



**CITY OF NORWICH, CONNECTICUT
CITY COUNCIL'S ADOPTED BUDGET
FISCAL YEAR 2022-2023**

APPROVED JUNE 6, 2022

Artist Mark Patnode of New London painted his rendition of Norwich City Hall in December of 2012 after the Sandy Hook Tragedy. His painting is currently hanging in the City Manager's Office at City Hall.

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GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Norwich
Connecticut**

For the Fiscal Year Beginning

July 01, 2021

Christopher P. Morill

Executive Director

ORDINANCE 1812
ADOPTED 6/6/2022
PUBLISHED 6/9/2022

AN ORDINANCE RELATIVE TO THE APPROPRIATIONS FOR THE CITY OF NORWICH AND THE CITY AND TOWN CONSOLIDATION DISTRICTS OF SAID CITY FOR FISCAL YEAR 2022-23.

BE IT ORDAINED BY THE COUNCIL OF THE CITY OF NORWICH, the following appropriations hereby are made to meet the expense of the City of Norwich and the City and Town Consolidation Districts of the City of Norwich for the fiscal year beginning July 1, 2022 and ending June 30, 2023 to wit:

	2020-21 Budget	2021-22 Budget	2022-23 Budget
City Council	437,340	408,622	438,638
City Manager	396,796	424,267	440,278
Finance	1,691,804	1,804,792	1,932,258
Assessor	474,396	479,656	535,397
City Treasurer	278,050	296,705	304,375
Law	454,000	439,000	439,000
Human Resources	548,745	637,636	660,687
City Clerk	518,172	548,235	521,727
Planning & Neighborhood Services	1,042,594	1,189,147	1,250,590
Election	164,183	160,655	169,122
Police	17,329,300	18,365,141	18,345,279
Fire - Central	2,205,538	2,306,027	2,357,455
Emergency Management	76,331	72,840	75,661
Fire - East Great Plain	149,216	154,996	165,433
Fire - Laurel Hill	83,445	81,221	86,732
Fire - Occum	93,060	92,300	100,168
Fire - Taftville	164,584	173,968	176,038
Fire - Yantic	162,904	160,383	171,874
Public Works	10,802,197	11,144,301	12,150,807
Human Services	2,044,053	2,221,289	1,930,703
Education	84,240,102	86,346,105	86,803,758
Debt Service	4,097,319	3,907,535	3,558,554
Miscellaneous	5,403,613	5,599,521	6,012,196
City Consolidation District	7,782,705	8,157,074	8,117,604
Town Consolidation District	448,631	505,129	487,256
TOTALS	141,089,078	145,676,545	147,231,590
General Operations	41,876,961	44,103,547	45,524,131
Debt Service	4,097,319	3,907,535	3,558,554
Capital Improvements	2,643,360	2,657,155	2,740,287
Education	84,240,102	86,346,105	86,803,758
City Consolidation District	7,782,705	8,157,074	8,117,604
Town Consolidation District	448,631	505,129	487,256
TOTALS	141,089,078	145,676,545	147,231,590

Mayor Peter Albert Nystrom
President Pro Tem Joseph A. DeLucia
Alderman Stacy Gould

AN ORDINANCE CONCERNING THE TAX LEVIES ON THE
LIST OF OCTOBER 1, 2021

BE IT ORDAINED BY THE COUNCIL OF THE CITY OF NORWICH:

Section 1. On the City Assessment list of October 1, 2021 a tax of forty-one and eighty-three hundredths (41.83) mills on the dollar is hereby established to be levied upon the ratable Real Estate and Personal Property within the City of Norwich of the inhabitants of said City and all others liable to pay taxes therein.

Section 2. On the City Assessment list of October 1, 2021, a tax of thirty-five hundredths (0.35) mills on the dollar, is hereby established to be levied for fire services upon the ratable Real Estate and Personal Property within the Town Consolidation District of the inhabitants of said District and of all others liable to pay taxes therein.

Section 3. On the City Assessment list of October 1, 2021, a tax of six and sixty-five hundredths (6.65) mills on the dollar, is hereby established to be levied for fire services upon the ratable Real Estate and Personal Property within the City Consolidation District of the inhabitants of said District and of all others liable to pay taxes therein.

Section 4. On the City Assessment list of October 1, 2021, a tax of thirty-two and forty-six hundredths (32.46) mills on the dollar is hereby established to be levied upon the ratable Motor Vehicles within the City of Norwich of the inhabitants of said City and all others liable to pay taxes therein.

Section 5. Except as provided in Section 6, all taxes on Real Estate and Personal Property listed in Sections 1 through 4 shall become due on July 1, 2022, and payable on said date in whole or in equal installments from that date, namely on July 1, 2022 and January 1, 2023, except that any tax of less than one hundred dollars shall be due and payable on July 1, 2022. If the first installment is not paid on or before August 1, 2022 or if the second installment is not paid on or before February 1, 2023, interest will be charged on any such delinquent payment at the rate of one and one-half (1½%) per cent per month from the due date or \$2.00 whichever is greater, as provided for in the general statutes. Any person may pay the total amount of such tax for which he is liable at the time when the first installment shall be payable.

Section 6. Taxes on Motor Vehicles shall become due and payable in full on July 1, 2022. If the payment is not paid on or before August 1, 2022 interest will be charged on the delinquent payment at the rate of one and one-half (1½%) per cent per month from due date or \$2.00 whichever is greater, as provided for in the general statutes.

Mayor Peter Albert Nystrom
President Pro Tem Joseph A. DeLucia
Alderwoman Stacy Gould



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Budget Message

June 15, 2022

Introduction

The City of Norwich budget for fiscal year 2022-23 is scheduled to be adopted by the Norwich City Council at a June 2022 meeting. Thus far during the budget deliberations, several changes were made to the budget proposed by the City Manager on April 4, 2022.

May 2, 2022 Tentative Adoption of the Budget

The Norwich City Council tentatively adopted a budget with the following changes:

- Accepted \$662,500 increases in General Fund revenue estimates, including an additional \$500,000 of ARPA funds.
- Accepted \$240,000 increase in CCD revenue estimates from ARPA.
- Reduced NPS budget by \$430,000
- Reduced Police Replacement Cost by \$330,000
- Reduced several other departments' line items by a total of \$161,000.

May 16, 2022 – Amendments to Tentatively Adopted Budget

The Norwich City Council made the following changes to the tentatively adopted budget:

- Changed revenue estimates for General Fund Motor Vehicle taxes and Motor Vehicle tax cap reimbursement because of change in the motor vehicle tax cap from 29 mills in the Governor's proposed budget to 32.46 mills in the adopted State of Connecticut budget.
- Increased the line item for Regional Animal Control Services by \$10,000.

June 6, 2022 – Amendments and Adoption

The Norwich City Council made the following changes to the tentatively adopted budget and adopted a final budget:

- Increased revenue estimate for Revenue Sharing by \$670,000.
- Decreased revenue estimates for Conveyance Tax, Building Permits, Recording Fees, Sale of City Assets, and Transfers from Cemetery Trust by a total of \$415,000.
- Removes the \$83,875 salary for the Director of Training & Safety and adds \$105,000 for the salary of a Deputy Fire Chief and makes commensurate adjustments for fringe benefits. The position is split 83%/17% between the Norwich Fire and Emergency Management departments.
- Added \$3,000 to the Elections budget for transportation for voters at primaries and the general election.

Goals & Priorities

As part of a multi-year approach the individual department budget pages state department-level goals. The department goals support the long-term goals. When reviewing department budgets, readers will see a **(G)** with a number (i.e, **G1**) under the “Department Goal” (**DG**) section, which associates some department goals with a long-term Council goal. Under the department goal section is an “Action Plan” section. After each action plan are the letters (**DG**) which associate the action item with the appropriate department goal.

This is an evolutionary process in which department heads continue to align annual activities based on achieving the goals set forth by the Council. The result is to maintain a high level of accountability with budgets that support achieving these outcomes. This provides residents with a road map of what we are doing and why, while providing performance measures.

The goals listed below build on previous City Council goals with other items brought up by members of the City Council at the February 2022 strategic planning session.

Goal #		Long-Term	Short-Term	Departments/Agencies
G1	Economic Development & Infrastructure	Collaborate with both Mohegan Tribe in continuing the development of the waterfront and downtown areas	Complete Uncas Leap Project using ARPA funding	City Council, Public Works, Planning & Neighborhood Services
			Norwich Revitalization Plan – implement commercial project selections to be funded by ARPA	City Council, NCDC, Public Works
			Explore solutions to enhance the waterfront and downtown, for example “Walkable Downtown” and other possible attractions for tourists/residents.	City Council, NCDC, Public Works, Recreation
			Review downtown zoning regulations to ensure that they support appropriate development of waterfront and downtown	City Council, Planning & Neighborhood Services
		Focus on ways to celebrate local multi-cultural communities in the downtown, all neighborhoods and villages of Norwich	“Global City Norwich” to include ethnic observations/festivals	NCDC, Planning & Neighborhood Services
		Leverage established and upgraded Utility & Sewer/Water services in Norwich to bring new businesses to the city	Business Park North and Cannabis cultivation/retail.	NCDC, Public Works
		Expand grant opportunities	Hire a Grant Writer and initially fund through ARPA	City Manager & Finance Department
		Traffic Patterns on Rt. 82 & Roundabouts as well as Downtown	Implement Complete Streets Project, Dunham St. & New London Turnpike	Public Works, DOT
G2	Public Safety & Quality of Life	Updates to Police and Fire Services and facilities	New CAD & Fire radio projects funded by ARPA	City Council, Police Department
			Hire additional staff for Police & Fire to fill pertinent positions	Police & Fire Departments
			Fire Service codification changes moving all Fire Service under the City Manager umbrella and managed by the Norwich Fire Department	City Manager & Norwich Fire Department
		Improvement of many recreational & community, facilities & programs	Use ARPA funds to repair playgrounds, tennis courts and field lighting	Recreation Department, Public Works
			Establish a Community Center possibly with ARPA funding.	Human Services, Public Works
		Street and sidewalk improvement	Curbing and flood prevention using ARPA	Public Works
		Establish solutions for distressed & abandoned housing	Using ARPA funding, address concerns with neglected housing and blight issues	Human Services, Public Works
		Relocate police department	Make improvements to existing building – possible to repurpose existing school building	City Council, City Manager, Planning & Neighborhood Services

G3	Education	Plan and Re-align and/or consolidate school system in order to make it more sustainable given current population trends and funding constraints. This consolidation would also make demographics, economics, services and programs more equitable throughout the City.	School budget Ad hoc Committee to review budget throughout the year to determine the appropriate level of funding for education. School Building Committee gathering information with a target of November 2022 for school reconstruction referendum	City Council, City Manager, Board of Education
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Budget Priorities

Department heads were asked them to prepare a flat budget for non-personnel expenditures with no new staff, programs or initiatives unless they could demonstrate that it will save the City money in the long term. The 2022-23 budget takes into consideration the City’s long-term goals as well as the immediate needs and economic conditions of our residents to come up with this list of priorities:

1. Minimize impact on taxpayers while providing necessary services and funding long-term liabilities.
2. Collaboration and sharing of resources among departments.
3. Maintain the City’s infrastructure.
4. Provide for some increase in education funding.

Performance Measures

Performance measures are established to provide a link between goals, actions, and objectives. Departments focus their goals to coincide with achieving organizational goals. The City works to ensure that services are provided in the most efficient and effective way. Performance measures serve as a management tool for department heads, the City Manager, and City Council as well as provide important data to residents. The City’s management uses performance measures to assess what needs are and are not being met, and to devise plans to meet those needs. Governments also require this information to plan for the long-term and to confirm that day-to-day operations run smoothly. It is one of the many tools that the City uses to assess needs and work to improve services for its citizens. The City’s performance measurement program continues to evolve and mature. For example, City staff continuously reviews and revises the performance measures to ensure that the most meaningful management information is reported.

Budget Environment

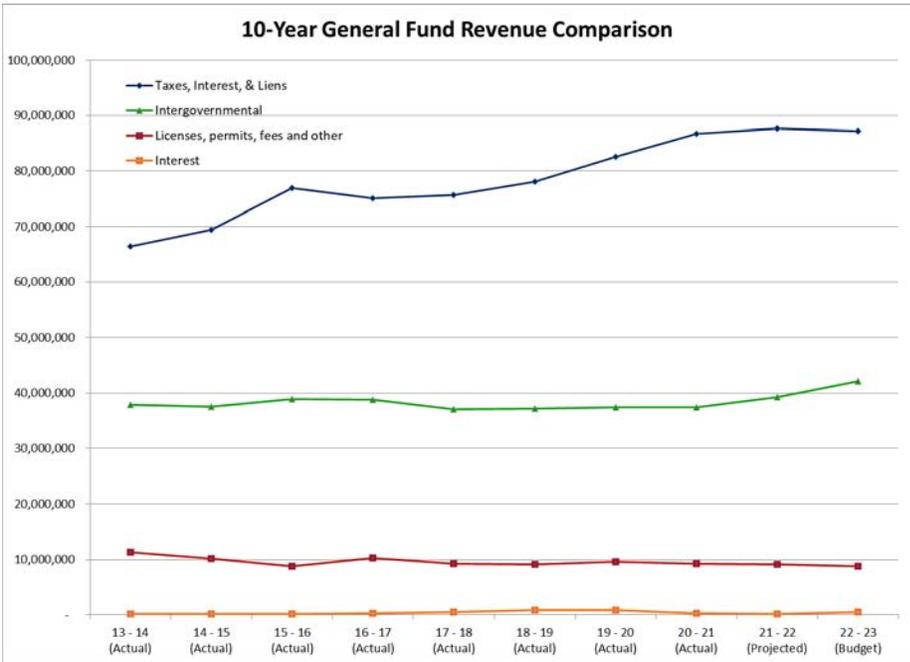
Revenue Factors

Property Taxes, Interest, and Liens

Over the years, property taxes have had to fill the void when all other revenue sources have not been able to keep pace with expenditures.

Grand List

The October 1, 2021 collectable grand list increased by \$46.7 million, or 2.33%, to \$2.05 billion. The collectable grand list is calculated by reducing the gross grand list by exemptions, credits, and estimated certificates of correction and then multiplying it by the three-year average of tax collection percentages.



The increase in the grand list is primarily due to motor vehicles. The Board of Assessment Appeals heard appeals in April.

Intergovernmental

Federal American Rescue Plan

The City's General Government received an allocation of \$28.8 million from the American Rescue Plan (ARP). As of the date of this printing, \$24.3 million have been allocated to projects. This budget uses \$1,000,000 of ARP funds to offset increases in General Fund costs and \$240,000 to offset increases in the CCD for fiscal year 2022-23, \$50,000 for professional services to assist with the update to the Plan of Conservation and Development and \$250,000 to complete the 2023 grand list revaluation. In addition, some funds are proposed to be used to fund positions over the next 18 months to two years. A complete list of proposed ARP projects is available on the [city's website](#).

State of Connecticut Adopted Budget

The preparation of this budget was predicated upon the revenues included in the State's adopted budget.

Education Cost Sharing

The State's adopted budget maintains the current level of non-Alliance Education Cost Sharing (ECS) grant funding for the City at \$32.3 million. This level of funding has been unchanged since fiscal year 2011-12.

Shared Revenues

The State's adopted budget includes a reduction in the motor vehicle tax cap from 45 to 32.46 mills with a corresponding increase in shared revenues to offset municipalities' loss in motor vehicle tax revenues. This reimbursement is \$2.3 million of the total revenue estimate of \$2.7 million in the Shared Revenues in the General Fund. There are also revenue items in the TCD and CCD for their respective losses in motor vehicle tax revenues related to the cap.

This budget also includes an estimate of \$670,000 of Municipal Revenue Sharing for sales tax.

10% Share of Norwich Public Utilities Revenues

The payments from Norwich Public Utilities will decrease by \$70,648 to \$8,577,656 for fiscal year 2022-23. NPU's gross revenues increased primarily because of an increase in gas rates. Consistent with the 2021-22 Adopted Budget, \$3,299,876 is allocated to the CCD and the remainder is allocated to the General Fund.

Interest

Because of the anticipated increase in the interest rates by the Federal Reserve, this revenue source is projected to increase to \$450,000 in 2022-23.

Expenditure Factors

The following are explanations of the major cost drivers for the City's General Fund.

Salaries & Fringe Benefits

The City's estimated salary and fringe benefit costs have increased by \$1.0 million. Fringe benefits include Social Security, Medicare, health insurance, life insurance, workers' compensation, pension and other post-employment benefits (OPEB). Salaries increased by \$0.5 million, in part because a few positions were budgeted for less than a full year in the 2021-22 budget. This figure does not include potential wage increases for the Dispatchers, City Hall Employees, and Public Works Employees unions with which the City will be negotiating new contracts.

Health Insurance increased by over \$800,000 as a result of Anthem’s estimate for backlogged medical care that was deferred during the pandemic and the increase in prescription drug costs. Pension costs [comprised of the actuarial contribution, debt service on the pension obligation bonds (POB) and contribution to the Pension Reserve Fund] was essentially unchanged. Without the POBs, total pension cost (including NPU, NPS, and all City departments) would have increased by \$3 million in 2022-23. OPEB costs decreased by \$480,000.

Capital Improvements

In accordance with the Charter, this budget includes a General Fund appropriation for capital improvements for 2022-23 at \$2.7 million in addition to the \$335,000 from the LOCIP grant. The capital budget includes funding paving projects, firefighter equipment, replacement of Public Works vehicles, and repairs to City buildings. Capital requests from departments totaled \$44.9 million with some large requests such as the police station and several fire trucks.

Strategies for Developing the Budget

Expenditures

General Government

General Operations are funded in the amount of \$49.1 million – a 2.23%, or \$1.1 million increase from last year. In the individual department pages, you will see a column labeled “2022-23 Request.” This represents what the department heads requested in order to accomplish their missions. Department budget requests totaled \$47.7 million.

Summary of Appropriations and Prior Year Comparison				
	2021-22	2022-23	\$ Change from Prior Year	% Change from Prior Year
General Operations	44,103,547	45,524,131	1,420,584	3.22%
Debt Service	3,907,535	3,558,554	(348,981)	-8.93%
Subtotal-General Gov't	48,011,082	49,082,685	1,071,603	2.23%
Capital Improvements	2,657,155	2,740,287	83,132	3.13%
Education	86,346,105	86,803,758	457,653	0.53%
Total General Fund	137,014,342	138,626,730	1,612,388	1.18%
Special Revenue Funds				
CCD Fire District	8,157,074	8,117,604	(39,470)	-0.48%
TCD Fire District	505,129	487,256	(17,873)	-3.54%
Norwich Public Utilities	97,196,988	102,472,664	5,275,676	5.43%
Total	242,873,533	249,704,254	6,830,721	2.81%

Staffing & Service Levels

General Fund

This tentatively adopted budget includes the following changes:

- A Public Works Laborer position which was not funded in fiscal year 2021-22 be restored
- A new Environmental Compliance Coordinator be hired. This position will be partially funded with revenues from the new “nip” container tax approved with Public Act 21-58.
- The maintenance employees and related costs in the Recreation division of the Human Services Department will be transferred to the Public Works Streets & Parks division.

City Consolidation Fire District Fund

No proposed changes in staffing.

American Rescue Plan

The following nine positions are proposed to be funded with ARP through December 2023. The positions will be evaluated in the fiscal year 2023-24 budget cycle to determine if they will be funded by the General Fund, other available funding sources, or eliminated if/ when they become vacant.

- One City Clerk Records Clerk in addition to the two included in the General Fund budget
- Grant Project Manager in the City Manager’s department
- Assistant Zoning/Blight Enforcement officer in the Planning & Neighborhood Services department
- Three Police Officers

- One Fire Inspector for the Norwich Fire Department in addition to the two included in the General Fund budget
- One Auto Equipment Mechanic for the Public Works Fleet Maintenance division in addition to the five included in the General Fund budget
- One Human Services Manager for Norwich Human Services

Board of Education (BOE)

Under the adopted State budget, the BOE will receive \$9.1 million in Alliance District funding in 2022-23 – a \$0.9 million increase from the current year. In addition to the increase in Alliance District Funding and the BOE has also been allocated over \$33 million of Coronavirus Relief Funds, ESSER, ESSER II, and ARPA funding that has been/will be spent between March 2020 and September 2024 on a number of eligible items. Also, the City Council approved a nonlapsing account for unexpended education funds in June 2021 into which \$1,684,802 was deposited for fiscal year 2020-21.

The BOE requested a budget of **\$88,346,890** which is a 3.81%, or \$3.2 million increase over fiscal year 2021-22’s adjusted amount of **\$85,106,105** (adopted budget of \$86,346,105 minus \$1,240,000 reduction agreed upon by BOE for additional ECS funding received in the form of an Alliance District grant). This adopted budget includes an increase in local funding for the BOE’s General Fund operating budget this year of 1.99% over the adjusted amount to **\$86,803,758** – a \$457,653 increase.

	Fiscal Year 2021-22	Fiscal Year 2022-23	FY23 Increase as % of FY22 <u>Approved</u>	FY23 Increase as % of FY22 <u>Adjusted</u>
BOE Requested	87,567,584	88,346,890	2.32%	3.81%
Manager Proposed	86,346,105	87,233,758	1.03%	2.50%
Council Tentatively Approved	86,346,105	86,803,758	0.53%	1.99%
Adjusted for increase in Alliance District Funding	85,106,105	N/A	N/A	N/A

For further detail on the BOE budget, please see their section of this document or their full budget document at www.norwichpublicschools.org.

Norwich Public Utilities

The budget proposed by the Public Utilities Board of Commissioners includes expenses that reflect operational costs necessary to meet the following priorities:

- Continuing to implement the Board’s priority to support economic development in Norwich
- Proactive investment in aging infrastructure across all four utilities
- Meeting or exceeding local, state and federal regulatory requirements
- Meeting customer expectations for customer service and reliability
- Deploying technology for the continued benefit of NPU and the City

Revenues

Property Taxes

These following are the tentatively adopted mill rates for the General, TCD, and CCD funds:

	General Fund	Fire Districts		Combined	
		Town Consolidation District (TCD)	City Consolidation District (CCD)	GF + TCD	GF + CCD
Adopted 2022-23	41.83	0.35	6.65	42.18	48.48
Adopted 2021-22	41.98	0.37	6.66	42.35	48.64
Change	(0.15)	(0.02)	(0.01)	(0.17)	(0.16)
Percent Change	-0.36%	-5.41%	-0.15%	-0.40%	-0.33%

Motor Vehicles

The adopted State budget reduced the cap on motor vehicle taxes from 45 to 32.46 mills. As a result, the full 32.46 mills will be collected on motor vehicles for the General Fund taxes and none of the TCD mill rate nor the CCD mill rate will be collected on motor vehicles in their respective fire districts.

Norwich Public Utilities

The budget adopted by the Public Utilities Board of Commissioners includes revenues of \$104.4 million and is based on the following:

- 1.5% rate increase for electric starting in November 2022.
- 6% increase for wastewater rates, which would result in an increase of approximately \$4.00 per month for a typical residential customer, or about 13 cents a day. These increases help prepare NPU for the planned sewer plant upgrade project.
- 2.3% increase in natural gas rates.
- No increase in water rates for the fourth consecutive year.

These revenues are developed from cost of service studies and reflect weather normalized sales and expected load growth as well as recovery of forecasted wholesale energy market pricing.

Strategy for Future Budgets

Five-Year General Fund Budget Projection

The Finance Department developed the following five-year projection for the General Fund budget.

Revenue Assumptions:

- Annual growth in the collectable grand list of 1%.
- Revenue from State grants will increase by 0.5% each year with a larger increase in FY2025 due to the increase anticipated from sales tax revenue sharing.
- Investment income will increase to \$600,000 in FY2024 and then increase by 1% each year thereafter.
- Most other revenues will increase 1% to 2%.

Expenditure Assumptions:

- Most categories of expenditures increase at 1 to 2%.
- Certain fringe benefits (payroll taxes, workers' compensation, life insurance, perfect attendance pay, and unemployment) are indexed according to increases in salaries.
- Health insurance – 3% increases each year.
- OPEB – based on the projections provided by Milliman in its 2021 actuarial valuation report.
- Pension/Pension Reserve Fund/Pension Obligation Bond debt service – based on the projections provided by Milliman in its 2021 actuarial valuation report plus the debt amortization schedule for the Pension Obligation Bonds
- Capital budget –2% of the prior year General Fund operating budget.
- Debt service – layered in existing authorized but unissued debt. The debt impact of long-term capital projects such as the wastewater treatment plant and school construction will be added in future budgets.

	Budget FY2022	Budget FY2023	Projected FY2024	Projected FY2025	Projected FY2026	Projected FY2027	Projected FY2028
Revenues (excluding current RE and PP tax levy)							
Taxes/interest/liens	12,693,898	12,014,458	12,053,806	12,602,859	13,226,446	13,610,995	13,992,747
Licenses & Permits	638,400	612,900	619,029	625,219	631,471	637,786	644,164
Federal Grants	350,000	1,000,000	-	-	-	-	-
State Grants	39,962,309	41,645,219	42,253,445	42,464,712	42,677,036	42,890,421	43,104,873
Other Intergovernmental Revenue	166,000	165,700	167,357	169,031	170,721	172,428	174,152
Charges for Services	1,065,200	1,201,000	1,213,010	1,225,140	1,237,391	1,249,765	1,262,263
Fines & Assessments	216,400	252,900	252,900	252,900	252,900	252,900	252,900
Investment Earnings	240,000	450,000	600,000	606,000	612,060	618,181	624,363
Rents	573,342	579,951	591,550	603,381	615,449	627,758	640,313
Other Revenues	204,113	279,538	282,333	285,156	288,008	290,888	293,797
Transfers & Other Financing Sour	5,838,056	5,679,651	6,093,244	6,215,109	6,339,411	6,466,199	6,595,523
	61,947,718	63,881,317	64,126,674	65,049,507	66,050,893	66,817,321	67,585,095
Expenditures							
Salaries	18,190,141	18,306,895	19,295,032	20,069,107	20,570,018	21,083,435	21,609,671
Fringe Benefits	14,227,990	14,693,592	15,241,899	15,833,432	16,089,900	16,375,340	16,660,815
Contracted Services	4,672,521	4,948,388	5,036,463	5,126,187	5,217,591	5,310,709	5,480,572
Materials & Supplies	1,423,819	1,480,732	1,502,639	1,524,870	1,547,431	1,570,328	1,593,566
Equipment & Furniture Maint	599,064	628,777	635,065	641,416	647,830	654,308	660,851
Vehicle Fuel & Utilities	1,748,826	1,933,103	1,964,956	1,997,367	2,030,345	2,063,903	2,098,050
Debt Service	3,907,535	3,558,554	3,647,298	5,017,406	5,530,092	5,737,150	6,389,114
Capital Budget	2,657,155	2,740,287	2,772,535	2,845,535	2,941,329	3,009,048	3,071,721
Building Maintenance	420,500	404,700	410,771	416,933	423,187	429,535	435,978
Contrib - outside agencies	1,394,073	1,493,944	1,567,149	1,590,719	1,614,661	1,638,980	1,663,684
Property & Liability Insurance	838,735	872,816	894,056	915,819	938,117	960,964	984,372
All other General City	587,878	761,184	769,057	777,013	785,055	793,182	801,395
	50,668,237	51,822,972	53,736,920	56,755,804	58,335,556	59,626,882	61,449,789
Education	86,346,105	86,803,758	88,539,833	90,310,630	92,116,843	93,959,180	95,838,364
	137,014,342	138,626,730	142,276,753	147,066,434	150,452,399	153,586,062	157,288,153
Current Levy Needed	75,066,624	74,745,413	78,150,079	82,016,927	84,401,506	86,768,741	89,703,058
Collectible Grand List	1,788,190,063	1,787,139,579	1,805,010,975	1,823,061,085	1,841,291,696	1,859,704,613	1,878,301,659
Mill Rate	41.98	41.83	43.30	44.99	45.84	46.66	47.76
Change in Mill Rate	-0.08	-0.15	1.47	1.69	0.85	0.82	1.10
Motor Vehicle Capped Rate	41.98	32.46	32.46	32.46	32.46	32.46	32.46
Property Taxes for "Average Homeowner"							
House - Assessed Value	100,100	100,380	100,380	100,380	100,380	101,384	102,398
Car 1	5,400	5,124	5,175	5,227	5,279	5,332	5,385
Car 2	5,400	5,124	5,175	5,227	5,279	5,332	5,385
	110,900	110,628	110,730	110,834	110,938	112,048	113,168
General Fund Taxes	\$4,656	\$4,532	\$4,682	\$4,855	\$4,944	\$5,077	\$5,240
Incr./ (Decr) from Previous Year	\$129	(\$124)	\$150	\$173	\$89	\$133	\$163
Monthly Increase/ (Decrease)	\$10.75	(\$10.33)	\$12.50	\$14.42	\$7.42	\$11.08	\$13.58
% Change in Taxes	2.85%	-2.66%	3.31%	3.70%	1.83%	2.69%	3.21%

There are several items which the City has addressed in order to stabilize future budgets:

- Other postemployment benefits (OPEB). The City of Norwich has been much more responsible than many other governments in contributing to the OPEB fund. According to the Municipal Fiscal Indicators report issued by the Connecticut Office of Policy & Management, as of June 30, 2019, Norwich was in the top 25 of the 169 Connecticut towns and cities for funding its OPEB plan. The City and NPS have eliminated post-employment medical benefits for new employees in most bargaining units.
- Utilities & fuel. Norwich Public Utilities is very proactive in holding down the City's utility and fuel bills as well as its carbon footprint. City buildings have been outfitted with solar panels, wind turbines, HVAC and lighting upgrades, and window and roof replacements. NPU completed the LED streetlight project in fiscal year 2018-19 which saves the City around \$300,000 per year in utilities costs.
- Health Insurance. Many City and NPS bargaining units have migrated from more costly PPO and HMO plans over to High Deductible Health Plans with HSA's. In addition, the City has aggressively negotiated lower fees, prescription costs, and stop-loss insurance premiums.
- Refinancing Debt. The City refinanced 2011 and 2014 bonds in October 2020 for net present value savings of \$416,000. About two-thirds of this savings is for NPU gas line extension bonds.
- Pension. In addition to the City's move towards more conservative actuarial assumptions, the phasing-in of funding, and the negotiation of more sustainable pension benefits; the voters approved pension obligation bonds which are projected to produce \$26 million in net present value savings.

The City has many capital assets that will need to be repaired or replaced in the upcoming years.

- Schools – The Council formed a new School Building Committee to make a plan for a referendum for the consolidation, maintenance and improvements of the schools.
- Wastewater treatment plant – The upgrade to NPU’s wastewater treatment plant is expected to cost in excess of \$160 million and will be financed with Connecticut Clean Water Fund grants and loans. The debt service costs will be shared among ratepayers, taxpayers, and other towns buying into the project.
- Public Safety – The recent McGrath Fire Services Study made recommendations for dispatch, communications, and fire apparatus replacement and improvements.

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

Sincerely,

Joshua A. Pothier
Comptroller

**TIME TABLE FOR PREPARATION OF 2022-23 CITY BUDGET
PURSUANT TO CHAPTER 7 OF NORWICH CITY CHARTER**

TIMEFRAME	EVENT	AGENDA
Late September 2021	Budget instructions distributed	City Manager's Office through the Comptroller's Office distributes budget instructions to operating departments and outside agencies. It is the City Manager's duty according to the charter to prepare the budget.
Late October 2021	Initial budget requests due	Department heads and outside agencies return their written requests, Finance Department coordinates process.
February 2022	Goal setting sessions	City Manager organize goal setting sessions with City Council members
February 2022	Budget meetings on proposed requests	City Manager and Comptroller meet with department heads and outside agencies on proposed budget requests.
February 2022	Revenue projected	Comptroller calculates State revenue projections.
March 2022	Proposed budget is prepared	City Manager and Comptroller analyze revenues and expenditures to develop proposed City budget. The BOE and NPU present separate budgets. Only the bottom line of the BOE budget can be modified. The BOE is responsible for its own budget line items.
1st Monday in April 2022	City Manager submits proposed budget to City Council	By charter, the proposed budget is due to be presented to the Council by the first Monday in April. The budget becomes public record at this point.
April 2022	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 2022	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 2022	Council shall act on proposed budget	The Council acts initially on the City Manager's proposed budget.
Prior to third Monday in May 2022	Second public hearing	The purpose is to listen to citizens' input on proposed budget.
No later than 2nd Monday in June 2022	City Council adopts 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, 2022 - June 30, 2023	Budget implementation	Comptroller oversees revenues and expenditures according to the budget established by Council.
July 2023	Audit of fiscal year records	The final step is a certified audit of the previous fiscal year.

General City Information

Form of Government

The City operates under a Charter adopted in 1952, which was most recently revised November 3, 2015. The City operates under a Council/Manager form of government. The City Manager is appointed by the Council and serves as the Chief Executive Officer. The City Council consists of six members and a 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 of the State and the Connecticut General Statutes, the City Council also has specific powers to be executed through the enactment and enforcement of ordinances and bylaws which protect or promote the peace, safety, good government and welfare of the City and its inhabitants. The Council also has the power to provide for the organization, conduct, and operation of the departments, agencies and offices of the City; for the number, titles, qualifications, powers, duties and compensation of all officers and employees of the City; and for making of rules and regulations necessary for the control, management and operation of all public buildings, grounds, parks, cemeteries or other property of the City.

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

Community Profile

History

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

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

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

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

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

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

Education

The City school system includes two preschools, seven elementary, two middle schools, and an elementary clinical day treatment program. Of the seven elementary schools, two are Magnet schools, and one is a School Improvement Concept school. Both middle schools are Magnet schools. In addition, the City has three parochial schools, two Montessori schools, a charter school, a regional adult education program. Norwich Free Academy is a privately-endowed high school and serves as one of the City's designated high schools. Also located in the City are a state regional technical high school, a middle college, and a community college.

Healthcare

Various health facilities, including the 213-bed William H. Backus Hospital, are located in the City. Backus, which is affiliated with Hartford Healthcare, also has the Outpatient Care Center on Salem Turnpike and the Family Health Center in Norwichtown Commons.

Industry

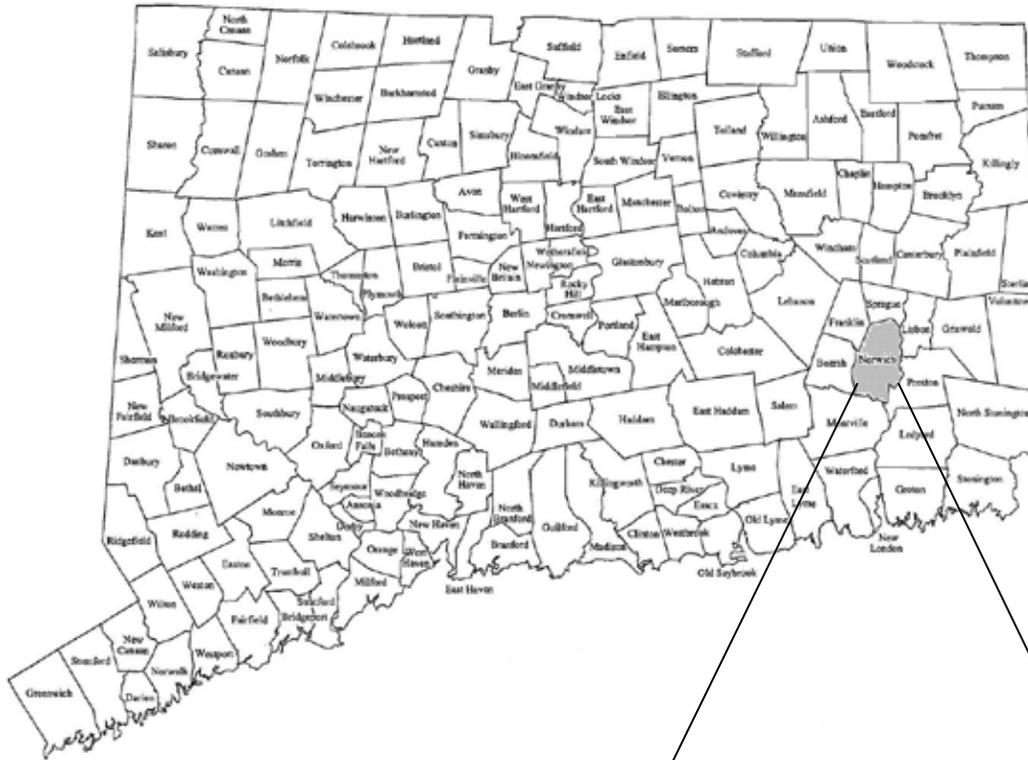
Norwich is home to a modern industrial park operated by the Norwich Community Development Corporation, a private non-profit organization. The industrial park is conveniently located close to Route 2, I-395 and other major highways. The park offers commercial and industrial sites on more than 400 wooded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

Recreation

The City has the 350-acre Mohegan Park in the heart of the city. Facilities at Mohegan Park include a beach, hiking trails, rose gardens, picnic areas and two children's playgrounds. The City has several other parks, playgrounds, and recreation fields, as well as a number of fishing locations. The City also offers an eighteen-hole public golf course and a public ice skating rink. The ice skating rink is operated by Norwich RoseGarden Ice Associates.

Entertainment & Culture

The City has a number of historical and cultural attractions including: Dodd Stadium, the Leffingwell House Museum, the Chestnut Street Playhouse, the Norwich Arts Center/ Donald Oat Theater, and the Slater Memorial Museum at Norwich Free Academy.



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.

Economic & Demographic Data

Population Trends

	Total Population		School Enrollment	
	City of Norwich	State of Connecticut	City of Norwich	State of Connecticut
2016	39,556	3,576,452	5,123	541,815
2017	39,470	3,588,184	5,083	538,899
2018	39,136	3,572,665	5,005	535,025
2019	38,768	3,565,287	5,009	527,829
2020	38,768	3,612,501	4,728	512,393

Source: State of Connecticut DPH Population Estimates; SDE Public School Enrollment; NPS Enrollment Stats

Age Characteristics of Population

Age Group	City of Norwich		State of Connecticut	
	Number	Percent	Number	Percent
Under 20	8,778	22.4%	821,768	22.8%
20 - 39	11,759	30.0%	927,966	25.7%
40 - 59	9,241	23.5%	940,978	26.1%
60 - 79	7,830	19.9%	741,164	20.5%
80 and over	1,652	4.2%	180,625	5.0%
Total	39,260	100.0%	3,612,501	100.0%

Source: US Census ACS 2015-2019

Debt information

	City of Norwich			Average of 169 CT Municipalities
	Total Governmental GO Debt	Total Governmental Debt Service	Per Capita Debt	Per Capita Debt
2016	51,063,000	4,542,192	1,291	2,480
2017	52,689,000	4,373,019	1,335	2,514
2018	47,921,000	4,468,906	1,224	2,580
2019	51,425,000	4,262,998	1,326	2,639
2020	48,145,000	4,383,985	1,242	Not available

Source: May 2021 State of Connecticut Municipal Fiscal Indicators; Norwich annual financial reports

Principal Taxpayers

Name	Nature of Business	Net Taxable Valuation as of 10/1/21
Computer Science Corporation	Computer Products & Services	\$34,803,790
NorwichTown Commons	Shopping Center	17,565,340
Bob's Discount Furniture	Retail Store & Distribution Center	15,847,400
Norwich Realty Associates, LLC	Real Estate	11,380,600
Plaza Enterprises	Shopping Center	11,025,680
Mashantucket Pequot Tribe	Real Estate	10,209,130
Domino Solar Ltd.	Solar Installations	9,602,790
Elk Thamesview LLC	Apartment Complex	9,460,080
Electric Boat Corporation	Computer Equipment	9,414,440
Algonquin Gas Transmissions LLC	Natural Gas Pipeline	8,100,850
		\$137,410,100

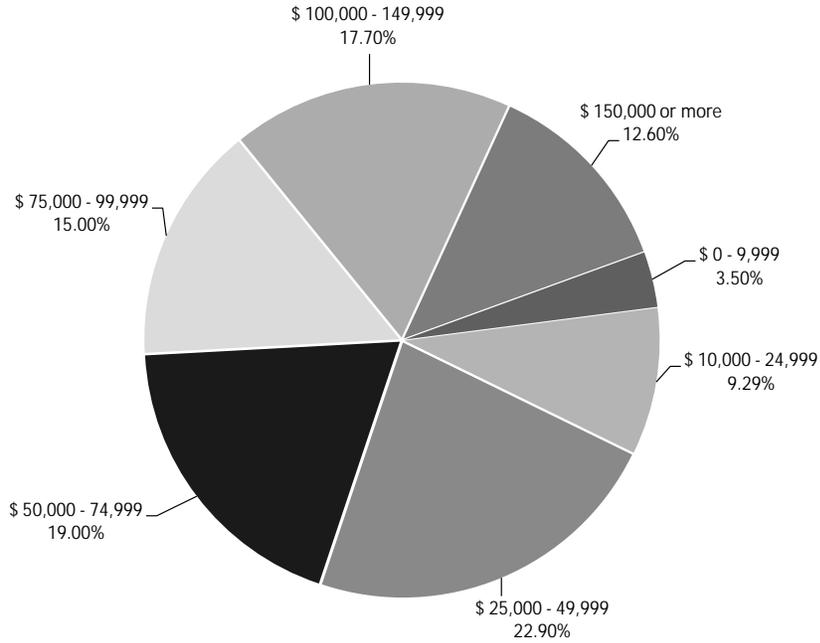
Source: Norwich Assessor

Top Employers

Name	Nature of Business	# of FTE Employees
William W. Backus Hospital	Medical Center	1,895
City of Norwich (incl. NPU & BOE)	Municipality	1,154
State of Connecticut	All State Agencies	944
Bob's Discount Furniture	Distribution Center	553
Norwich Free Academy	Quasi-private high school	345
U.S. Food Service	Food Distribution	300
United Community & Family Services	Healthcare & Community Services	276
Nordson EFD (fka PlasPak)	Plastic Products Manufacturing	270
The American Group	Ambulance Service and Other Operations	219
Shop Rite	Grocery	180

Source: December 2021 survey by Norwich Community Development Corporation. Some companies did not respond.

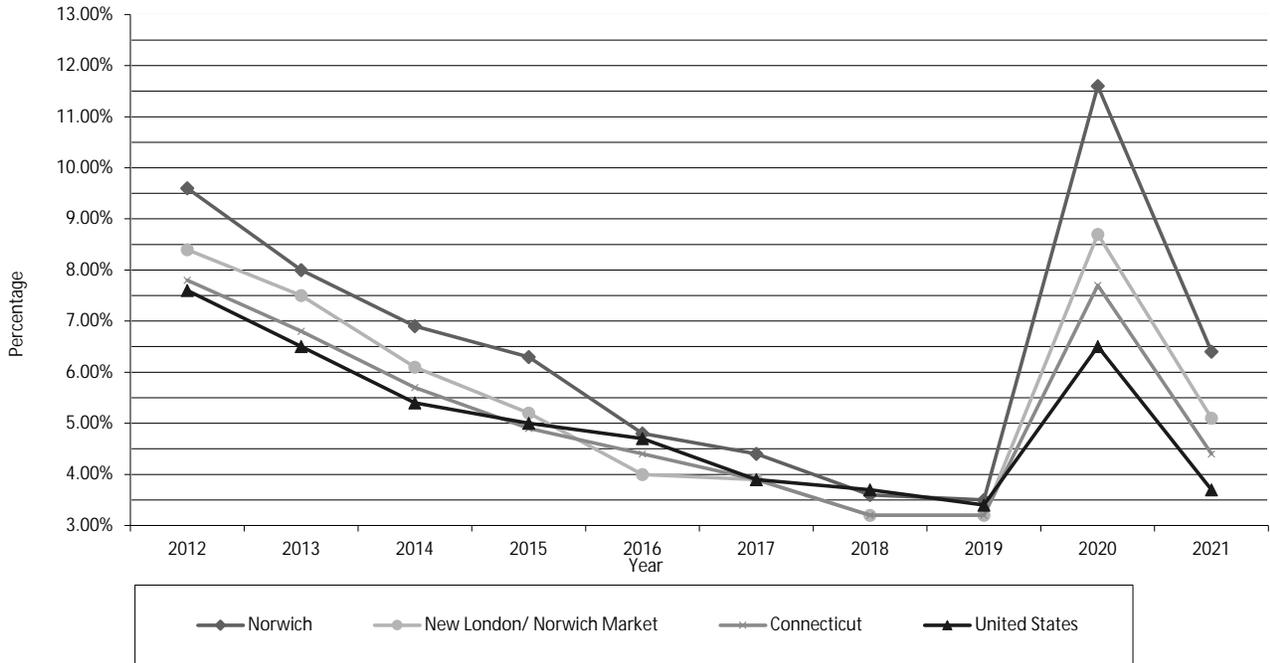
City of Norwich Family Income Distribution



Source: U.S. Department of Commerce, Bureau of Census, 2015-2019 American Community Survey 5-Year Estimates (DP03)

Unemployment Percentages

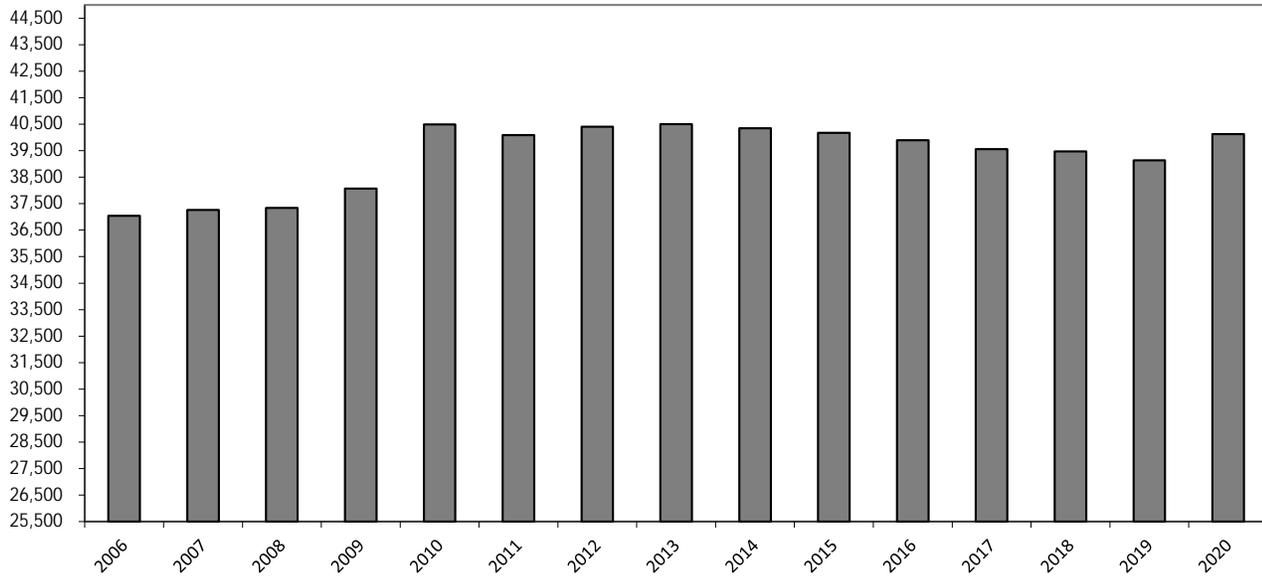
As of December 31st of each year



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

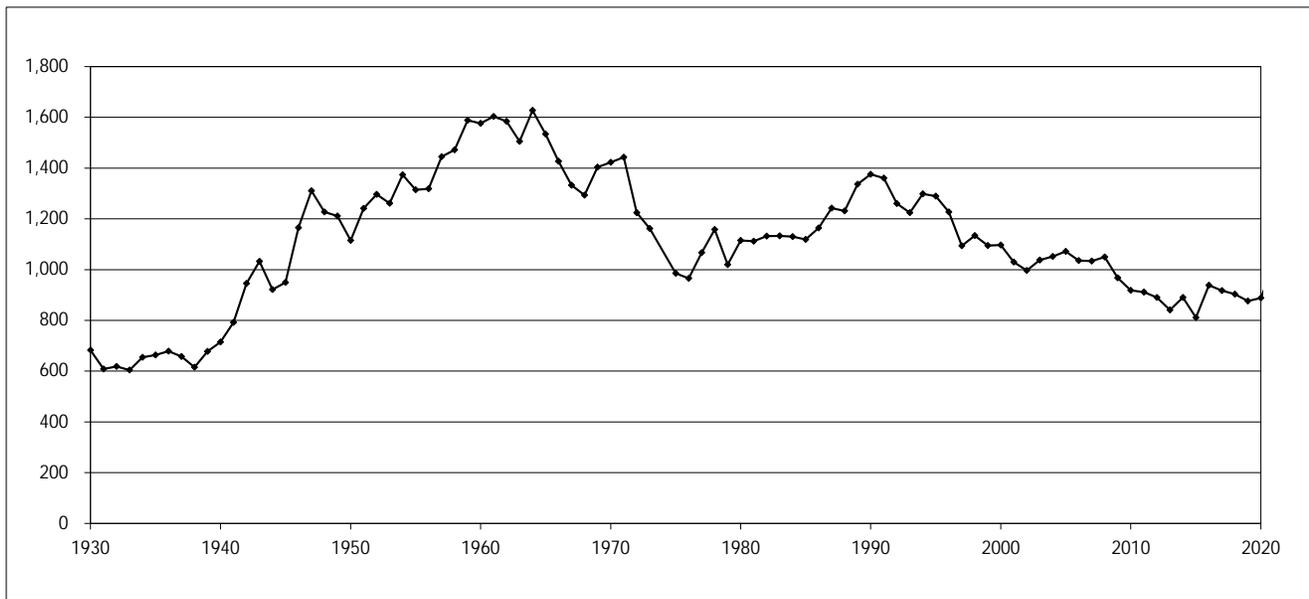
Norwich Population History - Last 15 Years

For 2019, Norwich's population was the 25th highest of the 169 Connecticut towns and cities. Norwich's population density is 1,381.5 per square mile compared to the statewide average of 736.3.



