



City of Norwich, Connecticut

City Council's Adopted Budget

Fiscal Year 2023-2024

Approved June 12, 2023

"Metamorphosis" at 59 Broadway by mural artist, Carlos Alexis Rivera , from Norwich Street Art Collective.

Cover photo by Jacquie Barbarossa, Executive Assistant to the City Manager

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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, 2022

Christopher P. Morill

Executive Director

ORDINANCE 1843
ADOPTED 6/12/2023
PUBLISHED 6/16/2023

AN ORDINANCE RELATIVE TO THE APPROPRIATIONS FOR THE CITY OF NORWICH AND THE CITY AND TOWN CONSOLIDATION DISTRICTS OF SAID CITY FOR FISCAL YEAR 2023-24.

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, 2023 and ending June 30, 2024 to wit:

	2021-22 Budget	2022-23 Budget	2023-24 Adopted
City Council	408,622	438,638	480,797
City Manager	424,267	440,278	462,771
Finance	1,804,792	1,948,002	2,052,253
Assessor	479,656	540,821	576,628
City Treasurer	296,705	308,709	383,442
Law	439,000	439,000	439,000
Human Resources	637,636	660,687	736,822
City Clerk	548,235	533,103	562,994
Planning & Neighborhood Services	1,189,146	1,262,181	1,412,841
Election	160,655	169,122	195,229
Police	18,365,141	18,375,503	19,216,092
Fire - Central	2,306,027	2,361,185	2,533,284
Emergency Management	72,840	75,661	76,574
Fire - East Great Plain	154,996	165,433	173,840
Fire - Laurel Hill	83,221	86,732	92,377
Fire - Occum	92,300	100,168	111,538
Fire - Taftville	173,968	176,038	177,780
Fire - Yantic	160,383	171,874	189,873
Public Works	11,155,301	12,262,739	12,905,195
Human Services	2,221,289	1,951,288	2,049,380
Education	86,346,105	86,803,758	89,473,852
Debt Service	3,907,535	3,558,554	4,296,599
Miscellaneous	5,586,522	5,797,256	6,116,514
City Consolidation District	8,231,074	8,117,604	8,482,180
Town Consolidation District	505,129	487,256	527,195
TOTALS	145,750,545	147,231,590	153,725,050
General Operations	44,103,547	45,524,131	48,172,689
Debt Service	3,907,535	3,558,554	4,296,599
Capital Improvements	2,657,155	2,740,287	2,772,535
Education	86,346,105	86,803,758	89,473,852
City Consolidation District	8,231,074	8,117,604	8,482,180
Town Consolidation District	505,129	487,256	527,195
TOTALS	145,750,545	147,231,590	153,725,050

**AN ORDINANCE CONCERNING THE TAX LEVIES ON THE
LIST OF OCTOBER 1, 2022**

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

Section 1. On the City Assessment list of October 1, 2022 a tax of forty-one and eighty-five hundredths (41.85) 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, 2022, a tax of thirty-seven hundredths (0.37) 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, 2022, a tax of six and seventy-nine hundredths (6.79) 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, 2022, 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, 2023, and payable on said date in whole or in equal installments from that date, namely on July 1, 2023 and January 1, 2024, except that any tax of less than one hundred dollars shall be due and payable on July 1, 2023. If the first installment is not paid on or before August 1, 2023 or if the second installment is not paid on or before February 1, 2024, 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, 2023. If the payment is not paid on or before August 1, 2023 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.



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Budget Message

June 16, 2023

Introduction

The City of Norwich budget for fiscal year 2023-24 was adopted by the Norwich City Council at its June 12, 2023 meeting. Here is a summary of changes which were made after the City Manager proposed his budget on April 3, 2023.

May 1, 2023 Tentative Adoption of the Budget

The Norwich City Council tentatively adopted a budget with the following changes which decreased the mill rates in the General Fund and CCD:

- Accepted \$1,217,595 increases in net General Fund revenue estimates.
- Accepted \$400,000 increase in CCD revenue estimates from ARPA.

May 5, 2023 – Update Grand List

I updated the October 1, 2022 grand list numbers with the Board of Assessment Appeals adjustments and a correction to the TCD motor vehicle figures. The net impact of these updates decreased the General Fund mill rate.

May 15, 2023 – Bargaining Unit Contracts Settled

The Norwich City Council amended the tentatively adopted budget for the ratification of the bargaining unit contracts for City Hall Employees and Public Works Employees. These changes had no net impact on expenditures or mill rates.

June 12, 2023 – Amendment and Adoption

The Norwich City Council amended and adopted the 2023-24 budget with the following changes, the net impact of which increased the General Fund mill rate:

- Increased revenue estimate for PILOT grant by \$171,704 for the increase included in the State’s adopted 2023-25 biennial budget.
- Increased BOE funding by \$500,000

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

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 2023-24 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

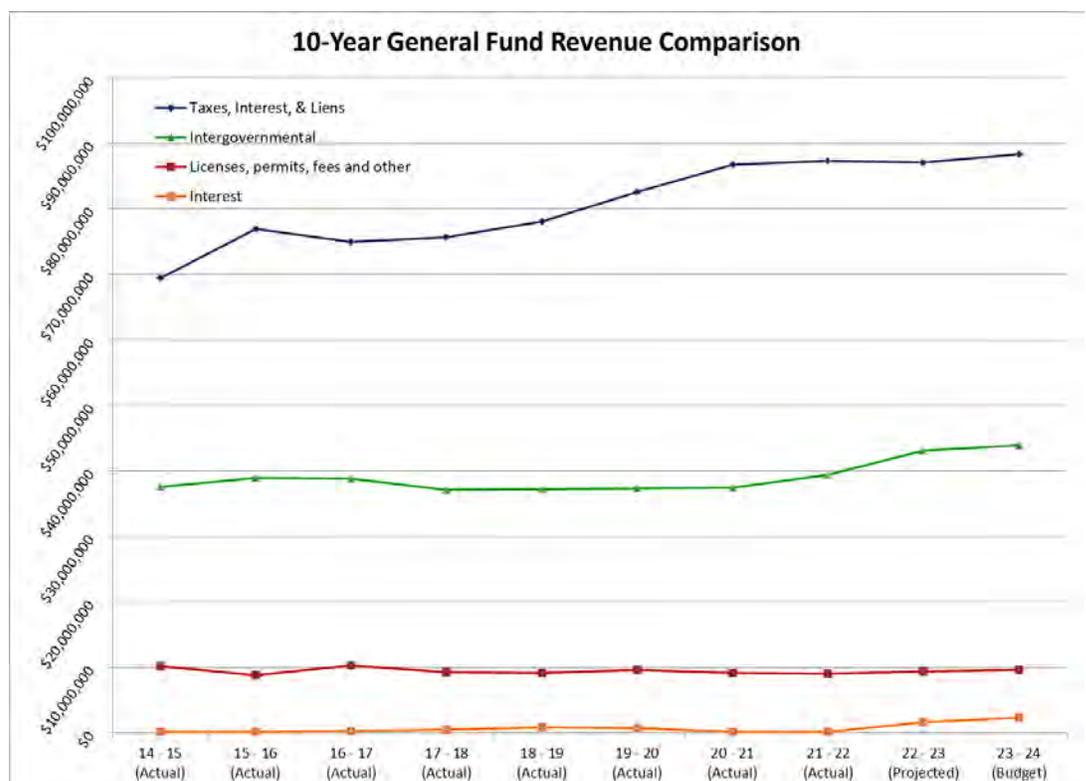
Property Taxes, Interest, and Liens

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, 2022 collectable grand list increased by \$43.2 million, or 2.11%, to \$2.09 billion. This is another year with a substantial increase. 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 Board of Assessment Appeals heard appeals in April.



The current statutes cap the mill rate on the \$283 million of motor vehicles assessed value at 32.46 mills.

Intergovernmental

Federal American Rescue Plan

The City's General Government received an allocation of \$28.8 million from the American Rescue Plan (ARPA). \$1,000,000 of ARPA funds are used to offset increases in City Consolidation District costs for fiscal year 2023-24. Also, some positions are funded for a portion or all of fiscal year 2023-24, as detailed below under Staffing & Service Levels.

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 maintains the motor vehicle tax cap at 32.46 mills with shared revenues intended to offset municipalities' loss in motor vehicle tax revenues. For Norwich, this reimbursement is \$2.9 million of the total revenue estimate of \$4.3 million in the Shared Revenues in the General Fund. As an unintended consequence of how Connecticut Office of Policy & Management calculates revenue loss reimbursement, the State budget did not include revenue to offset the TCD and CCD for their respective losses in motor vehicle tax revenues related to the cap.

10% Share of Norwich Public Utilities Revenues

The payments from Norwich Public Utilities will increase by \$536,104 to \$9,113,760 for fiscal year 2023-24. NPU's gross revenues increased primarily because of an increase in gas, electric, and sewer rates. Consistent with the 2022-23 Adopted Budget, \$3,299,876 is allocated to the CCD and the remainder is allocated to the General Fund.

Interest

Because of the anticipated continued increases in interest rates by the Federal Reserve, this revenue source is projected to increase to \$2.4 million next year – the highest amount in at least the last 30 years.

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 \$2.1 million. Fringe benefits include Social Security, Medicare, health insurance, life insurance, workers' compensation, pension and other post-employment benefits (OPEB). Salaries increased by \$0.9 million. This figure does not include potential wage increases for the City Hall Supervisors and Police unions with which the City will be negotiating new contracts.

Health Insurance is estimated to increase 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] will increase by \$120,000 for 2023-24. Without the POBs, total pension cost (including

NPU, NPS, and all City departments) would have increased by \$3 million in 2022-23 and would have remained at that level for 2023-24. OPEB costs increased by \$90,000 for 2023-24.

Capital Improvements

In accordance with the Charter, the General Fund appropriation for capital improvements for 2023-24 at \$2.7 million in addition to the \$347,000 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 \$53.0 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 \$52.5 million – a 6.9%, or \$3.4 million increase from last year.

Staffing & Service Levels

General Fund

Here is a summary of ARPA-funded positions. The positions will be evaluated during fiscal year 2024-25 to determine if they will be funded by the General Fund, other available funding sources, or phased-out.

Summary of Appropriations and Prior Year Comparison				
	2022-23	2023-24	\$ Change from Prior Year	% Change from Prior Year
General Operations	45,524,131	48,172,689	2,648,558	5.82%
Debt Service	3,558,554	4,296,599	738,045	20.74%
Subtotal-General Gov't	49,082,685	52,469,288	3,386,603	6.90%
Capital Improvements	2,740,287	2,772,535	32,248	1.18%
Education	86,803,758	89,473,852	2,670,094	3.08%
Total General Fund	138,626,730	144,715,675	6,088,945	4.39%
Special Revenue Funds				
CCD Fire District	8,117,604	8,482,180	364,576	4.49%
TCD Fire District	487,256	527,195	39,939	8.20%
Norwich Public Utilities	102,472,664	110,322,748	7,850,084	7.66%
Total	249,704,254	264,047,798	14,343,544	5.74%

Department	Position(s)	Status
City Clerk	Records Clerk	Funded by ARPA through at least 6/30/2024
City Manager	Grants & Projects Manager	Not filled yet. May use ARPA funding to hire grant writers as independent contractors as needed.
Planning & Neighborhood Services	Assistant Zoning & Blight Enforcement Officer	Not filled yet. Funded by ARPA through at least 6/30/2024
Police	Three police officers	Not filled yet. Funded by ARPA through at least 6/30/2024
Norwich Fire	Fire Inspector	Funded by ARPA though 12/31/2023. Half year of funding included in this budget.
PW-Street Maintenance	Recreation Facility Maintainer	Funded by ARPA through at least 6/30/2024
PW-Fleet Maintenance	Auto Equipment Mechanic	Funded by ARPA through 3/31/2024. Quarter year of funding included in this budget.
Human Services	Two Caseworkers	Funded by ARPA through at least 6/30/2024
Human Services	Receptionist	Funded by ARPA through at least 6/30/2024
Human Services	Adult & Family Services Manager	Funded by ARPA through 4/30/2024. Two months of funding included in this budget.

This budget includes the following changes in structure and positions:

- Add 0.5 FTE in the Treasurer’s department and 0.25 FTE in the Human Resources department to allow for some overlap for training due to some anticipated retirements.
- The Recreation Division is merged into the Youth & Family Service Division to create the Youth, Family, and Recreation Division of the Human Services Department. Erin Haggan serves as the manager of this combined division.
- Add one Dispatcher in the Police department. The 2021 McGrath Fire Services Study recommended increases in staffing for emergency dispatch.

- Add Senior Center Office Coordinator and share the Receptionist position that is currently working at the Senior Center with Adult & Family Services.

City Consolidation Fire District Fund

No proposed changes in staffing.

Stadium Authority

The lease revenue from the Norwich Sea Unicorns is not adequate to cover the expenses of the Stadium. Because of this, the 2023-24 budget includes an appropriation in the General Fund of \$100,000 to transfer to the Stadium Authority to reduce the cash deficit in this fund. The cash deficit is currently over \$250,000.

Board of Education (BOE)

Under the adopted State budget the BOE will receive \$10.6 million in Alliance District funding in 2023-24 – a \$1.4 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 continue to 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 a total of \$3,324,952 was deposited for fiscal years 2020-21 and 2021-22. The NPS anticipates using approximately \$2 million of this nonlapsing account to cover a shortfall in 2022-23 caused primarily by special education costs.

The BOE requested a budget of **\$92,865,737** which is a 6.98%, or \$6.1 million increase over fiscal year 2022-23. The adopted City budget includes an increase in local funding for the BOE's General Fund operating budget this year of 3.08% to **\$89,473,852** – a \$2,670,094 increase.

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 approved 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

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

	General Fund (GF)	Fire Districts		Combined	
		Town Consolidation District (TCD)	City Consolidation District (CCD)	GF + TCD	GF + CCD
Adopted 2023-24	41.85	0.37	6.79	42.22	48.64
Adopted 2022-23	41.83	0.35	6.65	42.18	48.48
Change	0.02	0.02	0.14	0.04	0.16
Percent Change	0.05%	5.71%	2.11%	0.09%	0.33%

Motor Vehicles

The adopted State budget maintains the 32.46 mill cap on motor vehicle taxes. An amount equal to the TCD mill rate (0.37) will be levied for the TCD and CCD motor vehicles and the remainder of the 32.46 mill cap will be levied for the General Fund (32.09) because of the way the Connecticut Office of Policy & Management calculates revenue loss reimbursement.

Norwich Public Utilities

The budget adopted by the Public Utilities Board of Commissioners includes revenue of \$112 million. Any rate changes would be developed from a detailed Cost of Service Study which includes analysis of any rate adjustments that may be necessary for all four utilities, weather-normalized sales, and anticipated load growth.

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 1.5%.
- Revenue from State grants will increase by 0.5% each year.
- Investment income will decrease to \$1,000,000 in FY2025 and then increase by 1% each year thereafter.
- Most other revenues will increase 1% to 2%.

Expenditure Assumptions:

- Most categories of expenditures increase at 2 - 3%.
- Debt service – layered in existing authorized but unissued debt; including the \$385 million School Construction Program. It assumes bond issues of the following amounts in the next five years:

FY2024 \$10 million	FY2025 \$20 million	FY2026 \$20 million	FY2027 \$25 million	FY2028 \$30 million
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- Certain fringe benefits (payroll taxes, pension, workers' compensation, life insurance, perfect attendance pay, and unemployment) are indexed according to increases in salaries.
- Health insurance – 5% increases each year.
- OPEB – based on the projections provided by Milliman in its 2021 actuarial valuation report.
- Capital budget –2% of the prior year General Fund operating budget.

	Budget FY2023	Budget FY2024	Projected FY2025	Projected FY2026	Projected FY2027	Projected FY2028	Projected FY2029
Revenues (excluding current RE and PP tax levy)							
Taxes/interest/liens	12,014,458	13,005,712	13,204,375	13,991,867	14,627,667	15,310,992	16,110,102
Licenses & Permits	612,900	886,000	894,860	903,809	912,847	921,975	931,195
Federal Grants	1,000,000	-	-	-	-	-	-
State Grants	41,645,219	43,890,494	44,509,946	44,732,496	44,956,158	45,180,939	45,406,844
Other Intergovernmental Revenue	165,700	167,300	168,973	170,663	172,370	174,094	175,835
Charges for Services	1,201,000	1,303,000	1,316,030	1,329,190	1,342,482	1,355,907	1,369,466
Fines & Assessments	252,900	292,600	292,600	292,600	292,600	292,600	292,600
Investment Earnings	450,000	2,400,000	1,000,000	1,010,000	1,020,100	1,030,301	1,040,604
Rents	579,951	617,847	630,204	642,808	655,664	668,777	682,153
Other Revenues	279,538	260,091	262,692	265,319	267,972	270,652	273,359
Transfers & Other Financing Sour	5,679,651	6,253,203	6,678,267	6,811,832	6,948,069	7,087,030	7,228,771
	63,881,317	69,076,247	68,957,947	70,150,584	71,195,929	72,293,267	73,510,929
Expenditures							
Salaries	18,306,895	19,258,147	20,134,304	21,027,711	21,656,891	22,304,912	22,972,339
Fringe Benefits	14,693,592	15,820,681	16,343,217	16,800,909	17,346,025	17,919,709	18,517,738
Contracted Services	4,948,388	5,232,362	5,343,857	5,457,933	5,574,658	5,694,103	5,891,341
Materials & Supplies	1,480,732	1,600,086	1,632,088	1,664,730	1,698,025	1,731,986	1,766,624
Equipment & Furniture Maint	628,777	659,375	672,563	686,014	699,734	713,728	728,002
Vehicle Fuel & Utilities	1,933,103	2,022,236	2,062,680	2,103,933	2,146,012	2,188,933	2,232,712
Debt Service	3,558,554	4,296,599	5,063,156	6,360,759	7,908,942	10,079,281	12,678,594
Capital Budget	2,740,287	2,772,535	2,894,314	2,982,168	3,078,863	3,178,056	3,291,555
Building Maintenance	404,700	364,505	371,795	379,231	386,816	394,552	402,443
Contrib - outside agencies	1,493,944	1,714,947	1,797,246	1,831,191	1,865,815	1,901,132	1,937,156
Property & Liability Insurance	872,816	841,058	857,589	874,446	891,636	909,166	927,041
All other General City	761,184	659,292	672,278	685,524	699,035	712,816	726,872
	51,822,972	55,241,823	57,845,087	60,854,549	63,952,452	67,728,374	72,072,417
Education	86,803,758	89,473,852	91,263,329	93,088,596	94,950,368	96,849,375	98,786,363
	138,626,730	144,715,675	149,108,416	153,943,145	158,902,820	164,577,749	170,858,780
Current Levy Needed	74,745,413	75,639,428	80,150,469	83,792,561	87,706,891	92,284,482	97,347,851
Collectable Grand List	1,787,139,579	1,807,807,526	1,834,924,639	1,862,448,509	1,890,385,237	1,918,741,016	1,947,522,131
Mill Rate	41.83	41.85	43.69	45.00	46.40	48.10	49.99
Change in Mill Rate	-0.15	0.02	1.84	1.31	1.40	1.70	1.89
% Change in Mill Rate	-0.36%	0.05%	4.40%	3.00%	3.11%	3.66%	3.93%

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

- **School Construction.** The voters of the City of Norwich approved a November 2022 referendum for \$385 million to consolidate the school district's seven elementary schools into four new, larger schools on the sites of the Stanton, Moriarty, Uncas, and former Greeneville schools; either renovate-as-new or replace Teachers' Memorial School on the existing site; and renovate Huntington School as the new home for the City's adult education program and the Board of Education administrative offices. The net cost of these projects is projected to cost several million dollars less than the costs to repair the existing elementary schools. The City's local delegation was able to secure higher school construction grant reimbursement rates for the first two schools.
- **Economic Development.** The Mayor, NCDC, and City departments have been collaborating on several programs funded through ARPA and through other grant opportunities to make infrastructure improvements or incentives for developers to invest in Norwich. The following projects should gradually increase the taxable grand list by millions of dollars over the next several years:
 - 77-91 Main Street renovation – addition of residential units and commercial space in downtown.
 - Former Hale Mill – hotel development in Yantic.
 - Former Mr. Bigs - Eighth Street cannabis cultivation facility in Greeneville.
 - Naverra (fka Solar Seal) – ramping up of architectural glass production in Industrial Park.
 - Ponemah South Mill – continued mixed-use development in Taftville.
 - YMCA redevelopment – office and commercial space in downtown.
- **Pension and other postemployment benefits (OPEB).** 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 millions in net present

value savings. The City and NPS have eliminated post-employment medical benefits for new employees in most bargaining units and have funded the liabilities consistently.

- 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.

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

- Wastewater treatment plant – The upgrade to NPU's wastewater treatment plant is expected to cost approximately \$190 million and will be financed with a combination of grants and low-interests from the Connecticut Clean Water Fund, which is administered by the Connecticut Department of Energy and Environmental Protection (DEEP). NPU is currently evaluating bid information and compiling affordability information for 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 2023-24 CITY BUDGET

PURSUANT TO CHAPTER 7 OF NORWICH CITY CHARTER

TIMEFRAME	EVENT	AGENDA
Late September 2022	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 2022	Initial budget requests due	Department heads and outside agencies return their written requests, Finance Department coordinates process.
February 2023	Budget meetings on proposed requests	City Manager and Comptroller meet with department heads and outside agencies on proposed budget requests.
February 2023	Revenue projected	Comptroller calculates State revenue projections.
March 2023	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 2023	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 2023	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 2023	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 2023	Council shall act on proposed budget	The Council acts initially on the City Manager's proposed budget.
Prior to third Monday in May 2023	Second public hearing	The purpose is to listen to citizens' input on proposed budget.
No later than 2nd Monday in June 2023	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, 2023 - June 30, 2024	Budget implementation	Comptroller oversees revenues and expenditures according to the budget established by Council.
July 2024	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

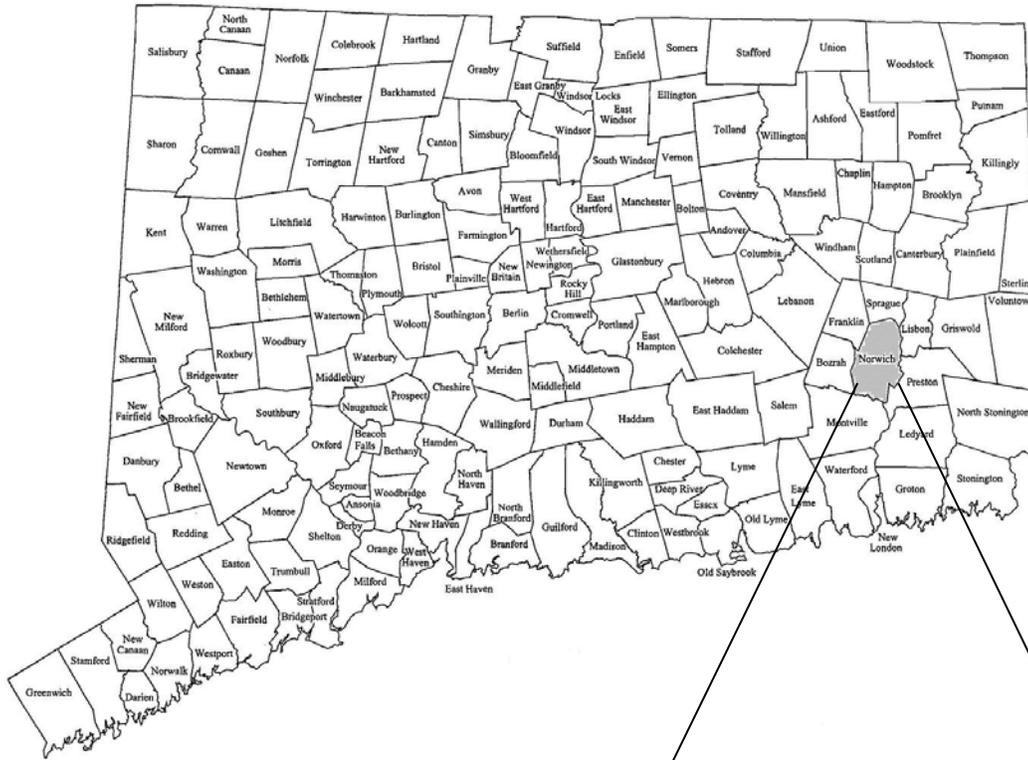
Norwich is home to a modern industrial park operated by the Norwich Community Development Corporation, a private non-profit organization. The industrial park is conveniently located close to Route 2, I-395 and other major highways. The park offers commercial and industrial sites on more than 400 wooded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

Recreation

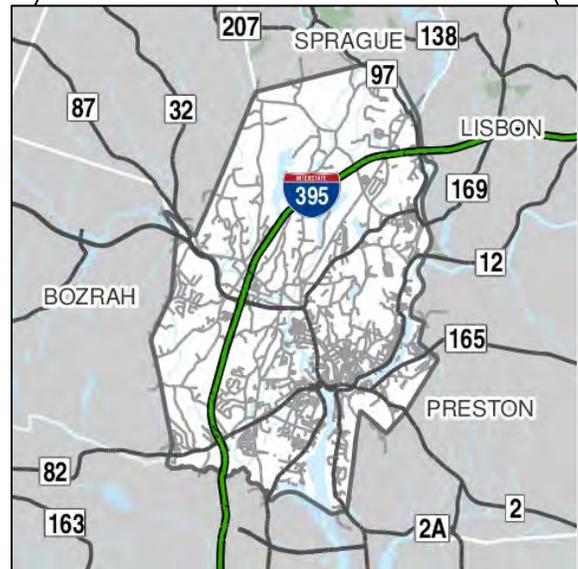
The City has the 350-acre Mohegan Park in the heart of the city. Facilities at Mohegan Park include a beach, hiking trails, rose gardens, picnic areas and two children's playgrounds. The City has several other parks, playgrounds, and recreation fields, as well as a number of fishing locations. The City 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
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	513,079
2021	40,014	3,605,597	4,773	513,615

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	8,760	21.9%	848,823	23.5%
20 - 34	8,977	22.4%	687,231	19.1%
35 - 44	4,756	11.9%	439,098	12.2%
45 - 54	4,969	12.4%	488,283	13.5%
55 - 64	5,720	14.3%	521,716	14.5%
65 - 74	4,180	10.4%	357,409	9.9%
75 and over	2,658	6.6%	262,770	7.3%
Total	40,020	100.0%	3,605,330	100.0%

Source: US Census ACS 2017-2021 DP05

Debt information

	City of Norwich			Average of 169 CT Municipalities
	Total Governmental GO Debt	Total Governmental Debt Service	Per Capita Debt	Per Capita Debt
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	2,727
2021	46,395,000	4,061,814	1,159	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 10/1/22
Computer Science Corporation	Computer Products & Services	\$33,919,980
NorwichTown Commons	Shopping Center	17,564,200
Bob's Discount Furniture	Retail Store & Distribution Center	16,727,210
Connecticut Light & Power	Energy	13,738,000
US Foods	Food Distribution	11,411,090
Norwich Realty Associates, LLC	Real Estate	11,380,600
Plaza Enterprises	Shopping Center	11,025,310
Nordson EFD LLC	Manufacturing	10,409,960
Mashantucket Pequot Tribe	Real Estate	9,895,960
Elk Thamesview LLC	Apartment Complex	9,492,990
		\$145,565,300

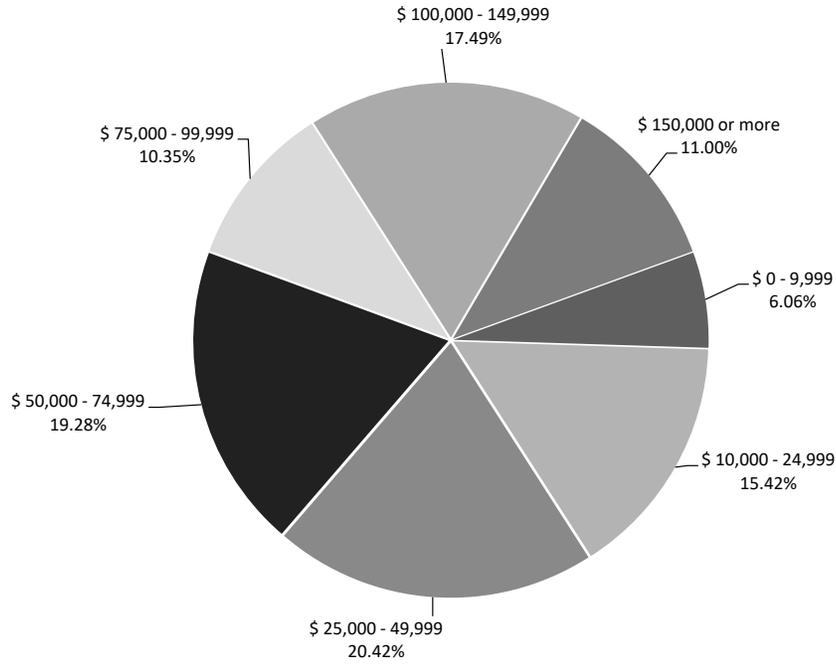
Source: Norwich Assessor

Top Employers

Name	Nature of Business	# of FTE Employees
William W. Backus Hospital	Medical Center	1,895
City of Norwich (incl. NPU & BOE)	Municipality	1,283
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.

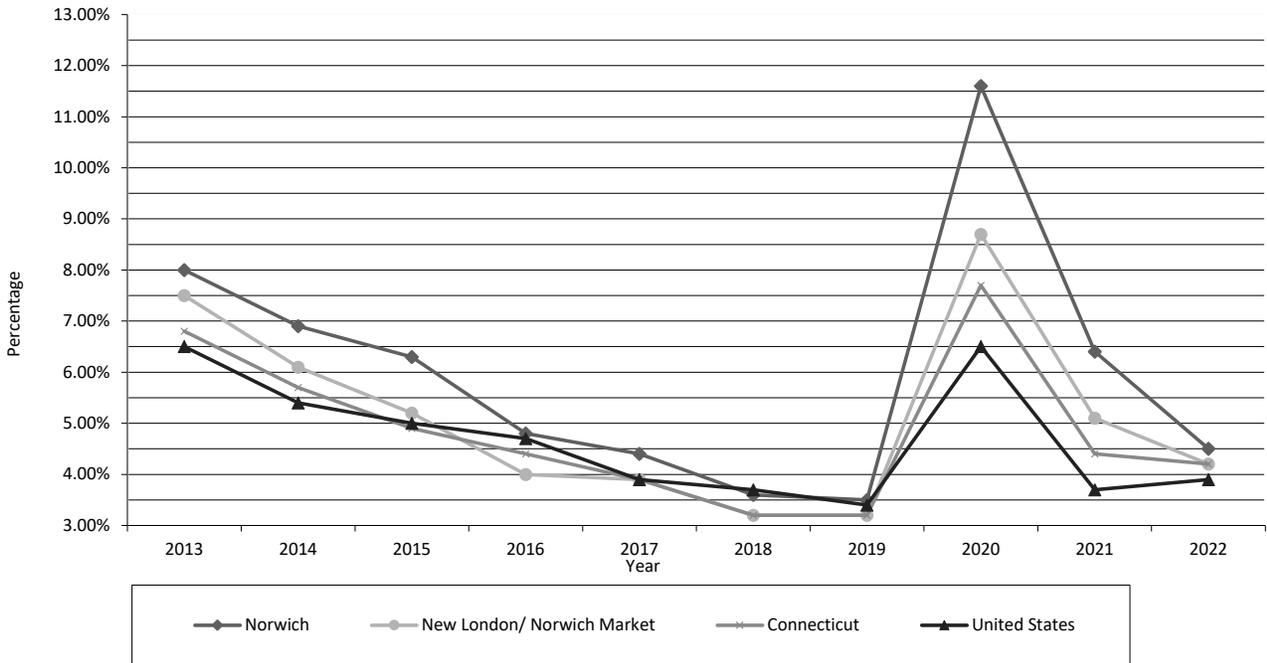
City of Norwich Family Income Distribution



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

Unemployment Percentages

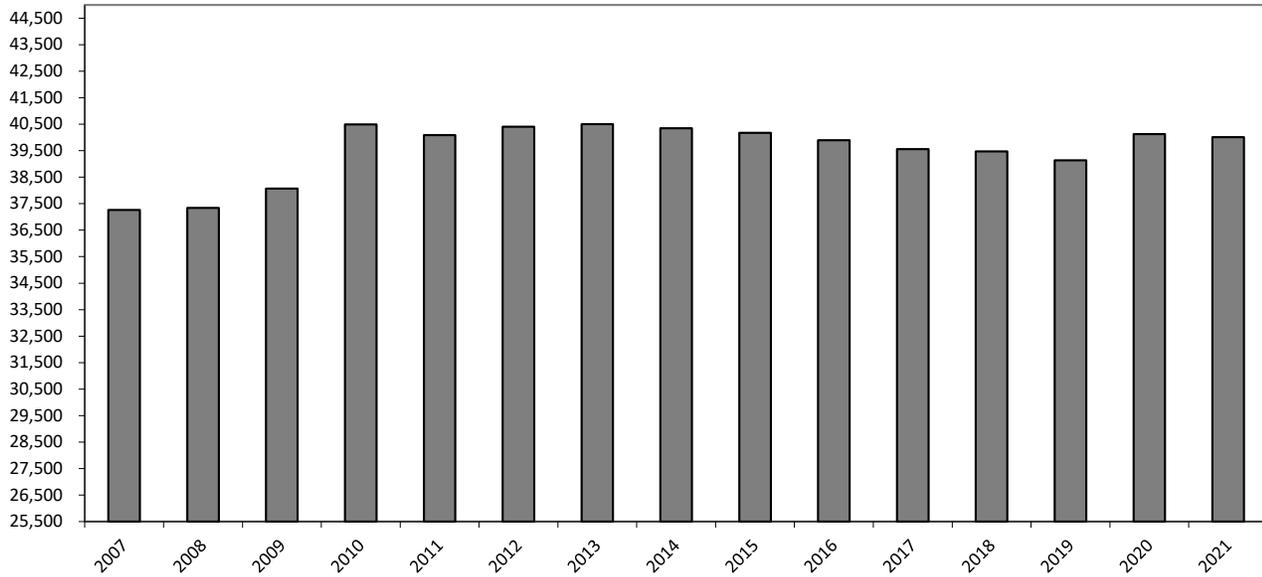
As of December 31st of each year



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

Norwich Population History - Last 15 Years

For 2020, Norwich's population was the 25th highest of the 169 Connecticut towns and cities. Norwich's population density is 1,430.8 per square mile compared to the statewide average of 744.1.



