



# **CITY OF NORWICH, CONNECTICUT**

**CITY COUNCIL'S ADOPTED BUDGET**

**FISCAL YEAR 2024-2025**

**APPROVED JUNE 10, 2024**

**Norwich welcomed the Amistad in April 2023 for the start of the “Voyage for Freedom” educational tour. The replica ship was built in 2000 and offers educational programs year-round through Discovering Amistad.**

**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, 2023**

*Christopher P. Morill*

Executive Director

**ORDINANCE 1853**  
**ADOPTED 6/10/2024**  
**PUBLISHED 6/12/2024**

AN ORDINANCE RELATIVE TO THE APPROPRIATIONS FOR THE CITY OF NORWICH AND THE CITY AND TOWN CONSOLIDATION DISTRICTS OF SAID CITY FOR FISCAL YEAR 2024-25.

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, 2024 and ending June 30, 2025 to wit:

	2022-23 Budget	2023-24 Budget	2024-25 Adopted
<b>City Council</b>	438,638	480,797	545,757
<b>City Manager</b>	440,278	462,771	469,727
<b>Finance</b>	1,948,002	2,071,191	2,158,789
<b>Assessor</b>	540,821	581,863	587,541
<b>City Treasurer</b>	308,709	383,442	331,200
<b>Law</b>	439,000	439,000	426,000
<b>Human Resources</b>	660,687	736,822	694,121
<b>City Clerk</b>	533,103	562,994	626,135
<b>Planning &amp; Neighborhood Services</b>	1,262,181	1,432,728	1,515,493
<b>Election</b>	234,122	195,229	268,886
<b>Police</b>	18,375,503	19,216,092	18,229,236
<b>Fire - Central</b>	2,361,185	2,533,284	2,645,999
<b>Dispatch &amp; Communications</b>	-	-	1,627,437
<b>Emergency Management</b>	75,661	76,574	70,345
<b>Fire - East Great Plain</b>	165,433	173,840	181,611
<b>Fire - Laurel Hill</b>	86,732	92,377	93,106
<b>Fire - Occum</b>	100,168	111,538	110,992
<b>Fire - Taftville</b>	176,038	177,780	182,420
<b>Fire - Yantic</b>	208,874	189,873	195,261
<b>Public Works</b>	12,262,739	12,908,927	13,434,109
<b>Human Services</b>	1,951,288	2,058,298	2,371,623
<b>Education</b>	86,803,758	89,473,852	95,680,898
<b>Debt Service</b>	3,558,554	4,296,599	4,584,268
<b>Miscellaneous</b>	5,695,256	6,059,804	6,605,250
<b>City Consolidation District</b>	8,135,604	8,482,180	8,711,885
<b>Town Consolidation District</b>	487,256	527,195	539,729
<b>TOTALS</b>	<b>147,249,590</b>	<b>153,725,050</b>	<b>162,887,818</b>
<b>General Operations</b>	45,524,131	48,172,689	50,476,724
<b>Debt Service</b>	3,558,554	4,296,599	4,584,268
<b>Capital Improvements</b>	2,740,287	2,772,535	2,894,314
<b>Education</b>	86,803,758	89,473,852	95,680,898
<b>City Consolidation District</b>	8,135,604	8,482,180	8,711,885
<b>Town Consolidation District</b>	487,256	527,195	539,729
<b>TOTALS</b>	<b>147,249,590</b>	<b>153,725,050</b>	<b>162,887,818</b>

**ORDINANCE 1854**  
**ADOPTED 6/10/2024**  
**PUBLISHED 6/12/2024**

AN ORDINANCE CONCERNING THE TAX LEVIES ON THE  
LIST OF OCTOBER 1, 2023

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

Section 1. On the City Assessment list of October 1, 2023 a tax of thirty-two and ninety-nine hundredths (32.99) 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, 2023, a tax of twenty-six hundredths (0.26) 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, 2023, a tax of five and twenty-one hundredths (5.21) 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, 2023, 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, 2024, and payable on said date in whole or in equal installments from that date, namely on July 1, 2024 and January 1, 2025, except that any tax of less than one hundred dollars shall be due and payable on July 1, 2024. If the first installment is not paid on or before August 1, 2024 or if the second installment is not paid on or before February 1, 2025, 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, 2024. If the payment is not paid on or before August 1, 2024 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

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June 12, 2024

### Introduction

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The City of Norwich budget for fiscal year 2024-25 was adopted by the Norwich City Council at its June 10, 2024 meeting. Here is a summary of changes which were made after the City Manager proposed his budget on April 1, 2024.

#### *May 6, 2024 Tentative Adoption of the Budget*

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

- Accepted \$260,700 increases in General Fund revenue estimates.
- Increased Registrars of Voters budget by \$66,600 for additional costs related to the Presidential election and early voting.

#### *May 9, 2024 – Update Grand List*

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I updated the October 1, 2023 grand list numbers with the Board of Assessment Appeals adjustments. The net impact of these updates decreased the General Fund and CCD mill rates.

#### *June 10, 2024 – Amendment and Adoption*

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The Norwich City Council amended and adopted the 2024-25 budget with the following changes, the net impact of which increased the General Fund mill rate and decreased the CCD and TCD mill rates.

- Accepted \$470,000 and \$17,000 in General Fund and CCD revenue estimates, respectively
- Reduced the actuarially determined contribution for the Volunteer Firefighters' Relief Plan by \$26,935 in the TCD.
- Increased BOE funding in the General Fund budget by \$2,404,407
- Added \$25,000 funding for the Sachem Fund
- Made several line item reductions in the non-education General Fund departments' budgets totaling \$200,852.
- Reallocated some capital items to provide funding towards the replacement of Norwich Fire's Squad A

### Goals & Priorities

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As part of a multi-year approach the individual department budget pages state department-level goals. The department goals support the city-wide short-, mid- and long-term goals. When reviewing department budgets, readers will see a bolded reference to the city-wide (e.g., **L1**, **P1**, **C1**, **G1**, **R1**) 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 January 2024 strategic planning session. These goals are grouped together according the five themes (Live, Play, Connect, Grow, Renew) in the [2023 Plan of Conservation & Development](#).

		Short-Term	Mid-Term	Long-Term
Live	L1	Establish committee to identify a location for a new police station.	Referendum for new police station and take actions based on outcome.	
	L2		Use schools as neighborhood community resources.	
	L3	Increase City interdepartmental communication and coordination.		
	L4	Improve City Hall customer service and relations - increase empathy.		
	L5	Create cohesive brand strategies for City government and each unique neighborhood within the City.	Execute brand strategies.	
	L6	Update website, explore hiring a community engagement coordinator and find ways for Norwich residents to emotionally connect to the City.		Hire Chief Information Officer to implement and execute public relations and brand campaigns.
	L7	Discuss City hiring and training practices related to diversity and cultural competency.	Implement changes to City hiring and training practices to foster diversity and cultural competency.	
	L8	Identify costs associated with making Juneteenth a City-observed holiday.		
Play	P1	Establish opportunities for cultural and historical asset promotion and plan for a cultural arts district.	Seek approval for cultural arts district and establish committee.	Maintain cultural arts district.
	P2	Review the Parks Plan and review execution.	Execute Phase I of Parks Plan and plan for execution of subsequent phases	Execute subsequent phases of Parks Plan
Connect	C1	Continue fostering Complete Streets strategy.		
Grow	G1	Build out Occum Industrial Center (fka Business Park North).		
	G2	Apply for CT Main Street Accelerator Program.	Gain acceptance into the CT Main Street Accelerator Program.	
	G3	Connect prospective and existing businesses with SECTER for advisory services.		
	G4	Work to revitalize marina.	Continue to revitalize waterfront.	
Renew	R1	Strategically dispose and acquire property.		
	R2		Solve food desert issue.	
	R3	Hire Community Development Director to manage CDBG and assist with grant writing and management.		

## Budget Priorities

Department heads were asked 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 2024-25 budget takes into consideration the City's long-term goals as well as the immediate needs and economic conditions of our residents and came 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

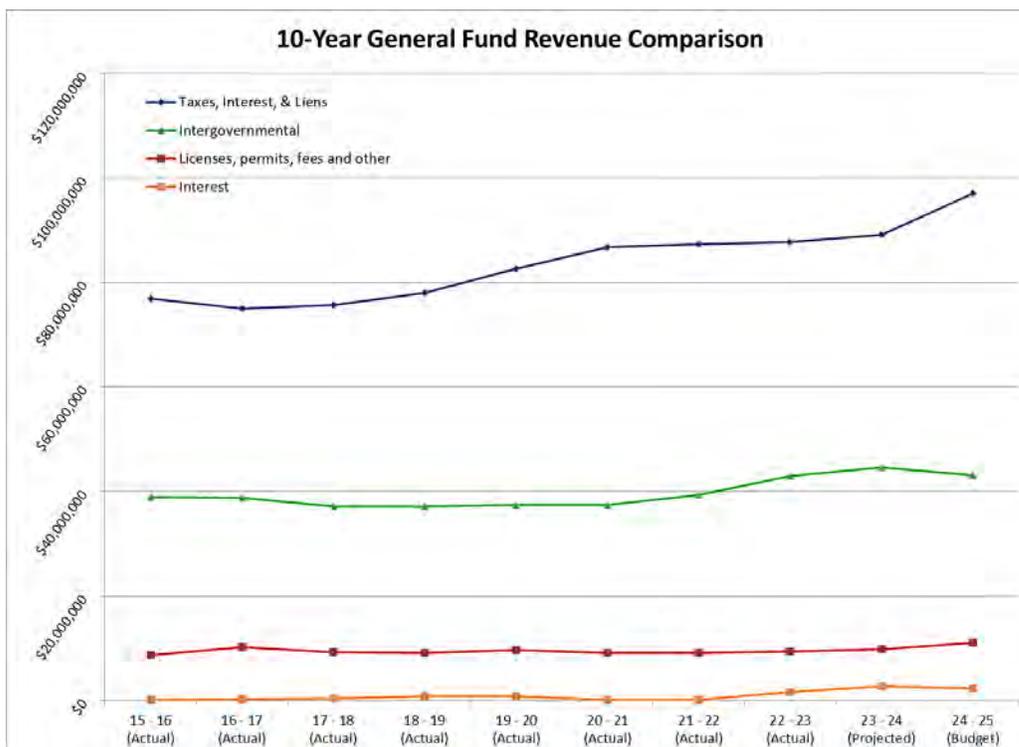
#### Property Taxes, Interest, and Liens

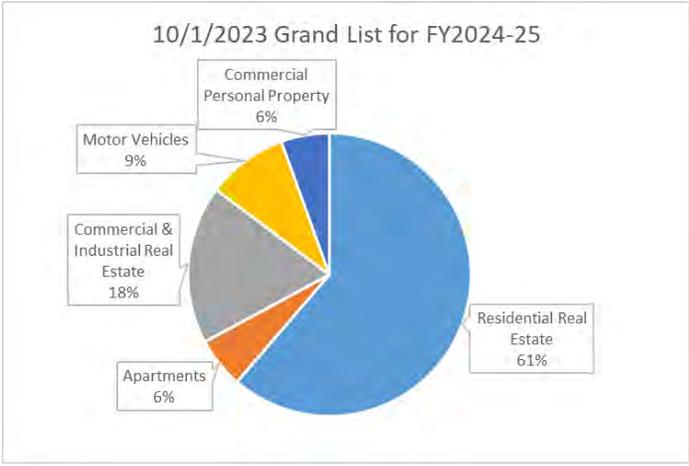
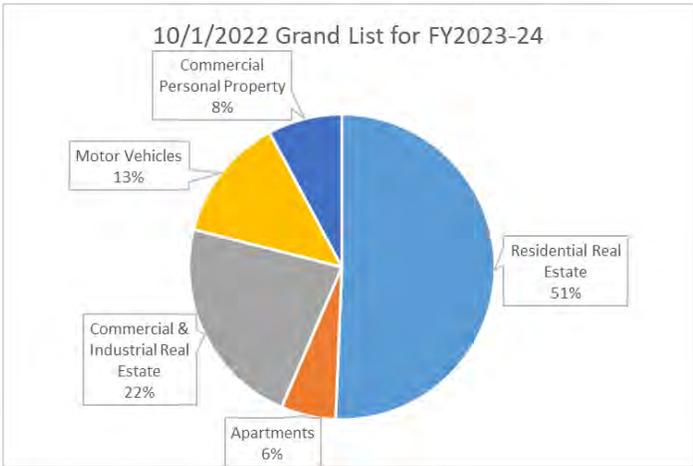
Property taxes fill the void when all other revenue sources are not been able to keep pace with expenditures.

#### Grand List

The October 1, 2023 collectable grand list increased by \$0.71 billion, or 33.99%, to \$2.80 billion. The collectable grand list is calculated by reducing the gross grand list by exemptions, credits, and

estimated certificates of correction and then multiplying it by the three-year average of tax collection percentages. The majority of this grand list growth is due to the 2023 revaluation of all real estate. Residential real estate values grew by a larger percentage than all other real estate. Motor vehicle and commercial personal property values decreased. As a result, there will be a shifting of relative tax burden to residential and commercial apartment real estate away from the other categories of taxable property.





The Board of Assessment Appeals heard appeals in April.

**Intergovernmental**

**Federal American Rescue Plan**

The City’s General Government received an allocation of \$28.8 million from the American Rescue Plan (ARP). In the 2022-23 and 2023-24 budgets, ARP funds had been used to offset increases in General Fund and City Consolidation District costs and some positions were funded with ARP. In this year’s budget, no ARP funds are used to balance the budget and a minimal amount is used to pay for positions (see the Staffing & Service Levels for details).

*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 \$4.4 million in the Shared Revenues in the General Fund, \$65,117 in the TCD and \$710,657 in the CCD. ***Because of the decrease in the mill rates caused by the grand list revaluation and because of the way the motor vehicle tax cap language is written in the Connecticut General Statutes, the City is at risk of losing most of the motor vehicle tax cap reimbursement funding in fiscal year 2025-26.***

*10% Share of Norwich Public Utilities Revenues*

The payments from Norwich Public Utilities will increase by \$1,204,042 to \$10,317,802 for fiscal year 2024-25. NPU’s gross revenues increased primarily because of an increase in gas, electric, and sewer rates. Consistent with the 2023-24 Adopted Budget, \$3,299,876 is allocated to the CCD and the remainder is allocated to the General Fund.

**Interest**

Because of the anticipated decreases in interest rates by the Federal Reserve, this revenue source is projected to decrease to \$2.4 million next year.

## Expenditure Factors

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

### Salaries & Fringe Benefits

The City's estimated salary and fringe benefit costs have increased by \$1.6 million. Fringe benefits include Social Security, Medicare, health insurance, life insurance, workers' compensation, pension and other post-employment benefits (OPEB). Salaries increased by \$0.5 million. This figure does not include potential wage increases for the Firefighters, Police, and Public Works Supervisors unions with which the City will be negotiating new contracts.

Health Insurance is estimated to increase by over \$300,000 due to rising prescription drug costs and stop loss insurance premiums. 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 \$235,000 for 2024-25. 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 or above that level thereafter. OPEB costs increased by \$144,000 for 2024-25.

### Debt Service

Debt service increased by \$287,669, or 6.70%, due to the \$5 million bonded in December 2023; \$3 million of which was for the School Building Program.

### Capital Improvements

In accordance with the Charter, the General Fund appropriation for capital improvements for 2024-25 is \$2.9 million in addition to the \$517,814 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 \$56 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 \$55.1 million – a 4.94%, or \$2.6 million increase from last year.

#### Presentation Changes

The 911 dispatch staff and related dispatch communication costs have been split out of the Police department and presented separately.

Summary of Appropriations and Prior Year Comparison				
	2023-24	2024-25	\$ Change from Prior Year	% Change from Prior Year
General Operations	48,172,689	50,476,724	2,304,035	4.78%
Debt Service	4,296,599	4,584,268	287,669	6.70%
Subtotal-General Gov't	52,469,288	55,060,992	2,591,704	4.94%
Capital Improvements	2,772,535	2,894,314	121,779	4.39%
Education	89,473,852	95,680,898	6,207,046	6.94%
Total General Fund	144,715,675	153,636,204	8,920,529	6.16%
Special Revenue Funds				
CCD Fire District	8,482,180	8,711,885	229,705	2.71%
TCD Fire District	527,195	539,729	12,534	2.38%
Norwich Public Utilities	110,322,749	109,045,564	(1,277,185)	-1.16%
Total	264,047,799	271,933,382	7,885,583	2.99%

Also, the line item “Software Updates & Maintenance” has been added to each department as this is becoming a larger portion of spending. Prior to the addition of this line item, these costs had been included in various department line items, such as Communications, Equipment & Furniture Maintenance, and Professional Services.

*Staffing & Service Levels*

**General Fund**

Here is a summary of ARPA-funded positions and the plan to fund them going forward:

Department	Position(s)	Status
City Clerk	Records Clerk	Funded by ARPA through at least 8/31/2024. Will be funded by Historic Preservation Fees until 12/31/2024 and then by the General Fund thereafter.
City Manager	Grants & Projects Manager	Position never filled. Some ARPA funding was used to hire grant writers as independent contractors as needed. This position is not included in this proposed budget.
Planning & Neighborhood Services	Assistant Zoning & Blight Enforcement Officer	Funded by ARPA through at least 6/30/2024. Funded by the General Fund thereafter.
Police	Three police officers	Not filled. Will not be funded by General Fund.
Norwich Fire	Fire Inspector	Funded by ARPA through 12/31/2023. Funded by the General Fund thereafter.
PW-Street Maintenance	Recreation Facility Maintainer	Funded by ARPA through 1/31/2024. Position eliminated when one Maintainer was promoted to another position at that time.
PW-Fleet Maintenance	Auto Equipment Mechanic	Funded by ARPA through 9/30/2024. Funded by the General Fund thereafter.
Human Services	Two Caseworkers	One position eliminated through attrition. One Caseworker funded by ARPA through 12/31/2024. Funded by the General Fund for the remainder of FY2025.
Human Services	Front Desk Triage Clerk	Funded by ARPA through 12/31/2024. Funded by Opioid Settlement Funds for the remainder of FY2025.
Human Services	Adult & Family Services Manager	Funded by ARPA through 4/30/2024. Funded by the General Fund thereafter.

In addition to the ARPA-funded funding and phase-outs above, this budget includes the addition of a Dispatch Supervisor in the new Dispatch & Communications division of the Police Department effective January 1, 2025. The 2021 McGrath Fire Services Study recommended increases in staffing for emergency dispatch.

Council members approved the addition of Juneteenth as a thirteenth paid holiday (City Council Goal L8).

**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 and the Stadium Authority currently has a cash deficit of over \$200,000. This budget does not include a transfer from the General Fund to the Stadium Authority to reduce the deficit. Rather than appropriate more funds to transfer from the General Fund to the Stadium Authority, the City could market, either by way of a request for proposals or realtor, the stadium property for redevelopment/sale. Any proceeds from selling the property could go to:

1. Expenses of the sale
2. Deficit in the Stadium Authority Fund
3. Transfer to the Debt Service fund in the amount of any outstanding principal and interest on Dodd Stadium bond issues (currently \$663,000).
4. Transfer to the Capital Improvements Fund towards capital needs such as fire apparatus replacement.

**Board of Education (BOE)**

Under the State’s adopted budget, the BOE will receive \$14.3 million in Alliance District funding in 2024-25 – a \$3.8 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. Some of these funds were used in fiscal year 2022-23 and the remainder will be exhausted in 2023-24.

The BOE requested a budget of **\$100,084,846** which is an 11.86%, or \$10.6 million increase over fiscal year 2023-24. The City Council ultimately approved an increase in local funding for the BOE’s General Fund operating budget this year of 6.94% to **\$95,680,898** – a \$ 6,207,046 increase.

For further detail on the BOE budget, please see their section of this document or their full budget document at [www.norwichpublicschools.org](http://www.norwichpublicschools.org).

### Municipal Spending Cap

If the City’s “Adjusted Adopted Budget Expenditures,” as defined by CGS Section 4-66I, grow at a rate that is higher than the rate determined by the State, OPM can reduce grants to the City which are funded through the Municipal Revenue Sharing Fund (MRS) “in an amount equal to fifty cents for every dollar expended over the cap”. For FY2025, the City expects to receive a total of \$4.8 million from the MRS Fund grants for Motor Vehicle Tax Payment, Municipal Revenue Sharing, and Supplemental Revenue Sharing. The City has not had any grant payments reduced because of this provision so far and the net change in the adopted budget is below the FY2025 cap of 6.27%.

### Norwich Public Utilities

The budget proposed by the Norwich Public Utilities Board of Commissioners includes expenses that reflect operational costs necessary to meet a range of priorities, including:

- Meeting NPU’s historic standards for service and reliability
- Supporting economic development
- Investing in critical infrastructure
- Meeting federal and state regulatory requirements

## Revenues

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### Property Taxes

These following mill rates are required to meet the appropriations for the General, TCD, and CCD funds:

	General Fund	Fire Districts		Combined	
		Town Consolidation District (TCD)	City Consolidation District (CCD)	GF + TCD	GF + CCD
Adopted 2024-25	32.99	0.26	5.21	33.25	38.20
Adopted 2023-24	41.85	0.37	6.79	42.22	48.64
Change	(8.86)	(0.11)	(1.58)	(8.97)	(10.44)
Percent Change	-21.17%	-29.73%	-23.27%	-21.25%	-21.46%

The table below shows the components of the change in the mill rate for fiscal 2024-25. As you can see, the October 1, 2023 revaluation had a major impact on the mill rate.

<b>FY2023-24 Mill Rate</b>	41.85
<b>Increase in collectable grand list</b>	-12.08
<b>Increase in expenditures</b>	3.51
<b>Increase in revenues other than current levy</b>	-0.29
<b>FY2024-25 Mill Rate</b>	<b>32.99</b>

### *Motor Vehicles*

The State’s adopted budget maintains the 32.46 mill cap on motor vehicle taxes. Because of the way the Connecticut Office of Policy & Management calculates revenue loss reimbursement, an amount equal to the TCD mill rate of 0.26 will be levied for both the TCD and CCD motor vehicles and the remaining 32.20 of the 32.46 mill cap will be levied for the General Fund.

### *Norwich Public Utilities*

The budget adopted by the Norwich Public Utilities Board of Commissioners includes revenue of approximately \$108 million and rates that will go into effect on November 1, 2024. NPU rates were developed through a detailed Cost of Service Study across all four utilities and took into consideration weather-normalized sales and reasonable assumptions for 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 decrease by \$2 million in FY2026 related to the decrease in grant funds for the motor vehicle tax cap and then increase by 0.5% each year thereafter.
- Investment income will decrease to \$1,800,000 in FY2026 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:

FY2025 \$10 million	FY2026 \$20 million	FY2027 \$20 million	FY2028 \$25 million	FY2029 \$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 2023 actuarial valuation report.
- Capital budget –2% of the prior year General Fund operating budget.

	Budget	Budget	Projected	Projected	Projected	Projected
	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
<b>Revenues (excluding current RE and PP tax levy)</b>						
Delinquent taxes/interest/liens	13,005,712	13,164,257	14,804,717	15,764,430	16,381,878	17,149,951
Licenses & Permits	886,000	1,042,400	1,052,824	1,063,352	1,073,986	1,084,726
Federal Grants	-	-	-	-	-	-
State Grants	43,890,494	42,990,592	40,990,592	41,195,545	41,401,523	41,608,531
Other Intergovernmental Revenue	167,300	171,000	172,710	174,437	176,181	177,943
Charges for Services	1,303,000	1,470,900	1,485,609	1,500,465	1,515,470	1,530,625
Fines & Assessments	292,600	264,200	264,200	264,200	264,200	264,200
Investment Earnings	2,400,000	2,400,000	1,800,000	1,818,000	1,836,180	1,854,542
Rents	617,847	662,361	675,608	689,120	702,902	716,960
Other Revenues	260,091	258,903	261,492	264,107	266,748	269,415
Transfers & Other Financing Sour	6,253,203	7,426,206	7,574,730	7,726,225	7,880,750	8,038,365
	69,076,247	69,850,819	69,082,482	70,459,881	71,499,818	72,695,258
<b>Expenditures</b>						
Salaries	19,258,147	19,945,858	20,777,095	21,434,441	22,112,726	22,812,615
Fringe Benefits	15,820,681	16,680,272	17,455,332	18,010,373	18,587,070	19,186,379
Contracted Services	5,232,362	5,769,340	5,905,328	6,120,082	6,265,230	6,414,433
Materials & Supplies	1,600,086	1,623,364	1,655,832	1,688,949	1,722,728	1,757,183
Equipment & Furniture Maint	659,375	447,418	456,366	465,493	474,802	484,298
Vehicle Fuel & Utilities	2,022,236	1,970,296	2,009,702	2,049,896	2,090,895	2,132,713
Debt Service	4,296,599	4,584,268	5,251,592	6,486,442	8,216,781	10,387,344
Capital Budget	2,772,535	2,894,314	3,072,724	3,165,985	3,263,420	3,371,155
Building Maintenance	364,505	379,200	386,784	394,520	402,410	410,458
Contrib - outside agencies	1,714,947	1,720,323	1,754,729	1,789,823	1,825,619	1,862,132
Property & Liability Insurance	841,058	909,805	927,776	946,103	964,793	983,854
All other General City	659,292	1,030,848	1,051,465	1,072,496	1,093,945	1,115,824
	55,241,823	57,955,306	60,704,725	63,624,603	67,020,419	70,918,388
Education	89,473,852	95,680,898	97,594,516	99,546,406	101,537,334	103,568,081
	144,715,675	153,636,204	158,299,241	163,171,009	168,557,753	174,486,469
<b>Current Levy Needed</b>	<b>75,639,428</b>	<b>83,785,385</b>	<b>89,216,759</b>	<b>92,711,128</b>	<b>97,057,935</b>	<b>101,791,211</b>
Collectable Grand List	1,807,807,526	2,540,413,675	2,578,519,880	2,617,197,678	2,656,455,643	2,696,302,478
Mill Rate	41.85	32.99	34.60	35.43	36.54	37.76
Change in Mill Rate	0.02	-8.86	1.61	0.83	1.11	1.22
% Change in Mill Rate	0.05%	-21.18%	3.85%	2.52%	3.21%	3.44%

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 Greenville 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 City is working with its local legislators to maximize the school construction grant reimbursement rates for these projects. The net cost of these projects is projected to cost several million dollars less than the costs to repair the existing elementary 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:
  - Occum Industrial Park
  - Former Hale Mill – hotel development in Yantic.
  - 77-91 Main Street renovation – addition of residential units and commercial space in downtown.
  - Former Mr. Bigs - Eighth Street cannabis cultivation facility in Greenville.
  - 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 yield 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. Most City and NPS bargaining units have migrated from more costly PPO and HMO plans over to High Deductible Health Plans with Health Savings Accounts. In addition, the City has aggressively negotiated lower fees, prescription costs, and stop-loss insurance premiums.

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 over \$200 million and will be financed with Connecticut Clean Water Fund grants and loans. This project was started in Spring 2024.
- Public Safety – The 2021 McGrath Fire Services Study made recommendations for dispatch, communications, and fire apparatus replacement and improvements.
- Police headquarters – The City will likely put forward another referendum item in the near future for the voters’ consideration.

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 CITY BUDGET  
PURSUANT TO CHAPTER 7 OF NORWICH CITY CHARTER**

TIMEFRAME	EVENT	AGENDA
<b>November 2023</b>	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.
<b>Late December 2023</b>	Initial budget requests due	Department heads and outside agencies return their written requests, Finance Department coordinates process.
<b>January 2024</b>	City Council goal setting session	City Manager organizes goal setting session with City Council members
<b>February 2024</b>	Revenue projected	Comptroller calculates State revenue projections.
<b>February 2024</b>	Budget meetings on proposed requests	City Manager and Comptroller meet with department heads and outside agencies on proposed budget requests.
<b>March 2024</b>	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.
<b>1st Monday in April 2024</b>	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.
<b>April 2024</b>	Council meets with department heads and outside agencies	City Manager and staff present revenues, requests and recommendations to Council.
<b>Prior to third Monday in April 2024</b>	First public hearing	The purpose of the budget hearing is to listen to citizens' testimony on the City Manager's budget.
<b>By 2nd Monday in May 2024</b>	Council shall act on proposed budget	The Council acts initially on the City Manager's proposed budget.
<b>Prior to third Monday in May 2024</b>	Second public hearing	The purpose is to listen to citizens' input on proposed budget.
<b>No later than 2nd Monday in June 2024</b>	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.
<b>July 1, 2024 - June 30, 2025</b>	Budget implementation	Comptroller oversees revenues and expenditures according to the budget established by Council.
<b>July 2025</b>	Audit of fiscal year records	The final step is a certified audit of the previous fiscal year.

## General City Information

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### Form of Government

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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

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#### *History*

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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 seven elementary schools, two middle schools, and a transition academy for special education students aged 18-22. Four of the seven elementary schools include a total of fifteen preschool classes. 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*

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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*

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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*

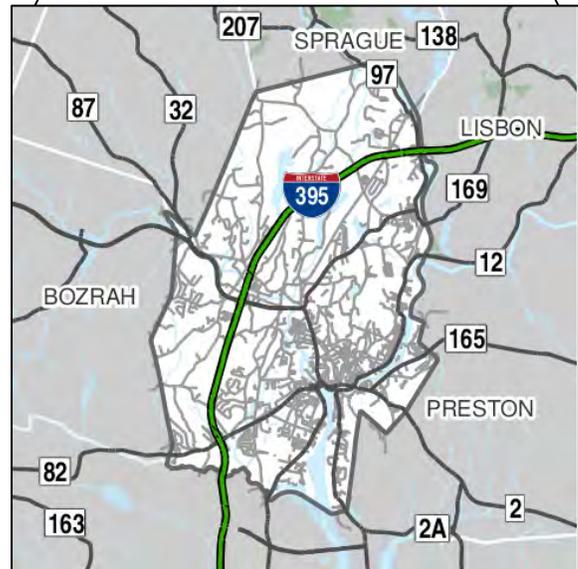
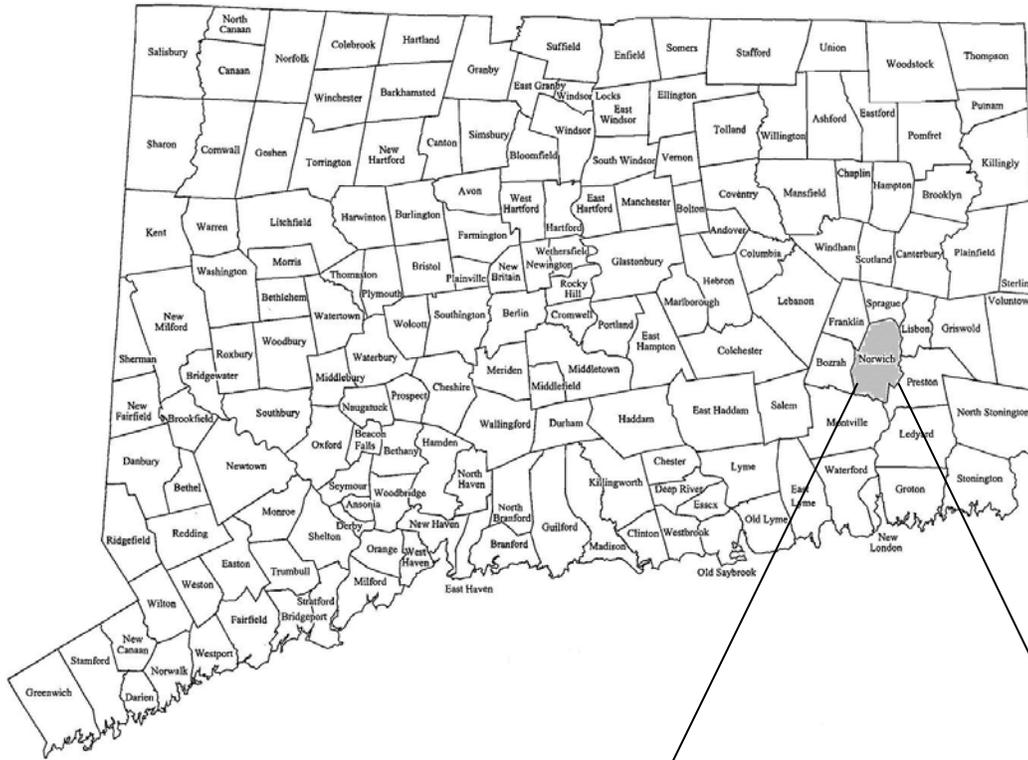
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The City has the 350-acre Mohegan Park in the heart of the city. Facilities at Mohegan Park include a beach, hiking trails, rose gardens, picnic areas and two children's playgrounds. The City has several other parks, playgrounds, and recreation fields, 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*

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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
2018	39,136	3,572,665	5,005	535,025
2019	38,768	3,565,287	5,009	530,612
2020	38,768	3,612,501	4,728	527,829
2021	40,014	3,605,597	4,773	513,615
2022	40,009	3,626,205	5,092	513,079

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	8,716	21.8%	837,510	23.1%
20 - 34	8,589	21.4%	694,017	19.1%
35 - 44	4,918	12.3%	460,313	12.7%
45 - 54	4,508	11.3%	455,401	12.6%
55 - 64	5,553	13.9%	515,252	14.2%
65 - 74	4,746	11.9%	381,828	10.5%
75 and over	3,024	7.6%	281,884	7.8%
Total	40,054	100.0%	3,626,205	100.0%

Source: US Census ACS 2022 S0101

### 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	2,725

Source: July 2023 State of Connecticut Municipal Fiscal Indicators; Norwich annual financial reports

### Principal Taxpayers

Name	Nature of Business	Net Taxable Valuation as of 10/1/23
Computer Science Corporation	Computer Products & Services	\$27,150,060
NorwichTown Commons	Shopping Center	20,393,860
Bob's Discount Furniture	Distribution Center	16,269,040
Hills LLC	Apartment Complex	13,782,000
Connecticut Light & Power	Energy	13,643,240
Elk Thamesview LLC	Apartment Complex	13,506,530
US Foods	Food Distribution	11,918,910
Norwich Realty Associates, LLC	Real Estate	11,244,220
Plaza Enterprises	Shopping Center	11,156,840
Nordson EFD LLC	Plastic Products Manufacturing	10,830,250
		\$149,894,950

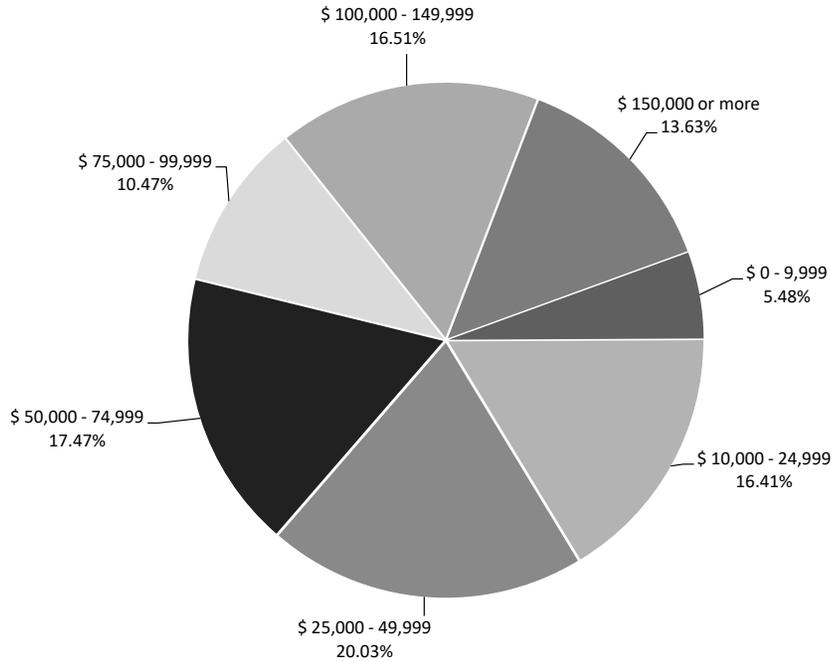
Source: Norwich Assessor

### Top Employers

Name	Nature of Business	# of FTE Employees
William W. Backus Hospital	Medical Center	1,895
City of Norwich (incl. NPU & BOE)	Municipality	1,174
State of Connecticut	All State Agencies	944
US Foods	Food Distribution	300
United Community & Family Services	Healthcare & Community Services	276
Nordson EFD LLC	Plastic Products Manufacturing	270
Bob's Discount Furniture	Distribution Center	250
Norwich Free Academy	Quasi-private high school	245
The American Group	Ambulance Service and Other Operations	219
Shop Rite	Grocery	180

Source: July 2023 survey by Norwich Community Development Corporation. Some companies did not respond.

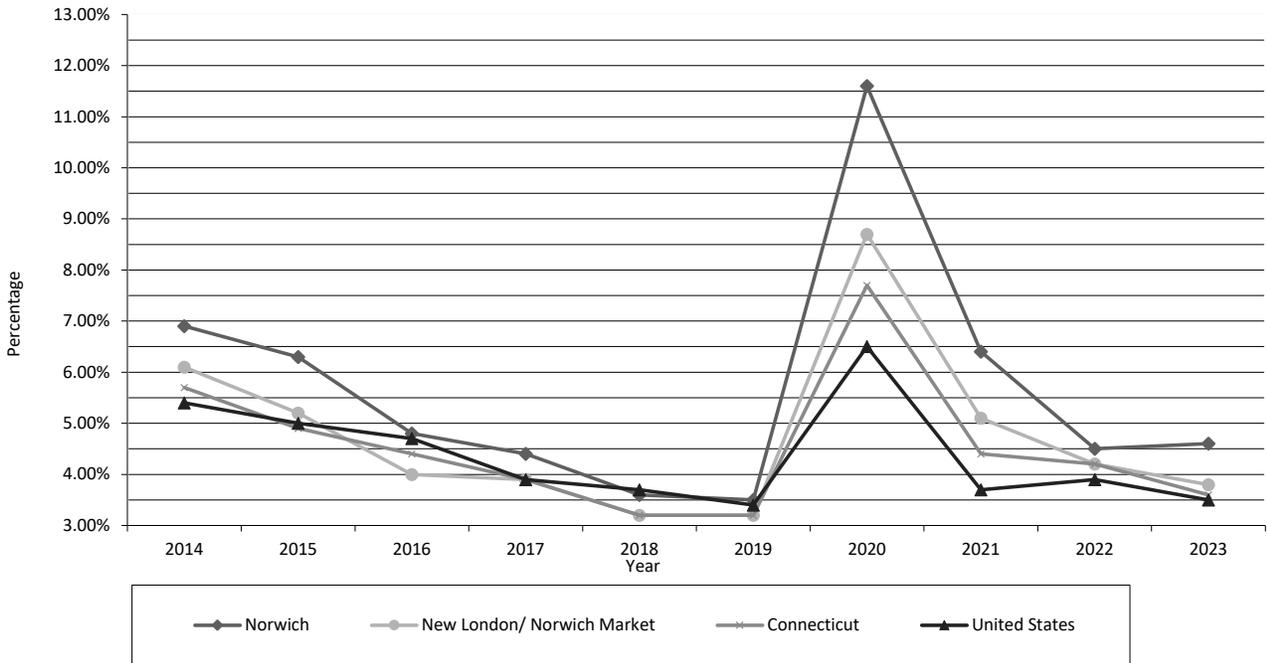
### City of Norwich Household Income Distribution



Source: U.S. Department of Commerce, Bureau of Census, 2022 American Community Survey 5-Year Estimates (DP03)

### Unemployment Percentages

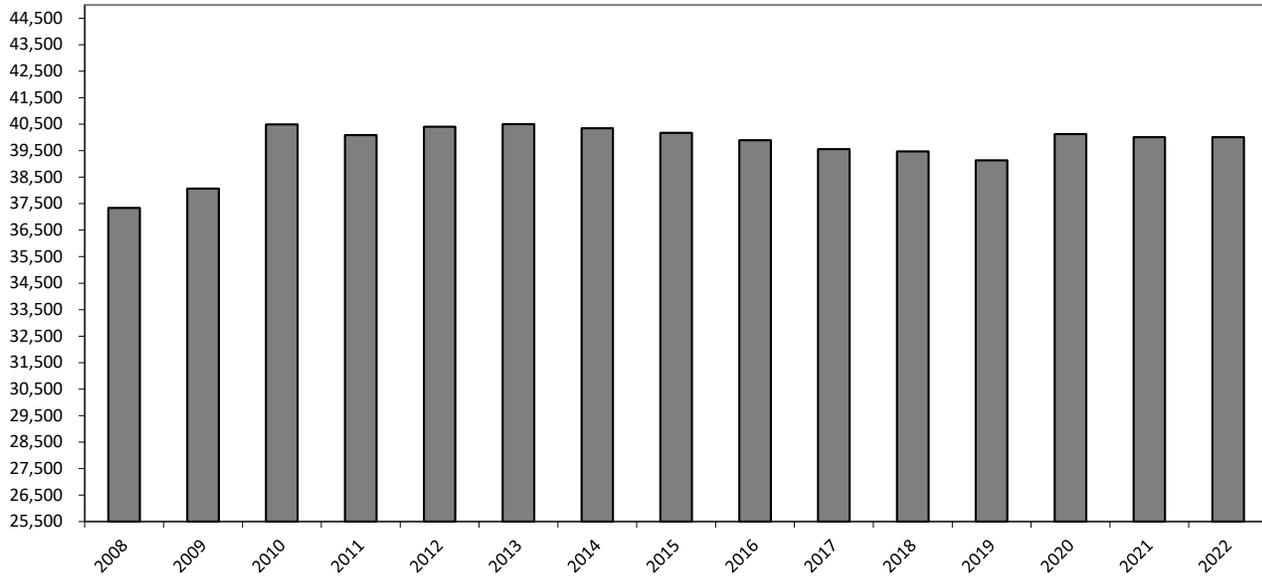
As of December 31st of each year



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

## Norwich Population History - Last 15 Years

For 2021, Norwich's population was the 25th highest of the 169 Connecticut towns and cities. Norwich's population density is 1,425.9 per square mile compared to the statewide average of 744.6.



