library, storm drains, streets, and water lines

- Large scale rehabilitation or replacement of existing facilities which is not routine maintenance, such as reconditioning of streets and bridges or structural overhaul of public buildings, including installation of new heating, ventilating and air conditioning systems or roof replacement
- Major pieces of equipment that are expensive and have a minimum of a five-year useful life
- The cost of engineering or architectural studies and services related to a public improvement
- The acquisition of land for a community facility, such as a park, street or sewer line

All proposals for the expenditure of capital funds shall be formulated and presented to Council within the framework of a general capital budget and, except in exceptional circumstances of an emergency nature, no consideration will be given to the commitment of any capital funds, including reserve funds, in isolation from a general review of all capital budget requirements. Capital improvements should support City Council goals.

Where appropriate, projects will be planned to take maximum advantage of improvements provided by other units of government.

All capital improvements included in the recommended budget will meet the criteria of minimizing future operating and maintenance costs, or upgrading facilities to meet current demands or technology, or to protect the public welfare.

Capital projects should be responsive to the needs of residents and businesses, within the constraints of reasonable taxes and fees.

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. The city will use short-term debt to fund equipment and other items that have shorter-term lives. 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.

The maturity date for any debt will not exceed the reasonable expected useful life of the project so financed.

Proceeds from long-term debt will not be used for current, ongoing operations.

Long-term borrowing will be restricted to capital improvements too extensive to be financed from current revenues.

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 Moody'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 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. It is the city's intent to maximize the level of public goods and services while managing the level of debt.

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

DPU

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. The 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 2.7%)

The city may issue debt in a given year that would cause a percentage increase in debt service greater than the overall increase 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.)

DPU and Other Enterprise Debt

While the city's DPU 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 DPU 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.

General fund debt that is reimbursed from sources outside the city (i.e., the State of Connecticut) and DPU 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. 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

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. Good communication with bond rating agencies will be maintained and full disclosure on every financial report as well as bond prospectus will continue.

Statutory Debt Limitation

The City's statement of debt limitation under Connecticut General Statutes, Section 7-374(b) as of June 30, 2003 is as follows:

Total tax collections (including interest and lien fees) for the year ended June 30, 2003	
City	\$ 41,855,305
Fire Districts	2,449,107
Refuse	1,410,639
Reimbursement for revenue loss:	
Tax relief for the elderly	<u>48,265</u>
Base	<u>\$ 45,763,316</u>
Debt limit	<u>\$ 320,343,212</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 \$320,343,212 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	102,967,461	-	-	-	-	-
4-1/2 times base	-	205,934,922	-	-	-	-
3-3/4 times base	-	-	171,612,435	-	-	-
3-1/4 times base	-	-	-	148,730,777	-	-
3 times base	-	-	-	-	137,289,948	-
7 times base	-	-	-	-	-	320,343,212
Debt as defined by statute:						
Bonds and notes payable (excluding water \$1,947,308)	19,958,692	12,339,000	5,490,000	-	-	37,787,692
This Issue	1,144,398	-	2,098,081	-	-	3,242,479
Capital leases	11,590	-	1,107,000	-	-	1,118,590
Short-term Clean Water Fund notes	-	-	5,844,708	-	-	5,844,708
Bond authorized but unissued	1,977,602	-	581,919	-	-	2,559,521
Total indebtedness	23,092,282	12,339,000	15,121,708	-	-	50,552,990
Debt limitation in excess of outstanding and authorized debt	79,875,179	193,595,922	156,490,727	148,730,777	137,289,948	269,790,222

Currently, the City debt is 15.8% of the allowable debt limit.

ACCOUNTING, AUDITING AND FINANCIAL REPORTING

An independent audit of all City funds and accounts will be performed annually by a nationally recognized public accounting firm.

Budgets are prepared using the modified accrual basis of accounting. Revenues are recognized in the accounting period in which they become available and measurable. Expenditures are recognized in the accounting period in which the fund liability is incurred. The City will maintain a budgetary control system and produce quarterly financial reports. For budgetary purposes, the City employs encumbrance accounting which reserves a portion of the applicable appropriation for purchase orders, contracts and other commitments.

The City will continue to implement accounting procedures which produce annual financial reports in accordance with generally accounting principles (GAAP) as outlined in Governmental Accounting, Auditing and Financial Reporting (GAAFR). The City will continue to achieve the Certificate of Achievement for excellence in financial reporting, as well as, the Distinguished Budget Presentation Award.

CITY OF NORWICH
GOALS

1. Foster a climate that attracts new business, creates a broad range of employment opportunities, and promotes a vibrant downtown business district.
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 full extent possible.
3. Promote a high quality of life and develop neighborhood pride.
4. Provide the highest quality education to facilitate the success of our children.
5. Keep the cost of government low, provide fiscal stability and keep the tax rate at a level that is not overly burdensome to the taxpayers.

BUDGET PRIORITIES

The 2004-2005 budget is a conservative one, maintaining the status quo. The budget was developed and departments were instructed to use the following policy priorities:

Limit the non-capital general fund mill rate increase to 2.8%

Avoiding new program commitments

Protecting the city's fiscal integrity

Ensuring adequate support for city programs and activities

Enhancing efficiency and effectiveness

Maintaining programs that protect the quality of life in the community and its neighborhoods

Continuing emphasis on improvements to infrastructure

Law enforcement officers have necessary equipment

Provide civic and cultural groups a minimum level of increase

Ensure a workforce in place to provide a level of service expected by the citizens of Norwich

Provide Education Funding at 3% as requested by the Board to support high-quality teachers and faculty

Make sure recreation could continue to provide activities for youth and adults

Ensure the capacity to work with developers and support planning department

Maintain level of fire service for paid and volunteer companies

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

	2003-04 REVISED BUDGET	2004-05 MANAGER'S PROPOSED	2004-05 ADOPTED BUDGET
City Manager	290,355	295,886	295,886
Finance	902,126	910,665	910,665
City Treasurer	179,814	185,748	185,748
Assessment	505,685	304,426	304,426
Personnel	342,898	347,161	347,161
Law	382,000	393,460	393,460
City Clerk	321,686	327,965	327,965
City Council	116,797	117,766	117,766
Management Info. Systems	179,604	182,107	182,107
Police	8,163,016	8,301,969	8,313,337
Fire - Central	752,664	745,200	775,478
Fire - East Great Plain	100,697	102,963	102,963
Fire - Laurel Hill	45,664	46,688	46,688
Fire - Occum	48,588	49,688	49,688
Fire - Taftville	125,008	127,824	127,824
Fire - Yantic	94,933	108,865	108,865
Recreation	586,271	596,552	641,831
Human Services	499,091	505,453	505,453
General Assistance	220,000	45,000	45,000
Senior Citizens Center	439,608	443,029	443,029
Youth & Family Services	210,380	213,723	213,723
Engineering & Administration	560,426	560,273	560,273
Fleet Maintenance	1,024,244	1,019,096	1,019,096
Solid Waste	2,804,863	2,762,394	2,762,394
Maintenance & Cleaning	2,677,809	2,610,980	2,610,980
Parks & Cemeteries	770,897	728,907	728,907
Building Maintenance	837,254	821,403	821,403
Parking Maintenance	111,247	114,369	114,369
Fire Protection	-	-	-
Street Lighting	447,600	470,900	470,900
Election	113,105	116,147	116,147
Planning & Neighborhood Serv	795,851	811,677	811,677
Economic Development	155,000	125,000	170,000
Debt Service - Principal	4,339,833	4,575,000	4,575,000
Debt Service - Interest	2,061,267	1,832,972	1,832,972
Miscellaneous	4,193,263	5,190,935	5,250,935
Emergency Management	59,573	60,714	60,714
Education	52,582,177	54,159,644	54,159,644
Fire - Special Service	4,136,374	4,205,758	4,236,036
Refuse & Trash - Special Service	1,305,466	1,367,340	1,367,340
Volunteer Fire Relief Fund	220,000	220,000	220,000
TOTALS	93,703,134	96,105,647	96,327,850
General Operations	28,258,017	28,344,933	28,536,858
Debt Service	6,401,100	6,407,972	6,407,972
Capital Improvements	800,000	1,400,000	1,400,000
Education	52,582,177	54,159,644	54,159,644
Fire - Special Service	4,136,374	4,205,758	4,236,036
Refuse & Trash - Special Service	1,305,466	1,367,340	1,367,340
Volunteer Fire Relief Fund	220,000	220,000	220,000
TOTALS	93,703,134	96,105,647	96,327,850

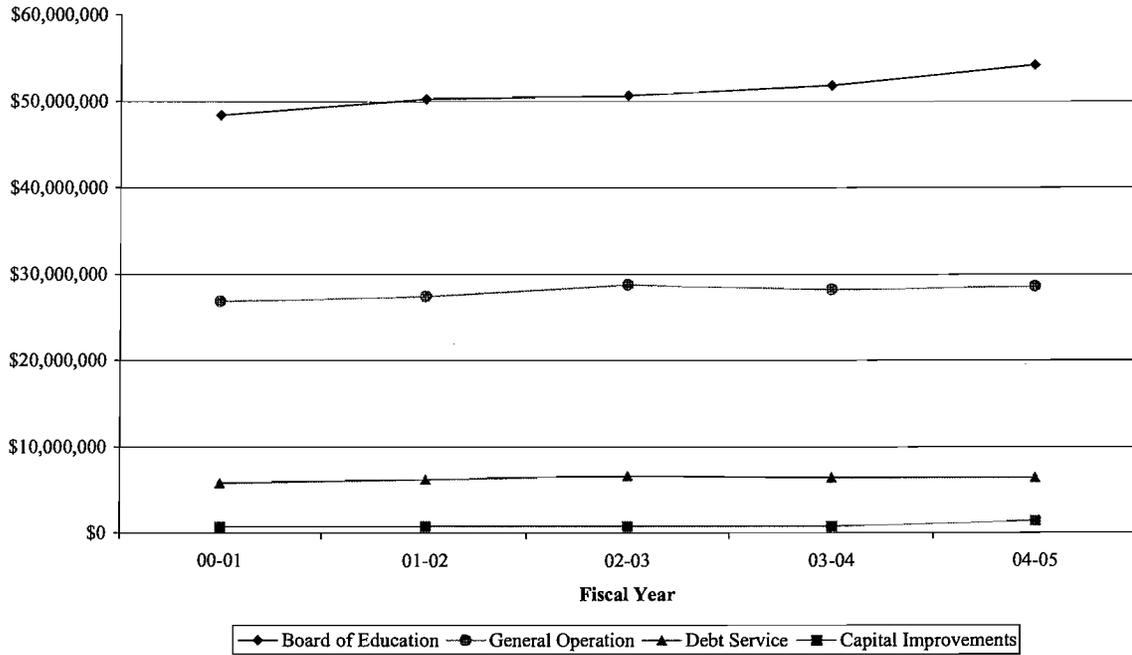
CITY OF NORWICH MILLAGE REQUIREMENTS

The following schedule outlines the millage required to support the proposed expenditures:

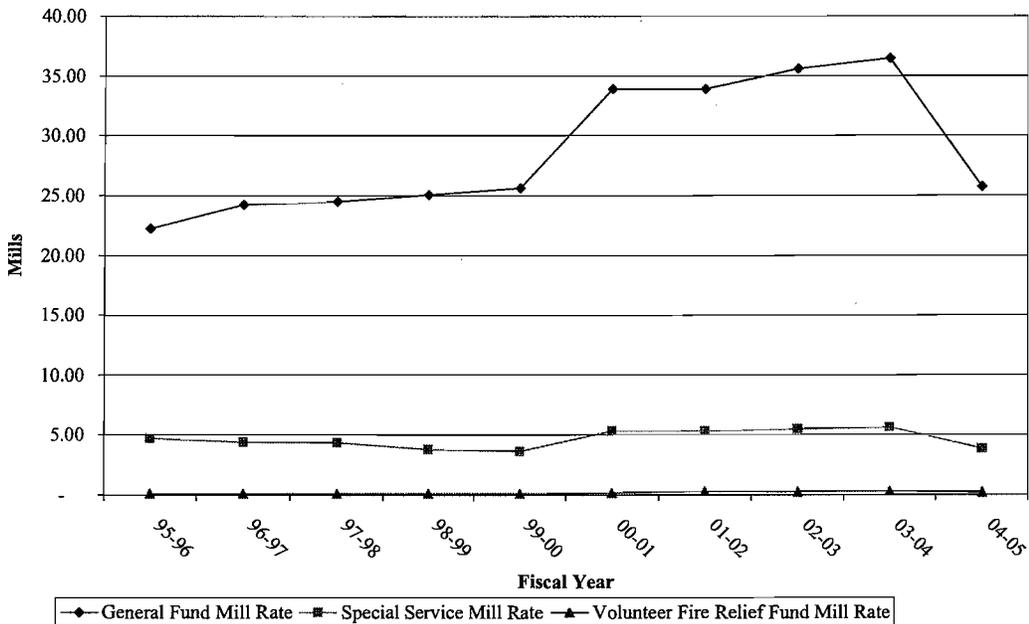
	2003-04 Revised Budget	2004-05 Manager's Proposal	2004-05 Adopted Budget
<u>GENERAL FUND</u>			
Required Tax Rate	36.47	25.74	25.69
Net Adjusted Grand List	1,110,861,477	1,671,979,785	1,659,038,113
Revenue Produced from One Mill	1,110,861	1,671,980	1,659,038
Revenue from Grand List	40,521,837	43,039,188	42,606,113
<u>SPECIAL SERVICE FIRE</u>			
Appropriation	4,132,256	4,205,758	4,236,036
Millage Requirements	5.64	4.07	3.84
<u>VOLUNTEER FIRE RELIEF FUND & TAX CREDIT</u>			
Appropriation	220,000	220,000	220,000
Millage Requirements	0.30	0.20	0.21

*Town
City*
25.90
29.53

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

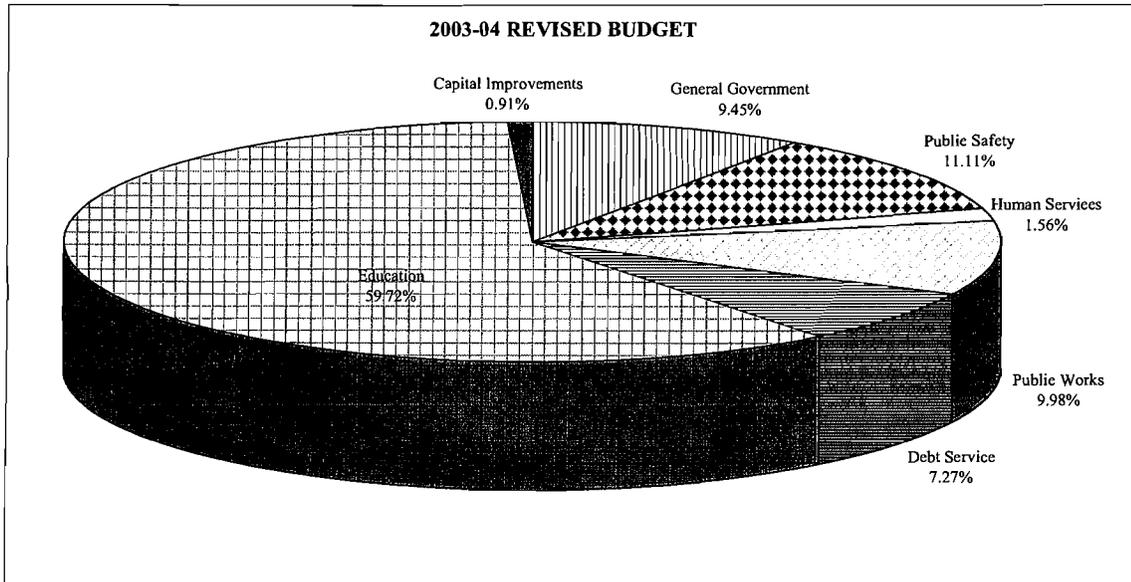
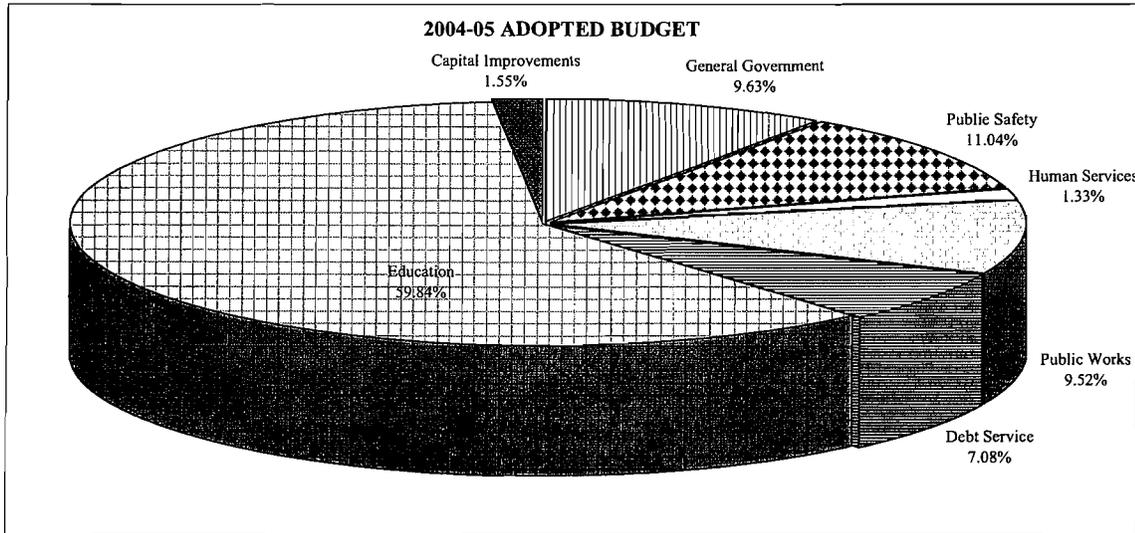


**CITY OF NORWICH
PROPERTY TAX MILL RATES
10 YEAR COMPARISON**



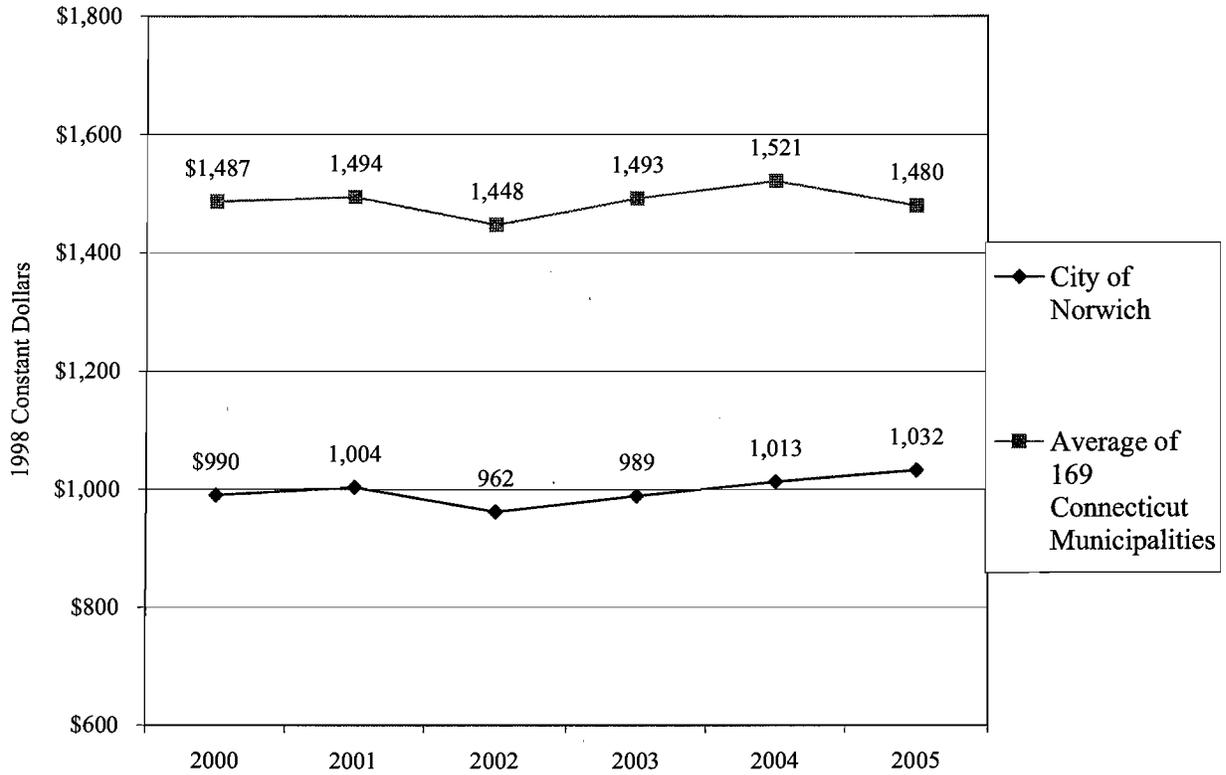
Note: The spike in the mill rate during fiscal year 2000-01 is a result of a revaluation done for grand list 10/1/1999. The 10/1/1999 net grand list decreased \$307,763,700 to \$1,132,024,510 from the 10/1/1998 net grand list of \$1,439,788,210. Also, for fiscal year 2004-05, a revaluation was done for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



	2004-05 Adopted Budget	2003-04 Revised Budget	Dollar Change	Percent Change
1 General Government	8,716,488	8,324,028	392,460	4.71%
2 Public Safety	9,995,743	9,778,170	217,573	2.23%
3 Human Services	1,207,205	1,369,079	(161,874)	-11.82%
4 Public Works	8,617,422	8,786,740	(169,319)	-1.93%
5 Debt Service	6,407,972	6,401,100	6,872	0.11%
6 Education	54,159,644	52,582,177	1,577,467	3.00%
Capital Improvements	1,400,000	800,000	600,000	75.00%
	<u>90,504,474</u>	<u>88,041,294</u>	<u>2,463,180</u>	<u>2.80%</u>

PROPERTY TAX REVENUE PER CAPITA

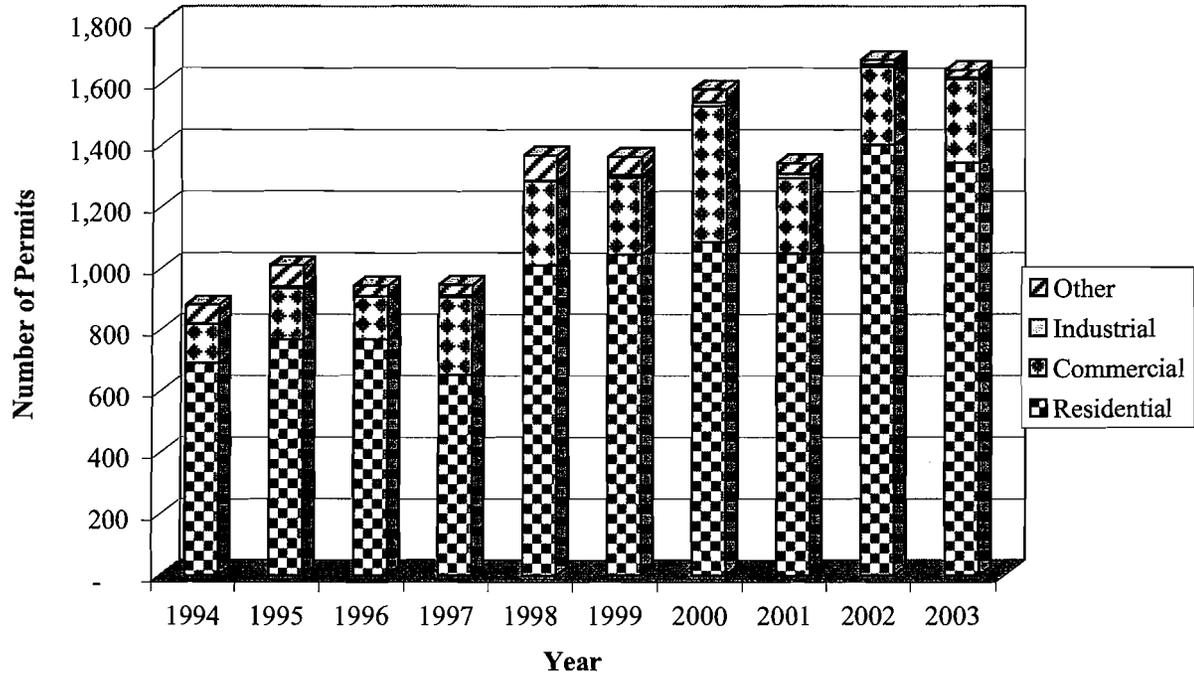


Fiscal Year	<i>City of Norwich</i>					<i>Average of 169 Connecticut Municipalities</i>	
	Adjusted Tax Levy	Current Year Collection %	Per Capita Property taxes	Northeast CPI-U factor	Constant dollars using 1998 as base year	Per Capita Property taxes	Constant dollars using 1998 as base year
2000	\$ 34,581,152	94.6%	\$ 990	171.2%	\$ 990	\$ 1,487	\$ 1,487
2001	35,847,245	95.0%	1,029	175.5%	1,004	1,532	1,494
2002	36,795,675	95.1%	1,019	181.3%	962	1,533	1,448
2003	38,418,703	95.4%	1,064	184.2%	989	1,606	1,493
2004	40,521,927	95.5%	1,122	189.6%	1,013	1,685	1,521
2005	42,606,113	95.9%	1,175	194.9%	1,032	1,685	1,480

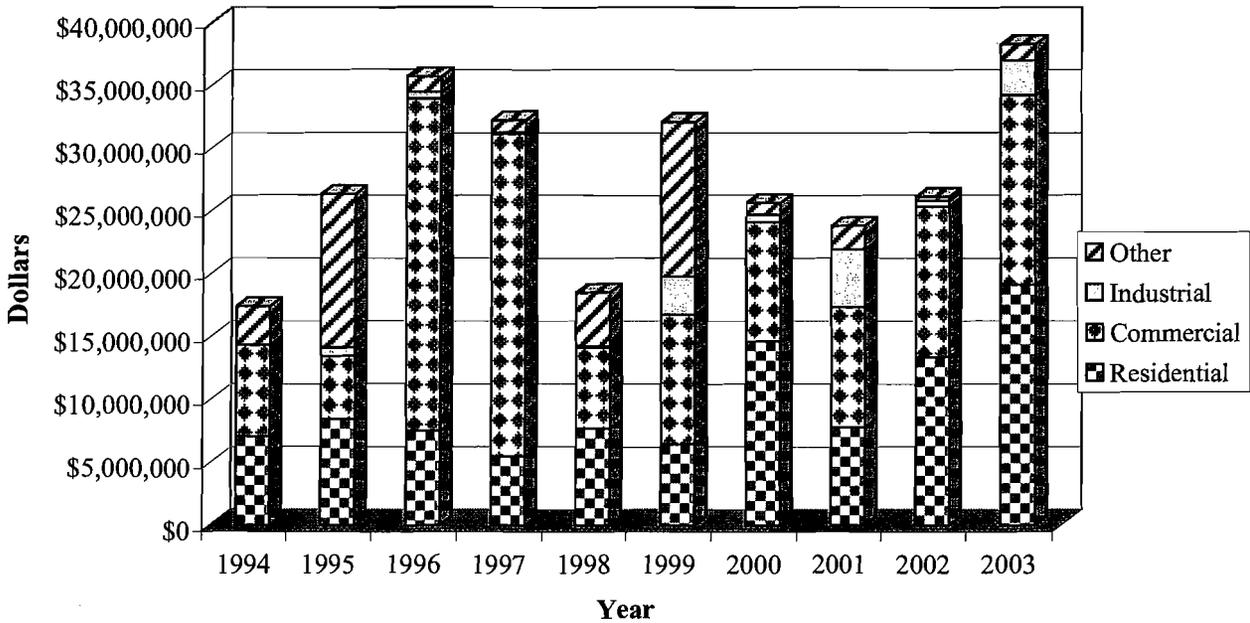
Sources: October 2003 State of Connecticut Municipal Fiscal Indicators; Bureau of Labor Statistics Consumer Price Index

Note: The Northeast CPI-U information was obtained from the US Dept. of Labor Bureau of Labor Statistics webpage. We are using the CPI for the December preceding the adoption of the budget. For example, fiscal year 2000's adjusted tax levy will be compared to the December 1998 CPI-U factor.

BUILDING PERMITS ISSUED BY CATEGORY



TOTAL VALUE OF BUILDING PERMITS BY CATEGORY



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

Fire 403.20	Education 1,541.40	Public Works 263.55	General Government 354.90	Debt Service 195.30	Police 254.10
Capital Improvements 88.20					

TOTAL TAX BILL: 3,100.65

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

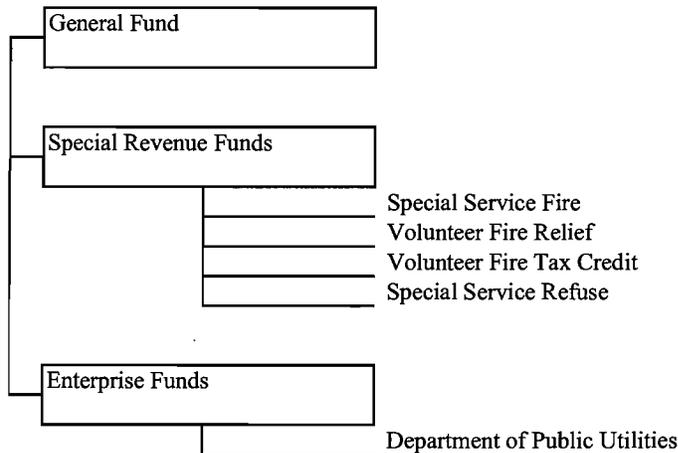
CITY OF NORWICH

AUTHORIZED FULL-TIME EQUIVALENT POSITIONS

<u>DEPARTMENT</u>	<u>02-03</u>	<u>03-04</u>	<u>04-05</u>
City Manager	3.0	3.0	3.0
Finance	13.0	12.0	12.0
Treasurer	3.0	3.0	3.0
Assessment	4.0	3.5	3.5
Personnel	5.5	4.5	4.5
City Clerk	5.0	5.0	5.0
City Council	2.0	2.0	2.0
M.I.S.	2.0	2.0	2.0
Police	102.5	100.5	101.0
Fire	55.5	55.0	55.5
Recreation	9.0	6.0	7.0
Human Services	10.5	8.5	8.5
Senior Citizens Center	7.0	6.0	6.0
Youth Service Bureau	5.0	3.0	3.0
PW Engineering & Administration	8.0	6.5	7.0
PW Fleet Maintenance	10.0	9.0	9.0
PW Solid Waste	3.0	3.0	3.0
PW Street Maintenance	35.0	33.0	33.0
PW Parks & Cemeteries	12.0	11.0	10.0
PW Building Maintenance	8.0	7.0	7.0
PW Parking Maintenance	2.0	2.0	2.0
Election	3.0	2.5	2.5
Planning & Neighborhood Services	12.5	11.0	11.0
Economic Development	0.0	0.0	0.0
Emergency Management	1.0	1.0	1.0
Tourism	0.5	0.5	0.5
TOTALS	<u>322.0</u>	<u>300.5</u>	<u>302.0</u>
Public Utilities	138.0	136.5	137.0
Board of Education	534.7	548.0	548.0
GRAND TOTALS	<u><u>994.7</u></u>	<u><u>985.0</u></u>	<u><u>987.0</u></u>

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.

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. There can be only one general fund.

	Fiscal Year 2002- 03 (Actual)	Fiscal Year 2003- 04 (Projected)	Fiscal Year 2004- 05 (Budgeted)
Fund Balance Carried Forward	8,158,087	8,770,626	7,970,626
Revenues	87,117,617	87,241,294	89,904,474
Expenditures	(86,505,078)	(88,041,294)	(90,504,474)
Fund Balance at the end of the Fiscal Year	8,770,626	7,970,626	7,370,626
Fund balance as a % of expenditures	10.14%	9.05%	8.14%

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. The city has 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

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.

Volunteer Fire Tax Credit

This fund supports the cost of a tax credit in the amount of up to \$1,000 for firefighters who have responded to a required level of emergency calls during the year.

Refuse

This fund supports the town-wide trash pick-up and disposal service.

The following is a schedule of fund balance for all of the aforementioned special revenue funds:

	Fiscal Year 2002-03 (Actual)	Fiscal Year 2003-04 (Projected)	Fiscal Year 2004-05 (Budgeted)
Fund Balance Carried Forward	344,251	241,930	187,812
Revenues	5,359,385	5,607,722	5,673,376
Expenditures	(5,461,706)	(5,661,840)	(5,823,376)
Fund Balance at the end of the Fiscal Year	<u>241,930</u>	<u>187,812</u>	<u>37,812</u>

Enterprise Funds

Department of 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 fund balance for the Department of Public Utilities:

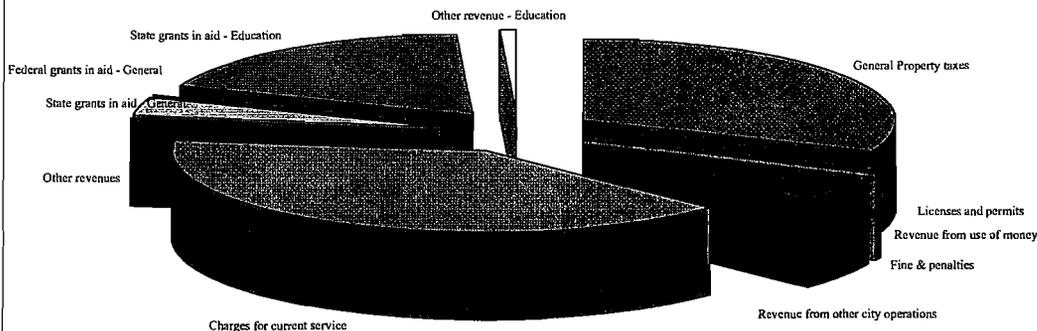
	Fiscal Year 2002-03 (Actual)	Fiscal Year 2003-04 (Projected)	Fiscal Year 2004-05 (Budgeted)
Fund Balance Carried Forward	76,341,229	77,075,905	77,627,005
Revenues	53,831,347	54,729,900	59,286,000
Expenditures	(53,171,277)	(54,178,800)	(57,764,400)
Capital Contributions	74,606	-	-
Fund Balance at the end of the Fiscal Year	<u>77,075,905</u>	<u>77,627,005</u>	<u>79,148,605</u>

CITY OF NORWICH
FINANCING CITY OPERATIONS - ALL BUDGETED FUNDS SUBJECT TO APPROPRIATION
FISCAL YEAR 2005

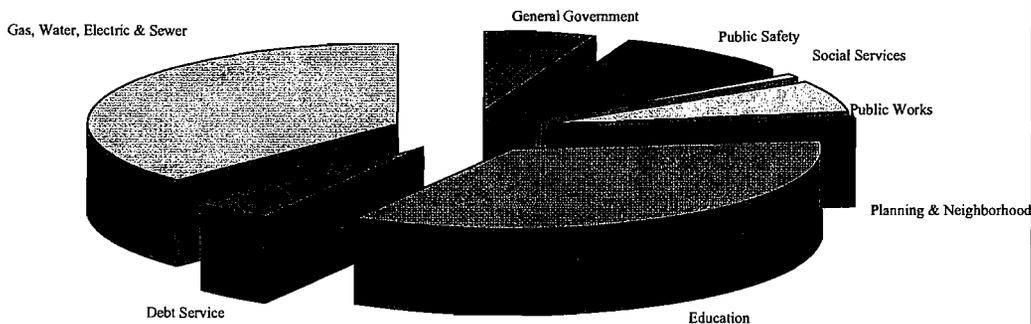
	Governmental		Proprietary	Total	Total	Total
	FYE 2005	FYE 2005	FYE 2005	FYE 2005	FYE 2004	FYE 2003
	General	Special Revenue	DPU	Budgeted	Projected	Actual
Balances carried forward	7,970,626	187,812	77,627,005	85,785,443	86,088,461	84,843,567
Revenues						
General Property taxes	45,369,715	2,706,764	-	48,076,479	46,437,291	44,458,166
Licenses and permits	545,000	-	-	545,000	275,000	398,198
Fine & penalties	18,000	-	-	18,000	18,000	14,830
Revenue from use of money	270,000	-	100,000	370,000	443,000	492,293
Revenue from other city operations	8,004,595	591,578	-	8,596,173	7,968,049	8,671,918
Charges for current service	875,470	1,417,340	59,186,000	61,478,810	55,129,936	55,718,786
Other revenues	432,000	-	-	432,000	1,995,400	481,962
State grants in aid - General	4,855,201	957,694	-	5,812,896	5,922,099	6,963,639
Federal grants in aid - General	16,311	-	-	16,311	13,311	12,525
State grants in aid - Education	28,310,690	-	-	28,310,690	28,145,235	27,825,708
Other revenue - Education	1,207,492	-	-	1,207,492	1,231,595	1,270,324
Total revenue	89,904,474	5,673,376	59,286,000	154,863,850	147,578,916	146,308,349
Expenditures/expenses						
City Manager	295,886	-	-	295,886	290,355	277,722
Finance	910,665	-	-	910,665	902,126	912,651
City Treasurer	185,748	-	-	185,748	179,814	175,478
Assessment	304,426	-	-	304,426	505,685	304,694
Personnel	347,161	-	-	347,161	342,898	376,867
Law	393,460	-	-	393,460	382,000	375,271
City Clerk	327,965	-	-	327,965	321,686	307,448
City Council	117,766	-	-	117,766	116,797	111,044
Management Info. Systems	182,107	-	-	182,107	179,604	161,610
Police	8,313,337	-	-	8,313,337	8,163,016	7,797,962
Fire - Central	775,478	-	-	775,478	752,664	740,612
Fire - East Great Plain	102,963	-	-	102,963	100,697	90,697
Fire - Laurel Hill	46,688	-	-	46,688	45,664	58,038
Fire - Occum	49,688	-	-	49,688	48,588	46,448
Fire - Taftville	127,824	-	-	127,824	125,008	123,986
Fire - Yantic	108,865	-	-	108,865	94,933	92,002
Recreation	641,831	-	-	641,831	586,271	761,723
Human Services	505,453	-	-	505,453	499,091	545,323
General Assistance	45,000	-	-	45,000	220,000	285,686
Senior Citizens Center	443,029	-	-	443,029	439,608	452,217
Youth & Family Services	213,723	-	-	213,723	210,380	274,901
Engineering & Administration	560,273	-	-	560,273	560,426	618,942
Fleet Maintenance	1,019,096	-	-	1,019,096	1,024,244	1,059,143
Solid Waste	2,762,394	-	-	2,762,394	2,804,863	2,650,191
Maintenance & Cleaning	2,610,980	-	-	2,610,980	2,677,809	2,506,386
Parks & Cemeteries	728,907	-	-	728,907	770,897	839,281
Building Maintenance	821,403	-	-	821,403	837,254	885,280
Parking Maintenance	114,369	-	-	114,369	111,247	109,002
Fire Protection	-	-	-	-	-	185,362
Street Lighting	470,900	-	-	470,900	447,600	398,158
Planning & Neighborhood Serv	811,677	-	-	811,677	795,851	817,664
Economic Development	170,000	-	-	170,000	155,000	134,045
Election	116,147	-	-	116,147	113,105	130,161
Education	54,159,644	-	-	54,159,644	52,582,177	51,194,721
Debt Service - Principal	4,575,000	-	-	4,575,000	4,339,833	4,375,000
Debt Service - Interest	1,832,972	-	-	1,832,972	2,061,267	2,277,497
Miscellaneous	5,250,935	-	-	5,250,935	4,193,263	3,998,707
Emergency Management	60,714	-	-	60,714	59,573	52,658
Tourism	-	-	-	-	-	-
Fire - Special Service	-	4,236,036	-	4,236,036	4,136,374	3,983,868
Refuse & Trash - Special Service	-	1,367,340	-	1,367,340	1,305,466	1,281,921
Volunteer Fire Relief Fund	-	220,000	-	220,000	220,000	196,417
Gas, Water, Electric & Sewer	-	-	57,764,400	57,764,400	54,178,800	53,171,277
Total expenditures/expenses	90,504,474	5,823,376	57,764,400	154,092,250	147,881,934	145,138,061
Other financing uses/ (sources)	-	-	-	-	-	(74,606)
Capital contributions	-	-	-	-	-	(74,606)
Total resources used	90,504,474	5,823,376	57,764,400	154,092,250	147,881,934	145,063,455
Balances to carry forward	7,370,626	37,812	79,148,605	86,557,043	85,785,443	86,088,461