Source: State of Connecticut Department of Public Health

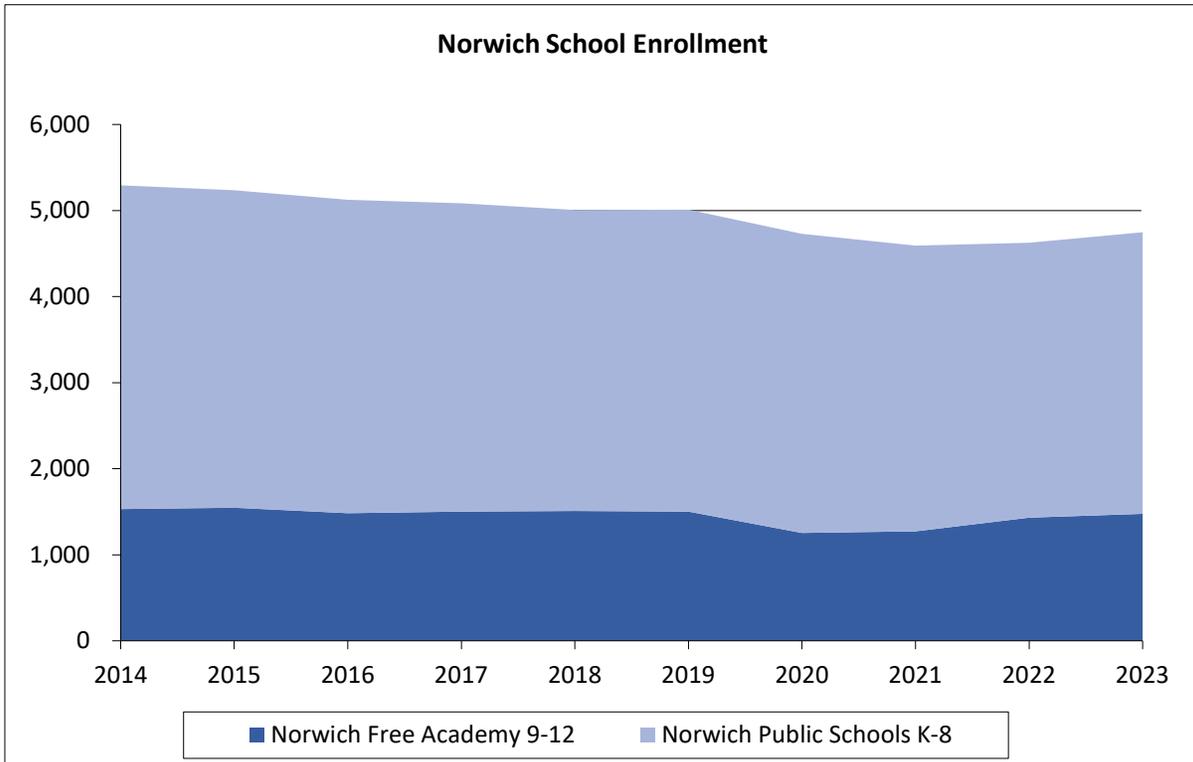
Norwich Births



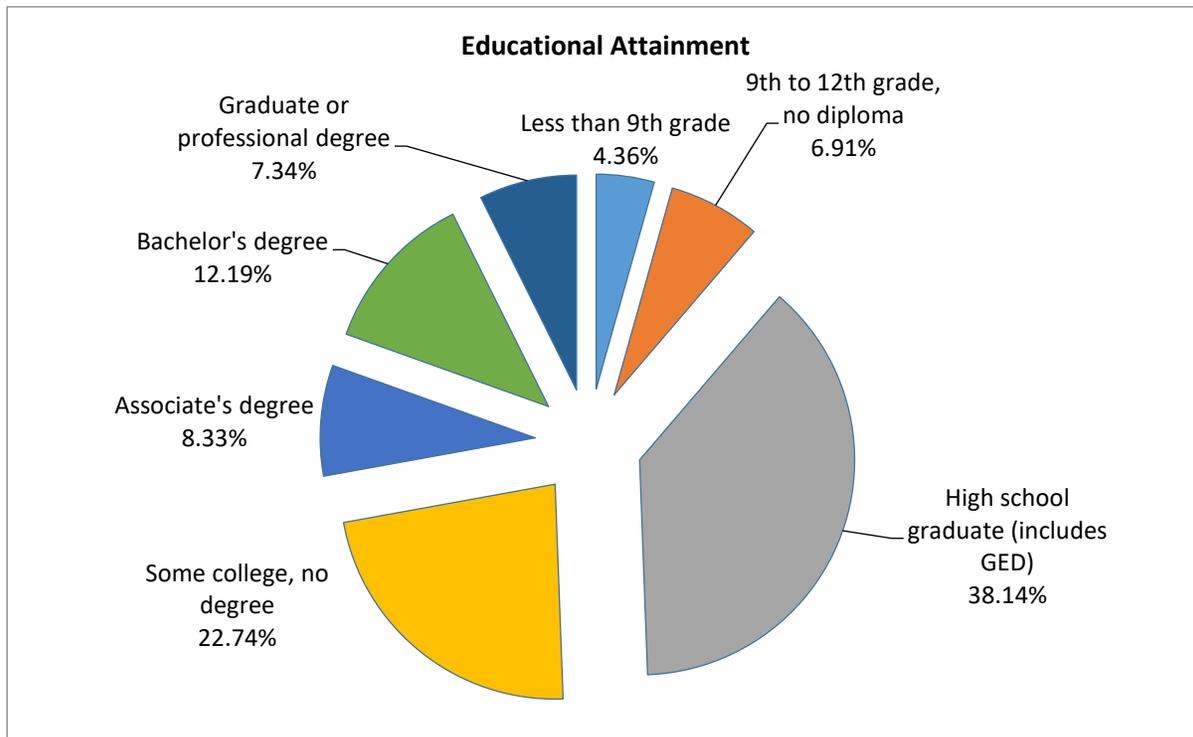
Source: Norwich City Clerk

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.

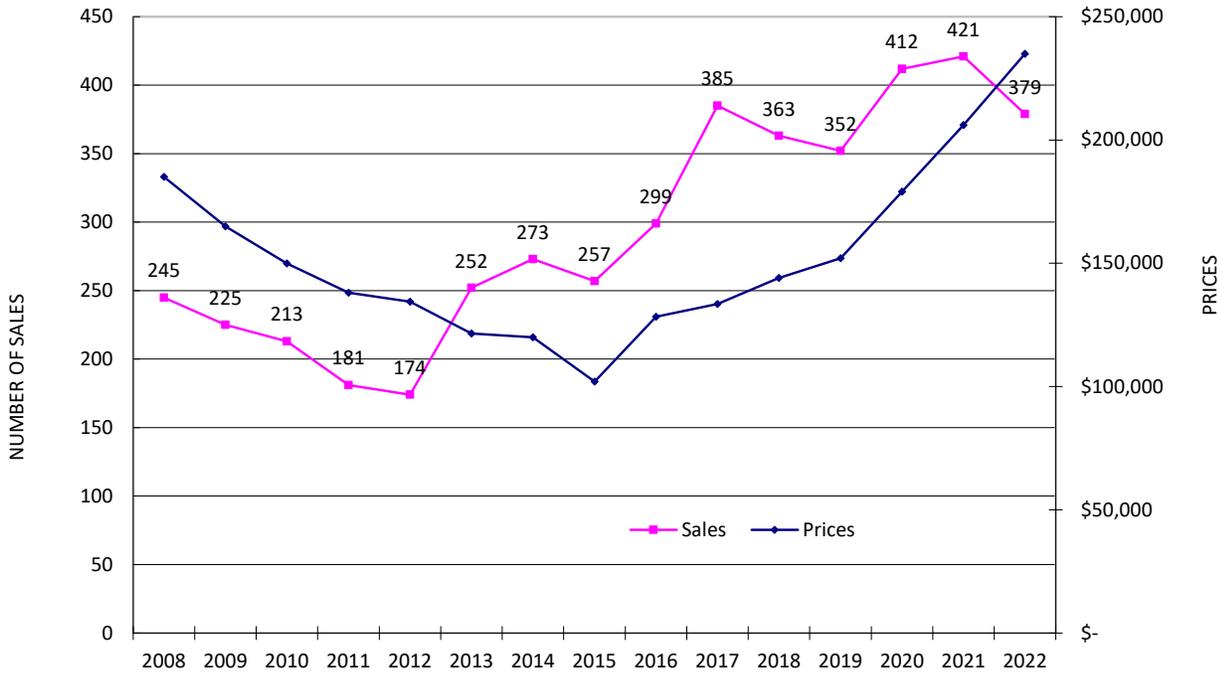


Source: Norwich Public Schools

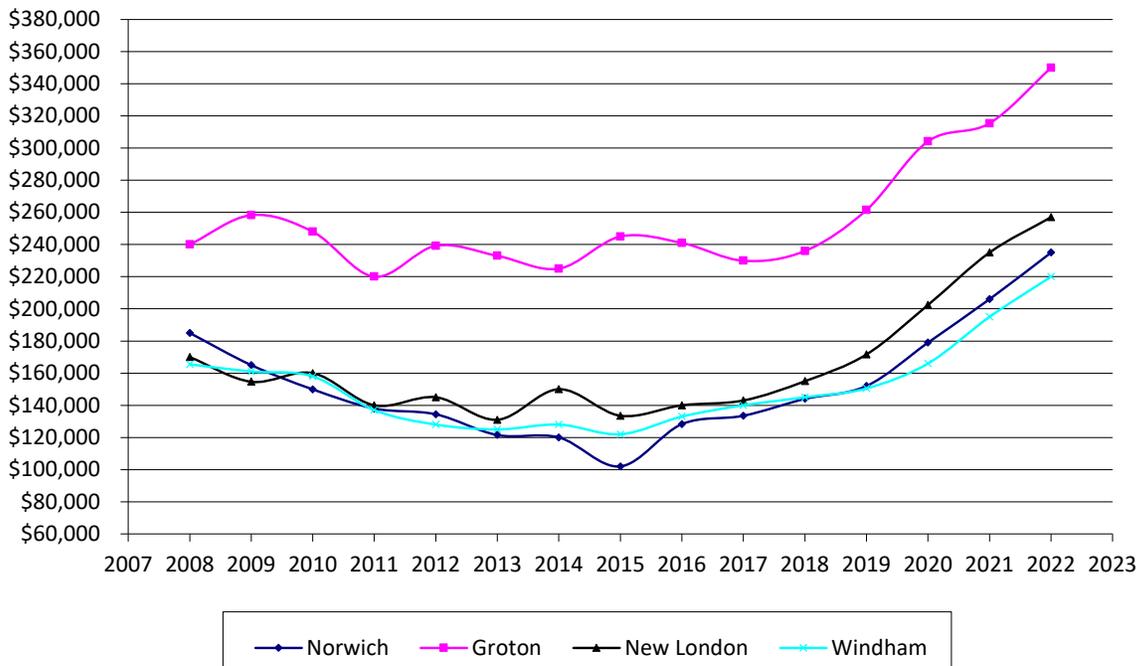


Source: 2017-2021 American Community Survey 5-Year Estimates (DP02)

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
William L. Nash (R) *	2 Years	12/5/23
Grant Neuendorf (R)	2 Years	12/5/23
Swarnjit Bhatia Singh (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	3/1/28
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

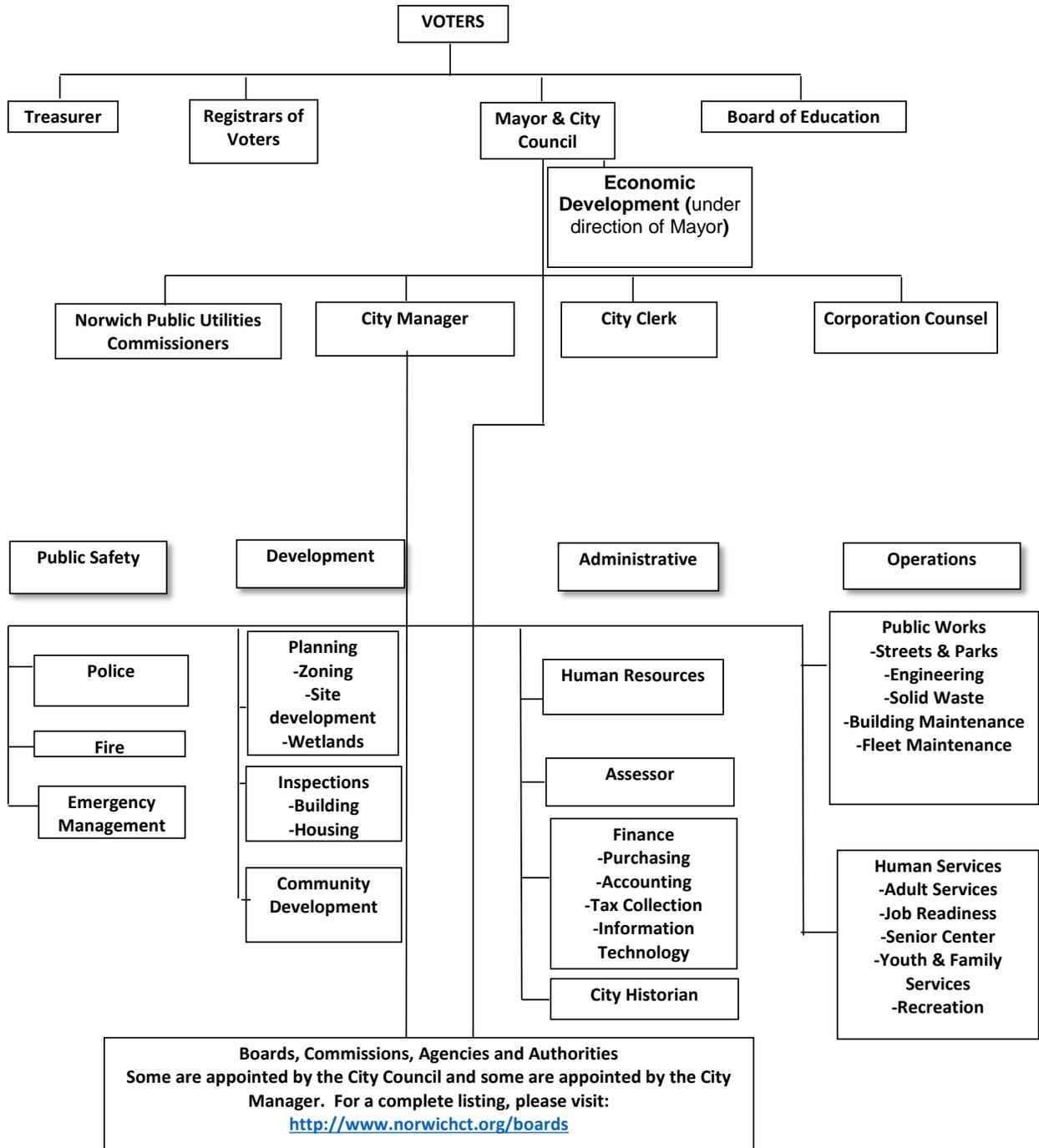
* William Nash won a special election in May 2023 to serve the remainder of the term of Derell Q. Wilson who resigned in January 2023 after he was elected to the Connecticut House of Representatives.

** Joshua Chapman resigned from the Board of Education in June 2023. A replacement has not been appointed as of the date of this printing.

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	Kate Milde	(860) 823-3778
LAN Supervisor	Raymond LaRose	(860) 859-4404
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
Senior Center Manager	Michael Wolak	(860) 889-5960
Superintendent of Schools	Dr. Kristen Stringfellow Ed.D.	(860) 823-6284
Youth, Family & Recreation 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 blue.

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 ACFR?	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
					BOE Nonlapsing Fund	No	
					Education Grants	Yes	
					Education Programs	No	
					School Lunch	No	
					Cannabis Taxes	No	General government
					Economic Development Programs	No	
					General Government Grants & Programs	Yes	
					Parking Commission	No	
					Pension Reserve Fund	No	
					Sachem Fund	No	Public safety
					City Consolidation District	No	
					COPS/Byrne Grant	No	
					Dog License	No	
					Fire Grants	No	
					Police Asset Forfeiture	No	Public works
					Police Grants	No	
					Town Consolidation District	No	
					Brown Park	No	
					Mohegan Park	No	
					Sidewalk Assessments	No	Social services
					Community Development	No	
					Lead Paint	No	
			Opioid Settlement	No			
			Property Rehab Revolving Loan	No			
			Recreation Grants & Programs	No			
			Senior Citizens Programs	No			
Social Services Grants	No						
Youth Services Grants	No						
Debt Service	Financial resources set aside for principal and interest expenditures	Debt Service	No	Debt service			

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 ACFR?	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, they advise 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; which includes outstanding debt as well as authorized, but unissued debt; summarizes the City's debt limitations projected to June 30, 2023.

Type of Debt	Multiple	Limitation	Total Indebtedness	Percent of Limit
General Purpose	2.25	203,334,750	26,339,368	12.95%
Schools	4.5	406,669,500	158,616,084	39.00%
Sewers	3.75	338,891,250	1,734,669	0.51%
Urban Renewal	3.25	293,705,750	1,647,325	0.56%
Pension Deficit	3	271,113,000	140,570,000	51.85%
Overall Debt Limit	7	632,597,000	328,907,446	51.99%

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. ***These policies were revised as a result of the passage of pension obligation bonds and the 2022 School Construction Program referendum.***

- 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 (through either referendum or upon the written request of the Comptroller, recommendation of the City Manager and approval of the City Council)
- Limitation based on assessed value - Net direct debt shall be limited to a maximum of 15% of the City's taxable assessed value. (6.183% at June 30, 2022)
- Statutory limitation - In addition, this amount of net direct debt shall be limited to a maximum of 75% 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 and AA from Moody's and Standard & Poor's, 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	7/1/2022	1/1/2022	7/1/2021
Plan Members			
Currently receiving benefits	663	513	498
Terminated vested members	50	-	-
No longer active	-	78	-
Active plan members	559	55	886
Total	1,272	184	1,384
Funding Progress			
Actuarial value of assets	\$364,998,214	\$4,204,699	\$32,671,501
Actuarial accrued liability	(376,937,895)	(6,770,677)	(60,938,972)
Unfunded accrued liability (UAL)	(\$11,939,681)	(\$2,565,978)	(\$28,267,471)
Funded ratio	96.8%	62.10%	53.60%
Covered payroll	\$45,121,423	N/A	\$61,617,418
UAL as a % of covered payroll	26.46%	N/A	53.78%
Fiscal Year 2023-24 Information			
Actuarially Determined Contribution	\$5,254,339	\$328,943	\$3,440,923
Debt Service on Pension Obligation Bonds	8,544,403	0	0
Transfer into/(from) Pension Reserve Fund	(463,913)	0	0
Total	\$13,334,829	\$328,943	\$3,440,923

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
2022	\$17,392,000	\$134,919,000	12.89%
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%

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 annual comprehensive financial report for the year ended June 30, 2021. 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.

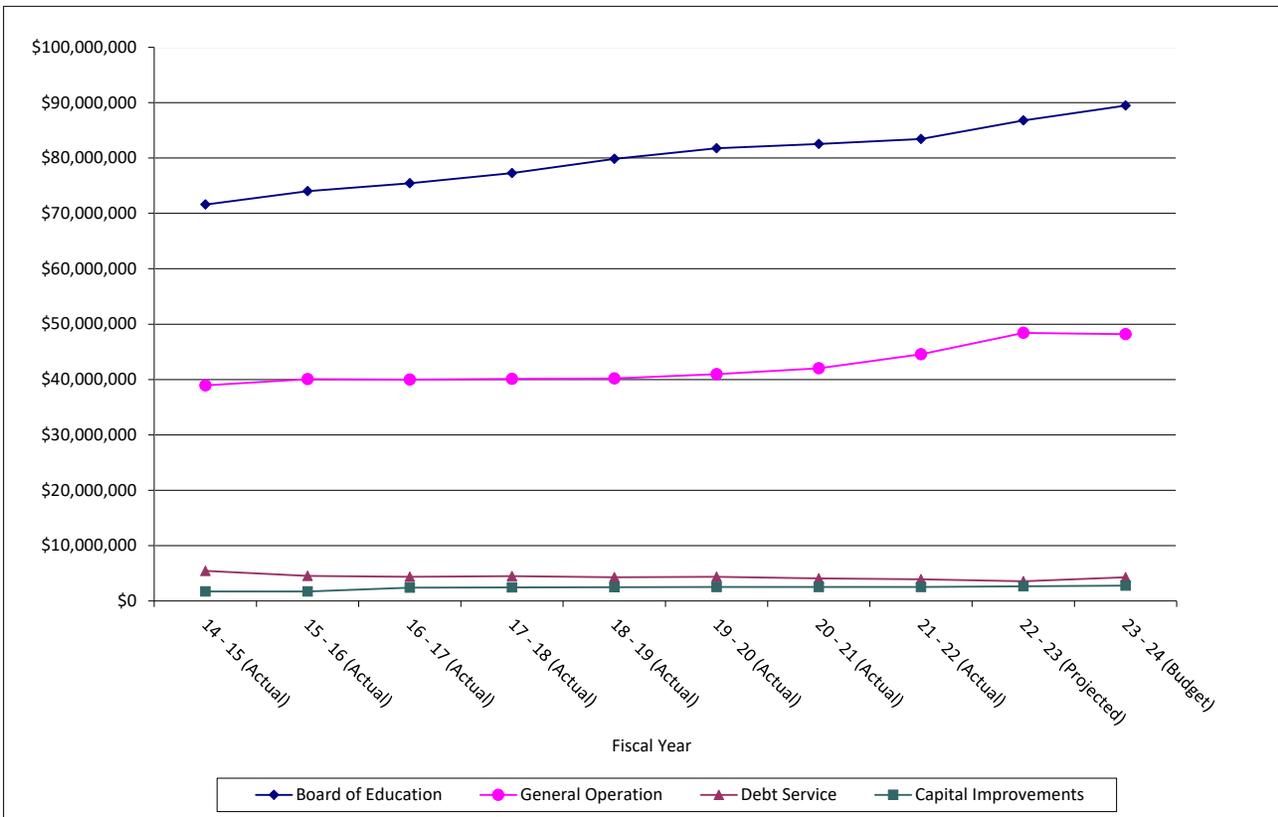
	General Fund	Town Consolidation District	City Consolidation District
<i>Calculation of Grand List, Personal Property and Real Estate</i>			
Personal Property	218,723,620	180,659,380	38,064,240
Real Estate	1,711,127,066	1,130,796,624	580,330,442
Gross Grand List, Personal Property and Real Estate	1,929,850,686	1,311,456,004	618,394,682
<i>Less: Exemptions, Credits, Etc.</i>			
Elderly Reimbursement	8,534,544	5,187,664	3,346,880
Veterans/ military exemptions	2,296,000	1,558,000	738,000
Disabled exemptions	1,150,300	754,300	396,000
Economic Dev & Mfg exemptions	73,860,844	63,111,473	10,749,371
Projected Certificates of Correction	1,000,000	800,000	200,000
Total Exemptions, Credits, Etc.	86,841,688	71,411,437	15,430,251
<i>Grand list, net of exemptions & credits</i>	1,843,008,998	1,240,044,567	602,964,431
<i>Estimated Tax Collection Percentage</i>	98.09%	98.84%	96.29%
<i>Collectable Grand List, Personal Property and Real Estate</i>	1,807,807,526	1,225,660,050	580,594,451
<i>Taxes to be Levied:</i>			
General City	11,789,304		
Board of Education	57,066,209		
Capital Improvements	2,772,535		
Debt Service	4,011,380		
Fire Districts		451,189	3,941,645
Total Tax Levy, Personal Property and Real Estate	75,639,428	451,189	3,941,645
<i>Mill Rates Required:</i>			
General City	6.53		
Board of Education	31.57		
Capital Improvements	1.53		
Debt Service	2.22		
Town Consolidation District		0.37	
City Consolidation District			6.79
Total Mill Rates Required	41.85	0.37	6.79
Last Year's Mill Rate	41.83	0.35	6.65
Change	0.02	0.02	0.14
Percent Change	0.05%	5.71%	2.11%

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

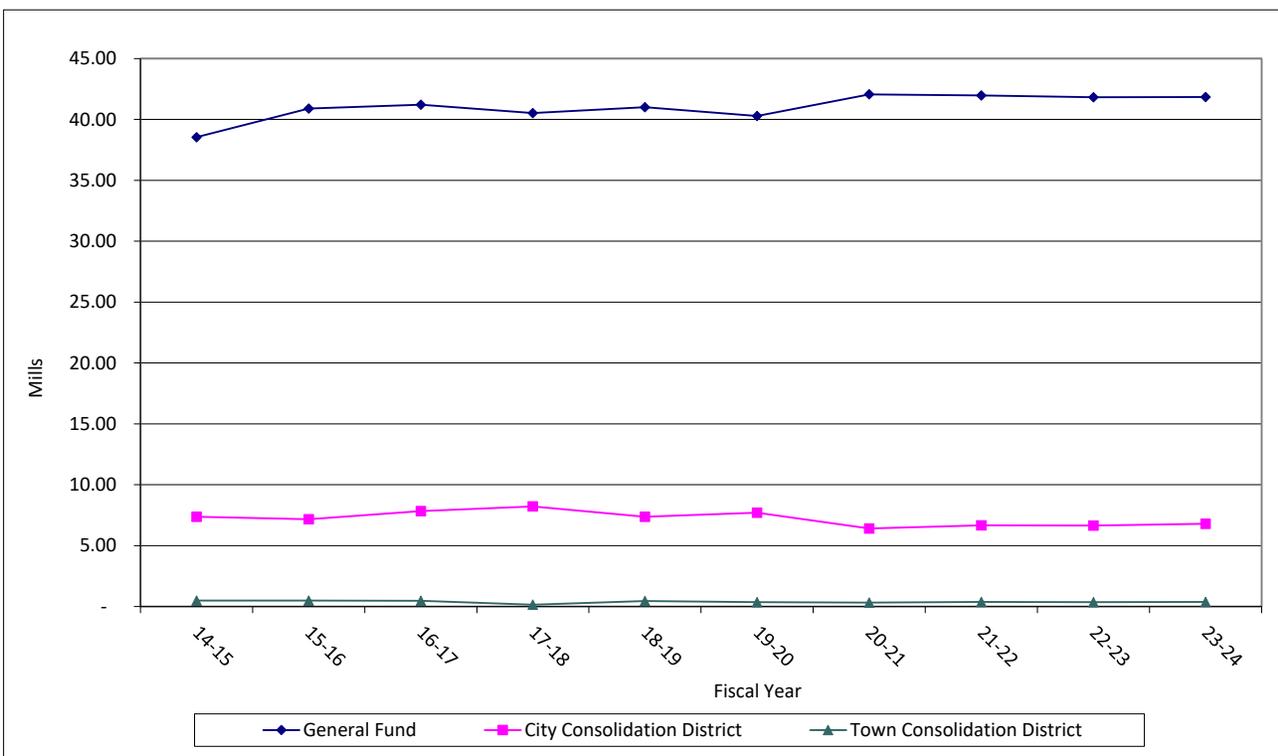
	Town Consolidation		City Consolidation
	General Fund	District	District
Motor Vehicles - July Billing	289,217,587	181,813,194	107,404,393
Motor Vehicles - Estimated January Billing	34,419,000	20,577,000	13,842,000
Projected Certificates of Correction	(1,200,000)	(700,000)	(500,000)
<i>Less: Exemptions, Credits, Etc.</i>	(7,681,499)	(5,064,335)	(2,617,164)
<i>Grand list, net of exemptions & credits</i>	<u>314,755,088</u>	<u>196,625,859</u>	<u>118,129,229</u>
<i>Estimated Tax Collection Percentage</i>	89.97%	92.79%	86.16%
<i>Collectable Grand List, Motor Vehicles</i>	<u>283,185,153</u>	<u>182,449,135</u>	<u>101,780,144</u>
Mill Rate Cap	32.09	0.37	0.37
Taxes on Motor Vehicles	9,087,412	67,506	37,659
GRAND TOTAL - COLLECTABLE GRAND LIST	2,090,992,679	1,408,109,185	682,374,595
GRAND TOTAL - CURRENT TAX LEVY	84,726,840	518,695	3,979,304

Budget Graphs & Charts

General Fund Expenditures - Ten Year Comparison



Mill Rates - Ten Year Comparison

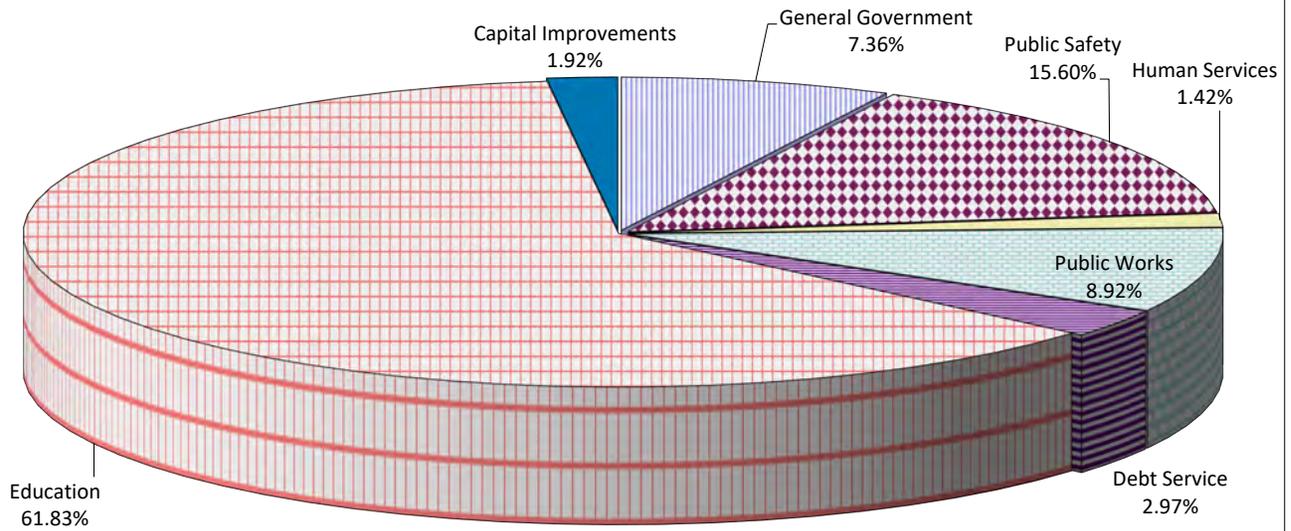


In fiscal year 2014-15, the 10/1/2013 grand list revaluation resulted in a decrease in the net grand list of \$630 million to \$1.78 billion compared to 10/1/2012.

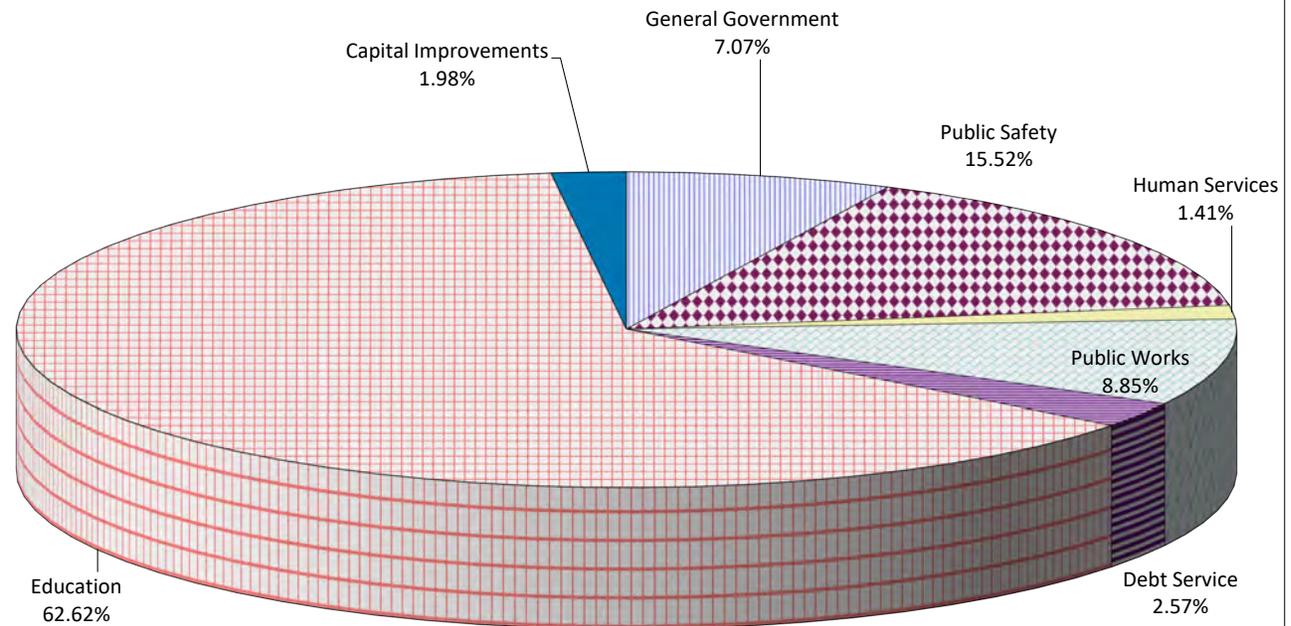
In fiscal year 2019-20, the 10/1/2018 grand list revaluation resulted in an increase in the net grand list of \$119 million to \$1.95 billion compared to 10/1/2017.

General Fund Expenditures - Two-Year Comparison

2023-24 Budget

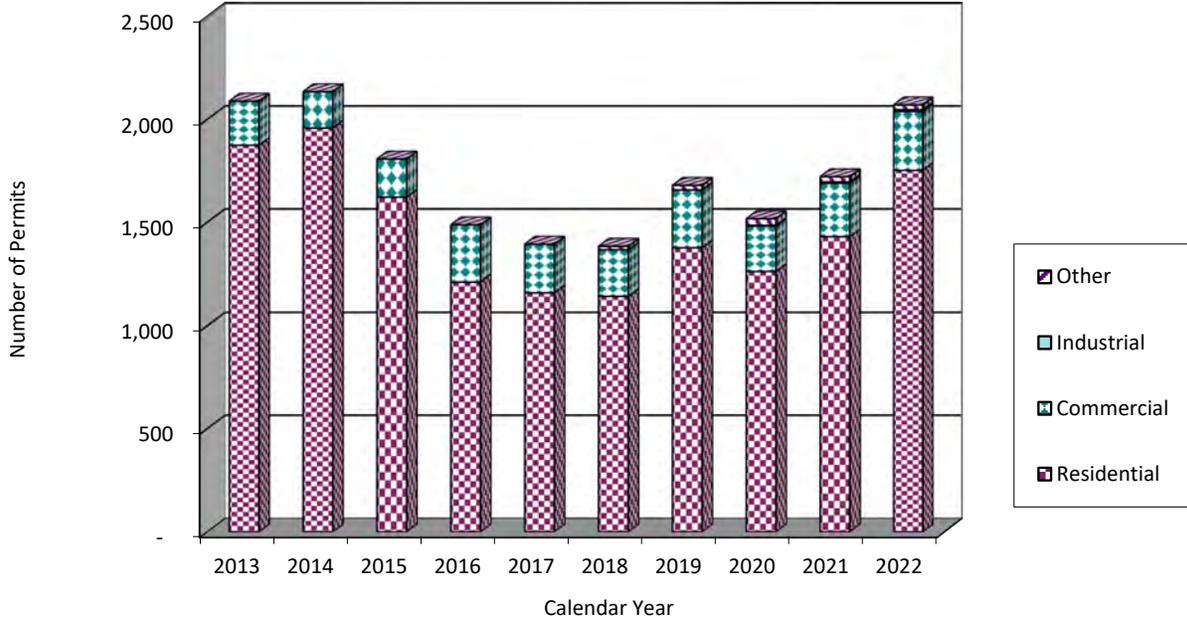


2022-23 Budget

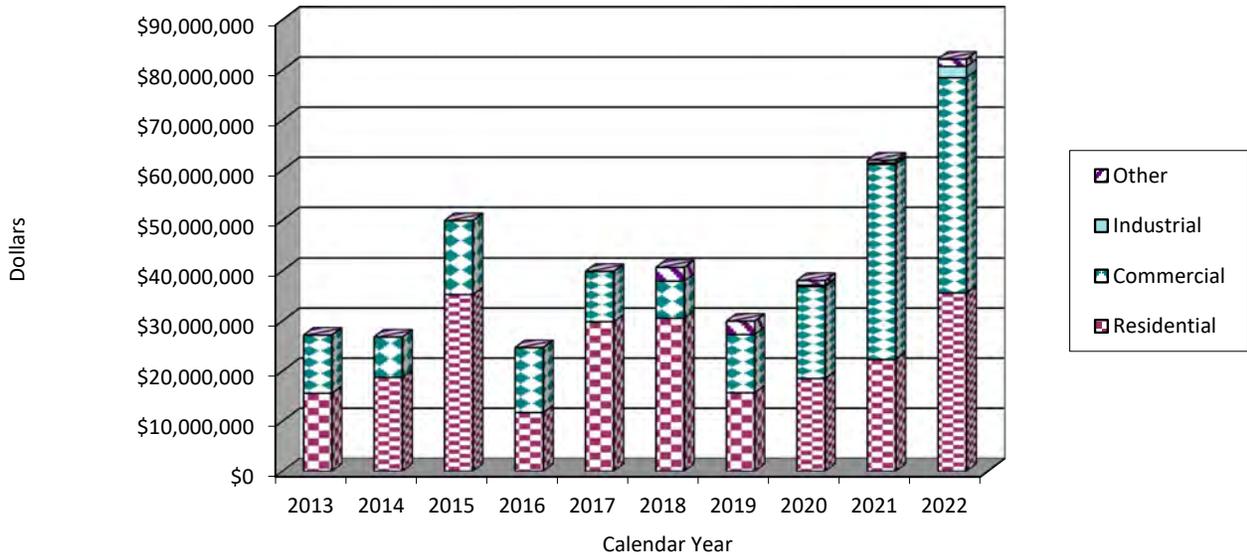


	2023-24 Budget	2022-23 Budget	Dollar Change	Percent Change
General Government	10,646,756	9,797,510	849,246	8.67%
Public Safety	22,571,358	21,512,594	1,058,764	4.92%
Human Services	2,049,380	1,951,288	98,092	5.03%
Public Works	12,905,195	12,262,739	642,456	5.24%
Debt Service	4,296,599	3,558,554	738,045	20.74%
Education	89,473,852	86,803,758	2,670,094	3.08%
Capital Improvements	2,772,535	2,740,287	32,248	1.18%
	<u>144,715,675</u>	<u>138,626,730</u>	<u>6,088,945</u>	<u>4.39%</u>

Building Permits Issued by Category



Value of Building Permits by Category

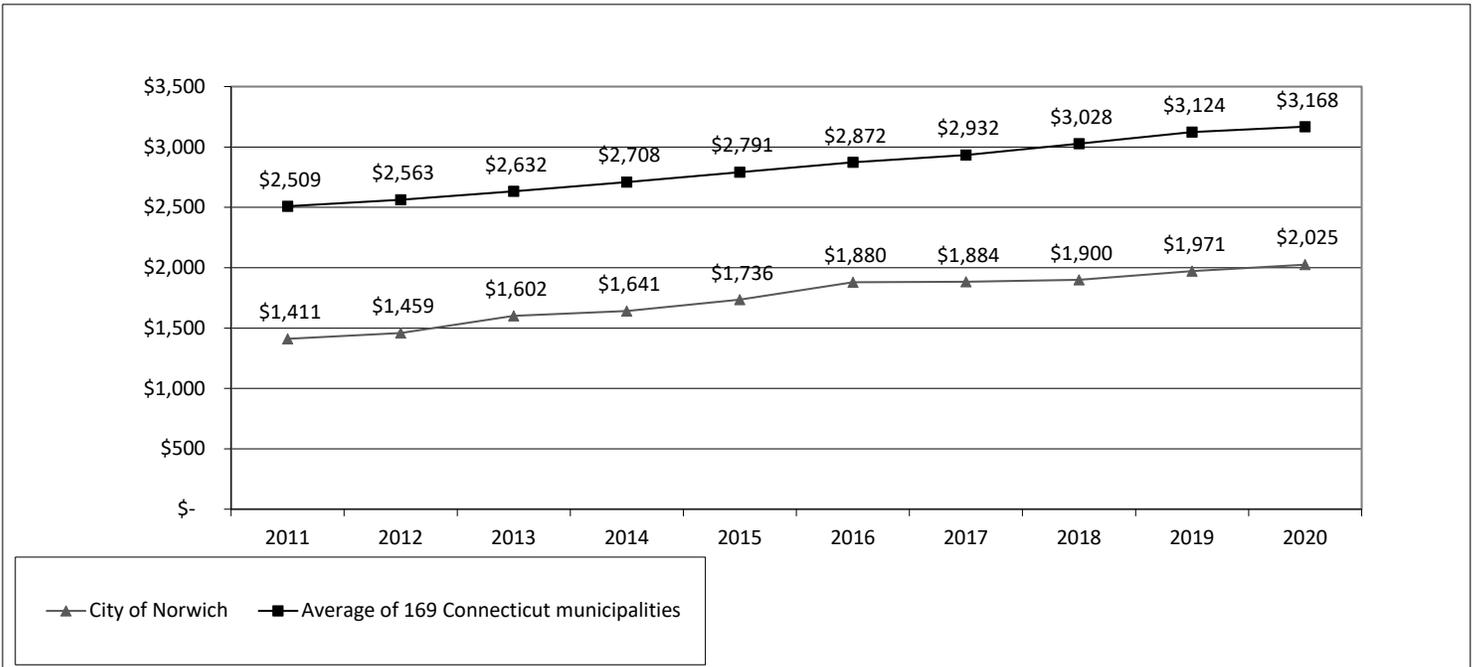


Property Tax on Residential Home in the City Consolidation District with a Market Value of \$143,900



Capital improvements	\$154	Taxes support the improvement and expansion of the city's infrastructure.
Fire	\$684	Taxes provide fire protection for residents.
Education	\$3,180	Taxes fund the Norwich Public School system.
Public Works	\$176	Taxes support maintenance of city roads, buildings, parks and vehicles and refuse and recycling collection.
General Government	\$219	Taxes support the administration of city services.
Debt Service	\$224	Taxes provide for the scheduled debt service payments from the city's long-term borrowings.
Police	\$262	Taxes provide police protection for residents.
TOTAL TAX BILL:	\$4,899	

Property Tax Revenue Per Capita



Source: State of Connecticut Office of Policy & Management's July 2022 Municipal Fiscal Indicators. The last available statistic for the Average of 169 Connecticut municipalities is for fiscal year 2020.

