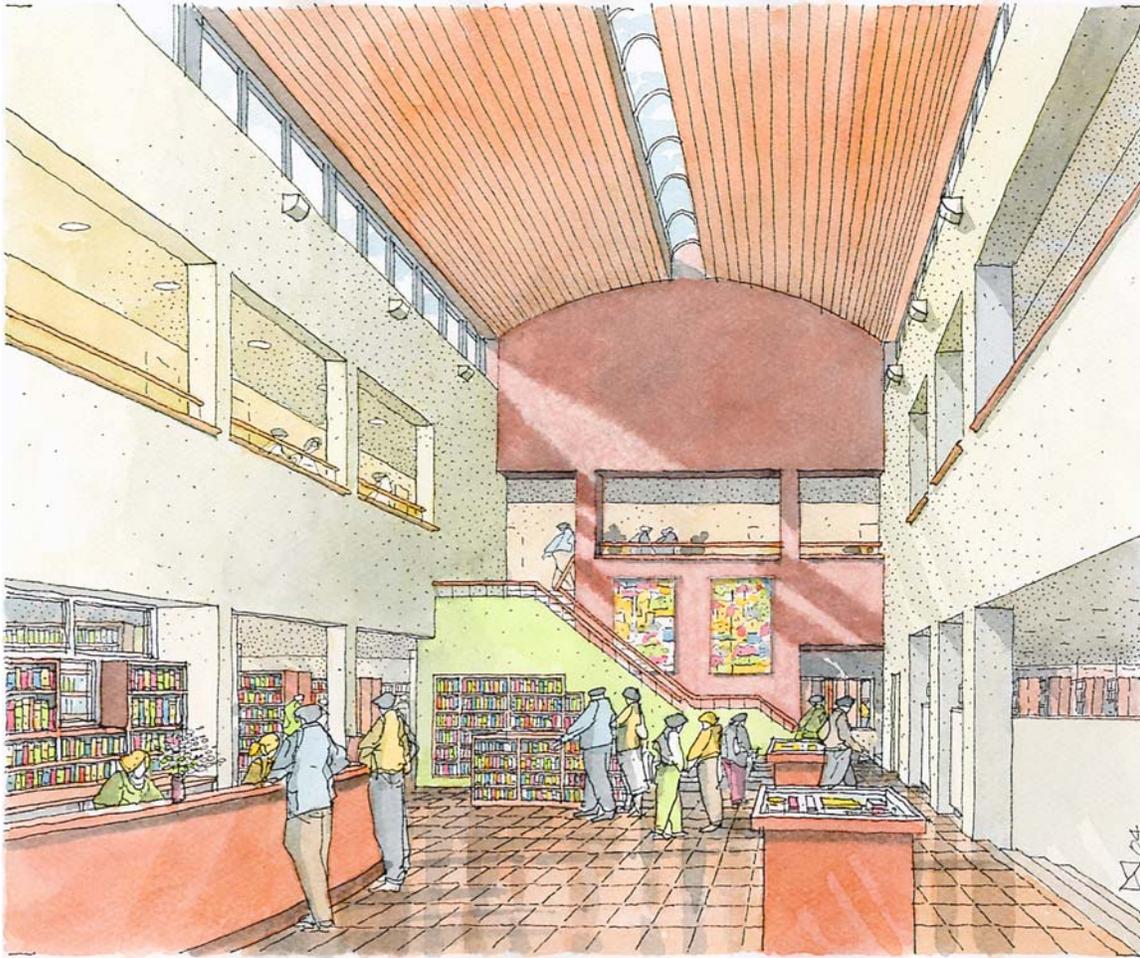


CITY OF NORWICH, CONNECTICUT

ADOPTED

ANNUAL BUDGET



Architect's rendition of the lobby of the Otis Library after renovation

FOR FISCAL YEAR 2005-2006

ADOPTED JUNE 13, 2005





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Norwich
Connecticut**

For the Fiscal Year Beginning

July 1, 2004

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, 2004. 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.



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Budget Message



CITY OF NORWICH
CHANGES MADE FROM PROPOSED TO ADOPTED BUDGET
FISCAL YEAR 2005-06

This schedule summarizes the changes made to the City Manager's Proposed budget by the City Council. The following Budget Message/ Executive Summary does not reflect the changes enumerated below. In addition to the changes made by the Council, there are changes to departments' Salaries and Fringe Benefits accounts caused by settlement of labor contracts and corrections of errors. The changes from labor contracts and corrections are offset by a reduction to the Contingency Account (01090-80086) in the Non-Departmental budget.

General Fund Revenues

Page(s)	Account	Increase	Decrease
	49 01000-70201 Property Taxes - Current (to decrease current tax levy for net changes made by City Council)		192,756
	49 01000-70239 Sewer Assessments (to increase the estimate of Sewer Assessment revenue)	110,000	
	49 01000-70243 Miscellaneous Revenue (to add a transfer from Arts & Recreation Fund)	26,000	
	49 01000-70223 Interest on Investments (to increase estimated interest revenue due to rising interest rates)	36,000	
	50 01000-70250 City Housing PILOT (to add Housing PILOT revenue reinstated in State of Connecticut budget)	190,000	
	50 01000-70284 Education Cost Sharing Grant (to increase ECS grant included in State of Connecticut budget)	375,773	
	50 01000-70294 Surplus (to decrease use of Surplus in light of increased state grant revenues)		565,773
	Total	<u>737,773</u>	<u>758,529</u>
	Net Increase/(Decrease) to Revenues	<u>(20,756)</u>	

General Fund Expenditures

Page(s)	Account	Increase	Decrease
71	01013-80155 Revaluation (to reduce the appropriation for upcoming Grand List revaluation)		35,000
82	01016-80011 City Clerk Department Head (to increase City Clerk's salary to 5% increase over fiscal year 2005)	1,113	
82	01016-89999 City Clerk Fringe Benefits (to increase fringe benefits related to increase in City Clerk's salary)	143	
130	01036-80012 Senior Center Employees (to add salary for Part-time Outreach Administrator)	27,827	
130	01036-89999 Senior Center Fringe Benefits (to add fringe benefits for Part-time Outreach Administrator position)	11,417	
165	01065-81000 Economic Development Project Contingency (to reduce Project Contingency account)		25,000
179	01090-80086 Contingency (to lower Contingency account)		11,256
179	01090-80153 Health Safety Compliance (to add funds to support Haz-Mat team physical evaluations)	10,000	
182	01090-80098 Capital Budget-Paving & Drainage (to make a budget transfer from one capital project to another)	175,000	
182	01090-80098 Capital Budget-Yantic Street Sewer (to make a budget transfer from one capital project to another)		120,000
183	01090-80098 Capital Budget-Police Cruisers (to make a budget transfer from one capital project to another)		55,000
Total		225,500	246,256
Net Increase/(Decrease) to Expenditures		(20,756)	



CITY OF NORWICH

Richard A. Podurgiel, City Manager

BUDGET MESSAGE/EXECUTIVE SUMMARY

April 4, 2005

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 2005-2006. 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 - my final - budget.

II. EXPLANATORY NOTE ON THE DEVELOPMENT OF THE 2005-2006 CITY BUDGET

The 2005-2006 budget is another step in the right direction. Over the last four years, my staff and I have made every effort to strike the right balance between services and costs. We have done so in an increasingly difficult environment. State revenues have continued to decline and our grand list has not grown as quickly as we had hoped. We have made difficult choices that will sting in the short-term, but will ensure our long-term success. Our choices were developed by focusing on the following policy goals and priorities. These priorities represent an ongoing effort initiated last year.

City of Norwich Budget Goals

- Provide the highest quality education to facilitate the success of our children.
- Foster a climate that attracts new business, creates a broad range of employment opportunities, and promotes a vibrant harbor and downtown business district.
- 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.
- Ensure that our neighborhoods and business districts are safe and appealing places to live, work, shop and visit. One of the city's highest priorities is to protect the lives and properties of residents to the greatest extent possible.
- Promote a high quality of life and develop neighborhood pride.

Budget Priorities

- Increase education funding to respond to increased demands for services due to growing student population.
- Limit the general fund mill rate increase to 4.5%.
- Adjust staffing levels to accommodate reductions in state appropriations.
- Maintain capital expenditure levels to ensure preservation of existing city infrastructure.
- To the extent possible, ensure that police and fire departments have enough equipment and staffing to protect human life and property.
- Fully support economic development activities initiated by Mayor, Norwich Community Development Corporation and other organizations.
- Modestly enhance recreation programs.
- Promote more efficient Human Services programs.

III. OVERVIEW OF THE 2005-2006 CITY BUDGET

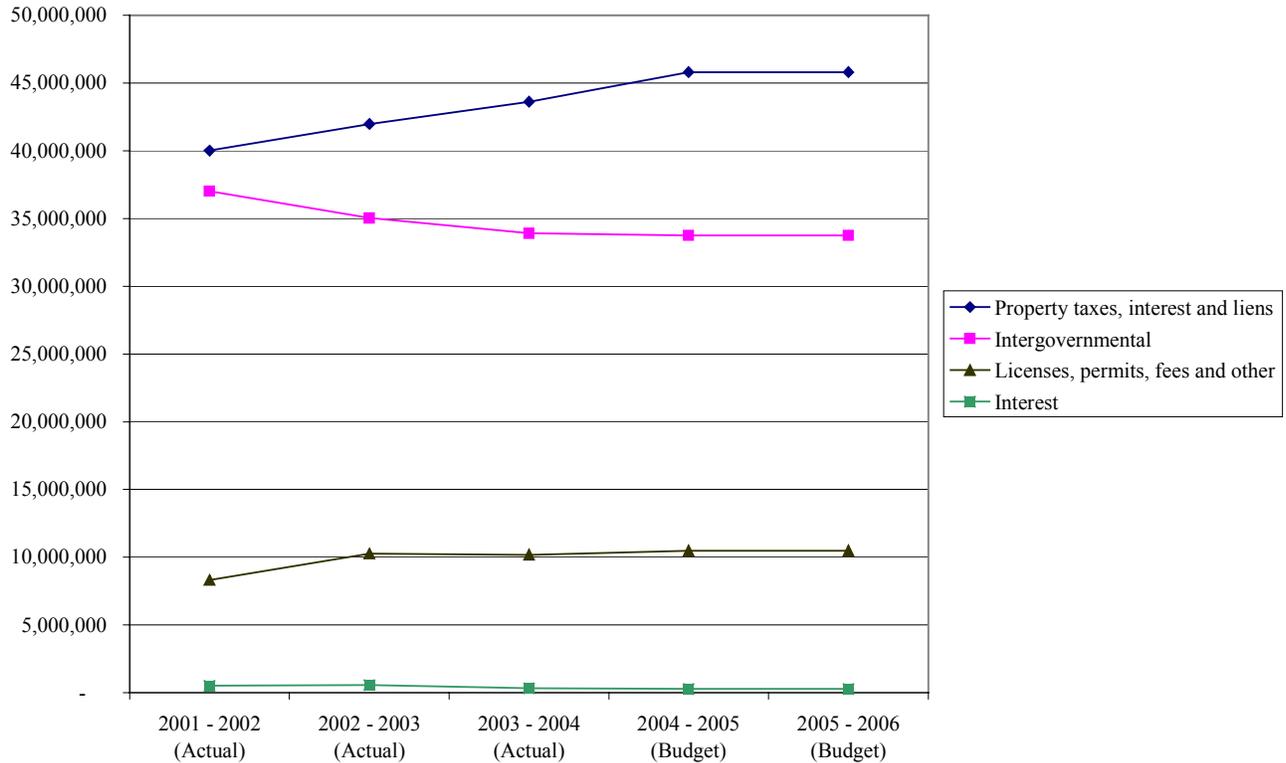
Summary of Appropriations and Prior Year Comparison				
Fund	Revised Budget 2004-05	Proposed Budget 2005-06	\$ Change from Prior Year	% Change from Prior Year
General Fund	90,532,474	94,748,394	4,215,920	4.66%
Special Revenue Funds				
Fire District	4,236,036	4,700,607	464,571	10.97%
Vol. Fire District	220,000	320,000	100,000	45.45%
Refuse	1,367,340	1,367,340	-	0.00%
Norwich Public Utilities	57,764,400	64,664,600	6,900,200	11.95%
Total	154,120,250	165,800,941	11,680,691	7.58%

Grand List

It is clear that Norwich has many projects, especially housing, in the hopper. The city currently has over \$180 million of construction projects in process. Unfortunately, not a significant amount of them were able to be captured in the October 1, 2004 grand list. The grand list grew less than 1% from October 2003 to October 2004. On the bright side, we can expect a healthy growth in the value of the grand list for the next revaluation. Based on the Norwich real estate sales data from October 2003 to January 2005, properties have been selling for an average of 20% higher than their October 1, 2003 valuations.

Revenues

5-Year General Fund Revenue Comparison



Property taxes, interest and liens include collections of current and past levies and any related interest and lien fees. Intergovernmental revenues are based on the Governor’s proposed FY 2005-2006 budget. The Governor’s budget was proposed in early February. The final adopted State of Connecticut budget was not available at the time of this proposed city budget. Licenses, permits and fees are an assortment of fees charged by the city for services and other miscellaneous revenues. In total, the city general fund will receive revenues of \$94,748,394. See pages 48-55 for a listing and description of general fund revenues.

The following is a summary of significant revenue changes:

State Grants-in-aid: Education.

The Governor’s proposed fiscal year 2005-2006 budget increases the amount of education revenues for the general fund by 2.94%. We are expecting to receive \$30,230,852 in education grants versus the \$29,368,182 budgeted in 2004-2005. Most of this revenue comes from the Education Cost Sharing grant. Also, Norwich has been advised by its state legislative delegation that it will be named a “priority district” which

makes it eligible for \$500,000 of grants for fiscal year 2005-2006. These grant monies will provide much needed funding for programs such as early intervention.

State Grants-in-aid: General.

The state formula grants are distributed to the general fund and special service fire fund. The following discussion refers to the total grants in the Governor's proposed budget to the City of Norwich. The Governor's proposed budget has increased the funding of the Mashantucket Pequot/Mohegan Fund Grant by \$212,000 to \$2,271,046. This amount is still approximately \$250,000 lower than fiscal year 2002-03. Payments In Lieu of Taxes ("PILOT") funding for State-Owned Real Property and Colleges & Hospitals has decreased \$383,000 to \$1,407,985. The Governor's budget also proposes to eliminate the PILOT for housing authorities. The housing authority PILOT payment generates about \$190,000 in revenues for the city. In total, the State Grants-in-Aid – General category has seen a reduction of \$361,000 from state formula grants.

Conveyance Taxes.

Without the intervention of the state legislature, the rate of tax on real estate transfers will be reduced from \$5.00/\$1,000 to \$3.60/\$1,000. This rate reduction could translate into \$150,000 loss of revenues. Based upon conversations with individual legislators and news reports, there appears to be overwhelming support for continuing the conveyance tax at the rate of \$5.00/\$1,000 on real estate transfers. Therefore, we are budgeting revenues based on the higher rate. In addition, I am proposing to mitigate the loss of general fund revenues by continuing the suspension of transfers to the Mohegan Park/Arts & Recreation fund for fiscal year 2005-2006.

10% Share of Norwich Public Utilities Revenues.

The payments from Norwich Public Utilities will increase by \$401,700 to \$5,385,400 for fiscal year 2005-2006. The increase is mainly caused by rising electricity and gas rates.

Surplus (Undesignated Fund Balance).

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

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

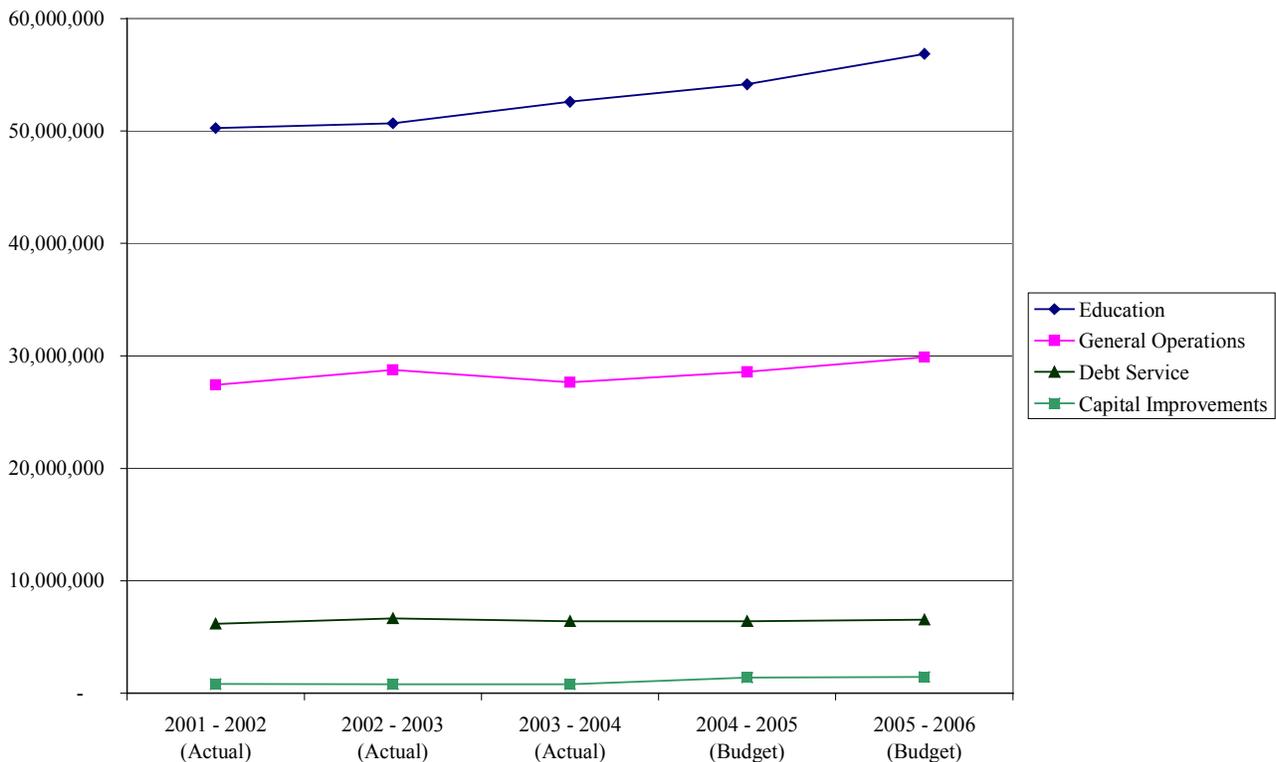
In recent years, the city's actual expenditures have been less than budgeted amounts resulting in surplus or undesignated fund balance exceeding the 8% target of total annual expenditures. See page 31 for a detailed history of the undesignated fund balance. I am proposing to use \$1,800,000 of the undesignated fund balance to support expenses during Fiscal Year 2005-2006. This will bring the undesignated fund balance to the 8% target level. This one-time use of the fund balance will be replaced by future operating surpluses. If the State restores the housing PILOT and/or we get higher-than-expected funding from other grants, I propose that those additional revenues be used to replenish the undesignated fund balance.

Property Taxes.

I am proposing a 4.5% increase in the general fund mill rate, or 1.15 mills from 25.69 to 26.84.

Expenditures

5-Year General Fund Expenditure Comparison



General Government Expenses.

City government is being recommended for funding in the amount of \$37,880,768. The increase in general government expenditures over the fiscal year 2004-

2005 revised budget is 4.15%. Major factors in this increase are: increase of the city's pension contribution from \$850,000 to \$1,000,000; increase in cost of expected post-employment health benefits from \$330,000 to \$540,000; and an increase in the principal payments on our bonded debt from \$4,575,000 to \$4,710,000. In order control spending, the following five positions have been eliminated:

- Police Officer
- Part-time Senior Center Outreach Administrator
- Public Works Street Maintenance Laborer
- Public Works Parks & Cemeteries Laborer
- Public Works Building Maintenance Janitor

See page 41 for a complete listing of positions by department.

Education Expenses.

The Board of Education budget was increased by \$2,707,982 – a 5% increase over last year. The Board of Education submitted a budget with a 4% increase. That budget required reductions in the Board of Education workforce. I am proposing an education budget of \$56,867,626. My proposal is \$542,000 higher than the Board of Education request. I believe this additional 1% is necessary to limit the impact of personnel cuts. Education is the single largest budgetary item. Education represents 60.02% of all expenditures and 57.13% of each tax dollar (11.55 city and 15.39 education).

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 one mill equals \$1,750,000, or \$50,000 more than last year. The capital budget includes paving projects, sidewalk projects and the replacement of some police cruisers.

IV. STRATEGIES FOR BALANCING THE BUDGET

My initial guidance to department heads was for them to put forth a spending plan which furthers some quantifiable goals. State grant revenues and the grand list did not grow enough to support all of these spending plans. The recommended budget includes cuts from city departmental requests totaling over \$1.6 million including the five positions listed above. Below is a summary of the major actions taken to balance this proposed budget and prepare for the future:

Use Surplus/Undesignated Fund Balance. As noted above, I am recommending the use of \$1,800,000 in undesignated fund balance. Our undesignated fund balance will be maintained at our target rate of 8% of annual expenditures.

Continue the suspension of conveyance tax transfers to the Mohegan Park/Arts & Recreation Fund. This fund has built up a healthy surplus over the past couple years as the real estate market boomed which will carry it through

fiscal year 2006. The current account balance of \$322,000 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. I think that you will find that the 4.5% mill rate increase I am proposing in this budget will look very favorable in comparison to the budgets of other cities of our size.

V. SPECIAL SERVICE FUND

Special Service Fire. The paid fire department draws a large portion of its funding from the Mashantucket Pequot grant and PILOT monies. On the expenditures side, the biggest change was the increase in fringe benefits due to pension and workers' compensation costs. Total expenditures increased by \$69,384 from \$4,236,036 in 2004-2005 to \$4,700,204 in 2005-2006. The increase in the expenditures coupled with the decrease in grants necessitated an increase in the mill rate from 3.84 to 4.03.

Volunteer Fire Relief Fund. The funding of the Volunteer Firefighter Tax Credit and Trust Fund are the same as last year. I've added \$100,000 of to cover the workers' compensation claims generated by the volunteers. This has been the average amount of claims over the past five years. This increase will cause the mill rate to increase from .21 to .30.

Special Service Refuse. Budgeted expenditures and revenues are the same as fiscal year 2004-2005. These expenditures are supported by separately charged refuse fees. There are no increases in refuse rates proposed in this budget.

VI. DEPARTMENT OF PUBLIC UTILITIES

The Public Utility budget reflects an increase in revenues of \$6,444,300 and an increase of expenditures of \$6,900,200. Most of these increases are due to the rising cost of purchasing gas and electricity which thereby cause the Public Utilities rates to increase.

VII. LOOKING TO THE FUTURE

As we look to the future, I think it is important to recognize that the city government, in all likelihood, will continue to shrink and offer streamlined services if state revenues remain stagnant and the grand list languishes. In my view it will be necessary to take an even harder look at how we do business in the city.

We are already starting to change how we do business. With the latest round of union contracts, the city employees have agreed to pay a greater cost share on medical and dental insurance. We have refinanced old bond issues in 2004 and 2005 for a total present value savings of \$375,000 over the remaining lives of the bond issues. We have also, through prudent financial management, kept the general fund undesignated fund balance at or above 8% of annual budgeted expenditures. The City Council has shown restraint in authorizing bonded debt.

The city should continue to seek cost savings, manage the fund balance and minimize its bonded debt. In addition, the city should probably initiate discussions with labor unions to find new ways to compensate employees in light of the changing expectations and limited resources. The city government will have to restructure its services to make better use of technology.

As far as economic development is concerned, we are heading in the right direction. The downtown revitalization is underway with the Mercantile Exchange finished, the Wauregan Hotel and Shoprite headquarters moving along, and the Otis Library renovations and Intermodal Transportation Center coming up soon. The Norwich Navigators lease extension looks promising. Bob's Discount Furniture and 99 Restaurant are investing in facilities in Norwich. We will most likely benefit from the planned \$750 million expansion at Foxwoods.

With all of this activity in addition to the housing boom, Norwich has some opportunities that it never had before. The citizenry is more diverse than ever. With these opportunities come costs. Public safety, infrastructure and education costs are likely to increase as traffic, population, and diversity grows.

In summary, 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,

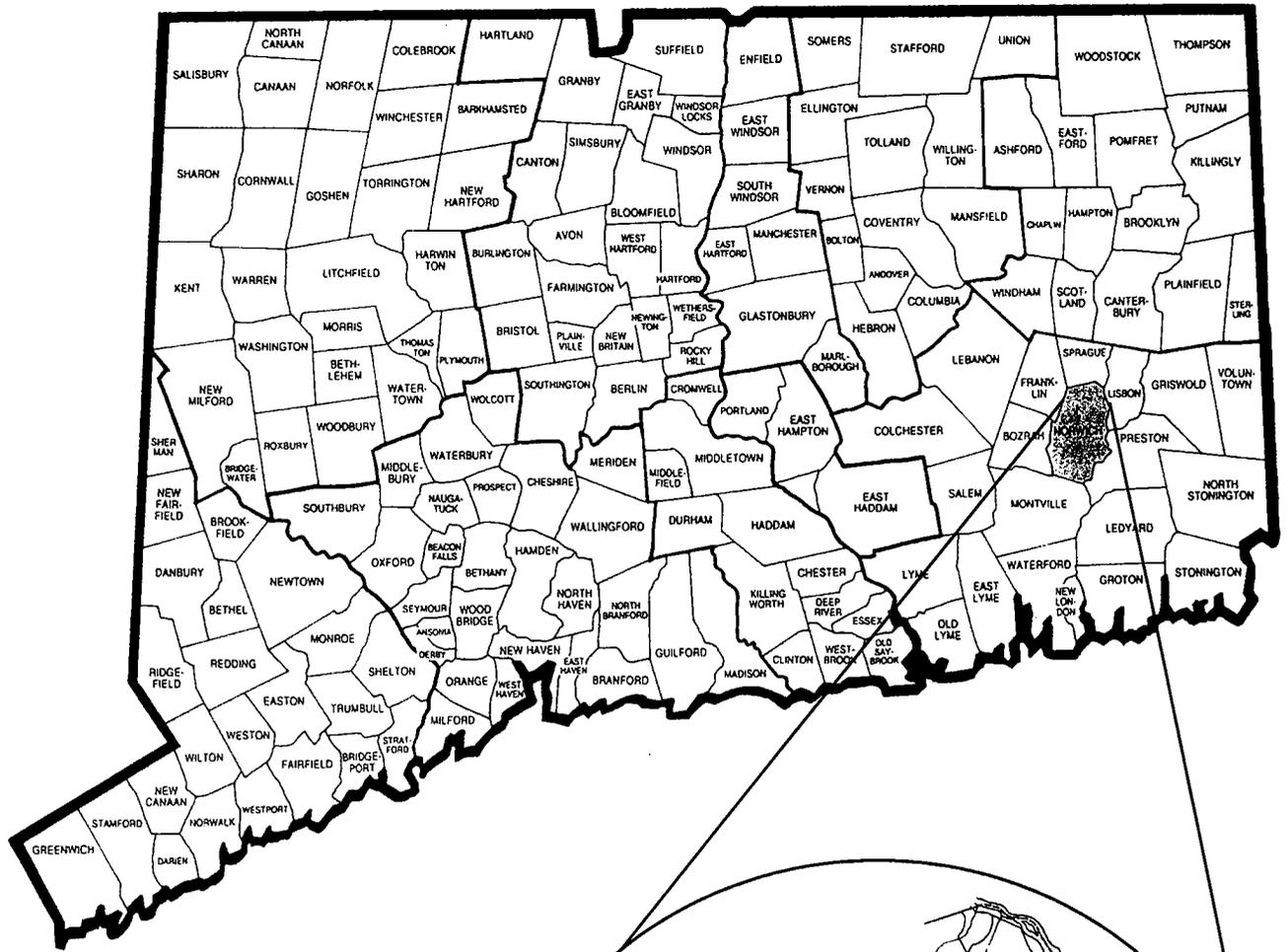
A handwritten signature in black ink, reading "Richard A. Podurgiel". The signature is fluid and cursive, with a large, sweeping flourish at the end.

Richard A. Podurgiel
City Manager

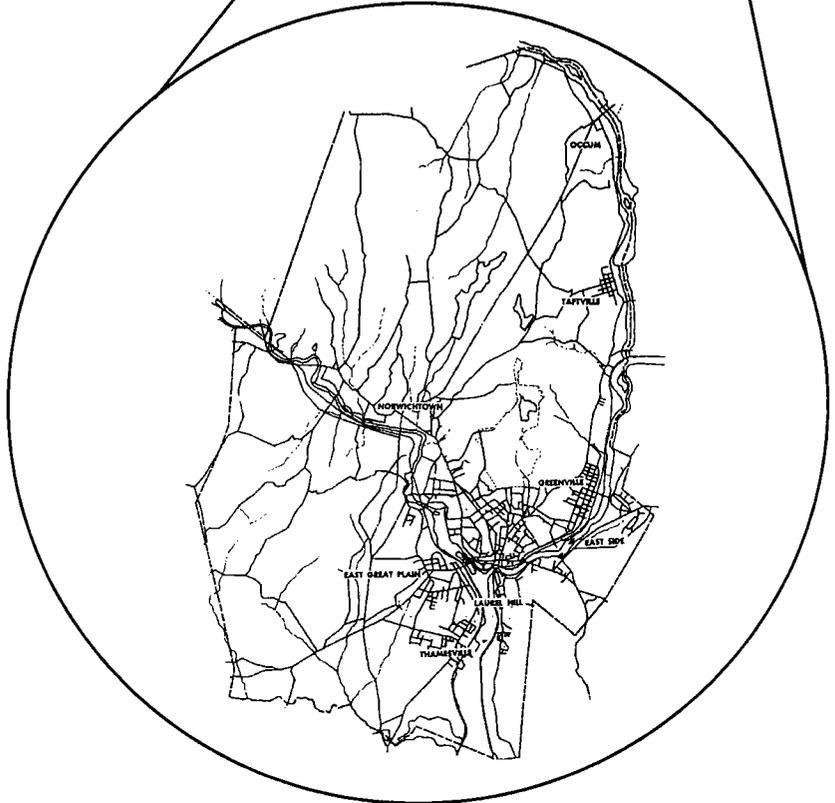
Financial Summaries /
Budget Process /
Miscellaneous



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 new Occum Park is nearly complete. 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.

ECONOMIC AND DEMOGRAPHIC DATA

Population Trends

	Total Population		School Enrollment	
	City of Norwich	State of Connecticut	City of Norwich	State of Connecticut
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
2003	36,218	3,507,246	5,675	563,216

Source: October 2004 State of Connecticut Municipal Fiscal Indicators

Age Characteristics of Population

Age Group	City of Norwich		State of Connecticut	
	Number	Percent	Number	Percent
Under 18	8,579	23.7%	859,803	24.5%
18 - 24	3,530	9.8%	311,209	8.9%
25 - 49	12,722	35.1%	1,239,795	35.4%
50 - 64	5,808	16.0%	614,161	17.5%
65 and over	5,579	15.4%	482,278	13.8%
Total	36,218	100.0%	3,507,246	100.0%

Source: CERC Town Profile December, 2004

Debt information

	City of Norwich			Average of 169 Connecticut Municipalities
	Long-term Debt	Annual Debt Service	Per Capita Debt	Per Capita Debt
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
2003	40,945,000	6,652,497	1,131	1,750

Source: October 2004 State of Connecticut Municipal Fiscal Indicators

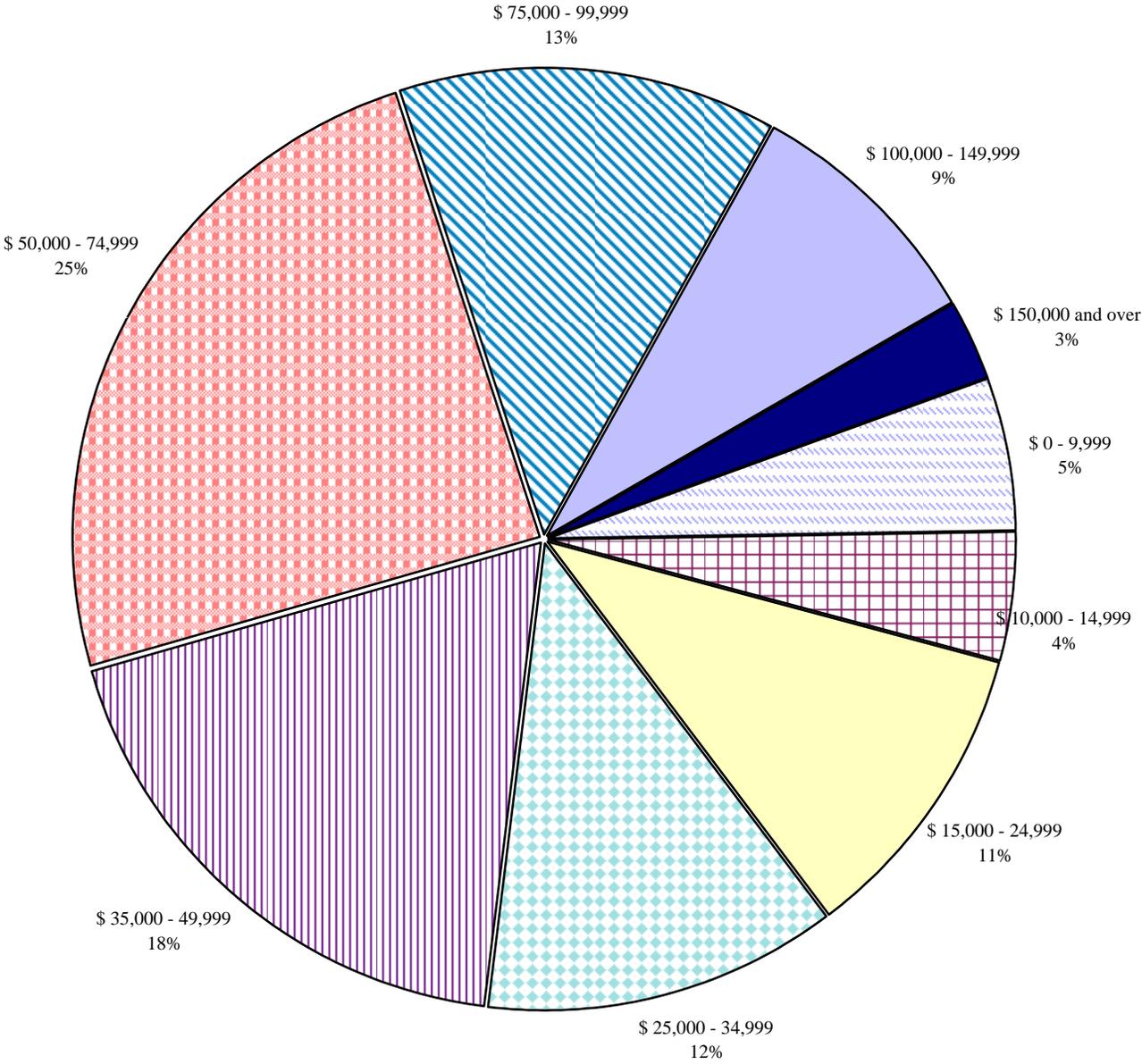
Principal Taxpayers

Name	Nature of Business	Net Taxable Valuation as of 10/1/04
Phelps Dodge	Copper rod manufacturer	\$ 15,013,760
CSC Dynamics Corporation	Computer Products and Services	13,801,290
SEA Norwich LLC	Shopping Center	12,034,000
Plaza Enterprises	Shopping Center	10,332,000
Kalamian Elias as Trustee	Apartments	8,143,000
JP Food Service	Food Distributor	7,998,130
Norwich Mall Realty Associates	Shopping Center	7,099,000
Bob's Discount Furniture	Retail Store & Warehouse	6,379,680
Mashantucket Pequot Tribe	Real Estate	5,986,350
Rose Hill Estates LLC	Apartments	5,663,000
		\$ 92,450,210

Top Employers

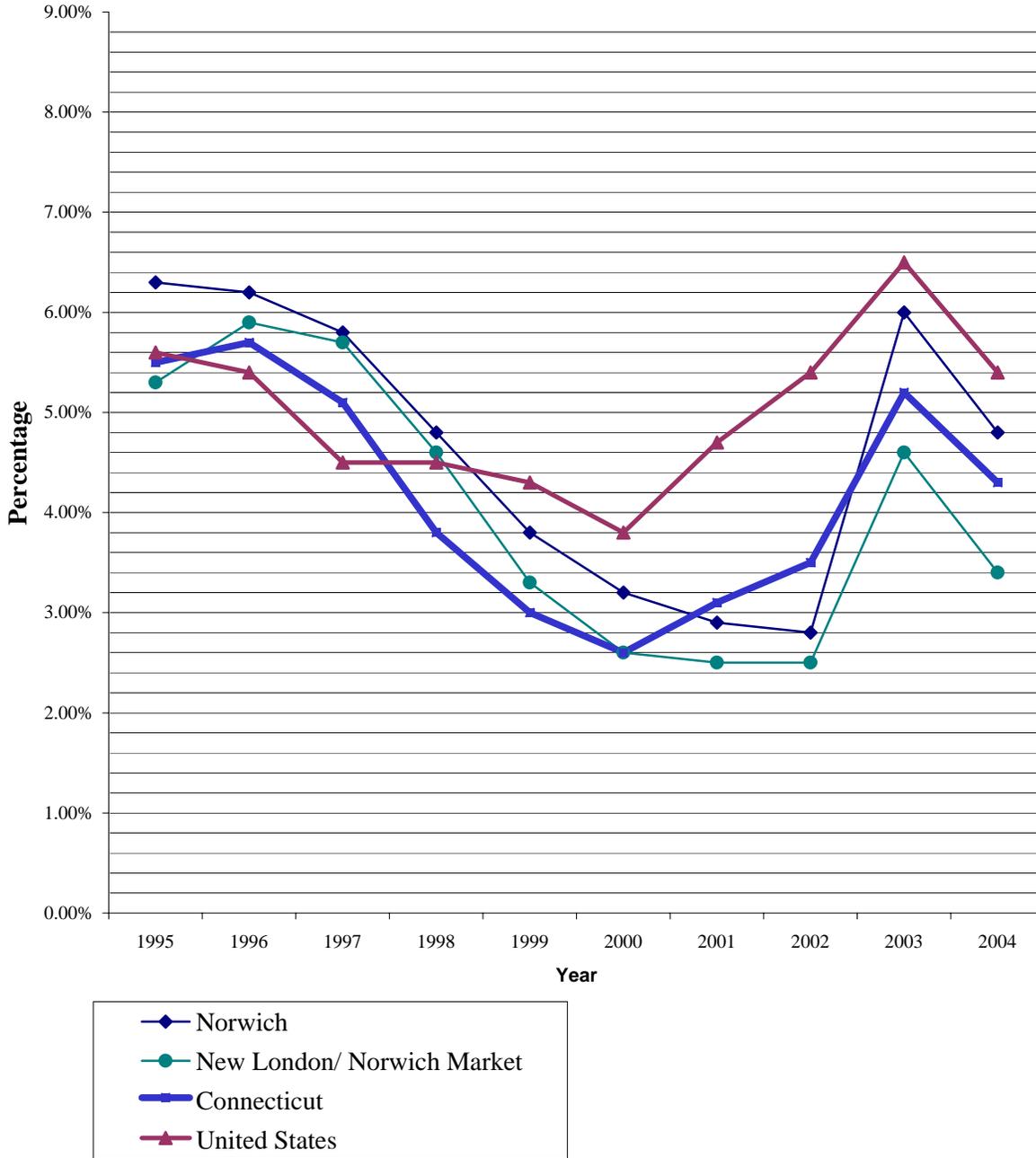
Name	Nature of Business	# of Employees
William W. Backus Hospital	Medical Center	1,650
Computer Science Corporation	Computer Services	700
ShopRite Norwich	Grocery Store	418
Interim Healthcare of Eastern CT	Healthcare	400
Daticon	Legal document storage	300
Norwich Inn and Spa	Lodging/Health Spa	300
US 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 NPU 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 Mereen (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	1/5/06
Gerald Kortfelt (R)	2 Years	1/5/06

APPOINTED NPU COMMISSIONERS

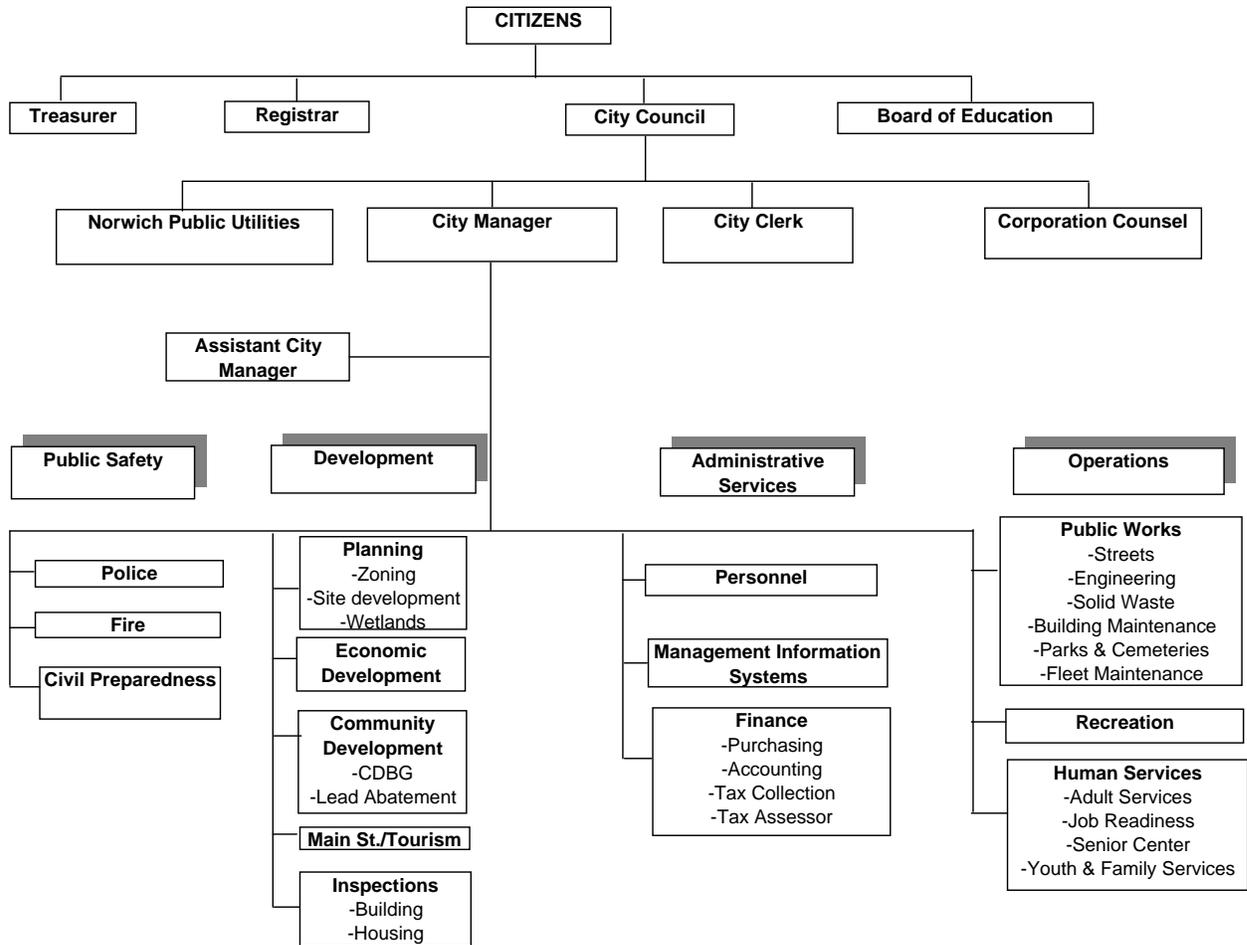
	<u>Term Length</u>	<u>Term Expires</u>
Stanley Israelite, Chairman (D)	5 Years	3/01/07
Alan M. Remondi, Vice Chairman (D)	5 Years	3/01/06
Diana Boisclair (R)	5 Years	3/01/10
James M. Sullivan (D)	5 Years	3/01/09
Frank Demicco (D)	5 Years	3/01/08

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

**DIRECTORY OF CITY ADMINISTRATIVE
OFFICIALS**

City Manager	Richard 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 (Interim).....	Elizabeth Rasmussen
Community Development	Kathryn Crees
Comptroller	Joseph Ruffo
Deputy Comptroller	joshua pothier
Corporation Counsel.....	Michael E. Driscoll
Emergency Mgmt Director.....	Gene M. Arters
Engineer.....	William Mansfield
Fire Chief.....	Ken Scandariato
Health Director.....	Patrick McCormack, MPH
Human Services Director.....	Beverly Goulet
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
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 2005-06 CITY BUDGET

<u>DATE</u>	<u>EVENT</u>	<u>AGENDA</u>
September 2004	Budget instructions distributed	City Manager's Office through the Comptroller's Office distributes budget instructions to operating Departments and outside agencies. The City Manager's duties according to the Charter is preparation of the budget.
October 2004	Initial budget requests due	Department Heads and Outside Agencies return their written requests, Finance Department coordinates process.
October - December 2004	Budget meetings on proposed requests	City Manager and Comptroller meet with department heads and outside agencies on proposed budget requests.
February 2005	Revenue projected	Comptroller calculates state revenue projections.
March 2005	Proposed 2005-06 budget is prepared	City Manager and Comptroller analyze revenues and expenditures to develop proposed city budget. The Board of Ed and NPU present separate budgets. Only the bottom line of the Board of Ed budget can be cut. The Board of Ed is responsible for its own budget line items.
1st Monday in April 2005	Proposed 2005-06 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 2005	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 2005	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 2005	Council shall act on proposed budget	The Council acts initially on the City Manager's proposed budget.
Prior to third Monday in May 2005	Second public hearing	The purpose is to listen to citizens' input on proposed budget.
No later than 2nd Monday in June 2005	City Council adopts 2005- 06 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, 2005 - June 30, 2006	Budget implementation	Comptroller oversees revenues and expenditures according to the budget established by Council.
July 2006	Audit of 2005-06 records	The final step is a certified audit of the previous fiscal year.