Source: State of Connecticut Department of Public Health

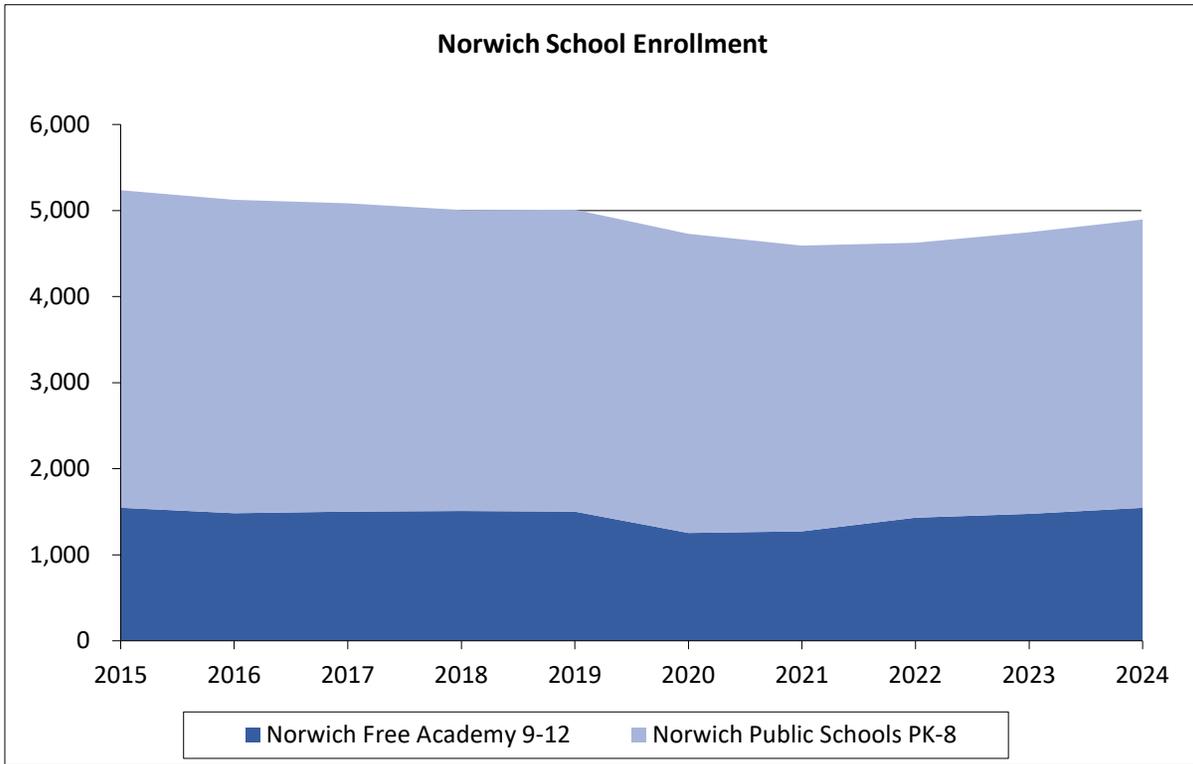
## Norwich Births



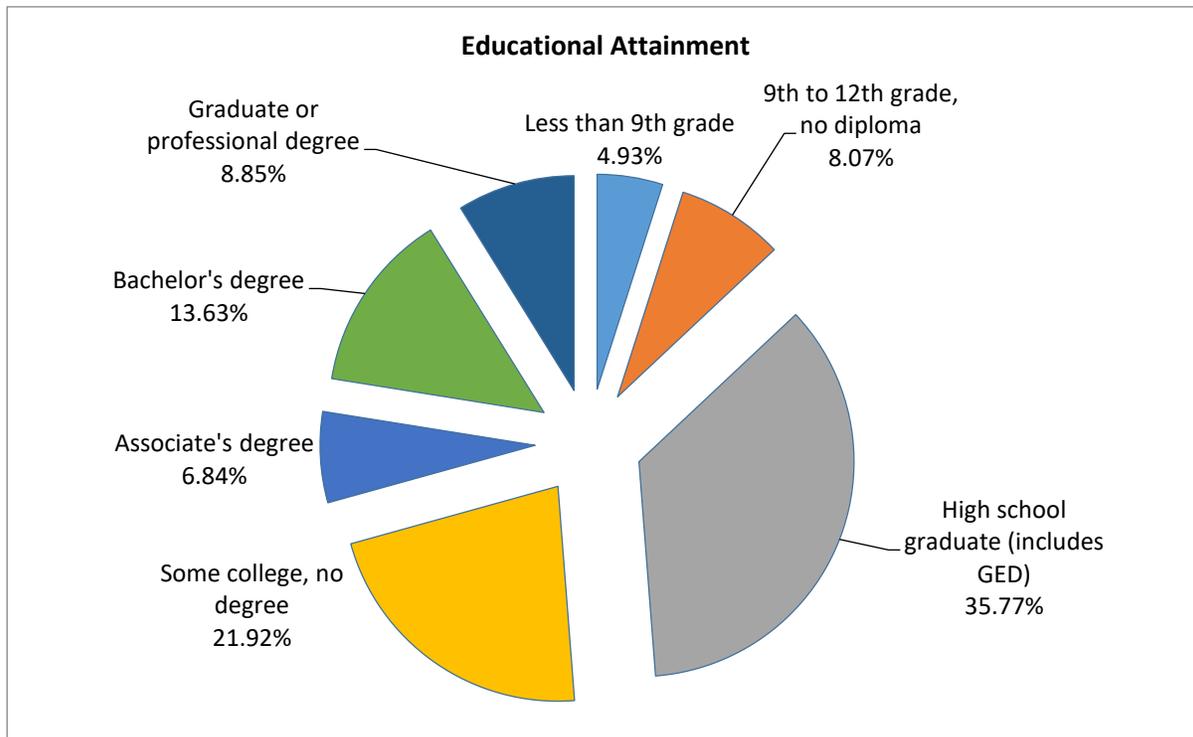
Source: Norwich City Clerk

## 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.

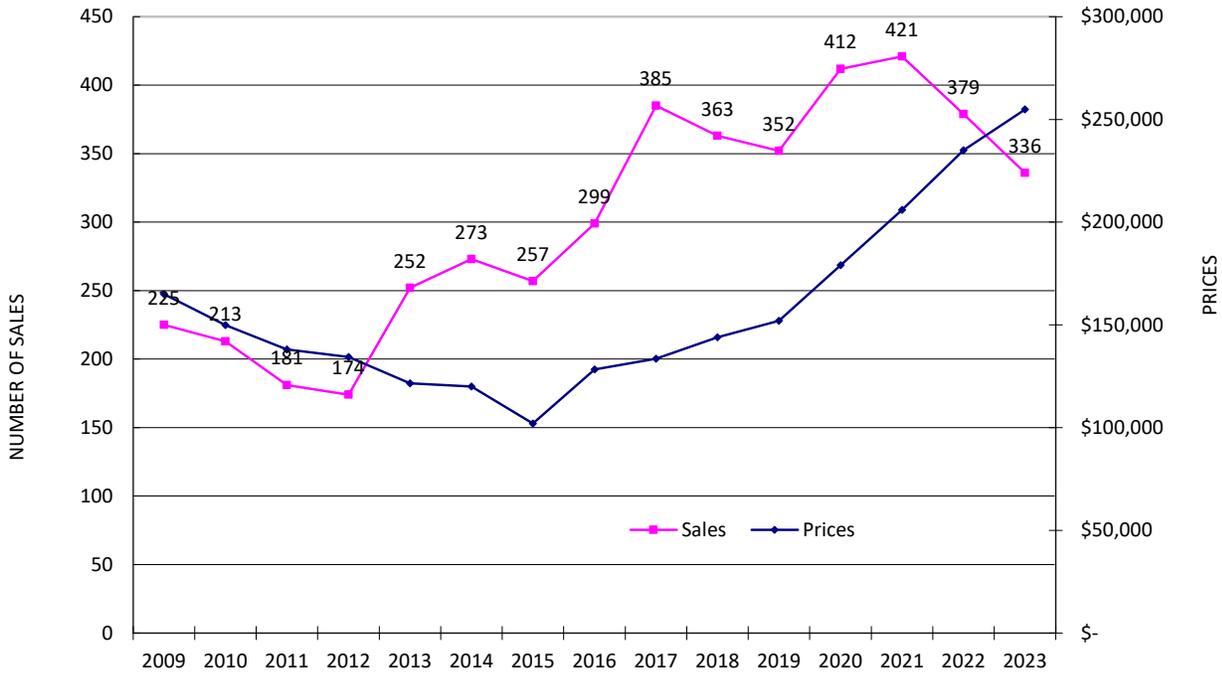


Source: Norwich Public Schools

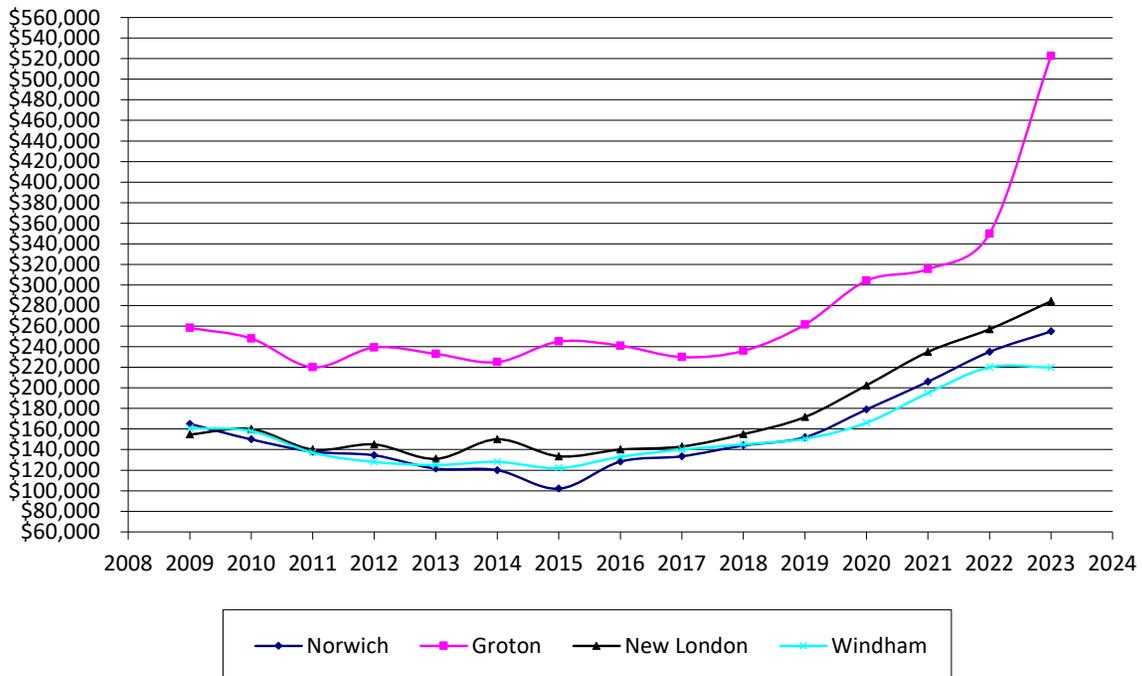


Source: 2022 American Community Survey 5-Year Estimates (DP02)

**Housing Sales and Median Prices Norwich - Calendar Year**



**Comparable Communities Median Sales Price - Calendar Year**



Source: Eastern Connecticut Realtors Association Website

## City Officials

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### Elected City Officials & NPU Commissioners

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	<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	12/2/25
Mark Bettencourt (D)	2 Years	12/2/25
Stacy L. Gould (R)	2 Years	12/2/25
Sheila Hayes (D)	2 Years	12/2/25
William L. Nash (R)	2 Years	12/2/25
Swarnjit Bhatia Singh (D)	2 Years	12/2/25

### *Board of Education*

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Mark Kulos, Chairperson (D)	2 Years	12/2/25
John Iovino, Vice Chairperson (D)	2 Years	12/2/25
Carline Charmelus, Secretary (D)	2 Years	12/2/25
Christine Distasio (R)	2 Years	12/2/25
Heather Fowler (R)	2 Years	12/2/25
Christopher Milton (R)	2 Years	12/2/25
Ella Myles (D)	2 Years	12/2/25
Gregory Perry (D)	2 Years	12/2/25
Kevin Saythany (D)	2 Years	12/2/25

### *Treasurer*

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Robert Buckley (R)	2 Years	12/2/25
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### *Registrar of Voters*

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Cate Larkin (D)	4 Years	1/8/25
Dianne Slopak (R) *	4 Years	1/8/25

### *Appointed NPU Commissioners*

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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	3/1/29
William Warzecha (D)	5 Years	3/1/26

\* Dianne Slopak is finishing the term previously filled by Cheryl Stover. Cheryl resigned on March 8, 2024.

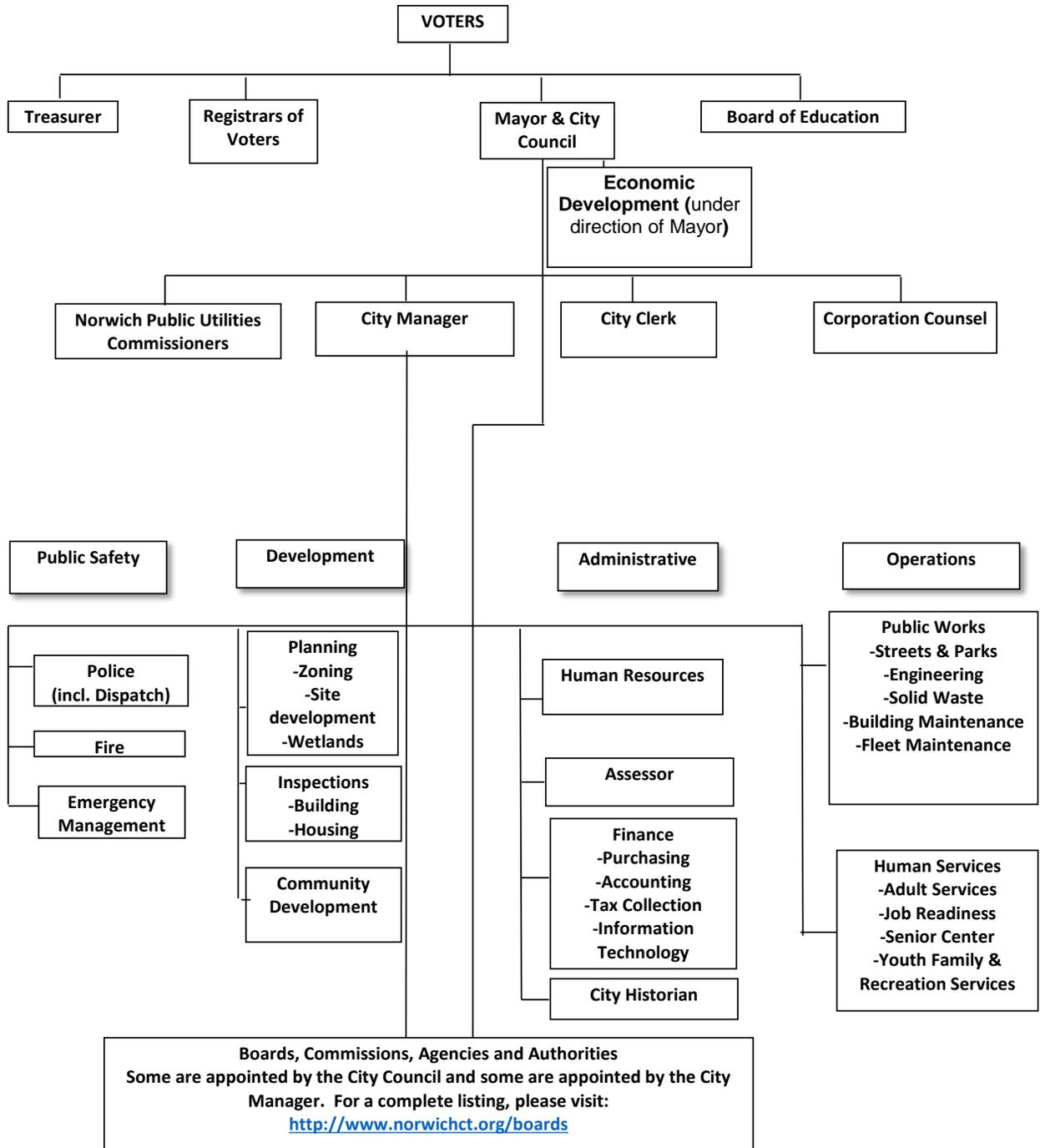
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## Directory of City Administrative Officials

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<b>Title</b>	<b>Name</b>	<b>Phone Number</b>
<b>City Manager</b>	John Salomone	(860) 823-3750
<b>Assessor</b>	William Lee	(860) 823-3722
<b>Building Inspector</b>	Daniel Coley	(860) 823-3775
<b>City Clerk</b>	Roseanne Muscarella	(860) 823-3734
<b>City Planner</b>	Deanna Rhodes	(860) 823-3767
<b>Collector of Taxes &amp; Revenues</b>	Karlene Deal	(860) 823-3760
<b>Comptroller</b>	Joshua A. Pothier	(860) 823-3720
<b>Deputy Comptroller</b>	Orla McKiernan	(860) 823-3813
<b>Corporation Counsel</b>	Michael E. Driscoll	(860) 889-3321
<b>Emergency Management Director</b>	Tracy Montoya	(860) 892-6080
<b>Engineer</b>	Brian Long	(860) 823-3798
<b>Fire Chief, Norwich (CCD)</b>	Tracy Montoya	(860) 892-6080
<b>Fire Chief, East Great Plain VFD</b>	Robert Drozynski	(860) 886-0392
<b>Fire Chief, Laurel Hill VFD</b>	Aaron Westervelt	(860) 892-1973
<b>Fire Chief, Occum VFD</b>	Scott Eggert	(860) 822-8285
<b>Fire Chief, Taftville VFD</b>	Timothy Jencks	(860) 887-6676
<b>Fire Chief, Yantic VFD</b>	B.J. Herz	(860) 887-2221
<b>Health Director</b>	Patrick McCormack, MPH	(860) 823-1189
<b>Housing Authority Director</b>	Jeffrey Arn	(860) 887-1605
<b>Human Resources Director</b>	Robert Scalise	(860) 823-3786
<b>Human Services Director</b>	Kate Milde	(860) 823-3778
<b>Information Technology Manager</b>	Raymond LaRose	(860) 859-4404
<b>Police Chief</b>	Patrick Daley	(860) 886-5561
<b>Public Utilities Manager</b>	Chris LaRose	(860) 887-2555
<b>Public Works Director</b>	Patrick McLaughlin	(860) 823-3789
<b>Purchasing Agent</b>	Robert Castronova	(860) 823-3706
<b>Senior Center Manager</b>	Michael Wolak	(860) 889-5960
<b>Superintendent of Schools, Acting</b>	Susan Lessard	(860) 823-6284
<b>Youth, Family &amp; Recreation Services Manager</b>	Erin Haggan	(860) 823-3782
<b>Zoning Enforcement Officer</b>	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	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	Yes	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					
Volunteer Firefighters' Relief		No			Public safety		
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, Director of Training & Safety, 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

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### 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 1<sup>st</sup> 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*

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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 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 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.

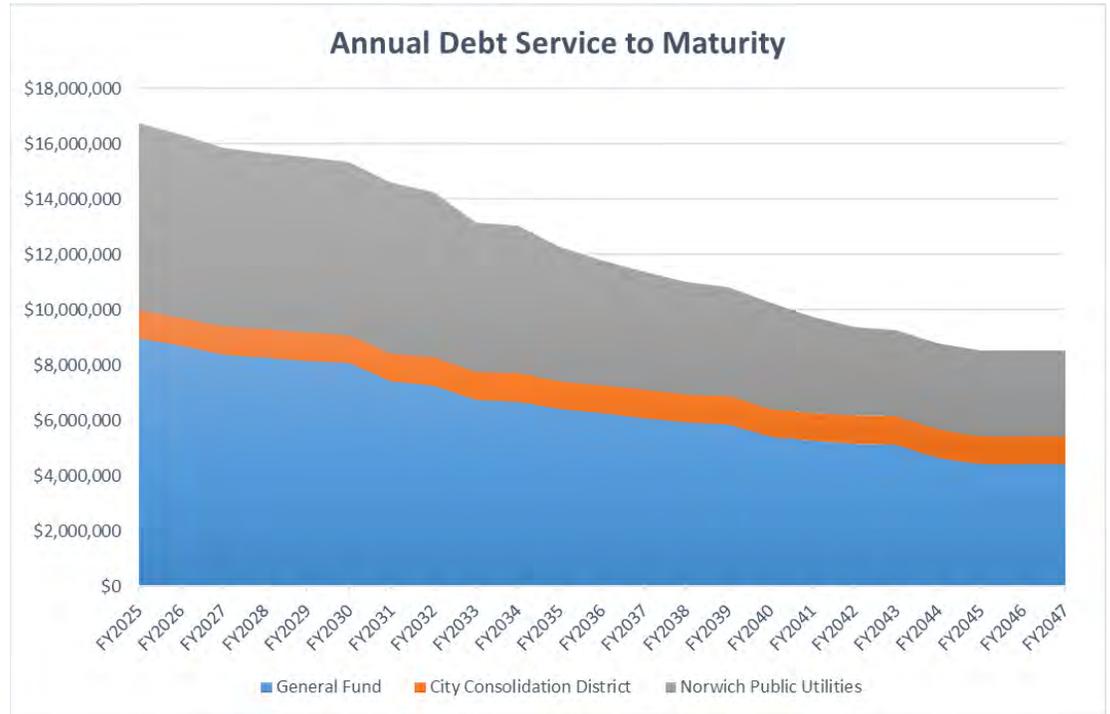
### Debt

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.



**1 Amortization of existing leases, notes, loans and bonds. For the CCD, the only debt service is for its portion of the Pension Obligation Bonds.**

### 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, 2024.

Type of Debt	Multiple	Limitation	Total Indebtedness	Percent of Limit
<b>General Purpose</b>	2.25	204,878,250	26,339,368	12.86%
<b>Schools</b>	4.5	409,756,500	158,616,084	38.71%
<b>Sewers</b>	3.75	341,463,750	1,734,669	0.51%
<b>Urban Renewal</b>	3.25	295,935,250	1,647,325	0.56%
<b>Pension Deficit</b>	3	273,171,000	140,570,000	51.46%
<b>Overall Debt Limit</b>	7	637,399,000	328,907,446	51.60%

## 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. This statistic was 13.04% at June 30, 2023. It will decrease significantly for the year ending June 30, 2025 as a result of the real estate revaluation.
- 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
<b>Information from latest actuarial valuation</b>			
Date of valuation	7/1/2023	1/1/2024	7/1/2023
<b>Plan Members</b>			
Currently receiving benefits	693	513	472
Terminated vested members	50	-	-
No longer active	-	78	-
Active plan members	541	55	904
<b>Total</b>	<b>1,272</b>	<b>184</b>	<b>1,376</b>
<b>Funding Progress</b>			
Actuarial value of assets	\$363,374,336	\$4,237,932	\$33,830,768
Actuarial accrued liability	(385,373,938)	(7,054,876)	(69,684,365)
Unfunded accrued liability (UAL)	(\$21,999,602)	(\$2,816,944)	(\$35,853,597)
Funded ratio	94.3%	60.10%	48.50%
Covered payroll	\$47,209,952	N/A	\$66,576,910
UAL as a % of covered payroll	46.6%	N/A	53.85%
<b>Fiscal Year 2024-25 Information</b>			
Actuarially Determined Contribution	\$5,933,109	\$333,065	\$3,795,551
Debt Service on Pension Obligation Bonds	8,545,294	0	0
Transfer into/(from) Pension Reserve Fund	(347,799)	0	0
<b>Total</b>	<b>\$14,130,604</b>	<b>\$333,065</b>	<b>\$3,795,551</b>

### 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 ADC 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

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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

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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

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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 <sup>th</sup>	Unrestricted Fund Balance	Annual Expenditures and Encumbrances	Balance as % of Expenditures
<b>2023</b>	\$20,737,000	\$137,996,000	15.03%
<b>2022</b>	17,392,000	134,919,000	12.89%
<b>2021</b>	17,016,000	132,389,000	12.85%
<b>2020</b>	14,394,000	129,668,000	11.10%
<b>2019</b>	13,722,000	126,856,000	10.82%
<b>2018</b>	15,564,000	124,283,000	12.52%
<b>2017</b>	17,681,000	122,210,000	14.47%
<b>2016</b>	14,879,000	120,347,000	12.36%
<b>2015</b>	10,399,000	117,682,000	8.84%
<b>2014</b>	10,981,000	116,151,000	9.45%

## Accounting, Auditing and Financial Reporting

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### Annual audit

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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

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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 each year since 1993. The GFOA has awarded the city a “Distinguished Budget Presentation Award” for its budgets for each fiscal year since the fiscal year beginning July 1, 2000. 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.

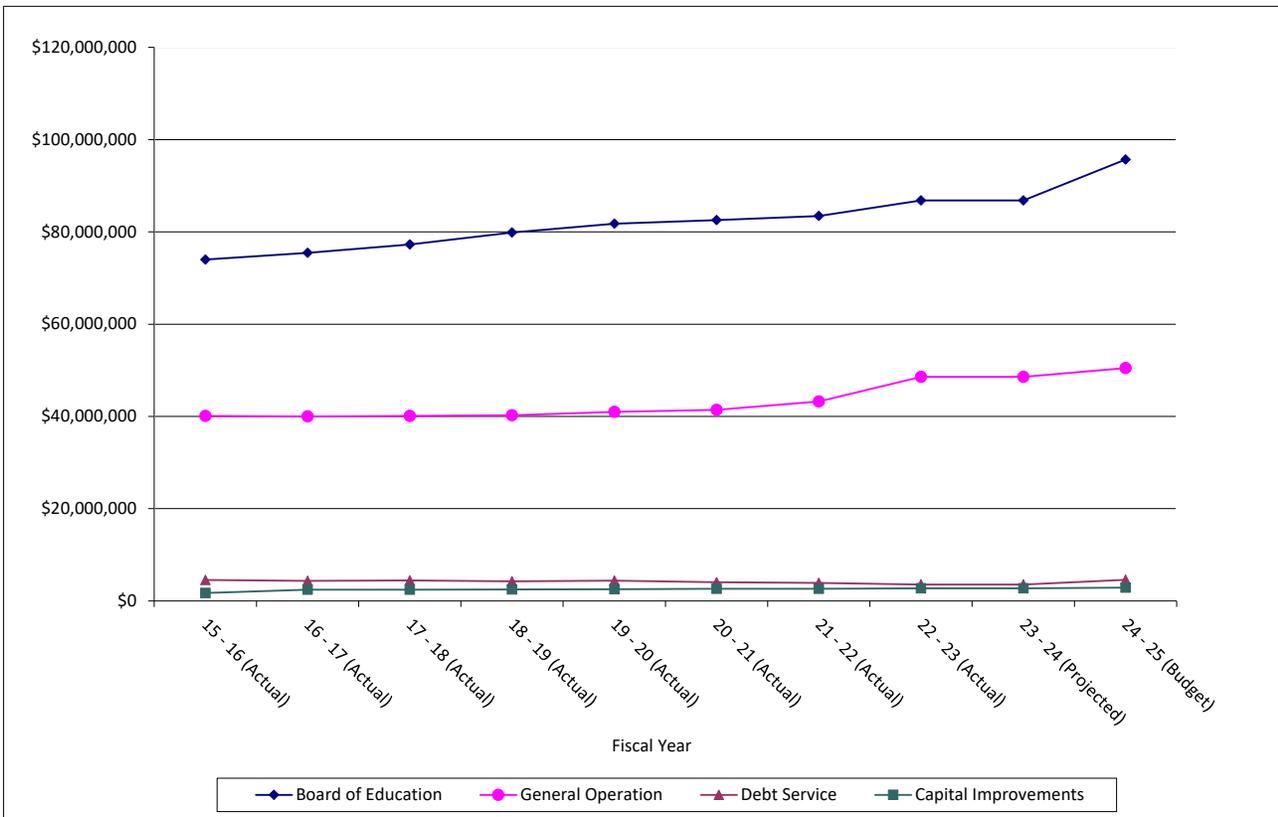
	General Fund	Town Consolidation District	City Consolidation District
<i>Calculation of Grand List, Personal Property and Real Estate</i>			
Personal Property	211,310,410	171,385,750	39,924,660
Real Estate	2,479,205,826	1,602,440,555	876,765,271
Gross Grand List, Personal Property and Real Estate	2,690,516,236	1,773,826,305	916,689,931
<i>Less: Exemptions, Credits, Etc.</i>			
Elderly Reimbursement	11,437,500	7,125,000	4,312,500
Veterans/ military exemptions	2,297,630	1,558,500	739,130
Disabled exemptions	1,017,000	648,000	369,000
Economic Dev & Mfg exemptions	78,994,242	68,480,560	10,513,682
Projected Certificates of Correction	9,000,000	5,000,000	4,000,000
Total Exemptions, Credits, Etc.	102,746,372	82,812,060	19,934,312
<i>Grand list, net of exemptions &amp; credits</i>	2,587,769,864	1,691,014,245	896,755,619
<i>Estimated Tax Collection Percentage</i>	98.17%	98.73%	95.57%
<i>Collectable Grand List, Personal Property and Real Estate</i>	2,540,413,675	1,669,538,364	857,029,345
<i>Taxes to be Levied:</i>			
General City	13,237,728		
Board of Education	63,291,955		
Capital Improvements	2,894,314		
Debt Service	4,361,388		
Fire Districts		420,244	4,459,732
Total Tax Levy, Personal Property and Real Estate	83,785,385	420,244	4,459,732
<i>Mill Rates Required:</i>			
General City	5.22		
Board of Education	24.91		
Capital Improvements	1.14		
Debt Service	1.72		
Town Consolidation District		0.26	
City Consolidation District			5.21
Total Mill Rates Required	32.99	0.26	5.21
Last Year's Mill Rate	41.85	0.37	6.79
Change	(8.86)	(0.11)	(1.58)
Percent Change	-21.17%	-29.73%	-23.27%

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

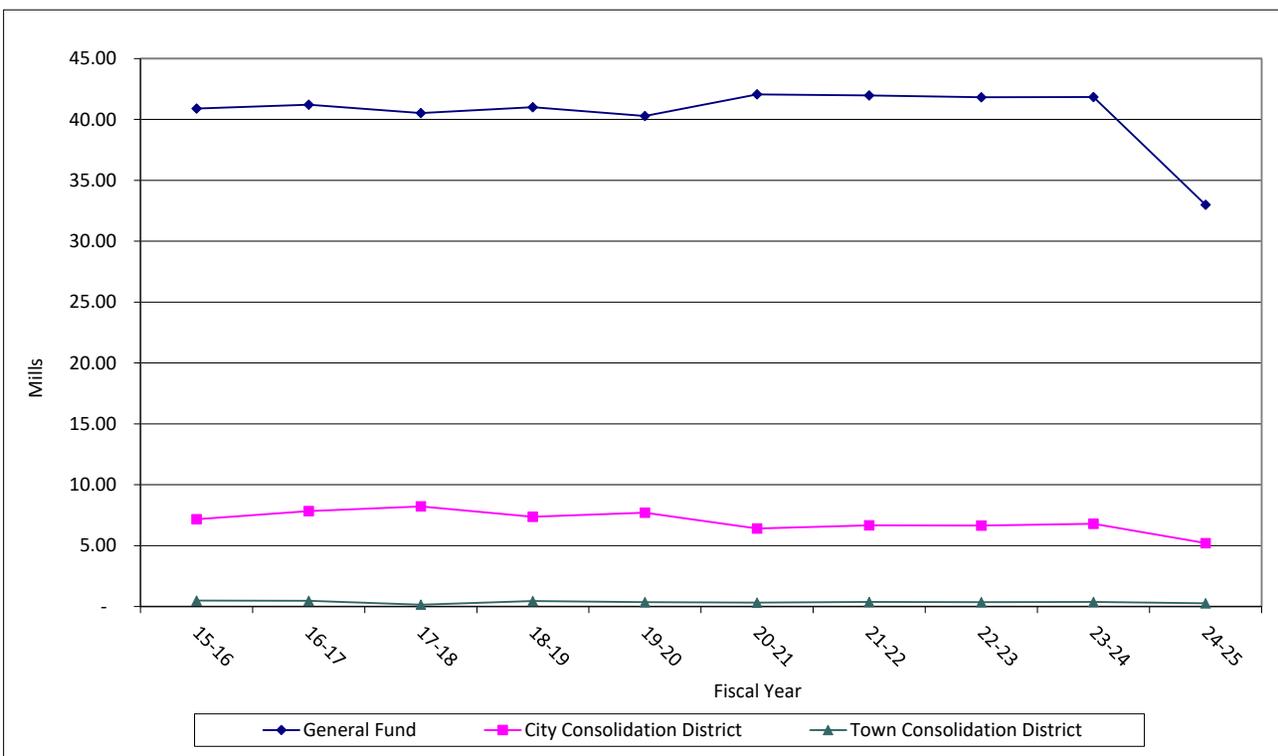
	<b>General Fund</b>	<b>Town Consolidation District</b>	<b>City Consolidation District</b>
Motor Vehicles - July Billing	270,840,489	170,991,169	99,849,320
Motor Vehicles - Estimated January Billing	32,000,000	19,000,000	13,000,000
Projected Certificates of Correction	(1,200,000)	(700,000)	(500,000)
<i>Less: Exemptions, Credits, Etc.</i>	(8,438,051)	(5,584,299)	(2,853,752)
<i>Grand list, net of exemptions &amp; credits</i>	<u>293,202,438</u>	<u>183,706,870</u>	<u>109,495,568</u>
<i>Estimated Tax Collection Percentage</i>	89.15%	92.89%	86.48%
<i>Collectable Grand List, Motor Vehicles</i>	<u>261,389,973</u>	<u>170,645,312</u>	<u>94,691,767</u>
Mill Rate Cap	32.20	0.26	0.26
Taxes on Motor Vehicles	8,416,757	44,368	24,620
GRAND TOTAL - COLLECTABLE GRAND LIST	2,801,803,648	1,840,183,676	951,721,112
GRAND TOTAL - CURRENT TAX LEVY	92,202,142	464,612	4,484,352

### Budget Graphs & Charts

#### General Fund Expenditures - Ten Year Comparison



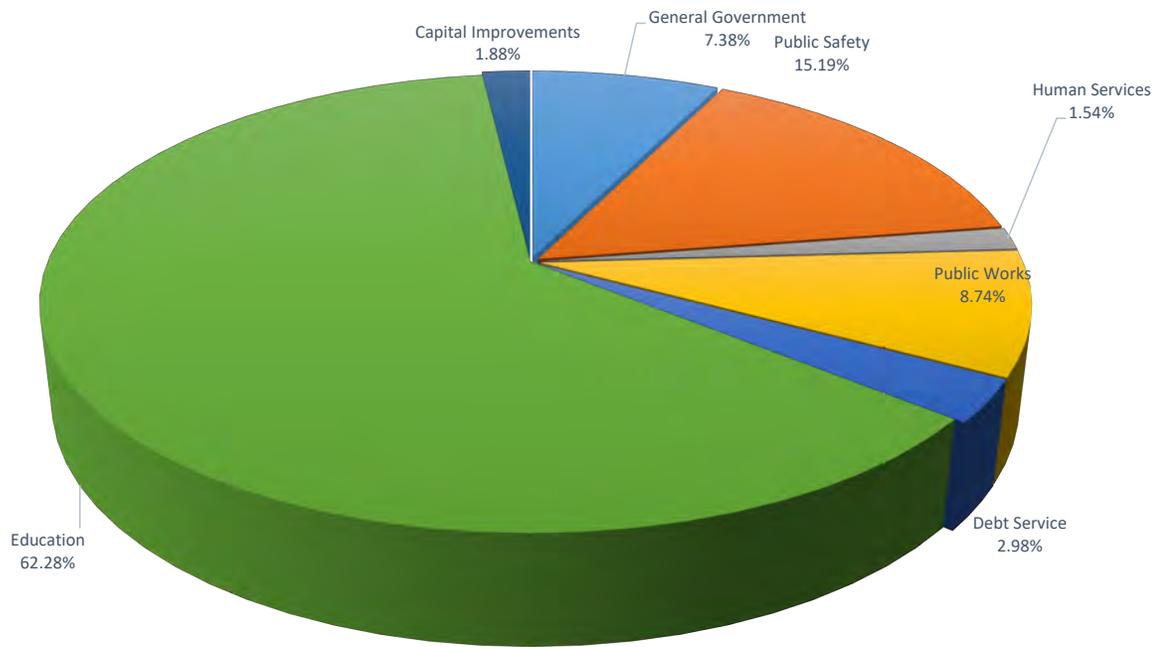
#### Mill Rates - Ten Year Comparison



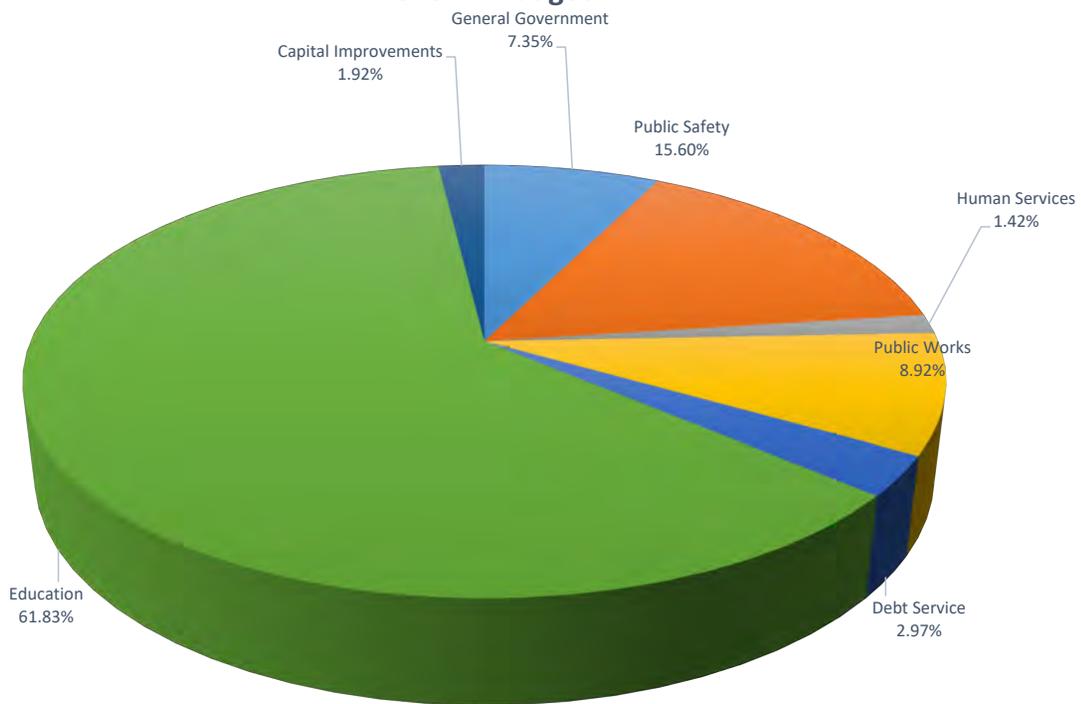
In fiscal year 2019-20, the 10/1/2018 grand list revaluation resulted in an increase in the net grand list of \$119 million to \$1.95 billion compared to 10/1/2017. In fiscal year 2024-25, the 10/1/2023 grand list revaluation resulted in an increase in the net grand list of \$700 million to \$2.8 billion compared to 10/1/2022.

The next revaluation will be for the 10/1/2028 grand list for fiscal year 2029-30.