Full-Time Equivalent Positions Included in General Fund, CCD, and NPU Budgets

Department	22-23	23-24
General Government		
City Council	2.00	2.00
City Manager	2.00	2.00
Finance	13.00	13.00
Assessment	4.00	4.00
Treasurer	3.00	3.00
Human Resources	4.00	4.00
City Clerk	4.00	4.00
Planning & Neighborhood Services	9.00	9.00
Registrars of Voters	2.00	2.00
Police	100.00	101.00
Fire	58.68	59.68
Emergency Management	0.32	0.32
PW Street Maintenance	35.00	35.00
PW Engineering & Administration	7.00	7.00
PW Fleet Maintenance	7.00	8.00
PW Building Maintenance	9.00	9.00
PW Parking Maintenance	1.00	1.00
Senior Center	7.00	7.50
Youth, Family & Recreation Services	2.00	4.00
Human Services	3.00	4.50
Recreation	2.00	0.00
Subtotal - General Government	275.00	280.00
Board of Education	461.02	492.60
Norwich Public Utilities	151.00	152.00
GRAND TOTALS	887.02	924.60

* 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 16% from a high of 335 FTE's in 2001-02.

Board of Education - The FTE's for 2023-24 will change based on the level of funding of the BOE's other grants and guidance from the State for what purposes those grants may be expended.

Norwich Public Utilities - the staffing has been relatively stable over the years despite the expansion of the sewer, water, and gas lines.

Estimated Total Full-Time Equivalent Positions Across All Funding Sources

Fiscal Year 2023-24

	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						13.00
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	101.00			1.50		9.00	111.50
Fire	11.68	48.00				0.00	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	8.00					0.00	8.00
PW Building Maintenance	9.00						9.00
PW Parking Maintenance	1.00						1.00
Senior Center	7.50						7.50
Youth, Family & Recreation Services	4.00				1.00	2.00	7.00
Human Services	4.50					4.00	8.50
Community Development	0.00					4.00	4.00
Subtotal - General Government	232.00	48.00	0.00	1.50	1.00	23.00	305.50
Board of Education							
Elementary Education	492.60					295.65	788.25
Food Services						34.13	34.13
Adult Education						3.00	3.00
Subtotal - Board of Education	492.60	0.00	0.00	0.00	0.00	332.78	825.38
Norwich Public Utilities			152.00				152.00
GRAND TOTALS	724.60	48.00	152.00	1.50	1.00	355.78	1,282.88

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	10.00	7/1/2022	6/30/2025
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	62.40	7/1/2022	6/30/2025
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	7/1/2022	6/30/2025
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	35.00	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	150.00	7/1/2021	6/30/2024
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	34.00	7/1/2018	6/30/2022
Norwich Teachers League	NPS Teachers	412.00	7/1/2023	6/30/2026
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	7/1/2021	6/30/2024
Supervisory Employees Association , Inc. AFSCME Local 818, Council 4	NPU Supervisory and Professional Employees	49.00	7/1/2022	6/30/2025
International Brotherhood of Electrical Workers Local 457, Norwich Unit	NPU Technical and clerical workers	98.00	7/1/2022	6/30/2025
United Steelworkers of America AFL-CIO-CLC Local No. 9411-02	NPU Water distribution employees	4.00	7/1/2022	6/30/2025

Non-Bargaining Employees

General Government	15.60
Department of Public Utilities	1.00
Board of Education	115.25
	<u>1,282.88</u>

Total General Government Employees	305.50
Total Norwich Public Schools Employees	825.38
Total Norwich Public Utilities Employees	152.00
	<u>1,282.88</u>

Consolidated Debt Schedule

Description	Issue Date	Interest Rates	Original Debt	Outstanding at 7/1/2023	Principal	Interest	FY 2024 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	3,050,000	275,000	92,750	367,750	148,725	-	-	148,725	-	219,025	367,750	
Series B, Taxable	3/3/2015	2.0 - 3.0%	1,140,000	220,000	110,000	4,813	114,813	114,813	-	-	114,813	-	-	114,813	
Series A, Tax-Exempt	3/1/2016	2.00 - 2.55%	6,300,000	3,750,000	360,000	87,638	447,638	265,200	-	-	265,200	-	182,438	447,638	
Series B, Taxable	3/1/2016	2.00 - 3.00%	2,500,000	750,000	250,000	14,938	264,938	132,469	-	-	132,469	-	132,469	264,938	
Series C, Partial Refunding of 2009 Series A	10/12/2016	1.75 - 4.00%	2,925,000	1,170,000	585,000	35,100	620,100	620,100	-	-	620,100	-	-	620,100	
Series A, Tax-Exempt	3/10/2017	3.00 - 4.00%	4,450,000	3,100,000	225,000	113,975	338,975	187,502	-	-	187,502	-	151,473	338,975	
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	700,000	50,000	24,350	74,350	-	-	-	-	-	74,350	74,350	
Series A, Tax-Exempt	12/6/2018	3.00 - 5.00%	7,970,000	6,720,000	420,000	256,725	676,725	676,725	-	-	676,725	-	-	676,725	
Series A, Tax-Exempt	12/5/2019	2.00 - 5.00%	3,575,000	3,205,000	185,000	83,155	268,155	190,421	-	-	190,421	-	77,734	268,155	
Series A, Tax-Exempt	10/28/2020	2.0 - 3.0%	1,205,000	1,080,000	60,000	24,075	84,075	84,075	-	-	84,075	-	-	84,075	
Series B, Taxable refunding of 2011 Series A and 2014 Series A	10/28/2020	0.39% - 2.17%	15,920,000	11,865,000	1,275,000	162,623	1,437,623	869,869	-	-	869,869	-	567,754	1,437,623	
Pension Obligation Bonds	2/25/2022	1.38% - 3.64%	145,000,000	140,570,000	4,200,000	4,344,403	8,544,403	-	3,837,918	556,904	4,394,822	1,024,591	3,124,990	8,544,403	
Series A, Tax-Exempt	12/29/2022	4.00 - 5.00%	9,200,000	9,200,000	460,000	439,300	899,300	899,300	-	-	899,300	-	-	899,300	
			Subtotal-Bonds	188,205,000	8,455,000	5,791,244	14,246,245	4,296,599	3,837,918	556,904	8,691,421	1,024,591	4,530,233	14,246,245	
Notes															
CT CWF NOTES 495-C WWTP Digester	6/1/2013	2.00%	5,747,554	2,820,846	291,429	54,236	345,666	-	-	-	-	-	345,666	345,666	
CT CWF 625-D WWTP Design	12/31/2012	2.00%	1,864,518	875,861	95,490	16,645	112,135	-	-	-	-	-	112,135	112,135	
CT CWF 625-D1 WWTP Design	5/31/2015	2.00%	2,510,422	1,320,780	143,996	25,100	169,097	-	-	-	-	-	169,097	169,097	
DWSRF 200801-C Business Park Tank Painting & Rehab	6/30/2009	2.27%	450,000	133,125	22,500	2,788	25,288	-	-	-	-	-	25,288	25,288	
DWSRF 2010-8005 Brown/Fitch Hill Tank Rehab	3/31/2010	2.06%	144,728	47,038	7,236	901	8,137	-	-	-	-	-	8,137	8,137	
DWSRF 2010-8006 Fairview Tank Rehab	3/31/2010	2.06%	326,250	114,186	16,313	2,198	18,511	-	-	-	-	-	18,511	18,511	
DWSRF 2011-7005 Deep River Pumps, Drives, Tank Design	4/30/2014	2.00%	160,285	80,865	8,664	1,538	10,202	-	-	-	-	-	10,202	10,202	
DWSRF 2011-7006 Deep River Transmission Main Design	4/30/2014	2.00%	147,989	72,623	8,222	1,377	9,599	-	-	-	-	-	9,599	9,599	
DWSRF 2014-7027 Stony Brook DAF/Tank/Transmission Main North & South	6/30/2015	2.00%	505,762	290,813	25,288	5,584	30,873	-	-	-	-	-	30,873	30,873	
DWSRF 2014-7036 Deep River Pumps, Drives, Tank Construction	5/31/2016	2.00%	4,051,579	2,515,355	202,579	48,450	251,029	-	-	-	-	-	251,029	251,029	
DWSRF 2015-7037 Royal Oaks Water Main Extension	10/31/2016	2.00%	1,528,016	955,009	84,890	18,322	103,212	-	-	-	-	-	103,212	103,212	
DWSRF 2017-7056 Mohegan Park Tank	2/28/2019	2.00%	2,869,392	2,202,099	134,755	39,640	174,395	-	-	-	-	-	174,395	174,395	
DWSRF 2017-7072 Water AMI Meter	8/30/2019	2.00%	1,582,335	1,239,495	79,117	24,065	103,181	-	-	-	-	-	103,181	103,181	
DWSRF 2019-7081 Stony Brook Transmission Main & Sprague Interconnect	11/30/2020	2.00%	2,413,669	2,051,619	120,683	39,926	160,610	-	-	-	-	-	160,610	160,610	
DWSRF 2019-7069-2 Deep River Sand Filters & Occum Tank	12/31/2020	2.00%	2,477,090	2,105,527	123,855	40,975	164,830	-	-	-	-	-	164,830	164,830	
CT CWF 707-PD Eastside CSO Planning & Design	2/26/2021	2.00%	1,655,000	1,455,021	82,750	28,342	111,092	-	-	-	-	-	111,092	111,092	
CT CWF WWTP WWTP Design Upgrades	TBD	2.00%	TBD			103,334	38,323	141,657	-	-	-	-	141,657	141,657	
DWSRF 2019-7077 Stony Brook DAF Construction	TBD	2.00%	5,824,202	5,458,222	299,081	106,423	405,504	-	-	-	-	-	405,504	405,504	
Countryside	TBD	2.00%	TBD	TBD	16,179	4,504	20,683	-	-	-	-	-	20,683	20,683	
			Subtotal-Notes	23,738,484	1,866,361	499,338	2,365,701	-	-	-	-	-	2,365,701	2,365,701	
Capital Leases															
LED Streetlight GE Capital Financing	12/29/2017	4.25%	1,937,131	215,437	215,437	3,131	218,568	-	-	-	-	-	218,568	218,568	
Cisco Financing for IT equipment	8/19/2020	3.05%	320,968	131,387	64,695	4,057	68,752	-	-	-	-	-	68,752	68,752	
Tech Equipment	TBD	6.00%	1,279,550	1,279,550	111,422	37,002	148,424	-	-	-	-	-	148,424	148,424	
Tech Equipment	TBD	6.00%	600,000	600,000	52,247	17,351	69,598	-	-	-	-	-	69,598	69,598	
			Subtotal-Capital Leases	2,226,374	443,801	61,541	505,342	-	-	-	-	-	505,342	505,342	
GRAND TOTAL				214,169,858	10,765,162	6,352,123	17,117,288	4,296,599	3,837,918	556,904	8,691,421	1,024,591	7,401,276	17,117,288	

Summary of All Funds Subject to Appropriation

	FYE 2022 - Actual				FYE 2023 - Projected				FYE 2024 - Budgeted			
	General	SRF	NPU	Total	General	SRF	NPU	Total	General	SRF	NPU	Total
Revenues												
Taxes	87,374,475	4,676,817	-	92,051,292	87,086,204	4,527,539	-	91,613,743	88,645,140	4,704,499	-	93,349,639
Licenses & Permits	886,268	-	-	886,268	1,127,630	-	-	1,127,630	886,000	-	-	886,000
Federal Grants	478,350	-	-	478,350	1,000,000	-	-	1,000,000	-	1,000,000	-	1,000,000
State Grants	38,728,682	702,992	-	39,431,674	41,828,096	582,087	-	42,410,183	43,890,494	-	-	43,890,494
Other Intergovernmental Revenue	165,018	-	-	165,018	168,576	-	-	168,576	167,300	-	-	167,300
Charges for Services	1,317,730	-	100,859,704	102,177,434	1,295,843	-	104,354,357	105,650,200	1,303,000	-	112,142,995	113,445,995
Fines & Assessments	313,219	-	-	313,219	246,000	-	-	246,000	292,600	-	-	292,600
Investment Earnings	158,713	3,172	37,425	199,310	1,720,000	9,000	60,996	1,789,996	2,400,000	5,000	44,340	2,449,340
Rents & Royalties	602,381	-	-	602,381	652,464	-	-	652,464	617,847	-	-	617,847
Other Revenues	364,853	-	-	364,853	191,338	-	-	191,338	260,091	-	-	260,091
Other Financing Sources	5,615,663	3,299,876	-	8,915,539	5,868,821	3,299,876	-	9,168,697	6,253,203	3,299,876	-	9,553,079
Total revenue	136,005,352	8,682,857	100,897,129	245,585,338	141,184,972	8,418,502	104,415,353	254,018,827	144,715,675	9,009,375	112,187,335	265,912,385
Expenditures/ Expenses												
City Council	394,792	-	-	394,792	427,877	-	-	427,877	480,797	-	-	480,797
City Manager	423,112	-	-	423,112	439,201	-	-	439,201	462,771	-	-	462,771
Finance	1,803,078	-	-	1,803,078	1,943,401	-	-	1,943,401	2,052,253	-	-	2,052,253
Assessment	447,208	-	-	447,208	514,215	-	-	514,215	576,628	-	-	576,628
Treasurer	296,705	-	-	296,705	308,510	-	-	308,510	383,442	-	-	383,442
Law	326,876	-	-	326,876	351,000	-	-	351,000	439,000	-	-	439,000
Human Resources	608,682	-	-	608,682	659,186	-	-	659,186	736,822	-	-	736,822
City Clerk	530,104	-	-	530,104	531,473	-	-	531,473	562,994	-	-	562,994
Planning & Neighborhood Services	1,132,710	-	-	1,132,710	1,260,650	-	-	1,260,650	1,412,841	-	-	1,412,841
Registrars of Voters	142,912	-	-	142,912	245,026	-	-	245,026	195,229	-	-	195,229
Police	18,083,346	-	-	18,083,346	18,323,874	-	-	18,323,874	19,216,092	-	-	19,216,092
Norwich Fire	2,292,075	-	-	2,292,075	2,362,200	-	-	2,362,200	2,533,284	-	-	2,533,284
Emergency Management	67,806	-	-	67,806	72,841	-	-	72,841	76,574	-	-	76,574
East Great Plain VFD	145,011	-	-	145,011	165,400	-	-	165,400	173,840	-	-	173,840
Laurel Hill VFD	82,461	-	-	82,461	83,092	-	-	83,092	92,377	-	-	92,377
Occum VFD	86,703	-	-	86,703	100,300	-	-	100,300	111,538	-	-	111,538
Taftville VFD	150,130	-	-	150,130	171,698	-	-	171,698	177,780	-	-	177,780
Yantic VFD	153,869	-	-	153,869	171,732	-	-	171,732	189,873	-	-	189,873
Public Works	11,150,562	-	-	11,150,562	12,151,247	-	-	12,151,247	12,905,195	-	-	12,905,195
Human Services	2,191,938	-	-	2,191,938	1,887,303	-	-	1,887,303	2,049,380	-	-	2,049,380
Education	83,453,507	-	-	83,453,507	86,803,758	-	-	86,803,758	89,473,852	-	-	89,473,852
Debt Service	3,907,535	-	858,584	4,766,119	3,558,554	-	1,301,234	4,859,788	4,296,599	-	2,494,714	6,791,313
Miscellaneous	5,395,315	-	-	5,395,315	5,762,326	-	-	5,762,326	6,116,514	-	-	6,116,514
City Consolidation District	-	8,230,431	-	8,230,431	-	8,122,000	-	8,122,000	-	8,482,180	-	8,482,180
Town Consolidation District	-	505,129	-	505,129	-	487,256	-	487,256	-	527,195	-	527,195
Gas, Water, Electric & Sewer	-	-	100,587,002	100,587,002	-	-	92,593,775	92,593,775	-	-	98,714,274	98,714,274
Total expenditures/expenses	133,266,437	8,735,560	101,445,586	243,447,583	138,294,864	8,609,256	93,895,009	240,799,129	144,715,675	9,009,375	101,208,988	254,934,038
Other financing uses/ (sources)	-	-	8,648,304	8,648,304	-	-	8,577,655	8,577,655	-	-	9,113,760	9,113,760
Transfer to/(from) Nonlapsing BOE Fund	1,640,150	-	-	1,640,150	-	-	-	-	-	-	-	-
Capital contributions	-	-	(947,761)	(947,761)	-	-	-	-	-	-	-	-
Total resources used	134,906,587	8,735,560	109,146,129	252,788,276	138,294,864	8,609,256	102,472,664	249,376,784	144,715,675	9,009,375	110,322,748	264,047,798
Beginning fund balance/net assets	15,775,458	244,126	134,422,000	150,441,584	16,874,223	191,423	126,173,000	143,238,646	19,764,331	669	128,115,689	147,880,689
Increase/ (Decrease) in Fund Balance	1,098,765	(52,703)	(8,249,000)	(7,202,938)	2,890,108	(190,754)	1,942,689	4,642,043	-	-	1,864,587	1,864,587
Percent Change	6.97%	-21.59%	-6.14%	-4.79%	17.13%	-99.65%	1.54%	3.24%	0.00%	0.00%	1.46%	1.26%
Ending fund balance/ net assets	16,874,223	191,423	126,173,000	143,238,646	19,764,331	669	128,115,689	147,880,689	19,764,331	669	129,980,276	149,745,276
GF Fund Balance as a % of Expenditures	12.51%				14.29%				13.66%			

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.

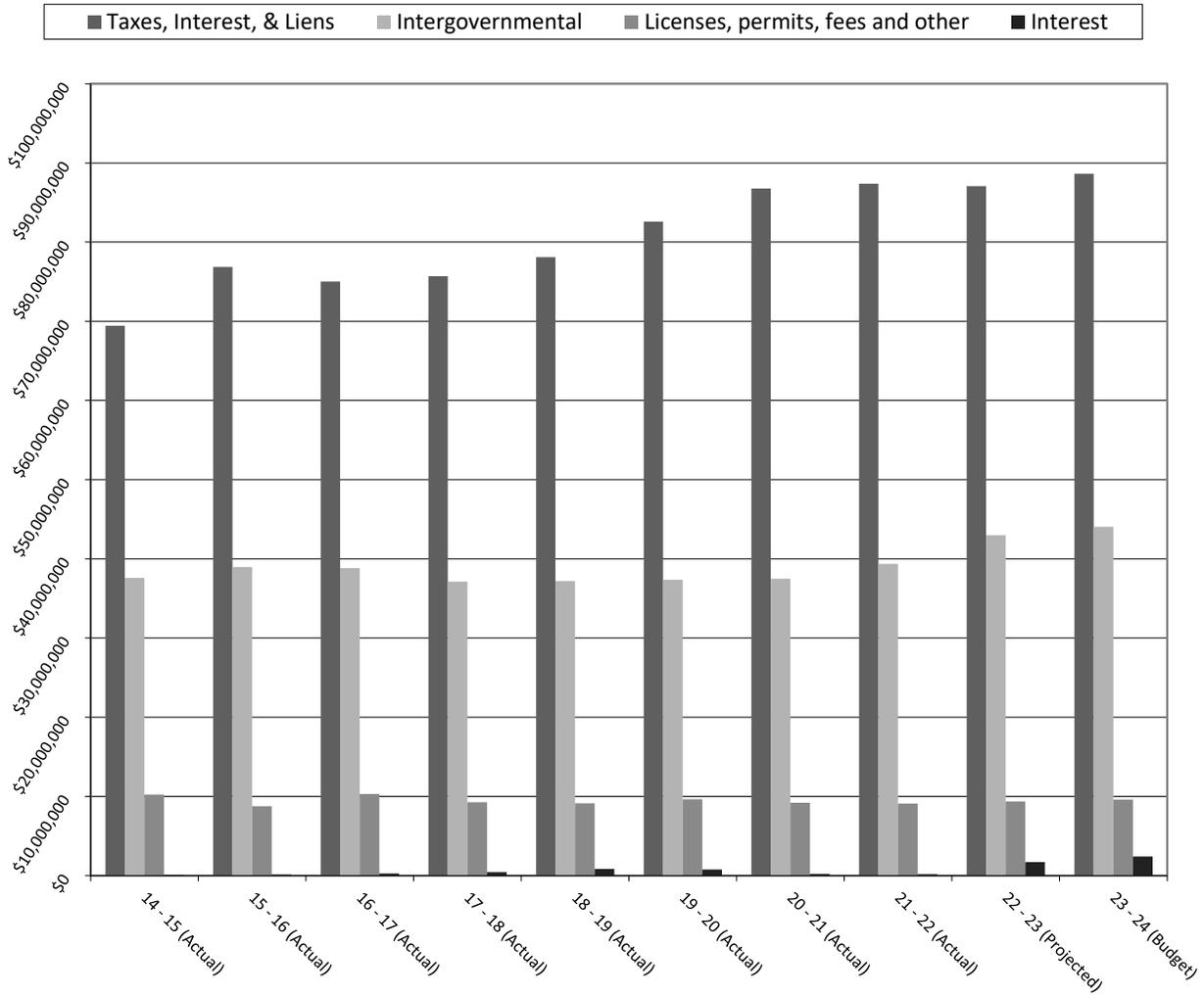
The increase in General Fund UFB in FY 2022 is due primarily to higher than anticipated building permit and conveyance tax collections.

General Fund

Summary of Revenues & Expenditures

	General City	Debt Service	Capital Improvements	Education	Total General Fund
EXPENDITURES					
Total by category	48,172,689	4,296,599	2,772,535	89,473,852	144,715,675
TOTALS	48,172,689	4,296,599	2,772,535	89,473,852	144,715,675
REVENUES					
Current Levy RE & PP	11,789,304	4,011,380	2,772,535	57,066,209	75,639,428
Taxes (other than Current Levy RE & PP)	13,005,712	0	0	0	13,005,712
Licenses & Permits	886,000	0	0	0	886,000
State Grants	11,482,851	0	0	32,407,643	43,890,494
Other Intergovernmental Revenue	167,300	0	0	0	167,300
Charges for Services	1,303,000	0	0	0	1,303,000
Fines & Assessments	32,600	260,000	0	0	292,600
Investment Earnings	2,400,000	0	0	0	2,400,000
Rents & Royalties	617,847	0	0	0	617,847
Other Revenues	260,091	0	0	0	260,091
Other Financing Sources	6,227,984	25,219	0	0	6,253,203
TOTALS	48,172,689	4,296,599	2,772,535	89,473,852	144,715,675

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, 2022, 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 %
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%
2021-22	\$ 86,344,948	\$ 83,698,370	96.9%

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 current motor vehicle property tax cap 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 Collectable	Total Collected	% Collected
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%
2021-22	\$ 4,331,120	\$ 1,379,026	31.8%

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 \emptyset

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.

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 trending downward over time.

Licenses & Permits \emptyset

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.

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 payroll costs for those deemed to be substantially devoted to COVID-19 related activities. For 2022-23 and 2023-24, this account includes a portion of American Rescue Plan funds to defray property 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	\$2,892,908	\$0	\$0
MRSA Municipal Projects	187,132	0	0
MRSA Revenue Sharing Account	915,286	0	0
Stabilization grant	210,834	0	0
Littering Fines	4,000	0	0
Nip bottle surcharge	100,000	0	0
Total	\$4,310,160	\$ 0	\$ 0

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 Ø

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.

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 Ø

Charges to haulers who register with the City to bring refuse directly to the Preston and Lisbon incinerators. The City Council adopted ordinance 1839 on April 17, 2023 which increased the rate to \$70/ton on July 1, 2023.

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 2022 to May 2023.

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.

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, 2022 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 Ø

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.

General Fund Revenues		2020-21	2021-22	2021-22	2022-23	2022-23	2023-24	2023-24	
		Actual	Budget	Actual	Budget	Projected	Proposed	Adopted	
Taxes									
10040000	41101	Current Real Estate and Personal Property	74,423,586	75,066,624	74,608,467	74,745,413	74,750,000	76,834,775	75,639,428
10040000	41103	Current Motor Vehicle Taxes	8,456,810	8,938,698	8,956,433	8,460,458	8,250,000	8,781,364	9,087,412
10040000	41105	Prior Year Levies	1,750,095	1,801,600	1,379,026	1,639,400	2,000,000	1,709,700	1,709,700
10040000	41106	Interest and Lien Fees	1,121,014	1,084,100	1,215,496	1,126,500	1,100,000	1,145,500	1,145,500
10040000	41200	Conveyance Tax	909,762	771,500	1,133,568	708,100	900,000	981,100	981,100
10040000	41300	Telecommunications Tax	103,508	98,000	81,485	80,000	86,204	82,000	82,000
		Totals	86,764,775	87,760,522	87,374,475	86,759,871	87,086,204	89,534,439	88,645,140
Licenses & Permits									
10042000	42130	Public Safety Permits	21,475	13,900	23,966	20,200	20,000	21,800	21,800
10041000	42201	Building Permits	614,297	616,700	854,100	584,000	1,100,000	806,100	856,100
10043000	42206	Road Opening Permits	3,450	2,500	2,850	3,500	2,000	2,800	2,800
10041000	42241	Hunting & Fishing Licenses	159	300	233	200	230	200	200
10041000	42251	Marriage Licenses	3,616	3,800	3,664	3,700	3,400	3,600	3,600
10041000	42261	Animal Licenses	1,194	1,200	1,455	1,300	2,000	1,500	1,500
		Totals	644,191	638,400	886,268	612,900	1,127,630	836,000	886,000
Federal Grants-Operating									
10042000	43100	Totals	0	350,000	478,350	1,000,000	1,000,000	400,000	0
State Grants									
10042000	43300	E911 Subsidy	0	0	47,472	0	124,750	189,888	189,888
10043000	43320	Town Aid Road Grant	490,906	490,000	488,527	488,527	496,535	496,535	496,535
10040000	43354	Mashantucket Pequot/Mohegan	2,360,229	2,360,229	2,360,229	2,360,229	2,360,229	2,360,229	2,360,229
10044000	43359	Youth Services Bureau	71,987	71,798	71,984	71,984	71,900	71,984	71,984
10047000	43371	Education Cost Sharing	32,430,757	33,616,543	32,306,534	32,316,543	32,087,351	32,316,543	32,316,543
10047000	43376	Health Services	117,185	110,000	103,269	104,700	52,745	91,100	91,100
10048000	43470	School Construction Grant	0	0	0	0	0	0	900,000
10040000	43500	Shared Revenues	403,257	410,966	447,406	3,415,863	3,681,791	4,310,160	4,310,160
10040000	43600	Payments in Lieu of Taxes	1,444,661	2,902,773	2,903,261	2,887,373	2,952,795	2,982,351	3,154,055
		Totals	37,318,982	39,962,309	38,728,682	41,645,219	41,828,096	42,818,790	43,890,494
Other Intergovernmental Revenue-Housing PILOT									
10040000	43901	Totals	168,352	166,000	165,018	165,700	168,576	167,300	167,300
Charges for Services									
10041000	44102	Recording Fees	206,302	162,200	219,375	148,900	180,000	201,900	201,900
10049000	44102	Land Recording Capital Improvement	12,960	11,900	14,127	12,800	13,000	13,400	13,400
10041000	44103	Planning & Zoning Fees	21,327	23,500	18,420	22,600	18,000	19,200	19,200
10041000	44104	Printing & Duplication Fees-GG	50,351	44,200	52,020	50,700	50,000	50,800	50,800
10042000	44104	Printing & Duplication Fees-PS	4,317	8,200	6,671	6,000	8,000	6,300	6,300
10041000	44105	Notary Public Fees	140	2,300	1,345	1,400	2,000	1,200	1,200
10047000	44300	Tuition Revenue	45,600	0	0	0	0	0	0
10043000	44403	Refuse Collection Fees	7,645	7,500	8,686	7,900	6,543	7,600	7,600
10043000	44404	Recycling Revenues	92,781	76,200	92,360	85,400	95,000	93,400	93,400
10043000	44405	Direct Hauler Fees	651,371	598,300	765,167	732,600	800,000	716,200	782,200
10043000	44406	Burial Fees	0	400	800	100	300	400	400
10041000	44501	Vital Statistics	112,476	123,300	131,508	125,700	115,000	119,700	119,700
10044000	44708	Senior Center Fees	5,548	7,200	7,251	6,900	8,000	6,900	6,900
		Totals	1,210,818	1,065,200	1,317,730	1,201,000	1,295,843	1,237,000	1,303,000
Fines & Assessments									
10042000	45102	Public Safety Fines	6,590	4,700	7,670	5,900	3,000	5,800	5,800
10041000	45104	Blight Citations	23,302	31,700	54,084	47,000	3,000	26,800	26,800
10048000	45501	Sewer Assessment Revenue	242,108	180,000	251,465	200,000	240,000	260,000	260,000
		Totals	272,000	216,400	313,219	252,900	246,000	292,600	292,600
Investment Earnings									
10040000	46101	Totals	213,392	240,000	158,713	450,000	1,720,000	1,800,000	2,400,000
Rents & Royalties									
10043000	47201	Building Rent	356,754	378,300	403,564	385,800	410,000	392,100	392,100
10043000	47202	Property Rent	89,878	101,674	92,537	103,863	114,000	105,772	105,772
10043000	47203	Cell Tower Rent	83,459	77,268	71,630	72,288	98,464	95,075	95,075
10043000	47901	Facilities Rent	10,000	16,100	34,650	18,000	30,000	24,900	24,900
		Totals	540,091	573,342	602,381	579,951	652,464	617,847	617,847
Other Revenues									
10041000	48962	Financial Services to Other Funds	71,041	77,998	68,430	147,100	83,000	118,800	118,800
10041000	48963	HR Services to Other Funds	46,253	52,230	52,230	53,535	53,535	59,793	59,793
10043000	48967	Janitorial Services to NPU	37,880	37,885	38,832	39,803	39,803	39,803	41,398
10041000	48990	Miscellaneous Revenue	49,982	36,000	205,361	39,100	15,000	40,100	40,100
		Totals	205,156	204,113	364,853	279,538	191,338	258,496	260,091
Other Financing Sources									
10042000	49125	Transfer from Police Private Duty	200,432	219,500	38,316	183,200	280,000	172,900	172,900
10043000	49152	Transfer from Cemetery Trust	76,227	77,000	84,121	75,000	83,470	77,800	77,800
10048000	49160	Transfer from NGCA	22,614	21,728	30,992	27,571	27,571	25,219	25,219
10040000	49195	Transfer from NPU	5,869,846	5,348,428	5,348,428	5,277,780	5,277,780	5,813,884	5,813,884
10040000	49200	Sale of City Assets	176,417	171,400	113,806	116,100	200,000	163,400	163,400
		Totals	6,345,536	5,838,056	5,615,663	5,679,651	5,868,821	6,253,203	6,253,203
		GRAND TOTALS	133,683,293	137,014,342	136,005,352	138,626,730	141,184,972	144,215,675	144,715,675

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. *William Nash won a special election in May 2023 to serve the remainder of the term of Derell Q. Wilson who resigned in January 2023 after he was elected to the Connecticut House of Representatives.*

10410300 City Council		2020-21	2021-22	2021-22	2022-23	2022-23	2023-24	2023-24	2023-24
		Actual	Budget	Actual	Budget	Projected	Request	Proposed	Adopted
51601	Department Head	45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000
51602	City Council	7,200	7,200	7,200	7,200	6,900	7,200	7,200	7,200
51610	Regular Employees	38,287	39,148	39,149	40,127	40,127	40,127	41,531	41,531
52000	Fringe Benefits	56,945	78,548	78,464	84,687	84,687	93,519	94,379	94,379
53322	Professional Development	0	1,000	0	1,000	0	1,000	1,000	1,000
54310	Equip & Furniture Maintenance	1,531	3,750	3,098	2,400	2,400	3,500	3,500	3,500
55500	Printing	0	200	0	200	100	100	100	100
55530	Communications	2,684	3,332	3,287	3,061	2,900	3,117	3,461	3,461
55532	Postage	20	150	57	150	50	100	100	100
55800	Travel & Mileage Reimbursement	0	3,000	1,100	3,000	500	1,500	1,500	1,500
56610	Supplies	1,338	4,150	4,206	3,800	2,000	2,500	2,500	2,500
58000	Miscellaneous Expenditures	3,161	7,600	8,719	6,000	6,200	6,000	6,000	6,000
58100	Dues Licenses & Subscriptions	0	2,700	0	6,000	2,000	2,900	2,900	2,900
58258	SCCOG	22,271	22,271	22,271	22,069	22,069	22,069	22,069	22,069
58811	Norwich Community Development	150,000	150,000	150,000	175,000	175,000	250,000	200,000	200,000
58812	SECTER	14,173	14,173	14,173	14,044	14,044	18,057	18,057	18,057
58815	Economic Development Contingency	5,300	5,000	0	5,000	5,000	5,000	5,000	5,000
58840	Marketing	23,734	0	0	0	0	0	0	0
58913	Veterans' Organizations	0	4,000	668	4,000	3,000	4,000	4,000	4,000
58975	Multicultural Development Prog	28,216	0	0	0	0	0	0	0
59194	Harbor Commission	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000
59194	Ethics Commission	1,500	1,500	1,500	0	0	500	500	500
59194	City Historian	3,900	3,900	3,900	3,900	3,900	5,000	5,000	5,000
59194	School Building Committee	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
59194	Disabilities Committee	1,800	0	0	0	0	0	0	0
59194	Fair Housing Commission	0	0	0	0	0	5,000	5,000	5,000
TOTALS		419,060	408,622	394,792	438,638	427,877	528,189	480,797	480,797

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	1.00	1.00
City Council Members	6.00	6.00	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	1.00	1.00
Salaries									
Mayor		45,000		45,000		45,000		45,000	45,000
City Council Members		1,200		1,200		1,200		1,200	1,200
Council Secretary		39,148		40,127		41,531		41,531	41,531
Total Salaries Paid by General Fund									
Mayor		45,000		45,000		45,000		45,000	45,000
City Council Members		7,200		7,200		7,200		7,200	7,200
Council Secretary		39,148		40,127		41,531		41,531	41,531
TOTAL SALARIES		<u>91,348</u>		<u>92,327</u>		<u>93,731</u>		<u>93,731</u>	<u>93,731</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 **(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. **(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. Practiced safe procedures according to Center for Disease Control (CDC) for City employees and the public.
2. Facilitated video and telecommunication methods for City Council, Boards & Commissions including audio upgrades in Council Chambers and conference rooms.
3. Continued monthly Fire Chiefs meetings 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. Approved a total of 28.8 million in ARP funds according to Council's approval.
8. Successfully completed the sale of \$9.5 million in General Obligation Bonds to be used for approved school construction project and infrastructure improvements.
9. Restructured and consolidated the Recreation Department programming to Youth and Family Services Division of the Norwich Human Services Department to increase efficiency.
10. Awarded \$2,000,000 CT Communities Challenge Grant from DECD for the long vacant YMCA property.