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

2005 ESTIMATED FINANCIAL SOURCES - ALL FUNDS SUBJECT TO APPROPRIATION



2005 ESTIMATED EXPENDITURES - ALL FUNDS SUBJECT TO APPROPRIATION



Financial Sources:

General Property taxes	48,076,479
Licenses and permits	545,000
Fine & penalties	18,000
Revenue from use of money	370,000
Revenue from other city operations	8,596,173
Charges for current service	61,478,810
Other revenues	432,000
State grants in aid - General	5,812,896
Federal grants in aid - General	16,311
State grants in aid - Education	28,310,690
Other revenue - Education	1,207,492

154,863,850

Expenditures:

General Government	1	9,074,097
Public Safety	2	14,512,493
Social Services	3	1,207,205
Public Works	4	9,984,762
Planning & Neighborhood Dev.	5	981,677
Education	6	54,159,644
Debt Service	7	6,407,972
Gas, Water, Electric & Sewer	8	57,764,400

154,092,250



Budget Summary /
General Fund

CITY OF NORWICH
SUMMARY OF 2004-2005 BUDGETS
GENERAL AND SPECIAL SERVICE FUNDS

	GENERAL FUND			SPECIAL SERVICE			COMBINED
	City	Education	Total General Fund	Fire	Volunteer Fire Relief & Tax Credit	Refuse	
EXPENDITURES							
General Operations	28,536,858	54,159,644	82,696,502	4,236,036	220,000	1,367,340	88,519,878
Debt Service	6,407,972	0	6,407,972	0	0	0	6,407,972
Capital Improvements	1,400,000	0	1,400,000	0	0	0	1,400,000
TOTALS	36,344,830	54,159,644	90,504,474	4,236,036	220,000	1,367,340	96,327,850
REVENUES							
General Revenues	17,780,179	29,518,182	47,298,361	1,875,272	0	0	49,173,633
Surplus	300,000	300,000	600,000	150,000	0	0	750,000
Taxes to be Raised - General Fund	16,864,651	24,341,462	41,206,113	0	0	0	41,206,113
Taxes to be Raised - G.F. Cap. Imp.	1,400,000	0	1,400,000	0	0	0	1,400,000
Taxes to be Raised - S.S. Fire	0	0	0	2,210,764	0	0	2,210,764
Taxes to be Raised - Vol. Fire Rel.	0	0	0	0	220,000	0	220,000
Special Charge - Refuse	0	0	0	0	0	1,367,340	1,367,340
TOTALS	36,344,830	54,159,644	90,504,474	4,236,036	220,000	1,367,340	96,327,850
MILE RATE COMPUTATION							
Net Grand List - 10/01/03			732,000,000	614,657,442	1,117,342,558		
Average rate of collections (prev. 3 yrs)			95.79%	93.57%	95.79%		
Grand list adjusted for collection percentage			1,659,038,113	575,112,942	1,070,273,608		
General Operations	10.17	14.68	24.85	3.84	0.21		
Capital Improvements	0.84	-	0.84	-	-		
TAX RATE	11.01	14.68	25.69	3.84	0.21		

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**CITY OF NORWICH
GENERAL FUND REVENUES
2004-05 ADOPTED BUDGET**

		2002-03 ACTUAL	2003-04 REVISED BUDGET	2004-05 MANAGER'S PROPOSED	2004-05 ADOPTED BUDGET
GENERAL PROPERTY TAXES					
70201	PROPERTY TAX CURRENT LEVY	38,987,759	40,521,837	43,039,188	42,606,113
70202	PROPERTY TAX PRIOR LEVY	1,389,112	1,406,000	1,363,601	1,363,601
70203	PROPERTY TAX-INT & LIENS	855,791	850,000	790,000	790,000
70208	PROP.TAX-M.V. PA-76-338	739,233	850,000	610,000	610,000
TOTALS		41,971,895	43,627,837	45,802,789	45,369,715

LICENSES & PERMITS					
70213	MISC. PERMITS & FEES	398,198	275,000	545,000	545,000
TOTALS		398,198	275,000	545,000	545,000

FINES & PENALTIES					
70218	TRAFFIC VIOLATIONS	14,830	18,000	18,000	18,000
TOTALS		14,830	18,000	18,000	18,000

REVENUE FROM USE OF TOWN MONEY					
70223	INTEREST ON INVESTMENTS	295,135	310,000	250,000	250,000
70224	INTEREST CEMETERY TRUST	29,846	15,000	20,000	20,000
TOTALS		324,981	325,000	270,000	270,000

REVENUE FROM OTHER CITY OPERATIONS					
70225	BOARD OF EDUCATION	266,985	0	0	0
70226	OUTSIDE CONTRACTED JOBS	256,294	150,000	165,000	165,000
70227	SENIOR CITIZENS CENTER	21,888	22,000	38,800	38,800
70228	PUBLIC UTILITIES 10%	4,818,000	4,432,000	4,983,700	4,983,700
70229	D.P.U. CITY SERVICE	82,400	83,841	78,566	78,566
70230	BOND & NOTE PAYMENTS	65,540	63,700	61,840	61,840
70232	LANDFILL REVENUES	2,015,716	2,166,000	2,213,410	2,213,410
70239	D.P.U.SEWER ASSESSMENTS	425,000	225,000	215,000	215,000
70240	MUNICIPAL ICE RINK	0	100,000	100,000	100,000
70241	NGCA DEBT SERVICE	42,095	40,520	33,910	33,910
70260	PARKING COMMISSION	102,024	108,624	114,369	114,369
TOTALS		8,095,942	7,391,685	8,004,595	8,004,595

CHARGES FOR CURRENT SERVICE					
70234	RECORDING FEES	351,335	240,000	304,000	304,000
70235	CEMETERY CARE	35	500	0	0
70236	PROBATE COURT CHARGE	17,470	17,470	17,470	17,470
70238	CONVEYANCE TAX	332,730	560,000	404,000	554,000
TOTALS		701,570	817,970	725,470	875,470

OTHER REVENUES					
70243	MISC. UNCLASSIFIED	235,366	200,000	242,000	242,000
70246	CITY PROP.-RELOC.COLLECT	259,823	190,000	190,000	190,000
TOTALS		495,189	390,000	432,000	432,000

**CITY OF NORWICH
GENERAL FUND REVENUES
2004-05 ADOPTED BUDGET**

	2002-03 ACTUAL	2003-04 REVISED BUDGET	2004-05 MANAGER'S PROPOSED	2004-05 ADOPTED BUDGET
STATE GRANTS IN AID - GENERAL				
70247 STATE-IN LIEU OF TAXES	1,794,319	1,751,645	1,634,516	1,725,823
70248 STATE-WELFARE REIMBURSE.	257,495	182,000	25,000	25,000
70249 STATE-BUILDING MAINT.	213,323	210,000	229,000	229,000
70250 STATE-CITY HOUSING	99,464	27,861	0	101,377
70252 STATE-FISH & GAME LICENSE	51,732	50,000	50,000	50,000
70253 STATE MFG MACH & EQUIP	205,176	249,876	172,156	172,156
70254 STATE - MASH/PEQUOT FUNDS	2,179,197	1,432,205	1,664,721	1,664,721
70256 STATE-TOTAL DISAB-PA74123	3,226	4,169	0	0
70257 STATE-ELDERLY REIMBURSE.	162,249	164,227	130,365	130,365
70259 YOUTH SERVICE BUREAU	80,853	81,000	81,000	81,000
70261 STATE-SCH.BOND INTEREST	448,938	321,184	304,778	304,778
70266 STATE-ACCESS LINE TX SHR	480,468	480,468	340,000	340,000
70267 STATE-ADD.VETERANS EXEMPT	50,742	51,026	30,982	30,982
TOTALS	6,027,182	5,005,661	4,662,517	4,855,201
FEDERAL GRANTS IN AID - GENERAL				
70268 FEDERAL-DCPA MATCH FUNDS	12,525	13,311	16,311	16,311
TOTALS	12,525	13,311	16,311	16,311
STATE GRANTS IN AID - EDUCATION				
70280 STATE-ED TRANSPORTATION	1,094,761	1,096,123	1,092,447	1,092,447
70281 SPECIAL EDUCATION	0	0	0	0
70284 STATE-ED EQUALIZE GRANT	26,717,102	26,934,112	26,935,928	27,218,243
70285 STATE-ED SERV.FOR BLIND	13,845	115,000	0	0
TOTALS	27,825,708	28,145,235	28,028,375	28,310,690
OTHER REVENUE - EDUCATION				
70291 OTHER ED SCHOOL TUITIONS	111,736	490,000	150,000	150,000
70296 EXCESS COST GRANT	1,158,588	741,595	1,057,492	1,057,492
TOTALS	1,270,324	1,231,595	1,207,492	1,207,492
SURPLUS GENERAL FUND				
70294 SURPLUS-GENERAL FUND	685,426	800,000	600,000	600,000
TOTALS	685,426	800,000	600,000	600,000
GRAND TOTALS	87,823,770	88,041,294	90,295,723	90,504,474

CITY OF NORWICH

DESCRIPTION OF GENERAL FUND REVENUES

GENERAL PROPERTY TAXES

70201 Current Levy - The current levy for 2004-05 is based on all taxable property in the city as of 10/1/2003. 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 of \$47,898,361 from non-tax sources from proposed budget appropriations of \$90,504,474. 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 95.79%. 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.

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. Revenue estimates are based upon collections within the last 5 years.

70203 Interest and Lien Fees - Interest and lien fees collected on payment of delinquent taxes. State statute requires 1.5% per month plus \$24 lien fee on real estate property liened. In addition, the State of Connecticut passed legislation to allow a municipality to charge delinquent motor vehicle taxpayers a \$5 fee. The revenue estimates are based on prior three-year collection rates in relation to outstanding taxes.

70208 M.V. PA 76-338 - Tax revenue anticipated from motor vehicles purchased after assessment date of October 1st and prior to August 1, 2004 (P.A. 76-338) based on revenues from prior three years.

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. Projections are based upon 5 prior year collection history. This budget proposes the following changes to Section 4-5 of the Norwich Code of Ordinances:

(1)(a) Use groups R-2 (multi-family), R-3 and R-4 (single-family) and miscellaneous alterations, accessory structures, remodeling, repairs or additions thereto: \$30.00 per first \$1,000.00 of construction value and \$13.00 per each additional \$1,000.00 of construction value.

(1)(b) Use groups A, B, E, F, H, M, R-1, and S, and signs, appurtenances, alterations, conversions, remodeling, repairs or additions thereto: \$30.00 per first \$1,000.00 of construction value and \$14.00 per each additional \$1,000.00 of construction value.

FINES AND PENALTIES

70218 Traffic Violations - Includes police department fines for traffic violations. Revenue projections are based on previous 5-year history.

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. The revenue was estimated using an average interest rate of 1 ½%.

70224 Interest Cemetery Trust Fund - Income derived from the short-term investment of funds set aside to maintain the city's cemeteries. The revenue is based on prior three years earnings and interest rate assumption of 1%.

REVENUE FROM OTHER CITY OPERATIONS

70226 Outside Contracted Jobs - Revenue received from police officers performing outside work. This is offset by expenditures within the Police Department. In addition to matching expenditures a 10% fee is added to all bills to offset other administrative costs. The estimate is based on a 5-year history.

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

70228 Public Utilities 10% - Reflects anticipated Department of 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 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.

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

70230 Bond & Note Payment - This offsets debt payment for Stonybrook Reservoir project from Department of Public Utilities.

70232 Landfill Receipts - Revenue derived from use of refuse facilities. Revenue is used to offset cost of landfill operation. The revenue projections are based upon the prior 2 years of landfill activity, factoring in recent trends. For fiscal year 2004-05 there will be a \$2/ton increase for direct haulers to \$64/ton.

70239 Public Utilities Sewer Assessments - Assessments to be realized from new sewer assessments in Greenville, New London Turnpike, East Great Plains, Harland Road and Otrobando Avenue. The current year includes assessments for 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.

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 at \$9,531/month.

CHARGES FOR CURRENT SERVICE

70234 Recording Fees - City Clerk fees including notary, death certificates, and document preparation. The revenue is estimated based on the prior three years' collection history.

70235 Cemetery Care - Revenue received from maintenance at city cemeteries.

70236 Probate Court - Revenue from rental of Probate Court space in City Hall based on the contracted amount.

70238 Conveyance Tax - For fiscal year 2003-04, the city was allowed to collect conveyance taxes of \$5.00 for each \$1,000 of the purchase price with 22% of city proceeds allocated to the Mohegan Park Improvement Fund and 78% staying in the general fund. The adopted budget for fiscal year 2004-05 uses the rate allowed by the State of Connecticut's adopted budget of \$5.00 for each \$1,000 of the purchase price. In order to make up for the loss of revenue caused by the loss of state grant revenues contained in the State of Connecticut's adopted budget, this budget suspends the 22% allocation of proceeds to the Mohegan Park Improvement Fund. The estimates of 2004-05 conveyance tax revenue are based on the activity during the 2003-04 fiscal year.

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

OTHER REVENUES

70243 Miscellaneous Unclassified - Reimbursement for NFA contribution towards maintenance of athletic fields, Recreation Department league fees, Mohegan Park fees, a \$42,000 transfer from the Arts & Recreation fund to reimburse the general fund for the Norwich Arts Council appropriation (see Non-Departmental expense account 80147) and other miscellaneous revenues.

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

STATE GRANTS IN AID - GENERAL

70247 State - In Lieu of Taxes – Includes projected reimbursement for tax loss resulting from exemption for eligible state owned property, hospitals and colleges. Revenue based on the State of Connecticut's adopted budget.

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 owns 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.

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

70253 Manufacturer Machinery and Equipment - Reimbursement for tax revenue loss of 100% exempt new eligible manufacturing machinery and equipment. Based on 10/1/2002 assessed manufacturing machinery & equipment.

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 Fire District. The funds are included in the State of Connecticut's adopted budget.

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.

70257 State Grant - Elderly - Based on number of elderly who qualify for reimbursement.

70259 Youth Service Bureau - Includes revenues from state grants specifically to offset program costs. See Youth & Family Services pages for details of the grants.

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. This is in place of property taxes. This has been declining in recent years. The estimate for 2004-05 is based on state projections.

70267 Additional Veteran Exemption - Reimbursement by the State of Connecticut for additional veterans program.

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

70280 School Transportation - Statutory grant reimbursement by the State of Connecticut for a portion of student transportation costs. The funding amount is included in the State of Connecticut's adopted budget.

70281 Special Education - Includes State of Connecticut reimbursement for special education. This is not included with the equalized cost-sharing grant.

70284 Equalized Cost Sharing - Statutory grant reimbursement anticipated from State of Connecticut under Education Equalization legislation. Figure based on the State of Connecticut's adopted budget., reflects aid to the city based on a state formula which takes into account a municipalities 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. Based on a state grant.

OTHER REVENUE - BOARD OF EDUCATION

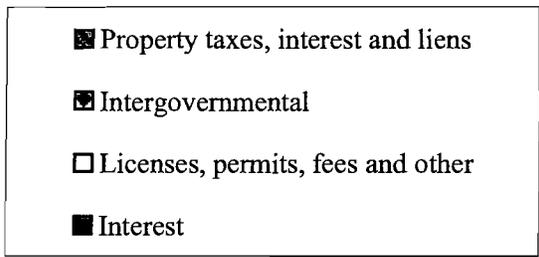
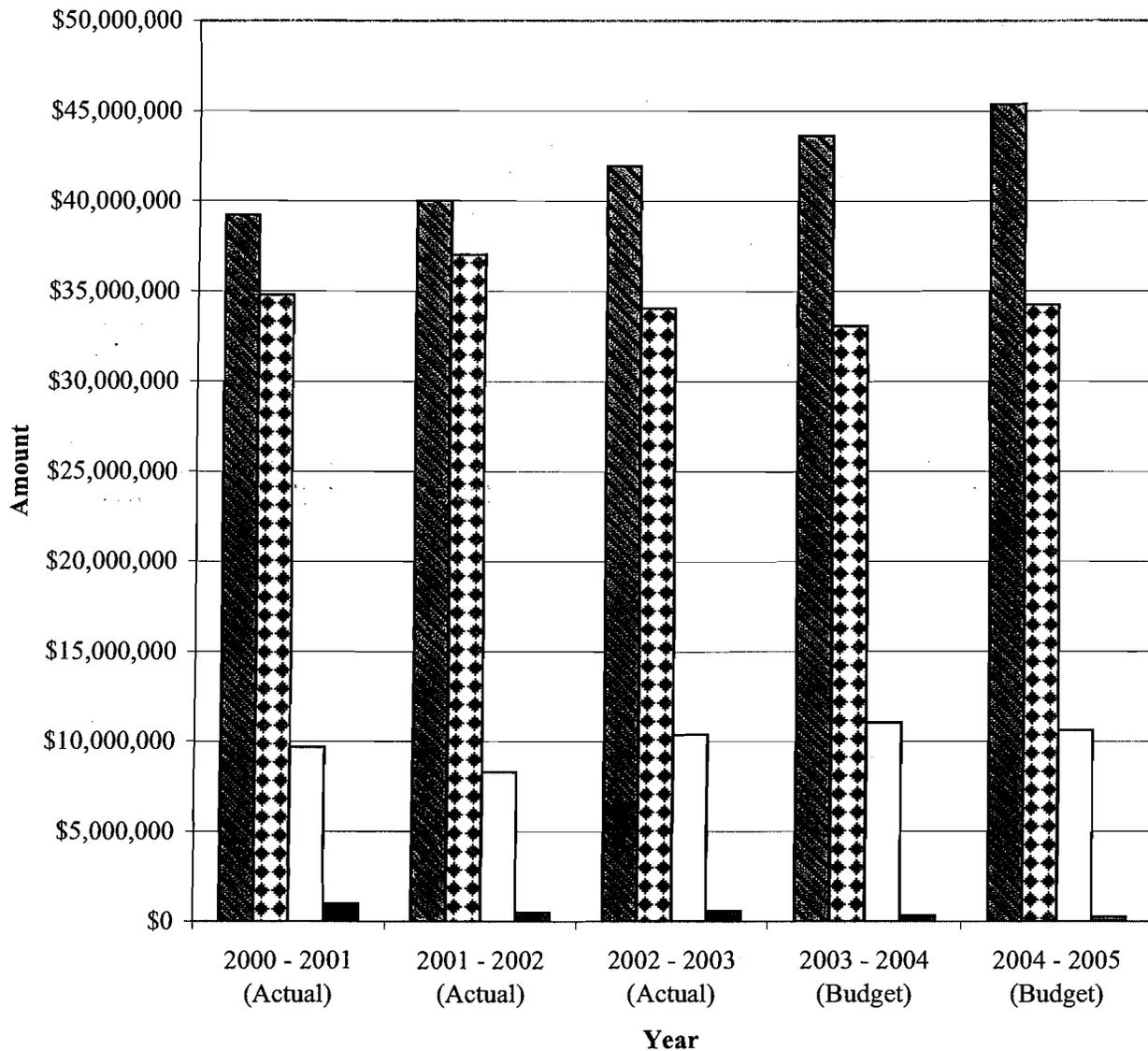
70291 School Tuition - Tuition received from outlying towns - Board of Education.

70296 Excess Cost Grant – Provides grants to towns with extraordinary special education costs.

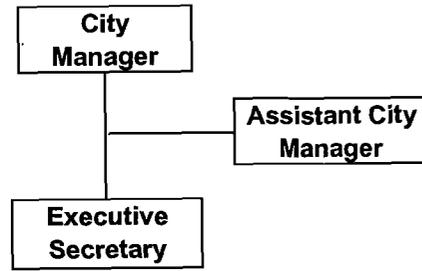
SURPLUS – GENERAL FUND

70294 Surplus for Appropriation- General Fund – Based on audit of June 30, 2003 and anticipated surplus as of June 30, 2004.

GENERAL FUND REVENUE SOURCES



City of Norwich City Manager Organization Chart



CITY MANAGER

Program: City Manager

Description: The City Manager is appointed by the City Council to serve as the Chief Administrative Officer of the City of Norwich. The City Manager's Office coordinates the implementation of policy and programs established by the City Council. Program areas for which this department is responsible include overall administration of programs and services, strategic planning, redevelopment, and economic development. The City Manager's Office also serves as the liaison in intergovernmental relations.

Goals:

- Work with state and federal officials to improve the city's transportation facilities. The city's roadways should be safe and should support a vibrant downtown business district.
- Keep cost of government low. To that end, productivity improvement programs, and cost savings programs will be encouraged and implemented.
- Prepare a budget that supports the city's goals.
- Coordinate and promote economic development including revitalization of downtown.
- Help Council establish citywide goals.
- Promote the city's best interests before state government.
- Promote, encourage and implement regional and intergovernmental cooperation.
- Foster and maintain good labor relations.
- Encourage and promote productivity improvement programs.
- Foster good communications with staff, citizens and City Council.

PERFORMANCE MEASURE	02-03 ACTUAL	03-04 ESTIMATED	04-05 PROJECTED
Administrative work sessions (informational meetings, budget workshops and special meetings)	12	12	12
Manager-initiated resolutions acted upon	30	30	30
Department head meetings	18	20	20
Average response time to Council requests (working days)	3	3	3
Percent of correspondence responded to within 7 days	90%	95%	95%

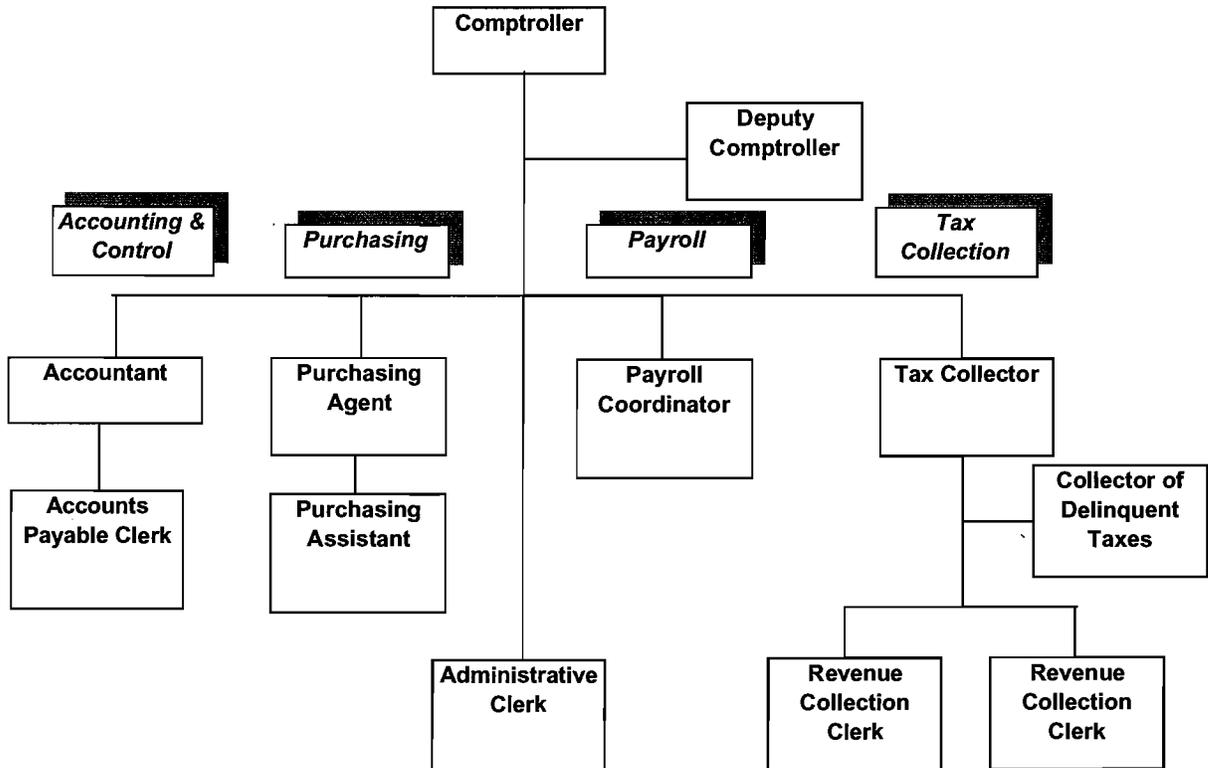
**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2004-05 ADOPTED BUDGET**

	2002-03 REVISED BUDGET	2002-03 ACTUAL	2003-04 REVISED BUDGET	2004-05 BUDGET REQUEST	2004-05 MANAGER'S PROPOSED	2004-05 ADOPTED BUDGET
II CITY MANAGER						
80011 HEAD OF DEPT	90,000	84,557	94,500	97,335	97,335	97,335
80012 EMPLOYEES	100,644	102,852	101,923	103,592	103,592	103,592
80013 PART TIME EMPLOYEES	20,000	16,934	15,000	15,000	15,000	15,000
80014 OVERTIME	0	0	0	0	0	0
89999 FRINGE BENEFITS	49,306	51,119	53,932	57,959	57,959	57,959
80021 MATERIALS & SUPPLIES	4,000	3,456	3,600	3,600	3,600	3,600
80032 EQUIP & FURN MAINT.	1,200	185	1,000	1,000	1,000	1,000
80033 TELEPHONE	3,000	3,593	3,200	3,200	3,200	3,200
80034 POSTAGE	1,000	1,485	1,200	1,200	1,200	1,200
80037 MILEAGE	5,000	5,374	5,000	5,000	5,000	5,000
80039 PRINTING	3,350	1,287	2,500	2,500	1,500	1,500
80048 DEPARTMENTAL EXPENSE	9,000	6,880	8,500	8,500	6,500	6,500
TOTALS	286,500	277,122	290,355	298,886	295,886	295,886

CITY MANAGER

City Manager		97,335
Assistant City Manager	65,776	
Executive Secretary	<u>37,816</u>	<u>103,592</u>
	TOTAL WAGES	<u>200,927</u>

City of Norwich Finance Department Organization Chart



FINANCE

Program: Fiscal Services

Description: The Finance department is responsible for managing the city's financial operations in accordance with established fiscal policies. Primary responsibilities include budgeting, payroll processing, tax collections, purchasing, accounting and financial reporting, risk management, financial oversight, and administration of all city funds and accounts. In addition, the Comptroller advises the City Manager and City Council on financial matters and assists with the preparation of the city's operating budget.

Goals:

Make every effort to keep the cost of government low by doing the following:

- Analyze and review all cost savings programs.
- Concentrate efforts on the improvement of the collection rate.
- Improve bond rating for lower interest cost borrowings.
- Provide timely and accurate reports for the decision makers and operating departments.
- Improve budget document and continue to attain the GFOA "Distinguished Budget Presentation Award".
- Continue to attain the GFOA "Certificate of Achievement for Excellence in Financial Reporting" by maintaining high standards.
- Cross-train department staff in the different duties now required of the finance office.
- Enhance internal control procedures to effectively review cash receipt collections.

Accomplishments:

- Upgraded the tax system to integrate with our accounting package that will enable the tax office to pursue delinquent taxpayers earlier.
- Received GFOA Certificate of Achievement for Excellence in Financial Reporting for 10 consecutive years.
- Received GFOA Distinguished Budget Presentation Award for 4 consecutive years.
- Implemented GASB 34 financial reporting standards.

PERFORMANCE MEASURE	02-03 ACTUAL	03-04 ESTIMATED	04-05 PROJECTED
Bid Request Processed	80	80	80
Purchase Orders Processed - Standard	3,600	3,600	3,600
Purchased Orders Processed – LPO's	3,700	3,800	3,800
Checks Issued	31,000	31,000	31,000
Accuracy of Forecasting:			
Actual General Fund Revenue	87,823,770	87,243,772	89,799,805
Budgeted General Fund Revenue	86,888,472	87,243,772	89,799,805
Actual GF Revenue as % of Budget	101.08%	100.00%	100.00%
Accuracy of Reporting:			
Reportable findings by external auditor	0	0	0
Reportable findings – Federal & State awards	0	0	0
Audit adjustments	30	20	15
Timeliness of Payments to Vendors:			
Number of invoices paid	31,000	31,000	31,000
Average # of days to pay bills	28	25	22
% of bills paid within 30 days	72.53%	80.00%	85.00%
Collection of General Fund Taxes			
Number of bills mailed	48,643	50,000	52,000
Value of bills mailed	41,063,766	41,610,975	42,547,222
Taxes collected	39,437,731	39,721,837	40,755,984
% of Bills Paid	96.04%	96.10%	96.25%

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2004-05 ADOPTED BUDGET**

		2002-03 REVISED BUDGET	2002-03 ACTUAL	2003-04 REVISED BUDGET	2004-05 BUDGET REQUEST	2004-05 MANAGER'S PROPOSED	2004-05 ADOPTED BUDGET
12	FINANCE						
80011	HEAD OF DEPT	76,632	76,624	78,931	81,299	81,299	81,299
80012	EMPLOYEES	468,769	424,250	446,426	451,542	451,542	451,542
80013	PART TIME EMPLOYEES	13,200	40,517	15,000	15,400	15,400	15,400
80014	OVERTIME	5,300	6,853	5,000	6,500	6,500	6,500
89999	FRINGE BENEFITS	184,831	185,278	176,169	188,974	188,974	188,974
80015	PROFESSIONAL SERVICE	42,500	42,500	53,800	42,500	40,500	40,500
80021	MATERIALS & SUPPLIES	14,000	13,388	14,500	14,500	14,000	14,000
80032	EQUIP & FURN MAINT	7,241	2,901	7,000	8,900	8,900	8,900
80033	TELEPHONE	5,500	4,741	6,000	6,000	5,000	5,000
80034	POSTAGE	22,300	27,417	25,000	28,800	28,300	28,300
80037	MILEAGE	1,800	1,835	1,800	1,850	1,850	1,850
80038	ADVERTISING	8,000	7,632	8,800	8,500	8,000	8,000
80039	PRINTING	14,000	18,267	15,000	2,000	2,000	2,000
80044	DATA CENTER	42,700	53,802	42,700	52,000	52,000	52,000
80048	DEPARTMENTAL EXPENSE	6,000	6,646	6,000	6,900	6,400	6,400
TOTALS		912,773	912,651	902,126	918,665	910,665	910,665

FINANCE

Comptroller				81,299
Deputy Comptroller			59,592	
Tax Collector			58,796	
Purchasing Agent			57,236	
Accountant			45,789	
Purchasing Assistant			37,090	
Accounts Payable Clerk			33,068	
Payroll Coordinator			35,528	
Revenue Collections Clerks	2 @	30,705	61,410	
Collector of Delinquent Taxes			35,386	
Administrative Clerk			<u>27,647</u>	<u>451,542</u>
		TOTAL WAGES		<u>532,841</u>

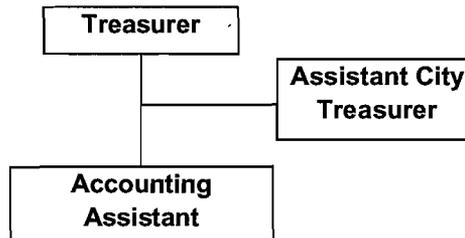
Professional Services:

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

Data Center:

Covers cost of maintenance software support contract as well as other support costs.

City of Norwich Treasurer's Office Organization Chart



TREASURER

Program: City Treasurer

Description: The Treasurer is an elected official of the city, and is responsible for the receipt and disbursement of all city funds, the maintenance of all special fund cash receipt and disbursement journals, as well as the retention and reconciliation of all checking accounts. The Treasurer submits various reports, invests the city funds and is the custodian of the city deeds, leases, bonds and agreements.

Goals: Expedient processing of all receivables due from the various departments, direct receipt from outside sources and control the deposits of same. Timely processing and signing of all municipal expenditures of the various city departments.

Investment of available city funds deriving best earnings results with prudent conservative investments.

- Accomplishments:
- Consolidating numerous School Prize Trust Funds into one account to earn better interest.
 - Converting check from pin fed check to laser jet checks.
 - Performing internal bank transfers between checking accounts. This eliminates additional costs of checks, wire transfers or bank performed transfers.
 - Examining cash on a daily basis and keeping sufficient balances in accounts to cover our bank's minimum requirements, to avoid charges for services. The excess funds are invested to yield a better return.

PERFORMANCE MEASURE	02-03 ACTUAL	03-04 ESTIMATED	04-05 PROJECTED
Number of investments	300	300	250
Investments - dollar volume (Millions)	300	300	300
Checks processed per month (approximately)	50,000	45,000	40,000

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2004-05 ADOPTED BUDGET**

		2002-03 REVISED BUDGET	2002-03 ACTUAL	2003-04 REVISED BUDGET	2004-05 BUDGET REQUEST	2004-05 MANAGER'S PROPOSED	2004-05 ADOPTED BUDGET
02	TREASURER						
80011	HEAD OF DEPT	46,464	46,461	46,464	46,464	46,464	46,464
80012	EMPLOYEES	79,779	79,951	81,134	81,134	81,134	81,134
80013	PART TIME EMPLOYEES	0	0	1,000	1,000	1,000	1,000
89999	FRINGE BENEFITS	39,067	38,421	40,566	42,900	42,900	42,900
80021	MATERIALS & SUPPLIES	300	256	300	350	350	350
80032	EQUIP & FURN MAINT	600	1,994	750	5,900	4,400	4,400
80033	TELEPHONE	1,100	1,128	1,100	1,200	1,200	1,200
80034	POSTAGE	3,000	3,111	3,000	3,100	3,100	3,100
80039	PRINTING	2,500	1,809	2,500	2,500	2,500	2,500
80048	DEPARTMENTAL EXPENSE	2,800	2,348	3,000	3,200	2,700	2,700
TOTALS		175,610	175,479	179,814	187,748	185,748	185,748

TREASURER

Treasurer		46,464
Assistant to the City Treasurer	44,044	
Accounting Assistant	<u>37,090</u>	<u>81,134</u>
	TOTAL WAGES	<u><u>127,598</u></u>

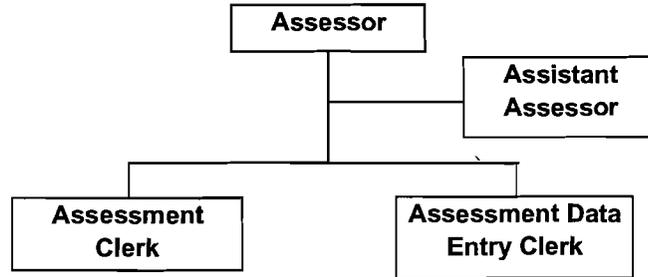
Departmental Business Expense:

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 2004-05, investment income is estimated at \$250,000. The decrease from prior years is primarily due to the deterioration of interest rates.

City of Norwich Assessor Department Organization Chart



ASSESSMENT

Program: Tax Assessment

Description: The Assessor's Office is responsible for discovering, listing and valuing all taxable property including real property and motor vehicles. In addition, the office prepares the taxroll, transfers ownership of property, prepares the abstract of assessment and administers state programs concerning veterans, blind and Social Security exemptions as well as tax relief for elderly property owners. The department is also responsible for establishing exempt property values.

- Goals:
- The cardinal principal of assessing is equity. It is the function and goal of this office to ensure that all taxpayers are taxed fairly and equally.
 - To complete the grand list as prescribed by law.
 - To assess property in accordance with provisions of the General Statutes of Connecticut.
 - To provide technical assistance and information to lawyers, title searchers, appraisers, real estate agents as well as the general public.

Accomplishments: The Assessors Office has converted to a new computer system. The CAMA System (Computer Assisted Mass Appraisal) will facilitate the use of our real estate records. Also, the City of Norwich has just completed a statistical revaluation for the 10/1/2003 grand list.

PERFORMANCE MEASURE	02-03 ACTUAL	03-04 ESTIMATED	04-05 PROJECTED
Number of deeds processed	1,550	1,600	1,800
Circuit breaker and Freeze Applications	660	675	700
Number of building permits checked	875	900	900
Sales Ratio forms processed	1,100	1,200	1,400
Personal Property forms processed	1,500	1,500	1,500
Percent reports completed on time	100%	100%	100%

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2004-05 ADOPTED BUDGET**

	2002-03 REVISED BUDGET	2002-03 ACTUAL	2003-04 REVISED BUDGET	2004-05 BUDGET REQUEST	2004-05 MANAGER'S PROPOSED	2004-05 ADOPTED BUDGET
B ASSESSMENT						
80011 HEAD OF DEPT	62,485	62,483	64,359	66,290	66,290	66,290
80012 EMPLOYEES	98,875	78,944	91,999	91,871	91,871	91,871
80013 PART TIME EMPLOYEES	1,000	23,399	6,000	6,000	6,000	6,000
80014 OVERTIME	2,000	2,209	6,080	6,080	3,000	3,000
89999 FRINGE BENEFITS	55,234	56,785	56,147	63,165	63,165	63,165
80015 PROFESSIONAL SERVICE	15,500	17,404	25,500	28,000	23,000	23,000
80021 MATERIALS & SUPPLIES	3,500	4,804	7,000	7,000	7,000	7,000
80032 EQUIP & FURN MAINT	600	0	600	600	600	600
80033 TELEPHONE	1,500	1,215	1,500	1,500	1,500	1,500
80034 POSTAGE	2,000	1,723	2,000	2,000	2,000	2,000
80037 MILEAGE	4,000	2,856	4,500	4,500	4,500	4,500
80038 ADVERTISING	1,000	486	1,500	1,500	1,500	1,500
80039 PRINTING	3,000	1,719	4,000	4,000	4,000	4,000
80048 DEPARTMENTAL EXPENSE	4,000	667	4,500	4,500	4,500	4,500
NON RECURRING ITEM						
80155 REVALUATION	50,000	50,000	230,000	25,000	25,000	25,000
86000 FAX MACHINE	0	0	0	500	500	500
TOTALS	304,694	304,694	505,685	312,506	304,426	304,426

ASSESSMENT

Assessor		66,290
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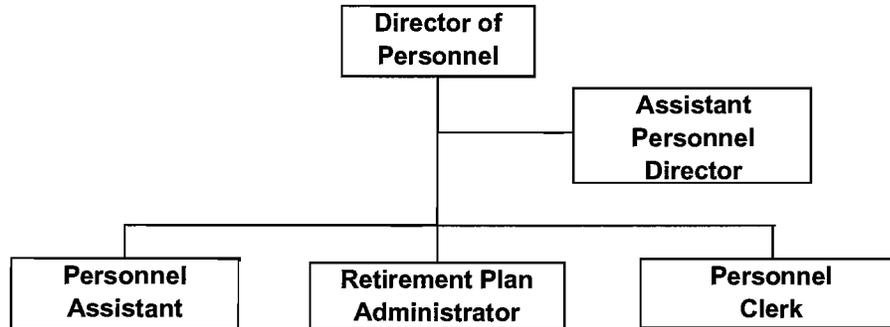
Assistant Assessor	44,910	
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Assessment Clerk	30,668	
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Assessment Data Entry Clerk (21 hrs.)	<u>16,293</u>	<u>91,871</u>
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TOTAL WAGES		<u><u>158,161</u></u>
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City of Norwich Personnel Department Organization Chart



PERSONNEL

Program: Personnel Services

Description: The Personnel Department is responsible for a number of diverse tasks and acts as support to all city departments and the Norwich Department of Public Utilities. The department's primary responsibilities include: pension and benefits administration; applicant recruitment and testing; compliance with state and federal employment laws; labor negotiations; development and coordination of employee relations programs; interpretation and enforcement of the city's Merit System Rules and labor contracts; and record retention for the city's 499 active, seasonal, and temporary, and 402 retired employees.

- Goals:
- Increase the number of minorities employed by the city through concerted effort to increase the number of qualified minority applicants involved in the employment process.
 - Streamline the recruitment process and focus on retention of applicants throughout the process.
 - Continue to provide programs that improve the safety and well being of employees and recognize their contributions to the effectiveness and efficiency of the city.

- Accomplishments:
- Maintained level of service while redistributing benefits administration duties of position eliminated in layoff.
 - Streamlined police recruiting process to reduce time required and to retain applicants.
 - Administered layoffs and attendant recalls and grievances.
 - Settled MEUI contract signed October 2003.