FINANCIAL MANAGEMENT POLICIES

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

I. BASIS OF ACCOUNTING

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

Governmental Funds

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

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

Special Revenue Funds account for the proceeds of specific revenue sources (other than trusts for individuals, private organizations, or other governments or for major capital projects) that are legally restricted to expenditure for a specified purpose. Resources restricted to expenditure for purpose normally financed from the General Fund may be accounted for through the General Fund provided that applicable legal requirements can be appropriately satisfied, and use of special revenue funds is not required unless they are legally mandated. The Sewer Assessment Fund is the only major special revenue fund. The city has 18 non-major special revenue funds: Dog License Fund, Town Aid Roads Fund, School Lunch Program Fund, Community Development Fund, Sidewalk Fund, Fire and Refuse Fund, Special Education Grants Fund, Adult Education Fund, Police Drug Grants, Revolving Loan Program Fund, Parking Commission Fund, Youth Service Bureau Fund, State Housing Project Fund, Grant Operating Fund, C.O.P.S Grant Fund, Lead Paint Abatement Fund, Judd Fund, and Esther Gilbert Fund.

Capital Projects Funds account for financial resources to be used for the acquisition or construction of major capital facilities (other than those financed by proprietary funds or in trust funds for individuals, private organizations, or other governments). Capital outlays financed from general obligation bond proceeds should be accounted for through a capital projects fund. The city has no major capital projects funds. The city has six non-major capital projects funds: Capital Improvement Fund, Sewer Overflow Fund, Mohegan Park Development Fund, Brown Park Fund, Heritage Park Fund, Bond Expenditure Fund, and 2000 Bond Issue Fund.

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

Permanent Funds account for resources that are legally restricted to the extent that only earnings, and not principal, may be used for the purposes that support the reporting city's programs – that is, for the benefit of the city or its citizens. The city has no major permanent funds. The city has two non-major permanent funds: Cemetery Trust Fund and Various Trusts Fund.

Proprietary Funds

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

Enterprise Funds may be used to account for activities for which fees are charged to external customers for goods and/or services. Enterprise funds *must* be used when: 1) an activity is financed with debt that is secured *solely* by a pledge of the net revenues from fees and charges of the activity; 2) laws or regulations require that the activity's costs of providing services, including capital costs, be recovered with fees and charges, rather than with taxes or similar revenues; or 3) the pricing policies of the activity establish fees and charges designed to recover its costs, including capital costs. The Norwich Public Utilities (NPU) is the city's only major enterprise fund. The city also has three non-major enterprise funds: Golf Course Authority, Stadium Authority and Ice Rink Authority.

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

Fiduciary Funds

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

Pension Trust Funds are used to account for resources held in trust for employees and their beneficiaries based on defined benefit pension agreements, defined contribution agreements, other postemployment benefit agreements, and other employee benefit arrangements. The city has two pension trust funds: City Employees Pension Trust and Volunteer Fire Pension Trust.

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

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

Agency Funds are used by the city to report assets that are held in a custodial relationship. The city has three agency funds: Special Senior Center Fund, Bid Deposit Fund, and Dangerous Buildings Fund.

II. OPERATING BUDGETING PRACTICES

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

General Fund/ Fire and Refuse Fund Budgetary Process

Development Phase

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

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

While the departments are developing their budgets and engaging in budget meetings, the Comptroller and his staff are piecing together revenue and non-departmental expense estimates. For revenues, the major components are state formula grants, NPU 10% revenue transfer, conveyance taxes, and investment income. These estimates require the analysis of interest rates, prior year trends, prior year financial results, and changes in federal, state and local laws. The largest piece (over 35% of total revenues) is the state formula grants. Unfortunately, the city does not even get the Governor’s *proposed* budget until February. As for the non-departmental expenses, the major components include health insurance, property and casualty insurance, pension contributions, civic and cultural organization funding requests, debt service and capital improvements. The insurance estimates are made by looking at both past experience and growth estimates provided by our insurance consultants. The city relies on its actuary to provide the annual required

contribution (ARC). The City Manager sends out notifications to civic and cultural organizations in November to which they typically respond in December. The debt service and capital improvements planning and budgeting are described in detail in the Long-Range Financial Planning & Policies section.

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

In January and February, the Finance Department sharpens up the revenue and expenditure estimates while the City Manager makes decisions on how to allocate the city's resources to the departments in light of the guidance given by the Council. During this timeframe, the Board of Education usually proposes their budget (see below for description of their budget process). The Board of Education represents the largest single appropriation of the General Fund budget – weighing in at roughly 60% of total expenditures. The Assessor has either a final or nearly-final figure for the grand list. Also, the Governor usually presents her budget in early February. With these three big pieces of the puzzle, the City Manager and Finance Department are able to hone in on the overall budget. The City Manager will then prioritize and cut expenditures (if necessary), consider the use of UFB (see the Management of General Fund Undesignated Fund Balance section for further discussion) and decide upon a target mill rate. In the case of the Board of Education, the City Manager may only revise the total estimated expenditure.

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

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

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

Review and Adoption Phase

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

allowed another chance to comment on the budget on or before the third Monday in May. From there, the Council must adopt a budget, appropriation ordinances and the tax levy ordinances on or before the second Monday in June. Pursuant to Chapter VII, §9,

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

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

Implementation/Amendment Phase

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

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

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

Board of Education Budget Process

Overview

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

Budget Planning

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

and the Assistant to the Superintendent explains the sections of the budget and answers questions that arise.

Preparing the Budget Document

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

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

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

Budget Adoption, Implementation, and Evaluation

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

Norwich Public Utilities Budget Process

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

III. LONG-RANGE FINANCIAL PLANNING & POLICIES

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

Capital Improvement Plan

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

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

As of the last few fiscal years, it has been the city's policy to utilize a "pay-as-you-go" methodology in funding capital projects in order to mitigate the total cost of the projects. Under this methodology, the city funds capital projects with current tax levies rather than with bonded debt. See Capital Budget section for detail of the fiscal year 2006 capital improvement budget.

Debt Policy

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

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

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

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

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

General Fund:

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

Norwich Public Utilities:

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

Type of Financing

General Obligation Bonds

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

Revenue Bonds

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

provide a revenue stream to fund the debt service requirements.

Lease Purchases

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

Debt Limitation Policies

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

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

Limitation based on assessed value - In addition, this amount of net indebtedness shall be limited to a maximum of 5% of the city's taxable assessed value. (Currently at 2.4%)

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.)

NPU and Other Enterprise Debt

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

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

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

Whenever possible, the city shall identify alternative sources in order to minimize the level of debt. All bonds and BANs will be competitively bid. Credit enhancement will be utilized when necessary to lower total borrowing costs.

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

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

Statutory Debt Limitation

The city's statement of debt limitation under Connecticut General Statutes, Section 7-374(b) as of June 30, 2004 is as follows:

Total tax collections (including interest and lien fees) for the year ended June 30, 2004	
City	\$ 43,025,812
Fire Districts	2,523,115
Refuse	1,472,179
Reimbursement for revenue loss:	
Tax relief for the elderly	<u>40,772</u>
Base	<u>\$ 47,061,818</u>
Debt limit	<u><u>\$ 329,432,726</u></u>

The Connecticut General Statutes Section 7-374(b) provides that the total authorized debt of a city shall not exceed seven times the base for debt limitation computation, or \$329,432,726 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	105,889,090	-	-	-	-	-
4-1/2 times base	-	211,778,181	-	-	-	-
3-3/4 times base	-	-	176,481,818	-	-	-
3-1/4 times base	-	-	-	152,950,908	-	-
3 times base	-	-	-	-	141,185,454	-
7 times base	-	-	-	-	-	329,432,726
Debt as defined by statute:						
Bonds and notes payable (excluding water \$1,044,026)	28,670,344	11,739,656	6,045,230	-	-	46,455,230
Bond authorized but unissued	3,655,000	-	985,000	-	-	4,640,000
Total indebtedness	<u>32,325,344</u>	<u>11,739,656</u>	<u>7,030,230</u>	<u>-</u>	<u>-</u>	<u>51,095,230</u>
Debt limitation in excess of outstanding and authorized debt	<u>73,563,746</u>	<u>200,038,525</u>	<u>169,451,588</u>	<u>152,950,908</u>	<u>141,185,454</u>	<u>278,337,496</u>

Currently, the city debt is 15.51% of the allowable debt limit.

Pension Funding

The city has made a commitment to fund the City Employee Pension Trust Fund at 100% of our actuary's ARC in order to mitigate to overall long-term cost of providing postemployment benefits. The following schedules are taken from the city's June 30, 2004 audited financial statements:

The City's annual pension cost and net pension obligation to the Plan for the year ended June 30, 2004 were as follows:

Annual required contribution	\$ 1,049,495
Interest on net pension obligation	72,852
Adjustment to annual required contribution	<u>(85,882)</u>
Annual pension cost	1,036,465
Contributions made	<u>1,073,854</u>
Decrease in net pension obligation	(37,389)
Net pension obligation beginning of year	<u>910,655</u>
Net pension obligation end of year	<u><u>\$ 873,266</u></u>

Membership in the Plan consisted of the following at January 1, 2003, the date of the last actuarial valuation:

Retirees and beneficiaries receiving benefits	360
Terminated plan members entitled to, but not yet receiving benefits	4
Active plan members	<u>568</u>
Total	<u><u>932</u></u>

Three-Year Trend Information:

Fiscal Year Ended	Annual Pension Cost (APC)	Percentage of APC Contributed	Net Pension Obligation	Actual Contribution
6/30/02	\$ 1,211,889	71.3%	\$ 1,335,799	\$ 863,479
6/30/03	1,206,904	135.2%	910,655	1,632,048
6/30/04	1,036,465	103.6%	873,266	1,073,854

SCHEDULE OF EMPLOYER CONTRIBUTIONS

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

SCHEDULE OF FUNDING PROGRESS

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

** Does not equal (a)-(b) because the actuarial cost method used to determine the annual required contribution is the frozen entry age actuarial cost method. Under the frozen entry age actuarial cost method, the Unfunded Actuarial Liability is initially frozen and is adjusted each year for amortization payments and for plan amendments and/or assumption changes. Asset and liability gains or losses are not reflected in the Unfunded Frozen Actuarial Liability.

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

Cash Management

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

Risk Management

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

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

Management of General Fund Undesignated Fund Balance

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

Like operating capital, the UFB can function as a financial shock absorber to smooth out short-term revenue and expense fluctuations. When sluggish economic conditions result in lower-than-projected revenues, a portion of fund balance can be allocated to cover budgeted operating expenses. When the economy is

healthy, and revenues are higher than predicted for annual budgeting purposes, the excess revenues can be added to the UFB for future use.

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

In recent years, actual expenditures have been less than budgeted amounts resulting in adequate end-of-year fund balances equal to the eight-percent goal, as a result of those increases, the city is utilizing \$1,234,227 as revenue from the UFB. This is an increase of \$434,227 from last year’s budget. A detailed history of the UFB follows:

Fiscal Year Ending June 30 th	Unreserved Fund Balance	Annual Expenditures and Encumbrances	Balance as % of Expenditures
2004	\$ 9,302,144	\$ 87,433,775	10.64%
2003	8,770,626	86,505,078	10.14%
2002	8,158,087	84,663,199	9.64%
2001	7,940,325	81,702,857	9.72%
2000	5,905,927	80,043,640	7.38%
1999	6,108,260	79,316,496	7.70%
1998	5,632,286	75,298,066	7.48%
1997	3,017,380	73,459,756	4.11%
1996	2,947,855	72,742,559	4.05%
1995	4,081,283	69,646,580	5.86%

IV. ACCOUNTING, AUDITING AND FINANCIAL REPORTING

Annual audit

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

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

Awards

The Government Finance Officers Association of the United States and Canada (GFOA) awarded a Certificate of Achievement for Excellence in Financial Reporting to the City of Norwich, Connecticut for its comprehensive annual financial report for the year ended June 30, 2004. This was the 11th consecutive year that the City has received this prestigious award. For each of the fiscal years beginning July 1, 2000 through July 1, 2004, the GFOA awarded the City a “Distinguished Budget Presentation Award” for its adopted budgets. The budgets submitted had to satisfy four different criteria: the budget as a Policy Document, the budget as a Financial Plan, the budget as an Operations Guide, and the budget as a Communications Device. The award earned by the City is the highest form of recognition in the area of budgeting.

CITY OF NORWICH GOALS & PRIORITIES

I. GOALS

The following are entity-wide goals and priorities for the City of Norwich. The goals are longer-term aspirations whereas the priorities generally deal with only fiscal year 2005-06. The departmental goals and action plans that most directly support the entity-wide goals are referenced by number.

1. Provide the highest quality education to facilitate the success of our children. (BOE 1-7)
2. Foster a climate that attracts new business, creates a broad range of employment opportunities, and promotes a vibrant harbor and downtown business district. (Planning & Neighborhood Services 1,2,3,5)
3. 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. (Finance 2,5,6; Treasurer 1; Personnel 8; Public Works 1,2)
4. Ensure that our neighborhoods and business districts are safe and appealing places to live, work, shop and visit. One of the city's highest priorities is to protect the lives and properties of residents to the greatest extent possible. (All Police, Fire, and Volunteer Fire goals; Human Services 1,5; Senior Center 4; Youth & Family Services 1,2,5)
5. Promote a high quality of life and develop neighborhood pride. (Human Services 1-5; Senior Center 1-5; Youth & Family Services 1-5; Recreation 1-12; Public Works 1,3,4,5; Planning & Neighborhood Services 1,4)

II. BUDGET PRIORITIES

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

1. Increase education funding to respond to increased demands for services due to growing student population.
2. Limit the general fund mill rate increase to 4.5%.
3. Adjust staffing levels to accommodate reductions in state appropriations.
4. Maintain capital expenditure levels to ensure preservation of existing city infrastructure.
5. To the extent possible, ensure that police and fire departments have enough equipment and staffing to protect human life and property.
6. Fully support economic development activities initiated by Mayor, Norwich Community Development Corporation and other organizations.
7. Modestly enhance recreation programs.
8. Promote more efficient Human Services programs.

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

	2004-05 REVISED BUDGET	2005-06 MANAGER'S PROPOSED	2005-06 ADOPTED BUDGET
City Manager	297,108	313,719	313,719
Finance	918,684	1,004,827	1,006,773
City Treasurer	188,198	188,406	188,406
Assessment	306,866	397,803	362,803
Personnel	352,728	362,474	363,483
Law	393,460	406,000	406,000
City Clerk	332,214	349,247	350,503
City Council	117,766	109,391	109,391
Management Info. Systems	183,529	216,024	216,024
Police	8,526,237	8,481,312	8,817,293
Fire - Central	775,478	857,457	857,457
Fire - East Great Plain	102,963	149,520	149,520
Fire - Laurel Hill	46,688	55,937	55,937
Fire - Occum	49,688	71,583	71,583
Fire - Taftville	127,824	127,824	127,824
Fire - Yantic	108,865	121,784	121,784
Recreation	651,171	750,326	750,326
Human Services	559,344	548,898	548,898
Senior Citizens Center	449,809	439,285	478,529
Youth & Family Services	217,056	228,238	228,238
Public Works	8,692,875	8,771,322	8,773,594
Election	116,654	130,475	130,475
Planning & Neighborhood Serv	855,974	975,158	975,158
Economic Development	170,461	171,000	146,000
Debt Service - Principal	4,575,000	4,710,000	4,710,000
Debt Service - Interest	1,832,972	1,834,674	1,834,674
Miscellaneous	5,362,504	6,045,699	5,703,235
Emergency Management	60,714	62,385	62,385
Education	54,159,644	56,867,626	56,867,626
Fire - Special Service	4,236,036	4,700,607	4,700,607
Refuse & Trash - Special Service	1,367,340	1,367,340	1,367,340
Volunteer Fire Relief Fund	220,000	320,000	320,000
TOTALS	96,355,850	101,136,341	101,115,585
General Operations	28,564,858	29,886,094	29,865,338
Debt Service	6,407,972	6,544,674	6,544,674
Capital Improvements	1,400,000	1,450,000	1,450,000
Education	54,159,644	56,867,626	56,867,626
Fire - Special Service	4,236,036	4,700,607	4,700,607
Refuse & Trash - Special Service	1,367,340	1,367,340	1,367,340
Volunteer Fire Relief Fund	220,000	320,000	320,000
TOTALS	96,355,850	101,136,341	101,115,585

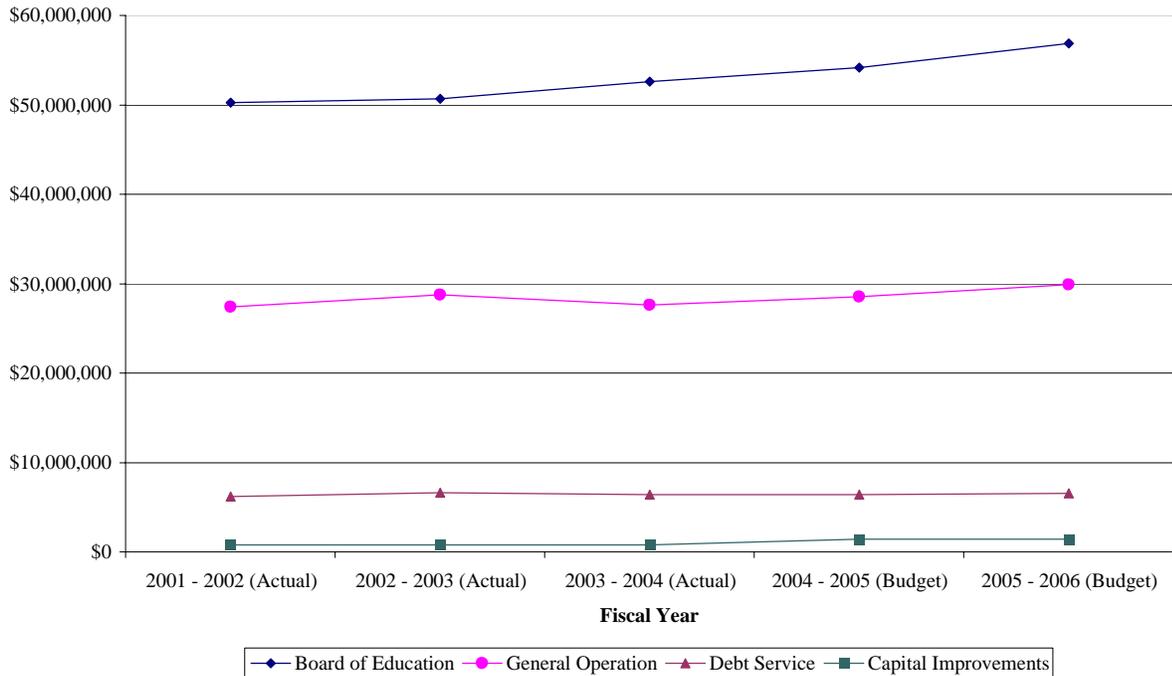
CITY OF NORWICH

MILLAGE REQUIREMENTS

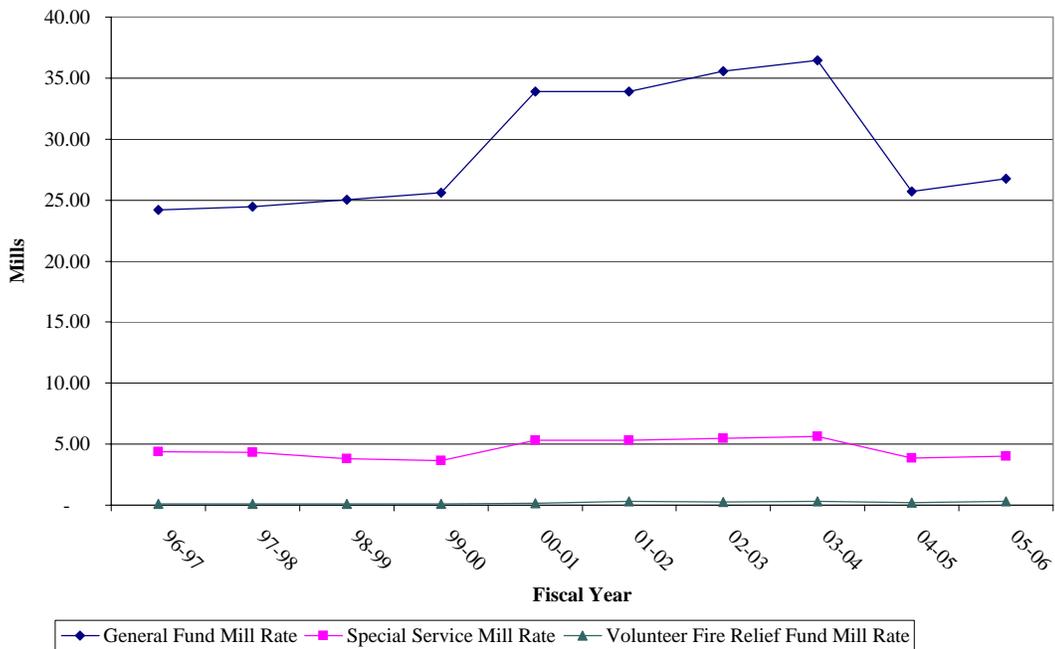
The City Assessor values all of the real estate, motor vehicles and personal property each year as of October 1. The sum of these values (less exemptions and credits) is the grand list. Anyone owning property at that date incurs a tax liability due on July 1 of the next year. When the budget is adopted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

	General Fund	Special Service Fire	Volunteer Relief Fund
<i>Calculation of Grand List</i>			
Motor Vehicles	165,674,080	66,545,190	99,128,890
Personal Property	91,068,608	23,461,405	67,607,203
Real Estate	1,519,989,100	536,939,900	983,049,200
Total Gross Grand List	1,776,731,788	626,946,495	1,149,785,293
<i>Less: Exemptions, Credits, Etc.</i>			
Elderly Reimbursement	9,214,568	3,574,515	5,640,053
Veterans exemptions	6,022,440	2,095,520	3,926,920
Military exemptions	2,144,120	1,202,820	941,300
Disabled exemptions	278,670	95,400	183,270
Circuit Breaker Local Credit	3,389,944	0	3,389,944
Economic Dev & Mfg exemptions	23,829,700	376,710	23,452,990
Elderly Freeze	856,163	0	856,163
Total Exemptions, Credits, Etc.	45,735,605	7,344,965	38,390,640
<i>Grand list, net of exemptions & credits</i>	1,730,996,183	619,601,530	1,111,394,653
<i>Estimated Tax Collection Percentage</i>	96.10%	93.90%	96.10%
<i>Collectible Grand List</i>	1,663,487,332	581,805,837	1,068,050,262
<i>Taxes to be Raised:</i>			
General City	17,504,018		
Board of Education	25,493,888		
Capital Improvements	1,450,000		
Special Service Fire		2,342,196	
Volunteer Fire Relief			320,000
Total Taxes to be Raised	44,447,905	2,342,196	320,000
<i>Mill Rates Required:</i>			
General City	10.51		
Board of Education	15.33		
Capital Improvements	0.88		
Special Service Fire		4.03	
Volunteer Fire Relief			0.30
Total Mill Rates Required for FY 2006	26.72	4.03	0.30

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

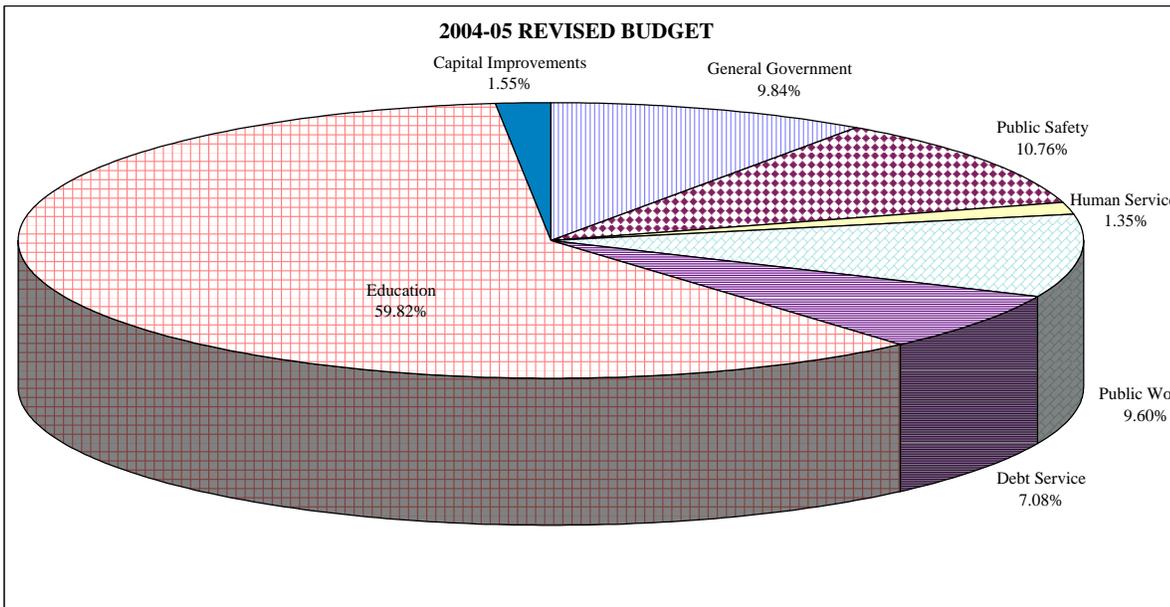
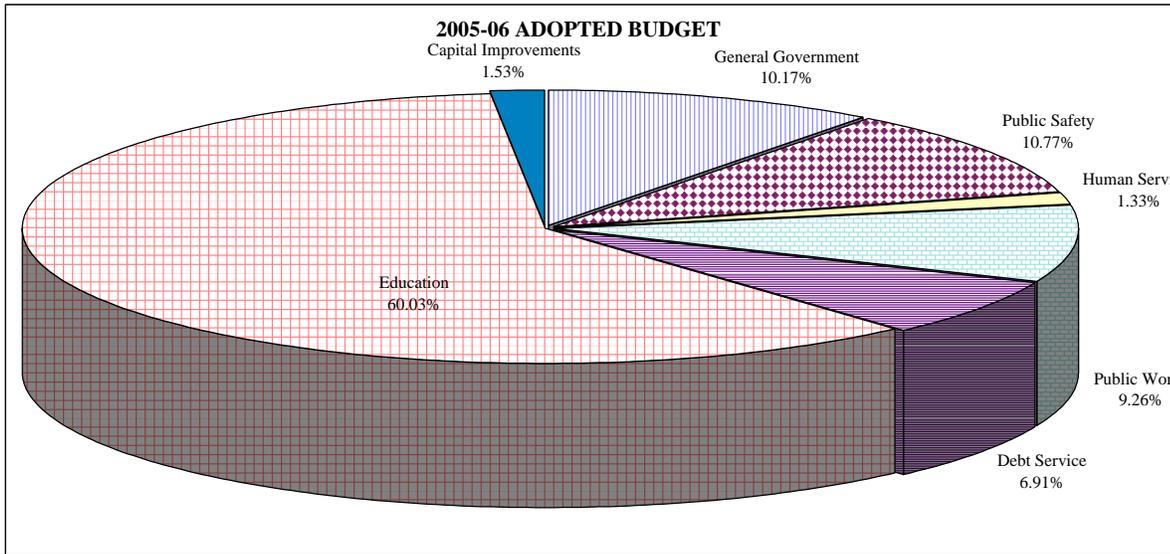


**CITY OF NORWICH
PROPERTY TAX MILL RATES
10 YEAR COMPARISON**



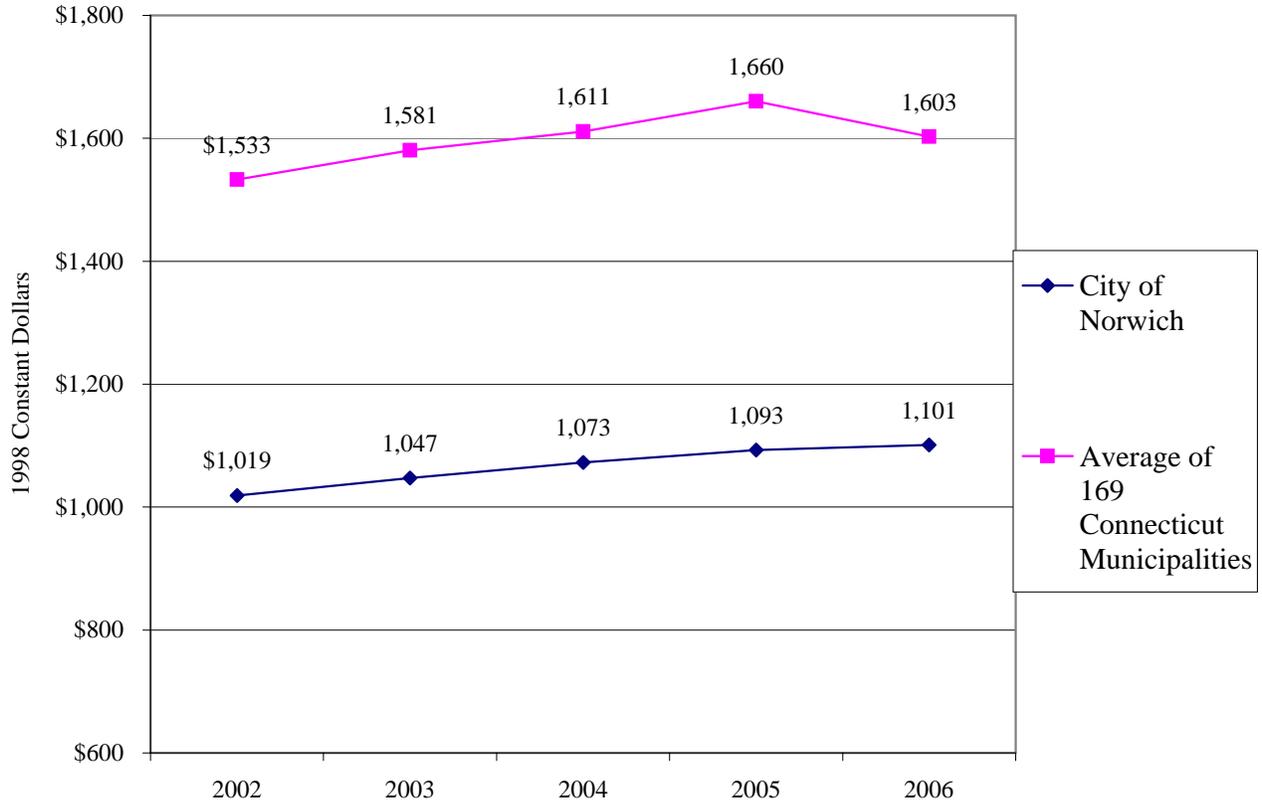
Note: The spike in the mill rate during fiscal year 2000-01 is a result of a revaluation done for grand list 10/1/1999. The 10/1/1999 net grand list decreased \$307,763,700 to \$1,132,024,510 from the 10/1/1998 net grand list of \$1,439,788,210. Also, for fiscal year 2004-05, a revaluation was done for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



	2005-06 Adopted Budget	2004-05 Revised Budget	Dollar Change	Percent Change
1 General Government	9,634,681	8,908,031	726,650	8.16%
2 Public Safety	10,201,398	9,737,743	463,655	4.76%
3 Human Services	1,255,665	1,226,209	29,456	2.40%
4 Public Works	8,773,594	8,692,875	80,719	0.93%
5 Debt Service	6,544,674	6,407,972	136,702	2.13%
6 Education	56,867,626	54,159,644	2,707,982	5.00%
Capital Improvements	1,450,000	1,400,000	50,000	3.57%
	94,727,638	90,532,474	4,195,164	4.63%

PROPERTY TAX REVENUE PER CAPITA

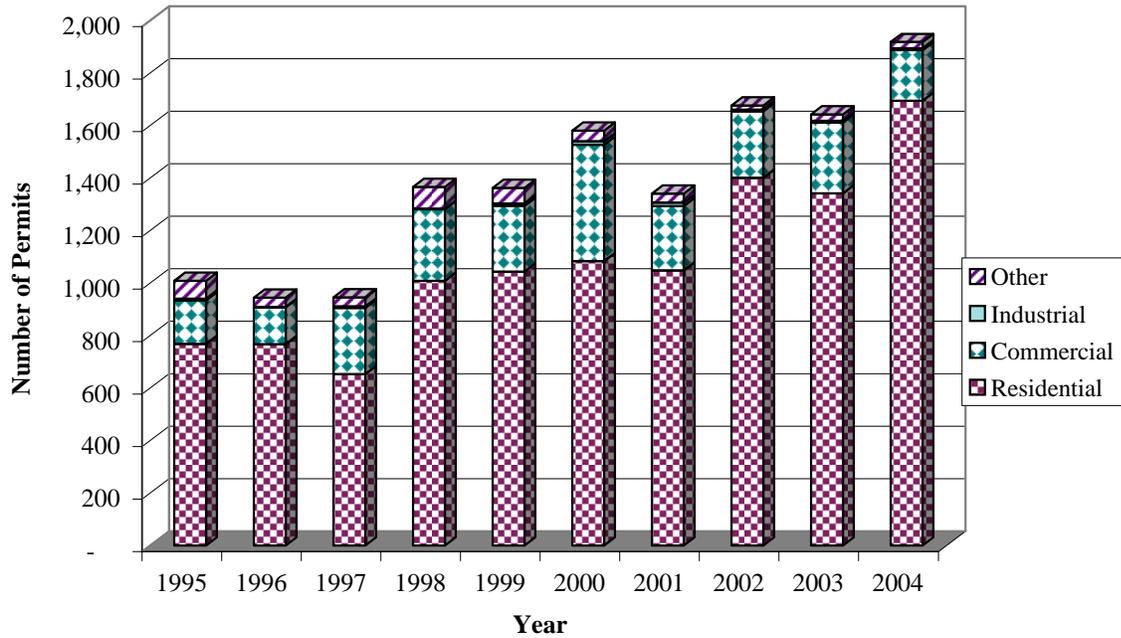


Fiscal Year	<i>City of Norwich</i>					<i>Average of 169 Connecticut Municipalities</i>		
	Adjusted Tax Levy	Current Year Collection %	Per Capita Property taxes	Northeast CPI-U factor	Constant dollars using 2000 as base year	Per Capita Property taxes	Constant dollars using 2000 as base year	
2002	\$ 36,795,675	95.1%	\$ 1,019	181.3%	\$ 1,019	\$ 1,533	\$ 1,533	
2003	38,418,703	95.4%	1,064	184.2%	1,047	1,606	1,581	
2004	40,521,927	95.5%	1,122	189.6%	1,073	1,685	1,611	
2005	42,606,113	95.9%	1,175	194.9%	1,093	1,785	1,660	
2006	44,447,905	96.1%	1,226	201.9%	1,101	1,785	1,603	