10411300 City Manager		2020-21 Actual	2021-22 Budget	2021-22 Actual	2022-23 Budget	2022-23 Projected	2023-24 Request	2023-24 Proposed	2023-24 Adopted
51601	Department Head	163,722	166,832	166,832	171,003	171,003	176,988	176,988	176,988
51610	Regular Employees	72,729	73,740	73,801	75,584	75,584	77,474	77,474	77,474
51630	Overtime	987	300	242	0	0	0	0	0
52000	Fringe Benefits	113,362	135,116	137,043	145,099	145,099	158,089	158,089	158,089
53010	Professional Services	13,118	4,600	5,240	2,920	2,920	4,000	4,000	4,000
53322	Professional Development	1,589	1,100	418	105	105	3,000	3,000	3,000
54310	Equip & Furniture Maintenance	3,061	4,500	3,482	6,175	6,800	3,500	3,500	3,500
55500	Printing	0	500	218	500	250	250	250	250
55530	Communications	2,055	2,599	2,555	2,612	2,600	3,090	3,090	3,090
55532	Postage	233	200	99	200	100	100	100	100
55800	Travel & Mileage Reimbursement	5,100	6,000	4,888	6,500	5,200	6,500	6,500	6,500
56610	Supplies	859	1,200	786	1,200	1,400	1,200	1,200	1,200
58000	Miscellaneous Expenditures	165	0	0	500	200	500	500	500
58100	Dues Licenses & Subscriptions	1,407	2,000	1,928	2,300	2,360	2,500	2,500	2,500
58111	Connecticut Conference of Municipalities	12,790	25,580	25,580	25,580	25,580	25,580	25,580	25,580
		391,177	424,267	423,112	440,278	439,201	462,771	462,771	462,771

Staffing

City Manager	1.00	1.00	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	1.00	1.00
TOTAL FTE'S	<u>2.00</u>								

Salaries

City Manager	166,832		171,003		176,988	176,988	176,988
Executive Assistant	73,740		75,584		77,474	77,474	77,474
Total Salaries Paid by General Fund							
City Manager	166,832		171,003		176,988	176,988	176,988
Executive Assistant	<u>73,740</u>		<u>75,584</u>		<u>77,474</u>	<u>77,474</u>	<u>77,474</u>
Subtotal - Employees	<u>73,740</u>		<u>75,584</u>		<u>77,474</u>	<u>77,474</u>	<u>77,474</u>
TOTAL SALARIES	<u>240,572</u>		<u>246,587</u>		<u>254,462</u>	<u>254,462</u>	<u>254,462</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. Assist Police with Computer Aided Dispatch, Records Management System, and Mobile Data Terminal upgrade projects. (DG1)
2. Finish the fiscal year 2023 audited financial statements by November 30, 2023. (DG3)
3. Develop personal development plans for each staff member and ensure proper level of professional certifications are achieved through education and training. (DG4)
4. Develop procurement training for departments. (DG1)
5. Convert police outside service and property rehab loans to Accounts Receivable/ General Billing modules in City's ERP system by December 2023. (DG1)
6. Migrate to new version of ERP system by June 2023. (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 American Rescue Plan and Coronavirus Relief funds.
3. The Tax Office assumed parking ticket collection duties upon retirement of Public Parking Administrator in December 2022. (DG1)
4. Converted sidewalk assessments, backyard rollout, commercial direct refuse haulers, and monthly parking to Accounts Receivable/ General Billing modules in City's ERP system. (DG1)
5. As of December 2022, 99.6% of employees and 78.4% of retirees receive both direct deposit and electronic advice delivery and 54.0% 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)

10411700 Finance		2020-21 Actual	2021-22 Budget	2021-22 Actual	2022-23 Budget	2022-23 Projected	2023-24 Request	2023-24 Proposed	2023-24 Adopted
51601	Department Head	123,611	126,392	126,392	133,976	133,976	138,665	138,665	138,665
51610	Regular Employees	757,875	813,248	822,521	860,032	855,000	862,554	862,554	890,567
51620	Seasonal/ Temporary	2,678	0	0	0	0	0	0	0
51630	Overtime	35,131	26,740	28,353	17,053	17,053	7,870	7,870	8,378
52000	Fringe Benefits	513,058	594,761	594,761	650,212	650,212	704,666	704,666	706,848
53322	Professional Development	2,354	3,200	1,274	4,000	4,000	4,900	4,900	4,900
53331	Audit Services	43,850	44,945	44,945	46,060	46,060	57,110	57,110	57,110
53510	Software Updates & Maintenance	133,602	114,000	112,282	152,000	152,000	161,000	161,000	161,000
54310	Equip & Furniture Maintenance	7,334	8,000	8,029	9,000	8,500	9,000	9,000	9,000
55500	Printing	19,616	20,900	17,825	21,100	20,000	20,800	20,800	20,800
55530	Communications	10,225	10,906	10,988	10,769	10,700	11,685	11,685	11,685
55531	Advertising	3,231	3,200	357	2,900	3,500	2,900	2,900	2,900
55532	Postage	25,307	26,000	23,813	29,000	31,000	28,000	28,000	28,000
55800	Travel & Mileage Reimbursement	1,258	3,300	2,213	4,000	3,500	3,800	3,800	3,800
56610	Supplies	5,492	5,000	5,840	4,200	4,200	4,900	4,900	4,900
58100	Dues Licenses & Subscriptions	2,643	4,200	3,485	3,700	3,700	3,700	3,700	3,700
		1,687,265	1,804,792	1,803,078	1,948,002	1,943,401	2,021,550	2,021,550	2,052,253

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

Salaries

Comptroller		126,392		133,976		138,665	138,665	138,665
Deputy Comptroller		99,406		99,000		104,002	104,002	104,002
Collector of Taxes & Revenues		90,977		93,251		93,251	93,251	93,251
Purchasing Agent		88,562		90,776		90,776	90,776	90,776
IT Manager		95,006		97,381		97,381	97,381	97,381
Accountant		68,575		70,872		68,575	68,575	72,998
IT Technician		65,270		67,457		65,270	65,270	69,481
Accounting Generalist		57,690		61,411		59,421	59,421	63,253
Revenue Collections Clerks		47,348		51,427		50,989	50,989	52,970
Collector of Delinquent Taxes		54,909		56,749		54,909	54,909	58,451

Total Salaries Paid by General Fund

Comptroller		126,392		133,976		138,665	138,665	138,665
Deputy Comptroller		99,406		99,000		104,002	104,002	104,002
Collector of Taxes & Revenues		90,977		93,251		93,251	93,251	93,251
Purchasing Agent		88,562		90,776		90,776	90,776	90,776
IT Manager		95,006		97,381		97,381	97,381	97,381
Accountant		65,146		70,872		68,575	68,575	72,998
IT Technician		130,540		134,914		130,540	130,540	138,962
Accounting Generalist		115,380		122,822		118,842	118,842	126,506
Revenue Collections Clerks		71,022		102,854		101,978	101,978	105,940
Collector of Delinquent Taxes		54,909		56,749		54,909	54,909	58,451
Stipends/ Differentials		2,300		2,300		2,300	2,300	2,300
Subtotal - Employees		<u>813,248</u>		<u>870,919</u>		<u>862,554</u>	<u>862,554</u>	<u>890,567</u>
TOTAL SALARIES		<u>939,640</u>		<u>1,004,895</u>		<u>1,001,219</u>	<u>1,001,219</u>	<u>1,029,232</u>

10411700 Finance	2020-21 Actual	2021-22 Budget	2021-22 Actual	2022-23 Budget	2022-23 Projected	2023-24 Request	2023-24 Proposed	2023-24 Adopted
Performance Measures	Actual	Projected	Actual	Projected	Projected	Projected	Projected	Projected
Inputs								
Value of current levy GF tax bills	85,139,496	85,684,743	86,344,948	84,860,654	85,572,250	86,376,634	86,376,634	86,376,634
Current levy taxes collected	82,919,221	84,005,322	83,698,370	83,205,871	83,000,000	84,726,840	84,726,840	84,726,840
Debt Service Interest Paid	1,063,169	875,764	875,764	5,212,994	5,212,994	5,791,244	5,791,244	5,791,244
Outstanding debt at beginning of the year	33,258,746	29,055,726	29,055,726	187,270,000	187,270,000	188,205,000	188,205,000	188,205,000
Workload/ Output								
Number of training opportunities offered	5	4	-	2	2	2	2	2
Number of training participants	5	40	-	20	20	20	20	20
Number of internal audits performed	-	2	2	2	2	2	2	2
Outcome/ Results								
Percent of current tax levy collected	97.39%	98.04%	96.93%	98.05%	96.99%	98.09%	98.09%	98.09%
Actual General Fund revenue collected as a percentage of the amount budgeted	102.37%	100.00%	99.26%	100.00%	101.85%	100.00%	100.00%	100.00%
Percent of employees with direct deposit & email delivery	99.71%	99.00%	99.68%	99.00%	99.70%	99.80%	99.80%	99.80%
Percent of vendor payments made by ACH	50.42%	50.00%	52.28%	50.00%	58.00%	60.00%	60.00%	60.00%
Number of accounts payable checks issued	2,544	2,000	2,877	2,000	2,800	2,700	2,700	2,700
Audit adjustments	2	2	2	2	2	2	2	2
Website visits	299,584	290,000	255,495	290,000	260,000	270,000	270,000	270,000
Efficiency								
Cost of department/ cost of total General Fund operations	1.27%	1.32%	1.34%	1.41%	1.41%	1.40%	1.40%	1.42%
Average interest rate on debt	3.20%	3.01%	3.01%	2.78%	2.78%	3.08%	3.08%	3.08%
Date financial statement audit finished	1/31/2022	11/15/2022	12/18/2022	11/15/2023	11/15/2023	11/15/2024	11/15/2024	11/15/2024
Number of business days budget published after adoption	7	5	7	5	5	7	7	7

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. Provide accurate values and assessments to ensure equity and consistency.
3. Look for ways to streamline procedures and improve productivity, specifically using new technologies in assessment.
4. Complete the 2023 citywide revaluation of real estate, timely and accurately.
5. Continuing education for all personnel so as to maintain the high standards required by the Connecticut Certified Municipal Assessors (CCMA) Association.
6. 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, DG3, DG4)**
2. Provide technical assistance and information in response to inquiries from residents, businesses and interested parties. **(DG1, DG6)**
3. Administer all tax relief programs, including accepting applications and documents for exemptions while determining eligibility criteria has been satisfied. **(DG1, DG2, DG6)**
4. Completing and transmitting all reports required by State and local agencies. **(DG6)**
5. Utilize and embrace available technologies, providing residents with new ways to both obtain and provide needed data and documents. **(DG1, DG3, DG4)**
6. Develop personnel development plans for each staff member and ensure proper levels of professional certification are achieved through education and training. **(DG5)**
7. Oversee implementation of state mandated revaluation of real estate. **(DG1, DG2, DG3, DG4, DG6)**

Accomplishments

1. Maintained high level of customer service for Norwich residents. **(DG1, DG2)**
2. Settled 11 tax appeals filed in Connecticut Superior Court stemming from the 2018 revaluation and 2021 grand list. **(DG2, DG6)**
3. Continually updating our citywide GIS mapping using recorded deeds & survey maps. **(DG1, DG6)**
4. Initiated 35 audits of personal property accounts on 2021 grand list. **(DG2, DG6)**
5. Researched and valued 340 motor vehicles that went unregistered between 2018-2021. **(DG2)**
6. Signed contract with Vision Government Solutions to conduct 2023 revaluation. **(DG2, DG4, DG6)**

10413100 Assessment		2020-21 Actual	2021-22 Budget	2021-22 Actual	2022-23 Budget	2022-23 Projected	2023-24 Request	2023-24 Proposed	2023-24 Adopted
51601	Department Head	100,319	102,572	97,420	105,137	105,137	105,137	105,137	105,137
51610	Regular Employees	135,974	114,625	93,935	167,917	145,000	166,912	166,912	177,679
51620	Seasonal/ Temporary	2,080	12,000	11,662	8,000	4,078	11,000	9,000	9,000
51630	Overtime	677	3,000	909	1,034	1,165	1,000	1,000	1,065
52000	Fringe Benefits	144,358	153,890	156,466	182,720	182,335	198,865	197,891	198,719
53010	Professional Services	23,000	23,000	26,000	5,000	10,000	10,000	10,000	10,000
53322	Professional Development	2,672	3,750	2,333	5,750	3,500	5,750	5,750	5,750
54310	Equip & Furniture Maintenance	39,703	41,084	39,292	43,830	46,000	46,235	46,235	46,235
55500	Printing	3,352	5,400	4,185	5,220	5,400	5,445	5,445	5,445
55530	Communications	1,870	2,960	1,902	2,863	1,800	2,935	3,198	3,198
55531	Advertising	2,089	1,500	877	1,300	1,300	1,800	1,800	1,800
55532	Postage	2,987	3,000	2,797	3,000	2,500	3,000	3,000	3,000
55800	Travel & Mileage Reimbursement	597	4,000	1,617	4,000	1,500	4,000	4,000	4,000
56610	Supplies	520	5,000	4,924	1,000	1,000	1,000	1,000	1,000
58100	Dues Licenses & Subscriptions	2,158	3,875	2,889	4,050	3,500	4,600	4,600	4,600
		462,356	479,656	447,208	540,821	514,215	567,679	564,968	576,628

Staffing									
Assessor	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Assistant Assessor	1.00	0.50	0.50	1.00	1.00	1.00	1.00	1.00	1.00
Assessment Analyst	1.00	1.00	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	1.00	1.00
TOTAL FTE'S	<u>4.00</u>	<u>3.50</u>	<u>3.50</u>	<u>4.00</u>	<u>4.00</u>	<u>4.00</u>	<u>4.00</u>	<u>4.00</u>	<u>4.00</u>

Salaries									
Assessor		102,572		105,137		105,137		105,137	105,137
Assistant Assessor		68,575		70,872		68,575		68,575	72,998
Assessment Analyst		50,989		52,697		50,989		50,989	54,278
Assessment Technician Clerk		47,348		48,934		47,348		47,348	50,403
Total Salaries Paid by General Fund									
Assessor		102,572		105,137		105,137		105,137	105,137
Assistant Assessor		34,288		70,872		68,575		68,575	72,998
Assessment Analyst		50,989		52,697		50,989		50,989	54,278
Assessment Technician Clerk		47,348		48,934		47,348		47,348	50,403
Subtotal - Employees		<u>132,625</u>		<u>172,503</u>		<u>166,912</u>		<u>166,912</u>	<u>177,679</u>
TOTAL SALARIES		<u>235,197</u>		<u>277,640</u>		<u>272,049</u>		<u>272,049</u>	<u>282,816</u>

Performance Measures									
	Actual	Projected	Actual	Projected	Projected	Projected	Projected	Projected	Projected
Workload/ Output									
Grand List Date	10/1/2019	10/1/2020	10/1/2020	10/1/2021	10/1/2021	10/1/2022	10/1/2022	10/1/2022	10/1/2022
Real estate accounts (number)	13,964	13,946	13,941	13,946	13,941	13,946	13,946	13,946	13,946
Motor vehicle accounts (number)	32,968	28,732	35,468	31,000	35,468	34,000	34,000	34,000	34,000
Personal property accounts (number)	1,869	1,881	1,827	1,900	1,827	1,900	1,900	1,900	1,900
Total number of accounts	<u>48,801</u>	<u>44,559</u>	<u>51,236</u>	<u>46,846</u>	<u>51,236</u>	<u>49,846</u>	<u>49,846</u>	<u>49,846</u>	<u>49,846</u>
Deed transfers	1,976	1,543	1,954	1,700	1,954	2,000	2,000	2,000	2,000
Building permits	2,072	1,923	1,650	2,000	1,650	2,000	2,000	2,000	2,000
Personal property declarations	1,912	1,970	1,879	2,000	1,879	2,000	2,000	2,000	2,000

Outcome/ Results									
Grand lists filed timely	1	1	1	1	1	1	1	1	1
Appeals to Board of Assessment Appeals	34	76	42	40	42	30	30	30	30
BAA adjustments	6	20	11	10	11	10	10	10	10

Efficiency									
Number of assessments per FTE staff	12,200	12,731	14,639	11,712	12,809	12,462	12,462	12,462	12,462
Cost per assessment	\$9.47	\$10.76	\$8.73	\$11.54	\$10.04	\$11.39	\$11.33	\$11.33	\$11.57

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
- Respectfulness

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 perform quarterly safety review of the City's partner banking institutions. (DG1)
2. Continue to monitor the general level of interest rates and determine whether a long or short-term investment strategy makes the best sense. (DG1)
3. Continue to monitor tax collections from local partner bank and expand with other partners, if practicable. (DG1)

Accomplishments

1. Adjusted the investment strategy to a liquid position in the Connecticut Short Term Investment Fund and took advantage of rapidly rising interest rates by investing liquid funds into short-term US Treasury Obligations and bank certificates of deposit. (DG1)
2. Projecting to outperform the General Fund budgeted investment income by over \$900,000 in fiscal year 2022-23. (DG1)
3. Worked through transition caused by M&T Bank's acquisition of PeoplesUnited. (DG1)

10413700 Treasurer		2020-21 Actual	2021-22 Budget	2021-22 Actual	2022-23 Budget	2022-23 Projected	2023-24 Request	2023-24 Proposed	2023-24 Adopted
51601	Department Head	46,464	46,464	46,464	46,464	46,464	46,464	46,464	46,464
51610	Regular Employees	113,715	120,179	118,901	124,205	124,205	152,814	152,814	162,671
52000	Fringe Benefits	110,412	126,626	128,926	134,641	134,641	169,945	169,945	170,699
55500	Printing	304	600	290	600	600	600	600	600
55530	Communications	1,238	1,286	1,292	1,249	400	1,458	1,458	1,458
55800	Travel & Mileage Reimbursement	289	450	348	450	400	450	450	450
56610	Supplies	820	750	484	750	1,800	750	750	750
58100	Dues Licenses & Subscriptions	0	350	0	350	0	350	350	350
		273,242	296,705	296,705	308,709	308,510	372,831	372,831	383,442

Staffing									
Treasurer	1.00	1.00	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	1.50	1.50	1.50
Accounting Assistant	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
TOTAL FTE'S	<u>3.00</u>	<u>3.00</u>	<u>3.00</u>	<u>3.00</u>	<u>3.00</u>	<u>3.00</u>	<u>3.50</u>	<u>3.50</u>	<u>3.50</u>

Salaries									
Treasurer		46,464		46,464		46,464	46,464	46,464	46,464
Assistant to the City Treasurer		65,270		67,457		65,270	65,270	69,480	69,480
Accounting Assistant		54,909		56,749		54,909	54,909	58,451	58,451
Total Salaries Paid by General Fund									
Treasurer		46,464		46,464		46,464	46,464	46,464	46,464
Assistant to the City Treasurer		65,270		67,457		97,905	97,905	104,220	104,220
Accounting Assistant		54,909		56,749		54,909	54,909	58,451	58,451
Subtotal - Employees		<u>120,179</u>		<u>124,206</u>		<u>152,814</u>	<u>152,814</u>	<u>162,671</u>	<u>162,671</u>
TOTAL SALARIES		<u>166,643</u>		<u>170,670</u>		<u>199,278</u>	<u>199,278</u>	<u>209,135</u>	<u>209,135</u>

Performance Measures									
Outcome/ Results									
	Actual	Projected	Actual	Projected	Projected	Projected	Projected	Projected	Projected
Average return on investments	0.29%	0.40%	0.16%	2.00%	3.00%	4.00%	4.00%	4.00%	4.00%
Average number of days to perform bank reconciliations	12	12	12	12	12	12	12	12	12

Efficiency									
Cost of department/ cost of total General Fund operations	0.21%	0.22%	0.22%	0.22%	0.22%	0.26%	0.26%	0.26%	0.26%

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)**

		2020-21 Actual	2021-22 Budget	2021-22 Actual	2022-23 Budget	2022-23 Projected	2023-24 Request	2023-24 Proposed	2023-24 Adopted
10413900	Law								
53021	City Attorney	216,000	216,000	216,000	216,000	216,000	216,000	216,000	216,000
53022	Outside Attorneys	123,433	165,000	94,414	165,000	130,000	165,000	165,000	165,000
58200	Claims	25,817	58,000	16,462	58,000	5,000	58,000	58,000	58,000
	TOTALS	365,250	439,000	326,876	439,000	351,000	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 plus two near completion.
2. Successfully worked with department directors on 36 recruitments and 12 promotional exams. On-boarded 36 new hires and processed 2154 applications.
3. Managed the reporting requirements of the Affordable Care Act for the City, Board of Education, Department of Public Utilities.
4. Managed the grievance and arbitration process and represented the City in CHRO and other litigation.
5. Managed the psychological assessment requirement of the Police Accountability Act.
6. Successfully audited and digitized 45 personnel files.
7. Successfully processed 50 new pension and 28 refunds.
8. Successfully audited and registered all CDL holders in the FMCSA Clearinghouse.

		2020-21	2021-22	2021-22	2022-23	2022-23	2023-24	2023-24	2023-24
10414100 Human Resources		Actual	Budget	Actual	Budget	Projected	Request	Proposed	Adopted
51601	Department Head	109,403	117,000	117,281	119,925	119,925	119,925	124,122	124,122
51610	Regular Employees	196,130	205,631	201,345	210,772	210,000	210,772	240,074	240,074
51630	Overtime	5,276	4,285	4,731	4,000	4,000	4,000	4,000	4,000
52000	Fringe Benefits	176,339	221,513	224,661	240,831	240,831	263,599	280,304	280,304
52501	Education Incentive	872	5,000	800	5,000	5,000	5,000	5,000	5,000
53010	Professional Services	46,023	57,885	40,921	57,430	57,430	57,430	62,430	62,430
53322	Professional Development	785	5,000	2,396	5,000	2,000	5,000	4,000	4,000
54310	Equip & Furniture Maintenance	2,513	3,500	2,946	3,500	7,000	3,500	3,500	3,500
55500	Printing	0	300	0	300	0	300	300	300
55530	Communications	2,777	4,422	2,863	3,329	2,800	3,409	3,192	3,192
55531	Advertising	7,049	7,500	7,474	5,000	6,500	5,000	5,000	5,000
55532	Postage	101	1,000	88	1,000	200	1,000	300	300
56610	Supplies	2,108	3,000	2,430	3,000	2,500	3,000	3,000	3,000
58100	Dues Licenses & Subscriptions	1,090	1,600	746	1,600	1,000	1,600	1,600	1,600
		550,466	637,636	608,682	660,687	659,186	683,535	736,822	736,822

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	1.00	1.00
Assistant Human Resources Director	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.25	1.25
Retirement Plan Administrator	1.00	1.00	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	1.00	1.00
TOTAL FTE'S	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.25	4.25

Salaries

Director of Human Resources		117,000		119,925		119,925	124,122	124,122
Assistant Human Resources Director		82,663		84,730		84,730	87,696	87,696
Retirement Plan Administrator		61,484		63,021		63,021	65,227	65,227
Human Resources Assistant		61,484		63,021		63,021	65,227	65,227

Total Salaries Paid by General Fund

Director of Human Resources		117,000		119,925		119,925	124,122	124,122
Assistant Human Resources Director		82,663		84,730		84,730	109,620	109,620
Retirement Plan Administrator		61,484		63,021		63,021	65,227	65,227
Human Resources Assistant		61,484		63,021		63,021	65,227	65,227
Subtotal - Employees		205,631		210,772		210,772	240,074	240,074
TOTAL SALARIES		322,631		330,697		330,697	364,196	364,196

Performance Measures

Actual Projected Actual Projected Projected Projected Projected Projected

Workload/outputs

Total City employees	284.0	273.4	273.4	275.0	275.0	275.0	275.0	280.0
Total NPU employees	138.0	150.0	150.0	151.0	151.0	151.0	151.0	152.0
Total applications processed	3,081	1,800	2,285	1,800	1,800	2,000	2,000	2,000
Number of promotional exams given	26	25	18	25	25	25	25	25
Number of entry exams given	26	15	43	15	15	15	15	15
Vacancies filled through promotion	26	20	37	20	20	20	20	20
Vacancies filled through new hires	40	20	48	20	20	20	20	20
Classifications reviewed	9	10	10	10	10	10	10	10
Training programs provided	2	10	10	10	10	10	10	10
Percent of female employees	26.30%	26.40%	26.50%	26.40%	26.40%	26.40%	26.40%	26.40%
Percent of minority employees	10.66%	9.00%	11.00%	9.00%	9.00%	11.00%	11.00%	11.00%

Outcome/results

Employee turnover rate	9.00%	5.00%	10.20%	5.00%	5.00%	5.00%	5.00%	5.00%
Percent of employees completing probation	99.00%	100.00%	99.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Efficiency

Number of active city employees per FTE	71.0	68.4	68.4	68.8	68.8	68.8	64.7	65.9
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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)**

		2020-21	2021-22	2021-22	2022-23	2022-23	2023-24	2023-24	2023-24
10414700 City Clerk		Actual	Budget	Actual	Budget	Projected	Request	Proposed	Adopted
51601	Department Head	95,966	97,500	97,500	99,938	99,938	106,434	103,436	103,436
51610	Regular Employees	181,311	186,944	172,592	176,170	173,000	225,363	173,100	181,026
51620	Part Time/Seasonal Employees	0	250	48	0	0	0	0	0
51630	Overtime	1,913	5,300	6,239	1,034	2,000	1,000	1,000	1,065
52000	Fringe Benefits	177,816	198,794	196,985	191,894	191,086	211,341	210,434	211,040
53010	Professional Services	18,295	24,800	23,055	23,000	28,000	28,691	28,691	28,691
53322	Professional Development	93	750	531	2,500	1,000	2,500	2,500	2,500
54310	Equip & Furniture Maintenance	16,551	11,286	8,385	11,700	11,000	9,000	9,000	9,000
54490	Other Purchased Services	48	350	28	400	50	200	200	200
55500	Printing	530	750	713	600	600	700	700	700
55530	Communications	2,834	2,955	2,955	3,012	2,900	3,060	4,012	4,012
55531	Advertising	188	756	1,620	2,356	1,000	4,000	2,000	2,000
55532	Postage	3,706	2,580	2,804	2,100	3,000	4,200	4,200	4,200
55800	Travel & Mileage Reimbursement	141	520	0	1,000	500	1,000	1,000	1,000
56610	Supplies	14,829	13,924	15,873	16,624	16,624	13,324	13,324	13,324
58100	Dues Licenses & Subscriptions	300	776	776	775	775	800	800	800
TOTALS		514,521	548,235	530,104	533,103	531,473	611,613	554,397	562,994

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

Salaries

City Clerk		97,500		99,938		106,434	103,436	103,436
Assistant City Clerk		68,574		70,872		68,574	68,574	72,998
Records Clerks		47,348		51,427		52,263	52,263	54,014
Revenue Collection Clerk		47,348		48,934		47,348	47,348	50,402
Total Salaries Paid by General Fund								
City Clerk		97,500		99,938		106,434	103,436	103,436
Assistant City Clerk		68,574		70,872		68,574	68,574	72,998
Records Clerks		94,696		102,854		156,789	104,526	108,028
Revenue Collection Clerk		23,674		0		0	0	0
Subtotal - Employees		<u>186,944</u>		<u>173,726</u>		<u>225,363</u>	<u>173,100</u>	<u>181,026</u>
TOTAL SALARIES		<u>284,444</u>		<u>273,664</u>		<u>331,797</u>	<u>276,536</u>	<u>284,462</u>

Performance Measures

Actual Projected Actual Projected Projected Projected Projected Projected

Workload/outputs

Council minutes prepared	24	24	24	24	24	24	24	24
Land records recorded	7,434	7,200	8,164	7,200	7,200	7,200	7,200	7,500
Marriage licenses issued	297	400	319	400	400	400	400	400
Death certificates recorded	1,020	600	954	600	600	600	600	950
Birth certificates recorded	827	1,050	853	1,050	1,050	1,050	1,050	950
Absentee ballots issued	8,456	800	631	800	800	800	800	1,817
Dog licenses issued	1,191	2,000	1,451	2,000	2,000	2,000	2,000	1,500
Total transactions	<u>19,225</u>	<u>12,050</u>	<u>12,372</u>	<u>12,050</u>	<u>12,050</u>	<u>12,050</u>	<u>12,050</u>	<u>13,117</u>

Outcome/results

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

Number of transactions per FTE	4,272.2	2,677.8	2,749.3	3,012.5	3,012.5	2,410.0	3,012.5	3,279.3
Budget per transaction	\$26.76	\$45.50	\$42.85	\$44.24	\$44.11	\$50.76	\$46.01	\$42.92
Cost of dept/cost of total general fund operations	0.39%	0.40%	0.39%	0.38%	0.38%	0.42%	0.38%	0.39%

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 NDCD. **(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. Launched online OpenGov permitting and tracking program, which integrated multiple City departments and NPU to improve efficiency, customer service and communication.
2. Selected a planning consultant and initiated preparation of the 10-year Plan of Conservation and Development to be adopted in August 2023.
3. Completed capital improvements at 23 Union including handi-cap upgrades to access the rear of the building for entry into an improved lower level conference room where hybrid meetings may be held.
4. Started an in-house training program utilizing a consultant Building Official to prepare employees hired as Building Code Compliance Technicians to sit for and pass the State of CT Assistant Building Official licensing exam.
5. In partnership with NDCD, successfully launched EnvisionNorwich360 – an online community engagement tool to give residents, visitors, property owners, and other stakeholders a place to learn, communicate, and share their viewpoints with each other, city officials, and project teams.

10415100 Planning & Neighborhood Services	2020-21 Actual	2021-22 Budget	2021-22 Actual	2022-23 Budget	2022-23 Projected	2023-24 Request	2023-24 Proposed	2023-24 Adopted
51601 Department Head	100,315	102,572	102,179	105,137	105,137	105,137	105,137	105,137
51610 Regular Employees	469,822	471,680	421,277	517,839	542,000	577,307	577,307	602,101
51620 Seasonal/Temporary Employees	17,973	23,425	23,383	0	0	52,000	0	0
51630 Overtime	3,398	23,562	26,645	7,235	10,000	7,000	7,000	7,452
52000 Fringe Benefits	375,100	431,609	430,065	465,237	464,413	498,720	499,949	501,880
53010 Professional Services	15,321	42,000	43,991	75,000	56,000	60,000	90,000	90,000
53322 Professional Development	1,938	2,900	1,900	3,400	2,000	3,400	3,400	3,400
54310 Equip & Furniture Maintenance	8,250	56,400	51,771	55,400	52,000	64,352	64,352	64,352
55530 Communications	8,090	8,694	7,912	8,380	7,300	8,563	9,362	9,362
55531 Advertising	2,937	12,000	14,904	11,000	10,000	12,000	12,000	12,000
55532 Postage	2,728	2,500	1,562	500	1,000	3,500	3,000	3,000
55800 Travel & Mileage Reimbursement	28	500	351	500	300	500	500	500
56610 Supplies	3,679	4,500	2,361	4,500	5,000	4,500	4,500	4,500
56627 Vehicle Fuel	1,411	2,066	1,831	2,815	2,500	2,547	1,923	1,923
58100 Dues Licenses & Subscriptions	1,545	2,350	1,500	2,850	2,000	4,846	4,846	4,846
58699 Historic District Commission	538	2,388	1,078	2,388	1,000	2,388	2,388	2,388
TOTALS	1,013,073	1,189,146	1,132,710	1,262,181	1,260,650	1,406,760	1,385,664	1,412,841

Staffing

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

Salaries

Director of Planning & Neighborhood Services	102,572		105,137		105,137	105,137	105,137	105,137
City Planner	90,220		96,212		96,212	96,212	96,212	96,212
Assistant Planner	70,211		71,967		71,967	71,967	71,967	71,967
Building Official	88,562		90,776		90,776	90,776	90,776	90,776
Zoning Enforcement Officer	66,902		69,143		66,902	66,902	71,217	71,217
Administrative Specialist	52,264		54,014		52,264	52,264	55,634	55,634
Assistant Building Official	73,847		76,321		73,847	73,847	78,611	78,611
Code Enforcement Official	73,847		76,321		73,847	73,847	78,611	78,611
Building Code Compliance Tech	60,530		67,457		65,270	65,270	69,481	69,481
Blight/Housing Code Enforcement Officer	65,270		67,457		65,270	65,270	69,481	69,481
Assistant ZEO/ Blight Enforcement Official			60,530		60,530	60,530	62,346	62,346

Total Salaries Paid by General Fund

Director of Planning & Neighborhood Services	102,572		105,137		105,137	105,137	105,137	105,137
City Planner	0		96,212		96,212	96,212	96,212	96,212
Assistant Planner	70,211		0		0	0	0	0
Building Official	88,562		90,776		90,776	90,776	90,776	90,776
Zoning Enforcement Officer	66,902		69,143		66,902	66,902	71,217	71,217
Administrative Specialist	104,528		108,028		104,528	104,528	111,268	111,268
Assistant Building Official	147,694		152,642		147,694	147,694	157,222	157,222
Code Enforcement Official	0		0		0	0	0	0
Building Code Compliance Tech	0		0		0	0	0	0
Blight/Housing Code Enforcement Officer	65,270		67,457		65,270	65,270	69,481	69,481
Assistant ZEO/ Blight Enforcement Official			0		0	0	0	0
Projected savings from vacancies			-30,000		0	0	0	0
Stipends/ Differentials	0		5,925		5,925	5,925	5,925	5,925
Subtotal - Employees	<u>543,167</u>		<u>560,183</u>		<u>577,307</u>	<u>577,307</u>	<u>602,101</u>	<u>602,101</u>
TOTAL SALARIES	<u>645,739</u>		<u>665,320</u>		<u>682,444</u>	<u>682,444</u>	<u>707,238</u>	<u>707,238</u>

10415100 Planning & Neighborhood Services	2020-21 Actual	2021-22 Budget	2021-22 Actual	2022-23 Budget	2022-23 Projected	2023-24 Request	2023-24 Proposed	2023-24 Adopted
Performance Measures	Actual	Projected	Actual	Projected	Projected	Projected	Projected	Projected
Inputs								
Building & housing division FTEs	4.0	3.0	3.0	4.0	4.0	4.0	4.0	4.0
Workload/ Output Measures								
Site development plans reviewed	12	12	3	12	12	12	12	5
Subdivision/resubdivision plans reviewed	3	5	-	5	5	5	5	4
Special permit applications reviewed	3	6	10	6	6	6	6	6
Zoning permit applications	333	360	291	360	360	360	360	350
Zoning Variances Granted	8	12	3	12	12	12	12	5
Zoning Variances Denied	2		1					-
Inland Wetland Applications	16	20	18	20	20	20	20	20
Zoning Complaints	40	100	65	100	100	100	100	70
Residential Building Permits	1,332	1,400	1,519	1,400	1,400	1,400	1,400	1,400
Commercial Building Permits	237	339	287	339	339	339	339	300
Industrial Building Permits	6	15	5	15	15	15	15	10
Structures Condemned	6	10	10	10	10	10	10	10
Dwelling Units Condemned	14	30	20	30	30	30	30	30
Buildings Demolished	14	18	9	18	18	18	18	10
Outcome/ Results								
Citations Issued	144	170	6	170	170	170	170	170
Citation Fees Collected	\$21,924	\$20,000	\$47,336	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000
Violations Investigated	943	1,028	293	1,028	1,028	1,028	1,028	500
Efficiency Measures								
Residential building permits per assigned FTE	333	467	506	350	350	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.