	02/03	03/04	04/05
PERFORMANCE MEASURE	ACTUAL	ESTIMATED	PROJECTED
Total Applications Processed	1801	1200	1000
Number of Promotional Exams Given	17	18	20
Number of Entry Exams Given	17	14	16
Vacancies Filled Through Promotion	20	18	20
Vacancies Filled Through New Hire	22	26	26
Classifications Reviewed	4	5	5
Training Programs Provided	5	3	3
Number of Employees Given Service Awards	23	25	25
Employee Turnover Rate	3.7%	2%	2%
Percent of Employees Completing Probation	95.5%	100%	100%
Percent of Female Employees	24.8%	27%	28%
Percent of Minority Employees	5.6%	7%	8%

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2004-05 ADOPTED BUDGET**

		2002-03 REVISED BUDGET	2002-03 ACTUAL	2003-04 REVISED BUDGET	2004-05 BUDGET REQUEST	2004-05 MANAGER'S PROPOSED	2004-05 ADOPTED BUDGET
14	PERSONNEL						
80011	HEAD OF DEPT	65,101	42,556	64,890	66,837	66,837	66,837
80012	EMPLOYEES	161,711	163,963	133,135	132,022	132,022	132,022
80014	OVERTIME	1,011	1,106	1,000	1,000	1,000	1,000
89999	FRINGE BENEFITS	80,455	78,029	69,663	73,742	73,742	73,742
80015	PROFESSIONAL SERVICE	32,300	45,114	33,650	35,000	33,000	33,000
80021	MATERIALS & SUPPLIES	3,500	4,684	3,500	3,500	3,500	3,500
80032	EQUIP & FURN MAINT	4,000	1,939	3,000	3,000	3,000	3,000
80033	TELEPHONE	3,300	2,300	3,300	3,300	3,300	3,300
80034	POSTAGE	3,000	3,044	3,000	3,000	3,000	3,000
80037	MILEAGE	2,130	388	1,630	1,630	1,630	1,630
80038	ADVERTISING	14,500	25,196	14,500	14,500	14,500	14,500
80039	PRINTING	5,000	2,023	4,000	4,000	4,000	4,000
80048	DEPARTMENTAL EXPENSE	4,130	4,990	4,630	4,630	4,630	4,630
80167	EDUCATION INCENTIVE	3,000	1,535	3,000	3,000	3,000	3,000
TOTAL		383,138	376,867	342,898	349,161	347,161	347,161

PERSONNEL

Director of Personnel and Labor Relations		66,837
Assistant Personnel Director	47,780	
Retirement Plan Administrator	38,553	
Personnel Assistant	33,801	
Personnel Clerk	<u>11,888</u>	<u>132,022</u>
	TOTAL WAGES	<u>198,859</u>

Overtime:

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

Professional Services:

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

LAW

Program: Corporation Counsel

Description: The Corporation Counsel acts as legal advisor to the Mayor, City Council, City Manager, the various city departments, commissions, committees and boards. The Corporation Counsel prepares and approves for legality a majority of proposed city ordinances, resolutions, contracts, and other legal documents. The Corporation Counsel also represents the city in all claims and court actions for and against the city.

In accordance with the City Charter, the Corporation Counsel is appointed by the City Council to act as the city's general counsel. As the city's general counsel, the Corporation Counsel provides a full range of legal services to the city and is the chief legal advisor to the City Council, City Manager, Redevelopment Agency, city departments, and all appointed boards and commissions. While performing his duties as the city's chief legal advisor, Corporation Counsel, among other things, manages all outside counsel, reviews and negotiates city and Redevelopment Agency agreements, proffers advice on labor and employment issues, helps draft and review legislation, litigates civil cases and prosecutes a limited number of municipal code violations.

Goals:

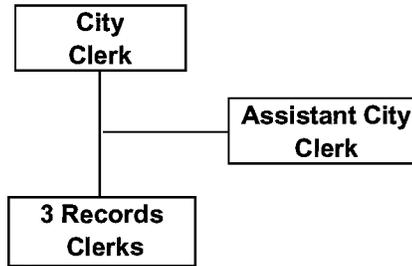
- Attend meetings of the City Council and agencies of the city when requested, and advise them as to the legality of their activity.
- Review, process, and settle claims against the city, including legal defense in selected situations.
- Prosecute and defend civil lawsuits involving the city.
- Provide timely legal advice to city advisory bodies and staff.

PERFORMANCE MEASURE	02-03 ACTUAL	03-04 ESTIMATED	04-05 PROJECTED
Claims and writs	106	108	108
Resolutions	140	240	240
Ordinances	15	30	30
Legal Opinions	75	75	75

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2004-05 ADOPTED BUDGET**

		2002-03 REVISED BUDGET	2002-03 ACTUAL	2003-04 REVISED BUDGET	2004-05 BUDGET REQUEST	2004-05 MANAGER'S PROPOSED	2004-05 ADOPTED BUDGET
15	LAW						
80134	CITY ATTORNEY	275,271	88,459	280,000	287,160	287,160	287,160
80135	OUTSIDE ATTORNEYS	100,000	286,812	102,000	106,300	106,300	106,300
TOTALS		375,271	375,271	382,000	393,460	393,460	393,460

City of Norwich City Clerk Organization Chart



**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2004-05 ADOPTED BUDGET**

		2002-03 REVISED BUDGET	2002-03 ACTUAL	2003-04 REVISED BUDGET	2004-05 BUDGET REQUEST	2004-05 MANAGER'S PROPOSED	2004-05 ADOPTED BUDGET
16	CITY CLERK						
80011	HEAD OF DEPT	48,925	51,429	53,996	55,616	55,616	55,616
80012	EMPLOYEES	126,068	123,201	131,567	131,568	131,568	131,568
80013	PART TIME EMPLOYEES	2,500	3,096	5,000	3,000	3,000	3,000
89999	FRINGE BENEFITS	65,111	65,501	68,023	72,881	72,881	72,881
80015	PROFESSIONAL SERVICE	4,300	4,300	4,300	4,300	4,300	4,300
80021	MATERIALS & SUPPLIES	42,000	43,028	37,900	40,000	39,000	39,000
80032	EQUIP & FURN MAINT	400	1,177	400	400	400	400
80033	TELEPHONE	2,880	2,060	2,500	2,500	2,500	2,500
80034	POSTAGE	3,800	5,472	4,700	5,400	5,400	5,400
80038	ADVERTISING	5,000	4,440	5,000	5,000	5,000	5,000
80039	PRINTING	5,000	167	5,000	5,000	5,000	5,000
80048	DEPARTMENTAL EXPENSE	3,000	3,469	3,000	3,000	3,000	3,000
80056	VITAL STAT PAYMENTS	300	108	300	300	300	300
	NON RECURRING ITEM						
84848	OFFICE EQUIPMENT	0	0	0	0	0	0
	TOTALS	309,284	307,448	321,686	328,965	327,965	327,965

CITY CLERK

City Clerk				55,616
Assistant City Clerk			38,553	
Records Clerks	3 @	31,005	93,015	<u>131,568</u>
		TOTAL WAGES		<u>187,184</u>

Professional Services:

Cover costs of auditing land records.

Revenue:

The City Clerk's Office collects the following:

Type of Revenue	Account #	Budget	Budget	Budget
		2003	2004	2005
Recording Fees	70234	210,000	240,000	304,000
Conveyance Taxes	70238	90,000	560,000	554,000
State Fish & Game Licenses	70252	50,000	50,000	50,000
		<u>350,000</u>	<u>850,000</u>	<u>908,000</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

Program: Legislative Policy

Description: The Mayor and City Council is elected by the citizens of Norwich to set legislative policy and to identify the types and levels of programs and services to be provided by the city.

The City Council Department is comprised of staffing and support costs for the Mayor and six City Council members. Each of these seven positions is elected at-large. The mayor holds office for a four-year term and the other six Council members hold office for two-year terms. The City Council is also responsible for appointing the City Manager, the Corporation Counsel and the City Clerk.

- Goals:
- Foster a positive business climate that attracts new businesses, creates a broad range of employment opportunities, and revitalizes the downtown area.
 - Ensure our neighborhoods and business districts are safe and appealing places to live, work, shop, and visit. Protect the lives and properties of residents to the full extent practical.
 - Promote a high quality of life and develop neighborhood pride.
 - Provide the best possible education to help our children succeed.
 - Maintain a cost-effective government providing fiscal stability and a tax that is not overly burdensome.

Effective 12/3/01 through a charter revision change the council now consists of a mayor and six council members all elected at large. In addition to setting legislative policy along with the council, the mayor is also responsible for promoting economic development. There is a separate budget for Economic Development located in this budget to assist the mayor in promoting economic development.

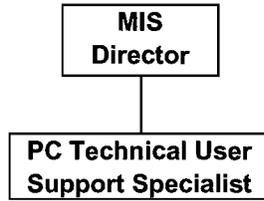
**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2004-05 ADOPTED BUDGET**

	2002-03 REVISED BUDGET	2002-03 ACTUAL	2003-04 REVISED BUDGET	2004-05 BUDGET REQUEST	2004-05 MANAGER'S PROPOSED	2004-05 ADOPTED BUDGET
17 CITY COUNCIL						
80011 HEAD OF DEPT	45,000	44,999	45,000	45,000	45,000	45,000
80012 COUNCIL MEMBERS	7,200	7,200	7,200	7,200	7,200	7,200
80013 PART TIME EMPLOYEES	25,025	23,715	25,190	25,190	24,190	24,190
89999 FRINGE BENEFITS	21,127	20,965	22,357	25,326	25,326	25,326
80021 MATERIALS & SUPPLIES	3,000	2,546	3,000	3,000	3,000	3,000
80033 TELEPHONE	1,500	1,254	1,500	1,500	1,500	1,500
80034 POSTAGE	200	180	250	250	250	250
80037 MILEAGE	0	0	0	0	0	0
80039 PRINTING	100	0	300	300	300	300
80048 DEPARTMENTAL EXPENSE	12,000	10,185	12,000	12,000	11,000	11,000
TOTALS	115,152	111,044	116,797	119,766	117,766	117,766

MAYOR/CITY COUNCIL

Mayor	45,000	
6 Council Members	<u>7,200</u>	52,200
Council Secretary		24,190
		<u><u>76,390</u></u>

City of Norwich MIS Department Organization Chart



MANAGEMENT INFORMATION SYSTEMS (MIS)

Program: Management Information Systems

Description: MIS shall be responsible for the development and maintenance of information technology and computer information systems for the City of Norwich excluding the Department of Public Utilities and the Board of Education. MIS must interact with all city departments providing assistance with all computer, hardware, software and network systems. MIS is responsible for the maintenance of the local area network (LAN) connecting Norwich City Hall, the City Hall Annex housing Human Services Department, and the annex at 23 Union St. which houses the Planning & Neighborhood Services Department. MIS is also responsible for the creation and maintenance of a wide area network (WAN) to connect the outlying city departments, creating and recommending policy regarding use of electronic communications and computer equipment and software, and coordinating training for city employees on computer equipment and software.

Goals:

- Supervise the acquisition of compatible computer hardware, software and network equipment for all City of Norwich departments.
- Act as an information management resource for all city departments
- Plan for maintenance and expansion of the LAN for the City of Norwich between all departments
- Plan and coordinate installation of a WAN to link outlying city departments to City Hall
- Oversee upgrades and installation of computers within city departments to Microsoft Windows environment, including desktop computers and network servers
- Plan and implement maintenance, enhancements and repairs of existing UNIX hardware, software and applications
- Coordinate and update long-term information systems and technology plans

Accomplishments:

- Continued support for major upgrades of financial software affecting three major departments, including after hours loading of software upgrades and testing of applications.
- Configuration, installation and continued maintenance of network-wide antivirus software to protect systems within Norwich City Hall, the City Hall Annex and Planning/Neighborhood Services offices and keep the virus signature files up-to-date.
- Upgrade and continued maintenance for Police Department's IMC reporting and dispatching system including operating system upgrades, hardware configuration and replacement and emergency maintenance.
- Upgrade and continued maintenance for Fire Department's FireHouse reporting system including operating system upgrades, troubleshooting for remote sites and volunteer fire department headquarters
- Creation, support and maintenance of static database in support of city's revaluation project, set-up of remote access for use by contractor to facilitate after-hours and weekend updates to database.
- Enhancements for in-house written applications such as absentee ballots recording, and a replacement program for the obsolete Wel-Track application.
- Planning and design process for upgrade to Windows Server 2003 operating system and Windows XP for desktop use. Final installation will depend upon budgetary considerations.

PERFORMANCE MEASURES	02-03 ACTUAL	03-04 ESTIMATED	04-05 PROJECTED
Help Desk Calls	1,250	2,000	1,500
System Uptime (Percentage)	99.99	99.99	99.99
(Hours down in fiscal year)	less than 20	less than 20	less than 20
Election Results on website	1,575	3,425	2,000
Dogs for Adoption	10,000	3,723	3,500
Local Business Listing			4,500
Tourism/Main St			2,500
Land Records			4,000
Total Hits on Website	12,000	10,000	10,000

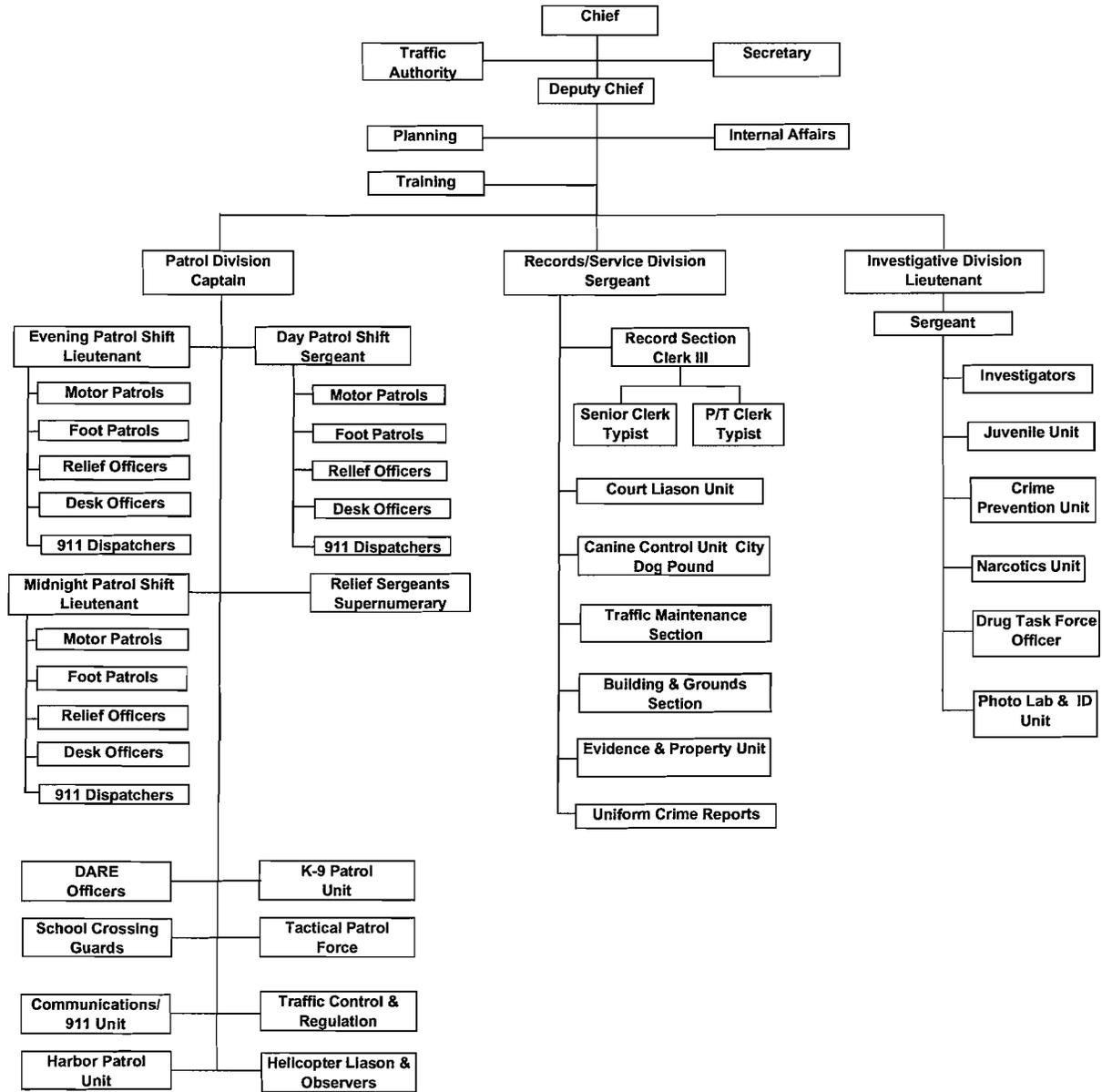
**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2004-05 ADOPTED BUDGET**

		2002-03 REVISED BUDGET	2002-03 ACTUAL	2003-04 REVISED BUDGET	2004-05 BUDGET REQUEST	2004-05 MANAGER'S PROPOSED	2004-05 ADOPTED BUDGET
18	MANAGEMENT INFORMATION SYSTEMS						
80011	HEAD OF DEPT	54,746	54,737	56,388	58,080	58,080	58,080
80012	EMPLOYEES	42,969	42,971	44,044	44,044	44,044	44,044
89999	FRINGE BENEFITS	30,095	29,361	30,672	32,183	32,183	32,183
80021	MATERIALS & SUPPLIES	3,000	2,573	3,000	3,000	3,000	3,000
80032	EQUIP & FURN MAINT	6,000	4,474	6,000	6,000	6,000	6,000
80033	TELEPHONE	1,000	3,797	1,000	1,000	1,000	1,000
80034	POSTAGE	300	0	300	300	300	300
80037	MILEAGE	500	185	500	500	500	500
80048	DEPARTMENTAL EXPENSE	3,000	3,637	3,000	5,000	3,000	3,000
80059	TRAINING	5,000	5,031	2,500	5,000	5,000	5,000
80149	SOFTWARE UPDATES	0	0	0	21,042	0	0
81549	COMPUTERS & WIRING	15,000	14,844	32,200	15,000	15,000	15,000
86000	INTERNET & EMAIL SUPPORT	0	0	0	14,000	14,000	14,000
TOTALS		161,610	161,610	179,604	205,149	182,107	182,107

MANAGEMENT INFORMATION SYSTEMS (M.I.S.)

Management Information Systems Director	58,080
PC Technical User Support Specialist	<u>44,044</u>
TOTAL WAGES	<u>102,124</u>

City of Norwich Police Department Organization Chart



POLICE

Program: Police Services and Law Enforcement.

Description: The Norwich Police Department is responsible for the protection of life and property, as well as the maintenance of law and order within the City of Norwich. In order to accomplish its responsibilities, the department is organized into the following divisions: **Patrol, Investigative, Records/Service and Administrative**. The department is a full-service municipal police department, organized into uniformed force in 1865.

Goals:

- Provide the citizens of the City of Norwich with the finest possible police service; a professional, caring, and efficient police department.
- 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 concept**.
- Reduce the opportunity for crime, traffic violation, and motor vehicle crashes, via proactive law enforcement, crime prevention and traffic safety programs, including citizen involvement and partnerships.
- Interact and work cooperatively with other departments, agencies, boards and commissions.
- Supply preventative patrol and investigative service to the community.
- Strive to maintain responses to citizen calls for service within acceptable standards.
- Maintain a meaningful Crime Prevention program and effective drug trafficking enforcement and education techniques aimed at stemming the tide of drug/substance abuse related crime.
- Support effective traffic safety, enforcement, and educational activities.
- Anticipate, monitor and quickly cope with increased traffic and activity spawned by the Foxwoods Resort & Casino, the Thomas J. Dodd Stadium, the Mohegan Sun Casino, as well as the various other ongoing development projects.

Accomplishments:

- Three bank robberies were solved within 2, 10 and 30 days, respectively – a 100% clearance rate compared to the national rate of 25%.
- The department continued its participation in the State's WAVE Seatbelt Enforcement Campaign – the only department to achieve a flawless record of participation since the campaign's start in 1996.
- The acquisition of grant funding due to our DUI and seatbelt enforcement efforts enabled the installation of in-car video cameras in several of our cruisers.
- The department acquired four vehicles through drug forfeiture and Criminal Court action at very little cost to the city. All four of the vehicles are used in the everyday operations of the department.
- As a result of the department's high level of arrest activity, we received a grant from the State of Connecticut live-scan fingerprinting system, valued at \$38,000. Fingerprints will now be scanned and sent electronically, rather than rolled via the ink-and-paper method.
- In the past year, officers have won accolades from MADD and DARE.

PERFORMANCE MEASURES

	Estimated <u>2004</u>	Projected <u>2005</u>
911 Emergency Dispatch Calls	19,575	20,000
911 Wire-line Callers	13,944	14,000
911 Wire-less Callers	5,631	6,000
Total Police/Fire Dispatch Calls	40,507	41,200
Police Dispatches	35,456	36,000
Fire Dispatches	5,051	5,200
Part I Crime (per 100,000 pop.)	.40	.39
Motor Vehicle - Accident Investigations	1,490	1,500
Motor Vehicle - Fatal Accidents	4	3
Motor Vehicle - Injury Accidents	388	370
Reported Instances of Vandalism	492	500
Driving Under the Influence Arrests	188	180
Neighborhood Watch Groups	41	41
DARE Students	1353	1390
1 st Grade	446	455
3 rd Grade	442	450
5 th Grade	465	485

Note: Data based on calendar year.

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2004-05 ADOPTED BUDGET**

		2002-03 REVISED BUDGET	2002-03 ACTUAL	2003-04 REVISED BUDGET	2004-05 BUDGET REQUEST	2004-05 MANAGER'S PROPOSED	2004-05 ADOPTED BUDGET
21	POLICE DEPARTMENT						
80011	HEAD OF DEPT	79,257	79,261	81,635	84,084	84,084	84,084
80012	EMPLOYEES	4,585,147	4,152,630	4,581,796	4,523,586	4,523,586	4,533,964
80013	PART TIME EMPLOYEES	7,750	34,740	7,750	7,750	7,750	7,750
80014	OVERTIME	165,000	223,459	168,500	188,500	188,500	188,500
89999	FRINGE BENEFITS	1,826,868	1,804,160	1,915,144	2,140,984	2,138,358	2,139,348
80015	OUTSIDE CONTRACTED JOBS	150,000	255,124	150,000	150,000	150,000	150,000
80016	CLOTHING ALLOWANCE	68,046	56,644	66,560	66,560	66,060	66,060
80017	REPLACEMENT COST	561,268	561,081	572,493	587,493	574,993	574,993
80020	PHOTO SUPPLIES	3,500	3,668	3,500	3,500	3,500	3,500
80021	MATERIALS & SUPPLIES	32,000	24,482	32,000	32,000	32,000	32,000
80023	GAS OIL & GREASE	62,000	43,054	62,000	62,000	62,000	62,000
80024	FOOD	2,000	2,821	2,000	2,000	2,000	2,000
80025	HEATING FUEL	13,500	13,744	13,500	13,500	13,500	13,500
80027	AUTO SUPPLIES & MAINT	63,000	61,113	63,000	63,000	63,000	63,000
80029	TRAFFIC SIGNS ETC	32,000	36,521	32,000	35,000	35,000	35,000
80030	STATE COLLECT SYSTEM	5,000	2,708	5,000	5,000	4,000	4,000
80031	RADIO SERVICE	29,000	27,618	29,000	29,000	29,000	29,000
80032	EQUIP & FURN MAINT	15,000	26,780	15,000	25,000	25,000	25,000
80033	TELEPHONE	46,000	45,545	46,000	46,000	46,000	46,000
80034	POSTAGE	2,800	2,537	2,800	2,800	2,300	2,300
80035	UTILITIES	80,000	67,069	80,000	80,000	75,000	75,000
80039	PRINTING	11,500	9,570	11,500	11,500	8,500	8,500
80040	BLDG & GRND MAINT	32,000	25,345	32,000	32,000	32,000	32,000
80048	DEPARTMENTAL EXPENSE	5,000	4,304	5,000	5,000	5,000	5,000
80058	SCHOOL GUARDS	112,676	109,522	112,676	112,676	102,176	102,176
80059	TRAINING	8,000	7,798	8,000	8,000	8,000	8,000
80116	LAW ENFORCEMENT COUNCIL	8,662	8,662	8,662	8,662	8,662	8,662
80117	ALCOHOL ENFORCEMENT PROG	5,000	1,035	5,000	5,000	5,000	5,000
80118	SAFE NEIGHBORHOOD MATCH	0	0	0	0	0	0
80119	SPECIAL INVESTIGATIONS	3,500	3,198	3,500	5,500	5,500	5,500
80144	PHYSICAL FITNESS PROG	1,500	1,500	1,500	1,500	1,500	1,500
	NON RECURRING ITEMS						
80949	911/RADIO CONSOLE UPGRADE	0	0	0	25,000	0	0
81049	MOBILE RADIOS	3,000	2,847	6,000	6,500	0	0
81449	LIGHT RACKS	0	0	0	0	0	0
83449	NEW VEHICLES	98,600	100,002	34,000	173,900	0	0
85949	MISCELLANEOUS EQUIPMENT	0	0	0	7,500	0	0
88749	POLICE BODY ARMOR	5,500	(580)	5,500	6,500	0	0
	TOTALS	8,124,074	7,797,962	8,163,016	8,556,995	8,301,969	8,313,337

POLICE GRANTS DESCRIPTIONS

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

STATE OF CONNECTICUT

DEPARTMENT OF TRANSPORTATION – DIVISION OF HIGHWAY SAFETY

Two grants have been applied for to fund additional traffic enforcement efforts. All indications are these grants will be funded without reduction.

Thanksgiving, Christmas, New Years DWI Enforcement:	\$12,900
Expanded DWI Enforcement (January – June 2004)	\$14,500
DUI equipment-related grant for in-car audio/video recording equip.	\$25,000

The department will also participate with other departments in several regional DUI spot-checks in 2004. The personnel costs for these spot-checks are 100% reimbursable.

U.S. DEPARTMENT OF JUSTICE - FEDERAL GRANTS

Local Law Enforcement Block Grant (L.L.E.B.G.) FY 2003: **\$25,000**

This grant supports Law Enforcement Technology upgrades including Department's Computer Aided Dispatch and Mobile Data Terminal systems.

Bulletproof Vest Partnership

Reimburses the City of Norwich for up to 50% of funds expended for bulletproof vests for sworn personnel.

Homeland Security Personal Protective Equipment Grant

This grant will provide every officer with protective equipment intended for use in a chemical/biological threat environment.

POLICE GLOSSARY OF EXPENSES

Outside Contracted Jobs: This account reflects projected expenditures for off-duty officers who are paid for services provided to outside contractors. Services are billed at cost plus 10% for administrative services these revenues are reflected in account 70226.

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, 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 DWI 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
2004-05 ADOPTED BUDGET**

		2002-03 REVISED BUDGET	2002-03 ACTUAL	2003-04 REVISED BUDGET	2004-05 BUDGET REQUEST	2004-05 MANAGER'S PROPOSED	2004-05 ADOPTED BUDGET
22	FIRE GENERAL						
80021	MATERIALS & SUPPLIES	19,500	18,771	20,500	20,500	20,500	20,500
80023	GAS OIL & GREASE	13,500	14,322	15,500	15,500	15,500	15,500
80031	RADIO SERVICE	10,000	11,952	15,000	15,000	15,000	15,000
80032	EQUIP & FURN MAINT	17,800	23,676	19,800	19,800	19,800	19,800
80033	TELEPHONE	37,000	26,011	32,000	32,000	32,000	32,000
80034	POSTAGE	1,000	1,070	1,000	1,000	1,000	1,000
80035	UTILITIES	37,500	43,876	38,500	38,500	38,500	38,500
80036	LAUNDRY & CLEANING	4,000	2,390	4,000	4,000	4,000	4,000
80039	PRINTING	1,500	437	1,500	1,500	1,500	1,500
80040	BLDG & GRND MAINT	17,500	17,585	19,500	19,500	19,500	19,500
80048	DEPARTMENTAL EXPENSE	4,512	4,546	5,000	5,000	5,000	5,000
80051	SPECIAL SERVICE CHARGE	575,975	575,976	576,364	561,300	561,300	591,578
NON RECURRING ITEMS							
81149	PORTABLE RADIOS	0	0	0	1,200	1,200	1,200
82149	NOZZELS AND KITS	0	0	0	2,000	2,000	2,000
85249	HAZ-MAT EQUIPMENT	0	0	0	4,400	4,400	4,400
82549	FIRE FOAM	0	0	0	0	0	0
85949	GENERATOR	0	0	0	0	0	0
86000	MISCELLANEOUS EQUIP.	0	0	4,000	4,000	4,000	4,000
86001	GREENVILLE EXHAUST SYS.	0	0	0	0	0	0
86002	PAINT FIRE STATION	0	0	0	0	0	0
86003	OPTICOM LIGHT CONTROLS	0	0	0	0	0	0
TOTALS		739,787	740,612	752,664	745,200	745,200	775,478

FIRE

See Fire Special Services for description of services and performance measures.

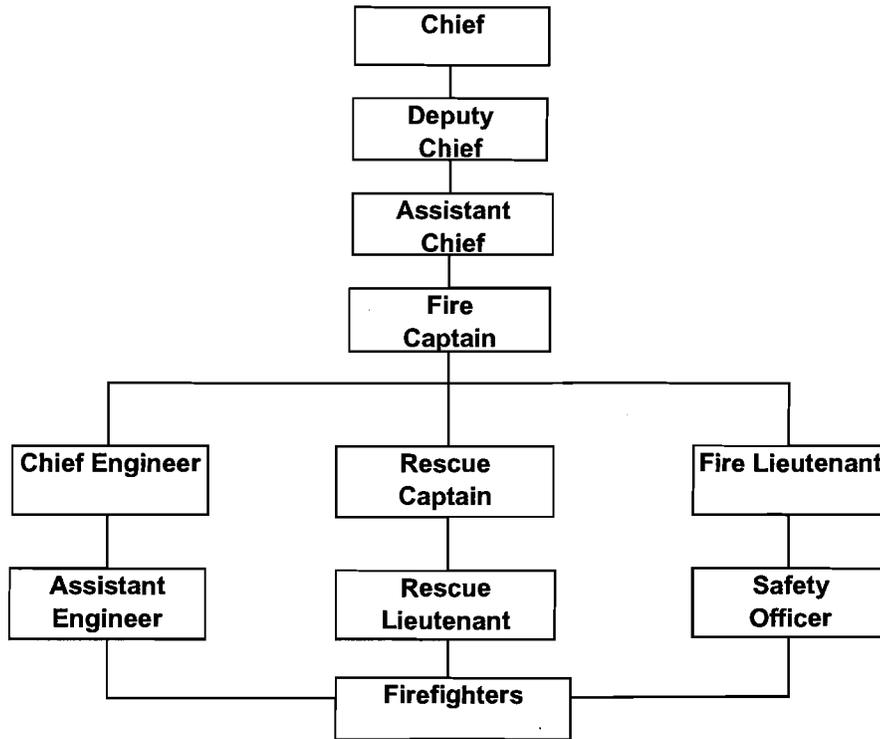
Radio Service: Includes med-service radio and other radio service contracts.

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 personnel-related costs are to be assessed against the entire city:

Fire Chief	79,671
Deputy Fire Chief	65,950
Captain - Fire Marshall	56,051
Fire Inspectors	101,306
Fire Code Clerks	49,128
Services provided for City events	41,600
Administrative Replacement Costs	3,000
Fringe Benefits	107,872
Total Personnel Costs	<u>504,578</u>
Training	38,500
Clothing Allowance	48,500
TOTAL	<u><u>591,578</u></u>

The above total of \$591,578 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 Plains Volunteer Fire Department
Organization Chart**



EAST GREAT PLAINS VOLUNTEER FIRE

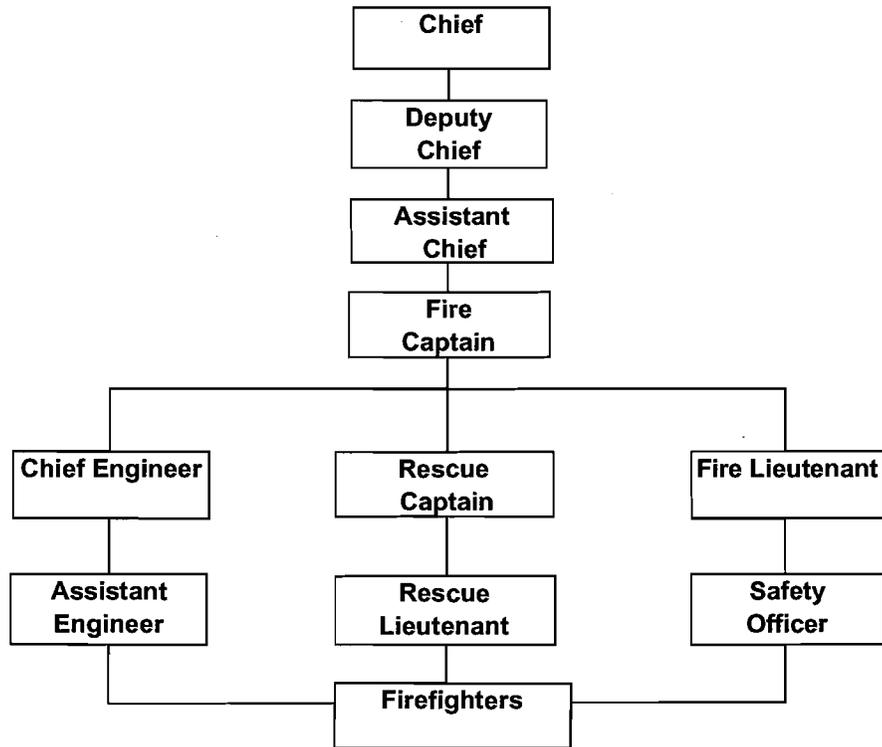
- Program:** Life Safety, Fire Suppression
- Description:** Respond to calls for emergency services including fire suppression, medical assistance and motor vehicle extrication. Educate its members in safe, up to date fire and rescue techniques. Educate the public in fire prevention practices and home safety practices.
- Goals:**
- Maintain the fire station and all departmental equipment in a safe and proper manner.
 - Foster good relations with the community, private sector and governmental entities in order to build goodwill and increase the possibility of outside funding.
 - Continue to provide prompt, high-quality service to the community in a safe and fiscally prudent manner.
 - Responsibly plan for future needs of the department by maintaining equipment and adequately training members.
- Accomplishments:**
- Won Life Safety Achievement Award for zero fire deaths.
 - Had the most responses (688) of any volunteer fire company in Norwich and was one of the most active in New London county.
 - Awarded a grant from Eastern Bank for an additional defibrillator.
 - Had zero accidents involving the city-owned fire apparatus despite the large number of responses.
 - Successfully mitigated the harm of several structural fires and serious motor vehicle accidents.

PERFORMANCE MEASURE	02-03 ACTUAL	03-04 ESTIMATED	04-05 PROJECTED
Fire (Building, vehicle, brush, etc)	42	22	33
Overpressure Rupture, Explosion (No fire)	8	6	7
Rescue & EMS Incidents (EMS, vehicle accidents, extrication, etc.)	402	413	408
Hazardous Conditions	50	40	45
Service Calls	38	64	51
Good Intent Calls (Authorized controlled burning, smoke scare, etc.)	54	44	50
False Alarms & False Calls	92	127	110
Severe Weather & Natural Disaster	1	1	2
TOTAL	688	717	706
Training Sessions attended	90	90	90
Man Hours of Training	1,700	1,800	1,800
Certified EMTs	17	16	16
Defibrillator trained	30	35	40
State Fire Certified	30	35	37

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2004-05 ADOPTED BUDGET**

		2002-03 REVISED BUDGET	2002-03 ACTUAL	2003-04 REVISED BUDGET	2004-05 BUDGET REQUEST	2004-05 MANAGER'S PROPOSED	2004-05 ADOPTED BUDGET
23	EAST GREAT PLAINS VFD						
80016	CLOTHING ALLOWANCE	4,200	4,051	4,200	3,200	3,200	3,200
80020	PHOTO SUPPLIES	700	679	700	1,000	1,000	1,000
80021	MATERIALS & SUPPLIES	8,750	8,883	8,750	10,000	10,000	10,000
80023	GAS OIL & GREASE	3,200	2,474	3,200	3,700	3,700	3,700
80025	HEATING FUEL	2,000	2,035	2,000	2,000	2,000	2,000
80027	AUTO SUPPLIES & MAINT	1,185	1,274	1,185	2,185	2,185	2,185
80028	TOOLS	800	784	800	800	800	800
80031	RADIO SERVICE	5,000	2,270	5,000	5,000	5,000	5,000
80032	EQUIP & FURN MAINT	10,000	11,150	10,000	10,000	10,000	10,000
80033	TELEPHONE	4,500	4,977	4,500	5,000	5,000	5,000
80035	UTILITIES	13,900	12,778	13,900	13,900	13,900	13,900
80040	BLDG & GRND MAINT	10,000	16,879	10,000	10,000	10,000	10,000
80048	DEPARTMENTAL EXPENSE	7,500	8,999	7,500	8,500	8,500	8,500
80059	TRAINING	14,000	8,589	14,000	12,478	12,478	12,478
80065	PROTECTIVE CLOTHING	0	0	11,962	12,000	12,000	12,000
	NON RECURRING ITEMS						
81149	PORTABLE RADIOS	0	0	0	3,200	3,200	3,200
81749	FIRE HOSE			3,000	0	0	0
81750	AIR STRUTS			0	0	0	0
82549	FIRE FOAM	4,962	4,875	0	0	0	0
82749	FIREMEN'S GEAR	0	0	0	0	0	0
85949	MISCELLANEOUS EQUIP	0	0	0	0	0	0
86000	AIR BAGS	0	0	0	0	0	0
	TOTALS	90,697	90,697	100,697	102,963	102,963	102,963

City of Norwich Laurel Hill Volunteer Fire Department Organization Chart



LAUREL HILL VOLUNTEER FIRE

Program: Emergency Services (Fire/E.M.S.)

Description: Respond to all calls for assistance, both within the Laurel Hill Fire District and mutual aid communities. The primary purpose is to prevent loss of life and/or property by fire, accident and medical emergencies in the Laurel Hill Fire District. The department presently provides the following services: fire attack/ suppression, emergency medical services and R-1 responders. The department also performs community activities to promote a more fire-safe environment.

Goals:

- The goal of this department is professional response to, and mitigation of emergency incidents
- To recruit all physically and mentally capable persons who reside in the Laurel Hill Fire District, or the recruiting area. The membership of this company shall not exceed sixty (60) active members, except as outlined regarding military leave of absence.
- To provide ongoing training and education to maintain the knowledge and professional skills of all department members.
- To maintain all apparatus in accordance with accepted safety standards.