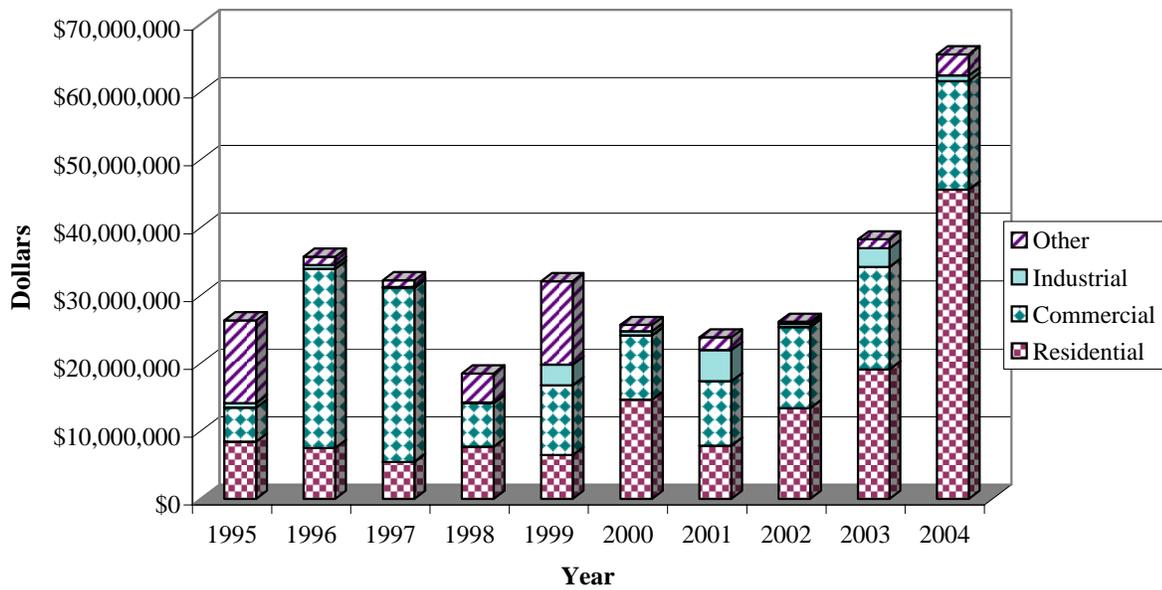
Sources: October 2003 State of Connecticut Municipal Fiscal Indicators; Bureau of Labor Statistics Consumer Price Index

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 2002's adjusted tax levy will be compared to the December 2000 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

Capital Improvements	Fire 423.15	Education 1,609.65	Public Works 266.70	General Government 372.75	Debt Service 198.45	Police 267.75
91.35						



TOTAL TAX BILL: 3,229.80

- | | |
|----------------------|---|
| 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. |

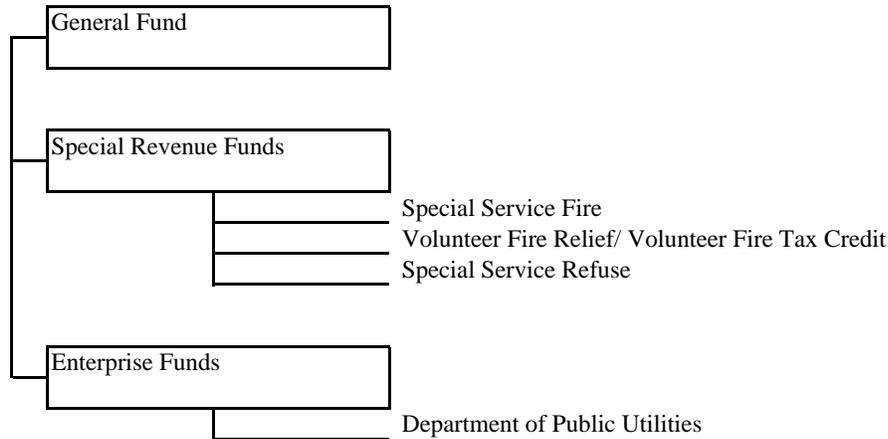
**CITY OF NORWICH
AUTHORIZED FULL-TIME EQUIVALENT POSITIONS**

<u>DEPARTMENT</u>	<u>01-02</u>	<u>02-03</u>	<u>03-04</u>	<u>04-05</u>	<u>05-06</u>
General City					
City Manager	3.0	3.0	3.0	3.0	3.0
Finance	13.0	13.0	12.0	12.0	12.0
Treasurer	3.0	3.0	3.0	3.0	3.0
Assessment	3.5	4.0	3.5	3.5	3.5
Personnel	5.5	5.5	4.5	4.5	4.5
City Clerk	5.0	5.0	5.0	5.0	5.0
City Council	1.5	2.0	2.0	2.0	2.0
M.I.S.	2.0	2.0	2.0	2.0	2.0
Police	107.5	102.5	100.5	101.0	100.0
Fire	55.5	55.5	55.0	55.5	55.5
Recreation	9.0	9.0	6.0	7.0	7.0
Human Services	11.0	10.5	8.5	8.5	8.5
Senior Citizens Center	8.0	7.0	6.0	6.0	6.0
Youth Service Bureau	5.0	5.0	3.0	3.0	3.0
PW Engineering & Administration	8.0	8.0	6.5	7.0	7.0
PW Fleet Maintenance	11.0	10.0	9.0	9.0	9.0
PW Solid Waste	4.0	3.0	3.0	3.0	2.0
PW Street Maintenance	35.0	35.0	33.0	33.0	32.0
PW Parks & Cemeteries	12.0	12.0	11.0	10.0	9.0
PW Building Maintenance	7.5	8.0	7.0	7.0	6.0
PW Parking Maintenance	2.0	2.0	2.0	2.0	2.0
Election	3.0	3.0	2.5	2.5	2.5
Planning & Neighborhood Services	13.0	12.5	11.0	12.0	13.0
Economic Development	1.0	0.0	0.0	0.0	0.0
Emergency Management	1.0	1.0	1.0	1.0	1.0
Tourism	2.0	0.5	0.5	0.5	0.5
Subtotal - General City	<u>332.0</u>	<u>322.0</u>	<u>300.5</u>	<u>303.0</u>	<u>299.0</u>
Board of Education					
General Fund-funded positions	502.5	392.1	375.9	386.3	389.8
State & federal grant-funded positions	66.3	74.7	86.6	99.8	97.9
School Lunch (federal grant)	41.0	42.0	40.0	39.0	39.0
Adult Education (state grant)	13.0	11.0	12.0	13.0	13.0
Subtotal - Board of Education	<u>622.7</u>	<u>519.8</u>	<u>514.5</u>	<u>538.0</u>	<u>539.7</u>
Norwich Public Utilities	136.0	138.0	136.5	137.0	137.0
GRAND TOTALS	<u><u>1090.7</u></u>	<u><u>979.8</u></u>	<u><u>951.5</u></u>	<u><u>978.0</u></u>	<u><u>975.7</u></u>

During fiscal years 2003 through 2006, general city departments cut about 33 positions in response to a drastic reduction in grant revenues from the State of Connecticut. Norwich Public Utilities' staffing has remained fairly constant during the last five years despite the expansion of the sewer and water lines. In fiscal year 2003, the Board of Education contracted out their special education transportation and also incurred large cuts of 71.5 staff members.

CITY OF NORWICH FUND STRUCTURE

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



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

General Fund

The general fund is used to account for most of the day-to-day operations of the city, which are financed from property taxes and other general revenues. Activities financed by the general fund include those of line and staff departments within the city. Undesignated fund balance ("UFB") of \$1,234,227 has been used to balance the budget in Fiscal Year 2006 in order to smooth the impact of tax increases. The city is expecting an operating surplus in Fiscal Year 2005 which will enable the UFB to remain at or above 8% of expenditures. The operating surplus will be generated by increased collections of sewer assessments and conveyance taxes.

	Fiscal Year 2002-03 (Actual)	Fiscal Year 2003-04 (Actual)	Fiscal Year 2004-05 (Projected)	Fiscal Year 2005-06 (Budgeted)
Fund Balance Carried Forward	8,158,087	8,770,626	9,302,144	9,402,144
Revenues	87,117,617	87,965,293	90,604,474	93,493,411
Expenditures	(86,505,078)	(87,433,775)	(90,504,474)	(94,727,638)
Fund Balance at the end of the Fiscal Year	<u>8,770,626</u>	<u>9,302,144</u>	<u>9,402,144</u>	<u>8,167,917</u>
Fund balance as a % of expenditures	10.14%	10.64%	10.39%	8.62%

**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/ Volunteer Fire Tax Credit

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

Refuse

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

Undesignated fund balance has been used in prior years to balance the budget. However, in each year, the city has been able to generate revenues in excess of expenditures and preserve its fund balance. The city is budgeting the used of \$150,000 of surplus for FY2006 to smooth out the tax increase caused by a spike in the pension annual required contribution ("ARC") for the firefighters. We are expecting the ARC to level off for the firefighters in the future. The following is a schedule of fund balance for all of the aforementioned special revenue funds:

	Fiscal Year 2002-03 (Actual)	Fiscal Year 2003-04 (Actual)	Fiscal Year 2004-05 (Projected)	Fiscal Year 2005-06 (Budgeted)
Fund Balance Carried Forward	344,251	241,930	287,221	237,221
Revenues	5,359,385	5,701,287	5,773,376	6,237,947
Expenditures	(5,461,706)	(5,655,996)	(5,823,376)	(6,387,947)
Fund Balance at the end of the Fiscal Year	241,930	287,221	237,221	87,221

Enterprise Funds

Norwich Public Utilities

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

The following is a schedule of fund balance for the Norwich Public Utilities:

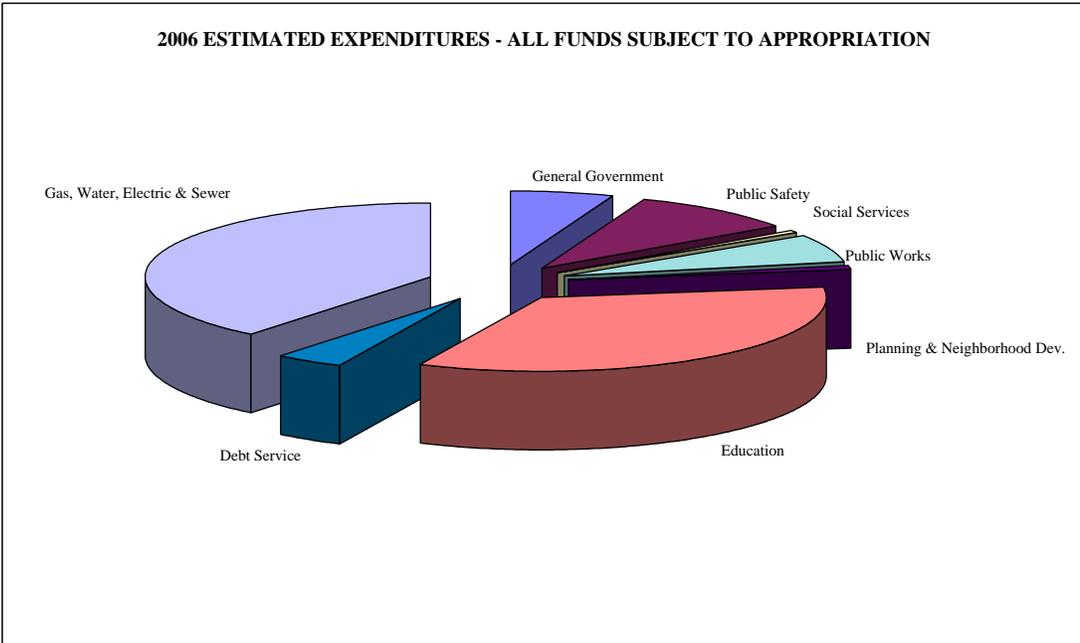
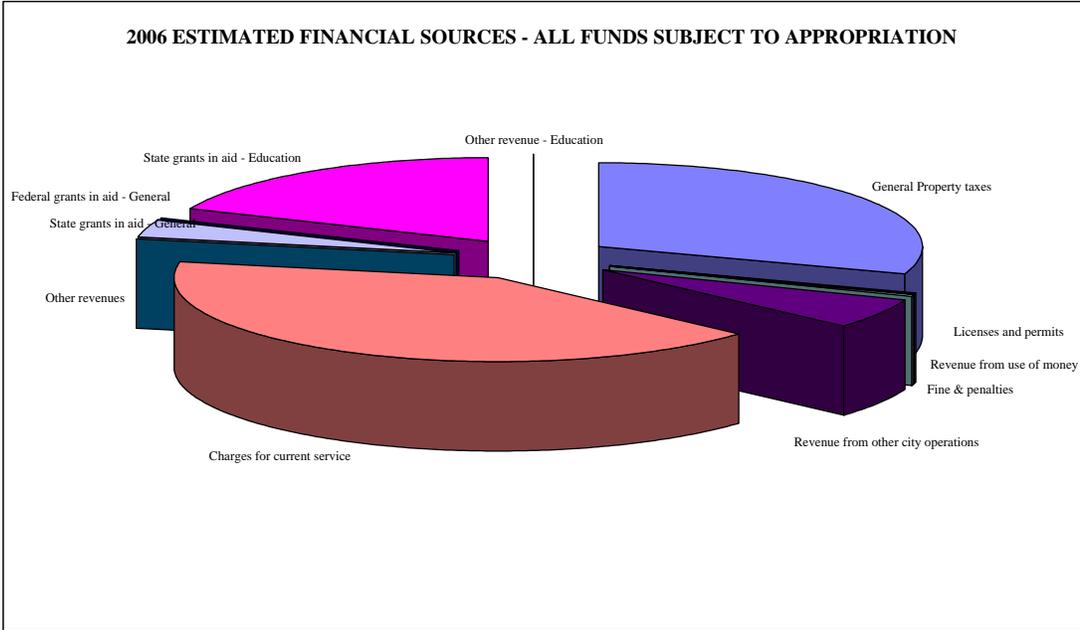
	Fiscal Year 2002-03 (Actual)	Fiscal Year 2003-04 (Actual)	Fiscal Year 2004-05 (Projected)	Fiscal Year 2005-06 (Budgeted)
Fund Balance Carried Forward	76,341,229	77,075,905	79,175,006	80,696,606
Revenues	53,831,347	58,020,754	59,286,000	65,973,900
Expenditures	(53,171,277)	(56,062,189)	(57,764,400)	(64,777,300)
Capital Contributions	74,606	140,536	-	-
Fund Balance at the end of the Fiscal Year	77,075,905	79,175,006	80,696,606	81,893,206

CITY OF NORWICH
FINANCING CITY OPERATIONS - ALL BUDGETED FUNDS SUBJECT TO APPROPRIATION
FISCAL YEAR 2006

	Governmental		Proprietary	Total	Total	Total
	General	Special Revenue	NPU	FYE 2006 Budgeted	FYE 2005 Projected	FYE 2004 Actual
Fund balances carried forward	9,402,144	237,221	80,696,606	90,335,971	88,194,573	86,088,461
Revenues						
General Property taxes	47,127,905	2,897,196	-	50,025,101	48,176,479	45,790,083
Licenses and permits	530,000	-	-	530,000	545,000	477,046
Fine & penalties	21,000	-	-	21,000	18,000	24,445
Revenue from use of money	466,000	-	150,000	616,000	370,000	397,853
Revenue from other city operations	9,037,141	656,457	-	9,693,598	8,596,173	7,928,349
Charges for current service	968,678	1,467,340	65,823,900	68,259,918	62,748,608	60,762,038
Other revenues	397,000	-	-	397,000	432,000	438,283
State grants in aid - General	4,178,062	1,216,954	-	5,395,016	5,812,896	6,822,123
Federal grants in aid - General	11,000	-	-	11,000	16,311	4,917
State grants in aid - Education	30,606,625	-	-	30,606,625	28,310,690	28,595,598
Other revenue - Education	150,000	-	-	150,000	1,207,492	157,873
Total revenue	93,493,411	6,237,947	65,973,900	165,705,258	156,233,648	151,398,608
Expenditures/expenses						
City Manager	313,719	-	-	313,719	295,886	251,834
Finance	1,006,773	-	-	1,006,773	910,665	890,005
City Treasurer	188,406	-	-	188,406	185,748	177,708
Assessment	362,803	-	-	362,803	304,426	500,242
Personnel	363,483	-	-	363,483	347,161	341,780
Law	406,000	-	-	406,000	393,460	382,000
City Clerk	350,503	-	-	350,503	327,965	314,891
City Council	109,391	-	-	109,391	117,766	113,886
Management Info. Systems	216,024	-	-	216,024	182,107	176,909
Police	8,817,293	-	-	8,817,293	8,313,337	7,901,723
Fire - Central	857,457	-	-	857,457	775,478	749,394
Fire - East Great Plain	149,520	-	-	149,520	102,963	100,697
Fire - Laurel Hill	55,937	-	-	55,937	46,688	45,618
Fire - Occum	71,583	-	-	71,583	49,688	48,426
Fire - Taftville	127,824	-	-	127,824	127,824	122,257
Fire - Yantic	121,784	-	-	121,784	108,865	94,861
Recreation	750,326	-	-	750,326	641,831	570,764
Human Services	548,898	-	-	548,898	505,453	490,056
General Assistance	-	-	-	-	45,000	152,398
Senior Citizens Center	478,529	-	-	478,529	443,029	437,379
Youth & Family Services	228,238	-	-	228,238	213,723	207,840
Public Works	8,773,594	-	-	8,773,594	8,617,422	8,761,254
Planning & Neighborhood Serv	975,158	-	-	975,158	811,677	788,214
Economic Development	146,000	-	-	146,000	170,000	47,404
Election	130,475	-	-	130,475	116,147	108,416
Education	56,867,626	-	-	56,867,626	54,159,644	52,582,177
Debt Service - Principal	4,710,000	-	-	4,710,000	4,575,000	4,339,833
Debt Service - Interest	1,834,674	-	-	1,834,674	1,832,972	1,961,267
Miscellaneous	5,703,235	-	-	5,703,235	5,721,835	4,717,913
Emergency Management	62,385	-	-	62,385	60,714	56,629
Tourism	-	-	-	-	-	-
Fire - Special Service	-	4,700,607	-	4,700,607	4,236,036	4,154,610
Refuse & Trash - Special Service	-	1,367,340	-	1,367,340	1,367,340	1,305,558
Volunteer Fire Relief Fund	-	320,000	-	320,000	220,000	195,828
Gas, Water, Electric & Sewer	-	-	64,777,300	64,777,300	57,764,400	56,062,189
Total expenditures/expenses	94,727,638	6,387,947	64,777,300	165,892,885	154,092,251	149,151,960
Other financing uses/ (sources)						
Capital contributions	-	-	-	-	-	140,536
Total resources used	94,727,638	6,387,947	64,777,300	165,892,885	154,092,251	149,292,496
Fund balances to carry forward	8,167,917	87,221	81,893,206	90,148,344	90,335,971	88,194,573

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

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



Financial Sources:

General Property taxes	50,025,101
Licenses and permits	530,000
Fine & penalties	21,000
Revenue from use of money	616,000
Revenue from other city operations	9,693,598
Charges for current service	68,259,918
Other revenues	397,000
State grants in aid - General	5,395,016
Federal grants in aid - General	11,000
State grants in aid - Education	30,606,625
Other revenue - Education	150,000

165,705,258

Expenditures:

General Government	1	9,901,138
Public Safety	2	15,284,390
Social Services	3	1,255,665
Public Works	4	10,140,934
Planning & Neighborhood Dev.	5	1,121,158
Education	6	56,867,626
Debt Service	7	6,544,674
Gas, Water, Electric & Sewer	8	64,777,300

165,892,885



General Fund



CITY OF NORWICH
SUMMARY OF 2005-2006 GENERAL FUND BUDGET

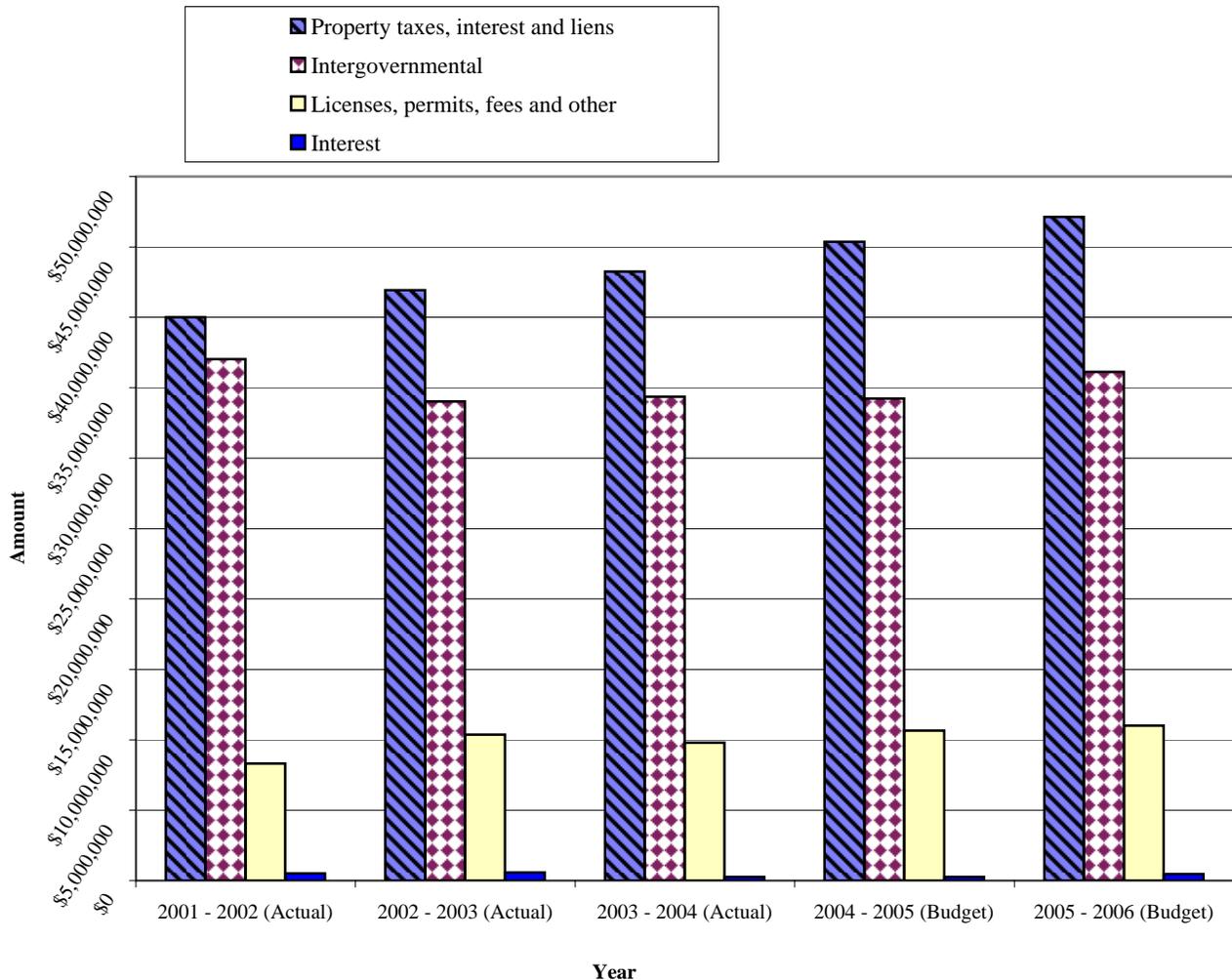
	City	Education	Total General Fund
EXPENDITURES			
General Operations	29,865,338	56,867,626	86,732,964
Debt Service	6,544,674	0	6,544,674
Capital Improvements	1,450,000	0	1,450,000
TOTALS	37,860,012	56,867,626	94,727,638
REVENUES			
General Revenues	18,288,881	30,756,625	49,045,506
Surplus	617,114	617,114	1,234,227
Taxes to be Raised - General Fund	17,504,018	25,493,888	42,997,905
Taxes to be Raised - G.F. Cap. Imp.	1,450,000	0	1,450,000
TOTALS	37,860,012	56,867,626	94,727,638

GENERAL FUND REVENUE SOURCES

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

One of the major boons to the city has been the conveyance tax increase caused by the boom in the housing market and increase in the statutory conveyance tax rate to \$5/\$1,000 of taxable transfer. The city collected over \$850,000 in conveyance taxes in fiscal year 2004 and is on track to collect close to \$1,000,000 in fiscal year 2005.

In addition to the conveyance tax, the transfer from Norwich Public Utilities of 10% of its prior year audited gross revenues from water, gas and electric services has climbed steadily over the past few years from \$4.3 million in Fiscal Year 2000 to \$5.0 million in Fiscal Year 2005.



**CITY OF NORWICH
GENERAL FUND REVENUES
2005-06 ADOPTED BUDGET**

		2003-04 ACTUAL	2004-05 REVISED BUDGET	2005-06 MANAGER'S PROPOSED	2005-06 ADOPTED BUDGET
GENERAL PROPERTY TAXES					
70201	PROPERTY TAX CURRENT LEVY	40,352,827	42,606,113	44,640,661	44,447,905
70202	PROPERTY TAX PRIOR LEVY	1,263,719	1,363,601	1,350,000	1,350,000
70203	PROPERTY TAX-INT & LIENS	773,393	790,000	700,000	700,000
70208	PROP.TAX-M.V. PA-76-338	864,163	610,000	630,000	630,000
TOTALS		43,254,102	45,369,715	47,320,661	47,127,905

LICENSES & PERMITS					
70213	MISC. PERMITS & FEES	477,046	545,000	530,000	530,000
TOTALS		477,046	545,000	530,000	530,000

FINES & PENALTIES					
70218	TRAFFIC VIOLATIONS	24,445	18,000	21,000	21,000
TOTALS		24,445	18,000	21,000	21,000

REVENUE FROM USE OF TOWN MONEY					
70223	INTEREST ON INVESTMENTS	238,516	250,000	400,000	436,000
70224	INTEREST CEMETERY TRUST	23,607	20,000	30,000	30,000
TOTALS		262,123	270,000	430,000	466,000

REVENUE FROM OTHER CITY OPERATIONS					
70226	OUTSIDE CONTRACTED JOBS	131,742	165,000	172,500	172,500
70227	SENIOR CITIZENS CENTER	31,711	38,800	30,800	30,800
70228	PUBLIC UTILITIES 10%	4,432,300	4,983,700	5,385,400	5,385,400
70229	D.P.U. CITY SERVICE	83,841	78,566	71,618	71,618
70230	BOND & NOTE PAYMENTS	77,054	61,840	104,556	104,556
70232	LANDFILL REVENUES	2,100,319	2,213,410	2,292,000	2,292,000
70239	D.P.U.SEWER ASSESSMENTS	425,000	215,000	600,000	710,000
70240	MUNICIPAL ICE RINK	0	100,000	100,000	100,000
70241	NGCA DEBT SERVICE	40,520	33,910	32,530	32,530
70260	PARKING COMMISSION	111,240	114,369	137,737	137,737
TOTALS		7,433,727	8,004,595	8,927,141	9,037,141

CHARGES FOR CURRENT SERVICE					
70234	RECORDING FEES	428,001	304,000	350,000	350,000
70236	PROBATE COURT CHARGE	17,470	17,470	18,678	18,678
70238	CONVEYANCE TAX	826,321	554,000	600,000	600,000
TOTALS		1,271,792	875,470	968,678	968,678

OTHER REVENUES					
70243	MISC. UNCLASSIFIED	327,733	270,000	150,000	176,000
70246	CITY PROP.-RELOC.COLLECT	110,620	190,000	221,000	221,000
TOTALS		438,353	460,000	371,000	397,000

**CITY OF NORWICH
GENERAL FUND REVENUES
2005-06 ADOPTED BUDGET**

		2003-04 ACTUAL	2004-05 REVISED BUDGET	2005-06 MANAGER'S PROPOSED	2005-06 ADOPTED BUDGET
STATE GRANTS IN AID - GENERAL					
70247	STATE-IN LIEU OF TAXES	1,708,899	1,725,823	1,243,988	1,243,988
70248	STATE-WELFARE REIMBURSE.	94,708	25,000	0	0
70249	STATE-BUILDING MAINT.	209,168	229,000	228,000	228,000
70250	STATE-CITY HOUSING	73,222	101,377	32,000	222,000
70252	STATE-FISH & GAME LICENSE	49,716	50,000	50,000	50,000
70253	STATE MFG MACH & EQUIP	201,215	172,156	130,218	130,218
70254	STATE - MASH/PEQUOT FUNDS	1,584,292	1,664,721	1,516,046	1,516,046
70256	STATE-TOTAL DISAB-PA74123	0	0	0	0
70257	STATE-ELDERLY REIMBURSE.	146,939	130,365	147,013	147,013
70259	YOUTH SERVICE BUREAU	81,031	81,000	86,000	86,000
70261	STATE-SCH.BOND INTEREST	424,510	304,778	250,092	250,092
70266	STATE-ACCESS LINE TX SHR	367,793	340,000	300,000	300,000
70267	STATE-ADD.VETERANS EXEMPT	0	30,982	4,705	4,705
TOTALS		4,941,493	4,855,201	3,988,062	4,178,062

FEDERAL GRANTS IN AID - GENERAL					
70268	FEDERAL-DCPA MATCH FUNDS	4,917	16,311	11,000	11,000
TOTALS		4,917	16,311	11,000	11,000

STATE GRANTS IN AID - EDUCATION					
70276	HEALTH SERVICES	0	0	75,000	75,000
70280	STATE-ED TRANSPORTATION	1,090,955	1,092,447	1,071,805	1,071,805
70284	STATE-ED EQUALIZE GRANT	26,950,156	27,218,243	27,762,559	28,138,332
70285	STATE-ED SERV.FOR BLIND	129,977	0	0	0
70296	EXCESS COST GRANT	1,239,610	1,057,492	1,321,488	1,321,488
TOTALS		29,410,698	29,368,182	30,230,852	30,606,625

OTHER REVENUE - EDUCATION					
70291	OTHER ED SCHOOL TUITIONS	157,873	150,000	150,000	150,000
TOTALS		157,873	150,000	150,000	150,000

SURPLUS GENERAL FUND					
70294	SURPLUS-GENERAL FUND	0	600,000	1,800,000	1,234,227
TOTALS		0	600,000	1,800,000	1,234,227

GRAND TOTALS		87,676,569	90,532,474	94,748,394	94,727,638
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CITY OF NORWICH

DESCRIPTION OF GENERAL FUND REVENUES

GENERAL PROPERTY TAXES

70201 Current Levy - The current levy for 2005-06 is based on all taxable property in the city as of 10/1/2004. 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 \$50,279,733 from non-tax sources from proposed budget appropriations of \$94,727,638. The mill rate is then calculated by dividing the amount to be raised in taxes by the grand list as adjusted for the collection rate of 96.1%. This percentage is derived from the charter-prescribed method of taking the average of the past three years of taxes collected from the current levy. This method assures that Norwich will not budget unrealistic property tax revenues. Current taxes are due July 1 and January 1. The tax collection rate has increased steadily over the past ten years due to the efforts of the Tax Collector's office.

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 five years. As the tax collection rate increases, the revenue available from delinquent taxes decreases.

70203 Interest and Lien Fees - Interest and lien fees collected on payment of delinquent taxes. State statute requires 1.5% per month plus \$24 lien fee on real estate property lien. As the tax collection rate increases, the revenue available from interest and lien fees decreases.

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 the past three years' activity. After the substantial increase in assessed real estate values due to the grand list 10/1/2003 revaluation, less revenue is derived from motor vehicle taxes – hence the decline in supplemental motor vehicle property tax revenue.

LICENSES & PERMITS

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

FINES AND PENALTIES

70218 Traffic Violations - Includes police department fines for traffic violations. Revenue projections are based on previous five-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 2.80%.

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 2.80%.

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 fee is added to all bills to offset other administrative costs. This budget proposes an increase in the fee from 10% to 15%. The revenue estimate is based on a five-year history.

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

70228 Public Utilities 10% - Reflects anticipated Norwich Public Utilities; 10% payment to the city per Chapter XII, Section 6, of the Charter of the City of Norwich. This reflects 10% of the gross revenues from water, gas and electric of the Norwich Public Utilities as reported in the 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 Norwich Public Utilities are reimbursed.

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

70232 Landfill Receipts - Revenue derived from use of refuse facilities. Revenue is used to offset cost of landfill operation. The revenue projections are based upon the prior two years of landfill activity, factoring in recent trends. For fiscal year 2005-06 the fee for direct haulers will remain at \$64/ton.

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

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

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

70260 Parking Commission Revenue – Reflects the reimbursement from the Public Parking Commission for public works maintenance at \$11,478/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.

70236 Probate Court - Revenue from rental of Probate Court space in City Hall based on the contracted amount of \$10.69/ft² for the 1,747 ft² that the Probate Court occupies.

70238 Conveyance Tax - The adopted budget for fiscal year 2005-06 uses the rate allowed by the State of Connecticut of \$5.00 for each \$1,000 of the purchase price. This budget continues to suspend the 22% allocation of proceeds to the Mohegan Park Improvement Fund (see Non-Departmental budget section). The estimates of 2005-06 conveyance tax revenue are based on the activity during the 2004-05 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, police report fees, cell phone tower rentals, receipts on sales of surplus assets, cemetery care receipts and other revenues. This line item also includes a \$26,000 transfer from the Arts & Recreation Fund to support the appropriation made to Best Productions (see Civic & Cultural budget section)

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 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. The State of Connecticut’s adopted budget reinstated these PILOT payments.

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

70253 Manufacturer Machinery and Equipment - Reimbursement for tax revenue loss of 100% exempt new eligible manufacturing machinery and equipment. Based on 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 in lieu of paying property taxes. This has been declining in recent years. The estimate for 2005-06 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 that 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.

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

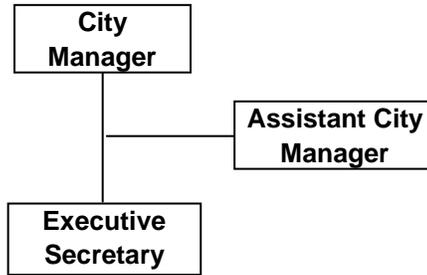
OTHER REVENUE - BOARD OF EDUCATION

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

SURPLUS – GENERAL FUND

70294 Surplus for Appropriation- General Fund – Based on audit of June 30, 2004 and anticipated surplus as of June 30, 2005.

City of Norwich City Manager Organization Chart



CITY MANAGER

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

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

VALUES:

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

GOALS & ACTION PLANS:

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

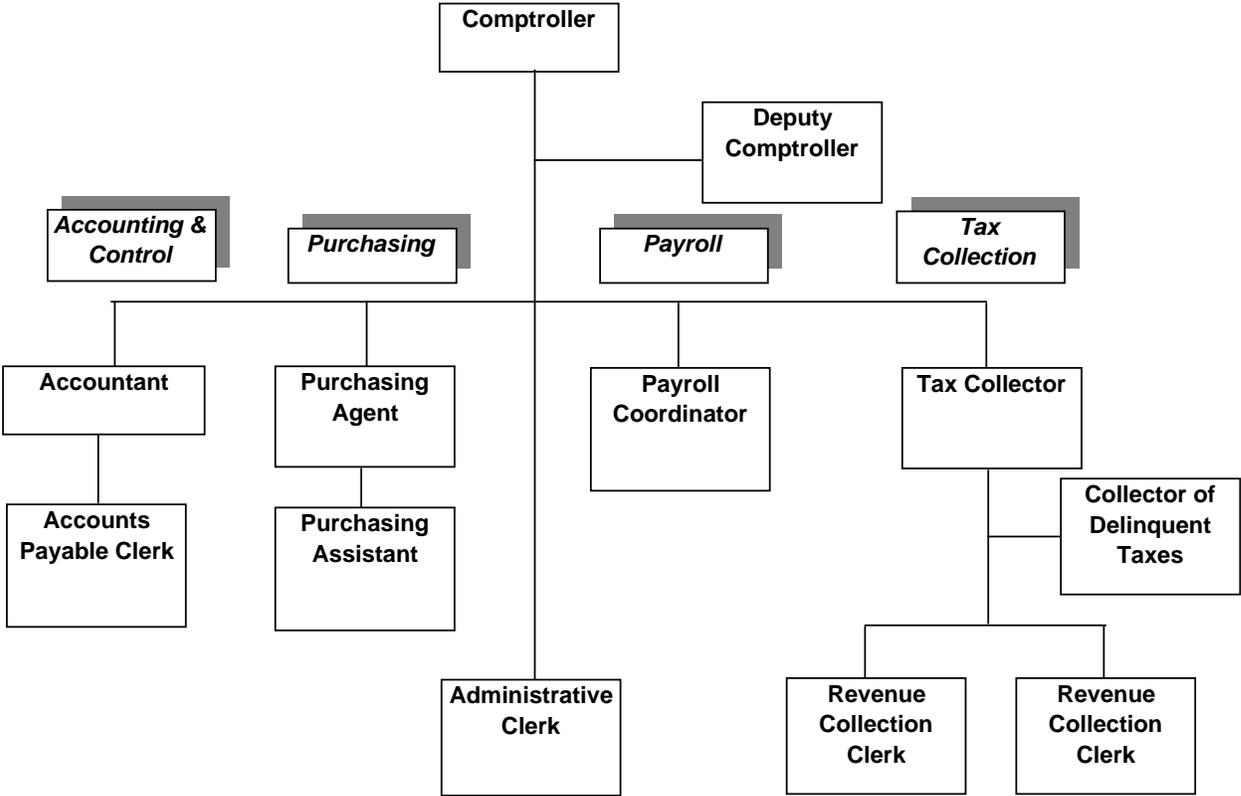
**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2005-06 ADOPTED BUDGET**

		2003-04 REVISED BUDGET	2003-04 ACTUAL	2004-05 REVISED BUDGET	2005-06 BUDGET REQUEST	2005-06 MANAGER'S PROPOSED	2005-06 ADOPTED BUDGET
11	CITY MANAGER						
80011	HEAD OF DEPT	90,000	90,021	97,335	100,255	100,255	100,255
80012	EMPLOYEES	101,923	73,281	104,727	107,868	107,868	107,868
80013	PART TIME EMPLOYEES	15,000	13,124	15,000	15,759	15,759	15,759
80014	OVERTIME	0	0	0	0	0	0
89999	FRINGE BENEFITS	53,932	51,898	58,046	64,537	64,537	64,537
80021	MATERIALS & SUPPLIES	3,600	2,985	3,600	3,500	3,500	3,500
80032	EQUIP & FURN MAINT.	1,000	6,759	1,000	2,000	2,000	2,000
80033	TELEPHONE	3,200	3,326	3,200	3,300	3,300	3,300
80034	POSTAGE	1,200	870	1,200	1,500	1,500	1,500
80037	MILEAGE	5,000	4,035	5,000	5,000	5,000	5,000
80039	PRINTING	2,500	0	1,500	4,000	4,000	4,000
80048	DEPARTMENTAL EXPENSE	8,500	5,532	6,500	6,000	6,000	6,000
	TOTALS	285,855	251,831	297,108	313,719	313,719	313,719

CITY MANAGER

City Manager		100,255
Assistant City Manager	67,749	
Executive Secretary	<u>40,119</u>	<u>107,868</u>
	TOTAL WAGES	<u>208,123</u>

City of Norwich Finance Department Organization Chart



FINANCE

MISSION: To manage the city's financial operations (Purchasing/Accounts Payable, Payroll, Accounting & Reporting, Tax Collection, Debt Management and Risk Management) in accordance with established fiscal policies.

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

VALUES:

- Fiscal Integrity
- Efficiency
- Accuracy
- Timeliness

GOALS & ACTION PLANS:

1. Increase knowledge, skills and abilities through specialized instruction and cross-training. This will give our staff the flexibility to perform the essential functions of the department in the event of turnover or unexpected absences.
2. Streamline operations and gain a higher level of control over spending by implementing an electronic requisitions system to enhance procurement and payable functions. The requisitions system will allow us to pay bills faster and reduce the risk of unauthorized spending.
3. Ensure the adherence to policies and procedures by performing at least 6 internal control reviews on departments each year.
4. Reduce the amount of time it takes to issue our internal and external reports in order to disseminate information to interested parties earlier.
5. Increase our tax collection percentage by utilizing auctions, outside investigation firms and all other viable collection tools.
6. Reduce the cost of our non-personnel budget items by minimizing non-value-added activities.
7. Enhance performance measurements in the budget process by discussing with other departments how to measure the efficiency and effectiveness of their operations. This will allow management to judge whether or not departments are functioning at an acceptable level.