Source: State of Connecticut Department of Public Health

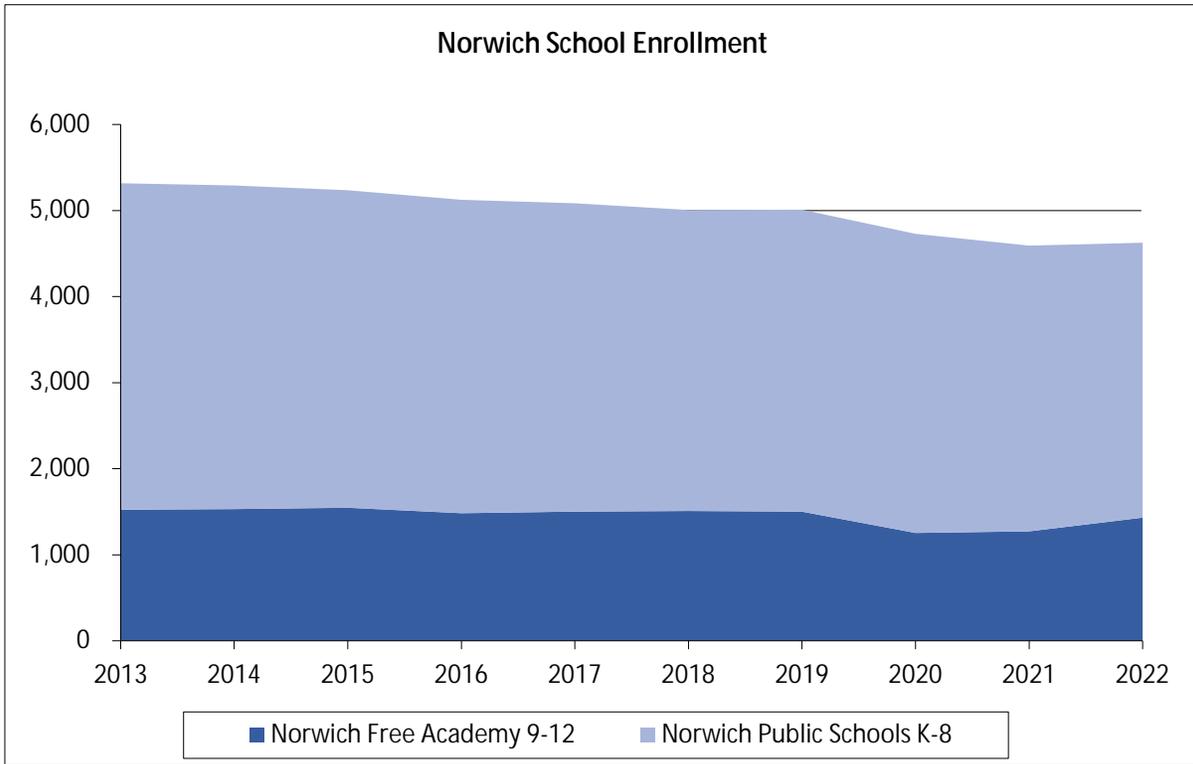
Norwich Births



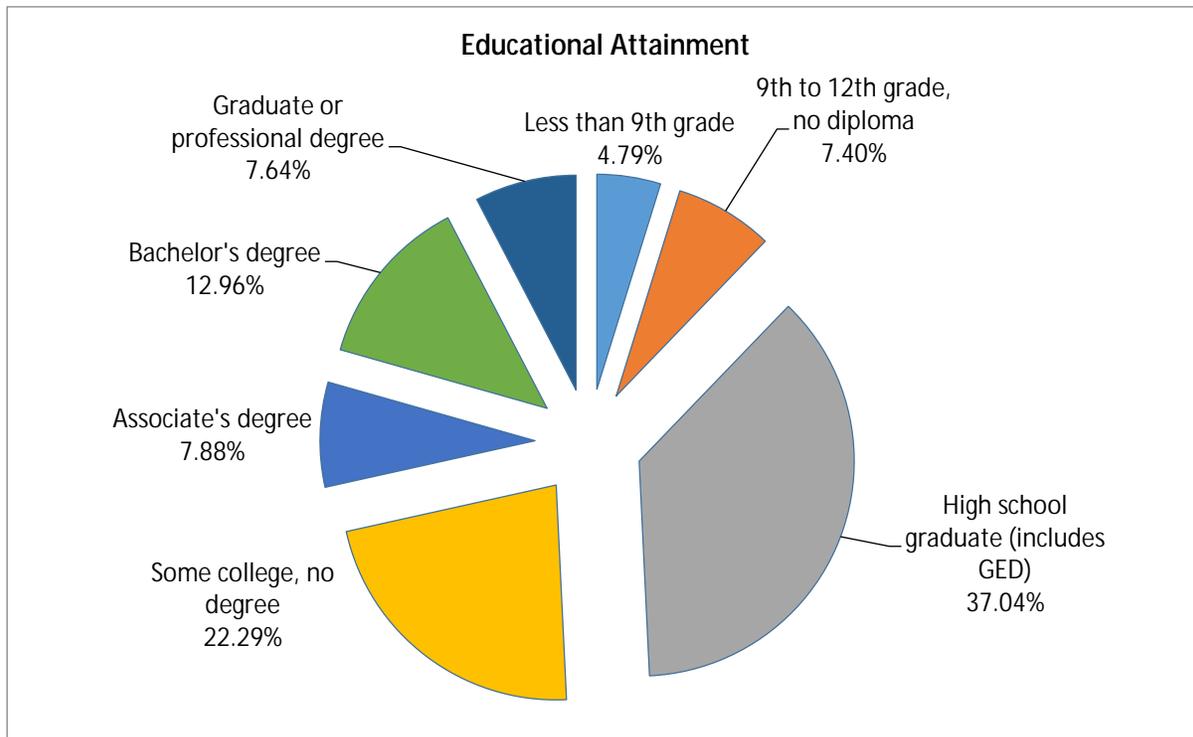
Source: Norwich City Clerk

School Enrollment & Educational Attainment

The enrollment numbers listed under Population Trends are slightly different because they include non-public schools' enrollment in addition to public schools.

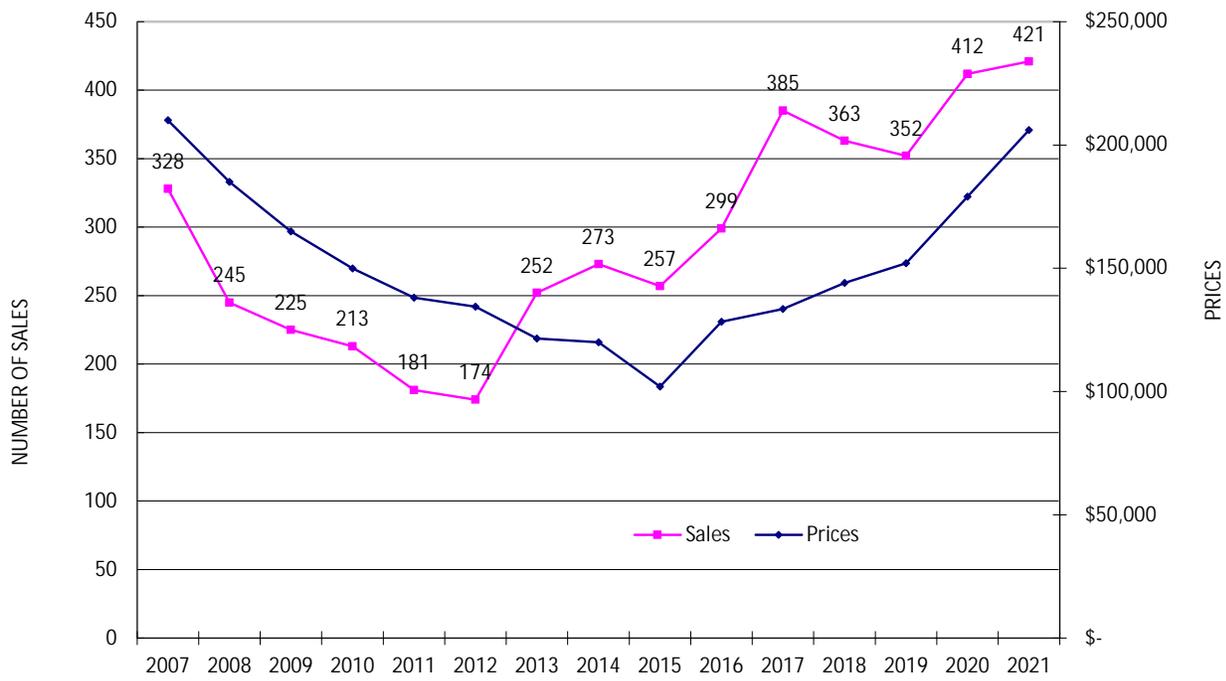


Source: Norwich Public Schools

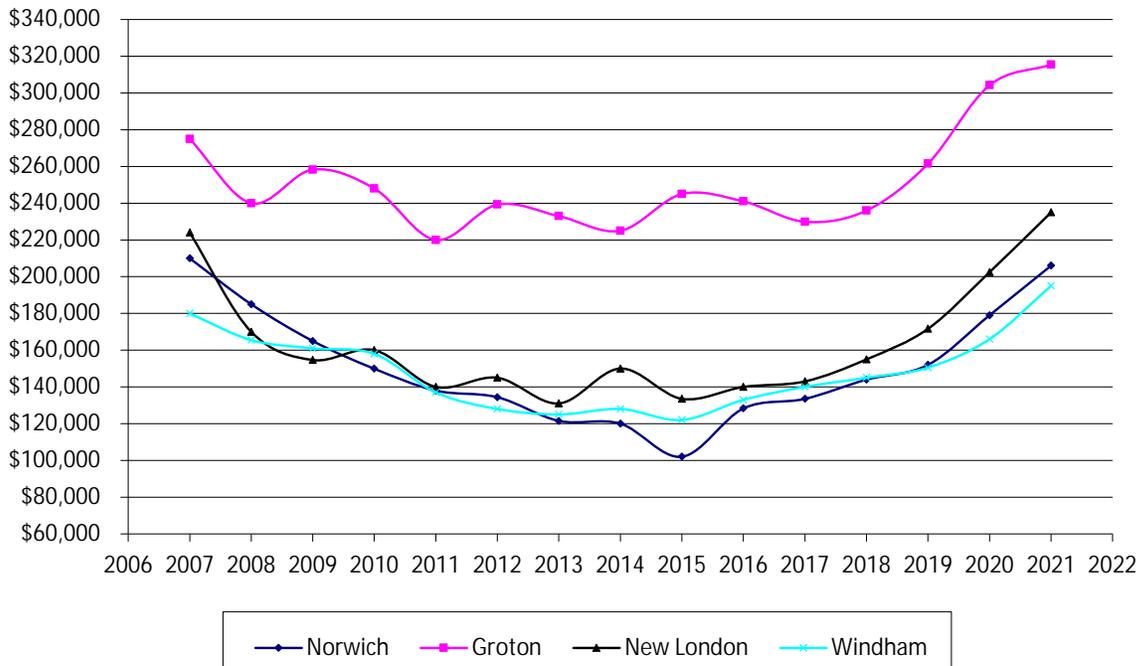


Source: 2015-2019 American Community Survey 5-Year Estimates (DP02)

Housing Sales and Median Prices Norwich - Calendar Year



Comparable Communities Median Sales Price - Calendar Year



Source: Eastern Connecticut Realtors Association Website

City Officials

Elected City Officials & NPU Commissioners

	<u>Term Length</u>	<u>Term Expires</u>
<i>City Council</i>		
Peter A. Nystrom, Mayor (R)	4 Years	12/2/25
Joseph A. DeLucia, President Pro Tempore (D)	2 Years	12/5/23
Tracey Burto (D)	2 Years	12/5/23
Stacy L. Gould (R)	2 Years	12/5/23
Grant Neuendorf (R)	2 Years	12/5/23
Swarnjit Bhatia Singh (D)	2 Years	12/5/23
Derell Q. Wilson (D)	2 Years	12/5/23

Board of Education

Robert Aldi, Chairperson (D)	2 Years	12/5/23
Mark Kulos, Vice Chairperson (D)	2 Years	12/5/23
Carline Charmelus, Secretary (D)	2 Years	12/5/23
Joshua Chapman (R)	2 Years	12/5/23
Aaron Daniels (R)	2 Years	12/5/23
Christine Distasio (R)	2 Years	12/5/23
Heather Fowler (R)	2 Years	12/5/23
Gregory Perry (D)	2 Years	12/5/23
Kevin Saythany (D)	2 Years	12/5/23

Treasurer

Michael Gualtieri (R)	2 Years	12/5/23
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Registrar of Voters

Dianne Daniels (D)	4 Years	1/8/25
Cheryl Stover (R)	4 Years	1/8/25

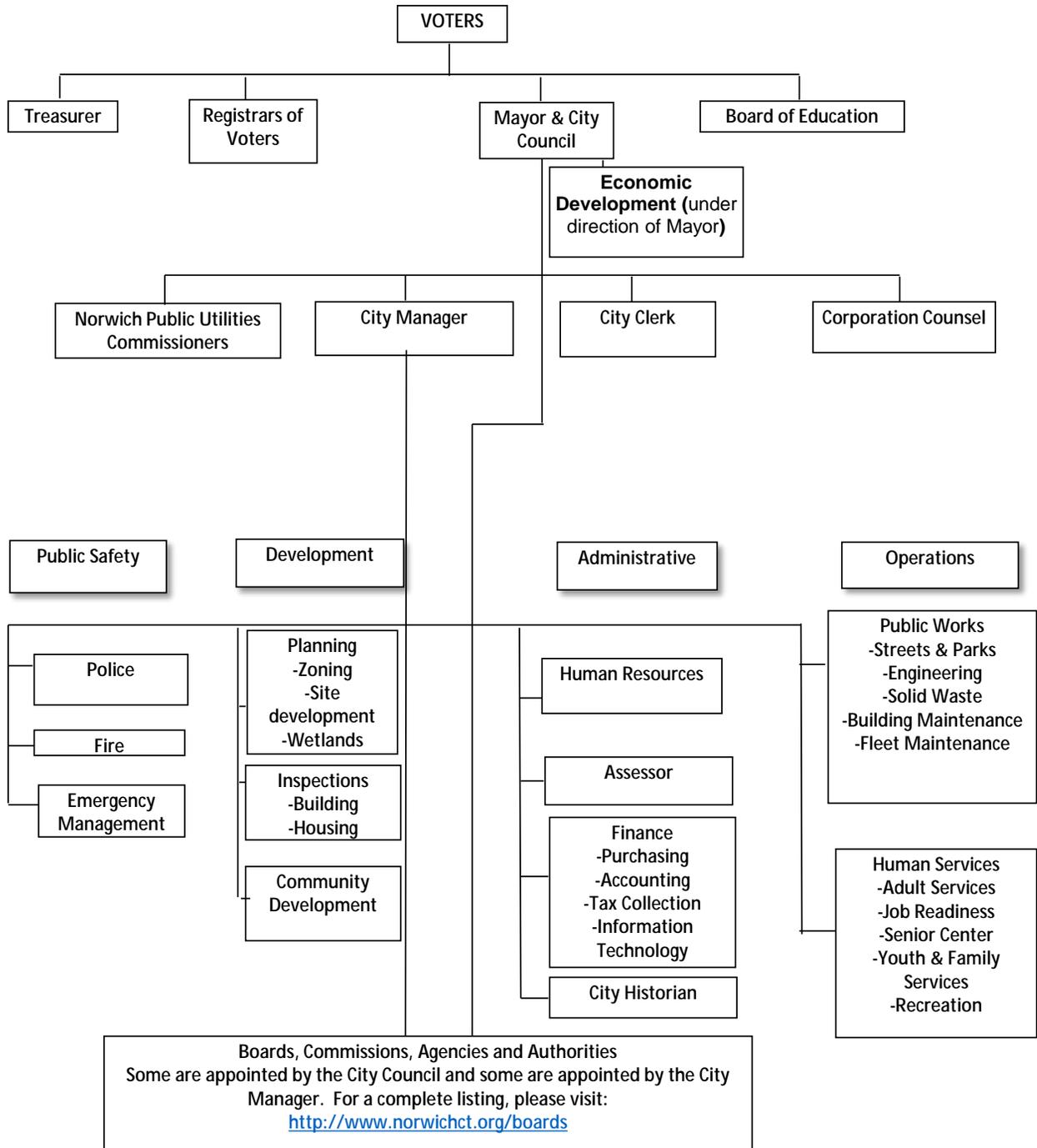
Appointed NPU Commissioners

Robert A. Staley, Chairperson (R)	5 Years	3/1/23
Stewart Peil, Vice Chairperson (R)	5 Years	3/1/27
Michael A. Goldblatt, Secretary (R)	5 Years	3/1/25
Ashon Avent (D)	5 Years	3/1/24
William Warzecha (D)	5 Years	3/1/26

Directory of City Administrative Officials

Title	Name	Phone Number
City Manager	John Salomone	(860) 823-3750
Assessor	William Lee	(860) 823-3722
Building Inspector	Daniel Coley	(860) 823-3775
City Clerk	Betsy Barrett	(860) 823-3734
City Planner	Deanna Rhodes	(860) 823-3767
Collector of Taxes & Revenues	Karlene Deal	(860) 823-3760
Comptroller	Joshua A. Pothier	(860) 823-3720
Deputy Comptroller	Orla McKiernan	(860) 823-3813
Corporation Counsel	Michael E. Driscoll	(860) 889-3321
Emergency Management Director	Tracy Montoya	(860) 892-6080
Engineer	Brian Long	(860) 823-3798
Fire Chief, Norwich (CCD)	Tracy Montoya	(860) 892-6080
Fire Chief, East Great Plain VFD	Keith Milton	(860) 886-0392
Fire Chief, Laurel Hill VFD	Aaron Westervelt	(860) 892-1973
Fire Chief, Occum VFD	Scott Eggert	(860) 822-8285
Fire Chief, Taftville VFD	Timothy Jencks	(860) 887-6676
Fire Chief, Yantic VFD	William Eyberse	(860) 887-2221
Health Director	Patrick McCormack, MPH	(860) 823-1189
Housing Authority Director	Jeffrey Arn	(860) 887-1605
Human Resources Director	Brigid Marks	(860) 823-3786
Human Services Director	Tara Booker	(860) 823-3778
LAN Supervisor	Leon Barnowski	(860) 859-4404
Parking Administrator	Judy Rizzuto	(860) 889-5586
Police Chief	Patrick Daley	(860) 886-5561
Public Utilities Manager	Chris LaRose	(860) 887-2555
Public Works Director	Patrick McLaughlin	(860) 823-3789
Purchasing Agent	Robert Castronova	(860) 823-3706
Recreation Manager	Cheryl Hancin-Preston	(860) 823-3797
Senior Center Manager	Michael Wolak	(860) 889-5960
Superintendent of Schools	Dr. Kristen Stringfellow Ed.D.	(860) 823-6284
Youth & Family Services Manager	Erin Haggan	(860) 823-3782
Zoning Enforcement Officer	Richard Shuck	(860) 823-3752

Organization Chart



Financial Management Policies & Summaries

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.

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 maintained is consistent with legal and managerial requirements. Funds are classified into three basic types: governmental funds, proprietary funds, and fiduciary funds. The next two tables display all of the City’s funds. The funds that are included in this budget document are highlighted in red.

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.

Modified Accrual Basis: 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

Fund Category	Reporting Basis of Accounting	Budgeting Basis of Accounting, when applicable	Fund Type	Fund Type is Used to Account for	Name of Fund	Major Fund in AFR?	Function(s)
Governmental	Modified Accrual	Modified Accrual, excluding 60-day revenue collections	General	All financial resources except those required to be reported in another fund	General	Yes	Education, general government, public safety, public works, social services
			Capital Projects	Acquisition or construction of major capital assets	Bond Expenditure	Yes	Capital
					Capital Improvement	No	
					School Construction	No	
			Permanent	Resources for which the City can only use the earnings to support programs	Cemetery Trust	No	Public works
					Public Parks & Gardens	No	
					Frederick Abbot Bill Summer Music Trust	No	Social services
			Special Revenue	Specific revenue sources that are restricted for specific purposes	Adult Education	No	Education
					Education Grants	Yes	
					Education Programs	No	
					School Lunch	No	General government
					Economic Development Programs	No	
					Other Grants & Programs	No	
					Parking Commission	No	
					Sachem Fund	No	
					City Consolidation District	No	Public safety
					COPS/Byrne Grant	No	
					Dog License	No	
					Fire Grants	No	
					Police Asset Forfeiture	No	
					Police Grants	No	Public works
					Town Consolidation District	No	
					Brown Park	No	
					Mohegan Park	No	
					Sidewalk Assessments	No	
					Community Development	No	Social services
					Lead Paint	No	
			Property Rehab Revolving Loan	No			
			Recreation Grants & Programs	No			
			Senior Citizens Programs	No			
Social Services Grants	No						
Youth Services Grants	No	Debt service					
Debt Service	Financial resources set aside for principal and interest expenditures		Debt Service	No			

Fund Category	Reporting Basis of Accounting	Budgeting Basis of Accounting, when applicable	Fund Type	Fund Type is Used to Account for	Name of Fund	Major Fund in AFR?	Function(s)
Fiduciary	Accrual	Not Applicable	Agency	Reporting assets that are held in a custodial relationship	Bid Deposits	No	General government
					Dangerous Buildings	No	General government
					Performance Bonds	No	General government
					Rehabilitation Deposits	No	Social services
			Pension and OPEB Trust	Resources required to be held in trust for the members and beneficiaries of defined benefit plans	Employees Retirement	No	All functions
					Other Postemployment Benefits (OPEB)	No	
Proprietary		Accrual	Enterprise	Activities for which a fee is charged to external users for goods and services.	Golf Course Authority	No	Recreation
					Ice Rink Authority	No	Recreation
					Public Utilities	Yes	Public utilities
			Internal Service	Activities for sharing costs within the government which will essentially break-even over time	Stadium Authority	No	Recreation
					Medical Benefits	No	All functions
					Workers' Compensation	No	All functions

Relationship among Funds Included in this Budget Document

The General Fund accounts for all education, general government, social services, public works, and public safety activities not accounted for in other funds; including the salary and benefits of the Norwich Fire Department Fire Chief, Deputy Chief, Battalion Chiefs, and Fire Code staff. The CCD accounts for the salary and benefits of the remainder of the career Norwich Fire Department staff. The TCD accounts for tax abatements, volunteer firefighters’ relief fund contribution, and workers’ compensation costs for the five volunteer fire departments.

Operating Budgeting Practices

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



General Fund, CCD and TCD Budgetary Process

Development Phase

The General Fund, CCD and TCD Fund budgets are developed together using 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) unrestricted fund balance (“UFB”). **The current budget does not utilize UFB from any of these funds to balance their budgets.** The Budget Message contains a detailed description of how the budget is developed.

Implementation/Amendment Phase

The department heads oversee their individual budgets and the Comptroller oversees the City budget as a whole. If a department head or the Comptroller anticipates that line item transfers are needed within a department’s budget, they work together to determine the transfers needed and then seek the City Manager’s approval to make the transfers in the City’s accounting system.

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.
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, may direct 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 and (2) to maximize the resources available in order to respectfully submit a reasonable budget. Once the budget is prepared and adopted by the 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 Board then goes through the revision stage of the process. The Board makes final changes to their adopted budget to comply with the bottom number that the City Council has appropriated for the BOE 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 and staffing needs. During this time the Board of Education’s Budget Expenditure Subcommittee meets with the Superintendent and his/her Central Office Administrative Team to discuss the goals and objectives of the upcoming budget document. The City Manager, City Comptroller, and any members of the City Council are welcome to participate in the Board’s subcommittee budget meetings. The Business Administrator explains the sections of the budget and answers questions that arise.

Preparing the Budget Document

During the fall, each principal and department head is scheduled for a budget meeting. Prior to this meeting the Business Administrator 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. Any proposed program or staffing needs are discussed.

The enrollment projections for the upcoming year are based upon the October 1st count and are incremented to the next grade to calculate staffing requirements. For example, the number of students in grade 1 on October 1st will be reflected in grade 2 for the next year. The enrollment projection is also used for per pupil allocations for some of the object items.

The Norwich Public Schools is a kindergarten through eighth-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 Bacon Academy in Colchester.

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 for taxpayers to ask questions about the proposed budget. After the public hearing, a budget subcommittee meeting is scheduled to discuss the hearing questions and comments. The City Manager then submits his budget to the City Council with his/her recommendation for funding for the Board of Education's budget. The City holds the first public hearing in session in April. The Budget Ad-Hoc Committee, consisting of the City Manager, City Comptroller, Superintendent, Business Administrator, and representatives of the Board of Education and City Council conduct meetings as necessary and make a budget recommendation to the City Council prior to the adoption of the final budget. The City Council, under city charter, has to make a resolution to formally adopt the City of Norwich's budget no later than the second 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 year-end financial reporting to the State of Connecticut 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 this report and the Board of Education's records for that year. The audit is required to be completed by December 31st following the close of the fiscal year on June 30th.

Norwich Public Utilities Budget Process

Each year, Norwich Public Utilities begins its budget process in November. Budget managers meet with their staff from November to January to review current year performance and to plan activities for the coming budget year, with an emphasis on controlling costs and maximizing efficiencies. Capital projects for new or replacement infrastructure are based on projected customer needs, development plans, and state regulations, as well as the condition of the infrastructure. Meetings are held with other City of Norwich departments to coordinate any underground construction work to maximize efficiencies and minimize costs.

Funding for personnel is calculated based on salary rates and benefits in accordance with the bargaining unit contracts. Estimated costs for variable benefits, including sick time, are calculated based on historical averages. Retiree vacation and sick leave payouts are estimated based on anticipated retirements. Revenues, purchased power, and purchased gas budgets are created with a consultant using weather normalized statistical analysis models and forward prices for gas and electricity in the commodities markets.

Accounts are identified for each manager in the budgeting software. The detailed items are entered into the budget software and reviewed with the senior manager of each area. After all managers have completed the budget input, the process of compiling the entire budget into a single document for senior management review begins. Meetings are held during January and February to discuss budget assumptions and projections.

The proposed budget is presented in detail to the Board of Commissioners in March. Any necessary adjustments are made in April. The Board votes on the budget in May and it is then forwarded to the City of Norwich Finance Department. The proposed NPU budget is then part of the overall city budget which is considered by the City Council in June.

When necessary, based on the cost of providing utility services, and only after all costs have been examined and reduced, NPU may recommend rate adjustments. The Board of Commissioners then follows a multi-month process including public hearings and public notifications before approving or rejecting rate recommendations. This may occur during the budget process or at other times during the year as needed.

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 which are adopted as part of this budget ordinance. It is difficult to speak of these as discrete policies as they are all so closely intertwined. The Capital Improvement Plan, Debt Policy, Pension Funding, OPEB Funding, Cash Management, Risk Management, and Management of General Fund Unrestricted Fund Balance make up the City's long-term financial planning.

Capital Improvement Plan

Pursuant to Chapter VII, section 17 of the City charter, the City Manager recommends to the City Council in the budget document which projects should be undertaken and how they should be financed. The City Council must adopt a budget with appropriations for capital improvements of at least 2% of the prior General Fund budgeted expenditures.

The process starts in the beginning of November, when 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 consideration for inclusion in the Capital 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 City has utilized a "pay-as-you-go" methodology in funding smaller capital projects in order to mitigate the total cost of those projects. Under this methodology, the City funds capital projects with current tax levies rather than with bonded debt. See the Capital Budget section for detail of the capital improvement budget.

Debt

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.

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 issues are not warranted as a result of the cost of the asset(s) to be funded through the instrument.

Bond Anticipation Notes

The City may 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.

GO debt service is paid out of the General Fund and NPU debt service is paid out from NPU. Please see the Consolidated Debt Schedule for descriptions of the General Fund and NPU debt service due in this budget.

Statutory Debt Limitations

The Connecticut General Statutes Section 7-374(b) provides that the total authorized debt of a City shall not exceed seven times the total tax receipts from the most recently completed fiscal year for debt limitation computation nor shall the total authorized particular purpose debt exceed certain multiples of the tax receipts. The following table summarizes the City's debt limitations projected to June 30, 2022.

Type of Debt	Multiple	Limitation	Total Indebtedness	Percent of Limit
General Purpose	2.25	203,501,250	28,015,711	13.77%
Schools	4.5	407,002,500	4,077,566	1.00%
Sewers	3.75	339,168,750	1,932,544	0.57%
Urban Renewal	3.25	293,946,250	1,902,325	0.65%
Pension Deficit	3	271,335,000	145,000,000	53.44%
Overall Debt Limit	7	633,115,000	180,928,145	28.58%

Debt Policies

The City has adopted the following policies through the annual budget adoption process.

General Policies

The City will:

- Not issue debt to underwrite operations.
- Identify alternative sources of funding in order to minimize the level of debt.
- Seek the highest debt ratings appropriate to each type of debt instrument.

- Ensure that debt service can be fully supported within current revenues or income for the relevant fund.
- Obtain competitive bids for bonds and BANs unless there is a clear indication it is in the best interest to do otherwise and the council approves the alternative.
- Utilize credit enhancement when necessary to lower total borrowing costs.

Maturity

The City will not issue debt with a maturity date greater than the reasonable expected useful life of the underlying asset.

Debt Limitation

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

- Stabilization of net direct debt - It is the City's policy to manage the authorization and issuance of GO bonds so 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. The City may exceed this parameter if additional debt is needed to:
 - address a clear and present threat to public health or safety
 - 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)
- Limitation based on assessed value - In addition, this amount of net direct debt shall be limited to a maximum of 5% of the City's taxable assessed value. (1.904% at June 30, 2021)
- Statutory limitation - In addition, this amount of net direct debt shall be limited to a maximum of 50% of the City's statutory debt limit.

Refunding

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; or eliminate restrictive bond covenants.

Bond Ratings

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 latest bond ratings are Aa3, AA, and AA from Moody's, Standard & Poor's and Fitch, respectively.

Pension and Other Post-Employment Benefits

The following information is taken from the City's most recent actuarial valuations and audited financial statements:

	Employees' Retirement Fund	Volunteer Firefighters' Relief Fund	OPEB Fund
Information from latest actuarial valuation			
Date of valuation	7/1/2021	1/1/2022	7/1/2021
Plan Members			
Currently receiving benefits	652	513	498
Terminated vested members	49	-	-
No longer active	-	78	-
Active plan members	553	55	886
Total	1,254	1834	1,384
Funding Progress			
Actuarial value of assets	\$363,975,232	\$4,204,699	\$32,671,501
Actuarial accrued liability	(363,975,232)	(6,770,677)	(60,938,972)
Unfunded accrued liability (UAL)	\$0	(\$2,565,978)	(\$28,267,471)
Funded ratio	100.00%	62.10%	53.60%
Covered payroll	\$43,591,654	N/A	\$61,617,418
UAL as a % of covered payroll	0%	N/A	53.78%
Fiscal Year 2022-23 Information			
Actuarially Determined Contribution	\$4,410,867	\$309,593	\$3,238,516
Debt Service on Pension Obligation Bonds	8,542,954	0	0
Transfer into/(from) Pension Reserve Fund	759,821	0	0
Total	\$13,713,642	\$309,593	\$3,238,516

Employee Retirement Fund

This fund is used to account for the retirement system which covers City, NPU, and some BOE employees. These benefits are established through collective bargaining for union employees and City Council ordinances for non-union employees.

Norwich voters approved a \$145 million pension obligation bond (POB) issue in November 2021. The City completed the POB transaction in February 2022. As part of the POB plan, the City created a Pension Reserve Fund which will serve to further reduce volatility in budgeting for pension costs.

Pension costs (including the ADC, debt service on POBs, and transfers to the Pension Reserve Fund) are allocated to the departments and budgeted in their respective fringe benefit line items. The Personnel & Pension Board has voted to make incremental changes in the actuarial assumptions to bring them in line with other pension funds, GASB Statement 68, and GFOA best practices. Most recently, the assumed rate of return was lowered from 7.25% to 6.25%.

Volunteer Firefighters' Relief Fund

This fund is used to account for the benefit system for volunteer firefighters from the five fire companies in the Town Consolidation District. Pension contributions are budgeted in the TCD fund. The City has committed to funding 100% of the ADEC for the Volunteer Firefighters' Relief Fund.

Other Post-Employment Benefits Funding

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

OPEB contributions are allocated to the departments and budgeted in their respective fringe benefit line items.

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-term and short-term cash flow demands of the City and conforming to all statutes governing the investment of funds.

Investment income is budgeted in the revenues of the General Fund, CCD Fund, and NPU Enterprise Fund.

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 General Fund, CCD Fund, and NPU Enterprise Fund include contributions to the Health Insurance Fund in the Fringe Benefits line items of their budgets. The Health Insurance Fund is a self-insured internal service fund which accounts for medical, dental, and prescription claims and administrative costs for current employees.

The General Fund, CCD Fund and TCD Fund include contributions to the Workers' Compensation Fund in the fringe benefits line items of their budgets. The Workers' Compensation Fund is a self-insured internal service fund which accounts for workers' compensation, heart and hypertension claims, and administrative costs for current and former employees.

The General Fund and NPU Enterprise Fund budget for premiums for property and casualty and other insurances are included in their budgets.

Management of General Fund Unassigned Fund Balance

City government is prohibited from spending more than the total amount appropriated in its annual budget document. General fund surpluses are accumulated in an account called Unassigned Fund Balance (UFB).

The City Council adopted by ordinance a formal General Fund UFB policy in December 2014 which was amended in June 2021. This policy identifies a target fund balance range of 12% to 17% of annual General Fund expenditures and operating transfers.

The UFB may be used for absorbing operating deficits at any time. If UFB goes over 17%, the Council may appropriate the excess to:

- fund capital improvements beyond the level required by the Charter
- transfer funds to the bonded projects fund to finance authorized, but unissued projects
- retire existing debt early
- make extra contributions into the Pension or OPEB funds

In addition to the UFB policy, in June 2021 the City Council added a policy for a nonlapsing account for unexpended education funds. This policy allows the BOE to request that an unexpended General Fund appropriation be deposited into the nonlapsing account. The funds may be later used for covering future BOE operating deficits, improvements to school facilities and equipment, or improvements to programs which would not create ongoing operating costs.

A detailed history of the UFB follows:

Fiscal Year Ended June 30 th	Unrestricted Fund Balance	Annual Expenditures and Encumbrances	Balance as % of Expenditures
2021	\$17,016,000	\$132,389,000	12.85%
2020	14,394,000	129,668,000	11.10%
2019	13,722,000	126,856,000	10.82%
2018	15,564,000	124,283,000	12.52%
2017	17,681,000	122,210,000	14.47%
2016	14,879,000	120,347,000	12.36%
2015	10,399,000	117,682,000	8.84%
2014	10,981,000	116,151,000	9.45%
2013	11,195,000	114,142,019	9.81%
2012	10,635,000	109,244,843	9.74%

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 Annual Comprehensive Financial Report presents 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, 2020. The City has received this prestigious award every year since 1993. For each of the fiscal years beginning July 1, 2000 through July 1, 2022, 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.

Calculation of Mill Rates

The Assessor values all of the real estate, motor vehicles and personal property each year as of October 1st. 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 tax relief programs for the Disabled, and Veterans Additional Exemption 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 Payments in Lieu of Taxes account 43600.

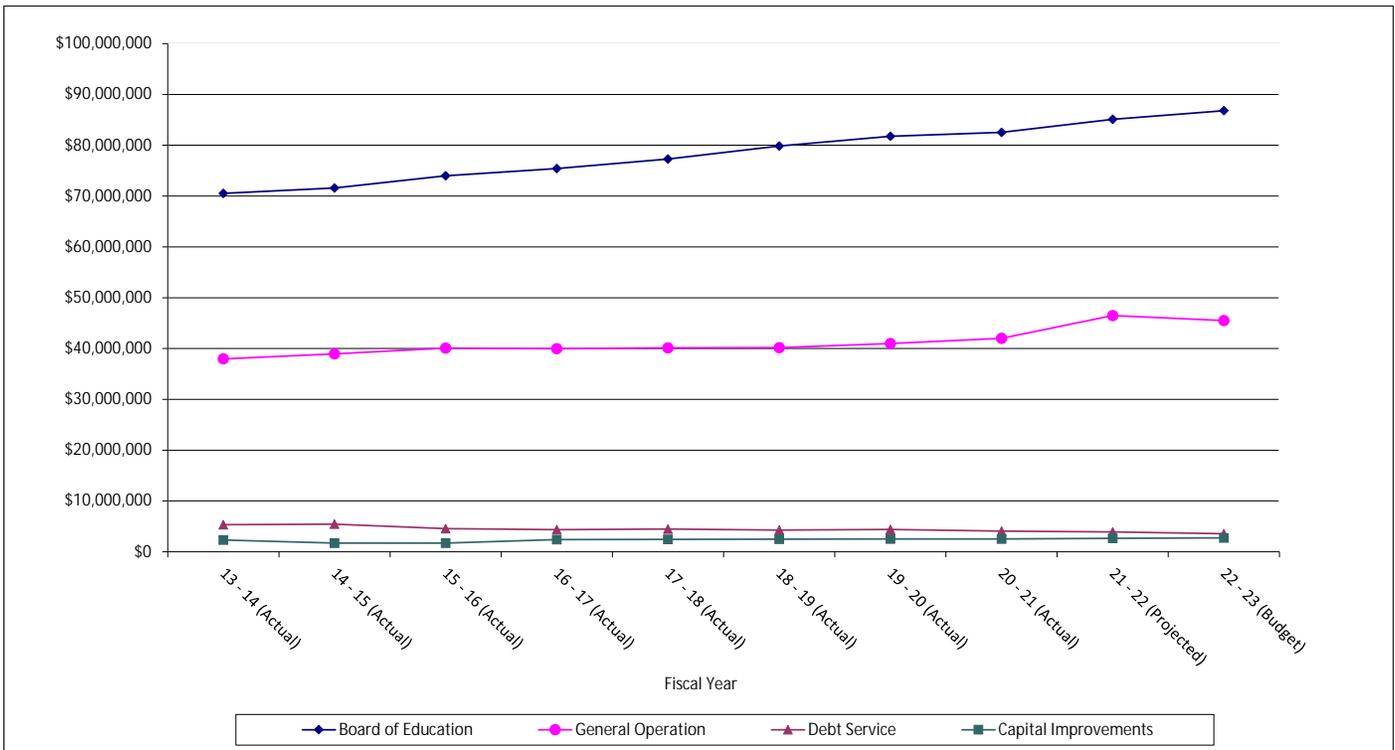
	General Fund	Town Consolidation District	City Consolidation District
<i>Calculation of Grand List, Personal Property and Real Estate</i>			
Personal Property	208,385,990	178,664,170	29,721,820
Real Estate	1,701,785,838	1,126,170,789	575,615,049
Gross Grand List, Personal Property and Real Estate	1,910,171,828	1,304,834,959	605,336,869
<i>Less: Exemptions, Credits, Etc.</i>			
Elderly Reimbursement	7,979,991	4,907,099	3,072,892
Veterans/ military exemptions	2,386,750	1,647,250	739,500
Disabled exemptions	1,207,000	793,000	414,000
Economic Dev & Mfg exemptions	75,916,211	65,348,541	10,567,670
Total Exemptions, Credits, Etc.	87,489,952	72,695,890	14,794,062
<i>Grand list, net of exemptions & credits</i>	1,822,681,876	1,232,139,069	590,542,807
<i>Estimated Tax Collection Percentage</i>	98.05%	98.88%	96.65%
<i>Collectible Grand List, Personal Property and Real Estate</i>	1,787,139,579	1,218,339,111	570,759,623
<i>Taxes to be Levied:</i>			
General City	14,291,628		
Board of Education	54,382,515		
Capital Improvements	2,740,287		
Debt Service	3,330,983		
Fire Districts		424,017	3,790,641
Total Tax Levy, Personal Property and Real Estate	74,745,413	424,017	3,790,641
<i>Mill Rates Required:</i>			
General City	8.01		
Board of Education	30.43		
Capital Improvements	1.53		
Debt Service	1.86		
Town Consolidation District		0.35	
City Consolidation District			6.65
Total Mill Rates Required	41.83	0.35	6.65
Last Year's Mill Rate	41.98	0.37	6.66
Change	(0.15)	(0.02)	(0.01)
Percent Change	-0.36%	-5.41%	-0.15%

Calculation of Revenues from Motor Vehicle Taxes, as Capped by Connecticut General Statutes

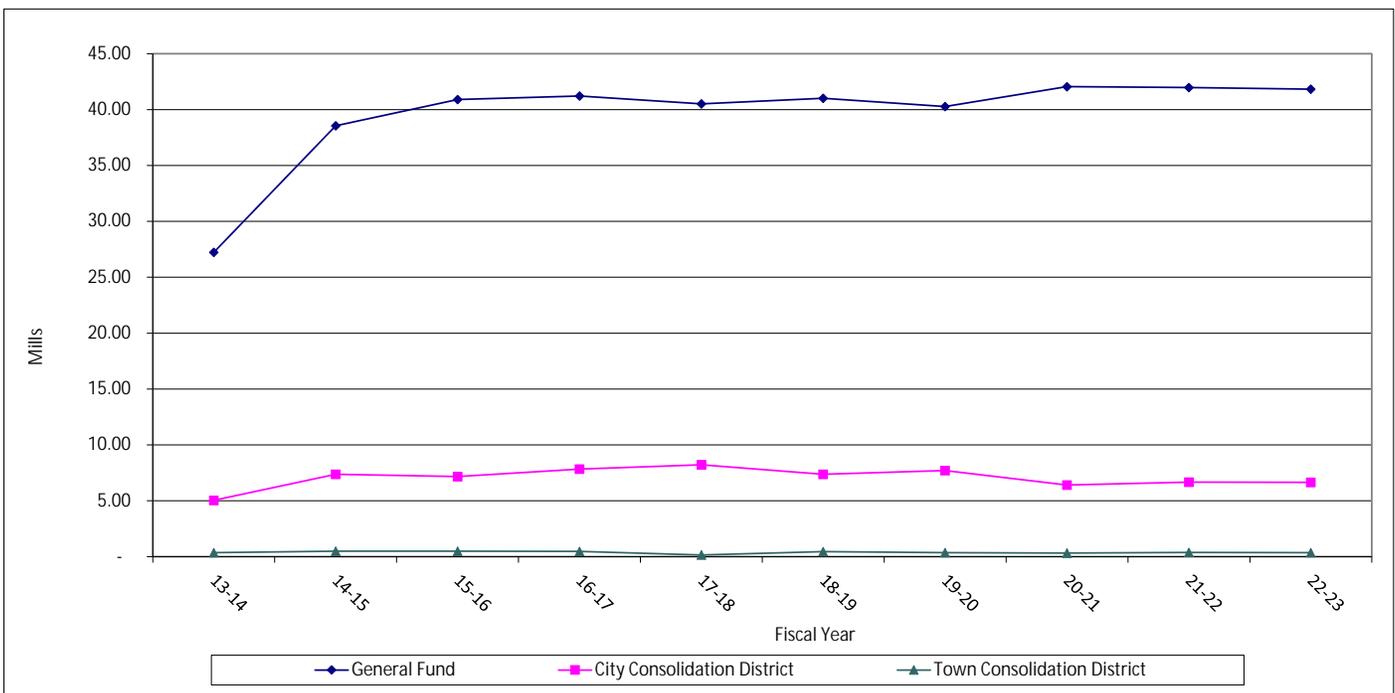
	General Fund	Town Consolidation District	City Consolidation District
Motor Vehicles - July Billing	267,513,246	169,013,936	98,499,310
Motor Vehicles - Estimated January Billing	28,400,000	16,700,000	11,700,000
<i>Less: Exemptions, Credits, Etc.</i>	(7,016,588)	(4,795,962)	(2,220,626)
<i>Grand list, net of exemptions & credits</i>	<u>288,896,658</u>	<u>180,917,974</u>	<u>107,978,684</u>
<i>Estimated Tax Collection Percentage</i>	90.22%	92.84%	86.49%
<i>Collectible Grand List, Motor Vehicles</i>	<u>260,642,565</u>	<u>167,964,247</u>	<u>93,390,764</u>
Mill Rate Cap	32.46	0.00	0.00
Taxes on Motor Vehicles	8,460,458	0	0
GRAND TOTAL - COLLECTIBLE GRAND LIST	2,047,782,144	1,386,303,358	664,150,387
GRAND TOTAL - CURRENT TAX LEVY	83,205,871	424,017	3,790,641

Budget Graphs & Charts

General Fund Expenditures - Ten Year Comparison



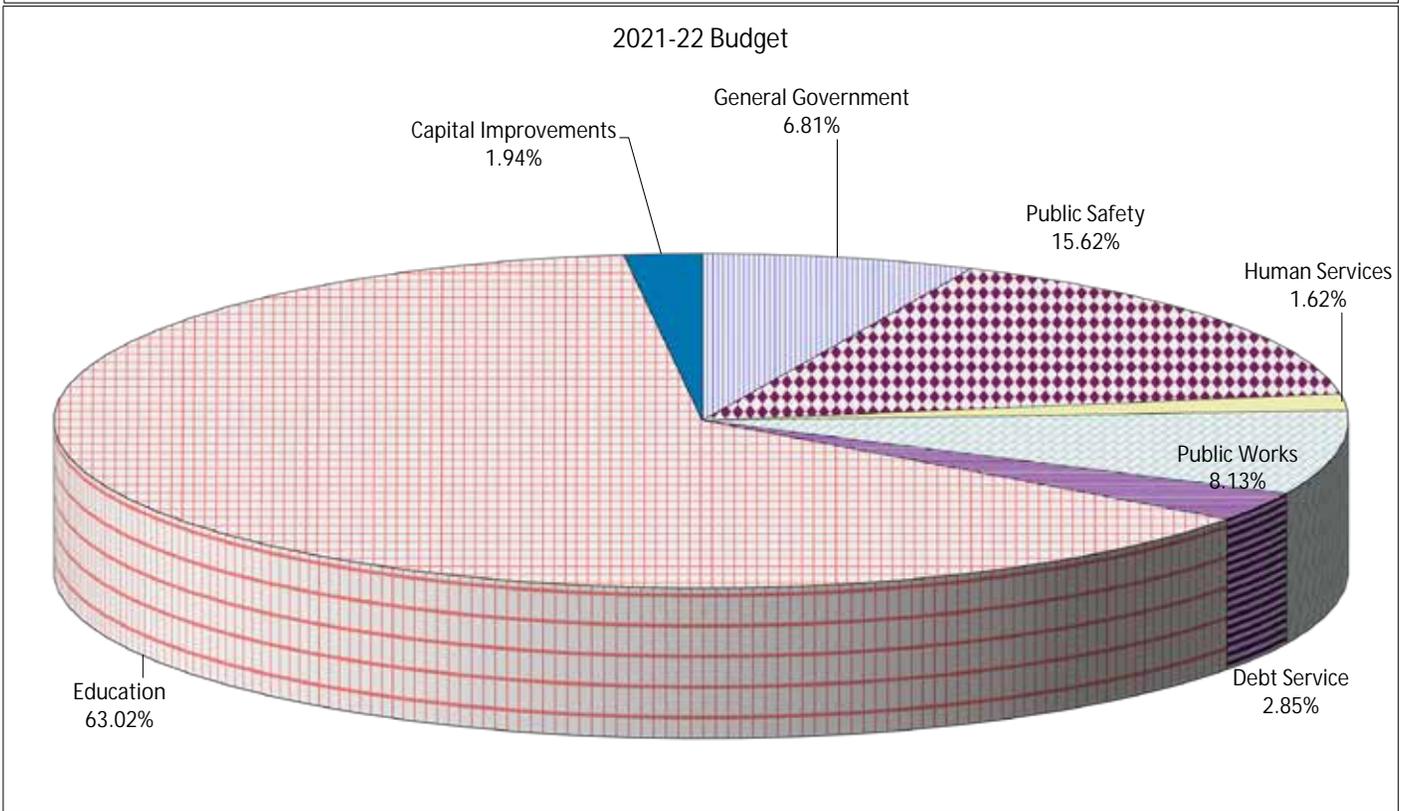
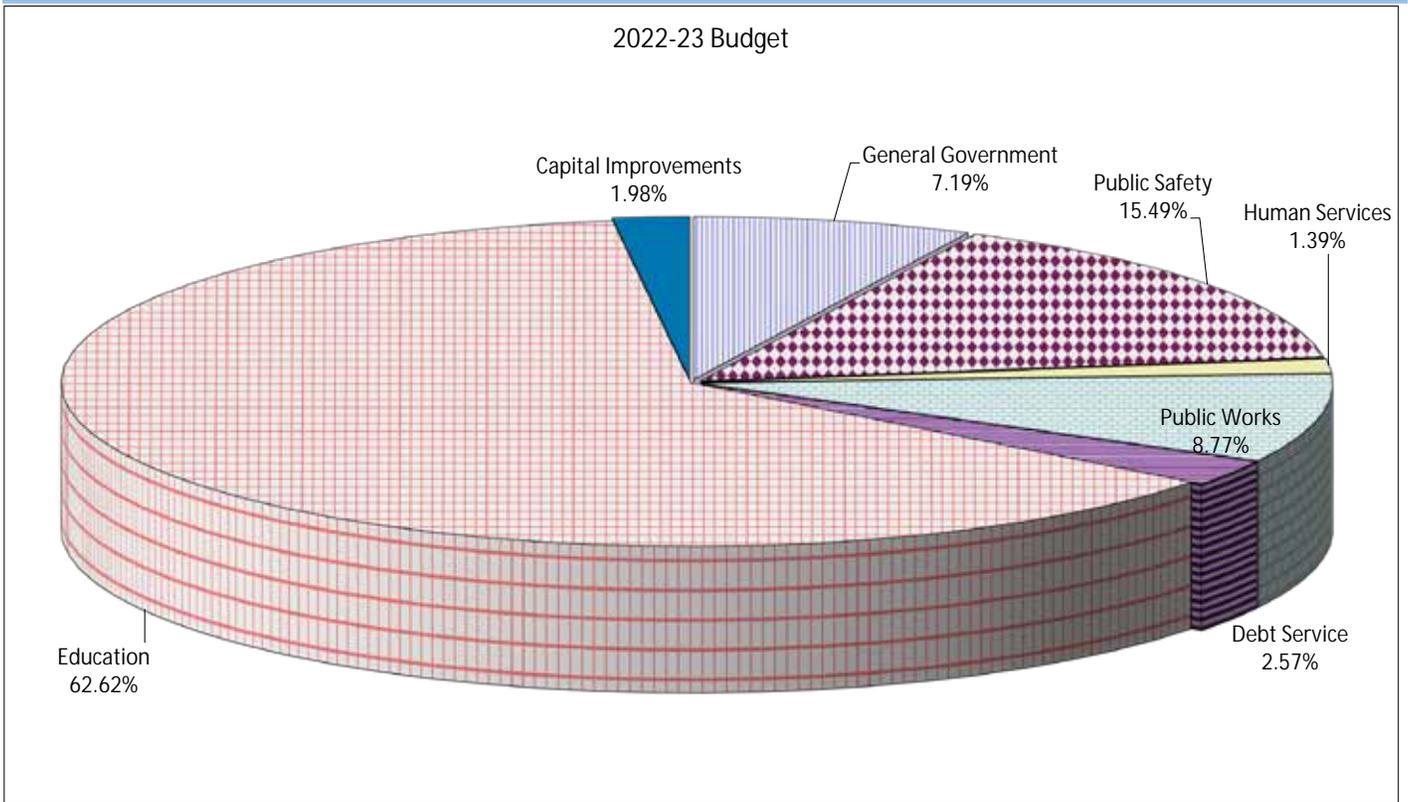
Mill Rates - Ten Year Comparison



In fiscal year 2014-15, the 10/1/2013 grand list revaluation resulted in a decrease in the net grand list of \$630 million to \$1.78 billion compared to 10/1/2012.