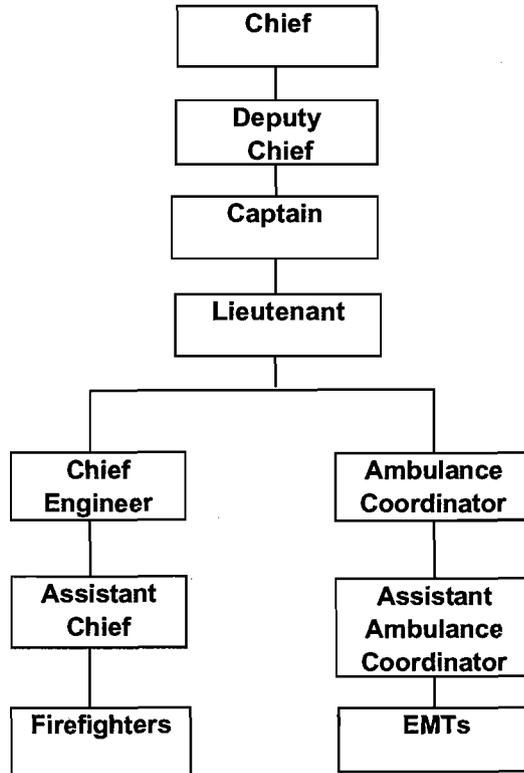
Accomplishments: Purchased Holmatro Combo rescue tool that allows us to extricate people from cars

PERFORMANCE MEASURE	02-03 ACTUAL	03-04 ESTIMATED	04-05 PROJECTED
Brush Fires	15	15	15
Structure Fires	5	5	5
False Alarms	20	20	20
Service Calls	5	5	5
Rescue/Emergency	40	40	40
Motor Vehicle Accidents	10	10	10
Vehicle Fires	5	5	5
Hazmat Calls	2	2	2
Total Calls	102	102	102
Average Response Time	3.5 mins	3.5 mins	3.5 mins
Accidents involving city fire vehicles	0	0	0
Civilian casualties	0	0	0
Fire service casualties	0	0	0
Fire related civilian injuries	0	0	0
Fire related fire service injuries	0	0	0
Estimated Average dollar loss per structure fire	22,000	22,000	22,000
Estimated Average dollar loss per vehicle fire	2,000	2,000	2,000
Drills (man-hours) in-house training	3,200	3,200	3,200
Number of community service events attended	20	20	20
Percent of women/minorities in department	22%	22%	22%

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2004-05 ADOPTED BUDGET**

	2002-03 REVISED BUDGET	2002-03 ACTUAL	2003-04 REVISED BUDGET	2004-05 BUDGET REQUEST	2004-05 MANAGER'S PROPOSED	2004-05 ADOPTED BUDGET
24 LAUREL HILL VFD						
80016 CLOTHING ALLOWANCE	400	2,611	1,500	1,534	1,534	1,534
80020 PHOTO SUPPLIES	600	1,444	600	600	600	600
80021 MATERIALS & SUPPLIES	9,238	3,581	4,000	4,090	4,090	4,090
80023 GAS OIL & GREASE	800	501	600	600	600	600
80025 HEATING FUEL	0	0	0	0	0	0
80028 TOOLS	700	1,090	600	600	600	600
80031 RADIO SERVICE	2,000	8,918	3,000	3,000	3,000	3,000
80032 EQUIP & FURN MAINT	6,500	7,104	6,500	6,500	6,500	6,500
80033 TELEPHONE	3,000	4,553	3,000	3,325	3,325	3,325
80035 UTILITIES	6,100	4,453	6,500	6,500	6,500	6,500
80040 BLDG & GRND MAINT	6,500	6,026	6,300	6,580	6,580	6,580
80048 DEPARTMENTAL EXPENSE	2,000	2,858	3,000	3,067	3,067	3,067
80059 TRAINING	7,000	4,276	7,000	7,158	7,158	7,158
80065 PROTECTIVE CLOTHING	1,500	1,517	1,500	1,534	1,534	1,534
NON RECURRING ITEMS						
80849 DEFIBRULATOR	0	0	0	0	0	0
82749 FIREMEN'S GEAR	0	0	0	0	0	0
85151 FIRE POLICE	500	0	500	500	500	500
85152 HAZ-MAT STORAGE	3,000	1,674	0	0	0	0
85153 RIGHT TO KNOW STATION	200	163	0	0	0	0
85154 EYE WASH/DECON STATION	5,000	4,932	0	0	0	0
85155 MOUNT EQUIP (ENG NO 61)	3,000	2,337	0	0	0	0
85650 EMS	0	0	1,064	1,100	1,100	1,100
85949 MISCELLANEOUS EQUIP	0	0	0	0	0	0
86002 MAJOR BUILDING REPAIRS	0	0	0	0	0	0
TOTALS	58,038	58,038	45,664	46,688	46,688	46,688

City of Norwich Occum Volunteer Fire Department Organization Chart



OCCUM VOLUNTEER FIRE

Program: Emergency Services (Fire/E.M.S.)

Description: Respond to all calls for assistance, both within the Occum Fire District and mutual aid communities. Provide services up to the level of training/certification of the department and notify appropriate agencies if the incident requires intervention above the level of this suppression, Emergency Medical Services as an R-2 provider (Basic Life Support ambulance services, including patient care at the scene and transportation to the appropriate hospital), and Hazardous Materials Awareness. Ensure that both fire trucks (1991 Pierce 10 person cab, pumper and the 1997 Ferrara 6 person cab, pumper), being R-1 response vehicles, carry the required equipment and EMS supplies to respond and assist at medical emergencies, as licensed by the State of Connecticut Department of Emergency Medical Services Office. The department also performs community education activities to promote a safety.

Goals:

- The goal of this department is professional response to, and mitigation of emergency incidents, while promoting the safety and health of our personnel, which is highest priority. The department does also strive to promote a safer environment to the community by emphasizing fire prevention and personal safety.
- To provide ongoing training and education to maintain the knowledge and professional skills of all department members.
- To maintain all apparatus in accordance with accepted safety standards.
- To replace our 1987 ambulance (as planned for in the 2 year plan provided by the Public Safety Commission of the City Council).
- To educate the public as to ways to maintain and improve fire-safe and general safe conditions/behaviors in their lives.
- To attract, train and maintain new firefighters and/or emergency medical personnel.

Achievements:

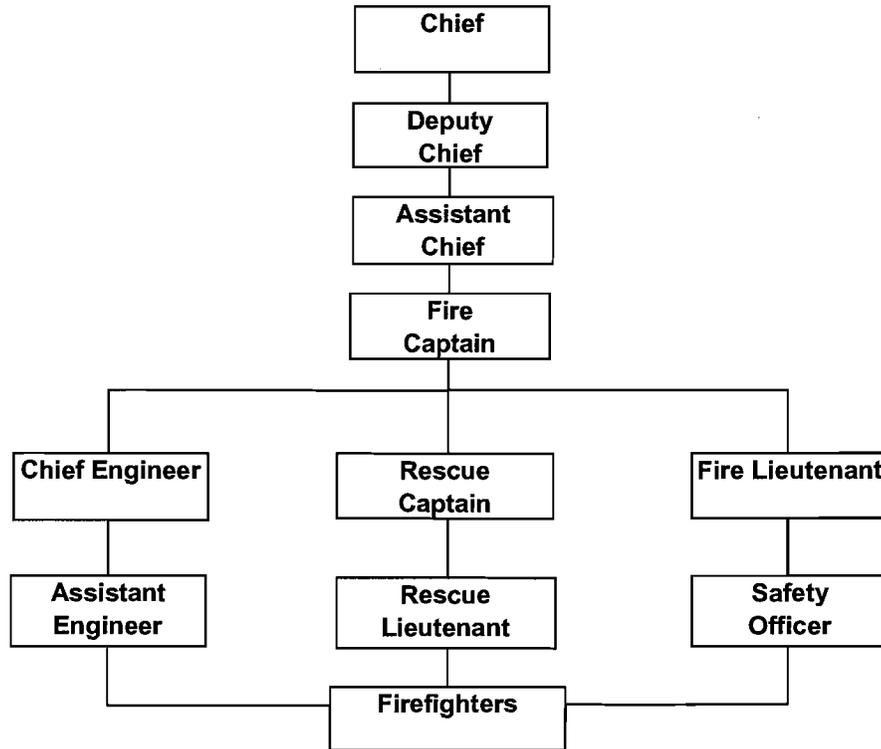
- Provided fire protection with no major property loss or loss of life, emergency care for the sick and/or injured. Approximately 120 patients have been transported to the Backus Hospital emergency room for treatment.
- Entered into a "bundle billing" agreement with American Ambulance which allows them to bill Medicare and other insurance carriers directly for paramedic services administered while in our ambulance without sending the bill to the patient first. This has made payment much more efficient and affective for American Ambulance without burdening the patient.
- Added several new members who are now in various stages of training.

PERFORMANCE MEASURE	02-03 ACTUAL	03-04 ESTIMATED	04-05 PROJECTED
C.O. Problem	3	4	4
Structure Fires	24	25	25
Mutual Aid (Fires & Medical)	33	40	40
Assorted Fires	14	20	20
Service Calls	7	10	10
Emergency Medical Calls	126	140	140
Total Calls	207	239	239
Average Response Time	3.5 min	3.5 min	3.5 min
Accidents involving City Vehicles	1	0	0
Civilian casualties	0	0	0
Fire service injuries	1	0	0
Drills (weekly, days and eves)	70	70	70
Drills (man-hours) in-house	2100+	2100+	2100+
Community Events attended	15	15	15
Percentage of Women/minorities in Department	20%	20%	20%
Firefighters with State of Connecticut Certification	40%	40%	40%
Percentage of Personnel with E.M.T. Certificate	40%	40%	40%

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2004-05 ADOPTED BUDGET**

	2002-03 REVISED BUDGET	2002-03 ACTUAL	2003-04 REVISED BUDGET	2004-05 BUDGET REQUEST	2004-05 MANAGER'S PROPOSED	2004-05 ADOPTED BUDGET
25 OCCUM VFD						
80020 PHOTO SUPPLIES	150	0	150	150	150	150
80021 MATERIALS & SUPPLIES	15,030	14,872	15,030	15,030	15,030	15,030
80023 GAS OIL & GREASE	900	814	900	900	900	900
80025 HEATING FUEL	2,000	2,292	2,000	2,000	2,000	2,000
80028 TOOLS	125	38	125	125	125	125
80031 RADIO SERVICE	2,000	1,380	2,000	2,000	2,000	2,000
80032 EQUIP & FURN MAINT	4,000	1,832	4,000	4,000	4,000	4,000
80033 TELEPHONE	1,933	1,761	1,933	1,933	1,933	1,933
80035 UTILITIES	2,500	2,594	2,500	2,500	2,500	2,500
80036 LAUNDRY & CLEANING	250	92	250	250	250	250
80040 BLDG & GRND MAINT	6,000	7,903	6,000	6,000	6,000	6,000
80048 DEPARTMENTAL EXPENSE	2,400	2,716	2,400	2,400	2,400	2,400
80059 TRAINING	6,300	6,982	6,300	6,300	6,300	6,300
80065 PROTECTIVE CLOTHING	3,000	1,317	3,000	4,100	4,100	4,100
NON RECURRING ITEMS						
80145 NON RECURRING ITEMS	0	0	0	0	0	0
85149 DECODER FOR SIREN	0	51	0	0	0	0
85150 TESTING	2,000	1,804	2,000	2,000	2,000	2,000
86000 RESCUE TRUCK OR AMBULANCE	0		0	100,000	0	0
TOTALS	48,588	46,448	48,588	149,688	49,688	49,688

City of Norwich Taftville Volunteer Fire Department Organization Chart



TAFTVILLE VOLUNTEER FIRE

Program: Fire / Emergency Medical Services

Description: 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 situations regardless of location.

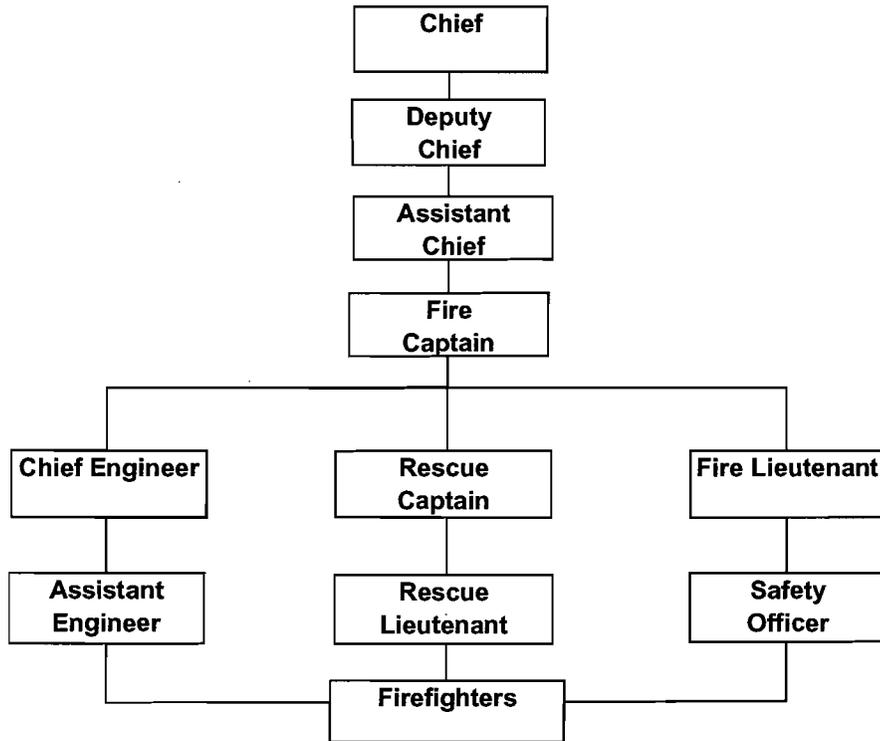
- Goals:
- The goal of this department is professional response to, and mitigation of emergency incidents
 - To recruit eligible physically and mentally capable persons over 18 years of age who reside in the Taftville Fire District, or the recruiting area, for membership in the Taftville Volunteer Fire Department. The recruiting area consists of an area within a 2.5 mile radius of the Taftville Volunteer Fire Station. Membership shall not exceed sixty (60) active members.
 - To organize, manage and train volunteer fire personnel.
 - To procure, repair and maintain all fire equipment and the fire station.
 - To have a prompt, punctual and trustworthy membership in order to facilitate an efficient firefighting organization that will win the approval of everyone.

PERFORMANCE MEASURE	02-03 ACTUAL	03-04 ESTIMATED	04-05 PROJECTED
Structure Fires	34	34	34
False Alarms	28	28	28
Vehicle Fires	9	9	9
Investigation/Other Incidents	33	33	33
Service Calls	58	58	58
Grass and Brush Fires	9	10	10
Rescue/Emergency	271	300	300
Motor Vehicle Accidents	53	53	53
Total Calls	495	525	525
Mutual Aid To Other Departments	19	19	19
Average Response Time	3.5 mins	3.5 mins	3.5 mins
Accidents involving City vehicles	0	0	0
Civilian casualties	0	0	0
Fire service casualties	0	0	0
Fire related civilian injuries	4	0	0
Fire related service injuries	0	0	0
Fire/Rescue Call (Man Hours)	8,500	8,600	8,600
Drills (Man Hours) in House Training	2,525	2,500	2,500
Number of Community Service Events Attended	20	24	25
Percent of Women/minorities in Department	4%	4%	6%
Firefighters with State of Connecticut Certification	90%	95%	95%
Percentage of Personnel receiving E.M.T. Training	45%	50%	60%

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2004-05 ADOPTED BUDGET**

		2002-03 REVISED BUDGET	2002-03 ACTUAL	2003-04 REVISED BUDGET	2004-05 BUDGET REQUEST	2004-05 MANAGER'S PROPOSED	2004-05 ADOPTED BUDGET
26	TARTIVILLE VFD						
80016	CLOTHING ALLOWANCE	3,000	3,027	3,000	3,068	3,068	3,068
80020	PHOTO SUPPLIES	700	65	700	716	716	716
80021	MATERIALS & SUPPLIES	18,508	18,778	18,508	18,924	18,924	18,924
80023	GAS OIL & GREASE	3,100	2,550	3,100	3,170	3,170	3,170
80027	AUTO SUPPLIES & MAINT	1,000	918	1,000	1,023	1,023	1,023
80028	TOOLS	800	780	800	818	818	818
80031	RADIO SERVICE	3,000	1,579	3,000	3,068	3,068	3,068
80032	EQUIP & FURN MAINT	9,500	11,496	9,500	9,714	9,714	9,714
80033	TELEPHONE	5,500	5,917	5,500	5,624	5,624	5,624
80035	WATER GAS & ELECTRIC	11,500	11,346	11,500	11,759	11,759	11,759
80040	BLDG & GRND MAINT	8,500	8,646	8,500	8,691	8,691	8,691
80048	DEPARTMENTAL EXPENSE	6,500	6,048	6,500	6,646	6,646	6,646
80059	TRAINING	11,000	9,578	11,000	11,248	11,248	11,248
82449	MAINT OF STATION	6,000	3,825	6,000	6,135	6,135	6,135
82749	FIREMEN'S GEAR	13,500	12,523	13,500	13,804	13,804	13,804
83849	RESCUE EQUIPMENT	6,000	5,621	6,000	6,135	6,135	6,135
	NON RECURRING ITEMS						
81049	MOBILE RADIOS	2,000	2,134	2,000	2,045	2,045	2,045
81149	PORTABLE RADIOS	1,500	1,100	1,500	1,534	1,534	1,534
81549	COMPUTERS	2,000	2,000	2,000	2,045	2,045	2,045
81749	FIRE HOSE-FITTINGS	3,000	3,000	3,000	3,068	3,068	3,068
82249	TEST EQUIPMENT		2,052	0	0	0	0
82549	FIRE FOAM	900	909	900	920	920	920
83449	NEW VEHICLES	0	0	0	750,000	0	0
85949	MISCELLANEOUS EQUIP	7,500	10,094	7,500	7,669	7,669	7,669
	TOTALS	125,008	123,986	125,008	877,824	127,824	127,824

City of Norwich Yantic Volunteer Fire Department Organization Chart



YANTIC VOLUNTEER FIRE

Program: Fire Service

Description: This 55-member volunteer department provides fire protection & suppression, technical rescue, hazardous materials identification & containment along with R1 emergency medical services to the residents and businesses in the Yantic district of Norwich, which is an area of approximately 9.6 square miles of the city's 27.1 square miles. This district includes 11 of the 14 largest employers in Norwich. This area also includes 7 of the 10 largest taxpayers according to the Norwich grand list dated October 1, 2001.

- Goals:**
- To continue to serve the people of our district, and to provide mutual aid to other districts as needed in a professional manner while providing the following services:
 - Fire Suppression
 - Emergency Medical Care
 - Hazardous Material Identification and Training
 - Maintain high levels of performance and professionalism through constant training of our volunteer firefighters.
 - Keep up to date with the many changes in the district so that we may assess what needs may arise in the near future.
 - Continued public education in our schools, daycare's, elderly housing and industries.

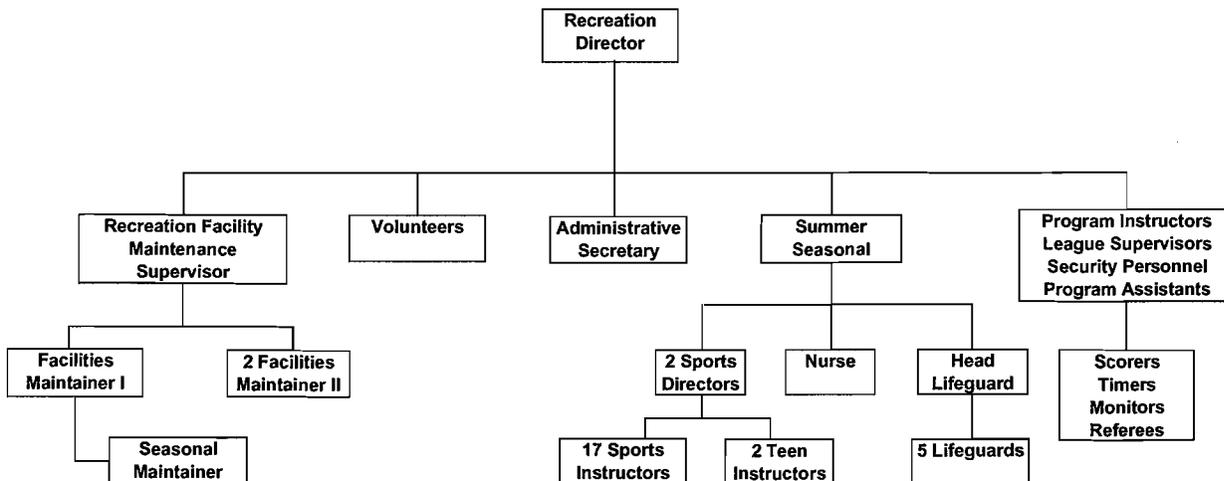
Accomplishments: The fire company applied for and received a \$54,000 grant from FEMA to replace a hydraulic rescue tool (the jaws of life) and accessories. The funds covered the tool, installation and factory training on the abilities of the new equipment.

PERFORMANCE MEASURE	02-03 ACTUAL	03-04 ESTIMATED	04-05 PROJECTED
Structure Fires	16	20	20
False Alarms	2	15	15
Internal Alarms	72	110	110
Misc. Calls	59	90	90
Rescue/Emergency	218	200	200
Vehicle Accidents	83	100	100
Automobile Fires	15	30	30
Grass/Brush Fires	13	20	20
Chemical Incidents	7	20	20
Mutual Aid	20	20	20
Service Calls	25	50	50
Total Fire Calls	530	675	675
Average Response Time	3.2min.	3.2min.	3.2min
Accidents involving City fire vehicles	0	0	0
Civilian casualties	0	0	0
Fire service casualties	0	0	0
Fire related civilian casualties	0	0	0
Fire related injuries	4	1	0
Public Education Man Hours	865	800	800
Training Man Hours	2,124	2,500	2,500
Firefighters w/ State of CT certification	92%	94%	95%
Percentage of Personnel receiving E.M.T. Training	42%	50%	50%

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2004-05 ADOPTED BUDGET**

		2002-03 REVISED BUDGET	2002-03 ACTUAL	2003-04 REVISED BUDGET	2004-05 BUDGET REQUEST	2004-05 MANAGER'S PROPOSED	2004-05 ADOPTED BUDGET
27	VANTIC VFD						
80016	CLOTHING ALLOWANCE	2,500	2,515	2,500	2,500	2,500	2,500
80020	PHOTO SUPPLIES	800	739	800	800	800	800
80021	MATERIALS & SUPPLIES	15,533	16,353	15,533	17,800	17,800	17,800
80023	GAS OIL & GREASE	2,700	2,176	2,700	2,700	2,700	2,700
80025	HEATING FUEL	4,000	3,860	4,000	4,000	4,000	4,000
80028	TOOLS	1,000	1,000	1,000	1,000	1,000	1,000
80031	RADIO SERVICE	3,500	3,501	3,500	3,500	3,500	3,500
80032	EQUIP & FURN MAINT	8,000	7,905	8,000	8,000	8,000	8,000
80033	TELEPHONE	3,500	3,184	3,500	3,500	3,500	3,500
80034	POSTAGE	500	491	500	500	500	500
80035	WATER GAS & ELECTRIC	9,000	8,067	9,000	9,000	9,000	9,000
80036	LAUNDRY & CLEANING	600	545	600	600	600	600
80039	PRINTING	800	694	800	800	800	800
80040	BLDG & GRND MAINT	12,000	12,491	13,000	13,000	13,000	13,000
80048	DEPARTMENTAL EXPENSE	6,000	7,069	6,000	7,000	7,000	7,000
80059	TRAINING	13,000	12,098	14,000	14,000	14,000	14,000
80060	FIRE ALARM SYSTEM	1,500	988	1,500	1,500	1,500	1,500
80065	PROTECTIVE CLOTHING	8,000	7,916	8,000	8,000	8,000	8,000
NON RECURRING ITEMS							
81149	PORTABLE RADIOS	0	0	0	0	0	0
81549	COMPUTERS	0	0	0	5,130	1,710	1,710
81749	FIRE HOSE-FITTINGS	0	410	0	0	0	0
82149	NOZZELS AND KITS	0	0	0	0	0	0
82449	PARKING LOT REPAIRS	0	0	0	78,000	0	0
82549	FIRE FOAM	0	0	0	0	0	0
82749	FIREMEN'S GEAR	0	0	0	0	0	0
83849	RESCUE EQUIPMENT	0	0	0	0	0	0
85249	HAZ-MAT EQUIPMENT	0	0	0	0	0	0
85949	MISCELLANEOUS EQUIP	0	0	0	8,955	8,955	8,955
89350	SPACE FAN	0	0	0	0	0	0
89351	ROPE	0	0	0	0	0	0
89354	SIGNS	0	0	0	0	0	0
TOTALS		92,933	92,002	94,933	190,285	108,865	108,865

City of Norwich Recreation Department Organization Chart



RECREATION

Program: Recreation

Description: The Recreation department is responsible for planning, promoting, and administering a comprehensive recreation program for the community. The Recreation Department is also responsible for the management and maintenance of athletic fields and playgrounds.

Goals:

- To provide a wide range of recreational opportunities for the community, to promote leisure activities and to provide safe play environments.
- Continue to expand recreation programming to include all segments of the Norwich population.

Accomplishments:

- Reconstructed basketball courts at Jenkins Park and Thamesville Playground.
- Installed baseball scoreboard at Hamilton Avenue Park.
- Applied for and received grant funding to offer free youth tennis lessons.
- Formed Skateboarding Club and coordinated fundraisers to benefit the skateboard park.
- Contracted with Jeff Ellis and Associates, an aquatic consulting group, to provide additional training for lifeguards.
- Evaluated beach operations and procedures. Initiated new training schedule.
- Scheduled the use of all available school gymnasiums.
- Conducted coaching certification classes for all youth leagues.
- Coordinated field schedules for more than 1,000 games.
- Recruited and trained 40 basketball coaches for the youth basketball leagues.
- Minimized effects of recent budget cuts through better planning and more efficient use of personnel.
- Continued to offer a wide range of youth and adult programs.
- Continued to maintain all facilities at an acceptable level.

PERFORMANCE MEASURE	02-03 ACTUAL	03-04 ESTIMATED	04-05 PROJECTED
Youth Program Registrations	4,235	4,500	5,000
Field Trip Registrations	0	500	500
Summer Programs Offered	47	50	50
Volunteers Recruited/Trained	100	110	110
Certified Coaches	40	60	60
Games Scheduled	1,286	1,300	1,350

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2004-05 ADOPTED BUDGET**

		2002-03 REVISED BUDGET	2002-03 ACTUAL	2003-04 REVISED BUDGET	2004-05 BUDGET REQUEST	2004-05 MANAGER'S PROPOSED	2004-05 ADOPTED BUDGET
RECREATION DEPARTMENT							
80011	HEAD OF DEPT	57,145	57,148	58,859	60,625	60,625	60,625
80012	EMPLOYEES	275,200	281,411	182,912	245,469	182,911	214,190
80013	PART TIME EMPLOYEES	97,623	90,924	79,240	90,528	90,528	90,528
80014	OVERTIME	5,000	3,709	10,000	3,000	3,000	3,000
89999	FRINGE BENEFITS	182,424	184,440	132,093	153,574	136,921	150,921
80015	PROFESSIONAL SERVICE	65,708	61,281	42,467	42,467	39,467	39,467
80021	MATERIALS & SUPPLIES	23,000	21,789	20,000	20,000	20,000	20,000
80023	GAS OIL & GREASE	3,000	3,428	3,000	3,500	3,500	3,500
80025	HEATING FUEL	4,000	4,573	4,000	4,500	4,500	4,500
80032	EQUIP & FURN MAINT	0	228	0	0	0	0
80033	TELEPHONE	2,500	3,901	2,500	3,900	3,900	3,900
80034	POSTAGE	1,200	692	1,200	1,200	1,200	1,200
80035	UTILITIES	14,000	12,717	14,000	14,000	14,000	14,000
80037	MILEAGE	500	217	500	500	500	500
80040	BLDG & GRND MAINT	33,000	32,007	32,000	32,000	32,000	32,000
80041	PLAYGROUND MAINTENANCE	0	0	0	0	0	0
80048	DEPARTMENTAL EXPENSE	4,500	3,258	3,500	3,500	3,500	3,500
82449	MAINT OF BLDG GROUNDS	1,280	0	0	0	0	0
85949	MISCELLANEOUS EQUIP	0	0	0	0	0	0
TOTALS		770,080	617,723	586,271	678,763	596,552	644,631

RECREATION

Director of Recreation				60,625
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Recreation Facilities Mtn. Supervisor			47,137	
Recreation Facilities Maintainer II	2 @	35,778	71,556	
Recreation Facilities Maintainer I	2 @	31,279	62,558	
Administrative Secretary			<u>32,939</u>	<u>214,190</u>

			TOTAL WAGES	<u>274,815</u>
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Part Time Employees:

2 Sports Directors		5,600	
17 Sports Instructors		38,080	
2 Teen Instructors		4,480	
1 Nurse		6,160	
1 Seasonal Maintenance		3,840	

Waterfront:

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

		TOTAL PART TIME	<u>90,528</u>
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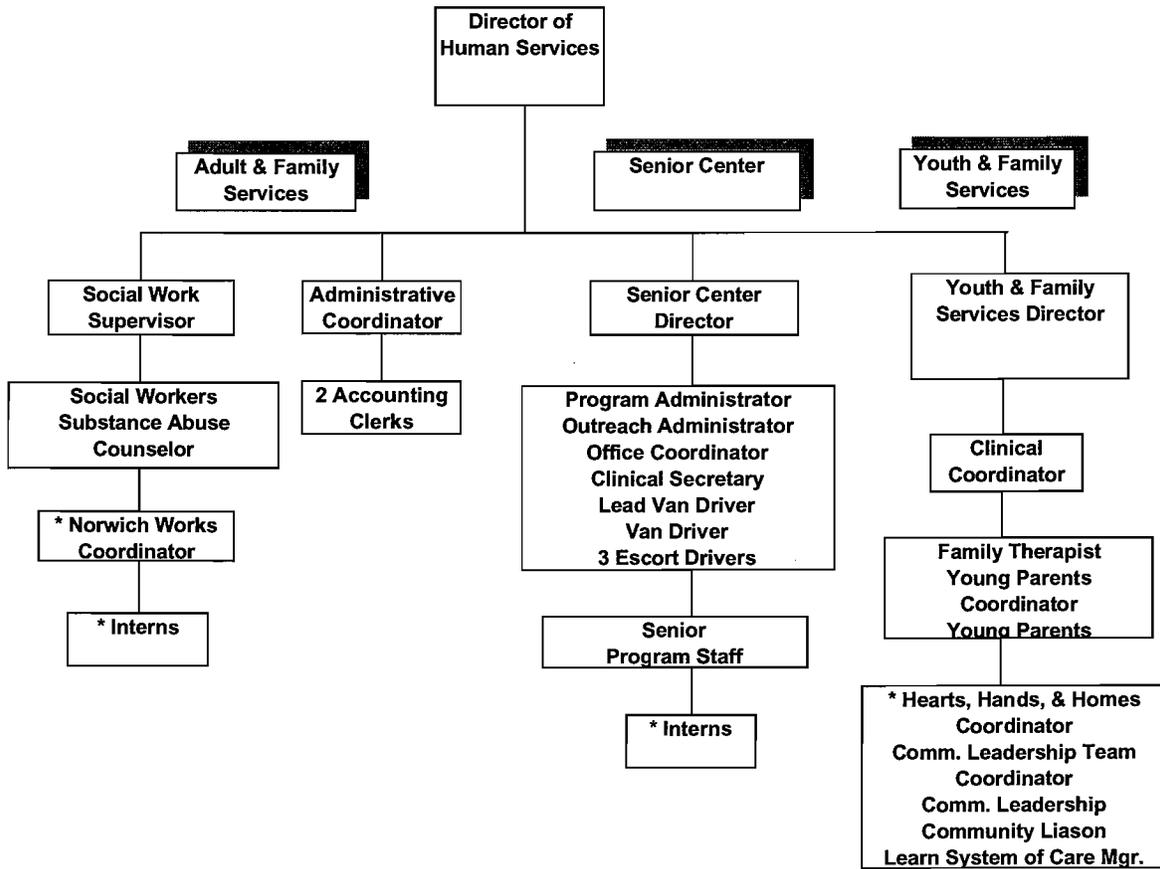
Part Time:

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 \$113,950 for fiscal year 2004-05.

City of Norwich Human Services Department Organization Chart



* - Unpaid or grant-funded positions.

HUMAN SERVICES

- Goals:
- Continue to be an accessible local resource for the city's most vulnerable populations, i.e.; disabled, elderly, unemployed, homeless, uninsured, low-income families, etc.
 - Maintain the department's ongoing effort to obtain grant funding to address service needs aimed at reducing the number of homeless families/individuals, assisting unskilled workers obtain skills training, expanding citizen access to safety net services, with a focus on helping families/individuals maintain economic security.
 - Continue to maintain a leadership role in the coordination and/or administration of the following ongoing services and collaborative initiatives:
 - Housing Management Team – Blight, code compliance, condemnations
 - Relocation Program – Condemnations, relocating families
 - Emergency Shelter/Emergency Housing Services – Addressing homelessness
 - Family Case Management Services required under the city's federal-funded Lead Abatement program
 - Renter's Rebate Program – Aid to low-income Norwich senior citizens
 - Community Assistance Review Team – Providing utility assistance/budget counseling
 - Community Care Team – Addressing homelessness in the downtown area
 - Safety Net Team – Providing rental/utility, food, basic needs, through grants & donations
 - Newcomers' Program – New cultures assimilating into Norwich
 - Gate Keeper's program – Services to frail Norwich elderly citizens
 - Meals on Wheels Assessments – Food services to homebound seniors
 - Municipal Child Care Center – Program oversight

- Accomplishments:
- Awarded \$40,000 in federal Employment and Training Funds to assist unskilled/undereducated workers.
 - Coordinated the opening of a temporary winter homeless shelter.
 - Awarded \$21,147 in federal emergency rent/mortgage funds for economically distressed Norwich families/individuals.
 - Supervisory Staff serve in leadership roles in a number of local regional and state human service organizations/initiatives.

PERFORMANCE MEASURES:	02/03	03/04	04/05
	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
Job Placement	989	991	891
Rent/Housing	139	125	130
Relocation (Due to Condemnation)	48 Adults 26 Children	47 Adults 21 Children	48 Adults 23 Children
Utilities	213	264	264
Food (#Bags Given)	1,911	2,487	2,750
Emergency Prescriptions (# RX's)	33	78	106
Financial Aid to Seniors	17	26	31
Backpacks/Back to School Assistance	370	414	496
Case Management	989	991	891
Entitlement Assistance (GA/Med)	527	391	0
Substance Abuse Referral and Treatment	28	30	32
Case Management/Lead Abatement Services & Property Rehab (Represents # Units)	49	65	65

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2004-05 ADOPTED BUDGET**

		2002-03 REVISED BUDGET	2002-03 ACTUAL	2003-04 REVISED BUDGET	2004-05 BUDGET REQUEST	2004-05 MANAGER'S PROPOSED	2004-05 ADOPTED BUDGET
33	HUMAN SERVICES ADMINISTRATION						
80011	HEAD OF DEPT	61,398	61,405	63,240	65,137	65,137	65,137
80012	EMPLOYEES	316,072	317,264	277,548	277,551	277,551	277,551
80013	PART TIME EMPLOYEES	17,197	4,256	2,000	2,000	1,000	1,000
89999	FRINGE BENEFITS	137,851	132,064	107,303	112,847	112,765	112,765
80019	MUNI CHILD CARE CENTER	0	221	0	0	0	0
80021	MATERIALS & SUPPLIES	8,000	7,743	10,000	10,000	10,000	10,000
80032	EQUIP & FURN MAINT	10,500	6,617	10,000	10,000	10,000	10,000
80033	TELEPHONE	6,000	5,461	8,000	8,000	8,000	8,000
80034	POSTAGE	6,500	5,780	7,000	7,000	7,000	7,000
80037	MILEAGE	3,000	1,768	4,500	4,500	4,500	4,500
80039	PRINTING	2,500	394	2,000	2,000	2,000	2,000
80048	DEPARTMENTAL EXPENSE	3,000	2,350	7,500	7,500	7,500	7,500
	NON RECURRING ITEM						
85949	MISCELLANEOUS EQUIP	0	0	0	0	0	0
	TOTALS	578,018	453,233	499,091	506,535	505,455	505,455

HUMAN SERVICES

Director of Human Services				65,137
Supervisor of Human Services			53,331	
Human Services Caseworkers	3 @	44,044	132,132	
General Assistance Accounting Coordinator			44,044	
General Assistance Accounting Clerk			30,113	
General Assistance Accounting Clerk			<u>17,931</u>	<u>277,551</u>
			TOTAL WAGES	<u>342,688</u>

City of Norwich Department of Human Services
 Human Services Administration
 Revenues and Expenditures
 Fiscal Year 2004-05

<u>Account #</u>	<u>Description</u>	<u>Expenditures</u>	<u>Revenues</u>	<u>Comments</u>
33	Human Services Admin.	505,453		
	DCF HHH Program	_____	<u>3,950</u>	Admin. Services
	TOTAL	505,453	3,950	
	TOTAL CITY FUNDING	<u>501,503</u>		

DCF HHH Program – The City of Norwich’s Department of Human Services houses the Community Collaborator Coordinator for the Hearts, Hands & Homes program. The \$3,950 of revenues listed above is an administrative fee for the Coordinator’s use of Human Services’ space. The Department of Children & Families’ Hearts, Hands & Homes program is set out to recruit local foster care families for children so they do not have to relocate to another community.

HUMAN SERVICES

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:

TVCCA/HUD FUNDING: \$6,000

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

TVCCA: \$2,000

Offsets staff salaries for the provision of case management for the prevention of homelessness.

COMMUNITY DEVELOPMENT/ LEAD PROGRAM: (est.) \$18,000

Reimbursement for staff to provide case management to families displaced due to renovation and repair for the purpose of lead removal. Staff also provides lead education to Norwich preschool and kindergarten classes.

COMMUNITY DEVELOPMENT GRANT: \$40,000

Employment training services to the Norwich community. Money is used partially to offset staff, provide training programs, transportation to training sites, supplies, training materials, and rent and childcare assistance while in training. Funding also provides for Neighborhood Outreach Services.

EMERGENCY FOOD & SHELTER PROGRAM: (est.) \$12,000

Federal Emergency Food & Shelter Program provides for emergency rent and utility assistance for Norwich families/ individuals.

SAFETY NET TEAM: \$30,763

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.

HUMAN SERVICES

Program: Human Services Programs

Description: Provide for the provision of food, shelter and access to medical services to eligible Norwich families and single adults in accordance with state regulations and city charter requirements. Primary services include intake, and network and referral services.

CITY OF NORWICH GENERAL FUND EXPENDITURES 2004-05 ADOPTED BUDGET						
	2002-03 REVISED BUDGET	2002-03 ACTUAL	2003-04 REVISED BUDGET	2004-05 BUDGET REQUEST	2004-05 MANAGER'S PROPOSED	2004-05 ADOPTED BUDGET
35 HUMAN SERVICES PROGRAMS						
83514 HUMAN SERVICES PROGRAMS	287,173	285,686	220,000	85,000	45,000	45,000
TOTALS	287,173	285,686	220,000	85,000	45,000	45,000

City of Norwich Department of Human Services
 Revenues and Expenditures
 Human Services Programs
 Fiscal Year 2004-05

<u>Acct#</u>	<u>Acct Description</u>	<u>Expenditures</u>	<u>Revenues</u>	<u>Comments</u>
01035-80067	General Assistance	0	0	No longer provided
01035-83514	Human Services Programs	45,000	0	
	TOTAL	<u>45,000</u>	<u>0</u>	
	Total City Funding	<u>45,000</u>		

Human Services programs funded under this account include the following:

- ◆ Contract for Substance Abuse Counseling Services
- ◆ Two Emergency Shelter Rooms/ YMCA
- ◆ Emergency Transportation Services
- ◆ Emergency Housing Services for condemnations, homelessness, per state regulations
- ◆ Contribution to Family Support Team

SENIOR CITIZENS CENTER

Program: Senior Center Activities and Services.

Description: The Senior Center is responsible for offering to the citizens of Norwich, sixty years and older, programs and services that will be socially, recreationally, and educationally beneficial to them. Also, the center offers health service activities. Examples of these programs and activities include craft classes, financial classes, computer classes, nutrition education, exercises and dance classes, trips, and health talks. There are services available to take the elderly grocery shopping, to doctor's appointments, to and from the center, and short-term transportation for the frail elderly. We offer services here for the visually, mentally and physically challenged senior citizen.

Goals: To offer a center for the senior citizen, in Norwich, whereby they will feel welcomed, needed, stimulated or assisted. The programs and services help maintain the older adult to continue to be independent and involved.

- Accomplishments:**
- Received Preventative Health Clinic License from CT Department of Health
 - Awarded \$5,000 grant from Senior Resources for walk-in clinic and health programs
 - Awarded \$10,500 in federal funds and grants for geriatric assessments
 - Awarded \$4,300 in federal funds for outreach services to frail seniors
 - Began 6th year of intergenerational program with Wequonnoc School
 - Partnered with other agencies to form the *Disaster Safety ID* program
 - Worked with UCONN's SNAP program and End Hunger, CT! to locate senior citizens who are eligible for, but do not receive, food stamps
 - Awarded a grant from FEMA to purchase and install a generator and become a disaster shelter for senior citizens and children.