### 2024-25 Budget

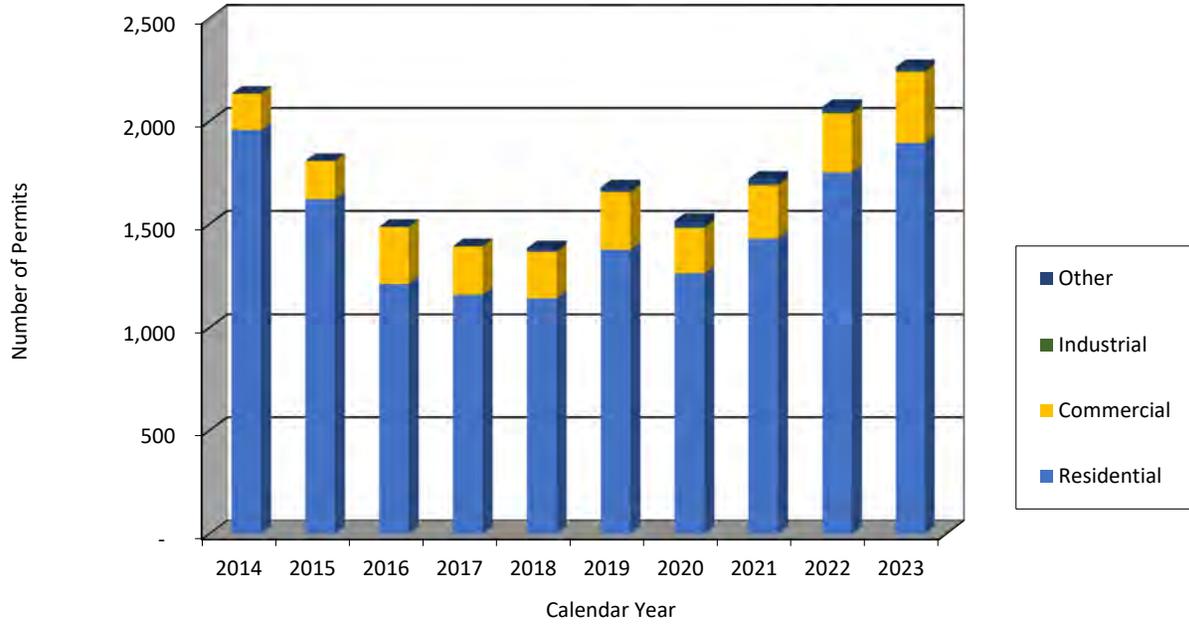


### 2023-24 Budget

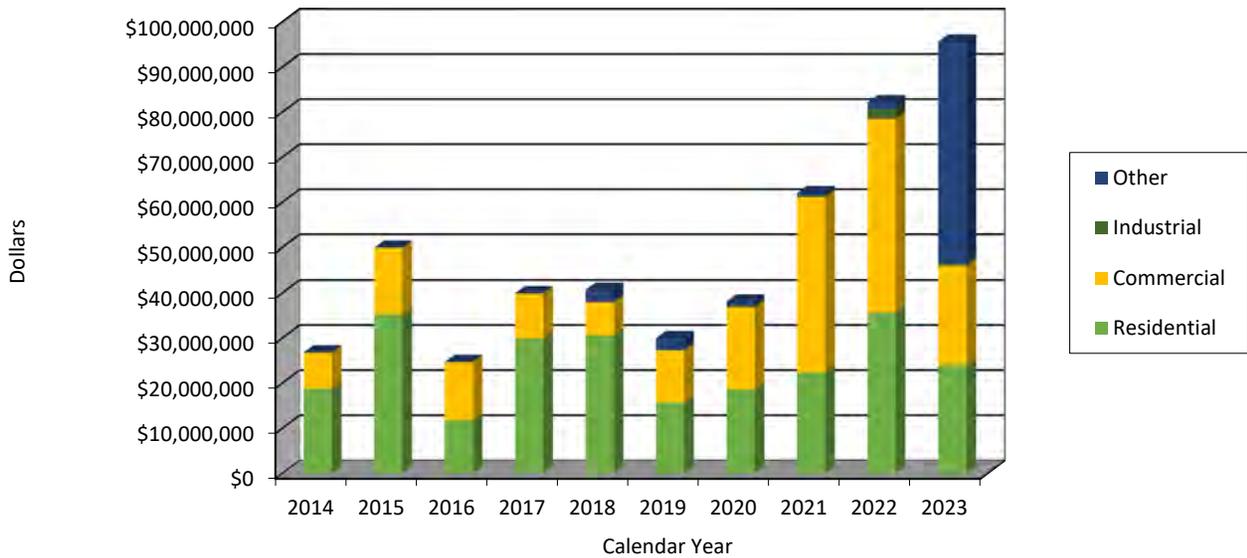


	2024-25 Budget	2023-24 Budget	Dollar Change	Percent Change
General Government	11,334,585	10,634,106	700,479	6.59%
Public Safety	23,336,407	22,571,358	765,049	3.39%
Human Services	2,371,623	2,058,298	313,325	15.22%
Public Works	13,434,109	12,908,927	525,182	4.07%
Debt Service	4,584,268	4,296,599	287,669	6.70%
Education	95,680,898	89,473,852	6,207,046	6.94%
Capital Improvements	2,894,314	2,772,535	121,779	4.39%
<b>Total</b>	<b>153,636,204</b>	<b>144,715,675</b>	<b>8,920,529</b>	<b>6.16%</b>

**Building Permits Issued by Category**



**Value of Building Permits by Category**

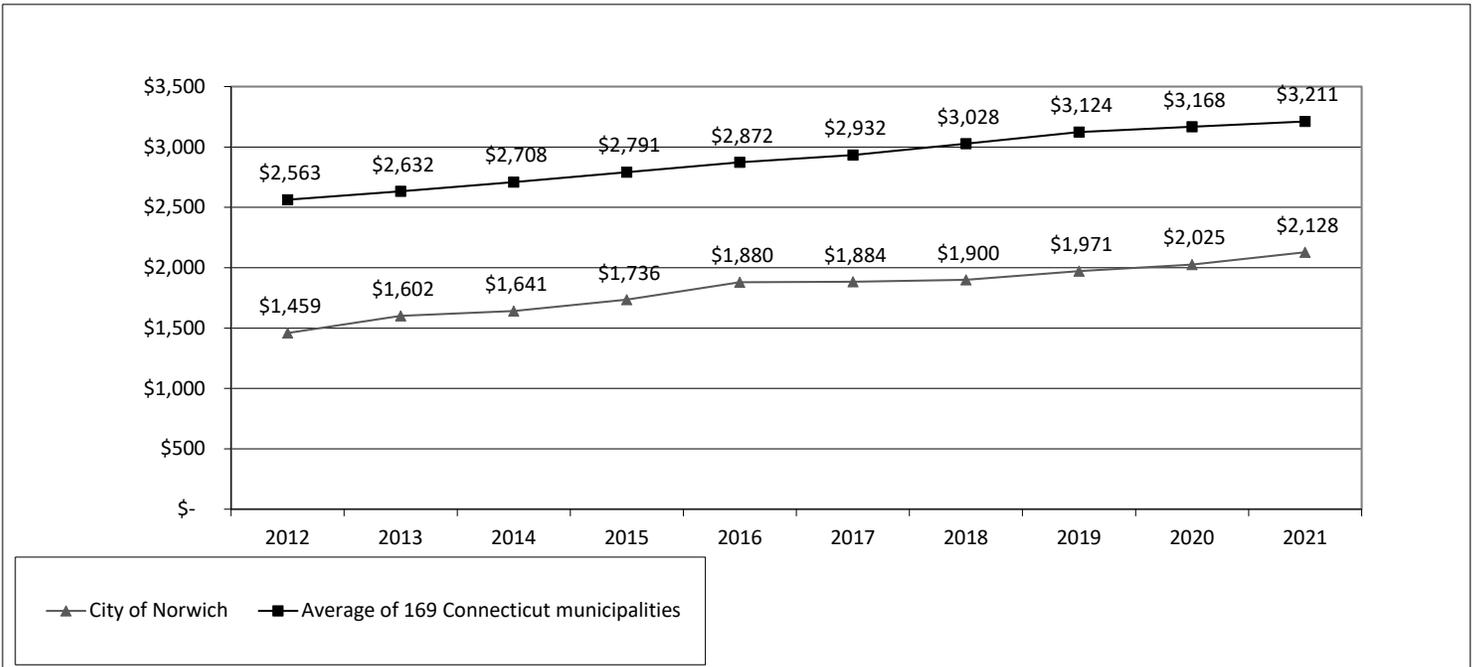


Property Tax on Residential Home in the City Consolidation District with a Market Value of \$233,100



Capital improvements	\$186	Taxes support the improvement and expansion of the city's infrastructure.
Fire	\$849	Taxes provide fire protection for residents.
Education	\$4,065	Taxes fund the Norwich Public School system.
Public Works	\$226	Taxes support maintenance of city roads, buildings, parks and vehicles and refuse and recycling collection.
General Government	\$317	Taxes support the administration of city services.
Debt Service	\$280	Taxes provide for the scheduled debt service payments from the city's long-term borrowings.
Police	\$307	Taxes provide police protection for residents.
<b>TOTAL TAX BILL:</b>	<b>\$6,230</b>	

Property Tax Revenue Per Capita



Source: State of Connecticut Office of Policy & Management's July 2023 Municipal Fiscal Indicators. The last available statistic for the Average of 169 Connecticut municipalities is for fiscal year 2021.

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

<b>Department</b>	<b>22-23</b>	<b>23-24</b>	<b>24-25</b>
<b>General Government</b>			
City Council	2.00	2.00	2.00
City Manager	2.00	2.00	2.00
Finance	13.00	13.00	13.00
Assessment	4.00	4.00	4.00
Treasurer	3.00	3.00	3.00
Human Resources	4.00	4.00	4.00
City Clerk	4.00	4.00	5.00
Planning & Neighborhood Services	9.00	9.00	10.00
Registrars of Voters	2.00	2.00	2.00
Police	91.00	91.00	91.00
Fire	58.68	59.68	59.68
Dispatch & Communications	9.00	10.00	11.00
Emergency Management	0.32	0.32	0.32
PW Street Maintenance	35.00	35.00	35.00
PW Engineering & Administration	7.00	7.00	7.00
PW Fleet Maintenance	7.00	8.00	8.00
PW Building Maintenance	9.00	9.00	9.00
PW Parking Maintenance	1.00	1.00	1.00
Senior Center	7.00	7.50	8.00
Youth, Family & Recreation Services	2.00	4.00	4.00
Human Services	3.00	4.50	5.00
Recreation	2.00	0.00	0.00
<b>Subtotal - General Government</b>	<b>275.00</b>	<b>280.00</b>	<b>284.00</b>
<b>Board of Education</b>	<b>461.02</b>	<b>492.60</b>	<b>463.50</b>
<b>Norwich Public Utilities</b>	<b>151.00</b>	<b>152.00</b>	<b>157.00</b>
<b>GRAND TOTALS</b>	<b>887.02</b>	<b>924.60</b>	<b>904.50</b>

\* 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 2024-25 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 2024-25

	General Fund	CCD	NPU	Interfund transfers	Program Fees	Grants	Total
<b>General Government</b>							
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	5.00						5.00
Planning & Neighborhood Services	10.00						10.00
Registrars of Voters	2.00						2.00
Police	91.00			1.50		6.00	98.50
Fire	11.68	48.00					59.68
Dispatch & Communications	11.00						11.00
Emergency Management	0.32						0.32
PW Street Maintenance	35.00						35.00
PW Engineering & Administration	7.00						7.00
PW Fleet Maintenance	8.00						8.00
PW Building Maintenance	9.00						9.00
PW Parking Maintenance	1.00						1.00
Senior Center	8.00						8.00
Youth, Family & Recreation Services	4.00				1.00	1.00	6.00
Human Services	5.00					2.00	7.00
Community Development	0.00					4.00	4.00
<b>Subtotal - General Government</b>	<b>236.00</b>	<b>48.00</b>	<b>0.00</b>	<b>1.50</b>	<b>1.00</b>	<b>13.00</b>	<b>299.50</b>
<b>Board of Education</b>							
Elementary Education	463.50					250.10	713.60
Food Services						0.50	0.50
Adult Education						3.00	3.00
<b>Subtotal - Board of Education</b>	<b>463.50</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>253.60</b>	<b>717.10</b>
<b>Norwich Public Utilities</b>			157.00				157.00
<b>GRAND TOTALS</b>	<b>699.50</b>	<b>48.00</b>	<b>157.00</b>	<b>1.50</b>	<b>1.00</b>	<b>266.60</b>	<b>1,173.60</b>

**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	11.00	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	59.40	7/1/2022	6/30/2025
United Public Service Employees Union, Connecticut Organization for Public Safety Division	City Police Officers	95.50	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	7/1/2023	6/30/2026
Norwich School Administrators Association	NPS Administrators	19.00	7/1/2022	6/30/2025
MEUI Local 506, SEIU, AFL-CIO	NPS Custodians	30.00	7/1/2023	6/30/2026
MEUI Local 506, SEIU, AFL-CIO	NPS Paraeducators	162.00	7/1/2021	6/30/2024
New England Health Care Employees Union District 1199, SEIU, AFL-CIO	NPS School Nurses	14.00	7/1/2020	6/30/2024
Norwich Educational Administrative Assistants, AFSCME Local 1303-190, Council 4	NPS Administrative Assistants	25.00	7/1/2022	6/30/2025
Norwich Teachers League	NPS Teachers	370.90	7/1/2023	6/30/2026
Supervisory Employees Association, Inc. AFSCME Local 818, Council 4	NPU Supervisory and Professional Employees	50.00	7/1/2022	6/30/2025
International Brotherhood of Electrical Workers Local 457, Norwich Unit	NPU Technical and clerical workers	102.00	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	96.20
	<u>1,174.60</u>

Total General Government Employees	300.50
Total Norwich Public Schools Employees	717.10
Total Norwich Public Utilities Employees	157.00
	<u>1,174.60</u>

Consolidated Debt Schedule

Description	Issue Date	Interest Rates	Original Debt	Outstanding at 7/1/2024	Principal	Interest	FY 2025 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
<b>Bonds</b>														
Series A, Tax-Exempt: Schools, Infrastructure, Gas Line Extensions	3/3/2015	3.0 - 4.0%	5,600,000	2,775,000	275,000	81,750	356,750	144,125	-	-	144,125	-	212,625	356,750
Series B, Taxable: Demolition, Revitalization	3/3/2015	2.0 - 3.0%	1,140,000	110,000	110,000	1,650	111,650	111,650	-	-	111,650	-	-	111,650
Series A, Tax-Exempt: Schools, Gas Line Extension, Infrastructure, Technology	3/1/2016	2.00 - 2.55%	6,300,000	3,390,000	360,000	80,438	440,438	260,800	-	-	260,800	-	179,638	440,438
Series B, Taxable: Demolition, Revitalization, Gas Line Extension	3/1/2016	2.00 - 3.00%	2,500,000	500,000	250,000	9,313	259,313	129,656	-	-	129,656	-	129,657	259,313
Series C, Partial Refunding of 2009 Series A	10/12/2016	1.75 - 4.00%	2,925,000	585,000	585,000	11,700	596,700	596,700	-	-	596,700	-	-	596,700
Series A, Tax-Exempt: Infrastructure, Gas Line Extensions, Fire Apparatus	3/10/2017	3.00 - 4.00%	4,450,000	2,875,000	225,000	106,100	331,100	183,124	-	-	183,124	-	147,976	331,100
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: Gas Line Extensions	3/10/2017	1.00 - 3.90%	1,000,000	650,000	50,000	22,700	72,700	-	-	-	-	-	72,700	72,700
Series A, Tax-Exempt: Public safety equipment, Infrastructure, Gas Line Extensions, Technology	12/6/2018	3.00 - 5.00%	7,970,000	6,300,000	420,000	235,725	655,725	655,725	-	-	655,725	-	-	655,725
Series A, Tax-Exempt: Gas Line Extensions, Technology, Infrastructure, Public Safety Equipment	12/5/2019	2.00 - 5.00%	3,575,000	3,020,000	185,000	73,905	258,905	183,821	-	-	183,821	-	75,084	258,905
Series A, Tax-Exempt: Infrastructure, Public Safety Equipmnet, Revitalization	10/28/2020	2.0 - 3.0%	1,205,000	1,020,000	60,000	22,275	82,275	82,275	-	-	82,275	-	-	82,275
Series B, Taxable refunding of 2011 Series A and 2014 Series A	10/28/2020	0.39% - 2.17%	15,920,000	10,590,000	1,220,000	152,785	1,372,785	818,381	-	-	818,381	-	554,404	1,372,785
Pension Obligation Bonds	2/25/2022	1.38% - 3.64%	145,000,000	136,370,000	4,275,000	4,270,294	8,545,294	-	3,844,577	556,961	4,401,538	1,018,441	3,125,315	8,545,294
Series A, Tax-Exempt: Schools, Infrastructure	12/29/2022	4.00 - 5.00%	9,200,000	8,740,000	460,000	379,500	839,500	839,500	-	-	839,500	-	-	839,500
Series A, Tax-Exempt: Schools, Infrastructure	12/14/2023	4.00%	5,000,000	5,000,000	250,000	221,111	471,111	471,111	-	-	471,111	-	-	471,111
Subtotal-Bonds				184,750,000	8,725,000	5,776,645	14,501,646	4,584,268	3,844,577	556,961	8,985,806	1,018,441	4,497,399	14,501,646

Consolidated Debt Schedule

Description	Issue Date	Interest Rates	Original Debt	Outstanding at 7/1/2024	Principal	Interest	FY 2025 Debt Service	Source of Funding for Debt Service						GRAND TOTAL	
								General Government	General Government- Included in Fringe Benefits	Board of Education	Total General Fund	City Consolidation District	Norwich Public Utilities		
<b>Notes</b>															
CT CWF NOTES 495-C WWTP Digester	6/1/2013	2.00%	5,747,554	2,529,417	297,312	48,354	345,666	-	-	-	-	-	-	345,666	345,666
CT CWF 625-D WWTP Design	12/31/2012	2.00%	1,864,518	780,371	97,417	14,718	112,135	-	-	-	-	-	-	112,135	112,135
CT CWF 625-D1 WWTP Design	5/31/2015	2.00%	2,510,422	1,176,784	146,903	22,194	169,097	-	-	-	-	-	-	169,097	169,097
DWSRF 200801-C Business Park Tank Painting & Rehab	6/30/2009	2.27%	450,000	110,625	22,500	2,277	24,777	-	-	-	-	-	-	24,777	24,777
DWSRF 2010-8005 Brown/Fitch Hill Tank Rehab	3/31/2010	2.06%	144,728	39,802	7,236	752	7,988	-	-	-	-	-	-	7,988	7,988
DWSRF 2010-8006 Fairview Tank Rehab	3/31/2010	2.06%	326,250	97,873	16,313	1,862	18,175	-	-	-	-	-	-	18,175	18,175
DWSRF 2011-7005 Deep River Pumps, Drives, Tank Design	4/30/2014	2.00%	160,285	72,201	8,664	1,365	10,029	-	-	-	-	-	-	10,029	10,029
DWSRF 2011-7006 Deep River Transmission Main Design	4/30/2014	2.00%	147,989	64,401	8,222	1,213	9,435	-	-	-	-	-	-	9,435	9,435
DWSRF 2014-7027 Stony Brook DAF/Tank/Transmission Main North & South	6/30/2015	2.00%	505,762	265,525	25,288	5,079	30,367	-	-	-	-	-	-	30,367	30,367
DWSRF 2014-7036 Deep River Pumps, Drives, Tank Construction	5/31/2016	2.00%	4,051,579	2,312,776	202,579	44,399	246,978	-	-	-	-	-	-	246,978	246,978
DWSRF 2015-7037 Royal Oaks Water Main Extension	10/31/2016	2.00%	1,528,016	870,119	84,890	16,624	101,514	-	-	-	-	-	-	101,514	101,514
DWSRF 2017-7056 Mohegan Park Tank	2/28/2019	2.00%	2,869,392	2,067,344	134,755	36,945	171,700	-	-	-	-	-	-	171,700	171,700
DWSRF 2017-7072 Water AMI Meter	8/30/2019	2.00%	1,582,335	1,160,378	79,117	22,482	101,599	-	-	-	-	-	-	101,599	101,599
DWSRF 2019-7081 Stony Brook Transmission Main & Sprague Interconnect	11/30/2020	2.00%	2,413,669	1,930,936	120,683	37,512	158,195	-	-	-	-	-	-	158,195	158,195
DWSRF 2019-7069-2 Deep River Sand Filters & Occum Tank	12/31/2020	2.00%	2,477,090	1,981,672	123,855	38,498	162,353	-	-	-	-	-	-	162,353	162,353
CT CWF 707-PD Eastside CSO Planning & Design	2/26/2021	2.00%	1,655,000	1,372,271	82,750	26,687	109,437	-	-	-	-	-	-	109,437	109,437
CT CWF WWTP Design Upgrades	6/30/2024	2.00%	2,060,549	1,957,522	103,027	38,206	141,233	-	-	-	-	-	-	141,233	141,233
CT CWF WWTP Construction	TBD	TBD	TBD	TBD	1,154,698	457,068	1,611,766	-	-	-	-	-	-	1,611,766	1,611,766
DWSRF 2019-7077 Stony Brook DAF Construction	9/30/2023	2.00%	5,824,202	5,159,141	299,081	100,441	399,522	-	-	-	-	-	-	399,522	399,522
Countryside	3/31/2023	2.00%	130,976	119,515	6,549	2,330	8,879	-	-	-	-	-	-	8,879	8,879
Subtotal-Notes				24,068,674	3,021,837	919,006	3,940,845	-	-	-	-	-	-	3,940,845	3,940,845
<b>Other</b>															
GASB 87 Lease Amortization	various	various			64,525	15,220	79,745	-	-	-	-	-	-	79,745	79,745
GASB 96 Subscription-Based IT Arrangements	various	various			79,670	7,530	87,200	-	-	-	-	-	-	87,200	87,200
Cisco Systems	7/1/2020	3.05%	343,758	66,692	66,692	2,059	68,752	-	-	-	-	-	-	68,752	68,752
Interdivision loan	various	various				300,000	300,000	-	-	-	-	-	-	300,000	300,000
Customer deposits	various	various				60,000	60,000	-	-	-	-	-	-	60,000	60,000
Subtotal-Capital Leases				66,692	210,887	384,809	595,697	-	-	-	-	-	-	595,697	595,697
<b>GRAND TOTAL</b>				<b>208,885,366</b>	<b>11,957,724</b>	<b>7,080,460</b>	<b>19,038,188</b>	<b>4,584,268</b>	<b>3,844,577</b>	<b>556,961</b>	<b>8,985,806</b>	<b>1,018,441</b>	<b>9,033,941</b>	<b>19,038,188</b>	

Summary of All Funds Subject to Appropriation

	FYE 2023 - Actual				FYE 2024 - Projected				FYE 2025 - Budgeted			
	General	SRF	NPU	Total	General	SRF	NPU	Total	General	SRF	NPU	Total
<b>Revenues</b>												
Taxes	87,714,351	4,557,601	-	92,271,952	89,280,096	4,797,300	-	94,077,396	96,949,642	5,164,964	-	102,114,606
Licenses & Permits	1,182,028	-	-	1,182,028	1,093,750	-	-	1,093,750	1,042,400	-	-	1,042,400
Federal Grants	1,000,000	240,000	-	1,240,000	32,720	1,000,000	-	1,032,720	-	-	-	-
State Grants	41,828,096	636,326	-	42,464,422	44,499,431	-	-	44,499,431	42,990,592	775,774	-	43,766,366
Other Intergovernmental Revenue	168,576	-	-	168,576	179,378	-	-	179,378	171,000	-	-	171,000
Charges for Services	1,335,725	-	112,726,411	114,062,136	1,322,203	-	112,142,995	113,465,198	1,470,900	-	108,248,187	109,719,087
Fines & Assessments	255,807	-	-	255,807	279,500	-	-	279,500	264,200	-	-	264,200
Investment Earnings	1,699,319	9,283	64,996	1,773,598	2,800,000	13,000	44,340	2,857,340	2,400,000	11,000	416,797	2,827,797
Rents & Royalties	653,783	-	-	653,783	626,000	-	-	626,000	662,361	-	-	662,361
Other Revenues	197,949	-	-	197,949	260,598	-	-	260,598	258,903	-	-	258,903
Other Financing Sources	5,818,118	3,299,876	-	9,117,994	6,100,015	3,299,876	-	9,399,891	7,426,206	3,299,876	-	10,726,082
Total revenue	141,853,752	8,743,086	112,791,407	263,388,245	146,473,691	9,110,176	112,187,335	267,771,202	153,636,204	9,251,614	108,664,984	271,552,802
<b>Expenditures/ Expenses</b>												
City Council	420,277	-	-	420,277	472,996	-	-	472,996	545,757	-	-	545,757
City Manager	438,603	-	-	438,603	461,180	-	-	461,180	469,727	-	-	469,727
Finance	1,935,219	-	-	1,935,219	2,062,947	-	-	2,062,947	2,158,789	-	-	2,158,789
Assessment	496,825	-	-	496,825	575,836	-	-	575,836	587,541	-	-	587,541
Treasurer	307,382	-	-	307,382	382,248	-	-	382,248	331,200	-	-	331,200
Law	355,127	-	-	355,127	381,000	-	-	381,000	426,000	-	-	426,000
Human Resources	641,874	-	-	641,874	725,584	-	-	725,584	694,121	-	-	694,121
City Clerk	518,757	-	-	518,757	561,129	-	-	561,129	626,135	-	-	626,135
Planning & Neighborhood Services	1,240,701	-	-	1,240,701	1,427,180	-	-	1,427,180	1,515,493	-	-	1,515,493
Registrars of Voters	228,824	-	-	228,824	175,529	-	-	175,529	268,886	-	-	268,886
Police	18,192,451	-	-	18,192,451	19,216,092	-	-	19,216,092	18,229,236	-	-	18,229,236
Norwich Fire	2,352,546	-	-	2,352,546	2,445,074	-	-	2,445,074	2,645,999	-	-	2,645,999
Dispatch & Communications	-	-	-	-	-	-	-	-	1,627,437	-	-	1,627,437
Emergency Management	50,232	-	-	50,232	56,100	-	-	56,100	70,345	-	-	70,345
East Great Plain VFD	151,883	-	-	151,883	169,169	-	-	169,169	181,611	-	-	181,611
Laurel Hill VFD	74,773	-	-	74,773	94,772	-	-	94,772	93,106	-	-	93,106
Occum VFD	92,263	-	-	92,263	103,800	-	-	103,800	110,992	-	-	110,992
Taftville VFD	170,708	-	-	170,708	173,100	-	-	173,100	182,420	-	-	182,420
Yantic VFD	183,434	-	-	183,434	182,234	-	-	182,234	195,261	-	-	195,261
Public Works	12,142,898	-	-	12,142,898	12,779,478	-	-	12,779,478	13,434,109	-	-	13,434,109
Human Services	1,888,807	-	-	1,888,807	1,987,624	-	-	1,987,624	2,371,623	-	-	2,371,623
Education	86,803,758	-	-	86,803,758	92,286,654	-	-	92,286,654	95,680,898	-	-	95,680,898
Debt Service	3,558,554	-	2,633,013	6,191,567	4,296,599	-	2,494,714	6,791,313	4,584,268	-	3,121,757	7,706,025
Miscellaneous	5,596,836	-	-	5,596,836	6,066,746	-	-	6,066,746	6,605,250	-	-	6,605,250
City Consolidation District	-	8,135,109	-	8,135,109	-	8,581,800	-	8,581,800	-	8,711,885	-	8,711,885
Town Consolidation District	-	487,248	-	487,248	-	518,378	-	518,378	-	539,729	-	539,729
Gas, Water, Electric & Sewer	-	-	104,623,749	104,623,749	-	-	98,714,275	98,714,275	-	-	95,606,005	95,606,005
Total expenditures/expenses	137,842,732	8,622,357	107,256,762	253,721,851	147,083,071	9,100,178	101,208,989	257,392,238	153,636,204	9,251,614	98,727,762	261,615,580
Other financing uses	-	-	8,577,656	8,577,656	-	-	9,113,760	9,113,760	-	-	10,317,802	10,317,802
Transfer to Nonlapsing BOE Fund	-	-	-	-	-	-	-	-	-	-	-	-
Capital contributions	-	-	-	-	-	-	-	-	-	-	-	-
Total resources used	137,842,732	8,622,357	115,834,418	262,299,507	147,083,071	9,100,178	110,322,749	266,505,998	153,636,204	9,251,614	109,045,564	271,933,382
<b>Beginning fund balance/net assets</b>	16,725,980	138,505	127,681,534	144,546,019	20,737,000	259,234	124,638,523	145,634,757	20,127,620	269,232	126,503,109	146,899,961
Increase/ (Decrease) in Fund Balance	4,011,020	120,729	(3,043,011)	1,088,738	(609,380)	9,998	1,864,586	1,265,204	-	-	(380,580)	(380,580)
Percent Change	23.98%	87.17%	-2.38%	0.75%	-2.94%	3.86%	1.50%	0.87%	0.00%	0.00%	-0.30%	-0.26%
<b>Ending fund balance/ net assets</b>	20,737,000	259,234	124,638,523	145,634,757	20,127,620	269,232	126,503,109	146,899,961	20,127,620	269,232	126,122,529	146,519,381
GF Fund Balance as a % of Expenditures	15.04%				13.68%				13.10%			

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.

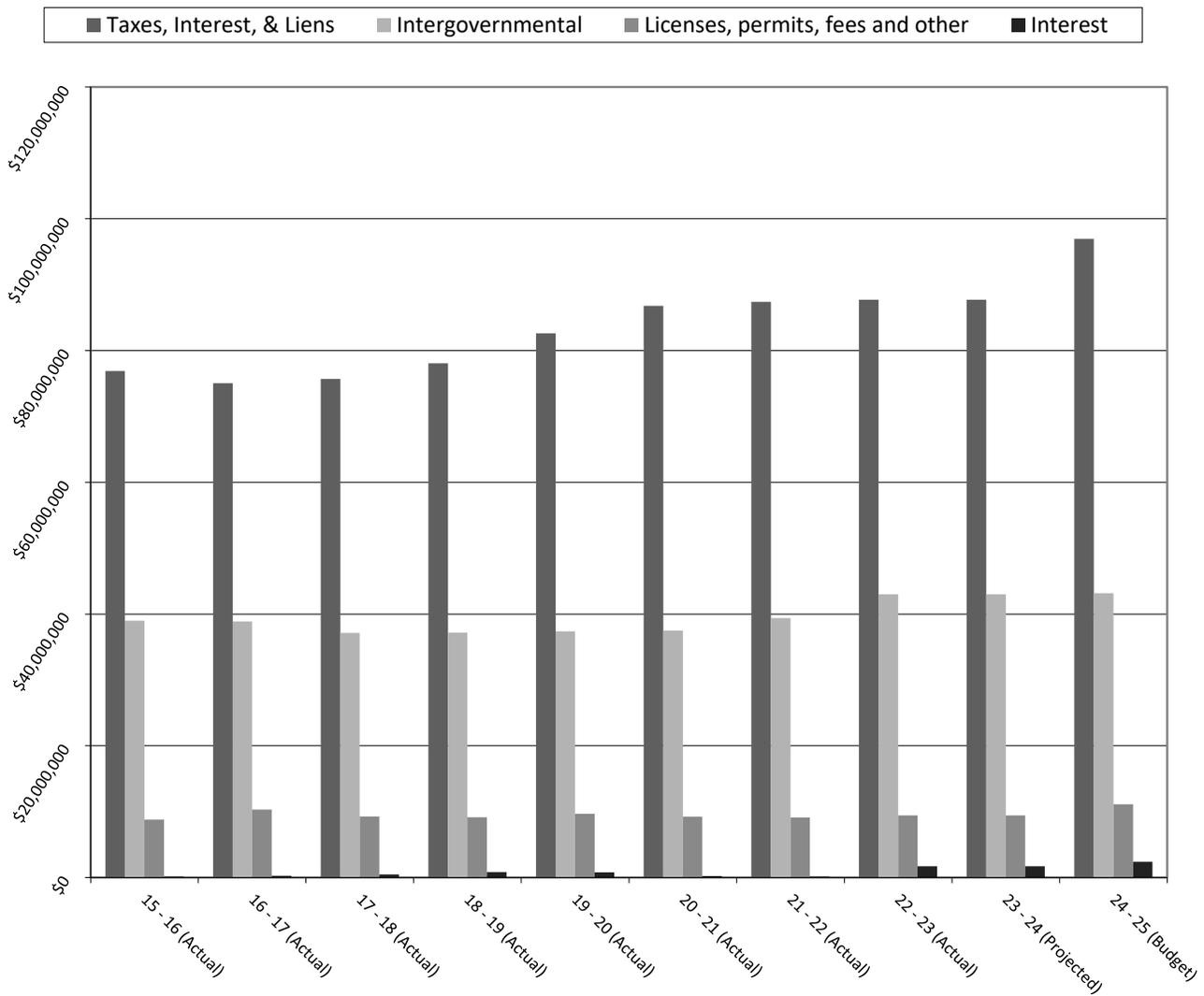
The increase in General Fund UFB in FY 2023 is due primarily to higher than anticipated building permit and conveyance tax collections.

# General Fund

## Summary of Revenues & Expenditures

	General City	Debt Service	Capital Improvements	Education	Total General Fund
<b>EXPENDITURES</b>					
Total by category	50,476,724	4,584,268	2,894,314	95,680,898	153,636,204
<b>TOTALS</b>	<b>50,476,724</b>	<b>4,584,268</b>	<b>2,894,314</b>	<b>95,680,898</b>	<b>153,636,204</b>
<b>REVENUES</b>					
Current Levy RE & PP	13,237,728	4,361,388	2,894,314	63,291,955	83,785,385
Taxes (other than Current Levy RE & PP)	13,164,257	0	0	0	13,164,257
Licenses & Permits	1,042,400	0	0	0	1,042,400
State Grants	10,601,649	0	0	32,388,943	42,990,592
Other Intergovernmental Revenue	171,000	0	0	0	171,000
Charges for Services	1,470,900	0	0	0	1,470,900
Fines & Assessments	64,200	200,000	0	0	264,200
Investment Earnings	2,400,000	0	0	0	2,400,000
Rents & Royalties	662,361	0	0	0	662,361
Other Revenues	258,903	0	0	0	258,903
Other Financing Sources	7,403,326	22,880	0	0	7,426,206
<b>TOTALS</b>	<b>50,476,724</b>	<b>4,584,268</b>	<b>2,894,314</b>	<b>95,680,898</b>	<b>153,636,204</b>

General Fund Revenue Sources



## Revenue Descriptions

The following are descriptions of the larger revenue items.

∅ Note on method of calculating revenue estimates: all revenue items which have a “∅” 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, 2023, 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 %
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%
2022-23	\$ 85,373,863	\$ 82,943,467	97.2%

#### 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 ∅

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
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%
2022-23	\$ 4,738,729	\$ 1,997,492	42.2%

## 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

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### 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 $\emptyset$

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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

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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 included a portion of American Rescue Plan funds to defray property taxes.

## State Grants

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### *Enhanced 9-1-1 Telecommunications Fund*

The City received a subsidy for its public safety access point (PSAP) operations from the State of Connecticut from the revenues the State collects from a surcharge levied on all phone lines of all types.

### *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

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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

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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
<b>MRSA Motor Vehicles</b>	\$2,985,545	\$65,117	\$710,657
<b>MRSA Municipal Projects</b>	187,132	0	0
<b>MRSA Revenue Sharing Account</b>	900,000	0	0
<b>Stabilization grant</b>	210,834	0	0
<b>Littering Fines</b>	10,000	0	0
<b>Nip bottle surcharge</b>	118,000	0	0
<b>Total</b>	<b>\$4,411,511</b>	<b>\$65,117</b>	<b>\$710,657</b>

### Payments In Lieu of Taxes (PILOT)

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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

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

### Charges for Services

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#### Recording Fees Ø

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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.

#### Recycling Revenues Ø

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Revenues from the sale of recyclable material.

#### Direct Hauler Fees

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Charges to haulers who register with the City to bring refuse directly to the Preston and Lisbon incinerators. Ordinance 1851 increased the rate from \$70/ton to \$77/ton effective July 1, 2024.

### *Vital Statistics Ø*

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

### *Fines & Assessments*

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### *Blight & Zoning Citations Ø*

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

### *Sewer Assessments*

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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*

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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*

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#### *Building Rent*

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#### *Probate Court*

Revenue from rental of the 1,747 ft<sup>2</sup> Probate Court space in City Hall. The City increases the rent by the change in the Northeast CPI-U. The estimated revenue is based on our estimate of inflation from May 2023 to May 2024.

#### *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*

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Revenue collected for billboards and the Rogers Road solar panels.

#### *Cell Tower Rent*

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Leases for cellular towers on City property.

### *Other Revenues*

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#### *Services to Other Funds*

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

## Other Financing Sources

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### *Police Private Duty Ø*

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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.

### *Cemetery Trust Fund*

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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*

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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, 2023 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*

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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		2021-22	2022-23	2022-23	2023-24	2023-24	2024-25	2024-25	
		Actual	Budget	Actual	Budget	Projected	Proposed	Adopted	
<b>Taxes</b>									
10040000	41101	Current Real Estate and Personal Property	74,608,467	74,745,413	74,840,491	75,639,428	76,000,000	82,180,084	83,785,385
10040000	41103	Current Motor Vehicle Taxes	8,956,433	8,460,458	8,263,457	9,087,412	8,730,000	8,457,603	8,416,757
10040000	41105	Prior Year Levies	1,379,026	1,639,400	2,216,149	1,709,700	2,175,000	1,898,400	2,198,400
10040000	41106	Interest and Lien Fees	1,215,496	1,126,500	1,258,859	1,145,500	1,350,000	1,274,800	1,424,800
10040000	41200	Conveyance Tax	1,133,568	708,100	1,049,191	981,100	900,000	1,004,300	1,004,300
10040000	41300	Telecommunications Tax	81,485	80,000	86,204	82,000	125,096	120,000	120,000
		<b>Totals</b>	<b>87,374,475</b>	<b>86,759,871</b>	<b>87,714,351</b>	<b>88,645,140</b>	<b>89,280,096</b>	<b>94,935,187</b>	<b>96,949,642</b>
<b>Licenses &amp; Permits</b>									
10042000	42130	Public Safety Permits	23,966	20,200	22,740	21,800	20,000	22,200	22,200
10041000	42201	Building Permits	854,100	584,000	1,150,763	856,100	1,065,000	958,300	1,011,600
10043000	42206	Road Opening Permits	2,850	3,500	2,950	2,800	2,400	2,900	2,900
10041000	42241	Hunting & Fishing Licenses	233	200	217	200	250	200	200
10041000	42251	Marriage Licenses	3,664	3,700	3,664	3,600	4,500	3,900	3,900
10041000	42261	Animal Licenses	1,455	1,300	1,694	1,500	1,600	1,600	1,600
		<b>Totals</b>	<b>886,268</b>	<b>612,900</b>	<b>1,182,028</b>	<b>886,000</b>	<b>1,093,750</b>	<b>989,100</b>	<b>1,042,400</b>
<b>Federal Grants-Operating</b>									
10042000	43100	<b>Totals</b>	<b>478,350</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>0</b>	<b>32,720</b>	<b>0</b>	<b>0</b>
<b>State Grants</b>									
10042000	43300	E911 Subsidy	47,472	0	124,750	189,888	169,898	119,222	119,222
10043000	43320	Town Aid Road Grant	488,527	488,527	496,535	496,535	495,255	495,255	495,255
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	71,984	71,984	71,900	71,984	71,901	71,901	71,901
10047000	43371	Education Cost Sharing	32,306,534	32,316,543	32,087,351	32,316,543	32,283,245	32,316,543	32,316,543
10047000	43376	Health Services	103,269	104,700	52,745	91,100	61,194	72,400	72,400
10048000	43470	School Construction Grant	0	0	0	900,000	1,301,368	0	0
10040000	43500	Shared Revenues	447,406	3,415,863	3,681,791	4,310,160	4,616,176	4,411,511	4,411,511
10040000	43600	Payments in Lieu of Taxes	2,903,261	2,887,373	2,952,795	3,154,055	3,140,165	3,143,531	3,143,531
		<b>Totals</b>	<b>38,728,682</b>	<b>41,645,219</b>	<b>41,828,096</b>	<b>43,890,494</b>	<b>44,499,431</b>	<b>42,990,592</b>	<b>42,990,592</b>
<b>Other Intergovernmental Revenue-Housing PILOT</b>									
10040000	43901	<b>Totals</b>	<b>165,018</b>	<b>165,700</b>	<b>168,576</b>	<b>167,300</b>	<b>179,378</b>	<b>171,000</b>	<b>171,000</b>
<b>Charges for Services</b>									
10041000	44102	Recording Fees	219,375	148,900	177,738	201,900	165,000	187,400	187,400
10049000	44102	Land Recording Capital Improvement	14,127	12,800	13,224	13,400	12,000	13,100	13,100
10041000	44103	Planning & Zoning Fees	18,420	22,600	16,613	19,200	26,000	20,000	20,000
10041000	44104	Printing & Duplication Fees-GG	52,020	50,700	52,026	50,800	52,000	52,000	52,000
10042000	44104	Printing & Duplication Fees-PS	6,671	6,000	6,292	6,300	2,700	5,500	5,500
10041000	44105	Notary Public Fees	1,345	1,400	2,095	1,200	2,000	1,800	1,800
10043000	44403	Refuse Collection Fees	8,686	7,900	6,543	7,600	6,203	7,100	7,100
10043000	44404	Recycling Revenues	92,360	85,400	102,817	93,400	73,000	101,700	101,700
10043000	44405	Direct Hauler Fees	765,167	732,600	827,184	782,200	857,000	950,000	950,000
10043000	44406	Burial Fees	800	100	300	400	300	400	400
10041000	44501	Vital Statistics	131,508	125,700	121,797	119,700	115,000	122,800	122,800
10044000	44708	Senior Center Fees	7,251	6,900	9,096	6,900	11,000	9,100	9,100
		<b>Totals</b>	<b>1,317,730</b>	<b>1,201,000</b>	<b>1,335,725</b>	<b>1,303,000</b>	<b>1,322,203</b>	<b>1,470,900</b>	<b>1,470,900</b>
<b>Fines &amp; Assessments</b>									
10042000	45102	Public Safety Fines	7,670	5,900	2,290	5,800	4,500	4,800	4,800
10041000	45104	Blight Citations	54,084	47,000	6,995	26,800	65,000	32,000	59,400
10048000	45501	Sewer Assessment Revenue	251,465	200,000	246,522	260,000	210,000	200,000	200,000
		<b>Totals</b>	<b>313,219</b>	<b>252,900</b>	<b>255,807</b>	<b>292,600</b>	<b>279,500</b>	<b>236,800</b>	<b>264,200</b>
<b>Investment Earnings</b>									
10040000	46101	<b>Totals</b>	<b>158,713</b>	<b>450,000</b>	<b>1,699,319</b>	<b>2,400,000</b>	<b>2,800,000</b>	<b>2,200,000</b>	<b>2,400,000</b>
<b>Rents &amp; Royalties</b>									
10043000	47201	Building Rent	403,564	385,800	404,002	392,100	394,000	411,900	411,900
10043000	47202	Property Rent	92,537	103,863	114,864	105,772	100,000	118,059	118,059
10043000	47203	Cell Tower Rent	71,630	72,288	105,532	95,075	97,000	99,402	99,402
10043000	47901	Facilities Rent	34,650	18,000	29,385	24,900	35,000	33,000	33,000
		<b>Totals</b>	<b>602,381</b>	<b>579,951</b>	<b>653,783</b>	<b>617,847</b>	<b>626,000</b>	<b>662,361</b>	<b>662,361</b>
<b>Other Revenues</b>									
10041000	48962	Financial Services to Other Funds	68,430	147,100	84,090	118,800	115,000	118,700	118,700
10041000	48963	HR Services to Other Funds	52,230	53,535	57,662	59,793	69,000	54,963	54,963
10043000	48967	Janitorial Services to NPU	38,832	39,803	39,804	41,398	41,398	42,640	42,640
10041000	48990	Miscellaneous Revenue	205,361	39,100	16,393	40,100	35,200	42,600	42,600
		<b>Totals</b>	<b>364,853</b>	<b>279,538</b>	<b>197,949</b>	<b>260,091</b>	<b>260,598</b>	<b>258,903</b>	<b>258,903</b>
<b>Other Financing Sources</b>									
10042000	49125	Transfer from Police Private Duty	38,316	183,200	327,886	172,900	80,000	175,400	175,400
10043000	49152	Transfer from Cemetery Trust	84,121	75,000	83,470	77,800	80,912	84,900	84,900
10048000	49160	Transfer from NGCA	30,992	27,571	27,571	25,219	25,219	22,880	22,880
10040000	49195	Transfer from NPU	5,348,428	5,277,780	5,277,780	5,813,884	5,813,884	7,017,926	7,017,926
10040000	49200	Sale of City Assets	113,806	116,100	101,411	163,400	100,000	125,100	125,100
		<b>Totals</b>	<b>5,615,663</b>	<b>5,679,651</b>	<b>5,818,118</b>	<b>6,253,203</b>	<b>6,100,015</b>	<b>7,426,206</b>	<b>7,426,206</b>
		<b>GRAND TOTALS</b>	<b>136,005,352</b>	<b>138,626,730</b>	<b>141,853,752</b>	<b>144,715,675</b>	<b>146,473,691</b>	<b>151,341,049</b>	<b>153,636,204</b>

## Expenditure Descriptions

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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.
- 53510 Software Licensing & Maintenance – Costs of licensing, hosting, and maintenance of software used in operations. Some costs are allocated among departments if multiple departments use them and the costs can vary based on the number of users.
- 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, 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

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### Mission

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

### Vision

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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)

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1. Maintain strong community relations through candid, open and transparent communication. **(L4)**
2. Establish city-wide goals and priorities. **(All Goals)**
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. **(L3)**
4. Increase the grand list through economic development. **(G1-G4)**

### Action Plans

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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 Swarnjit Singh, President Pro-Tempore Joseph A. DeLucia, Councilman William Nash, Mayor Peter A. Nystrom, Councilwoman Shiela Hayes, Councilwoman Stacy Gould , Councilman Mark Bettencourt.