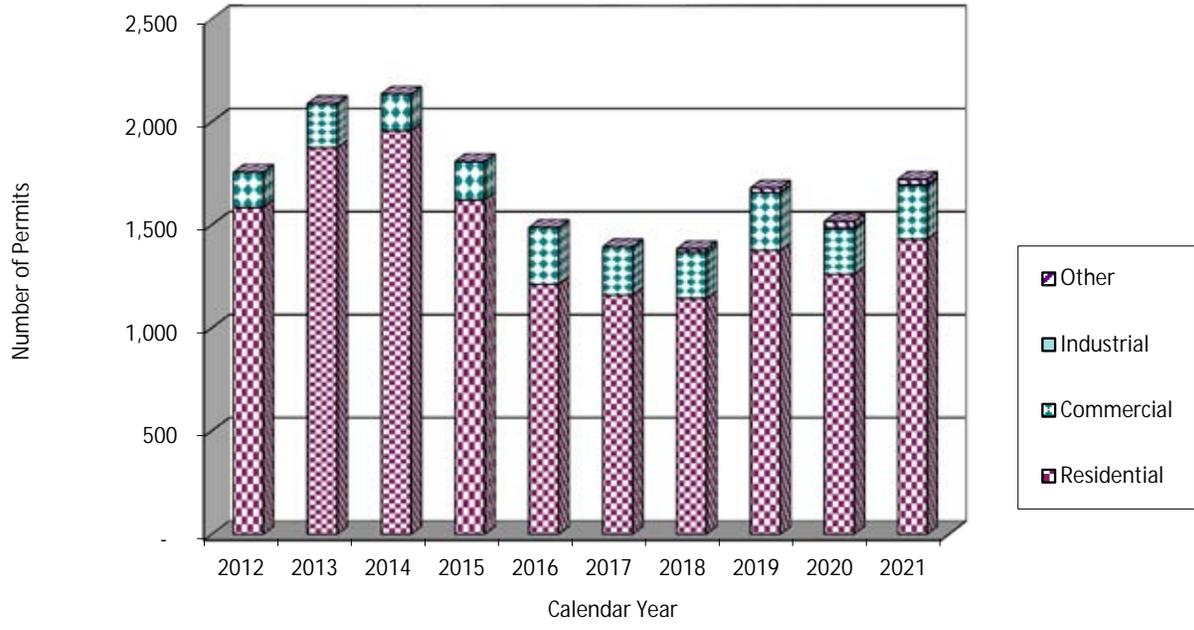
In fiscal year 2019-20, the 10/1/2018 grand list revaluation resulted in an increase in the net grand list of \$119 million to \$1.95 billion compared to 10/1/2017.

The next revaluation will be for the 10/1/2023 grand list for fiscal year 2024-25.

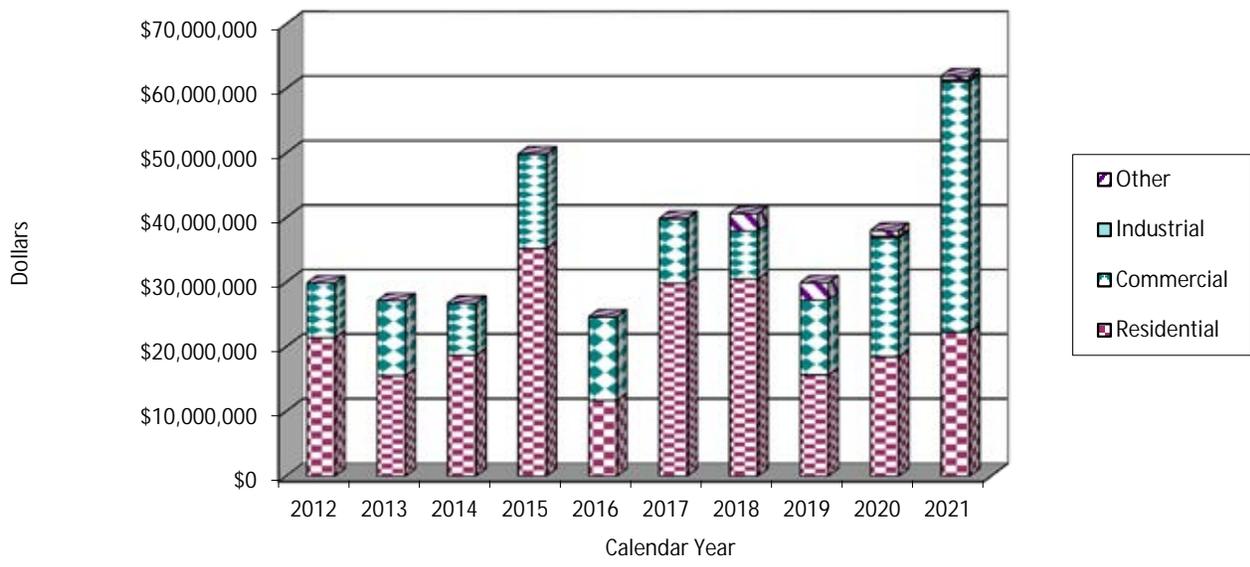


	2022-23 Budget	2021-22 Budget	Dollar Change	Percent Change
General Government	9,963,981	9,331,080	632,901	6.78%
Public Safety	21,478,640	21,406,876	71,764	0.34%
Human Services	1,930,703	2,221,289	(290,586)	-13.08%
Public Works	12,150,807	11,144,301	1,006,506	9.03%
Debt Service	3,558,554	3,907,535	(348,981)	-8.93%
Education	86,803,758	86,346,105	457,653	0.53%
Capital Improvements	2,740,287	2,657,155	83,132	3.13%
Total	138,626,730	137,014,341	1,612,389	1.18%

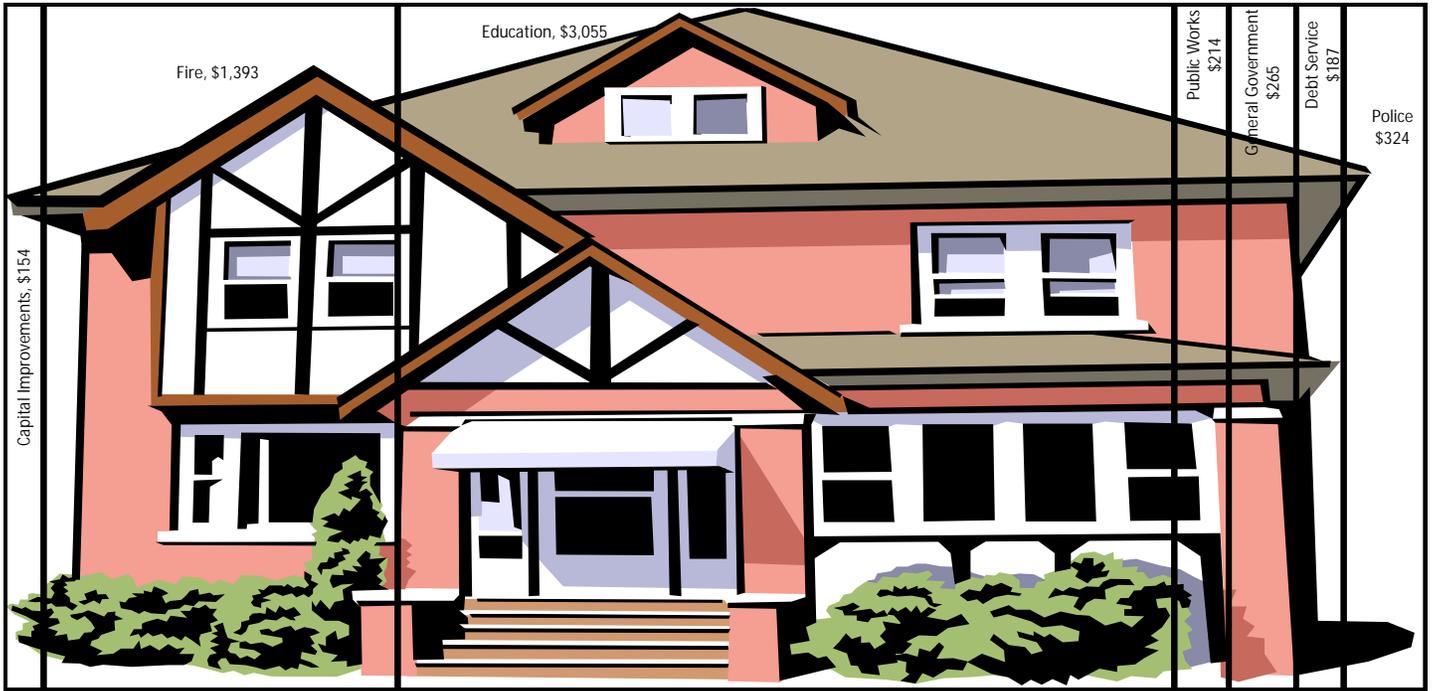
Building Permits Issued by Category



Value of Building Permits by Category

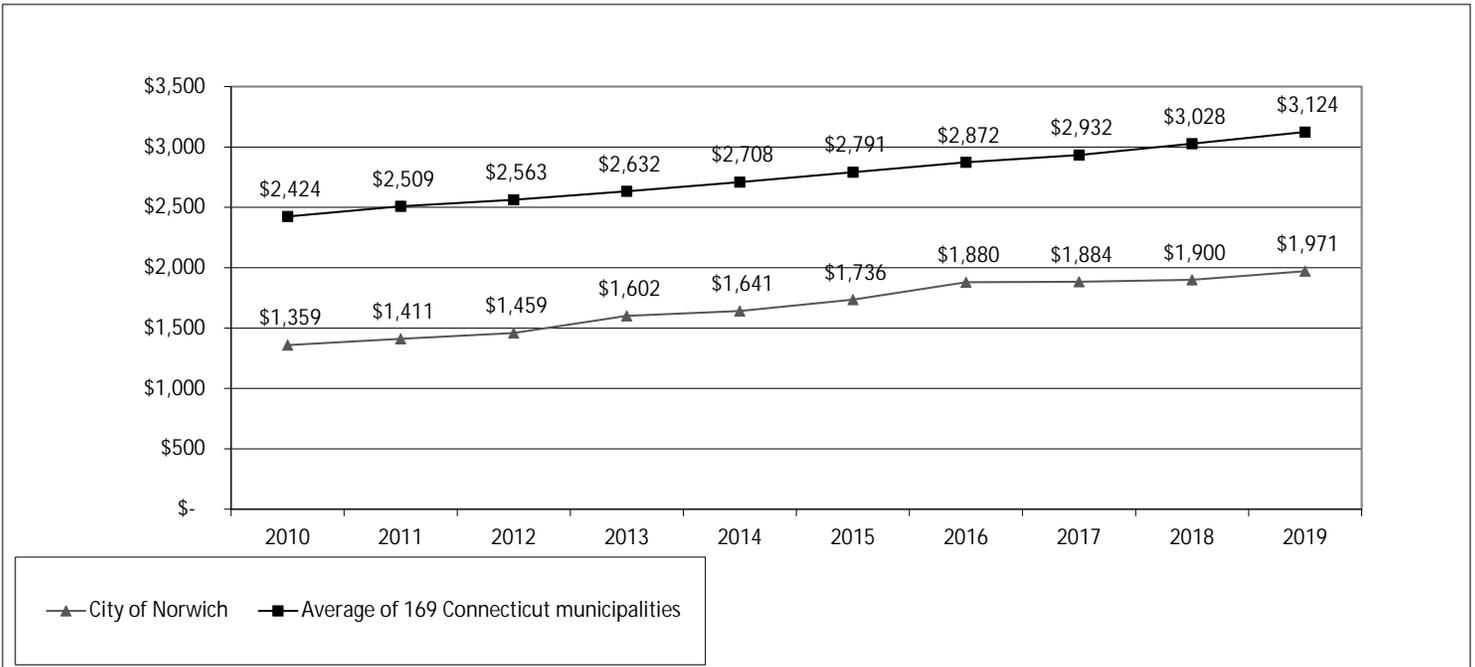


Property Tax on Residential Home in the City Consolidation District with a Market Value of \$143,400



Capital improvements	\$154	Taxes support the improvement and expansion of the city's infrastructure.
Fire	\$1,393	Taxes provide fire protection for residents.
Education	\$3,055	Taxes fund the Norwich Public School system.
Public Works	\$214	Taxes support maintenance of city roads, buildings, parks and vehicles and refuse and recycling collection.
General Government	\$265	Taxes support the administration of city services.
Debt Service	\$187	Taxes provide for the scheduled debt service payments from the city's long-term borrowings.
Police	\$324	Taxes provide police protection for residents.
TOTAL TAX BILL:	\$5,592	

Property Tax Revenue Per Capita



Source: State of Connecticut Office of Policy & Management's May 2021 Municipal Fiscal Indicators. The last available statistic for the Average of 169 Connecticut municipalities is for fiscal year 2019.

Full-Time Equivalent General Government Positions in General Fund and CCD Budgets

<u>Department</u>	<u>18-19</u>	<u>19-20</u>	<u>20-21</u>	<u>21-22</u>	<u>22-23</u>
City Council	2.00	2.00	2.00	2.00	2.00
City Manager	2.00	2.00	2.00	2.00	2.00
Finance	11.50	12.50	12.50	12.50	13.00
Assessment	3.60	4.00	4.00	4.00	4.00
Treasurer	2.80	3.00	3.00	3.00	3.00
Human Resources	3.60	4.00	4.00	4.00	4.00
City Clerk	4.50	4.50	4.50	4.50	4.00
Planning & Neighborhood Services	9.00	9.00	9.00	9.00	9.00
Registrars of Voters	2.00	2.00	2.00	2.00	2.00
Police	104.45	104.45	103.00	100.00	100.00
Fire	58.75	58.75	58.75	58.68	58.68
Emergency Management	0.25	0.25	0.25	0.32	0.32
PW Street Maintenance	32.00	32.00	32.00	31.00	35.00
PW Engineering & Administration	6.00	6.00	6.00	6.00	7.00
PW Fleet Maintenance	7.00	7.00	7.00	7.00	7.00
PW Refuse & Recycling	0.00	0.00	0.00	0.00	0.00
PW Building Maintenance	9.00	9.00	9.00	9.00	9.00
PW Parking Maintenance	1.00	1.00	1.00	1.00	1.00
Senior Center	7.00	7.00	7.00	7.00	7.00
Youth & Family Services	2.00	2.00	2.00	2.00	2.00
Human Services	3.40	3.40	3.40	3.40	3.00
Recreation	5.00	5.00	5.00	5.00	2.00
Total	<u>276.85</u>	<u>278.85</u>	<u>277.40</u>	<u>273.40</u>	<u>275.00</u>

* The General Government position counts may differ from those given on the individual departments' budget pages if an employee will be added in the middle of the fiscal year, the individual departments' budget pages show this as a partial employee. For example, if a police officer is added in January - the middle of the fiscal year - would be included as 0.5 FTE. The summary above is intended to show the total staffing resources as of the end of the fiscal year, so that same police officer would be counted as a full FTE.

General Government - the City reduced of its workforce by 18% from a high of 335 FTE's in 2001-02.

Estimated Total Full-Time Equivalent Positions Across All Funding Sources

Fiscal Year 2022-23

	General Fund	CCD	NPU	Interfund transfers	Program Fees	Grants	Total
General Government							
City Council	2.00						2.00
City Manager	2.00					1.00	3.00
Finance	13.00			2.00			15.00
Assessment	4.00						4.00
Treasurer	3.00						3.00
Human Resources	4.00						4.00
City Clerk	4.00					1.00	5.00
Planning & Neighborhood Services	9.00					1.00	10.00
Registrars of Voters	2.00						2.00
Police	100.00			1.50		9.00	110.50
Fire	10.68	48.00				1.00	59.68
Emergency Management	0.32						0.32
PW Street Maintenance	35.00					1.00	36.00
PW Engineering & Administration	7.00						7.00
PW Fleet Maintenance	7.00					1.00	8.00
PW Refuse & Recycling	0.00						0.00
PW Building Maintenance	9.00						9.00
PW Parking Maintenance	1.00						1.00
Senior Center	7.00						7.00
Youth & Family Services	2.00					2.00	4.00
Human Services	3.00					4.00	7.00
Recreation	2.00				1.00	1.00	4.00
Community Development						4.00	4.00
Subtotal - General Government	227.00	48.00	0.00	3.50	1.00	26.00	305.50
Board of Education							
Elementary Education	461.02					246.06	707.08
Food Services						34.13	34.13
Adult Education						29.26	29.26
Subtotal - Board of Education	461.02	0.00	0.00	0.00	0.00	309.45	770.47
Norwich Public Utilities			151.00				151.00
GRAND TOTALS	688.02	48.00	151.00	3.50	1.00	335.45	1,226.97

Collective Bargaining Units

Collective Bargaining Group Name	Group Represented	FTE Positions Represented	Beginning Date of Contract	End Date of Contract
United Public Service Employees Union (UPSEU)	City 911 Dispatchers	9.00	7/1/2017	6/30/2022
International Association of Fire Fighters, Local 892	City Firefighters	57.00	7/1/2020	6/30/2024
Council 4 AFSCME, Local 2422	City Non-supervisory administrative employees	63.40	7/1/2018	6/30/2022
United Public Service Employees Union, Connecticut Organization for Public Safety Division	City Police Officers	98.50	7/1/2016	6/30/2023
United Public Service Employees Union, Connecticut Organization for Public Safety Division	City Public Works Employees	47.00	7/1/2017	6/30/2022
Public Works Supervisors, American Federation of State, County & Municipal Employees (AFSCME), Local 818, Council 4	City Public Works Supervisors	4.00	7/1/2019	6/30/2024
Municipal Employees Union "Independent" (MEUI) Supervisors	City Supervisory administrative employees	11.00	7/1/2019	6/30/2023
Norwich School Administrators Association	NPS Administrators	30.00	7/1/2022	6/30/2025
MEUI Local 506, SEIU, AFL-CIO	NPS Custodians	30.00	7/1/2021	6/30/2023
MEUI Local 506, SEIU, AFL-CIO	NPS Paraeducators	146.00	7/1/2017	6/30/2021
New England Health Care Employees Union District 1199, SEIU, AFL-CIO	NPS School Nurses	15.00	7/1/2020	6/30/2024
Norwich Educational Administrative Assistants, AFSCME Local 1303-190, Council 4	NPS Administrative Assistants	30.00	7/1/2018	6/30/2022
Norwich Teachers League	NPS Teachers	372.20	7/1/2018	6/30/2023
United Food & Commercial Workers Int'l, Local 371	NPS Food Services Managers	9.00	7/1/2021	6/30/2024
UPSEU, BOE	NPS Food Services Workers	25.13	7/1/2017	6/30/2021
Supervisory Employees Association, Inc. AFSCME Local 818, Council 4	NPU Supervisory and Professional Employees	48.00	7/1/2018	6/30/2022
International Brotherhood of Electrical Workers Local 457, Norwich Unit	NPU Technical and clerical workers	98.00	7/1/2018	6/30/2022
United Steelworkers of America AFL-CIO-CLC Local No. 9411-02	NPU Water distribution employees	4.00	7/1/2018	6/30/2022

Non-Bargaining Employees

General Government	15.60
Department of Public Utilities	1.00
Board of Education	113.14

Consolidated Debt Schedule

Description	Issue Date	Interest Rates	Original Debt	Outstanding at 7/1/2022	Principal	Interest	FY 2023 Debt Service	Source of Funding for Debt Service						
								General Government	General Government- Included in Fringe Benefits	Board of Education	Total General Fund	City Consolidation District	Norwich Public Utilities	GRAND TOTAL
Bonds														
Series A, Tax-Exempt	3/3/2015	3.0 - 4.0%	5,600,000	3,325,000	275,000	103,750	378,750	153,325	-	-	153,325	-	225,425	378,750
Series B, Taxable	3/3/2015	2.0 - 3.0%	1,140,000	335,000	115,000	7,820	122,820	122,820	-	-	122,820	-	-	122,820
Series A, Tax-Exempt	3/1/2016	2.00 - 2.55%	6,300,000	4,110,000	360,000	94,838	454,838	269,600	-	-	269,600	-	185,238	454,838
Series B, Taxable	3/1/2016	2.00 - 3.00%	2,500,000	1,000,000	250,000	20,125	270,125	135,062	-	-	135,062	-	135,063	270,125
Series C, Partial Refunding of 2009 Series A	10/12/2016	1.75 - 4.00%	2,925,000	1,755,000	585,000	55,519	640,519	640,519	-	-	640,519	-	-	640,519
Series A, Tax-Exempt	3/10/2017	3.00 - 4.00%	4,450,000	3,325,000	225,000	120,725	345,725	191,263	-	-	191,263	-	154,462	345,725
Series A, Partial Refunding of 2009 Series A	3/10/2017	3.00 - 4.00%	2,825,000	2,825,000	-	107,400	107,400	107,400	-	-	107,400	-	-	107,400
Series B, Taxable	3/10/2017	1.00 - 3.90%	1,000,000	750,000	50,000	25,800	75,800	-	-	-	-	-	75,800	75,800
Series A, Tax-Exempt	12/6/2018	3.00 - 5.00%	7,970,000	7,140,000	420,000	274,838	694,838	694,838	-	-	694,838	-	-	694,838
Series A, Tax-Exempt	12/5/2019	2.00 - 5.00%	3,575,000	3,390,000	185,000	92,405	277,405	197,021	-	-	197,021	-	80,384	277,405
Series A, Tax-Exempt	10/28/2020	2.0 - 3.0%	1,205,000	1,140,000	60,000	25,875	85,875	85,875	-	-	85,875	-	-	85,875
Series B, Taxable refunding of 2011 Series A and 2014 Series A	10/28/2020	0.39% - 2.17%	15,920,000	13,175,000	1,310,000	170,945	1,480,945	896,307	-	-	896,307	-	584,638	1,480,945
Pension Obligation Bonds	2/25/2022	1.38% - 3.64%	145,000,000	145,000,000	4,430,000	4,112,954	8,542,954	-	3,839,994	556,809	4,396,803	1,021,691	3,124,460	8,542,954
Subtotal-Bonds				187,270,000	8,265,000	5,212,994	13,477,994	3,494,030	3,839,994	556,809	7,890,833	1,021,691	4,565,470	13,477,994
Notes														
CT CWF NOTES 495-C WWTP Digester	6/1/2013	2.00%	5,747,554	3,106,986	286,140	59,526	345,666	-	-	-	-	-	345,666	345,666
CT CWF 625-D WWTP Design	12/31/2012	2.00%	1,864,518	969,461	93,600	18,534	112,134	-	-	-	-	-	112,134	112,134
CT CWF 625-D1 WWTP Design	5/31/2015	2.00%	2,510,422	1,461,927	141,147	27,949	169,096	-	-	-	-	-	169,096	169,096
DWSRF 200801-C Business Park Tank Painting & Rehab	6/30/2009	2.27%	450,000	155,625	22,500	3,299	25,799	-	-	-	-	-	25,799	25,799
DWSRF 2010-8005 Brown/Fitch Hill Tank Rehab	3/31/2010	2.06%	144,728	54,274	7,236	1,050	8,286	-	-	-	-	-	8,286	8,286
DWSRF 2010-8006 Fairview Tank Rehab	3/31/2010	2.06%	326,250	130,499	16,313	2,534	18,847	-	-	-	-	-	18,847	18,847
DWSRF 2011-7005 Deep River Pumps, Drives, Tank Design	4/30/2014	2.00%	160,285	89,529	8,664	1,711	10,375	-	-	-	-	-	10,375	10,375
DWSRF 2011-7006 Deep River Transmission Main Design	4/30/2014	2.00%	147,989	80,845	8,222	1,542	9,764	-	-	-	-	-	9,764	9,764
DWSRF 2014-7027 Stony Brook DAF/Tank/Transmission Main North & South	6/30/2015	2.00%	505,762	316,101	25,288	6,090	31,378	-	-	-	-	-	31,378	31,378
DWSRF 2014-7036 Deep River Pumps, Drives, Tank Construction	5/31/2016	2.00%	4,051,579	2,717,934	202,579	52,502	255,081	-	-	-	-	-	255,081	255,081
DWSRF 2015-7037 Royal Oaks Water Main Extension	10/31/2016	2.00%	1,528,016	1,039,899	84,890	20,020	104,910	-	-	-	-	-	104,910	104,910
DWSRF 2017-7056 Mohegan Park Tank	2/28/2019	2.00%	2,869,392	2,336,854	134,755	42,335	177,090	-	-	-	-	-	177,090	177,090
DWSRF 2017-7072 Water AMI Meter	8/30/2019	2.00%	1,582,335	1,318,612	79,117	25,647	104,764	-	-	-	-	-	104,764	104,764
DWSRF 2019-7081 Stony Brook Transmission Main & Sprague Interconnect	11/30/2020	2.00%	2,413,669	2,172,302	120,683	42,340	163,023	-	-	-	-	-	163,023	163,023
DWSRF 2019-7069-2 Deep River Sand Filters & Occum Tank	12/31/2020	2.00%	2,477,090	2,229,381	123,855	43,452	167,307	-	-	-	-	-	167,307	167,307
CT CWF 707-PD Eastside CSO Planning & Design	2/26/2021	2.00%	1,655,000	1,537,771	82,750	29,997	112,747	-	-	-	-	-	112,747	112,747
CT CWF WWTP WWTP Design Upgrades	TBD	2.00%	TBD		121,530	51,219	172,749	-	-	-	-	-	172,749	172,749
DWSRF 2019-7077 Stony Brook DAF Construction	TBD	2.00%	TBD		366,709	497,787	864,496	-	-	-	-	-	864,496	864,496
Subtotal-Notes				19,718,000	1,925,978	927,534	2,853,512	-	-	-	-	-	2,853,512	2,853,512
Capital Leases														
2013 Ferrara Ignitor XD 1,500 GPM Pumper	2/25/2013	2.37%	573,992	63,030	63,030	1,494	64,524	64,524	-	-	64,524	-	-	64,524
LED Streetlight GE Capital Financing	12/29/2017	4.25%	1,937,131	564,528	349,091	17,245	366,336	-	-	-	-	-	366,336	366,336
Cisco Financing for IT equipment	8/19/2020	3.05%	320,968	194,144	62,757	5,995	68,752	-	-	-	-	-	68,752	68,752
Financing TBD	TBD	TBD	300,000	300,000	100,000	-	100,000	-	-	-	-	-	100,000	100,000
Subtotal-Capital Leases				1,121,702	574,878	24,734	599,612	64,524	-	-	64,524	-	535,088	599,612
GRAND TOTAL				208,109,702	10,765,856	6,165,262	16,931,118	3,558,554	3,839,994	556,809	7,955,357	1,021,691	7,954,070	16,931,118

Summary of All Funds Subject to Appropriation

	FYE 2021 - Actual				FYE 2022 - Projected				FYE 2023 - Budgeted			
	General	SRF	NPU	Total	General	SRF	NPU	Total	General	SRF	NPU	Total
Revenues												
Taxes	86,764,775	4,457,405	-	91,222,180	87,661,485	4,705,500	-	92,366,985	86,759,871	4,419,658	-	91,179,529
Licenses & Permits	644,191	-	-	644,191	891,330	-	-	891,330	612,900	-	-	612,900
Federal Grants	-	-	-	-	478,350	-	-	478,350	1,000,000	240,000	-	1,240,000
State Grants	37,318,982	702,992	-	38,021,974	38,683,705	702,992	-	39,386,697	41,645,219	636,326	-	42,281,545
Other Intergovernmental Revenue	168,352	-	-	168,352	165,018	-	-	165,018	165,700	-	-	165,700
Charges for Services	1,210,818	-	92,093,770	93,304,588	1,355,086	-	100,290,558	101,645,644	1,201,000	-	104,354,357	105,555,357
Fines & Assessments	272,000	-	-	272,000	302,500	-	-	302,500	252,900	-	-	252,900
Investment Earnings	213,392	1,176	69,286	283,854	135,000	3,100	60,996	199,096	450,000	9,000	60,996	519,996
Rents & Royalties	540,091	-	-	540,091	611,000	-	-	611,000	579,951	-	-	579,951
Other Revenues	205,156	-	-	205,156	236,062	-	-	236,062	279,538	-	-	279,538
Other Financing Sources	6,345,536	3,299,876	-	9,645,412	5,696,847	3,299,876	-	8,996,723	5,679,651	3,299,876	-	8,979,527
Total revenue	133,683,293	8,461,449	92,163,056	234,307,798	136,216,383	8,711,468	100,351,554	245,279,405	138,626,730	8,604,860	104,415,353	251,646,943
Expenditures/ Expenses												
City Council	419,060	-	-	419,060	394,742	-	-	394,742	438,638	-	-	438,638
City Manager	391,177	-	-	391,177	422,817	-	-	422,817	440,278	-	-	440,278
Finance	1,687,265	-	-	1,687,265	1,799,746	-	-	1,799,746	1,932,258	-	-	1,932,258
Assessment	462,356	-	-	462,356	450,596	-	-	450,596	535,397	-	-	535,397
Treasurer	273,242	-	-	273,242	294,760	-	-	294,760	304,375	-	-	304,375
Law	365,250	-	-	365,250	331,000	-	-	331,000	439,000	-	-	439,000
Human Resources	550,466	-	-	550,466	622,013	-	-	622,013	660,687	-	-	660,687
City Clerk	514,521	-	-	514,521	532,490	-	-	532,490	521,727	-	-	521,727
Planning & Neighborhood Services	1,013,073	-	-	1,013,073	1,160,858	-	-	1,160,858	1,250,590	-	-	1,250,590
Registrars of Voters	147,135	-	-	147,135	144,849	-	-	144,849	169,122	-	-	169,122
Police	17,310,884	-	-	17,310,884	18,321,334	-	-	18,321,334	18,345,279	-	-	18,345,279
Norwich Fire	2,143,065	-	-	2,143,065	2,308,702	-	-	2,308,702	2,357,455	-	-	2,357,455
Emergency Management	67,264	-	-	67,264	66,400	-	-	66,400	75,661	-	-	75,661
East Great Plain VFD	143,198	-	-	143,198	150,915	-	-	150,915	165,433	-	-	165,433
Laurel Hill VFD	82,433	-	-	82,433	86,899	-	-	86,899	86,732	-	-	86,732
Occum VFD	91,806	-	-	91,806	91,900	-	-	91,900	100,168	-	-	100,168
Taftville VFD	140,300	-	-	140,300	163,500	-	-	163,500	176,038	-	-	176,038
Yantic VFD	150,783	-	-	150,783	169,650	-	-	169,650	171,874	-	-	171,874
Public Works	10,693,484	-	-	10,693,484	11,378,060	-	-	11,378,060	12,150,807	-	-	12,150,807
Human Services	2,034,864	-	-	2,034,864	2,205,750	-	-	2,205,750	1,930,703	-	-	1,930,703
Education	82,555,300	-	-	82,555,300	85,106,105	-	-	85,106,105	86,803,758	-	-	86,803,758
Debt Service	4,061,814	-	1,121,022	5,182,836	3,907,535	-	1,143,690	5,051,225	3,558,554	-	1,301,234	4,859,788
Miscellaneous	5,405,356	-	-	5,405,356	5,519,594	-	-	5,519,594	6,012,196	-	-	6,012,196
City Consolidation District	-	7,736,219	-	7,736,219	-	8,233,721	-	8,233,721	-	8,117,604	-	8,117,604
Town Consolidation District	-	445,074	-	445,074	-	505,129	-	505,129	-	487,256	-	487,256
Gas, Water, Electric & Sewer	-	-	78,787,390	78,787,390	-	-	87,404,994	87,404,994	-	-	92,593,775	92,593,775
Total expenditures/expenses	130,704,096	8,181,293	79,908,412	218,793,801	135,630,215	8,738,850	88,548,684	232,917,749	138,626,730	8,604,860	93,895,009	241,126,599
Other financing uses/ (sources)	-	-	9,169,722	9,169,722	-	-	8,648,304	8,648,304	-	-	8,577,655	8,577,655
Transfer to/(from) Nonlapsing BOE Fund	1,684,802	-	-	1,684,802	-	-	-	-	-	-	-	-
Capital contributions	-	-	(1,193,534)	(1,193,534)	-	-	-	-	-	-	-	-
Total resources used	132,388,898	8,181,293	87,884,600	228,454,791	135,630,215	8,738,850	97,196,988	241,566,053	138,626,730	8,604,860	102,472,664	249,704,254
Beginning fund balance/net assets	15,721,430	(82,931)	130,143,305	145,781,804	17,015,824	197,225	134,421,761	151,634,810	17,601,992	169,843	137,576,327	155,348,162
Increase/ (Decrease) in Fund Balance	1,294,395	280,156	4,278,456	5,853,007	586,168	(27,382)	3,154,566	3,713,352	-	-	1,942,689	1,942,689
Percent Change	8.23%	-337.82%	3.29%	4.01%	3.44%	-13.88%	2.35%	2.45%	0.00%	0.00%	1.41%	1.25%
Ending fund balance/ net assets	17,015,824	197,225	134,421,761	151,634,810	17,601,992	169,843	137,576,327	155,348,162	17,601,992	169,843	139,519,016	157,290,851
GF Fund Balance as a % of Expenditures	12.85%				12.98%				12.70%			

NPU expenditures do not include capital expenditures and debt service principal payments as these expenditures are not considered "expenses" for purposes of proprietary fund accounting.

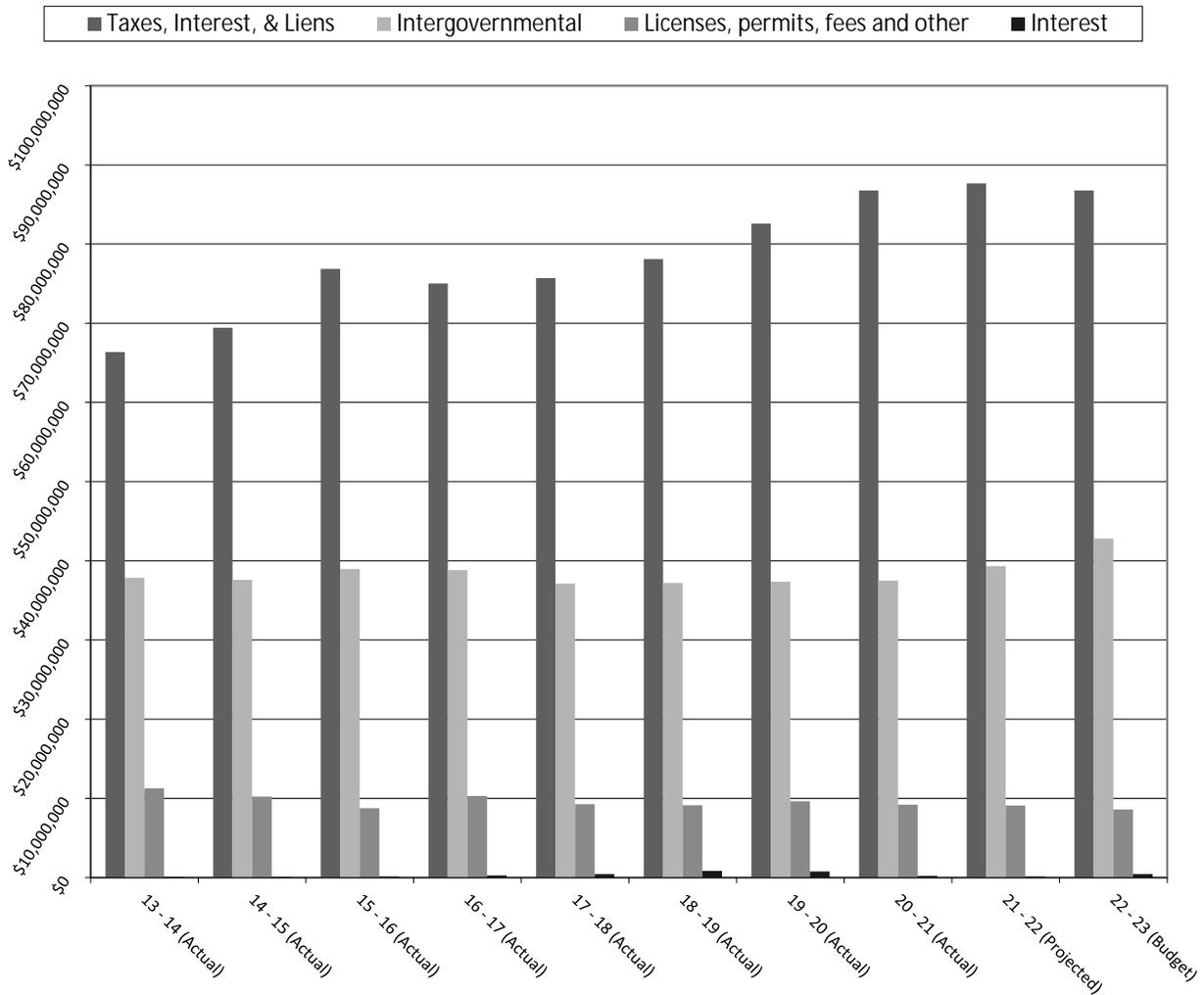
The increase in General Fund UFB in FY 2021 is due primarily to higher than anticipated building permit and conveyance tax collections. The SRF budgeted an increase to UFB in FY2021.

General Fund

Summary of Revenues & Expenditures

	General City	Debt Service	Capital Improvements	Education	Total General Fund
EXPENDITURES					
Total by category	45,524,131	3,558,554	2,740,287	86,803,758	138,626,730
TOTALS	45,524,131	3,558,554	2,740,287	86,803,758	138,626,730
REVENUES					
Current Levy RE & PP	14,291,628	3,330,983	2,740,287	54,382,515	74,745,413
Taxes (other than Current Levy RE & PP)	12,014,458	0	0	0	12,014,458
Licenses & Permits	612,900	0	0	0	612,900
State Grants	9,223,976	0	0	32,421,243	41,645,219
Other Intergovernmental Revenue	165,700	0	0	0	165,700
Charges for Services	1,201,000	0	0	0	1,201,000
Fines & Assessments	52,900	200,000	0	0	252,900
Investment Earnings	450,000	0	0	0	450,000
Rents & Royalties	579,951	0	0	0	579,951
Other Revenues	279,538	0	0	0	279,538
Other Financing Sources	5,652,080	27,571	0	0	5,679,651
TOTALS	45,524,131	3,558,554	2,740,287	86,803,758	138,626,730

General Fund Revenue Sources



Revenue Descriptions

The following are descriptions of the larger revenue items.

Ø Note on method of calculating revenue estimates: all revenue items which have a “Ø” were estimated using the *average* actual revenues from the last three years.

Taxes

Property Taxes

Current Real Estate and Personal Property Levy

The current levy is based on all taxable property in the City as of October 1, 2021, which includes real estate and personal property. The amount of taxes to be levied is determined by subtracting estimated revenues from all other sources from proposed budget appropriations. The mill rate is then calculated by dividing the amount to be raised in taxes by the grand list as adjusted for the collection rate. This collection rate 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 budget realistic property tax revenues. Current taxes are due July 1 and January 1.

General Fund Current Levy Collections			
Fiscal Year	Total Tax Levy	Current Collected	Tax Collection %
2011-12	\$ 59,109,668	\$ 57,141,194	96.7%
2012-13	\$ 64,617,976	\$ 62,401,066	96.6%
2013-14	\$ 65,920,369	\$ 63,720,850	96.7%
2014-15	\$ 69,333,132	\$ 66,666,856	96.2%
2015-16	\$ 74,375,047	\$ 72,017,229	96.8%
2016-17	\$ 74,365,626	\$ 72,150,315	97.0%
2017-18	\$ 74,351,051	\$ 72,124,359	97.0%
2018-19	\$ 76,808,287	\$ 74,446,820	96.9%
2019-20	\$ 81,312,479	\$ 79,043,079	97.2%
2020-21	\$ 85,139,496	\$ 82,919,221	97.4%

Current Motor Vehicle Taxes

This account is used to account for the revenues from the July motor vehicle tax billing and the supplemental motor vehicle tax billing in January of each year. Pursuant to PA 76-338, Supplemental Motor Vehicle taxes are levied on motor vehicles purchased after the October 1 assessment date and prior to August 1 of the following year. Motor vehicle property taxes may be subject to a different mill rate than Real Estate and Personal Property due to a statutory mill rate cap. The cap for 2022-23 in the State of Connecticut’s adopted budget is 32.46 mills.

Prior Year Levies Ø

Delinquent taxes anticipated to be collected from prior years’ unpaid taxes. Collection of taxes is enforced through liens, foreclosure, tax warrants, tax sales, and transfer to a collection agency.

General Fund Delinquent Tax Collections			
Fiscal Year	Amount Collectible	Total Collected	% Collected
2011-12	\$ 4,280,884	\$ 1,378,331	32.2%
2012-13	\$ 4,080,485	\$ 1,559,613	38.2%
2013-14	\$ 4,261,556	\$ 1,697,134	39.8%
2014-15	\$ 3,615,816	\$ 1,822,080	50.4%
2015-16	\$ 4,179,620	\$ 3,770,697	90.2%
2016-17	\$ 4,010,002	\$ 1,867,611	46.6%
2017-18	\$ 3,526,054	\$ 1,858,968	46.4%
2018-19	\$ 4,167,985	\$ 1,899,853	45.6%
2019-20	\$ 3,520,887	\$ 1,732,419	49.2%
2020-21	\$ 4,281,855	\$ 1,750,095	40.9%

Interest and Lien Fees \emptyset

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

Other Taxes

Conveyance Tax

The City collects, as revenue, \$5 for each \$1,000 of taxable value. The City also collects an additional tax at the rate of \$5 for each \$1,000 of the purchase price and remits this tax to the State of Connecticut. The estimated revenues for 2022-23 were reduced because of the potential impact of inflation and rising interest rates on real estate activity.