ACCOMPLISHMENTS:

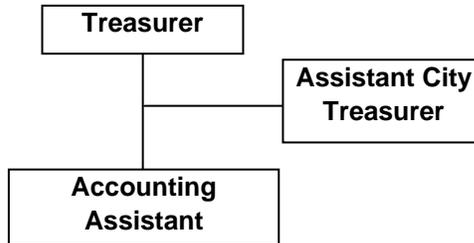
1. Received Government Financial Officers Association ("GFOA") Certificate of Achievement for Excellence in Financial Reporting for 11 consecutive years.
2. Received GFOA Distinguished Budget Presentation Award for 5 consecutive years.
3. Established a routine of regular internal control reviews.
4. Reviewed data back-up procedures to ensure greater data security.
5. Participated in Grants Management Group to suggest grants monitoring procedures.
6. Refunded a total of \$13,145,000 of older debt issues in 2004 and 2005 in order to take advantage of lower interest rates. The refinancing has a present value savings of \$375,000.

	03-04	04-05	05-06
PERFORMANCE MEASURE	ACTUAL	ESTIMATED	PROJECTED
<i>Fiscal Integrity</i>			
Collection of General Fund Taxes			
Number of bills mailed (incl Supp MV)	48,334	52,000	53,000
Value of bills mailed	42,773,755	42,547,222	46,252,000
Taxes Collected	41,136,220	40,755,984	44,448,000
% of Bills paid	96.17%	95.79%	96.10%
Number of internal audits performed	4	6	7
<i>Efficiency</i>			
Cost of department/ cost of total General Fund operations	1.02%	1.01%	1.12%
Cost of Finance Department	890,005	910,665	1,010,000
Cost of total General Fund operations	87,433,775	90,504,474	94,700,000
Average interest rate on debt	5.03%	4.04%	4.17%
Debt Service Interest Paid	2,061,267	1,649,887	1,675,000
Outstanding debt at beginning of the year	40,945,000	40,879,996	40,130,000
<i>Accuracy</i>			
Accuracy of Forecasting:			
Actual General Fund Revenue	87,676,569	90,600,000	92,900,000
Budgeted General Fund Revenue	87,241,294	89,799,805	92,900,000
Actual GF Revenue as % of Budget	100.50%	100.89%	100.00%
Accuracy of Reporting:			
Reportable findings by external auditor	-	-	-
Reportable findings - Federal & State awards	-	-	-
Audit adjustments	22	15	10
<i>Timeliness</i>			
Timeliness of Payments to Vendors:			
Average # of days to pay bills	24	22	20
% of bills paid within 30 days	80.00%	85.00%	90.00%
Date financial statement audit finished	10/24/04	10/1/05	9/25/06
Number of business days budget printed after adoption	15	12	10

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2005-06 ADOPTED BUDGET**

		2003-04 REVISED BUDGET	2003-04 ACTUAL	2004-05 REVISED BUDGET	2005-06 BUDGET REQUEST	2005-06 MANAGER'S PROPOSED	2005-06 ADOPTED BUDGET
12	FINANCE						
80011	HEAD OF DEPT	76,632	76,649	81,299	83,738	83,738	83,738
80012	EMPLOYEES	441,460	443,411	458,991	474,540	474,540	476,348
80013	PART TIME EMPLOYEES	15,000	25,654	15,400	16,000	16,000	16,000
80014	OVERTIME	5,000	4,089	6,500	3,300	3,300	3,300
89999	FRINGE BENEFITS	176,169	180,085	189,544	197,149	197,149	197,287
80015	PROFESSIONAL SERVICE	53,800	37,500	40,500	40,000	40,000	40,000
80021	MATERIALS & SUPPLIES	14,500	9,162	14,000	14,000	9,000	9,000
80032	EQUIP & FURN MAINT	7,000	12,883	8,900	8,500	8,500	8,500
80033	TELEPHONE	6,000	5,108	5,000	5,400	5,400	5,400
80034	POSTAGE	25,000	28,240	28,300	28,100	22,100	22,100
80037	MILEAGE	1,800	2,125	1,850	1,900	1,900	1,900
80038	ADVERTISING	8,800	4,918	8,000	7,600	7,600	7,600
80039	PRINTING	15,000	9,873	2,000	21,000	12,000	12,000
80044	DATA CENTER	42,700	45,369	52,000	120,000	117,000	117,000
80048	DEPARTMENTAL EXPENSE	6,000	4,939	6,400	6,600	6,600	6,600
TOTALS		894,861	890,005	918,684	1,027,827	1,004,827	1,006,773

City of Norwich Treasurer's Office Organization Chart



TREASURER

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

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

VALUES:

- Prudence
- Integrity
- Accuracy
- Timeliness

GOALS:

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

ACCOMPLISHMENTS:

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

	03-04	04-05	05-06
PERFORMANCE MEASURE	ACTUAL	ESTIMATED	PROJECTED
Average # of days to perform bank reconciliations	15	15	15
Average # of days to complete sales tax returns	3	1	1
Average return on investments	1.50%	1.75%	2.80%
Cost of department/Non-pension city investments	0.7%	0.7%	0.7%
Average # of days to process cash reports	3	3	3
Average # of days to process cash deposits	1	1	1
Average # of days to post cash receipts	1	1	1
Inter-fund transfers per week	10	15	15

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2005-06 ADOPTED BUDGET**

		2003-04 REVISED BUDGET	2003-04 ACTUAL	2004-05 REVISED BUDGET	2005-06 BUDGET REQUEST	2005-06 MANAGER'S PROPOSED	2005-06 ADOPTED BUDGET
02	TREASURER						
80011	HEAD OF DEPT	46,464	46,456	46,464	46,464	46,464	46,464
80012	EMPLOYEES	81,134	81,617	83,410	83,259	83,259	83,259
80013	PART TIME EMPLOYEES	1,000	0	1,000	1,000	1,000	1,000
89999	FRINGE BENEFITS	40,566	39,876	43,074	45,883	45,883	45,883
80021	MATERIALS & SUPPLIES	300	407	350	400	400	400
80032	EQUIP & FURN MAINT	750	1,007	4,400	2,000	2,000	2,000
80033	TELEPHONE	1,100	1,138	1,200	1,200	1,200	1,200
80034	POSTAGE	3,000	3,161	3,100	3,200	3,200	3,200
80039	PRINTING	2,500	1,666	2,500	2,000	2,000	2,000
80048	DEPARTMENTAL EXPENSE	3,000	2,380	2,700	3,000	3,000	3,000
TOTALS		179,814	177,708	188,198	188,406	188,406	188,406

TREASURER

Treasurer		46,464
Assistant to the City Treasurer	46,726	
Accounting Assistant	<u>36,533</u>	<u>83,259</u>
	TOTAL WAGES	<u><u>129,723</u></u>

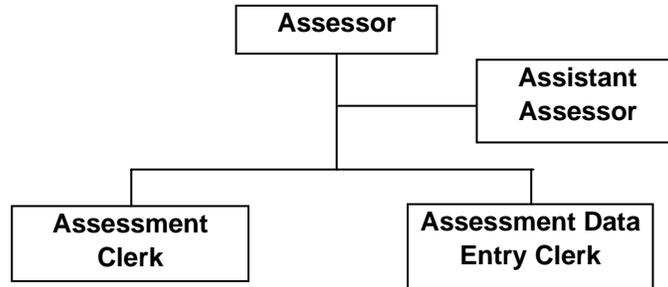
Departmental Business Expense:

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 2005-06, investment income is estimated at \$436,000. The increase from prior years is primarily due to the increase of interest rates.

City of Norwich Assessor Department Organization Chart



ASSESSMENT

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

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

VALUES:

- Accuracy
- Uniformity
- Fairness
- Consistency

GOALS & ACTION PLANS:

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

ACCOMPLISHMENTS:

1. Implemented a state-mandated revaluation for grand list 10/1/2003 that increased the grand list by 49% and caused a reduction in the mill rate.

	03-04	04-05	05-06
PERFORMANCE MEASURE	ACTUAL	ESTIMATED	PROJECTED
Net grand list (10/1/2002 – 10/1/2004)	1,166,095,643	1,733,295,237	1,749,406,858
Number of deeds processed	1,600	1,800	2,000
Number of building permits checked	900	900	1,000
Price motor vehicles	7,500	8,000	8,000
Personal property forms processed	1,500	1,500	1,500
Sales ratio forms processed	1,200	1,400	1,600
Percent of reports completed on time	100%	100%	100%
Circuit-breaker and Freeze applications	675	700	750
Veterans exemptions	2,779	2,800	2,850
Board of assessment appeals adjustments	425	250	250

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2005-06 ADOPTED BUDGET**

		2003-04 REVISED BUDGET	2003-04 ACTUAL	2004-05 REVISED BUDGET	2005-06 BUDGET REQUEST	2005-06 MANAGER'S PROPOSED	2005-06 ADOPTED BUDGET
13	ASSESSMENT						
80011	HEAD OF DEPT	62,485	62,492	66,290	68,279	68,279	68,279
80012	EMPLOYEES	91,999	84,423	94,138	124,589	97,465	97,465
80013	PART TIME EMPLOYEES	6,000	30,809	6,000	6,000	6,000	6,000
80014	OVERTIME	6,080	1,763	3,000	6,080	6,080	6,080
89999	FRINGE BENEFITS	56,147	56,945	63,338	80,525	66,379	66,379
80015	PROFESSIONAL SERVICE	25,500	20,659	23,000	28,000	28,000	28,000
80021	MATERIALS & SUPPLIES	7,000	3,607	7,000	7,000	7,000	7,000
80032	EQUIP & FURN MAINT	600	79	600	600	600	600
80033	TELEPHONE	1,500	1,233	1,500	1,500	1,500	1,500
80034	POSTAGE	2,000	1,570	2,000	2,000	2,000	2,000
80037	MILEAGE	4,500	2,892	4,500	4,500	4,500	4,500
80038	ADVERTISING	1,500	573	1,500	1,500	1,500	1,500
80039	PRINTING	4,000	2,339	4,000	4,000	4,000	4,000
80048	DEPARTMENTAL EXPENSE	4,500	858	4,500	4,500	4,500	4,500
NON RECURRING ITEM							
80155	REVALUATION	230,000	230,000	25,000	150,000	100,000	65,000
86000	FAX MACHINE	0	0	500	0	0	0
TOTALS		503,811	500,242	306,866	489,073	397,803	362,803

ASSESSMENT

Assessor		68,279
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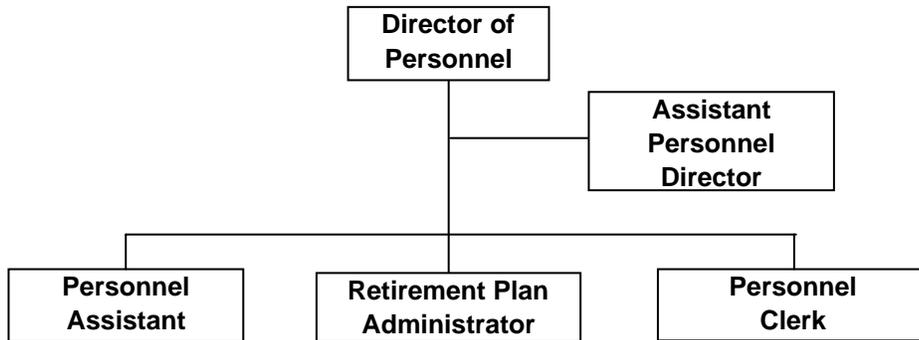
Assistant Assessor	47,645	
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Assessment Clerk	32,536	
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Assessment Data Entry Clerk (21 hrs.)	17,284	<u>97,465</u>
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TOTAL WAGES		<u><u>165,744</u></u>
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City of Norwich Personnel Department Organization Chart



PERSONNEL

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

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

VALUES:

- Compassion
- Fairness
- Consistency

GOALS & ACTION PLANS:

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

ACCOMPLISHMENTS:

1. Offered ten training opportunities to supervisory employees through the Training Consortium.
2. Settled contracts with Firefighters, Public Works, City Hall, Emergency 911 Dispatchers, Police, and Public Works Supervisors unions during fiscal year 2005.
3. Audited approximately 750 current and retired employee health insurance contributions.
4. Managed workers' compensation program resulting in a reduction in claims of \$252,000 per year from \$763,000 in the preceding year to \$501,000 for fiscal year 2004.

	03-04	04-05	05-06
PERFORMANCE MEASURE	ACTUAL	ESTIMATED	PROJECTED
Total applications processed	1,221	1,500	1,100
Number of promotional exams given	17	16	17
Number of entry exams given	10	12	12
Vacancies filled through promotion	28	16	16
Vacancies filled through new hires	33	16	26
Classifications reviewed	6	10	10
Training programs provided	11	12	12
Number of employees given service awards	26	21	26
Employee turnover rate	7.1%	5.5%	5.0%
Percent of employees completing probation	100%	100%	100%
Percent of female employees	24.8%	27.0%	28.0%
Percent of minority employees	5.9%	7.0%	8.0%

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2005-06 ADOPTED BUDGET**

		2003-04 REVISED BUDGET	2003-04 ACTUAL	2004-05 REVISED BUDGET	2005-06 BUDGET REQUEST	2005-06 MANAGER'S PROPOSED	2005-06 ADOPTED BUDGET
14	PERSONNEL						
80011	HEAD OF DEPT	65,101	63,007	66,837	68,842	68,842	68,842
80012	EMPLOYEES	131,810	134,420	137,193	138,608	138,608	139,545
80014	OVERTIME	1,000	0	1,000	1,000	1,000	1,000
89999	FRINGE BENEFITS	69,663	69,255	74,138	80,464	80,464	80,536
80015	PROFESSIONAL SERVICE	33,650	48,382	33,000	33,000	33,000	33,000
80021	MATERIALS & SUPPLIES	3,500	2,802	3,500	3,500	3,500	3,500
80032	EQUIP & FURN MAINT	3,000	3,935	3,000	3,000	3,000	3,000
80033	TELEPHONE	3,300	2,336	3,300	3,300	3,300	3,300
80034	POSTAGE	3,000	2,851	3,000	3,000	3,000	3,000
80037	MILEAGE	1,630	0	1,630	1,630	1,630	1,630
80038	ADVERTISING	14,500	9,881	14,500	14,500	14,500	14,500
80039	PRINTING	4,000	1,779	4,000	4,000	4,000	4,000
80048	DEPARTMENTAL EXPENSE	4,630	2,533	4,630	4,630	4,630	4,630
80167	EDUCATION INCENTIVE	3,000	599	3,000	3,000	3,000	3,000
	TOTAL	341,784	341,780	352,728	362,474	362,474	363,483

PERSONNEL

Director of Personnel and Labor Relations		68,842
Assistant Personnel Director	49,213	
Retirement Plan Administrator	40,901	
Personnel Assistant	35,859	
Personnel Clerk	<u>13,572</u>	<u>139,545</u>
	TOTAL WAGES	<u>208,387</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

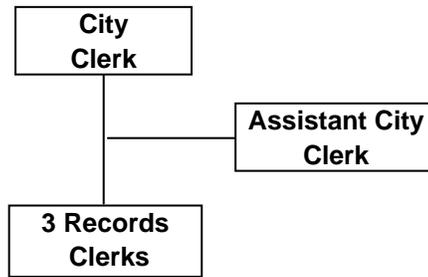
MISSION: To provide advice, documents, and other responses to the city so that it can engage in the informed decision making required to govern lawfully.

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

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

CITY OF NORWICH							
GENERAL FUND EXPENDITURES							
2005-06 ADOPTED BUDGET							
		2003-04 REVISED BUDGET	2003-04 ACTUAL	2004-05 REVISED BUDGET	2005-06 BUDGET REQUEST	2005-06 MANAGER'S PROPOSED	2005-06 ADOPTED BUDGET
15	LAW						
80134	CITY ATTORNEY	280,000	192,000	287,160	296,000	296,000	296,000
80135	OUTSIDE ATTORNEYS	102,000	190,000	106,300	110,000	110,000	110,000
TOTALS		382,000	382,000	393,460	406,000	406,000	406,000

City of Norwich City Clerk Organization Chart



CITY CLERK

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

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

VALUES:

- Accuracy
- Efficiency
- Professionalism

GOALS & ACTION PLANS:

1. Improve customer satisfaction by issuing and reviewing customer satisfaction/suggestion cards for ideas on how to improve service.
2. Increase the number of land record images available electronically by adding a few years of information each fiscal year. We will provide a summary report of the number of land record images available at the end of each calendar year.
3. Work with MIS department to make City Council agendas and related documents available electronically to the public and city employees.
4. Bind and digitize the minutes of every City Council meeting since 1989 through a contract with a bookbinding company.
5. Improve the public’s awareness of the many functions of the office by publishing a fact sheet that lists all of our services.

ACCOMPLISHMENTS:

1. Purchased a new copy machine with a “binder minder” feature to protect the spines of books maintained by the City Clerk’s office.
2. Added two new computers for public access to land records so that a total of four computers are now available for that purpose.
3. Converted two service discharge volumes to CD’s and created two condensed service discharge volumes in order to free up some vault space.
4. Contracted with Municipal Code Corporation to host and update the city’s Charter and Code of Ordinances on their website (www.municode.com).

	03-04	04-05	05-06
PERFORMANCE MEASURE	ACTUAL	ESTIMATED	PROJECTED
Land records recorded	11,401	12,000	12,000
Marriage licenses issued	372	500	500
Death certificates recorded	542	575	575
Birth certificates recorded	1,594	1,600	1,600
Absentee ballots issued	196	1,335	250
Time to complete and publish minutes	2 hrs/meeting	2 hrs/meeting	2 hrs/meeting
# and % of packets prepared without error	600 – 100%	600 – 100%	600 – 100%
# and % of council meetings transcribed within 7 days of last meeting	22 – 100%	22 – 100%	22 – 100%
% of ordinances, resolutions and other detailed council actions processed within six working days	100%	100%	100%

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2005-06 ADOPTED BUDGET**

		2003-04 REVISED BUDGET	2003-04 ACTUAL	2004-05 REVISED BUDGET	2005-06 BUDGET REQUEST	2005-06 MANAGER'S PROPOSED	2005-06 ADOPTED BUDGET
16	CITY CLERK						
80011	HEAD OF DEPT	51,425	51,432	55,616	57,284	57,284	58,397
80012	EMPLOYEES	131,567	130,358	135,515	172,473	140,403	140,403
80013	PART TIME EMPLOYEES	5,000	1,100	3,000	3,000	3,000	3,000
89999	FRINGE BENEFITS	68,023	67,909	73,183	94,460	79,310	79,453
80015	PROFESSIONAL SERVICE	4,300	4,348	4,300	4,350	4,350	4,350
80021	MATERIALS & SUPPLIES	37,900	36,039	39,000	40,000	40,000	40,000
80032	EQUIP & FURN MAINT	400	0	400	400	400	400
80033	TELEPHONE	2,500	2,039	2,500	2,200	2,200	2,200
80034	POSTAGE	4,700	5,862	5,400	6,000	6,000	6,000
80038	ADVERTISING	5,000	7,967	5,000	8,000	8,000	8,000
80039	PRINTING	5,000	4,154	5,000	5,000	5,000	5,000
80048	DEPARTMENTAL EXPENSE	3,000	3,535	3,000	3,000	3,000	3,000
80056	VITAL STAT PAYMENTS	300	148	300	300	300	300
TOTALS		319,115	314,891	332,214	396,467	349,247	350,503

CITY CLERK

City Clerk				58,397
Assistant City Clerk			41,724	
Records Clerks	3 @	32,893	98,679	<u>140,403</u>
			TOTAL WAGES	<u>198,800</u>

Professional Services:

Cover costs of auditing land records.

Revenue:

The City Clerk's Office collects the following:

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

State Fish & Game Licenses:

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

MAYOR/ CITY COUNCIL

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

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



Arthur L. Lathrop
Mayor



Benjamin P. Lathrop
Council Chairman Pro-Tem



John Paul Maureen
City Councilman



Jacqueline Caron
City Councilwoman



Todd Postler
City Councilman



John Newson
City Councilman



John Crooks
City Councilman

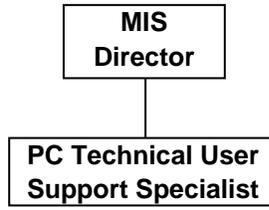
**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2005-06 ADOPTED BUDGET**

		2003-04 REVISED BUDGET	2003-04 ACTUAL	2004-05 REVISED BUDGET	2005-06 BUDGET REQUEST	2005-06 MANAGER'S PROPOSED	2005-06 ADOPTED BUDGET
17	CITY COUNCIL						
80011	HEAD OF DEPT	45,000	45,007	45,000	45,000	45,000	45,000
80012	COUNCIL MEMBERS	7,200	7,560	7,200	7,200	7,200	7,200
80013	PART TIME EMPLOYEES	25,190	26,182	24,190	15,398	15,398	15,398
89999	FRINGE BENEFITS	22,357	22,455	25,326	25,743	25,743	25,743
80021	MATERIALS & SUPPLIES	3,000	2,133	3,000	3,000	3,000	3,000
80033	TELEPHONE	1,500	1,247	1,500	1,500	1,500	1,500
80034	POSTAGE	250	110	250	250	250	250
80037	MILEAGE	0	0	0	0	0	0
80039	PRINTING	300	0	300	300	300	300
80048	DEPARTMENTAL EXPENSE	12,000	9,192	11,000	11,000	11,000	11,000
TOTALS		116,797	113,886	117,766	109,391	109,391	109,391

MAYOR/CITY COUNCIL

Mayor	45,000	
6 Council Members	<u>7,200</u>	52,200
Part-time Council Secretary		15,398
		<u><u>67,598</u></u>

City of Norwich MIS Department Organization Chart



MANAGEMENT INFORMATION SYSTEMS (MIS)

MISSION: To provide a secure and efficient information technology system along with training, advice and support to help city employees use information and technology. Also, to establish a secure, friendly and effective Internet presence for the City of Norwich.

VISION: To make the City of Norwich the most technologically advanced municipality in the State of Connecticut through strategic use of information systems, software and the Internet. To make every public record maintained by the City of Norwich available electronically in an easy to use format.

VALUES:

- Innovation
- Initiative
- Integration

GOALS & ACTION PLANS:

1. Minimize overall IT system downtime by planning system and applications upgrades for minimal system interruption, educating employees about computing risks from the Internet and email, developing a replacement schedule for critical equipment, and maintaining anti-virus and anti-spam software across LAN and for outlying departments.
2. Develop a disaster recovery plan for systems backups and equipment replacement by creating a schedule for off-site backups, locating sources of backup equipment for critical systems, and working with vendors to put emergency equipment replacement plans in place.
3. Upgrade and maintain operating systems and hardware for all departments by performing a system inventory to determine upgrade levels, updating system software and physical hardware as required by manufacturer replacement schedules, and developing a system-wide roll-out plan for operating system service packs, new releases and hardware replacement.
4. Increase content level and efficiency of city website by restructuring the navigation system for easier use, training at least one employee in each department in Microsoft FrontPage, and providing easy access to public records and meeting minutes maintained by the city.

ACCOMPLISHMENTS:

1. System uptime continued at 99% level (minimal downtime), including the voice mail system.
2. Upgrades and continued maintenance for Police Department's IMC reporting and dispatching system including operating system upgrades, hardware configuration and replacement and emergency maintenance.
3. Upgrades and continued maintenance for Fire Department's FireHouse reporting system including operating system upgrades, troubleshooting for remote sites and volunteer fire department headquarters.
4. Implementation of upgrade plan for replacement of Windows NT Workstation with Windows 2000 /Windows XP for desktop PC's - 25% complete.
5. Provided electronic access to forms for Personal Property Declarations that must be filed annually with the Assessor's Office, and initiated posting of minutes from municipal committees.

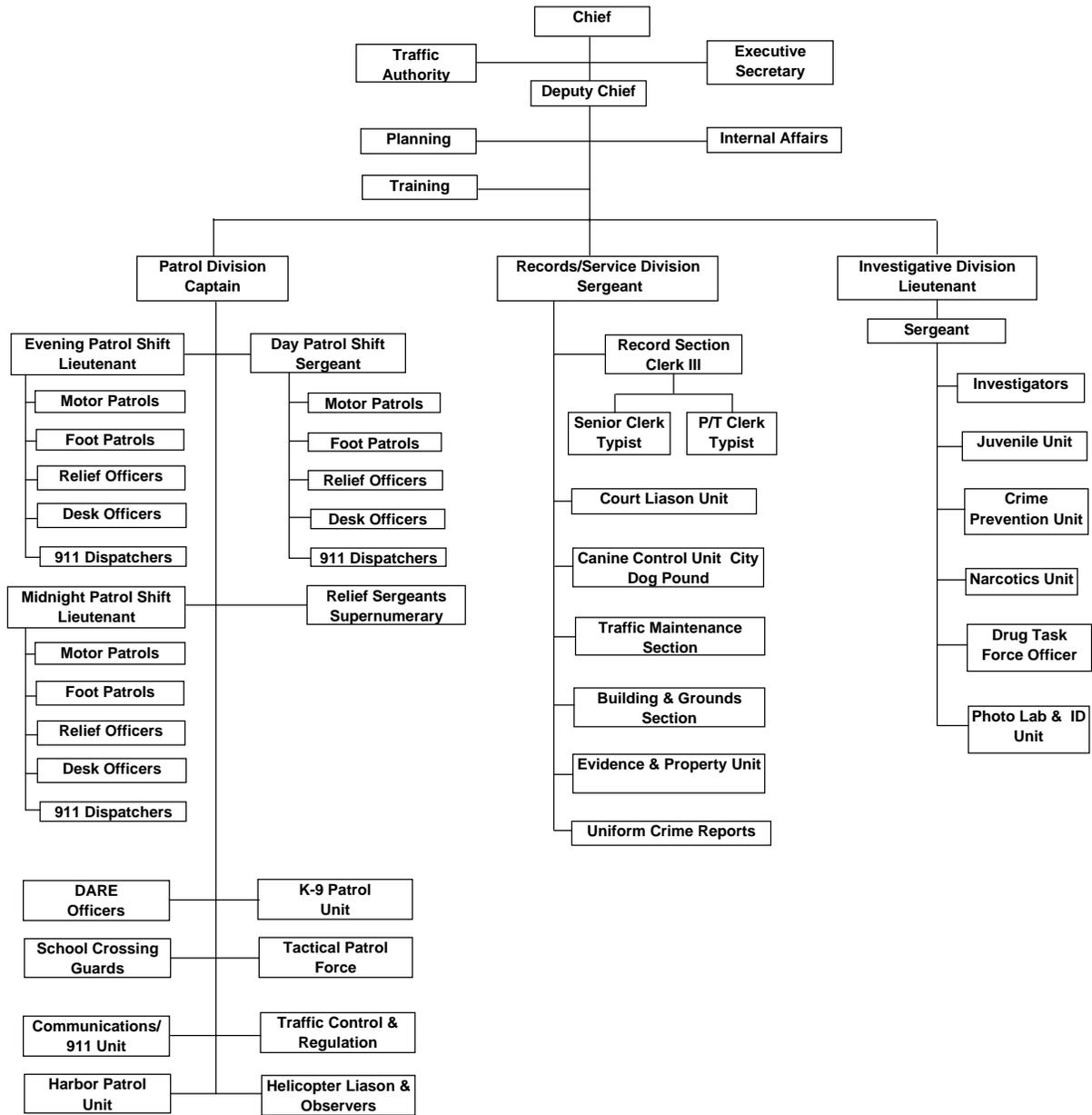
	03-04	04-05	05-06
PERFORMANCE MEASURE	ACTUAL	ESTIMATED	PROJECTED
Help desk calls	1,800	1,638	3,000
Website hits	27,500	32,000	35,000
Election results	3,182	3,300	3,750
Dogs for adoption	4,500	5,500	6,500
Local business listings	3,500	4,500	6,000
Tourism & Main Street Office	1,000	1,250	1,500
Assessor's department	1,000	1,100	1,200
Personnel – job openings	3,000	3,500	4,000
Subscription land records	4,000	4,500	5,000
Average time to resolve hardware requests	New measure	2.5 days	2 days
Average time to resolve internet/email requests	New measure	1 day	<1 day
Average time to resolve programming requests	New measure	5 days	3 days
Number of meetings minutes posted to website	New measure	1 committee	10 committees
Number of forms available on website	New measure	15	25
Number of employees trained in MS Frontpage	New measure	10	15
Number of training classes offered	New measure	2	4
Number of employees attending classes	New measure	15	20

CITY OF NORWICH							
GENERAL FUND EXPENDITURES							
2005-06 ADOPTED BUDGET							
		2003-04 REVISED BUDGET	2003-04 ACTUAL	2004-05 REVISED BUDGET	2005-06 BUDGET REQUEST	2005-06 MANAGER'S PROPOSED	2005-06 ADOPTED BUDGET
18	MANAGEMENT INFORMATION SYSTEMS						
80011	HEAD OF DEPT	54,746	52,945	58,080	59,822	59,822	59,822
80012	EMPLOYEES	44,044	44,462	45,365	74,761	46,726	46,726
89999	FRINGE BENEFITS	30,672	30,647	32,284	49,530	35,676	35,676
80021	MATERIALS & SUPPLIES	3,000	2,841	3,000	3,500	3,500	3,500
80032	EQUIP & FURN MAINT	6,000	8,658	6,000	7,000	7,000	7,000
80033	TELEPHONE	1,000	2,557	1,000	1,000	1,000	1,000
80034	POSTAGE	300	0	300	300	300	300
80037	MILEAGE	500	566	500	500	500	500
80048	DEPARTMENTAL EXPENSE	3,000	2,718	3,000	5,000	5,000	5,000
80059	TRAINING	2,500	4,213	5,000	7,500	7,500	7,500
80149	SOFTWARE UPDATES	0	0	0	17,500	17,500	17,500
81549	COMPUTERS & WIRING	32,200	27,302	15,000	15,000	15,000	15,000
86000	INTERNET & EMAIL SUPPORT	0	0	14,000	14,000	14,000	14,000
86006	MUNICIPAL BROADCASTING	0	0	0	2,500	2,500	2,500
TOTALS		177,962	176,909	183,529	257,913	216,024	216,024

MANAGEMENT INFORMATION SYSTEMS (M.I.S.)

Management Information Systems Director	59,822
PC Technical User Support Specialist	46,726
	<hr/>
TOTAL WAGES	<u><u>106,548</u></u>

City of Norwich Police Department Organization Chart



POLICE

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

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

VALUES:

- Professionalism
- Compassion
- Integrity
- Accountability
- Communication

GOALS & ACTION PLANS:

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

ACCOMPLISHMENTS:

1. Made arrests on several felonies quickly including a bank robbery solved in two days and a murder/robbery solved in less than a day.
2. Started a Police Chaplain program.
3. Through grant funding, instituted an in-house, full-time domestic violence victims’ advocate.
4. Received multiple grants to expand DUI enforcement program.
5. Several repairs made to police headquarters at minimal cost to the city due to the ingenuity of the custodial staff.

	03-04	04-05	05-06
PERFORMANCE MEASURE	ACTUAL	ESTIMATED	PROJECTED
<i>Service Calls</i>			
911 calls – land lines	13,944	19,997	20,406
911 calls – cellular	5,631	5,176	5,281
Non-emergency calls	20,932	19,536	19,934
Total	40,507	44,709	45,621
Calls for police service	35,456	39,797	40,609
Calls for fire service	5,051	4,912	5,012
<i>Other Measures</i>			
Part I crimes (per 100,000 population)	.040	.045	.040
Fatalities from auto accidents	4	4	2
Injuries from auto accidents	388	302	275
Reported cases of vandalism	492	570	550
DWI arrests	188	120	110
Neighborhood watch groups	41	41	42
DARE students			
1 st Grade	446	425	455
3 rd Grade	442	450	455
5 th Grade	465	605	610

Note: data is based on calendar year

GRANTS DESCRIPTIONS

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

State of Connecticut Grants:

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

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

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

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

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

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

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

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

Federal Grants:

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

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

Byrne Memorial Congressional Earmark (July 2004 – June 2007) \$296,843 – This grant supports the

purchase of cyber investigation/ education vehicle with related equipment and training with a focus on child sexual predators.

CDBG (Community Development Block Grant) (October 2003 – September 2005) \$103,000 – This grant supports Direct Police Patrols (walking and bicycle patrols) in local neighborhoods, CIT (Crisis Intervention Team) training, and assistance to mentally ill from a department-based mental health professional.

GLOSSARY OF EXPENSES:

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 15% 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, 3 animal control officers, 8 E-911 dispatchers and 2 part-time employees.

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

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

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

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

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

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

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

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2005-06 ADOPTED BUDGET**

		2003-04 REVISED BUDGET	2003-04 ACTUAL	2004-05 REVISED BUDGET	2005-06 BUDGET REQUEST	2005-06 MANAGER'S PROPOSED	2005-06 ADOPTED BUDGET
21	POLICE DEPARTMENT						
80011	HEAD OF DEPT	79,257	87,019	84,084	86,607	86,607	86,607
80012	EMPLOYEES	4,579,569	4,119,937	4,697,347	4,578,617	4,539,556	4,870,735
80013	PART TIME EMPLOYEES	7,750	47,229	7,750	7,750	7,750	7,750
80014	OVERTIME	168,500	270,220	198,038	194,000	194,000	194,000
89999	FRINGE BENEFITS	1,915,144	1,905,566	2,144,867	2,241,384	2,229,283	2,234,085
80015	OUTSIDE CONTRACTED JOBS	150,000	154,347	155,365	150,000	150,000	150,000
80016	CLOTHING ALLOWANCE	66,560	66,703	66,060	66,060	66,060	66,060
80017	REPLACEMENT COST	572,493	645,655	604,088	605,118	605,118	605,118
80020	PHOTO SUPPLIES	3,500	3,561	3,500	4,500	4,500	4,500
80021	MATERIALS & SUPPLIES	32,000	30,392	32,000	32,000	32,000	32,000
80023	GAS OIL & GREASE	62,000	81,144	62,000	82,000	82,000	82,000
80024	FOOD	2,000	2,878	2,000	2,500	2,500	2,500
80025	HEATING FUEL	13,500	25,691	13,500	16,500	16,500	16,500
80027	AUTO SUPPLIES & MAINT	63,000	75,372	63,000	73,000	73,000	73,000
80029	TRAFFIC SIGNS ETC	32,000	30,933	35,000	35,000	35,000	35,000
80030	STATE COLLECT SYSTEM	5,000	4,571	4,000	6,500	6,500	6,500
80031	RADIO SERVICE	29,000	30,854	29,000	29,000	29,000	29,000
80032	EQUIP & FURN MAINT	15,000	15,736	25,000	25,000	25,000	25,000
80033	TELEPHONE	46,000	51,257	46,000	46,000	46,000	46,000
80034	POSTAGE	2,800	3,342	2,300	2,600	2,600	2,600
80035	UTILITIES	80,000	52,713	75,000	80,000	80,000	80,000
80039	PRINTING	11,500	3,953	8,500	11,500	11,500	11,500
80040	BLDG & GRND MAINT	32,000	32,229	32,000	32,000	32,000	32,000
80048	DEPARTMENTAL EXPENSE	5,000	5,078	5,000	5,000	5,000	5,000
80058	SCHOOL GUARDS	112,676	83,968	102,176	112,676	72,676	72,676
80059	TRAINING	8,000	8,678	8,000	10,000	10,000	10,000
80116	LAW ENFORCEMENT COUNCIL	8,662	8,712	8,662	8,662	8,662	8,662
80117	ALCOHOL ENFORCEMENT PROG	5,000	13,855	5,000	5,000	5,000	5,000
80119	SPECIAL INVESTIGATIONS	3,500	3,517	5,500	8,000	8,000	8,000
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	0	0	0
81049	MOBILE RADIOS	6,000	1,984	0	6,500	6,500	6,500
	LASER SPEED DETECTORS	0	0	0	12,500	0	0
83449	NEW VEHICLES	34,000	32,839	0	139,120	0	0
85949	MISCELLANEOUS EQUIPMENT	0	0	0	8,500	0	0
88749	POLICE BODY ARMOR	5,500	290	0	7,500	7,500	7,500
TOTALS		8,158,411	7,901,723	8,526,237	8,732,594	8,481,312	8,817,293

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2005-06 ADOPTED BUDGET**

		2003-04 REVISED BUDGET	2003-04 ACTUAL	2004-05 REVISED BUDGET	2005-06 BUDGET REQUEST	2005-06 MANAGER'S PROPOSED	2005-06 ADOPTED BUDGET
22	FIRE GENERAL						
80021	MATERIALS & SUPPLIES	20,500	18,758	20,500	20,500	20,500	20,500
80023	GAS OIL & GREASE	15,500	14,901	15,500	17,000	17,000	17,000
80031	RADIO SERVICE	15,000	13,536	15,000	15,000	15,000	15,000
80032	EQUIP & FURN MAINT	19,800	21,995	19,800	22,000	22,000	22,000
80033	TELEPHONE	32,000	25,517	32,000	32,000	32,000	32,000
80034	POSTAGE	1,000	635	1,000	1,000	1,000	1,000
80035	UTILITIES	38,500	46,094	38,500	38,500	38,500	38,500
80036	LAUNDRY & CLEANING	4,000	2,357	4,000	4,000	4,000	4,000
80039	PRINTING	1,500	368	1,500	1,500	1,500	1,500
80040	BLDG & GRND MAINT	19,500	20,341	19,500	20,500	20,500	20,500
80048	DEPARTMENTAL EXPENSE	5,000	4,600	5,000	5,000	5,000	5,000
80051	SPECIAL SERVICE CHARGE	576,364	576,364	591,578	656,457	656,457	656,457
NON RECURRING ITEMS							
81149	PORTABLE RADIOS	0	0	1,200	0	0	0
82149	NOZZELS AND KITS	0	0	2,000	0	0	0
83449	NEW VEHICLES	0	0	0	36,000	18,000	18,000
85249	HAZ-MAT EQUIPMENT	0	0	4,400	2,000	2,000	2,000
86000	MISCELLANEOUS EQUIP.	4,000	3,928	4,000	4,000	4,000	4,000
TOTALS		752,664	749,394	775,478	875,457	857,457	857,457

FIRE

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

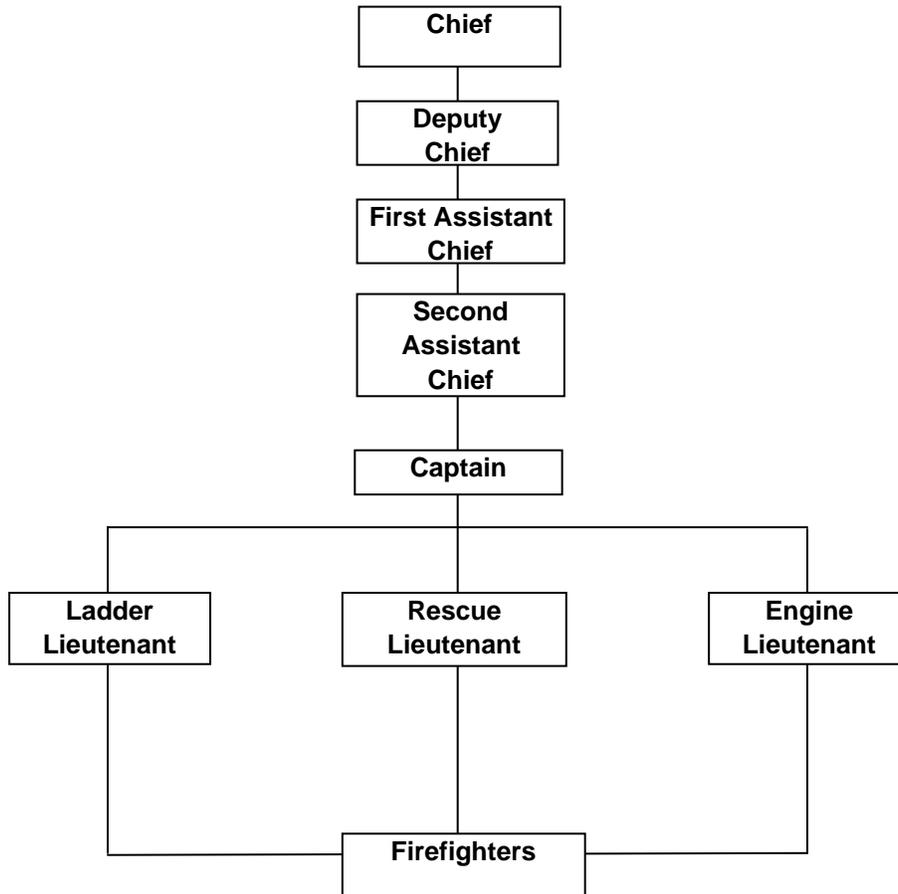
Radio Service: Includes med-service radio and other radio service contracts.