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)**
5. Replace all schools with other permanent voting locations.
6. Create a notebook of instructions for each job in the Registrar's Dept.

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 ones no longer available. **(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)**
10. Two New Registrars completed UCONN Training Courses.

10419700 Registrars of Voters		2020-21	2021-22	2021-22	2022-23	2022-23	2023-24	2023-24	2023-24
		Actual	Budget	Actual	Budget	Projected	Request	Proposed	Adopted
51601	Department Head	55,985	56,820	57,348	58,526	58,526	60,232	60,232	60,232
51620	Seasonal/Temporary Employees	31,930	41,800	28,435	55,100	95,000	62,000	62,000	62,000
51630	Overtime	0	0	0	0	0	4,200	4,200	4,200
52000	Fringe Benefits	9,383	10,958	11,046	9,930	12,000	11,915	11,912	11,912
53322	Professional Development	1,150	5,000	4,803	3,000	3,000	5,000	5,000	5,000
53333	Transportation	0	0	0	3,000	3,000	3,000	3,000	3,000
54310	Equip & Furniture Maintenance	9,532	10,750	8,210	12,000	12,000	12,000	7,000	7,000
54442	Facilities Rental	0	0	0	0	0	5,000	5,000	5,000
55500	Printing	13,386	17,000	16,225	8,500	30,000	20,000	20,000	20,000
55530	Communications	2,680	2,877	2,668	2,766	3,000	2,000	3,085	3,085
55531	Advertising	521	3,500	4,332	3,000	4,000	3,000	1,500	1,500
55532	Postage	9,254	5,000	3,810	5,900	7,000	5,900	5,900	5,900
55800	Travel & Mileage Reimbursement	121	800	741	400	500	400	400	400
55902	Moving Voting Machine	124	1,000	158	1,000	1,000	0	0	0
56610	Supplies	13,069	5,150	5,136	6,000	16,000	6,000	6,000	6,000
TOTALS		147,135	160,655	142,912	169,122	245,026	200,647	195,229	195,229

Staffing

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

Salaries

Registrars		28,410		29,263		30,116	30,116	30,116
Total Salaries Paid by General Fund								
Registrars		56,820		58,526		60,232	60,232	60,232
TOTAL SALARIES		56,820		58,526		60,232	60,232	60,232

Elections Workers

Deputy Registrars		6,000		6,000		2,000	2,000	2,000
Head Moderator		600		600		600	600	600
Moderators		2,250		2,400		3,200	3,200	3,200
Assistant Registrars		3,900		4,200		5,600	5,600	5,600
Ballot Clerks		2,700		2,000		1,500	1,500	1,500
Checkers		2,700		2,250		1,500	1,500	1,500
Machine Tenders		1,800		1,500		1,500	1,500	1,500
Demonstrators		1,800		1,500		1,500	1,500	1,500
Moderator/ Absentee		300		400		1,500	1,500	1,500
Absentee Counters		1,200		1,500		1,500	1,500	1,500
Absentee Assistant Registrars		0		700		700	700	700
EDR Assistant Registrars		0		700		350	350	350
EDR Clerks		0		1,250		1,250	1,250	1,250
Polling Place Set-up Crew		0		450		600	600	600
Machine / Tabulator Testing		0		200		600	600	600
Training		1,200		1,200		900	900	900
Recount/Audit		0		0		700	700	700
Contingency		700		700		500	500	500
Cost of One Elections		25,150		27,550		26,000	26,000	26,000
Cost of Two Elections		50,300		55,100		52,000	52,000	52,000
Deputy Registrars - assist with office work during year		0		0		10,000	10,000	10,000
Total Seasonal/ Temporary		50,300		55,100		62,000	62,000	62,000

Performance Measures

	Actual	Projected	Actual	Projected	Projected	Projected	Projected	Projected
Inputs								
Type of Election	Presidential	Municipal	Municipal	State	State	Municipal	Municipal	Municipal
Voting locations	7	7	7	7	7	7	7	7
Workload/ Output Measures								
General elections	1	1	1	1	1	1	1	1
Primaries	2	2	2	2	2	1	1	1
Total elections	3	3	3	3	3	2	2	2
New registrations	3,882	2,000	1,935	2,000	2,000	2,000	2,000	2,000
Changes	6,379	4,500	2,495	4,500	4,500	3,000	3,000	3,000
Removals	3,082	3,500	2,295	3,500	3,500	3,000	3,000	3,000
Number of active eligible voters	25,104	21,000	20,160	21,000	21,000	21,000	21,000	21,000
Outcome/ Results								
Number of voters voting in General Election	15,495	15,000	3,031	15,000	9,850	5,500	5,500	5,500
Percentage of eligible voters voting	61.72%	71.43%	15.03%	71.43%	46.90%	26.19%	26.19%	26.19%
Efficiency Measures								
Average total cost per election	\$49,045	\$53,552	\$47,637	\$56,374	\$81,675	\$100,324	\$97,615	\$97,615
Average cost per polling place per election	\$7,006	\$7,650	\$6,805	\$8,053	\$11,668	\$14,332	\$13,945	\$13,945
Cost of election per registered voter	\$1.95	\$2.55	\$2.36	\$2.68	\$3.89	\$4.78	\$4.65	\$4.65

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 transparent services with the highest level of accountability and professionalism; 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 February 2022, work on the Norwich CAD and RMS transition began.
2. In February 2022, work on the Norwich Fire Department transition to the CT Statewide Radio System began.
3. In late 2021 the Norwich Police Department generator underwent servicing which included a new transfer switch.

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.
- 2022 Edward Byrne Memorial Justice Grant (JAG)\$22,179 for the purchase of (6) portable radar display signs and dispatch console monitor upgrades.
- 2022 COPS Technology and Equipment Program \$700,000- assist with the purchase of Motorola CAD/RMS system and Norwich Fire Department radio transition equipment.

Federal Department of Transportation passed through Connecticut Department of Transportation

- Distracted Driving Enforcement Program (2022) \$20,012 - 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	2020-21 Actual	2021-22 Budget	2021-22 Actual	2022-23 Budget	2022-23 Projected	2023-24 Request	2023-24 Proposed	2023-24 Adopted
51601 Department Head	140,093	141,000	141,000	144,525	147,500	144,525	149,583	149,583
51610 Regular Employees	7,745,257	7,861,379	7,448,666	8,012,569	7,380,000	8,097,974	7,986,236	7,989,342
51620 Seasonal/Temporary Employees	63,539	63,329	83,644	98,329	70,000	118,315	98,000	98,000
51630 Overtime	189,667	310,000	256,924	302,868	300,000	350,000	350,000	350,000
51631 Replacement Cost	1,117,123	910,000	1,117,887	670,000	1,340,000	985,000	900,000	900,000
52000 Fringe Benefits	7,305,049	7,997,706	8,011,579	7,980,224	7,978,208	8,504,546	8,540,490	8,540,727
53010 Professional Services	0	13,200	4,872	13,200	6,000	13,200	13,200	13,200
53322 Professional Development	58,667	65,000	54,534	100,000	80,000	100,000	85,000	85,000
54310 Equip & Furniture Maintenance	120,116	170,000	156,268	150,000	150,000	170,000	160,000	160,000
54410 Utilities	114,685	123,000	124,985	121,689	132,000	135,500	140,500	140,500
55019 Special Investigations	10,000	11,600	5,000	11,600	11,000	11,600	11,600	11,600
55530 Communications	152,431	248,108	236,059	240,111	226,000	243,087	268,627	268,627
55532 Postage	1,951	2,375	1,904	2,375	1,500	2,375	2,000	2,000
56600 Uniforms & Clothing	131,650	126,020	109,507	126,020	115,000	126,020	126,020	126,020
56610 Supplies	45,555	60,000	50,652	67,000	70,000	80,000	65,000	65,000
56627 Vehicle Fuel	98,335	118,324	159,418	180,893	166,000	184,604	139,393	139,393
58100 Dues Licenses & Subscriptions	16,766	20,100	17,715	20,100	18,000	20,100	20,100	20,100
58259 Regional Animal Control Services	0	124,000	102,732	134,000	132,666	134,000	155,000	155,000
58844 Sexual Assault Crisis Center of ECT	0	0	0	0	0	2,000	2,000	2,000
TOTALS	17,310,884	18,365,141	18,083,346	18,375,503	18,323,874	19,422,846	19,212,749	19,216,092

Staffing

Chief	1.00	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	1.00
Captain - Step 2	1.00	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	0.00
Lieutenant - Step 2	5.00	5.00	5.00	4.00	4.00	5.00	4.00	4.00
Lieutenant - Step 1	0.00	0.00	0.00	1.00	1.00	0.00	1.00	1.00
Sergeant - Step 3	2.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
Sergeant - Step 2	7.00	6.00	6.00	4.00	4.00	6.00	5.00	5.00
Sergeant - Step 1	0.00	0.00	0.00	2.00	2.00	0.00	1.00	1.00
Police Officer - Step 6	16.00	19.00	19.00	20.00	20.00	19.00	22.00	22.00
Police Officer - Step 5	11.00	16.00	16.00	22.00	22.00	22.00	19.00	19.00
Police Officer - Step 4	21.00	17.00	17.00	9.00	9.00	6.00	7.00	7.00
Police Officer - Step 3	8.00	8.00	8.00	2.00	2.00	0.00	0.00	0.00
Police Officer - Step 2	9.00	7.00	7.00	11.00	11.00	14.00	5.00	5.00
Police Officer - Step 1	6.00	1.00	1.00	4.00	4.00	7.00	15.00	15.00
Subtotal - Uniformed Officers	88.00	85.00	85.00	85.00	85.00	85.00	85.00	85.00
Executive Secretary	1.00	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	1.00
Police Records Clerk	4.00	4.00	4.00	4.00	4.00	5.00	4.00	4.00
Animal Control Officer	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Assistant Animal Control Officer	0.45	0.00	0.00	0.00	0.00	0.00	0.00	0.00
911 Civilian Dispatcher	9.00	9.00	9.00	9.00	9.00	11.00	10.00	10.00
Subtotal - All other Police Employees	16.45	15.00	15.00	15.00	15.00	18.00	16.00	16.00
TOTAL FTE'S	104.45	100.00	100.00	100.00	100.00	103.00	101.00	101.00

Salaries

Chief	141,000	141,000	141,000	144,525	144,525	144,525	149,583	149,583
Deputy Chief	122,462	122,462	122,462	125,524	125,524	125,524	129,917	129,917
Captain - Step 2	109,910	109,910	109,910	112,658	112,658	112,658	112,658	112,658
Captain - Step 1	107,162	107,162	107,162	109,841	109,841	109,841	109,841	109,841
Lieutenant - Step 2	100,855	100,855	100,855	103,376	103,376	103,376	103,376	103,376
Lieutenant - Step 1	98,334	98,334	98,334	100,792	100,792	100,792	100,792	100,792
Sergeant - Step 3	91,802	91,802	91,802	94,097	94,097	94,097	94,097	94,097
Sergeant - Step 2	89,507	89,507	89,507	91,745	91,745	91,745	91,745	91,745
Sergeant - Step 1	87,270	87,270	87,270	89,452	89,452	89,452	89,452	89,452
Police Officer - Step 6	82,749	82,749	82,749	84,818	84,818	84,818	84,818	84,818
Police Officer - Step 5	81,094	81,094	81,094	83,121	83,121	83,121	83,121	83,121
Police Officer - Step 4	78,256	78,256	78,256	80,212	80,212	80,212	80,212	80,212
Police Officer - Step 3	74,735	74,735	74,735	76,603	76,603	76,603	76,603	76,603
Police Officer - Step 2	69,876	69,876	69,876	71,623	71,623	71,623	71,623	71,623
Police Officer - Step 1	61,491	61,491	61,491	63,028	63,028	63,028	63,028	63,028
Executive Secretary	54,909	54,909	54,909	59,622	59,622	57,690	57,690	61,411
Records Div. Clerical Coordinator	50,989	50,989	50,989	52,697	52,697	50,989	50,989	54,278
Police Records Clerk	47,346	47,346	47,346	45,019	45,019	47,346	47,346	46,370
Animal Control Officer	52,651	52,651	52,651	53,967	53,967	53,967	53,967	53,967
Assistant Animal Control Officer	48,772	48,772	48,772	49,991	49,991	49,991	49,991	49,991
911 Civilian Dispatcher	65,468	65,468	65,468	65,468	65,468	65,468	69,962	69,962

10420100 Police	2020-21 Actual	2021-22 Budget	2021-22 Actual	2022-23 Budget	2022-23 Projected	2023-24 Request	2023-24 Proposed	2023-24 Adopted
Total Salaries Paid by General Fund								
Chief		141,000		144,525		144,525	149,583	149,583
Deputy Chief		122,462		125,524		125,524	129,917	129,917
Captain - Step 2		109,910		112,658		112,658	112,658	112,658
Captain - Step 1		0		0		0	0	0
Lieutenant - Step 2		504,275		413,504		516,880	413,504	413,504
Lieutenant - Step 1		0		100,792		0	100,792	100,792
Sergeant - Step 3		275,406		282,291		282,291	282,291	282,291
Sergeant - Step 2		537,042		366,980		550,470	458,725	458,725
Sergeant - Step 1		0		178,904		0	89,452	89,452
Police Officer - Step 6		1,572,231		1,696,360		1,611,542	1,865,996	1,865,996
Police Officer - Step 5		1,297,504		1,828,662		1,828,662	1,579,299	1,579,299
Police Officer - Step 4		1,330,352		721,908		481,272	561,484	561,484
Police Officer - Step 3		597,880		153,206		0	0	0
Police Officer - Step 2		489,132		787,853		1,002,722	358,115	358,115
Police Officer - Step 1		61,491		252,112		441,196	945,420	945,420
Executive Secretary		54,909		59,622		57,690	57,690	61,411
Records Div. Clerical Coordinator		50,989		52,697		50,989	50,989	54,278
Police Records Clerk		189,384		180,076		236,730	189,384	185,480
Animal Control Officer		0		0		0	0	0
Assistant Animal Control Officer		0		0		0	0	0
911 Civilian Dispatcher		589,212		589,212		720,148	699,620	699,620
Shift Differentials		48,000		48,000		48,000	48,000	48,000
Education Incentives		0		0		0	20,700	20,700
Longevity Bonuses		21,000		21,000		21,000	12,000	12,000
On-call Stipends		10,200		10,200		10,200	10,200	10,200
Subtotal - Employees		<u>7,861,379</u>		<u>7,981,561</u>		<u>8,097,974</u>	<u>7,986,236</u>	<u>7,989,342</u>
TOTAL SALARIES		<u>8,002,379</u>		<u>8,126,086</u>		<u>8,242,499</u>	<u>8,135,819</u>	<u>8,138,925</u>

Performance Measures	Actual	Projected	Actual	Projected	Projected	Projected	Projected	Projected
Workload/outputs								
911 Hard Line	1,686	2,089	1,552	2,134	2,134	2,134	2,134	2,134
911 Cellular	17,678	16,742	17,289	18,450	18,450	18,450	18,450	18,450
911 VOIP	2,261	2,006	2,219	2,575	2,575	2,575	2,575	2,575
911 Text	89	108	85	101	101	101	101	101
Subtotal - Emergency Calls	<u>21,714</u>	<u>20,945</u>	<u>21,145</u>	<u>23,260</u>	<u>23,260</u>	<u>23,260</u>	<u>23,260</u>	<u>23,260</u>
Non-emergency Line	<u>36,734</u>	<u>35,016</u>	<u>50,737</u>	<u>37,124</u>	<u>37,124</u>	<u>37,124</u>	<u>37,124</u>	<u>37,124</u>
Total Calls	<u>58,448</u>	<u>55,961</u>	<u>71,882</u>	<u>60,384</u>	<u>60,384</u>	<u>60,384</u>	<u>60,384</u>	<u>60,384</u>
Calls (Police)	50,574	51,212	50,166	50,895	50,895	50,895	50,895	50,895
Calls (Fire)	4,891	4,749	4,609	4,902	4,902	4,902	4,902	4,902
Auto Accidents (Investigated)	1,694	1,246	1,788	1,789	1,789	1,789	1,789	1,789
Auto Accidents (Fatalities)	-	3	2	3	3	4	4	4
Auto Accidents (Injuries)	307	238	334	310	310	350	350	350
Vandalism (Reported)	273	253	292	275	275	305	305	305
Outcome/results								
Part I Crimes (per 100,000)	0.013	0.012	0.012	0.017	0.017	0.017	0.017	0.017
DWI Arrests	107	144	104	140	140	140	140	140
Neighborhood Watch Groups	11	43	11	11	11	11	11	11
Efficiency								
Police calls per uniformed officer	575	602	590	599	599	599	599	599
Per capita cost of department	\$446.53	\$458.97	\$451.93	\$459.23	\$457.94	\$485.40	\$480.15	\$480.23

* Police activity is based and reported by Calendar Year. For example, the "2021-22 Actual" statistics are from calendar year 2022.

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. Utilize the additional staffing in the Fire Marshal office to further the efforts towards life safety code enforcement and inspection duties. **(G2)**
5. Train fire personnel to the highest standards in suppression and other related emergencies while holding them accountable to those standards. **(G2)**
6. Reduce costs through an asset management plan that focuses on maintenance measures and energy efficiency initiatives on all City assets. **(G2)**
7. Diversify the makeup of the fire personnel through outreach programs. **(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, DG4)**
2. Enforce the life safety code and construction planning through inspections, technological advancements and greater interagency cooperation. **(DG3, DG4)**
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. **(DG5, DG6)**
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. **(DG5)**
7. Achieve maximum life expectancy of fire apparatus and equipment while providing a realistic, ongoing assessment of needs. **(DG6)**
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 and the Norwich Volunteer Fire Departments have worked diligently to establish an Automatic Aid response policy to further public and firefighter safety, as well as increase the property conservation efforts off all groups during major fires and other emergencies.
- 3) Maintained all fire personnel training to appropriate levels for their position.
- 4) Worked with NPD, Norwich Fire Chiefs, Motorola, and members the CT Telecommunications System team, to design and purchase an upgrade of the fire service radio system, as well as upgrades to Norwich Emergency Dispatch CAD system with funding from ARPA.
- 5) Promoted Fire officers to rank of Lieutenant, Captain, and Battalion Chief.
- 6) Established and filled a fourth Deputy Fire Marshal position utilizing ARPA funding.
- 7) Established attack plan format for target hazards within the City. Upgraded information management systems to enhance data collection and strategic planning.
- 8) Procured Lucas Devices for NFD and four of the Volunteer Departments to further patient care during cardiac arrest events.
- 9) Instituted new software program OpenGov for Fire Marshal use for inspections, investigations, and related duties.
- 10) Worked in coordinated fashion with public safety services city wide in planning and implementing upgrades to Fire Service radios and computer aided dispatch systems.
- 11) Fire Chief and DFM completed Fire Code Inspector module of state training to become fully Investigation and Code Inspection certified.

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. This year we were awarded an AFG for training programs in RIT, Aerial Operations, and Pump Operations for all personnel. Total value of the grant is \$417,000.48 with \$379,091.34 coming from Federal funds, and \$37,909.14 from City match.
- 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		2020-21	2021-22	2021-22	2022-23	2022-23	2023-24	2023-24	2023-24
		Actual	Budget	Actual	Budget	Projected	Request	Proposed	Adopted
51601	Department Head	96,253	107,000	107,225	113,893	112,000	113,893	117,880	117,880
51610	Regular Employees	848,217	842,000	826,033	830,295	777,500	926,355	885,084	891,756
51630	Overtime	33,633	17,000	17,749	25,897	37,000	25,897	25,897	25,897
51631	Replacement Cost	76,106	90,000	88,440	80,000	95,000	89,840	89,840	89,840
52000	Fringe Benefits	721,631	823,086	822,653	821,657	802,500	838,692	890,617	891,126
53080	Physicals	19,665	5,000	1,873	23,000	32,700	34,248	34,248	34,248
53201	Haz Mat Technician Training	2,497	3,000	2,387	9,000	6,000	9,000	9,000	9,000
53322	Professional Development	36,449	44,703	48,223	56,780	60,500	81,342	70,000	70,000
54310	Equip & Furniture Maintenance	88,609	110,479	110,506	120,475	139,000	124,318	124,318	124,318
54410	Utilities	69,761	79,000	79,757	79,300	87,500	83,000	88,000	88,000
54430	Building Repairs & Maintenance	28,158	42,325	44,317	35,000	36,000	35,805	35,805	35,805
55530	Communications	56,098	57,116	56,677	56,022	55,000	58,336	48,273	48,273
56600	Uniforms & Clothing	24,231	19,818	17,044	28,800	34,500	28,800	28,800	28,800
56610	Supplies	20,736	30,000	34,114	42,000	43,000	44,800	44,800	44,800
56627	Vehicle Fuel	18,770	33,000	32,786	35,566	40,500	45,581	30,041	30,041
58100	Dues Licenses & Subscriptions	2,251	2,500	2,291	3,500	3,500	3,500	3,500	3,500
TOTALS		2,143,065	2,306,027	2,292,075	2,361,185	2,362,200	2,543,407	2,526,103	2,533,284

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	0.85	0.85	0.85	0.85	0.85	0.85	0.85	0.85
Deputy Chief	0.00	0.00	0.00	0.83	0.83	0.83	0.83	0.83	0.83
Director of Training & Safety	1.00	0.83	0.83	0.00	0.00	0.00	0.00	0.00	0.00
Battalion Chiefs - Step 2	3.00	4.00	4.00	3.00	3.00	2.00	2.00	2.00	2.00
Battalion Chiefs - Step 1	1.00	0.00	0.00	1.00	1.00	2.00	2.00	2.00	2.00
Subtotal - Firefighters	5.75	5.68	5.68	5.68	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	1.00	1.00
Inspectors - Step 2	1.00	2.00	2.00	1.00	1.00	2.00	2.00	2.00	2.00
Inspectors - Step 1	1.00	0.00	0.00	1.00	1.00	1.00	0.50	0.50	0.50
Fire Code Clerk	1.00	1.00	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	1.00	1.00
Subtotal - All other Fire Employees	5.00	5.00	5.00	5.00	5.00	6.00	5.50	5.50	5.50
TOTAL FTE'S	10.75	10.68	10.68	10.68	10.68	11.68	11.18	11.18	11.18

Salaries

Fire Chief/ EMD		130,724		133,992		133,992	138,682	138,682
Deputy Chief		0		105,000		105,000	105,000	105,000
Director of Training & Safety		80,585		83,875		88,516	88,516	88,516
Battalion Chiefs - Step 2		86,577		92,552		95,097	95,097	95,097
Battalion Chiefs - Step 1		84,204		90,016		92,491	92,491	92,491
Captain - Fire Marshal		85,652		91,564		94,082	94,082	94,082
Inspectors - Step 2		77,403		82,745		85,020	85,020	85,020
Inspectors - Step 1		75,147		80,335		82,543	82,543	82,543
Fire Code Clerk		48,530		50,157		48,530	48,530	51,661
Executive Secretary		54,909		56,749		54,909	54,909	58,450

Total Salaries Paid by General Fund

Fire Chief/ EMD		111,115		113,893		113,893	117,880	117,880
Deputy Chief				87,150		87,150	87,150	87,150
Director of Training & Safety		66,886		0		0	0	0
Battalion Chiefs - Step 2		346,308		277,656		190,194	190,194	190,194
Battalion Chiefs - Step 1		0		90,016		184,982	184,982	184,982
Captain - Fire Marshal		85,652		91,564		94,082	94,082	94,082
Inspectors - Step 2		154,806		82,745		170,040	170,040	170,040
Inspectors - Step 1		0		80,335		82,543	41,272	41,272
Fire Code Clerk		48,530		50,157		48,530	48,530	51,661
Executive Secretary		54,909		56,749		54,909	54,909	58,450
Stand-by pay per contract		6,925		6,925		5,925	6,925	6,925
Haz-Mat Stipends		7,000		7,000		7,000	7,000	7,000
Subtotal - Employees		771,016		830,297		925,355	885,084	891,756
TOTAL SALARIES		882,131		944,190		1,039,248	1,002,964	1,009,636

10420200 Norwich Fire	2020-21 Actual	2021-22 Budget	2021-22 Actual	2022-23 Budget	2022-23 Projected	2023-24 Request	2023-24 Proposed	2023-24 Adopted
Performance Measures	Actual	Projected	Actual	Projected	Projected	Projected	Projected	Projected
Inputs (includes both the General Fund and City Consolidation District)								
Budget (General Fund + CCD)	\$9,879,284	\$10,537,101	\$10,522,506	\$10,478,789	\$10,484,200	\$11,120,173	\$11,008,283	\$11,015,464
Non-personnel budget	\$291,119	\$336,941	\$341,535	\$409,443	\$443,200	\$458,890	\$426,945	\$426,945
Total full-time equivalent employees	58.8	58.7	58.7	58.7	58.7	59.7	59.2	59.2
Total firefighters	53.8	53.7	53.7	53.7	53.7	53.7	53.7	53.7
Workload/outputs								
Fires	135	427	107	427	427	110	110	110
EMS	1,513	1,723	1,694	1,723	1,723	1,700	1,700	1,700
Hazardous materials	153	96	143	96	96	140	140	140
Service calls	148	109	203	109	109	210	210	210
Other	373	49	462	49	49	470	470	470
Total calls	2,322	2,404	2,609	2,404	2,404	2,630	2,630	2,630
Outcome/results								
Civilian casualties	1	-	1	-	-	2	2	2
Fire Service Injuries	6	6	1	6	6	2	2	2
Arson fires leading to arrests	1	2	-	2	2	2	2	2
Inspections/re-inspections	803	1,008	614	1,008	1,008	900	900	900
Complaints Investigated	63	43	67	43	43	65	65	65
Violations found	1,000	1,263	700	1,263	1,263	1,300	1,300	1,300
Violations corrected	900	1,000	135	1,000	1,000	1,000	1,000	1,000
Fire investigations conducted	72	79	74	79	79	80	80	80
Community service/public safety presentations	5	100	-	100	100	10	10	10
Training hours per person	225	185	258	185	185	250	250	250
Marine Operations	5	36	10	36	36	12	12	12
Efficiency								
Total calls/ firefighter	43.20	44.78	48.60	44.78	44.78	48.99	48.99	48.99
Total non-personnel budget/Total General Fund budget	0.22%	0.25%	0.25%	0.30%	0.32%	0.32%	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 and other organizations to expedite return to pre-emergency operations. **(DG2)**
3. Conduct awareness campaign on National Flood Insurance Program for 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 city employees to provide improved EOC coverage. **(DG3)**

Accomplishments

1. Conducted Public Information & Education programs for COVID testing and regional resources. **(DG3)**
2. Provided training for the Web/EOC. **(DG3)**
3. Partnered with American Red Cross and Medical Reserve Corp. for vaccine administration and annual recertification drill. **(DG3)**
4. Hosted FEMA Disaster Assessment Teams to assist local residents and business owners with documentation and federal program applications to address recovery needs following multiple significant weather events. **(DG1, DG2)**
5. Distributed 11,000 COVID self-test kits and 24,000 N-95 masks to citizens and employees. **(DG1, DG2)**
6. Coordinated with other City agencies, State agencies and private contractors on planning updates to the City's Hazard Mitigation and Climate Adaptation Plan. **(DG2)**
7. Worked with Norwich Public Works to provide increased availability of material needs to the public during preparation and response to weather events. **(DG2)**

10422300 Emergency Management		2020-21 Actual	2021-22 Budget	2021-22 Actual	2022-23 Budget	2022-23 Projected	2023-24 Request	2023-24 Proposed	2023-24 Adopted
51601	Department Head	38,049	19,609	19,299	20,099	20,099	20,099	20,802	20,802
51610	Regular Employees	409	14,287	13,698	17,850	17,850	17,850	17,850	17,850
52000	Fringe Benefits	16,905	14,651	14,910	18,307	18,307	19,937	20,046	20,046
53322	Professional Development	1,180	2,000	442	1,500	500	1,500	1,500	1,500
54310	Equip & Furniture Maintenance	580	4,000	4,440	3,000	3,000	3,000	3,000	3,000
54410	Utilities	4,981	6,650	6,684	6,184	6,000	7,200	6,000	6,000
54430	Building Repairs & Maintenance	2,004	3,350	2,373	3,500	3,500	3,500	3,500	3,500
55530	Communications	2,791	6,406	5,877	1,535	1,535	1,590	1,776	1,776
56610	Supplies	365	1,500	45	3,500	2,000	3,500	2,000	2,000
56627	Vehicle Fuel	0	387	38	186	50	137	100	100
TOTALS		67,264	72,840	67,806	75,661	72,841	78,313	76,574	76,574

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

Salaries									
Fire Chief/ EMD		130,724		133,992		133,992	138,682	138,682	138,682
Deputy Chief				105,000		105,000	105,000	105,000	105,000
Director of Training & Safety		80,585		83,875		88,516	88,516	88,516	88,516
Total Salaries									
Fire Chief/ EMD		19,609		20,099		20,099	20,802	20,802	20,802
Deputy Chief				17,850		17,850	17,850	17,850	17,850
Director of Training & Safety		13,699		0		0	0	0	0
TOTAL SALARIES		33,308		37,949		37,949	38,652	38,652	38,652

Performance Measures									
	Actual	Projected	Actual	Projected	Projected	Projected	Projected	Projected	Projected
Workload/ Output Measures									
Hours of emergency training	48	1,950	-	1,950	1,950	100	100	100	100
Personnel trained	2	375	3	375	375	5	5	5	5
Shelter maintained	13	13	13	13	13	13	13	13	13
EOC activations	3	17	2	17	17	3	3	3	3
Flood assistance calls	9	60	-	60	60	60	60	60	60
Speaking engagements	-	45	-	45	45	3	3	3	3
Public information/education exhibits	4	45	3	45	45	3	3	3	3
Outcome/ Results									
Percentage of emergency plans updated	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Efficiency Measures									
Cost of department per capita	\$1.74	\$1.82	\$1.69	\$1.89	\$1.82	\$1.96	\$1.91	\$1.91	\$1.91

East Great Plain Volunteer Fire

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	2020-21 Actual	2021-22 Budget	2021-22 Actual	2022-23 Budget	2022-23 Projected	2023-24 Request	2023-24 Proposed	2023-24 Adopted
53080 Physicals	6,959	9,000	5,893	9,000	8,000	9,000	9,000	9,000
53322 Professional Development	13,209	19,000	17,662	21,000	21,000	21,000	21,000	21,000
54310 Equip & Furniture Maintenance	41,011	30,925	31,213	32,000	31,500	35,000	35,000	35,000
54410 Utilities	14,029	16,200	16,753	17,581	18,000	19,000	19,000	19,000
54430 Building Repairs & Maintenance	26,620	29,735	29,726	30,000	27,000	32,000	32,000	32,000
55530 Communications	8,817	5,878	4,368	8,720	8,600	8,851	9,293	9,293
56600 Uniforms & Clothing	1,862	4,500	2,184	6,500	3,000	6,500	5,000	5,000
56610 Supplies	24,428	28,115	26,845	30,000	38,000	32,000	32,000	32,000
56627 Vehicle Fuel	5,047	9,267	8,588	8,256	8,300	12,175	9,171	9,171
58100 Dues Licenses & Subscriptions	1,216	2,376	1,779	2,376	2,000	2,376	2,376	2,376
TOTALS	143,198	154,996	145,011	165,433	165,400	177,902	173,840	173,840

Performance Measures
Inputs

Workload/outputs

	Actual	Projected	Actual	Projected	Projected	Projected	Projected	Projected
Fire (Building, vehicle, brush, etc.)	52	48	66	50	50	58	58	58
Overpressure Rupture, Explosion (no fire)	2	1	1	1	1	1	1	1
Rescue & EMS Incidents (EMS vehicle accidents, extrication)	625	630	633	670	670	670	670	670
Hazardous Conditions	42	30	35	30	30	30	30	30
Service Calls	35	35	44	35	35	35	35	35
Good Intent Calls (Authorized controlled burns, smoke scares)	65	70	70	60	60	65	65	65
False Alarms & False Calls	140	145	135	120	120	130	130	130
Severe Weather & Natural Disaster	1	1	1	1	1	1	1	1
Total Calls	962	960	985	967	967	990	990	990

Outcome/results

Number of volunteers attending training	50	54	50	54	54	54	54	54
Total training hours	2,400	2,600	2,562	2,600	2,600	2,600	2,600	2,600
Number of volunteers trained as EMT or MRT	40	42	38	42	42	40	40	40
Number of volunteers trained to use defibrillators	40	42	38	42	42	40	40	40
Number of State Fire Certified volunteers	44	46	40	46	46	44	44	44

Efficiency

Cost of dept/cost of total general fund operations	0.11%	0.11%	0.11%	0.12%	0.12%	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. Two firefighters were trained to the Firefighter 2 level.
2. One member was trained to the Firefighter 1 level.
3. Two 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	2020-21 Actual	2021-22 Budget	2021-22 Actual	2022-23 Budget	2022-23 Projected	2023-24 Request	2023-24 Proposed	2023-24 Adopted
53080 Physicals	5,789	2,254	2,024	6,250	4,500	6,250	6,250	6,250
53322 Professional Development	6,807	9,072	8,972	9,000	7,000	11,350	11,350	11,350
54310 Equip & Furniture Maintenance	21,633	15,708	15,859	23,000	18,000	29,500	25,000	25,000
54410 Utilities	10,015	10,200	10,215	11,792	11,792	12,500	12,000	12,000
54430 Building Repairs & Maintenance	6,861	13,305	13,304	10,200	10,000	10,200	10,200	10,200
55530 Communications	10,717	10,477	10,216	10,053	10,000	10,307	10,655	10,655
56600 Uniforms & Clothing	2,161	2,500	2,204	4,000	2,500	5,000	3,500	3,500
56610 Supplies	16,434	16,961	16,535	9,100	15,000	10,100	10,100	10,100
56627 Vehicle Fuel	1,682	2,244	2,747	2,337	4,000	3,482	2,322	2,322
58100 Dues Licenses & Subscriptions	334	500	385	1,000	300	2,000	1,000	1,000
TOTALS	82,433	83,221	82,461	86,732	83,092	100,689	92,377	92,377

Performance Measures	Actual	Projected	Actual	Projected	Projected	Projected	Projected	Projected
Workload/outputs								
Brush Fires	6	3	5	3	3	3	3	3
Structure Fires	9	8	16	4	4	10	10	10
Fire Alarms	6	12	10	12	12	19	19	19
Service Calls	13	5	3	6	6	3	3	3
Rescue/Emergency	1	2	2	1	1	2	2	2
Motor Vehicle Accidents	7	7	5	5	5	5	5	5
Vehicle Fires	-	2	1	1	1	1	1	1
Haz-Mat Calls	3	3	1	2	2	2	2	2
Mutual Aid	13	30	27	27	27	39	39	39
CO Problems	1	3	2	4	4	2	2	2
Water Emergency	13	5	9	6	6	2	2	2
Medical Calls	28	30	35	33	33	27	27	27
Total Calls	100	110	116	104	104	115	115	115
Outcome/results								
Accidents involving city fire vehicles	-	-	-	-	-	-	-	-
Civilian Casualties	-	-	-	-	-	-	-	-
Fire Service Injuries	-	-	-	-	-	-	-	-
Drills/Training	76	76	74	76	76	76	76	76
Training Hours	3,100	3,100	3,100	3,100	3,100	3,100	3,100	3,100
Community events attended	22	22	22	22	22	22	22	22
Percentage of women/minority members	42.00%	42.00%	47.00%	42.00%	42.00%	42.00%	42.00%	42.00%
Firefighters with State of CT Certifications	97.00%	97.00%	83.00%	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%	0.06%	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. Continue to improve our technology for training and emergency responses to assist in accomplishing operational efficiency. **(DG1)**
2. Provide ongoing training and education to increase the knowledge and professional skill of all department members while working to complete all necessary training requirements. **(DG2)**
3. Promote a safer environment by performing community education with emphasis on fire prevention and personal safety. **(DG3)**
4. Promote the safety and health of our personnel, which is a high priority. **(DG4)**
5. Maximize life expectancy of fire apparatus while providing an annual assessment of realistic and ongoing needs. **(DG5)**