Telecommunications Tax

P.A. 86-410 required all of the telephone companies to pay the towns two-ninths of their gross earnings tax in lieu of paying property taxes. P.A. 08-130 changed this by directing some of these telephone companies to file personal property declarations for this property to the assessor of each town beginning with grand list 10/1/2010 for fiscal year 2011-12. This revenue source has been declining over time.

Licenses & Permits

This category includes a broad range of licenses and permits, 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 permits, police and fire issued permits, hunting & fishing licenses, marriage licenses, and animal licenses. The largest source of revenue in this category is from building permits. The estimated revenues for building permits for 2022-23 were reduced because of the potential impact of inflation and rising interest rates on real estate activity.

Federal Grants

Federal funds passed through the Connecticut Department of Emergency Management and Homeland Security to reimburse City for a portion of Emergency Management expenditures. This is based on a projection of reimbursable expenditures. For 2021-22, this account also includes a portion of Federal CARES Act Coronavirus Relief Funds passed through to the City by the State to defray a portion of human services costs. For 2022-23, this account includes a portion of American Rescue Plan funds to defray an increase in taxes.

State Grants

Town Aid Road Fund Grant (TAR)

Funding from the State of Connecticut pursuant to CGS §§13a-175a through 13a-175e and 13a-175i to support construction and maintenance of public highways, roads and bridges. The allocation of funds is based on factors such as population and the number of improved and unimproved road miles.

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.

Youth Service Bureau

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

Education Cost Sharing

Statutory grant reimbursement anticipated from State of Connecticut pursuant to CGS §§ 10-262f through 10-262j. This grant is derived from a formula that takes into account a municipality's wealth, state guaranteed wealth level, state minimum education requirements and the count of "need students". These dollars will be used to offset educational expenses.

Health Services Ø

State grant pursuant to CGS §10-217a which provides funds to partially offset the cost of providing health services to students attending private, nonprofit schools.

Shared Revenues

This account includes a few different revenues from the State of Connecticut; most of which are Municipal Revenue Sharing Account revenues. This revenue item also includes revenues that the state shares with municipalities for littering fines.

Description	General Fund	TCD Fire	CCD Fire
MRSA Motor Vehicles	\$2,251,897	\$54,239	\$582,087
MRSA Municipal Projects	187,132	0	0
MRSA Revenue Sharing Account	670,000	0	0
Stabilization grant	210,834	0	0
Littering Fines	6,000	0	0
Nip bottle surcharge	90,000	0	0
Total	\$3,415,863	\$54,239	\$582,087

Payments In Lieu of Taxes (PILOT)

This account includes the payments for state-owned property; privately owned colleges and hospitals; manufacturing facilities in distressed municipalities; total disability exemptions; and additional veterans' exemptions. The State of Connecticut changed some of these PILOTs starting in 2021-22 using a three-tier system for funding.

- State-owned property PILOT is a 45% reimbursement of the tax loss from property tax exemptions based on the current grand list.
- Privately-owned colleges and hospitals PILOT is a 77% reimbursement of the tax loss from property tax exemptions based on the current grand list.
- Total disability exemption PILOT is a reimbursement for the tax loss from the \$1,000 property tax exemption pursuant to PA 74-123 for property owners who are permanently and totally disabled.
- Additional veterans' exemption PILOT is a reimbursement for the tax loss from the additional exemption for veterans and disabled veterans who are eligible for the basic exemption and who can meet certain income limits. The basic exemption is a \$1,000 property tax exemption for certain honorably discharged veterans who actively served at least 90 days during war time, or their survivors.

Other Intergovernmental Revenue Ø

Reimbursement for City housing PILOT money. Revenue is based on the contract with the Norwich Housing Authority.

Charges for Services

Recording Fees

A major activity of the City Clerk's office involves the processing of land record documents which includes logging, indexing, scanning, proof-reading, and returning each document within a specified amount of time to its rightful owner or guardian. These documents include liens, property transfers and refinancing documents. The City receives \$13 for the first page of every document and \$5 for each page thereafter. The estimated revenues for 2022-23 were reduced because of the potential impact of inflation and rising interest rates on real estate activity.

Tuition Revenue

Tuition received from outlying towns by the Board of Education. Starting in FY2021-22, NPS will use all of these revenues to offset the related line items in its General Fund operating budget.

Recycling Revenues Ø

Revenues from the sale of recyclable material.

Direct Hauler Fees

Charges to haulers who register with the City to bring refuse directly to the Preston and Lisbon incinerators. The City Council adopted ordinance 1815 on June 6, 2022 which increased the rate to \$68/ton on July 1, 2022. Revenue estimates were increased in 2022-23 because of a recent uptick in activity and the increase in rates.

Vital Statistics Ø

Revenues collected by City Clerk for birth, death, and marriage certificates.

Fines & Assessments

Blight & Zoning Citations Ø

Collections of Blight and Zoning Officers' citations for violations of the City's ordinances.

Sewer Assessments

The City borrows funds through general obligation bonds for sewer installations. These sewer assessment payments partially defray the cost of the sewer project bonds.

Investment Earnings

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

Rents & Royalties

Building Rent

Probate Court

Revenue from rental of the 1,747 ft² Probate Court space in City Hall. The City increases the rent by the change in the Northeast CPI-U from July to June. The estimated revenue is based on our estimate of inflation from May 2021 to May 2022.

State of Connecticut – City Hall

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

Other

The City also collects rent for some space used in the Buckingham Memorial building and the Salem Turnpike childcare center.

Property Rent

Revenue collected for billboards and the Rogers Road solar panels.

Cell Tower Rent

Leases for cellular towers on City property.

Other Revenues

Services to Other Funds

Amounts charged to other funds for services provided by General Fund department staff.

Other Financing Sources

Police Private Duty Ø

This is an operating transfer from the special revenue fund which collects revenue received from police officers performing outside work at construction sites and events. The entities performing this work are charged the cost of the officers' overtime wages; fringe benefits rates for pension contribution, workers' compensation, and payroll taxes; and a 5% administrative charge.

Public Parking Commission (PPC)

Partial reimbursement from the PPC for public works maintenance.

Cemetery Trust Fund

Transfer from the investment of funds set aside to maintain the City's cemeteries. The revenue was estimated based on the expected rates of return on the mix of investments held in the Cemetery Trust. The estimated revenues for 2022-23 were reduced because of the downturn in investments.

Norwich Public Utilities

The 10% payment is pursuant to Chapter XII, Section 6, of the Charter of the City of Norwich. This reflects 10% of the gross revenues from water, gas and electric operations of NPU as reported in its June 30, 2021 annual financial statements. This calculation excludes sewer revenues. A portion of these revenues has been allocated to the City Consolidation District (CCD).

Sale of City Assets

Includes income from the sale of municipal properties, reimbursement of legal fees, expenses and lien fees on foreclosures, code enforcement liens and property tax liens. The estimated revenues for 2022-23 were reduced because of the potential impact of inflation and rising interest rates on real estate activity.

General Fund Revenues		2019-20	2020-21	2021-22	2021-22	2022-23	2022-23
		Actual	Actual	Budget	Projected	Proposed	Adopted
Taxes							
10040000	41101 Current Real Estate and Personal Property	70,965,720	74,423,586	75,066,624	74,800,000	76,585,101	74,745,413
10040000	41103 Current Motor Vehicle Taxes	8,036,835	8,456,810	8,938,698	8,980,000	7,605,088	8,460,458
10040000	41105 Prior Year Levies	1,718,032	1,750,095	1,801,600	1,450,000	1,639,400	1,639,400
10040000	41106 Interest and Lien Fees	1,008,566	1,121,014	1,084,100	1,250,000	1,126,500	1,126,500
10040000	41200 Conveyance Tax	764,648	909,762	771,500	1,100,000	908,100	708,100
10040000	41300 Telecommunications Tax	107,267	103,508	98,000	81,485	80,000	80,000
	Totals	82,601,068	86,764,775	87,760,522	87,661,485	87,944,189	86,759,871
Licenses & Permits							
10042000	42130 Public Safety Permits	11,080	21,475	13,900	23,000	20,200	20,200
10041000	42201 Building Permits	587,819	614,297	616,700	860,000	684,000	584,000
10043000	42206 Road Opening Permits	2,050	3,450	2,500	3,000	3,500	3,500
10041000	42241 Hunting & Fishing Licenses	237	159	300	230	200	200
10041000	42251 Marriage Licenses	3,632	3,616	3,800	3,800	3,700	3,700
10041000	42261 Animal Licenses	1,257	1,194	1,200	1,300	1,300	1,300
	Totals	606,075	644,191	638,400	891,330	712,900	612,900
Federal Grants-Operating							
10042000	43100 Totals	17,538	0	350,000	478,350	500,000	1,000,000
State Grants							
10043000	43320 Town Aid Road Grant	492,648	490,906	490,000	488,527	488,527	488,527
10040000	43354 Mashantucket Pequot/Mohegan	2,360,229	2,360,229	2,360,229	2,360,229	2,360,229	2,360,229
10044000	43359 Youth Services Bureau	71,798	71,987	71,798	71,885	71,984	71,984
10047000	43371 Education Cost Sharing	32,316,543	32,430,757	33,616,543	32,306,534	32,316,543	32,316,543
10047000	43376 Health Services	93,570	117,185	110,000	103,269	104,700	104,700
10040000	43500 Shared Revenues	409,842	403,257	410,966	450,000	3,504,304	3,415,863
10040000	43600 Payments in Lieu of Taxes	1,450,155	1,444,661	2,902,773	2,903,261	2,887,373	2,887,373
	Totals	37,194,785	37,318,982	39,962,309	38,683,705	41,733,660	41,645,219
Other Intergovernmental Revenue-Housing PILOT							
10040000	43901 Totals	163,746	168,352	166,000	165,018	165,700	165,700
Charges for Services							
10041000	44102 Recording Fees	150,303	206,302	162,200	225,000	198,900	148,900
10049000	44102 Land Recording Capital Improvement	11,559	12,960	11,900	14,000	12,800	12,800
10041000	44103 Planning & Zoning Fees	24,514	21,327	23,500	20,000	22,600	22,600
10041000	44104 Printing & Duplication Fees-GG	46,816	50,351	44,200	52,000	50,700	50,700
10042000	44104 Printing & Duplication Fees-PS	7,720	4,317	8,200	6,100	6,000	6,000
10041000	44105 Notary Public Fees	2,710	140	2,300	1,300	1,400	1,400
10042000	44206 Fingerprinting	4,340	0	0	0	0	0
10047000	44300 Tuition Revenue	64,473	45,600	0	0	0	0
10043000	44403 Refuse Collection Fees	7,310	7,645	7,500	8,686	7,900	7,900
10043000	44404 Recycling Revenues	73,515	92,781	76,200	90,000	85,400	85,400
10043000	44405 Direct Hauler Fees	591,509	651,371	598,300	800,000	667,600	732,600
10043000	44406 Burial Fees	300	0	400	800	100	100
10041000	44501 Vital Statistics	124,704	112,476	123,300	130,000	125,700	125,700
10044000	44708 Senior Center Fees	7,136	5,548	7,200	7,200	6,900	6,900
	Totals	1,116,909	1,210,818	1,065,200	1,355,086	1,186,000	1,201,000
Fines & Assessments							
10042000	45102 Public Safety Fines	4,150	6,590	4,700	7,500	5,900	5,900
10041000	45104 Blight Citations	47,847	23,302	31,700	55,000	47,000	47,000
10048000	45501 Sewer Assessment Revenue	233,609	242,108	180,000	240,000	200,000	200,000
	Totals	285,606	272,000	216,400	302,500	252,900	252,900
Investment Earnings							
10040000	46101 Totals	786,366	213,392	240,000	135,000	450,000	450,000
Rents & Royalties							
10043000	47201 Building Rent	346,272	356,754	378,300	404,000	385,800	385,800
10043000	47202 Property Rent	100,862	89,878	101,674	95,000	103,863	103,863
10043000	47203 Cell Tower Rent	72,983	83,459	77,268	77,000	72,288	72,288
10043000	47901 Facilities Rent	14,115	10,000	16,100	35,000	18,000	18,000
	Totals	534,232	540,091	573,342	611,000	579,951	579,951
Other Revenues							
10041000	48962 Financial Services to Other Funds	74,947	71,041	77,998	70,000	109,600	147,100
10041000	48963 HR Services to Other Funds	42,684	46,253	52,230	52,230	53,535	53,535
10043000	48967 Janitorial Services to NPU	35,000	37,880	37,885	38,832	39,803	39,803
10041000	48990 Miscellaneous Revenue	57,013	49,982	36,000	75,000	39,100	39,100
	Totals	209,644	205,156	204,113	236,062	242,038	279,538
Other Financing Sources							
10042000	49125 Transfer from Police Private Duty	179,077	200,432	219,500	120,000	183,200	183,200
10043000	49152 Transfer from Cemetery Trust	68,679	76,227	77,000	84,121	90,000	75,000
10048000	49160 Transfer from NGCA	11,266	22,614	21,728	30,992	27,571	27,571
10040000	49195 Transfer from NPU	6,460,791	5,869,846	5,348,428	5,348,428	5,277,780	5,277,780
10040000	49200 Sale of City Assets	181,891	176,417	171,400	113,306	166,100	116,100
	Totals	6,901,704	6,345,536	5,838,056	5,696,847	5,744,651	5,679,651
	GRAND TOTALS	130,417,673	133,683,293	137,014,342	136,216,383	139,511,989	138,626,730

Expenditure Descriptions

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

- 51601 Department Head – Salary for the head of the department.
- 51610 Employees – Salaries for the employees of the department, including any longevity bonuses or other stipends pursuant to collective bargaining contracts.
- 51620 Seasonal/Temporary Employees – Wages for seasonal and/ or temporary employees.
- 51630 Overtime – Wages paid to employees for working beyond their normal work hours.
- 51631 Replacement Cost – The cost to replace shifts vacated by police officers and firefighters who are sick, on vacation, out for workers' compensation leave, etc.
- 52000 Fringe Benefits – The cost of payroll taxes; perfect attendance bonuses; pension trust contributions; pension reserve fund contributions; pension obligation bond payments; workers' compensation; health insurance allocated rates; life, short-term disability, and long-term disability premiums; unemployment costs; and other postemployment benefits (OPEB) trust contributions.
- 53010 Professional Services – Fees paid to outside contractors for their expertise in a particular field.
- 53322 Professional Development – Registration fees, tuition, books and other materials and travel associated with training. These training activities are either required by professional standards boards, Federal law, Connecticut statutes or recommended by prudent business practices.
- 54310 Equipment & Furniture Maintenance – Costs of: replacement of equipment and furniture valued less than \$5,000 per unit or with an estimated useful life of fewer than five years; repairs of such equipment and furniture; and maintenance contracts on equipment and furniture.
- 54410 Utilities – Water, gas, propane, heating oil, sewage, and electricity usage.
- 54430 Building Repairs & Maintenance – Costs of: improvements to City's real property valued less than \$5,000 per project or with an estimated useful life of fewer than five years; repairs and maintenance to City's real property; and maintenance contracts on City's buildings and fixtures.
- 55500 Printing – Cost of printing reports, bills, etc.
- 55530 Communications – Landlines, high-speed internet, wireless telephone service, fiber optic connection charges, network infrastructure annual maintenance costs, translation services, and wireless broadband service.
- 55531 Advertising – The cost of advertising for bids, requests for proposals, job announcements, public hearings, and other City business. Most of these are required by Connecticut statutes, City Charter or Code of Ordinances.
- 55532 Postage – Postage and shipping costs.
- 55800 Travel & Mileage Reimbursement – Reimbursement of mileage driven for City business (excluding normal commute) at the applicable Federal standard mileage rate and mileage stipends for certain employees in lieu of reimbursements.
- 56600 Uniforms & Clothing – For the Police and Norwich Fire departments, this line item includes clothing allowances pursuant to collective bargaining contracts. For the volunteer fire departments, this line item includes dress uniforms for ceremonies and other clothing items purchased for members.
- 56610 Supplies – The cost of consumable goods such as office supplies.
- 56627 Vehicle Fuel – The cost of gasoline, diesel, and compressed natural gas for the City's vehicles.
- 58000 Miscellaneous Expenditures – Civic and cultural meetings, awards, small contributions to civic and cultural organizations.
- 58100 Dues, Licenses, and Subscriptions – The costs of professional organization memberships, professional licenses, and subscriptions to newspapers and technical journals.

City Council

Mission

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

Vision

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

Departmental Goals (DG)

1. Maintain strong community relations through candid, open and transparent communication. **(G1, G2)**
2. Establish city-wide goals and priorities. **(G1, G2, G3)**
3. Increase efficiencies and impact by providing direction to the City Manager, City Clerk, Corporation Counsel and appointed commissioners as outlined in the City Charter. **(G1, G2)**
4. Increase the grand list through economic development. **(G1)**

Action Plans

1. Set clear expectations to the City Manager, City Clerk, Corporation Counsel and appointed commissioners and hold appropriate individuals accountable for achieving those expectations. **(DG1,DG2,DG3,DG4)**
2. Provide for an efficient and productive government through legislative action and community engagement. **(DG1,DG2,DG3,DG4)**
3. Establish a priority for economic development initiatives and implement those priorities **(DG4)**



From left to right: Councilman Grant Neuendorf, President Pro-Tempore Joseph A, DeLucia, Councilwoman Stacy Gould, Mayor Peter A. Nystrom, Councilwoman Tracey Burto, Councilman Swarnjit Singh, Councilman Derell Q. Wilson

10410300 City Council	2019-20 Actual	2020-21 Actual	2021-22 Budget	2021-22 Projected	2022-23 Request	2022-23 Proposed	2022-23 Adopted
51601 Department Head	45,172	45,000	45,000	45,000	45,000	45,000	45,000
51602 City Council	7,000	7,200	7,200	7,200	7,200	7,200	7,200
51610 Regular Employees	37,497	38,287	39,148	39,148	40,127	40,127	40,127
52000 Fringe Benefits	55,138	56,945	78,548	78,548	84,697	84,687	84,687
53322 Professional Development	280	0	1,000	0	1,000	1,000	1,000
54310 Equip & Furniture Maintenance	2,105	1,531	3,750	3,750	2,400	2,400	2,400
55500 Printing	0	0	200	0	200	200	200
55530 Communications	2,534	2,684	3,332	3,332	3,061	3,061	3,061
55532 Postage	83	20	150	70	150	150	150
55800 Travel & Mileage Reimbursement	0	0	3,000	1,100	3,000	3,000	3,000
56610 Supplies	1,128	1,338	4,150	4,150	3,800	3,800	3,800
58000 Miscellaneous Expenditures	5,014	3,161	7,600	7,600	6,000	6,000	6,000
58100 Dues Licenses & Subscriptions	40	0	2,700	0	6,000	6,000	6,000
58258 SCCOG	22,271	22,271	22,271	22,271	22,069	22,069	22,069
58811 Norwich Community Development	150,000	150,000	150,000	150,000	175,000	175,000	175,000
58812 SECTER	14,173	14,173	14,173	14,173	14,044	14,044	14,044
58815 Economic Development Contingency	2,989	5,300	5,000	0	5,000	5,000	5,000
58840 Marketing	25,000	23,734	0	0	0	0	0
58913 Veterans' Organizations	2,220	0	4,000	1,000	4,000	4,000	4,000
58975 Multicultural Development Prog	0	28,216	0	0	0	0	0
59194 Harbor Commission	7,000	7,000	7,000	7,000	7,000	7,000	7,000
59194 Ethics Commission	1,500	1,500	1,500	1,500	0	0	0
59194 City Historian	3,900	3,900	3,900	3,900	3,900	3,900	3,900
59194 School Building Committee	0	5,000	5,000	5,000	5,000	5,000	5,000
59194 Disabilities Committee	1,800	1,800	0	0	0	0	0
TOTALS	386,844	419,060	408,622	394,742	438,648	438,638	438,638

Notes on Line items:

Departmental Expense pays for the tickets and travel costs for the Mayor and Council members to attend local, regional, and state functions.

Staffing

Mayor	1.00	1.00	1.00	1.00	1.00	1.00	1.00
City Council Members	6.00	6.00	6.00	6.00	6.00	6.00	6.00
Council Secretary	1.00	1.00	1.00	1.00	1.00	1.00	1.00

Salaries

Mayor			45,000		45,000	45,000	45,000
City Council Members			1,200		1,200	1,200	1,200
Council Secretary			39,148		40,127	40,127	40,127

Total Salaries Paid by General Fund

Mayor			45,000		45,000	45,000	45,000
City Council Members			7,200		7,200	7,200	7,200
Council Secretary			39,148		40,127	40,127	40,127
TOTAL SALARIES			<u>91,348</u>		<u>92,327</u>	<u>92,327</u>	<u>92,327</u>

City Manager

Mission

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, policies, and goals established by the City Council.

Vision

The City Council and the general public will regard the City Manager's office as a competent, responsive and effective government office.

Values

- Respect
- Knowledge
- Strategy & Execution

Department Goals (DG)

1. Provide effective communication to the Mayor and City Council. **(G1, G2, G3)**
2. Aid in setting department goals and ensure goals are achieved by providing leadership, communication and direction to the management team. **(G1, G2, G3)**
3. Maintain strong community relations through candid communication, professional service, and the implementation of partnerships. **(G1, G2, G3)**
4. Increase efficiencies and impact through the coordination of departments, agencies, boards, commissions, and outside organizations. **(G1, G2, G3)**
5. Train personnel to the highest standards while holding them accountable to those standards.
6. Negotiate labor agreements that reflect fiscal realities.

Action Plans

1. Continue to monitor and maintain a safe and effective work plan in accordance with COVID-19 restrictions. **(DG3)**
2. Continue to develop City Council goal sessions and quarterly reports. **(DG1, DG2)**
3. Enhance department director meetings to ensure a high degree of interdepartmental communication and interactive problem solving. Effectively communicate with department directors to ensure department needs are reasonably met, goals are on track to being achieved and/or plans are amended accordingly. **(DG2, DG4)**
4. Implement departmental consolidation where fiscally practicable. **(DG4)**
5. Continue to implement various recommendations of the McGrath Fire Study.
6. Continue to implement multi-million dollar Federal American Rescue Plan.

Accomplishments

1. Adhered to the Governor's orders and Implemented and practiced safe procedures according to Center for Disease Control (CDC) for City employees and the public during COVID-19 pandemic including mask mandates.
2. Facilitated video and telecommunication methods for City Council, Boards & Commissions.
3. Implemented monthly Fire Chiefs meetings and in accordance with McGrath Fire Study.
4. Continued to provide leadership for regional projects (SECOG) and cooperation. **(DG3, DG4)**
5. Provided quarterly reports from Department Heads to Council.
6. Completed the conveyance of several city owned properties.
7. Distributed 10.6 million in ARP funding according to Council's approval.
8. Successfully completed the sale of \$145,000,000 in General Obligation Bonds.
9. Initiated purchase of radio equipment and software equipment to enhance public safety.

10411300 City Manager		2019-20 Actual	2020-21 Actual	2021-22 Budget	2021-22 Projected	2022-23 Request	2022-23 Proposed	2022-23 Adopted
51601	Department Head	158,962	163,722	166,832	166,832	171,003	171,003	171,003
51610	Regular Employees	71,593	72,729	73,740	73,740	75,584	75,584	75,584
51630	Overtime	192	987	300	242	0	0	0
52000	Fringe Benefits	102,341	113,362	135,116	135,116	145,122	145,099	145,099
53010	Professional Services	2,100	13,118	4,600	4,840	4,000	4,000	4,000
53322	Professional Development	1,619	1,589	1,100	1,100	3,000	3,000	3,000
54310	Equip & Furniture Maintenance	2,438	3,061	4,500	4,500	2,500	2,500	2,500
55500	Printing	0	0	500	218	500	500	500
55530	Communications	1,962	2,055	2,599	2,599	2,612	2,612	2,612
55532	Postage	105	233	200	100	200	200	200
55800	Travel & Mileage Reimbursement	5,790	5,100	6,000	5,200	6,500	6,500	6,500
56610	Supplies	2,869	859	1,200	750	1,200	1,200	1,200
58000	Miscellaneous Expenditures	35	165	0	0	500	500	500
58100	Dues Licenses & Subscriptions	2,400	1,407	2,000	2,000	2,000	2,000	2,000
58111	Connecticut Conference of Municipalities	25,580	12,790	25,580	25,580	25,580	25,580	25,580
		377,986	391,177	424,267	422,817	440,301	440,278	440,278

Staffing

City Manager	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Executive Assistant	1.00	1.00	1.00	1.00	1.00	1.00	1.00
TOTAL FTE'S	2.00						

Salaries

City Manager			166,832		171,003	171,003	171,003
Executive Assistant			73,740		75,584	75,584	75,584

Total Salaries Paid by General Fund

City Manager			166,832		171,003	171,003	171,003
Executive Assistant			73,740		75,584	75,584	75,584
Subtotal - Employees			<u>73,740</u>		<u>75,584</u>	<u>75,584</u>	<u>75,584</u>
TOTAL SALARIES			<u>240,572</u>		<u>246,587</u>	<u>246,587</u>	<u>246,587</u>

Finance

Mission

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

Vision

To be a model of prudent financial management, integrity, and professionalism.

Values

- Fiscal Integrity
- Efficiency
- Accuracy
- Timeliness

Departmental Goals (DG)

1. Increase efficiencies and impact by working collaboratively with other departments, agencies, boards, and commissions as well as outside agencies. (G2)
2. Maintain strong community relations through candid communication, professional service, and the implementation of technology. (G2)
3. Provide timely, accurate, and transparent budgets, reports and analysis to stakeholders.
4. Train personnel to the highest standards while holding them accountable to those standards.

Action Plans

1. Continue to increase current levy property tax collection rate. (DG1)
2. Implement strategies to reduce costs and increase efficiencies through technology and process review. (DG1,DG2,DG3)
3. Issue the fiscal year 2021-22 audited financial statements by November 30, 2022. (DG3)
4. Develop personal development plans for each staff member and ensure proper level of professional certifications are achieved through education and training. (DG4)
5. Convert sidewalk assessments, backyard rollout, and property rehab loans to Accounts Receivable/ General Billing modules in City's ERP system by December 2022. (DG1)
6. Migrate to new version of ERP system by December 2022. (DG1)

Accomplishments

1. Maintained the City's AA rating from Standard & Poor's and issued \$145 million of 25-year taxable pension obligation bonds for an estimated net present value savings of \$26 million at the true interest cost of 3.41 % in February 2022. The POB's were approved by the voters at referendum in November 2021. (DG1)
2. Managed grant reporting processes for COVID-19 and Tropical Storm Isaias FEMA reimbursement and American Rescue Plan and Coronavirus Relief funds.
3. Increased current tax levy collection percentage to 97.42% – the highest rate since 1961. (DG1)
4. Implemented Bonfire online bid/RFP portal in March 2021. (DG1)
5. As of December 2021, 99.8% of employees and 75.5% of retirees receive both direct deposit and electronic advice delivery and 49.6% of vendors payments were made by ACH rather than check. (DG1,DG2)
6. Received GFOA's Certificate of Achievement for Excellence in Financial Reporting every year since 1993 and Distinguished Budget Presentation Award every year since 2001. (DG3)
7. Comptroller and Deputy Comptroller are Certified Public Finance Officers (only 629 in US & Canada) and 50% of the Tax Collector Staff are Certified Connecticut Municipal Collectors. (DG4)

10411700 Finance	2019-20 Actual	2020-21 Actual	2021-22 Budget	2021-22 Projected	2022-23 Request	2022-23 Proposed	2022-23 Adopted
51601 Department Head	121,058	123,611	126,392	126,392	129,552	133,976	133,976
51610 Regular Employees	744,312	757,875	813,248	813,248	857,290	857,290	857,290
51620 Seasonal/ Temporary	0	2,678	0	0	0	0	0
51630 Overtime	19,628	35,131	26,740	27,000	7,870	7,870	7,870
52000 Fringe Benefits	573,878	513,058	594,761	594,761	649,302	649,093	649,093
53322 Professional Development	2,032	2,354	3,200	2,000	3,200	3,200	3,200
53331 Audit Services	42,860	43,850	44,945	44,945	50,060	50,060	46,060
53510 Software Updates & Maintenance	136,672	133,602	114,000	113,000	156,000	156,000	156,000
54310 Equip & Furniture Maintenance	10,027	7,334	8,000	8,000	8,000	8,000	8,000
55500 Printing	20,128	19,616	20,900	20,100	20,100	20,100	20,100
55530 Communications	9,388	10,225	10,906	11,000	10,769	10,769	10,769
55531 Advertising	3,355	3,231	3,200	2,000	2,900	2,900	2,900
55532 Postage	24,722	25,307	26,000	26,000	27,000	27,000	27,000
55800 Travel & Mileage Reimbursement	2,653	1,258	3,300	2,300	3,300	3,300	3,300
56610 Supplies	3,242	5,492	5,000	6,000	3,000	3,000	3,000
58100 Dues Licenses & Subscriptions	2,570	2,643	4,200	3,000	3,700	3,700	3,700
	1,716,525	1,687,265	1,804,792	1,799,746	1,932,043	1,936,258	1,932,258

Notes on Line items:

Professional Service represents cost of annual municipal audit and required audits of Federal and State grants.

Data Center includes financial system software maintenance & support contracts.

Staffing

Comptroller	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Deputy Comptroller	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Collector of Taxes & Revenues	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Purchasing Agent	1.00	1.00	1.00	1.00	1.00	1.00	1.00
LAN Manager	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Accountant	1.00	1.00	0.95	0.95	1.00	1.00	1.00
LAN Technician	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Accounting Generalist	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Revenue Collections Clerks	1.50	1.50	1.50	1.50	2.00	2.00	2.00
Collector of Delinquent Taxes	1.00	1.00	1.00	1.00	1.00	1.00	1.00
TOTAL FTE'S	12.50	12.50	12.45	12.45	13.00	13.00	13.00

Salaries

Comptroller			126,392		129,552	133,976	133,976
Deputy Comptroller			99,406		99,000	99,000	99,000
Collector of Taxes & Revenues			90,977		93,251	93,251	93,251
Purchasing Agent			88,562		90,776	90,776	90,776
LAN Manager			95,006		97,381	97,381	97,381
Accountant			68,575		68,575	68,575	68,575
LAN Technician			65,270		65,270	65,270	65,270
Accounting Generalist			57,690		59,290	59,290	59,290
Revenue Collections Clerks			47,348		50,989	50,989	50,989
Collector of Delinquent Taxes			54,909		54,909	54,909	54,909

Total Salaries Paid by General Fund

Comptroller			126,392		129,552	133,976	133,976
Deputy Comptroller			99,406		99,000	99,000	99,000
Collector of Taxes & Revenues			90,977		93,251	93,251	93,251
Purchasing Agent			88,562		90,776	90,776	90,776
LAN Manager			95,006		97,381	97,381	97,381
Accountant			65,146		68,575	68,575	68,575
LAN Technician			130,540		130,540	130,540	130,540
Accounting Generalist			115,380		118,580	118,580	118,580
Revenue Collections Clerks			71,022		101,978	101,978	101,978
Collector of Delinquent Taxes			54,909		54,909	54,909	54,909
LAN Supervisor On-Call Stipend			2,300		2,300	2,300	2,300
Subtotal - Employees			<u>813,248</u>		<u>857,290</u>	<u>857,290</u>	<u>857,290</u>
TOTAL SALARIES			<u>939,640</u>		<u>986,842</u>	<u>991,266</u>	<u>991,266</u>

10411700 Finance	2019-20 Actual	2020-21 Actual	2021-22 Budget	2021-22 Projected	2022-23 Request	2022-23 Proposed	2022-23 Adopted
Performance Measures	Actual	Actual	Projected	Projected	Projected	Projected	Projected
Inputs							
Value of current levy GF tax bills	81,312,479	85,139,496	85,684,743	85,684,743	85,864,548	85,864,548	84,860,654
Current levy taxes collected	79,043,079	82,919,221	84,005,322	84,005,322	84,190,189	84,190,189	83,205,871
Debt Service Interest Paid	1,150,543	1,063,169	875,764	875,764	5,212,994	5,212,994	5,212,994
Outstanding debt at beginning of the year	33,952,187	33,258,746	29,055,726	29,055,726	187,270,000	187,270,000	187,270,000
Workload/ Output							
Number of training opportunities offered	2	5	4	4	2	2	2
Number of training participants	10	5	40	40	20	20	20
Number of internal audits performed	2	-	2	2	2	2	2
Outcome/ Results							
Percent of current tax levy collected	97.21%	97.39%	98.04%	98.04%	98.05%	98.05%	98.05%
Actual General Fund revenue collected as a percentage of the amount budgeted	100.13%	100.62%	100.00%	99.42%	100.00%	100.00%	100.00%
Percent of employees with direct deposit & email delivery	97.67%	99.71%	99.00%	99.00%	99.00%	99.00%	99.00%
Percent of vendor payments made by ACH	45.62%	50.42%	50.00%	50.00%	50.00%	50.00%	50.00%
Number of accounts payable checks issued	2,639	2,544	2,000	2,000	2,000	2,000	2,000
Audit adjustments	2	2	2	2	2	2	2
Website visits	344,707	299,584	290,000	290,000	290,000	290,000	290,000
Efficiency							
Cost of department/ cost of total General Fund operations	1.32%	1.27%	1.32%	1.33%	1.39%	1.40%	1.39%
Average interest rate on debt	3.39%	3.20%	3.01%	3.01%	2.78%	2.78%	2.78%
Date financial statement audit finished	3/11/2021	1/31/2022	11/15/2022	11/15/2022	11/15/2023	11/15/2023	11/15/2023
Number of business days budget published after adoption	7	5	5	5	5	5	5

Assessment

Mission

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

Vision

To carry out the mission by discovering, listing and valuing all real and personal property to produce the most uniform and equitable grand list as of October 1. This ensures that each taxpayer bears only their fair share of the tax burden.

Values

- Accuracy
- Uniformity
- Fairness
- Consistency
- Compassion
- Integrity

Department Goals (DG)

1. Continue to provide residents and taxpayers with reliable and courteous customer service.
2. Look for ways to streamline procedures and improve productivity, specifically using new technologies in assessment.
3. Gather information and prepare files for the upcoming 2023 citywide revaluation of real estate.
4. Continuing education for all personnel so as to maintain the high standards required by the Connecticut Certified Municipal Assessors (CCMA) Association.
5. Working collaboratively with all City departments, agencies, Boards and Commissions, as well as with outside agencies.

Action Plans

1. Meet statutory deadlines for all real estate, personal property and motor vehicle assessments. **(DG2)**
2. Provide technical assistance and information in response to inquiries from residents, businesses and interested parties. **(DG1, DG5)**
3. Administer all tax relief programs, including accepting applications and documents for exemptions while determining eligibility criteria has been satisfied. **(DG1, DG2)**
4. Completing and transmitting all reports required by State and local agencies. **(DG5)**
5. Utilize and embrace available technologies, providing residents with new ways to both obtain and provide needed data and documents. **(DG1, DG2, DG3)**
6. Develop personnel development plans for each staff member and ensure proper levels of professional certification are achieved through education and training. **(DG4)**

Accomplishments

1. Maintained high level of customer service for Norwich residents while navigating the Covid-19 pandemic. **(DG1, DG2)**
2. Settled 37 tax appeals filed in Connecticut Superior Court stemming from the 2018 revaluation. **(DG5)**
3. Continually updating our citywide GIS mapping using recorded deeds & survey maps. **(DG1, DG5)**
4. Worked with Planning & Building departments to allow access to CAMA database. This allowed those departments to view current real estate information and streamline departmental processes. **(DG5)**
5. Continue to import information from the building permit software into the Assessors' CAMA database. **(DG1, DG2)**
6. Established two new employees in the positions of Assessment Analyst and Assessment Clerk. **(DG4)**

10413100 Assessment		2019-20 Actual	2020-21 Actual	2021-22 Budget	2021-22 Projected	2022-23 Request	2022-23 Proposed	2022-23 Adopted
51601	Department Head	98,731	100,319	102,572	97,500	105,136	105,137	105,137
51610	Regular Employees	118,959	135,974	114,625	100,000	166,912	166,912	166,912
51620	Seasonal/ Temporary	8,810	2,080	12,000	11,662	4,000	4,000	4,000
51630	Overtime	0	677	5,000	2,000	1,000	1,000	1,000
52000	Fringe Benefits	175,437	144,358	153,890	153,890	187,352	182,335	182,335
53010	Professional Services	3,000	23,000	20,000	23,000	20,000	10,000	5,000
53322	Professional Development	364	2,672	5,750	2,000	5,750	5,750	5,750
54310	Equip & Furniture Maintenance	35,974	39,703	41,084	41,084	43,830	43,830	43,830
55500	Printing	2,336	3,352	5,400	3,500	5,220	5,220	5,220
55530	Communications	1,547	1,870	2,960	2,960	2,960	2,863	2,863
55531	Advertising	814	2,089	1,500	1,500	1,300	1,300	1,300
55532	Postage	2,529	2,987	3,000	3,000	3,000	3,000	3,000
55800	Travel & Mileage Reimbursement	3,124	597	4,000	1,500	4,000	4,000	4,000
56610	Supplies	288	520	4,000	5,000	1,000	1,000	1,000
58100	Dues Licenses & Subscriptions	1,667	2,158	3,875	2,000	4,050	4,050	4,050
		453,580	462,356	479,656	450,596	555,510	540,397	535,397

Staffing

Assessor	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Assistant Assessor	1.00	1.00	0.50	0.50	1.00	1.00	1.00
Assessment Analyst	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Assessment Technician Clerk	1.00	1.00	1.00	1.00	1.00	1.00	1.00
TOTAL FTE'S	4.00	4.00	3.50	3.50	4.00	4.00	4.00

Salaries

Assessor			102,572		105,136	105,137	105,137
Assistant Assessor			68,575		68,575	68,575	68,575
Assessment Analyst			50,989		50,989	50,989	50,989
Assessment Technician Clerk			47,348		47,348	47,348	47,348

Total Salaries Paid by General Fund

Assessor			102,572		105,136	105,137	105,137
Assistant Assessor			34,288		68,575	68,575	68,575
Assessment Analyst			50,989		50,989	50,989	50,989
Assessment Technician Clerk			47,348		47,348	47,348	47,348
Subtotal - Employees			132,625		166,912	166,912	166,912
TOTAL SALARIES			235,197		272,048	272,049	272,049

Performance Measures

Actual Actual Projected Projected Projected Projected Projected

Workload/ Output

Grand List Date	10/1/2018	10/1/2019	10/1/2020	10/1/2020	10/1/2021	10/1/2021	10/1/2021
Real estate accounts (number)	13,100	13,964	13,946	13,946	13,946	13,946	13,946
Motor vehicle accounts (number)	35,489	32,968	28,732	28,732	28,732	28,732	31,000
Personal property accounts (number)	1,800	1,869	1,881	1,881	1,881	1,881	1,900
Total number of accounts	50,389	48,801	44,559	44,559	44,559	44,559	46,846
Deed transfers	1,758	1,976	1,543	1,543	1,543	1,543	1,700
Building permits	1,082	2,072	1,923	1,923	1,923	1,923	2,000
Personal property declarations	2,027	1,912	1,970	1,970	1,970	1,970	2,000

Outcome/ Results

Grand lists filed timely	1	1	1	1	1	1	1
Appeals to Board of Assessment Appeals	54	34	76	76	76	76	40
BAA adjustments	7	6	20	20	20	20	10

Efficiency

Number of assessments per FTE staff	12,597	12,200	12,731	12,731	11,140	11,140	11,712
Cost per assessment	\$9.00	\$9.47	\$10.76	\$10.76	\$12.47	\$12.13	\$11.43

Treasurer

Mission

To maintain an efficient cash management system and to safeguard the city's assets by investing available city funds prudently; filing all reports quickly and accurately; and maintaining a complete archive of current city deeds, leases, bonds, and agreements.

Vision

To be a model of prudent treasury management, integrity, and professionalism.

Values

- Prudence
- Integrity
- Accuracy
- Timeliness

Departmental Goals (DG)

1. Increase efficiencies and impact by working collaboratively with other departments, agencies, boards and commissions as well as outside agencies and financial institutions.
2. Maintain strong community relations and transparency through candid communication, professional service, and the implementation of technology.
3. Train personnel to the highest standards while holding them accountable to those standards.

Action Plans

1. Continue to monitor the general level of interest rates and determine whether a long or short-term investment strategy makes the best sense. (DG1)
2. Continue to monitor tax collections from local partner bank and expand with other partners, if practicable. (DG1)

Accomplishments

1. Adjusted the investment strategy to take advantage of a rising interest rate environment by switching from a long-term 24-month laddering program to a shorter three, six, and 12-month program. (DG1)
2. Outperformed the General Fund budgeted investment income by over \$330,000 in fiscal year 2018-19. (DG1)
3. Implemented a tax payment acceptance program with local partner People's United bank branches which sped up cash flows and reduced overtime costs. (DG1)
4. Assisted the Personnel and Pension Board with the RFP process for investment advisors. (DG1)

10413700 Treasurer		2019-20 Actual	2020-21 Actual	2021-22 Budget	2021-22 Projected	2022-23 Request	2022-23 Proposed	2022-23 Adopted
51601	Department Head	46,642	46,464	46,464	46,464	46,464	46,464	46,464
51610	Regular Employees	114,580	113,715	120,179	119,000	120,179	120,179	120,179
52000	Fringe Benefits	110,506	110,412	126,626	126,626	134,348	134,333	134,333
55500	Printing	0	304	600	290	600	600	600
55530	Communications	1,127	1,238	1,286	1,300	1,249	1,249	1,249
55800	Travel & Mileage Reimbursement	429	289	450	330	450	450	450
56610	Supplies	406	820	750	750	750	750	750
58100	Dues Licenses & Subscriptions	0	0	350	0	350	350	350
		273,690	273,242	296,705	294,760	304,390	304,375	304,375

Staffing								
	Treasurer	1.00	1.00	1.00	1.00	1.00	1.00	1.00
	Assistant to the City Treasurer	1.00	1.00	1.00	1.00	1.00	1.00	1.00
	Accounting Assistant	1.00	1.00	1.00	1.00	1.00	1.00	1.00
	TOTAL FTE'S	3.00	3.00	3.00	3.00	3.00	3.00	3.00
Salaries								
	Treasurer			46,464		46,464	46,464	46,464
	Assistant to the City Treasurer			65,270		65,270	65,270	65,270
	Accounting Assistant			54,909		54,909	54,909	54,909
Total Salaries Paid by General Fund								
	Treasurer			46,464		46,464	46,464	46,464
	Assistant to the City Treasurer			65,270		65,270	65,270	65,270
	Accounting Assistant			54,909		54,909	54,909	54,909
	Subtotal - Employees			120,179		120,179	120,179	120,179
	TOTAL SALARIES			166,643		166,643	166,643	166,643

Performance Measures		Actual	Actual	Projected	Projected	Projected	Projected	Projected
Workload/ Output								
	Number of accounts	85	85	85	85	85	85	85
	Estimated cash receipts	\$225,000,000	\$225,000,000	\$225,000,000	\$225,000,000	\$225,000,000	\$225,000,000	\$225,000,000
Outcome/ Results								
	Average return on investments	1.75%	0.40%	0.40%	0.40%	0.40%	0.40%	0.40%
	Average number of days to perform bank reconciliations	12	12	12	12	12	12	12
Efficiency								
	Cost of department per budgeted cash receipts	0.12%	0.12%	0.13%	0.13%	0.14%	0.14%	0.14%
	Number of accounts per full-time equivalent staff	28	28	28	28	28	28	28

Law

Mission

To serve the City of Norwich as legal adviser to assist and support city officials and employees in accordance with the rule of law and the hallmarks of good governance.

Vision

All representatives of the City of Norwich benefit from quality legal advice that enables them to govern openly, honestly, efficiently and effectively.

Values

- Trustworthiness
- Dependability
- Accountable
- Professional
- Responsiveness

Departmental Goals (DG)

1. Represent and protect the rights and legal interests of the City as required. **(G1)**
2. Provide effective communication to the Mayor, City Council, City Manager, and related departments, agencies, commissions and organizations. **(G1)**
3. Increase efficiencies and impact by working collaboratively with other departments, agencies, boards, and commissions as well as outside agencies. **(G1)**

Action Plans

1. Provide timely legal representation, advice, opinions, and assistance to the City. **(DG1,DG2,DG3)**
2. Provide input at the request of City representatives in keeping with the goal to streamline government processes making them as cost-effective as possible. **(DG1,DG2,DG3)**
3. Assist in the preparation and review of contracts and other instruments to which the City is a party or in which it has an interest. **(DG1,DG2,DG3)**

Accomplishments

1. Represented the interests of the City regarding a considerable variety of legal matters including general litigation, negotiation of development agreements, property foreclosures, land use cases, housing matters, freedom of information requests, and real estate transactions. **(DG1)**
2. Facilitated and maintained excellent working relationships to support the legal needs of all members of the City Council including the Mayor, and more than 15 City departments. **(DG1,DG2)**
3. Provided legal advice for all departments, professional staff, and elected officials to support decision-making in keeping with statutes, the City Charter, and ordinances. **(DG1,DG2, DG3)**
4. Drafted resolutions and ordinances at the behest of elected officials for consideration by, and under the direction of, the City Council in accordance with state statute, City Charter, and applicable case law. **(DG1,DG2)**
5. Attended City Council meetings to provide parliamentary and legal guidance when necessary. **(DG1)**
6. Generated judgment liens and releases for recording on the land records resulting in the regular collection of funds on behalf of the City. **(DG1,DG2)**

		2019-20 Actual	2020-21 Actual	2021-22 Budget	2021-22 Projected	2022-23 Request	2022-23 Proposed	2022-23 Adopted
10413900	Law							
53021	City Attorney	216,000	216,000	216,000	216,000	216,000	216,000	216,000
53022	Outside Attorneys	191,699	123,433	165,000	95,000	165,000	165,000	165,000
58200	Claims	19,504	25,817	58,000	20,000	58,000	58,000	58,000
	TOTALS	427,203	365,250	439,000	331,000	439,000	439,000	439,000

Human Resources

Mission

To support City of Norwich departments by providing human resources management and services to more than 1,400 full-time, part-time, seasonal, employees and retirees in areas of recruit and hiring, pension and benefits, workers compensation, employee and labor relations, training. To collaborate with and support departments and employees by providing consultative services and solutions to wide range of human resource issues in a responsive and cost-effective manner. To provide leadership and expertise in the development and implementation of human resource policies, systems, and programs.

Vision

To be a valued resource for employees, retirees and the public. 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.

Values

- Fairness
- Integrity
- Respect
- Consistency
- Professionalism
- Teamwork

Departmental Goals (DG)

1. Increase efficiencies and impact by working collaboratively with other department, agencies, boards, commissions and unions. **(G2)**
2. Maintain strong community relations through candid communication, professional service, and the implementation of community outreach programs partnerships. **(G1, G2)**
3. Recruit and train all personnel to ensure the highest standards while holding them accountable to those standards.