10410300 City Council		2021-22 Actual	2022-23 Budget	2022-23 Actual	2023-24 Budget	2023-24 Projected	2024-25 Request	2024-25 Proposed	2024-25 Adopted
51601	Department Head	45,000	45,000	45,075	45,000	45,000	45,000	45,000	45,000
51602	City Council	7,200	7,200	6,800	7,200	7,200	7,200	7,200	7,200
51610	Regular Employees	39,149	40,127	40,170	41,531	41,531	42,777	42,777	42,777
52000	Fringe Benefits	78,464	84,687	85,951	92,879	94,379	94,512	94,512	94,512
53322	Professional Development	0	1,000	0	1,000	0	1,000	1,000	1,000
53510	Software Updates & Maintenance	0	0	0	0	0	3,273	3,273	3,273
54310	Equip & Furniture Maintenance	3,098	2,400	1,401	5,000	3,500	3,500	3,500	3,500
55500	Printing	0	200	0	100	0	100	100	100
55530	Communications	3,287	3,061	2,818	3,461	2,700	2,769	2,769	2,769
55532	Postage	57	150	51	100	60	100	100	100
55800	Travel & Mileage Reimbursement	1,100	3,000	0	1,500	500	1,500	1,500	1,500
56610	Supplies	4,206	3,800	91	2,500	1,000	2,500	2,500	2,500
58000	Miscellaneous Expenditures	8,719	6,000	9,021	6,000	6,000	6,000	6,000	6,000
58100	Dues Licenses & Subscriptions	0	6,000	0	2,900	500	2,900	2,900	2,900
58258	SCCOG	22,271	22,069	22,069	22,069	22,069	22,069	22,069	22,069
58811	Norwich Community Development	150,000	175,000	175,000	200,000	200,000	250,000	250,000	240,000
58812	SECTER	14,173	14,044	14,044	18,057	18,057	18,057	18,057	18,057
58815	Economic Development Contingency	0	5,000	0	5,000	5,000	5,000	5,000	5,000
58913	Veterans' Organizations	668	4,000	1,886	4,000	3,000	4,000	4,000	4,000
59176	Sachem Fund Transfer	0	0	0	0	0	0	0	25,000
59194	Harbor Commission	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000
59194	Ethics Commission	1,500	0	0	500	500	500	500	500
59194	City Historian	3,900	3,900	3,900	5,000	5,000	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	0	0	0	0	0	0	0	0
59194	Fair Housing Commission	0	0	0	5,000	5,000	1,000	1,000	1,000
<b>TOTALS</b>		<b>394,792</b>	<b>438,638</b>	<b>420,277</b>	<b>480,797</b>	<b>472,996</b>	<b>530,757</b>	<b>530,757</b>	<b>545,757</b>

**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.

<b>Staffing</b>									
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
<b>Salaries</b>									
Mayor		45,000		45,000		45,000	45,000	45,000	45,000
City Council Members		1,200		1,200		1,200	1,200	1,200	1,200
Council Secretary		40,127		41,531		42,777	42,777	42,777	42,777
<b>Total Salaries Paid by General Fund</b>									
Mayor		45,000		45,000		45,000	45,000	45,000	45,000
City Council Members		7,200		7,200		7,200	7,200	7,200	7,200
Council Secretary		40,127		41,531		42,777	42,777	42,777	42,777
<b>TOTAL SALARIES</b>		<u>92,327</u>		<u>93,731</u>		<u>94,977</u>	<u>94,977</u>	<u>94,977</u>	<u>94,977</u>

## City Manager

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### Mission

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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

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

### Values

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- Respect
- Knowledge
- Strategy & Execution

### Department Goals (DG)

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1. Provide effective communication to the Mayor and City Council. **(L3)**
2. Aid in setting department goals and ensure goals are achieved by providing leadership, communication and direction to the management team. **(All Goals)**
3. Maintain strong community relations through candid communication, professional service, and the implementation of partnerships. **(L4)**
4. Increase efficiencies and impact through the coordination of departments, agencies, boards, commissions, and outside organizations. **(L3)**
5. Train personnel to the highest standards while holding them accountable to those standards. **(L7)**
6. Negotiate labor agreements which reflect fiscal realities.

### Action Plans

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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. Continue to implement various recommendations of the McGrath Fire Study. **(DG1)**
5. Establish working group to determine location for new Police Station **(DG2)**
6. Development of Occum Industrial Center and Norwich Marina **(DG2)**
7. Regional participation regarding Flood issues due to storms. **(DG4)**
8. Monitor Land Use Trainings for Municipal Land Use Officials. **(DG1)**

### Accomplishments

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1. Facilitated video and telecommunication methods for City Council, Boards & Commissions including audio upgrades in Council Chambers and conference rooms. **(DG1)**
2. Continued monthly Fire Chiefs meetings in accordance with McGrath Fire Study. **(DG1)**
3. Provide leadership for CCM, CIRMA, and SECOG for regional projects and cooperation. **(DG3, DG4)**
4. Supported NCDL Community Investment Fund application for Occum Industrial Center. **(DG4)**
5. Provided quarterly reports from Department Heads to Council. **(DG1)**
6. Completed the transfer of the Marina lease and sale of other city owned properties. **(DG4)**
7. Allotted \$28 million in ARP funds according to Council's approval.
8. Successfully completed the sale of \$5 million in General Obligation Bonds to be used for approved school construction project and infrastructure improvements.
9. Started construction of ARP funded Uncas Leap Heritage Park.
10. Ratified three union contracts-MEUI, City Hall, and Public Works.

10411300 City Manager	2021-22 Actual	2022-23 Budget	2022-23 Actual	2023-24 Budget	2023-24 Projected	2024-25 Request	2024-25 Proposed	2024-25 Adopted
51601 Department Head	166,832	171,003	171,003	176,988	176,988	182,298	182,298	182,298
51610 Regular Employees	73,801	75,584	75,605	78,230	78,230	80,577	80,577	80,577
51630 Overtime	242	0	0	215	214	0	0	0
52000 Fringe Benefits	137,043	145,099	145,810	157,333	157,333	157,505	157,505	157,505
53010 Professional Services	5,240	2,920	1,680	3,785	3,785	4,000	4,000	3,500
53322 Professional Development	418	105	105	3,000	2,000	3,000	3,000	2,000
53510 Software Updates & Maintenance	0	0	0	0	0	0	1,015	1,015
54310 Equip & Furniture Maintenance	3,482	6,175	7,038	3,500	2,500	3,500	3,500	3,500
55500 Printing	218	500	0	250	250	250	250	250
55530 Communications	2,555	2,612	2,659	3,090	2,700	2,702	2,702	2,702
55532 Postage	99	200	79	100	100	100	100	100
55800 Travel & Mileage Reimbursement	4,888	6,500	5,313	6,500	6,000	6,500	6,500	6,500
56610 Supplies	786	1,200	1,332	1,200	2,500	1,200	1,200	1,200
58000 Miscellaneous Expenditures	0	500	0	500	500	500	500	500
58100 Dues Licenses & Subscriptions	1,928	2,300	2,399	2,500	2,500	2,500	2,500	2,500
58111 Connecticut Conference of Municipalities	25,580	25,580	25,580	25,580	25,580	25,580	25,580	25,580
	<b>423,112</b>	<b>440,278</b>	<b>438,603</b>	<b>462,771</b>	<b>461,180</b>	<b>470,212</b>	<b>471,227</b>	<b>469,727</b>

**Staffing**

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

**Salaries**

City Manager		171,003		176,988		182,298	182,298	182,298
Executive Assistant		75,584		78,230		80,577	80,577	80,577

**Total Salaries Paid by General Fund**

City Manager		171,003		176,988		182,298	182,298	182,298
Executive Assistant		75,584		78,230		80,577	80,577	80,577
Subtotal - Employees		<u>75,584</u>		<u>78,230</u>		<u>80,577</u>	<u>80,577</u>	<u>80,577</u>
TOTAL SALARIES		<u>246,587</u>		<u>255,218</u>		<u>262,875</u>	<u>262,875</u>	<u>262,875</u>

## Finance

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### Mission

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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

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

### Values

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- Fiscal Integrity
- Efficiency
- Accuracy
- Timeliness

### Departmental Goals (DG)

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1. Increase efficiencies and impact by working collaboratively with other departments, agencies, boards, and commissions as well as outside agencies. **(L3)**
2. Maintain strong community relations through candid communication, professional service, and the implementation of technology. **(L4)**
3. Provide timely, accurate, and transparent budgets, reports and analysis to stakeholders. **(L1,L3,L8,G4,R1)**
4. Train personnel to the highest standards while holding them accountable to those standards. **(L7)**

### Action Plans

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1. Assist Police with Computer Aided Dispatch, Records Management System, and Mobile Data Terminal upgrade projects. (DG1)
2. Finish the fiscal year 2024 audited financial statements by November 30, 2024. (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. Convert property rehab loans to Accounts Receivable/ General Billing modules in City's ERP system by December 2024. (DG1)
5. Update website by December 2025. (DG2)

### Accomplishments

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1. Migrated to new version of ERP system in Spring 2023.
2. The Tax Office assumed parking ticket collection duties upon retirement of Public Parking Administrator in December 2022. (DG1)
3. Converted police outside services billing to Accounts Receivable/ General Billing modules in City's ERP system. (DG1)
4. Developed procurement training for departments. (DG1)
5. Maintained the City's AA rating from Standard & Poor's and issued \$5 million of 20-year tax exempt bonds at the true interest cost of 3.354% in December 2023. (DG1)
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		2021-22 Actual	2022-23 Budget	2022-23 Actual	2023-24 Budget	2023-24 Projected	2024-25 Request	2024-25 Proposed	2024-25 Adopted
51601	Department Head	126,392	133,976	133,976	138,665	138,665	142,825	142,825	142,825
51610	Regular Employees	822,521	860,032	850,413	891,959	891,000	954,378	954,378	954,378
51630	Overtime	28,353	17,053	16,221	16,678	16,678	9,790	9,790	9,790
52000	Fringe Benefits	594,761	650,212	649,780	708,194	708,194	728,029	728,029	728,029
53322	Professional Development	1,274	4,000	3,741	4,900	4,900	6,800	6,800	6,800
53331	Audit Services	44,945	46,060	46,060	53,110	53,110	59,780	59,780	56,780
53510	Software Updates & Maintenance	112,282	152,000	150,891	160,800	150,000	169,417	169,417	169,417
54310	Equip & Furniture Maintenance	8,029	9,000	7,718	19,200	19,200	8,900	8,900	8,900
55500	Printing	17,825	21,100	18,330	21,800	21,800	20,800	20,800	20,800
55530	Communications	10,988	10,769	10,423	9,485	8,000	9,670	9,670	9,670
55531	Advertising	357	2,900	3,144	3,700	4,000	4,000	4,000	4,000
55532	Postage	23,813	29,000	32,644	30,100	35,000	35,000	35,000	35,000
55800	Travel & Mileage Reimbursement	2,213	4,000	3,672	3,800	3,800	3,800	3,800	3,800
56610	Supplies	5,840	4,200	4,381	5,100	4,900	4,900	4,900	4,900
58100	Dues Licenses & Subscriptions	3,485	3,700	3,825	3,700	3,700	3,700	3,700	3,700
		<b>1,803,078</b>	<b>1,948,002</b>	<b>1,935,219</b>	<b>2,071,191</b>	<b>2,062,947</b>	<b>2,161,789</b>	<b>2,161,789</b>	<b>2,158,789</b>

**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	0.95	1.00	1.00	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	2.00	2.00	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
<b>TOTAL FTE'S</b>	<b>12.45</b>	<b>13.00</b>							

**Salaries**

Comptroller		133,976		138,665		142,825	142,825	142,825
Deputy Comptroller		99,000		104,002		107,122	107,122	107,122
Collector of Taxes & Revenues		93,251		93,251		99,910	99,910	99,910
Purchasing Agent		90,776		90,776		100,940	100,940	100,940
IT Manager		97,381		97,381		107,120	107,120	107,120
Accountant		70,872		72,998		75,005	75,005	75,005
IT Technician		67,457		69,481		78,803	78,803	78,803
Accounting Generalist		61,411		63,253		64,993	64,993	64,993
Revenue Collections Clerks		51,427		52,970		57,165	57,165	57,165
Collector of Delinquent Taxes		56,749		58,451		60,059	60,059	60,059

**Total Salaries Paid by General Fund**

Comptroller		133,976		138,665		142,825	142,825	142,825
Deputy Comptroller		99,000		104,002		107,122	107,122	107,122
Collector of Taxes & Revenues		93,251		93,251		99,910	99,910	99,910
Purchasing Agent		90,776		90,776		100,940	100,940	100,940
IT Manager		97,381		97,381		107,120	107,120	107,120
Accountant		70,872		72,998		75,005	75,005	75,005
IT Technician		134,914		138,962		157,606	157,606	157,606
Accounting Generalist		122,822		126,506		129,986	129,986	129,986
Revenue Collections Clerks		102,854		105,940		114,330	114,330	114,330
Collector of Delinquent Taxes		56,749		58,451		60,059	60,059	60,059
Stipends/ Differentials		2,300		2,300		2,300	2,300	2,300
Subtotal - Employees		<u>870,919</u>		<u>890,567</u>		<u>954,378</u>	<u>954,378</u>	<u>954,378</u>
<b>TOTAL SALARIES</b>		<u><b>1,004,895</b></u>		<u><b>1,029,232</b></u>		<u><b>1,097,203</b></u>	<u><b>1,097,203</b></u>	<u><b>1,097,203</b></u>

10411700 Finance	2021-22 Actual	2022-23 Budget	2022-23 Actual	2023-24 Budget	2023-24 Projected	2024-25 Request	2024-25 Proposed	2024-25 Adopted
<b>Performance Measures</b>	Actual	Projected	Actual	Projected	Projected	Projected	Projected	Projected
<b>Inputs</b>								
Value of current levy GF tax bills	86,344,948	84,860,654	85,572,250	86,376,634	86,376,634	92,327,277	92,327,277	93,920,895
Current levy taxes collected	83,698,370	83,205,871	83,103,948	84,726,840	84,726,840	90,637,687	90,637,687	92,202,142
Debt Service Interest Paid	875,764	5,212,994	5,212,994	5,791,244	5,791,244	5,776,645	5,776,645	5,776,645
Outstanding debt at beginning of the year	29,055,726	187,270,000	187,270,000	188,205,000	188,205,000	184,750,000	184,750,000	184,750,000
<b>Workload/ Output</b>								
Number of training opportunities offered	-	2	2	2	2	2	2	2
Number of training participants	-	20	20	20	20	20	20	20
Number of internal audits performed	2	2	2	2	2	2	2	2
<b>Outcome/ Results</b>								
Percent of current tax levy collected	96.93%	98.05%	97.12%	98.09%	98.09%	98.17%	98.17%	98.17%
Actual General Fund revenue collected as a percentage of the amount budgeted	103.53%	100.00%	102.33%	100.00%	101.21%	100.00%	100.00%	100.00%
Percent of employees with direct deposit & email delivery	99.68%	99.00%	99.70%	99.80%	99.80%	99.80%	99.80%	99.80%
Percent of vendor payments made by ACH	52.28%	50.00%	58.00%	60.00%	60.00%	60.00%	60.00%	60.00%
Number of accounts payable checks issued	2,877	2,000	2,800	2,700	2,700	2,700	2,700	2,700
Audit adjustments	2	2	2	2	2	2	2	2
Website visits	255,495	290,000	260,000	270,000	270,000	270,000	270,000	270,000
<b>Efficiency</b>								
Cost of department/ cost of total General Fund operations	1.32%	1.41%	1.40%	1.43%	1.40%	1.41%	1.41%	1.41%
Average interest rate on debt	3.01%	2.78%	2.78%	3.08%	3.08%	3.13%	3.13%	3.13%
Date financial statement audit finished	12/18/2022	11/15/2023	11/15/2023	11/15/2024	11/15/2024	11/15/2025	11/15/2025	11/15/2025
Number of business days budget published after adoption	7	5	5	7	4	7	7	7

## Assessment

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### Mission

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

### Vision

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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

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

### Department Goals (DG)

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1. Continue to provide residents and taxpayers with reliable and courteous customer service. **(L4)**
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. **(L6)**
4. Continuing education for all personnel so as to maintain the high standards required by the Connecticut Certified Municipal Assessors (CCMA) Association. **(L7)**
5. Working collaboratively with all City departments, agencies, Boards and Commissions, as well as with outside agencies. **(L3)**

### Action Plans

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

### Accomplishments

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1. Completed 2023 state mandated revaluation of real estate. **(DG2, DG3, DG5)**
2. Maintained high level of customer service for Norwich residents. **(DG1, DG2)**
3. Continually updating our citywide GIS mapping using recorded deeds & survey maps. **(DG1, DG5)**
4. Implemented motor vehicle tax investigation program with Municipal Tax Service. **(DG2, DG3)**

10413100 Assessment		2021-22 Actual	2022-23 Budget	2022-23 Actual	2023-24 Budget	2023-24 Projected	2024-25 Request	2024-25 Proposed	2024-25 Adopted
51601	Department Head	97,420	105,137	105,137	110,000	110,000	105,137	113,300	113,300
51610	Regular Employees	93,935	167,917	138,320	164,679	162,000	182,564	182,564	182,564
51620	Seasonal/ Temporary	11,662	8,000	4,078	12,000	12,000	4,000	4,000	4,000
51630	Overtime	909	1,034	1,186	1,065	1,065	1,000	1,000	1,000
52000	Fringe Benefits	156,466	182,720	182,398	209,091	209,091	202,091	204,307	204,307
53010	Professional Services	26,000	5,000	1,240	10,000	10,000	10,000	10,000	6,000
53322	Professional Development	2,333	5,750	2,531	5,750	2,600	5,750	3,500	3,500
53510	Software Updates & Maintenance	0	0	0	0	0	0	46,790	46,790
54310	Equip & Furniture Maintenance	39,292	43,830	43,753	46,235	46,235	47,775	3,000	3,000
55500	Printing	4,185	5,220	5,237	5,445	5,445	5,900	5,900	5,900
55530	Communications	1,902	2,863	1,709	3,198	2,500	3,198	1,680	1,680
55531	Advertising	877	1,300	840	1,800	1,800	1,400	1,400	1,400
55532	Postage	2,797	3,000	1,983	3,000	3,500	4,000	4,000	4,000
55800	Travel & Mileage Reimbursement	1,617	4,000	3,427	4,000	4,000	4,000	3,500	3,500
56610	Supplies	4,924	1,000	1,008	1,000	1,000	1,000	1,000	1,000
58100	Dues Licenses & Subscriptions	2,889	4,050	3,978	4,600	4,600	5,600	5,600	5,600
		<b>447,208</b>	<b>540,821</b>	<b>496,825</b>	<b>581,863</b>	<b>575,836</b>	<b>583,415</b>	<b>591,541</b>	<b>587,541</b>

Staffing									
Assessor	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Assistant Assessor	0.50	1.00	1.00	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>3.50</u>	<u>4.00</u>							

Salaries									
Assessor		105,137		105,137		113,300		113,300	113,300
Assistant Assessor		70,872		72,998		75,005		75,005	75,005
Assessment Analyst		52,697		54,278		55,771		55,771	55,771
Assessment Technician Clerk		48,934		50,403		51,788		51,788	51,788
<b>Total Salaries Paid by General Fund</b>									
Assessor		105,137		105,137		113,300		113,300	113,300
Assistant Assessor		70,872		72,998		75,005		75,005	75,005
Assessment Analyst		52,697		54,278		55,771		55,771	55,771
Assessment Technician Clerk		48,934		50,403		51,788		51,788	51,788
Subtotal - Employees		<u>172,503</u>		<u>177,679</u>		<u>182,564</u>		<u>182,564</u>	<u>182,564</u>
TOTAL SALARIES		<u>277,640</u>		<u>282,816</u>		<u>295,864</u>		<u>295,864</u>	<u>295,864</u>

Performance Measures									
	Actual	Projected	Actual	Projected	Projected	Projected	Projected	Projected	Projected
<b>Workload/ Output</b>									
Grand List Date	10/1/2020	10/1/2021	10/1/2021	10/1/2022	10/1/2022	10/1/2023	10/1/2023	10/1/2023	10/1/2023
Real estate accounts (number)	13,941	13,946	13,941	13,946	13,946	13,946	13,946	13,946	13,946
Motor vehicle accounts (number)	35,468	31,000	35,468	34,000	34,000	35,000	35,000	35,000	35,000
Personal property accounts (number)	1,827	1,900	1,827	1,900	1,900	1,900	1,900	1,900	1,900
Total number of accounts	<u>51,236</u>	<u>46,846</u>	<u>51,236</u>	<u>49,846</u>	<u>49,846</u>	<u>50,846</u>	<u>50,846</u>	<u>50,846</u>	<u>50,846</u>
Deed transfers	1,954	1,700	1,954	2,000	2,000	1,800	1,800	1,800	1,800
Building permits	1,650	2,000	1,650	2,000	2,000	2,000	2,000	2,000	2,000
Personal property declarations	1,879	2,000	1,879	2,000	2,000	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	42	40	42	30	30	100	100	100	100
BAA adjustments	11	10	11	10	10	25	25	25	25

Efficiency									
Number of assessments per FTE staff	14,639	11,712	12,809	12,462	12,462	12,712	12,712	12,712	12,712
Cost per assessment	\$8.73	\$11.54	\$9.70	\$11.67	\$11.55	\$11.47	\$11.63	\$11.56	\$11.56

## Treasurer

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### Mission

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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

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

### Values

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- Prudence
- Integrity
- Accuracy
- Timeliness
- Respectfulness

### Departmental Goals (DG)

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1. Increase efficiencies and impact by working collaboratively with other departments, agencies, boards and commissions as well as outside agencies and financial institutions. **(C1)**
2. Maintain strong community relations and transparency through candid communication, professional service, and the implementation of technology. **(C2)**
3. Train personnel to the highest standards while holding them accountable to those standards. **(C5)**
4. **(DG1)**

### Action Plans

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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 given a decreasing interest rate environment, determine whether a long or short-term investment strategy makes the best sense. Targeting interest earned on city assets at 85% (\$2.2 million) of fiscal year 2024 levels given the anticipated declining interest rate environment while maintaining adequate liquidity levels. (DG1)
3. Continue to monitor tax collections from local partner banks and expand with other partners, if practicable. (DG1)
4. Work with the Planning Department to ensure an accurate and timely control of Cash Bonds held by the City. (C1)

### Accomplishments

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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 earned interest for fiscal 2023 of \$2,151,000 by approximately \$400,000, ending the year at an estimated \$2,550,000 in interest earned. (DG1)
3. Worked through transition caused by M&T Bank's acquisition of Peoples United. (DG1)

10413700 Treasurer		2021-22 Actual	2022-23 Budget	2022-23 Actual	2023-24 Budget	2023-24 Projected	2024-25 Request	2024-25 Proposed	2024-25 Adopted
51601	Department Head	46,464	46,464	46,464	46,464	46,464	46,464	46,464	46,464
51610	Regular Employees	118,901	124,205	124,266	162,671	162,000	131,450	131,450	131,450
52000	Fringe Benefits	128,926	134,641	133,574	170,699	170,699	148,442	148,442	148,442
53510	Software Updates & Maintenance	0	0	0	0	0	0	1,471	1,471
55500	Printing	290	600	0	600	935	600	600	600
55530	Communications	1,292	1,249	1,153	1,458	1,000	1,173	1,173	1,173
55800	Travel & Mileage Reimbursement	348	450	305	450	600	500	500	500
56610	Supplies	484	750	1,620	750	550	750	750	750
58100	Dues Licenses & Subscriptions	0	350	0	350	0	350	350	350
		<b>296,705</b>	<b>308,709</b>	<b>307,382</b>	<b>383,442</b>	<b>382,248</b>	<b>329,729</b>	<b>331,200</b>	<b>331,200</b>

<b>Staffing</b>									
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	1.50	1.50	1.00	1.00	1.00	1.00
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>3.50</u>	<u>3.50</u>	<u>3.00</u>	<u>3.00</u>	<u>3.00</u>	<u>3.00</u>

<b>Salaries</b>									
Treasurer		46,464		46,464		46,464	46,464	46,464	46,464
Assistant to the City Treasurer		67,457		69,480		71,391	71,391	71,391	71,391
Accounting Assistant		56,749		58,451		60,059	60,059	60,059	60,059
<b>Total Salaries Paid by General Fund</b>									
Treasurer		46,464		46,464		46,464	46,464	46,464	46,464
Assistant to the City Treasurer		67,457		104,220		71,391	71,391	71,391	71,391
Accounting Assistant		56,749		58,451		60,059	60,059	60,059	60,059
Subtotal - Employees		<u>124,206</u>		<u>162,671</u>		<u>131,450</u>	<u>131,450</u>	<u>131,450</u>	<u>131,450</u>
TOTAL SALARIES		<u>170,670</u>		<u>209,135</u>		<u>177,914</u>	<u>177,914</u>	<u>177,914</u>	<u>177,914</u>

<b>Performance Measures</b>									
	Actual	Projected	Actual	Projected	Projected	Projected	Projected	Projected	Projected
<b>Outcome/ Results</b>									
Average return on investments	0.16%	2.00%	3.00%	4.00%	4.00%	3.20%	3.20%	3.20%	3.20%
Average number of days to perform bank reconciliations	12	12	12	12	12	12	12	12	12
<b>Efficiency</b>									
Cost of department/ cost of total General Fund operations	0.22%	0.22%	0.22%	0.26%	0.26%	0.21%	0.22%	0.22%	0.22%

## Law

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### Mission

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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

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

### Values

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- Trustworthiness
- Dependability
- Accountable
- Professional
- Responsiveness

### Departmental Goals (DG)

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1. Represent and protect the rights and legal interests of the City as required. **(All Goals)**
2. Provide effective communication to the Mayor, City Council, City Manager, and related departments, agencies, commissions and organizations. **(L3)**
3. Increase efficiencies and impact by working collaboratively with other departments, agencies, boards, and commissions as well as outside agencies. **(L3)**

### Action Plans

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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)**
4. Review claims made against the city and its departments, employees, agencies, boards and commissions which may be defended by outside counsel selected by city's insurer and assist outside counsel as necessary **(DG1,DG2,DG3)**

### Accomplishments

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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 and relocation liens and releases for recording on the land records as part of the city process to eliminate blight and unsafe properties resulting in the regular collection of funds on behalf of the City. **(DG1,DG2)**

10413900	Law	2021-22 Actual	2022-23 Budget	2022-23 Actual	2023-24 Budget	2023-24 Projected	2024-25 Request	2024-25 Proposed	2024-25 Adopted
53021	City Attorney	216,000	216,000	216,000	216,000	216,000	216,000	216,000	216,000
53022	Outside Attorneys	94,414	165,000	177,614	165,000	165,000	165,000	165,000	165,000
58200	Claims	16,462	58,000	(38,487)	58,000	0	50,000	50,000	45,000
	<b>TOTALS</b>	<b>326,876</b>	<b>439,000</b>	<b>355,127</b>	<b>439,000</b>	<b>381,000</b>	<b>431,000</b>	<b>431,000</b>	<b>426,000</b>

## Human Resources

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### Mission

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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

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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

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- 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. **(L3)**
2. Maintain strong community relations through candid communication, professional service, and the implementation of community outreach programs partnerships. **(L4,L6,L7)**
3. Recruit and train all personnel to ensure the highest standards while holding them accountable to those standards. **(L7)**
4. Provide employees with diversity, equity and inclusion (DEI) and other cultural competencies training. **(L7)**
5. Increase the number of diverse employees. **(L7)**

### Action Plans

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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. Work with Finance and attorneys to codify Police, Fire, and Police pension plans. **(DG1)**
4. Research DEI and other cultural competencies training. **(DG4)**
5. Review job posting distribution lists and other outreach efforts to increase the number of diverse applicants who apply for City jobs. **(DG5)**

### Accomplishments

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1. Successfully negotiated three collective bargaining agreement plus one in process.
2. Successfully worked with department directors on 58 recruitments and 19 promotional exams. On-boarded 58 new hires and processed 2,443 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 81 personnel files.
7. Successfully processed 46 new pension and 60 refunds.

10414100 Human Resources		2021-22 Actual	2022-23 Budget	2022-23 Actual	2023-24 Budget	2023-24 Projected	2024-25 Request	2024-25 Proposed	2024-25 Adopted
51601	Department Head	117,281	119,925	119,925	124,122	135,000	127,846	127,846	127,846
51610	Regular Employees	201,345	209,972	208,795	227,074	210,000	224,944	214,153	214,153
51620	Seasonal/ Temporary	0	0	0	0	0	0	10,000	10,000
51630	Overtime	4,731	4,800	4,449	6,000	6,300	5,120	5,120	5,120
52000	Fringe Benefits	224,661	240,831	236,760	280,304	280,304	264,254	260,749	260,749
52501	Education Incentive	800	5,000	650	5,000	650	6,000	5,000	5,000
53010	Professional Services	40,921	56,130	55,339	62,430	62,430	80,685	40,000	37,000
53322	Professional Development	2,396	4,700	139	4,000	4,000	4,000	4,000	3,000
53510	Software Updates & Maintenance	0	0	0	0	0	0	9,784	9,784
54310	Equip & Furniture Maintenance	2,946	3,500	3,235	3,500	3,500	3,500	3,500	3,500
55500	Printing	0	300	0	300	300	300	300	300
55530	Communications	2,863	3,329	2,635	3,192	2,700	3,192	2,555	2,555
55531	Advertising	7,474	6,300	5,711	10,000	10,000	10,000	10,000	10,000
55532	Postage	88	1,000	74	300	200	300	250	250
56610	Supplies	2,430	3,000	3,020	9,000	9,000	3,000	3,000	3,000
58100	Dues Licenses & Subscriptions	746	1,900	1,142	1,600	1,200	1,864	1,864	1,864
		<b>608,682</b>	<b>660,687</b>	<b>641,874</b>	<b>736,822</b>	<b>725,584</b>	<b>735,005</b>	<b>698,121</b>	<b>694,121</b>

**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 pre-placement physicals, evaluations, Employees' Assistance Program (EAP), drug testing, and polygraph/ psychological testing 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	1.25	1.25	0.50	0.50	0.50	0.50
Retirement Plan Administrator	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Human Resources Generalist	1.00	1.00	1.00	1.00	1.00	1.50	1.50	1.50	1.50
<b>TOTAL FTE'S</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.25</b>	<b>4.25</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>

**Salaries**

Director of Human Resources	119,925		124,122		127,846	127,846	127,846	127,846
Assistant Human Resources Director	84,730		87,696		92,386	92,386	92,386	92,386
Retirement Plan Administrator	63,021		65,227		67,184	67,184	67,184	67,184
Human Resources Generalist	63,021		65,227		67,184	67,184	67,184	67,184

**Total Salaries Paid by General Fund**

Director of Human Resources	119,925		124,122		127,846	127,846	127,846	127,846
Assistant Human Resources Director	84,730		109,620		46,193	46,193	46,193	46,193
Retirement Plan Administrator	63,021		65,227		67,184	67,184	67,184	67,184
Human Resources Generalist	63,021		65,227		100,776	100,776	100,776	100,776
Subtotal - Employees	<u>210,722</u>		<u>240,074</u>		<u>214,153</u>	<u>214,153</u>	<u>214,153</u>	<u>214,153</u>
<b>TOTAL SALARIES</b>	<b><u>330,697</u></b>		<b><u>364,196</u></b>		<b><u>341,999</u></b>	<b><u>341,999</u></b>	<b><u>341,999</u></b>	<b><u>341,999</u></b>

**Performance Measures**

Actual      Projected      Actual      Projected      Projected      Projected      Projected      Projected

**Workload/outputs**

Total City employees	273.4	275.0	278.0	280.0	280.0	280.0	280.0	280.0
Total NPU employees	150.0	151.0	157.0	152.0	152.0	156.0	156.0	156.0
Total applications processed	2,285	1,800	2,443	2,000	2,000	2,500	2,500	2,500
Number of promotional exams given	18	25	19	25	25	20	20	20
Number of entry exams given	43	15	44	15	15	40	40	40
Vacancies filled through promotion	37	20	45	20	20	35	35	35
Vacancies filled through new hires	48	20	58	20	20	40	40	40
Classifications reviewed	10	10	16	10	10	12	12	12
Training programs provided	10	10	7	10	10	10	10	10
Percent of female employees	26.50%	26.40%	25.76%	26.40%	26.40%	25.76%	25.76%	25.76%
Percent of minority employees	11.00%	9.00%	14.54%	11.00%	11.00%	14.54%	14.54%	14.54%

**Outcome/results**

Employee turnover rate	10.20%	5.00%	5.29%	5.00%	5.00%	5.00%	5.00%	5.00%
Percent of employees completing probation	99.00%	100.00%	81.82%	100.00%	100.00%	99.00%	99.00%	99.00%

**Efficiency**

Number of active city employees per FTE	68.4	68.8	69.5	65.9	65.9	70.0	70.0	70.0
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## City Clerk

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### Mission

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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

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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

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- Accuracy
- Confidentiality
- Efficiency
- Professionalism
- Teamwork

### Departmental Goals (DG)

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1. Retain the current staffing level of three Records Clerk and one Assistant City Clerk. **(L4)**
2. Continue to maintain the highest standards for municipal clerk while holding them accountable to those standards. **(L7)**
3. Maintain strong community relations through candid communication, professional service, and the implementation of appropriate technology. **(L4,L6)**
4. Increase efficiencies and impact by working collaboratively with other departments, agencies, boards and commissions as well as outside agencies. **(L3)**

### Action Plans

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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

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

10414700 City Clerk	2021-22 Actual	2022-23 Budget	2022-23 Actual	2023-24 Budget	2023-24 Projected	2024-25 Request	2024-25 Proposed	2024-25 Adopted
51601 Department Head	97,500	99,938	99,937	103,436	103,436	106,539	106,539	106,539
51610 Regular Employees	172,592	176,170	177,399	181,026	181,026	246,500	217,918	217,918
51620 Part Time/Seasonal Employees	48	0	0	0	0	0	0	0
51630 Overtime	6,239	1,034	2,113	1,065	200	1,065	1,065	1,065
52000 Fringe Benefits	196,985	191,894	180,907	211,040	211,040	260,743	236,940	236,940
53010 Professional Services	23,055	23,000	22,755	28,691	28,691	28,691	4,000	4,000
53510 Software Updates & Maintenance	0	0	0	0	0	0	24,899	24,899
53322 Professional Development	531	2,500	1,015	1,000	1,000	2,500	1,900	1,400
54310 Equip & Furniture Maintenance	8,385	11,700	9,952	6,500	5,500	9,000	9,000	9,000
54490 Other Purchased Services	28	400	0	200	200	200	200	200
55500 Printing	713	600	450	100	100	700	700	700
55530 Communications	2,955	3,012	2,810	4,012	4,012	4,012	2,650	2,650
55531 Advertising	1,620	2,356	0	1,000	1,000	2,000	2,000	2,000
55532 Postage	2,804	2,100	2,586	3,000	3,000	4,200	4,200	4,200
55800 Travel & Mileage Reimbursement	0	1,000	161	1,000	1,000	1,000	1,000	500
56610 Supplies	15,873	16,624	18,197	18,624	18,624	13,324	13,324	13,324
58100 Dues Licenses & Subscriptions	776	775	475	2,300	2,300	800	800	800
<b>TOTALS</b>	<b>530,104</b>	<b>533,103</b>	<b>518,757</b>	<b>562,994</b>	<b>561,129</b>	<b>681,274</b>	<b>627,135</b>	<b>626,135</b>

**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
Assistant City Clerk	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	2.50	2.50
Revenue Collection Clerk	0.50	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>TOTAL FTE'S</b>	<b>4.50</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>5.00</b>	<b>4.50</b>	<b>4.50</b>

**Salaries**

City Clerk		99,938		103,436		106,539	106,539	106,539
Assistant City Clerk		70,872		72,998		75,005	75,005	75,005
Records Clerks		51,427		54,014		57,165	57,165	57,165
Revenue Collection Clerk								

**Total Salaries Paid by General Fund**

City Clerk		99,938		103,436		106,539	106,539	106,539
Assistant City Clerk		70,872		72,998		75,005	75,005	75,005
Records Clerks		102,854		108,028		171,495	142,913	142,913
Revenue Collection Clerk		0		0		0	0	0
<b>Subtotal - Employees</b>		<b>173,726</b>		<b>181,026</b>		<b>246,500</b>	<b>217,918</b>	<b>217,918</b>
<b>TOTAL SALARIES</b>		<b>273,664</b>		<b>284,462</b>		<b>353,039</b>	<b>324,457</b>	<b>324,457</b>

**Performance Measures**

Actual      Projected      Actual      Projected      Projected      Projected      Projected      Projected

**Workload/outputs**

Council minutes prepared	24	24	28	24	24	24	24	24
Land records recorded	8,164	7,200	6,744	7,500	7,500	7,500	7,500	7,500
Marriage licenses issued	319	400	238	400	400	300	300	300
Death certificates recorded	954	600	631	950	950	900	900	900
Birth certificates recorded	853	1,050	975	950	950	1,000	1,000	1,000
Absentee ballots issued	631	800	1,896	1,817	1,817	5,000	5,000	5,000
Dog licenses issued	1,451	2,000	1,689	1,500	1,500	1,700	1,700	1,700
<b>Total transactions</b>	<b>12,372</b>	<b>12,050</b>	<b>12,173</b>	<b>13,117</b>	<b>13,117</b>	<b>16,400</b>	<b>16,400</b>	<b>16,400</b>

**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	2,749.3	3,012.5	3,043.3	3,279.3	3,279.3	3,280.0	3,644.4	3,644.4
Budget per transaction	\$42.85	\$44.24	\$42.62	\$42.92	\$42.92	\$41.54	\$38.24	\$38.18
Cost of dept/cost of total general fund operations	0.39%	0.38%	0.38%	0.39%	0.39%	0.44%	0.41%	0.41%

## Planning & Neighborhood Services

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### Mission

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

### Vision

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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

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

### Departmental Goals (DG)

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1. Improve quality of life in the community and stabilize property values. **(P1,P2,G1-G4, R1,R2)**
2. Maintain strong community relations through candid communication, professional service, and the timely review of plans and applications. **(L4)**
3. Train personnel to the highest standards for related activities while holding them accountable to those standards. **(L7)**
4. Increase efficiencies and impact by working collaboratively with other municipal departments, local boards and commissions, and outside agencies including NPU and NCDC. **(L3)**

### Action Plans

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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

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1. In August 2023, the City adopted its statutorily required 10-Year Plan of Conservation and Development (POCD). The document is a visionary and aspirational plan for the city's future.
2. An Assistant Zoning Enforcement Officer (ZEO)/Blight Enforcement Officer (BEO) was hired to assist the ZEO and BEO to accomplish tasks related to resolving complaints and addressing violations.
3. An in-house training program necessary to prepare two Building Code Compliance Technicians to sit for and pass the State of CT Assistant Building Official licensing exam was successfully completed. Both employees passed and were promoted to Assistant Building Officials in February 2023.
4. Construction began on the Uncas Leap Heritage Park, which was a Master Plan design facilitated through the Planning Department.
5. The City and SCCOG kicked off the Chelsea Harbor Mobility Study, which will lead to future design recommendations to improve the downtown and adjacent riverfront road network for all users.