Accomplishments

1. Received new LUCAS device which will significantly enhance our ability to provide CPR on necessary calls for service and provide a higher chance for resuscitation. **(DG1)**
2. Recruited eight new members into the department, some with previous fire service experience. **(DG2)**
3. Obtained our highest number of calls for service in seven years to include mitigating several structure fires and motor vehicle accidents without injuries. **(DG4)**
4. Worked to enhance apparatus responses via run card updates to more efficiently utilize mutual aid as well as planning for future equipment needs and new CAD and radio upgrades with the other fire chiefs. **(DG5)**

10423500 Occum Volunteer Fire	2020-21 Actual	2021-22 Budget	2021-22 Actual	2022-23 Budget	2022-23 Projected	2023-24 Request	2023-24 Proposed	2023-24 Adopted
53080 Physicals	13,847	6,825	0	12,805	10,500	12,805	12,805	12,805
53322 Professional Development	8,985	9,606	9,549	15,000	13,000	15,000	15,000	15,000
54310 Equip & Furniture Maintenance	17,260	19,470	20,638	18,000	18,000	20,000	19,000	19,000
54410 Utilities	12,174	14,000	15,226	14,070	17,000	17,000	18,000	18,000
54430 Building Repairs & Maintenance	14,372	9,144	9,143	12,000	13,000	12,000	12,000	12,000
55530 Communications	8,342	10,031	8,677	8,620	8,300	8,776	9,222	9,222
56600 Uniforms & Clothing	2,947	3,500	2,973	4,000	2,500	5,000	4,000	4,000
56610 Supplies	11,667	15,380	15,835	12,500	14,000	16,000	16,000	16,000
56627 Vehicle Fuel	918	1,831	2,098	2,673	2,000	3,424	2,511	2,511
58100 Dues Licenses & Subscriptions	1,294	2,513	2,564	500	2,000	3,000	3,000	3,000
TOTALS	91,806	92,300	86,703	100,168	100,300	113,005	111,538	111,538

Performance Measures

Workload/outputs

	Actual	Projected	Actual	Projected	Projected	Projected	Projected	Projected
Fires	23	30	31	25	25	25	25	25
Overpressure/ explosion	-	-	-	-	-	-	-	-
Rescue/EMS	125	150	182	150	150	150	150	150
Hazardous conditions	3	10	3	5	5	5	5	5
Service calls	8	20	16	12	12	15	15	15
Good intent calls	12	20	10	10	10	10	10	10
False alarms/ false calls	16	45	19	15	15	15	15	15
Severe weather	2	-	1	1	1	5	5	5
Special incidents	-	-	-	-	-	-	-	-
Total Calls	189	275	262	218	218	225	225	225

Outcome/results

Accidents involving city vehicles	-	-	-	-	-	-	-	-
Civillian casualties	-	-	-	-	-	-	-	-
Fire service injuries	-	-	-	-	-	-	-	-
Drills (weekdays and evenings)	110	110	110	110	110	110	110	110
Drills (man hours) in house	3,850	3,850	9,900	3,850	3,850	9,900	9,900	9,900
Community events attended	30	30	30	30	30	30	30	30
Percentage of women/minority Firefighters with State of CT certification	45.00%	45.00%	25.00%	45.00%	45.00%	25.00%	25.00%	25.00%
Percentage of personnel with EMT certification	55.00%	55.00%	69.00%	55.00%	55.00%	75.00%	75.00%	75.00%
Percentage of personnel with EMT certification	55.00%	55.00%	61.00%	55.00%	55.00%	70.00%	70.00%	70.00%

Efficiency

Cost of dept/cost of total GF operatio	0.07%	0.07%	0.06%	0.07%	0.07%	0.08%	0.08%	0.08%
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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. Attended Fire Service meetings/events on a Local, State and National Level
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 (DG3)
8. Successfully implemented an “on-line” training program for department members (DG4)
9. Successfully re-established in person training with COVID Restrictions
10. No accidents involving city apparatus. (DG1,DG2)

10423600 Taftville Volunteer Fire		2020-21 Actual	2021-22 Budget	2021-22 Actual	2022-23 Budget	2022-23 Projected	2023-24 Request	2023-24 Proposed	2023-24 Adopted
53080	Physicals	6,369	9,500	778	9,500	8,000	11,000	10,000	10,000
53322	Professional Development	11,652	16,650	11,198	24,000	18,000	25,000	21,000	21,000
54310	Equip & Furniture Maintenance	30,273	33,000	26,639	33,000	30,000	35,000	34,000	34,000
54410	Utilities	19,865	22,300	23,537	23,177	25,000	25,000	26,000	26,000
54430	Building Repairs & Maintenance	25,167	26,000	22,491	27,000	23,000	30,000	28,000	28,000
55530	Communications	8,645	11,825	9,976	8,669	8,669	8,893	9,128	9,128
56600	Uniforms & Clothing	824	3,500	2,683	5,000	4,000	5,000	4,000	4,000
56610	Supplies	33,385	38,500	46,036	33,463	45,000	35,612	35,612	35,612
56627	Vehicle Fuel	3,225	9,693	6,012	8,729	8,729	10,060	6,540	6,540
58100	Dues Licenses & Subscriptions	895	3,000	780	3,500	1,300	3,500	3,500	3,500
TOTALS		140,300	173,968	150,130	176,038	171,698	189,065	177,780	177,780

Performance Measures	Actual	Projected	Actual	Projected	Projected	Projected	Projected	Projected
Workload/outputs								
Structural fires	22	30	32	25	25	25	25	25
Mutual aid	94	74	3	100	100	100	100	100
Standby	9	30	13	30	30	30	30	30
Water Rescue	4	12	5	12	12	12	12	12
Service Calls	13	20	56	20	20	20	20	20
Emergency Medical Calls	383	450	326	450	450	450	450	450
Motor Vehicle Accidents	52	56	36	50	50	50	50	50
False Alarms	68	60	221	70	70	70	70	70
Brush Fires	6	5	3	5	5	5	5	5
Other	49	10	40	55	55	55	55	55
Investigation	55	55	17	50	50	50	50	50
Total Calls	755	802	752	867	867	867	867	867
Outcome/results								
Accidents involving city vehicles	-	-	-	-	-	-	-	-
Civilian casualties	-	-	-	-	-	-	-	-
Fire Service injuries	1	-	-	-	-	-	-	-
Drills (weekdays and evenings)	70	70	40	70	70	70	70	70
Drills (man hours)	3,800	3,800	2,657	3,800	3,800	3,800	3,800	3,800
Percentage of women/minority members	6.00%	6.00%	17.00%	8.00%	8.00%	17.00%	17.00%	17.00%
Firefighters with State of CT certification	98.00%	99.00%	97.00%	98.00%	98.00%	98.00%	98.00%	98.00%
Efficiency								
Cost of dept/cost of total GF operations	0.11%	0.13%	0.11%	0.13%	0.12%	0.13%	0.12%	0.12%

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	2020-21 Actual	2021-22 Budget	2021-22 Actual	2022-23 Budget	2022-23 Projected	2023-24 Request	2023-24 Proposed	2023-24 Adopted
53080	Physicals	9,516	12,950	5,714	15,000	14,000	15,000	15,000	15,000
53322	Professional Development	15,243	6,800	5,948	15,000	12,000	15,000	13,000	13,000
54310	Equip & Furniture Maintenance	29,262	20,670	20,094	30,670	30,000	35,670	34,000	34,000
54410	Utilities	17,605	23,216	25,727	22,196	25,000	20,400	34,000	34,000
54430	Building Repairs & Maintenance	35,407	39,804	36,670	32,000	37,000	38,000	38,000	38,000
55530	Communications	11,123	13,111	11,256	10,932	10,932	11,243	11,639	11,639
56600	Uniforms & Clothing	465	3,475	3,475	6,000	4,000	2,100	2,100	2,100
56610	Supplies	28,052	32,842	37,510	30,000	30,000	34,000	34,000	34,000
56627	Vehicle Fuel	3,493	6,485	7,008	8,076	8,000	3,570	7,134	7,134
58100	Dues Licenses & Subscriptions	617	1,030	467	2,000	800	2,000	1,000	1,000
TOTALS		150,783	160,383	153,869	171,874	171,732	176,983	189,873	189,873

Performance Measures	Actual	Projected	Actual	Projected	Projected	Projected	Projected	Projected
Workload/outputs								
Structure Fires	5	20	9	20	20	20	20	12
False Alarms	1	10	5	10	10	10	10	12
Internal alarms	75	100	74	100	100	100	100	80
Miscellaneous calls	89	50	89	50	50	50	50	50
Rescue/emergency	228	250	286	250	250	250	250	250
Vehicle accidents	83	100	96	100	100	100	100	100
Automobile fire	16	20	10	20	20	20	20	15
Grass/brush fires	15	20	14	20	20	20	20	12
Chemical incidents	12	5	21	5	5	5	5	5
Mutual aid	56	30	69	30	30	30	30	30
Service calls	10	100	1	100	100	100	100	100
Total Calls	590	705	674	705	705	705	705	666
Outcome/results								
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	800
Training man hours	1,505	2,500	2,799	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%	95.00%
Percentage of personnel receiving EMT training	62.00%	62.00%	62.00%	62.00%	62.00%	62.00%	62.00%	62.00%
Efficiency								
Cost of dept/cost of total GF operations	0.11%	0.12%	0.11%	0.12%	0.12%	0.12%	0.13%	0.13%

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 and recycling. **(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 Dunham Street Road Reconstruction Project. This \$1.5M project incorporated a complete street design, connecting the sidewalks from West Main to West Thames and introduced shared bicycle lanes, as there was not sufficient right of way for exclusive bike lanes. The construction costs were funded 100% by the LOTCIP grant. **(DG1)**
3. Began construction on the Sherman St. Bridges, a multiyear \$12 million project replacing 2 bridges.
4. Constructed over 1,400 linear feet of sidewalk, and 20 ADA compliant ramps.
5. Installed over 800 linear feet of storm drainage pipe. **(DG1)**
6. Responded to 15 winter weather events including a blizzard, and numerous wind/rain events, including the flooding associated with two major storms, (Henri and Ida), keeping the roads, parking garages and City sidewalks operational. Completed leaf collection in house, saving \$17k. **(DG1, DG3)**
7. Performed over 1,500 services/repairs, impounded 20 vehicles for the PD. **(DG1, DG3)**

Public Works	2020-21	2021-22	2021-22	2022-23	2022-23	2023-24	2023-24	2023-24
	Actual	Budget	Actual	Budget	Projected	Request	Proposed	Adopted
10430300 Street Maintenance	3,912,600	4,079,954	4,033,054	4,784,862	4,674,200	4,982,882	4,960,148	5,102,286
10430500 Engineering & Administration	814,018	848,383	830,408	998,879	986,272	1,019,673	1,025,182	1,048,422
10431100 Street Lighting	299,869	316,400	317,796	330,239	350,000	345,000	364,000	364,000
10431300 Fleet Maintenance	1,463,583	1,573,740	1,583,759	1,636,681	1,614,258	1,722,977	1,666,508	1,700,010
10431700 Refuse & Recycling	2,722,224	2,834,485	2,831,291	2,968,420	2,960,000	3,091,717	3,091,717	3,091,717
10434700 Building Maintenance	1,327,788	1,353,750	1,410,331	1,411,482	1,420,071	1,454,270	1,457,933	1,490,512
10434800 Parking Maintenance	153,402	148,589	143,923	132,176	146,446	129,980	104,733	108,248
TOTALS	10,693,484	11,155,301	11,150,562	12,262,739	12,151,247	12,746,499	12,670,221	12,905,195

Performance Measures	Actual	Projected	Actual	Projected	Projected	Projected	Projected	Projected
Inputs								
Full-time equivalent employees	54.00	54.00	54.00	59.00	59.00	59.50	59.25	59.25
Workload/outputs								
Improved miles of road	162	162	162	162	162	162	162	162
Buildings maintained	14	15	15	15	15	17	17	17
Vehicles & equipment maintained	337	337	345	337	337	352	352	352
Parks & cemeteries maintained	15	21	25	15	15	46	46	46
Parking lots, decks & garages maintained	14	14	14	14	14	14	14	14
Outcome/ Results								
Recycling flyers, newspaper articles, TV spots, etc.	18	18	18	18	18	18	18	18
Recycling rate	42.00%	42.00%	30.00%	42.00%	42.00%	42.00%	42.00%	40.00%
Road miles paved, chip-sealed, or crack-sealed	12.0	11.0	10.6	11.0	11.0	11.0	11.0	11.0
Clean catch basins at least one time each year	80.00%	75.00%	50.00%	75.00%	75.00%	75.00%	75.00%	60.00%
Percentage of streets swept by August	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Number of trucks > 20 years	4	5	5	5	5	5	5	5
Average age of fleet (years)	13.8	11.4	14.4	11.4	11.4	14.4	14.4	14.4
Efficiency Measures								
Median time to close our citizen service requests (days)	8	7	6	7	7	4	4	4
Percentage of procurements screened for possible state bids	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Cost of department per capita	\$281	\$279	\$279	\$304	\$304	\$319	\$317	\$323

10430300 Streets & Parks Maintenance Division	2020-21 Actual	2021-22 Budget	2021-22 Actual	2022-23 Budget	2022-23 Projected	2023-24 Request	2023-24 Proposed	2023-24 Adopted
51610 Regular Employees	1,686,720	1,778,269	1,774,057	2,068,868	2,053,000	2,089,000	2,089,000	2,214,170
51620 Seasonal/Temporary Employees	36,204	28,000	25,861	40,000	25,000	50,000	35,000	35,000
51630 Overtime	99,372	100,000	100,551	56,530	40,000	102,000	102,000	108,867
52000 Fringe Benefits	1,415,660	1,529,392	1,506,388	1,865,836	1,861,200	1,962,876	1,946,863	1,956,964
53322 Professional Development	8,380	8,000	5,911	8,000	8,000	10,000	10,000	10,000
54399 Emergency Repairs	46,831	50,000	45,461	50,000	50,000	50,000	50,000	50,000
54410 Utilities	48,311	56,936	61,423	63,099	64,000	64,099	72,000	72,000
54425 Tree Care	43,067	70,999	56,431	50,000	40,000	50,000	50,000	50,000
54426 Catch Basin & Pipe Cleaning	8,250	5,000	2,750	10,000	10,000	20,000	20,000	20,000
54430 Building Repairs & Maintenance	33,439	30,000	28,628	65,000	65,000	35,000	35,000	35,000
55530 Communications	15,436	18,744	17,742	18,779	18,000	19,907	20,285	20,285
56610 Supplies	470,930	404,614	407,851	488,750	440,000	530,000	530,000	530,000
TOTALS	3,912,600	4,079,954	4,033,054	4,784,862	4,674,200	4,982,882	4,960,148	5,102,286

Recreation maintenance was moved to Public Works in FY2023.

Staffing								
Public Works Superintendent	1.00	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	1.00
Crew Leaders	4.00	4.00	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	1.00
Heavy Equipment Operators	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00
Light Equipment Operators	12.00	12.00	12.00	12.00	12.00	12.00	12.00	12.00
Laborers	8.00	8.00	8.00	9.00	9.00	9.00	9.00	9.00
Recreation Facilities Mtn. Supervisor	0.00	0.00	0.00	1.00	1.00	1.00	1.00	1.00
Recreation Facilities Maintainer II	0.00	0.00	0.00	1.00	1.00	1.00	1.00	1.00
Recreation Facilities Maintainer I	0.00	0.00	0.00	1.00	1.00	1.00	1.00	1.00
TOTAL FTE'S	31.00	31.00	31.00	35.00	35.00	35.00	35.00	35.00
Salaries								
Public Works Superintendent		88,243		90,229		92,484	92,484	92,484
Streets/ Parks Foreman		76,517		78,238		80,194	80,194	80,194
Crew Leaders		66,496		68,658		66,496	66,496	70,889
Maintenance Man		65,777		67,915		65,777	65,777	70,122
Heavy Equipment Operators		62,643		64,678		62,643	62,643	66,780
Light Equipment Operators		58,460		60,360		58,460	58,460	62,321
Laborers		49,082		50,676		49,082	49,082	52,323
Recreation Facilities Mtn. Supervisor				72,643		70,290	70,290	74,822
Recreation Facilities Maintainer II				56,749		54,909	54,909	58,451
Recreation Facilities Maintainer I				50,157		48,532	48,532	51,662
Total Salaries Paid by General Fund								
Public Works Superintendent		88,243		90,229		92,484	92,484	92,484
Streets/ Parks Foreman		76,517		78,238		80,194	80,194	80,194
Crew Leaders		265,984		274,632		265,984	265,984	283,556
Maintenance Man		65,777		67,915		65,777	65,777	70,122
Heavy Equipment Operators		250,572		258,712		250,572	250,572	267,120
Light Equipment Operators		701,520		724,320		701,520	701,520	747,852
Laborers		392,656		456,084		441,738	441,738	470,907
Recreation Facilities Mtn. Supervisor		0		72,643		70,290	70,290	74,822
Recreation Facilities Maintainer II		0		56,749		54,909	54,909	58,451
Recreation Facilities Maintainer I		0		50,157		48,532	48,532	51,662
Projected savings from vacancies				-75,000		0	0	0
Longevity Bonuses & Wage Differentials		17,000		17,000		17,000	17,000	17,000
TOTAL SALARIES		1,858,269		2,071,679		2,089,000	2,089,000	2,214,170

10430500 Engineering & Administration Division		2020-21 Actual	2021-22 Budget	2021-22 Actual	2022-23 Budget	2022-23 Projected	2023-24 Request	2023-24 Proposed	2023-24 Adopted
51601	Department Head	122,467	125,223	125,223	133,976	133,976	133,976	140,675	140,675
51610	Regular Employees	356,515	330,260	330,260	420,705	413,000	449,208	449,208	470,731
51630	Overtime	249	1,000	240	1,034	500	1,000	1,000	1,065
52000	Fringe Benefits	271,235	302,960	291,559	337,397	336,396	365,607	364,161	365,813
53010	Professional Services	39,466	65,000	61,628	81,000	80,000	45,000	45,000	45,000
53322	Professional Development	475	17	0	1,000	500	1,000	1,000	1,000
55530	Communications	5,753	6,123	6,088	5,967	5,800	6,082	7,338	7,338
55532	Postage	515	800	959	800	800	800	800	800
55800	Travel & Mileage Reimbursement	4,177	4,000	2,178	4,000	3,000	4,000	3,000	3,000
56610	Supplies	6,382	5,500	5,489	5,500	5,500	5,500	5,500	5,500
58100	Dues Licenses & Subscriptions	6,784	7,500	6,784	7,500	6,800	7,500	7,500	7,500
TOTALS		814,018	848,383	830,408	998,879	986,272	1,019,673	1,025,182	1,048,422

Staffing

Director of Public Works	1.00	1.00	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	1.00	1.00
Civil Engineer	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Environmental Compliance Coordinator	0.00	0.00	0.00	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	2.00	2.00
TOTAL FTE'S	6.00	6.00	6.00	7.00	7.00	7.00	7.00	7.00	7.00

Salaries

Director of Public Works		125,223		133,976		133,976	140,675	140,675
City Engineer		112,733		115,550		115,550	115,550	115,550
Civil Engineer		87,781		90,722		87,781	87,781	93,444
Environmental Compliance Coordinator		55,475		55,365		53,570	53,570	57,025
Administrative Specialist		47,348		54,014		52,263	52,263	55,634
Total Salaries Paid by General Fund								
Director of Public Works		125,223		133,976		133,976	140,675	140,675
City Engineer		112,733		115,550		115,550	115,550	115,550
Civil Engineer		175,562		181,444		175,562	175,562	186,888
Environmental Compliance Coordinator		0		55,365		53,570	53,570	57,025
Administrative Specialist		94,696		108,028		104,526	104,526	111,268
Subtotal - Employees		<u>382,991</u>		<u>460,387</u>		<u>449,208</u>	<u>449,208</u>	<u>470,731</u>
TOTAL SALARIES		<u>508,214</u>		<u>594,363</u>		<u>583,184</u>	<u>589,883</u>	<u>611,406</u>

10431100 Street Lighting									
54410	Utilities	299,869	316,400	317,796	330,239	350,000	345,000	364,000	364,000
TOTALS		299,869	316,400	317,796	330,239	350,000	345,000	364,000	364,000

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

10431300 Fleet Maintenance Division		2020-21 Actual	2021-22 Budget	2021-22 Actual	2022-23 Budget	2022-23 Projected	2023-24 Request	2023-24 Proposed	2023-24 Adopted
51610	Regular Employees	498,640	508,439	513,423	524,165	516,000	547,136	529,908	558,616
51630	Overtime	35,686	40,000	34,970	27,780	24,000	40,000	40,000	42,413
52000	Fringe Benefits	322,603	346,661	348,504	369,709	368,598	394,765	406,628	409,009
53322	Professional Development	355	2,500	0	3,000	500	3,000	3,000	3,000
54410	Utilities	36,513	37,000	43,887	41,848	45,000	47,000	47,000	47,000
54430	Building Repairs & Maintenance	12,149	14,000	18,288	14,000	13,000	14,000	14,000	14,000
55530	Communications	7,316	7,336	7,283	7,238	7,160	7,262	8,167	8,167
56613	Supplies	433,970	450,000	448,419	470,000	500,000	480,000	480,000	480,000
56627	Vehicle Fuel	116,351	167,804	168,985	178,941	140,000	189,814	137,805	137,805
TOTALS		1,463,583	1,573,740	1,583,759	1,636,681	1,614,258	1,722,977	1,666,508	1,700,010

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	5.00	5.50	5.25	5.25
	TOTAL FTE'S	7.00	7.00	7.00	7.00	7.00	7.50	7.25	7.25
Salaries									
	Fleet Maintenance Superintendent		88,243		90,229		92,484	92,484	92,484
	Lead Mechanic		72,741		75,105		72,741	72,741	77,546
	Auto Equipment Mechanics		68,911		71,151		68,911	68,911	73,464
Total Salaries Paid by General Fund									
	Fleet Maintenance Superintendent		88,243		90,229		92,484	92,484	92,484
	Lead Mechanic		72,741		75,105		72,741	72,741	77,546
	Auto Equipment Mechanics		344,555		355,755		379,011	361,783	385,686
	Longevity Bonuses		800		800		800	800	800
	After hours stipend		2,100		2,100		2,100	2,100	2,100
	TOTAL SALARIES		508,439		523,989		547,136	529,908	558,616

10431700 Refuse & Recycling									
54101	Refuse Services	2,722,224	2,834,485	2,831,291	2,968,420	2,960,000	3,091,717	3,091,717	3,091,717
TOTALS		2,722,224	2,834,485	2,831,291	2,968,420	2,960,000	3,091,717	3,091,717	3,091,717

Detail of Landfill/ Recycling Operations Line:									
	Bulky waste disposal		100,000		100,000		100,000	100,000	100,000
	SCRRRA Contract		1,249,500		1,440,000		1,520,000	1,520,000	1,520,000
	Automated citywide refuse and recycling collection		1,267,918		1,302,785		1,343,970	1,343,970	1,343,970
	Bulky waste collection		52,000		52,000		52,000	52,000	52,000
	Transfer Station Contract		57,066		58,635		60,247	60,247	60,247
	Annual Landfill Post-closure Monitoring Costs		14,000		15,000		15,500	15,500	15,500
			2,740,484		2,968,420		3,091,717	3,091,717	3,091,717

10434700 Building Maintenance Division		2020-21 Actual	2021-22 Budget	2021-22 Actual	2022-23 Budget	2022-23 Projected	2023-24 Request	2023-24 Proposed	2023-24 Adopted
51610	Regular Employees	511,034	505,057	530,074	520,472	500,000	508,797	508,797	536,946
51630	Overtime	36,367	32,000	17,886	28,488	15,000	32,000	32,000	34,114
52000	Fringe Benefits	365,268	390,799	385,505	419,779	418,696	451,184	448,052	450,368
53322	Professional Development	4,670	2,000	1,200	2,000	1,000	2,000	2,000	2,000
54410	Utilities	167,818	167,500	185,784	181,375	181,375	185,000	189,000	189,000
54411	Utilities Other	33,105	36,500	39,597	39,650	45,000	45,000	47,000	47,000
54430	Building Repairs & Maintenance	50,658	76,000	86,732	76,000	90,000	76,000	76,000	76,000
54432	Building Maintenance-Other	98,247	70,000	88,106	70,000	80,000	80,000	80,000	80,000
55530	Communications	14,981	16,394	16,022	15,718	16,000	16,289	17,084	17,084
56610	Supplies	33,861	45,000	45,443	45,000	58,000	45,000	45,000	45,000
56690	Supplies-Other	11,779	12,500	13,982	13,000	15,000	13,000	13,000	13,000
TOTALS		1,327,788	1,353,750	1,410,331	1,411,482	1,420,071	1,454,270	1,457,933	1,490,512

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	1.00
Chief Maintenance Man	1.00	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	1.00
Janitors	6.00	6.00	6.00	6.00	6.00	6.00	6.00	6.00	6.00
TOTAL FTE'S	9.00	9.00	9.00	9.00	9.00	9.00	9.00	9.00	9.00
Salaries									
Facilities & Grounds Manager		77,803		79,554		81,543	81,543	81,543	81,543
Chief Maintenance Man		68,911		71,151		68,911	68,911	73,464	73,464
Lead Janitor		60,551		62,519		60,551	60,551	64,551	64,551
Janitors		49,432		51,039		49,432	49,432	52,698	52,698
Total Salaries Paid by General Fund									
Facilities & Grounds Manager		77,803		79,554		81,543	81,543	81,543	81,543
Chief Maintenance Man		68,911		71,151		68,911	68,911	73,464	73,464
Lead Janitor		60,551		62,519		60,551	60,551	64,551	64,551
Janitors		296,592		306,234		296,592	296,592	316,188	316,188
Longevity Bonuses		1,200		1,200		1,200	1,200	1,200	1,200
TOTAL SALARIES		505,057		520,658		508,797	508,797	536,946	536,946

10434800 Parking Maintenance Division									
51610	Regular Employees	48,463	49,432	49,432	51,039	49,432	49,432	49,432	52,698
52000	Fringe Benefits	36,129	39,157	39,190	42,137	42,014	45,548	45,301	45,550
54412	Parking Lease	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
54430	Building Repairs & Maintenance	58,810	50,000	45,301	29,000	45,000	25,000	0	0
TOTALS		153,402	148,589	143,923	132,176	146,446	129,980	104,733	108,248

Staffing									
Janitors	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
TOTAL FTE'S	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Salaries									
Janitors		49,432		51,039		49,432	49,432	52,698	52,698
Total Salaries Paid by General Fund									
Janitors		49,432		51,039		49,432	49,432	52,698	52,698
		<u>49,432</u>		<u>51,039</u>		<u>49,432</u>	<u>49,432</u>	<u>52,698</u>	<u>52,698</u>

Human Services Department	2020-21 Actual	2021-22 Budget	2021-22 Actual	2022-23 Budget	2022-23 Projected	2023-24 Request	2023-24 Proposed	2023-24 Adopted
10441700 Senior Center	634,931	707,855	712,800	740,526	737,783	849,385	796,511	817,272
10441900 Youth, Family, & Recreation Services	240,769	296,055	293,379	318,389	289,512	635,746	620,460	696,093
10442700 Admin/ Adult & Family Services	415,899	440,612	445,575	477,187	474,699	525,189	526,306	536,015
10450300 Recreation	743,265	776,767	740,184	415,186	385,309	0	0	0
TOTALS	2,034,864	2,221,289	2,191,938	1,951,288	1,887,303	2,010,320	1,943,277	2,049,380

Rose City Senior Center Division

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. Coordinate and provide accessible Medical Transportation, affordable health services, and counseling services through various Federal, State, and local grants, including from the CT DOT and the Lord Foundation. **(G1)**
2. Protect and/or enhance the lives of Norwich seniors. **(G2)**
3. Maintain strong community relations through candid communication, professional service, and collaboration with community outreach programs. **(G1, G2)**
4. Construction of pickle ball courts at the Rose City Senior Center. **(G1, G2)**
5. Increase efficiencies and decrease waste by evaluating expenditures through a sustainability-focused lens. **(G1, G2)**

Action Plans

1. Secure funding, that does not have a negative impact on taxpayers, at times in collaboration with other Human Services Divisions, from Federal, State, and local grants. **(DG1, DG2, DG3, DG4)**
2. Provide access to benefits and services through our Outreach Administrator and grant-funded Benefits Counselor. **(DG1, DG2)**
3. Provide Preventive Health Services that will result in a positive financial impact and better overall healthcare for our members. **(DG1, DG2)**
4. Provide on-site mental health and counseling services for our older adult population. **(DG1, DG2)**
5. 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. **(DG2, DG3, DG4)**
6. Coordinate and host community-wide activities with local partners. **(DG2, DG3)**
7. Identify, evaluate, and rectify the current practice regarding justification of our needs, including but not limited to delineating the amount of other staff wages being lost to Office Coordinator duties, therefore resulting in streamlined functionality, improved service, and an elimination of the misuse of allocated funds. **(DG5)**

Accomplishments

1. Recognized by the City and Uncas Health as a vitally important partner during and after the pandemic. **(DG2, DG3)**
2. Provided over 11,200 transports to medical appointments, local shopping trips, out-of-town trips as well as trips to and from the Senior Center. **(DG1, DG2)**
3. Responded to an average of 4,000 phone inquiries per month, despite being under-staffed, but at the expense of other services offered prior to the loss of an Office Coordinator, including Mother's Day Tea, Valentine's Cabaret, Friday Morning Hot Breakfast, Craft Classes, etc. **(DG1, DG2, DG3)**

4. Provided 251 additional units of benefits counseling services to Senior Citizens. **(DG1, DG2)**
5. Provided 3,233 outreach services, many of which were Medicare-specific. **(DG1, DG2, DG3)**
6. Served 518 appointments for Foot Care Clinics. **(DG1, DG2)**
7. Made the facility available to these Community Partners, thereby enriching Norwich: Human Resources; Human Services' Adult & Family Division and Youth, Family, & Recreation Division; Registrars; Commission for Persons with Disabilities; NAACP; Republican and Democratic Town Committees; Social Security Advisors; Kids Christmas and Adopt-a-Family programs; Norwich Women's City Club; CSEA state retirees; AARP; Lion's Club; and UCFS. **(DG2, DG3)**
8. Distributed 450 Farmer's Market Coupons totaling \$9,000 to eligible Norwich Residents. **(DG2, DG3)**
9. Administered basic needs to 50 of seniors through our Golden Wishes Program. **(DG2)**

Grant Descriptions

In addition to the City-funded department budget, the Rose City Senior Center also currently administers special revenue fund grants which support staff and members. These grants, while helpful, in no way reflect a lack of need for a City-funded Office Coordinator. The Senior Center Manager has taken on necessary reporting and direct member services in absence of an Office Coordinator, which has redirected his attention away from promoting and growing the Senior Center in many aspects.

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 **(G1)**:

Federal Grants

- Provided benefits counseling services to senior citizens through a \$6,615 federal grant from Senior Resources.
- Provide Foot Care Clinics monthly with a Certified Podiatrist for seniors through a \$9,972 federal grant from Senior Resources.
- Coordinate and provide benefit counseling services through a \$7,056 federal grant from Senior Resources.

State of Connecticut Grants

- 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, for both ambulatory and non-ambulatory seniors/disabled of Norwich and Montville to get to out-of-town medical appointments.

Private Grants

- Funds extended from the \$9,000 award from the Edward and Mary Lord Foundation to operate the Preventative Health Clinic and provided hundreds of appointments.
- Awarded \$79,000 from the Lord Foundation for Pickle ball courts; matched with \$80,000 in ARPA funding for Community Revitalization.
- Awarded \$10,000 from the Edward and Mary Lord Foundation that was distributed to eligible seniors for basic needs, through the Golden Wishes program.

		2020-21	2021-22	2021-22	2022-23	2022-23	2023-24	2023-24	2023-24
10441700 Senior Center		Actual	Budget	Actual	Budget	Projected	Request	Proposed	Adopted
51601	Department Head	82,341	84,193	84,194	86,299	86,299	88,456	88,456	88,456
51610	Regular Employees	258,418	273,474	272,763	292,195	283,000	333,713	298,972	318,257
51620	Seasonal/Temporary Employees	769	13,250	13,651	4,000	3,190	4,000	4,000	4,000
52000	Fringe Benefits	236,258	273,781	270,568	288,501	287,776	345,137	325,591	327,067
54310	Equip & Furniture Maintenance	811	918	860	918	918	918	918	918
54410	Utilities	28,419	34,500	37,697	37,408	42,000	43,500	46,500	46,500
55530	Communications	13,941	13,922	13,659	13,161	13,000	13,578	14,802	14,802
55532	Postage	1,829	1,920	1,943	2,050	2,000	2,050	2,050	2,050
55800	Travel & Mileage Reimbursement	165	1,120	592	1,120	800	1,120	1,120	1,120
56610	Supplies	4,914	2,050	1,687	2,050	1,800	2,050	2,050	2,050
56627	Vehicle Fuel	7,066	8,727	15,186	12,824	17,000	14,863	12,052	12,052
TOTALS		634,931	707,855	712,800	740,526	737,783	849,385	796,511	817,272

Staffing									
Senior Center Manager	1.00	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	1.00
Outreach Administrator	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Senior Center Office Coordinator	0.00	0.00	0.00	0.00	0.00	1.00	0.50	0.50	0.50
Lead Van Driver	1.00	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	1.00
Receptionist	1.00	1.00	1.00	1.00	1.00	1.00	0.75	0.75	0.75
Escort Driver	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
TOTAL FTE'S	7.00	7.00	7.00	7.00	7.00	8.00	7.25	7.25	7.25

Salaries									
Senior Center Manager		84,193		86,299		88,456	88,456	88,456	88,456
Program Administrator		68,575		70,872		68,575	68,575	72,998	72,998
Outreach Administrator		65,271		67,457		65,271	65,271	69,481	69,481
Senior Center Office Coordinator		50,989		52,697		50,989	50,989	54,278	54,278
Lead Van Driver		37,914		39,184		37,914	37,914	40,360	40,360
Van Driver		36,988		38,227		36,988	36,988	39,374	39,374
Receptionist		36,988		38,227		36,988	36,988	39,374	39,374
Escort Driver		36,988		38,227		36,988	36,988	39,374	39,374

Total Salaries Paid by General Fund									
Senior Center Manager		84,193		86,299		88,456	88,456	88,456	88,456
Program Administrator		68,575		70,872		68,575	68,575	72,998	72,998
Outreach Administrator		65,271		67,457		65,271	65,271	69,481	69,481
Senior Center Office Coordinator		0		0		50,989	25,495	27,139	27,139
Lead Van Driver		37,914		39,184		37,914	37,914	40,360	40,360
Van Driver		36,988		38,227		36,988	36,988	39,374	39,374
Receptionist		36,988		38,227		36,988	27,741	29,531	29,531
Escort Driver		36,988		38,227		36,988	36,988	39,374	39,374
Subtotal - Employees		<u>282,724</u>		<u>292,194</u>		<u>333,713</u>	<u>298,972</u>	<u>318,257</u>	<u>318,257</u>
TOTAL SALARIES		<u>366,917</u>		<u>378,493</u>		<u>422,169</u>	<u>387,428</u>	<u>406,713</u>	<u>406,713</u>

Performance Measures									
	Actual	Projected	Actual	Projected	Projected	Projected	Projected	Projected	Projected
Workload/outputs									
Active Members	805	1,500	1,209	1,500	1,250	1,300	1,300	1,300	1,300
New Memberships	138	200	264	200	275	300	300	300	300
Program visits	4,459	30,000	25,553	30,000	30,000	35,000	35,000	35,000	35,000
Number Served:									
Exercise participation	459	6,000	6,409	7,000	7,000	7,500	7,500	7,500	7,500
Clinic RN and Podiatry Appointments	508	650	644	650	650	650	650	650	650
Senior Center Transports	13,000	11,000	12,170	11,000	11,000	12,000	12,000	12,000	12,000
Completed Outreach appointments (includes home visits)	2,600	2,800	3,675	2,800	2,800	3,600	3,600	3,600	3,600
Completed Benefits Counseling appointments	300	252	251	252	252	252	252	252	252
Outcome/ Results									
Increases in innovative programming	0.00%	2.00%	2.00%	0.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Increase in homebound senior services	0.00%	2.00%	2.00%	0.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Increase in membership support	0.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Efficiency Measures									
Expenditures / memberships	\$788.73	\$471.90	\$589.58	\$493.68	\$590.23	\$653.37	\$612.70	\$628.67	\$628.67

Youth, Family, & Recreation Division

Mission

To promote the social, emotional, and physical health of our community through recreation, workforce development, education, and engagement.

Vision

We 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 our facilities and programs, resulting in positive social, emotional & physical development of Norwich residents.