Action Plans

1. Negotiate and administer labor contracts and pension plans to work toward cost-reductions. **(DG1)**
2. Implement strategies to stabilize and/or reduce costs associated with human resources and increase efficiencies through technology. **(DG1, DG2, DG3)**
3. Collaborate with Finance on implementation of MUNIS integration project for City and NPS. **(DG1)**
4. Work with Finance and attorneys to codify Police, Fire, and Police pension plans. **(DG1)**

Accomplishments

1. Successfully negotiated one collective bargaining agreement including cost-saving pension changes.
2. Successfully worked with department directors on 33 recruitments and 13 promotional exams. On-boarded 23 new hires and processed 1,300 applications.
3. Successfully coordinated the recruitment process for Director of Human Services and City Assessor.
4. Managed the reporting requirements of the Affordable Care Act for the Board of Education, Department of Public Utilities, Otis Library, and the Norwich Housing Authority.
5. Managed the grievance and arbitration process and represented the City in CHRO and other litigation.
6. Managed COVID-19 related issues including quarantine process, leave of absences, and weekly testing for unvaccinated employees.
7. Manage the psychological assessment requirement of the Police Accountability Act.
8. Successfully audited and digitized 105 personnel files.

10414100 Human Resources		2019-20 Actual	2020-21 Actual	2021-22 Budget	2021-22 Projected	2022-23 Request	2022-23 Proposed	2022-23 Adopted
51601	Department Head	105,016	109,403	117,000	117,000	119,925	119,925	119,925
51610	Regular Employees	181,482	196,130	205,631	202,600	210,772	210,772	210,772
51630	Overtime	3,151	5,276	2,500	5,000	4,000	4,000	4,000
52000	Fringe Benefits	189,105	176,339	221,513	221,513	239,562	240,831	240,831
52501	Education Incentive	4,485	872	5,000	2,000	5,000	5,000	5,000
53010	Professional Services	35,098	46,023	62,170	50,000	60,430	60,430	57,430
53322	Professional Development	1,671	785	5,000	5,000	5,000	5,000	5,000
54310	Equip & Furniture Maintenance	2,525	2,513	3,500	3,000	3,500	3,500	3,500
55500	Printing	0	0	300	300	300	300	300
55530	Communications	2,633	2,777	4,422	3,500	4,422	3,329	3,329
55531	Advertising	4,790	7,049	5,000	8,400	5,000	5,000	5,000
55532	Postage	363	101	1,000	100	1,000	1,000	1,000
56610	Supplies	2,820	2,108	3,000	2,500	3,000	3,000	3,000
58100	Dues Licenses & Subscriptions	981	1,090	1,600	1,100	1,600	1,600	1,600
		534,120	550,466	637,636	622,013	663,511	663,687	660,687

Notes on Line items:

Overtime covers secretarial duties for the Personnel and Pension Board meetings and giving exams for the Human Resources Department.

Professional Services includes costs of applicant test development, pre-placement physicals, evaluations, Employees' Assistance Program (EAP), drug testing, polygraph/ psychological testing, and influenza shots for employees.

The cost for actuarial service is not included in this budget. Actuary fees are paid out of Employee Retirement Fund.

Professional Development includes training for Human Resources staff as well as contractual obligations for tuition reimbursement for the other city departments.

Staffing

Director of Human Resources	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Assistant Human Resources Director	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Retirement Plan Administrator	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Human Resources Assistant	1.00	1.00	1.00	1.00	1.00	1.00	1.00
TOTAL FTE'S	4.00						

Salaries

Director of Human Resources			117,000		119,925	119,925	119,925
Assistant Human Resources Director			82,663		84,730	84,730	84,730
Retirement Plan Administrator			61,484		63,021	63,021	63,021
Human Resources Assistant			61,484		63,021	63,021	63,021

Total Salaries Paid by General Fund

Director of Human Resources			117,000		119,925	119,925	119,925
Assistant Human Resources Director			82,663		84,730	84,730	84,730
Retirement Plan Administrator			61,484		63,021	63,021	63,021
Human Resources Assistant			61,484		63,021	63,021	63,021
Subtotal - Employees			205,631		210,772	210,772	210,772
TOTAL SALARIES			322,631		330,697	330,697	330,697

Performance Measures

	Actual	Actual	Projected	Projected	Projected	Projected	Projected
Workload/outputs							
Total City employees	278.9	284.0	273.4	273.4	275.0	275.0	275.0
Total NPU employees	146.0	138.0	150.0	150.0	151.0	151.0	151.0
Total applications processed	2,271	3,081	1,800	1,800	1,800	1,800	1,800
Number of promotional exams given	23	26	25	25	25	25	25
Number of entry exams given	28	26	15	15	15	15	15
Vacancies filled through promotion	31	26	20	20	20	20	20
Vacancies filled through new hires	32	40	20	20	20	20	20
Classifications reviewed	16	9	10	10	10	10	10
Training programs provided	2	2	10	10	10	10	10
Percent of female employees	25.11%	26.30%	26.40%	26.40%	26.40%	26.40%	26.40%
Percent of minority employees	10.66%	10.66%	9.00%	9.00%	9.00%	9.00%	9.00%

Outcome/results

Employee turnover rate	9.20%	9.00%	5.00%	5.00%	5.00%	5.00%	5.00%
Percent of employees completing probation	99.00%	99.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Efficiency

Number of active city employees per FTE	69.7	71.0	68.4	68.4	68.8	68.8	68.8
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City Clerk

Mission

To serve as the custodians and distributors of the city's vital and land records which capture the history of Norwich. Service the general public with pleasant and professional customer service on a daily basis. Provide and maintain a safe and organized environment for proper record preservation and public access. Serve as the administrator of election laws we continue to partner with the Registrar's office and provide ease through the voter registration and absentee ballot process.

Vision

To carry out our mission with efficiency and to continuously explore and implement new technology to aid in the access, distribution and preservation of the city's archival records for future generations.

Values

- Accuracy
- Confidentiality
- Efficiency
- Professionalism
- Teamwork

Departmental Goals (DG)

1. Train an additional employee to increase staff from three and one half to four full time.
2. Continue to maintain the highest standards for municipal clerk while holding them accountable to those standards.
3. Maintain strong community relations through candid communication, professional service, and the implementation of appropriate technology.
4. Increase efficiencies and impact by working collaboratively with other departments, agencies, boards and commissions as well as outside agencies.

Action Plans

1. Create and maintain hard copy records for archival purposes made possible through additional staffing levels. **(DG1, DG2)**
2. Index and image records and maps for efficient retrieval. **(DG1, DG2)**
3. Increase access to public records. **(DG1, DG2)**
4. Ensure proper level of professional certifications for all staff through education and training. **(DG1)**

Accomplishments

1. Used in house staff for scanning of older land records as opposed to outside source increasing access to public records. **(DG2)**
2. Performed many varied tasks with other City agencies to promote efficiency. **(DG2)**
3. Enhanced website information to ease in the process of ordering vital statistics, explaining all requirements and options for more efficient customer service. **(DG2)**
4. Continued to upgrade our records management system to incorporate recording of land records, trade name certificates, military discharge and vitals to provide a comprehensive way of receiving and indexing all documents. **(DG1,DG2)**
5. Increased availability of land record access for searchers to include one week, one month and six month subscriptions in addition to the annual option. **(DG1,DG2)**

10414700 City Clerk	2019-20 Actual	2020-21 Actual	2021-22 Budget	2021-22 Projected	2022-23 Request	2022-23 Proposed	2022-23 Adopted
51601 Department Head	88,784	95,966	97,500	97,500	99,938	99,938	99,938
51610 Regular Employees	172,849	181,311	186,944	172,000	210,618	165,636	165,636
51620 Part Time/Seasonal Employees	0	0	250	48	2,000	0	0
51630 Overtime	0	1,913	5,300	5,203	1,000	1,000	1,000
52000 Fringe Benefits	190,273	177,816	198,794	198,794	213,317	191,086	191,086
53010 Professional Services	18,806	18,295	24,800	24,800	21,000	23,000	23,000
53322 Professional Development	570	93	750	531	2,500	2,500	2,500
54310 Equip & Furniture Maintenance	14,355	16,551	11,899	11,899	15,000	15,000	15,000
54490 Other Purchased Services	152	48	350	28	400	400	400
55500 Printing	955	530	750	713	600	600	600
55530 Communications	2,424	2,834	2,942	2,942	2,942	3,012	3,012
55531 Advertising	20	188	756	756	2,356	2,356	2,356
55532 Postage	2,601	3,706	2,580	2,500	2,100	2,100	2,100
55800 Travel & Mileage Reimbursement	197	141	520	0	1,000	1,000	1,000
56610 Supplies	9,886	14,829	13,324	14,000	13,324	13,324	13,324
58100 Dues Licenses & Subscriptions	330	300	776	776	775	775	775
TOTALS	502,202	514,521	548,235	532,490	588,870	521,727	521,727

Notes on Line items:

Professional Services: Cover costs of auditing land records.

Staffing

City Clerk	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Assistant City Clerk	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Records Clerks	2.00	2.00	2.00	2.00	3.00	2.00	2.00
Revenue Collection Clerk	0.50	0.50	0.50	0.50	0.00	0.00	0.00
TOTAL FTE'S	4.50	4.50	4.50	4.50	5.00	4.00	4.00

Salaries

City Clerk			97,500		99,938	99,938	99,938
Assistant City Clerk			68,574		68,574	68,574	68,574
Records Clerks			47,348		47,348	48,531	48,531
Revenue Collection Clerk			47,348		47,348	47,348	47,348

Total Salaries Paid by General Fund

City Clerk			97,500		99,938	99,938	99,938
Assistant City Clerk			68,574		68,574	68,574	68,574
Records Clerks			94,696		142,044	97,062	97,062
Revenue Collection Clerk			23,674		0	0	0
Subtotal - Employees			186,944		210,618	165,636	165,636
TOTAL SALARIES			284,444		310,556	265,574	265,574

Performance Measures

Actual Actual Projected Projected Projected Projected Projected

Workload/outputs

Council minutes prepared	24	24	24	24	24	24	24
Land records recorded	6,081	7,434	7,200	7,200	7,200	7,200	7,200
Marriage licenses issued	217	297	400	400	400	400	400
Death certificates recorded	558	1,020	600	600	600	600	600
Birth certificates recorded	876	827	1,050	1,050	1,050	1,050	1,050
Absentee ballots issued	8,508	8,456	800	800	800	800	800
Dog licenses issued	1,249	1,191	2,000	2,000	2,000	2,000	2,000
Total transactions	17,489	19,225	12,050	12,050	12,050	12,050	12,050

Outcome/results

% of Council minutes prepared without correction	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
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Efficiency

Number of transactions per FTE	3,886.4	4,272.2	2,677.8	2,677.8	2,410.0	3,012.5	3,012.5
Budget per transaction	\$28.72	\$26.76	\$45.50	\$45.50	\$48.87	\$43.30	\$43.30
Cost of dept/cost of total general fund operations	0.38%	0.39%	0.40%	0.40%	0.42%	0.38%	0.38%

Planning & Neighborhood Services

Mission

To facilitate the orderly growth and redevelopment of residential, commercial, and industrial properties in order to stabilize, diversify and increase the tax base.

Vision

To ensure the well-being of Norwich residents and the Norwich economy through sound planning and effective administration of the zoning, building, housing and property maintenance codes.

Values

- Professionalism
- Communication
- Public Education & Safety
- Ethical Operations

Departmental Goals (DG)

1. Improve quality of life in the community and stabilize property values. **(G2)**
2. Maintain strong community relations through candid communication, professional service, and the timely review of plans and applications. **(G1, G2)**
3. Train personnel to the highest standards for related activities while holding them accountable to those standards.
4. Increase efficiencies and impact by working collaboratively with other municipal departments, local boards and commissions, and outside agencies including NPU and NCDC. **(G1)**

Action Plans

1. Administer building, zoning, housing, blight & environmental regulations/codes.
2. Enforce housing and property maintenance codes.
3. Ensure proper level of professional certifications are achieved through education and training. **(DG3)**
4. Continue to implement technology and software upgrades to streamline permitting, inspections, complaint resolution, and accounting practices in order to improve efficiency and customer service. **(DG2)**
5. Review and, if necessary, amend standards for project review processes.
6. Pursue outside funding opportunities to assist the City with planning and development projects. **(DG1)**

Accomplishments

1. Built out the OpenGov program to ingrate with multiple City departments and NPU for planned implementation during the winter of 2022.
2. Drafted and presented information relative to a Short-Term Rental Ordinance for future consideration by the City Council.
3. Implemented a Complete Street project on Central Avenue in Greenville to improve the safety of pedestrians. The collaborative project consisted of installing painted curb extensions designed to represent nationalities of residents living and working in the neighborhood.
4. Evaluated and cataloged sidewalk conditions throughout the City utilizing GIS technology. The City was awarded a \$3500 scholarship from the CT Chapter of the American Planning Association to hire a summer intern to complete the task.
5. Applied and received a TAP grant for bike/ped improvements along New London Turnpike.
6. Submitted an application to SCCOG for a downtown traffic circulation study to be funded by ConnDOT. The City of Norwich ranked first in the region and anticipates funding in the future.

10415100 Planning & Neighborhood Services	2019-20 Actual	2020-21 Actual	2021-22 Budget	2021-22 Projected	2022-23 Request	2022-23 Proposed	2022-23 Adopted
51601 Department Head	98,774	100,315	102,572	102,572	105,136	105,137	105,137
51610 Regular Employees	475,827	469,822	471,680	440,000	633,549	577,307	547,307
51620 Seasonal/Temporary Employees	2,205	17,973	23,426	23,383	0	0	0
51630 Overtime	4,372	3,398	23,561	30,000	7,000	7,000	7,000
52000 Fringe Benefits	424,899	375,100	431,609	431,609	473,479	464,413	464,413
53010 Professional Services	6,535	15,321	42,000	42,000	64,000	30,000	30,000
53322 Professional Development	1,972	1,938	2,900	2,000	3,400	3,400	3,400
54310 Equip & Furniture Maintenance	11,682	8,250	56,400	55,000	56,400	56,400	56,400
55530 Communications	7,732	8,090	8,694	8,694	8,694	8,380	8,380
55531 Advertising	10,239	2,937	12,000	15,000	12,000	12,000	12,000
55532 Postage	2,828	2,728	2,500	2,000	3,500	3,500	3,500
55800 Travel & Mileage Reimbursement	328	28	500	500	500	500	500
56610 Supplies	1,935	3,679	4,500	2,800	4,500	4,500	4,500
56627 Vehicle Fuel	1,477	1,411	2,066	2,000	2,409	2,815	2,815
58100 Dues Licenses & Subscriptions	2,249	1,545	2,350	1,800	2,850	2,850	2,850
58699 Historic District Commission	1,558	538	2,388	1,500	2,388	2,388	2,388
TOTALS	1,054,612	1,013,073	1,189,146	1,160,858	1,379,805	1,280,590	1,250,590

Staffing

Director of Planning & Neighborhood Services	1.00	1.00	1.00	1.00	1.00	1.00	1.00
City Planner	0.00	0.00	0.00	0.00	1.00	1.00	1.00
Assistant Planner	1.00	1.00	1.00	1.00	0.00	0.00	0.00
Building Official	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Zoning Enforcement Officer	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Administrative Specialist	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Assistant Building Official	1.00	1.00	2.00	2.00	1.50	2.00	2.00
Code Enforcement Official	1.00	1.00	0.00	0.00	0.00	0.00	0.00
Building Code Compliance Tech	0.00	0.00	0.00	0.00	0.50	0.00	0.00
Blight/Housing Code Enforcement Officer	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Assistant ZEO/ Blight Enforcement Official	0.00	0.00	0.00	0.00	1.00	0.00	0.00
TOTAL FTE'S	9.00	9.00	9.00	9.00	10.00	9.00	9.00

Salaries

Director of Planning & Neighborhood Services			102,572		105,136	105,137	105,137
City Planner			90,220		96,212	96,212	96,212
Assistant Planner			70,211		71,966	71,967	71,967
Building Official			88,562		90,776	90,776	90,776
Zoning Enforcement Officer			66,902		66,902	66,902	66,902
Administrative Specialist			52,264		52,264	52,264	52,264
Assistant Building Official			73,847		73,847	73,847	73,847
Code Enforcement Official			73,847		73,847	73,847	73,847
Building Code Compliance Tech			60,530		65,270	65,270	65,270
Blight/Housing Code Enforcement Officer			65,270		65,270	65,270	65,270
Assistant ZEO/ Blight Enforcement Official			60,530		60,530	60,530	60,530

Total Salaries Paid by General Fund

Director of Planning & Neighborhood Services			102,572		105,136	105,137	105,137
City Planner			0		96,212	96,212	96,212
Assistant Planner			70,211		0	0	0
Building Official			88,562		90,776	90,776	90,776
Zoning Enforcement Officer			66,902		66,902	66,902	66,902
Administrative Specialist			104,528		104,528	104,528	104,528
Assistant Building Official			147,694		110,771	147,694	147,694
Code Enforcement Official			0		0	0	0
Building Code Compliance Tech			0		32,635	0	0
Blight/Housing Code Enforcement Officer			65,270		65,270	65,270	65,270
Assistant ZEO/ Blight Enforcement Official			0		60,530	0	0
Projected savings from vacancies			0		0	0	-30,000
On Call Stipend			0		5,925	5,925	5,925
Subtotal - Employees			<u>543,167</u>		<u>633,549</u>	<u>577,307</u>	<u>547,307</u>
TOTAL SALARIES			<u>645,739</u>		<u>738,685</u>	<u>682,444</u>	<u>652,444</u>

10415100 Planning & Neighborhood Services	2019-20 Actual	2020-21 Actual	2021-22 Budget	2021-22 Projected	2022-23 Request	2022-23 Proposed	2022-23 Adopted
Performance Measures	Actual	Actual	Projected	Projected	Projected	Projected	Projected
<i>Inputs</i>							
Building & housing division FTEs	4.0	4.0	3.0	3.0	4.0	4.0	4.0
<i>Workload/ Output Measures</i>							
Site development plans reviewed	3	12	12	12	12	12	12
Subdivision/resubdivision plans reviewed	4	3	5	5	5	5	5
Special permit applications reviewed	6	3	6	6	6	6	6
Zoning permit applications	295	333	360	360	360	360	360
Zoning Variances Granted	12	8	12	12	12	12	12
Zoning Variances Denied	-	2					
Inland Wetland Applications	13	16	20	20	20	20	20
Zoning Complaints	28	40	100	100	100	100	100
Residential Building Permits	1,318	1,332	1,400	1,400	1,400	1,400	1,400
Commercial Building Permits	240	237	339	339	339	339	339
Industrial Building Permits	6	6	15	15	15	15	15
Structures Condemned	14	6	10	10	10	10	10
Dwelling Units Condemned	21	14	30	30	30	30	30
Buildings Demolished	21	14	18	18	18	18	18
<i>Outcome/ Results</i>							
Citations Issued	181	144	170	170	170	170	170
Citation Fees Collected	\$47,847	\$21,924	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000
Violations Investigated	793	943	1,028	1,028	1,028	1,028	1,028
<i>Efficiency Measures</i>							
Residential building permits per assigned FTE	330	333	467	467	350	350	350

Registrars of Voters

Mission

To maintain accurate voter registration lists, administer all elections, referenda, and primaries, as well as perform annual canvass of voters and decennial redistricting of voting districts.

Vision

To perform all of the duties required by statutes accurately, efficiently, and in a timely manner.

Values

- Efficiency
- Accuracy
- Timeliness
- Professionalism

Departmental Goals (DG)

1. Increase efficiencies and impact by working collaboratively with each other, City departments, agencies, boards and commissions as well as outside agencies.
2. Train personnel to the highest standards for election related activities while holding all personnel accountable to those standards.
3. Maintain strong community relations through open and courteous communication, professional service, and timely notifications of election-related deadlines and changes.
4. Organize and complete decennial redistricting process (affecting voting districts).

Action Plans

1. Meet federal, state and local statutory requirements and deadlines for election related activities. **(DG1)**
2. Recruit and train election workers and ensure proper level of certification for all staff and poll workers. **(DG2)**
3. Provide and promote opportunities for qualified Norwich residents to become registered voters. **(DG3)**
4. Ensure accuracy of existing voter registration data and educate registered and potential voters on precinct locations, policies, and operations. **(DG3)**

Accomplishments

1. Completed annual canvass of voters, as well as a canvass of all non-voting registered voters. **(DG1)**
2. Organized and run required elections and primaries. **(DG1)**
3. Provided accurate voter registration lists for candidates, City Clerk, and other interested parties. **(DG3)**
4. Complete a decennial redistricting of voting districts. **(DG4)**
5. Secure new voting location to replace American Legion Post 4. **(DG3)**
6. Supported and participated in voter registration drives. **(DG3)**
7. Recruited and trained all election workers to perform their assigned duties for each election efficiently and correctly. **(DG2)**
8. Worked to maintain accurate voter registration information, both electronically and in paper files. **(DG1)**
9. Updated the municipal website throughout the year with appropriate information relating to voter registration, scheduled elections, and election related activities. **(DG3)**

		2019-20	2020-21	2021-22	2021-22	2022-23	2022-23	2022-23
10419700 Registrars of Voters		Actual	Actual	Budget	Projected	Request	Proposed	Adopted
51601	Department Head	55,378	55,985	56,820	56,820	60,220	58,526	58,526
51620	Seasonal/Temporary Employees	20,524	31,930	41,800	27,800	55,100	55,100	55,100
52000	Fringe Benefits	9,030	9,383	10,358	11,000	10,457	9,930	9,930
53322	Professional Development	1,424	1,150	5,000	5,000	3,000	3,000	3,000
53333	Transportation	0	0	0	0	0	0	3,000
54310	Equip & Furniture Maintenance	15,517	9,532	12,000	12,000	12,000	12,000	12,000
55500	Printing	6,760	13,386	17,000	17,000	8,500	8,500	8,500
55530	Communications	2,272	2,680	2,877	2,877	2,900	2,766	2,766
55531	Advertising	2,345	521	3,500	2,394	3,000	3,000	3,000
55532	Postage	2,750	9,254	5,000	4,000	5,900	5,900	5,900
55800	Travel & Mileage Reimbursement	774	121	800	800	400	400	400
55902	Moving Voting Machine	0	124	1,000	158	1,000	1,000	1,000
56610	Supplies	3,636	13,069	4,500	5,000	6,000	6,000	6,000
TOTALS		120,410	147,135	160,655	144,849	168,477	166,122	169,122

Staffing

Registrars	2.00	2.00	2.00	2.00	2.00	2.00	2.00
TOTAL FTE'S	2.00						

Salaries

Registrars			28,410		30,110	29,263	29,263
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Total Salaries Paid by General Fund

Registrars			56,820		60,220	58,526	58,526
TOTAL SALARIES			56,820		60,220	58,526	58,526

Elections Workers

Deputy Registrars			6,000		6,000	6,000	6,000
Head Moderator			600		600	600	600
Precinct Moderators			2,250		2,400	2,400	2,400
Assistant Registrars			3,900		4,200	4,200	4,200
Ballot Clerks			2,700		2,000	2,000	2,000
Checkers			2,700		2,250	2,250	2,250
Machine Tenders			1,800		1,500	1,500	1,500
Demonstrators			1,800		1,500	1,500	1,500
Moderator/ Absentee			300		400	400	400
Absentee Counters			1,200		1,500	1,500	1,500
Absentee Assistant Registrars			0		700	700	700
EDR Assistant Registrars			0		700	700	700
EDR Clerks			0		1,250	1,250	1,250
Polling Place Set-up Crew			0		450	450	450
Machine / Tabulator Testing			0		200	200	200
Meeting Costs			1,200		1,200	1,200	1,200
Contingency			700		700	700	700
Cost of One Elections			25,150		27,550	27,550	27,550
Cost of Two Elections			50,300		55,100	55,100	55,100

Performance Measures

	Actual	Actual	Projected	Projected	Projected	Projected	Projected
Inputs							
Type of Election	Municipal	Presidential	Municipal	Municipal	State	State	State
Voting locations	7	7	7	7	7	7	7
Workload/ Output Measures							
General elections	1	1	1	1	1	1	1
Primaries	2	2	2	2	2	2	2
Total elections	3	3	3	3	3	3	3
New registrations	1,752	3,882	2,000	2,000	2,000	2,000	2,000
Changes	2,829	6,379	4,500	4,500	4,500	4,500	4,500
Removals	1,632	3,082	3,500	3,500	3,500	3,500	3,500
Number of active eligible voters	20,525	25,104	21,000	21,000	21,000	21,000	21,000
Outcome/ Results							
Number of voters voting in General Election	10,000	15,495	15,000	15,000	15,000	15,000	15,000
Percentage of eligible voters voting	48.72%	61.72%	71.43%	71.43%	71.43%	71.43%	71.43%
Efficiency Measures							
Average total cost per election	\$40,137	\$49,045	\$53,552	\$53,552	\$56,159	\$55,374	\$56,374
Average cost per polling place per election	\$5,734	\$7,006	\$7,650	\$7,650	\$8,023	\$7,911	\$8,053
Cost of election per registered voter	\$1.96	\$1.95	\$2.55	\$2.55	\$2.67	\$2.64	\$2.68

Police

Mission

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

Vision

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

Values

- Professionalism
- Integrity
- Courage
- Compassion
- Accountability
- Communication

Departmental Goals (DG)

1. Continue to strengthen community relations through open and candid conversations, professional service, and the implementation of community outreach programs partnerships. **(G2)**
2. Further train personnel to the highest standards in law enforcement and other related duties while holding them accountable to those standards. **(G2)**
3. Increase effective law enforcement programs that foster public confidence, build community trust, and maintain transparent professional police operations. The completion of Tier I State of CT POSTC Accreditation is a top priority. **(G2)**
4. Create efficiencies and impact by working collaboratively with other departments, agencies, boards and commissions as well as outside law enforcement agencies. **(G2)**

Action Plans

1. Utilize community policing model and community partnerships to enhance as well as strengthen relationship with community members. **(DG1, DG2)**
2. Provide proactive and effective crime and drug trafficking prevention as well as traffic safety programming; both focused on reduction of violent crime and traffic violations; Opioid related deaths, Traffic crashes and injuries. **(DG3, DG4)**
3. Continue to implement recommendations of the President's Task Force on 21st Century Policing and the 6 Pillars it references, as it applies to modern policing strategies. **(DG1,DG2)**
4. Maximize patrol efficiencies and officer safety through the use of technology. **(DG3)**
5. Provide services with the highest level of professionalism and with public confidence resulting in the reduction of lawsuits and performance complaints **(DG1,DG2)**
6. Provide officers opportunities to participate in career development. **(DG2)**

Accomplishments

1. In September 2021, reconstruction was completed on the Norwich Police Radio front parking lot. The reconstruction has improved access and provided a safe surface to employees and citizens.
2. In late 2021 the Norwich Police Department generator underwent servicing which included a new transfer switch.
3. In the latter half of 2021, Chief Patrick J. Daley promoted two veteran and experienced supervisors within the Police Administration: Thomas Lazzaro was promoted to Lieutenant and Scott Meikle was promoted to Sergeant.

Grants Descriptions

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

Federal Grants:

Federal Department of Justice Direct Grants

- Department of Justice COPS Grant (2013-2018) \$287,000 - From the DOJ was our award for the COPS Grants. In both of 2012 & 2013 the department was awarded competitive grant funding for 4 officers each year. This grant provided the opportunity to expand the Community Policing Program and to combat gun violence within the city. This grant pays for salaries of the four officers over a four year period, with gradual funding decreases over the grant period.
- Edward Byrnes Grant (2021) \$18,768 – (4) portable radar display signs, a motor vehicle data collection device (JAMAR), and associated equipment.
- Bureau of Justice Assistance, BJA (2020-2021) Body Armor Grant. \$5,300 - Purchase of soft body armor for officers through a 50% reimbursement of department expenditures.
- Edward Byrnes Coronavirus Supplemental Funding Program (2020-2021) \$50,988-From the grant Detective portioning system, a high visibility programmable trailer sign, personal protective equipment, and a front lobby door locking system were purchased and installed.

State of CT Office Policy & Management

- OPM Coronavirus Violent Crime funding- \$35,000-The virus and the pandemic prevented officers from creating proactive ways to combat crimes placing officers in fear of contracting the virus. The funding will allow selective staffing to promote and develop increased efficiency in combatting violent crimes. The funding allows increased staffing to participate in community engagement opportunities. Plans such as directed patrols and community awareness are an attribute of the increased funding.

Federal Department of Transportation passed through Connecticut Department of Transportation

- Distracted Driving Enforcement Program (2021) \$28,581 - from the State of CT DOT Highway Safety Office for "Distracted Driving Enforcement". This grant provided funding at a 100% reimbursement rate for overtime and fringe benefits.

Glossary of Expenses

Special Investigations: This item funds unique investigations and services enabling the department to conduct narcotic enforcement, forensic services & examinations and unclaimed/unfunded corpse removal.

10420100 Police	2019-20 Actual	2020-21 Actual	2021-22 Budget	2021-22 Projected	2022-23 Request	2022-23 Proposed	2022-23 Adopted
51601 Department Head	134,287	140,093	141,000	141,000	144,525	144,525	144,525
51610 Regular Employees	7,412,251	7,745,257	7,861,379	7,601,000	8,475,008	7,987,229	7,987,229
51620 Seasonal/Temporary Employees	58,624	63,539	63,329	85,000	98,329	98,329	98,329
51630 Overtime	239,967	189,667	310,000	270,000	369,000	300,000	300,000
51631 Replacement Cost	903,268	1,117,123	910,000	1,130,000	1,214,586	1,000,000	670,000
52000 Fringe Benefits	7,550,365	7,305,049	7,997,706	7,997,706	8,306,274	7,978,208	7,978,208
53010 Professional Services	0	0	13,200	8,000	13,200	13,200	13,200
53322 Professional Development	34,943	58,667	65,000	58,000	100,000	100,000	100,000
54310 Equip & Furniture Maintenance	115,877	120,116	170,000	170,000	150,000	150,000	150,000
54410 Utilities	121,010	114,685	123,000	128,000	118,500	121,689	121,689
55019 Special Investigations	7,000	10,000	11,600	11,600	11,600	11,600	11,600
55530 Communications	148,900	152,431	248,108	248,108	248,108	240,111	240,111
55532 Postage	2,019	1,951	2,375	1,800	2,375	2,375	2,375
56600 Uniforms & Clothing	126,016	131,650	126,020	126,020	126,020	126,020	126,020
56610 Supplies	37,083	45,555	60,000	60,000	67,000	67,000	67,000
56627 Vehicle Fuel	94,389	98,335	118,324	160,000	137,766	180,893	180,893
58100 Dues Licenses & Subscriptions	18,854	16,766	20,100	20,100	20,100	20,100	20,100
58259 Regional Animal Control Services	0	0	124,000	105,000	124,000	124,000	134,000
TOTALS	17,004,853	17,310,884	18,365,141	18,321,334	19,726,391	18,665,279	18,345,279

Staffing

Chief	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Deputy Chief	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Captain - Step 2	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Captain - Step 1	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Lieutenant - Step 2	5.00	5.00	5.00	5.00	5.00	4.00	4.00
Lieutenant - Step 1	0.00	0.00	0.00	0.00	0.00	1.00	1.00
Sergeant - Step 3	2.00	2.00	3.00	3.00	3.00	3.00	3.00
Sergeant - Step 2	7.00	7.00	6.00	6.00	6.00	4.00	4.00
Sergeant - Step 1	0.00	0.00	0.00	0.00	0.00	2.00	2.00
Police Officer - Step 6	16.00	16.00	19.00	19.00	19.00	20.00	20.00
Police Officer - Step 5	11.00	11.00	16.00	16.00	16.00	22.00	22.00
Police Officer - Step 4	21.00	21.00	17.00	17.00	17.00	9.00	9.00
Police Officer - Step 3	8.00	8.00	8.00	8.00	8.00	2.00	2.00
Police Officer - Step 2	9.00	9.00	7.00	7.00	7.00	11.00	11.00
Police Officer - Step 1	6.00	6.00	1.00	1.00	8.00	4.00	4.00
Subtotal - Uniformed Officers	88.00	88.00	85.00	85.00	92.00	85.00	85.00
Executive Secretary	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Records Div. Clerical Coordinator	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Police Records Clerk	4.00	4.00	4.00	4.00	4.00	4.00	4.00
Animal Control Officer	1.00	1.00	0.00	0.00	0.00	0.00	0.00
Assistant Animal Control Officer	0.45	0.45	0.00	0.00	0.00	0.00	0.00
911 Civilian Dispatcher	9.00	9.00	9.00	9.00	9.00	9.00	9.00
Subtotal - All other Police Employees	16.45	16.45	15.00	15.00	15.00	15.00	15.00
TOTAL FTE'S	104.45	104.45	100.00	100.00	107.00	100.00	100.00

Salaries

Chief			141,000		144,525	144,525	144,525
Deputy Chief			122,462		125,524	125,524	125,524
Captain - Step 2			109,910		112,658	112,658	112,658
Captain - Step 1			107,162		109,841	109,841	109,841
Lieutenant - Step 2			100,855		103,376	103,376	103,376
Lieutenant - Step 1			98,334		100,792	100,792	100,792
Sergeant - Step 3			91,802		94,097	94,097	94,097
Sergeant - Step 2			89,507		91,745	91,745	91,745
Sergeant - Step 1			87,270		89,452	89,452	89,452
Police Officer - Step 6			82,749		84,818	84,818	84,818
Police Officer - Step 5			81,094		83,121	83,121	83,121
Police Officer - Step 4			78,256		80,212	80,212	80,212
Police Officer - Step 3			74,735		76,603	76,603	76,603
Police Officer - Step 2			69,876		71,623	71,623	71,623
Police Officer - Step 1			61,491		63,028	63,028	63,028
Executive Secretary			54,909		54,909	57,690	57,690
Records Div. Clerical Coordinator			50,989		50,989	50,989	50,989
Police Records Clerk			47,346		47,346	47,346	47,346
Animal Control Officer			52,651		53,967	53,967	53,967
Assistant Animal Control Officer			48,772		49,991	49,991	49,991
911 Civilian Dispatcher			65,468		65,468	65,468	65,468

10420100 Police	2019-20 Actual	2020-21 Actual	2021-22 Budget	2021-22 Projected	2022-23 Request	2022-23 Proposed	2022-23 Adopted
Total Salaries Paid by General Fund							
Chief			141,000		144,525	144,525	144,525
Deputy Chief			122,462		125,524	125,524	125,524
Captain - Step 2			109,910		112,658	112,658	112,658
Captain - Step 1			0		0	0	0
Lieutenant - Step 2			504,275		516,880	413,504	413,504
Lieutenant - Step 1			0		0	100,792	100,792
Sergeant - Step 3			275,406		282,291	282,291	282,291
Sergeant - Step 2			537,042		550,470	366,980	366,980
Sergeant - Step 1			0		0	178,904	178,904
Police Officer - Step 6			1,572,231		1,611,542	1,696,360	1,696,360
Police Officer - Step 5			1,297,504		1,329,936	1,828,662	1,828,662
Police Officer - Step 4			1,330,352		1,363,604	721,908	721,908
Police Officer - Step 3			597,880		612,824	153,206	153,206
Police Officer - Step 2			489,132		501,361	787,853	787,853
Police Officer - Step 1			61,491		504,224	252,112	252,112
Executive Secretary			54,909		54,909	57,690	57,690
Records Div. Clerical Coordinator			50,989		50,989	50,989	50,989
Police Records Clerk			189,384		189,384	189,384	189,384
Animal Control Officer			0		0	0	0
Assistant Animal Control Officer			0		0	0	0
911 Civilian Dispatcher			589,212		589,212	589,212	589,212
Shift Differentials			48,000		48,000	48,000	48,000
Longevity Bonuses			21,000		21,000	21,000	21,000
On-call Stipends			10,200		10,200	10,200	10,200
		Subtotal - Employees	<u>7,861,379</u>		<u>8,475,008</u>	<u>7,987,229</u>	<u>7,987,229</u>
TOTAL SALARIES			<u>8,002,379</u>		<u>8,619,533</u>	<u>8,131,754</u>	<u>8,131,754</u>

Performance Measures	Actual	Actual	Projected	Projected	Projected	Projected	Projected
Workload/outputs							
911 Hard Line	3,267	1,686	2,089	2,089	2,134	2,134	2,134
911 Cellular	15,426	17,678	16,742	16,742	18,450	18,450	18,450
911 VOIP	2,227	2,261	2,006	2,006	2,575	2,575	2,575
911 Text	101	89	108	108	101	101	101
Subtotal - Emergency Calls	<u>21,021</u>	<u>21,714</u>	<u>20,945</u>	<u>20,945</u>	<u>23,260</u>	<u>23,260</u>	<u>23,260</u>
Non-emergency Line	<u>36,156</u>	<u>36,734</u>	<u>35,016</u>	<u>35,016</u>	<u>37,124</u>	<u>37,124</u>	<u>37,124</u>
Total Calls	<u>57,177</u>	<u>58,448</u>	<u>55,961</u>	<u>55,961</u>	<u>60,384</u>	<u>60,384</u>	<u>60,384</u>
Calls (Police)	52,568	50,574	51,212	51,212	50,895	50,895	50,895
Calls (Fire)	4,509	4,891	4,749	4,749	4,902	4,902	4,902
Auto Accidents (Investigated)	1,635	1,694	1,246	1,246	1,789	1,789	1,789
Auto Accidents (Fatalities)	1	-	3	3	3	3	3
Auto Accidents (Injuries)	261	307	238	238	310	310	310
Vandalism (Reported)	249	273	253	253	275	275	275
Outcome/results							
Part I Crimes (per 100,000)	0.010	0.013	0.012	0.012	0.017	0.017	0.017
DWI Arrests	120	107	144	144	140	140	140
Neighborhood Watch Groups	43	11	43	43	11	11	11
Efficiency							
Police calls per uniformed officer	597	575	602	602	553	599	599
Per capita cost of department	\$434.51	\$446.53	\$473.72	\$473.72	\$508.83	\$481.46	\$473.21

* Police activity is based and reported by Calendar Year. For example, the "2020-21 Actual" statistics are from calendar year 2021.

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

Criminal Homicide, Forcible Rape, Robbery, Aggravated Assault, Burglary, Larceny-theft, Motor Vehicle theft, Arson

Norwich Fire Department

Mission

To protect the lives and property of all residents and visitors of the city from fires, medical emergencies, hazardous materials, or other dangerous conditions and aid in prevention of harm through public fire education.

Vision

To always be prepared to provide emergency services to those who cannot take care themselves whenever called to duty.

Values

- Professionalism
- Integrity
- Courtesy
- Commitment

Departmental Goals (DG)

1. Maintain strong community relations through candid communication, professional service, and the implementation of fire prevention, education, and outreach programs. **(G2)**
2. Maintain effective fire prevention programs and review operational efficiencies. **(G2)**
3. Increase efficiencies and enforce the life safety code by working collaboratively with other departments, agencies, boards and commissions as well as outside agencies.
4. Train fire personnel to the highest standards in suppression and other related emergencies while holding them accountable to those standards. **(G2)**
5. Reduce costs through an asset management plan that focuses on maintenance measures and energy efficiency initiatives on all City assets. **(G2)**
6. Diversify the makeup of the fire personnel through outreach programs and public assembly. **(G2)**

Action Plans

1. Educate the public in all aspects of life safety, focusing on public education programs, school safety classes, and outreach programs. **(DG1, DG2)**
2. Enforce the life safety code and construction planning through inspections, technological advancements and greater interagency cooperation. **(DG3)**
3. Reduce lost service time due to injury and illness by analyzing cause and effect policy and practices.
4. Train fire personnel to the highest standards in suppression, Emergency Medical Services, technical rescue, and other related emergencies. **(DG4, DG5)**
5. Support community programs to assist in pandemic relief/mitigation through vaccine clinics, testing sites, PPE materials.
6. Increase leadership opportunities and staffing structure while achieving operational efficiency through the assignment of collateral duties. Develop personnel to increase professional growth and advancement. **(DG4, DG5)**
7. Achieve maximum life expectancy of fire apparatus and equipment while providing a realistic, ongoing assessment of needs. **(DG4)**
8. Focus capital improvement planning to match measures and initiatives.

Accomplishments

- 1) Responded to structural fires, hazardous materials incidents, marina emergencies, brush fires, emergency medical emergencies, and serious motor vehicle accidents without serious injury to personnel.
- 2) Norwich Fire is a leading member of CERRIT that responds to all hazardous materials incidents, manmade/natural disasters and CBRNE events for Norwich, Region 4 and beyond. We work in

- coordination with Regional partners to facilitate team training and skills maintenance.
- 3) Maintained all fire personnel training to appropriate levels for their position.
 - 4) Promoted Fire officers to rank of Lieutenant, Captain, Battalion Chief, and Captain of the Fire Marshal office.
 - 5) Established attack plan format for target hazards within the City. Upgraded information management systems to enhance data collection and strategic planning.
 - 6) Revised response policies to enhance integration with City volunteer fire departments, updated City alarm cards to more effectively and efficiently utilize resources.
 - 7) Coordinated Emergency Reporting system access for all City Fire Departments to allow timely input of Fire Marshal reports, and sharing of information.

Grants Descriptions

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

- Community Development Block Grant (CDBG) – This grant supports specific projects and equipment within a specified area of the City of Norwich. The amount is based on need and set by the CDBG Board based on the amount of funds available and the number of applicants.
- Commercial Equipment Direct Assistance Program (CEDAP) - CEDAP helps meet the equipment needs of smaller jurisdictions by providing communications interoperability, information sharing, chemical detection, sensors, personal protective equipment, technology, and training in using the equipment, devices, and technology.
- Assistance to Firefighter Grant (AFG) – Various Fire Safety grants to provide critically needed resources to equip and train emergency personnel, enhance efficiencies, and support community resilience.
- Connecticut Eastern Regional Response Integrated Team (CERRIT) – Various reimbursements from state programs through Department of Emergency Management and Homeland Security.
- The Connecticut Fair Plan – Various merchants provide limited funding for fire prevention, inspection, and investigation equipment and materials.
- FM Global – The Norwich Fire Department has partnered with FM Global to develop an improved inspection system using the latest computer technology.
- Homeland Security -funding for equipment upgrades to the hazardous materials response team.

10420200 Norwich Fire	2019-20 Actual	2020-21 Actual	2021-22 Budget	2021-22 Projected	2022-23 Request	2022-23 Proposed	2022-23 Adopted
51601 Department Head	99,114	96,253	111,115	107,000	113,893	113,893	113,893
51610 Regular Employees	807,160	848,217	799,133	842,000	891,420	809,296	826,830
51630 Overtime	18,161	33,633	22,000	17,000	25,897	25,897	25,897
51631 Replacement Cost	65,237	76,106	75,000	90,000	89,840	80,000	80,000
52000 Fringe Benefits	778,327	721,631	823,086	823,086	848,579	820,051	821,392
53080 Physicals	13,112	19,665	25,000	20,000	25,000	23,000	23,000
53201 Haz Mat Technician Training	4,592	2,497	9,169	3,000	9,000	9,000	9,000
53322 Professional Development	16,641	36,449	56,780	38,000	120,445	56,780	56,780
54310 Equip & Furniture Maintenance	80,154	88,609	121,092	105,000	125,475	125,475	120,475
54410 Utilities	73,519	69,761	76,100	79,000	78,400	79,300	79,300
54430 Building Repairs & Maintenance	19,096	28,158	35,000	35,000	40,805	35,000	35,000
55530 Communications	55,459	56,098	57,116	57,116	50,000	56,022	56,022
56600 Uniforms & Clothing	25,427	24,231	28,800	27,000	28,800	28,800	28,800
56610 Supplies	40,954	20,736	42,000	30,000	45,800	42,000	42,000
56627 Vehicle Fuel	17,760	18,770	21,136	33,000	24,631	35,566	35,566
58100 Dues Licenses & Subscriptions	2,381	2,251	3,500	2,500	2,750	3,500	3,500
TOTALS	2,117,094	2,143,065	2,306,027	2,308,702	2,520,735	2,343,580	2,357,455

Notes on Line items:

Uniforms & Clothing - Firefighters at \$400 each; Battalion Chiefs, Safety/Training Marshal, Captains, and Inspectors at \$500 each; and the Fire Chief at \$600.

Staffing

Fire Chief/ EMD	0.75	0.75	0.85	0.85	0.85	0.85	0.85
Deputy Chief	0.00	0.00	0.00	0.00	0.83	0.00	0.83
Director of Training & Safety	1.00	1.00	0.83	0.83	0.00	0.83	0.00
Battalion Chiefs - Step 2	3.00	3.00	4.00	4.00	3.00	3.00	3.00
Battalion Chiefs - Step 1	1.00	1.00	0.00	0.00	1.00	1.00	1.00
Subtotal - Firefighters	5.75	5.75	5.68	5.68	5.68	5.68	5.68
Captain - Fire Marshal	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Inspectors - Step 2	1.00	1.00	2.00	2.00	1.00	1.00	1.00
Inspectors - Step 1	1.00	1.00	0.00	0.00	2.00	1.00	1.00
Fire Code Clerk	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Executive Secretary	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Subtotal - All other Fire Employees	5.00	5.00	5.00	5.00	6.00	5.00	5.00
TOTAL FTE'S	10.75	10.75	10.68	10.68	11.68	10.68	10.68

Salaries

Fire Chief/ EMD			130,724		133,992	133,992	133,992
Deputy Chief			0		90,016	90,016	105,000
Director of Training & Safety			80,585		83,875	83,875	83,875
Battalion Chiefs - Step 2			86,577		92,552	92,552	92,552
Battalion Chiefs - Step 1			84,204		90,016	90,016	90,016
Captain - Fire Marshal			85,652		87,204	91,564	91,564
Inspectors - Step 2			77,403		82,745	82,745	82,745
Inspectors - Step 1			75,147		80,335	80,335	80,335
Fire Code Clerk			48,530		49,501	48,530	48,530
Executive Secretary			54,909		55,990	54,909	54,909

Total Salaries Paid by General Fund

Fire Chief/ EMD			111,115		113,893	113,893	113,893
Deputy Chief					74,713	0	87,150
Director of Training & Safety			66,886		0	69,616	0
Battalion Chiefs - Step 2			346,308		277,656	277,656	277,656
Battalion Chiefs - Step 1			0		90,016	90,016	90,016
Captain - Fire Marshal			85,652		87,204	91,564	91,564
Inspectors - Step 2			154,806		82,745	82,745	82,745
Inspectors - Step 1			0		160,670	80,335	80,335
Fire Code Clerk			48,530		49,501	48,530	48,530
Executive Secretary			54,909		55,990	54,909	54,909
Stand-by pay per contract			6,925		5,925	6,925	6,925
Haz-Mat Stipends			7,000		7,000	7,000	7,000
Subtotal - Employees			<u>771,016</u>		<u>891,420</u>	<u>809,296</u>	<u>826,830</u>
TOTAL SALARIES			<u>882,131</u>		<u>1,005,313</u>	<u>923,189</u>	<u>940,723</u>

10420200 Norwich Fire	2019-20 Actual	2020-21 Actual	2021-22 Budget	2021-22 Projected	2022-23 Request	2022-23 Proposed	2022-23 Adopted
Performance Measures	Actual	Actual	Projected	Projected	Projected	Projected	Projected
Inputs (includes both the General Fund and City Consolidation District)							
Budget (General Fund + CCD)	\$10,042,413	\$9,879,284	\$10,429,961	\$10,429,961	\$10,910,288	\$10,461,184	\$10,475,059
Non-personnel budget	\$283,858	\$291,119	\$400,693	\$400,693	\$461,266	\$414,443	\$409,443
Total full-time equivalent employees	58.8	58.8	58.7	58.7	59.7	58.7	58.7
Total firefighters	53.8	53.8	53.7	53.7	53.7	53.7	53.7
Workload/outputs							
Fires	366	135	427	427	427	427	427
EMS	1,513	1,513	1,723	1,723	1,723	1,723	1,723
Hazardous materials	98	153	96	96	96	96	96
Service calls	128	148	109	109	109	109	109
Other	160	373	49	49	49	49	49
Total calls	2,265	2,322	2,404	2,404	2,404	2,404	2,404
Outcome/results							
Civilian casualties	-	1	-	-	-	-	-
Fire Service Injuries	14	6	6	6	6	6	6
Arson fires leading to arrests	2	1	2	2	2	2	2
Inspections/re-inspections	964	803	1,008	1,008	1,008	1,008	1,008
Complaints Investigated	31	63	43	43	43	43	43
Violations found	1,218	1,000	1,263	1,263	1,263	1,263	1,263
Violations corrected	1,200	900	1,000	1,000	1,000	1,000	1,000
Fire investigations conducted	65	72	79	79	79	79	79
Community service/public safety presentations	100	5	100	100	100	100	100
Training hours per person	165	225	185	185	185	185	185
Marine Operations	41	5	36	36	36	36	36
Efficiency							
Total calls/ firefighter	42.14	43.20	44.78	44.78	44.78	44.78	44.78
Total non-personnel budget/Total General Fund budget	0.22%	0.22%	0.29%	0.29%	0.33%	0.30%	0.30%

Emergency Management

Mission

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

Vision

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

Values

- Professionalism
- Fiscal responsibility
- Integrity
- Collaboration

Departmental Goals (DG)

1. Maintain strong community relations through candid communication, professional service and the implementation of various community outreach and educational programs. **(G2)**
2. Increase efficiencies and impact by working collaboratively with other departments, agencies, boards, and commissions as well as outside agencies. **(G2)**
3. Train and cross-train personnel to the highest standards in support of the Emergency Operations Center (EOC) while holding them accountable to those standards.