10415100 Planning & Neighborhood Services	2021-22 Actual	2022-23 Budget	2022-23 Actual	2023-24 Budget	2023-24 Projected	2024-25 Request	2024-25 Proposed	2024-25 Adopted
51601 Department Head	102,179	105,137	105,275	113,500	113,500	105,137	116,905	116,905
51610 Regular Employees	421,277	517,839	553,886	612,211	611,000	676,456	692,479	692,479
51620 Seasonal/Temporary Employees	23,383	0	0	0	0	5,600	5,600	5,600
51630 Overtime	26,645	7,235	9,061	7,452	7,452	7,452	7,452	7,452
52000 Fringe Benefits	430,065	465,237	453,236	503,294	503,294	557,856	565,488	565,488
53010 Professional Services	43,991	75,000	34,548	90,000	90,000	90,000	30,000	25,000
53322 Professional Development	1,900	3,400	3,792	3,400	3,400	3,400	3,400	3,400
53510 Software Updates & Maintenance	0	0	0	0	0	0	55,482	55,482
54310 Equip & Furniture Maintenance	51,771	55,400	49,632	64,352	62,000	64,352	6,000	6,000
55530 Communications	7,912	8,380	7,570	9,362	7,800	9,362	8,509	8,509
55531 Advertising	14,904	11,000	10,809	12,000	12,000	12,000	12,000	12,000
55532 Postage	1,562	500	905	3,000	3,000	3,000	3,000	3,000
55800 Travel & Mileage Reimbursement	351	500	359	500	500	500	500	500
56610 Supplies	2,361	4,500	6,679	3,700	3,000	4,500	3,500	3,500
56627 Vehicle Fuel	1,831	2,815	2,536	2,723	3,000	1,888	2,042	2,042
58100 Dues Licenses & Subscriptions	1,500	2,850	2,236	4,846	4,846	4,846	4,846	4,846
58699 Historic District Commission	1,078	2,388	177	2,388	2,388	3,290	3,290	3,290
<b>TOTALS</b>	<b>1,132,710</b>	<b>1,262,181</b>	<b>1,240,701</b>	<b>1,432,728</b>	<b>1,427,180</b>	<b>1,549,639</b>	<b>1,520,493</b>	<b>1,515,493</b>

**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	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Assistant Planner	1.00	0.00	0.00	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	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Code Enforcement Official	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	1.00	1.00	1.00
<b>TOTAL FTE'S</b>	<b>9.00</b>	<b>9.00</b>	<b>9.00</b>	<b>9.00</b>	<b>9.00</b>	<b>10.00</b>	<b>10.00</b>	<b>10.00</b>

**Salaries**

Director of Planning & Neighborhood Services		105,137		105,137		105,137	116,905	116,905
City Planner		96,212		96,212		96,212	102,071	102,071
Assistant Planner		71,967		71,967		71,967	71,967	71,967
Building Official		90,776		90,776		90,776	100,940	100,940
Zoning Enforcement Officer		69,143		71,217		73,176	73,176	73,176
Administrative Specialist		54,014		55,634		57,165	57,165	57,165
Assistant Building Official		76,321		78,611		80,773	80,773	80,773
Code Enforcement Official		76,321		78,611		80,773	80,773	80,773
Blight/Housing Code Enforcement Officer		67,457		69,481		71,391	71,391	71,391
Assistant ZEO/ Blight Enforcement Official		60,530		62,346		63,100	63,100	63,100

**Total Salaries Paid by General Fund**

Director of Planning & Neighborhood Services		105,137		105,137		105,137	116,905	116,905
City Planner		96,212		96,212		96,212	102,071	102,071
Assistant Planner		0		0		0	0	0
Building Official		90,776		90,776		90,776	100,940	100,940
Zoning Enforcement Officer		69,143		71,217		73,176	73,176	73,176
Administrative Specialist		108,028		111,268		114,330	114,330	114,330
Assistant Building Official		152,642		157,222		161,546	161,546	161,546
Code Enforcement Official		0		0		0	0	0
Blight/Housing Code Enforcement Officer		67,457		69,481		71,391	71,391	71,391
Assistant ZEO/ Blight Enforcement Official		0		0		63,100	63,100	63,100
Projected savings from vacancies		-30,000						
Stipends/ Differentials		5,925		5,925		5,925	5,925	5,925
Subtotal - Employees		<u>560,183</u>		<u>602,101</u>		<u>676,456</u>	<u>692,479</u>	<u>692,479</u>
<b>TOTAL SALARIES</b>		<b>665,320</b>		<b>707,238</b>		<b>781,593</b>	<b>809,384</b>	<b>809,384</b>

**Performance Measures**

	Actual	Projected	Actual	Projected	Projected	Projected	Projected	Projected
<b>Inputs</b>								
Building & housing division FTEs	3.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0
<b>Workload/ Output Measures</b>								
Site development plans reviewed	3	12	1	5	5	5	5	5
Subdivision/resubdivision plans reviewed	-	5	2	4	4	4	4	4
Special permit applications reviewed	10	6	7	6	6	6	6	6
Zoning permit applications	291	360	259	350	350	350	350	350
Zoning Variances Granted	3	12	5	5	5	5	5	5
Zoning Variances Denied	1		3	-	-	-	-	-
Inland Wetland Applications	18	20	9	20	20	20	20	20
Zoning Complaints	65	100	68	70	70	70	70	70
Residential Building Permits	1,519	1,400	1,652	1,400	1,400	1,500	1,500	1,500
Commercial Building Permits	287	339	250	300	300	300	300	300
Industrial Building Permits	5	15	7	10	10	10	10	10
Structures Condemned	10	10	11	10	10	10	10	10
Dwelling Units Condemned	20	30	15	30	30	20	20	20
Buildings Demolished	9	18	10	10	10	10	10	10
<b>Outcome/ Results</b>								
Citations Issued	6	170	12	170	170	150	150	150
Citation Fees Collected	\$47,336	\$20,000	\$7,973	\$20,000	\$20,000	\$10,000	\$10,000	\$10,000
Violations Investigated	293	1,028	331	500	500	500	500	500
<b>Efficiency Measures</b>								
Residential building permits per assigned FTE	506	350	413	350	350	375	375	375

## Registrars of Voters

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### Mission

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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

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

### Values

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- Efficiency
- Accuracy
- Timeliness
- Professionalism

### Departmental Goals (DG)

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1. Increase efficiencies and impact by working collaboratively with each other, City departments, agencies, boards and commissions as well as outside agencies. **(L3)**
2. Train personnel to the highest standards for election related activities while holding all personnel accountable to those standards. **(L7)**
3. Maintain strong community relations through open and courteous communication, professional service, and timely notifications of election-related deadlines and changes. **(L3)**

### Action Plans

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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

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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		2021-22 Actual	2022-23 Budget	2022-23 Actual	2023-24 Budget	2023-24 Projected	2024-25 Request	2024-25 Proposed	2024-25 Adopted
51601	Department Head	57,348	58,526	58,696	60,232	60,232	65,116	65,116	65,116
51620	Seasonal/Temporary Employees	28,435	93,100	92,615	62,000	50,000	62,000	62,000	118,600
51630	Overtime	0	0	47	4,200	500	4,200	4,200	4,200
52000	Fringe Benefits	11,046	9,930	9,399	11,912	11,912	12,241	12,241	12,241
53322	Professional Development	4,803	3,000	1,760	5,000	3,000	5,000	5,000	5,000
53333	Transportation	0	3,000	1,506	0	0	3,000	3,000	0
53510	Software Updates & Maintenance	0	0	0	0	0	0	1,686	1,686
54310	Equip & Furniture Maintenance	8,210	12,000	9,616	9,500	9,500	7,000	7,000	9,600
54442	Facilities Rental	0	0	1,800	5,000	4,000	5,000	5,000	5,000
55500	Printing	16,225	28,500	27,935	20,000	18,000	20,000	20,000	30,000
55530	Communications	2,668	2,766	2,494	3,085	3,085	3,243	3,243	3,243
55531	Advertising	4,332	3,000	2,615	2,000	3,000	1,500	1,500	1,500
55532	Postage	3,810	5,900	5,200	5,900	5,900	5,900	5,900	5,900
55800	Travel & Mileage Reimbursement	741	400	440	400	400	400	400	400
55902	Moving Voting Machine	158	1,000	132	0	0	0	0	400
56610	Supplies	5,136	13,000	14,569	6,000	6,000	6,000	6,000	6,000
<b>TOTALS</b>		<b>142,912</b>	<b>234,122</b>	<b>228,824</b>	<b>195,229</b>	<b>175,529</b>	<b>200,600</b>	<b>202,286</b>	<b>268,886</b>

**Staffing**

Registrars	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

**Salaries**

Registrars		29,263		30,116		32,558	32,558	32,558
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**Total Salaries Paid by General Fund**

Registrars		58,526		60,232		65,116	65,116	65,116
TOTAL SALARIES		<u>58,526</u>		<u>60,232</u>		<u>65,116</u>	<u>65,116</u>	<u>65,116</u>

**Elections Workers**

Deputy Registrars		6,000		2,000		2,000	2,000	2,000
Head Moderator		600		600		600	600	600
Moderators		2,400		3,200		3,200	3,200	3,200
Assistant Registrars		4,200		5,600		5,600	5,600	7,500
Ballot Clerks		2,000		1,500		1,500	1,500	4,400
Checkers		2,250		1,500		1,500	1,500	4,400
Machine Tenders		1,500		1,500		1,500	1,500	1,925
Demonstrators		1,500		1,500		1,500	1,500	1,925
Moderator/ Absentee		400		1,500		1,500	1,500	1,500
Absentee Counters		1,500		1,500		1,500	1,500	2,750
Absentee Assistant Registrars		700		700		700	700	700
EDR Assistant Registrars		700		350		350	350	700
EDR Clerks		1,250		1,250		1,250	1,250	1,250
Polling Place Set-up Crew		450		600		600	600	600
Machine / Tabulator Testing		200		600		600	600	600
Training		1,200		900		900	900	900
Recount/Audit		0		700		700	700	700
Contingency/Early Voting		700		500		500	500	18,650
Cost of One Elections		<u>27,550</u>		<u>26,000</u>		<u>26,000</u>	<u>26,000</u>	<u>54,300</u>
Cost of Two Elections		55,100		52,000		52,000	52,000	108,600
Deputy Registrars - assist with office work during year		0		10,000		10,000	10,000	10,000
Total Seasonal/ Temporary		<u>55,100</u>		<u>62,000</u>		<u>62,000</u>	<u>62,000</u>	<u>118,600</u>

**Performance Measures**

	Actual	Projected	Actual	Projected	Projected	Projected	Projected	Projected
<b>Inputs</b>								
Type of Election	Municipal	State	State	Municipal	Municipal	Municipal	Municipal	Municipal
Voting locations	7	7	7	7	7	7	7	7
<b>Workload/ Output Measures</b>								
General elections	1	1	1	1	1	1	1	1
Primaries	2	2	2	1	1	1	1	1
Total elections	<u>3</u>	<u>3</u>	<u>3</u>	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>
New registrations	1,935	2,000	2,121	2,000	2,000	2,000	2,000	2,000
Changes	2,495	4,500	3,223	3,000	3,000	3,000	3,000	3,000
Removals	2,295	3,500	5,371	3,000	3,000	3,000	3,000	3,000
Number of active eligible voters	20,160	21,000	18,921	21,000	21,000	21,000	21,000	21,000
<b>Outcome/ Results</b>								
Number of voters voting in General Election	3,031	15,000	9,850	5,500	5,500	15,000	15,000	15,000
Percentage of eligible voters voting	15.03%	71.43%	52.06%	26.19%	26.19%	71.43%	71.43%	71.43%
<b>Efficiency Measures</b>								
Average total cost per election	\$47,637	\$78,041	\$76,275	\$97,615	\$87,765	\$100,300	\$101,143	\$134,443
Average cost per polling place per election	\$6,805	\$11,149	\$10,896	\$13,945	\$12,538	\$14,329	\$14,449	\$19,206
Cost of election per registered voter	\$2.36	\$3.72	\$4.03	\$4.65	\$4.18	\$4.78	\$4.82	\$6.40

## Police

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### Mission

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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

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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

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

### Departmental Goals (DG)

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1. Continue to strengthen community relations through open and candid conversations, professional service, and the implementation of community outreach programs partnerships. **(L4)**
2. Further train personnel to the highest standards in law enforcement and other related duties while holding them accountable to those standards. **(L7)**
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. **(L4)**
4. Create efficiencies and impact by working collaboratively with other departments, agencies, boards and commissions as well as outside law enforcement agencies. **(L3)**

### Action Plans

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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 21<sup>st</sup> Century Policing and the Six 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

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1. In February 2022, work on the Norwich CAD and RMS transition began. At this time the CAD system is 95% completed and the RMS system is approximately 90% completed.
2. In February 2022, work on the Norwich Fire Department transition to the CT Statewide Radio System began. It is expected to be completed in June of 2024.
3. In late 2021 the Norwich Police Department top parking lot was repaved.

### Grants Descriptions

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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:*

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#### Federal Department of Justice Direct Grants

- Department of Justice COPS Grant (2020-2024) \$6,000,000 - From the DOJ was our award for the COPS Grants. In 2020 the department was awarded competitive grant funding for six officers. This grant provided the opportunity to replace retired officers and to combat gun violence within the city. This grant pays for salaries of the six officers over a four year period, with gradual funding decreases over the grant period.
- 2023 Edward Byrne Memorial Justice Grant (JAG)\$26,179 for the purchase of three radar speed detection devices, radio expendables such as antennas, batteries and lapel microphones. The grant will also purchase professional photographs of the entire sworn personnel.
- 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

- Speed Enforcement Program (2023) \$35,000 - from the State of CT DOT Highway Safety Office for "Speeding Enforcement". This grant provided funding at a 100% reimbursement rate for overtime and fringe benefits.

### Glossary of Expenses

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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		2021-22	2022-23	2022-23	2023-24	2023-24	2024-25	2024-25	2024-25
		Actual	Budget	Actual	Budget	Projected	Request	Proposed	Adopted
51601	Department Head	141,000	144,525	147,294	149,583	149,583	154,070	154,070	154,070
51610	Regular Employees	7,448,666	8,012,569	7,436,016	7,689,342	7,689,342	8,236,458	7,359,300	7,359,300
51620	Seasonal/Temporary Employees	83,644	98,329	66,928	98,000	98,000	98,000	75,000	75,000
51630	Overtime	256,924	302,868	272,464	315,000	315,000	350,000	333,000	333,000
51631	Replacement Cost	1,117,887	670,000	1,353,937	1,450,000	1,450,000	975,000	883,000	883,000
52000	Fringe Benefits	8,011,579	7,980,224	7,780,855	8,280,727	8,280,727	8,991,708	8,373,813	8,373,813
53010	Professional Services	4,872	13,200	5,148	22,950	22,950	17,300	17,300	17,300
53322	Professional Development	54,534	100,000	101,228	105,000	105,000	110,000	75,000	75,000
53510	Software Updates & Maintenance	0	0	0	0	0	0	108,111	108,111
54310	Equip & Furniture Maintenance	156,268	150,000	136,259	156,125	156,125	160,000	78,000	78,000
54410	Utilities	124,985	121,689	144,921	140,500	140,500	149,600	152,400	152,400
55019	Special Investigations	5,000	11,600	11,000	11,600	11,600	11,600	9,000	9,000
55530	Communications	236,059	240,111	225,596	268,627	268,627	268,627	80,812	80,812
55532	Postage	1,904	2,375	1,285	2,000	2,000	2,000	2,000	2,000
56600	Uniforms & Clothing	109,507	126,020	129,344	126,020	126,020	134,000	124,000	124,000
56610	Supplies	50,652	67,000	68,722	71,625	71,625	75,000	70,000	70,000
56627	Vehicle Fuel	159,418	180,893	166,300	151,393	151,393	136,951	147,180	147,180
58100	Dues Licenses & Subscriptions	17,715	20,100	11,154	20,600	20,600	23,500	22,500	22,500
58844	Sexual Assault Crisis Center of ECT	0	0	0	2,000	2,000	2,000	2,000	2,000
59126	Regional Animal Control Services	102,732	134,000	134,000	155,000	155,000	162,750	162,750	162,750
<b>TOTALS</b>		<b>18,083,346</b>	<b>18,375,503</b>	<b>18,192,451</b>	<b>19,216,092</b>	<b>19,216,092</b>	<b>20,058,564</b>	<b>18,229,236</b>	<b>18,229,236</b>

**Staffing**

Chief	1.00	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	1.00
Captain - Step 2	1.00	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	0.00
Lieutenant - Step 2	5.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00
Lieutenant - Step 1	0.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Sergeant - Step 3	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
Sergeant - Step 2	6.00	4.00	4.00	5.00	5.00	5.00	5.00	5.00	5.00
Sergeant - Step 1	0.00	2.00	2.00	1.00	1.00	1.00	1.00	1.00	1.00
Police Officer - Step 6	19.00	20.00	20.00	22.00	22.00	22.00	20.00	20.00	20.00
Police Officer - Step 5	16.00	22.00	22.00	19.00	19.00	19.00	18.00	18.00	18.00
Police Officer - Step 4	17.00	9.00	9.00	7.00	7.00	7.00	8.00	8.00	8.00
Police Officer - Step 3	8.00	2.00	2.00	0.00	0.00	0.00	2.00	2.00	2.00
Police Officer - Step 2	7.00	11.00	11.00	5.00	5.00	5.00	12.00	12.00	12.00
Police Officer - Step 1	1.00	4.00	4.00	15.00	15.00	15.00	8.00	8.00	8.00
Police Officer - Step 1 (unfunded)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Sergeant - Step 1 paid by CDBG	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Subtotal - Uniformed Officers	85.00	85.00	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	1.00
Community Outreach Coordinator	0.00	0.00	0.00	0.00	0.00	1.00	0.00	0.00	0.00
PSAP Supervisor	0.00	0.00	0.00	0.00	0.00	1.00	0.00	0.00	0.00
Payroll and Scheduling Clerk	0.00	0.00	0.00	0.00	0.00	1.00	0.00	0.00	0.00
Records Div. Clerical Coordinator	1.00	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	4.00	4.00	4.00	4.00
Animal Control Officer	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Assistant Animal Control Officer	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
911 Civilian Dispatcher	9.00	9.00	9.00	10.00	10.00	10.00	0.00	0.00	0.00
Crime Analyst	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Technology Specialist	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Subtotal - All other Police Employees	15.00	15.00	15.00	16.00	16.00	19.00	6.00	6.00	6.00
<b>TOTAL FTE'S</b>	<b>100.00</b>	<b>100.00</b>	<b>100.00</b>	<b>101.00</b>	<b>101.00</b>	<b>104.00</b>	<b>91.00</b>	<b>91.00</b>	<b>91.00</b>

**Salaries**

Chief		144,525		149,583		154,070	154,070	154,070
Deputy Chief		125,524		129,917		133,815	133,815	133,815
Captain - Step 2		112,658		112,658		112,658	112,658	112,658
Captain - Step 1		109,841		109,841		109,841	109,841	109,841
Lieutenant - Step 2		103,376		103,376		103,376	103,376	103,376
Lieutenant - Step 1		100,792		100,792		100,792	100,792	100,792
Sergeant - Step 3		94,097		94,097		94,097	94,097	94,097
Sergeant - Step 2		91,745		91,745		91,745	91,745	91,745
Sergeant - Step 1		89,452		89,452		89,452	89,452	89,452
Police Officer - Step 6		84,818		84,818		84,818	84,818	84,818
Police Officer - Step 5		83,121		83,121		83,121	83,121	83,121
Police Officer - Step 4		80,212		80,212		80,212	80,212	80,212
Police Officer - Step 3		76,603		76,603		76,603	76,603	76,603
Police Officer - Step 2		71,623		71,623		71,623	71,623	71,623
Police Officer - Step 1		63,028		63,028		63,028	63,028	63,028
Executive Secretary		59,622		61,411		63,100	63,100	63,100
Community Outreach Coordinator						65,270	65,270	65,270
PSAP Supervisor						84,052	84,052	84,052
Payroll and Scheduling Clerk						48,052	48,052	48,052
Records Div. Clerical Coordinator		52,697		54,278		55,771	55,771	55,771
Police Records Clerk		45,019		46,370		51,788	51,788	51,788
Animal Control Officer								
Assistant Animal Control Officer								
911 Civilian Dispatcher		65,468		69,962		72,061	72,061	72,061
Crime Analyst		47,000		47,000		47,000	47,000	47,000
Technology Specialist		55,436		55,436		55,436	55,436	55,436

10420100 Police	2021-22 Actual	2022-23 Budget	2022-23 Actual	2023-24 Budget	2023-24 Projected	2024-25 Request	2024-25 Proposed	2024-25 Adopted
<b>Total Salaries Paid by General Fund</b>								
Chief		144,525		149,583		154,070	154,070	154,070
Deputy Chief		125,524		129,917		133,815	133,815	133,815
Captain - Step 2		112,658		112,658		112,658	112,658	112,658
Captain - Step 1		0		0		0	0	0
Lieutenant - Step 2		413,504		413,504		413,504	413,504	413,504
Lieutenant - Step 1		100,792		100,792		100,792	100,792	100,792
Sergeant - Step 3		282,291		282,291		282,291	282,291	282,291
Sergeant - Step 2		366,980		458,725		458,725	458,725	458,725
Sergeant - Step 1		178,904		89,452		89,452	89,452	89,452
Police Officer - Step 6		1,696,360		1,865,996		1,865,996	1,696,360	1,696,360
Police Officer - Step 5		1,828,662		1,579,299		1,579,299	1,496,178	1,496,178
Police Officer - Step 4		721,908		561,484		561,484	641,696	641,696
Police Officer - Step 3		153,206		0		0	153,206	153,206
Police Officer - Step 2		787,853		358,115		358,115	859,476	859,476
Police Officer - Step 1		252,112		945,420		945,420	504,224	504,224
Executive Secretary		59,622		61,411		63,100	63,100	63,100
Community Outreach Coordinator		0		0		65,270	0	0
PSAP Supervisor		0		0		84,052	0	0
Payroll and Scheduling Clerk		0		0		48,052	0	0
Records Div. Clerical Coordinator		52,697		54,278		55,771	55,771	55,771
Police Records Clerk		180,076		185,480		207,152	207,152	207,152
911 Civilian Dispatcher		589,212		699,620		720,610	0	0
Shift Differentials		48,000		48,000		48,000	48,000	48,000
Education Incentives		0		20,700		20,700	20,700	20,700
Longevity Bonuses		21,000		12,000		12,000	12,000	12,000
On-call Stipends		10,200		10,200		10,200	10,200	10,200
Subtotal - Employees		<u>7,981,561</u>		<u>7,989,342</u>		<u>8,236,458</u>	<u>7,359,300</u>	<u>7,359,300</u>
TOTAL SALARIES		<u>8,126,086</u>		<u>8,138,925</u>		<u>8,390,528</u>	<u>7,513,370</u>	<u>7,513,370</u>

Performance Measures	Actual	Projected	Actual	Projected	Projected	Projected	Projected	Projected
<b>Workload/outputs</b>								
Calls (Police)	50,166	50,895	49,607	50,895	45,255	50,895	50,895	50,895
Auto Accidents (Investigated)	1,788	1,789	1,789	1,789	1,643	1,789	1,789	1,789
Auto Accidents (Fatalities)	2	3	3	4	1	4	4	4
Auto Accidents (Injuries)	334	310	310	350	309	350	350	350
Vandalism (Reported)	292	275	275	305	216	305	305	305
<b>Outcome/results</b>								
Part I Crimes (per 100,000)	0.012	0.017	0.017	0.017	0.037	0.017	0.017	0.017
DWI Arrests	104	140	140	140	84	140	140	140
Neighborhood Watch Groups	11	11	11	11	11	11	11	11
<b>Efficiency</b>								
Police calls per uniformed officer	590	599	584	599	532	599	599	599
Per capita cost of department	\$451.93	\$459.23	\$454.65	\$480.23	\$480.23	\$501.29	\$455.57	\$455.57

\* Police activity is based and reported by Calendar Year. For example, the "2022-23 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

10422100 Dispatch & Communications	2021-22 Actual	2022-23 Budget	2022-23 Actual	2023-24 Budget	2023-24 Projected	2024-25 Request	2024-25 Proposed	2024-25 Adopted
51610 Regular Employees	0	0	0	0	0	0	766,047	724,021
51630 Overtime	0	0	0	0	0	0	17,000	17,000
51631 Replacement Cost	0	0	0	0	0	0	87,000	87,000
52000 Fringe Benefits	0	0	0	0	0	0	569,502	552,176
53322 Professional Development	0	0	0	0	0	0	10,000	10,000
53510 Software Updates & Maintenance	0	0	0	0	0	0	124,580	124,580
54310 Equip & Furniture Maintenance	0	0	0	0	0	0	10,000	10,000
55530 Communications	0	0	0	0	0	0	86,660	86,660
56600 Uniforms & Clothing	0	0	0	0	0	0	10,000	10,000
56610 Supplies	0	0	0	0	0	0	5,000	5,000
58100 Dues Licenses & Subscriptions	0	0	0	0	0	0	1,000	1,000
<b>TOTALS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,686,789</b>	<b>1,627,437</b>

**Staffing**

PSAP Supervisor						1.00	1.00	0.50
911 Civilian Dispatcher - 1 Year						3.00	3.00	3.00
911 Civilian Dispatcher - 2 Years						0.00	0.00	0.00
911 Civilian Dispatcher - 3 Years						1.00	1.00	1.00
911 Civilian Dispatcher - 4 Years						0.00	0.00	0.00
911 Civilian Dispatcher - 5 Years						0.00	0.00	0.00
911 Civilian Dispatcher - 6 Years						6.00	6.00	6.00
	0.00	0.00	0.00	0.00	0.00	11.00	11.00	10.50

**Salaries**

PSAP Supervisor						84,052	84,052	84,052
911 Civilian Dispatcher - 1 Year						59,228	59,228	59,228
911 Civilian Dispatcher - 2 Years						61,597	61,597	61,597
911 Civilian Dispatcher - 3 Years						64,061	64,061	64,061
911 Civilian Dispatcher - 4 Years						66,624	66,624	66,624
911 Civilian Dispatcher - 5 Years						69,290	69,290	69,290
911 Civilian Dispatcher - 6 Years						72,061	72,061	72,061

**Total Salaries Paid by General Fund**

PSAP Supervisor						84,052	84,052	42,026
911 Civilian Dispatcher - 1 Year						177,684	177,684	177,684
911 Civilian Dispatcher - 2 Years						0	0	0
911 Civilian Dispatcher - 3 Years						64,061	64,061	64,061
911 Civilian Dispatcher - 4 Years						0	0	0
911 Civilian Dispatcher - 5 Years						0	0	0
911 Civilian Dispatcher - 6 Years						432,366	432,366	432,366
Differentials						7,884	7,884	7,884
<b>TOTAL SALARIES</b>						<b>766,047</b>	<b>766,047</b>	<b>724,021</b>

**Performance Measures**

**Workload/outputs**

	Actual	Projected	Actual	Projected	Projected	Projected	Projected	Projected
911 Hard Line	1,552	2,134	1,753	2,134	1,302	2,134	2,134	2,134
911 Cellular	17,289	18,450	17,996	18,450	20,085	18,450	18,450	18,450
911 VOIP	2,219	2,575	2,242	2,575	2,410	2,575	2,575	2,575
911 Text	85	101	88	101	86	101	101	101
Subtotal - Emergency Calls	21,145	23,260	22,079	23,260	23,883	23,260	23,260	23,260
Non-emergency Line	50,737	37,124	99,497	37,124	90,820	37,124	37,124	37,124
<b>Total Calls</b>	<b>71,882</b>	<b>60,384</b>	<b>121,576</b>	<b>60,384</b>	<b>114,703</b>	<b>60,384</b>	<b>60,384</b>	<b>60,384</b>
Calls (Police)	50,166	50,895	49,607	50,895	45,255	50,895	50,895	50,895
Calls (Fire)	4,609	4,902	4,902	4,902	4,902	4,902	4,902	4,902

**Efficiency**

Calls per FTE							5,489	5,751
Per capita cost of department							\$42.15	\$40.67

## Norwich Fire Department

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### Mission

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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

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

### Values

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- Professionalism
- Integrity
- Courtesy
- Commitment

### Departmental Goals (DG)

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1. Maintain strong community relations through candid communication, professional service, and the implementation of fire prevention, education, and outreach programs. **(L4)**
2. Maintain effective fire prevention programs and review operational efficiencies.
3. Increase efficiencies and enforce the life safety code by working collaboratively with other departments, agencies, boards and commissions as well as outside agencies. **(L3)**
4. Utilize the additional staffing in the Fire Marshal office to further the efforts towards life safety code enforcement and inspection duties.
5. Train fire personnel to the highest standards in suppression and other related emergencies while holding them accountable to those standards. **(L7)**
6. Reduce costs through an asset management plan that focuses on maintenance measures and energy efficiency initiatives on all City assets.
7. Diversify the makeup of the fire personnel through outreach programs. **(L7)**
8. Increase recruitment and hiring opportunities while reducing training expenses through Certified Firefighter hiring process.
9. Work collaboratively with other Norwich agencies on Fire Service response and training. **(L3)**

### Action Plans

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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. 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)**
6. Achieve maximum life expectancy of fire apparatus and equipment while providing a realistic, ongoing assessment of needs. **(DG6)**
7. Focus capital improvement planning to match measures and initiatives.

### Accomplishments

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- 1) Responded to structural fires, hazardous materials incidents, marina emergencies, brush fires, emergency medical emergencies, and serious motor vehicle accidents.

- 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. The policy has had a few adjustments to meet needs, and has shown value in its application.
- 3) Maintained all fire personnel training to appropriate levels for their position.
- 4) Worked with NPD, Norwich Fire Chiefs, and Motorola team to provision new CAD system to prepare for implementation.
- 5) Promoted Fire officers to rank of Lieutenant, Captain, and Battalion Chief.
- 6) First ever hiring of Certified Firefighters. Two Certified Firefighters hired and assigned to shift without needing to send them to the Fire Academy for the 15 week Recruit Program.
- 7) Continue to work with new software program OpenGov for Fire Marshal use for inspections, investigations, and related duties. Fine tuning inter-department procedures and usability of the software.
- 8) Newly assigned DFM completed Fire Code Inspector and Fire Investigation modules of state training to become fully certified.

## Grants Descriptions

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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.

- 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	2021-22 Actual	2022-23 Budget	2022-23 Actual	2023-24 Budget	2023-24 Projected	2024-25 Request	2024-25 Proposed	2024-25 Adopted
51601 Department Head	107,225	113,893	112,197	117,880	116,000	121,416	121,416	121,416
51610 Regular Employees	826,033	830,295	776,866	891,756	850,000	1,029,981	924,852	924,852
51630 Overtime	17,749	25,897	34,581	25,897	20,000	25,897	25,897	20,897
51631 Replacement Cost	88,440	80,000	103,084	89,840	95,000	89,840	94,840	94,840
52000 Fringe Benefits	822,653	821,657	798,594	891,126	891,126	945,263	947,744	947,744
53080 Physicals	1,873	23,000	32,663	34,248	34,248	34,248	34,248	34,248
53201 Haz Mat Technician Training	2,387	9,000	6,015	9,000	1,000	9,000	8,000	8,000
53322 Professional Development	48,223	56,780	61,802	70,000	60,000	114,014	90,000	90,000
53510 Software Updates & Maintenance	0	0	0	0	0	0	23,095	23,095
54310 Equip & Furniture Maintenance	110,506	120,475	138,949	124,318	110,000	120,948	109,000	109,000
54410 Utilities	79,757	79,300	87,390	88,000	86,000	91,500	91,200	91,200
54430 Building Repairs & Maintenance	44,317	35,000	15,261	35,805	30,000	35,805	33,000	33,000
55530 Communications	56,677	56,022	53,977	48,273	40,000	48,273	41,759	41,759
56600 Uniforms & Clothing	17,044	28,800	47,376	28,800	28,800	28,800	28,800	28,800
56610 Supplies	34,114	42,000	39,892	44,800	44,800	44,800	42,000	42,000
56627 Vehicle Fuel	32,786	35,566	40,664	30,041	34,500	30,936	31,648	31,648
58100 Dues Licenses & Subscriptions	2,291	3,500	3,235	3,500	3,600	3,500	3,500	3,500
<b>TOTALS</b>	<b>2,292,075</b>	<b>2,361,185</b>	<b>2,352,546</b>	<b>2,533,284</b>	<b>2,445,074</b>	<b>2,774,221</b>	<b>2,650,999</b>	<b>2,645,999</b>

**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	0.85	0.85	0.85	0.85	0.85	0.85	0.85	0.85
Deputy Chief	0.00	0.83	0.83	0.83	0.83	1.00	0.00	0.00
Director of Training & Safety	0.83	0.00	0.00	0.00	0.00	0.83	0.83	0.83
Battalion Chiefs - Step 2	4.00	3.00	3.00	2.00	2.00	2.00	2.00	2.00
Battalion Chiefs - Step 1	0.00	1.00	1.00	2.00	2.00	2.00	2.00	2.00
Subtotal - Firefighters	5.68	5.68	5.68	5.68	5.68	6.68	5.68	5.68
Captain - Fire Marshal	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Inspectors - Step 2	2.00	1.00	1.00	2.00	2.00	3.00	3.00	3.00
Inspectors - Step 1	0.00	1.00	1.00	0.50	0.50	0.00	0.00	0.00
Fire Code Clerk	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
Subtotal - All other Fire Employees	5.00	5.00	5.00	5.50	5.50	6.00	6.00	6.00
<b>TOTAL FTE'S</b>	<b>10.68</b>	<b>10.68</b>	<b>10.68</b>	<b>11.18</b>	<b>11.18</b>	<b>12.68</b>	<b>11.68</b>	<b>11.68</b>

**Salaries**

Fire Chief/ EMD		133,992		138,682		142,842	142,842	142,842
Deputy Chief		105,000		105,000		105,000	105,000	105,000
Director of Training & Safety		83,875		88,516		88,516	88,516	88,516
Battalion Chiefs - Step 2		92,552		95,097		95,097	95,097	95,097
Battalion Chiefs - Step 1		90,016		92,491		92,491	92,491	92,491
Captain - Fire Marshal		91,564		94,082		94,082	94,082	94,082
Inspectors - Step 2		82,745		85,020		85,020	85,020	85,020
Inspectors - Step 1		80,335		82,543		82,543	82,543	82,543
Fire Code Clerk		50,157		51,661		53,082	53,082	53,082
Executive Secretary		56,749		58,450		60,059	60,059	60,059

**Total Salaries Paid by General Fund**

Fire Chief/ EMD		113,893		117,880		121,416	121,416	121,416
Deputy Chief		87,150		87,150		105,000	0	0
Director of Training & Safety		0		0		73,468	73,468	73,468
Battalion Chiefs - Step 2		277,656		190,194		190,194	190,194	190,194
Battalion Chiefs - Step 1		90,016		184,982		184,982	184,982	184,982
Captain - Fire Marshal		91,564		94,082		94,082	94,082	94,082
Inspectors - Step 2		82,745		170,040		255,060	255,060	255,060
Inspectors - Step 1		80,335		41,272		0	0	0
Fire Code Clerk		50,157		51,661		53,082	53,082	53,082
Executive Secretary		56,749		58,450		60,059	60,059	60,059
Stand-by pay per contract		6,925		6,925		6,925	6,925	6,925
Haz-Mat Stipends		7,000		7,000		7,000	7,000	7,000
Subtotal - Employees		830,297		891,756		1,029,852	924,852	924,852
<b>TOTAL SALARIES</b>		<b>944,190</b>		<b>1,009,636</b>		<b>1,151,268</b>	<b>1,046,268</b>	<b>1,046,268</b>

10420200 Norwich Fire	2021-22 Actual	2022-23 Budget	2022-23 Actual	2023-24 Budget	2023-24 Projected	2024-25 Request	2024-25 Proposed	2024-25 Adopted
<b>Performance Measures</b>	Actual	Projected	Actual	Projected	Projected	Projected	Projected	Projected
<b>Inputs (includes both the General Fund and City Consolidation District)</b>								
Budget (General Fund + CCD)	\$10,522,506	\$10,496,789	\$10,487,655	\$11,015,464	\$11,026,874	\$11,503,689	\$11,362,884	\$11,357,884
Non-personnel budget	\$341,535	\$409,443	\$424,140	\$426,945	\$377,948	\$471,984	\$441,410	\$441,410
Total full-time equivalent employees	58.7	58.7	58.7	59.2	59.2	60.7	59.7	59.7
Total firefighters	53.7	53.7	53.7	53.7	53.7	54.7	53.7	53.7
<b>Workload/outputs</b>								
Fires	107	427	135	110	110	110	110	110
EMS	1,694	1,723	1,801	1,700	1,700	1,700	1,700	1,700
Hazardous materials	143	96	110	140	140	140	140	140
Service calls	203	109	179	210	210	210	210	210
Other	462	49	443	470	470	470	470	470
Total calls	2,609	2,404	2,668	2,630	2,630	2,630	2,630	2,630
<b>Outcome/results</b>								
Civilian casualties	1	-	-	2	2	2	2	2
Fire Service Injuries	1	6	2	2	2	2	2	2
Arson fires leading to arrests	-	2	2	2	2	2	2	2
Inspections/re-inspections	614	1,008	584	900	900	900	900	900
Complaints Investigated	67	43	37	65	65	65	65	65
Violations found	700	1,263	-	1,300	1,300	1,300	1,300	1,300
Violations corrected	135	1,000	-	1,000	1,000	1,000	1,000	1,000
Fire investigations conducted	74	79	76	80	80	80	80	80
Community service/public safety presentations	-	100	-	10	10	10	10	10
Training hours per person	258	185	403	250	250	250	250	250
Marine Operations	10	36	36	12	12	12	12	12
<b>Efficiency</b>								
Total calls/ firefighter	48.60	44.78	49.70	48.99	48.99	48.10	48.99	48.99
Total non-personnel budget/Total General Fund budget	0.25%	0.30%	0.31%	0.30%	0.26%	0.31%	0.29%	0.29%

## Emergency Management

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### Mission

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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

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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

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- Professionalism
- Fiscal responsibility
- Integrity
- Collaboration

### Departmental Goals (DG)

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1. Maintain strong community relations through candid communication, professional service and the implementation of various community outreach and educational programs. **(L3)**
2. Increase efficiencies and impact by working collaboratively with other departments, agencies, boards, and commissions as well as outside agencies. **(L4)**
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.
4. Update Host Community Reception Center (CRC) procedures to better prepare for an event at Millstone that would require standing up a CRC and shelter for evacuees. **(L4)**

### Action Plans

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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 from Federal Emergency Management Agency, Department of Homeland Security, Environmental Protection Hazard Mitigation Grants and Nuclear Safety Funds. **(DG2)**
5. Recruit personnel, including non-emergency city employees to provide improved EOC coverage. **(DG3)**

### Accomplishments

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1. Participated in statewide Emergency Planning and Preparedness Initiative (EPPI) exercise for a simulated railway accident with hazmat release and fire. Numerous City agencies participated in the exercise, building confidence in EOC procedures and forging valuable working relationships. **(DG2, DG3)**
2. Provided training for WebEOC. **(DG3)**
3. Partnered with American Red Cross for Mass Care and Sheltering training at Kelly Middle School. **(DG1)**
4. Distributed COVID self-test kits and PPE to St. Vincent De Paul facility. **(DG1, DG2)**
5. Exchanged radiological metering equipment with State for updated equipment. **(DG2)**
6. Coordinated with other City agencies on review and public conversations the City's Plan of Conservation and Development (POCD). **(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)**
8. Met with USGS representative to review status of Yantic River Flood Gage and impact of debris buildup on rail bridge abutments.

10422300 Emergency Management	2021-22 Actual	2022-23 Budget	2022-23 Actual	2023-24 Budget	2023-24 Projected	2024-25 Request	2024-25 Proposed	2024-25 Adopted
51601 Department Head	19,299	20,099	20,177	20,802	20,000	21,426	21,426	21,426
51610 Regular Employees	13,698	17,850	5,354	17,850	7,000	15,048	15,048	15,048
52000 Fringe Benefits	14,910	18,307	16,145	20,046	15,000	19,893	19,855	19,855
53322 Professional Development	442	1,500	0	1,500	1,500	1,500	1,500	1,000
53510 Software Updates & Maintenance	0	0	0	0	0	0	0	0
54310 Equip & Furniture Maintenance	4,440	3,000	0	3,000	1,500	3,000	1,500	1,500
54410 Utilities	6,684	6,184	6,367	6,000	6,500	6,200	6,900	6,900
54430 Building Repairs & Maintenance	2,373	3,500	735	3,500	2,000	3,500	2,000	2,000
55530 Communications	5,877	1,535	1,444	1,776	1,500	1,776	1,603	1,603
56610 Supplies	45	3,500	0	2,000	1,000	2,000	1,000	1,000
56627 Vehicle Fuel	38	186	10	100	100	99	13	13
<b>TOTALS</b>	<b>67,806</b>	<b>75,661</b>	<b>50,232</b>	<b>76,574</b>	<b>56,100</b>	<b>74,442</b>	<b>70,845</b>	<b>70,345</b>

<b>Staffing</b>								
Fire Chief/ EMD	0.15	0.15	0.15	0.15	0.15	0.15	0.15	0.15
Deputy Chief	0.00	0.17	0.17	0.17	0.17	0.00	0.00	0.00
Director of Training & Safety	0.17	0.00	0.00	0.00	0.00	0.17	0.17	0.17
TOTAL FTE'S	<u>0.32</u>							

<b>Salaries</b>								
Fire Chief/ EMD		133,992		138,682		142,842	142,842	142,842
Deputy Chief		105,000		105,000		105,000	105,000	105,000
Director of Training & Safety		83,875		88,516		88,516	88,516	88,516

<b>Total Salaries</b>								
Fire Chief/ EMD		20,099		20,802		21,426	21,426	21,426
Deputy Chief		17,850		17,850		0	0	0
Director of Training & Safety		0		0		15,048	15,048	15,048
TOTAL SALARIES		<u>37,949</u>		<u>38,652</u>		<u>36,474</u>	<u>36,474</u>	<u>36,474</u>

<b>Performance Measures</b>	Actual	Projected	Actual	Projected	Projected	Projected	Projected	Projected
<b>Workload/ Output Measures</b>								
Hours of emergency training	-	1,950	-	100	100	200	200	200
Personnel trained	3	375	4	5	5	9	9	9
Shelter maintained	13	13	13	13	13	13	13	13
EOC activations	2	17	2	3	3	3	3	3
Flood assistance calls	-	60	-	60	60	20	20	20
Speaking engagements	-	45	-	3	3	3	3	3
Public information/education exhibits	3	45	4	3	3	3	3	3
<b>Outcome/ Results</b>								
Percentage of emergency plans updated	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
<b>Efficiency Measures</b>								
Cost of department per capita	\$1.69	\$1.89	\$1.26	\$1.91	\$1.91	\$1.86	\$1.77	\$1.76

## East Great Plain Volunteer Fire

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### Mission

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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

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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

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

### Departmental Goals (DG)

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1. Maintain effective fire prevention programs and review operational efficiencies.
2. Train fire personnel to the highest standards in suppression and other related emergencies while holding them accountable to those standards.
3. Maintain strong community relations through candid communication, professional service, and the implementation of citizen involvement and outreach fire prevention and educational programs. **(L4)**
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. **(L3)**
5. Reduce costs through an asset management plan that focuses on maintenance measures and energy efficiency initiatives on all City assets.

### Action Plans

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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

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1. Responded to the most calls of any Norwich volunteer fire company. Ranked among the busiest in New London County for departments which do not provide ambulance service. **(DG4)**
2. Mitigated several structure fires and motor vehicle accidents without serious injury to the company's members. **(DG1)**
3. Recruiting new volunteers using an on-line application on the City's website and department's website. **(DG4)**
4. Provided fire suppression service without any fire related deaths to our citizens.
5. Supported The Norwich Police Department's National Night Out initiative.
6. 2023 marked the department's 80<sup>th</sup> year of providing emergency services to the community.
7. Obtained a grant from a local financial institution for the purchase of an advanced Thermal Imaging Camera (TIC) and training class involving several Norwich Fire Departments.