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	81,885
Deputy Fire Chief	69,288
Captain - Fire Marshall	59,465
Fire Inspectors	107,474
Fire Code Clerks	52,045
Services provided for City events	50,000
Administrative Replacement Costs	5,000
Fringe Benefits	144,300
Total Personnel Costs	<u>569,457</u>
Training	38,500
Clothing Allowance	48,500
TOTAL	<u><u>656,457</u></u>

The above total of \$656,457 is included as a line item (Special Service Charge) under account 80051. This amount is also treated as revenue in the Special Service Fire Fund account 70231.

City of Norwich East Great Plain Volunteer Fire Department Organization Chart



EAST GREAT PLAIN VOLUNTEER FIRE

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

VISION: To provide prompt, professional, and personal emergency services.

VALUES:

- Professionalism
- Diligence
- Safety

GOALS & ACTION PLANS:

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

ACCOMPLISHMENTS:

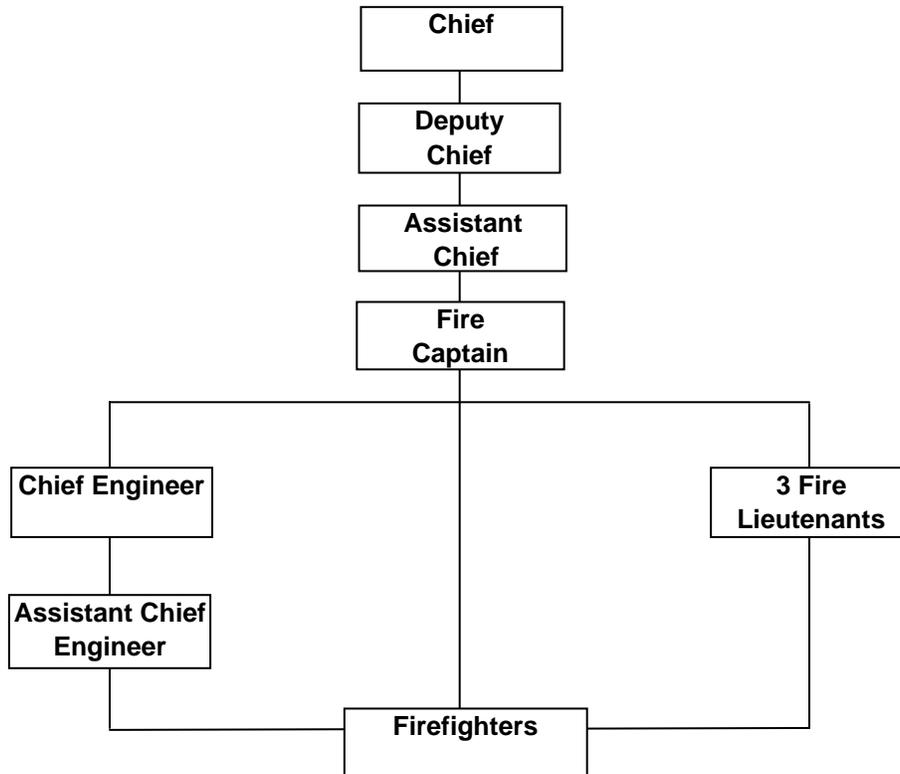
1. Won Life Safety Achievement Award for zero fire deaths.
2. Awarded \$102,000 federal Fire Grant for pagers and air pack upgrades.
3. Had the most responses of any Volunteer Fire Company in Norwich and was one of the most active in New London County.
4. Awarded a grant from Eastern Bank for two pagers.
5. Had only one accident involving the city-owned fire apparatus despite the large number of responses.
6. Successfully mitigated several structural fires and serious motor vehicle accidents without serious injury to the company's firefighters.

	03-04	04-05	05-06
PERFORMANCE MEASURE	ACTUAL	ESTIMATED	PROJECTED
Fires	42	22	33
Overpressure ruptures	8	6	7
Rescue and EMS Incidents	402	413	408
Hazardous conditions	50	40	45
Service calls	38	64	51
Good intent calls (authorized controlled burns, smoke scares)	54	44	50
False alarm and false calls	92	127	110
Severe weather and natural disaster	1	1	2
TOTAL	688	717	706

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2005-06 ADOPTED BUDGET**

		2003-04 REVISED BUDGET	2003-04 ACTUAL	2004-05 REVISED BUDGET	2005-06 BUDGET REQUEST	2005-06 MANAGER'S PROPOSED	2005-06 ADOPTED BUDGET
23	EAST GREAT PLAIN VFD						
80016	CLOTHING ALLOWANCE	4,200	4,125	3,200	3,200	3,200	3,200
80020	PHOTO SUPPLIES	700	695	1,000	1,000	1,000	1,000
80021	MATERIALS & SUPPLIES	8,750	9,032	10,000	18,500	15,000	15,000
80023	GAS OIL & GREASE	3,200	2,415	3,700	3,700	3,700	3,700
80025	HEATING FUEL	2,000	441	2,000	2,000	2,000	2,000
80027	AUTO SUPPLIES & MAINT	1,185	913	2,185	2,500	2,500	2,500
80028	TOOLS	800	799	800	800	800	800
80031	RADIO SERVICE	5,000	3,298	5,000	9,000	7,000	7,000
80032	EQUIP & FURN MAINT	10,000	12,989	10,000	10,000	10,000	10,000
80033	TELEPHONE	4,500	4,326	5,000	5,600	5,600	5,600
80035	UTILITIES	13,900	14,591	13,900	15,000	13,000	13,000
80040	BLDG & GRND MAINT	10,000	11,094	10,000	15,000	15,000	15,000
80048	DEPARTMENTAL EXPENSE	7,500	7,741	8,500	9,000	9,000	9,000
80059	TRAINING	14,000	17,021	12,478	15,000	15,000	15,000
80065	PROTECTIVE CLOTHING	11,962	11,217	12,000	14,000	14,000	14,000
	NON RECURRING ITEMS						
81149	PORTABLE RADIOS	0	0	3,200	11,820	11,820	11,820
81749	FIRE HOSE	3,000	0	0	0	0	0
81849	PUMPS	0	0	0	3,600	0	0
82849	PAGERS	0	0	0	6,000	0	0
85949	MISCELLANEOUS EQUIP	0	0	0	13,400	5,400	5,400
86000	AIR BAGS	0	0	0	15,500	15,500	15,500
	TOTALS	100,697	100,697	102,963	174,620	149,520	149,520

City of Norwich Laurel Hill Volunteer Fire Department Organization Chart



LAUREL HILL VOLUNTEER FIRE

MISSION: The primary purpose is to prevent loss of life and/or property by fire, accident and medical emergencies in the Laurel Hill Fire District and mutual aid communities.

VISION: To be considered by neighboring fire departments and local municipalities to be a well-trained, dependable and respected fire company.

VALUES:

- Safety
- Service
- Efficiency

GOALS & ACTION PLANS:

1. Increase interaction with Norwich non-profit organizations.
2. Implement a Rapid Intervention Team.
3. Maintain equipment and increase training while holding down spending.

ACCOMPLISHMENTS:

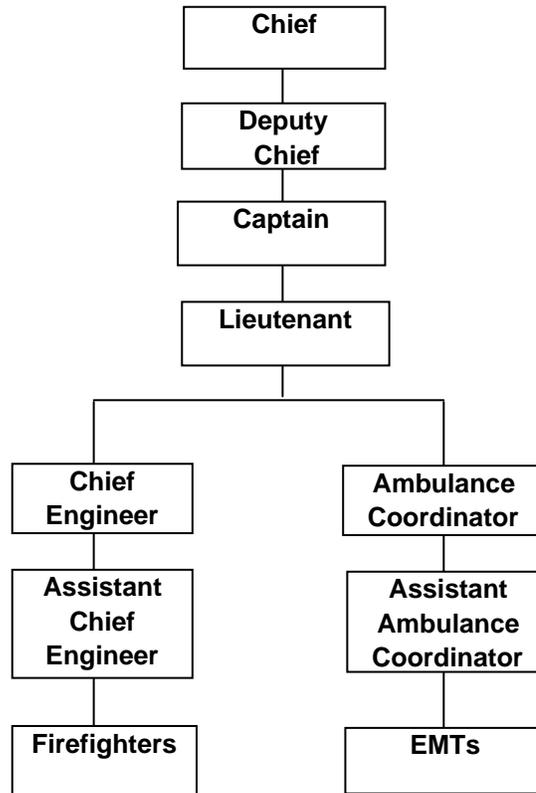
1. Trained all interior firefighters to Firefighter One level and half of them to Firefighter Two level
2. Acquired and placed into service a 2004 Chevrolet utility body truck through grant funds and Fleet Maintenance efforts at a savings of roughly \$45,000 to the city.
3. Trained 75% of members to HazMat Operation level and 50% to HazMat Awareness level.

	03-04	04-05	05-06
PERFORMANCE MEASURE	ACTUAL	ESTIMATED	PROJECTED
Brush fires	3	5	8
Structure fires	5	8	10
Fire alarms	10	15	15
Service calls	12	15	15
Rescue/emergency	3	6	8
Motor vehicle accidents	5	8	10
Vehicle fires	1	4	6
Haz-mat calls	3	4	6
Mutual aid	12	15	18
CO problems	5	5	8
Water emergency	6	8	10
Medical calls	<u>28</u>	<u>30</u>	<u>35</u>
Total calls	<u>93</u>	<u>123</u>	<u>149</u>
Average response time (minutes)	3.5	3.5	3.5
Accidents involving city fire vehicles	0	0	0
Civilian casualties	0	0	0
Fire service injuries	2	0	0
Drills/ training	76	75	75
Training hours	3,200	3,300	3,300
Community events attended	22	25	30
Percentage of women/ minority members	24%	25%	28%
Firefighters with State of CT certifications	90%	95%	98%

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2005-06 ADOPTED BUDGET**

		2003-04 REVISED BUDGET	2003-04 ACTUAL	2004-05 REVISED BUDGET	2005-06 BUDGET REQUEST	2005-06 MANAGER'S PROPOSED	2005-06 ADOPTED BUDGET
24	LAUREL HILL VFD						
80016	CLOTHING ALLOWANCE	1,500	1,146	1,534	1,534	1,534	1,534
80020	PHOTO SUPPLIES	600	665	600	600	600	600
80021	MATERIALS & SUPPLIES	4,000	2,496	4,090	4,090	3,890	3,890
80023	GAS OIL & GREASE	600	979	600	600	600	600
80028	TOOLS	600	6	600	600	600	600
80031	RADIO SERVICE	3,000	1,978	3,000	3,200	3,200	3,200
80032	EQUIP & FURN MAINT	6,500	14,322	6,500	7,000	6,850	6,850
80033	TELEPHONE	3,000	4,829	3,325	5,000	5,000	5,000
80035	UTILITIES	6,500	4,755	6,500	6,500	6,500	6,500
80040	BLDG & GRND MAINT	6,300	5,428	6,580	6,580	6,430	6,430
80048	DEPARTMENTAL EXPENSE	3,000	2,740	3,067	3,300	3,200	3,200
80059	TRAINING	7,000	5,237	7,158	7,158	7,158	7,158
80065	PROTECTIVE CLOTHING	1,500	565	1,534	1,600	1,600	1,600
85151	FIRE POLICE	500	383	500	600	600	600
85650	EMS	1,064	89	1,100	1,300	1,175	1,175
NON RECURRING ITEMS							
82749	FIREMEN'S GEAR	0	0	0	4,000	4,000	4,000
85152	HAZ-MAT CONTAIN. KITS	0	0	0	1,500	0	0
85949	MISCELLANEOUS EQUIP	0	0	0	4,300	3,000	3,000
TOTALS		45,664	45,618	46,688	59,462	55,937	55,937

City of Norwich Occum Volunteer Fire Department Organization Chart



OCCUM VOLUNTEER FIRE

MISSION: To provide fire fighting and emergency medical assistance as needed. To attract, retain and educate members.

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

VALUES:

- Professionalism
- Safety
- Service

GOALS & ACTION PLANS:

1. Provide training and education for members to maintain the knowledge and skills of the department.
2. Maintain all apparatus in accordance with accepted safety standards.
3. Educate the public on potential hazards in order to prevent accidents.
4. Attract, train and retain firefighters and emergency medical personnel.

ACCOMPLISHMENTS:

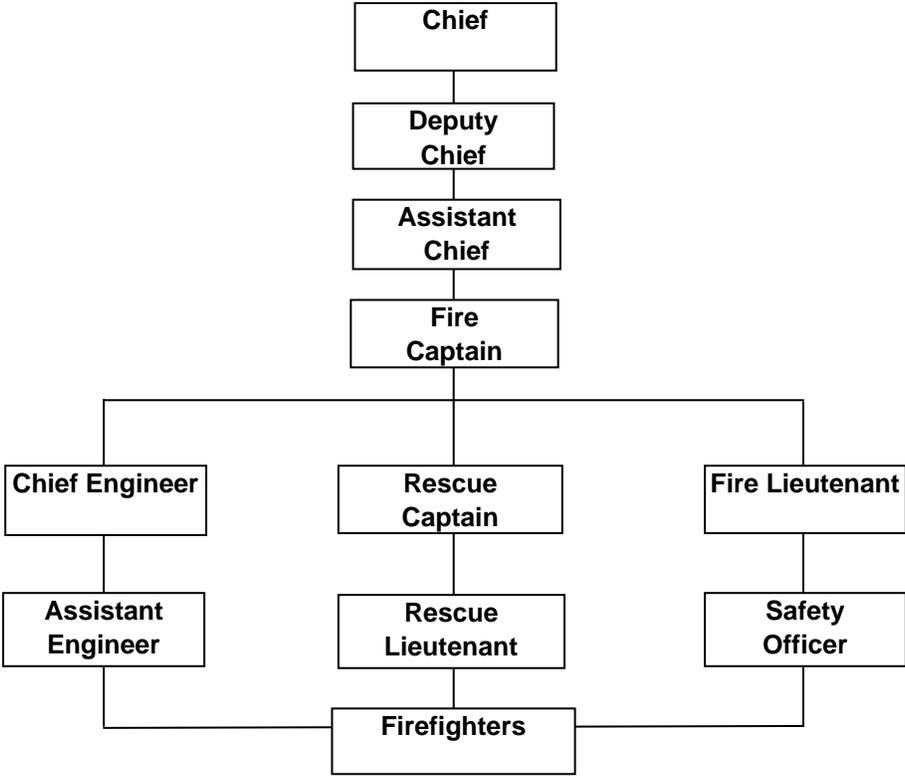
1. Trained several firefighters to Firefighter One level.
2. Applied for CDBG funding to replace the station's roof and re-paint the interior and exterior.
3. Applied for a State of Connecticut EMS training grant.

	03-04	04-05	05-06
PERFORMANCE MEASURE	ACTUAL	ESTIMATED	PROJECTED
CO Problem	5	5	5
Structural fires	22	11	11
Mutual aid (fire & medical)	31	57	50
Assorted fires	35	19	25
Service calls	4	30	25
Emergency medical calls	<u>187</u>	<u>165</u>	<u>165</u>
Total Calls	<u>325</u>	<u>287</u>	<u>281</u>
Average response time	3.5 min.	3.5 min.	3.5 min.
Accidents involving city vehicles	0	0	0
Civilian casualties	0	0	0
Fire service injuries	0	0	0
Drills (weekdays and evenings)	70	70	70
Drills (manhours)	2,100	2,100+	2,100+
Community events attended	15	15	15
Percentage of women/minority members	20%	20%	20%
Firefighters with State of CT certification	40%	40%	40%
Percentage of members with EMT certification	40%	40%	40%

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2005-06 ADOPTED BUDGET**

		2003-04 REVISED BUDGET	2003-04 ACTUAL	2004-05 REVISED BUDGET	2005-06 BUDGET REQUEST	2005-06 MANAGER'S PROPOSED	2005-06 ADOPTED BUDGET
25	OCCUM VFD						
80020	PHOTO SUPPLIES	150	37	150	0	0	0
80021	MATERIALS & SUPPLIES	15,030	15,910	15,030	20,000	17,500	17,500
80023	GAS OIL & GREASE	900	1,508	900	2,000	1,500	1,500
80025	HEATING FUEL	2,000	2,325	2,000	3,000	3,000	3,000
80028	TOOLS	125	145	125	0	0	0
80031	RADIO SERVICE	2,000	1,142	2,000	2,000	2,000	2,000
80032	EQUIP & FURN MAINT	4,000	1,204	4,000	5,500	5,500	5,500
80033	TELEPHONE	1,933	1,448	1,933	1,933	1,933	1,933
80035	UTILITIES	2,500	2,678	2,500	3,500	3,500	3,500
80036	LAUNDRY & CLEANING	250	101	250	250	250	250
80040	BLDG & GRND MAINT	6,000	4,447	6,000	8,500	7,500	7,500
80048	DEPARTMENTAL EXPENSE	2,400	2,223	2,400	2,400	2,400	2,400
80059	TRAINING	6,300	7,740	6,300	12,000	12,000	12,000
80065	PROTECTIVE CLOTHING	3,000	6,112	4,100	12,500	12,500	12,500
85150	TESTING	2,000	1,406	2,000	2,000	2,000	2,000
NON RECURRING ITEMS							
80145	NON RECURRING ITEMS	0	0	0	85,000	0	0
TOTALS		48,588	48,426	49,688	160,583	71,583	71,583

City of Norwich Taftville Volunteer Fire Department Organization Chart



TAFTVILLE VOLUNTEER FIRE

MISSION: 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.

VISION: To manage and operate an efficient fire and emergency medical service.

VALUES:

- Professionalism
- Safety
- Service
- Efficiency
- Fiscal Integrity

GOALS & ACTION PLANS:

1. Respond to and mitigate emergencies.
2. Organize, manage and train fire personnel.
3. Procure, repair and maintain all fire equipment and the fire station.
4. Maintain a prompt, punctual and trustworthy membership in order to facilitate an efficient firefighting organization that will win the approval of everyone.

ACCOMPLISHMENTS:

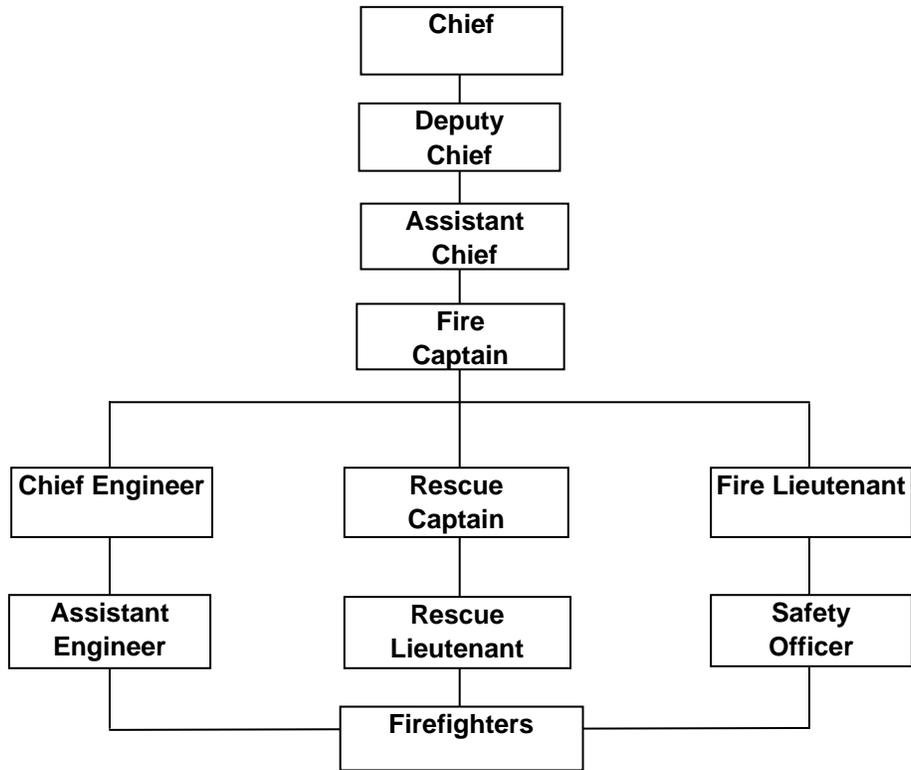
1. Trained all firefighters to a minimum Firefighter One level.
2. Received a \$34,000 FEMA grant to install an exhaust system.
3. Performed 8,600 man hours of fire and rescue calls.

	03-04	04-05	05-06
PERFORMANCE MEASURE	ACTUAL	ESTIMATED	PROJECTED
Structural fires	28	28	28
Mutual aid	8	8	8
Standby	4	4	4
Water Rescue	3	3	3
Service Calls	36	36	36
Emergency Medical Calls	251	251	251
Motor Vehicle Accidents	45	45	45
False Alarms	35	35	35
Brush Fires	7	7	7
Unknown or Undetermined	5	5	5
Investigation	28	28	28
Total Calls	450	450	450
Average response time	3.5 min.	3.5 min.	3.5 min.
Accidents involving city vehicles	0	0	0
Civilian casualties	0	0	0
Fire service injuries	2	0	0
Drills (weekdays and evenings)	70	70	70
Drills (man hours)	2,525	2,600	2,700
Percentage of women/minority members	4%	5%	6%
Firefighters with State of CT certification	90%	95%	96%

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2005-06 ADOPTED BUDGET**

		2003-04 REVISED BUDGET	2003-04 ACTUAL	2004-05 REVISED BUDGET	2005-06 BUDGET REQUEST	2005-06 MANAGER'S PROPOSED	2005-06 ADOPTED BUDGET
26	TAFTVILLE VFD						
80016	CLOTHING ALLOWANCE	3,000	3,199	3,068	3,007	3,007	3,007
80020	PHOTO SUPPLIES	700	0	716	702	702	702
80021	MATERIALS & SUPPLIES	18,508	16,588	18,924	19,302	16,423	16,423
80023	GAS OIL & GREASE	3,100	2,224	3,170	3,107	3,107	3,107
80027	AUTO SUPPLIES & MAINT	1,000	355	1,023	1,003	1,003	1,003
80028	TOOLS	800	762	818	818	818	818
80031	RADIO SERVICE	3,000	3,001	3,068	3,129	3,129	3,129
80032	EQUIP & FURN MAINT	9,500	17,350	9,714	9,908	9,908	9,908
80033	TELEPHONE	5,500	6,616	5,624	6,749	6,749	6,749
80035	WATER GAS & ELECTRIC	11,500	11,381	11,759	12,112	12,112	12,112
80040	BLDG & GRND MAINT	8,500	8,782	8,691	8,865	8,865	8,865
80048	DEPARTMENTAL EXPENSE	6,500	5,226	6,646	6,779	6,779	6,779
80059	TRAINING	11,000	9,297	11,248	11,473	11,473	11,473
82449	MAINT OF STATION	6,000	5,938	6,135	6,258	6,258	6,258
82749	FIREMEN'S GEAR	13,500	9,193	13,804	14,080	14,080	14,080
83849	RESCUE EQUIPMENT	6,000	8,144	6,135	6,258	6,258	6,258
81049	MOBILE RADIOS	2,000	2,139	2,045	2,045	2,045	2,045
81149	PORTABLE RADIOS	1,500	885	1,534	1,534	1,534	1,534
81549	COMPUTERS	2,000	1,467	2,045	2,086	2,086	2,086
81749	FIRE HOSE-FITTINGS	3,000	2,675	3,068	3,129	3,129	3,129
82549	FIRE FOAM	900	0	920	0	0	0
85949	MISCELLANEOUS EQUIP	7,500	7,035	7,669	8,359	8,359	8,359
TOTALS		125,008	122,257	127,824	130,703	127,824	127,824

City of Norwich Yantic Volunteer Fire Department Organization Chart



YANTIC VOLUNTEER FIRE

MISSION: To prevent loss of life and property from fire, accident and medical emergencies in the Yantic fire district and in all mutual aid response situations regardless of location.

VISION: This 58-member volunteer department provides fire protection & suppression, technical rescue, hazardous materials identification & containment along with R1 emergency medical services to the residents and businesses in the Yantic district of Norwich, which is an area of approximately 9.6 square miles of the city's 27.1 square miles. This district includes 11 of the 14 largest employers in Norwich. This area also includes 7 of the 10 largest taxpayers according to the Norwich grand list dated October 1, 2001.

VALUES:

- Professionalism
- Communication
- Safety

GOALS & ACTION PLANS:

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

ACCOMPLISHMENTS:

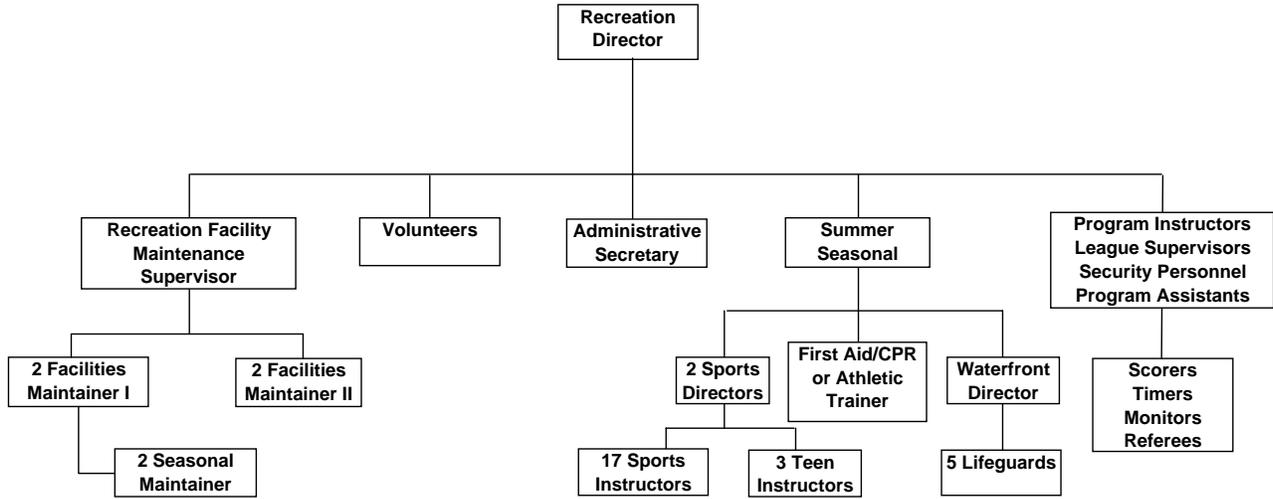
1. Successful recruitment of 9 new members over the past 12 month's, Carefully monitored and supported Norwich Public Utilities in the final permitting process for the water supply improvements in the Yantic lane area.
2. Awarded \$101,000 federal Fire Grant for personal protective equipment and other equipment.

	03-04	04-05	05-06
PERFORMANCE MEASURE	ACTUAL	ESTIMATED	PROJECTED
Structure fires	17	20	20
False alarms	6	15	15
Internal alarms	122	110	110
Miscellaneous calls	36	90	90
Rescue/ emergency	207	200	200
Vehicle accidents	109	100	100
Automobile fires	17	30	30
Grass/ brush fires	18	20	20
Chemical incidents	5	20	20
Mutual aid	22	20	20
Service calls	<u>36</u>	<u>50</u>	<u>50</u>
Total fire calls	<u>595</u>	<u>675</u>	<u>675</u>
Average response time (minutes)	3.2	3.2	3.2
Accidents involving city fire vehicles	1	0	0
Civilian casualties	3	0	0
Fire service casualties	0	0	0
Fire-related civilian casualties	0	0	0
Fire-related injuries	3	0	0
Public education man hours	840	800	800
Training man hours	2,352	2,500	2,500
Firefighters with State of CT certification	94%	94%	95%
Percentage of personnel receiving EMT training	56%	60%	60%

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2005-06 ADOPTED BUDGET**

		2003-04 REVISED BUDGET	2003-04 ACTUAL	2004-05 REVISED BUDGET	2005-06 BUDGET REQUEST	2005-06 MANAGER'S PROPOSED	2005-06 ADOPTED BUDGET
27	YANTIC VFD						
80016	CLOTHING ALLOWANCE	2,500	8,545	2,500	2,500	2,500	2,500
80020	PHOTO SUPPLIES	800	784	800	850	850	850
80021	MATERIALS & SUPPLIES	15,533	15,220	17,800	18,300	18,300	18,300
80023	GAS OIL & GREASE	2,700	2,662	2,700	2,800	2,800	2,800
80025	HEATING FUEL	4,000	3,768	4,000	4,200	4,200	4,200
80028	TOOLS	1,000	0	1,000	1,000	1,000	1,000
80031	RADIO SERVICE	3,500	2,112	3,500	3,700	3,700	3,700
80032	EQUIP & FURN MAINT	8,000	9,795	8,000	9,200	9,200	9,200
80033	TELEPHONE	3,500	6,189	3,500	6,800	6,800	6,800
80034	POSTAGE	500	435	500	500	500	500
80035	WATER GAS & ELECTRIC	9,000	6,462	9,000	9,200	9,200	9,200
80036	LAUNDRY & CLEANING	600	0	600	600	600	600
80039	PRINTING	800	225	800	800	800	800
80040	BLDG & GRND MAINT	13,000	16,706	13,000	17,750	17,750	17,750
80048	DEPARTMENTAL EXPENSE	6,000	4,090	7,000	7,600	7,600	7,600
80059	TRAINING	14,000	14,465	14,000	18,950	18,950	18,950
80060	FIRE ALARM SYSTEM	1,500	1,483	1,500	1,600	1,600	1,600
80065	PROTECTIVE CLOTHING	8,000	1,919	8,000	8,000	8,000	8,000
NON RECURRING ITEMS							
81149	PORTABLE RADIOS	0	0	0	2,855	1,428	1,428
81549	COMPUTERS	0	0	1,710	0	0	0
83449	NEW VEHICLES	0	0	0	425,000	0	0
85949	MISCELLANEOUS EQUIP	0	0	8,955	7,950	6,006	6,006
TOTALS		94,933	94,860	108,865	550,155	121,784	121,784

City of Norwich Recreation Department Organization Chart



RECREATION

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

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

VALUES:

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

GOALS & ACTION PLANS:

1. Ensure that the City of Norwich maintains and improves existing recreation facilities in a manner that meets the needs of the community by developing and implementing a facility inspection schedule; identifying deficiencies at existing facilities; and prioritizing maintenance/improvement needs based on safety issues, available funds and community needs.
2. Develop a citywide master plan for future recreation facilities by evaluating location and type of existing recreation facilities and benefits to service area; determining community needs through surveys, forums, and neighborhood meetings; working with the Planning and Neighborhood Services Dept. to target potential locations for future facilities; developing funding mechanisms for future sites; and exploring public/private partnerships for new facilities.
3. Determine the feasibility of setting aside municipal funds on a yearly basis for facility improvements from either the Capital Improvements Budget or the fees paid into the General Fund.
4. Promote the health, social and economic benefits of a strong community recreation program by providing benefits information in all promotional material and making better use of the media in conveying the importance of recreation.
5. Ensure that services are delivered in the most efficient manner possible by evaluating current service delivery systems, developing an online registration process, upgrading and network office computers, and purchasing recreation-specific software.
6. Provide safe play environments for all participants by developing and implementing facility inspection schedules; evaluating staffing levels and ensuring that adequate manpower is available; evaluating equipment needs; and improving facilities to meet current standards.
7. Present a more professional image to the general public by providing uniforms to maintenance workers identifying them as Recreation Department employees; providing "staff" shirts to all instructors, employees and volunteers to wear while on duty; upgrade the physical appearance of the Recreation Department building, rooms and offices; upgrading the quality of promotional materials, registration forms, and advertisements; and providing customer service training for all full-time staff.
8. Evaluate the opportunities available for individuals with disabilities to participate in programs by identifying current participation rates; conducting a needs assessment of disabled individuals not currently participating; and evaluating the accessibility of existing recreation programs and facilities for disabled individuals according to ADA guidelines.
9. Ensure that all staff, instructors, and volunteers are qualified and suitable to work in a recreation setting by conducting background checks on all coaches, volunteers and instructors; providing training for all coaches through the National Youth Sports Coaches Association; extending training and certification opportunities to all independent youth leagues; and evaluating staff and volunteers on a regular basis.

10. Collaborate with other recreation organizations to enhance and diversify programming by communicating with other organizations on a regular basis; offering services and expertise of the department as requested; determining areas of redundant services and seeking solutions; and utilizing the strengths of other organizations to develop additional community programs.
11. Eliminate financial barriers that may prevent participation in community programs by developing a sliding scale for all fee-based programs; seeking alternate funding sources to reduce program costs; increasing number of free community programs; utilizing volunteers as instructors to a greater degree; and evaluating current price structure as it relates to per capita income of similar communities.
12. Increasing both youth and adult participation in community programs by offering additional pre-school programs allowing for parent and child programs; continuing to lobby for more school gymnasiums open to for public use; determining the feasibility of building a community center in Norwich; increasing the number of non-physical program offerings; implementing a summer field trip program; increasing the number of recreation program sites during summer months; and collect data on program participants and ensuring that all segments of the Norwich population are being served.

ACCOMPLISHMENTS:

1. Secured funds for repairs and resurfacing of the Jenkins Park Tennis Courts and Greeneville Basketball Courts.
2. Developed a Master Plan for the Asylum Street recreation area that includes a memorial garden, soccer field, playscape and tennis courts.
3. Increased training for lifeguards at Mohegan Park resulting in our staff meeting and/or exceeding all standards of the National Pool and Waterpark Lifeguard Program.
4. Received an award from Jeff Ellis and Associates, International Aquatic Safety Consultants, “For excellence in operational safety standards and Aquatic Risk Management.”
5. Coordinated and supervised fundraisers to benefit the Donald Alfiero Skateboard Park.

	03-04	04-05	05-06
PERFORMANCE MEASURE	ACTUAL	ESTIMATED	PROJECTED
Department per capita costs	\$16.12	\$16.44	\$20.72
Recreation budget as % of total general fund budget	0.67%	0.66%	0.79%
Full-time staff salary cost as percentage of budget	41.24%	42.82%	39.20%
Number of youth registrations	4,821	5,000	5,200
Number of youth program hours	1,971	2,100	2,200
Number of hours provided by volunteers	996	1,010	1,020
Total acreage of athletic facilities	90	90	95
Percentage of survey respondents stating we are doing a good or excellent job in providing services	N/A	95%	96%

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2005-06 ADOPTED BUDGET**

		2003-04 REVISED BUDGET	2003-04 ACTUAL	2004-05 REVISED BUDGET	2005-06 BUDGET REQUEST	2005-06 MANAGER'S PROPOSED	2005-06 ADOPTED BUDGET
32	RECREATION DEPARTMENT						
80011	HEAD OF DEPT	57,145	57,151	60,625	62,444	62,444	62,444
80012	EMPLOYEES	182,912	170,629	222,866	231,546	231,546	231,546
80013	PART TIME EMPLOYEES	79,240	85,822	90,528	94,648	94,648	94,648
80014	OVERTIME	10,000	7,269	3,000	3,000	3,000	3,000
89999	FRINGE BENEFITS	132,093	134,992	151,585	155,829	155,829	155,829
80015	PROFESSIONAL SERVICE	42,467	42,424	39,467	46,659	46,659	46,659
80021	MATERIALS & SUPPLIES	20,000	17,741	20,000	20,000	20,000	20,000
80023	GAS OIL & GREASE	3,000	3,332	3,500	3,500	3,500	3,500
80025	HEATING FUEL	4,000	4,412	4,500	4,500	4,500	4,500
80033	TELEPHONE	2,500	4,244	3,900	4,250	4,250	4,250
80034	POSTAGE	1,200	554	1,200	1,200	1,200	1,200
80035	UTILITIES	14,000	9,669	14,000	14,000	14,000	14,000
80037	MILEAGE	500	0	500	500	500	500
80040	BLDG & GRND MAINT	32,000	29,828	32,000	50,000	50,000	50,000
80048	DEPARTMENTAL EXPENSE	3,500	2,697	3,500	3,500	3,500	3,500
80145	NON-RECURRING	0	0	0	27,250	11,750	11,750
86007	OCCUM ENVIR TESTING/MAINT	0	0	0	28,000	28,000	28,000
86008	BOATING PROGRAM	0	0	0	25,000	15,000	15,000
TOTALS		584,557	570,764	651,171	775,826	750,326	750,326

RECREATION

Director of Recreation					62,444
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Recreation Facilities Mtn. Supervisor				50,008	
Recreation Facilities Maintainer II	2 @	39,349		78,698	
Recreation Facilities Maintainer I	2 @	33,184		66,368	
Administrative Secretary				<u>36,472</u>	<u>231,546</u>

					<u>TOTAL WAGES</u>	<u>293,990</u>
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Part Time Employees:

2 Sports Directors				5,600	
17 Sports Instructors				38,080	
3 Teen Instructors				6,720	
1 First Aid/CPR or Athletic Trainer				4,200	
2 Seasonal Maintenance				7,680	

Waterfront:

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

					<u>TOTAL PART TIME</u>	<u>94,648</u>
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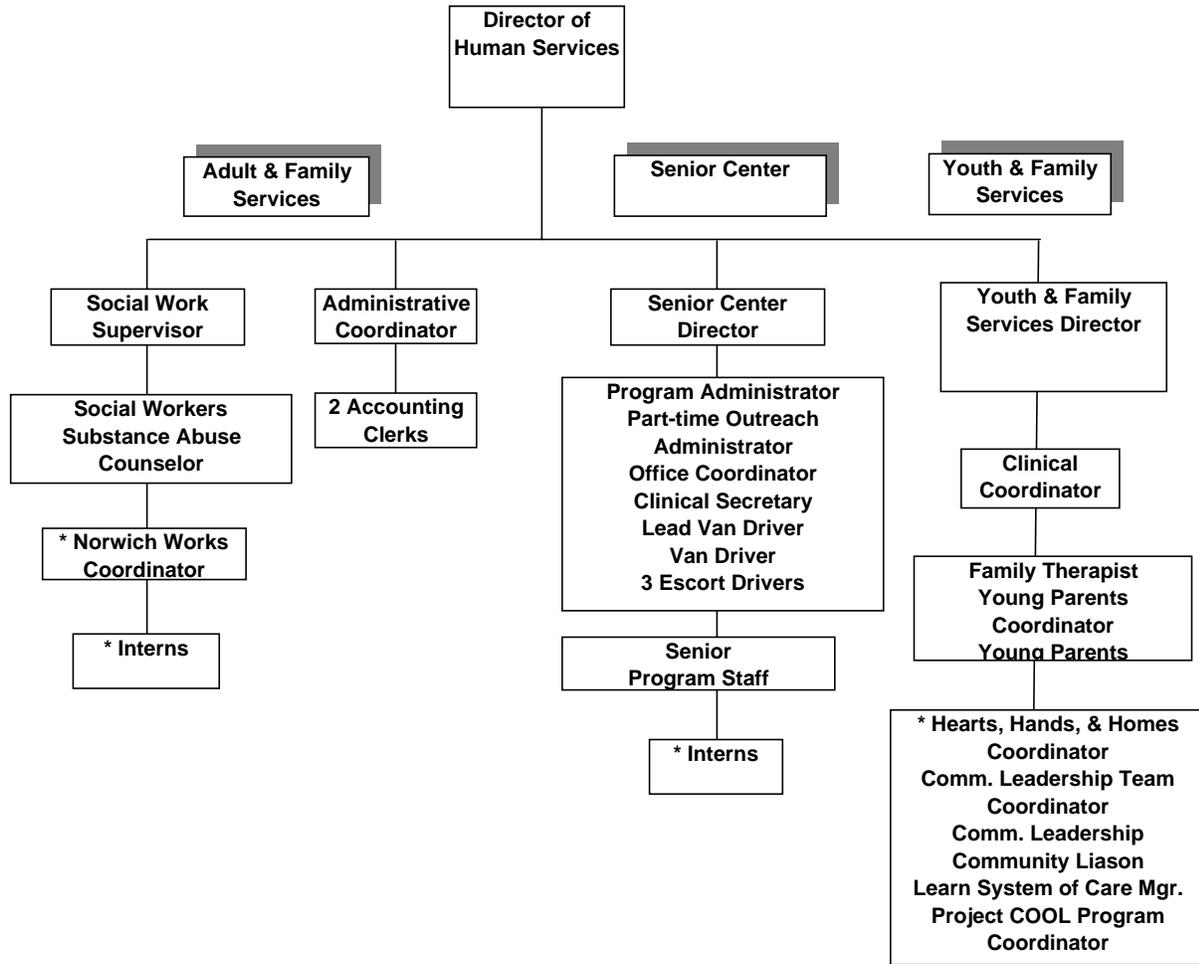
Part Time:

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 \$64,000 for fiscal year 2005-06.

City of Norwich Human Services Department Organization Chart



* - Unpaid or grant-funded positions.

HUMAN SERVICES

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

VISION: For every resident to reach their full potential; both economically and socially.