Action Plans

1. Engage community through social media, speaking engagements, radio, public TV channels, exhibit booths at civic events and senior citizen outreach programs. **(DG1)**
2. Engage business community and/or local organizations to expedite the return to pre-emergency operations. **(DG2)**
3. Conduct awareness campaign on National Flood Insurance Program for community residents and businesses.
4. Seek grant opportunities including but not limited to the Federal Emergency Management Agency, Department of Homeland Security, Environmental Protection Hazard Mitigation Grants and Nuclear Safety Funds from the Dominion Nuclear Power Station. **(DG2)**
5. Recruit personnel, including non-emergency related city employees in order to provide improved coverage in the EOC. **(DG3)**

Accomplishments

1. Conducted Public Information & Education programs for COVID testing and local/regional resources. **(DG3)**
2. Provided training for the Web/EOC. **(DG3)**
3. Partnered with Uncas Health District for pandemic/point of distribution of PPE for COVID response. **(DG3)**
4. Partnered with American Red Cross and Medical Reserve Corp. for Vaccination administering, and annual Recertification drill. **(DG3)**
5. Completed updating of Training Room for use as secondary EOC. **(DG3)**

10422300 Emergency Management	2019-20 Actual	2020-21 Actual	2021-22 Budget	2021-22 Projected	2022-23 Request	2022-23 Proposed	2022-23 Adopted
51601 Department Head	23,495	38,049	19,609	19,000	20,099	20,099	20,099
51610 Regular Employees	0	409	14,287	13,000	15,303	14,259	17,850
52000 Fringe Benefits	15,557	16,905	14,651	15,000	15,816	18,032	18,307
53322 Professional Development	1,216	1,180	2,000	1,500	2,000	1,500	1,500
54310 Equip & Furniture Maintenance	2,273	580	4,000	3,000	4,000	3,000	3,000
54410 Utilities	6,269	4,981	6,650	6,800	5,200	6,184	6,184
54430 Building Repairs & Maintenance	3,786	2,004	3,350	1,500	4,000	3,500	3,500
55530 Communications	9,669	2,791	6,406	6,000	3,406	1,535	1,535
56610 Supplies	1,369	365	1,500	500	4,500	3,500	3,500
56627 Vehicle Fuel	432	0	387	100	451	186	186
TOTALS	64,066	67,264	72,840	66,400	74,775	71,795	75,661

Staffing

Fire Chief/ EMD	0.25	0.25	0.15	0.15	0.15	0.15	0.15
Deputy Chief	0.00	0.00	0.00	0.00	0.17	0.00	0.17
Director of Training & Safety	0.00	0.00	0.17	0.17	0.00	0.17	0.00
TOTAL FTE'S	0.25	0.25	0.32	0.32	0.32	0.32	0.32

Salaries

Fire Chief/ EMD			130,724		133,992	133,992	133,992
Deputy Chief					90,016	90,016	105,000
Director of Training & Safety			80,585		83,875	83,875	83,875

Total Salaries

Fire Chief/ EMD			19,609		20,099	20,099	20,099
Deputy Chief					15,303	0	17,850
Director of Training & Safety			13,699		0	14,259	0
TOTAL SALARIES			33,308		35,402	34,358	37,949

Performance Measures

Workload/ Output Measures

	Actual	Actual	Projected	Projected	Projected	Projected	Projected
Hours of emergency training	1,850	48	1,950	1,950	1,950	1,950	1,950
Personnel trained	375	2	375	375	375	375	375
Shelter maintained	17	17	17	17	17	17	17
EOC activations	17	3	17	17	17	17	17
Flood assistance calls	60	9	60	60	60	60	60
Speaking engagements	30	-	45	45	45	45	45
Public information/education exhibits	30	4	45	45	45	45	45

Outcome/ Results

Percentage of emergency plans updated	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
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Efficiency Measures

Cost of department per capita	\$1.64	\$1.74	\$1.86	\$1.86	\$1.93	\$1.85	\$1.95
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East Great Plain Volunteer Fire Company

Mission

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

Vision

To provide fire suppression, emergency medical, hazardous materials response, rescue and fire prevention training services to our community with members who are thoroughly trained in the latest techniques and equipped with the most up-to-date equipment. To be a part of the county's professional associations and various subcommittees to ensure our community is well represented. To look out for the health and welfare of our members and their families.

Values

- Community Service
- Family
- Caring
- Dedication
- Efficiency
- Responsibility
- Professionalism
- Customer Service
- Compassion

Departmental Goals (DG)

1. Maintain effective fire prevention programs and review operational efficiencies. **(G2)**
2. Train fire personnel to the highest standards in suppression and other related emergencies while holding them accountable to those standards. **(G2)**
3. Maintain strong community relations through candid communication, professional service, and the implementation of citizen involvement and outreach fire prevention and educational programs. **(G2)**
4. Increase efficiencies and enforce the life safety code by working collaboratively with other departments, agencies, and boards and commissions as well as outside agencies. **(G2)**
5. Reduce costs through an asset management plan that focuses on maintenance measures and energy efficiency initiatives on all City assets. **(G2)**

Action Plans

1. Provide a high level of professional service to the community through multi-year planning and fire prevention programs. **(DG1)**
2. Recruit volunteer and ensure proper level of professional certifications for all staff through education and training. **(DG2)**
3. Present educational programs to local schools and provide support for local events in the community. **(DG3)**
4. Provide mutual aid to fire companies and coordinate necessary activities with Fire Marshal. **(DG4)**
5. Achieve maximum life expectancy of fire apparatus while providing an annual assessment of needs. **(DG5)**

Accomplishments

1. Responded to the most calls of any Norwich volunteer fire company. Ranked among the busiest in New London County. **(DG4)**
2. Mitigated several structure fires and motor vehicle accidents without serious injury to the company's members. **(DG1)**
3. Continuing recruiting new volunteers using an on-line application on the City's website. **(DG4)**

10423300 East Great Plain Volunteer Fire	2019-20 Actual	2020-21 Actual	2021-22 Budget	2021-22 Projected	2022-23 Request	2022-23 Proposed	2022-23 Adopted
53080 Physicals	6,744	6,959	9,000	7,000	9,000	9,000	9,000
53322 Professional Development	19,391	13,209	19,000	19,000	22,000	21,000	21,000
54310 Equip & Furniture Maintenance	30,970	41,011	29,525	31,000	33,000	32,000	32,000
54410 Utilities	15,274	14,029	16,200	16,700	16,700	17,581	17,581
54430 Building Repairs & Maintenance	23,196	26,620	29,205	30,000	30,000	30,000	30,000
55530 Communications	8,692	8,817	8,908	4,800	8,908	8,720	8,720
56600 Uniforms & Clothing	6,315	1,862	4,500	3,500	8,000	6,500	6,500
56610 Supplies	29,585	24,428	28,115	28,115	33,000	32,000	30,000
56627 Vehicle Fuel	4,158	5,047	8,167	9,000	8,442	8,256	8,256
58100 Dues Licenses & Subscriptions	801	1,216	2,376	1,800	2,376	2,376	2,376
TOTALS	145,126	143,198	154,996	150,915	171,426	167,433	165,433

Performance Measures

Inputs

Workload/outputs

	Actual	Actual	Projected	Projected	Projected	Projected	Projected
Fire (Building, vehicle, brush, etc.)	43	52	48	48	50	50	50
Overpressure Rupture, Explosion (no fire)	-	2	1	1	1	1	1
Rescue & EMS Incidents (EMS vehicle accidents, extrication)	544	625	630	630	670	670	670
Hazardous Conditions	25	42	30	30	30	30	30
Service Calls	35	35	35	35	35	35	35
Good Intent Calls (Authorized controlled burns, smoke scares)	85	65	70	70	60	60	60
False Alarms & False Calls	110	140	145	145	120	120	120
Severe Weather & Natural Disaster	2	1	1	1	1	1	1
Total Calls	844	962	960	960	967	967	967

Outcome/results

Number of volunteers attending training	42	50	54	54	54	54	54
Total training hours	2,500	2,400	2,600	2,600	2,600	2,600	2,600
Number of volunteers trained as EMT or MRT	25	40	42	42	42	42	42
Number of volunteers trained to use defibrillators	30	40	42	42	42	42	42
Number of State Fire Certified volunteers	30	44	46	46	46	46	46

Efficiency

Cost of dept/cost of total general fund operations	0.11%	0.11%	0.11%	0.11%	0.12%	0.12%	0.12%
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Laurel Hill Volunteer Fire

Mission

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

Vision

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

Values

- Professionalism
- Service to the public
- Teamwork
- Adaptability

Departmental Goals (DG)

1. Maintain effective fire prevention programs and review operational efficiencies. **(G2)**
2. Train fire personnel to the highest standards in suppression and other related emergencies while holding them accountable to those standards. **(G2)**
3. Maintain strong community relations through candid communication, professional service, and the implementation of fire prevention, education and outreach programs.
4. Increase efficiencies and enforce the life safety code by working collaboratively with other departments, agencies, boards and commissions as well as outside agencies. **(G2)**
5. Reduce costs through an asset management plan that focuses on maintenance measures and energy efficiency initiatives on all City assets.

Action Plans

1. Provide a high level of professional service to the community through multi-year planning and fire prevention programs. **(DG1)**
2. Recruit volunteers and ensure proper level of professional certifications for all staff through education and training. **(DG2)**
3. Present educational programs to our local school and provide support for local events in the community. **(DG3)**
4. Provide mutual aid to fire companies and coordinate necessary activities with Fire Marshal. **(DG4)**
5. Maximize life expectancy of fire apparatus while providing an annual assessment of needs.

Accomplishments

1. One firefighters were trained to the Firefighter 2 level.
2. Two member was trained to the Firefighter 1 level.
3. Four members trained to the EMR level.
4. All members are trained and certified to the Connecticut Department of Energy & Environmental Protection level for wild land firefighting; Laurel Hill is one of only 10 departments in the State with this level of training, and the only department in Southeast Connecticut.
5. No serious injuries sustained by members.
6. Continued to train and build up Norwich CERT team to assist during events and disasters around Norwich.

10423400 Laurel Hill Volunteer Fire		2019-20 Actual	2020-21 Actual	2021-22 Budget	2021-22 Projected	2022-23 Request	2022-23 Proposed	2022-23 Adopted
53080	Physicals	3,786	5,789	6,250	6,250	6,250	6,250	6,250
53322	Professional Development	1,850	6,807	9,072	9,072	11,350	9,000	9,000
54310	Equip & Furniture Maintenance	22,159	21,633	15,378	16,000	29,500	23,000	23,000
54410	Utilities	9,338	10,015	10,200	10,500	10,500	11,792	11,792
54430	Building Repairs & Maintenance	4,564	6,861	12,800	14,000	10,200	10,200	10,200
55530	Communications	10,212	10,717	10,477	10,477	10,477	10,053	10,053
56600	Uniforms & Clothing	2,657	2,161	4,000	2,300	5,000	4,000	4,000
56610	Supplies	21,339	16,434	10,300	15,000	10,100	10,100	9,100
56627	Vehicle Fuel	885	1,682	1,744	2,800	1,161	2,337	2,337
58100	Dues Licenses & Subscriptions	80	334	1,000	500	2,000	1,000	1,000
TOTALS		76,870	82,433	81,221	86,899	96,538	87,732	86,732

Performance Measures	Actual	Actual	Projected	Projected	Projected	Projected	Projected
Workload/outputs							
Brush Fires	3	6	3	3	3	3	3
Structure Fires	5	9	8	8	4	4	4
Fire Alarms	15	6	12	12	12	12	12
Service Calls	6	13	5	5	6	6	6
Rescue/Emergency	1	1	2	2	1	1	1
Motor Vehicle Accidents	8	7	7	7	5	5	5
Vehicle Fires	2	-	2	2	1	1	1
Haz-Mat Calls	3	3	3	3	2	2	2
Mutual Aid	21	13	30	30	27	27	27
CO Problems	3	1	3	3	4	4	4
Water Emergency	3	13	5	5	6	6	6
Medical Calls	41	28	30	30	33	33	33
Total Calls	111	100	110	110	104	104	104
Outcome/results							
Accidents involving city fire vehicles	-	-	-	-	-	-	-
Civilian Casualties	-	-	-	-	-	-	-
Fire Service Injuries	-	-	-	-	-	-	-
Drills/Training	76	76	76	76	76	76	76
Training Hours	3,100	3,100	3,100	3,100	3,100	3,100	3,100
Community events attended	22	22	22	22	22	22	22
Percentage of women/minority members	42.00%	42.00%	42.00%	42.00%	42.00%	42.00%	42.00%
Firefighters with State of CT Certifications	97.00%	97.00%	97.00%	97.00%	97.00%	97.00%	97.00%
Efficiency							
Cost of dept/cost of total GF operations	0.06%	0.06%	0.06%	0.06%	0.07%	0.06%	0.06%

Occum Volunteer Fire

Mission

To respond to all calls for assistance both within district and to mutual aid communities. Provide services up to the level of training and certification of our personnel in the department and notify appropriate agencies if the agency requires other intervention. Perform community education activities to promote a safer environment, for us and the community.

Vision

To protect resident's life and property while striving to become a better organization, while utilizing and developing our members to their fullest potentials for our use and the communities overall betterment, and to be considered by the City of Norwich and taxpayers as a valuable asset.

Values

- Professionalism
- Safety
- Community Service
- Family
- Dedication
- Service
- Fiscal Integrity
- Efficiency

Departmental Goals (DG)

1. Maintain effective fire prevention programs and review operational efficiencies. **(G2)**
2. Train fire personnel to the highest standards in suppression and other related emergencies while holding them accountable to those standards. **(G2)**
3. Maintain strong community relations through candid communication, professional service, and the implementation of fire prevention and educational programs, including citizen involvement and outreach programs.
4. Increase efficiencies and enforce the life safety code by working collaboratively with other departments, agencies, boards and commissions as well as outside agencies. **(G2)**
5. Reduce costs through an asset management plan that focuses on maintenance measures and energy efficiency initiatives on all City assets. **(G2)**

Action Plans

1. Promote the safety and health of our personnel, which is a high priority. **(DG4)**
2. Promote a safer environment with community education on fire prevention and personal safety. **(DG3)**
3. Provide ongoing training and education to maintain the knowledge and professional skill of all department members while working to complete all necessary training requirements. **(DG2)**
4. Recruit volunteers and provide them proper levels of certifications, education, and training. **(DG2)**
5. Renew mutual aid relationships through training and incident response with surrounding departments to ensure the safety of the public remains our number one priority. **(DG4)**
6. Maximize life expectancy of fire apparatus while providing an annual assessment of needs. **(DG2)**

Accomplishments

1. Trained two members to Fire Service Instructor and five members to the level of Emergency Medical Technician and had three members renew their Emergency Medical Technician certification and renewed 17 members in Basic Lifesaver Course (CPR).
2. Continued to update turnout gear for a few of our members.
3. Recruited five new members into the department.
4. Attended various community relations events around Norwich.
5. Played an integral part with the other city departments to help streamline and modify automatic aid within the city of Norwich.

6. Played an integral part for transitioning the city to a new CAD and radio system for fire and police dispatch.
7. Performed multiple extrication drills to include one with Lisbon Fire Department and other inter-departmental drills with surrounding departments.
8. Mitigated several structure fires and motor vehicle accidents without injuries.
9. Obtained a \$100,000 grant that is being utilized for updates around the station.
10. Continuing to work on recommendations from the fire service study that was conducted in 2020.

10423500 Occum Volunteer Fire	2019-20 Actual	2020-21 Actual	2021-22 Budget	2021-22 Projected	2022-23 Request	2022-23 Proposed	2022-23 Adopted
53080 Physicals	5,873	13,847	7,000	2,000	13,805	13,805	12,805
53322 Professional Development	15,391	8,985	13,350	11,000	15,000	15,000	15,000
54310 Equip & Furniture Maintenance	19,609	17,260	18,000	20,000	18,000	18,000	18,000
54410 Utilities	11,458	12,174	14,000	16,500	14,400	14,070	14,070
54430 Building Repairs & Maintenance	5,418	14,372	12,000	10,000	12,000	12,000	12,000
55530 Communications	8,208	8,342	8,506	8,700	8,506	8,620	8,620
56600 Uniforms & Clothing	1,000	2,947	3,500	3,000	4,000	4,000	4,000
56610 Supplies	8,259	11,667	13,050	16,000	12,500	12,500	12,500
56627 Vehicle Fuel	851	918	1,544	2,000	1,161	2,673	2,673
58100 Dues Licenses & Subscriptions	607	1,294	1,350	2,700	500	500	500
TOTALS	76,674	91,806	92,300	91,900	99,872	101,168	100,168

Performance Measures	Actual	Actual	Projected	Projected	Projected	Projected	Projected
<i>Workload/outputs</i>							
CO Problem	4	20	10	10	5	5	5
Structural fires	7	15	10	10	15	15	15
Mutual aid (fire & medical)	30	30	45	45	60	60	60
Assorted fires	4	40	20	20	25	25	25
Service calls	25	30	20	20	25	25	25
Other calls	40	40	20	20	25	25	25
Emergency medical calls	92	240	150	150	150	150	150
Total Calls	202	415	275	275	305	305	305

Outcome/results

Accidents involving city vehicles	-	-	-	-	-	-	-
Civillian casualties	-	-	-	-	-	-	-
Fire service injuries	-	-	-	-	-	-	-
Drills (weekdays and evenings)	110	110	110	110	110	110	110
Drills (man hours) in house	3,850	3,850	3,850	3,850	3,850	3,850	3,850
Community events attended	30	30	30	30	30	30	30
Percentage of women/minority	45.00%	45.00%	45.00%	45.00%	45.00%	45.00%	45.00%
Firefighters with State of CT certification	55.00%	55.00%	55.00%	55.00%	55.00%	55.00%	55.00%
Percentage of personnel with EMT certification	55.00%	55.00%	55.00%	55.00%	55.00%	55.00%	55.00%

Efficiency

Cost of dept/cost of total GF operati	0.06%	0.07%	0.07%	0.07%	0.07%	0.07%	0.07%
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Taftville Volunteer Fire

Mission

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

Vision

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

Values

- Professionalism
- Safety
- Service
- Efficiency
- Fiscal Integrity

Departmental Goals (DG)

1. Maintain effective fire prevention programs and review operational efficiencies. **(G2)**
2. Train fire personnel to the highest standards in suppression and other related emergencies while holding them accountable to those standards. **(G2)**
3. Maintain strong community relations through candid communication, professional service, and the implementation of fire prevention, education and outreach programs.
4. Increase efficiencies and enforce the life safety code by working collaboratively with other departments, agencies, boards and commissions as well as outside agencies. **(G2)**
5. Reduce costs through an asset management plan that focuses on maintenance measures and energy efficiency initiatives on all City assets. **(G2)**

Action Plans

1. Provide a high level of professional service to the community through multi-year planning and fire prevention programs. **(DG1)**
2. Recruit volunteers and ensure proper level of professional certifications for all staff through education and training. **(DG2)**
3. Present educational programs to schools and provide support for community events. **(DG3)**
4. Provide mutual aid and coordinate necessary activities with Fire Marshal. **(DG4)**
5. Achieve maximum life expectancy of fire apparatus. **(DG5)**

Accomplishments

1. Maintained appropriate levels of training. (DG2)
2. Attended several community events. (DG3)
3. Increased public education program delivery. (DG3)
4. Successfully implemented numerous response protocols pertaining to the COVID-19 Pandemic
5. Continued emergency medical responses during the Nationwide COVID-19 Pandemic
6. Provided divers for the U. S. Coast Guard, Connecticut State Police, and local Police. (DG4)
7. Continued with upgrades to the station and grounds
8. Continued work with the Juvenile Review Board. (DG3)
9. Successfully implemented an "on-line" training program for department members (DG4)
10. Successfully re-established in person training with COVID Restrictions
11. No accidents involving city apparatus. (DG1,DG2)

10423600 Taftville Volunteer Fire	2019-20 Actual	2020-21 Actual	2021-22 Budget	2021-22 Projected	2022-23 Request	2022-23 Proposed	2022-23 Adopted
53080 Physicals	7,669	6,369	9,500	7,000	0	9,500	9,500
53322 Professional Development	13,018	11,652	21,000	15,000	28,740	26,000	24,000
54310 Equip & Furniture Maintenance	32,571	30,273	33,000	30,000	40,591	33,000	33,000
54410 Utilities	19,127	19,865	22,300	24,000	25,000	23,177	23,177
54430 Building Repairs & Maintenance	35,278	25,167	26,000	26,000	28,933	27,000	27,000
55530 Communications	8,910	8,645	8,975	10,500	6,000	8,669	8,669
56600 Uniforms & Clothing	2,673	824	3,500	3,500	5,000	5,000	5,000
56610 Supplies	33,049	33,385	37,000	40,000	33,463	33,463	33,463
56627 Vehicle Fuel	5,303	3,225	9,693	6,500	8,369	8,729	8,729
58100 Dues Licenses & Subscriptions	1,215	895	3,000	1,000	4,548	3,500	3,500
TOTALS	158,813	140,300	173,968	163,500	180,644	178,038	176,038

Performance Measures

Workload/outputs

	Actual	Actual	Projected	Projected	Projected	Projected	Projected
Structural fires	23	22	30	30	25	25	25
Mutual aid	1	94	74	74	100	100	100
Standby	67	9	30	30	30	30	30
Water Rescue	2	4	12	12	12	12	12
Service Calls	28	13	20	20	20	20	20
Emergency Medical Calls	409	383	450	450	450	450	450
Motor Vehicle Accidents	50	52	56	56	50	50	50
False Alarms	105	68	60	60	70	70	70
Brush Fires	2	6	5	5	5	5	5
Other	59	49	10	10	55	55	55
Investigation	5	55	55	55	50	50	50
Total Calls	751	755	802	802	867	867	867

Outcome/results

Accidents involving city vehicles	-	-	-	-	-	-	-
Civilian casualties	-	-	-	-	-	-	-
Fire Service injuries	-	1	-	-	-	-	-
Drills (weekdays and evenings)	70	70	70	70	70	70	70
Drills (man hours)	3,800	3,800	3,800	3,800	3,800	3,800	3,800
Percentage of women/minority members	6.00%	6.00%	6.00%	6.00%	8.00%	8.00%	8.00%
Firefighters with State of CT certification	99.00%	98.00%	99.00%	99.00%	98.00%	98.00%	98.00%

Efficiency

Cost of dept/cost of total GF operations	0.12%	0.11%	0.13%	0.13%	0.13%	0.13%	0.13%
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Yantic Volunteer Fire

Mission

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

Vision

Provide fire protection & suppression, technical rescue, hazardous materials identification & containment along with R1 emergency medical services to the residents and businesses in the Yantic area of Norwich (which is an area of approximately 10 square miles of the City's 27 square miles and includes many of the City's largest employers and taxpayers).

Values

- Professionalism
- Communication
- Competence
- Safety

Departmental Goals (DG)

1. Maintain effective fire prevention programs and review operational efficiencies. **(G2)**
2. Train fire personnel to the highest standards in suppression and other related emergencies while holding them accountable to those standards. **(G2)**
3. Maintain strong community relations through candid communication, professional service, and the implementation of fire prevention, education and outreach programs.
4. Increase efficiencies and enforce the life safety code by working collaboratively with other departments, agencies, boards and commissions as well as outside agencies. **(G2)**
5. Reduce costs through an asset management plan that focuses on maintenance measures and energy efficiency initiatives on all City assets. **(G2)**

Action Plans

1. Provide a high level of professional service to the community through multi-year planning and fire prevention programs. **(DG1)**
2. Recruit volunteers and ensure proper level of certifications, education, and training. **(DG2)**
3. Present educational programs to schools and provide support for community events. **(DG3)**
4. Provide mutual aid and coordinate necessary activities with the Fire Marshal. **(DG4)**
5. Achieve maximum life expectancy of fire apparatus. **(DG5)**

Accomplishments

1. Brought three new members into our department. **(DG1)**
2. Worked to expand the services of the Norwich Underwater Search & Rescue Team – DIVE 23. **(DG4)**
3. Worked to enhance apparatus responses, standardize purchases, review apparatus in service, and plan future equipment needs with the city's fire chiefs. **(DG1,DG4)**
4. Provided Community Outreach Programs to promote fire prevention and good citizenship. **(DG1)**
5. Established attack plan format for target hazards within the City **(DG2,DG3)**
6. Responded to structural fires, hazardous materials incidents, brush fires, emergency medical emergencies, and serious motor vehicle accidents without serious injury to fire personnel. **(DG2,DG3)**
7. Continue to revised street run cards for all 129 streets within PSA to enhance our mutual aid.
8. Working to enhance radio communication system within the city.

10423700	Yantic Volunteer Fire	2019-20 Actual	2020-21 Actual	2021-22 Budget	2021-22 Projected	2022-23 Request	2022-23 Proposed	2022-23 Adopted
53080	Physicals	12,359	9,516	14,950	14,950	15,000	15,000	15,000
53322	Professional Development	7,426	15,243	8,800	8,800	15,000	15,000	15,000
54310	Equip & Furniture Maintenance	33,796	29,262	23,670	23,000	30,670	30,670	30,670
54410	Utilities	20,498	17,605	21,300	24,000	21,400	22,196	22,196
54430	Building Repairs & Maintenance	31,072	35,407	39,000	40,000	35,000	35,000	32,000
55530	Communications	10,838	11,123	13,111	11,500	10,000	10,932	10,932
56600	Uniforms & Clothing	522	465	3,350	3,800	6,000	6,000	6,000
56610	Supplies	43,303	28,052	29,432	36,000	30,000	30,000	30,000
56627	Vehicle Fuel	4,016	3,493	4,770	7,000	3,570	8,076	8,076
58100	Dues Licenses & Subscriptions	480	617	2,000	600	2,000	2,000	2,000
TOTALS		164,310	150,783	160,383	169,650	168,640	174,874	171,874

Performance Measures	Actual	Actual	Projected	Projected	Projected	Projected	Projected
<i>Workload/outputs</i>							
Structure Fires	18	5	20	20	20	20	20
False Alarms	17	1	10	10	10	10	10
Internal alarms	70	75	100	100	100	100	100
Miscellaneous calls	60	89	50	50	50	50	50
Rescue/emergency	273	228	250	250	250	250	250
Vehicle accidents	73	83	100	100	100	100	100
Automobile fire	5	16	20	20	20	20	20
Grass/brush fires	17	15	20	20	20	20	20
Chemical incidents	6	12	5	5	5	5	5
Mutual aid	49	56	30	30	30	30	30
Service calls	15	10	100	100	100	100	100
Total Calls	603	590	705	705	705	705	705
<i>Outcome/results</i>							
Accidents involving city fire vehicles	-	-	-	-	-	-	-
Fire service casualties	-	-	-	-	-	-	-
Fire-related civilian casualties	-	-	-	-	-	-	-
Fire-related injuries	-	-	-	-	-	-	-
Public education man-hours	800	800	800	800	800	800	800
Training man hours	2,192	1,505	2,500	2,500	2,500	2,500	2,500
Firefighters with State of CT certification	95.00%	95.00%	95.00%	95.00%	95.00%	95.00%	95.00%
Percentage of personnel receiving EMT training	62.00%	62.00%	62.00%	62.00%	62.00%	62.00%	62.00%
<i>Efficiency</i>							
Cost of dept/cost of total GF operations	0.13%	0.11%	0.12%	0.12%	0.12%	0.13%	0.12%

Public Works

Mission

Protect the safety, property and well-being of all Norwich citizens and businesses through the improvement, maintenance and preservation of the city's assets and infrastructure, including roads, bridges, parks, buildings, cemeteries, solid waste facilities and automotive equipment.

Vision

To be the most efficient and professional public works department in Southeastern Connecticut – one that other public works departments strive to emulate.

Values

- Integrity
- Efficiency
- Professionalism
- Service
- Accountability
- Fiscal Responsibility

Departmental Goals (DG)

1. Reduce costs through an asset management plan that focuses on maintenance measures and energy efficiency initiatives on all City assets. **(G1)**
2. Maintain strong community relations through candid communication and professional service, including citizen involvement and partnerships.
3. Increase efficiencies and accountability through the use of technology and by working collaboratively with other departments, agencies, boards and commissions. **(G1)**
4. Train personnel to the highest standards while holding them accountable to those standards. **(G1)**
5. Improve traffic patterns and flow in the downtown. **(G1)**

Action Plans

1. Maintain Parking garages, lots and road network to a good or better condition. **(DG1)**
2. Continue to prioritize a strong safety program. **(DG1, DG4)**
3. Better educate the public on proper solid waste disposal. **(DG2)**
4. Use City web site to alert citizenry of department activities. **(DG2, DG3)**
5. Implement Public Safety Enhancements, including accessibility upgrades to existing infrastructure. **(DG3)**
6. Employ technology to streamline work order system, capital project planning and document storage in order to improve efficiency and response time. **(DG3)**
7. Make better use of the Connecticut Technology Transfer program for training. **(DG4)**

Accomplishments

1. Managed over \$20 million in projects and paved, sealed, or otherwise improved 11 miles of City roads, representing 6 % of the total city roadway network. **(DG1)**
2. Completed construction on the Sunnyside Street Bridge rehabilitation. This \$1.5M project preserved the historic character of the bridge while installing a waterproof deck, reconstructing the parapets and the retaining walls between the two arches, and installed new slate roofs on the turrets. **(DG1)**
3. Constructed over 1400 linear feet of sidewalk, and 18 ADA compliant ramps. Installed 700 linear feet of storm drainage pipe, and made substantial repairs to the salt storage sheds. **(DG1)**
4. Responded to 12 winter weather events and numerous wind/rain events keeping the roads, parking garages and City sidewalks operational. Completed leaf collection in house, saving \$17k. **(DG1, DG3)**
5. Performed over 1,500 services / repairs, impounded 20 vehicles for the Police Department, and installed 43 GPS units in the Public Works Fleet and 33 GPS units in the Police Fleet. **(DG1, DG3)**

Public Works	2019-20 Actual	2020-21 Actual	2021-22 Budget	2021-22 Projected	2022-23 Request	2022-23 Proposed	2022-23 Adopted
10430300 Street Maintenance	4,078,241	3,912,600	4,173,955	4,243,955	4,560,856	4,831,617	4,756,617
10430500 Engineering & Administration	775,716	814,018	882,097	846,230	987,291	984,788	984,788
10431100 Street Lighting	298,856	299,869	305,400	317,000	310,200	330,239	330,239
10431300 Fleet Maintenance	1,397,125	1,463,583	1,540,026	1,550,587	1,617,470	1,584,050	1,584,050
10431700 Refuse & Recycling	2,593,030	2,722,224	2,740,484	2,850,000	2,968,420	2,968,420	2,968,420
10434700 Building Maintenance	1,285,976	1,327,788	1,353,750	1,426,699	1,408,410	1,400,247	1,400,247
10434800 Parking Maintenance	135,251	153,402	148,589	143,589	152,645	151,446	126,446
TOTALS	10,564,195	10,693,484	11,144,301	11,378,060	12,005,292	12,250,807	12,150,807

Performance Measures	Actual	Actual	Projected	Projected	Projected	Projected	Projected
Inputs							
Full-time equivalent employees	55.00	54.00	54.00	54.00	57.00	59.00	59.00
Workload/outputs							
Improved miles of road	163	162	162	162	162	162	162
Buildings maintained	14	14	15	15	15	15	15
Vehicles & equipment maintained	337	337	337	337	337	337	337
Parks & cemeteries maintained	21	15	21	21	21	21	15
Parking lots, decks & garages maintained	14	14	14	14	14	14	14
Outcome/ Results							
Recycling flyers, newspaper articles, TV spots, etc.	18	18	18	18	18	18	18
Recycling rate	42.00%	42.00%	42.00%	42.00%	42.00%	42.00%	42.00%
Road miles paved, chip-sealed, or crack-sealed	11.2	12.0	11.0	11.0	12.0	12.0	11.0
Clean catch basins at least one time each year	60.00%	80.00%	75.00%	75.00%	75.00%	75.00%	75.00%
Percentage of streets swept by August	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Number of trucks > 20 years	5	4	5	5	5	5	5
Average age of fleet (years)	13.6	13.8	11.4	11.4	11.4	11.4	11.4
Efficiency Measures							
Median time to close our citizen service requests (days)	8	8	7	7	7	7	7
Percentage of procurements screened for possible state bids	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Cost of department per capita	\$278	\$281	\$287	\$287	\$310	\$316	\$313

10430300 Streets & Parks Maintenance Division	2019-20 Actual	2020-21 Actual	2021-22 Budget	2021-22 Projected	2022-23 Request	2022-23 Proposed	2022-23 Adopted
51610 Regular Employees	1,739,991	1,686,720	1,838,269	1,785,000	1,911,470	2,084,789	2,009,789
51620 Seasonal/Temporary Employees	29,324	36,204	38,000	30,000	38,000	50,000	50,000
51630 Overtime	46,232	99,372	100,000	120,000	100,000	102,000	102,000
52000 Fringe Benefits	1,552,572	1,415,660	1,529,392	1,529,392	1,791,492	1,861,200	1,861,200
53322 Professional Development	9,909	8,380	8,000	7,000	8,000	8,000	8,000
54399 Emergency Repairs	54,213	46,831	50,000	48,000	50,000	50,000	50,000
54410 Utilities	47,078	48,311	56,936	60,000	54,400	63,099	63,099
54425 Tree Care	46,745	43,067	80,000	60,000	80,000	50,000	50,000
54426 Catch Basin & Pipe Cleaning	74,919	8,250	20,000	5,000	20,000	20,000	20,000
54430 Building Repairs & Maintenance	14,620	33,439	30,000	30,000	30,000	65,000	65,000
55530 Communications	8,047	15,436	18,744	18,000	18,744	18,779	18,779
56610 Supplies	454,591	470,930	404,614	405,000	458,750	458,750	458,750
TOTALS	4,078,241	3,912,600	4,173,955	4,097,392	4,560,856	4,831,617	4,756,617

Staffing

Public Works Superintendent	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Streets/ Parks Foreman	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Crew Leaders	3.00	4.00	4.00	4.00	4.00	4.00	4.00
Maintenance Man	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Heavy Equipment Operators	3.00	4.00	4.00	4.00	4.00	4.00	4.00
Light Equipment Operators	13.00	12.00	12.00	12.00	12.00	12.00	12.00
Laborers	10.00	8.00	8.00	8.00	9.00	9.00	9.00
Recreation Facilities Mtn. Supervisor	0.00	0.00	0.00	0.00	0.00	1.00	1.00
Recreation Facilities Maintainer II	0.00	0.00	0.00	0.00	0.00	1.00	1.00
Recreation Facilities Maintainer I	0.00	0.00	0.00	0.00	0.00	1.00	1.00
TOTAL FTE'S	32.00	31.00	31.00	31.00	32.00	35.00	35.00

Salaries

Public Works Superintendent			88,243		90,449	90,229	90,229
Streets/ Parks Foreman			76,517		78,430	78,238	78,238
Crew Leaders			66,496		66,496	66,496	66,496
Maintenance Man			65,777		65,777	65,777	65,777
Heavy Equipment Operators			62,643		62,643	62,643	62,643
Light Equipment Operators			58,460		58,460	58,460	58,460
Laborers			49,082		49,082	49,082	49,082
Recreation Facilities Mtn. Supervisor					54,909	70,290	70,290
Recreation Facilities Maintainer II					48,532	54,909	54,909
Recreation Facilities Maintainer I					68,575	48,532	48,532

Total Salaries Paid by General Fund

Public Works Superintendent			88,243		90,449	90,229	90,229
Streets/ Parks Foreman			76,517		78,430	78,238	78,238
Crew Leaders			265,984		265,984	265,984	265,984
Maintenance Man			65,777		65,777	65,777	65,777
Heavy Equipment Operators			250,572		250,572	250,572	250,572
Light Equipment Operators			701,520		701,520	701,520	701,520
Laborers			392,656		441,738	441,738	441,738
Recreation Facilities Mtn. Supervisor			0		0	70,290	70,290
Recreation Facilities Maintainer II			0		0	54,909	54,909
Recreation Facilities Maintainer I			0		0	48,532	48,532
Projected savings from vacancies					0	0	-75,000
Longevity Bonuses & Wage Differentials			17,000		17,000	17,000	17,000
TOTAL SALARIES			1,858,269		1,911,470	2,084,789	2,009,789

10430500 Engineering & Administration Division		2019-20 Actual	2020-21 Actual	2021-22 Budget	2021-22 Projected	2022-23 Request	2022-23 Proposed	2022-23 Adopted
51601	Department Head	118,924	122,467	125,223	125,223	128,354	133,976	133,976
51610	Regular Employees	359,080	356,515	362,991	330,000	439,379	443,649	443,649
51630	Overtime	218	249	1,000	240	1,000	1,000	1,000
52000	Fringe Benefits	258,405	271,235	302,960	302,960	348,635	336,396	336,396
53010	Professional Services	16,211	39,466	65,000	65,000	45,000	45,000	45,000
53322	Professional Development	99	475	1,000	1,000	1,000	1,000	1,000
55530	Communications	5,767	5,753	6,123	6,123	6,123	5,967	5,967
55532	Postage	959	515	800	900	800	800	800
55800	Travel & Mileage Reimbursement	3,086	4,177	4,000	2,500	4,000	4,000	4,000
56610	Supplies	5,285	6,382	5,500	5,500	5,500	5,500	5,500
58100	Dues Licenses & Subscriptions	7,682	6,784	7,500	6,784	7,500	7,500	7,500
TOTALS		775,716	814,018	882,097	846,230	987,291	984,788	984,788

Staffing		2019-20	2020-21	2021-22	2021-22	2022-23	2022-23	2022-23
	Director of Public Works	1.00	1.00	1.00	1.00	1.00	1.00	1.00
	City Engineer	1.00	1.00	1.00	1.00	1.00	1.00	1.00
	Civil Engineer	2.00	2.00	2.00	2.00	2.00	2.00	2.00
	Environmental Compliance Coordinator	0.00	0.00	0.00	0.00	1.00	1.00	1.00
	Public Works Accounting Clerk	2.00	2.00	2.00	2.00	2.00	2.00	2.00
	TOTAL FTE'S	6.00	6.00	6.00	6.00	7.00	7.00	7.00

Salaries		2019-20	2020-21	2021-22	2021-22	2022-23	2022-23	2022-23
	Director of Public Works			125,223		128,354	133,976	133,976
	City Engineer			112,733		115,551	115,550	115,550
	Civil Engineer			87,781		87,781	87,781	87,781
	Environmental Compliance Coordinator			55,475		53,570	55,475	55,475
	Public Works Accounting Clerk			47,348		47,348	48,531	48,531
Total Salaries Paid by General Fund								
	Director of Public Works			125,223		128,354	133,976	133,976
	City Engineer			112,733		115,551	115,550	115,550
	Civil Engineer			175,562		175,562	175,562	175,562
	Environmental Compliance Coordinator			0		53,570	55,475	55,475
	Public Works Accounting Clerk			94,696		94,696	97,062	97,062
	Subtotal - Employees			<u>382,991</u>		<u>439,379</u>	<u>443,649</u>	<u>443,649</u>
	TOTAL SALARIES			<u>508,214</u>		<u>567,733</u>	<u>577,625</u>	<u>577,625</u>

10431100 Street Lighting		2019-20	2020-21	2021-22	2021-22	2022-23	2022-23	2022-23
54410	Utilities	298,856	299,869	305,400	317,000	310,200	330,239	330,239
TOTALS		298,856	299,869	305,400	317,000	310,200	330,239	330,239

The Street Lighting cost is the payment to Norwich Public Utilities for the energy used to light the street lamps.

10431300 Fleet Maintenance Division		2019-20 Actual	2020-21 Actual	2021-22 Budget	2021-22 Projected	2022-23 Request	2022-23 Proposed	2022-23 Adopted
51610	Regular Employees	506,811	498,640	508,439	514,000	579,556	510,425	510,425
51630	Overtime	22,918	35,686	40,000	35,000	40,000	40,000	40,000
52000	Fringe Benefits	346,469	322,603	346,661	346,661	406,218	368,598	368,598
53322	Professional Development	1,596	355	2,500	1,000	3,000	3,000	3,000
54410	Utilities	32,711	36,513	37,000	45,000	39,100	41,848	41,848
54430	Building Repairs & Maintenance	13,681	12,149	14,000	17,500	14,000	14,000	14,000
55530	Communications	7,209	7,316	7,336	7,336	7,336	7,238	7,238
56613	Supplies	373,025	433,970	450,000	450,000	400,000	440,000	440,000
56627	Vehicle Fuel	92,705	116,351	134,090	134,090	128,260	158,941	158,941
TOTALS		1,397,125	1,463,583	1,540,026	1,550,587	1,617,470	1,584,050	1,584,050

Staffing

Fleet Maintenance Superintendent	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Lead Mechanic	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Auto Equipment Mechanics	5.00	5.00	5.00	5.00	6.00	5.00	5.00	5.00
TOTAL FTE'S	7.00	7.00	7.00	7.00	8.00	7.00	7.00	7.00

Salaries

Fleet Maintenance Superintendent			88,243		90,449	90,229	90,229	90,229
Lead Mechanic			72,741		72,741	72,741	72,741	72,741
Auto Equipment Mechanics			68,911		68,911	68,911	68,911	68,911

Total Salaries Paid by General Fund

Fleet Maintenance Superintendent			88,243		90,449	90,229	90,229	90,229
Lead Mechanic			72,741		72,741	72,741	72,741	72,741
Auto Equipment Mechanics			344,555		413,466	344,555	344,555	344,555
Longevity Bonuses			800		800	800	800	800
After hours stipend			2,100		2,100	2,100	2,100	2,100
TOTAL SALARIES			508,439		579,556	510,425	510,425	510,425

10431700 Refuse & Recycling								
54101	Refuse Services	2,593,030	2,722,224	2,740,484	2,850,000	2,968,420	2,968,420	2,968,420
TOTALS		2,593,030	2,722,224	2,740,484	2,850,000	2,968,420	2,968,420	2,968,420

Detail of Landfill/ Recycling Operations Line:

Bulky waste disposal			100,000		100,000	100,000	100,000	100,000
SCRRA Contract			1,249,500		1,440,000	1,440,000	1,440,000	1,440,000
Automated citywide refuse and recycling collection			1,267,918		1,302,785	1,302,785	1,302,785	1,302,785
Bulky waste collection			52,000		52,000	52,000	52,000	52,000
Transfer Station Contract			57,066		58,635	58,635	58,635	58,635
Annual Landfill Post-closure Monitoring Costs			14,000		15,000	15,000	15,000	15,000
			2,740,484		2,968,420	2,968,420	2,968,420	2,968,420

10434700 Building Maintenance Division		2019-20 Actual	2020-21 Actual	2021-22 Budget	2021-22 Projected	2022-23 Request	2022-23 Proposed	2022-23 Adopted
51610	Regular Employees	478,458	511,034	505,057	530,000	507,002	506,808	506,808
51630	Overtime	25,740	36,367	32,000	19,000	32,000	32,000	32,000
52000	Fringe Benefits	392,888	365,268	390,799	390,799	430,114	418,696	418,696
53322	Professional Development	695	4,670	2,000	2,000	2,000	2,000	2,000
54410	Utilities	161,918	167,818	167,500	190,000	180,300	181,375	181,375
54411	Utilities Other	36,448	33,105	36,500	40,000	37,100	39,650	39,650
54430	Building Repairs & Maintenance	74,722	50,658	76,000	83,000	76,000	76,000	76,000
54432	Building Maintenance-Other	60,062	98,247	70,000	98,000	70,000	70,000	70,000
55530	Communications	5,661	14,981	16,394	16,400	15,894	15,718	15,718
56610	Supplies	44,316	33,861	45,000	45,000	45,000	45,000	45,000
56690	Supplies-Other	5,068	11,779	12,500	12,500	13,000	13,000	13,000
TOTALS		1,285,976	1,327,788	1,353,750	1,426,699	1,408,410	1,400,247	1,400,247

Notes on Line items:

Building Repairs & Maintenance includes exterior/interior repairs, including office renovations and painting. This account is offset in part by revenue from the State of Connecticut for their space in city hall (See account 47201). State of Connecticut offices occupy 37% of City Hall.

Staffing

Facilities & Grounds Manager	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Chief Maintenance Man	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Lead Janitor	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Janitors	6.00	6.00	6.00	6.00	6.00	6.00	6.00	6.00
TOTAL FTE'S	9.00							

Salaries

Facilities & Grounds Manager			77,803		79,748	79,554	79,554	79,554
Chief Maintenance Man			68,911		68,911	68,911	68,911	68,911
Lead Janitor			60,551		60,551	60,551	60,551	60,551
Janitors			49,432		49,432	49,432	49,432	49,432

Total Salaries Paid by General Fund

Facilities & Grounds Manager			77,803		79,748	79,554	79,554	79,554
Chief Maintenance Man			68,911		68,911	68,911	68,911	68,911
Lead Janitor			60,551		60,551	60,551	60,551	60,551
Janitors			296,592		296,592	296,592	296,592	296,592
Longevity Bonuses			1,200		1,200	1,200	1,200	1,200
TOTAL SALARIES			505,057		507,002	506,808	506,808	506,808

10434800 Parking Maintenance Division								
51610	Regular Employees	47,513	48,463	49,432	49,432	49,432	49,432	49,432
52000	Fringe Benefits	38,978	36,129	39,157	39,157	43,213	42,014	42,014
54412	Parking Lease	10,000	10,000	10,000	10,000	10,000	10,000	10,000
54430	Building Repairs & Maintenance	38,760	58,810	50,000	45,000	50,000	50,000	25,000
TOTALS		135,251	153,402	148,589	143,589	152,645	151,446	126,446

Staffing

Janitors	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
TOTAL FTE'S	1.00							

Salaries

Janitors			49,432		49,432	49,432	49,432	49,432
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Total Salaries Paid by General Fund

Janitors			49,432		49,432	49,432	49,432	49,432
TOTAL SALARIES			49,432		49,432	49,432	49,432	49,432

Human Services Department	2019-20 Actual	2020-21 Actual	2021-22 Budget	2021-22 Projected	2022-23 Request	2022-23 Proposed	2022-23 Adopted
10441700 Senior Center	684,890	634,931	707,855	714,462	733,283	730,330	730,330
10441900 Youth & Family Services	273,882	240,769	296,055	290,519	305,833	313,446	313,446
10442700 Admin/ Adult & Family Services	432,445	415,899	440,612	448,438	460,230	455,479	450,479
10450300 Recreation	747,474	743,265	776,767	752,331	822,863	436,448	436,448
TOTALS	2,138,691	2,034,864	2,221,289	2,205,750	2,322,209	1,935,703	1,930,703

Senior Center

Mission

To offer recreational, educational, social, health, and human service programs, which are designed to foster independence and community involvement, for people age 55+. Vision
Every senior in Norwich will have the opportunity to achieve a higher quality of life with access to programs, services and benefits that foster independence and promote a healthier lifestyle.