10423300 East Great Plain Volunteer Fire		2021-22 Actual	2022-23 Budget	2022-23 Actual	2023-24 Budget	2023-24 Projected	2024-25 Request	2024-25 Proposed	2024-25 Adopted
53080	Physicals	5,893	9,000	3,302	9,000	8,000	9,000	14,000	14,000
53322	Professional Development	17,662	21,500	20,186	13,500	13,500	21,000	21,000	21,000
53510	Software Updates & Maintenance	0	0	0	0	0	0	4,152	4,152
54310	Equip & Furniture Maintenance	31,213	29,000	29,095	35,000	35,000	35,000	30,000	30,000
54410	Utilities	16,753	17,581	18,284	19,000	19,000	19,800	20,100	20,100
54430	Building Repairs & Maintenance	29,726	24,000	18,951	30,000	30,000	34,000	32,000	32,000
55530	Communications	4,368	8,720	8,647	9,293	9,293	9,293	10,963	10,963
56600	Uniforms & Clothing	2,184	3,000	2,224	7,500	7,500	6,000	6,000	6,000
56610	Supplies	26,845	42,000	41,137	36,500	36,500	35,000	34,000	32,200
56627	Vehicle Fuel	8,588	8,256	8,079	11,671	8,000	9,287	8,820	8,820
58100	Dues Licenses & Subscriptions	1,779	2,376	1,978	2,376	2,376	2,376	2,376	2,376
<b>TOTALS</b>		<b>145,011</b>	<b>165,433</b>	<b>151,883</b>	<b>173,840</b>	<b>169,169</b>	<b>180,756</b>	<b>183,411</b>	<b>181,611</b>

Performance Measures	Actual	Projected	Actual	Projected	Projected	Projected	Projected	Projected
<b>Inputs</b>								
<b>Workload/outputs</b>								
Fire (Building, vehicle, brush, etc.)	66	50	50	58	58	60	60	60
Overpressure Rupture, Explosion (no fire)	1	1	1	1	1	1	1	1
Rescue & EMS Incidents (EMS vehicle accidents, extrication)	633	670	622	670	670	660	660	660
Hazardous Conditions	35	30	38	30	30	30	30	30
Service Calls	44	35	35	35	35	40	40	40
Good Intent Calls (Authorized controlled burns, smoke scares)	70	60	88	65	65	65	65	65
False Alarms & False Calls	135	120	149	130	130	140	140	140
Severe Weather & Natural Disaster	1	1	-	1	1	1	1	1
Total Calls	985	967	983	990	990	997	997	997
<b>Outcome/results</b>								
Number of volunteers attending training	50	54	45	54	54	54	54	54
Total training hours	2,562	2,600	2,856	2,600	2,600	2,600	2,600	2,600
Number of volunteers trained as EMT or MRT	38	42	26	40	40	40	40	40
Number of volunteers trained to use defibrillators	38	42	30	40	40	40	40	40
Number of State Fire Certified volunteers	40	46	44	44	44	44	44	44
<b>Efficiency</b>								
Cost of dept/cost of total general fund operations	0.11%	0.12%	0.11%	0.12%	0.12%	0.12%	0.12%	0.12%

## Laurel Hill Volunteer Fire

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### Mission

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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

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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

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- Professionalism
- Service to the public
- Teamwork
- Adaptability

### Departmental Goals (DG)

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1. Maintain effective fire prevention programs and review operational efficiencies.
2. Train fire personnel to the highest standards in suppression and other related emergencies while holding them accountable to those standards.
3. Maintain strong community relations through candid communication, professional service, and the implementation of fire prevention, education and outreach programs. **(L4)**
4. Increase efficiencies and enforce the life safety code by working collaboratively with other departments, agencies, boards and commissions as well as outside agencies. **(L3)**
5. Reduce costs through an asset management plan that focuses on maintenance measures and energy efficiency initiatives on all City assets.

### Action Plans

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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

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1. Three members were trained to the Fire Service Instructor 1 level.
2. Two members were trained to the Firefighter 1 level.
3. One member was trained to the Firefighter 2 level.
4. Two members trained to the EMT level.
5. 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.
6. No serious injuries sustained by members.
7. Continued to train and build up Norwich CERT team to assist during events and disasters around Norwich.

10423400 Laurel Hill Volunteer Fire		2021-22	2022-23	2022-23	2023-24	2023-24	2024-25	2024-25	2024-25
		Actual	Budget	Actual	Budget	Projected	Request	Proposed	Adopted
53080	Physicals	2,024	6,250	4,270	3,250	3,250	12,600	6,250	6,250
53322	Professional Development	8,972	9,000	7,688	7,350	14,000	12,000	10,000	10,000
53510	Software Updates & Maintenance	0	0	0	0	0	0	4,250	4,250
54310	Equip & Furniture Maintenance	15,859	23,000	21,883	22,000	22,000	31,100	23,000	23,000
54410	Utilities	10,215	11,792	11,938	12,000	10,500	12,000	11,100	11,100
54430	Building Repairs & Maintenance	13,304	10,200	2,413	10,200	8,000	10,700	10,200	10,200
55530	Communications	10,216	10,053	11,763	10,655	10,000	10,307	11,263	11,263
56600	Uniforms & Clothing	2,204	4,000	1,554	1,500	1,500	5,000	3,000	3,000
56610	Supplies	16,535	9,100	8,270	22,100	22,000	10,100	10,100	9,200
56627	Vehicle Fuel	2,747	2,337	3,994	2,322	2,322	3,482	2,843	2,843
58100	Dues Licenses & Subscriptions	385	1,000	1,000	1,000	1,200	2,000	2,000	2,000
<b>TOTALS</b>		<b>82,461</b>	<b>86,732</b>	<b>74,773</b>	<b>92,377</b>	<b>94,772</b>	<b>109,289</b>	<b>94,006</b>	<b>93,106</b>

**Performance Measures**

**Workload/outputs**

	Actual	Projected	Actual	Projected	Projected	Projected	Projected	Projected
Brush Fires	5	3	2	3	3	4	4	4
Structure Fires	16	4	6	10	10	10	10	10
Fire Alarms	10	12	11	19	19	14	14	14
Service Calls	3	6	2	3	3	3	3	3
Rescue/Emergency	2	1	2	2	2	2	2	2
Motor Vehicle Accidents	5	5	3	5	5	5	5	5
Vehicle Fires	1	1	-	1	1	1	1	1
Haz-Mat Calls	1	2	3	2	2	2	2	2
Mutual Aid	27	27	37	39	39	45	45	45
CO Problems	2	4	4	2	2	2	2	2
Water Emergency	9	6	6	2	2	2	2	2
Medical Calls	35	33	33	27	27	30	30	30
<b>Total Calls</b>	<b>116</b>	<b>104</b>	<b>109</b>	<b>115</b>	<b>115</b>	<b>120</b>	<b>120</b>	<b>120</b>

**Outcome/results**

Accidents involving city fire vehicles	-	-	-	-	-	-	-	-
Civilian Casualties	-	-	-	-	-	-	-	-
Fire Service Injuries	-	-	-	-	-	-	-	-
Drills/Training	74	76	76	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	47.00%	42.00%	37.00%	42.00%	42.00%	42.00%	42.00%	42.00%
Firefighters with State of CT Certifications	83.00%	97.00%	80.00%	97.00%	97.00%	97.00%	97.00%	97.00%

**Efficiency**

Cost of dept/cost of total GF operations	0.06%	0.06%	0.05%	0.06%	0.06%	0.07%	0.06%	0.06%
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## Occum Volunteer Fire

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### Mission

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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

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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

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

### Departmental Goals (DG)

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1. Maintain effective fire prevention programs and review operational efficiencies.
2. Train fire personnel to the highest standards in suppression and other related emergencies while holding them accountable to those standards.
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. **(L4)**
4. Increase efficiencies and enforce the life safety code by working collaboratively with other departments, agencies, boards and commissions as well as outside agencies. **(L3)**
5. Reduce costs through an asset management plan that focuses on maintenance measures and energy efficiency initiatives on all City assets.

### Action Plans

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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

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1. Received new battery-operated hydraulic rescue tools which make working on the highway and down embankments easier and more efficient. **(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 since 2010 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	2021-22 Actual	2022-23 Budget	2022-23 Actual	2023-24 Budget	2023-24 Projected	2024-25 Request	2024-25 Proposed	2024-25 Adopted
53080 Physicals	0	12,805	9,616	12,805	10,000	12,805	11,000	11,000
53322 Professional Development	9,549	15,000	6,962	15,000	9,000	15,000	11,000	11,000
53510 Software Updates & Maintenance	0	0	0	0	0	0	4,227	4,227
54310 Equip & Furniture Maintenance	20,638	18,000	17,228	19,000	24,000	25,000	21,000	21,000
54410 Utilities	15,226	14,070	18,388	18,000	16,000	18,700	17,000	17,000
54430 Building Repairs & Maintenance	9,143	12,000	13,022	12,000	10,000	12,000	12,000	12,000
55530 Communications	8,677	8,620	8,662	9,222	8,200	9,222	9,676	9,676
56600 Uniforms & Clothing	2,973	4,000	2,038	4,000	4,000	5,000	4,000	4,000
56610 Supplies	15,835	12,500	12,007	16,000	16,000	16,000	16,000	15,000
56627 Vehicle Fuel	2,098	2,673	1,880	2,511	2,000	2,570	2,589	2,589
58100 Dues Licenses & Subscriptions	2,564	500	2,460	3,000	4,600	3,500	3,500	3,500
<b>TOTALS</b>	<b>86,703</b>	<b>100,168</b>	<b>92,263</b>	<b>111,538</b>	<b>103,800</b>	<b>119,797</b>	<b>111,992</b>	<b>110,992</b>

**Performance Measures**

**Workload/outputs**

	Actual	Projected	Actual	Projected	Projected	Projected	Projected	Projected
Fires	31	25	18	25	25	25	25	25
Overpressure/ explosion	-	-	3	-	-	-	-	-
Rescue/EMS	182	150	180	150	150	180	180	180
Hazardous conditions	3	5	6	5	5	5	5	5
Service calls	16	12	10	15	15	15	15	15
Good intent calls	10	10	14	10	10	15	15	15
False alarms/ false calls	19	15	23	15	15	15	15	15
Severe weather	1	1	-	5	5	25	25	25
Special incidents	-	-	2	-	-	-	-	-
<b>Total Calls</b>	<b>262</b>	<b>218</b>	<b>256</b>	<b>225</b>	<b>225</b>	<b>280</b>	<b>280</b>	<b>280</b>

**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	9,900	3,850	3,850	9,900	9,900	9,900	9,900	9,900
Community events attended	30	30	30	30	30	30	30	30
Percentage of women/minority	25.00%	45.00%	45.00%	25.00%	25.00%	25.00%	25.00%	25.00%
Firefighters with State of CT certification	69.00%	55.00%	55.00%	75.00%	75.00%	75.00%	75.00%	75.00%
Percentage of personnel with EMT certification	61.00%	55.00%	55.00%	70.00%	70.00%	70.00%	70.00%	70.00%

**Efficiency**

Cost of dept/cost of total GF operatio	0.06%	0.07%	0.07%	0.08%	0.07%	0.08%	0.07%	0.07%
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## Taftville Volunteer Fire

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### Mission

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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

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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

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- Professionalism
- Safety
- Service
- Efficiency
- Fiscal Integrity

### Departmental Goals (DG)

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1. Maintain effective fire prevention programs and review operational efficiencies.
2. Train fire personnel to the highest standards in suppression and other related emergencies while holding them accountable to those standards.
3. Maintain strong community relations through candid communication, professional service, and the implementation of fire prevention, education and outreach programs. **(L4)**
4. Increase efficiencies and enforce the life safety code by working collaboratively with other departments, agencies, boards and commissions as well as outside agencies. **(L3)**
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 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

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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		2021-22 Actual	2022-23 Budget	2022-23 Actual	2023-24 Budget	2023-24 Projected	2024-25 Request	2024-25 Proposed	2024-25 Adopted
53080	Physicals	778	9,500	12,596	10,000	10,000	10,000	10,000	10,000
53322	Professional Development	11,198	22,000	14,530	21,000	21,000	26,000	22,000	22,000
53510	Software Updates & Maintenance	0	0	0	0	0	0	4,250	4,250
54310	Equip & Furniture Maintenance	26,639	35,000	26,259	34,000	30,000	35,000	30,000	30,000
54410	Utilities	23,537	23,177	25,736	26,000	25,000	28,000	26,500	26,500
54430	Building Repairs & Maintenance	22,491	27,000	22,259	28,000	28,000	30,000	29,000	29,000
55530	Communications	9,976	8,669	8,766	9,128	9,000	9,128	10,720	10,720
56600	Uniforms & Clothing	2,683	5,000	2,663	4,000	4,000	4,500	4,500	4,500
56610	Supplies	46,036	33,463	48,355	35,612	37,000	38,000	38,000	36,200
56627	Vehicle Fuel	6,012	8,729	7,909	6,540	6,800	6,786	6,250	6,250
58100	Dues Licenses & Subscriptions	780	3,500	1,635	3,500	2,300	3,500	3,000	3,000
<b>TOTALS</b>		<b>150,130</b>	<b>176,038</b>	<b>170,708</b>	<b>177,780</b>	<b>173,100</b>	<b>190,914</b>	<b>184,220</b>	<b>182,420</b>

**Performance Measures**

**Workload/outputs**

	Actual	Projected	Actual	Projected	Projected	Projected	Projected	Projected
Structural fires	32	25	22	25	25	25	25	25
Mutual aid	3	100	94	100	100	100	100	100
Standby	13	30	6	30	30	30	30	30
Water Rescue	5	12	15	12	12	12	12	12
Service Calls	56	20	110	20	20	20	20	20
Emergency Medical Calls	326	450	482	450	450	500	500	500
Motor Vehicle Accidents	36	50	36	50	50	50	50	50
False Alarms	221	70	74	70	70	70	70	70
Brush Fires	3	5	3	5	5	5	5	5
Other	40	55	3	55	55	55	55	55
Investigation	17	50	55	50	50	50	50	50
Total Calls	752	867	900	867	867	917	917	917

**Outcome/results**

Accidents involving city vehicles	-	-	-	-	-	-	-	-
Civilian casualties	-	-	-	-	-	-	-	-
Fire Service injuries	-	-	-	-	-	-	-	-
Drills (weekdays and evenings)	40	70	70	70	70	70	70	70
Drills (man hours)	2,657	3,800	3,800	3,800	3,800	3,800	3,800	3,800
Percentage of women/minority members	17.00%	8.00%	8.00%	17.00%	17.00%	17.00%	17.00%	17.00%
Firefighters with State of CT certification	97.00%	98.00%	98.00%	98.00%	98.00%	98.00%	98.00%	98.00%

**Efficiency**

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

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### Mission

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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

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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

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- Professionalism
- Communication
- Competence
- Safety

### Departmental Goals (DG)

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1. Maintain effective fire prevention programs and review operational efficiencies.
2. Train fire personnel to the highest standards in suppression and other related emergencies while holding them accountable to those standards.
3. Maintain strong community relations through candid communication, professional service, and the implementation of fire prevention, education and outreach programs. **(L4)**
4. Increase efficiencies and enforce the life safety code by working collaboratively with other departments, agencies, boards and commissions as well as outside agencies. **(L3)**
5. Reduce costs through an asset management plan that focuses on maintenance measures and energy efficiency initiatives on all City assets.

### Action Plans

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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

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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 revise 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	2021-22 Actual	2022-23 Budget	2022-23 Actual	2023-24 Budget	2023-24 Projected	2024-25 Request	2024-25 Proposed	2024-25 Adopted
53080	Physicals	5,714	15,000	12,055	4,898	4,898	15,000	13,000	13,000
53322	Professional Development	5,948	13,000	11,297	12,100	12,100	13,000	12,000	12,000
53510	Software Updates & Maintenance	0	0	0	0	0	0	4,152	4,152
54310	Equip & Furniture Maintenance	20,094	42,670	33,282	42,248	42,248	34,000	34,000	34,000
54410	Utilities	25,727	26,196	26,289	34,100	27,000	40,200	36,600	36,600
54430	Building Repairs & Maintenance	36,670	52,000	35,157	39,400	39,400	38,000	38,000	38,000
55530	Communications	11,256	10,932	11,718	11,639	11,100	11,639	13,297	13,297
56600	Uniforms & Clothing	3,475	4,000	3,262	8,189	8,189	4,000	4,000	4,000
56610	Supplies	37,510	35,000	41,969	27,200	27,200	34,000	34,000	32,000
56627	Vehicle Fuel	7,008	8,076	7,355	7,134	7,134	7,462	7,012	7,012
58100	Dues Licenses & Subscriptions	467	2,000	1,050	2,965	2,965	3,500	1,200	1,200
<b>TOTALS</b>		<b>153,869</b>	<b>208,874</b>	<b>183,434</b>	<b>189,873</b>	<b>182,234</b>	<b>200,801</b>	<b>197,261</b>	<b>195,261</b>

Performance Measures	Actual	Projected	Actual	Projected	Projected	Projected	Projected	Projected
<b>Workload/outputs</b>								
Structure Fires	9	20	4	12	12	8	8	8
False Alarms	5	10	2	12	12	12	12	12
Internal alarms	74	100	65	80	80	80	80	80
Miscellaneous calls	89	50	57	50	50	75	75	75
Rescue/emergency	286	250	262	250	250	275	275	275
Vehicle accidents	96	100	101	100	100	100	100	100
Automobile fire	10	20	11	15	15	15	15	15
Grass/brush fires	14	20	26	12	12	20	20	20
Chemical incidents	21	5	19	5	5	20	20	20
Mutual aid	69	30	64	30	30	75	75	75
Service calls	1	100	13	100	100	100	100	100
Total Calls	674	705	624	666	666	780	780	780
<b>Outcome/results</b>								
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	2,799	2,500	3,203	2,500	2,500	3,000	3,000	3,000
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%
<b>Efficiency</b>								
Cost of dept/cost of total GF operations	0.11%	0.15%	0.13%	0.13%	0.12%	0.13%	0.13%	0.13%

## Public Works

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### Mission

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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

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

### Values

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

### Departmental Goals (DG)

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1. Begin implementing improvements that were suggested in the 2023 Norwich Master Parks Plan, to improve the quality of life for citizens. **(P2)**
2. Maintain strong community relations through candid communication and professional service, including citizen involvement and partnerships. **(L4)**
3. Increase efficiencies and accountability through the use of technology and by working collaboratively with other departments, agencies, boards and commissions. **(L3)**
4. Train personnel to the highest standards while holding them accountable to those standards. **(L7)**
5. Increase the functionality of the City road network, through pavement management and improvement of downtown mobility patterns and flow. **(C1)**

### Action Plans

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1. Maintain Parking garages, lots and road network to a good or better condition. **(DG1)**
2. Continue to prioritize a strong safety program. **(DG4)**
3. Better educate the public on proper solid waste disposal and recycling. **(DG2)**
4. Use City web site, and social media 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)**

### Accomplishments

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1. Managed over \$25 million in projects and paved, sealed, or otherwise improved 11.2 miles of City roads, representing 6 % of the total city roadway network. **(DG5)**
2. Completed construction on the Armstrong Tennis Courts, Prospect Street Sidewalks, and re-constructed the Lake Street Basketball Court. **(DG1)**
3. Continued construction on the Sherman St. Bridges, a multiyear \$12 million project replacing 2 bridges, and re-constructing 800 feet of roadway. The project is funded with 80% Federal funds, 10% State funds, and 10% local Road Bond funds. **(DG5)**
4. Obtained a \$2M Community Challenge Grant for the abatement and re-development of the YMCA.
5. Constructed over 1,800 linear feet of sidewalk, and 13 ADA compliant ramps.
6. Installed over 750 linear feet of storm drainage pipe. **(DG5)**
7. Responded to six winter weather events and numerous wind/rain events.
8. Completed catch basin cleaning and leaf collection in house, saving \$54k. **(DG3, DG5)**
9. Performed 1,300 vehicle services/repairs, and impounded 20 vehicles for the PD. **(DG3, DG5)**

Public Works	2021-22	2022-23	2022-23	2023-24	2023-24	2024-25	2024-25	2024-25
	Actual	Budget	Actual	Budget	Projected	Request	Proposed	Adopted
<b>10430300</b> Street Maintenance	4,033,054	4,784,862	4,719,416	5,041,786	5,002,964	5,362,663	5,272,347	5,200,347
<b>10430500</b> Engineering & Administration	830,408	998,879	951,715	1,052,154	1,049,076	1,096,405	1,108,254	1,108,254
<b>10431100</b> Street Lighting	317,796	330,239	348,841	364,000	365,900	370,200	387,900	387,900
<b>10431300</b> Fleet Maintenance	1,583,759	1,636,681	1,616,725	1,760,010	1,734,922	1,829,829	1,820,606	1,816,606
<b>10431700</b> Refuse & Recycling	2,831,291	2,968,420	2,920,591	3,091,717	3,029,000	3,287,004	3,287,004	3,287,004
<b>10434700</b> Building Maintenance	1,410,331	1,411,482	1,444,047	1,491,012	1,489,368	1,540,416	1,536,671	1,532,671
<b>10434800</b> Parking Maintenance	143,923	132,176	141,563	108,248	108,248	111,484	101,327	101,327
<b>TOTALS</b>	<b>11,150,562</b>	<b>12,262,739</b>	<b>12,142,898</b>	<b>12,908,927</b>	<b>12,779,478</b>	<b>13,598,001</b>	<b>13,514,109</b>	<b>13,434,109</b>

Performance Measures	Actual	Projected	Actual	Projected	Projected	Projected	Projected	Projected
<b>Inputs</b>								
Full-time equivalent employees	54.00	59.00	59.00	59.25	59.25	59.75	59.75	59.75
<b>Workload/outputs</b>								
Improved miles of road	162	162	162	162	162	162	162	162
Buildings maintained	15	15	15	17	17	18	18	18
Vehicles & equipment maintained	345	337	337	352	352	352	352	352
Parks & cemeteries maintained	25	15	15	46	46	46	46	46
Parking lots, decks & garages maintained	14	14	14	14	14	14	14	14
<b>Outcome/ Results</b>								
Recycling flyers, newspaper articles, TV spots, etc.	18	18	18	18	18	18	18	18
Recycling rate	30.00%	42.00%	42.00%	40.00%	40.00%	40.00%	40.00%	40.00%
Road miles paved, chip-sealed, or crack-sealed	10.6	11.0	11.2	11.0	11.0	11.0	11.0	11.0
Clean catch basins at least one time each year	50.00%	75.00%	50.00%	60.00%	60.00%	50.00%	50.00%	50.00%
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	5	5	5	5	5	4	4	4
Average age of fleet (years)	14.4	11.4	14.1	14.4	14.4	14.0	14.0	14.0
<b>Efficiency Measures</b>								
Median time to close our citizen service requests (days)	6	7	7	4	4	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	\$279	\$304	\$304	\$323	\$323	\$340	\$338	\$336

10430300 Streets & Parks Maintenance Division		2021-22 Actual	2022-23 Budget	2022-23 Actual	2023-24 Budget	2023-24 Projected	2024-25 Request	2024-25 Proposed	2024-25 Adopted
51610	Regular Employees	1,774,057	2,068,868	2,125,021	2,214,170	2,190,000	2,299,822	2,273,281	2,223,281
51620	Seasonal/Temporary Employees	25,861	40,000	27,466	44,500	44,500	55,000	55,000	50,000
51630	Overtime	100,551	41,530	39,259	76,367	60,000	105,000	95,000	90,000
52000	Fringe Benefits	1,506,388	1,865,836	1,802,063	1,956,964	1,956,964	2,088,541	2,062,996	2,062,996
53322	Professional Development	5,911	8,000	7,969	12,500	12,500	10,000	9,000	9,000
53510	Software Updates & Maintenance	0	0	0	0	0	0	12,010	12,010
54399	Emergency Repairs	45,461	38,000	32,725	50,000	60,000	50,000	47,500	47,500
54410	Utilities	61,423	63,099	61,202	72,000	65,000	78,400	82,400	82,400
54425	Tree Care	56,431	50,000	49,688	50,000	50,000	50,000	50,000	50,000
54426	Catch Basin & Pipe Cleaning	2,750	0	0	20,000	20,000	10,000	10,000	10,000
54430	Building Repairs & Maintenance	28,628	65,000	57,549	35,000	35,000	35,000	35,000	35,000
55530	Communications	17,742	18,779	17,677	20,285	19,000	35,000	10,160	10,160
56610	Supplies	407,851	525,750	498,797	490,000	490,000	545,900	530,000	518,000
<b>TOTALS</b>		<b>4,033,054</b>	<b>4,784,862</b>	<b>4,719,416</b>	<b>5,041,786</b>	<b>5,002,964</b>	<b>5,362,663</b>	<b>5,272,347</b>	<b>5,200,347</b>

Recreation maintenance was moved to Public Works in FY2023.

**Notes on Line items:**

"Trust Fund Vases" has been combined with "Materials & Supplies"

**Staffing**

Public Works Superintendent	1.00	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	1.00
Crew Leaders	4.00	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	1.00
Heavy Equipment Operators	4.00	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	12.00
Laborers	8.00	9.00	9.00	9.00	9.00	9.00	9.00	9.00	9.00
Recreation Facilities Mtn. Supervisor	0.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Recreation Facilities Maintainer II	0.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Recreation Facilities Maintainer I	0.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
<b>TOTAL FTE'S</b>	<b>31.00</b>	<b>35.00</b>							

**Salaries**

Public Works Superintendent		90,229		92,484		92,484	92,484	92,484	92,484
Streets/ Parks Foreman		78,238		80,194		80,194	80,194	80,194	80,194
Crew Leaders		68,658		70,889		72,838	72,838	72,838	72,838
Maintenance Man		67,915		70,122		75,484	75,484	75,484	75,484
Heavy Equipment Operators		64,678		66,780		68,617	68,617	68,617	68,617
Light Equipment Operators		60,360		62,321		64,035	64,035	64,035	64,035
Laborers		50,676		52,323		53,762	53,762	53,762	53,762
Recreation Facilities Mtn. Supervisor		72,643		74,822		76,880	76,880	76,880	76,880
Recreation Facilities Maintainer II		56,749		58,451		60,059	60,059	60,059	60,059
Recreation Facilities Maintainer I		50,157		51,662		53,082	53,082	53,082	53,082

**Total Salaries Paid by General Fund**

Public Works Superintendent		90,229		92,484		92,484	92,484	92,484	92,484
Streets/ Parks Foreman		78,238		80,194		80,194	80,194	80,194	80,194
Crew Leaders		274,632		283,556		291,352	291,352	291,352	291,352
Maintenance Man		67,915		70,122		75,484	75,484	75,484	75,484
Heavy Equipment Operators		258,712		267,120		274,468	274,468	274,468	274,468
Light Equipment Operators		724,320		747,852		768,420	768,420	768,420	768,420
Laborers		456,084		470,907		483,858	483,858	483,858	483,858
Recreation Facilities Mtn. Supervisor		72,643		74,822		76,880	76,880	76,880	76,880
Recreation Facilities Maintainer II		56,749		58,451		60,059	60,059	60,059	60,059
Recreation Facilities Maintainer I		50,157		51,662		53,082	53,082	53,082	53,082
Projected savings from vacancies		-75,000		0		0	0	0	-50,000
Longevity Bonuses & Wage Differentials		17,000		17,000		17,000	17,000	17,000	17,000
<b>TOTAL SALARIES</b>		<b>2,071,679</b>		<b>2,214,170</b>		<b>2,273,281</b>	<b>2,273,281</b>	<b>2,273,281</b>	<b>2,223,281</b>

10430500 Engineering & Administration Division		2021-22 Actual	2022-23 Budget	2022-23 Actual	2023-24 Budget	2023-24 Projected	2024-25 Request	2024-25 Proposed	2024-25 Adopted
51601	Department Head	125,223	133,976	133,976	140,675	140,675	144,895	144,895	144,895
51610	Regular Employees	330,260	420,705	420,866	474,198	474,198	480,500	487,538	487,538
51630	Overtime	240	1,034	336	565	0	1,065	1,065	1,065
52000	Fringe Benefits	291,559	337,397	323,937	366,078	366,078	399,807	401,185	401,185
53010	Professional Services	61,628	81,000	50,857	45,000	45,000	45,000	45,000	45,000
53322	Professional Development	0	1,000	235	1,000	500	1,000	1,000	1,000
53510	Software Updates & Maintenance	0	0	0	0	0	0	3,362	3,362
55530	Communications	6,088	5,967	5,855	7,338	6,000	7,338	6,784	6,784
55532	Postage	959	800	185	800	500	800	800	800
55800	Travel & Mileage Reimbursement	2,178	4,000	3,625	3,500	3,625	3,000	3,625	3,625
56610	Supplies	5,489	5,500	5,556	5,500	5,500	5,500	5,500	5,500
58100	Dues Licenses & Subscriptions	6,784	7,500	6,287	7,500	7,000	7,500	7,500	7,500
<b>TOTALS</b>		<b>830,408</b>	<b>998,879</b>	<b>951,715</b>	<b>1,052,154</b>	<b>1,049,076</b>	<b>1,096,405</b>	<b>1,108,254</b>	<b>1,108,254</b>

**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	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	2.00
<b>TOTAL FTE'S</b>	<b>6.00</b>	<b>7.00</b>							

**Salaries**

Director of Public Works	133,976	140,675	144,895	144,895	144,895
City Engineer	115,550	115,550	122,588	122,588	122,588
Civil Engineer	90,722	93,444	96,013	96,013	96,013
Environmental Compliance Coordinator	55,365	57,025	58,594	58,594	58,594
Administrative Specialist	54,014	55,634	57,165	57,165	57,165

**Total Salaries Paid by General Fund**

Director of Public Works	133,976	140,675	144,895	144,895	144,895
City Engineer	115,550	115,550	122,588	122,588	122,588
Civil Engineer	181,444	186,888	192,026	192,026	192,026
Environmental Compliance Coordinator	55,365	57,025	58,594	58,594	58,594
Administrative Specialist	108,028	111,268	114,330	114,330	114,330
Subtotal - Employees	460,387	470,731	487,538	487,538	487,538
<b>TOTAL SALARIES</b>	<b>594,363</b>	<b>611,406</b>	<b>632,433</b>	<b>632,433</b>	<b>632,433</b>

10431100 Street Lighting		2021-22 Actual	2022-23 Budget	2022-23 Actual	2023-24 Budget	2023-24 Projected	2024-25 Request	2024-25 Proposed	2024-25 Adopted
54410	Utilities	317,796	330,239	348,841	364,000	365,900	370,200	387,900	387,900
<b>TOTALS</b>		<b>317,796</b>	<b>330,239</b>	<b>348,841</b>	<b>364,000</b>	<b>365,900</b>	<b>370,200</b>	<b>387,900</b>	<b>387,900</b>

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

10431300 Fleet Maintenance Division		2021-22 Actual	2022-23 Budget	2022-23 Actual	2023-24 Budget	2023-24 Projected	2024-25 Request	2024-25 Proposed	2024-25 Adopted
51610	Regular Employees	513,423	524,165	527,551	558,616	550,000	609,096	609,096	609,096
51630	Overtime	34,970	27,780	25,984	32,413	32,413	40,000	40,000	36,000
52000	Fringe Benefits	348,504	369,709	356,385	409,009	409,009	455,366	453,154	453,154
53322	Professional Development	0	3,000	1,200	3,000	1,200	1,200	1,200	1,200
53510	Software Updates & Maintenance	0	0	0	0	0	0	6,580	6,580
54410	Utilities	43,887	41,848	48,721	47,000	48,000	52,000	50,900	50,900
54430	Building Repairs & Maintenance	18,288	14,000	11,058	14,000	12,000	14,000	14,000	14,000
55530	Communications	7,283	7,238	7,159	8,167	7,300	8,167	7,768	7,768
56613	Supplies	448,419	470,000	489,741	550,000	550,000	500,000	495,000	495,000
56627	Vehicle Fuel	168,985	178,941	148,926	137,805	125,000	150,000	142,908	142,908
<b>TOTALS</b>		<b>1,583,759</b>	<b>1,636,681</b>	<b>1,616,725</b>	<b>1,760,010</b>	<b>1,734,922</b>	<b>1,829,829</b>	<b>1,820,606</b>	<b>1,816,606</b>

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	5.25	5.25	5.75	5.75	5.75
	<b>TOTAL FTE'S</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>7.25</b>	<b>7.25</b>	<b>7.75</b>	<b>7.75</b>	<b>7.75</b>
Salaries									
	Fleet Maintenance Superintendent		90,229		92,484		92,484	92,484	92,484
	Lead Mechanic		75,105		77,546		79,679	79,679	79,679
	Auto Equipment Mechanics		71,151		73,464		75,484	75,484	75,484
<b>Total Salaries Paid by General Fund</b>									
	Fleet Maintenance Superintendent		90,229		92,484		92,484	92,484	92,484
	Lead Mechanic		75,105		77,546		79,679	79,679	79,679
	Auto Equipment Mechanics		355,755		385,686		434,033	434,033	434,033
	Longevity Bonuses		800		800		800	800	800
	After hours stipend		2,100		2,100		2,100	2,100	2,100
	<b>TOTAL SALARIES</b>		<b>523,989</b>		<b>558,616</b>		<b>609,096</b>	<b>609,096</b>	<b>609,096</b>

10431700 Refuse & Recycling									
54101	Refuse Services	2,831,291	2,968,420	2,920,591	3,091,717	3,029,000	3,287,004	3,287,004	3,287,004
<b>TOTALS</b>		<b>2,831,291</b>	<b>2,968,420</b>	<b>2,920,591</b>	<b>3,091,717</b>	<b>3,029,000</b>	<b>3,287,004</b>	<b>3,287,004</b>	<b>3,287,004</b>

Detail of Landfill/ Recycling Operations Line:									
	Bulky waste disposal		100,000		100,000		80,000	80,000	80,000
	SCRRRA Contract		1,440,000		1,520,000		1,682,640	1,682,640	1,682,640
	Automated citywide refuse and recycling collection		1,302,785		1,343,970		1,388,460	1,388,460	1,388,460
	Bulky waste collection		52,000		52,000		52,000	52,000	52,000
	Transfer Station Contract		58,635		60,247		61,904	61,904	61,904
	Annual Landfill Post-closure Monitoring Costs		15,000		15,500		22,000	22,000	22,000
			<b>2,968,420</b>		<b>3,091,717</b>		<b>3,287,004</b>	<b>3,287,004</b>	<b>3,287,004</b>

10434700 Building Maintenance Division		2021-22 Actual	2022-23 Budget	2022-23 Actual	2023-24 Budget	2023-24 Projected	2024-25 Request	2024-25 Proposed	2024-25 Adopted
51610	Regular Employees	530,074	520,472	512,743	527,446	505,000	549,435	549,435	549,435
51630	Overtime	17,886	16,488	15,085	24,014	22,000	34,114	32,000	28,000
52000	Fringe Benefits	385,505	419,779	404,844	450,368	450,368	466,683	465,640	465,640
53322	Professional Development	1,200	500	0	2,000	2,000	4,000	4,000	4,000
53510	Software Updates & Maintenance	0	0	0	0	0	0	794	794
54410	Utilities	185,784	181,375	187,632	189,000	180,000	196,600	190,800	190,800
54411	Utilities Other	39,597	39,650	44,327	47,100	38,000	39,500	40,300	40,300
54430	Building Repairs & Maintenance	86,732	89,500	102,289	76,000	100,000	80,000	80,000	80,000
54432	Building Maintenance-Other	88,106	70,000	86,539	100,000	100,000	90,000	94,000	94,000
55530	Communications	16,022	15,718	16,022	17,084	17,000	17,084	16,702	16,702
56610	Supplies	45,443	45,000	61,068	45,000	65,000	50,000	50,000	50,000
56690	Supplies-Other	13,982	13,000	13,498	13,000	10,000	13,000	13,000	13,000
<b>TOTALS</b>		<b>1,410,331</b>	<b>1,411,482</b>	<b>1,444,047</b>	<b>1,491,012</b>	<b>1,489,368</b>	<b>1,540,416</b>	<b>1,536,671</b>	<b>1,532,671</b>

**Notes on Line items:**

Building Repairs & Maintenance includes exterior/interior repairs, including office renovations and painting. These costs are 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
<b>TOTAL FTE'S</b>	<b>9.00</b>								

**Salaries**

Facilities & Grounds Manager		79,554		81,543		81,543	81,543	81,543	81,543
Chief Maintenance Man		71,151		73,464		75,484	75,484	75,484	75,484
Lead Janitor		62,519		64,551		66,326	66,326	66,326	66,326
Janitors		51,039		52,698		54,147	54,147	54,147	54,147

**Total Salaries Paid by General Fund**

Facilities & Grounds Manager		79,554		81,543		81,543	81,543	81,543	81,543
Chief Maintenance Man		71,151		73,464		75,484	75,484	75,484	75,484
Lead Janitor		62,519		64,551		66,326	66,326	66,326	66,326
Janitors		306,234		316,188		324,882	324,882	324,882	324,882
Longevity Bonuses		1,200		1,200		1,200	1,200	1,200	1,200
<b>TOTAL SALARIES</b>		<b>520,658</b>		<b>536,946</b>		<b>549,435</b>	<b>549,435</b>	<b>549,435</b>	<b>549,435</b>

10434800 Parking Maintenance Division		2021-22 Actual	2022-23 Budget	2022-23 Actual	2023-24 Budget	2023-24 Projected	2024-25 Request	2024-25 Proposed	2024-25 Adopted
51610	Regular Employees	49,432	51,039	51,039	52,698	52,698	54,147	54,147	54,147
52000	Fringe Benefits	39,190	42,137	42,060	45,550	45,550	47,337	47,180	47,180
54412	Parking Lease	10,000	10,000	10,000	10,000	10,000	10,000	0	0
54430	Building Repairs & Maintenance	45,301	29,000	38,464	0	0	0	0	0
<b>TOTALS</b>		<b>143,923</b>	<b>132,176</b>	<b>141,563</b>	<b>108,248</b>	<b>108,248</b>	<b>111,484</b>	<b>101,327</b>	<b>101,327</b>

**Staffing**

Janitors	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
<b>TOTAL FTE'S</b>	<b>1.00</b>								

**Salaries**

Janitors		51,039		52,698		54,147	54,147	54,147	54,147
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**Total Salaries Paid by General Fund**

Janitors		51,039		52,698		54,147	54,147	54,147	54,147
<b>TOTAL SALARIES</b>		<b>51,039</b>		<b>52,698</b>		<b>54,147</b>	<b>54,147</b>	<b>54,147</b>	<b>54,147</b>

Human Services Department	2021-22 Actual	2022-23 Budget	2022-23 Actual	2023-24 Budget	2023-24 Projected	2024-25 Request	2024-25 Proposed	2024-25 Adopted
<b>10441700</b> Senior Center	712,800	740,526	740,198	822,333	819,239	888,863	899,519	897,519
<b>10441900</b> Youth, Family, & Recreation Services	293,379	318,389	301,541	699,198	663,540	825,446	740,829	733,829
<b>10442700</b> Admin/ Adult & Family Services	445,575	493,187	470,892	536,767	504,845	821,073	743,275	740,275
<b>10450300</b> Recreation	740,184	399,186	376,176	0	0	0	0	0
<b>TOTALS</b>	<b>2,191,938</b>	<b>1,951,288</b>	<b>1,888,807</b>	<b>2,058,298</b>	<b>1,987,624</b>	<b>2,535,382</b>	<b>2,383,623</b>	<b>2,371,623</b>

## Rose City Senior Center Division

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### Mission

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To offer recreational, educational, social, health, and human service programs, which are designed to foster independence and community involvement, for people age 55+.

### Vision

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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

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- Integrity
- Compassion
- Support
- Quality of Life

### Departmental Goals (DG)

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1. Coordinate and provide accessible Medical Transportation, affordable health services, basic needs, and counseling services through various Federal, State, and local grants, including from the CT DOT and the Lord Foundation. **(L4)**
2. Protect and enhance the lives of Norwich seniors. **(L4)**
3. Maintain strong community relations through candid communication, professional service, and collaboration with community outreach programs to reach underserved populations. **(L4,L6)**
4. Construction of ADA-compliant restrooms, and expanded outdoor program space at the Rose City Senior Center. **(L4,P2)**
5. Increase efficiencies and decrease waste by evaluating expenditures through a sustainability-focused lens and by expanding grant-writing efforts. **(R3)**

### Action Plans

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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, DG3)**
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 and 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. Provide services offered before the loss of an Office Coordinator, including coordinating activities, events, and outreach with all Human Services' Divisions as well as other City Departments, and providing a leadership role on key local and regional boards/committees. **(DG1, DG2, DG3, DG4)**
8. Identify, evaluate, and rectify current practices, resulting in streamlined functionality and improved service. **(DG4)**

### Accomplishments

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1. Provided over 13,374 transports to medical appointments, local shopping trips, out-of-town trips as well as trips to and from the Senior Center. **(DG1, DG2)**
2. Responded to an average of 4,000 phone inquiries per month. **(DG1,DG2, DG3)**
3. Provided 252 units of benefits counseling services; 3,962 outreach services, many of which were Medicare-specific; and served 625 appointments for Foot Care Clinics. **(DG1, DG2, DG3, DG4)**

4. 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; Adopt-a-Family program; Norwich Women's City Club; CSEA state retirees; AARP; Lion's Club; Sunrise Rotary, and UCFS. **(DG2, DG3)**
5. Distributed approximately 400 Farmer's Market Coupons totaling about \$10,000 to eligible Norwich Residents. **(DG2, DG3)**
6. Administered basic needs to 54 seniors through our Golden Wishes Program. **(DG1, DG2)**
7. Awarded CDBG Grant for Health Clinic with HHC, \$101,000; State ARPA direct funding to Sr. Centers for outdoor programming space (Summer '24), \$99,677; Received Grant funding and ARPA funds to construct two pickle ball courts at the Senior Center, approximately \$160,000. **(DG1, DG2, DG3, DG4)**

## Grant Descriptions

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In addition to the City-funded department budget, the Rose City Senior Center also currently administers special revenue fund grants that 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 had taken on necessary reporting and direct member services in the absence of an Office Coordinator, which 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 **(G5)**:

### Federal Grants

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- Housing and Urban Development, Community Development Block Grant \$101,000 to update and staff the on-site medical clinic, in partnership with Hartford HealthCare
- Senior Resources Grant \$7,056 to provide benefits counseling services to senior citizens
- Senior Resources Grant \$9,700 to provide monthly Foot Care Clinics with a Certified Podiatrist

### State of Connecticut Grants

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- Department of Aging and Disability Services \$99,677 for reconstruction of outdoor program space
- State of Connecticut DOT Grant \$75,150 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

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- Funds extended from the \$10,000 award from the Edward and Mary Lord Foundation to operate the Preventative Health Clinic and provide hundreds of appointments.
- Awarded \$10,000 from the Edward and Mary Lord Foundation that was distributed to eligible seniors for basic needs, through the Golden Wishes program.