VALUES:

- Self-reliance
- Empowerment
- Innovation

GOALS & ACTION PLANS:

1. To decrease the number of homeless families and individuals in Norwich by continuing to work with the Rose City Renaissance and Norwich Community Care Team to develop supportive housing; playing a leadership role in the operations of a winter shelter program (Hospitality Center) that works toward decreasing the number of homeless requiring emergency shelter; continuing NHS advocacy role on the state level to secure more funds for mental health and addiction treatment services and supportive housing funds; increasing federal funding for homelessness programs; and continuing to administer the city's Relocation Program.
2. To provide basic needs for people in order for them to become self-sufficient by continuing to provide safety net services to individuals and families that enable them to maintain their independence, employment and housing and increasing resources and maximizing dollars to provide for safety net services (i.e., participating in food buying clubs, etc.).
3. To increase revenue coming into the city to help all residents by developing a free tax assistance program for low income residents to maximize their returns; acting as the city's Team Grants Manager to coordinate grant applications; developing a centralized system of collecting city data/demographics necessary in competing for grant funds; and facilitating the implementation of an Individual Development Account Program that enables low-income residents to build economic assets.
4. To help people become gainfully employed by increasing/ expanding our job training programs for youths and adults; increasing our job developing capabilities; and increasing our work with underemployed community residents.
5. To be a support to other city departments and maintain a collaborative role in program development by expanding programming that supports city departments like Public Utilities, Community Development and Assessors and facilitating the continued development of community and regional collaboratives for use in addressing critical human services issues such as health care, housing and workforce development.

ACCOMPLISHMENTS:

1. Awarded \$40,000 in federal employment and training funds to assist unskilled/ undereducated workers.
2. Collaborated with area churches on expanding the Emergency Winter Shelter. Secured housing for 29% of the people who stayed. All funding for the shelter was received through grants and donations.
3. Awarded \$24,000 in federal emergency rent/ mortgage funds for economically distressed Norwich families and individuals.
4. Awarded \$31,715 in grants and donations through the Norwich Safety Net Team for the provision of basic needs to Norwich families and individuals.
5. Supervisory staff served in leadership roles in a number of local regional and state human service organizations and initiatives.

	03-04	04-05	05-06
PERFORMANCE MEASURE	ACTUAL	ESTIMATED	PROJECTED
<i>Number Served</i>			
Job placement	133	135	135
Rent and housing	49	46	50
Relocation due to condemnation			
Adults	37	40	40
Children	18	15	15
Utilities	276	280	290
Food (number of bags given)	2,411	2,700	2,750
Emergency prescriptions	56	130	150
Financial aid to seniors	19	20	20
Backpacks/ back-to-school assistance	414	486	500
Case management	824	921	967
Entitlement assistance	391	0	0
Substance abuse referral and treatment	28	30	32
Case management/ lead abatement services & property rehabilitation (# of units)	30	25	27
% of people applying for relocation who are housed	100%	100%	100%
% of people at shelter who become permanently housed	21%	25%	27%
Total amount and % increase in federal dollars received for housing	\$24,000 / N/A	\$24,500 / 2%	\$25,200 / 3%
Total amount and % increase in safety net services funding	\$31,715 / N/A	\$32,300 / 2%	\$33,300 / 3%
# of families assisted with Earned Income Tax Credit	N/A	96	100
Amount of dollars into community due to EITC	N/A	\$192,000	\$195,000
% of clients served in Norwich Works who become gainfully employed	80%	82%	84%
% of Norwich Works participants successfully completing training	95%	96%	97%

HUMAN SERVICES

REVENUES & EXPENDITURES:

Account	Description	Expenditures	Revenues
01033	Human Services Administration	\$552,848	
01033-80012	DCF HHH Program*		\$3,950
	NET CITY FUNDING	\$548,898	

*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 Norwich Human Services’ fiduciary role for the program. 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.

GRANT DESCRIPTIONS

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

Federal Grants:

Community Development Block Grant/ Lead Abatement Program \$15,570 - 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 Block 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.

FEMA Emergency Food & Shelter Program \$24,000 - Federal Emergency Food & Shelter Program provides for emergency rent and utility assistance for Norwich families/ individuals.

Private Grants:

Safety Net Team \$30,000 - Funding received from local foundation grants and donations from the community allow for the provision of programs such as a food pantry, Golden Wishes Program for Norwich seniors, pharmacy fund, utility fund, a fund for job-related incidentals, the Backpack It To School Program, and the Back To School Shoes & Clothing Program. No city funds are required.

TVCCA/HUD Funding \$8,000 - Offsets staff salaries for the provision of case management to individuals/families who are homeless or in danger of becoming homeless, under the Supportive Housing Program

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2005-06 ADOPTED BUDGET**

		2003-04 REVISED BUDGET	2003-04 ACTUAL	2004-05 REVISED BUDGET	2005-06 BUDGET REQUEST	2005-06 MANAGER'S PROPOSED	2005-06 ADOPTED BUDGET
33	HUMAN SERVICES ADMINISTRATION						
80011	HEAD OF DEPT	61,398	61,408	65,137	67,091	67,091	67,091
80012	EMPLOYEES	277,548	283,153	285,810	294,453	294,453	294,453
80013	PART TIME EMPLOYEES	2,000	1,793	1,000	1,000	0	0
89999	FRINGE BENEFITS	107,303	106,950	113,397	125,442	125,454	125,454
80021	MATERIALS & SUPPLIES	10,000	9,958	10,000	10,000	10,000	10,000
80032	EQUIP & FURN MAINT	10,000	8,741	10,000	10,000	10,000	10,000
80033	TELEPHONE	8,000	7,493	8,000	8,000	8,000	8,000
80034	POSTAGE	7,000	1,610	7,000	7,000	5,900	5,900
80037	MILEAGE	4,500	3,833	4,500	4,500	4,500	4,500
80039	PRINTING	2,000	812	2,000	2,000	1,000	1,000
80048	DEPARTMENTAL EXPENSE	7,500	4,305	7,500	7,500	5,500	5,500
83514	HUMAN SERVICES PROGRAMS	220,000	152,398	45,000	40,000	17,000	17,000
TOTALS		717,249	642,454	559,344	576,986	548,898	548,898

HUMAN SERVICES

Director of Human Services				67,091
Supervisor of Human Services			56,579	
Human Services Caseworkers	3 @	46,726	140,178	
General Assistance Accounting Coordinator			46,726	
General Assistance Accounting Clerk			31,947	
General Assistance Accounting Clerk			<u>19,023</u>	<u>294,453</u>
			TOTAL WAGES	<u>361,544</u>

SENIOR CITIZENS CENTER

MISSION: To offer recreational, educational, social, health, and human service programs that are designed to foster independence and community involvement.

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

VALUES:

- Integrity
- Compassion
- Dedication

GOALS & ACTION PLANS:

1. Provide innovative programming to enhance the quality of life for seniors in Norwich by soliciting community resources and contacting area senior centers.
2. Obtain national accreditation for the senior center by forming a committee using senior center staff, community members and the senior affairs commission.
3. Produce a policy and procedures manual with the input of senior citizens and senior center staff.
4. Increase the ability of homebound seniors to receive services by determining what their needs are and seeking funding to support these needs.
5. Increase membership support by finding creative programming for the younger seniors, speaking with community organizations, participating in elderly housing events and writing articles for local newspapers.

ACCOMPLISHMENTS:

1. Awarded \$2,400 in federal funds for frail elderly program.
2. Awarded over \$2,000 in private grants to support various senior outreach programs.
3. Participated in the Intergenerational Program with Wequonnuc School for the 7th year.
4. Formed the Rose City Triad with People’s Bank and the Norwich Police Department. The Triad offers various senior safety programs including education on identity theft and the Yellow Dot program in which seniors place a yellow dot on their vehicles so that, in the event of an emergency, firemen and police officers would know to look in the individual’s glove compartment for emergency medical information.
5. Started an intergenerational program with Norwich Board of Education’s Summer Leadership Academy.
6. Collaborated with 10 area senior centers in offering two regional events.

	03-04	04-05	05-06
PERFORMANCE MEASURE	ACTUAL	ESTIMATED	PROJECTED
<i>Number Served</i>			
Preventative health clinic	4,900	5,000	5,000
Transportation	25,000	30,000	35,000
Outreach	280	300	300
Programs	40,000	40,000	40,000
Increases in innovative programming	Not measured	1%	2%
Increase in homebound senior services offered	Not measured	5%	5%
Increase in membership support	Not measured	5%	10%

SENIOR CITIZENS CENTER

REVENUES & EXPENDITURES:

Account	Description	Expenditures	Revenues
01036	Senior Citizens Center	\$478,529	
01036-80128	Preventative Health Clinic Services Provided and Fees charged	7,500	7,500
01000-70227	Program fees		15,000
01000-70227	Van fees		3,500
01000-70227	ECAAA Grant		10,000
	TOTALS	\$486,029	\$36,000
	NET CITY FUNDING	\$450,029	

GRANT DESCRIPTIONS

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

Federal Grants:

Community Development Block Grant: Brighten Your Day Program \$2,300 – Provides outreach services to homebound Norwich seniors. Seniors are provided transportation to the Senior Center to participate in various programs and have lunch. The funds cover the cost of a Certified Nurse’s Aid to assist these seniors with special needs.

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2005-06 ADOPTED BUDGET**

		2003-04 REVISED BUDGET	2003-04 ACTUAL	2004-05 REVISED BUDGET	2005-06 BUDGET REQUEST	2005-06 MANAGER'S PROPOSED	2005-06 ADOPTED BUDGET
36	SENIOR CITIZEN CENTER						
80011	HEAD OF DEPT	50,641	50,647	53,725	55,337	55,337	55,337
80012	EMPLOYEES	200,061	205,336	206,365	210,152	184,422	212,249
80013	PART TIME EMPLOYEES	15,000	12,993	16,000	15,000	14,000	14,000
89999	FRINGE BENEFITS	86,791	88,192	92,450	101,571	88,057	99,474
80021	MATERIALS & SUPPLIES	29,620	22,650	20,160	24,360	24,360	24,360
80023	GAS OIL & GREASE	5,500	4,960	5,500	5,500	5,500	5,500
80032	EQUIP & FURN MAINT	3,500	7,330	3,500	3,500	3,500	3,500
80033	TELEPHONE	6,500	5,672	6,500	5,000	5,000	5,000
80034	POSTAGE	3,640	1,396	3,774	3,774	3,774	3,774
80037	MILEAGE	1,000	1,127	1,000	1,000	1,000	1,000
80048	DEPARTMENTAL EXPENSE	2,000	618	2,000	2,000	2,000	2,000
80128	PREVENTIVE HEALTH CLINIC	33,835	25,357	33,835	41,335	41,335	41,335
80131	ECAAA GRANT	0	11,101	0	11,000	11,000	11,000
80145	NON-RECURRING ITEM	0	0	5,000	0	0	0
TOTALS		438,088	437,379	449,809	479,529	439,285	478,529

SENIOR CITIZENS CENTER

Senior Citizens Director				55,337
Program Administrator			49,049	
Outreach Administrator (21 hours)			27,827	
Senior Center Office Coordinator			36,472	
Lead Van Driver			26,683	
Van Driver			26,424	
Clinical Secretary (21 hours)			19,370	
Part-time Escort Drivers	3 @	8,808	<u>26,424</u>	<u>212,249</u>
		TOTAL WAGES		<u>267,586</u>

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

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

YOUTH & FAMILY SERVICES

MISSION: To ensure the provision of prevention and intervention programs for Norwich youth and their families.

VISION: For families living in Norwich to be stable and healthy and to be able to raise well-adjusted, healthy children with a positive future.

VALUES:

- Empowerment
- Innovation
- Collaboration

GOALS & ACTION PLANS:

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

ACCOMPLISHMENTS:

1. Awarded \$92,916 from a variety of public and private donors to continue our Community Leadership programs.
2. Awarded a five-year Discovery grant to promote the importance of early care and education for Norwich children from birth to age eight. The first year funding totals \$29,000.
3. Received \$81,670 from the Eastern Workforce Development Board to help disadvantaged youngsters to develop career paths through apprenticeships and internships.
4. Received \$81,031 from the Department of Education to work on family issues with at-risk families.
5. Awarded \$84,000 from the Department of Public Health to continue our efforts towards improving healthy birth outcomes among Norwich's adolescent population.
6. Awarded \$75,000 from the Department of Children and Families for our partnership with Hearts, Hands, and Homes. This foster care initiative is designed to keep Norwich children in foster care in their own community.
7. Celebrated our first annual Family Day at Mohegan Park last September with over 2,000 attendees.

	03-04	04-05	05-06
PERFORMANCE MEASURE	ACTUAL	ESTIMATED	PROJECTED
<i>Number Served</i>			
Counseling cases	175	175	175
Young parent cases	97	65	65
COOL youth employment	15	30	30
Leadership initiatives	49	55	63
Juvenile Review Board cases	0	36	48
Family Support Team	43	45	45
Individual/ community consultations	950	1,000	1,000
Positive youth development/ recreational/ cultural/ community education	3,396	3,500	3,500
Provide positive youth development health & wellness	3,760	3,600	4,000
Birth to young parents will be healthy and meet DPH standards	85%	85%	85%
% of contacted parents/ community partners that will report satisfaction with agency services	Not measured	85%	85%
Families attending car seat installation demonstrations	Not measured	125	135
Hours of professional counseling services to lower-income Norwich families	1,380	1,200	1,200
Graduate community leaders from Community Leadership Programs	37	40	45
Mentor graduates in 3+ community projects	12	12	15
Provide youth with employability assessment	25	50	50
Provide employment/ internships to eligible youth	15	30	30
Provide anti-smoking/ substance abuse to youths	300	200	300
Provide public forums/ educational events to parents	0	150	250
Engage youth in community service	0	35	38
Positively engage families in agency service	0	30	35

YOUTH & FAMILY SERVICES

REVENUES & EXPENDITURES:

Account	Description	Expenditures	Revenues
01037	Youth & Family Services	\$228,238	
01000-70259	Dept. of Education YFS Grant		\$86,000
	TOTALS	\$228,238	\$86,000
	NET CITY FUNDING	\$142,238	

GRANT DESCRIPTIONS

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

State of Connecticut Grants:

Department of Children & Families Young Parents Program \$21,593 – Partially funds Young Parents Program.

Department of Public Health Young Parents Program \$82,874 – Partially funds Young Parents Program.

Department of Labor Workforce Investment Board \$81,670 – Provides funding for Project COOL (Summer Youth Employment Program).

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

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2005-06 ADOPTED BUDGET**

		2003-04 REVISED BUDGET	2003-04 ACTUAL	2004-05 REVISED BUDGET	2005-06 BUDGET REQUEST	2005-06 MANAGER'S PROPOSED	2005-06 ADOPTED BUDGET
37	YOUTH & FAMILY SERVICES						
80011	HEAD OF DEPT	55,570	55,581	58,954	60,722	60,722	60,722
80012	EMPLOYEES	103,204	103,250	106,301	109,490	109,490	109,490
89999	FRINGE BENEFITS	47,639	47,310	49,501	55,671	55,726	55,726
80015	PROFESSIONAL SERVICES	1,500	1,288	1,500	1,500	1,500	1,500
80126	TRAINING	800	270	800	800	800	800
	TOTALS	208,713	207,699	217,056	228,183	228,238	228,238

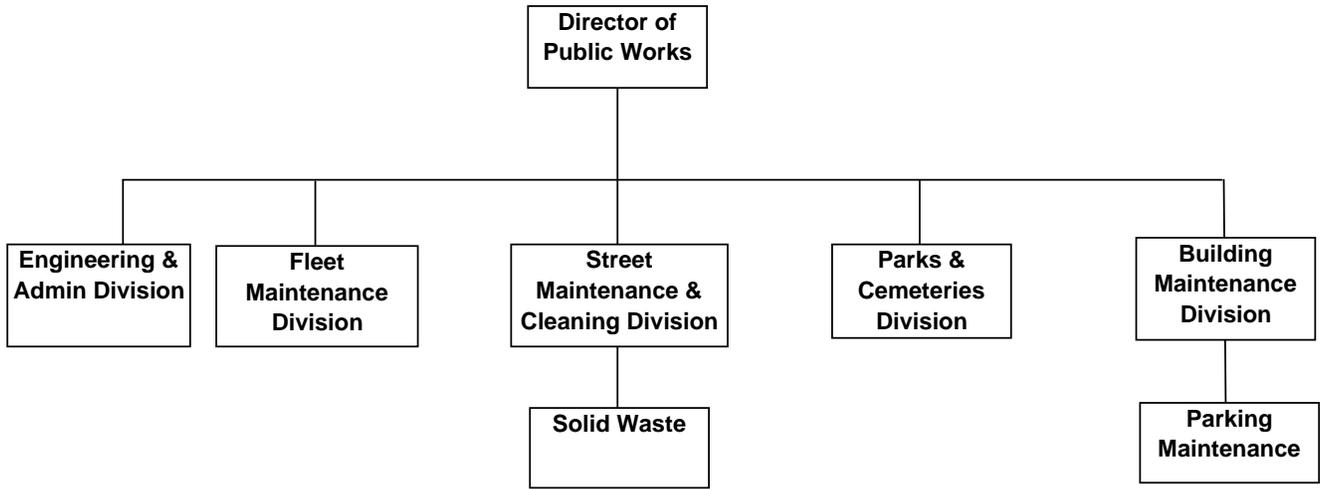
YOUTH & FAMILY SERVICES

Youth & Family Services Director		60,722
Clinical Coordinator	59,966	
Youth & Family Therapist	49,524	<u>109,490</u>
	TOTAL WAGES	<u>170,212</u>

Revenue:

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

City of Norwich Public Works Department Organization Chart



PUBLIC WORKS

MISSION: Maintain the City's infrastructure, including roads, bridges, parks, buildings, solid waste, automotive equipment and cemeteries, through the efforts of the seven Public Works Divisions (Engineering/Administration; Fleet Maintenance; Streets; Parks/Cemeteries; Refuse; Building Maintenance; and Parking Maintenance).

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

VALUES:

- Skill
- Service
- Integrity

GOALS & ACTION PLANS:

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

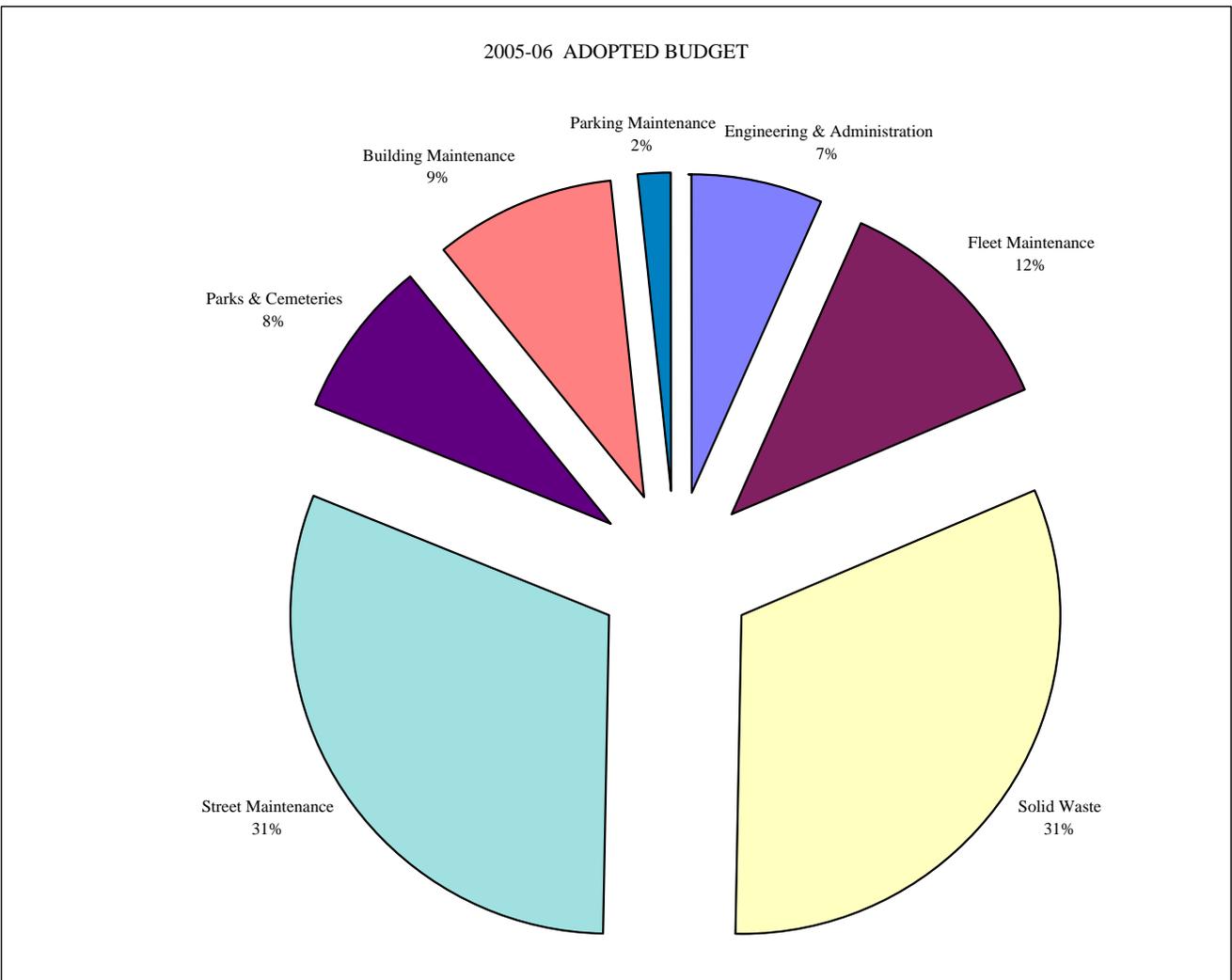
ACCOMPLISHMENTS:

1. Completed construction of Occum Park.
2. Completed 3rd year of town wide garbage service with no increase in rates.
3. Applied for \$3 million DEP grant for landfill capping.
4. Obtained \$300,000 grant from state DEP for Wawecus Street bridge reconstruction.
5. Painted & repaired exterior of City Hall.
6. Successfully removed snow and ice for 14 storm events.
7. Justified and received FEMA reimbursement (\$60 k) for costliest storm event on record.

	03-04	04-05	05-06
PERFORMANCE MEASURE	ACTUAL	ESTIMATED	PROJECTED
<i>Resurface roads on 20-year cycle/ average 8 miles/year</i>			
Road miles paved	6.6	3.0	6.0
<i>Make optimum use of state purchase agreements</i>			
Percentage of procurements screened for possible state bids	50%	90%	100%
<i>Improve response time to work orders for repairs and assistance</i>			
Establish an automated system to track response time and establish future goal	Not Established	Not Established	Complete
<i>Increase recycling rate through public awareness</i>			
Flyers, newspaper articles, TV spots, etc.	1 event	1 event	4 events
Establish baseline and percentages for future tracking	Not Established	Not Established	Complete
<i>Improve drainage system operation & maintenance</i>			
Clean catch basins at least one time each year	Not Reported	100%	100%
Percentage of streets swept by August	Not Reported	70%	90%
<i>Increase effectiveness of heavy truck fleet</i>			
Number of trucks >20 years	0	1	1
Average age of fleet (years)	11.1	12.1	11.8

**CITY OF NORWICH
GENERAL FUND EXPENDITURES - SUMMARY OF PUBLIC WORKS DEPARTMENT
2005-06 ADOPTED BUDGET**

		2003-04 REVISED BUDGET	2003-04 ACTUAL	2004-05 REVISED BUDGET	2005-06 BUDGET REQUEST	2005-06 MANAGER'S PROPOSED	2005-06 ADOPTED BUDGET
PUBLIC WORKS DEPARTMENT							
01038	Engineering & Administration	557,892	553,687	569,740	591,012	591,012	591,012
01039	Fleet Maintenance	1,024,244	1,028,589	1,029,986	1,061,132	1,048,304	1,050,183
01040	Solid Waste	2,804,863	2,726,725	2,764,708	2,774,850	2,774,850	2,774,850
01042	Street Maintenance	2,677,809	2,672,466	2,647,807	2,891,910	2,702,844	2,703,281
01046	Parks & Cemeteries	770,897	785,162	735,645	778,689	700,605	699,047
01047	Building Maintenance	837,254	882,786	828,939	1,065,622	815,970	817,484
01048	Parking Maintenance	111,247	111,392	116,050	137,737	137,737	137,737
TOTALS		8,784,206	8,760,807	8,692,875	9,300,952	8,771,322	8,773,594



**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2005-06 ADOPTED BUDGET**

		2003-04 REVISED BUDGET	2003-04 ACTUAL	2004-05 REVISED BUDGET	2005-06 BUDGET REQUEST	2005-06 MANAGER'S PROPOSED	2005-06 ADOPTED BUDGET
38	Engineering & Administration Division						
80011	HEAD OF DEPT	84,475	84,486	89,619	92,308	92,308	92,308
80012	EMPLOYEES	295,319	313,136	295,120	303,765	303,765	303,765
80014	OVERTIME	2,000	0	2,000	1,000	1,000	1,000
89999	FRINGE BENEFITS	113,298	115,183	118,201	129,439	129,439	129,439
80015	PROFESSIONAL SERVICE	30,000	18,729	30,000	30,000	30,000	30,000
80021	MATERIALS & SUPPLIES	13,000	9,558	15,000	15,000	15,000	15,000
80033	TELEPHONE	3,000	1,319	3,000	2,000	2,000	2,000
80034	POSTAGE	1,300	1,915	1,300	2,000	2,000	2,000
80037	MILEAGE	5,500	5,174	5,500	5,500	5,500	5,500
80048	DEPARTMENTAL EXPENSE	10,000	4,187	10,000	10,000	10,000	10,000
TOTALS		557,892	553,687	569,740	591,012	591,012	591,012

PUBLIC WORKS - ENGINEERING AND ADMINISTRATION

Director of Public Works				92,308
City Engineer			84,221	
Civil Engineers	2 @	63,511	127,022	
Public Works Accounting Clerk			33,860	
Administrative Clerk P.W.	2 @	29,331	<u>58,662</u>	<u>303,765</u>
		TOTAL WAGES		<u>396,073</u>

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2005-06 ADOPTED BUDGET**

		2003-04 REVISED BUDGET	2003-04 ACTUAL	2004-05 REVISED BUDGET	2005-06 BUDGET REQUEST	2005-06 MANAGER'S PROPOSED	2005-06 ADOPTED BUDGET
39	Fleet Maintenance Division						
80012	EMPLOYEES	395,196	393,720	406,110	416,565	416,565	418,310
80014	OVERTIME	25,000	29,271	25,000	30,000	30,000	30,000
89999	FRINGE BENEFITS	195,298	196,734	197,126	187,817	194,989	195,123
80021	MATERIALS & SUPPLIES	7,750	2,274	6,250	6,250	6,250	6,250
80023	VEHICLE FUEL	75,000	75,102	65,000	75,000	75,000	75,000
80025	HEATING FUEL	1,000	0	1,000	1,000	1,000	1,000
80027	AUTO SUPPLIES & MAINT	267,500	271,002	269,000	279,000	259,000	259,000
80033	TELEPHONE	2,500	2,274	2,500	2,500	2,500	2,500
80035	UTILITIES	27,000	30,587	30,000	35,000	35,000	35,000
80040	BLDG & GRND MAINT	28,000	27,625	28,000	28,000	28,000	28,000
	TOTALS	1,024,244	1,028,589	1,029,986	1,061,132	1,048,304	1,050,183

PUBLIC WORKS - FLEET MAINTENANCE

Fleet Maintenance Superintendent				59,922
Lead Mechanic			48,552	
Auto Equipment Mechanics	6 @	45,996	275,976	
Public Works Accounting Clerk			<u>33,860</u>	<u>358,388</u>
		TOTAL WAGES		<u>418,310</u>

CITY OF NORWICH							
GENERAL FUND EXPENDITURES							
2005-06 ADOPTED BUDGET							
		2003-04 REVISED BUDGET	2003-04 ACTUAL	2004-05 REVISED BUDGET	2005-06 BUDGET REQUEST	2005-06 MANAGER'S PROPOSED	2005-06 ADOPTED BUDGET
40	Solid Waste Division						
80012	EMPLOYEES	121,239	116,865	92,339	76,043	76,043	76,043
80014	OVERTIME	15,427	11,884	15,427	15,000	15,000	15,000
89999	FRINGE BENEFITS	79,025	75,468	74,178	42,807	42,807	42,807
80124	LANDFILL/RECYCLE OPER	2,589,172	2,522,508	2,582,764	2,641,000	2,641,000	2,641,000
	TOTALS	2,804,863	2,726,725	2,764,708	2,774,850	2,774,850	2,774,850

PUBLIC WORKS - SOLID WASTE

Weighmaster Clerk	43,904	
Attendant	<u>32,139</u>	<u>76,043</u>

TOTAL WAGES 76,043

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

LANDFILL OPERATIONS:

	2005-06
	<u>BUDGET</u>
<u>Revenue:</u>	
CCD & Town	745,000
Direct Haulers	1,344,000
Transfer station fees	165,000
Sales of newsprints, & metal	38,000
	<hr/>
Total - Revenue	<u><u>2,292,000</u></u>

<u>Expenditures:</u>	
Tipping Fees	2,100,000
Recycling	386,000
Bulky Waste	85,000
Supplies, Maintenance & Repairs	70,000
	<hr/>
Total - Expenditures (excluding wages)	<u><u>2,641,000</u></u>

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2005-06 ADOPTED BUDGET**

		2003-04 REVISED BUDGET	2003-04 ACTUAL	2004-05 REVISED BUDGET	2005-06 BUDGET REQUEST	2005-06 MANAGER'S PROPOSED	2005-06 ADOPTED BUDGET
42	Street Maintenance Division						
80009	TREE CARE	31,000	34,049	60,000	60,000	60,000	60,000
80012	EMPLOYEES	1,237,331	1,241,960	1,274,701	1,299,900	1,279,660	1,279,847
80013	PART TIME EMPLOYEES	65,000	32,022	45,000	45,000	45,000	45,000
80014	OVERTIME	115,000	122,558	115,000	115,000	115,000	115,000
89999	FRINGE BENEFITS	738,978	732,401	733,606	674,510	683,184	683,434
80021	MATERIALS & SUPPLIES	225,000	208,937	205,000	225,000	205,000	205,000
80025	HEATING FUEL	10,000	7,727	10,000	10,000	10,000	10,000
80033	TELEPHONE	2,500	4,631	2,500	5,000	5,000	5,000
80035	UTILITIES	15,000	16,262	15,000	18,000	18,000	18,000
80040	BLDG & GRND MAINT	15,000	16,268	15,000	15,000	15,000	15,000
80043	EMERGENCY STORM DRAIN	147,000	166,634	147,000	147,000	147,000	147,000
80046	RENTAL EQUIPMENT	25,000	38,442	25,000	25,000	25,000	25,000
NON RECURRING ITEMS							
83449	NEW VEHICLES	0	0	0	220,500	95,000	95,000
85950	TRACTOR WITH CAB	51,000	50,575	0	0	0	0
	REPLACE SALT DOME ROOFS	0	0	0	32,000	0	0
TOTALS		2,677,809	2,672,466	2,647,807	2,891,910	2,702,844	2,703,281

PUBLIC WORKS - STREET MAINTENANCE AND CLEANING

Public Works Superintendent				59,922
Highway Mtn. Supervisor			51,960	
Crew Leaders	4 @	43,904	175,616	
Dispatcher			43,904	
Mason			43,904	
Special Equipment Operator			43,904	
Maintenance Man			43,904	
Heavy Equipment Operators	3 @	41,811	125,433	
Light Equipment Operators	11 @	39,020	429,220	
Laborers	8 @	32,760	262,080	<u>1,219,925</u>
		TOTAL WAGES		<u>1,279,847</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 \$228,000 which is also available for road maintenance and supplies. This grant was increased by \$65,000 over fiscal year 2005.

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2005-06 ADOPTED BUDGET**

		2003-04 REVISED BUDGET	2003-04 ACTUAL	2004-05 REVISED BUDGET	2005-06 BUDGET REQUEST	2005-06 MANAGER'S PROPOSED	2005-06 ADOPTED BUDGET
46	Parks & Cemeteries Division						
80012	EMPLOYEES	394,684	411,941	365,624	384,646	351,886	350,328
80013	PART TIME EMPLOYEES	56,027	69,790	65,500	65,500	65,500	65,500
80014	OVERTIME	20,000	8,560	20,000	12,000	12,000	12,000
89999	FRINGE BENEFITS	202,686	207,672	197,021	189,043	178,719	178,719
80021	MATERIALS & SUPPLIES	52,000	46,906	47,000	52,000	47,000	47,000
80025	HEATING FUEL	5,000	3,297	5,000	5,000	5,000	5,000
80033	TELEPHONE	2,000	1,620	2,000	2,000	2,000	2,000
80035	UTILITIES	10,000	7,325	10,000	10,000	10,000	10,000
80040	BLDG & GRND MAINT	26,000	27,108	21,000	26,000	26,000	26,000
80047	TRUST FUND VASES	2,500	943	2,500	2,500	2,500	2,500
NON RECURRING ITEMS							
85949	MISCELLANEOUS EQUIP	0	0	0	0	0	0
	SERVICE & OFFICE BLDG ROOF	0	0	0	20,000	0	0
	FOUNTAIN REHABILITATION	0	0	0	10,000	0	0
TOTALS		770,897	785,162	735,645	778,689	700,605	699,047

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2005-06 ADOPTED BUDGET**

		2003-04 REVISED BUDGET	2003-04 ACTUAL	2004-05 REVISED BUDGET	2005-06 BUDGET REQUEST	2005-06 MANAGER'S PROPOSED	2005-06 ADOPTED BUDGET
47	Building Maintenance Division						
80004	MATERIALS & SUPPLIES-OTHER	7,000	8,367	7,000	8,000	8,000	8,000
80007	UTILITIES-OTHER	70,000	59,567	78,000	85,000	85,000	85,000
80012	EMPLOYEES	253,883	247,514	260,834	266,220	233,225	234,739
80013	PART TIME EMPLOYEES	5,000	14,802	7,200	8,000	8,000	8,000
80014	OVERTIME	7,000	3,804	7,000	7,000	7,000	7,000
89999	FRINGE BENEFITS	139,371	141,749	143,305	138,402	125,745	125,745
80021	MATERIALS & SUPPLIES	26,000	25,553	26,000	29,000	29,000	29,000
80035	UTILITIES	89,000	123,523	94,600	115,000	115,000	115,000
80040	BLDG & GRND MAINT	115,000	115,613	105,000	115,000	105,000	105,000
80108	BLDG GRND MAINT-OTHER	125,000	122,294	100,000	110,000	100,000	100,000
NON RECURRING ITEMS							
86002	PAINT CITY HALL (EXTERNAL)	0	20,000	0	0	0	0
86003	CITY HALL LIGHTING	0	0	0	40,000	0	0
	VEHICLES	0	0	0	24,000	0	0
	REHAB ANNEX	0	0	0	120,000	0	0
TOTALS		837,254	882,786	828,939	1,065,622	815,970	817,484

PUBLIC WORKS - BUILDING MAINTENANCE

Building & Grounds Maint. Supervisor				51,960
Chief Maintenance Man			45,996	
Lead Janitor			37,798	
Janitors	3 @	32,995	<u>98,985</u>	182,779
TOTAL WAGES				<u>234,739</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.

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2005-06 ADOPTED BUDGET**

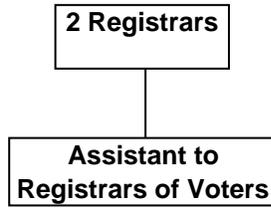
		2003-04 REVISED BUDGET	2003-04 ACTUAL	2004-05 REVISED BUDGET	2005-06 BUDGET REQUEST	2005-06 MANAGER'S PROPOSED	2005-06 ADOPTED BUDGET
48	Parking Maintenance Division						
80012	EMPLOYEES	61,904	61,703	63,542	65,755	65,755	65,755
89999	FRINGE BENEFITS	25,343	25,728	28,508	33,982	33,982	33,982
80040	MAINTENANCE	24,000	23,961	24,000	24,000	24,000	24,000
86009	ELEVATOR MAIN ST GARAGE	0	0	0	8,000	8,000	8,000
86010	LINE STRIPING MACHINE	0	0	0	6,000	6,000	6,000
TOTALS		111,247	111,392	116,050	137,737	137,737	137,737

PUBLIC WORKS - PARKING MAINTENANCE

Laborer	32,760
Janitor	<u>32,995</u>
TOTAL WAGES	<u>65,755</u>

The Parking Commission reimburses the city for the maintenance services provided. The revenue is accounted for in account 70260 (See revenue section). For the 2005-06 fiscal year the revenue is estimated to be \$137,737.

City of Norwich Election Department Organization Chart



ELECTION

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

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

VALUES:

- Efficiency
- Accuracy
- Timeliness
- Professionalism

GOALS & ACTION PLANS:

1. Increase knowledge of election laws.
2. Utilize technology to maintain complete and accurate voter registrations with monthly changes referred from the Secretary of State, Department of Motor Vehicles and the Post Office.
3. Attend training programs sponsored by the Secretary of State and ROVAC; including periodic county meetings.

ACCOMPLISHMENTS:

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

	03-04	04-05	05-06
PERFORMANCE MEASURE	ACTUAL	ESTIMATED	PROJECTED
Voters added	1,096	900	1,200
Voters removed	1,058	800	1,000
Voter changes	927	650	900
Total voters	17,987	18,200	19,000

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2005-06 ADOPTED BUDGET**

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

ELECTION

Registrars	2 @ 24,000	48,000
Assistant to Registrar of Voters (21 hrs/wk)		<u>16,648</u>
	TOTAL WAGES	<u>64,648</u>

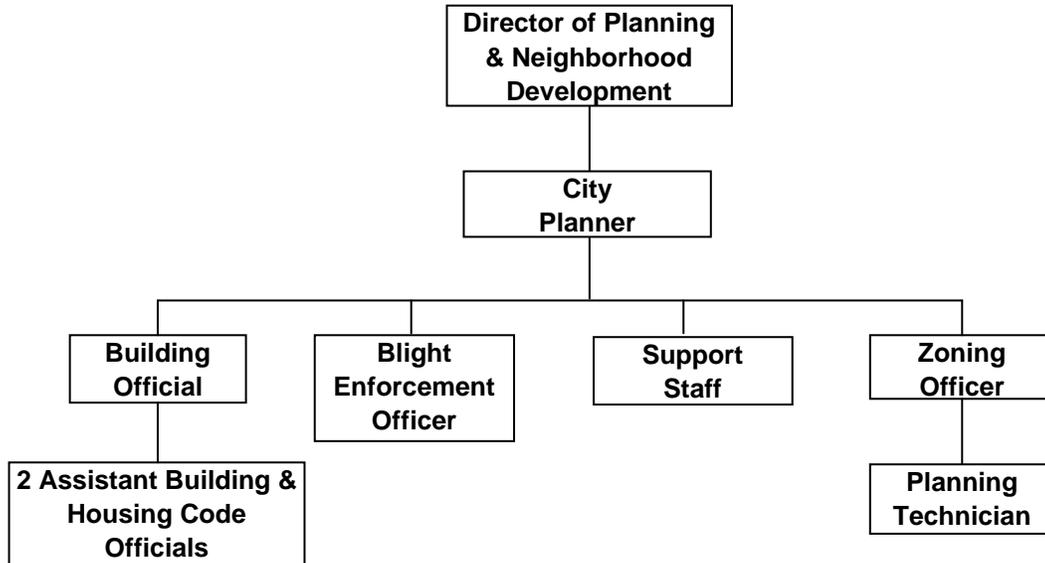
PART TIME EMPLOYEES:

General Moderator	1 @	225	225
Assistant Moderator	1 @	175	175
Precinct Moderators	10 @	160	1,600
Assistant Registrars	20 @	135	2,700
Checkers	20 @	125	2,500
Machine Tenders	24 @	110	2,640
Machine Examiners	2 @	50	100
Chief Machine Mechanic	1 @	1,200	1,200
Machine Mechanic	1 @	400	400
Chief Absentee Counter	1 @	135	135
Absentee Counters	4 @	125	500
Meeting Costs	81 @	15	1,215
Contingency			1,500

Cost of one Election 14,890

Cost of two Elections 29,780

City of Norwich Planning and Neighborhood Services Department Organization Chart



PLANNING & NEIGHBORHOOD SERVICES

MISSION: To facilitate residential, commercial and industrial development.