PERFORMANCE MEASURES

Clients served by:	2002-03 ACTUAL	2003-04 PROJECTED	2004-05 PROJECTED
Preventive Health Clinic	4,260	5,000	5,000
Transportation	11,800	13,000	13,000
Outreach Visits	490	280	300
Regular/Special Programs	35,000	25,000	25,000

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2004-05 ADOPTED BUDGET**

		2002-03 REVISED BUDGET	2002-03 ACTUAL	2003-04 REVISED BUDGET	2004-05 BUDGET REQUEST	2004-05 MANAGER'S PROPOSED	2004-05 ADOPTED BUDGET
36	SENIOR CITIZEN CENTER						
80011	HEAD OF DEPT	50,641	50,644	52,161	53,725	53,725	53,725
80012	EMPLOYEES	186,314	185,889	200,061	200,067	200,067	200,067
80013	PART TIME EMPLOYEES	39,449	38,438	15,000	16,000	16,000	16,000
89999	FRINGE BENEFITS	92,604	91,970	86,791	91,968	91,968	91,968
80021	MATERIALS & SUPPLIES	29,620	23,301	29,620	29,160	20,160	20,160
80023	GAS OIL & GREASE	5,500	5,077	5,500	5,500	5,500	5,500
80031	RADIO SERVICE	0	0	0	0	0	0
80032	EQUIP & FURN MAINT	3,500	3,418	3,500	3,500	3,500	3,500
80033	TELEPHONE	7,620	6,991	6,500	6,500	6,500	6,500
80034	POSTAGE	3,640	3,772	3,640	3,774	3,774	3,774
80037	MILEAGE	1,000	1,094	1,000	1,000	1,000	1,000
80048	DEPARTMENTAL EXPENSE	2,000	443	2,000	2,000	2,000	2,000
80128	PREVENTIVE HEALTH CLINIC	34,015	20,074	33,835	33,835	33,835	33,835
80131	ECAA GRANT	0	21,106	0	0	0	0
80145	NON-RECURRING ITEM	0	0	0	5,000	5,000	5,000
TOTALS		455,903	452,217	439,608	457,022	443,029	443,029

City of Norwich Department of Human Services
 Senior Citizens Center
 Revenues and Expenditures
 Fiscal Year 2004-05

<u>Account #</u>	<u>Account Description</u>	<u>Expenditures</u>	<u>Revenues</u>	<u>Comments</u>
36	Senior Citizen Center	443,029		
	Preventative Health Clinic		2,500	Clinic Fees
	Classes/ Activities		13,500	Program Fees
	Vans/Transportation		3,500	Transportation Fees
	Preventative Health Clinic	12,500	10,000	AAA Grant
	Preventative Health Clinic		2,500	AAA Grant Fees
	CDBG	5,000	5,000	Geriatric Assessment
	CDBG Outreach	<u>4,300</u>	<u>4,300</u>	Senior Outreach
	Total Senior Citizen Center	<u>464,829</u>	<u>41,300</u>	
	Total city funding	<u>423,529</u>		

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

AAA GRANT: \$10,000

AAA Grant provides for various health services available to Norwich seniors at the Preventative Health Clinic. The city provides a cash match, which is paid through Human Services' account 83514.

COMMUNITY DEVELOPMENT BLOCK GRANT: \$4,300

Community Development funded "Brighten Your Day" program which provides outreach services to homebound Norwich seniors. Seniors are provided transportation to the Senior Center to participate in various programs and have lunch. Funds cover the cost of a Certified Nurse's Aid to assist these seniors with special needs.

COMMUNITY DEVELOPMENT BLOCK GRANT: \$5,000

Community Development funded a "Geriatric Assessment Program" for fiscal year 2004-05.

YOUTH & FAMILY SERVICES

Program: Youth & Family Services (YFS)

Description: Norwich YFS is responsible for developing, coordinating, and providing a range of services to children, youth, and families who are experiencing a variety of social, mental health, intra-familial, and community difficulties. Such family or youth problems usually directly addressed are family violence, parental/child conflicts, sexual abuse, suicide, divorcing families, juvenile offenders, and issues, concerns related to adolescent pregnancy. To deal with these types of problems, our primary services include family therapy, case management, and systems advocacy for the children, youth and families of Norwich.

We also administer a Young Parents Program that provides case managed care and support services to pregnant and parenting adolescents of Norwich.

Norwich YFS also provide management and fiscal oversight for the Norwich Family Support Team (multi-discipline) that provides support services for families with children who are experiencing a crisis.

We are actively involved in numerous interagency collaborations and initiatives such as the System of Care and play a lead role in the Greater Norwich Community Leadership Team. We have started a new program, Project COOL, through the Eastern Workforce Development Board that provides career exploration and internships for high school-aged youth.

From time to time, Norwich YFS Advisory Board is charged with certain tasks by the City Council; such as taking a lead on child care issues.

There are currently plans underway for re-establishing the city's Juvenile Review Board by May 2004.

The Director of the Norwich YFS is also the municipal agent for children as per P.A. 92-247 and advocates on all local, regional and state level for needed supportive and critical services for Norwich's youth and families.

- Goals:
- To continue developing a community-wide response to the many difficulties in raising and developing healthy families.
 - We will continue to provide timely, appropriate, and professional responses to children, youth and families who are experiencing difficulties and to be proactive on behalf of the needs and problems of our city's youth and families.

- Accomplishments:
- Received \$81,000 from the state Department of Education. This is essential to providing individual and family therapy services to Norwich's children and families, many of whom are uninsured or underinsured. We usually serve 135-150 new cases per year.
 - Received \$100,509 from the Department of Public Health and \$21,593 from DCF to provide case management services to adolescent parents with an emphasis on maternal and child health, safety and disease prevention, work-training and employment.
 - Received \$49,156 from various sources to orchestrate activities under the Norwich Children First Initiative. The goal for this initiative is to increase positive life outcomes for children. We played a pivotal role in providing Norwich's Discovery Report Card and celebrating Family Day where we served 2,000 residents, provide opportunities for parent leadership and self-efficacy.
 - Norwich Leadership Team – provides a continuum of curriculum-based education that promotes parent leadership, advocacy and self-efficacy. Working with the Norwich High School, we are training youth in leadership skills with the goal of reducing the dropout rate at that school.
 - Received \$4,500 for FY 2004 from the Department of Mental Health and Addiction Services to initiate an anti-smoking campaign directed at 800 high-risk adolescent smokers
 - Received \$47,000 for FY 2004 to fund Project COOL (Careers of Our Lives). This provides for apprenticeships and internships for our youth, that develops direct pathways to employment and careers.
 - Received \$75,000 from Department of Children and Families in our partnership with Hearts, Homes and Hands. This is a DCF foster care initiative designed to keep Norwich children who are in foster care in their community.
 - Partnership with the System of Care to address the behavioral health issues of Norwich's most needy children
 - We staff and manage the Norwich Family Support Team, which provides critically needed resources and services to families on the verge of a crisis
 - Citizen Advocacy Board–Per state statute, we have an 11-member advisory board
 - Partnership with Norwich schools to provide groups, advocacy and support services

PERFORMANCE MEASURE	02-03 ESTIMATED	03-04 PROJECTED	04-05 PROJECTED
Newly active cases opened for family therapy	135	100	127
Newly open/active Young Parents Program cases	68	75	75
COOL Youth	19	15	15
Parent/Youth Leadership Participants	39	61	150
Juvenile Review Board Cases	20	25	28
Family Support Team Cases	36	38	37
Individual Consultations		308	350

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2004-05 ADOPTED BUDGET**

		2002-03 REVISED BUDGET	2002-03 ACTUAL	2003-04 REVISED BUDGET	2004-05 BUDGET REQUEST	2004-05 MANAGER'S PROPOSED	2004-05 ADOPTED BUDGET
37	YOUTH & FAMILY SERVICES						
80011	HEAD OF DEPT	55,570	55,577	57,237	58,954	58,954	58,954
80012	EMPLOYEES	135,901	136,118	103,204	103,205	103,205	103,205
80014	OVERTIME	0	80	0	0	0	0
89999	FRINGE BENEFITS	70,969	69,224	47,639	49,264	49,264	49,264
80015	PROFESSIONAL SERVICES	0	0	1,500	1,500	1,500	1,500
80021	MATERIALS & SUPPLIES	2,500	4,623	0	0	0	0
80032	EQUIP & FURN MAINT	2,400	2,417	0	0	0	0
80033	TELEPHONE	2,160	1,983	0	0	0	0
80034	POSTAGE	650	459	0	0	0	0
80037	MILEAGE	2,250	1,920	0	0	0	0
80048	DEPARTMENTAL EXPENSE	1,750	1,524	0	0	0	0
80126	TRAINING	1,000	163	800	800	800	800
80127	PSYCHOLOGICAL SERVICES	1,500	813	0	0	0	0
	NON RECURRING ITEMS						
85949	MISCELLANEOUS EQUIPMENT	0	0	0	0	0	0
	TOTALS	276,650	274,901	210,380	213,723	213,723	213,723

YOUTH & FAMILY SERVICES

Youth & Family Services Director		58,954
Clinical Coordinator	56,524	
Youth & Family Therapist	46,681	<u>103,205</u>
	TOTAL WAGES	<u>162,159</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 Department of Human Services
 Youth & Family Services
 Expenditures and Revenues
 Fiscal Year 2004-05

<u>Acct#</u>	<u>Description</u>	<u>Expenditures</u>	<u>Revenues</u>	<u>Comments</u>
37	Youth Service Bureau	213,723	81,000	Department of Education
			2,000	LEARN/SOC
	Right from the Start Grant	82,874	82,874	Dept. Public Health
	Project COOL	47,000	47,000	Dept. of Labor/WIB
	Young Parents Program	21,593	21,593	Dept. of Children & Families
	Misc Programs	<u>4,500</u>	<u>4,500</u>	Dept. Mental Health & Addiction Serv.
	Total General Funding	<u>369,690</u>	<u>238,967</u>	
	Total city funding	<u>\$130,723</u>		

DEPT. OF EDUCATION (SFY): Youth Service Bureau Cost Sharing Funds.
 Cost sharing Youth Service Bureau grant that is budgeted to underwrite staff salaries.

In addition to the city-funded line items, the Youth & Family Services Division of Norwich Department of Human Services also currently administers special grants funds that necessitate hiring of additional staff. The following is a listing of those grant funds that have employees under the Youth & Family Services Division supervision. These grants are provided from outside sources, are given for specific purposes, and do not necessarily coincide with the city fiscal year. These grants are treated as special revenue funds. In future periods these amounts may be different or eliminated.

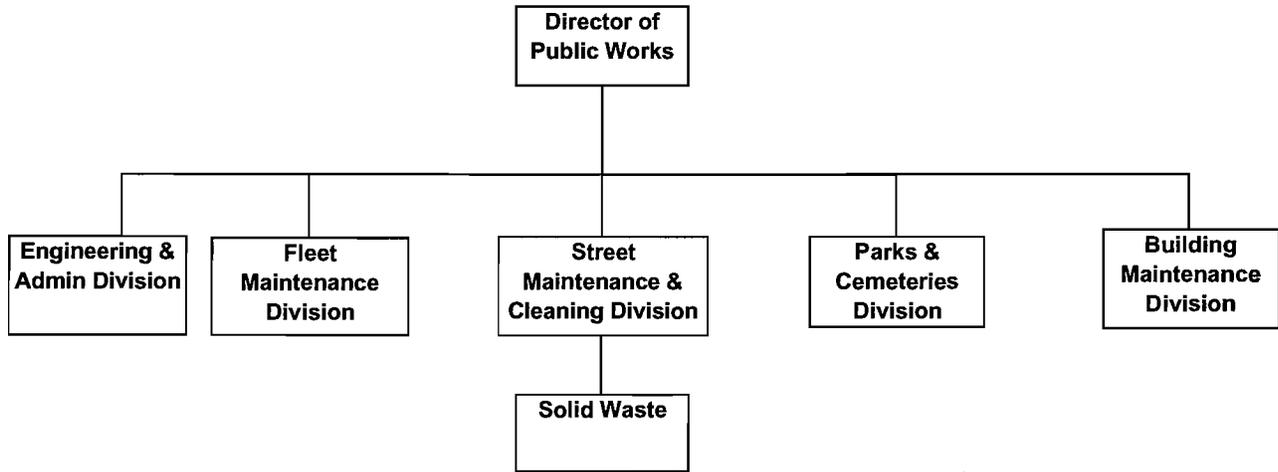
DEPARTMENT OF PUBLIC HEALTH:
 Funding continues enhanced Young Parents program.
 2003-04: \$101,964 (\$6,767 offset the city budget)
 2004-05: \$82,874

DEPARTMENT OF CHILDREN & FAMILIES:
 Partially funds Young Parents Program.
 2003-04: \$21,593
 2004-05: \$21,593

DEPARTMENT OF MENTAL HEALTH & ADDICTION SERVICES:
 Funds mini-programs and activities that focus on smoking prevention, underage drinking, and related substance-abuse prevention activities.
 2003-04: \$4,500 (\$750 offset the city budget)
 2004-05: \$4,500 (anticipated)

WORKFORCE INVESTMENT BOARD:
 Provides funding for our Summer Youth Employment Program as implemented by Norwich Youth & Family Services.
 2003-04: \$47,000
 2004-05: \$47,000 (anticipated)

City of Norwich Public Works Department Organization Chart



Accomplishments:

- Successfully privatized all residential, bulky waste, and recycling services throughout the town and the city.
- Privatized catch basin cleaning operations, and cleaned 100% of the basins of the city for first time ever.
- Installed new boilers in City Hall.
- Replaced roofs on four City Hall facilities.
- Replaced water seals on the top decks of the downtown parking garages.
- Resurfaced and improved drainage of approximately six miles of roads.
- Completed designs for critical repairs to three city bridges.
- Established plan to implement the federally mandated National Pollution Discharge Elimination System stormwater management program.
- Continued environmental compliance efforts at both city landfills in accordance with state mandated consent orders.

PUBLIC WORKS

ENGINEERING AND ADMINISTRATION

Program: Administrative and Engineering Divisions

Description: The Administrative Division of Public Works maintains records, coordinates interdepartmental communications and interfaces with the public fielding any complaints or inquiry.

The Engineering Division interacts with the City Council, other municipal departments, engineering consulting firms, state and federal agencies and civic groups in regards to all development and infrastructure problems within the city.

The purpose of the Engineering Department is to provide the necessary basic physical infrastructure needed for the city to exist and thrive and to endure that all infrastructure facilities built within the city meet engineering standards and conform to state laws and the municipal code. The department designs, constructs and manages basic amenities such as city streets, roads and parkways.

Goals:

- Maintain good record keeping and communication with department personnel, other departments, Public Utilities Department, and the public.
- Ensure that our neighborhood and business districts are safe and appealing places to live, work, shop and visit.
- Maintain an excellent standard of engineering practices relative to site development, major and minor construction projects.
- Provide input to city groups, City Council, and the public for betterment of the city.

PERFORMANCE MEASURE	02-03 ACTUAL	03-04 ESTIMATED	04-05 PROJECTED
Value of Construction Contracts Awarded	\$1.1M	\$1.7M	\$1.9M
Miles of Road Resurfaced	6	7	4.3

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2004-05 ADOPTED BUDGET**

		2002-03 REVISED BUDGET	2002-03 ACTUAL	2003-04 REVISED BUDGET	2004-05 BUDGET REQUEST	2004-05 MANAGER'S PROPOSED	2004-05 ADOPTED BUDGET
38	P.W. ENGINEERING & ADMINISTRATION						
80011	HEAD OF DEPT	84,475	84,480	87,009	89,619	89,619	89,619
80012	EMPLOYEES	322,076	356,034	295,319	286,326	286,326	286,326
80014	OVERTIME	2,000	0	2,000	2,000	2,000	2,000
89999	FRINGE BENEFITS	124,021	126,643	113,298	117,528	117,528	117,528
80015	PROFESSIONAL SERVICE	10,000	1,900	30,000	30,000	30,000	30,000
80021	MATERIALS & SUPPLIES	13,000	13,091	13,000	15,000	15,000	15,000
80033	TELEPHONE	3,000	1,283	3,000	3,000	3,000	3,000
80034	POSTAGE	1,300	950	1,300	1,300	1,300	1,300
80037	MILEAGE	5,500	5,672	5,500	5,500	5,500	5,500
80048	DEPARTMENTAL EXPENSE	10,000	8,889	10,000	10,000	10,000	10,000
NON RECURRING ITEMS							
86003	NPDES II	20,000	20,000	0	0	0	0
TOTALS		595,372	618,942	560,326	560,273	560,273	560,273

PUBLIC WORKS - ENGINEERING AND ADMINISTRATION

Director of Public Works				89,619
City Engineer			79,386	
Civil Engineers	2 @	59,865	119,730	
Public Works Accounting Clerk			31,916	
Administrative Clerk P.W.	2 @	27,647	<u>55,294</u>	<u>286,326</u>
		TOTAL WAGES		<u>375,945</u>

PUBLIC WORKS

FLEET MAINTENANCE FACILITY

Program: Fleet Maintenance Facility

Description: The Fleet Maintenance Facility is responsible for the preventive maintenance and repair of all city vehicles and equipment within the departments of Public Works, Police, Fire (also 5-volunteer fire departments), Recreation, Senior Citizens, Board of Education Maintenance, Emergency Management and Uncas Health.

Goals: Continue automation of the division. Continue the preventative maintenance of 257 pieces of equipment, along with timely repairs to disabled vehicles for those departments listed above. Continue the auto body repairs and paint program for an estimated 20-25 vehicles per year due to accidents and routine upkeep.

PERFORMANCE MEASURE	02-03 ACTUAL	03-04 ESTIMATED	04-05 PROJECTED
Number of Vehicles & Equipment Serviced	257	257	257
Preventative Maintenance Program	Continuous	Continuous	Continuous
% of Repairs Completed within 24 Hours	90%	90%	>90%

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2004-05 ADOPTED BUDGET**

		2002-03 REVISED BUDGET	2002-03 ACTUAL	2003-04 REVISED BUDGET	2004-05 BUDGET REQUEST	2004-05 MANAGER'S PROPOSED	2004-05 ADOPTED BUDGET
39	P.W. FLEET MAINTENANCE						
80012	EMPLOYEES	424,381	427,579	395,196	395,994	395,994	395,994
80014	OVERTIME	25,000	27,652	25,000	25,000	25,000	25,000
89999	FRINGE BENEFITS	207,505	207,808	195,298	196,352	196,352	196,352
80017	CAR POOL	1,500	(1,293)	1,500	0	0	0
80021	MATERIALS & SUPPLIES	6,250	6,155	6,250	6,250	6,250	6,250
80023	VEHICLE FUEL	75,000	57,389	75,000	65,000	65,000	65,000
80025	HEATING FUEL	1,000	0	1,000	1,000	1,000	1,000
80027	AUTO SUPPLIES & MAINT	267,500	276,853	267,500	279,000	269,000	269,000
80033	TELEPHONE	2,500	2,385	2,500	2,500	2,500	2,500
80035	UTILITIES	27,000	29,904	27,000	30,000	30,000	30,000
80040	BLDG & GRND MAINT	28,000	24,711	28,000	28,000	28,000	28,000
	NON RECURRING ITEMS						
86002	PAINT BOOTH	0	0	0	0	0	0
	TOTALS	1,065,636	1,059,143	1,024,244	1,029,096	1,019,096	1,019,096

PUBLIC WORKS - FLEET MAINTENANCE

Fleet Maintenance Superintendent				58,177
Lead Mechanic			45,765	
Auto Equipment Mechanics	6 @	43,356	260,136	
Public Works Accounting Clerk			<u>31,916</u>	<u>337,817</u>
		TOTAL WAGES		<u>395,994</u>

PUBLIC WORKS

SOLID WASTE

Program: Rogers Road Transfer Station

Description: This division is responsible for garbage and bulky waste pickup throughout Norwich, the city wide recycling operation, the separation and transfer of solid waste delivered to the Rogers Road Transfer Station and coordinating the annual household hazardous waste program.

Goals: Improve the operations at the transfer station by controlling the waste stream.

Increase quantities of waste paper, bottles, cans, and other items that are recycled.

PERFORMANCE MEASURE	02-03 ACTUAL	03-04 ESTIMATED	04-05 PROJECTED
Old Newsprint Delivery	1,900 tons	1,900 tons	1,900 tons
Bottle and Cans Delivery	675 tons	675 ton	675 tons
Landfill Permits issued/Yearly	475	475	475
Landfill Permits issued/Daily	0	0	0
Processed Bulky Waste	2,000 tons	2,000 tons	2,000 tons

NOTE:

Based on fiscal year.

Privatized Recycling.

Privatized Bulky Waste Pickup throughout the city

The Bulky Waste Landfill was shut down by DEP in June 1999.

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2004-05 ADOPTED BUDGET**

		2002-03 REVISED BUDGET	2002-03 ACTUAL	2003-04 REVISED BUDGET	2004-05 BUDGET REQUEST	2004-05 MANAGER'S PROPOSED	2004-05 ADOPTED BUDGET
40	P.W. SOLID WASTE						
80012	EMPLOYEES	119,868	115,130	121,239	90,189	90,189	90,189
80014	OVERTIME	33,308	12,542	15,427	15,427	15,427	15,427
80021	MATERIALS & SUPPLIES	0	50	0	0	0	0
89999	FRINGE BENEFITS	70,575	65,453	79,025	74,014	74,014	74,014
80124	LANDFILL/RECYCLE OPER	2,214,500	2,457,016	2,589,172	2,582,764	2,582,764	2,582,764
TOTALS		2,438,251	2,650,191	2,804,863	2,762,394	2,762,394	2,762,394

PUBLIC WORKS - SOLID WASTE

Foreman		12,612
Weighmaster Clerk	41,383	
Attendant	<u>36,194</u>	<u>77,577</u>
	TOTAL WAGES	<u>90,189</u>

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

LANDFILL OPERATIONS:

	2004-05 <u>BUDGET</u>
<u>Revenue:</u>	
CCD & Town	747,340
Direct Haulers	1,238,270
Household Trash	15,800
Bulky Waste	174,300
Freon	3,800
Tires	900
Metal	3,000
Sale of newsprint collected from recycling	30,000
Commercial Class 2	0
	<hr/>
Total - Revenue	<u>2,213,410</u>
<u>Expenditures:</u>	
Tipping Fees	1,980,000
Recycling	386,000
Bulky Waste	96,507
Supplies, Maintenance & Repairs	120,257
	<hr/>
Total - Expenditures (excluding wages)	<u>2,582,764</u>

PUBLIC WORKS

STREET - MAINTENANCE AND CLEANING

Program: Street Maintenance and Cleaning, Public Services

Description: The Street Maintenance Division of the Public Works Department is responsible for the maintenance of 160 miles of city streets. These responsibilities include brush cutting, drainage, mowing, general cleanup (including roadside debris and litter) and such city emergencies as floods and snowfall. This division provides various public services such as collection of bagged leaves, Christmas tree removal and chipping, boarding up and cleaning up vacant properties, evictions, providing storage for eviction belongings, fall and spring brush removal and chipping, distribution and maintenance of sand barrels and support for civic functions.

Goals: Keep the roads in an acceptable condition while pursuing funding for major capital improvements and repairs. Respond to all citizen requests and complaints.

PERFORMANCE MEASURE	02-03 ACTUAL	03-04 ESTIMATED	04-05 PROJECTED
Catch Basins Repaired	100	120	120
Road Paving (tons of material)	25,000	25,000	25,000
Miles roads swept	300	300	300
Evictions	60	50	50
Properties Cleaned up	100	110	110
Number of Drainage Projects	20	15	15
Feet of Pipe Installed for Drainage projects	1,500 ft.	2,000 ft.	2,000 ft.

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2004-05 ADOPTED BUDGET**

		2002-03 REVISED BUDGET	2002-03 ACTUAL	2003-04 REVISED BUDGET	2004-05 BUDGET REQUEST	2004-05 MANAGER'S PROPOSED	2004-05 ADOPTED BUDGET
42	P.W. STREET MAINT. & CLEANING						
80009	TREE CARE	31,000	35,231	31,000	60,000	60,000	60,000
80012	EMPLOYEES	1,289,241	1,222,607	1,237,331	1,240,491	1,240,491	1,240,491
80013	PART TIME EMPLOYEES	65,000	32,279	65,000	45,000	45,000	45,000
80014	OVERTIME	115,000	(8,670)	115,000	115,000	115,000	115,000
89999	FRINGE BENEFITS	748,346	742,107	738,978	730,989	730,989	730,989
80021	MATERIALS & SUPPLIES	198,131	194,856	225,000	225,000	205,000	205,000
80025	HEATING FUEL	15,000	9,124	10,000	10,000	10,000	10,000
80031	RADIO SERVICE	8,000	5,841	0	0	0	0
80033	TELEPHONE	2,500	1,564	2,500	2,500	2,500	2,500
80035	UTILITIES	15,000	15,987	15,000	15,000	15,000	15,000
80040	BLDG & GRND MAINT	15,000	15,655	15,000	15,000	15,000	15,000
80043	EMERGENCY STORM DRAIN	75,000	72,768	147,000	147,000	147,000	147,000
80046	RENTAL EQUIPMENT	25,000	33,035	25,000	25,000	25,000	25,000
	NON RECURRING ITEMS						
83449	NEW VEHICLES	0	0	0	105,000	0	0
85950	TRACTOR WITH CAB	0	0	51,000	0	0	0
85952	CHIPPER	0	0	0	45,000	0	0
	TOTALS	2,602,218	2,372,384	2,677,809	2,780,980	2,610,980	2,610,980

PUBLIC WORKS - STREET MAINTENANCE AND CLEANING

Public Works Superintendent				58,177	
Highway Mtn. Supervisor			50,446		
Crew Leaders	4 @	41,393	165,572		
Dispatcher			41,393		
Mason			41,393		
Special Equipment Operator			41,393		
Maintenance Man			41,393		
Heavy Equipment Operators	3 @	39,411	118,233		
Light Equipment Operators	11 @	36,780	404,580		
Laborers	9 @	30,879	277,911	<u>1,182,314</u>	
			TOTAL WAGES	<u>1,240,491</u>	

Overtime:

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

80021 Materials and Supplies:

In addition to this amount funded by the general fund, there is an additional grant appropriation from the State of Connecticut totaling \$103,003 which is also available for road maintenance and supplies.

PUBLIC WORKS
PARKS AND CEMETERIES

Program: Parks Services and Cemetery Division

Description: Maintenance of 400 acres of the Mohegan Park.

Maintenance of Howard T. Brown Waterfront Park, other heritage walking parks scattered throughout the city, the Rose Garden and other flower beds throughout the city.

Maintain eight city cemeteries located throughout the city.

Goals: Aesthetically pleasing and safe parks for citizens to enjoy.

PERFORMANCE MEASURE	02-03 ACTUAL	03-04 ESTIMATED	04-05 PROJECTED
Parklets Maintained	42	42	42
Major Park Areas	7	7	7
Cemeteries Maintained	8	8	8

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2004-05 ADOPTED BUDGET**

		2002-03 REVISED BUDGET	2002-03 ACTUAL	2003-04 REVISED BUDGET	2004-05 BUDGET REQUEST	2004-05 MANAGER'S PROPOSED	2004-05 ADOPTED BUDGET
46 P.W. PARKS & CEMETERIES							
80012	EMPLOYEES	444,684	443,379	394,684	359,365	359,365	359,365
80013	PART TIME EMPLOYEES	65,000	65,289	56,027	65,500	65,500	65,500
80014	OVERTIME	22,000	10,233	20,000	20,000	20,000	20,000
89999	FRINGE BENEFITS	216,434	217,446	202,686	196,542	196,542	196,542
80021	MATERIALS & SUPPLIES	52,000	52,608	52,000	52,000	47,000	47,000
80025	HEATING FUEL	5,000	5,902	5,000	5,000	5,000	5,000
80033	TELEPHONE	2,000	1,556	2,000	2,000	2,000	2,000
80035	UTILITIES	10,400	7,911	10,000	10,000	10,000	10,000
80040	BLDG & GRND MAINT	26,000	28,928	26,000	26,000	21,000	21,000
80047	TRUST FUND VASES	2,500	1,483	2,500	2,500	2,500	2,500
NON RECURRING ITEMS							
85949	MISCELLANEOUS EQUIP	0	0	0	0	0	0
86003	SPAULDING POND GATE VALVE	20,000	4,546	0	0	0	0
86049	BROWN PARK DOCK REPAIR	0	0	0	20,000	0	0
TOTALS		866,018	839,281	770,897	758,907	728,907	728,907

PUBLIC WORKS
BUILDING MAINTENANCE

Program: Building Maintenance

Description: This division is responsible for the cleaning, maintenance, and repair of City Hall, City Hall Annex, 23 Union Street, 29 Union Street, Buckingham Memorial, Lathrop School, East District Schoolhouse the Engineering and Administrative offices on Clinton Avenue, the Rose City Senior Center, other city buildings, parking lots and garages.

Goals: Continued timely cleaning and prompt handling of various building related problems.

Coordinate and keep adequate records of the ongoing City Hall Improvement Program and accumulate records for yearly budget.

PERFORMANCE MEASURE	02-03 ACTUAL	03-04 ESTIMATED	04-05 PROJECTED
Work Requests	2,998	3,000	3,100

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2004-05 ADOPTED BUDGET**

		2002-03 REVISED BUDGET	2002-03 ACTUAL	2003-04 REVISED BUDGET	2004-05 BUDGET REQUEST	2004-05 MANAGER'S PROPOSED	2004-05 ADOPTED BUDGET
47	P.W. BUILDING MAINTENANCE						
80004	MATERIALS & SUPPLIES-OTHER	8,000	7,814	7,000	7,000	7,000	7,000
80007	UTILITIES-OTHER	80,000	78,300	70,000	78,000	78,000	78,000
80012	EMPLOYEES	273,704	257,313	253,883	253,834	253,834	253,834
80013	PART TIME EMPLOYEES	8,500	16,974	5,000	7,200	7,200	7,200
80014	OVERTIME	8,000	(2,255)	7,000	7,000	7,000	7,000
89999	FRINGE BENEFITS	134,683	136,710	139,371	142,769	142,769	142,769
80021	MATERIALS & SUPPLIES	29,000	29,994	26,000	26,000	26,000	26,000
80035	UTILITIES	96,300	103,970	89,000	94,600	94,600	94,600
80040	BLDG & GRND MAINT	110,000	125,936	115,000	115,000	105,000	105,000
80108	BLDG GRND MAINT-OTHER	130,000	130,524	125,000	110,000	100,000	100,000
NON RECURRING ITEMS							
86002	PAINT CITY HALL (EXTERNAL)	0	0	0	0	0	0
86003	CITY HALL LIGHTING	0	0	0	58,000	0	0
TOTALS		878,187	885,280	837,254	899,403	821,403	821,403

PUBLIC WORKS - BUILDING MAINTENANCE

Building & Grounds Maint. Supervisor				50,446
Chief Maintenance Man			43,356	
Lead Janitor			35,628	
Janitors	4 @	31,101	124,404	<u>203,388</u>
TOTAL WAGES				<u>253,834</u>

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

Includes exterior/interior repairs, including office renovations and painting. This account is offset in part by revenue from the State of Connecticut. (See account 70249). The State of Connecticut is a 37% owner of City Hall and reimburses the city for their share of operating expenses.

PUBLIC WORKS
PARKING MAINTENANCE

Program: Parking & Garage Maintenance

Description: Maintenance and cleaning of the nine Parking Commission lots and three garages.

Goals: Estimate the backlog of essential maintenance and repairs to the parking garages by the end of 2005.

PERFORMANCE MEASURE	02-03 ACTUAL	03-04 ESTIMATED	04-05 PROJECTED
Parking Lots Maintained	9	9	9
Parking Garages Maintained	3	3	3

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2004-05 ADOPTED BUDGET**

		2002-03 REVISED BUDGET	2002-03 ACTUAL	2003-04 REVISED BUDGET	2004-05 BUDGET REQUEST	2004-05 MANAGER'S PROPOSED	2004-05 ADOPTED BUDGET
48	P.W. PARKING MAINTENANCE						
80012	EMPLOYEES	59,884	59,664	61,904	61,980	61,980	61,980
89999	FRINGE BENEFITS	24,329	25,214	25,343	28,389	28,389	28,389
80040	MAINTENANCE	24,000	24,124	24,000	24,000	24,000	24,000
36	TOTALS	108,213	109,002	111,247	114,369	114,369	114,369

PUBLIC WORKS - PARKING MAINTENANCE

Laborer 30,879

Janitor 31,101

TOTAL WAGES 61,980

The Parking Commission reimburses the city for the maintenance services provided. The revenue is accounted for in account 70260 (See revenue section). For the 2004-2005 fiscal year the revenue is estimated to be \$114,369.

STREET LIGHTING

Program: Street Lighting

Description: Public Utility is reimbursed for street lighting (energy only).

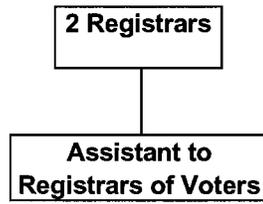
Goals: Provide adequate lighting for the safety and benefit of the Community.

PERFORMANCE MEASURE	02-03 ACTUAL	03-04 ESTIMATED	04-05 PROJECTED
Municipal street lights	4,291	4,291	4,291

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2004-05 ADOPTED BUDGET**

		2002-03 REVISED BUDGET	2002-03 ACTUAL	2003-04 REVISED BUDGET	2004-05 BUDGET REQUEST	2004-05 MANAGER'S PROPOSED	2004-05 ADOPTED BUDGET
50	STREET LIGHTING						
80001	FIRE PROTECTION	225,000	185,362	0	0	0	0
80002	STREET LIGHTING	395,000	398,158	447,600	495,900	470,900	470,900
TOTALS		620,000	583,520	447,600	495,900	470,900	470,900

City of Norwich Election Department Organization Chart



ELECTION

Program: Voting Services

Description: Two Registrars, one Democrat and one Republican elected every two years. Official duties directed by the Secretary of the State's office, State of Connecticut.

Maintain computerized voting lists, which involve the ongoing tasks of registering new voters, removing voters who are deceased or have moved out of Norwich.

Maintain current address changes as provided by voters, Post Office and DMV. Conduct an annual canvass to verify voter listing.

Supervise the maintenance of the voting machines. Arrange for the movement and checking of machines prior to elections.

Responsible for hiring and training election workers and setting up polling places for Election Day. Coordinate workers and provide backup information in case of problems with voting lists on Election Day.

Provide official lists of voters as required by state statutes and for political parties or candidates, as needed.

Supervise absentee ballot voting at convalescent homes, count and verify number of absentee ballots. Provide absentee ballot counters.

- Goals:
- Maintain voter list and service level for the voting public.
 - Develop new ideas for computer uses to aid in our duties.

PERFORMANCE MEASURE	02-03 ACTUAL	03-04 PROJECTED	04-05 PROJECTED
Voters added	1,273	1,100	900
Voters removed	1,249	1,000	800
Voters changed	1,324	1,200	650
Total voters	17,863	18,100	18,200

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2004-05 ADOPTED BUDGET**

		2002-03 REVISED BUDGET	2002-03 ACTUAL	2003-04 REVISED BUDGET	2004-05 BUDGET REQUEST	2004-05 MANAGER'S PROPOSED	2004-05 ADOPTED BUDGET
63	ELECTION						
80011	HEAD OF DEPT	54,402	54,408	44,000	44,000	44,000	44,000
80012	EMPLOYEES	25,409	25,407	15,817	15,692	15,692	15,692
80013	PART TIME EMPLOYEES	23,160	19,005	23,160	25,000	25,000	25,000
89999	FRINGE BENEFITS	16,406	16,037	16,152	17,479	17,479	17,479
80021	MATERIALS & SUPPLIES	1,000	813	1,000	1,000	1,000	1,000
80032	EQUIP & FURN MAINT	1,000	5,210	1,376	1,376	1,376	1,376
80033	TELEPHONE	3,000	3,373	3,200	3,200	3,200	3,200
80034	POSTAGE	4,800	1,995	5,000	5,000	5,000	5,000
80038	ADVERTISING	2,500	94	0	0	0	0
80039	PRINTING	5,000	1,801	0	0	0	0
80048	DEPARTMENTAL EXPENSE	1,000	261	1,000	1,000	1,000	1,000
80053	MOVING VOTING MACHINE	2,000	1,757	2,400	2,400	2,400	2,400
	NON RECURRING ITEMS						
84849	OFFICE EQUIPMENT	0	0	0	0	0	0
	TOTALS	139,677	130,161	113,105	116,147	116,147	116,147

ELECTION

Registrars	2 @	22,000	44,000
Assistant to Registrar of Voters (21 hrs/wk)			<u>15,692</u>
		TOTAL WAGES	<u>59,692</u>

PART TIME EMPLOYEES:

General Moderator	1 @	160	160
1 Assistant Moderator	1 @	135	135
12 Precinct Moderators	12 @	135	1,620
12 Assistant Registrars	12 @	110	1,320
24 Checkers	24 @	100	2,400
23 Machine Tenders	23 @	85	1,955
2 Machine Examiners	2 @	50	100
1 Chief Machine Mechanic	1 @	1,200	1,200
1 Machine Mechanic	1 @	400	400
1 Chief Absentee Counter	1 @	130	130
3 Absentee Counters	3 @	100	300
74 Meeting Costs	74 @	15	<u>1,110</u>

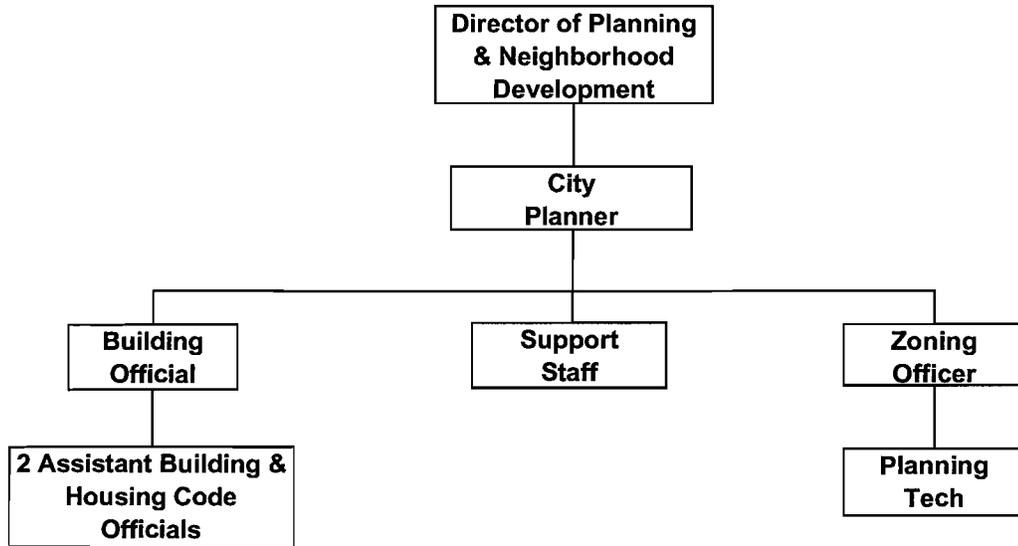
Cost of one Election 10,830

Cost of two Elections 21,660

Contingency 3,340

Total Part-time 25,000

**City of Norwich
Planning and Neighborhood Services
Department Organization Chart**



PLANNING AND NEIGHBORHOOD SERVICES

- Program:** Administration of land use regulations, review of all land use applications and preparation of land use plans for the city to ensure balanced development that enhances the city's natural, historic and cultural resources and fosters a stable and healthy economic development.
- Administration of Building Code, Housing Code and Rental Certificate Programs.
- Administration of Federal EPA Brownfields Pilot Program.
- Administration of City Geographic Information System & Digital Mapping.
- Description:** Technical assistance to the Commission on the City Plan, Zoning Board of Appeals, Inland Wetlands, Watercourses & Conservation Commission, Neighborhood Revitalization Zone Committees, Neighborhood Watch Groups, City Council Code and Blight subcommittees as well as other city agencies and commissions as requested.
- Process land use applications such as site plans, subdivisions, special permits, variances, coastal area site plans and inland wetland activities. Process building permit applications, rental certificate applications and certificates of occupancy. Review tenant complaints and process citations.
- Coordinate and assist in the preparation of the five-year Capital Improvement Plan and ten-year update of the Plan of Conservation & Development.
- Review of plans for proposed development and construction activities. Coordinate interdepartmental review of proposed projects. Site inspections of approved projects while under construction for compliance with state building code and percent of completion.
- Enforce land use and environmental regulations, building code requirements, minimum maintenance ordinance and housing code ordinances.
- Goals:**
- Assist the city in its goal to promote a high quality of life and develop neighborhood pride.
 - Enforce standards of housing and fine blighted properties
 - Implement zoning text and map amendments to facilitate expansion of Business Park zone.
 - Complete Connecticut Trust for Historic Preservation Grant in order to place village of Greenville on National Register of Historic Places
 - Provide increased staff support to various city agencies relative to major development proposals at former State Hospital and Harbor sites
 - Continue to assist Norwich Community Development Corporation in development of Simon Ford site
 - Continue to provide staff support to the offices of the Mayor and city Manager regarding State of Connecticut highway improvement projects for Rte. 82 corridor and Rtes. I-395 & 82 interchange

- Continue to assess staffing responsibilities, code review & enforcement processes
- Increase community outreach efforts through staff participation in Neighborhood Revitalization Zone Committees, Housing Crisis Committee, Norwich Landlords Association and Mentoring Programs sponsored by Norwich Public Schools & the Norwich Community Leadership Team

- Accomplishments:
- Completed major text revisions to Zoning Ordinance
 - Completed Comprehensive Rezoning of city
 - Completed GIS Public Access project
 - Processed permit review applications for over 1,000 market rate residential units
 - Director & City Planner received American Institute of Certified Planners, AICP designation

PERFORMANCE MEASURE	02-03 <u>ACTUAL</u>	03-04 <u>PROJECTED</u>	04-05 <u>PROJECTED</u>
Site Development Plans	8	15	50
Subdivision/Re-subdivision	6	5	8
Special Permit Applications	6	8	40
Zoning Permits Applications	137	132	500
Zoning Variances Granted	5	5	40
Zoning Variances Denied	4	4	5
Junk Car Violations	99	4	60
Inland Wetland Applications	14	17	70
Zoning Complaints	57	64	150
Residential Building Permits	462	502	800
Commercial Building Permits	79	87	300
Industrial Building Permits	2	5	25
Structures Condemned	2	2	3
Dwelling Units Condemned	11	7	15
Buildings Demolished	18	5	10
Code Violations	169	125	300
Rental Certificates	256	120	0
Citations Issued	94	25	150

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2004-05 ADOPTED BUDGET**

		2002-03 REVISED BUDGET	2002-03 ACTUAL	2003-04 REVISED BUDGET	2004-05 BUDGET REQUEST	2004-05 MANAGER'S PROPOSED	2004-05 ADOPTED BUDGET
64	PLANNING AND NEIGHBORHOOD SERVICES						
80011	HEAD OF DEPT	67,914	67,910	69,952	72,050	72,050	72,050
80012	EMPLOYEES	476,434	463,652	462,294	469,269	469,269	469,269
80013	PART TIME	0	17,081	0	0	0	0
80014	OVERTIME	8,690	4,133	7,493	4,900	4,900	4,900
89999	FRINGE BENEFITS	202,948	202,839	195,244	203,458	203,458	203,458
80015	PROFESSIONAL SERVICES	22,500	9,844	15,000	13,000	13,000	13,000
80021	MATERIALS & SUPPLIES	6,000	6,762	5,000	5,000	5,000	5,000
80032	EQUIP & FURN MAINT	3,500	5,000	3,500	4,500	4,500	4,500
80033	TELEPHONE	5,500	5,774	5,500	5,000	5,000	5,000
80034	POSTAGE	4,000	4,229	4,000	4,000	4,000	4,000
80037	MILEAGE	13,368	13,585	13,368	13,500	13,500	13,500
80038	ADVERTISING	12,000	10,791	11,000	13,000	13,000	13,000
80039	PRINTING	1,500	1,607	1,500	2,000	2,000	2,000
80048	DEPARTMENTAL EXPENSE	3,000	4,357	2,000	2,000	2,000	2,000
	NON RECURRING ITEMS						
80249	PLAN OF DEVELOPMENT	0	0	0	0	0	0
84849	OFFICE EQUIPMENT	2,000	100	0	0	0	0
85949	MISCELLANEOUS	0	0	0	0	0	0
	TOTALS	829,354	817,664	795,851	811,677	811,677	811,677

PLANNING AND NEIGHBORHOOD SERVICES

Director of Planning & Neighborhood Services			72,050
City Planner		60,663	
Building/Housing Code Enforcement Official		60,625	
Zoning Enforcement Officer		44,910	
Assistant Building Officials	2 @	45,789	91,578
Code Enforcement Officer		45,789	
Housing Code Enforcement Inspector		44,044	
Code Enforcement Secretary		34,378	
Planning Technician		36,448	
Administrative Secretary		34,378	
Administrative Planning Clerk (21 hrs/wk)		<u>16,456</u>	<u>469,269</u>
		TOTAL WAGES	<u>541,319</u>

Professional Services:

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

Revenue:

Planning & Neighborhood Services collects fees for permits, applications and other miscellaneous items which are included in Revenue Account #70213. The estimate for 2004-05 is in excess of \$300,000. Included in this increase is a proposed increase in the building permit rates.