10441700 Senior Center	2021-22	2022-23	2022-23	2023-24	2023-24	2024-25	2024-25	2024-25
	Actual	Budget	Actual	Budget	Projected	Request	Proposed	Adopted
51601 Department Head	84,194	86,299	86,299	93,157	93,157	88,456	93,730	93,730
51610 Regular Employees	272,763	292,195	290,849	315,422	314,000	365,007	365,007	365,007
51620 Seasonal/Temporary Employees	13,651	4,000	4,235	4,835	4,835	4,000	4,000	2,000
52000 Fringe Benefits	270,568	288,501	280,834	316,727	319,727	346,060	347,235	347,235
53510 Software Updates & Maintenance	0	0	0	0	0	0	4,154	4,154
54310 Equip & Furniture Maintenance	860	918	300	2,918	2,918	918	918	918
54410 Utilities	37,697	37,408	44,198	46,500	44,000	49,400	50,100	50,100
55530 Communications	13,659	13,161	12,964	14,802	12,500	14,802	14,328	14,328
55532 Postage	1,943	2,050	2,262	2,050	2,500	2,050	2,050	2,050
55800 Travel & Mileage Reimbursement	592	1,120	700	1,120	800	1,120	1,120	1,120
56610 Supplies	1,687	2,050	693	2,050	2,050	2,050	2,050	2,050
56627 Vehicle Fuel	15,186	12,824	16,864	18,052	18,052	15,000	14,827	14,827
59175 Transfer To Sr Ctr Grants	0	0	0	4,700	4,700	0	0	0
<b>TOTALS</b>	<b>712,800</b>	<b>740,526</b>	<b>740,198</b>	<b>822,333</b>	<b>819,239</b>	<b>888,863</b>	<b>899,519</b>	<b>897,519</b>

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

Salaries								
Senior Center Manager		86,299		88,456		93,730	93,730	93,730
Program Administrator		70,872		72,998		75,005	75,005	75,005
Outreach Administrator		67,457		69,481		71,391	71,391	71,391
Senior Center Office Coordinator		52,697		54,278		55,771	55,771	55,771
Lead Van Driver		39,184		40,360		41,469	41,469	41,469
Van Driver		38,227		39,374		40,457	40,457	40,457
Receptionist		38,227		39,374		40,457	40,457	40,457
Escort Driver		38,227		39,374		40,457	40,457	40,457

Total Salaries Paid by General Fund								
Senior Center Manager		86,299		88,456		93,730	93,730	93,730
Program Administrator		70,872		72,998		75,005	75,005	75,005
Outreach Administrator		67,457		69,481		71,391	71,391	71,391
Senior Center Office Coordinator		0		27,139		55,771	55,771	55,771
Lead Van Driver		39,184		40,360		41,469	41,469	41,469
Van Driver		38,227		39,374		40,457	40,457	40,457
Receptionist		38,227		29,531		40,457	40,457	40,457
Escort Driver		38,227		39,374		40,457	40,457	40,457
Subtotal - Employees		<u>292,194</u>		<u>318,257</u>		<u>365,007</u>	<u>365,007</u>	<u>365,007</u>
<b>TOTAL SALARIES</b>		<u><b>378,493</b></u>		<u><b>406,713</b></u>		<u><b>458,737</b></u>	<u><b>458,737</b></u>	<u><b>458,737</b></u>

Performance Measures	Actual	Projected	Actual	Projected	Projected	Projected	Projected	Projected
<b>Workload/outputs</b>								
Active Members	1,209	1,500	1,439	1,300	1,300	1,500	1,500	1,500
New Memberships	264	200	311	300	300	300	300	300
Program visits	25,553	30,000	37,933	35,000	35,000	38,000	38,000	38,000
<i>Number Served:</i>								
Exercise participation	6,409	7,000	7,724	7,500	7,500	8,000	8,000	8,000
Clinic RN and Podiatry Appointments	644	650	625	650	650	650	650	650
Senior Center Transports	12,170	11,000	13,374	12,000	12,000	14,000	14,000	14,000
Completed Outreach appointments (includes home visits)	3,675	2,800	3,962	3,600	3,600	4,000	4,000	4,000
Completed Benefits Counseling appointments	251	252	252	252	252	250	250	250
<b>Outcome/ Results</b>								
Increases in innovative programming	2.00%	0.00%	2.00%	2.00%	2.00%	3.00%	3.00%	3.00%
Increase in homebound senior services	2.00%	0.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Increase in membership support	3.00%	3.00%	2.00%	3.00%	3.00%	3.00%	3.00%	3.00%
<b>Efficiency Measures</b>								
Expenditures / memberships	\$589.58	\$493.68	\$514.38	\$632.56	\$630.18	\$592.58	\$599.68	\$598.35

## Youth, Family, & Recreation Division

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### Mission

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

### Vision

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We will provide exceptional facilities, programs, events, and services that will be enjoyed by all Norwich residents and promote the social, emotional, and physical health of our community through recreation, workforce development, education, and engagement.

### Values

---

- Empowerment
- Innovation
- Collaboration
- Wellness

### Division Goals (DG)

---

1. Coordinate and provide accessible services to Norwich Residents through various Federal, State, and local grants. **(L2,L3,L6)**
2. Maintain strong community relations through candid communication, professional service, and the implementation of community outreach programs and partnerships. **(L4)**
3. Increase efficiencies by working collaboratively with other departments, agencies, boards, and commissions as well as outside agencies. **(L3)**
4. Promote the health and well-being of Norwich residents through organized and structured activities. **(L3)**
5. Provide program enhancement and support services to Norwich schools, including before-care, and afterschool programming, in addition to other City-wide program offerings. **(L2,L3,L4)**

### Action Plans

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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, including from Norwich Public Schools. **(DG1, DG2, DG3, DG4, DG5)**
2. Provide youth with work, education, leadership initiatives, and job skills training. **(DG1,DG2,DG3, DG4, DG5)**
3. Provide programming at Norwich schools. **(DG1,DG2,DG3, DG4, DG5)**
4. Prevent juvenile delinquency and reduce recidivism through counseling, case management, consultation, crisis management, and mentoring opportunities. **(DG1,DG2,DG3, DG4, DG5)**
5. Provide counseling, case management, consultation, crisis management, substance use prevention resources, and mentoring opportunities to all Norwich residents. **(DG1,DG2,DG3)**
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,DG4)**
7. 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. **(DG2, DG3, DG4)**
8. Ensure the proper level of professional certifications for all staff through education and training; utilize technology to streamline processes. **(DG2,DG3, DG4, DG5)**

### Accomplishments

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1. Fulfilled the mandate of youth service bureaus as outlined in CT General Statute for the evaluation, planning, coordination, and implementation of services, including prevention and intervention programs for youth. **(DG1 – DG6)**
2. 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, DG4, DG5)**

3. Provided employment assessments, career counseling, and employment and internship opportunities to 633 at-risk, in-school, Norwich-area youth through a partnership with the Eastern CT Workforce Investment Board and EASTCONN. **(DG1,DG3, DG4, DG5)**
4. Provided 1369 hours of individual, family, and/or group counseling to Norwich residents/children dealing with abuse, PTSD, depression, anxiety, and out-of-control behaviors. **(DG1, DG4)**
5. 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 97 young people in Norwich. **(DG1,DG2, DG4, DG5)**
6. Operated summer camps all over Norwich to meet community needs; served 1149 youth.**(DG4)**
7. Opened Mohegan Park beach for over 7367 visitors; trained and certified all guards; offered affordable swim lessons to Norwich residents. **(DG2,DG4, DG5)**
8. Approved permits for about 55 youth and adult sports leagues, and groups to play on city fields; this does not include other programs offered by this Division. **(DG1,DG4, DG5)**

### Grant Descriptions

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In addition to the City-funded department budget, Youth, Family, and Recreation Services also currently administers special revenue fund grants that 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. **(G5)**

#### Federal Grants

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- Center for Disease Control \$125,000 – Drug-Free Communities grant to prevent and reduce the risk of underage substance use.

#### State of Connecticut Grants

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- 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 driver education opportunities to youth in DCF care.
- Department of Labor; Workforce Investment Board (EWIB) \$203,929– Funds to provide employment, internship, and career development opportunities for Norwich youth aged 14-24.
- CYSA/Juvenile Justice Grant \$7,000 - to increase capacity, improve data collection and management, and improve coordinated care for the Norwich Juvenile Justice Alliance.
- CT Social Equity Council via the Community Foundation \$25,000 – to create a local Youth Rugby Program.

#### Private Grants

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- Southeastern Connecticut Regional Action Council (SERAC): \$12,000 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.

10441900 Youth, Family, and Recreation Services		2021-22 Actual	2022-23 Budget	2022-23 Actual	2023-24 Budget	2023-24 Projected	2024-25 Request	2024-25 Proposed	2024-25 Adopted
51610	Regular Employees	138,764	157,170	128,941	283,441	274,000	372,492	322,713	322,713
51620	Seasonal/Temporary Employees	0	0	0	43,695	30,000	51,255	40,380	40,380
51630	Overtime	0	0	0	0	395	0	0	0
52000	Fringe Benefits	152,332	156,588	170,820	253,876	253,655	296,853	280,260	280,260
53010	Professional Services	0	0	0	1,100	1,500	3,000	1,500	1,500
53322	Professional Development	0	0	0	5,500	5,500	2,500	2,500	2,500
53510	Software Updates & Maintenance	0	0	0	0	0	0	10,213	10,213
54310	Equip & Furniture Maintenance	0	0	0	16,572	16,572	14,572	7,000	7,000
54410	Utilities	0	0	0	45,500	41,000	52,800	49,000	44,000
55530	Communications	1,348	1,161	207	12,946	12,000	12,946	11,735	11,735
55531	Advertising	0	0	0	9,000	3,000	6,500	3,000	3,000
55532	Postage	0	0	0	200	50	200	200	200
55800	Travel & Mileage Reimbursement	153	2,200	300	3,500	2,000	2,000	2,000	2,000
56610	Supplies	587	500	503	22,000	22,000	8,460	8,460	6,460
58100	Dues Licenses & Subscriptions	195	770	770	1,868	1,868	1,868	1,868	1,868
<b>TOTALS</b>		<b>293,379</b>	<b>318,389</b>	<b>301,541</b>	<b>699,198</b>	<b>663,540</b>	<b>825,446</b>	<b>740,829</b>	<b>733,829</b>

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

<b>Staffing</b>									
1.00	Youth Family & Recreation Manager	1.00	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	2.00	2.00	2.00	2.00	2.00
0.00	YFR Program Assistant	0.00	0.00	0.00	1.00	1.00	1.00	1.00	1.00
0.00	YFR Administrative Specialist	0.00	0.00	0.00	0.00	0.00	1.00	0.00	0.00
<b>TOTAL FTE'S</b>		<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>4.00</b>	<b>4.00</b>	<b>5.00</b>	<b>4.00</b>	<b>4.00</b>
<b>Salaries</b>									
	Youth Family & Recreation Manager		86,299		96,151		102,007	102,007	102,007
	YFR Program Coordinator		70,872		72,998		78,803	78,803	78,803
	YFR Program Assistant		59,622		61,410		63,100	63,100	63,100
	YFR Administrative Specialist						55,635	55,635	55,635
<b>Total Salaries Paid by General Fund</b>									
	Youth Family & Recreation Manager		86,299		96,151		102,007	102,007	102,007
	YFR Program Coordinator		70,872		145,996		157,606	157,606	157,606
	YFR Program Assistant		0		61,410		63,100	63,100	63,100
	YFR Administrative Specialist		0		0		55,635	0	0
<b>TOTAL SALARIES</b>			<b>157,171</b>		<b>303,557</b>		<b>378,348</b>	<b>322,713</b>	<b>322,713</b>

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		2021-22 Actual	2022-23 Budget	2022-23 Projected	2023-24 Adopted	2023-24 Adopted	2023-24 Request	2023-24 Proposed	2023-24 Adopted
51601	Department Head	93,088	48,152	46,713	0	0	0	0	0
51610	Regular Employees	236,678	91,542	93,823	0	0	0	0	0
51620	Seasonal/Temporary Employees	39,132	47,122	28,320	0	0	0	0	0
51630	Overtime	1,939	388	418	0	0	0	0	0
52000	Fringe Benefits	234,527	118,835	113,239	0	0	0	0	0
53010	Professional Services	18,862	10,955	5,570	0	0	0	0	0
53322	Professional Development	1,905	2,500	2,529	0	0	0	0	0
54310	Equip & Furniture Maintenance	12,359	16,584	13,833	0	0	0	0	0
54410	Utilities	36,307	38,908	43,061	0	0	0	0	0
54430	Building Repairs & Maintenance	42,256	5,000	3,313	0	0	0	0	0
55530	Communications	10,202	10,080	9,093	0	0	0	0	0
55532	Postage	15	500	13	0	0	0	0	0
55800	Travel & Mileage Reimbursement	246	1,200	1,451	0	0	0	0	0
56610	Supplies	4,688	6,920	14,095	0	0	0	0	0
56627	Vehicle Fuel	7,980	0	0	0	0	0	0	0
58100	Dues Licenses & Subscriptions	0	500	705	0	0	0	0	0
<b>TOTALS</b>		<b>740,184</b>	<b>399,186</b>	<b>376,176</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>Staffing</b>									
1.00	Recreation Manager	1.00	1.00	1.00					
1.00	Recreation Facilities Mtn. Supervisor	1.00	0.00	0.00					
1.00	Recreation Facilities Maintainer II	1.00	0.00	0.00					
1.00	Recreation Facilities Maintainer I	1.00	0.00	0.00					
1.00	Program Administrator	1.00	1.00	1.00					
<b>TOTAL FTE'S</b>		<b>5.00</b>	<b>2.00</b>	<b>2.00</b>					

<b>For Comparison Purposes</b>									
1,033,563	Combined YFS and Rec. budget/expenditures	1,033,563	717,575	677,717	699,198	663,540	825,446	740,829	733,829
7.00	Combined YFS and Recreation General Fund FTE's	7.00	4.00	4.00	4.00	4.00	5.00	4.00	4.00

<b>Performance Measures</b>	Actual	Projected	Actual	Projected	Projected	Projected	Projected	Projected
<b>Workload/outputs</b>								
<i>Number Served:</i>								
Juvenile Review Board cases	51	70	70	70	70	90	90	90
Counseling cases	45	30	30	45	45	60	60	60
Youth employability assessments	170	170	170	170	170	200	200	200
Employment/ internships to eligible youth	100	100	100	150	150	200	200	200
Anti-smoking substance abuse to youths	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
Public forums/ educational parent participants	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
# Adult recreation registrations	309	700	700	1,000	1,000	1,000	1,000	1,000
Hours reserved for field usage	5,752	6,000	6,000	6,000	6,000	6,500	6,500	6,500
<b>Outcome/ Results</b>								
% of contacted parents/ community partners that will report satisfaction with agency services	98.00%	98.00%	98.00%	98.00%	98.00%	98.00%	98.00%	98.00%
Families attending car seat installation demonstrations	-	-	-	-	-	-	-	-
Hours of professional counseling services to low-income Norwich families	550	550	550	550	550	550	550	550
Graduate community leaders from Community leadership program	-	-	-	-	-	-	-	-
Mentor graduates in 3+ community projects								
Engage youth in community service								
<b>Efficiency Measures</b>								
Cost of division per capita	\$25.83	\$17.93	\$16.94	\$17.47	\$16.58	\$20.63	\$18.51	\$18.34
Cost of division as % of total general fund budget	0.76%	0.52%	0.49%	0.48%	0.45%	0.54%	0.48%	0.48%

## Adult & Family Services Division

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### Mission

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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

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

### Values

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- Self-reliance
- Empowerment
- Sustainability
- Equity

### Division Goals (DG)

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1. Develop, coordinate, and provide accessible services to Norwich Residents through various Federal, State, and local grants. **(L2,L4,L6)**
2. Protect and/or enhance the lives of residents by aiding them in attaining self-sufficiency, with a specific focus on *the 50% of Norwich families who are living below the ALICE threshold*. **(L4)**
3. Train personnel to the highest standards while holding them accountable to those standards. **(L7)**
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. **(L3)**
5. Maintain strong community relations through candid communication, professional service, and the coordination and implementation of community outreach programs and partnerships. **(L4,L6)**

### Action Plans

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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, DG2, DG3, DG4, DG5)**
2. 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, DG5)**
3. Provide housing-related services including but not limited to re-housing residents displaced by fires, condemnations, and disasters, and improving access to services. **(DG1, DG2, DG3, DG4)**
4. Coordinate and participate on local, regional, and State-wide teams to deliver best practices in social service issues, including the Community Care Team, Housing Management Team, and the Norwich Opioid Task Force. **(DG1, DG2,DG3, DG4, DG5)**
5. Participate in community-wide events, fairs, and other outreach activities. **(DG4)**
6. Develop and Coordinate activities, events, and outreach with all Human Services' Divisions as well as other City Departments, and provide a leadership role on key local and regional boards/committees. **(DG4, DG5)**
7. Create professional development plans for each staff and ensure the proper level of professional certifications is achieved through education and training. **(DG3)**
8. Identify, evaluate, and rectify operations, streamlining functionality, improving service, and increasing utilization of available technological advancements for reporting and strategic planning. **(DG5)**

### Accomplishments

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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, DG2, DG3, DG4, DG5)**
2. Assisted 2,200 Norwich disabled and elderly residents who apply for CT Renter's Rebate Program, bringing back roughly \$600,000 to the community in rebates. **(DG1, DG2, DG4)**

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, DG2, DG4, DG5)**
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, DG3, DG4, DG5)**
5. Served in leadership roles for several local, regional, and state human service organizations and initiatives, including the Community Care Team (40 members), the Norwich Task Force (100 members), the Housing Management Team (15 members), Greenville Neighborhood Committee, the Three Rivers College Foundation, and the United Way. **(DG2, DG4, DG5)**

### *Grant Descriptions*

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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 that 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. **(G5)**

### *Federal Grants*

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- Community Development Block Grant/ Training Services \$70,000 – Provides job training and support services to low-income Norwich residents.
- Emergency Food & Shelter Program (through United Way) \$10,000 - Federal Emergency Food & Shelter Program provides for emergency rent and utility assistance for Norwich residents.
- Administered the bulk of the \$3.9 million in American Rescue Program Act funds awarded to support the needs of the community.

### *State of Connecticut Grants*

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- State of CT Substance Abuse and Mental Health Services Administration, How Can We Help Grant \$75,000 – supports the efforts of Recovery Coaches, in partnership with Reliance Health.

### *Private Grants*

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Funding received from local foundation grants and donations from the community allow for the provision of programs such as food cards, a pharmacy fund, utility assistance, funds for job-related incidentals, and so much more:

- New London County Fund to End Homelessness - \$7,500 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		2021-22 Actual	2022-23 Budget	2022-23 Actual	2023-24 Budget	2023-24 Projected	2024-25 Request	2024-25 Proposed	2024-25 Adopted
51601	Department Head	107,292	103,796	110,460	107,429	107,429	110,652	110,652	110,652
51610	Regular Employees	130,541	134,913	134,914	164,543	134,000	322,858	270,033	270,033
51620	Seasonal/Temporary Employees	0	12,000	6,032	0	0	0	0	0
52000	Fringe Benefits	171,390	179,514	177,289	221,539	221,486	344,307	315,821	315,821
53322	Professional Development	240	1,570	1,415	1,000	1,000	1,000	1,000	1,000
53510	Software Updates & Maintenance	0	0	0	0	0	0	6,851	6,851
54310	Equip & Furniture Maintenance	6,460	33,500	14,005	12,190	12,190	13,480	11,000	8,500
55500	Printing	398	500	424	0	0	500	500	500
55530	Communications	2,520	2,314	2,368	3,196	2,000	3,196	2,338	2,338
55532	Postage	788	780	785	780	950	780	780	780
55800	Travel & Mileage Reimbursement	137	500	21	500	200	500	500	500
56610	Supplies	2,805	3,200	3,816	3,700	3,700	3,200	3,200	2,700
58100	Dues Licenses & Subscriptions	690	600	150	1,890	1,890	600	600	600
58730	Assistance Payments	22,314	20,000	19,213	20,000	20,000	20,000	20,000	20,000
<b>TOTALS</b>		<b>445,575</b>	<b>493,187</b>	<b>470,892</b>	<b>536,767</b>	<b>504,845</b>	<b>821,073</b>	<b>743,275</b>	<b>740,275</b>

Staffing		2021-22 Actual	2022-23 Budget	2022-23 Actual	2023-24 Budget	2023-24 Projected	2024-25 Request	2024-25 Proposed	2024-25 Adopted
	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	0.17	0.17	1.00	1.00	1.00
	Human Services Caseworkers	1.00	1.00	1.00	1.00	1.00	2.00	1.50	1.50
	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	0.25	0.25	0.50	0.00	0.00
	<b>TOTAL FTE'S</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.42</b>	<b>3.42</b>	<b>5.50</b>	<b>4.50</b>	<b>4.50</b>

Salaries		2021-22 Actual	2022-23 Budget	2022-23 Actual	2023-24 Budget	2023-24 Projected	2024-25 Request	2024-25 Proposed	2024-25 Adopted
	Director of Human Services		103,796		107,429		110,652	110,652	110,652
	Adult & Family Services Manager				88,456		91,555	91,555	91,555
	Human Services Caseworkers		67,457		69,481		71,391	71,391	71,391
	Administrative Coordinator		67,457		69,481		71,391	71,391	71,391
	Receptionist		38,227		39,374		40,457	40,457	40,457
<b>Total Salaries Paid by General Fund</b>									
	Director of Human Services		103,796		107,429		110,652	110,652	110,652
	Adult & Family Services Manager		0		15,038		91,555	91,555	91,555
	Human Services Caseworkers		67,457		69,481		142,782	107,087	107,087
	Administrative Coordinator		67,457		69,481		71,391	71,391	71,391
	Receptionist		0		9,844		20,229	0	0
	<b>Subtotal - Employees</b>		<b>134,914</b>		<b>163,844</b>		<b>325,957</b>	<b>270,033</b>	<b>270,033</b>
	<b>TOTAL SALARIES</b>		<b>238,710</b>		<b>271,273</b>		<b>436,609</b>	<b>380,685</b>	<b>380,685</b>

Performance Measures		Actual	Projected	Actual	Projected	Projected	Projected	Projected	Projected
<b>Workload/outputs</b>									
<i>Number Served</i>									
	Walk Ins Seen	2,649	3,700	3,700	5,400	5,400	5,400	5,400	5,400
	Phone calls fielded annually	N/R	N/R	N/R	30,000	30,000	30,000	30,000	30,000
	New cases applying for assistance	1,075	900	900	1,000	1,000	1,000	1,000	1,000
	Clients assisted with NHS funds per year	N/R	N/R	N/R	3,000	3,000	3,000	3,000	3,000
	Renters Rebate Applications Completed	496	1,200	1,200	1,200	1,200	1,200	1,200	1,200
	Relocation due to condemnation (# units)	20	20	20	25	25	25	25	25
	Job screening, training, and placements	20	250	250	200	200	200	200	200
<b>Outcome/ Results</b>									
	% 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	30.00%	35.00%	95.00%	35.00%	35.00%	35.00%	35.00%	35.00%
	% people completed job training with Norwich Works	65.00%	95.00%	95.00%	95.00%	95.00%	95.00%	95.00%	95.00%
	% people obtaining employment after Norwich Works	80.00%	95.00%	95.00%	95.00%	95.00%	95.00%	95.00%	95.00%
<b>Efficiency Measures</b>									
	Cost of division per capita	\$11.14	\$12.33	\$11.77	\$13.40	\$13.40	\$20.52	\$18.58	\$18.50
	Adult & Family Services Division budget as % of total general fund budget	0.33%	0.36%	0.34%	0.37%	0.37%	0.53%	0.48%	0.48%

## Norwich Public Schools

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### Mission

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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

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To enable each child to reach their full potential.

### Guiding Beliefs

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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)

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

### Student Learning Goals

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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	2021-22 Actual	2022-23 Budget	2022-23 Actual	2023-24 Budget	2023-24 Projected	2024-25 Request	2024-25 Proposed	2024-25 Adopted
4700	Norwich Public Schools	83,453,507	86,803,758	86,803,758	89,473,852	92,286,654	100,084,846	93,276,491	95,680,898
	<b>TOTALS</b>	<b>83,453,507</b>	<b>86,803,758</b>	<b>86,803,758</b>	<b>89,473,852</b>	<b>92,286,654</b>	<b>100,084,846</b>	<b>93,276,491</b>	<b>95,680,898</b>
<p>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.</p>									

## Norwich Public Schools - Summary of Accounts

Object	Description	2020-21 Actual	2021-22 Budget	2021-22 Actual	2022-23 Budget	2022-23 Actual	2023-24 Budget	2024-25 Budget
51111	CERTIFIED SALARIES	17,805,513	20,442,663	17,885,450	19,422,932	18,018,200	19,783,217	20,297,582
51112	SUPPORT SALARIES	6,481,372	6,675,347	6,901,810	8,326,917	8,833,763	8,757,800	10,047,073
51119	OTHER SALARIES	0	0	0	0	0	222,512	241,037
51121	TEMP PAY CERT PERSONNEL	497,686	674,362	465,768	500,000	2,705,341	912,600	1,000,000
51122	TEMP PAY SUPPT PERSONNEL	227,929	326,321	987,626	666,706	137,550	129,900	384,833
51130	OVERTIME	0	0	0	0	0	94,500	128,604
52200	POST EMPLOYMENT BENEFITS	0	0	0	674,021	674,021	727,943	608,725
52201	HEALTH / DENTAL INSURANCE	7,816,404	5,689,496	6,221,036	4,947,138	4,653,675	5,034,346	5,606,002
52203	LIFE INSURANCE	54,846	57,750	63,625	60,638	88,516	86,916	89,523
52204	UNEMPLOYMENT COMPENSATION	338,464	630,000	110,096	200,000	135,338	150,000	175,000
52205	WORKER'S COMPENSATION	649,515	714,000	1,267,194	714,000	685,656	500,000	500,000
52206	PENSION	846,000	927,436	914,930	1,025,097	981,611	1,173,317	1,208,269
52207	FICA EMPLOYER'S SHARE	794,521	708,358	933,477	992,045	1,114,066	1,064,761	1,268,307
52208	RETIREMENT SEVERANCE PAY	45,899	30,308	37,709	0	10,608	15,000	15,000
52290	OTHER EMPLOYEE BENEFITS	3,422	0	2,369	0	1,912	2,170	5,920
53322	PROFESSIONAL DEVELOPMENT	0	0	31,520	12,500	15,197	33,000	33,270
53323	SPECIAL ED. SERVICES	1,406,135	1,343,404	1,625,124	1,788,314	2,059,170	1,880,601	2,776,311
53330	PROFESSIONAL SERVICES	394,328	323,420	511,452	232,715	334,604	331,300	391,000
53331	OUTSIDE SUBS	0	0	0	583,700	196,270	5,000	0
53332	NTA STIPENDS	0	0	0	40,150	43,681	41,000	62,458
53334	OTHER PROFESSIONAL SERVICES	0	0	0	77,940	107,021	95,465	85,042
54431	CONTRACT REPAIRS BLDGS	39,677	57,587	101,790	48,510	108,637	89,500	129,940
54433	VEHICLE MAINTENANCE AND REPAIRS	0	0	0	70,000	13,916	20,000	7,500
54434	EQUIPMENT MAINTENANCE AND REPAIRS	80,911	136,857	57,022	70,000	23,893	20,000	20,089
54443	EQUIPMENT LEASES	0	0	0	284,278	279,689	120,200	66,482
55510	STUDENT TRANSPORTATION	7,117,225	8,479,040	7,902,697	8,269,969	8,316,672	8,010,768	10,569,543
55520	LIABILITY & PROPERTY INSURANCE	329,586	363,597	349,198	396,245	365,927	390,000	408,653
55530	COMMUNICATIONS	125,952	179,424	116,991	135,000	127,922	159,597	143,573
55531	ADVERTISING	1,889	0	1,728	4,000	2,660	4,000	3,000
55532	POSTAGE	5,506	9,093	17,045	9,100	5,928	9,100	9,373
55560	TUITION	34,894,773	34,540,672	33,483,307	34,566,561	34,283,687	37,431,237	40,928,183
	Special Education Reimbursement	(2,046,537)	(1,700,000)	(1,860,085)	(1,342,254)	(1,342,254)	(2,300,000)	(2,028,428)
55580	STAFF TRAVEL & MILEAGE	20,726	39,401	25,051	26,000	34,079	32,735	22,420
55590	OTHER PURCHASED SERVICES	342,678	908,363	694,205	74,522	(159,104)	111,609	118,903
55592	ADULT EDUCATION	183,106	203,184	236,482	241,000	210,816	247,329	249,000
55593	MAINTENANCE SERVICES	212,869	260,767	186,827	225,000	170,414	200,000	200,000
55594	FINANCIAL SERVICES	18,095	47,483	87,432	92,060	59,415	24,430	25,652
56607	ART SUPPLIES	0	0	0	15,785	14,006	15,474	15,474
56608	MUSIC SUPPLIES	0	0	2,576	12,350	4,181	10,000	10,000
56609	PHYS ED SUPPLIES	0	0	178	12,350	5,908	10,000	10,000
56610	SUPPLIES	33,172	115,930	77,183	69,200	59,311	83,104	80,055
56611	INSTRUCTIONAL SUPPLIES	52,673	168,126	112,432	69,500	60,623	120,050	117,233
56612	HEALTH SUPPLIES	3,704	13,033	31,025	15,000	6,155	10,000	60,000
56613	MAINTENANCE SUPPLIES	40,170	61,754	55,678	20,000	65,249	85,500	85,500
56614	CUSTODIAL SUPPLIES	124,072	170,348	162,730	79,385	99,898	145,500	100,000
56620	HEATING EXPENSES	654,480	505,502	566,025	649,693	607,422	605,811	535,821
56621	ELECTRICITY	877,394	929,756	1,003,275	865,214	1,056,269	1,014,294	984,599
56622	WATER & SEWER	0	0	0	98,028	127,780	116,134	149,578
56627	VEHICLE FUEL	242,996	525,346	635,849	525,346	676,231	615,540	615,540
56641	BOOKS & PERIODICALS	0	8,206	3,872	8,200	0	14,820	14,820
56642	LIBRARY SUPPLIES/MATRLS.	0	25,257	9,048	28,535	22,366	25,772	24,496
56650	SUPPLIES-TECH RELATED	0	0	64,281	103,318	42,918	55,927	80,200
57700	EQUIPMENT	0	0	4,148	20,000	17,944	20,000	20,000
57720	CAPITAL PROJECTS	625,716	303,084	474,515	125,000	82,149	75,000	100,000
57730	INSTRUCT. EQUIP. REPAIRS	360	1,414	0	4,000	4,760	12,305	12,305
57731	INSTRUCTIONAL EQUIPMENT	579,454	5,051	0	18,500	10,603	28,501	22,131
57732	BOE VEHICLES	0	0	0	0	0	0	85,000
57733	FURNITURE-FIXTURES	383,536	0	15,024	12,500	18,718	0	0
57734	TECHNOLOGY EQUIPMENT	62,021	10,103	261,066	195,000	45,383	233,423	251,500
57735	SOFTWARE LICENSING	128,412	116,182	511,116	375,000	430,783	440,593	775,030
57739	NON-INSTRUCTIONAL EQUIPMENT	49,191	68,194	18,450	20,800	10,691	14,216	14,183
58810	DUES & SUBSCRIPTIONS	9,459	10,486	17,863	16,250	31,117	39,561	46,571
58890	ADMIN/ STUDENT SUPPORT	0	0	68,297	10,000	4,796	70,474	76,971
59920	Indirect	0	1,240,000	0	0	0	0	0
	<b>TOTAL</b>	<b>82,555,300</b>	<b>86,346,105</b>	<b>83,453,507</b>	<b>86,803,758</b>	<b>86,803,758</b>	<b>89,473,852</b>	<b>100,084,846</b>

Change in funding in Manager's Proposed Budget

(6,808,355)

Proposed Budget

93,276,491

Change in funding by City Council

2,404,407

Adopted Budget

95,680,898

# ED141 EFS Expenditure Summary

Reporting Year: 2023

Grant Type	Grant	Bud Ref Year	Most Recent Approved Allocation	Total Reporting Year Expenditures
Federal Grant	Title I Part A (20679)	2020	\$2,316,170.00	\$0.00
Federal Grant	ESSA SIG (20679)	2020	\$200,000.00	\$0.00
Federal Grant	Title I Part A (20679)	2021	\$2,200,144.00	\$0.00
Federal Grant	ESSA SIG (20679)	2021	\$200,000.00	\$0.00
Federal Grant	Title I Part A (20679)	2022	\$1,962,918.00	\$1,437,125.82
Federal Grant	Title I Part A (20679)	2023	\$2,009,621.00	\$461,919.44
Federal Grant	McKinney-Vento Homeless Assistance (Continuation 2) (20770)	2020	\$55,000.00	\$0.00
Federal Grant	McKinney-Vento Homeless Assistance (Continuation 1) (20770)	2022	\$55,582.00	\$27,710.89
Federal Grant	Federal Adult Education - PEP Comprehensive 1 (20784)	2023	\$190,000.00	\$153,164.21
Federal Grant	Title II Part A (20858)	2020	\$222,971.00	\$0.00
Federal Grant	Title II Part A (20858)	2022	\$203,946.00	\$135,528.09
Federal Grant	Title II Part A (20858)	2023	\$213,712.00	\$59,225.98
Federal Grant	Nita M. Lowey 21st Century Community Learning - Supplement 1 (20863)	2020	\$200,000.00	\$0.00
Federal Grant	Nita M. Lowey 21st Century Community Learning - Supplement 2 (20863)	2020	\$190,000.00	\$0.00
Federal Grant	Nita M. Lowey 21st Century Community Learning - Cohort 16 (20863)	2021	\$134,786.72	\$0.00
Federal Grant	Nita M. Lowey 21st Century Community Learning - Cohort 17.1 (20863)	2021	\$380,000.00	\$0.00
Federal Grant	Nita M. Lowey 21st Century Community Learning - Cohort 16 (20863)	2022	\$100,000.00	\$11,291.72
Federal Grant	Nita M. Lowey 21st Century Community Learning - Cohort 17.1 (20863)	2022	\$380,000.00	\$101,871.94
Federal Grant	Nita M. Lowey 21st Century Community Learning - Cohort 17.1 (20863)	2023	\$285,000.00	\$267,488.23
Federal Grant	Title III EL (20868)	2020	\$111,320.00	\$0.00
Federal Grant	Title III EL (20868)	2022	\$114,663.00	\$28,968.18
Federal Grant	Title III Immigrant (20868)	2022	\$23,673.75	\$23,673.75
Federal Grant	Title III EL (20868)	2023	\$112,605.00	\$84,677.63
Federal Grant	Title III Immigrant (20868)	2023	\$12,000.00	\$0.00
Federal Grant	Special Education Activities (20977)	2021	\$10,000.00	\$9,396.66
Federal Grant	Paraeducator Professional Development Activities (20977)	2021	\$5,000.00	\$3,390.81
Federal Grant	IDEA 611 (20977)	2022	\$1,531,168.00	\$913,494.68
Federal Grant	IDEA 611 (20977)	2023	\$1,571,247.00	\$601,738.58
Federal Grant	CT - SEDS Implementation Stipend (20977)	2023	\$21,000.00	\$0.00
Federal Grant	IDEA 619 (20983)	2022	\$37,807.00	\$12,401.43
Federal Grant	IDEA 619 (20983)	2023	\$40,061.00	\$2,460.98
Federal Grant	Title IV Part A (22854)	2020	\$175,772.00	\$0.00
Federal Grant	Title IV Part A (22854)	2022	\$158,044.00	\$70,073.90
Federal Grant	Title IV Part A (22854)	2023	\$146,586.00	\$64,924.78
Federal Grant	ARP IDEA 611 (23083)	2022	\$343,555.00	\$225,545.54
Federal Grant	ARPA - Expand Supp for Learn Engage and Attendance Program (28089)	2023	\$200,000.00	\$30,576.40
Federal Grant	School Readiness - Priority Enrollment-based (28227)	2023	\$240,160.00	\$177,936.00
Federal Grant	School Readiness - Priority Admin Funds Enhancement (28227)	2023	\$33,649.00	\$9,703.15
Federal Grant	ESSER Funds (29571)	2020	\$1,920,228.00	\$12,425.41
Federal Grant	ESSER II Special Education Recovery Activities Grant (29571)	2021	\$120,000.00	\$112,758.86
Federal Grant	ESSER II Bonus Special Populations \$25K Recovery Grant (29571)	2021	\$25,000.00	\$531.50
Federal Grant	ESSER II Bonus Dyslexia Recovery Grant (29571)	2021	\$22,750.00	\$9,670.23
Federal Grant	ESSER II Funds (29571)	2021	\$7,328,004.00	\$4,805,302.35
Federal Grant	ESSER II State Set-Aside (29571)	2021	\$1,185,433.00	\$790,055.63
Federal Grant	Family Resource Center - ESSER II (29571)	2021	\$25,000.00	\$18,021.82
Federal Grant	ARP ESSER Funds (29636)	2021	\$16,469,218.00	\$8,119,008.89
Federal Grant	ARP After School Enhancement Grant (29636)	2021	\$315,000.00	\$111,000.00
Federal Grant	ARP ESSER Homeless Children and Youth (HCY) I (29650)	2021	\$55,581.00	\$20,855.89
Federal Grant	ARP ESSER Homeless Children and Youth (HCY) II (29650)	2021	\$70,851.00	\$49,187.50
Federal Grant	ARP IDEA 619 (29684)	2022	\$32,994.00	\$32,993.95
Federal Grant	ARPA - Right to Read (29732)	2023	\$222,000.00	\$111,000.00
Federal Grant	ARPA - Priority School Districts and Faith Acts (29733)	2022	\$299,287.00	\$0.00
	<b>Federal Grant Totals:</b>		<b>\$44,479,507.47</b>	<b>\$19,107,100.82</b>
State or Bond Grant	Family Resource Center (16110)	2023	\$101,725.00	\$95,634.18
State or Bond Grant	School Readiness - Priority Quality Enhancement (16158)	2023	\$20,120.00	\$18,591.11
State or Bond Grant	School Readiness - Priority (16274)	2023	\$2,323,495.00	\$2,183,015.27
State or Bond Grant	School Readiness - Priority COLA (16274)	2023	\$80,875.00	\$80,875.00
State or Bond Grant	Smart Start (16279)	2023	\$75,000.00	\$75,000.00
State or Bond Grant	State Adult Education - Provider (17030)	2023	\$574,617.00	\$574,617.00
State or Bond Grant	Alliance District Grant (17041)	2023	\$9,131,368.00	\$9,131,368.00
State or Bond Grant	State Bilingual Grant (17042)	2023	\$22,118.00	\$22,118.00
State or Bond Grant	Priority School District Grant (17043)	2023	\$816,809.00	\$816,809.00
State or Bond Grant	PSD - Extended School Hours (17108)	2023	\$90,234.00	\$90,234.00
State or Bond Grant	PSD - Summer School (17109)	2023	\$103,485.00	\$103,485.00
	<b>State or Bond Grant Totals:</b>		<b>\$13,339,846.00</b>	<b>\$13,191,746.56</b>

**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

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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

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### Contributions to Outside Agencies

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#### *Library*

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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*

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The city's cost of \$7.47 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*

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

#### *Probate Court*

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

#### *United Community & Family Services, Inc. (UCFS)*

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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)*

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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*

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Subsidy of bus service to Southeastern Connecticut.

## Operating Transfers

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### *Appropriation to Capital Budget*

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

## Other

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### *Property Insurance*

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

### *Contingency*

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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	2021-22 Actual	2022-23 Budget	2022-23 Actual	2023-24 Budget	2023-24 Projected	2024-25 Request	2024-25 Proposed	2024-25 Adopted
59101 Transfer to Debt Service Fund	3,907,535	3,558,554	3,558,554	4,296,599	4,296,599	4,584,268	4,584,268	4,584,268
<b>TOTALS</b>	<b>3,907,535</b>	<b>3,558,554</b>	<b>3,558,554</b>	<b>4,296,599</b>	<b>4,296,599</b>	<b>4,584,268</b>	<b>4,584,268</b>	<b>4,584,268</b>

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.

<b>10500000 MISCELLANEOUS</b>
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<b>Contributions to Outside Agencies</b>								
58251 Otis Library	1,100,020	1,177,000	1,177,044	1,259,390	1,259,390	1,397,923	1,309,766	1,307,766
58252 Uncas Health District	270,601	270,601	270,601	290,502	290,502	298,905	298,905	298,905
58253 Ambulance Service	84,606	87,737	87,737	90,983	90,983	46,318	46,318	46,318
58254 Probate Court	28,513	29,900	29,786	32,657	32,657	37,012	37,012	37,012
58711 United Community Family Svcs	50,000	51,500	51,500	53,000	53,000	150,000	50,000	49,500
58712 TVCCA	36,500	36,500	36,500	38,000	38,000	41,434	38,000	37,500
58713 SEAT Bus	187,219	192,836	192,836	212,120	212,120	222,726	222,726	222,726
<b>Subtotal - Contributions to Outside Agencies</b>	<b>1,757,459</b>	<b>1,846,074</b>	<b>1,846,004</b>	<b>1,976,652</b>	<b>1,976,652</b>	<b>2,194,318</b>	<b>2,002,727</b>	<b>1,999,727</b>

<b>Operating Transfers</b>								
59102 Transfer To Capital Improvement Fund	2,657,155	2,740,287	2,740,287	2,772,535	2,772,535	2,894,314	2,894,314	2,894,314
59106 Transfer Out to Stadium Authority	0	0	0	100,000	100,000	0	0	0
<b>Subtotal - Operating Transfers</b>	<b>2,657,155</b>	<b>2,740,287</b>	<b>2,740,287</b>	<b>2,872,535</b>	<b>2,872,535</b>	<b>2,894,314</b>	<b>2,894,314</b>	<b>2,894,314</b>

<b>Other</b>								
55521 Liability Insurance	759,753	814,816	775,004	783,058	790,000	864,805	864,805	864,805
58600 Contingency	220,948	294,079	235,541	427,559	427,559	846,404	846,404	846,404
<b>Subtotal - Other</b>	<b>980,701</b>	<b>1,108,895</b>	<b>1,010,545</b>	<b>1,210,617</b>	<b>1,217,559</b>	<b>1,711,209</b>	<b>1,711,209</b>	<b>1,711,209</b>
<b>TOTALS</b>	<b>5,395,315</b>	<b>5,695,256</b>	<b>5,596,836</b>	<b>6,059,804</b>	<b>6,066,746</b>	<b>6,799,841</b>	<b>6,608,250</b>	<b>6,605,250</b>

## Capital Budget

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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

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### *Core network switch replacements*

Network switches are responsible for providing connectivity throughout the city for every cell phone, printer, desktop, laptop, server, or device connected to the city's infrastructure. The new core switches, at an estimated cost of \$493,000, will provide increased redundancy by eliminating single points of failure, expansion capacity, and features necessary for modern information technology infrastructure. This ensures that critical services such as Police and Fire dispatch are not disrupted by insufficient speeds or hardware failures.