Values

- Empowerment
- Innovation
- Collaboration
- Wellness

Division Goals (DG)

1. Maintain strong community relations through candid communication, professional service, and the implementation of community outreach programs and partnerships. **(G1, G2)**
2. Increase efficiencies by working collaboratively with other departments, agencies, boards, and commissions as well as outside agencies. **(G1, G2)**
3. Promote the health and well-being of Norwich residents through organized and structured activities. **(G2)**
4. Train personnel to the highest standards while holding them accountable to those standards. **(G1, G2)**
5. Provide program enhancement and support services to Norwich schools, in addition to other City-wide program offerings. **(G3)**

Action Plans

1. Prevent juvenile delinquency and reduce recidivism through counseling, case management, consultation, crisis management, and mentoring opportunities. **(DG1,DG2,DG3)**
2. Provide counseling, case management, consultation, crisis management, substance use prevention resources, and mentoring opportunities to all Norwich residents. **(DG1,DG2,DG3)**
3. Provide youth with work, education, leadership initiatives, and job skills training, and program enhancement to Norwich schools. **(DG1,DG2,DG3, DG5)**
4. Ensure the proper level of professional certifications for all staff through education and training; utilize technology to streamline processes. **(DG2,DG3, DG4)**
5. Coordinate activities, events, and outreach with all Human Services' Divisions as well as other City Departments, and schools, and provide a leadership role on key local and regional boards/committees. **(DG1, DG2, DG3, DG5)**
6. Promote a positive environment, opportunities for youth and adult programming, and resources through community coordination and publication in a variety of media. **(DG1,DG2,DG3)**

Accomplishments

1. Oversaw the seamless merger of two Divisions of Human Services: Recreation and Youth & Family Services. **(DG1,DG2,DG3,DG4,DG5)**
2. 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)**
3. Provided additional prevention programming and other positive youth development activities to individuals with Enhancement Funding through the State of CT, Dept. of Children & Families. **(DG1,DG2, DG3)**
4. Provided employment assessments, career counseling, and employment and internship opportunities to 147 at-risk, in-school, Norwich-area youth through a partnership with the Eastern CT Workforce Investment

Board and EASTCONN. **(DG1,DG3)**

5. Provided 550 hours of individual, family, and/or group counseling to Norwich residents/children dealing with abuse, PTSD, depression, anxiety, and out-of-control behaviors. **(DG1, DG3)**
6. 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 70 young people in Norwich. **(DG1,DG2)**
7. Operated summer camps all over Norwich to meet community need. **(DG3)**
8. Opened Mohegan Park beach for the over 5,300 visitors; trained and certified all guards; offered affordable swim lessons to Norwich residents. **(DG1,DG5)**
9. Approved permits for about 30 youth and adult sport leagues, and groups to play on city fields; this does not include other programs offered by this Division. **(DG1,DG5)**
10. 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)**

Grant Descriptions

In addition to the City-funded department budget, Youth, Family, and Recreation Services also currently administers special revenue fund grants which support staff and programming. 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

- 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; \$12,967 – YSB Enhancement Grant, which supports youth programming in Norwich; \$37,593 – Funds provide employment, internship and drivers education opportunities to youth in DCF care.
- Department of Labor Workforce Investment Board (WIB) \$79,200– Provides funding for Careers of Our Lives, a youth readiness and employment program; Disability Employment Initiative: \$46,737 - Funds to provide career counseling, 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.
- 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.

Private Grants

- Southeastern Connecticut Regional Action Council (SERAC): \$7,145 - Funding for Norwich substance use and 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, and Recreation Services	2020-21 Actual	2021-22 Budget	2021-22 Actual	2022-23 Budget	2022-23 Projected	2023-24 Request	2023-24 Proposed	2023-24 Adopted
51610 Regular Employees	118,175	144,545	138,764	157,170	131,000	233,299	233,299	303,557
51620 Seasonal/Temporary Employees	0	0	0	0	0	43,695	43,695	43,695
52000 Fringe Benefits	122,594	148,919	152,332	156,588	156,412	265,932	248,280	253,655
53010 Professional Services	0	0	0	0	0	1,100	1,100	1,100
53322 Professional Development	0	0	0	0	0	2,500	2,500	2,500
54310 Equip & Furniture Maintenance	0	0	0	0	0	14,572	14,572	14,572
54410 Utilities	0	0	0	0	0	45,500	45,500	45,500
55530 Communications	0	1,341	1,348	1,161	300	9,000	12,946	12,946
55531 Advertising	0	0	0	0	0	6,500	6,500	6,500
55532 Postage	0	0	0	0	0	200	200	200
55800 Travel & Mileage Reimbursement	0	200	153	2,200	400	1,000	1,000	1,000
56610 Supplies	0	750	587	500	600	10,580	9,000	9,000
58100 Dues Licenses & Subscriptions	0	300	195	770	800	1,868	1,868	1,868
TOTALS	240,769	296,055	293,379	318,389	289,512	635,746	620,460	696,093

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

Staffing

Youth Family & Recreation Manager	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
YFR Program Coordinator	1.00	1.00	1.00	1.00	1.00	2.00	2.00	2.00
YFR Program Assistant	0.00	0.00	0.00	0.00	0.00	1.00	1.00	1.00
TOTAL FTE'S	2.00	2.00	2.00	2.00	2.00	4.00	4.00	4.00

Salaries

Youth Family & Recreation Manager		79,524		86,299		96,151	96,151	96,151
YFR Program Coordinator		65,271		70,872		68,574	68,574	72,998
YFR Program Assistant				59,622		57,690	57,690	61,410

Total Salaries Paid by General Fund

Youth Family & Recreation Manager		79,524		86,299		96,151	96,151	96,151
YFR Program Coordinator		65,271		70,872		137,148	137,148	145,996
YFR Program Assistant		0		0		57,690	57,690	61,410
TOTAL SALARIES		144,795		157,171		290,989	290,989	303,557

Recreation maintenance was moved to Public Works in FY2023 and the remainder of the Recreation division operations are merged with Youth & Family Services in FY2024

10450300 Recreation	2020-21 Actual	2021-22 Budget	2021-22 Actual	2022-23 Budget	2022-23 Projected	2023-24 Request	2023-24 Proposed	2023-24 Adopted
51601 Department Head	92,024	93,807	93,088	64,152	47,000	0	0	0
51610 Regular Employees	238,963	240,306	236,678	91,542	95,000	0	0	0
51620 Seasonal/Temporary Employees	72,137	61,693	39,132	47,122	32,000	0	0	0
51630 Overtime	1,970	2,000	1,939	388	500	0	0	0
52000 Fringe Benefits	218,745	239,074	234,527	118,835	118,607	0	0	0
53010 Professional Services	14,610	18,862	18,862	10,955	7,000	0	0	0
53322 Professional Development	2,777	2,500	1,905	2,500	2,500	0	0	0
54310 Equip & Furniture Maintenance	6,674	11,500	12,359	16,584	16,584	0	0	0
54410 Utilities	29,220	36,200	36,307	38,908	38,908	0	0	0
54430 Building Repairs & Maintenance	30,721	44,825	42,256	5,000	9,000	0	0	0
55530 Communications	10,135	10,325	10,202	10,080	9,000	0	0	0
55532 Postage	165	500	15	500	200	0	0	0
55800 Travel & Mileage Reimbursement	647	1,200	246	1,200	500	0	0	0
56610 Supplies	19,317	8,000	4,688	6,920	8,000	0	0	0
56627 Vehicle Fuel	5,001	5,475	7,980	0	0	0	0	0
58100 Dues Licenses & Subscriptions	159	500	0	500	510	0	0	0
TOTALS	743,265	776,767	740,184	415,186	385,309	0	0	0

Staffing

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

For Comparison Purposes

Combined YFS and Rec. budget/expenditures	984,034	1,072,822	1,033,563	733,575	674,821	635,746	620,460	696,093
Combined YFS and Recreation General Fund FTE's	7.00	7.00	7.00	4.00	4.00	4.00	4.00	4.00

Performance Measures	Actual	Projected	Actual	Projected	Projected	Projected	Projected	Projected
Workload/outputs								
<i>Number Served:</i>								
Youth development/ recreation/ cultural/ community education	6,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000
Leadership initiatives	50	50	50	50	50	50	50	50
Juvenile Review Board cases	70	70	51	70	70	70	70	70
Youth diverted from justice system	N/R	N/R	N/R	N/R	N/R	60	60	60
Families With Service Needs/Youth served	-	-	-	-	-	5	5	5
Counseling cases	70	30	45	30	30	45	45	45
Hours of counseling, case management, and mentoring	1,000		550	550	550	1,000	1,000	1,000
Relative Caregivers Groups (Grandparents raising grandchildren)	12	12	12	12	12	12	12	12
Summer Jam & Learn Program	15	15	15	15	15	15	15	15
Youth employability assessments	35	170	170	170	170	170	170	170
Year-round youth employment	35	40	40	40	40	40	40	40
Summer Youth Employment	50	120	120	120	120	120	120	120
Employment/ internships to eligible youth	18	100	100	100	100	150	150	150
Anti-smoking substance abuse to youths	1,200	20,000	20,000	20,000	20,000	20,000	20,000	20,000
Public forums/ educational parent participants	800	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Youth recreation program hours	2,003	4,000	685	4,000	4,000	6,000	6,000	6,000
# Adult recreation registrations	350	700	309	700	700	1,000	1,000	1,000
Hours reserved for field usage	6,224	6,000	5,752	6,000	6,000	6,000	6,000	6,000
Efficiency Measures								
Cost of division per capita	\$25.38	\$26.81	\$25.83	\$18.33	\$16.86	\$15.89	\$15.51	\$17.40
Cost of division as % of total general fund budget	0.74%	0.78%	0.77%	0.53%	0.49%	0.44%	0.43%	0.48%

Adult & Family Services Division

Mission

To provide immediate assistance to residents in crisis through direct services and coordination of regional social service providers which helps people in the Norwich community to become sustainably self-reliant.

Vision

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

Values

- Self-reliance
- Empowerment
- Sustainability
- Equity

Division 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 coordination and implementation of community outreach programs and partnerships. **(G1, G2)**
3. Train personnel to the highest standards while holding them accountable to those standards. **(G2)**
4. Increase impact by working collaboratively with other departments, agencies, boards, and commissions as well as outside agencies that focus on increasing personal self-sufficiency. **(G1, G2)**
5. Increase efficiencies and decrease waste by evaluating expenditures through a sustainability-focused lens. **(G1, G2)**

Action Plans

1. Address income inequality through empowerment by providing work, training, and job placement opportunities, while administering programs that increase household income and act as a conduit for non-city dollars for Norwich residents. **(DG1)**
2. Provide housing-related services including but not limited to re-housing residents displaced by fires, condemnations, and disasters, and aid in improving access to food and medical services. **(DG1)**
3. Participate in community-wide events, fairs, and other outreach activities. **(DG1, DG2)**
4. Create professional development plans for each staff and ensure the proper level of professional certifications is achieved through education and training. **(DG3)**
5. Coordinate and participate on local, regional, and State-wide teams to deliver best practices in social service issues. **(DG2, DG4)**
6. Identify, evaluate, and rectify the current practice regarding a justification of our needs, (including but not limited to delineating the amount of other staff wages being lost to reception duties), resulting in streamlined functionality, improved service, utilization of available technological advancements, and elimination of the misuse of allocated funds. **(DG5)**

Accomplishments

1. Played a lead role in helping Norwich residents to access local and regional services to help ensure they have their basic needs met. **(DG1)**
2. Assisted 1,200 Norwich disabled and elderly residents who apply for CT Renter's Rebate Program, bringing back roughly \$600,000 to the community in rebates. **(DG1)**
3. Increased work education and training dollars to assist our area's unskilled and/or underemployed labor force develop more job skills for sustainable employment, focusing on manufacturing, healthcare, and other growing fields. **(DG1, DG4)**
4. Prevented and mitigated homelessness by providing people with shelter diversion or rapid rehousing funds; recovered Relocation Liens and assisted households who experienced condemnation. **(DG1,**

DG2, DG4)

5. Served in leadership roles in several local, regional, and state human service organizations and initiatives, including the Community Care Team, the Norwich Task Force, Three Rivers College Foundation, and with the United Way. **(DG2, DG4)**
6. Facilitated 12 Task Force meetings, with over 30 members, to address the opioid epidemic in the City. **(DG1, DG2, DG4)**

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. **(G1)**

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.
- Awarded \$200,000 and then an additional \$275,000 to give financial relief to families affected by COVID.
- 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.
- Applied for and received \$3.9 million in American Rescue Program Act funds to support the needs of the community.

State of Connecticut Grants

- Kinship & Respite Programs \$89,800 - Funding received from the State of Connecticut Probate Court to assist non-parent relative guardians of minor children. No city funds are required.
- Utilized Norwich Safety Net Team grant and donation funding of \$13,380 for the provision of basic needs to Norwich families and individuals.

Private Grants

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, funds for job-related incidentals, and so much more:

- 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		2020-21 Actual	2021-22 Budget	2021-22 Actual	2022-23 Budget	2022-23 Projected	2023-24 Request	2023-24 Proposed	2023-24 Adopted
51601	Department Head	99,036	101,264	107,292	103,796	109,000	103,796	107,429	107,429
51610	Regular Employees	125,125	130,540	130,541	134,913	130,540	182,566	154,825	163,844
51620	Seasonal/Temporary Employees	0	0	0	12,000	10,000	0	0	0
52000	Fringe Benefits	151,711	170,612	171,390	179,514	179,179	195,876	220,796	221,486
53322	Professional Development	468	570	240	1,570	500	1,000	1,000	1,000
54310	Equip & Furniture Maintenance	7,911	7,500	6,460	17,500	17,500	13,480	13,480	13,480
55500	Printing	175	500	398	500	500	500	500	500
55530	Communications	4,156	2,546	2,520	2,314	2,800	2,891	3,196	3,196
55532	Postage	1,342	780	788	780	780	780	780	780
55800	Travel & Mileage Reimbursement	0	500	137	500	300	500	500	500
56610	Supplies	3,155	3,200	2,805	3,200	3,000	3,200	3,200	3,200
58100	Dues Licenses & Subscriptions	704	600	690	600	600	600	600	600
58730	Assistance Payments	22,116	22,000	22,314	20,000	20,000	20,000	20,000	20,000
TOTALS		415,899	440,612	445,575	477,187	474,699	525,189	526,306	536,015

Staffing									
	Director of Human Services	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
	Adult & Family Services Manager	0.00	0.00	0.00	0.00	0.00	0.17	0.17	0.17
	Human Services Caseworkers	1.00	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	1.00
	Receptionist	0.00	0.00	0.00	0.00	0.00	1.00	0.25	0.25
	TOTAL FTE'S	3.00	3.00	3.00	3.00	3.00	4.17	3.42	3.42

Salaries									
	Director of Human Services		101,264		103,796		103,796	107,429	107,429
	Adult & Family Services Manager						88,456	88,456	88,456
	Human Services Caseworkers		65,270		67,457		65,270	65,270	69,481
	Administrative Coordinator		65,270		67,457		65,270	65,270	69,481
	Receptionist		36,988		38,227		36,988	36,988	39,374
Total Salaries Paid by General Fund									
	Director of Human Services		101,264		103,796		103,796	107,429	107,429
	Adult & Family Services Manager		0		0		15,038	15,038	15,038
	Human Services Caseworkers		65,270		67,457		65,270	65,270	69,481
	Administrative Coordinator		65,270		67,457		65,270	65,270	69,481
	Receptionist		0		0		36,988	9,247	9,844
	Subtotal - Employees		<u>130,540</u>		<u>134,914</u>		<u>182,566</u>	<u>154,825</u>	<u>163,844</u>
	TOTAL SALARIES		<u>231,804</u>		<u>238,710</u>		<u>286,362</u>	<u>262,254</u>	<u>271,273</u>

Performance Measures									
Workload/outputs									
Number Served									
	Walk Ins Seen	1,222	3,700	2,649	3,700	3,700	5,400	5,400	5,400
	Phone calls fielded annually	N/R	N/R	N/R	N/R	N/R	30,000	30,000	30,000
	New cases applying for assistance	863	700	1,075	900	900	1,000	1,000	1,000
	Clients assisted with NHS funds per year	N/R	N/R	N/R	N/R	N/R	3,000	3,000	3,000
	Renters Rebate Applications Completed	1,068	1,300	496	1,200	1,200	1,200	1,200	1,200
	Relocation due to condemnation (# units)	5	20	20	20	20	25	25	25
	Job screening, training, and placements	194	250	20	250	250	200	200	200
Outcome/ Results									
	% of people applying for relocation who are housed	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
	% of people diverted from shelter or Rapidly Rehoused	25.00%	30.00%	30.00%	35.00%	35.00%	35.00%	35.00%	35.00%
	% people completed job training with Norwich Works	80.00%	95.00%	65.00%	95.00%	95.00%	95.00%	95.00%	95.00%
	% people obtaining employment after Norwich Works	65.00%	95.00%	80.00%	95.00%	95.00%	95.00%	95.00%	95.00%
Efficiency Measures									
	Cost of division per capita	\$10.73	\$11.01	\$11.14	\$11.93	\$11.86	\$13.13	\$13.15	\$13.40
	Adult & Family Services Division budget as % of total general fund budget	0.31%	0.32%	0.33%	0.34%	0.34%	0.36%	0.36%	0.37%

Norwich Public Schools

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 are assured.

Vision

To enable each child to reach their full potential.

Guiding Beliefs

Every decision the Norwich Public Schools makes, and every policy created, is grounded in these guiding beliefs. We believe that ALL children can and will learn when:

- Every student has highly effective teachers
- Every school has highly effective leaders
- Students are ensured a safe, personalized, and differentiated learning environment that is intentionally universally designed.
- Multiple pathways are provided for students to access instruction
- Multiple opportunities are offered for all students to demonstrate their learning
- Educators successfully partner with families
- There are high expectations for all students
- All students are actively engaged in their learning
- Relevant, timely, and practical data systems, and the outputs of those systems, such as assessments and data analysis, drive continuous improvement

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**)

Student Learning Goals

All Norwich Public School students will be challenged to develop, embrace and attain learning goals that encapsulate the following essential elements to prepare them to be independent thinkers and collaborative team players invested in building a better future.

- Inquiry: Students show intellectual curiosity and wonder about the world. Students ask thoughtful questions and seek out answers.
- Expression: Students communicate what they know and what they need to know. Students construct arguments with evidence and critique the reasoning of others.
- Critical Thinking: Students analyze, synthesize, and draw conclusions from information. Students generate solutions to problems using both creative and critical thought. Students keep an open mind to different viewpoints.
- Collaboration: Students contribute to the overall effort of the group. Students work with diverse individuals in various situations. Students initiate and cultivate community partnerships.

- Organization: Students sift through ideas and data, arranging them wisely and make sense of them. Students set manageable goals, plan, and monitor time to achieve them.
- Attentiveness: Students focus on the task at hand and focus on details of their work.
- Perseverance: We demonstrate and model for our students' tenacity in tackling tasks despite difficulty or delay in achieving success and recognizing the learning opportunities inherent in mistakes and the value of taking risks.
- Reflection: We review and think about our actions and work with the purpose of learning more about ourselves.

4700 Norwich Public Schools	2020-21 Actual	2021-22 Budget	2021-22 Actual	2022-23 Budget	2022-23 Projected	2023-24 Request	2023-24 Proposed	2023-24 Adopted
4700 Norwich Public Schools	82,555,300	86,346,105	83,453,507	86,803,758	86,803,758	92,865,737	88,973,852	89,473,852
TOTALS	82,555,300	86,346,105	83,453,507	86,803,758	86,803,758	92,865,737	88,973,852	89,473,852

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.

Norwich Public Schools - Summary of Accounts

Object	Description	2020-21 Budget	2020-21 Actual	2021-22 Budget	2021-22 Actual	2022-23 Budget	2023-24 Budget
51111	CERTIFIED SALARIES	19,007,265	17,805,513	20,442,663	17,885,450	19,422,932	20,743,334
51112	SUPPORT SALARIES	6,607,425	6,481,372	6,675,347	6,901,810	8,326,917	10,164,114
	OTHER SALARIED	0	0	0	0	0	222,512
51121	TEMP PAY CERT PERSONNEL	667,500	497,686	674,362	465,768	500,000	912,600
51122	TEMP PAY SUPPT PERSONNEL	323,000	227,929	326,321	987,626	666,706	129,900
	OVERTIME	0	0	0	0	0	94,500
52000	FRINGE BENEFITS	0	12,960	0	23,982	0	0
52200	POST EMPLOYMENT BENEFITS	0	0	0	0	674,021	727,943
52201	HEALTH / DENTAL INSURANCE	5,418,568	7,816,404	5,689,496	6,221,036	4,947,138	5,130,000
52203	LIFE INSURANCE	55,000	54,846	57,750	63,625	60,638	86,916
52204	UNEMPLOYMENT COMPENSATION	600,000	338,464	630,000	110,096	200,000	175,000
52205	WORKER'S COMPENSATION	700,000	649,515	714,000	1,267,194	714,000	500,000
52206	PENSION	883,273	846,000	927,436	914,930	1,025,097	1,173,317
52207	FICA EMPLOYER'S SHARE	701,150	781,561	708,358	885,603	992,045	1,159,541
52208	RETIREMENT SEVERANCE PAY	30,000	45,899	30,308	37,709	0	5,000
52209	MEDICARE REIMBURSEMENT	0	3,422	0	838	0	0
52290	OTHER EMPLOYEE BENEFITS	0	0	0	1,531	0	2,170
53322	PROFESSIONAL DEVELOPMENT	0	0	0	31,520	12,500	33,000
53323	SPECIAL ED. SERVICES	1,329,735	1,406,135	1,343,404	1,625,124	1,788,314	1,805,601
53330	PROFESSIONAL SERVICES	320,130	394,328	323,420	511,452	232,715	331,300
53331	OUTSIDE SUBS	0	0	0	0	583,700	5,000
53332	NTA STIPENDS	0	0	0	0	40,150	41,000
53333	CONTRACT TRANSPORTATION	3,892,760	3,553,387	3,932,779	3,909,986	0	0
53334	OTHER PROFESSIONAL SERVICES	0	0	0	0	77,940	95,465
54410	PUBLIC UTILITIES	920,294	877,394	929,756	1,003,275	0	0
54431	CONTRACT REPAIRS BLDGS	57,000	39,677	57,587	101,790	48,510	89,500
54433	VEHICLE MAINTENANCE AND REPAIRS	0	0	0	0	70,000	20,000
54434	EQUIPMENT MAINTENANCE AND REPAIRS	135,465	80,911	136,857	57,022	70,000	20,000
54443	EQUIPMENT LEASES	0	0	0	0	284,278	120,200
55510	STUDENT TRANSPORTATION	4,500,000	3,563,838	4,546,261	3,992,711	8,269,969	8,701,868
55520	LIABILITY & PROPERTY INSURANCE	359,896	329,586	363,597	349,198	396,245	390,000
55530	COMMUNICATIONS	177,600	125,952	179,424	116,991	135,000	159,597
55531	ADVERTISING	0	1,889	0	1,728	4,000	4,000
55532	POSTAGE	9,000	5,506	9,093	17,045	9,100	9,100
55560	TUITION	35,814,126	34,894,773	34,540,672	33,483,307	34,566,561	37,294,874
	Special Education Reimbursement	(1,800,000)	(2,046,537)	(1,700,000)	(1,860,085)	(1,342,254)	(2,300,000)
55580	STAFF TRAVEL & MILEAGE	39,000	20,726	39,401	25,051	26,000	32,735
55590	OTHER PURCHASED SERVICES	899,120	342,678	908,363	694,205	74,522	100,039
55592	ADULT EDUCATION	201,116	183,106	203,184	236,482	241,000	247,329
55593	MAINTENANCE SERVICES	258,114	212,869	260,767	186,827	225,000	200,000
55594	FINANCIAL SERVICES	47,000	18,095	47,483	87,432	92,060	11,000
56607	ART SUPPLIES	0	0	0	0	15,785	21,854
56608	MUSIC SUPPLIES	0	0	0	2,576	12,350	15,640
56609	PHYS ED SUPPLIES	0	0	0	178	12,350	17,750
56610	SUPPLIES	0	0	0	0	69,200	123,105
56611	INSTRUCTIONAL SUPPLIES	204,027	52,673	168,126	112,432	69,500	152,450
56612	HEALTH SUPPLIES	12,900	3,704	13,033	31,025	15,000	15,000
56613	MAINTENANCE SUPPLIES	61,125	40,170	61,754	55,678	20,000	85,500
56614	CUSTODIAL SUPPLIES	168,615	124,072	170,348	162,730	79,385	165,500
56620	HEATING EXPENSES	500,359	654,480	505,502	566,025	649,693	626,576
56621	ELECTRICITY	0	0	0	0	865,214	1,045,794
56622	WATER & SEWER	0	0	0	0	98,028	121,617
56627	VEHICLE FUEL	520,000	242,996	525,346	635,849	525,346	625,540
56641	BOOKS & PERIODICALS	20,000	0	8,206	3,872	8,200	14,820
56642	LIBRARY SUPPLIES/MATRLS.	25,000	0	25,257	9,048	28,535	30,772
56650	SUPPLIES-TECH RELATED	0	0	0	64,281	103,318	92,950
56690	SUPPLIES-OTHER	6,000	320	6,061	41,384	0	0
56692	OFFICE SUPPLIES	56,259	32,852	106,838	58,159	0	0
56694	PROFESSIONAL MATERIALS	3,000	0	3,031	1,532	0	0
57700	EQUIPMENT	0	0	0	4,148	20,000	20,000
57720	CAPITAL PROJECTS	300,000	625,716	303,084	474,515	125,000	75,000
57730	INSTRUCT. EQUIP. REPAIRS	1,400	360	1,414	0	4,000	12,305
57731	INSTRUCTIONAL EQUIPMENT	5,000	579,454	5,051	0	18,500	38,500
57732	BOE VEHICLES	0	0	0	0	0	75,000
57733	FURNITURE-FIXTURES	0	383,536	0	15,024	12,500	25,000
57734	TECHNOLOGY EQUIPMENT	10,000	62,021	10,103	261,066	195,000	225,000
57735	SOFTWARE LICENSING	115,000	128,412	116,182	511,116	375,000	440,593
57739	NON-INSTRUCTIONAL EQUIPMENT	67,500	49,191	68,194	18,450	20,800	29,216
58810	DUES & SUBSCRIPTIONS	10,380	9,459	10,486	17,863	16,250	39,560
58890	ADMIN/ STUDENT SUPPORT	0	0	0	68,297	10,000	92,240
59920	Indirect	0	0	1,240,000	0	0	0
	TOTAL	84,240,102	82,555,300	86,346,105	83,453,507	86,803,758	92,865,737

Change in funding in Manager's Proposed Budget	(3,891,885)
Proposed Budget	<u>88,973,852</u>
Change in funding by City Council	500,000
Adopted Budget	<u>89,473,852</u>

NORWICH PUBLIC SCHOOLS GRANT LISTING

Grant Type	Grant Description	Bud Ref Year	Most Recent Approved Allocation	FY2021-22 Expenditures
Federal Grant	ARP After School Enhancement Grant	2021	\$315,000	\$0
Federal Grant	ARP ESSER Funds	2021	\$16,469,218	\$3,391,159
Federal Grant	ARP ESSER Homeless Children and Youth (HCY) I	2021	\$55,581	\$0
Federal Grant	ARP ESSER Homeless Children and Youth (HCY) II	2021	\$70,851	\$0
Federal Grant	ARP IDEA 611	2022	\$343,555	\$117,981
Federal Grant	ARP IDEA 619	2022	\$32,994	\$0
Federal Grant	ARP-HCY Bridge Funding	2021	\$25,000	\$22,574
Federal Grant	ESSA SIG	2021	\$200,000	\$44,945
Federal Grant	ESSER Funds	2020	\$1,920,228	\$738,393
Federal Grant	ESSER II Bonus Dyslexia Recovery Grant	2021	\$22,750	\$7,077
Federal Grant	ESSER II Bonus Special Populations \$25K Recovery Grant	2021	\$25,000	\$20,785
Federal Grant	ESSER II Funds	2021	\$7,328,004	\$2,401,745
Federal Grant	ESSER II Special Education Recovery Activities Grant	2021	\$120,000	\$429
Federal Grant	ESSER II State Set-Aside	2021	\$1,185,433	\$395,377
Federal Grant	Family Resource Center - ESSER II	2021	\$25,000	\$0
Federal Grant	Federal Adult Education - PEP Comprehensive 1	2022	\$190,000	\$147,184
Federal Grant	IDEA 611	2021	\$1,542,073	\$739,880
Federal Grant	IDEA 611	2022	\$1,531,168	\$616,996
Federal Grant	IDEA 619	2021	\$37,506	\$16,773
Federal Grant	IDEA 619	2022	\$37,807	\$25,406
Federal Grant	McKinney-Vento Homeless Assistance (Continuation 1)	2022	\$55,582	\$24,866
Federal Grant	Nita M. Lowey 21st Century Community Learning - Cohort 16	2021	\$150,000	\$90,310
Federal Grant	Nita M. Lowey 21st Century Community Learning - Cohort 16	2022	\$100,000	\$88,708
Federal Grant	Nita M. Lowey 21st Century Community Learning - Cohort 17.1	2021	\$380,000	\$145,681
Federal Grant	Nita M. Lowey 21st Century Community Learning - Cohort 17.1	2022	\$380,000	\$278,128
Federal Grant	Paraeducator Professional Development Activities	2021	\$5,000	\$0
Federal Grant	Special Education Activities	2021	\$10,000	\$513
Federal Grant	Special Education Stipend - COVID-19	2020	\$20,000	\$20,000
Federal Grant	Title I Part A	2021	\$2,200,144	\$1,484,431
Federal Grant	Title I Part A	2022	\$1,962,918	\$511,251
Federal Grant	Title II Part A	2021	\$231,648	\$130,052
Federal Grant	Title II Part A	2022	\$203,946	\$65,495
Federal Grant	Title III EL	2021	\$113,670	\$31,851
Federal Grant	Title III EL	2022	\$114,663	\$85,695
Federal Grant	Title III Immigrant	2022	\$23,674	\$0
Federal Grant	Title IV Part A	2021	\$166,926	\$66,096
Federal Grant	Title IV Part A	2022	\$158,044	\$85,592
State or Bond Grant	Alliance District Grant	2022	\$8,227,794	\$8,227,794
State or Bond Grant	Family Resource Center	2022	\$101,650	\$97,842
State or Bond Grant	Priority School District Grant	2022	\$829,435	\$829,435
State or Bond Grant	PSD - Extended School Hours	2022	\$91,366	\$75,914
State or Bond Grant	PSD - Summer School	2022	\$105,449	\$104,693
State or Bond Grant	School Readiness - Priority	2022	\$2,343,236	\$2,323,642
State or Bond Grant	School Readiness - Priority COLA	2022	\$33,396	\$33,396
State or Bond Grant	School Readiness - Priority Quality Enhancement	2022	\$20,120	\$19,931
State or Bond Grant	Smart Start	2022	\$75,000	\$75,000
State or Bond Grant	State Adult Education - Provider	2022	\$574,617	\$574,617
State or Bond Grant	State Bilingual Grant	2022	\$9,954	\$9,954
	Total		\$50,165,400	\$24,167,592

Please note:

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

ESSER, and ARP funds generally expire by 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 \$7.26 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	2020-21 Actual	2021-22 Budget	2021-22 Actual	2022-23 Budget	2022-23 Projected	2023-24 Request	2023-24 Proposed	2023-24 Adopted
59101 Transfer to Debt Service Fund	4,061,814	3,907,535	3,907,535	3,558,554	3,558,554	4,296,599	4,296,599	4,296,599
TOTALS	4,061,814	3,907,535	3,907,535	3,558,554	3,558,554	4,296,599	4,296,599	4,296,599

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	1,074,978	1,100,000	1,100,020	1,177,000	1,177,000	1,294,700	1,259,390	1,259,390
58252 Uncas Health District	266,516	270,601	270,601	270,601	270,601	290,502	290,502	290,502
58253 Ambulance Service	81,587	84,606	84,606	87,737	87,737	90,983	90,983	90,983
58254 Probate Court	27,096	28,826	28,513	29,900	29,786	32,657	32,657	32,657
58711 United Community Family Svcs	48,500	50,000	50,000	51,500	51,500	150,000	53,000	53,000
58712 TVCCA	36,100	36,500	36,500	36,500	36,500	40,150	38,000	38,000
58713 SEAT Bus	187,219	187,219	187,219	192,836	192,836	212,120	212,120	212,120
Subtotal - Contributions to Outside Agencies	1,721,996	1,757,752	1,757,459	1,846,074	1,845,960	2,111,112	1,976,652	1,976,652

Operating Transfers

59102 Transfer To Capital Improvement Fund	2,643,360	2,657,155	2,657,155	2,740,287	2,740,287	2,772,535	2,772,535	2,772,535
59106 Transfer Out to Stadium Authority	0	0	0	0	0	0	100,000	100,000
Subtotal - Operating Transfers	2,643,360	2,657,155	2,657,155	2,740,287	2,740,287	2,772,535	2,872,535	2,872,535

Other

55521 Liability Insurance	780,000	780,735	759,753	814,816	780,000	783,058	783,058	783,058
58600 Contingency	260,000	390,880	220,948	396,079	396,079	924,618	924,618	484,269
Subtotal - Other	1,040,000	1,171,615	980,701	1,210,895	1,176,079	1,707,676	1,707,676	1,267,327
TOTALS	5,405,356	5,586,522	5,395,315	5,797,256	5,762,326	6,591,323	6,556,863	6,116,514

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 Trucks

Public Works plans to replace a 23-year old plow truck and a 25-year old backhoe at an estimated cost of \$500,000. 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 \$347,489.



New London Turnpike bridge design

The Public Works department is seeking approximately \$800,000 in grants towards the estimated \$1 million cost to design the replacement of the New London Turnpike bridge over the Yantic River. This capital budget includes the \$200,000 estimated local match.