ECONOMIC DEVELOPMENT

Program: Economic Development Services

Description: The Economic Development Office is responsible for managing and promoting the city's economic development functions. Primary responsibilities include:

- Assistance to potential developers and employers
- Business retention and small business assistance
- Administration of the Enterprise Zone opportunities
- Liaison with Connecticut Department of Economic and Community Development, the Connecticut Economic Resource Center, the Southeastern Connecticut Enterprise Region, and the Connecticut Development Authority, and other government agencies.

- Goals:
- Foster a climate that attracts new businesses, creates a broad range of employment opportunities and promotes a vibrant downtown business district.
 - To improve the grand list and reduce the tax burden on residential property
 - To promote downtown development and oversee the Redevelopment plan for downtown
 - To stabilize and improve the economic development position of Norwich within the region and state
 - To facilitate economic development projects, job creation projects, and business retention and expansion programs
 - To improve the ability of the City of Norwich to compete at the state and federal level for grants
 - To market the City of Norwich throughout the region, the state and the country.
 - Work in conjunction with the Main Street Program

Effective 12/3/01 this department is under the direction of the mayor. This is a result of a charter revision change. It is the intention of this major government change for the mayor to promote and attain economic development.

CITY OF NORWICH							
GENERAL FUND EXPENDITURES							
2004-05 ADOPTED BUDGET							
		2002-03 REVISED BUDGET	2002-03 ACTUAL	2003-04 REVISED BUDGET	2004-05 BUDGET REQUEST	2004-05 MANAGER'S PROPOSED	2004-05 ADOPTED BUDGET
65	ECONOMIC DEVELOPMENT						
80048	DEPARTMENTAL EXPENSE	27,300	24,450	0	0	0	0
81000	PROJECT CONTINGENCY	100,217	84,595	118,000	25,000	25,000	50,000
81001	NORWICH COMMUNITY DEV. CORP.	25,000	25,000	0	35,000	35,000	55,000
81072	MAIN STREET PROGRAM	0	0	0	25,000	25,000	25,000
81075	TOURISM	0	0	37,000	40,000	40,000	40,000
	TOTALS	152,517	134,045	155,000	125,000	125,000	170,000

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

CITY OF NORWICH
BOARD OF EDUCATION
SCHEDULE OF STATE, FEDERAL AND PRIVATE GRANTS

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. This amount is in addition to the General Fund appropriation on the next page.

STATE, FEDERAL, AND PRIVATE FUNDS	2002-03 ACTUAL	2003-04 ACTUAL	2004-05 ESTIMATED	INCREASE/ (DECREASE)
TITLE I	\$2,223,376	\$2,223,376	\$2,218,738	(\$4,638)
TITLE IV SAFE & DRUG FREE SCHOOLS	\$35,880	\$35,880	\$33,428	(\$2,452)
TITLE II PART A TEACHERS	\$262,446	\$262,446	\$240,639	(\$21,807)
TITLE V INNOVATIVE EDUCATION STRATEGIES	\$31,911	\$31,911	\$32,095	\$184
TITLE II-PART D/TECHNOLOGY	\$36,847	\$36,847	\$30,496	(\$6,351)
IDEA PART B (94-142)	\$784,738	\$784,738	\$994,144	\$209,406
PRESCHOOL GRANTS PROGRAM (P.L. 101-476)	\$39,690	\$39,690	\$39,534	(\$156)
STEWART B. MCKINNEY EDUCATION OF HOMELESS	\$24,595	\$24,595	\$30,230	\$5,635
S.P.I.R.I.T.	\$74,086	\$74,086	\$74,086	\$0
LEARN & SERVE	\$37,966	\$37,966	\$50,570	\$12,604
TITLE III-PART A- ENGLISH/LANGUAGE	\$19,849	\$19,849	\$23,020	\$3,171
FAMILY RESOURCE CENTER	\$95,746	\$95,746	\$77,975	(\$17,771)
TECHNICAL INFRASTRUCTURE	\$24,951	\$24,951	\$0	(\$24,951)
EVEN START	\$241,892	\$241,892	\$215,188	(\$26,704)
FAMILY LITERACY PROJECT (COMPETITIVE)	\$0	\$0	\$77,975	\$77,975
TITLE II-ENHANCING EDUCATION THROUGH TECHNOLOGY	\$15,000	\$15,000	\$0	(\$15,000)
SCHOOL READINESS GRANT	\$191,736	\$191,736	\$189,536	(\$2,200)
SCHOOL RENOVATIONS	\$185,765	\$185,765	\$0	(\$185,765)
INTERDISTRICT COOPERATIVE GRANT (TRC)	\$88,000	\$0	\$120,831	\$120,831
EARLY READING SUCCESS	\$94,619	\$94,619	\$100,000	\$5,381
DEP D.A.R.E. GRANT	\$32,000	\$32,000	\$32,000	\$0
COMPREHENSIVE SCHOOL REFORM GRANT	\$105,300	\$105,300	\$0	(\$105,300)
GOVENOR'S PREVENTION INITIATIVE FOR YOUTHS	\$112,664	\$0	\$0	\$0
IMPROVING SCHOOL ATTENDANCE	\$27,000	\$27,000	\$0	(\$27,000)
PFIZER SMART GRANT	\$4,000	\$4,000	\$4,000	\$0
SLIVER GRANT IDEA-B	\$0	\$0	\$24,000	\$24,000
TITLE III IMMIGRATION	\$0	\$9,913	\$9,913	\$0
EASTERN CT FOUNDATION	\$0	\$26,500	\$0	(\$26,500)
SPECIAL EDUCATION ID	\$0	\$50,000	\$0	(\$50,000)
CLOSING THE ACHIEVEMENT GAP	\$0	\$6,500	\$0	(\$6,500)
BYRNE GRANT	\$0	\$0	\$43,471	\$43,471
TITLE II PART D TECHNOLOGY LEADER DEVELOPMENT	\$0	\$0	\$9,075	\$9,075
SUBTOTAL	\$4,790,057	\$4,682,306	\$4,670,944	(\$11,362)
HEALTH SERVICES *	\$45,000	\$45,000	\$45,000	\$0
TOTAL ESTIMATED REVENUES	\$4,835,057	\$4,727,306	\$4,715,944	(\$11,362)

* Net Cost for Non-Public Services are included in the General Fund Budget

CITY OF NORWICH							
GENERAL FUND EXPENDITURES							
2004-05 ADOPTED BUDGET							
		2002-03 REVISED BUDGET	2002-03 ACTUAL	2003-04 REVISED BUDGET	2004-05 BUDGET REQUEST	2004-05 MANAGER'S PROPOSED	2004-05 ADOPTED BUDGET
70	BOARD OF EDUCATION						
80700	GENERAL EXPENSE	51,194,721	51,194,721	52,582,177	54,159,644	54,159,644	54,159,644
	TOTALS	51,194,721	51,194,721	52,582,177	54,159,644	54,159,644	54,159,644

The above figure is the total appropriation for the Board of Education from the general fund. Please see the Board of Education (blue divider) section of this budget document for detail of their budget. This section is an excerpt from the budget adopted by the Board of Education.

DEBT SERVICE – PRINCIPAL AND INTEREST

Program: Debt Service Principal and Interest

Description: 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.

- Goals:
- To maintain and upgrade infrastructure and equipment without burdening the fiscal indebtedness to the community.
 - Pay debt services when due.

Debt service is reimbursed by enterprise funds for 2004-2005 fiscal year.

Revenue accounts projected are:

#70230	DPU	61,840
#70239	Sewer Assessment	215,000
#70240	Ice Rink	100,000
#70241	NGCA	<u>33,910</u>
	TOTAL	<u>410,750</u>

EXISTING DEBT	ORIGINAL ISSUE	OUTSTANDING AT 7/1/04	INTEREST RATE	DIRECT PRINCIPAL	DIRECT INTEREST	TOTAL REQUIREMENT 2004-2005
GENERAL OBLIGATION BONDS						
1988-06 Public Improvements	15,000,000	1,570,000	6.70%	790,000	106,760	896,760
1993-07 Road Improvements	3,000,000	800,000	5.10%	200,000	38,300	238,300
1997-15 Rink/ Reservoir	3,750,000	2,350,000	4.80%	200,000	109,230	309,230
1997-18 Schools/ Sewers/ Various	5,805,000	2,580,000	4.80%	300,000	124,125	424,125
1999-2019 Improvement/Schools	7,710,000	4,685,000	5.10%	705,000	241,029	946,029
2001-2020 Improvement/Schools	23,520,000	19,860,000	4.50%	1,600,000	865,500	2,465,500
2001-2017 Wauregan	400,000	325,000	6.50%	25,000	21,688	46,688
2002-2022 Improvements/ Sewers	6,020,000	5,225,000	4.60%	395,000	230,340	625,340
2004-2014 Various Improvements	2,400,000	2,400,000	4.00%	360,000	96,000	456,000
Totals	<u>67,605,000</u>	<u>39,795,000</u>		<u>4,575,000</u>	<u>1,832,972</u>	<u>6,407,972</u>

CITY OF NORWICH GENERAL FUND EXPENDITURES 2004-05 ADOPTED BUDGET							
		2002-03 REVISED BUDGET	2002-03 ACTUAL	2003-04 REVISED BUDGET	2004-05 BUDGET REQUEST	2004-05 MANAGER'S PROPOSED	2004-05 ADOPTED BUDGET
80 DEBT SERVICE							
80801	PRINCIPAL	4,375,000	4,375,000	4,339,833	4,575,000	4,575,000	4,575,000
80802	INTEREST	2,277,497	2,277,497	2,061,267	1,832,972	1,832,972	1,832,972
	TOTALS	6,652,497	6,652,497	6,401,100	6,407,972	6,407,972	6,407,972

The following charts are from the June 30, 2003 Comprehensive Annual Financial Report:

CITY OF NORWICH, CONNECTICUT						
RATIO OF GENERAL BONDED DEBT TO NET ASSESSED VALUE AND BONDED DEBT PER CAPITA						
Last Ten Fiscal Years						
Fiscal Year	Bonded Debt	Net Assessed Value	Ratio of Bonded Debt to Net Assessed Value	(1) Population	Bonded Debt Per Capita	
2003	\$ 40,945,000	\$ 1,145,882,067	3.6	35,628	\$ 1,149	
2002	45,080,000	1,141,544,015	3.9	36,117	1,248	
2001	42,680,000	1,132,024,510	3.8	36,117	1,182	
2000	33,875,000	1,439,788,210	2.4	34,852	972	
1999	28,935,000	1,435,534,271	2.0	34,931	828	
1998	28,865,000	1,417,524,298	2.0	35,142	821	
1997	25,220,000	1,406,626,988	1.8	35,225	716	
1996	27,110,000	1,399,566,205	1.9	35,225	770	
1995	29,000,000	1,383,144,564	2.1	35,225	823	
1994	12,270,000	1,363,998,321	0.9	37,390	328	

(1) Statistics provided are estimates of the State of Connecticut, Department of Health Services, except for 2001 which comes from the Bureau of Census.

CITY OF NORWICH, CONNECTICUT						
RATIO OF DEBT SERVICE EXPENDITURES FOR GENERAL BONDED DEBT TO TOTAL GENERAL FUND EXPENDITURES						
Last Ten Fiscal Years						
Fiscal Year Ended 6/30	Total General Fund Expenditures and Encumbrances	Principal	Interest	Total	Ratio of Total Debt Service to Total Expenditures	
2003	\$ 86,505,078	\$ 4,375,000	\$ 2,277,497	\$ 6,652,497	7.69%	
2002	84,663,199	3,803,125	2,384,413	6,187,538	7.31%	
2001	81,702,857	3,280,000	2,458,925	5,738,925	7.02%	
2000	80,043,640	3,333,000	2,203,323	5,536,323	6.92%	
1999	79,319,496	3,023,000	2,076,068	5,099,068	6.43%	
1998	75,298,066	2,797,904	1,847,666	4,645,570	6.17%	
1997	73,459,756	2,261,504	1,816,645	4,078,149	5.55%	
1996	72,742,559	2,501,836	1,936,830	4,438,666	6.10%	
1995	69,646,580	1,732,558	1,278,334	3,010,892	4.32%	
1994	67,524,079	1,851,258	1,002,692	2,853,950	4.23%	

Note: Expenditures and encumbrances are shown on the budgetary basis.

CITY OF NORWICH, CONNECTICUT	
DEBT STATEMENT AND CURRENT DEBT RATIOS	
Debt Statement:	
Long-Term Debt:	
General Purpose Bonds Payable	\$ 26,751,136
School Bonds	11,971,493
Capital Leases	1,806,550
Water	6,079,214
Total Long-Term Debt	46,608,393
Short-Term Debt:	
Clean Water Fund Notes	3,792,131
Total Short-Term Debt	3,792,131
Total Debt	50,400,524
Less: School Construction Grants Receivable	1,943,519
Water Debt	1,138,692
	3,082,211
Total Overall Net Debt	\$ 47,318,313

CURRENT DEBT RATIOS (Pro Forma)		
Population ¹		35,628
Net Taxable Grand List (10/1/01)		\$ 1,145,882,067
Estimated Full Value (70%)		1,636,974,381
Equalized Net Taxable Grand List (2000) ²		1,945,909,064
Money Income per Capita (1989) ³		14,844
	Total Debt	Total Net Debt
Per Capita	1,414	\$1,328
Ratio to Net Taxable Grand List	4.4%	4.1%
Ratio to Estimated Full Value	3.1%	2.9%
Ratio to Equalized Grand List	2.6%	2.4%
Debt per Capita to Money Income per Capita	9.5%	8.9%
¹ U.S. Bureau of Census (2002)		
² Office of Policy and Management, State of Connecticut		
³ U.S. Bureau of Census (1990)		

NON-DEPARTMENTAL EXPENSES AND CIVIC/CULTURAL ORGANIZATIONS

Program: Non-departmental Expenses and Civic/Cultural Organizations

Description: This includes operating expenses required and not included in individual department budget, also requests from outside agencies, as well as contractual commitments.

Goals: To maintain level amount of services without increasing costs.

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2004-05 ADOPTED BUDGET**

	2002-03 REVISED BUDGET	2002-03 ACTUAL	2003-04 REVISED BUDGET	2004-05 BUDGET REQUEST	2004-05 MANAGER'S PROPOSED	2004-05 ADOPTED BUDGET
90 NON-DEPARTMENTAL EXPENSES						
80062 WORKERS COMPENSATION	141,900	125,707	109,000	178,000	178,000	178,000
80063 HOSPITALIZATION	220,162	220,162	260,915	330,000	330,000	330,000
80072 CLAIMS	100,000	99,549	100,000	100,000	100,000	100,000
80073 INSURANCE	526,000	561,208	760,010	885,028	885,028	885,028
80079 TAX REFUNDS	1,000	1,000	1,000	1,000	1,000	1,000
80086 CONTINGENCY	50,000	41,303	210,996	496,975	496,975	496,975
80088 AMBULANCE SERVICE	44,376	43,995	45,139	46,719	46,719	46,719
80090 MOHEGAN PK DEVELOPMENT	90,000	181,042	90,000	0	0	0
80091 CODE OF ORDINANCE	4,500	1,997	4,500	3,000	3,000	3,000
80093 PROBATE COURT	31,000	27,973	30,000	23,000	23,000	23,000
80095 SE CT COUNCIL GOVERN	16,614	16,614	16,614	16,614	16,614	16,614
80096 STATE FISHING & GAME	50,000	57,942	50,000	50,000	50,000	50,000
80098 APPROP-CAPITAL BUDGET	800,000	800,000	800,000	1,400,000	1,400,000	1,400,000
80101 UNEMPLOY COMPENSATION	75,266	42,844	76,299	47,483	47,483	47,483
80103 HISTORIC DISTRICT	2,250	2,315	2,325	2,825	2,825	2,825
80104 CT CONF OF MUNICIPAL	22,750	22,149	23,000	23,256	23,256	23,256
80115 DELINQUENT TAX COLLECTIONS	20,000	20,000	70,000	30,000	30,000	30,000
80120 REGION HEALTH DISTRICT	198,644	198,644	216,702	216,018	216,018	216,018
80133 ELDERLY TAX CREDITS	105,000	105,000	100,800	91,000	91,000	91,000
80141 SEAT BUS	99,036	99,036	104,978	107,602	107,602	107,602
80153 HEALTH SAFETY COMPLIANCE	20,000	18,583	20,000	20,000	20,000	20,000
80181 PARKING LEASE	10,000	10,000	10,000	10,000	10,000	10,000
CONTRIBUTIONS TO						
80995 UNDESIGNATED FUND BALANCE	325,000	325,000	0	0	0	0
TOTALS	2,953,498	3,022,063	3,102,278	4,078,520	4,078,520	4,078,520

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2004-05 ADOPTED BUDGET**

	2002-03 REVISED BUDGET	2002-03 ACTUAL	2003-04 REVISED BUDGET	2004-05 BUDGET REQUEST	2004-05 MANAGER'S PROPOSED	2004-05 ADOPTED BUDGET
CIVIC & CULTURAL ORGANIZATIONS						229,250
80077 LIBRARY	843,000	843,000	840,000	917,000	857,000	917,000
80078 UNITED COMMUNITY SERV	201,000	201,000	150,000	175,000	153,000	38,250 153,000
80087 TVCCA	13,485	13,485	13,485	13,485	13,485	13,485
80147 NORWICH ARTS COUNCIL	36,050	36,050	41,500	50,000	42,000	42,000
80151 LITERACY VOLUNTEERS	2,500	2,500	3,000	3,500	3,500	3,500
80152 SECTER	5,000	5,000	5,000	10,200	5,110	5,110
80154 HISTORIC NORWICH DAYS	3,000	3,000	3,000	4,500	3,070	3,070
80158 TASTE OF ITALY	4,000	4,000	4,000	4,000	4,000	4,000
80160 VETERAN ORGANIZATIONS	0	6,000	5,000	5,000	5,000	5,000
80161 4TH OF JULY COMMITTEE	6,000	0	6,000	6,000	6,000	6,000
80162 HARBOR COMMISSION	9,000	9,245	9,000	9,000	9,000	9,000
80163 WINTER FESTIVAL	8,000	8,000	8,000	25,000	8,180	8,180
80164 CHELSEA GARDENS	3,000	3,000	3,000	5,000	3,070	3,070
TOTALS	1,414,035	1,414,280	1,090,985	1,227,485	1,112,415	1,112,415

NON-DEPARTMENTAL/CIVIC & CULTURAL EXPENSES

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 hospitalization 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.

80077 Library: Amount used by Otis Library to help defray operating expenses.

80078 United Community Services, Inc.: Amount used to help defray cost of public health nursing services for the City of Norwich.

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

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

80087 TVCCA: Amount requested to support servicing.

80088 Ambulance Service: Funding per contract expiring 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 year 2005, this transfer to will be suspended. The Arts & Recreation Fund will support the appropriation to the Norwich Arts Council (see 80147), the Spirit of Broadway Program (\$35,625) and the Summer Concert Series (\$7,500).

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

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

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

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

80098 Appropriation to Capital Budget: This appropriation will be used to fund capital improvements.

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

80103 Historic District Commission: Supports Historic District Commission.

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

80115 Delinquent Tax Collections: The costs the city incurs to pay outside agencies to perform collection activities for delinquent property taxes. Also, it covers the fee levied by the State of Connecticut Department of Motor Vehicles to accept a list of delinquent taxpayers.

80120 Regional Health District: The city's cost of \$5.50 per capita to participate.

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: Supplement cost of bus service to southeastern Connecticut.

80147 Norwich Arts Council: Requested amount to support council. This amount will be reimbursed by the Arts & Recreation Fund.

80151 Literacy Volunteers: Requested amount to support program.

80152 SECTER: Dues for membership in SECTER, which undertakes regional economic development efforts. Formerly Corporation for Regional Economic Development (CRED).

80153 Health and Safety Compliance: Covers cost for pulmonary function test for all Norwich firefighters to meet OSHA standards and requirements, and other health and safety requirements.

80154 Historic Norwichtown Days: Supports Historic Norwichtown Days

80158 Taste of Italy: Supports Taste of Italy Festival.

80160 Veteran Organizations: These are funds made available to various veteran organizations.

80161 4th of July Committee: These funds support the 4th of July festivities.

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

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

80164 Chelsea Gardens: Supports Chelsea Gardens fund raising.

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

80995 Contribution to Undesignated Fund Balance: This reflects a contribution to undesignated fund balance.

CAPITAL BUDGET

Program: Capital Budget

Description: To provide for needed capital improvements, road construction and equipment as determined by City Council.

Policies used in developing the Capital Improvement Plan:

Based on direction from the City Council, several financial and planning policies guide the city's capital improvements:

1. Capital projects should:
 - a. Support City Council goals and be consistent with the City of Norwich's overall goals.
 - b. Prevent the deterioration of the city's existing investments in parks, streets, buildings, and utilities.
 - c. Encourage economic development in Norwich.
 - d. Respond to, and anticipate, growth in the city.
 - e. Increase the efficiency and productivity of city operations.
2. Projects should provide all geographic areas of the city with similar quality and types of services.
3. Capital projects should be responsive to the needs of residents and businesses, within the constraints of reasonable taxes and fees.
4. The capital plan will address the impact of capital projects on the operating budget.

**CITY OF NORWICH
CAPITAL BUDGET 2004-05
CAPITAL IMPROVEMENT PLAN PROCEDURES**

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 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 Capital Improvement Plan. For example, the capital improvement plan 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 which 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.

Funding of Capital Projects

As of the last few fiscal years, it has been the city's policy to utilize a "pay-as-you-go" methodology in funding 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.

CITY OF NORWICH
CAPITAL BUDGET 2004-05
SUMMARY

Following is a list of major capital projects planned for the city. The projects are listed out in detail on the following pages. 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.

- **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</u> Paving of city roads and installation of drainage systems to avoid flooding and icing. This will reduce the cost of patching potholes and removing ice and improve safety. If this work is not done there will be more of a chance of roads having to be reconstructed in the future. This is the top priority to save the cost of reconstructing the city's road system. Impact on operating budget: this should slightly reduce operating costs, as roads are paved maintenance costs will decrease slightly this will have a positive impact on the operating budget.</p>	\$545,316	POSITIVE
<p><u>Reynolds Road Drainage</u> Provides 50% of funding for the replacement of a city storm sewer that runs under Norwich Free Academy property near Reynolds Road. Project will be split funded with NFA. The project benefits NFA by moving the drainage system off of their property; thereby allowing expansion. The city benefits by replacing and aged storm sewer with a new sewer in the city right-of-way. Impact on operating budget: this should reduce maintenance operating costs for current and future years.</p>	\$100,000	POSITIVE
<p><u>Occum Park</u> Provides funding necessary to complete the remediation and construction of Occum Park. Funding will be in addition to state and Federal grants and will make their utilization possible. Funding eliminates a health and safety hazard and provides a much needed park. Impact on operating budget: this expenditure will not affect the operating budget.</p>	\$300,000	NEGLIGIBLE
<p><u>Sidewalk Program</u> Provide funding for sidewalk repair and street-scaping as well as interest-free ten-year loans to taxpayers willing to improve their sidewalks. Under the loan program, the city pays for granite curbing, taxpayer for sidewalk. Liens on properties ensure the city recovers costs. Program encourages taxpayers to improve property; increasing its value and adding to quality of life in the city. Impact on operating budget: This expenditure will not impact the operating budget.</p>	\$150,000	NEGLIGIBLE

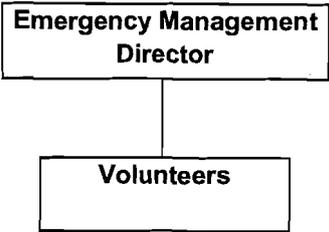
<u>Norwich Intermodal Transportation Facility</u>	\$250,000	NEGLIGIBLE
Provides the city's portion of the funding for the planned Intermodal Transportation Facility. This expenditure will not impact the operating budget.		
<u>Street Maintenance Equipment</u>	\$150,000	NEGLIGIBLE
This represents the cost of a dump truck with plow and a chipper. This expenditure will not impact the operating budget.		
<u>Police Vehicles and Equipment</u>	\$211,900	POSITIVE
This represents the cost of 10 new police vehicles, a 911/ Radio console upgrade, mobile radios, and body armor. Maintenance costs for the police fleet will be reduced slightly because of the new vehicles.		
<u>Software Upgrade</u>	\$21,042	NEGLIGIBLE
This represents the cost of upgrading the operating systems for several computers and network software. This expenditure will not impact the operating budget.		

TOTAL CAPITAL BUDGET FOR FY 2004-05	<u>\$1,728,258</u>
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SOURCE OF FINANCING FOR CAPITAL PROJECTS:

GENERAL FUND APPROPRIATION	\$1,400,000
STATE – LOCAL CAPITAL IMPROVEMENT PROGRAM (LoCIP)	<u>328,258</u>
TOTAL FINANCING	<u>\$1,728,258</u>

**City of Norwich
Emergency Management Department
Organization Chart**



EMERGENCY MANAGEMENT

Program: Emergency Services

Description: Emergency Management is a basic, multi-functional responsibility of local government. The operation is implemented whenever local government responds to a major emergency, such as hurricanes, floods, tornado, terrorism, nuclear, biological and chemical incidents, or any major industrial accident.

Goals: Emergency Management consists of four phases of emergency activity involving all three levels of government (federal, state and local) working together in mitigation, preparation, response, and recovery.

To provide emergency training in planning, terrorism, radio communications, shelter management, nuclear, biological and chemical and underwater rescue and recovery.

To coordinate planning and organization, to utilize resources in local government for a first response for public and private assistance.

Accomplishments: Completed a program providing all city and private schools with weather and homeland security alerting devices. Developed a terrorism annex in conjunction with the Southeastern Connecticut Council of Governments for the emergency operations plan. Worked with the United Community Services to establish and implement a disaster ID program for our senior citizen populous. Developing all hazards mitigation plan with the SCCOG to achieve federal grants for the city.

PERFORMANCE MEASURE	02-03 ACTUAL	03-04 ESTIMATED	04-05 PROJECTED
Hours of emergency training	750	800	800
Personnel trained	27	21	35
Shelters Maintained	18	19	19
Percentage of Emergency Operations Plans Updated	100%	100%	100%

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2004-05 ADOPTED BUDGET**

	2002-03 REVISED BUDGET	2002-03 ACTUAL	2003-04 REVISED BUDGET	2004-05 BUDGET REQUEST	2004-05 MANAGER'S PROPOSED	2004-05 ADOPTED BUDGET
91 EMERGENCY MANAGEMENT						
80011 HEAD OF DEPT	22,423	22,417	22,423	22,423	22,423	22,423
80013 PART TIME EMPLOYEES	707	168	500	500	500	500
89999 FRINGE BENEFITS	1,974	1,913	1,975	2,116	2,116	2,116
80021 MATERIALS & SUPPLIES	3,000	3,841	3,000	3,000	3,000	3,000
80023 GAS OIL & GREASE	0	502	400	400	400	400
80027 AUTO SUPPLIES & MAINT	1,000	276	1,000	1,000	1,000	1,000
80031 RADIO SERVICE	1,500	855	4,500	4,500	4,500	4,500
80032 EQUIP & FURN MAINT	4,300	1,990	4,000	4,000	4,000	4,000
80033 TELEPHONE	5,250	4,974	5,300	5,300	5,300	5,300
80034 POSTAGE	375	68	300	300	300	300
80035 UTILITIES	7,000	6,788	7,000	7,000	7,000	7,000
80036 LAUNDRY & DRY CLEANING	175	0	175	175	175	175
80040 BLDG & GRND MAINT	2,040	1,258	2,000	2,000	2,000	2,000
80048 DEPARTMENTAL EXPENSE	4,000	2,560	5,000	6,000	3,000	3,000
80059 TRAINING	2,000	0	2,000	2,000	2,000	2,000
NON RECURRING ITEMS						
81149 PORTABLE RADIOS	0	0	0	0	0	0
82749 EMERGENCY MGMT GEAR	3,000	2,048	0	0	0	0
85949 RADIOS & SIRENS	3,000	3,000	0	3,000	3,000	3,000
TOTALS	61,744	52,658	59,573	63,714	60,714	60,714

EMERGENCY MANAGEMENT

Emergency Management Director

22,423

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 2004-05 year those revenues are estimated to be \$16,311.

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	02-03 ACTUAL	03-04 ESTIMATED	04-05 PROJECTED
Active members	375	392	409

Average new pensioners: 17 per year

Includes those pensioners who deceased sometime during fiscal year 2004.

SUMMARY OF CONTRIBUTIONS:

Fiscal Year 2004-2005

General city / police (included in departments' fringe benefits)	724,561
Fire Department (included in fringe benefits)	168,216
Utilities Department (included in enterprise fund)	149,015
Board of Ed (included in BOE budget)	<u>250,540</u>
1) City of Norwich Employees' Retirement Contribution	<u><u>1,292,332</u></u>
2) Policemen's Relief Fund	45,000
3) Firemen's Relief Fund	<u>105,000</u>
Total Recommended Contribution	<u><u>1,442,332</u></u>

NOTES:

1) The City of Norwich Employees' Retirement Fund is an open actuarially funded plan, for all regular full-time employees except schoolteachers, from date of employment. Elected or appointed officials may elect to become members within 90 days of election or appointment.

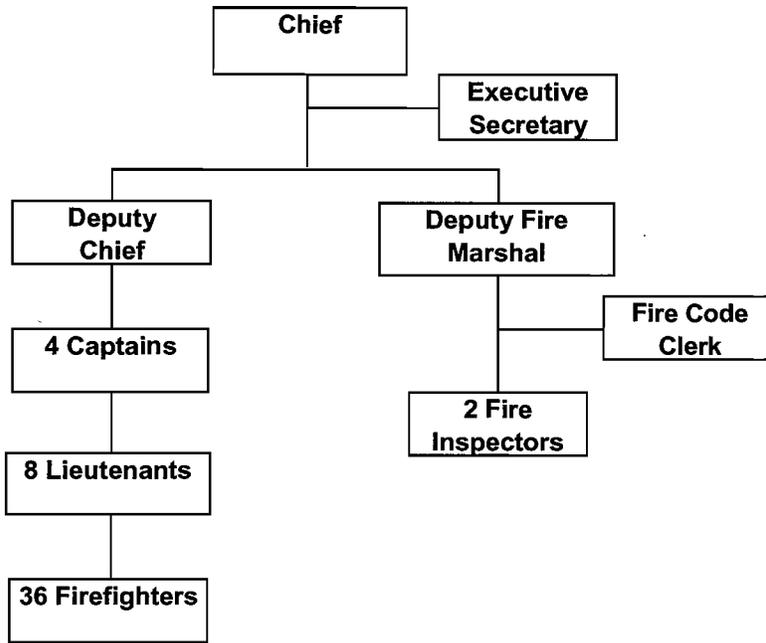
2) Policeman's Relief Fund is a closed pay as you go plan for all policemen hired prior to 1955.

3) The Fireman's Relief Fund is a closed pay as you go plan for all firemen hired prior to 1955.



Special Service Fire /
Volunteer Fire Relief /
Refuse

City of Norwich Fire Department Organization Chart



FIRE OPERATING BUDGET & FIRE SPECIAL SERVICE BUDGET

Program: Emergency Services (FIRE/EMS)

Description: The Norwich Fire Department (Fire Operating Budget & Fire Special Service Budget) is responsible for maintaining and providing a quality fire service to the citizens of our community by utilizing the most up to date techniques in addressing the following:

Fire Suppression	Fire Protection
Fire Investigation	Emergency Medical Care
Public Fire Education	Plan Review
Code Enforcement	Public Relations

Fire-fighting personnel, like the Fire Administrator, have been engaged in an increasing number of activities to meet the changing needs of the community. These include but are not limited to, hazardous material incidents, confined space rescues and emergency medical service.

Goals:

The department expects to comply with NFPA 1,500 mandates along with that of OSHA to provide a work environment that is as safe as possible for firefighters in the city.

To insure all personnel continue mandated training.

To reduce the loss of life and property through fire code compliance, inspection, and prevention.

To provide a rapid response to calls for assistance and to provide quality services through training and practice.

To continue to insure the citizens that all fires of an incendiary nature are thoroughly investigated and the persons found responsible are prosecuted.

To complete training for and implementation of a Haz Mat Technician Response Team and to equip the team with equipment valued at \$227,000 obtained through the State of Connecticut from the Federal Government

Accomplishments:

Placed a 2002 Humvee service/brush fire unit into service. This unit was purchased with a \$130,000 grant from FEMA.

Put into service, through a state grant, four Automated External Defibrillator units which were placed in public buildings to provide for immediate life saving first-aid in case of a heart attack.

Formed a regional response team for Eastern Connecticut to respond to chemical or terrorist emergencies.

Placed into service a Foam Trailer, valued at \$85,000, obtained at no cost to the City of Norwich.

PERFORMANCE MEASURE	02-03 ACTUAL	03-04 ESTIMATED	04-05 PROJECTED
Structure Fires	101	100	100
False Alarms	347	256	256
Service Calls	159	148	148
Rescue/Emergency Medical Calls	1,547	1,980	1,980
Hazardous Materials	64	34	34
Other	<u>353</u>	<u>486</u>	<u>486</u>
Total Calls	2,571	3,004	3,004
Average Response Time	2.5 mins	2.2 mins	2.2 mins
Civilian casualties	0	0	0
Fire service casualties	0	0	0
Fire related civilian injuries	1	2	0
Fire service injuries	16	20	15
Arson fires leading to arrests	4	2	2
Estimated Average dollar loss per fire	\$8,563	\$6,500	\$6,500
Inspections/Re-inspections	650	598	598
Complaints	39	59	59
Violations Found	490	420	420
Violations Corrected	131	126	126
Fire Investigations	86	84	84
Drills (man-hours) in-house training	5,250	5,500	5,750
Community Service/Public Safety Presentations	105	110	115
Percent of women/minorities in Dept.	8%	8%	8%
Firefighters with State of Connecticut Certification	90%	90%	90%
Percentage of Personnel receiving E.M.T. Training	98%	98%	98%

**CITY OF NORWICH
SPECIAL SERVICE FIRE REVENUES
2004-05 ADOPTED BUDGET**

	2002-03 ACTUAL	2003-04 REVISED BUDGET	2004-05 MANAGER'S PROPOSED	2004-05 ADOPTED BUDGET	
GENERAL PROPERTY TAXES					
70204	PROPERTY TAX FIRE CURRENT	1,983,873	2,081,574	2,360,765	2,210,764
70205	PROP.TAX FIRE PRIOR	140,395	190,000	154,000	154,000
70206	PROP.TAX-FIRE INT & LIENS	77,035	80,000	79,000	79,000
70215	TAXES-MV- PA-76-338 FIRE	70,567	87,880	43,000	43,000
TOTALS		2,271,870	2,439,454	2,636,765	2,486,764
REVENUE FROM OTHER CITY OPERATIONS					
70231	FIRE SS-GF CHARGE-SS	575,976	576,364	561,300	591,578
TOTALS		575,976	576,364	561,300	591,578
OTHER REVENUES					
70244	FIRE SWITCHBOARD SERVICE	7,500	0	0	0
70238	CONVEYANCE TAX	0	0	50,000	50,000
TOTALS		7,500	0	50,000	50,000
STATE GRANTS IN AID - GENERAL					
70251	TOWN HOUSING-FIRE	169,557	36,792	50,000	184,802
70255	IN LIEU OF TAXES FIRE	301,394	305,879	285,278	300,477
70258	MASHANTUCKET PEQUOT GRANT	343,022	452,488	377,780	377,780
70262	ELDERLY REIMBURSE-FIRE	122,484	121,279	94,635	94,635
TOTALS		936,457	916,438	807,693	957,694
SURPLUS SPECIAL SERVICE					
70294	SURPLUS-SPECIAL SERVICE	200,000	200,000	150,000	150,000
TOTALS		200,000	200,000	150,000	150,000
GRAND TOTALS		3,991,803	4,132,256	4,205,758	4,236,036

CITY OF NORWICH
Description of Special Fund Revenue

GENERAL PROPERTY TAXES

70204 Current Fire Levy – Property taxes assessed to taxpayers within the CCD. Collection of taxes is enforced through liens, foreclosures & tax warrants.