### *Public Works plow truck*

Public Works plans to replace a plow truck at an estimated cost of \$240,000. This replacement should reduce future maintenance and fuel costs.

### *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 \$517,814 – equal to the estimated Local Capital Improvement Program grant.



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	C2501	Capital Contingency	R/NOI	1	each	115,477	115,477	115,477			115,477
Finance	36024117	57340	C2502	City Hall and Police Department Server Room renovations	R/NOI	1	each	110,000	110,000	110,000			110,000
Finance	36024117	57340	C2503	Computer peripherals and maintenance items	R/NOI	1	each	35,000	35,000	35,000			35,000
Finance	36024117	57340	C2504	Core network switch replacements	Improve functionality and security	1	each	493,000	493,000	493,000			493,000
Finance	36024117	57340	C2505	One-year extended support services for virtual servers	R/NOI	1	each	51,000	51,000	51,000			51,000
Finance	36024117	57340	C2506	Public safety camera system migration	R/NOI	1	each	30,000	30,000	30,000			30,000
Finance	36024117	57340	C2507	Replace City security camera systems	R/NOI	1	each	30,000	30,000	30,000			30,000
Finance	36024117	57340	C2508	Replace Veeam servers	R/NOI	1	each	20,000	20,000	20,000			20,000
Finance	36024117	57340	C2509	Replace wireless access points	R/NOI	1	each	20,000	20,000	20,000			20,000
Finance	36024117	57340	C2510	Workstation replacements	R/NOI	30	each	1,000	30,000	30,000			30,000
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
Planning	36024151	57320		Replace building inspection car with a small SUV	R/NOI	1	each	40,000	40,000	0			0
Police	36024201	57320	C2515	Police Cruisers	Should reduce future maintenance and fuel costs.	5	each	54,000	270,000	54,000			54,000
Police	36024201	57300		Body worn camera upgrade	R/NOI	1	each	57,000	57,000	0			0
Police	36024201	57300		Active shooter response equipment	R/NOI	1	each	35,000	35,000	0			0
Police	36024201	57320		Armored Rescue Vehicle	Will increase fuel usage and insurance	1	each	425,000	425,000	0			0
Police	36024201	57300		Crime scene mapping upgrade	R/NOI	1	each	25,000	25,000	0			0
Police	36024201	57300		Replace building access control system	R/NOI	1	each	95,000	95,000	0			0
Police	36024201	57300	C2511	Speed enforcement equipment	Reduce costs to reinforce speed limits	1	each	35,000	35,000	35,000			35,000
Police	36024201	57300		Replace teleconference system	R/NOI	1	each	10,000	10,000	0			0
Police	36024201	57300	C2512	Replace shotguns	R/NOI	12	each	775	9,300	9,300			9,300
Police	36024201	57300	C2513	Technology Sustainment	R/NOI	1	each	15,000	15,000	15,000			15,000
Police	36024201	57300	C2514	Marine Unit sensor replacement	R/NOI	1	each	12,000	12,000	12,000			12,000
Police	36024201	57200		Police Station Replacement	R/NOI	1	each	39,000,000	39,000,000	0		Requires referendum	0
Norwich Fire	36024202	57300	C2517	Turnout Gear - PPE, Full Sets	R/NOI	18	each	5,446	98,028	50,400			50,400
Norwich Fire	36024202	57300	C2518	30-minute SCBA Cylinders	R/NOI	9	each	1,575	14,175	9,450			9,450
Norwich Fire	36024202	57200	C2516	Repairs to Greenville hose tower and brick repointing	R/NOI	1	each	30,000	30,000	30,000			30,000
Norwich Fire	36024202	57300		Fire Hose - 1.75" x 50'	R/NOI	11	each	240	2,640	0			0
Norwich Fire	36024202	57300		Fire Hose - 5" x 100'	R/NOI	5	each	900	4,500	0			0
Norwich Fire	36024202	57300		Fire Hose - 5" x 50'	R/NOI	2	each	581	1,162	0			0
Norwich Fire	36024202	57300		Air Supply System for Apparatus	R/NOI	1	each	15,000	15,000	0			0
Norwich Fire	36024202	57300		Rescue and battery powered tools, accessories	R/NOI	1	each	4,625	4,625	0			0
Norwich Fire	36024202	57200		Kitchen Cabinets	R/NOI	1	each	25,000	25,000	0			0
Norwich Fire	36024202	57320	C2452	Squad A	Should reduce future maintenance and fuel costs.	1	each	1,200,000	1,200,000	207,546			207,546

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
Norwich Fire	36024202	57320		Chief's Vehicle	Should reduce future maintenance and fuel costs.	1	each	65,000	65,000	0			0
Norwich Fire	36024202	57320		Fire Inspector Vehicle	Should increase future maintenance and fuel costs.	1	each	57,000	57,000	0			0
EGP VFD	36024233	57300	C2523	Turnout gear - full sets	R/NOI	12	each	4,035	48,420	42,000			42,000
EGP VFD	36024233	57300		Groves Smart-Dry six position PPE drying cabinet	R/NOI	1	each	20,000	20,000	0			0
EGP VFD	36024233	57300	C2524	Portable radio vehicle chargers	R/NOI	28	each	500	14,000	14,000			14,000
EGP VFD	36024233	57300	C2521	Replace fire gear dryer	R/NOI	1	each	8,000	8,000	8,000			8,000
EGP VFD	36024233	57300	C2525	Misc hose and appliances	R/NOI	1	each	20,000	20,000	5,000			5,000
EGP VFD	36024233	57300	C2526	Holmatro CCU10 Mini Cutter	R/NOI	1	each	4,500	4,500	4,500			4,500
EGP VFD	36024233	57300		Trailer for drone w/equipment	R/NOI	1	each	9,000	9,000	0			0
EGP VFD	36024233	57220	C2520	Resurface parking lot	R/NOI	1	each	150,000	150,000	100,000			100,000
EGP VFD	36024233	57320		Engine 52 replacement	R/NOI	1	each	950,000	950,000	0			0
EGP VFD	36024233	57200	C2519	Station asbestos abatement	R/NOI	1	each	50,000	50,000	50,000			50,000
EGP VFD	36024233	57200	C2522	Repair station foundation	R/NOI	1	each	125,000	125,000	20,000			20,000
EGP VFD	36024233	57300		SCBA Washer including plumbing and electrical work	R/NOI	1	each	55,000	55,000	0			0
Laurel Hill VFD	36024234	57300	C2529	Turnout gear - full sets	R/NOI	25	each	4,000	100,000	50,400			50,400
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	57300	C2527	Replace fire gear washer	R/NOI	1	each	14,000	14,000	14,000			14,000
Laurel Hill VFD	36024234	57300	C2528	Replace fire gear dryer	R/NOI	1	each	12,000	12,000	8,000			8,000
Laurel Hill VFD	36024234	57300		Replace forestry trailer	R/NOI	1	each	21,000	21,000	0			0
Laurel Hill VFD	36024234	57200	C2319	Replace garage doors	R/NOI	1	each	65,000	65,000	65,000	25,272	PY capital budget funding	39,728
Laurel Hill VFD	36024234	57320		Replace UTV skid unit	R/NOI	1	each	12,000	12,000	0			0
Laurel Hill VFD	36024234	57300		Samsara system for vehicles	R/NOI	4	each	2,000	8,000	0			0
Occum VFD	36024235	57320		Engine 41 replacement - a 1991 Pierce	Should reduce future maintenance and fuel costs.	1	each	1,200,000	1,200,000	0			0
Occum VFD	36024235	57300	C2530	SCBA Cascade System	R/NOI	1	each	105,000	105,000	105,000			105,000
Occum VFD	36024235	57300	C2531	Hose replacement	R/NOI	1	each	16,500	16,500	16,500			16,500
Occum VFD	36024235	57300	C2532	Turnout gear - full sets	R/NOI	5	each	4,000	20,000	21,000			21,000
Occum VFD	36024235	57300	C2533	High visibility parkas	R/NOI	20	each	500	10,000	10,000			10,000
Taftville VFD	36024236	57220		Parking Lot Expansion	R/NOI	1	each	600,000	600,000	0			0
Taftville VFD	36024236	57200	C2075	Kitchen hood replacement	R/NOI	1	each	153,000	153,000	108,227	108,227	PY capital budget funding	0
Taftville VFD	36024236	57300		SCBA bottles	R/NOI	6	each	1,364	8,184	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		Alpha pagers with chargers	R/NOI	30	each	187	5,617	0			0
Taftville VFD	36024236	57300	C2534	Subsalve lift bags	R/NOI	1	each	10,199	10,199	10,199			10,199
Taftville VFD	36024236	57300		Turnout gear - full sets	R/NOI	10	each	3,200	32,000	0			0
Taftville VFD	36024236	57300		Replace SCBA Cascade System	R/NOI	1	each	143,148	143,148	0			0
Taftville VFD	36024236	57320		Chief/Command Staff Vehicle	R/NOI	1	each	60,000	60,000	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
Taftville VFD	36024236	57300	C2535	Seek thermal cameras	R/NOI	6	each	869	5,214	5,214			5,214
Yantic VFD	36024237	57300	C2537	Turnout gear - full sets	R/NOI	8	each	4,500	36,000	33,600			33,600
Yantic VFD	36024237	57200		Painting and maintenance to exterior of main building and annex	R/NOI	1	each	40,000	40,000	0			0
Yantic VFD	36024237	57300	C2536	Repairs to compressor for SCBAs	R/NOI	1	each	10,000	10,000	10,000			10,000
Yantic VFD	36024237	57320		Rescue 3	Should reduce future maintenance and fuel costs.	1	each	1,700,000	1,700,000	0			0
Yantic VFD	36024237	57320		Squad 36 and Trailer	R/NOI	1	each	175,000	175,000	0			0
Yantic VFD	36024237	51220	C2233	Parking lot improvements	R/NOI	1	each	164,805	164,805	164,805	89,805	FY22 Capital Budget	75,000
Public Works	36024303	57320	C2538	Heavy Duty Plow Truck	Reduce future maintenance and fuel costs	1	EA	240,000	240,000	240,000			240,000
Public Works	36024303	57320	C2539	Medium Duty Truck	Reduce future maintenance and fuel costs	1	EA	120,000	120,000	120,000			120,000
Public Works	36024303	57320	C2540	Pick-up truck	Reduce future maintenance and fuel costs	1	EA	60,000	60,000	60,000			60,000
Public Works	36024303	57300	C2541	Stump grinder	Reduce future maintenance and fuel costs	1	EA	75,000	75,000	75,000			75,000
Public Works	36024303	57200		Roof maintenance to numerous City Buildings	Reduce future maintenance and fuel costs	1	LS	800,000	800,000	0			0
Public Works	36024305	57413		Capital Improvement Sidewalk Program	R/NOI	1	LS	200,000	200,000	0			0
Public Works	36024305	57100		Turf field and Synthetic Track at Fontaine Field	R/NOI	1	LS	1,500,000	1,500,000	0		Seeking CIF2030 grant	0
Public Works	36024305	57320	C2452	Street Sweeper	R/NOI	1	LS	330,000	330,000	0			0
Public Works	36024305	57400	C2545	Road and Parking Lot Resurfacing and Preventative Maintenance	R/NOI	1	EA	1,000,000	1,000,000	517,814	517,814	LOCIP	0
Public Works	36024305	57200		Park Improvements at Jenkins Park	R/NOI	1	LS	1,350,000	1,350,000	0			0
Public Works	36024305	57200	C2542	Roof replacement and lighting improvements, Asylum Street garage.	R/NOI	1	EA	100,000	100,000	100,000			100,000
Public Works	36024305	57200	C2543	Repair and painting of windows on first two floors of City Hall	R/NOI	1	LS	100,000	100,000	100,000			100,000
Public Works	36024305	57220	C2544	Re-pave Clinton Ave Parking Lot	R/NOI	1	EA	200,000	200,000	200,000			200,000
Senior Center	36024417	57320		Replace 18-passenger bus	Reduce future maintenance and fuel costs	1	each	135,000	135,000	0			0
Public Works	36024516	59106		Dodd Stadium Improvements	R/NOI	1	EA	200,000	200,000	0			0
<b>Totals</b>									<b>55,920,494</b>	<b>3,635,432</b>	<b>741,118</b>		<b>2,894,314</b>

## Special Revenue Funds

### Summary of Revenues & Expenditures

	City Consolidation District (Fund 2835)	Town Consolidation District (Fund 2830)	Combined
<b>EXPENDITURES</b>			
General Operations	8,711,885	539,729	9,251,614
<b>TOTALS</b>	<b>8,711,885</b>	<b>539,729</b>	<b>9,251,614</b>
<b>REVENUES</b>			
Current Levy RE & PP	4,459,732	420,244	4,879,976
Taxes (other than Current Levy RE & PP)	230,620	54,368	284,988
Federal Grants	0	0	0
State Grants	710,657	65,117	775,774
Investment Earnings	11,000	0	11,000
Other Financing Services	3,299,876	0	3,299,876
<b>TOTALS</b>	<b>8,711,885</b>	<b>539,729</b>	<b>9,251,614</b>

City Consolidation District			2021-22 Actual	2022-23 Budget	2022-23 Actual	2023-24 Budget	2023-24 Projected	2024-25 Proposed	2024-25 Adopted
<b>Taxes</b>									
28354200	41101	Current Real Estate and Personal Property	3,756,255	3,790,641	3,846,766	3,941,645	4,035,000	4,475,601	4,459,732
28354200	41103	Current Motor Vehicle Taxes	227,048	0	0	37,659	37,000	25,751	24,620
28354200	41105	Prior Year Levies	103,585	124,000	137,064	127,000	120,000	117,000	132,000
28354200	41106	Interest and Lien Fees	76,987	72,000	68,098	71,000	71,000	72,000	74,000
<b>Totals</b>			<b>4,163,875</b>	<b>3,986,641</b>	<b>4,051,928</b>	<b>4,177,304</b>	<b>4,263,000</b>	<b>4,690,352</b>	<b>4,690,352</b>
<b>Federal Grants</b>									
28354200	43100	Federal Grants-ARPA	0	240,000	240,000	1,000,000	1,000,000	0	0
<b>Totals</b>			<b>0</b>	<b>240,000</b>	<b>240,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>0</b>	<b>0</b>
<b>State Grants</b>									
28354200	43500	Shared Revenues	702,992	582,087	582,087	0	0	710,657	710,657
<b>Totals</b>			<b>702,992</b>	<b>582,087</b>	<b>582,087</b>	<b>0</b>	<b>0</b>	<b>710,657</b>	<b>710,657</b>
<b>Investment Earnings</b>									
28354200	46101	Interest	3,172	9,000	9,283	5,000	13,000	11,000	11,000
<b>Totals</b>			<b>3,172</b>	<b>9,000</b>	<b>9,283</b>	<b>5,000</b>	<b>13,000</b>	<b>11,000</b>	<b>11,000</b>
<b>Other Financing Sources</b>									
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
<b>Totals</b>			<b>3,299,876</b>	<b>3,299,876</b>	<b>3,299,876</b>	<b>3,299,876</b>	<b>3,299,876</b>	<b>3,299,876</b>	<b>3,299,876</b>
<b>GRAND TOTALS</b>			<b>8,169,915</b>	<b>8,117,604</b>	<b>8,183,174</b>	<b>8,482,180</b>	<b>8,575,876</b>	<b>8,711,885</b>	<b>8,711,885</b>

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

28354202	City Consolidation District	2021-22 Actual	2022-23 Budget	2022-23 Actual	2023-24 Budget	2023-24 Projected	2024-25 Request	2024-25 Proposed	2024-25 Adopted
51610	Regular Employees	3,374,391	3,520,220	3,426,691	3,550,649	3,491,000	3,697,557	3,650,663	3,650,663
51630	Overtime	117,091	68,479	210,766	90,000	200,000	90,000	90,000	90,000
51631	Replacement Cost	845,228	780,755	883,047	805,000	890,000	805,000	825,000	825,000
52000	Fringe Benefits	3,893,721	3,766,150	3,614,605	4,036,531	4,000,800	4,136,911	4,146,222	4,146,222
<b>TOTALS</b>		<b>8,230,431</b>	<b>8,135,604</b>	<b>8,135,109</b>	<b>8,482,180</b>	<b>8,581,800</b>	<b>8,729,468</b>	<b>8,711,885</b>	<b>8,711,885</b>

**Staffing**

Captain (FC 2)	3.00	3.00	3.00	1.00	1.00	3.00	3.00	2.00
Captain (FC 1)	1.00	1.00	1.00	3.00	3.00	1.00	1.00	2.00
Lieutenant - Step 2	7.00	6.00	6.00	4.00	4.00	6.00	6.00	4.00
Lieutenant - Step 1	1.00	2.00	2.00	4.00	4.00	2.00	2.00	4.00
Firefighter - Step 5	26.00	27.00	27.00	21.00	21.00	21.00	21.00	18.00
Firefighter - Step 4	4.00	2.00	2.00	5.00	5.00	4.00	4.00	4.00
Firefighter - Step 3	2.00	3.00	3.00	2.00	2.00	5.00	5.00	5.00
Firefighter - Step 2	1.00	2.00	2.00	2.00	2.00	3.00	3.00	3.00
Firefighter - Step 1	3.00	2.00	2.00	6.00	6.00	3.00	3.00	6.00
TOTAL FTE'S	48.00	48.00	48.00	48.00	48.00	48.00	48.00	48.00

**Salaries**

Captain (FC 2)	85,221	87,564	87,564	87,564	87,564	87,564	87,564
Captain (FC 1)	82,811	85,088	85,088	85,088	85,088	85,088	85,088
Lieutenant - Step 2	79,852	82,048	82,048	82,048	82,048	82,048	82,048
Lieutenant - Step 1	77,581	79,714	79,714	79,714	79,714	79,714	79,714
Firefighter - Step 5	72,786	74,787	74,787	74,787	74,787	74,787	74,787
Firefighter - Step 4	69,320	71,226	71,226	71,226	71,226	71,226	71,226
Firefighter - Step 3	66,024	67,839	67,839	67,839	67,839	67,839	67,839
Firefighter - Step 2	62,879	64,608	64,608	64,608	64,608	64,608	64,608
Firefighter - Step 1	59,890	61,537	61,537	61,537	61,537	61,537	61,537

**Total Salaries Paid by City Consolidation District Fund**

Captain (FC 2)	255,663	87,564	262,692	262,692	175,128
Captain (FC 1)	82,811	255,264	85,088	85,088	170,176
Lieutenant - Step 2	479,112	328,192	492,288	492,288	328,192
Lieutenant - Step 1	155,162	318,856	159,428	159,428	318,856
Firefighter - Step 5	1,965,222	1,570,527	1,570,527	1,570,527	1,346,166
Firefighter - Step 4	138,640	356,130	284,904	284,904	284,904
Firefighter - Step 3	198,072	135,678	339,195	339,195	339,195
Firefighter - Step 2	125,758	129,216	193,824	193,824	193,824
Firefighter - Step 1	119,780	369,222	184,611	184,611	369,222
Differentials	0	0	125,000	125,000	125,000
TOTAL SALARIES	<u>3,520,220</u>	<u>3,550,649</u>	<u>3,697,557</u>	<u>3,697,557</u>	<u>3,650,663</u>

Town Consolidation District			2021-22	2022-23	2022-23	2023-24	2023-24	2024-25	2024-25
			Actual	Budget	Actual	Budget	Projected	Proposed	Adopted
<b>Revenues</b>									
<b>Taxes</b>									
28304292	41101	Current Real Estate and Personal Property	452,160	424,017	438,913	451,189	460,000	445,291	420,244
28304292	41103	Current Motor Vehicle Taxes	51,190	0	0	67,506	65,000	46,256	44,368
28304292	41105	Prior Year Levies	4,239	4,500	8,376	5,000	5,000	6,000	6,000
28304292	41106	Interest and Lien Fees	5,353	4,500	4,145	3,500	4,300	4,000	4,000
<b>Totals</b>			<b>512,942</b>	<b>433,017</b>	<b>451,434</b>	<b>527,195</b>	<b>534,300</b>	<b>501,547</b>	<b>474,612</b>
<b>State Grants</b>									
28304292	43500	Shared Revenues	0	54,239	54,239	0	0	65,117	65,117
<b>Totals</b>			<b>0</b>	<b>54,239</b>	<b>54,239</b>	<b>0</b>	<b>0</b>	<b>65,117</b>	<b>65,117</b>
<b>GRAND TOTALS</b>			<b>512,942</b>	<b>487,256</b>	<b>505,673</b>	<b>527,195</b>	<b>534,300</b>	<b>566,664</b>	<b>539,729</b>

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

<b>Expenditures</b>									
28304292	52205	Workers' Compensation	51,689	47,663	43,363	58,252	58,252	66,664	66,664
28304292	58792	VFF Tax Credit	96,023	130,000	134,292	140,000	131,183	140,000	140,000
28304292	59150	Transfer to VFF Relief Fund	357,417	309,593	309,593	328,943	328,943	360,000	333,065
<b>Totals</b>			<b>505,129</b>	<b>487,256</b>	<b>487,248</b>	<b>527,195</b>	<b>518,378</b>	<b>566,664</b>	<b>539,729</b>

**Town Consolidation District Fund**

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

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

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

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

This tax applies to residents in the town area only.

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

## Norwich Public Utilities

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

NPU was proud to be the first utility company in Connecticut to offer a discount to low-income electric customers. Through its *Community Assistance Rate*, qualified customers can receive a 10% discount on their electric bills each month, with an additional 10% provided to those customers who sign up for AutoPay. Through the first four months of the program, 1,800 NPU customers have qualified for the program and saved more than \$80,000.

NPU operates a full-service Customer Service Center on North Main Street in Norwich, 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 60,000 walk-in customers, answers 140,000 phone calls from customers, and generates approximately 540,000 bills.

NPU continues to be a regular participant in tax credit programs offered by the State of Connecticut. In 2024, NPU provided \$130,500 in support to two long-standing community partners through the State's *Neighborhood Assistance Act (NAA)*. St. Vincent DePaul Place received \$75,000 to support the work of replacing 15 out-of-date windows as part of a multi-year effort to upgrade the heating, ventilation and air conditioning (HVAC) system; the Norwich Historical Society received \$55,500 to support the ongoing rehabilitation work at the circa-1763 David Greenleaf House, which is adjacent to the iconic Leffingwell Inn.

## Highlights & Accomplishments

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### *Operational Performance and Reliability*

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NPU is among 118 of the nation's more than 2,000 public power utilities that have earned the Reliable Public Power Provider (RP3)<sup>®</sup> 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 2023. 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 2023. The designation, which is for three years, was also awarded to NPU in 2014, 2017, and 2020. 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.

Performance Measures

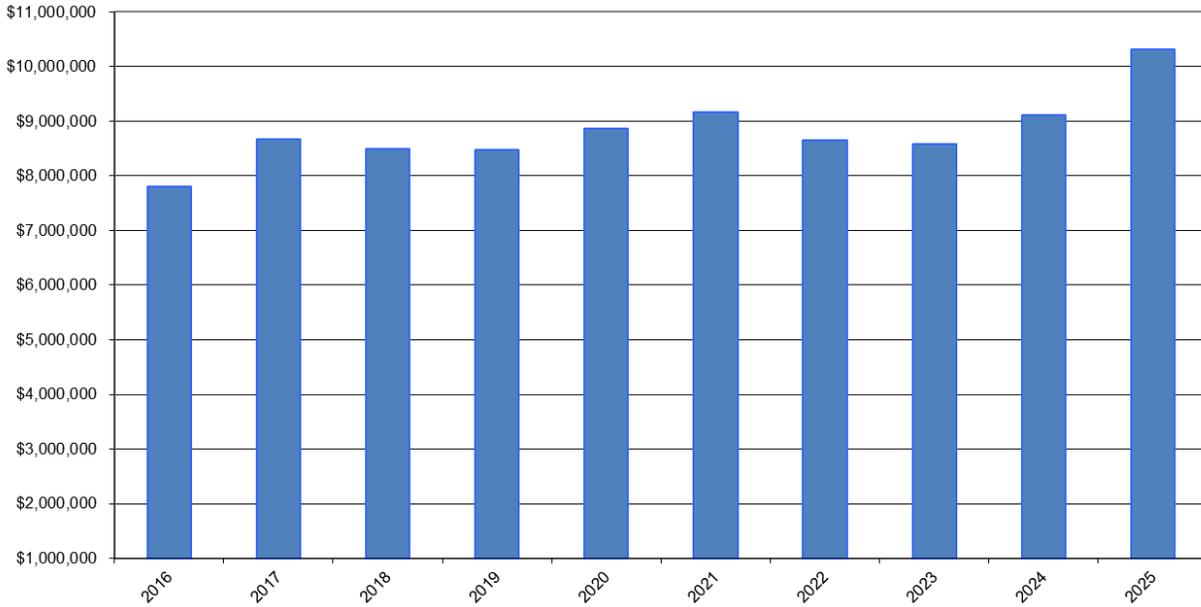
Customer Service Indicators	FY 2023	FY 2024	FY 2025
	Actual	Projected	Forecast
<b>Field Service</b>			
Gas Service Calls	2,686	2,440	2,470
Electric Service Calls	368	740	590
Water Service Calls	975	1,530	1,101
Sewer Service Calls	202	133	154
<b>Service Center</b>			
Walk-in Customers	26,916	36,365	40,250
# Calls	129,080	133,250	139,800
<b>Operations Indicators</b>			
<b>Distribution Systems</b>			
Miles of Gas Main	156	156	156
Miles of Electric Line	231	231	231
Miles of Fiber Optic Cable	82	82	82
Miles of Water Main	201	201	201
Miles of Sewer Main	138	138	138
<b>Electric System Reliability</b>			
Avg. # Outages per Customer	1.01	0.64	0.64
Avg. Cumulative Out of Service Time (min)	120	70	70
<b>Wastewater Treatment</b>			
Gallons Treated (Billion)	1.36	1.40	1.40
Quality Tests Conducted	5,850	5,850	5,850
<b>Water Division</b>			
Gallons of Potable Water (Billion)	1.97	1.84	1.90
Quality Tests Conducted	15,930	15,960	15,960

Payment to the City

In FY2024, NPU’s payment to the City’s General Fund was \$9,113,760. This is based on 10% of natural gas, electric, and water service gross revenues for FY2022. In FY2024, NPU revenue provided to the City reduced taxpayers’ burden by 4.38 mills. Over the past ten years, NPU has provided approximately \$90,000,000 million to the City of Norwich.

In FY2025, this payment will be approximately \$10.3 million, based on 10% of natural gas, electric, and water service gross revenues for FY2023.

Revenues Generated for the City General Fund  
Ten Year History



### Natural Gas System

In April, 2023, NPU was awarded a \$10 million grant through the Natural Gas Distribution Infrastructure Safety and Modernization program that will 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). The work proposed through this grant is 100% reimbursable, which would reduce future expenses for NPU and its natural gas customers.

Since 2022, as a result of NPU’s advocacy with its State legislative delegation, its purchases of natural gas have been exempted from the State’s Gross Receipts Tax; this proposal was ultimately approved by the entire Connecticut General Assembly and saves NPU’s natural gas customers an estimated \$975,000 per year.

### Electric System

NPU remains engaged in the upgrading of its 4.8kV distribution system that will provide increased efficiency, improve reliability with newer equipment, and reducing maintenance costs. These upgrades also include the installation of insulated spacer cable to increase system redundancy and substantially reduce power outages.

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

### Water Supply

Over the next several years, NPU’s *Get the Lead Out* project will undertake a comprehensive program to remove and replace hundreds of water service lines on private property that contain lead. NPU

continues to survey homes throughout the city to develop a strategy for this work to be completed in an efficient manner. While the water in NPU's system is free of lead when it leaves our treatment plant, many older homes in Norwich have lead pipes that connect to NPU transmission lines.

### *Wastewater*

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In 2023, NPU broke ground on the major upgrade of its wastewater treatment plant. This \$200 million initiative will be the largest construction project in the history of Norwich. Funding for the project comes from both grant funding and low-interest loans from the State of Connecticut's Department of Energy & Environmental Protection; \$72 million in grant funding through the State's Clean Water State Revolving Fund (CWSRF) and \$128 million in low-interest (2%) loans from the State's CWSRF that will be repaid by NPU's 10,000 wastewater customers over the next 20 years.

Working with the offices of Senators Richard Blumenthal and Chris Murphy, in 2023, NPU secured funding for \$1.6 million 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*

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In 2021 and 2023, 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.

In 2023, NPU completed 27 commercial efficiency projects which included rebates of more than \$365,000. These projects included:

- Commercial & Industrial equipment projects – 12 customers, \$150,000 in rebates
- Lighting control upgrades – 9 customers, \$189,000 in rebates

### *Residential Efficiency Programs*

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In 2023, NPU provided 177 Home Energy Solutions (HES) audits and provided \$118,000 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 107 customers who installed energy-efficient heating/cooling split units.

Throughout 2023, 33 residential customers entered into solar power interconnection agreements with NPU, with 36 customers connecting their solar services to the NPU system.

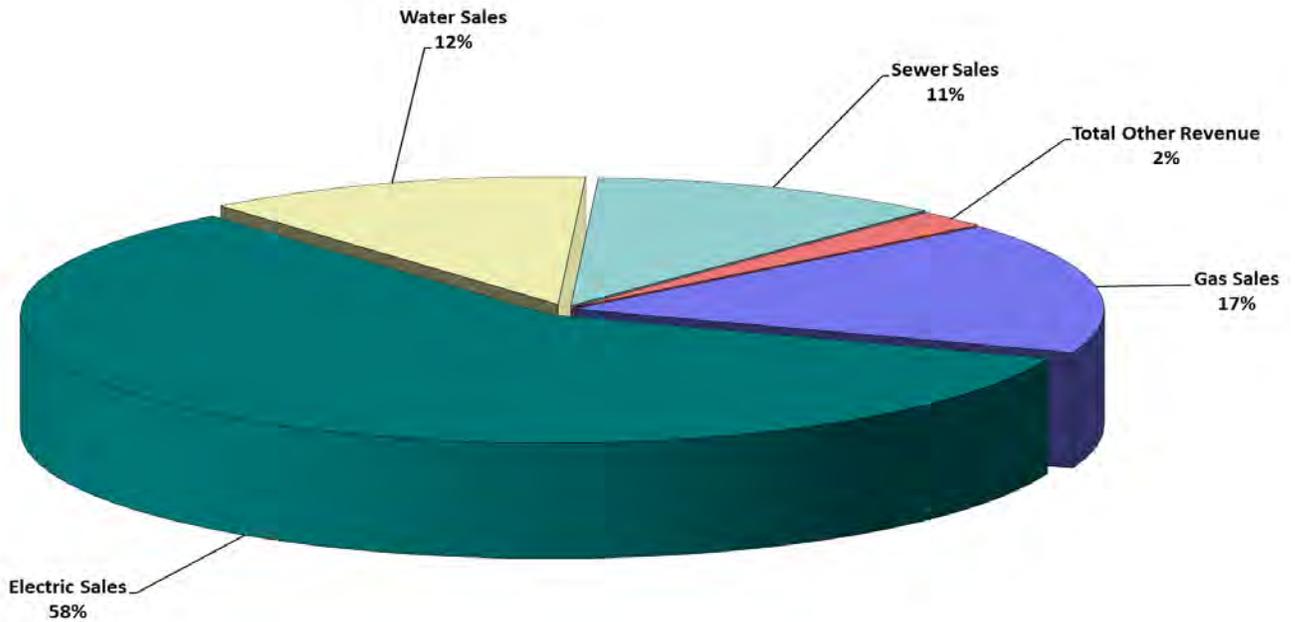
### *Alternative Fuels/Electric Vehicles*

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NPU continued its Electric Vehicle (EV) and EV Charging Rebate program in 2023, providing rebates to customers for 32 electric vehicles and 17 EV charging units. It is estimated that every electric vehicle charged by NPU will generate nearly \$3,000 additional revenue per year.

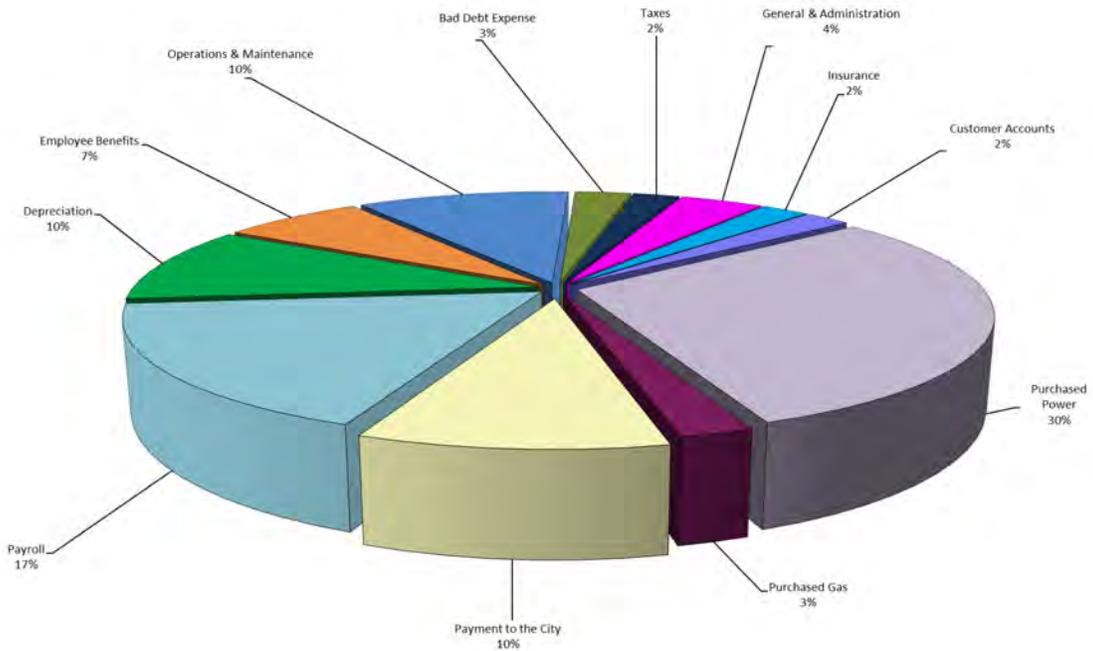
Revenue Summary	FY 2023	FY 2024	FY 2025
	Audited	Approved	Approved
<b>SALES</b>			
Residential Gas	\$14,316,280	\$12,348,337	\$10,966,158
Commercial Gas	8,813,220	7,234,134	5,934,167
Industrial Gas	123,385	95,909	90,103
Public Gas	1,521,641	1,286,945	1,002,149
Interdepartmental Gas	122,483	114,686	95,259
<b>Total Gas Sales Revenue</b>	<b>\$24,897,009</b>	<b>\$21,080,011</b>	<b>\$18,087,836</b>
Residential Electric	\$33,946,255	\$32,924,796	\$33,099,871
Commercial Electric	22,662,580	24,094,790	22,540,737
Industrial Electric	2,088,701	4,532,461	2,571,462
Public Electric	4,306,030	4,254,053	4,011,962
Interdepartmental Electric	1,280,383	1,092,452	1,295,324
<b>Total Electric Sales Revenue</b>	<b>\$64,283,949</b>	<b>\$66,898,552</b>	<b>\$63,519,356</b>
Residential Water	\$6,773,610	\$7,148,138	\$7,732,868
Commercial Water	3,174,818	3,275,698	3,801,727
Industrial Water	874,863	849,926	993,468
Public Water	179,123	176,884	210,766
Interdepartmental Water	159,385	108,992	128,868
<b>Total Water Sales Revenue</b>	<b>\$11,161,799</b>	<b>\$11,559,638</b>	<b>\$12,867,697</b>
Residential Sewer	\$7,187,631	\$7,734,782	\$8,910,821
Commercial Sewer	1,718,422	1,929,984	2,163,400
Industrial Sewer	52,262	47,040	69,331
Public Sewer	231,740	230,886	313,074
Interdepartmental Sewer	216,112	514,030	337,142
<b>Total Sewer Sales Revenue</b>	<b>\$9,406,167</b>	<b>\$10,456,722</b>	<b>\$11,793,768</b>
<b>OTHER OPERATIONAL REVENUE</b>			
Penalties for Late Payments	\$899,079	\$968,100	876,840
Municipal Area Network Fees	327,025	330,312	323,030
CNG Sales Revenue	62,586	68,600	57,960
Water/Sewer Capital Connections	16,675	57,000	57,360
Septage Charges	49,117	28,600	0
Bulk Water	25,182	42,690	25,960
Utility Plant & Rental Income	1,372,616	450,270	423,130
Service Call Revenue	225,207	202,500	215,250
Interest Income	64,996	44,340	416,797
<b>Total Other Operational Revenue</b>	<b>\$3,042,483</b>	<b>\$2,192,412</b>	<b>\$2,396,327</b>
<b>TOTAL REVENUE</b>	<b>\$112,791,407</b>	<b>\$112,187,335</b>	<b>\$108,664,984</b>

### Revenue Fiscal Year 2025

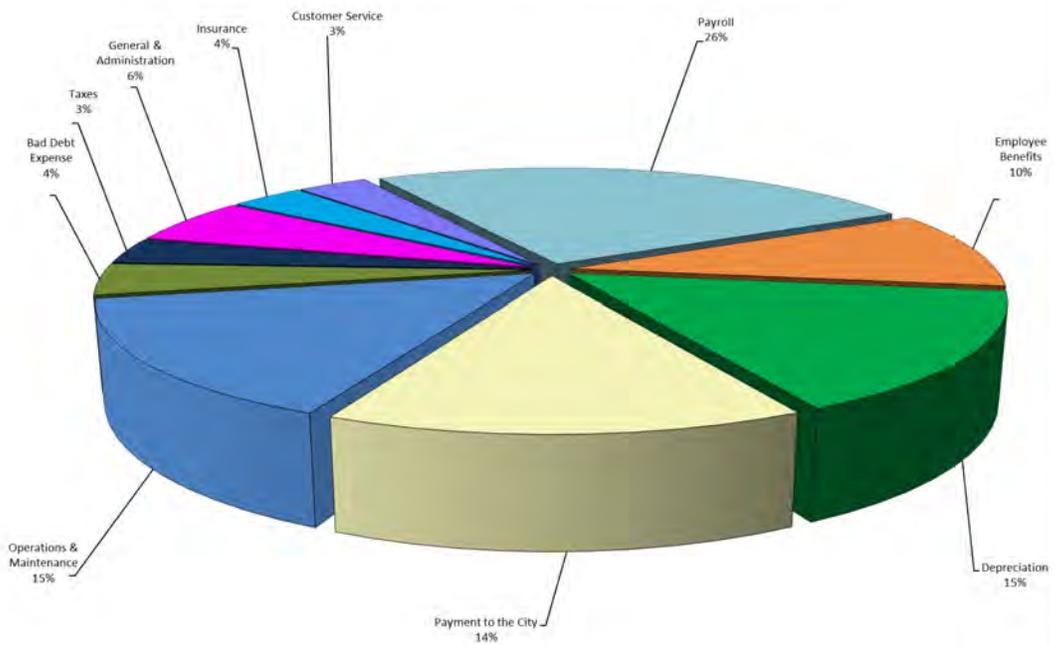


Expense Summary	FY 2023	FY 2024	FY 2025
	Audited	Approved	Approved
<b>DEPARTMENT EXPENSES</b>			
Purchased Gas	\$7,446,457	\$5,601,951	\$2,502,991
Purchased Power	34,547,803	35,548,107	31,853,234
Payroll	16,391,069	16,934,909	18,219,636
Employee Benefits	14,547,900	6,748,956	7,256,277
Payment to the City	8,577,656	9,113,760	10,317,802
Gross Revenue & Property Tax	2,141,977	2,256,927	2,372,291
Property & Liability Insurance	1,750,245	2,392,455	2,432,753
Operations & Maintenance	9,739,130	9,012,868	10,366,504
Customer Accounts	3,161,431	1,890,577	2,476,974
General & Administration	3,267,471	4,139,830	4,279,761
Depreciation & Amortization	9,623,130	10,322,495	10,954,784
Bad Debt Expense	2,007,136	3,865,200	2,890,800
<b>Total Expenses</b>	<b>\$113,201,405</b>	<b>\$107,828,035</b>	<b>\$105,923,807</b>
<b>DEBT SERVICE</b>			
Debt Principal Repayment	\$4,974,322	\$5,106,508	\$5,912,183
Interest Expense	2,633,013	2,494,714	3,121,757
<b>Total Debt Service</b>	<b>\$7,607,335</b>	<b>\$7,601,222</b>	<b>\$9,033,940</b>

**FY25 Expenses by Category**



**FY25 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.

<b>Capital Budget Summary</b>	<b>FY 2023</b>	<b>FY 2024</b>	<b>FY 2025</b>
	Audited	Approved	Approved
<b>Metering</b>		\$419,977	\$178,372
<b>Main Installations</b>		5,152,258	12,472,763
<b>Service Installations</b>		1,566,479	1,875,290
<b>Facilities &amp; Structure Improvements</b>		1,020,000	1,455,000
<b>Fiber Installations</b>		33,458	35,895
<b>Transformers, Switches, &amp; Capacitors</b>		702,000	750,000
<b>Poles &amp; Fixtures</b>		190,868	205,109
<b>Streetlighting &amp; Signal Systems</b>		5,150	5,000
<b>Manholes, Frames, &amp; Covers</b>		50,000	50,000
<b>Hydrant Installations</b>		112,396	96,416
<b>State Projects</b>		39,997	27,483
<b>Regulator Station Improvements</b>		0	171,824
<b>LNG Plant Improvements</b>		106,549	0
<b>Electric Distribution System Improvements</b>		275,000	2,000,000
<b>Electric Generation Improvements</b>		80,000	280,000
<b>Substation Improvements</b>		430,724	1,563,634
<b>Pumping Station Improvements</b>		0	485,000
<b>Water Treatment Plant Improvements</b>		265,000	450,000
<b>Water Storage Improvements</b>		4,110,000	2,200,000
<b>Wastewater Treatment Plan Improvements</b>		31,050,000	82,328,000
<b>Vehicles</b>		50,000	180,000
<b>Utility Vehicles</b>		835,000	560,000
<b>Utility Construction Equipment</b>		488,000	326,000
<b>Capitalized Tools &amp; Equipment</b>		291,000	550,500
<b>Technology Equipment &amp; Improvements</b>		1,388,551	270,000
<b>Total Capital</b>	<b>\$10,002,931</b>	<b>\$48,662,407</b>	<b>\$108,516,286</b>

## Glossary

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### 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.