Values

- Integrity
- Compassion
- Support
- Quality of Life

Departmental Goals (DG)

1. Continue to provide out-of-town medical transportation for Norwich and Montville residents who are disabled or elderly through a State of Connecticut DOT grant.
2. To protect and/or enhance the lives of Norwich seniors
3. Provide continued access to benefits and services through our Outreach Administrator and Grant Funded Benefits Counselor
4. Provide Preventive Health Services that will result in a positive financial impact and a better quality of life for our members

Action Plans

1. Coordinate and provide affordable Medical Transportation services through State of CT-DOT Grant for out-of-town medical rides as well as continued in-town medical transportation for both ambulatory and non-ambulatory seniors.
2. Coordinate and provide benefit counseling services through Sr. Resources Grant
3. Coordinate and provide affordable Health Services through Sr. Resources Grant as well as Lord Foundation Grants
4. Coordinate a wide variety of exercise programs with professional instructors as well as provide various health related topics to educate our members with coordination through providers in the Greater Norwich Community.

Accomplishments- ***some lower numbers due to COVID-19***

1. Played a critical role in assisting seniors to register for the COVID vaccination, especially since it had to be done on line and many seniors required assistance. Hosted many vaccination clinics for seniors and other during the pandemic. Delivered food to seniors, continued to assist transporting them for medical and grocery appointments, provided online content and zoom presentations to keep them engaged. Recognized by the City and Uncas Health as a vitally important partner during the pandemic.
2. Provided over 2,000 transports to medical appointments, local shopping trips, out-of-town trips as well as trips to and from the Senior Center. *reduced due to COVID
3. Distributed 450 Farmer's Market Coupons totaling \$8,100 to eligible Norwich Residents.
4. Received a \$75,150 State of Connecticut DOT grant for regional out-of-town medical transportation with the Town of Montville for the twelfth year which resulted in over 1,500 round trips for seniors/disabled of Norwich and Montville to out-of-town medical appointments.
5. Provided 237 additional units of benefits counseling services to senior citizens through a \$6,615 federal grant from Senior Resources.
6. Provide Foot Care Clinics monthly with a certified podiatrist that provided 400 appointments for seniors through a \$7,700 federal grant from Senior Resources.
7. Funds extended from the \$10,000 award from the Edward and Mary Lord Foundation to operate the Preventative Health Clinic and provided hundreds of appointments.

8. Provided 3,233 outreach services of which were Medicare specific
9. Awarded \$10,000 from the Edward and Mary Lord Foundation that was distributed to eligible seniors for basic needs, through the Golden Wishes program.
10. Awarded \$2,500 from State of CT for re-opening needs

10441700 Senior Center		2019-20 Actual	2020-21 Actual	2021-22 Budget	2021-22 Projected	2022-23 Request	2022-23 Proposed	2022-23 Adopted
51601	Department Head	81,080	82,341	84,193	84,193	86,298	86,299	86,299
51610	Regular Employees	259,935	258,418	273,474	271,000	282,724	282,724	282,724
51620	Seasonal/Temporary Employees	6,864	769	13,250	14,000	4,000	4,000	4,000
52000	Fringe Benefits	275,429	236,258	273,781	273,781	294,925	287,776	287,776
54310	Equip & Furniture Maintenance	3,235	811	918	918	918	918	918
54410	Utilities	34,855	28,419	34,500	37,500	35,500	37,408	37,408
55530	Communications	11,341	13,941	13,922	13,500	13,922	13,161	13,161
55532	Postage	1,948	1,829	1,920	1,920	2,050	2,050	2,050
55800	Travel & Mileage Reimbursement	881	165	1,120	600	1,120	1,120	1,120
56610	Supplies	2,391	4,914	2,050	2,050	2,050	2,050	2,050
56627	Vehicle Fuel	6,931	7,066	8,727	15,000	9,776	12,824	12,824
TOTALS		684,890	634,931	707,855	714,462	733,283	730,330	730,330

Staffing

Senior Center Manager	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Program Administrator	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Outreach Administrator	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Lead Van Driver	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Van Driver	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Receptionist	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Escort Driver	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
TOTAL FTE'S	7.00							

Salaries

Senior Center Manager			84,193		86,298	86,299	86,299
Program Administrator			68,575		68,575	68,575	68,575
Outreach Administrator			65,271		65,271	65,271	65,271
Lead Van Driver			37,914		37,914	37,914	37,914
Van Driver			36,988		36,988	36,988	36,988
Receptionist			36,988		36,988	36,988	36,988
Escort Driver			36,988		36,988	36,988	36,988

Total Salaries Paid by General Fund

Senior Center Manager			84,193		86,298	86,299	86,299
Program Administrator			68,575		68,575	68,575	68,575
Outreach Administrator			65,271		65,271	65,271	65,271
Lead Van Driver			37,914		37,914	37,914	37,914
Van Driver			36,988		36,988	36,988	36,988
Receptionist			36,988		36,988	36,988	36,988
Escort Driver			36,988		36,988	36,988	36,988
Subtotal - Employees			<u>282,724</u>		<u>282,724</u>	<u>282,724</u>	<u>282,724</u>
TOTAL SALARIES			<u>366,917</u>		<u>369,022</u>	<u>369,023</u>	<u>369,023</u>

Performance Measures

Workload/outputs

	Actual	Actual	Projected	Projected	Projected	Projected	Projected
Active Members	1,721	1,650	1,500	1,500	1,500	1,500	1,500
New Memberships	180	225	200	200	200	200	200
Program visits	29,246	45,000	30,000	30,000	30,000	30,000	30,000

Number Served:

Preventative health clinic (includes all exercise classes, appointments with nurse & podiatrist)	5,891	9,000	6,000	6,000	6,000	6,000	6,000
Senior Center Transports	10,774	13,000	11,000	11,000	11,000	11,000	11,000
Completed Outreach appointments (includes home visits)	2,720	2,600	2,800	2,800	2,800	2,800	2,800
Completed Benefits Counseling appointments	254	300	252	252	252	252	252

Outcome/ Results

Increases in innovative programming	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Increase in homebound senior services	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Increase in membership support	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%

Efficiency Measures

Expenditures / memberships	\$397.96	\$384.81	\$471.90	\$471.90	\$488.86	\$486.89	\$486.89
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Youth & Family Services

Mission

Promote the social and emotional health of our youth, families and community by creating opportunities to engage, educate and empower all citizens of Norwich.

Vision

Every child in the City of Norwich will grow up in an environment free from physical, emotional and mental mistreatment; every Norwich family will enjoy a high degree of stability and will raise well-adjusted healthy children.

Values

- Empowerment
- Innovation
- Collaboration
- Results

Departmental Goals (DG)

1. Protect and/or enhance the lives of Norwich's youth and their families.
2. Maintain strong community relations through candid communication, professional service, and the implementation of community outreach programs and partnerships.
3. Increase efficiencies by working collaboratively with other departments, agencies, boards and commissions as well as outside agencies.
4. Train personnel to the highest standards while holding them accountable to those standards.

Action Plans

1. Prevent juvenile delinquency and reduce recidivism through counseling, consultation, crisis management and mentoring opportunities. **(DG1,DG2)**
2. Provide youth with work, education and job skills training. **(DG1,DG2)**
3. Provide program enhancement and support services to Norwich schools. **(DG2,DG3)**
4. Ensure proper level of professional certifications for all staff through education and training. **(DG4)**
5. Provide a leadership role on key local and regional boards/committees. **(DG3)**
6. Coordinate activities with Police, Human Services, Rose City Senior Center, Norwich Recreation, and Norwich Public Schools. **(DG1, DG2, DG3)**

Accomplishments

1. Fulfilled the mandate of youth service bureaus as outlined in CT General Statute for the evaluation, planning, coordination and implementation of services, including prevention and intervention programs, for youth. **(DG1)**
2. Received \$12,967 in Enhancement Funding through the State of CT, DCF, to provide additional prevention programming and other positive youth development activities to 10,071 individuals. **(DG1,DG2, DG3)**
3. Received \$265,934 to provide career counseling, as well as employment/internship opportunities, and employment assessments to 447 at-risk, in school, youth. **(DG1,DG3)**
4. Provided 260 hours of individual, family and/or group counseling to Norwich residents/children dealing with physical, sexual and emotional abuse, PTSD, depression, anxiety and out of control behaviors. **(DG1, DG3)**
5. Secured \$796,296 in local, state and federal grants to provide substance abuse prevention, and mental health promotion activities, **impacting 37,274 Norwich residents. (DG1,DG2)**
6. Started a peer-to-peer mentoring program that included 30 elementary school students who were matched with high school athletes to meet weekly to develop relationships and practice social skills. **(DG1, DG3)**
7. Worked extensively and collaboratively with Norwich Police Department and Norwich Public Schools to execute the Juvenile Review Board, Families with Service Needs referral management, and Summer Jam

and Learn Diversion Collaborative to divert young people from further involvement with Juvenile Court, serving 35 young people in Norwich. **(DG1,DG2)**

8. Received \$7,000 from CYSA/Juvenile Justice grant to increase capacity, improve data collection and management, and improve coordinated care for the Norwich Juvenile Justice Alliance. **(DG2,DG3)**
9. Provided 7274 Norwich Residents with substance use prevention education, and collaborated with the NPD and business community to conduct nicotine and vaping compliance checks at 15 retail sites through our Drug Free Communities Grant. **(DG1,DG2)**
10. Developed an extensive multi-media campaign through social, print media, radio PSA's, and billboards to increase awareness about mental health, and the risks of youth substance misuse. **(DG1,DG2)**
11. Distributed 257 care packages to families in Norwich, which included items to enhance pro-social activities and family interactions. **(DG1)**
12. Ensured all members of the Juvenile Review Board were trained in Restorative Justice Training to increase positive and successful outcomes for youth. **(DG1, DG4)**
13. Collaborated with the Norwich Recreation Department to host several community enrichment events, a partnership that benefitted over 1000 community members. **(DG3)**
14. Facilitated 12 Task Force meetings, with over 30 members, to address the opioid epidemic in the City. **(DG1, DG2, DG3)**

Grant Descriptions

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

Federal Grants

- Department of Labor Workforce Investment Board (WIB) \$69,105 – Provides funding for Careers of Our Lives, a youth readiness and employment program.
- Workforce Innovation Opportunity Act (WIOA) \$43,350 –Funds to provide employment, internship and social emotional learning opportunities for in school youth.
- Substance Abuse and Mental Health Services Administration (SAMHSA) \$125,000 – Drug Free Communities grant to prevent and reduce the risk of underage substance use.

State of Connecticut Grants

- DCF: \$71,984 – Allocation for maintenance of Norwich's Youth Service Bureau.
- DCF: \$12,967 – YSB Enhancement Grant, which supports youth programming in Norwich.
- DCF: \$37,593 – Funds provide employment, internship and drivers education opportunities to youth in DCF care.
- Department of Labor: \$113,621.00 – Provides funding for Summer Youth Employment program, which supports career counseling, as well as employment and internship opportunities to youth.
- Disability Employment Initiative: \$46,737 - Funds to provide career counseling, as well as employment and internship opportunities to youth.
- Department of Mental Health & Addiction Services (DMHAS): \$138,094 – Partnership for Success provides funding to address underage drinking and/or prescription drug abuse/misuse prevention.
- DMHAS: \$75,000 – Provides funding to support opioid recovery in the home.
- Department of Education 21st Century Grant: \$10,000 – Provides funding for after-school social/emotional learning groups for middle school youth, as well as parenting education and enrichment programs.
- Department of Education 21st Century Grant: \$20,000 – Provides funding for after-school social/emotional learning groups for Elementary school youth, as well as parenting education and enrichment programs.

Private Grants

- Southeastern Connecticut Regional Action Council (SERAC): \$7,145 - Funding for Norwich substance use, suicide prevention activities and Narcan training.
- Various Foundation Grants: \$25,700 - Received for the provision of various positive youth development, career counseling, as well as employment and internship opportunities to youth.

10441900 Youth & Family Services		2019-20 Actual	2020-21 Actual	2021-22 Budget	2021-22 Projected	2022-23 Request	2022-23 Proposed	2022-23 Adopted
51610	Regular Employees	128,665	118,175	144,545	139,000	144,795	154,873	154,873
52000	Fringe Benefits	145,217	122,594	148,919	148,919	158,697	156,412	156,412
55530	Communications	0	0	1,341	1,400	1,341	1,161	1,161
55800	Travel & Mileage Reimbursement	0	0	200	150	200	200	200
56610	Supplies	0	0	750	750	500	500	500
58100	Dues Licenses & Subscriptions	0	0	300	300	300	300	300
TOTALS		273,882	240,769	296,055	290,519	305,833	313,446	313,446

Note: Fringe Benefits include some amounts for grant employees for which the grant does not reimburse fringes.

Staffing

YFS Manager	1.00	1.00	1.00	1.00	1.00	1.00	1.00
YFS Caseworker	1.00	1.00	1.00	1.00	1.00	1.00	1.00
TOTAL FTE'S	2.00						

Salaries

YFS Manager			79,524		79,524	86,299	86,299
YFS Caseworker			65,271		65,271	68,574	68,574

Total Salaries Paid by General Fund

YFS Manager			79,524		79,524	86,299	86,299
YFS Caseworker			65,271		65,271	68,574	68,574
TOTAL SALARIES			144,795		144,795	154,873	154,873

Performance Measures

Workload/outputs

	Actual	Actual	Projected	Projected	Projected	Projected	Projected
<i>Number Served:</i>							
Counseling cases	28	70	30	30	30	30	30
COOL youth employment	45	35	40	40	40	40	40
Summer Youth Employment	132	50	120	120	120	120	120
Leadership initiatives	70	50	50	50	50	50	50
Juvenile Review Board cases	51	70	70	70	70	70	70
Individual/ community consultations	280	700	300	300	300	300	300
Positive youth development/ recreation/ cultural/ community education	2,385	6,000	3,000	3,000	3,000	3,000	3,000
Relative Caregivers Groups (Grandparents raising grandchildren)	12	12	12	12	12	12	12
Summer Jam & Learn Program	15	15	15	15	15	15	15

Outcome/ Results

% of contacted parents/ community partners that will report satisfaction with agency services	98.00%	90.00%	98.00%	98.00%	98.00%	98.00%	98.00%
Hours of professional counseling services to low-income Norwich families	460	1,000	550	550	550	550	550
Mentor graduates in 3+ community projects							
Provide youth with employability assessment	177	35	170	170	170	170	170
Provide employment/ internships to eligible youth	132	18	100	100	100	100	100
Provide anti-smoking substance abuse to youths	22,496	1,200	20,000	20,000	20,000	20,000	20,000
Provide public forums/ educational events to parents	50,898	800	50,000	50,000	50,000	50,000	50,000
Engage youth in community service							

Efficiency Measures

Cost of department/ population	\$7.00	\$6.21	\$7.64	\$7.64	\$7.89	\$8.09	\$8.09
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Human Services

Mission

To provide immediate assistance to residents in crisis and to develop and provide services that help people in the Norwich community to become self-reliant and reach their maximum potential.

Vision

Every Norwich resident will have accessible assistance in times of crisis and the opportunity to reach their full socio-economic potential.

Values

- Self-reliance
- Empowerment
- Innovation
- Equity

Departmental Goals (DG)

1. To protect and/or enhance the lives of residents by aiding them in attaining self-sufficiency **(G2)**
2. Maintain strong community relations through candid communication, professional service, and the implementation of community outreach programs and partnerships. **(G2)**
3. Train personnel to the highest standards while holding them accountable to those standards **(G2)**
4. Increase efficiencies by working collaboratively with other departments, agencies, boards and commissions as well as outside agencies that focus on increasing personal self-sufficiency. **(G2)**

Action Plans

1. Provide work, education, training, and job placement opportunities. **(DG1)**
2. Provide assistance in the area of housing related services including but not limited to re-housing residents displaced by fires, condemnations and disasters. **(DG1)**
3. Aid in improving access to food, healthcare and medical services. **(DG1)**
4. Administer programs that increase household income and act as a conduit for non-city dollars for Norwich residents. **(DG1)**
5. Participate in community-wide events, fairs and home visits. **(DG1,DG2)**
6. Develop personal development plans for each staff and ensure proper level of professional certifications are achieved through education and training. **(DG3)**
7. Coordinate and participate on teams to deliver best practices in social service issues. **(DG2, DG4)**
8. Address income inequality **(DG1)**

Accomplishments

1. Played a lead role in helping residents recover from the pandemic and in accessing services such as testing, vaccinations, food, unemployment compensation assistance, etc...
2. Awarded **\$200,000** and then an additional \$275,000 in CDBG CARES funds to give financial relief to families affected by COVID
3. Received \$70,000 in private funds to help residents recover from the COVID pandemic
4. Applied for and received \$3,530,000 in American Rescue Program Act fund to support needs of the community.
5. Assisted 1,068 Norwich disabled and elderly residents who apply for CT Renter's Rebate Program, which brought back over \$583,913 to the community in rebates. **(DG1)**
6. Increased work education and training dollars to \$230,000 to assist our area's unskilled and/or underemployed labor force, youths and adults, develop more marketable job skills, focusing on manufacturing, healthcare and related fields.
7. Prevented and mitigated homelessness by providing 34 people with shelter diversion or rapid rehousing funds. Grant funding and donations for this effort totaled more than \$15,000.

8. Acted as the regional Coordinated Access hub for access to shelter and administered the regional New London County Fund to End Homelessness, a \$250,000 State fund for diversion and re-housing efforts.
9. Utilized Norwich Safety Net Team grant and donation funding of \$13,380 for the provision of basic needs to Norwich families and individuals.
10. Awarded \$89,800 in Kinship and Respite Program funds through the State Probate Court.
11. Served in leadership roles in a number of local, regional and state human service organizations and initiatives, including United Community and Family Services, United Way of CT and SECT, CT Health Foundation, Community Foundation of Eastern CT, and the Regional Federal Emergency Food and Shelter Board.
12. Organized the annual Christmas “Adopt a Family” program, which matched sponsors who provided Christmas gifts to 243 children from 100 low-income Norwich families.
13. Recovered \$20,000 in Relocation Liens and assisted 15 households who experienced condemnation.

Grant Descriptions

In addition to the City funded department budget, the Human Services Department also currently administers special revenue fund grants. These grants are provided from outside sources, are given for specific purposes which provide valuable resources and services to Norwich residents, and do not necessarily coincide with the City’s fiscal year. In future periods, these amounts may be different or eliminated.

Federal Grants

- Community Development Block Grant/ Shelter Diversion/Rapid Rehousing \$15,000 – Provides funding to assist Norwich residents with maintaining their housing to avoid costly shelter stays and to regain housing quickly should they have to enter a shelter.
- Community Development Block Grant/ Training Services \$60,000 – Provides job training and support services to low-income Norwich residents.
- Emergency Food & Shelter Program (passed through United Way) \$10,000 - Federal Emergency Food & Shelter Program provides for emergency rent and utility assistance for Norwich residents.

State of Connecticut Grants

- Kinship & Respite Programs \$89,800 - Funding received from State of Connecticut Probate Court to assist non-parent relative guardians of minor children. No city funds are required.

Private Grants

- Received private funding of \$70,000 to help families recover from COVID
- Received \$29,746 in grants to bridge the digital divide, providing internet service and laptops to low income families
- Awarded \$25,000 from the Community Foundation of Eastern CT to assist families affected by COVID
- Safety Net Team \$4273 – Funding received from local foundation grants and donations from the community allow for the provision of programs such as food cards, Golden Wishes Program for Norwich seniors, pharmacy fund, utility fund, and funds for job-related incidentals.
- Employment and Training Program Grants \$10,000 – Anticipate private grant funding to provide job training and support services to low-income Norwich residents.
- Housing/Homelessness \$25,000 – Private grant funding to assist residents with maintaining their housing to avoid costly shelter stays and to regain housing quickly should they have to enter a shelter.
- New London County Fund to End Homelessness - \$2,800 received for administering the program.
- Administration of the Henry Farnam Charitable Trust - \$18,000 to assist low-income widows.

10442700 Administration/ Adult & Family Services Division		2019-20 Actual	2020-21 Actual	2021-22 Budget	2021-22 Projected	2022-23 Request	2022-23 Proposed	2022-23 Adopted
51601	Department Head	96,991	99,036	101,264	108,500	103,796	103,796	103,796
51610	Regular Employees	125,337	125,125	130,540	130,540	130,540	130,540	130,540
52000	Fringe Benefits	164,779	151,711	170,612	170,612	183,698	179,179	179,179
53322	Professional Development	19	468	570	570	1,570	1,570	1,570
54310	Equip & Furniture Maintenance	8,076	7,911	7,500	9,000	7,500	7,500	7,500
55500	Printing	153	175	500	500	500	500	500
55530	Communications	3,054	4,156	2,546	2,546	2,546	2,314	2,314
55532	Postage	830	1,342	780	780	780	780	780
55800	Travel & Mileage Reimbursement	607	0	500	200	500	500	500
56610	Supplies	10,382	3,155	3,200	2,500	3,200	3,200	3,200
58100	Dues Licenses & Subscriptions	160	704	600	690	600	600	600
58730	Assistance Payments	22,057	22,116	22,000	22,000	25,000	25,000	20,000
TOTALS		432,445	415,899	440,612	448,438	460,230	455,479	450,479
Staffing								
	Director of Human Services	1.00	1.00	1.00	1.00	1.00	1.00	1.00
	Human Services Caseworkers	1.00	1.00	1.00	1.00	1.00	1.00	1.00
	Administrative Coordinator	1.00	1.00	1.00	1.00	1.00	1.00	1.00
	TOTAL FTE'S	3.00	3.00	3.00	3.00	3.00	3.00	3.00
Salaries								
	Director of Human Services			101,264		103,796	103,796	103,796
	Human Services Caseworkers			65,270		65,270	65,270	65,270
	Administrative Coordinator			65,270		65,270	65,270	65,270
Total Salaries Paid by General Fund								
	Director of Human Services			101,264		103,796	103,796	103,796
	Human Services Caseworkers			65,270		65,270	65,270	65,270
	Administrative Coordinator			65,270		65,270	65,270	65,270
	Subtotal - Employees			130,540		130,540	130,540	130,540
	TOTAL SALARIES			231,804		234,336	234,336	234,336
Performance Measures								
		Actual	Actual	Projected	Projected	Projected	Projected	Projected
Workload/outputs								
<i>Number Served</i>								
	Walk Ins Seen	307	1,222	3,700	3,700	3,700	3,700	3,700
	New cases applying for assistance	628	863	700	700	900	900	900
	Rent/ mortgage assistance	82	65	80	80	150	150	150
	Safety Net services (food, prescriptions, senior assistance)	200	267	250	250	275	275	275
	Norwich widows assisted through the Farnam Trust Fund	51	29	55	55	35	35	35
	Kinship/Respite Grants for grandparents raising grandchildren	38	25	50	50	35	35	35
	Renders Rebate Applications Completed	1,181	1,068	1,300	1,300	1,200	1,200	1,200
	Relocation due to condemnation (# units)	15	5	20	20	20	20	20
	Job Placement	310	194	250	250	250	250	250
Outcome/ Results								
	% of people applying for relocation who are housed	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
	% of people diverted from shelter or Rapidly Rehoused	25.00%	25.00%	30.00%	30.00%	35.00%	35.00%	35.00%
	Federal dollars received for housing	\$30,000	\$490,000	\$15,000	\$15,000	\$200,000	\$200,000	\$200,000
	% change in Federal dollars received for housing	0.00%	1633.00%	5.00%	5.00%	0.00%	0.00%	0.00%
	Total amount in safety net services funding	\$13,380	\$4,273	\$15,500	\$15,500	\$6,000	\$6,000	\$6,000
	% of clients served in Norwich Works who become gainfully employed	85.00%	65.00%	95.00%	95.00%	95.00%	95.00%	95.00%
	% of Norwich Works participants successfully completing training	80.00%	80.00%	95.00%	95.00%	95.00%	95.00%	95.00%
Efficiency Measures								
	Adult & Family Services Division budget as % of total general fund budget	0.33%	0.31%	0.32%	0.32%	0.33%	0.33%	0.32%

Recreation

Mission

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

Vision

The Norwich Recreation Department will provide exceptional facilities, programs and services that will be enjoyed by all Norwich residents. Programs and events will bring people to Norwich to enjoy the facilities and programs making an economic impact on the City.

Values

- Economic development
- Health and environmental benefits
- Quality of Life
- Social importance

Departmental Goals (DG)

1. Promote the health and well-being of Norwich residents through organized and structured activities. **(G1)**
2. Maintain strong community relations through candid communication, professional service, and the implementation of community outreach programs and partnerships.
3. Increase efficiencies by working collaboratively with other departments, agencies, boards, and commissions as well as outside agencies.
4. Reduce costs through an asset management plan that focuses on maintenance measures and energy efficiency initiatives on all City assets. **(G1)**
5. Train personnel to the highest standards while holding them accountable to those standards.

Action Plans

1. Promote recreational activities through coordination and publication in a variety of media. **(DG1,DG2,DG3)**
2. Offer a positive environment which facilitates opportunities for youth and adult programming **(DG1,DG5)**
3. Ensure proper level of certifications are achieved through education and training. **(DG5)**
4. Achieve maximum life expectancy of vehicles, equipment, buildings, and parks. **(DG3,DG4)**
5. Employ technology to streamline process. **(DG2,DG3)**

Accomplishments

1. Operated summer camp again safely during COVID-19 at two locations to meet community need. Partnered with NPS to run aftercare and an extension camp so more children had an opportunity to attend camp.
2. Ran PREP, a childcare program all year for children in virtual school. Assisted with homework and schooling.
3. Applied for and received two grants to enhance and summer camp and offer scholarships. **(DG1,DG2)**
4. Opened Mohegan Park beach for the over 5,300 visitors. Trained all guards and certified all guards. Offered affordable swim lessons. **(DG1,DG5)**
5. Approved permits for over 28 youth, adult sport leagues, and groups to play on city fields. **(DG1,DG5)**
6. Increased program offerings for youth and adults to over 70 a season in spring & summer 2021. **(DG1,DG5)**
7. Maintained over 166 acres, including 25 sites, 18 fields, 10 playgrounds and 16 building structures. **(DG1,DG5)**
8. Aerated, over seeded and top-dressed several fields to create safer playing conditions for residents and leagues. Used new irrigation systems to ensure strong roots and growth. **(DG3,DG4)**
9. Applied for and awarded ARPA funding to improve parks and playgrounds. **(DG3,DG4)**
10. Oversaw the resurfacing of 3 basketball courts and tennis court. **(DG3,DG4)**
11. Staff trained on various topics (Active shooter, Narcan administration, Sexual Harassment, Racism in the Workplace, CPR & First Aid, Blood Borne Pathogens, Hazmat, OSHA and Mandated Reporter). **(DG5)**
12. Partnered with several City and local organizations to offer programs and services safely during COVID-19 including Youth & Family Services, NFA, Project Outreach, NPS, Mohegan Striders. **(DG1,DG2)**

10450300 Recreation		2019-20 Actual	2020-21 Actual	2021-22 Budget	2021-22 Projected	2022-23 Request	2022-23 Proposed	2022-23 Adopted
51601	Department Head	80,457	92,024	93,807	93,807	96,152	96,152	96,152
51610	Regular Employees	214,094	238,963	240,306	238,000	242,306	68,575	68,575
51620	Seasonal/Temporary Employees	64,221	72,137	72,680	45,000	86,548	59,122	59,122
51630	Overtime	1,136	1,970	2,000	2,000	2,000	0	0
52000	Fringe Benefits	242,980	218,745	239,074	239,074	261,578	118,607	118,607
53010	Professional Services	12,628	14,610	13,000	13,000	11,800	11,800	11,800
53322	Professional Development	1,672	2,777	2,500	2,500	2,500	2,500	2,500
54310	Equip & Furniture Maintenance	23,313	6,674	11,500	16,000	16,584	16,584	16,584
54410	Utilities	18,841	29,220	36,200	37,000	38,000	38,908	38,908
54430	Building Repairs & Maintenance	60,952	30,721	39,700	39,700	39,700	5,000	5,000
55530	Communications	10,089	10,135	10,325	10,100	10,325	10,080	10,080
55532	Postage	44	165	500	200	500	500	500
55800	Travel & Mileage Reimbursement	859	647	1,200	250	1,200	1,200	1,200
56610	Supplies	12,722	19,317	8,000	8,000	6,920	6,920	6,920
56627	Vehicle Fuel	3,341	5,001	5,475	7,500	6,250	0	0
58100	Dues Licenses & Subscriptions	125	159	500	200	500	500	500
TOTALS		747,474	743,265	776,767	752,331	822,863	436,448	436,448

Staffing								
	Recreation Manager	0.89	1.00	1.00	1.00	1.00	1.00	1.00
	Recreation Facilities Mtn. Supervisor	1.00	1.00	1.00	1.00	1.00	0.00	0.00
	Recreation Facilities Maintainer II	1.00	1.00	1.00	1.00	1.00	0.00	0.00
	Recreation Facilities Maintainer I	1.00	1.00	1.00	1.00	1.00	0.00	0.00
	Program Administrator	1.00	1.00	1.00	1.00	1.00	1.00	1.00
	TOTAL FTE'S	4.89	5.00	5.00	5.00	5.00	2.00	2.00

Salaries								
	Recreation Manager			93,807		96,152	96,152	96,152
	Recreation Facilities Mtn. Supervisor			70,290		70,290	70,290	70,290
	Recreation Facilities Maintainer II			54,909		54,909	54,909	54,909
	Recreation Facilities Maintainer I			48,532		48,532	48,532	48,532
	Program Administrator			68,575		68,575	68,575	68,575
Total Salaries Paid by General Fund								
	Recreation Manager			93,807		96,152	96,152	96,152
	Recreation Facilities Mtn. Supervisor			70,290		70,290	0	0
	Recreation Facilities Maintainer II			54,909		54,909	0	0
	Recreation Facilities Maintainer I			48,532		48,532	0	0
	Program Administrator			68,575		68,575	68,575	68,575
	Subtotal - Employees			<u>242,306</u>		<u>242,306</u>	<u>68,575</u>	<u>68,575</u>
	TOTAL SALARIES			<u>336,113</u>		<u>338,458</u>	<u>164,727</u>	<u>164,727</u>

Performance Measures		Actual	Actual	Projected	Projected	Projected	Projected	Projected
Workload/outputs								
	Number of your program hours	4,862	2,003	4,000	4,000	4,000	4,000	4,000
	Total acreage of athletic facilities	166	166	166	166	166	166	166
	Hours reserved for field usage	7,848	6,224	6,000	6,000	6,000	6,000	6,000
Outcome/ Results								
	Number of youth registrations	3,325	1,672	3,500	3,500	3,500	3,500	3,500
	Number of adult registrations	839	350	700	700	700	700	700
Efficiency Measures								
	Recreation budget as % of total general fund budget	0.57%	0.56%	0.57%	0.57%	0.59%	0.31%	0.31%
	Full-time staff salary cost as percentage of department budget	39.41%	44.53%	43.27%	43.27%	41.13%	37.74%	37.74%

Board of Education

Mission

The Norwich Public Schools will provide each student a rigorous, effective teaching and learning environment where equity is the norm, excellence is the goal, student health and safety is assured.

Vision

To enable each child to reach their full potential.

Values

- Equity
- Diversity
- Preparedness
- Support
- Personalization
- Safety

Departmental Goals (DG)

1. Narrowing and closing of equity and opportunity gaps **(G3)**
2. Globally Competent Graduates **(G3)**
3. Climate and Social Emotional Learning **(G3)**
4. Family and Community Engagement **(G3)**
5. Teacher and Leader Support **(G3)**
6. Personalized Learning District-wide **(G3)**
7. Informed Instructional Decision-Making **(G3)**
8. Student-Centered Resource Investment **(G3)**

Action Plans

1. Create an Equity Policy and Equity Plan. **(DG1, DG2)**
2. Increase Attendance and Decrease Chronic Absenteeism and Chronic Truancy **(DG1)**
3. Create Systems of Support **(DG1)**
4. Create a High Leverage Grading Policy **(DG1)**
5. Increase Cultural Competency of all members of the Educational Community **(DG2)**
6. Increase access to World Language Instruction **(DG2)**
7. Provide Growth Mindset training to educators **(DG3)**
8. Develop a social emotional assessment to start tracking indicators and ensure that staff are supporting students to gain competency in this area. **(DG3)**
9. Develop district SEL standards, conduct a SEL audit of each school's SEL program against the SEL standards and develop a plan to augment so that each student has a full SEL curriculum regardless of the school they attend. **(DG3)**
10. Provide professional development for support professionals, educators and school leaders on the development of social and emotional skills **(DG3)**
11. Provide opportunities for students to demonstrate and practice skills related to social and emotional learning. **(DG3)**
12. Collaborate with public and private mental health and behavioral health providers to expand the quality and quantity of in-school mental and behavioral health services beyond school staff **(DG3)**
13. Partner with community and municipal partners to support the social and emotional needs of students **(DG3)**
14. Create SEL centers in each school where students can practice mindfulness **(DG3)**
15. Create a Family Engagement Plan involving Epstein's Framework **(DG4)**
16. Explore the concept of a district PTO as recommended by current Norwich PTO parents so that there is more centralized support and greater equity. **(DG4)**
17. Create a Parent Communication Plan **(DG4)**

18. Engage families in the education system and remove all barriers to engagement **(DG4)**
19. Recruit and retain the best educators with a focus on recruitment and retention of educators of color **(DG5)**
20. Align all professional development for educators and leaders with the most important needs of students, educators and leaders as identified through data and research. **(DG5)**
21. Focus training for educators working in or aspiring to work with Multi-Language Learners **(DG5)**
22. Create Personalized Learning Environments in every school **(DG6)**
23. Develop a 1:1 PK-8 Technology Learning Plan **(DG6)**
24. Ensure alignment with Middle School Curriculum and High School Pathways and College/Career **(DG6)**
25. Develop a balanced assessment system **(DG7)**
26. Increase Resource Flexibility and improve use of fiscal data to invest in what really matters to student achievement **(DG8)**
27. Improve School Facilities **(DG8)**
28. Create more user friendly budget documents to increase community understanding of Greater understanding of budget and grants **(DG8)**
29. Reduce the operational deficit with efficiencies and shared services and plan to lessen our reliance on grants **(DG8)**

		2019-20	2020-21	2021-22	2021-22	2022-23	2022-23	2022-23
4700	Norwich Public Schools	Actual	Actual	Budget	Projected	Request	Proposed	Adopted
4700	Norwich Public Schools	81,789,000	82,555,300	86,346,105	85,106,105	88,346,890	87,233,758	86,803,758
				*	*			
TOTALS		81,789,000	82,555,300	86,346,105	85,106,105	88,346,890	87,233,758	86,803,758

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

Performance Measures	Actual	Actual	Projected	Projected	Projected	Projected	Projected
Norwich Public Schooks K-8 Enrollment	3,240	3,143	3,061	3,074	3,029	3,029	3,029

* Please see page 6 in the Budget Message under the heading of "Board of Education" for more information regarding the amount available to be spent from the adopted 2021-22 education budget.

Norwich Public Schools - Summary of Accounts

Object	Description	2019-20 Actual	2020-21 Budget	2020-21 Actual	2021-22 Budget	2022-23 Budget
51111	CERTIFIED SALARIES	18,310,781	19,007,265	17,805,513	20,442,663	19,592,882
51112	SUPPORT SALARIES	7,300,491	6,607,425	6,481,372	6,675,347	8,156,967
51121	TEMP PAY CERT PERSONNEL	299,572	667,500	497,686	674,362	500,000
51122	TEMP PAY SUPPT PERSONNEL	292,855	323,000	227,929	326,321	797,256
52000	FRINGE BENEFITS	9,327	0	12,960	0	0
52200	POST EMPLOYMENT BENEFITS	0	0	0	0	674,021
52201	BLUE CROSS MAJOR MEDICAL	5,715,484	5,418,568	7,816,404	5,689,496	5,447,138
52203	LIFE INSURANCE	53,742	55,000	54,846	57,750	60,638
52204	UNEMPLOYMENT COMPENSATION	219,991	600,000	338,464	630,000	300,000
52205	WORKER'S COMPENSATION	521,325	700,000	649,515	714,000	714,000
52206	CITY RETIREMENT PLAN	908,000	883,273	846,000	927,436	1,003,347
52207	FICA EMPLOYER'S SHARE	670,504	701,150	781,561	708,358	1,007,345
52208	SEVERANCE PAY	57,476	30,000	45,899	30,308	0
52209	MEDICARE REIMBURSEMENT	2,264	0	3,422	0	0
53322	PROFESSIONAL DEVELOPMENT	0	0	0	0	5,000
53323	CONTRACT HEALTH SERVICE	1,270,577	1,329,735	1,406,135	1,343,404	1,788,314
53330	PROFESSIONAL SERVICES	218,585	320,130	394,328	323,420	484,505
53333	CONTRACT TRANSPORTATION	3,516,137	3,892,760	3,553,387	3,932,779	4,035,019
54410	PUBLIC UTILITIES	893,250	920,294	877,394	929,756	963,242
54431	CONTRACT REPAIRS BLDGS	91,611	57,000	39,677	57,587	48,510
55510	SPED CONTRACTED TRANS.	3,856,377	4,500,000	3,563,838	4,546,261	4,234,950
55520	PROPERTY INSURANCE	320,197	359,896	329,586	363,597	396,245
55530	TELEPHONE	129,178	177,600	125,952	179,424	135,000
55531	ADVERTISING	696	0	1,889	0	0
55532	METERED POSTAGE	19,117	9,000	5,506	9,093	9,100
55560	TUITION PAYMENT	35,610,561	35,814,126	34,894,773	34,540,672	34,566,561
	Special Education Reimbursement	(1,296,473)	(1,800,000)	(2,046,537)	(1,700,000)	(1,342,254)
55580	REIMBURSABLE EXPENSES	36,393	39,000	20,726	39,401	26,000
55590	OTHER PURCHASED SERVICES	641,427	899,120	342,678	908,363	1,050,000
55592	ADULT EDUCATION	201,116	201,116	183,106	203,184	241,000
55593	MAINTENANCE SERVICES	301,436	258,114	212,869	260,767	225,000
55594	FINANCIAL SERVICES	9,096	47,000	18,095	47,483	92,060
56611	INSTRUCTIONAL SUPPLIES	78,053	204,027	52,673	206,126	89,500
56612	HEALTH SUPPLIES	9,149	12,900	3,704	13,033	15,000
56613	MAINTENANCE SUPPLIES	47,265	61,125	40,170	61,754	55,000
56614	CUSTODIAL SUPPLIES	115,182	168,615	124,072	170,348	129,385
	ART SUPPLIES					25,785
	PHYS ED SUPPLIES					22,350
	MUSIC SUPPLIES					22,350
56620	HEATING EXPENSES	453,479	500,359	654,480	505,502	649,693
56627	FUEL	293,383	520,000	242,996	525,346	525,346
56641	TEXTBOOKS	17,956	20,000	0	20,206	8,200
56642	LIBRARY SUPPLIES/MATRLS.	16,358	25,000	0	25,257	28,535
56650	SUPPLIES-TECH RELATED					116,150
56690	OTHER SUPPLIES AND MATERIALS	2,217	6,000	320	6,061	24,000
56692	OFFICE SUPPLIES	31,804	56,259	32,852	56,838	119,200
56694	PROFESSIONAL MATERIALS	4,638	3,000	0	3,031	0
57700	EQUIPMENT					30,000
57720	FACILITIES PROJECTS AND REPAIRS	177,231	300,000	625,716	303,084	150,000
	CAPITAL EQUIPMENT/VEHICLES					180,000
57730	INSTRUCT. EQUIP. REPAIRS	0	1,400	360	1,414	4,000
57731	INSTRUCTIONAL EQUIPMENT	2,557	5,000	579,454	5,051	18,500
	NON-INSTRUCTIONAL EQUIPMENT					40,800
57733	FURNITURE-FIXTURES	0	0	383,536	0	20,000
57734	TECHNOLOGY EQUIPMENT	147,630	10,000	62,021	10,103	295,000
57735	SOFTWARE LICENSES	161,284	115,000	128,412	116,182	410,000
57736	EQUIPMENT MAINTENANCE AND REPAIRS	16,698	135,465	80,911	136,857	70,000
	VEHICLE MAINTENANCE AND REPAIRS					70,000
57739	OTHER EQUIPMENT	21,619	67,500	49,191	68,194	0
58810	DUES & SUBSCRIPTIONS	11,404	10,380	9,459	10,486	16,250
	Indirect		0	0	1,240,000	0
	TOTAL	81,789,000	84,240,102	82,555,300	86,346,105	88,346,890

Change in funding in Manager's Proposed Budget	(1,113,132)
Proposed Budget	<u>87,233,758</u>
Change in funding by City Council	(430,000)
Adopted Budget	<u><u>86,803,758</u></u>

NORWICH PUBLIC SCHOOLS GRANT LISTING

Grant Type	Grant Description	Bud Ref Year	Most Recent Approved Allocation	FY2020-21 Expenditures
State	Family Resource Center	2021	\$101,530	\$101,417
State	School Readiness - Priority Quality Enhancement	2021	\$20,120	\$17,159
State	School Readiness - Priority	2021	\$2,082,947	\$2,082,947
State	Smart Start	2021	\$76,700	\$76,700
State	State Adult Education - Provider	2021	\$492,641	\$506,701
State	Alliance District Grant	2021	\$6,911,695	\$6,911,695
State	Alliance District Grant - Carry Forward	2021	\$144,269	\$144,269
State	State Bilingual Grant	2021	\$26,799	\$26,799
State	Priority School District Grant	2021	\$840,238	\$840,238
State	PSD - Extended School Hours	2021	\$93,219	\$88,716
State	PSD - Summer School	2021	\$108,304	\$108,304
State	Low Performing Schools - LPS1	2019	\$153,320	\$152,979
Federal	Title I Part A	2019	\$2,589,995	\$43,270
Federal	ESSA SIG	2019	\$200,000	\$0
Federal	ESSA SIG - Supplement	2019	\$34,352	\$0
Federal	Title I Part A	2020	\$2,316,170	\$519,777
Federal	ESSA SIG	2020	\$200,000	\$13,455
Federal	Title I Part A	2021	\$2,200,144	\$700,715
Federal	ESSA SIG	2021	\$200,000	\$155,055
Federal	McKinney-Vento Homeless Assistance (Continuation 2)	2020	\$55,000	\$55,000
Federal	Federal Adult Education - PEP Comprehensive 1	2021	\$215,000	\$173,785
Federal	Federal Adult Education - PEP IELCE 1	2021	\$38,000	\$38,000
Federal	Title II Part A	2019	\$251,492	\$1
Federal	Title II Part A	2020	\$222,971	\$103,831
Federal	Title II Part A	2021	\$231,648	\$97,333
Federal	Nita M. Lowey 21st Century Community Learning - Supplement 1	2019	\$190,000	\$34,154
Federal	Nita M. Lowey 21st Century Community Learning - Supplement 1	2020	\$200,000	\$62,185
Federal	Nita M. Lowey 21st Century Community Learning - Supplement 2	2020	\$190,000	\$60,516
Federal	Nita M. Lowey 21st Century Community Learning - Cohort 16	2021	\$150,000	\$44,477
Federal	Nita M. Lowey 21st Century Community Learning - Cohort 17.1	2021	\$380,000	\$200,748
Federal	Title III EL	2019	\$99,907	\$5,795
Federal	Title III EL	2020	\$111,320	\$33,755
Federal	Title III EL	2021	\$113,670	\$81,413
Federal	IDEA 611	2019	\$1,464,929	\$65,734
Federal	IDEA 611	2020	\$1,484,888	\$342,268
Federal	Special Education Stipend - COVID-19	2020	\$20,000	\$0
Federal	IDEA 611	2021	\$1,542,073	\$800,585
Federal	IDEA 619	2019	\$35,920	\$0
Federal	IDEA 619	2020	\$37,134	\$1,209
Federal	IDEA 619	2021	\$37,506	\$20,733
Federal	Title IV Part A	2019	\$185,766	\$15,062
Federal	Title IV Part A	2020	\$175,772	\$63,033
Federal	Title IV Part A	2021	\$166,926	\$99,501
Federal	Coronavirus Relief Funds	2020	\$6,199,923	\$6,199,923
Federal	ESSER Funds	2020	\$1,920,228	\$1,043,553
Federal	ESSER II Funds	2021	\$7,328,004	\$120,957
Federal	ESSER II State Set-Aside	2021	\$1,185,433	\$0
Federal	ARP ESSER Funds	2021	\$16,469,218	\$0
Federal	ARP-HCY Bridge Funding	2021	\$25,000	\$0
Total			\$59,520,171	\$22,253,747

Please note:

Many of the Federal grants are two-year grants and the amounts shown above are the totals for both years.

The Coronavirus, ESSER, and ARP funds generally expire in 2024.

This list includes Pre-K through High School funding and Adult Education. It does not include Food Services.

Debt Service

This line item includes the transfer to the Debt Service Fund for the City's portion of debt service. Debt service on the pension obligation bonds are allocated among the various departments and included in their fringe benefits line items.

Miscellaneous

Contributions to Outside Agencies

Library

Appropriation funds over 80% of the Otis Library's operating budget. 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.

Regional Health District

The city's cost of \$6.98 per capita to participate in the Uncas Health District which is comprised of Bozrah, Franklin, Griswold, Lebanon, Lisbon, Montville, Norwich, Preston, Salem, Sprague, and Voluntown.

Ambulance Service

Cost of contract with American Ambulance which expires 11/3/2024.

Probate Court

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

United Community & Family Services, Inc. (UCFS)

Amount used to help defray a portion of the cost of uncompensated care that UCFS will provide to Norwich residents. Its 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.

Thames Valley Council for Community Action (TVCCA)

Amount requested to support services provided by TVCCA to the citizens of Norwich. TVCCA seeks to provide its clients with skills that foster independence with programs such as: Senior Nutrition Program, Comprehensive Neighborhood Services Program, Head Start, Meals on Wheels, and the JOBS First Initiative.

SEAT Bus

Subsidy of bus service to Southeastern Connecticut.

Operating Transfers

Appropriation to Capital Budget

This appropriation will be used to fund capital improvements. The minimum appropriation is based on the value 2% of the prior year's General Fund budget. See the Capital Budget section for further detail.

Other

Property Insurance

Covers cost for property, general liability, auto, and other insurance.

Contingency

Includes funds for unanticipated expenses/obligations, increases in fuel and utilities costs, contract negotiations with city unions and retirement payouts of accumulated compensated absences (sick, vacation, make-up time, etc.) for any department with fewer than 20 employees funded by the General Fund will be paid from this account.

10480000 Debt Service	2019-20 Actual	2020-21 Actual	2021-22 Budget	2021-22 Projected	2022-23 Request	2022-23 Proposed	2022-23 Adopted
59101 Transfer to Debt Service Fund	4,383,985	4,061,814	3,907,535	3,907,535	3,558,554	3,558,554	3,558,554
TOTALS	4,383,985	4,061,814	3,907,535	3,907,535	3,558,554	3,558,554	3,558,554

Please see the **Financial Management Policies** and **Consolidated Debt Schedule** in the Financial Policies & Summaries section for more information on the City of Norwich's debt policies and limitations as well as a list of its outstanding debt issuances.