70205 Prior Fire Levies – Delinquent taxes collected on unpaid CCD taxes.

70206 Interest and Lien Fees – Interest and lien fees collected on payment of delinquent CCD taxes.

70215 M.V.PA 76-338 Fire – Tax revenue anticipated from motor vehicles purchased after assessment date of October 1st (P.A. 76-338), for taxpayers within the CCD.

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

70244 Fire Switchboard Service – This represents a charge of \$7,500 per out-of-town fire department for use of Central Fire Department switchboard. In 2002-03 there was one department that used this service. Presently, there are no out-of-town departments using this service

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 – PILOT payments from the state for city housing (CCD area) and from the Norwich Housing Authority for Low Income, Affordable and Elderly housing.

70255 In lieu of Taxes-Fire – Based on projected reimbursement for state properties, hospitals and colleges. Also includes anticipated payment under “Distressed Area” legislation CCD.

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. The funds are included in the State of Connecticut’s adopted budget.

70262 Elderly Reimbursement-Fire - Based on number of elderly who qualify for reimbursement.

SURPLUS SPECIAL SERVICES

70294 Surplus for Appropriation, Special Services – Based on audit of June 30, 2003 and anticipated surplus as of June 30, 2004.

REFUSE FEES

70207 Refuse – Fees imposed on individuals within the CCD who utilize refuse pick-up.

RELIEF FUND

70216 Volunteer Fire Relief Fund Levy – Mill rate needed to continue funding for Volunteer Fire Relief Fund. This provides a retirement for qualified volunteer firemen. In addition, provides a tax credit of up to \$1,000 for eligible volunteer firefighters.

**CITY OF NORWICH
SPECIAL SERVICE EXPENDITURES
2004-05 ADOPTED BUDGET**

	2002-03 REVISED BUDGET	2002-03 ACTUAL	2003-04 REVISED BUDGET	2004-05 BUDGET REQUEST	2004-05 MANAGER'S PROPOSED	2004-05 ADOPTED BUDGET
20 FIRE/SPECIAL SERVICE						
80011 HEAD OF DEPT	75,097	75,090	77,350	79,671	79,671	79,671
80012 EMPLOYEES	2,368,362	2,491,958	2,508,625	2,405,328	2,405,328	2,423,751
89999 FRINGE BENEFITS	906,342	801,041	813,202	976,831	976,831	988,686
80016 CLOTHING ALLOWANCE	34,500	38,278	36,500	48,500	48,500	48,500
80017 REPLACEMENT COSTS	599,098	540,486	528,917	516,648	516,648	516,648
80059 TRAINING	36,500	35,515	38,500	38,500	38,500	38,500
80063 HOSPITALIZATION	0	0	131,280	131,280	131,280	131,280
80114 HAZ MAT TECHNICIAN	0	0	0	7,000	7,000	7,000
80144 PHYSICAL FITNESS PROG	1,500	1,500	2,000	2,000	2,000	2,000
TOTALS	4,021,399	3,983,868	4,136,374	4,205,758	4,205,758	4,236,036

SPECIAL SERVICE FUND
REFUSE COLLECTION

Program: Refuse Collection

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

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

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

PERFORMANCE MEASURE	02-03 ACTUAL	03-04 ESTIMATED	04-05 PROJECTED
Disposal billing units	5,785	11,160	11,160

NOTE: Based on calendar year.

CITY OF NORWICH REFUSE CHARGES 2004-05 ADOPTED BUDGET				
	2002-03 ACTUAL	2003-04 REVISED BUDGET	2004-05 MANAGER'S PROPOSED	2004-05 ADOPTED BUDGET
GENERAL REVENUES				
70207	CURRENT REFUSE CHARGES	1,137,617	1,305,466	1,367,340
70209	PRIOR REFUSE CHARGES	114,533	0	0
70210	REFUSE INTEREST & LIENS	101,031	0	0
TOTALS		1,353,181	1,305,466	1,367,340

CITY OF NORWICH SPECIAL SERVICE EXPENDITURES 2004-05 ADOPTED BUDGET							
		2002-03 REVISED BUDGET	2002-03 ACTUAL	2003-04 REVISED BUDGET	2004-05 BUDGET REQUEST	2004-05 MANAGER'S PROPOSED	2004-05 ADOPTED BUDGET
411 REFUSE SPECIAL SERVICE							
80052	DUE TO GENERAL FUND	680,953	680,953	705,647	747,340	747,340	747,340
80113	CONTRACT	600,027	600,968	599,819	620,000	620,000	620,000
TOTALS		1,280,980	1,281,921	1,305,466	1,367,340	1,367,340	1,367,340

VOLUNTEER FIRE RELIEF FUND & TAX CREDITS

Program: Pension fund for volunteer firefighters.

Description: In 1987 an ordinance was passed for the purpose of establishing a relief fund for volunteer firefighters serving the City of Norwich. This tax applies to residents in the town area only. In 2001 an ordinance was passed providing a \$1,000 credit on taxes for eligible volunteer firefighters. This tax applies to residents in the town area only.

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

PERFORMANCE MEASURE	02-03 ACTUAL	03-04 ESTIMATED	04-05 PROJECTED
Retired Participants	42	45	47
Eligible Active Participants	80	80	86

CITY OF NORWICH VOLUNTEER FIRE RELIEF FUND 2004-05 ADOPTED BUDGET				
	2002-03 ACTUAL	2003-04 REVISED BUDGET	2004-05 MANAGER'S PROPOSED	2004-05 ADOPTED BUDGET
GENERAL PROPERTY TAXES				
70216	TAX-VOL.FIRE REL.FND.LEVY AND TAX CREDIT	214,401	220,000	220,000
TOTALS		214,401	220,000	220,000

**CITY OF NORWICH
SPECIAL SERVICE EXPENDITURES
2004-05 ADOPTED BUDGET**

	2002-03 REVISED BUDGET	2002-03 ACTUAL	2003-04 REVISED BUDGET	2004-05 BUDGET REQUEST	2004-05 MANAGER'S PROPOSED	2004-05 ADOPTED BUDGET
92 VOLUNTEER FIRE RELIEF						
80122 VOLUNTEER TAX CREDIT	82,000	76,417	100,000	100,000	100,000	100,000
80125 TRUST FUND	120,000	120,000	120,000	120,000	120,000	120,000
TOTALS	202,000	196,417	220,000	220,000	220,000	220,000



Glossary

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.

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

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

ADOPTED BUDGET – The final budget as approved by ordinance.

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.

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.

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

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

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

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

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

COST-OF-LIVING – Cost-of-living is a measure of the increase or decrease of the cost to maintain the same standard of living. There are many different price indices which attempt to measure this. In this budget, as in last year's budget, the U.S. Bureau of Labor Statistics' Consumer Price Index for all Northeast Urban Consumers ("CPI-U") was used as the standard. For the calendar year ended December 31, 2003, the increase in the CPI-U was 2.8%.

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.

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

DPU – Department of Public Utilities

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

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

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.

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 5-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.

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 revaluation on 10/1/2003. 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.

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.

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.

PERFORMANCE INDICATOR – Specific quantitative and qualitative measures of work performed as an objective of specific departments.

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 5 areas served by the volunteer fire companies.

Board of Education

NORWICH PUBLIC SCHOOLS

The Norwich Public Schools Budget is presented in detail in the budget submitted by them. The complete budget for the Norwich Public Schools can be obtained at their offices located at 90 Town St., Norwich, CT 06360

The following budget pages were selected by the City Manager to be included in the City of Norwich Budget.

NOTE: The City Council reserves the right to reduce the Board of Education budget in total only. Any such reductions are up to the Board of Education's discretion as to which individual line items are effected within their own budget.



Norwich Public Schools

Michael J. Frechette, Ph.D., Superintendent of Schools

TO THE CITIZENS OF NORWICH

All employees of the Norwich Public Schools are committed to providing a learning experience that allows all students to excel. We accomplish this through our district goals, which emphasize data based decision making that changes classroom instruction to improve student outcomes, developing a caring and safe school community of learners, and prevention of learning difficulties verses remediation. The time is now for all citizens of Norwich, New London County, and the State to work together to maintain a high quality educational system.

The Board of Education's proposed fiscal year 2004-2005 budget reflects a status quo or rollover budget and challenges our system's ability to provide optimal services for our students and community. Unlike past years, the proposed budget does not eliminate programs. Our school system has improved; however, we need to keep focused on our mission and persevere to yield high achieving responsible students.

The district has received recognition at the state and national level for its early intervention effort and its exemplary technology plan. Several recent changes have permitted the Norwich Public Schools to achieve high levels of excellence. New curriculum initiatives in language arts, math, and science will provide our students an opportunity to compete in a global economy. The redesign of the middle schools allows our district to make available a more meaningful experience to our adolescent students. Norwich Free Academy and the Board of Education are working collaboratively to realize their shared mission of quality education for all Norwich students. Professional development partnerships between our public schools and universities enhance the expertise of veteran and novice educators.

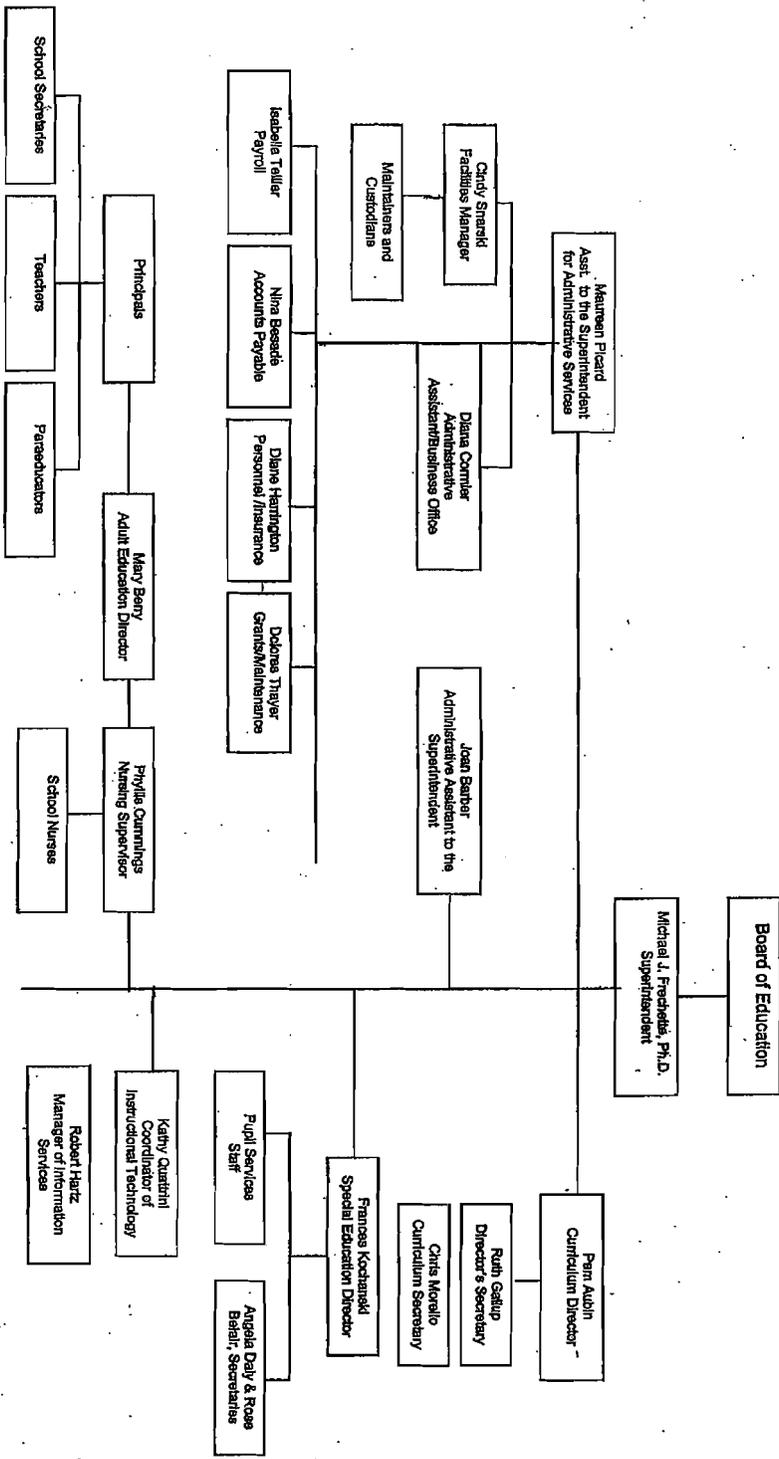
We must renew our commitment to meet the needs of all our children so that the Norwich Public Schools will continue on its path toward excellence. The district has cooperation from dedicated teachers, administrators, staff, the Board of Education, and the community.

I thank you on behalf of the Norwich Board of Education for your endorsement in our adopted budget and the support of the Norwich Public Schools.

Very truly yours,

Michael J. Frechette, Ph.D.
Superintendent of Schools
MJF:jmb

NORWICH BOARD OF EDUCATION ORGANIZATIONAL CHART



**NORWICH PUBLIC SCHOOL DISTRICT
2004-05 BUDGET**

BOARD OF EDUCATION MEMBERS

John LeVangieChairperson
Jeremy BootyVice Chair
Nicole KaiserSecretary
Cora Lee BoulwareMember
KellyAnn GravesMember
Lorrie HerzMember
Charles JaskiewiczMember
Chuck NorrisMember
Angelo YeitzMember

CENTRAL OFFICE ADMINISTRATORS

Michael J. Frechette, Ph.D.Superintendent
Maureen PicardAssistant to the Superintendent
Pam AubinCurriculum Director
Lanie KochanskiPupil Services Director
Mary BerryAdult Education Director

BUILDING PRINCIPALS

Christie GillulyBishop Elemenary School
Marianne Nardone, Ed.D.Greenville Elementary School
Kathleen EnglandHuntington Elementary School
Joseph StefonMahan Elementary School
Linda Demikat, Ph.D.Moriarty Elementary School
Janis SawickiStanton Elementary School
Eric Covino, Ph.D.Uncas Elementary School
Susan Reardon-LacyVeterans' Memorial Elementary School
Albert J. Wojtcuk, Ph.D.Wequonnoc Elementary School
Scott FainKelly Middle School
William PeckhamTeachers' Memorial Middle School
Edward DerrNorwich High School

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

**NORWICH PUBLIC SCHOOLS
2004-2005 REVENUE ANALYSIS**

	2000-01	2001-02	2002-03	2003-04	2004-05
	ACTUAL	ACTUAL	ACTUAL	CITY ADOPTED	ESTIMATED
				BUDGET	
I. GENERAL FUND					
EQUALIZED COST SHARING	\$25,229,624	\$25,653,482	\$26,803,586	\$26,082,777	\$26,935,928
SUPPLEMENTAL SPECIAL EDUCATION	\$349,272	\$193,022	\$0	\$0	\$0
TRANSPORTATION (Non-Public & Public)	\$1,060,956	\$1,221,253	\$1,199,648	\$1,096,123	\$1,092,447
STATE-SERVICES-BLIND	\$115,000	\$115,000	\$115,000	\$115,000	\$0
INCOME TUITION PUPILS	\$168,719	\$160,000	\$93,500	\$490,000	\$150,000
EXCESS COST GRANT (TOWN PLACED)	\$259,240	\$613,634	\$525,220	\$409,672	\$594,404
EXCESS COST GRANT (AGENCY PLACED-REG.ED)	\$48,459	\$78,008	\$39,739	\$32,000	\$9,093
EXCESS COST GRANT (AGENCY PLACED)	\$437,517	\$664,521	\$274,021	\$186,000	\$336,654
EXCESS COST GRANT (SPECIAL RESERVE FUND)	\$0	\$0	\$110,605	\$113,923	\$117,341
TRANSPORTATION (Sale of Buses)	\$0	\$0	\$266,985	\$0	\$0
SUB-TOTAL GENERAL FUND	<u>\$27,668,787</u>	<u>\$28,698,920</u>	<u>\$29,428,304</u>	<u>\$28,525,495</u>	<u>\$29,235,867</u>
II. STATE & FEDERAL FUNDS					
TITLE I	\$1,361,613	\$1,877,429	\$2,223,376	\$2,223,376	\$2,218,738
TITLE IV SAFE & DRUG FREE SCHOOLS	\$32,525	\$32,395	\$35,880	\$35,880	\$33,428
TITLE II PART A TEACHERS	\$23,709	\$30,678	\$262,446	\$262,446	\$240,639
TITLE V INNOVATIVE EDUCATION STRATEGIES	\$29,773	\$30,226	\$31,911	\$31,911	\$32,095
TITLE II-PART D/TECHNOLOGY	\$0	\$0	\$36,847	\$36,847	\$30,496
IDEA PART B (94-142)	\$480,100	\$670,484	\$784,738	\$784,738	\$994,144
PRESCHOOL GRANTS PROGRAM (P.L. 101-476)	\$36,034	\$39,579	\$39,690	\$39,690	\$39,534
TITLE VI CLASS-SIZE REDUCTION	\$234,610	\$185,904	\$0	\$0	\$0
STEWART B. MCKINNEY EDUCATION OF HOMELESS CHILDREN AND YOUTH	\$16,254	\$21,684	\$24,595	\$24,595	\$30,230
S.P.I.R.I.T.	\$0	\$0	\$74,086	\$74,086	\$74,086
GOALS 2000: EDUCATE AMERICA ACT	\$110,000	\$0	\$0	\$0	\$0
TIME OUT TUTOR	\$2,500	\$0	\$0	\$0	\$0
LEARN & SERVE	\$40,000	\$37,966	\$37,966	\$37,966	\$50,570
TITLE III-PART A- ENGLISH/LANGUAGE	\$0	\$0	\$19,849	\$19,849	\$23,020
FAMILY RESOURCE CENTER	\$100,000	\$100,000	\$95,746	\$95,746	\$77,975
TECHNICAL INFRASTRUCTURE	\$0	\$0	\$24,951	\$24,951	\$0
ENVIRONMENTAL EDUCATION	\$5,000	\$0	\$0	\$0	\$0
GRAUSTEIN CHILDREN FIRST INITIATIVE	\$50,000	\$0	\$0	\$0	\$0
EVEN START	\$164,762	\$215,000	\$241,892	\$241,892	\$215,188
FAMILY LITERACY PROJECT (COMPETITIVE)	\$75,000	\$0	\$0	\$0	\$77,975
TITLE II-ENHANCING EDUCATION THROUGH TECHNOLOGY	\$0	\$0	\$15,000	\$15,000	\$0
SCHOOL READINESS GRANT	\$42,000	\$0	\$191,736	\$191,736	\$189,536
SCHOOL RENOVATIONS	\$0	\$0	\$185,765	\$185,765	\$0
TRANSITIONAL GRANT	\$250,000	\$125,000	\$0	\$0	\$0
INTERDISTRICT COOPERATIVE GRANT (TRC)	\$357,908	\$88,000	\$88,000	\$0	\$120,831
TECHNOLOGY LITERACY GRANT	\$56,500	\$0	\$0	\$0	\$0
TECHNOLOGY LITERACY GRANT (STATE ENTITLEMENT)	\$166,297	\$0	\$0	\$0	\$0
EARLY READING SUCCESS	\$100,000	\$100,000	\$94,619	\$94,619	\$100,000
DEP D.A.R.E. GRANT	\$0	\$32,000	\$32,000	\$32,000	\$32,000
COMPREHENSIVE SCHOOL REFORM GRANT	\$52,650	\$157,950	\$105,300	\$105,300	\$0
GOVERNOR'S PREVENTION INITIATIVE FOR YOUTHS	\$118,593	\$118,593	\$112,664	\$0	\$0
REGIONAL TECHNOLOGY LITERACY CHALLENGE	\$35,400	\$0	\$0	\$0	\$0
IMPROVING SCHOOL ATTENDANCE	\$25,000	\$37,500	\$27,000	\$27,000	\$0
SCHOOL TO CAREER TECHNOLOGY GRANT	\$28,000	\$31,300	\$0	\$0	\$0
PFIZER SMART GRANT	\$2,000	\$2,969	\$4,000	\$4,000	\$4,000
SCHOOL EMERGENCY RESPONSE TO VIOLENCE	\$0	\$30,590	\$0	\$0	\$0
SLIVER GRANT IDEA-B	\$45,000	\$27,000	\$0	\$0	\$24,000
YOUNG PARENTS PROGRAM	\$0	\$15,240	\$0	\$0	\$0
TITLE III IMMIGRATION	\$0	\$0	\$0	\$9,913	\$9,913
EASTERN CT FOUNDATION	\$0	\$0	\$0	\$26,500	\$0
SPECIAL EDUCATION ID	\$0	\$0	\$0	\$50,000	\$0
CLOSING THE ACHIEVEMENT GAP	\$0	\$0	\$0	\$6,500	\$0
BYRNE GRANT	\$0	\$0	\$0	\$0	\$43,471
TITLE II PART D TECHNOLOGY LEADER DEVELOPMENT	\$0	\$0	\$0	\$0	\$9,075
MIDDLE SCHOOL COMPETITIONS	\$2,000	\$0	\$0	\$0	\$0
SUB-TOTAL STATE & FEDERAL	<u>\$4,043,228</u>	<u>\$4,007,487</u>	<u>\$4,790,057</u>	<u>\$4,682,306</u>	<u>\$4,670,944</u>
IV. HEALTH SERVICES *	<u>\$0</u>	<u>\$45,000</u>	<u>\$45,000</u>	<u>\$45,000</u>	<u>\$45,000</u>
TOTAL ESTIMATED REVENUES	<u>\$31,712,015</u>	<u>\$32,751,407</u>	<u>\$34,263,361</u>	<u>\$33,252,801</u>	<u>\$33,951,811</u>

* Net Cost for Non-Public Services are included in the General Fund Budget

NORWICH PUBLIC SCHOOLS
SUMMARY OF ACCOUNTS

<u>ACCOUNT DESCRIPTIONS</u>	<u>OBJECT CODES</u>	<u>2003-2004 ADOPTED BUDGET</u>	<u>2004-2005 ADOPTED BUDGET</u>	<u>INCREASE/ DECREASE</u>	
CERTIFIED SALARIES 2003-2004 Teachers & Administrators=275.54 2004-2005 Teachers & Administrators=275.54	111	\$16,521,173	\$17,112,660	\$591,487	The increase in certified salaries account are attributed to the following: contracted increase (3.0%) Teachers and (3.0%) Administrators. This account includes three contingency teachers listed under the Regular Education Support Services Department.
SUPPORT SALARIES	112	\$3,094,284	\$3,233,326	\$139,042	This account includes a 3% increase in the Maintainers, Paraeducators, and Nurses Contracts. The Custodian contract is scheduled for Board approval which includes a 3% increase in February. The remainder of the increase is associated with step movement within bargaining units.
TEMPORARY CERTIFIED SALARIES	121	\$190,000	\$190,000	\$0	No Change.
TEMPORARY SUPPORT SALARIES	122	\$100,000	\$100,000	\$0	No Change.
BLUE CROSS/MAJOR MEDICAL	201	\$4,990,000	\$3,490,000	(\$1,500,000)	This decrease represents the efforts of working with our insurance agent regarding different changes in various components of our medical insurance program. In addition, our claims appear to be lower than what we had projected for FY 2003-04.
CT. AMERICAN LIFE INSURANCE	203	\$45,000	\$45,000	\$0	No Change.
UNEMPLOYMENT COMPENSATION	204	\$191,044	\$154,194	(\$36,850)	The decrease is due to laid-off individuals from the previous year who have collected their full entitlement.
WORKER'S COMPENSATION	205	\$208,391	\$239,818	\$31,427	This amount covers \$30,446 for Excess Workers Compensation Insurance. For FY 2002-03 we spent \$217,512.
CITY RETIREMENT PLAN	206	\$262,258	\$250,541	(\$11,717)	The reduction is reflective of the balance of the settlement from the Paraeducator's lawsuit paid off in FY 2003-04. The line item itself is up approximately 25% per the actuaries.
FICA EMPLOYER'S SHARE	207	\$451,673	\$463,014	\$11,341	The increase in FICA is reflective of salary increases per the various bargaining units.
SEVERANCE PAY	208	\$50,000	\$90,000	\$40,000	The increase is in anticipation of approximately 11 individuals retiring.

NORWICH PUBLIC SCHOOLS
SUMMARY OF ACCOUNTS

<u>ACCOUNT DESCRIPTIONS</u>	<u>OBJECT CODES</u>	<u>2003-2004 ADOPTED BUDGET</u>	<u>2004-2005 ADOPTED BUDGET</u>	<u>INCREASE/ DECREASE</u>	
MEDICARE REIMBURSEMENT	209	\$10,000	\$10,000	\$0	No change.
CONTRACTED HEALTH SERVICE	323	\$523,688	\$473,571	(\$50,117)	The reduction is due to an additional Speech Pathologist who will be performing services in-house which were previously outsourced.
PROFESSIONAL SERVICES	330	\$170,740	\$148,540	(\$22,200)	This reduction is due to the previous years staff reductions affecting the Employee Assistance Program. In addition, for FY 2003-04 this line item included \$28,000 for an Organization Consultant which is not in FY 2004-05 budget.
CONTRACTED TRANSPORTATION- FIRST STUDENT	333	\$2,258,952	\$2,233,623	(\$25,329)	The decrease is due to the reduction in the number of days from 186 to 183 for regular education transportation. The actual increase is .05% for the next school year. This is the first of an extended 5 year contract with First Student.
PUBLIC UTILITIES	410	\$457,132	\$501,723	\$44,591	This amount is based on a three-year average. KWH rates are based on \$.0971 cents. Sewer cost and water is based on a 3% increase.
CONTRACTED REPAIRS BUILDINGS	431	\$125,000	\$147,000	\$22,000	This increase is based upon anticipated work for FY 2004-05 with regard to contracting out work to various vendors. This account was decreased during the last few years budget process. \$140,000 is requested for maintenance and \$7,000 is budgeted for damages caused by vandalism.
SPED CONTRACTED TRANSPORTATION	510	\$1,259,815	\$1,465,923	\$206,108	The increase represents the cost of Special Education transportation for 31 vehicles. Last year we budgeted for 28 vehicles. The increase is due to the number of out-of- district placements. This is the second year of a three year contract with First Student Transportation. The daily rate of 7 hours per day is \$250.35 up 3.5% from FY 2003-04.
PROPERTY INSURANCE	520	\$105,463	\$118,326	\$12,863	The increase in property insurance is due to an anticipated overall rate increase based on current market conditions.
LIABILITY INSURANCE	521	\$134,170	\$145,258	\$11,088	The increase in liability insurance is due to an anticipated overall rate increase based on current market conditions.
TELEPHONE	530	\$151,325	\$179,139	\$27,814	The increase in this account is due to the fact that we will not be receiving e-rate reimbursement for FY 2003-04.
ADVERTISING	531	\$25,500	\$25,500	\$0	No change.
METERED POSTAGE	532	\$25,000	\$25,000	\$0	No change.

NORWICH PUBLIC SCHOOLS
SUMMARY OF ACCOUNTS

<u>ACCOUNT DESCRIPTIONS</u>	<u>OBJECT CODES</u>	<u>2003-2004 ADOPTED BUDGET</u>	<u>2004-2005 ADOPTED BUDGET</u>	<u>INCREASE/ DECREASE</u>	
TUITION PAYMENTS 2003-2004 NFA Regular Education \$ 11,512,977 NFA Special Education \$ 2,126,448 2004-2005 NFA Regular Education \$ 12,365,077 NFA Special Education \$ 2,303,964	560	\$17,511,803	\$19,072,701	\$1,560,898	The total tuition costs for NFA, Regular Education and Special Education, results in an increase of approximately 7.5%. The Regular Education Tuition, up 3%, is due to increasing enrollment of students from 1253 to 1302 (+49) and Special Education reflecting an increase from 175 to 179 (+4) in students. Ledyard H.S. Regular Education is projected to increase by \$6,053 and enrollment is remaining consistent at 13 students. Ledyard Voag Regular Education reflects a decrease in students from 33 students to 30 (-3) costing \$15,984 due to a 5% projected increase in tuition. Ledyard H.S. Special Education is decreased by \$4,930 down from 4 to 2 students. Ledyard Voag Special Education is up \$667 due to a 4% projected increase in tuition down from 9 to 8 students. Special Education Out of District tuition is projected to increase by \$563,507 and Regular Education Out of District tuition is projected to decrease by \$50,000.
REIMBURSABLE EXPENSES	580	\$15,000	\$15,000	\$0	No change.
OTHER PURCHASED SERVICES	590	\$2,080,387	\$2,369,704	\$289,317	An increase is budgeted for the amount of \$308,895 which represents the cost to run both the Deborah Tennant-Zinewicz and Hickory Street School. This is due to the anticipated enrollment at Hickory Street School. Medicaid reimbursement of \$70,461.29 is deducted in this line item. Also in this line item includes 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.
ADULT EDUCATION	592	\$98,083	\$98,083	\$0	This represents the Adult Education Cooperative Tuition for Norwich Students.
MAINTENANCE SERVICES	593	\$296,762	\$290,429	(\$6,333)	This decrease is due to the elimination of Buckingham School services from the Board of Education budget.
FINANCIAL SERVICES	594	\$29,018	\$25,000	(\$4,018)	This decrease is due to the decrease in audit fees.
INSTRUCTIONAL SUPPLIES	611	\$32,840	\$130,710	\$97,870	This money is part of the new allocation of \$50 per student. Each school selected how to distribute their dollars between objects 611, 641, 642, and 602

NORWICH PUBLIC SCHOOLS
SUMMARY OF ACCOUNTS

<u>ACCOUNT DESCRIPTIONS</u>	<u>OBJECT CODES</u>	<u>2003-2004 ADOPTED BUDGET</u>	<u>2004-2005 ADOPTED BUDGET</u>	<u>INCREASE/ DECREASE</u>	
HEALTH SUPPLIES	612	\$0	\$18,500	\$18,500	Last year this line item was not funded.
MAINTENANCE SUPPLIES	613	\$23,050	\$37,800	\$14,750	This increase is to replenish maintenance supplies.
CUSTODIAL SUPPLIES	614	\$61,950	\$90,000	\$28,050	This increase is to replenish custodial supplies.
HEATING EXPENSE	620	\$305,497	\$338,060	\$32,563	This increase is due to the anticipated increase in rates from DPU. Dual fuel rate .84/ccf from .7475/ccf. City gas rate 1.33/ccf.
FUEL BUS TRANSPORTATION	627	\$211,566	\$248,175	\$36,609	The increase is associated with the price differential associated with running the vehicles on Low Sulfur Diesel Fuel. This is a bid which was submitted and awarded with the CT Transit and or Department of Transportation. The awarded rate was \$1.2764 per gallon.
TEXTBOOKS	641	\$0	\$85,234	\$85,234	This money is part of the new allocation of \$50 per student . Each school selected how to distribute their dollars between objects 611, 641, 642 and 692.
LIBRARY SUPPLIES/MATERIALS	642	\$0	\$47,450	\$47,450	This money is part of the new allocation of \$50 per student . Each school selected how to distribute their dollars between objects 611, 641, 642 and 692.
OTHER SUPPLIES & MATERIALS	690	\$0	\$8,000	\$8,000	No change.
OFFICE SUPPLIES	692	\$30,000	\$95,700	\$65,700	This money is part of the new allocation of \$50 per student . Each school selected how to distribute their dollars between objects 611, 641, 642 and 692.
PROFESSIONAL MATERIALS	694	\$0	\$3,000	\$3,000	This line item was not funded for the past three years.
CAPITAL IMPROVEMENTS	720	\$525,113	\$287,000	(\$238,113)	This represents an estimated amount for Capital Improvements to be funded at .005% of the FY 2004-05 budget.
INSTRUCTIONAL EQUIP. NEW/REPLACEMENT	731	\$0	\$17,544	\$17,544	This line item was eliminated in the FY 2003-04 budget. Replacement instructional equipment is needed district wide.
MAINTENANCE VEHICLES REPAIRS	735	\$10,500	\$17,000	\$6,500	Anticipated repairs to maintainers vehicles.
OTHER EQUIPMENT	739	\$0	\$20,000	\$20,000	Various equipment items for the maintenance department.
DUES & SUBSCRIPTIONS	810	\$0	\$2,400	\$2,400	Per Nurses Contract, \$150/nurse allowance.
<u>TOTAL GENERAL FUND</u>		<u>\$52,582,177</u>	<u>\$54,159,644</u>	<u>\$1,577,467</u>	

2004-2005 OBJECT SUMMARY

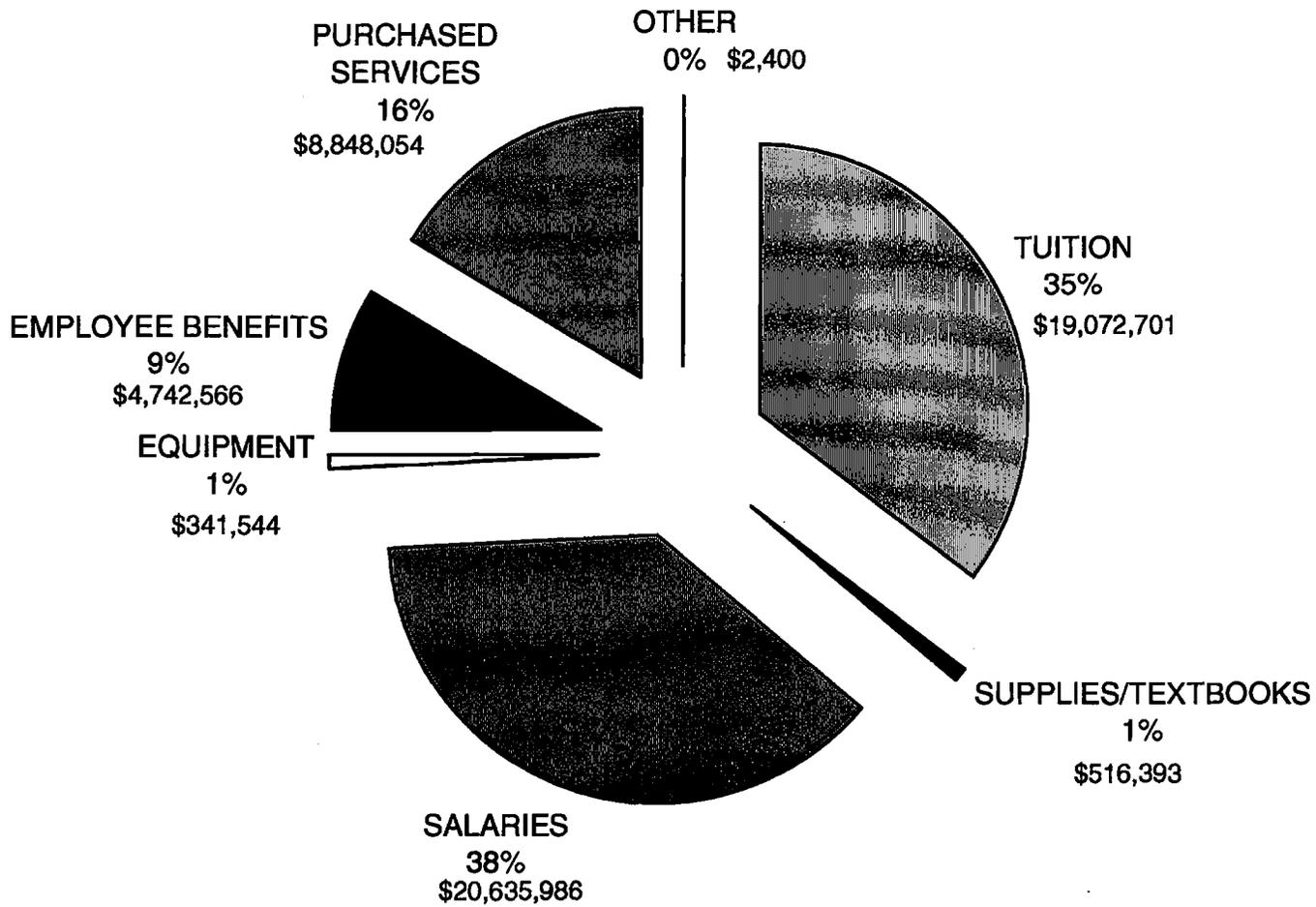
Norwich Public Schools

	Approved03-04	Adj Budget	Initial Request	Superint's Adj	Budget Exp Adj	BOE's Adj	City Council Adj	Sum of Accts	Difference	% Diff
111 SALARIES, CERTIFIED	\$16,521,173.07	\$16,521,173.07	\$17,112,659.93					\$17,112,659.93	\$591,486.86	3.58%
112 SALARIES, SUPPORT	\$3,094,283.50	\$3,094,283.50	\$3,233,326.22					\$3,233,326.22	\$139,042.72	4.49%
121 TEMP PAY CERT PERSONNEL	\$190,000.00	\$190,000.00	\$190,000.00					\$190,000.00	\$0.00	0.00%
122 TEMP PAY SUPPT PERSONNEL	\$100,000.00	\$100,000.00	\$110,000.00	(\$10,000.00)				\$100,000.00	\$0.00	0.00%
201 BLUE CROSS/MAJ.MEDICAL	\$4,990,000.00	\$4,990,000.00	\$4,990,000.00	(\$1,500,000.00)				\$3,490,000.00	(\$1,500,000.00)	-30.06%
203 LIFE INSURANCE	\$45,000.00	\$45,000.00	\$45,000.00					\$45,000.00	\$0.00	0.00%
204 UNEMPLOYMENT COMPENSTN	\$191,044.19	\$191,044.19	\$154,194.00					\$154,194.00	(\$36,850.19)	-19.29%
205 WORKER'S COMPENSATION	\$208,391.00	\$208,391.00	\$239,818.00					\$239,818.00	\$31,427.00	15.08%
206 CITY RETIREMENT PLAN	\$262,258.27	\$262,258.27	\$250,540.56					\$250,540.56	(\$11,717.71)	-4.47%
207 FICA EMPLOYER'S SHARE	\$451,673.00	\$451,673.00	\$463,014.00					\$463,014.00	\$11,341.00	2.51%
208 SEVERANCE PAY	\$50,000.00	\$50,000.00	\$90,000.00					\$90,000.00	\$40,000.00	80.00%
209 MEDICARE REIMBURSEMENT	\$10,000.00	\$10,000.00	\$10,000.00					\$10,000.00	\$0.00	0.00%
322 PROF DEVELOPMENT	\$0.00	\$0.00	\$35,875.00	(\$35,875.00)				\$0.00	\$0.00	0.00%
323 CONTRACT.HEALTH SERVICE	\$523,688.00	\$523,688.00	\$473,571.00					\$473,571.00	(\$50,117.00)	-9.57%
330 PROFESSIONAL SERVICES	\$170,740.00	\$169,940.00	\$156,040.00	(\$7,500.00)				\$148,540.00	(\$21,400.00)	-12.59%
333 CONTR TRANS-FIRST STUDENT	\$2,258,952.00	\$2,258,952.00	\$2,233,623.00					\$2,233,623.00	(\$25,329.00)	-1.12%
410 PUBLIC UTILITIES	\$457,132.03	\$457,132.03	\$528,805.41	(\$27,082.51)				\$501,722.90	\$44,590.87	9.75%
411 LEASE/PURCHASE	\$0.00	\$0.00						\$0.00	\$0.00	0.00%
431 CONTRACT REPAIRS BLDGS.	\$125,000.00	\$116,600.00	\$147,000.00					\$147,000.00	\$30,400.00	26.07%
440 RENTALS	\$0.00	\$0.00						\$0.00	\$0.00	0.00%
510 SPED CONTRACTED TRANS	\$1,259,815.00	\$1,259,815.00	\$1,665,923.00	(\$200,000.00)				\$1,465,923.00	\$206,108.00	16.36%
511 FIELD TRIPS	\$0.00	\$0.00	\$0.00					\$0.00	\$0.00	0.00%
520 PROPERTY INSURANCE	\$105,463.00	\$105,463.00	\$118,326.02					\$118,326.02	\$12,863.02	12.20%
521 LIABILITY INSURANCE	\$134,170.00	\$134,170.00	\$145,257.80					\$145,257.80	\$11,087.80	8.26%
530 TELEPHONE	\$151,325.00	\$151,325.00	\$179,139.00					\$179,139.00	\$27,814.00	18.38%
531 ADVERTISING	\$25,500.00	\$25,500.00	\$25,500.00					\$25,500.00	\$0.00	0.00%
532 METERED POSTAGE	\$25,000.00	\$25,000.00	\$25,000.00					\$25,000.00	\$0.00	0.00%
560 TUITION PAYMENTS	\$17,511,803.44	\$17,511,803.44	\$19,072,700.89					\$19,072,700.89	\$1,560,897.45	8.91%

Norwich Public Schools

	Approved03-04	Adj Budget	Initial Request	Superint's Adj	Budget Exp Adj	BOE's Adj	City Council Adj	Sum of Accts	Difference	% Diff
580 REIMBURSABLE EXPENSES	\$15,000.00	\$15,000.00	\$19,150.00	(\$4,150.00)				\$15,000.00	\$0.00	0.00%
590 OTHER PURCH SERVICES	\$2,080,386.63	\$2,080,386.63	\$2,456,564.90	(\$86,861.29)				\$2,369,703.61	\$289,316.98	13.91%
591 CONTRACT SERVICES	\$0.00	\$0.00						\$0.00	\$0.00	0.00%
592 ADULT EDUCATION	\$98,083.00	\$98,083.00	\$98,083.00					\$98,083.00	\$0.00	0.00%
593 MAINTENANCE SERVICES	\$296,762.00	\$296,762.00	\$290,429.00					\$290,429.00	(\$6,333.00)	-2.13%
594 FINANCIAL SERVICES	\$29,018.00	\$29,018.00	\$25,000.00					\$25,000.00	(\$4,018.00)	-13.85%
611 INSTRUCTIONAL SUPPLIES	\$32,840.00	\$32,840.00	\$295,460.00	(\$164,750.00)				\$130,710.00	\$97,870.00	298.02%
612 HEALTH SUPPLIES	\$0.00	\$800.00	\$25,000.00	(\$6,500.00)				\$18,500.00	\$17,700.00	2212.50%
613 MAINTENANCE SUPPLIES	\$23,050.00	\$17,650.00	\$115,600.00	(\$77,800.00)				\$37,800.00	\$20,150.00	114.16%
614 CUSTODIAL SUPPLIES	\$61,950.00	\$75,750.00	\$180,000.00	(\$90,000.00)				\$90,000.00	\$14,250.00	18.81%
620 HEATING EXPENSES	\$305,496.90	\$305,496.90	\$359,734.69	(\$21,674.88)				\$338,059.81	\$32,562.91	10.66%
627 FUEL	\$211,566.00	\$211,566.00	\$248,175.07					\$248,175.07	\$36,609.07	17.30%
641 TEXTBOOKS	\$0.00	\$0.00	\$482,067.00	(\$396,833.50)				\$85,233.50	\$85,233.50	0.00%
642 LIBRARY SUPPLIES/MTRLS.	\$0.00	\$0.00	\$94,900.00	(\$47,450.00)				\$47,450.00	\$47,450.00	0.00%
690 OTHER SUPPLIES & MATERIAL	\$0.00	\$0.00	\$23,000.00	(\$15,000.00)				\$8,000.00	\$8,000.00	0.00%
692 OFFICE SUPPLIES	\$30,000.00	\$30,000.00	\$158,800.00	(\$63,100.00)				\$95,700.00	\$65,700.00	219.00%
693 AFTER SCHOOL PROGRAMS	\$0.00	\$0.00	\$0.00					\$0.00	\$0.00	0.00%
694 PROFESSIONAL MATERIALS	\$0.00	\$0.00	\$3,000.00					\$3,000.00	\$3,000.00	0.00%
720 CAPITAL PROJECTS	\$525,112.97	\$525,112.97	\$574,000.00	(\$287,000.00)				\$287,000.00	(\$238,112.97)	-45.35%
730 INSTRUCT. EQUIP. REPAIR	\$0.00	\$0.00	\$2,650.00	(\$2,650.00)				\$0.00	\$0.00	0.00%
731 INSTRUCTIONAL EQUIPMENT	\$0.00	\$0.00	\$71,324.00	(\$53,780.00)				\$17,544.00	\$17,544.00	0.00%
735 MAINT. VEHICLE REPAIRS	\$10,500.00	\$10,500.00	\$17,000.00					\$17,000.00	\$6,500.00	61.90%
739 OTHER EQUIPMENT	\$0.00	\$0.00	\$163,205.00	(\$143,205.00)				\$20,000.00	\$20,000.00	0.00%
810 DUES & SUBSCRIPTIONS	\$0.00	\$0.00	\$22,360.00	(\$19,960.00)				\$2,400.00	\$2,400.00	0.00%
01 GENERAL FUND	\$52,582,177.00	\$52,582,177.00	\$57,420,816.49	(\$3,261,172.18)				\$54,159,644.31	\$1,577,467.31	3.00%

**NORWICH BOARD OF EDUCATION
SUMMARY OF BUDGET EXPENDITURES
2004-2005 BUDGET
\$54,159,644**



MISSION

As a utility owned by the citizens of Norwich, Norwich Public Utilities exists for the good of our community. We serve the people of Norwich by providing high quality, low cost utility service to our customers and by contributing revenues to the City General Fund. We promote the city of Norwich through leadership in community development and stewardship of our natural resources.