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

VALUES:

- Equity & Fairness
- Communication
- Public education & Protection

GOALS & ACTION PLANS:

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

ACCOMPLISHMENTS:

1. Updated City Comprehensive Zoning Ordinance.
2. Updated city's Five-Year Capital Improvements Plan.
3. Administered Brownfields Pilot Project grants from Capehart and New Wharf Road.
4. Updated city Geographic Information System (GIS) mapping.
5. Provided staff assistance to Mayor, City Manager, City Council, City Development Agencies, Commission on the City Plan, Inland Wetlands, Watercourses and Conservation Commission, Zoning Board of Appeals, Homestead Program and community groups on various projects.

	03-04	04-05	05-06
PERFORMANCE MEASURE	ACTUAL	ESTIMATED	PROJECTED
Site development plans	21	28	30
Subdivision/ re-subdivision	7	4	6
Special permit applications	16	12	15
Zoning permit applications	456	600	800
Zoning variance applications	31	40	50
Inland wetland applications	37	40	40
Zoning complaints	138	100	100
Residential building permits	1,694	1,800	2,000
Commercial building permits	193	200	200
Industrial building permits	7	2	2
Structures condemned	7	10	10
Dwelling units condemned	42	30	30
Buildings demolished	7	10	6
Code violations	465	500	450
Citations issued	208	200	200

CITY OF NORWICH							
GENERAL FUND EXPENDITURES							
2005-06 ADOPTED BUDGET							
		2003-04 REVISED BUDGET	2003-04 ACTUAL	2004-05 REVISED BUDGET	2005-06 BUDGET REQUEST	2005-06 MANAGER'S PROPOSED	2005-06 ADOPTED BUDGET
64	PLANNING AND NEIGHBORHOOD SERVICES						
80011	HEAD OF DEPT	67,914	67,923	72,050	74,212	74,212	74,212
80012	EMPLOYEES	458,864	444,566	504,908	539,173	539,173	539,173
80013	PART TIME	0	12,103	0	0	0	0
80014	OVERTIME	7,493	8,425	4,900	4,238	4,238	4,238
89999	FRINGE BENEFITS	195,244	198,422	212,116	234,415	234,415	234,415
80015	PROFESSIONAL SERVICES	15,000	13,921	13,000	13,000	13,000	13,000
80021	MATERIALS & SUPPLIES	5,000	5,072	5,000	5,000	5,000	5,000
80032	EQUIP & FURN MAINT	3,500	105	4,500	4,500	4,500	4,500
80033	TELEPHONE	5,500	6,914	5,000	8,000	8,000	8,000
80034	POSTAGE	4,000	3,510	4,000	4,500	4,500	4,500
80037	MILEAGE	13,368	12,762	13,500	15,120	15,120	15,120
80038	ADVERTISING	11,000	10,995	13,000	13,000	13,000	13,000
80039	PRINTING	1,500	785	2,000	1,000	1,000	1,000
80048	DEPARTMENTAL EXPENSE	2,000	2,711	2,000	2,000	2,000	2,000
	NON RECURRING ITEMS						
83449	VEHICLES	0	0	0	57,000	57,000	57,000
	TOTALS	790,383	788,214	855,974	975,158	975,158	975,158

ECONOMIC DEVELOPMENT

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

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

GOALS & ACTION PLANS:

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

CITY OF NORWICH							
GENERAL FUND EXPENDITURES							
2005-06 ADOPTED BUDGET							
		2003-04 REVISED BUDGET	2003-04 ACTUAL	2004-05 REVISED BUDGET	2005-06 BUDGET REQUEST	2005-06 MANAGER'S PROPOSED	2005-06 ADOPTED BUDGET
65	ECONOMIC DEVELOPMENT						
81000	PROJECT CONTINGENCY	118,000	15,659	50,000	50,000	50,000	25,000
81001	NORWICH COMMUNITY DEV. CORP.	0	0	55,000	55,000	55,000	55,000
81072	MAIN STREET PROGRAM	0	0	25,000	25,000	25,000	25,000
81075	TOURISM	37,000	31,745	40,461	41,000	41,000	41,000
TOTALS		155,000	47,404	170,461	171,000	171,000	146,000

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



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 the 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.

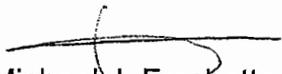
The Board of Education's proposed fiscal year 2005-2006 budget reflects a very minimal increase, which will continue to challenge our system's ability to provide optimal services for our students and community. Over the past four years, the average increase (minus NFA's increase) to the Norwich Public Schools budget has been 1%. Our changing socio-economic demographics will continue to challenge and strain our limited resources. However, we need to remain 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 of 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 PUBLIC SCHOOL DISTRICT
2005-06 BUDGET**

BOARD OF EDUCATION MEMBERS

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

CENTRAL OFFICE ADMINISTRATORS

Michael J. Frechette, Ph.D. Superintendent
Maureen Picard Assistant to the Superintendent
Pam Aubin Curriculum Director
Lanie Kochanski Pupil Services Director
Mary Berry Adult Education Director

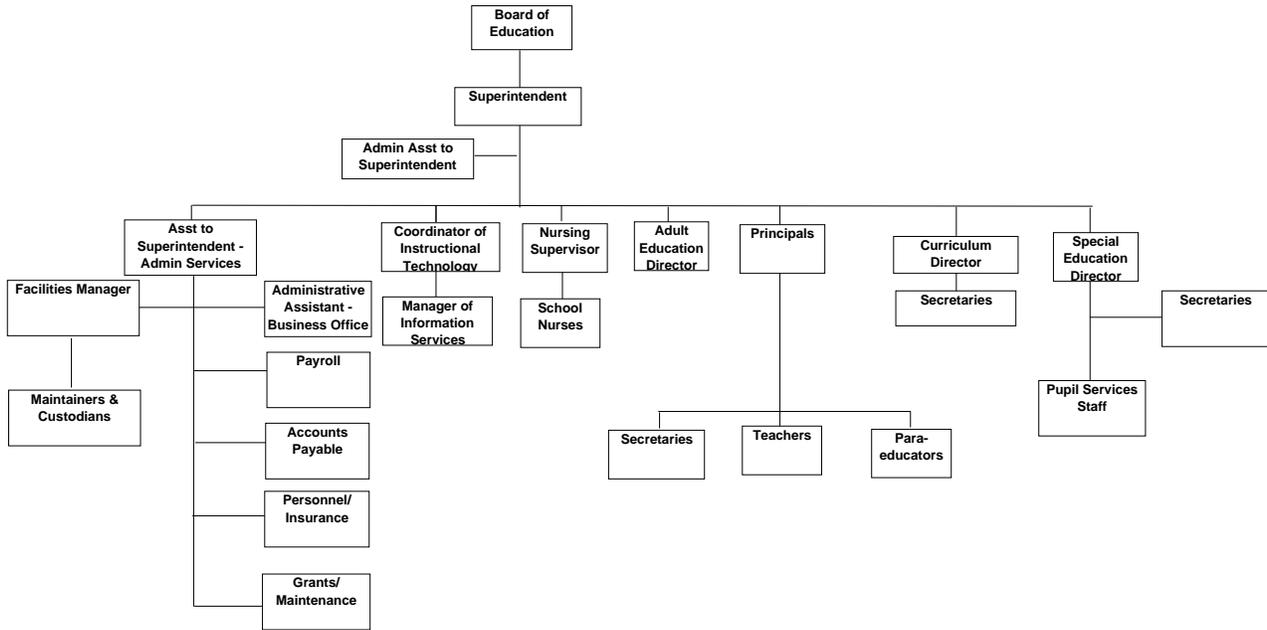
BUILDING PRINCIPALS

Christie Gilluly Bishop Elemenary School
Marianne Nardone, Ed.D. Greenville Elementary School
TBDHuntington Elementary School
Joseph StefonMahan Elementary School
Linda Demikat, Ph.D. Moriarty Elementary School
Janis Sawicki Stanton Elementary School
TBDUncas Elementary School
Susan Lacy Veterans' Memorial Elementary School
Albert J. Wojtcuk, Ph.D. Wequonnoc Elementary School
Scott Fain Kelly Middle School
William Peckham Teachers' Memorial Middle School
Edward Derr Norwich High School

NOTE: Two schools listed above will be shared by two principals.

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

**City of Norwich
Board of Education
Organization Chart**



BOARD OF EDUCATION

MISSION: The Norwich Public Schools are committed to providing a learning environment, which encourages all students to excel in their quest to become independent and curious learners who possess the ability to be responsible citizens while demonstrating tolerance for individual differences. This commitment is the guiding principle behind all the plans and programs for Norwich's elementary and middle schools.

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

VALUES:

- Professionalism
- Competency
- Compassion
- Community Involvement

GOALS & ACTION PLANS:

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

	03-04	04-05	05-06
PERFORMANCE MEASURE	ACTUAL	ESTIMATED	PROJECTED
Total number of students	4,002	4,045	4,066
Average Class Size			
Kindergarten	17.8	17.1	18.5
Grade 2	18.2	19.3	21.9
Grade 5	20.4	20.3	25.2
Grade 7	21.2	21.7	22
High School	6.6	14	14
Student/teacher ratio	16	16.5	17.3
Total expenditure per student	\$7,742		
Average teacher salary	\$41,405	\$43,131	\$43,728
Percentage of city resident children attending public schools	87.2%		

Connecticut Mastery Test: percentage above goal	Grade 4	Grade 6	Grade 8
Reading	41.2	54	56.1
Math	37.8	51.7	51.6
Writing	57	56.5	38.6

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	2003-04 ACTUAL	2004-05 ACTUAL	2005-06 ESTIMATED	INCREASE/ (DECREASE)
TITLE I	\$2,218,738	\$2,194,082	\$2,194,082	\$0
TITLE IV SAFE & DRUG FREE SCHOOLS	\$33,428	\$32,563	\$32,563	\$0
TITLE II PART A TEACHERS	\$240,639	\$236,290	\$236,290	\$0
TITLE V INNOVATIVE EDUCATION STRATEGIES	\$32,095	\$25,365	\$25,365	\$0
TITLE II-PART D/TECHNOLOGY	\$30,496	\$32,136	\$32,136	\$0
TITLE II-PART D/TECHNOLOGY LEADER DEVELOPMENT	\$9,075	\$0	\$0	\$0
IDEA PART B (94-142)	\$994,144	\$1,162,676	\$1,162,676	\$0
PRESCHOOL GRANTS PROGRAM (P.L. 101-476)	\$39,534	\$39,581	\$39,581	\$0
TITLE VI CLASS-SIZE REDUCTION	\$0	\$0	\$0	\$0
STEWART B. MCKINNEY EDUCATION OF HOMELESS	\$30,230	\$30,230	\$30,230	\$0
S.P.I.R.I.T.	\$74,086	\$74,086	\$0	(\$74,086)
GOALS 2000: EDUCATE AMERICA ACT	\$0	\$0	\$0	\$0
TIME OUT TUTOR	\$0	\$0	\$0	\$0
GREENEVILLE TUTOR	\$0	\$3,000	\$0	(\$3,000)
LEARN & SERVE	\$50,570	\$50,570	\$0	(\$50,570)
TITLE III-PART A- ENGLISH/LANGUAGE	\$23,020	\$35,522	\$35,522	\$0
FAMILY RESOURCE CENTER	\$77,975	\$102,250	\$102,250	\$0
TECHNICAL INFRASTRUCTURE	\$0	\$0	\$0	\$0
ENVIRONMENTAL EDUCATION	\$0	\$0	\$0	\$0
GRAUSTEIN CHILDREN FIRST INITIATIVE	\$0	\$0	\$0	\$0
EVEN START	\$215,188	\$202,767	\$202,767	\$0
FAMILY LITERACY PROJECT (COMPETITIVE)	\$77,975	\$50,000	\$50,000	\$0
TITLE II-ENHANCING EDUCATION THROUGH TECHNOLOGY	\$0	\$0	\$0	\$0
SCHOOL READINESS GRANT	\$94,768	\$178,504	\$178,504	\$0
SCHOOL RENOVATIONS	\$0	\$0	\$0	\$0
TRANSITIONAL GRANT	\$0	\$0	\$0	\$0
INTERDISTRICT COOPERATIVE GRANT (TRC)	\$120,831	\$120,831	\$120,831	\$0
TECHNOLOGY LITERACY GRANT	\$0	\$0	\$0	\$0
TECHNOLOGY LITERACY GRANT (STATE ENTITLEMENT)	\$0	\$0	\$0	\$0
EARLY READING SUCCESS	\$100,000	\$100,000	\$100,000	\$0
DEP D.A.R.E. GRANT	\$0	\$0	\$0	\$0
COMPREHENSIVE SCHOOL REFORM GRANT	\$105,300	\$0	\$0	\$0
GOVERNOR'S PREVENTION INITIATIVE FOR YOUTHS	\$0	\$0	\$0	\$0
LIBERTY BANK	\$2,000	\$0	\$0	\$0
REGIONAL TECHNOLOGY LITERACY CHALLENGE	\$80,000	\$35,000	\$35,000	\$0
IMPROVING SCHOOL ATTENDANCE	\$30,000	\$30,000	\$30,000	\$0
SCHOOL TO CAREER TECHNOLOGY GRANT	\$0	\$0	\$0	\$0
PFIZER SMART GRANT	\$4,000	\$1,987	\$1,987	\$0
SCHOOL EMERGENCY RESPONSE TO VIOLENCE	\$0	\$0	\$0	\$0
SLIVER GRANT IDEA-B	\$0	\$0	\$0	\$0
YOUNG PARENTS PROGRAM	\$24,000	\$20,000	\$20,000	\$0
MUSIC IS INSTRUMENTAL	\$0	\$0	\$0	\$0
TITLE III IMMIGRATION	\$10,000	\$12,000	\$0	(\$12,000)
EASTERN CT FOUNDATION	\$9,913	\$0	\$0	\$0
SPECIAL EDUCATION ID	\$50,000	\$25,000	\$25,000	\$0
CLOSING THE ACHIEVEMENT GAP	\$0	\$0	\$0	\$0
MIDDLE SCHOOL COMPETITIONS	\$0	\$0	\$0	\$0
BYRNE GRANT	\$43,371	\$43,471	\$43,471	\$0
BILINGUAL/ESOL EDUCATION PROGRAM	\$0	\$2,902	\$2,902	\$0
JASON PROJECT	\$10,000	\$0	\$0	\$0
ACHIEVEMENT GAP	\$6,500	\$0	\$0	\$0
ADULT ENGLISH LITERACY	\$25,000	\$20,000	\$20,000	\$0
TEAM MATH	\$2,000	\$0	\$0	\$0
CHARACTER EDUCATION	\$4,500	\$0	\$0	\$0
STANTON PLAYSCAPE	\$0	\$50,000	\$0	(\$50,000)
READING FIRST	\$250,000	\$250,000	\$250,000	\$0
CAREER PREP ADULT ED	\$0	\$110,000	\$110,000	\$0
TOTAL ESTIMATED REVENUES	\$5,119,376	\$5,270,813	\$5,081,157	(\$189,656)

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2005-06 ADOPTED BUDGET**

		2003-04 REVISED BUDGET	2003-04 ACTUAL	2004-05 REVISED BUDGET	2005-06 BUDGET REQUEST	2005-06 MANAGER'S PROPOSED	2005-06 ADOPTED BUDGET
70	BOARD OF EDUCATION						
80070	BOARD OF EDUCATION	52,582,177	52,582,177	54,159,644	56,326,030	56,867,626	56,867,626
	TOTALS	52,582,177	52,582,177	54,159,644	56,326,030	56,867,626	56,867,626

NORWICH PUBLIC SCHOOLS
SUMMARY OF ACCOUNTS

<u>Account Descriptions</u>	<u>Object Codes</u>	<u>2004-2005 Adjusted Budget</u>	<u>2005-2006 Proposed Budget</u>	<u>Increase/ (Decrease)</u>	<u>Notes:</u>
CERTIFIED SALARIES 2004-2005 Teachers & Administrators=275.54 2005-2006 Teachers & Administrators=251.75	111	\$17,076,271	\$16,007,306	(\$1,068,965)	The decrease is due to the following reductions: 2 middle school teachers, 18.5 teachers at the elementary schools, 2 guidance counselors, 2 elementary principals, 3 special area teachers from elementary (Art, Music and Physical Education), 1 media specialist and 1 speech pathologist. Additional personnel: 1 Bilingual Haitian/Creole teacher and 1 Health Education teacher for Kelly Middle School, 1 Bilingual Spanish teacher for Teachers' Memorial School and 1 elementary Haitian/Creole teacher. The certified salaries account includes a 3.0% contractual increase for Teachers and a 3.0% for Administrators.
SUPPORT SALARIES	112	\$3,233,326	\$3,167,603	(\$65,725)	The decrease is due to the following reduction: 2 nurses, 2 custodians and 1 maintainer. This account includes a 3% increase in the maintainer's and custodian's contracts. The paraeducators and the nurses are scheduled for negotiation during the Spring of 2005.
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	\$3,490,000	\$4,293,300	\$803,300	The Board of Education is currently experiencing a 17% increase in claims from last year. In addition, we are projecting an increase in administrative cost of 11%. We are however, anticipating a decrease of approximately \$70,000 due to switching the prescription drug plan from BCBS to Walgreens Health Initiatives (WHI).
CT. AMERICAN LIFE INSURANCE	203	\$45,000	\$45,000	\$0	No Change.
UNEMPLOYMENT COMPENSATION	204	\$154,194	\$255,500	\$101,306	The increase is due to the elimination of 34.5 FTE positions.
WORKER'S COMPENSATION	205	\$239,818	\$174,597	(\$65,221)	The Board of Education and the City are self insured with regard to Worker's Compensation. This represents the anticipated claims for the Board of Education for FY 2005-06. This also includes \$17,525 for Excess Workers Compensation Insurance.
CITY RETIREMENT PLAN	206	\$250,541	\$305,412	\$54,872	The contribution percentage increased from 7.025% to 8.79%. This is the percentage determined by the actuaries and is applied to the total salaries of the non-certified staff enrolled in the city pension plan.
FICA EMPLOYER'S SHARE	207	\$463,014	\$524,956	\$61,942	The increase in FICA is reflective of salary increases per the various bargaining units.
SEVERANCE PAY	208	\$90,000	\$100,000	\$10,000	The increase is in anticipation of approximately 10 individuals retiring.
MEDICARE REIMBURSEMENT	209	\$10,000	\$10,000	\$0	No change.
CONTRACTED HEALTH SERVICE	323	\$509,960	\$723,196	\$213,236	The increase is due to interpreter services and hearing impaired services which were previously funded through a grant. In addition, the contracted costs for speech, OT and PT services for the Integrated Day Charter School has increased by \$46,000.
PROFESSIONAL SERVICES	330	\$148,540	\$147,100	(\$1,440)	The decrease is due to a \$500 reduction for expenses in sponsoring district events (i.e. All City, Kindergarten/preschool round up, etc.) The remaining reduction is from contractual LTA tuition of \$940. Other items included in this line item are SCORE, legal fees, employee assistance program, negotiation cost, etc.
CONTRACTED TRANSPORTATION-STUDENT	FIRST 333	\$2,233,623	\$2,371,500	\$137,877	The increase is due to the contractual increase of 3% for regular education transportation for forty 72-passenger buses. This includes the labor cost associated with 3 CNG buses. This is the second year of an extended 5 year contract with First Student.
PUBLIC UTILITIES	410	\$501,723	\$516,112	\$14,389	This amount is based on a three-year average. KWH rates are based on \$.0971 cents which is the same as last year. Sewer cost and water is based on a 3% increase. The Department of Public Utilities assisted in reviewing our calculations and provided input to the rate increases for FY 2005-06.
CONTRACTED REPAIRS BUILDINGS	431	\$147,000	\$147,000	\$0	No change.
SPED CONTRACTED TRANSPORTATION	510	\$1,465,923	\$1,925,000	\$459,077	The increase represents the cost of Special Education transportation for 32 vehicles. Last year we budgeted for 31 vehicles. The increase is due to the number of out-of-district placements, five students who require aides riding on the vehicles, large increases in ESL students requires running additional vehicles, preschool out of district students and an additional wheelchair vehicle was added to the fleet due to the increase of 7 additional students. This is the fourth year of a five year contract with First Student Transportation. The daily rate of 7 hours per day is \$259.10 up 3.5% from FY 2004-05.
PROPERTY INSURANCE	520	\$118,326	\$130,771	\$12,445	The increase in property insurance is due to an anticipated overall rate increase based on current market conditions.

NORWICH PUBLIC SCHOOLS
SUMMARY OF ACCOUNTS

<u>Account Descriptions</u>	<u>Object Codes</u>	<u>2004-2005 Adjusted Budget</u>	<u>2005-2006 Proposed Budget</u>	<u>Increase/ (Decrease)</u>	<u>Notes:</u>
LIABILITY INSURANCE	521	\$145,258	\$166,838	\$21,580	The increase in liability insurance is due to an anticipated overall rate increase based on current market conditions.
TELEPHONE	530	\$179,139	\$138,798	(\$40,341)	The decrease is due to an adjustment from last year to this year with regard to the lease lines (T1's, alarm circuits, ISDN, etc.)
ADVERTISING	531	\$25,500	\$25,500	\$0	No change.
METERED POSTAGE	532	\$25,000	\$25,000	\$0	No change.
TUITION PAYMENTS 2004-2005 NFA Regular Education \$ 12,354,958 NFA Special Education	560	\$19,072,701	\$20,792,109	\$1,719,409	The total tuition costs for NFA, Regular Education and Special Education, results in an increase of approximately 11%. The Regular Education Tuition, up 2.88%, enrollment of students from 1302 to 1355 (+53), Special Education reflecting an increase from 179 to 221 (+42) for a total increase of \$1,600,430. Ledyard H.S. Regular Education is projected to increase by \$12,113 and enrollment is increasing from 13 students to 14. Ledyard Voag Regular Education reflects an increase in students from 21 to 28 students (+7) amounting to \$18,616.50 increase in tuition. Ledyard H.S. Special Education is increased by \$2,642.80 up from 2 to 4 students. Ledyard Voag Special Education decreased by (\$15,863.40) down from 8 to 7 students. Special Education Out-of-District tuition is projected to increase by \$101,469.02 and Regular Education Out-of-District tuition is remaining constant.
REIMBURSABLE EXPENSES	580	\$15,000	\$15,500	\$500	Slight increase in the account due to travel costs for staff between buildings. IRS rate increase from .375 to .405 as of January 2005.
OTHER PURCHASED SERVICES	590	\$2,369,704	\$2,570,963	\$201,259	An increase is budgeted for the amount of \$271,991 which represents the cost to run both the Deborah Tennant-Zinewicz and Hickory Street School. In addition, Medicaid reimbursement of \$160,000 is deducted in this line item. The maintenance costs for all school copiers, StarBase application software maintenance contract, telephone maintenance contract, Follett annual support contract, Pitney Bowes rental and maintenance contract, and other contractual services on various types of equipment are in this line item.
ADULT EDUCATION	592	\$98,083	\$98,083	\$0	This represents the Adult Education Cooperative Tuition for Norwich Students.
MAINTENANCE SERVICES	593	\$290,429	\$254,621	(\$35,808)	This decrease is due to a reclassification regarding \$15,000 of equipment repair items that were previously included in this line item. These have been moved to object 735, Maintenance Vehicles/Equipment Repairs. In addition, maintenance contracts on various systems came in lower than previously anticipated.
FINANCIAL SERVICES	594	\$25,000	\$25,000	\$0	No change.
INSTRUCTIONAL SUPPLIES	611	\$199,719	\$111,303	(\$88,416)	The decrease is based on a reduction of approximately 59% from last year's funding.
HEALTH SUPPLIES	612	\$16,500	\$16,500	\$0	This line item was not funded for the last two years.
MAINTENANCE SUPPLIES	613	\$37,800	\$37,800	\$0	No change.
CUSTODIAL SUPPLIES	614	\$90,000	\$37,200	(\$52,800)	The decrease is based on a reduction of approximately 50% from last year's funding.
HEATING EXPENSE	620	\$338,060	\$460,200	\$122,140	City Gas consumption is based on a 4% increase. The actual for FY 04-05 is \$1.26 and budget for FY 05-06 is \$1.38 per CCF. Dual fuel rate is based on an 11% increase. The actual for FY 04-05 is \$.096 and budget for FY 05-06 is \$.105 per CCF. The Department of Public Utilities assisted in reviewing our calculations and provided input to the rate increases for FY 2005-06.
FUEL BUS TRANSPORTATION	627	\$248,175	\$312,034	\$63,859	The increase is associated with the price differential associated with running the vehicles on Low Sulfur Diesel Fuel (ULSD). This is a bid which was submitted and awarded with the CT Transit and or Department of Transportation. The current price for ULSD fuel is \$1.85 plus a gross receipts tax of \$.05263. We are currently paying \$1.249 for CNG, \$1.17 for gasoline. We are projecting a 5% increase for CNG and ULSD fuel. We are however projecting a 10% increase in gasoline per gallon.
TEXTBOOKS	641	\$72,650	\$40,650	(\$32,000)	The decrease is based on a reduction of approximately 44% from last year's funding.
LIBRARY SUPPLIES/MATERIALS	642	\$8,069	\$0	(\$8,069)	This line item has been eliminated completely for FY 2005-06.
OTHER SUPPLIES & MATERIALS	690	\$8,000	\$5,000	(\$3,000)	The decrease is based on a reduction of approximately 38% from last year's funding.
OFFICE SUPPLIES	692	\$79,156	\$2,792	(\$76,364)	The decrease is based on a reduction of approximately 96% from last year's funding.

NORWICH PUBLIC SCHOOLS
SUMMARY OF ACCOUNTS

<u>Account Descriptions</u>	<u>Object Codes</u>	<u>2004-2005 Adjusted Budget</u>	<u>2005-2006 Proposed Budget</u>	<u>Increase/ (Decrease)</u>	<u>Notes:</u>
PROFESSIONAL MATERIALS	694	\$3,000	\$3,000	\$0	No change.
CAPITAL IMPROVEMENTS	720	\$287,000	\$0	(\$287,000)	The decrease is due to eliminating capital improvements from FY 2005-06 budget.
INSTRUCTIONAL EQUIP. NEW/REPLACEMENT	731	\$17,544	\$16,887	(\$657)	The decrease is due to a reduction in the special education equipment required for next fiscal year.
MAINTENANCE VEHICLES/EQUIP. REPAIRS	735	\$17,000	\$32,000	\$15,000	Anticipated repairs to maintenance equipment and the maintainers vehicles.
OTHER EQUIPMENT	739	\$21,500	\$1,500	(\$20,000)	The decrease is for all maintenance equipment that was requested. The remainder \$1,500 is for the Health Department.
DUES & SUBSCRIPTIONS	810	\$2,400	\$2,400	\$0	Per Nurses Contract, \$150/nurse allowance.
<u>TOTAL GENERAL FUND</u>		<u>\$54,159,644</u>	<u>\$56,326,030</u>	<u>\$2,166,386</u>	
<u>Adjustment to get to City Council's Appropriation</u>			<u>\$541,596</u>		SEE MANAGER'S LETTER FOR DETAIL ON THE INCREASE
<u>City Council's Adopted Board of Education Appropriation</u>			<u>\$56,867,626</u>		

DEBT SERVICE - PRINCIPAL AND INTEREST

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

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

The following amounts are budgeted to be reimbursed by other funds in FY 2006:

Revenue account number	Entity	Amount
01000-70230	Norwich Public Utilities	104,556
01000-70239	Sewer Assessment	710,000
01000-70240	Ice Rink Authority	100,000
01000-70241	Norwich Golf Course	32,530
		947,086

Description	Original Bond Date	Interest Rates	Amount Bonded	Outstanding at 7/1/2005	Principal	Interest	Total FY 2006 Debt Service
Public Improvements	4/18/1986	6.60 - 6.80%	15,000,000	780,000	780,000	53,040	833,040
Road improvements	8/20/1992	4.00 - 6.00%	3,000,000	600,000	200,000	27,600	227,600
Stony Brook Reservoir/ Ice Skating Rink	2/1/1996	4.50 - 5.00%	3,750,000	2,150,000	200,000	99,830	299,830
Improvements/ Schools	11/1/1999	2.00 - 5.00%	7,710,000	3,980,000	700,000	207,189	907,189
Improvements/ Schools	3/26/2001	4.00 - 5.00%	23,520,000	18,260,000	1,615,000	801,503	2,416,503
Wauregan Hotel	3/26/2001	4.00 - 5.00%	400,000	300,000	25,000	20,063	45,063
Improvements/ Sewers	4/15/2002	4.00 - 5.00%	6,020,000	4,830,000	395,000	214,541	609,541
Improvements/ Sewers	4/15/2004	2.00 - 3.55%	7,695,000	7,695,000	755,000	233,720	988,720
Improvements/ Sewers	3/15/2005	3.0 - 5.0%	12,070,000	12,070,000	40,000	177,188	217,188
					4,710,000	1,834,674	6,544,674

CITY OF NORWICH							
GENERAL FUND EXPENDITURES							
2005-06 ADOPTED BUDGET							
		2003-04		2004-05	2005-06	2005-06	2005-06
		REVISED	2003-04	REVISED	BUDGET	MANAGER'S	ADOPTED
		BUDGET	ACTUAL	BUDGET	REQUEST	PROPOSED	BUDGET
80	DEBT SERVICE						
80801	PRINCIPAL	4,339,833	4,339,833	4,575,000	4,710,000	4,710,000	4,710,000
80802	INTEREST	2,061,267	2,061,267	1,832,972	1,834,674	1,834,674	1,834,674
	TOTALS	6,401,100	6,401,100	6,407,972	6,544,674	6,544,674	6,544,674

NON-DEPARTMENTAL EXPENSES

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

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

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

80063 Hospitalization: Covers cost of medical benefits for retirees.

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

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

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

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

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

80090 Mohegan Park Development/Arts & Recreation: Total appropriation is offset by corresponding revenue #70238 - Reflects deed transfers and conveyance taxes. 50% of revenue is allocated to Mohegan Park Development account. The other half is allocated to Arts & Recreation. For fiscal years 2005 and 2006, this transfer is suspended. The Arts & Recreation Fund will support the appropriation to the Summer Concert Series (\$8,000).

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

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

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

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

80098 Appropriation to Capital Budget: This appropriation will be used to fund capital improvements. It is based on the value of 1 mill less the amount expected to be received from the State of Connecticut Local Capital Improvement Program (LOCIP). See the Capital Budget section for further detail.

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

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

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

80115 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 \$6.18 per capita to participate in the Uncas Health District which is comprised of Norwich and Montville.

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

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

80153 Health and Safety Compliance: Covers cost for pulmonary function test for all Norwich paid and volunteer firefighters to meet OSHA standards and requirements, and other health and safety requirements. It also covers the additional physical testing required for the Haz-Mat technicians.

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

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2005-06 ADOPTED BUDGET**

		2003-04 REVISED BUDGET	2003-04 ACTUAL	2004-05 REVISED BUDGET	2005-06 BUDGET REQUEST	2005-06 MANAGER'S PROPOSED	2005-06 ADOPTED BUDGET
90	NON-DEPARTMENTAL EXPENSES						
80002	STREET LIGHTING	447,600	447,600	470,900	491,000	491,000	491,000
80062	WORKERS COMPENSATION	109,000	283,995	178,000	112,000	112,000	112,000
80063	HOSPITALIZATION	260,915	260,915	330,000	540,000	540,000	540,000
80072	CLAIMS	100,000	0	100,000	100,000	100,000	100,000
80073	INSURANCE	760,010	661,848	885,028	927,500	927,500	927,500
80079	TAX REFUNDS	1,000	14,197	1,000	1,000	1,000	1,000
80086	CONTINGENCY	249,312	249,312	137,644	500,000	500,000	147,536
80088	AMBULANCE SERVICE	45,139	44,375	46,719	48,354	48,354	48,354
80090	MOHEGAN PK DEVELOPMENT	90,000	183,138	0	0	0	0
80091	CODE OF ORDINANCE	4,500	3,091	3,000	3,000	3,000	3,000
80093	PROBATE COURT	30,000	13,915	23,000	29,000	29,000	29,000
80095	SE CT COUNCIL GOVERN	16,614	16,614	16,614	16,614	16,614	16,614
80096	STATE FISHING & GAME	50,000	54,984	50,000	50,000	50,000	50,000
80098	APPROP-CAPITAL BUDGET	800,000	800,000	1,400,000	1,450,000	1,450,000	1,450,000
80101	UNEMPLOY COMPENSATION	76,299	71,744	47,483	35,000	35,000	35,000
80103	HISTORIC DISTRICT	2,325	2,436	2,825	2,825	2,825	2,825
80104	CT CONF OF MUNICIPAL	23,000	22,149	23,256	23,778	23,778	23,778
80115	TAX COLLECTION SERVICES	70,000	37,430	30,000	15,000	15,000	15,000
80120	REGION HEALTH DISTRICT	216,702	216,702	216,018	223,883	223,883	223,883
80133	ELDERLY TAX CREDITS	100,800	100,800	91,000	91,000	91,000	91,000
80141	SEAT BUS	104,978	104,978	107,602	111,798	111,798	111,798
80153	HEALTH SAFETY COMPLIANCE	20,000	26,706	20,000	20,000	20,000	30,000
80181	PARKING LEASE	10,000	10,000	10,000	10,000	10,000	10,000
	TOTALS	3,588,194	3,626,929	4,190,089	4,801,752	4,801,752	4,459,288

CIVIC & CULTURAL ORGANIZATIONS

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

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

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

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

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

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

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

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

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

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

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

80162 Harbor Commission: These are the funds received from the state payments in lieu of taxes on boats. The funds support planning and development of the Norwich Harbor.

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

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

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

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2005-06 ADOPTED BUDGET**

		2003-04 REVISED BUDGET	2003-04 ACTUAL	2004-05 REVISED BUDGET	2005-06 BUDGET REQUEST	2005-06 MANAGER'S PROPOSED	2005-06 ADOPTED BUDGET
90	CIVIC & CULTURAL ORGANIZATIONS						
80077	LIBRARY	840,000	840,000	917,000	944,500	944,500	944,500
80078	UNITED COMMUNITY SERV	150,000	150,000	153,000	175,000	158,000	158,000
80087	TVCCA	13,485	13,485	13,485	13,485	13,485	13,485
80147	NORWICH ARTS COUNCIL	41,500	41,500	42,000	45,000	44,000	44,000
80151	LITERACY VOLUNTEERS	3,000	3,000	3,500	4,000	4,000	4,000
80152	SECTER	5,000	5,000	5,110	10,200	5,300	5,300
80154	HISTORIC NORWICH DAYS	3,000	3,000	3,070	3,000	3,000	3,000
80158	TASTE OF ITALY	4,000	4,000	4,000	5,000	5,000	5,000
80160	VETERAN ORGANIZATIONS	5,000	5,000	5,000	5,000	5,000	5,000
80161	4TH OF JULY COMMITTEE	6,000	6,000	6,000	6,000	6,000	6,000
80162	HARBOR COMMISSION	9,000	9,000	9,000	9,000	9,000	9,000
80163	WINTER FESTIVAL	8,000	8,000	8,180	25,000	8,500	8,500
80164	CHELSEA GARDENS	3,000	3,000	3,070	3,162	3,162	3,162
80182	BEST PRODUCTIONS	0	0	0	35,000	35,000	35,000
TOTALS		1,090,985	1,090,985	1,172,415	1,283,347	1,243,947	1,243,947

CITY OF NORWICH
CAPITAL BUDGET 2005-06
SUMMARY

The following is a list of capital improvements and projects for fiscal year 2005-06 selected pursuant to Chapter VII, §17 of the City Charter (see Financial Management Policies section for a description of the capital planning process). Also shown, is the impact that the project will have on operating funds once the project is completed. The amount of impact is referred to in the following terms: Positive, Negligible, Slight, Moderate and High. Examples of what might have an impact on the operating budget due to a capital project are new staff needed, maintenance, and daily operations (utilities, supplies). Depreciation expense is not considered in the impact which is consistent with the city's budgeting procedures.

- **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.

With the exception the Norwich Intermodal Transportation Facility, the remaining capital budget includes insignificant recurring capital expenditures.

	<u>APPROPRIATION</u>	<u>ANNUAL OPERATING BUDGET IMPACT</u>
<p><u>Paving and Drainage</u> Paving of city roads and parking areas and installation of drainage systems to avoid flooding and icing. This will reduce the cost of patching potholes and removing ice and improve safety. If this work is not done there will be more of a chance of roads having to be reconstructed in the future. This is the top priority to save the cost of reconstructing the city's road system. 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>	\$969,352	POSITIVE
<p><u>Yantic Street Sewer</u> Replacement of a deteriorated storm sewer on Yantic Street from Washington Street to the Yantic River. The sewer has had a number of collapses in the past few years. The condition of the sewer is poor and requires replacement. Impact on operating budget: this should reduce maintenance operating costs for current and future years.</p>	\$80,000	POSITIVE
<p><u>Brown Park Seawall and Pier Rehabilitation</u> Funding will provide the plans, specifications and permits required to replace a deteriorated seawall and the condemned pier at Brown Park. Failure of the gabion seawall along Yantic River is probable if no action is taken. The pier has already been closed to any use. Impact on operating budget: this expenditure will not affect the operating budget.</p>	\$150,000	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. The project will pay for sidewalks, pavers and street scaping along Broadway and Main Street and sidewalk repair as necessary at other locations. Under the loan program, the city pays for granite curbing, taxpayer for sidewalk. Liens on properties ensure the city recovers costs. Program encourages taxpayers to improve property; increasing its value and adding to quality of life in the city. Impact on operating budget: This expenditure will not impact the operating budget.</p>	\$300,000	NEGLIGIBLE

<u>Norwich Intermodal Transportation Facility</u> Provides the city's portion of the funding for the planned Intermodal Transportation Facility. This expenditure will not impact the operating budget.	\$200,000	NEGLIGIBLE
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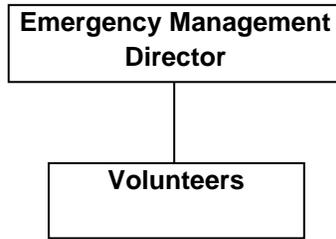
<u>Police Cruisers</u> Represents the cost of 3 cruisers. The maintenance costs for the police fleet will be reduced slightly because of the new vehicles.	\$55,000	POSITIVE
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TOTAL CAPITAL BUDGET FOR FY 2005-06	<u>\$1,754,352</u>	
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SOURCE OF FINANCING FOR CAPITAL PROJECTS:

GENERAL FUND APPROPRIATION	\$1,450,000	
STATE – LOCAL CAPITAL IMPROVEMENT PROGRAM (LoCIP)	<u>304,352</u>	
TOTAL FINANCING	<u>\$1,754,352</u>	

City of Norwich Emergency Management Department Organization Chart



EMERGENCY MANAGEMENT

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

VISION: To build a disaster-resistant community by building partnerships with the residential and business communities. To develop preparedness plans for the public and private sector that will mitigate the loss of live and property.

VALUES:

- Professionalism
- Service
- Integrity
- Community Involvement

GOALS & ACTION PLANS:

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

ACCOMPLISHMENTS:

1. Completed federally-mandated Hazard Mitigation Plan in conjunction with the Southeastern Connecticut Council of Governments which was unanimously approved and adopted by the Norwich City Council.
2. Worked with the Uncas Health District to develop Biological Emergency Response Plan and Mass Innoculation Facility.
3. Received \$12,000 grant from the State of Connecticut Nuclear Safety Fund to purchase enhanced radio communications equipment for the Emergency Operations Center (EOC).
4. Worked with the National Weather Service to implement Emergency Management Weather Information Network at the EOC.
5. Partnered with the Corrigan Correctional Center to have 2,000 sandbags filled under the Inmate Work Release Program.
6. Conducted numerous public information and education programs reaching thousands of Norwich residents on all hazards preparedness.