10500000 MISCELLANEOUS

Contributions to Outside Agencies

58251 Otis Library	994,817	1,074,978	1,100,000	1,100,000	1,338,453	1,177,000	1,177,000
58252 Uncas Health District	260,897	266,516	270,601	270,601	270,601	270,601	270,601
58253 Ambulance Service	78,676	81,587	84,606	84,606	87,737	87,737	87,737
58254 Probate Court	28,825	27,096	28,826	28,513	29,900	29,900	29,900
58711 United Community Family Svcs	47,120	48,500	50,000	50,000	150,000	51,500	51,500
58712 TVCCA	35,031	36,100	36,500	36,500	36,500	36,500	36,500
58713 SEAT Bus	182,653	187,219	187,219	187,219	192,836	192,836	192,836
Subtotal - Contributions to Outside Agencies	1,628,019	1,721,996	1,757,752	1,757,439	2,106,027	1,846,074	1,846,074

Operating Transfers

59102 Transfer To Capital Improvement Fund	2,521,668	2,643,360	2,657,155	2,657,155	2,740,287	2,740,287	2,740,287
Subtotal - Operating Transfers	2,521,668	2,643,360	2,657,155	2,657,155	2,740,287	2,740,287	2,740,287

Other

55521 Liability Insurance	692,751	780,000	780,735	755,000	814,816	814,816	814,816
58600 Contingency	298,708	260,000	403,879	350,000	611,019	611,019	611,019
Subtotal - Other	991,459	1,040,000	1,184,614	1,105,000	1,425,835	1,425,835	1,425,835

TOTALS	5,141,146	5,405,356	5,599,521	5,519,594	6,272,149	6,012,196	6,012,196
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Capital Budget

The following pages list the capital improvements and projects for the next fiscal year pursuant to Chapter VII, §17 of the City Charter (see Financial Management Policies section for a description of the capital planning process). Items with an estimated total cost of \$5,000 or more are included in the capital budget. Smaller purchases are included in the departments' operating budgets.

When applicable, financial and/or non-financial impacts that a project will have once it is completed are described in the listing. 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. If a project is routine and is anticipated to have no operating impact, it is notated with "R/NOI."

Capital Budget Highlights



Public Works Dump Trucks

Public Works plans to replace a 1992 plow truck and a 1997 plow truck (pictured from left to right above) with two new plow trucks and add a 10-wheel dump truck at an estimated cost of \$625,000. These trucks should reduce future maintenance and fuel costs as well as give Public Works additional capability to haul materials, such as excavated earth, asphalt, and snow from narrow city streets after major snowstorms.

Road and Parking Lot Resurfacing and preventative maintenance

The Public Works department resurfaces several miles of Norwich roads each year through a combination of infrastructure bonds, state & federal grants, and capital budget funding. This capital budget includes the appropriation of \$334,639.



Police Station Generator Replacement

This budget includes the appropriation of \$153,947 towards the replacement of the generator for the Norwich Police Station. \$440,053 was set aside for this project in previous budgets. The project is expected to cost approximately \$594,000. The City had sought funds through Homeland Security to offset a portion of the cost but was turned down.

Police Cruisers

Police cruisers are a primary piece of a police officer's equipment. The cruiser is their mobile office. The newer models are small SUV's with more fuel efficient engines. Police vehicles are subjected to twenty-four hour a day operation in all conditions from heat waves to subfreezing, from hurricanes to blizzards. This budget includes the appropriation of \$227,500 for the replacement of five cruisers.



Capital Budget Listing

Requested										Funded	Funding Sources		
Department	Org	Object	Project	Description	Financial and/ or Non-financial impacts	Qty	UOM	Unit Cost	Total Request	Amount Funded	Other Funding Source	Description of Other Funding Source	Capital Budget Funding
City Manager	36024113	58600	C2301	Capital Contingency	R/NOI	1	each	286,869	286,869	286,869			286,869
Finance	36024117	57340	C2302	Computer Peripherals - Printers, Monitors, Hard Drives, NIC Cards, Keyboards, etc.	R/NOI	1	each	22,000	22,000	22,000			22,000
Finance	36024117	57340	C2303	Replace network firewall equipment	R/NOI	2	each	25,000	50,000	50,000			50,000
Finance	36024117	57340	C2304	Replace telephone integrated services routers	R/NOI	Severa 1	each	Varies	75,140	75,140			75,140
Planning	36024151	57100		YMCA environmental remediation	Make it easier for a developer to use the former YMCA property	1	each	780,000	780,000	0		Applying for \$650K EPA grant that would have a 20% match	0
Planning	36024151	57010		Open space acquisition	R/NOI	1	each	100,000	100,000	0			0
Planning	36024151	54520		Demolition	R/NOI	1	each	100,000	100,000	0			0
Police	36024201	57200	C2107	Generator replacement	Should reduce maintenance costs	1	each	594,000	594,000	594,000	440,053	2020-21 and 2021-22 Capital budget.	153,947
Police	36024201	57320	C2305	Police Cruisers	Should reduce future maintenance and fuel costs.	6	each	45,500	273,000	227,500			227,500
Police	36024201	57300		Body armor	R/NOI	12	each	850	10,200	0			0
Police	36024201	57320		Armed response vehicle refurbishment	May increase fuel usage	1	each	80,000	80,000	0			0
Police	36024201	57340		Technology sustainment	R/NOI	1	each	15,000	15,000	0			0
Police	36024201	57200	C2306	Window replacement	Should decrease HVAC costs	1	each	65,000	65,000	65,000			65,000
Police	36024201	57200		Police Station Replacement	R/NOI	1	each	30,000,000	30,000,000	0			0
Norwich Fire	36024202	57200	C2208	Repairs to showers	Should reduce maintenance costs	1	each	50,000	50,000	50,000	30,000	FY21 and FY22 Capital	20,000
Norwich Fire	36024202	57200	C2307	Carpet replacement at HQ	R/NOI	1	each	20,000	20,000	20,000			20,000
Norwich Fire	36024202	57300	C2308	Turnout gear - full sets	R/NOI	10	each	3,800	38,000	38,000			38,000
Norwich Fire	36024202	57300	C2309	30-Minute SCBA Cylinders	R/NOI	5	each	1,407	7,035	7,035			7,035
Norwich Fire	36024202	57300	C2310	SKA-Pak Cylinders	R/NOI	6	each	914	5,481	5,481			5,481
Norwich Fire	36024202	57300	C2311	Green Foam	R/NOI	24	5 Gal	215	5,160	5,160			5,160
Norwich Fire	36024202	57320		Squad A	Should reduce future maintenance and fuel costs.	1	each	770,000	770,000	0			0
Emergency Mgmt	36024223	57320		Replace dump truck with stake body pick up truck with lift gate for ease of loading and utility	Should reduce future maintenance and fuel costs.	1	each	50,000	50,000	0			0
EGP VFD	36024233	57300	C2312	Drone with thermal camera	R/NOI	1	each	7,000	7,000	7,000			7,000
EGP VFD	36024233	57300	C2313	SCBA bottles	R/NOI	10	each	1,800	18,000	18,000			18,000
EGP VFD	36024233	57300	C2314	Holmatro hydraulic hose replacement	R/NOI	1	each	21,000	21,000	21,000			21,000
EGP VFD	36024233	57300	C2315	Nozzles and appliances	R/NOI	1	each	6,000	6,000	6,000			6,000
EGP VFD	36024233	57300	C2316	Battery operated rescue tools	R/NOI	2	each	15,000	30,000	30,000			30,000
EGP VFD	36024233	57300		Structural firefighting helmets, boots, gloves	R/NOI	15	each	1,010	15,150	0			0
EGP VFD	36024233	57300	C2317	Replace portable water pumps	R/NOI	4	each	690	2,760	2,760			2,760
EGP VFD	36024233	57320		Engine 52 replacement	R/NOI	1	each	725,000	725,000	0			0
EGP VFD	36024233	57220		Resurface parking lot	R/NOI	1	each	125,000	125,000	0			0
EGP VFD	36024233	57200		Renovate staircase and upstairs	R/NOI	1	each	50,000	50,000	0			0

Capital Budget Listing

Requested										Funded	Funding Sources		
Department	Org	Object	Project	Description	Financial and/ or Non-financial impacts	Qty	UOM	Unit Cost	Total Request	Amount Funded	Other Funding Source	Description of Other Funding Source	Capital Budget Funding
Laurel Hill VFD	36024234	57300	C2318	Turnout gear - full sets	R/NOI	20	each	3,600	72,000	36,000			36,000
Laurel Hill VFD	36024234	57320		Hose Tender #6	Should reduce future maintenance and fuel costs.	1	each	425,000	425,000	0			0
Laurel Hill VFD	36024234	57320		UTV 6 with trailer	R/NOI	1	each	65,000	65,000	0			0
Laurel Hill VFD	36024234	57200	C2319	Replace garage door	R/NOI	1	each	19,000	19,000	19,000			19,000
Laurel Hill VFD	36024234	57300	C2320	Replace electric fire exhaust fans with battery operated fans	R/NOI	2	each	5,000	10,000	10,000			10,000
Laurel Hill VFD	36024234	57300	C2321	Replace K12 and roof saws	R/NOI	2	each	3,200	6,400	6,400			6,400
Laurel Hill VFD	36024234	57300	C2322	Replace portable 4 inch inlet/discharge pumps	R/NOI	2	each	1,500	3,000	3,000			3,000
Laurel Hill VFD	36024234	57300		Light tower for Squad 66	R/NOI	1	each	15,000	15,000	0			0
Laurel Hill VFD	36024234	57200		Storage shed	R/NOI	1	each	50,000	50,000	0			0
Laurel Hill VFD	36024234	57200		Station addition	R/NOI	1	each	300,000	300,000	0			0
Occum VFD	36024235	57320		Engine 41 replacement - a 1991 Pierce	R/NOI	1	each	850,000	850,000	0			0
Occum VFD	36024235	57300	C2323	Turnout gear - full sets	R/NOI	10	each	3,000	30,000	30,000			30,000
Occum VFD	36024235	57300	C2324	Rescue strut kit	R/NOI	2	each	3,750	7,500	7,500			7,500
Taftville VFD	36024236	57220		Parking Lot Expansion	R/NOI	1	each	600,000	600,000	0			0
Taftville VFD	36024236	57300		Station electrical service relocation and upgrade	R/NOI	1	each	75,000	75,000	0			0
Taftville VFD	36024236	57300	C2325	Turnout gear - full sets	R/NOI	10	each	3,200	32,000	32,000			32,000
Taftville VFD	36024236	57300	C2326	Underwater ROV	R/NOI	1	each	21,495	21,495	21,495			21,495
Taftville VFD	36024236	57300	C2327	SCBA bottles	R/NOI	6	each	1,100	6,600	6,600			6,600
Taftville VFD	36024236	57300	C2328	Rope rescue hardware replacement	R/NOI	1	each	6,000	6,000	6,000			6,000
Taftville VFD	36024236	57300	C2329	Battery operated rescue tools	R/NOI	1	each	3,000	3,000	3,000			3,000
Taftville VFD	36024236	57320		Chief/Command Staff Vehicle	R/NOI	1	each	42,000	42,000	0			0
Yantic VFD	36024237	57300	C2330	Turnout gear - full sets	R/NOI	8	each	3,750	30,000	30,000			30,000
Yantic VFD	36024237	57200	C2331	CCTV system upgrade	R/NOI	1	each	15,000	15,000	15,000			15,000
Yantic VFD	36024237	57320		UTV & Trailer	R/NOI	1	each	40,000	40,000	0			0
Yantic VFD	36024237	57300		Training area improvements	R/NOI	1	each	47,500	47,500	0			0
Yantic VFD	36024237	57320		Rescue 3	Should reduce future maintenance and fuel costs.	1	each	1,500,000	1,500,000	0			0
Yantic VFD	36024237	57320		Squad 36 and Trailer	R/NOI	1	each	175,000	175,000	0			0
Yantic VFD	36024237	57200		Replace underground fuel tank	R/NOI	1	each	100,000	100,000	0			0
Yantic VFD	36024237	57200		Replace fire alarm system	R/NOI	1	each	100,000	100,000	0			0
Public Works	36024303	57320	C2332	Plow Truck	Reduce future maintenance and fuel costs	2	each	200,000	400,000	400,000			400,000
Public Works	36024303	57320	C2333	Pick-up truck	Reduce future maintenance and fuel costs	1	each	40,000	40,000	40,000			40,000

Capital Budget Listing

Requested										Funded	Funding Sources		
Department	Org	Object	Project	Description	Financial and/ or Non-financial impacts	Qty	UOM	Unit Cost	Total Request	Amount Funded	Other Funding Source	Description of Other Funding Source	Capital Budget Funding
Public Works	36024303	57320	C2334	Large rack body truck with lift gate	R/NOI	1	each	80,000	80,000	80,000			80,000
Public Works	36024303	57320	C2335	10 wheel dump truck	More efficient hauling of materials	1	each	225,000	225,000	225,000			225,000
Public Works	36024305	57200	C2336	Roof maintenance on numerous City buildings	R/NOI	1	each	310,000	310,000	275,000			275,000
Public Works	36024305	57200	C2337	Replace paint, carpet, and ceiling tiles in Community Development offices	R/NOI	1	each	15,000	15,000	15,000			15,000
Public Works	36024305	57200		Replace 2,500 ton capacity salt storage shed	R/NOI	1	each	400,000	400,000	0			0
Public Works	36024305	57100	C2142	Repair and paint historic cast iron fence in Little Plains Park	R/NOI	1	each	140,000	140,000	140,000	100,000	\$100K Funded with 3/1/21 Resolution	40,000
Public Works	36024305	57400	C2338	Road and parking lot resurfacing and preventative maintenance.	R/NOI	1	each	1,000,000	1,000,000	334,639	334,639	State Local Capital Improvement Program Grant	0
Public Works	36024305	57413	C2339	Sidewalk Projects	R/NOI	1	each	200,000	200,000	150,000			150,000
Public Works	36024305	57411	C2079	Sherman Street Bridge	R/NOI	1	each	1,300,000	1,300,000	0			0
Public Works	36024305	57220		Pave Clinton Ave Parking Lot	R/NOI	1	each	180,000	180,000	0			0
Senior Center	36024417	57320	C2340	Five passenger transport van	R/NOI	1	each	40,000	40,000	40,000			40,000
Recreation	36024503	57300	C2341	Zero-turn mower	R/NOI	1	each	20,000	20,000	20,000			20,000
Recreation	36024503	57100	C2342	Field Maintenance- 4 fields (2 Oulette, Fontaine, Hamilton) Seed, fertilizer, & Lime @ 2x	R/NOI	1	each	10,214	10,214	6,000			6,000
Recreation	36024503	57100	C2343	Install/ replace water fountains on Mohegan Rd	R/NOI	3	each	2,800	8,400	8,400			8,400
Recreation	36024503	57100	C2344	Mohegan Road playground, sidewalks, and other improvements	R/NOI	1	each	46,000	46,000	46,000			46,000
Recreation	36024503	57100		Elizabeth and Thamesville Playgound - masonry work	R/NOI	1	each	25,000	25,000	0			0
Recreation	36024503	57100		Tree removal at local parks	R/NOI	3	each	1,500	4,500	0			0
Recreation	36024503	57220		Mohegan Rd - parking lot and ADA improvements	R/NOI	1	each	125,000	125,000	0			0
Recreation	36024503	57200		Paint outside of Rec Maintenance garage	R/NOI	1	each	15,000	15,000	0			0
Recreation	36024503	57200		Rec Hall Building Addition- Program space and storage (Close in Patio)	R/NOI	1	each	150,000	150,000	0			0
Recreation	36024503	57200	C2138	Mopeep building (10 John Edwards Dr) renovation	R/NOI	1	each	80,669	80,669	80,669	43,669	Previous allocation	37,000
Recreation	36024503	57100		Ouellet-Pave back lot, resurface front lot, and park improvements	R/NOI	1	each	175,000	175,000	0			0
Recreation	36024503	57100		BMX Track Development	R/NOI	1	each	50,000	50,000	0			0
Recreation	36024503	57100		Occum improve playscape, track & parking	R/NOI	1	each	175,000	175,000	0			0
Recreation	36024503	57220		Park facility parking lot paving	R/NOI	1	each	400,000	400,000	0			0
Recreation	36024503	57100	C2345	Spayne basketball courts improvements	R/NOI	1	each	30,000	30,000	30,000			30,000
Recreation	36024503	57100	C2346	Skate park improvements	R/NOI	1	each	41,000	41,000	41,000			41,000
Public Works	36024516	59106		Dodd Stadium Improvements	R/NOI	1	each	200,000	200,000	0			0

Totals

44,929,073 3,688,648 948,361

2,740,287

Special Revenue Funds

Summary of Revenues & Expenditures

	City Consolidation District (Fund 2835)	Town Consolidation District (Fund 2830)	Combined
EXPENDITURES			
General Operations	8,117,604	487,256	8,604,860
TOTALS	8,117,604	487,256	8,604,860
REVENUES			
Current Levy RE & PP	3,790,641	424,017	4,214,658
Taxes (other than Current Levy RE & PP)	196,000	9,000	205,000
Federal Grants	240,000	0	240,000
State Grants	582,087	54,239	636,326
Investment Earnings	9,000	0	9,000
Other Financing Services	3,299,876	0	3,299,876
TOTALS	8,117,604	487,256	8,604,860

City Consolidation District			2019-20	2020-21	2021-22	2021-22	2022-23	2022-23
			Actual	Actual	Budget	Projected	Proposed	Adopted
Taxes								
28354200	41101	Current Real Estate and Personal Property	4,291,989	3,575,697	3,767,621	3,780,000	4,030,641	3,790,641
28354200	41103	Current Motor Vehicle Taxes	328,365	210,591	227,709	228,000	0	0
28354200	41105	Prior Year Levies	108,814	152,826	120,000	105,000	124,000	124,000
28354200	41106	Interest and Lien Fees	62,866	77,459	63,000	77,000	72,000	72,000
Totals			4,792,034	4,016,573	4,178,330	4,190,000	4,226,641	3,986,641
Federal Grants								
28354200	43100	Federal Grants-ARPA	0	0	0	0	0	240,000
Totals			0	0	0	0	0	240,000
State Grants								
28354200	43500	Shared Revenues	820,698	702,992	677,368	702,992	582,087	582,087
Totals			820,698	702,992	677,368	702,992	582,087	582,087
Investment Earnings								
28354200	46101	Interest	20,567	1,176	1,500	3,100	9,000	9,000
Totals			20,567	1,176	1,500	3,100	9,000	9,000
Other Financing Sources								
28354200	49195	Transfer from NPU	2,399,876	3,299,876	3,299,876	3,299,876	3,299,876	3,299,876
Totals			2,399,876	3,299,876	3,299,876	3,299,876	3,299,876	3,299,876
GRAND TOTALS			8,033,175	8,020,617	8,157,074	8,195,968	8,117,604	8,117,604

For description of the above revenues, please see the "Revenue Descriptions" in the General Fund Section.

28354202	City Consolidation District	2019-20 Actual	2020-21 Actual	2021-22 Budget	2021-22 Projected	2022-23 Request	2022-23 Proposed	2022-23 Adopted
51610	Regular Employees	3,226,307	3,178,576	3,432,119	3,390,000	3,547,061	3,520,220	3,520,220
51630	Overtime	64,724	141,186	68,479	130,000	68,479	68,479	68,479
51631	Replacement Cost	746,075	835,048	762,755	820,000	762,755	762,755	762,755
52000	Fringe Benefits	3,888,213	3,581,409	3,893,721	3,893,721	4,011,258	3,766,150	3,766,150
TOTALS		7,925,319	7,736,219	8,157,074	8,233,721	8,389,553	8,117,604	8,117,604

Staffing

Captain (FC 2)	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
Captain (FC 1)	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Lieutenant - Step 2	6.00	6.00	7.00	7.00	6.00	6.00	6.00	6.00
Lieutenant - Step 1	2.00	2.00	1.00	1.00	2.00	2.00	2.00	2.00
Firefighter - Step 5	27.00	27.00	26.00	26.00	26.00	27.00	27.00	27.00
Firefighter - Step 4	3.00	3.00	4.00	4.00	4.00	2.00	2.00	
Firefighter - Step 3	2.00	2.00	2.00	2.00	2.00	3.00	3.00	
Firefighter - Step 2	1.00	1.00	1.00	1.00	1.00	2.00	2.00	
Firefighter - Step 1	3.00	3.00	3.00	3.00	3.00	2.00	2.00	
TOTAL FTE'S	48.00							

Salaries

Captain (FC 2)		79,718		85,221	85,221	85,221
Captain (FC 1)		77,464		82,811	82,811	82,811
Lieutenant - Step 2		74,697		79,852	79,852	79,852
Lieutenant - Step 1		72,571		77,581	77,581	77,581
Firefighter - Step 5		68,087		72,786	72,786	72,786
Firefighter - Step 4		64,844		69,320	69,320	69,320
Firefighter - Step 3		61,761		66,024	66,024	66,024
Firefighter - Step 2		58,819		62,879	62,879	62,879
Firefighter - Step 1		56,024		59,890	59,890	59,890

Total Salaries Paid by City Consolidation District Fund

Captain (FC 2)		239,154		255,663	255,663	255,663
Captain (FC 1)		77,464		82,811	82,811	82,811
Lieutenant - Step 2		522,879		479,112	479,112	479,112
Lieutenant - Step 1		72,571		155,162	155,162	155,162
Firefighter - Step 5		1,770,262		1,892,436	1,965,222	1,965,222
Firefighter - Step 4		259,376		277,280	138,640	138,640
Firefighter - Step 3		123,522		132,048	198,072	198,072
Firefighter - Step 2		58,819		62,879	125,758	125,758
Firefighter - Step 1		168,072		179,670	119,780	119,780
Differentials		140,000		30,000	0	0
TOTAL SALARIES		3,432,119		3,547,061	3,520,220	3,520,220

Town Consolidation District			2019-20 Actual	2020-21 Actual	2021-22 Budget	2021-22 Projected	2022-23 Proposed	2022-23 Adopted
Revenues								
Taxes								
28304292	41101	Current Real Estate and Personal Property	440,736	392,481	448,322	454,000	424,017	424,017
28304292	41103	Current Motor Vehicle Taxes	46,760	39,755	51,307	52,000	0	0
28304292	41105	Prior Year Levies	6,931	4,502	3,500	4,200	4,500	4,500
28304292	41106	Interest and Lien Fees	4,401	4,094	2,000	5,300	4,500	4,500
Totals			498,828	440,832	505,129	515,500	433,017	433,017
State Grants								
28304292	43500	Shared Revenues	0	0	0	0	54,239	54,239
Totals			0	0	0	0	54,239	54,239
GRAND TOTALS			498,828	440,832	505,129	515,500	487,256	487,256

For description of the above revenues, please see the "Revenue Descriptions" in the General Fund Section.

Expenditures								
28304292	52205	Workers' Compensation	43,843	44,445	53,712	51,689	47,663	47,663
28304292	58792	VFF Tax Credit	61,759	65,812	94,000	96,023	130,000	130,000
28304292	59150	Transfer to VFF Relief Fund	365,469	334,817	357,417	357,417	309,593	309,593
Totals			471,071	445,074	505,129	505,129	487,256	487,256

Town Consolidation District Fund

Program: Relief fund, tax credits, and workers' compensation costs for volunteer firefighters.

Description: In 1987 an ordinance was passed for the purpose of establishing a relief fund for volunteer firefighters serving the City of Norwich. This relief fund plan has been amended in 1995, 2001, 2006, 2011, 2015, 2016, and 2021.

On December 4, 2000, the City Council adopted Ordinance 1437 which provides up to \$1,000 credit of taxes for eligible volunteer firefighters. These benefits were increased by Ordinance 1791 on September 21, 2020 for up to \$1,500 in fiscal year 2021-22 and \$2,000 thereafter.

This fund also pays for workers' compensation claims for volunteer firefighters.

This tax applies to residents in the town area only.

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

Norwich Public Utilities

Norwich Public Utilities (NPU) provides four utility services for the residents of the City of Norwich – natural gas, electricity, water, and wastewater treatment. Established in 1904, NPU is municipally-owned and governed by a five-member Board of Commissioners and Sewer Authority, who are appointed by the City Council.

NPU operates a full-service Customer Service Center, giving customers the option of speaking with an employee on any account issue. NPU’s Control Room is staffed 24 hours a day, seven days a week to respond to utility emergencies or service issues effectively and efficiently.

As the pandemic extended into its second year, 2021 was another challenging year for NPU. Significant cost-saving measures along with operational adjustments remained in place, all carefully evaluated to minimize any impact to service reliability or the health and safety of its employees and the public.

At the same time, NPU has continued its commitment to working with customers who have experienced financial difficulties as a result of the pandemic, continuing its SPA (Special Payment Arrangement) program to allow past-due bills to be paid over time, and securing additional funding for at-risk customers from a variety of federal, state and local sources.

Highlights & Accomplishments

Payment to the City

In FY2022, NPU’s payment to the City’s General Fund was \$8,648,304. This is based on 10% of gross revenues for FY2020. In FY2022, NPU revenue provided to the City has reduced taxpayers’ burden by 4.32 mills. Over the past ten years, NPU has provided \$83,738,709 million to the City of Norwich. In FY2023, this payment will be \$8,577,656, based on gross revenues for FY2021.

Performance and Reliability

NPU is among 118 of the nation's more than 2,000 public power utilities that have earned the Reliable Public Power Provider (RP3)[®] designation from the American Public Power Association (APPA) for providing reliable and safe electric service. The designation, which is for three years, was first awarded to NPU in 2012 and was most recently renewed in 2021. This significant achievement recognizes public power utilities that demonstrate proficiency in four key disciplines: reliability, safety, workforce development, and system improvements.

NPU received System Operational Achievement Recognition (SOAR) Silver recognition from the American Public Gas Association in 2020. The designation, which is for three years, was also awarded to NPU in 2014 and 2017. This national award recognizes public gas utilities that demonstrate Excellence in the Operation of its Natural Gas System in four key disciplines: system integrity, system improvement, employee safety, and workforce development.

Natural Gas System

In December, NPU's Natural Gas Department put into service a new gas regulator station located at the intersection of Otrobando Avenue and New London Turnpike. This station is a dual underground vault station that takes high pressure gas from the Norwichtown and Yantic gate stations, reduces gas pressure and sends it into the intermediate pressure system currently fed only by the Dunham Street regulator station. This is a critical project to modernize NPU's infrastructure and has made its natural gas system safer and more reliable for years to come.

Electric System

While Tropical Storm Henri in August may have been downgraded from a hurricane, more than 3,500 NPU customers were out of power as a result of the storm. Despite the additional protocols required of its employees, NPU's storm response remained at the expected NPU level, with power restored for our customers significantly ahead of the investor-owned utilities in Connecticut. NPU provided regular updates to employees, NPU Board, City Council, the media, and the public over several days; social media posts before, during, and after the storm reached a collective audience of more than 35,000.

Water Supply

In 2021, NPU's Water Division successfully completed one of the more challenging projects in recent history with the repair of a water main located beneath an active freight rail line adjacent to the 8th Street Bridge in Greeneville. This work required extensive negotiations with the owners of the rail line with a very tight schedule. Tropical Storm Henri arrived within hours of the final underground work being completed.

Wastewater

In 2021, NPU made significant progress in the design of the major upgrade to its wastewater treatment plant in 2021. Bids for the project are expected to be issued in Q2 of 2022 with the start of construction by mid-year. This project has been in the planning stages for more than 10 years.

Commercial and Industrial Efficiency

NPU and the City of Norwich received certification as a Connecticut Sustainable City in recognition of our extensive energy-efficiency and sustainability programs. NPU also received the Smart Energy Provider award from the American Public Power Association.

In 2021, NPU completed 24 Commercial efficiency projects which included rebates to customers of \$289,000. As a result, these customers will save more than \$136,000 on their annual energy costs going forward.

Residential Efficiency Programs

In 2021, NPU provided 185 Home Energy Solution (HES) audits and provided \$360,000 in residential rebates for electric customers; an additional 72 rebates for \$57,000 were provided to natural gas customers. Rebates and incentives are provided for energy-efficient appliances, including central air systems for heat and air conditioning as well as insulation.

Alternative Fuels/Electric Vehicles

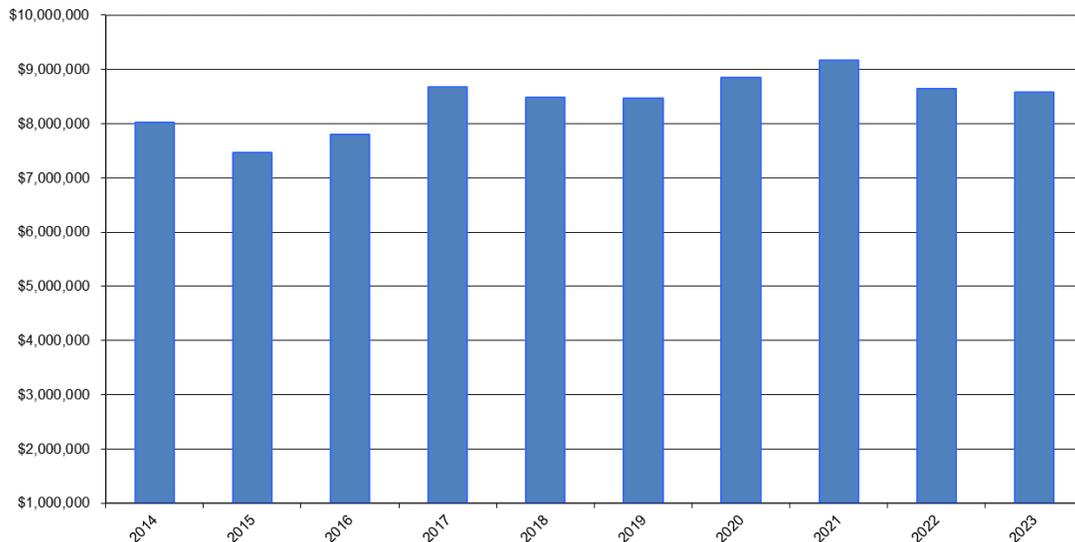
NPU continued its Electric Vehicle (EV) and EV Charging Rebate program in 2021, providing rebates to residential customers for 15 electric vehicles and 5 EV charging units. It is estimated that every EV charged in Norwich will generate nearly \$3,000 additional revenue per year.

NPU continues to promote the use of alternative fuels and technology by operating the only two public access compressed natural gas (CNG) fueling stations in Eastern Connecticut. In 2021, these facilities dispensed more than 57,400 gasoline-gallon equivalents (GGE) of fuel for NPU vehicles, the City of Norwich, and private fleets.

Performance Measures

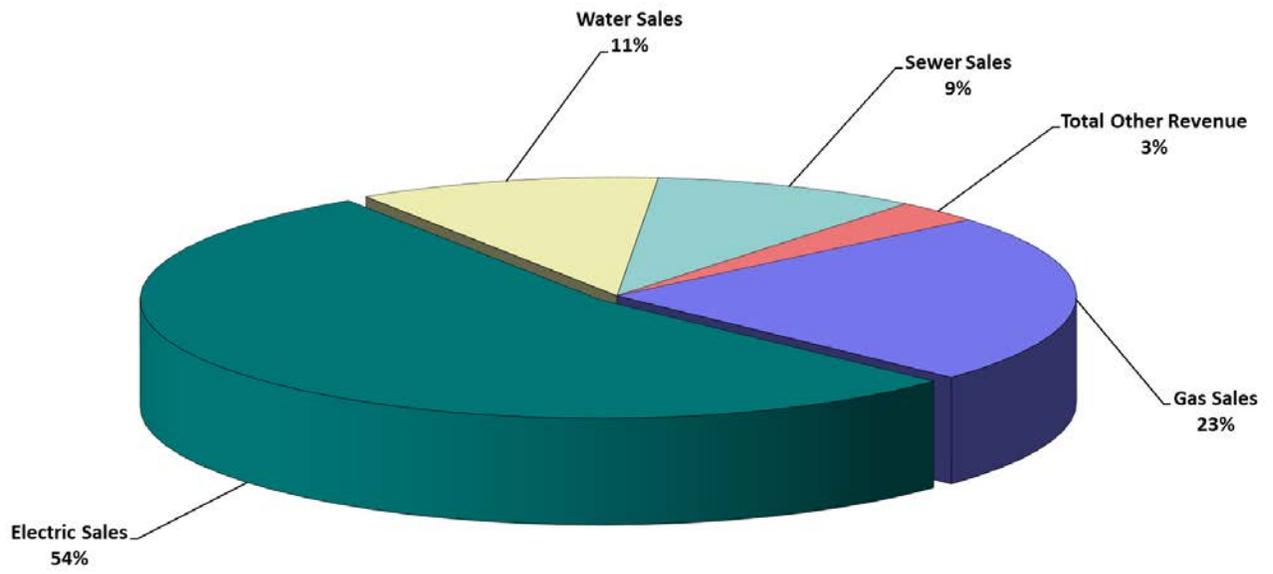
Customer Service Indicators	FY 2021	FY 2022	FY 2023
	Actual	Projected	Forecast
Field Service			
Gas Service Calls	2,125	2,460	2,280
Electric Service Calls	722	1,380	980
Water Service Calls	831	1,880	1,400
Sewer Service Calls	127	115	107
Service Center			
Walk-in Customers	257	51,600	51,000
# Calls	150,953	145,700	147,000
Operations Indicators			
Distribution Systems			
Miles of Gas Main	156	156	156
Miles of Electric Line	232	232	232
Miles of Fiber Optic Cable	82	82	82
Miles of Water Main	201	201	201
Miles of Sewer Main	138	138	138
Electric System Reliability			
Avg. # Outages per Customer	.74	.44	.44
Avg. Cumulative Out of Service Time (min)	104	35	35
Wastewater Treatment			
Gallons Treated (Billion)	1.32	1.64	1.59
Quality Tests Conducted	5,850	5,700	5,825
Water Division			
Gallons of Potable Water (Billion)	1.81	1.70	1.77
Quality Tests Conducted	15,960	15,500	15,725

Revenues Generated for the City General Fund
Ten Year History



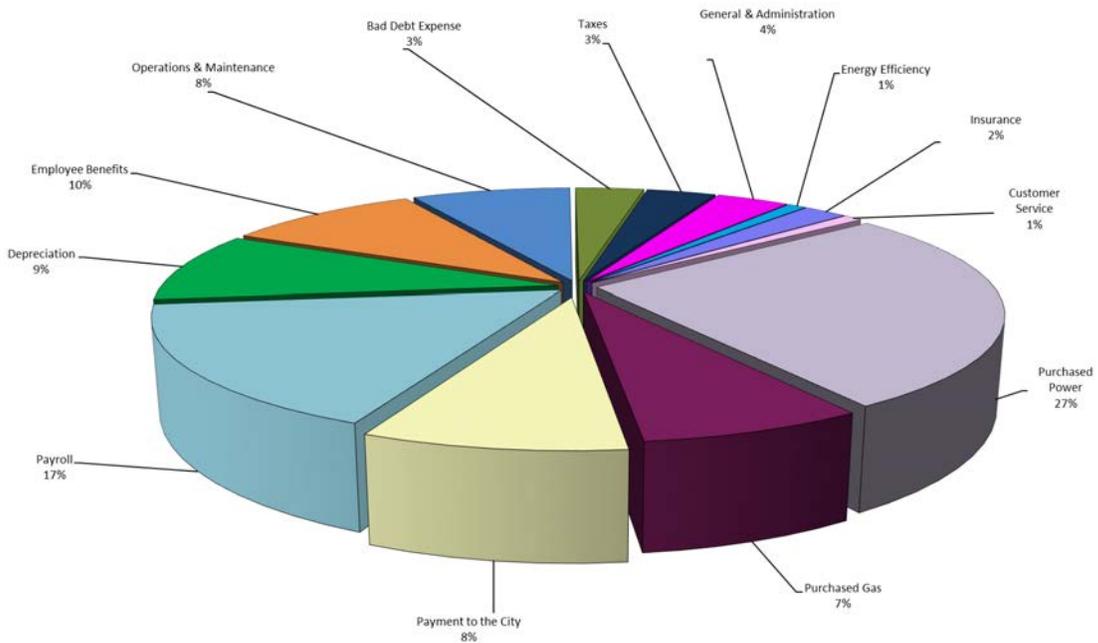
Revenue Summary	FY 2021	FY 2022	FY 2023
	Audited	Approved	Approved
SALES			
Residential Gas	\$12,040,206	\$12,114,954	\$13,274,405
Commercial Gas	7,503,409	9,375,736	9,226,490
Industrial Gas	59,233	75,990	43,857
Public Gas	1,423,649	1,552,492	1,523,897
Interdepartmental Gas	107,524	161,380	128,025
Total Gas Sales Revenue	\$21,134,021	\$23,280,552	\$24,196,674
Residential Electric	\$26,429,812	\$25,836,792	\$28,206,582
Commercial Electric	17,887,814	21,503,659	19,932,759
Industrial Electric	1,867,171	1,140,594	3,305,926
Public Electric	3,210,352	3,552,024	3,734,364
Interdepartmental Electric	842,699	818,671	911,757
Total Electric Sales Revenue	\$50,237,848	\$52,851,740	\$56,091,388
Residential Water	\$6,721,692	\$6,590,960	\$6,832,120
Commercial Water	3,197,911	3,544,218	3,177,856
Industrial Water	899,323	820,882	833,243
Public Water	148,579	153,617	171,216
Interdepartmental Water	103,518	97,672	103,234
Total Water Sales Revenue	\$11,071,023	\$11,207,349	\$11,117,669
Residential Sewer	\$6,357,764	\$6,139,216	\$7,143,672
Commercial Sewer	1,620,408	2,595,182	1,929,630
Industrial Sewer	45,896	41,883	54,506
Public Sewer	131,340	191,430	200,405
Interdepartmental Sewer	416,268	577,284	484,395
Total Sewer Sales Revenue	\$8,571,676	\$9,544,995	\$9,812,608
OTHER OPERATIONAL REVENUE			
Penalties for Late Payments	\$722,888	\$1,157,875	\$1,134,800
Municipal Area Network Fees	331,316	334,663	334,663
CNG Sales Revenue	118,289	157,533	141,900
Water/Sewer Capital Connections	244,972	60,000	84,480
Septage Charges	7,482	19,100	23,600
Bulk Water	61,584	48,800	43,920
Utility Plant & Rental Income	459,660	388,651	382,464
Service Call Revenue	452,636	283,420	222,580
Jet Turbine Credit	1,058,262	955,880	767,611
Interest Income	69,286	60,996	60,996
Total Other Operational Revenue	\$3,526,375	\$3,466,918	\$3,197,014
TOTAL REVENUE	\$94,540,943	\$100,351,554	\$104,415,353

Revenue Fiscal Year 2023

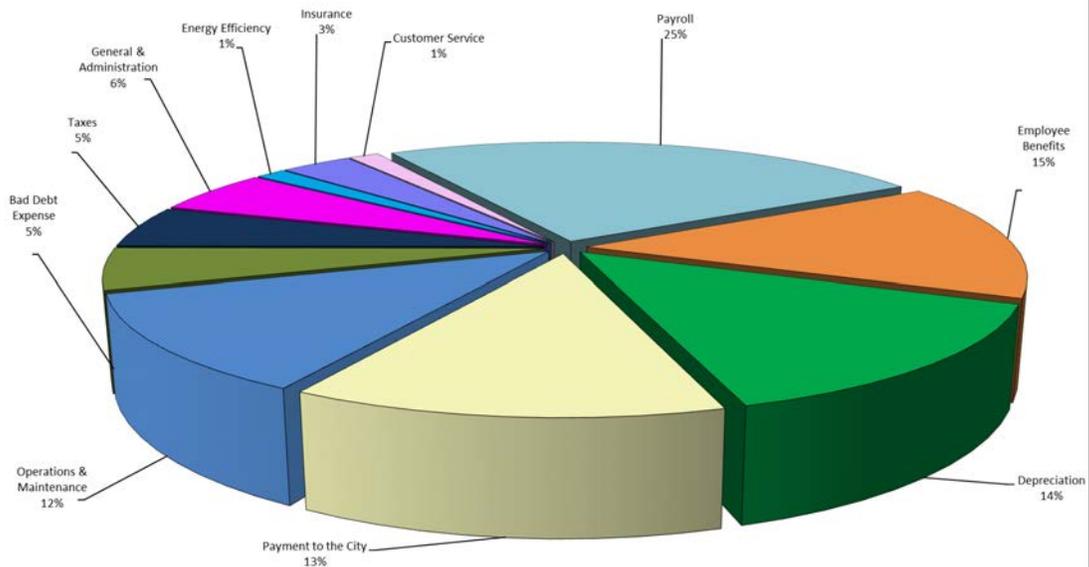


Expense Summary	FY 2021	FY 2022	FY 2023
	Audited	Approved	Approved
DEPARTMENT EXPENSES			
Purchased Gas	5,641,475	6,951,122	7,431,125
Purchased Power	22,955,068	24,817,261	26,984,187
Payroll	15,570,338	16,289,677	16,678,750
Employee Benefits	10,183,457	9,262,787	9,680,056
Payment to the City	9,169,722	8,648,304	8,577,655
Gross Revenue & Property Tax	3,024,807	3,312,392	3,458,962
Property & Liability Insurance	2,093,371	2,091,509	2,161,345
Operations & Maintenance	6,688,308	7,554,673	7,915,792
Customer Service	776,253	943,704	917,000
General & Administration	2,154,782	3,531,399	3,635,746
Energy Efficiency Program	678,268	908,240	907,120
Depreciation	8,379,661	8,797,230	9,408,492
Bad Debt Expense	2,886,408	2,945,000	3,415,200
Total Expenses	\$90,201,918	\$96,053,298	\$101,171,430
DEBT SERVICE			
Debt Principal Repayment	\$3,004,721	\$3,099,116	\$3,576,375
Interest Expense	1,121,022	1,143,690	1,301,234
Total Debt Service	\$4,125,743	\$4,242,806	\$4,877,609

FY23 Expenses by Category



FY23 Expenses by Category (less Purchased Power & Purchased Gas*)



*Purchased Power and Purchased Gas are pass-through expenses based on market pricing and recovered through the PPA (Purchased Power Adjustment) and PGA (Purchased Gas Adjustment) part of the customer bill.

Capital Budget Summary	FY 2021	FY 2022	FY 2023
	Audited	Approved	Approved
Metering		676,009	255,123
Main Installations		2,752,044	7,363,219
Service Installations		1,215,768	1,890,827
Facilities & Structure Improvements		410,000	660,000
Fiber Installations		79,343	78,948
Transformers, Switches, & Capacitors		234,000	234,000
Poles & Fixtures		183,112	184,190
Street Lighting & Signal Systems		10,000	5,000
Manholes, Frames, & Covers		54,986	48,670
Hydrant Installations		52,270	82,617
State Projects		0	377,964
Regulator Station Improvements		232,933	32,974
LNG Plant Improvements		123,761	60,000
Electric Distribution System Improvements		0	0
Electric Generation Improvements		430,000	100,000
Substation Improvements		238,066	340,184
Pumping Station Improvements		0	0
Water Treatment Plant Improvements		1,011,000	210,000
Water Storage Improvements		350,000	2,000,000
Sewer Collection System Improvements		0	0
Wastewater Treatment Plan Improvements		1,070,000	32,000,000
Vehicles		0	114,000
Utility Vehicles		310,000	941,595
Utility Construction Equipment		129,500	259,000
Capitalized Tools & Equipment		80,100	189,000
Technology Equipment & Improvements		410,500	263,000
Total Capital	\$8,038,684	\$10,053,392	\$47,690,311

Glossary

Abbreviations and Acronyms

ARPA

American Rescue Plan Act

CGS

Connecticut General Statutes

ECS

Education Cost Sharing grant

EMPG

Emergency Management Performance Grant

GIS

Geographic Information System

GF

General Fund

GFOA

Government Finance Officers Association

MISC

Miscellaneous

MV

Motor Vehicle

NCDC

Norwich Community Development Corporation

NPU

Norwich Public Utilities

N/A

Not applicable

N/R

Not Reported before

OPEB

Other Postemployment Benefits

PSAP

Public Safety Access Points

SCCOG

Southeastern Connecticut Council of Governments

SEAT

Southeastern Area Transit District

SECTER

Southeastern Connecticut Enterprise Region

SRO

School Resource Officer

TAR

Town Aid Roads grant

TVCCA

Thames Valley Council for Community Action

UCFS

United Community & Family Services

Glossary of Key Terms

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 Financial Report (AFR)

The official annual financial report of a government prepared in conformity with Generally Accepted Accounting Principles as set forth by the Governmental Accounting Standards Board. It is also sometimes referred to as the City's audited financial statements or comprehensive annual financial report.

Actuarially Determined Contribution (ADC)

Actuarial calculation of the annual contribution necessary to fully fund the expected liabilities of a pension or OPEB plan over the amortization period. This used to be referred to as the Annual Required Contribution (ARC) prior to GASB Statement 68.

Americans with Disabilities Act of 1990 (ADA)

Federal act which prohibits organizations from discriminating against individuals with physical and mental disabilities.

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.

Audit

Review and opinion by independent auditors of an entity's financial statements.

Authorized Positions

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

Balanced Budget

The City's budget must be balanced. In order for it to be balanced, estimated revenues plus budgeted use of fund balance must equal budgeted expenditures.

Benchmark

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

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

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

Capital Assets

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

Capital Budget

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

Capital Improvements

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

Capital Improvements Plan (CIP)

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.

City Consolidation District (CCD)

A separate taxing district created to pay for the career firefighters in the Norwich Fire Department.

Community Development Block Grant (CDBG)

The Community Development Block Grant program is funded by the Department of Housing and Urban Development of the Federal Government.

Contingency

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

Consumer Price Index (CPI)

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.

Contractual Services

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

Debt Service

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

Deficit

The excess of an entity's expenditures over revenues during a single fiscal year.

Department

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

Depreciation

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

Disbursement

Expenditure of monies from an account.

Division

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

Encumbrance

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

Enterprise Funds

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

Estimate

A general calculation or judgment based on historical data or previous performance.

Expenditure

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

Expense

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

Fiduciary Fund

A category of funds used to report assets held in a trust or agency capacity for others and, therefore, cannot be used to support the government's own programs.

Fiscal Year (FY)

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 (FTE)

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.

Generally Accepted Accounting Principles (GAAP)

Uniform minimum standards for financial accounting and recording, encompassing the conventions, rules and procedures that define accepted accounting principles.

Governmental Accounting Standards Board (GASB)

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 (GO 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 October 1st. 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.

Local Capital Improvement Program (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.

Major Fund

Governmental or enterprise fund reported as a separate column in the basic fund financial statements and subject to a separate opinion in the independent auditor's report.

Minimum Budget Requirement (MBR)

A formula calculated under state guidelines which sets a minimum amount by which the board of education may fund the programs.

Mill Rate

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

Modified Accrual Accounting

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

Net Grand List

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

Non-Recurring

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

Object Code

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

Ordinance

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

Organization Chart

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

Pay-As-You-Go Basis

A term used to describe a financial policy by which capital outlays are financed from current revenues rather than through borrowing.

Performance Measure

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

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

Payment in lieu of taxes (PILOT)

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.

Proprietary Fund

Funds which focus on the determination of operating income, changes in net position, financial position, and cash flows. These accounting and reporting for these funds are similar to for-profit entities.

Property Rehabilitation 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.

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.

Town Consolidation District (TCD)

A separate taxing district which pays for the contributions to the Volunteer Firefighters' Relief Fund, the volunteer tax abatements, and workers' compensation costs for the individuals who volunteer at the East Great Plain, Laurel Hill, Occum, Taftville, and Yantic fire departments.

Unrestricted Fund Balance (UFB)

The excess of a governmental fund's assets over its liabilities and reserved fund balances.

Unfunded Mandate

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

Volunteer Firefighters' Relief Fund

This provides a retirement benefit for qualified volunteer firefighters who meet the criteria. This applies to taxpayers in all of the five areas served by the volunteer fire companies.