The Norwich Department of Public Utilities is a municipally owned enterprise that operates and maintains the Gas, Electric, Water, and Sewer systems for the community. Governed by an appointed Board of Commissioners and the Sewer Authority of the City of Norwich, the Department has been in continual operation since its purchase in 1904 and remains committed to providing excellent customer service and the highest quality utility products and services.

For 100 years our focus has been on our customers and Making Norwich a Better Place to live.

- Our employees volunteer their time and we provide materials to ensure the success of the city's family-oriented community events including the July 4th fireworks display, Rose City Challenge, the Norwich Speakers Bureau, Winter Festival parade, and we add sparkle to the festivities by hanging lights, banners, and decorations throughout the city and by sponsoring the Holiday Home Decorating contest. In keeping with the spirit and history of the City we assemble and light the Holiday Boat Display at Brown Park as well as the Rose on Chelsea Parade.
- We work with the local police and Social Service departments to support the city's Neighborhood Watch Programs and the Safe Community Coalition initiatives. Our most recent initiative has been to provide protection for children in crisis by implementing the Mac Gruff Safe Truck program. We have trained staff and will designate a number of utility vehicles Mac Gruff trucks; the drivers of these trucks will stop for children that have used a special distress signal and will stay with that child until help arrives.
- We work with our school system and Police Department to provide safety and educational opportunities for children. We sponsor educational tours of our water treatment plants, sponsor performances of the National Children's Theatre dealing with conservation and clean air, participate in 'Truck Day', sponsor the Norwich Art's Council's children's productions, youth sports through PAL and local Little League teams, co-sponsor National Night Out, and provide mentors for the Norwich Schools' Mentor Program. Through our sponsorship of Connecticut Clean Cities we have been instrumental in the development of educational programs around alternative fuels. Our efforts make it possible for Norwich students to participate in the Junior Solar Sprint, where students build and race alternative fuel sprint vehicles.
- Our initiative to provide unprecedented customer service is apparent in our customer service center located at 173 North Main Street. This center allows us to maintain personal contact with our customers. Last year we responded to over 70,000 customer service inquiries by telephone and spoke with more than 44,000 customers in person.
- Making our community a safe place is important to us. We maintain the lighting at City recreational facilities; we have implemented a citizen call program for dark streetlights, and we make the river safer for our boaters by seasonally installing a boat barrier at the Greenville Dam.

***Our employees are all local people -- your friends and neighbors
We're part of your community, part of your life.***

We're 100 years old this year!

Norwich Public Utilities is celebrating its 100th year of service to the community. Since our inception in 1904 we have taken pride in benefiting our community by directly supporting city goals and participating in city activities. The history of the Department is marked by a number of significant events, each of which represents an improvement in the way utility services are provided to the Department's customers.

***In 1904 the Gas Utility provided manufactured gas to 1,500 customers
Today the Gas Division sends clean natural gas to more than 7,100 homes and businesses.***

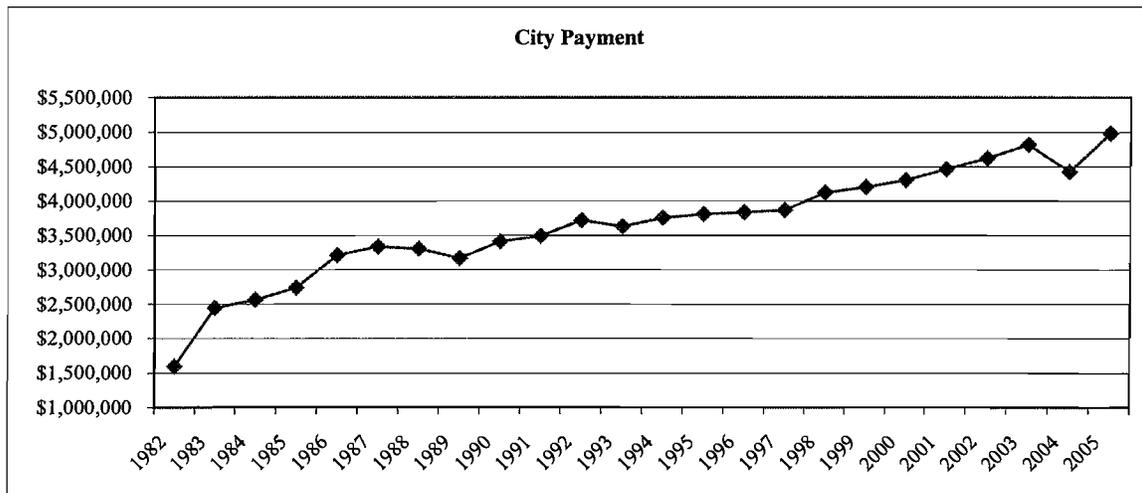
- 2002 We made the fish lift in Greenville a remote operation
- 2001 We built a canoe portage at the Occum Dam
- 1996 We lifted the first fish over the Greenville Dam
 - 1995 We built a fish lift on the Greenville Dam allowing fish upstream
 - 1973 We constructed a Liquefied Natural Gas plant in the Industrial Park
 - 1972 We installed a 20Megawatt Combustion Turbine at S.Golden St
 - 1969 We started construction of the Deep River water treatment plant
 - 1957 We built the city's large sewer treatment plant
 - 1952 Norwich Water Department and Norwich Gas & Electric merged to form Norwich Public Utilities
 - 1950 One of our employees designed the original NPU logo
 - 1941 We installed a new pumping station at Fairview reservoir
 - 1938 Hurricane & flood damage led to \$500,000 plant upgrade
 - 1936 We built the first sewer treatment plant at Hollyhock Island
 - 1928 We constructed the Deep River reservoir
 - 1927 We began to operate the Second St hydro station
 - 1911 Norwich Gas & Electric Company purchased a 7500KW capacity steam turbine to generate electricity for Norwich
- 1904 City purchases Norwich Gas & Electric Company

***In 1911 NPU employed two full time employees, had 3000 gas customers and 200 electric customers.
Today we employ more than 135 and provide service to 18,000 electric, 7,500 gas, 9500 water, and 6000 sewer customers.***

Department of Public Utilities

For 100 years we have Served our Community

Our relationship with our customers is a special one; as a municipal utility our customers are also our owners. We are proud to 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 budget year we are contributing \$4,983,700 to the city's revenue stream. Since 1981 our contributions to Norwich total over \$87,827,700.



- We are committed to supporting local social service agencies and we are a charter member of the Community Assistance Review Team. We provide assistance and affordable payment plans to those in the community who need help meeting their most basic energy needs. We also sponsor the Newcomers Program whose members seek to understand and work with the diversity issues of Norwich's changing demographic. In addition, we actively support Operation Fuel, a statewide program which provides emergency fuel support to customers who do not qualify for other forms of assistance
- We are committed to providing the highest quality water to our community. The Annual Water Quality Report we produce is the centerpiece of the Public Right-To-Know in the Safe Drinking Water Act.
- We are committed to preserving the integrity and purity of our customer's natural resources. We have completed planning for a second fish passage on the Shetucket river that will allow native fish to travel and spawn further up and down stream; construction should begin in the Spring 2004

***For 100 years we have provided
Quality Service and Quality Products.***

We actively support economic development and are prepared to provide the services that will meet the community's future needs. The following achievements mark the valuable contributions our business lines are making to attain that end.

Gas Division

- We maintain and operate three peak shaving facilities in the winter that help stabilize gas costs.
- We maintain more than 120 miles of main and over 7,100 services throughout the Norwich area.

Electric Division

- More than 5% of the power we provide to the city is Green Power generated from our three hydroelectric plants.
- We have begun GPS mapping of our electric distribution system that will increase operational efficiency and will automate outage management.

Water Division

- We produce nearly 2.1 billion gallons of potable water each year and send that water through over 150 miles of main to 9,500 homes and businesses.
- We have completed a new water supply plan that shows Norwich has the capacity to support new growth initiatives proposed by city economic development agencies.

Sewer Division

- We effectively treated over 2 billion gallons of waste last year and conducted over 15,000 quality tests.
- We installed new equipment at the Falls avenue facility that improves plant operations and makes the plant even more environmentally friendly.

Field Service

- We responded to over 11,000 gas, electric and water service calls within 24 hours of receipt and handled 100% of all emergency calls within 30 minutes.

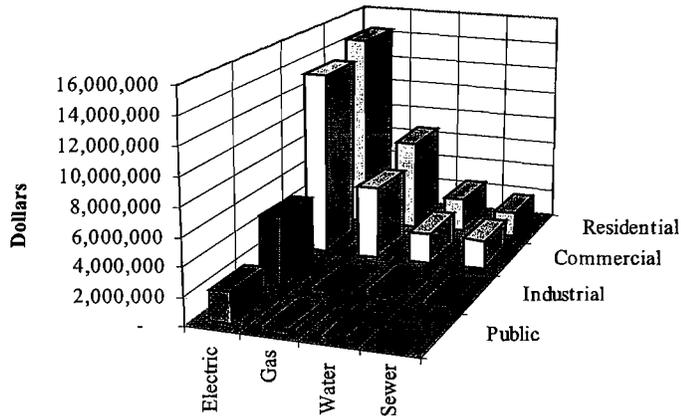
Business Development

- We encourage and support economic development and provide project assistance to the Heritage Museum, Mercantile Exchange, and the retail/residence renovations taking place in the downtown Alice Building. We are also supporting growth in housing by providing project assistance to Uncas Condos, Henry Street development, Briar Hill Estates, Easter Seals in the Business Park, and to individual homeowners looking to install or upgrade service connections.

***For 100 years we have been able to
Maintain a Revenue Stream.***

The major sources of revenue for the Department are sales of gas, electric, water and sewer services, each of which is fully self-supporting. Gas and electric sales estimates used in this year's budget are developed by weather normalizing sales and the associated costs realized in the past twelve month period; water and sewer sales are estimated using previous years' usage data adjusted for anticipated changes in the customer base. Gas and electric revenues are directly impacted by price changes in the energy markets; variances and fluctuations in revenues projected here reflect projected energy costs and changes in our customer base due to new housing construction and ongoing development projects in the City.

SALES BY CUSTOMER CLASSIFICATION



OPERATING REVENUES

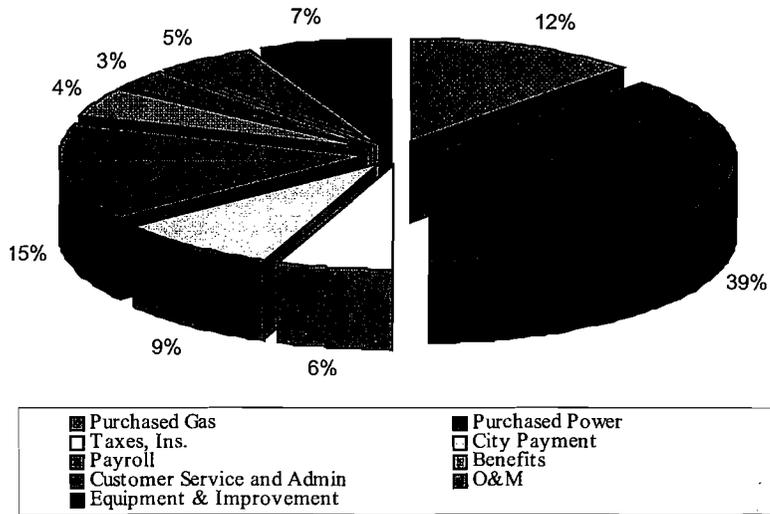
	GAS	ELECTRIC	WATER	SEWER
2000	\$9,107,300	\$31,861,000	\$3,965,000	\$3,391,000
2001	\$9,521,000	\$29,342,500	\$4,058,900	\$3,560,500
2002	\$13,432,800	\$30,842,000	\$4,570,900	\$3,792,500
2003	\$9,863,700	\$29,684,800	\$4,752,000	\$3,973,000
2004	\$11,982,600	\$32,978,400	\$5,161,200	\$4,093,100
2005	\$13,074,000	\$36,515,000	\$5,374,500	\$4,322,500

In 1905 total electric sales were 1 million kWh at an average 16.5 cents per kWh
In 2003 total electric sales exceeded 338 million at an average 10 cents per kWh

While We Contain Expenses and Manage Resources

NPU has developed the resources and business alliances that will allow us to take a proactive role in cost management. For years we've purchased electricity through an energy cooperative, CMEEC, and we also purchase natural gas through an energy co-op formed specifically to work with and for municipal gas companies. Our affiliations with these not-for-profit agencies allow us to be confident that we can manage our business for the benefit of our customers. Though we are affected by changes in energy markets, we are not reliant on for-profit groups whose interest is in building their own bottom line. Purchasing our energy through the Cooperatives allows us to provide reliable service and competitive pricing for our customers.

EXPENSES BY CATEGORY



CATEGORY	GAS	ELECTRIC	WATER	SEWER
Purchased Gas	\$6,982,100	0	0	0
Purchased Power	0	\$21,530,600	0	0
City Payment, Taxes, etc.	\$1,845,600	\$4,843,000	\$591,100	0
Payroll & Benefits	\$2,401,500	\$5,284,900	\$1,876,700	\$1,781,300
Operations & Maintenance	\$369,300	\$513,500	\$890,300	\$1,338,100
Customer Service, Insurance & Admin.	\$551,100	\$1,473,100	\$495,500	\$287,700

We remain firmly committed to our customers who are also our families, friends, and neighbors in treating this utility company as a public trust. We exist not only for today but also as an asset for the next 100 years.

DEPARTMENT OF PUBLIC UTILITIES
FISCAL YEAR 2005 BUDGET

DEPARTMENT SUMMARY

	FY 2003 UNAUDITED	FY 2004 APPROVED BUDGET	FY 2005 APPROVED BUDGET
REVENUES (minus interest income)			
Sales			
Residential	\$23,864,096	\$23,294,500	\$25,385,100
Commercial	\$19,696,661	\$20,613,100	\$22,908,100
Industrial	\$4,831,397	\$5,609,700	\$5,537,400
Public	\$3,043,649	\$2,730,700	2,364,500
Interdepartmental	\$528,685	\$503,500	1,161,100
Total sales	\$51,964,488	\$52,751,500	\$57,356,200
Penalties	\$416,201	\$234,000	\$316,000
Gas service	\$295,034	\$350,000	\$390,000
Miscellaneous	\$0	\$0	\$0
Jet turbine credit	\$0	\$115,000	\$800,000
Rent	\$0	\$0	\$0
Wheelabrator	\$0	\$50,000	\$50,000
Other revenues	\$988,312	\$459,800	\$373,800
	\$0		
TOTAL REVENUES:	\$53,664,035	\$53,960,300	\$59,286,000
TOTAL EXPENSES:	\$52,268,424	\$54,178,800	\$57,764,400
Purchased gas	\$6,467,721	\$6,408,500	\$6,982,100
Purchased power	\$19,185,430	\$19,702,000	\$21,530,600
Payroll	\$7,747,831	\$8,184,700	\$8,809,100
Employee benefits	\$2,097,945	\$2,258,400	\$2,536,300
Payment to City	\$4,818,000	\$4,432,300	\$4,983,700
Gross revenue tax	\$1,918,106	\$2,034,200	\$2,201,900
Property taxes	\$93,581	\$94,100	\$94,100
Insurance	\$1,009,689	\$856,100	\$1,141,900
Opns & Maint	\$2,799,617	\$3,208,200	\$3,111,200
Customer service	\$564,173	\$290,600	\$320,300
Office expenses	\$301,375	\$317,400	\$350,700
Administrative	\$962,498	\$978,900	\$994,500
Depreciation	\$3,674,458	\$4,274,100	\$4,080,000
Bad debt expense	\$628,000	\$1,139,300	\$628,000
OPERATING INCOME	\$1,395,611	(\$218,500)	\$1,521,600
	\$0	\$0	\$0
Depreciation	\$3,674,458	\$4,274,100	\$4,080,000
Change in assets and liabilities(TBD)	\$0	\$0	
Cash from operations	\$5,070,069	\$4,055,600	\$5,601,600
Interest Income	\$167,011	\$118,000	\$100,000
Interest Expense	\$539,405	\$287,000	\$235,400
Debt service w/CSO	\$1,267,649	\$1,321,800	\$1,321,200
Cash Available	\$3,430,026	\$2,564,800	\$4,145,000
	\$0	\$0	\$0
Capital requested from operations	\$1,349,261	\$1,668,700	\$2,355,700
Vehicle purchases	-	131,200	235,700
Capital requested by divisions	1,349,261	1,331,100	1,710,200
Administrative requests	-	206,400	409,800
Capital Reinvestment	-	400,000	-
	-	-	-
Net Income:	\$ 2,080,765	\$ 896,100	\$ 1,789,300

DEPARTMENT OF PUBLIC UTILITIES
FISCAL YEAR 2005 BUDGET

	GAS DIVISION		
	FY 2003	FY 2004	FY 2005
	UNAUDITED	APPROVED	APPROVED
		BUDGET	BUDGET
REVENUES (minus interest income)			
Sales			
Residential	\$6,574,746	\$5,937,100	\$ 6,564,500
Commercial	4,772,277	4,840,200	5,227,800
Industrial	102,399	167,300	94,900
Public	685,909	539,100	112,600
Interdepartmental	119,690	99,000	627,200
Total sales	\$12,255,021	\$11,582,700	\$12,627,000
Penalties	54,598	30,000	42,000
Gas service	295,034	350,000	390,000
Miscellaneous			
Jet turbine credit	-	-	
Rent	-	-	
Wheelabrator	-	-	
Other revenues	119,725	19,900	15,000
TOTAL REVENUES:	\$12,724,378	\$11,982,600	\$ 13,074,000
TOTAL EXPENSES:	\$13,077,533	\$12,126,800	\$13,200,600
Purchased gas	\$6,467,721	\$6,408,500	6,982,100
Purchased power			
Payroll	1,732,031	1,693,900	1,791,400
Employee benefits	512,800	458,400	611,100
Payment to City	1,380,600	968,800	1,272,400
Gross revenue tax	871,390	522,100	573,200
Property taxes			
Insurance	329,227	149,200	164,100
Opns & Maint	360,873	390,900	369,300
Customer service	88,251	57,400	64,100
Office expenses	53,730	66,400	68,800
Administrative	180,894	226,900	254,100
Depreciation	830,016	833,300	780,000
Bad debt expense	270,000	351,000	270,000
OPERATING INCOME	(\$353,155)	(\$144,200)	(\$126,600)
Depreciation	830,016	833,300	780,000
Change in assets and liabilities(TBD)			
Cash from operations	\$476,861	\$689,100	\$653,400
Interest Income	41,555	39,300	20,000
Interest Expense	106,772	18,900	7,300
Debt service w/CSO	165,152	170,800	171,800
Cash Available	246,492	\$538,700	\$494,300
Capital requested from operations	\$312,941	\$502,800	\$533,000
<i>Vehicle purchases</i>	-	53,200	21,400
<i>Capital requested by divisions</i>	312,941	415,300	429,600
<i>Administrative requests</i>		34,300	82,000
<i>Capital Reinvestment</i>			(40,000)
Net Income:	\$ (66,449)	\$ 35,900	\$ 1,300

DEPARTMENT OF PUBLIC UTILITIES
FISCAL YEAR 2005 BUDGET

	ELECTRIC DIVISION		
	FY 2003 UNAUDITED	FY 2004 APPROVED BUDGET	FY 2005 APPROVED BUDGET
REVENUES (minus interest income)			
Sales			
Residential	\$12,882,178	\$13,068,200	\$ 14,463,600
Commercial	11,752,157	12,242,600	13,387,100
Industrial	4,193,716	4,798,100	4,899,500
Public	2,027,209	2,136,500	2,173,900
Interdepartmental	384,884	383,100	512,100
Total sales	\$31,240,144	\$32,628,500	\$ 35,436,200
Penalties	313,160	150,000	220,000
Gas service	-	-	
Miscellaneous			
Jet turbine credit		115,000	800,000
Rent	-	-	
Wheelabrator	-	-	
Other revenues	588,682	84,900	58,800
TOTAL REVENUES:	\$32,141,986	\$32,978,400	\$36,515,000
TOTAL EXPENSES:	\$31,290,418	\$32,965,900	\$35,615,100
Purchased gas			
Purchased power	19,185,430	19,702,000	21,530,600
Payroll	3,274,924	3,821,600	4,192,500
Employee benefits	878,245	1,184,100	1,092,400
Payment to City	3,061,300	3,005,100	3,214,200
Gross revenue tax	1,046,716	1,512,100	1,628,700
Property taxes	62	100	100
Insurance	342,570	405,800	646,500
Opns & Maint	581,583	458,800	513,500
Customer service	223,587	160,400	176,200
Office expenses	156,622	165,200	187,500
Administrative	350,457	474,200	462,900
Depreciation	1,888,922	1,456,900	1,670,000
Bad debt expense	300,000	619,600	300,000
OPERATING INCOME	\$851,568	\$12,500	\$899,900
Depreciation	1,888,922	1,456,900	1,670,000
Change in assets and liabilities(TBD)			
Cash from operations	\$2,740,490	\$1,469,400	\$2,569,900
Interest Income	110,481	78,700	80,000
Interest Expense	124,248	62,900	42,500
Debt service w/CSO	447,382	523,400	515,400
Cash Available	2,279,341	961,800	2,092,000
Capital requested from operations	\$157,236	\$661,000	\$787,400
<i>Vehicle purchases</i>		<i>48,000</i>	<i>93,900</i>
<i>Capital requested by divisions</i>	<i>157,236</i>	<i>492,500</i>	<i>468,100</i>
<i>Administrative requests</i>		<i>120,500</i>	<i>225,400</i>
<i>Capital Reinvestment</i>			<i>40,000</i>
Net Income:	\$ 2,122,105	\$ 300,800	\$ 1,264,600

DEPARTMENT OF PUBLIC UTILITIES
FISCAL YEAR 2005 BUDGET

	WATER DIVISION		
	FY 2003 UNAUDITED	FY 2004 APPROVED BUDGET	FY 2005 APPROVED BUDGET
REVENUES (minus interest income)			
Sales			
Residential	\$2,563,000	\$2,522,700	\$2,532,100
Commercial	1,487,643	1,704,700	2,201,600
Industrial	426,507	469,100	413,000
Public	330,531	55,100	78,000
Interdepartmental	22,113	19,600	19,800
Total sales	\$4,829,794	\$4,771,200	\$5,244,500
Penalties	29,464	30,000	30,000
Gas service	-	-	
Miscellaneous			
Jet turbine credit			
Rent	-	-	
Wheelabrator	-	50,000	50,000
Other revenues	112,164	55,000	50,000
TOTAL REVENUES:	\$4,971,422	\$4,906,200	\$5,374,500
TOTAL EXPENSES:	\$4,194,992	\$4,770,700	\$4,688,600
Purchased gas			
Purchased power			
Payroll	1,413,943	1,369,900	1,437,200
Employee benefits	373,000	350,900	439,500
Payment to City	376,100	458,400	497,100
Gross revenue tax			
Property taxes	93,519	94,000	94,000
Insurance	177,821	187,500	206,200
Opns & Maint	752,885	906,300	890,300
Customer service	148,027	43,600	48,000
Office expenses	51,464	50,400	54,400
Administrative	201,213	178,900	186,900
Depreciation	578,020	1,056,500	806,000
Bad debt expense	29,000	74,300	29,000
OPERATING INCOME	\$776,430	\$135,500	\$685,900
Depreciation	578,020	1,056,500	806,000
Change in assets and liabilities(TBD)			
Cash from operations	\$1,354,450	\$1,192,000	1,491,900
Interest Income	6,922	-	
Interest Expense	210,328	115,500	98,500
Debt service w/CSO	325,850	226,700	236,500
Cash Available	825,194	849,800	1,156,900
Capital requested from operations	\$533,425	\$290,400	\$718,300
<i>Vehicle purchases</i>			75,400
<i>Capital requested by divisions</i>	533,425	259,400	581,500
<i>Administrative requests</i>		31,000	61,400
<i>Capital Reinvestment</i>		400,000	
Net Income:	\$ 291,769	\$ 159,400	\$ 438,600

DEPARTMENT OF PUBLIC UTILITIES
FISCAL YEAR 2005 BUDGET

SEWER DIVISION			
	FY 2003	FY 2004	FY 2005
	UNAUDITED	APPROVED BUDGET	APPROVED BUDGET
REVENUES (minus interest income)			
Sales			
Residential	\$1,844,172	\$1,766,500	\$ 1,824,900
Commercial	1,684,584	1,825,600	2,091,600
Industrial	108,775	175,200	130,000
Public			
Interdepartmental	1,998	1,800	2,000
Total sales	\$3,639,529	\$3,769,100	\$ 4,048,500
Penalties	18,979	24,000	24,000
Gas service	-	-	
Miscellaneous			
Jet turbine credit	-	-	
Rent	-	-	
Wheelabrator	-	-	
Other revenues	167,741	300,000	250,000
TOTAL REVENUES:	\$3,826,249	\$4,093,100	\$4,322,500
TOTAL EXPENSES:	\$3,705,481	\$4,315,400	\$4,260,100
Purchased gas			
Purchased power			
Payroll	1,326,933	1,299,300	1,388,000
Employee benefits	333,900	265,000	393,300
Payment to City			
Gross revenue tax			
Property taxes			
Insurance	160,071	113,600	125,100
Opns & Maint	1,104,276	1,452,200	1,338,100
Customer service	104,308	29,200	32,000
Office expenses	39,559	35,400	40,000
Administrative	229,934	98,900	90,600
Depreciation	377,500	927,400	824,000
Bad debt expense	29,000	94,400	29,000
OPERATING INCOME	\$120,768	(\$222,300)	\$62,400
Depreciation	377,500	927,400	824,000
Change in assets and liabilities(TBD)			
Cash from operations	\$498,268	\$705,100	\$886,400
Interest Income	8,053	-	
Interest Expense	98,057	89,700	87,100
Debt service w/CSO	329,265	400,900	397,500
Cash Available	78,999	214,500	401,800
Capital requested from operations	\$345,659	\$214,500	\$317,000
<i>Vehicle purchases</i>		30,000	45,000
<i>Capital requested by divisions</i>	345,659	163,900	231,000
<i>Administrative requests</i>		20,600	41,000
<i>Capital Reinvestment</i>			
Net Income:	\$ (266,660)	\$ -	\$ 84,800

**DEPARTMENT OF PUBLIC UTILITIES
CAPITAL BUDGET SUMMARY**

	FUNDING LEVEL	IMPACT ON OPERATIONAL EXPENSE
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 reflect the sales of product for future planning and energy purchase strategies.	\$1,065,300	\$0
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:	\$623,900	\$0
<ul style="list-style-type: none"> • <u>CNG Station upgrade</u>: Partially funded by State Grant Funds, this project will create public access for fueling vehicles using CNG. The dispenser/pump will be relocated from the utility yard to North Main Street. • <u>Paint and replace cathodics on the Occum water tower</u>: This upgrade will ensure efficient tower operation and preserve the integrity of the water distribution system. • <u>WWTP equipment upgrades</u>: Upgrades to the WWTP will improve efficiencies and ensure that the plant continue to operate in an environmentally friendly way. 		
EQUIPMENT PURCHASES *does not include financed vehicles		
<u>Vehicles</u> : The utility owns and operates a fleet of construction and passenger 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.	\$149,600	\$0
<u>Equipment</u> : Purchases made through the administrative division support all business units. These purchases serve to upgrade billing capability, improve productivity, and provide employees with the tools they need to do work.		

DEPARTMENT OF PUBLIC UTILITIES
FISCAL YEAR 2005 CAPITAL BUDGET

GAS DIVISION	<u>FY 2003</u> <u>Unaudited</u>	<u>FY 2004</u> <u>Approved</u>	<u>FY 2005</u> <u>Approved</u>
Funded from Operations	\$ 185,007	\$ 454,100	\$ 429,600
Annual Recurring Capital	\$ 175,261	\$ 294,900	\$ 321,900
Services, New and Renewals	13,483	42,400	53,000
New Meters, Loops, Regulators Installations	25,868	71,200	73,700
Main Replacements/retirals/new mains	97,569	116,400	142,000
Gas Water Heaters	28,067	38,900	27,200
Instrumentation, metering and services		6,000	6,000
Replace large gas meters	10,274	20,000	20,000
Capital Projects	\$ 7,206	\$ 103,200	\$ 91,700
CNG Station upgrade		35,000	39,700
Greenville odorizer		24,500	16,500
Upgrade metering stations		28,700	21,900
Telemetry for Laurel Hill & downtown			13,600
SCADA backup		15,000	
Mohegan Park odorizer	5,311	-	
CNG Station Prep	836	-	
Lake of Isles	300		
Propane boiler building	759		
Equipment Purchases	\$ 2,540	\$ 56,000	\$ 16,000
Leak survey equipment		16,000	16,000
Replace vehicle(s)		40,000	
Construction compactor	2,540		

DEPARTMENT OF PUBLIC UTILITIES
FISCAL YEAR 2005 CAPITAL BUDGET

ELECTRIC DIVISION	FY 2003	FY 2004	FY 2005
	<u>Unaudited</u>	<u>Approved</u>	<u>Approved</u>
Funded from Operations	\$ 256,645	\$ 492,500	\$ 503,100
Annual Recurring Capital	\$ 246,122	\$ 297,700	\$ 321,500
Electric Meters, Related Equipment	43,816	71,600	70,300
Poles and Fixtures	17,701	14,200	30,000
Street Lighting & Signal Systems	26,563	20,700	16,700
Transformers & Capacitors	112,535	136,200	142,000
Primary & Secondary Services	45,507	55,000	62,500
 Capital Projects	 \$ 4,324	 \$ 187,500	 \$ 141,600
Rental Water Heaters	4,324	3,700	3,700
3 phase CT meters			4,100
Single phase demand meters		9,300	9,300
Breaker 804 Taftville Village		80,300	75,400
SCADA Upgrades		30,000	49,100
Transformer oil disposal		5,000	
Matlack SCADA		14,100	
Spill containment		9,600	
Matlack transformer changeout/load relief	51,579	35,500	
Circuit 922 extension	11,132		
Occum downstream passage	14,379		
CSC Upgrade	16,467		
Equipment Purchases	\$ 6,199	\$ 7,300	\$ 40,000
Vehicle replacement			35,000
Equipment			5,000
Halo 2 ammeter		1,000	
Reel Trailer		6,300	
Reel Carriage	6,199		

DEPARTMENT OF PUBLIC UTILITIES
FISCAL YEAR 2005 CAPITAL BUDGET

WATER DIVISION	FY 2003	FY 2004	FY 2005
	<u>Unaudited</u>	<u>Approved</u>	<u>Approved</u>
Funded from Operations	\$ 182,626	\$ 259,500	\$ 640,800
Annual Recurring Capital	\$ 99,048	\$ 189,500	\$ 287,700
Main Replacement & Retirals	16,674	89,000	76,000
Service Replacement	2,783	9,000	4,000
Hydrant, Valve Replacements	16,090	17,800	129,000
Meters	36,701	28,700	38,700
New Services	26,800	45,000	40,000
Capital Projects	\$ 49,437	\$ 65,000	\$ 293,800
Upgrade SCADAs	35,597	30,000	19,000
Mohegan Park tank bubbler			9,500
Repaint Occum tower & replace cathodics			177,000
Retrofit IDI clarifier (pilot program) WTP			20,000
Upgrade WT plant security			65,000
Fire alarm at Lab			3,300
Deep River Membrane Roof		35,000	
Replace RTUs at pumping stations	3,716		
Water Street Main Relocation	10,124		
Equipment Purchases	\$ 34,141	\$ 5,000	\$ 59,300
Equipments		5,000	
Vehicle(s)	34,141		59,300

DEPARTMENT OF PUBLIC UTILITIES
FISCAL YEAR 2005 CAPITAL BUDGET

SEWER DIVISION	FY 2003	FY 2004	FY 2005
	<u>Unaudited</u>	<u>Approved</u>	<u>Approved</u>
Funded from Operations	\$ 37,598	\$ 194,000	\$ 265,300
Annual Recurring Capital	\$ 37,598	\$ 164,000	\$ 134,200
Manhole and Frame Replacement	1,816	15,900	13,300
Meter Purchases	20,160	28,700	21,500
Sewer Service Replacement	15,622	62,500	49,800
Sewer Main Replacement		56,900	49,600
Instrumentation & controls		-	
Capital Projects	\$ -	\$ -	\$ 96,800
Upgrade pump station			10,500
Fire alarm at lab			3,300
Fiberglass cover Influent Cahnnel			12,000
Fiberglass cover Pit @ Sludge Building			10,000
TWAS Pumps			40,000
Security gate & card reader WWTP			15,000
SCADA Upgrades			6,000
River Ave Pump Station Generator	9,156		
WWTP Upgrade/Odor control	143,037		
WWTP aeration tank upgrade	2,667		
Equipment Purchases	\$ -	\$ 30,000	\$ 34,300
Vehicle(s)		30,000	34,300

DEPARTMENT OF PUBLIC UTILITIES
FISCAL YEAR 2005 CAPITAL BUDGET

ADMINISTRATIVE DIVISION	FY 2003	FY 2004	FY 2005
	<u>Unaudited</u>	<u>Approved</u>	<u>Approved</u>
Funded from Operations	\$ 175,782	\$ 206,400	\$ 234,800
Equipment Purchases	\$ 175,782	\$ 206,400	\$ 234,800
Tools and Equipment	7,901	20,600	26,300
Computer Equipment all NDPU	24,395	7,500	16,000
Plotter		6,500	6,500
Display sign for CS lobby			3,500
Flat screen monitory CS center			900
Upgrade N.Main entrance			10,000
New ITRON			3,200
New vehicle(s)	27,560		107,000
Underground construction equipment			61,400
Scanner		1,200	
CAD S/W		1,200	
S. Golden St. Generator		30,000	
S. Golden St. Security Cameras		13,000	
12,000 lb. Lift for garage		8,700	
Truck wash station		35,000	
Furnishings for training room		2,700	
Inventory bar code system		2,000	
Presentation projector		2,800	
Phone system for WWTP		5,000	
Fire protection for computer rooms		9,000	
UPS units for computers		20,000	
Upgrade netwrok computers		25,000	
Cable modems and DSL		4,200	
Bill folding machine		12,000	
Wireless communication equipment	1,910		
Itron upgrade	20,988		
Site renovations	6,190		
Underground tank removal	17,683		
Building security improvments	47,775		
Gemini software	20,170		
Office equipment	1,210		