	03-04	04-05	05-06
PERFORMANCE MEASURE	ACTUAL	ESTIMATED	PROJECTED
Hours of emergency training	920	1,400	1,000
Personnel trained	24	75	35
Shelters maintained	19	19	19
EOC activations	11	15	12
Dive team rescue calls	2	2	2
Flood assistance calls	62	50	55
Speaking engagements	11	20	25
Public information/ education exhibits	10	15	20
Percentage of Emergency Operations Plans Updated	100%	100%	100%

**CITY OF NORWICH
GENERAL FUND EXPENDITURES
2005-06 ADOPTED BUDGET**

		2003-04 REVISED BUDGET	2003-04 ACTUAL	2004-05 REVISED BUDGET	2005-06 BUDGET REQUEST	2005-06 MANAGER'S PROPOSED	2005-06 ADOPTED BUDGET
91	EMERGENCY MANAGEMENT						
80011	HEAD OF DEPT	22,423	22,421	22,423	24,503	24,503	24,503
80013	PART TIME EMPLOYEES	500	76	500	800	800	800
89999	FRINGE BENEFITS	1,975	2,027	2,116	2,507	2,507	2,507
80021	MATERIALS & SUPPLIES	3,000	1,910	3,000	3,000	3,000	3,000
80023	GAS OIL & GREASE	400	703	400	500	500	500
80027	AUTO SUPPLIES & MAINT	1,000	698	1,000	1,500	1,500	1,500
80031	RADIO SERVICE	4,500	4,778	4,500	4,500	4,500	4,500
80032	EQUIP & FURN MAINT	4,000	4,099	4,000	4,000	4,000	4,000
80033	TELEPHONE	5,300	4,985	5,300	5,500	5,500	5,500
80034	POSTAGE	300	88	300	200	200	200
80035	UTILITIES	7,000	6,597	7,000	7,200	7,200	7,200
80036	LAUNDRY & DRY CLEANING	175	0	175	175	175	175
80040	BLDG & GRND MAINT	2,000	2,108	2,000	2,500	2,500	2,500
80048	DEPARTMENTAL EXPENSE	5,000	4,434	3,000	3,000	3,000	3,000
80059	TRAINING	2,000	1,706	2,000	2,500	2,500	2,500
NON RECURRING ITEMS							
85949	RADIOS & SIRENS	0	0	3,000	0	0	0
TOTALS		59,573	56,630	60,714	62,385	62,385	62,385

EMERGENCY MANAGEMENT

Emergency Management Director

24,503

The Emergency Management Department receives a grant from the federal government which is reflected in revenue account 70268 (See revenue section of the budget). For the 2005-06 year those revenues are estimated to be \$11,000.

EMPLOYEE PENSION

Program: Pension Fund for city employees.

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

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

PERFORMANCE MEASURE	03-04 ACTUAL	04-05 ESTIMATED	05-06 PROJECTED
Retirees and beneficiaries receiving benefits	360	377	394
Terminated plan members with deferred benefits	4	4	4
Active plan members	568	568	568

Average new pensioners: 17 per year

Includes those pensioners who deceased sometime during fiscal year 2005.

SUMMARY OF CONTRIBUTIONS:

Fiscal Year 2005-06

General city (included in departments' fringe benefits)	376,000
Police (included in fringe benefits)	596,000
Fire Department (included in fringe benefits)	354,000
Utilities Department (included in enterprise fund)	357,000
Board of Ed (included in BOE budget)	179,000
	<hr/>
1) City of Norwich Employees' Retirement Contribution	1,862,000
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2) Policemen's Relief Fund	42,000
	<hr/>
3) Firemen's Relief Fund	87,000
	<hr/>
Total Recommended Contribution	1,991,000
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NOTES:

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



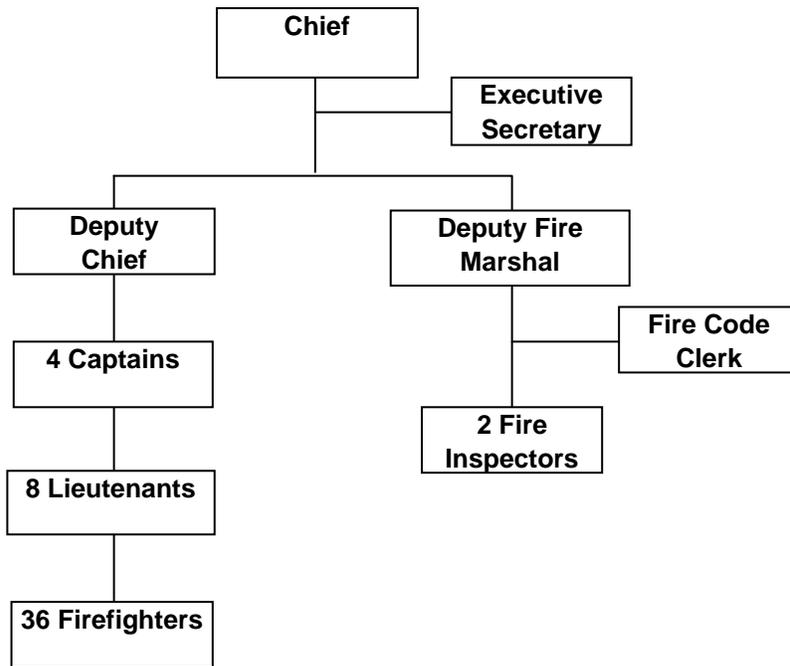
Special Revenue Fund -
Special Service Fire /
Volunteer Fire Relief /
Refuse



CITY OF NORWICH
SUMMARY OF 2005-2006 SPECIAL SERVICE FUND BUDGET

	Fire	Volunteer Fire Relief & Tax Credit	Refuse	COMBINED
EXPENDITURES				
General Operations	4,700,607	320,000	1,367,340	6,387,947
TOTALS	4,700,607	320,000	1,367,340	6,387,947
REVENUES				
General Revenues	2,208,411	0	0	2,208,411
Surplus	150,000	0	0	150,000
Taxes to be Raised - S.S. Fire	2,342,196	0	0	2,342,196
Taxes to be Raised - Vol. Fire Rel.	0	320,000	0	320,000
Special Charge - Refuse	0	0	1,367,340	1,367,340
TOTALS	4,700,607	320,000	1,367,340	6,387,947

City of Norwich Fire Department Organization Chart



FIRE DEPARTMENT

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

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

VALUES:

- Professionalism
- Courtesy
- Reliability
- Competence

GOALS & ACTION PLANS:

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

ACCOMPLISHMENTS:

1. Trained, certified and equipped 20 HazMat technicians.
2. Placed into service a decontamination trailer, valued at \$180,000, which was obtained free from the state.
3. Awarded \$64,000 federal Fire Grant for personal protective equipment and other equipment.
4. Trained all Norwich Fire Department personnel in the operation of the decontamination trailer.
5. Obtained three automated external defibrillators which were placed in public buildings to provide for immediate life-saving first aid in the case of a heart attack.
6. Expanded a regional response team for eastern Connecticut to respond to chemical or terrorist type emergencies.
7. Hired and trained seven new firefighters, promoted four lieutenants, one captain, the chief and the deputy chief to fill vacancies due to retirements.

	03-04	04-05	05-06
PERFORMANCE MEASURE	ACTUAL	ESTIMATED	PROJECTED
Structure fires	119	90	90
False alarms	270	244	244
Service calls	190	180	180
Rescue/ emergency/ medical calls	2,059	1,391	1,391
Hazardous materials	87	52	52
Other	<u>363</u>	<u>239</u>	<u>239</u>
Total calls	3,088	2,196	2,196
Average response time (minutes)	2.5	2.2	2.2
Civilian casualties	0	0	0
Fire service casualties	0	0	0
Fire-related civilian injuries	1	2	2
Fire service injuries	30	25	20
Arson fires leading to arrests	2	1	1
Estimated average dollar loss per fire	\$7,024	\$6,076	\$6,076
Inspections/ re-inspections	826	744	744
Complaints	75	68	68
Violations found	443	518	518
Violations corrected	108	100	100
Fire investigations	88	84	84
Drills (man-hours) in-house training	5,500	5,750	6,000
Community service/ public safety presentations	110	115	120

CITY OF NORWICH
SPECIAL SERVICE FIRE REVENUES
2005-06 ADOPTED BUDGET

		2003-04 ACTUAL	2004-05 REVISED BUDGET	2005-06 MANAGER'S PROPOSED	2005-06 ADOPTED BUDGET
GENERAL PROPERTY TAXES					
70204	PROPERTY TAX FIRE CURRENT	2,059,594	2,210,764	2,342,196	2,342,196
70205	PROP.TAX FIRE PRIOR	113,847	154,000	120,000	120,000
70206	PROP.TAX-FIRE INT & LIENS	67,309	79,000	70,000	70,000
70215	TAXES-MV- PA-76-338 FIRE	58,908	43,000	45,000	45,000
TOTALS		2,299,658	2,486,764	2,577,196	2,577,196
REVENUE FROM OTHER CITY OPERATIONS					
70231	FIRE SS-GF CHARGE-SS	576,364	591,578	656,457	656,457
TOTALS		576,364	591,578	656,457	656,457
OTHER REVENUES					
70223	INTEREST ON INVESTMENTS	0	0	25,000	25,000
70238	CONVEYANCE TAX	50,000	50,000	75,000	75,000
TOTALS		50,000	50,000	100,000	100,000
STATE GRANTS IN AID - GENERAL					
70251	TOWN HOUSING-FIRE	192,713	184,802	45,597	45,597
70255	IN LIEU OF TAXES FIRE	299,050	300,477	309,454	309,454
70258	MASHANTUCKET PEQUOT GRANT	452,488	377,780	755,000	755,000
70262	ELDERLY REIMBURSE-FIRE	121,279	94,635	106,903	106,903
TOTALS		1,065,530	957,694	1,216,954	1,216,954
SURPLUS SPECIAL SERVICE					
70294	SURPLUS-SPECIAL SERVICE	0	150,000	150,000	150,000
TOTALS		0	150,000	150,000	150,000
GRAND TOTALS		3,991,552	4,236,036	4,700,607	4,700,607

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

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 2½%.

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, 2004 and anticipated surplus as of June 30, 2005.

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
2005-06 ADOPTED BUDGET**

		2003-04 REVISED BUDGET	2003-04 ACTUAL	2004-05 REVISED BUDGET	2005-06 BUDGET REQUEST	2005-06 MANAGER'S PROPOSED	2005-06 ADOPTED BUDGET
20	FIRE SPECIAL SERVICE						
80011	HEAD OF DEPT	75,097	76,260	79,671	81,885	81,885	82,061
80012	EMPLOYEES	2,506,760	2,490,981	2,423,751	2,595,442	2,595,442	2,595,266
89999	FRINGE BENEFITS	813,202	843,104	988,686	1,231,757	1,231,757	1,231,757
80016	CLOTHING ALLOWANCE	36,500	52,503	48,500	48,500	48,500	48,500
80017	REPLACEMENT COSTS	528,917	541,430	516,648	564,243	564,243	564,243
80059	TRAINING	38,500	17,052	38,500	38,500	38,500	38,500
80063	HOSPITALIZATION	131,280	131,280	131,280	131,280	131,280	131,280
80114	HAZ MAT TECHNICIAN	0	0	7,000	7,000	7,000	7,000
80144	PHYSICAL FITNESS PROG	2,000	2,000	2,000	2,000	2,000	2,000
TOTALS		4,132,256	4,154,610	4,236,036	4,700,607	4,700,607	4,700,607

FIRE SPECIAL SERVICES

Chief			82,061
Deputy Fire Chief			69,288
Captains			
Fire Marshall	1 @	59,465	59,465
Fire Captain (FC 2)	2 @	54,783	109,566
Fire Captain (FC 1)	2 @	53,218	106,436
Lieutenants			
	5 @	51,698	258,490
	3 @	50,223	150,669
Inspectors			
	2 @	53,737	107,474
Firefighters			
	15 @	47,269	709,035
	3 @	45,018	135,054
	8 @	42,878	343,024
	5 @	40,836	204,180
	5 @	38,895	194,475
Fire Code Clerk			
	1	Full-time	32,575
	1	Part-time (21hrs)	19,470
Executive Secretary			<u>37,541</u> <u>2,536,742</u>
TOTAL WAGES			<u>2,618,803</u> ¹

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

\$656,710 has been included as a general fund expenditure in the Fire-General account 80051. See the Fire-General budget for a detailed explanation.

Replacement Cost:

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

Clothing Allowance:

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

Training:

Covers cost of in-service and mandatory training as well as special state fire schools.

Worker's Compensation:

Covers the cost of worker's compensation and hypertension claims.

Hospitalization:

Covers the cost of Blue Cross insurance for retirees.

Pension:

Includes those in department who belong to the City Hall Employees' Retirement Fund, as well as those belonging to the Firemen's Relief Fund. See page on pensions for further detail.

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					
2005-06 ADOPTED BUDGET					
		2003-04 ACTUAL	2004-05 REVISED BUDGET	2005-06 MANAGER'S PROPOSED	2005-06 ADOPTED BUDGET
GENERAL REVENUES					
70207	CURRENT REFUSE CHARGES	1,188,358	1,367,340	1,367,340	1,367,340
70209	PRIOR REFUSE CHARGES	169,178	0	0	0
70210	REFUSE INTEREST & LIENS	115,875	0	0	0
TOTALS		1,473,411	1,367,340	1,367,340	1,367,340

CITY OF NORWICH							
SPECIAL SERVICE EXPENDITURES							
2005-06 ADOPTED BUDGET							
		2003-04 REVISED BUDGET	2003-04 ACTUAL	2004-05 REVISED BUDGET	2005-06 BUDGET REQUEST	2005-06 MANAGER'S PROPOSED	2005-06 ADOPTED BUDGET
41	REFUSE SPECIAL SERVICE						
80052	DUE TO GENERAL FUND	705,647	705,647	747,340	747,340	747,340	747,340
80113	CONTRACT	599,819	599,911	620,000	620,000	620,000	620,000
TOTALS		1,305,466	1,305,558	1,367,340	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				
2005-06 ADOPTED BUDGET				
	2003-04 ACTUAL	2004-05 REVISED BUDGET	2005-06 MANAGER'S PROPOSED	2005-06 ADOPTED BUDGET
GENERAL PROPERTY TAXES				
70216	TAX-VOL.FIRE REL.FND.LEVY AND TAX CREDIT	236,323	220,000	320,000
	TOTALS	236,323	220,000	320,000

CITY OF NORWICH							
SPECIAL SERVICE EXPENDITURES							
2005-06 ADOPTED BUDGET							
		2003-04 REVISED BUDGET	2003-04 ACTUAL	2004-05 REVISED BUDGET	2005-06 BUDGET REQUEST	2005-06 MANAGER'S PROPOSED	2005-06 ADOPTED BUDGET
92	VOLUNTEER FIRE RELIEF						
80122	VOLUNTEER TAX CREDIT	100,000	75,329	100,000	100,000	100,000	100,000
80125	TRUST FUND	120,000	120,000	120,000	120,000	120,000	120,000
80062	WORKERS COMPENSATION	0	0	0	100,000	100,000	100,000
TOTALS		220,000	195,329	220,000	320,000	320,000	320,000

Enterprise Fund -
Department of Public
Utilities



NORWICH PUBLIC UTILITIES

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

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

VALUES:

- **People** – We work together with mutual respect and kindness. We are committed to build our skills, and combine them with the skills of others for top performance.
- **Reliability** – We can be counted on everyday. We continually improve our services and infrastructure to give our customers the best deal possible.
- **Customer Focus** – We all build strong one-on-one relationships. We give each customer what they want while protecting the needs of all customers and the community.
- **Norwich** – We play a vital part in improving the quality of life in Norwich by contributing the city payment, people, resources, and leadership. We leave assets and the environment better than we found them for future generations.

GOALS:

1. Continue to actively participate in efforts, locally and nationally, to contain and control market energy costs.
2. Streamline operations and improve processes for cost control by implementing an electronic Work Management system to issue and maintain work orders and capture all costs associated with performing those orders.
3. Improve the processes associated with dispatching crews for outages and reduce the length of outages by implementing an electronic Outage Management System.
4. Streamline the budgeting process and gain a higher level of control over spending by implementing budgeting software that is integrated with reporting tools and the financial management software.
5. Upgrade NPU's website to include on line bill presentment, on line bill payment capability, and provide links to other customer service tools.

ACCOMPLISHMENTS:

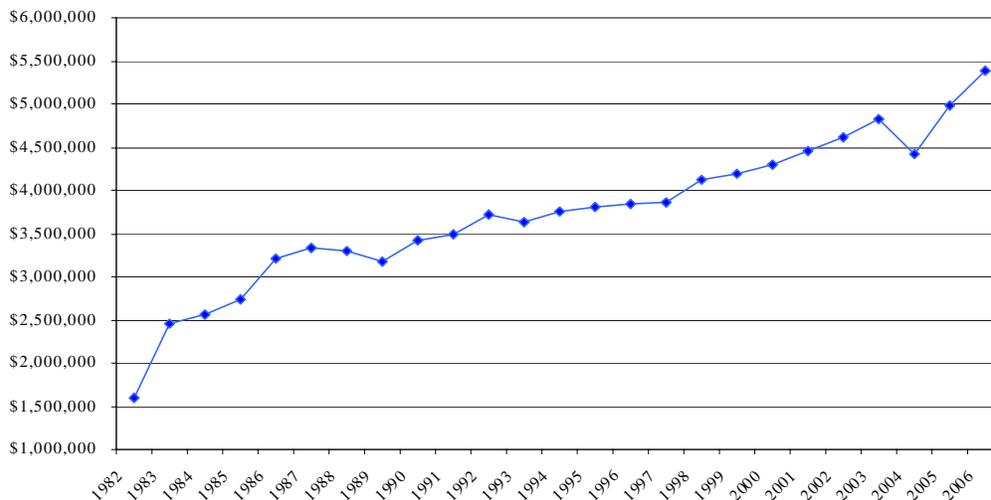
- In 2004, Norwich Public Utilities embarked on a year-long celebration of its 100th anniversary of ownership by the Citizens of Norwich. Events were planned to promote community spirit and pride in utility ownership. These events included monthly customer contests and giveaways, leading up to a community celebration event featuring birthday cake for 6,000 at Dodd Stadium.
- Highlights of the NPU 2004 Community Survey revealed that Norwich customers give their utility a 98% satisfaction rating. NPU staff received an 88% approval rating for courtesy, accessibility, and service. Eighty-nine percent (89%) of responders gave NPU high marks as a "good neighbor" based on openness, reliability, fair price and friendly/helpful service.
- As a result of survey responses and customer feedback, a new communication strategy was implemented to educate residents on important utility issues, including conservation and rates. This strategy includes development and distribution of a news bulletin called Community Matters, better communication on key issues, and creation of a Speakers Bureau that provides expert speakers to community groups such as AARP, Rotary, DAR, Reliance House, and the Norwich Senior Center. Norwich customers care about their community and controlling energy; NPU's goal is to provide information on both.
- NPU spoke on behalf of our senior, disabled and struggling working families by highlighting a lack

of funding in state and federal energy assistance programs. Discussions took place at both the Connecticut State House and our nation's Capitol in an effort to garner support for programs that keep our most vulnerable residents warm in the winter.

- For the fifth year, Norwich Public Utilities continued its participation in a multi-disciplinary Community Assistance Review Team (CART), working with approximately 500 at risk utility customers. These customers and their families were provided with information on energy conservation and conservation audits by NPU. In addition, community resources from Norwich Human Services, TVCCA, Operation Fuel, Salvation Army and Catholic Charities are pooled to provide financial and life skills support.
- A new educational program began with the "hiring" of TILLY, a tot-size talking utility truck. Tilly made her first appearance at the Norwich Memorial Day parade, and now spends her days presenting information to young school-age children on energy conservation and safety. Tilly visited 4 schools this past year and also appeared at other city events like Norwich Family Day and the annual Winterfest Parade, promoting the same conservation and safety messages.
- Norwich Public Utilities implemented the McGruff Truck Program, a national safety program designed to safeguard children in the community. Working in partnership with the members of the Norwich Police Department's DARE unit, representatives from Norwich Public Utilities visited the Norwich Public and Parochial Schools. Students were taught "the wave," which is a specific way they can summon help from specially marked city vehicles. We will continue promoting and educating children about this important program at annual school assemblies and other community safety events. In 2005, local kids can expect a visit from McGruff, the Crime Dog, himself.
- The annual water conservation production by the National Theatre for Children was presented to every grade school in Norwich. Last year's production, Alice in Waterland, sent children home with suggestions for their families on how to conserve water, a most precious local resource.
- Norwich Public Utilities continued to provide in-kind services for many local civic organizations and events. Services include installing electric services and lighting, hanging banners, and we take great pride in beautifying Norwich by setting up holiday light displays. When the holidays end, we also store the lights at our facilities for safe keeping. In-kind services are provided to city and civic-based organizations within the community.
- In addition to providing technical support, NPU representatives participated in community events held throughout the year including Norwich Family Day, Winterfest, Open House events for city fire departments, and the police department's National Night Out. At these events NPU personnel presented information on energy conservation, and provided energy brochures and handouts.
- For the eleventh year, Norwich Public Utilities continued to advocate for cleaner fuels by maintaining its position as a leader in the Department of Energy's Clean Cities program. There are currently twenty-nine alternative fuel vehicles (AFV) in the Norwich fleet, up 20% from last year. The state-of-the-art compressed natural gas fueling station was opened in the fall of 2004, providing 24-hour a day, 7-day a week access for CNG-fueled vehicles. In addition to the environmental benefits of clean fuel, the new station provides easier access, faster fueling, a higher fill pressure and additional storage capacity for fueling more vehicles.
- Norwich Public Utilities sponsored the Norwich Middle School participation in the Junior Solar Sprint Competition, which is part of the educational component of the Clean Cities program. Five employee mentors also volunteer their lunch hour to participate in the Norwich Public Schools Mentoring program.
- Norwich Public Utilities demonstrated environmental stewardship by operating and maintaining a fish lift at its hydroelectric dam in Greenville and began construction of a fish ladder at the Occum hydroelectric dam. Thousands of striped bass, American Alewife and American Shad take advantage of these lifts each year to spawn upstream in the Shetucket River. The Board of Public Utilities' Commissioners dedicated the Occum fish ladder to the Native peoples who inhabited the area, as it serves to restore the natural state of the river.

- These existing hydroelectric generating facilities provided up to 3.2MW of clean, renewable energy. This is nearly 5% of NPU’s load. In 2004, NPU’s hydros produced 8 gig watt-hours of electric energy. This is enough clean energy to power more than 1,300 homes in Norwich.
- Norwich Public Utilities completed the upgrade of the 4.8kV distribution system to 13.8kV to increase efficiency by reducing system losses and to improve reliability through better voltage conditions and newer equipment.
- A new financial and customer service information technology system was installed. Together with a GIS-based work management system currently in development, the integrated system will allow Norwich Public Utilities to provide unparalleled customer service response to customer needs.
- NPU engineers and Project Coordinators met with developers and their engineers, architects and contractors to promote energy efficiency measures and demonstrate benefits and effects for all of their utilities – electric, gas, sewer and water. Currently, construction is underway for 1,500 new residential housing units.
- Technical and safety training was provided to emergency personnel from the central and volunteer fire departments. These trainings are intended to give our city’s firefighters critical information for dealing with natural gas issues in the field.
- NPU’s relationship with customers is a special one; as a municipal utility our customers are also our owners. We have continually supported general city activities by contributing a percentage of the Department’s revenues to the General Fund. As our Gas, Electric, and Water units grow, so does our contribution to the city. This year we are contributing \$5,385,400 to the City’s revenue stream; reducing taxpayer burden by the equivalent of 3.25 mils.

Paid to City General Fund

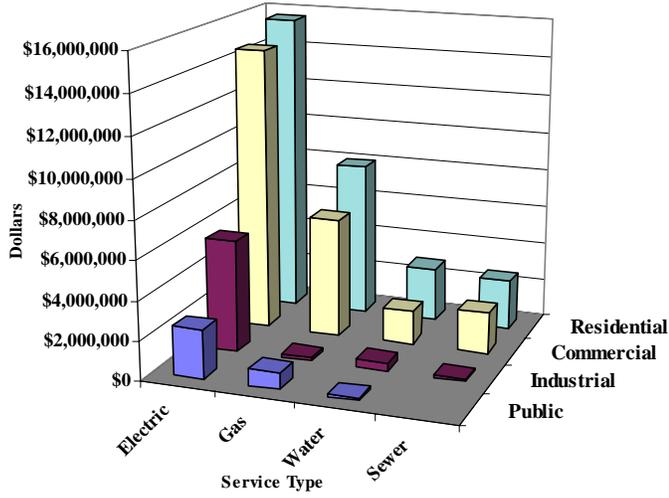


	03-04	04-05	05-06
PERFORMANCE MEASURE	ACTUAL	ESTIMATED	PROJECTED
<i>Fiscal Integrity</i>			
Operating Revenues			
Gas	\$12,586,400	\$12,627,000	\$15,329,800
Electric	35,560,300	35,436,200	39,101,900
Water	4,702,200	5,244,500	5,109,100
Sewer	3,799,900	4,048,500	4,854,400
<i>Customer Service Indicators</i>			
Field Service			
Gas Service Calls	4,740	4,250	4,000
Electric Service Calls	2,672	2,500	2,400
Water Service Calls	3,580	3,300	3,200
Sewer Service Calls	237	240	240
Service Center			
Walk-in Customers	48,862	48,900	48,900
Number of Calls	65,275	59,500	55,000
<i>Operations Data</i>			
Distribution System			
Gas Distribution Miles of Main	122	130	135
Electric Distribution Lines	250	260	270
Water Distribution System Miles of Main	150	150	150
Sewer Distribution System Miles of Main	120	125	130
Electric System Reliability			
Average Number of Outages Per Customer	0.4	0.3	0.2
Average Cummulative Time Out of Service	17.25 Minutes	12.25 Minutes	10.00 Minutes
Average Duration of an Outage	21.97 Minutes	17.5 Minutes	15.0 Minutes
Sewer Division			
Gallons of Waste Treated	16.4 Billion	17.0 Billion	17.5 Billion
Quality Tests Conducted	5,200	5,200	5,200
Water Division			
Gallons of Potable Water Treated	1.8 Billion	2 Billion	2.2 Billion
Quality Tests Conducted	2,080	2,080	2,080
<i>Community Development</i>			
New Development-Services Completed	542	950	1,200
Contribution to General Fund	\$4,432,300	\$4,983,700	\$5,385,400

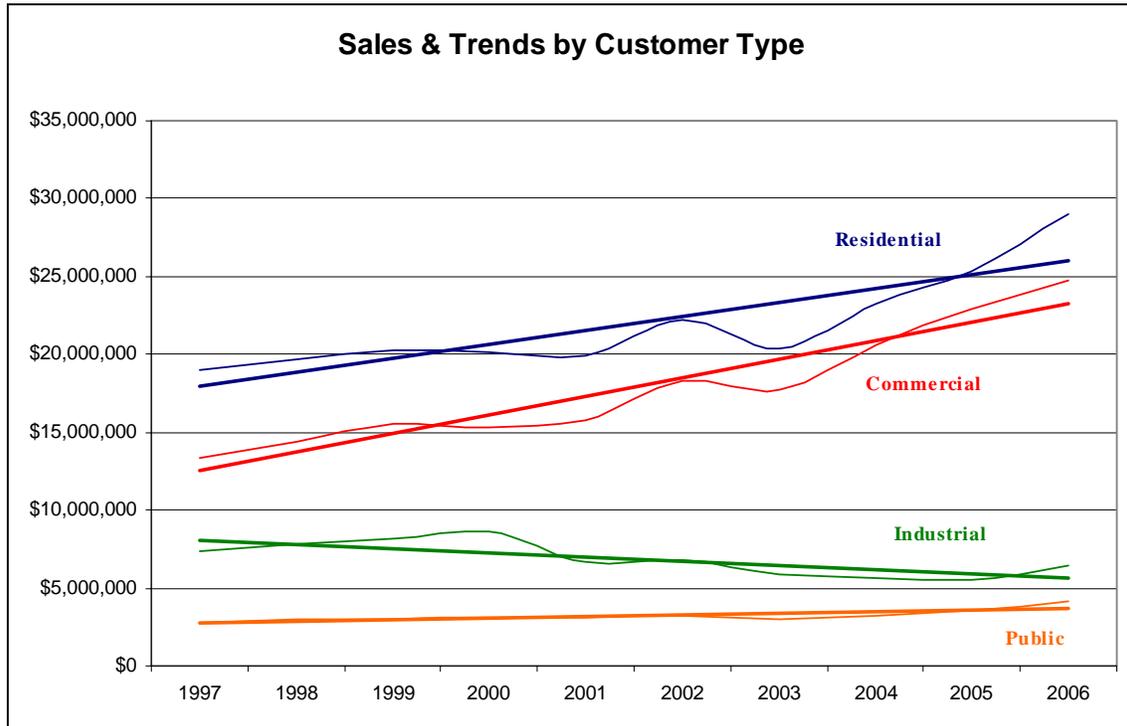
Norwich Public Utilities: Revenue Summary

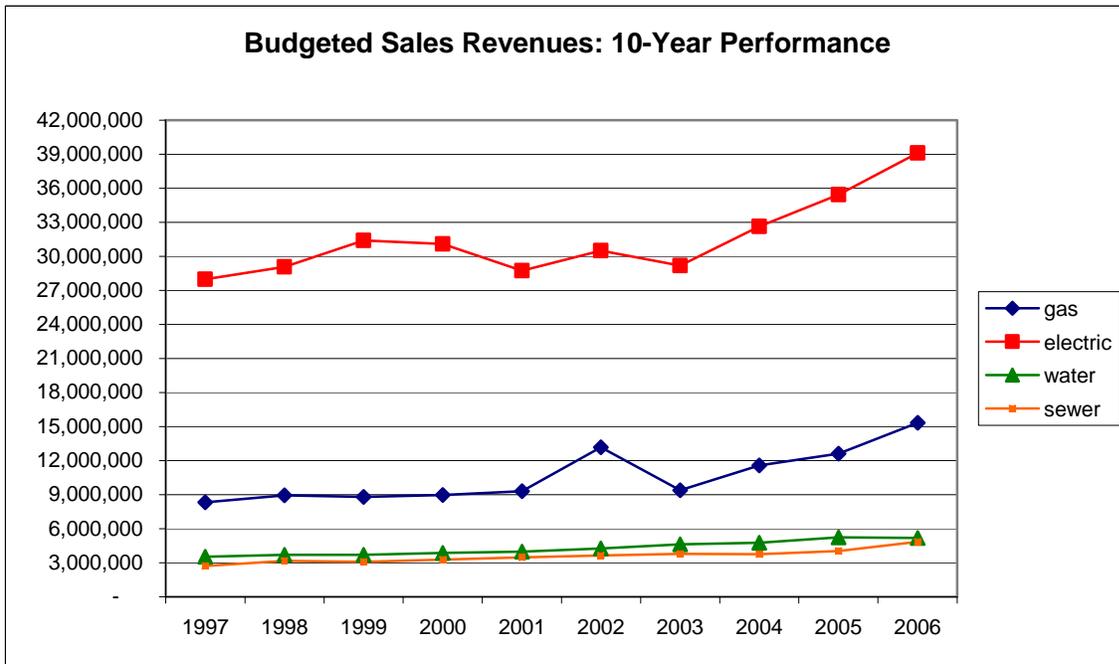
	FY 2004 Unaudited	FY 2005 Approved	FY 2006 Approved
REVENUE FROM SALES			
Residential Gas Sales	6,630,600	6,564,500	8,022,900
Commercial Gas Sales	5,011,300	5,227,800	6,146,600
Industrial Gas Sales	145,300	94,900	172,100
Public Gas Sales	672,200	627,200	829,500
Interdepartmental Gas Sales	127,000	112,600	158,700
Total Gas Sales	12,586,400	12,627,000	15,329,800
Residential Electric Sales	14,562,700	14,463,600	15,647,200
Commercial Electric Sales	13,413,300	13,387,100	14,684,900
Industrial Electric Sales	4,840,100	4,899,500	5,777,800
Public Electric Sales	2,296,400	2,173,900	2,492,800
Interdepartmental Electric Sales	447,800	512,100	499,200
Total Electric Sales	35,560,300	35,436,200	39,101,900
Residential Water Sales	2,554,100	2,532,100	2,805,900
Commercial Water Sales	1,671,400	2,201,600	1,759,000
Industrial Water Sales	387,500	413,000	419,400
Public Water Sales	78,000	78,000	113,000
Interdepartmental Water Sales	11,200	19,800	11,800
Total Water Sales	4,702,200	5,244,500	5,109,100
Residential Sewer Sales	1,846,300	1,824,900	2,588,800
Commercial Sewer Sales	1,829,100	2,091,600	2,130,500
Industrial Sewer Sales	123,000	130,000	132,900
Public Sewer Sales			-
Interdepartmental Sewer Sales	1,500	2,000	2,200
Total Sewer Sales	3,799,900	4,048,500	4,854,400
OTHER OPERATIONAL REVENUE			
Penalties for Late Payments	359,000	316,000	316,000
Gas Service & Water Heater Rentals	214,800	390,000	199,000
Jet Turbine Credit	205,000	858,800	511,200
Reservation Charges & Rentals	106,000	100,000	202,500
Septage Charges	200,100	250,000	200,000
Interest Income	135,700	100,000	150,000
Miscellaneous Other			
Total Other Revenue	1,220,600	2,014,800	1,578,700
TOTAL DEPARTMENT REVENUE	57,869,400	59,371,000	65,973,900

Estimated Sales by Customer Class Fiscal Year 2006



Development of properties in the City for residential and small commercial use has had a modest but positive effect on revenues. Budgeted revenues for this fiscal year include a growth factor of 200 new customers for each of the services as well as a rate adjustment for gas, water, and sewer. The last rate increase for water and sewer was in 2001; gas rates have not been adjusted since 1991.





As evidenced by the 10 year performance, even with modest growth, water and sewer revenues are relatively stable. Electric and gas revenues show the most volatility. Changes in revenues for electric and gas services are largely caused by the cost of energy in the markets.

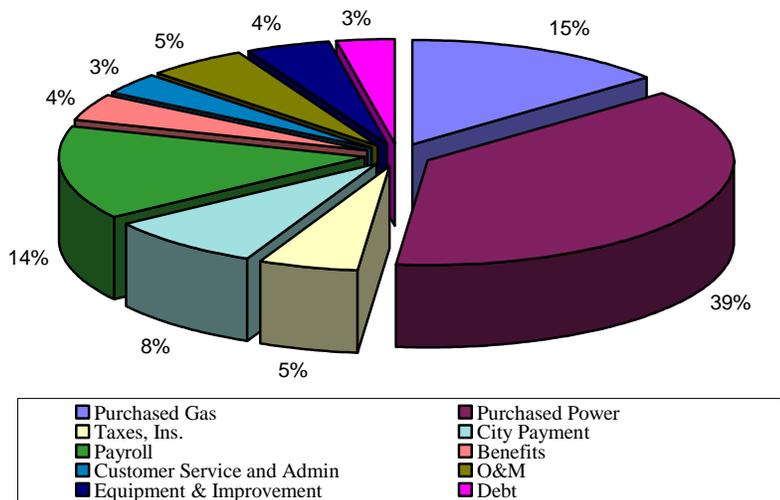
In 2002 the gas division felt the impact of significantly higher natural gas prices which dropped off somewhat the following year but have been rising steadily since. In 2000, the electric division was able to reduce rates by 6%, the first change in electric rates since 1996. By 2002 deregulation related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

Market cost of energy is reflected in the Purchased Power Adjustment (PPA) and the Purchased Gas Adjustment (PGA); charges which are reconciled monthly and changed only as needed to recover costs. The utility is committed to keeping the two charges as stable as possible so customers can plan for their energy bills, particularly in the coldest and warmest months when bills fluctuate most.

Norwich Public Utilities: Expenses Summary

	FY 2004 Unaudited	FY 2005 Approved	FY 2006 Approved
DEPARTMENT EXPENSES			
Purchased Gas	7,117,400	6,982,100	8,945,700
Purchased Electricity	21,418,400	21,530,600	24,184,500
Payroll	8,014,900	8,492,600	9,216,700
Employee Benefits	2,059,500	2,536,300	2,647,100
City Payment 10%	4,432,300	4,983,700	5,385,400
Gross Revenue Tax	2,008,400	2,201,900	2,114,900
Property Tax	96,600	94,100	97,100
Property & Liability Insurances	1,012,200	1,141,900	1,175,500
Operations & Maintenance	2,592,100	3,111,200	3,370,300
Customer Service	284,700	320,300	390,100
Office Expenses	295,800	350,700	369,100
Administrative Expenses	1,018,500	994,500	1,419,400
Bad Debt Expense	628,000	628,000	628,000
Total Operational Expenses	50,978,800	53,367,900	59,943,800
Interest Expense	286,100	235,400	384,000
Debt Principal Repayment	1,036,900	1,321,200	1,542,400
Debt Service	1,323,000	1,556,600	1,926,400
Capital Purchases net expected reimbursements	1,533,200	1,972,900	2,397,600
Capital Labor (estimated for 2004)	290,000	305,400	445,000
Total Capital	1,823,200	2,278,300	2,842,600
Depreciation	4,142,200	4,080,000	4,449,500

**Estimated Expenses by Category
Fiscal Year 2006**



Department of Public Utilities Capital Budget Summary

	FUNDING LEVEL	IMPACT ON OPERATIONAL EXPENSE
<p>ANNUAL RECURRING CAPITAL</p> <p>Expenditures in this category are made to ensure the reliability and integrity of the utility's overhead and underground infrastructure and its ability to accurately record the amounts of gas, electricity, and water sold. Through these appropriations the utility is able to implement meter, pole and fixtures, and service delivery hardware replacement and improvement programs. The overall impact to the operational budget is positive in that infrastructure maintenance costs are controlled; accurate metering equipment ensures revenues and reflect the sales of product for future planning and energy purchase strategies.</p>	\$1,138,733	\$0
<p>CAPITAL PROJECTS</p> <p>Expenditures in this category are made for upgrading and improving the systems in place. The impact on the operations budget is quantified in cost avoidance; well maintained equipment and systems allow the utility to control maintenance costs and improve operations activities. Most significant this year include:</p> <ul style="list-style-type: none"> • Water and wastewater facility improvements \$231,000 for process improvements and odor control • Water treatment pumps and drives \$100,000 that will increase the pumping capacity as well as reduce maintenance costs. • Taftville electric system upgrades \$92,300 that will improve service provision, reliability, and safety as well as increase capacity for development projects. • Greenville dam repair \$80,000 allowing the utility to preserve the historic structure while operating the hydro facility that provides up to 5% of the city's power needs as green power. 	\$1,041,590	\$0
<p>EQUIPMENT PURCHASES *does not include financed vehicles</p> <p>Vehicles: The utility owns and operates a fleet of construction vehicles. Vehicles in the budget replace those vehicles in the fleet that are no longer serviceable and add to the fleet new vehicles required to support operations</p> <p>Equipment: These purchases serve to upgrade billing capability, improve productivity, and provide employees the tools they need to do work.</p>	\$229,312	\$0

Proposed Capital Budget

	FY 2004 Unaudited	FY 2005 Approved	FY 2006 Proposed
RECURRING CAPITAL			
Metering	235,500	242,900	202,600
Mains: replacements, new	251,900	267,600	317,849
Services: new, renewals	215,080	209,300	282,606
Water heaters	42,600	30,900	30,700
Poles & fixtures	14,150	30,000	28,200
Street lighting & signal systems	20,700	16,700	40,300
Transformers & capacitors	136,200	142,000	160,900
Hydrants & valves	17,700	29,000	40,000
Manholes & frames	15,900	13,300	35,578
Total recurring Capital	949,730	981,700	1,138,733
CAPITAL PROJECTS			
Greenville gas system upgrades			29,000
Salem gas system heater			37,000
Gas regulators building 16			7,000
Fire protection system LNG facility			25,000
Greenville dam repair			80,000
Occum fish ladder metals			20,000
Oil spill prevention program			84,000
Taftville electric system upgrade			92,290
B-park electric system upgrades			35,700
Electric substation upgrades			60,000
Plant security installation			67,000
Water treatment plant pumps & drives			100,000
Water & wastewater plant facility improvements			231,000
South Golden St building improvements			93,100
SCADA systems			28,000
Upgrade sewer pump stations			40,500
Stormwater control and vehicle wash station			12,000
Prior year projects	278,200	606,800	
Total ProjectCapital	278,200	606,800	1,041,590
VEHICLE & EQUIPMENT PURCHASES			
Installer vehicle			20,000
ITRON reader			27,000
Office furnishings			3,780
Computer system and hardware			100,300
Miscellaneous construction equipment			44,732
Jet turbine battery replacement & fuel monitor			28,500
Bacteriological incubator			5,000
Prior year purchases	305,300	384,400	
Total Equipment	305,300	384,400	229,312

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.

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

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

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

ADOPTED BUDGET – The final budget as approved by ordinance.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

DISBURSEMENT – Expenditure of monies from an account.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

GRAND LIST – A total value of all taxable real estate, personal property and motor vehicles upon which the property tax levy is allocated among the property owners in the city. Real estate assessments are based on 70% of market value as of the last valuation on 10/1/2004. Personal property and motor vehicles are computed at 70% of market value.

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

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

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

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

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

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

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

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

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

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

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

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

NPU – Norwich Public Utilities

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