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	C2401	Capital Contingency	R/NOI	1	each	239,902	239,902	239,902			239,902
Finance	36024117	57340	C2402	Replace small integrated service routers for telephone network	R/NOI	5	each	7,500	37,500	37,500			37,500
Finance	36024117	57340	C2403	Computer Peripherals - Printers, Monitors, Hard Drives, NIC Cards, Keyboards, etc.	R/NOI	1	each	25,000	25,000	25,000			25,000
Finance	36024117	57340	C2203	Microsoft server, desktop, and office suite licensing	Improve functionality and security	1	each	83,942	83,942	83,942	20,000	Previous allocation	63,942
Finance	36024117	57340	C2404	Workstation replacements	R/NOI	55	each	900	49,500	49,500			49,500
Finance	36024117	57340	C2405	Replace six large integrated service routers for telephone network	R/NOI	1	each	75,000	75,000	75,000			75,000
Planning	36024151	54520		Demolition	R/NOI	1	each	100,000	100,000	0			0
Planning	36024151	57010		Open space acquisition	R/NOI	1	each	100,000	100,000	0			0
Police	36024201	57200		Police Station Replacement	R/NOI	1	each	39,000,000	39,000,000	0			0
Police	36024201	57300		Pistol Transition	Should lower ammunition costs	1	each	150,000	150,000	0			0
Police	36024201	57300	C2406	Body cameras and storage	Should lower maintenance and storage costs	1	each	319,160	319,160	319,160			319,160
Police	36024201	57320	C2407	Police Cruisers	Should reduce future maintenance and fuel costs.	5	each	55,000	275,000	165,000			165,000
Police	36024201	57320		Armored Rescue Vehicle	May increase fuel usage	1	each	350,000	350,000	0			0
Norwich Fire	36024202	57200	C2408	Carpet - HQ	R/NOI	1	each	20,000	20,000	20,000			20,000
Norwich Fire	36024202	57200	C2409	Stove - HQ	R/NOI	1	each	15,000	15,000	15,000			15,000
Norwich Fire	36024202	57200	C2410	Window frames / structure	R/NOI	8	each	810	6,480	6,480			6,480
Norwich Fire	36024202	57200		Cabinets - HQ kitchen	R/NOI	1	each	25,000	25,000	0			0
Norwich Fire	36024202	57300	C2411	Turnout Gear - PPE - Full Sets	R/NOI	18	each	4,000	72,000	72,000			72,000
Norwich Fire	36024202	57300	C2412	30-Minute SCBA Cylinders	R/NOI	8	each	1,575	12,600	12,600			12,600
Norwich Fire	36024202	57300	C2413	Multi-gas Meter	R/NOI	2	each	1,264	2,528	2,528			2,528
Norwich Fire	36024202	57300	C2414	Rope Rescue hardware and devices	R/NOI	1	each	4,625	4,625	4,625			4,625
Norwich Fire	36024202	57300		Marine-2 lighting system	R/NOI	1	each	2,300	2,300	0			0
Norwich Fire	36024202	57320		Squad A	Should reduce future maintenance and fuel costs.	1	each	770,000	920,000	0			0
Norwich Fire	36024202	57320		Replace Car-1	Should reduce future maintenance and fuel costs.	1	each	62,000	62,000	0			0
Norwich Fire	36024202	57320		New Fire Marshal Office vehicle	Should increase future maintenance and fuel costs.	1	each	57,000	57,000	0			0
EGP VFD	36024233	57220		Resurface parking lot	R/NOI	1	each	150,000	150,000	0			0
EGP VFD	36024233	57320		Engine 52 replacement	R/NOI	1	each	850,000	850,000	0			0
EGP VFD	36024233	57200		Replace station windows	R/NOI	1	each	40,000	40,000	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
EGP VFD	36024233	57200		Renovate staircase and upstairs	R/NOI	1	each	60,000	60,000	0			0
EGP VFD	36024233	57300	C2415	Fire Hose (various sizes)	R/NOI	1	each	25,000	25,000	25,000			25,000
EGP VFD	36024233	57300	C2416	King Ceiling Training Prop	R/NOI	1	each	10,500	10,500	10,500			10,500
EGP VFD	36024233	57300		Structural Firefighter Boots	R/NOI	15	each	450	6,750	0			0
EGP VFD	36024233	57300	C2417	Structura Firefighter Gloves	R/NOI	40	each	90	3,600	3,600			3,600
EGP VFD	36024233	57300		Structural Firefighter Helmets	R/NOI	10	each	425	4,250	0			0
EGP VFD	36024233	57300	C2418	SCBA Masks	R/NOI	10	each	425	4,250	4,250			4,250
EGP VFD	36024233	57300	C2419	Battery Operated Exhaust Fans	R/NOI	2	each	5,000	10,000	10,000			10,000
Laurel Hill VFD	36024234	57200		Storage shed	R/NOI	1	each	50,000	50,000	0			0
Laurel Hill VFD	36024234	57200		Station upgrades	R/NOI	1	each	500,000	500,000	0			0
Laurel Hill VFD	36024234	57300	C2420	Nozzles and appliances	R/NOI	1	each	11,000	11,000	11,000			11,000
Laurel Hill VFD	36024234	57300	C2421	Light tower for Squad 66	R/NOI	1	each	12,600	12,600	12,600			12,600
Laurel Hill VFD	36024234	57320		Replace Hose Tender #6	Should reduce future maintenance and fuel costs.	1	each	500,000	500,000	0			0
Laurel Hill VFD	36024234	57320		Replace UTV 6	Should reduce future maintenance and fuel costs.	1	each	33,000	33,000	0			0
Laurel Hill VFD	36024234	57320		Replace Service 6	Should reduce future maintenance and fuel costs.	1	each	44,000	44,000	0			0
Laurel Hill VFD	36024234	57300	C2422	Turnout gear - full sets	R/NOI	20	each	4,000	80,000	36,000			36,000
Laurel Hill VFD	36024234	57300	C2423	Headsets for Engine 62	R/NOI	1	each	10,200	10,200	10,200			10,200
Occum VFD	36024235	57320		Engin 41 replacement - a 1991 Pierce	R/NOI	1	each	1,000,000	1,000,000	0			0
Occum VFD	36024235	57300	C2424	Turnout gear - full sets	R/NOI	15	each	3,000	45,000	15,000			15,000
Occum VFD	36024235	57300	C2425	Battery Operated Rescue Tools	Should reduce future maintenance costs.	3	each	16,000	48,000	48,000			48,000
Occum VFD	36024235	57300		SCBA Cascade System	R/NOI	1	each	98,000	98,000	0			0
Taftville VFD	36024236	57200	C2075	Kitchen hood replacement	R/NOI	1	each	56,565	56,565	56,565	38,732	FY2020 capital budget	17,833
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	150,000	150,000	0			0
Taftville VFD	36024236	57300	C2426	Edraulic combination extrication	R/NOI	1	each	22,000	22,000	22,000			22,000
Taftville VFD	36024236	57300	C2427	Turnout gear - full sets	R/NOI	10	each	3,200	32,000	12,800			12,800
Taftville VFD	36024236	57320		Chief/Command Staff Vehicle	R/NOI	1	each	60,000	60,000	0			0
Taftville VFD	36024236	57300	C2428	SCBA bottles	R/NOI	6	each	1,364	8,184	8,184			8,184
Taftville VFD	36024236	57300	C2429	Sonar unit for underwater ROV	R/NOI	1	each	22,000	22,000	22,000			22,000
Yantic VFD	36024237	57200	C2430	Remove underground oil tank and convert station from oil to natural gas	May decrease heating costs and should reduce maintenance costs	1	each	45,000	45,000	45,000			45,000
Yantic VFD	36024237	57200		Replace steam system with ductwork.	Should decrease heating costs	1	each	475,000	475,000	0			0
Yantic VFD	36024237	57300	C2431	David Clark Head sets - hearing protection	R/NOI	2	each	7,000	14,000	14,000			14,000

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
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	200,000	200,000	0			0
Yantic VFD	36024237	57300	C2432	Turnout gear - full sets	R/NOI	8	each	4,000	32,000	32,000			32,000
Yantic VFD	36024237	57300	C2433	PFAS-free firefighting foam	R/NOI	20	each	350	7,000	7,000			7,000
Yantic VFD	36024237	57300	C2434	Fire Hose (various sizes)	R/NOI	1	each	17,000	17,000	10,000			10,000
Public Works	36024303	57300	C2435	Replacement of Asphalt Hot box for winter pot hole repair	R/NOI	1	LS	52,000	52,000	52,000			52,000
Public Works	36024303	57300	C2436	Replacement of pavement line striping machine	R/NOI	1	EA	17,000	17,000	17,000			17,000
Public Works	36024303	57320	C2437	Backhoe Replacement with wheeled Excavator	Reduce future maintenance and fuel costs	1	each	260,000	260,000	260,000			260,000
Public Works	36024303	57320	C2438	Plow Truck	Reduce future maintenance and fuel costs	1	each	240,000	240,000	240,000			240,000
Public Works	36024303	57320		Pick-up truck	Reduce future maintenance and fuel costs	1	each	60,000	60,000	0			0
Public Works	36024303	57320	C2439	Mini articulated Loader with snow blower for sidewalks.	R/NOI	1	each	80,000	80,000	80,000			80,000
Public Works	36024305	57200	C2440	Roof maintenance to numerous City Buildings	R/NOI	1	LS	100,000	100,000	100,000			100,000
Public Works	36024305	57200	C2441	Energy efficiency lighting upgrades at Senior Center, PW headquarters, City Hall, Intermodal Transportation Center, and other City locations as funding allows	Should save over \$30,000 per year in energy costs	1	LS	155,000	155,000	155,000	46,000	Estimated NPU rebates	109,000
Public Works	36024305	57200		Repair and painting of windows on first two floors of City Hall	R/NOI	1	LS	100,000	100,000	0			0
Public Works	36024305	57200		Repair large salt storage shed, (2,500 ton capacity)	R/NOI	1	LS	50,000	50,000	0			0
Public Works	36024305	57220		Re-pave Clinton Ave Parking Lot	R/NOI	1	EA	200,000	200,000	0			0
Public Works	36024305	57220	C2442	Parking garage joint repairs	R/NOI	1	LS	200,000	200,000	150,000			150,000
Public Works	36024305	57400	C2443	Road and Parking Lot Resurfacing and Preventative Maintenance	R/NOI	1	EA	1,000,000	1,000,000	347,489	347,489	State Local Capital Improvement Program Grant	0
Public Works	36024305	57411	C2444	New London Turnpike bridge design	R/NOI	1	LS	1,000,000	1,000,000	1,000,000	800,000	\$200K is local match on Federal DOT application	200,000
Public Works	36024305	57413		Capital Improvement Sidewalk Program	R/NOI	1	LS	200,000	200,000	0			0
Senior Center	36024417	57200	C2445	Senior Center window replacements and repairs and HVAC balancing	Should reduce heating and cooling costs	1	each	60,000	60,000	60,000			60,000
Recreation	36024503	57200	C2138	Mopeep building (10 John Edwards Dr) renovation	R/NOI	1	each	180,669	180,669	100,000	80,669	Previous allocation	19,331
Public Works	36024516	59106		Dodd Stadium Improvements	R/NOI	1	EA	200,000	200,000	0			0
Totals									52,996,105	4,105,425	1,332,890		2,772,535

Special Revenue Funds

Summary of Revenues & Expenditures

	City Consolidation District (Fund 2835)	Town Consolidation District (Fund 2830)	Combined
EXPENDITURES			
General Operations	8,482,180	527,195	9,009,375
TOTALS	8,482,180	527,195	9,009,375
REVENUES			
Current Levy RE & PP	3,941,645	451,189	4,392,834
Taxes (other than Current Levy RE & PP)	235,659	76,006	311,665
Federal Grants	1,000,000	0	1,000,000
State Grants	0	0	0
Investment Earnings	5,000	0	5,000
Other Financing Services	3,299,876	0	3,299,876
TOTALS	8,482,180	527,195	9,009,375

City Consolidation District			2020-21 Actual	2021-22 Budget	2021-22 Actual	2022-23 Budget	2022-23 Projected	2023-24 Proposed	2023-24 Adopted
Taxes									
28354200	41101	Current Real Estate and Personal Property	3,575,697	3,767,621	3,756,255	3,790,641	3,850,000	4,341,207	3,941,645
28354200	41103	Current Motor Vehicle Taxes	210,591	227,709	227,048	0	0	38,097	37,659
28354200	41105	Prior Year Levies	152,826	120,000	103,585	124,000	124,000	127,000	127,000
28354200	41106	Interest and Lien Fees	77,459	63,000	76,987	72,000	60,000	71,000	71,000
Totals			4,016,573	4,178,330	4,163,875	3,986,641	4,034,000	4,577,304	4,177,304
Federal Grants									
28354200	43100	Federal Grants-ARPA	0	0	0	240,000	240,000	600,000	1,000,000
Totals			0	0	0	240,000	240,000	600,000	1,000,000
State Grants									
28354200	43500	Shared Revenues	702,992	677,368	702,992	582,087	582,087	0	0
Totals			702,992	677,368	702,992	582,087	582,087	0	0
Investment Earnings									
28354200	46101	Interest	1,176	1,500	3,172	9,000	9,000	5,000	5,000
Totals			1,176	1,500	3,172	9,000	9,000	5,000	5,000
Other Financing Sources									
28354200	49195	Transfer from NPU	3,299,876	3,299,876	3,299,876	3,299,876	3,299,876	3,299,876	3,299,876
Totals			3,299,876	3,299,876	3,299,876	3,299,876	3,299,876	3,299,876	3,299,876
GRAND TOTALS			8,020,617	8,157,074	8,169,915	8,117,604	8,164,963	8,482,180	8,482,180

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

28354202	City Consolidation District	2020-21 Actual	2021-22 Budget	2021-22 Actual	2022-23 Budget	2022-23 Projected	2023-24 Request	2023-24 Proposed	2023-24 Adopted
51610	Regular Employees	3,178,576	3,432,119	3,374,391	3,520,220	3,435,000	3,585,716	3,550,649	3,550,649
51630	Overtime	141,186	68,479	117,091	68,479	203,000	90,000	90,000	90,000
51631	Replacement Cost	835,048	836,755	845,228	762,755	866,000	805,000	805,000	805,000
52000	Fringe Benefits	3,581,409	3,893,721	3,893,721	3,766,150	3,618,000	4,096,050	4,036,531	4,036,531
TOTALS		7,736,219	8,231,074	8,230,431	8,117,604	8,122,000	8,576,766	8,482,180	8,482,180

Staffing		2020-21 Actual	2021-22 Budget	2021-22 Actual	2022-23 Budget	2022-23 Projected	2023-24 Request	2023-24 Proposed	2023-24 Adopted
	Captain (FC 2)	3.00	3.00	3.00	3.00	3.00	1.00	1.00	1.00
	Captain (FC 1)	1.00	1.00	1.00	1.00	1.00	3.00	3.00	3.00
	Lieutenant - Step 2	6.00	7.00	7.00	6.00	6.00	4.00	4.00	4.00
	Lieutenant - Step 1	2.00	1.00	1.00	2.00	2.00	4.00	4.00	4.00
	Firefighter - Step 5	27.00	26.00	26.00	27.00	27.00	22.00	21.00	21.00
	Firefighter - Step 4	3.00	4.00	4.00	2.00	2.00	5.00	5.00	5.00
	Firefighter - Step 3	2.00	2.00	2.00	3.00	3.00	4.00	2.00	2.00
	Firefighter - Step 2	1.00	1.00	1.00	2.00	2.00	5.00	2.00	2.00
	Firefighter - Step 1	3.00	3.00	3.00	2.00	2.00	0.00	6.00	6.00
	TOTAL FTE'S	48.00	48.00	48.00	48.00	48.00	48.00	48.00	48.00

Salaries		2020-21 Actual	2021-22 Budget	2021-22 Actual	2022-23 Budget	2022-23 Projected	2023-24 Request	2023-24 Proposed	2023-24 Adopted
	Captain (FC 2)		79,718		85,221		87,564	87,564	87,564
	Captain (FC 1)		77,464		82,811		85,088	85,088	85,088
	Lieutenant - Step 2		74,697		79,852		82,048	82,048	82,048
	Lieutenant - Step 1		72,571		77,581		79,714	79,714	79,714
	Firefighter - Step 5		68,087		72,786		74,787	74,787	74,787
	Firefighter - Step 4		64,844		69,320		71,226	71,226	71,226
	Firefighter - Step 3		61,761		66,024		67,839	67,839	67,839
	Firefighter - Step 2		58,819		62,879		64,608	64,608	64,608
	Firefighter - Step 1		56,024		59,890		61,537	61,537	61,537

Total Salaries Paid by City Consolidation District Fund		2020-21 Actual	2021-22 Budget	2021-22 Actual	2022-23 Budget	2022-23 Projected	2023-24 Request	2023-24 Proposed	2023-24 Adopted
	Captain (FC 2)		239,154		255,663		87,564	87,564	87,564
	Captain (FC 1)		77,464		82,811		255,264	255,264	255,264
	Lieutenant - Step 2		522,879		479,112		328,192	328,192	328,192
	Lieutenant - Step 1		72,571		155,162		318,856	318,856	318,856
	Firefighter - Step 5		1,770,262		1,965,222		1,645,314	1,570,527	1,570,527
	Firefighter - Step 4		259,376		138,640		356,130	356,130	356,130
	Firefighter - Step 3		123,522		198,072		271,356	135,678	135,678
	Firefighter - Step 2		58,819		125,758		323,040	129,216	129,216
	Firefighter - Step 1		168,072		119,780		0	369,222	369,222
	Differentials		140,000		0		0	0	0
	TOTAL SALARIES		3,432,119		3,520,220		3,585,716	3,550,649	3,550,649

Town Consolidation District			2020-21	2021-22	2021-22	2022-23	2022-23	2023-24	2023-24
			Actual	Budget	Actual	Budget	Projected	Proposed	Adopted
Revenues									
Taxes									
28304292	41101	Current Real Estate and Personal Property	392,481	448,322	452,160	424,017	427,000	455,300	451,189
28304292	41103	Current Motor Vehicle Taxes	39,755	51,307	51,190	0	0	63,395	67,506
28304292	41105	Prior Year Levies	4,502	3,500	4,239	4,500	8,500	5,000	5,000
28304292	41106	Interest and Lien Fees	4,094	2,000	5,353	4,500	3,800	3,500	3,500
Totals			440,832	505,129	512,942	433,017	439,300	527,195	527,195
State Grants									
28304292	43500	Shared Revenues	0	0	0	54,239	54,239	0	0
Totals			0	0	0	54,239	54,239	0	0
GRAND TOTALS			440,832	505,129	512,942	487,256	493,539	527,195	527,195

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

Expenditures									
28304292	52205	Workers' Compensation	44,445	53,712	51,689	47,663	43,371	58,252	58,252
28304292	58792	VFF Tax Credit	65,812	94,000	96,023	130,000	134,292	140,000	140,000
28304292	59150	Transfer to VFF Relief Fund	334,817	357,417	357,417	309,593	309,593	328,943	328,943
Totals			445,074	505,129	505,129	487,256	487,256	527,195	527,195

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

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.

While NPU has largely recovered from the financial impact of the pandemic, a number of challenges remain related to supply chain issues, inflation, energy costs, and understanding the challenges of our customers. Despite these obstacles, NPU's financial and operational conditions remain very strong.

NPU operates a full-service Customer Service Center, giving customers the option of speaking with an employee on any account issue. In a typical year, NPU's Customer Service Center team responds to the questions and concerns of 7,500 walk-in customers, processes in-person payments from 15,000 customers, answers 130,000 phone calls from customers, and generates 310,000 bills.

NPU is very proud of its ongoing support for customers throughout the pandemic. These efforts have included helping 1,500 customers avoid \$1.2 million in late-payment fees, providing more than \$300,000 through its Matching Payment Program, working with the Thames Valley Council for Community Action to facilitate more than \$2,000,000 in energy assistance for approximately 2,000 customers, and working with Congressman Joe Courtney to secure \$115,000 in support for 250 customers through the City's Community Development Block Grant program.

NPU continues to be a regular participant in tax credit programs offered by the State of Connecticut. In 2022, NPU provided \$150,000 in support to three outstanding community-focused organizations - St. Vincent DePaul Place, the Buckingham Memorial Association, and United Community and Family Services (UCFS) to assist with energy-efficiency related projects. NPU also participated in the State's Housing Tax Credit Contribution Program, providing \$500,000 to Eastern Connecticut Housing Opportunities (ECHO) to support energy-efficiency upgrades in three multi-family rental homes with 67 dwelling units in Norwich.

Highlights & Accomplishments

Payment to the City

In FY2023, NPU's payment to the City's General Fund was \$8,577,655. This is based on 10% of natural gas, electric, and water service gross revenues for FY2021. In FY2023, NPU revenue provided to the City reduced taxpayers' burden by 4.19 mills. Over the past ten years, NPU has provided \$85,276,505 million to the City of Norwich.

In FY2024, this payment will be \$9,113,760 based on 10% of natural gas, electric, and water service gross revenues for FY2022.

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. NPU has applied for this award in 2023.

Natural Gas System

In July, 2022, NPU applied for a Natural Gas Distribution Infrastructure Safety and Modernization grant that could help accelerate the replacement of its remaining cast-iron gas mains and associated services. This grant is part of the Infrastructure Investment and Jobs Act (IIJA) and administered through the U.S. Department of Transportation Pipeline and Hazardous Materials Safety Administration (PHSMA). NPU has applied for funding to replace 10.1 miles of outdated infrastructure. The work proposed through this grant is 100% reimbursable, which would reduce future expenses for NPU and its natural gas customers.

In 2022, NPU advocated with its local legislative delegation to have its purchases of natural gas exempted from the State's Gross Receipts Tax; this proposal was ultimately approved by the Connecticut General Assembly and will save NPU's natural gas customers an estimated \$975,000 per year.

Electric System

NPU is actively engaged in the design of a new 34.5kV loop that would connect all of its substations, provide additional reliability and allow for additional clean ("green") energy to be added into NPU's system.

NPU has also begun designing upgrades to its control relays at its 10th Street Substation as well as upgrades to its distribution infrastructure along Scotland Road; both steps will improve the strength and reliability of electrical service.

In December 2022, NPU submitted preliminary applications for two grants funded by the Infrastructure Investment and Jobs Act (IIJA) and administered by the Department of Energy (DOE). In February 2023, NPU was invited to submit a full grant application for its first submittal to upgrade the distribution infrastructure along Route 12 extending from the intersection of Route 2 to the intersection of Route 169.

Water Supply

In 2022, NPU completed the Dissolved Air Filtration (DAF) project at its Stony Brook Water Treatment Plant, one of the more challenging projects in its recent history. The successful completion of this project is a critical component of modernizing NPU's water infrastructure and will help provide its customers with higher quality water for generations to come.

Working with the offices of Senators Richard Blumenthal and Chris Murphy, NPU secured funding for \$800,000 through the Senators' Congressionally Directed Spending Requests. These funds will be used for a joint project with Groton Utilities to connect the 1,220-foot gap between the two water systems at the Preston / Ledyard line to provide the region with a second emergency interconnection in the event of a need to move water from one community to another.

Wastewater

In 2022, NPU completed the design of the major upgrade to its wastewater treatment plant. NPU received approval from the State of Connecticut's Department of Energy and Environmental Protection (DEEP) to solicit bids for this critical project, which will be largest project undertaken in the history of the City of Norwich. The project is expected to begin in the fall of 2023 with construction expected to take up to five years to complete.

Working with the offices of Senators Richard Blumenthal and Chris Murphy, NPU secured funding for \$800,000 through the Senator's Congressionally Directed Spending Requests. These funds will be used for re-lining and strengthening sewer mains in the Greenville section of Norwich that were installed between 1869 and 1950. These improvements will significantly improve water quality in the Shetucket and Thames Rivers, and ultimately Long Island Sound.

Commercial and Industrial Efficiency

In 2021, NPU received the Smart Energy Provider Award from the American Public Power Association in recognition of its efforts to promote energy efficiencies and sustainability while providing affordable electrical service. NPU will re-apply for this recognition in 2023.

In 2022, NPU completed 49 commercial efficiency projects which included rebates of more than \$545,000. These projects included:

- Commercial & Industrial equipment projects – 10 customers, \$94,000 in rebates
- Lighting control upgrades – 33 customers, \$436,000 in rebates
- Customer projects – 6 customers, \$15,000 in rebates

Residential Efficiency Programs

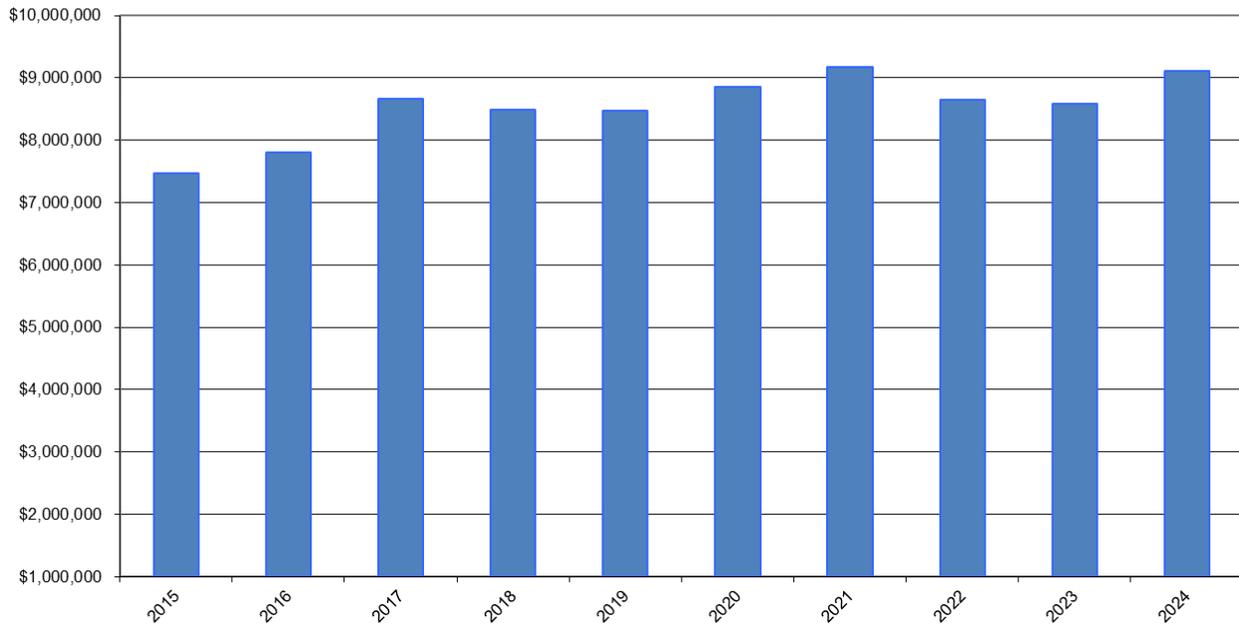
In 2022, NPU provided 205 Home Energy Solutions (HES) audits and provided \$947,000 in residential rebates for customers who invested in insulation, EnergyStar rated water heaters and window air conditioning units. NPU's CHIPP pilot program provided rebates and incentives to 100 customers who installed energy-efficient heating/cooling split units.

Throughout 2022, 8 residential customers entered into solar power interconnection agreements with NPU, with 4 customers connecting their solar services to the NPU system.

Alternative Fuels/Electric Vehicles

NPU continued its Electric Vehicle (EV) and EV Charging Rebate program in 2022, providing rebates to customers for 20 electric vehicles and 14 EV charging units. It is estimated that every electric vehicle charged by NPU will generate nearly \$3,000 additional revenue per year.

Revenues Generated for the City General Fund
Ten Year History

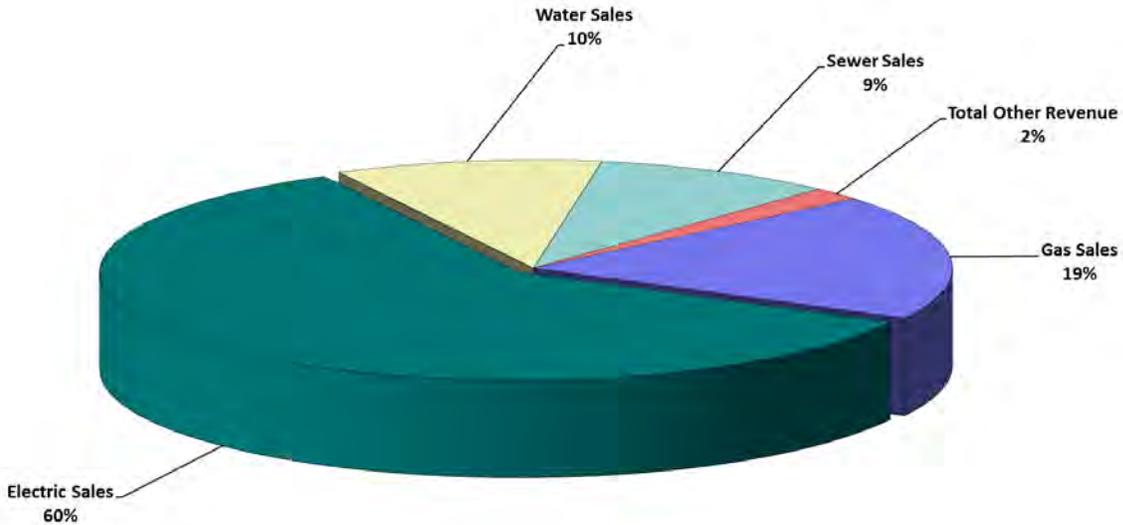


Performance Measures

Customer Service Indicators	FY 2022	FY 2023	FY 2024
	Actual	Projected	Forecast
Field Service			
Gas Service Calls	2,599	2,280	2,440
Electric Service Calls	681	980	740
Water Service Calls	1,497	1,400	1,530
Sewer Service Calls	134	107	133
Service Center			
Walk-in Customers	16,769	51,000	51,000
# Calls	139,350	147,000	142,250
Operations Indicators			
Distribution Systems			
Miles of Gas Main	155	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	0.83	.44	.44
Avg. Cumulative Out of Service Time (min)	113	35	35
Wastewater Treatment			
Gallons Treated (Billion)	1.34	1.59	1.40
Quality Tests Conducted	5,850	5,825	5,850
Water Division			
Gallons of Potable Water (Billion)	1.90	1.77	1.84
Quality Tests Conducted	15,960	15,725	15,960

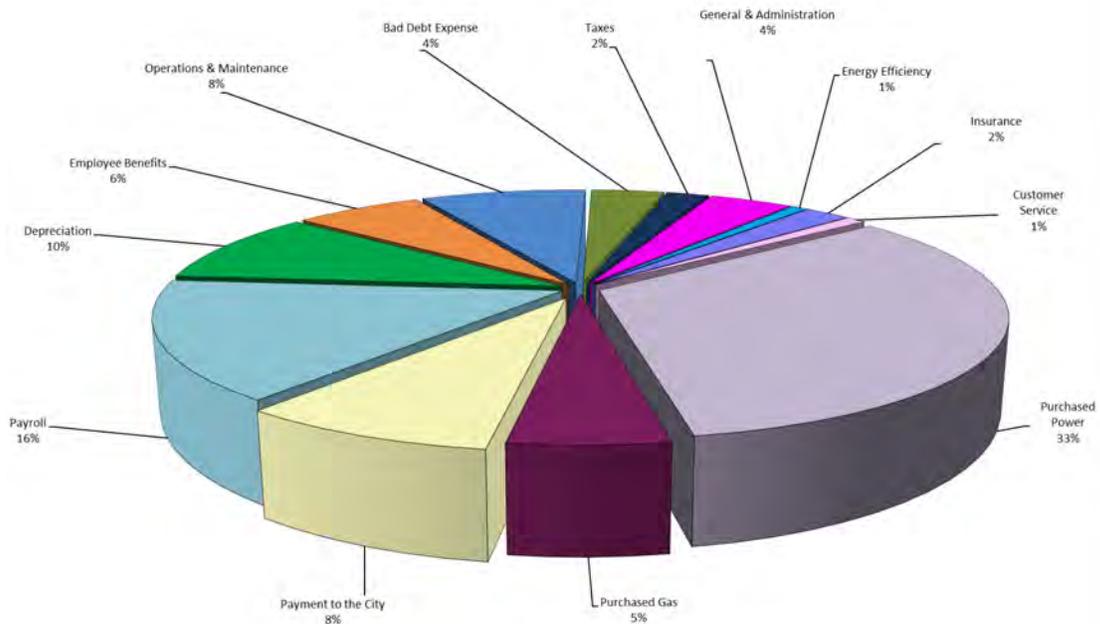
Revenue Summary	FY 2022	FY 2023	FY 2024
	Audited	Approved	Approved
SALES			
Residential Gas	\$13,302,349	\$13,274,405	\$12,348,337
Commercial Gas	7,993,146	9,226,490	7,234,134
Industrial Gas	82,911	43,857	95,909
Public Gas	1,410,657	1,523,897	1,286,945
Interdepartmental Gas	108,391	128,025	114,686
Total Gas Sales Revenue	\$22,897,454	\$24,196,674	\$21,080,011
Residential Electric			
Residential Electric	\$29,168,933	\$28,206,582	\$32,924,796
Commercial Electric	19,205,370	19,932,759	24,094,790
Industrial Electric	1,223,564	3,305,926	4,532,461
Public Electric	3,571,797	3,734,364	4,254,053
Interdepartmental Electric	948,249	911,757	1,092,452
Total Electric Sales Revenue	\$54,117,913	\$56,091,388	\$66,898,552
Residential Water			
Residential Water	\$6,770,213	\$6,832,120	\$7,148,138
Commercial Water	3,168,118	3,177,856	3,275,698
Industrial Water	861,187	833,243	849,926
Public Water	173,596	171,216	176,884
Interdepartmental Water	87,597	103,234	108,992
Total Water Sales Revenue	\$11,060,711	\$11,117,669	\$11,559,638
Residential Sewer			
Residential Sewer	\$6,837,393	\$7,143,672	\$7,734,782
Commercial Sewer	1,717,703	1,929,630	1,929,984
Industrial Sewer	56,887	54,506	47,040
Public Sewer	185,984	200,405	230,886
Interdepartmental Sewer	34,196	484,395	514,030
Total Sewer Sales Revenue	\$8,832,163	\$9,812,608	\$10,456,722
OTHER OPERATIONAL REVENUE			
Penalties for Late Payments	\$1,027,977	\$1,134,800	\$968,100
Municipal Area Network Fees	332,438	334,663	330,312
CNG Sales Revenue	71,966	141,900	68,600
Water/Sewer Capital Connections	83,638	84,480	57,000
Septage Charges	27,444	23,600	28,600
Bulk Water	28,648	43,920	42,690
Utility Plant & Rental Income	1,183,794	382,464	450,270
Service Call Revenue	312,593	222,580	202,500
Jet Turbine Credit	882,965	767,611	0
Interest Income	37,425	60,996	44,340
Total Other Operational Revenue	\$3,988,888	\$3,197,014	\$2,192,412
TOTAL REVENUE	100,897,129	\$104,415,353	112,187,335

Revenue Fiscal Year 2024

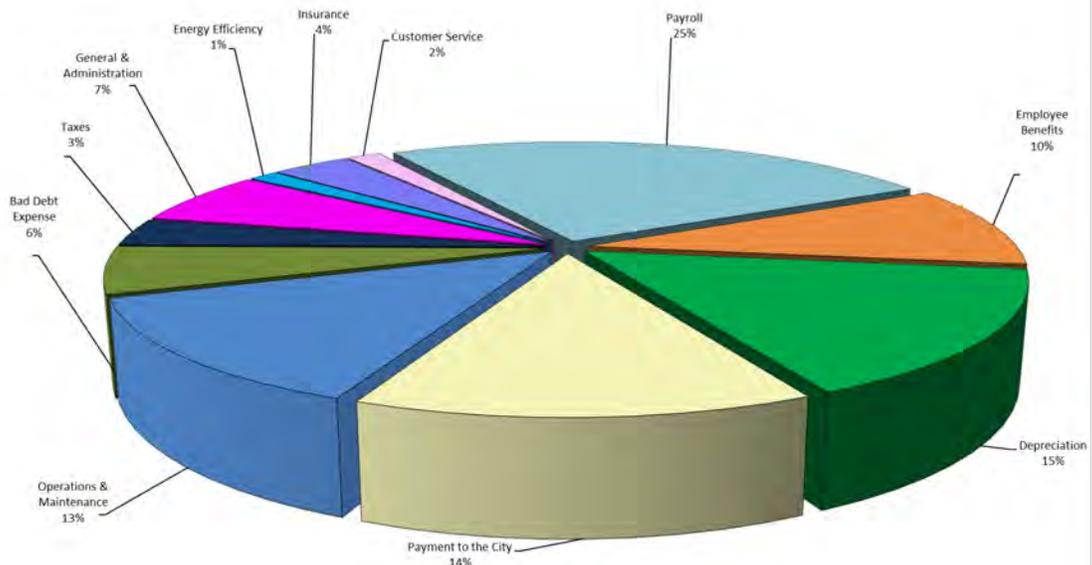


Expense Summary	FY 2022	FY 2023	FY 2024
	Audited	Approved	Approved
DEPARTMENT EXPENSES			
Purchased Gas	8,907,489	7,431,125	5,601,951
Purchased Power	28,033,159	26,984,187	35,548,107
Payroll	16,007,399	16,678,750	16,934,909
Employee Benefits	18,653,584	9,680,056	6,748,956
Payment to the City	8,648,304	8,577,655	9,113,760
Gross Revenue & Property Tax	3,190,756	3,458,962	2,256,927
Property & Liability Insurance	2,408,052	2,161,345	2,392,455
Operations & Maintenance	7,562,738	7,915,792	8,758,116
Customer Service	813,618	917,000	1,017,198
General & Administration	3,015,864	3,635,746	4,408,169
Energy Efficiency Program	1,709,550	907,120	859,791
Depreciation	8,602,377	9,408,492	10,322,495
Bad Debt Expense	1,682,416	3,415,200	3,865,200
Total Expenses	\$109,235,306	\$101,171,430	\$107,828,034
DEBT SERVICE			
Debt Principal Repayment	\$3,099,117	\$3,576,375	\$5,106,508
Interest Expense	858,584	1,301,234	\$2,494,714
Total Debt Service	\$3,957,701	\$4,877,609	\$7,601,222

FY24 Expenses by Category



FY24 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 2022	FY 2023	FY 2024
	Audited	Approved	Approved
Metering		255,123	419,977
Main Installations		7,363,219	5,152,258
Service Installations		1,890,827	1,566,479
Facilities & Structure Improvements		660,000	1,020,000
Fiber Installations		78,948	33,458
Transformers, Switches, & Capacitors		234,000	702,000
Poles & Fixtures		184,190	190,868
Street Lighting & Signal Systems		5,000	5,150
Manholes, Frames, & Covers		48,670	50,000
Hydrant Installations		82,617	112,396
State Projects		377,964	39,997
Regulator Station Improvements		32,974	0
LNG Plant Improvements		60,000	106,549
Electric Distribution System Improvements		0	275,000
Electric Generation Improvements		100,000	80,000
Substation Improvements		340,184	430,724
Pumping Station Improvements		0	0
Water Treatment Plant Improvements		210,000	265,000
Water Storage Improvements		2,000,000	4,110,000
Sewer Collection System Improvements		0	0
Wastewater Treatment Plan Improvements		32,000,000	31,050,000
Vehicles		114,000	50,000
Utility Vehicles		941,595	835,000
Utility Construction Equipment		259,000	488,000
Capitalized Tools & Equipment		189,000	291,000
Technology Equipment & Improvements		263,000	1,388,551
Total Capital	\$11,046,427	\$47,690,311	\$48,662,407

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.

